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May 12, 2025

## Consolidated Financial Results for the Six Months Ended March 31, 2025 (Under Japanese GAAP)

Company name: Needs Well Inc.  
 Listing: Tokyo Stock Exchange  
 Securities code: 3992  
 URL: <https://www.needswell.com/>  
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 Scheduled date of filing semi-annual securities report: May 12, 2025  
 Scheduled date of commencing dividend payments: –  
 Preparation of supplementary material on semi-annual financial results: Yes  
 Holding of semi-annual financial results briefing: Yes

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

### 1. Consolidated Financial results for the six months ended March 31, 2025 (from October 1, 2024 to March 31, 2025)

#### (1) Consolidated operating results (cumulative)

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
Six months ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
March 31, 2025	5,034	4.3	734	5.3	742	4.4	490	△3.6
March 31, 2024	4,826	15.4	697	21.7	711	21.3	509	29.7

Note: Comprehensive income For the six months ended March 31, 2025: ¥537 million (△2.1%)  
 For the six months ended March 31, 2024: ¥548 million (37.0%)

	Profit per share	Diluted earnings per share
Six months ended	Yen	Yen
March 31, 2025	12.95	–
March 31, 2024	13.31	–

Notes: The Company conducted a stock split on June 1, 2024 at a ratio of 2 shares per share of ordinary shares. The profit per share have been calculated based on the assumption that this stock split was conducted at the beginning of the previous fiscal year.

#### (2) Consolidated financial position

	Total assets	Net assets	Equity ratio
As of	Millions of yen	Millions of yen	%
March 31, 2025	5,941	4,432	74.4
September 30, 2024	5,653	4,230	74.6

Reference: Equity  
 As of March 31, 2025: ¥4,420 million  
 As of September 30, 2024: ¥4,219 million

## 2. Dividends

	Annual dividends per share				
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total
Fiscal year ended/ending	Yen	Yen	Yen	Yen	Yen
September 30, 2024	—	0.00	—	9.00	9.00
September 30, 2025	—	0.00			
Fiscal year ending September 30, 2025 (Forecast)			—	12.00	12.00

Note: Revisions to the forecast of cash dividends most recently announced: None

## 3. Consolidated financial results forecast for the fiscal year ending September 30, 2025 (October 1, 2024 to September 30, 2025)

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	Profit per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	Yen
Full year	10,600	11.0	1,400	18.1	1,400	15.9	943	24.89

Note: Revisions to the forecast of financial results most recently announced: None

**\* Notes**

(1) Significant changes in the scope of consolidation during the period: None

Newly included: – companies (Company name) –

Excluded: – companies (Company name) –

(2) Adoption of accounting treatment specific to the preparation of Semi-annual consolidated financial statements: Yes

(3) 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

(4) Number of issued shares (ordinary shares)

(i) Total number of issued shares at the end of the period (including treasury shares)

As of March 31, 2025	40,699,200 shares
As of September 30, 2024	40,699,200 shares

(ii) Number of treasury shares at the end of the period

As of March 31, 2025	2,808,298 shares
As of September 30, 2024	2,798,514 shares

(iii) Average number of shares during the period (cumulative)

Six months ended March 31, 2025	37,888,314 shares
Six months ended March 31, 2024	38,258,500 shares

Note: The Company conducted a stock split on June 1, 2024 at a ratio of 2 shares per share of ordinary shares. The “total number of issued shares at the end of the period,” “number of treasury shares at the end of the period,” and “average number of shares during the period” have been calculated based on the assumption that this stock split was conducted at the beginning of the previous fiscal year.

\* Review of the Japanese-language originals of the attached consolidated semi-annual financial statements by certified public accountants or an audit firm: None

\* 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.

(How to obtain or view materials for the financial results briefing)

The Company will hold a financial results briefing for institutional investors on Wednesday, May 28, 2025. The materials for this briefing will be disclosed today on TDnet and will also be posted on the Company’s website.

## 2. Semi-annual consolidated financial statements and major notes

### (1) Semi-annual consolidated balance sheet

(Thousands of yen)

	As of September 30, 2024	As of March 31, 2025
<b>Assets</b>		
Current assets		
Cash and deposits	2,095,660	2,139,507
Notes and accounts receivable - trade, and contract assets	1,889,463	2,133,680
Merchandise	2,827	10,582
Prepaid expenses	59,146	77,685
Other	8,121	6,163
Allowance for doubtful accounts	(2,341)	(2,508)
Total current assets	4,052,879	4,365,110
Non-current assets		
Property, plant and equipment		
Buildings and structures	55,536	55,536
Accumulated depreciation	(12,930)	(14,868)
Buildings and structures, net	42,605	40,667
Furniture and Fixtures	50,136	53,936
Accumulated depreciation	(31,049)	(35,835)
Furniture and Fixtures, net	19,086	18,100
Land	10,347	10,347
Total property, plant and equipment	72,039	69,116
Intangible assets		
Software	43,247	38,019
Software in progress	3,800	7,088
Goodwill	316,068	288,994
Customer-related intangible assets	352,775	334,366
Other	429	423
Total intangible assets	716,321	668,892
Investments and other assets		
Investment securities	418,893	482,903
Long-term prepaid expenses	70,709	54,896
Deferred tax assets	98,962	79,362
Leasehold and guarantee deposits	143,408	141,313
Insurance funds	76,546	76,546
Other	3,673	3,673
Total investments and other assets	812,193	838,695
Total non-current assets	1,600,555	1,576,703
Total assets	5,653,434	5,941,814

(Thousands of yen)

	As of September 30, 2024	As of March 31, 2025
<b>Liabilities</b>		
Current liabilities		
Accounts payable - trade	351,629	445,969
Current portion of long-term borrowings	7,740	7,740
Accounts payable - other	160,583	153,250
Accrued expenses	8,774	8,754
Income taxes payable	232,086	282,927
Accrued consumption taxes	130,956	120,272
Contract liabilities	6,598	8,569
Deposits received	46,086	44,990
Provision for bonuses	298,967	273,804
Provision for bonuses for directors (and other officers)	11,740	5,770
Other	546	845
Total current liabilities	1,255,709	1,352,894
Non-current liabilities		
Long-term borrowings	30,304	26,434
Retirement benefit liability	14,958	14,434
Deferred tax liabilities	122,025	115,657
Total non-current liabilities	167,287	156,526
Total liabilities	1,422,997	1,509,420
<b>Net assets</b>		
Shareholders' equity		
Share capital	908,446	908,446
Capital surplus	794,386	796,409
Retained earnings	3,212,165	3,361,556
Treasury shares	(803,404)	(798,845)
Total shareholders' equity	4,111,594	4,267,567
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	108,362	152,771
Total accumulated other comprehensive income	108,362	152,771
Non-controlling interests	10,480	12,054
Total net assets	4,230,436	4,432,394
<b>Total liabilities and net assets</b>	<b>5,653,434</b>	<b>5,941,814</b>

(2) Semi-annual consolidated statement of income and Semi-annual consolidated statement of comprehensive income  
(Semi-annual consolidated statement of income)  
(Six Months Ended March 31)

(Thousands of yen)

	Six months ended March 31, 2024	Six months ended March 31, 2025
Net sales	4,826,626	5,034,107
Cost of sales	3,686,789	3,835,867
Gross profit	1,139,837	1,198,239
Selling, general and administrative expenses	442,250	463,855
Operating profit	697,586	734,383
Non-operating income		
Interest income	13	961
Dividend income	2,861	5,552
Reversal of allowance for doubtful accounts	994	—
Subsidy income	10,570	10,000
Surrender value of insurance policies	63	—
Miscellaneous income	482	459
Total non-operating income	14,984	16,973
Non-operating expenses		
Interest expenses	375	214
Loss on extinguishment of Share-based remuneration expenses	629	7,602
Miscellaneous losses	27	616
Total non-operating expenses	1,032	8,433
Ordinary profit	711,539	742,923
Profit before income taxes	711,539	742,923
Income taxes	200,043	249,718
Profit	511,496	493,204
Profit attributable to non-controlling interests	2,463	2,707
Profit attributable to owners of parent	509,032	490,496

(Semi-annual consolidated statement of comprehensive income)  
(Six Months Ended March 31)

(Thousands of yen)

	Six months ended March 31, 2024	Six months ended March 31, 2025
Profit	511,496	493,204
Other comprehensive income		
Valuation difference on available-for-sale securities	37,474	44,409
Total other comprehensive income	37,474	44,409
Comprehensive income	548,971	537,614
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	546,507	534,906
Comprehensive income attributable to non-controlling interests	2,463	2,707

## (3) Semi-annual consolidated statement of cash flow

(Thousands of yen)

	Six months ended March 31, 2024	Six months ended March 31, 2025
Cash flows from operating activities		
Profit before income taxes	711,539	742,923
Depreciation	38,018	37,895
Amortization of goodwill	27,074	27,074
Amortization of guarantee deposits	1,672	2,095
Increase (decrease) in allowance for doubtful accounts	1,915	167
Increase (decrease) in provision for bonuses	(44,705)	(25,163)
Increase (decrease) in provision for bonuses for directors (and other officers)	(11,235)	(5,970)
Increase (decrease) in retirement benefit liability	13	(523)
Interest and dividend income	(2,874)	(6,513)
Interest expenses	375	214
Subsidy income	(10,570)	(10,000)
Surrender value of insurance policies	(63)	—
Decrease (increase) in accounts receivable - trade, and contract assets	(326,730)	(244,216)
Decrease (increase) in inventories	(15,010)	(8,520)
Decrease (increase) in long-term prepaid expenses	—	15,812
Decrease (increase) in other current assets	(17,588)	(9,098)
Increase (decrease) in trade payables	67,173	94,339
Increase (decrease) in accrued consumption taxes	(25,510)	(10,683)
Increase (decrease) in other current liabilities	13,002	19,213
Subtotal	406,497	619,046
Interest and dividends received	2,874	6,513
Proceeds from insurance income	63	—
Interest paid	(375)	(214)
Subsidies received	10,570	10,000
Income taxes paid	(230,613)	(233,224)
Net cash provided by (used in) operating activities	189,015	402,121
Cash flows from investing activities		
Payments into time deposits	(44,000)	—
Proceeds from withdrawal of time deposits	143,393	—
Purchase of property, plant and equipment	(29,550)	(3,799)
Purchase of intangible assets	(7,793)	(8,603)
Payments of leasehold and guarantee deposits	(48,754)	—
Purchase of shares of subsidiaries resulting in change in scope of consolidation	(300,000)	—
Net cash provided by (used in) investing activities	(286,703)	(12,403)
Cash flows from financing activities		
Repayments of long-term borrowings	(2,442)	(3,870)
Purchase of treasury shares	—	(16)
Dividends paid	(257,676)	(340,933)
Dividends paid to non-controlling interests	(576)	(1,134)
Net cash provided by (used in) financing activities	(260,694)	(345,953)
Net increase (decrease) in cash and cash equivalents	(358,382)	43,764
Cash and cash equivalents at beginning of period	2,423,211	2,097,994
Cash and cash equivalents at end of period	2,064,829	2,141,759

(4) Notes to semi-annual consolidated financial statements

(Notes on accounting treatment specific to the preparation of semi-annual consolidated financial statements)

(Calculation of tax expenses)

Tax expenses are reasonably determined based on the amount of profit before income taxes for the six months ended March 31, 2025, and multiplied by the effective tax rate after applying tax effect accounting, estimated for the entire fiscal year ending September 30, 2025.

(Notes on segment information, etc.)

This information is omitted because the Group operates a single segment, the information service business, which primarily involves software development and related auxiliary services.

(Notes in the event of significant changes in shareholders' equity)

Not applicable.

(Notes on going concern assumption)

Not applicable.