



# FY2026 Full-year Presentation Material of Financial Results

Members Co., Ltd.

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

# Full-year results for the 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). Profitability improved significantly, 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  
**24,424** million yen  
YoY **+9.4%**

Value-added sales<sup>\*1</sup>  
**23,507** million yen  
YoY **+10.5%**

Operating profit  
**1,600** million yen  
YoY **+224.6%**

Number of Digital creators  
(DC) (End of 4Q)  
**2,456** People  
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<sup>\*2</sup> 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

- The revised plan announced in October 2025 was achieved. Due to unit price increases from the shift to DX field positions and significant improvements in occupancy rates, the gross margin was **+5.5pt** YoY.
- Although SG&A expenses increased as planned due to strengthened investment for high growth in the fiscal year ending March 2027, the operating profit ratio was **+4.4pt** YoY, and profitability improvement efforts over the past two terms progressed as expected.

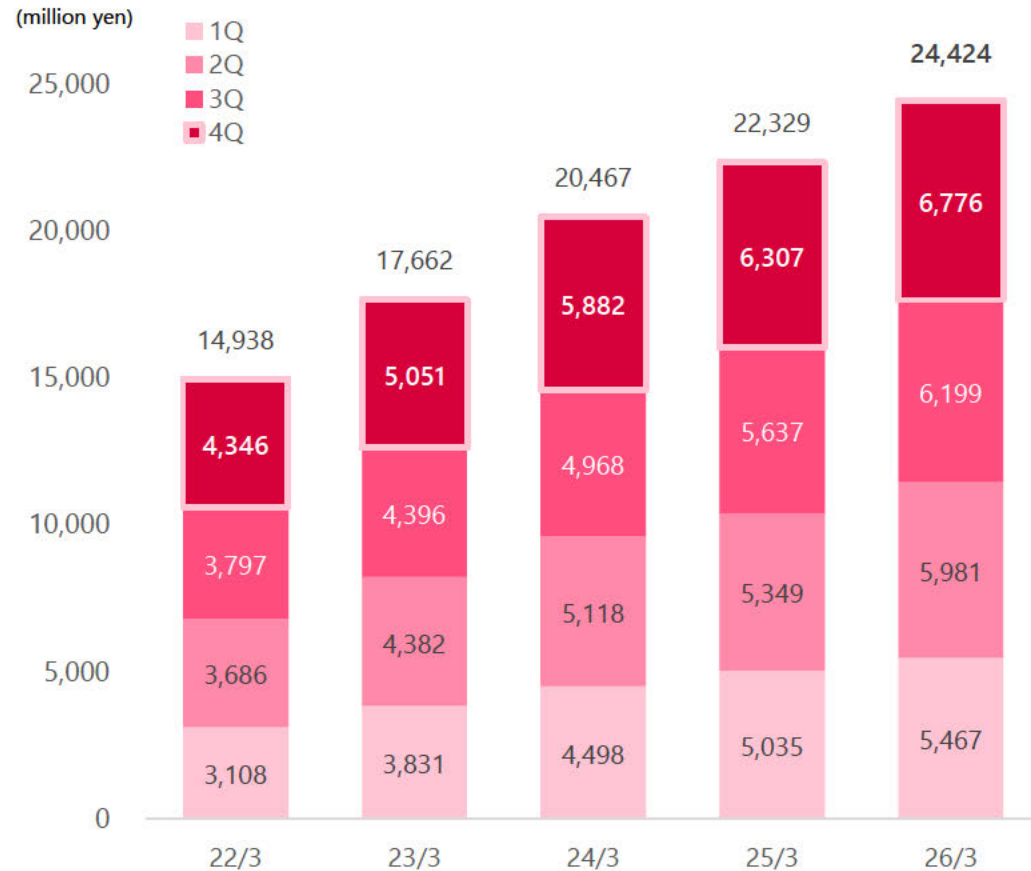
(unit: million yen)	FY2025 Full-year results	FY2026 Full-year Results		FY2026 Full-year Plan	
	Non-Consolidated	Consolidated	YoY	Consolidated	Progress rate
Revenue	22,329	<b>24,424</b>	<b>+9.4%</b>	24,400	100.1%
Value-added sales	21,277	<b>23,507</b>	<b>+10.5%</b>	23,620	99.5%
Gross profit	4,671	<b>6,452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

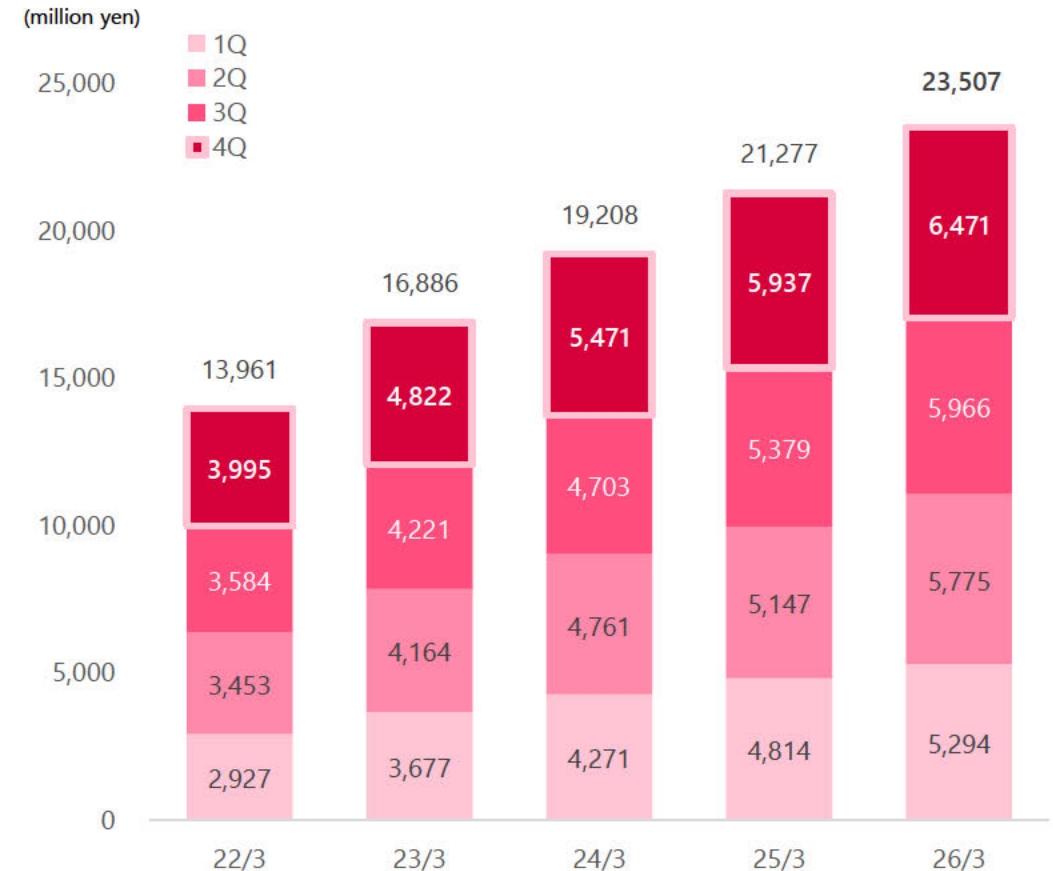
# Consolidated Revenue / Value-added Sales

- 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)

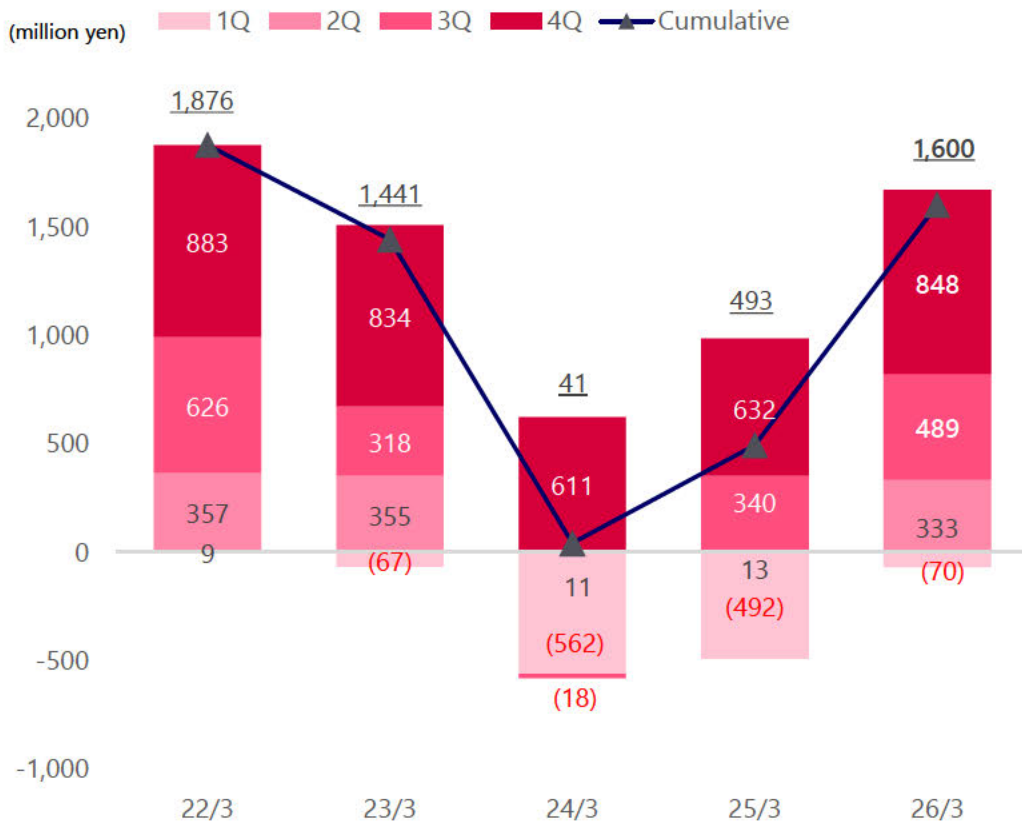


Due to the merger of subsidiaries in November 2024, the company was deconsolidated from the third quarter of FY2025 (consolidated results before the transition are presented as comparative information). In addition, due to the acquisition of a new subsidiary in January 2026, the company will return to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

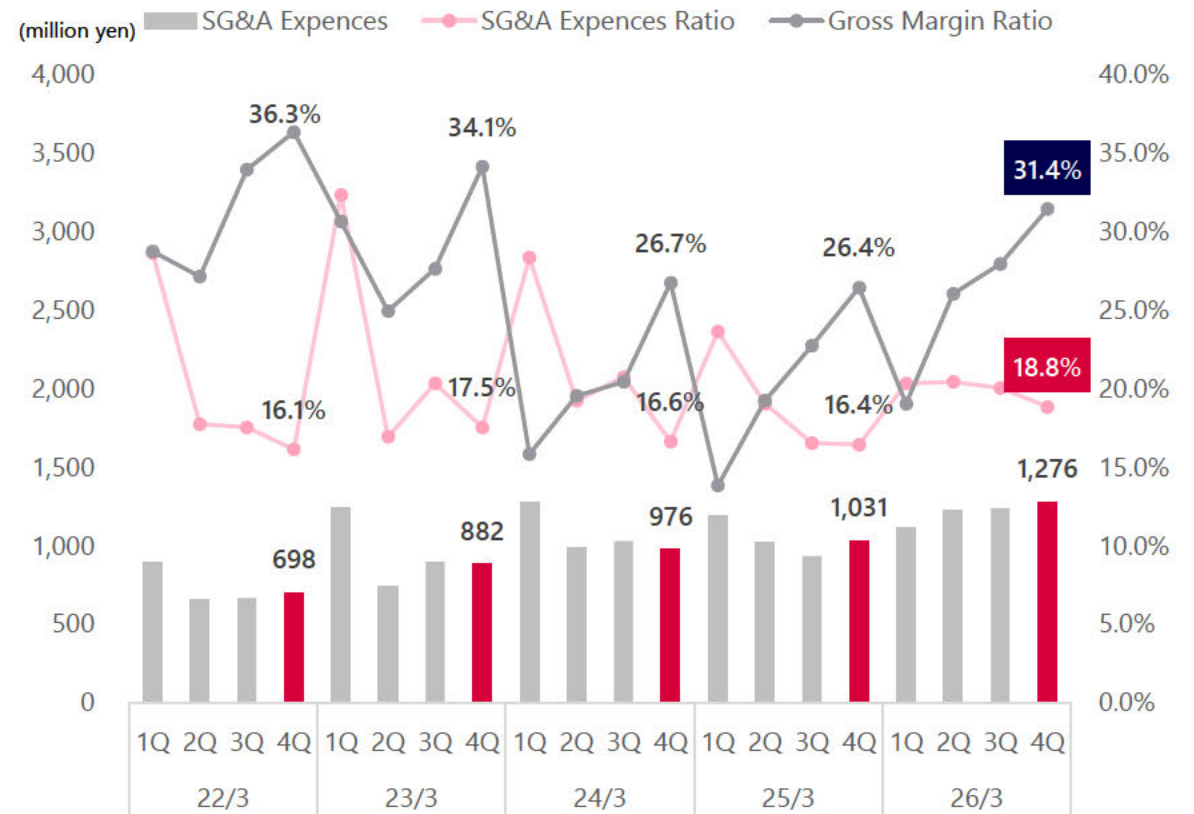
# Consolidated Operating Profit / SG&A Expenses/Ratio/Gross Margin Ratio

- 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)

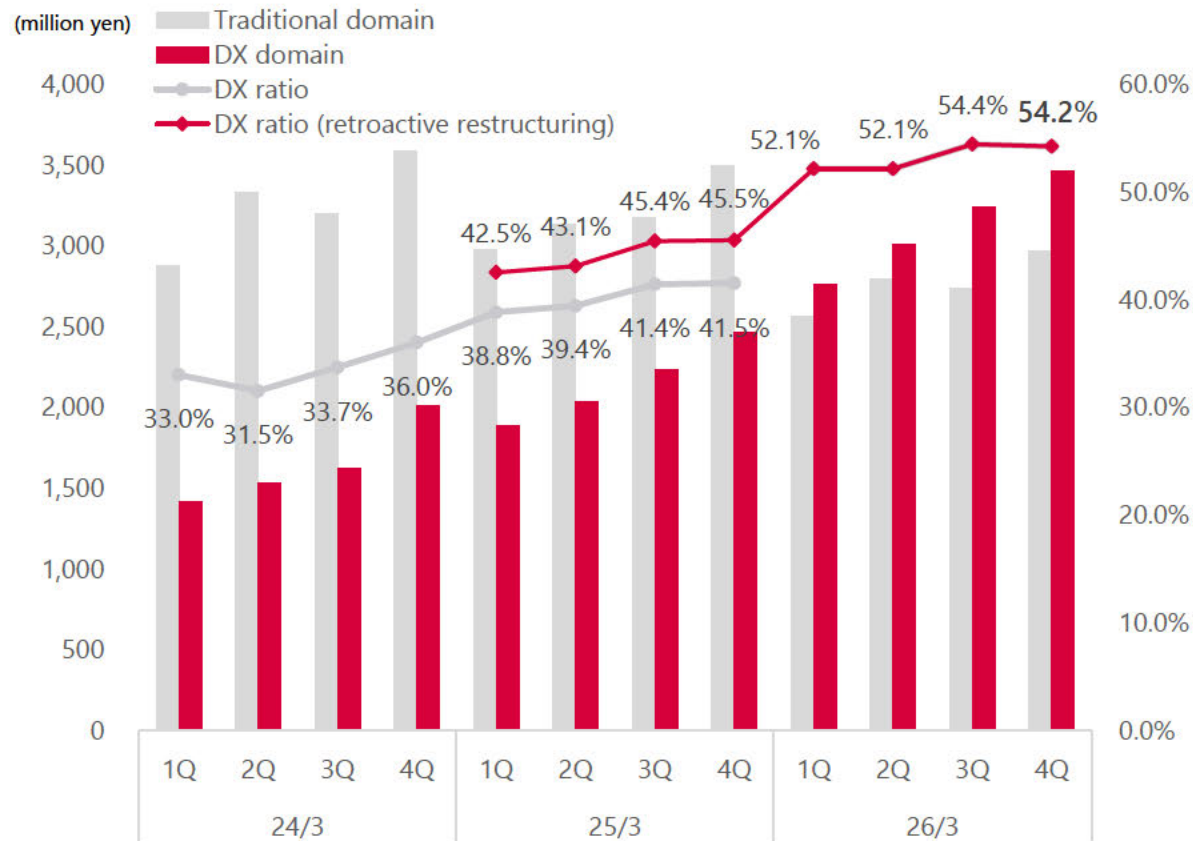


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# Accelerate of shift to DX field support position - DX ratio/total value-added sales and number of DCs for specialty companies

- DX sales ratio (4Q only) was **54.2% (+8.7pt YoY)**. 4Q cumulative growth rate remained high 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.

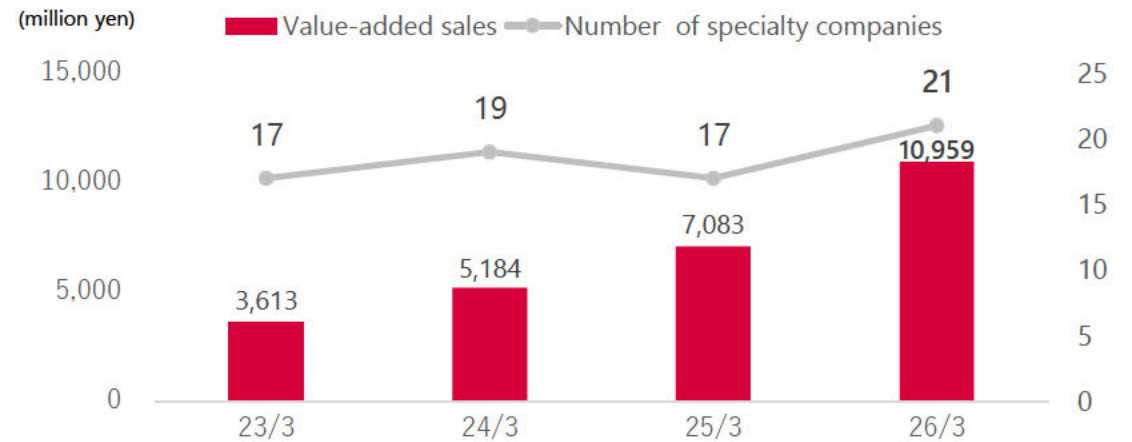
## DX ratio and value-added sales (by domain)



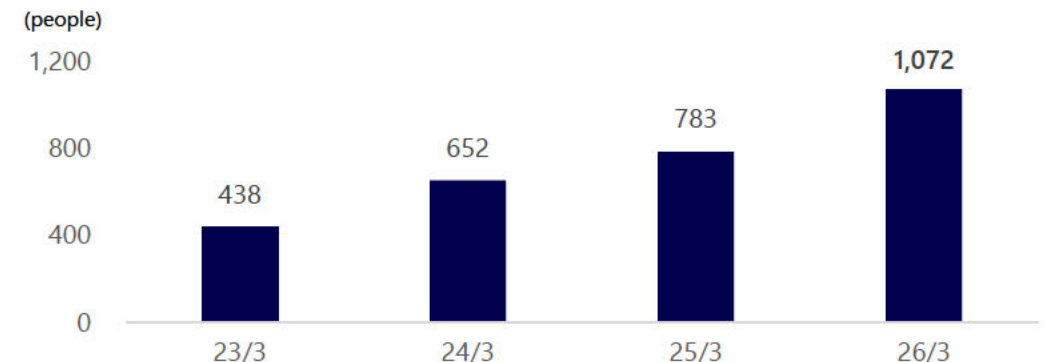
DX ratio (retroactive restructuring): Partial reclassification of the previous period due to the establishment of a new company. The ratio is calculated by re-compiling.

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## Number of specialty companies and value-added sales



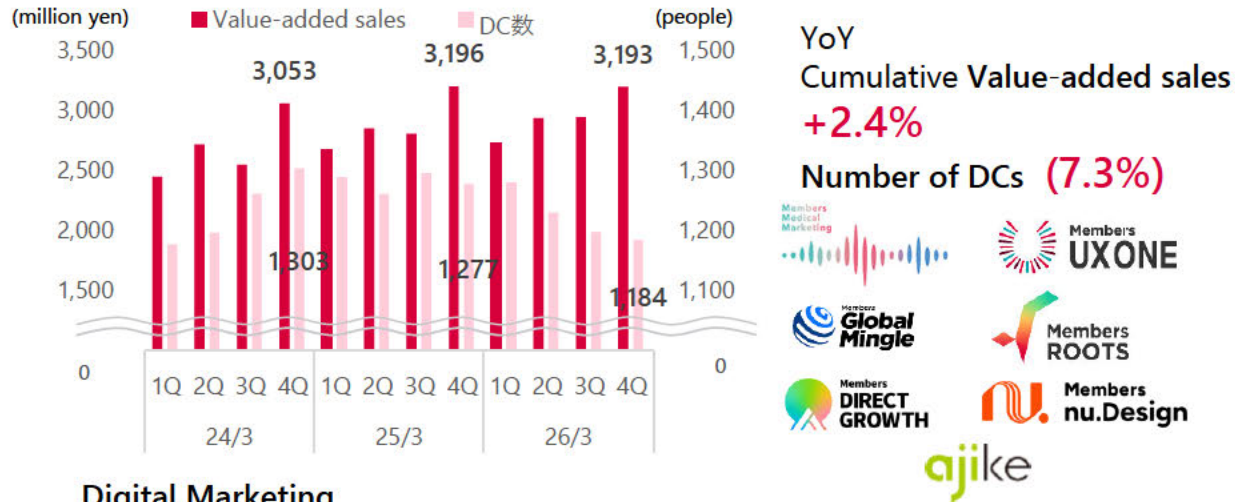
## Number of DCs for specialty companies (at the end of the period)



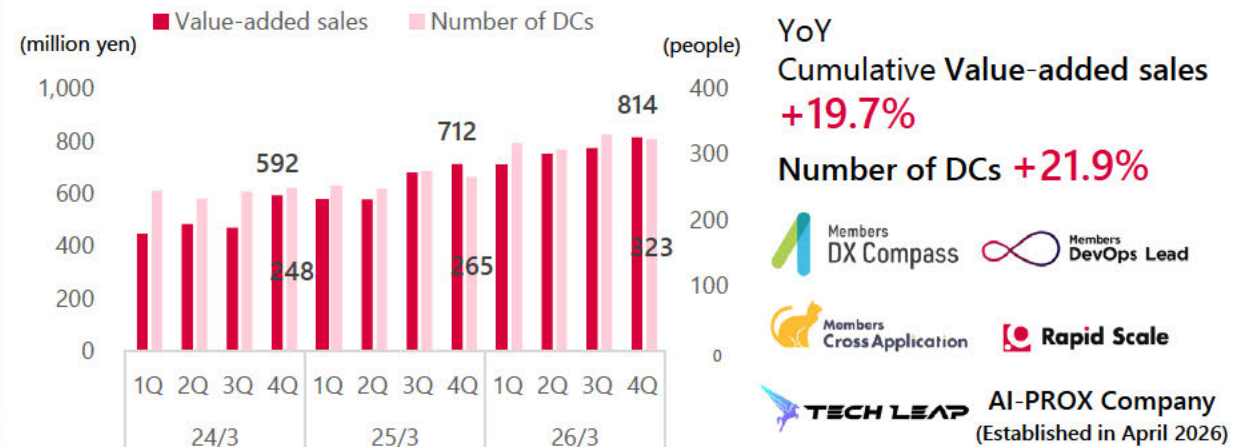
# Accelerate of shift to DX field support position - Value-added sales and number of DCs of each business sector

- Digital service development and Data utilization support and Digital marketing are the key to 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.

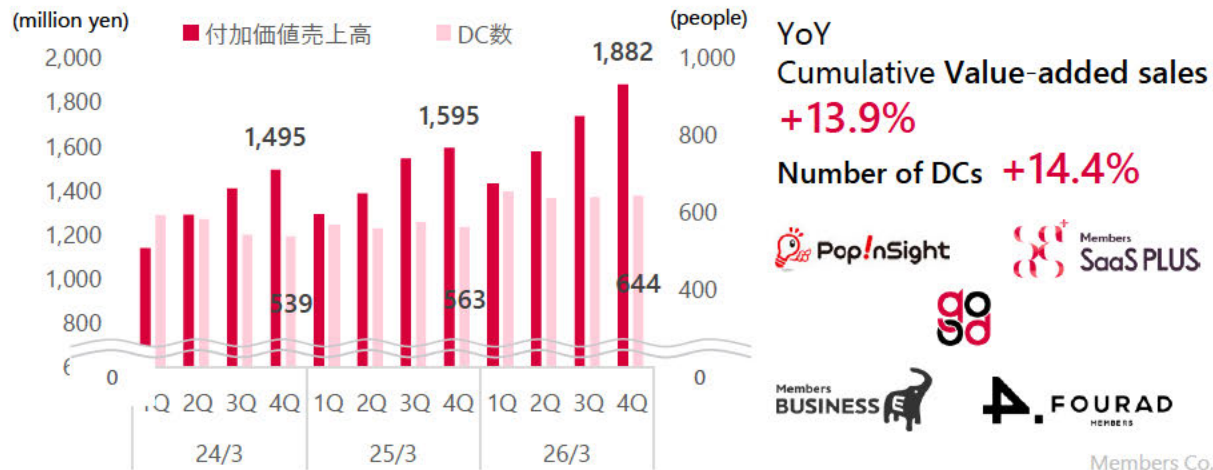
## Production/UIUX



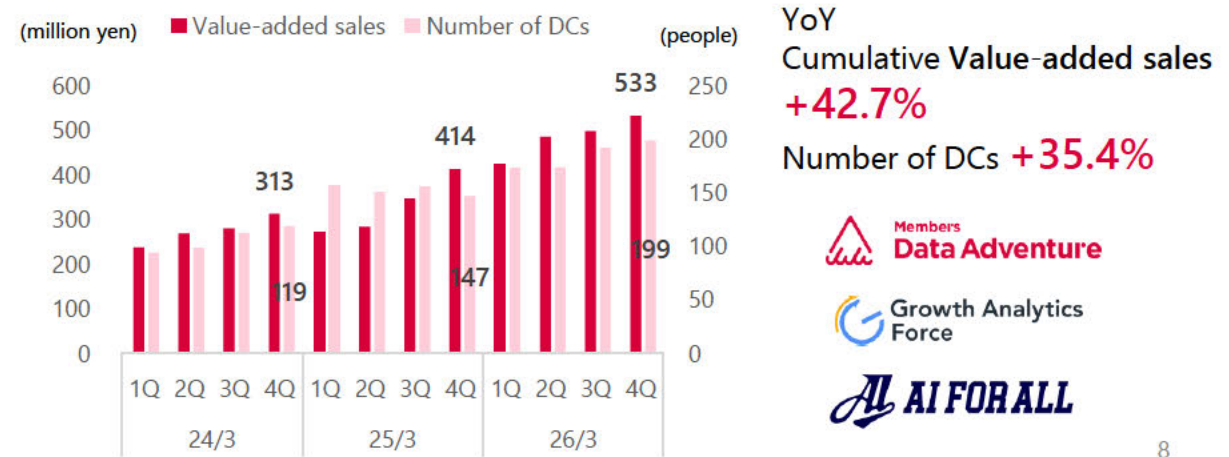
## Digital Service Development



## Digital Marketing



## Data Utilization Support



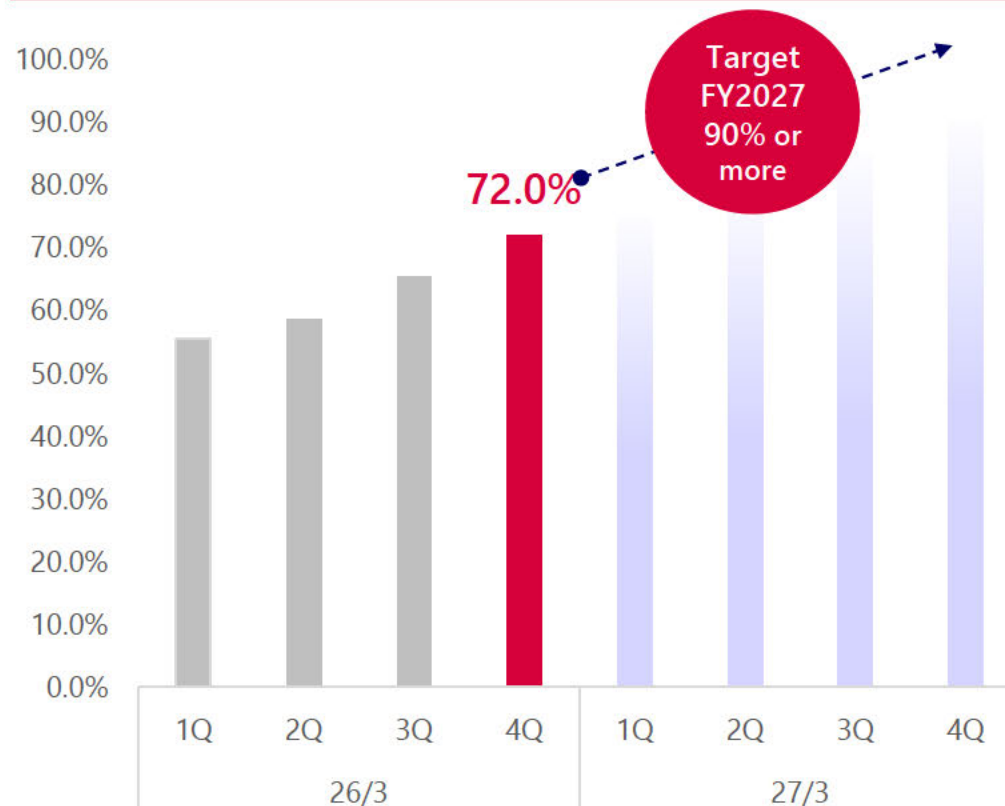
# Accelerate shift to DX field support positions - DX talent ratio/SINCA90 project promotion

- 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**.

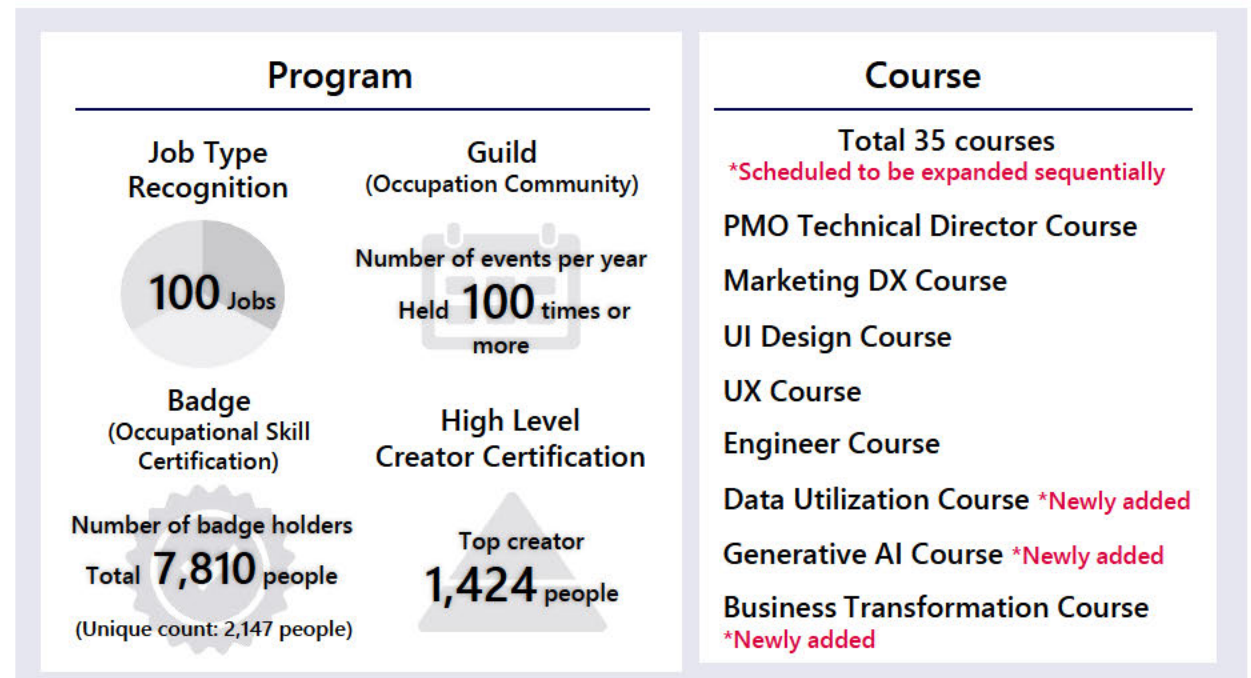
Training to continue to **deepen & evolve** DC's skills and knowledge  
- Comprehensive approach to systems, programs, systems, etc.

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

## DX talent ratio



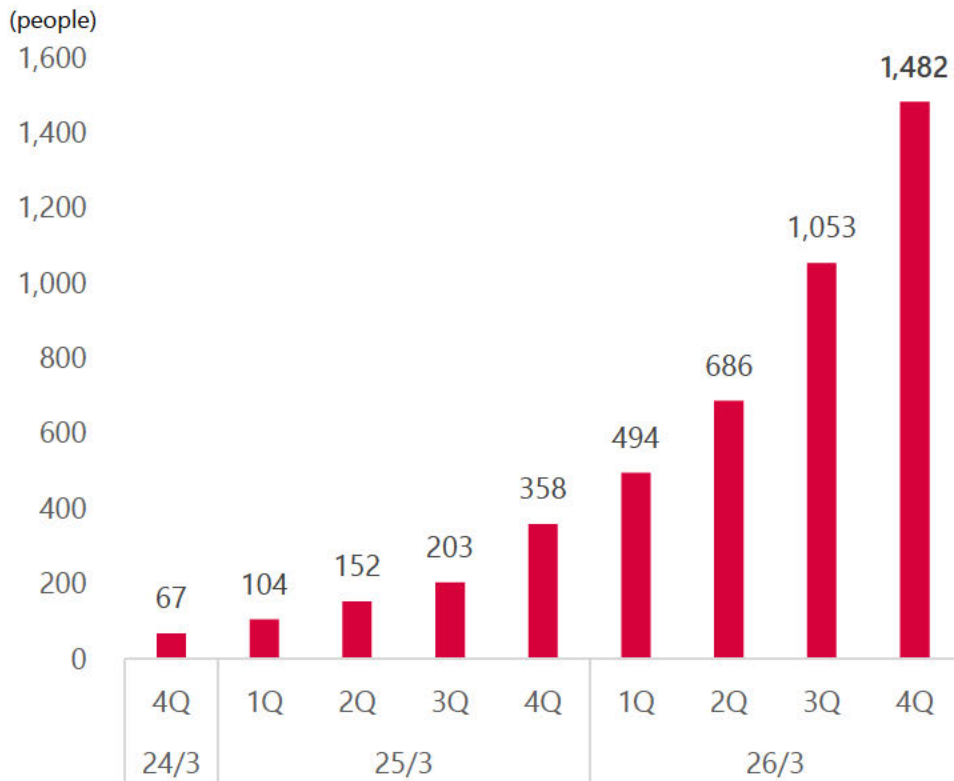
## SINCA (Skill Innovation and Career Advance)



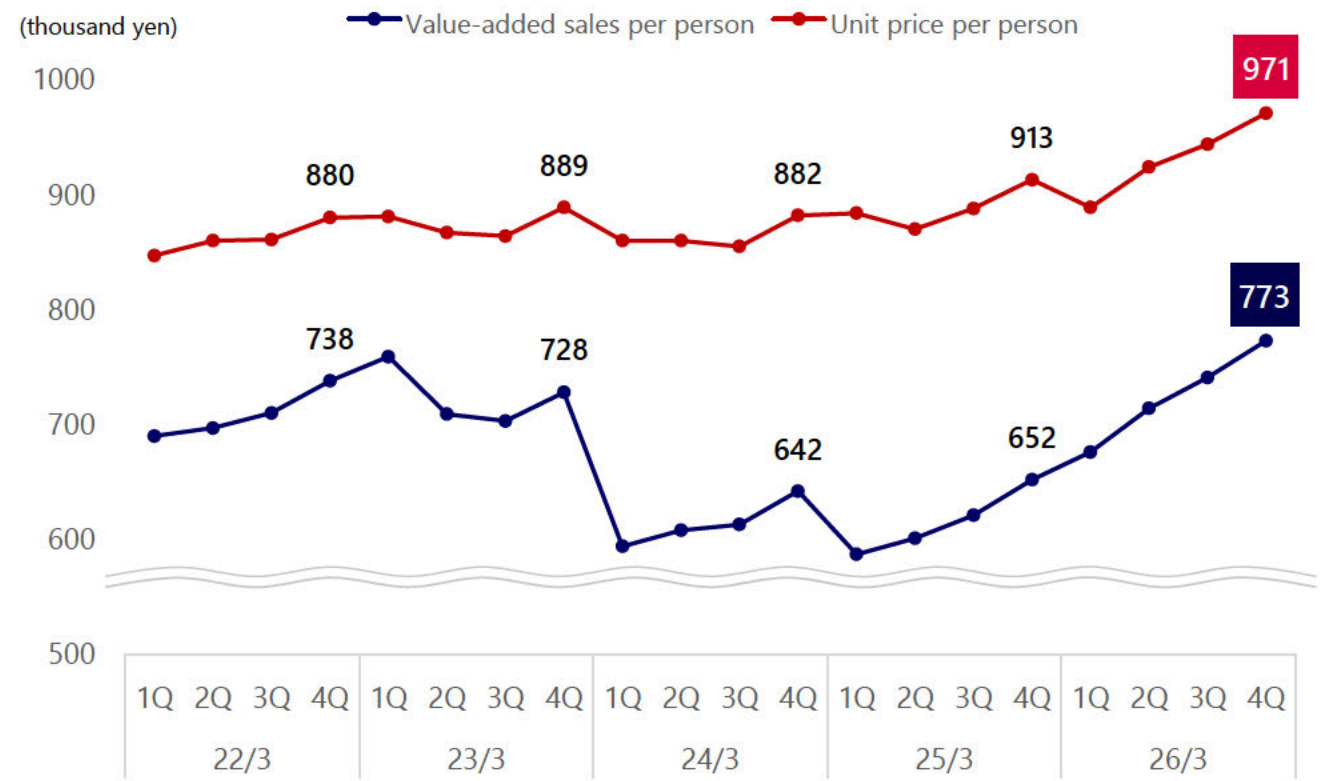
# Accelerate of shift to DX field support position - PMO staff development / Increase in unit sales per person

- 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

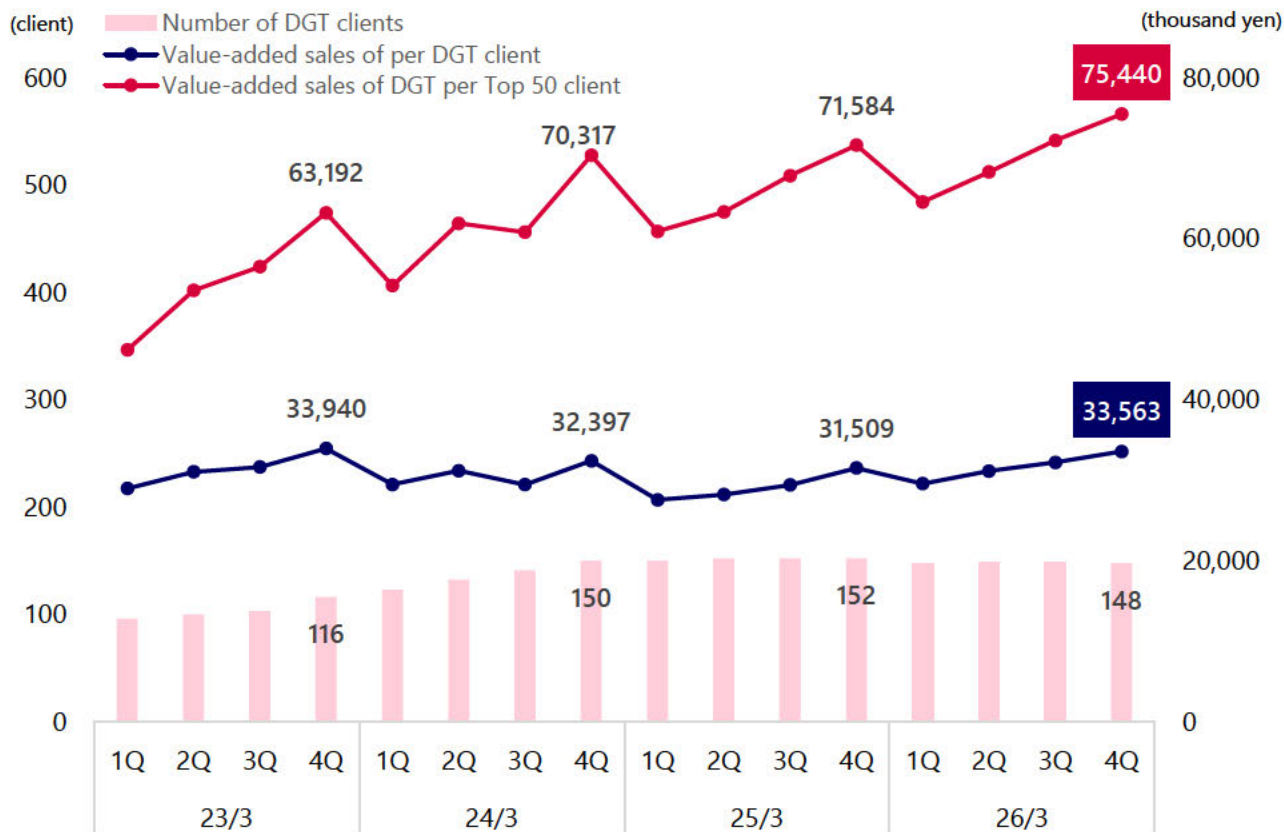


\*PMO (Project Management Office): A department or system that oversees project management across the board, beyond the boundaries of departments, in order to facilitate the smooth execution of projects in a company or organization. While the PM (Project Manager) is in charge of overseeing the project 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.

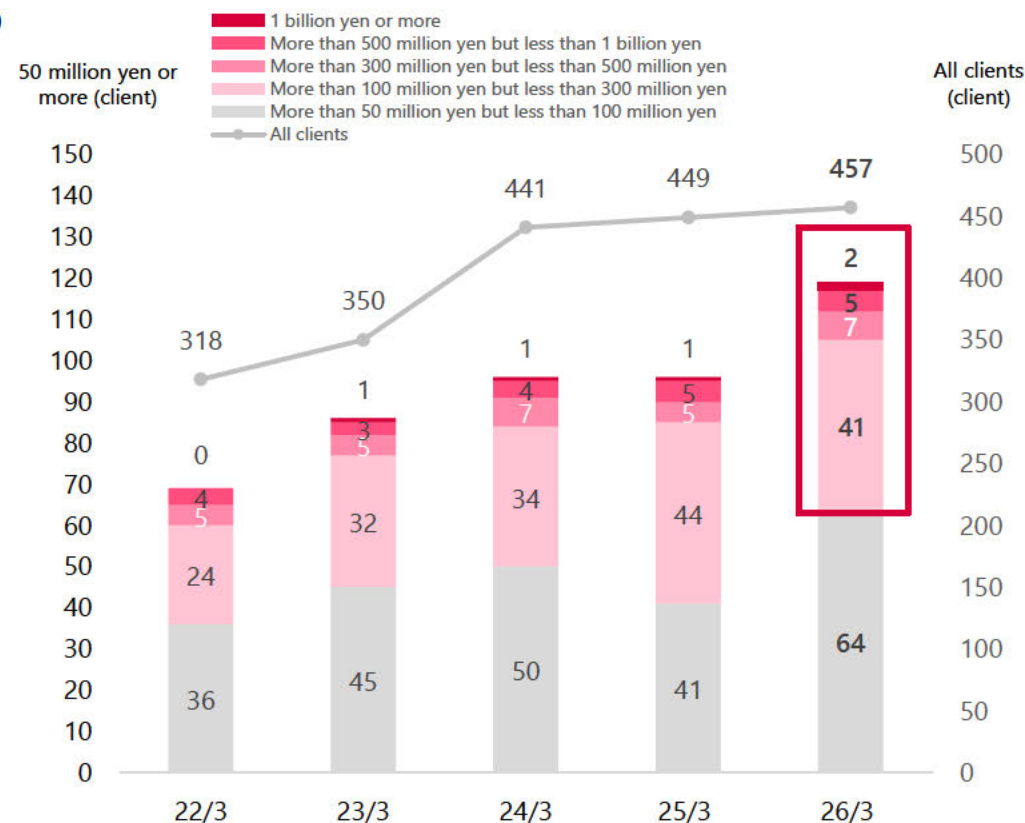
# Accelerate of shift to DX field support position -Maximize revenue per client

- 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<sup>(\*)</sup> -type account management, value-added sales per company of the top 50 DGTs **reached a record high**.

## Number of DGT clients<sup>(\*)</sup> / Value added per clients



## Number of trading companies by turnover size



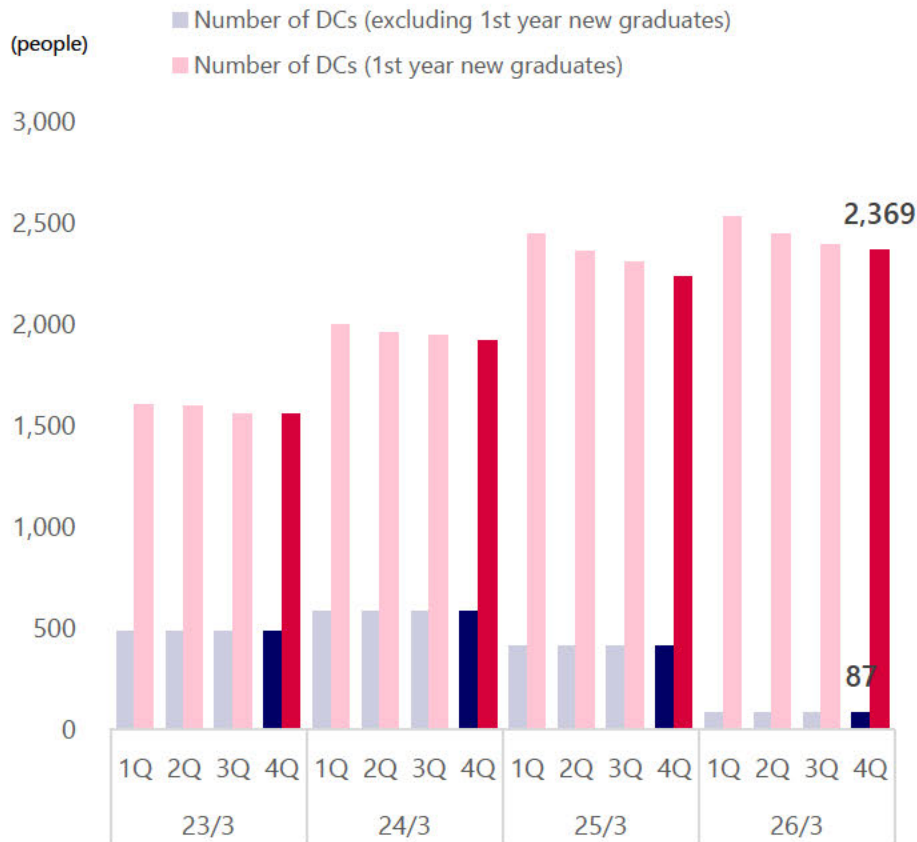
\*1 ABM (Account Based Marketing): A marketing and sales approach that aims to improve customer satisfaction and deepen business relationships by taking a strategic, individual approach to specific target companies (accounts).

\*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.

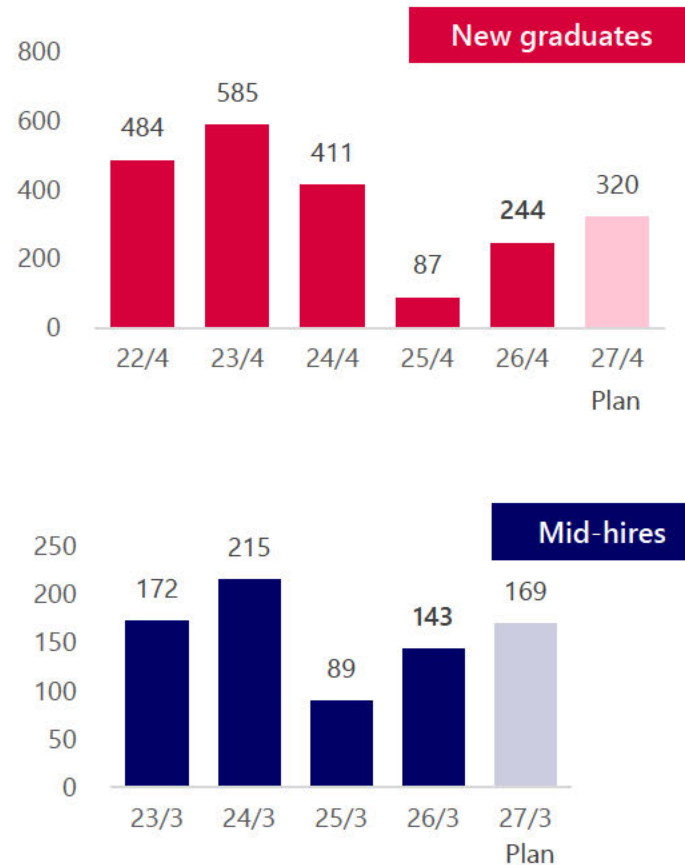
# Number of DCs/Number of New graduates & Mid-career Recruits / Turnover rate

- The number of DCs at the end of 4Q was **2,456**, down (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%, up1.0pt YoY. Viewing this as one of the important management issues, we will promote measures to improve engagement.

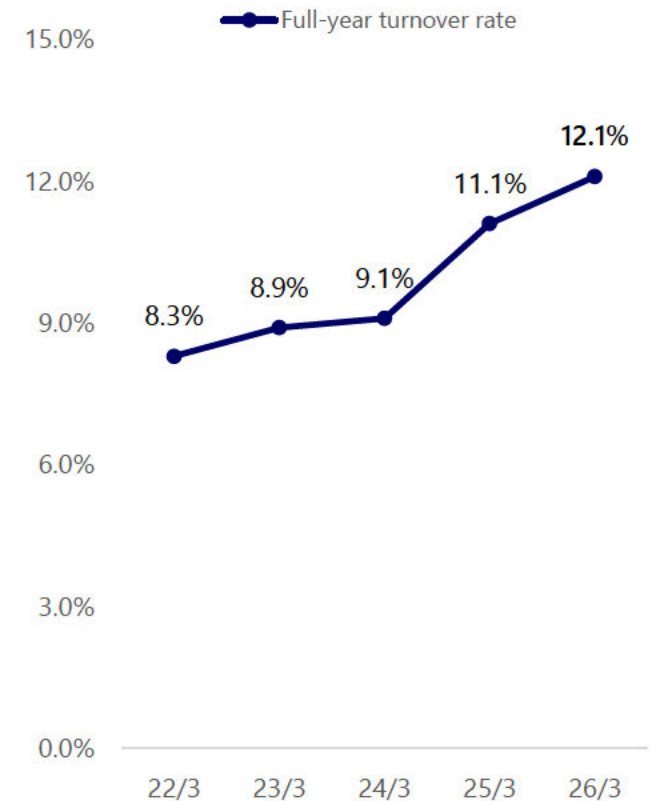
## Trends in the number of DCs



## Number of Recruits (unit: people)



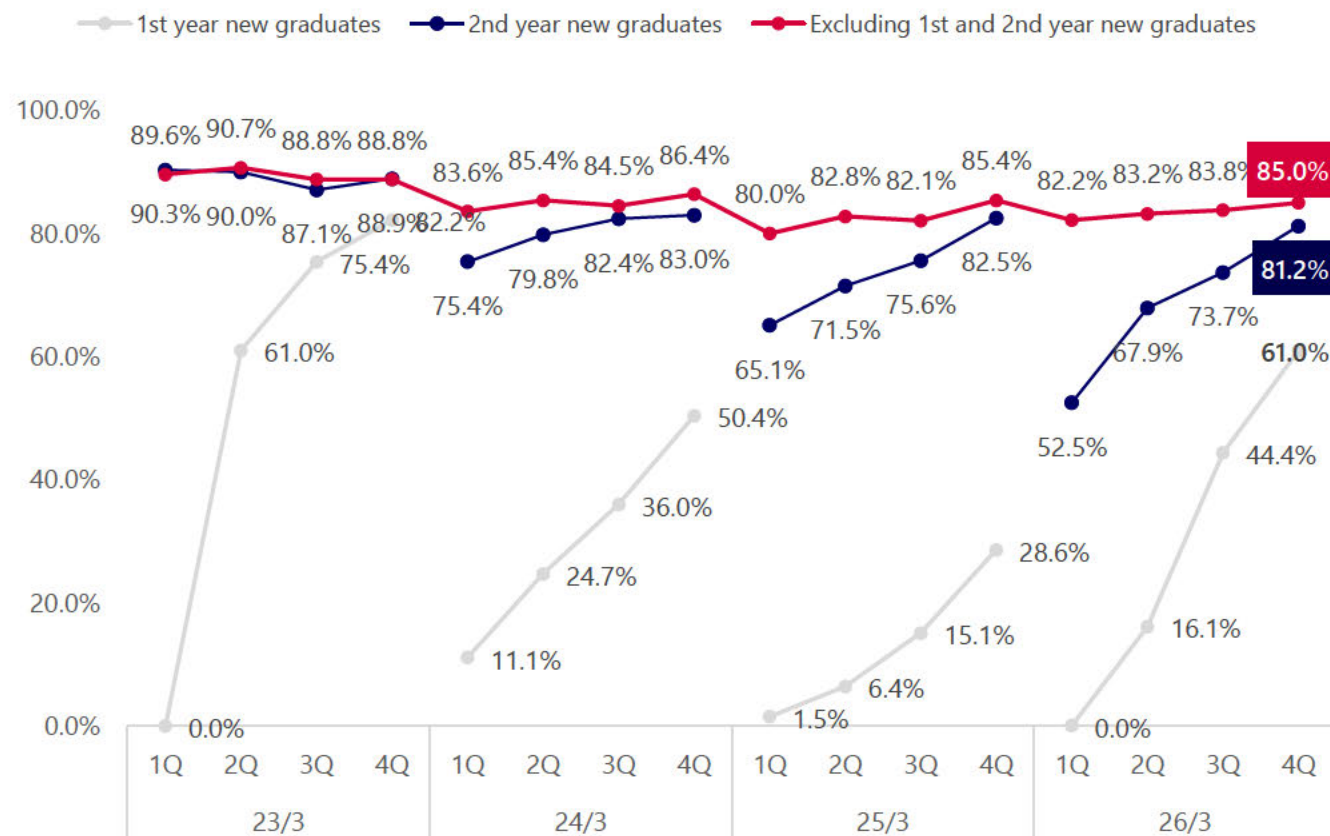
## Turnover rate



# Occupancy Rate

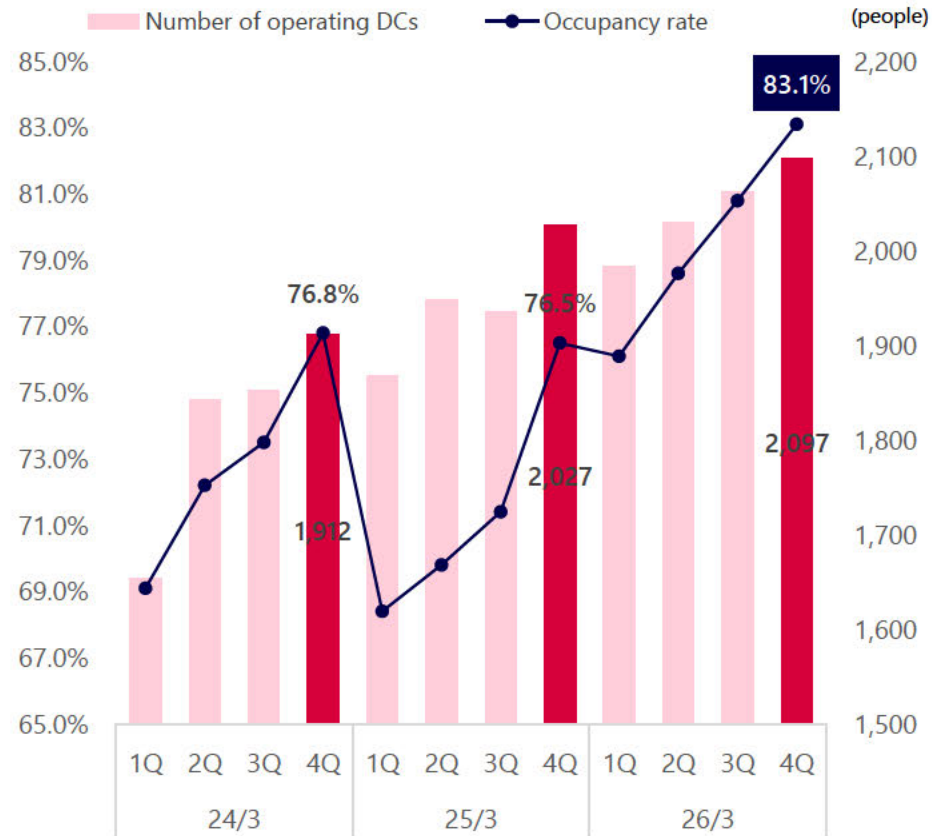
- The 4Q occupancy rate of DCs excluding 1st and 2nd year new graduates was **85.0%** ( 0.4pt) YoY). The occupancy rate for 2nd year new graduates was **81.2%**, at the same level as the previous period.
- The occupancy rate for 1st year new graduates was **61.0%**, a significant improvement.
- The overall 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)



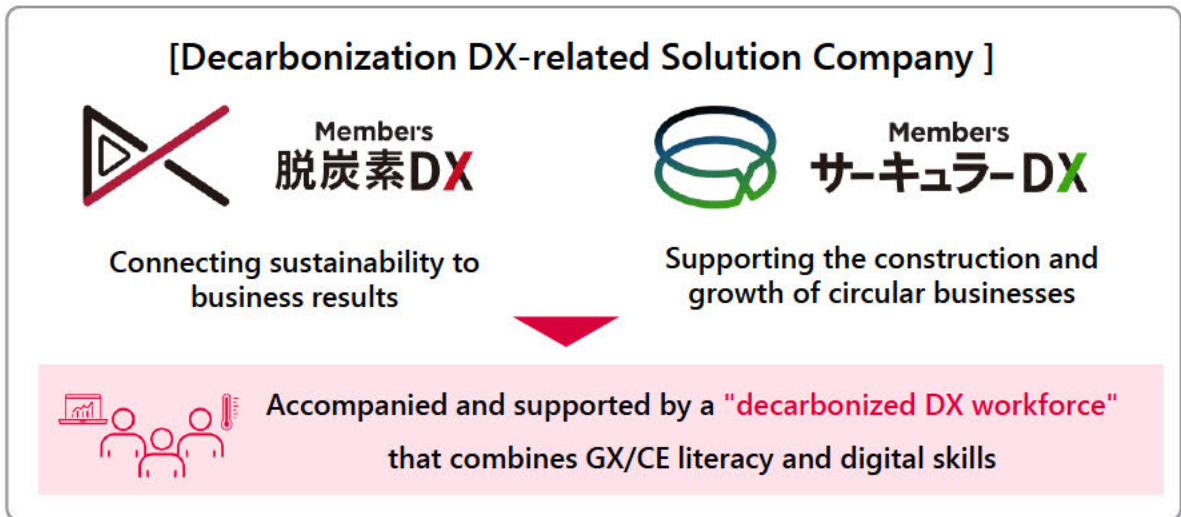
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**Occupancy rate / Number of operating DCs (Over all)**




# 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.



[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.

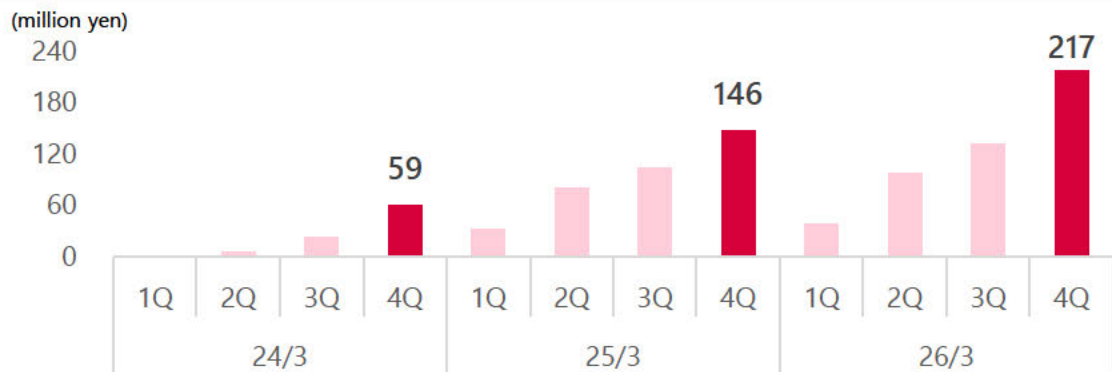
[Features of the Guidelines]

- 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]

<p><b>Prevention of greenwashing</b></p> <p>Reduction of legal and reputation risks through sincere disclosure</p>	<p><b>Gaining empathy and trust</b></p> <p>Enhancement of brand value and creation of new markets through attractive communication</p>	<p><b>Realization of a sustainable society</b></p> <p>Leading social change through the expansion of green consumption</p>
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## Cumulative Value-Added Sales (Decarbonization DX related business)



# 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 "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  
Ratio of members to  
owners \*1

**64.2 %**

(Down 1.5pt from the  
previous quarter)



Members Group  
Membership Ratio \*2

**9.5 %**

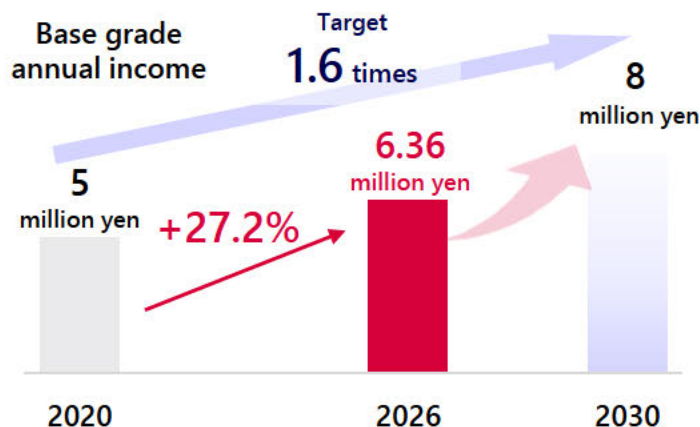
(Down 0.4pt from the  
previous quarter)

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



## SocialValueAward

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



## Creator'sValue1.6

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.

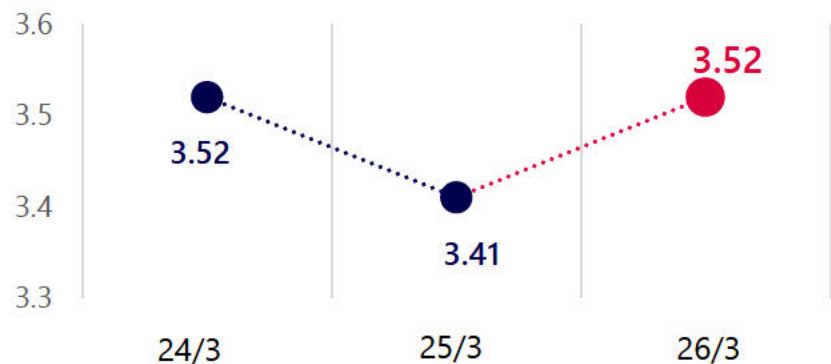
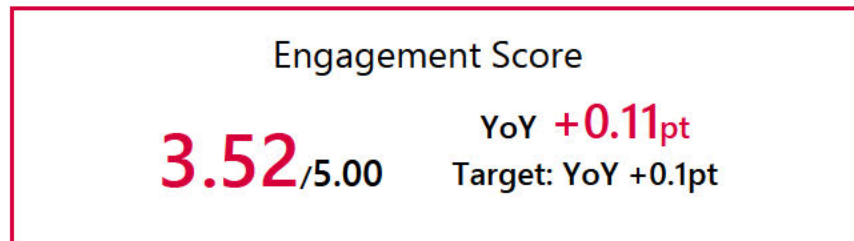
\*1 The percentage of employees who hold the equivalent of company stock, including Members Group Stock Ownership Plan enrollees and stock acquisition rights holders.

\*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, **up+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



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

**(8.3)**pt

YoY **(4.8)** pt  
Target: Result of FY2025 **+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.).

# Company Profile

# Company Profile

Company name	Members Co., Ltd.
Locations	<p>Headquarters (Tokyo) 1-8-10 Harumi, Chuo-ku, Tokyo 104-6037 Harumi Island Triton Square Office Tower X 37F (Reception on 35F)</p> <ul style="list-style-type: none"> <li>• Headquarters (Tokyo)</li> <li>• Sapporo Office</li> <li>• Web Garden Sendai</li> <li>• Kanda Office</li> <li>• Musashikosugi Office</li> <li>• Nagoya Office</li> <li>• Sabae Office</li> <li>• Osaka Office</li> <li>• Web Garden Kobe</li> <li>• Web Garden Kitakyushu</li> <li>• Fukuoka Office</li> </ul>
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	Digital Talent Accompaniment DX field support business

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
	<b>Akihiko Takano</b> Representative Director and President and Executive Officer			○	○	○	○	○	
	<b>Tadashi Kenmochi</b> Director			○	○		○	○	
	<b>Takehiro Okumura</b> Director Full-time Audit and Supervisory Committee Member	Certified Public Accountant and Certified Public Tax Accountant	○ Independent			○	○	○	
	<b>Mika Yasuoka</b> Director Audit and Supervisory Committee Member	Associate Professor, Informatics, Sustainable Digitalization, Roskilde University, Denmark	○ Independent		○		○		○
	<b>Kaori Miyake</b> Director Audit and Supervisory Committee Member	Fellow and Senior Executive Officer, Sustainable Business Department, Sumitomo Mitsui Trust Bank, Limited	○ Independent	○			○		○
	<b>Hiroshi Fukushi</b> Director Audit and Supervisory Committee Member	Outside Director, Toyobo Co., Ltd. Outside Director, MEGMILK SNOW BRAND Co., Ltd.	○ Independent	○	○			○	○
	<b>Naoki Iketeru</b> 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.

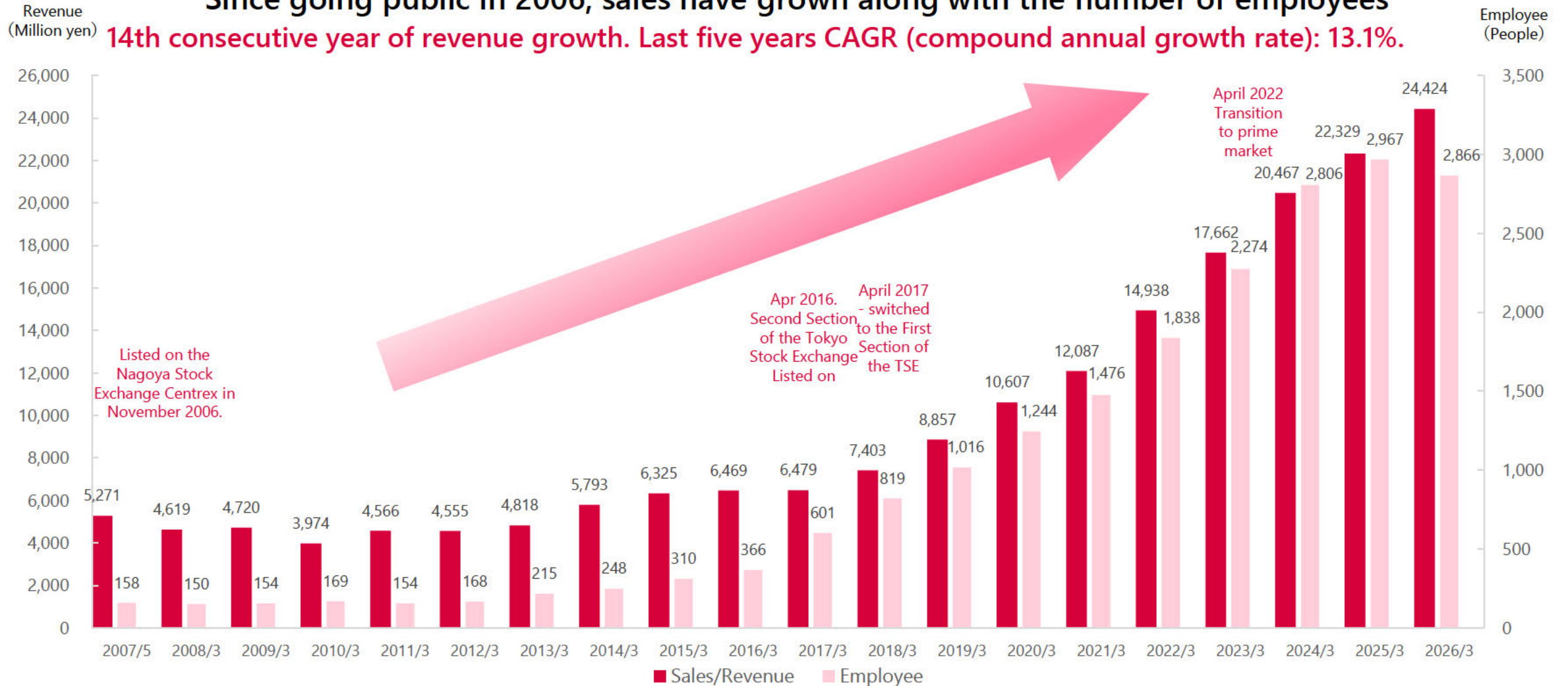
## Highly Transparent Governance System for Achieving the Vision

- 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

14th consecutive year 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

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