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February 17, 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)
Inquiries Koji Tabata, Managing Director and Executive Officer
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Notice Concerning the Completion of Payment for the Disposal of Treasury Stock as Restricted Stock Compensation

We hereby announces that the payment procedure for the disposal of treasury stock as restricted stock compensation, which was announced in the "Notice Concerning Disposal of Treasury Stock as Restricted Stock Compensation" dated January 20, 2026, has been completed today as outlined below.

1. Overview of the Disposal

(1)	Disposal date	February 17, 2026
(2)	Class and number of shares disposed	9,754 shares of common stock of the Company
(3)	Disposal price	574 yen per share
(4)	Total value of shares to be disposed	5,598,796 yen
(5)	Allottees, number thereof, and number of shares to be allotted	Directors (Excluding Outside Directors and Directors who serve as Audit and Supervisory Committee Members): 4 persons, 9,754 shares

End