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December 23, 2025

To whom it may concern:

Company name Needs Well Inc.
Representative Hajime Matsuoka, President and CEO
(Stock code: 3992, Tokyo Stock Exchange Prime Market)
Inquiries Koji Tabata, Managing Director and Executive Officer
(e-mail: ir-contact@needswell.com)

Notice Regarding Changes in Directors

Needs Well Inc. hereby announces that the directors of the Company were decided at the Board of Directors meeting held following the 39th Annual General Meeting of Shareholders on December 23, 2025, as follows.

Board of Directors

Name	Position
Hajime Matsuoka	President and CEO
Koji Tabata	Managing Director and Executive Officer In charge of Administrative Department* ¹ In charge of Sales Division General Manager of Sales Department
Tatsuya Ozama	Managing Director and Executive Officer In charge of Technical Department* ² General Manager of System Business Unit II General Manager of System Department I, System Business Unit II
Chinami Arai	Director and Executive Officer In charge of Affiliates In charge of Finance and Accounting Department General Manager of Management Planning Department
Kazuhiko Kato	Director and Audit and Supervisory Committee Member (Full-time)
Kotaro Niwa	Director and Audit and Supervisory Committee Member (Outside/Independent)
Mamoru Yasuoka	Director and Audit and Supervisory Committee Member (Outside/Independent)
Shigeru Sato	Director and Audit and Supervisory Committee Member (Outside/Independent)

*¹ Administrative Department: Management Planning Department, General Affairs Department, Accounting and Finance Department, Technical Management Department, and Partner Promotion Department

*² Technical Department: System Business Unit I, System Business Unit II, and System Business Unit III

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