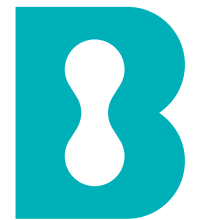


Fiscal Year 2022 Financial Results

May 12, 2023

Business Engineering Corporation



B-EN-G

Business Engineering for Growth

Today's Agenda

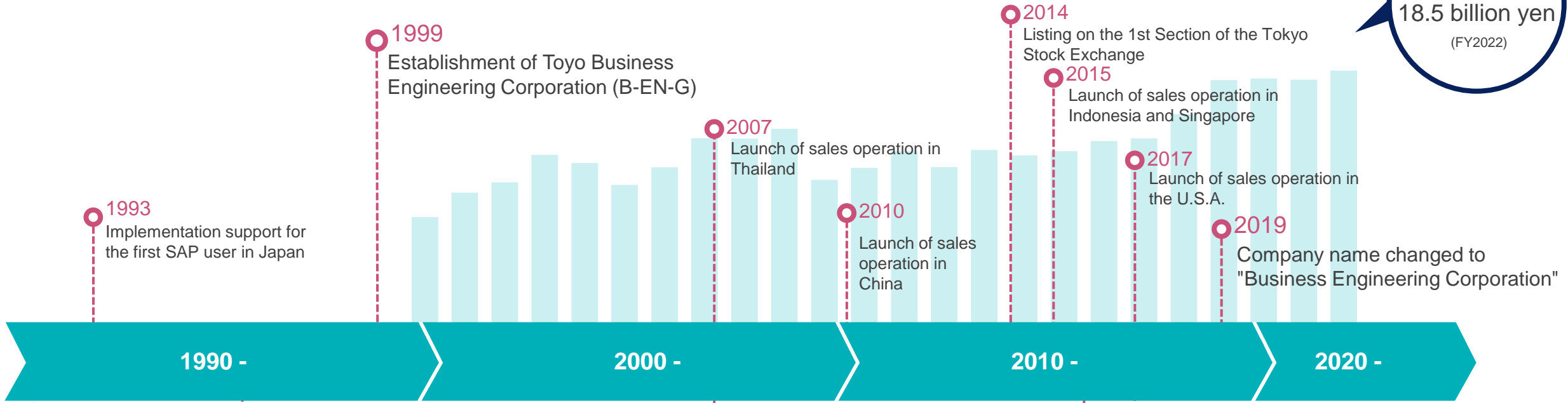
1. About the Company
2. Summary of FY2022 Financial Results
3. Earnings Forecast for FY2023
4. Earnings Forecast for First Half of FY2023
5. Management Vision 2026 Strategy

1. About the Company

History

Providing
 "IT for Manufacturing" by leveraging our extensive knowledge of the manufacturing industry for
 over 20 years since the Company's establishment.

Consolidated
 Net Sales
 18.5 billion yen
 (FY2022)



1991 Launch of ERP business (First SAP partner in Japan)

1993 Implementation support for the first SAP user in Japan

1996 MCFRAME (in-house developed package) released

1999 Establishment of Toyo Business Engineering Corporation (B-EN-G)

2007 A.S.I.A. business acquired

2007 Launch of sales operation in Thailand

2010 Launch of sales operation in China

2014 Listing on the 1st Section of the Tokyo Stock Exchange

2015 Launch of sales operation in Indonesia and Singapore

2016 mcfRAME brand integrated
 Launch of "mcfRAME IoT" series

2017 Launch of "mcfRAME 7"

2017 Launch of sales operation in the U.S.A.

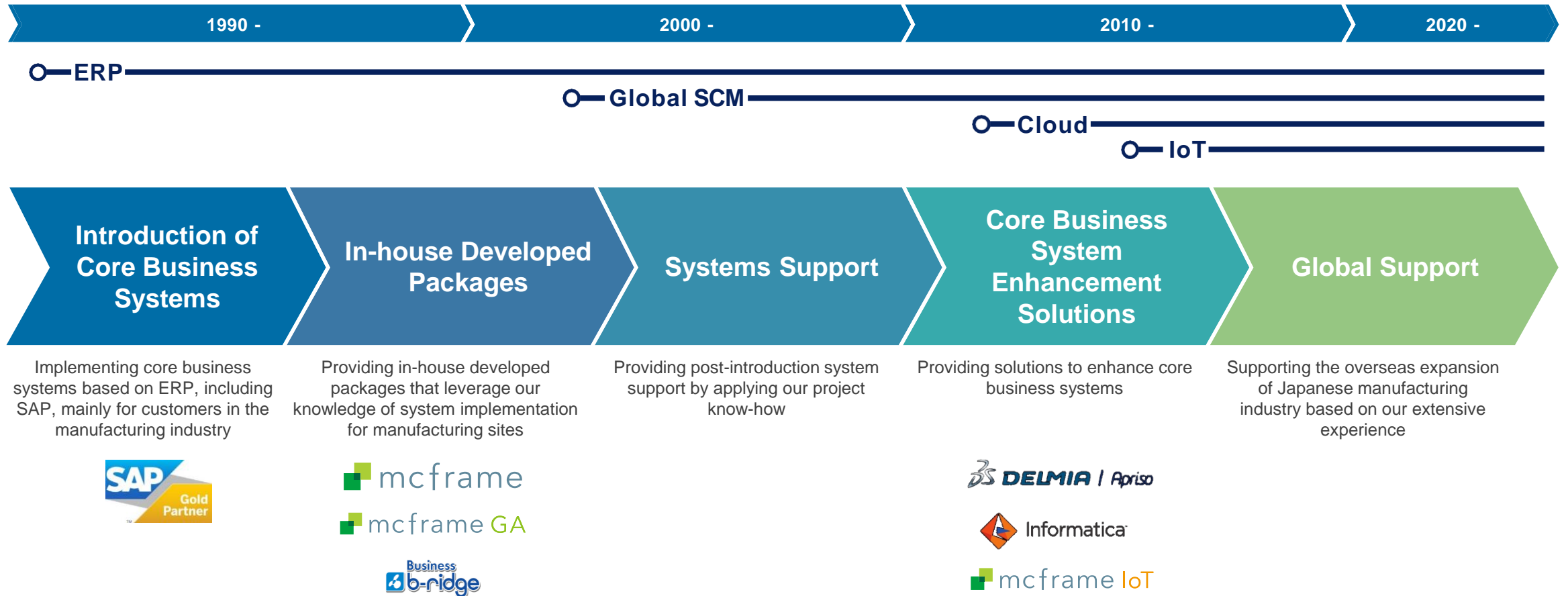
2019 Company name changed to "Business Engineering Corporation"

Business locations : (Domestic) Tokyo Head Office, Kansai Branch, Chubu Office (Overseas) Thailand, China, Singapore, Indonesia, U.S.A.	Capital : 697.6 million yen Number of employees : 684 (consolidated, as of March 2023)
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B-EN-G's Business

Providing "IT for Manufacturing" by leveraging our extensive knowledge of the manufacturing industry.



B-EN-G's Business | Three Business Segments

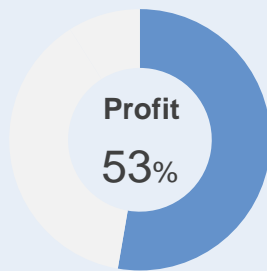
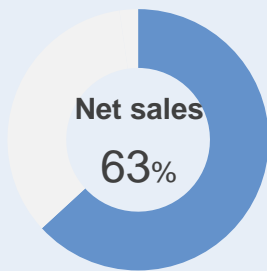
Expanding business in three segments to realize "IT for Manufacturing."

Solutions Business

SI business based on SAP and other third-party package products



Ratio to total segments*



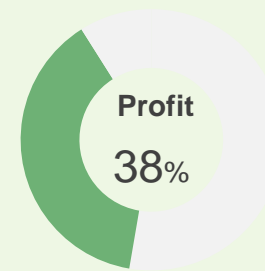
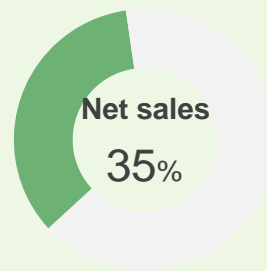
System integration based on extensive knowledge of and experience in the manufacturing industry

Products Business

Development, sales, and implementation business of in-house developed packages mainly for the "mcframe" series



Ratio to total segments*



Highly profitable license sales, developed in-house with know-how cultivated over many years

Systems Support Business

Post-system introduction operation and maintenance services and system development

Ratio to total segments*

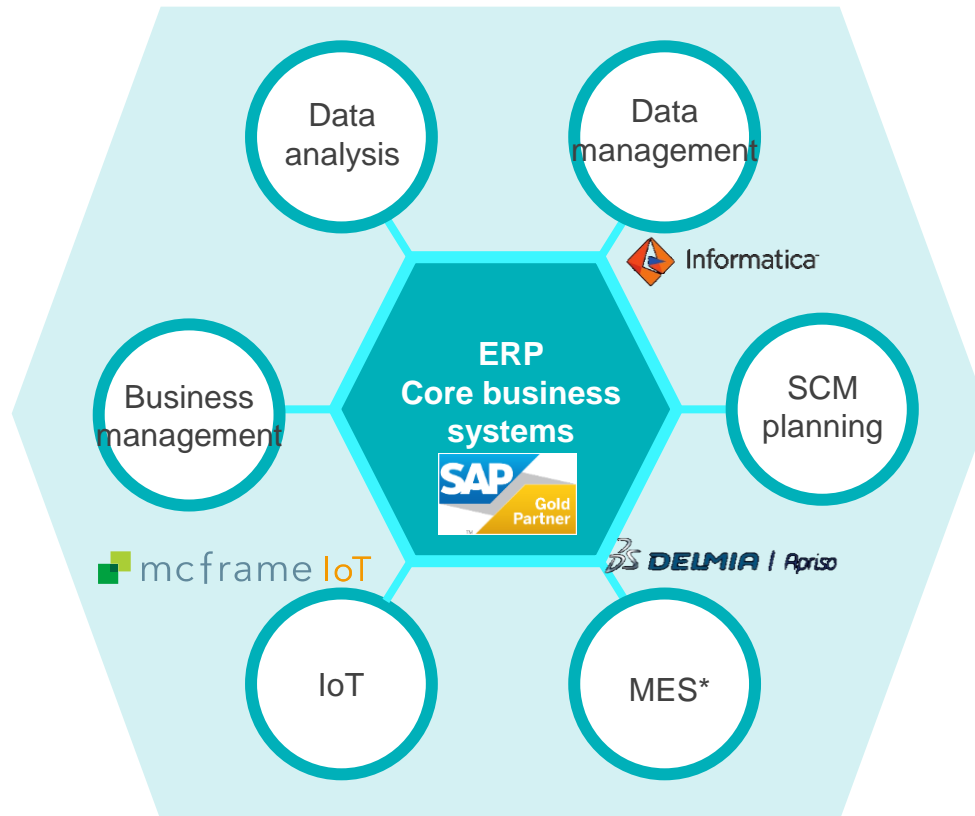


Operation and maintenance services to utilize system after delivery

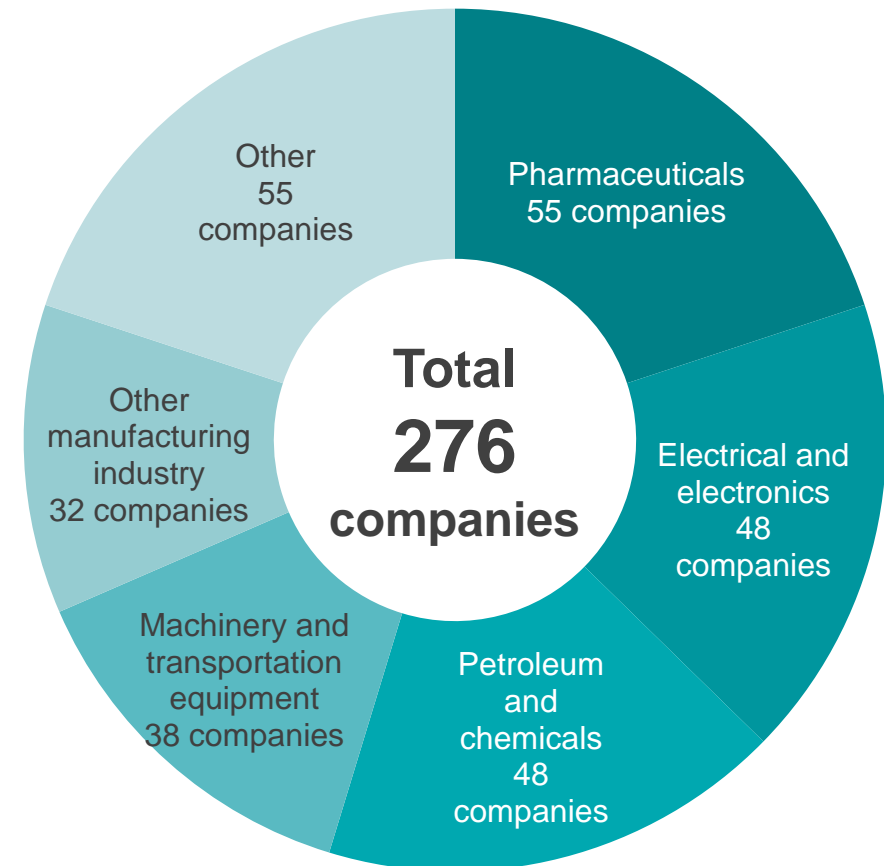
B-EN-G's Business | Solutions Business

Promotion of solution business centered on ERP and core systems combined with peripheral products. Realization of “DX for Manufacturing.”

<Implementation results by industry (as of March 31, 2023)>



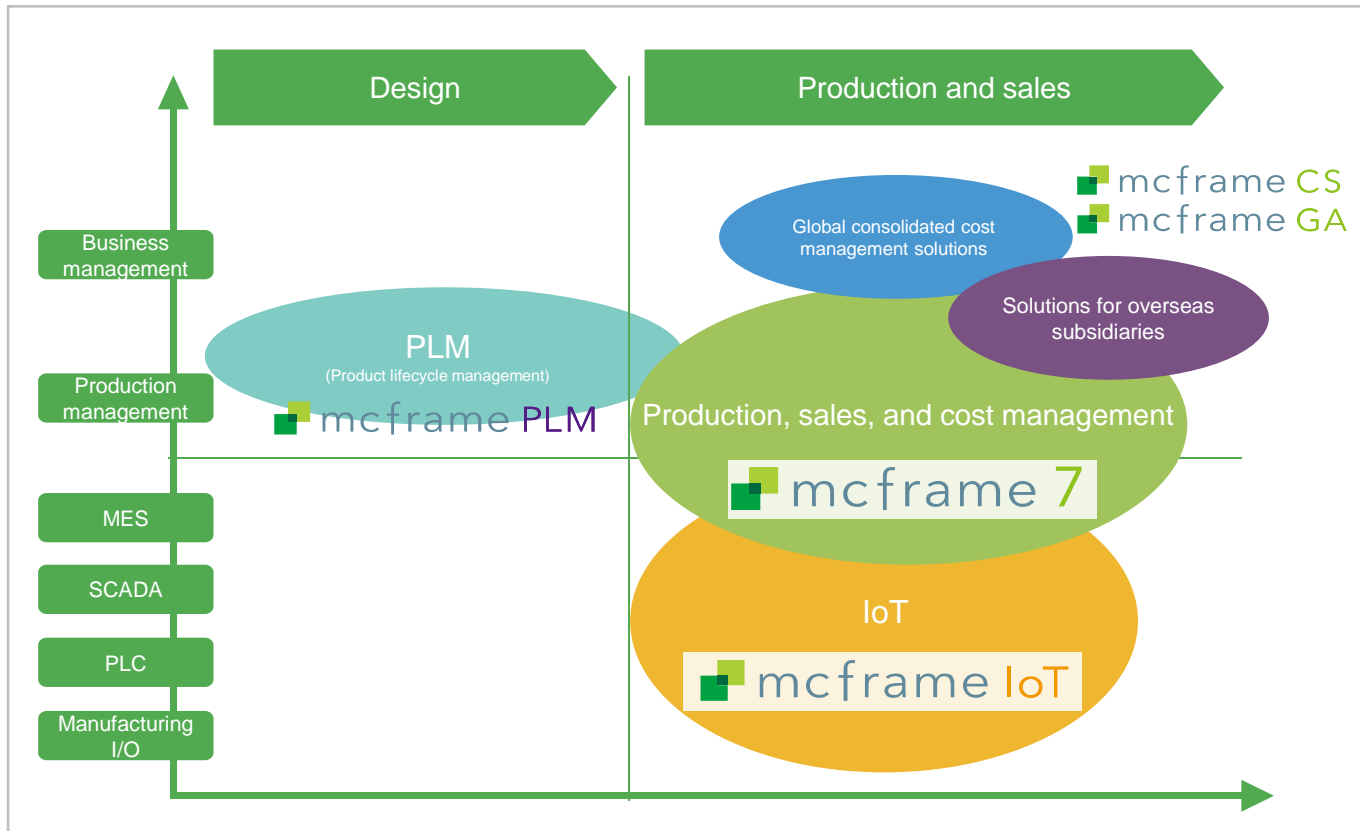
*Manufacturing Execution System



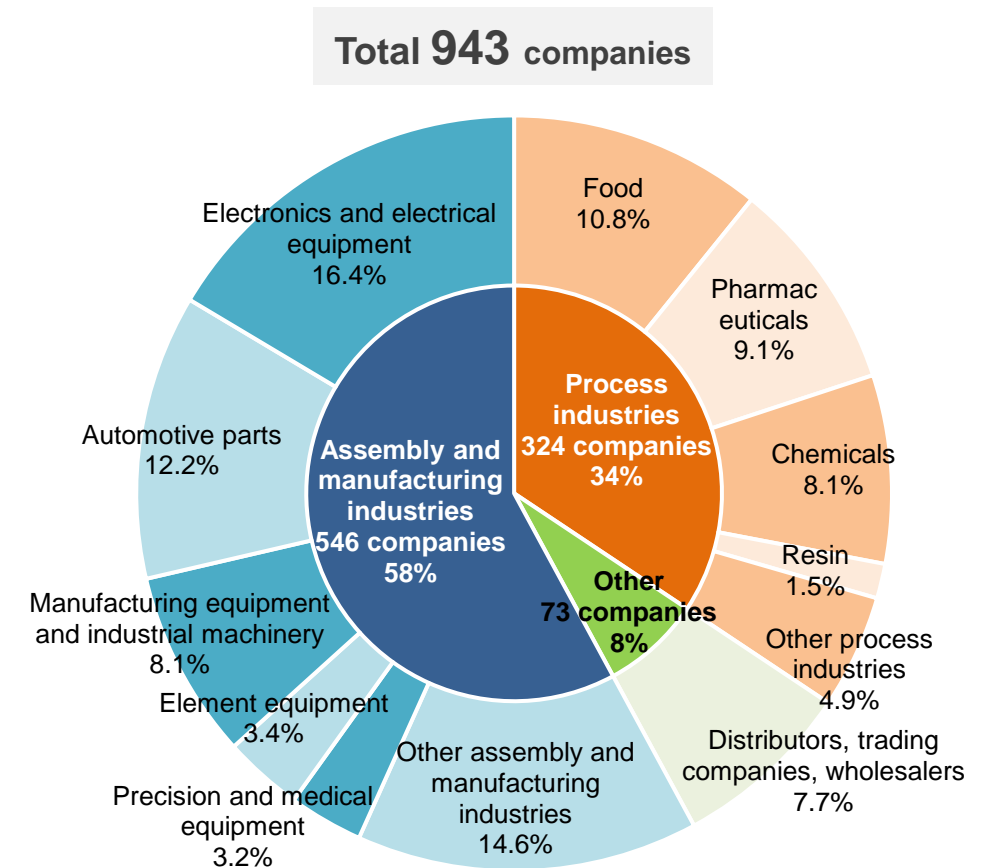
B-EN-G's Business | Products Business

Realization of “Monozukuri* Digitalization” that integrates the engineering chain and the supply chain centered on the “mcframe” solution for the manufacturing industry.

*Monozukuri: manufacturing in Japanese



<Accumulated implementation results by industry (as of March 31, 2023)>



2. Summary of FY2022 Financial Results

Key Points of FY2022 Financial Results

Business Environment

- Corporate earnings remained at a high level despite the impact of high resource prices. The economy is on an improving trend as COVID-19 and economic activity become more compatible.
- Information technology investment in the manufacturing industry is strong, reflecting growing DX needs.

Summary of Financial Results

- Orders received and net sales Both record highs
- Operating profit } All record highs for 7th consecutive year
- Ordinary profit }
- Current net profit }
- Scheduled dividend Annual dividend expected to be 64 yen per share, marking 8th consecutive year of increase

Summary of Profit and Loss (YoY)

(Million yen)	FY2022	FY2021	Change (Change %)
Net sales	18,506	17,760	+746 (+4.2%)
Gross Profit	6,994	5,882	+1,112
Gross Profit ratio	(37.8%)	(33.1%)	(+18.9%)
Operating profit	3,246	2,412	+833
Operating Profit ratio	(17.5%)	(13.6%)	(+34.5%)
Ordinary profit	3,250	2,443	+806
Ordinary Profit ratio	(17.6%)	(13.8%)	(+33.0%)
Current net profit	2,328	1,643	+684
Profit ratio	(12.6%)	(9.3%)	(+41.6%)
Orders Received	19,216	17,912	+1,304 (+7.3%)
Dividends (non-consolidated)	64.0 yen	42.0 yen*	+22.0 yen
ROE	27.8%	23.8%	(+4.0%)

Sales and profits increased
→Particularly profits increased strongly

Solutions Business: Controlled unprofitable project and improved project profitability

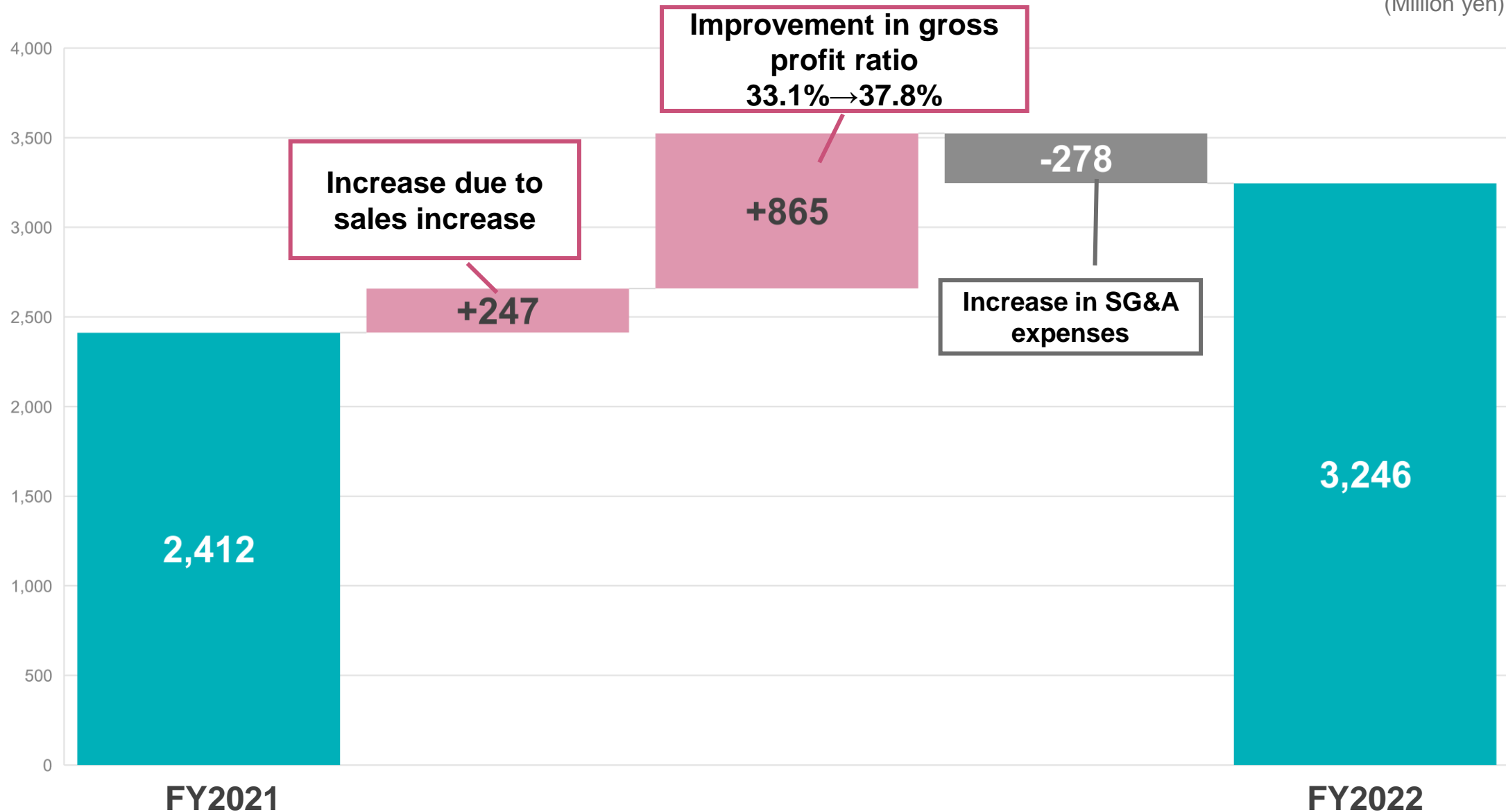
Products Business: Increased license sales

Systems Support Business: Improved profitability

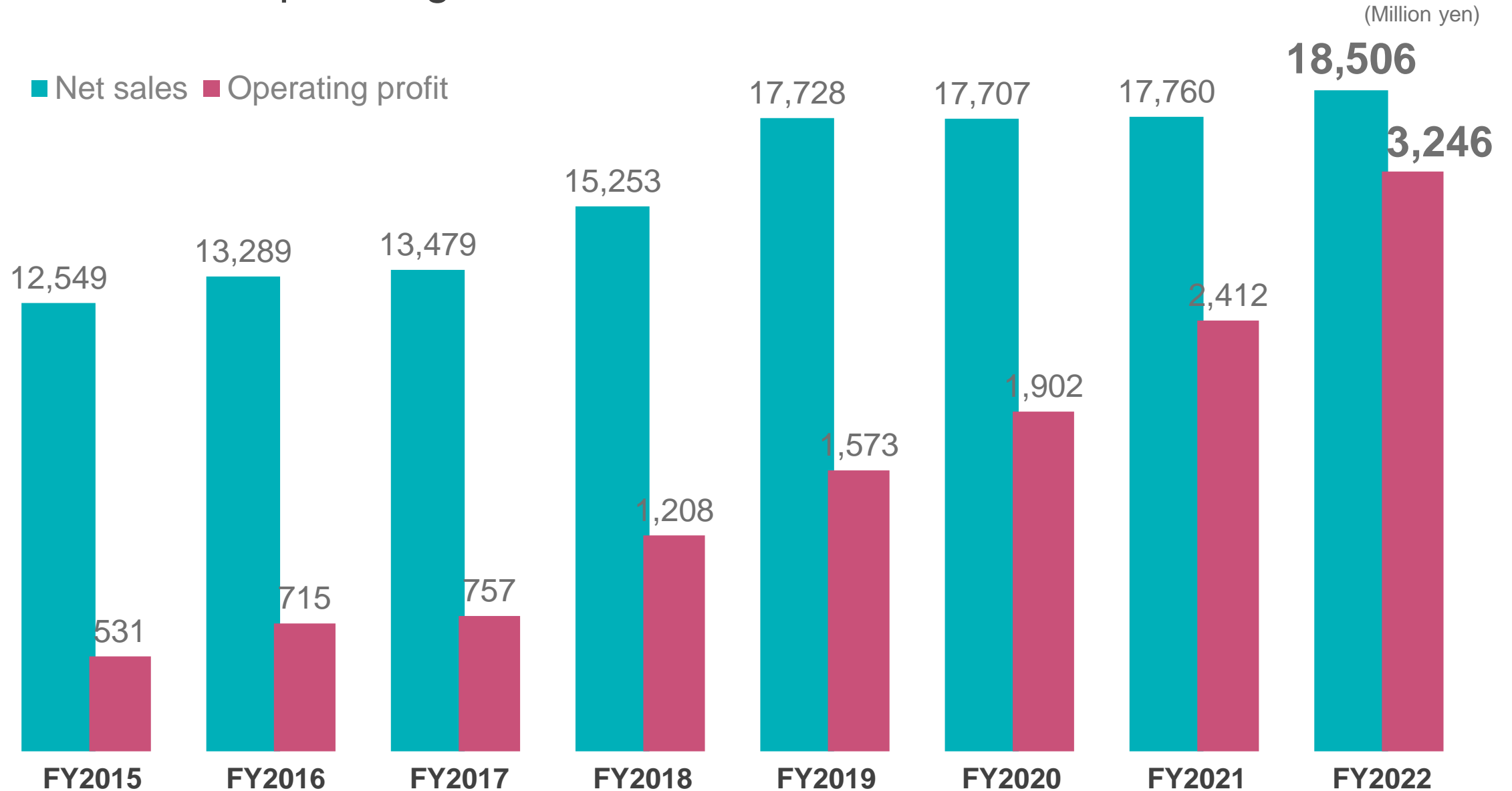
Note: All amounts in this material are rounded down to the nearest million yen. "Profit attributable to owners of parent" is presented as "Profit."

Analysis of Changes in Operating Profit (YoY)

(Million yen)



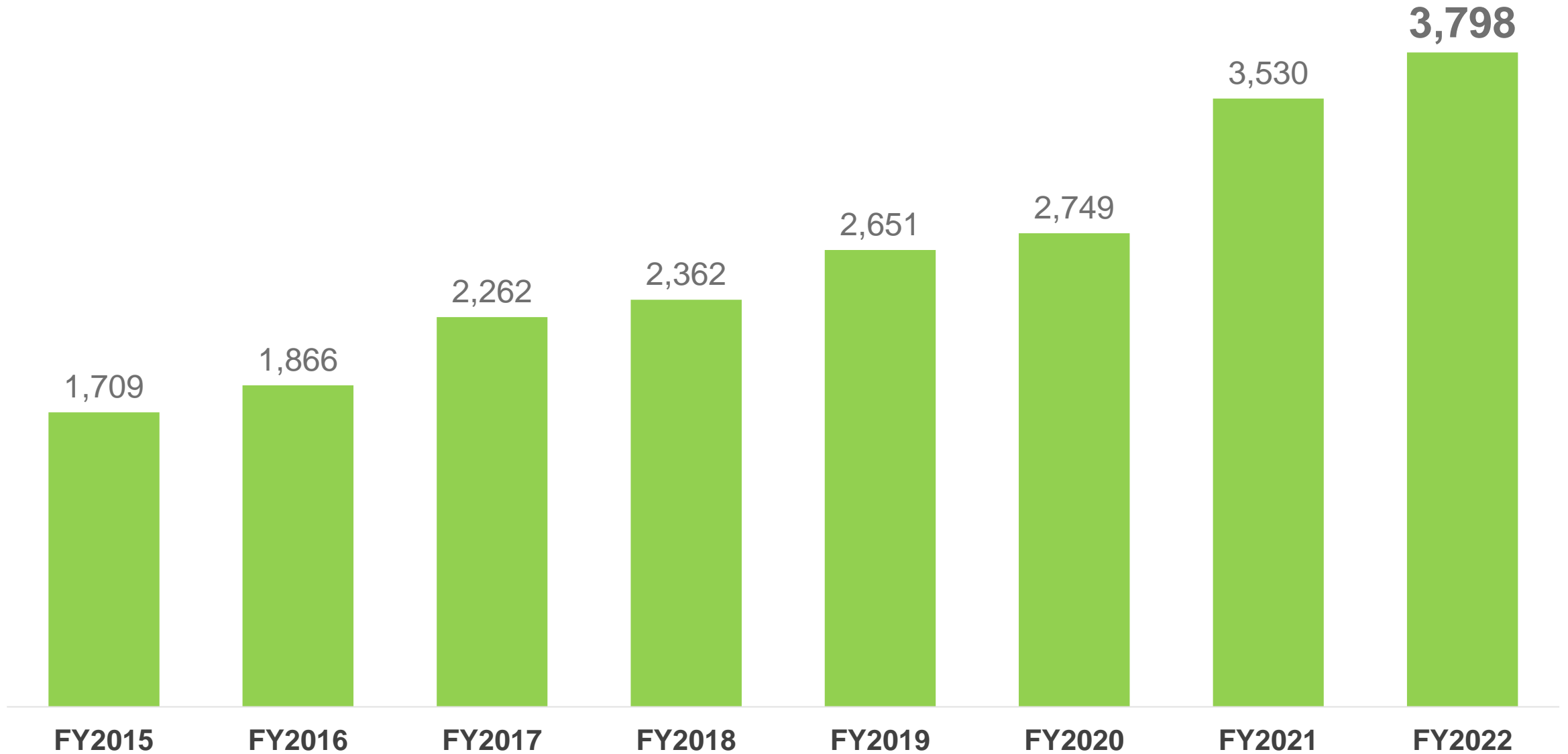
Net Sales and Operating Profit



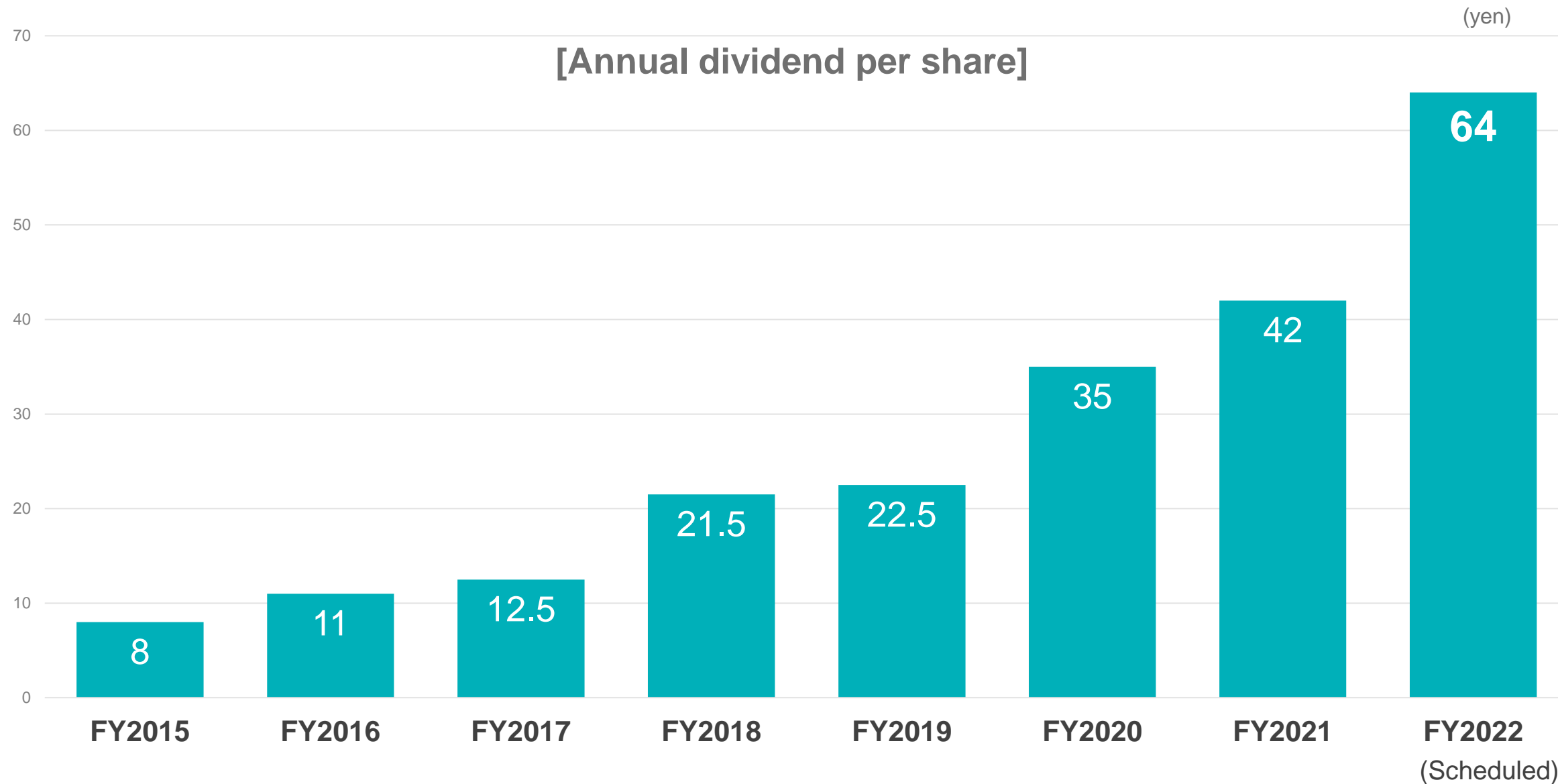
*Results for FY2019 and earlier are before the retrospective application of the Accounting Standard for Revenue Recognition.

Net Sales of mcframe License

(Million yen)



Dividends



Note: Figures for FY2021 and earlier are restated to reflect the 2-for-1 stock split on June 1, 2022.

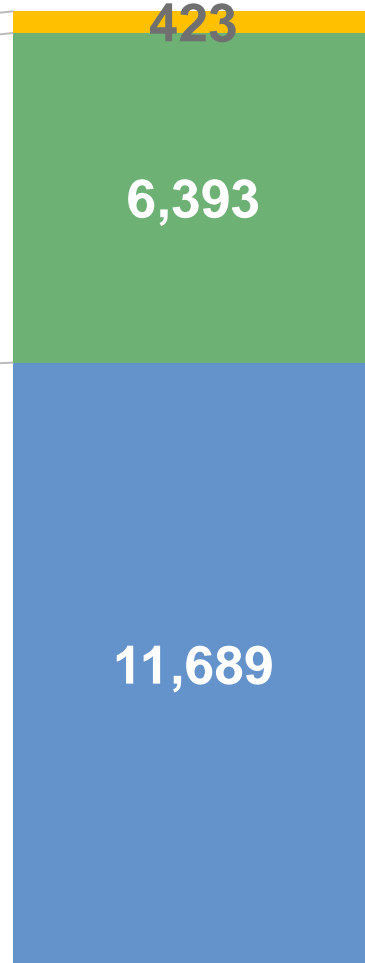
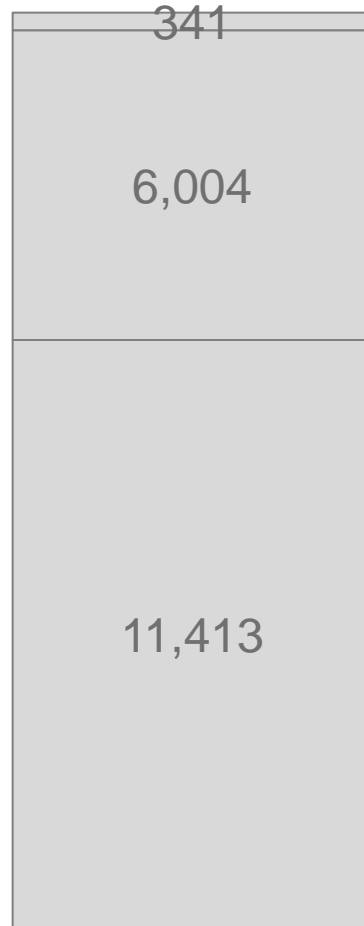


Summary of Net Sales (YoY)

(Million yen)

17,760

18,506



Overall YOY +4.2%
Record high

Systems Support Business
+23.8%

Products Business +6.5%
License sales increased

Solutions Business +2.4%
Gained new projects

FY2021

FY2022

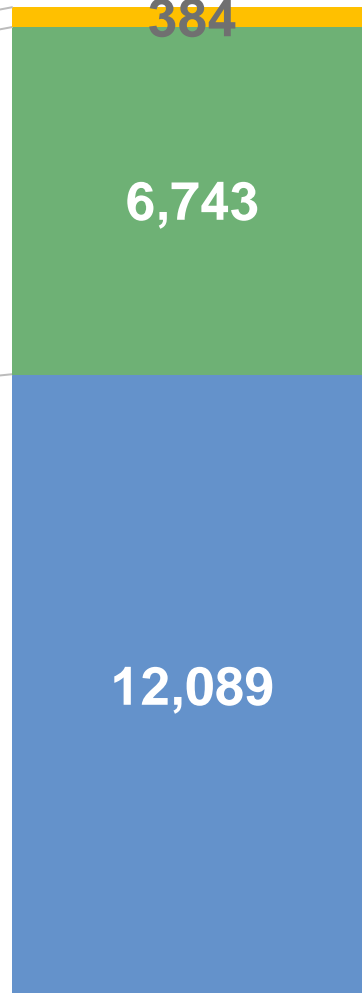


Summary of Orders Received (YoY)

(Million yen)

17,912

19,216



Overall YOY +7.3%
Record high

Systems Support Business
+1.4%

Products Business +9.7%
License sales increased

Solutions Business +6.2%
Gained new projects

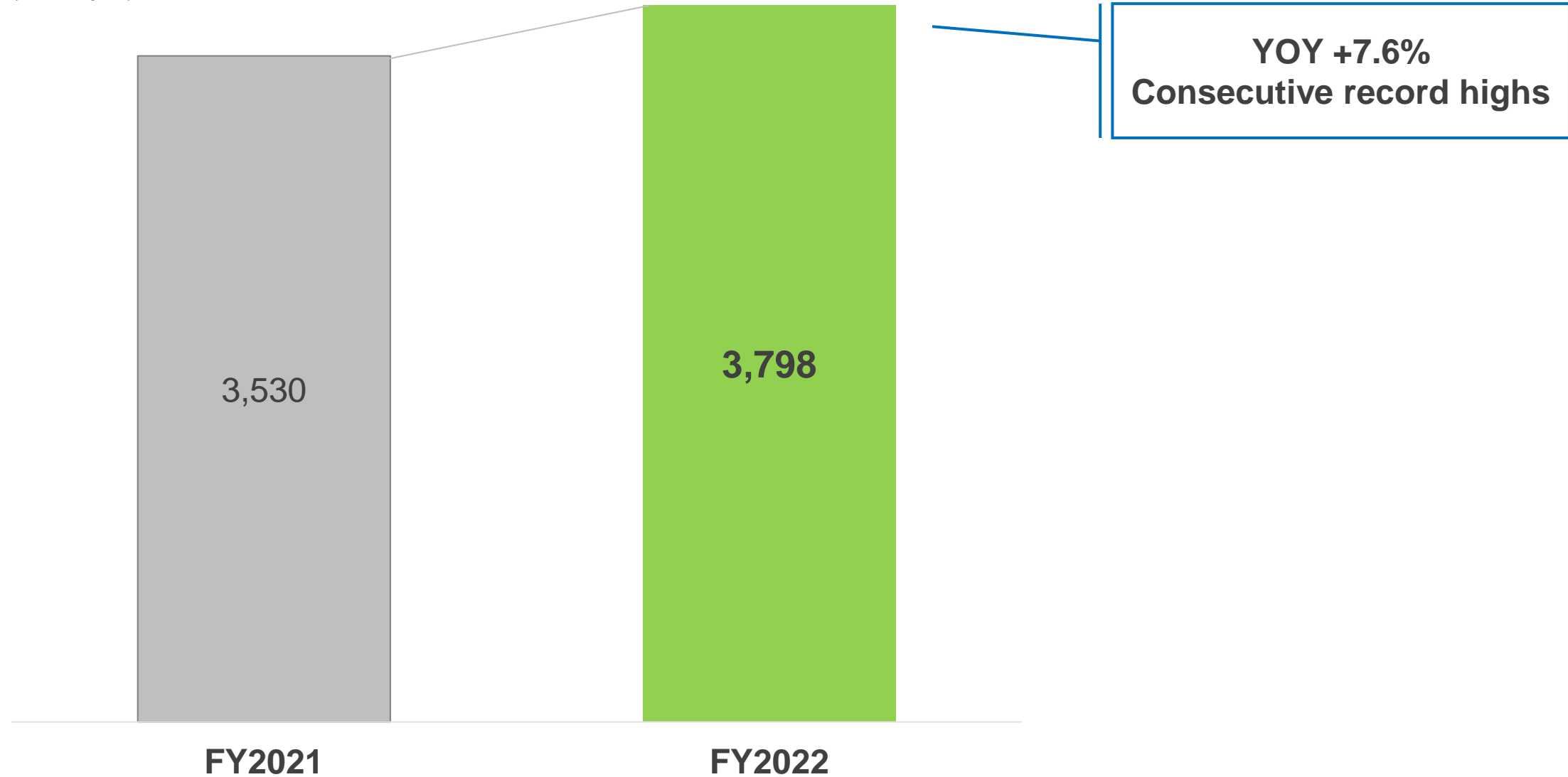
FY2021

FY2022



Summary of Net Sales of mcframe License (YoY)

(Million yen)



Summary of Balance Sheet (YoY) | Assets

(Million yen)	End of FY2022	End of FY2021	Change
Cash and deposits	6,966	4,945	+2,021
Notes and accounts receivable - trade, and contract assets	3,261	3,468	-207
Work in process	2	7	-4
Other current assets	591	445	+146
Total current assets	10,821	8,866	+1,954
(component ratio)	(80.7%)	(77.2%)	
Property, plant and equipment	130	150	-19
Intangible assets	1,347	1,321	+25
Investments and other assets	1,108	1,152	-43
Total non-current assets	2,587	2,624	-37
(component ratio)	(19.3%)	(22.8%)	
Total assets	13,408	11,491	+1,916
(component ratio)	(100.0%)	(100.0%)	

Summary of Balance Sheet (YoY) | Liabilities and Net assets

(Million yen)	End of FY2022	End of FY2021	Change
Outstanding account	1,189	1,119	+70
Short-term borrowings	100	100	-
Other current liabilities	2,831	2,797	+34
Total current liabilities	4,121	4,016	+105
Total liabilities (component ratio)	4,121 (30.7%)	4,016 (34.9%)	+105
Share capital	697	697	-
Capital surplus	565	565	-
Retained earnings	8,033	6,251	+1,782
Treasury shares	0	0	+0
Accumulated other comprehensive income	-9	-38	+29
Total net assets (component ratio)	9,287 (69.3%)	7,475 (65.1%)	+1,811
Total liabilities and net assets (component ratio)	13,408 (100.0%)	11,491 (100.0%)	+1,916

Summary of Cash Flows (YoY)

(Million yen)	FY2022	FY2021	Change
Cash flows from operating activities	3,278	2,287	+991
Cash flows from investing activities	-696	-713	+16
Cash flows from financing activities	-549	-701	+152
Effect of exchange rate change on cash and cash equivalents	-11	-4	-7
Net increase (decrease) in cash and cash equivalents	2,021	867	+1,153
Cash and cash equivalents at beginning of period	4,945	4,078	+867
Cash and cash equivalents at end of period	6,966	4,945	+2,021

Compliance with TSE Continued Listing Criteria for the Prime Market

As of March 31, 2023, the Company met all of the criteria for continued listing on the Prime Market.

		Number of tradable shares	Tradable share market capitalization	Tradable share ratio	Daily average trading value
B-EN-G's compliance status and changes	As of June 30, 2021 (as of the base date for the transition)	24,031 units	8.171 billion yen	40.0%	35 million yen
	As of March 31, 2023	45,794 units	12.206 billion yen	38.1%	38 million yen
Continued listing criteria for the Prime Market		20,000 units	10 billion yen	35.0%	20 million yen
Compliance status as of March 31, 2023		Compliant	Compliant	Compliant	Compliant

In order to achieve sustainable growth and enhance corporate value over the medium to long term, we will continue the Company's listing on the Prime Market, maintain and improve our competitiveness by securing personnel and creditworthiness, and continually improve corporate governance.

3. Earnings Forecast for FY2023

Key Points of the Earnings and Dividend Forecast for FY2023

Overview of business environment and earnings forecast

- IT investment in the manufacturing industry continues to be strong, but with strong uncertainty including risks arising from the global supply chains and the trends in commodity and resource prices, concerns of recession have not been dispelled.
- Sales and profit are expected to increase for both the full year and the first half of the fiscal year.

Operating profit for the full year is expected to increase by 6.3%, mainly due to an increase in license sales.

Dividend forecast

The dividend forecast for FY2023 is 64 yen per share, the same as FY2022.

Investment Plans for Future Growth

We achieved the profit targets in Management Vision 2026, the management plan we announced in 2021, ahead of schedule.

In order to achieve further growth over the medium to long term, we will invest with a focus on the areas outlined below.

<Focus areas for investment>

(1) Product development

Invest in product development to provide the market with high value-added products and services.
(Development of a SaaS-type production management system, functions to support carbon neutrality of in-house products, etc.)

(2) Human resources and human capital

Invest in securing and developing human resources.
(Revision of salary levels (6.25% wage increase), etc.)

(3) Strengthening of technical capabilities and organizations

Invest in external collaboration to expand into new fields and secure technical capabilities.
(Additional investment in a partner company (N-PAX) in the Philippines planned)

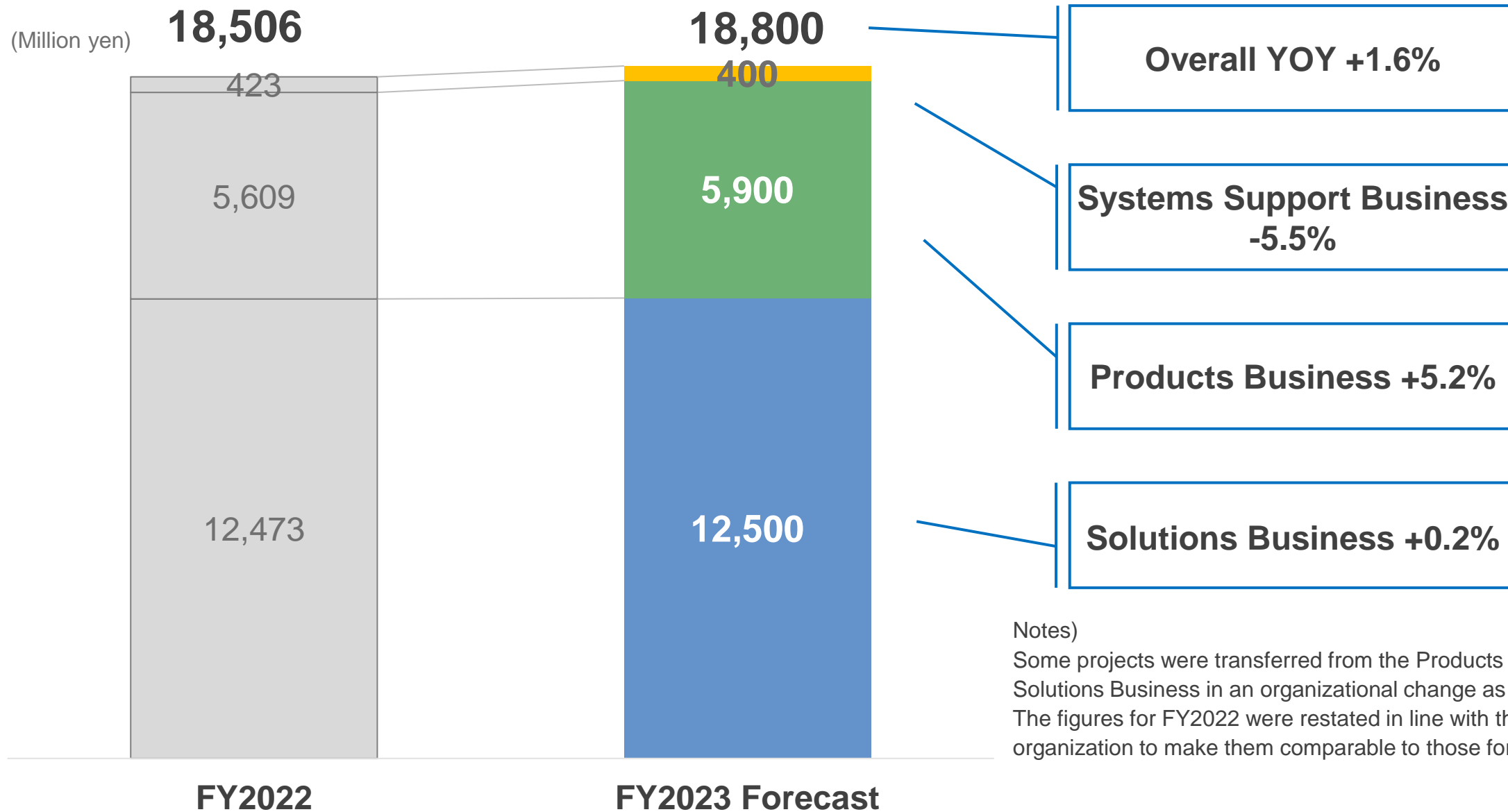
Forecast of Profit and Loss (YoY)

(Million yen)	FY2023 Forecast	FY2022 Results	Change (Change %)
Net sales	18,800	18,506	+293 (+1.6%)
Gross Profit	7,250	6,994	+255
Gross Profit ratio	(38.6%)	(37.8%)	(+3.7%)
Operating profit	3,450	3,246	+203
Operating Profit ratio	(18.4%)	(17.5%)	(+6.3%)
Ordinary profit	3,450	3,250	+199
Ordinary Profit ratio	(18.4%)	(17.6%)	(+6.1%)
Current net profit	2,330	2,328	+1
Profit ratio	(12.4%)	(12.6%)	(+0.1%)
Orders Received	19,300	19,216	+83 (+0.4%)
Dividends (non-consolidated)	64.0 yen	64.0 yen	+0
ROE	23.1%	27.8%	(-4.7%)

Increase in sales and profit is expected due to an increase in license sales, etc.

Tax benefits applied in FY2022 will not be applied in FY2023, increasing the tax burden.
⇒ Not expected to increase as much as operating profit and ordinary profit.

Forecast of Net Sales (YoY)

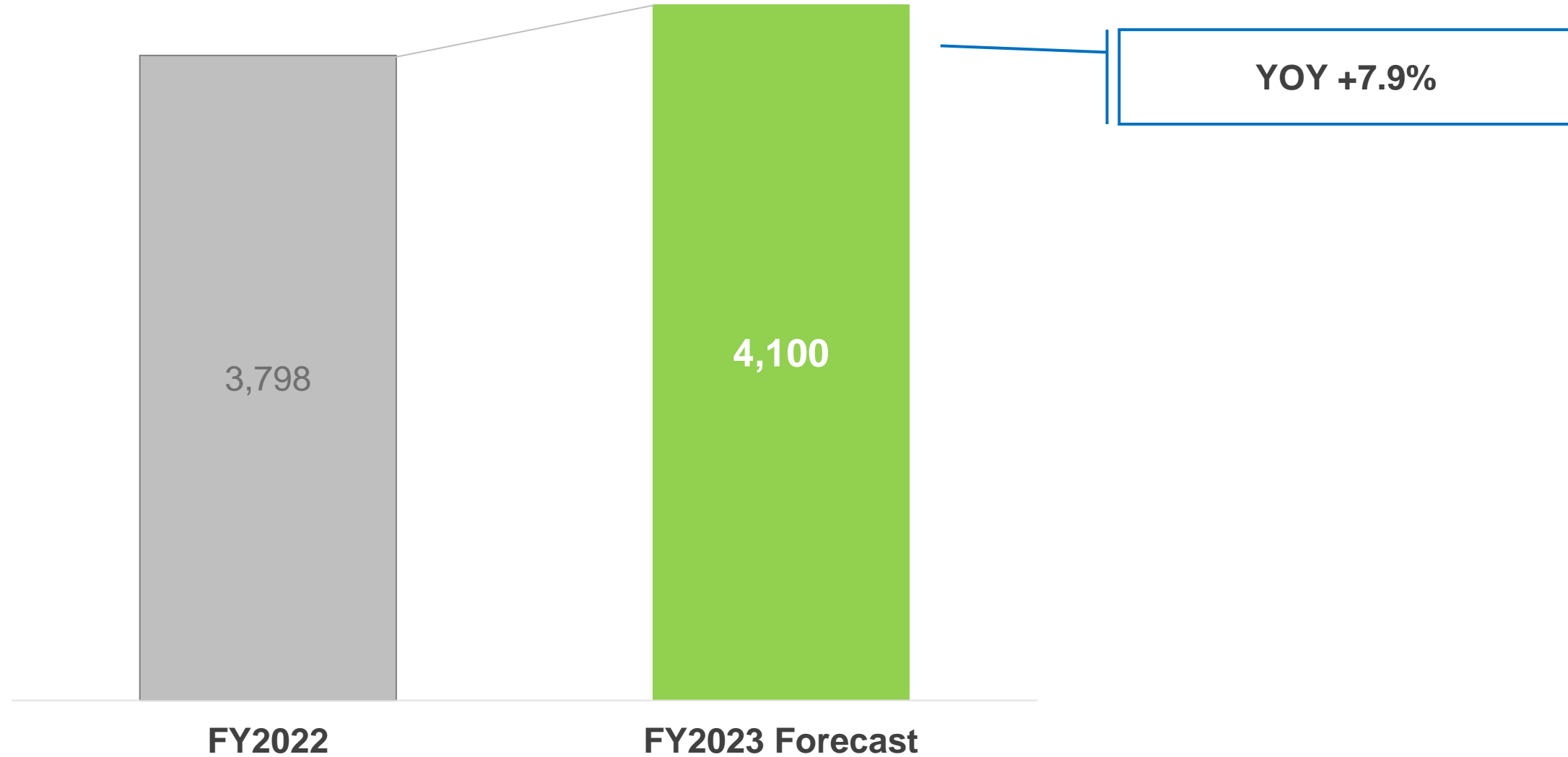


Notes)

Some projects were transferred from the Products Business to the Solutions Business in an organizational change as of April 1, 2023. The figures for FY2022 were restated in line with the new organization to make them comparable to those for FY2023.

Forecast of Net Sales of mcframe License (YoY)

(Million yen)



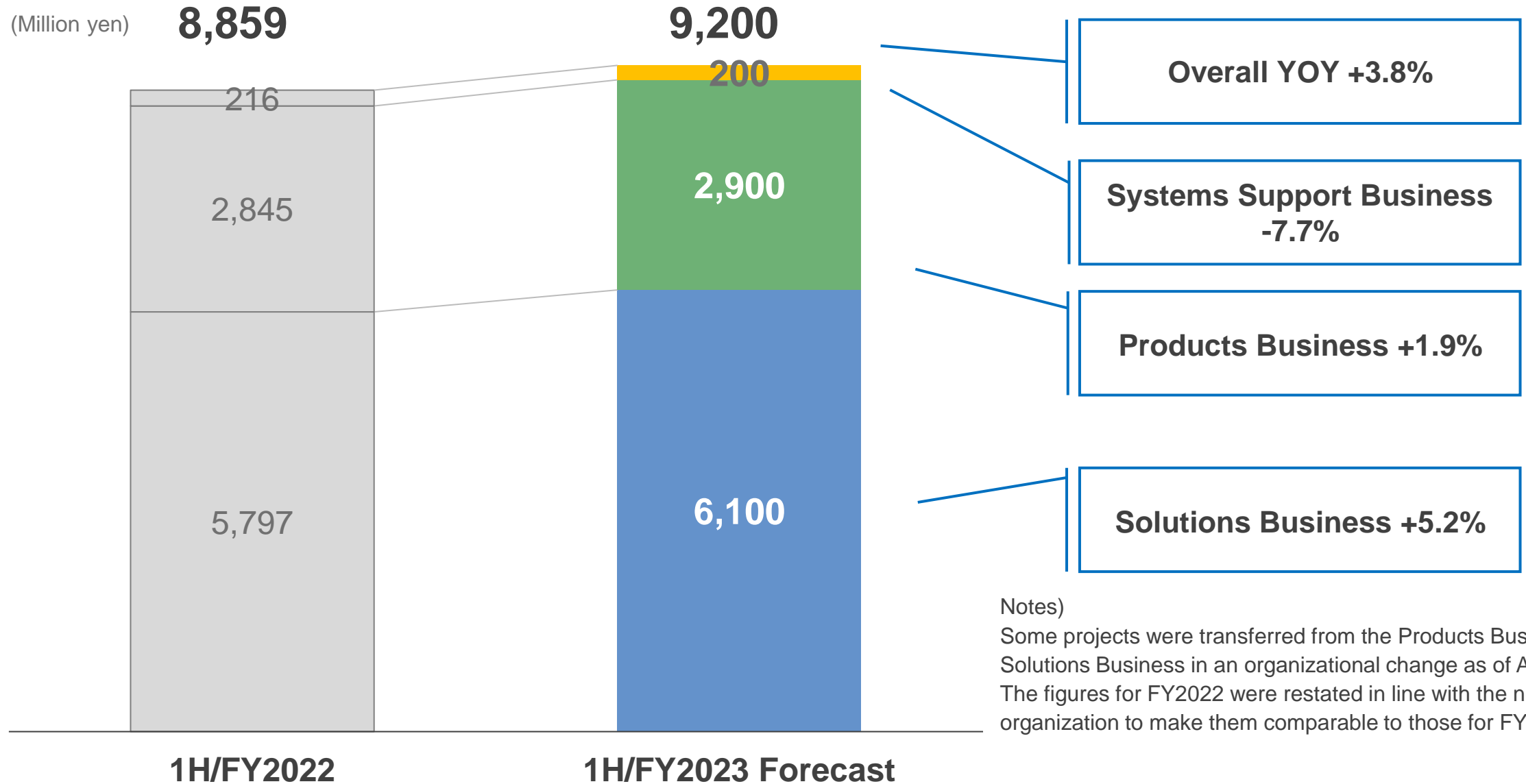
4. Earnings Forecast for First Half of FY2023

Forecast of Profit and Loss for the First Half (YoY)

(Million yen)	1H/FY2023 Forecast	1H/FY2022 Results	Change (Change %)
Net sales	9,200	8,859	+340 (+3.8%)
Gross Profit	3,550	3,416	+133
Gross Profit ratio	(38.6%)	(38.6%)	(+3.9%)
Operating profit	1,650	1,614	+35
Operating Profit ratio	(17.9%)	(18.2%)	(+2.2%)
Ordinary profit	1,650	1,620	+29
Ordinary Profit ratio	(17.9%)	(18.3%)	(+1.8%)
Current net profit	1,110	1,090	+19
Profit ratio	(12.1%)	(12.3%)	(+1.7%)
Orders Received	9,500	9,160	+339 (+3.7%)

Increase in sales and profit is expected due to an increase in sales in the Solutions Business, etc.

Forecast of Net Sales for the First Half (YoY)

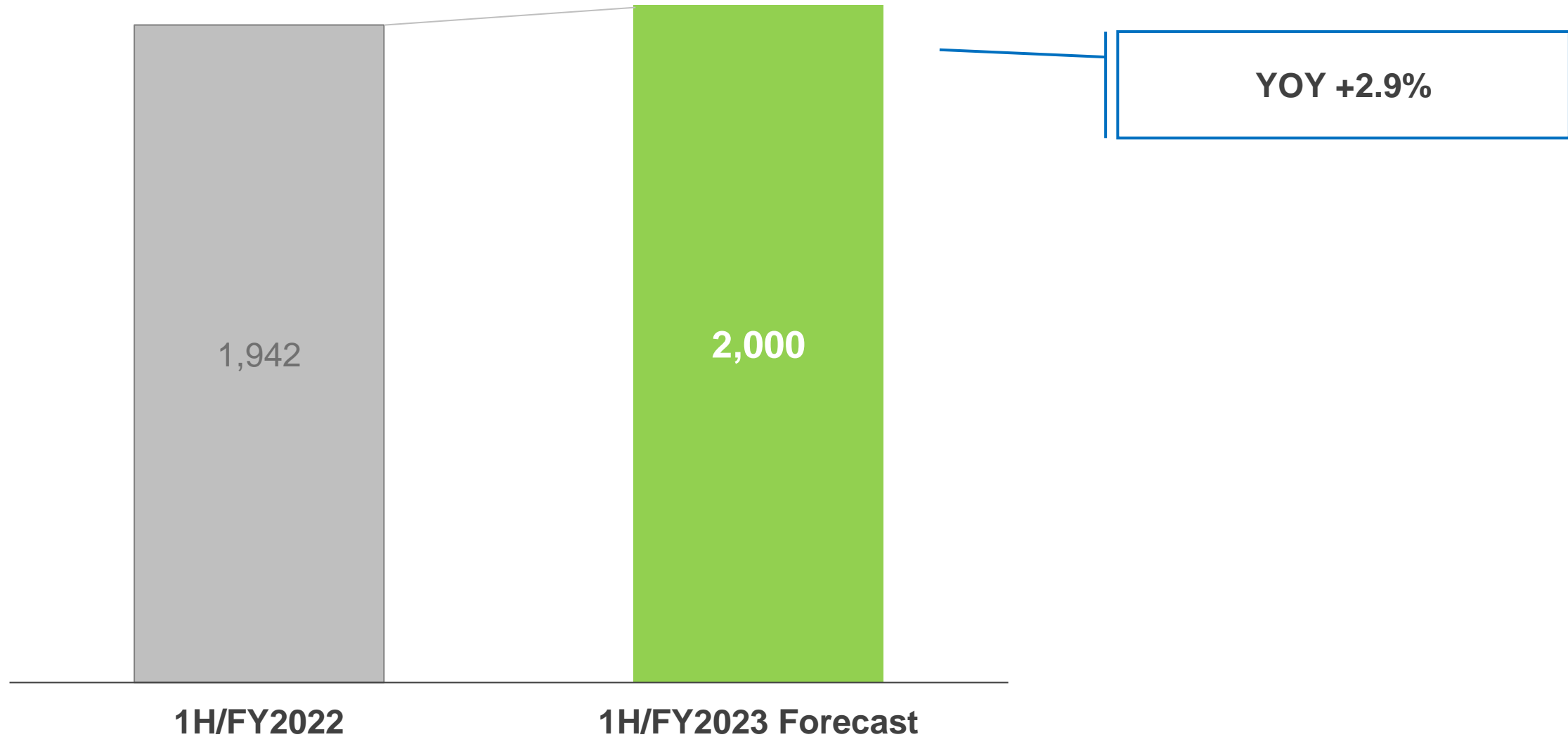


Notes)

Some projects were transferred from the Products Business to the Solutions Business in an organizational change as of April 1, 2023. The figures for FY2022 were restated in line with the new organization to make them comparable to those for FY2023.

Forecast of Net Sales of mcframe License for the First Half mcframe

(Million yen)



5. Management Vision 2026 Strategy

Current Business Environment and Future Forecasts

Environment Surrounding Customers	
Review of ongoing impact of COVID-19	Transition from “living with COVID-19” to “post-COVID-19”
Uncertain global situation	Destabilization of global situation and changes in the balance of power
Global inflation	Prices in a sharp upward trend driven by the rapid recovery in demand and labor shortages
Supply chain disruption	Disruption of supply chains due to the pandemic and changing international situation
Trend toward decarbonization	Social trend toward reducing CO ₂ emissions and its impact on industry

Future Trends	
Instability and uncertainty become the norm	Irreversible shift to use of digital technologies

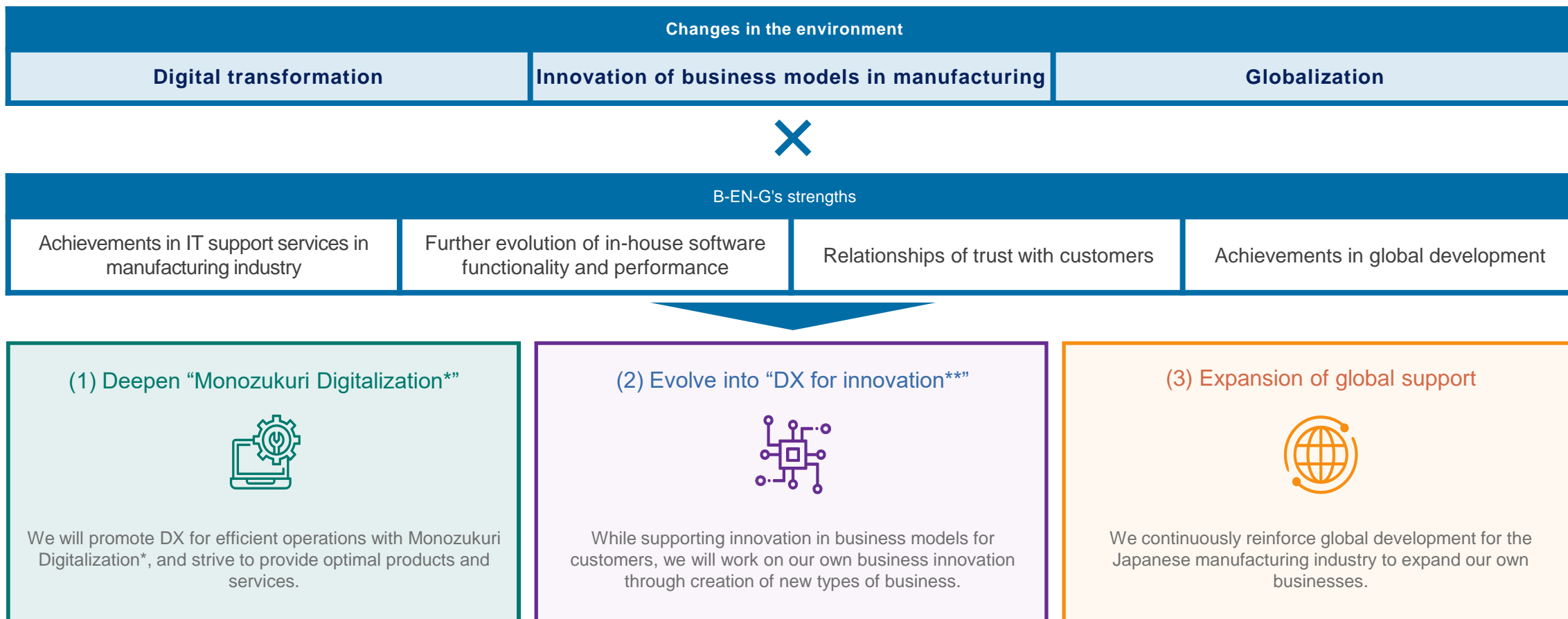


Digitization + digitalization

Digital transformation

Changes in Environment × Strengths of B-EN-G = Strategy for 2026

We develop products and services that leverage our strengths in response to changes in the environment.



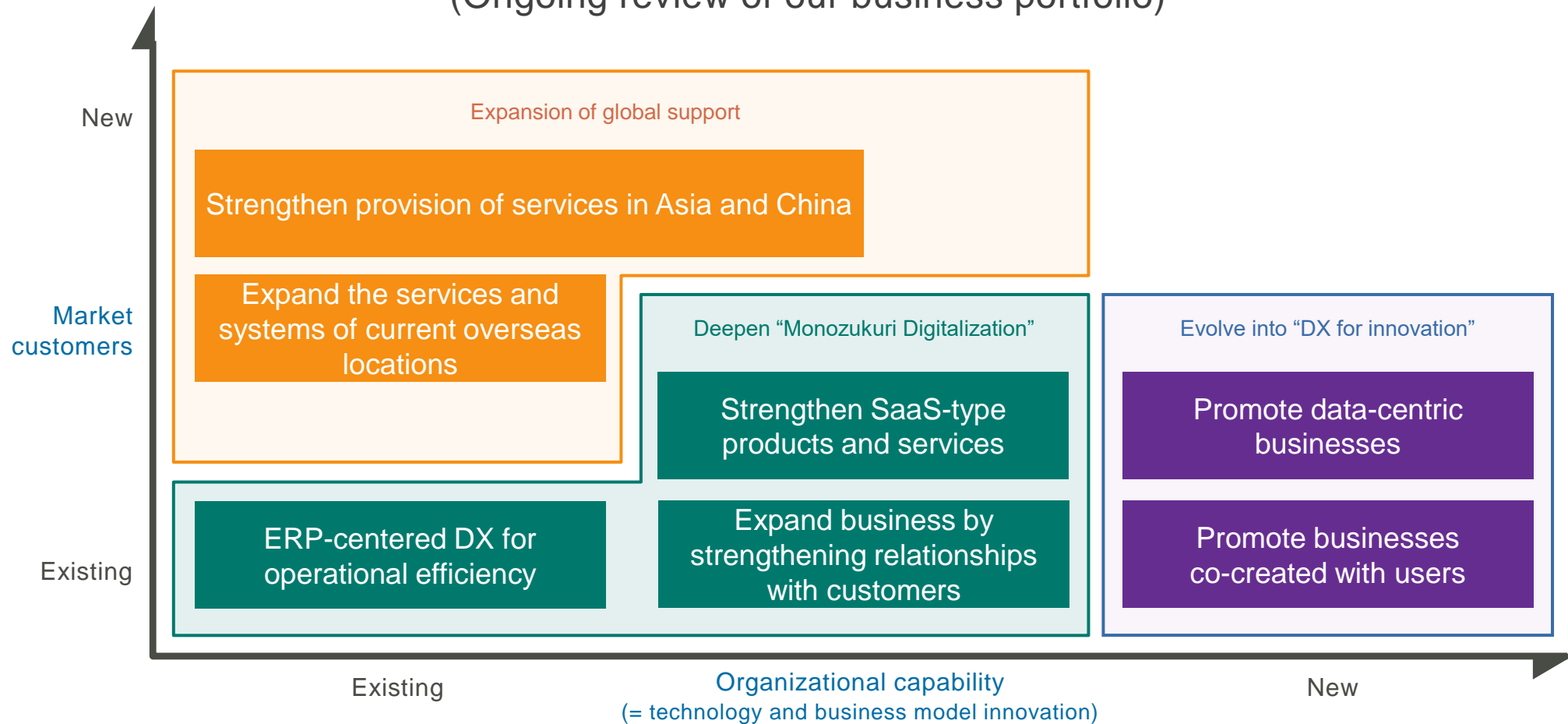
*Monozukuri Digitalization: To realize efficiency by digitalizing operations related to “Monozukuri (manufacturing in Japanese),” leading to business innovation.

**DX: Digital transformation

Evolution of B-EN-G's Business Fields (Business Portfolio)

We will continuously evolve from our existing businesses into new business fields and aim for the next stage of growth.

(Ongoing review of our business portfolio)



Three Pillars | (1) Deepen “Monozukuri Digitalization”

Promote operational efficiency in the manufacturing industry and support **IT infrastructure building** to shift to **“DX for innovation.”**

**Promote operational efficiency
DX**

Support IT infrastructure building to shift to “DX for innovation”

Net sales of in-house developed product mcframe license: Up 7.6% YoY

**Strengthen SaaS-type products
and services**

Provide products and services that allow a choice between ownership or subscription depending on what is convenient for users

SaaS-type production management system (mcframe X): Available in stages from April 2023

**Build continuous business with
customers**

Create a cycle that develops into the next business based on continuous relationships with customers

Run a community of in-house product users, customer success activities

Three Pillars | (2) Evolve into “DX for Innovation”

While supporting the innovation of business models and the development of innovative services in the manufacturing industry, we will work on **our own business innovation** through **creation of new types of business**.

Promote data-centric businesses

Promote businesses that use and maximize the value of data obtained from systems

Data utilization solutions business: Expand business scale

**Promote co-creation businesses
with users**

Promote business that creates new value through new co-creation relationships with users

Promoting co-creation businesses

Three Pillars | (3) Expansion of Global Support

We will continuously reinforce supporting the global development for the Japanese manufacturing industry, and will support the **development of global SCM** in the manufacturing industry.

Expand the services and systems of current overseas locations

Expand the systems of current overseas locations and overseas partners

Overseas subsidiaries: Performance remains strong despite the COVID-19 situation

Strengthen the provision of services in Asia, including China

Reinforce supporting the global development for the Japanese manufacturing industry with a focus on Asia, including China

Accumulated number of overseas companies supported*: 1,045 (as of March 2023)

*mcfame series + GLASIOUS

Initiatives to Solve Social Issues and B-EN-G's Business

We will aim to solve social issues and realize sustainability through the provision of value to customers mainly in the manufacturing industry.

Deepen “Monozukuri Digitalization”



- Reduce product loss and realize stable supply through production management, mainly in the food and medical sectors
- Optimize resource usage by managing product costs
- Reduce impact on environmental resources such as by reducing paper use through digitization
- Contribute to realizing decarbonization by optimizing manufacturing processes

Carbon neutral initiatives with in-house products (add new features)

Evolve into “DX for innovation”



- Assist with the continued development of industries in Japan and overseas through supporting business innovation in manufacturing industry
- Create products and services using new technologies and promote innovation
- Create new value through partnerships with user companies and organizations in Japan and overseas

Expansion of global support



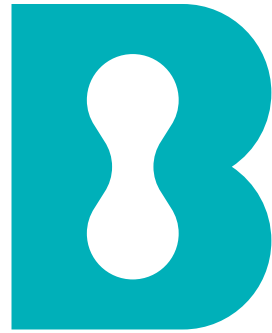
- Support the development of industry overseas and create local employment
- Support improvement in technical skills of overseas human resources
- Provide stable supply of products by building strong and flexible global supply chain

Management Vision 2026 Targets

(Consolidated)	FY2020 Results	FY2021 Results	FY2022 Results	FY2026 Targets
Net sales	17.7 billion yen	17.7 billion yen	18.5 billion yen	22.0 billion yen
Operating profit	1.9 billion yen	2.41 billion yen	3.24 billion yen	3.2 billion yen
Profit	1.28 billion yen	1.64 billion yen	2.32 billion yen	2.11 billion yen

*Figures for FY2020 are after the retrospective application of the Accounting Standard for Revenue Recognition.

The planned figures for Management Vision 2026 will be reviewed. (around Fall 2023)



B-EN-G

Business Engineering for Growth

<Disclaimer>

The forward-looking statements, including earnings forecasts, contained in this document are based on information currently available to our company and certain assumptions that our company considers reasonable. Actual results may differ significantly due to a variety of factors.