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November 20, 2025

To whom it may concern:

Company name Needs Well Inc.
 Representative Hajime Matsuoka, President and CEO
 (Stock code: 3992, Tokyo Stock Exchange Prime Market)
 Inquiries Koji Tabata, Managing Director and Executive Officer
 (e-mail: ir-contact@needswell.com)

Notice Regarding Election of Candidates for Board of Directors following the Transition to the Company with Audit and Supervisory Committee

As announced in the “Notice Regarding Needs Well’s Transition to a Company with an Audit and Supervisory Committee” dated September 16, 2025, the Board of Directors resolved to transition to a Company with Audit and Supervisory Committee, and we have planned to submit a proposal for partial amendments to the Articles of Incorporation at the 39th Annual General Meeting of Shareholders scheduled to be held on December 23, 2025 (hereinafter referred to as “the General Meeting of Shareholders”).

We hereby inform you that the following candidates have been elected as Directors at the Board of Directors meeting held on November 20, 2025.

This matter will be officially resolved at the General Meeting of Shareholders and at a meeting of the Board of Directors to be held after the conclusion of the General Meeting of Shareholders.

1. Election of candidates for the Board of Directors (Excluding Directors who are Audit and Supervisory Committee Members)

Name	New position	Current position
Hajime Matsuoka	President and CEO	Same as left
Koji Tabata	Managing Director and Executive Officer In charge of Administrative Department* ¹ In charge of Sales Division General Manager of Sales Department	Same as left
Chinami Arai	Director and Executive Officer In charge of Affiliates In charge of Finance and Accounting Department General Manager of Management Planning Department	Same as left
Tatsuya Ozama	Managing Director and Executive Officer In charge of Technical Department* ² General Manager of System Business Unit II	Managing Executive Officer General Manager of System Business Unit II

*¹ Administrative Department: Management Planning Department, General Affairs Department, Accounting and Finance Department, Technical Management Department, and Partner Promotion Department

*² Technical Department: System Business Unit I, System Business Unit II, and System Business Unit III

2. Election of candidate for Directors who are Audit and Supervisory Committee Members

Name	New position	Current position
Kazuhiko Kato	Director and Audit and Supervisory Committee Member (Full-time)	Audit and Supervisory Board Member (Full-time)

Kotaro Niwa	Director and Audit and Supervisory Committee Member (Outside)* ¹	Audit and Supervisory Board Member (Outside)
Mamoru Yasuoka	Director and Audit and Supervisory Committee Member (Outside)* ¹	Director (Outside)
Shigeru Sato	Director and Audit and Supervisory Committee Member (Outside)* ¹	Audit and Supervisory Board Member (Outside)

*¹ The Company has submitted a notification of the appointment of Mr. Kotaro Niwa, Mr. Mamoru Yasuoka, and Mr. Shigeru Sato as Independent Directors in accordance with the stipulations of the Tokyo Stock Exchange.

3. Brief personal profile of the proposed new candidate for the Board of Directors

Name (Date of birth)	Brief Personal History	
Tatsuya Ozama (August 27, 1984) * ¹	April 2007	Joined the Company
	June 2021	General Manager of System Department I, System Business Unit II
	October 2022	Deputy General Manager of System Business Unit II
	January 2023	General Manager of System Business Unit II
	September 2023	Director of KOMSOFT CO., LTD., a subsidiary of the Company (current position)
	October 2023	Executive Officer and General Manager of System Business Unit II
	March 2024	Director of Zeroichi Production CO., LTD., a subsidiary of the Company (current position)
October 2024	Managing Executive Officer and General Manager of System Business Unit II (current position)	

*¹ There are no special interests between each of the candidates and the Company.

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