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May 13, 2026

Consolidated Financial Results for the Six Months Ended March 31, 2026 (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 13, 2026
 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, 2026 (from October 1, 2025 to March 31, 2026)

(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	%
Six months ended								
March 31, 2026	5,206	3.4	608	△17.1	621	△16.3	406	△17.2
March 31, 2025	5,034	4.3	734	5.3	742	4.4	490	△3.6

Note: 1. Comprehensive income For the six months ended March 31, 2026: ¥431 million (19.7%)
 For the six months ended March 31, 2025: ¥537 million (△2.1%)

2. For the fiscal year ending September 30, 2026, shareholder benefit expenses were recorded during the six months ended March 31, 2026.

	Profit per share	Diluted earnings per share
	Yen	Yen
Six months ended		
March 31, 2026	10.73	–
March 31, 2025	12.95	–

(2) Consolidated financial position

	Total assets	Net assets	Equity ratio
	Millions of yen	Millions of yen	%
As of			
March 31, 2026	6,455	4,755	73.5
September 30, 2025	6,513	4,773	73.1

Reference: Equity

As of March 31, 2026: ¥4,745 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	–	0.00	–	12.00	12.00
Fiscal year ending					
September 30, 2026 (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, 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
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 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, 2026	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 March 31, 2026	2,830,944 shares
As of September 30, 2025	2,825,098 shares

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

Six months ended March 31, 2026	37,867,252 shares
Six months ended March 31, 2025	37,888,314 shares

* 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 Thursday, May 28, 2026. 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, 2025	As of March 31, 2026
Assets		
Current assets		
Cash and deposits	2,760,544	2,699,855
Notes and accounts receivable - trade, and contract assets	2,253,475	2,196,144
Merchandise	1,568	11,093
Prepaid expenses	62,476	97,003
Other	6,283	56,882
Allowance for doubtful accounts	△236	△241
Total current assets	5,084,111	5,060,737
Non-current assets		
Property, plant and equipment		
Buildings and structures	58,261	58,261
Accumulated depreciation	△16,894	△18,983
Buildings and structures, net	41,367	39,277
Furniture and Fixtures	57,555	63,237
Accumulated depreciation	△42,167	△45,923
Furniture and Fixtures, net	15,387	17,313
Land	10,347	10,347
Total property, plant and equipment	67,101	66,938
Intangible assets		
Software	39,833	63,042
Software in progress	16,234	-
Goodwill	261,919	238,549
Customer-related intangible assets	315,957	297,548
Other	418	412
Total intangible assets	634,363	599,553
Investments and other assets		
Investment securities	304,554	341,450
Long-term prepaid expenses	42,362	31,201
Deferred tax assets	162,948	151,651
Leasehold and guarantee deposits	137,698	127,571
Insurance funds	76,547	76,547
Other	3,673	15
Total investments and other assets	727,784	728,436
Total non-current assets	1,429,249	1,394,929
Total assets	6,513,361	6,455,666

(Thousands of yen)

	As of September 30, 2025	As of March 31, 2026
Liabilities		
Current liabilities		
Accounts payable - trade	396,524	436,896
Current portion of long-term borrowings	6,726	5,712
Accounts payable - other	330,728	344,872
Accrued expenses	10,784	10,538
Income taxes payable	352,163	254,952
Accrued consumption taxes	117,490	125,218
Contract liabilities	11,885	9,742
Deposits received	48,896	46,244
Provision for bonuses	304,320	320,289
Provision for bonuses for directors (and other officers)	11,810	5,896
Total current liabilities	1,591,329	1,560,362
Non-current liabilities		
Long-term borrowings	23,578	20,722
Retirement benefit liability	16,109	16,109
Deferred tax liabilities	109,289	102,922
Total non-current liabilities	148,977	139,753
Total liabilities	1,740,306	1,700,115
Net assets		
Shareholders' equity		
Share capital	908,446	908,446
Capital surplus	796,409	799,258
Retained earnings	3,758,173	3,709,814
Treasury shares	△798,845	△796,094
Total shareholders' equity	4,664,185	4,621,425
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	98,790	124,388
Total accumulated other comprehensive income	98,790	124,388
Non-controlling interests	10,079	9,736
Total net assets	4,773,055	4,755,550
Total liabilities and net assets	6,513,361	6,455,666

(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, 2025	Six months ended March 31, 2026
Net sales	5,034,107	5,206,433
Cost of sales	3,835,867	3,925,562
Gross profit	1,198,239	1,280,870
Selling, general and administrative expenses	463,855	672,050
Operating profit	734,383	608,819
Non-operating income		
Interest income	961	2,809
Dividend income	5,552	4,050
Subsidy income	10,000	7,540
Surrender value of insurance policies	—	1,900
Miscellaneous income	459	678
Total non-operating income	16,973	16,979
Non-operating expenses		
Interest expenses	214	169
Loss on extinguishment of Share-based remuneration expenses	7,602	3,445
Miscellaneous losses	616	322
Total non-operating expenses	8,433	3,937
Ordinary profit	742,923	621,861
Extraordinary income		
Gain on sale of golf club membership	—	4,660
Total extraordinary income	—	4,660
Profit before income taxes	742,923	626,521
Income taxes	249,718	220,301
Profit	493,204	406,219
Profit attributable to non-controlling interests	2,707	89
Profit attributable to owners of parent	490,496	406,130

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

(Thousands of yen)

	Six months ended March 31, 2025	Six months ended March 31, 2026
Profit	493,204	406,219
Other comprehensive income		
Valuation difference on available-for-sale securities	44,409	25,598
Total other comprehensive income	44,409	25,598
Comprehensive income	537,614	431,818
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	534,906	431,728
Comprehensive income attributable to non-controlling interests	2,707	89

(3) Semi-annual consolidated statement of cash flow

(Thousands of yen)

	Six months ended March 31, 2025	Six months ended March 31, 2026
Cash flows from operating activities		
Profit before income taxes	742,923	626,521
Depreciation	37,895	34,469
Amortization of goodwill	27,074	23,370
Amortization of guarantee deposits	2,095	2,127
Increase (decrease) in allowance for doubtful accounts	167	5
Increase (decrease) in provision for bonuses	△25,163	15,968
Increase (decrease) in provision for bonuses for directors (and other officers)	△5,970	△5,913
Increase (decrease) in retirement benefit liability	△523	—
Interest and dividend income	△6,513	△6,859
Interest expenses	214	169
Subsidy income	△10,000	△7,540
Surrender value of insurance policies	—	△1,900
Loss (gain) on sale of golf club membership	—	△4,660
Decrease (increase) in accounts receivable - trade, and contract assets	△244,216	57,331
Decrease (increase) in inventories	△8,520	△10,174
Decrease (increase) in long-term prepaid expenses	15,812	11,160
Decrease (increase) in other current assets	△9,098	△28,044
Increase (decrease) in trade payables	94,339	40,371
Increase (decrease) in accrued consumption taxes	△10,683	7,728
Increase (decrease) in other current liabilities	19,213	32,895
Subtotal	619,046	787,026
Interest and dividends received	6,513	6,859
Proceeds from insurance income	—	1,900
Interest paid	△214	△169
Subsidies received	10,000	7,540
Income taxes paid	△233,224	△352,199
Net cash provided by (used in) operating activities	402,121	450,957
Cash flows from investing activities		
Purchase of property, plant and equipment	△3,799	△3,229
Purchase of intangible assets	△8,603	△15,381
Proceeds from sale of golf club membership	—	8,318
Proceeds from refund of leasehold and guarantee deposits	—	8,000
Net cash provided by (used in) investing activities	△12,403	△2,291
Cash flows from financing activities		
Repayments of long-term borrowings	△3,870	△3,870
Purchase of treasury shares	△16	—
Dividends paid	△340,933	△454,218
Dividends paid to non-controlling interests	△1,134	△432
Net cash provided by (used in) financing activities	△345,953	△458,520
Net increase (decrease) in cash and cash equivalents	43,764	△9,854
Cash and cash equivalents at beginning of period	2,097,994	2,761,801
Cash and cash equivalents at end of period	2,141,759	2,751,946

(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, 2026, 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.