



Members Co., Ltd.

Financial Results Briefing for the Fiscal Year Ended March 2026

May 15, 2026

Presentation

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

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.

Accelerate transformation to DX field support position		Enhanced profitability
DX domain ratio (4Q) 54.2% (YoY +8.7pt)	Number of clients with annual sales of at least 100 million yen (4Q) 55 clients (YoY 0 clients)	Occupancy rate of DCs excluding 1st and 2nd year new graduates (4Q) 85.0% (YoY -0.4pt)
DX domain growth rate (4Q Cumulative) +32.6%	Unit price per person (4Q Cumulative) 971 thousand yen (YoY +6.5%)	Gross margin (4Q Cumulative) 26.4% (YoY +5.5pt)
DX talent ratio (End of 4Q) 72.0%	Number of PMO ² staff (End of 4Q) 1,482 staff (Prior Year-end +1,124 staff)	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.

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Takano: Thank you very much for taking the time out of your busy schedules to join us for Members Co., Ltd. 's full-year financial results briefing. I am Akihiko Takano, Representative Director, President and Executive Officer.

Today, I would like to begin by discussing our financial results for the fiscal year ending March 2026, as well as the progress and achievements of our initiatives. Following that, I will outline our future direction. In particular, as we are announcing our new long-term vision, "FUTURE VISION," alongside these financial results, I would like to discuss our future direction with that vision in mind. And after that, we will have time for Q&A. First, I will explain the full-year results for the fiscal year ended March 31, 2026. Over the past two years, we have been working on a business and position shift from traditional web operations to DX on-site support. As a result, the DX domain accounted for 54.2% of the total, with a steady growth rate of 32.6%. As a result, value-added sales increased 10.5% from the previous year to JPY23.5 billion, a new record high.

Similarly, we have been working to improve profitability over the past two years. As a result, operating profit more than tripled YoY to JPY1.6 billion. We believe that progress here is proceeding as planned. We will explain the other KPIs on later pages.

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	FY2026 Full-year Results		FY2026 Full-year Plan	
	Full-year results	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.

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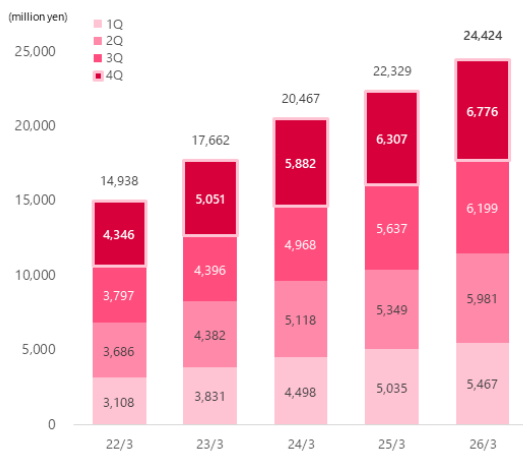
Compared to the published plan, revenue and value-added sales are almost in line with the plan. Profits at each stage exceeded the plan. In addition, as a result of the shift toward DX field support roles—which led to higher unit prices and a significant improvement in occupancy rates—our gross profit margin increased by 5.5 percentage points YoY, and our operating profit margin improved by 4.4 percentage points. We believe these results reflect the success of our profitability improvement efforts over the past two fiscal periods.

Nevertheless, with an operating margin of 6.6%, we believe there is still room for improvement toward our target level of 10% or higher.

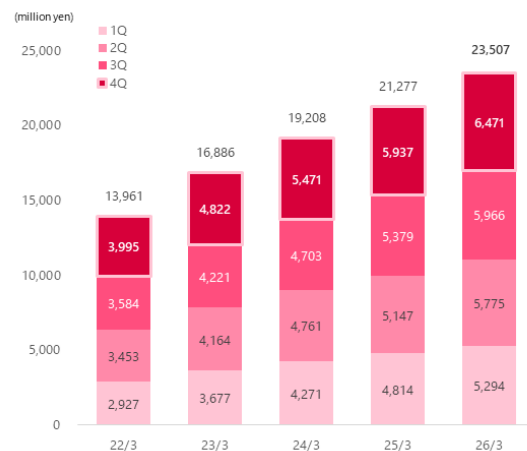
Consolidated Revenue / Value-added Sales

- 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.

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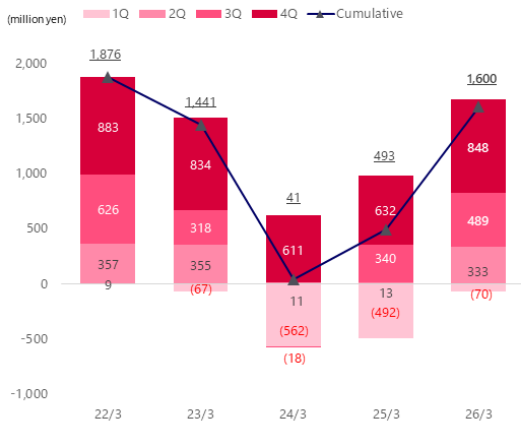
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This is how the quarterly revenue /value-added sales trends look like. Although the growth rate is slightly lower in the second half of the year than in the first half, this is basically due to a decrease in the number of large conventional Web projects, so we will focus on growth in the DX area without worrying about this.

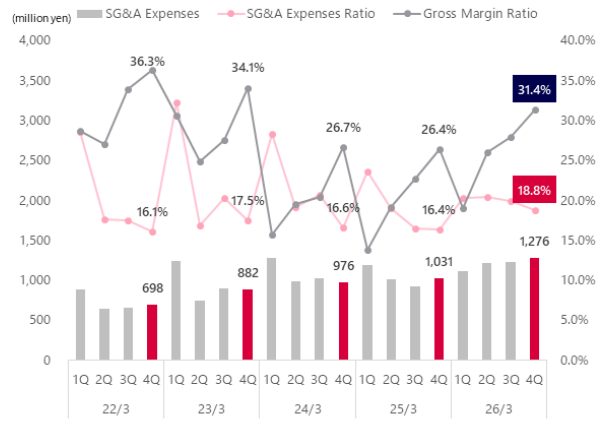
Consolidated Operating Profit / SG&A Expenses/Ratio/Gross Margin Ratio

- 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)



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.

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The quarterly trend for operating profit is shown here. It has surpassed the level of the fiscal year ended March 31, 2023, when the decline in profits began, and is close to the figure for the fiscal year ended March 31, 2022, which was our record-high profit. The trend for the gross profit margin ratio has also significantly exceeded the low levels of the past two fiscal years, recovering to the 30% range in 4Q alone.

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

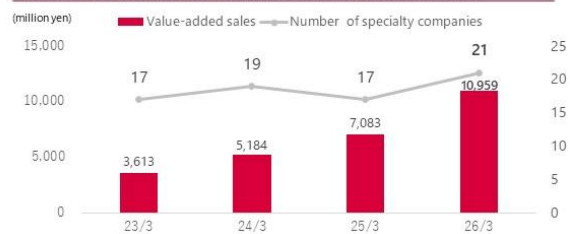
- DX sales ratio (4Q only) was **54.2%** (+8.7pt YoY). 4Q cumulative growth rate continued to trend favorably at **+32.6%** YoY, driving the shift to DX field support positions. On the other hand, the substitution of AI for large-scale web operations in traditional sectors is progressing as expected.
- 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)

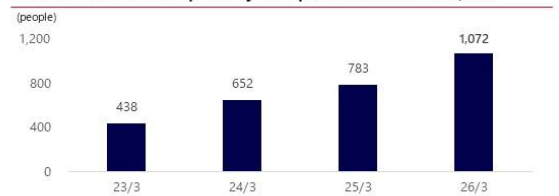


DX ratio (retroactive restructuring): Partial reclassification of the previous period due to the establishment of a new company. The ratio is calculated by re-compiling. Members Co., Ltd.

Number of specialty companies and value-added sales



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



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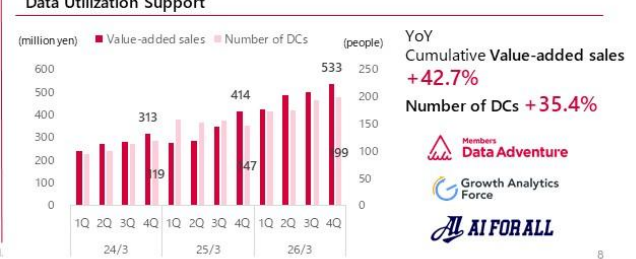
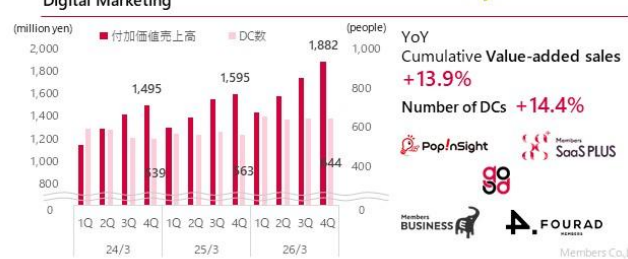
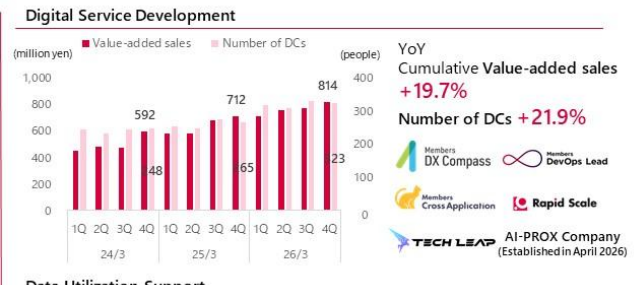
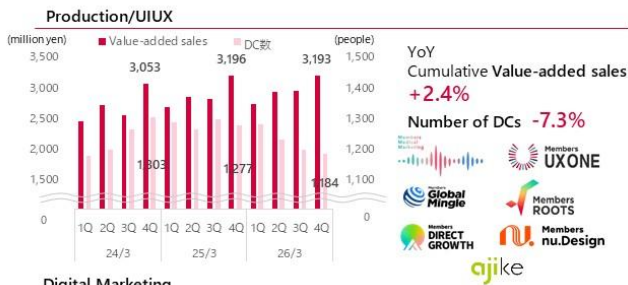
Next, regarding the shift to DX on-site support, which is the area we are focusing on the most, the quarterly trends of the DX area ratio and value-added sales in the DX area are shown in the red graph on the left, and we believe we are growing very strongly.

Last year's cumulative growth rate was a robust 32.6%. Conversely, while value-added sales in the traditional business segment—shown in light gray—have declined, as I mentioned earlier, we intend to focus on growth in the DX segment rather than that segment. By increasing the DX segment's share of total sales, we aim to boost the company's overall growth rate.

The growth in the DX domain is led by various specialized companies, which are also growing very steadily, as shown in the graph on the right.

Acceleration of the Shift to DX Field Positions - 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.



Next, here is an overview of our four core business segments. Although still small in scale, the data utilization support area is performing very well, up 42.7% YoY, partly due to a tailwind from AI. While UIUX, which is mainly in the traditional domain, remained virtually flat, but for the marketing DX sector, the growth rate in 4Q alone was +18% and the cumulative full-year growth rate was +13.9%, showing a recovery in growth potential.

Acceleration of the Shift to DX Field 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**.



SINCA (Skill Innovation and Career Advance)

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

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Our efforts to develop talent for the digital transformation (DX) initiative are also progressing smoothly. While we had set a target of 65% for the proportion of DX personnel for the previous fiscal year, we significantly exceeded that target, achieving a result of 72.0%.

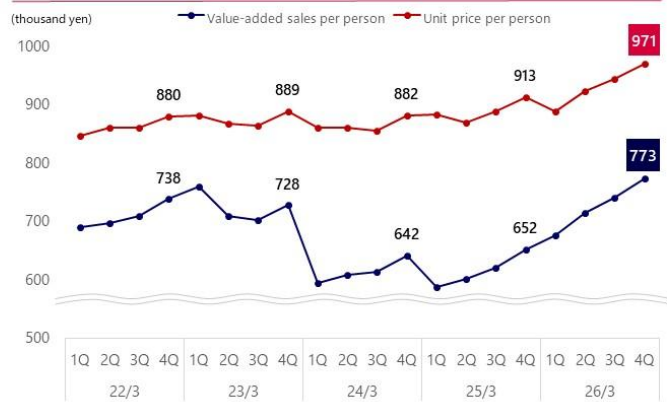
Acceleration of the Shift to DX Field Positions - PMO staff development / Increase in unit price per person

- 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.

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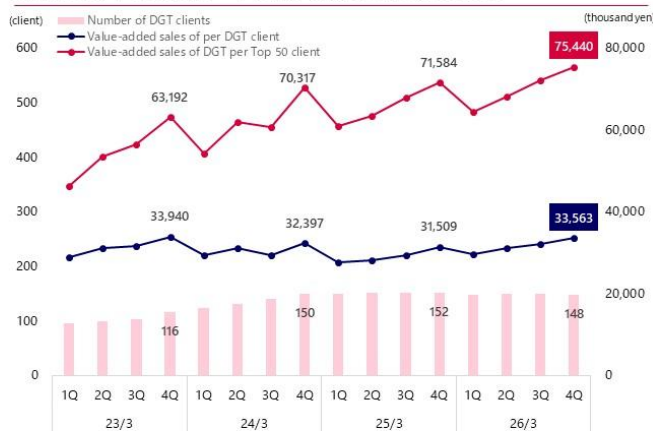
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In preparation for the shift in our business focus, we significantly exceeded our target of 1,000 PMO personnel, ultimately training 1,482 individuals. As a result of these strategic shifts, average unit price per person increased by 6.5% YoY for the full year and by 7.7% in the fourth quarter alone. On the other hand, we are also working on raising wages, and we would like to aim to raise unit prices further.

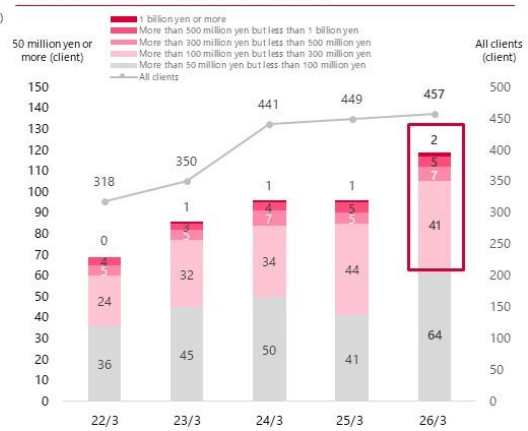
Acceleration of the Shift to DX Field Positions -Maximize revenue per client

- 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^(*) -type account management, value-added sales per company of the top 50 DGTs **reached a record high**.

Number of DGT clients^(*) / 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.

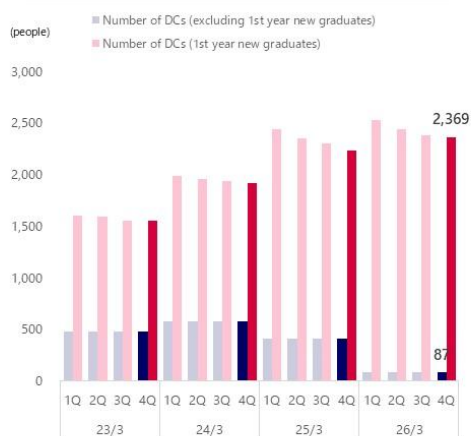
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Next is the sales aspect. We are working to increase revenue per client through ABM (Account Based Marketing) type account management. As a result, the number of clients with annual sales of JPY300 million or more increased by three to 14 clients. The value-added sales per client of the top 50 companies have also been steadily improving, and we believe that the cross-selling in the DX domain has been successful.

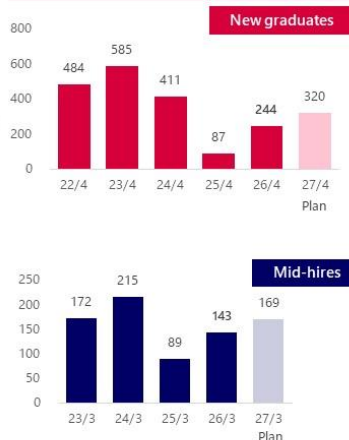
Number of DCs/Number of New graduates & Mid-career Recruits / Turnover rate

- 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.

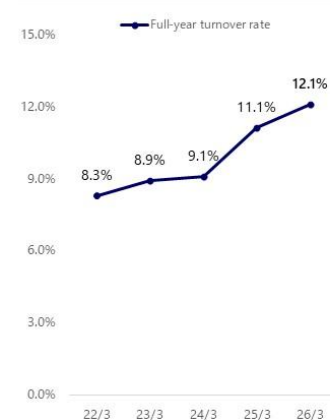
Trends in the number of DCs



Number of Recruits (unit: people)



Turnover rate



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Next, we discuss the number of digital creators. The number of digital creators was 2,456, a decrease of 171 from the previous year. We curtailed hiring to improve our occupancy rate, and in the previous fiscal year in particular, we significantly reduced the number of new graduates hired to 87 compared to previous years. While the resulting decline was as expected, we believe we have largely resolved the occupancy rate issue in the previous fiscal year, and we intend to expand our hiring in line with our growth going forward.

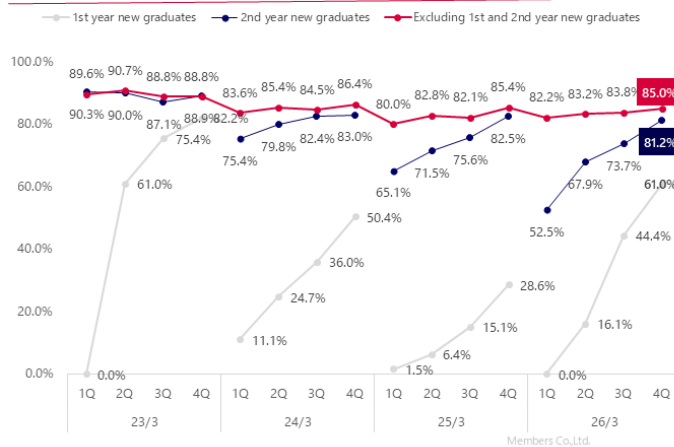
This April 2026, 244 new graduates have joined the company. While we continue to recruit while keeping a balance between the occupancy rate and growth rate, we believe we continue to maintain a certain level of ability to recruit new graduates.

On the other hand, the turnover rate worsened by 1 percentage point from the previous fiscal year to 12.1%. We believe the main factors were the overheated mid-career hiring market and the fact that our company was operating at low capacity; however, we believe that the issue of low capacity was largely resolved in the previous fiscal year. Moving forward, we intend to continue implementing measures to improve employee engagement so that we can reduce our turnover rate.

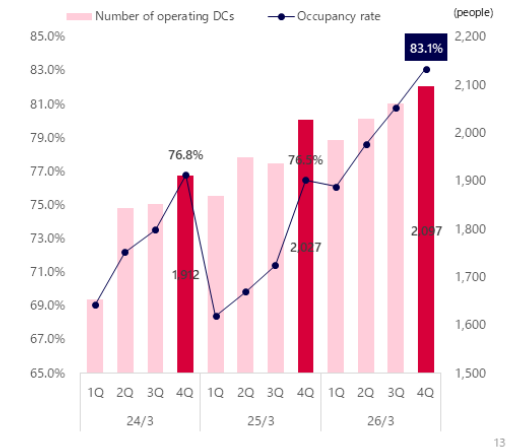
Occupancy Rate

- 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)

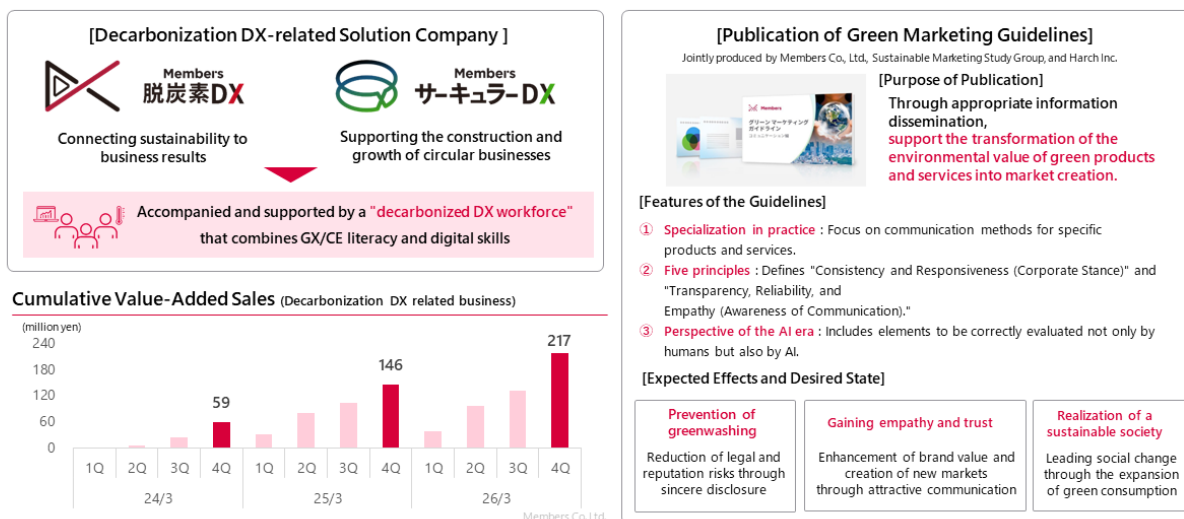


And here is the breakdown of the occupancy rate. First, the graph on the right shows a significant improvement in the overall occupancy rate, up 6.6 points from the previous year to 83.1%. We believe that we have basically broken away from the low operation of the past two fiscal years due to the curtailment of hiring in the previous fiscal year.

Breaking it down, the graph on the left side shows that the target level of 85.0% was exactly achieved for the occupancy rate of employees, excluding first and second year employees. The occupancy rate for second-year employees is 81.2%, and for first-year employees, it is 61.0%. While we claim to have resolved the occupancy rate issue and the low operational status through measures such as hiring freezes and a reduction in the number of digital creators, there is still a slight gap compared to our target levels. Since we are not currently facing a situation where capacity is strained, we believe there is still room for improvement and growth potential in this area.

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.



Cumulative Value-Added Sales (Decarbonization DX related business)

(million yen)



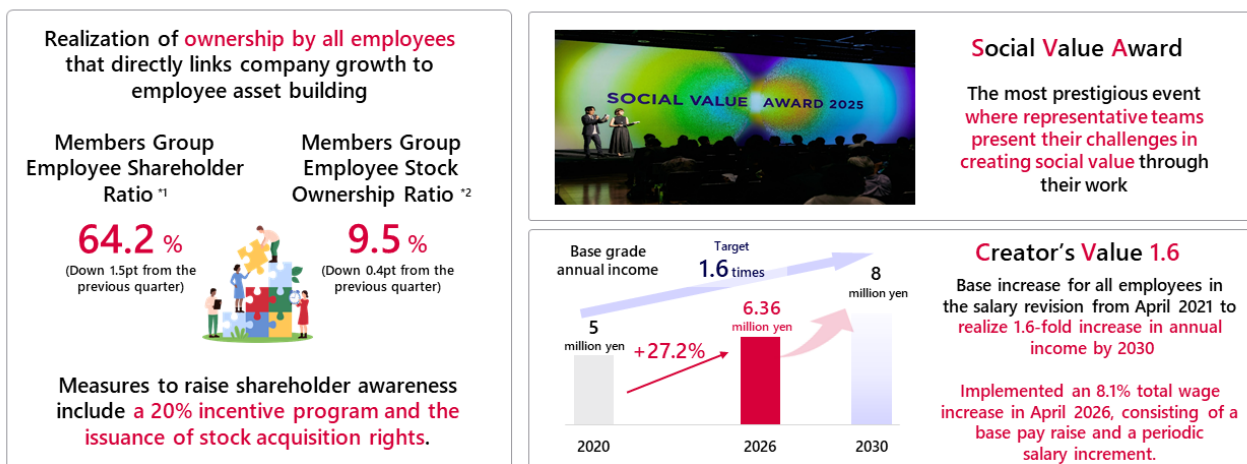
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This is about our decarbonization DX and CSV initiatives to realize our vision. Although still small in scale, we believe we are steadily accumulating examples. We have published and presented the Green Marketing Guidelines that were released at the end of last fiscal year.

These guidelines outline corporate decarbonization initiatives and appropriate ways to communicate with consumers. We hope they will help companies shift their decarbonization efforts—which can often feel like a mere obligation or remain purely defensive—into proactive initiatives that drive green growth.

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.



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

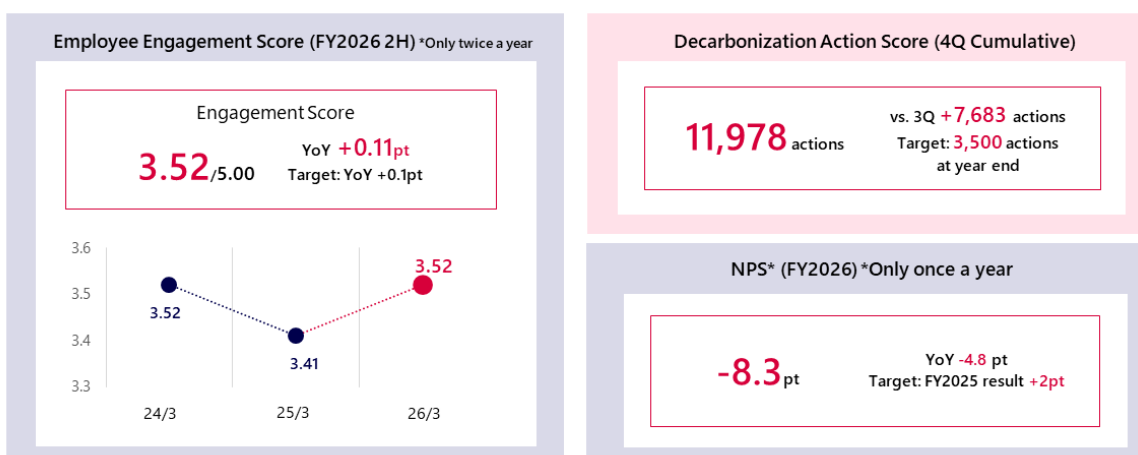
^{*2} The percentage of the total number of issued shares equivalent to company stock, including the number of shares held by the Members Group Stock Ownership Plan and the number of shares held by employees in physical form.

Next are initiatives to further solidify All Hands Management, which is our unique feature. First, on the lower right, we discuss CV1.6, which is working toward the goal of increasing base annual income by 1.6 times in 10 years by linking increased productivity to higher wages for employees. This April's base wage increase brings the cumulative total of wage increases to 27.2% over the 2020 level. We believe that we are making steady progress, but there is still a gap between us and our goal, so we would like to accelerate our efforts.

In addition, regarding the employee shareholding ratio shown on the left, we intend to increase this as a symbol of our All-Hands Management model. Although the ratio has declined slightly this fiscal year, we are committed to working to increase the employee shareholding ratio as part of our efforts to ensure that employees benefit more from the company's growth.

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.



* 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 Satmetrix Systems (now NICE Systems, Inc).

The employee engagement score, one of our other key indicators, was 3.52, an increase of 0.11 points from the previous fiscal year, thus meeting our target and recovering to a high level. We believe this is how we have been able to maintain the high level of enthusiasm for their work that has characterized our company.

On the other hand, looking at the details, we believe that the level of growth of young employees is high compared to the general public, but there is a valley in the third and fourth years, and we have seen that this leads to job turnover, so we would like to make improvements mainly in this area.

In addition, we intend to implement improvements by strengthening our vision-driven management through the newly disclosed FUTURE VISION.

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

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From here, I am introducing case studies for which we have obtained partial permission for publication. This is an AI service development case study for NTV Wands Inc.

Leading Business Transformation with Clients - DX Case Studies

Repost

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



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.

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This is a data utilization support case study for Hankyu Hanshin Properties Co., Ltd.

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

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



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"

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※Mitsui Chemicals' owned media can be found [here](#)

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This is a sustainability marketing case study for Mitsui Chemicals, Inc.

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

Repost

OMRON SOCIAL SOLUTIONS CORPORATION Ridesharing Service – meemo



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.

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[Click here](#) for the meemo service website.

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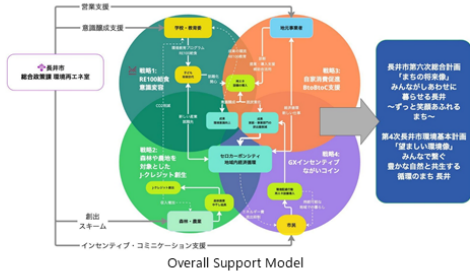
This is a ridesharing service development case study for OMRON SOCIAL SOLUTIONS CORPORATION.

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

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



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



"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

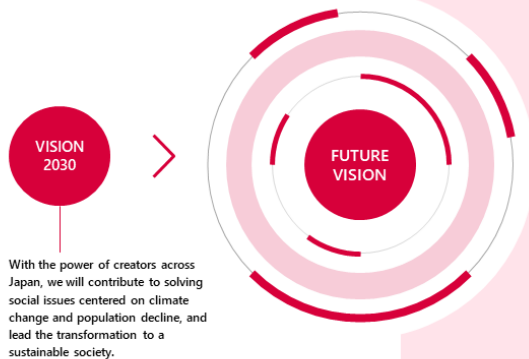
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We have included AI, DX, and CSV-related case studies, such as the GX support case study for Nagai City, Yamagata Prefecture, so we would be pleased if you could take a look.

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.



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.

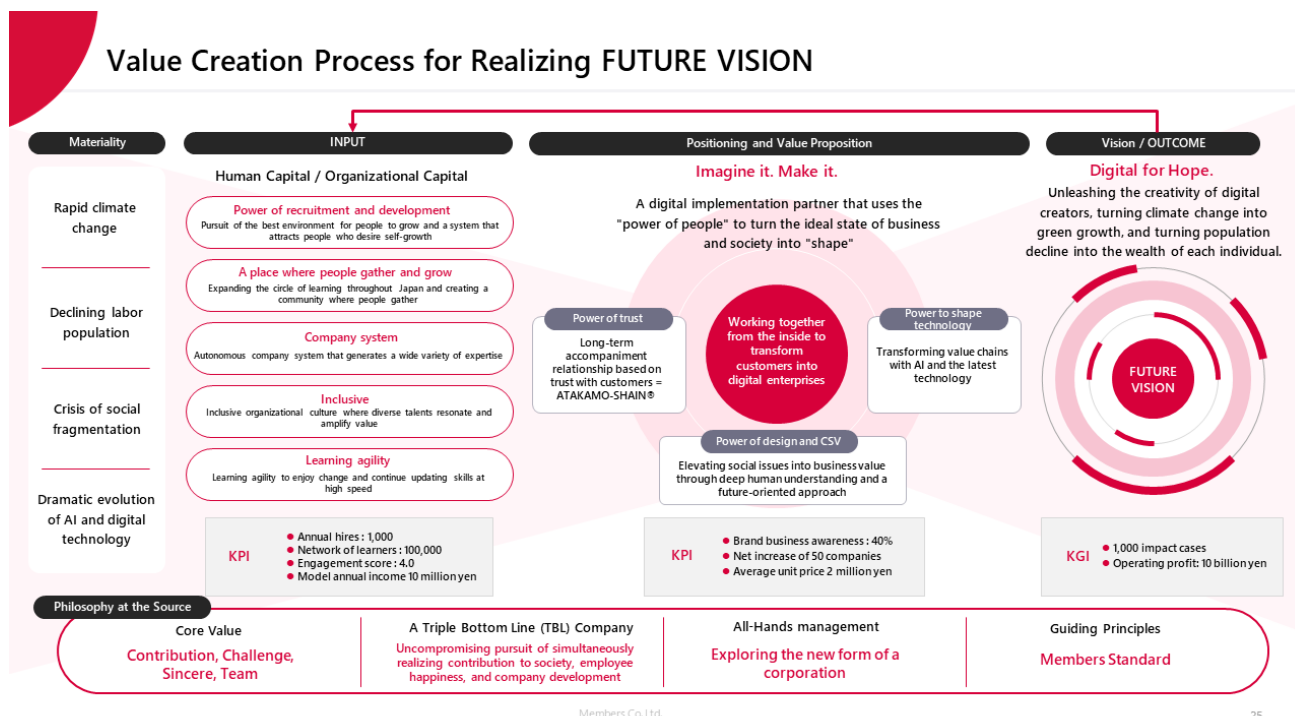
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Yesterday, we announced our new long-term vision, FUTURE VISION, at the same time as the financial results announcement. We had originally been working on a plan called VISION 2030 since 2020, but due to significant changes in the market environment—such as the rise of AI—and a misalignment with our company's strategy, we found ourselves in a situation where, as you know, our growth and profitability were deteriorating. In light of this, we suspended the targets set out in VISION 2030—such as achieving JPY10 billion in operating profit and reaching 10,000 digital creators—two years ago.

During the past two years, we have concentrated on improving profitability and transforming our business. Based on the results achieved over the past two years, we believe we have restored profitability, established a unique market position, and identified a clear direction for our business transformation. At this juncture, we are setting forth our long-term goals and vision for the next decade, with the aim of achieving robust growth.

The new vision statement is Digital for Hope. We defined it as: "Unleashing the creativity of digital creators, turning climate change into green growth, and turning population decline into the wealth of each individual." While we continue our commitment to solving social issues centered on climate change and population decline originally set under VISION2030, we express this more concretely with our will to turn these issues into future hope by having digital creators utilize technology creatively.



The overall picture of the value creation process is summarized here, but as we cannot explain the details fully during this briefing, I will only explain the overview.

I believe that climate change and population decline are already unfolding as real crises. In addition, I believe that social divisions—such as the current international situation and the widening gap between the rich and the poor—are major challenges that are making it difficult to resolve these issues or are even accelerating them.

At the same time, while we are witnessing the astonishing evolution of technology, as typified by AI, this technology is only a means to an end. Since this is merely a tool, I believe that, depending on how it is used, it could potentially exacerbate these social issues in some cases; conversely, I also believe that, depending on how it is used, it could serve as a powerful tool for resolving them.

Of course, we aim to leverage this as a powerful tool for addressing social challenges, contributing to enhanced competitiveness and productivity across society, and fostering sustainability and well-being—we aspire to be an organization that generates an abundance of such initiatives.

With this as our KGI, we aim to create 1,000 impact cases in 10 years. In order to achieve this, we would like to become one of the leading companies in the industry and aim to achieve an operating income of JPY10 billion as a KGI of having a significant influence on society.

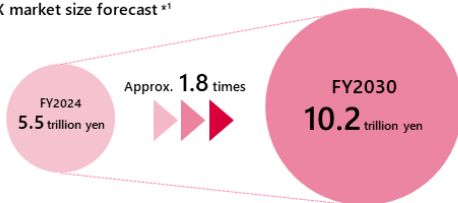
Our position and the value we provide to achieve this have not changed significantly from what we have been talking about in terms of DX field support and internal production support, but we have clearly articulated the language we use. We will be a digital implementation partner that uses the "power of people" to give shape to the ideal form of business and society, and will work with our clients from the inside to transform them into digital companies.

We define "human potential" more specifically in three ways: the power of trust, the power of design and CSV, and the power to bring technology to life. Furthermore, to realize that position and the value we provide, we have defined five key elements—recruitment and development capabilities, an environment where people gather and grow, our company-based structure, an inclusive culture, and learning agility—as our human and organizational capital. We intend to focus on and strengthen these areas to make them major strengths of our company.

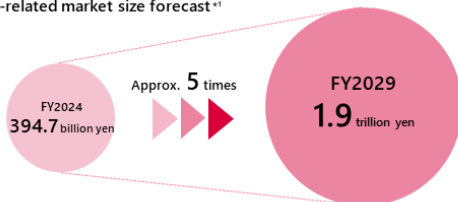
External Environment: Rapidly Expanding DX and AI Markets, Lack of Human Resources to Promote DX

- 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}.

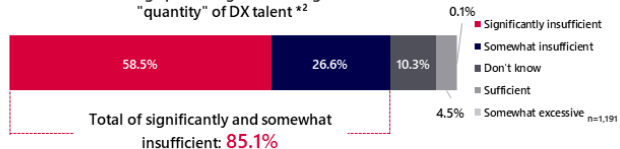
DX market size forecast^{*1}



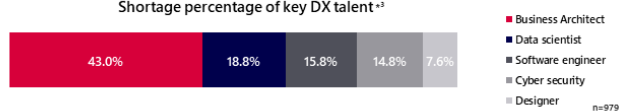
AI-related market size forecast^{*1}



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)

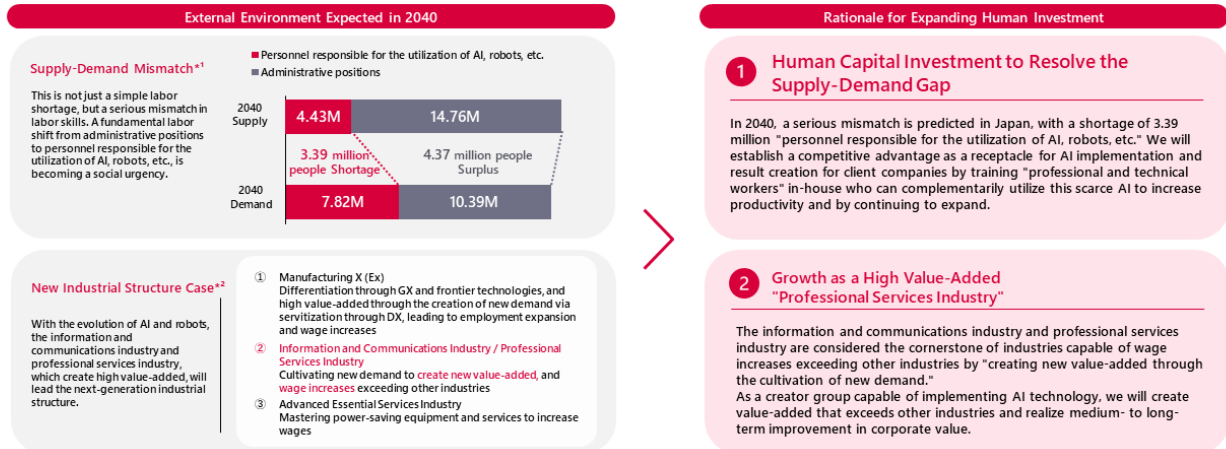
^{*2} [Securing the "quantity" of human resources to promote DX] Source: "DX Trends 2025" (Information-technology Promotion Agency, Japan) P.50

^{*3} [Human resources in shortest supply] Source: "DX Trends 2025" (Information-technology Promotion Agency, Japan) P.52

As background to this value creation process and long-term strategy, and as an external environment, this should go without saying, but there are major growth forecasts for the DX and AI-related markets. And one of the major obstacles to companies moving forward with this is the lack of DX human resources, both in quality and quantity.

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.



*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.

On the other hand, if AI replaces human jobs, it will replace the jobs of programmers and designers, even in our business. In other words, the demand for human resources will be lower than expected. We recognize that there is a great concern that this will greatly reduce the growth potential of SaaS vendors and IT vendors.

We believe that this is partly true, but we also believe that routine work, mainly clerical work, and desktop-centered professional work will be replaced to a large extent. The large-scale web operations business, which was our mainstay business in the past, has been largely replaced by AI, and the demand for programmers and engineers is also undergoing a major change.

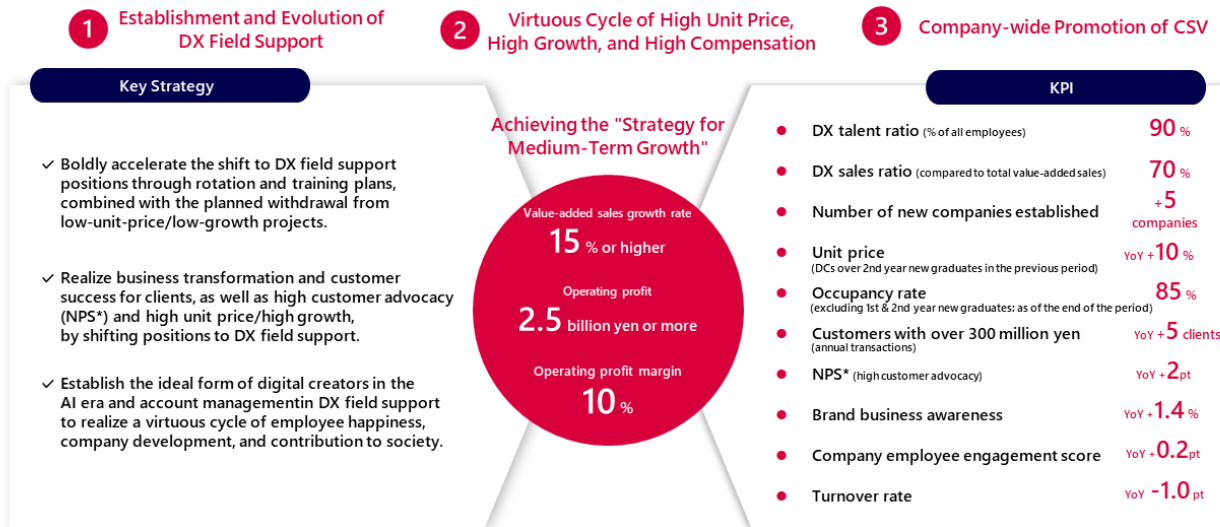
In other words, we recognize that our company has already been clearly affected by the negative impact. With that recognition, however, there is another aspect, and we believe that the hurdles to the adoption of digital technology have been greatly lowered in society due to generative AI.

As a result, we believe that the scope of AI applications and the opportunities it presents will expand significantly. In particular, there is a strong demand for AI implementation in manufacturing and essential work sectors—such as factories, retail stores, construction sites, and healthcare—where labor shortages are expected to intensify in the future. According to recent estimates by the Ministry of Economy, Trade and Industry, there is projected to be a severe shortage of digital talent in these fields, with the number of workers expected to fall short by 3.39 million by 2040.

In fact, at our company, while our business has traditionally focused primarily on web and digital marketing—and our clients have mostly been marketing departments—we are now seeing numerous examples of AI implementation that extend far beyond those areas. Although AI may reduce demand in certain traditional business sectors, we believe that new demand and new markets will emerge that more than compensate for this decline.

Based on this market sentiment, our long-term position and strategy is to continue to invest aggressively in human capital, which is one of our strengths.

Boldly Accelerate the Shift to DX Field Support Positions



*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 Satmetrix Systems (now NICE Systems, Inc.).

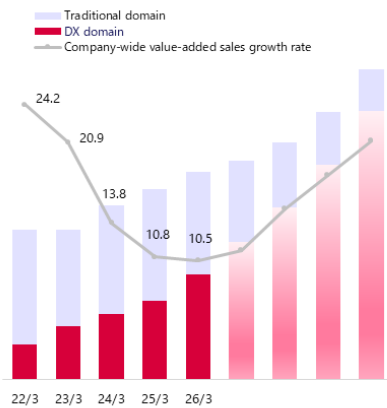
Based on this long-term vision and strategy, we have set our policy objectives for the current fiscal year in this manner. We will boldly accelerate the shift to the DX field support position that we have been promoting, and basically complete it in the current fiscal year. In order to achieve this, we will not hesitate to withdraw from low unit price and low growth projects in conventional areas and will work to increase unit prices and raise prices, which will lead to a virtuous cycle of employee growth and higher compensation.

And we would like to strengthen our CSV promotion to meet the challenge of FUTURE VISION once again. Through these efforts, we aim to increase the growth rate of value-added sales to 15%, achieve an operating income of at least JPY2.5 billion, and achieve an operating margin of 10%.

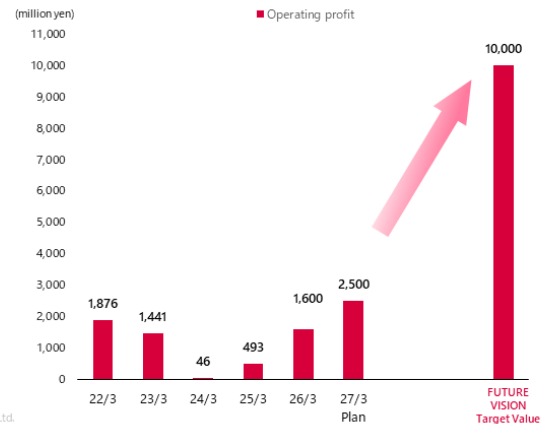
High-Growth Scenario Through Business Portfolio Transformation

- 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



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I would like to provide a bit more detail regarding our performance targets and shareholder returns. Some of you may be wondering why our growth rate hasn't picked up much despite our target of 15%, but as I've mentioned before, we are currently in the midst of a business transformation.

As shown in the image in the graph on the left, the DX area, which has high growth potential, finally exceeded 50% in the previous fiscal year and has become our main business. On the other hand, sales in the traditional area have continued to decline, offsetting the growth in the DX domain, resulting in a growth rate of about 10%.

While this trend continues, as the share of the high-growth DX domain within the overall business increases from the current 54% to 60% and eventually 70%, the overall growth rate will converge with that of the DX sector. Therefore, we believe that the overall growth rate will begin to improve going forward, starting from the previous fiscal period when this share exceeded 50%.

And if we continue that growth, we believe it is quite possible to reach JPY10 billion in operating income within the 10-year range set forth in the FUTURE VISION, since we believe that the operating income margin for our business is usually over 10%.

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%	-

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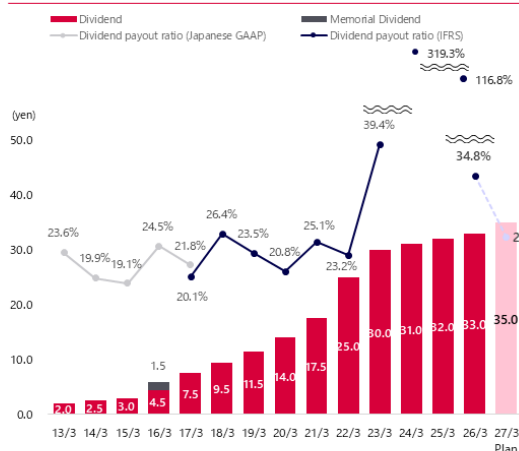
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With that vision for the future in mind, here are our performance targets for this fiscal year. While we maintain the targets I mentioned earlier as internal goals, given the ongoing decline in our traditional business areas and the uncertainty surrounding economic trends in light of recent social conditions, our publicly announced plan is more conservative than those internal targets. Specifically, we are targeting a 10.0% increase in sales to JPY26.8 billion, an 11.3% increase in value-added sales to JPY26.1 billion, and a 56.2% increase in operating profit to JPY2.5 billion. We intend to strive for these figures, which are close to our target operating profit margin of 10%.

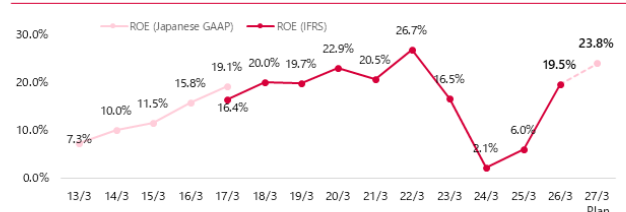
Shareholder Returns / ROE

- 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**.

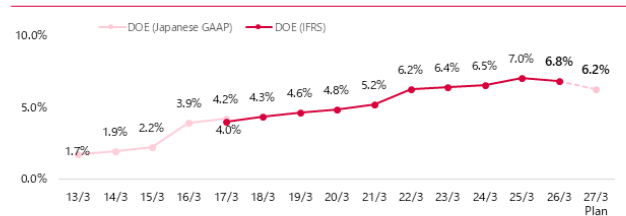
Dividend and Dividend Payout Ratio



ROE



DOE



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Finally, regarding shareholder returns. The dividend for the previous fiscal year, FY2026, is assumed to be JPY33.0 per share, an increase of JPY1.00 over the previous year as planned. Furthermore, regarding dividends for the fiscal year ending March 2027, given that we now have a clear path to restoring profitability, we plan to continue increasing dividends in line with our existing policy—targeting a DOE of 5% or higher and a payout ratio of approximately 25%—by raising the dividend by JPY2.00 to JPY35.00.

Our ROE has been declining for the past two to three years, but now that we are on track to change our business structure and improve profitability, we hope to maintain ROE above 20% in the future.

This concludes our explanation. It has taken us a long time to recover profitability and turn around our business, but we intend to take on the challenge of achieving significant growth based on our new FUTURE VISION.

Question & Answer

Questioner [Q]: I like the idea of stronger returns to employees. On the other hand, the figures explain that the turnover rate is worsening, even as the company is also raising its base wages. We would appreciate an explanation of the typical reasons for turnover and why turnover is worsening in the context of enhanced returns.

Takano [A]: We believe that the return of profits is basically well received by employees, and in addition to the base wage increase, the overall rate of increase in wages has been further increased in recent years. I believe that this has led to the current level in some areas that would probably have been worse off without it in the beginning.

As I mentioned earlier, one of the reasons for this is that the mid-career recruitment market is overheated in the external environment, and in addition, as I mentioned earlier, the sense of growth among young employees in their third to fourth year is slightly decreasing as they continue to do the same work.

With the mid-career market heating up at that time, it has suddenly become easy to change jobs as well. We believe that this situation has resulted in a worsening of the turnover rate.

In addition, I believe that the company as a whole has been in a low operational state over the past two to three years, which has led to a decline in the sense of growth. One of the major areas is that this low operational condition has largely been eliminated. In addition to this, the company is showing growth, and in the midst of this growth and increased returns to employees, I think we can expect to see a decline in turnover rates in the future. Or, we would like to lower it in such a way.

Furthermore, I am sorry, it is a long story, but I would like to add that I believe that one of the factors was the freezing of this VISION 2030 goal.

We place great importance on vision management, but it has been somewhat in a state of limbo. Our management objectives had become somewhat vague, so we have now established a new "Future Vision" to address this. By defining a long-term vision and goals that we can all strive toward together, we believe this will not only help us overcome the issue of low occupancy issues and provide benefits to our staff in the short term, but also lead to improved long-term employee engagement.

Questioner [Q]: As a basic strategy, you set an operating margin of 10% as your profitability target, but in the fiscal year ending March 2022, you gave an operating margin of 12.6%. Do you intend to save the amount of operating margin in excess of 10% by putting it into investments, including hiring? I would also like to know what level of expectation there is for an upward swing that will allow the 10% operating margin to be achieved in this fiscal year.

Takano [A]: Basically, we target 10% or more, and for portions exceeding that level, we would like to invest in recruitment, development, and marketing. During the fiscal year ended March 31, 2022, mid-career recruitment did not progress as anticipated, and as a result of being unable to implement investments that should have been made for growth, the profit margin rose. At that time, we explained that "the profit margin was displayed a bit too high."

This time, we want to allocate those portions to investments toward growth. Therefore, we do not hold a policy to curb investments and squeeze out profits just to significantly exceed 10% this fiscal year, so we do not anticipate a large upward deviation in that sense.

Questioner [Q]: DX and AI implementation is currently a booming topic, and since your company is a company that helps companies do in-house production, we recognize that it is a booming business environment. On the other hand, I am concerned that the demand for your business will peak until the last few years and that work will decline beyond that point. I would like to be supplemented on the outlook.

Takano [A]: As I mentioned earlier in the FUTURE VISION section, I believe that the implementation of AI will continue to make significant progress in the future.

I know I'm repeating myself, but while enterprises' marketing department has traditionally been our primary client, we've seen a significant increase—both internally and in terms of actual results—in projects focused on AI implementation for entirely different departments, entirely different clients, and entirely different parts of the value chain.

Of course, as AI is implemented, there will be large-scale projects handled by consulting firms and system integrators. However, I believe the scope of AI and technology implementation will expand even further beyond that. As these technologies spread to a wide range of on-site environments, I believe our company's long-standing business approach will prove highly effective in the process of steadily implementing these solutions. Consequently, I anticipate that this market will see significant growth in the future.

Questioner [Q]: This time, you presented an operating profit plan of JPY2.5 billion for the fiscal year ending March 31, 2027. At the same time, the company has set a major mid- to long-term goal of JPY10 billion in operating profit. First of all, how do you position this JPY2.5 billion level in the process of getting there? I would be very interested to know your thoughts on this.

Takano [A]: If we continue to grow at a rate of 15% or more, we can expect sales of JPY100 billion over the next 10 years. In addition, if we can achieve our basic profit margin of 10% or more on operating income, we believe we can eventually reach the JPY10 billion mark.

We also believe that the JPY2.5 billion figure for this fiscal year is a starting point for achieving the 10% target. In the previous fiscal year, operating profit was JPY1.6 billion with a profit margin of 6.6%, so I view that as a solid foundation. However, with this fiscal year's operating profit of JPY2.5 billion and a profit margin of around 10%, I see this as the starting point on our path toward the JPY10 billion mark—specifically, by surpassing our previous record high of just under JPY1.9 billion, we've reached the starting line. I hope this answers your question.

Questioner [Q]: I think there are several factors to consider in aiming for JPY10 billion in operating income, such as higher unit price, expansion of the workforce, and a shift in the DX area. At this point, which of these factors do you consider most important in creating profitable growth?

Takano [A]: The part I think is most important is in the area of improving the unit price. We are currently considering this to be approximately JPY1 million, but we would like to improve the unit price with an image of JPY2 million as the maximum.

On the other hand, the key to achieving this lies in repositioning ourselves and building high-value-added service business areas. In this context, I believe it will be crucial to continue shifting toward the DX sector and, within that, to establish new, high-value-added specialized companies.

In reality, among the specialized companies that have successfully established themselves in the market, there are some that have achieved project prices of JPY2 million or more. With that in mind, we will build new, high-value-added specialized companies while raising our project prices. In the midst of that increase in unit price, we will also be able to achieve things such as recruiting ability and lower turnover rates. We are considering such a scenario.

Questioner [Q]: On the other hand, in order to continue to grow, it will be important to recruit, train and retain personnel and progress to larger clients. In the process of reaching JPY10 billion, which issues would you like to focus on in particular in the future?

Takano [A]: I think some of this may overlap with my earlier response, but we will work to improve unit prices. This improvement in unit price will be further translated into investment in human resources. We believe this will contribute to both recruitment and employee development, so in that sense, we remain committed to increasing unit price and investing in human capital—an area we consider to be a key strength of our company.

In our highly vision-driven management environment, one of our key strengths is that employees with a strong drive to take on challenges and make a meaningful contribution are highly motivated and able to work directly on-site with our clients. Therefore, we aim to increase our unit price per person to create a virtuous cycle that allows us to significantly expand our investment in recruitment and training, thereby driving further growth. With this approach, we intend to continue focusing even more on our investment in human capital.

Questioner [Q]: Do you feel that you have made any breakthroughs in terms of getting into large customers?

Takano [A]: Thank you for your question. I am not sure if I feel as though I have made a breakthrough, but I have noticed many things.

We are seeing evidence that there is demand for our hands-on DX support—particularly regarding AI implementation—even outside the digital marketing domain, and that we have a proven track record of delivering strong value in this area. Based on this track record, I feel confident that we will be able to further expand our cross-selling efforts to departments other than marketing in the future. We would like to make such a breakthrough in the future and further expand our business.

Moderator [M] Does anyone have any questions? Thank you for your question. Next question.

Questioner [Q]: Since revenue growth is determined by average unit price per person multiplied by the occupancy rate multiplied by the number of employees, I believe the number of new hires and the turnover rate are key factors. If the current turnover rate does not decrease, I believe that each year's hiring will disappear due to turnover. You have a turnover target of 11% for this fiscal year, what is your target for next year? Also, what are your hiring and turnover goals for the JPY10 billion in profit?

Takano [A]: Thank you for your question. As you pointed out, you are absolutely right. Our turnover rate for the previous fiscal year was 12%, and for the current fiscal year, it is 1 percentage point below our target. As you also noted, at 11%, we do not consider this to be a sufficiently low level.

While we haven't established a specific plan regarding the target turnover rate, the level we envisioned in our FUTURE VISION is around 8 to 9%. Since our turnover rate was between 8% and 9% before it exceeded

10%, we believe that keeping it well below 10% will be crucial for expanding our pool of digital creators in the future, and we are using that level as our target.

Questioner [Q]: With a turnover target of 8-9%, what would be the net increase in headcount expansion? How much of a unit price increase are you targeting?

Takano [A]: As for the increase in unit price, we would like to aim for an increase of 10% or more in the short term, basically 8% every year, but we think that 7-8% is a reasonable or not too aggressive line.

I would also like to address the question of what the net increase in headcount would be, given a turnover rate of 8 or 9%. Basically, the original VISION 2030 plan included a target of 10,000 digital creators, but that figure was set without anticipating much of an increase in per-unit revenue. In this case, the vision plan is more focused on unit price.

Based on that, since such a large increase won't be necessary, I believe we can achieve our goal with a figure around 7,000. We plan to achieve this over the next 10 years, and we believe we can do so while maintaining a net increase of up to 500 employees per year.

Moderator [M]: This concludes with our question-and-answer session. This concludes Members' financial results briefing for the fiscal year ending March 2026. Thank you very much for taking time out of your very busy schedule to come here today.

Takano [M]: Thank you. We look forward to your continued support.

[END]

Document Notes

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