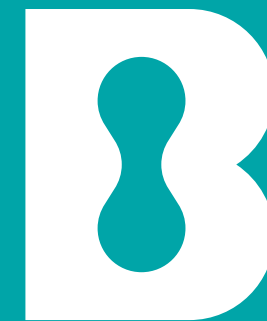


Business Engineering for Growth



B-EN-G

Business Engineering Corporation

Integrated
Report
2025



KDDI Otemachi Building, 1-8-1 Otemachi, Chiyoda-ku, Tokyo 100-0004
<https://www.b-en-g.co.jp/en>

Published in October 2025

Business Engineering for Growth

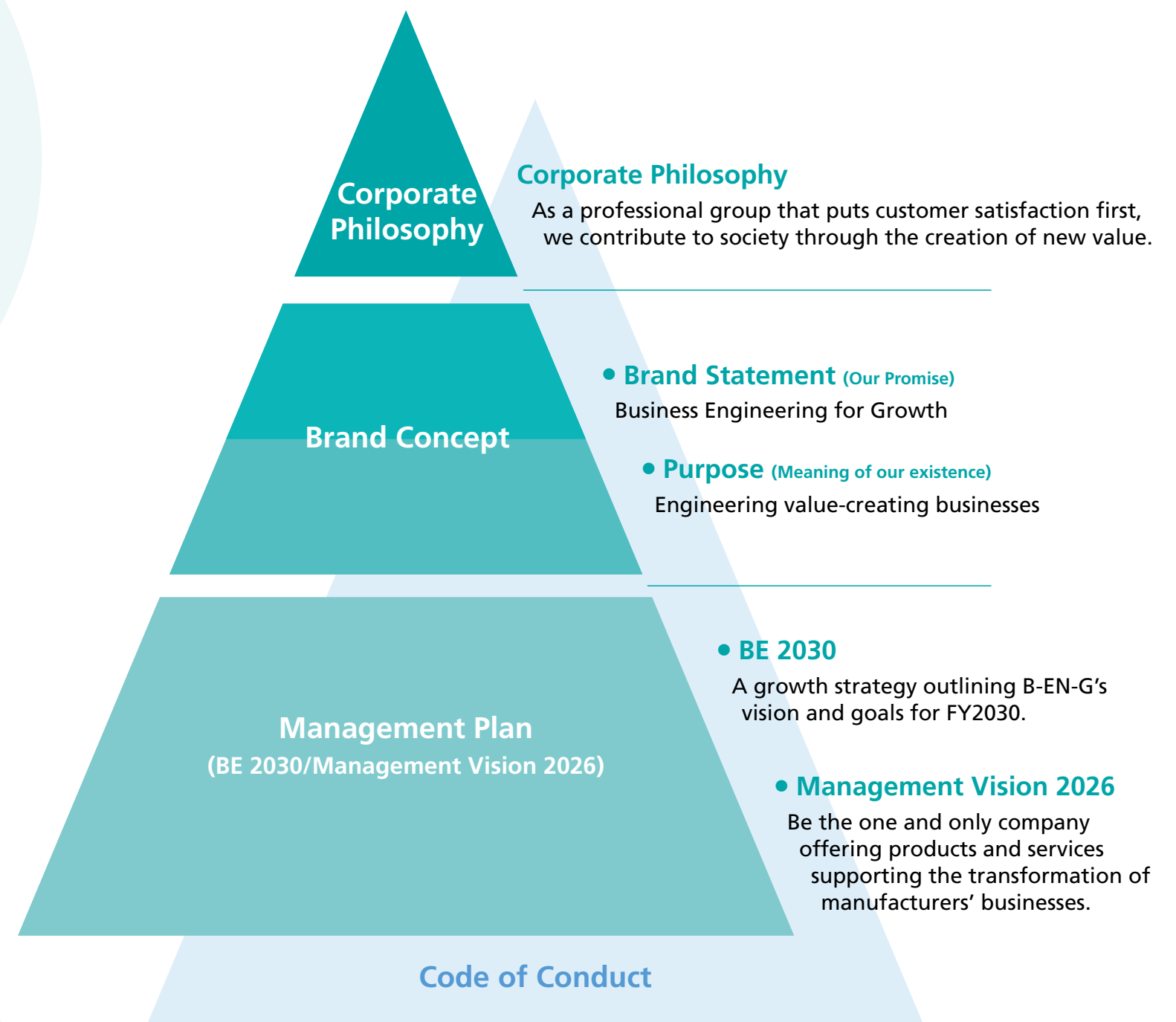
There are many companies in the world who aspire to create value and make the world a better place. As a company that provides digital technology solutions to the manufacturing industry, we understand this better than anyone else.

We believe that, as our clients strive to move forward, we can stand alongside them, share the weight of their challenges, and pursue the same goals with equal enthusiasm.

There may be times when we give an opinion that is hard to hear, and our suggestions may seem different from what the client envisions. This is because, as a partner, our mission is to see beyond our client requests and provide them with the best possible solutions.

Everything we do is for our clients and their success. We stand beside our clients and walk every step with them until, together, we reach the goal.

“Business Engineering for Growth”
We are B-EN-G.



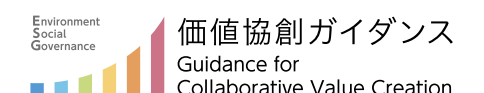
Editorial Policy

In 2025, Business Engineering Corporation (hereinafter “the Company”) issued its second integrated report. In all of our business activities, we value active dialogue with stakeholders. The goal of this integrated report is to comprehensively increase your understanding of the social and economic value created by the B-EN-G Group through reports on our management strategies, business operations and sustainability-related activities. For further information, please visit the Company's website.

Business Engineering Corporation ▶ Website

Reference Guidelines

- IFRS Foundation, International Integrated Reporting Framework
- Ministry of Economy, Trade and Industry, Guidance for Collaborative Value Creation 2.0



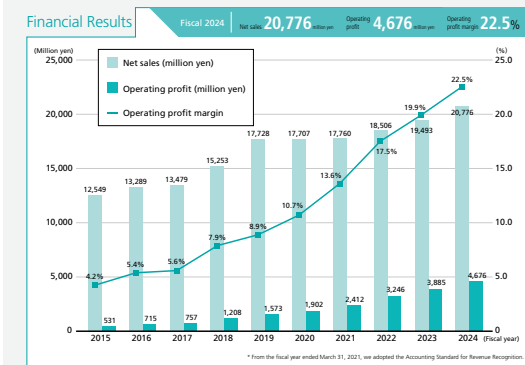
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Masakazu Haneda
Representative Director,
President and CEO

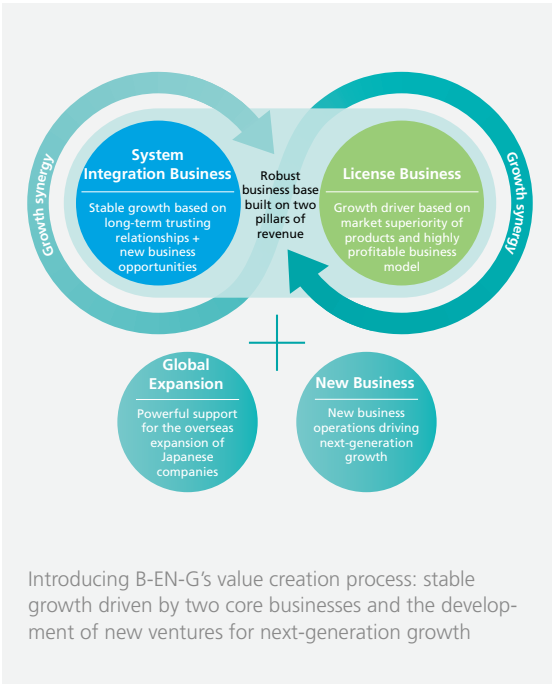


Engineering value-creating businesses
– Innovating through the digitalization of Kaizen –

To help Japanese companies regain their global competitiveness and leap back to the cutting edge, President Masakazu Haneda discusses B-EN-G’s mission and strategy.

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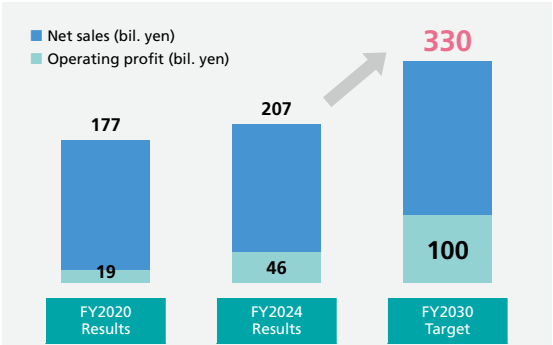
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Shigeaki Betsunou
Representative Director,
Senior Managing
Director and CFO



We will accelerate growth investments, maintain a return on equity (ROE) of 20% or higher, and continue our high growth through unique financial and human capital strategies.

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The origins of B-EN-G’s strengths: Founding members who built the business share their growth journey

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Scope of Reporting

Organizations covered: Business Engineering Corporation and the Business Engineering Group (two consolidated subsidiaries and five non-consolidated subsidiaries)

▶ P52 Group Companies

Period: April 2024 to March 2025 (including some activities that began in or after April 2025)

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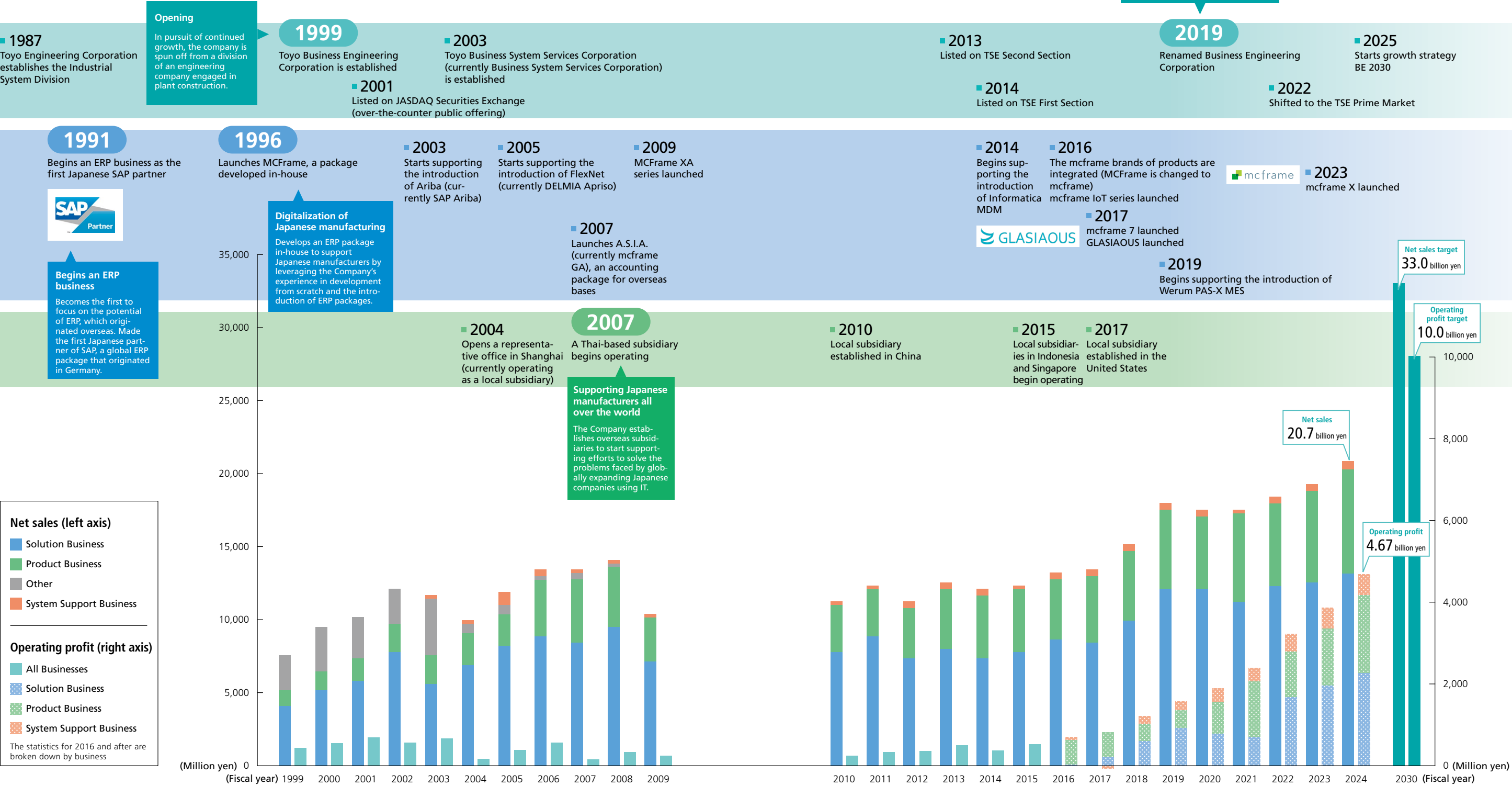
Notes Concerning Forward-looking Statements

The performance forecast written in this report is based on information currently available to the Company and certain assumptions that are deemed reasonable. Actual results may differ from the forecast.

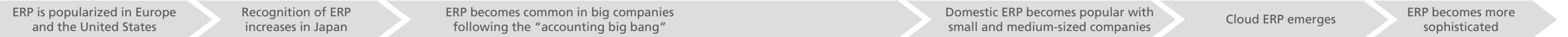
The reasons for this include but are not limited to the fluctuation of the economic and competitive environments of major markets, product supply and demand, exchange and interest rates and the conditions of the raw materials and fuel markets and changes to laws and regulations.

Our Value Creation Story

Ever since its founding, the Business Engineering (B-EN-G) Group has accurately grasped constantly changing business environments and leveraged its deep knowledge, rooted in frontline operations, to consistently make proposals and provide support, looking a half step ahead of customers, primarily in manufacturing. We will continue to tackle the challenges of creating new value as a unique partner supporting the Japanese manufacturing industry through digital transformation (DX)*1, in line with the transformation of customers' businesses.



ERP*2 (mission-critical systems) trends in society

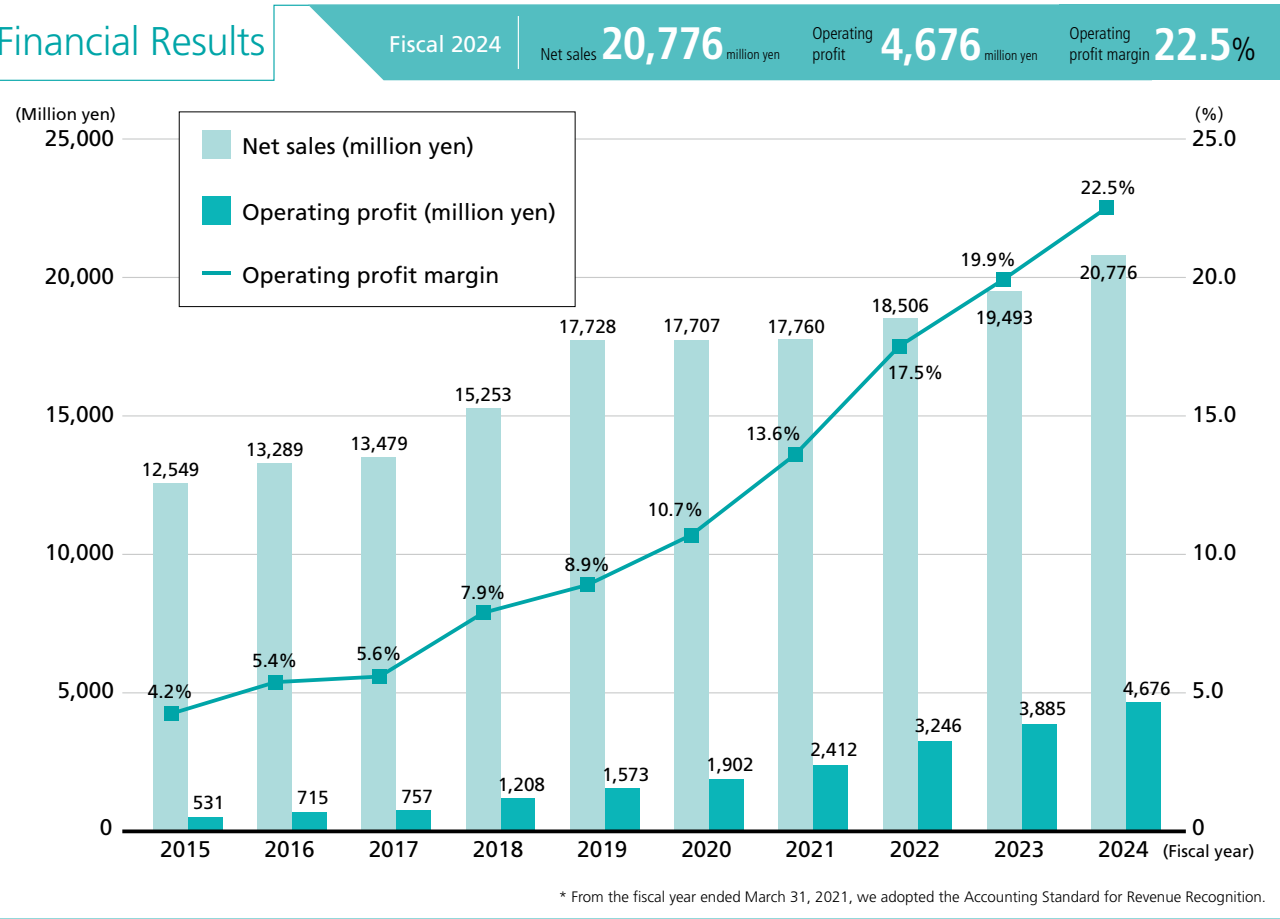


*1 Digital transformation: Using digital technologies to change and create new business models and services.
*2 ERP: Enterprise Resources Planning. A package system centralizing the management of corporate resources, streamlining business operations and optimizing corporate management.

Facts

This page shows the track record that B-EN-G has cultivated to date and represents the foundation for our value creation.

Financial Results

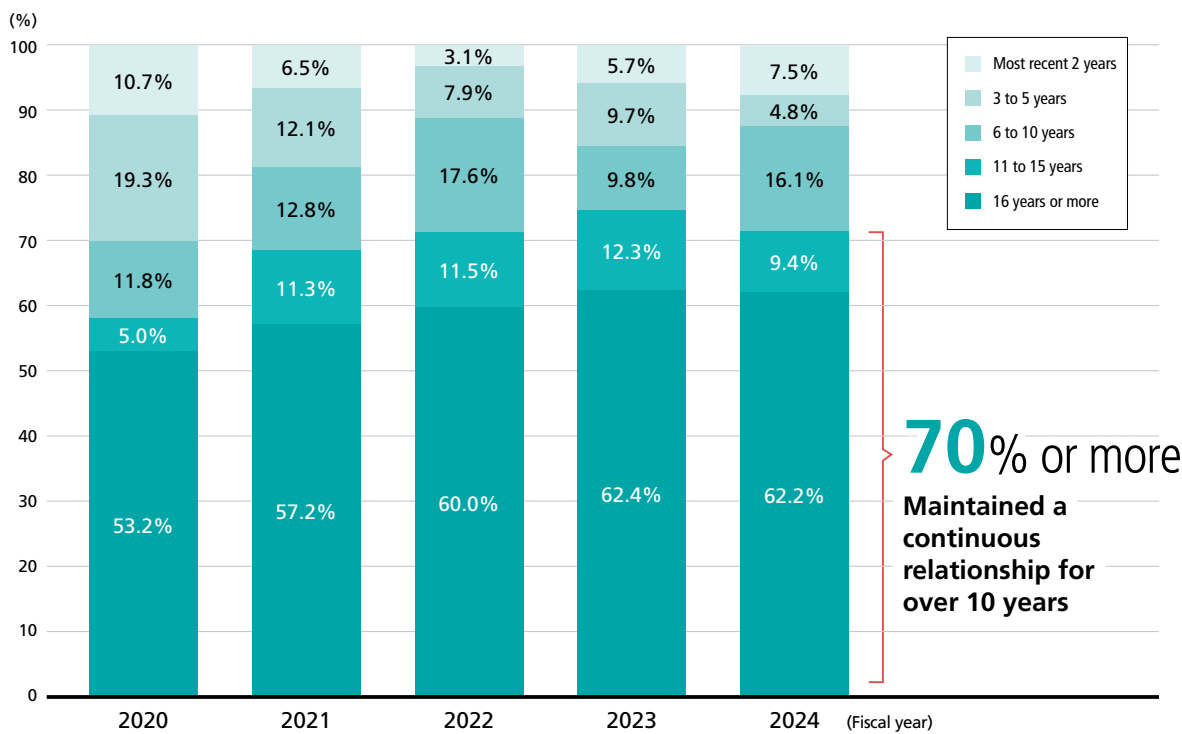


Solution Business

Companies where ERP, mission-critical systems, and expansion solutions have been introduced (as of March 31, 2025)

668 companies

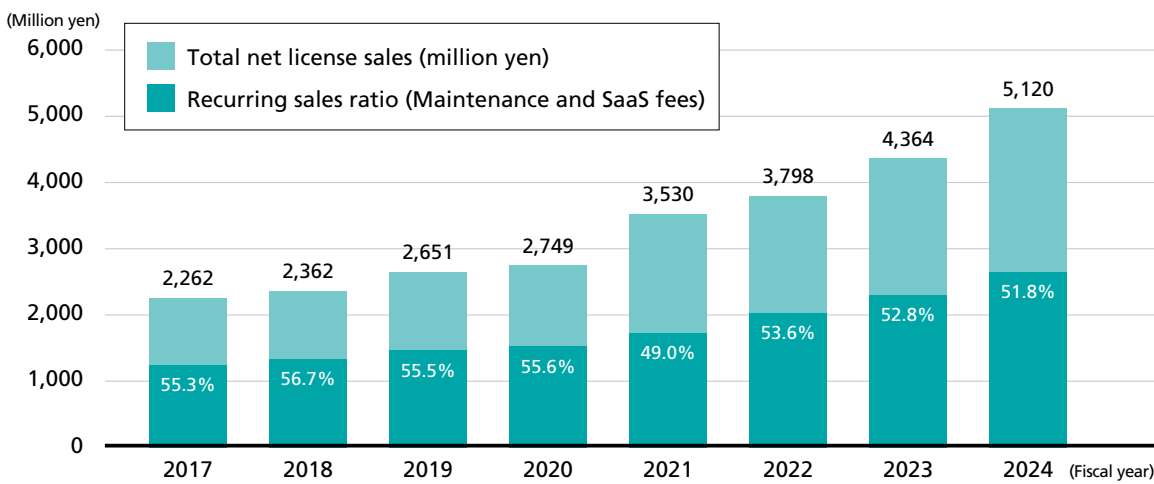
Breakdown of net sales by number of years since first order



Product Business

Compound annual growth rate (CAGR) of license sales (FY2017 to FY2024) **12.3%**

Trends in license sales and recurring sales ratio



Global expansion

Global introduction results (as of July 31, 2025)

36 regions **1,700** companies

Overseas bases where GLASIAOUS (accounting/ERP package for global group companies) has been introduced





Masakazu Haneda

Representative Director, President and CEO

Engineering Value-creating Businesses

Innovating through the digitalization of Kaizen

Challenges of Digitalization at Japanese Companies

The decline of Japanese companies, particularly the manufacturing sector that underpins the Japanese economy, has been a cause for concern for quite some time. Traditionally, frontline manufacturing capabilities, as represented by Kaizen (a Japanese philosophy for achieving continuous improvement by making many small, incremental changes over time), have supported the competitiveness of the manufacturing industry. However, as competition has become globalized and the changes in the manufacturing environment have intensified more than ever before, it has become noticeable that Japanese companies, which are often criticized for lacking good management, have fallen behind in their response and are unable to keep up with changes. One major contributing factor is the lag in the adoption of IT, as exemplified by the delayed introduction of ERP systems.

Even within Japanese companies, the shift toward IT progressed relatively early, particularly in areas such as accounting and human resources. In the supply chain field, however, company or industry-specific differences in system requirements for sales and production management have persisted, and insistence on maintaining these unique system requirements has resulted in a situation where IT adoption lags significantly behind other countries. The high adaptability of Japanese companies to frontline operations and their reliance on tacit knowledge to conduct business have also hindered IT adoption (as they could still manage without it). The “2025 Digital cliff” problem, as highlighted in the Ministry of Economy, Trade and Industry’s 2018 DX Report, sounded the alarm on this situation.

How the Pandemic Changed Japan’s Manufacturing Mindset

The COVID-19 pandemic drastically changed the situation. With the movement of people and the flow of goods severely restricted, the traditional way of working that relied on “tacit knowledge” no longer worked. When the common wisdom of the supply chain breaks down and the situation changes from moment to moment, management that relies on the old ways of intuition and experience is no longer viable.

Before the pandemic, in many areas of Japanese manufacturing, both top-level management and frontline workers had an aversion to IT, which was a significant barrier to ERP implementation. Due to the external pressure of the pandemic, however, awareness toward DX in Japan’s manufacturing industry has started to change significantly. The

perception that “we cannot work without IT” and “we cannot respond to rapid changes in the environment without the digitalization of processes” has been inadvertently shared from top-level management down to the frontline. Things that companies had previously managed (or at least thought they had managed) to handle manually have now reached a point where decisions can no longer be made or action can no longer be taken without digital tools.

Since our founding, we have supported the digitalization of supply chain domains, mainly in the manufacturing industry. Since the pandemic, though, there have been significantly more opportunities to feel more desperate requests and strong expectations from our customers. We are proud that our significant growth in recent years is due to our ability to provide products and services that meet the needs of our customers, and we believe that these changes in the business environment and mindsets surrounding Japan’s manufacturing industry are also behind this.

The Future of Digitalization: The Three Stages of Digitalization

Since the pandemic, the digitalization of Japan’s manufacturing industry has been progressing. From a global perspective, however, we believe that this transformation is still only at the halfway point. Even ERP, which has already become a commonplace platform for overseas companies, has only been fully introduced at around half of Japan’s large and medium-sized manufacturing companies.

The first stage of digitalization involves increasing operational efficiency through the use of ERP and packaged systems, essentially “digitalization for increasing efficiency.” If the company’s core business is not digitalized, even if it introduces the latest tools such as AI, the result will only be partial optimization. First, it is both important and essential to digitalize core operations and develop a digital foundation to achieve overall optimization of the company.

The next stage is “digitalization to strengthen competitiveness,” utilizing the latest digital technologies, such as AI and IoT, to differentiate the company from others. Only at this stage can we transition from digitalizing defense to digitalizing offense. Even within Japan’s manufacturing industry, I think that there is a kind of polarization between companies that completed the digitalization of their core business at an early stage and are now pushing ahead with offensive digitalization, and those that are still hesitant to digitalize.

The final stage is the realization of digital transformation (DX). Recently, there has been a tendency to refer to all IT-related transformations as DX. Strictly speaking, though, the term DX refers specifically to the “transformation of business models using digital technologies.” Achieving this

requires strong will on the part of the management, long periods of time, and bold investments. For the manufacturing industry to transform from a business that sells goods to one that sells experiences and services, it is necessary to digitalize not only business processes but also the products themselves (the creation of services through the fusion of hardware and software).

Our brand statement, “Business Engineering for Growth,” expresses our determination to walk the long road to DX together with our customers.

► P1 Brand Statement

Strengthening the Competitiveness of Japanese Companies: What We Can Do to Support Your Digitalization Efforts

To help Japanese companies—especially those in the manufacturing industry—to regain strength on the global stage, we will continue to support our customers in their digitalization efforts.

In the License Business, we have been developing and selling mcframe, a product specialized toward the supply chain field of the manufacturing industry, for many years. By incorporating the Japanese manufacturing industry’s passionate commitment to manufacturing and the high demands placed on the system, mcframe is now becoming the de facto standard in the supply chain domain of Japan’s manufacturing industry. The scope has expanded from core supply chain management functions such as sales, production, and cost management to include PLM (design-manufacturing collaborations), IoT (production-manufacturing collaborations), and sustainability-related features. It has been introduced at over 1,000 companies

in Japan and overseas (over 200 overseas).

The main reason for the significant growth in mcframe license sales and market share is that over 40 business partners, including major IT vendors in Japan and major system integrators that are strong in the manufacturing industry, have created specialized systems to engage in their business operations while sharing strategies with us.

There is also a mcframe users group (MCUG/over 200 members), consisting mainly of mcframe user companies, that actively provides product feedback, organizes various study groups, and facilitates exchanges among users. We believe that having such an active user community is a great asset to us.

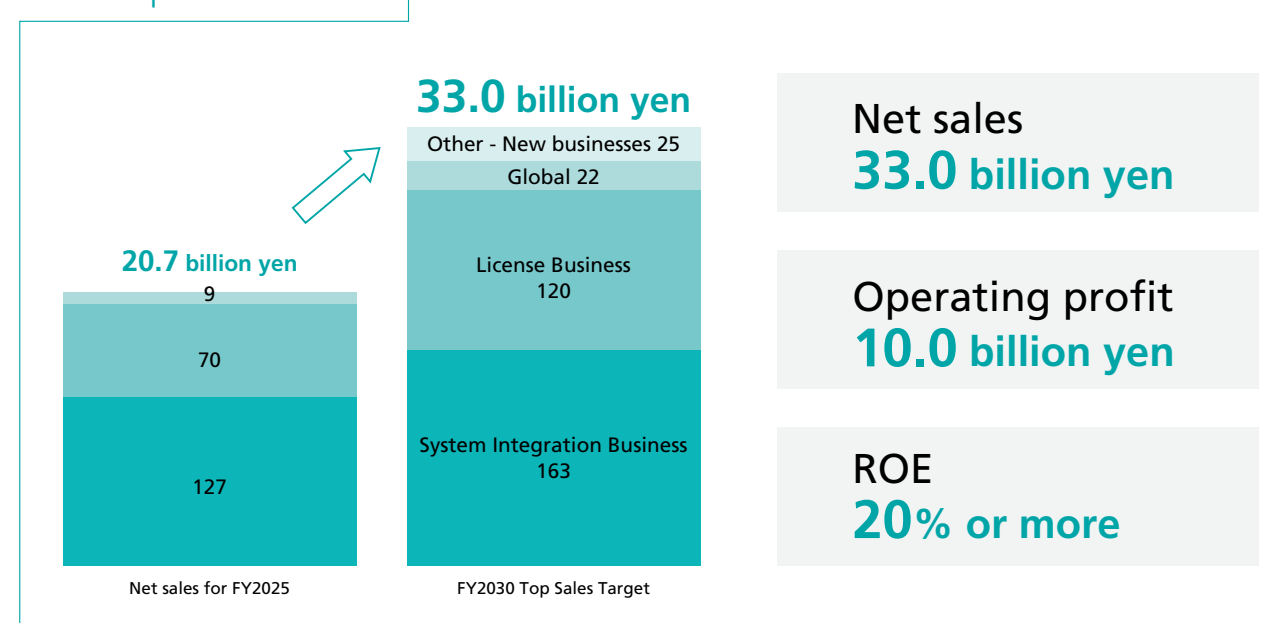
► P30 Strategy by Business > Product Business

In the System Integration Business, we support the introduction of SAP and other ERP systems, and introduce expansion solutions that allow us to utilize our unique knowledge and know-how.

The supply chain field of manufacturing is considered the most challenging area of ERP implementation, with many industry and company-specific requirements. To delve deeply into the customer’s business, identify the company’s strengths, and implement ERP standard functions as much as possible without altering them, it is essential to have a deep knowledge of the industry and business processes. One of our major strengths is that we have been working on SAP since the earliest days among Japan’s IT vendors, and continue to work with many major manufacturing customers to this day.

With our roots in engineering, we can also approach areas that are difficult for typical IT vendors to address, such as delivering solutions for the frontline (factory floor) and meeting the most stringent quality control standards, as seen in the pharmaceutical industry.

BE 2030 | B-EN-G’s Vision



Through our System Integration Business, we understand the needs of advanced customers, search for new solutions to solve their problems globally, and deliver them in a form that satisfies our customers. We believe that being able to build such a cycle is a key factor that allows us to continuously create high value-added services.

► P27 Strategy by Business > Solution Business

In global business, we support Japanese companies in their overseas expansion from the perspective of digitalization. I believe that the overseas bases of Japanese companies will become increasingly important in terms of both sales and manufacturing in the future.

We offer ERP products for the overseas bases of Japanese companies, as well as GLASIAOUS, a bookkeeping agent service, which are among our own products and services. Over 1,700 customers already use these products and services.

We have also established local subsidiaries in China, Thailand, Singapore, Indonesia, and the United States, employing over 100 local staff. Additionally, we have invested in partner companies in the Philippines and Vietnam to build a dedicated organizational structure. Employees who are familiar with the business customs of the country will respond promptly to customers in the local language.

► P34 Global Strategy

In this way, we are operating a business that supports the digitalization of our customers. Our management strategy is summarized under Management Vision 2026 (formulated in 2021 and revised in 2023). Since the numerical targets of Management Vision 2026 are expected to be achieved ahead of schedule, in May 2025, we announced BE 2030, a new growth strategy with an eye to 2030.

► P21 Growth Strategy BE 2030

► P22 Management Vision 2026

What Is Needed for Japanese Companies to Regain Their Global Competitiveness Engineering Value-Creating Businesses

I believe that by arming themselves digitally, Japanese companies will once again be able to regain their global competitiveness and leap back to the cutting edge. This is because Japan still maintains its superiority in terms of the power of “monozukuri” (manufacturing) in its manufacturing industry and the meticulousness of its service industry.

In the past, the phrase “lost decade(s)” has been used frequently, and many Japanese companies have lost their confidence as a result. I believe that some of the concepts being promoted in recent Western business administration (and subsequently reintroduced to Japan) incorporate many of the ideas and management styles that Japanese companies originally had. However, because Japan has a society with a high degree of homogeneity and a common language and culture, I think it may have neglected to generalize and spread such philosophies and management styles. “Digitalization” is nothing more than “generalization.”

As things are, Kaizen will end with partial optimization, but digitalizing Kaizen will enable it to be shared by many people. As a result, it will be possible to link it to the overall optimization of whole companies. Digitizing and accumulating Kaizen, which is something that Japanese companies are good at, should lead to the creation of major innovations.

Through such support, we would like to be a company engineering value-creating businesses.

Value Creation Process

As a corporate group supporting manufacturers using IT, for more than 30 years, the B-EN-G Group has operated based on the development of supply chain management systems and has contributed to the growth of customer businesses through its products and services, solving a broad range of problems for manufacturers. Going forward, we will continue aiming to achieve our purpose, "Engineering value-creating businesses," and working together with our customers to create ever greater value for society. We will do this by further optimizing business processes through digitalization and providing solutions that leverage our global expertise to meet the needs of our advanced customers.

External Environment

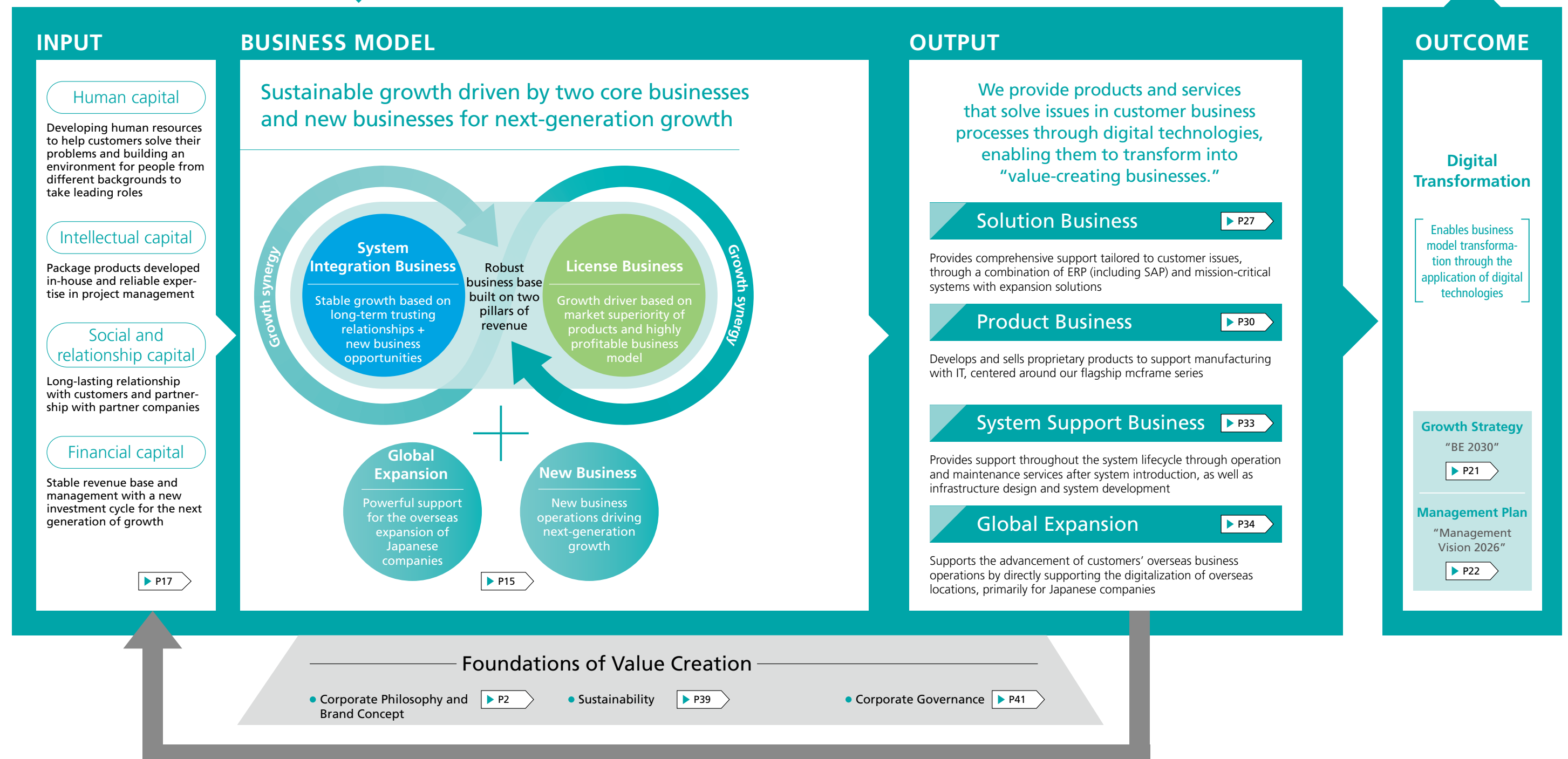
- Digital transformation
- Globalization
- Manufacturers' business model transformation
- Achievement of a sustainable society (sustainability)

Corporate Philosophy

As a professional group that puts customer satisfaction first, we contribute to society through the creation of new value.

Achieving our purpose

Engineering value-creating businesses



Business Model and Competitive Advantage (Strengths)

The B-EN-G Group has established a stable revenue base and high growth potential through its two core businesses: the System Integration Business and License Business. These businesses synergize with each other, forming a unique business model that drives our sustainable growth through global expansion and the advancement of new businesses.



System Integration Business

▶ P27 Solution Business ▶ P33 System Support Business

We have built a solid business base based on long-term trust with our customers. In addition to achieving stable growth, we will deepen our understanding of customer issues and support their next steps, driving the development of solutions that lead to new business opportunities.

Robust earnings base built on high client trust

Centered on large enterprises, building a robust earnings base based on long-term trust relationships with clients

Problem-solving capabilities leveraging manufacturing industry expertise

Expanding competitive advantage that rivals cannot match through problem-solving capabilities that leverage deep knowledge of complex business processes unique to manufacturing

Core systems × Enhanced solutions

Establishing a repeat business structure and high-margin model through the integrated provision of core systems and unique complementary solutions

Continuous client support throughout system lifecycle

Maintaining and strengthening relationships of trust with clients through continuous support from system implementation to post-implementation service, leading to future business opportunities

License Business

▶ P30 Product Business

Through the development and sales of our proprietary products centered around the mcframe series, which hold strong market advantages, we will simultaneously achieve profitability and growth potential, and continue to drive the evolution of our products and services, further accelerating our growth.

Strategic market positioning

With large and medium-sized manufacturers as main target clients, establishing unwavering market dominance and brand power

Strengthening sales capabilities through partnership strategy

Expanding market share by significantly enhancing sales capabilities through partnerships with major IT vendors

Ideal earnings structure with high margins and high growth

Establishing a high-margin, high-growth earnings model through a combination of initial license sales and recurring maintenance revenue (15-20%)

Cloud product strategy

Responding to market needs by providing cloud-compatible products and expanding the target customer base

Global Expansion

▶ P34 Global Strategy

We will expand our global presence by establishing competitive advantages through overseas subsidiaries based in emerging Asian markets and developing new locations.

Strategic positioning in emerging Asian markets

Establishing first-mover advantage in untapped territories where major ERP vendors have not actively entered

Proprietary product strategy enabling flexible localization

Developing globally usable products with flexible support for multiple languages, currencies, and country-specific tax systems

Unique vertically integrated business model

Simultaneously capturing high-profit margins from product sales and stable earnings from implementation support through integration of license sales and implementation support by overseas subsidiaries

Expansion of overseas locations and entry into new countries

Strengthening organizational capabilities of overseas subsidiaries and expanding beyond ASEAN countries

New Business

Leveraging our proven track record in digitalization, primarily in manufacturing, we will work to develop strategic businesses to drive next-generation growth.

User Co-creation Business

Creating new value by integrating client hardware/services with our solutions

Data Centric Business

Advanced analytics using core system data to support decision-making

Field DX Support

Revolutionizing manufacturing operations where digitalization has lagged, to enhance productivity and transfer of skills

Life Science Specialized Solutions

Providing unique value in the evolving life science domain, balancing regulatory compliance and quality improvement

Capital Supporting Value Creation

Based on its Purpose, "Engineering value-creating businesses," the B-EN-G Group creates new value based on the human, intellectual, social/relationship, and financial capital it has accumulated since its founding.

Human Capital

Developing human resources to help customers solve their problems and building an environment for people from different backgrounds to take leading roles and stay with the company

The B-EN-G Group believes that human capital is the core of its business operations and that each employee is the most valuable part of its human capital. We regard enhancing the value of human capital as a top priority issue in our management strategy, and strive to contribute to the growth of businesses and society as a whole through the development of skilled human capital.

Initiatives to enhance capital

As a result of focusing on improving engagement, aiming to create an organization where every employee thrives, we achieved a comprehensive score increase to 73.

To meet the demand for IT and DX human resources, we actively support investments in employee education. In particular, we focus on developing highly marketable SAP, AI, and analytics talent, encouraging employees to obtain related qualifications. Since 2024, we have been engaged in human capital management, such as starting to review our human resource portfolio, through collaboration with business divisions in an effort led by our Human Capital Task Force. To maximize employee capabilities, we have restructured career maps, revised compensation systems, raised wages, and introduced an internal job-opening posting system. These initiatives also contribute to fostering multi-skilled employees and activating job rotations.

We are also actively engaged in health management, the empowerment of women, and enhancing employee benefits. We encourage hybrid work and respect work styles that align with employees' lifestyles.

▶ P35 Human Resource Strategies

- Overall engagement score (non-consolidated)

69 → 71 → 73
(March 2023) (March 2024) (March 2025)

- Number of certified employees

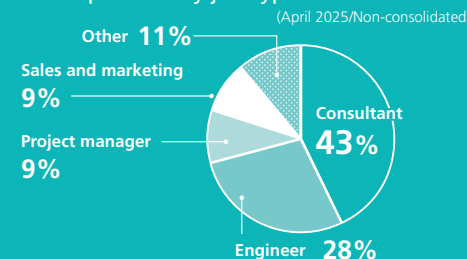
[SAP-certified consultants]

338
(Total number of people, including employees who have not renewed their certifications)
(As of July 2025/Consolidated)

[IPA data processing specialists (excluding IT passport)]

368
(Total number of people)
(As of July 2025/Consolidated)

- Composition by job type



- Investment in human resources

2.0 billion yen to 2.5 billion yen
(FY2024 to FY2026 plan)

Intellectual Capital

Package products developed in-house and reliable expertise in project management

Leveraging our expertise in large-scale plant construction projects, we have successfully completed system introduction projects for numerous manufacturers. We have centralized our methods for introducing original mission-critical task systems which we have accumulated over three decades so that they can be used in the implementation of reliable projects.

Initiatives to enhance capital

mcframe, a package developed in-house and released in 1996, has been chosen by many customers in the manufacturing industry. The package leverages our experience in the development of systems and the introduction of ERP packages for manufacturers. In addition, we have numerous in-house products that provide value to society through the development of new packages and the continuous update of packages. In this way, we push forward with efforts to support customers' manufacturing in a multifaceted manner.

▶ P27 Strategy by Business > Solution Business

▶ P30 Strategy by Business > Product Business

▶ P33 Strategy by Business > System Support Business

- Over 30 years of expertise in the management of projects for manufacturers' introduction of mission-critical systems

- Number of products developed in-house

12
(As of July 2025)

- Investment in software, R&D and business development

3.5 billion yen to 4.5 billion yen
(FY2024 to FY2026 plan)

Social and Relationship Capital

Long-lasting relationships with customers and partnerships with partner companies

In managing its business operations, the Group values its deep trust-based relationships with stakeholders, including customers.

As represented in our brand statement, "Business Engineering for Growth," we continue to help customers solve emerging problems even after a system is introduced in order to continuously offer value. We provide long-term maintenance services for mcframe, a product we developed in-house, projecting that customers will use the system for many years.

Initiatives to enhance capital

We strengthen our relationships with partner companies that are indispensable in our enhancement of corporate value. We have been reinforcing collaborative relationships with our business partners that sell and introduce mcframe, a powerful driver of our business, and with the licensors of other companies' products.

To accelerate our global expansion, one of the pillars of our growth strategy, we are also strengthening our relationships with overseas business partners and advancing capital participation.

▶ P30 Strategy by Business > Product Business

▶ P34 Global Strategy

- Total number of customers that have introduced our systems

3,427 companies

* Total number of customers that have introduced SAP, mcframe, mcframe GA and/or GLASIAOUS
(As of March 31, 2025)

- Number of mcframe business partners

61 companies

(As of April 2025)

- Number of package vendors' products we deal in

16

(As of July 2025)

Financial Capital

Stable revenue base and management with a new investment cycle for the next generation of growth

Since its founding, our Group has built a stable revenue base with two pillars, the System Integration Business and the License Business. The former is oriented toward problem solving and leverages our expertise in the introduction of systems mainly for manufacturers, while the latter mainly involves in-house products developed leveraging our experience.

Initiatives to enhance capital

We consider return on equity (ROE) as an important management indicator, and based on a basic capital policy of continually achieving an ROE greater than 20% over the medium and long term, we have established a sound financial base. In securing profit, we believe the profitability of individual projects is important and we thoroughly manage this. We consider capital efficiency in the generation of profit so that we can continue to grow in line with our basic policy of developing new products, increasing human capital and making other growth investments for future generations using the revenue we have generated.

▶ P23 Message from the CFO

- Total assets

18,451 million yen

(Year ended March 31, 2025)

- Return on invested capital (ROIC)

25.0 %

(Year ended March 31, 2025)

- Return on equity (ROE)

27.4 %

(Year ended March 31, 2025)

Social Issues Solved by B-EN-G

We tackle social issues identified as material actions by creating systems that support our customers in improving their operational efficiency, boosting productivity, and addressing labor shortages, enabling them to focus on creative activities.

Materiality for Solving Social Issues

1 Providing value to society using IT

Addressing labor shortages through digitalization

By digitalizing various operations, we help resolve issues caused by labor shortages and contribute to creating time for providing new value to society.

Provision of safety and peace of mind

We support customers in ensuring worker safety while enabling the delivery of high-quality services through digital solutions for hazardous work environments and medical education.

Supporting business transformation

Leveraging new technologies such as AI and cloud systems in addition to technical expertise and insights cultivated over 30 years, we deliver powerful support for customer business model transformation, enabling industry-wide business model shifts.

2 Realizing a sustainable society

Building resilient global supply chains

We contribute to stable, globally resilient supply chains by providing highly reliable systems that underpin them.

Reducing resource usage

Digitalization reduces paper usage, contributing to the protection of forest resources. The implementation of production management systems also optimizes procurement, reduces defect rates, and enables appropriate manufacturing and production.

Overseas industrial development

By providing globally compatible systems overseas, we contribute to local industrial development and job creation. We also strengthen corporate governance by introducing accounting systems for overseas bases.

3 Responding to the global environment and climate change

Contributing to a decarbonized society

We develop and provide proprietary products and solutions that calculate and visualize CO₂ emissions on a per-product basis.

4 Creating new value through partnerships and collaboration

Advancing business through co-creation with users

By combining customer products with our own products and services, we create new value and contribute to customer business transformations.

5 Establishing and maintaining a foundation as a company that fulfills its social responsibilities

6 Creating a safe, secure and rewarding work environment

Details and overview of materiality (material issues)

► P40 B-EN-G Group's Materialities

Examples of Solving Social Issues

Enhancing operational efficiency and governance through the introduction of global accounting systems

By introducing SAP, we enabled the restructuring and centralization of the customer's accounting system (including overseas locations). We drove initiatives such as eliminating paper-based evidence/documentation, implementing electronic approvals, and simplifying/automating form creation. We achieved thousands of hours of annual operational time savings while enhancing operational efficiency through digitalization and strengthening governance via centralized global information management.

(Nippon Cargo Airlines Co., Ltd.)



Productivity enhancement and reductions in paper resource usage through digital forms

By introducing mcframe RAKU-PAD and digitalizing forms at manufacturing sites and in quality control departments, we significantly reduced the number of paper forms used. In addition to reducing paper resource usage, we also simplified daily data entry tasks and improved productivity through faster search and aggregation of historical records.

(SHOWA CREATE CEBU, INC.)



Improving the quality of nursing education and securing learning opportunities through VR

We utilized mcframe MOTION VR-learning to address the decline in practical training opportunities and limitations → the issue of existing CG teaching materials in nursing education. Faculty members/instructors can now create realistic teaching materials themselves using live-action VR, enhancing student understanding and delivering immersive learning experiences. This has established a foundation to maximize the effectiveness of limited practical training and provide equitable and abundant learning opportunities.

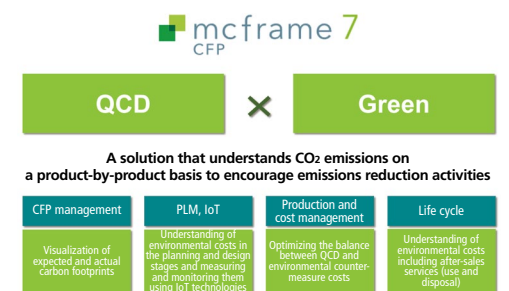
(Nagaoka Sutoku University)



Using mcframe 7 CFP to calculate carbon footprint

We conducted a Proof of Concept (PoC) demonstration of carbon footprint calculation using mcframe 7 CFP to achieve CO₂ emission reduction targets and present per-product CO₂ emission data to business partners. By calculating carbon footprint based on mcframe 7 production data, the customer was able to contribute to visualizing and reducing partners' CO₂ emissions while engaging in concrete activities to reduce their own emissions.

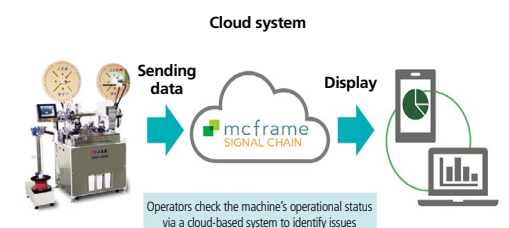
(KITAGAWA INDUSTRIES CO., LTD.)



Revolutionizing manufacturing sites by embedding IoT systems into customer products

We integrated mcframe SIGNAL CHAIN into machinery produced by the customer (Japan Automatic Machine Co., Ltd.) to deliver a service enabling real-time monitoring of machine operation status on the cloud. Operators can now monitor the operational status of machinery without needing to be stationed near it. This leads to improvements in productivity, an enhanced work environment, reductions in defective products, and decreases in resource wastage, all creating new added value.

(Japan Automatic Machine Co., Ltd.)



Growth Strategy BE 2030

In May 2025, the B-EN-G Group formulated its growth strategy BE 2030, outlining its vision and goals for FY2030. In this section, we explain BE 2030, which aims to achieve sustainable growth by supporting Japan's manufacturing industry and its digital transformation.

• The vision behind the growth strategy BE 2030

The Group has formulated its growth strategy BE 2030 for FY2030, the fiscal year ending March 31, 2031. Under this growth strategy, we have set key performance targets for our business of net sales of 33.0 billion yen, operating profit of 10.0 billion yen, and a return on equity (ROE) of 20% or higher.

BE 2030 uses distinct business categories separate from our disclosure segments to clearly explain our business model and growth areas. Our two core businesses—the License Business, which boasts high profitability through license sales of proprietary products such as mcframe,

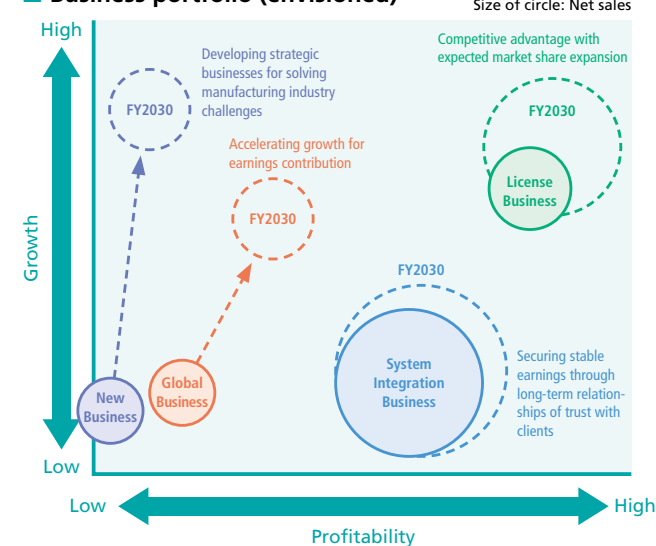
and the System Integration Business, which provides IT introduction support for manufacturers and offers stable earnings—form a robust revenue base. We will leverage the customer base and expertise cultivated through these two businesses to expand our global presence and new businesses, driving the development of a business model that will lead our next-generation growth. This will enable us to aim for an even more highly profitable and efficient business structure.

► P15 Business Model and Competitive Advantage (Strengths)

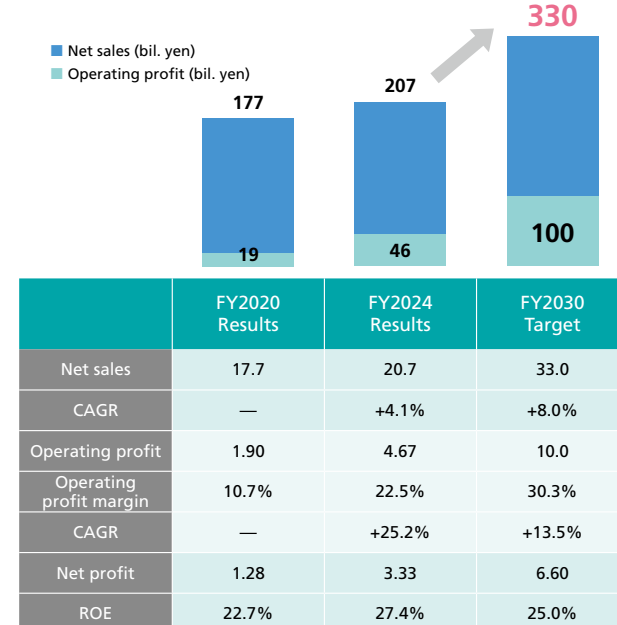
■ BE 2030 business segments

		BE 2030 business segments			
		Systems Integration Business	License Business	Global Business	New Business & Others
Disclosed segments	Solutions Business	●			●
	Products Business		●	●	
	Systems support	●			

■ Business portfolio (envisioned)



■ BE 2030 Growth Scenario



	Net sales 33.0 billion yen	Operating profit 10.0 billion yen	ROE 20% or higher
New Business & Others	2.5 billion yen	• Expanding data utilization and DcX business • Expanding user co-creation business • Business development & service provision in new fields	
Global Business	2.2 billion yen	• Expanding license sales & implementation support by overseas subsidiaries • Establishing new overseas locations	
License Business	12.0 billion yen	• Establishing position as de facto standard for manufacturing through hybrid offering of existing mcframe + cloud products (mcframe X)	
System Integration Business	16.3 billion yen	• Stable and robust revenue base through continuous customer problem-solving with SAP + extended solutions and maintenance services	

Management Vision 2026

Under our Management Vision 2026 we have advanced initiatives toward the B-EN-G Group's vision for 2026, to "be the one and only company offering products and services supporting the transformation of manufacturers' businesses." This section gives an overview of Management Vision 2026.

• Progress of Management Vision 2026

The Management Vision 2026, formulated in August 2021 with a target year of FY2026, the fiscal year ending March 31, 2027, achieved its profit targets ahead of schedule during its implementation.

In response, we announced the Revised Management Vision 2026 in November 2023 to reflect changes in the environment surrounding our company.

We also anticipate achieving the revised targets ahead

of schedule in our results forecast for FY2025, the fiscal year ending March 31, 2026.

In implementing this plan, we have achieved steady improvements in both profitability and capital efficiency.

We believe the execution capabilities, achievement capabilities, and growth potential cultivated while working toward Management Vision 2026 will serve as a solid driving force for our next goal, BE 2030.

■ Achievements

	FY2020 Results	Management Vision 2026 FY2026 Target (August 2021)	Management Vision 2026 Revision FY2026 Target (November 2023)	FY2024 Results
Net sales	17.7 billion yen	22.0 billion yen	22.0 billion yen	20.7 billion yen
Operating profit	1.90 billion yen	3.20 billion yen	4.80 billion yen	4.67 billion yen
Operating profit margin	10.7%	14.5%	21.8%	22.5%
Net profit	1.28 billion yen	2.11 billion yen	3.20 billion yen	3.33 billion yen
ROE	22.7%	—	—	27.4%

■ Management Vision 2026 initiatives

Going forward, we will continue to advance the qualitative initiatives outlined in Management Vision 2026.

1 Expand Monozukuri digitalization

We will push ahead with streamlining manufacturing and support the construction of IT foundations for digital transformation (DX) aimed at transformation.

Streamlining-oriented DX	Help create the IT foundation for transitioning to transformation-oriented DX
Strengthening SaaS-type products and services	Offer products and services in which customers can choose between the ownership model and the utilization model according to their needs
Seek more orders from customers and establish a co-licensor cycle	Establish a cycle in which continuous relationships with customers and with licensors offering products lead to future businesses

2 Implement transformation-oriented DX

We will provide manufacturers with support for the transformation of their business model and the development of innovative services. We will also work to transform our own business.

Operate data-centric businesses	Implement businesses that maximize value using data obtained from systems
Operate businesses based on co-creation with users	Implement business that create new value through new co-creation relationships with users

3 Strengthen global support

We will continuously increase our support for the global expansion of Japanese manufacturers and provide support for the development of manufacturers' global SCM systems.

Upgrade services and systems at existing overseas bases	Expand the network of existing overseas bases and overseas partners to enhance support for customers' overseas expansion
Enhance service provision in Southeast Asia and in the Greater China region	Improve support for Japanese manufacturers' global expansion mainly in Southeast Asia and in the Greater China region

4 Contribute to sustainability

We will help build a sustainable society through initiatives for solving social issues leveraging the B-EN-G Group's strengths.

Solve social issues through business activities	Help establish a sustainable society through business activities which positively impact society
Solve social issues through not-for-profit activities	Work more vigorously to solve social issues through socially significant activities irrespective of whether or not they lead directly to profit
Solve social issues through the establishment of a corporate foundation	Enhance the sustainability of society by establishing a foundation as a company committed to society

Message from the CFO

We will accelerate growth investments, maintain a return on equity (ROE) of 20% or higher, and continue our high growth through unique financial and human capital strategies



Shigeaki Betsunou

Representative Director,
Senior Managing
Director and CFO

In FY2024, we resolved two financial issues through growth investments, boosted by the tailwind of the digitalization of manufacturing

Our performance in FY2024 significantly exceeded targets, allowing us to close the year on a positive note. We believe that demand for digitalization in manufacturing remains strong, and the business environment remains favorable for our company.

We anticipate that this trend will continue for the foreseeable future. While changes in the social environment, such as the impact of policies under the Trump administration in the US, may cause short-term fluctuations, business transformation and operational efficiency improvement remain challenges for all companies, and investment in digitalization is therefore unavoidable.

In FY2024, we renewed our internal management accounting system, creating an environment that enables us to resolve performance-related issues more quickly and effectively. While we previously managed quarterly performance forecasts for sales and profits, etc., we can now track these monthly, allowing us to devise next steps and response measures more swiftly. This has increased the speed of our management decision-making.

ROE for FY2024 also settled at a high level, in the 27%

range. We intend to maintain ROE at 20% or higher going forward.

On the financial side, however, we recognize the accumulation of cash balances as one issue to be addressed. While investments for growth have increased, over the past 4 to 5 years, profits have grown even more, leading to cash accumulation and a higher proportion of cash within total assets. Although increased cash is not inherently negative, from an asset efficiency perspective, it is not necessarily a desirable trend. Therefore, we are strongly focused on how to effectively utilize this cash.

Another issue is financial leverage. Our equity ratio stands at a high 73%, which contributes to management stability but negatively impacts ROE. Looking ahead, I believe that we must determine the direction we will take, whether we should pursue growth investments leveraging debt or strengthen shareholder returns.

In our latest growth strategy BE 2030 announced in May 2025, we clarified our capital allocation plan for the next five years. This outlines our long-term perspective on how we will utilize capital. We consider this capital allocation to be a critically important topic, directly linked to the question of whether we can maintain a high level of ROE going forward.

The Management Vision 2026 investment plan is progressing smoothly
Continuously promoting investments with an eye toward future growth

B-EN-G is actively making investments that contribute to sustainable growth. In FY2024, too, the investment plan outlined in Management Vision 2026 progressed smoothly and largely according to the plan. The main investment areas are development, human capital, business infrastructure, and M&A.

Firstly, in development (software, research and development, and business development), we invested 1.30 billion yen in FY2024. This included efforts to convert existing products, primarily mcframe, to SaaS*, developing products and services for digital transformation (DX) to drive change, and researching next-generation technologies. One notable achievement was the release of the SaaS version of mcframe—mcframe X—last fiscal year. This fiscal year, we will further strengthen sales of mcframe X. SaaS products have fewer infrastructure constraints, enabling easier introduction and rapid deployment. We believe SaaS will play a crucial role in overseas business expansion, and we have already started to see movement on overseas projects. We plan to continue investing in mcframe X, aiming to grow it into a major pillar of our License Business.

Next, in human capital, we invested 560 million yen in FY2024. This investment supports the development of systems aimed at strengthening education and human capital, improving employee engagement, enhancing systems for enabling diverse work styles, revising salary levels to align with current trends, and strengthening recruitment strategies. In addition to increasing recruitment numbers to match business expansion, we also further enhanced employee education.

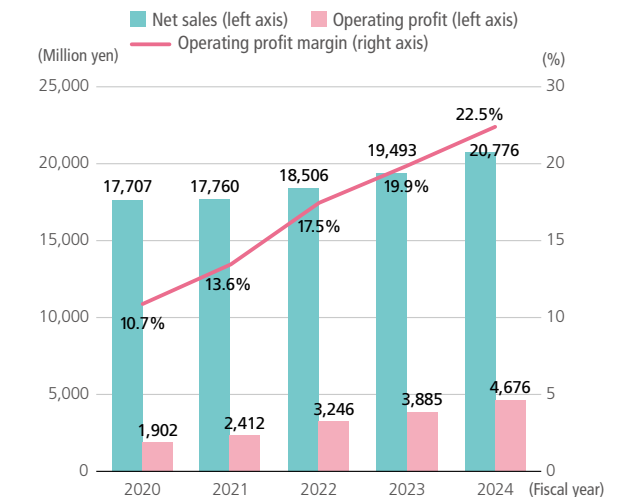
The feeling of personnel shortages in the IT industry is intensifying year by year, and workforce fluidity is accelerating. Continuous investment is becoming increasingly important for attracting and retaining top human resources. We will strive to offer attractive compensation packages, drawing on best practices from major IT companies in Japan.

Investments in business infrastructure totaled 260 million yen in FY2024. These investments support the development of systems to drive our SaaS business, internal digitalization to support new businesses, sustainability initiatives, and office renovations to improve the working environment. We believe that providing a comfortable working environment is essential for attracting and retaining talent.

We also invested in M&A to expand our business with speed and accelerate collaborations with partner companies.

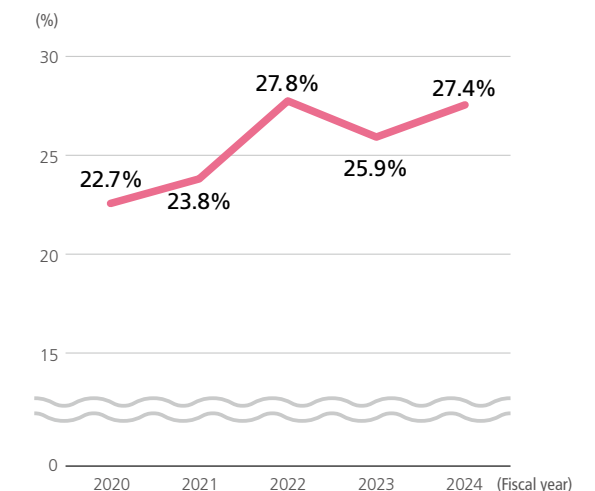
One such investment was capital participation in Aureole Information Technology, a group company of Mitani Sangyo Co., Ltd. (Kanazawa City, Ishikawa Prefecture), which has a proven track record in software development and packaged software introduction support services in Vietnam. Expanding our global presence is one of our key pillars for 2030, and we believe that overseas mergers and acquisitions

Net sales, operating profit and operating profit margin

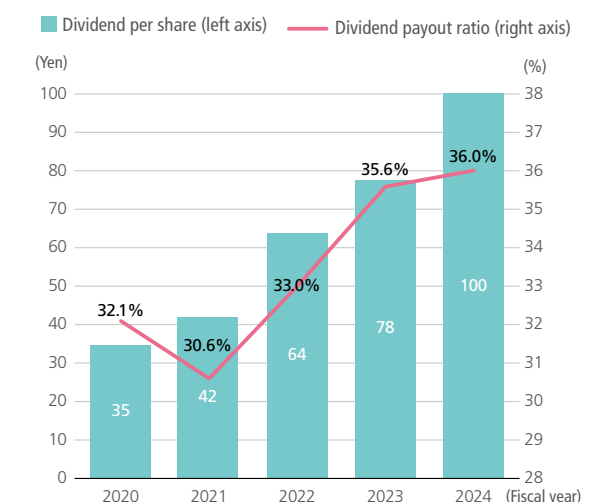


* From the fiscal year ended March 31, 2021, we adopted the Accounting Standard for Revenue Recognition.

ROE



Dividend per share and dividend payout ratio



* The dividend figures for FY2021 and earlier have been adjusted to reflect the share split on June 1, 2022.

* SaaS: Software as a Service. Services in which software operating in a cloud environment is used via the Internet.

Message from the CFO

will continue to be important in the future.

We have also invested in Simtops Co., Ltd. (Tokyo), which develops and sells i-Reporter, the leading field report system in terms of market share. This company is a highly reliable partner for our core businesses, such as supply chain management and frontline/field digitalization. We will continue to strengthen collaborations with mcframe to enhance our products and services.

Advancing our growth strategy BE 2030
Maintaining a dividend payout ratio of 50% or higher

Although we formulated Management Vision 2026 in FY2021, targeting FY2026, the fiscal year ending March 31, 2027, we achieved our profit targets approximately four years ahead of schedule. Consequently, in November 2023, we announced the Revised Management Vision 2026, setting even higher performance targets. However, since it became apparent that these targets would also be achievable by FY2025, the fiscal year ending March 31, 2026, we formulated a new growth strategy for 2030 and announced it as BE 2030.

While the numerical targets outlined in the Revised Management Vision 2026 were indeed met, not all qualitative goals and management strategies were fully achieved. We will continue working to achieve these goals, advancing toward the realization of the business story and numerical targets outlined in BE 2030.

BE 2030 targets net sales of 33.0 billion yen, maintaining

ROE in the 20% range, and average annual profit growth of 10%. To achieve this high growth, we envision the following capital allocation strategy.

From FY2025 to FY2030, we will prioritize allocating capital toward growth investments (including product development and M&A) and shareholder returns. Total cash inflow anticipated during this period amounts to 52.5 billion yen. We plan to allocate this as follows: 32.0 billion yen for growth investments, 15.0 billion yen for shareholder returns, and 5.5 billion yen for cash reserves. As a result, our equity ratio is expected to fluctuate from 73% in FY2024 to 65% in FY2030.

Our policy is to maintain a consolidated dividend payout ratio above 50% in the medium to long term, while continuing to make steadfast investments for future growth. Our growth strategy can be broadly divided into two categories: growth-driving businesses and businesses with stable growth. The main example of the former is our License Business. The new SaaS products introduced last fiscal year are expected to make a significant contribution to sales in the coming years. Combined with our existing products, we will continue to maintain double-digit growth in the License Business.

On the other hand, we will continue to operate our System Integration (SI) Business as a business with stable growth. The SI Business not only provides a stable revenue base but also serves as an “antenna” for quickly identifying new industry trends and customer needs. The new trends, needs, data, and development outcomes in the manufacturing industry gained through the SI business are also



leveraged in our License Business. We intend to properly maintain this virtuous cycle going forward.

Global expansion and efforts to build new businesses are also key growth areas. While the scale may not be as large as the two businesses mentioned above, we still anticipate double-digit growth.

M&A will be a key business strategy for driving our future growth. We will make active use of borrowing as a means to secure funding for long-term investments while also pursuing large-scale M&A opportunities. The capital allocation strategy described earlier is based on this approach, and we aim to achieve our FY2030 targets as a result of this strategy.

The challenge in human capital management is securing human resources
Turning second-career graduates with manufacturing expertise into new strategic assets

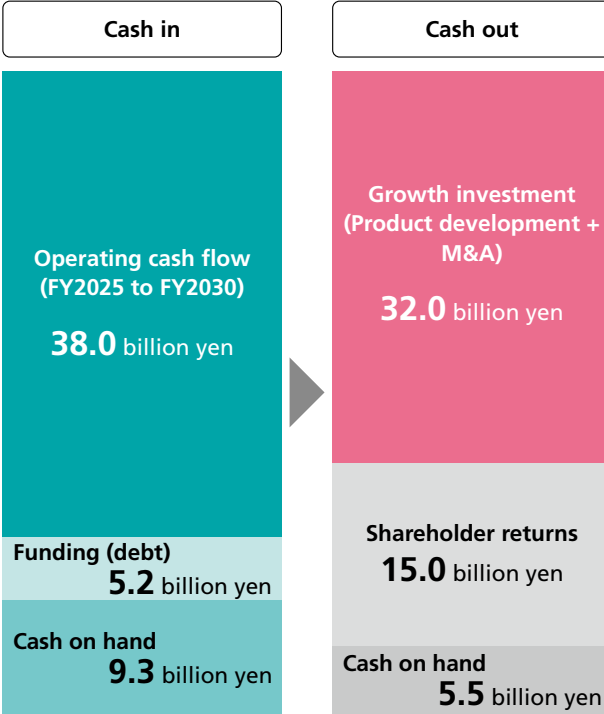
Non-financial capital, particularly human capital, has been gaining significant attention recently. Our greatest challenge in human capital management is securing IT-oriented human resources.

Due to the impact of Japan’s declining birthrate and aging population, recruiting new graduates is becoming increasingly difficult across all industries. Meanwhile, traditional mid-career recruitment demands “immediately productive assets.” Since competitors also take this same approach, recruiting experienced IT professionals has become extremely challenging in recent years.

For this reason, we have shifted our mid-career hiring policy to “developmental hiring.” This involves recruiting second-career graduates or individuals without IT experience and training them internally. This policy change has yielded positive results for our human capital strategy. Many of the young professionals applying for mid-career positions are technically-oriented individuals transitioning from the manufacturing industry. Individuals who joined the manufacturing industry as new graduates, gained

New capital allocation plan outlined in BE 2030

To achieve our FY2030 targets, we will allocate management resources toward both growth investments (product development and M&A) and shareholder returns.



	FY2024	FY2030
Cash to total assets ratio	51%	16%
Months of cash on hand	5.4 months	2.0 months
Equity ratio	73%	65%

Achievements of growth investments under Management Vision 2026

Software and R&D Investment, Business Development Investment	- SaaS transformation of existing products - Development of new products and services for transformation-focused DX (data-centric business, etc.) - Next-generation technology research	Accelerated investment in mcframe X
Human Capital Investment	- Development of educational systems and programs aimed at talent strengthening - Enhancement of programs to improve employee engagement and support diverse working styles - Revision of salary levels - Strengthening of recruitment strategy	Recruitment increase Enhancement of employee education programs Salary level revision and compensation for inflation / cost-of-living increases
Business Infrastructure Investment	- Infrastructure development for SaaS business promotion - Internal digitalization to support new business initiatives - Investment toward advancing sustainability initiatives - Improvement of work environment	Work environment improvement (office renovation)
M&A Investments	- M&A investments for business expansion and partnerships - M&A investments for new business development	Investment in AIT Inc. and CIMTOPS Corporation.

<FY2024 to FY2026 Planned Investment>	
	3.5 billion yen to 4.5 billion yen
FY2024	1.3 billion yen
FY2025	1.5 billion yen
	2.0 billion yen to 2.5 billion yen*
FY2024	0.56 billion yen
FY2025	0.9 billion yen
	0.6 billion yen to 1.0 billion yen
FY2024	0.26 billion yen
FY2025	0.3 billion yen
FY2026	0.35 billion yen

* Calculated as: Personnel cost increases (personnel costs above FY2023 levels) + Total training/education costs

Strategy by Business

Solution Business

Vision

Base our businesses on the development of human resources and build a team pursuing the creation of value for customers and society

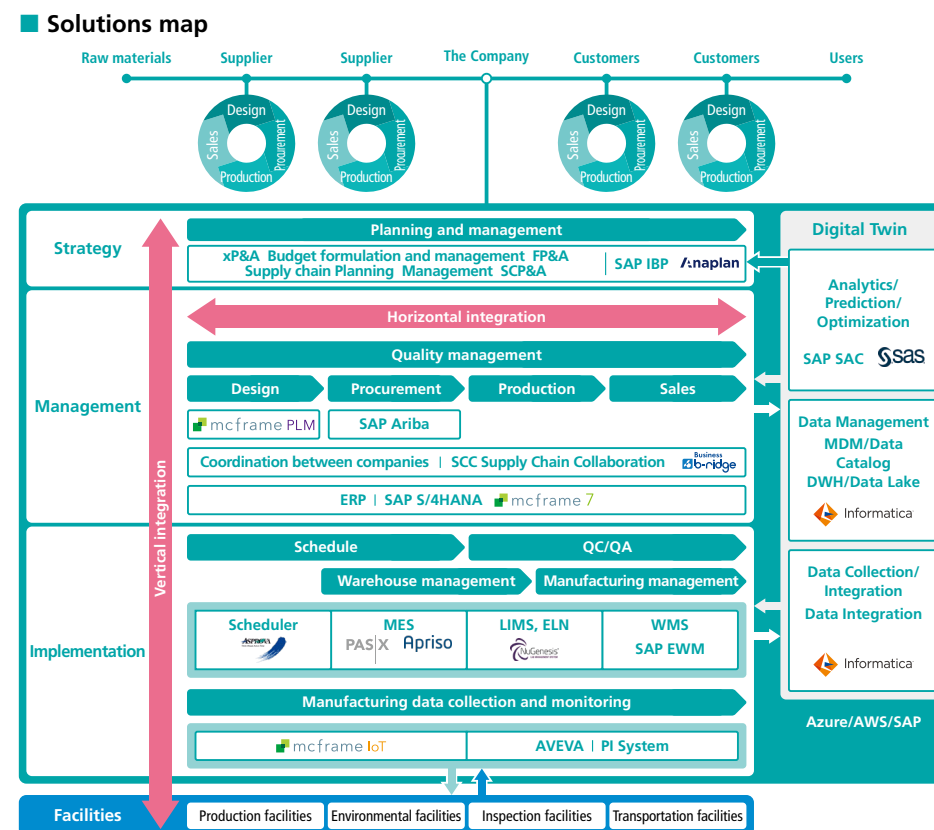
We became the first SAP partner in Japan in 1991 and, in 1993, introduced SAP for the first SAP user in Japan. Since then, we have been promoting SAP-related projects as a leading company supporting the introduction of ERP, an area where we have established a long track record. In the Solution Business, we build long-term trust-based relationships with many customers by leveraging our abundant knowledge and experience in the introduction of systems for manufacturers and our problem-solving capabilities based on our ability to manage and combine projects. Consequently, we support customers in their achievement of the DX of manufacturing.

Atsushi Nakano
Managing Director and
Division General Manager,
Solutions Business Division



• Supporting customers' digitalization in a phased manner

With a focus on ERP and mission-critical systems including SAP, we combine and provide extension solutions equipped with features that are necessary for the customer's situation and the details of their business in an effort to support comprehensive digitalization. Customers' digitalization goals are different and they depend on the details of their business operations. We seek to solve the problems surfacing in the specific stage of digitalization the customer is in and support preparations for future businesses in a phased manner.



• Strengths of the business

Abundant knowledge and experience in the introduction of systems for manufacturers

As a pioneer in domestic manufacturers' introduction of ERP, we have supported manufacturers in their introduction of systems for over 30 years. Using the experience and knowledge we have accumulated through this process, we propose and build systems optimized for each customer.

Problem-solving capabilities based on our ability to manage and combine projects

Based on our expertise in the management of large-scale plant construction projects, we have completed numerous system introduction projects. We propose optimized combinations of mission-critical systems and peripheral products tailored to the issues faced by customers and their needs, and we provide support for the promotion of DX.

• Business policy and measures

Basic policy

Stay up to date with changes in the business environment and invest in growth with human resources as our core

In our promotion of DX, we support our customers' digital transformation and strengthen businesses in the healthcare and supply chain domains, areas in which B-EN-G has specialized. We also continue to work to create new businesses with an eye on the changing business environment, which includes "the 2027 issue," the scheduled termination of SAP ERP 6.0 standard maintenance at the end of 2027, and the transition to the cloud. To lay a foundation for achieving these plans, we will reinforce our organizational strengths and concentrate on the development of human resources.

Target results

Net sales of the Solution Business in FY2026: 14 billion yen

Priority measures

Strengthen value proposition from the perspective of digital transformation

We will strengthen the business to support customers' data-based digital transformation while continuing to grow based on long-term relationships with customers.

Strengthen solutions for health and safety domains

While strengthening our business in the domains of healthcare and SCM, which the Solution Business has specialized in, we provide solutions to ensure the safety and security of workplaces using the latest technologies.

Provide solutions to support sustainable supply chains

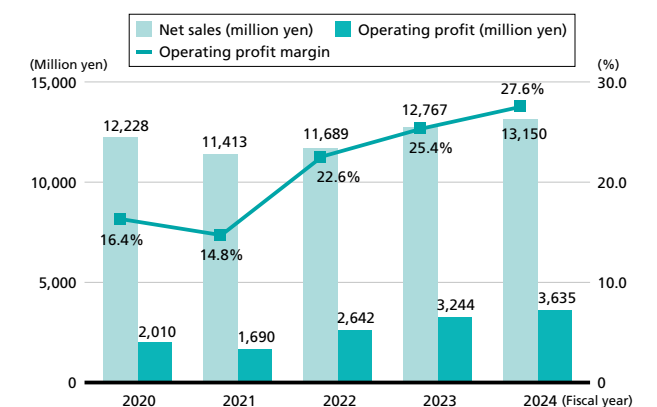
We develop and provide solutions to facilitate vertical, site-to-site and inter-business partnerships for the development of resilient and agile supply chains, and solutions contributing to the realization of a carbon neutral society.

Develop people who will take on challenges, the mission of the Solution Business

We bolster investment in and commitment to the development of the human resources who are indispensable in the growth of the business.

• FY2024 results and progress

- We achieved steady growth in both orders and sales by securing a balanced mix of orders for the introduction of ERP and mission-critical systems, which are our core business, with high added-value expansion solutions. In FY2024, we achieved sales of 13.15 billion yen (94% of our FY2026 target of 14.0 billion yen).
- We strengthened proposals aligned with customer needs, leading to continuous orders.
- We made efforts to improve project profitability, which resulted in a continuous increase in profit margin. By achieving both improvements in profit and maintaining and enhancing project quality, we achieved a high level of customer satisfaction.
- The data utilization business and data-centric business grew steadily. We also announced new examples of user co-creation businesses that transform customer business models, thereby advancing toward the realization of transformation-oriented DX.
- We worked to enhance educational programs and expand systems within our head office, leading to improved employee engagement.



• FY2025 business overview and strategies

Business environment

Although a slowdown in global economic growth is expected in the short term, the demand for DX in the manufacturing sector remains high, and customer investment in IT is expected to continue. We also predict that digitalization will advance further as a means of addressing labor shortages.

Key initiatives

Problem-solving and proposal activities based on trusting relationships with customers

We will engage in activities to identify challenges in customer business processes and strategically propose optimal solutions.

Continuously strengthening project management capabilities

We will continually work to enhance our project management capabilities, improving customer satisfaction and achieving high profitability.

Building networks within and outside the Group

We will further strengthen relationships with B-EN-G Group companies, licensors, and partners, making them drivers of business growth.

Developing talent and enhancing skills to adapt to changing times

We aim to develop human resources who can adapt and respond flexibly to the speed of change in the business environment, and enhance their skills.

Backstory

Our Solution Business has grown steadily since its inception in 1991, when we became SAP's first partner in Japan, overcoming numerous challenges while establishing a solid track record in supporting ERP introduction for Japanese manufacturers. In this section, a key team member from those early days reflects on our journey from the dawn of the Solutions Business to the present, tracing the origins of our strengths.

Continuing to support business growth as a partner driving digital transformation in manufacturing, then and now, and in the future

As a student studying industrial engineering, I became interested in ERP packages, which were just beginning to gain attention at the time. When I learned that Toyo Engineering Corporation (the predecessor of B-EN-G) had just launched its Industrial System Division and started evaluating SAP, I was drawn to the energy of this new business, and joined the company in 1992.

The needs Japanese customers sought from SAP at the time centered on three key points: standardization of business processes, optimization of lifecycle costs, and realization of global management control. For example, one pharmaceutical company requested the introduction of standardized business processes, as adopted by major global pharmaceutical firms, through a packaged solution. An electrical equipment manufacturer sought to simultaneously introduce SAP across all 90 of its overseas subsidiaries to strengthen global management. Before SAP's Japanese subsidiary was established, I desperately pored over English manuals, imagining the functions we would implement, while repeatedly exchanging phone calls with SAP headquarters in Germany despite the time difference. I still remember those days vividly.

From around 1995, SAP introduction projects gradually increased. We launched activities to cross-check and support the quality of multiple projects: what we now call CoE*1.

Then, in 1999, B-EN-G was born. While the number of projects kept increasing, our hiring and HR training couldn't keep pace, which made for very busy days. By this time, the SAP Business Division, which started with just nine members, had expanded to a total of 300 employees. SAP introduction consulting involves aligning customer requirements with SAP functionality and resolving issues through hypothesis testing and data analysis. While handling my duties as a project manager, I also focused on training highly skilled personnel.

In 2005, we began offering MES*2 as an ERP



Project members in work clothes recount the journey to introducing a pharmaceutical MES (in 2009)

Yumiko Miyazawa

Director, Deputy Division General Manager, Solution Business Division



expansion solution. I have fond memories of going in and out of factory sites wearing work clothes and helmets with the company logo. We even managed to shorten the time it took to display work instructions from six minutes to just three seconds. Even today, team members who were there at the time talk about how I used to run around telling myself, "Computer systems are made by humans. There must be a solution."

At the Consulting Headquarters, which was launched in 2011, we began planning new services and started the inter-company collaboration service Business b-ridge. With a system that flexibly and safely connects business processes and information across departments and companies, we can boost productivity and create more collaborative teams. This was an issue we felt keenly in our own projects, which required integration across multiple companies.

By constantly confronting our customers' business process issues without giving up midway, even when faced with difficult situations, we can now proudly say we have a deep understanding of both customer business processes and SAP. The fact that 62% of our customers have been working with us for over 16 years is proof of the deep trust they place in us and their recognition of us as partners working toward a shared future.

Looking ahead, I want us to continue standing by Japan's manufacturing industry and supporting its growth.

*1 Center of Excellence (CoE): A team or department possessing a high level of expertise and knowledge in a specific field.

*2 Manufacturing Execution System (MES): A system that manages and monitors production activities in real time at the factory floor level.

PART 2

Growth Strategy

Strategy by Business

Product Business

Yusuke Sato
Managing Director and
Division General Manager,
Product Business Division



Vision

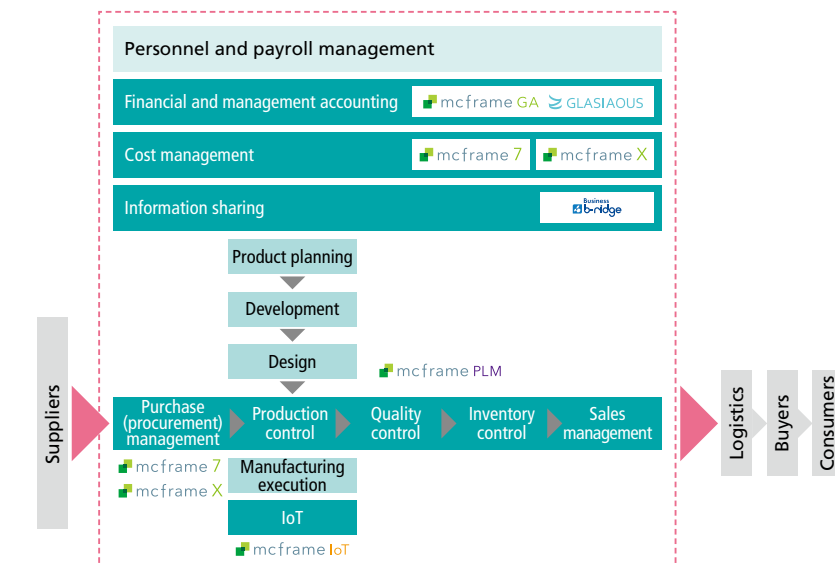
Using advanced technologies and epoch-making ideas to provide products and services to assist customers' transformations

We develop, sell and introduce in-house products including mcframe series, GLASIAOUS and Business b-ridge. We also introduce systems, mainly the mcframe series, our mainstay products, to support manufacturers using IT. Products that feature the expertise we have accumulated through the resolution of manufacturers' problems have evolved because of the feedback received from business partners and customers as we support the reinforcement of their businesses and global expansion with a focus on supply chain management.

• Supporting manufacturers in a multifaceted manner

Realizing supply chain management that includes purchasing, production, sales and cost management, the mcframe series of products including mcframe 7 are a digital platform enabling manufacturers to manage all operations and information relating to manufacturing. We also offer in-house products such as GLASIAOUS for providing SaaS-type global accounting services and Business b-ridge which facilitates inter-business cooperation as we support globally active Japanese manufacturers in a multifaceted manner.

■ Domains covered by our products



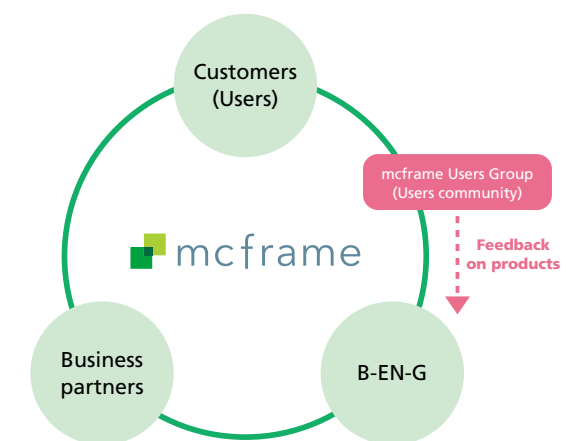
• Strengths of the business

Product development capabilities reflecting manufacturing industry needs

Developed using our deep knowledge in manufacturing industry business processes, mcframe rapidly incorporates feedback gained through strong relationships with customers and business partners into its products. This establishes our products' originality as solutions aligned with market needs.

Building business models through ecosystems

We build ecosystems through robust collaborative frameworks with business partners and by fostering close relationships with customers via user communities. Through mutual collaboration among customers, business partners, and B-EN-G, we achieve continuous evolution of products and businesses.



Strategy by Business

• Business policy and measures

Basic policy

Provide products and services to support manufacturers competing domestically and globally

Our business is divided into on-premises and SaaS businesses to keep up with changing needs and market trends, characterized by the transition of mission-critical systems to cloud infrastructure. To build a system for developing products and promoting businesses for the above purpose, we will reinforce cooperative relationships with our partners selling and introducing products and will advance our efforts to develop human resources. Furthermore, we will improve the development of products and services to meet customers' needs related to sustainability activities.

Target results

Net sales of the Product Business in FY2026: 7.5 billion yen

Priority measures

Balance the on-premises and SaaS businesses

While continuing to deploy mcframe 7, an on-premises product, we will operate a SaaS business with mcframe X at full scale to expand the Product Business.

Improve product strategies and our product development system

We will bolster our development system for formulating product strategies and developing mcframe 7 and mcframe X in parallel, with a view toward providing globally available products and services.

Expand the partner business

We will reinforce relationships with partner companies, aiming to enhance the presence of the products we have developed in-house and to collaboratively expand our business.

Offer products and services for achieving sustainability

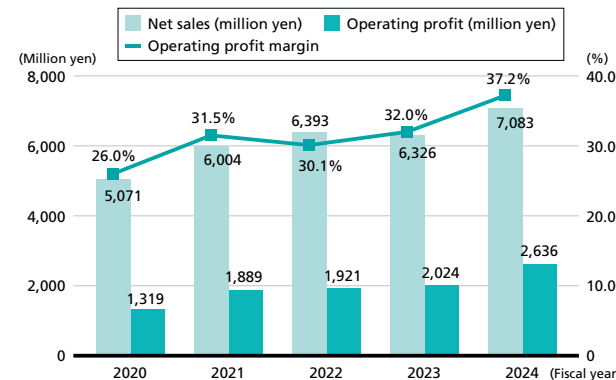
We develop and expand products and services that support the sustainability activities of manufacturers.

Develop human resources and design an organization to realize the vision of the Product Business

We will strengthen efforts to develop human resources to realize the vision of the Product Business and to design an organization that serves as the foundation of the above efforts.

• FY2024 results and progress

- License sales of our proprietary products grew under strategic partnerships with business partners and strong relationships with customers. In FY2024, we achieved sales of 7.08 billion yen (94% of our FY2026 target of 7.5 billion yen).
- The brand strength of our proprietary product mcframe improved, further enhancing its market positioning. This led to an expansion and strengthening of our business partners, driving growth in license sales and increasing both net sales and profit.
- We launched full-scale sales of the SaaS-based mcframe X, and inquiries steadily increased. The number of companies adopting our global group company accounting package GLASIAOUS also continued to increase steadily.
- We reviewed job roles within the organization and designed corresponding career plans, seeking to enhance employees' career choices and skill development plans.



• FY2025 business overview and strategies

Business environment

While the outlook for the domestic manufacturing industry remains uncertain, demand for the introduction of packaged systems is expected to increase as companies continue to shift away from legacy systems in response to the 2025 Digital Cliff.

Key initiatives

Advancing a dual strategy for on-premises and SaaS business

We will focus on establishing a business model that accelerates the growth of next-generation SaaS businesses while maintaining the profitability of on-premises solutions.

Building a business model centered on customer success

We will build a business model centered on customer success, where various activities drive the growth of our Product Business, making it the cornerstone of our business growth.

Efforts to deliver higher added value

In addition to the added-value services we have provided thus far, centered on improving business process efficiency, we also aim to deliver higher added-value services by offering business process suggestions (proposals).

Expanding overseas markets through collaboration with local subsidiaries and overseas partners

We will drive cooperative relationships with local subsidiaries in each country and overseas partners to contribute to business expansion.

Developing human resources for the future

We implement training/development plans that enable each employee's career to grow synergistically with the company's business.

Backstory

The Product Business serves as the core of our growth strategy, with high profitability delivered through our provision of competitive proprietary products, centered on mcframe, our independently developed ERP for the manufacturing industry. A key team member who has walked hand in hand with this business's growth reflects on its journey, revealing the origins of its strengths that connect to the present.

My journey: From my first encounter with mcframe to pioneering the future of manufacturing

My first encounter with mcframe was around 1999, when B-EN-G was founded. At the time, production management systems were predominantly developed from scratch, custom-made to each company's requirements. mcframe was created as a groundbreaking product with a "framework" concept. It was a packaged solution, yet capable of flexibly addressing diverse customer requirements.

My first role was in pre-sales of mcframe. This involved sales support activities, explaining mcframe's features to customers, and conducting demonstrations. While utilizing standard functions, we also occasionally incorporated simple customizations using FrameManager—a dedicated development tool for mcframe—to deliver demos that incorporated customer needs. Presentations that clearly visualized the customer's business processes were highly persuasive and, at the same time, showcased the flexibility of mcframe.

As the business grew, we began transitioning to an indirect sales model through business partners to advance more efficiently. This expansion reached regions and industries that were unreachable through our direct sales alone. At the same time, our range of integrated solutions broadened, expanding our business into areas that were difficult to cover with just mcframe itself. On the other hand, we keenly recognized the importance of developing external human resources with a deep understanding of mcframe who also shared our vision. For this reason, we focused on strengthening support for our partners and building trusting relationships with them. These efforts laid the foundation for our current partner business.

My next role involved marketing to drive mcframe's global expansion. During this period, I learned that there were many issues with management centered around

Toshiyuki
Irimajiri

Director, Deputy
Division General
Manager, Product
Business Division



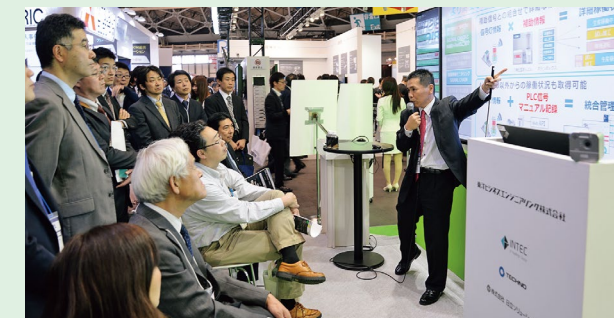
Japanese managers at overseas locations, and initiated efforts to build local mcframe communities. I take pride in the significant achievement of contributing to building a foundation for mutual growth by encouraging communication not only among Japanese employees, but also among local staff.

After that, I transitioned to the division responsible for planning and developing the next generation of mcframe products. By incorporating and implementing new technologies such as IoT, XR, and AI, I believe we significantly expanded mcframe's technology base and accelerated its evolution as a product.

Currently, I serve as the head of planning and development for our in-house products, centered around mcframe. We have been quick to incorporate technology trends such as SaaS and generative AI into our products, releasing mcframe X in 2024 as a customizable SaaS-type SCM system. This has enabled us to offer customers two distinct approaches: the traditional framework-based approach, which maximizes the systemization of a company's competitive strengths, and the new SaaS-based approach, which drives the growth of a company's operations by introducing the latest technologies as the package evolves.

I believe that mcframe's future significance and role extend beyond simply improving manufacturing process efficiency to contributing to the creation of a sustainable society. Specifically, it will serve as a platform that will enable remanufacturing* processes. To achieve this, it will be essential to enhance simulation capabilities and deepen the level of data integration across manufacturing processes.

Going forward, we will continue working toward a world where mcframe can make contributions with social significance.



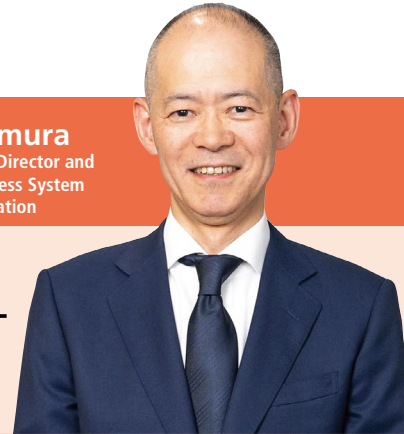
Introducing our products at an exhibition booth, with many visitors listening keenly (in 2016)

* Remanufacturing: The process of collecting used products, then disassembling, cleaning, inspecting, repairing, processing, reassembling them, and performing final inspections to restore them to a state of functionality equivalent to that of new products

Strategy by Business

System Support Business

Kenji Shimura
Representative Director and
President, Business System
Services Corporation



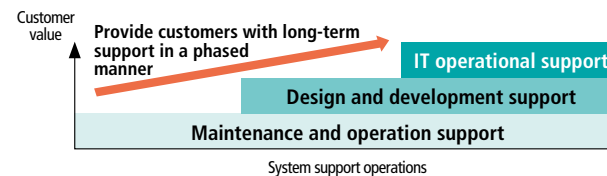
Vision

Continuously grow as a company with strengths in maintenance operations, continue to connect with customers and be a guide runner supporting customers' success

With ERP maintenance operations as its core, the System Support Business supports customers throughout the lifecycle of their system. The IT systems essential to corporate management decision making involve many different applications—centered around ERP—that are interlinked in complex ways, and their stable operation requires advanced expertise and ongoing maintenance. As an IT support partner with deep expertise in business processes and systems, we aim to further refine the insights gained from our long-term maintenance experience and become an indispensable partner in achieving customers' digital transformations.

• **Guide-type support to reliably advance the customer's DX**

To adapt to the changes in our customers' business environments, the support we provide includes support in design and development areas and IT operations, in addition to maintenance and operation, and we encourage customers to use ERP solutions. As a partner, we supplement customers' lack of IT support and help customers implement their digital transformation.



• **Business policy and measures**

Basic policy

Supporting customer growth through defensive DX

As digital transformation is necessary in all industries, the promotion of defensive DX (streamlining-oriented DX), the first step in DX, is a challenge faced by businesses. Utilizing the knowledge and expertise in the use of IT that it has accumulated through many years of providing system support to customers, we support defensive DX, with ERP at its core, to support customers' growth.

Target results

Net sales of the System Support Business in FY2026: 500 million yen

Priority measures

Steady growth of AMS* projects with SAP at their core

Sharing and utilizing intellectual property, we provide maintenance services efficiently, addressing the changes in customers' operations while pursuing growth and high revenue through the digital transformation of customers' operations.

* AMS: Application management services, which involve undertaking system operation and maintenance.

Stabilize revenue in the design and development domains and expand the business

In cooperation with the Product Business, we will enhance our skills in the upstream processes of mcframe and seek to stabilize revenue and expand the business.

FY2025 business overview and strategies

Key initiatives

Expanding comprehensive projects throughout the system lifecycle

By building strong relationships with customers, we increase the number of comprehensive project orders throughout the system lifecycle, ensuring stable revenue.

Improving profit margin in the mcframe business

In addition to operation and maintenance, we will also participate in development domains to drive improvements in profit margin.

Phased entry into expansion solutions product maintenance

We will establish a maintenance framework for the expansion solutions offered by our solutions business and take on the challenges of upstream domains.

Employee development and human resources acquisition

We will secure mobilization capacity through role-level skill enhancement and diverse recruitment.

Global Strategy

B-EN-G has four overseas subsidiaries in Asia and one in the United States, and supports the overseas expansion of Japanese companies through IT while collaborating with local partners. We are one of the few Japanese IT companies with a proven track record overseas. Because of differences in business practices, accounting rules, tax systems and other customs that depend on the country or region, it is very difficult to introduce and operate a globally standardized mission-critical system. With a track record of having introduced systems in more than 30 countries around the world, B-EN-G understands this and supports customers' expansion of their businesses overseas by harnessing its abundant experience and expertise in issues such as the balancing of systems between different countries.

Strengths enabling global expansion

■ **Establishment of overseas subsidiaries primarily in locations targeted by Japanese manufacturing companies**

We have established overseas subsidiaries primarily in the Asian region, where many Japanese manufacturing companies operate, and built a proven track record of over 20 years in overseas support.

■ **Direct on-site support overseas**

We provide on-site introduction and maintenance support through our overseas subsidiaries, rather than through remote support from Japan. Our local subsidiary staff communicate directly with customer overseas site personnel in their native language, enabling smooth and rapid system introduction. By leveraging the unique overseas system introduction know-how accumulated locally, we also deliver system implementation and support that only we can provide.

■ **Product development enabling flexible overseas use**

We provide systems that are usable worldwide by developing products designed for localization to support multiple languages and currencies, while flexibly adapting to the tax systems in each country. We also develop unique options at overseas locations to finely address local needs.

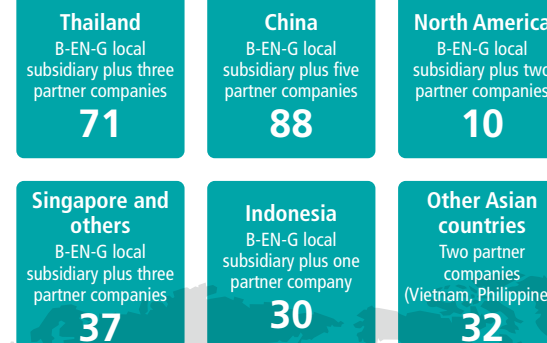
Overseas expansion track record and policy

We are steadily increasing overseas usage of our products, centered primarily on our in-house developed solutions. Our global group company accounting/ERP package, GLASIAOUS, has also been introduced by over 1,700 customers across 36 countries and regions (as of July 2025). B-EN-G's overseas subsidiary staff collaborate with the Japanese head office to handle introduction and support. We also partner with overseas

business partners, driving global business operations with a team of over 260 members. Moving forward, B-EN-G will expand its global business by strengthening and expanding existing operations and entering new countries. This expansion will leverage the manufacturing strengths cultivated by Japanese industry, aiming to extend these strengths to local companies worldwide through system introduction.

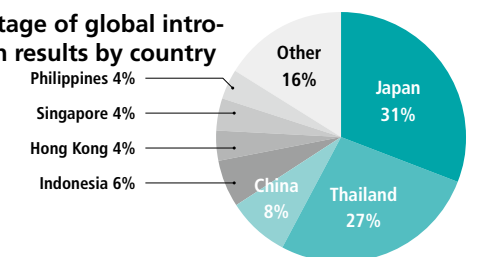
■ **B-EN-G's overseas local subsidiaries**

We operate our business with a team of **268** members, including overseas partner companies.

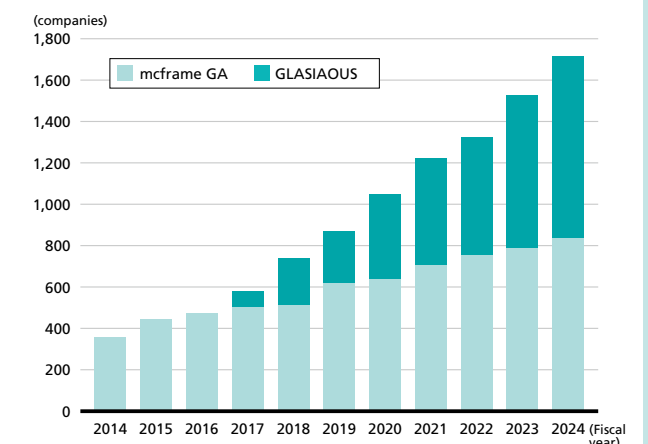


(As of March 31, 2025)

■ **Percentage of global introduction results by country**



■ **Introduction track record overseas**



Human Resources Strategy

Human resources policy and required qualities

Promoting human capital management

As “Engineering value-creating businesses” is the Purpose of the B-EN-G Group, we believe that human capital is the core of our operations and that each employee is a valuable human resource. Regarding the enhancement of the value of human capital to be a top priority issue in our management strategy, we strive to contribute to the growth of businesses and society as a whole through the development of skilled human capital.

FY2024-2026 Managerial resource investment plan

Investment in human resources	
- Creating education programs matched with strategies and other programs aimed at strengthening human resources - Enhancing programs to increase employee engagement and support diverse workstyles - Revising pay standards - Improving recruitment strategies to increase the number of employees	2.0 billion yen to 2.5 billion yen

Required qualities

The B-EN-G Group wants professional human resources with a spirit of taking on challenges, who have high-level expertise (technical strengths) and problem-solving capabilities and demonstrate active leadership. The language and communication skills to support these capabilities

Actions for enhancing employee engagement

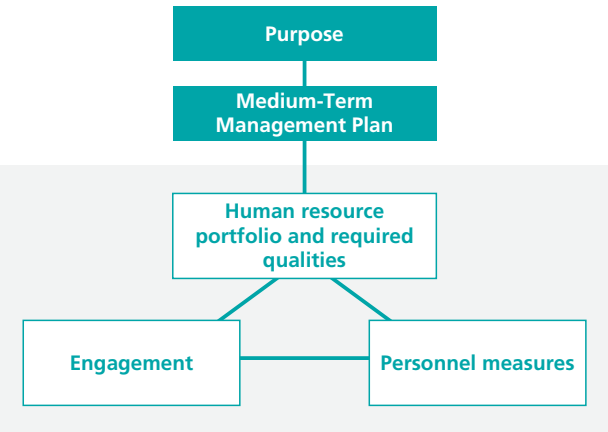
We define employee engagement as employees’ ability to find meaning and satisfaction in their jobs and to spontaneously contribute to the development of employees and the organization based on their understanding of their organization’s strategies and goals, and we are committed to many different actions for enhancing employee engagement.

Overall engagement score (non-consolidated)	69 (March 2023)	71 (March 2024)	73 (March 2025)
Turnover ratio (non-consolidated)	3.9% (FY2022)	4.8% (FY2023)	2.9% (FY2024)

Principles of the actions

- Build an organization that enables each individual employee to work energetically.
- Involve all organizations.
- Engage in ongoing actions. Do not make actions one-time events. Make actions permanent and autonomous.
- Place importance on processes for improvement.

Human capital value enhancement model



are also necessary. We want each employee to grow into an independent professional, value their aspirations and personal motivations and remain capable of taking on challenges in pursuit of the creation of value for customers and society.

In-house commendation system

The goal of the in-house commendation system is to raise employee morale and internally share examples of successful practices and know-how that contribute to the company’s performance. Winners are selected from candidates nominated by all employees and their contribution is recognized.

Number of in-house commendation nominees (non-consolidated)	57 (FY2022)	72 (FY2023)	82 (FY2024)
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Employee task force

We invite mainly young and mid-level employees to participate in a task force focused on activities such as the promotion of corporate branding and the planning of new offices, to encourage employees to reform the company from within.

Support system for club activities

We support employees’ off-the-job activities for a better work-life balance and encourage the sharing of happy moments between coworkers with the same hobbies. Irrespective of whether you are in a sports or cultural club, your club may be authorized by the company and receive financial assistance if it satisfies the given requirements.

Number of employees participating in club activities (non-consolidated)	29 (FY2022)	64 (FY2023)	84 (FY2024)
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Other actions for enhancing engagement

We hold departmental engagement dialogue events, inner-branding workshops, career support seminars for employees by age group, financial and wellbeing seminars, engagement leader training programs, and other activities.

Developing professionals

In accordance with our basic policy on human resource development, we are committed to the development of professionals capable of taking on challenges in pursuit of the creation of value for customers and society. Our wide-ranging efforts include various kinds of training and also encompass the stimulation of job rotation and support of reskilling among many others.

Education system

- We have a broad range of educational systems for the development of professionals.
- In their first year, each new employee learns the basic information and mindset necessary for their job from their on-the-job trainer.
 - Rank-specific training programs are implemented periodically according to years of service and grade of each employee to increase understanding of the principles of leadership and to acquire problem-solving, communication and other skills.
 - Our career development training programs are divided by type of job, purpose and department. Whenever appropriate, trainees acquire the expert knowledge and skills necessary for their work.
 - Our core skills are defined as the mindset and mandatory skills that our employees are expected to have, and we offer online content for learning these core skills.
 - We also have a certification encouragement program to support employees’ self-improvement. The Company provides financial assistance to employees for the acquisition of certifications that are necessary for their jobs and career plans.

Career plan program

We have a career plan program to support employees’ career development. Once a year, employees have a career planning interview with their superior and their desires and the roles the company expects them to fulfill are shared to facilitate project assignment plans, job rotations, employee attendance at training sessions, and other matters. We have also launched a position-matching initiative in which all internal positions and job descriptions are shared openly with all employees to find the optimal combination of the skills the company is seeking and the roles it expects. We also conduct nomination-based career meetings, which enable employees to discuss their careers with colleagues other than their immediate superior, human resources career meetings, and

Employment

We are focused on recruiting human resources aligned with the B-EN-G Group’s Purpose, “Engineering value-creating businesses,” who are passionate about the transformation of manufacturing using IT. Across the entire group, we hire approximately 60 to 70 new employees annually. By widely sharing content that offers a glimpse into B-EN-G’s operations, including our business activities and employee voices, through our website “INSIDE-B” and social media, we actively recruit not only those with IT industry experience but also individuals with experience in

Skill development subjects

Problem-solving capability	Discover and analyze customer issues and propose solutions
Leadership	Establish a vision and a goal, involve surrounding people and function as a catalyst for change
Expertise (technical strength)	Excellent capabilities, knowledge and practical skills in specific domains and fields
Readiness for global jobs (language skills), Communication skills	

Rank-specific training (examples)

New employee training (e.g., business manners, presentation, Java/database, production management), problem solving training, leadership training, new line manager development training, 360-degree diagnosis training, global human resource development, mid-career recruit follow-up training, diversity training, compliance training, mental health course, and youth workshops.

Career development training (examples)

Testing techniques course, software engineering course (requirement definition and design), database training, security course for engineers, data analysis course, project management training, business strategy formulation training, development of human resources in digital businesses, workshops by the president, and short-term programs at graduate schools

Human resources development time per employee (non-consolidated)	65.4 hours (FY2022)	64.1 hours (FY2023)	60.9 hours (FY2024)
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level-specific career training. We seek to build an environment where employees can work long-term with a feeling of security while respecting the intentions of each employee.



many different industries, including IT. Through recruitment activities using diverse recruitment tools, including scouts, referrals, and alumni, we recruit human resources who are aligned with the B-EN-G Group. We also actively employ women, non-Japanese people, and people with disabilities. We will also focus on hiring individuals who wish to work in regional areas, including implementing HR systems that enable flexible work styles, and recruiting at Business System Services Corporation (B-SERV) Akita Branch, a group company.

Human Resources Strategy

Utilizing diverse human resources and promoting flexible work styles

• Promoting diversity, equity, and inclusion, and improving the workplace environment

The B-EN-G Group's creation of value is supported by its irreplaceable people. To realize the Group's philosophy of contributing to society through the creation of new value, we will advance diversity-oriented management which enables the individual characteristics of each employee to be our strength and achievements.

In developing our workplace environment, we aim to increase psychological safety, enabling employees to understand each other and demonstrate their skills in their own unique way. We are working to create and improve systems and measures with the goal of building a workplace environment where each employee can flexibly choose their own work style in accordance with events in their life and maximize their potential.

Enabling employees to keep working while staying physically and mentally healthy and feeling secure leads to the improvement of each employee's life, the company's sustained growth and its contribution to society. Based on this understanding, we are committed to health and productivity management.

■ Diversity education

All employees of B-EN-G are required to receive unconscious bias training at sessions which are held periodically.

■ Heartful Diversity Club

We have club activities to encourage DE&I. The club periodically holds workshops, enlarges the circle of DE&I within the company and develops friendships between colleagues. We host D&I and LGBTQ+ lectures featuring external speakers and offer in-house sign language courses.

■ Telecommuting

We have introduced a hybrid work model, allowing for flexible work styles that combine office and remote work (work from home) arrangements. A full remote work option is also available, allowing employees to continue their careers without leaving their positions, even when their personal circumstances require relocation.

■ Childcare support systems

Our childcare support systems exceed statutory requirements as the Company allows pregnant employees to take a total of 20 days of special paid leave and they receive full pay throughout their leave before and after childbirth. Also, male employees whose spouses have given birth may take five days of paid childbirth leave.

Percentage of childcare leave taken by male employees (non-consolidated)

27.3% (FY2022) ➔ **62.5%** (FY2023) ➔ **90.9%** (FY2024)

■ Structure for the promotion of health and productivity management

The president and the officer in charge of human resources act as the chief health and productivity management executive and the health and productivity management executive, respectively. Led by the Human Resources and General Affairs Department, our health insurance association, occupational physicians, public health nurses, industrial health staff, the people in charge of health and productivity management and other related divisions and people cooperate with one another in the company-wide promotion of health and productivity management.

Percentage of employees who have taken regular medical checkups (non-consolidated)

99.6% (FY2022) ➔ **100%** (FY2023) ➔ **100%** (FY2024)

Social contribution

Creation of new value



Workplace environment with a high degree of psychological safety



■ Active participation of women

We seek to achieve gender equality and increase the percentage of our entire workforce and people in managerial-level positions who are women. Furthermore, we are aggressively establishing a workplace environment and aggressively supporting career development so that our women colleagues can stay active long term. We have formulated and disclosed an action plan based on the Act on the Promotion of Female Participation and Career Advancement in the Workplace.

■ B-Work Life Balance system (choosing workstyles)

In accordance with life events and other needs, employees may choose (change) to work reduced hours and be exempt from working overtime.

Percentage of annual paid leave taken (non-consolidated)

76.5% (FY2022) ➔ **78.5%** (FY2023) ➔ **78.1%** (FY2024)

■ Introduction of fertility treatment support system and training

In April 2025, we introduced a system to support employees in balancing fertility treatment with their work. Employees can now take leave or use accumulated annual paid leave to undergo fertility treatment. Additionally, we have also conducted associated training sessions to promote understanding among all officers and employees.

■ Health and productivity management initiatives

- Regular and complete medical checkups
- Mental health seminar
- Influenza vaccinations
- Introduction of the external EAP service (Employee Assistance Program)
- Dental checkups
- Yoga lesson given online
- Health consultations by occupational physicians

Percentage of employees who have received a stress check (non-consolidated)

88.2% (FY2022) ➔ **93.5%** (FY2023) ➔ **82.3%** (FY2024)

Human Rights

Through relationships with stakeholders, we push forward with initiatives to fulfill our social responsibilities.

B-EN-G Group Human Rights Policy

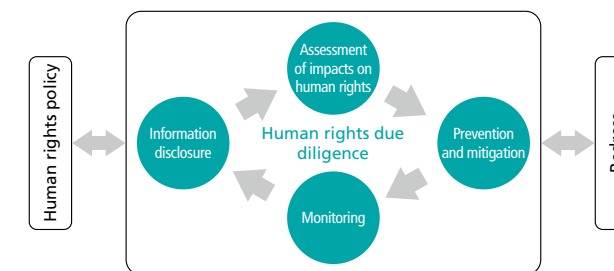
The B-EN-G Group recognizes that respecting the human rights of all individuals is an important social responsibility in conducting its business and providing value to society. We will work to fulfill this duty by engaging in group-wide human rights initiatives.

[Human Rights Policy](#) ▶ [Website](#)

• Initiatives to ensure respect for human rights

■ Human Rights Due Diligence

To identify human rights risks and adverse impacts on human rights within our own business activities and value chain, we engage in continuous human rights due diligence. Working in coordination with relevant departments, we perform risk analyses and assessments, and consider and implement appropriate response measures.



■ Assessment of impacts on human rights

In March 2025, we conducted a human rights impact assessment in line with the UN Guiding Principles on Business and Human Rights. Using a risk assessment form issued by GCNJ for analysis and evaluation, we identified power harassment and privacy rights (such as personal information leaks) as risks requiring particular attention.

■ Human rights education

All Group employees receive annual compliance education in which they learn about human rights, our code of conduct, and compliance, and are tested to check their understanding. In this way, we aim to create a workplace environment with respect for human rights, which is free from discrimination and similar acts.

■ Hotline for consultations about human rights issues

The compliance hotline for all group employees, temporary employees, and resident partners provides comprehensive support, from accepting reports and confirming facts regarding human rights issues to problem resolution, recurrence prevention, and post-resolution follow-up.

Environment

We are striving to reduce environmental impact through our business activities, aiming to conserve the global environment and protect finite resources.

B-EN-G Group Environmental Policy

Based on an understanding that the conservation of the global environment is the world's most important issue, the B-EN-G Group functions as a company supporting business transformation with IT, leveraging the Group's technical strength and contributing to the realization of a sustainable society.

[Environmental Policy](#) ▶ [Website](#)

• Information Disclosures Based on the TCFD Recommendations

The B-EN-G Group considers action against climate change as one of its important issues. We make analyses based on the framework recommended by TCFD and disclose the impact of climate change on our business operations.

[Environment](#) ▶ [Website](#)

■ GHG emissions (Scope 1 + 2) reduction targets (consolidated)

The GHG emissions reduction targets as shown below. We will advance decarbonization initiatives in agreement with the Paris Agreement and seek to achieve carbon neutrality by 2050.

Item	Medium-term target	Long-term target
Scope 1, 2	Reduce emissions by at least 50% versus the FY2022 level by 2030.	Achieve carbon neutrality by 2050.

■ Changes in GHG emissions (consolidated)

		(Unit: t-CO ₂ e)	
Actual GHG emissions		FY2023	FY2024
Scope 1 + 2 (market standard)		453.99	456.98
Scope 3	Overall	7,149.32	10,906.95
	Category 1 (Purchased goods and services)	5,919.86	9,678.28
	Category 2 (Capital goods)	337.42	218.75
	Category 3 (Fuel- and energy-related activities)	285.76	285.20
	Category 6 (Business travel)	420.38	529.76
	Category 7 (Employee commuting)	144.66	149.98
Category 15 (Investment and loan)		41.24	44.98
Scope 1+2+3		7,603	11,364

* Scope 3 emissions are calculated by multiplying the procurement price by the intensity specified by the Ministry of the Environment. In this formula, emissions increase in proportion to an increase in the amount of action.

* Since fiscal 2022, we have been obtaining third-party assurance to enhance the credibility of our GHG emissions disclosures.

Sustainability Promotion Structure and

The B-EN-G Group is committed to promoting sustainability under its basic policies and organizational framework, and is working together with stakeholders to achieve the Group's Purpose while ensuring sustainability. We also identify particularly important (material) issues to prioritize, set actions and goals (KPIs) for our identified material issues, and work to resolve specific social issues.

• B-EN-G Group's Basic Stance on Sustainability

In 1999, B-EN-G was established to provide manufacturers and many other companies with indirect support in their use of information systems. Since then, we have continued to help businesses in Japan and beyond use information systems.

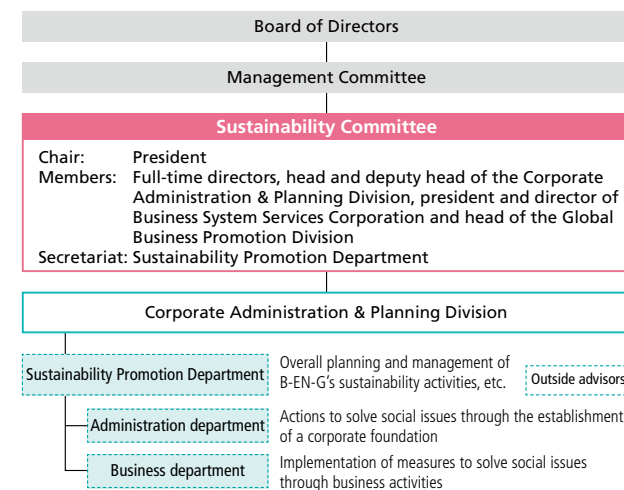
The Group's corporate philosophy reads: As a professional group that puts customer satisfaction first, we contribute to society through the creation of new value. Accordingly, we have been offering the value provided by engineering that is unique to us for the creation of the mechanisms that corporate customers need for their provision of products and services to society.

Essentially, humans support this value. We are convinced that the Group can create the value it provides in a situation where our diverse personnel develop and exert their potential in an environment that is easy to work in. The Group believes that the synergy between personnel working energetically, products and services providing new value, and corporate operations that earn the trust of society will help the Group fulfill its Purpose and aid the development of a sustainable society. To achieve these goals, the Group works to address various sustainability themes, with consideration for the characteristics of its business.

• Sustainability Promotion Structure

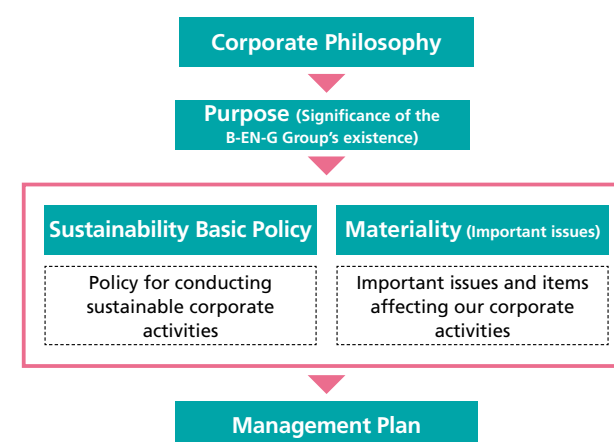
The B-EN-G Group has established a sustainability promotion structure centered on its Sustainability Committee. This committee's sustainability promotion activities are wide ranging. They include the formulation of policies and the planning of activities related to sustainability, the formulation of ESG (Environment, Society, Governance) policies and measures, the identification and review of material issues related to sustainability, and the disclosure of sustainability-related information.

Individual initiatives are regularly reported to the Management Committee and to the Board of Directors. They are subject to the supervision of the Board of Directors.



• Sustainability Strategy

We understand that initiatives to address sustainability issues are significant management issues in the continuous growth of the Group and its construction of a solid business foundation. We will outline the initiatives in our management plan and formulate our basic policy on sustainability promotion and then work continuously to improve sustainability. We have identified important issues (materiality) that will impact the Group and its stakeholders for two purposes. One is to work to create value for society and resolve social issues by fulfilling our social responsibilities and conducting business activities, and the other is to achieve the medium- and long-term improvement of our corporate value. We incorporate materiality into our action guidelines, management plans and equivalent measures to ensure that the B-EN-G Group works to address them.



Materiality

• Materiality Identification Process

We selected social issues that are important to the Group's corporate activities. In this process, we referenced international guidelines and valued the degree of significance of the individual issues to society and stakeholders.

We see the relationship between the materiality and

the idea superior to it, such as the Corporate Philosophy and the Purpose, as an indicator in our assessment of its importance to the Group. The materiality is reviewed regularly. We work intensively on it to fulfill the Purpose.

STEP1	STEP2	STEP3	STEP4	STEP5
Establishment of a study team to identify materiality Establishment of an internal cross-departmental team of members selected from business units and the administrative department to comprehensively study the businesses of the B-EN-G Group as a whole	Identification of sustainability issues Selection of major issues affecting businesses using value chain mapping and other methods to create a long list	Identification and organization of issues and assessment of their importance Organization of the selected issues and assessment of their relationship to business and their importance to society using external indicators	Discussion by the Sustainability Committee Discussion of the details of issues and assessment of their importance at committee meetings	Board of Directors' approval External disclosure of the issues after approval by the Board of Directors

■ B-EN-G Group's Materialities

Materiality	Details	Materiality themes	Opportunities	Risks	FY2024 results	Performance indicators (the end of fiscal 2026)
Providing value to society using IT	We use IT to increase the number of value-creating businesses around the world, providing new value to society. We also provide products and solutions that enable customers to focus on activities that create added value by streamlining existing operations using IT.	Improving efficiency and productivity through digitalization	●		• Net sales of products and services for streamlining-oriented DX: ➔ 19.69 billion yen • Net sales of products and services for transformation-oriented DX: ➔ 1.08 billion yen	➔ 21.0 billion yen ➔ 1.0 billion yen
		Providing products and solutions that achieve creative, high-value-added manufacturing	●			
		Providing safe, reliable products and services	●	●		
		Rapid response to the transformation of industrial business models through technological innovation	●	●		
Realizing a sustainable society	We always approach business management from a long-term perspective for the realization of a sustainable society. We also promote businesses with the goal of stably and permanently developing regions and industries in Japan and abroad.	Establishment of highly reliable supply chains and the stable supply of products	●	●	• Net sales to overseas customers: ➔ 3.23 billion yen	➔ 3.5 billion yen
		Response to labor and personnel shortage issues and human resource utilization	●	●		
		Development of regional areas and developing countries	●	●		
		Promotion of sustainable business	●	●		
Responding to the global environment and climate change	We will protect the global environment and promote business in a way that does not place burdens on the earth. We also conduct business with the goal of protecting and effectively utilizing scarce resources.	Response to climate change	●	●	• GHG emissions (Scope 1 + 2) ➔ 457 t-CO ₂ e	➔ 300 t-CO ₂ e or less
		Protection of the global environment and resources	●	●		
Creating new value through partnerships and collaboration	We strive to achieve mutual growth by establishing a high degree of trust with all of our stakeholders. We also aim to innovate in society through synergy created by collaborating with partners.	Establishing a high degree of trust with stakeholders and emphasizing partnerships	●	●	• Correctly disclosing financial and non-financial information annually	• Correctly disclosing financial and non-financial information annually
Establishing and maintaining a foundation as a company that fulfills its social responsibilities	We strive to fulfill our responsibilities as an established company that is a part of society, and to develop and maintain a foundation as a company that provides added value to society.	Response to security risks and information protection		●	• Number of major incidents and/or legal violations: ➔ 0	➔ 0
		Fair market competition and marketing activities		●		
		Strengthening corporate governance	●	●		
Creating a safe, secure and rewarding work environment	We strive to create an environment where employees, who support our business, can work safely and healthily. We also respect the human rights of all stakeholders, including employees, and work to realize a society that is free of discrimination.	Respect for human rights		●	• Engagement Score (Company-wide): ➔ 73	➔ Maintain a score of at least 70 every year
		Diversity and equal opportunity, realization of diversity and inclusion	●	●		
		Realization of a safe and secure working environment and healthy work styles	●	●		

We are working to build a foundation to ensure that B-EN-G continues to exist as a company committed to society and that it will continuously provide value to society.

• Strengthening corporate governance

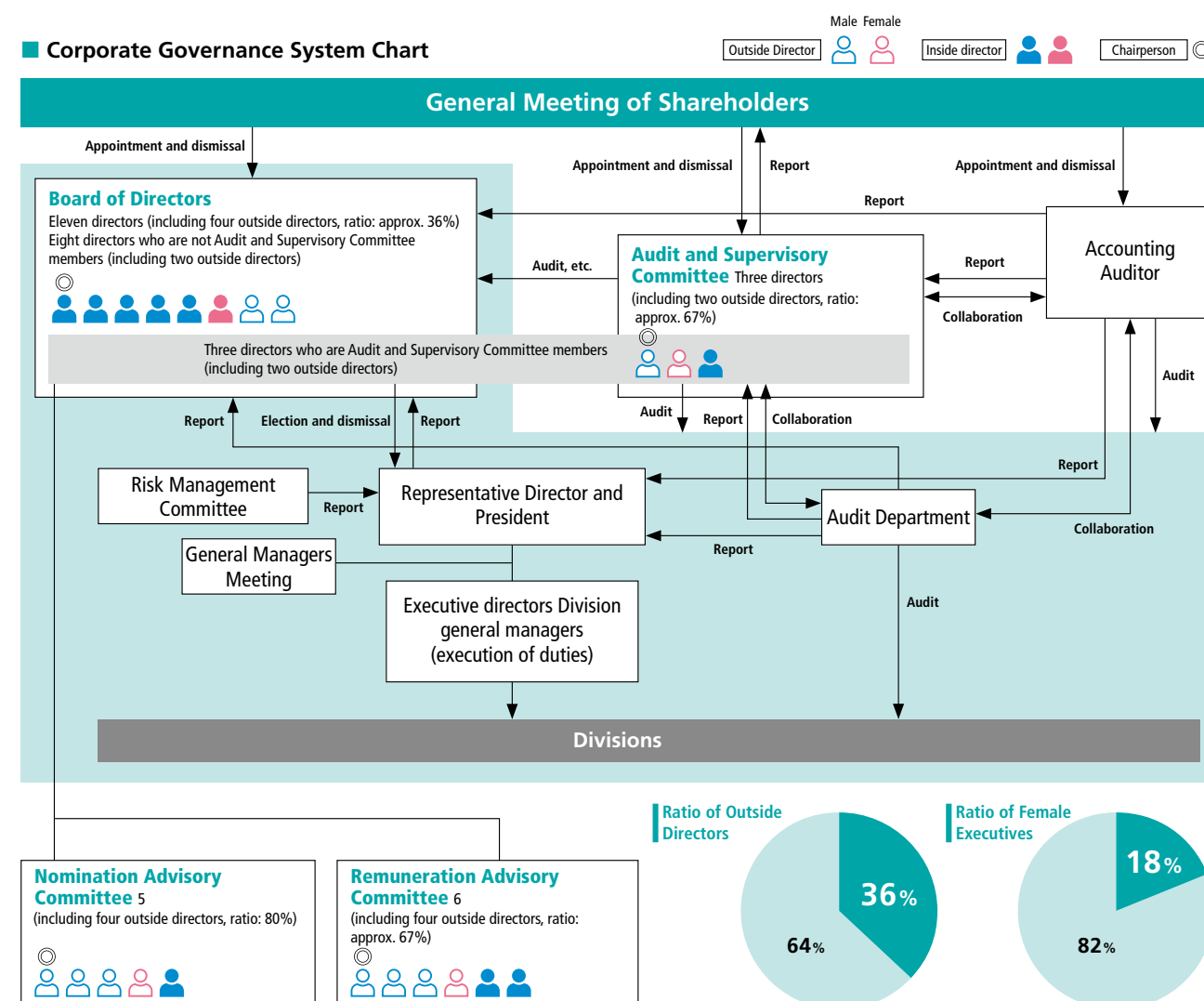
Our basic policy is to strive to strengthen our supervisory functions and efficiency of management and to reinforce our compliance system. To this end, we have adopted an Audit and Supervisory Committee system, and through the appointment of multiple outside directors and directors who are Audit and Supervisory Committee members with voting rights at meetings of the Board of Directors, we are working to strengthen the supervisory functions that our

directors fulfill in the execution of their duties. Through continuous efforts to improve corporate governance, we strive to enhance the transparency of management, earn the trust of our stakeholders, including our shareholders, investors, customers, business partners, local communities, and employees (including the employees of Group companies), and to enhance our corporate value over the medium to long term.

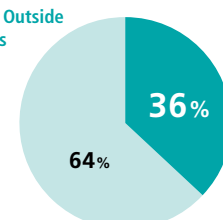
Basic Policy of Corporate Governance

- 1 We respect the rights of shareholders and ensure equality.
- 2 We consider the interests of our shareholders, customers, business partners, local communities, employees and other stakeholders, and we strive to appropriately collaborate with them.
- 3 We appropriately disclose company information and ensure transparency.
- 4 We fulfill the roles and duties that directors, including directors who are also Audit and Supervisory Committee members, are expected to fulfill, and work to improve the Company's supervisory functions and the efficiency of its management.
- 5 We will engage in constructive dialogue with shareholders whose investment policies are aligned with the interests of other shareholders over the medium to long term.

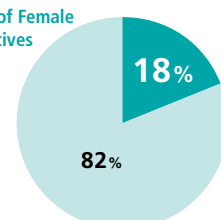
■ Corporate Governance System Chart



Ratio of Outside Directors



Ratio of Female Executives



• Functions of the Board of Directors and committees and major agenda items in fiscal 2024

Board of Directors (14 meetings in fiscal 2024)

Chairperson: Masakazu Haneda,
Representative Director, President & CEO

Functions

- Decision on the execution of company business
- Supervision of directors' execution of business duties
- Election and dismissal of representative directors

Main agenda

Items stipulated in laws, regulations and the articles of incorporation, execution of material corporate business and material management matters under the regulations of the Board of Directors, assessment of the effectiveness of the Board of Directors and the verification and consideration of cross-shareholdings

Audit and Supervisory Committee (12 meetings in fiscal 2024)

Chairperson: Naoki Shimizu,
Outside Director (Audit and Supervisory Committee Member)

Functions

- Auditing directors' execution of their duties

Main agenda

Status of the construction and operation of the internal control system, priority audit items, the appropriateness of accounting auditors' auditing methods and results and opinions on the nomination and remuneration of directors, excluding directors who are also Audit and Supervisory Committee members

Nomination Advisory Committee (three meetings in fiscal 2024)

Chairperson: Hiroshi Shimizu, Outside Director

Functions

- Ensuring the transparency of the process of nominating director candidates for and the election and dismissal of representative directors and other executive directors.

Main agenda

Nomination of director candidates, including directors who will also be Audit and Supervisory Committee members, election of representative directors and other executive directors and the personnel affairs system for directors

Remuneration Advisory Committee (three meetings in fiscal 2024)

Chairperson: Hiroshi Shimizu, Outside Director

Functions

- Ensuring the transparency of the director remuneration system and the process for determining remuneration

Main agenda

Details about remuneration, etc. for individual directors, excluding directors who are also Audit and Supervisory Committee members and the director remuneration system

• Policy for the determination of remuneration, etc. for directors

1 Basic policy regarding remuneration, etc. for directors

Our basic policy regarding remuneration, etc. for directors is to ensure that the remuneration, etc. is appropriate for the roles and duties the director fulfills and it is determined according to a system under which the remuneration, etc. for full-time directors, excluding outside directors and directors who are also Audit and Supervisory Committee members, reflects the medium- and long-term financial results of the Company and shareholder value. To ensure the transparency of the director remuneration system and the process of determining their remuneration, etc., the Remuneration Advisory Committee has been established. A majority of its members shall be outside directors and it shall be chaired by an outside director. It shall submit reports to the Board of Directors after it deliberates policies regarding the determination of remuneration, etc. for individual directors and other matters related to remuneration, etc. for directors and the Board of Directors shall make decisions regarding these matters.

2 Remuneration, etc. for full-time directors (excluding outside directors and directors who are also Audit and Supervisory Committee members, hereinafter the same applies)

Remuneration, etc. for full-time directors shall consist of annual base remuneration (fixed remuneration), bonuses and stock remuneration (non-monetary remuneration). Base remuneration shall be determined in overall consideration of the director's position, duties, level of contribution to financial results and other matters, while bonuses shall be determined in consideration of the consolidated financial results for the relevant fiscal year.

Both shall be paid following a resolution of the Board of Directors within the limit on director remuneration adopted by resolution at a General Meeting of Shareholders. Stock remuneration shall be paid according to the director's position and other factors. It shall be paid in accordance with the regulations formulated by the Board of Directors within the limits for the stock remuneration program set by resolution of the Board of Directors.

3 Remuneration, etc. for outside directors (excluding those who are also Audit and Supervisory Committee members, hereinafter the same applies)

Remuneration, etc. for outside directors shall consist solely of base remuneration based on their duties. The president shall draft a plan for the base remuneration for individual outside directors within the limit on director remuneration adopted by resolution at a General Meeting of Shareholders. The plan shall be discussed by the Remuneration Advisory Committee. Based on reports from this committee, the Board of Directors shall determine the remuneration, etc. for outside directors, which shall be paid each month during their term of office.

4 Remuneration, etc. for Audit and Supervisory Committee members

Remuneration, etc. for directors who are Audit and Supervisory Committee members shall consist solely of base remuneration based on their duties. The base remuneration for directors who are Audit and Supervisory Committee members shall be determined following consultation with them within the limit on remuneration adopted by resolution at a General Meeting of Shareholders and be paid each month during their term of office.

• Overview of the findings of the analysis and assessment of the effectiveness of the Board of Directors

To bolster the Board of Directors in its fulfillment of its functions, all directors, including directors who are Audit and Supervisory Committee members, conducted a self-assessment (in a questionnaire format). The Board of Directors then discussed the findings to analyze and assess

its effectiveness. As a result, the Board of Directors determined that its effectiveness had been secured.

We will continue to work to continually improve the functions of the Board of Directors based on the assessment results.

List of Directors

Career Profile			Reasons for Appointment					Corporate management	IT and technology	Global	Finance and accounting	Risk management and legal affairs	Attendance at Meetings of the Board of Directors			
	Masakazu Haneda Representative Director, President and CEO	April 1999	Joined the Company	He possesses extensive experience in the Company's operations, particularly in businesses relating to our proprietary products, and has deep insight into the industry sectors in which we operate. We have appointed him based on our judgment that he can effectively leverage these capabilities in managing the Company.								Board of Directors	14/14			
		April 2006	Division General Manager, Products Business Division, B-EN-G									Audit and Supervisory Committee	—			
		June 2010	Director, B-EN-G									Nomination Advisory Committee	3/3			
		June 2015	Managing Director, B-EN-G									Remuneration Advisory Committee	3/3			
		April 2020	Representative Director, President, B-EN-G (present)													
	Shigeaki Betsunou Representative Director, Senior Managing Director, CFO, Division General Manager, Corporate Administration & Planning Division and Director in Charge of Alliance Dept.	September 1999	Joined the Company	He has been involved in businesses providing IT services primarily using third-party products for many years. Since April 2019, he has served as the officer in charge of our corporate division, possessing extensive experience and deep insight across a wide range of fields. We have appointed him based on our judgment that he can effectively leverage these capabilities in managing the Company.								Board of Directors	14/14			
		June 2013	Director, B-EN-G											Audit and Supervisory Committee	—	
		June 2019	Managing Director, B-EN-G											Nomination Advisory Committee	—	
		April 2020	Division General Manager, Corporate Administration & Planning Division, B-EN-G (present)											Remuneration Advisory Committee	3/3	
		June 2022	Representative Director, Senior Managing Director, B-EN-G (present)													
	Atsushi Nakano Managing Director, Division General Manager, Solutions Business Division	April 1999	Joined the Company	He has been involved in businesses relating to our proprietary products for many years, and is highly knowledgeable about the industry sectors in which we operate. We have appointed him based on our judgment that he can effectively leverage his proven track record and expertise in managing the Company.									Board of Directors	14/14		
		June 2015	Director, B-EN-G												Audit and Supervisory Committee	—
			Division General Manager, Products Business Division, B-EN-G												Nomination Advisory Committee	—
		June 2022	Managing Director, B-EN-G (present)												Remuneration Advisory Committee	—
		April 2024	Division General Manager, Solutions Business Division, B-EN-G (present)													
	Yusuke Sato Managing Director, Division General Manager, Products Business Division and Director in Charge of Kansai & Chubu Region Management Division	July 2000	Joined the Company	He has been involved in businesses providing IT services primarily using third-party products and in corporate planning for many years, and is highly knowledgeable about the industry sectors in which we operate. We have appointed him based on our judgment that he can effectively leverage his proven track record and expertise in managing the Company.									Board of Directors	14/14		
		April 2019	Division General Manager, Solutions Business Division, B-EN-G												Audit and Supervisory Committee	—
		June 2019	Director, B-EN-G												Nomination Advisory Committee	—
		April 2024	Division General Manager, Products Business Division, B-EN-G (present)												Remuneration Advisory Committee	—
		June 2024	Managing Director, B-EN-G (present)													
	Toshiyuki Irimajiri Director, Deputy Division General Manager, Products Business Division, Chief General Manager, Systems Development Division and Director in Charge of Global Business Promotion Division	April 2000	Joined the Company	He has been involved in businesses relating to our proprietary products for many years, and is highly knowledgeable about the industry sectors in which we operate. We have appointed him based on our judgment that he can effectively leverage his proven track record and expertise in managing the Company.									Board of Directors	14/14		
		April 2021	Deputy Division General Manager, Products Business Division, Chief General Manager, Systems Development Division, B-EN-G (present)												Audit and Supervisory Committee	—
		June 2023	Director, B-EN-G (present)												Nomination Advisory Committee	—
		April 2024	Director in Charge of Global Business Promotion Division, B-EN-G (present)												Remuneration Advisory Committee	—
	Yumiko Miyazawa Director, Deputy Division General Manager, Solutions Business Division and Director in Charge of Marketing Planning Division	January 2000	Joined the Company	She has been involved in businesses providing IT services primarily using third-party products for many years, and is highly knowledgeable about the industry sectors in which we operate. We have appointed her based on our judgment that she can effectively leverage her proven track record and expertise in managing the Company.									Board of Directors	14/14		
		April 2019	Deputy Division General Manager, Solutions Business Division, B-EN-G (present)												Audit and Supervisory Committee	—
		June 2023	Director, B-EN-G (present)												Nomination Advisory Committee	—
		April 2024	Director in Charge of Marketing Planning Division, B-EN-G (present)												Remuneration Advisory Committee	—
	Hiroshi Shimizu Outside Director Independent Important concurrently held positions • Professor, Graduate School of Management of Technology, Nippon Institute of Technology	October 1990	Joined Arthur D. Little Japan, Inc.	He possesses extensive experience in strategic consulting services primarily targeting the manufacturing industry, which is the Company's key customer base, along with deep insight into business strategy. We have appointed him based on our judgment that we can expect him to leverage these strengths to provide advice and appropriate oversight for the Company's management from a broad-ranging, medium to long-term perspective.									Board of Directors	14/14		
		April 2010	Professor, Graduate School of Management of Technology, Nippon Institute of Technology (present)												Audit and Supervisory Committee	—
		June 2011	Outside Director, B-EN-G (present)												Nomination Advisory Committee	3/3
		April 2015	Senior Advisor, Arthur D. Little Japan, Inc.												Remuneration Advisory Committee	3/3
	Masahito Kitamura Outside Director Independent Important concurrently held positions • Professor, School of Business Administration, Kansai University of International Studies	April 1982	Joined Olympus Optical Co., Ltd. (current Olympus Corporation)	He possesses extensive experience and deep insight in management and IT at Olympus Corporation, along with experience in building global systems. We have appointed him based on our judgment that we can expect him to leverage these strengths to provide advice and appropriate oversight for the Company's management from a broad-ranging, medium to long-term perspective.									Board of Directors	14/14		
		April 2019	Executive Officer, Vice President, Chief Information Security Officer, Olympus Corporation (retired in March 2021)												Audit and Supervisory Committee	—
		April 2022	Professor, School of Business Administration, Kansai University of International Studies (present)												Nomination Advisory Committee	3/3
		June 2023	Outside Director, B-EN-G (present)												Remuneration Advisory Committee	3/3
	Naoki Shimizu Outside Director Independent Audit and Supervisory Committee Member Important concurrently held positions • Representative Director, With Consulting, Inc.	April 1977	Joined Industrial Bank of Japan, Limited (current Mizuho Bank, Ltd.)	He possesses extensive experience and deep insight in finance and accounting across a diverse range of industries, along with expertise in management. We have appointed him based on our judgment that we can expect him to leverage these strengths to provide advice and appropriate oversight and auditing for the Company's management from a broad-ranging, medium to long-term perspective.									Board of Directors	14/14		
		June 2007	Member of the Board, SoftBank Technology Corp. (current SB Technology Corp.)												Audit and Supervisory Committee	12/12
		May 2014	Representative Director, With Consulting, Inc. (present)												Nomination Advisory Committee	3/3
		June 2018	Outside Director (Audit and Supervisory Committee Member), B-EN-G (present)												Remuneration Advisory Committee	3/3
	Takako Miyoshi Outside Director Independent Audit and Supervisory Committee Member Important concurrently held positions • Partner, Okamura Law Office • Outside Audit & Supervisory Board Member, Toyo Engineering Corporation	October 2001	Registered as lawyer (Daiichi Tokyo BAR Association)	She possesses professional expertise and extensive experience in corporate legal affairs cultivated through her career as an attorney. We have appointed her based on our judgment that we can expect her to leverage these strengths to provide advice and appropriate oversight and auditing for the Company's management from an impartial and objective perspective.									Board of Directors	11/11		
		January 2011	Partner, Okamura Law Office (present)												Audit and Supervisory Committee	10/10
		June 2023	Outside Audit & Supervisory Board Member, Toyo Engineering Corporation (present)												Nomination Advisory Committee	3/3
		June 2024	Outside Director (Audit and Supervisory Committee Member), B-EN-G (present)												Remuneration Advisory Committee	2/2
	Hirofumi Otsuka Director Standing Audit and Supervisory Committee Member	April 1999	Joined the Company	He possesses extensive knowledge of the Company's diverse business fields and has been involved in the management of overseas subsidiaries. We have appointed him based on our judgment that he can effectively leverage these capabilities in oversight and auditing of the Company's management.									Board of Directors	14/14		
		April 2012	Chairman, Toyo Business Engineering (Shanghai) Co., Ltd.												Audit and Supervisory Committee	12/12
		June 2015	Deputy Division General Manager, Products Business Division, B-EN-G												Nomination Advisory Committee	—
		April 2018	Deputy Division General Manager, Solutions Business Division, B-EN-G												Remuneration Advisory Committee	—
		June 2020	Director (Standing Audit and Supervisory Committee Member), B-EN-G (present)													

*The list of directors is current as of July 1, 2025. *Experience and expertise in the skill matrix are indicated with circles for up to three areas of experience and expertise held by each individual.
*Attendance records reflect attendance during each term of office in FY2024.

Compliance

Basic Approach

The B-EN-G Group has established its Code of Conduct regarding compliance with ethics, laws and regulations to be adhered to by its officers and employees and the Group regularly provides compliance training to its officers and employees to ensure rigid compliance.

Code of Conduct

The Group's officers and employees will act in accordance with the following five items in all corporate activities, strive to improve corporate value through the implementation of our basic philosophy and code of conduct, and work hard to contribute to the development of society.

1. Earning Customer Trust

We recognize that "contributing to the success of our customers" is the origin of our corporate activities, and with pride as professionals, we strive to provide high-quality products and services that put customer satisfaction first.

2. Contribution to Society

We contribute to society by creating new value, and as members of society, we contribute to environmental conservation and the creation of a sustainable society.

3. Legal Compliance with Fair and Transparent Business Activities

We comply with domestic and international laws and contracts, and conduct fair and transparent business activities with high ethical standards. Furthermore, we have no relationship with anti-social forces.

4. Respect for Fundamental Human Rights and Diversity

We respect basic human rights and diversity, do not engage in unfair treatment or discrimination and strive to create a comfortable working environment.

5. Protection of Intellectual Property and Information

We respect intellectual property rights, strive to appropriately preserve and manage the information we handle and do not use it improperly.

• Compliance Promotion System

Regarding compliance with laws, regulations and equivalent matters, we have established the Compliance Code of Conduct to clearly define the rules regarding compliance. We have established the Legal Department as the organization responsible for compliance. We are constructing a framework for promoting compliance. When any director learns any material facts regarding compliance, such as facts about the violation of any law, regulation or the articles of incorporation, the director is to report them to the Board of Directors and to the Audit and Supervisory Committee without delay.



• Compliance Training

To ensure the understanding and adherence to the Code of Conduct and Compliance Standards and the proper execution of duties, we provide regular education and training to directors and employees through e-learning and group

training sessions. In FY2024, 722 individuals participated in the Compliance Education training program. We also conduct efforts to deepen understanding through post-training tests and self-assessments.

• Whistleblowing System

We have established a whistleblowing system that is accessible to every officer, employee and other personnel of the Group or any of its corporate partners in accordance with the Whistleblowing Regulations in an effort to deter, quickly discover, correct and prevent the recurrence of any misconduct. We take measures to protect whistleblowers. For example,

we commission an outside lawyer to act as a whistleblowing contact. We also ensure the confidentiality of whistleblowers and prohibit the disadvantageous treatment of them.

The number of reports or consultations made to the whistleblowing hotline

1 (FY2024)

Risk Management

Basic Approach

We have established the Risk Management Regulations. Guided by the Risk Management Committee chaired by the president, we implement proper management and take practical actions to address the different risks surrounding our and our subsidiaries' businesses to ensure their continuous and stable development.

• Risk Management Promotion Framework

To properly manage and take practical actions to address the many different risks surrounding our and our subsidiaries' businesses, we have created a risk management promotion framework, including the establishment of the Risk Management Committee, in accordance with the

Risk Management Regulations. The Risk Management Committee is chaired by the president and its members are full-time officers. It understands risks and studies measures to address them. It also gives instructions on the handling of risks and checks the status of risk management.

• Risk Management Process

Based on our risk management regulations, we conduct comprehensive risk assessments for B-EN-G and its subsidiaries, while also identifying and reviewing areas for improvement. When conducting risk assessments, we identify risks and their risk factors (potential risk factors the

Company may face), evaluate them according to specific criteria based on their likelihood of occurrence and impact, and map them onto a risk map. Through this risk assessment process, we strive to appropriately assess and manage risks relating to management and business execution.

• Business and Other Risks

The risks that may significantly impact the Group's business results and its financial position and may influence investors' decision making include the following.

- | | | |
|--|---|--|
| ① Risks related to changes in the business environment | ④ Risks related to information security | ⑦ Risks related to investment |
| ② System development risks | ⑤ Relationships with specific business partners | ⑧ Risks arising from major disasters and equivalent events |
| ③ Risks related to technological innovation | ⑥ Risks related to recruitment | ⑨ Risks related to compliance |

In its meeting in fiscal 2024, the Risk Management Committee reviewed risk assessment as well as risk factors and their possibility of occurrence. In addition, it examined the state of risk-reducing initiatives. To control unprofitable projects, we carry out different recurrence prevention measures devised based on lessons learned from past unprofit-

able projects to more strictly manage projects. The matters stated above are only specific examples of major possible risks related to the Group's businesses and others. The risks the Group faces are not limited to these risks.

Risks of Business etc. Website

• Initiatives to Address System Development Risks

We have adopted a quality policy to address system development risks, one of the identified business and other risks. We are working to continuously improve our quality man-

agement system. We are certified to ISO9001, the international quality management system (QMS) standard.

Certification type Quality management system
Certification number JUSE-RA-1803
Certified organization Business Engineering Corporation
Solutions Business Division (Digital Business Division, Digital SCM Division, Digital Life Science Division, Digital Enterprise Division, Engineering Enhancement Division),
Corporate Administration & Planning Division (Quality Management Department)

Applicable standards JIS Q 9001:2015 (ISO 9001:2015)
Certification range Consulting, planning, design and development of information systems
Examination and certification agency Union of Japanese Scientists and Engineers ISO Center



Third-party certification concerning management system Website

Message from Outside Directors



Independent

Hiroshi Shimizu
Outside Director
Important concurrently held positions

- Professor, Graduate School of Management of Technology, Nippon Institute of Technology

Continuously honing competitiveness and practical capabilities with a focus on manufacturing

Manufacturing sites are rooted in expertise and skilled techniques cultivated over many years. Introducing IT to such sites requires not only DX support, but the ability to propose solutions and coordinate effectively based on an understanding of the different business processes and organizational cultures that are unique to each country and company.

B-EN-G bridges this gap between manufacturing and IT, focusing primarily on production management, providing practical solutions tailored to frontline issues, demonstrating competitive strength in areas that competitors cannot fully cover. B-EN-G's deep understanding of its customers in the manufacturing industry and proximity to manufacturing sites enable flexible and speedy responses, earning trust from customers. By providing solutions that bridge the gap between management and frontline production sites, B-EN-G maintains a significant competitive advantage.

On the other hand, B-EN-G's high dependence on the manufacturing sector carries the risk that the prosperity and

decline in the manufacturing industry may directly impact our growth. Japanese manufacturing has a tendency to focus heavily on technology and product development, so insufficient investment in innovations for production management can be considered an issue. Aligning with shifts in customer awareness is key to driving B-EN-G's business growth. I draw on my experience in technology management consulting, primarily in the manufacturing industry, to provide recommendations to the Board of Directors. I also consider it my role to encourage discussions on whether B-EN-G's direction of building a unique position specialized toward manufacturing aligns with global perspectives, and to advocate for necessary adjustments.

DX support rooted in the frontline operations from companies like B-EN-G, which is deeply familiar with manufacturing, will become increasingly important for advancing DX in manufacturing. Going forward, we will continue to drive the evolution of B-EN-G's cultivated strengths and make recommendations for remaining a driving force behind the transformation of Japan's manufacturing industry.



Independent

Masahito Kitamura
Outside Director
Important concurrently held positions

- Professor, School of Business Administration, Kansai University of International Studies

A robust management structure led by the CEO and CFO is the driving force for high profitability

Amidst the IT industry's fervor over technology trends, B-EN-G has consistently pursued the essential value of reliability in production management: the heart of manufacturing. B-EN-G's business model—in which the Product Business (centered on mcframe), the Solutions Business, and the System Support Business function in a mutually complementary manner—is extremely robust. This solid business base is the driving force that has enabled B-EN-G to accurately capture the recent DX trend and achieve top-tier domestic profitability, with ROE in the 27% range. The management structure that drives this outstanding business is particularly noteworthy. CEO Haneda and CFO Betsuno (a finance expert with a deep understanding of frontline manufacturing operations) have an ideal relationship in which they work as one to drive business strategy, creating a virtuous cycle of sustainable growth. This cycle enables B-EN-G to maintain a high level of profitability while simultaneously delivering shareholder returns and investing in future growth.

Maintaining a high target ROE in the 20% range is only realistic because of this management structure.

At the same time, B-EN-G is now facing a significant period of transformation due to globalization, the shift to cloud/SaaS models, and the rise of AI. Key challenges include transitioning from an on-premises business model to SaaS and responding to cutting-edge technologies like AI, while keeping a close eye on customer trends. The potential AI brings is immeasurable. B-EN-G must leverage the vast data accumulated through its process digitization efforts to make it a source for discovering new value using AI technologies. As an outside director, I provide practical advice that goes beyond simple theory, from an objective standpoint based on my position of teaching business administration at a university, and diverse stakeholder viewpoints gained from over 20 years of experience in IT.



Independent

Audit and Supervisory Committee Member

Naoki Shimizu
Outside Director
Important concurrently held positions

- Representative Director, With Consulting, Inc.

Refining robust financials and high profitability

As someone with a background in the finance industry, my role is to oversee management from a financial perspective and support continued advancement. B-EN-G's return on equity (ROE) is exceptionally high for a Japanese company, and it is noteworthy that it maintains this level without relying on financial leverage. I advise the Board of Directors on how to link B-EN-G's sound finances and abundant assets to the next phase of growth.

B-EN-G's core businesses are ERP introduction business and license sales of its proprietary software, mcframe. The Company has built an efficient business model, generating significant revenue with minimal assets, and substantially boosting overall profitability. Its operating profit margin of around 20% is high, even by IT industry standards. I feel that, as a company with such a stable financial foundation and high profitability, B-EN-G is a rarity among the companies I have encountered.

At the same time, an aggressive stance is necessary for future overseas expansion. B-EN-G's proprietary mcframe



Independent

Audit and Supervisory Committee Member

Takako Miyoshi
Outside Director
Important concurrently held positions

- Partner, Okamura Law Office
- Outside Audit & Supervisory Board Member, Toyo Engineering Corporation

B-EN-G's greatest strength lies in its human resources who take on challenges, and the trust of its customers

Since becoming an outside director in 2024, I have leveraged my expertise as a lawyer to contribute to strengthening corporate governance. B-EN-G's management structure and internal control systems are well-established, and collaboration with the internal audit department is proceeding smoothly, so I do not feel that there are any major operational issues. It is also my assessment that the company is responding appropriately to new laws and regulations.

As B-EN-G's first female outside director, I actively voice my opinions, particularly regarding women's empowerment. I also have a strong interest in initiatives for talent development and retention, and improving engagement. I believe it is important to create a workplace environment where everyone can work comfortably, regardless of gender or other factors. While initiatives to increase the number of employees taking male paternity leave are bearing fruit, the tendency

solution offers significant value not only to Japanese manufacturers but to manufacturers worldwide. While Southeast Asia is currently B-EN-G's primary market, it must take on the challenges of entering new markets such as Europe, the United States, and Africa. I believe that B-EN-G should consider establishing the necessary organizational structure and recruitment mechanisms to achieve this.

Another challenge is that B-EN-G's share price-to-earnings ratio (PER) is not particularly high compared to its high ROE. I believe this reflects a lack of recognition of the company and insufficient communication of its growth strategy, despite its strong performance.

I also believe that, in addition to the BE 2030 strategy announced by B-EN-G, actively and concretely communicating the Company's overseas presence and growth vision will lead to further enhancement of corporate value.

for management candidates to be male-dominated remains a challenge, and I believe that we should more actively promote the advancement of women in the future.

The Board of Directors continuously discusses sustainability as a key priority. I feel that the time has come for B-EN-G to prepare for venturing into new business areas, rather than resting on its current stable performance.

B-EN-G's strength lies not only in its high-level technological capabilities, but also in its high-spirited corporate culture, as symbolized by its customer-centric brand statement: "Business Engineering for Growth." I believe that the concerted efforts of B-EN-G employees to work alongside customers and confront challenges head-on are the very foundation for the trust earned from customers. Going forward, from my position as an outside director, I would like to focus on actively communicating B-EN-G's appeal, focus on recruiting and developing diverse human resources, including women, and contribute to B-EN-G's sustainable growth based on its unique corporate culture and business strategy.

Financial Data/Non-financial Data

Financial Data (Consolidated)

(Million yen)		FY2014	FY2015	FY2016	FY2017
		FYE March 2015	FYE March 2016	FYE March 2017	FYE March 2018
Operating results	Net sales	12,235	12,549	13,289	13,479
	Gross profit	3,510	3,591	4,034	4,074
	Operating profit	376	531	715	757
	Ordinary profit	371	528	712	722
	Selling, general and administrative expenses	3,133	3,060	3,318	3,317
	EBITDA	1,041	1,153	1,278	1,536
Financial position	Total assets	5,839	6,185	6,668	7,080
	Net assets	3,101	3,334	3,670	3,058
	Equity capital	3,101	3,334	3,670	3,058
	Interest-bearing debt	500	500	500	1,420
	Retained earnings	1,977	2,210	2,547	2,882
Cash flow	Operating cash flow	867	669	1,235	941
	Investing cash flow	(750)	(692)	(851)	(805)
	Financing cash flow	(101)	(83)	(101)	(207)
	Free cash flow	116	(23)	384	136
	Cash and cash equivalents at end of period	625	518	800	727
Per-share information	Cash dividends*	7 yen	8 yen	11 yen	12.5 yen
	Dividend payout ratio	41.9%	30.3%	30.1%	30.9%
	Earnings per share (EPS)	16.72 yen	26.41 yen	36.57 yen	40.50 yen
	Book value per share (BPS)	258.46 yen	277.88 yen	305.94 yen	279.76 yen
Main business indicators	Gross profit margin	28.7%	28.6%	30.4%	30.2%
	Operating profit margin	3.1%	4.2%	5.4%	5.6%
	Ordinary profit margin	3.0%	4.2%	5.4%	5.4%
	EBITDA margin	8.5%	9.2%	9.6%	11.4%
	Return on invested capital (ROIC)	5.7%	8.1%	11.1%	11.3%
	Return on equity (ROE)	6.6%	9.8%	12.5%	14.4%
	Return on assets (ROA)	3.4%	5.1%	6.6%	6.8%
	Equity ratio	53.1%	53.9%	55.0%	43.2%

* The dividend figures for FY2021 and earlier have been adjusted to reflect the share split on June 1, 2022.

FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
FYE March 2019	FYE March 2020	FYE March 2021	FYE March 2022	FYE March 2023	FYE March 2024	FYE March 2025
15,253	18,016	17,707	17,760	18,506	19,493	20,776
4,721	5,223	5,435	5,882	6,994	7,852	9,091
1,208	1,580	1,902	2,412	3,246	3,885	4,676
1,202	1,584	1,895	2,443	3,250	3,877	4,679
3,512	3,643	3,532	3,469	3,748	3,967	4,415
2,030	2,425	2,622	3,104	3,946	4,588	5,502
8,100	8,598	10,481	11,491	13,408	15,718	18,451
4,372	5,037	6,312	7,475	9,287	10,950	13,384
4,372	5,037	6,312	7,475	9,287	10,950	13,384
304	100	470	100	100	100	100
3,532	4,096	5,191	6,251	8,033	9,759	12,034
2,157	2,088	2,539	2,287	3,278	3,553	3,522
(1,065)	(773)	(817)	(713)	(696)	(1,127)	(1,476)
(556)	(416)	196	(701)	(549)	(1,003)	(1,065)
1,092	1,315	1,721	1,573	2,581	2,425	2,046
1,261	2,159	4,078	4,945	6,966	8,381	9,347
21.5 yen	22.5 yen	35 yen	42 yen	64 yen	78 yen	100 yen
30.2%	31.0%	32.1%	30.6%	33.0%	35.6%	36.0%
71.09 yen	72.98 yen	108.94 yen	137.46 yen	194.02 yen	219.10 yen	278.16 yen
373.27 yen	427.27 yen	531.06 yen	622.96 yen	773.95 yen	914.49 yen	1,117.77 yen
31.0%	29.0%	30.7%	33.1%	37.8%	40.3%	43.8%
7.9%	8.8%	10.7%	13.6%	17.5%	19.9%	22.5%
7.9%	8.8%	10.7%	13.8%	17.6%	19.9%	22.5%
13.3%	13.5%	14.8%	17.5%	21.3%	23.5%	26.5%
17.1%	18.7%	19.4%	21.3%	24.7%	23.8%	25.0%
21.7%	18.2%	22.7%	23.8%	27.8%	25.9%	27.4%
9.9%	10.0%	12.3%	14.3%	17.4%	16.7%	18.1%
54.0%	58.6%	60.2%	65.1%	69.3%	69.7%	72.5%

Non-financial Data

Governance (Non-consolidated)

		FY2022	FY2023	FY2024
Number of directors	Total	10	11	11
	Female (ratio)	0 (0%)	1 (9%)	2 (18%)
Number of reports and consultations to whistleblowing contacts	Number of reports and consultations (cases)	1	5	1

Environment (Consolidated)

			FY2022	FY2023	FY2024
GHG emissions (t-CO ₂ e)	Scope 1, Scope 2	Scope1	0.70	0.13	0
		Scope 2 (on a market basis)	722.94	453.86	456.98
		Scope 2 (on a location basis)	718.90	716.33	706.74
		Scope 1 and Scope 2 total (on a market basis)	723.64	453.99	456.98
		Total	6,698.84	7,149.32	10,906.95
	Scope 3	Category 1: Purchased goods and services	5,890.90	5,919.86	9,678.28
		Category 2: Capital goods	74.08	337.42	218.75
		Category 3: Fuel- and energy-related activities	277.69	285.76	285.20
		Category 6: Business travel	333.13	420.38	529.76
		Category 7: Employee commuting	108.87	144.66	147.98
		Category 15: Investment and loan	14.17	41.24	44.98
		Emission intensity (GHG emissions per net sales) (t-CO ₂ e/million yen)	0.039	0.023	0.022
Energy consumption	Power consumption (MWh)		748.50	770.50	778.91

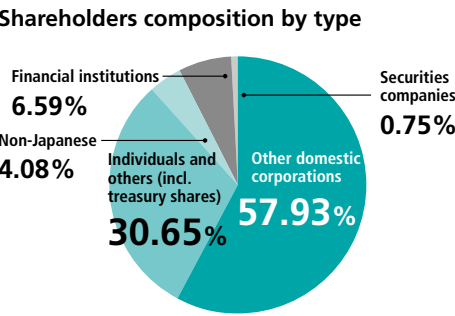
Social (non-consolidated, except for the number of employees (on a consolidated basis))

			FY2022	FY2023	FY2024
Number of employees	Total		684	699	719
	Male (ratio)		542 (79.2%)	543 (77.7%)	551 (76.6%)
	Female (ratio)		142 (20.8%)	156 (22.3%)	168 (23.4%)
Employment-related	Average age		41.1	40.7	40.3
	Average years of service		11.2	11.2	11.1
	Average annual salary (thousand yen)		8,296	7,854	8,085
	Wage gap between men and women (%)		77.1	76.6	77.4
	Turnover ratio (%)		3.9	4.8	2.9
	Number of new graduate hires		21	23	20
	Number of mid-career hires		23	26	28
	Percentage of employees with disabilities (%)		2.07	2.38	2.30
	Active participation of female employees	Percentage of female employees in managerial positions (%)		6.3	4.4
Ease of working		Percentage of childcare leave taken	Male (%)	27.3	62.5
	Female (%)		—	100	300
	Percentage of employees who return to work from childcare leave	Male (%)	100	100	100
		Female (%)	100	100	100
	Percentage of employees doing remote working (%)		46	38	34
Human resources development	Human resources development time per employee (hours)		65.4	64.1	60.9

Stock-related Information (as of March 31, 2025)

Share Information

Total number of authorized shares	48,000,000 shares
Total number of shares issued	12,000,000 shares
Number of shareholders	8,808
Listed stock exchange	Tokyo Stock Exchange Prime Market
Stock code	4828
Administrator of the register of shareholders	Sumitomo Mitsui Trust Bank, Limited 1-4-1 Marunouchi, Chiyoda-ku, Tokyo

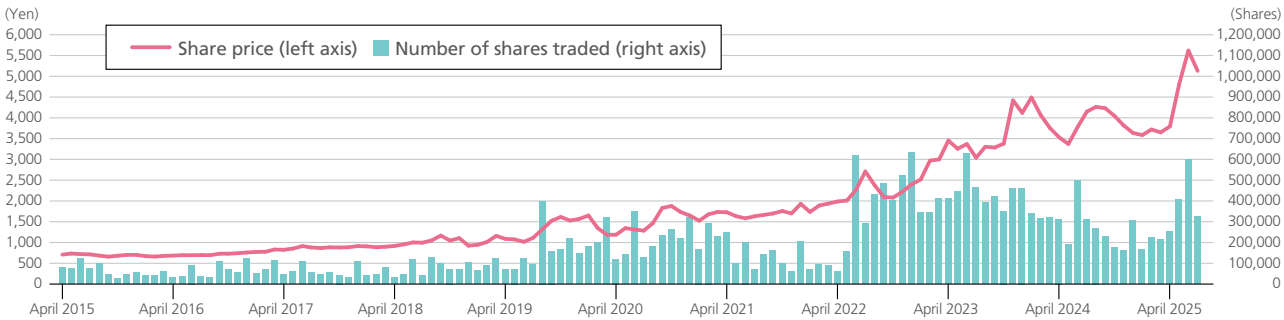


Shareholder Information

Name	Number of shares owned (shares)	Ratio (%) of the number of owned shares to the total number of outstanding shares (excluding treasury shares)
ZUKEN Inc.	2,520,000	21.00
MITANI SANGYO Co., Ltd.	1,488,000	12.40
WingArc1st Inc.	960,000	8.00
INTEC Inc.	720,000	6.00
Canon IT Solutions Inc.	720,000	6.00
The Master Trust Bank of Japan, Ltd. (Trust Account)	580,700	4.83
TECNOS JAPAN INCORPORATED	180,000	1.50
Custody Bank of Japan, Ltd. (Trust Account)	169,800	1.41
B-EN-G Employee Shareholding Association	141,800	1.18
KISSEI COMTEC Co., Ltd.	108,000	0.90
Total	7,588,300	63.23

Note: The figure for Custody Bank of Japan, Ltd. (Trust Account) includes 25,400 shares of the Company owned by the board benefit trust.

Share Price and Trading Volume Trends (as of July 31, 2025)



IR Activities (Year ended March 31, 2025)

Number of individual IR and small meetings held: 51

Corporate Information (as of March 31, 2025)

Corporate Profile

Corporate name	Business Engineering Corporation
Head office	KDDI Otemachi Building, 1-8-1 Otemachi, Chiyoda-ku, Tokyo 100-0004
Launch of the business	April 1, 1999
Share capital	697.60 million yen
Number of employees	Consolidated: 719 Non-consolidated: 554
Organization chart	Organization chart Website
Offices	Kansai Office
Group companies	- Business System Services Corporation (B-SERV) - Business Engineering America, Inc. - 毕恩吉商务信息系统工程（上海）有限公司 (Toyo Business Engineering (Shanghai) Co., Ltd.) - Toyo Business Engineering (Thailand) Co., Ltd. - PT. Toyo Business Engineering Indonesia - Toyo Business Engineering Singapore Pte. Ltd. - Toyo Business Engineering Holding (Thailand) Co., Ltd.

Initiatives We Support, External Evaluation and Inclusion in Indices

Initiatives we support

UN Global Compact
In April 2024, the Group signed the United Nations Global Compact (UNGC) proposed by the United Nations to join this initiative. We are also affiliated with the Global Compact Network Japan (GCNJ), a local network in Japan. As a signatory of the UNGC, we support 10 principles in four areas of Human Rights, Labor, Environment, Anti-corruption and carry out activities in these areas.



Third-party evaluation and third-party certification

CDP (Carbon Disclosure Project)
CDP is an international nonprofit organization that encourages the disclosure of environmental information. B-EN-G earned a B rating in the 2024 climate change assessment.



Great Place to Work® certification
B-EN-G earned Great Place to Work® certification in January 2025, in a survey conducted by Great Place to Work® Institute Japan (GPTW Japan).



Platinum Kurumin certification
B-EN-G has obtained Platinum Kurumin certification, a special certification awarded to companies that provide outstanding support for childcare based on the Act on Advancement of Measures to Support Raising Next-Generation Children.



TOKYO Papa Childcare Leave Promotion Company (Bronze certification)
B-EN-G was certified by the Tokyo Metropolitan Government in 2024 as a company that encourages childcare leave for male employees, having achieved a male childcare leave utilization rate of 50% or higher.



Digital Transformation Certification
We have acquired Digital Transformation Certification under the program under which the Japanese government certifies companies that are deemed to comply with the Digital Governance Code and to be ready to promote digital transformation.



Three-star Eruboshi certification
Under the Act on the Promotion of Female Participation and Career Advancement in the Workplace, we have received three-star Eruboshi certification for outstanding companies in efforts for female participation and career advancement in the workplace.



Certification of Excellent Company in Health: Gold Certification
After receiving Silver Certification for companies with excellent health practices for three consecutive years since 2021, we were awarded Gold Certification in 2023 in recognition of our health management efforts at a yet higher level.



PrivacyMark
Regarding to management of personal information, we have received PrivacyMark certification for conformity of personal information protection management systems.



Inclusion in indices

S&P/JPX Carbon Efficient Index
This share price index determines weighting of constituent stocks of the Tokyo Stock Price Index (TOPIX) with a focus on the status of environmental information disclosure and the level of carbon efficiency (i.e. carbon emissions per unit of net sales).

