

Tokyo Stock Exchange Prime Market: Securities Code 3992

Needs Well Inc.
Financial Results
for the First Quarter of Fiscal Year 2026
(October 1, 2025 – December 31, 2025)

February 12, 2026



NeedsWell
Try & Innovation



1. 2026/9 1Q Financial report summary



2. 2026/9 Results forecast



3. Growth strategy



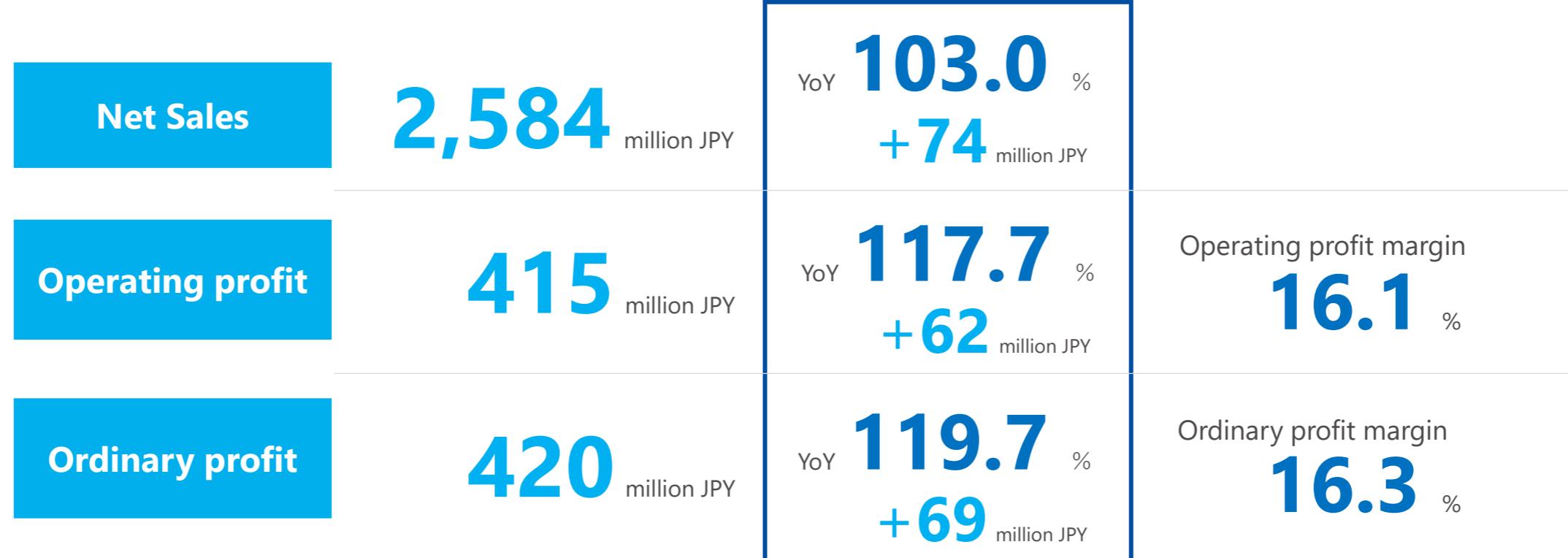
4. Reference



1.1 Financial highlights

Operating profit margin and ordinary profit margin remained above the industry average* at over 16.0%, maintaining high profitability

- Orders for public sector and educational institutions projects progressed through the utilization of our solutions
- Orders progressed for services such as Testing Services and IT Outsourcing, as well as our solutions that assist DX, including cloud-based expense reimbursement, AI, and RPA
- Orders for high-margin projects and improved productivity in each project contributed to profit
- SG&A expenses were reduced to within the target of 10%

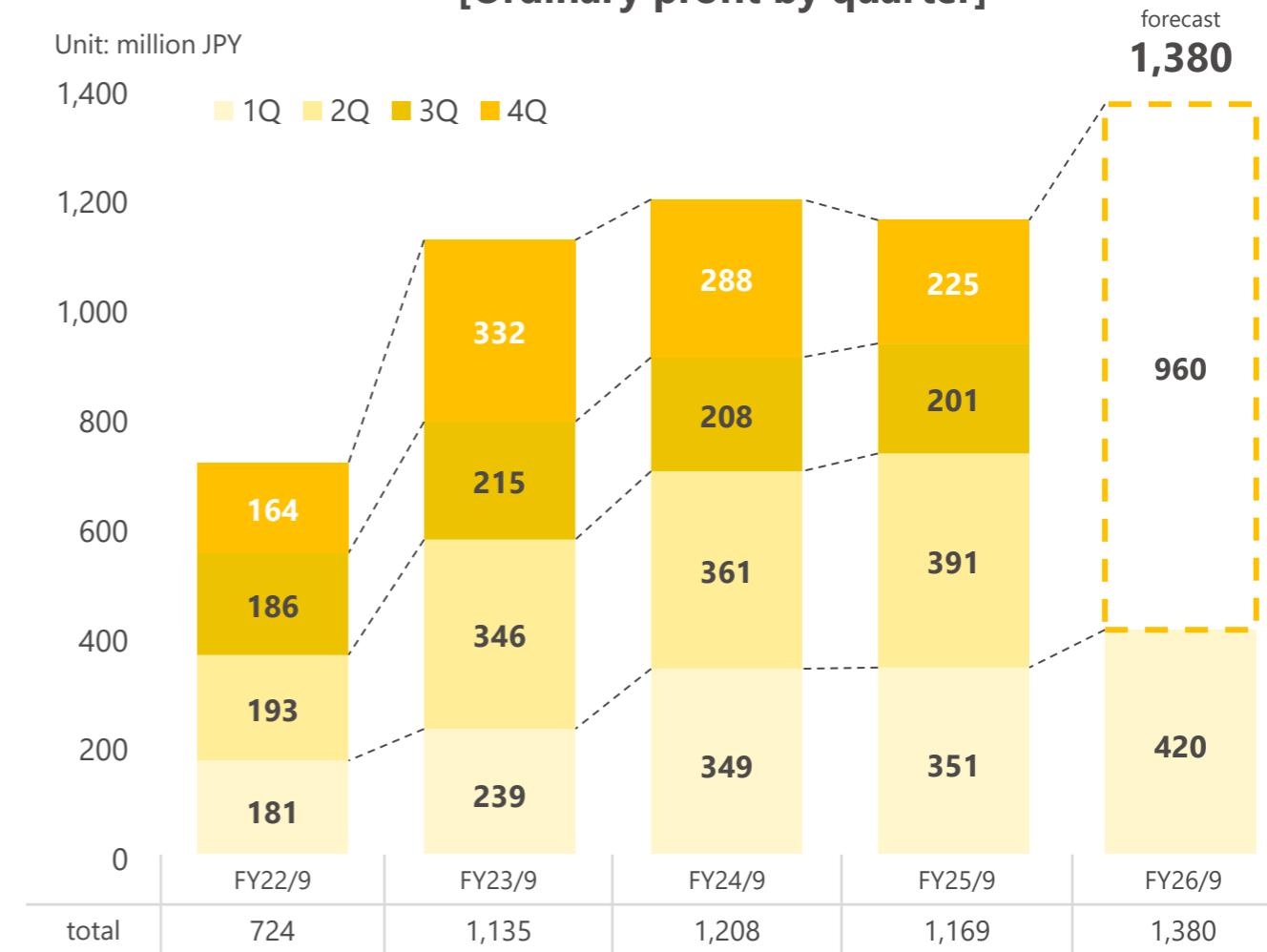


1.2 Trends/comparison by FY

[Net sales by quarter]

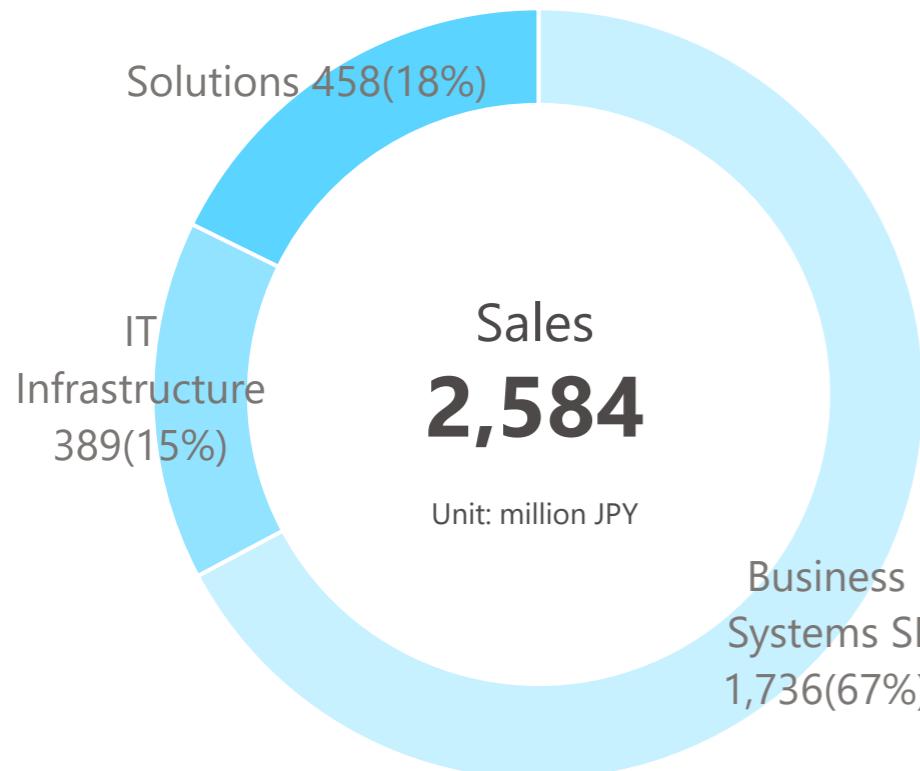


[Ordinary profit by quarter]



1.3 Net Sales Trends by Service Line

Solutions, which performed strongly in FY2025/9, reached 107.1% year-on-year, and are expected to maintain a high level in the current fiscal year



■ **Business Systems SI 102.8% year-on-year**

- Life insurance, distribution service, and public sector remained steady.
- Opportunity for new orders has expanded due to active participation in projects through bidding.
- SI orders received in association with the introduction of our solutions.
(AI, expense reimbursement, and RPA)

■ **IT Infrastructure 99.3% year-on-year**

- Net sales were secured as construction and operation projects continued, despite a partial reduction.
- Launched new test support services in November 2025 and are expanding business.

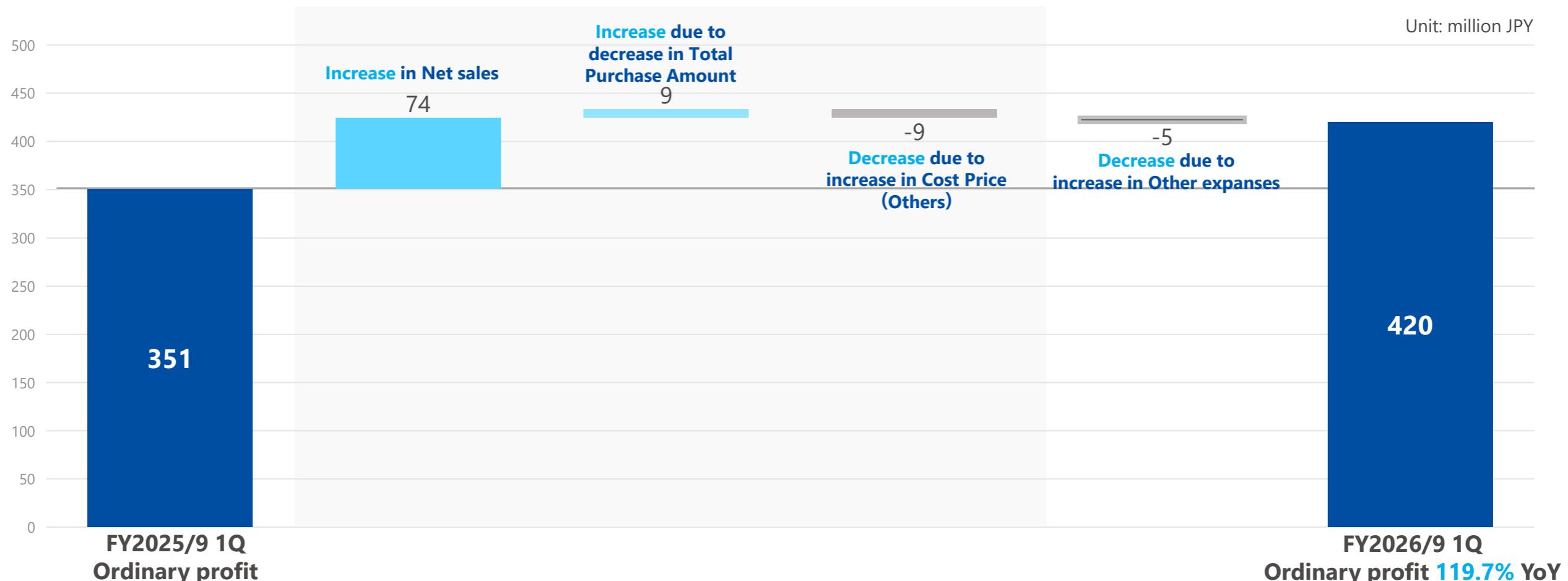
■ **Solutions 107.1% year-on-year**

- Strengthened our unique solutions for expense reimbursement systems.
→ Promoted horizontal expansion based on our track record of orders received for educational institutions.
- Added AI Solutions to our lineup through collaboration with Business alliance companies.
As Prophetter, N-Navi (WalkMe)
Launched "AI Physician Scheduling" in January 2026
- We focused on differentiation from other companies through the provision of unique solutions and services, further expanding orders.

1.4 Ordinary profit analysis

Ordinary profit margin was **16.3%**, maintaining **profitability** above the industry average*

- Gross profit increased by 75 million JPY
- Reduced the SG&A expenses rate to 9.3% as part of initiatives taking into account the strengthening of recruitment activities scheduled from 2Q onward and the Shareholder Benefit Program.



1.5 Profit & loss statement

Ensured financial soundness and stability through improved profitability and efficient cost management

*Selection of significant entries only Unit: million JPY	FY2025/9 1Q		FY2026/9 1Q					Item	Numerical targets	Results
	Result	Net Sales	Result	Net Sales	Year-on-year	Achievement rate	Forecast			
Net sales	2,510	-	2,584	-	103.0%	23.5%	11,000	Net sales growth rate	10% or more	3.0%
Business Systems SI	1,689	67.3%	1,736	67.2%	102.8%	-	-	Gross profit margin	25% or more	25.4%
IT Infrastructure Solutions	392	15.6%	389	15.1%	99.3%	-	-	SG&A expenses rate	10% or less	9.3%
Gross profit	581	23.1%	656	25.4%	112.9%	-	-	Ordinary profit margin	10% or more	16.3%
M&A-related amortization	13	0.5%	11	0.5%	86.3%	-	-	Equity ratio	60% or more	76.2%
Others	214	8.6%	229	8.9%	106.8%	-	-	Renewal for the full year only		
SG&A expenses	228	9.1%	241	9.3%	105.6%	-	-	EPS	¥30 or more	Renewal for the full year only
Operating profit	352	14.1%	415	16.1%	117.7%	30.1%	1,380	PER	20 times or more	
Non-operating profit	2	0.1%	7	0.3%	318.6%	-	-	ROE	20% or more	Renewal for the full year only
Non-operating expenses	3	0.1%	2	0.1%	60.2%	-	-	ROIC	20% or more	Renewal for the full year only
Ordinary profit	351	14.0%	420	16.3%	119.7%	30.5%	1,380			
	351	14.0%	420	16.3%	119.7%	-	-			
Income taxes	125	5.0%	155	6.0%	123.7%	-	-			
Net profit	225	9.0%	266	10.3%	118.6%	29.0%	920			

* Only major items are selected and presented.

1.6 Balance sheet

Supported sustained growth with a solid financial foundation (equity ratio : 76.2%)

*Selection of significant entries only		FY2025/9	FY2026/9 1Q		*Selection of significant entries only		FY2025/9	FY2026/9 1Q	
Unit: million JPY		Result	Result	Year-on-year	Unit: million JPY		Result	Result	Year-on-year
Assets	Cash and deposits	2,760	2,065	-694	Liabilities	Accounts payable - trade	396	409	12
	Accounts receivable - trade and contract assets	2,253	2,385	132		loans	6	6	0
	Prepaid expenses	62	87	24		Accounts payable - others	330	228	-102
	Others	7	64	57		Accrued corporate tax, etc.	352	172	-179
	Total current assets	5,084	4,603	-480		Accrued consumption taxes	117	160	42
	Buildings, net	41	40	-1		Deposits received	48	111	62
	Software	39	54	14		Provision for bonuses	304	170	-134
	Software in progress	16	9	-6		Others	34	26	-8
	goodwill	261	250	-11		Total current liabilities	1,591	1,284	-306
	Customer-related assets	315	306	-9		loans	23	22	-1
	Investment securities	304	340	36		Long-term deferred tax liabilities	109	106	-3
	Defferred tax assets	162	151	-11		other	16	16	0
	Leasehold and guarantee deposits	137	136	-1		Total non-current liabilities	148	144	-4
	Insurance funds	76	76	0	Equity	Total liabilities	1,740	1,428	-311
	Other	72	67	-5		Share capital	908	908	0
	Total non-current assets	1,429	1,434	4		Legal capital surplus	796	796	0
	Total assets	6,513	6,037	-475		Retained earnings brought forward	3,758	3,570	-187
						Treasury shares	-798	-798	0
						Valuation difference on available-for-sale securities	98	123	25
						Non-controlling interests	10	8	-1
					Total net assets		4,773	4,608	-164
					Total liabilities and net assets		6,513	6,037	-475



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2.1 Medium-Term Management Plan (Consolidated) Sales Plan by Service Line (Consolidated) for FY2026/9



FY2027 targets: Net sales of 13.0 billion JPY, ordinary profit of 1.7 billion JPY, and net sales CAGR (compound annual growth rate) of 10%

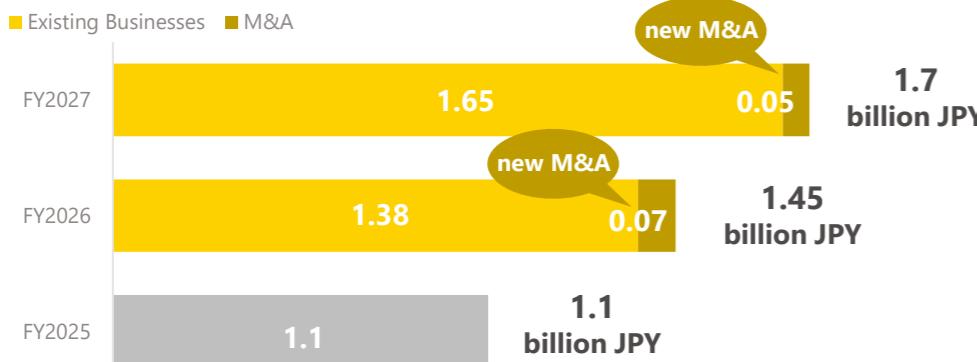
[Net sales by FY]

Unit: billion JPY



[Ordinary profit by FY]

Unit: billion JPY



[Sales Plan by Service Line (Consolidated) for FY2026/9]

Business Systems SI

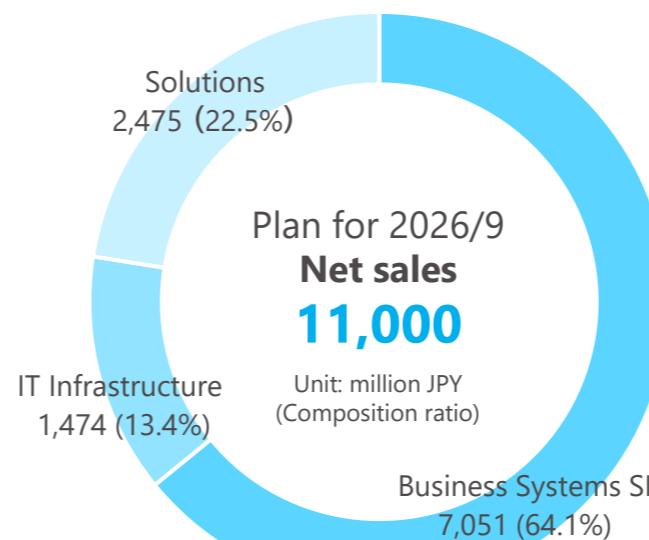
- Expand orders for financial system development centered on system development for life insurance and accident insurance sectors
- Actively participate in projects through bidding (public and education sectors and municipalities)
- Promote orders for maintenance services leveraging our development expertise
- Pursue speedy development projects by leveraging highly productive and high-quality system development services that combine low-code tools and testing services. Actively receive orders.

IT Infrastructure

- Expand IT Outsourcing services
 - Resolve human resource shortages. Provide operational support including device procurement, current operation analysis and improvement proposals (utilization of generative AI).
- Third-party verification and quality improvement through utilization of software testing
- Contribution of automated testing services in association with migration

Solutions

- Expand cloud-based expense reimbursement system solutions
 - Promote sales of Concur Standard through PMC agreements
 - Expand and develop InvoicePADirect and peripheral solutions
 - Expand horizontally through proposals to and collaboration with municipalities and educational institutions
- Expand AI solutions
 - Launch "AI Physician Scheduling" solutions
 - Develop medical solutions through industry-academia collaboration
 - Expand solutions that assist hospital DX
- Expand security-related solutions
 - Added new Solutions to lineup through collaboration with Business alliance company.



* New M&As not included in net sales.

2.2 Shareholder returns

FY26/9 Dividends per share: 12 JPY/share (Payout ratio: 49.4%)

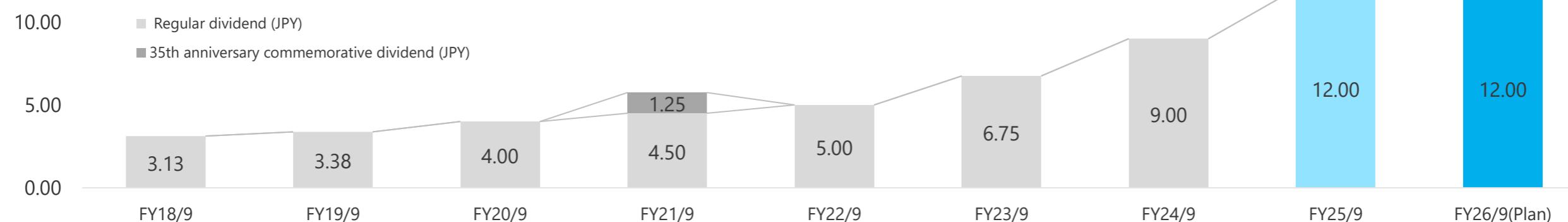
Payout ratio trend



* Total return ratio (%) = (Payments for dividends + Payments for treasury share purchase) / Profit

* Due to treasury share purchase in 2022 and 2023, the total return ratios for 2022, 2023 and 2024 were 79.6%, 90.5% and 66.8%, respectively.

Dividend trend



* The Company paid a commemorative dividend in commemoration of the Company's 35th anniversary for the fiscal year 2021/9.

* Needs Well conducted stock splits on April 1, 2018, January 1, 2019, June 1, 2023 and June 1, 2024 at a ratio of 2 shares per share. Past annual dividends per share have been retrospectively adjusted based on these stock splits.

2.3 Shareholder Benefit Program

Amendment of Shareholder Benefit Program to achieve medium- to long-term business expansion

After amendment

Record date	Number of shares held	Benefit
March 31 of each year Benefit sent once a year	1,000 shares or more, held continuously for one year or more	QUO card worth 15,000 yen

*1 Shareholders who hold 1,000 shares or more and whose names are recorded in the shareholder register as of March 31 each year, and who have held such shares continuously for at least one year, shall be eligible.

*2 "1,000 shares or more, held continuously for one year or more" refers to shareholders who are recorded in the shareholder register on both March 31 and September 30 each year with the same shareholder number, showing a holding of 1,000 shares or more for three consecutive record dates.

Effective Date of Amendment : **April 1, 2026**

For the record date of March 31, 2026, the Shareholder Benefit Program before the amendment will apply.

Shareholders as of March 31, 2026	Shareholders who own 1,000 or more shares are eligible
Shareholders as of September 31, 2026	After the change to the Shareholder Benefit Program, September benefits will be discontinued
Shareholders as of March 31, 2027	Shareholders who have held 1,000 or more shares under the same shareholder number for over a year are eligible <small>* As of February 12, 2026, shareholders who hold 1,000 shares or more of the Company's stock and continue to hold 1,000 shares or more under the same shareholder number through the above record date will be eligible for the shareholder benefits.</small>

For more detailed information, please see the Japanese edition of this announcement.



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3.1 Management philosophy and medium-term policy

Enhance corporate value

Enhance business value: Achieving performance and business targets

Enhance social value: Achieving sustainable management

■ Management philosophy

Contributing Broadly to the Economy and Society

■ Management policy

Constantly evolving, Needs Well continues to contribute broadly to the economy and society with the slogan “Try & Innovation.”

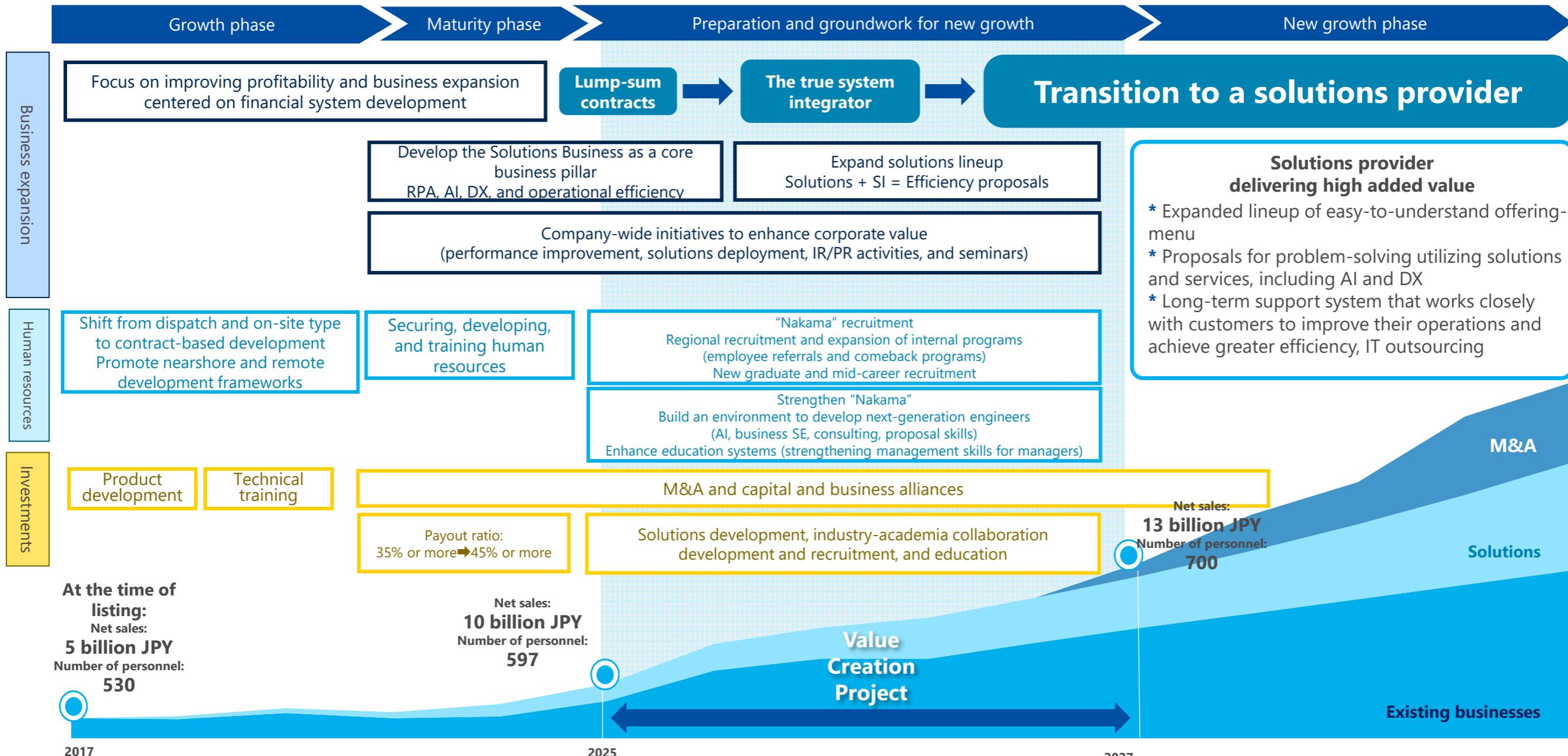
■ Medium-term basic policy

Transition to a true system integrator

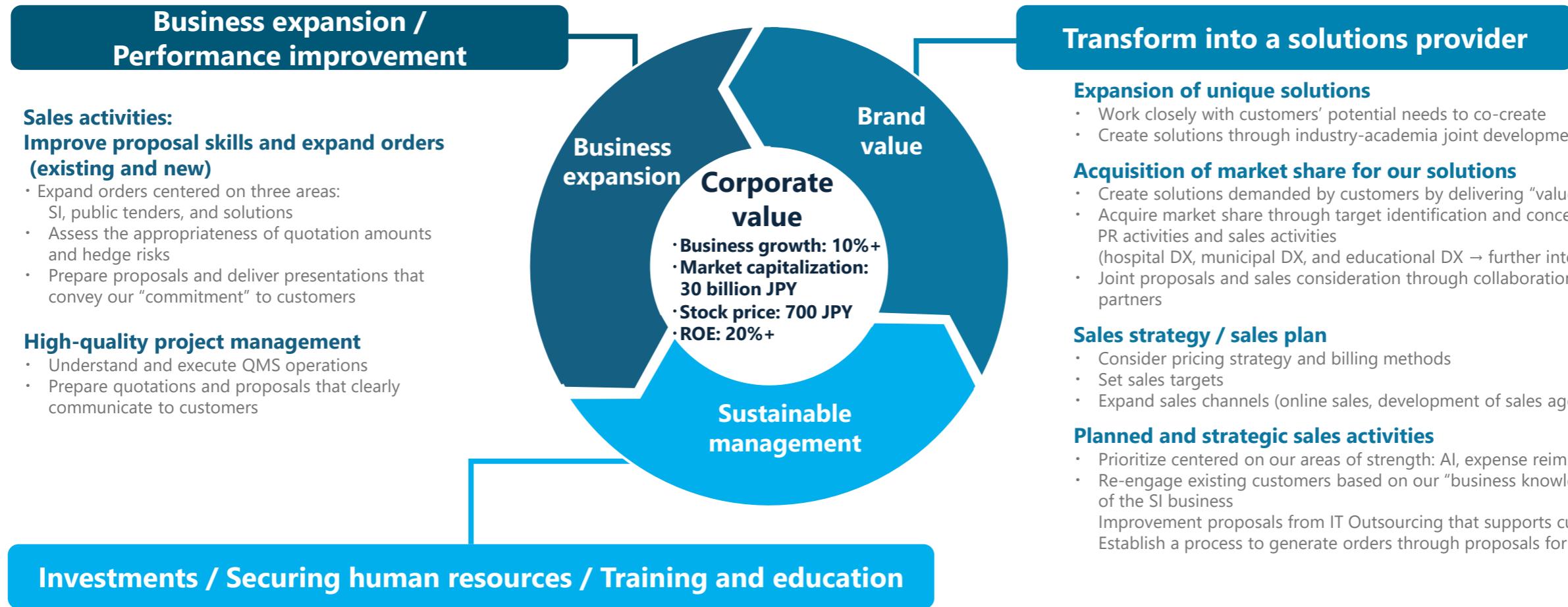
■ Medium-term management policy

**Improving profitability and reducing overtime work through increased productivity
Achieving high salaries and bonuses, as well as work-life balance**

3.2 ValueCreationProject: Realize improvement of brand value and enhancement of corporate value company-wide



3.2 ValueCreationProject: Realize improvement of brand value and enhancement of corporate value company-wide



Proactive investments

- Recruitment
- R&D
- M&A
- PR activities
- Clarify investment amounts, thoroughly measure investment effectiveness

"Nakama" recruitment and strengthening

- Secure human resources from both new graduate and mid-career recruitment
- Regional recruitment, effective utilization of internal programs (employee referrals and comeback programs)
- Enhance education system, expand development processes
- Collaboration with business partners, strengthen project execution framework through relationship building

IR activities

- Disseminate attractive information from the perspective of investors

PR activities

- Maximize PR of our strengths and enhance corporate value

SDGs / ESG / CSR

- Realize "Contributing Broadly to the Economy and Society"

Ensured financial soundness

- EPS 30 JPY, PER 20x, ROE 20%

3.3 Focus area



Expand Business Systems SI

Expand IT Infrastructure

Expand Solutions Businesses

Expand AI Business

Expand IT Outsourcing , Software Testing

Expand Migration Business

Expand Logistics Businesses

Particular focus on
"Value Creation Project,"
a corporate value enhancement project

3.3.1 Outline of focus areas

Focus areas	Details of collaboration
Solutions	<p>Expand cloud-based expense reimbursement system implementation and peripheral solutions</p> <ul style="list-style-type: none"> • Concur Standard: Available under the Needs Well brand with the conclusion of a PMC agreement. Strengthens sales expansion for SMEs. • InvoicePA Direct: The Company's unique solution. Expand services and promote horizontal expansion based on our track record of introduction at automobile manufacturers. • Promote share expansion in the education sector based on our track record of introduction at educational institutions. <p>WalkMe</p> <ul style="list-style-type: none"> • Accompanying guidance display to optimize UI/UX. • Provide services that realize business improvement by utilizing analytics functions, in addition to guidance, as N-Navi.
AI	<p>Launch solutions that realize hospital DX</p> <ul style="list-style-type: none"> • AI Physician Scheduling: Launched in January 2026. Verified introduction at a university hospital. Promote horizontal expansion based on case studies. • AI Solution for Chronic Pain Treatment development: Launch service once development is completed. <p>Data analysis solution (Prophetter series)</p> <ul style="list-style-type: none"> • Analyze and cleanse customer-owned data to analyze business issues from the data. Develop customer-specific AI models together with improvement proposals, contributing to customer business improvement. • Unmatched superiority provided by Hmcomm's sound X AI technology and Needs Well's data analysis and data cleansing technology. <p>Strengthen AI engineer development and enhance proposal skills</p> <ul style="list-style-type: none"> • AI-related technologies such as generative AI, AI agents, and RAG are rapidly evolving, and the ability to utilize AI is becoming an essential skill. • Develop an environment for training AI engineers and strengthen proposal skills to flexibly respond to customer demand. • Strengthen business improvement proposal skills applying optimization AI technology.
IT Outsourcing	<p>DXPA</p> <ul style="list-style-type: none"> • IT outsourcing for taking on digitization. • Supports digitization of paper documents for government agencies, local public entities, and other bodies in the public sector through BPO solutions+smartOCR+data integration. • Deepen understanding of customers' operations and promote more accurate improvement proposals. <p>Establish a long-term support structure by working closely with customers, offering high-precision efficiency improvement proposals made possible by business knowledge from IT Outsourcing, and AI-driven automation proposals.</p>
Migration	<p>WebPerformer/WebPerformer-NX+N-Navi+development capacity</p> <ul style="list-style-type: none"> • Integrated solution to promote faster and more efficient low-code development. • Supports customers efforts for DX and productivity enhancement by establishing quick-delivery, high-quality, and low-cost systems.

3.3.2 Focus area [Expand Solutions Business]

Establishing the NeedsWell brand as a solution provider

Purpose of solution deployment

- Focus on a value-driven business
- Integrating system development with solutions to provide customers with clear and optimal solutions(Offering Menu)
- Expanding the solution lineup and providing services as a solution provider

Solution area	Details of solution
Information security	<p>Virtualization solution Symantec VOTIRO Resilio Lynx Remote PC Array okta MobiControl eset</p> <p>* Plan to expand security solutions such as cloud security and ransomware countermeasures</p>
Operational efficiency	<p>Original solution accompanying the implementation of SAP Concur</p> <ul style="list-style-type: none">└ N-Bridge Series Speed AS Invoice PA InvoicePA+ InvoicePA Direct CoNeCt imPac Corpo Card N-Navi BI Startup <p>Support customer business improvement and operation in conjunction with our IT Outsourcing services</p> <ul style="list-style-type: none">└ IT Re-engineering DXPA Dgent <p>Provide operational support along with the use of tools</p> <ul style="list-style-type: none">└ UI/UX-Navi (WalkMe) WinActor SharePoint Utilization Services ManaSupport BP-Collabo Smartphone Rental Service
Development tools	<p>Provide highly productive system development utilizing development tools</p> <ul style="list-style-type: none">└ WebPerformer WebPerformer-NX
AI	Refer to next section.
Finance	CXone Robotic Call WELCOME

3.3.3 Focus area [Expand AI Business]

Expand **AI Business** by enhancing **solution** lineup The spread of generative AI and AI agents is accelerating the use of AI more than ever.

● AI Solutions



Assists DX across various industries

Launched in July 2025



AI analysis and identification of abnormal sounds to detect abnormalities and provide predictive detection.



AI automation of rough estimation of parts and materials



Detection of normality and abnormality of objects acquired by camera using image recognition AI (deep learning).



Detection of normality and abnormality of objects acquired by camera using image recognition AI (deep learning).



Predictive AI is used to predict various abnormalities and prevent breakdowns and failures before they occur.

● Generative AI Solutions



Build AI for automatically generating financial statements

AI for automatically diagnosing qualifications and feasibility of proposals for projects through bidding

Reduces time spent on document creation with generative AI

Launched in January 2026

AI Physician Scheduling

Automatically generates optimized shift schedules with consideration for balance in physician working hours and appropriate staffing

AI Solution for Chronic Pain Treatment

Requirements definition for treatment programs, including chronic pain prevention, patient education for those afflicted with chronic pain, and cognitive behavioral therapy

Under development

● AI chatbot Solutions



3.3.4 Focus area [Expand IT Outsourcing, Software Testing]

Support for business efficiency improvement and establishment of a long-term framework to meet the demand caused by talent shortages in corporate DX

As the demand for DX and business improvement increases year by year, more companies are facing challenges in controlling all aspects of IT internally. We offer proposals that adapt flexibly to measures against personnel shortages and contract arrangements of each company, providing **comprehensive management, operation, and support**.



Operational design and monitoring

Leverage know-how cultivated over many years of operation to establish a stable and secure DX conversion and operational framework.



Taking on operations

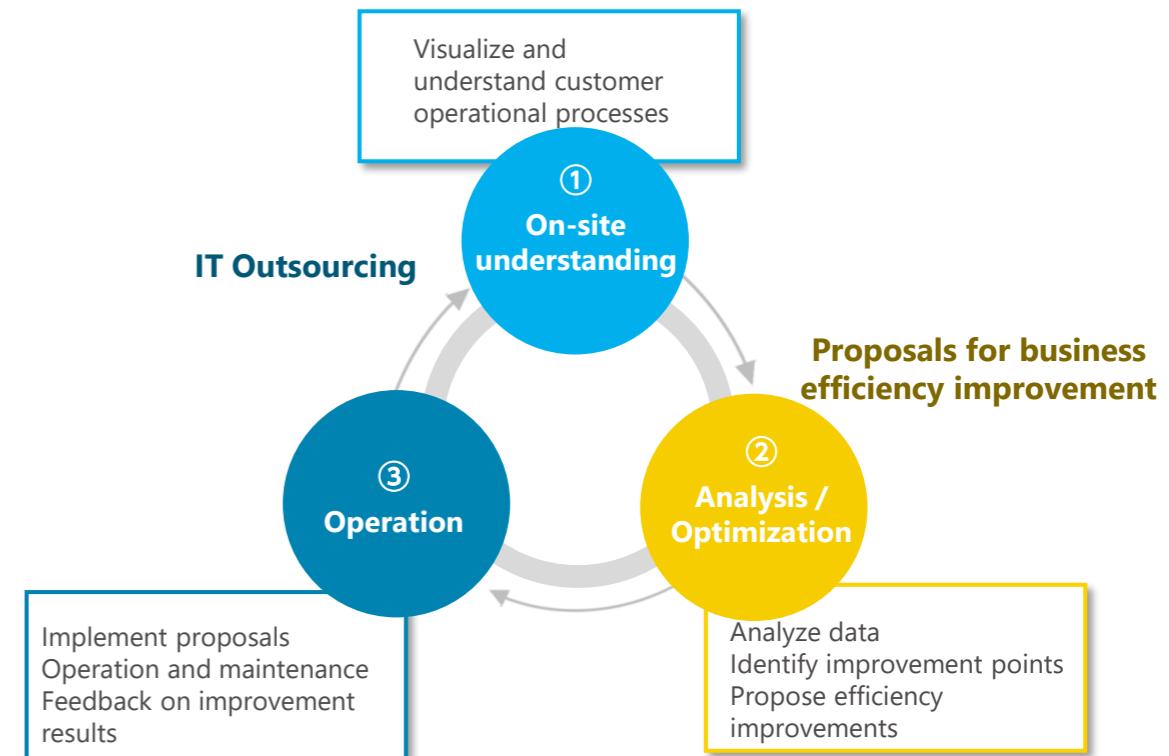
Take on system operations, such as restoration, backup, and vulnerability management. IT outsourcing for taking on digitization of paper documents for government agencies, local public entities, and other bodies in the public sector with **DX support** by DXPA.



Managed services

Take on everything from migration, design, and construction to maintenance and operation, achieving high quality and on-going cost reduction through technical capabilities cultivated over the years.

[Virtuous cycle of IT Outsourcing and business efficiency]



3.3.5 Focus area [Expand Migration Development Business]



Efficient quality testing services in association with migration, providing consistent support throughout the migration from design and manufacturing to testing

- The demand for migration has been increasing more than ever due to various factors such as the withdrawal of domestic manufacturers from general-purpose computers, the migration of legacy systems to new platforms, and a shortage of skilled personnel and technicians in current systems.
- Reduction of system verification costs in association with migration through automated testing services

Support for wide range of migration, including legacy migration and modernization

- Aggregate engineers specialized in migration development
→Expand technical know-how and scope of services
- Aggregate development know-how at [Nagasaki Development Center](#)

Enhancement of quality testing services

- Conduct reliable, high-quality testing
- Build efficient testing system using [test management services](#) and the Nagasaki Development Center
- Collaborate with RGS Information System to provide [test automation services](#) and contribute to cost reduction

Released in January 2026
Service provision starts in April

Migration development solution “MigrationLC”

Address operational issues in business systems built on Excel and Access through migration and modernization utilizing low-code technology, providing comprehensive solutions and benefits to a wide range of customers regardless of industry or business type.

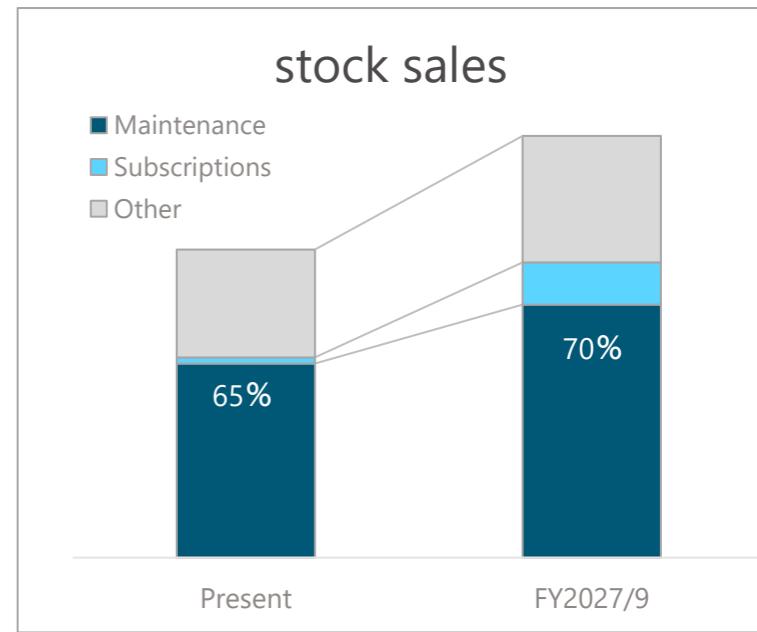
- * Standardize business processes
- * Improve system maintainability
- * Optimize operating costs
- * Integrate data management
- * Promote web-based and cloud-based migration

3.4 Revenue expansion and targets

✓ Expand stock sales: increasing to 70% by 2027

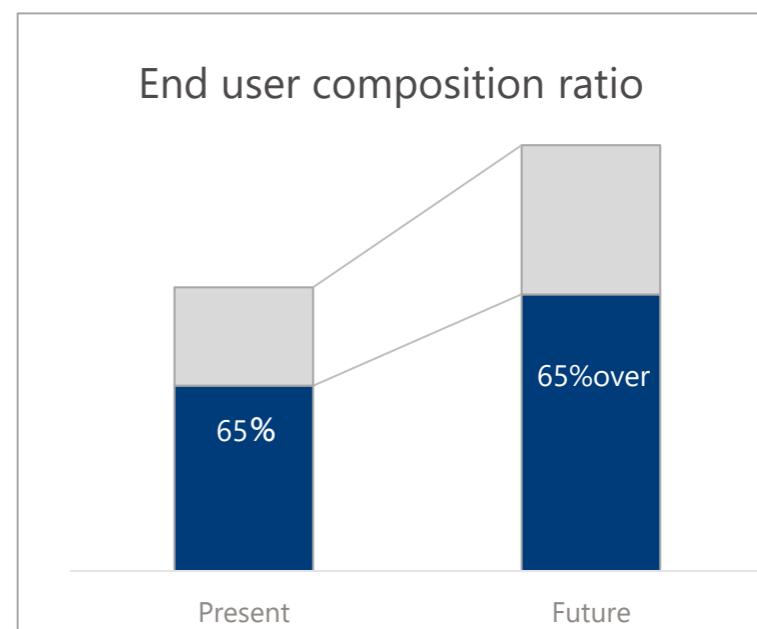
- Increase the weight of areas where revenues are accumulated continuously (subscriptions and maintenance) to stably expand the revenue structure.
- Ensure stable revenue through the expansion of stock sales, leveraging our development know-how.
- Maintain and expand ongoing transactions with customers we have cultivated over time.

Stock sales: System maintenance and operation for at least two years, subscription-based solutions, etc.



✓ Increase direct sales to end users: maintaining and expanding over 65% of net sales

- Ratio of direct sales to end users is **over 65%**, a high level in the software development industry.
- **Focus on continuing** to work with existing customers, expanding the scale of projects in relevant sectors, and cultivating new sectors of expertise.
- Cultivate new users
Attracting customers through HP, PR activities, and hosting seminars.
Based on case studies, approach existing users in the same industry.





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4.1 Company profile

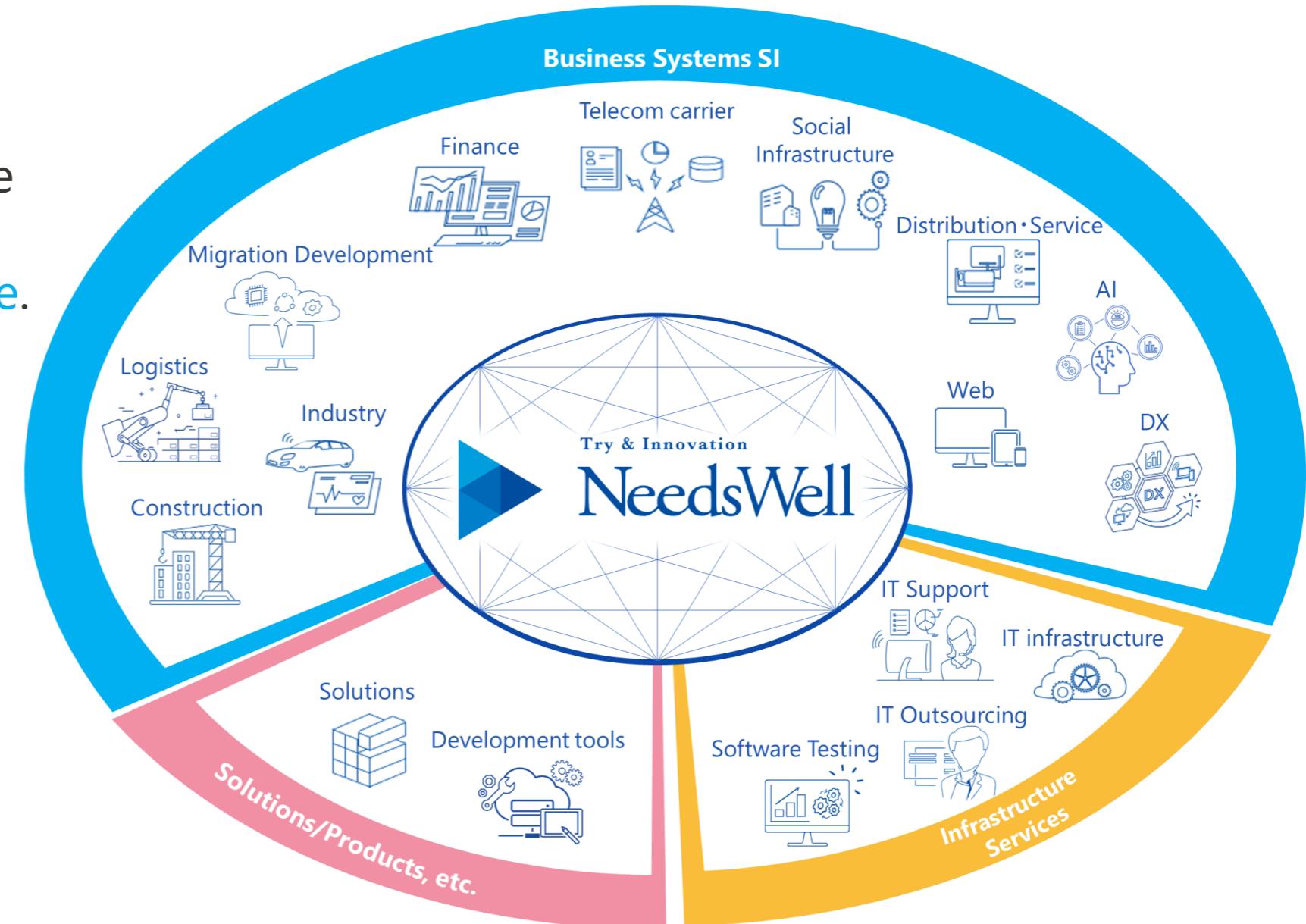
As of September 30,2025

Company Name	Needs Well Inc.	Representative	President and CEO Hajime Matsuoka
Established	October 1, 1986	Stock Listing	Tokyo Stock Exchange, Prime Market (3992)
Paid-in Capital	908 million JPY	Net sales As of September 30,2025	10,032 million JPY(Consolidated)
Number of Employees As of September 30,2025	597 (Consolidated)	Fiscal year end	September
Head Office	13F, New Otani Garden Court, 4-1 Kioi-cho, Chiyoda-ku, Tokyo, 102-0094 Japan TEL: +81-3-6265-6763 FAX: +81-3-6265-6764 URL: https://www.needswell.com		
Office	<ul style="list-style-type: none"> - Nagata-cho Office : 2F, Sumitomo Fudosan Nagatacho Building, 2-17-3 Nagata-cho, Chiyoda-ku, Tokyo, 100-0014 Japan - Nagasaki Office: 6F, Meijiyasudaseimei Nagasakikozemachi building, 2-21 Kozen-machi, Nagasaki-shi, Nagasaki, 850-0032 Japan 		
Group structure	<p>■ Consolidated subsidiaries</p> <p>Zeroichi Production Co., Ltd. (Head Office: Nasushiobara-shi) BO STUDIO Inc. (Head Office: Shibuya-ku, Tokyo) KOMSOFT Inc. (Head Office: Chiyoda-ku, Tokyo)</p>		

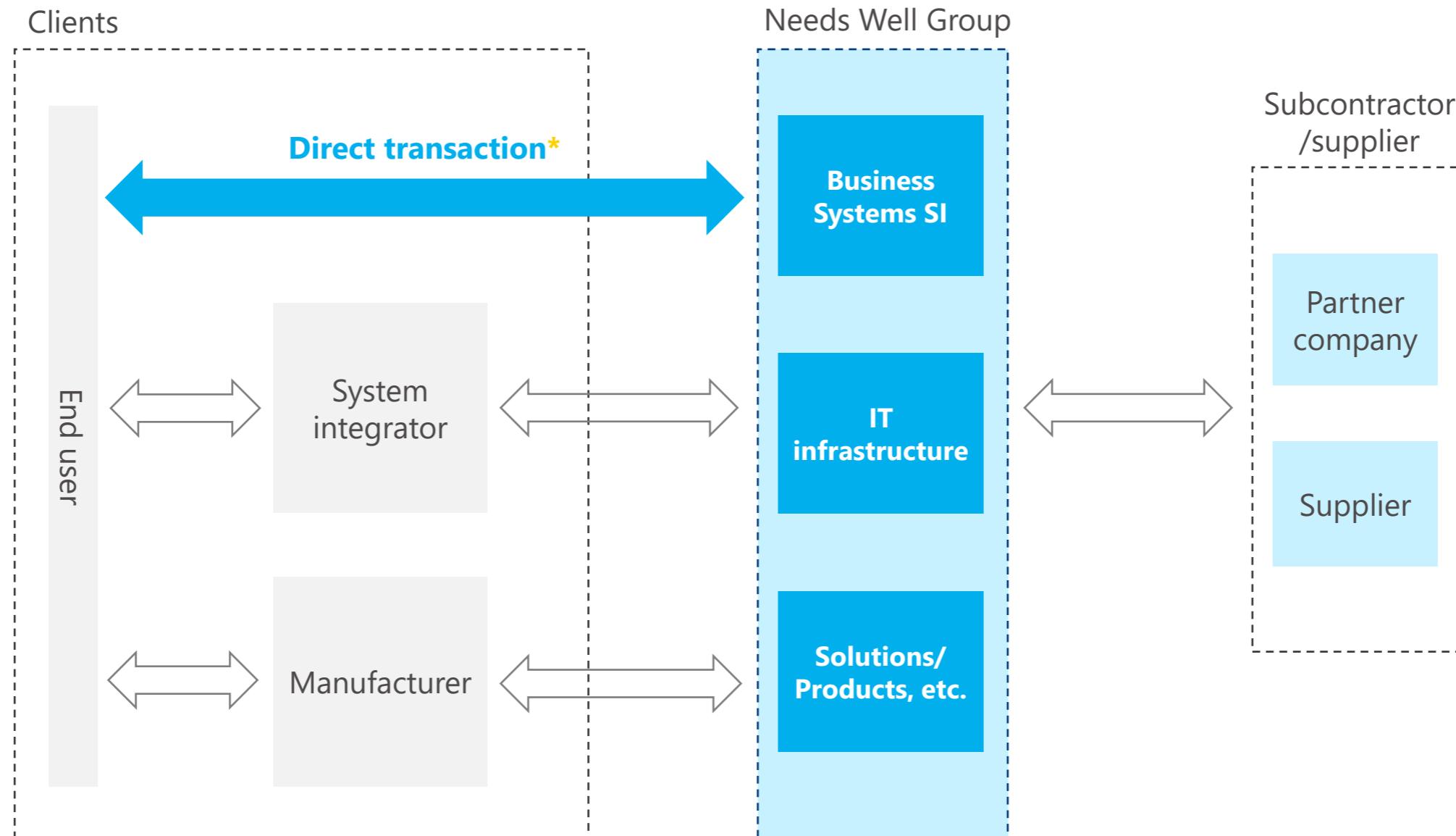


4.2 Business fields

Needs Well provides total IT services through three services focused on **Business Systems SI** for finance.

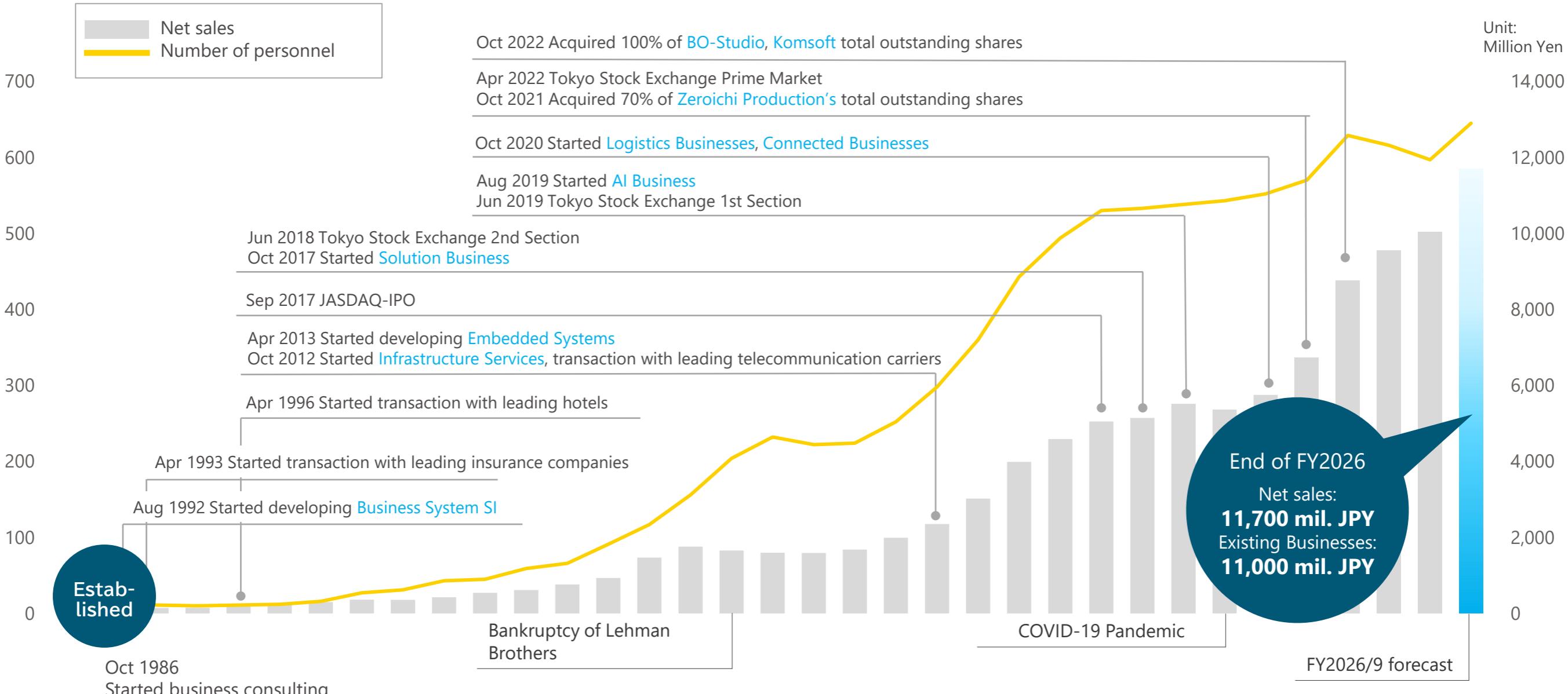


4.3 Business system diagram



* High level of **direct transactions with end users** (approx. 65% of all sales)

4.4 Growth track



4.5 Our three strengths

Announced numerous solutions that help address customers' business challenges, provide end-to-end services covering **Solutions, SI, operations, and support**.

As a **solution provider**, we co-create and deliver optimal solutions, such as **DX, Generative AI, agent-based AI, and security**, tailored to each customer's business objectives.

Ability to provide solutions / AI

Capacity for financial system development

Financial sector accounts for 50% of net sales in main service line, Business Systems SI. Particularly advanced in **life insurance and accident insurance sectors**.

Expanded our service scope to include legacy system **migration**, related **testing**, and operational framework development.

Strong performance record in developing systems for banks, credit cards, and securities.

Proficiency in direct sales to end users

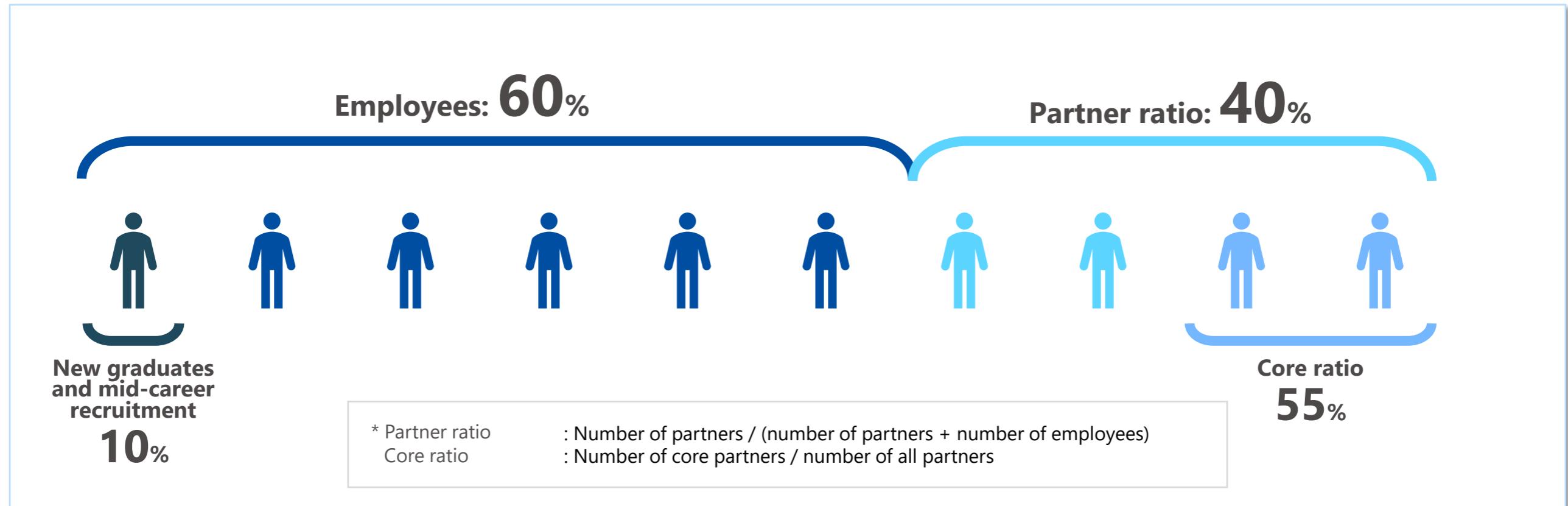
High level of **direct transactions with end users** such as life insurance companies, leading hotels, telecommunications carriers, etc., composing **over 65%** of sales.

a solution provider which supports our customers' business
NeedsWell

Strengthen recruitment activities

Continue hiring new graduates and mid-career professionals to achieve
a **10% increase in the number of employees**, while focusing on their development

Strengthen partnerships with the goal of increasing the **core ratio** to **70%** in the future



As of the end of December 2025

4.7 Improve social value

Towards a sustainable society through initiatives to create a sustainable society based on the corporate philosophy of "Contributing Broadly to the Economy and Society"

Initiatives directly linked to business

Incorporate the perspectives of the SDGs, ESG and CSR into business strategies to ensure that business activities are directly linked to the goals of the SDGs. Take on the challenge of creating employment, establishing an industrial foundation and technological innovation as an IT company

Initiatives supported by systems and activities

Themes closely related to Needs Well, such as promoting job satisfaction and gender equality, promoting IT education, supporting local sports culture, etc.

Nearshore Development Promotion

Development of new solutions to assist DX

Collaboration with partner companies



Work Style Reform and Human Resource Development

Increase ratio of female employees and managers

Telework

AI education for students

Support for Project in Nagasaki Prefecture

Support for V-Varen Nagasaki of the Soccer J League

Others

4.8.1 Initiatives directly linked to business

Aim for sustainable management through business strategies that incorporate the perspectives of SDGs, ESG, and CSR

Nearshore Development Promotion: Nagasaki Development Center to maintain 100 employees

Promote development by committing to QCD (quality, cost, and delivery) through remote development system that utilizes nearshore bases.

Aim to maintain 100 employees at the Nagasaki Development Center and contribute to [prosperous urban development through the development of an industrial foundation, technological innovation, and creating employment opportunities](#) by utilizing highly competent local human resources.

Certified as the first registered business operator of the Nagasaki Prefecture SDGs Registration System.

Participated in the "SDGs Public-Private Partnership Platform for Regional Revitalization" established by the Cabinet Office.

Participated in the Cabinet Office's "Public-Private Partnership Platform for Regional Revitalization SDGs"



Development of new solutions to assist DX

Dgent, a service that supports document digitization and the effective use of generative AI, can automate the process of digitizing large volumes of paper documents and help build generative AI applications that use digitized documents to streamline operations. Promote the DX of education and assist companies and organizations in using AI to reduce their workload.

Develop and launch new solutions [through industry-academia collaboration](#) to use [generative AI](#) and other tools effectively.



Collaboration with partner companies

Promote partnerships with contractors and suppliers and aim to establish a structure for continuing to develop together over a long period of time.



4.8.2 Initiatives supported by systems and activities

Work style reform & personnel development

- Introduction of a [double job system](#), [internal FA system](#), [return-to-work support system](#), and [comeback system](#) to find suitable jobs and enhance motivation
- Promote a healthy work-life balance by incentive dates for paid leave, Premium Friday (leaving work early on the last Friday of the month), reducing overtime work, etc.
- Expand selection of employees eligible for remote work
- System for encouraging skill improvement and motivation
- On-the-job training and mentor system to draw out skills and motivation
- Support for internal circle activities Futsal, basketball, relay races, etc.



Increase ratio of female employees and managers

- Increase the ratio of female employees by promoting meritocracy and gender equality
- Target female manager ratio: 30%, target female employee ratio: 30%



AI education for students

- Arrange AI programming experiences and 5 day/3 weeks internships for students
- Conduct programming classes on apps for submitting electronic applications and creating interactive AI chatbots, WinActor (RPA) to improve efficiency of school operations, taste data analysis, etc. (2020~)



Donate to assistance programs for repaying student loans

- Contribute to projects by Nagasaki Prefecture for assisting young adults in the repayment of their student loans
- Develop leaders who will establish themselves and play central roles in the local community

Support for V-Varen Nagasaki of the Soccer J League

- Concluded a sponsorship agreement to support the promotion of sports culture and revitalization of the local community



Please view the following link for other initiatives and more information:

<https://www.needswell.com/ir/sdgs>



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