

Tokyo Stock Exchange Prime Market: Securities Code 3992

Needs Well Inc.

Financial Results

for the First Quarter of Fiscal Year 2023 **(October 1, 2022 – December 31, 2022)**

February 10, 2023



NeedsWell
Try & Innovation



1. 2023/9 1Q Financial report summary



2. 2023/9 Results forecast



3. Growth strategy



4. Reference



Needs Well has transitioned to consolidated accounting from the current fiscal year (FY2023/9).

“Year-on-year” ratio in this document is calculated by comparison with the figures of non-consolidated financial results for the same period of the previous year.

1.1) Financial highlights

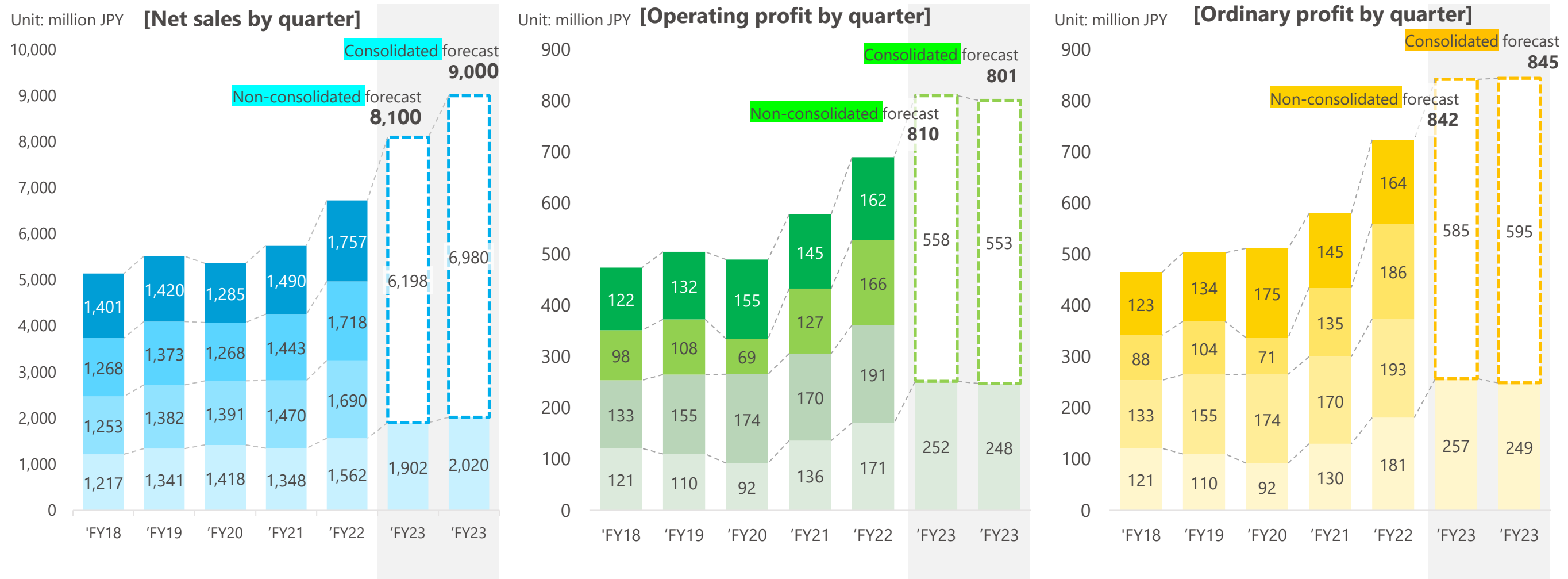
With transition to consolidated accounting, significant increase in both net sales and profit year-on-year, showing a strong **trend of expansion** on a non-consolidated basis, as well as on a consolidated basis

- ✓ Expanded sales channels and reinforced **the customer base** through active capital and business alliances and business alliances
- ✓ Steady growth in **projects for DX** of life insurance companies and **projects for medical care**
- ✓ **All-in contracts** increased in security-related projects for social infrastructure
- ✓ **The Solutions Business** gave momentum to our growth, driven by a paperless work environment, telework, the revised Preservation of Electronic Records Act, and the invoice system

Accounts	Amount Unit: million JPY	YoY (%)	Profit ratio (%)	Notes
Net sales	2,020	129.3%	—	
Operating profit	248	145.6%	12.3%	Amortization of M&A goodwill 12 million JPY
Ordinary profit	249	137.9%	12.4%	
Profit attributable to owners of parent	167	133.4%	8.3%	

1.2) Trends/comparison by FY

Quarterly net sales, operating profit, and ordinary profit **reached new highs** since establishment even on a non-consolidated basis

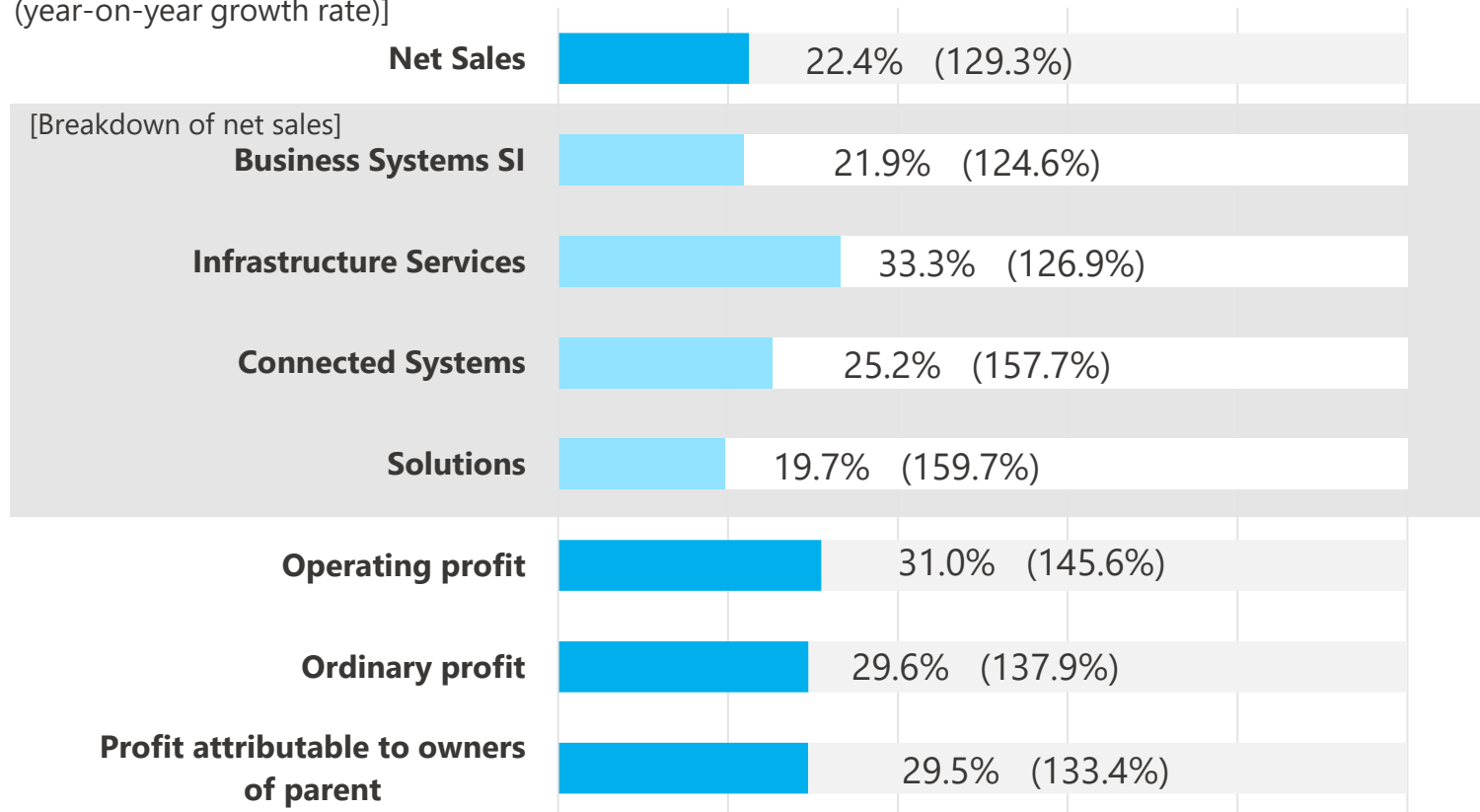


1.3) Performance progression rate, growth Rate

Secured **high growth rate** year-on-year of **124% to 159% (YoY)** in all services

- ✓ Progression rate of net sales is 22.4%, expecting expansion from 2Q onward
- ✓ Profit progressing rapidly at a ratio of 34% to 37%, and **upward revision of results will be considered** depending on the situation in 2Q onward

[Performance progression rate
(year-on-year growth rate)]



Business Systems SI

Progression rate 21.9 %, **Growth rate** 124.6%

Steady growth has been seen due to growth in projects for life insurance companies and the addition of sales from a newly consolidated subsidiary.

Infrastructure Services

Progression rate 33.3 % **Growth rate** 126.9 %

All-in contracts increased in security-related projects for social infrastructure.

Connected Systems

Progression rate 25.2 % **Growth rate** 157.7 %

We have continued stable development for projects for medical care.

Solutions

Progression rate 19.7 % **Growth rate** 159.7 %

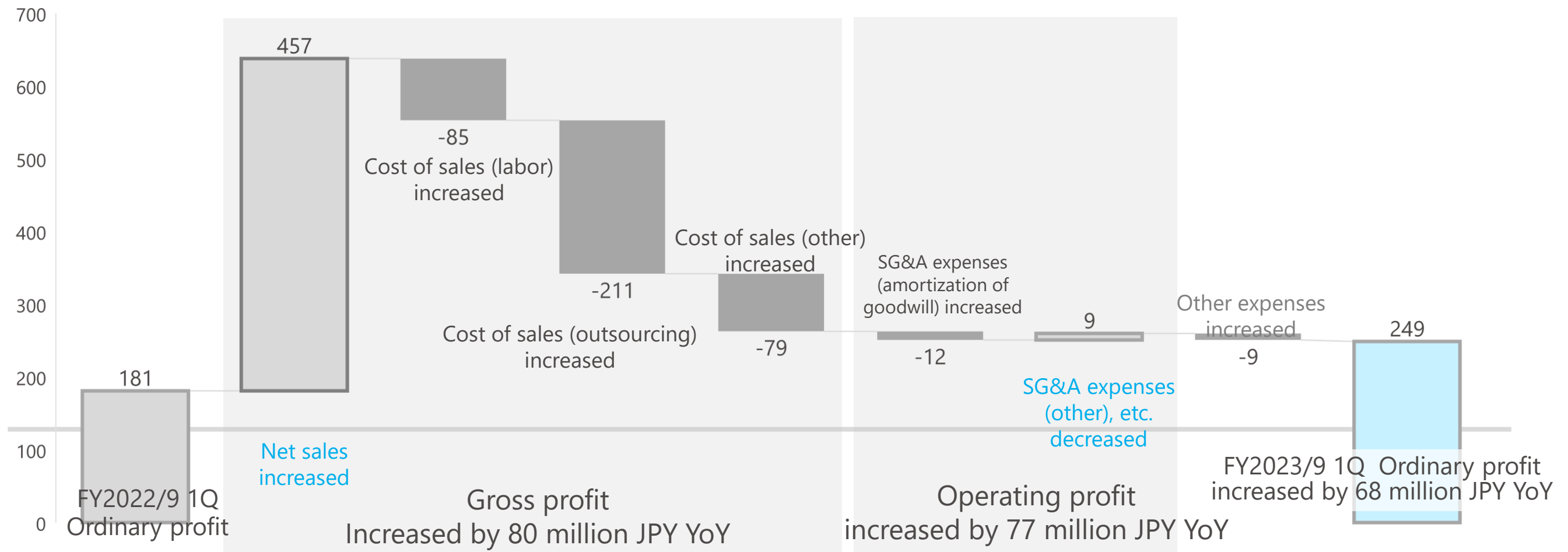
Invoice PA , a unique solution for expense management, and RPA remained strong. We aim to further expand the business in the next fiscal year by introducing new solutions.

1.4) Ordinary profit analysis

Operating profit **increased 45.6% year-on-year** and ordinary profit **increased 37.9% year-on-year**, showing strong growth

- ✓ **Gross profit** increased by 80 million JPY (+21.6% year-on-year) due to increased orders and acquisition of high-value-added projects.

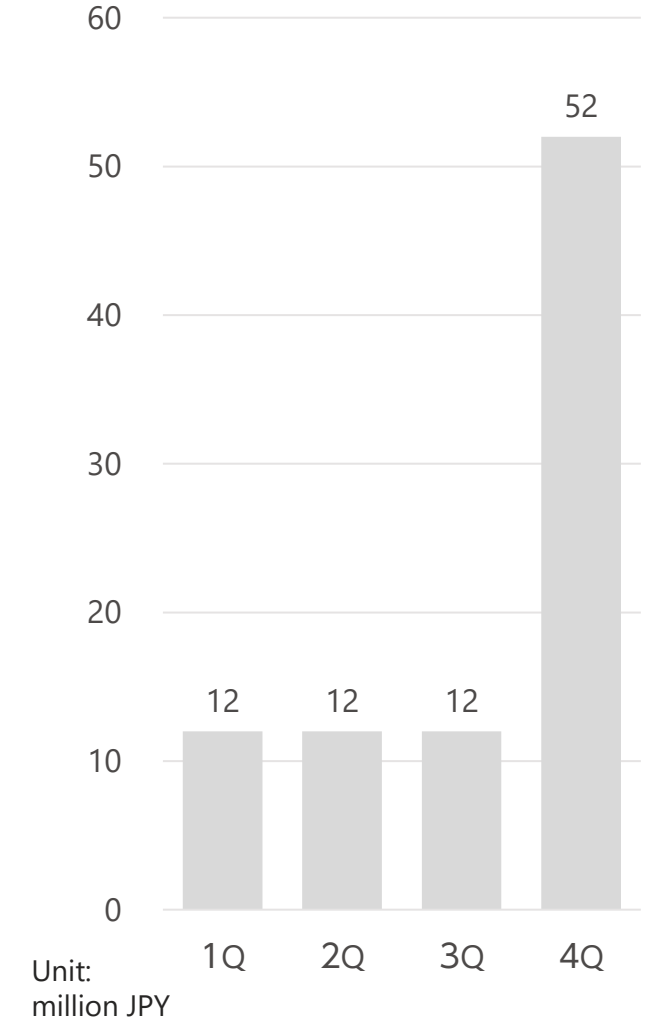
Unit: million JPY



1.5) Profit & loss statement

Unit: million JPY	FY2022/9 1Q Financial Results		FY2023/9 1Q Financial Results				
	Result	Net Sales	Result	Net Sales	Year-on-year		
Net sales	1,562	-	2,020	-	129.3%	22.4%	9,000
Business Systems SI	1,195	76.5%	1,490	73.8%	124.6%	21.9%	6,818
Infrastructure Services	167	10.7%	212	10.5%	126.9%	33.3%	639
Connected Systems	40	2.6%	63	3.1%	157.7%	25.2%	251
Solutions	158	10.2%	253	12.6%	159.7%	19.7%	1,288
Gross profit	373	23.9%	454	22.5%	121.6%	-	-
amortization of goodwill	-	-	12	0.6%	-	-	-
others	202	13.0%	192	9.5%	95.1%	-	-
SG&A expenses	202	13.0%	205	10.2%	101.5%	-	-
Operating profit	171	10.9%	248	12.3%	145.6%	31.0%	801
Non-operating profit	10	0.7%	1	0.1%	15.3%	-	-
Non-operating expenses	0	0.0%	0	0.0%	451.4%	-	-
Ordinary profit	181	11.6%	249	12.4%	137.9%	29.6%	845
Share of loss (profit) of entities accounted for using equity method	-	-	0	0.0%	-	-	-
Profit attributable to owners of parent	125	8.0%	167	8.3%	133.4%	29.5%	567

Scheduled amortization of goodwill



1.6) Balance sheet

✓ Equity ratio is 71.8% (5.6pts decrease from the end of FY2022/9 on a non-consolidated basis)

*Selection of significant entries only		FY2022/9	FY2023/9 1Q	
Unit: million JPY		Result	Result	Year-on-year
Assets	Cash and deposits	2,609	2,295	-313
	Accounts receivable - trade and contract assets	1,163	1,389	226
	Prepaid expenses	72	41	-30
	Others	0	-1	0
	Total current assets	3,844	3,725	-119
	Buildings, net	29	28	0
	Software	81	76	-5
	Software in progress	3	8	5
	goodwill	-	390	390
	Investment securities	236	228	-8
	Shares of subsidiaries and associates	107	54	-53
	Deffered tax assets	136	147	11
	Leasehold and guarantee deposits	83	85	1
	Insurance funds	76	76	0
	Other	9	20	10
Total non-current assets		764	1,116	352
Total assets		4,608	4,841	233

*Selection of significant entries only		FY2022/9	FY2023/9 1Q	
Unit: million JPY		Result	Result	Year-on-year
Liabilities	Accounts payable - trade	213	491	277
	loans	-	20	20
	Accounts payable - others	150	216	66
	Accrued corporate tax, etc.	180	99	-81
	Accrued consumption taxes	90	131	41
	Deposits received	44	142	98
	Provision for bonuses	343	185	-158
	Others	15	16	0
	Total current liabilities	1,038	1,302	264
	loans	-	43	43
Equity	other	-	14	14
	Total non-current liabilities	0	57	57
	Total liabilities	1,038	1,360	322
Equity	Share capital	908	908	0
	Legal capital surplus	764	764	0
	Retained earnings brought forward	2,072	1,983	-89
	Treasury shares	-200	-200	0
	Valuation difference on available-for-sale securities	24	19	-5
Total net assets		3,570	3,480	-89
Total liabilities and net assets		4,608	4,841	233



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2.1) Transition to consolidated accounting

Transition to **consolidated accounting** from October 2022 with Needs Well's inclusion of subsidiaries and an equity-method affiliate



Needs Well Inc.
Business Systems SI, Infrastructure Services, Connected Systems, Solutions

[Consolidated subsidiaries]



Zeroichi Production Co., Ltd.
Contract development for construction sector,
MVNO-related business



BO STUDIO Inc.
Web design, consulting, digital marketing



KOMSOFT Inc.
Financial system & web-related system development

[Equity-method affiliate]

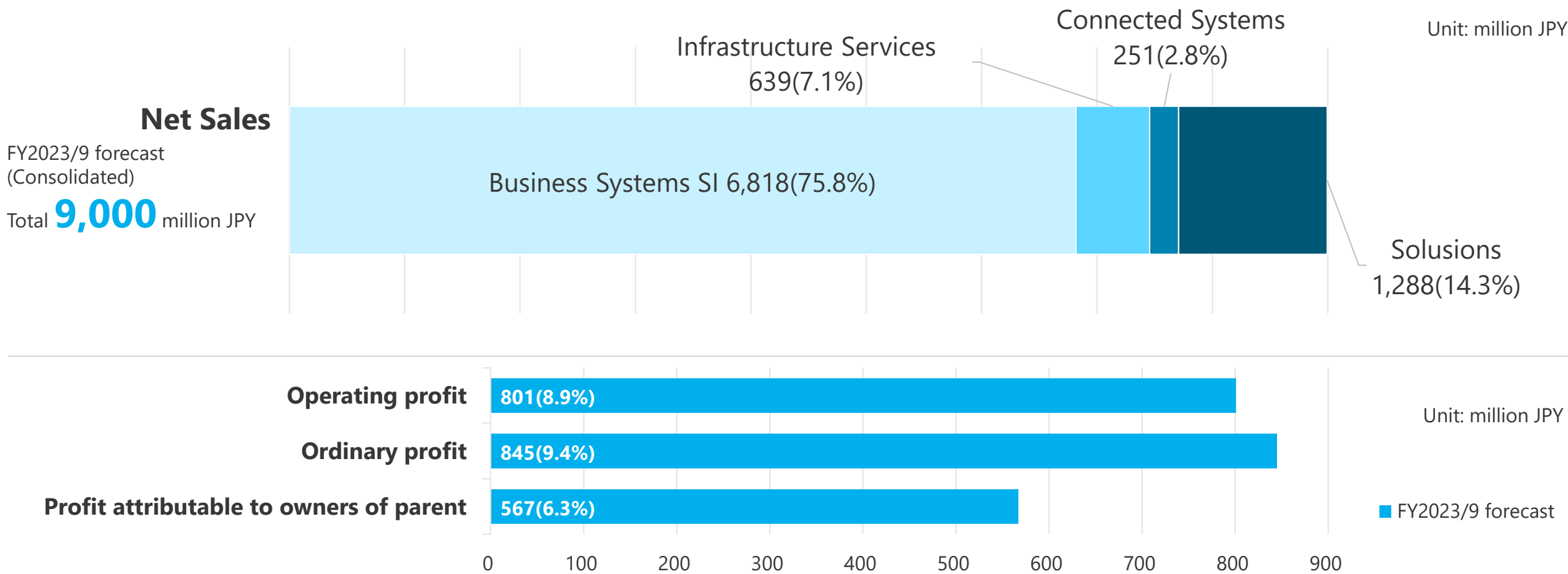


Souken-sys Inc.
Core system, app, e-commerce site & cloud-based development

2.2) Forecast (Consolidated)

Toward achieving the Medium-Term Management Plan Targets of
Net sales: 10.0 billion JPY & Ordinary profit: 1.0 billion JPY

Needs Well will continue efforts throughout FY2023/9 to **expand existing businesses** and **conclude M&A contracts at a pace that exceeds forecasts**



2.3) Medium-Term Management Plan: Present situation & measures

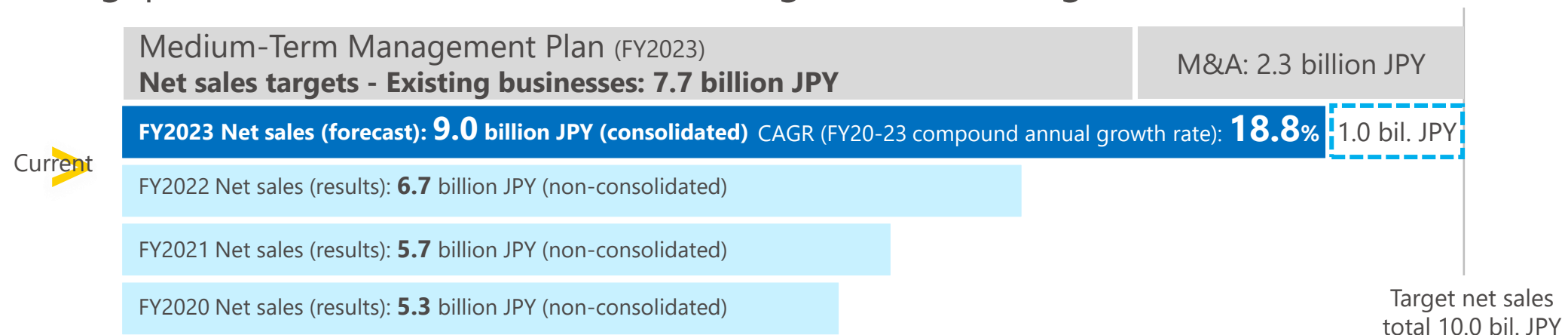
Medium-Term Management Plan Targets for FY2023/9

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

Present
situation

While existing businesses are steadily expanding to exceed the target of 7.7 billion JPY, we are facing issues in the scale of concluding M&A contracts

With current FY2023 forecast for net sales of **9.0 billion JPY**, measures necessary to cover gap in relation to Medium-Term Management Plan target for net sales of **10.0 billion JPY**



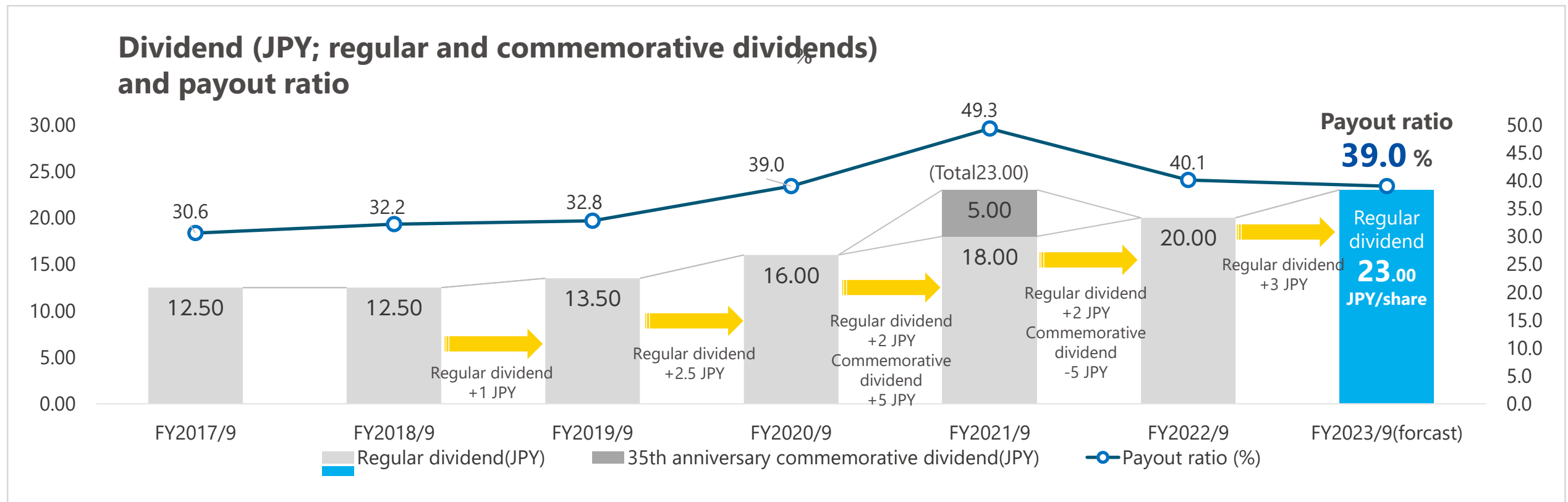
Measures
& revisions

- 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

2.4) Dividends and shareholder returns

FY23/9 forecast Dividend per share: **23.00 JPY/share** **3 JPY increase** in **regular dividend**

In addition to shareholder returns, we will work to increase employee salaries and bonuses in seeking economic growth and securing talent.



* 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.



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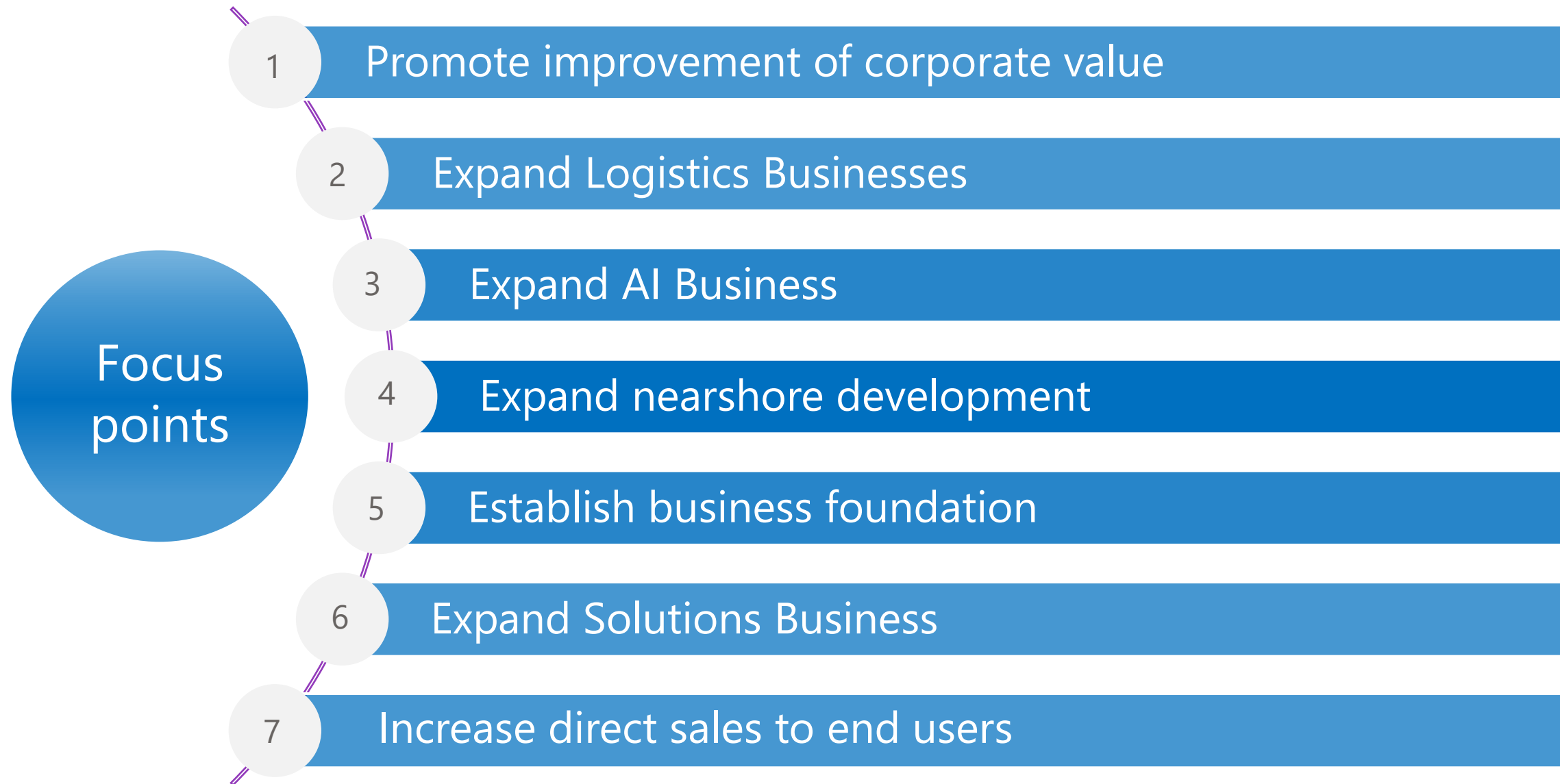


3. Growth strategy



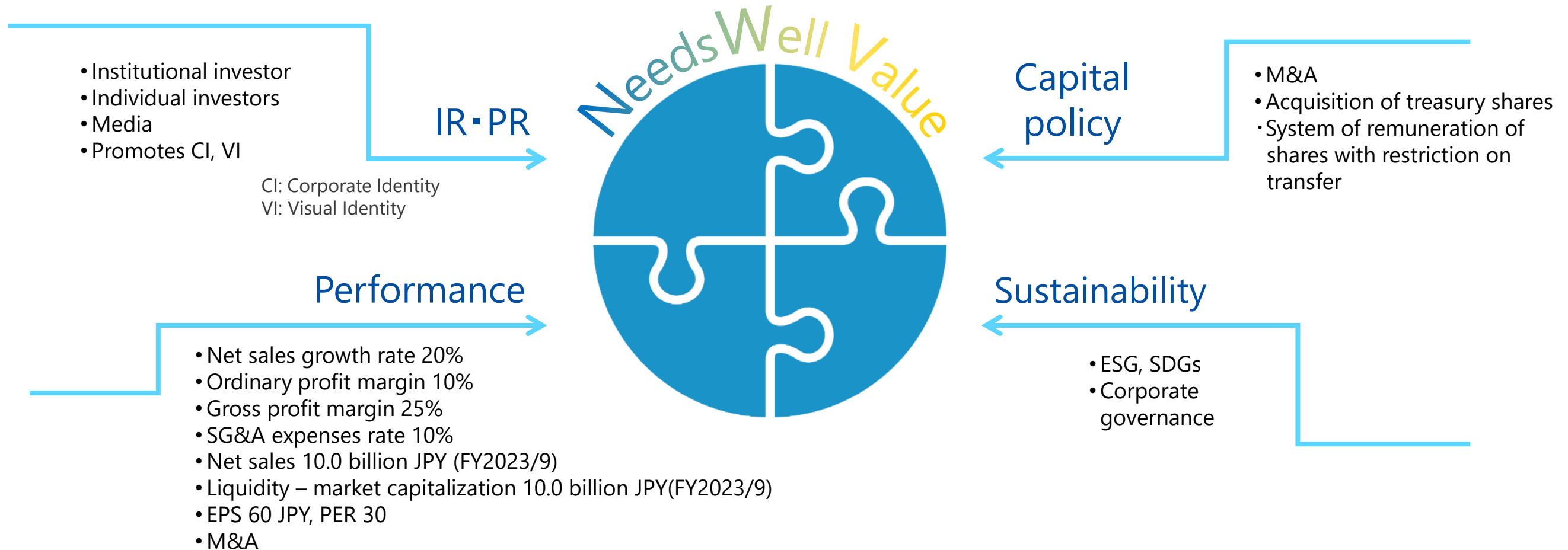
4. Reference

3.1) Growth strategy



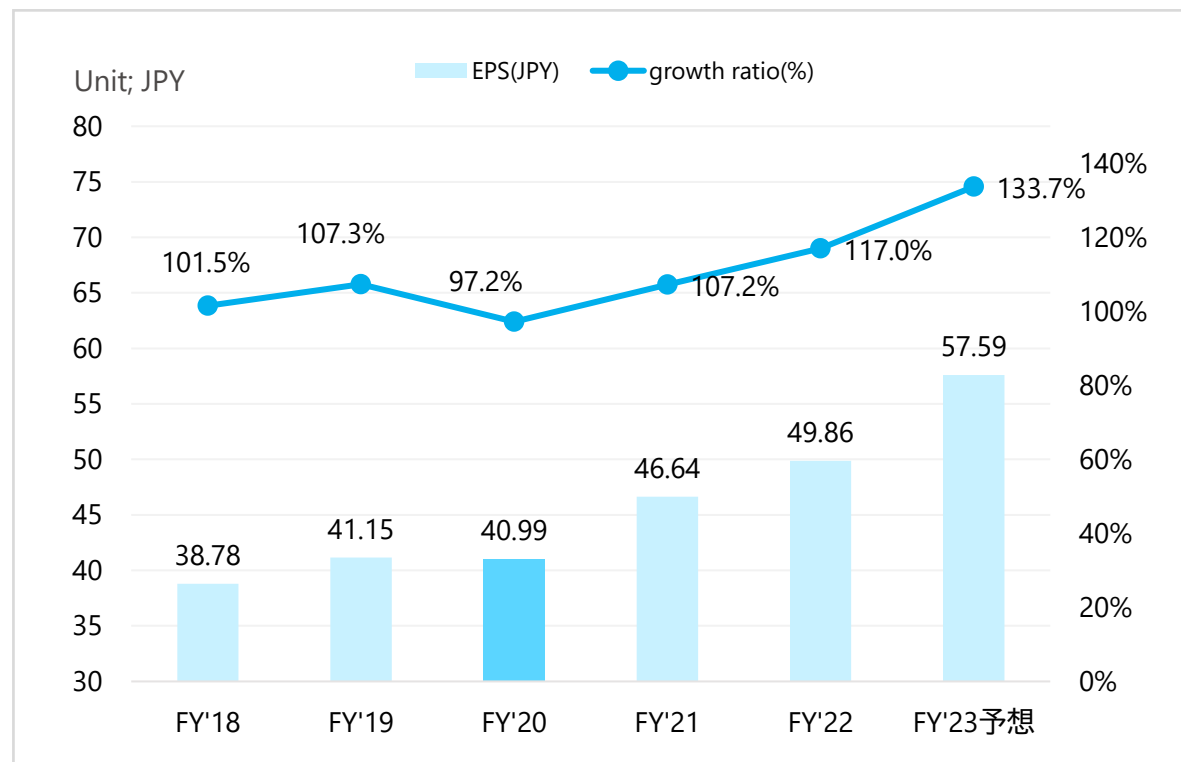
3.1) 1 Promote improvement of corporate value i

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



3.1) 1 Promote improvement of corporate value ii

- 1 Net sales growth rate and EPS (Earnings Per Share) are on an upward trend year after year



- 3 Starting this fiscal year, place emphasis on dialogue with institutional investors in addition to dialogue with individual investors.
-Expand opportunities on a one-on-one basis

- 2 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.
Mar.2020	Core partner	Meiji Yasuda Life Insurance Company, Meiji Yasuda System Technology Limited
Dec. 2020	Collaboration	Logi Revo Co., Ltd. Office FA.com Co., Ltd.
Mar.2021	Capital and business alliance	Souken-sys Inc.
Jul. 2021	Capital and business alliance	Canon IT Solutions Inc.
Sep. 2021	Business alliance	CONEXIO Corporation
Oct. 2021	Share acquisition	Zeroichi Production Co., Ltd.
Nov.2021	Business alliance	Ascentech K.K.
Feb. 2022	Capital and Business alliance	Ascentech K.K.
Jul. 2022	Equity investment	Souken-sys Inc.
Jul. 2022	Business alliance	Sakura Information Systems Co.,
Sep. 2022	Business alliance	Sumitomo Mitsui Card Co., Ltd.
Oct. 2022	Equity investment	BO STUDIO Inc.
Oct. 2022	Equity investment	KOMSOFT Inc.
Oct. 2022	Business alliance	PB Systems, Inc.

3.1) 2 Expand Logistics Businesses

Increased rate of online shopping has expanded needs for advanced logistics warehouses

Warehouse Management System  realizes 3 smart aspects

- **Expand sales** of SmartWMS by **collaborating with logistics hardware manufacturers**
- **Store development** for ordered SmartWMS
- Develop SmartWMS **for other industries**, e.g., convenience stores, etc.

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







3.1) 3 Expand AI Business

Expand AI Business by expanding the Work AI lineup

Work AI

* 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.



	AI comparison of information with top performing models to provide feedback on points needing improvement.
	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).
	Predictive AI is used to analyze data acquired from various center data to improve the quality of the manufacturing process.
	Predictive AI is used to predict various abnormalities and prevent breakdowns and failures before they occur.
	Interactive AI chatbot provides solutions FAQ, searches for documents Simple-to-use process of sending text to chatbot from browser or chat tool, allowing sought-after information to be instantly retrieved.

3.1) 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
- Build secure remote development environments over short periods

Expansion plan

- June 2023 Relocate and increase floor space to expand development structure

Now	30 employees	205 m ²
September 2023	70 employees	453 m ²
September 2024	100 employees	Same as above

Personnel acquisition

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



3.1) 5 Establish business foundation 1

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
- Expand as stock business by extending contracts for system maintenance and development, operation, etc.
- Promote projects in collaboration with business alliance partners
- Expand orders for **IT outsourcing**, **N help**, and **quality test**-related projects to receive stable orders
- Expand orders for **public sector projects** (government, electric power, gas, etc.)
- Strengthen competitiveness using **low-code development tools**

Infrastructure Services

- **Coordinate with Business Systems SI** for total orders
- Expand orders for **cloud**-related projects

Connected Systems

- Strengthen **connected** technology for **IoT** and **ICT** 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.**

3.1) 5 Establish business foundation 2

Develop employee training to foster human resources with problem-solving skills

	Human resources development		Technical training	Compliance training
	Management skills	Business execution skills		
Executive management	Training for managers	Training for new Directors Training for Executive Officers		Compliance training for officers
Managers		Training for improving proposal capability (basic/advanced)		Compliance training
Managers	Training for the promoted			
Managers	Training for the promoted	Training for improving business execution skills (indirect sections)		
Leaders	Management coaching training for leaders			
Leaders	Training for the promoted	Training for trainers		
Staff member	Training for fostering next leaders			
Staff member	Ownership and followership training			
Staff member	Training for improving professionalism			
New employees		Manner training Follow-up training for new graduates	System skills training Business skills training Specific technical training Training for fostering experts PJ management training (basic/advanced)	
			Technical training for new graduates	

3.1) 5 Establish business foundation 3

Enhance cooperation with core partners to pursue development and coexistence and co-prosperity

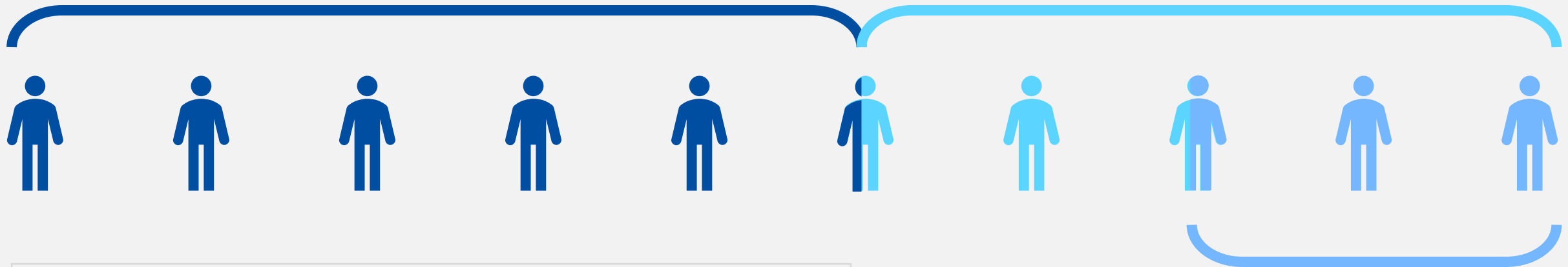
Strengthen partnerships and increase core ratio up to 60% in the 37th fiscal year

Raise core ratio up to 70% in the future

Plan for FY2023/9

Employees **54%**

Partner ratio **46%**
(+10pts year-on-year)



*Partner ratio : The number of partners / (the number of partners + the number of employees)
Core ratio : The number of core partner personnel / the number of all partner personnel

Core ratio
60%
(+13pts year-on-year)

3.1) 6 Expand Solutions Business 1



Purposes

- Enhance corporate value
- Improve capability to receive orders
- Improve profitability / "Transition from increasing unit price to increasing value"



Guidelines

- Create solutions together with customers, instead of research and development
- Focus on services and improve quality of services
- Offer added value
- Ongoing support by offering subscriptions

3.1) 5 Expand Solutions Business 2

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

Net sales composition ratio target **15.0%** in FY2023/9 (FY2022/9 results: 12.7%)

Expansion strategy



Provide DX centered on IT Re-Engineering Service solutions from Needs Well

- 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

Invoice PA Invoice PA+ CoNeCt

ImPaC N-Navi N-Bridge Series

Collaboration solutions SAP Concur

- Scheduled to provide versions compliant with the Invoice System and the revised Preservation of Electronic Records Act respectively

Chat Director

Collaboration solutions RPA tools and business chat tools

N-help

IT help-desk service

SharePoint utilization Service

Effective use of cloud storage and data backup functions

Frailty Prevention

QOL for senior citizens in cooperation with local governments

3.1) 6 Increase direct sales to end users

Stabilize orders and improve profitability,
maintain and expand end user direct sales ratio to

over 60%

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

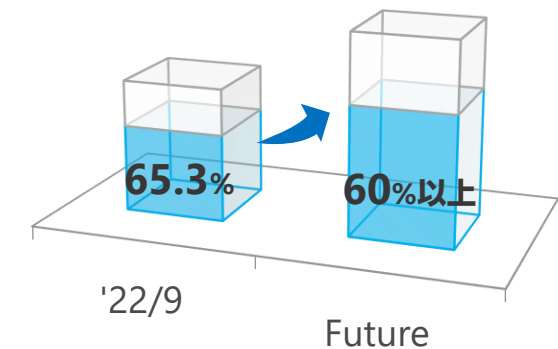
Develop new users by expanding solutions business

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

Promote online sales activities

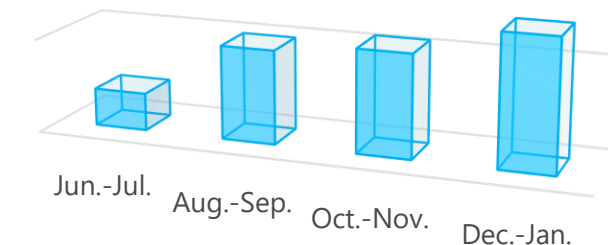
- Reached out to new target groups through successful implementation of measures such as seminars, exhibitions, website, and press releases. Inquiries from end users through online tools increased.

End user composition ratio



Inquiries through online tools

(From June 2022 to January 2023)





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4.1) Company profile

As of September,2021

Company Name	Needs Well Inc.	Representative	President and CEO Kozo Funatsu
Established	October 1, 1986	Stock Listing	Tokyo Stock Exchange, Prime Market (3992)
Paid-in Capital	908 million JPY	Net sales	6,730 million JPY
Number of Employees	570	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"> - Shinjuku Office : 5F, South Tower, 13-15 Tomihisa-cho, Shinjuku-ku, Tokyo, 162-0067 Japan - Nagasaki Office: 5F, Meijiyasudaseimei Nagasakikozenmachi building, 2-21 Kozen-machi, Nagasaki-shi, Nagasaki, 850-0032 Japan 		
Qualification	Worker dispatch business ISO27001 (ISMS) Certified , Privacy mark ISO9001 (QMS) Certified		
Board of Directors As of November 30,2022	President and CEO Executive Director Executive Director Director Director E : External officer I : Independent officer	Kozo Funatsu Nobumasa Goto Hajime Matsuoka Shinji Wakano Koji Tabata	Director Hiroki Yanagawa (E) (I) Director Hideaki Sakaue (E) (I) Director Mamoru Yasuoka (E) (I) Audit & Supervisory Board Member Kazuhiko Kato Audit & Supervisory Board Member Kotaro Niwa (E) (I) Audit & Supervisory Board Member Shigeru Sato (E) (I)
グループ体制	<ul style="list-style-type: none"> ■ Consolidated subsidiaries Zeroichi Production Co., Ltd. (Head Office: Nasushiobara-shi, Tochigi President and CEO: Hiroyuki Waki) BO STUDIO Inc. (Head Office: Shibuya-ku, Tokyo President and CEO: Keiho Akiyama) KOMSOF Inc. (Head Office: Toshima-ku, Tokyo President and CEO: Nobumasa Goto) ■ Equity-method affiliate Souken-sys Inc. (Head Office: Shinjuku-ku, Tokyo President and CEO: Tamotsu Shimizu) 		

4.2) Management philosophy

Management philosophy

Contributing Broadly to the Economy and Society

Business slogan

Try & Innovation

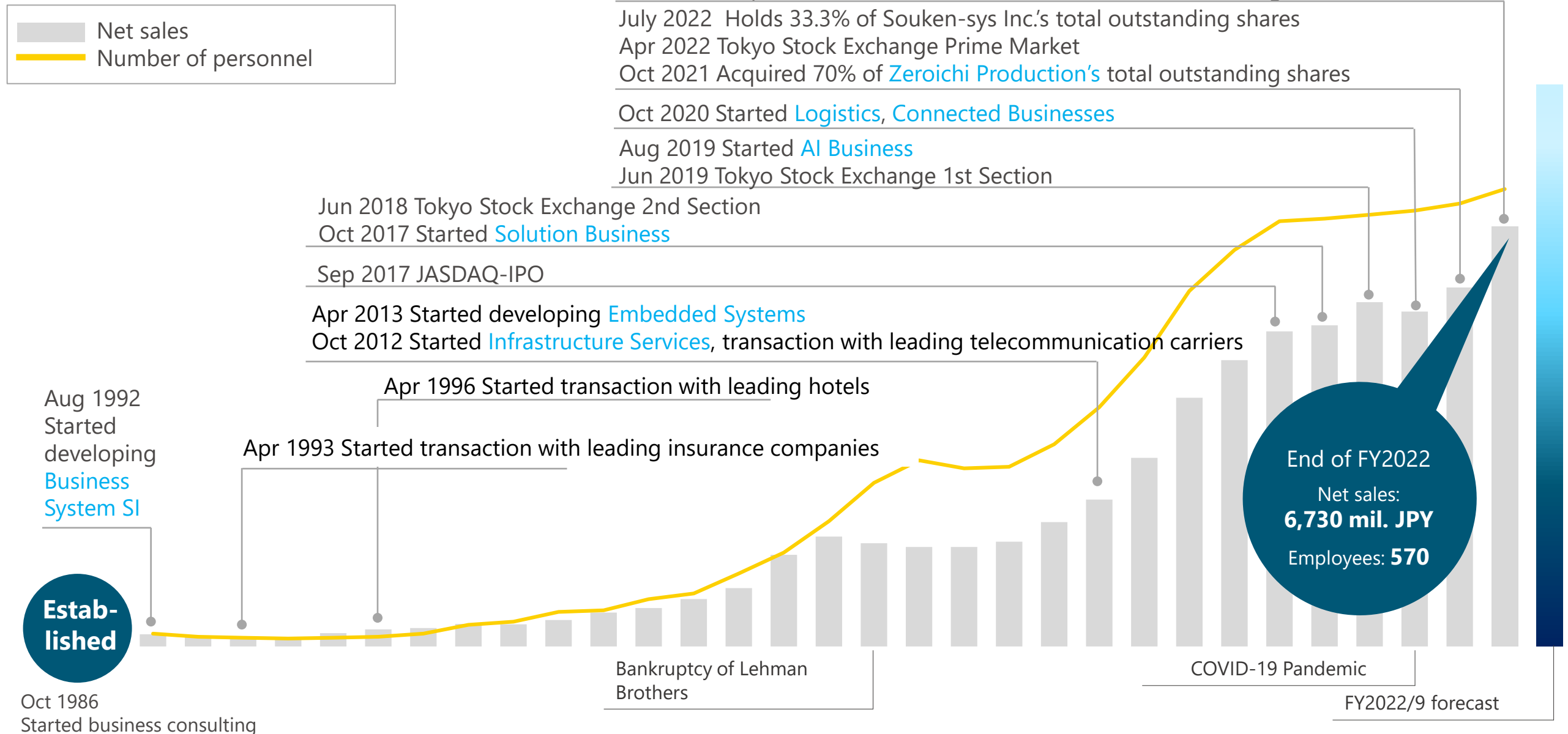
Constantly evolving,
Needs Well continues to contribute broadly to the economy and society with challenges and innovations.



4.3) Medium-Term Basic Policy

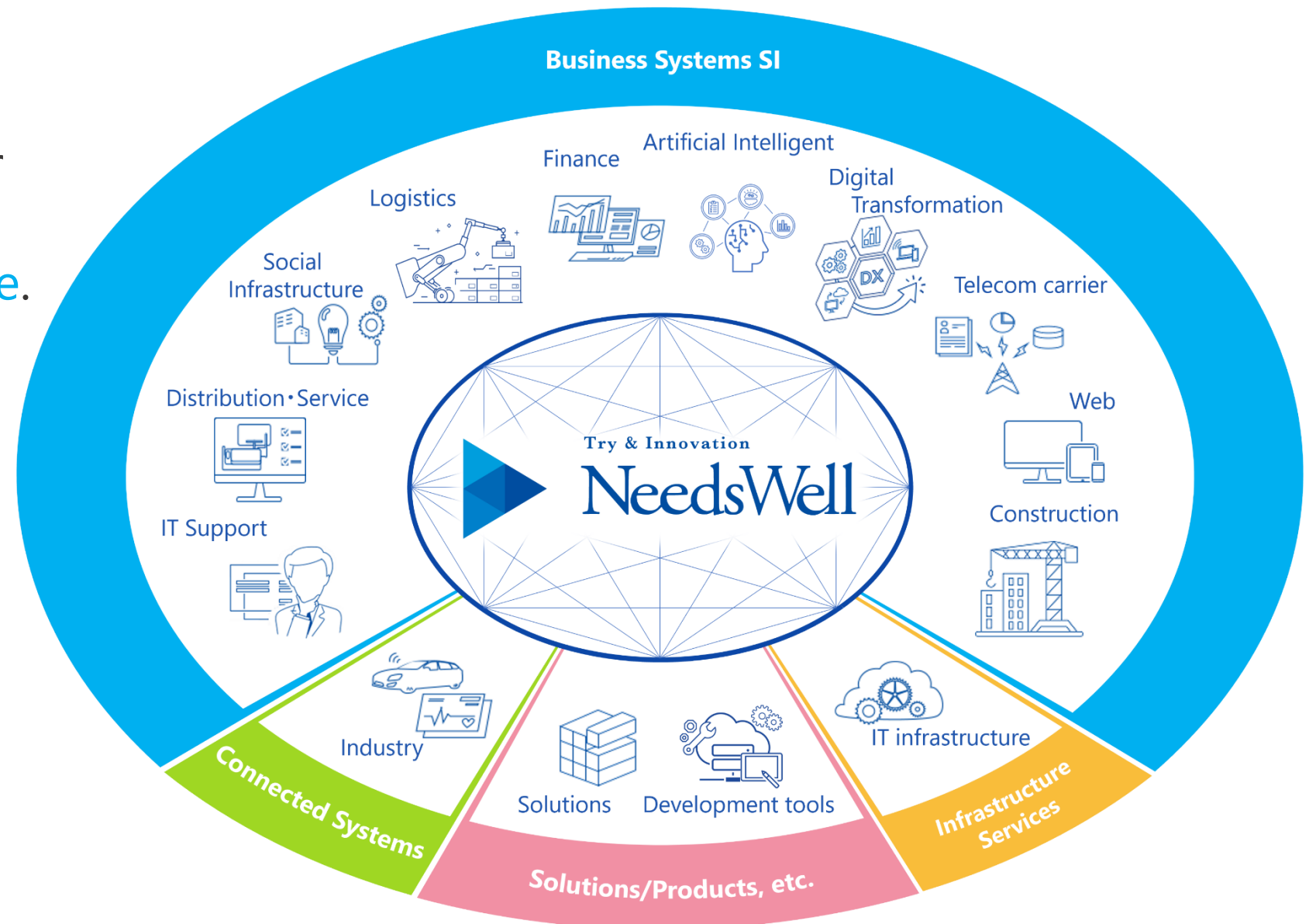
Breaking away from the dispatch business,
becoming a **true system integrator**

4.4) Growth track

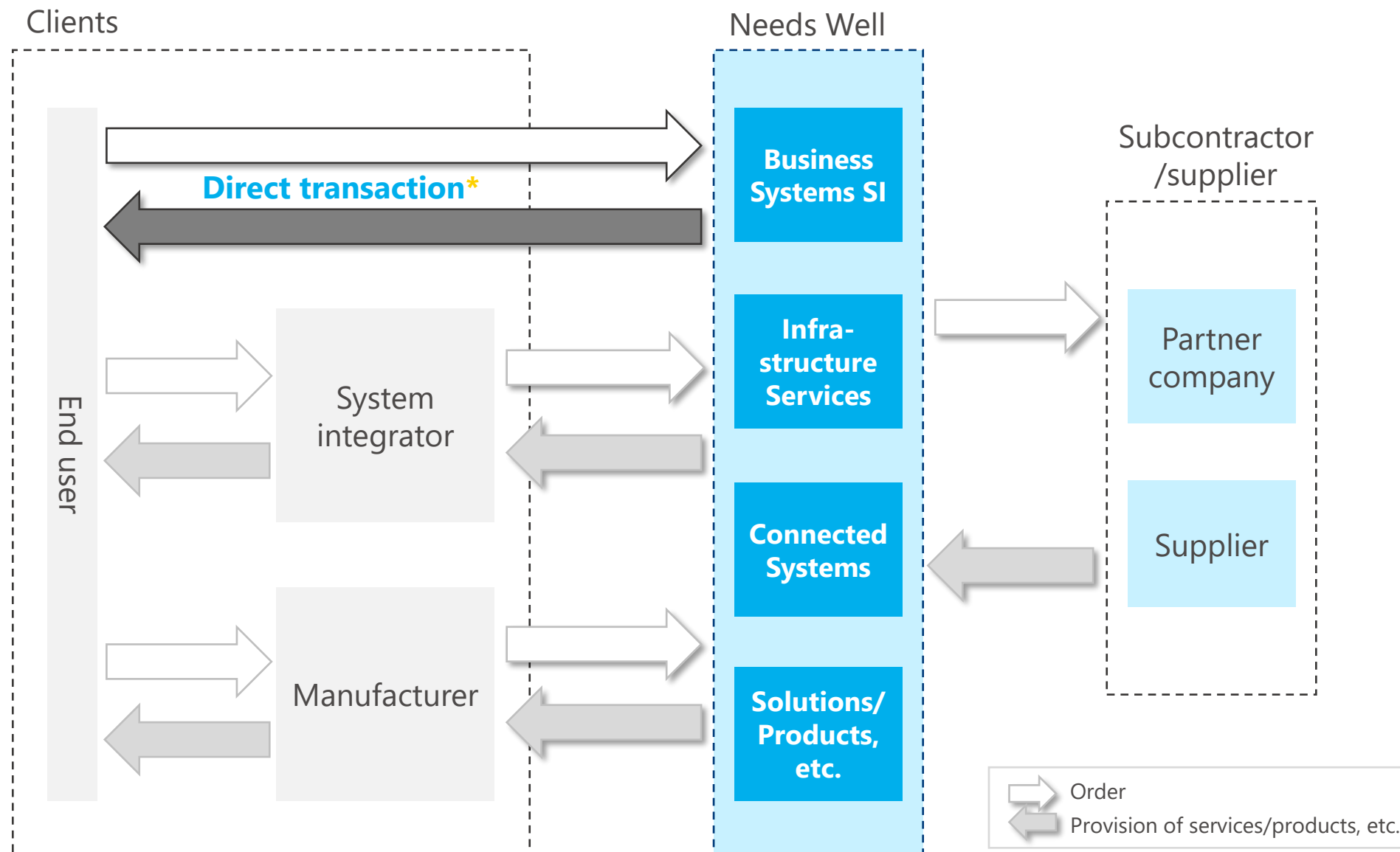


4.5) Business fields

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



4.6) Business system diagram



* High level of **direct transactions with end users** (approx. **65.3%** of all sales)

4.7) Our three strengths

Capacity for financial system development

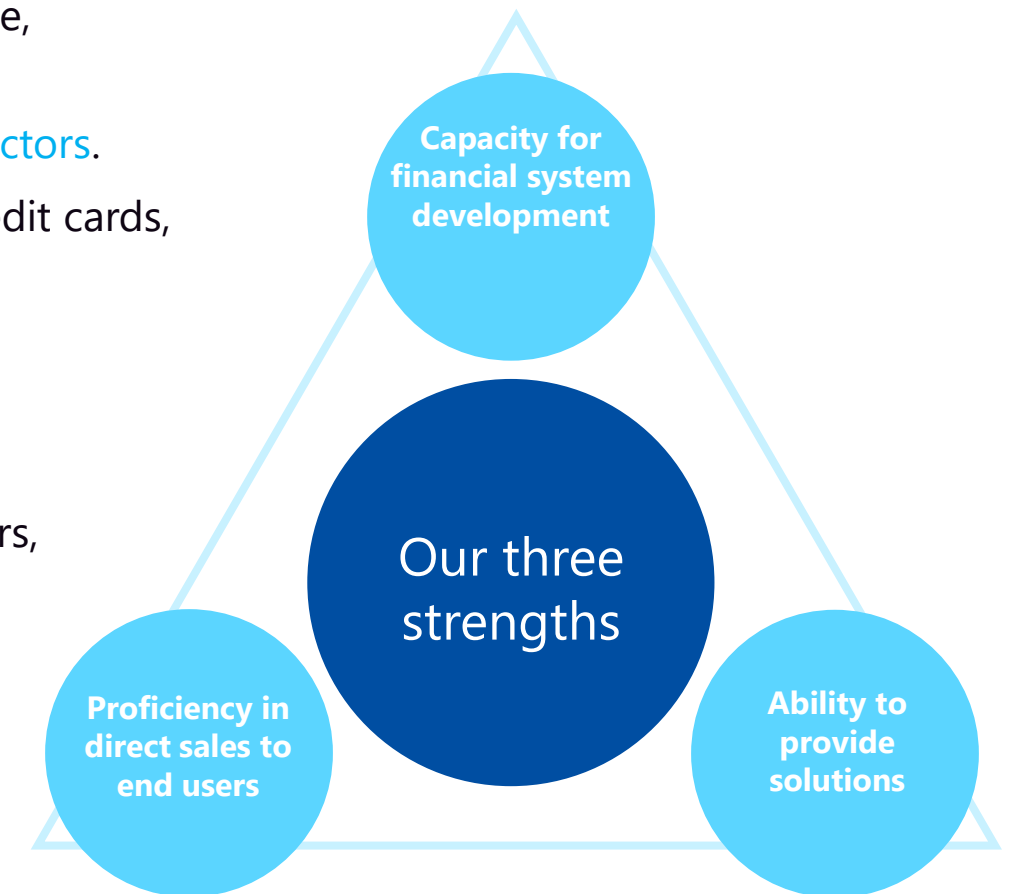
Financial sector accounts for 50% of net sales in main service line, Business Systems SI.
Particularly advanced in **life insurance and accident insurance sectors**.
Strong performance record in developing systems for banks, credit cards, and securities.

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.

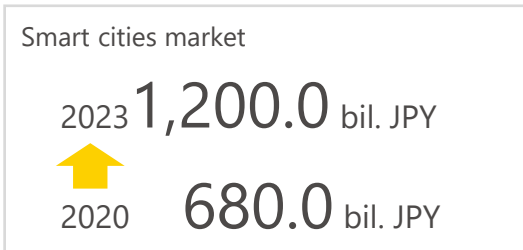
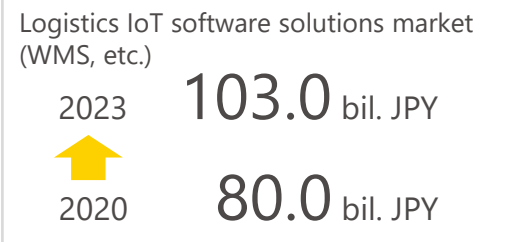
Ability to provide solutions / AI

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



4.8) 2 Promotion policies: Sales growth

Market scale (our forecast)



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.

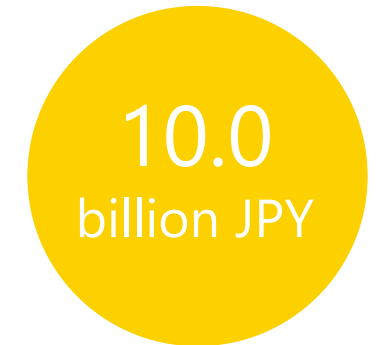
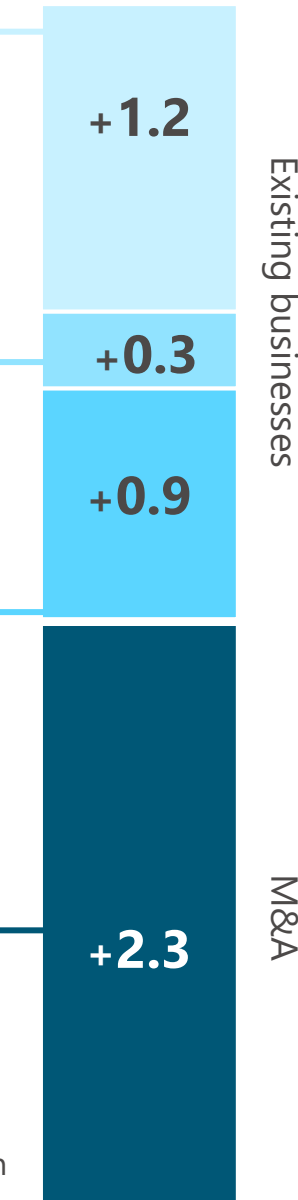
Solutions Business

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



FY2023/9

Sales growth
+4.7 billion JPY

[Breakdown]

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



FY2020/9

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

* * Please refer to page 12 for an analysis of the present situation and measures & revisions to be implemented.

4.9) 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.

4.9) 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:

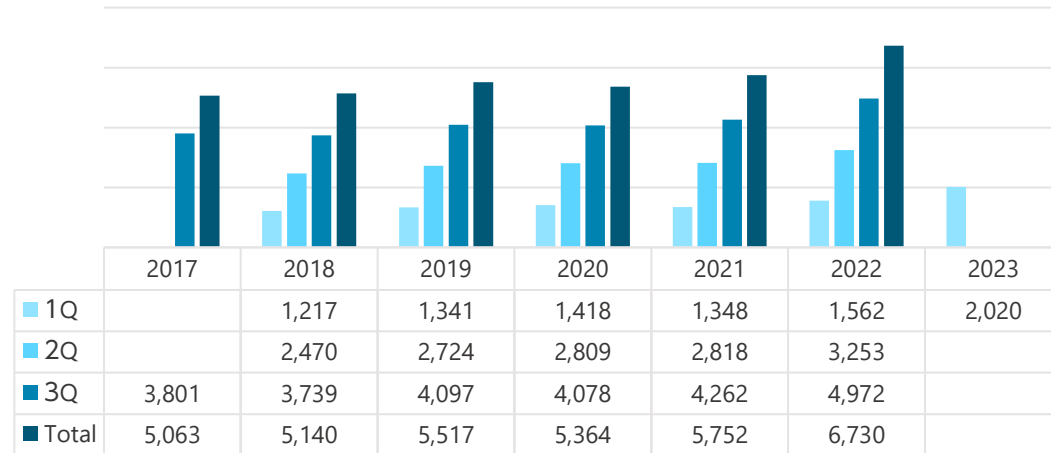
<https://www.needswell.com/ir/sdgs>



4.10) Business results 1

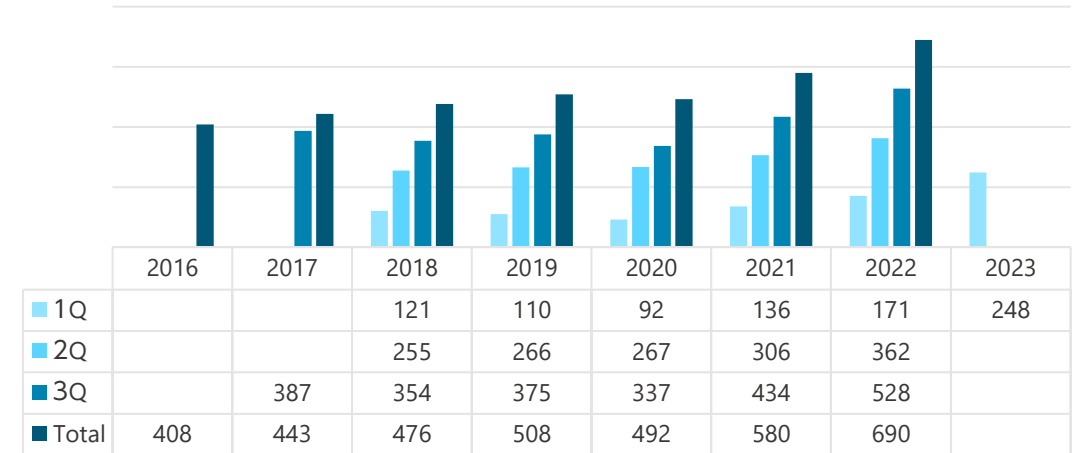
Net sales

Unit : million yen



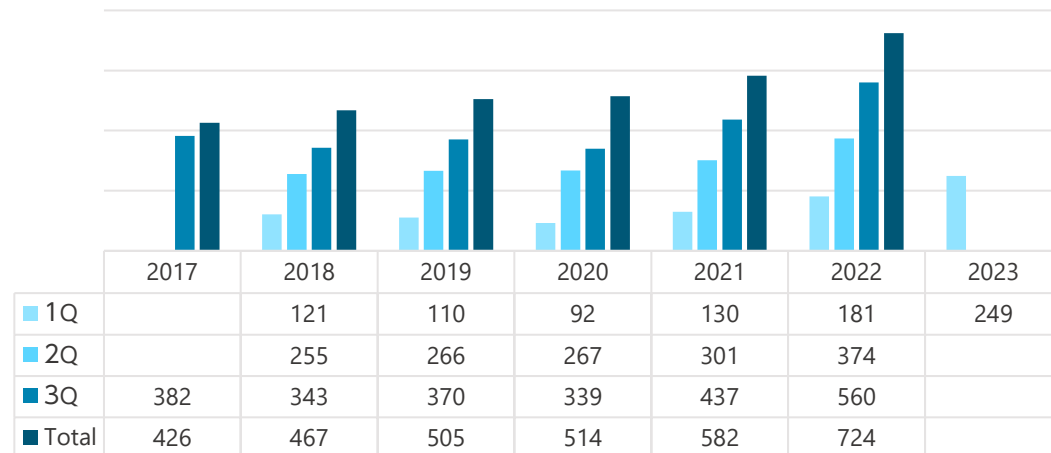
Operating profit

Unit : million yen



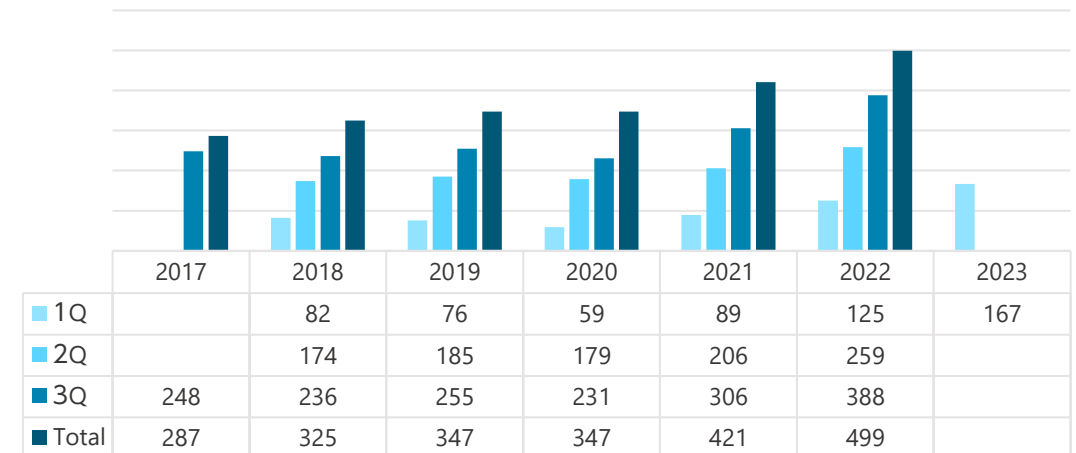
Ordinary profit

Unit : million yen



Profit

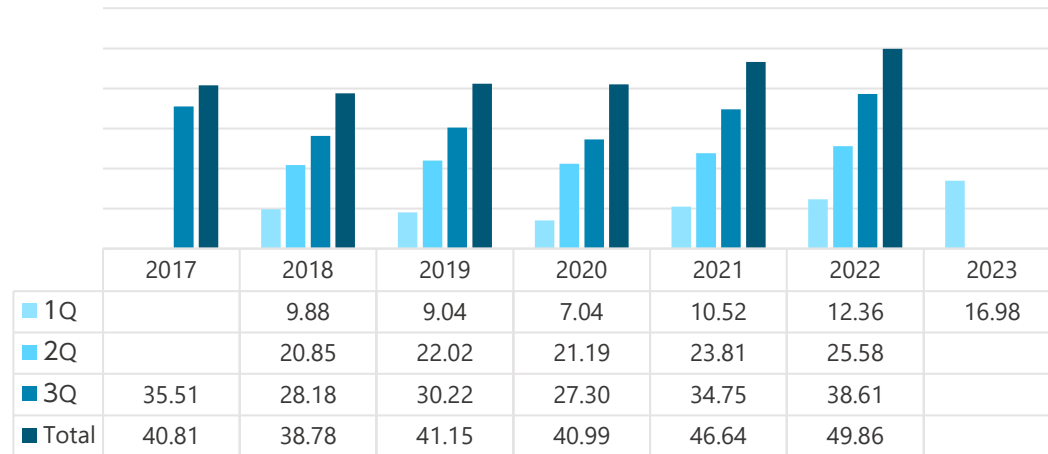
Unit : million yen



4.10) Business results 2

Profit per share

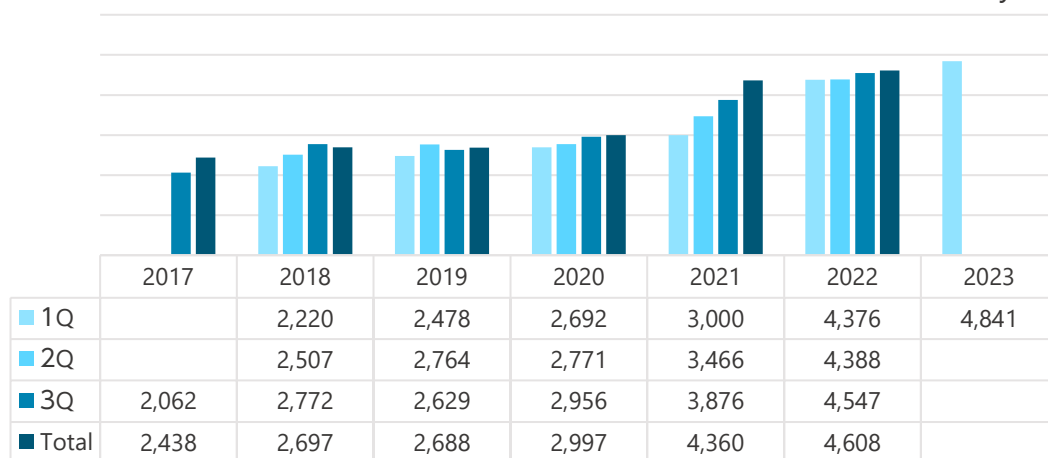
Unit : Yen



* 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.

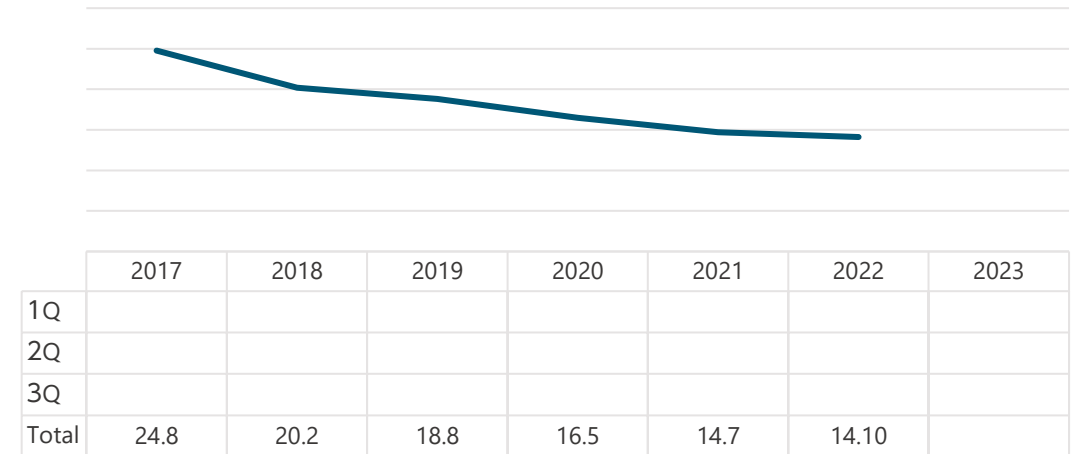
Total assets

Unit : million yen



ROE

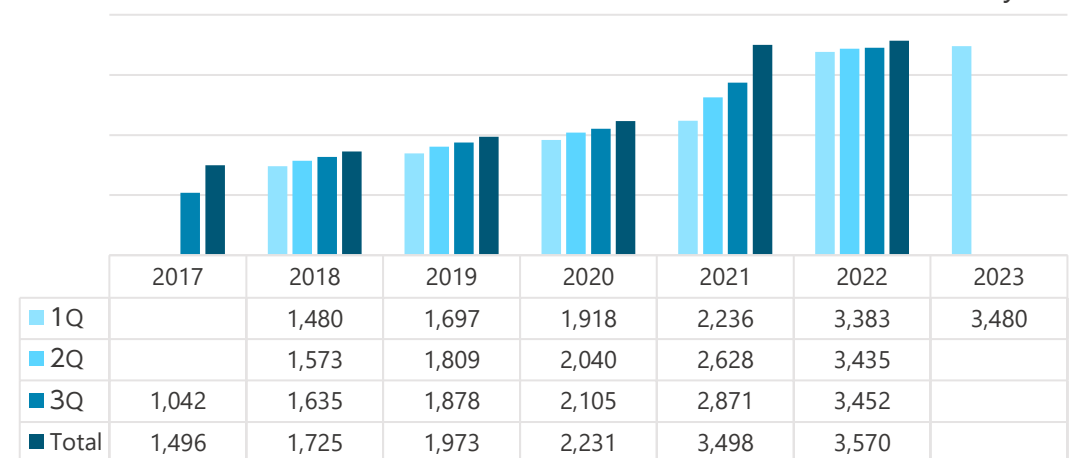
Unit : %



* This index is updated every year

Net assets

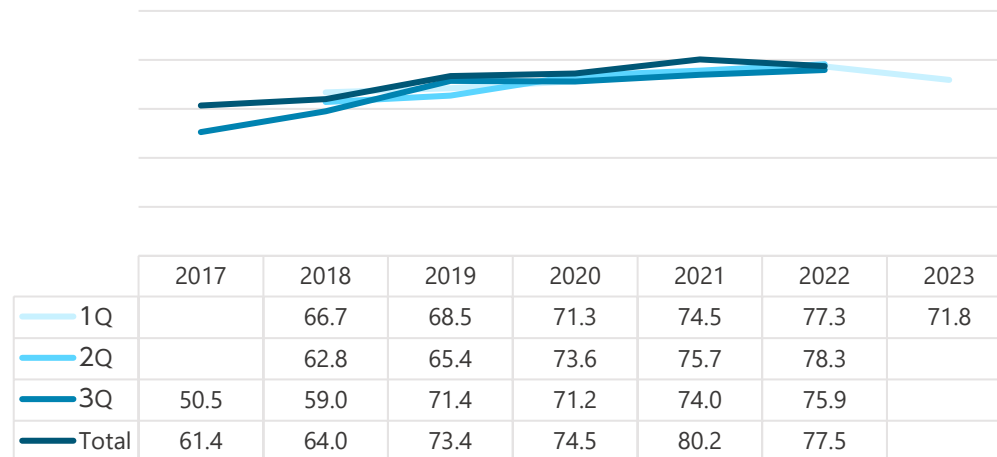
Unit : million yen



4.10) Business results 3

Capital adequacy ratio

Unit : %

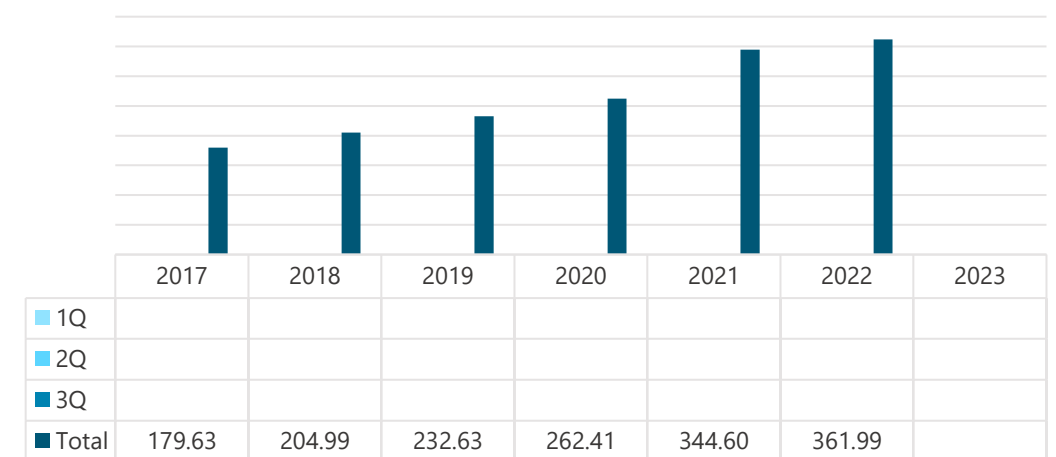


* 2Q is total of 1Q and 2Q

* 3Q is total of 1Q to 3Q

Net assets 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.

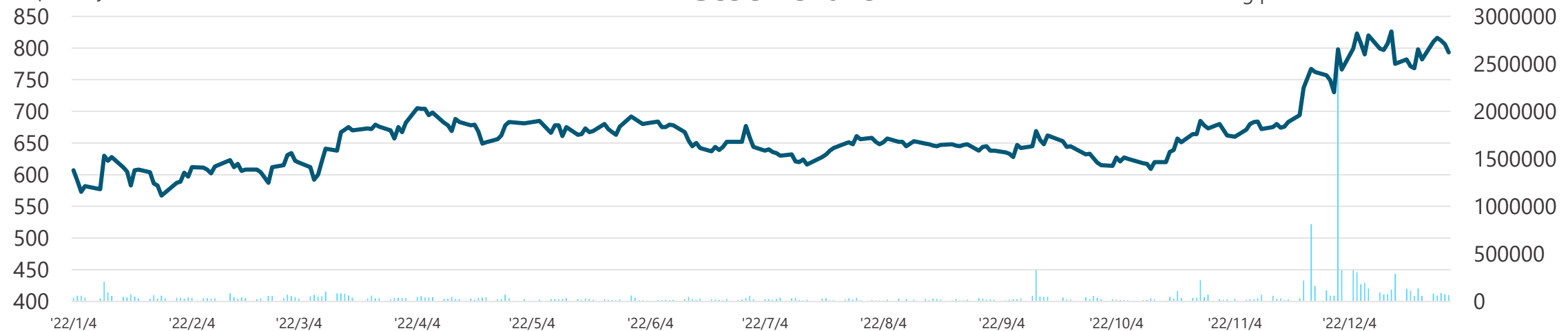
* This index is updated every year

Stock chart

Stock price : yen

Volume closing price

Volume:shares





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- 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.

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