

Q2 FY01/26 Results

NEOJAPAN

PRIME Section, Tokyo Stock Exchange
Ticker:3921
September 12, 2025

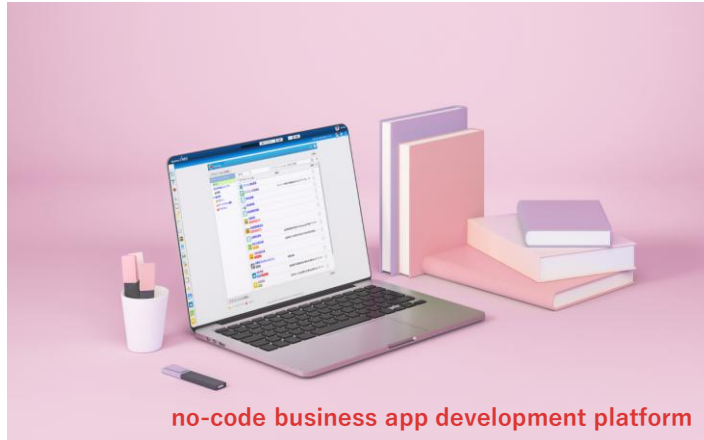




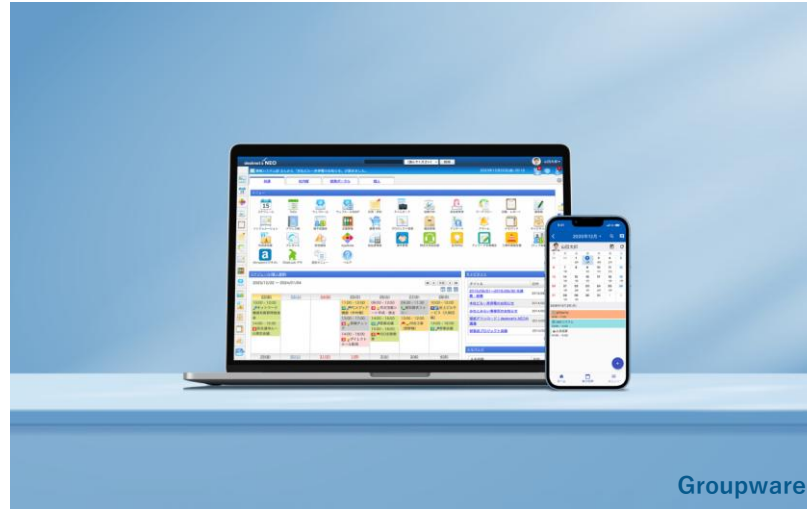
1. Given that DELGUI's importance as an outsourced development partner for NEOJAPAN is expected to increase in the near term, we moved DELGUI from the Overseas Business to the Software Business segment as of this first quarter. As a result, starting in FY01/25 1Q, DELGUI's results have been included in the Software Business segment.

Main Products

NEOJAPAN

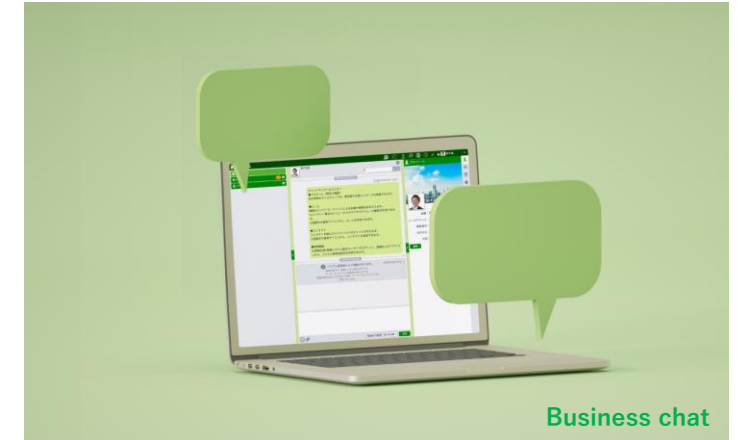


AppSuite:
Makes it easy for anyone to migrate work done using paper, email, or Excel to Web apps.



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

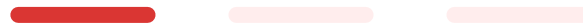
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I

Q2 FY01/26 Business Results

II

Consolidated Financial Results Forecast for FY01/26



FY01/26 H1 Business Results Summary

NEOJAPAN

Net sales

JPY **3,973** million

Proceeding
according to plan

YoY:
+ **18.0%**



Operating profit

JPY **1,250** million

Up sharply
exceeding plan

YoY:
+ **47.4%**



Profit attributable to owners of parent

JPY **889** million

Up sharply
exceeding plan

YoY:
+ **47.6%**

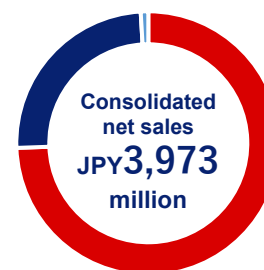


- **Net sales exceeded plans, as it did in the first quarter.**

The Software Business exceeded the targets set at the beginning of the fiscal year. The performance of the System Development Service Business was affected by project delays but has recovered steadily since June.

- **Each profit type significantly exceeded the targets set in plans.**

Each profit type at the end of the second quarter reached about 60% of the full-year forecast, supported by strong performance in the highly profitable Software Business and effective SG&A expense control.



NEOJAPAN
Software
Business





Pro-SPIRE
System
Development
Service Business



The Software Business drives Group sales and profit. This document focuses mainly on the Software Business.

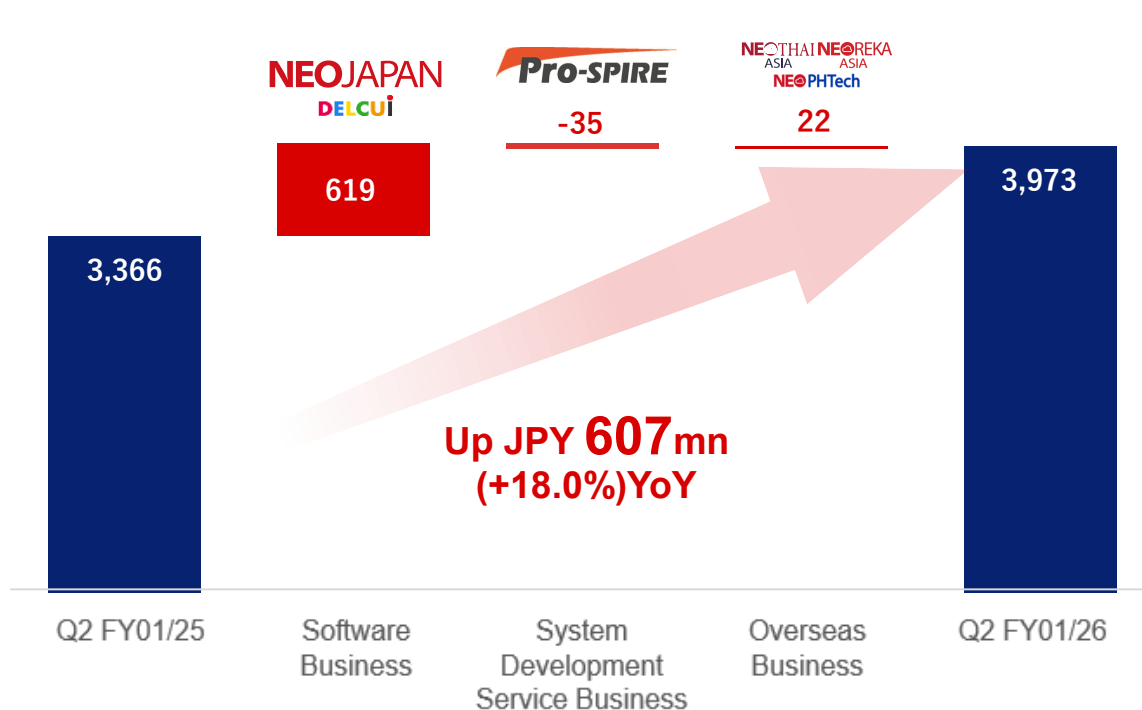
Consolidated Financial Results

NEOJAPAN

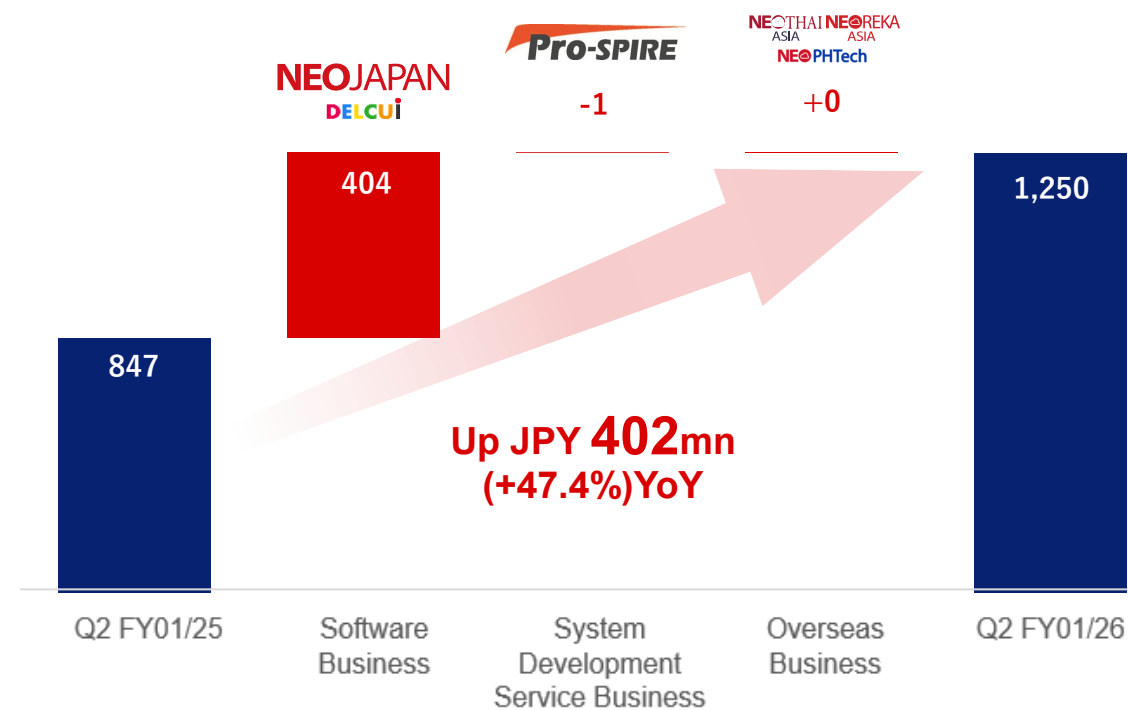
(JPY mn)	Q2 FY01/25 results	Q2 FY01/26 results		YoY change(%)	FY01/26 Full-year forecast	vs. Full-year forecast
Net Sales	3,366	3,973		+18.0%	8,048	49.4%
Gross profit	1,865	2,290		+22.8%	-	-
Gross profit margin	55.4%	57.7%		-	-	-
Operating profit	847	 1,250		+47.4%	2,106	59.4%
Operating profit margin	25.2%	 31.5%		-	-	-
Ordinary profit	896	 1,294		+44.4%	2,166	59.8%
Profit attributable to owners of parent	602	 889		+47.6%	1,462	60.8%

Continued significant YoY sales and profit growth driven by the software business

Net Sales



Operating Profit



- Given that DELCUI's importance as an outsourced development partner for NEOJAPAN is expected to increase in the near term, we moved DELCUI from the Overseas Business to the Software Business segment as of this first quarter. As a result, starting in FY01/25 1Q, DELCUI's results have been included in the Software Business segment.

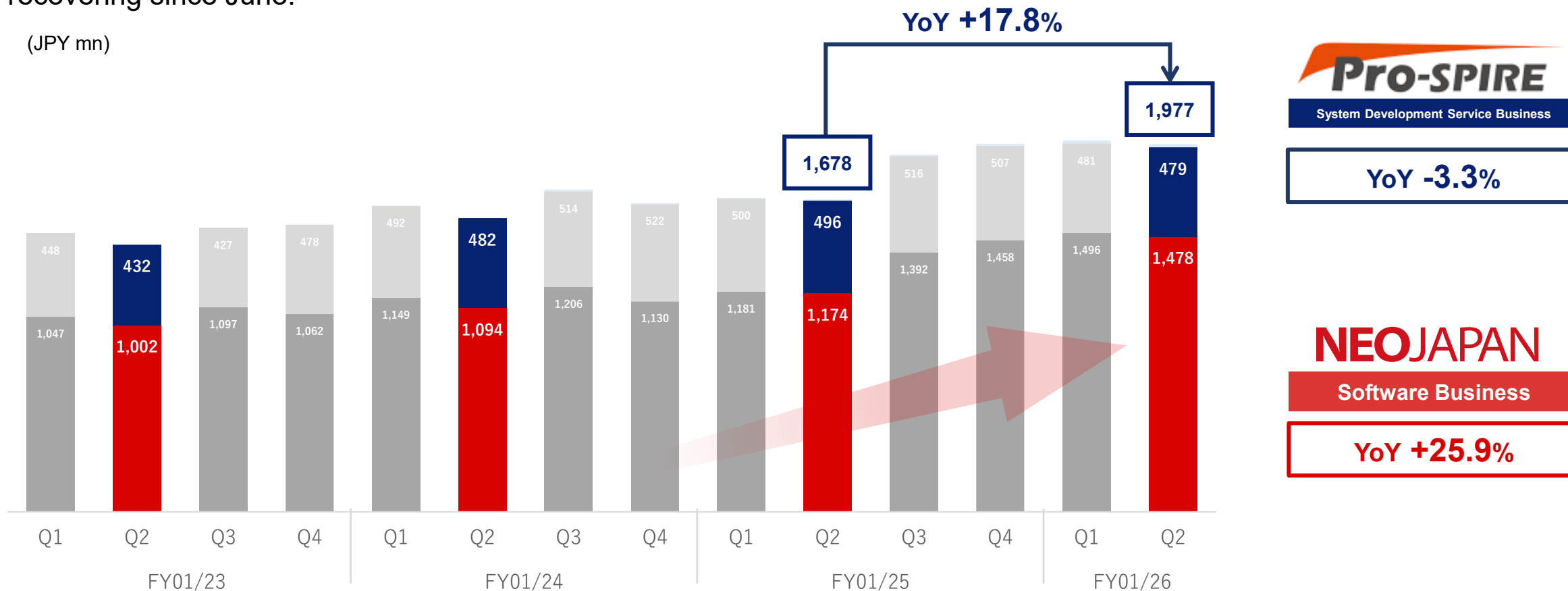
Consolidated Net Sales ⁽¹⁾ Trend

NEOJAPAN

Net sales for Q2 set a new record high

Software business grew 25.9% YoY, driving overall performance. While system development services saw a decline in revenue, the impact of prolonged contract development projects that occurred in Q1 has subsided, and sales have been recovering since June.

(JPY mn)



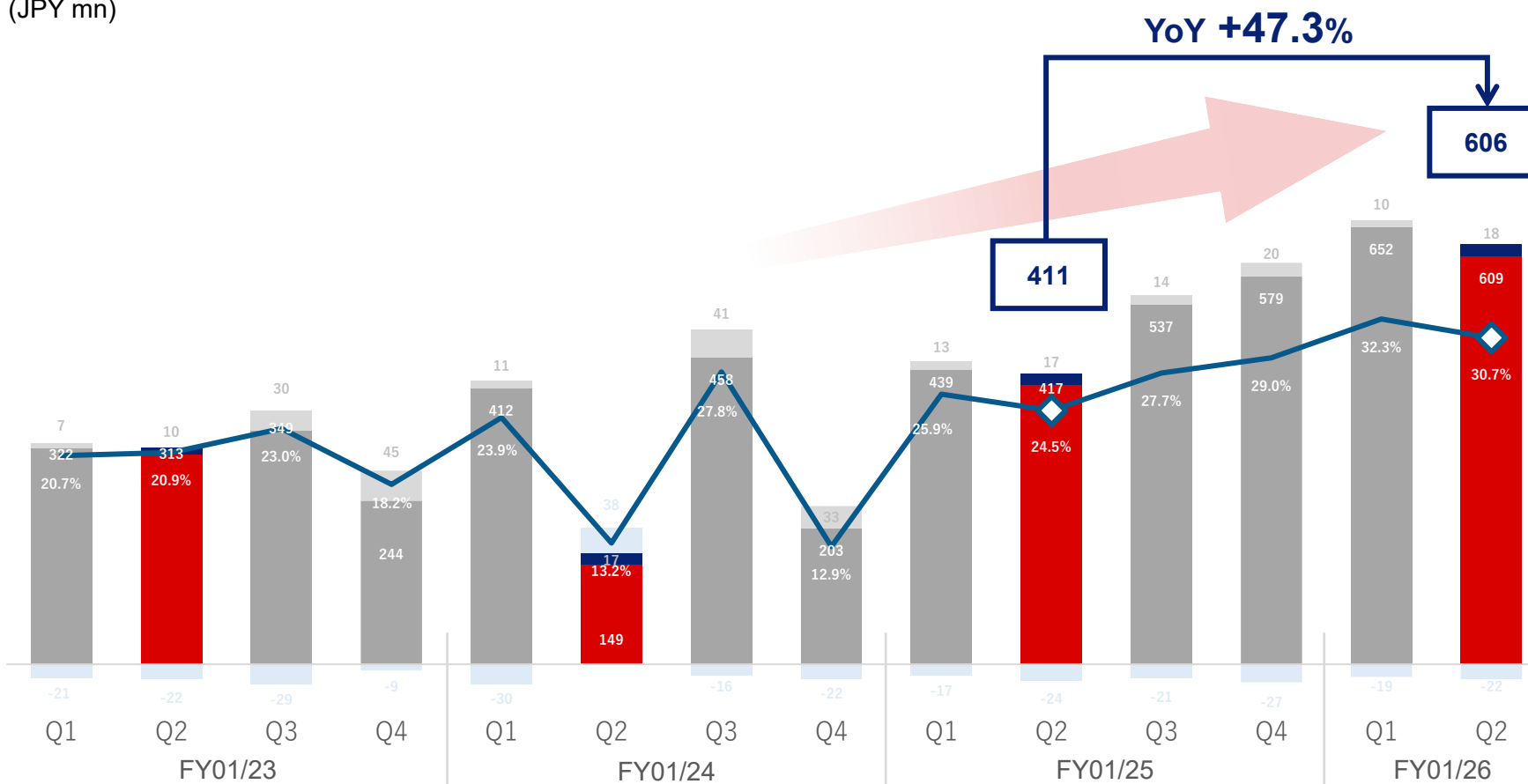
1. Figures after eliminating intersegment transactions

Consolidated Operating Profit⁽¹⁾ and Operating Profit Margin Trends **NEOJAPAN**

For Q2, significant improvement to record the previous highest profit

Software Business led the way with a 45.9% YoY increase, setting a new record for the highest profit in Q2.

(JPY mn)



Pro-SPIRE
System Development Service Business

YoY +9.0%

NEOJAPAN
DELGUI

Software Business

YoY +45.9%

NEO THAI **NEO REKA**
ASIA ASIA
NEO PHTech

Overseas Business

1. Given that DELGUI's importance as an outsourced development partner for NEOJAPAN is expected to increase in the near term, we moved DELGUI from the Overseas Business to the Software Business segment as of this first quarter. As a result, starting in FY01/25 1Q, DELGUI's results have been included in the Software Business segment. (The change in the breakdown from 3Q to 4Q of FY01/25 has not been subject to review by an audit firm.)

Consolidated Balance Sheet

NEOJAPAN

Equity ratio 69.3% – strong financial position

(JPY mn)	FY01/25	Q2 FY01/26	Change		FY01/25	Q2 FY01/26	Change
Assets	9,240	9,849	+608	Liabilities	2,926	3,013	+86
Cash and deposits (included in above)	5,396	5,998	+601	Interest-bearing debt (included in above)	2	1	-1
				Net assets	6,313	6,835	+521
				Shareholders' equity (included in above)	6,197	6,741	+544
				Equity ratio	68.3%	69.3%	+1.0%

I

Q2 FY01/26 Business Results

II

Consolidated Financial Results Forecast for FY01/26

III

Appendix



Summary of Full-year Forecasts

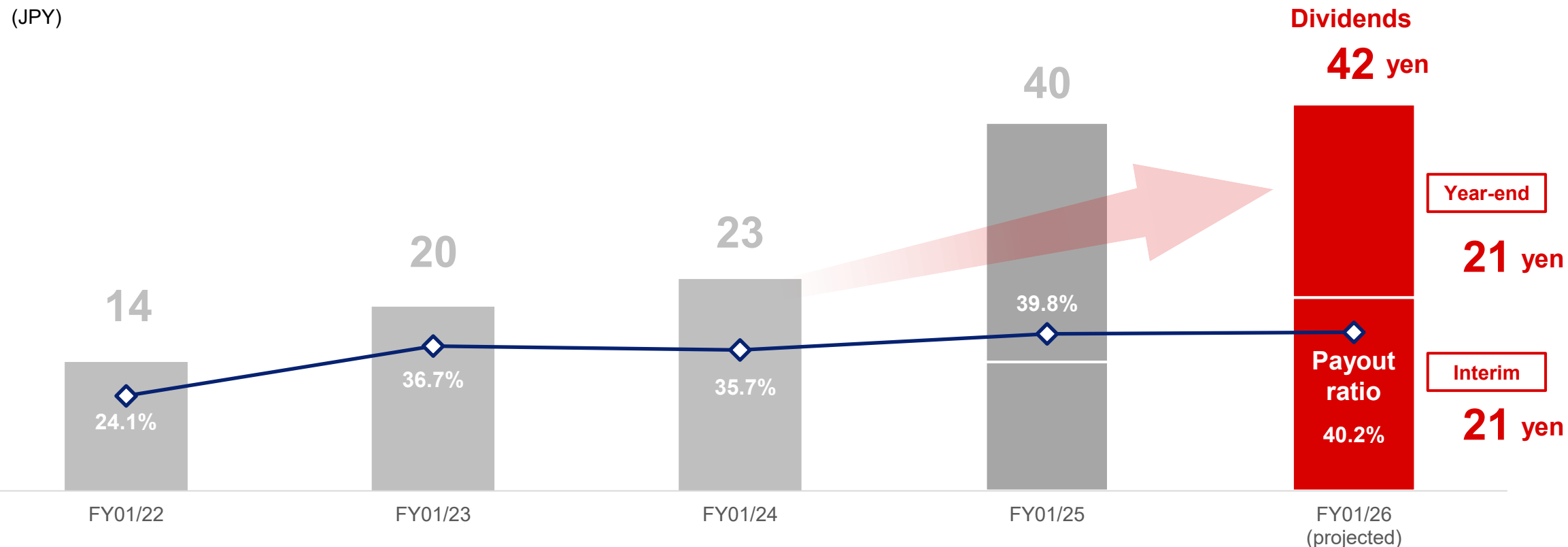
NEOJAPAN

Continued user growth and price revisions in cloud services to drive higher revenue and profit

(JPY mn)	FY01/25 results	FY01/26 forecast	YoY
Net sales	7,263	8,048	+10.8%
Gross profit	4,032	-	-
Gross profit margin	55.5%	-	
Operating profit	1,951	2,106	+ 7.9%
Operating profit margin	26.9%	26.2%	-
Ordinary profit	2,049	2,166	+ 5.7%
Profit attributable to owners of parent	1,414	1,462	+3.4%

Progressive dividend policy with increases every year since listing

On March 13, 2025, we announced a change in dividend policy and a dividend increase. Maintaining our core policy of progressive dividends, we have raised our yardstick for the dividend payout ratio to approximately 40%. (The target had been 30% or more.) To return value to our shareholders more frequently, we have paid interim dividends since FY01/25.



II

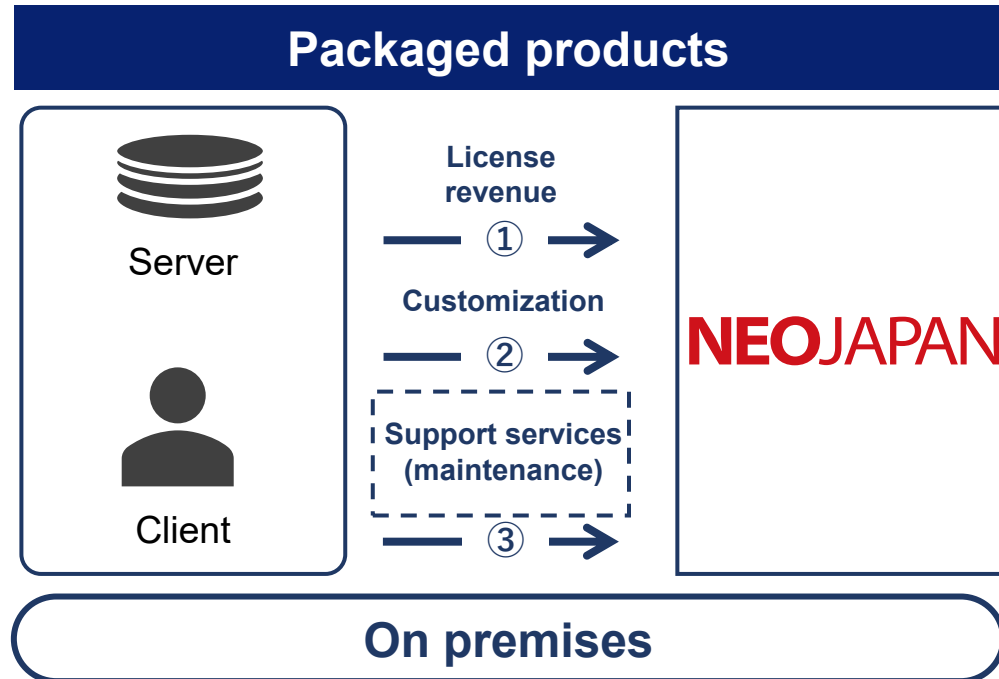
Consolidated Financial Results Forecast for FY01/26

III

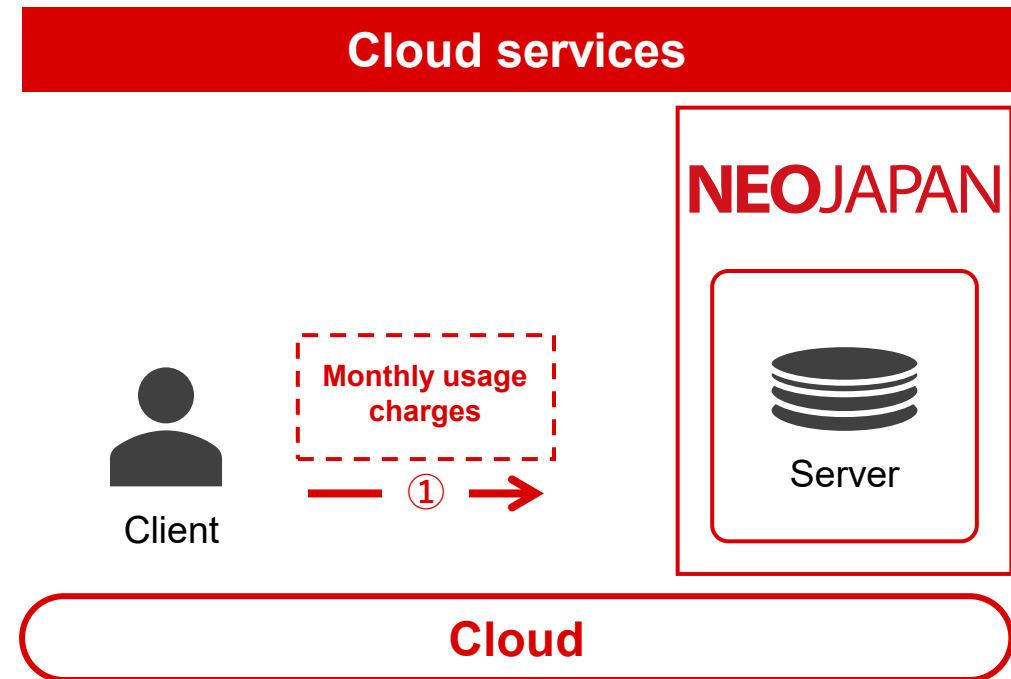
Appendix

i Results of Software Business





- 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⁾)



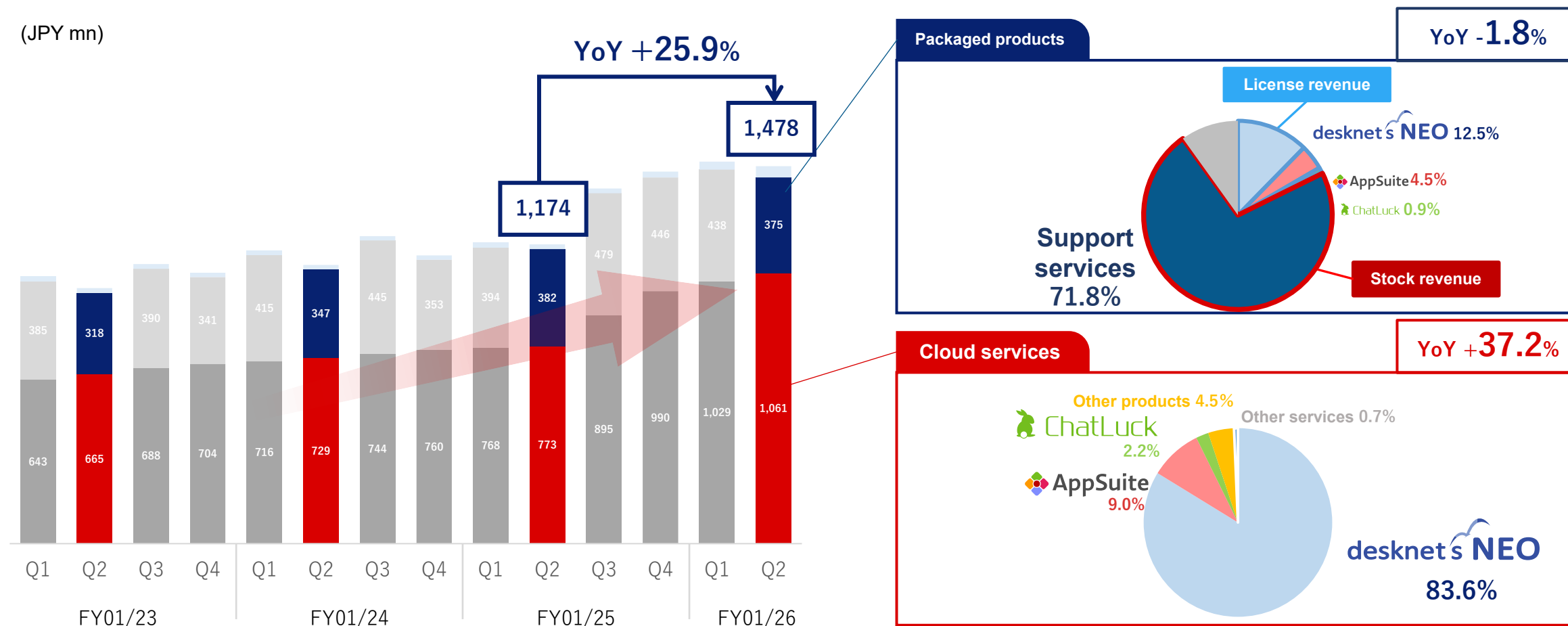
- ① Continually recording monthly usage charges as revenue

Stock revenue = Support service charges + Monthly usage charges

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

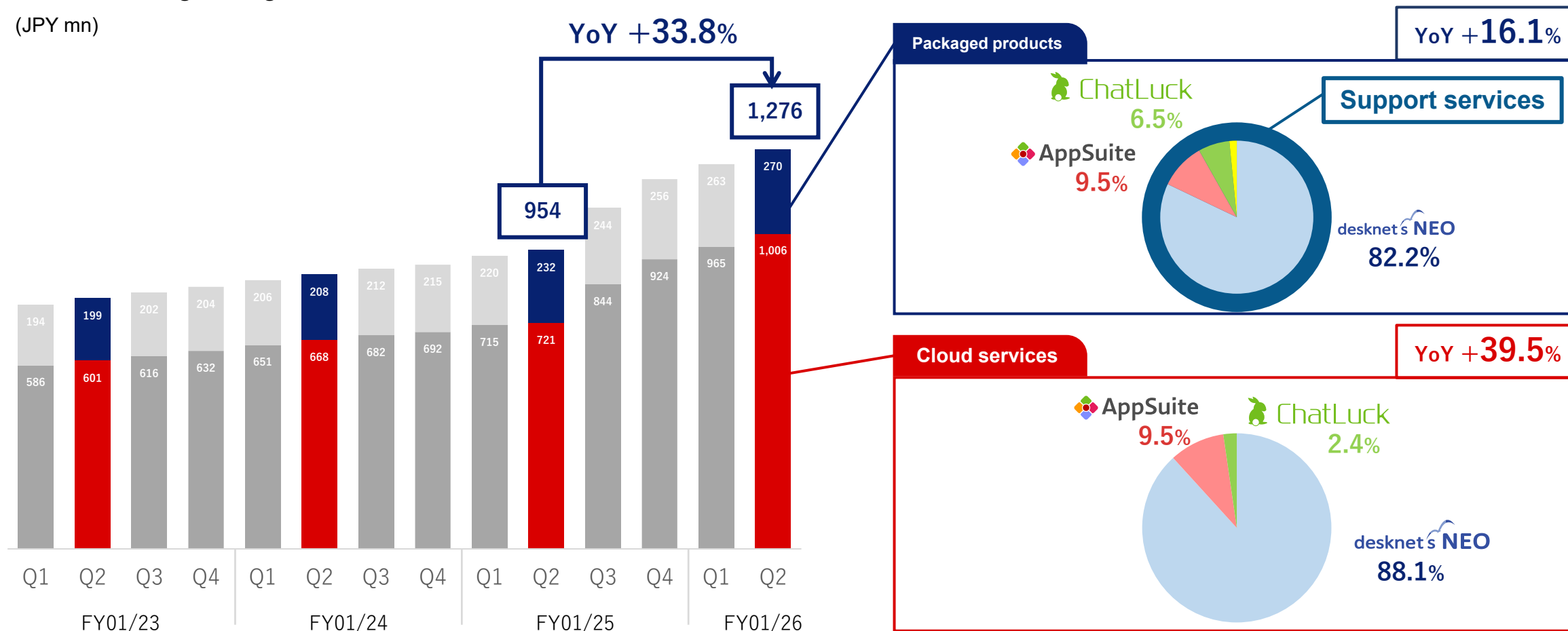
Cloud service revenue rose steadily by 37.2% YoY. Packaged products revenue fell by 1.8% YoY due to reduced customization and other service work, which varies by period, but license sales and support services continued to expand steadily.

(JPY mn)



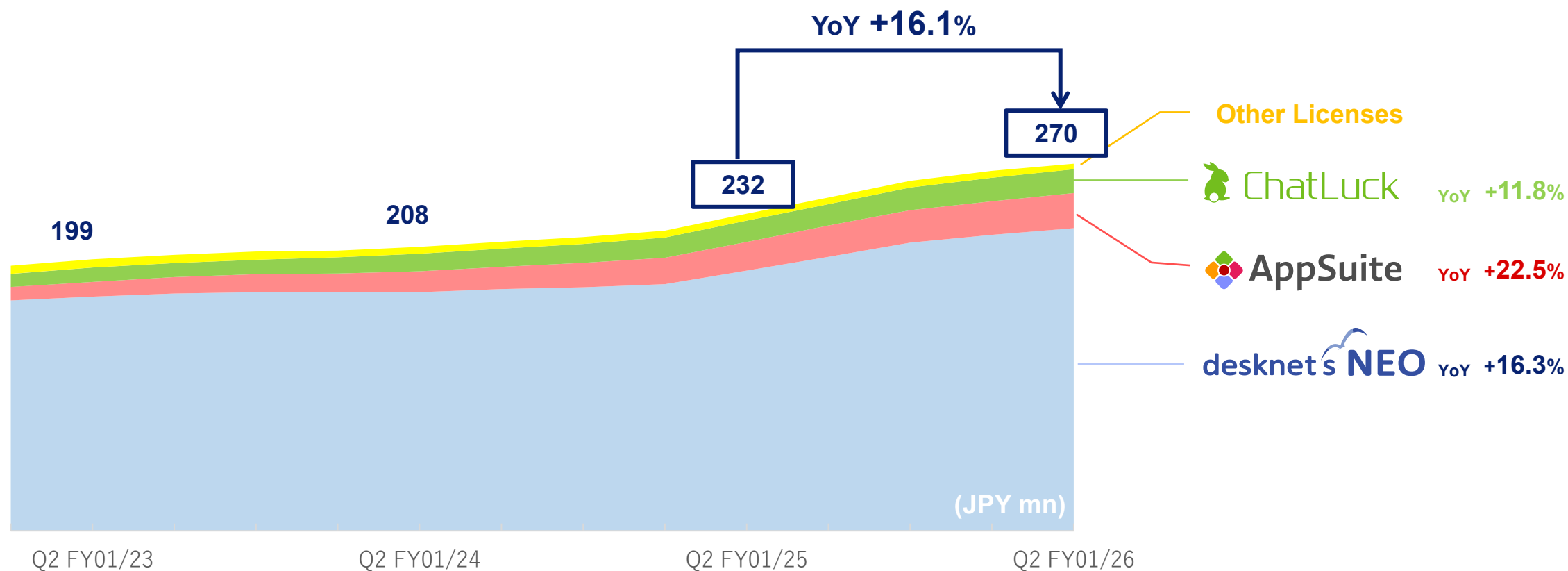
Revenue from packaged product support services grew 16.1% YoY, supported by user growth and license integration implemented in February 2024. Revenue from cloud services for the three major products grew 39.5%, driven by price revisions and growing user numbers.

(JPY mn)



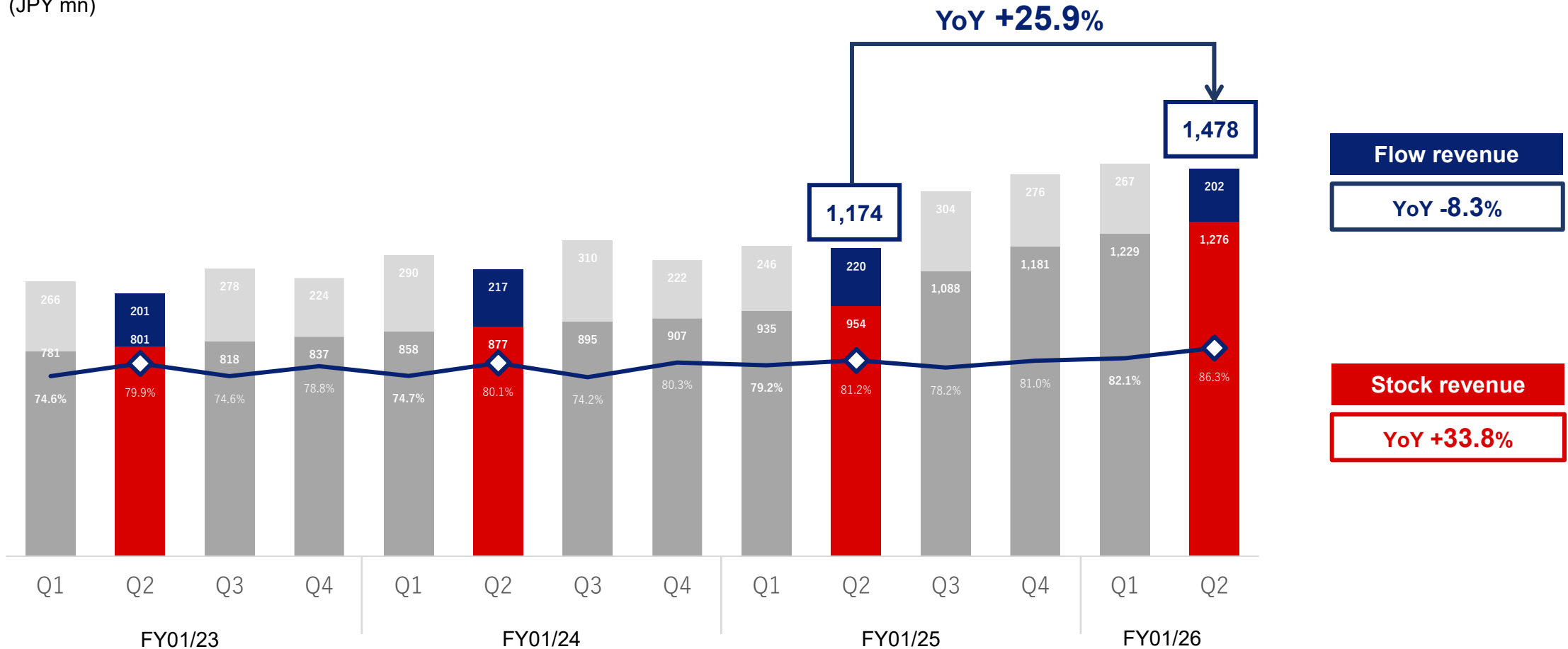
1. Total for the support services component of packaged product revenues and service charges for desknet's NEO, ChatLuck, and AppSuite cloud services

Products become stock revenue by launching support services simultaneously with license sales. Continue providing products with enduring demand due to security requirements, cost considerations, and other factors to expand stock revenue.



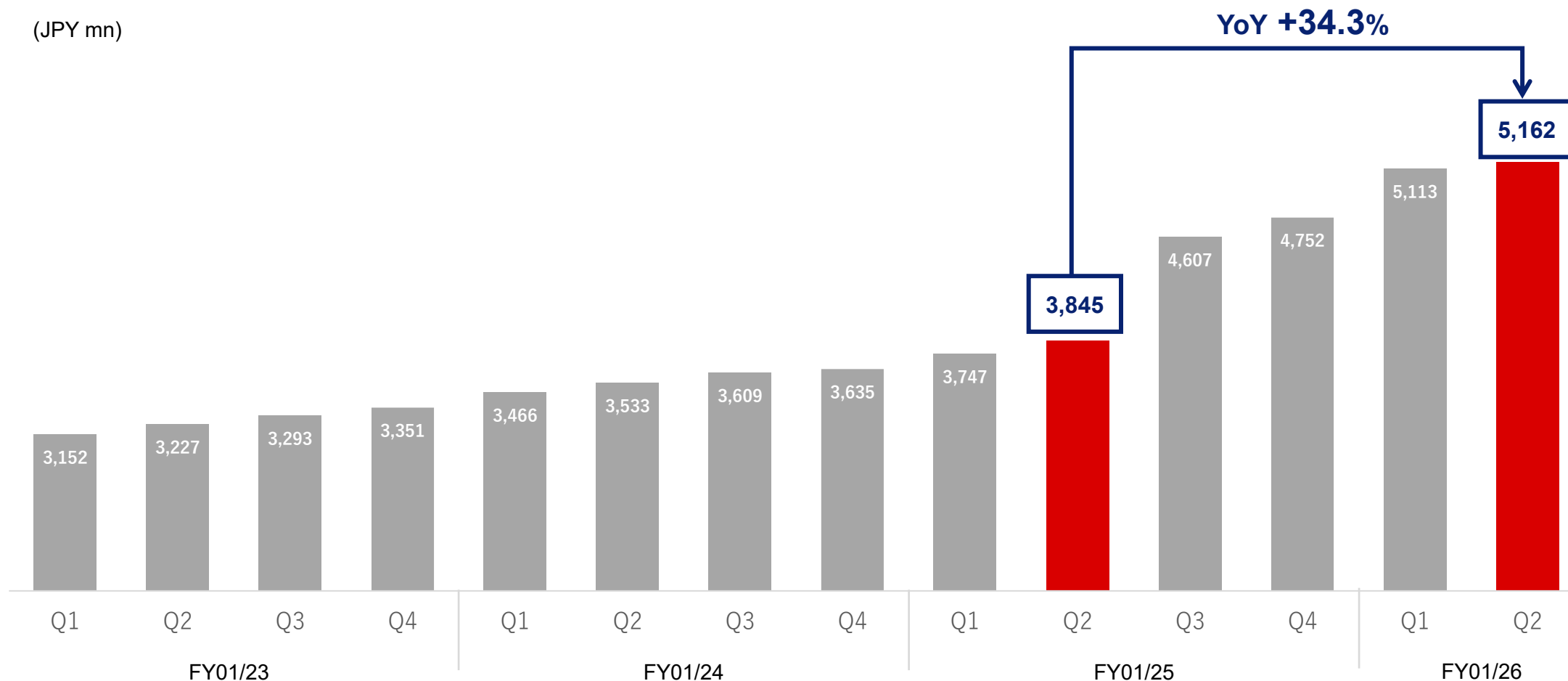
The ratio of stock revenue increased in line with the rise in stock revenue, maintaining a high level of 86.3%.

(JPY mn)



ARR increased 34.3% YoY, We are targeting further growth in the introduction of bundle plans and efforts to expand the numbers of cloud users.

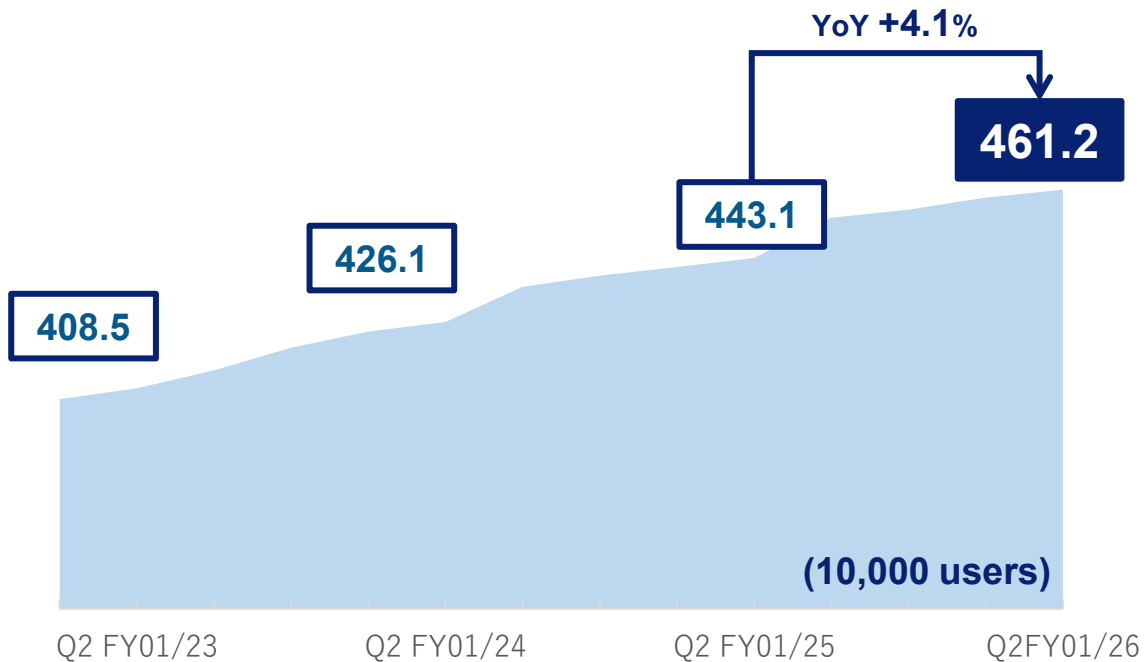
(JPY mn)



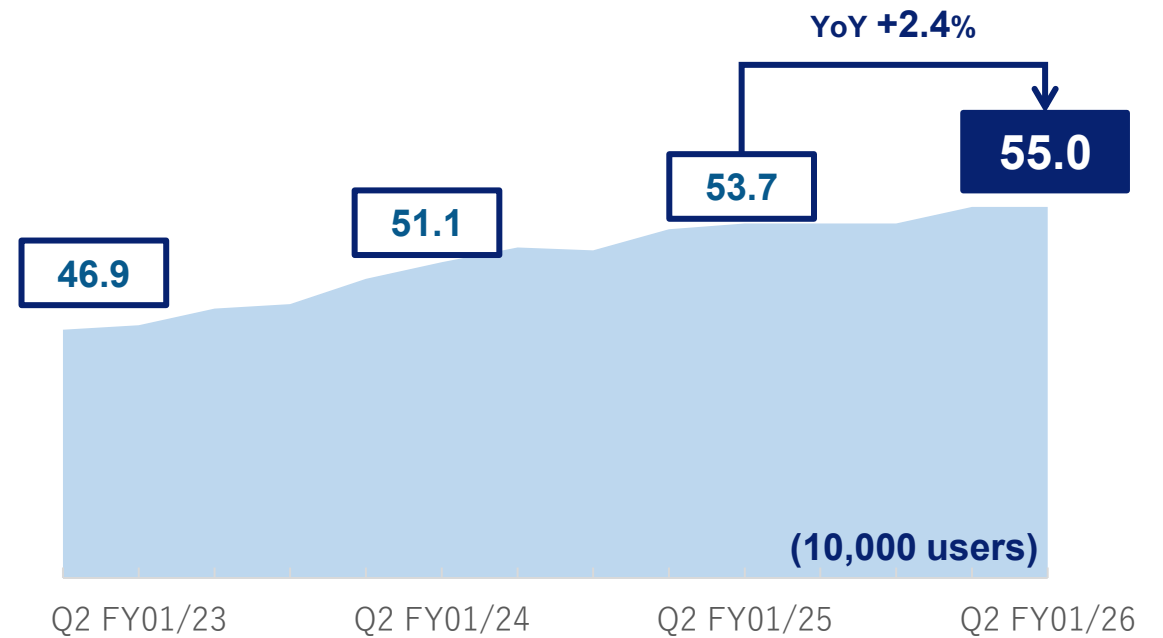
1. ARR is defined as single month stock revenue at the end of each quarter annualized by multiplying by 12

The cumulative number of users for packaged products results increased by +4.1% YoY. The number of cloud services users also increased by +2.4% YoY. Cloud service users continue to grow, though more slowly due to temporary factors like longer lead times. With increasing leads, we expect recovery through focused sales efforts.

Packaged product cumulative user trend



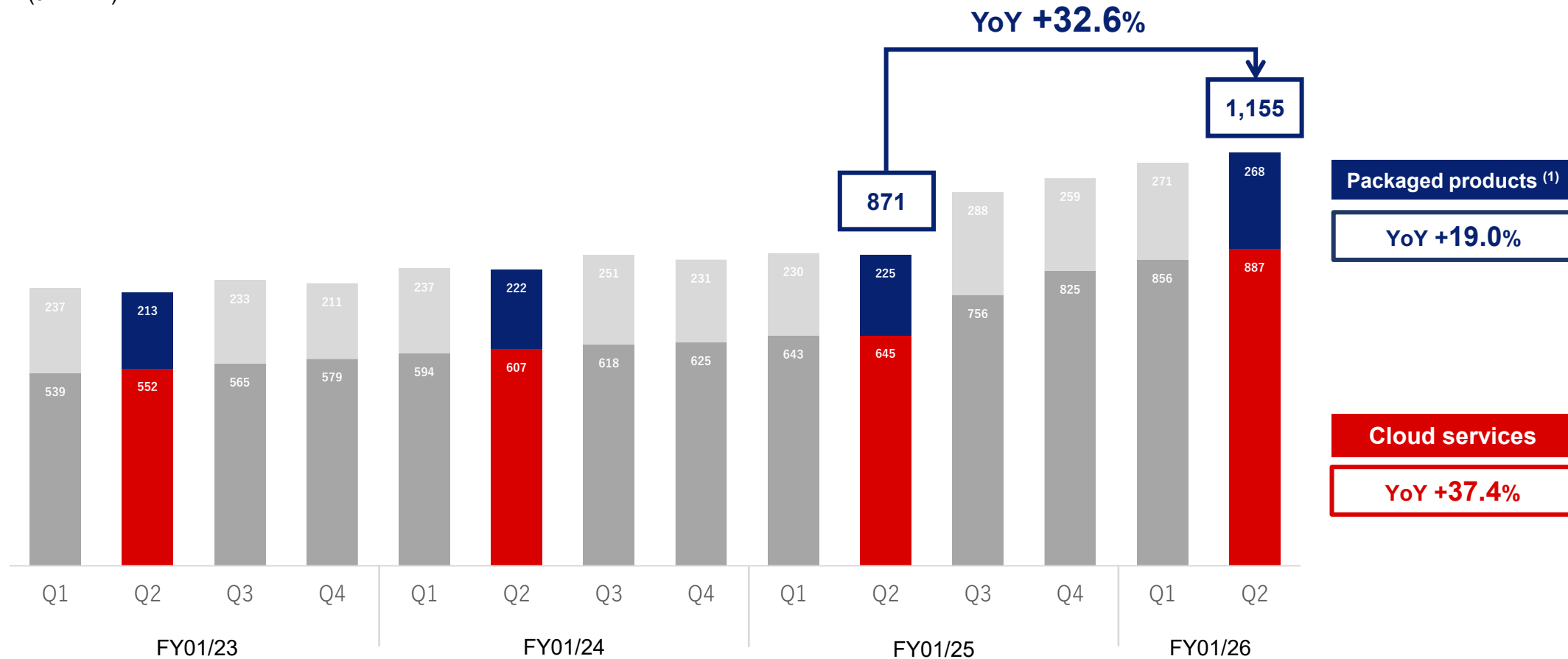
Cloud userbase trend



1. Figures shown exclude OEM.

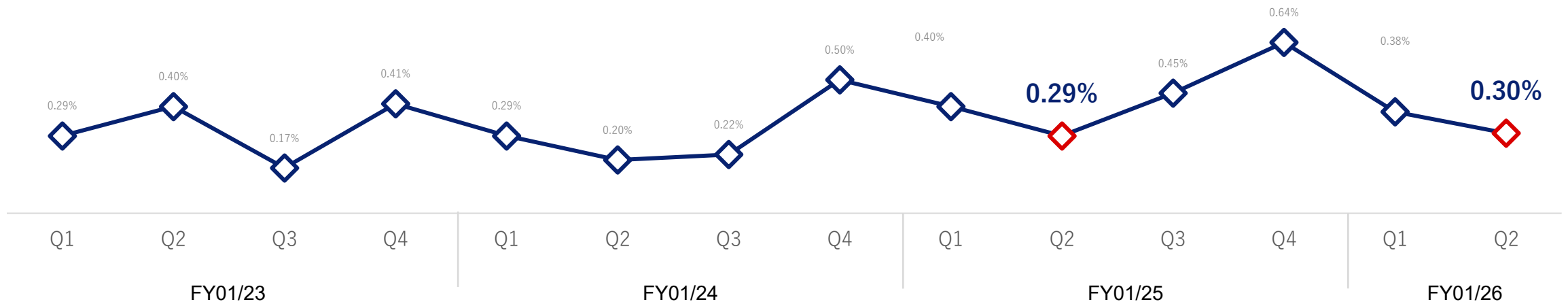
Cloud services revenue increased significantly, up 37.4% YoY, due in part to the effect of price revisions. Packaged products revenue increased by 19.0% YoY, due to growth in support services.

(JPY mn)



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

The cancellation rate for the quarter was 0.30%, This figure is similar to last year's pre-price revision level. We will keep working to maintain a low cancellation rate.

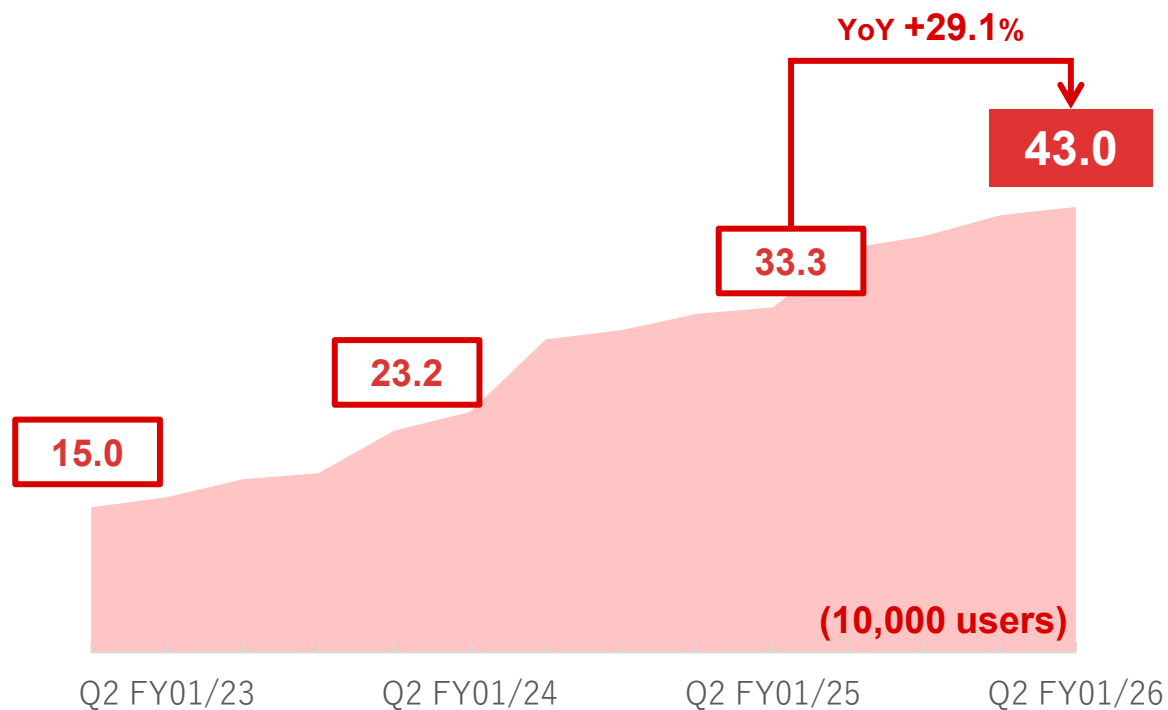


1. Calculated by averaging the figures obtained by dividing (monthly decline in MRR⁽²⁾ attributable to service cancellation) by (MRR at end of previous month) for desknet's NEO Cloud users for the relevant quarter
2. MRR is calculated based on the monthly charge for continuously billed users as of the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

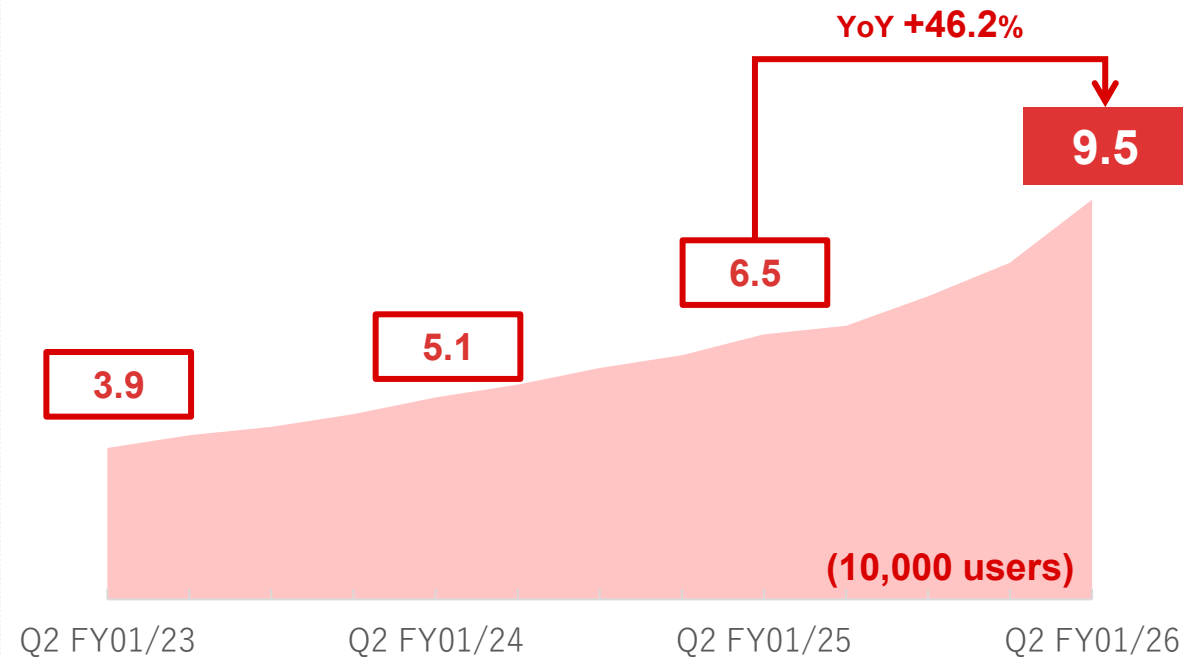


The number of packaged products results increased by +29.1% YoY. The number of cloud services users also increased by +46.2% YoY, due to strong sales of bundle plans. We will continue to promote the features of AppSuite and work to further expand the number of users.

Packaged product cumulative user trend



Cloud userbase trend



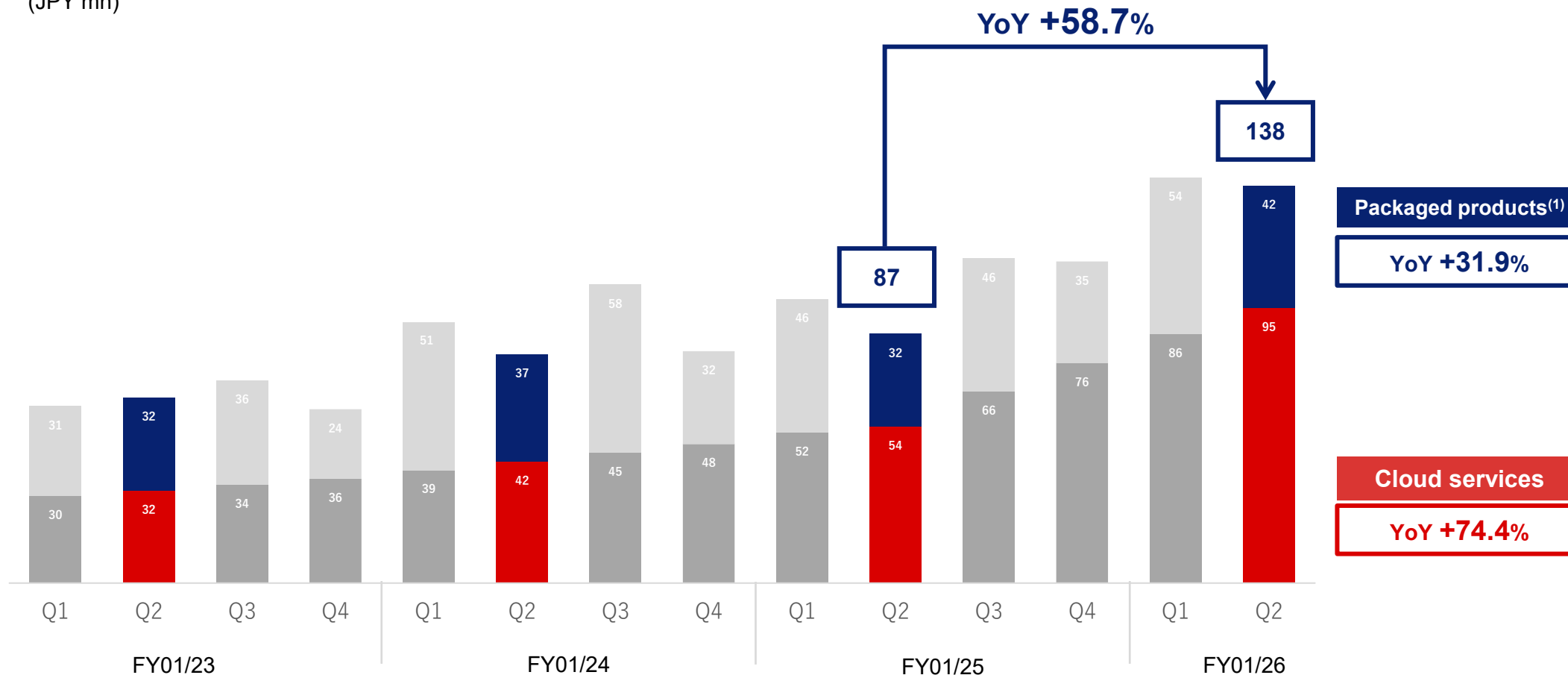


AppSuite Revenue Trends

NEOJAPAN

Packaged products saw steady growth in both license sales and support services, resulting in a 31.9% increase YoY. Cloud services saw significant sales growth of 74.4% YoY due to the impact of price revisions and steady user growth.

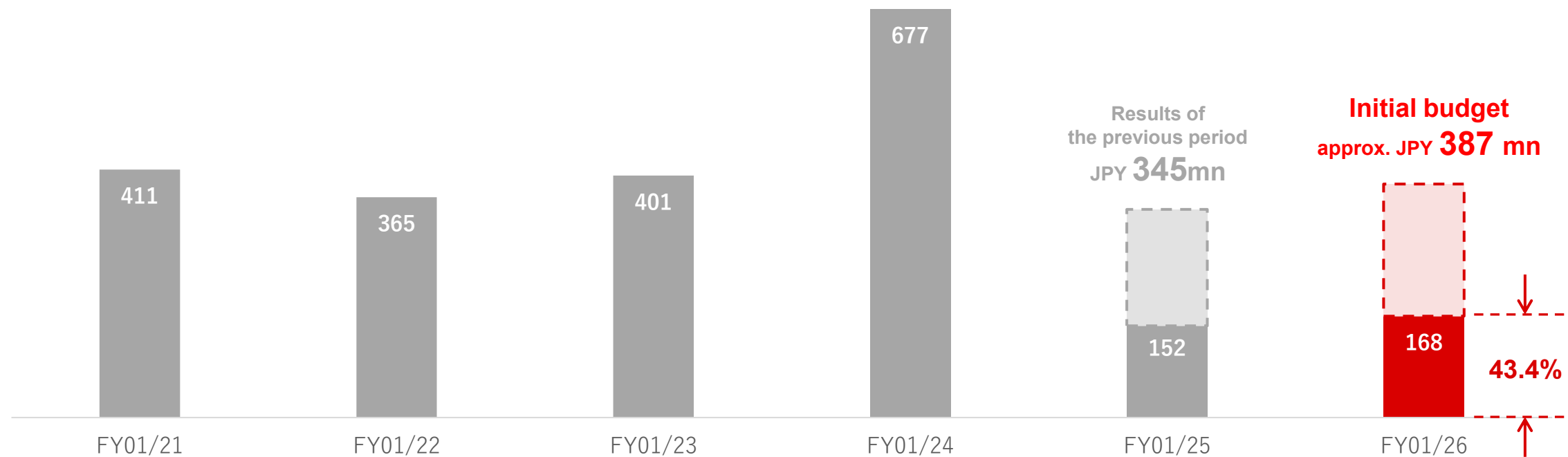
(JPY mn)



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

As of Q2, the utilization rate of advertising and promotion expenses reached 43.4%. continued efforts will be made to actively pursue advertising and promotion activities that directly contribute to lead generation, such as exhibiting at trade shows and placing web advertisements.

(JPY mn)



(JPY mn)	Q2 FY01/25	Q2 FY01/26	YoY change	
Cloud services	773	1,061	+287	+37.2%
desknet's NEO ⁽¹⁾	645	887	+241	+37.4%
AppSuite ⁽¹⁾	54	95	+40	+74.4%
ChatLuck ⁽¹⁾	20	23	+2	+14.3%
Other monthly revenue	44	47	+3	+6.9%
Other services	7	7	-0	-6.9%
Packaged products	382	375	-7	-1.8%
desknet's NEO	35	46	+11	+33.7%
AppSuite	11	16	+5	+49.6%
ChatLuck	10	3	-7	-69.6%
Other license revenues	1	1	+0	+68.8%
Support services ⁽¹⁾	232	270	+37	+16.1%
Customization	30	4	-25	-83.9%
Other services	61	32	-29	-47.8%
Technological development	19	44	+24	+127.7%
Total Software business revenue	1,174	1,478	+304	+25.9%

1. Accounts defined as stock revenues

III

Appendix

ii Medium-Term Performance Targets

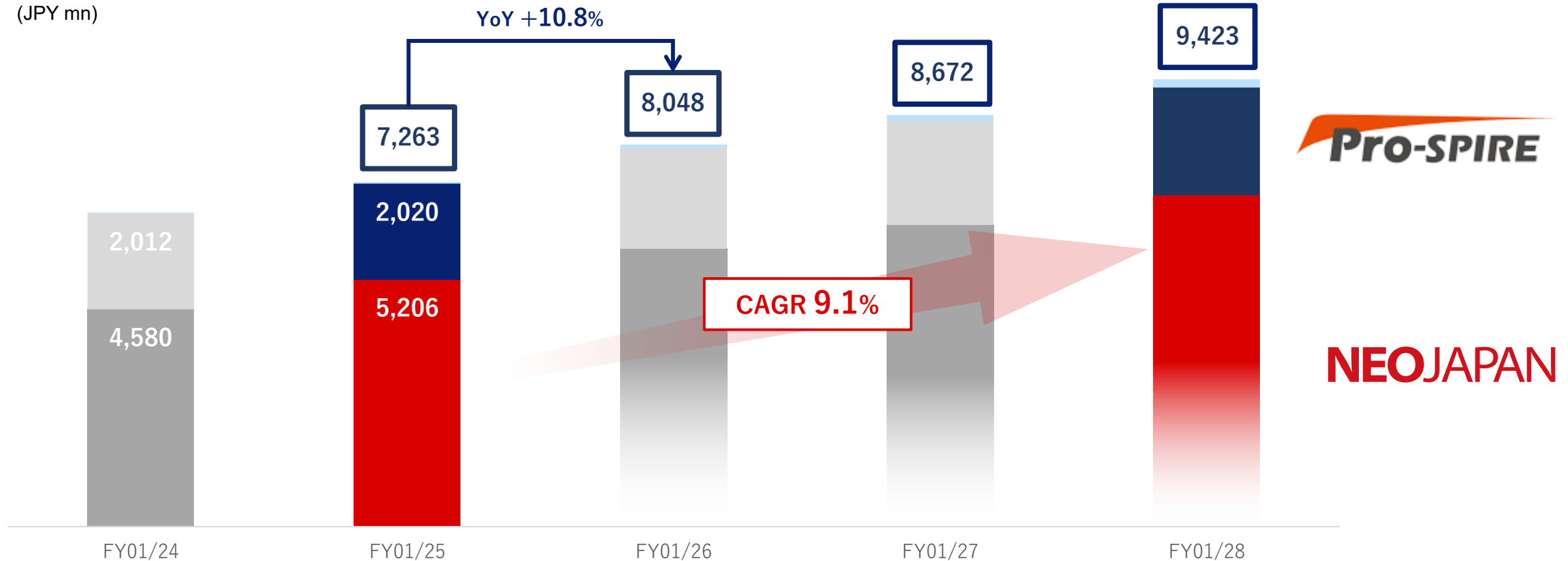


Consolidated Revenue Target

NEOJAPAN

The Medium-Term Performance Targets for the three years ending January 2028 are as follows (a CAGR of 9.1%). We aim for long-term earnings growth by expanding our user base and promoting cross-selling.

(JPY mn)

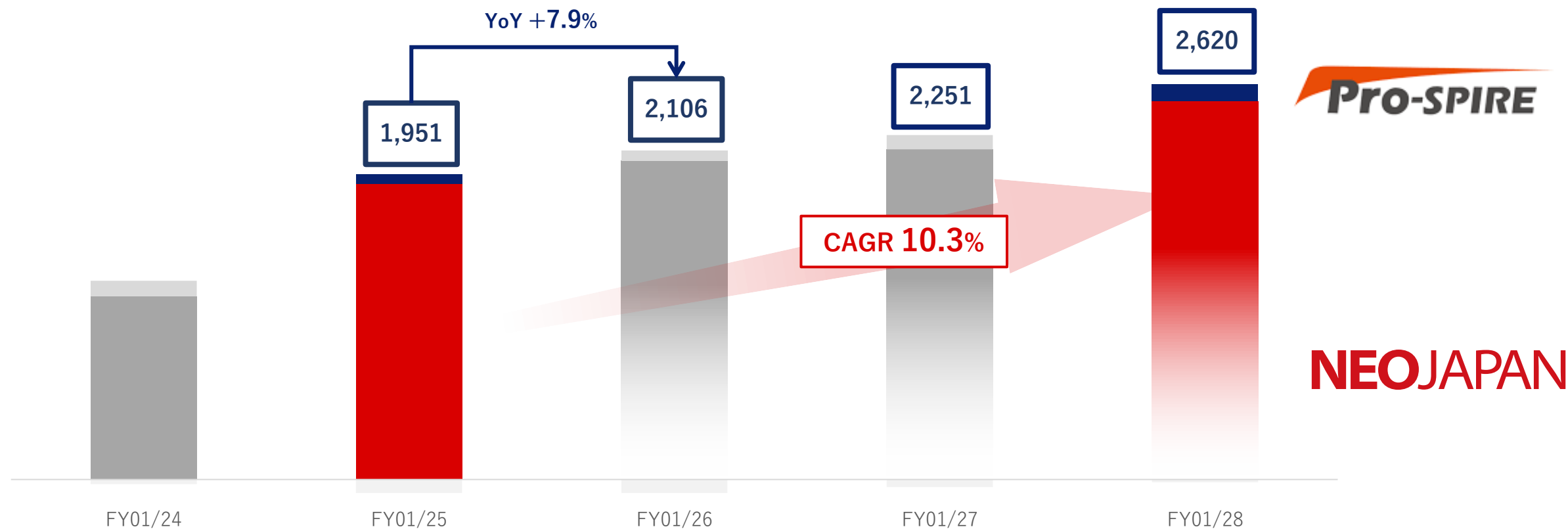


Consolidated Operating Profit Target

NEOJAPAN

The Medium-Term Performance Targets for the fiscal year ending January 2026, which were disclosed in April 2023, have been achieved one year ahead of schedule in the fiscal year ending January 2025. The Medium-Term Performance Targets for the three years to January 2028 are as follows (a CAGR of 10.3%).

(JPY mn)



III

Appendix

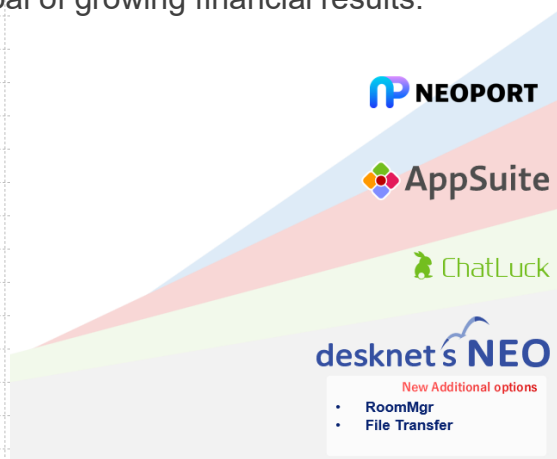
iii Growth Strategy



01

Grow desknet's NEO sales and accelerate cross-selling

In addition to further growing desknet's NEO sales, accelerate cross-selling with AppSuite, ChatLuck, and other such products, with the goal of growing financial results.

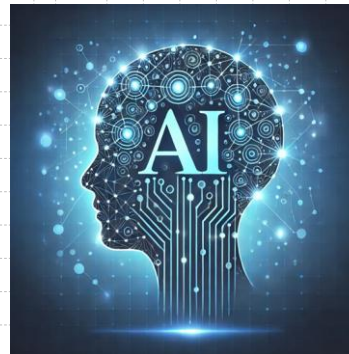


>> P34

02

Upgrade products via AI

desknet's NEO and AppSuite have accumulated large volumes of business data. Harness AI to improve business efficiency, grow the userbase, and raise added value.

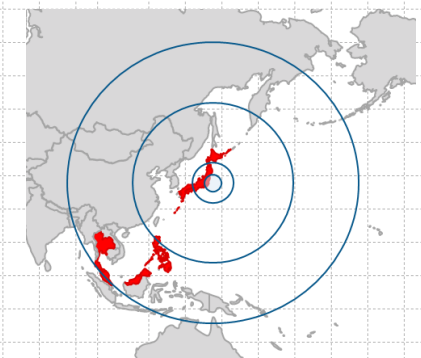


>> P38

03

Increase sales by achieving growth in overseas businesses

The userbase has grown steadily since the establishment of sales subsidiaries in three ASEAN countries. Leveraging high economic growth and rising demand for IT, we aim for overseas revenue to surpass domestic revenue over the long term.



>> P41

01

Adding to cloud customer numbers by leveraging product strength and price competitiveness

Despite the price revision, this product's high functionality and price competitiveness as all-in-one no-code groupware remain intact.
Growth in the cloud market is expected to continue. Our goal is to achieve user growth that outpaces market growth.

02

Establishing a solid position in the on-premises market by providing strong support

We believe the on-premises market will continue to see steady demand for security and cost reasons. Some companies are moving to phase out sales and support of the on-premises product. However, we plan to establish a solid position in the on-premises market by maintaining sales and support services and expanding our market share.

03

Continuing to raise product strength through updates







The latest version, released in September, further strengthens AI utilization, including integration with AI assistants. We plan to continue raising product strength by delivering updates meeting customer requests, including the no-code tool AppSuite and mobile apps. Newly added features the meeting room reservation system and the large file transfer feature have also received positive feedback.

Measures are underway to grow sales of AppSuite by revising the price structure and expanding and increasing sales promotion efforts, in addition to various other measures.

Promoting bundle plans



Bundle plans make AppSuite the smart choice.

Light	Standard	Premium
600 yen/month	800 yen/month	1,000 yen/month
	 	  

Promotion enhancement



Strengthening promotion as “All-in-one no-code groupware”



Adding to the partner strategy



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

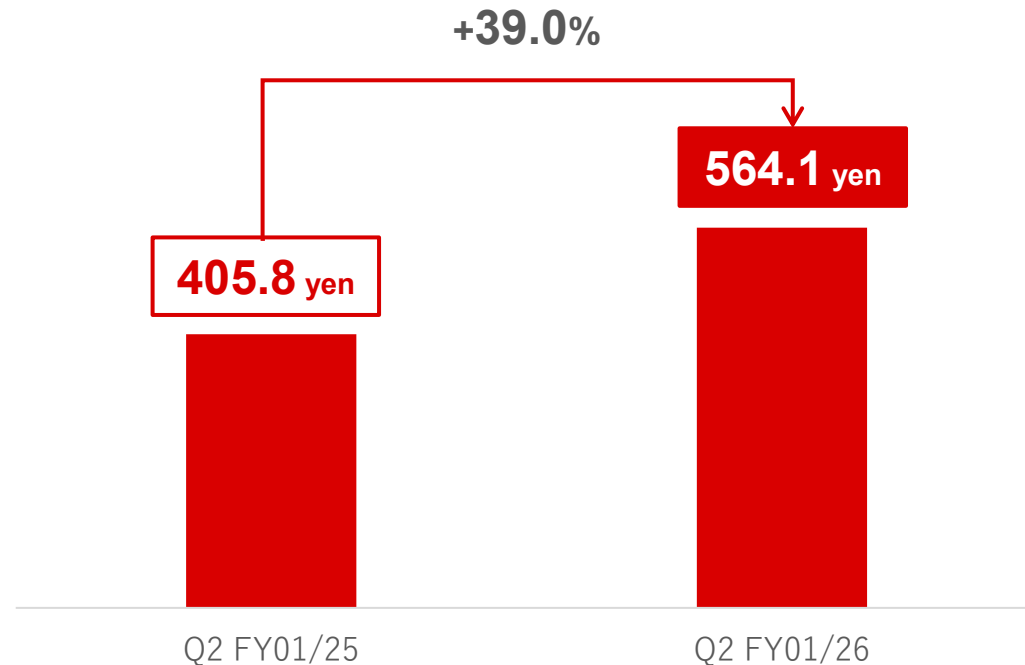


Status of Indicators Following Price Revisions in Cloud Services

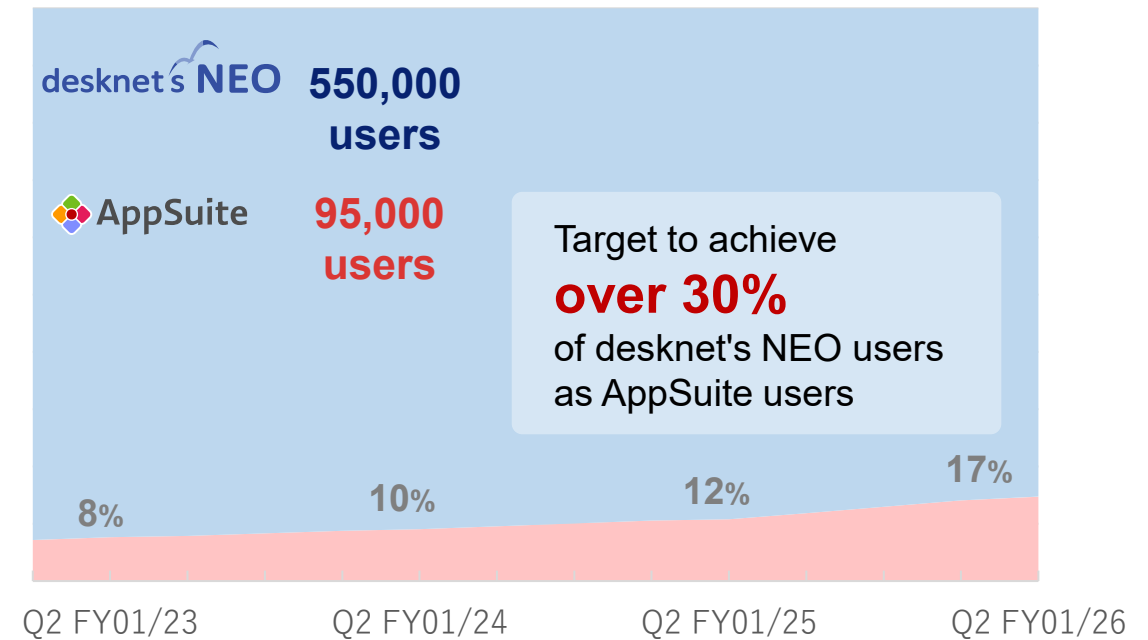
NEOJAPAN

With the price revisions in cloud services and the establishment of new bundle plans, **ARPU grew by 39.0% YoY**. AppSuite users accounted for about 17% of desknet's Neo users, an increase of about 5% YoY. Even after the price revision effects run their course, we will continue to pursue measures to expand cross-sales and to improve our ARPU.

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)

Growing the Product Lineup

In addition to AppSuite, which is a growth driver, we plan to further accelerate cross-selling by establishing a new bundle plan that includes ChatLuck, a business chat service for which market expansion is expected. We will also aim to further expand our business results by launching new services and options such as NEOPORT and RoomMgr.



Previous efforts to utilize AI

In 2023, following the implementation of ChatGPT integration for desknet's NEO and ChatLuck, we have been working to enhance functionality through AI utilization. Most recently, we released “neoAI Chat for desknet's” and the “AI Agent Function for NEOPORT (β version).”



2023

desknet's **NEO** Equipped with ChatGPT “AI assistant”

 **ChatLuck** Linkage with ChatGPT

2024

Hiring AI Engineers at **DELcui**

Capital increase to strengthen development **DELcui**

Announced business alliance with 

2025

  **NEOPORT** Equipped with the AI Agent Function (β version)

  Providing AI assistant functionality

Launch of neoAI Chat for desknet's

NEOJAPAN

We launched the generative AI platform “neoAI Chat for desknet's.” Generative AI assistants created from internal data can be invoked from desknet's NEO. The platform's functionality will be expanded further as infrastructure for AI-related features; for example, documents within desknet's NEO and those stored in AppSuite will be made available as RAG*1 data for training the AI assistants.

Administrator

🔒 Permission management

🕒 Log management

⚙️ Model management

🗄️ RAG*1 management

📁 Internal rules

💡 Internal FAQ collection

🎧 Inquiry history

📞 Complaint management

neoAI
C h a t
for desknet's

desknet's NEO
ChatLuck



User

Tell me how to apply for a business trip.

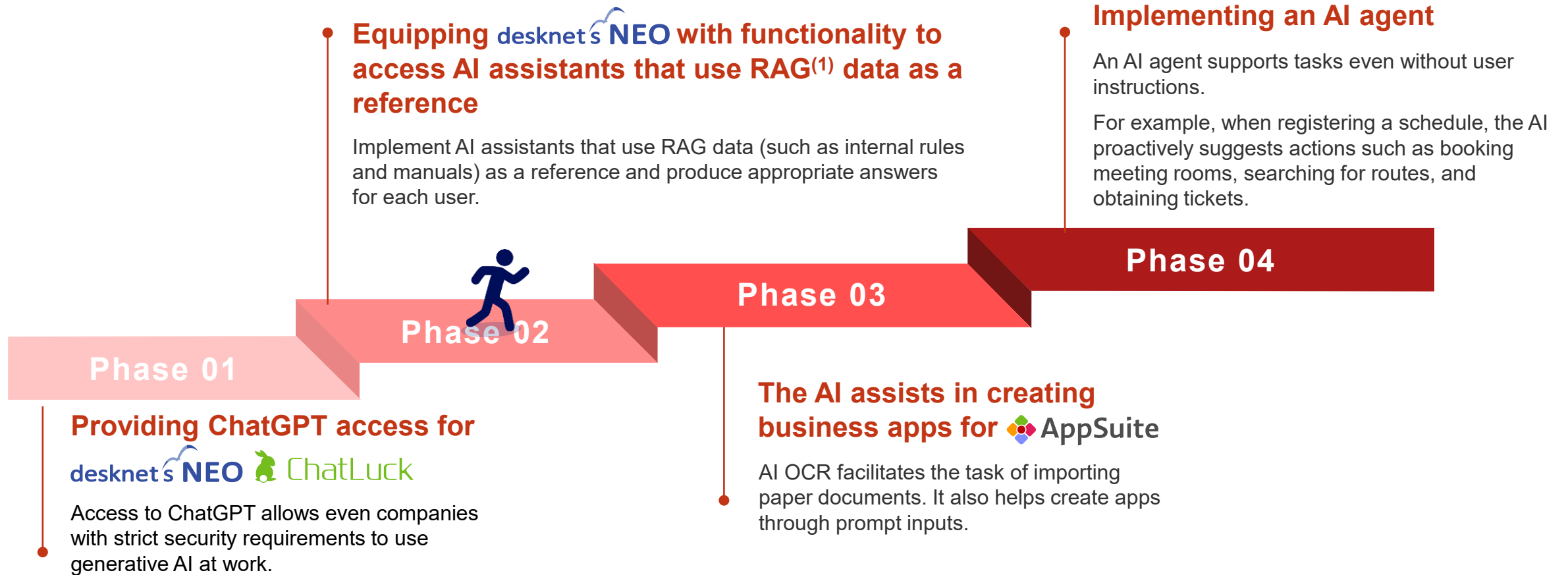
Review this contract.

Let's do a sales role-play.

Create a draft of a press release.



1. This is the data that generative AI uses as a reference when generating answers. For example, if the AI is trained on internal rules and manuals, the AI assistants will generate answers related to internal business flows.



1. This is the data that generative AI uses as a reference when generating answers. For example, if the AI is trained on internal rules and manuals, the AI assistants will generate answers related to internal business flows.

We have established NEOPhilippine Tech as a wholly owned subsidiary in the Philippines. The number of desknet's NEO users at each base is steadily increasing, and we have plans to develop this into a business that matches Japan in the future.

Johor



Signed MoU with the Malaysian Johor State Government Agency “Invest Johor” for the Establishment of the “Southeast Asia Excellence Center”

June 19, 2025



III

Appendix

iv Topics



Major Topics in Q2 FY01/26 and beyond

Products	May 12, 2025	Conducted a demonstration project for the Information Sharing System for the Sick and Wounded with Yokohama City
	June 4, 2025	desknet's NEO version V9.0 R2.0 released. Licensing for the packaged version of "desknet's Drive" and cloud version options
	June 13, 2025	1st Annual "AppSuite AWARD 2025" winners announced
	June 24, 2025	Kanagawa Prefectural Government Introduces AppSuite to Improve Staff Efficiency and Promote Digital Transformation
	July 8, 2025	Commitment to Continue Support for the desknet's NEO Package Version
	Sep. 3, 2025	NEOPORT Version 2.0 Released Featuring AI Agent Function (β Version)
Awards	Sep. 9, 2025	Generative AI Platform neoAI Chat for desknet's, AI Assistant Integration Support desknet's NEO V9.5, ChatLuck V6.7 released
	May 30, 2025	desknet's NEO selected as one of the top 100 in ITreview Best Software in Japan 2025 No-code business app creation tool AppSuite selected for the first time
	July 16, 2025	NEOJAPAN wins Leader award in four categories; desknet's NEO wins in the groupware category for the 25th consecutive period in ITreview Grid Awards 2025 Summer
IR	Sep. 4, 2025	desknet's NEO, AppSuite, and ChatLuck win 10 awards in the BOXIL SaaS AWARDS Autumn 2025
	June 26, 2025	Briefing for Individual Investors Held at "Kabu Berry Lab"
Overseas	July 17, 2025	President's interview featured in the August 2025 issue of the stock investment magazine "Kabunushi Techou(Shareholder Handbook)"
	June 19, 2025	Signed MoU with the Malaysian Johor State Government Agency "Invest Johor" for the Establishment of the "Southeast Asia Excellence Center"



Briefing for individual investors(KabuBerry Channel)

June 26, 2025

<https://youtu.be/3Xrfvbvv3uo>



President's interview featured in the August 2025 issue of the stock investment magazine “Kabunushi Techou(Shareholder Handbook)”

July 17, 2025

<https://www.neo.co.jp/column/20250730/>



Equity Research Report(WEALTH ADVISOR)

April 2, 2025

<https://cdn.kabushiki.jp/paper/b617e5981392f69a5b65a1cbf6e1d996/f832fb198e903294b9666ca667d1c437.pdf>



Research Coverage Report(Shared Research)

July 3, 2025

[EN]<https://sharedresearch.jp/en/companies/3921>

[JP]https://www.neo.co.jp/wp-content/uploads/2025/07/3921_JP_20250703.pdf



Questions from Institutional Investors

Presented below are questions often asked by institutional investors after the business results announcement for FY01/26 1Q.

Overseas strategy:

7 questions

Other:

11 questions

Q. How often do you meet with institutional investors?

A. We hold 15 to 20 meetings every quarter and around 30 to 40 meetings every six months.

Markets: 22 questions

Marketing: 29 questions

Q. Has your cross-selling strategy changed?

A. After the price revision, we changed our promotional emphasis to highlight all-in-one no-code groupware. We have emphasized that implementing AppSuite in addition to desknet's NEO company-wide generates limitless possibilities for business improvement. AppSuite revenue is growing steadily, aided by the introduction of a bundle plan. We plan to increase the AppSuite bundle ratio to at least 30%.

Growth strategy:

39 questions

Q. Can you provide more details on AI integration?

A. Our current approach to launching generative AI services is to create AI assistants for various business processes using business data stored internally in desknet's NEO and AppSuite. The services will leverage insights gained through this initiative.
(We launched the generative AI platform "neoAIchat for desknet's" in September 2025.)

Management indicators: 83 questions

Q. Can you tell us about trends in numbers of desknet's NEO cloud users?

A. In the second half of the previous fiscal year, these numbers remained virtually unchanged due in part to the price revision and high-volume users' migration to packaged products. However, in the first three months of the current fiscal year, we gained some 11,000 users. While we may need to maintain conservative forecasts for about a year following the price revision, we believe the numbers will remain on a steady upward path.

Q. The medium-term profit target sounds conservative. Can you give the background for the target?

A. The CAGR of net sales for the medium term is set at 9.1%. We believe our business models can generate greater profits, but we remain committed to product development and functional enhancements for sustainable growth. We expect R&D expenses, software amortization expenses, personnel expenses, and other costs to increase.

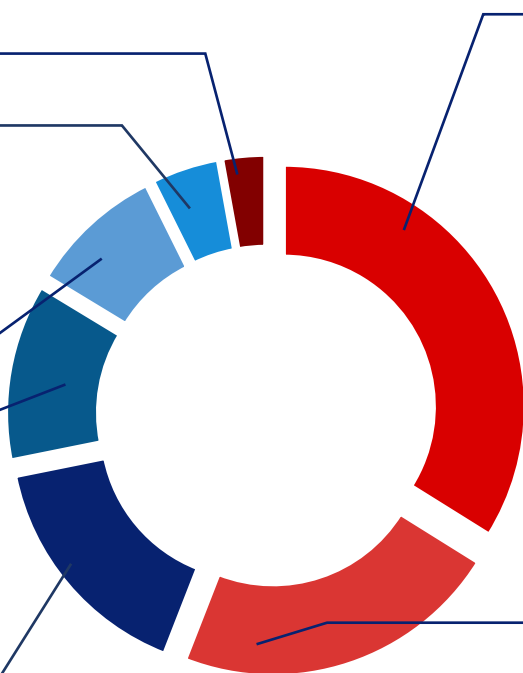
Products and services: 54 questions

Q. Can you provide a forecast of net sales for support services?

A. We believe the on-premises market will remain flat or shrink slightly, despite substantial demand, primarily for security and cost reasons. Some companies are moving to discontinue their services, but we will maintain ours, acquire a larger market share, and thus establish a solid position in the on-premises market. We intend to continue expanding support service revenue.

Q. Please tell us what competitive advantages AppSuite offers.

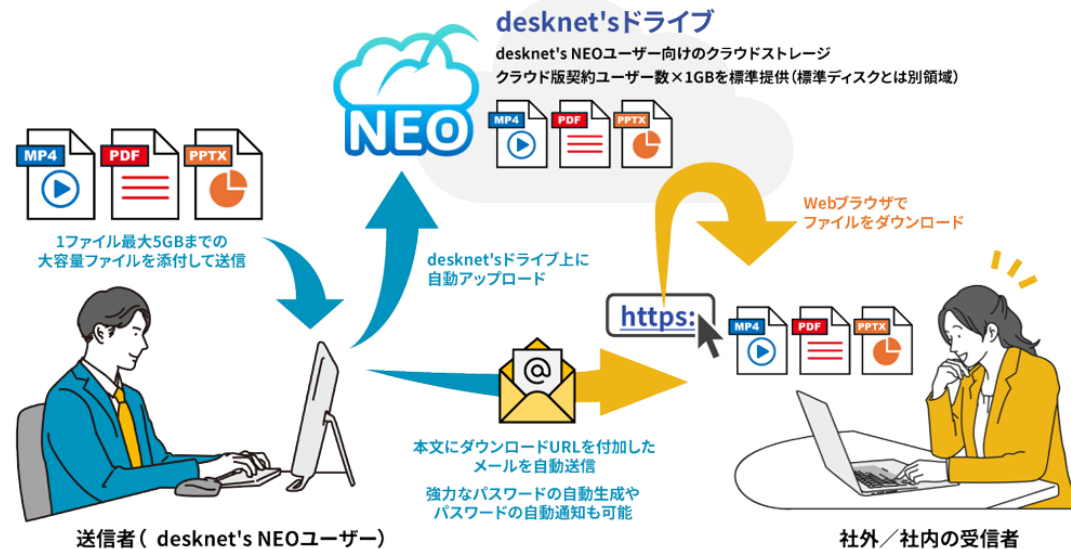
A. User-friendliness and cost performance. Integration as a standard component into desknet's NEO lets users seamlessly access the no-code tool within desknet's NEO.



desknet's NEO New Version Launched

NEOJAPAN

“RoomMgr”, released on February 4th 2025, improves the utilization rate of meeting rooms by installing tablet devices linked to desknet's NEO in front of the meeting rooms. desknet's NEO V9.0, released on March 6th, also includes a new feature called “File Transfer”. This enables the sending of large confidential files on desknet's NEO.



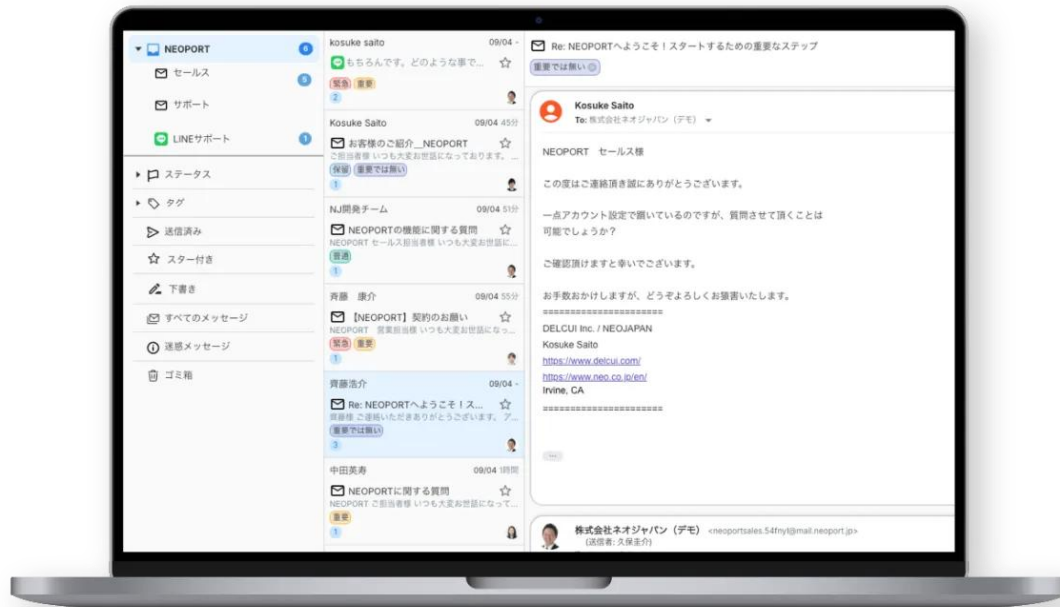
New feature “File Transfer”



RoomMgr(Room Manager)

1. On June 4, we started selling licenses for the packaged version of “desknet's Drive,” which enables file transfer functionality, as well as additional options for the cloud version.

NEOPORT, which is designed to streamline team email handling, received its first major update since its launch on June 2, 2024. The update offers significantly improved UI and functionality and a beta AI agent function, designed to fully automate email inquiry responses.



AI allows for **faster** and more **accurate** responses to inquiries.



Productivity enhancements

By automating many steps of the email process and handling them without human intervention, this system significantly reduces the person-hours previously required.

Customer satisfaction enhancement

The system significantly enhances customer satisfaction by leveraging AI to accelerate inquiry response while preserving the nuanced feel of human handling.

No reliance on specific individuals

The system automatically maintains response knowledge and know-how to prevent black box syndrome.

III

Appendix

v NEOJAPAN Group Overview



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

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	JP Tower Nagoya, 21st Floor 1-1-1 Meieki, Nakamura-ku, Nagoya-shi, Aichi, Japan
	Fukuoka Office	Across Cube Hakata Ekimae 3-4-25 Hakataekimae, Hakata-ku, Fukuoka-shi, Fukuoka, 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.	California, United States
	NEOREKA ASIA Sdn.Bhd.	Kuala Lumpur, Malaysia
	NEO THAI ASIA Co.,Ltd.	Bangkok, Thailand
	NEOPhilippine Tech Inc.	Metro Manila, Philippines
Representative	Akinori SAITO, President	
Capital	297million yen(As of January 31, 2025)	
Consolidated Net sales	7,263 million yen (FY01/25)	
Number of employees	305 (Consolidated) (As of January 31, 2025)	

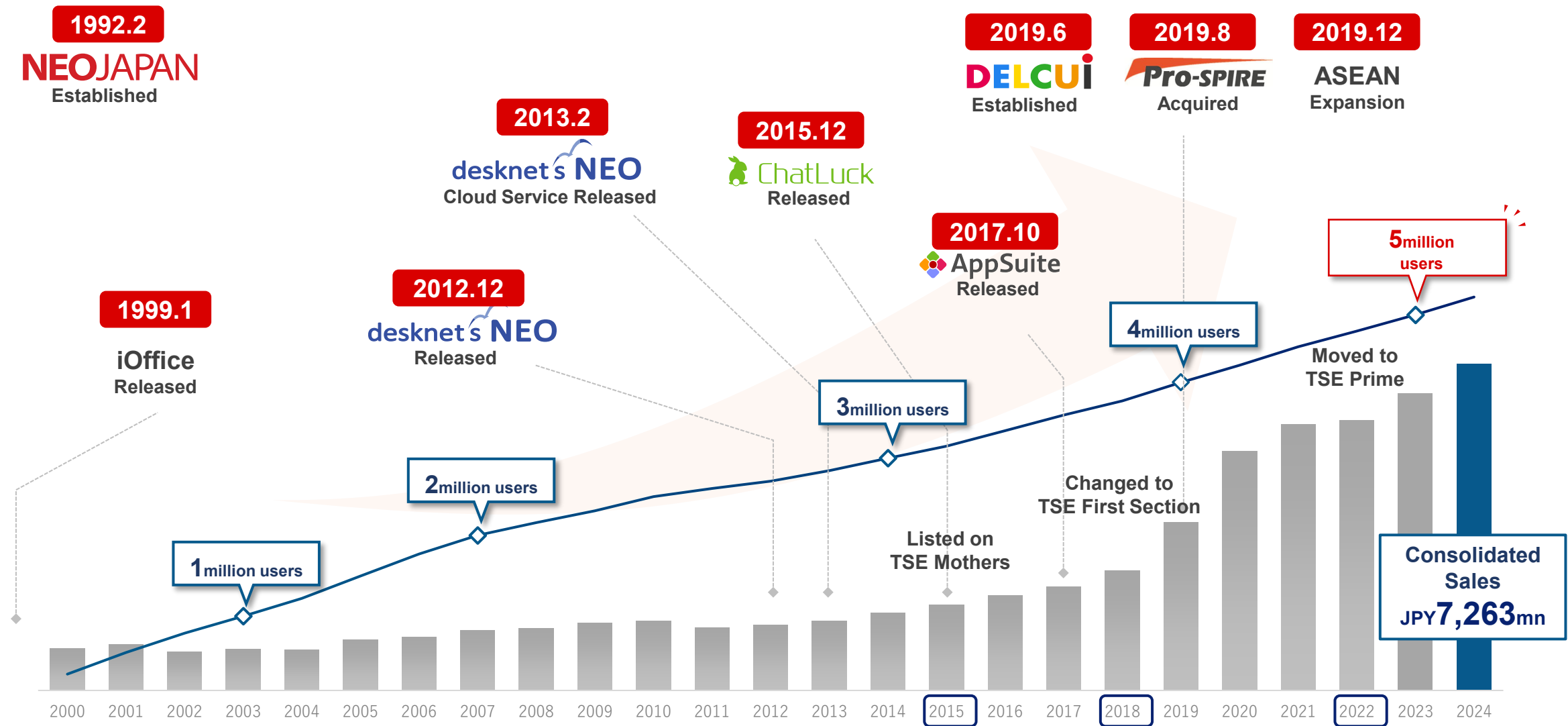


Office Entrance



Development Area

Company History



Corporate Sales

NEOJAPAN

desknet's NEO has been sold by many companies regardless of industry or size.
Cumulative sales exceeded **5.3 million users**⁽¹⁾ and are still expanding.

Information and communication



Manufacturers



Construction and real estate



General and Organization



Financial institutions



Service



Advertising and publishing



Logistics and retail companies



School and education



Medical care and welfare



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.

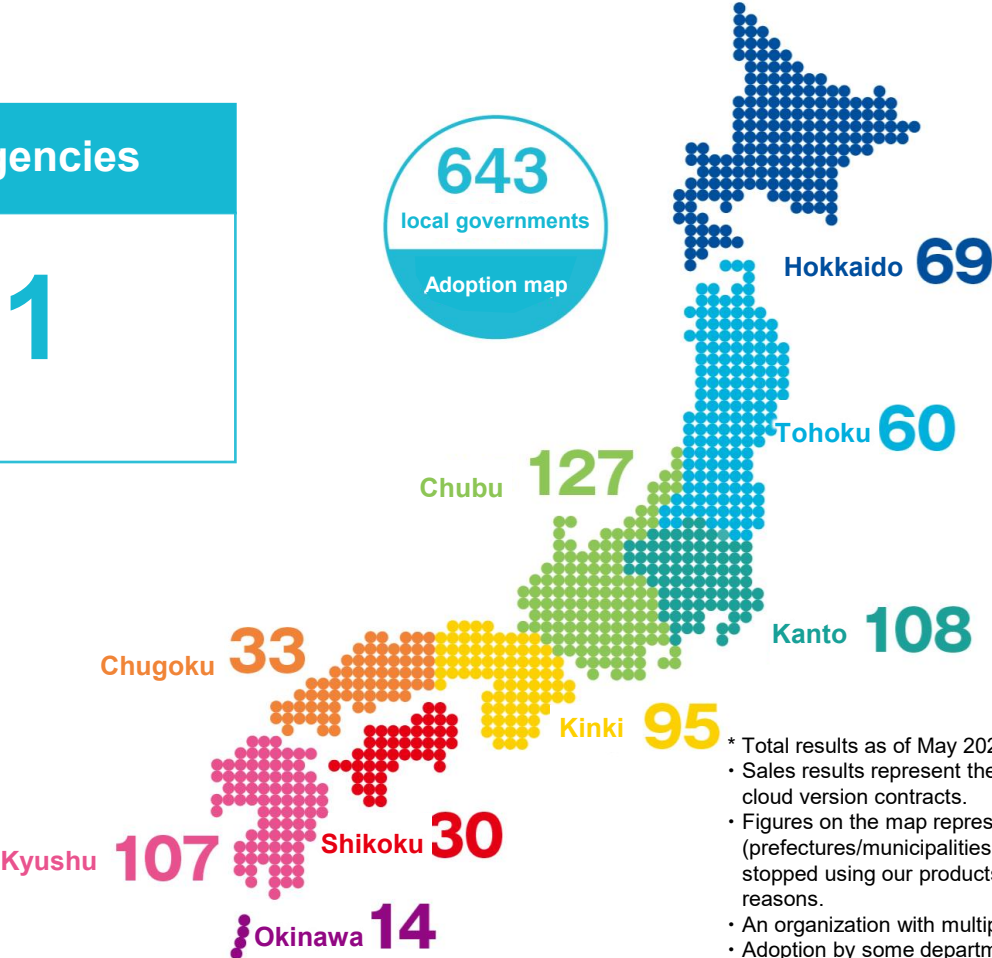
Sales to Local Governments and Public Agencies

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



Adopted
by

Kanagawa Prefecture, Akita Prefecture,
Miyazaki Prefecture, Shiga Prefecture,
Sunagawa in Hokkaido, Yokohama in
Kanagawa Prefecture, Kamakura in
Kanagawa Prefecture, Kobe in Hyogo
Prefecture, Kitakyushu in Fukuoka
Prefecture, and Naha in Okinawa
Prefecture...

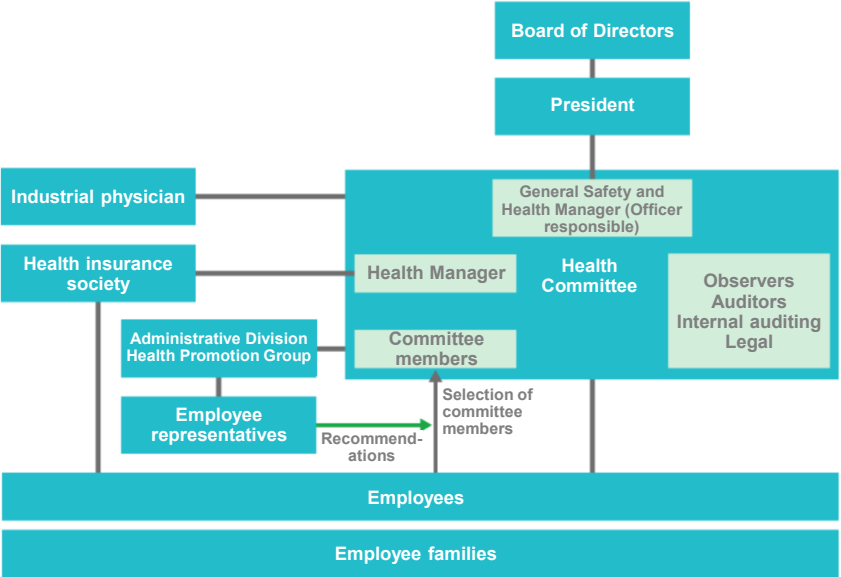


* Total results as of May 2025
• Sales results represent the total of packaged products shipped and cloud version contracts.
• Figures on the map represent sales to local governments (prefectures/municipalities), not including customers who have stopped using our products or services due to mergers or 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

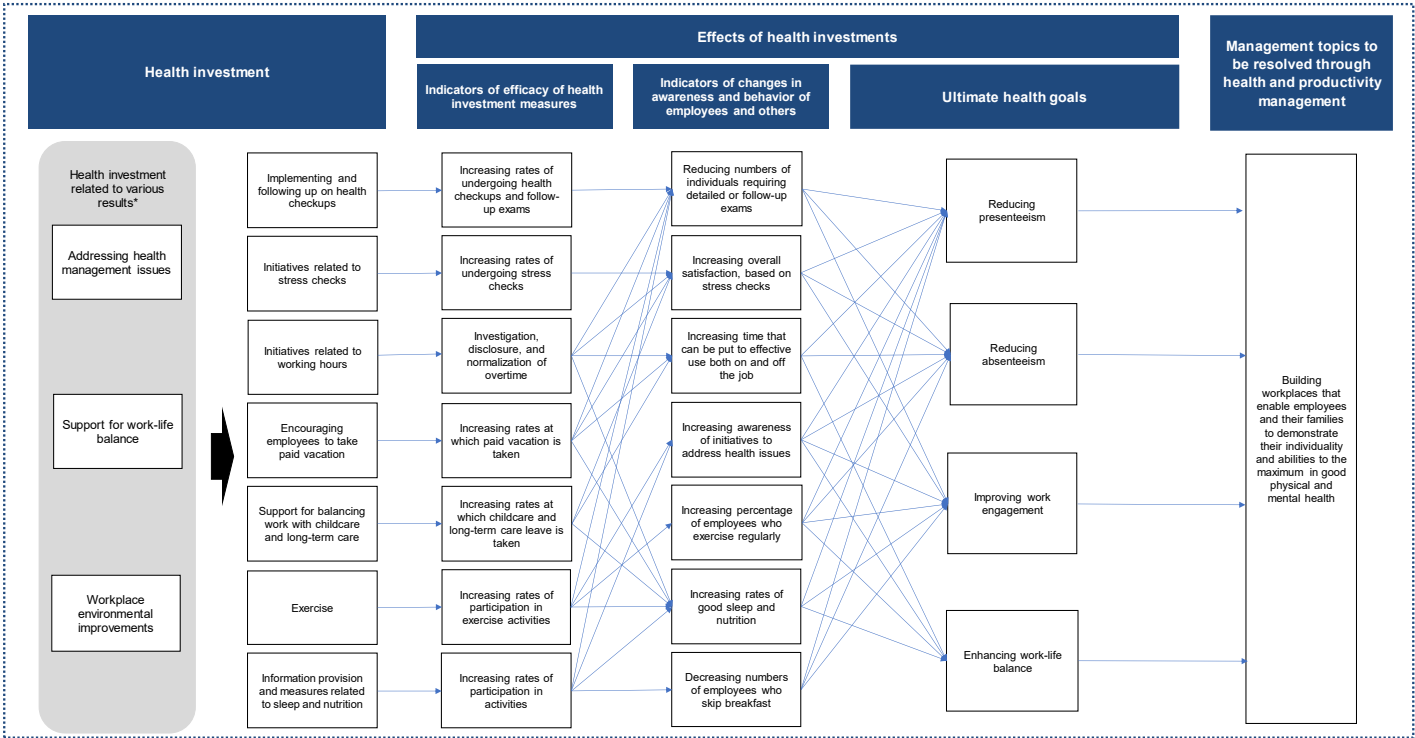
Health Management Initiatives

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



Health and productivity management strategic map



Certifications



Ripple effects

Sustained corporate growth associated with higher employee engagement



We distribute IR information to individual investors by e-mail.
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<https://rims.tr.mufig.jp/?sn=3921>



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.