FY01/26 Results

NEOJAPAN

PRIME Section, Tokyo Stock Exchange
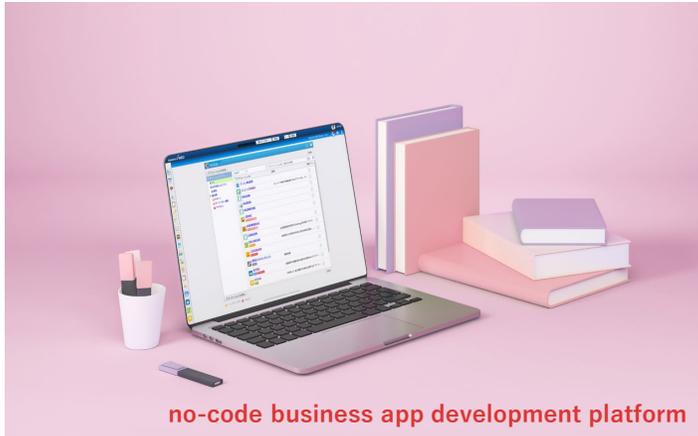Ticker:3921

March 11, 2026

Group Overview

Software Business[1]	**NEO**JAPAN 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	**NEO**THAI ASIA Bangkok, Thailand Packaged software sales / Cloud service provision	**NEO**REKA ASIA Kuala Lumpur, Malaysia Packaged software sales / Cloud service provision **NEO**PHTech Metro Manila, Philippines Packaged software sales / Cloud service provision

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

Main Products

no-code business app development platform

AppSuite

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

Groupware

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

Business chat

ChatLuck

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

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FY01/26 Full-year Business Results

Q4 FY01/26 Business Results

Business Results Summary

Net sales

According to plan

Achievement[1]
100.1%

YoY: **+13.3**%

JPY**8,230** million

Operating profit

Up sharply, exceeding plans

Achievement[1]
102.7%

YoY: **+28.0**%

JPY**2,497** million

Profit attributable to owners of parent

Up sharply, exceeding plans

Achievement[1]
103.6%

YoY: **+28.0**%

JPY**1,809** million

- **Performance was strong, with sales and profit surpassing full-year forecasts.**

  The forecasts announced at the start of the year were revised upward alongside announcement of the Q3 results, and now call for an increase of approx. 2% for net sales and over 15% for all profit types. Performance remained strong thereafter, with full-year results even exceeding the targets of the revised plans.

- **Updated medium-term performance targets**

  Since we expect strong performance to lead to achieving the medium-term performance targets ahead of schedule, we have announced new medium-term performance targets through FY01/29 .
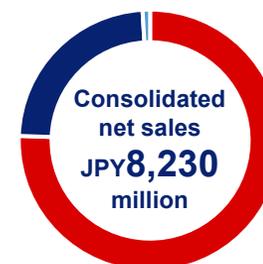
Consolidated net sales
JPY**8,230** million

NEOJAPAN
Software Business

Pro-SPIRE
System Development Service Business

Consolidated operating profit
JPY**2,497** million

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

1. Rate of achievement of full-year forecasts announced December 11, 2025
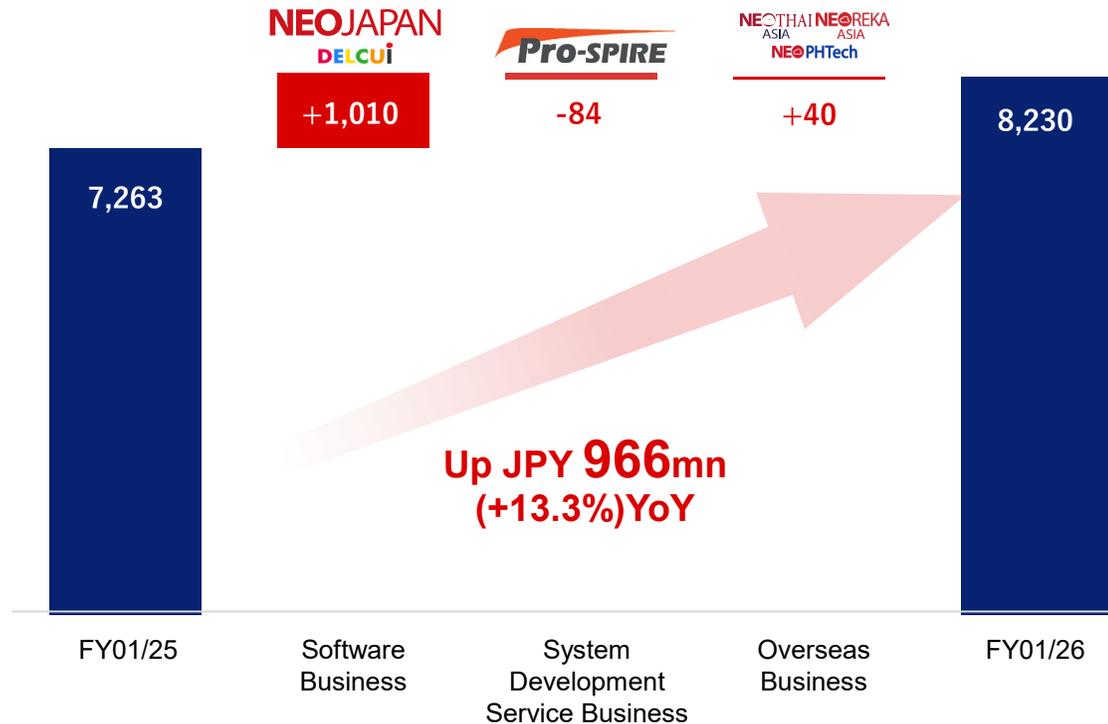
Consolidated Financial Results

NEOJAPAN

(JPY mn)	FY01/25 results	FY01/26 results	YoY change(%)	FY01/26 Full-year forecast[1]	vs. Full-year forecast
Net Sales	7,263	8,230	+13.3%	8,219	100.1%
Gross profit	4,032	4,736	+17.5%	-	-
Gross profit margin	55.5%	57.6%	-	-	-
Operating profit	1,951	↗ 2,497	+28.0%	2,431	102.7%
Operating profit margin	26.9%	↗ 30.3%	-	-	-
Ordinary profit	2,049	↗ 2,610	+27.3%	2,533	103.1%
Profit attributable to owners of parent	1,414	↗ 1,809	+28.0%	1,746	103.6%

1. revised full-year forecast announced on December 11, 2025

Factors Behind Changes in Net Sales and Operating Profit

Continued significant sales and profit growth driven by the software business

Net Sales

FY01/25	Software Business	System Development Service Business	Overseas Business	FY01/26
7,263	+1,010	-84	+40	8,230

Up JPY 966mn (+13.3%)YoY

Operating Profit

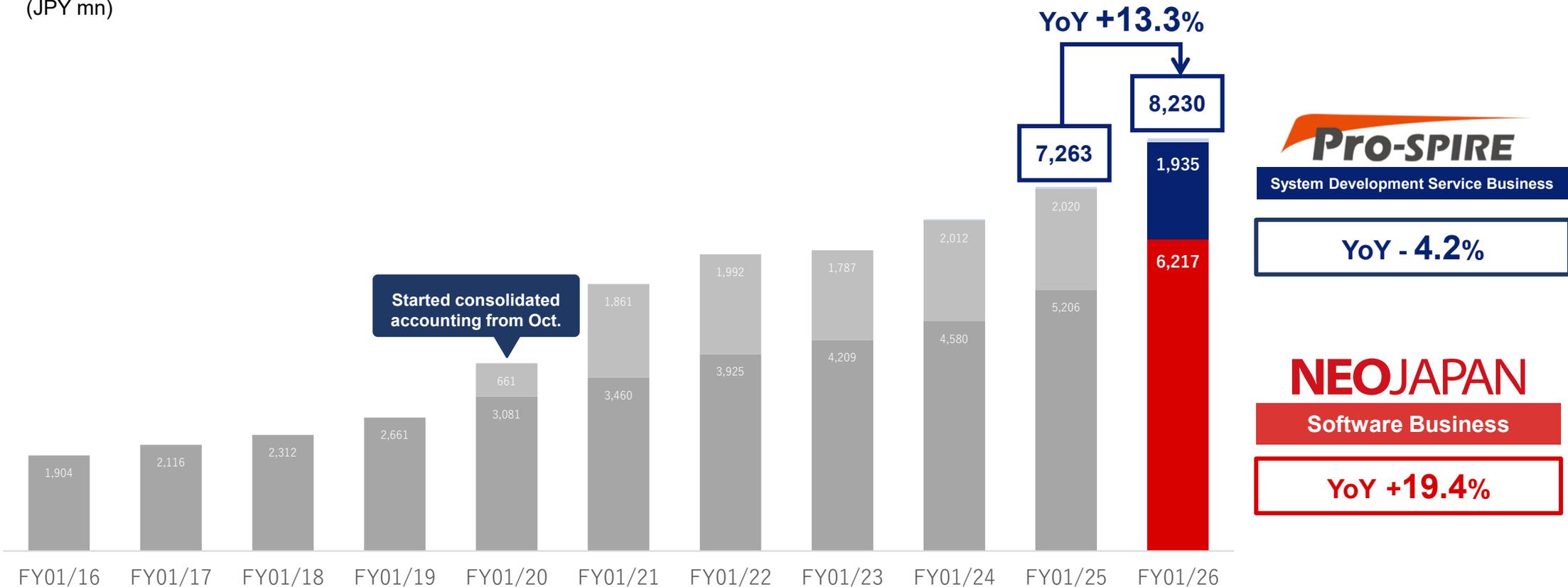| FY01/25	Software Business	System Development Service Business	Overseas Business	FY01/26
1,951	+541	+8	-0	2,497

Up JPY 546mn (+28.0%)YoY
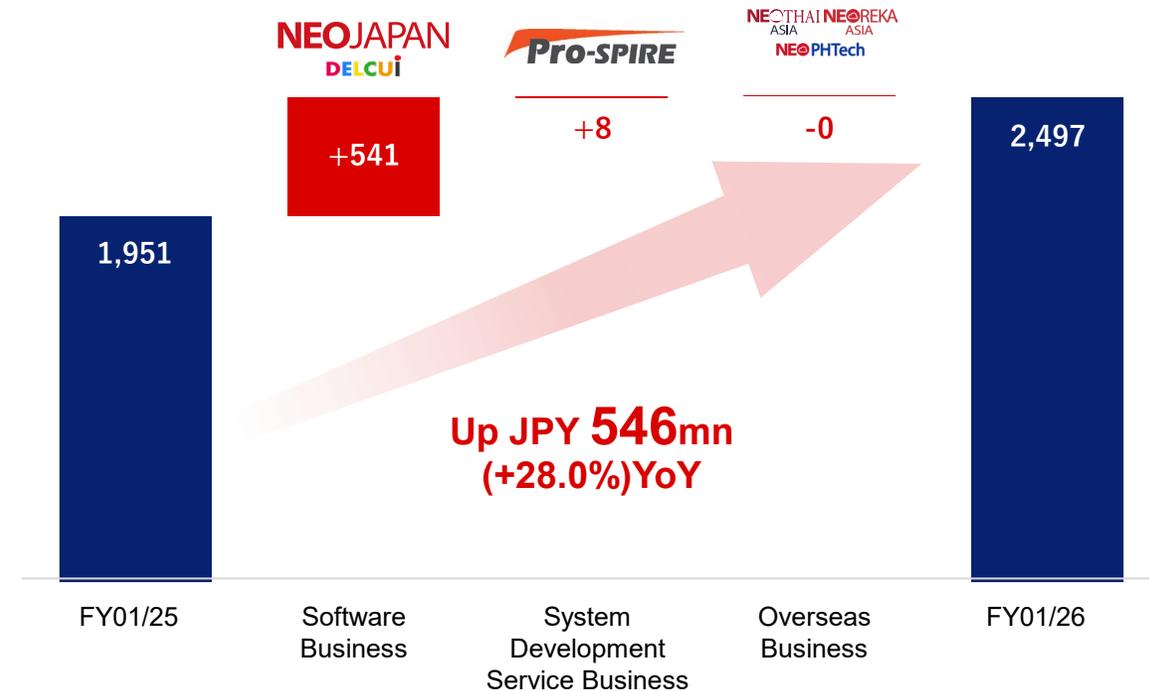
Consolidated Net Sales [1] Trend

Achieved 14 consecutive years of revenue growth

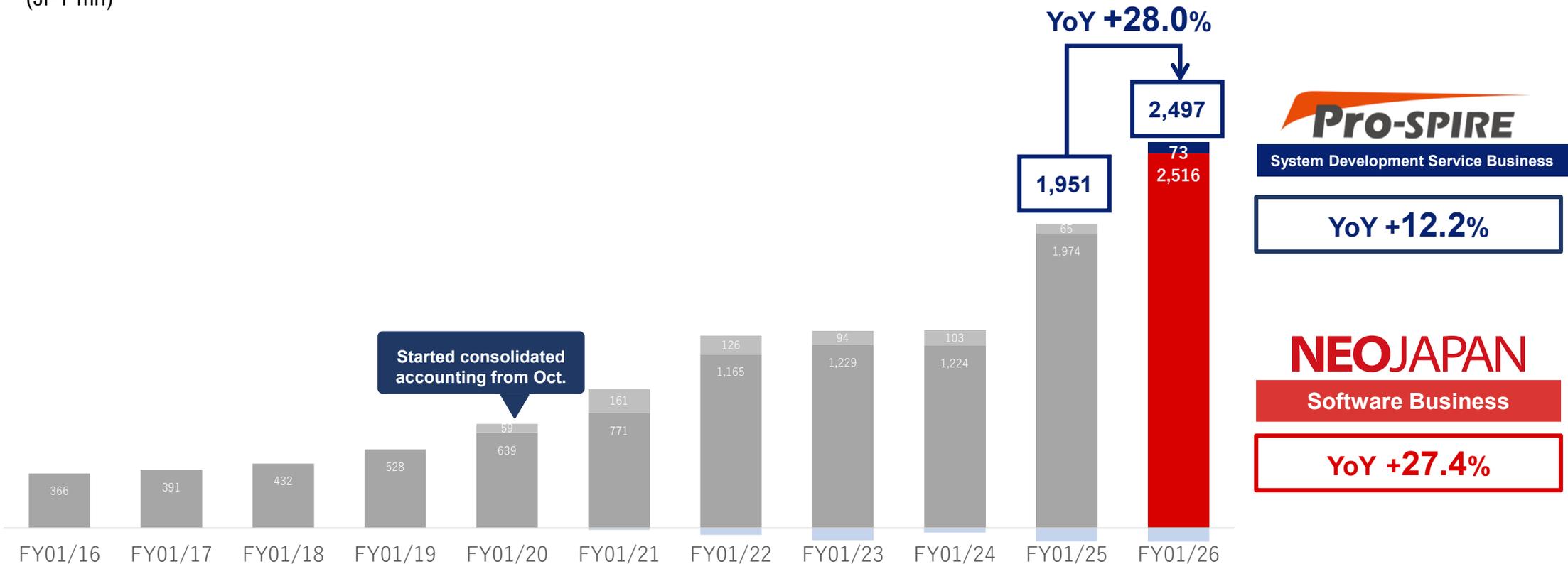Software Business performed well, achieving its 14th consecutive year of revenue growth.

(JPY mn)

YoY +13.3%

Pro-SPIRE	
System Development Service Business	
YoY - 4.2%	

NEOJAPAN	
Software Business	
YoY +19.4%	

Started consolidated accounting from Oct.

FY	Total	Lower	Upper
FY01/16	1,904		
FY01/17	2,116		
FY01/18	2,312		
FY01/19	2,661		
FY01/20		3,081	661
FY01/21		3,460	1,861
FY01/22		3,925	1,992
FY01/23		4,209	1,787
FY01/24		4,580	2,012
FY01/25	7,263	5,206	2,020
FY01/26	8,230	6,217	1,935

1. Figures after eliminating intersegment transactions

Consolidated Operating Profit Trends

Following FY01/2025, significant profit growth

With a YoY increase of 27.4%, the Software Business drove. While the system development services business saw a decline in revenue, it secured increased profits through measures such as reducing outsourcing costs.

(JPY mn)

YoY +28.0%

FY	Value
FY01/16	366
FY01/17	391
FY01/18	432
FY01/19	528
FY01/20	639 / 59
FY01/21	771 / 161
FY01/22	1,165 / 126
FY01/23	1,229 / 94
FY01/24	1,224 / 103
FY01/25	1,974 / 65 — **1,951**
FY01/26	2,516 / 73 — **2,497**

Started consolidated accounting from Oct.

Pro-SPIRE
System Development Service Business
YoY +12.2%

NEOJAPAN
Software Business
YoY +27.4%

Consolidated Balance Sheet

NEOJAPAN

The equity ratio is 69.9% and ROE is 26.3%, successfully sustaining both at high levels.

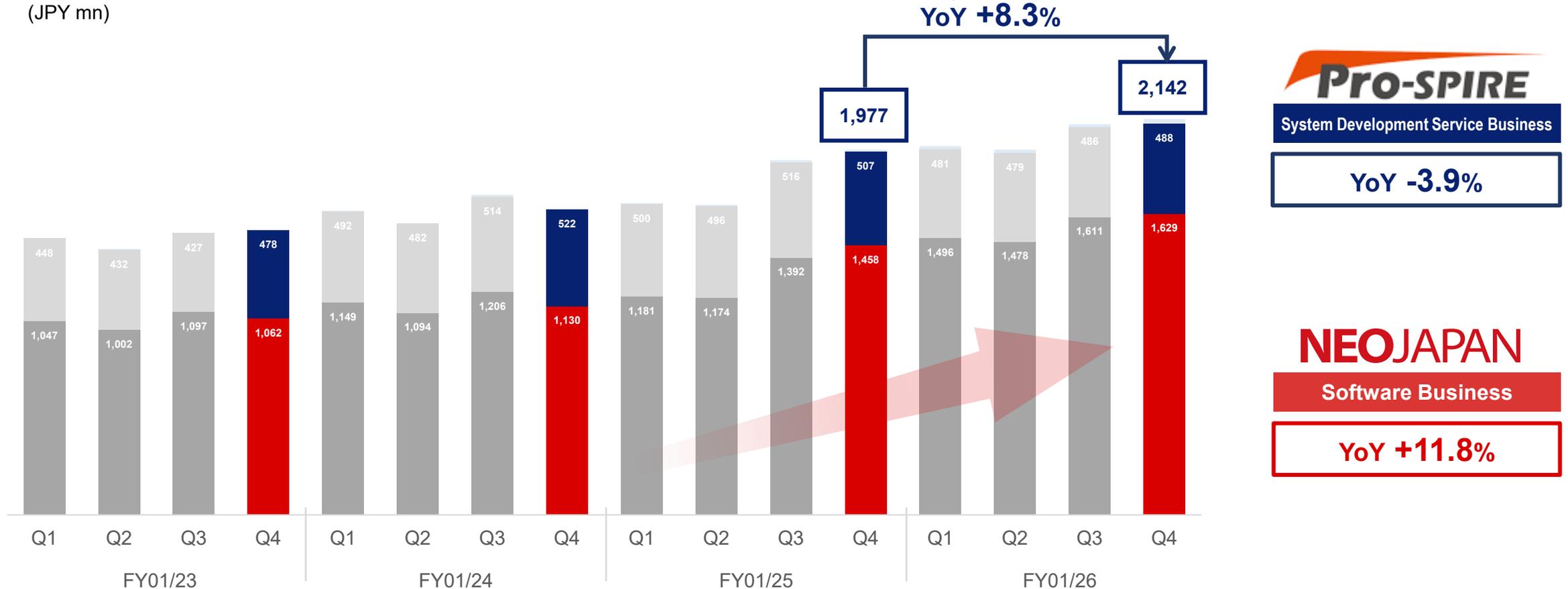| (JPY mn)	FY01/25	FY01/26	Change		FY01/25	FY01/26	Change
Assets	9,240	10,693	1,453	**Liabilities**	2,926	3,211	+284
Cash and deposits (included in above)	5,396	6,426	1,029	Interest-bearing debt (included in above)	2	3	+0
				Net assets	6,313	7,482	+1,168
				Shareholders' equity (included in above)	6,197	7,367	+1,170
				ROE	22.4%	26.3%	+3.9%
				Equity ratio	68.3%	69.9%	+1.6%

Consolidated Net Sales[1] Trend

Net sales for the quarter set a new record.

YoY growth of 11.8% in revenue in the Software Business drove consolidated net sales. While revenue in the System Development Service Business declined YoY, net sales remain in a recovery trend.
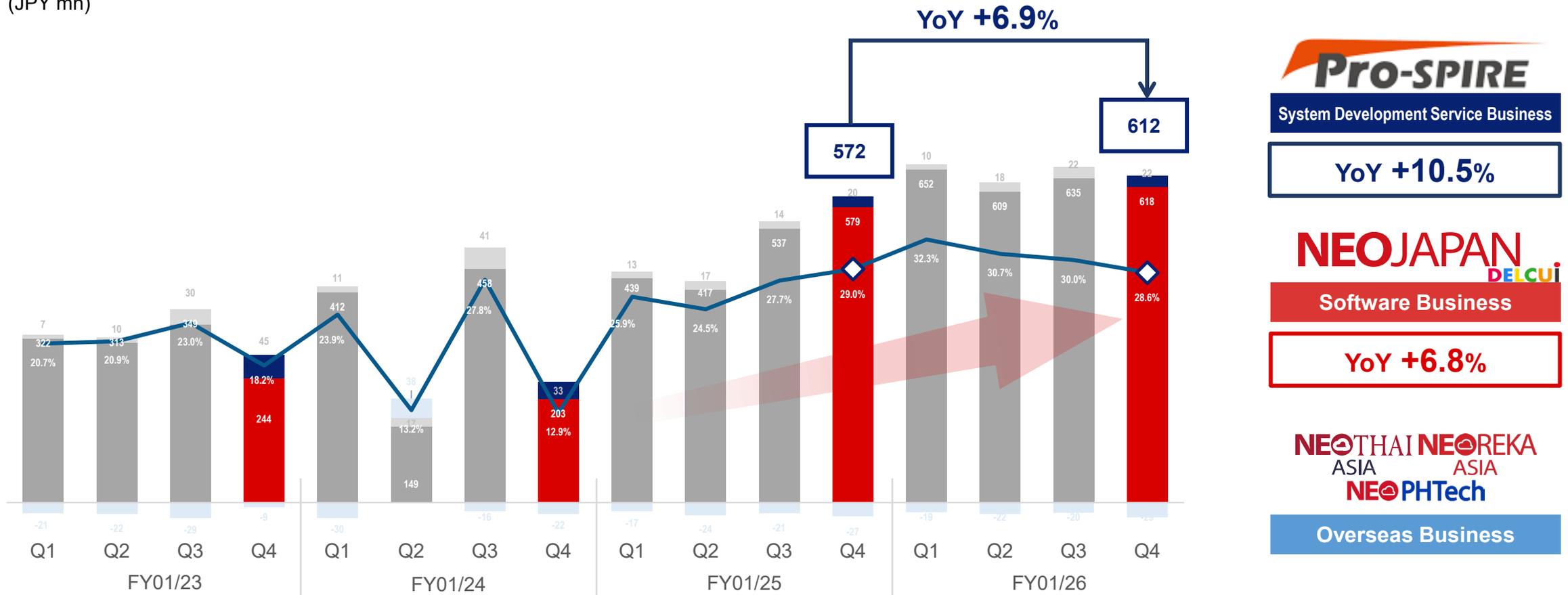
(JPY mn)

YoY +8.3%

| | 1,977 | | 2,142 |

Pro-SPIRE

System Development Service Business
YoY **-3.9%**

NEOJAPAN

Software Business
YoY **+11.8%**

Bar values:

FY01/23:
- Q1: 448 / 1,047
- Q2: 432 / 1,002
- Q3: 427 / 1,097
- Q4: 478 / 1,062

FY01/24:
- Q1: 492 / 1,149
- Q2: 482 / 1,094
- Q3: 514 / 1,206
- Q4: 522 / 1,130

FY01/25:
- Q1: 500 / 1,181
- Q2: 496 / 1,174
- Q3: 516 / 1,392
- Q4: 507 / 1,458

FY01/26:
- Q1: 481 / 1,496
- Q2: 479 / 1,478
- Q3: 486 / 1,611
- Q4: 488 / 1,629

1. Figures after eliminating intersegment transactions

Registered record-high quarterly operating profit in Q4.

Profit was up 6.8% in the Software Business and 10.5% in the System Development Service Business. While increased advertising costs and temporarily higher SG&A expenses cut into operating profit margin, we expect profit to recover.

(JPY mn)

Pro-SPIRE

System Development Service Business

YoY **+10.5%**

NEOJAPAN DELCUI

Software Business

YoY **+6.8%**

NEOTHAI ASIA **NEO**REKA ASIA **NEO**PHTech

Overseas Business

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

Ⅱ

Ⅲ

Consolidated Financial Results Forecast for FY01/27
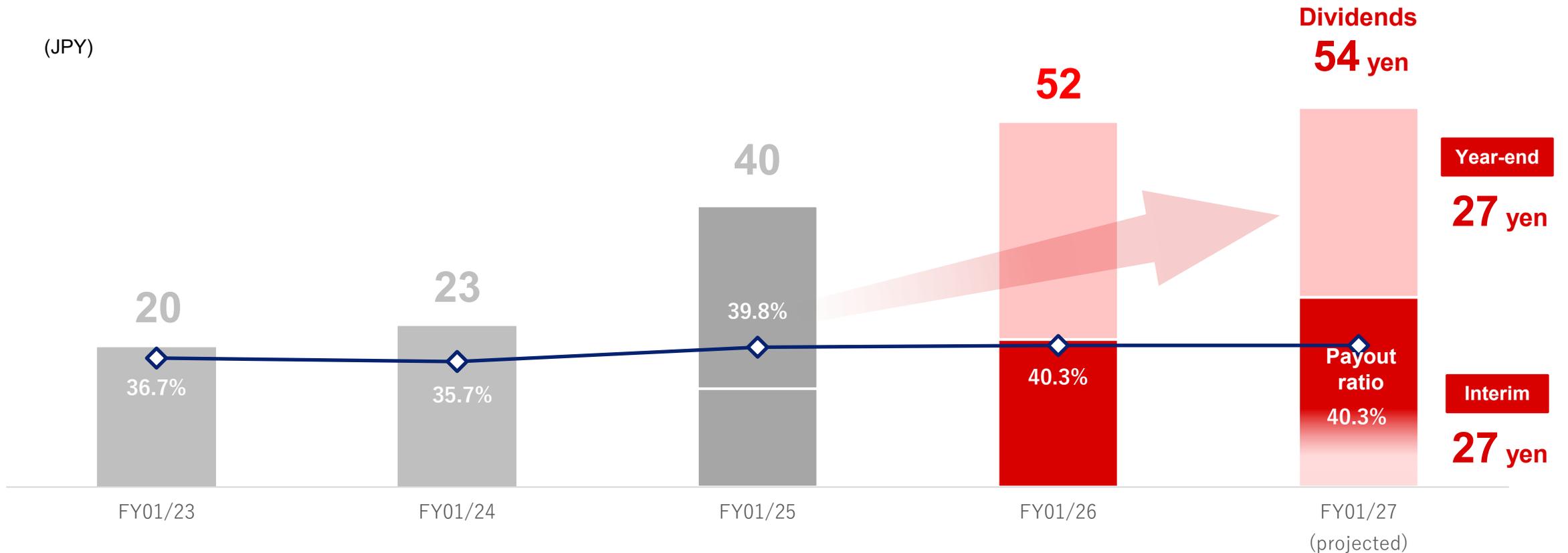
Ⅳ

Summary of Full-year Forecasts

**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

Year-end dividend forecast increased. We have continued to raise dividends since our listing

The year-end dividend forecast has been revised (increased) from 29 to 31 yen/share in line with higher profits.
We maintain a progressive dividend policy, with a dividend payout ratio target of approximately 40%.

(JPY)

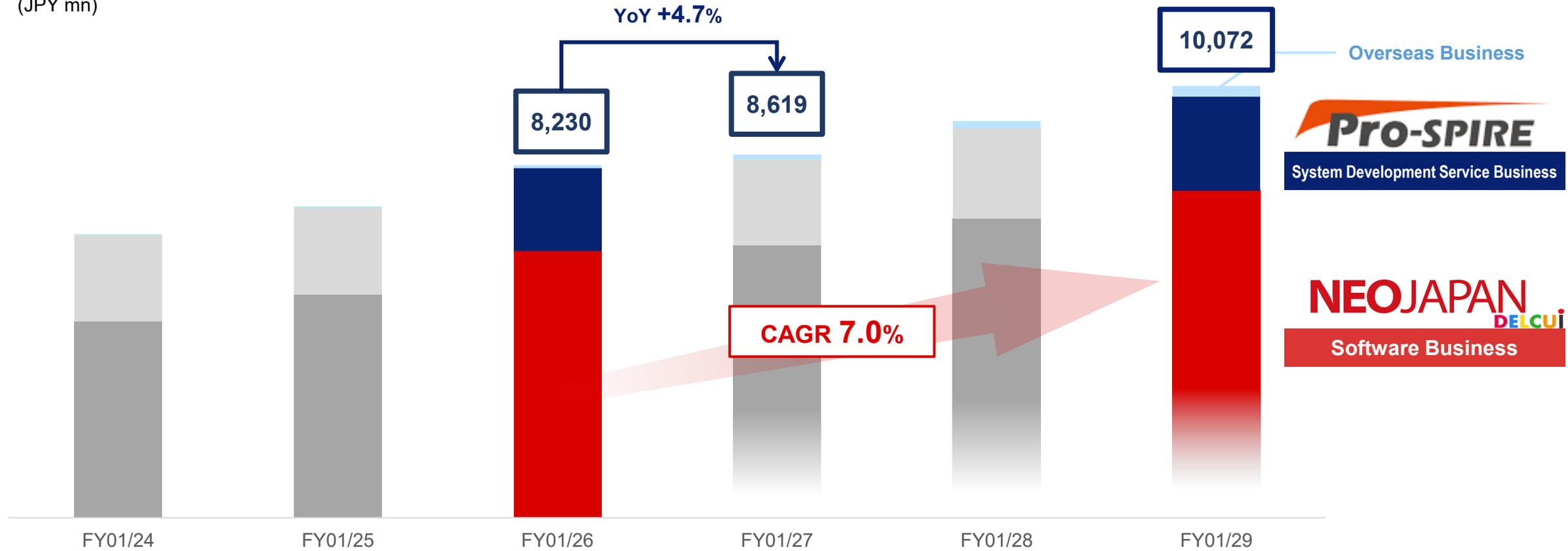|	FY01/23	FY01/24	FY01/25	FY01/26	FY01/27 (projected)
Dividends	20	23	40	52	54 yen
Payout ratio	36.7%	35.7%	39.8%	40.3%	40.3%

Year-end 27 yen

Interim 27 yen

Consolidated Revenue Target

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.
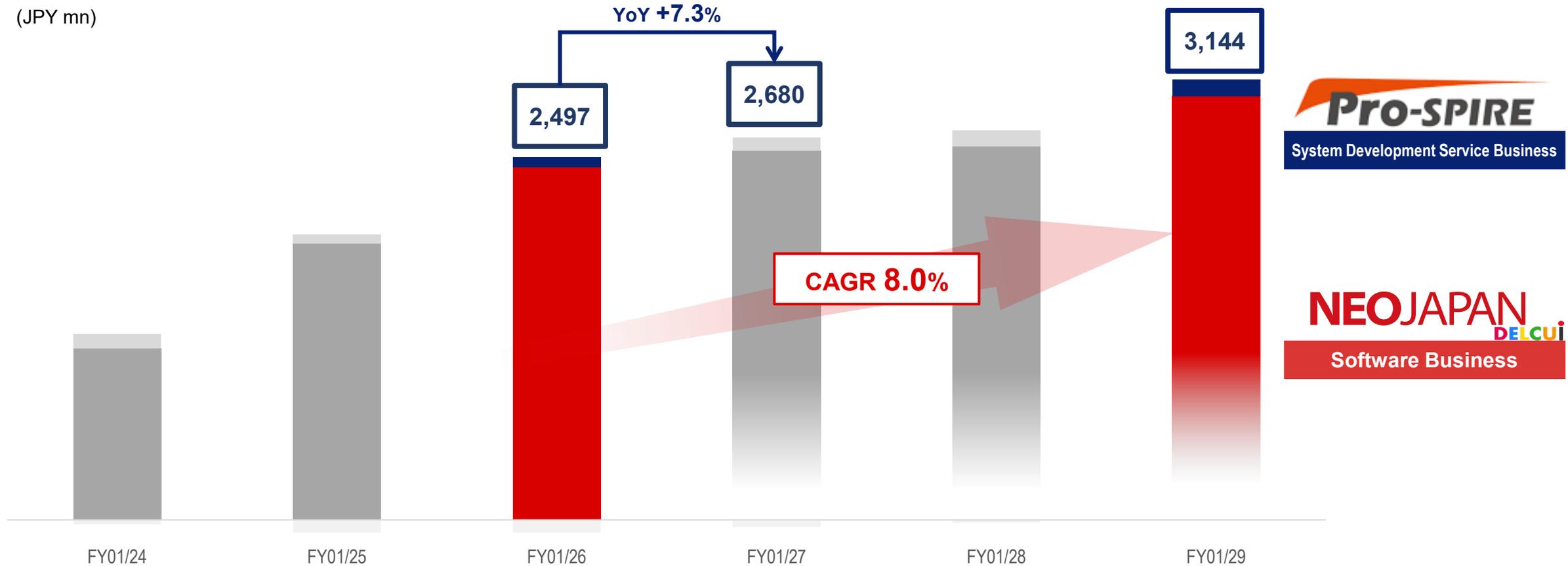
(JPY mn)

YoY +4.7%

8,230 **8,619** **10,072**

Overseas Business

Pro-SPIRE
System Development Service Business

CAGR 7.0%

NEOJAPAN **DELCUi**
Software Business

FY01/24 FY01/25 FY01/26 FY01/27 FY01/28 FY01/29

Consolidated Operating Profit Target

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We expect to achieve the initial Operating Profit Target for the fiscal year ending January 2028 of JPY2,620 million one year ahead of schedule. The new Medium-Term Performance Targets specify a CAGR of 8.0%.

(JPY mn)

YoY **+7.3%**

2,497

2,680

3,144
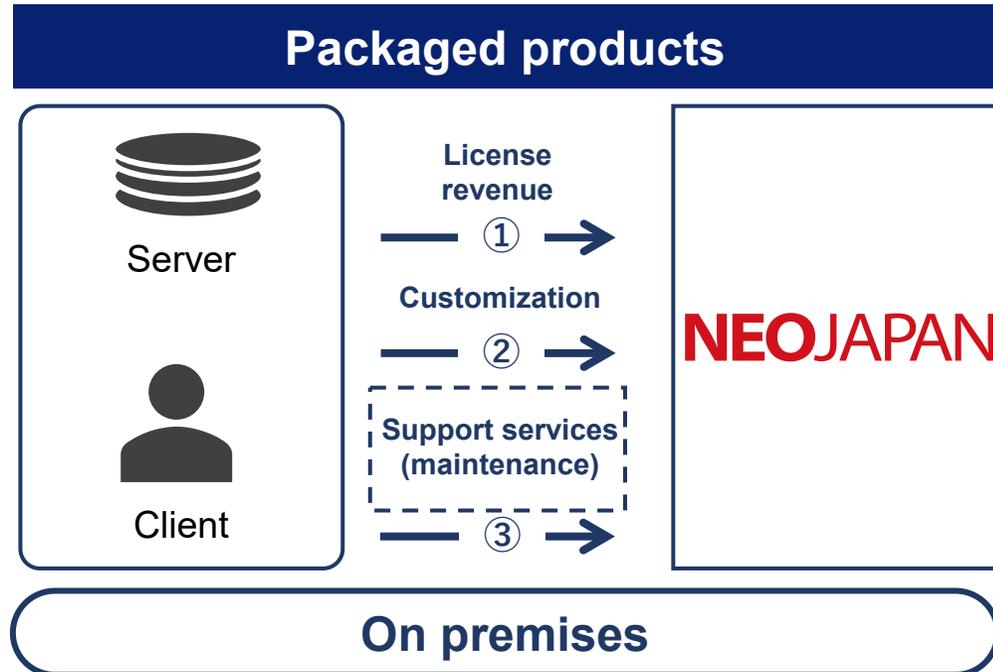
CAGR **8.0%**

FY01/24　FY01/25　FY01/26　FY01/27　FY01/28　FY01/29

Pro-SPIRE
System Development Service Business

NEOJAPAN DELCUi
Software Business

IV Medium-Term Performance Targets

V Appendix

i **Results of Software Business**

NEOJAPAN's revenue categories

Packaged products

Server

Client

License revenue
① →

Customization
② →

Support services (maintenance)
③ →

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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

Client

Monthly usage charges
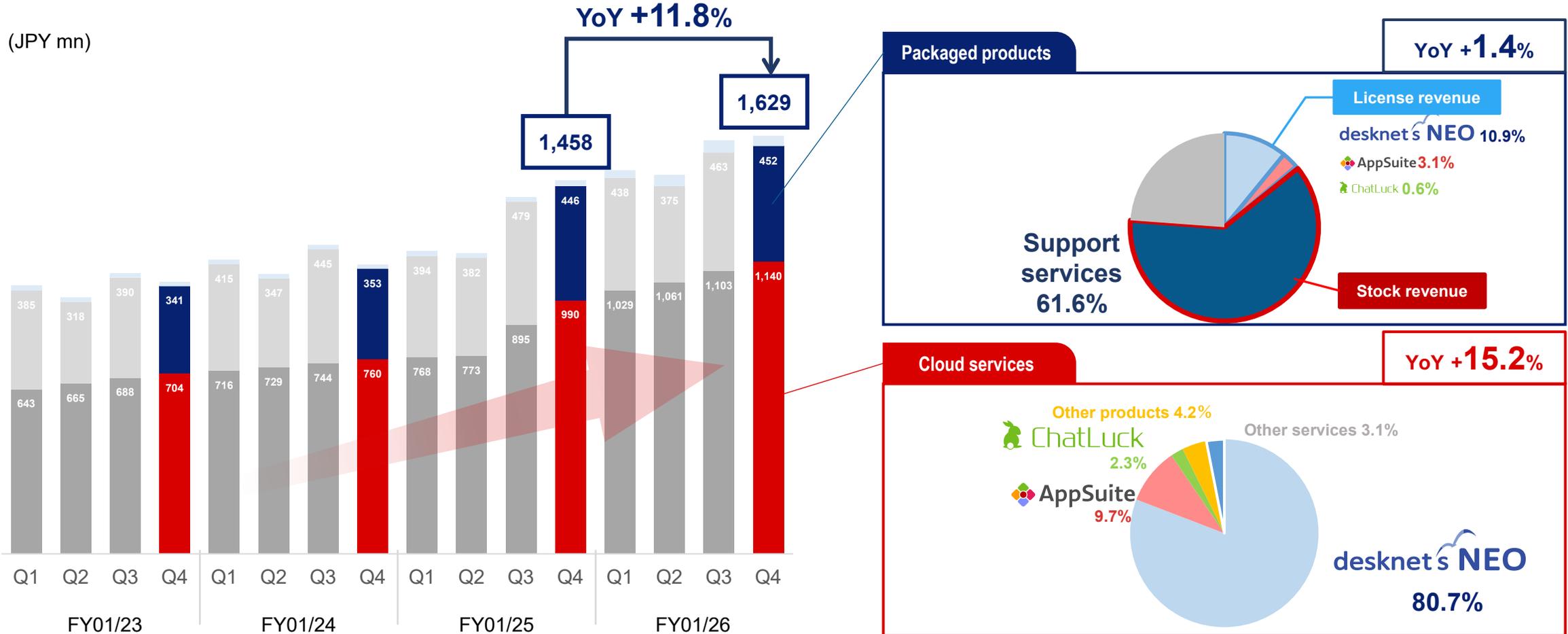① →

NEOJAPAN

Server
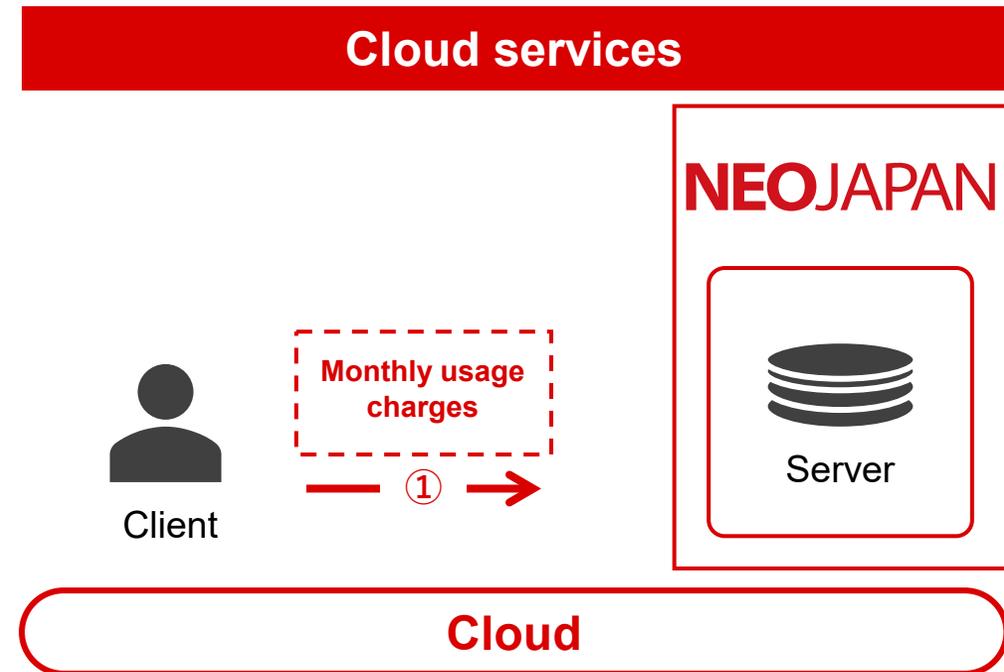
Cloud

① Continually recording monthly usage charges as revenue

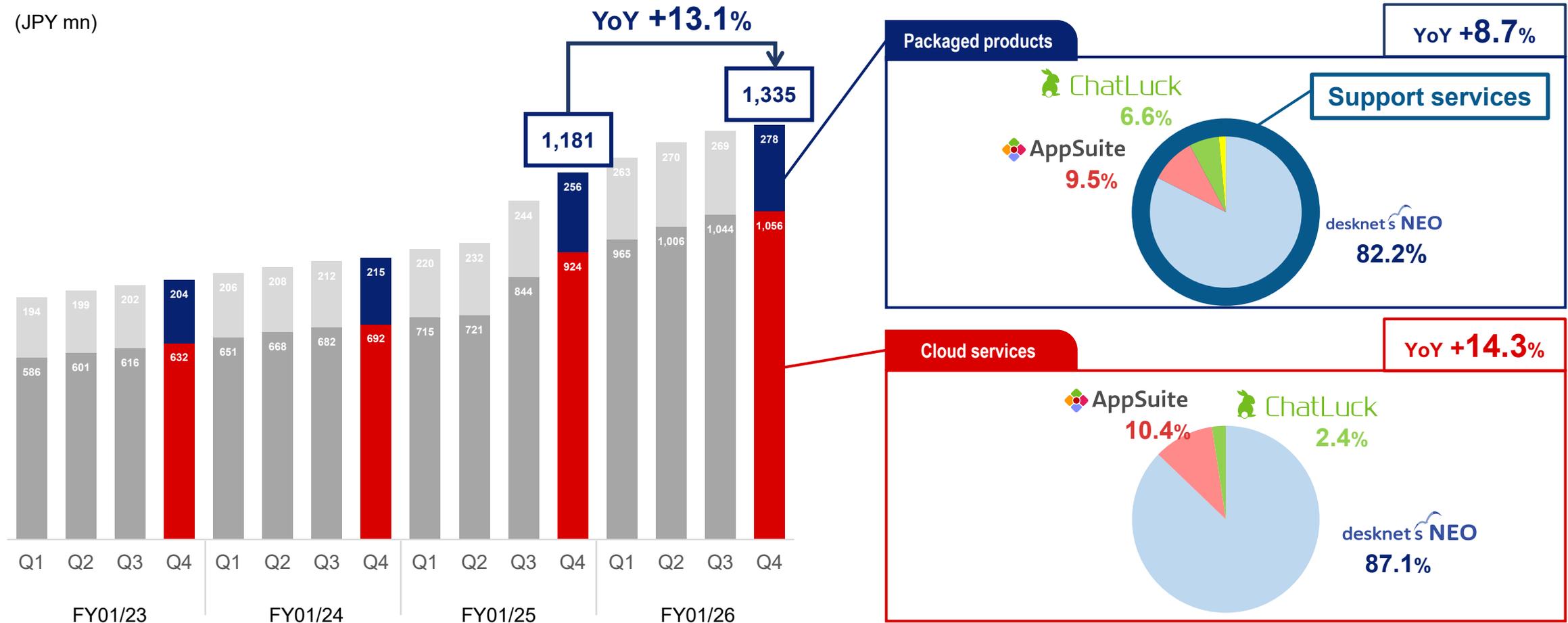**Stock revenue = Support service charges + Monthly usage charges**

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

Sales Trends

Cloud service sales, which grew steadily, were up 15.2% YoY. Packaged product sales grew YoY as support services recorded steady growth.

(JPY mn)

YoY +11.8%

1,458

1,629

	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Light grey	385	318	390	341	415	347	445	353	394	382	479	446	438	375	463	452
Red/Dark				704				760			895	990			1,103	1,140
Grey	643	665	688		716	729	744		768	773			1,029	1,061		

FY01/23   FY01/24   FY01/25   FY01/26

Packaged products

YoY +1.4%

License revenue

desknet's NEO 10.9%
AppSuite 3.1%
ChatLuck 0.6%

Support services 61.6%

Stock revenue

Cloud services

YoY +15.2%

Other products 4.2%
ChatLuck 2.3%
AppSuite 9.7%
Other services 3.1%

desknet's NEO **80.7%**

Stock Revenue[1] Trends

Revenue for support services in packaged products grew 8.7% due to continuing growth in the user base and the impact of the license integration implemented in February 2024. The three main cloud services products grew 14.3%, driven by price revisions and growing user numbers.
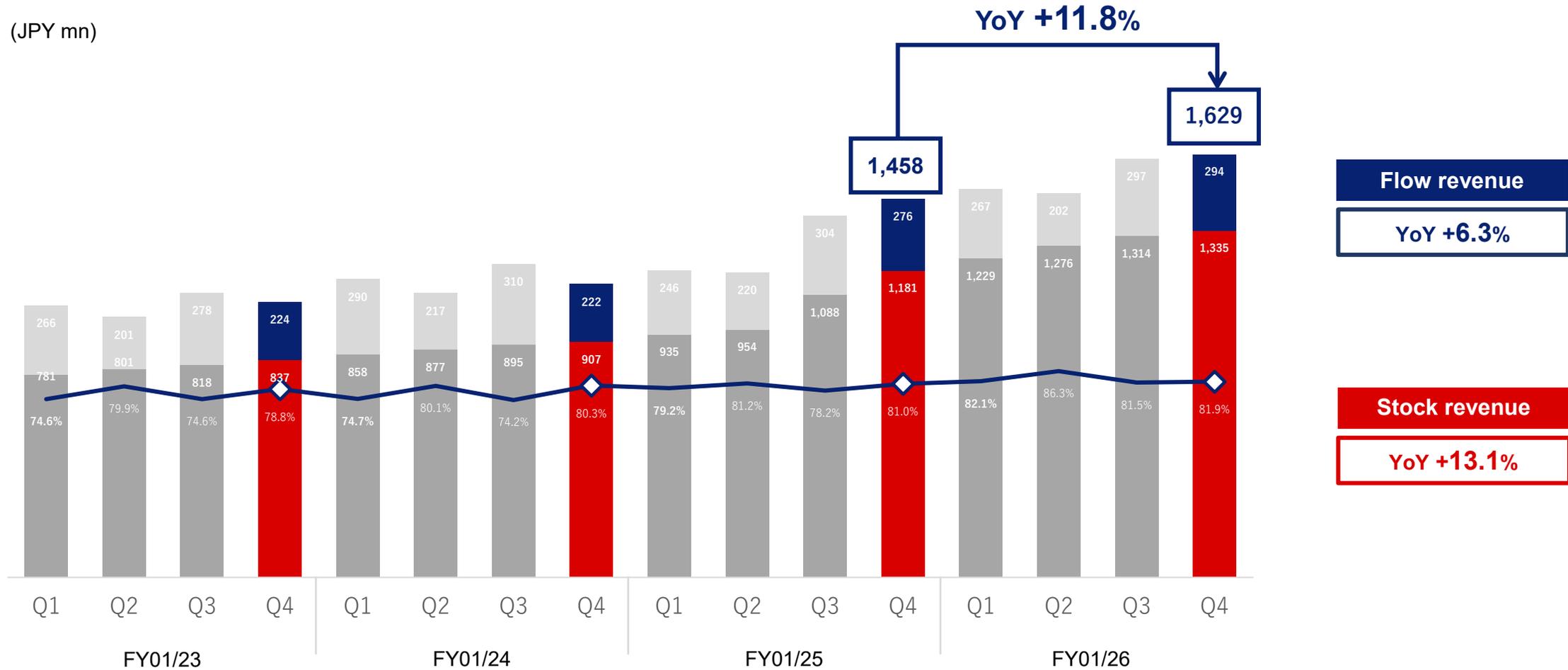

(JPY mn)

YoY +13.1%

1,181

1,335

Packaged products

YoY +8.7%

ChatLuck 6.6%

AppSuite 9.5%

Support services

desknet's NEO 82.2%

Cloud services

YoY +14.3%

AppSuite 10.4%

ChatLuck 2.4%

desknet's NEO 87.1%

	FY01/23				FY01/24				FY01/25				FY01/26			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	194	199	202	204	206	208	212	215	220	232	244	256	263	270	269	278
												924	965	1,006	1,044	1,056
	586	601	616	632	651	668	682	692	715	721	844					

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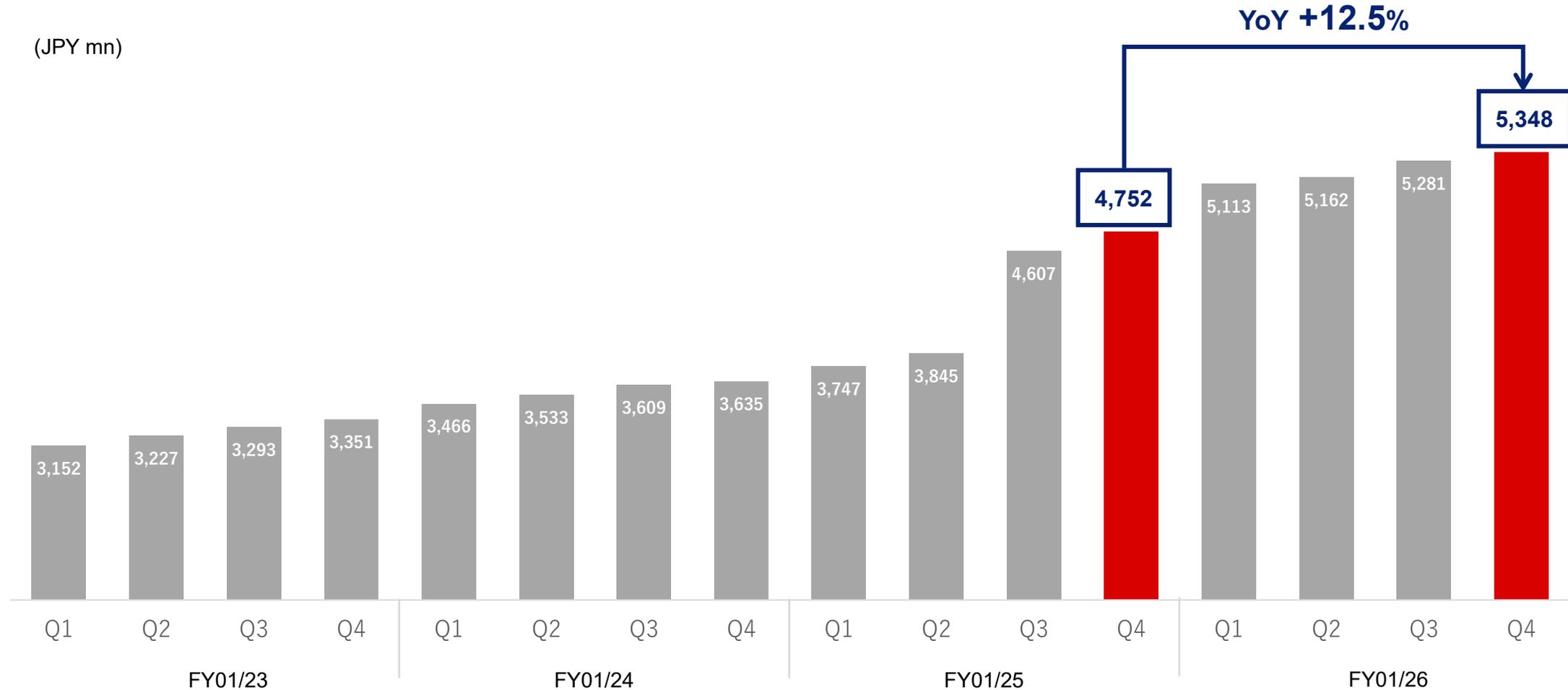
Stock Revenue Ratio

The ratio of stock revenue remains high at 81.9%.

(JPY mn)

	Flow revenue
	YoY +6.3%

	Stock revenue
	YoY +13.1%

YoY +11.8%

ARR[1] Trend

ARR increased 12.5% YoY,
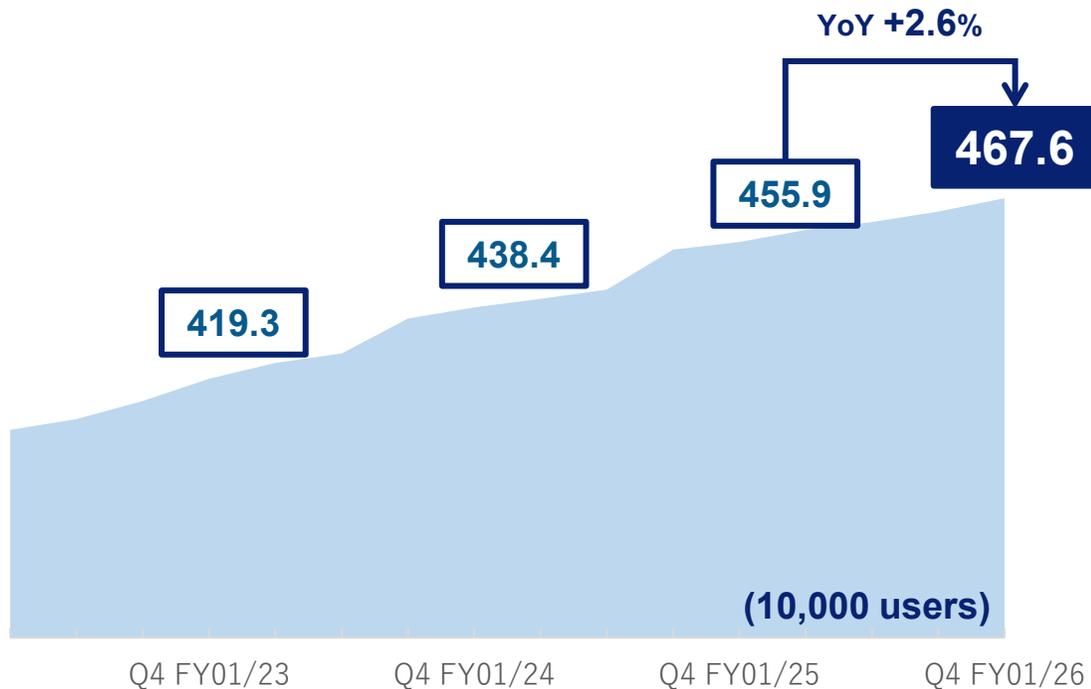We are targeting further growth in ARR by expanding the numbers of cloud users, the bundle plans and support services.
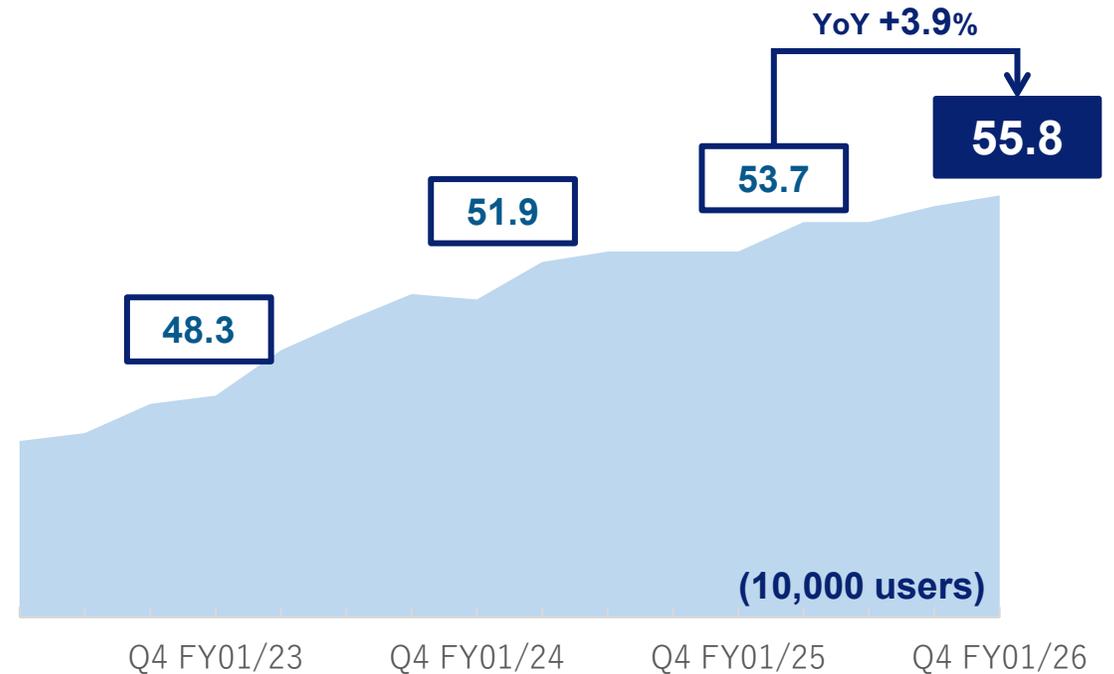

(JPY mn)

YoY **+12.5%**

Quarter	Value
Q1 FY01/23	3,152
Q2 FY01/23	3,227
Q3 FY01/23	3,293
Q4 FY01/23	3,351
Q1 FY01/24	3,466
Q2 FY01/24	3,533
Q3 FY01/24	3,609
Q4 FY01/24	3,635
Q1 FY01/25	3,747
Q2 FY01/25	3,845
Q3 FY01/25	4,607
Q4 FY01/25	4,752
Q1 FY01/26	5,113
Q2 FY01/26	5,162
Q3 FY01/26	5,281
Q4 FY01/26	5,348

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]

The cumulative number of users for packaged products results increased by 2.6% YoY. The number of cloud services users also increased by 3.9% YoY. We will continue to strengthen promotions highlighting its functionality as "All-in-one no-code groupware" and target further growth.

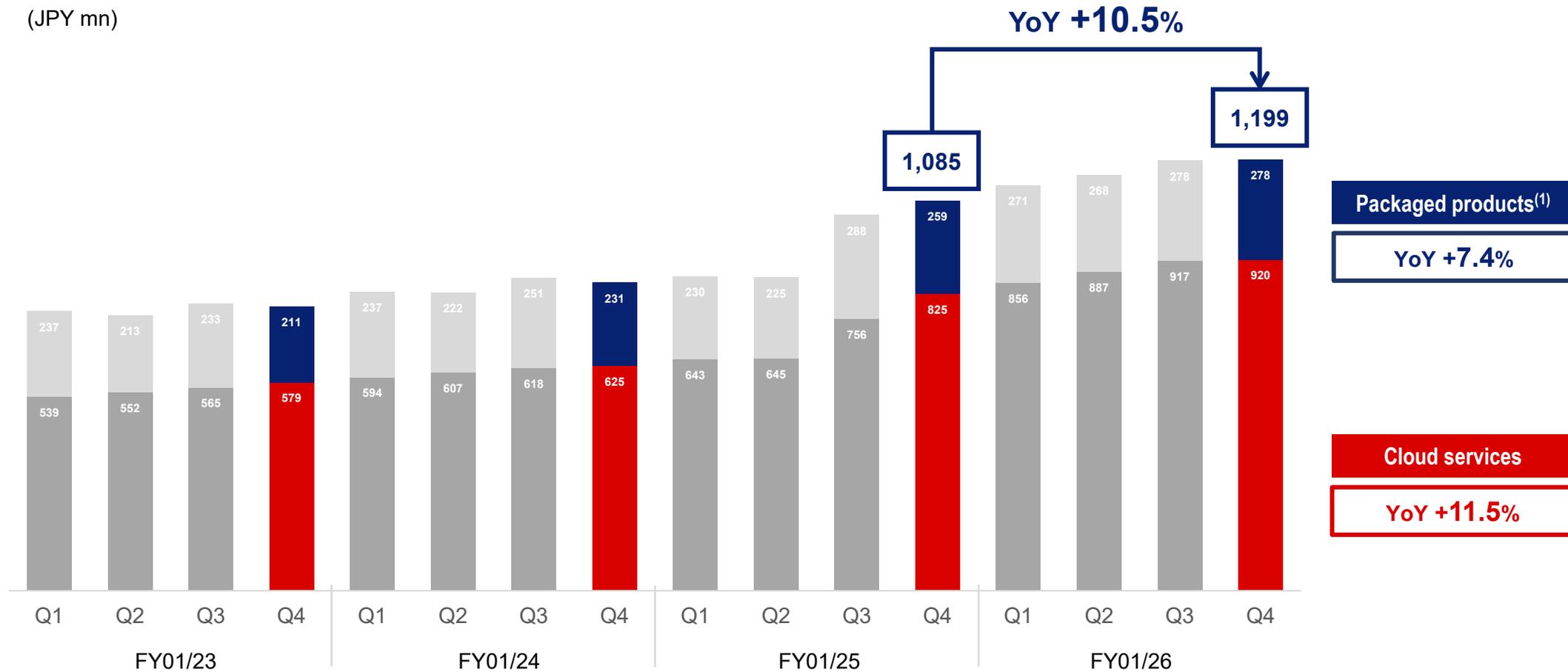## Packaged product cumulative user trend

YoY **+2.6%**

419.3
438.4
455.9
467.6

(10,000 users)

Q4 FY01/23   Q4 FY01/24   Q4 FY01/25   Q4 FY01/26

Cloud userbase trend

YoY **+3.9%**

48.3
51.9
53.7
55.8

(10,000 users)

Q4 FY01/23   Q4 FY01/24   Q4 FY01/25   Q4 FY01/26

1. Figures shown exclude OEM.

Cloud services revenue grew by 11.5% YoY, due in part to the effect of price revisions. Packaged product sales rose by 7.4% YoY, due to the effects of growing sales of support services.

(JPY mn)

YoY **+10.5**%

1,085

1,199

Packaged products[1]

YoY **+7.4**%

Cloud services

YoY **+11.5**%

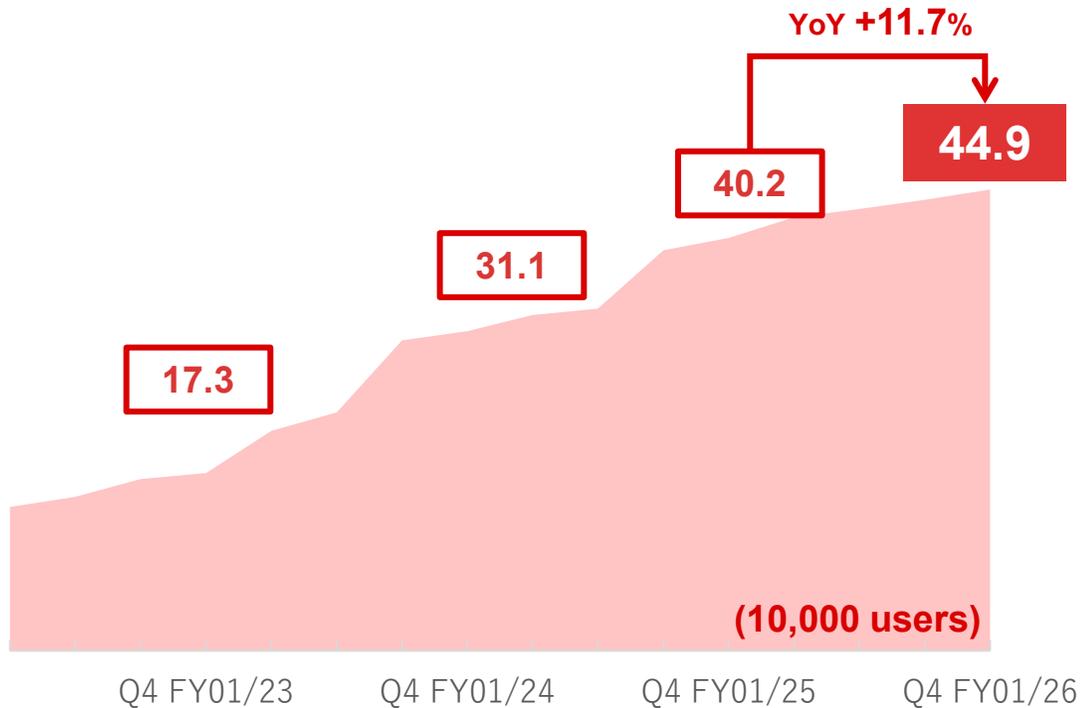|	FY01/23				FY01/24				FY01/25				FY01/26			
Q	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Light grey (top)	237	213	233	211	237	222	251	231	230	225	288	259	271	268	278	278
Grey/Red (bottom)	539	552	565	579	594	607	618	625	643	645	756	825	856	887	917	920

desknet's NEO Cloud Cancellation Rate[1] Trend

The cancellation rate for the quarter was 0.27%,fallen to its lowest level since the price revisions in Sep. 2024.
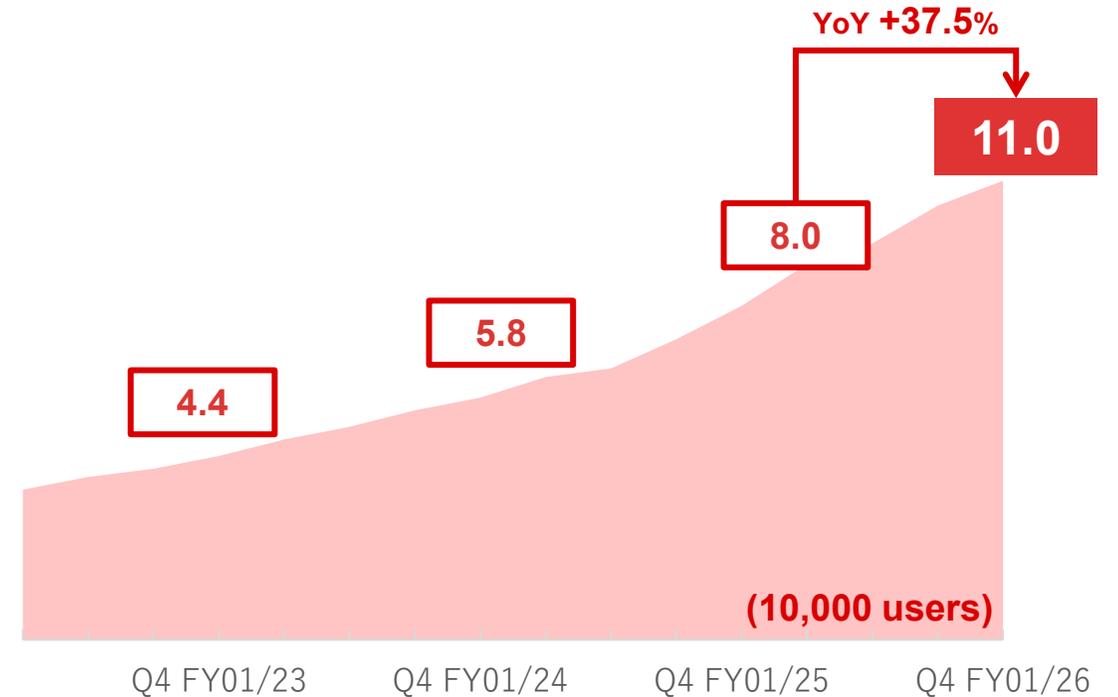

1. Calculated by averaging the figures obtained by dividing (monthly decline in MRR[2] attributable to service cancellation) by (MRR at end of previous month) for desknet's NEO Cloud users for the relevant quarter
2. MRR is calculated based on the monthly charge for continuously billed users as of the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

AppSuite Userbase Trends

The number of packaged products results increased by 11.7% YoY. The number of cloud services users also increased by 37.5% YoY, and continued to perform strongly, driven by the introduction of bundle plans and enhanced promotions.
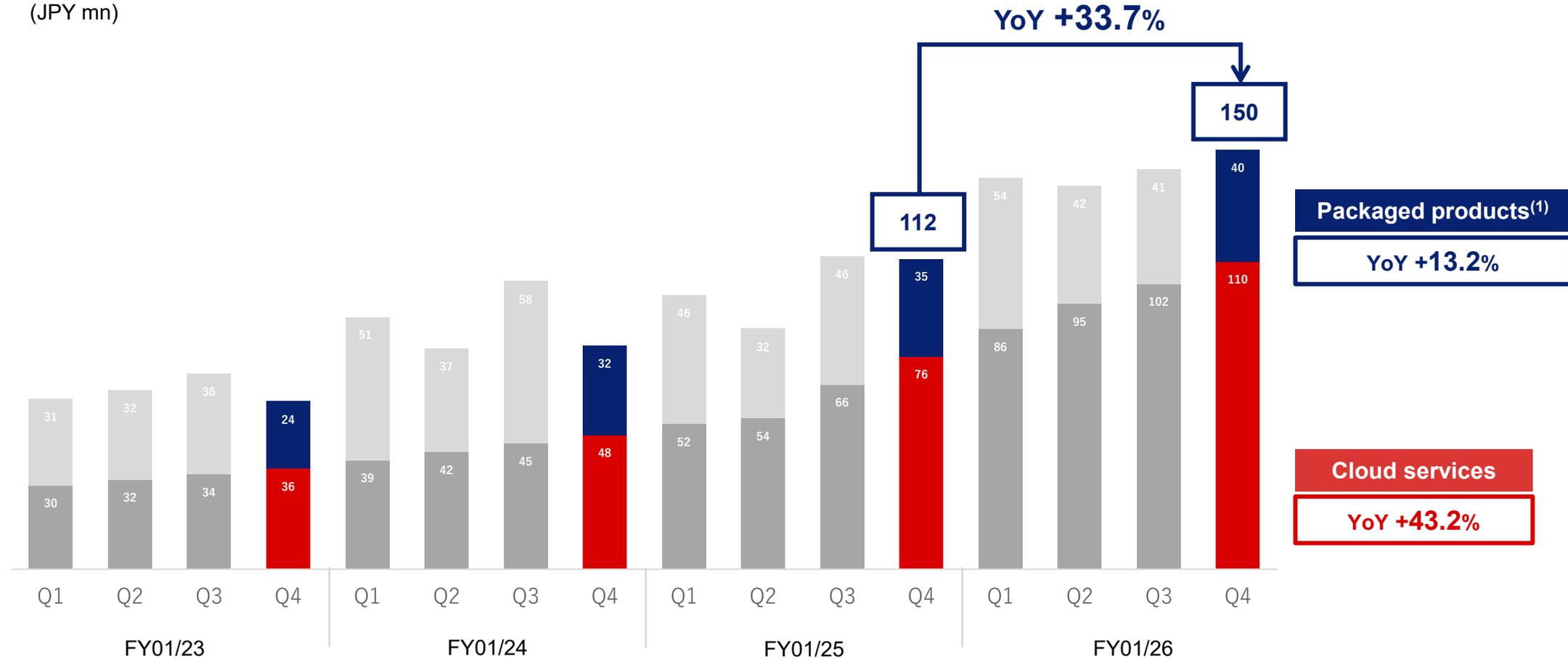
Packaged product cumulative user trend

YoY **+11.7%**

44.9

40.2

31.1

17.3

(10,000 users)

Q4 FY01/23   Q4 FY01/24   Q4 FY01/25   Q4 FY01/26

Cloud userbase trend

YoY **+37.5%**

11.0

8.0

5.8

4.4

(10,000 users)

Q4 FY01/23   Q4 FY01/24   Q4 FY01/25   Q4 FY01/26

AppSuite Revenue Trends

Packaged product sales increased by 13.2% YoY. Cloud services saw significant sales growth of 43.2% YoY, driven by the effects of price revisions and steady growth in the number of users.
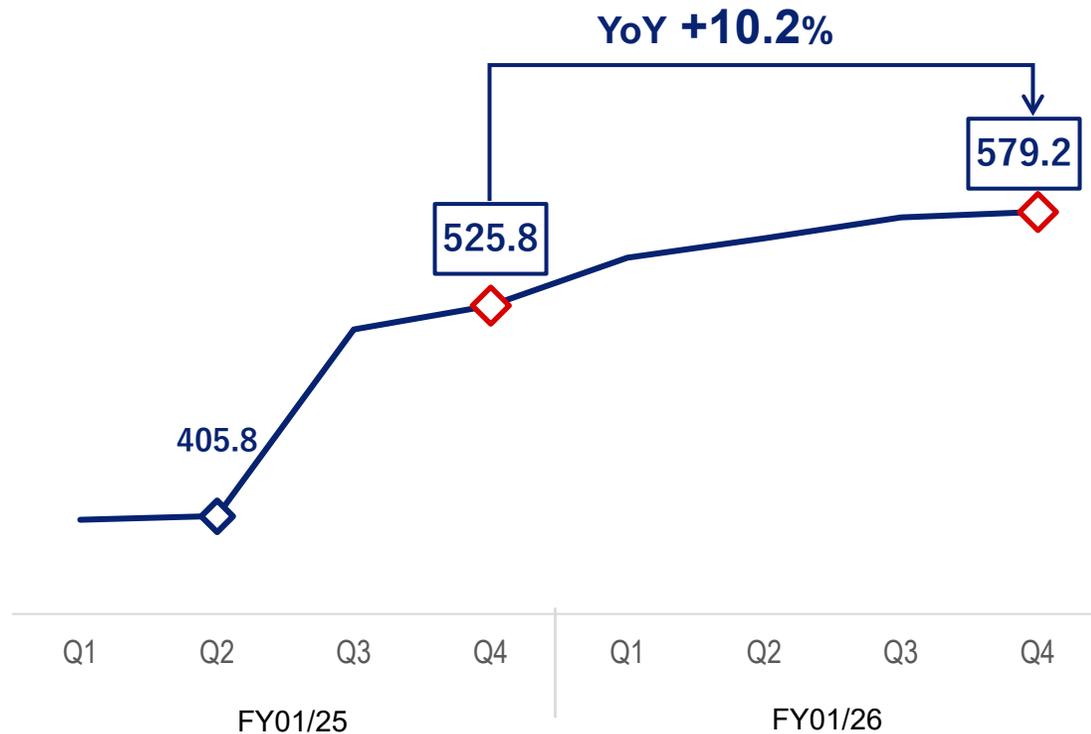
(JPY mn)

YoY +33.7%

150

112

Packaged products[1]

YoY +13.2%

Cloud services

YoY +43.2%

	FY01/23				FY01/24				FY01/25				FY01/26			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Packaged (navy)				24				32				35				40
Cloud (red)				36				48				76				110
Gray (light)	31	32	36		51	37	58		46	32	46		54	42	41	
Gray (dark)	30	32	34		39	42	45		52	54	66		86	95	102	

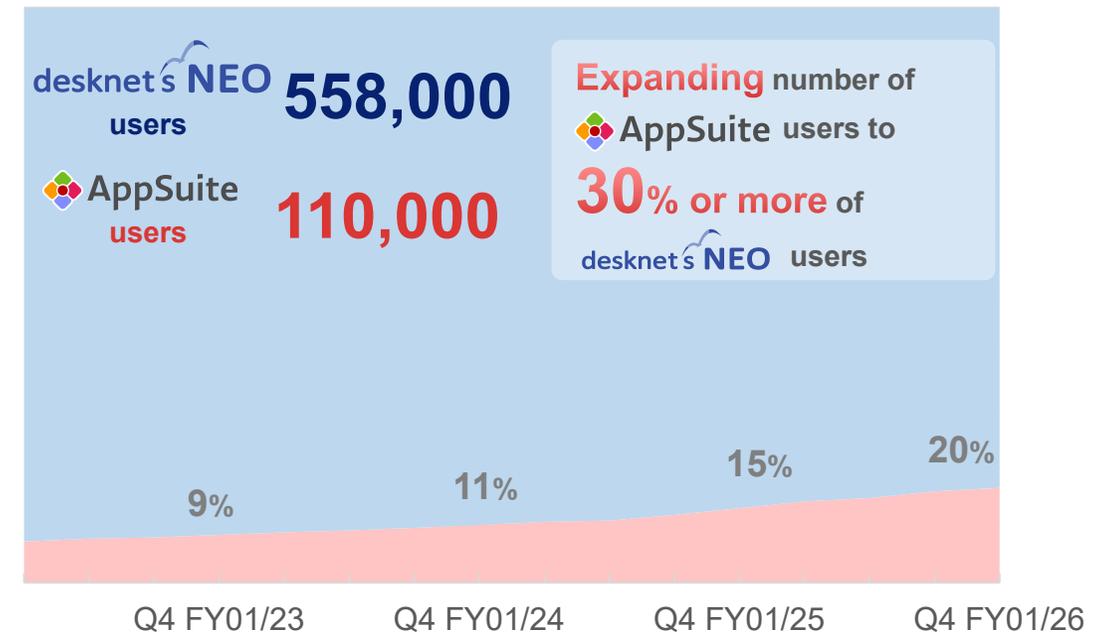1. Total revenue from AppSuite license revenue and support services.

Status of Indicators in Cloud Services

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 30% of desknet's Neo users within the next few years.

ARPU[1] status

YoY **+10.2%**

579.2

525.8

405.8

Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

FY01/25   FY01/26

AppSuite usage rate[2]

desknet's NEO users **558,000**

AppSuite users **110,000**

Expanding number of AppSuite users to **30**% or more of desknet's NEO users

9%   11%   15%   20%

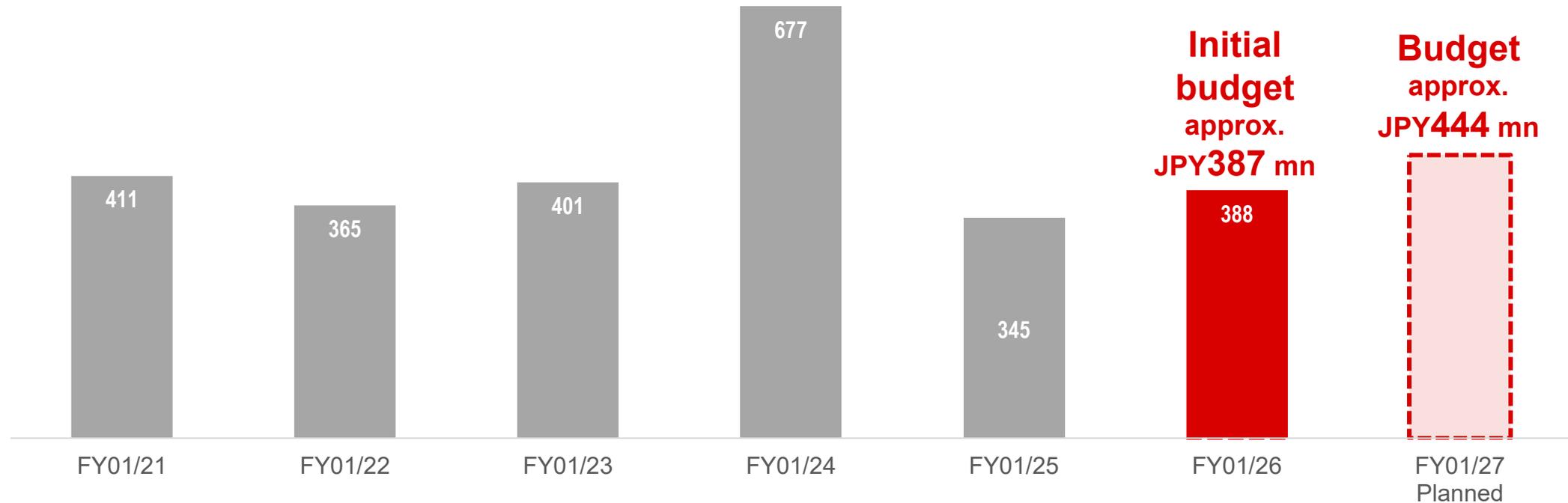| Q4 FY01/23	Q4 FY01/24	Q4 FY01/25	Q4 FY01/26

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

Q4 advertising costs were largely in line with initial plans at JPY129 million due to growth in Web advertising and other efforts.

We are planning for JPY444 million in advertising costs for the year ending January 2027 as we enhance measures to strengthen brand recognition through elevator advertising and other means.

(JPY mn)

	FY01/21	FY01/22	FY01/23	FY01/24	FY01/25	FY01/26	FY01/27 Planned
	411	365	401	677	345	388	

Initial budget approx. **JPY387 mn**

Budget approx. **JPY444 mn**

Detailed Data

NEOJAPAN

(JPY mn)	Q4 FY01/25	Q4 FY01/26	YoY change	
Cloud services	990	1,140	+150	+15.2%
desknet's NEO[1]	825	920	+94	+11.5%
AppSuite[1]	76	110	+33	+43.2%
ChatLuck[1]	21	25	+3	+18.2%
Other monthly revenue	43	48	+4	+11.5%
Other services	22	35	+13	+59.9%
Packaged products	446	452	+6	+1.4%
desknet's NEO	48	49	+1	+2.3%
AppSuite	11	13	+2	+17.6%
ChatLuck	9	2	-6	-71.8%
Other license revenues	1	0	-0	-44.0%
Support services[1]	256	278	+22	+8.7%
Customization	55	39	-16	-29.2%
Other services	64	68	+4	+6.5%
Technological development	23	40	+16	+70.9%
Total Software business revenue	1,458	1,629	+171	+11.8%

1. Accounts defined as stock revenues
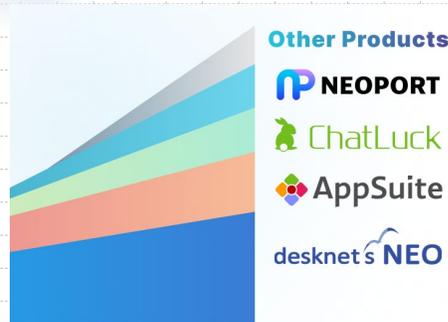
Appendix

V

ii   Growth Strategy

Growth Strategies

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
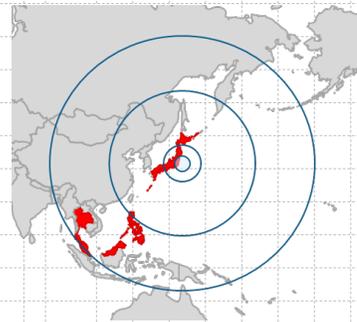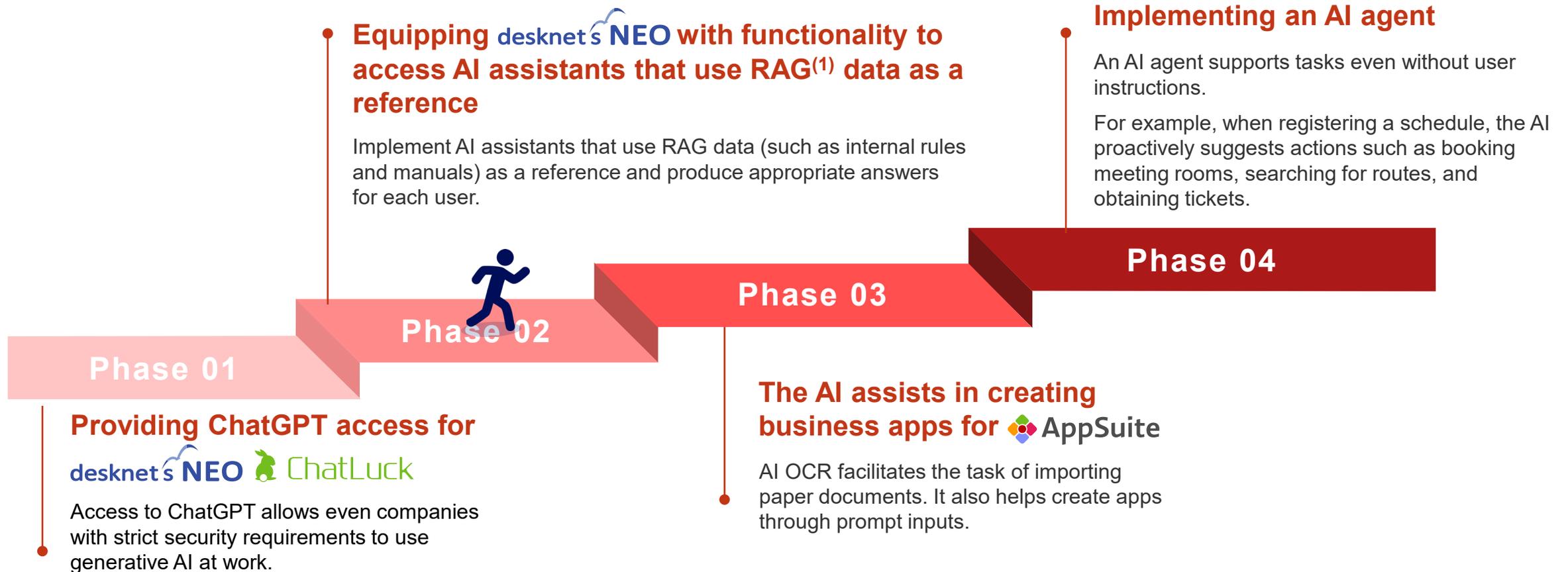

03

New Business

LIVEX.AI
Sales Expansion

Leading the way in digital signage innovation Expanding our customer base through LiveX AI sales

Equipping desknet's NEO with functionality to access AI assistants that use RAG[1] data as a reference

Implement AI assistants that use RAG data (such as internal rules and manuals) as a reference and produce appropriate answers for each user.

Implementing an AI agent

An AI agent supports tasks even without user instructions.

For example, when registering a schedule, the AI proactively suggests actions such as booking meeting rooms, searching for routes, and obtaining tickets.

Phase 04

Phase 03

Phase 02

Phase 01

Providing ChatGPT access for

desknet's NEO 🐰 ChatLuck

Access to ChatGPT allows even companies with strict security requirements to use generative AI at work.

The AI assists in creating business apps for 🔷 AppSuite

AI OCR facilitates the task of importing paper documents. It also helps create apps through prompt inputs.

---

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.

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.

Expand our user base by broadening use cases

"AppSuite AWARD"
Recognizing outstanding apps and scaling best practices

https://www.neo.co.jp/news/20250613/

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

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


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

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.
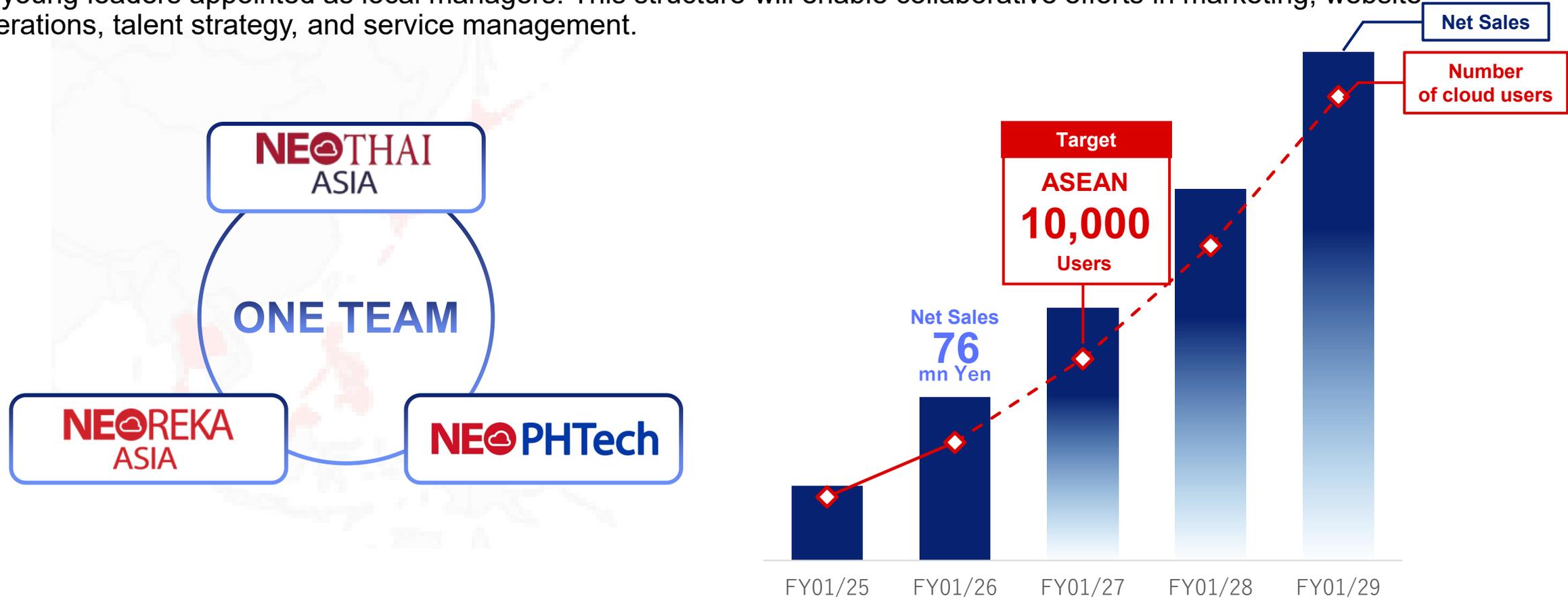
Sales of LiveX AI began in October 2025, and PoCs have already been confirmed for multiple customers.
Initially, targeting the digital signage market where differentiation from competitors is easier, we aim to expand sales.
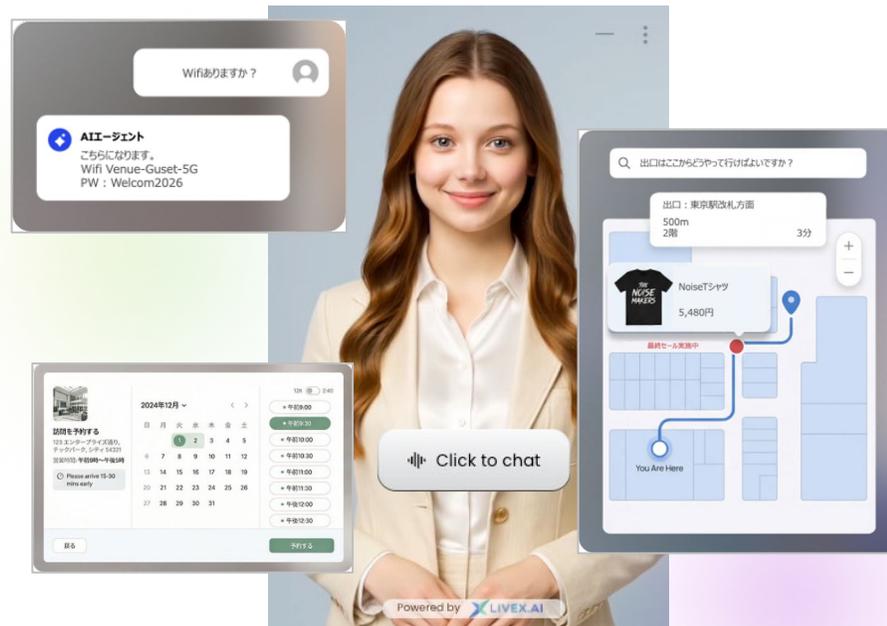
LiveX AI proposes a new form of digital signage based on the concept of digital signage × AI

Directions	Product Proposal	Reservations	Product Advertisement	Stock Management	Fan Engagement

Appendix

V

NEOJAPAN

Products and Sales	Dec. 26, 2025	Supporting Kanagawa Prefecture Statistics Center's National Census Operations with No-Code × Generative AI - Reducing Work Hours by Over 30% on Average, Achieving 88% Staff Satisfaction -
	Jan. 9, 2026	Latest "desknet's NEO" Commercial Featuring Father-Daughter Duo Ms.Eiko Noguchi and Mr.Ken Noguchi Launched - Elevator and Web Broadcasts Begin Monday, January 12 -
	Feb. 2, 2026	Relocating the Fukuoka Sales Office to Further Strengthen Sales Capabilities in the Kyushu and Okinawa Area
	Feb. 25, 2026	Business Alliance for the Sale and Provision of Full-Text Search Systems with Brains Technology
	Mar. 11, 2026	ChatLuck V6.8 released Improved stability in on-premises environments with tens of thousands of users, enhanced security measures through strengthened audit logs
Overseas	Nov. 5, 2025	NEOREKA ASIA, a Malaysian subsidiary, has revamped the member portal for JACTIM using desknet's NEO.
	Jan. 20, 2026	NEOREKA ASIA, a Malaysian subsidiary, has been certified as a "Malaysia Digital Status" company.
Awards	Dec. 19, 2025	desknet's NEO and AppSuite Ranked #1 in the "IT Trend Annual Ranking 2025" Fastest Rising Category
	Jan. 21, 2026	NEOJAPAN wins Leader award in five categories; desknet's NEO wins in the groupware category for the 27th consecutive period in "ITreview Grid Awards 2026 Winter"
IR	Nov. 13, 2025	Published executive interview articles
	Dec. 5, 2025	Published individual shareholder survey results article
	Dec. 11, 2025	Notice of Changes to the Consolidated Financial Results Forecast and Year-End Dividend Forecast (Increase)
	Mar. 11, 2026	Notice of Dividend of Surplus

Briefing for individual investors (KabuBerry Channel)

※Next session scheduled for June 25, 2026

June 26, 2025

[JP Only]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

[JP Only]https://www.neo.co.jp/column/20250730/

Financial Results Presentation Transcript (logmi Finance)

Sep. 17, 2025

[JP Only]https://finance.logmi.jp/articles/382611

Research Coverage Report (Shared Research)

Jan. 6, 2026

[EN]https://sharedresearch.jp/en/companies/3921
[JP]https://www.neo.co.jp/wp-content/uploads/2026/01/3921_JP_20260106.pdf

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AI-Related Topics

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 neoAI

2025

NEOPORT Equipped with the AI Agent Function (β version)

neoAI Chat for desknet's Providing AI assistant functionality

Launched of LIVEX.AI

2026

new brains Business Alliance for the Sale and Provision of Full-Text Search Systems

Questions from Institutional Investors

NEOJAPAN

Presented below are questions often asked by institutional investors after the business results announcement for Q3 FY01/26.

Overseas strategy: 4 questions

Q. Can you tell us about the current state and future outlook for the Overseas Business?

A. We're seeing some practical results, like adoption by a Malaysian government agency. While annual sales were less than JPY100 mn, this is more than twice last year's figure.
We expect profitability in Thailand and Malaysia under the current structure, and are targeting both Japanese and local firms. Local firms that remain strongly dependent on paper documents have shown strong interest in AppSuite.

Other: 6 questions

Marketing: 7 questions

Markets: 14 questions

Q. How do you expect the evolution of AI to impact your businesses?

A. We consider this both a threat and a major opportunity. Today, most enterprises are unable to make effective use of generative AI use because their internal data is dispersed. Consolidating business data using desknet's NEO and AppSuite can lead to the effective use of generative AI. We believe adding AI agent functions will lead to further growth.

Products and services: 16 questions

Q. How do you account for AppSuite's strong performance? How does it differ from the competition in terms of price and features?

A. For the last two years, we enhanced our promotions with a focus on AppSuite as groupware that integrates no-code tools. Customers appreciate its expandability and price competitiveness, and our appeal has grown as we accumulate more case studies. Another strength is its commitment to no-code solutions, which differentiates us from the competitors.

Management indicators: 34 questions

Q. Although you revised full-year performance forecasts upward, you appear to expect profit to fall in Q4. Can you provide a breakdown of costs?

A. We project costs to grow in Q4 because advertising costs tend to be higher in Q4 every year and because we plan to update PCs and other consumables. With regard to advertising costs, we plan to execute the unused portion of the annual budget in Q4.

Q. What is the outlook for achieving the medium-term performance targets ahead of schedule?

A. Performance in this year, the first fiscal year of the targets, is running ahead of schedule. Since the effects of price increases have run their course, in the next period and beyond, we're targeting the growth needed to achieve the medium-term performance targets ahead of schedule.
▶ We expect to achieve the targeted operating profit one year ahead of schedule. On March 11, we announced medium-term performance targets for the period starting with this fiscal year.

Growth strategy: 22 questions

Q. Can you tell us about the strategic positioning of the subsidiary Pro-SPIRE (in the systems development business) and its future direction?

A. The initial reason for making Pro-SPIRE a subsidiary was to secure engineers. Its current activities include supporting AppSuite app development. Going forward, we are considering enhancing its synergies with the Software Business such as by providing implementation support for adoption of the AI-related services we plan to provide.

Q. You have abundant cash and deposits. What are your policies for investing in growth?

A. We're targeting sustained growth by enhancing AI-related initiatives in particular (such as embedding AI in our products and developing AI-related products). We will continue to consider M&A with a focus on companies with products that can be cross-sold with ours and companies that have highly capable engineers.
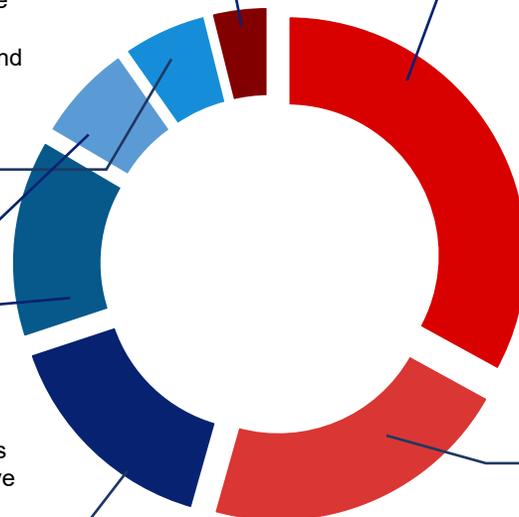
Shareholder Survey Results

We surveyed shareholders in April 2025 to deepen dialogue with investors and improve IR activities. This survey has collected numerous opinions about our IR activities. Its results are summarized on our website.

IR activities shareholders would like to see enhanced

Enhanced business reports	30.7%
Information provision on the website	28.3%
Use of mass media	18.8%
Events for individual investors	12.2%
Use of bulletins for individual investors	11.6%

* Multiple answers accepted. Percentages shown are of total respondents. Answers given by less than 10% of respondents are omitted.

Short-term holdings (approximately one year) 1.6%

Sale planned or complete 5.5%

Purchase more shares 13.4%

Medium-term holdings (approx. 2-4 years) 15.8%

Holdings policy

63.7% **Long-term holdings (five years or longer)**
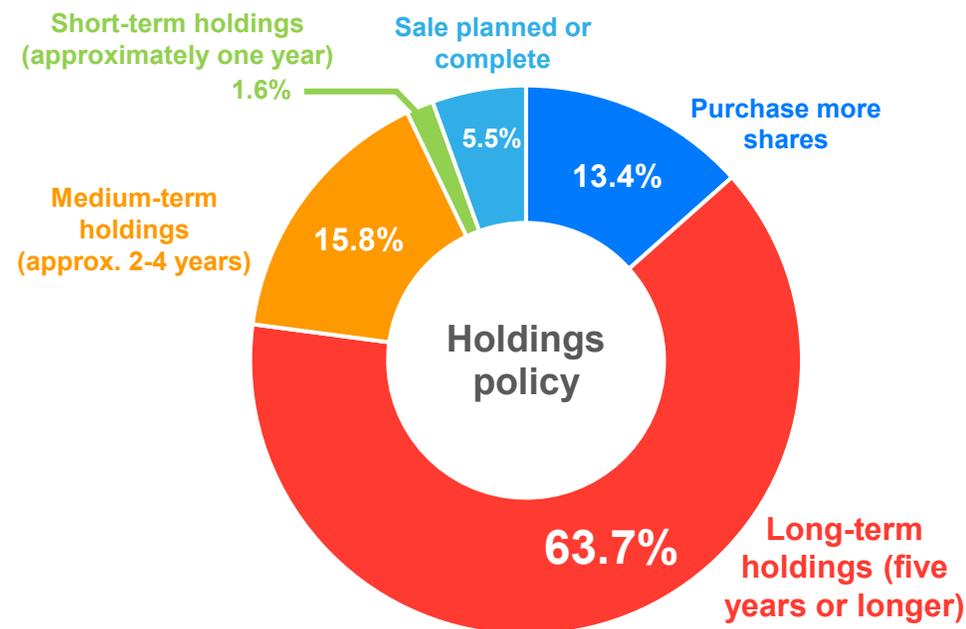
Information shown on the website is for shareholder evaluations of IR initiatives, IR activities shareholders would like to see enhanced, policies on and reasons for holdings, and shareholder opinions. See the URL below.(Japanese only)

▶ https://www.neo.co.jp/ir/investor/survey/

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Latest "desknet's NEO" Commercial Released

We have released a commercial featuring Ms. Eiko Noguchi and Mr. Ken Noguchi, the image characters for "desknet's NEO," on YouTube and implemented elevator advertisements in major cities. Additionally, we have launched a special website.

▶ Special Site Here(JPN)

https://www.desknets.com/special/marutto-dx/

Launch of neoAI Chat for desknet's

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 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

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.

NEOPORT Release of Version 2.0

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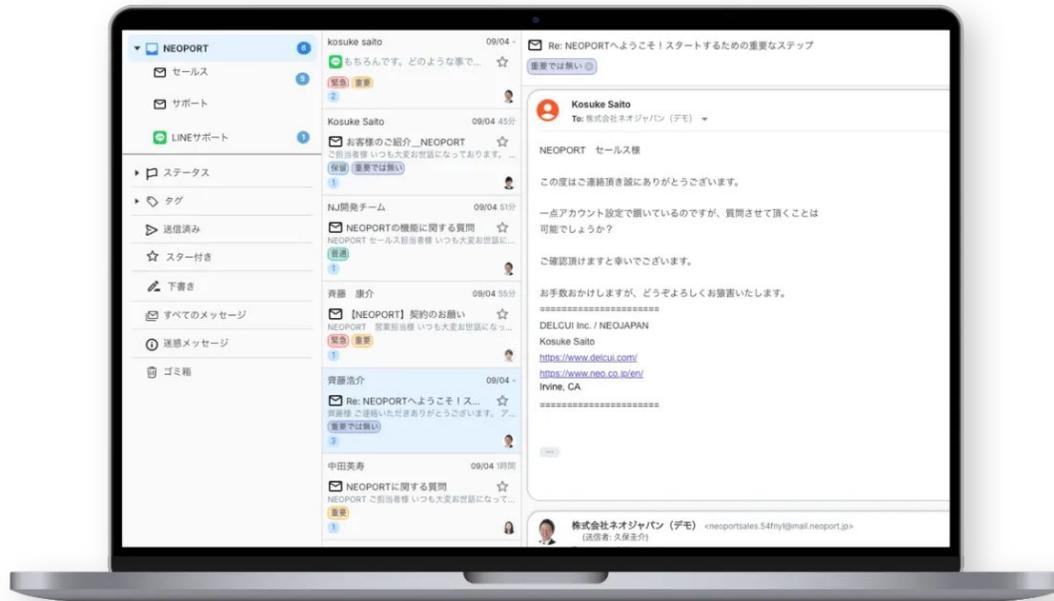
AI allows for **faster** and more **accurate** responses to inquiries.

Receive a message. → Assign an operator. → Understand the inquiry. Collect information. → Draft a reply mail. → Check and send. → Record and share.

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.

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Appendix

NEOJAPAN

Corporate Mission

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	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

1992.2
NEOJAPAN
Established

1999.1
iOffice
Released

2012.12
desknet's **NEO**
Released

2013.2
desknet's **NEO**
Cloud Service Released

2015.12
ChatLuck
Released

2017.10
AppSuite
Released

2019.6
DELCUi
Established

2019.8
Pro-SPIRE
Acquired

2019.12
ASEAN
Expansion

2024.6
NEOPORT
Released

5million users

4million users

Moved to
TSE Prime

3million users

Changed to
TSE First Section

2million users

Listed on
TSE Mothers

1million users

**Consolidated
Sales
JPY 8,230 mn**

2000 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020 2021 2022 2023 2024 2025

Corporate Sales

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.

Manufacturers							
Financial institutions						Construction	
Logistics and retail companies						Medical care and welfare	
Service					General and Organization		
Educational institutions					Information and communication		

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]

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

643 local governments — Adoption map
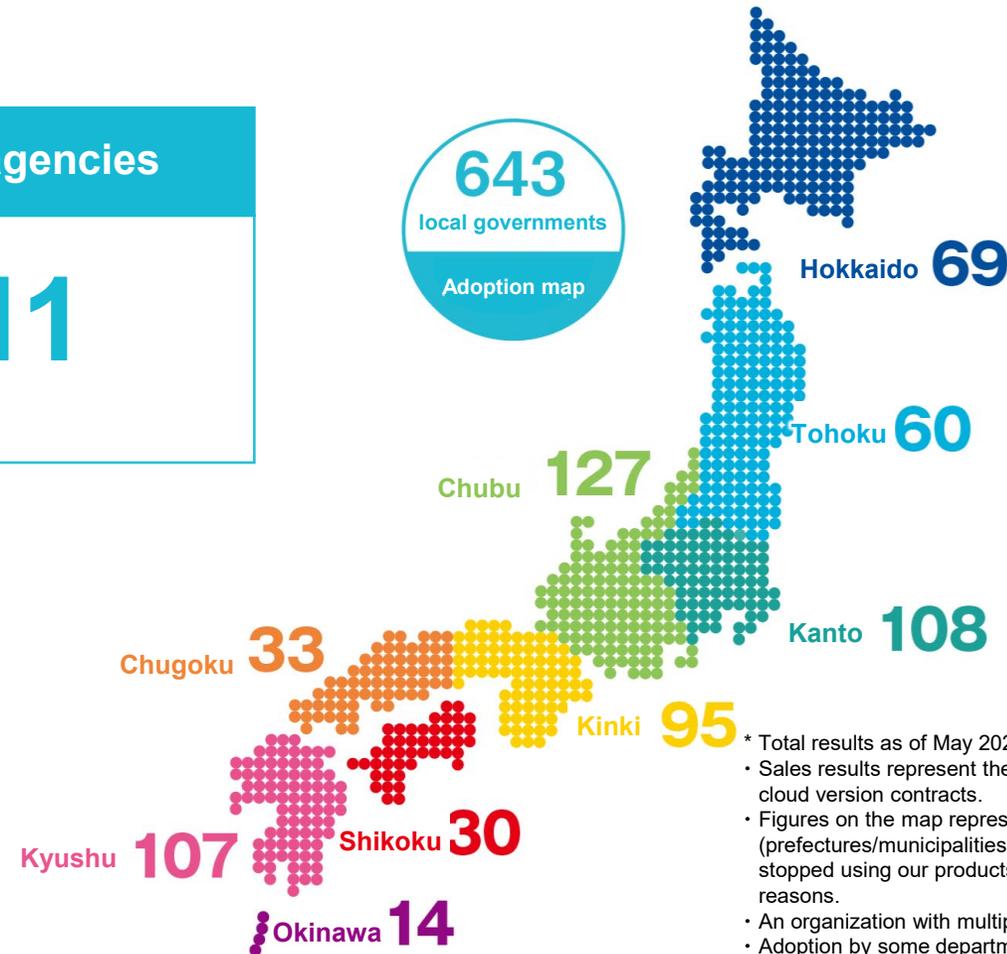
Adopted by Kanagawa Prefecture, Miyazaki Prefecture, Shiga Prefecture, Sunagawa in Hokkaido, Yokohama in Kanagawa Prefecture, Kamakura in Kanagawa Prefecture, Kobe in Hyogo Prefecture, Kitakyushu in Fukuoka Prefecture, and Naha in Okinawa Prefecture…

Hokkaido **69**

Tohoku **60**

Chubu **127**

Kanto **108**

Chugoku **33**

Kinki **95**

Kyushu **107**

Shikoku **30**

Okinawa **14**

* 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

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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

- Board of Directors
- President
- General Safety and Health Manager (Officer responsible)
- Industrial physician
- Health insurance society
- Administrative Division Health Promotion Group
- Employee representatives
- Health Manager
- Health Committee
- Committee members
- Observers / Auditors / Internal auditing / Legal
- Selection of committee members
- Recommend-ations
- Employees
- Employee families

Certifications

2025 健康経営優良法人 KENKO Investment for Health 大規模法人部門 ホワイト500
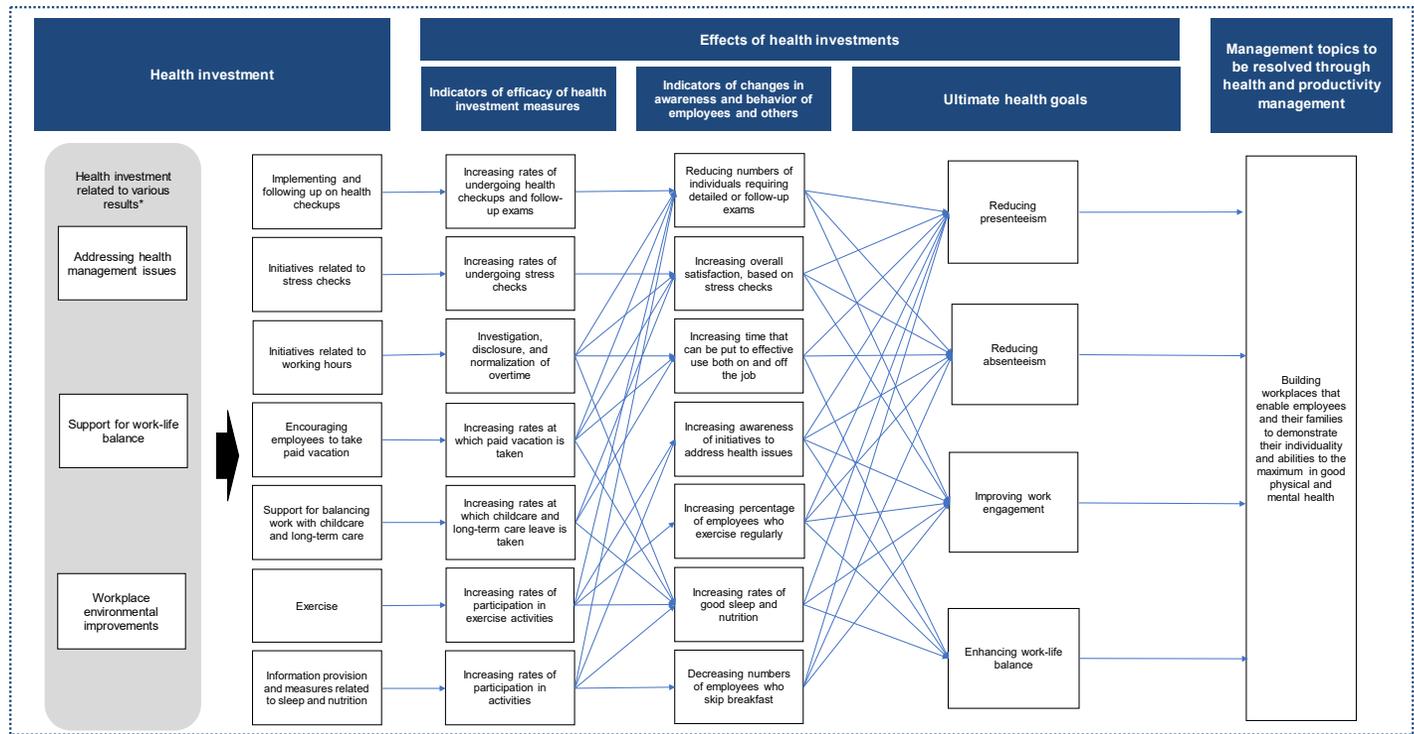
2024年認定 くるみん☆ 子育てサポートしています

2024 横浜健康経営 ★★★ Yokohama Health Management

KENKO Investment for Health Stock Selection program

Health and productivity management strategic map

Health investment	Effects of health investments			Management topics to be resolved through health and productivity management
	Indicators of efficacy of health investment measures	Indicators of changes in awareness and behavior of employees and others	Ultimate health goals	

Health investment related to various results*
- Addressing health management issues
- Support for work-life balance
- Workplace environmental improvements

Health investment measures:
- Implementing and following up on health checkups
- Initiatives related to stress checks
- Initiatives related to working hours
- Encouraging employees to take paid vacation
- Support for balancing work with childcare and long-term care
- Exercise
- Information provision and measures related to sleep and nutrition

Indicators of efficacy:
- Increasing rates of undergoing health checkups and follow-up exams
- Increasing rates of undergoing stress checks
- Investigation, disclosure, and normalization of overtime
- Increasing rates at which paid vacation is taken
- Increasing rates at which childcare and long-term care leave is taken
- Increasing rates of participation in exercise activities
- Increasing rates of participation in activities

Indicators of changes in awareness and behavior:
- Reducing numbers of individuals requiring detailed or follow-up exams
- Increasing overall satisfaction, based on stress checks
- Increasing time that can be put to effective use both on and off the job
- Increasing awareness of initiatives to address health issues
- Increasing percentage of employees who exercise regularly
- Increasing rates of good sleep and nutrition
- Decreasing numbers of employees who skip breakfast

Ultimate health goals:
- Reducing presenteeism
- Reducing absenteeism
- Improving work engagement
- Enhancing work-life balance

Management topics:
- Building workplaces that enable employees and their families to demonstrate their individuality and abilities to the maximum in good physical and mental health

Ripple effects

Sustained corporate growth associated with higher employee engagement

NEOJAPAN

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

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.