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December 24, 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 Chinami Arai, Director and Executive Officer  
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### **Matters Concerning Controlling Shareholder, Etc.**

Needs Well Inc. (Head office: Chiyoda-ku, Tokyo; President and CEO: Hajime Matsuoka; hereinafter the “Company”) hereby announces that, with regard to ODC Co., Ltd., which is an “other affiliated company” as defined in the Regulation on Financial Statements of the Company, the matters concerning controlling shareholders, etc. are as described below.

1. Trade name, etc. of parent company, controlling shareholder (excluding parent company), or other affiliated company

(As of September 30, 2025)

Name	Attribute	Ratio of voting rights held (%)			Financial instruments exchange, etc. on which the issued shares, etc. are listed
		Voting rights directly held	Voting rights subject to aggregation	Total	
ODC Co., Ltd.	Other affiliated company	36.54	5.22	41.76	—

2. Positioning of the Company in the corporate group centering on the parent company, etc. and other relationships between the Company and the parent company, etc.

ODC Co., Ltd., an “other affiliated company” of the Company (hereinafter “ODC”), and persons closely related to and persons in agreement with ODC, hold 15,808,200 shares of the Company (ratio of voting rights held: 41.76%). ODC is a personal asset management company wholly owned by a close relative of the founder, President and CEO of the Company. ODC has no relationship with the Company’s business activities, and does not impose any restrictions on the Company’s management or business activities.

3. Matters concerning transactions with controlling shareholder, etc.

None

End