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November 19, 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
(e-mail: ir-contact@needswell.com)

Notice Regarding Election of Candidates for Board of Directors

Needs Well hereby informs you that the following candidates have been elected as Directors at the Board of Directors meeting held on November 19, 2026. This matter will be officially resolved at the General Meeting of Shareholders to be held on December 23, 2026, and at a meeting of the Board of Directors to be held after the conclusion of the General Meeting of Shareholders.

1. Election of candidates for the Board of Directors (Excluding Directors who are Audit and Supervisory Committee Members)

Name	New position	Current position
Hajime Matsuoka	President and CEO	Same as left
Koji Tabata	Managing Director and Executive Officer In charge of General Affairs Department In charge of Technical Department	Same as left
Tatsuya Ozama	Managing Director and Executive Officer In charge of Solutions Business Headquarters	Same as left
Chinami Arai	Director and Executive Officer In charge of Affiliates In charge of Finance and Accounting Department In charge of Management Planning Department	Same as left

2. Directors who are Audit and Supervisory Committee Members

Name	New position	Current position
Kazuhiko Kato	Director and Audit and Supervisory Committee Member (Full-time)	Same as left[*1]
Kotaro Niwa	Director and Audit and Supervisory Committee Member (Outside)[*1]	Same as left[*1*2]
Mamoru Yasuoka	Director and Audit and Supervisory Committee Member (Outside)[*1]	Same as left[*1*2]
Shigeru Sato	Director and Audit and Supervisory Committee Member (Outside)[*1]	Same as left[*1*2]

[*1] Mr. Kazuhiko Kato, Director and Full-time Audit and Supervisory Committee Member, and Mr. Kotaro Niwa, Mr. Mamoru Yasuoka and Mr. Shigeru Sato, each an Outside Director and Audit and Supervisory Committee Member, are not subject to election at this General Meeting of Shareholders.
[*2] The Company has submitted a notification of the appointment of Mr. Kotaro Niwa, Mr. Mamoru Yasuoka, and Mr. Shigeru Sato as Independent Directors in accordance with the stipulations of the Tokyo Stock Exchange.

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