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To whom it may concern,

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### Notice of Difference between Full-Year Earnings Forecast and Actual Results

Members Co., Ltd. hereby announces the difference between its full-year earnings forecast for the fiscal year ended March 31, 2025, announced on February 3, 2025, and the actual results announced today, as described below.

#### 1. Difference between the forecast and actual results for the fiscal year ended March 31, 2025 (April 1, 2024 - March 31, 2025)

	Revenue	Operating profit	Profit before tax	Profit	Basic earnings Per share
Previous forecast (A)	Million yen 22,100	Million yen 400	Million yen 390	Million yen 260	Yen 19.96
Actual results (B)	22,329	493	472	349	27.40
Amount of change (B-A)	229	93	82	89	
Rate of change (%)	1.0	23.3	21.3	34.5	
(Reference) Results for the previous period (Full year ended March 31, 2024)	20,467	41	136	126	9.71

Note: 1. “Basic earnings per share” in the previous forecast was calculated based on 13,028,540 shares, the average number of shares outstanding during the fiscal year ended March 31, 2024.

2. Following the acquisition of our wholly owned subsidiary, Members Energy Co., Ltd, effective November 1, 2024, Members has changed to a non-consolidated accounting. Therefore, the figures for the current period are the IFRS non-consolidated results after the reorganization and the comparative information is the previous IFRS consolidated results before the reorganization.

#### 2. Reason for Difference

Since April 2024, we have been promoting our business based on our “Strategy for Medium-Term Growth,” and we have positioned the fiscal year ended March 31, 2025 as the first year to solidify the foundation for achieving high profitability and high growth rate by the fiscal year ending March 31, 2027, and are rebuilding our business foundation.

For the fiscal year under review, net sales were 22,329 million yen (up 9.1% YoY), operating profit was 493 million yen (up 1,082.0% YoY), profit before tax was 472 million yen (up 246.1% YoY), and profit was 349 million yen (up 176.5% YoY).

Revenue increased 9.1% YoY and value-added sales (\*1), a key indicator, increased 10.8% YoY to 21,277 million yen, both reaching new record highs. In the DX domain, where high value-added and high demand is expected, we have strategically strengthened our human resource development and sales structure with a focus

on product and service development, specialized companies in data and other areas, and PMO (\*2) services, and have shifted our business domain from the web operation domain to the DX domain. As a result, the growth rate of value-added sales in the DX domain during the current fiscal year remained high at 30.8% over the previous fiscal year, and the ratio of the DX domain to total companywide value-added sales steadily expanded to 41.5%, up 5.5 percentage points from the same period last year.

The gross profit margin for the current fiscal year was 20.9%, a slight decrease from the previous fiscal year, due to the payment of a year-end bonus of 0.06 billion yen, while the personnel growth rate remained at a low level due to the restraint in hiring in comparison to the growth rate of value-added sales. Furthermore, due to thorough cost controls, such as mid-career hiring restraints, the ratio of selling, general and administrative expenses to revenue was 18.7% (down 2.1 points from the previous period), and operating profit amounted to 493 million yen, a steady shift from upfront investment-oriented management to profit-oriented management has led to a significant improvement in profitability.

Therefore, sales revenue and profit at each stage exceeded the previously announced forecasts.

(\*1) Value-added sales: Revenues from internal resources minus external costs (subcontracts and purchases).

(\*2) PMO (Project Management Office): A department or system that oversees project management across the boundaries of departments in order to facilitate the smooth execution of projects in a company or organization. The PM (Project Manager) oversees the project and is responsible for various decision-making, while the PMO supports the PM's project management by collecting information and coordinating with related parties to enable the PM to make decisions smoothly.