FY 4/2026

Results Briefing Materials

NE Inc.



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FY 4/2026 Results Highlights (cumulative)

Next Engine Consulting Commerce Tech*

* Reorganized from Localco Business since May 2027

All-Company

Net sales

¥4,068mn

+3.6% YoY

Operating profit margin

35.9%

-2.8 ppts YoY

Next Engine Business

Number of contracted companies

6,764

+194 YoY

GMV※1

¥1,351.5bn

+13.8% YoY

ARPU※2

¥39,061

+2.8% YoY
(excluding one-off factors)

Monthly churn rate※3

0.95%

+0.11 ppts YoY

*1 Gross Merchandise Value: the total value of e-commerce transactions conducted via Next Engine (excluding amounts subject to cancellation processing since Q2 FY 4/2026).
*2: Average Revenue Per User: the average monthly net sales per Next Engine client.
*3: Monthly churn rate: calculated by dividing the average number of cancellations over the quarter by the total number of contracted companies at the end of the quarter..

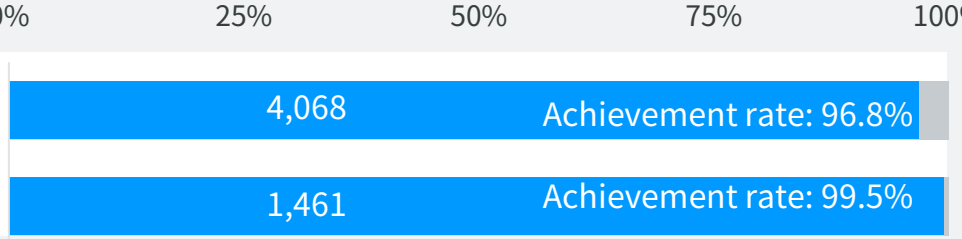
P/L Summary

Full-year net sales in the Localco Business fell a sharp 35.4% YoY due to the termination of contracts with local authorities during FY 4/2025. However, this was outweighed by higher sales in the Next Engine Business and Consulting Business - a large contribution from sales of new generative AI online video courses, resulting in a 3.6% rise in all-company net sales. Whilst struggles in the Localco Business had a significant impact on profits, the decline in full-year profit was limited to 3.7% YoY.

Unit: ¥mn	Quarter (3 mths)				Full Year (12 mths)			
	Q4 FY 4/2025 Results	Q4 FY 4/2026 Results	Change	YoY	Q1–Q4 FY 4/2025 Results	Q1–Q4 FY 4/2026 Results	Change	YoY
Net sales	906	953	+47	+5.2%	3,925	4,068	+143	+3.6%
Next Engine Business	742	793	+51	+6.9%	2,970	3,145	+174	+5.9%
Consulting Business	92	110	+18	+20.2%	372	547	+174	+46.9%
Localco Business	71	49	-22	-31.2%	581	375	-206	-35.4%
Operating profit	281	320	+38	+13.6%	1,517	1,461	-56	-3.7%
Operating profit margin	31.1%	33.6%	+2.5 ppts	-	38.7%	35.9%	-2.8 pts	-

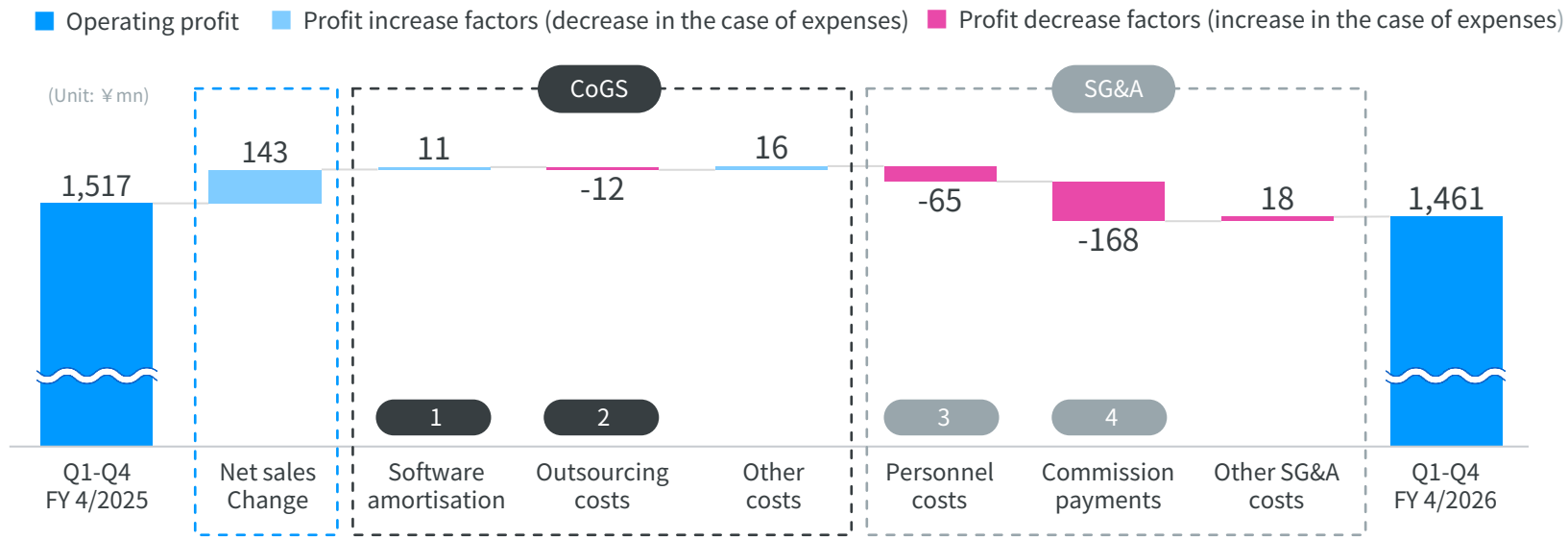
FY 4/2026: Target Achievement Rate

	FY 4/2026 targets
Net sales	4,201
Operating profit	1,468



*: Figures rounded down to the nearest ¥mn; slight discrepancies may arise due to the treatment of fractions of ¥mn in the figures.

Operating Profit YoY Swing Factors



Profit swing factors

1

- Personnel costs related to Next Engine functionality development and app development are allocated to software (assets) and amortised over 3 to 5 years.
- Progress on write-downs resulted in a slight decrease in the amortisation amount.

2

- Outsourcing costs to development partners increased in line with the rise in sales of Next Engine Order Made (customized development) solutions.
- Outsourcing costs in the Consulting Business increased partly due to the use of outsourced service delivery.

3

- Personnel costs increased due to higher salaries and allowances resulting from pay rises and changes in the workforce composition, as well as higher commuting expenses due to more staff coming into the office.
- We plan to continue investing in human resources.

4

- Commission payments in the Consulting Business increased due to higher sales of generative AI online video courses.

*: Figures rounded down to the nearest ¥mn; slight discrepancies may arise due to the treatment of fractions of ¥mn in the figures.

FY 4/2027 Forecasts

Unit: ¥mn	Net sales	Operating profit	Ordinary profit	Net profit
FY2027 forecast (A)	4,630	1,190	1,190	1,011
FY2026 result (B)	4,068	1,461	1,444	1,008
Change (A-B)	+561	-271	-254	+2
Percentage change	+13.8%	-18.6%	-17.6%	+0.3%

Comments

- We target double-digit growth in net sales by focusing on measures to increase ARPU, such as improving customer convenience through Next Engine enhancement, resulting in higher order processing volumes and expansion of Next Engine Order Made (customized development) services.
- In addition to various investments to ensure the reliability of our e-commerce infrastructure—such as system investments as part of our cybersecurity measures and obtaining ISMS certification to guarantee reliability—we plan to step up investment in growth, including marketing expenditure. We therefore expect YoY declines in operating profit and ordinary profit.

*: Figures are rounded down to the nearest ¥mn; slight discrepancies may arise due to the treatment of fractions of ¥mn in the financial figures.

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Topics

Release Date	Quarter	Title	Details
May 4, 2025	Q1	23 e-commerce operators using cloud-based (SaaS) EC Attractions platform Next Engine recognized in ‘Yahoo! Shopping Best Store 2024’ awards	—
May 22, 2025	Q1	Start of practical courses on transforming sales and operations with generative AI: designed by experts from the EC frontline	—
May 28, 2025	Q1	Localco Store, spotlighting the charm of Japanese craftsmanship, opens limited-time pop-up store at Lumine Yokohama	—
June 13, 2025	Q1	Localco Store, spotlighting the charm of Japanese craftsmanship, opens second round of its popular pop-up stores at NEWoMan Yokohama and Shonan T-SITE	—
August 27, 2025	Q2	NE Inc. to offer system integration from end-August 2025 between TikTok Shop and Next Engine, it’s B2B SaaS system used by over 6,500 companies	—
October 1, 2025	Q2	NE Inc. launches ‘NE Academy’, an online service to train e-commerce professionals	—
October 17, 2025	Q2	Start of beta testing of ‘NEXT ENGINE AI’ — The Future of AI Automation, Starting with Dialogue —	—
October 20, 2025	Q2	Localco Store receives ‘Shop of the Month’ award for October on Rakuten Ichiba!	—
December 2, 2025	Q3	NE Inc. launches Corporate Venture Capital (CVC) Business — Further advancing “Bringing Passion to Commerce” and creating new value through collaboration	—
January 19, 2026	Q3	Survey report on ‘2025 Purchasing Trends’ published, based on order data: record-breaking heatwave, rice panic, idol fandom	—
February 20, 2026	Q4	Notice regarding stock split and introduction of shareholder benefits scheme	P9
April 17, 2026	Q4	Notice regarding signing of "Memorandum of Understanding on a Business Alliance" with Cafe24 Corp.	P10
April 27, 2026	Q4	Notice regarding details of shareholder benefits scheme	P11
May 8, 2026	Q1	Notice regarding selection of NE Inc. shares as margin trading stock	P9
May 29, 2026	Q1	NE Inc. launches beta version of "NE STUDIO," a business automation product for e-commerce businesses. Accepting applications from a limited number of 10 companies	P12
June 1, 2026	Q1	NE Inc. undertakes first investment in Corporate Venture Capital Business	P13
June 3, 2026	Q1	NE Inc. launches beta version of ‘NE LINKS’, a smartphone app for e-commerce businesses. Next Engine net sales and order status now viewable on smartphones	P14

Topics

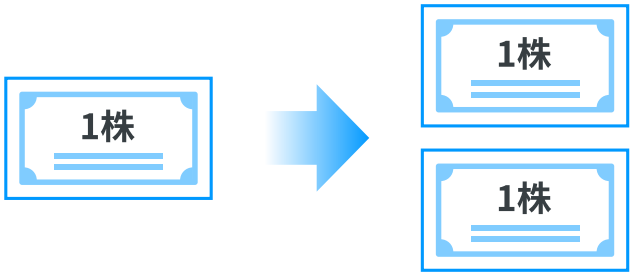
- Notice regarding stock split and introduction of shareholder benefits scheme (February 20, 2026)
- Notice regarding selection of NE Inc. shares as margin trading stock (May 8, 2026)

We aim to create an environment conducive to investment, improve the liquidity of our shares, and expand our base of long-term loyal shareholders.

Implementation of stock split

2:1 stock split

Record Date	April 30, 2026	Effective Date	May 1, 2026



Selection as margin trading stock

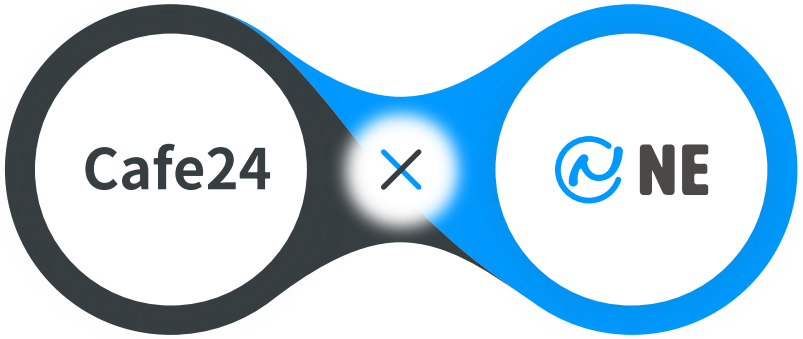
Our shares have been designated as a margin trading stock

Selection Date	May 11, 2026



- Notice regarding signing of "Memorandum of Understanding on a Business Alliance" with Cafe24 Corp. (April 17, 2026)

Strengthening competitiveness in global e-commerce markets



Support for Korean D2C operators and creators entering the Japanese market

Support for Japanese e-commerce operators aiming to expand sales channels overseas

Overview of partner company

Title	Cafe24 Corp.
Address	15 Boramae-ro 5-gil, Dongjak-gu, Seoul, South Korea
Representative	CEO Lee Jaesuk
Business Activities	E-commerce solutions, blobal marketing, global logistics
Capital	KRW 12.1 billion

Details of the MOU

- Support each other's customers for global expansion
- Initiatives for system and data integration
- Joint marketing, seminars, sales cooperation and other demand-generation activities
  AI, data analysis, product detail page optimisation, social media and marketing
- Consideration of operational support and other measures to enhance capabilities
- Other joint ventures agreed upon in writing by both companies

- **Notice regarding details of shareholder benefits scheme (April 27, 2026)**
  With the documents relating to the Annual General Meeting sent to shareholders each July, we will include coupons enabling eligible shareholders to buy products from Next Engine's client companies at discounted prices a well as a QR code providing access to a dedicated website for these purchases.



Examples of products available on the shareholder-exclusive website under the shareholder benefits scheme

Number of shares held	Holding period less than 3 years	Holding period 3 years or more
100 or more but less than 300 shares	¥500 discount voucher	¥1,000 discount voucher
300 or more but less than 1,000 shares	¥1,000 discount voucher	¥2,000 discount voucher
1,000 shares or more	¥3,000 discount voucher	¥4,000 discount voucher

Record Date

The initial record date is April 30 2026, and thereafter the record date will be April 30 each year.

Eligible Shareholders

This offer is available to shareholders listed or recorded in the Company's shareholder register as at April 30 each year who hold 100 shares (one unit) or more of the Company's shares. Furthermore, we plan to offer enhanced benefits to shareholders who have held shares continuously for three years or more.

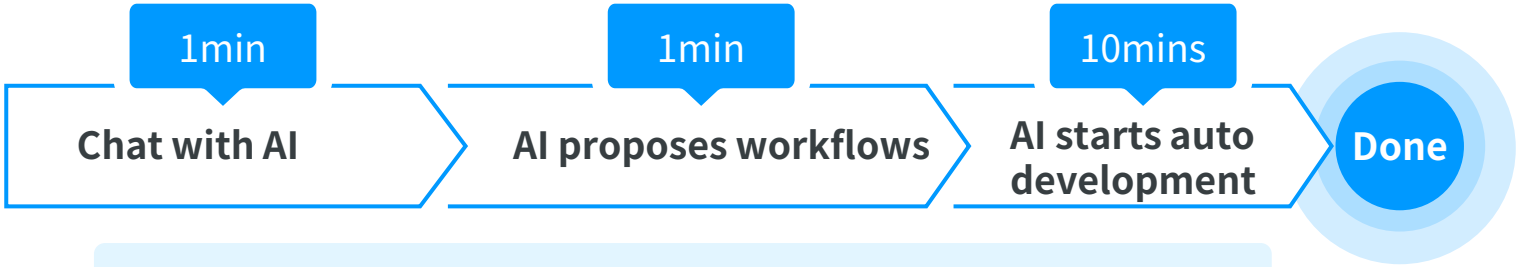
- **NE Inc. launches beta version of “NE STUDIO,” a business automation product for e-commerce businesses. Accepting applications from a limited number of 10 companies (May 29, 2026)**

NE STUDIO β

This product allows e-commerce businesses using the SaaS-type backend system "Next Engine" to input their daily business improvements and automation needs in natural language, and then use AI to organize their requirements, estimates, and generate Next Engine applications.

Address individual automation needs and contributes to customer growth leveraging the power of AI

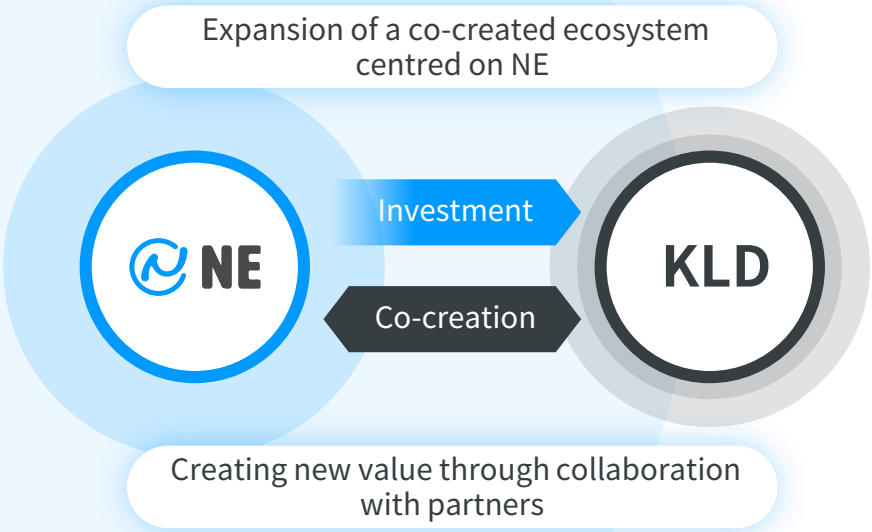
NE STUDIO β Development Flow



- Input what you want in daily conversation language as you like
- No need for quotations or requirements definitions
- Development waiting times can be dramatically reduced

* The AI feature is currently available in beta version only and we are accepting pre-orders. Updates are being released sequentially.

- **NE Inc. undertakes first investment in Corporate Venture Capital Business (June 1, 2026)**
  NE Inc. hereby announces that it has made an investment in KLD Co., Ltd. (hereinafter “KLD”) as part of its Corporate Venture Capital (hereinafter “CVC”) Business initiative, which aims to strengthen the competitiveness of its existing businesses and create value in the future commerce market.



Reasons for Investing in KLD

KLD is a client of Next Engine and is advancing digitalisation in the reuse sector and the roll-out of reuse as a service (RaaS). We decided to invest as we anticipate synergies through future co-creation and enhancement of the added value of our platform.

Overview of the investment

Underwriting of a third-party new shares allotment by NE Inc.	
Investment Date	May 29, 2026
Investment Amount	Class A Preference Shares / Total Subscription Amount: ￥19,999,000
Funding Round	Pre-Series A

About KLD

KLD is a company dedicated to promoting a sustainable clothing cycle and solving issues within the fashion industry through the fair valuation of branded goods and a highly transparent reuse business.

Name	KLD Co., Ltd.
Address	2-10-30 Maehara Chuo, Itoshima City, Fukuoka Prefecture
Representative	Representative Director and CEO Kenta Ito

- **NE Inc. launches beta version of ‘NE LINKS’, a smartphone app for e-commerce businesses.**
  Next Engine net sales and order status now viewable on smartphones (June 3, 2026)
  E-commerce operators will now be able to quickly check daily net sales and order status on their smartphones without having to open the Next Engine management screen

Monitor your e-commerce operations on your smartphone



Key features provided by NE LINKS β

1. Check order volume and total sales
2. Check order status by store
3. View a list of top-selling products
4. Early access via PWA

Launch Date and Service Format

Launch Date	June 3, 2026
Supply Format	Beta version
Target Audience	A selection of existing Next Engine contracted customers
Usage	PWA (accessible via smartphone browsers)

NE’s mission is to ‘Build the Invisible Engine’. NE LINKS β is the first step towards creating an environment in which e-commerce operators can monitor their daily operations more naturally and with less effort.

We will continue to study and develop a native app based on the usage of the beta version and customer feedback.

About NE LINKS β (Japanese only) https://next-engine.net/lp/ne-links/

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Financial Performance

Unit: ¥ mn	FY 4/2025				FY 4/2026			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Net sales	904	905	1,208	906	993	994	1,126	953
Next Engine Business	749	707	771	742	794	747	809	793
Consulting Business	87	95	97	92	136	100	200	110
Localco Business	67	103	339	71	62	146	117	49
EBITDA	412	393	566	289	399	399	446	365
Operating profit	363	343	528	281	356	366	417	320
Next Engine Business	494	453	496	487	512	473	538	535
Consulting Business	17	22	22	14	22	12	22	23
Localco Business	2	32	221	-9	-28	37	14	-40
Ordinary profit	365	343	529	286	356	357	406	323
Net profit	238	220	341	139	238	251	288	230

*: Figures rounded down to the nearest ¥ mn; slight discrepancies may arise due to the treatment of fractions of ¥ mn in the figures.

KPI Trends (Next Engine Business)

	FY 4/2025					FY 4/2026				
	Q1	Q2	Q3	Q4	Full year	Q1	Q2	Q3	Q4	Full year
Number of contracted companies	6,329	6,426	6,489	6,570	6,570	6,640	6,700	6,737	6,764	6,764
Number of stores	51,396	52,311	52,867	53,602	53,602	54,436	55,505	56,074	56,891	56,891
GMV※1 (¥bn)	273.6	266.7	342.2	305.2	1,187.9	317.6	304.5	372.1	357.3	1,351.5
ARPU (¥)	39,450	36,687	39,650	37,666	38,363	39,878	37,202	40,043	39,122	39,061
Monthly churn rate※2	0.75%	0.87%	0.84%	0.90%	0.84%	1.08%	0.98%	0.93%	0.82%	0.95%
Number of orders processed※1 (10,000)	3,559	3,322	3,952	3,718	14,554	3,986	3,625	4,220	4,010	15,841
LTV※3 (¥1,000)	5,238	4,209	4,735	4,170	4,588	3,694	3,796	4,305	4,753	4,137

*1: GMV and order processing figures the sum totals for the end of each quarter, excluding amounts subject to cancellation processing.
*2: Monthly churn rate: calculated by dividing the average number of cancellations over the quarter by the total number of contracted companies
*3: Lifetime Value shown is ARPU divided by the monthly churn rate.

BS Summary

Unit: ¥mn	End-FY 4/2025	End-FY 4/2026	Change
Total current assets	3,558	4,589	+1,030
Cash and deposits	2,596	3,632	+1,035
Total fixed assets	665	600	-65
Intangible fixed assets	203	185	-18
Total assets	4,224	5,190	+965
Total current liabilities	668	553	-115
Total non-current liabilities	37	38	0
Total liabilities	706	592	-114
Total net assets	3,517	4,598	+1,080
Equity	3,517	4,598	+1,080
Total liabilities and net assets	4,224	5,190	+965

*: Figures rounded down to the nearest ¥mn; slight discrepancies may arise due to the treatment of fractions of ¥mn in the figures.

Love Commerce.

Creating a ‘new wave of excitement’
with everyone involved in commerce

コマースに熱狂を。

Bringing Passion to Commerce

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