Q2 FY01/27 Results

NEOJAPAN

PRIME Section, Tokyo Stock Exchange
Ticker:3921
September 11, 2026

Group Overview

NEOJAPAN

Software Business	NEOJAPAN Development and sales of software including desknet's NEO	DELCUi California, United States Local market research / Software development etc.
System Development Service Business	Pro-SPIRE System integration business	
Overseas Business	NEOTHAI ASIA Bangkok, Thailand Packaged software sales / Cloud service provision	NEOREKA ASIA Kuala Lumpur, Malaysia Packaged software sales / Cloud service provision NEOPHTech Metro Manila, Philippines Packaged software sales / Cloud service provision

Main Products

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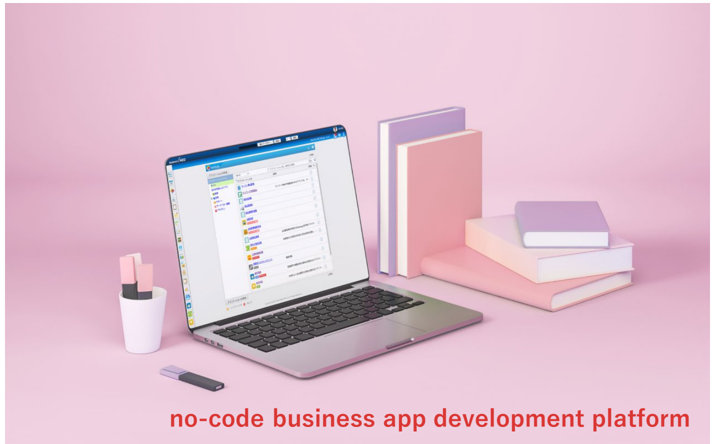
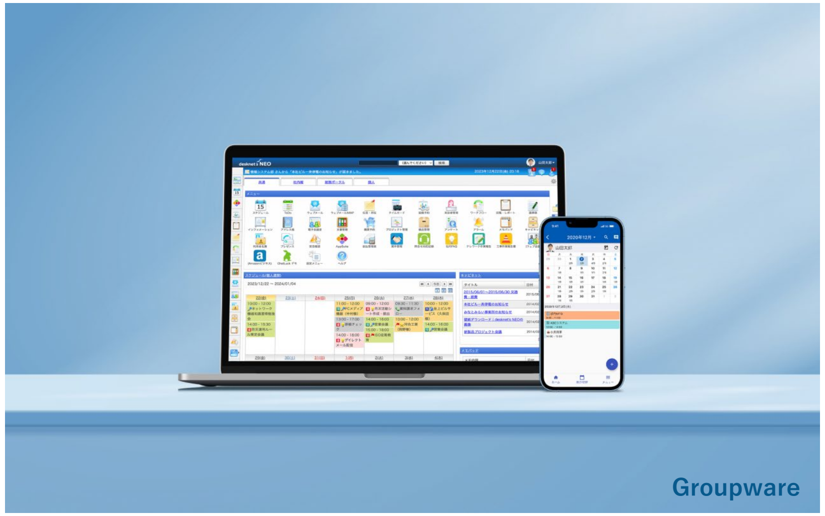


AppSuite

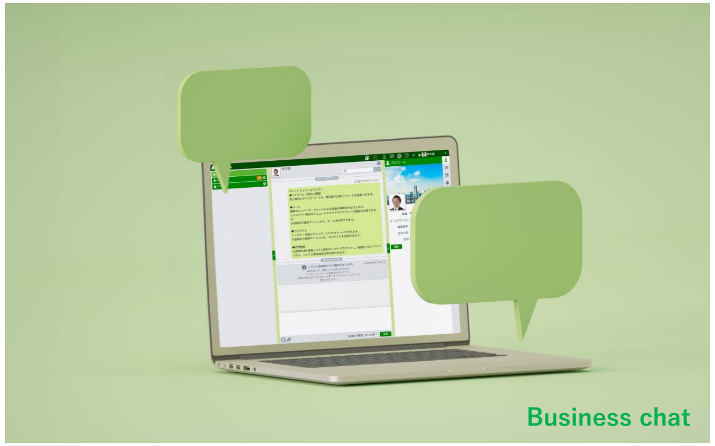
AppSuite:
Makes it easy for anyone to migrate work done using paper, email, or Excel to Web apps.



desknet's NEO

desknet's NEO:
An all-in-one platform to support digital transformation (DX) in any organization and to strengthen business efforts.

Groupware:
Own collaborative communication tool for enterprises



ChatLuck

ChatLuck:
Business chat suitable for large-scale on-premises adoption, with a focus on security.

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Q2 FY01/27 Business Results

Ⅱ

Consolidated Financial Results Forecast for FY01/27

Q2 FY01/27 Business Results Summary

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Net sales

Exceeding plans

JPY**4,226** million

YoY: +**6.4**%

Operating profit

Exceeding plans

JPY**1,348** million

YoY: +**7.9**%

Profit attributable to owners of parent

Exceeding plans

JPY**947** million

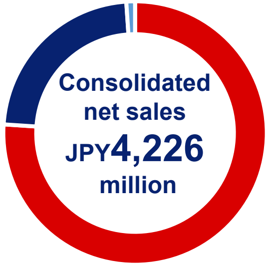
YoY: +**6.6**%

- **Sales proceeded smoothly, exceeding plans.**

Cross-selling of products like AppSuite and ChatLuck proceeded smoothly, in addition to the expanding cloud userbase. Both the Software Business and the System Development Service Business are proceeding smoothly and exceeding plans.

- **Each type of profit continues to trend favorably and exceed plans.**

As steady sales covered advertising and other SG&A expenses, profit trended favorably to exceed 50% of the annual target in Q2.



NEOJAPAN Software Business

Pro-SPIRE System Development Service Business

This document focuses mainly on the Software Business, the Group driver for sales and profit.

Consolidated Financial Results

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(JPY mn)	Q2 FY01/26 results	Q2 FY01/27 results	YoY change(%)	FY01/27 Full-year forecast	vs. Full-year forecast
Net Sales	3,973	4,226	+6.4%	8,619	49.0%
Gross profit	2,290	2,602	+13.6%	-	-
Gross profit margin	57.7%	61.6%	-	-	-
Operating profit	1,250	1,348	+7.9%	2,680	50.3%
Operating profit margin	31.5%	31.9%	-	31.1%	-
Ordinary profit	1,294	1,389	+7.3%	2,742	50.7%
Profit attributable to owners of parent	889	947	+6.6%	1,876	50.5%

Factors Behind Changes in Net Sales and Operating Profit

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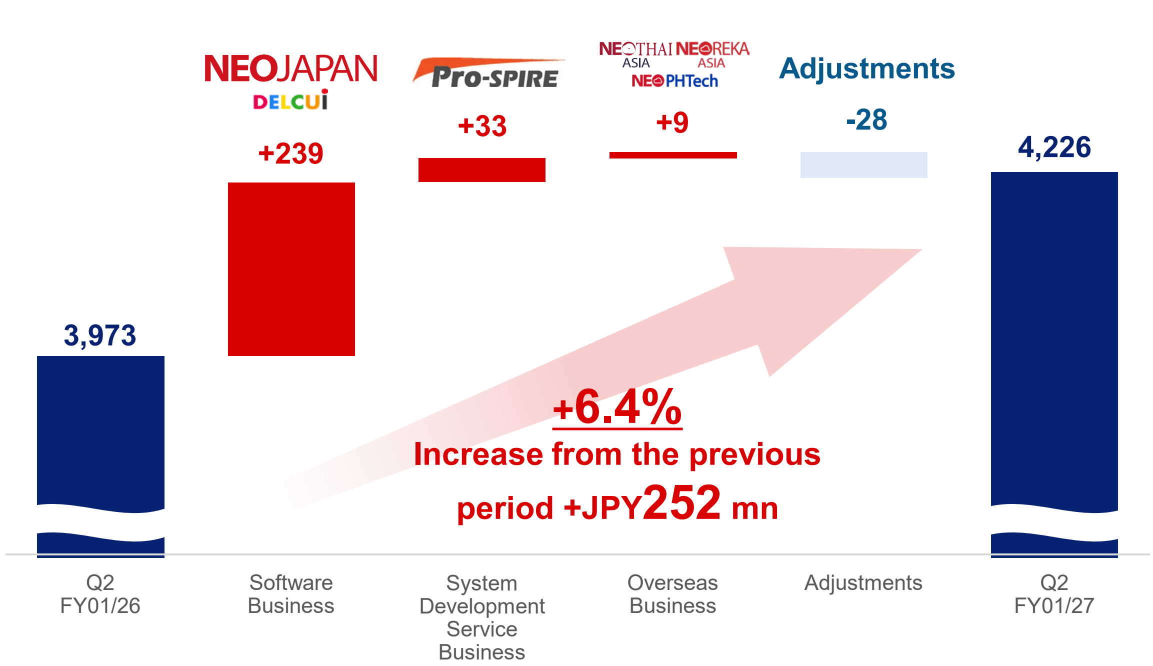
Continued YoY sales and profit growth driven by the Software Business

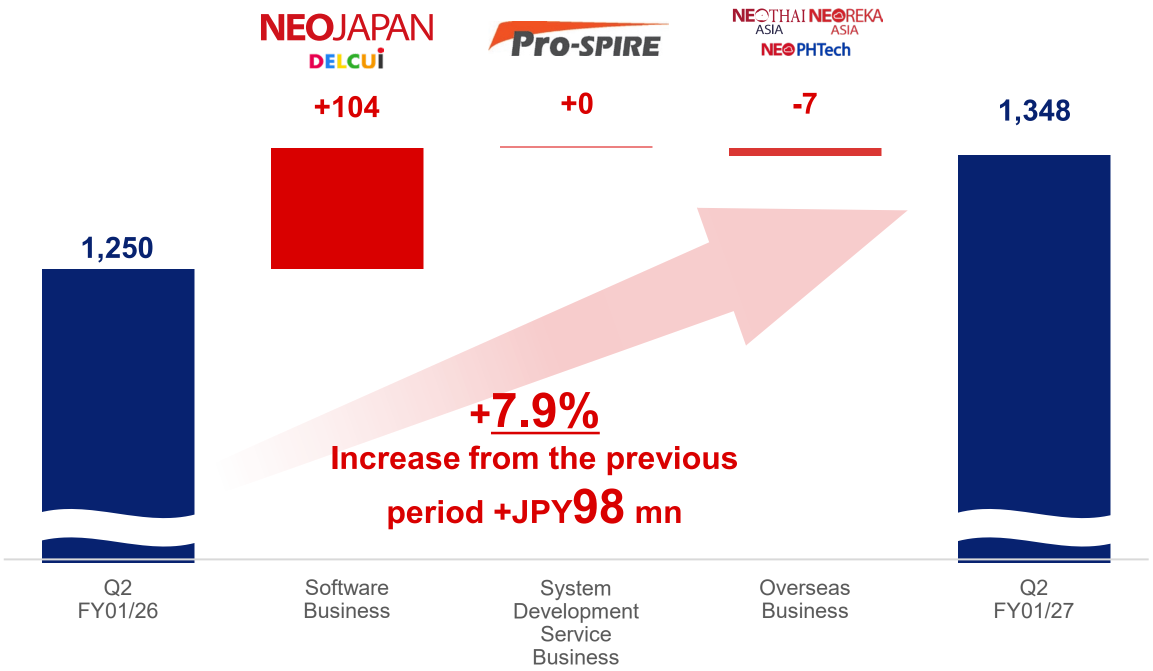
Net Sales

(JPY mn)



Operating Profit

(JPY mn)



Consolidated Net Sales[1] Trend

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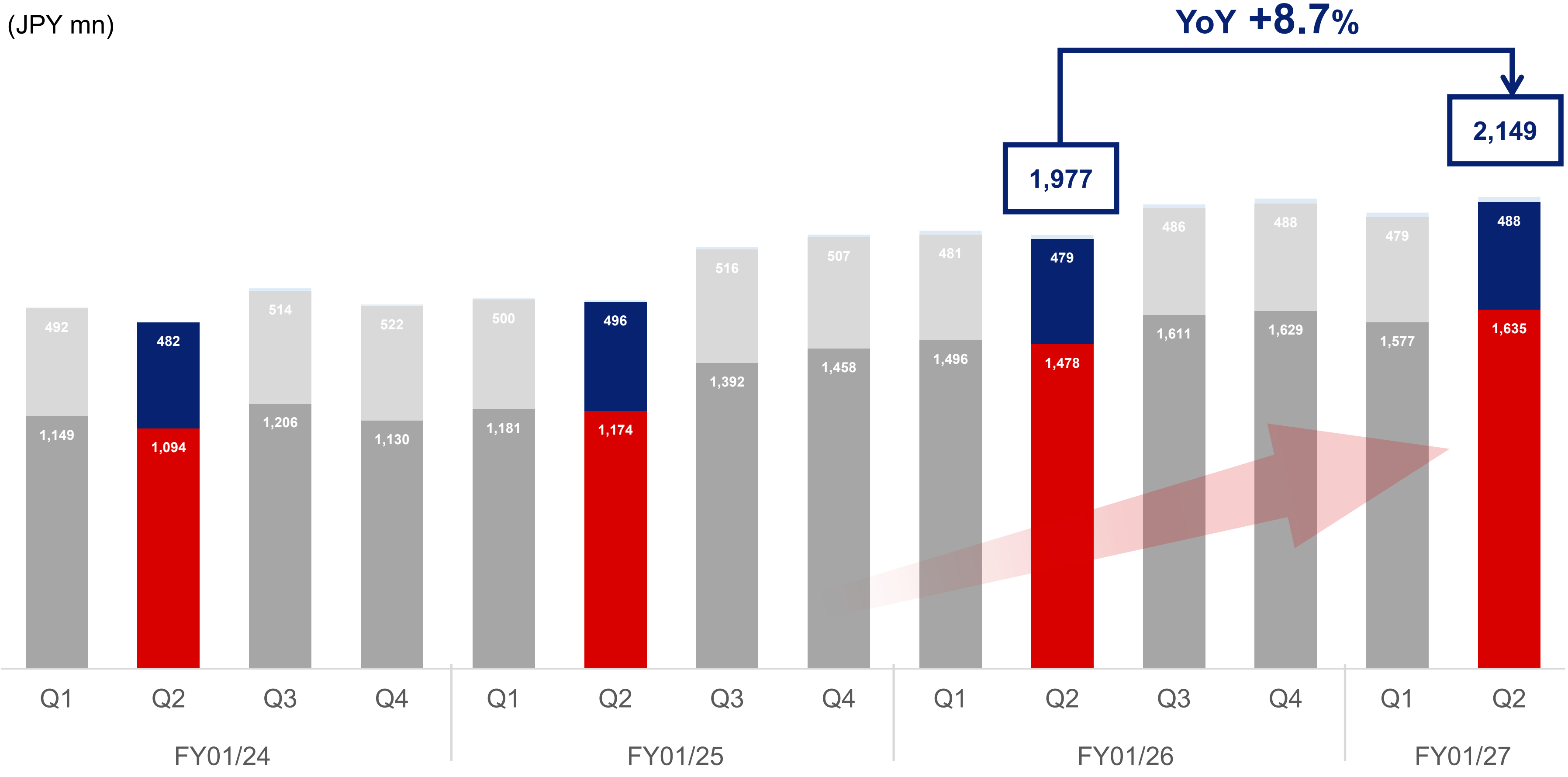
Net sales set a record quarterly high.

Consolidated net sales grew 8.7% YoY to set a record quarterly high, driven by growth of 10.6% in the Software Business and 1.7% in the System Development Service Business.



Pro-SPIRE

System Development Service Business

YoY +1.7%

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Software Business

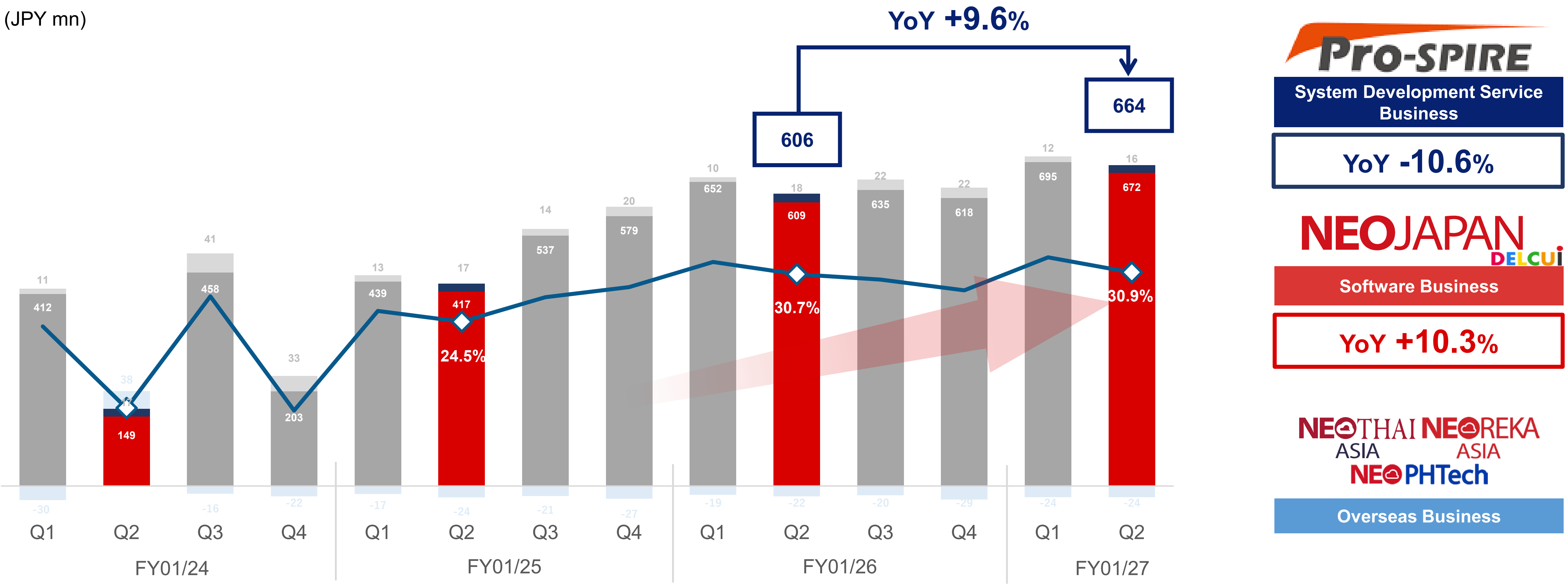
YoY +10.6%

1. Figures after eliminating intersegment transactions

Consolidated Operating Profit[1] and Operating Profit Margin Trends NEOJAPAN

Registered record-high operating profit for Q2

The Software Business led the way with growth of 10.3% YoY, setting a new Q2 record for profit. Meanwhile, profit in the System Development Service Business was down 10.6% due to the higher SG&A expenses of midcareer hiring ahead of schedule. The operating profit margin remains high, at 30.9%.



1. Results for Q1 FY01/25 and later reflect the movement of DELCUI from the Overseas Business to the Software Business segment.

Consolidated Balance Sheet

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Equity ratio 71.3% – strong financial position

(JPY mn)	FY01/26	Q2 FY01/27	Change		FY01/26	Q2 FY01/27	Change
Assets	10,693	11,257	+564	**Liabilities**	3,211	3,224	+13
Cash and deposits (included in above)	6,426	7,151	+724	Interest-bearing debt (included in above)	3	1	-1
				Net assets	7,482	8,032	+550
				Shareholders' equity (included in above)	7,367	7,880	+512
				Equity ratio	69.9%	71.3%	+1.4%

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Consolidated Financial Results Forecast for FY01/27

Summary of Full-year Forecasts

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The software business continues to drive growth. Revenue and profit are expected to increase.

(JPY mn)	FY01/26 results	FY01/27 forecast	YoY
Net sales	8,230	8,619	+4.7%
Gross profit	4,736	-	-
Gross profit margin	57.6%	-	
Operating profit	2,497	2,680	+7.3%
Operating profit margin	30.3%	31.1%	-
Ordinary profit	2,610	2,742	+5.1%
Profit attributable to owners of parent	1,809	1,876	+3.7%

Planned Dividends

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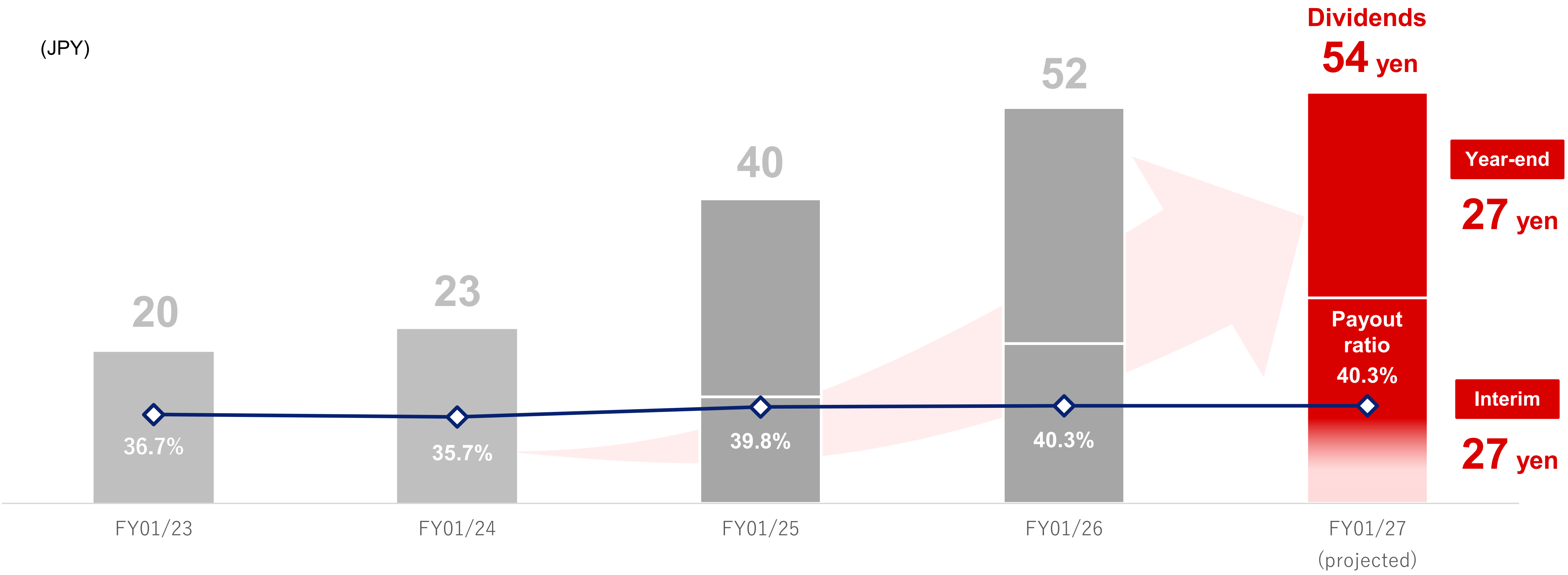
Progressive dividend policy with increases every year since listing

We maintain a progressive dividend policy, with a dividend payout ratio target of approximately 40%.



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Ⅱ Consolidated Financial Results Forecast for FY01/27

Ⅲ Appendix

i Results of Software Business

NEOJAPAN Software Business

NEOJAPAN's revenue categories

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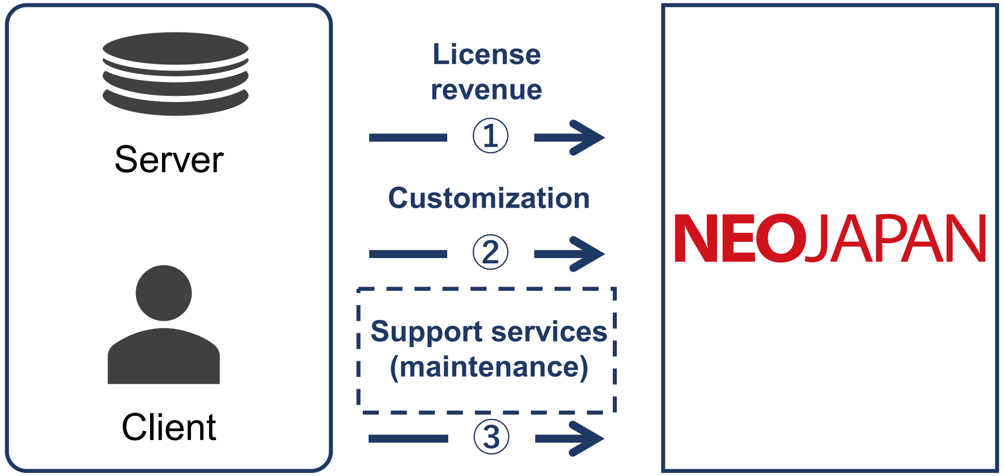
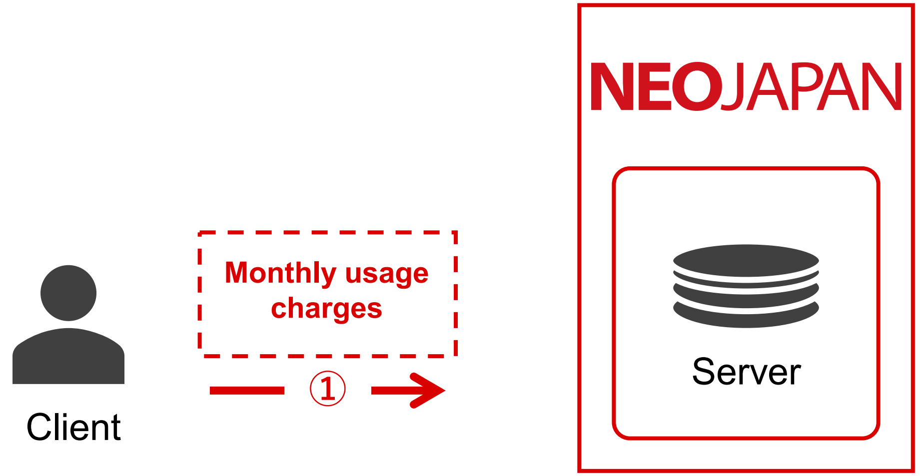
Packaged products



On premises

① Sales of products as license
② Customization to meet client needs
③ **Provision of support services (maintenance)**
(Annual maintenance revenue: approx. 15% of package sales[1])

Cloud services



Cloud

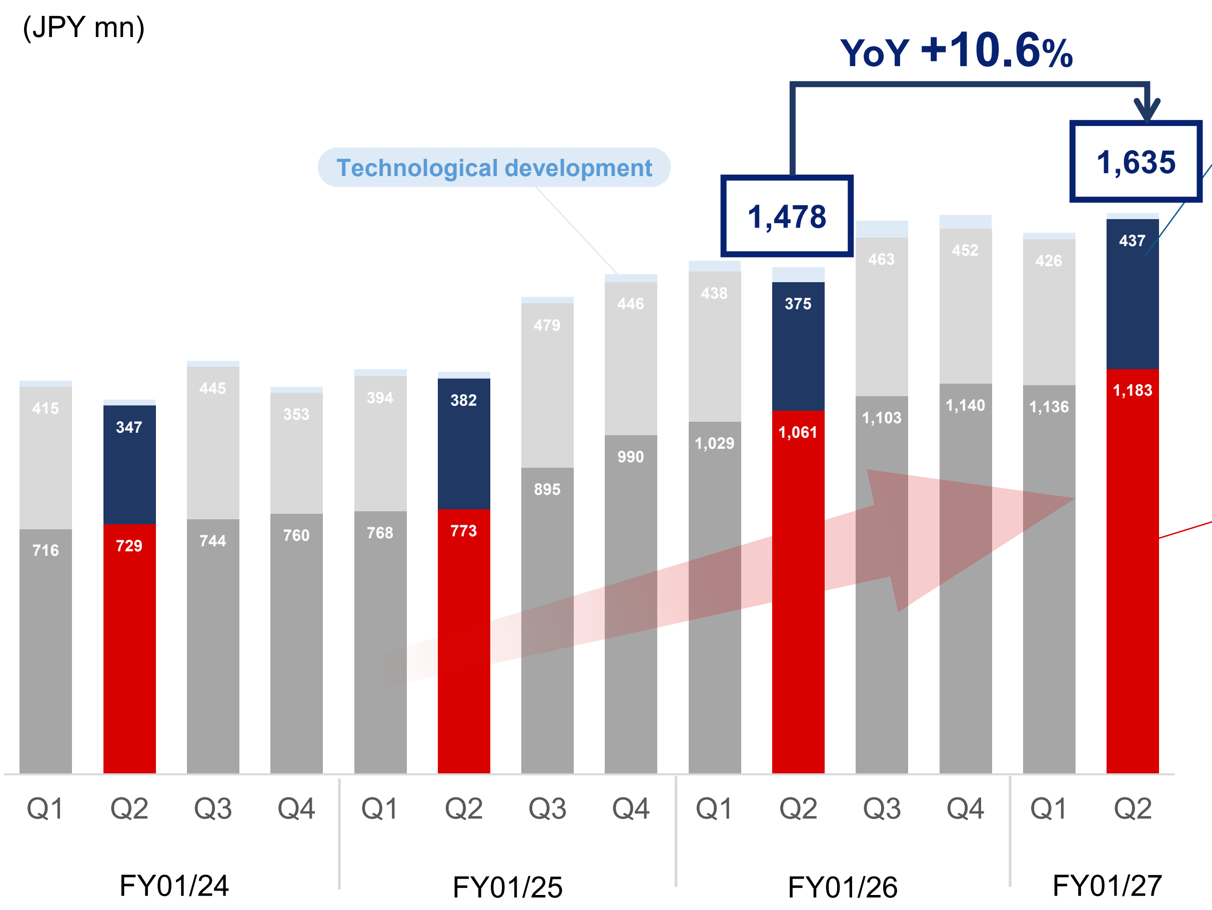
① Continually recording monthly usage charges as revenue

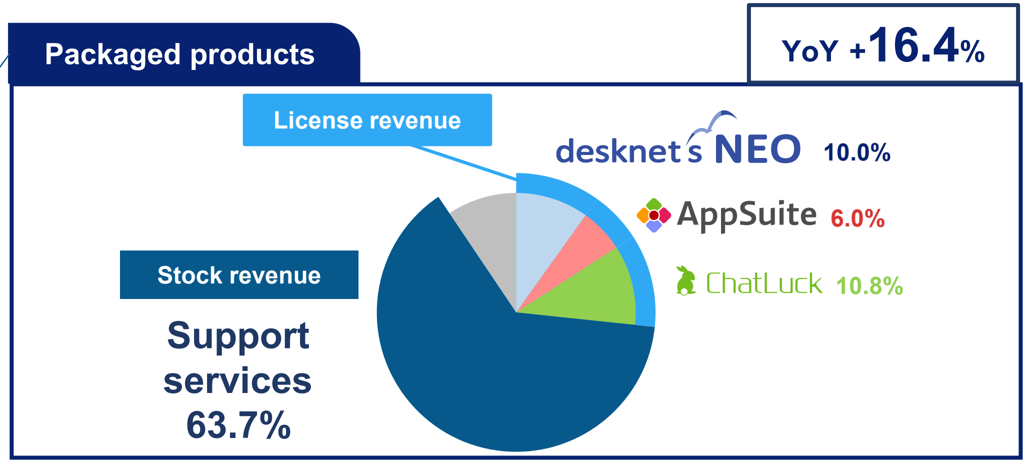
Stock revenue = Support service charges + Monthly usage charges

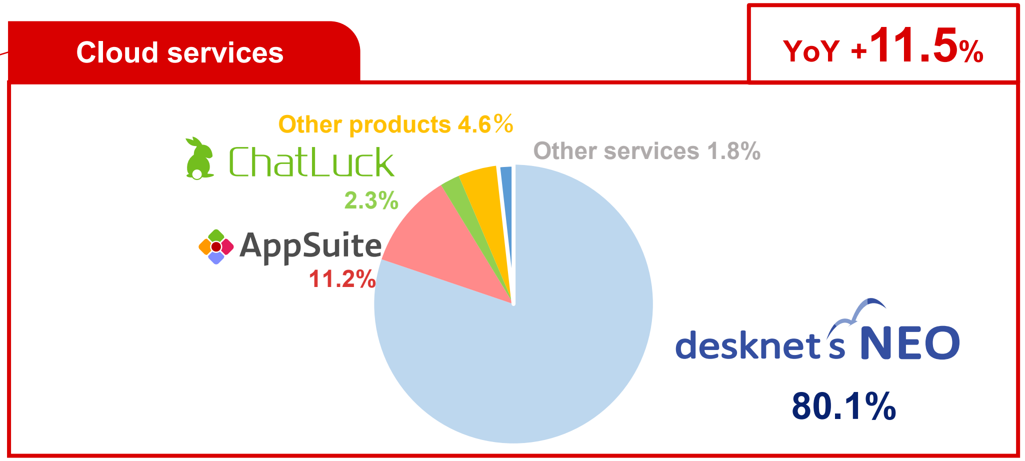
1. The ratio varies depending on the number of users and type of contract.

Sales Trends

Revenue from cloud services grew 11.5% YoY due mainly to the expanding user base and progress with cross-selling.
Revenue from packaged products grew 16.4% YoY due chiefly to a large-scale order for ChatLuck.



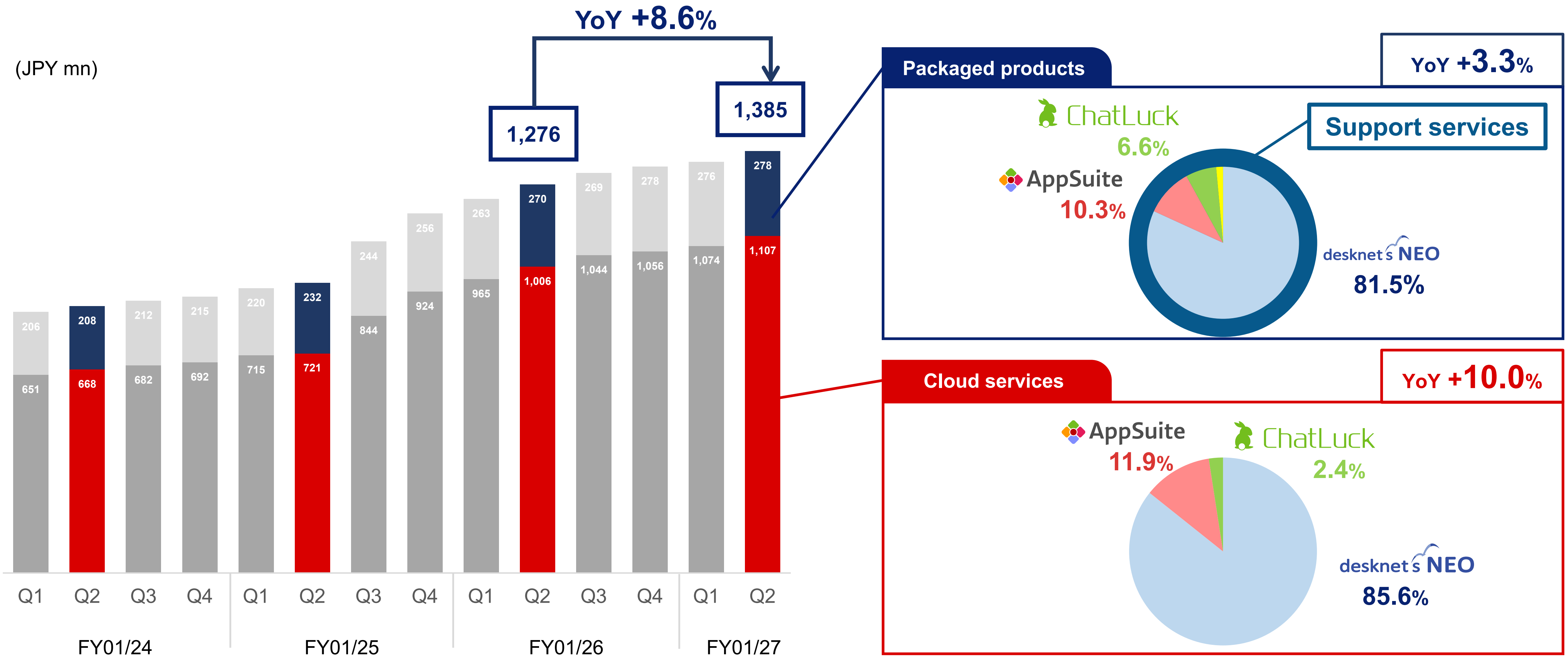




1. Overall Software Business revenue figures after eliminating intersegment transactions

Stock Revenue[1] Trends

Revenue for support services in packaged products grew 3.3%. Driven by steadily expanding user bases, the three main cloud services grew 10.0%.



1. Total of the support services component of packaged product revenues and service charges for desknet's NEO, ChatLuck, and AppSuite cloud services

Stock Revenue Ratio

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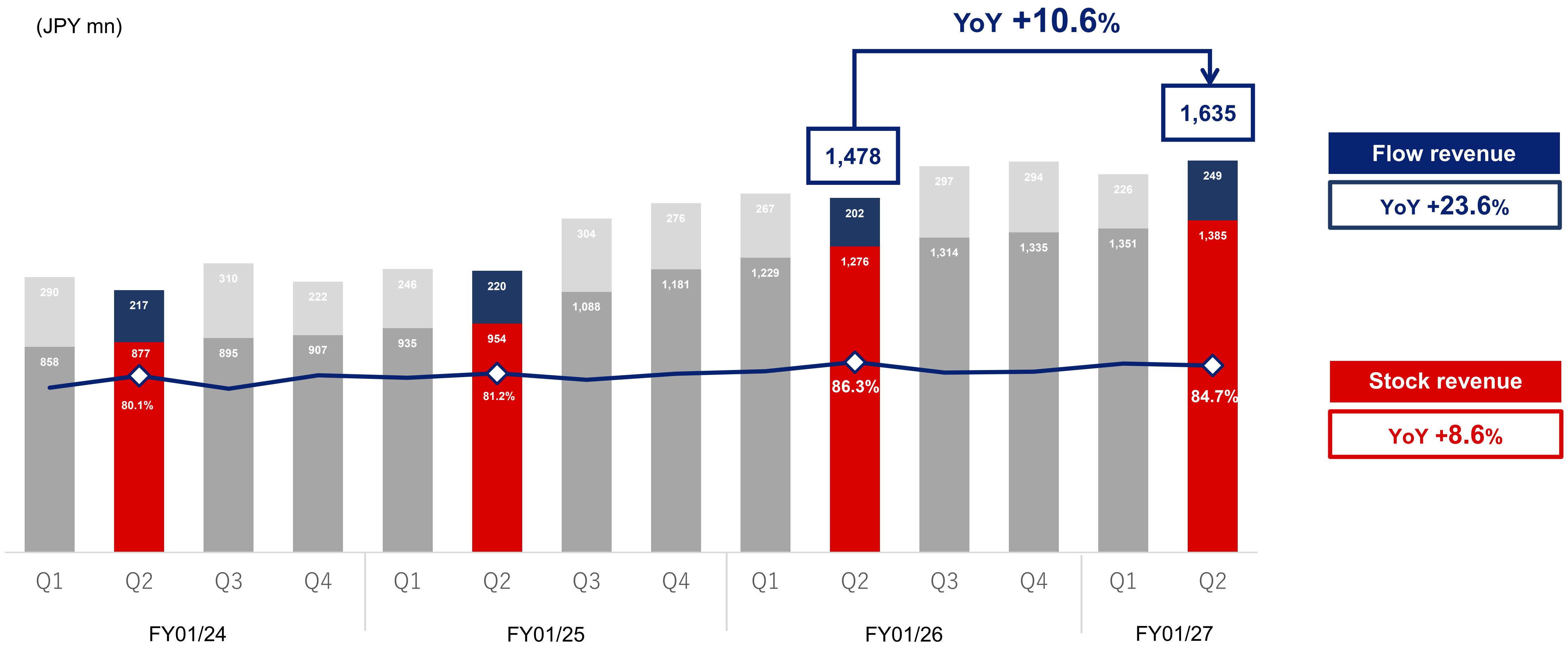
The stock revenue ratio remains high at 84.7%. Flow revenue increased significantly this quarter, outpacing the steady growth in stock revenue.



ARR(1) Trend

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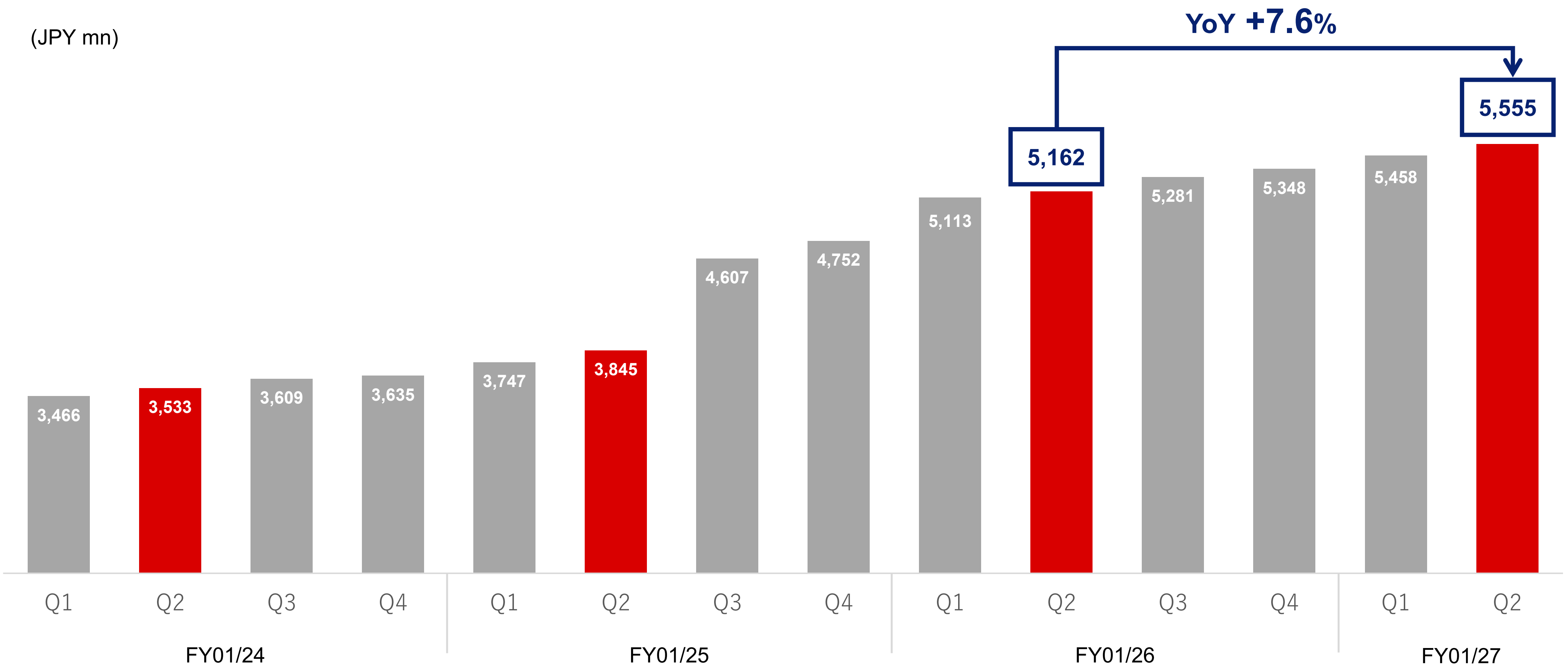
ARR increased by 7.6% YoY to JPY5,555 million. Going forward, we aim to further grow ARR by expanding the number of cloud users and bundle plans, while also increasing ARPU through enhancing product value with AI.



1. ARR is defined as single month stock revenue at the end of each quarter annualized by multiplying by 12

desknet's NEO Userbase Trends(1)

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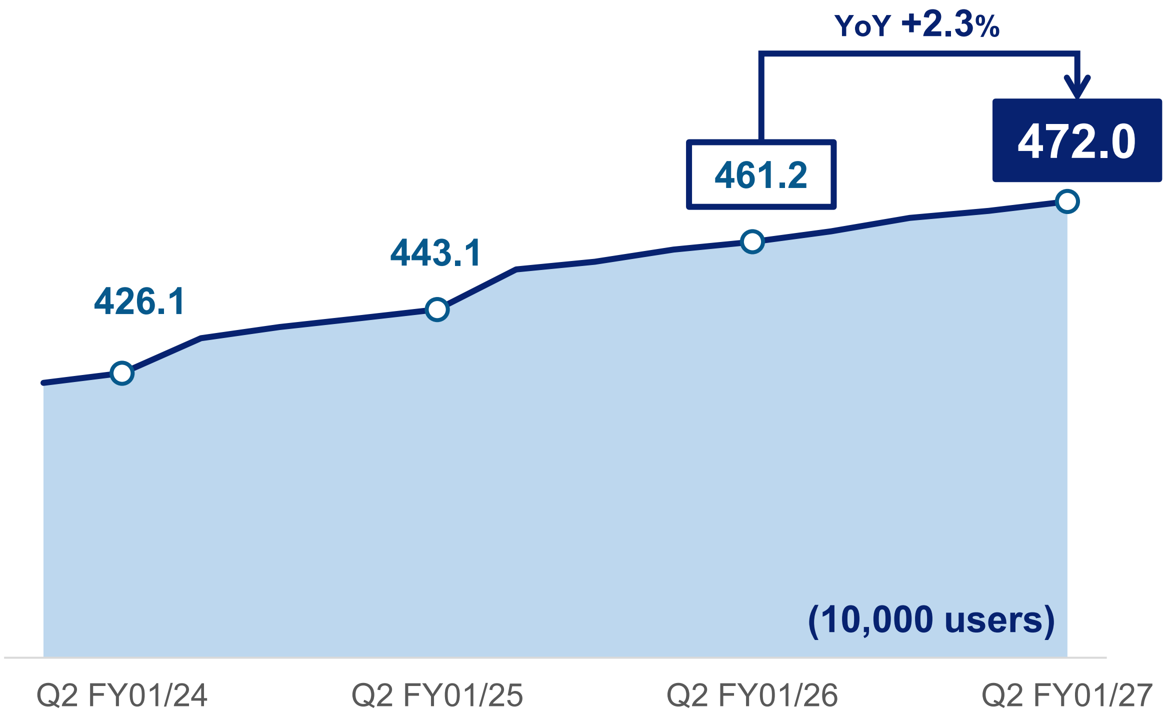
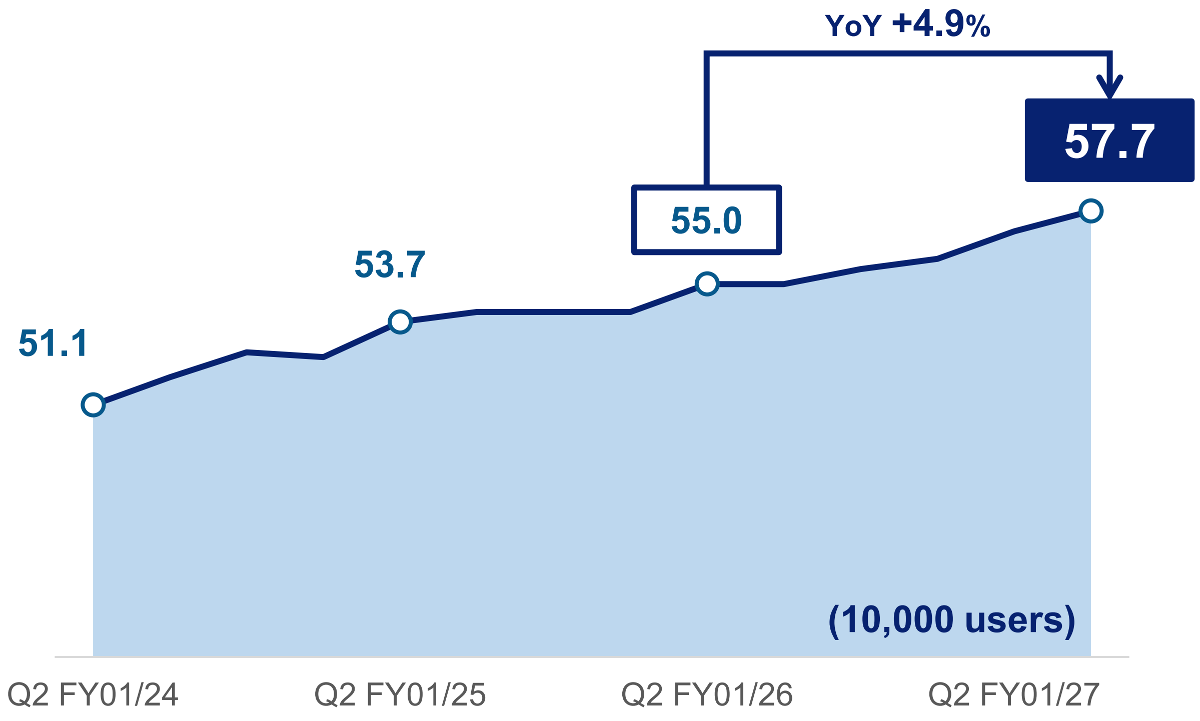
The cumulative number of users for packaged products grew 2.3% YoY. The number of cloud service users grew 4.9% YoY. This represents an increase of 27,000 cloud service users YoY, the largest increase since the September 2024 price revisions.

Packaged product cumulative user trend



Cloud userbase trend



1. Figures shown exclude OEM.

desknet's NEO Revenue Trends

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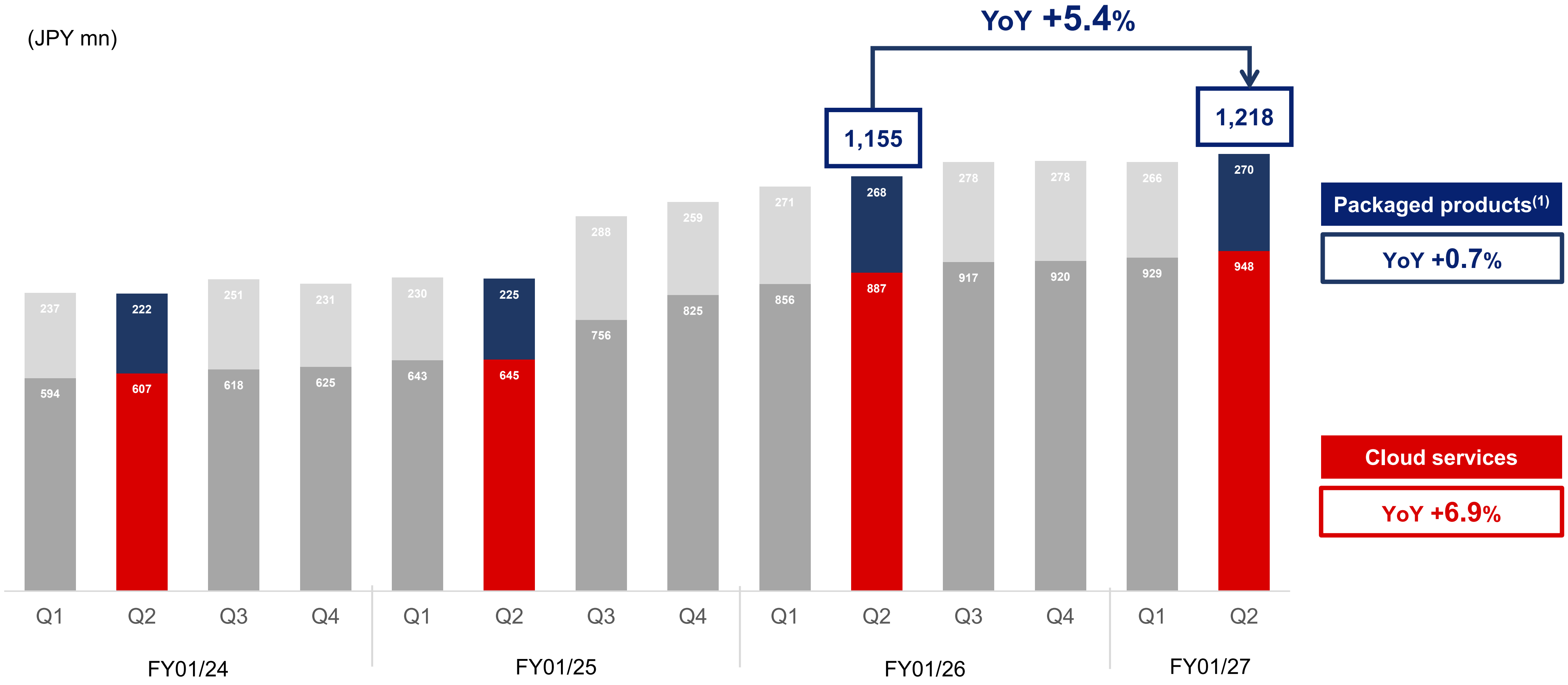
Revenue from cloud services grew 6.9% YoY, due in part to userbase growth. Packaged product sales grew 0.7% YoY owing to growth in support services, although factors such as delayed server deliveries due to the semiconductor shortage led to changes in the planned introduction times for some projects.



1. Total revenue for desknet's NEO license and support services

desknet's NEO Cloud Cancellation Rate(1) Trend

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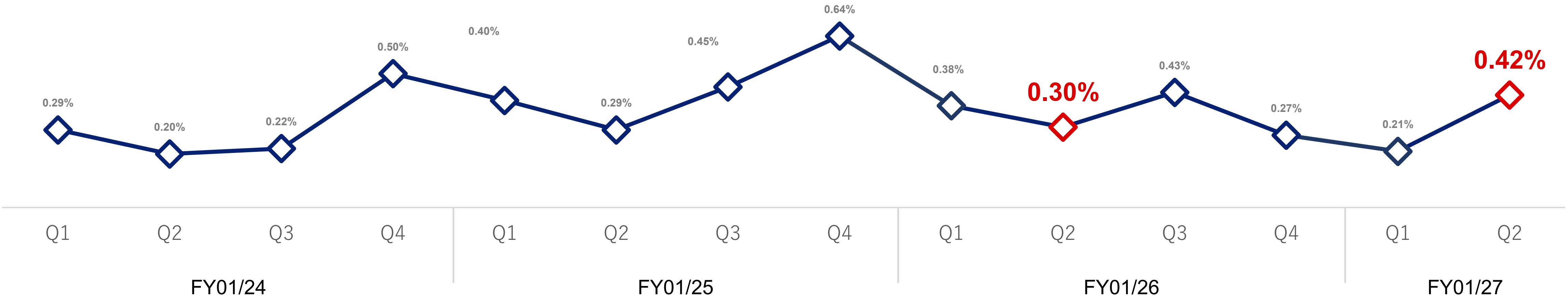
Although the quarterly cancellation rate rose slightly to 0.42%, the average rate for the first half of the fiscal year was 0.31%, showing no significant change from previous levels.



1. Calculated by averaging the figures obtained by dividing (monthly decline in MRR(2) attributable to service cancellation) by (MRR at end of previous month) for desknet's NEO Cloud users for the relevant quarter
2. MRR is calculated based on the monthly charge for continuously billed users as of the end of the target month or the total amount of 1/12 of the annual charge.

AppSuite Userbase Trends

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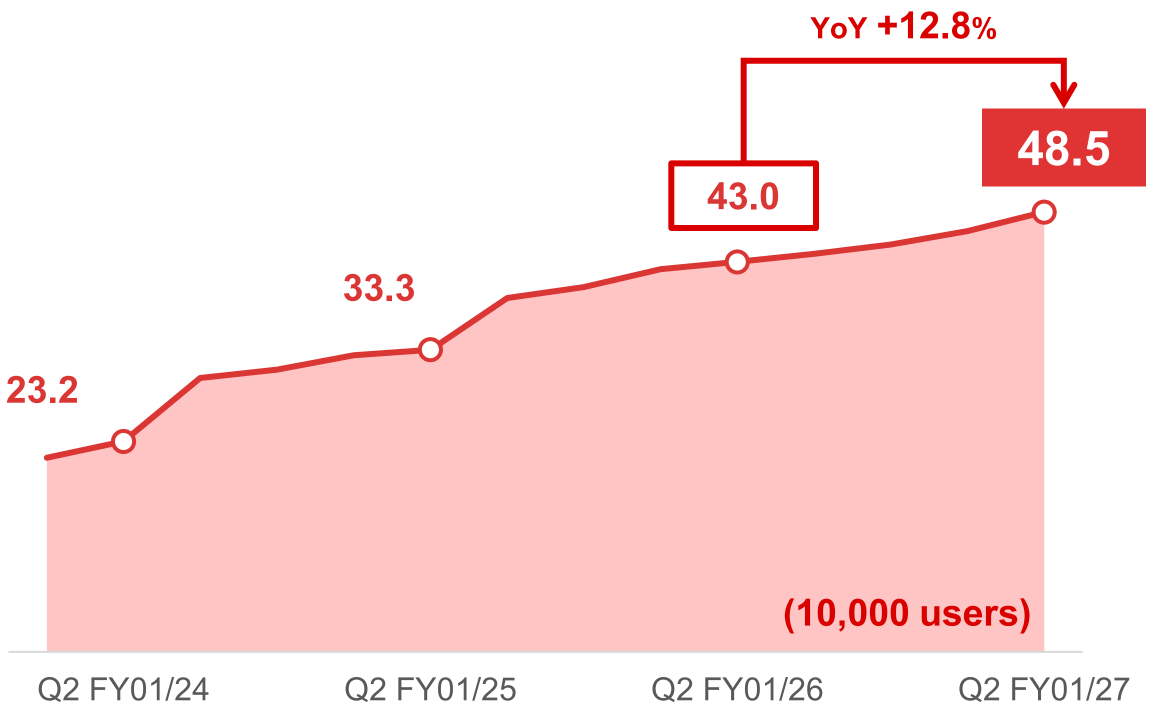
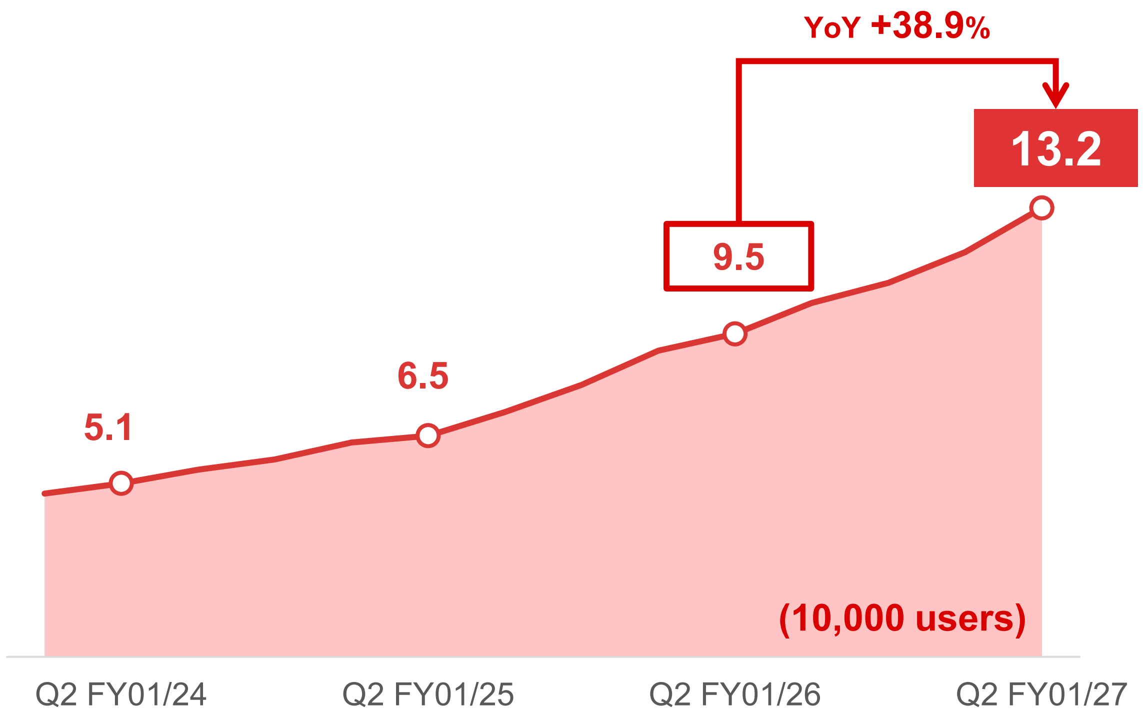
Cumulative AppSuite packaged product sales grew 12.8% YoY. The introduction of bundle plans led to sharp 38.9% growth in the cloud userbase YoY. This quarter's increase of 13,000 users is the highest on record.

Packaged product cumulative user trend



Cloud userbase trend



1. Bundle plans allow you to use both desknet's NEO Cloud Edition and AppSuite Cloud Edition.

AppSuite Revenue Trends

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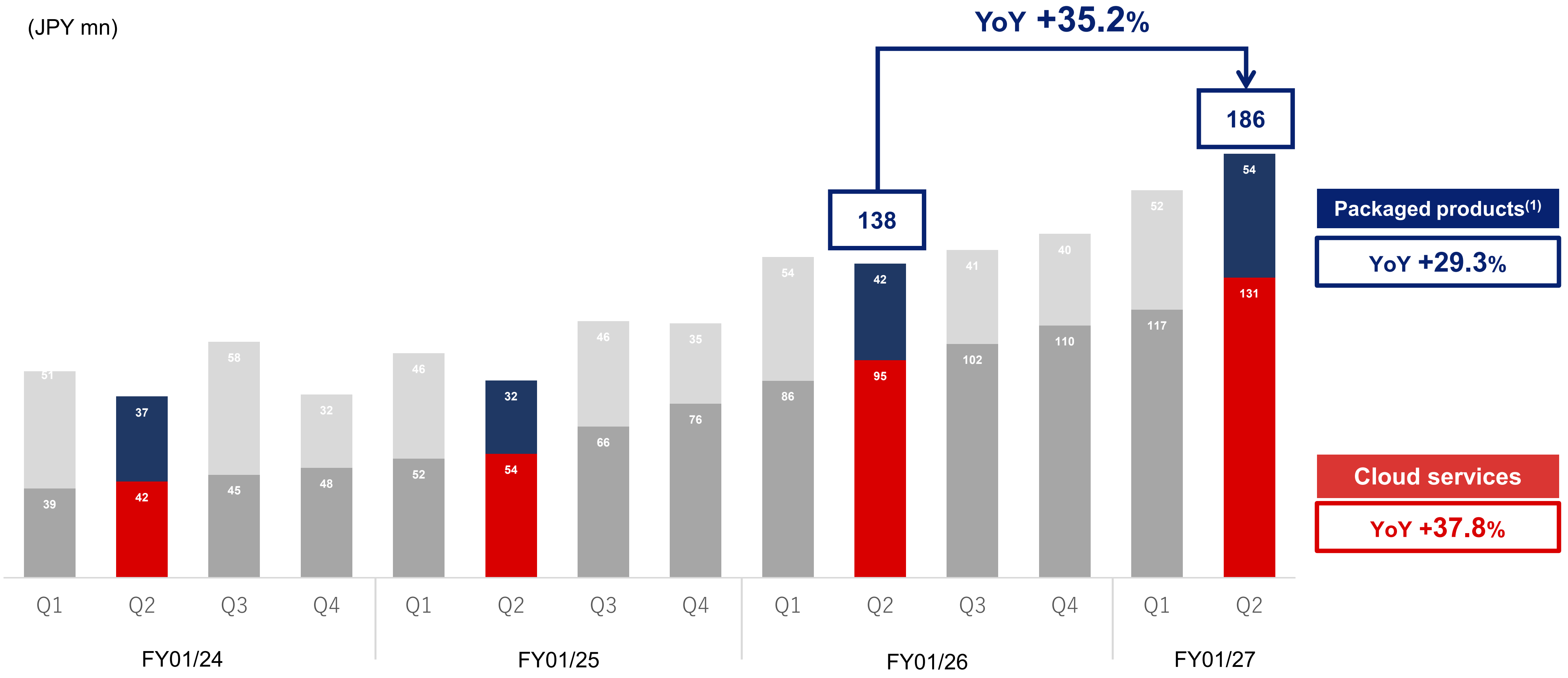
Cloud services saw a significant increase in revenue, up 37.8% YoY, driven by growth in the number of users. Packaged products also saw growth in both license sales and support services, resulting in a 29.3% YoY increase.



1. Total revenue from AppSuite license revenue and support services.

Status of Indicators in Cloud Services

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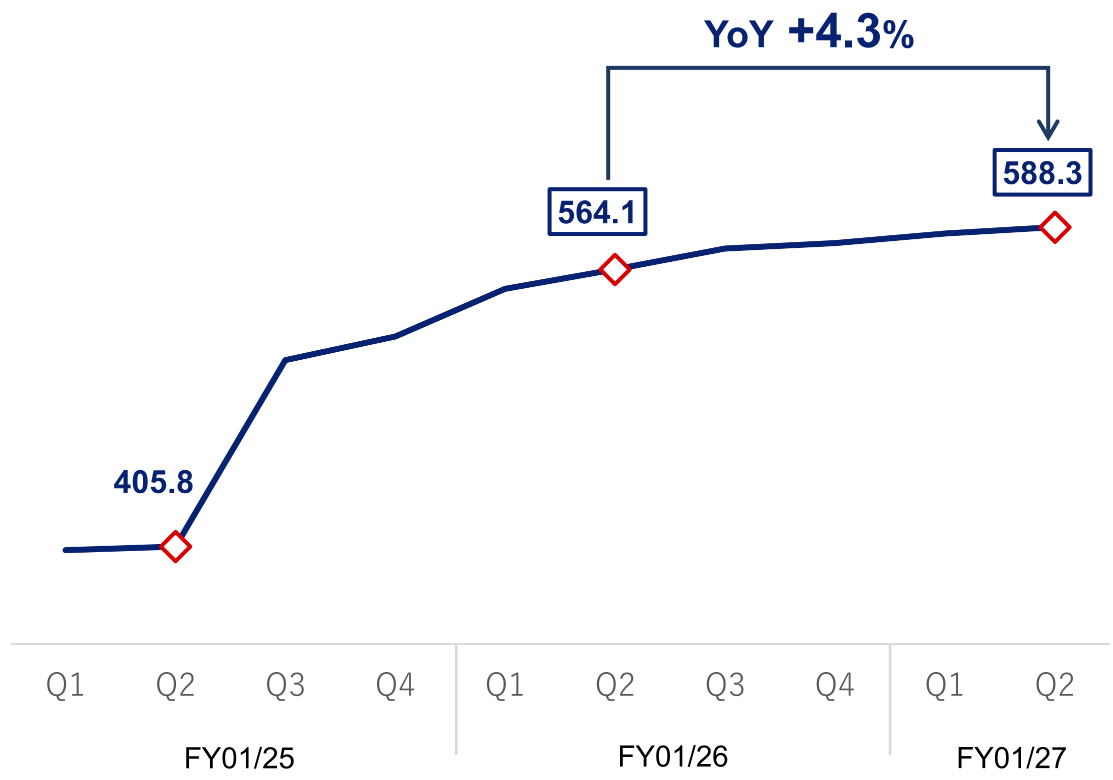
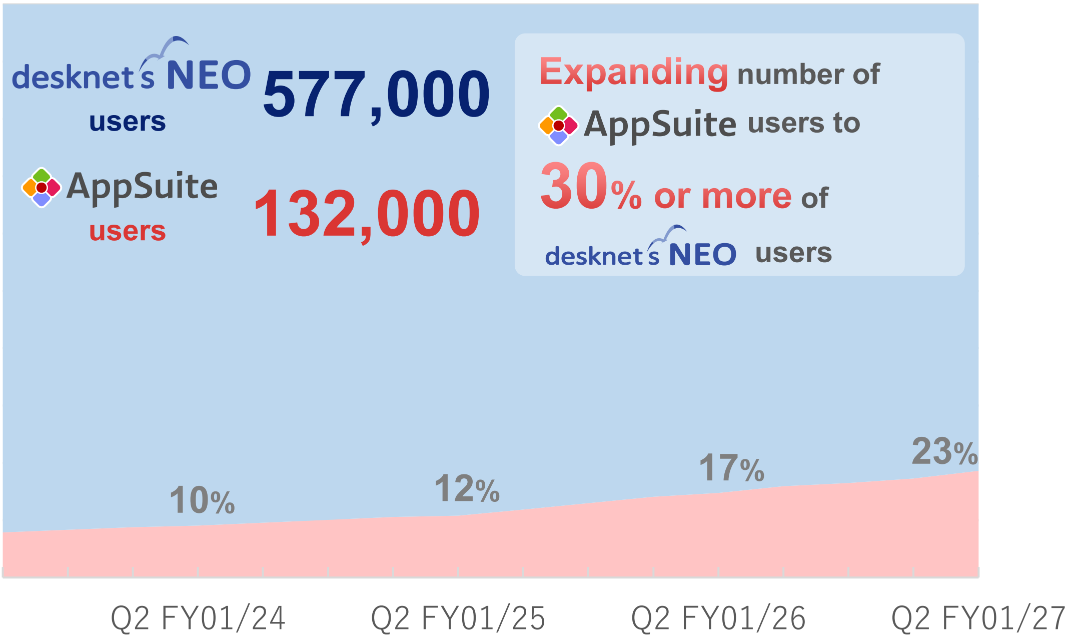
Through cross-sales efforts, we are seeking to achieve continuing growth in ARPU.(1) We consider growing cross-sales for AppSuite to be an important growth strategy in these efforts. We aim to increase the number of AppSuite users to over 30% of desknet's NEO users.

ARPU(1) status



AppSuite usage rate(2)

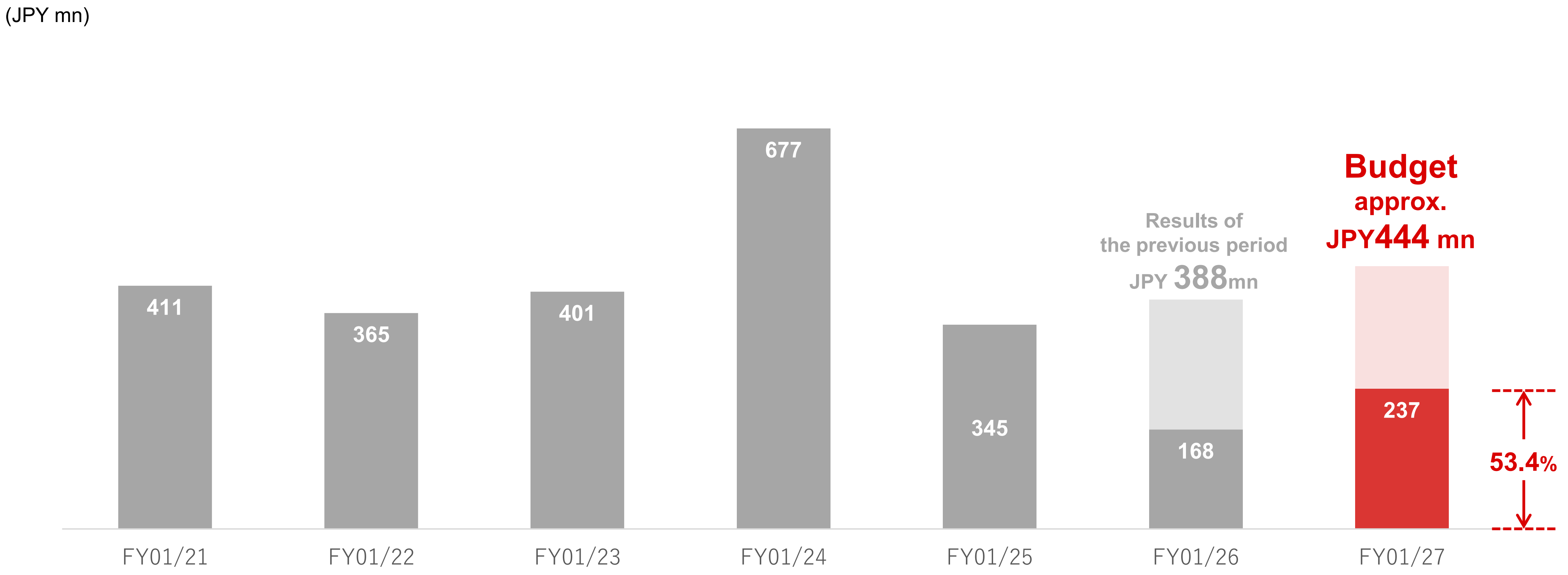


1. Monthly revenue per user: calculated by dividing (monthly sales from desknet's NEO, AppSuite, ChatLuck) by (total number of users with desknet's NEO and ChatLuck stand-alone contracts)
2. Calculated by dividing (number of AppSuite cloud users) by (number of users of desknet's NEO cloud services)

Advertising Costs

NEOJAPAN Software Business

We have budgeted JPY 444 million for the fiscal year ending January 2027. We plan to strengthen brand awareness through initiatives such as online and elevator advertising, while also generating leads by exhibiting at trade shows and other events.



Detailed Data

NEOJAPAN

(JPY mn)	Q2 FY01/26	Q2 FY01/27	YoY change	
Cloud services	1,061	1,183	+122	+11.5%
desknet's NEO[1]	887	948	+61	+6.9%
AppSuite[1]	95	131	+36	+37.8%
ChatLuck[1]	23	27	+3	+14.0%
Other monthly recurring revenue	47	55	+7	+15.7%
Other services, etc.	7	21	+14	+201.2%
Packaged products	375	437	+61	+16.4%
desknet's NEO	46	43	-3	-7.2%
AppSuite	16	26	+9	+55.5%
ChatLuck	3	47	+43	+1337.9%
Other license sales	1	0	-1	-75.6%
Support services[1]	270	278	+8	+3.3%
Customization	4	20	+15	+319.7%
Other services, etc.	32	21	-11	-34.9%
Technological development	44	18	-26	-59.5%
Total Software business revenue[2]	1,478	1,635	+157	+10.6%

1. Accounts defined as stock revenues
2. Figures after eliminating intersegment transactions

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Appendix

ii Medium-Term Performance Targets

Consolidated Revenue Target

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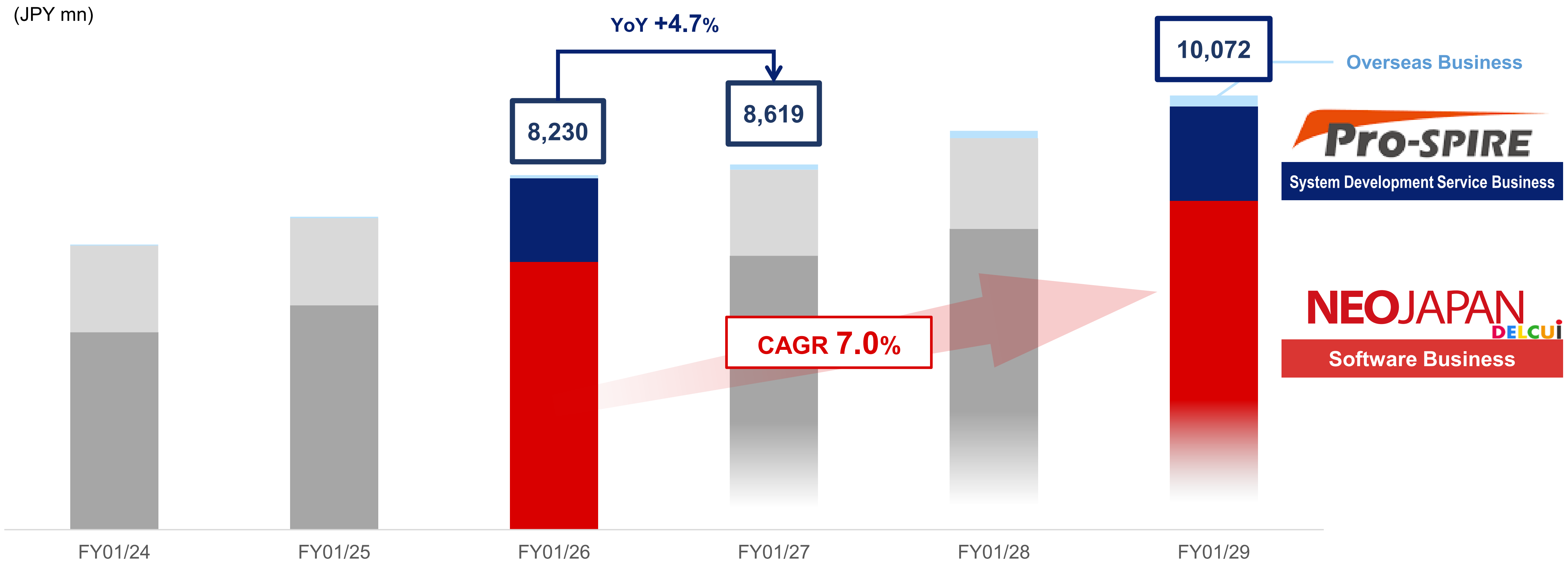
We expect to achieve the operating profit target within the medium-term performance targets for the three years ending January 2028 one year ahead of schedule. Thus, we have announced new medium-term performance targets for the three years ending January 2029. We expect a CAGR of 7.0% in net sales and will strive to reach net sales of JPY10.0 billion in FY01/29.



Consolidated Operating Profit Target

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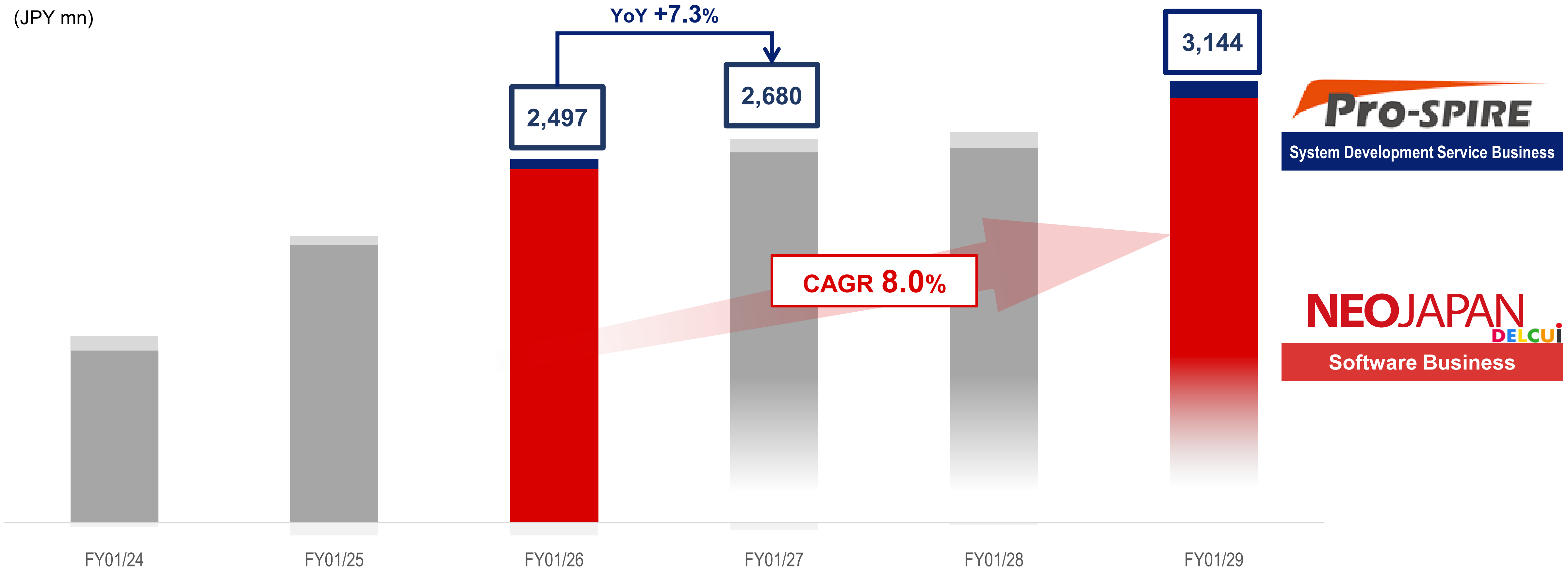
We target an 8.0% CAGR in operating profit.



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Appendix

iii Growth Strategy

NEOJAPAN Growth Strategies

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01

Grow desknet's NEO Evolution and AppSuite Cross-Selling

Expanding desknet's NEO Sales Through AI-Powered Functionality Enhancements and Capturing Replacement Demand.
Accelerating Cross-Selling of AppSuite, ChatLuck, neoAI Chat, NEOPORT, and Other Products

02

Overseas Business Expansion

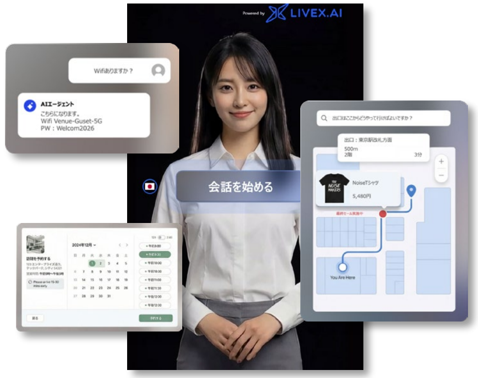
"One Team" structure has been built across the three ASEAN companies.
Accelerated growth and high productivity achieved through collaborative marketing, website operations, talent strategy, and service management

03

New Business

LIVEX.AI Sales Expansion

Expanding Sales of "LiveX AI," a Next-Generation AI Agent for customer service



Establishing a firm position in the on-premises market through robust support

Packaged products

While groupware providers successively announced they will no longer support on-premises products, we expect demand for provision of products on premises to remain strong due to security requirements, costs, and other considerations.
Given this market environment, we have announced a policy of continuing provision of on-premises products and support services.

Our on-premises product supply business model enables sustained revenue beyond license sales through support services, contributing significantly to stock revenue growth.

Having identified **capturing replacement demand as a priority for the next three years**, we will promote various promotional campaigns to secure users who need to continue using on-premises products.

Expanding the userbase through product enhancements that leverage the strengths of the cloud

Cloud services

We have continued to enhance the features of desknet's NEO through annual updates since beginning to provide it to users.
Under a basic policy of continuous updates, **we will also focus on AI-based functional enhancements**.
Currently, integration with cloud servers is essential to implementing advanced AI features, and desknet's NEO Cloud is capable of making the most of this infrastructure. By incorporating AI, we will continue driving evolution toward products that deliver significantly higher added value.

We will also continue to expand features that leverage the strengths of the cloud, including storage services, in addition to AI, as we aim to enhance product competitiveness further.

These initiatives will further expand the user base.

01 desknet's NEO AI implementation

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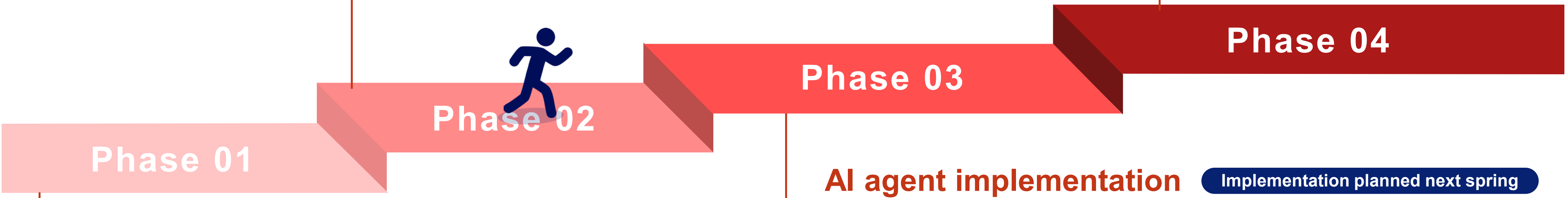

Providing LLM access for desknet's NEO and ChatLuck

Equipped with ChatGPT and neoAI access to enable business use of generative AI, even at highly security-sensitive firms

AI assistant equipped for referencing RAG[1] data to desknet's NEO

AI assistant implemented to provide users with tailored responses by referring to RAG data (such as internal rules and manuals)

AI agent implementation

Implementation planned next spring

AI agent to provide business support even without user prompting

For example, when a user adds an event on the schedule, AI will dynamically provide information on meeting room reservations, planning routes, and buying tickets.

Enhancing AI features by expanding API linkage

Dramatically expanding the services available for linkage to enable control of various services from desknet's NEO using AI

1. Data referenced by generative AI when generating answers. For example, the AI assistant answers questions about internal business flows by referring to rules and manuals.

01 desknet's NEO functional enhancements

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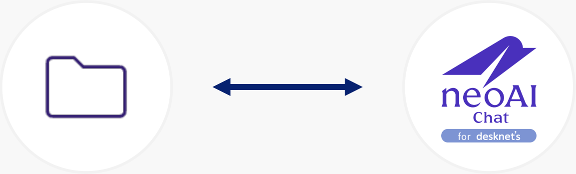
2026

Enhancing neoAI Chat linkage



- neoAI Chat refers to existing texts on document management.
- Generates answers to questions, summaries, and documents based on the text referenced.
- Enables seamless use from desknet's NEO.

2027

Evolution to desknet's NEO with AI standard

- Simply ask AI to check and register plans and prepare email replies.
- Realizes a concierge-like user experience.

2027 +

Enhancing AI features by expanding API linkage

- Dramatically expand linkage to external services.
- Complete the operational flow in desknet's NEO.
- Automate routine work by preparing workflows.

01 Applying AI insights gathered at a US subsidiary

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Contributing to NEOJAPAN's development based on the latest trends from US

In April 2026, Kosuke Saito, who has worked on market research and partner development as a representative of US subsidiary DELCUI, was appointed a Director. In addition to implementing an investment and alliance with LiveX AI, he recently served as the lead developer on the NEOPORT AI email-sharing service. Leveraging insights gained in the US on AI and other advanced technologies, he will contribute to the further evolution of NEOJAPAN's major products while working with development staff at the head office.

LIVEX.AI NEOPORT

Kosuke Saito

Director
DELCUI Inc.
Chief Executive Officer

01 A NEOJAPAN developer's thoughts on harnessing AI

NEOJAPAN

Hiromasa Takesako

Executive Officer
Section Manager,
Engineering Division

Making AI the default for all users, not something special

Prioritizing ease of use

Providing an environment that allows intuitive use of AI based on a simple UI and an easy-to-learn experience

Moving ahead side by side with AI in business

Seeking to establish a presence that understands everyday work contexts to provide the information needed and propose subsequent steps

Infrastructure to connect and expand

Evolving into a hub to support work automation and efficiency by connecting to internal and external services

AI that can be used with peace of mind

Developing and providing an environment for AI use in business with peace of mind, with consideration for confidential data and scope of authorization

01 AppSuite cross-selling strategy

NEOJAPAN

Expand our user base by broadening use cases

"AppSuite AWARD"
Recognizing outstanding apps and scaling best practices

https://www.desknets.com/neo/users/media/appsuite/16445/

Expanding promotion and enhancing the appeal of bundle plans

Strengthening promotion as "All-in-one no-code groupware"

https://www.desknets.com/

Adding to the partner strategy

Accreditation of partner firms offering a wealth of technologies in applications development, API systems development, and environment setup

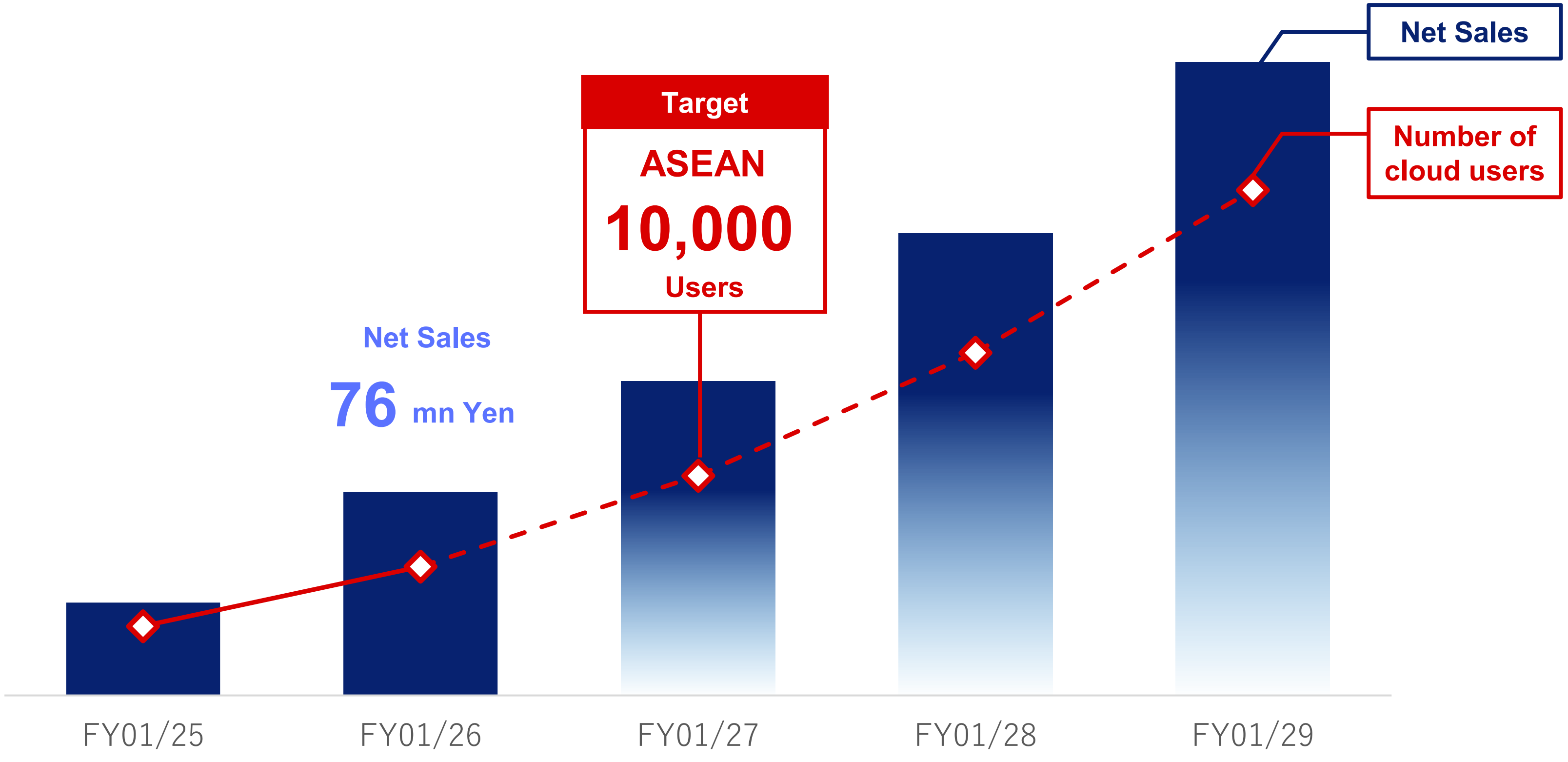
AppSuite Integrator

https://www.desknets.com/neo/appsuite/integrator.html

02 Overseas Business Sales Expansion

NEOJAPAN

Sales from overseas business in FY01/26 expanded to 2.1 times the previous period's level. To accelerate growth and achieve high productivity this fiscal year, we are establishing a "One Team" structure for our three ASEAN companies, led by young leaders appointed as local managers. This structure will enable collaborative efforts in marketing, website operations, talent strategy, and service management.



Key growth points

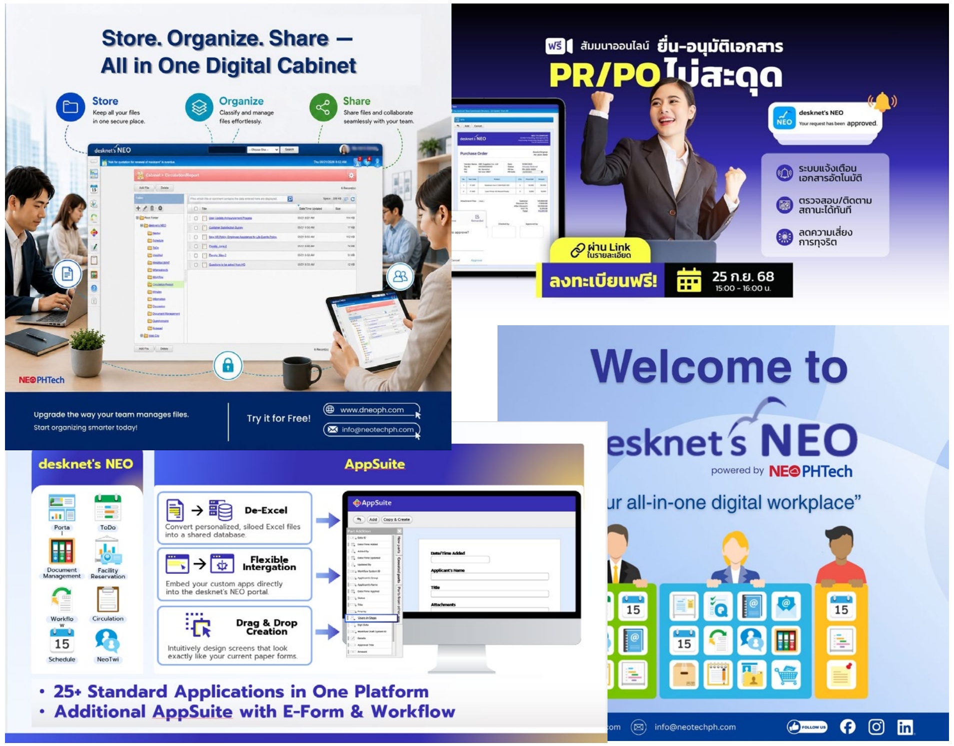
- Strengthening local management system based on young leaders
- Enhancing marketing to local markets and strengthening the capacity to attract customers via the Web
- Boosting customer satisfaction through stronger support structures
- Enhancing sales structures by expanding numbers of local partners

02 Accelerating expansion under the One Team structure NEOJAPAN

Our three ASEAN companies work together to promote integrated operations in areas ranging from marketing to service deployment and customer support. We plan to establish the foundations needed to achieve sustained growth by developing activities and sales promotion materials rooted in local markets.

One Team structure of three ASEAN companies

Enhancing sales promotion and marketing activities to meet local market needs



> See Topics, p.47.

03 LIVEX.AI Sales Expansion

NEOJAPAN

Launch of “LiveX AI,” a Next-Generation AI Agent for customer service that can be used in retail stores, inquiry chatbots, event venues, and more. PoCs for implementation are currently underway at several companies.

AI Avatars for Customer Service in Retail Stores

Currently conducting a PoC for the implementation of AI avatars for customer service at a Japanese retail chain

Inquiry Chatbots

desknet's NEO

Currently in service within the desknet’s NEO support site

Self-resolution rate of About 80-90%

Preparing to launch an inquiry chatbot on the official website of a professional sports club

Event Venues (Fan Engagement)

The 2026 – 27 season: Home Game venues for the Yokohama Excellence

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Appendix

ⅳ Topics

Major Topics for Q2 FY01/27 and Beyond

NEOJAPAN

Products and Sales	May 7, 2026	desknet's NEO V9.6 released
	May 29, 2026	Yokohama Excellence introduces LiveX AI fan experience innovation powered by AI at a fan appreciation event.
	Jul 1, 2026	First Kitchen adopts desknet's NEO and AppSuite as a platform for information-sharing between branches and headquarters.
	Jul 2, 2026	Neuron ES for desknet's, an on-premises corporate internal full-text search system, released
	Jul 28, 2026	Osaka Shinkin Bank chooses to adopt Neuron ES for desknet's, an on-premises organizational internal full-text search system.
	Aug 25, 2026	moconavi Browser for desknet's, a secure remote-access service, released
	Sep 1, 2026	Notice regarding relocation of Nagoya Office: To enhance marketing and sales partner support in the Chubu area
	Sep 3, 2026	desknet's NEO registered in the ISMAP Cloud Service List
Overseas	May 13, 2026	NEOREKA ASIA hosts NEO BUSINESS CONNECT 2026 in Malaysia.
	Jul 16, 2026	NEO THAI ASIA hosts Business Session 2026 in Thailand.
Awards	May 20, 2026	desknet's NEO places 10th in Best Software in Japan 2026 TOP 100.
	Jul 15, 2026	NEOJAPAN wins Leader award in five categories; desknet's NEO wins in the groupware category for the 29th consecutive period in ITreview Grid Awards 2026 Summer.
	Aug 27, 2026	NEOJAPAN earns first place in the information-sharing software/service segment of the Nikkei Computer 2026-2027 customer satisfaction survey.
Health management	Jul 14, 2026	NEOJAPAN earns Platinum Kurumin certification as a childcare-supporting enterprise.
IR	May 11, 2026	Interview with president posted to Capital Voice Japan IR media
	Jun 25, 2026	Briefing for Individual Investors held at Kabu Berry Lab

Briefing for individual investors (KabuBerry Channel)

June 25, 2026

[JP Only]https://youtu.be/TH5sKw--5ys

Financial Results Presentation Transcript (logmi Finance)

March 13, 2026

[JP Only]https://finance.logmi.jp/articles/384190

Equity Research Report (Wealth Advisor)

March 31, 2026

https://cdn.kabushiki.jp/paper/6c6cddd9e678438cbd1909374873fbf3/36807e6e837cdb9889f99c4e4e608384.pdf

Research Coverage Report (Shared Research)

July 2,2026

https://sharedresearch.jp/ja/companies/3921
https://www.neo.co.jp/wp-content/uploads/2026/07/3921_JP_20260702.pdf

Questions from Institutional Investors

NEOJAPAN

Presented below are questions asked by numerous institutional investors after the business results announcement for Q1 FY01/27.

Other: 9 questions

Q. To what extent do you use AI in development? Are you facing any issues like a shortage or excess of engineers?

A. Using AI definitely makes development more productive. Since we hire and train engineers as new graduates and our separation rate is low, we're not facing a shortage, but our hiring plans may change depending on how AI advances in the future.

Marketing: 1 question

Overseas strategy: 2 questions

Financial and capital strategy: 4 questions

Q. What are your thoughts on how to use the cash on hand?

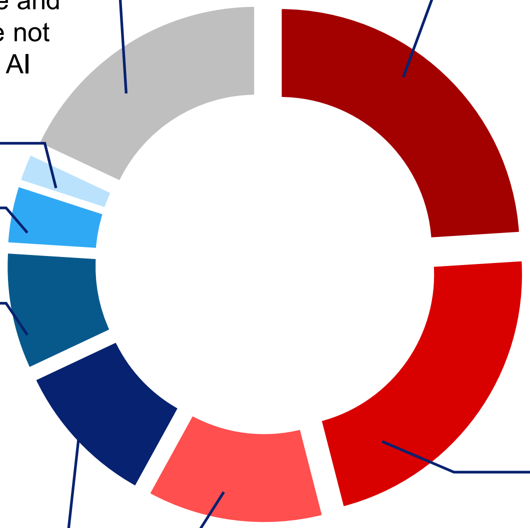
A. We're considering M&As as growth investments. We haven't engaged in any such moves yet because many prospective M&As have high valuations, even when accounting for synergies. We're continuing to look for prospects. Regarding shareholder returns, we did purchase treasury stock two years ago, but purchasing our shares from the market is difficult due to the low ratio of shares in circulation. Our basic policy is to continue paying steadily higher dividends.

Growth strategy: 5 questions

Market: 6 questions

Q. Has the progress of AI weakened IT investment?

A. Actually, we believe it's had a positive impact on groupware. As a tool for data structuring and accumulation, groupware facilitates the effective use of AI.



Products and services: 12 questions

Q. What competitive advantages does desknet's NEO offer over overseas products?

A. desknet's NEO is compatible with the complex approval flows and organizational forms characteristic of Japanese firms. It makes it easy for even non-IT human resources, including administrative staff, to handle tasks like configuring authorization and building workflows and portals. Due to these strengths, many clients use it together with overseas products.

Q. What pricing structures would you use if you incorporated AI features?

A. Price structures may need to be adjusted depending on the form in which they're provided. One possible method is to collect additional fees when a certain number of tokens is exceeded, as we do with neoAI chat, which we have provided since last year. In any case, we expect to design a pricing structure that doesn't fall below costs.

Management indicators: 11 questions

Q. Software sales seem to be low every Q2. Is this a seasonal trend?

A. Our license sales and other sales may increase in Q1 since the fiscal years of many customers end in March. But we can't say there's a clear seasonal trend, as every year is different.

Q. What's the main reason cloud service sales aren't up in Q1 compared to Q4 last year?

A. This is because we recorded numerous transactions last year in Q4 for various services, including cloud migration support, training, and customization, which are included in cloud services. Progress on base monthly sales has been steady.

Malaysian subsidiary NEOREKA ASIA holds User Meeting

NEOJAPAN

Malaysian subsidiary NEOREKA ASIA holds its 3rd user meeting, “NEO BUSINESS CONNECT 2026” with 120 companies and 200 participants in attendance. In addition to presentations on products and case studies, the event featured a panel discussion involving government agencies, universities, and others.
In Thailand, seminars co-hosted with partner companies were also held, as we continue to strengthen our business foundation across ASEAN markets.

Launch of “moconavi Browser for desknet’s”

We launched “moconavi Browser for desknet’s” as a plan exclusively for desknet’s NEO users of the secure remote access service “moconavi”. This provides a secure remote access environment that leaves no data on the user’s device and prevents unauthorized files from entering from external sources.

moconavi
for desknet’s

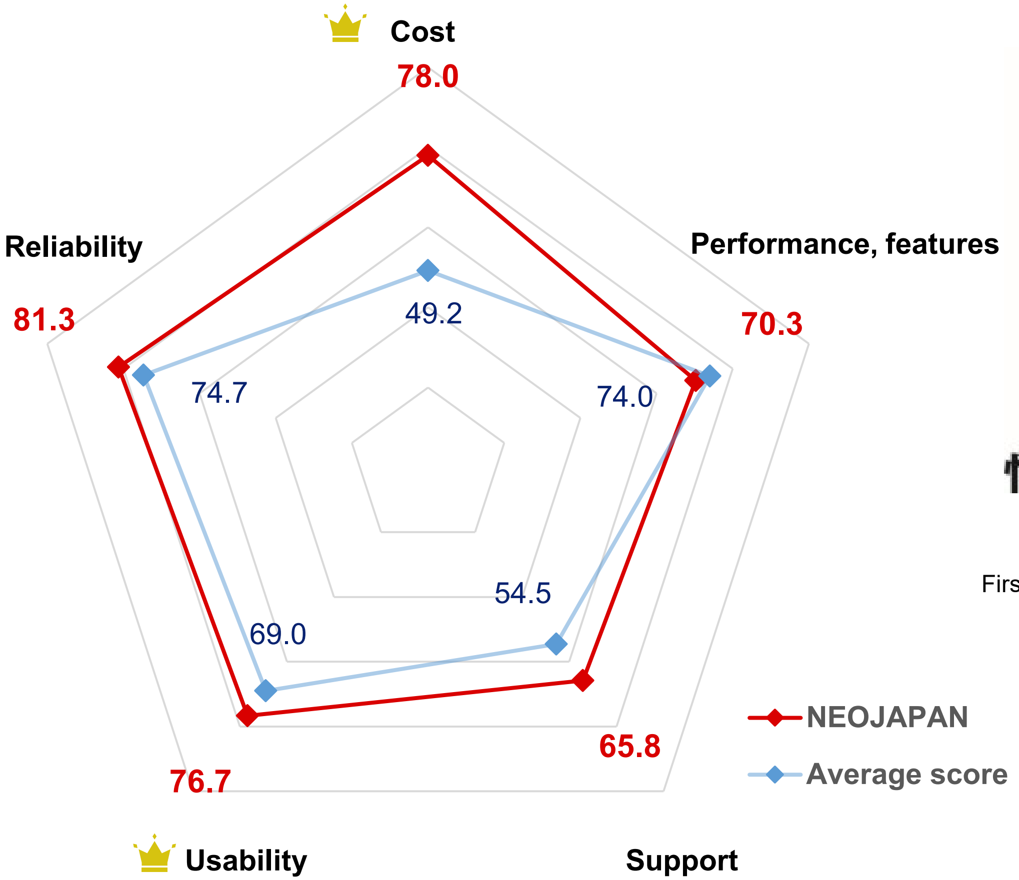
Launch of the Full-Text Search System “Neuron ES for desknet’s”

We launched “Neuron ES for desknet’s” a full-text search system that enables cross-platform searches of corporate documents—including those stored in desknet’s NEO deployed in on-premises environments, as well as documents on internal file servers and in cloud storage. Immediately following its launch, The Osaka Shinkin Bank decided to implement the system.

First Place in Customer Satisfaction

NEOJAPAN

NEOJAPAN earned first place in the information-sharing software/service segment of Nikkei Computer's 2026-2027 Customer Satisfaction Survey, as reported in its September 3, 2026 issue. We scored highest for two of the five items evaluated: usability and cost.



* Prepared by NEOJAPAN based on the chart published in the September 3, 2026 issue of Nikkei Computer

Nikkei Computer, September 3, 2026 issue
Customer Satisfaction Survey 2026-2027
First place, information-sharing software/service segment

Survey overview:
The Customer Satisfaction Survey 2026-2027 is implemented by Nikkei BP's Nikkei Computer magazine. In this survey, individuals responsible for product and service adoption, such as Chief Information Officers (CIOs) and information systems section general managers, evaluate satisfaction with IT vendors in 19 categories of corporate IT products and services. For more information, see the following news article on the survey results: https://xtech.nikkei.com/atcl/nxt/news/24/03304/index.html

Results of shareholder survey

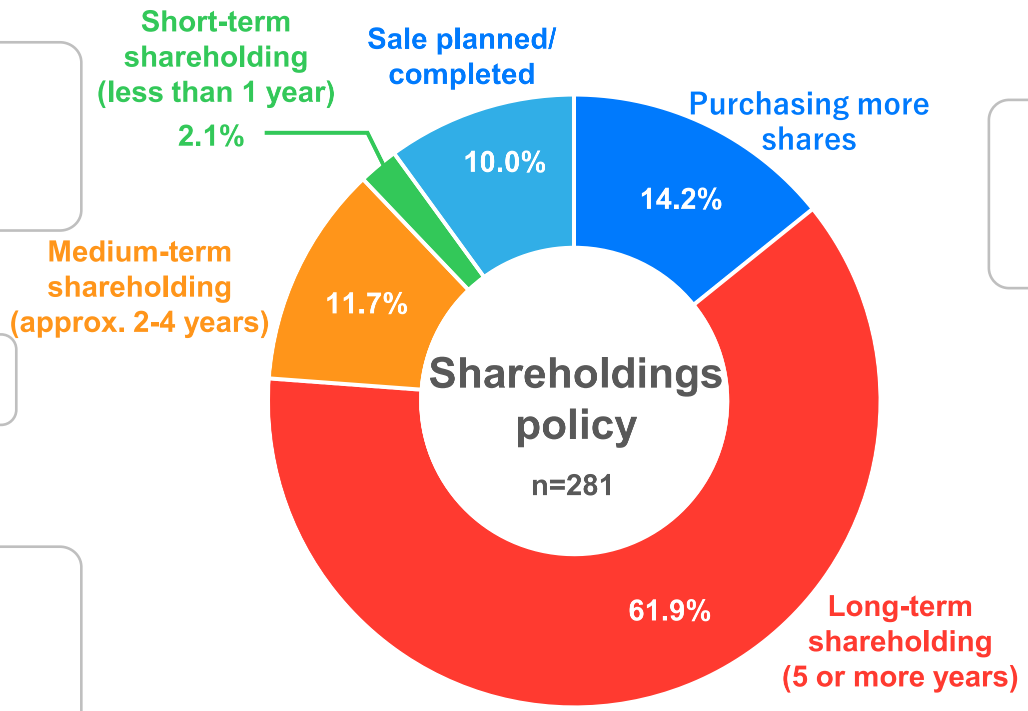
NEOJAPAN

NEOJAPAN surveyed shareholders in April 2026 to enhance dialogue and improve IR activities. This survey collected numerous comments about our IR activities. See the website for a summary of its findings.

> I would like to see IR materials that clearly describe your perspectives on the future impact of AI and your approach to it.

> Ideally, I'd like to see you increase dividends and raise payout levels.

> I look forward to seeing AppSuite expanded still further.



> I appreciate that the business report is so clear and concise and would prefer that you keep it that way.

> I think you should do more to raise awareness of the appeal and familiar feel of your products.

More shareholders reported being satisfied or mostly satisfied with IR activities than in the preceding survey. We intend to improve on this result going forward.

▶For more information, see: https://www.neo.co.jp/ir/investor/survey/

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Appendix

v NEOJAPAN Group Overview

Corporate Mission

NEOJAPAN

Contributing to the formation of a flourishing information society through real IT communication tools

Our services provide vital support for workers in organizations of all scales and industries, including those involved in social infrastructures like rail, electricity, and construction.

Company Profile

NEOJAPAN

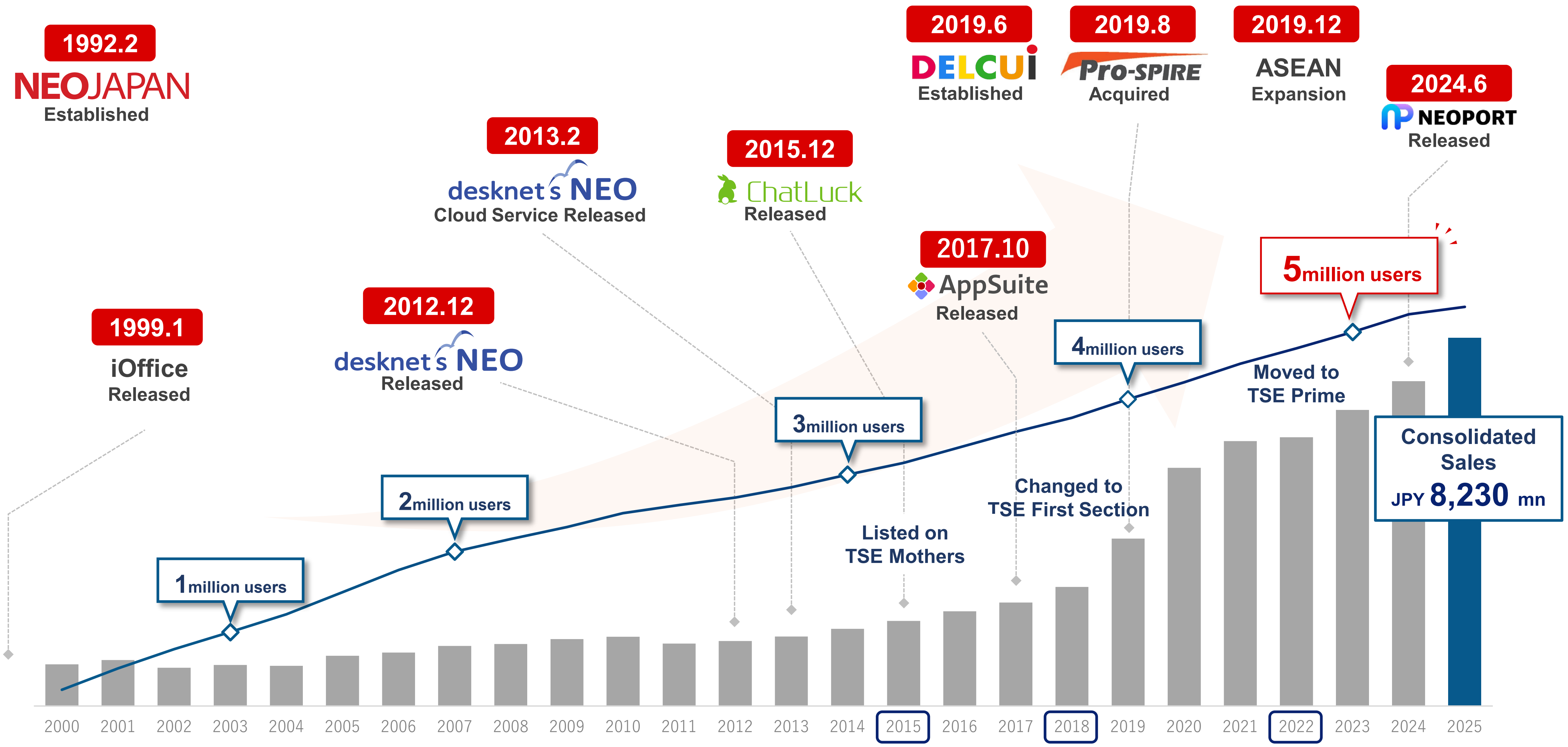
Company name	NEOJAPAN Inc.	
Established	February 29, 1992	
Location (Japan)	Headquarters	Yokohama Landmark Tower, 10th Floor 2-2-1 Minatomirai, Nishi-ku, Yokohama-shi, Kanagawa, Japan
	Osaka Office	Nakanoshima Dai Building, 7th Floor 3-3-23 Nakanoshima, Kita-ku, Osaka-shi, Osaka, Japan
	Nagoya Office	Sumitomo Life Nagoya Building, 15th Floor 2-14-19 Meiekiminami, Nakamura-ku Nagoya, Aichi, Japan
	Fukuoka Office	Toyota Rent-A-Lease Hakata Ekimae Building, 8th Floor 1-12-8 Hakataekihigashi, Hakata-ku Fukuoka, Fukuoka Prefecture 812-0013 JAPAN
Consolidated subsidiary (Japan)	Pro-SPIRE Inc.	WIRA Omori Building, 7th Floor 1-6-8 Omori-kita, Ota-ku, Tokyo, Japan
Consolidated subsidiaries (Overseas)	DELCUI Inc. NEOREKA ASIA Sdn.Bhd. NEO THAI ASIA Co.,Ltd. NEOPhilippine Tech Inc.	California, United States Kuala Lumpur, Malaysia Bangkok, Thailand Metro Manila, Philippines
Representative	Akinori SAITO, President	
Capital	JPY 299 million (As of January 31, 2026)	
Consolidated Net sales	JPY 8,230 million (FY01/26)	
Number of employees	322 (Consolidated) (As of January 31, 2026)	

Office Entrance


Development Area

Company History

NEOJAPAN



Corporate Sales

NEOJAPAN

desknet's NEO has been sold by many companies regardless of industry or size.
Cumulative sales exceeded **5.4 million users** (1) and are still expanding.

Manufacturers

Service

Construction

Logistics and retail companies

Medical care and welfare

Educational institutions

Information and communication

Financial institutions

over **230** financial institutions are using

General and Organization

152 JAs Nationwide(30%)

1. Total number of users based on the number of users subscribing to desknet's NEO's cloud version and users based on cumulative sales of the packaged version.

Sales to Local Governments and Public Agencies

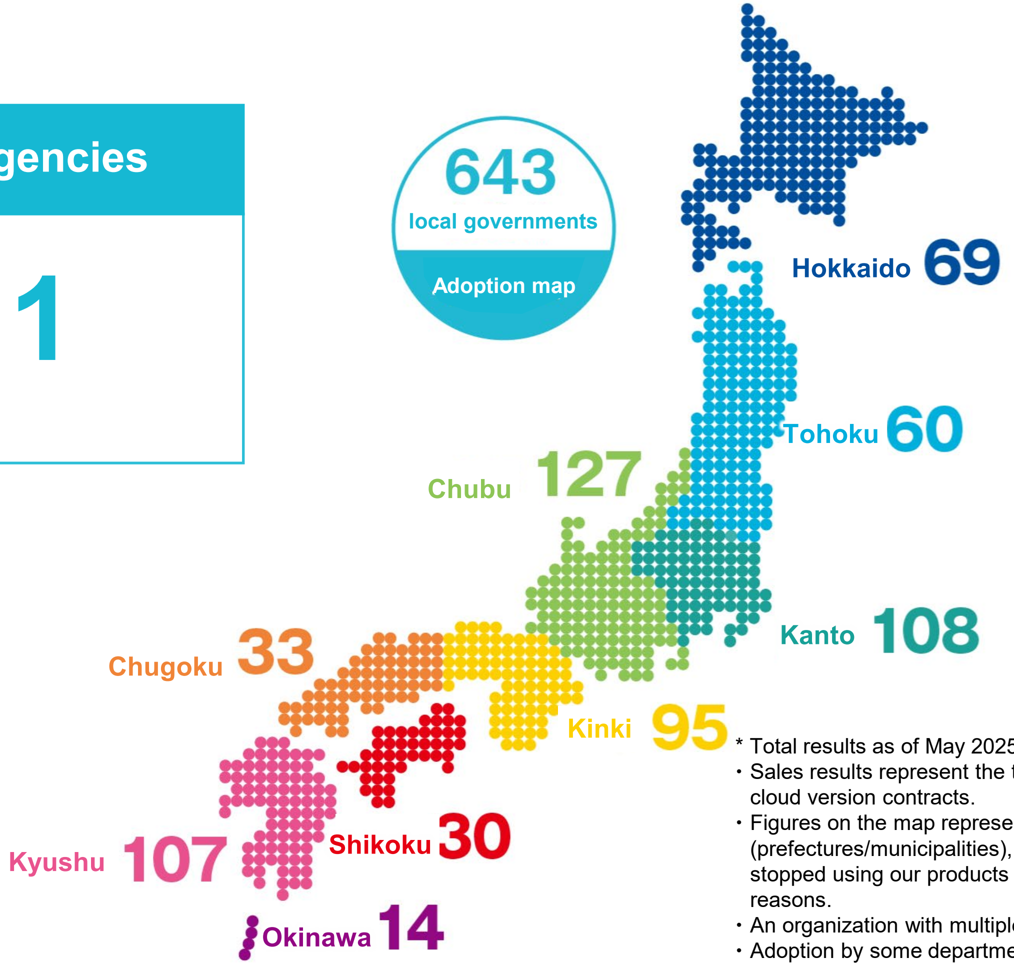
NEOJAPAN

[Adopted by more than 1,250 local governments and public agencies]

Local governments	Public agencies
643 Over 1/3 prefectural governments have adopted it	611

Adopted by

Hokkaido Prefecture, Kanagawa Prefecture, Shiga Prefecture, Yamaguchi Prefecture, Miyazaki Prefecture, Yokohama City, Kamakura City, Kobe City, Kitakyushu City, Miyazaki City, and Naha City…



* Total results as of May 2025

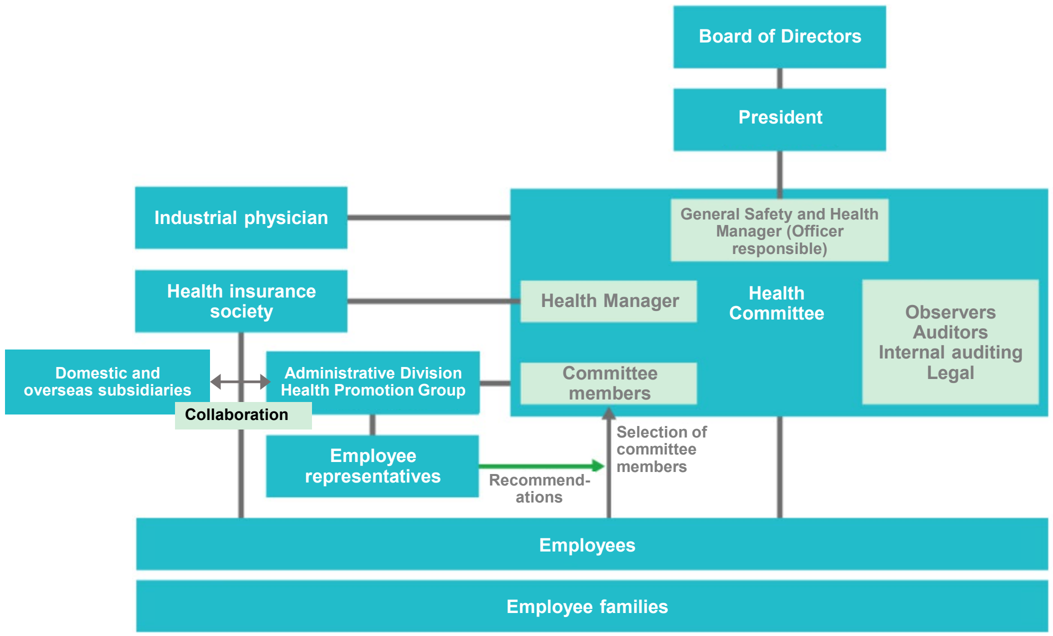
- Sales results represent the total of packaged products shipped and cloud version contracts.
- Figures on the map represent sales to local governments (prefectures/municipalities), not including customers who have stopped using our products or services due to mergers or other reasons.
- An organization with multiple contracts is counted as one customer.
- Adoption by some departments: Sales to prefectures, special wards, and cities with fewer than 300 users or towns and villages with fewer than 50 users

Health Management Initiatives

NEOJAPAN

We recognize that the mental and physical health of our employees and their families, as well as comfortable working environments in which individuals can demonstrate their abilities in good health, contribute to corporate growth. Based on that understanding, we are promoting health management to support the health of our employees and their families.

Promotion organization



Certifications

企業と投資家をツナグ RIMSNET
IR情報
メール配信
配信のご登録はこちら

We distribute IR information to individual investors by e-mail.
If you wish to receive this service, please sign up at the URL or QR code below.
https://rims.tr.mufg.jp/?sn=3921

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Disclaimer

NEOJAPAN

This document contains forward-looking statements regarding estimations, forecasts, targets and plans in relation to the results of operations, financial conditions and other overall management of the company and/or the group as a whole (the "forward-looking statements"). The forward-looking statements are made based upon, among other things, the company's current estimations, perceptions and evaluations. In addition, in order for the company to adopt such estimations, forecasts, targets and plans regarding future events, certain assumptions have been made. Accordingly, due to various risks and uncertainties, the statements and assumptions are inherently not guarantees of future performance, may be considered differently from alternative perspectives and may result in material differences from the actual result. Therefore, these forward-looking statements are dependent on various risks and uncertainties, and actual results may significantly differ from the results expressed or implied in the forward-looking statements. Accordingly, you should not place undue reliance on the forward-looking statements. We are not under any obligation to change or correct the forward-looking statements according to new information, future events or other discoveries.