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June 16, 2025

To whom it may concern:

Company name Needs Well Inc.
 Representative Kozo Funatsu, Chairman, President and CEO
 (Stock code: 3992, Tokyo Stock Exchange Prime Market)
 Inquiries Koji Tabata, Managing Director and Executive Officer
 (TEL +81-3-6265-6763)

Notice Concerning Change of Representative Director

Needs Well Inc. (Head office: Chiyoda-ku, Tokyo; Chairman, President and CEO: Kozo Funatsu; hereinafter the “Company”) hereby announces that a resolution was passed at the Board of Directors’ meeting convened on June 16, 2025 to make the following change to its representative directors.

1. Reason for the change

In order to further strengthen our management foundation and enhance corporate value under a new management structure, we have decided to appoint a new President and CEO. Kozo Funatsu, the current Chairman and President, will step down from his role as Representative Director due to health concerns, to ensure he can continue to contribute to the company in the best possible condition. He will remain involved in the company’s management as Chairman of the Board.

Under the leadership of the new President, we will continue to pursue medium- to long-term business expansion and growth. In line with our corporate philosophy—“Continuing to contribute broadly to the economic and social development”—we remain united as an organization in delivering solutions that fundamentally fulfill our customers’ needs, with the aim of creating a more prosperous society.

2. Details of the change

Name	New Position	Current Position
Kozo Funatsu	Chairman of the Board	Chairman, President and CEO
Hajime Matsuoka	President and CEO	Director and Senior Managing Executive Officer

3. Planned date of change July 1, 2025

End