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March 11, 2026

To whom it may concern,

Company name: NEOJAPAN Inc.
Representative name: Akinori Saito, Representative
Director and President
(Code: 3921, Tokyo Stock Exchange
Prime Market)
Contact: Makoto Tokiwa, Director,
General Manager of Corporate
Department
(Phone: +81-45-640-5917)

Notice of Dividend of Surplus

NEOJAPAN Inc. (the Company) hereby announces that the Board of Directors met today and resolved to submit a proposal for the "Appropriation of Surplus" regarding the payment of a dividend of surplus with a record date of January 31, 2026, to the 34th Annual General Meeting of Shareholders scheduled to be held on April 28, 2026.

1. Details of dividends

	Amount Decided	Most recent dividend forecast (announced on December 11, 2025)	Dividends paid in the previous fiscal year (fiscal year ended January 31, 2025)
Record data	January 31, 2026	January 31, 2026	January 31, 2025
Dividend per share	31.00yen	29.00yen	26.00yen
Total Dividends	434 million yen	—	363 million yen
Effective date	April 30, 2026	—	April 28, 2025
Fund used for dividends paymen	Retained earnings	—	Retained earnings

2. Reasons for the payment

The Company's basic policy is to pay progressive dividends (*), with the principle of stable and sustained dividend increases through sustained profit growth, taking into consideration the balance between establishing a stable management base over the long term and the internal reserves necessary for future business expansion. With regard to a dividend payout ratio, the Company targets a consolidated dividend payout ratio of 40%. In addition, in order to enhance opportunities to return profits to shareholders, the Company pays dividends twice a year, an interim dividend and year-end dividend.

Based on this basic policy, the Company decided to change the year-end dividend forecast for the fiscal year ended January 31, 2026 announced on December 11, 2025, from 29.00 yen per share to 31.00 yen per share, considering the financial results for the fiscal year ended January 31, 2026.

* Progressive dividend refers to a dividend policy of maintaining or increasing dividends without reducing them in principle.

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(Reference) Annual Ordinary Dividend Breakdown

Record data	Dividend per share		
	Second Quarter	Year-end	Total
Fiscal year ended January 31,2026	21.00yen	31.00yen	52.00yen
Fiscal year ended January 31,2025	14.00yen	26.00yen	40.00yen