FY2026 Full-year
Financial Results Presentation Materials

Members Co., Ltd.
(Prime Section of Tokyo Stock Exchange, Securities code 2130)

Members Co., Ltd.
URL: https://www.members.co.jp/

Full-year results Overview for FY2026

Highlights of FY2026 Full-year Cumulative Results

- DX domain growth rate was +32.6% YoY due to the shift to DX field support positions progressing well.
- Operating profit was 1,600 million yen (+224.6% YoY). Improvement in profitability is progressing as planned.

Full-year Cumulative Results

Due to the merger of subsidiaries in November 2024, the figures were changed to non-consolidated from 3Q FY2025. Following the conversion into a subsidiary on January 1, 2026, the company transitioned to consolidated accounting (IFRS) from the full-year FY2026. As there are differences in the scope of calculation compared to the previous year's results (non-consolidated), indicators such as YoY comparisons are provided as reference values.

Revenue	Value-added sales*1	Operating profit	Number of Digital creators (DC) (End of 4Q)
24,424 million yen	23,507 million yen	1,600 million yen	2,456 People
YoY +9.4%	YoY +10.5%	YoY +224.6%	Prior Year-end -171 people

Accelerate transformation to DX field support position

DX domain ratio (4Q)
54.2% (YoY +8.7pt)

DX domain growth rate (4Q Cumulative)
+32.6%

DX talent ratio (End of 4Q)
72.0%

Number of clients with annual sales of at least 100 million yen (4Q)
55 clients (YoY 0 clients)

Unit price per person (4Q Cumulative)
971 thousand yen (YoY +6.5%)

Number of PMO*2 staff (End of 4Q)
1,482 staff (Prior Year-end +1,124 staff)

Enhanced profitability

Occupancy rate of DCs excluding 1st and 2nd year new graduates (4Q)
85.0% (YoY -0.4pt)

Gross margin (4Q Cumulative)
26.4% (YoY +5.5pt)

SG&A expenses ratio (4Q Cumulative)
19.8% (YoY +1.1pt)

*1 Value-added sales = revenue - subcontracting and purchases = sales from internal resources
*2 PMO (Project Management Office): refers to a department or system that oversees project management across the boundaries of departments in order to facilitate the smooth implementation of projects in a company or individual organization. While the PM (Project Manager) oversees the project and is responsible for various decisions, the PMO supports the PM's project management by collecting information and coordinating with all relevant parties to enable the PM to make decisions smoothly.

FY2026 Full-year Consolidated P/L

- Both revenue and value-added sales were almost as planned. Profits at each stage exceeded the plan.
- Due to unit price increases through the shift to DX on-site positions and significant improvement in occupancy rates, the gross profit margin increased by +5.5pt YoY. SG&A expenses increased as planned. The operating profit ratio increased by +4.4pt YoY, and profitability improvement initiatives over the past two terms progressed as expected.

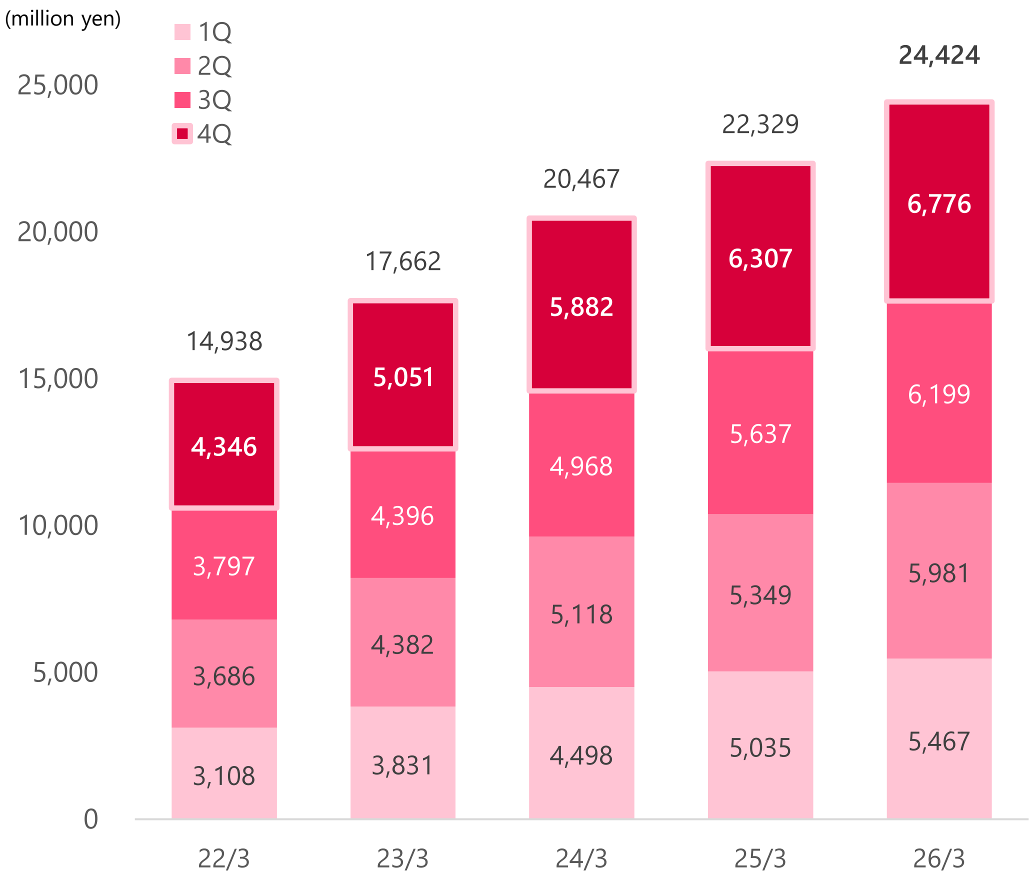
(unit: million yen)	FY2025 Full-year results	FY2026 Full-year Results		FY2026 Full-year Plan	
	Non-Consolidated	Consolidated	YoY	Consolidated	Progress rate
Revenue	22,329	**24,424**	**+9.4%**	24,400	100.1%
Value-added sales	21,277	**23,507**	**+10.5%**	23,620	99.5%
Gross profit	4,671	**6,452**	**+38.1%**	—	—
Gross margin (%)	20.9%	**26.4%**	**+5.5pt**	—	—
SG&A expenses	4,168	**4,847**	**+16.3%**	—	—
SG&A expenses ratio (%)	18.7%	**19.8%**	**+1.1pt**	—	—
Operating profit	493	**1,600**	**+224.6%**	1,400	114.3%
Operating profit ratio (%)	2.2%	**6.6%**	**+4.4pt**	5.7%	—
Profit before tax	472	**1,641**	**+247.0%**	1,390	118.1%
Profit	349	**1,213**	**+246.9%**	930	130.5%

Due to the merger of subsidiaries in November 2024, the company has been deconsolidated from the third quarter of the fiscal year ended March 31, 2025; therefore, FY2025 full-year results are presented as IFRS non-consolidated figures. Furthermore, as the company will transition to consolidated accounting (IFRS) from the full year of FY2026, the Full-year plan and results are presented as consolidated figures.

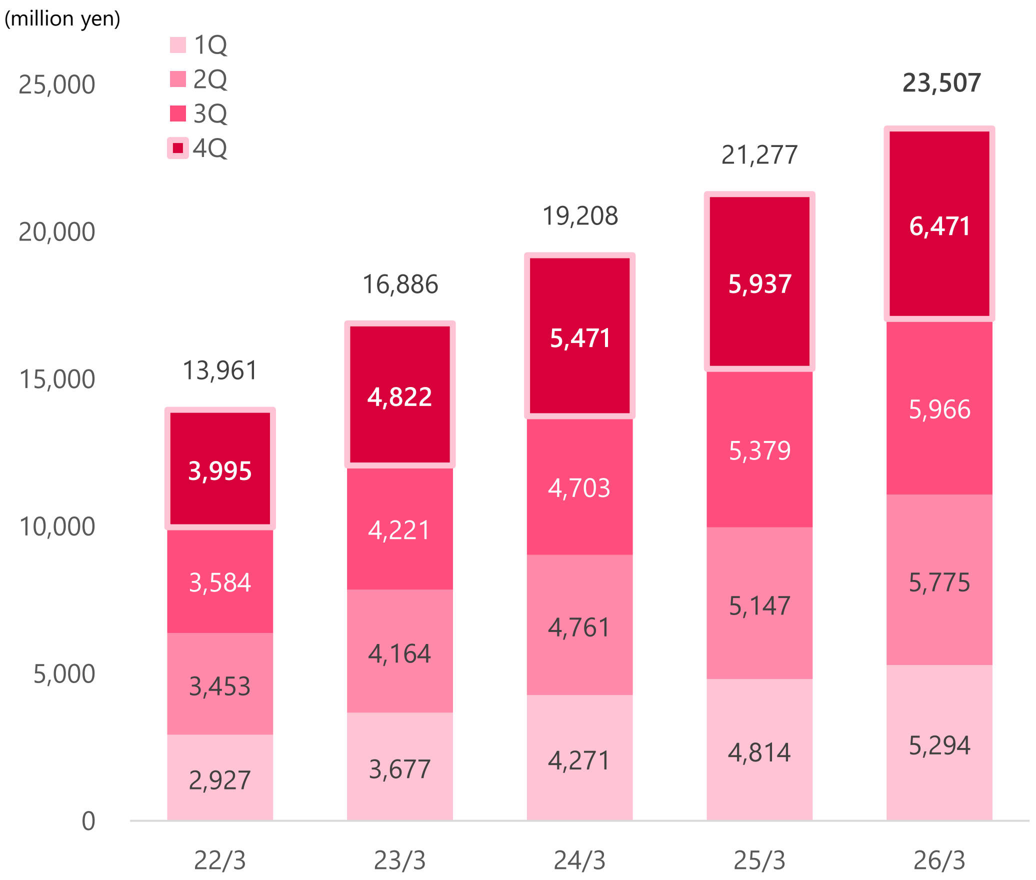
Consolidated Revenue / Value-added Sales

- Revenue: 24,424 million yen (YoY +9.4%).
- Value-added sales: 23,507 million yen (YoY +10.5%).

Revenue (Non-consolidated from 25/3 3Q to 26/3 3Q, consolidated for others)



Value-added Sales (Non-consolidated from 25/3 3Q to 26/3 3Q, consolidated for others)

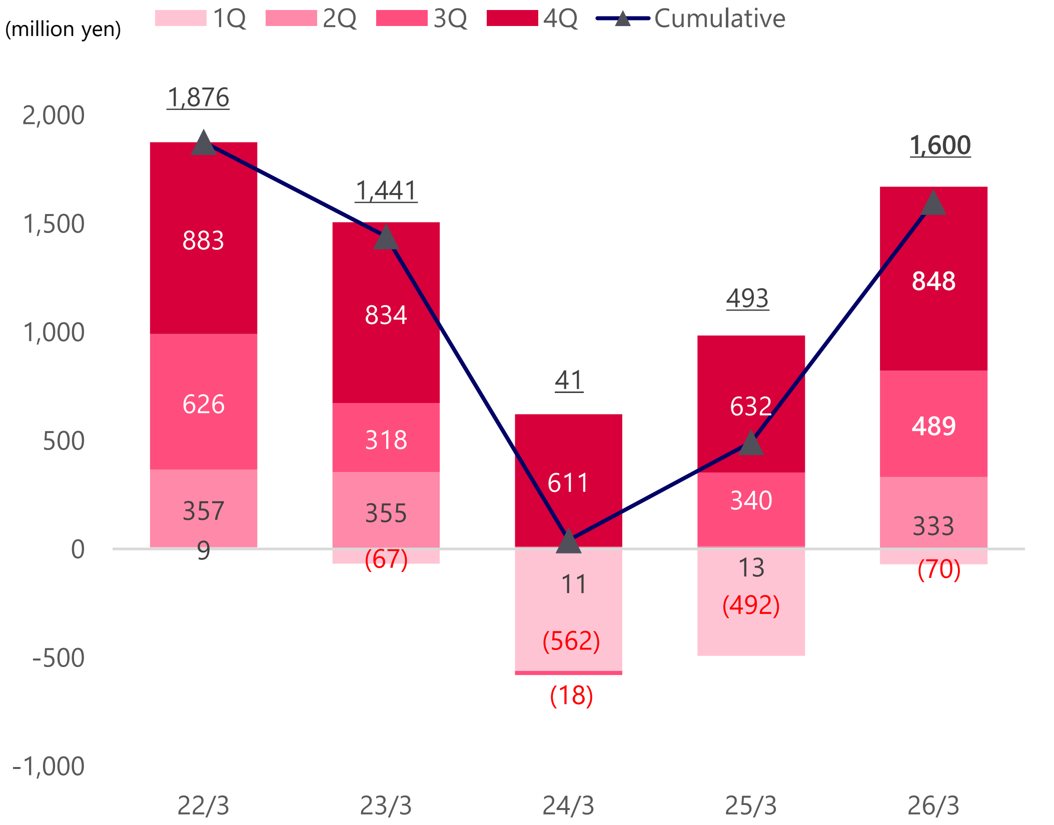


Due to the merger of subsidiaries in November 2024, the company was deconsolidated from the third quarter of FY2025 (consolidated results before the transition are presented as comparative information). In addition, due to the acquisition of a new subsidiary in January 2026, the company transitioned to consolidated reporting from the fourth quarter of FY2026.

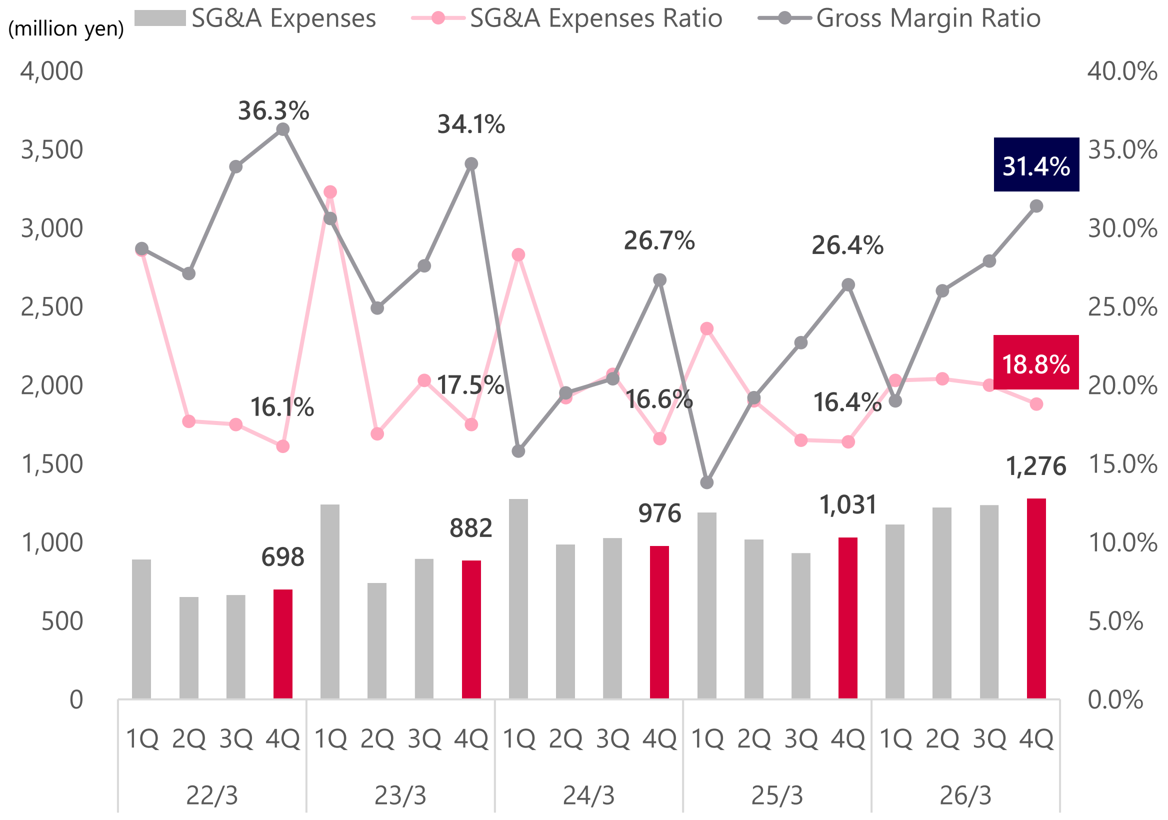
Consolidated Operating Profit / SG&A Expenses/Ratio/Gross Margin Ratio

- Operating profit: 1,600 million yen (YoY+224.6%). Recovered to a record high of 848 million yen in 4Q alone.
- Gross margin ratio in 4Q alone increased +5.0 pt YoY. Aiming for a full-year gross margin ratio of 30% through continued unit price increases and occupancy rate improvements.

Operating Profit (Non-consolidated from 25/3 3Q to 26/3 3Q, consolidated for others)



SG&A Expenses/Ratio/Gross Margin Ratio
(Non-consolidated from 25/3 3Q to 26/3 3Q, consolidated for others)



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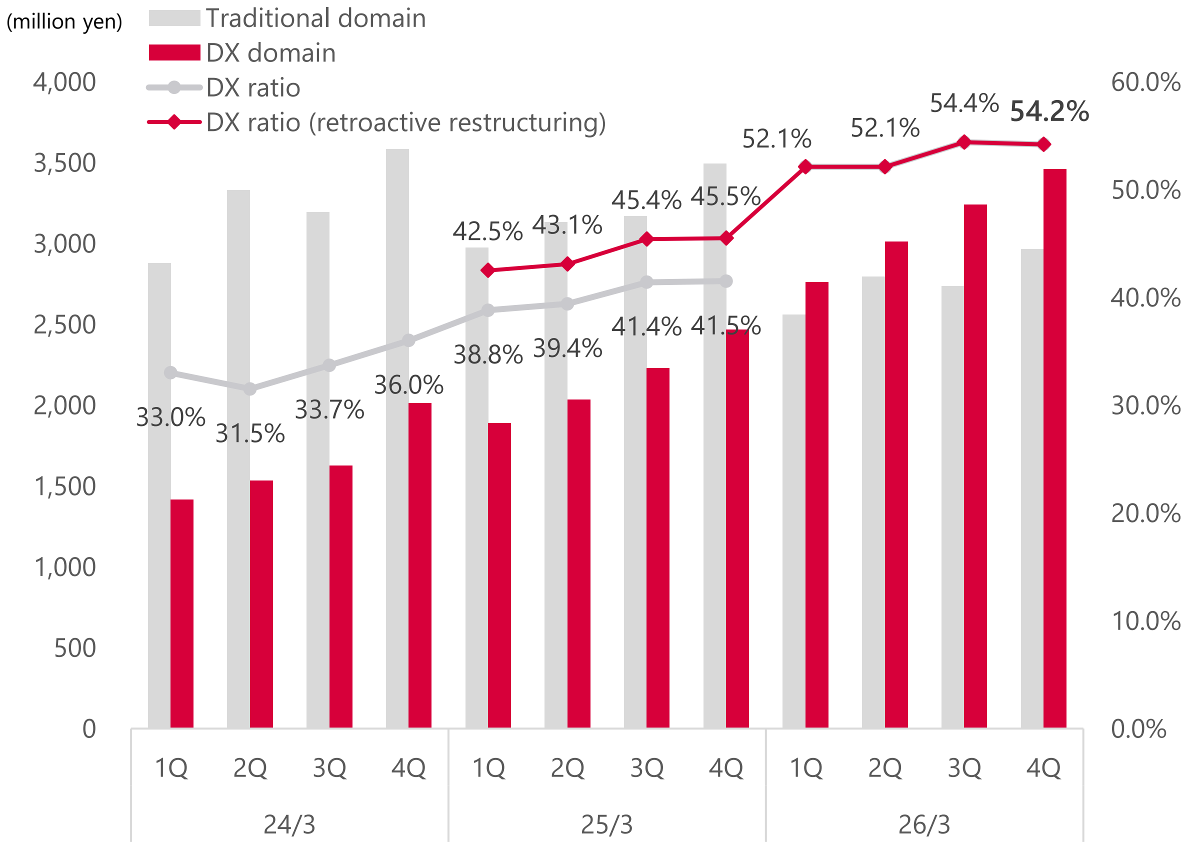
Acceleration of the Shift to DX Field Spositions - DX ratio/total value-added sales and number of DCs for specialty companies

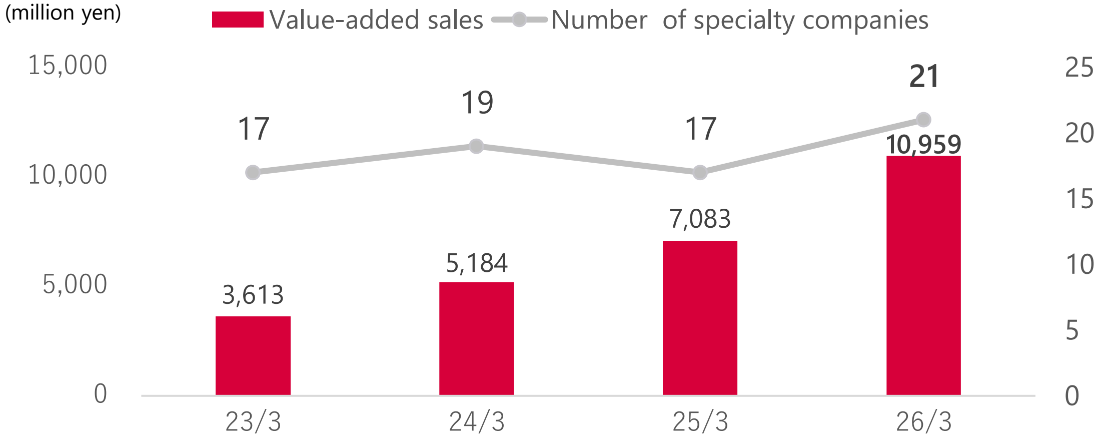
- DX sales ratio (4Q only) was 54.2% (+8.7pt YoY). 4Q cumulative growth rate continued to trend favorably at +32.6% YoY, driving the shift to DX field support positions. On the other hand, the substitution of AI for large-scale web operations in traditional sectors is progressing as expected.
- Cumulative value-added sales of the entire specialty companies for 4Q expanded to 10,959 million yen (+54.7% YoY). The number of DCs also +289 from the end of the previous period.

DX ratio and value-added sales (by domain)

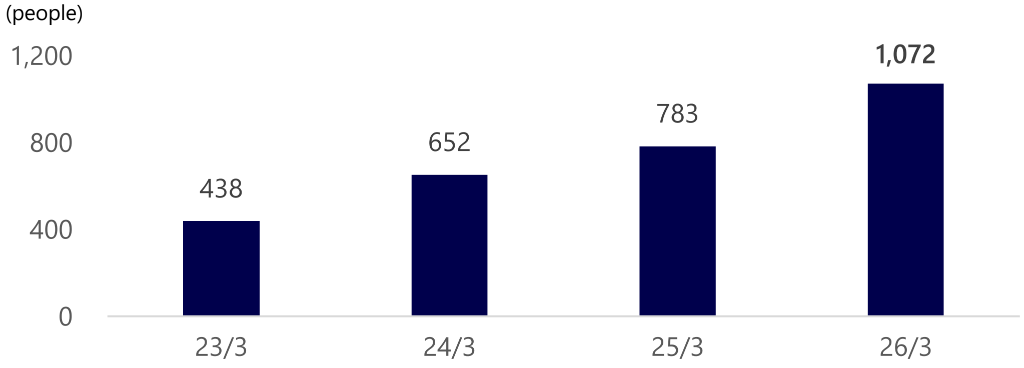


DX ratio (retroactive restructuring): Partial reclassification of the previous period due to the establishment of a new company. The ratio is calculated by re-compiling.

Number of specialty companies and value-added sales



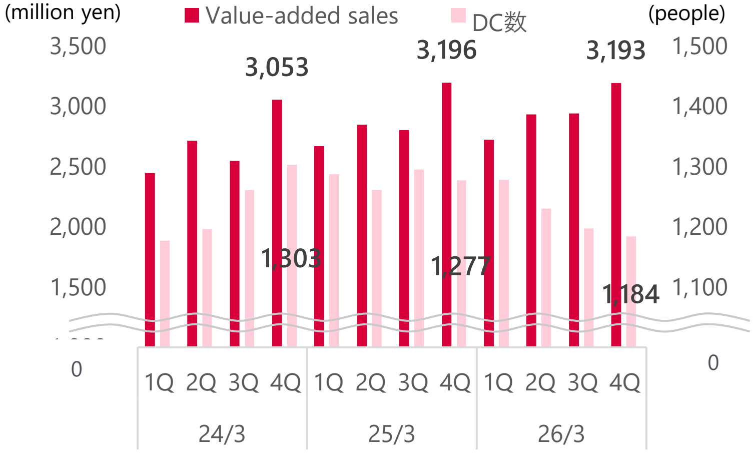
Number of DCs for specialty companies (at the end of the period)



Acceleration of the Shift to DX Field Spositions - Value-added sales and number of DCs of each business sector

- In addition to Digital Service Development and Data Utilization Support, Digital Marketing is also driving the shift to a DX field support position.
- In April 2026, a new specialty company will be established to support the implementation of AI agents for companies. We will capture the robust demand for AI.

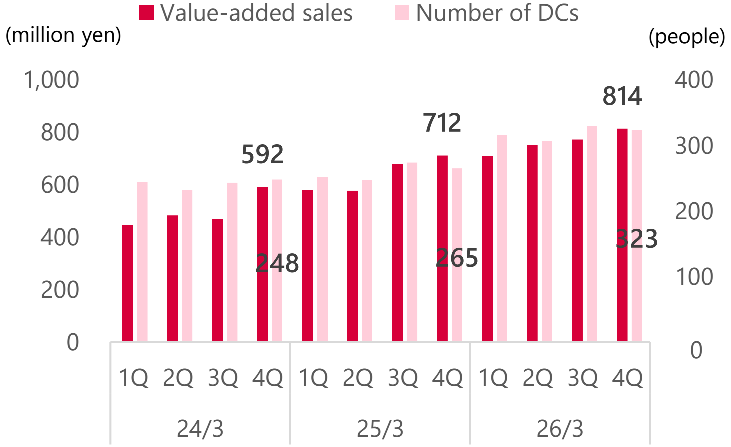
Production/UIUX



YoY
Cumulative **Value-added sales**
+2.4%
Number of DCs -7.3%

Members Medical Marketing
Members UX ONE
Global Mingle
Members ROOTS
Members DIRECT GROWTH
Members nu.Design
ajike

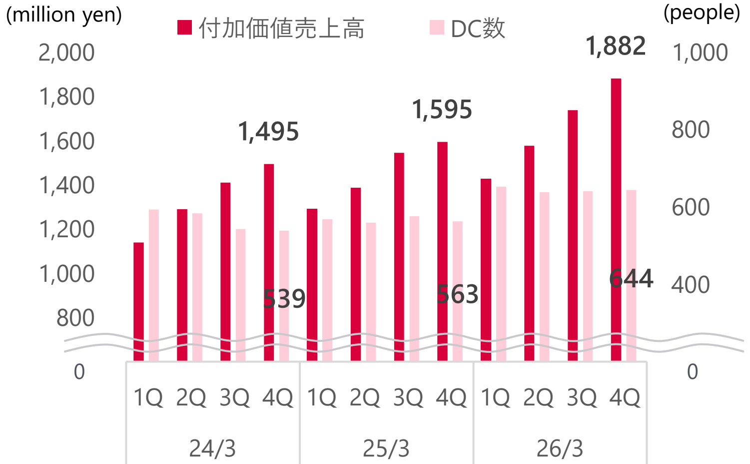
Digital Service Development



YoY
Cumulative **Value-added sales**
+19.7%
Number of DCs +21.9%

Members DX Compass
Members DevOps Lead
Members Cross Application
Rapid Scale
TECH LEAP
AI-PROX Company
(Established in April 2026)

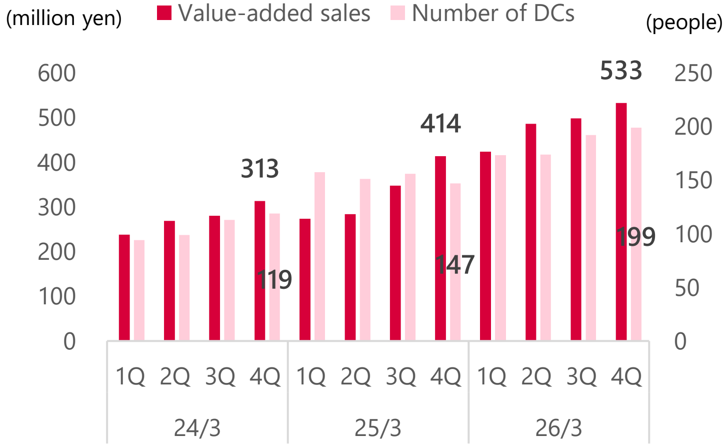
Digital Marketing



YoY
Cumulative **Value-added sales**
+13.9%
Number of DCs +14.4%

Pop!nSight
Members SaaS PLUS
Members BUSINESS
FOURAD

Data Utilization Support



YoY
Cumulative **Value-added sales**
+42.7%
Number of DCs +35.4%

Members Data Adventure
Growth Analytics Force
AI FOR ALL

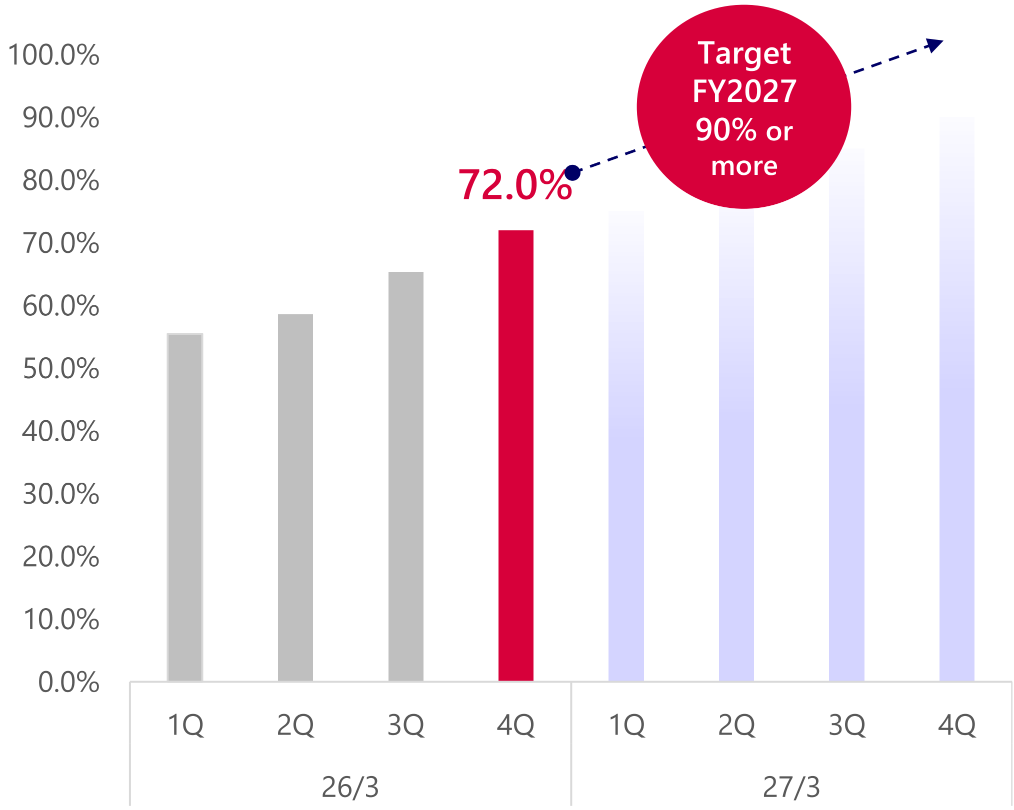
Acceleration of the Shift to DX Field Spositions - DX talent ratio/SINCA90 project promotion

- The DX talent ratio significantly exceeded the target of 65%, reaching 72.0%. In addition to developing PMO personnel, we will further accelerate the development of DX personnel who accompany customers, aiming for a DX talent ratio target of 90% or more in FY2027.

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

Increase in DC and projects in DX domain
Accelerate transformation to DX field support position

DX talent ratio



SINCA
(Skill Innovation and Career Advance)

Program

Job Type Recognition
100 Jobs

Guild (Occupation Community)
Number of events per year
Held 100 times or more

Badge (Occupational Skill Certification)
Number of badge holders
Total 7,810 people
(Unique count: 2,147 people)

High Level Creator Certification
Top creator
1,424 people

Course

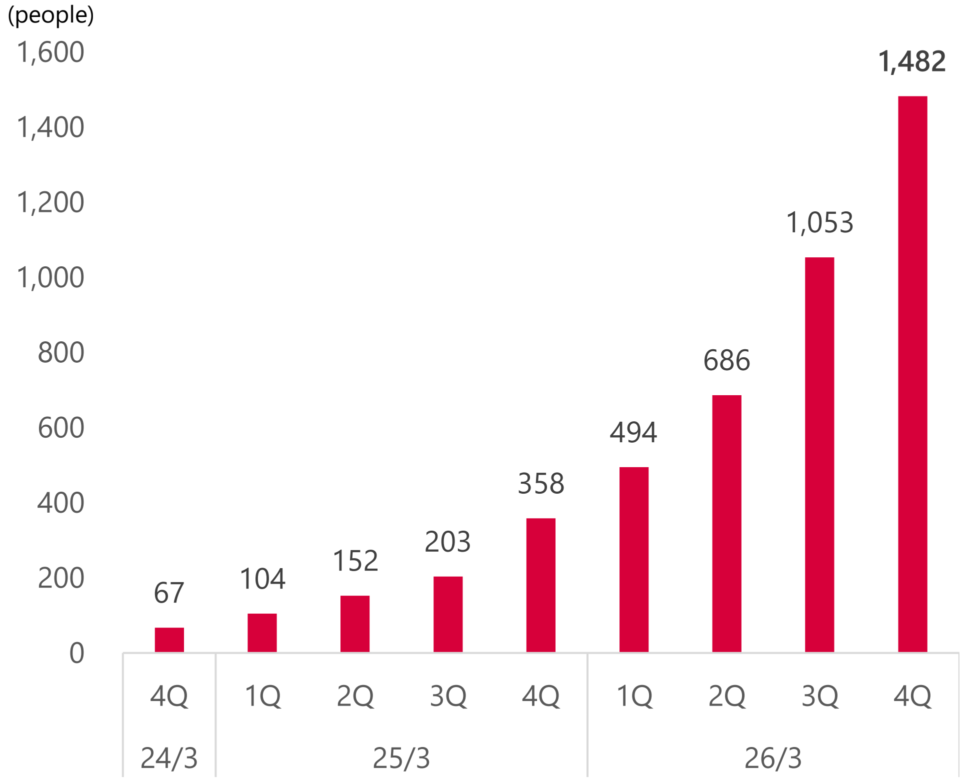
Total 35 courses
*Scheduled to be expanded sequentially

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

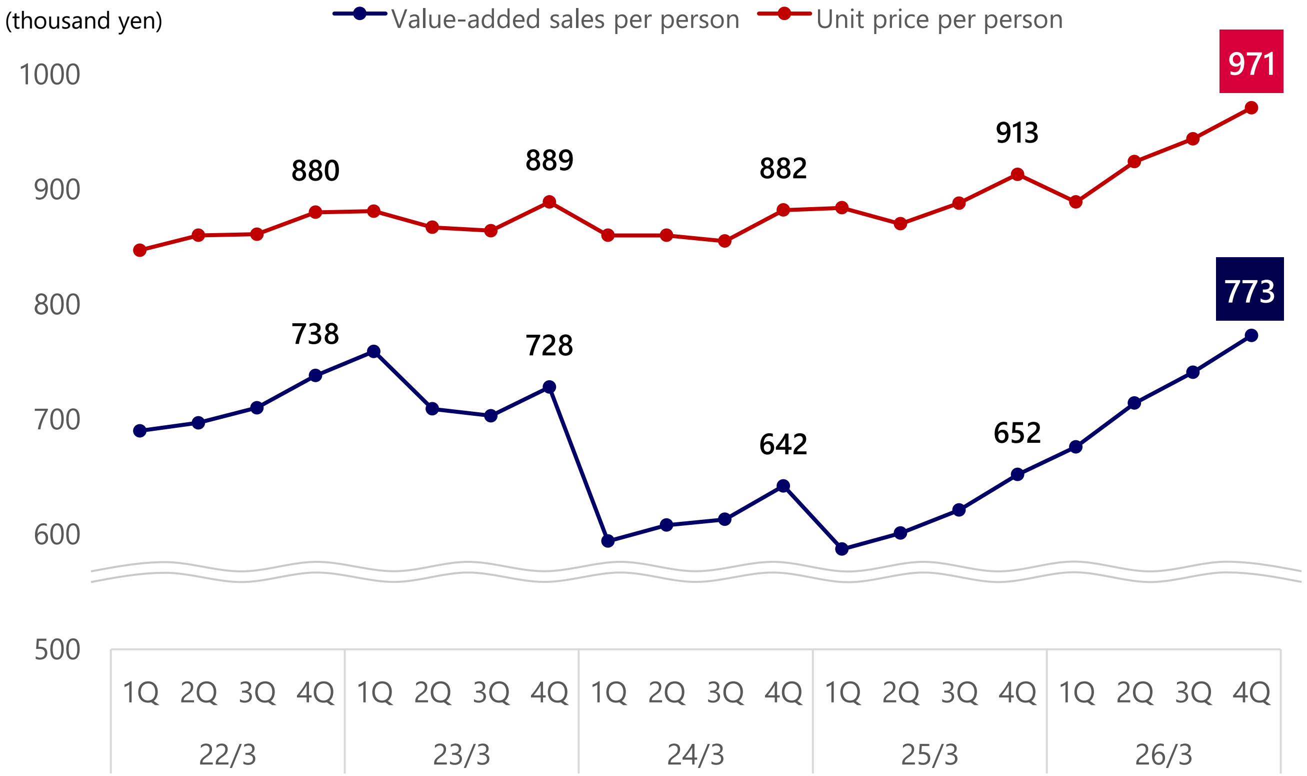
Acceleration of the Shift to DX Field Spositions - PMO staff development / Increase in unit price per person

- PMO personnel: 1,482 (+429 from the end of 3Q) against the target of 1,000. Company-wide efforts were successful and the target was significantly exceeded.
- In line with the accelerated shift to DX field support positions, unit price per person reached 971 thousand yen (+6.5% YoY), and in 4Q alone, progressed steadily to +7.7% YoY. Value-added sales per person improved steadily to +18.7% YoY.

Number of PMO* staff



Unit price per Person/ Value-added sales per Person Cumulative

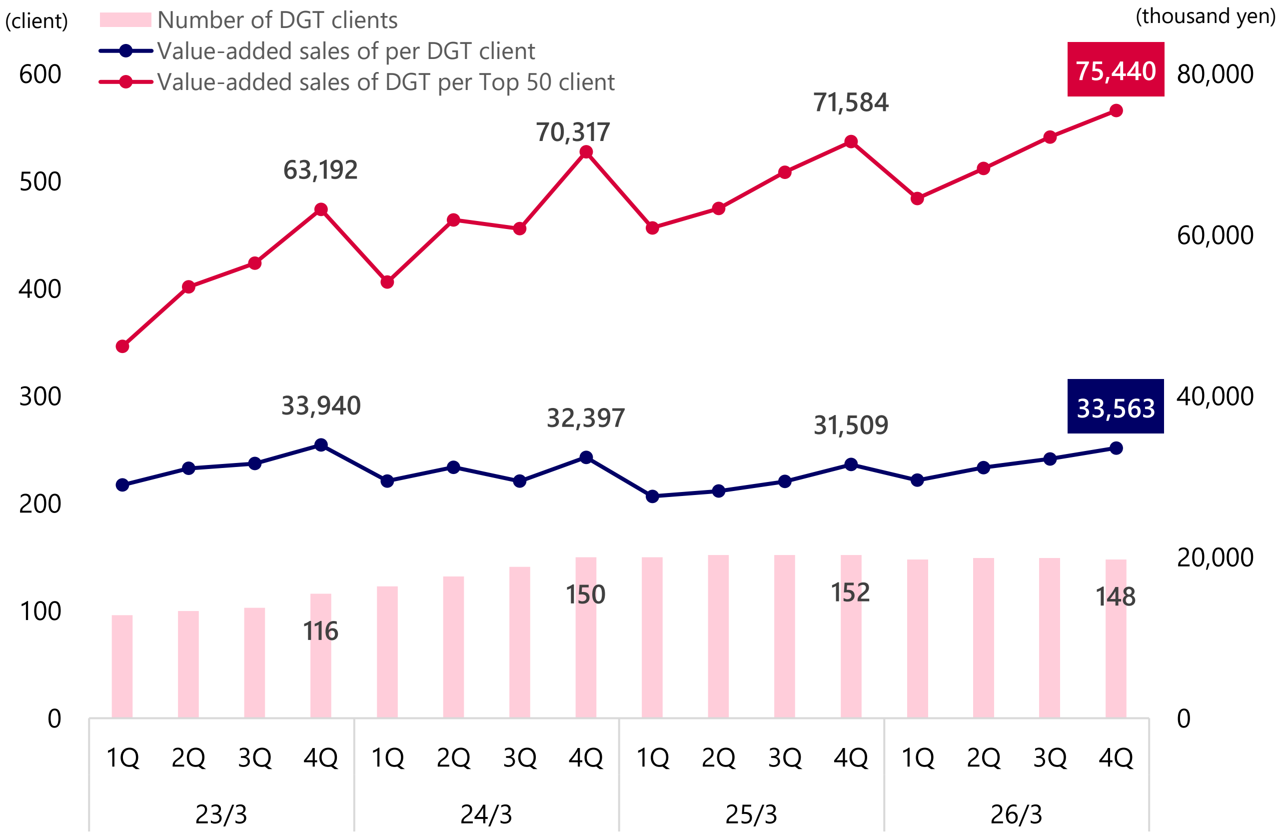


*PMO (Project Management Office): A department or system that oversees project management across the board, beyond the boundaries of departments, in order to facilitate the smooth execution of projects in a company or organization. While the PM (Project Manager) is in charge of overseeing the project and making various decisions, the PMO supports the PM's project management by collecting information and coordinating with related parties to enable the PM to make decisions smoothly.

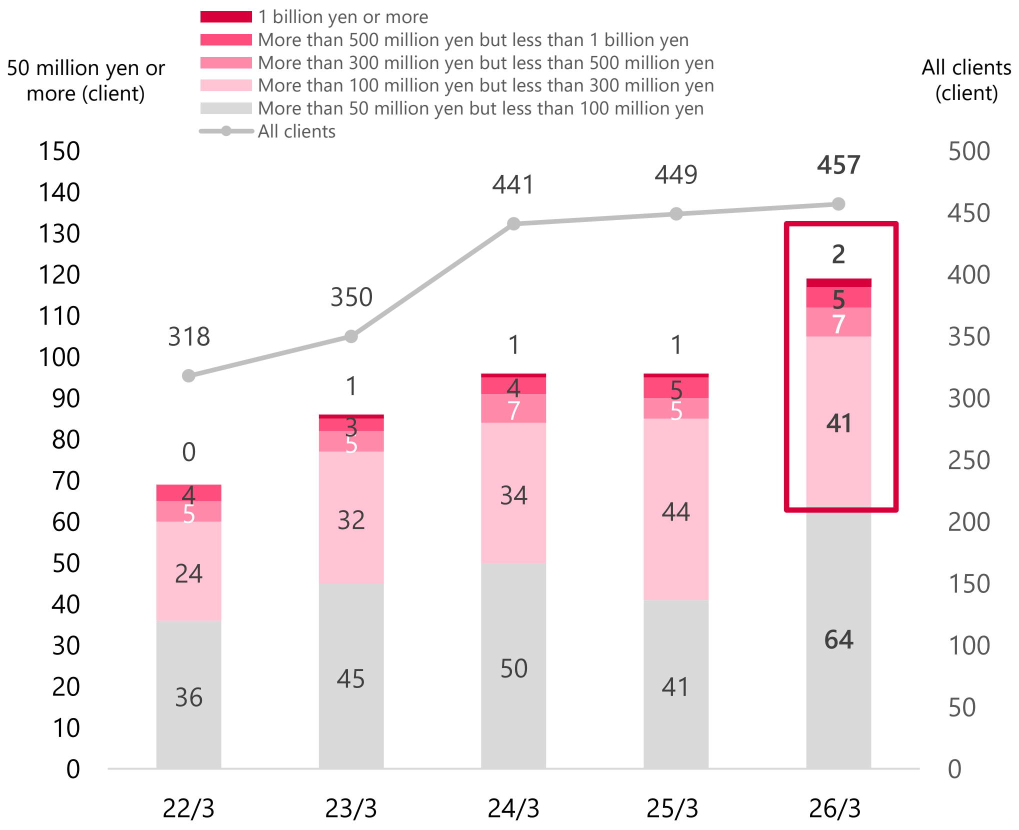
Acceleration of the Shift to DX Field Spositions -Maximize revenue per client

- The number of companies with transactions of 300 million yen or more +3 clients YoY due to the strengthening of cross-selling. The number of companies with transactions of 100 million yen or more was 55, remaining flat YoY.
- Under the existing expansion policy, total sales of target clients with 300 million yen or more grew significantly by +22.1% YoY. The number of clients with 50 million yen to less than 100 million yen was 64 (+23 clients YoY), forming a customer base that will lead to future growth.
- Focusing on ABM (*1) -type account management, value-added sales per company of the top 50 DGTs reached a record high.

Number of DGT clients (*2) / Value-added Sales per client



Number of Clients by Revenue Size

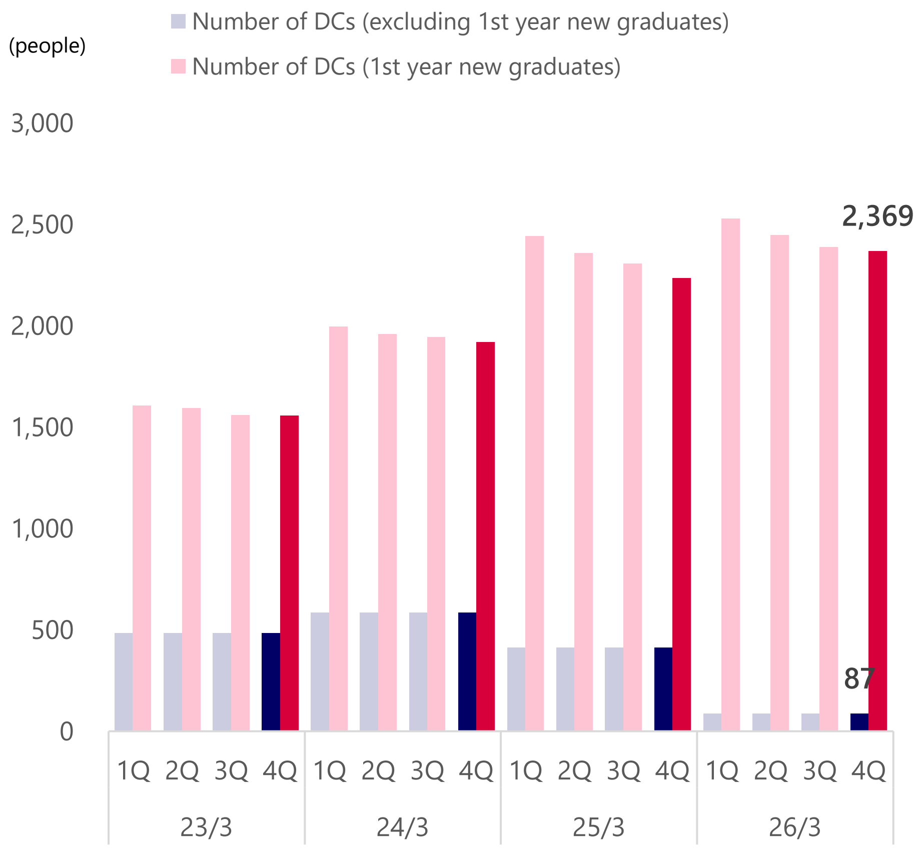


*1 ABM (Account Based Marketing): A marketing and sales approach that aims to improve customer satisfaction and deepen business relationships by taking a strategic, individual approach to specific target companies (accounts).
*2 Number of DGT companies is the number of customers served by a team of three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

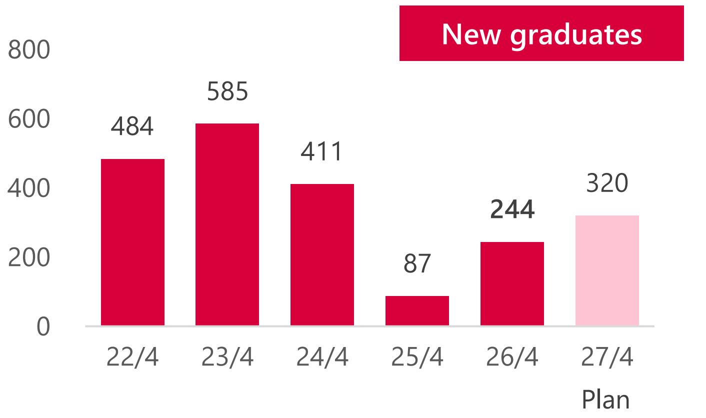
Number of DCs/Number of New graduates & Mid-career Recruits / Turnover rate

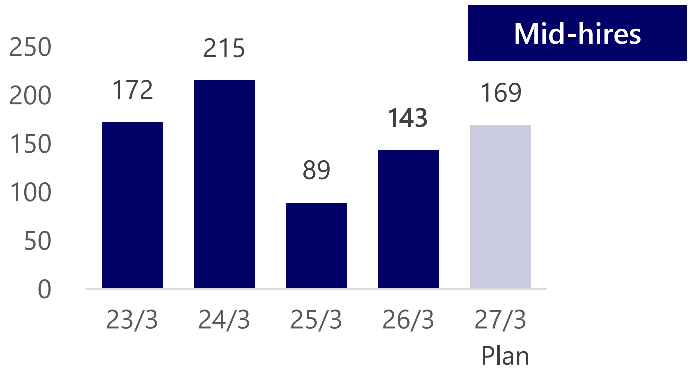
- The number of DCs at the end of 4Q was 2,456, -171 from the end of the previous period. The number of DCs in their second year or more was 2,369 (+132 from the end of the previous period), and the personnel base for short-term growth is secured. Mid-hires increased by 54 YoY.
- 244 new graduates are scheduled to join the company in April 2026. Our policy is to continue expanding the hiring of new graduates in line with the growth rate.
- The 4Q cumulative turnover rate was 12.1%, +1.0pt YoY. Viewing this as one of the important management issues, we will promote measures to improve engagement.

Trends in the number of DCs

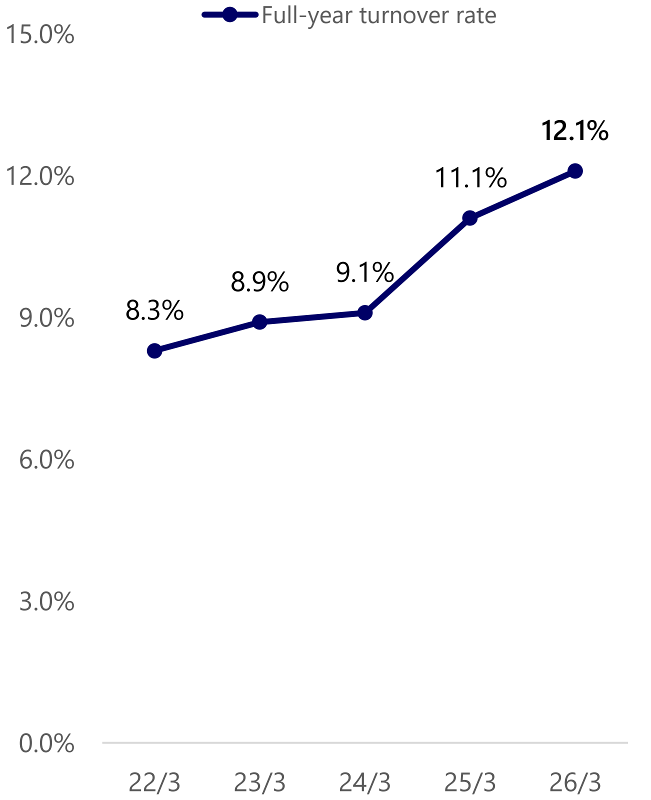


Number of Recruits (unit: people)





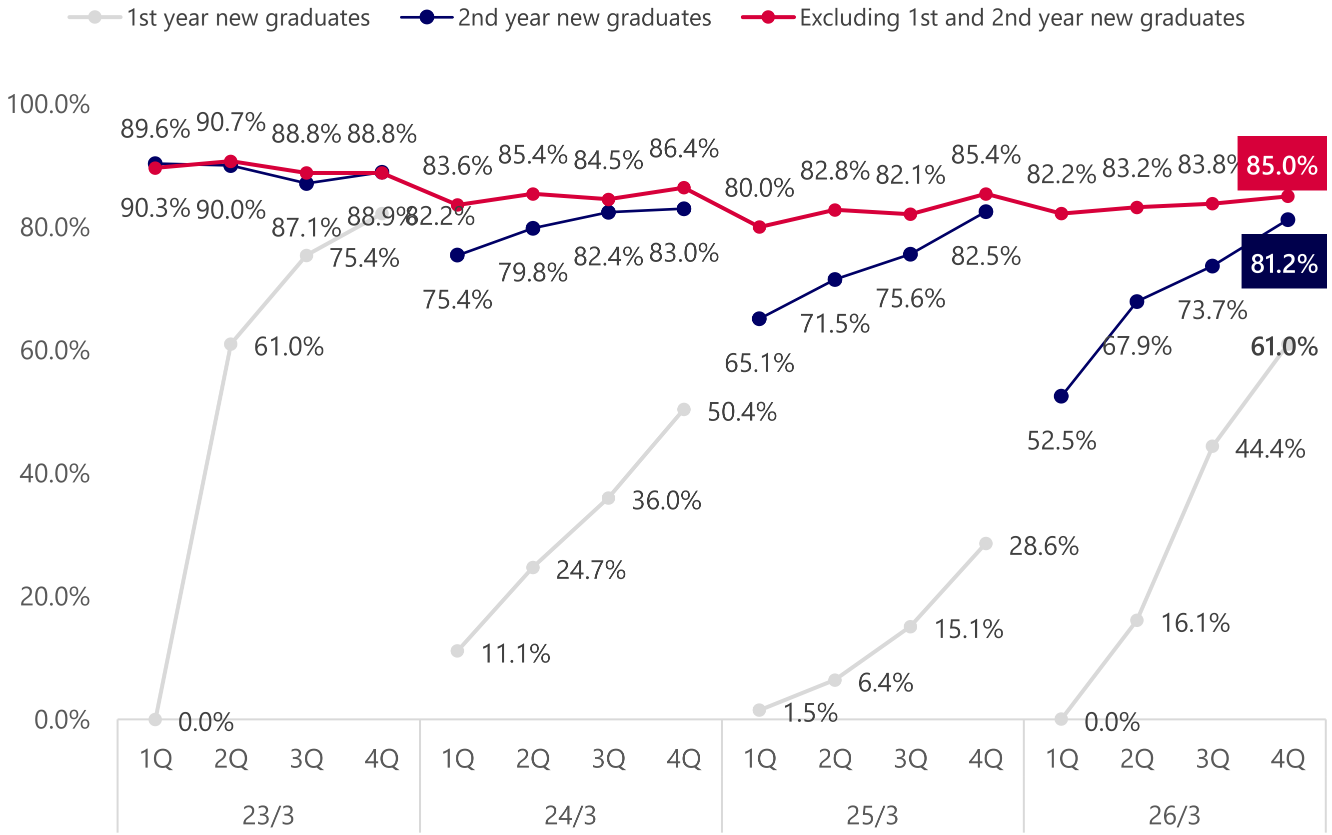
Turnover rate



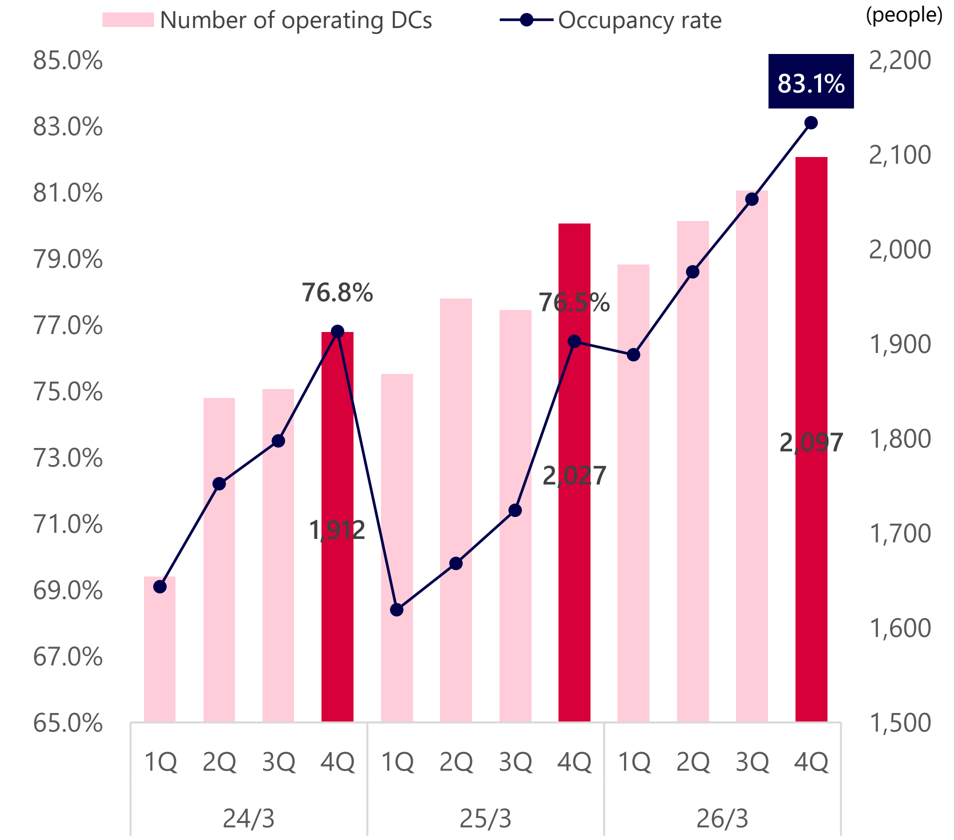
Occupancy Rate

- The 4Q occupancy rate of DCs excluding 1st and 2nd year new graduates was 85.0% (-0.4pt YoY). The occupancy rate for 2nd year new graduates was 81.2%, at the same level as the previous period.
- The occupancy rate for 1st year new graduates was 61.0%, a significant improvement.
- The overall occupancy rate was 83.1% (+6.6pt YoY). While there is still room for improvement, we have emerged from the low occupancy state of the past two periods.

Occupancy rate (Excluding 1st and 2nd year new graduates / 2nd year new graduates / 1st year new graduates)



Occupancy rate / Number of operating DCs (Over all)



Establishment of decarbonized DX business/development of decarbonized DX human resources

- The GX and circular economy markets continue to expand due to the effects of rapid climate change and international conditions. Decarbonization DX-related business also grew steadily.
- As part of our efforts to lead the transformation to a sustainable society, we jointly formulated and published the "Green Marketing Guidelines" with companies and study groups to attractively communicate the environmental value of green products and services and serve as a guide for market creation.

[Decarbonization DX-related Solution Company]

Members 脱炭素DX

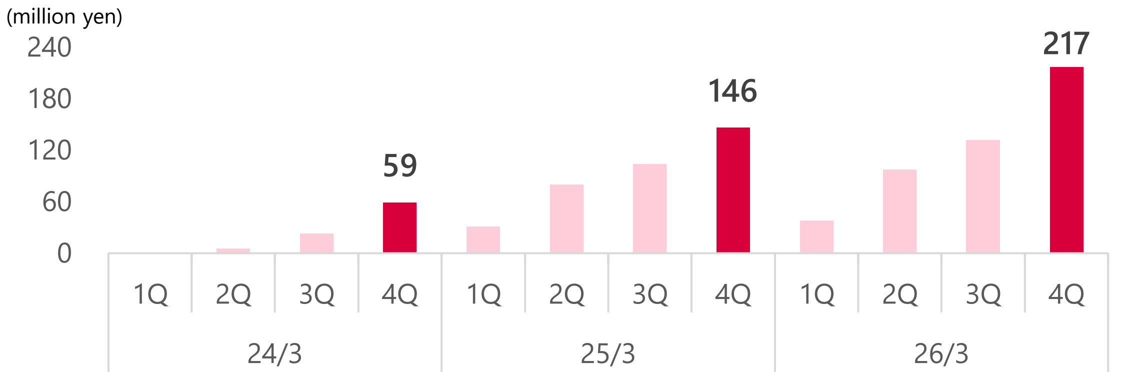
Connecting sustainability to business results

Members サーキュラーDX

Supporting the construction and growth of circular businesses

Accompanied and supported by a "decarbonized DX workforce" that combines GX/CE literacy and digital skills

Cumulative Value-Added Sales (Decarbonization DX related business)



[Publication of Green Marketing Guidelines]

Jointly produced by Members Co., Ltd., Sustainable Marketing Study Group, and Harch Inc.

[Purpose of Publication]

Through appropriate information dissemination, support the transformation of the environmental value of green products and services into market creation.

[Features of the Guidelines]

① Specialization in practice : Focus on communication methods for specific products and services.

② Five principles : Defines "Consistency and Responsiveness (Corporate Stance)" and "Transparency, Reliability, and Empathy (Awareness of Communication)."

③ Perspective of the AI era : Includes elements to be correctly evaluated not only by humans but also by AI.

[Expected Effects and Desired State]

Prevention of greenwashing	Gaining empathy and trust	Realization of a sustainable society
Reduction of legal and reputation risks through sincere disclosure	Enhancement of brand value and creation of new markets through attractive communication	Leading social change through the expansion of green consumption

Establish All-Hands Management Style - Employee Engagement and Shareholder Awareness

- 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, and pursue a challenging culture and employee happiness.
- The number of employees who hold Company stock is 64.2% of the total number of employees. Aiming to realize "A Triple Bottom Line (TBL) Company" through a sense of participation in management and medium- to long-term enhancement of corporate value.

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

Members Group Employee Shareholder Ratio *1

64.2 %

(Down 1.5pt from the previous quarter)

Members Group Employee Stock Ownership Ratio *2

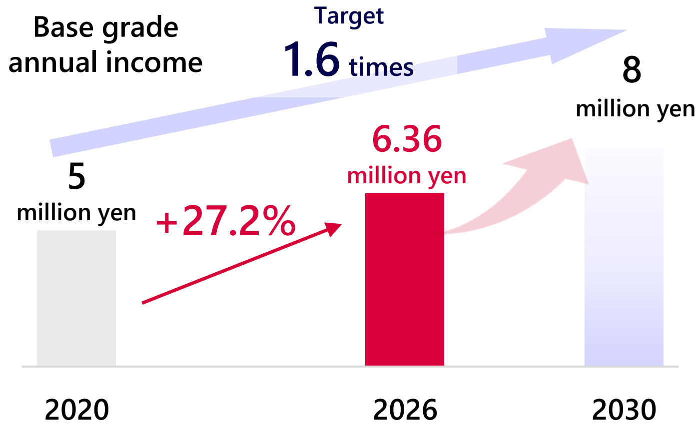
9.5 %

(Down 0.4pt from the previous quarter)

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

Social Value Award

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



Creator's Value 1.6

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

Implemented an 8.1% total wage increase in April 2026, consisting of a base pay raise and a periodic salary increment.

*1 The percentage of employees who hold the equivalent of company stock, including Members Group Stock Ownership Plan enrollees 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 Members Group Stock Ownership Plan and the number of shares held by employees in physical form.

Establish All-Hands Management Style - Improvement of Decarbonization Action Score/Employee Engagement Score/NPS

- Employee engagement score reached 3.52, +0.11pt YoY, achieving the target. On the other hand, challenges have also emerged, and we will strongly promote mission/vision management to further improve engagement.
- Decarbonization Action Score landed at 11,978, significantly exceeding the initial target. NPS did not reach the target.

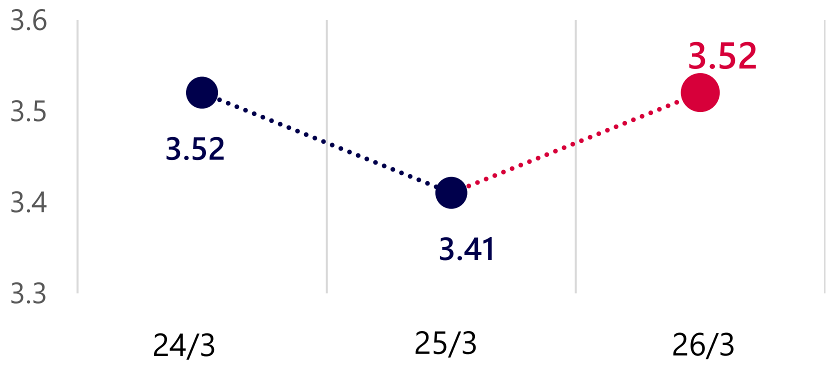
Employee Engagement Score (FY2026 2H) *Only twice a year

Engagement Score

3.52/5.00

YoY +0.11pt

Target: YoY +0.1pt



Decarbonization Action Score (4Q Cumulative)

11,978 actions

vs. 3Q +7,683 actions

Target: 3,500 actions at year end

NPS* (FY2026) *Only once a year

-8.3pt

YoY -4.8 pt

Target: FY2025 result +2pt

* NPS® (Net Promoter Score): An index of a customer's willingness to recommend a company's products or services to others. It is used as an indicator to measure a client company's overall satisfaction and loyalty to its services. NPS® is a registered trademark of Bain & Company, Fred Reichheld, and Satmetrics Systems (now NICE Systems, Inc.).

Case Studies

Leading Business Transformation with Clients - DX Case Studies

NTV Wands Inc. "New Service Development PoC Support Project Utilizing Generative AI"

Consistent hands-on support from conception to implementation, translating field-level issues into concrete AI utilization plans

Examples of Developed Prototypes

Video Search RAG System

Utilizes AWS (Bedrock, Transcribe, etc.) to analyze both video and audio with AI for verbalization. Built a system that enables advanced scene searching using natural language and automatic generation of metadata.

AI Avatar App

Utilizes a digital twin generation engine to integrate visual dialogue with near-realistic digital avatars. Developed a prototype system that enables real-time responses in natural language to inquiries such as internal IT help desks, and automated dialogue with friendly characters.

Client Issues

- **Speed in service realization:** While there were abstract ideas for services utilizing AI, it was not yet determined how to translate them into technology and form. Meanwhile, prototype development was necessary to meet the deadline for an external exhibition.
- **Need for problem-solving at video production sites:** Despite having vast assets of past video data, the only way to understand the content was to play and visually check it, leaving past assets underutilized. Searching for necessary videos also required the experience and intuition of personnel, leading to person-dependent operations and inefficiency.

Support Details and Results

Working as one team with NTV Wands Inc. employees to realize service ideas, providing support as a hands-on partner to generously share knowledge on the utilization of generative AI

[Support Structure] 1 AX Consultant, 1 AI Engineer

- **Realization from a field perspective:** Prototyped concrete services such as "AI Avatar Chat" and "Video RAG" in just one month from the initial abstract idea of AI utilization
- **AI-driven development:** Fully utilized generative AI in the development process, promoting requirement definition and implementation through high-speed agile methods
- **Support for organizational in-house development:** Beyond simple development support, built a foundation for improving AI utilization skills and "in-house development" within the client organization through lectures on basic concepts and knowledge sharing

Leading Business Transformation with Clients - DX Case Studies

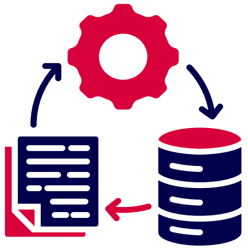
Repost

Hankyu Hanshin Properties Corp. Data Domain Professional On-site Service

阪急阪神不動産

Overcame challenges toward in-house operation of the data utilization platform through expert accompaniment support and a cooperative system, establishing an in-house operation system in just one year.

Personalized aggregation and management



Integrated data platform construction

Creation of "Value DX" (Real Estate x Data)

Client Issues

- Data aggregation in each department was personalized, **resulting in significant man-hours for maintenance.**
- Although BI tools (tools for data collection, analysis, and visualization) such as Snowflake (cloud-based data platform) were introduced, **specific utilization methods were unknown, leading to an "unable to master" state.**
- Ordering from vendors on a case-by-case basis **lacked speed and made flexible responses based on an understanding of the business structure difficult.**

Support Details and Results

Beyond simple support, experts are stationed on-site to provide accompaniment support for creating in-house development mechanisms as "collaborative partners."

- Provided accompaniment support for **in-house operational improvement and modification of existing databases and BI tools for the integration and utilization of accounting and business data.**
- Significantly reduced lecture time **for tool utilization through the preparation of detailed manuals.**
- **Efficiently established an in-house operation system for the data platform in approximately one year,** creating an environment where DX personnel can operate independently.
- Created a prototype app for preparing report materials for management, aiming for practical application and improvement of reporting speed.

*For details, please refer to this article.

Leading Social Transformation Together with Clients – CSV Case Study (1)

Mitsui Chemicals, Inc. – Materials × Decarbonization DX: Marketing Support for Biomass Plastics and Recycling

Mitsui Chemicals

A Marketing Approach to "Change the World from Its Essence" Through Material Innovation Toward a Regenerative Society

"RE:CLIMATE" Video Content Examples
https://www.youtube.com/@RECLIMATE

Article Examples Published on Owned Media "SOSO"

White Paper Examples Created with Members' Support

Seminar Examples Planned by Members

Client Issues

- Dispelling negative environmental perceptions of plastics (promoting scientific understanding) and expanding the adoption of green chemicals such as biomass plastics and recycled plastics
- Effective and continuous information dissemination to provide brand owners and consumers with new insights toward building a society where green chemicals become "materials of choice" **(Developing communications that incorporate external marketing perspectives)**

Support Details and Results

Multifaceted marketing support that balances “engagement” and “results” to enhance brand recognition and simultaneously create tangible benefits at the sales frontline

- Planned seminars themed on European case studies and regulatory trends, achieving attendance exceeding 1,000 participants and significantly expanding awareness of Mitsui Chemicals' initiatives within the industry
- Created white papers leveraging specialized knowledge, such as "LCA Comparison of Straws," for use as sales materials and internal training resources
- Going beyond mere digital support, we conducted qualitative and quantitative research capturing insights from material procurement personnel and consumers, **executing essential initiatives based on the fundamental purpose of "why we do this"**
- Through "multifaceted proposals by digital creators," we collaborate beyond the digital framework **toward realizing the purpose of "achieving a regenerative society"**

※Mitsui Chemicals' owned media can be found here

Leading Social Change with Customers - CSV Case Studies (2)

Repost

OMRON SOCIAL SOLUTIONS CORPORATION Ridesharing Service – meemo

OMRON

Co-creation of a new public transportation system that eliminates mobility disadvantages through mutual assistance among residents

Client Issues

- Subcontracting to a development vendor, which makes the process from **decision-making to market implementation slow.**
- **Service design that is difficult to use by the elderly, who are the most vulnerable to shopping and hospital visits** due to the elimination or reduction of public transportation services.
- Only 2 or 3 users will use the application that was developed at high cost.

Support Details and Results

Support as a partner who can think and work proactively as one team and share learnings with Omron employees, rather than just returning the outsourced output

[Support structure] UX Designer, UI Designer, Lead Engineer, Back-end Engineer, App Engineer, Scrum Master

・**User-centered**, designing services that are **easy to use for the target users, the elderly.**

・**Agile development** to flexibly respond to the rapidly changing market.

・**Support** not only in the area of product development, **but also in service planning and demonstration test design.**

・**Matching rate of 92%** in September 2025 in City A, where the service was introduced.

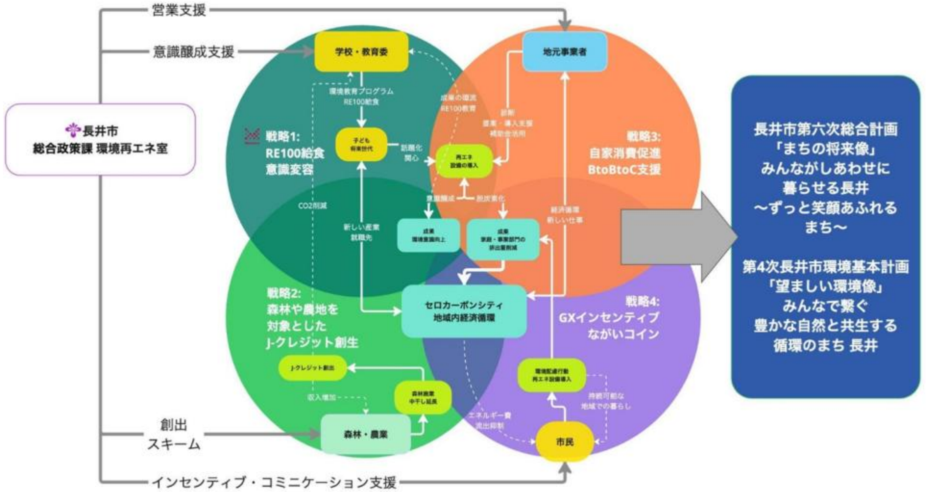
Click here for the meemo service website.

Leading Social Change with Customers - CSV Case Study (3)

Nagai City, Yamagata Prefecture: Regional Circular GX Support through Dispatch of Green Professionals

長井市
Nagai City

Building a Highly Sustainable Regional Decarbonization Model that Balances Regional Decarbonization (GX) and Economic Efficiency (Regional Circulation)



Overall Support Model

"Summer Energy Saving Campaign" worksheet

PPA bifacial solar panels in school lunch facilities

Client Issues

- Environmental measures are not recognized as benefiting the regional economy, making it difficult for changes in resident awareness to occur.
- Dependence on fossil fuels (kerosene) is more than double the national average, and prices remain high, putting pressure on the regional economic balance.
- Desire to apply regional biomass power generation to fields such as agriculture and welfare.
- Regional decarbonization resources such as city-owned forests have not been turned into profitable businesses due to a lack of transformation in the industrial structure.

Support Details and Results

Support Details: Dispatching green professionals to the city hall to promote CSV from multiple perspectives

1. Establishment of a locally produced and locally consumed energy cycle through RE100 school lunches
2. Support for the spread of self-consumption solar power generation equipment through a BtoBtoC strategy
3. Corporate collaboration using Forest J-Credits and creation of a related population
4. Support for behavioral change among citizens through digital tools (Nagai Coin, LINE)

Results

- Shift from cost-consciousness regarding environmentally friendly behavior to a resident benefit model
- Proactive awareness change and engagement of residents through the education field and digital utilization
- Clarification of deficit structures such as forest resource utilization and conceptualization of transformation businesses

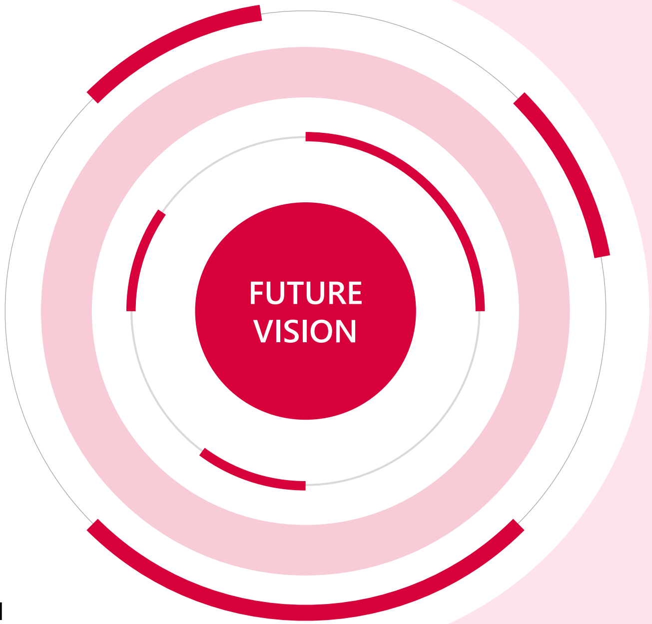
FY2027 Policy / Strategy

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
- 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

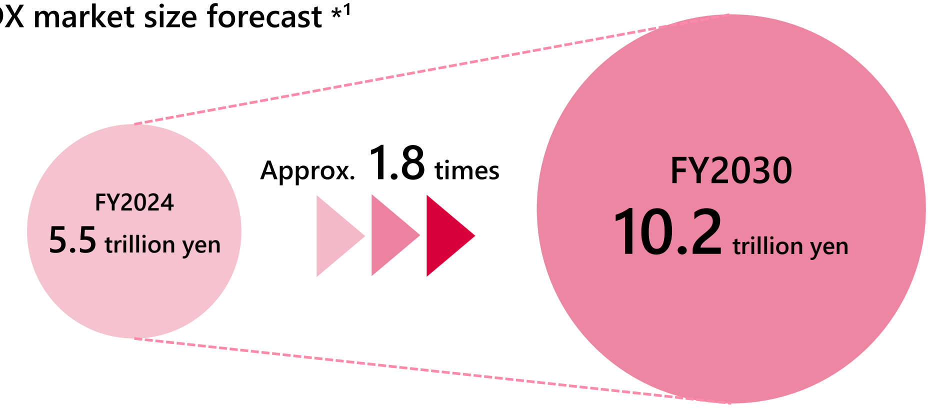
Philosophy at the Source

Core Value	A Triple Bottom Line (TBL) Company	All-Hands management	Guiding Principles
Contribution, Challenge, Sincere, Team	Uncompromising pursuit of simultaneously realizing contribution to society, employee happiness, and company development	Exploring the new form of a corporation	Members Standard

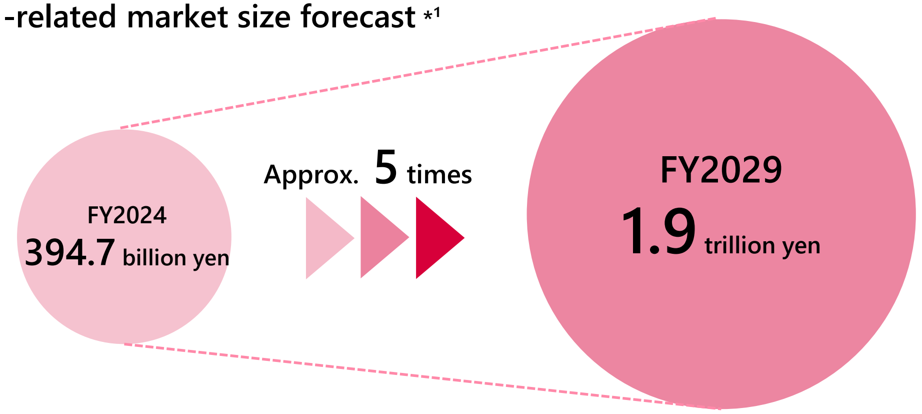
External Environment: Rapidly Expanding DX and AI Markets, Lack of Human Resources to Promote DX

- The domestic DX (Digital Transformation) market is expected to expand to **10,275.7 billion yen*[1] in FY2030**, and the AI-related market size is expected to reach **1,979.1 billion yen*[1] in FY2029**.
- Many companies feel that there is a shortage of human resources to promote DX, and **85.1% of companies said*[2] that the amount of human resources to promote DX is either somewhat or significantly insufficient.** The highest shortage percentage among key DX talent is for "Business Architects"*[2].

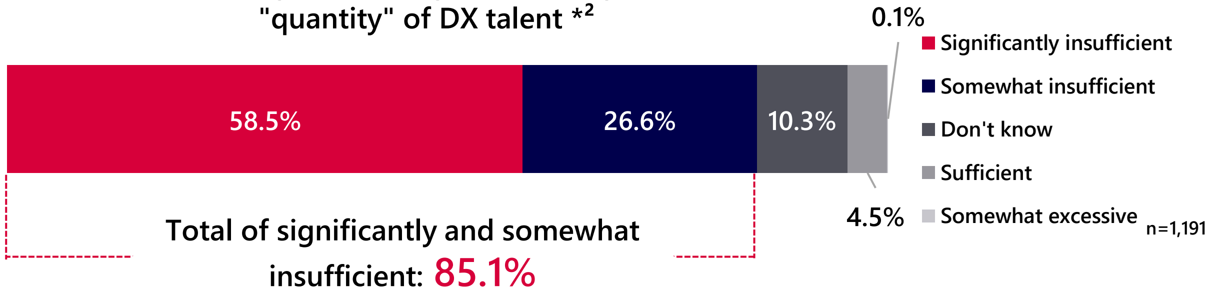
DX market size forecast *[1]



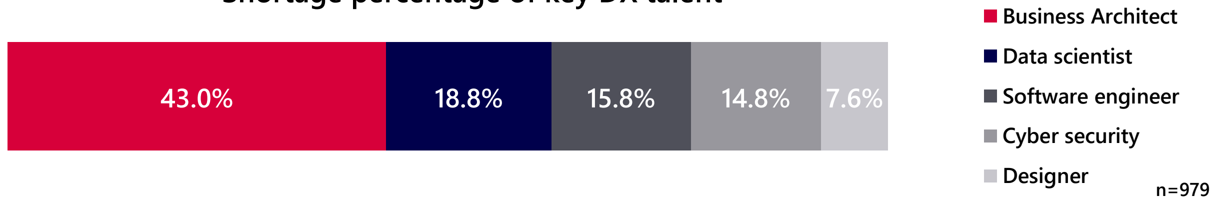
AI-related market size forecast *[1]



Shortage percentage in securing the "quantity" of DX talent *[2]



Shortage percentage of key DX talent *[3]



There is a prominent shortage of "Business Architects," who are the personnel responsible for everything from the initial stages of DX initiatives to implementation and verification.

DX talent covered by Members
Business Architect, Data scientist, Software engineer, Designer

*1 [Market size of the domestic DX market], [Market size of the domestic AI-related market] Source: "2026 Digital Transformation Market Future Outlook ≪Market Edition≫" (Fuji Chimera Research Institute)
*2 [Securing the "quantity" of human resources to promote DX] Source: "DX Trends 2025" (Information-technology Promotion Agency, Japan) P.50
*3 [Human resources in shortest supply] Source: "DX Trends 2025" (Information-technology Promotion Agency, Japan) P.52

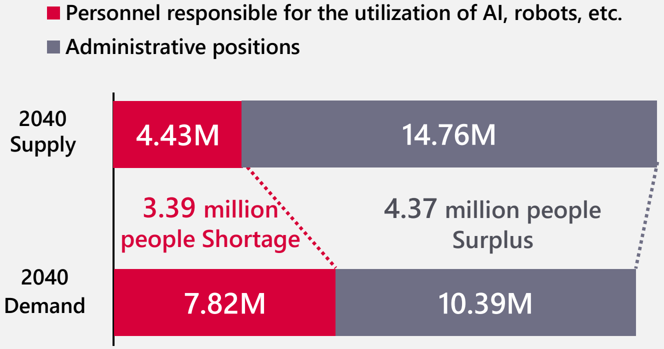
Rationale for Expanding Human Investment in the AI Era

- 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.

FY2027 Policy / Strategy

Boldly Accelerate the Shift to DX Field Support Positions

1 Establishment and Evolution of DX Field Support

2 Virtuous Cycle of High Unit Price, High Growth, and High Compensation

3 Company-wide Promotion of CSV

Key Strategy

- ✓ Boldly accelerate the shift to DX field support positions through rotation and training plans, combined with the planned withdrawal from low-unit-price/low-growth projects.
- ✓ Realize business transformation and customer success for clients, as well as high customer advocacy (NPS*) and high unit price/high growth, by shifting positions to DX field support.
- ✓ Establish the ideal form of digital creators in the AI era and account managementin DX field support to realize a virtuous cycle of employee happiness, company development, and contribution to society.

Achieving the "Strategy for Medium-Term Growth"

Value-added sales growth rate
15 % or higher

Operating profit
2.5 billion yen or more

Operating profit margin
10 %

KPI

DX talent ratio (% of all employees)	90 %
DX sales ratio (compared to total value-added sales)	70 %
Number of new companies established	+5 companies
Unit price (DCs over 2nd year new graduates in the previous period)	YoY +10 %
Occupancy rate (excluding 1st & 2nd year new graduates: as of the end of the period)	85 %
Customers with over 300 million yen (annual transactions)	YoY +5 clients
NPS* (high customer advocacy)	YoY +2pt
Brand business awareness	YoY +1.4 %
Company employee engagement score	YoY +0.2pt
Turnover rate	YoY -1.0 pt

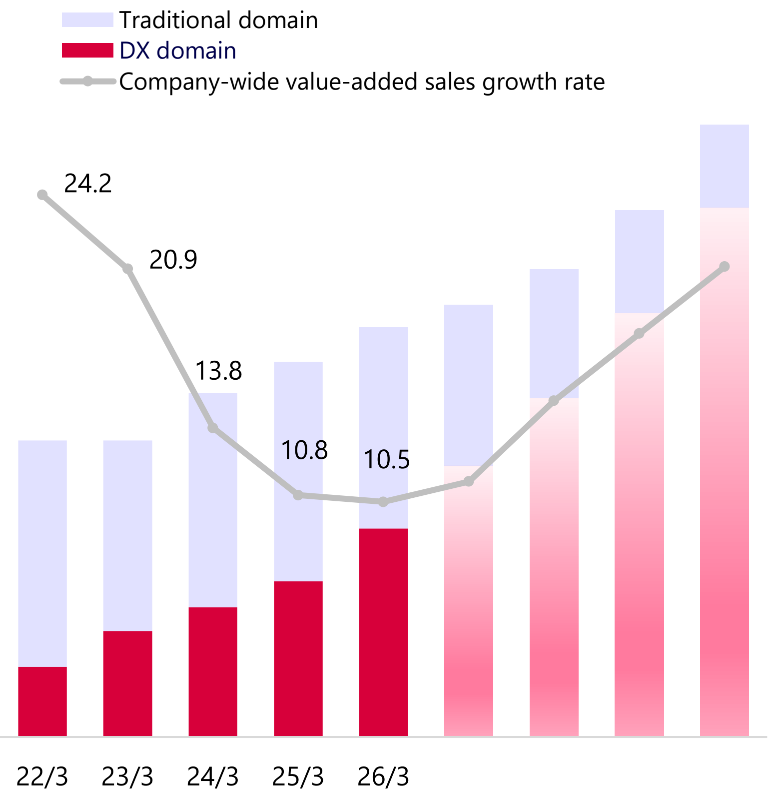
*NPS® (Net Promoter Score): An index of a customer's willingness to recommend a company's products or services to others. It is used as an indicator to measure a client company's overall satisfaction and loyalty to its services. NPS® is a registered trademark of Bain & Company, Fred Reichheld, and Satmetrics Systems (now NICE Systems, Inc.).

Performance Targets / Shareholder Returns

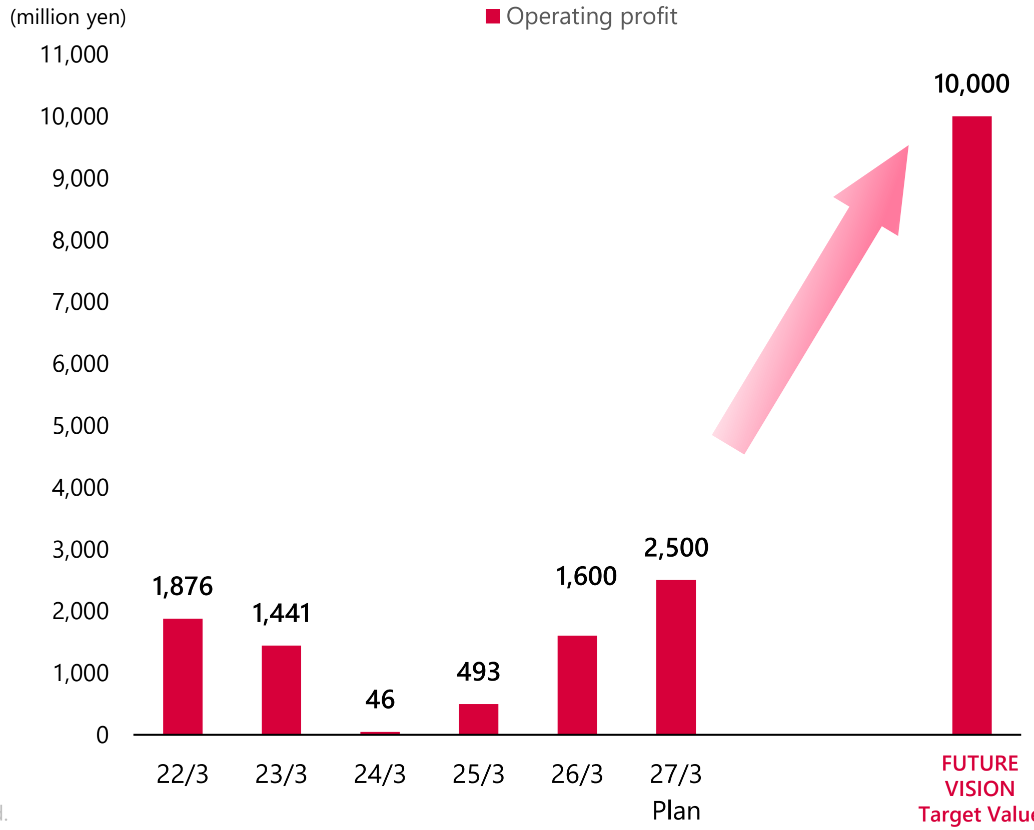
High-Growth Scenario Through Business Portfolio Transformation

- The business portfolio transformation, which has been strongly promoted since FY2025, is progressing well. Compared to the traditional domain, the growth rate of the DX domain remains over +30%. Demand is robust, and the shift to DX field support positions is expected to continue accelerating.
- As the sales composition ratio of the high-growth DX domain increases, the overall growth rate will also rise, aiming for a growth rate of +20% or more in the medium term.
- The target of the new VISION (FUTURE VISION) is operating profit of 10 billion yen. We aim to achieve this target by establishing a high-unit price/high-profitability model.

Growth Rate Image



Operating Profit Target



FY2027 Policy / Performance Targets

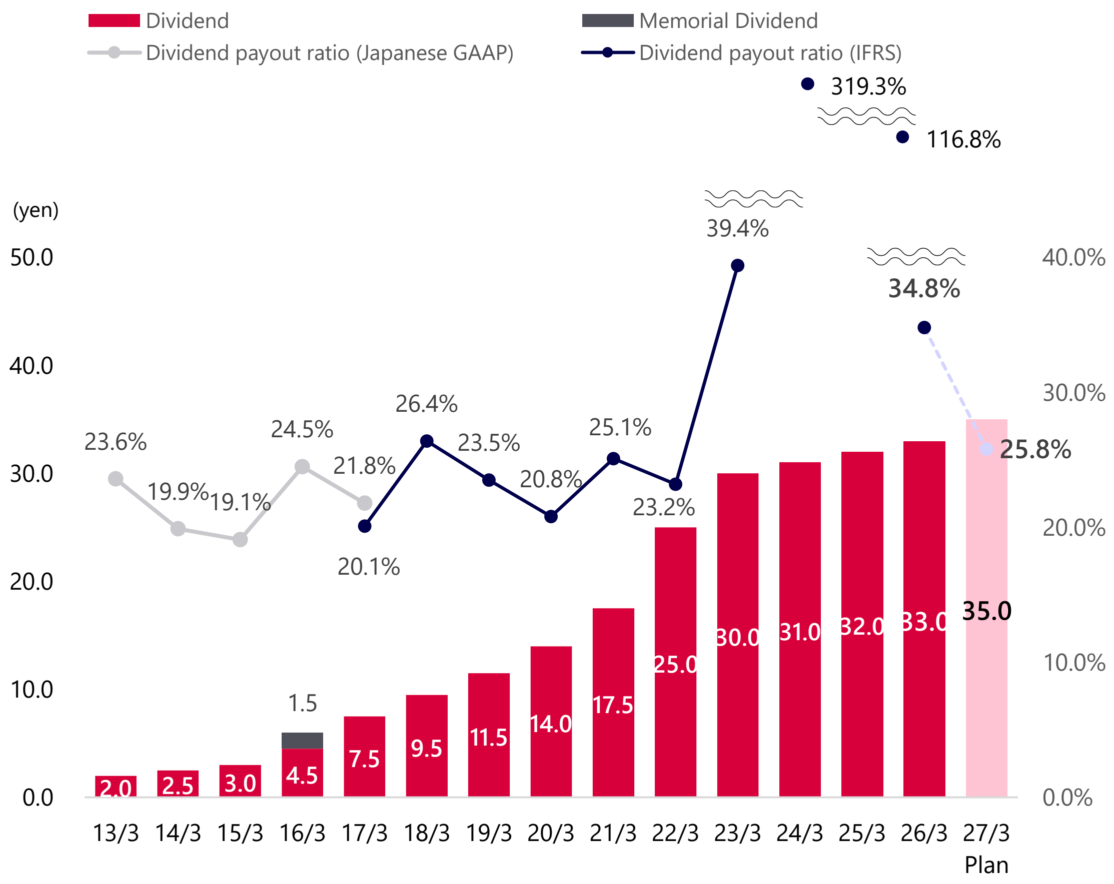
- Boldly accelerate the shift to DX field support positions and establish both high growth and high profitability.
- The operating profit target for FY2027 is 2.5 billion yen, with significant profit growth expected. Meanwhile, we aim to exceed the plan by further accelerating the position shift to increase the growth rate.

(unit: million yen)	FY2026 Result				FY2027 Plan			
	1H	YoY Rate of change	Full-year	YoY Rate of change	1H	YoY Rate of change	Full-year	YoY Rate of change
Revenue	11,448	10.3%	24,424	9.4%	12,593	10.0%	26,866	10.0%
Value-added sales	11,070	11.1%	23,507	10.5%	12,287	11.0%	26,154	11.3%
Operating profit	263	-	1,600	224.6%	320	21.6%	2,500	56.2%
Operating profit ratio	2.3%	-	6.6%	-	2.5%	-	9.3%	-

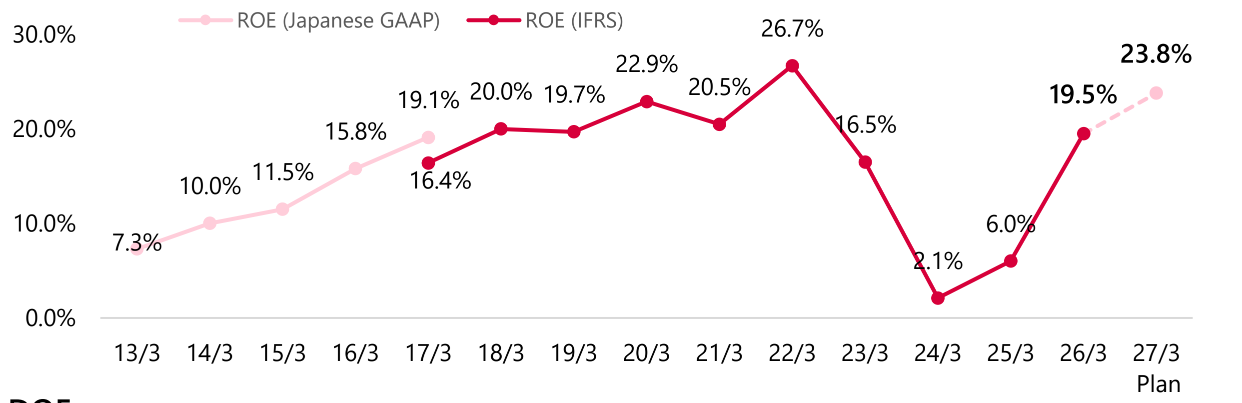
Shareholder Returns / ROE

- Dividend for FY2026: 33.0 yen. For FY2027, we plan to increase the dividend by +2.0 yen as profitability recovers. This dividend plan is in line with our dividend policy. We plan to increase the dividend for 15 consecutive years since the initial dividend. We will continue to pay a dividend of at least 5% DOE. The dividend payout ratio is a temporary outlier; the target is 25%.
- Our ROE target is 25%. During the transition period of our business structure, ROE has temporarily remained at a level below the cost of equity. Going forward, we aim to achieve and maintain ROE of over 20% by completing the business structure transition.

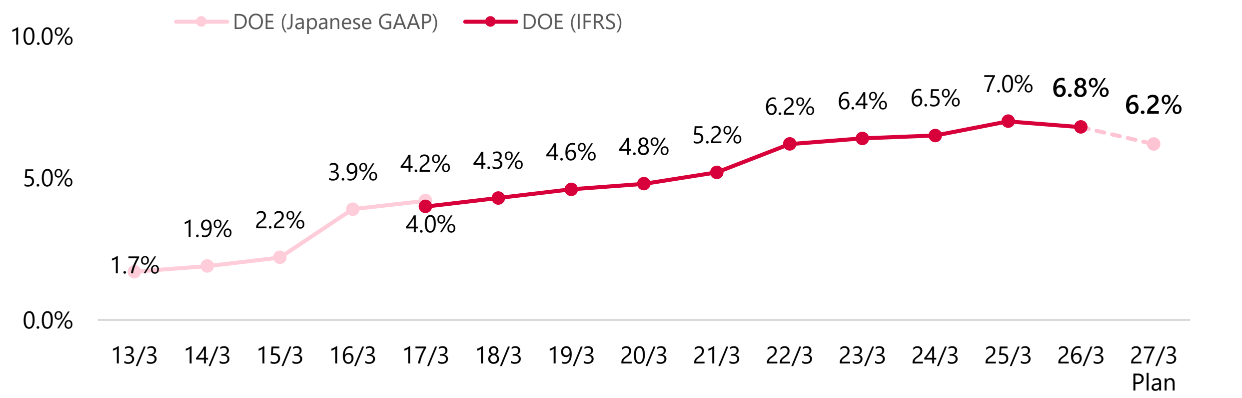
Dividend and Dividend Payout Ratio



ROE



DOE



Company Profile

Company Profile

Company name	Members Co., Ltd.
Locations	Headquarters (Tokyo) 1-8-10 Harumi, Chuo-ku, Tokyo 104-6037 Harumi Island Triton Square Office Tower X 37F (Reception on 35F) ・Headquarters (Tokyo) ・Sapporo Office ・Web Garden Sendai ・Kanda Office ・Musashikosugi Office ・Nagoya Office ・Sabae Office ・Osaka Office ・Web Garden Kobe ・Web Garden Kitakyushu ・Fukuoka Office
Date of establishment	June 26, 1995
Consolidated capital	1,059 million yen (as of the end of March 2026) [IFRS]
No. of employees	2,866 (as of the end of March 2026)
Consolidated sales revenue	24,424 million yen (FY2026 results) [IFRS]
Securities code	2130; Prime Section of Tokyo Stock Exchange
Business content	DX field support business with embedded digital talent

Members Co.,Ltd.

Mission

Create a spiritually rich society through "MEMBERSHIP"

FUTURE VISION

Digital for Hope.

Unleashing the creativity of digital creators; Transforming climate change into green growth and population decline into individual prosperity.

Joined Japan Climate Leaders' Partnership in October, 2020

Continuation of 100% renewable energy from FY2020 onward

Selected as "Nadeshiko Brand" in 2025 as the enterprise for the outstanding efforts in encouraging women's success by METI and TSE

Corporate Governance Initiatives

	Name	Significant Concurrent Positions, etc.	Outside Director	Skill Matrix					
				Management / CSV	Technology / IT	Finance / Accounting / Legal / Compliance	Sustainability Promotion / Risk Management / Corporate Governance	Human Resources / Organizational Development	Global Experience
	Akihiko Takano Representative Director, President and Executive Officer			○	○	○	○	○	
	Tadashi Kenmochi Director			○	○		○	○	
	**Takehiro Okumura** Director **Full-time Audit and Supervisory Committee Member**	Certified Public Accountant and Certified Public Tax Accountant	○ Independent			○	○	○	
	Mika Yasuoka Director Audit and Supervisory Committee Member	Associate Professor, Informatics, Sustainable Digitalization, Roskilde University, Denmark	○ Independent		○		○		○
	**Kaori Miyake** Director Audit and Supervisory Committee Member	Fellow and Senior Executive Officer, Sustainable Business Department, Sumitomo Mitsui Trust Bank, Limited	○ Independent	○			○		○
	**Hiroshi Fukushi** Director Audit and Supervisory Committee Member	Outside Director, Toyobo Co., Ltd. Outside Director, MEGMILK SNOW BRAND Co., Ltd.	○ Independent	○	○			○	○
	**Naoki Iketeru** Director Audit and Supervisory Committee Member		○ Independent	○	○				

Transition to a Single Representative Director System

Executing the succession plan based on the "Keep Young" Policy.

As the recovery of business performance is now in sight, the company will transition to a single Representative Director system from April 2026. After stepping down, the current Representative Director, Kenmochi, will support the new system as a non-executive director.

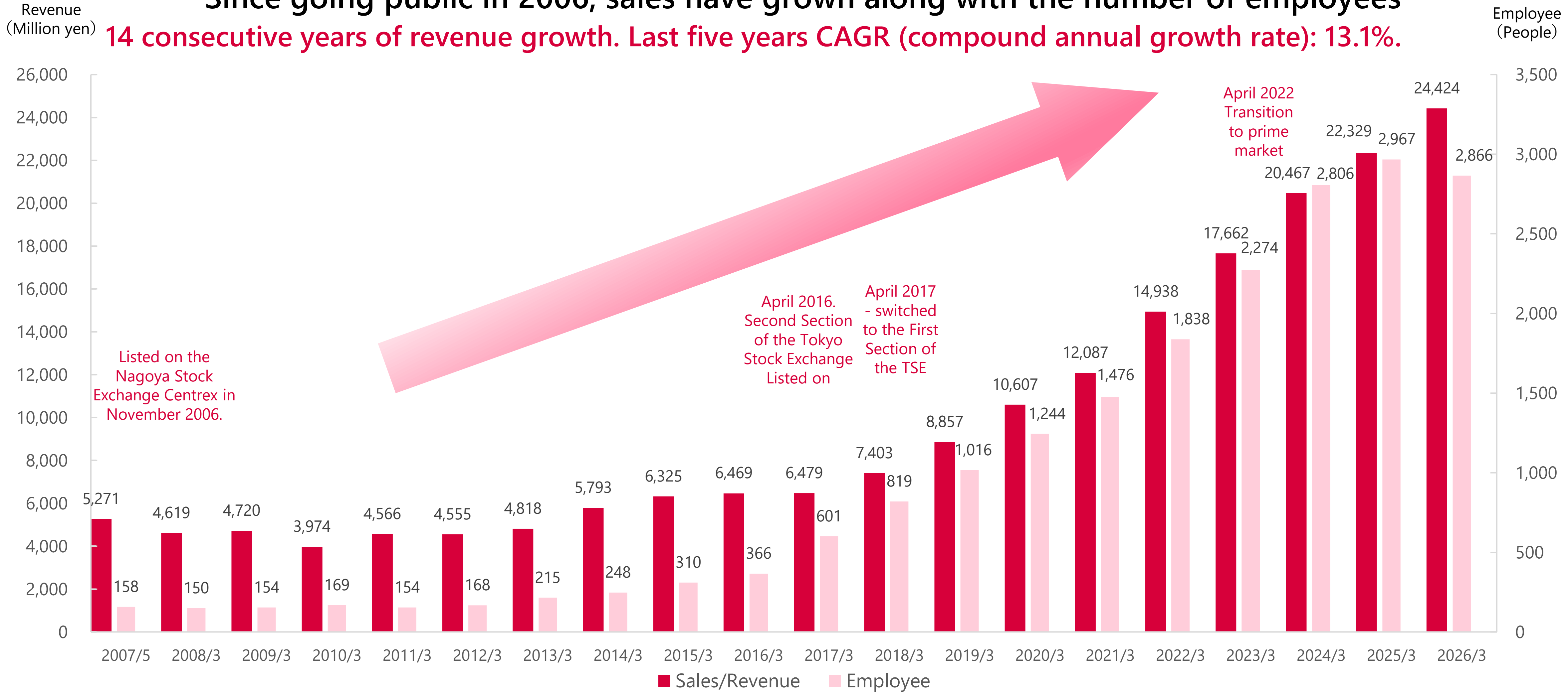
Highly Transparent Governance System for Achieving the Vision

- Expertise and Diversity: Established a Board of Directors with the optimal skill set to achieve the new vision "FUTURE VISION."
- High Independence: Maintain the ratio of outside directors at 71.4% and strengthen the management oversight function.
- Process Transparency: All outside directors participate in the Nomination and Remuneration Committee to ensure thorough fairness.

Sales/revenue and number of employees

Since going public in 2006, sales have grown along with the number of employees

14 consecutive years of revenue growth. Last five years CAGR (compound annual growth rate): 13.1%.



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.

Disclaimer

Forward-looking statements such as business plans and earnings forecasts contained in this document are based on information available to us at this time that we believe to be reasonable. These forward-looking statements are subject to various uncertainties, including market conditions and political and economic conditions, and may differ from actual results.
This material is not intended as a solicitation to buy or sell our stock or otherwise invest in our company. Investors are advised to make their own decisions and to do so at their own risk.

Cautionary Statement

This document has been translated from a part of the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

For IR inquiries

Members Co., Ltd.
Corporate Planning Office IR Team
https://www.members.co.jp/contact/

Leading social change together with customers through DX field support

Members Co., Ltd.

https://x.com/Members_IR

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

https://www.facebook.com/Memberscorp

If you have any questions regarding this document, please contact us at the following.

Group Corporate Planning Office

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