FUTURE VISION

Members Co., Ltd.

(Prime Section of Tokyo Stock Exchange, Securities code 2130)

Leading social change together with customers through DX field support

Members

URL: https://www.members.co.jp/

On the Formulation of FUTURE VISION (President's Message)

Introduction

Members Co., Ltd.
President and Representative Director, Executive Officer
Akihiko Takano

Members Co., Ltd. has updated its current long-term vision, "VISION2030," and formulated a new "FUTURE VISION" targeting 2035.

Six years have passed since we announced "VISION2030" in 2020. We have been striving toward the goal of "establishing the world's best digital business operations."
However, in the past few years, society has transformed at a speed far beyond our imagination. The dramatic evolution of AI, accelerating climate change, and the worsening decline in the working population are no longer future predictions, but realities we are facing right now.

With changes in the market environment, the growth potential of our conventional mainstay Web operations business was significantly damaged, leading to low profitability. Taking this change seriously, we temporarily froze the numerical targets of VISION2030 two years ago and have been working to transform our business structure. Now, with a recovery in profitability in sight and preparations complete to make a major shift from Web operations to "DX field support," we have decided to launch "FUTURE VISION" as our new long-term vision for the future.

The Origin We Return To: Management Philosophy "A Triple Bottom Line (TBL) Company"

In considering our new vision, what we valued most was our Management Philosophy, "A Triple Bottom Line (TBL) Company," which is the foundational thought of our company.

This is a pledge born out of overcoming a bankruptcy crisis that coincided with the global financial crisis around 2008. Based on deep reflection on a past where we pursued only short-term profit growth, exhausted our employees, and lost the trust of our customers, we decided to aim for the simultaneous realization of three goals—"contribution to society," "employee happiness," and "company development"—without compromising on any of them.

No matter how much technology evolves, if it is used solely for the pursuit of corporate profit, it could deepen social divisions and exacerbate problems.
We are convinced that technology should be used for the sustainable development and happiness of society as a whole—in other words, for "Hope."

The Ideal Form: A Community Like Denmark

Denmark, in Northern Europe, embodies our ideal of "A Triple Bottom Line (TBL) Company" at a national level. While ranking among the top in international competitiveness, business efficiency, world digital competitiveness, and SDG achievement, Denmark also consistently ranks high in world happiness.

On the Formulation of FUTURE VISION (President's Message)

Dual-income couples return home at 4:00 p.m. every day and cherish time with their families. Yet, they boast labor productivity and GDP per capita nearly twice that of Japan. This coexistence of "high productivity" and "individual happiness" is not only a competitive strategy for taking leadership in the two megatrends of digital and climate change, but also the result of a will and action to make society better through the learning and participation of all citizens, positioning people's prosperity and happiness as the goal based on values of trust and co-creation, rather than simply being a result of profit-seeking.

Members also aims to be such an organization. Diverse digital creators will continue to learn, utilize technology, unleash creativity, and enhance one another. Together with our customers and stakeholders, we want to be an entity that creates an abundance of challenges in the world that bring sustainability and happiness to society, in addition to high competitiveness and productivity.

"Digital for Hope." — Determination as a Digital Implementation Partner

Under our new vision, Members will evolve from being an external specialized vendor into a "Digital Implementation Partner" that works from within the client's organization to drive transformation together.

Our tagline is "Digital for Hope." We will use the power of digital to turn climate change into "green growth" and severe population decline into "individual wealth." Furthermore, we will rebuild "trust“ among people.

We will immerse ourselves in the field as "ATAKAMO-SHAIN®*" and, using advanced technologies such as AI and "trust" as our weapons, transform massive social issues into opportunities for growth and hope.

To Our Stakeholders

The realization of "FUTURE VISION" cannot, of course, be achieved by Members alone. It is essential that we are united with our customers, shareholders, and partners through the bond of trust called "MEMBERSHIP" to create the future together.

Through co-creation with all of you, we will give shape to what business and society should be and what we want them to be. I believe that this process itself will become a source of hope for society.

Please look forward to the new challenges of Members.

Members Co., Ltd. Representative Director and President, Executive Officer 髙野 明彦

*ATAKAMO-SHAIN is our registered trademark. ATAKAMO-SHAIN (Registered Trademark No. 6923667)

Members Group Growth Trajectory

1995-
Internet advertising agency
/ Website construction

2009-
Web operation support

2024-
DX field support

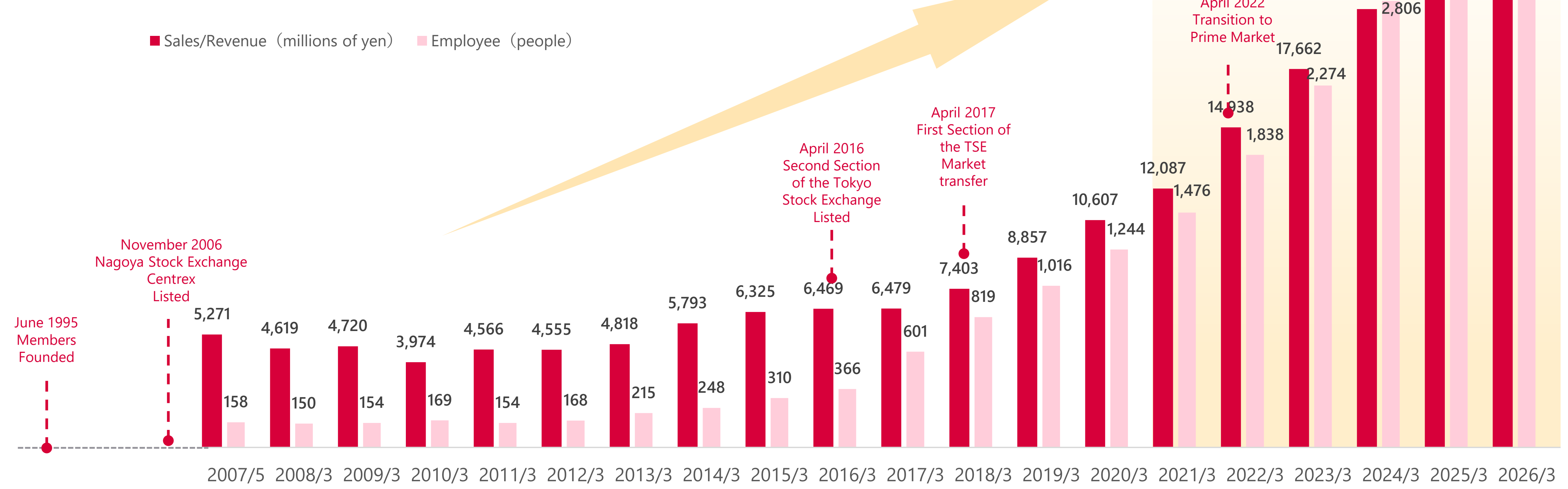
Business transition

Traditional domain: Contract-based

DX domain: Talent provision-based

Changes in revenue structure

Since our founding in 1995, expansion of the number of employees along with business transformation growth while undergoing



FY2008 only covers the 10-month period from 1 June 2007 to 31 March 2008 due to a change in the financial year end.
Consolidated financial statements are prepared in accordance with IFRS from the fiscal year ended March 2018; figures up to the fiscal year ended March 2016 are based on Japanese GAAP, retrospectively for the fiscal year ended March 2017 and on IFRS basis for figures after that date.

Review of VISION2030

Review of VISION2030 - Background of Revision

- Formulated VISION2030 and promoted "transformation into the world's best digital business operations" and "upfront investment in recruitment for a 10,000-person structure." Numerical targets were frozen two years ago due to slowing growth in the mainstay large-scale Web operations domain and deteriorating profitability caused by upfront investment in recruitment. Profitability has recovered as planned over the two years leading up to FY2026, and we have begun revising our medium- to long-term growth strategy, vision, and targets.
- While CSV initiatives are deeply embedded in our philosophy, they need to be further strengthened as a pillar for long-term growth.

VISION2030

With the power of creators across Japan, we will contribute to solving social issues centered on climate change and population decline, and lead the transformation to a sustainable society.

Target Values for Achieving VISION2030

100,000 Social Creators *1

10 billion Social Engagement *2

Number of employees : 10,000people

Operating profit : 10 billion yen

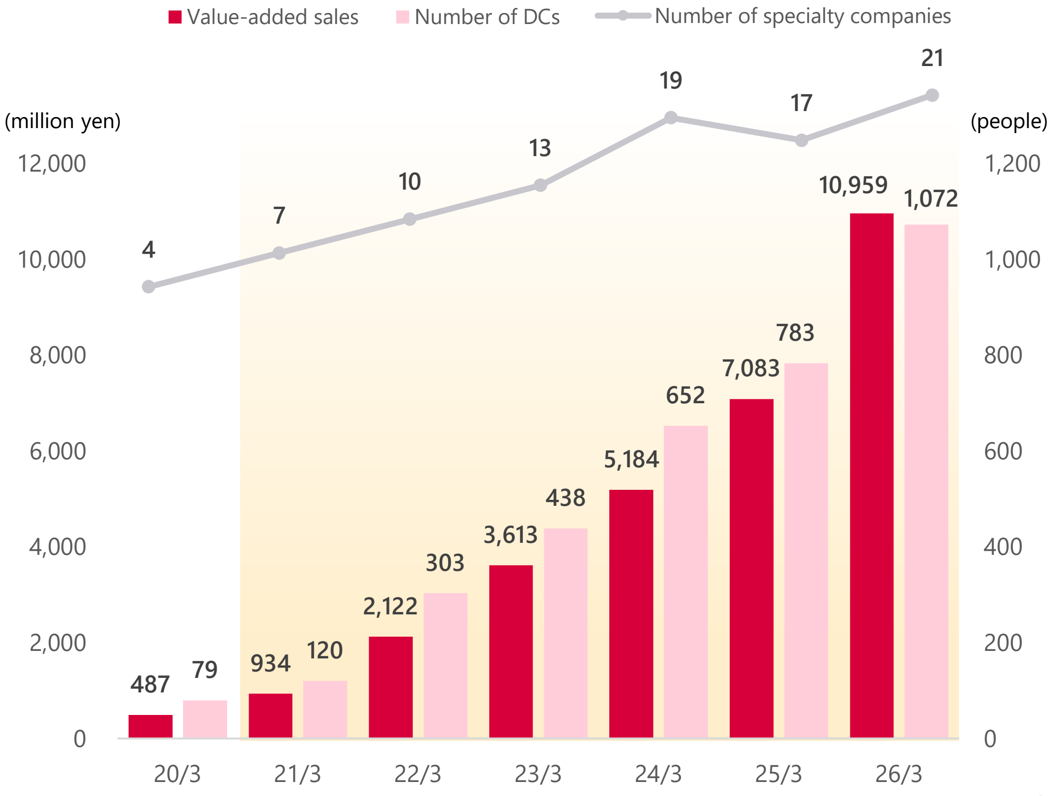
Frozen in 2024

*1 Creators (craftspeople) with a high level of orientation toward solving social issues through design thinking, business promotion, system design, and output.
*2 Number of contacts with content, products, and services created by the Members Group as measures to solve social issues.

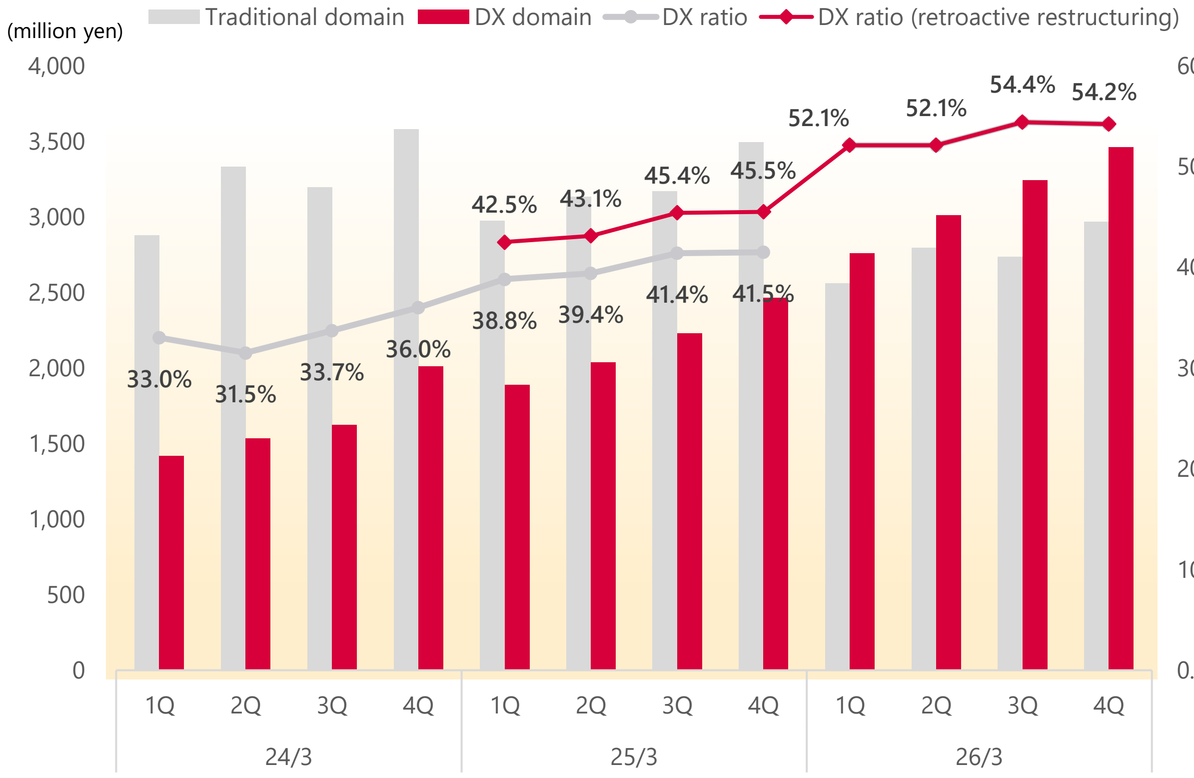
Review of VISION2030 - Shift from "World's No. 1 Digital Business Operations" to "DX Field Support Positions"

- Under the policy of expanding from Web to the digital domain, we actively established specialty companies, adding 17 companies in 6 years. Maintained high growth with a CAGR of 68.0% over the past 6 periods, and the number of Digital Creators (DCs) expanded rapidly by 15.3 times. Contributed to overall growth by providing unique services.
- Growth in the traditional Web operations domain slowed as it did not meet customers' DX needs. It is also on a downward trend due to the impact of AI. The shift to DX field support positions, which has been accelerated since FY2025, is progressing steadily, and the DX domain sales ratio rose to 54.2% in the most recent period.

Specialty companies



DX Ratio and Value-added Sales (by domain)

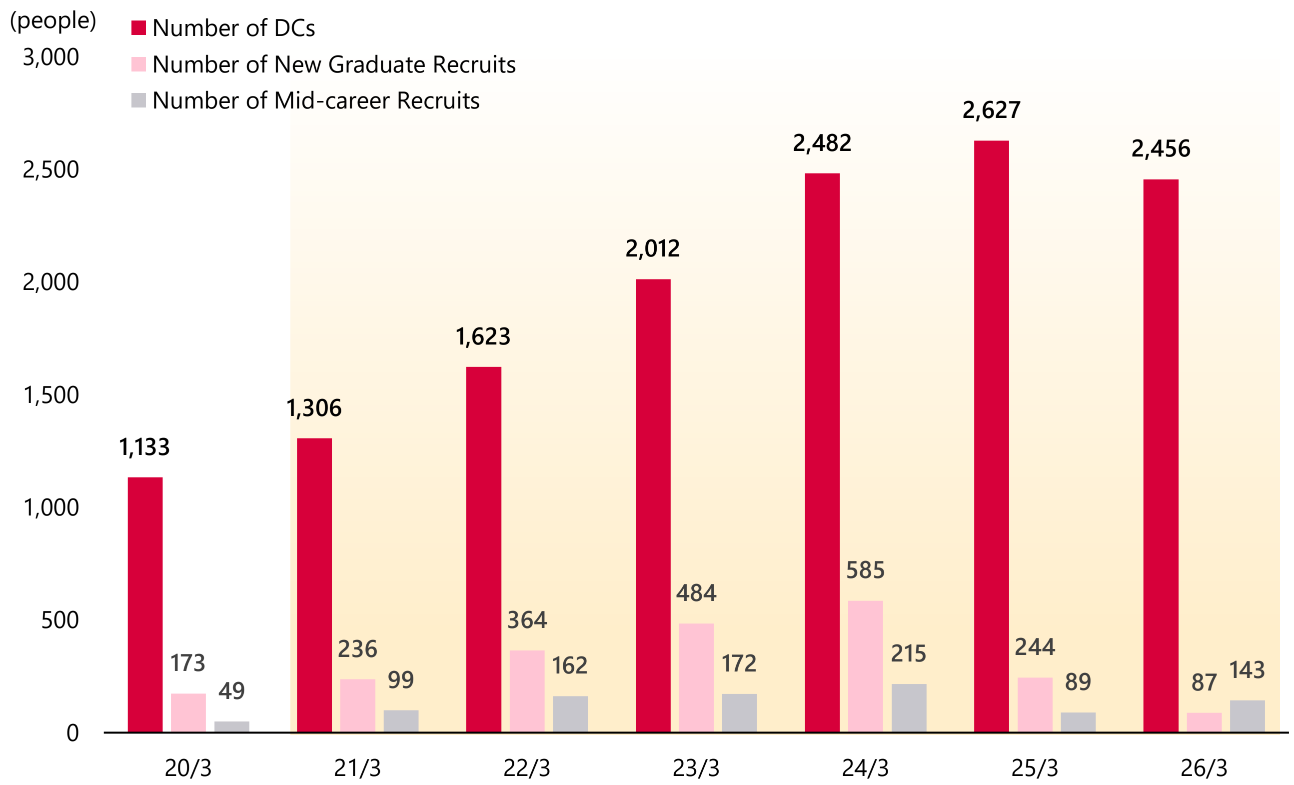


DX ratio (retroactive restructuring): Partial reclassification of the previous period due to the establishment of a new company. The ratio is calculated by re-compiling.

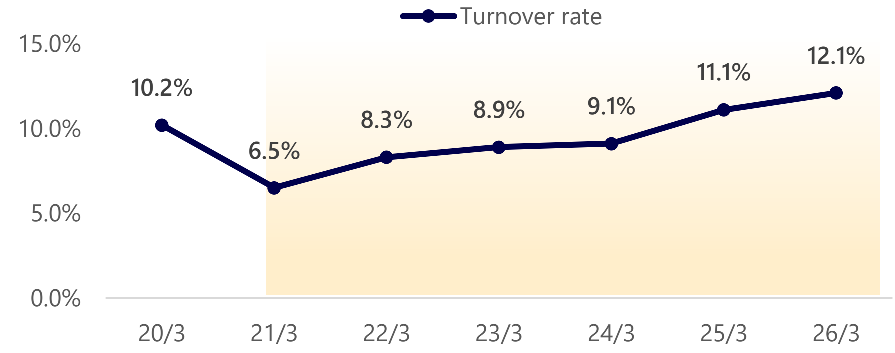
Review of VISION2030 - Expansion of Human Capital Toward a 10,000-DC System

- The number of DCs has increased to 2,456, 2.2 times the level of the fiscal year ended March 31, 2020, as our human resources, which are our growth engine, continue to grow. Based on reflections on the upfront investment in hiring new graduates and the significant deterioration in occupancy rates amid slowing growth in the mainstay Web operation business, we have shifted our hiring policy for new graduates to align with the growth rate.
- The company employee engagement score remains at a high level. Although the turnover rate is lower than the industry average, it is on an upward trend due to the overheating of the mid-career recruitment market for digital talent. It is necessary to continue strengthening investment in human capital, such as employee growth and wage increases.

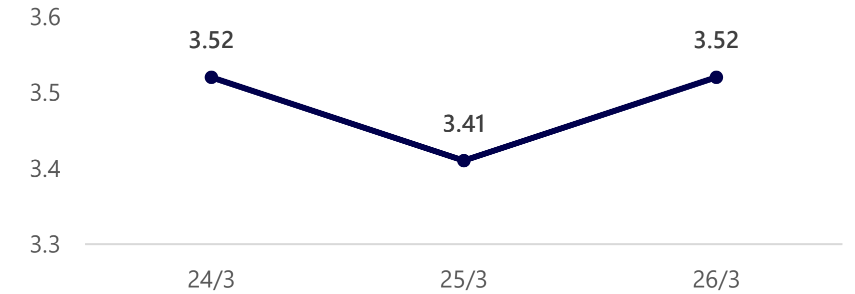
Number of DCs / Number of New Graduate Recruits / Number of Mid-career Recruits (Consolidated)



Turnover Rate (Consolidated)



Company employee engagement score

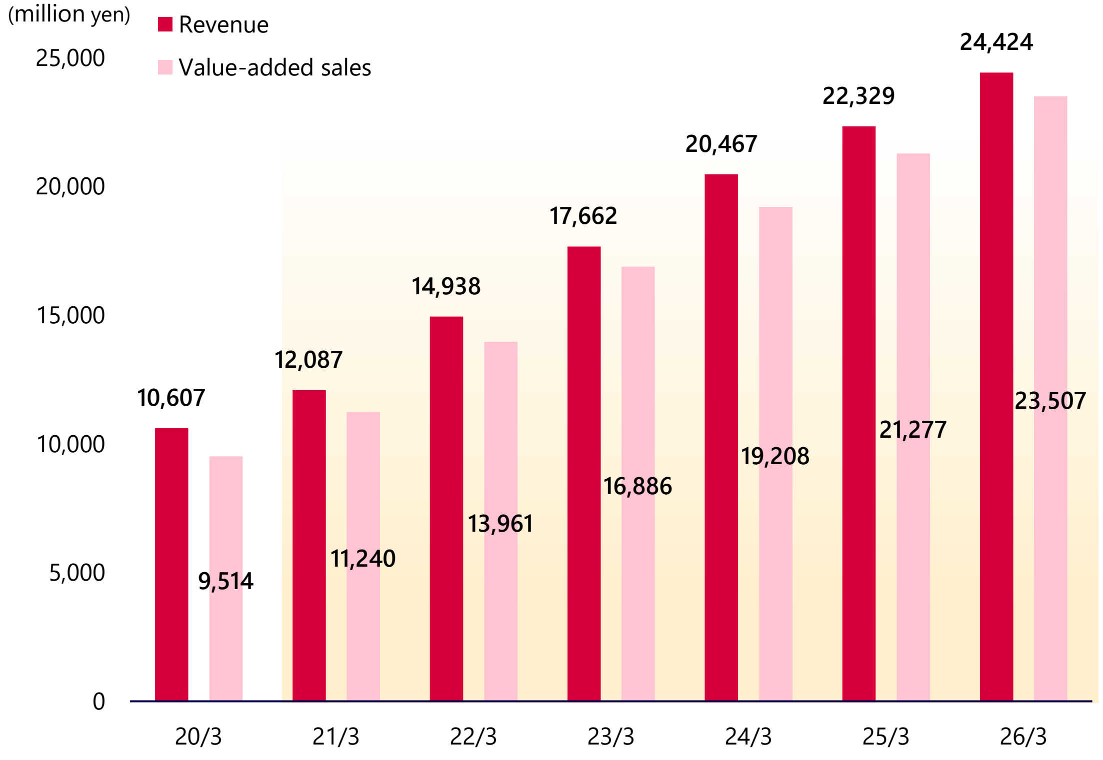


・Number of DCs: Number of employees at the end of the fiscal year
・Number of New Graduate Recruits: Number of employees joining at the beginning of the fiscal year

VISION2030 Review - Performance Trends

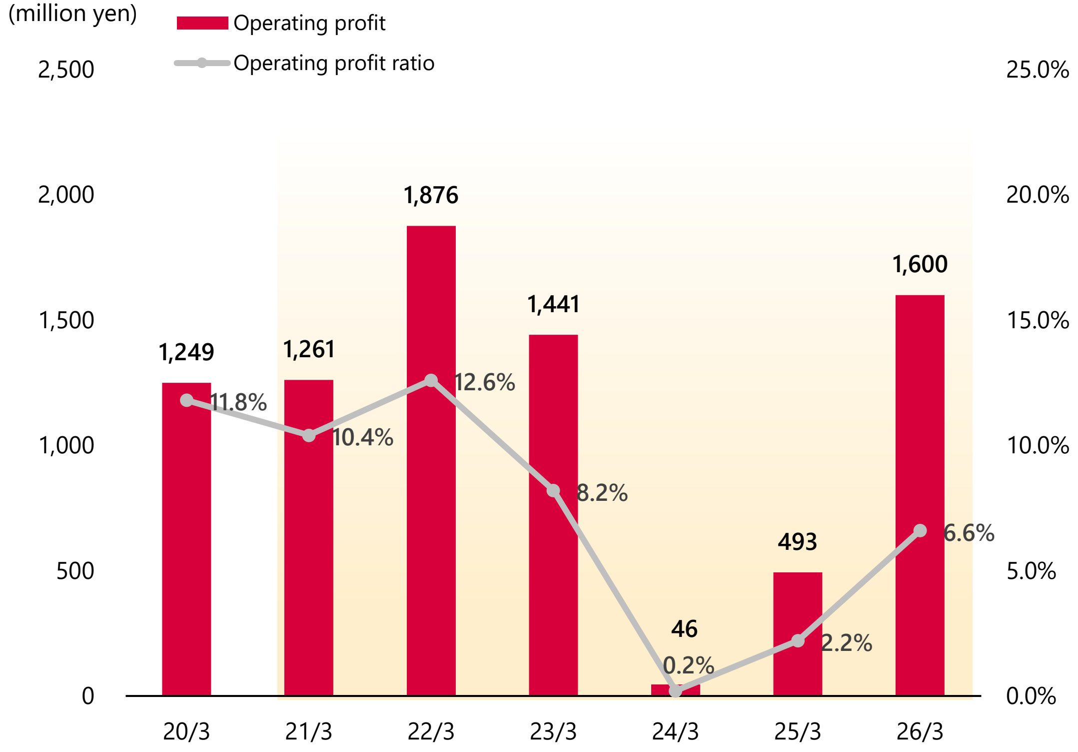
- Despite the impact of the contraction in the traditional mainstay large-scale web operations domain, a bold shift to DX field support positions resulted in a value-added sales CAGR of 16.3% over the past six fiscal years, representing 2.47 times growth compared to the period before the formulation of VISION2030 (fiscal year ended March 2020).
- Operating profit recovered to 1,600 million yen (operating profit margin of 6.6%) in the most recent fiscal year following a temporary deterioration in earnings. In the current fiscal year, the final year of the strategy for medium-term growth, operating profit is forecast to be 2.5 billion yen or more.

Revenue / Value-added sales (Consolidated)



*CAGR: Compound Annual Growth Rate

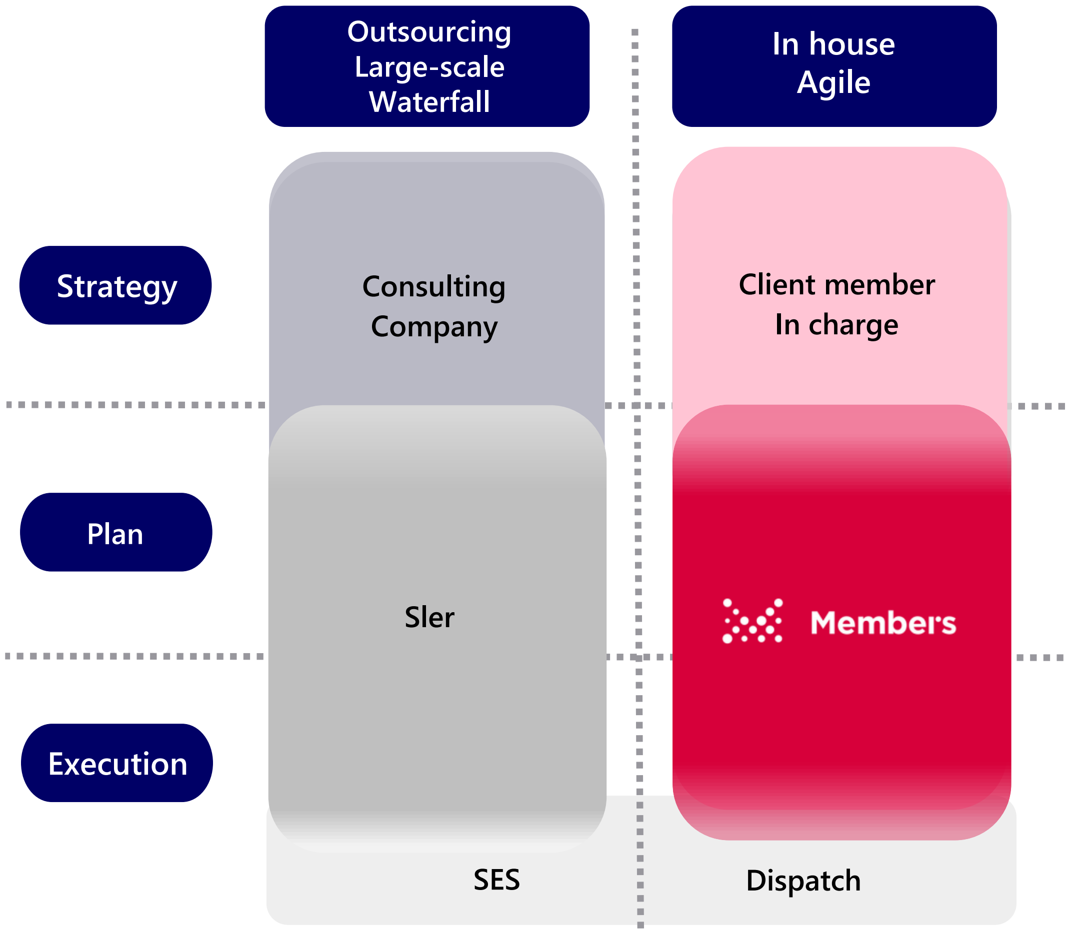
Operating profit (Consolidated)



Establish DX Field Support Position and Competitive Advantage

- Based on customer DX needs, we have revised our strategy of focusing on operational positions and are promoting a shift to DX field support positions.
- In response to customers' strong orientation toward in-house production, we aim to establish a unique position and competitive advantage by providing hands-on support from over 2,500 digital experts and continuous support for in-house DX through dedicated customer teams.

Our Position



Problem of DX conversion in Companies
(From the Aggressive DX Fact-Finding Survey 2025)

Lack of DX talent

- **More than 90%** of companies lack human resources for all processes, with a particularly serious **shortage in the execution process at about 50%.**

Needs of outsourcing

- Each process is different, but the execution process **emphasizes accompaniment and hands-on support that leads to co-creation.**
- The strategy and planning processes are increasingly being done in-house, but the execution process requires **expertise and technical skills**, making it difficult to develop and train **human resources** and skills, outsourcing ratio is **about 30%,** which is **higher than other processes.**
- Satisfaction with outsourcing companies was **less than 40%** for most items, and **cost-effectiveness was the lowest at approximately 20%.**

DX on-site support of members

- Hands-on, agile implementation support from 2,500 digital technical experts.
- Continued support of dedicated customer teams through "ATAKAMO-SHAIN ®*".
- Appropriate cost performance during the planning and execution phases.

*ATAKAMO-SHAIN is our registered trademark. ATAKAMO-SHAIN (Registered Trademark No. 6923667)

Review of VISION2030 - Strengthening DX Talent Development

- To boldly accelerate the shift to DX field support positions, we are accelerating the development of DX personnel, primarily PMO personnel, who work alongside customers. Progress is steady, with the DX talent ratio reaching 72.0% in FY2026, against the target of 90% for FY2027.
- The number of PMO personnel has rapidly expanded to approximately 1,500. An important foundation for our future growth is being established.

Training to continue to deepen & evolve DC's skills and knowledge
- Comprehensive approach to training systems, programs, infrastructure, etc.

DX talent ratio: 72 % (End of 26/3)

SINCA
(SkillInnovation and Career Advance)

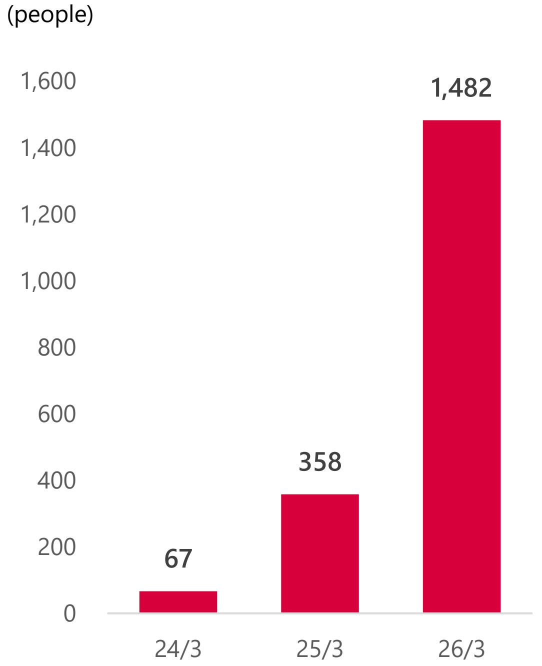
Program

Job Type Recognition	Guild (Occupation Community)	Badge (Occupational Skill Certification)	High Level Creator Certification
100 Jobs	Number of events per year Held 100 times or more	Number of badge holders Total 7,810 people (Unique count: 2,147 people)	Top creator 1,424 people

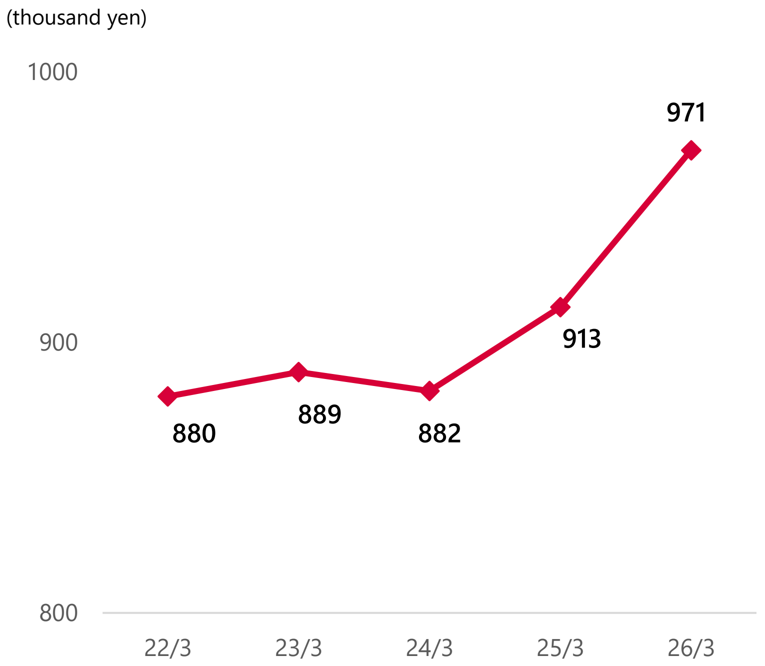
Course　Total 35 courses *Scheduled to be expanded sequentially

PMO Technical Director Course	Engineer Course
Marketing DX Course	Data Utilization Course *Newly added
UI Design Course	Generative AI Course *Newly added
UX Course	Business Transformation Course *Newly added

Number of PMO Staffs (End of period)



Unit price per person (Average during the period)



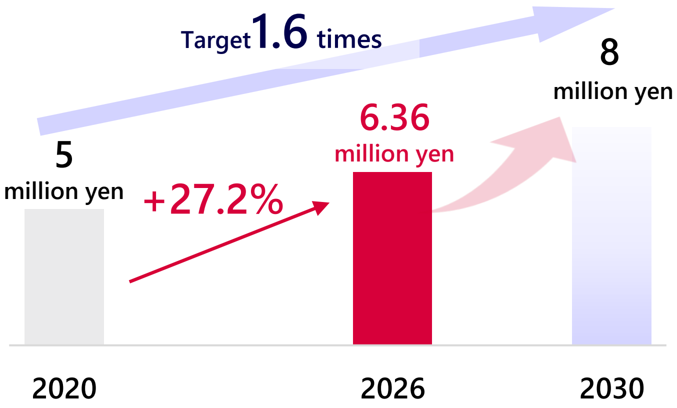
Review of VISION2030 - Establishment of All-Hands Management

- Establish a field-centered, All-Hands management style that operates as a team based on team management and team/individual vision in DX field support, establishing the ideal form of All-Hands management and pursuing a challenging culture and employee happiness.
- Aiming for a 1.6-fold increase in annual income over 10 years, we achieved a +27.2% base increase in the base grade over the six years up to the most recent period. Progress is being made in initiatives to realize a high-skill/high-value-added/high-compensation cycle.

SocialValueAward

Representative teams present their challenges in creating social value through their work
The most prestigious event

Creator'sValue1.6



In the salary revision from April 2021
Base increase for all employees to realize 1.6-fold increase in annual income by 2030

Aiming for a virtuous cycle of increased productivity and higher compensation

Members Group Employee Stock Ownership Plan

Ratio of members to owners *1

64.2 %

Members Group Membership Ratio *2

9.5 %

Realization of ownership by all employees that directly links company growth to employee asset building

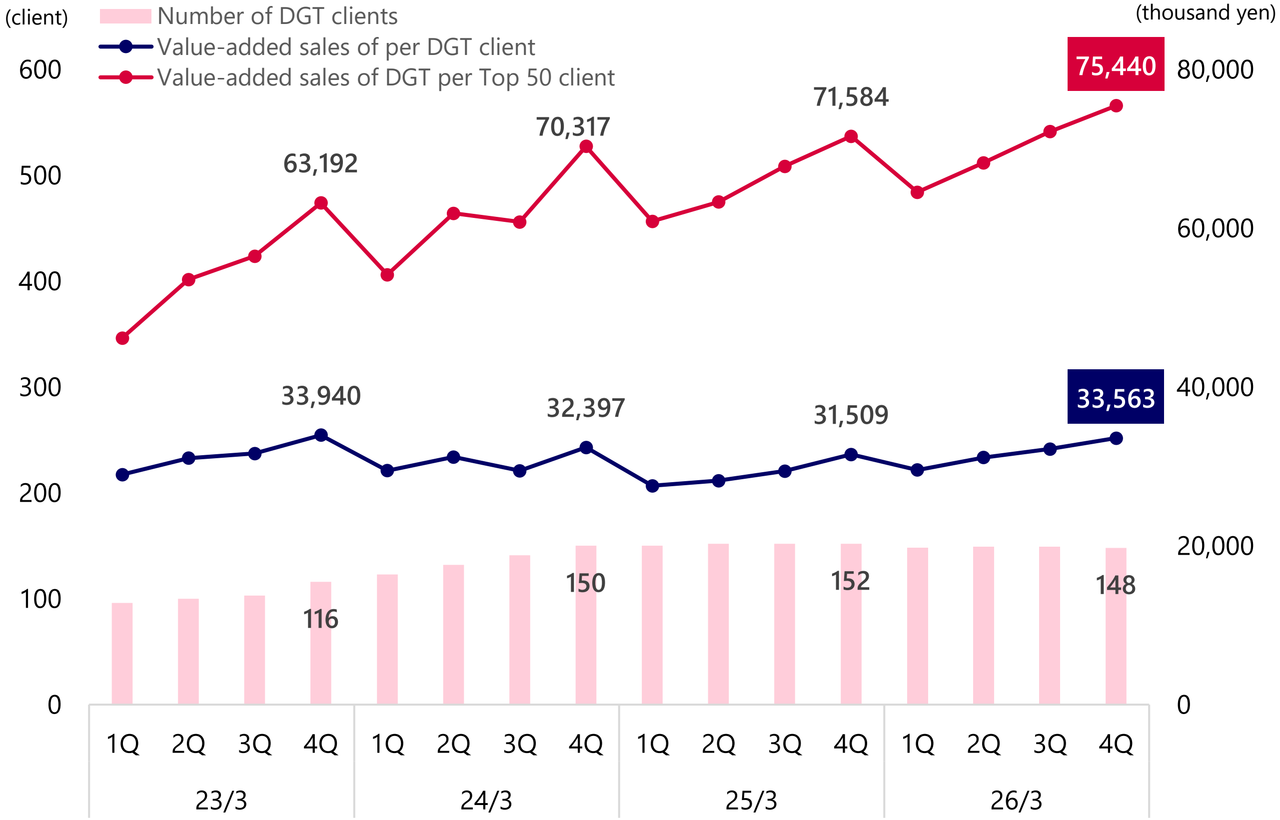
Measures to raise shareholder awareness include a 20% incentive program and the issuance of stock acquisition rights, etc.

*1 The percentage of employees who hold the equivalent of company stock, including employees who have enrolled in the Employee Stock Ownership Plan and stock acquisition rights holders.
*2 The percentage of the total number of issued shares equivalent to company stock, including the number of shares held by the Employee Stock Ownership Plan and the number of shares held by employees in physical form.

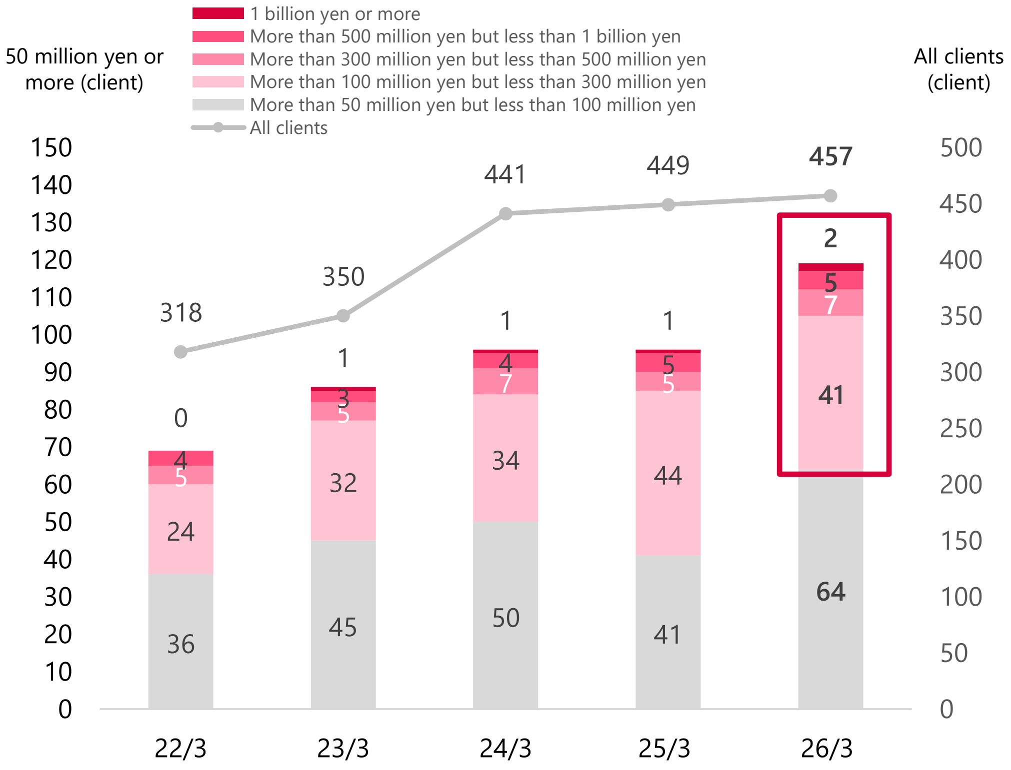
VISION2030 Review - Expansion of Client Base

- The number of clients with 50 million yen or more increased by 50 in five years by strengthening cross-selling to existing clients. Also focused on ABM*[1]-type account management. Stable project creation as a partner with long-term and strong relationships in the digital domain of major companies.
- Value-added sales per company of the top 50 DGT*[2]s reached a record high in the most recent period.

Number of DGT clients / Value added per clients



Number of trading companies by turnover size



*1 ABM (Account Based Marketing): A marketing and sales approach that aims to improve customer satisfaction and deepen business relationships by taking a strategic, individual approach to specific target companies (accounts).
*2 Number of DGT companies is the number of customers served by a team of three or more DCs dedicated to the customer in pursuit of results.

Review of VISION2030— Promoting CSV management and leading the transformation to a sustainable society

- To achieve the goal of "contributing to solving social issues centered on climate change and population decline with the power of creators across Japan and leading the transformation to a sustainable society," we are currently focusing on decarbonization and creating effective social value.

Establishment of companies to promote decarbonization-related businesses

Members 脱炭素DX

Connecting sustainability to business results

Strengthening the promotion system for sustainable management—providing end-to-end support until business results are created

Members サーキュラーDX

Supporting the construction and growth of circular businesses

End-to-end support from business model transition to Circular Economy, including DPP operation, etc.

Internal initiative to promote decarbonization: "Decarbonization Action"

Decarbonization Action Score (FY2026/4Q Cumulative)

11,978 cases

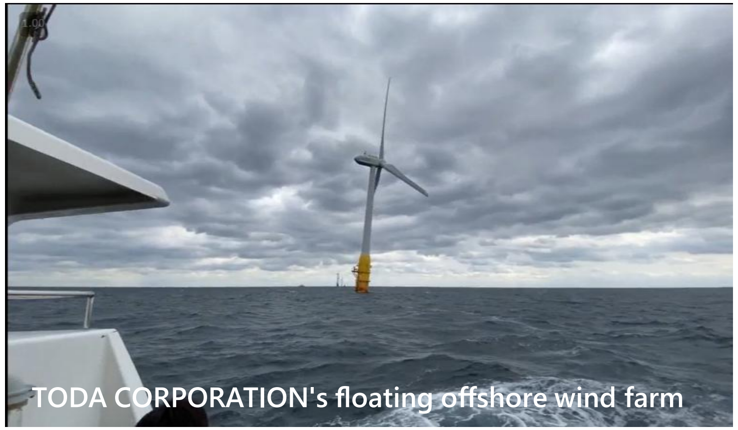
YoY **214%**

Target at year end **+8,478** cases

- Listing and deploying initiatives that companies can practice in daily operations, including digital.
- Execution of decarbonization actions is also reflected in employee evaluations.

On-site inspections with CSV-promoting companies: "User Conference"

PowerX Inc's storage battery plant



TODA CORPORATION's floating offshore wind farm

Miyako Island, a region utilizing renewable energy

2023: Inspected TODA CORPORATION's wind farm in the Goto Islands.

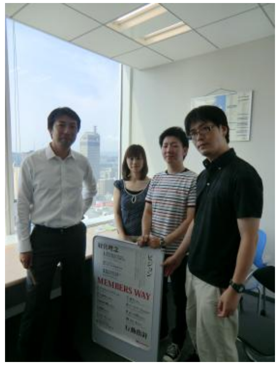
2024: Inspected PowerX Inc’s storage battery plant in Okayama Prefecture.

2025: Inspected Japan’s most advanced renewable energy utilization model in Miyako Island, a win-win for companies, local governments, and residents.

Review of VISION2030— Promoting CSV management and leading the transformation to a sustainable society

- Compared to the fiscal year ended March 2020, the number of regional employees increased by +586, making a certain contribution to the creation of regional employment. On the other hand, customer needs for on-site presence remain strong, and the fact that we have not been able to grow as intended is an issue.

The beginning of regional job creation: Launch of "Web Garden Sendai"



Opened in July 2011
3 people

Currently 120 people

11
locations nationwide

883
Noumber of regional employees

Sapporo Office

Sabae Office

Web Garden Sendai

Web Garden Kobe

Web Garden Kitakyushu

Fukuoka Office

Osaka Office

Nagoya Office

Established a base in Sendai-city for the purpose of supporting reconstruction after the Great East Japan Earthquake in March 2011.
Started with 3 people and has now expanded to 120.
Starting with Sendai-city, **now expanded to 11 locations nationwide.**

All locations **are equipped with environments that enable high-quality work, similar to Tokyo.**
Many employees are active nationwide.

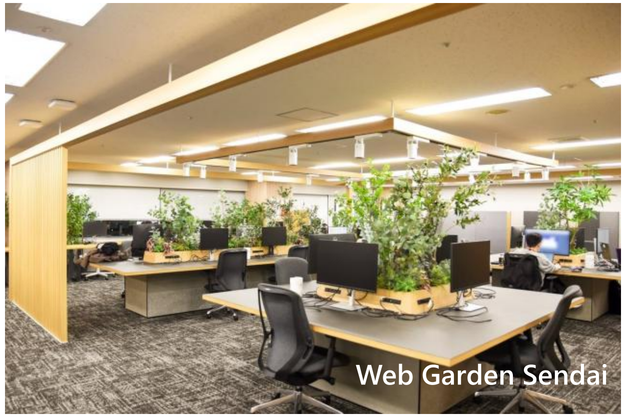
*Number of regional employees as of March 2026

Review of VISION2030— Promoting CSV management and leading the transformation to a sustainable society

- To address "environmental changes caused by global warming and climate change," we have stipulated in our Articles of Incorporation that we will realize a transformation to a decarbonized and sustainable economic model and lifestyle, declared our commitment to solving these issues, and are actively promoting our own environmental initiatives.

Sustainable Office Design


Headquarters (Tokyo)


Web Garden Sendai

We are practicing sustainable office design by utilizing waste materials such as wood scheduled for disposal, PVC pipes, and recycled materials, and through collaborations with creators who are working to solve social issues.

Sustainable Initiatives


Construction and start of power generation at non-FIT solar power plants


Forest Conservation Project "Members Forest"

- Solar power plants were installed with the aim of covering the electricity used in our business activities with renewable energy.
- Achieved 100% renewable energy for electricity used in business activities.
- Participated in forest conservation projects as a contribution to natural capital and biodiversity.
- Joined JCLP in October 2020.

JCLP　再エネ100宣言 RE Action

FUTURE VISION

Philosophy at the Source

MISSION | Article 2 of the Articles of Incorporation

Create a spiritually rich society through "MEMBERSHIP"

ORIGIN | The origin of the company's name

Two thoughts behind the founding in 1995, at the dawn of the Internet

MEMBERSHIP
Support for a society where companies and consumers co-create value through a membership relationship

All-Hands management
The desire to be a group of employees (members) with a sense of participation

CORE VALUES | Core Value

Four shared values that form the core of all activities of the Members Group and its employees

Contribution
Contribute to society through our core business

Challenge
Challenge without fear of failure

Sincere
Sincere to colleagues, customers, and society

Team
Team results through diverse personalities

Management Philosophy

A Triple Bottom Line (TBL) Company

Uncompromisingly pursue the simultaneous realization of "Contribution to society," "Happiness of employees," and "Development of the company"

01 **Contribution to society**
Contribute to society through daily work = realization of the mission

02 **Happiness of employees**
Digital creators grow together with colleagues and create the most active and happiest workplace

03 **Development of the company**
Contribute to the development of the company as one's own business, and become happy through the development of the company

* Established as a pledge to never manage outside of these principles, based on management reflection from the bankruptcy crisis around 2008

Vision for Realization

Denmark — Benchmark for a Triple Bottom Line (TBL) Company

Embodying the high simultaneous realization of "Contribution to society," "Happiness of employees," and "Development of the company" on a national scale

World-class indicators (as of 2025)

Business Efficiency*1	International Competitiveness*1	Digital Competitiveness*2
1 st	4 th	5 th
Environmental Performance*3	**SDGs Achievement*4**	**Happiness*5**
10 th	3 rd	3 rd

Average annual income, labor productivity, and GDP per capita are **about twice that of Japan**

Factors for Realization

Trust, co-creation, and flat organizational culture | Design thinking | Investment in human resources (practical and technical education) | Diversity and work-life balance | Digital/decarbonization leadership

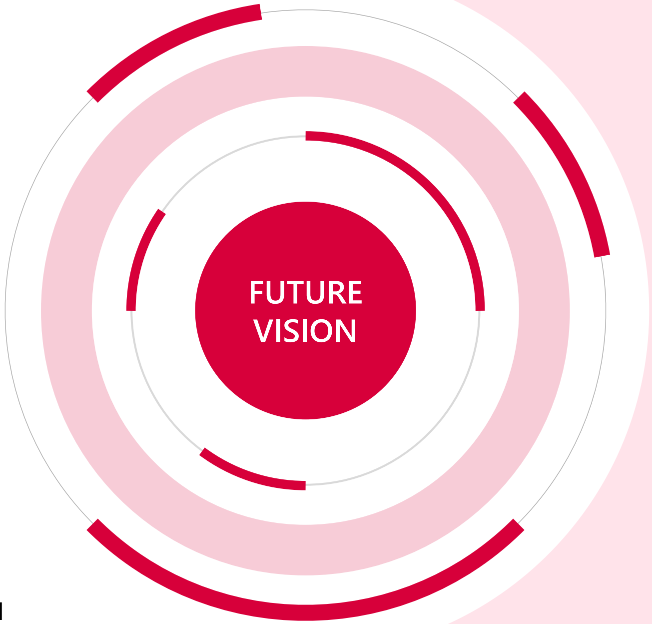
*1 Source: "World Competitiveness Ranking 2025" (IMD) *3 Source: "Environmental Performance Index 2024" (Yale University, etc.) *5 Source: "World Happiness Report 2026" (SDSN)
*2 Source: "World Digital Competitiveness Ranking 2025" (IMD) *4 Source: "Sustainable Development Report 2025" (SDSN)

New Vision - FUTURE VISION

- Following the suspension of VISION2030 targets, we have redefined our targets and vision as we have seen a path toward recovering profitability and establishing a unique position.
  We have evolved this into FUTURE VISION to achieve strong growth toward 2035.

VISION 2030

With the power of creators across Japan, we will contribute to solving social issues centered on climate change and population decline, and lead the transformation to a sustainable society.



Vision Statement

Digital for Hope.

Unleashing the creativity of digital creators, turning climate change into green growth, and turning population decline into the wealth of each individual.

Value Proposition

Imagine it. Make it.

A digital implementation partner that uses "the power of people" to give "shape" to the ideal state of business and society.

Value Creation Process for Realizing FUTURE VISION

Materiality

- Rapid climate change climate change
- Declining labor population
- Crisis of social fragmentation
- Dramatic evolution of AI and digital technology

INPUT

Human Capital / Organizational Capital

Power of recruitment and development
Pursuit of the best environment for people to grow and a system that attracts people who desire self-growth

A place where people gather and grow
Expanding the circle of learning throughout Japan and creating a community where people gather

Company system
Autonomous company system that generates a wide variety of expertise

Inclusive
Inclusive organizational culture where diverse talents resonate and amplify value

Learning agility
Learning agility to enjoy change and continue updating skills at high speed

KPI
- Annual hires : 1,000
- Network of learners : 100,000
- Engagement score : 4.0
- Model annual income 10 million yen

Positioning and Value Proposition

Imagine it. Make it.

A digital implementation partner that uses the "power of people" to turn the ideal state of business and society into "shape"

Working together from the inside to transform customers into digital enterprises

Power of trust
Long-term accompaniment relationship based on trust with customers = ATAKAMO-SHAIN®

Power to shape technology
Transforming value chains with AI and the latest technology

Power of design and CSV
Elevating social issues into business value through deep human understanding and a future-oriented approach

KPI
- Brand business awareness : 40%
- Net increase of 50 companies
- Average unit price 2 million yen

Vision / OUTCOME

Digital for Hope.

Unleashing the creativity of digital creators, turning climate change into green growth, and turning population decline into the wealth of each individual.

FUTURE VISION

KGI
- 1,000 impact cases
- Operating profit: 10 billion yen

Philosophy at the Source

Core Value
Contribution, Challenge, Sincere, Team

A Triple Bottom Line (TBL) Company
Uncompromising pursuit of simultaneously realizing contribution to society, employee happiness, and company development

All-Hands management
Exploring the new form of a corporation

Guiding Principles
Members Standard

External Environment Surrounding Our Company / Materiality

- **Based on our original philosophy and the social and market environment, we have positioned the following four megatrends as our materiality and formulated our FUTURE VISION.**

Materiality	Impact on Society	Key Background for Formulating FUTURE VISION
Rapid Climate Change	• Impacts on primary industries such as agriculture are becoming more severe, and situations that shake the food production base are progressing. Frequent and more severe disasters, and worsening health damage such as heatstroke. • Energy/food security and restructuring of supply chains become issues.	• Energy transition toward a decarbonized society, thorough energy conservation, transition to a circular economy, and behavioral change toward a decarbonized lifestyle are essential. • These should be positioned not as costs but as "investments for social growth and evolution," and need to be accelerated through digital implementation.
Declining labor population	• By 2035, Japan's total population will decrease to approximately 111 million, and the aging rate of those aged 65 and over will reach approximately 33%. The labor population will decrease, and a "labor supply-constrained society" in which maintaining social infrastructure itself becomes difficult will become a reality. • Labor shortages at sites such as stores, logistics, factories, construction, medical care, and nursing care are becoming more severe.	• Through dramatic productivity improvements using AI and robotics, we aim to resolve labor shortages at sites such as stores, logistics, factories, construction, medical care, and nursing care, and expand GDP per capita. • Demand as a digital implementation partner will expand.
Crisis of social fragmentation	• Economic anxiety, geopolitical tensions, and information bias caused by technology are deepening "social fragmentation" on a global scale. • There are concerns that AI and technology will be used for the pursuit of capital profits, leading to the replacement of human jobs, widening the gap between rich and poor, and deepening social fragmentation.	• Companies should play a role as "trusted intermediaries," connecting people with different values and making them collaborate for a common purpose. • If digital technology is used not only for the pursuit of corporate profits but also for the purpose of increasing the happiness of society as a whole, it can lead to solutions for climate change, population decline, and social fragmentation.
Dramatic evolution of AI and digital technology	• The competition for huge investments in AI infrastructure (general-purpose models, GPUs, data centers, etc.) is overheating. In addition, this generates huge energy demand, raising concerns that it will go against decarbonization. • As AI takes on a wide range of desktop tasks, centered on data processing, routine work, and tasks involving specialized knowledge such as design, programming, research, and legal affairs, it will be necessary to redefine human work and shift the labor force.	• AI and digital technology should be utilized to achieve common goals (social prosperity and people's happiness). • By 2035, sites where AI and humans work side-by-side will become the standard, and the need for human resources to implement transformation will increase.

FUTURE VISION (Vision for 10 years from now)

- Based on our External Environment and materiality, we have formulated FUTURE VISION to define where we aim to be in 10 years.
- Together with all stakeholders, we aim to create 1,000 impact cases and achieve Operating profit of 10 billion yen.

Digital for Hope.

Unleashing the creativity of digital creators, turning climate change into green growth, and turning population decline into the wealth of each individual.

Impact cases 1,000cases

Create numerous CSV cases together with customers and find hope in solving issues related to materiality, such as climate change and population decline.

Operating profit 10billion yen

Become one of the leading companies in the industry and have a significant impact on society.

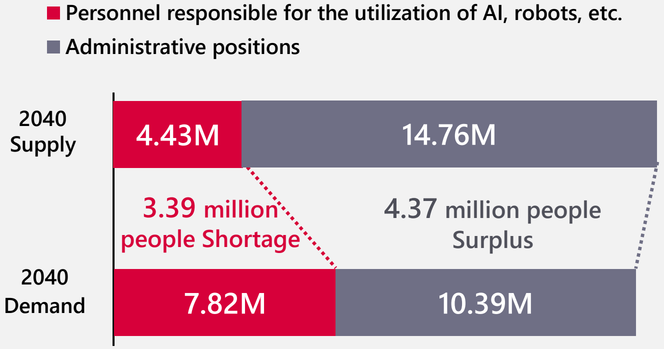
Rationale for Expanding Human Investment in the AI Era

- The main battleground for AI will shift from infrastructure competition to implementation in the field and society. AI will replace routine tasks centered on administrative work and desktop-based professional tasks. On the other hand, as the hurdles for introducing AI and technology lower, there is a stronger demand than ever for AI implementation in fields facing labor shortages, and it is projected that by 2040, there will be a shortage of 3.39 million digital personnel for AI utilization and other tasks. Since cultivating specialized personnel to lead the transformation of field operations and the implementation of AI and digital technology will provide an overwhelming advantage, we will actively expand human investment.

External Environment Expected in 2040

Supply-Demand Mismatch*1

This is not just a simple labor shortage, but a serious mismatch in labor skills. A fundamental labor shift from administrative positions to personnel responsible for the utilization of AI, robots, etc., is becoming a social urgency.



New Industrial Structure Case*2

With the evolution of AI and robots, the information and communications industry and professional services industry, which create high value-added, will lead the next-generation industrial structure.

① Manufacturing X (Ex)
Differentiation through GX and frontier technologies, and high value-added through the creation of new demand via servitization through DX, leading to employment expansion and wage increases

② Information and Communications Industry / Professional Services Industry
Cultivating new demand to create new value-added, and wage increases exceeding other industries

③ Advanced Essential Services Industry
Mastering power-saving equipment and services to increase wages

Rationale for Expanding Human Investment

1 Human Capital Investment to Resolve the Supply-Demand Gap

In 2040, a serious mismatch is predicted in Japan, with a shortage of 3.39 million "personnel responsible for the utilization of AI, robots, etc." We will establish a competitive advantage as a receptacle for AI implementation and result creation for client companies by training "professional and technical workers" in-house who can complementarily utilize this scarce AI to increase productivity and by continuing to expand.

2 Growth as a High Value-Added "Professional Services Industry"

The information and communications industry and professional services industry are considered the cornerstone of industries capable of wage increases exceeding other industries by "creating new value-added through the cultivation of new demand."
As a creator group capable of implementing AI technology, we will create value-added that exceeds other industries and realize medium- to long-term improvement in corporate value.

*1 Source: Regarding the 2040 Employment Structure Projections (Revised Edition): https://www.meti.go.jp/shingikai/sankoshin/shin_kijiku/pdf/030_s02_00.pdf. Created by processing P1.
"Professional positions" refers to professional and technical workers.Of these, "personnel responsible for the utilization of AI, robots, etc." aggregates occupations such as mechanical engineers and other information processing and communications engineers.
*2 Source: Regarding the 2040 Employment Structure Projections (Revised Edition): https://www.meti.go.jp/shingikai/sankoshin/shin_kijiku/pdf/030_s02_00.pdf. Created by processing P8.

The power to shape technology - Transforming the value chain with AI and the latest technology

- We predict that the evolution of AI will accelerate the digital transformation of major companies. We are expanding our support from DX support in the traditional sales, marketing, and service areas to digital implementation support across the entire customer value chain.
- We will actively launch specialty companies to establish our position as a digital implementation partner in the value chain where AI transformation is required in each industry.

Example of customer value chain: Inbound logistics > Manufacturing > Outbound logistics > Sales and marketing > Service

Examples of support for digital transformation of companies

- Product development business support for a major automobile manufacturer
- Product development business support for a major food manufacturer
- Shipping business reform for a major home appliance manufacturer
- Cyber security operations for a major financial institution
- Store DX for a major apparel company

List of companies as of April 1, 2026

Members Data Adventure
Members UXONE
Members DIRECT GROWTH
AI FOR ALL
Members BUSINESS
Members Cross Application
Rapid Scale
Members 脱炭素DX
Members Medical Marketing
Pop!nSight
Members DevOps Lead
Members ROOTS
good communications
Members DX Compass
Members SaaS PLUS
FOURAD
Growth Analytics Force
Members nu.Design
TECH LEAP
Members サーキュラーDX
ajike
AI-PROX Company
(Newly established in April 2026)

The power of Design x CSV - Elevating social issues into business value through deep human understanding and a future-oriented approach

- Achieve both social issue resolution and business results through the power of advanced human-centered design thinking and UX design. We provide end-to-end support from management strategy formulation to execution support, service/product development, and promotion.
- Realize social impact and enhancement of corporate value through co-creation with stakeholders.

Three Capabilities

3 powers that simultaneously drive corporate purpose implementation and social issue resolution

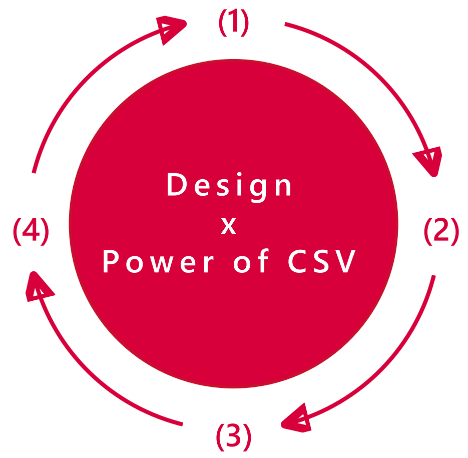
The power to pose questions starting from the future
Combining future insights of consumers with the corporate "WHY" (reason for existence) to depict the "ideal state" and "desired state" through backcasting

The power to turn social issues into empathy
Forming a context for social issue resolution starting from purpose to generate empathy and brand loyalty from user segments that were previously unreachable

The power to carry through strategy to implementation
Going beyond strategy formulation to provide end-to-end in-house support for implementation in services, products, and communications, as well as growth

Virtuous Cycle of Value Creation

From social issues to the simultaneous creation of corporate and social value



(1) Deep insight into social issues

(2) Business design starting from purpose

(3) Implementation that generates empathy

(4) Creation of corporate value x social value

Support Examples

Major Manufacturer
Support centered on service, business, and venous model design for the commercialization of the Circular Economy for flagship products
Provided consistent support from CE business research to implementation. Visualized sustainable business development by quantitatively demonstrating profitability and scalability in addition to environmental results.

Major Manufacturer
Co-creation of new public transportation to eliminate mobility restrictions through mutual assistance among residents
Provided side-by-side support from planning to development as "One Team" with on-site employees. Achieved a 92% matching rate with residents through design from a senior citizen's perspective and agile development.

Major Chemical Manufacturer
Marketing support for biomass conversion of plastics and recycling
Created brand awareness and actual sales profits through marketing support that balances fun and results toward the realization of a regenerative society.

Major Financial Institution
Created pages promoting environmental initiatives based on sustainable web design
Realized digital sustainability by suppressing CO2 emissions from pages. Contributed to expanding awareness of multifaceted sustainability in customers' services and activities, with the environment as the core.

The Power of Trust - Long-term partnership based on trust with customers = ATAKAMO-SHAIN®

- We cultivate and produce many of our own unique ATAKAMO-SHAIN who support the implementation of the customer's entire value chain. We build long-term partnership support relationships based on trust with customers and implement the ideal state of business and society.

Sympathy for the vision of change

Rather than being a mere external supporter, we stand from the same perspective as the customer and act by considering how the work in front of us and the results we produce contribute to the development and improvement of society as a whole through the customer's business and organizational transformation.

Fellowship orientation and last man's spirit

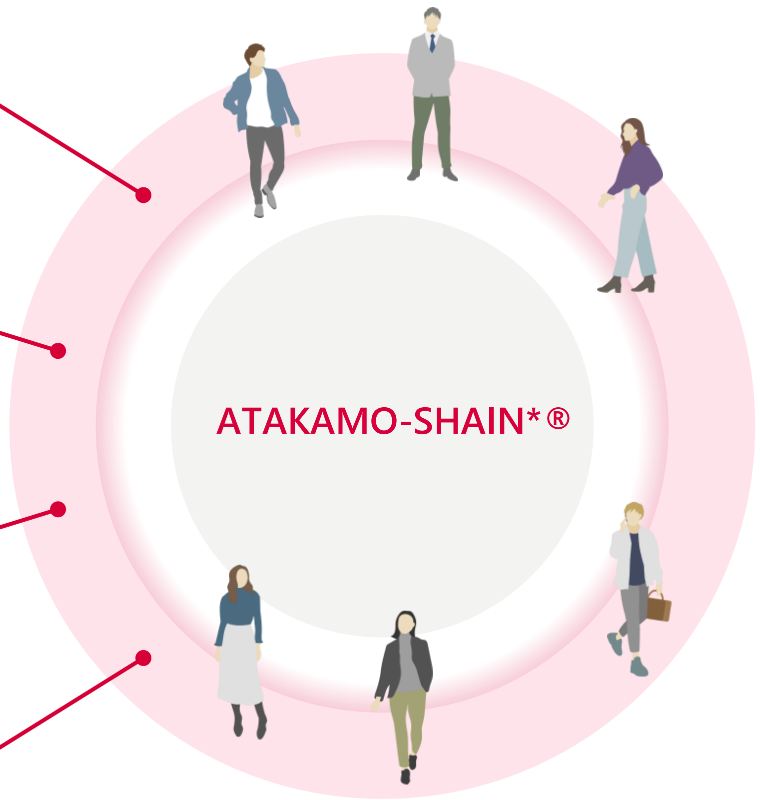
Working in unison with the customer, we sincerely wish for the success of the project, devote unstinting energy, share joys and sorrows, and as professionals, each individual takes responsibility and proactively leads the team.

Creator-oriented

Using design thinking, we are constantly exposed to new things and create innovative ideas. Through repeated ingenuity and trial and error, we continue to provide value to customers and society while updating ourselves.

Overwhelmingly hands-on approach

We face ideas unique to the field and user voices and reflect them in measures. We do not leave the customer's strategy as something on paper but make it a reality, creating great results by accumulating improvements.



Support Examples

Major Financial Institution

For the purpose of improving customer experience value Support for site renewal partnership

Identified all stakeholders involved in the project and built a system to accompany each owner. Smoothly led the project by aligning the pace of the entire project through close coordination between the supervisors of both companies.

Major telecommunications company

Promoted the refinement of customer experience in the CX, UX, and UI domains, and also contributed to the establishment of Agile and in-house operation systems

Provided comprehensive support from the design domain to business support through a resident-style approach, implementing customer experience design, development coordination, and creation of design guidelines.

Major railway subsidiary

Partnership support for internal issue-solving DX projects and new business development projects

As the manager's right-hand person in a resident-style approach, organized team-building issues and handled management tasks toward the ideal state.

*ATAKAMO-SHAIN is our registered trademark. ATAKAMO-SHAIN (Registered Trademark No. 6923667)

Strengthening Human Capital and Organizational Capital to Maximize Value Provided

- Digital creators form the foundation of the 3 types of value provided. We aim to create a group of digital creators where diverse talents shine, becoming a "digital implementation partner" that drives transformation from within the client's organization, rather than acting as an "external vendor."
- Establish 5 environments and systems to realize a virtuous cycle of skill improvement, unit price increases, and compensation growth. Realize the mission and vision through the achievement of KPIs.

5 Environments and Systems

Power of recruitment and development
Pursuit of the best environment for people to grow and a system that attracts people who desire self-growth

A place where people gather and grow
Expanding the circle of learning throughout Japan and creating a community where people gather

Company system
Generating a wide variety of expertise
Autonomous company system

Inclusive
Diverse talents resonate with each other, amplifying value
Inclusive organizational culture

Learning agility
Learning agility to enjoy change and continue updating skills at high speed

KPI

Engagement Score
4.0

We aim for high employee engagement as a connector for everything, including enthusiasm for work as ATAKAMO-SHAIN, empathy for the vision, desire for growth, and LTV improvement. We will build an environment where diverse human resources can continue to work with a sense of fulfillment without sacrificing their careers.

Average Unit Price / Model Annual Income
2 million yen
10 million yen

Digital creators achieve high long-term growth through the industry's best development and culture. We create results in the DX planning and execution phases, realizing high unit prices based on that value and compensation that allows employees to work with peace of mind.

Annual Number of Recruits / Network of Learners
1,000 people
100 thousand people

In addition to the hiring of new graduates, we will enhance our mid-hire recruitment capabilities to create a group of ATAKAMO-SHAIN. Simultaneously, we will increase the number of people who continue to learn, contributing to the development and supply of human resources for society as a whole.

Capital Policy / Shareholder Return Policy

- Pursue the optimal balance between sustainable improvement of corporate value and shareholder returns. Prioritize medium- to long-term growth investment (human capital and DX domains) while balancing stable shareholder returns and the maintenance of a sound financial foundation.

01 Shareholder Return Policy

DOE

5% or higher

Maintain a basic stance of continuous and stable dividend increases

Dividend payout ratio

25% or higher

Operate as an indicator to complement stable dividends, also taking performance-linked factors into account

02 Financial Discipline | Target KPIs

ROE

25% or higher

Continuous improvement of capital efficiency

Operating profit margin

10%

Profitability of core business

Appropriate liquidity funds

3 months of monthly costs or more

Preparation for growth investment and unforeseen circumstances

03 Direction of Growth Investment

Human capital investment

Recruitment / Human resource development / Raising compensation levels

DX domain / New businesses

AI utilization infrastructure / Establishment of new companies / M&A /Marketing and branding investment

CSV / Social value domain

Decarbonization / CSV /
Establishment of new regional bases

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Members Co., Ltd.

https://x.com/Members_IR

https://www.members.co.jp/

https://www.facebook.com/Memberscorp