

Tokyo Stock Exchange Prime Market: Securities Code 3992

Needs Well Inc.

**Financial Results**  
**for the Third Quarter of Fiscal Year 2022**  
**(October 1, 2021 – June 30, 2022)**

August 5, 2022



**NeedsWell**  
Try & Innovation



1. 2022/9 3Q Financial report summary



2. 2022/9 Results forecast



3. Growth strategy



4. Reference

# 1.1) Financial highlights 1

 Significant increase in both net sales and profit year on year, showing a strong **trend of expansion**

- Expanded sales channels and reinforced **the customer base** through active capital and business alliances and business alliances
- **Expansion in telecommunications** and **new orders for installation of large-sized VDIs** contributed to sales growth
- **The Solutions Business** gave momentum to our growth, driven by a paperless work environment, telework, and the revised Preservation of Electronic Records Act

Net sales **4,972** million JPY YoY **+16.7** %

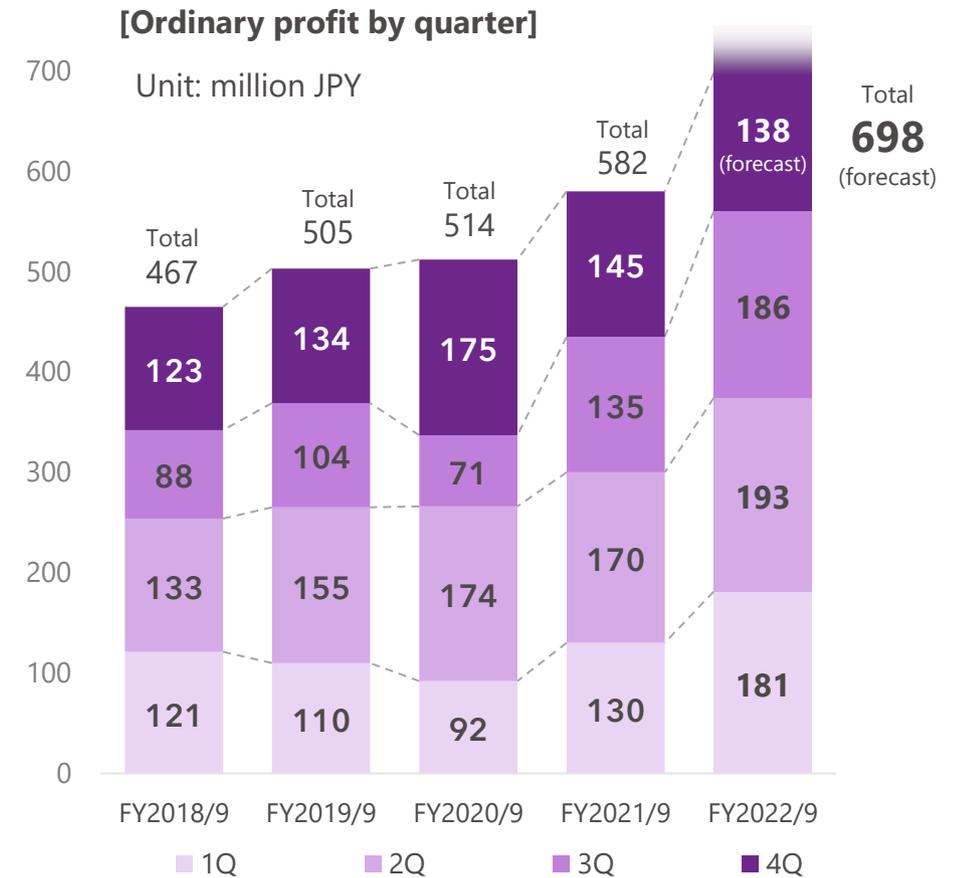
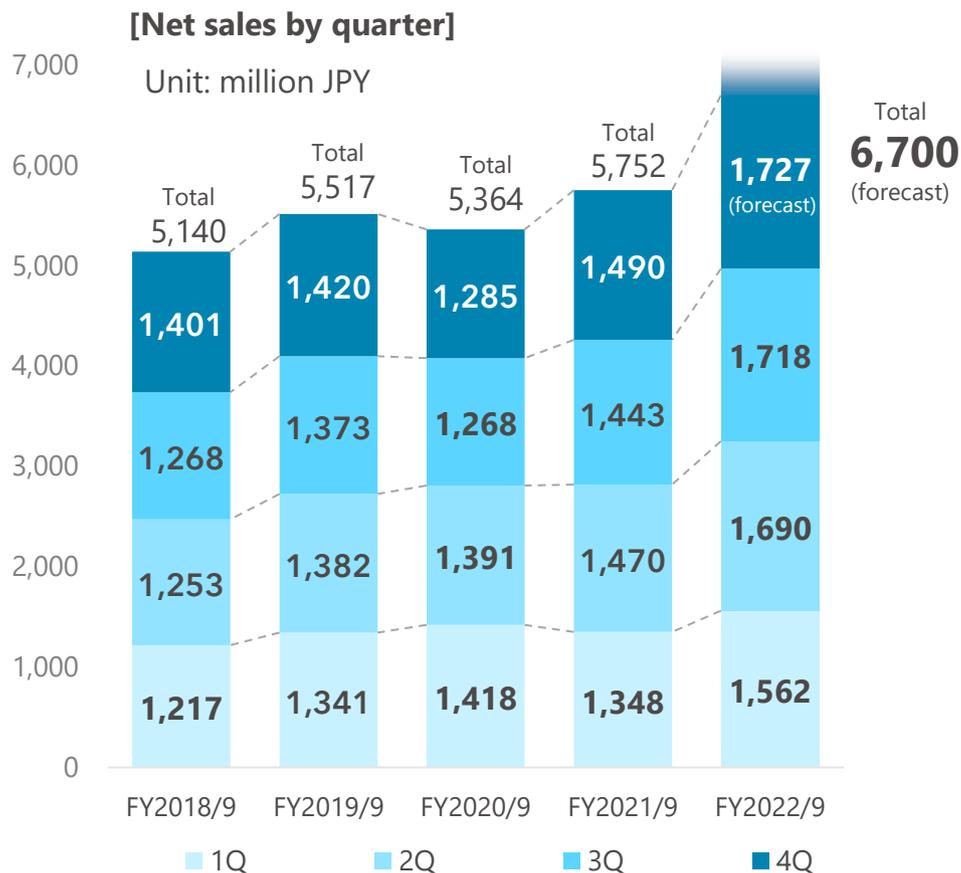
Ordinary profit **560** million JPY YoY **+28.2** % **11.3** %  
Ordinary profit margin

Net profit **388** million JPY YoY **+26.7** % **7.8** %  
Net profit ratio

# 1.1) Financial highlights 2

 Quarterly net sales and ordinary profit in FY2022/9 hit record highs in 1Q, 2Q, and 3Q

Both net sales and ordinary profit are progressing faster than forecasts



# 1.1) Financial highlights 3

## Medium-Term Management Plan Targets for FY2023/9

**Net sales: 10.0 billion JPY Ordinary profit: 1.0 billion JPY**

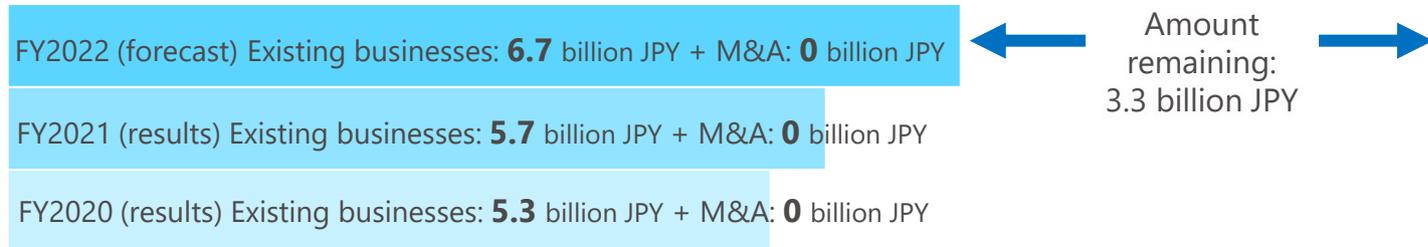
### Present situation

While existing businesses are steadily expanding, we are facing issues in the pace of concluding M&A contracts

Breakdown of performance targets of the Medium-Term Management Plan (FY2023/9)

<b>Existing businesses: 7.7 billion JPY</b>	<b>M&amp;A: 2.3 billion JPY</b>	Net sales Total: 10.0 billion JPY
-------------------------------------------------	-------------------------------------	-----------------------------------------

Now >



### Measures & revisions

Expand the weight of existing businesses by revising the breakdown of sales targets for existing businesses and M&A.

- 1) Cover delays in M&A by increased sales from capital and business alliances / business alliances
- 2) Continue to explore M&A projects that have the potential for synergies. Now working on evaluating the value of several projects
- 3) If a large amount of additional funding is required, consider bank loans instead of fund-raising through the issuance of new shares

## 1.2) Performance progression rate

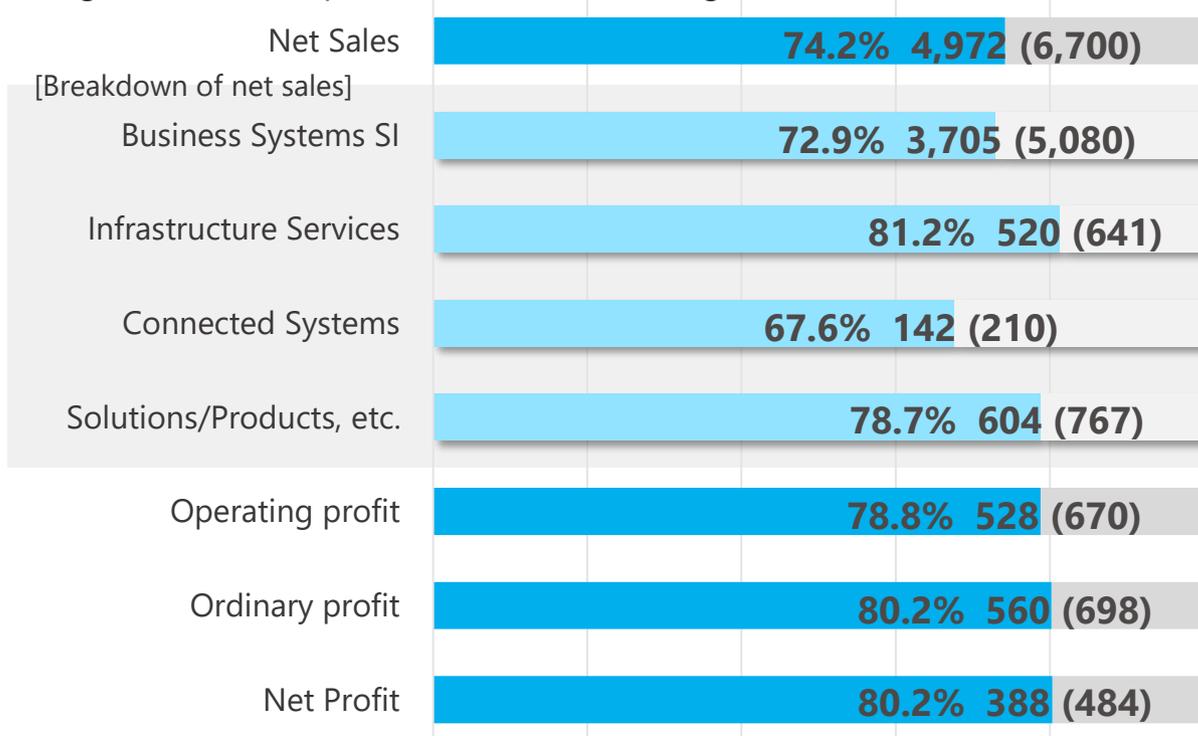
Progress of 74% in net sales and 80% in ordinary profit vs. upward revision, showing favorable progress

**Business Systems SI:** Strong performance in projects for telecommunication carriers, public infrastructure, and life insurance companies

**Infrastructure Services:** Strong performance in VDI installations and cloud-related projects

**Solutions:** Strong performance in solutions relating to the Revised Preservation of Electronic Records Act, DX, and telework

\* Progression rate/2Q performance (FY2022/9 target) (Unit: million JPY)



### Business Systems SI

Strong performance in core system testing for telecommunication carriers, development of information management systems and certificate issuing systems for a government agency, and agile software development for DX of insurance companies, etc.

### Infrastructure Services

Sales were strong due to coordination between Business System SI and Solutions/Products, etc., for total orders as well as VDIs and network equipment construction orders, etc.

### Connected Systems

Affected by the spread of COVID-19, orders for the manufacturing industry decreased.

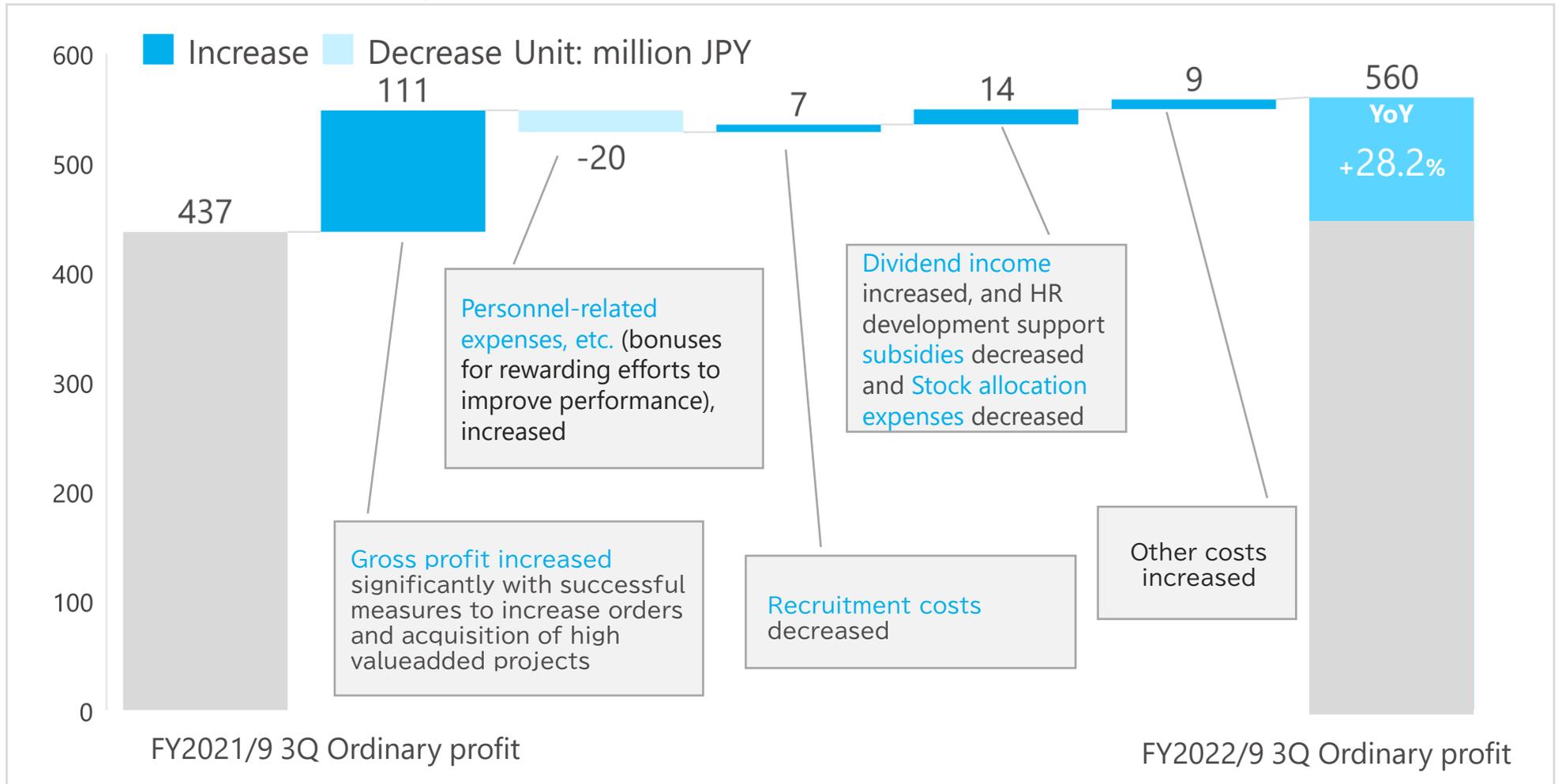
### Solutions/Products, etc.

**Invoice PA**, a unique solution for expense management, and RPA remained strong. We aim to further expand the business in the next fiscal year by introducing new solutions.

Performance achievement rates are calculated based on figures after the upward revision of results. [Reference] May. 9, 2022, "Notice on Upward Revision of Results Forecast"

## 1.3) Ordinary profit analysis

Gross profit increased 10.3% ↑ Ordinary profit increased 28.2% ↑  
 year on year due to Increased orders and acquisition of high-value-added projects



## 1.4) Profit & loss statement

Ordinary profit ratio was **11.3%** (Up 1.0 pts YoY)

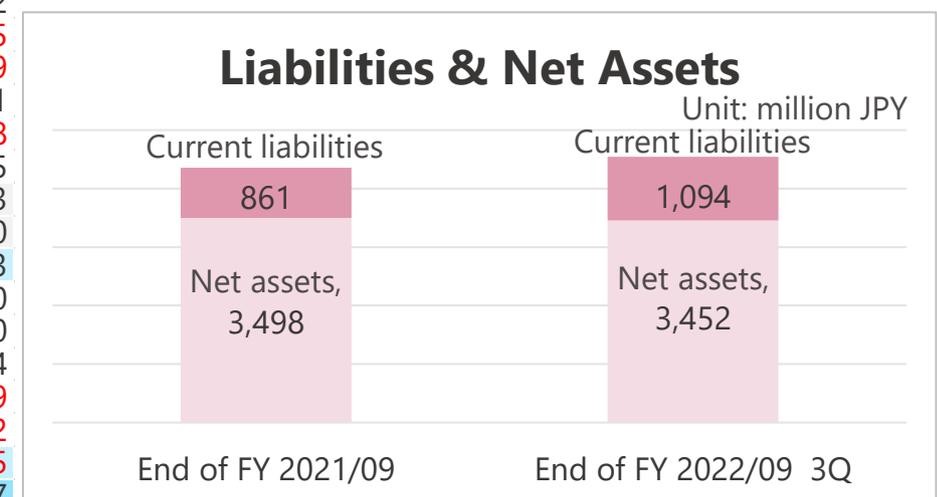
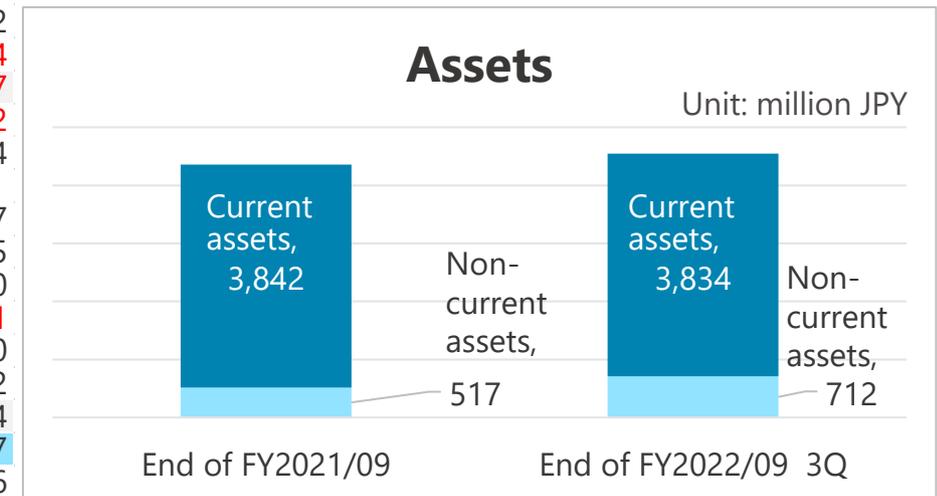
Unit: million JPY	FY2021/9 3Q Financial Results		FY2022/9 3Q Financial Results		
	Result	Net Sales	Result	Net Sales	Year-on-year
Net sales	4,262	-	4,972	-	116.7%
Business Systems SI	3,260	76.5%	3,705	74.5%	113.6%
Infrastructure Services	424	10.0%	520	10.5%	122.6%
Connected Systems	147	3.5%	142	2.9%	96.2%
Solutions/Products, etc.	429	10.1%	604	12.2%	140.8%
Gross profit	1,076	25.3%	1,188	23.9%	110.3%
SG&A expenses	642	15.1%	659	13.3%	102.7%
Operating profit	434	10.2%	528	10.6%	121.6%
Non-operating profit	11	0.3%	33	0.7%	301.0%
Non-operating expenses	8	0.2%	1	0.0%	17.2%
Ordinary profit	437	10.3%	560	<b>11.3%</b>	128.2%
Net profit	306	7.2%	388	7.8%	126.7%

## 1.5) Balance sheet

*Selection of significant entries only		FY2021/9	FY2022/9 3Q	
Unit: million JPY		Result	Result	Year-on-year
Assets	Cash and deposits	2,868	2,624	-244
	Accounts receivable	938	0	-938
	Accounts receivable - trade and contract assets	0	1,167	1,167
	Prepaid expenses	25	38	12
	Other	9	4	-4
	<b>Total current assets</b>	<b>3,842</b>	<b>3,834</b>	<b>-7</b>
	Buildings, net	31	29	-2
	Software	82	86	4
	Software in progress			
	Investment securities	114	261	147
	Shares of subsidiaries and associates	0	45	45
	Deferred tax assets	118	119	0
	Leasehold and guarantee deposits	83	82	-1
	Insurance funds	76	76	0
	Other	7	10	2
<b>Total non-current assets</b>	<b>517</b>	<b>712</b>	<b>194</b>	
<b>Total assets</b>	<b>4,360</b>	<b>4,547</b>	<b>187</b>	
Liabilities	Accounts payable - trade	143	209	66
	Accounts payable - others	149	161	12
	Accrued corporate tax, etc.	124	89	-35
	Accrued consumption taxes	91	82	-9
	Deposits received	41	43	1
	Provision for bonuses	302	164	-138
	Other	8	343	335
	<b>Total current liabilities</b>	<b>861</b>	<b>1,094</b>	<b>233</b>
	<b>Total non-current liabilities</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total liabilities</b>	<b>861</b>	<b>1,094</b>	<b>233</b>	
Equity	Share capital	907	908	0
	Legal capital surplus	763	764	0
	Retained earnings brought forward	1,807	1,962	154
	Treasury shares	0	-200	-199
	Valuation difference on available-for-sale securities	20	18	-2
<b>Total net assets</b>	<b>3,498</b>	<b>3,452</b>	<b>-45</b>	
<b>Total liabilities and net assets</b>	<b>4,360</b>	<b>4,547</b>	<b>187</b>	

Equity ratio at **75.9%**

Remained at a high level despite being **down 4.3 pts** year on year due to the acquisition of treasury shares





1. 2022/9 3Q Financial report summary



2. 2022/9 Results forecast



3. Growth strategy

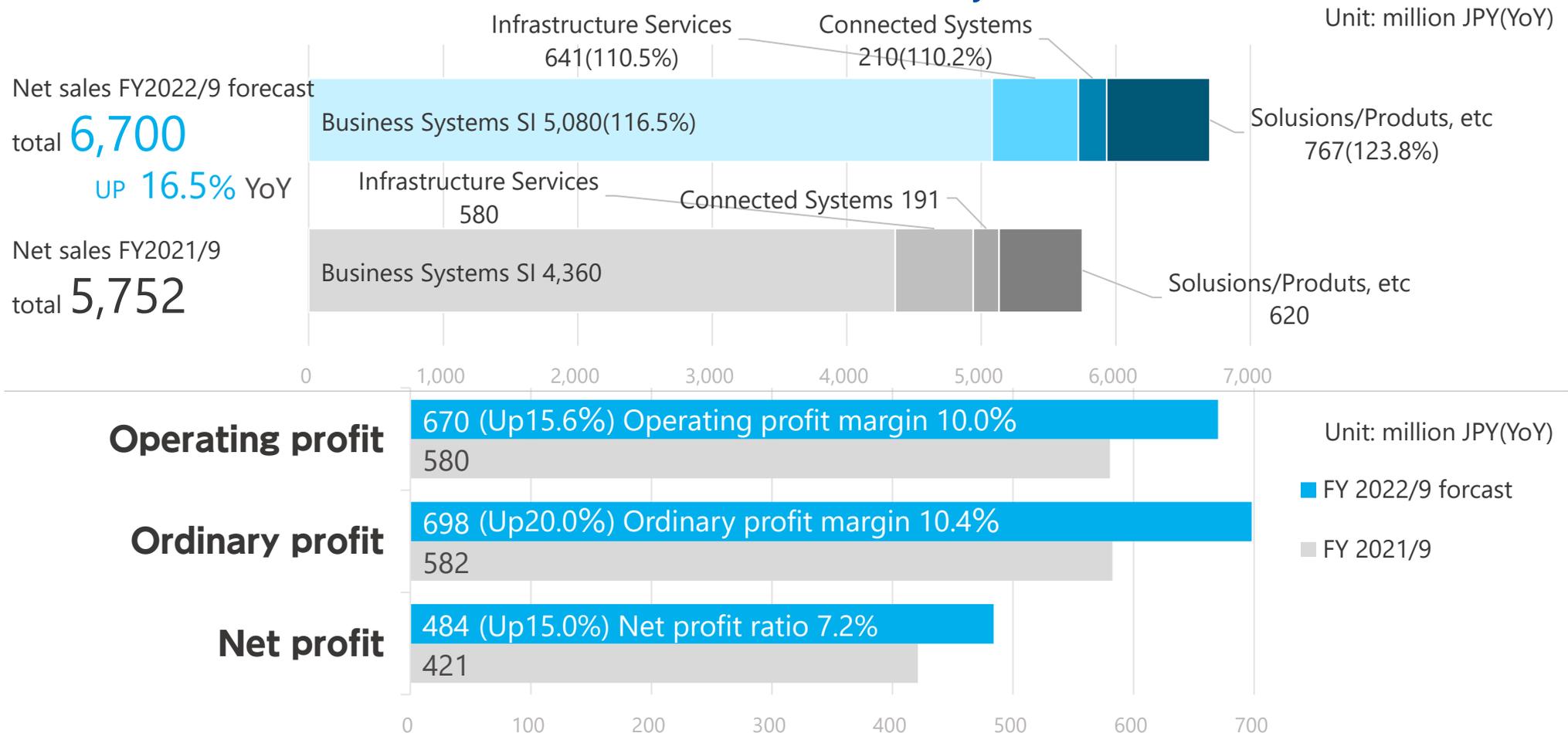


4. Reference

## 2.1) Forecast

Second upward revision to this fiscal year's results due to the results of the capital and business alliance, etc.

Forecast of **increase in revenue** for 2 consecutive fiscal years & **increase in profit** for 11 consecutive fiscal years

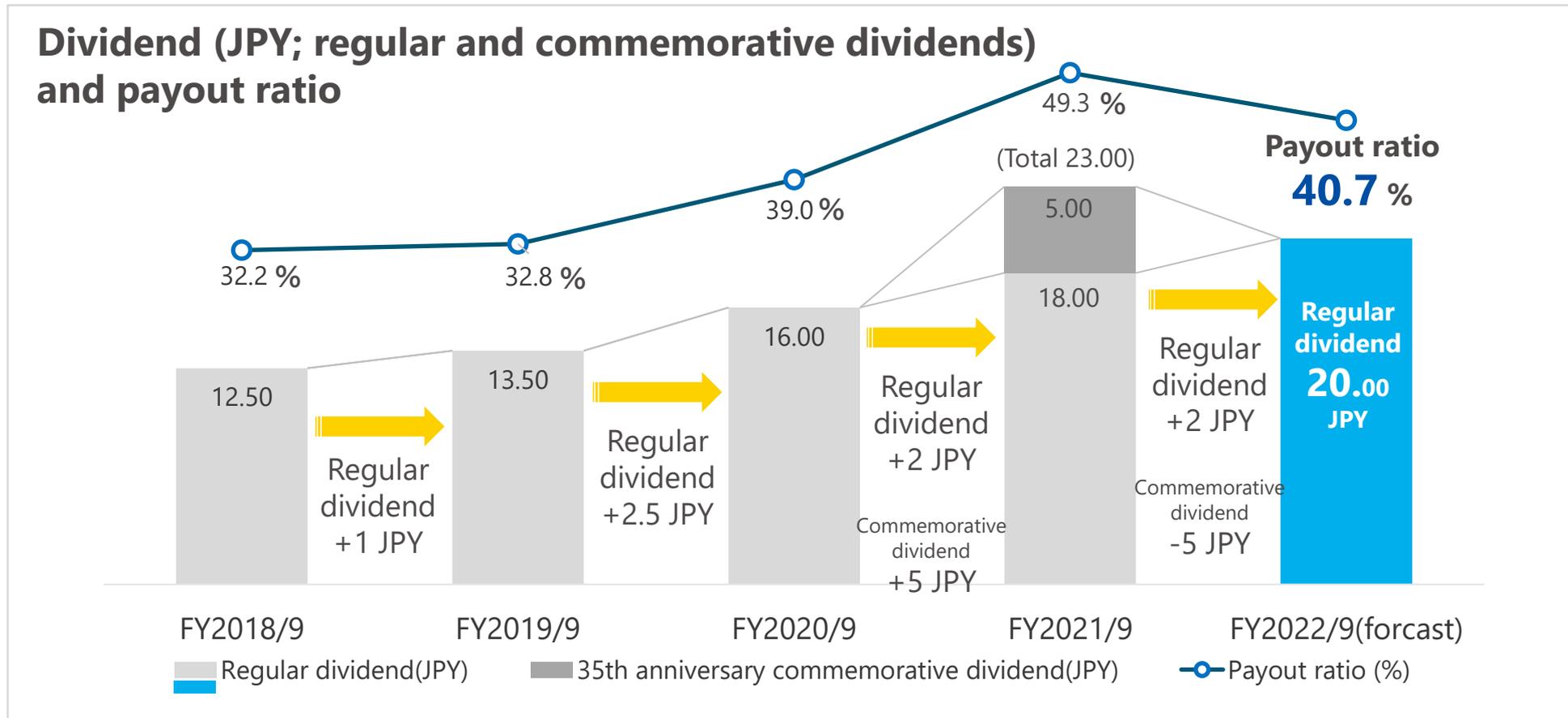


\*Performance achievement rates are calculated based on figures after the upward revision of results. [Reference] May 9, 2022, "Notice on Upward Revision of Results Forecast"

\*Performance achievement has been revised upon recording salary increases and provision for bonuses at higher levels than in previous years.

## 2.2) Dividends and shareholder returns

FY22/9 forecast Dividend per share: 20.00 JPY/share  
 2 JPY increase in regular dividend  
 Dividend increase for 4 consecutive fiscal years



\* The Company plans to pay a commemorative dividend of 5.00 JPY in addition to a regular dividend of 18.00 JPY in commemoration of the Company's 35th anniversary for the fiscal year 2021/9.

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



1. 2022/9 3Q Financial report summary



2. 2022/9 Results forecast



3. Growth strategy



4. Reference

## 3.1) Management philosophy

Management philosophy

# Contributing Broadly to the Economy and Society

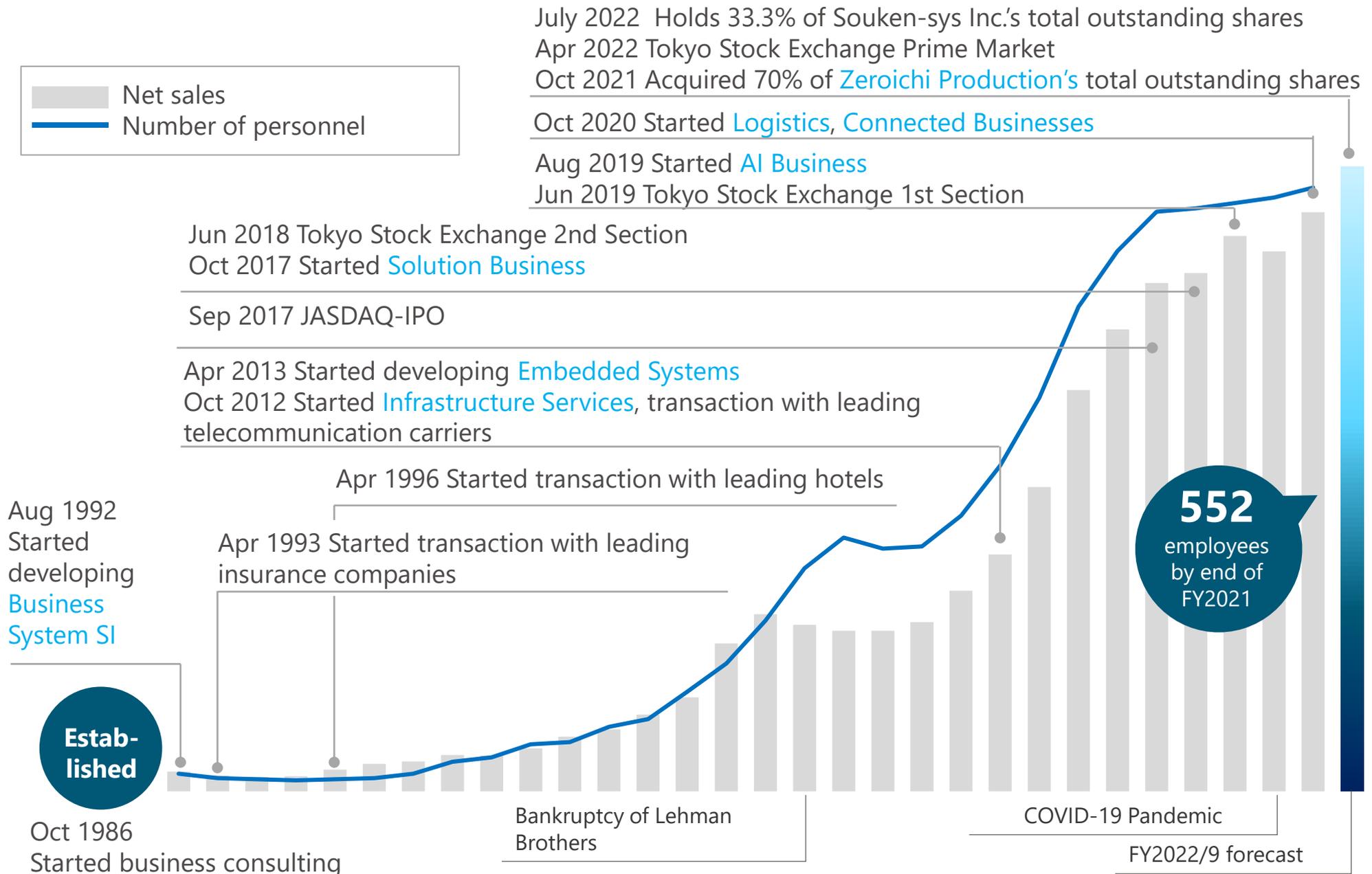
Business slogan

# Try & Innovation

Constantly evolving,  
Needs Well continues to contribute broadly to the  
economy and society with challenges and innovations.



## 3.2) Growth track



## 3.3) Medium-Term Basic Policy

Breaking away from the dispatch business,  
becoming a **true system integrator**

## 3.4) Our three strengths

### 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**.

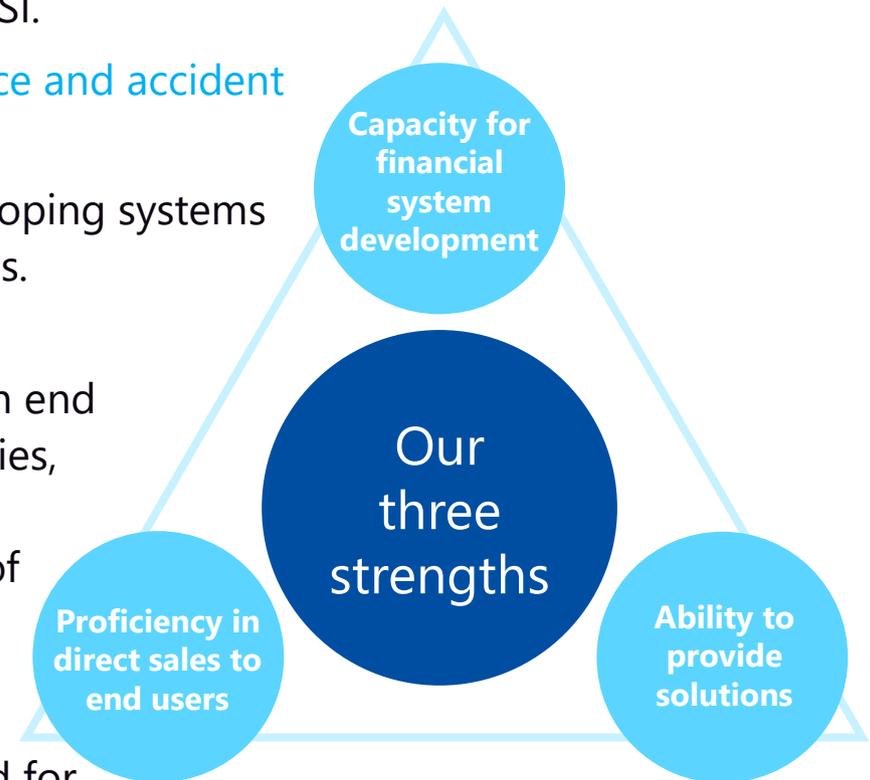
Strong performance record in developing systems for banks, credit cards, and securities.

### 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 50%** of sales.

### Ability to provide solutions

Provides solution services optimized for each customer's business objectives through **5G, AI, RPA, remote work, etc.**



### 3.5) 1 Performance targets

FY2023/9

Net sales

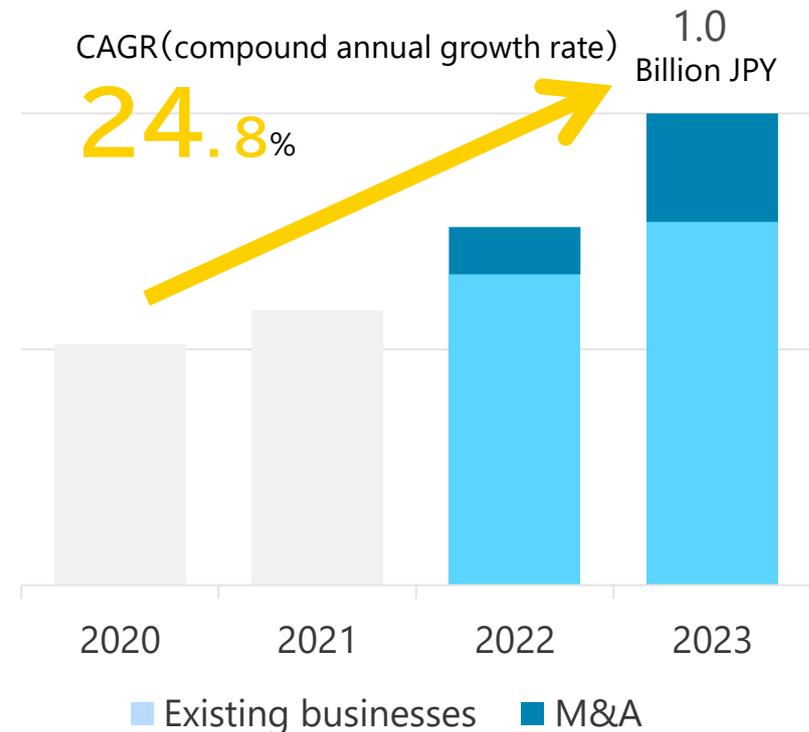
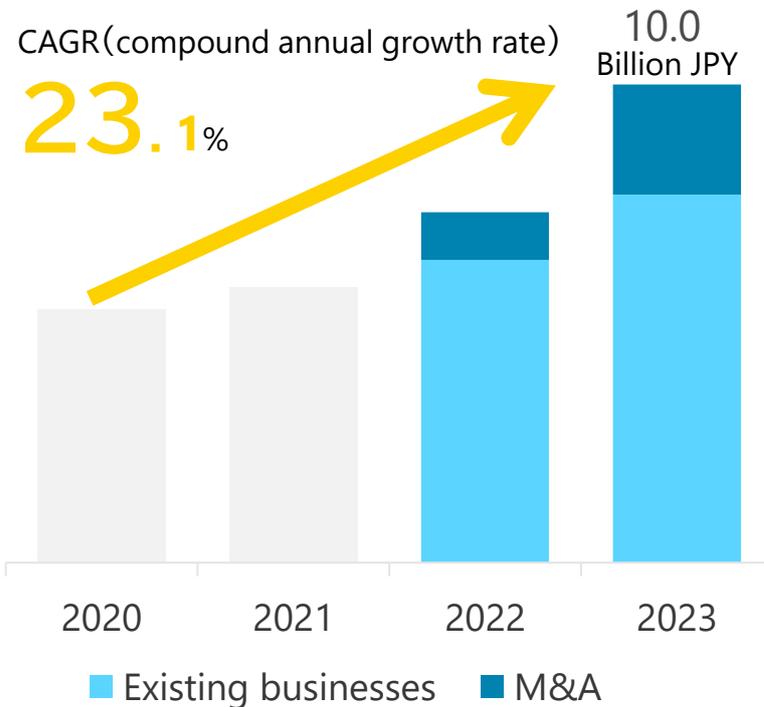
10.0

billion JPY

Ordinary profit

1.0

billion JPY



\* Please refer to page 5 for an analysis of the present situation and measures & revisions to be implemented.

## 3.5) 2 Promotion policies: Sales growth

### Market scale (our forecast)

Logistics IoT software solutions market (WMS, etc.)

2023 103.0 bil. JPY  
  
 2020 80.0 bil. JPY

Smart cities market

2023 1,200.0 bil. JPY  
  
 2020 680.0 bil. JPY

AI's major markets\*

2023 64.0 bil. JPY  
  
 2020 32.0 bil. JPY

\* AI's major markets: Image recognition, speech recognition, speech synthesis, language analysis, search and retrieval, translation

### Logistics Business

Logistics industry is facing a serious labor shortage as the selection of diversifying needs continues to increase. There is urgent demand for immediate investment in streamlining, improving quality, and reducing environmental burden through the use of AI, IoT, etc.

### Connected Business

Proceed to engage in connected technologies to enrich lives, such as smart cities which utilize IoT and AI to make the entire neighborhood more efficient and convenient, etc.

### Solutions Business

Demand for investment is high due to structural reform for DX. Introduce unique and differentiated products with integration functions that utilize AI and RPA.

### M&A

Expand the scale of existing technologies and strengthen/introduce new technologies. Focus on logistics, connected functionality, AI, IoT, web, etc.

Unit: billion JPY

+1.2

+0.3

+0.9

+2.3

Existing businesses

M&A

10.0  
billion JPY

FY2023/9

Sales growth

+4.7

billion JPY

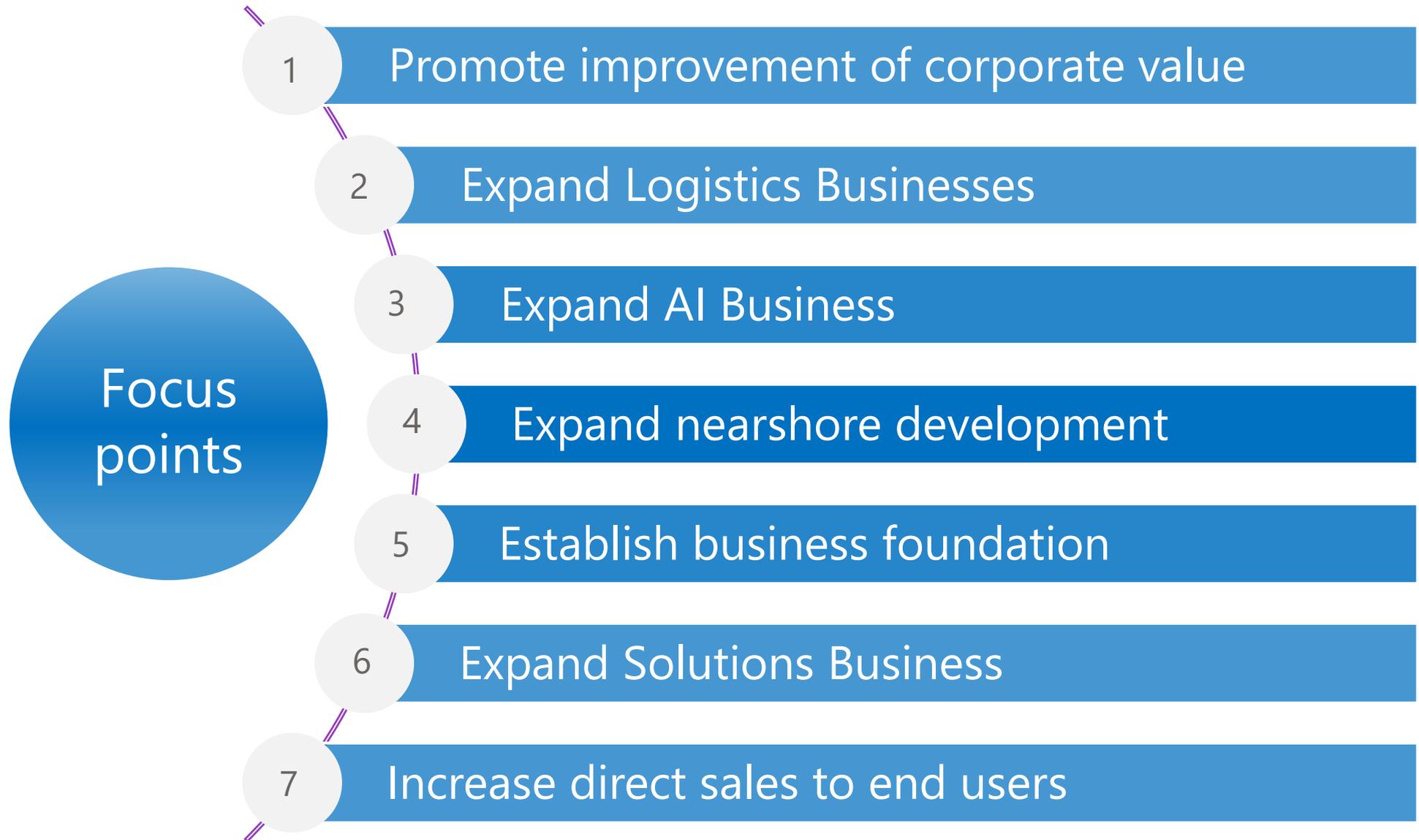
[Breakdown]

- Existing businesses 2.4 bil. JPY
- M&A 2.3 bil. JPY

5.3  
billion JPY

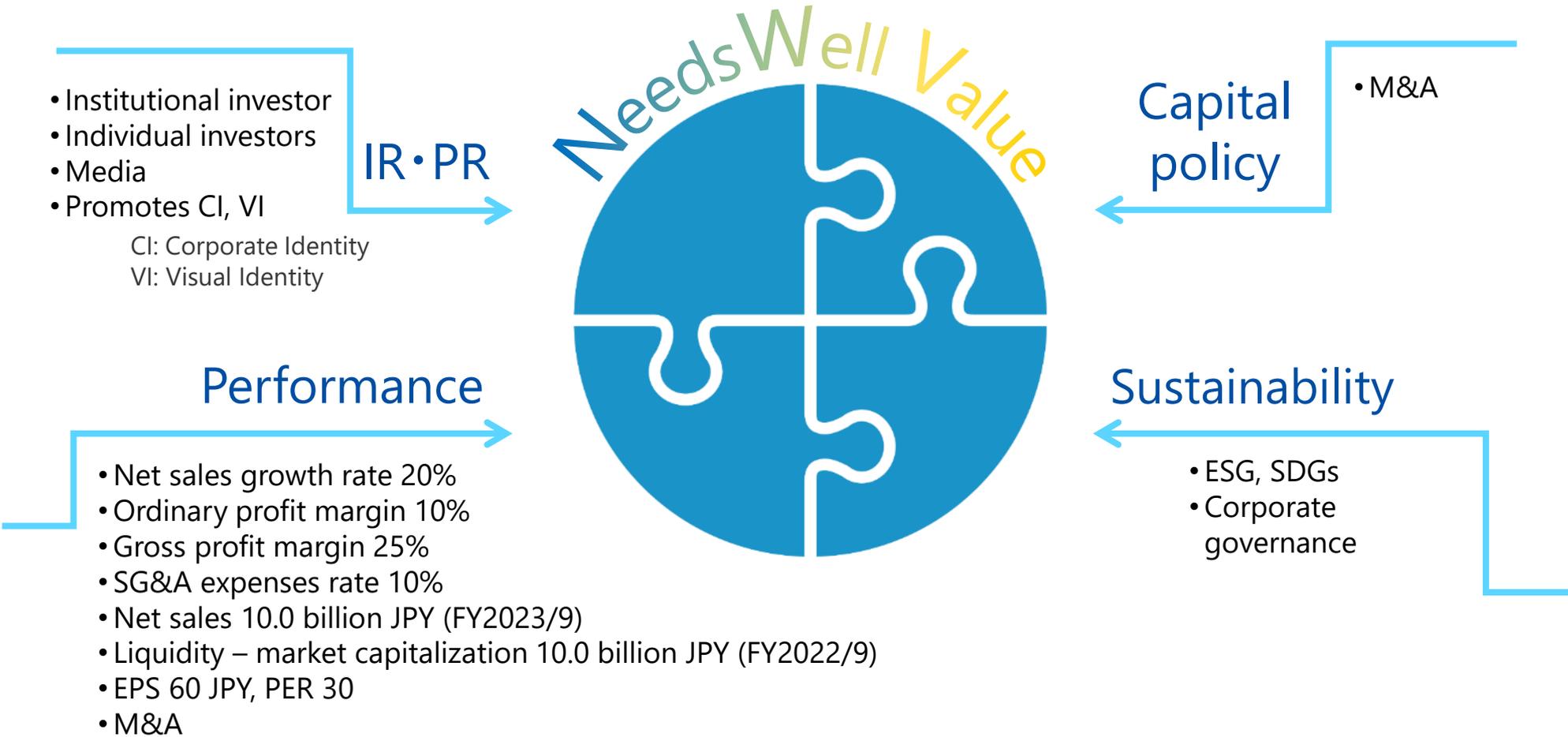
FY2020/9

## 3.6) Growth strategy



### 3.6) 1 Promote improvement of corporate value i

Promote our management philosophy of  
 “Contributing Broadly to the Economy and Society”  
 through improvement of the NeedsWell Value



## 3.6) 1 Promote improvement of corporate value ii

Proactively pursue M&A, capital and business alliances, and the development of collaborative relationships

Expanding **sales channels, orders, products, and engineers** for further growth

Feb. 2020	Capital and business alliance	ITFOR Inc.	Utilize engineers from both companies to secure personnel for development projects. Develop new customers.
Mar. 2020	Core partner	Meiji Yasuda Life Insurance Company, Meiji Yasuda System Technology Limited	Build strong partnerships over the future and maintain development engineers for a long-term.
Dec. 2020	Collaboration	Logi Revo Co., Ltd. Office FA.com Co., Ltd.	Propose new logistics business offering comprehensive services ranging from WMS installation to automated warehouses and operation / maintenance.
Mar. 2021	Capital and business alliance	Souken-sys Inc.	Receive the supply of development personnel and strengthen orders for development projects in the areas that Souken-sys specializes in.
Jul. 2021	Capital and business alliance	Canon IT Solutions Inc.	Expand development projects, support orders, and train engineers using a low-code development tool WebPerformer.
Sep. 2021	Business alliance	CONEXIO Corporation	Develop two-stop business through collaboration with different industries. Aim to expand the customer base.
Oct. 2021	Share acquisition	Zeroichi Production Co., Ltd.	Acquired 70% of Zeroichi Production's outstanding shares to expand the trading base in contract development for the construction sector and the MVNO business.
Nov. 2021	Business alliance	Ascentech K.K.	Sell, install, and maintain solutions for building telework environment. through mutual cooperation.
Feb. 2022	Capital and Business alliance	Ascentech K.K.	Collaborative development of a new hybrid VDI (virtual desktop) platform that can be freely configured for the cloud, on-premise, Windows, and Linux
Jul. 2022	Equity investment	Souken-sys Inc.	Increase orders for development projects in the areas of Souken-sys's specialty by receiving provided development personnel. Currently holds 33.3% of the company's total outstanding shares through additional investment.
Jul. 2022	Business alliance	Sakura Information Systems Co.,	Expand areas for collaboration such as finance/payment, public infrastructure/ energy, and IT infrastructure, share knowledge, and strengthen our project capacity.

## 3.6) 2 Expand Logistics Businesses

With the growing needs of an Internet-based society, IT resolves issues in logistics warehouses facing labor shortages

Warehouse Management System  realizes 3 smart aspects

### Manpower-saving, paperless system

- Improvement of operations at worksites with the use of handy terminals
- Elimination of paper from a series of tasks in warehouses
- Work with robots

### Visualization of issues

- Productivity improvement with advanced analytical functions
- Optimization of staffing in warehouses
- Improve the loading rate of delivery vehicles



### Easy-to-operate system

- Uniform operability to prevent input errors
- Search items can be freely set by each person in charge

Quickly accommodate requests ranging from WMS installation to automated warehouses and operation / maintenance



## 3.6) 3 Expand AI Business

### Expand AI Business by expanding the Work AI lineup

\* Work AI is a general term for **industry-specific AI solutions** developed to support corporate DX by utilizing know-how in integration for AI, RPA, etc.

#### Work AI



#### AI Remote Education **Speak Analyzer**

Quantitative visualization of business talks with numerical values and graphs.

AI comparison of information with top performing models to provide feedback on points needing improvement.

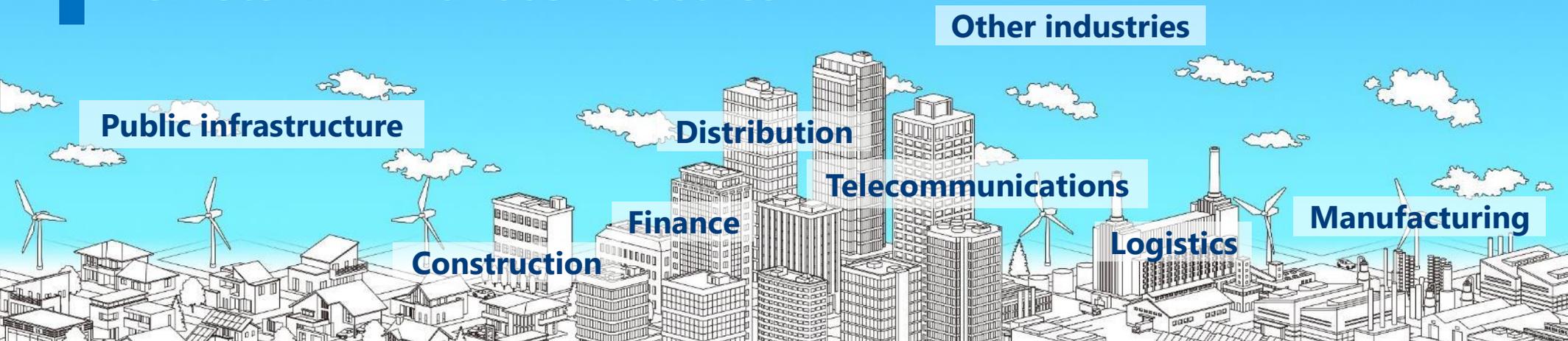


#### AI automation of rough estimation of parts and materials

#### **Es Prophetter**

Aiming at the automation and accuracy improvement of rough estimation of parts and materials in the construction industry.

### Promote DX in various industries



## 3.6) 4 Expand nearshore development

Nagasaki Development Center aims to maintain  
**100 employees** in FY2024/9

Utilize nearshore bases to acquire highly competent personnel and provide solutions for labor shortages

### Nearshore utilization

- Expand nearshore development system by accepting orders for out-of-office projects
- Promote transition from dispatch and residential styles while standardizing nearshore development

### Personnel acquisition

- Recruiting and training highly competent engineers who seek local employment
  - Recruiting from local universities
  - Recruiting U-turn and I-turn personnel



## 3.6) 5 Establish business foundation

Establishing a business foundation for stable development into the future as a listed company

### Business Systems SI

- Expand into the **financial** sector by accumulating business knowledge and training highly-skilled engineers
- New development into the **logistics** sector

### Infrastructure Services

- **Coordinate with Business Systems SI** for total orders

### Connected Systems

- Strengthen **connected** technology in addition to specialization in automobiles and medical equipment

▶▶▶ Service line composition

Service lines that **establish the business foundation**

**Business Systems  
SI**

**Infrastructure  
Services**

**Connected Systems**

+

Service line that **accelerates business expansion and increases added value**

**Solutions/Products,  
etc.**

## 3.6) 6 Expand Solutions Business

Expanding the Solutions Business to accelerate business expansion and increase added value

Net sales composition ratio target **15.0%** in FY2023/9 (FY2021/9 results: 10.8%)

### Expansion strategy

✓ Provide DX centered on  **ITリエンジニアリング**  
IT Re-engineering Service  
**solutions from Needs Well**

Coordinating peripheral systems based on ERP

- Improve productivity by introducing electronic contracts and approvals
- Paperless accounting department in preparation for the Revised Preservation of Electronic Records Act
- Improve productivity by making general affairs and year-end tax adjustment work paperless
- Build a secure telework environment
- Improve business efficiency by centralizing user authentication for multiple systems



✓ Provide Invoice PA  CoNeCt  imPaC 'N-navi', related with SAP Concur

✓ Provide collaboration solutions RPA tools and business chat tools 'Chat Director'

✓ Provide solutions FAQ and search for documents  Chat Document

## 3.6) 7 Increase direct sales to end users

Stabilize orders and improve profitability, maintain and expand end user direct sales ratio to **over 50%**

### Maintain and expand existing users

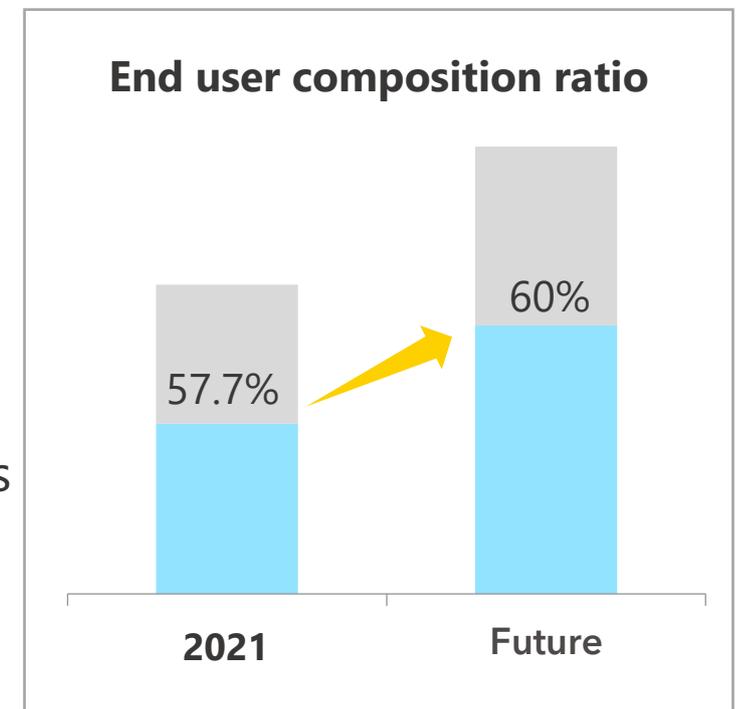
- Secure repeat customers
- Train highly skilled engineers and expand the scope of expertise sectors
- Cultivate new sectors of expertise

### Cultivate new users

- Horizontal expansion by introducing Needs Well's development results and business know-how to new companies that are similar to existing users
- Develop with various solution products

### Develop new users by expanding solutions business

- Focus on Solution Business with a high ratio of sales to end users





1. 2022/9 3Q Financial report summary



2. 2022/9 Results forecast



3. Growth strategy



4. Reference



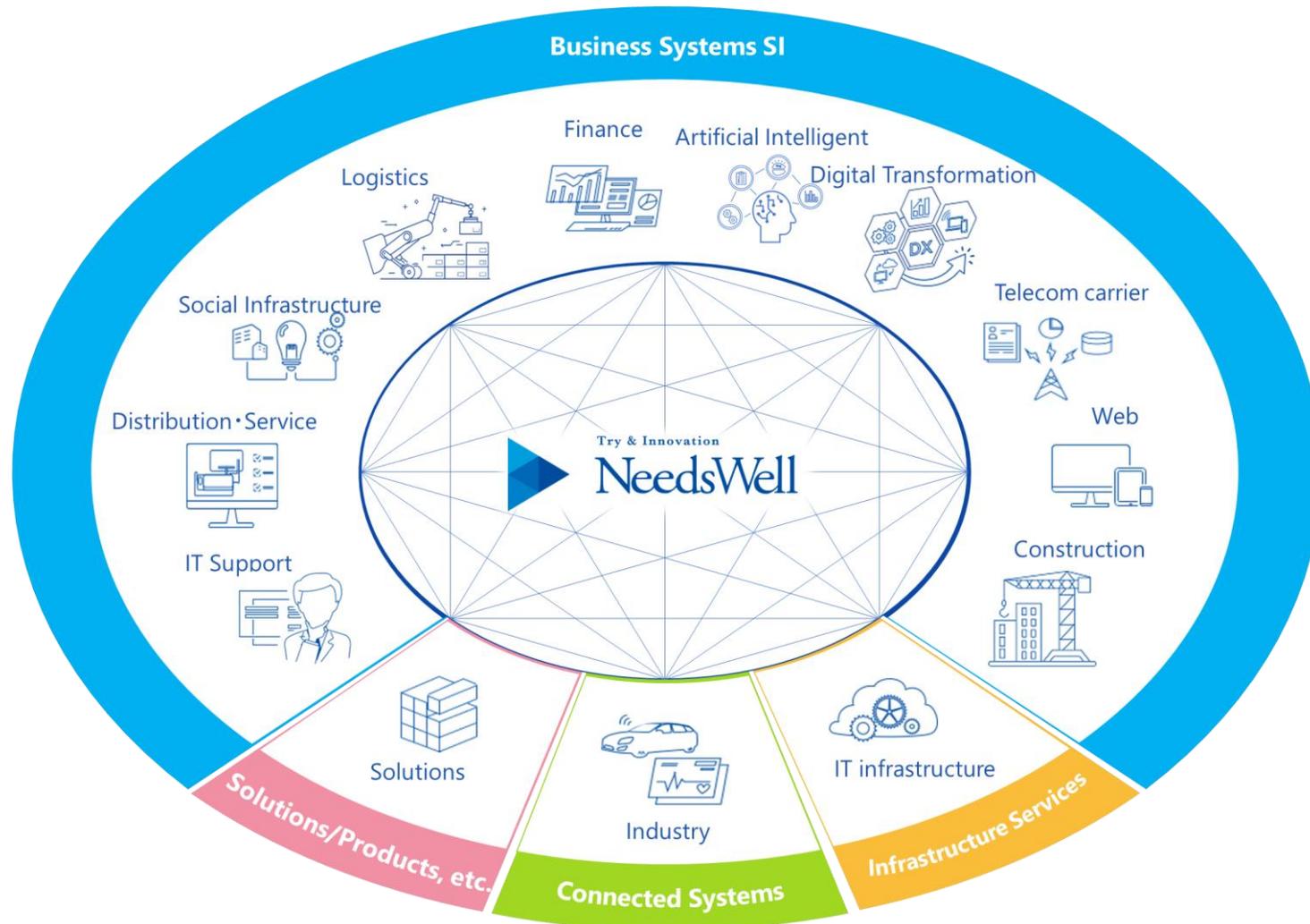
## 4.1) Company profile

As of September,2021

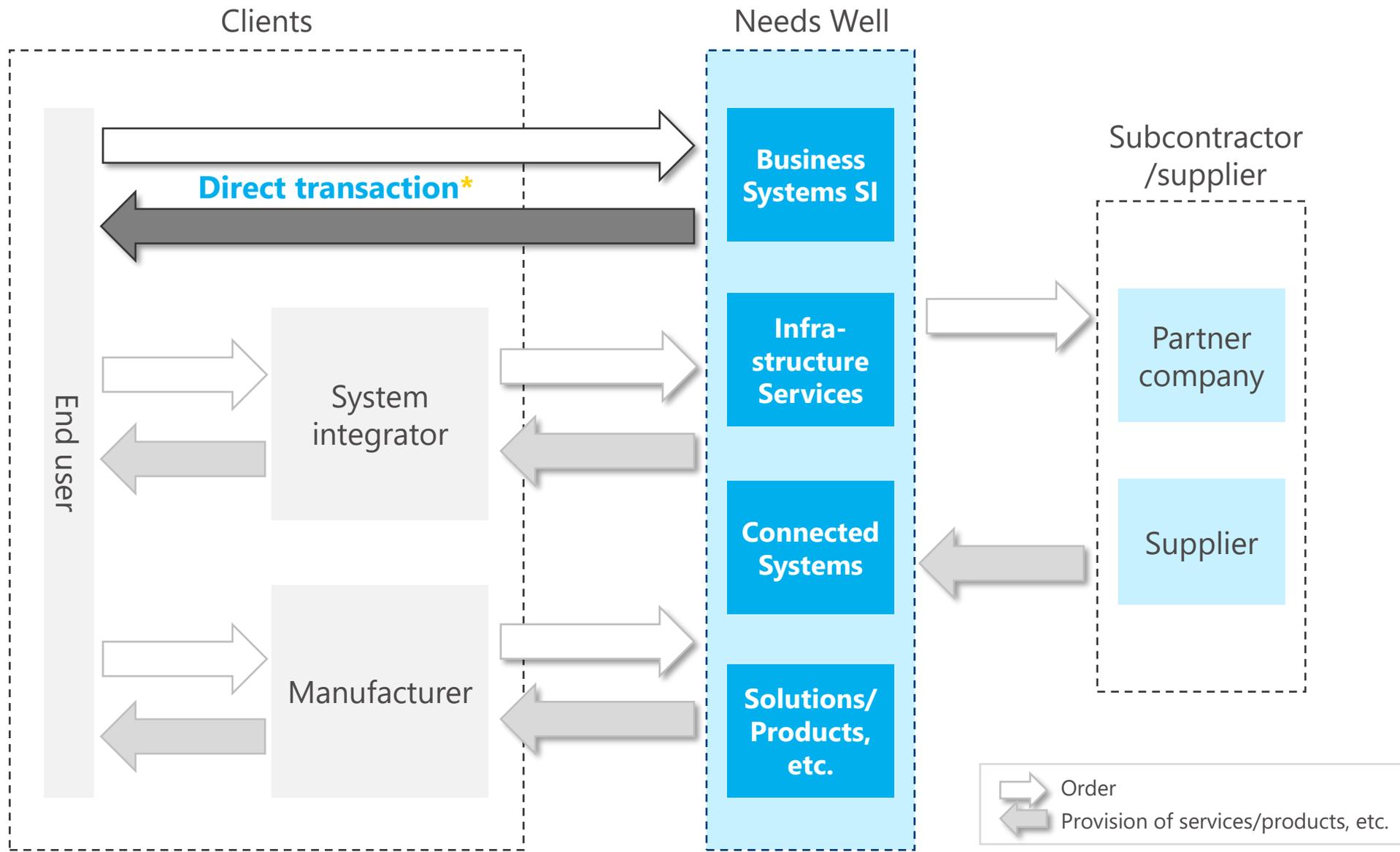
Company Name	Needs Well Inc		
Head Office	13F, New Otani Garden Court, 4-1 Kioi-cho, Chiyoda-ku, Tokyo, 102-0094 Japan		
Office	<ul style="list-style-type: none"> <li>- Shinjuku Office : 5F, South Tower, 13-15 Tomihisa-cho, Shinjuku-ku, Tokyo, 162-0067 Japan</li> <li>- Nagasaki Office: 5F, Meijiyasudaseimei Nagasakikozenmachi building, 2-21 Kozen-machi, Nagasaki-shi, Nagasaki, 850-0032 Japan</li> </ul>		
Contact	TEL: +81-3-6265-6763 FAX: +81-3-6265-6764 URL: <a href="https://www.needswell.com">https://www.needswell.com</a>		
Representative	President and CEO <b>Kozo Funatsu</b>		
Established	October 1, 1986	Stock Listing	Tokyo Stock Exchange, Prime Market (3992)
Paid-in Capital	907 million JPY	Net sales	5,752 million JPY
Number of Employees	582 As of April,2022		
Qualification	Worker dispatch business Privacy mark	ISO27001 (ISMS) Certified ISO9001 (QMS) Certified	
Board of Directors As of April,2022	President and CEO <b>Kozo Funatsu</b> Executive Director <b>Nobumasa Goto</b> Director <b>Keiho Akiyama</b> Director <b>Kazuhiro Shinohara</b> Director <b>Hajime Matsuoka</b> Director <b>Hiroki Yanagawa</b> <input type="checkbox"/> E <input type="checkbox"/> I Director <b>Hideaki Sakaue</b> <input type="checkbox"/> E <input type="checkbox"/> I Director <b>Mamoru Yasuoka</b> <input type="checkbox"/> E <input type="checkbox"/> I	Audit & Supervisory Board Member <b>Kazuhiko Kato</b> Audit & Supervisory Board Member <b>Kotaro Niwa</b> <input type="checkbox"/> E <input type="checkbox"/> I Audit & Supervisory Board Member <b>Shigeru Sato</b> <input type="checkbox"/> E <input type="checkbox"/> I	
		E : External officer I : Independent officer	

## 4.2) Business fields

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



## 4.3) Business system diagram



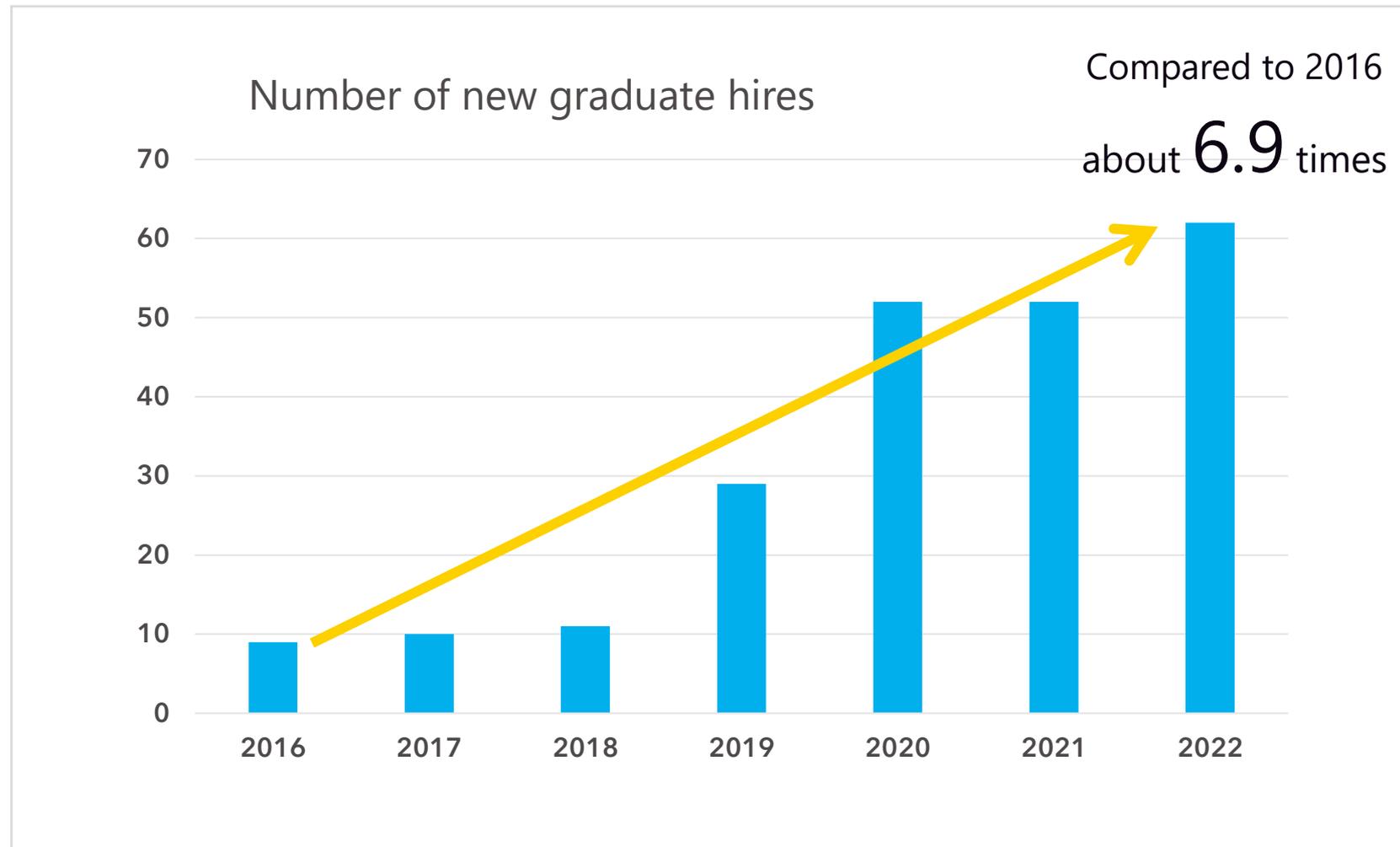
\* High level of **direct transactions with end users** (approx. **57.7%** of all sales)

## 4.4) Personnel development

### 1 Strengthening new graduate hires

Hire new graduates and develop professional human resources

Aim to pass on corporate philosophy and culture and enhance engagement

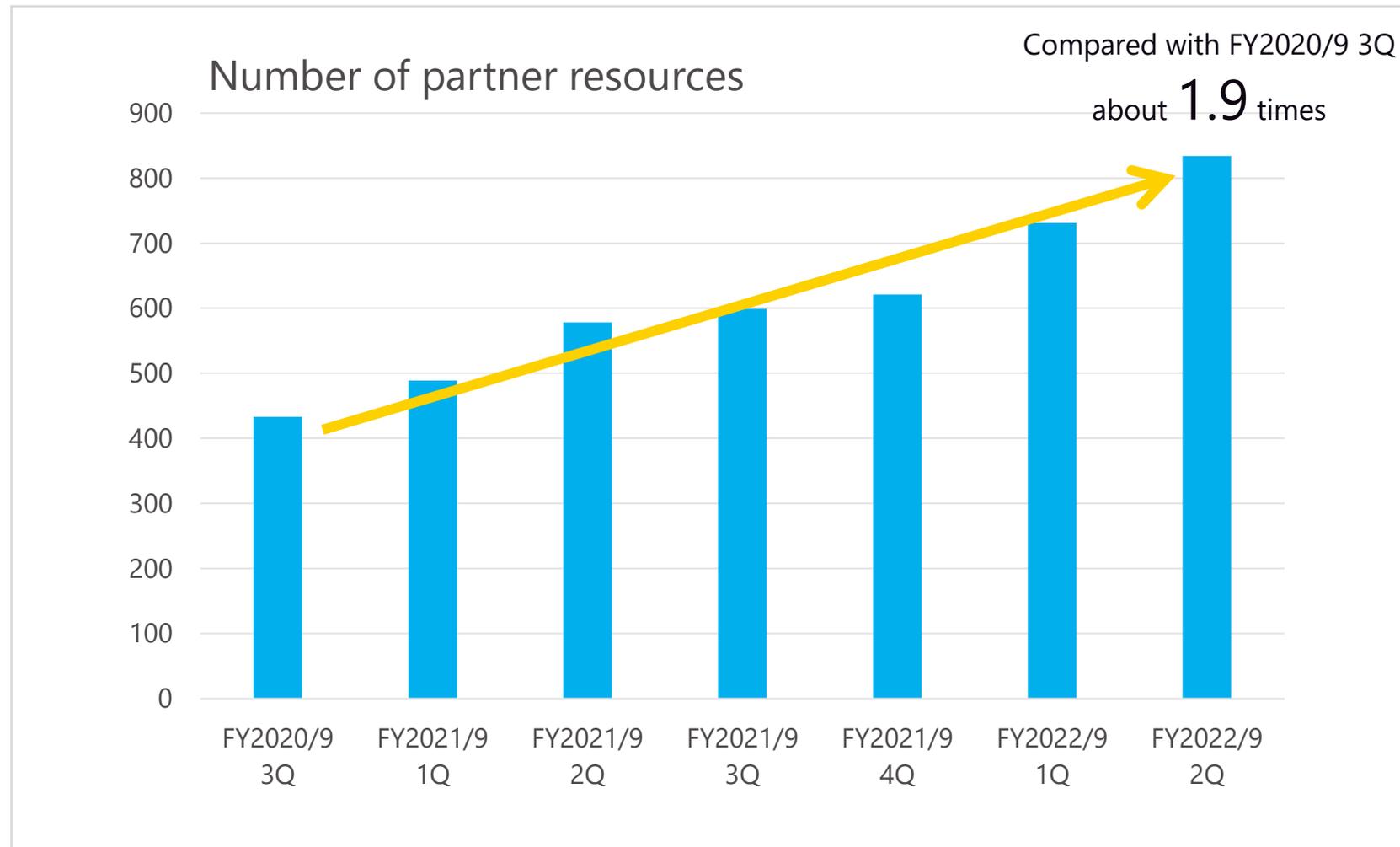


## 4.4) Personnel development

### 2 Strengthening collaboration with partners

Strengthen cooperation with core partners to develop and aim for prosperous coexistence

Shared strategies / long-term trust / stable transactions



## 4.5) 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 by 2024

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 by 2024 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

Assist client companies in realizing and promoting DX to overcome the "2025 Digital Cliff" by building platforms using AI technology, providing systems, analyzing data, saving labor through RPA integration, etc. Contribute to **building the industrial foundation of a digital society**.



### 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.



## 4.5) 2 Initiatives supported by systems and activities

### Work style reform & personnel development

- 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

### Increase ratio of female employees and managers

Target female manager ratio: 30%, target female employee ratio: 30%

### AI education for students

Arrange AI programming experiences and 5 day/3 week 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 - 2022)

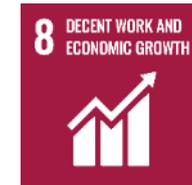
### Donate to assistance programs for repaying student loans

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>



## 4.6) Business results 1

### Net sales

Unit : million yen



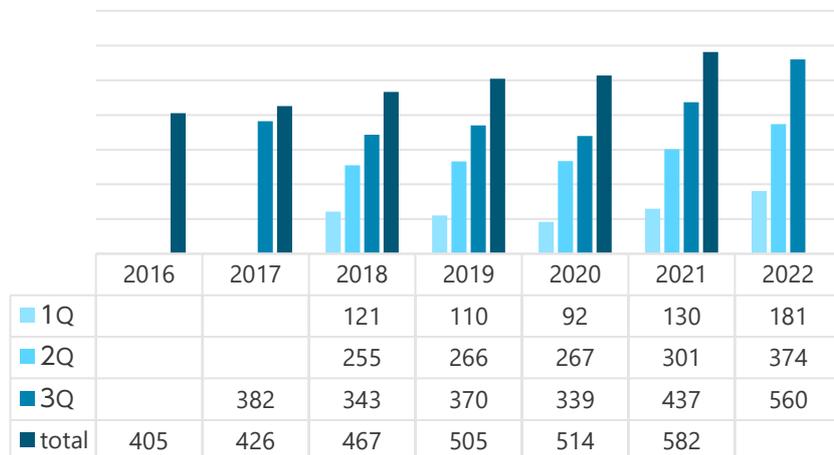
### Operating profit

Unit : million yen



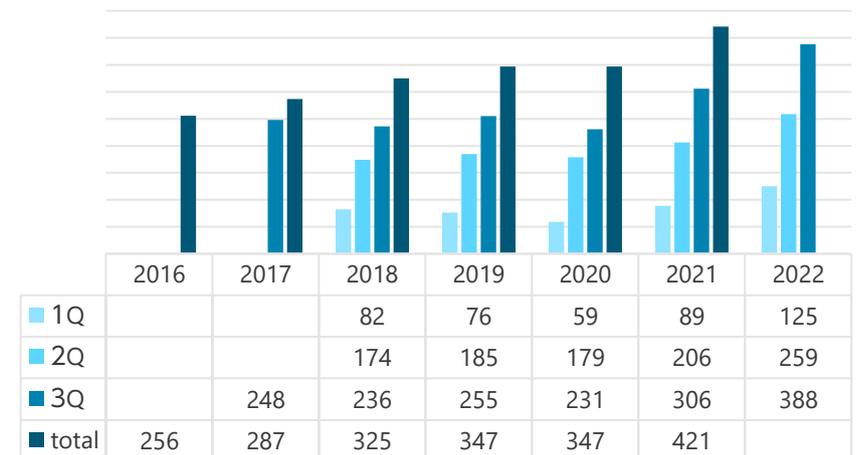
### Ordinary profit

Unit : million yen



### Profit

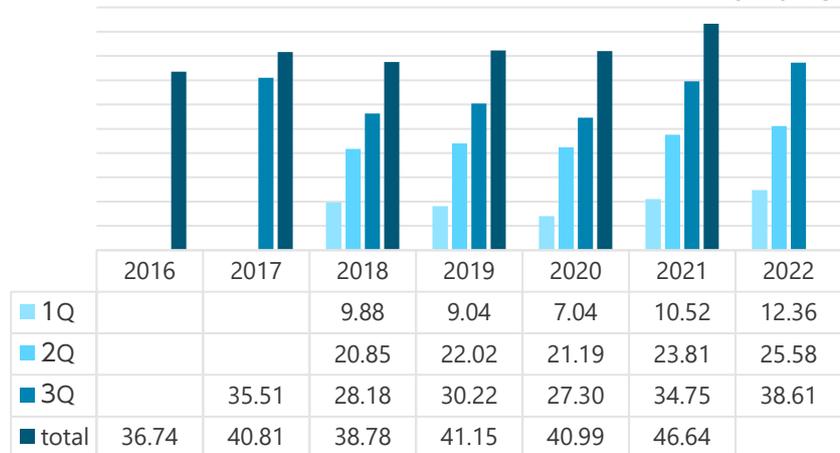
Unit : million yen



## 4.6) Business results 2

### Profit per share

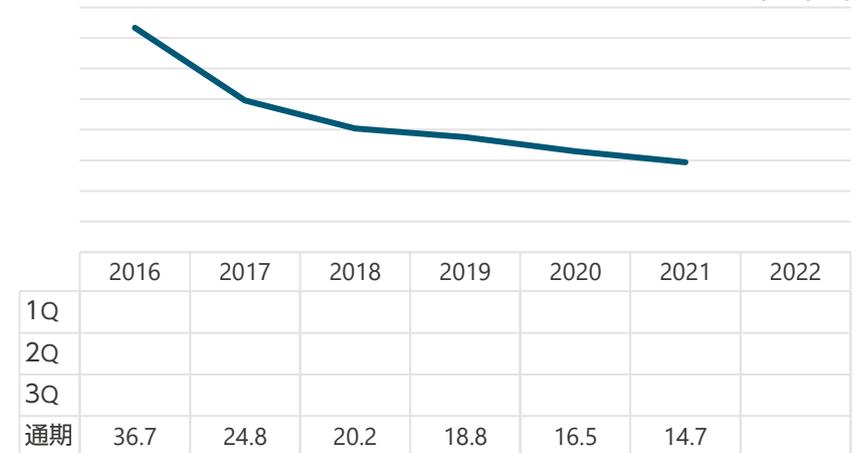
unit: Yen



\* Figures are after split adjusted as of May 12, 2017 ratio of 100 shares per share, as of Apr 1, 2018 ratio of 2 shares per share, as of Jan 1, 2019 ratio of 2 shares per share.

### ROE

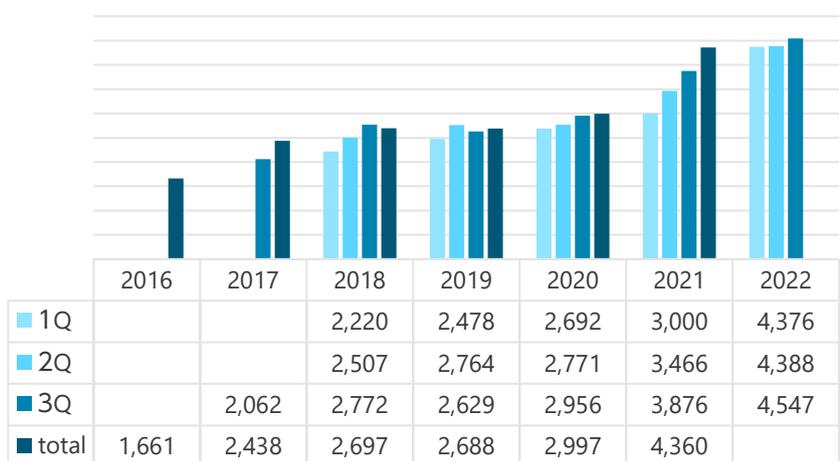
unit:%



\* This index is updated every year

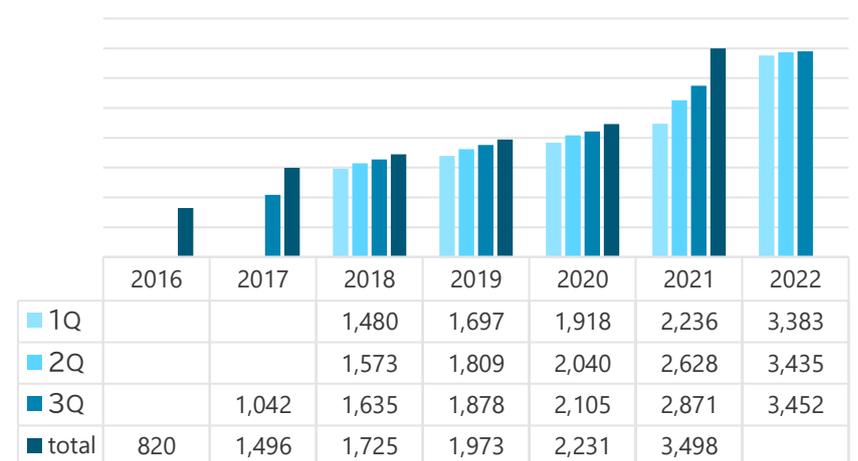
### Total assets

Unit: million Yen



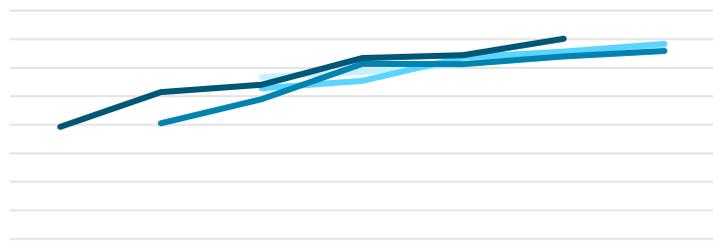
### Net assets

Unit: million Yen



## 4.6) Business results 3

### Capital adequacy ratio unit:Yen

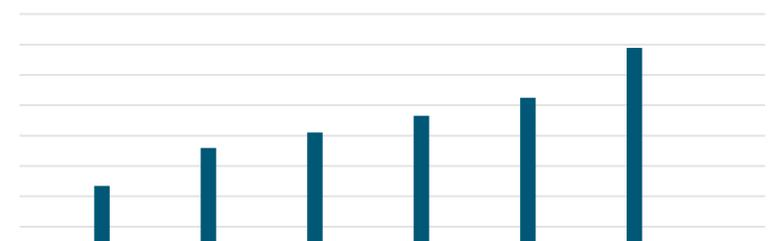


	2016	2017	2018	2019	2020	2021	2022
1Q			66.7	68.5	71.3	74.5	77.3
2Q			62.8	65.4	73.6	75.7	78.3
3Q		50.5	59.0	71.4	71.2	74.0	75.9
total	49.3	61.4	64.0	73.4	74.5	80.2	

\* 2Q is total of 1Q and 2Q

\* 3Q is total of 1Q to 3Q

### Net assets per share unit:Yen



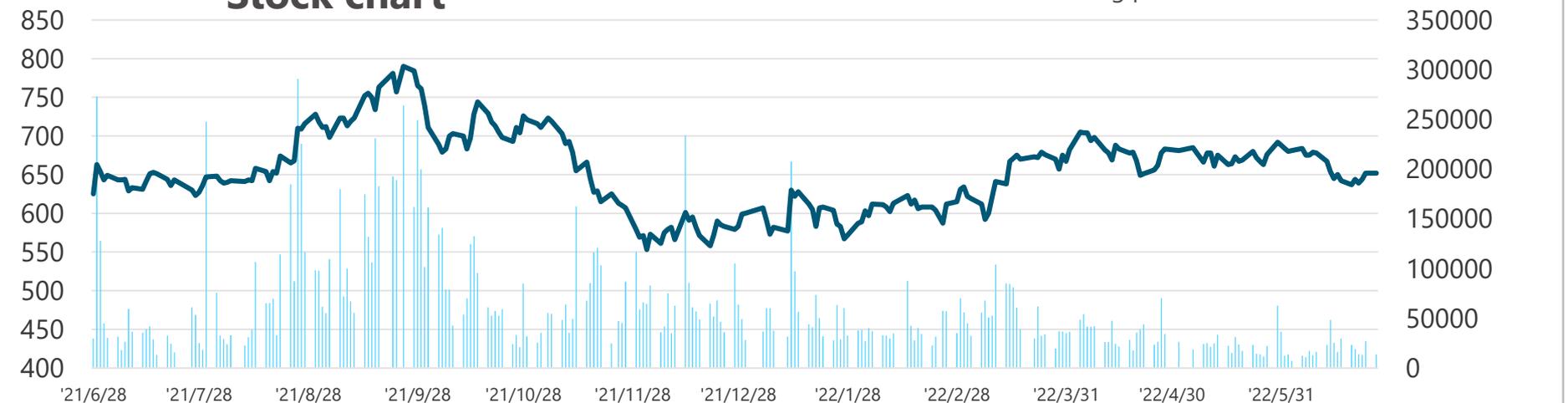
	2016	2017	2018	2019	2020	2021	2022
1Q							
2Q							
3Q							
total	117.21	179.63	204.99	232.63	262.41	344.60	

\* Figures are after split adjusted as of May 12, 2017 ratio of 100 shares per share, as of Apr 1, 2018 ratio of 2 shares per share, as of Jan 1, 2019 ratio of 2 shares per share.

\* This index is updated every year

Stock price : yen

### Stock chart



■ Volume ■ closing price

Volume:shares

350000  
300000  
250000  
200000  
150000  
100000  
50000  
0

'21/6/28 '21/7/28 '21/8/28 '21/9/28 '21/10/28 '21/11/28 '21/12/28 '22/1/28 '22/2/28 '22/3/31 '22/4/30 '22/5/31



NeedsWell  
Try & Innovation

- All statements described herein have been prepared by Needs Well based on the currently available information.
- Actual results may differ from forecasts due to various factors in the future.

Corporate Communication Division e-mail: [ir-contact@needswell.com](mailto:ir-contact@needswell.com)