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February 12, 2026

## Consolidated Financial Results for the Three Months Ended December 31, 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  
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 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 three months ended December 31, 2025 (from October 1, 2025 to December 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	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Three months ended								
December 31, 2025	2,584	3.0	415	17.7	420	19.7	266	18.6
December 31, 2024	2,510	4.9	352	1.2	351	0.6	225	△10.3

Note: Comprehensive income For the three months ended December 31, 2025: ¥290 million (10.8%)  
 For the three months ended December 31, 2024: ¥262 million (△1.8%)

	Profit per share	Diluted earnings per share
Three months ended	Yen	Yen
December 31, 2025	7.05	–
December 31, 2024	5.94	–

#### (2) Consolidated financial position

	Total assets	Net assets	Equity ratio
As of	Millions of yen	Millions of yen	%
December 31, 2025	6,037	4,608	76.2
September 30, 2025	6,513	4,773	73.1

Reference: Equity  
 As of December 31, 2025: ¥4,600 million  
 As of September 30, 2025: ¥4,762 million

## 2. Dividends

	Annual dividends per share				
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total
	Yen	Yen	Yen	Yen	Yen
Fiscal year ended/ending					
September 30, 2025	–	0.00	–	12.00	12.00
September 30, 2026	–				
Fiscal year ending					
September 30, 2026 (Forecast)		0.00	–	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, 2026 (October 1, 2025 to September 30, 2026)

(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
Second quarter (cumulative)	5,200	3.3	600	△18.3	600	△19.2	399	△18.6	10.54
Full year	11,000	9.6	1,380	19.4	1,380	18.0	920	3.8	24.32

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 December 31, 2025	40,699,200 shares
As of September 30, 2025	40,699,200 shares

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

As of December 31, 2025	2,832,898 shares
As of September 30, 2025	2,825,098 shares

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

Three months ended December 31, 2025	37,868,109 shares
Three months ended December 31, 2024	37,891,236 shares

\* Review of the Japanese-language originals of the attached consolidated quarterly 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, 2025	As of December 31, 2025
<b>Assets</b>		
Current assets		
Cash and deposits	2,760,544	2,065,984
Notes and accounts receivable - trade, and contract assets	2,253,475	2,385,717
Merchandise	1,568	5,964
Supplies	—	855
Prepaid expenses	62,476	87,217
Other	6,283	58,160
Allowance for doubtful accounts	△236	△243
Total current assets	5,084,111	4,603,656
Non-current assets		
Property, plant and equipment		
Buildings and structures	58,261	58,261
Accumulated depreciation	△16,894	△17,938
Buildings and structures, net	41,367	40,322
Furniture and Fixtures	57,555	59,737
Accumulated depreciation	△42,167	△43,653
Furniture and Fixtures, net	15,387	16,084
Land	10,347	10,347
Total property, plant and equipment	67,101	66,753
Intangible assets		
Software	39,833	54,589
Software in progress	16,234	9,291
Goodwill	261,919	250,234
Customer-related intangible assets	315,957	306,753
Other	418	415
Total intangible assets	634,363	621,284
Investments and other assets		
Investment securities	304,554	340,680
Long-term prepaid expenses	42,362	36,641
Deferred tax assets	162,948	151,887
Leasehold and guarantee deposits	137,698	136,634
Insurance funds	76,547	76,547
Other	3,673	3,673
Total investments and other assets	727,784	746,064
Total non-current assets	1,429,249	1,434,102
Total assets	6,513,361	6,037,758

(Thousands of yen)

As of September 30, 2025      As of December 31, 2025

Liabilities		
Current liabilities		
Accounts payable - trade	396,524	409,280
Current portion of long-term borrowings	6,726	6,388
Accounts payable - other	330,728	228,229
Accrued expenses	10,784	12,335
Income taxes payable	352,163	172,566
Accrued consumption taxes	117,490	160,032
Contract liabilities	11,885	10,999
Deposits received	48,896	111,593
Provision for bonuses	304,320	170,242
Provision for bonuses for directors (and other officers)	11,810	2,955
<b>Total current liabilities</b>	<b>1,591,329</b>	<b>1,284,623</b>
Non-current liabilities		
Long-term borrowings	23,578	22,150
Retirement benefit liability	16,109	16,109
Deferred tax liabilities	109,289	106,105
<b>Total non-current liabilities</b>	<b>148,977</b>	<b>144,365</b>
<b>Total liabilities</b>	<b>1,740,306</b>	<b>1,428,988</b>
Net assets		
Shareholders' equity		
Share capital	908,446	908,446
Capital surplus	796,409	796,409
Retained earnings	3,758,173	3,570,654
Treasury shares	△798,845	△798,845
<b>Total shareholders' equity</b>	<b>4,664,185</b>	<b>4,476,666</b>
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	98,790	123,854
<b>Total accumulated other comprehensive income</b>	<b>98,790</b>	<b>123,854</b>
Non-controlling interests	10,079	8,248
<b>Total net assets</b>	<b>4,773,055</b>	<b>4,608,770</b>
<b>Total liabilities and net assets</b>	<b>6,513,361</b>	<b>6,037,758</b>

(2) Quarterly consolidated statement of income and Quarterly consolidated statement of comprehensive income  
(Quarterly consolidated statement of income)  
(Three Months Ended December 31)

(Thousands of yen)

	Three months ended December 31, 2024	Three months ended December 31, 2025
Net sales	2,510,233	2,584,891
Cost of sales	1,929,156	1,928,679
Gross profit	581,077	656,211
Selling, general and administrative expenses	228,269	241,001
Operating profit	352,807	415,210
Non-operating income		
Interest income	—	39
Dividend income	2,312	—
Subsidy income	—	7,540
Miscellaneous income	119	169
Total non-operating income	2,431	7,748
Non-operating expenses		
Interest expenses	108	87
Loss on extinguishment of Share-based remuneration expenses	3,477	1,803
Miscellaneous losses	8	272
Total non-operating expenses	3,594	2,164
Ordinary profit	351,645	420,794
Profit before income taxes	351,645	420,794
Income taxes	125,524	155,222
Profit	226,121	265,571
Profit (loss) attributable to non-controlling interests	1,090	△1,398
Profit attributable to owners of parent	225,030	266,970

(Quarterly consolidated statement of comprehensive income)  
(Three Months Ended December 31)

(Thousands of yen)

	Three months ended December 31, 2024	Three months ended December 31, 2025
Profit	226,121	265,571
Other comprehensive income		
Valuation difference on available-for-sale securities	36,219	25,064
Total other comprehensive income	36,219	25,064
Comprehensive income	262,341	290,636
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	261,250	292,034
Comprehensive income attributable to non-controlling interests	1,090	△1,398

(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 three months ended December 31, 2025, and multiplied by the effective tax rate after applying tax effect accounting, estimated for the entire fiscal year ending September 30, 2026.

(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 to quarterly consolidated statement of cash flows)

Quarterly consolidated statement of cash flows for the three months ended December 31, 2025 has not been prepared. Depreciation (including amortization of intangible assets other than goodwill) and amortization of goodwill for the three months ended December 31, 2025 are as follows.

(Unit: thousands of yen)

	Three months ended December 31, 2024 (from October 1, 2024 to December 31, 2024)	Three months ended December 31, 2025 (from October 1, 2025 to December 31, 2025)
Depreciation	18,920	16,793
Amortization of goodwill	13,537	11,685