Presentation Material of FY2026 2Q Financial Results

Members Co., Ltd. (TSE 2130)

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

Creating a history of new challenges

Mission Article 2 of the Articles of Incorporation

Create a spiritually rich society through "MEMBERSHIP".

Members view the basic concept of marketing as "what moves people," and Internet/digital technology as "what increases engagement between companies and people. Members support the creation of cooperative relationships through "membership," in which companies and people participate in organizational activities with a willingness to contribute voluntarily, and transform the way marketing and corporate activities are conducted into something that "improves society. And by addressing contemporary social issues such as climate change and population decline, and by working not only with our own company but also with our business partners and consumers, we will transform ourselves into a decarbonized and sustainable economic model and lifestyle that is in harmony with people's happiness, the environment and society, thereby contributing to the expansion of spiritual wealth and the betterment of society for the people of the world.

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.

FY2026 2Q Results

Highlights of FY2026 1H results

- Value-added sales growth rate was +11.1% YoY due to the shift to a DX field support position progressing well.
  Operating profit improved significantly, 263million yen +742million yen YoY.

2Q Results

Due to the merger of subsidiaries in November 2024, the figures were changed to non-consolidated from 3Q2025.
As the impact of the merger was negligible, year-on-year comparisons are provided with the previous year's consolidated figures for reference purposes.

Revenue	Value-added sales [*1]	Operating profit	Number of Digital creators (DC) (End of 2Q)
11,448 million yen	11,070 million yen	263 million yen	2,534 People
YoY+10.3%	YoY+11.1%	YoY +742 millon yen	Prior Year-end -93 people

Accelerate transformation to DX field support position

DX domain ratio (1H)
52.1 % (YoY+9.3pt)

DX domain growth rate (1H)
+35.2%

DX talent ratio (end of 2Q)
58.6 %

Number of clients with annual sales of at least 100 million yen (2Q)
47 clients (YoY-3clients)

Unit sales(1H)
924 thousand yen (YoY+6.2%)

Number of PMO [*2] staffs (end of 2Q)
686 staffs (Prior Year-end+328 staffs)

Enhanced profitability

Occupancy rate of DCs excluding first and second year new graduates (2Q)
83.2 % (YoY+0.4pt)

Gross margin (1H)
22.7 % (YoY+6.1pt)

SG&A expense ratio (1H)
20.4 % (YoY-0.8pt)

*1 Value-added sales = revenue from 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 2Q P/L

- Both sales revenue and value-added sales achieved the 1H plan.
- Gross profit was +50.6% YoY, and the gross profit margin improved to 22.7% (+6.1 pt YoY), right on target.
- Revised full-year plan in light of progress in 1H. Raised full-year operating profit forecast to 1,400 million yen.

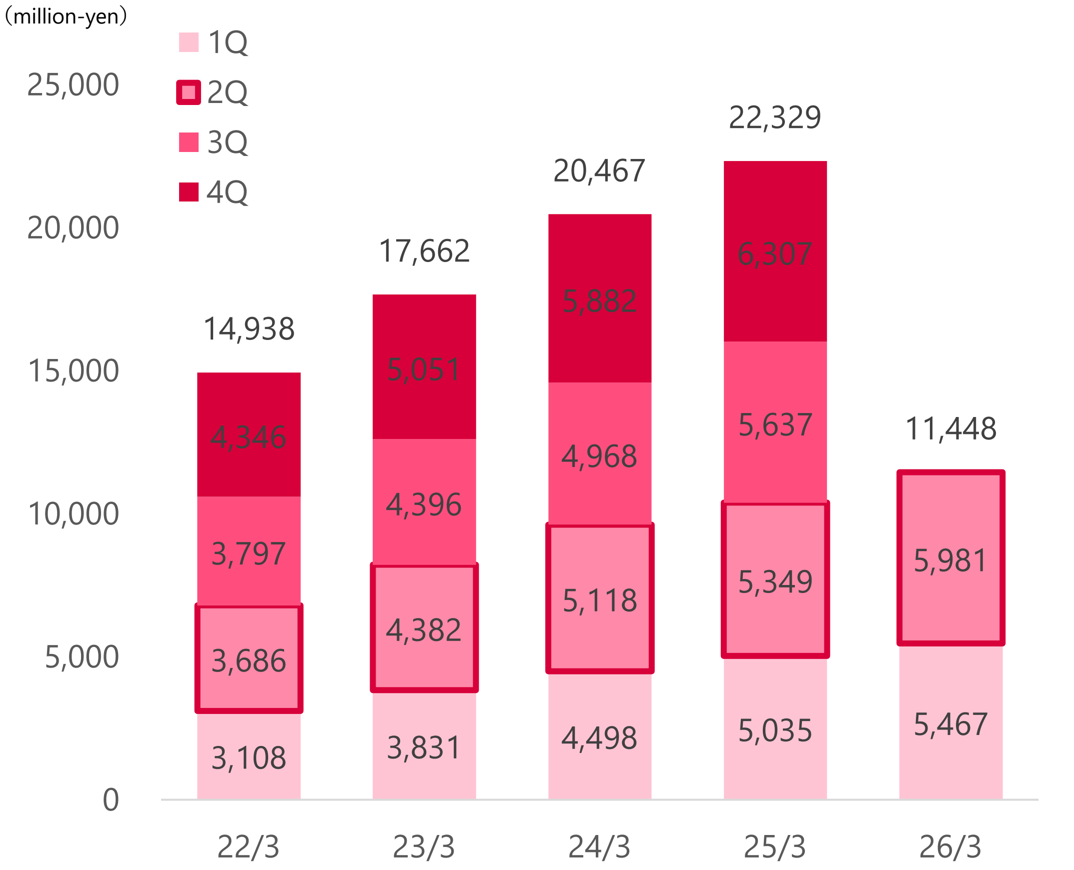
(unit：million yen)	FY2025 2Q	FY2026 2Q Results		FY2026 1H Cumulative Forecast		FY2026 2H Cumulative Forecast		
	Consolidated	Non-Consolidated	YoY	Non-Consolidated	Rate of Achievement	(Non-Consolidated) Before revision	(Non-Consolidated) After revision	Rate of Achievement
Revenue	10,384	11,448	+10.3%	11,366	100.7%	24,318	24,400	46.9%
Value added sales	9,961	11,070	+11.1%	11,057	100.1%	23,620	23,620	46.9%
Gross profit	1,724	2,597	+50.6%	—	—	—	—	—
Gross profit margin ratio (%)	16.6%	22.7%	+6.1pt	—	—	—	—	—
S.G.&A. expense	2,205	2,333	+5.8%	—	—	—	—	—
S.G.&A. expense ratio (%)	21.2%	20.4%	▲0.8pt	—	—	—	—	—
Operating profit	▲479	263	(increase)	100	263.2%	1,214	1,400	18.8%
Operating profit ratio (%)	▲4.6%	2.3%	—	0.9%	—	5.0%	5.7%	—
Profit before tax	▲464	316	(increase)	90	351.4%	1,194	1,390	22.8%
Profit	▲321	195	(increase)	60	324.3%	800	930	21.0%

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, consolidated results for the first quarter of the fiscal year ended March 31, 2025 are presented as comparative information.

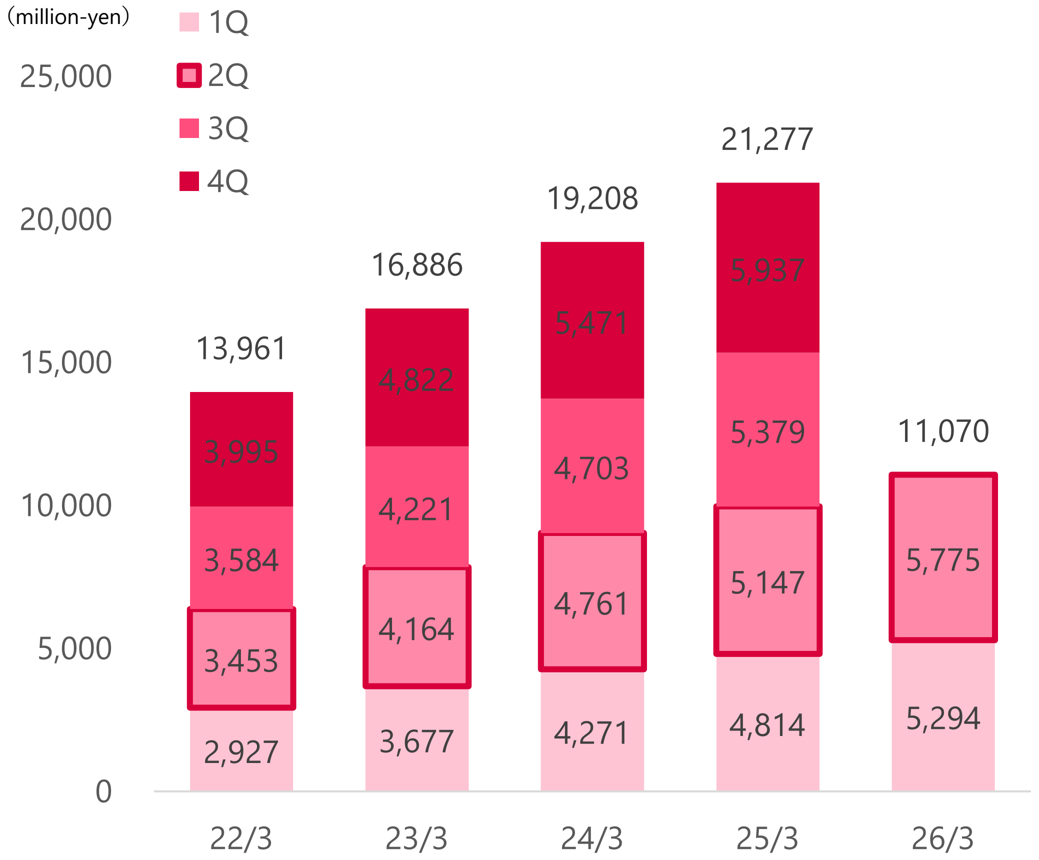
Revenues/Value-added Sales

- Revenue：11,448million yen（YoY+10.3%). Velue-added sales：11,070million yen（YoY+11.1%）.
- 2Q non-consolidated growth rate of value-added sales is YoY +12.2%.

Revenue（Until 25/3 2Q, consolidated. From 25/3 3Q, Non-consolidated）



Value-added Sales（Until 25/3 2Q, consolidated. From 25/3 3Q, Non-consolidated）

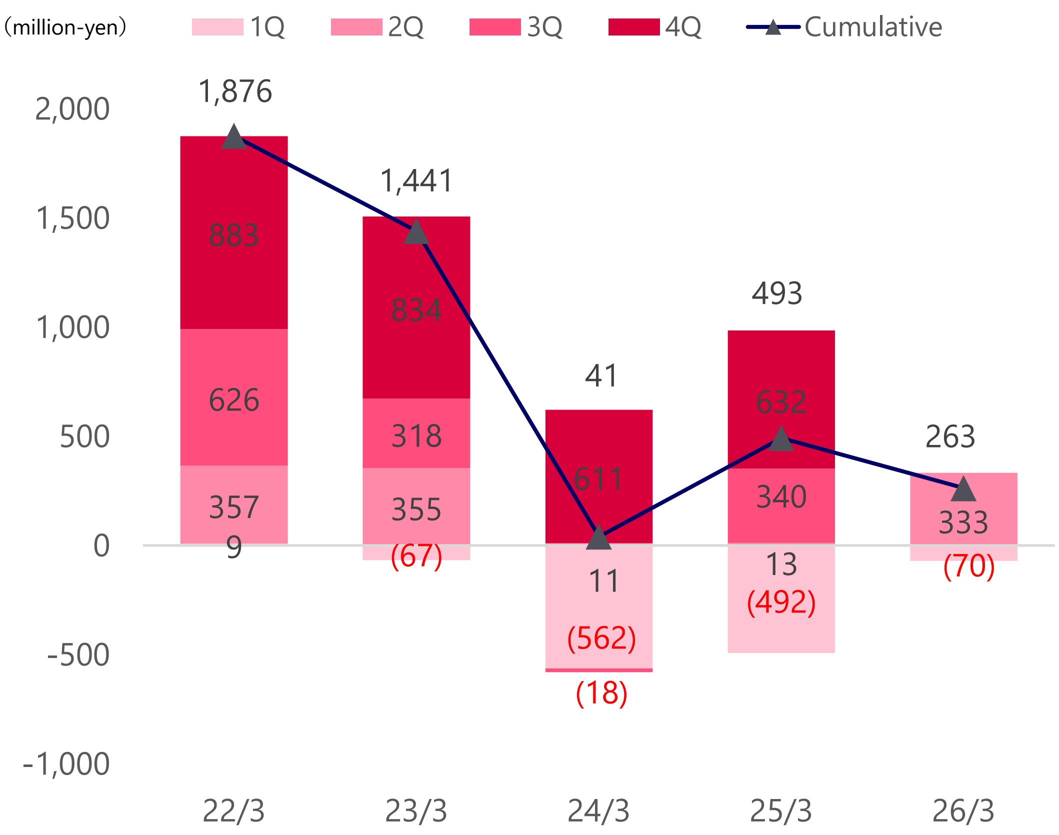


Due to the merger of subsidiaries in November 2024, the company was deconsolidated from the third quarter of the fiscal year ended March 31, 2025, so consolidated results before the transition are presented as comparative information.

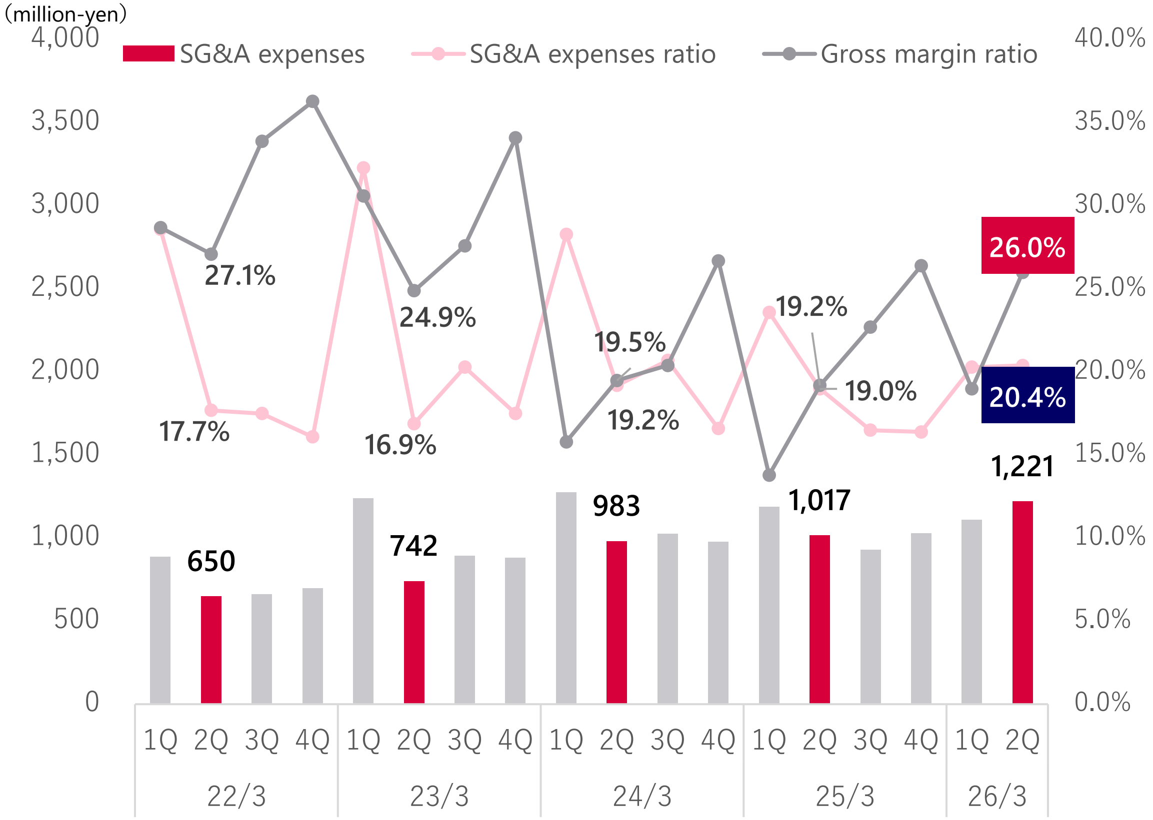
Operating profit /SG&A expenses/ratio/gross margin ratio

- Operating profit：263million yen (+742million yen YoY). Landed well the plan.
- Gross profit margin in the 2Q was +6.8pt YoY due to an improvement in the utilization ratio and curbs on hiring of new graduates. SG&A ratio increased by 1.4 pt YoY due to strengthened investment in education and sales/marketing.

Operating profit（Until 25/3 2Q, consolidated. From 25/3 3Q, Non-consolidated）



SG&A expenses/ratio/gross margin ratio (consolidated until 25/3 2Q, Non-consolidated from 25/3 3Q onwards)

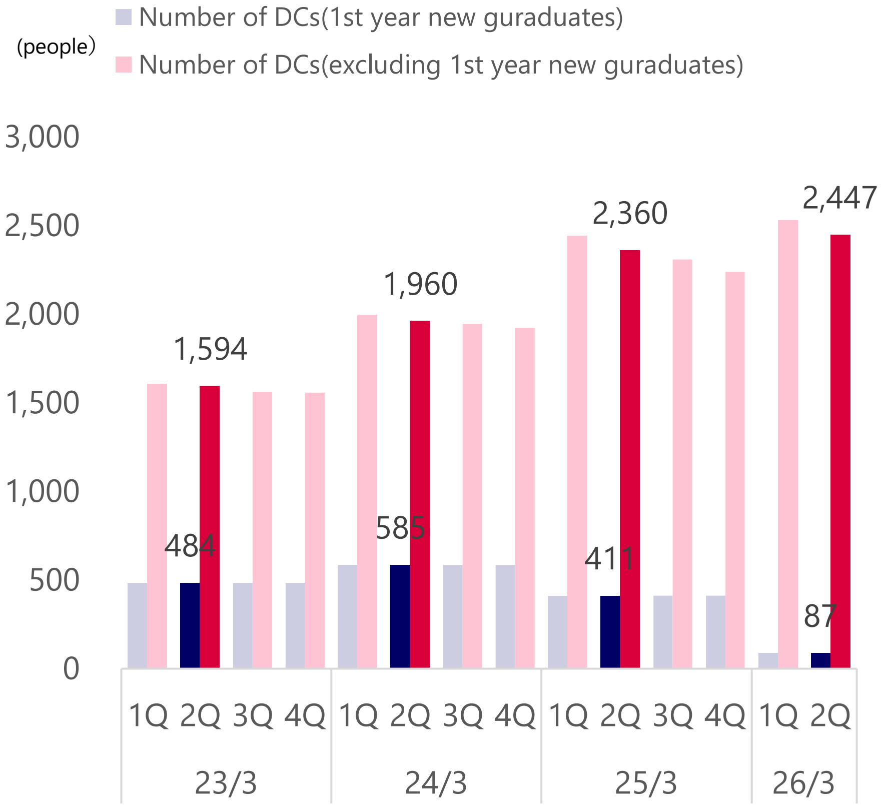


Due to the merger of subsidiaries in November 2024, the company was deconsolidated from the third quarter of the fiscal year ended March 31, 2025, so consolidated results before the transition are presented as comparative information.

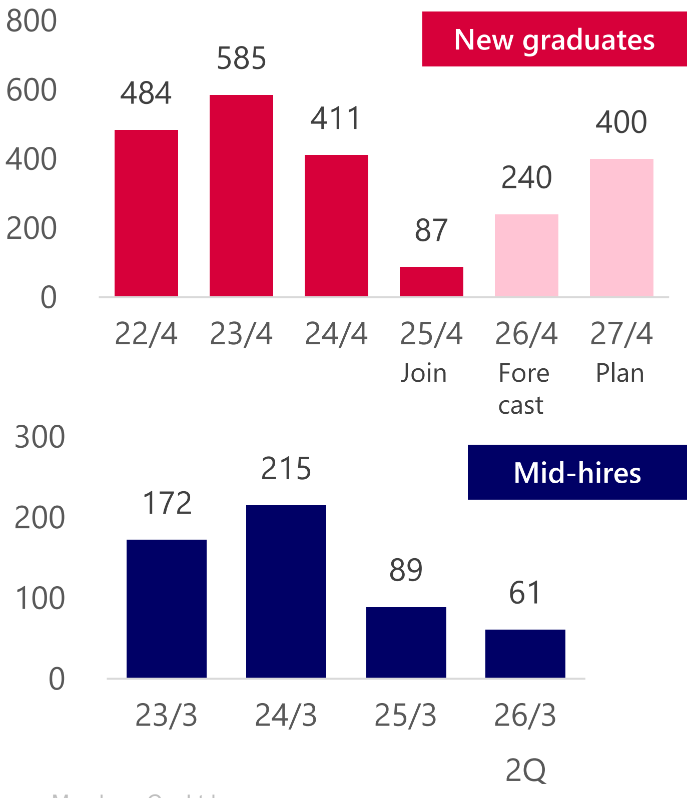
Number of DCs/Number of New graduates & Mid-career Recruits/Turnover rate

- The number of DCs at the end of 2Q was 2,534, a decrease of 93 from the end of the previous period. With 2,447 DCs in their second year or more (+210 from the end of the previous year), the staffing base for short-term growth continues to be secured.
- Aiming to accelerate the shift to DX field support positions, we plans to increase the number of new graduates it hires in the next fiscal year and beyond. 240 new employees are expected to join us in April 2026.
- 2Q total turnover rate: +0.3 pt YoY to 5.8%. 2Q alone: moderate improvement of -0.1 pt YoY。

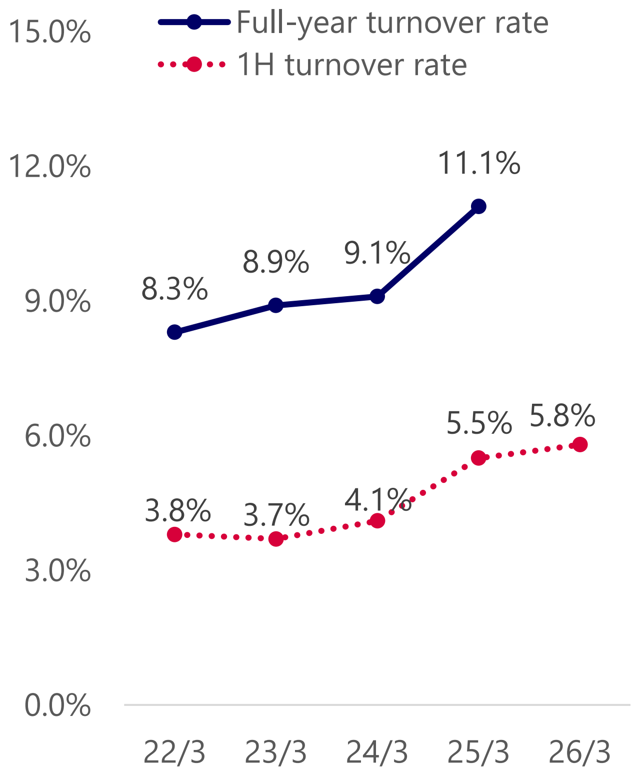
Trends in the number of DCs



Number of Recruits (unit : people)



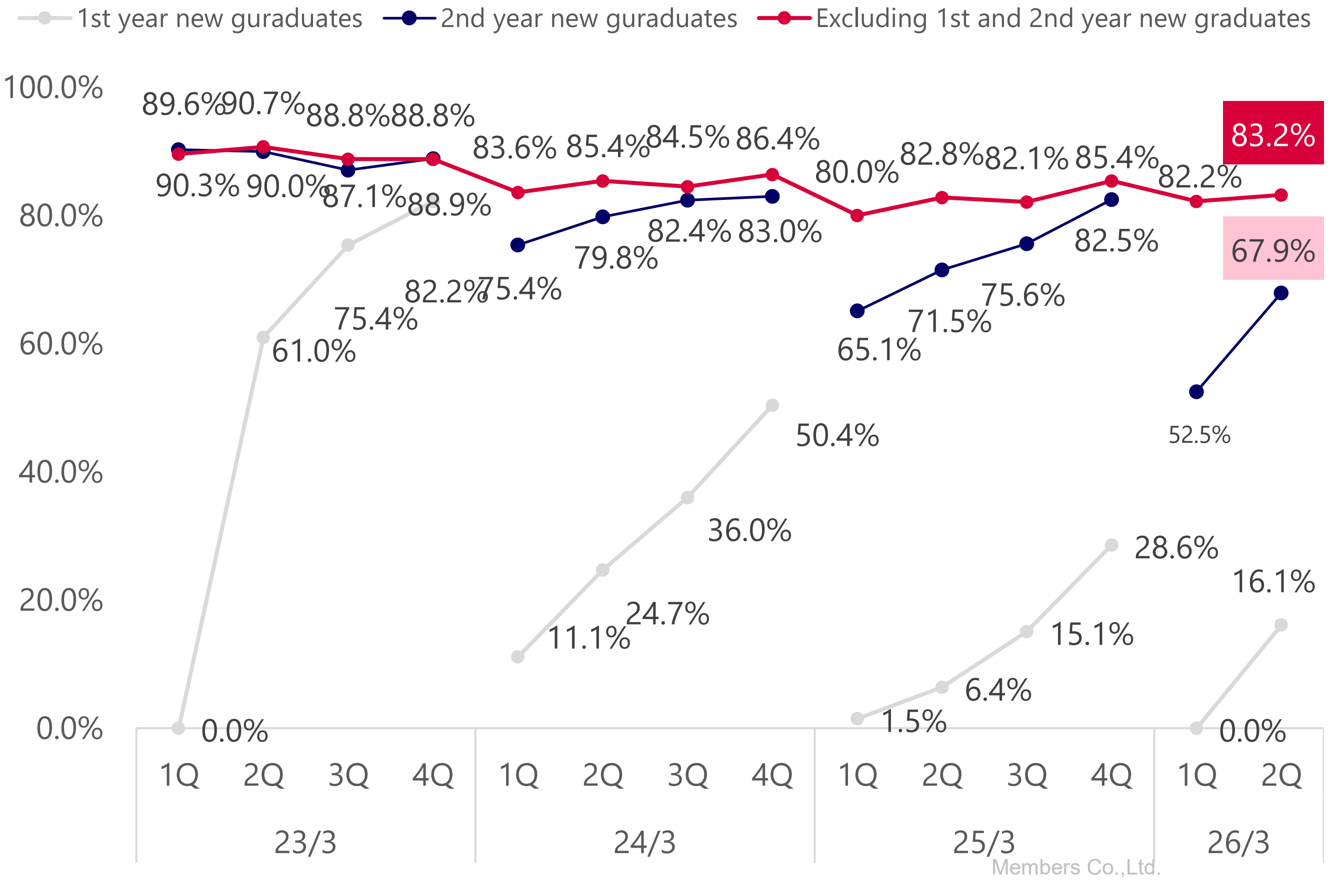
Turnover rate



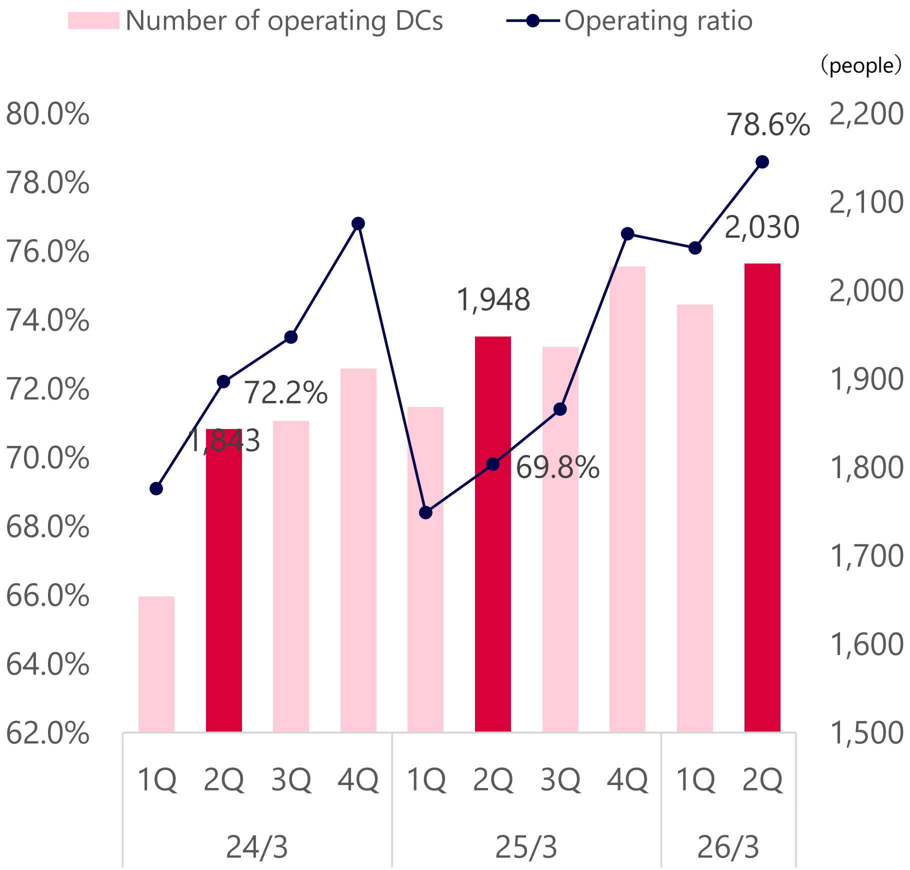
Operating Ratio

- The utilization rate of DCs excluding first- and second-year new graduates in 2Q was 83.2% (+0.4ptYoY). Steady progress toward the year-end target of 85%.
- Occupancy rate in the second year of new graduates was 67.9%, a significant improvement from 1Q.
- Overall occupancy rate was YoY +8.8pt. Both occupancy rate and number of DCs in operation recovered steadily.

Operating ratio
(Excluding 1st and 2nd year new graduates / 2nd year new graduates / 1st year new graduates)



Operating ratio/Number of operating DCs（Over all）

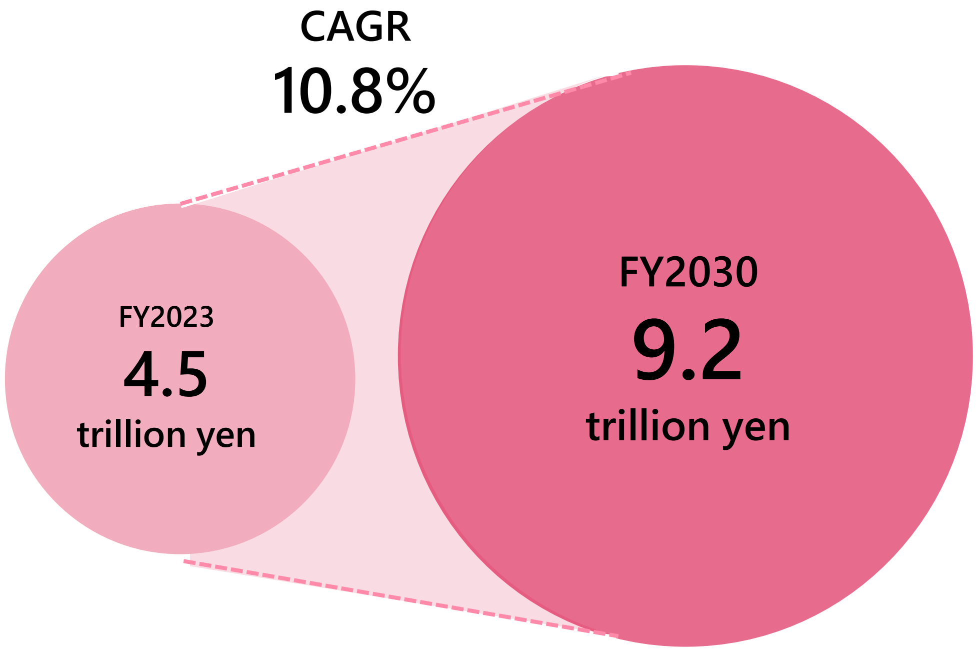


Progress of FY2026 Policy / Goals

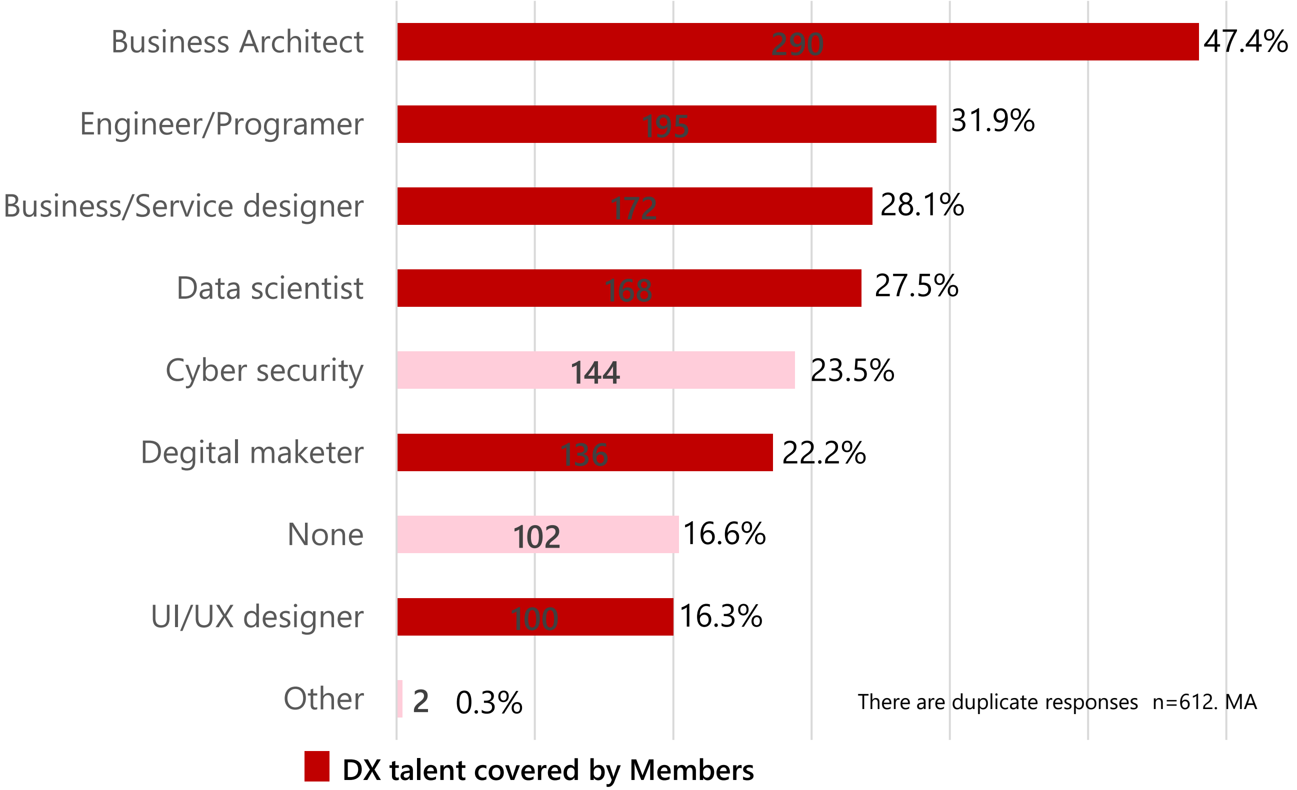
External Environment: Rapidly Expanding DX Market, Lack of Human Resources to Promote DX

The domestic DX (Digital Transformation) market is expected to expand to 9,266.6 billion yen*[1] in FY2030.
In addition, many companies feel that there is a shortage of human resources to promote DX. 85.1% of companies said *[2]that the amounts of human resources to promote DX is either somewhat or significantly insufficient.

DX market size forecast*1



Shortage percentage of key DX talent*1

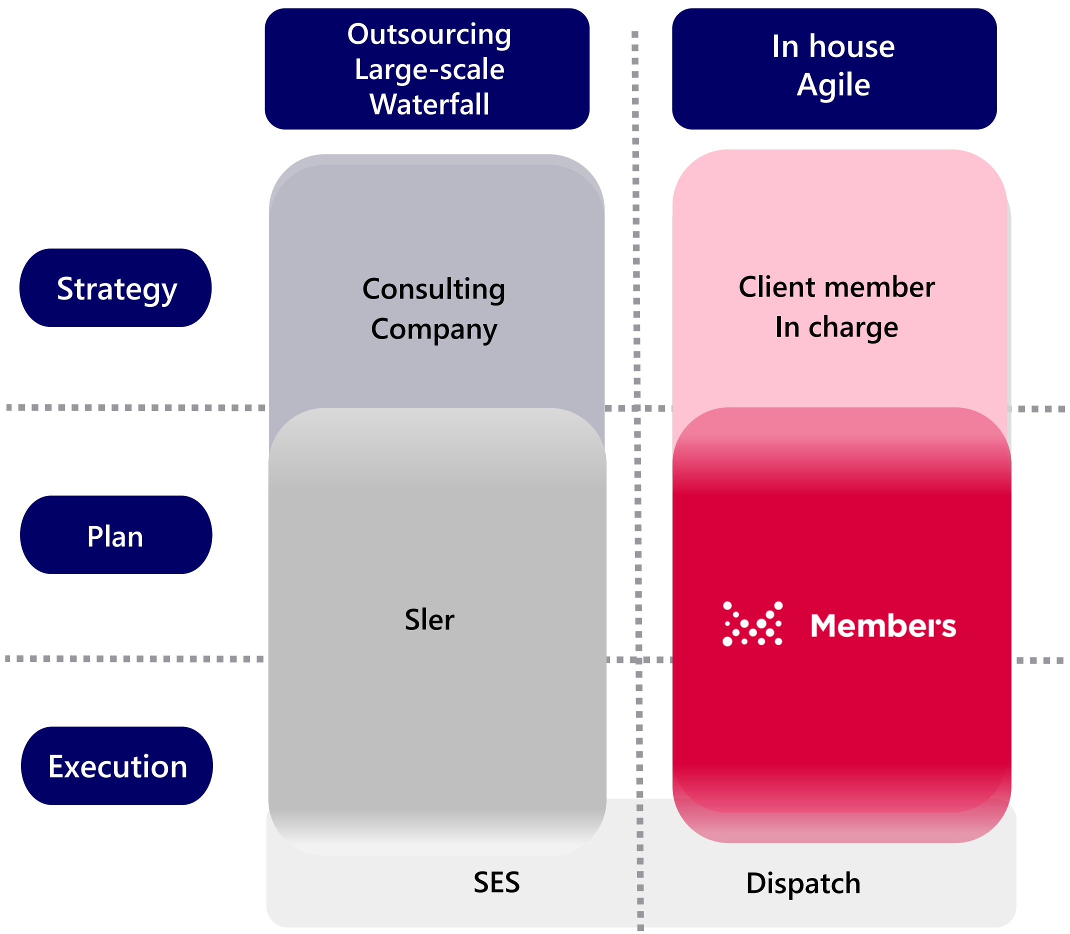


*1 [Market size of the domestic DX market], [Shortage ratio of key DX personnel] Source: "2025 Digital Transformation Market Future Outlook ≪ Market Edition≫" (Fuji Chimera Research Institute)
*2 Source: "DX Trends 2025" (Information-technology Promotion Agency, Japan), P.50 https://www.ipa.go.jp/digital/chousa/dx-trend/tbl5kb0000001mn2-att/dx-trend-2025.pdf

Establish DX field support position and competitive advantage

Establish a unique position and competitive advantage of continuous in-house DX support with over 2,500 hands-on, client-dedicated teams of digital experts in response to customers' strong in-house production orientation.

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" (who are like employee of client company) is a registered trademark of the Members Co., Ltd.
"ATAKAMO-SHAIN" (Registered Trademark No. 6923667)

FY2026 Policy / Goals

Acceleration of the shift to a DX domain support position and establishment of field-centered, All-Hands management

Key Strategy

Personnel development

- Promote the SINCA90 project and accelerate the development of DX personnel to accompany customers, such as UX designers and marketing DX personnel, in addition to developing PMO personnel.
- Maximise the use of AI and aim to significantly improve productivity and strengthen competitiveness.

Service/Sales

- Design a service portfolio aimed at each business, accelerating the shift and expansion into the DX domain, pursuing business transformation, customer success and high customer advocacy.
- Expand PMO-based services to expand DX project areas.
- Introduce ABM-type account management. Further accelerate the expansion of the DX domain of focus customers and maximise sales per company.

Investment

- Establish unique strength services around the Decarbonization DX Company to realise the mission/vision.
- Establish a field-centred, all-participant management approach to team management in DX field support and account/team management based on team and individual visions, pursuing a challenging culture and employee happiness.

Goals

DX talent ratio
(% of all employees)
65%

Full-year operating ratio
(excluding first and second year new graduates)
85%

DX sales ratio
(compared to total value-added sales)
55%

Unit price
(Number of over 2nd graduates DCs compared to FY2025)
YoY +10%

Company employee engagement score
YoY+0.1pt

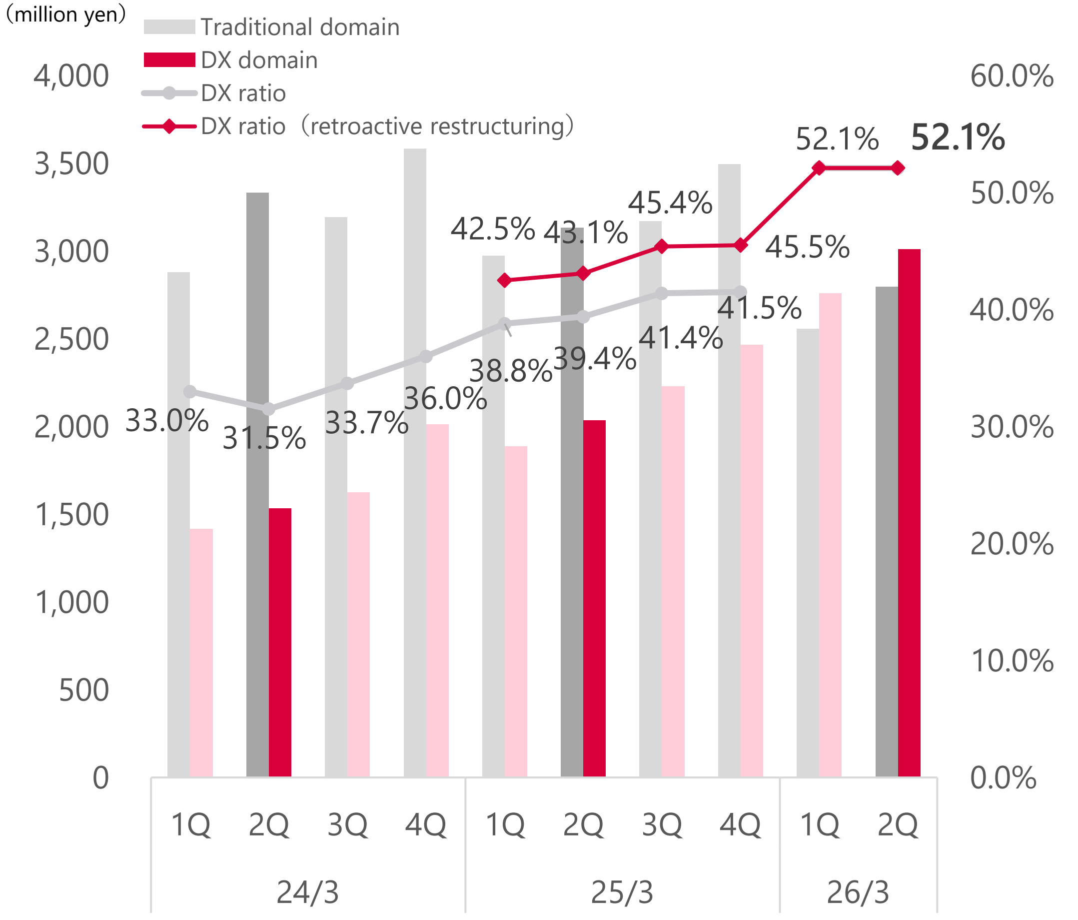
NPS*
(net promoter score)
YoY +2pt

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.).

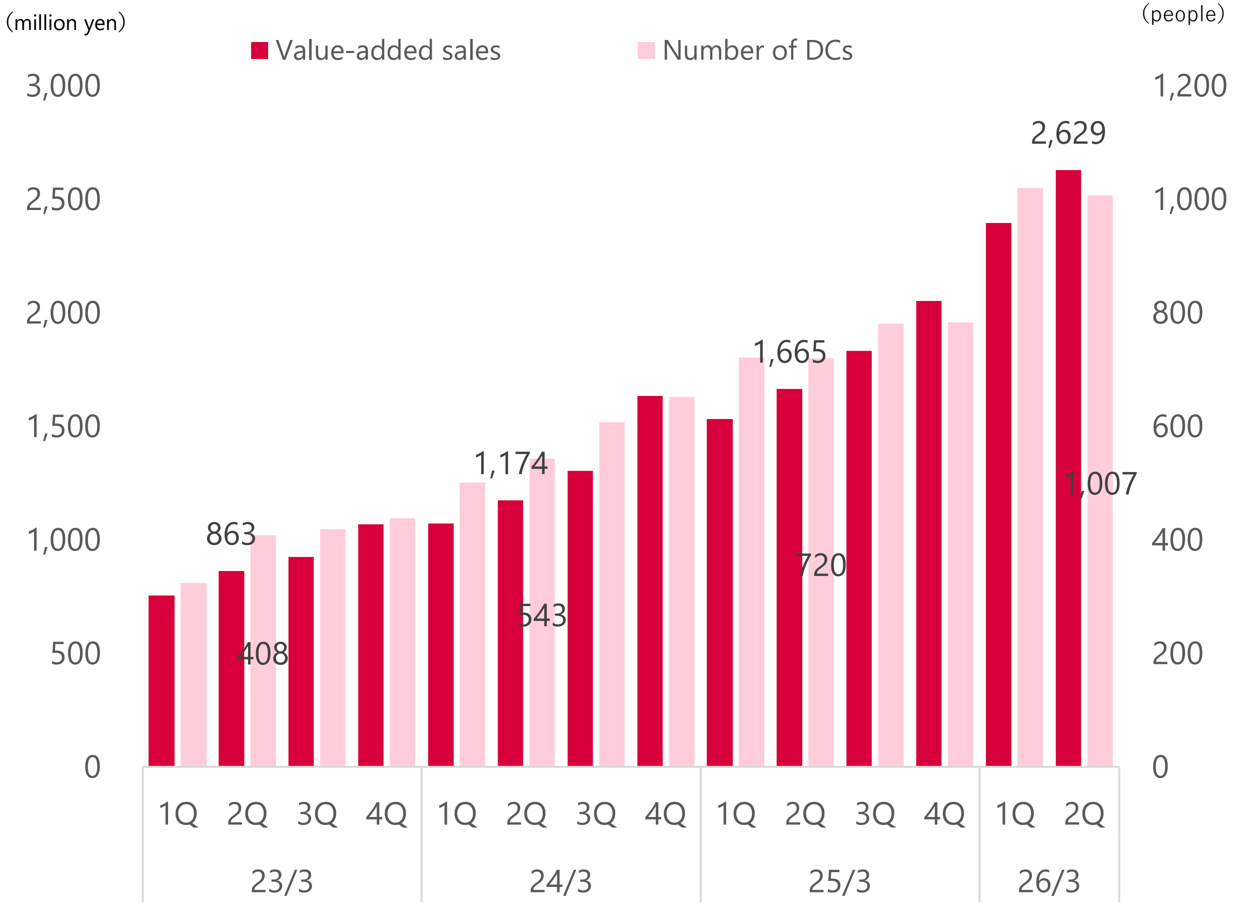
Accelerate of shift to DX field support position-DX ratio/total value-added sales and number of DCs for specialty companies

- 1H DX sales ratio was 52.1% (+9.3pt YoY). DX growth rate high at +35.2% YoY.
- Value-added sales of the entire specialized companies expanded to 5,023 million yen, +57.1% YoY. Value-added sales for the half year exceeded 5 billion yen. We maintains a high growth rate despite its scale of more than 10 billion yen per year.

DX ratio and value-added sales (by domain)



Specialized Companies

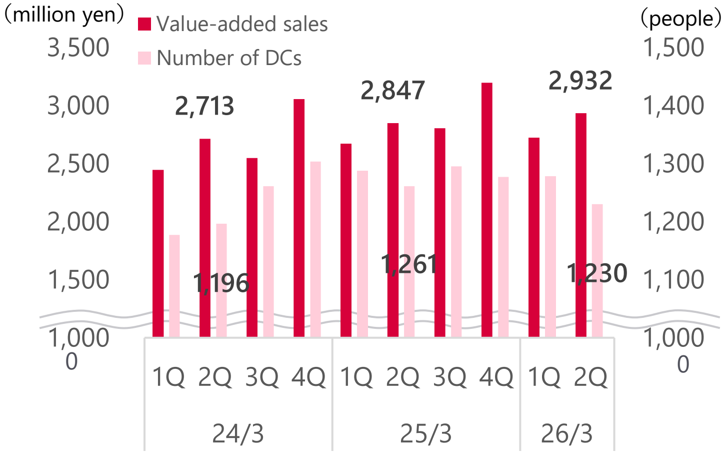


DX Ratio (retroactive restructuring): Partial reclassification of the previous period due to the establishment of a new company. The ratio is calculated by re-compiling.

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, the key to the shift to a DX field support position, maintained a high growth rate.
- The growth rates of all four businesses have increased compared to the end of 1Q, and the effects of the policy of strengthening cross-selling among businesses are beginning to emerge.

Production/UIUX



YoY

Value added sales +2.5%

Number of DCs (2.5%)

Members Medical Marketing

Members UX ONE

Members Global Mingle

Members ROOTS

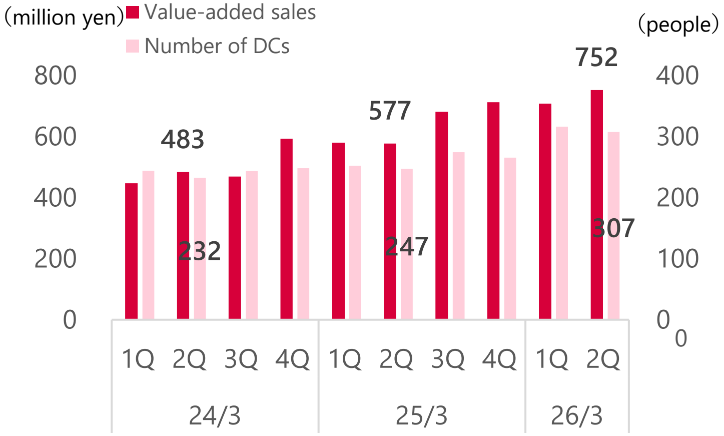
Members DIRECT GROWTH

(Company name changed in April 2025)

Members nu.Design

(Established in April 2025)

Digital Service Development



YoY

Value-added-sales +26.4%

Number of DCs +24.3%

Members DX Compass

Members DevOps Lead

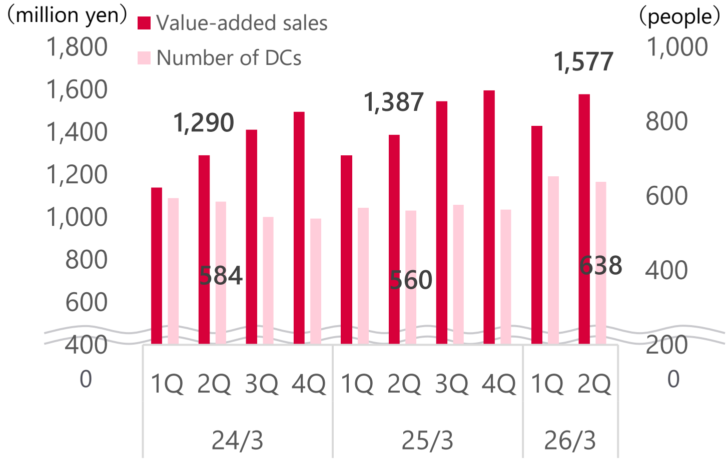
Members Cross Application

Rapid Scale

TECH LEAP

(Established in April 2025)

Digital Marketing



YoY

Value added sales +12.2%

Number of DCs +13.9%

Pop!nSight

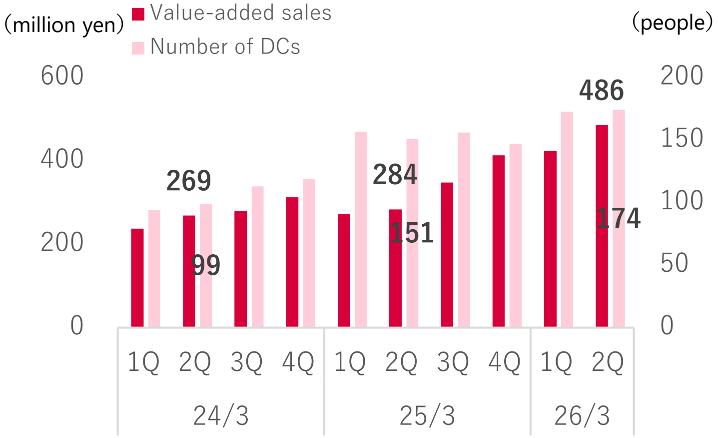
Members SaaS PLUS

Members good communications

Members BUSINESS

FOURAD MEMBERS

Data Utilization Support



YoY

Value added sales +63.3%

Number of DCs +15.2%

Members Data Adventure

Growth Analytics Force

AI FOR ALL

(Established in April 2025)

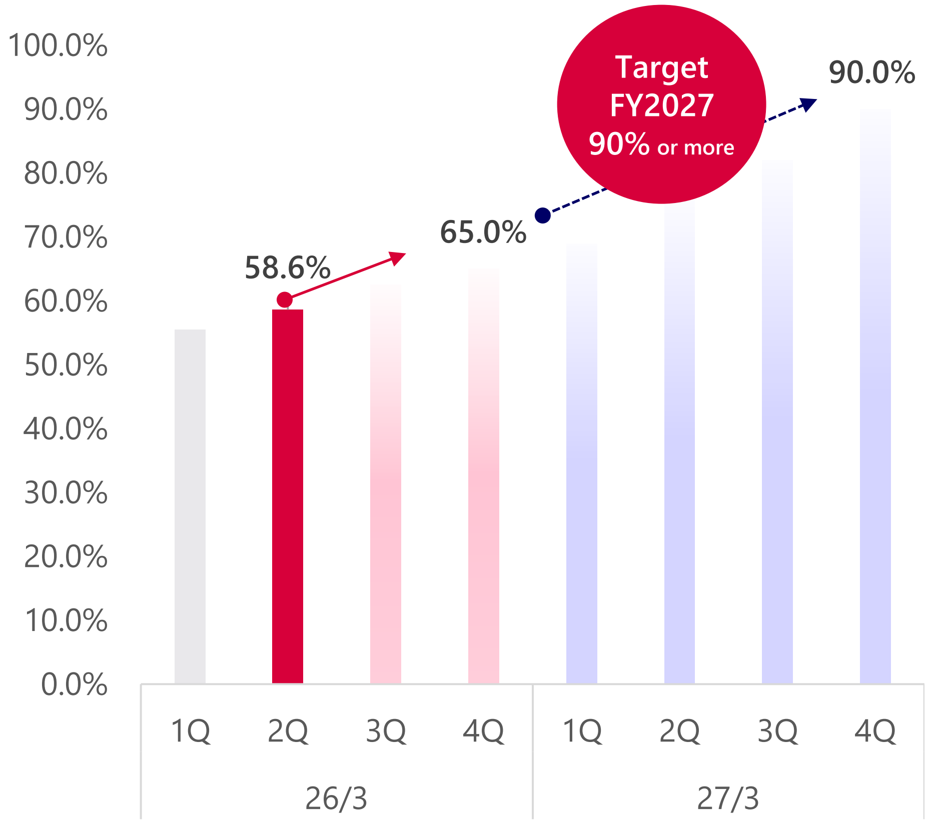
Accelerate of shift to DX field support position - DX talent ratio/SINCA90 project

- Strongly promoted the SINCA90 project. In addition to the development of PMO staff, further accelerate the development of DX talent to accompany customers, aiming for a DX talent ratio of 65% in FY2026 and 90% or more in FY2027. The ratio of DX talent in 2Q was 58.6%, making steady progress.

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 of shift to DX field support positions

DX talent ratio



SINCA
(Skill Innovation and Career Advance)

Program

Job Type Recognition
99 Jobs

Guild (Occupation Community)
Number of event trough year
Target 120 times or more

Badge (Occupational Skill Certification)
Badge holders
1,109

High Level Creator Certification
Top creator
962

Course

PMO
Technical Director Course

Marketing DX Course

UI Design Course

UX Course

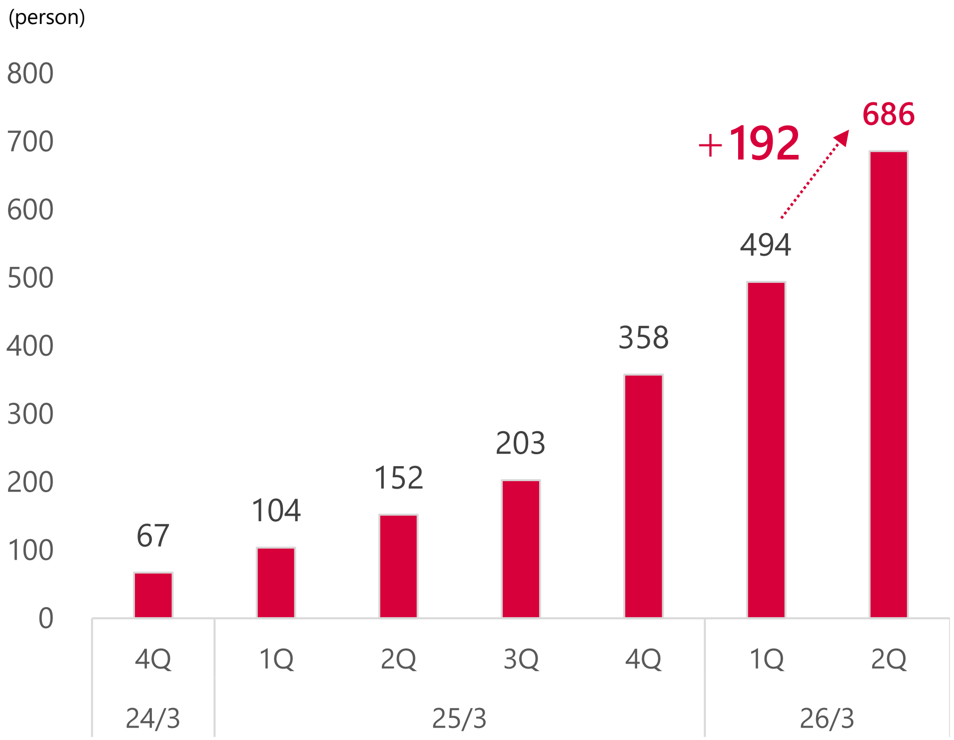
Engineer Course

*Scheduled to be expanded sequentially

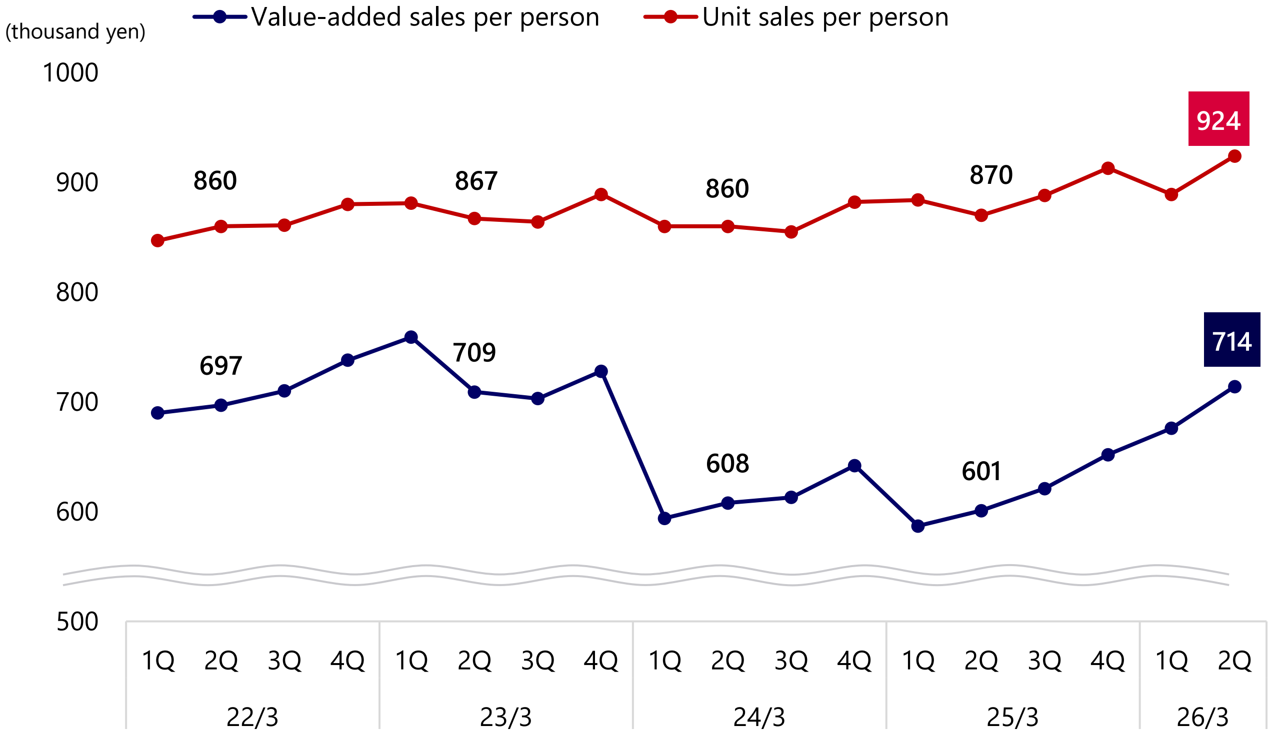
Accelerate of shift to DX field support position - PMO staff development / Increase in unit sales per person

- PMO personnel: 686 at the end of 2Q (+192 from the end of 1Q) against the target of 1,000. Company-wide efforts were successful and the number of PMO personnel increased at an accelerated pace.
- In line with the growth of the high-value-added DX domain and specialized companies, sales per capita steadily progressed to 924 thousand yen (+6.2 pt YoY). Value-added sales per worker improved steadily to +18.8% YoY.

Number of PMO* staff



Unit Sales per Person/ Value-added sales per Person



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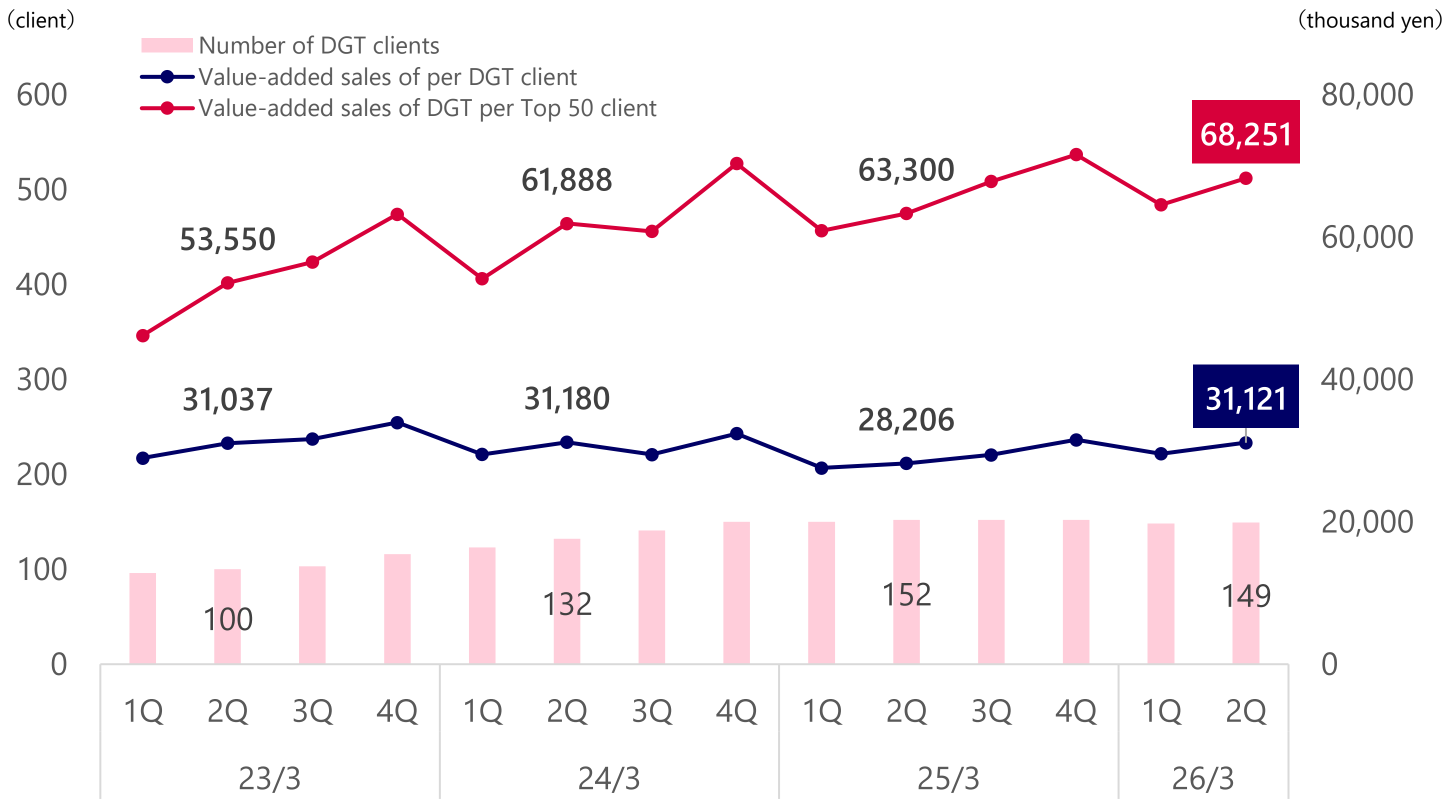
Accelerate of shift to DX field support position -Maximize revenue per client

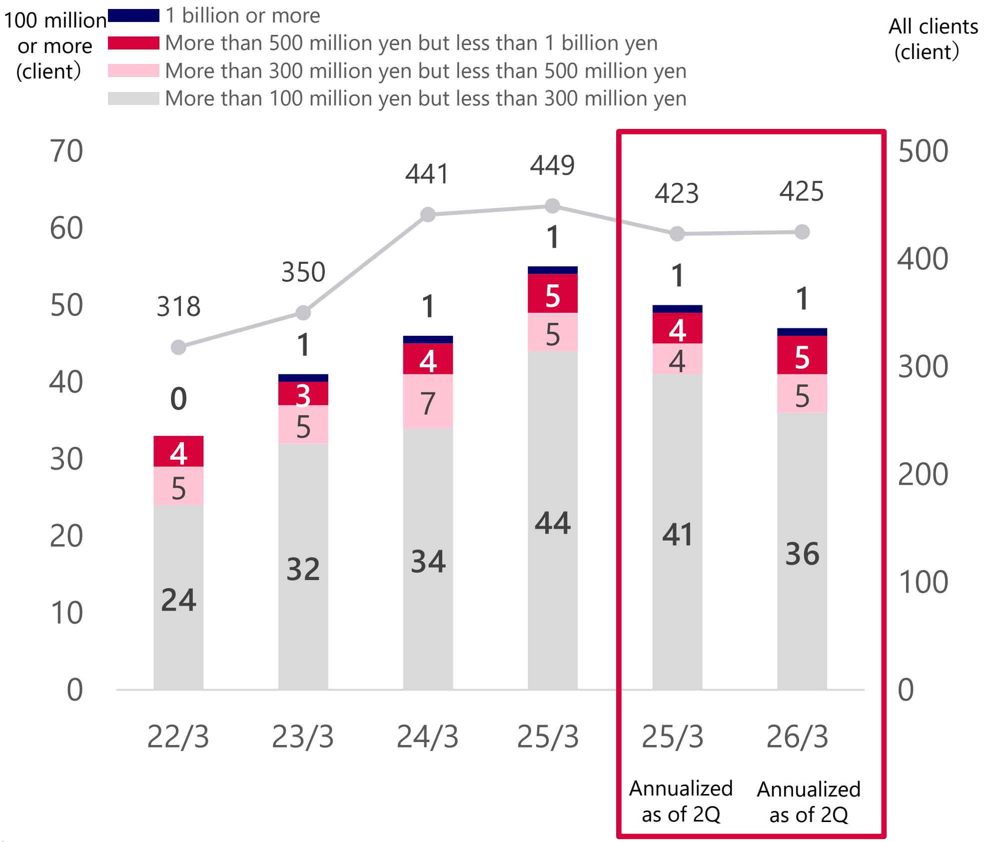
- The number of companies with transactions of 100 million yen or more -3 clients YoY to 47. The decrease in the number of companies is temporary. On the other hand, the trend toward larger scale sales progressed, with total sales of target clients with 100 million yen or more was +3.5% YoY, and sales per client also expanding steadily, +10.2% YoY.
- The number of DGT clients was 149 (+1 from the end of 1Q). The number of all trading companies also remained flat YoY, but in line with expectations. Value-added sales per company was +7.8% YoY due to the promotion of ABM-type account management.

Number of DGT clients(*)/ Value added per clients



* 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 trading companies by turnover size



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

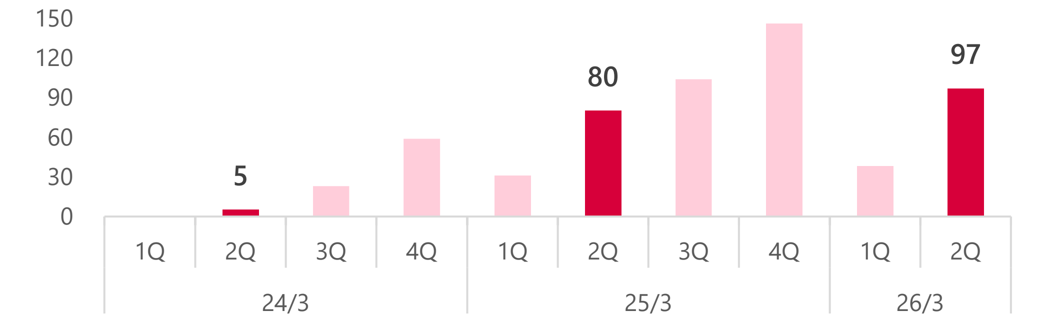
- The GX market continues to expand due to the effects of rapid climate change and international conditions. Our decarbonized DX Company also grew steadily.
- Circular DX Company, which is highly compatible with our VISION and CSV management policy, was newly established on October 1.

[Decarbonization DX Solution]

Calculate	Reduce	Earning
Visualization of greenhouse gas emissions and platform utilization support	Supply chain and digital channels decarbonization	Decarbonization marketing and service development support

Accompanied and supported by a 'decarbonized DX workforce' that combines GX literacy x Digital skills

Cumulative Value-Added Sales (Decarbonization DX Company)



【Establishment of Circular DX Company】

Members
サーキュラーDX

Background

The Circular Economy* (CE) market is rapidly expanding as an indispensable business challenge for companies against a backdrop of tightening regulations and soaring resource prices worldwide.
This trend **is highly compatible with our VISION (solving the problems of climate change and population decline) and CSV management policy,** and we established a **new company that specializes in supporting companies in their transition to CE.**

Circular Economy (CE): Japanese for "circular economy. It is an economic system in which products and raw materials are circulated as "resources" rather than "waste.

Main features of Circular DX Company

Supporting companies' CE transition and creation of results based on the three axes of **"design," "circulation," and "value creation". Experts accompany the entire process from digital infrastructure construction to marketing to achieve both market creation and sustainable growth for recycling-oriented products.**

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 65.8% 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.

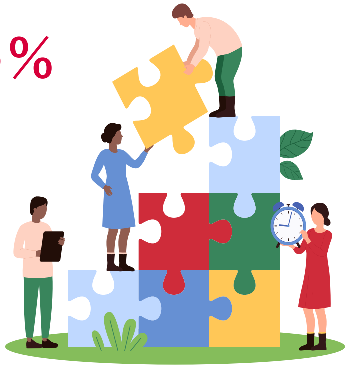
Realization of ownership by all employees that directly links company growth to employee asset building

Ratio of members to owners*1

65.8%

Membership Ratio*2

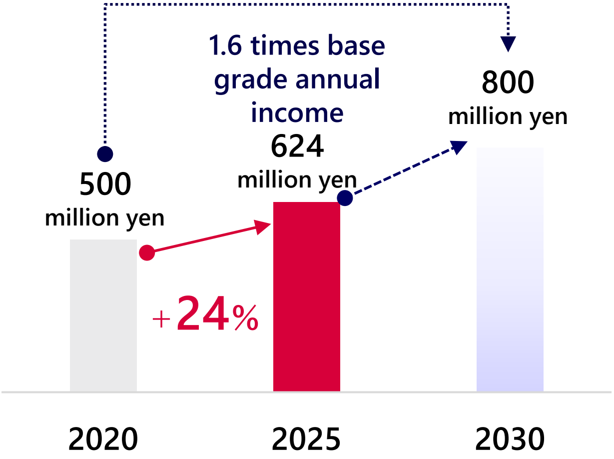
9.7%



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

Aiming for a virtuous cycle of increased productivity and higher compensation

*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.

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

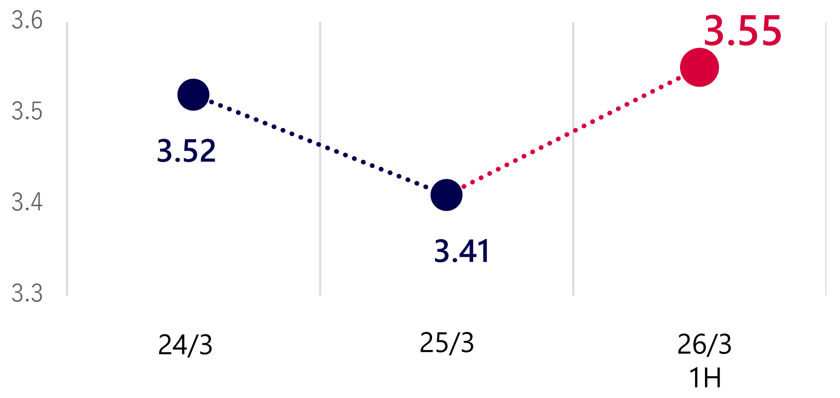
- As a result of focusing on improving employee engagement, the score was 3.55 points, +0.14pt from the previous period, achieving the target set at the beginning of the period. In particular, "attachment to the organization," a key target, improved significantly by +0.2pt, driving the overall score. Continued to strongly promote the reinforcement of mission/vision management.
- The number of employee actions leading to decarbonization reached 4,152, far exceeding the target of 3,500 at the beginning of the period as of the half year.

Employee Engagement Score (FY2026 1H)

Engagement Score

3.55 / 5.00

YoY＋0.14
Target：YoY＋0.1pt



Decarbonization Action Score（1H）

4,152

YoY＋70%
Target：3,500 at year end

NPS*（FY2026） *Only once a year

（Target）
YoY＋2pt

（Result of FY2025）
(3.5)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.).

Leading Social Change with Customers - CSV Case Studies

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 Content and Achievements

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.**

案件事例

Generate AI Utilization

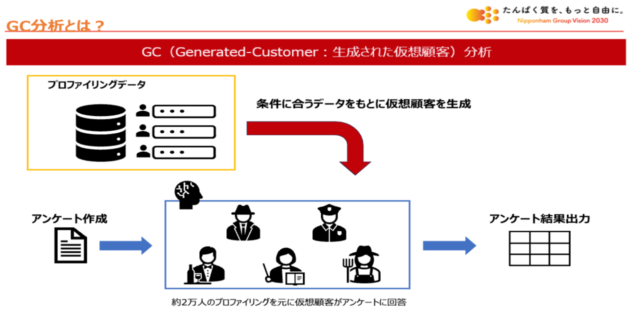
Nipponham

NH Foods Ltd.

Support PoC/PoB with in-house development of generative AI x web apps

Ported and developed a prototype of the generation AI application to a web application, and built a system, infrastructure, and security to enable PoC*1/PoB*2 by many organizations and users.

Through modifications such as load balancing and parallel processing, the system significantly shortened the time required to **generate 1,000 questionnaires from 45 minutes to 10 minutes,** thereby strengthening the in-house production system to accelerate the promotion of DX.



*1 Experimental verification process before full-scale development to confirm whether a new technology or idea is actually feasible or whether it will have the expected effect
*2 Process to verify the profitability and marketability of a business model; POB report refers to consumer purchasing behavior data services, etc.

Advance GX

INVOICE
株式会社 インボイス

Invoice Co.,Ltd.

Promoting corporate decarbonization management through energy data conversion x 3 areas of support

An agreement has been concluded regarding decarbonization support services. The purpose of the agreement is to combine support for calculation of Scope 1 and 2 GHG emissions using OneVoice Energy Data, Invoice's energy consumption data service, and support for corporate decarbonization management based on the three areas of **"measure," "reduce," and "earn"** greenhouse gas emissions provided by the Decarbonization DX Company.

The agreement enables comprehensive support for corporate decarbonization promotion, including collection and visualization of energy data, calculation of GHG emissions throughout the supply chain, formulation of medium- to long-term decarbonization strategies, support for implementation of emissions reductions, and planning of marketing measures.

Members 脱炭素DX X INVOICE 株式会社 インボイス

Strong Relationships with Customers - Members User Conference

Tokyo : March 2025

Mutual networking opportunities for clients

Number of participating clients：33 *exclude Members

Participating Company Industry：Manufacturers, transportation, finance, food, telecommunications, retail, IT, education, chemicals, etc.

【Background of Implementation】

Creating a forum for mutual networking among clients and case studies to deepen understanding with other industries **and accelerate decarbonization and CSV together with customers.**

Miyakojima Inspection: September 2025

Visiting a model of Japan's most advanced regions utilizing renewable energy

Number of participating clients：10 *exclude Members

Participating Company Industry： Renewable energy, beverages, clothing, livestock, manufacturers, transportation, finance, IT, etc.

【Background of the inspection】

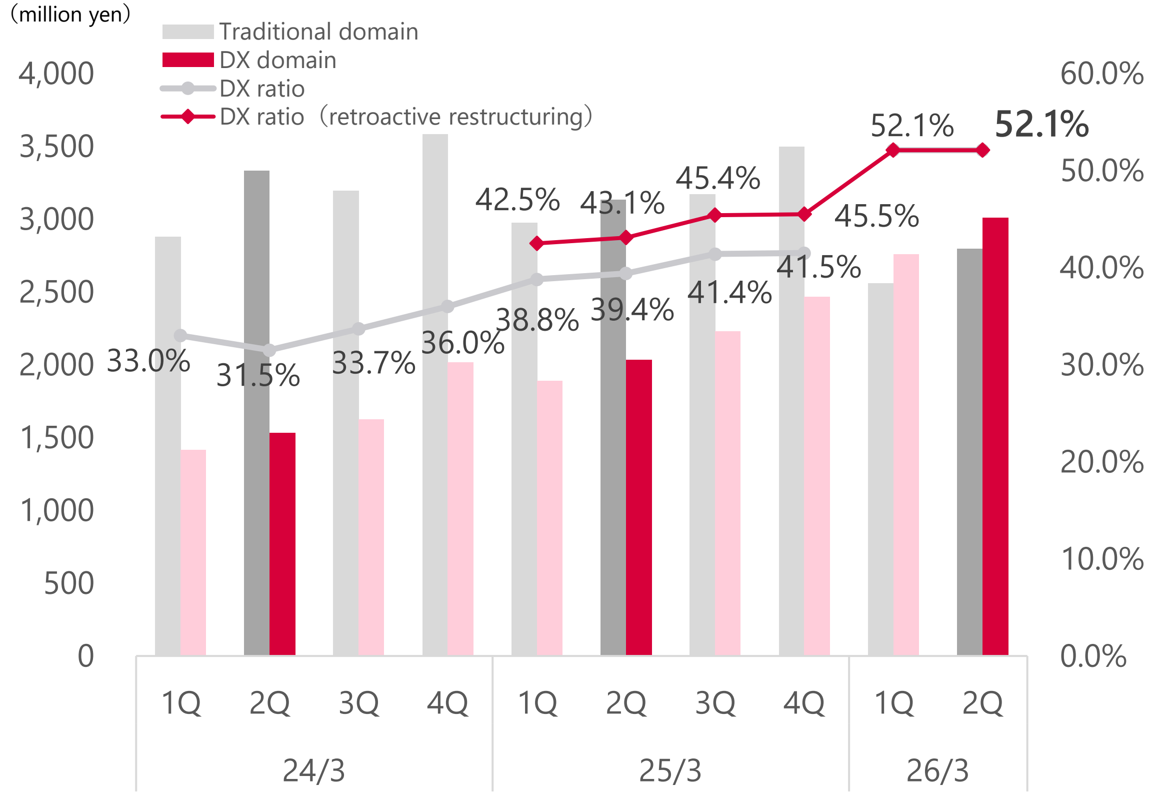
To use **the win-win model of companies, local government, and residents in Miyako Island**, Japan's most advanced region utilizing renewable energy, as a reference for co-creation **with CSV-promoting companies to solve social issues.**

Performance Targets / Shareholder Returns

Accelerate of shift to DX field support position - Performance Objective

- **DX sales ratio target of 55.0% for this fiscal year, 52.1% as of 1H** (+9.3 pt YoY). Boldly accelerate the shift to a DX field support position, aiming to establish a high-growth business with a value-added sales growth rate of over 15%.
- Recovery of profitability is progressing steadily. The feasibility of a high-profitability recovery (**target 10% operating margin for FY27/3**) in the next fiscal year and beyond will increase, and the company plans to achieve record-high **operating profit of 2.5 to 3.0 billion yen or more in FY2027.**

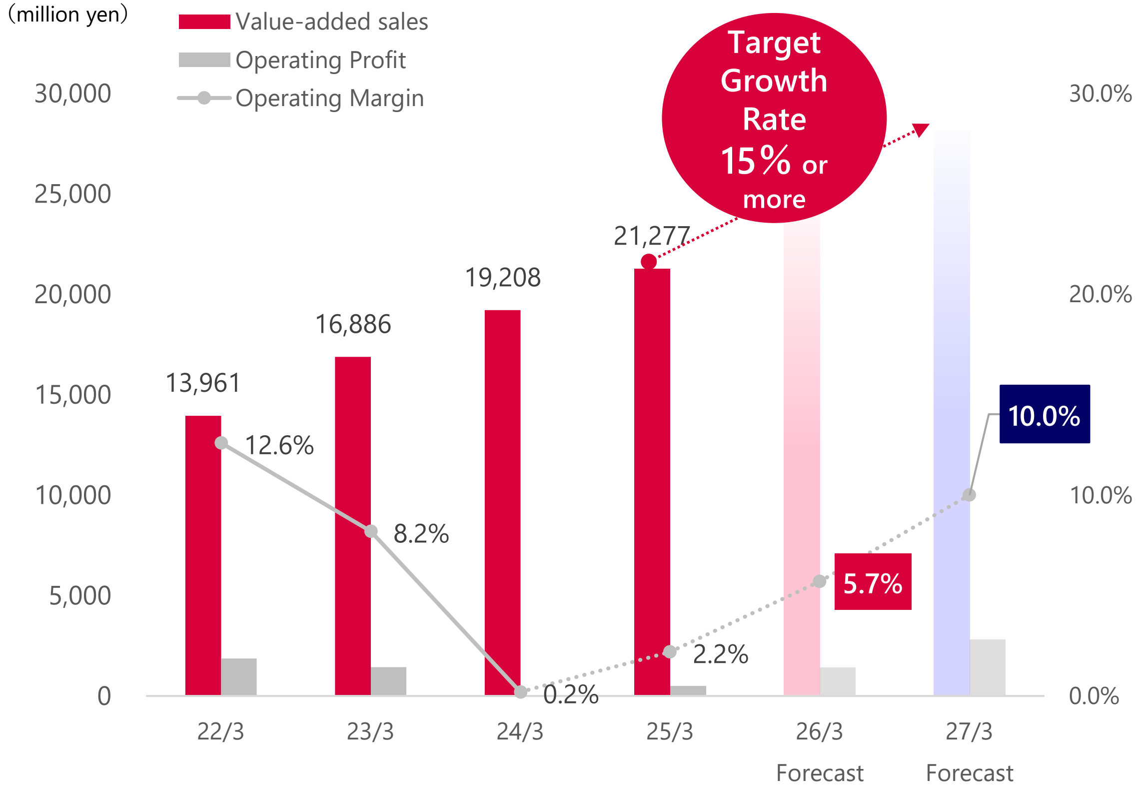
DX ratio and value-added sales (by domain)



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.

Value-added sales/Operating Profit

（Until 25/3 2Q, consolidated. From 25/3 3Q, Non-consolidated））



FY2026 Policy/Performance Goals

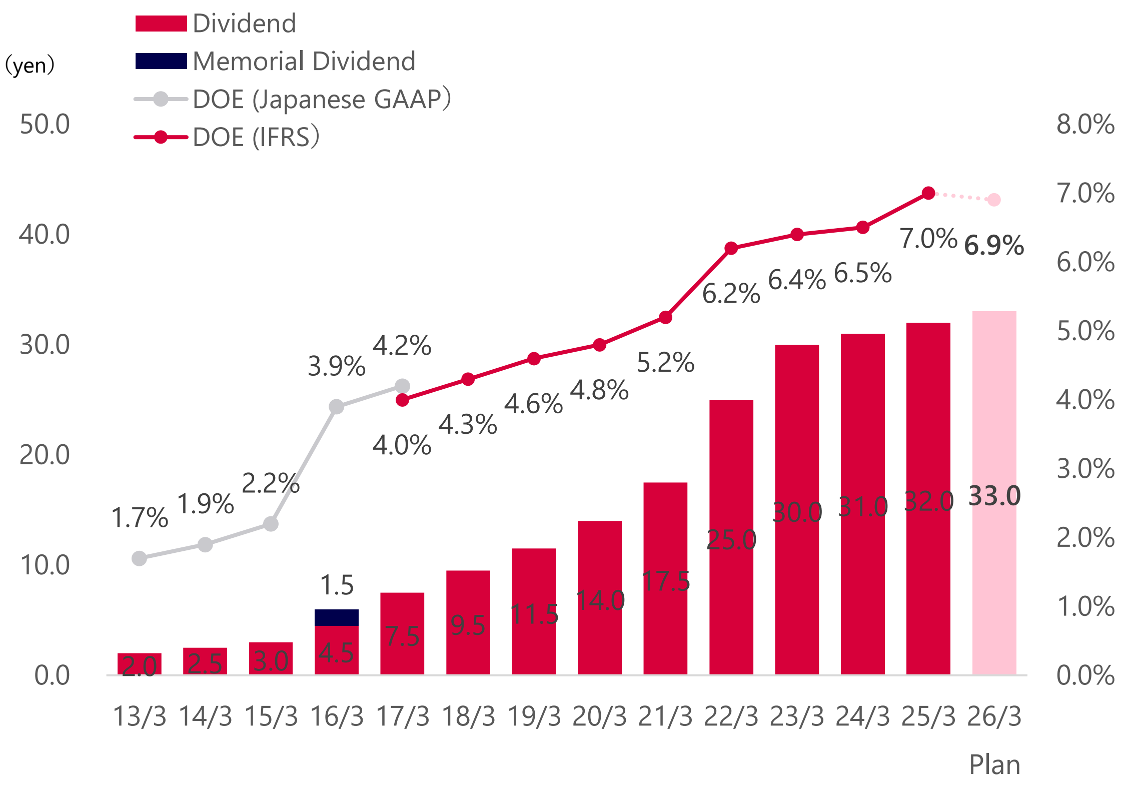
- The shift to the high-growth DX domain is progressing steadily. Continue to boldly accelerate the transformation and aim to establish high-growth businesses.
- 2Q operating profit was +163 million yen from the initial plan. Revised full-year sales revenue and profit plan, based on the initial plan for the second half of the fiscal year.
- We are targeting an operating profit margin of 5.7% for the fiscal year ending March 31, 2026, +900 million yen YoY, a significant increase in profit.

(Unit: million yen)	FY2025		FY2026					
	Result		Before revision		After revision		Differences	
	Full-year	YoY Percentage change	**Full-year**	YoY Percentage change	**Full-year**	YoY Percentage change	**increase/ decrease**	Rate of change
Revenue	**22,329**	9.1%	**24,318**	8.9%	**24,400**	9.3%	+82	0.3%
Value-added sales	**21,277**	10.8%	**23,620**	11.0%	**23,620**	11.0%	-	-
Operating profit	**493**	1082.0%	**1,214**	146.2%	**1,400**	183.9%	+186	15.3%
Operating profit margin	**2.2%**	-	**5.0%**	-	**5.7%**	-	+0.7%	-

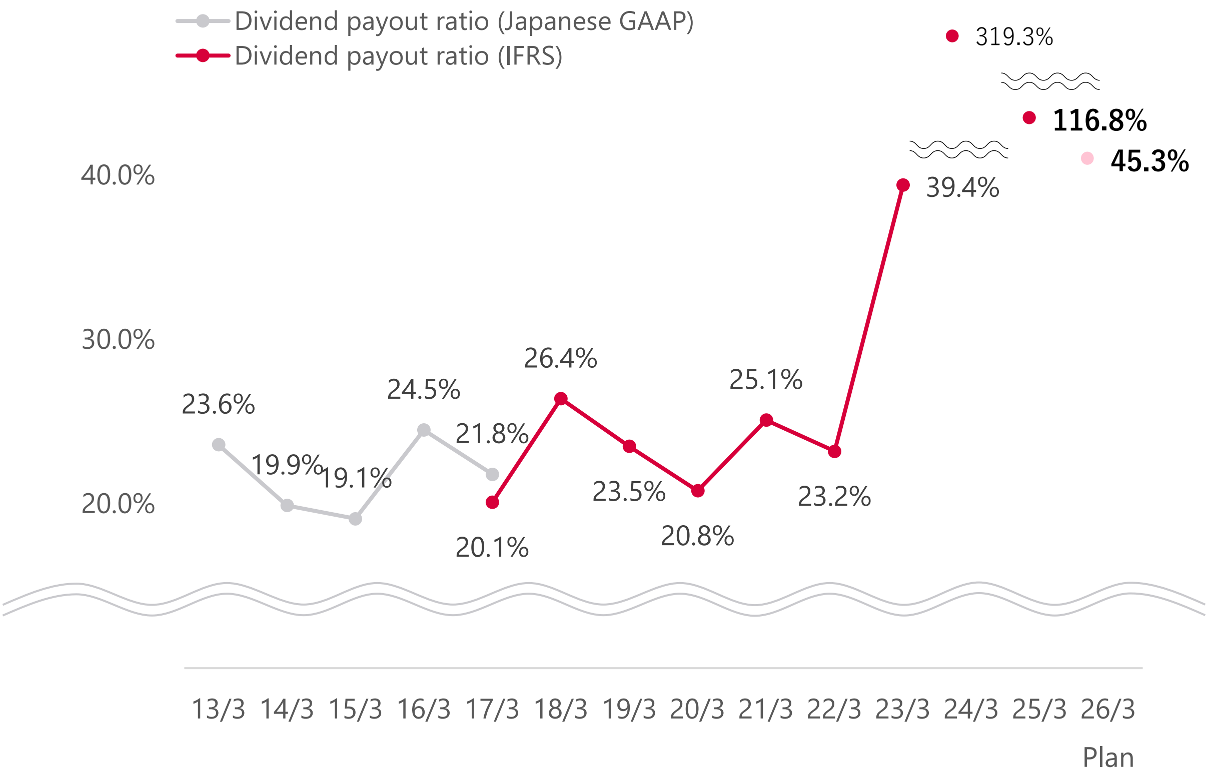
Shareholder Return

- Dividend for the FY 2026: 33.0 yen, with plans to increase the dividend for 14 consecutive fiscal years since the initial dividend payment. Plans to increase dividend by 1 yen per share in accordance with the policy of continuous dividend increase.
- Continues to pay a dividend of at least 5% DOE. Dividend payout ratio is a temporary outlier; target is 25%.

Dividend and DOE



Dividend payout ratio



Company Profile

Who we are?

[The origin of the company's name]

“MEMBERSHIP”

The proliferation of digital infrastructure will shift market leadership from suppliers to consumers, and furthermore transform society into one in which consumers and suppliers cooperate to create value. Members lead the creation of “MEMBERSHIP" partnerships between companies and people, and transform not only marketing, services and products, but also the management style and way of being of the company itself into something that "improves society and is sustainable". We will contribute to the realization of a spiritually rich society.

All-Hands Management

Realization of the mission requires active participation in management by people who have come together in sympathy with the mission. To this end, Members will focus on creating an open and flat organization, and aim to realize an all-member participatory management style that positions employees (members) as the main actors in management.

[Core Value]

Contribution

Contribute to society through our core business. Contribute to the development of our customers. We want to be a group of people who like to be useful to society and client work (work with customers), not just for themselves.

Sincere

We are sincere to ourselves, our associates, our customers, and society. Profit as a company is of course important, we want to be a group that understands what is more important as human beings than profit.

Challenge

The company will celebrate its 30th anniversary in 2025. We will continue to aim for great growth. In the process, they will face many failures and various changes. However, we want to be a group of people who are willing to try, who can learn from their mistakes, and who like change.

Team

Designers, engineers, directors, planners, producers, and other people with different personalities work as a team to achieve results. That's how members do it. It's okay to have bumps and bruises, it's okay to be good at what you do and not good at what you don't do. We want to be a group of people who can deliver results in a team and love it.

[Management Philosophy]

A Triple Bottom Line (TBL) Company

The “A Triple Bottom Line Company (TBL)" concept is the guiding principle for members to promote mission-based management.

Aiming to simultaneously achieve the three goals of contribution to society, happiness of employees, and development of the company, we will pursue them without compromise. We will do what we can to help solve society's problems through our business, and simultaneously realize social contribution, employee happiness, and corporate profit generation. We will conduct our business activities with employee happiness in mind from a long-term perspective, rather than short-term profit.

[Guiding Principles]

Members Standard

- Creating a hearty society with integrity
- Have a last man's spirit
- Update yourself daily
- Maximize value by focusing on speed
- Faithfully Pursuing Customer Success
- Cry and laugh with customers
- Create the best user experience
- Build a team that continues to grow by leveraging different talents
- Changing the world from 1byte

[Corporate Logo]

Members

Dots representing independent digital creators

The dots represent the members' employees, each of whom is an independent professional digital creator.
Members believe that digital creators such as designers, engineers, directors, planners, and producers who are well versed in Internet technologies and create new value are the key players who will drive the digital transformation of society.
The "M" in the initial letter of "Members" is formed with dots, and the corporate logo is expressed in a single color to represent the members who have come together in sympathy with the same mission.

Red for realizing a sustainable society

The company's desire to contribute to solving various social issues through its business activities and to creating a society based on a sustainable economic model and a spiritually rich society is expressed in the traditional Japanese color "Beni," which symbolizes sustainability.

Large and small dots representing diversity

Members respect the diverse individuality of each person with different age, gender, nationality, residential area, and working style. By utilizing each individuality and cooperating with colleagues, we represent a greater ability to realize our mission.

Company Profile

Company name	Members Co., Ltd.
Locations	Headquarters (Tokyo) Harumi Island Triton Square Office Tower X 37F (Reception on 35F) 1-8-10 Harumi, Chuo-ku, Tokyo 104-6037 ・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 September 2025)〔IFRS〕
No. of employees	2,931 (as of the end of September 2025)
Consolidated sales revenue	22,329 million yen (fiscal year ended March 2025 results)〔IFRS〕
Securities code	2130; Prime Section of Tokyo Stock Exchange
Business content	Digital Talent Accompaniment DX Domain Support Program

Mission

Create a spiritually rich society through "MEMBERSHIP"

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.

JCLP

Joined Japan Climate Leaders' Partnership in October, 2020.

再エネ100宣言 RE Action

Continuation of 100% renewable energy from FY2020 onward

NADESHIKO BRAND 2025

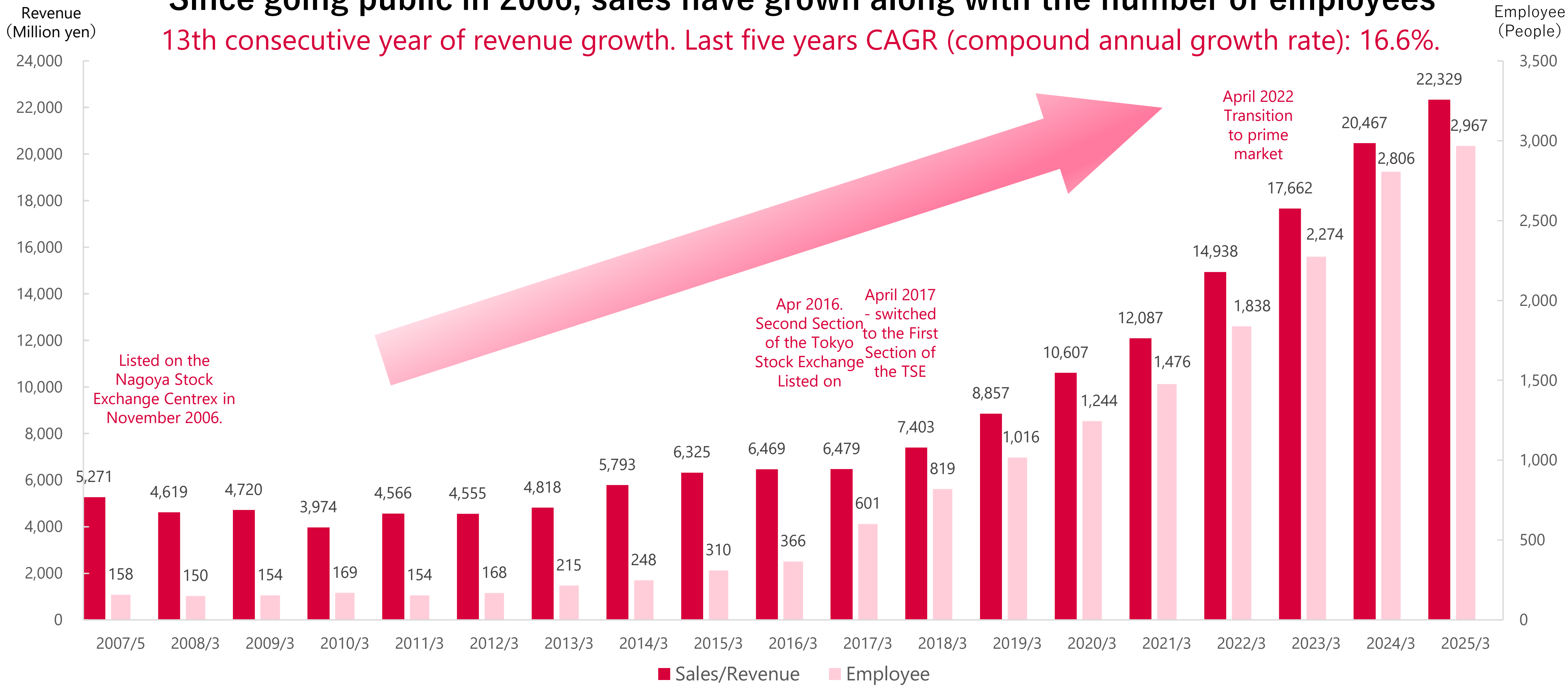
Selected as "Nadeshiko Brand" in 2024 as the enterprise for the outstanding efforts in encouraging women's success by METI and TSE

10820382 No.1405－ISO/IEC 27001 ISMS-AC ISMS

Sales/revenue and number of employees

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

13th consecutive year of revenue growth. Last five years CAGR (compound annual growth rate): 16.6%.



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

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Corporate Planning Office IR Team
ir@members.co.jp

In DX domain support.

Leading social change together with customers

Members Co.,Ltd.