

Note: This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail. The Company assumes no responsibility for this translation or for direct, indirect, or any other forms of damages arising from this translation.



August 6, 2025

Consolidated Financial Results for the Nine Months Ended June 30, 2025 (Under Japanese GAAP)

Company name: Needs Well Inc.
 Listing: Tokyo Stock Exchange
 Securities code: 3992
 URL: <https://www.needswell.com/>
 Representative: Hajime Matsuoka, President and CEO
 Inquiries: Chinami Arai, Director and Executive Officer
 Telephone: +81-3-6265-6763
 Scheduled date of filing quarterly securities report: August 6, 2025
 Scheduled date of commencing dividend payments: —
 Preparation of supplementary material on quarterly financial results: Yes
 Holding of quarterly financial results briefing: No

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

1. Consolidated Financial results for the nine Months Ended June 30, 2025 (from October 1, 2024 to June 30, 2025)

(1) Consolidated operating results (cumulative)

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
Nine Months ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
June 30, 2025	7,387	3.0	934	4.3	944	2.7	628	△5.1
June 30, 2024	7,168	12.7	895	15.6	919	14.6	662	23.4

Note: Comprehensive income For the nine months ended June 30, 2025: ¥707 million (0.4%)
 For the nine months ended June 30, 2024: ¥704 million (23.0%)

	Profit per share	Diluted earnings per share
Nine Months ended	Yen	Yen
June 30, 2025	16.60	—
June 30, 2024	17.29	—

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	%
June 30, 2025	6,088	4,602	75.4
September 30, 2024	5,653	4,230	74.6

Reference: Equity
 As of June 30, 2025: ¥4,591 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	1,043	27.53

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 Quarterly 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 June 30, 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 June 30, 2025	2,816,098 shares
As of September 30, 2024	2,798,514 shares

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

Nine months ended June 30, 2025	37,886,975 shares
Nine months ended June 30, 2024	38,337,653 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.

2. Quarterly consolidated financial statements and major notes

(1) Quarterly consolidated balance sheet

(Thousands of yen)

	As of September 30, 2024	As of June 30, 2025
Assets		
Current assets		
Cash and deposits	2,095,660	2,592,554
Notes and accounts receivable - trade, and contract assets	1,889,463	1,831,084
Merchandise	2,827	2,327
Prepaid expenses	59,146	76,426
Other	8,121	6,828
Allowance for doubtful accounts	(2,341)	(2,253)
Total current assets	4,052,879	4,506,967
Non-current assets		
Property, plant and equipment		
Buildings and structures	55,536	55,536
Accumulated depreciation	(12,930)	(15,837)
Buildings and structures, net	42,605	39,699
Furniture and Fixtures	50,136	54,925
Accumulated depreciation	(31,049)	(38,260)
Furniture and Fixtures, net	19,086	16,664
Land	10,347	10,347
Total property, plant and equipment	72,039	66,711
Intangible assets		
Software	43,247	38,538
Software in progress	3,800	13,566
Goodwill	316,068	275,457
Customer-related intangible assets	352,775	325,162
Other	429	420
Total intangible assets	716,321	653,145
Investments and other assets		
Investment securities	418,893	530,221
Long-term prepaid expenses	70,709	48,589
Deferred tax assets	98,962	64,873
Leasehold and guarantee deposits	143,408	138,207
Insurance funds	76,546	76,546
Other	3,673	3,673
Total investments and other assets	812,193	862,111
Total non-current assets	1,600,555	1,581,968
Total assets	5,653,434	6,088,935

(Thousands of yen)

	As of September 30, 2024	As of June 30, 2025
Liabilities		
Current liabilities		
Accounts payable - trade	351,629	388,916
Current portion of long-term borrowings	7,740	7,233
Accounts payable - other	160,583	178,713
Accrued expenses	8,774	264,542
Income taxes payable	232,086	150,715
Accrued consumption taxes	130,956	110,327
Contract liabilities	6,598	18,222
Deposits received	46,086	53,008
Provision for bonuses	298,967	151,683
Provision for bonuses for directors (and other officers)	11,740	9,080
Other	546	799
Total current liabilities	1,255,709	1,333,242
Non-current liabilities		
Long-term borrowings	30,304	25,006
Retirement benefit liability	14,958	16,109
Deferred tax liabilities	122,025	112,473
Total non-current liabilities	167,287	153,588
Total liabilities	1,422,997	1,486,831
Net assets		
Shareholders' equity		
Share capital	908,446	908,446
Capital surplus	794,386	796,409
Retained earnings	3,212,165	3,499,959
Treasury shares	(803,404)	(798,845)
Total shareholders' equity	4,111,594	4,405,971
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	108,362	185,601
Total accumulated other comprehensive income	108,362	185,601
Non-controlling interests	10,480	10,531
Total net assets	4,230,436	4,602,104
Total liabilities and net assets	5,653,434	6,088,935

(2) Quarterly consolidated statement of income and Quarterly consolidated statement of comprehensive income
(Quarterly consolidated statement of income)
(Nine Months Ended June 30)

(Thousands of yen)

	Nine months ended June 30, 2024	Nine months ended June 30, 2025
Net sales	7,168,899	7,387,389
Cost of sales	5,527,154	5,716,981
Gross profit	1,641,744	1,670,408
Selling, general and administrative expenses	746,093	735,952
Operating profit	895,651	934,455
Non-operating income		
Interest income	13	961
Dividend income	7,452	8,891
Reversal of allowance for doubtful accounts	994	—
Subsidy income	18,196	10,000
Surrender value of insurance policies	63	—
Miscellaneous income	584	496
Total non-operating income	27,303	20,349
Non-operating expenses		
Interest expenses	555	313
Loss on extinguishment of Share-based remuneration expenses	2,635	9,695
Miscellaneous losses	265	616
Total non-operating expenses	3,456	10,625
Ordinary profit	919,498	944,178
Profit before income taxes	919,498	944,178
Income taxes	254,638	314,093
Profit	664,859	630,085
Profit attributable to non-controlling interests	2,068	1,184
Profit attributable to owners of parent	662,790	628,900

(Quarterly I consolidated statement of comprehensive income)
(Nine Months Ended June 30)

(Thousands of yen)

	Nine months ended June 30, 2024	Nine months ended June 30, 2025
Profit	664,859	630,085
Other comprehensive income		
Valuation difference on available-for-sale securities	39,334	77,239
Total other comprehensive income	39,334	77,239
Comprehensive income	704,194	707,324
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	702,125	706,139
Comprehensive income attributable to non-controlling interests	2,068	1,184

(3) Notes to Quarterly consolidated financial statements

(Notes on accounting treatment specific to the preparation of Quarterly consolidated financial statements)

(Calculation of tax expenses)

Tax expenses are reasonably determined based on the amount of profit before income taxes for the nine months ended June 30, 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.

(Notes on Quarterly Consolidated Statement of Cash Flows)

The quarterly consolidated statement of cash flows for the nine months period ended June 30, 2025, has not been prepared. However, the depreciation expenses for the same period (including amortization of intangible assets excluding goodwill), as well as the amount of goodwill amortization, are as follows.

	Nine months ended June 30, 2024	Nine months ended June 30, 2025
Depreciation	59,523 thousand yen	55,468 thousand yen
Amortization of goodwill	40,611 thousand yen	40,611 thousand yen
