Tokyo Stock Exchange Prime Market: Securities Code 3992

Needs Well Inc.

Medium-Term Management Plan

(Fiscal Year 2027 – Fiscal Year 2029)

November 11,2026

40th ANNIVERSARY Since 1986

Try & Innovation NeedsWell

Medium-Term Management Plan FY2027–FY2029

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The Future Needs Well Envisions

01

Try & Innovation NeedsWell

40th ANNIVERSARY
Since 1986

Building on 40 Years of Proven Success and Trust to Create New Value

The future Needs Well envisions: Positioning of Medium-Term Management Plan

Try & Innovation NeedsWell

Envisioned future

Contributing broadly to the economy and society as a "solution provider" delivering solutions and services that directly contribute to issue-solving and management innovation

Toward a company with 20.0 billion JPY in net sales

Sustainable business growth
A technology and service provider that contributes to customers' management innovation

Medium-Term Management Plan (2027~2029)

"From a company that develops systems to a solution provider that solves customers' management and business issues through AI and IT"

2029

Positioning
Structural transformation and steady business expansion for further growth

2027

2026

October: 40th anniversary of establishment
"Building on 40 Years of Proven Success and Trust to Create New Value"

2025

September: Needs Well Group achieved 10.0 billion JPY in consolidated net sales

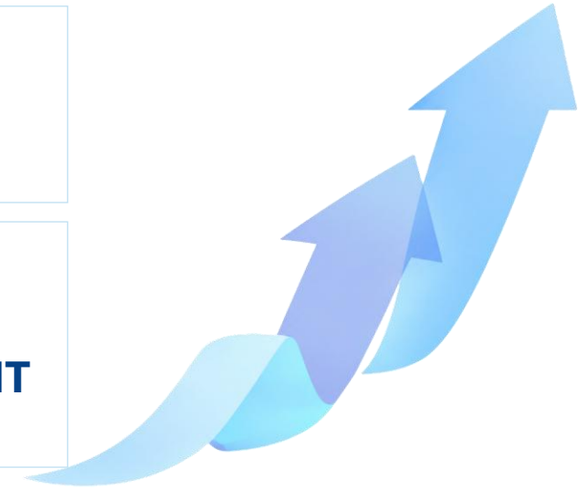
Full-scale expansion of solution business. Rollout of a number of solutions for AI, DX, and business improvements

2024

A foundation cultivated through 40 years of proven success and trust

The future Needs Well envisions: Management philosophy and medium-term policy

Management philosophy	**Contributing Broadly to the Economy and Society** Needs Well Inc. continuously takes on the challenge of new technologies and innovation, leverages its accumulated know-how to meet customer needs, and contributes to society
Management vision	**Creating the standards of the future through technology and integrity** Strive to create a prosperous society by valuing our business expertise, IT and AI capabilities, proposal capabilities, quality, trust, and corporate culture
Action slogan	**Try & Innovation** Without challenge, there is no innovation, and without innovation, challenges will not lead to results
FY2027–FY2029 medium-term policy	**From a company that develops systems to a solution provider that solves customer's management and business issues through AI and IT**

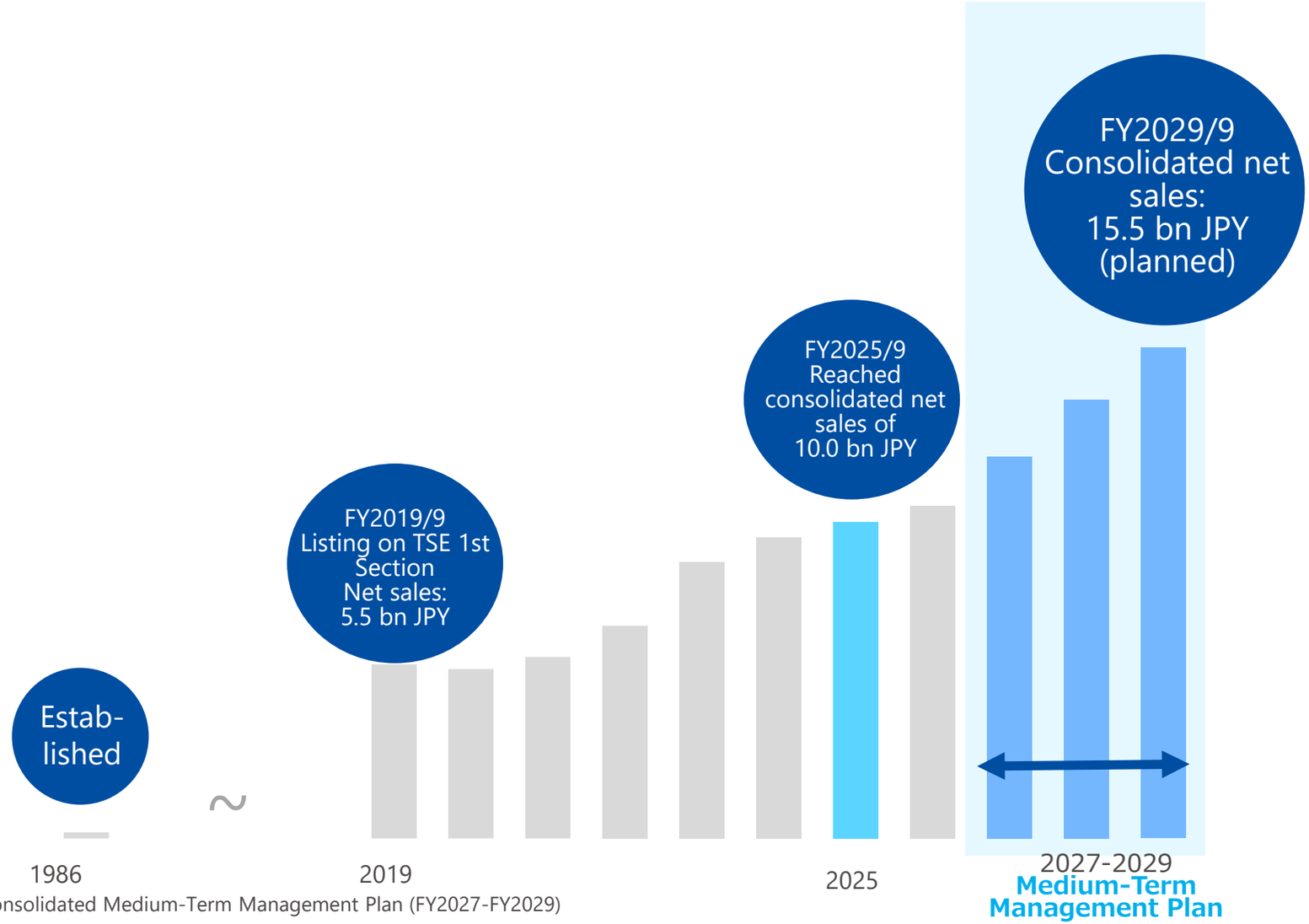


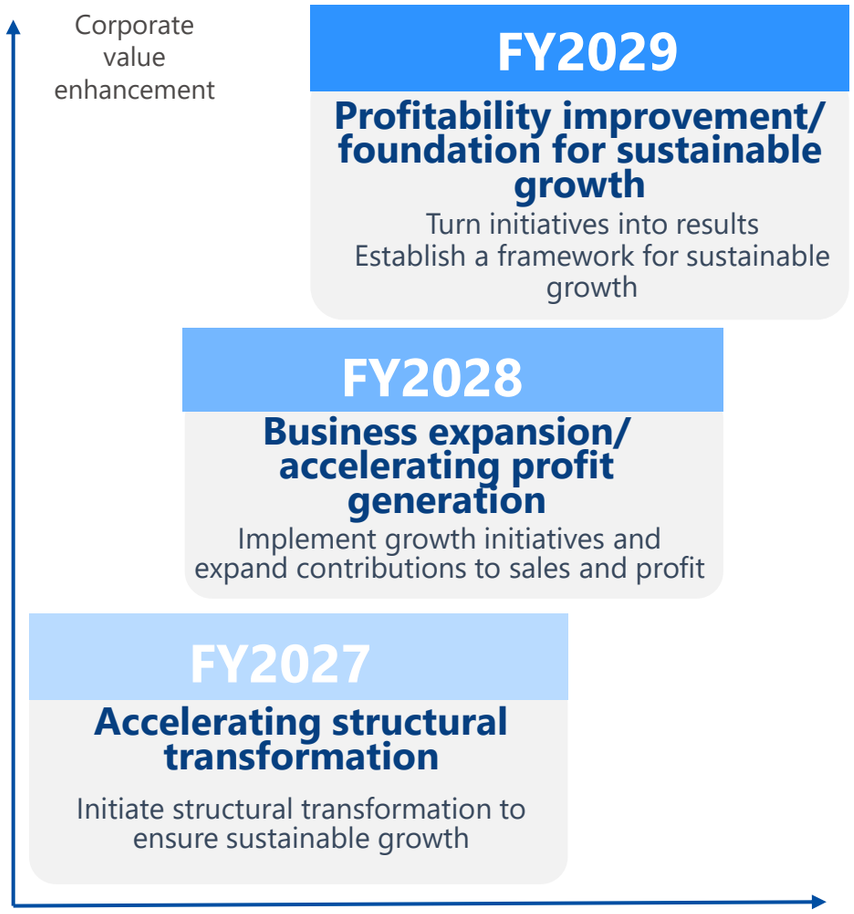
What is a solution provider?

A company that provides SI, solutions, support, products, and license sales in an integrated manner, leveraging IT and AI technologies, sales capabilities, and proposal capabilities, based on its accumulated business expertise. The Company is able to cooperate and collaborate with various products and contribute swiftly to customers' management innovation and the resolution of business issues—precisely because it is an independent system integrator. Through these efforts, the Company aims to achieve continuous value delivery, sustainable business growth, and corporate value enhancement.

The future Needs Well envisions: Trends in performance and future business expansion

Drive structural transformation into a solution provider, build a foundation for sustainable growth, and accelerate growth





Consolidated Medium-Term Management Plan (FY2027-FY2029)

Growth strategy | ValueCreationProject2.0

02

Growth strategy under the Medium-Term Management Plan | ValueCreationProject2.0

Try & Innovation NeedsWell

Execute six initiatives in a unified manner to drive structural transformation into a solution provider

ValueCreationProject2.0 | **Transform into a solution provider**

FY2029: Solutions sales ratio 40%

Business strategies

Initiative 1 Stabilizing business foundation

Sustainable growth and increasing the added value of SI

Increase stock-type revenue by utilizing our customer base and business expertise

Establishment of stable business foundation

Initiative 2 Core of structural transformation

Expanding the solution business

Increase sales of priority solutions Horizontally expand our track records of implementations

Sales growth and profitability improvement

Initiative 3 Differentiation and strengthening competitiveness

Making AI a source of competitiveness

Promote AI utilization in development, services, and internal operations

Improvement of added value and productivity

Initiative 4 Advancement of SI

Expansion of consulting field

Support from defining customer issues to implementation and improvement in an integrated manner

Increase revenue per customer and expand customer touchpoints

Foundation for execution

Initiative 5 M&A/growth investment

Expanding business through growth investments and co-creation

Complement technologies, human resources, customer base, and sales capabilities to expand growth areas and accelerate execution

Ensuring investment discipline to accelerate business expansion

Initiative 6 Human capital management

Strengthening human capital that underpins growth strategy

Develop human resources and an organization to execute the six initiatives by enhancing recruitment, personnel development and allocation, and work environments

Turning enhanced human resource value into business growth

Initiative 1 | Stabilizing business foundation : Sustainable growth and increasing the added value of SI by utilizing our customer base

Try & Innovation NeedsWell

By utilizing our strong customer base, enhance sales capabilities and proposal capabilities to strengthen customer relationships, and promote stock-type business
Drive added value increases through business expertise and AI to achieve sustainable growth of SI business and establish the revenue base, thereby ensuring organic growth

KPIs/Numerical targets

Stock sales ratio	End user composition ratio	Net sales of SI + IT platforms	Compared with FY2026
60% → **70%**	60% → **65%** or higher	→ FY2029 **9.33** billion JPY	+0.74 bn JPY

Growth engines

Deepening relationships with existing customers

Based on ongoing contracts, expanding projects within existing customers

Expanding departments and processes at key customers that we do business with
Expanding financial projects by leveraging our financial business expertise
Strengthening relationships with key customers, increasing orders, and securing longer-term contracts

Developing the public sector market

Enhancing bidding capabilities and expanding into government agencies, municipalities, and the education sector

Enhancing bidding and proposals for government agency projects
(SI/solutions/support/operations)
Horizontally expanding into municipalities and the education sector by using our track records

Using Nagasaki Development Center

Transforming regional bases into development and operational capabilities

Expanding operational capacity to 50 person-months or more
Providing services from development to maintenance, operations, and support
Contributing to local communities and securing local projects
Starting to take on local projects

Expanding IT infrastructure and cloud

Providing SI and IT infrastructure in a unified manner

Expanding cloud and infrastructure development
Securing ongoing contracts for operations and maintenance
Expanding composite projects of SI and IT infrastructure

Common foundation for growth

Strengthening SI competitiveness through extensive business expertise and AI

Proposing solutions to customer issues based on business expertise
Contributing to issue-solving through proposals for efficiency improvements and automation using AI
Increasing quality, productivity, and project delivery capabilities

Strengthening sales capabilities

Strengthening the structure of the Sales Department (recruitment/events)
Strengthening collaboration among the Sales Department, Divisions, business bases, and the procurement department

Strengthening proposal capabilities

Defining customer issues by utilizing our business expertise in the financial and public sector
High-value-added proposals combining SI, AI, and solutions

Transform our customer base into a source of “recurring revenue” and “higher added value” to achieve sustainable growth and improved profitability in the SI business

Initiative 2 | Core of structural transformation : Expanding the solution business

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Progressively promote the growth and horizontal expansion of our own brands and the generation of recurring revenue, including from solution SI, operations, and maintenance. Increase net sales of the solution business approximately three times, from around 2.0 billion JPY in FY2026 to 6.22 billion JPY in FY2029, to achieve sales growth and transformation of revenue structure

Plan for solution business expansion

	FY2026	FY2027	FY2028	FY2029
Percentage of total sales	18.6%	30%	35%	40%
		3.6 bn JPY	4.8 bn JPY	6.22 bn JPY

Compared with FY2026
+4.2 bn JPY
Approx. 3 times

Solutions to be delivered

AI/DX — Strengthening

ProphetterAI
Optimization of RAG development/support for generative AI development
WinActor, AI-OCR

Operational efficiency — Strengthening

Valxia
(Implementation of expense reimbursement/related support)
Support for Power Platform Implementation
SharePoint utilization service

Security — Collaboration

ESET, SOLTAGE
(Comprehensive IT infrastructure brand)
Varonis
Monitoring and operational support

Product sales — Strengthening

PC procurement/kitting
LCM services/help desk support
* Procurement system already established
From device management to IT outsourcing

Creation of our own brands and new solutions — Growth

ProphetterAI
Valxia (Implementation of expense reimbursement/related support)
Creation of new services and solutions in collaboration with customers (5 per fiscal year)

Framework for profitability

Creating offering menu for products, SI, and operations
Solution sales + SI/implementation/operations
Offering menu for technologies and products
→ Increasing revenue per project

Standardization and reuse
Standardizing and reusing our track records of implementations
→ Improving productivity

Generating recurring revenue
Providing end-to-end proposals for maintenance and operations
Promoting stock-type business from solution usage fees
→ Stabilizing revenue

Horizontal expansion
Cross-selling and upselling by utilizing our customer base
→ Accelerating expansion

Provide comprehensive proposals covering solution SI, support, operations, and maintenance, in addition to solution product sales
Develop the solution business into a growth and profit driver that generates approximately 6.2 billion JPY in FY2029. Achieve sales growth and the establishment of a revenue structure simultaneously

Initiative 3 | Differentiation and strengthening competitiveness : Making AI a source of competitiveness

Simultaneously achieve operational efficiency and competitiveness enhancement through effective AI utilization by engineers

Areas of AI utilization and effects

AI that enhances customer value	AI that enhances development capabilities	AI that enhances business operations	AI talent development
Accelerating the rollout of AI solutions With ProphetterAI at the core, realize the development of customer-specific AI systems by analyzing and cleansing customer data Directly contribute to the resolution of customer issues Promote RAG and generative AI development support to accelerate operational efficiency improvements Utilize AI in conjunction with existing solutions	**Standardizing AI-driven development and assignment of responsibilities** Standardize the establishment of AI-driven development environments in collaboration with overseas companies and promote their application to projects Further accumulate know-how to improve development productivity and efficiency	**AI transformation (AX) of administrative and internal operations** AI transformation of various internal procedures and FAQs Proactively utilize AI for measures to improve operational systems Transform internal proven practices into added value	**Developing all employees into “talent who can utilize AI for issue-solving”** From “being able to use AI” to “being able to solve issues with AI” Promote the acquisition of AI-related certifications From 120 to 200 employees or more Develop an engineer team who can create customer value through specialized expertise x AI
Sales growth	**Improving productivity**	**Increasing added value**	**Human resources competitiveness**

Utilize AI as a means for sales growth and productivity improvements, thereby enhancing added value, profitability, and competitiveness in human resources

Initiative 4 | Advancement of SI : Enhancing customer touchpoints and expanding consulting field

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Evolve our “development capabilities” into “capabilities to deeply understand customers and define and solve their issues”
Provide hands-on support from upstream processes to implementation, operations, and improvement, thereby maximizing the value delivered by our engineers

Enhancing customer understanding and issue definition capabilities	Enhancing consulting and upstream process support capabilities	Maximizing the value of proposals through collaboration	Enhancing hands-on services
Utilizing IT outsourcing as a starting point for customer understanding	**End-to-end support from issue definition to implementation and operations**	**Our strengths x partners’ expertise**	**From “implementation only” to “continuous improvements”**
Continuously understand customers’ business operations and systems through operational and support services Utilize customer touchpoints as starting points for value creation rather than mere sales opportunities	Strengthen issue identification, conceptualization skills, and requirements definition Proposals that combine technologies Implementation-type consulting that leads to SI/solutions Develop offerings by utilizing our know-how for implementation and operational improvements	Collaborate with partner companies’ expertise and services Proactively utilize technologies, know-how, and solutions that we don’t have in-house Coordinate customer understanding, overall design, and implementation	Enhance IT outsourcing services from simply offering “convenience” to customers into services that provide “deep understanding of our customers and generate continuous improvements”

Evolve our “development capabilities” into “capabilities to define and solve customer issues.” Expand our service areas from upstream processes to implementation, testing, operations, and improvements. Maximize the value delivered by our engineers

Initiative 5 | M&A/grouth investment : Expanding business through growth investments and co-creation

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Strengthen our business foundation through organic growth and accelerate growth through inorganic growth, including M&A, capital partnerships, and co-creation
Achieve business expansion and increases in sales, profit, and corporate value through growth investments

KPIs/Numerical targets

Sales contribution from M&A	Solution creation through industry-academia collaboration
Sales contribution in FY2029 → **1.0 bn JPY**	**1 or more**

Effects of business growth

Strengthening growth areas through M&A

Expanding businesses/technologies/human resources/customers/sales channels

Pursue M&A to generate business synergies and strengthen the business promotion framework
Accelerate business expansion

Co-creation through business alliances and capital partnerships

Creating new business opportunities by combining partner companies' strengths

Expand business fields and create new solutions by combining partner companies' strengths, including AI-driven development, AI utilization, project promotion, and expansion of areas

Enhancing collaboration with business partners

From simply complementing resources to co-creating solutions

In addition to complementing resources for project execution, create new services and solutions by integrating partner companies' solutions and expertise

Expanding industry-academia collaboration and regional collaboration

Co-creating human resources, technologies, regional DX, and markets, based at Nagasaki Development Center

Further enhance participation in generative AI utilization internships with universities and human resource development programs for data utilization

Create solutions based on local issues and expand them into municipalities and the education sector

Strategically allocate growth investments among M&A, collaboration, R&D, and solution development
Enhance corporate value through our own growth and co-creation

Initiative 6 | Human capital management : Strengthening human capital that underpins growth strategy

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Position human resources as a source of corporate value and continuously invest in recruitment, human resource development, employee health, and work style, thereby enhancing organizational strength that supports business growth

Value enhancement targets

Recruitment	AI-related/information processing certifications	Development and empowerment of human resources
Approximately 700 group employees in FY2029	**At least double the number of certified employees**	**Promote efforts throughout the Group**
Secure human resources required for business growth	FY2026 → FY2029	Recruitment/development/health/system
	Enhance expertise and AI utilization capabilities	**Enhance organizational strength and human resource value**

Enhancement of human capital management

Securing human resources and expanding workforce

Securing and developing human resources driving growth strategy

Strengthen recruitment
Promote recruitment (new graduates/mid-career/regional talent)

Employee referrals and comeback programs
→New hires

Internal FA system
→Expand opportunities for employees to thrive within the Company

Health and productivity management and work style improvements

Creating a work environment where employees can continue to demonstrate their abilities

N-Pika Certification Obtained
Maintain certification

Improve the work environment

Maintain certification for work style reform

Developing training, systems, and organizational foundations

Strengthening systems that support the growth and success of human resources

Encourage employees across the Company to obtain certifications in quality and management, in addition to technology-related certifications

Continuously improve systems and regulations to support the growth and success of human resources

Promoting human capital management across the Group

Sharing and executing human resource strategies across the Group

Strengthen human capital across the Group to improve comprehensive capabilities

Promote human resource investments and the development of a work environment across the Group, to utilize strengthened human capital to drive business growth and corporate value enhancement

Financial Plans and Management Targets

03

Reorganization of service lines

In light of changes in business fields as well as growth strategy, we reorganized our service lines to optimize business classifications and clarify the positioning of each business

Previous service lines

Business Systems SI

Design, development, and migration of business systems

IT Infrastructure

Development, operations, maintenance, and testing services of IT infrastructure, and IT outsourcing

Solutions

Provision of solution services and implementation support

New service lines

System Integration

System development for the finance, public, and other sectors
IT outsourcing, migration
Testing services, system maintenance and operations

Positioning	**Stable business foundation**
Growth policy	**Sustainable growth, higher added value, and transition to stock-type business**

IT Platform

Development, operational monitoring, maintenance, and improvements of IT infrastructure and cloud environment
Support stable operations and optimization of IT environments and cloud

Positioning	**Area of demand expansion**
Growth policy	**Strengthening and advancing service delivery framework**

Solutions

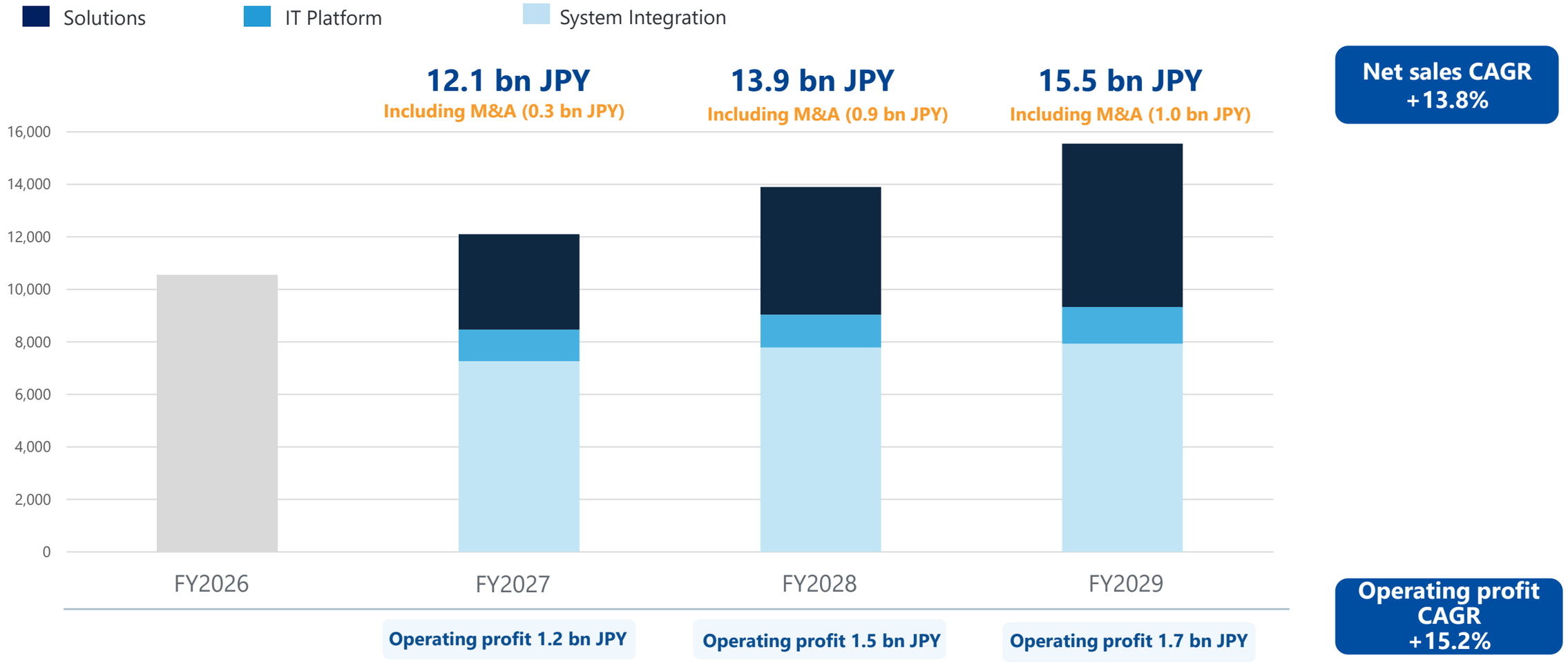
Solution, license, device sales, implementation consulting, solution SI, support, maintenance and operations

Positioning	**Areas for structural transformation and accelerating growth**
Growth policy	**Structural transformation Growth of our own brands**

Drive integrated growth across three service lines and make solutions the next growth driver

Plans for sales and operating profit, changes in composition by service line

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Net sales CAGR +13.8%

Operating profit CAGR +15.2%

Steadily increase sales and profit through the combination of organic growth and inorganic growth

Cash allocation | Strategic capital allocation centered on growth investments

Strategically allocate cash flows from operating activities to growth investments and returns for shareholders to drive corporate value enhancement in the medium- to long-term

CASH GENERATION

CASH

Cash flows from operating activities
+
Cash on hand

- Improve the profitability of existing businesses
- Cash generation through productivity improvements
- Financial soundness and stable CF

CAPITAL ALLOCATION

Investment plan totaling 1.8 billion JPY over three years

Strategic investments **1.2 bn JPY**

Additional investments to capture new growth opportunities

- M&A
  Capital partnerships
- Investments in new businesses/business acquisitions
- Additional investments in equipment and systems

Investments in sustained growth **0.6 bn JPY**

Strengthening competitiveness through human resources and technologies

- Recruitment/training
- Research and development/ solution development

Returns for shareholders | Basic policy of paying stable and continuous dividends

VALUE

Sustainable enhancement of corporate value

- Business growth
- Improvement in profitability
- Enhancement of shareholder returns

FY2032

Net sales: over 20.0 bn JPY
Operating profit margin: 12%

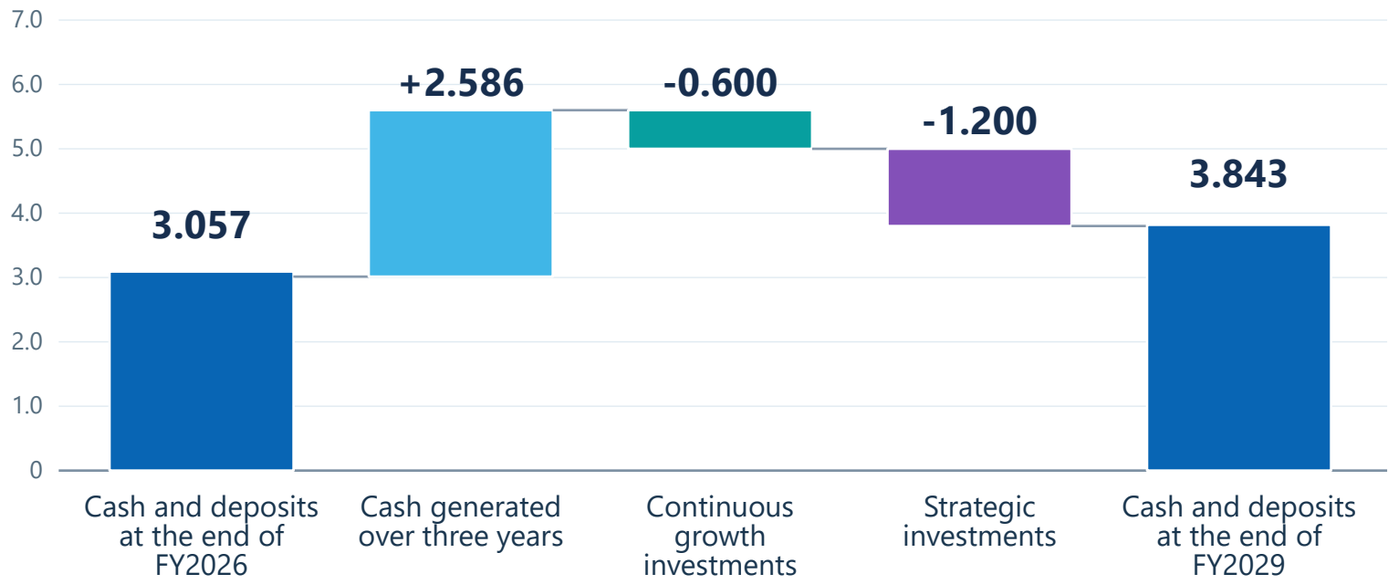
Promote the effective use of cash on hand while maintaining financial soundness, aiming to balance growth investments with shareholder returns

Financial and investment plan

Plan to invest a total of 1.8 billion JPY over three years, aiming to balance sustained growth with financial soundness

Group financial outlook for FY2026-FY2029

(Unit: billion JPY)



Breakdown of changes in cash and deposits	
Cash and deposits at the end of FY2026	3.057
Cash generated over three years (before deducting investments)	+2.586
Sustained growth investments	-0.600
Strategic investments	-1.200
Cash and deposits at the end of FY2029 (after investments)	**3.843**

Plan to secure 3.84 billion JPY in cash and deposits at the end of FY2029, while implementing a plan of 1.8 billion JPY for growth investments

Aim to strengthen financial foundation required for business operations while executing the investment plan for FY2027-FY2029

Management indicators (continuous monitoring indicators)

Continuously monitor profitability, capital efficiency, and market valuation to enhance corporate value

Category	Management indicator	FY2026	FY2029
Business growth	Consolidated net sales	10.55 bn JPY	**15.55 bn JPY**
	Solutions sales ratio	18.6%	**40%**
	Sales contribution from M&A	–	**1.0 bn JPY**
Profitability	Consolidated operating profit	1.13 bn JPY	**1.72 bn JPY**
Capital efficiency/market valuation	ROE (Return on equity)	13.9%	**15%**
	ROIC (Return on invested capital)	13.3%	**17%**
	EPS (Earnings per share)	18.04 JPY	**25 JPY**
	PER (Price-earnings ratio)	24.2 times	**Continuous improvement**

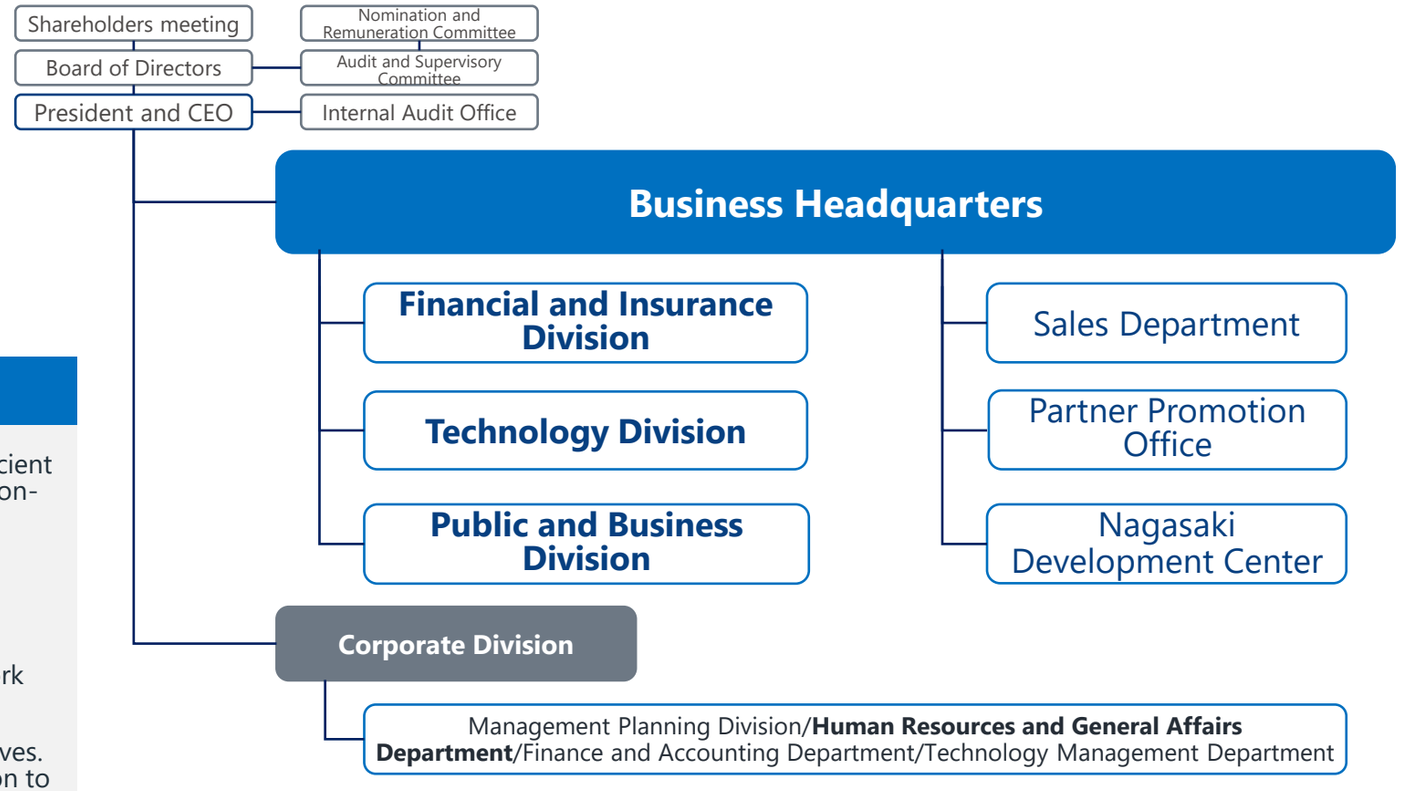
Organization and Execution Framework

04

Organizational structure | Group reorganization and organizational promotion structure

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Group reorganization and strengthening the business promotion framework

- Merged KOMSOFT Inc. into the Company to drive efficient business promotion and expedite management decision-making
- Established the Business Headquarters to enhance coordination among the business divisions, sales, and procurement
  In addition, placed the Nagasaki Development Center under the Business Headquarters, to create a framework that allows us to promote a wide range of projects
- Renamed business divisions to clarify roles and objectives. Optimized departments and groups under each division to achieve objectives

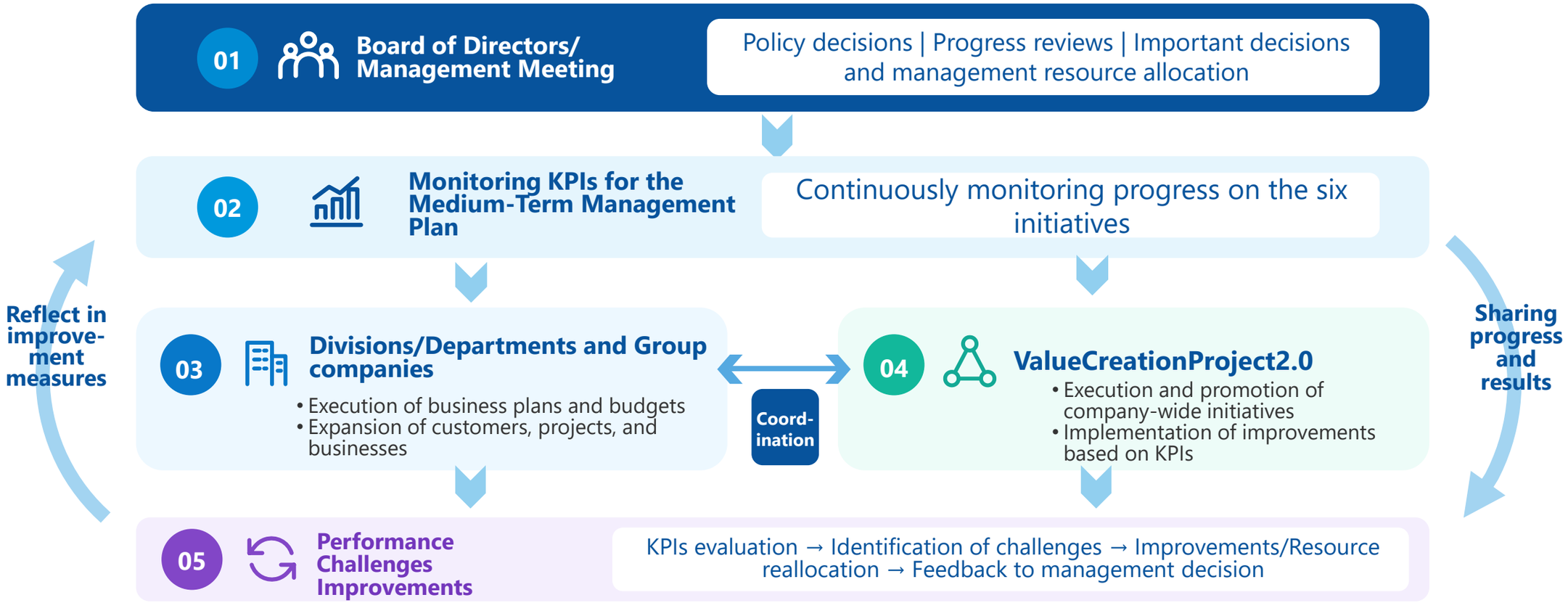
BO STUDIO

零壱製作株式会社 Zeroichi Production Co.,Ltd.

Leverage sales, technologies, human resources, and customer base in a unified manner by reorganizing the Group and centralizing functions at the Business Headquarters

Enhance business promotion capabilities to accelerate structural transformation into a solution provider and sustainable enhancement of corporate value

Execution structure for the Medium-Term Management Plan | Executing strategies as one team across the Company



Continuous execution, evaluation, and improvement based on KPIs

Appendix

Company profile

As of September 30,2026

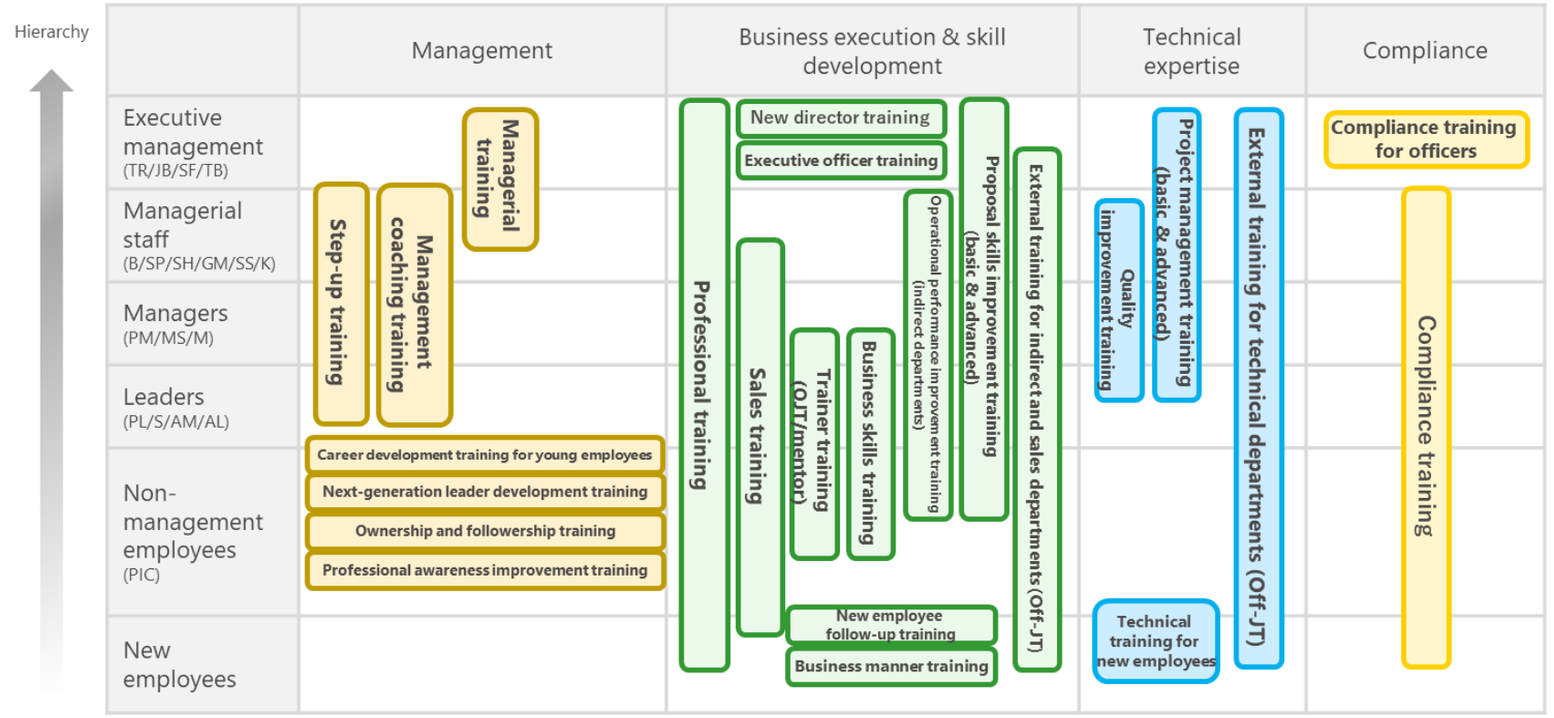
Company Name	Needs Well Inc.	**Representative**	President and CEO **Hajime Matsuoka**
Established	October 1, 1986	**Stock Listing**	Tokyo Stock Exchange, Prime Market (3992)
Paid-in Capital	908 million JPY	**Net sales**	10,551 million JPY(Consolidated)
Number of Employees	571 (Consolidated)	**Fiscal year end**	September
Head Office	13F, New Otani Garden Court, 4-1 Kioi-cho, Chiyoda-ku, Tokyo, 102-0094 Japan TEL: +81-3-6265-6763　FAX: +81-3-6265-6764　URL: https://www.needswell.com		
Office	- Nagata-cho Office : 2F, Sumitomo Fudosan Nagatacho Building, 2-17-3 Nagata-cho, Chiyoda-ku, Tokyo, 100-0014 Japan - Nagasaki Office: 6F, Meijiyasudaseimei Nagasakikozenmachi building, 2-21 Kozen-machi, Nagasaki-shi, Nagasaki, 850-0032 Japan		
Group structure	■ Consolidated subsidiaries　**Zeroichi Production** Co., Ltd. (Head Office: Nasushiobara-shi) **BO STUDIO** Inc. (Head Office: Shibuya-ku, Tokyo) **KOMSOFT** Inc. (Head Office: Chiyoda-ku, Tokyo)		

Human resource development and education

Provide various training programs to increase the motivation and job satisfaction of each employee

Education system based on position, skills, career vision, and future technological trends

- Strengthen regional recruitment in addition to recruitment in the Kanto area. Utilize nearshore bases to resolve the shortage of human resources
- Introduce engagement analysis to improve employee retention and motivation. Provide an environment that keeps employees working for a long term without overlooking the signs of resignation.



Improve social value

Towards a sustainable society through initiatives to create a sustainable society based on the corporate philosophy of “Contributing Broadly to the Economy and Society”

Initiatives directly linked to business

Incorporate the perspectives of the SDGs, ESG and CSR into business strategies to ensure that business activities are directly linked to the goals of the SDGs
Take on the challenge of creating employment, establishing an industrial foundation and technological innovation as an IT company

Initiatives supported by systems and activities

Themes closely related to Needs Well, such as promoting job satisfaction and gender equality, promoting IT education, supporting local sports culture, etc.

Nearshore Development Promotion

Development of new solutions to assist DX

Collaboration with partner companies



Work Style Reform and Human Resource Development

Increase ratio of female employees and managers

Telework

AI education for students

Support for Project in Nagasaki Prefecture

Support for V-Varen Nagasaki of the Soccer J League

Others

Initiatives directly linked to business

Try & Innovation NeedsWell

Aim for sustainable management through business strategies that incorporate the perspectives of SDGs, ESG, and CSR

Nearshore Development Promotion: Aim to expand Nagasaki Development Center to 100 employees

- Promote development by committing to QCD (quality, cost, and delivery) through remote development system that utilizes nearshore bases.
- Aim to maintain 100 employees at the Nagasaki Development Center and contribute to prosperous urban development through the development of an industrial foundation, technological innovation, and creating employment opportunities by utilizing highly competent local human resources.
- Certified as the first registered business operator of the Nagasaki Prefecture SDGs Registration System.
- Participated in the Cabinet Office's "Public-Private Partnership Platform for Regional Revitalization SDGs"
- Achieved Four-Star Certification as a "Nagasaki Prefecture Company Promoting an Inclusive and Comfortable Workplace for All (N-Pika Certified Company)"
- In collaboration with Nagasaki IT CAMP, supporting the reskilling and career transition of local IT talent

Development of new solutions leading the AI era

- AI technologies, including generative AI, are rapidly spreading across the entire system development process
  Needs Well believes that value lies especially in "areas that people should handle," and is building a structure centered on consulting
  → Aim to co-create value through hands-on support for customers and maximize the added value of engineers who will lead the future of the AI era

  - Support companies through hands-on consulting
  - Medical AI solution "AI Physician Scheduling"
  - Generative AI agent "Tsunagi AI"

Collaboration with partner companies

Promote partnerships with contractors and suppliers and aim to establish a structure for continuing to develop together over a long period of time.



Try & Innovation

NeedsWell

- All statements described herein have been prepared by Needs Well based on the currently available information.
- Actual results may differ from forecasts due to various factors in the future.
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