# Consolidated Financial Results for the Fiscal Year Ended September 30, 2026 (Under Japanese GAAP)

November 11, 2026

| | | | | | |
|---|---|---|---|---|---|
| Company name | Needs Well Inc. | | | Stock exchange listings: Tokyo Prime | |
| Securities code | 3992 | URL https://www.needswell.com/ | | | |
| Representative | (Title) | President and CEO | (Name) Hajime Matsuoka | | |
| Inquiries | (Title) | Director and Executive Officer | (Name) Chinami Arai | | |
| Date of general shareholders' meeting (as planned) | December 23, 2026 | | Dividend payable date (as planned) | December 24, 2026 | |
| Annual securities report filing date (as planned) | December 22, 2026 | | | | |

Supplemental material of annual results：Yes

Convening briefing of annual results ：Yes (for institutional investors and analysts)

(Yen amounts are rounded down to millions, unless otherwise noted.)

1. Consolidated financial results for the fiscal year ended September 30, 2026 (from October 1, 2025 to September 30, 2026)

(1) Consolidated operating results (Percentages indicate year-on-year changes.)

| | Net sales | | Operating profit | | Ordinary profit | | Profit attributable to owners of parent | |
|---|---|---|---|---|---|---|---|---|
| Fiscal year ended | Millions of yen | % | Millions of yen | % | Millions of yen | % | Millions of yen | % |
| September 30, 2026 | 10,551 | 5.2 | 1,125 | △2.6 | 1,145 | △2.1 | 683 | △23.0 |
| September 30, 2025 | 10,032 | 5.1 | 1,155 | △2.5 | 1,169 | △3.2 | 887 | 9.5 |

Note:Comprehensive income For the fiscal year ended September 30, 2026 721Millions of yen (△17.9%) For the fiscal year ended September 30, 2025 878Millions of yen (2.7%)

| | Basic earnings per share | Diluted earnings per share | Rate of return on equity | Ordinary profit to total assets ratio | Operating profit to net sales ratio |
|---|---|---|---|---|---|
| Fiscal year ended | Yen | Yen | % | % | % |
| September 30, 2026 | 18.04 | — | 13.9 | 17.5 | 10.7 |
| September 30, 2025 | 23.42 | — | 19.8 | 19.2 | 11.5 |

(2) Consolidated financial position

| | Total assets | Net assets | Capital adequacy ratio | Net assets per share |
|---|---|---|---|---|
| As of | Millions of yen | Millions of yen | % | Yen |
| September 30, 2026 | 6,612 | 5,044 | 76.2 | 133.04 |
| September 30, 2025 | 6,513 | 4,773 | 73.1 | 125.76 |

Reference:Owner's equity As of September 30, 2026 5,036Millions of yen As of September 30, 2025 4,762Millions of yen

(3) Consolidated cash flows

| | Cash flows from operating activities | Cash flows from investing activities | Cash flows from financing activities | Cash and equivalents, end of period |
|---|---|---|---|---|
| Fiscal year ended | Millions of yen | Millions of yen | Millions of yen | Millions of yen |
| September 30, 2026 | 841 | △83 | △461 | 3,058 |
| September 30, 2025 | 795 | 217 | △349 | 2,761 |

2. Cash dividends

| | Dividend per share | | | | | Total dividend paid | Payout ratio (consolidated) | Ratio of total amount of dividends to net assets (consolidated) |
|---|---|---|---|---|---|---|---|---|
| | First quarter | Second quarter | Third quarter | Year end | Annual | | | |
| | Yen | Yen | Yen | Yen | Yen | Millions of yen | % | % |
| Fiscal year ended September 30, 2025 | — | 0.00 | — | 12.00 | 12.00 | 454 | 51.2 | 10.1 |
| Fiscal year ended September 30, 2026 | — | 0.00 | — | 14.00 | 14.00 | 529 | 77.6 | 10.8 |
| Fiscal year ending September 30, 2027 (Forecast) | — | 0.00 | — | 14.00 | 14.00 | | 66.4 | |

3. Consolidated financial forecast for the fiscal year ending September 30, 2027 (from October 1, 2026 to September 30, 2027)

(Percentages indicate year-on-year changes.)

| | Net sales | | Operating profit | | Ordinary profit | | Profit attributable to owners of parent | | Basic earnings per share |
|---|---|---|---|---|---|---|---|---|---|
| | Millions of yen | % | Millions of yen | % | Millions of yen | % | Millions of yen | % | Yen |
| Six months ending March 31, 2027 | 5,960 | 14.5 | 500 | △17.9 | 508 | △18.3 | 332 | △18.3 | 8.77 |
| Fiscal year ending September 30, 2027 | 11,800 | 11.8 | 1,205 | 7.0 | 1,221 | 6.6 | 798 | 16.8 | 21.08 |

Note: The number of issued shares (excluding treasury shares) as of September 30, 2026 has been used as the average number of shares during the period, which is the basis for calculating “profit per share.

* Notes

(1) Significant changes in the scope of consolidation during the period：None
Newly included: — companies (Company name)—、Excluded: — companies (Company name)—

(2) Changes in accounting policies, changes in accounting estimates, and restatement
(i) Changes in accounting policies due to revisions to accounting standards and other regulations：None
(ii) Changes in accounting policies due to other reasons ：None
(iii) Changes in accounting estimates ：None
(iv) Restatement ：None

(3) Number of issued shares (common shares)

| | | | |
|---|---|---|---|
| ① Number of issued and outstanding shares at the end of fiscal year (including treasury stock) | As of September 30, 2026 | 40,699,200 shares | As of September 30, 2025 | 40,699,200 shares |
| ② Number of treasury stock at the end of fiscal year | As of September 30, 2026 | 2,844,144 shares | As of September 30, 2025 | 2,825,098 shares |
| ③ Average number of shares | Fiscal year ended September 30, 2026 | 37,863,174 shares | Fiscal year ended September 30, 2025 | 37,884,685 shares |

[Reference] Overview of non-consolidated financial results

1. Non-consolidated financial results for the fiscal year ended September 30, 2026 (from October 1, 2025 to September 30, 2026)

(1) Non-consolidated operating results (Percentages indicate year-on-year changes.)

| | Net sales | | Operating profit | | Ordinary profit | | Profit | |
|---|---|---|---|---|---|---|---|---|
| Fiscal year ended | Millions of yen | % | Millions of yen | % | Millions of yen | % | Millions of yen | % |
| September 30, 2026 | 9,838 | 5.4 | 1,078 | 2.5 | 1,175 | 5.4 | 741 | △16.4 |
| September 30, 2025 | 9,331 | 4.6 | 1,052 | △4.8 | 1,115 | △3.8 | 887 | 10.1 |

| | Basic earnings per share | Diluted earnings per share |
|---|---|---|
| Fiscal year ended | Yen | Yen |
| September 30, 2026 | 19.58 | — |
| September 30, 2025 | 23.43 | — |

(2) Non-consolidated financial position

| | Total assets | Net assets | Capital adequacy ratio | Net assets per share |
|---|---|---|---|---|
| As of | Millions of yen | Millions of yen | % | Yen |
| September 30, 2026 | 6,429 | 5,117 | 79.6 | 135.19 |
| September 30, 2025 | 6,227 | 4,786 | 76.9 | 126.37 |

Reference:Owner's equity As of September 30, 2026 5,117Millions of yen As of September 30, 2025 4,786Millions of yen

* Financial results reports are exempt from audit conducted by certified public accountants or an audit firm.

* Proper use of earnings forecasts, and other special matters

(Notes on forward-looking statements)

Financial results forecasts and other forward-looking statements provided in these materials are based on information available to the Company and certain other assumptions deemed reasonable as of the date of publication of this document, and do not represent any guarantee that the Company will achieve these results. Actual financial results and other aspects of business performance may differ significantly from these forecasts owing to various factors.

Please refer to “1. Overview of operating results, etc. (4) Future outlook” on page 4 of the attached materials of the Japanese version of this document for conditions forming the basis for financial results forecasts, notes regarding the use of financial results forecasts, and other information.

(Method of obtaining material on financial results)

Material on financial results is disclosed on TDnet on the same date.

## 5. Consolidated financial statements and major notes

(1) Consolidated balance sheet

(Thousands of yen)

| | As of September 30, 2025 | As of September 30, 2026 |
|---|---|---|
| Assets | | |
| Current assets | | |
| Cash and deposits | 2,760,544 | 3,057,054 |
| Notes and accounts receivable - trade, and contract assets | 2,253,475 | 2,095,512 |
| Merchandise | 1,568 | 730 |
| Prepaid expenses | 62,476 | 75,789 |
| Other | 6,283 | 8,299 |
| Allowance for doubtful accounts | △236 | △24,693 |
| Total current assets | 5,084,111 | 5,212,693 |
| Non-current assets | | |
| Property, plant and equipment | | |
| Buildings and structures | 58,261 | 79,661 |
| Accumulated depreciation | △16,894 | △21,078 |
| Buildings and structures, net | 41,367 | 58,582 |
| Furniture and Fixtures | 57,555 | 63,586 |
| Accumulated depreciation | △42,167 | △46,429 |
| Furniture and Fixtures, net | 15,387 | 17,157 |
| Land | 10,347 | 10,347 |
| Total property, plant and equipment | 67,101 | 86,087 |
| Intangible assets | | |
| Software | 39,833 | 55,546 |
| Software in progress | 16,234 | 40,130 |
| Goodwill | 261,919 | 215,179 |
| Customer-related intangible assets | 315,957 | 279,139 |
| Other | 418 | 406 |
| Total intangible assets | 634,363 | 590,402 |
| Investments and other assets | | |
| Investment securities | 304,554 | 360,890 |
| Long-term prepaid expenses | 42,362 | 24,268 |
| Deferred tax assets | 162,948 | 108,968 |
| Leasehold and guarantee deposits | 137,698 | 152,529 |
| Insurance funds | 76,547 | 76,548 |
| Other | 3,673 | 15 |
| Total investments and other assets | 727,784 | 723,219 |
| Total non-current assets | 1,429,249 | 1,399,709 |
| Total assets | 6,513,361 | 6,612,403 |

(Thousands of yen)

| | As of September 30, 2025 | As of September 30, 2026 |
|---|---|---|
| Liabilities | | |
| Current liabilities | | |
| Accounts payable - trade | 396,524 | 509,246 |
| Current portion of long-term borrowings | 6,726 | 5,712 |
| Accounts payable - other | 330,728 | 206,212 |
| Accrued expenses | 10,784 | 11,510 |
| Income taxes payable | 352,163 | 217,627 |
| Accrued consumption taxes | 117,490 | 112,339 |
| Contract liabilities | 11,885 | 11,362 |
| Deposits received | 48,896 | 46,466 |
| Provision for bonuses | 304,320 | 308,362 |
| Provision for bonuses for directors (and other officers) | 11,810 | 6,638 |
| Total current liabilities | 1,591,329 | 1,435,477 |
| Non-current liabilities | | |
| Long-term borrowings | 23,578 | 17,866 |
| Retirement benefit liability | 16,109 | 17,619 |
| Deferred tax liabilities | 109,289 | 96,554 |
| Total non-current liabilities | 148,977 | 132,040 |
| Total liabilities | 1,740,306 | 1,567,517 |
| Net assets | | |
| Shareholders' equity | | |
| Share capital | 908,446 | 908,446 |
| Capital surplus | 796,409 | 799,258 |
| Retained earnings | 3,758,173 | 3,986,869 |
| Treasury shares | △798,845 | △796,094 |
| Total shareholders' equity | 4,664,185 | 4,898,479 |
| Accumulated other comprehensive income | | |
| Valuation difference on available-for-sale securities | 98,790 | 137,876 |
| Total accumulated other comprehensive income | 98,790 | 137,876 |
| Non-controlling interests | 10,079 | 8,529 |
| Total net assets | 4,773,055 | 5,044,885 |
| Total liabilities and net assets | 6,513,361 | 6,612,403 |

(2) Consolidated statement of income and consolidated statement of comprehensive income

(Consolidated statement of income)

(Thousands of yen)

| | Fiscal year ended September 30, 2025 | Fiscal year ended September 30, 2026 |
|---|---|---|
| Net sales | | |
| Sales of information service | 9,483,612 | 10,150,881 |
| Net sales of goods and others | 549,290 | 400,458 |
| Total net sales | 10,032,902 | 10,551,339 |
| Cost of sales | | |
| Cost of sales of information service | 7,329,593 | 7,856,728 |
| Cost of goods sold and others | 424,665 | 298,636 |
| Total cost of sales | 7,754,258 | 8,155,364 |
| Gross profit | 2,278,644 | 2,395,975 |
| Selling, general and administrative expenses | | |
| Remuneration for directors (and other officers) | 143,035 | 133,715 |
| Salaries and allowances | 183,553 | 190,511 |
| Employees' bonuses | 18,812 | 22,982 |
| Provision for bonuses | 21,692 | 25,397 |
| Provision for bonuses for directors (and other officers) | 11,810 | 9,296 |
| Retirement benefit expenses | 280 | 479 |
| Welfare expenses | 68,113 | 86,036 |
| Rent expenses on land and buildings | 27,382 | 33,862 |
| Depreciation | 40,938 | 40,205 |
| Amortization of goodwill | 54,148 | 46,740 |
| Commission expenses | 159,524 | 195,515 |
| Hiring expenses | 48,890 | 73,711 |
| Provision of allowance for doubtful accounts | △2,104 | 24,456 |
| Shareholders related costs | 157,755 | 172,785 |
| Bad debt expenses | ― | 212 |
| Other | 188,957 | 214,090 |
| Total selling, general and administrative expenses | 1,122,789 | 1,269,997 |
| Operating profit | 1,155,855 | 1,125,977 |
| Non-operating income | | |
| Interest income | 3,203 | 7,096 |
| Dividend income | 13,181 | 8,741 |
| Subsidy income | 10,000 | 7,540 |
| Surrender value of insurance policies | ― | 1,900 |
| Miscellaneous income | 556 | 811 |
| Total non-operating income | 26,942 | 26,090 |
| Non-operating expenses | | |
| Interest expenses | 408 | 318 |
| Loss on extinguishment of Share-based remuneration expenses | 11,915 | 5,932 |
| Miscellaneous losses | 816 | 516 |
| Total non-operating expenses | 13,140 | 6,766 |
| Ordinary profit | 1,169,657 | 1,145,300 |
| Extraordinary income | | |
| Gain on sale of golf club membership | ― | 4,660 |
| Gain on sale of investment securities | 157,350 | ― |
| Total extraordinary income | 157,350 | 4,660 |
| Profit before income taxes | 1,327,008 | 1,149,960 |
| Income taxes - current | 511,659 | 443,898 |
| Income taxes - deferred | △72,497 | 23,994 |
| Total income taxes | 439,161 | 467,893 |
| Profit | 887,846 | 682,067 |
| Profit (loss) attributable to non-controlling interests | 732 | △1,117 |
| Profit attributable to owners of parent | 887,114 | 683,185 |

(Consolidated statement of comprehensive income)

(Thousands of yen)

| | Fiscal year ended September 30, 2025 | Fiscal year ended September 30, 2026 |
|---|---|---|
| Profit | 887,846 | 682,067 |
| Other comprehensive income | | |
| Valuation difference on available-for-sale securities | △9,571 | 39,085 |
| Total other comprehensive income | △9,571 | 39,085 |
| Comprehensive income | 878,275 | 721,153 |
| Comprehensive income attributable to | | |
| Comprehensive income attributable to owners of parent | 877,542 | 722,270 |
| Comprehensive income attributable to non-controlling interests | 732 | △1,117 |

(3) Statement of changes in equity

Fiscal Year Ended September 30, 2025（from October 1, 2024 to September 30, 2025）

(Thousands of yen)

| | Shareholders' equity | | | | |
|---|---|---|---|---|---|
| | Share capital | Capital surplus | Retained earnings | Treasury shares | Total shareholders' equity |
| Balance at beginning of period | 908,446 | 794,386 | 3,212,165 | △803,404 | 4,111,594 |
| Changes during period | | | | | |
| Dividends of surplus | | | △341,106 | | △341,106 |
| Profit attributable to owners of parent | | | 887,114 | | 887,114 |
| Purchase of treasury shares | | | | △16 | △16 |
| Disposal of treasury shares | | 2,023 | | 4,575 | 6,599 |
| Net changes in items other than shareholders' equity | | | | | |
| Total changes during period | － | 2,023 | 546,007 | 4,559 | 552,590 |
| Balance at end of period | 908,446 | 796,409 | 3,758,173 | △798,845 | 4,664,185 |

| | Accumulated other comprehensive income | | Non-controlling interests | Total net assets |
|---|---|---|---|---|
| | Valuation difference on available-for-sale securities | Total accumulated other comprehensive income | | |
| Balance at beginning of period | 108,362 | 108,362 | 10,480 | 4,230,436 |
| Changes during period | | | | |
| Dividends of surplus | | | | △341,106 |
| Profit attributable to owners of parent | | | | 887,114 |
| Purchase of treasury shares | | | | △16 |
| Disposal of treasury shares | | | | 6,599 |
| Net changes in items other than shareholders' equity | △9,571 | △9,571 | △401 | △9,972 |
| Total changes during period | △9,571 | △9,571 | △401 | 542,618 |
| Balance at end of period | 98,790 | 98,790 | 10,079 | 4,773,055 |

Fiscal Year Ended September 30, 2026（from October 1, 2025 to September 30, 2026）

(Thousands of yen)

| | Shareholders' equity | | | | |
|---|---|---|---|---|---|
| | Share capital | Capital surplus | Retained earnings | Treasury shares | Total shareholders' equity |
| Balance at beginning of period | 908,446 | 796,409 | 3,758,173 | △798,845 | 4,664,185 |
| Changes during period | | | | | |
| Dividends of surplus | | | △454,489 | | △454,489 |
| Profit attributable to owners of parent | | | 683,185 | | 683,185 |
| Purchase of treasury shares | | | | | |
| Disposal of treasury shares | | 2,848 | | 2,750 | 5,598 |
| Net changes in items other than shareholders' equity | | | | | |
| Total changes during period | — | 2,848 | 228,695 | 2,750 | 234,294 |
| Balance at end of period | 908,446 | 799,258 | 3,986,869 | △796,094 | 4,898,479 |

| | Accumulated other comprehensive income | | Non-controlling interests | Total net assets |
|---|---|---|---|---|
| | Valuation difference on available-for-sale securities | Total accumulated other comprehensive income | | |
| Balance at beginning of period | 98,790 | 98,790 | 10,079 | 4,773,055 |
| Changes during period | | | | |
| Dividends of surplus | | | | △454,489 |
| Profit attributable to owners of parent | | | | 683,185 |
| Purchase of treasury shares | | | | |
| Disposal of treasury shares | | | | 5,598 |
| Net changes in items other than shareholders' equity | 39,085 | 39,085 | △1,549 | 37,536 |
| Total changes during period | 39,085 | 39,085 | △1,549 | 271,830 |
| Balance at end of period | 137,876 | 137,876 | 8,529 | 5,044,885 |

(4) Consolidated statement of cash flows

(Thousands of yen)

| | Fiscal year ended September 30, 2025 | Fiscal year ended September 30, 2026 |
|---|---|---|
| Cash flows from operating activities | | |
| Profit before income taxes | 1,327,008 | 1,149,960 |
| Depreciation | 74,015 | 72,009 |
| Amortization of goodwill | 54,148 | 46,740 |
| Amortization of guarantee deposits | 4,201 | 4,500 |
| Increase (decrease) in allowance for doubtful accounts | △2,104 | 24,456 |
| Increase (decrease) in provision for bonuses | 5,353 | 4,042 |
| Increase (decrease) in provision for bonuses for directors (and other officers) | 70 | △5,171 |
| Increase (decrease) in retirement benefit liability | 1,150 | 1,510 |
| Interest and dividend income | △16,385 | △15,838 |
| Interest expenses | 408 | 318 |
| Subsidy income | △10,000 | △7,540 |
| Surrender value of insurance policies | — | △1,900 |
| Loss (gain) on sale of investment securities | △157,350 | — |
| Loss (gain) on sale of golf club membership | — | △4,660 |
| Decrease (increase) in accounts receivable - trade, and contract assets | △364,012 | 157,962 |
| Decrease (increase) in inventories | 999 | △757 |
| Decrease (increase) in long-term prepaid expenses | 28,347 | 18,093 |
| Decrease (increase) in other current assets | 4,289 | △7,894 |
| Increase (decrease) in trade payables | 44,894 | 112,722 |
| Increase (decrease) in accrued consumption taxes | △13,465 | △5,151 |
| Increase (decrease) in other current liabilities | 179,870 | △148,608 |
| Subtotal | 1,161,438 | 1,394,796 |
| Interest and dividends received | 16,385 | 15,838 |
| Proceeds from insurance income | — | 1,900 |
| Interest paid | △408 | △318 |
| Subsidies received | 10,000 | 7,540 |
| Income taxes paid | △391,489 | △578,178 |
| Net cash provided by (used in) operating activities | 795,926 | 841,577 |
| Cash flows from investing activities | | |
| Proceeds from sale of investment securities | 257,894 | — |
| Purchase of property, plant and equipment | △10,330 | △30,972 |
| Purchase of intangible assets | △31,309 | △41,369 |
| Proceeds from sale of golf club membership | — | 8,318 |
| Payments of leasehold and guarantee deposits | △550 | △27,331 |
| Proceeds from refund of leasehold and guarantee deposits | 2,058 | 8,000 |
| Net cash provided by (used in) investing activities | 217,762 | △83,356 |
| Cash flows from financing activities | | |
| Repayments of long-term borrowings | △7,740 | △6,726 |
| Purchase of treasury shares | △16 | — |
| Dividends paid | △340,992 | △454,311 |
| Dividends paid to non-controlling interests | △1,134 | △432 |
| Net cash provided by (used in) financing activities | △349,882 | △461,469 |
| Net increase (decrease) in cash and cash equivalents | 663,806 | 296,751 |
| Cash and cash equivalents at beginning of period | 2,097,994 | 2,761,801 |
| Cash and cash equivalents at end of period | 2,761,801 | 3,058,552 |