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February 12, 2026

To whom it may concern:

Company name Needs Well Inc.  
Representative Hajime Matsuoka, President and CEO  
(Stock code: 3992, Tokyo Stock Exchange Prime Market)  
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## **[Summary] Notice Regarding Partial Amendment of Shareholder Benefit Program**

Needs Well Inc. (Head office: Chiyoda-ku, Tokyo; President and CEO: Hajime Matsuoka; hereinafter the “Company”) hereby announces that, at its Board of Directors meeting held on February 12, 2026, it has decided to amend its Shareholder Benefit Program as set forth below.

### 1. Purpose of Amendment

We deeply appreciate the ongoing support of our shareholders. To enhance the appeal of our company’s shares as an investment, increase the number of shareholders who hold our shares in the medium to long term, and further deepen understanding of our Group's business, we introduced a shareholder benefits program starting in 2025.

We will now make partial changes to the shareholder benefits program with the aim of encouraging shareholders to hold our shares from a more medium- to long-term perspective, fostering continuous relationships with our shareholders, and providing stable returns while striving for further business growth.

### 2. Details of Amendment (revised portions underlined)

#### (1) Before amendment (current)

Record date	Number of shares held	Benefit
March 31 of each year <u>September 30 of each year</u> Benefit sent <u>twice</u> a year	1,000 shares or more	QUO card worth 15,000 yen

#### (2) After amendment

Record date	Number of shares held	Benefit
March 31 of each year Benefit sent <u>once</u> a year	1,000 shares or more, <u>held</u> <u>continuously for one year or more</u>	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.

### 3. Effective Date of Amendment

April 1, 2026

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

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

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