

# **Presentation Material of FY2026 3Q 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 3Q Results

# Highlights of FY2026 3Q Cumulative Results

- Value-added sales growth rate was **+11.1%** YoY due to the shift to DX field support positions progressing well.
- Operating profit improved significantly to **752 million yen** ( **+891 million yen** YoY).

## 3Q Cumulative Results

Due to the merger of subsidiaries in November 2024, the figures were changed to non-consolidated from 3Q FY2025. In addition, with the acquisition of ajike Co., Ltd. as a subsidiary (effective January 1, 2026), we will shift to consolidated accounting (IFRS) from the **full-year** results for FY2026.

### Revenue

**17,648** million yen  
YoY **+10.1%**

### Value-added sales<sup>\*1</sup>

**17,036** million yen  
YoY **+11.1%**

### Operating profit

**752** million yen  
YoY **+891 million yen**

### Number of Digital creators (DC) (End of 3Q)

**2,477** People  
Prior Year-end **-150** people

## Accelerate transformation to DX field support position

### DX domain ratio (3Q)

**54.4** % (YoY **+9.0pt**)

### DX domain growth rate (3Q Cumulative)

**+34.4** %

### DX talent ratio (end of 3Q)

**65.3** %

### Number of clients with annual sales of at least 100 million yen (3Q)

**52** clients (YoY **+1 client**)

### Unit sales (3Q Cumulative)

**944** thousand yen (YoY **+6.4%**)

### Number of PMO<sup>\*2</sup> staffs (End of 3Q)

**1,053** staffs (Prior Year-end **+695 staffs**)

## Enhanced profitability

### Occupancy rate of DCs excluding 1st and 2nd year new graduates (3Q)

**83.8** % (YoY **+1.7pt**)

### Gross margin (3Q Cumulative)

**24.5** % (YoY **+5.7pt**)

### SG&A expense ratio (3Q Cumulative)

**20.2** % (YoY **+0.6pt**)

\*1 Value-added sales = revenue - subcontracting and purchases = sales from internal resources

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

# FY2026 3Q P/L

- Value-added sales growth rate was **+11.1% YoY**, similar to 2Q.
- Gross profit was **+43.9% YoY**, and the gross margin improved steadily to 24.5% ( **+5.7pt YoY**).
- Operating profit was **752 million yen** ( **+891 million yen YoY**), making steady progress toward the full-year plan.

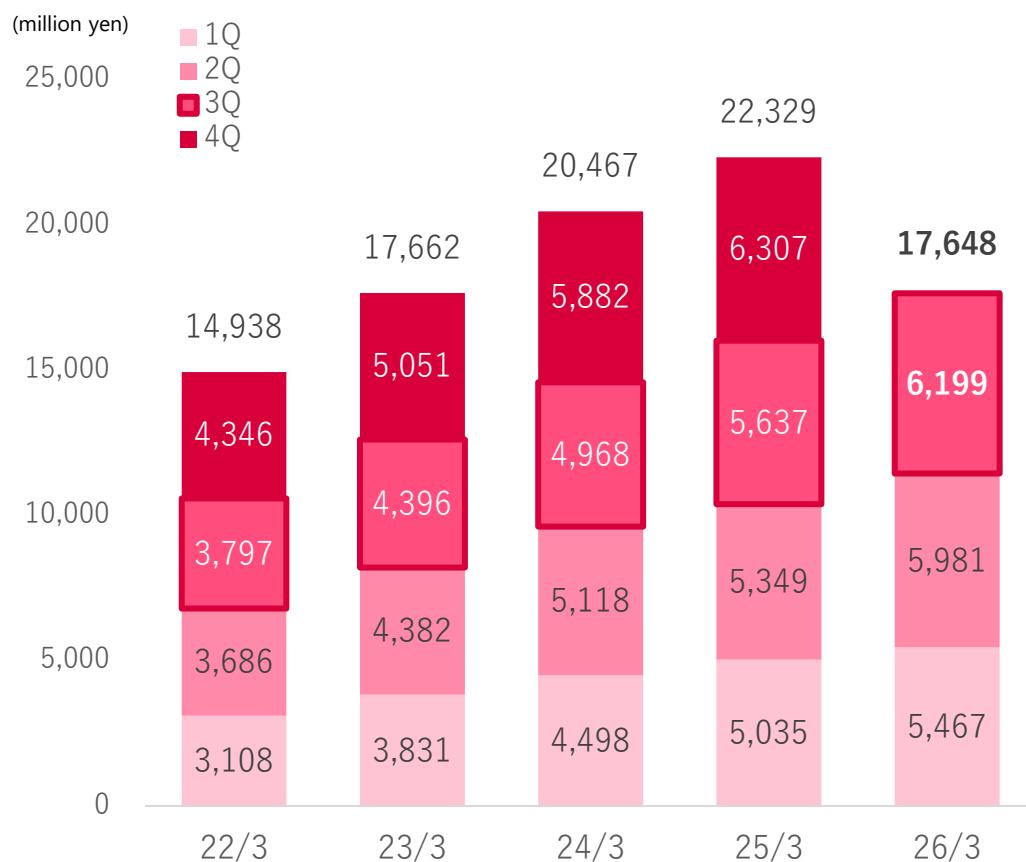
(unit: million yen)	FY2025 3Q Cumulative Results		FY2026 3Q Cumulative Results		FY2026 Full-year Plan	
	Non-Consolidated	Non-Consolidated	YoY	Consolidated	Rate of Achievement	
Revenue	16,022	17,648	+10.1%	24,400	72.3%	
Value-added sales	15,341	17,036	+11.1%	23,620	72.1%	
Gross profit	3,006	4,327	+43.9%	—	—	
Gross margin (%)	18.8%	24.5%	+5.7pt	—	—	
S.G.&A. expense	3,136	3,570	+13.8%	—	—	
SG&A expense ratio (%)	19.6%	20.2%	+0.6pt	—	—	
Operating profit	(139)	752	(increase)	1,400	53.7%	
Operating profit ratio (%)	(0.9%)	4.3%	—	5.7%	—	
Profit before tax	(138)	819	(increase)	1,390	59.0%	
Profit	(95)	533	(increase)	930	57.4%	

Due to the merger of subsidiaries in November 2024, the company has been non-consolidated from the third quarter of FY2025; therefore, IFRS non-consolidated results for both the current period and the third quarter of FY2025 are presented. Since the company will transition to consolidated accounting (IFRS) from the full-year results of FY2026, the full-year plan figures are presented on a consolidated basis.

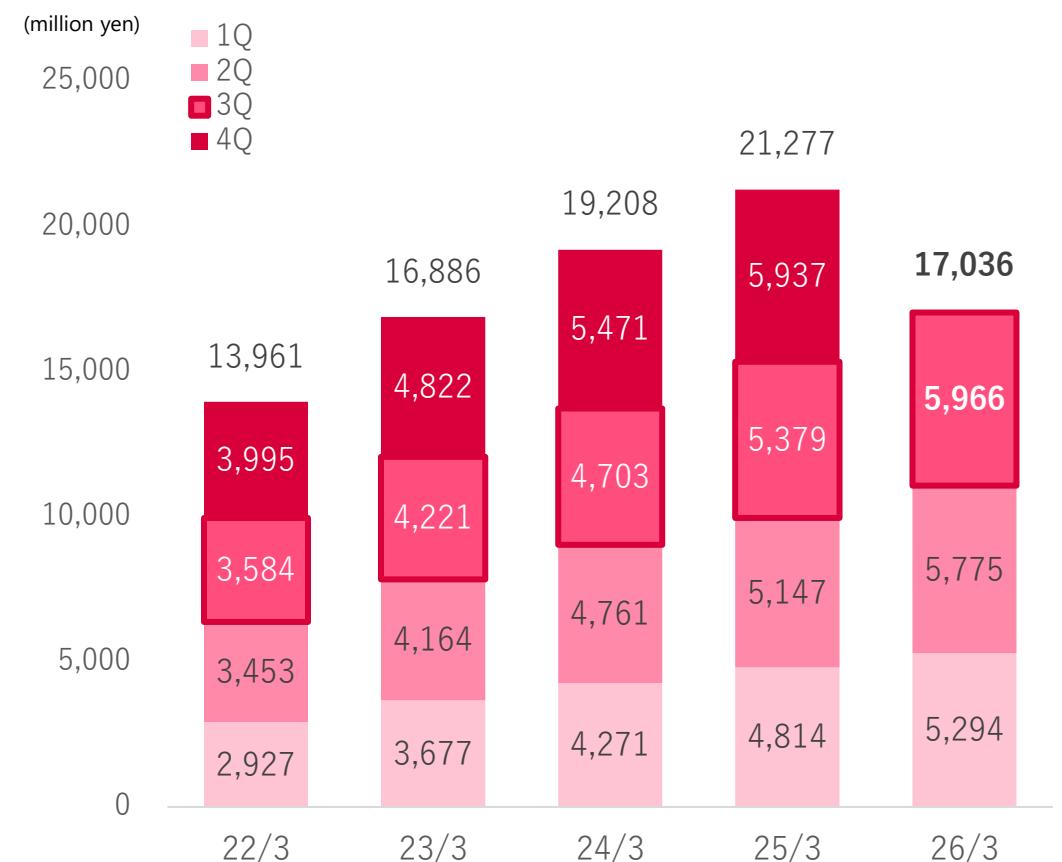
# Revenue / Value-added Sales

- Revenue: 17,648 million yen (YoY **+10.1%** ).
- Value-added sales: 17,036 million yen (YoY **+11.1%** ).

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



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

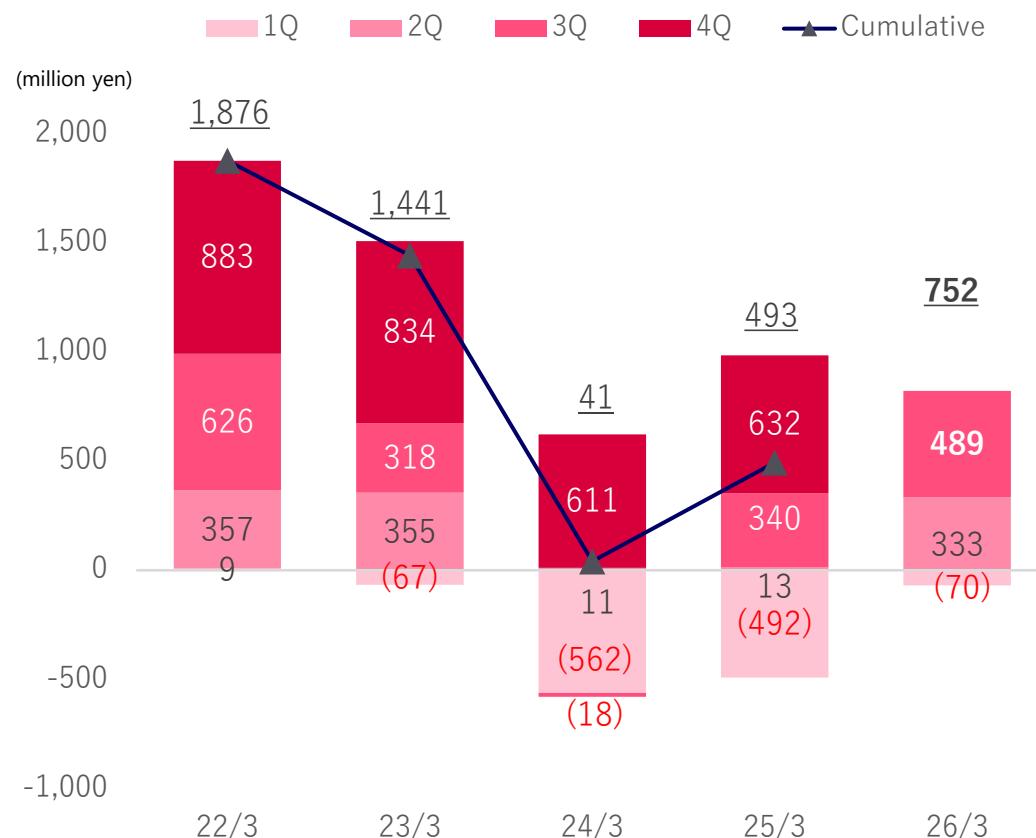


Due to the merger of subsidiaries in November 2024, the company was deconsolidated from the third quarter of FY2025, so consolidated results before the transition are presented as comparative information.

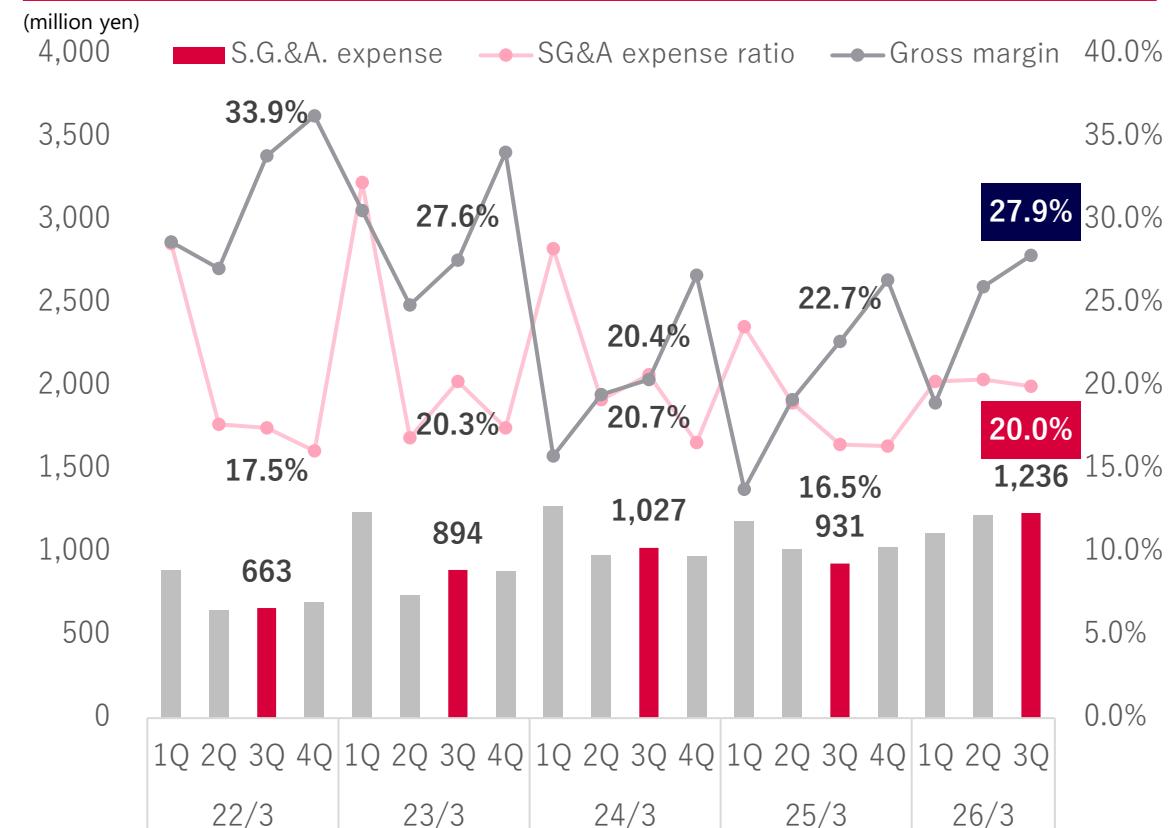
# Operating profit / SG&A expenses/ratio/gross margin ratio

- Operating profit: 752 million yen (YoY **+891 million yen**). Steady progress toward the **full-year** plan.
- Gross margin in the 3Q was **+5.2 pt** YoY due to an improvement in the occupancy rate and curbed hiring of new graduates. SG&A expense ratio increased by 3.5 pt YoY due to strengthened investment in education and hiring to secure DCs for the next fiscal year and beyond.

## 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)

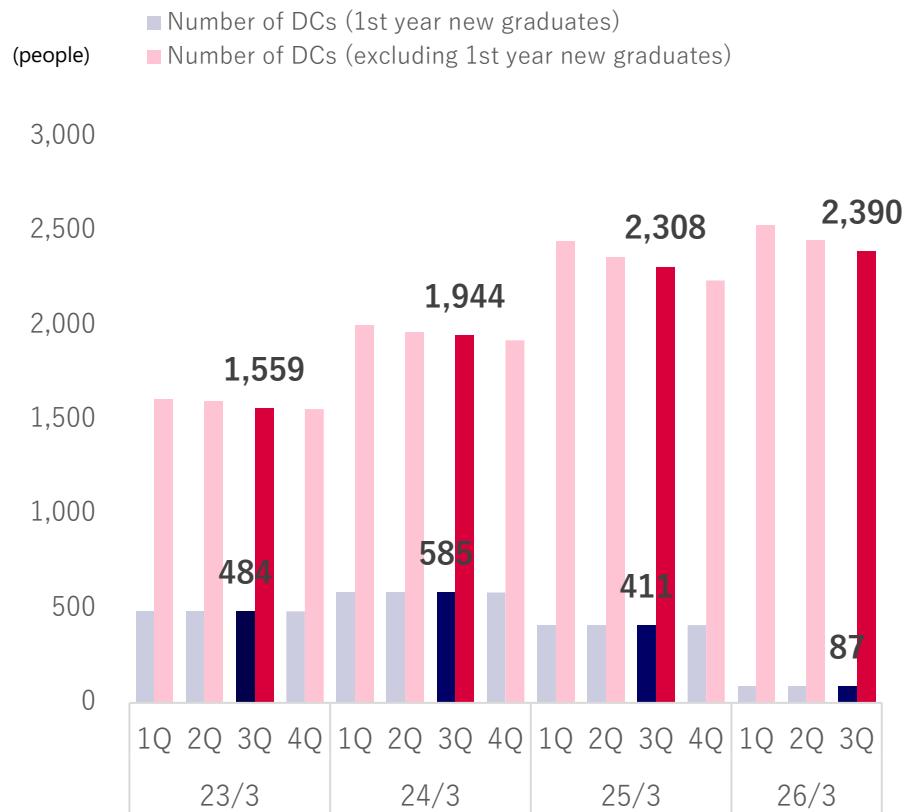


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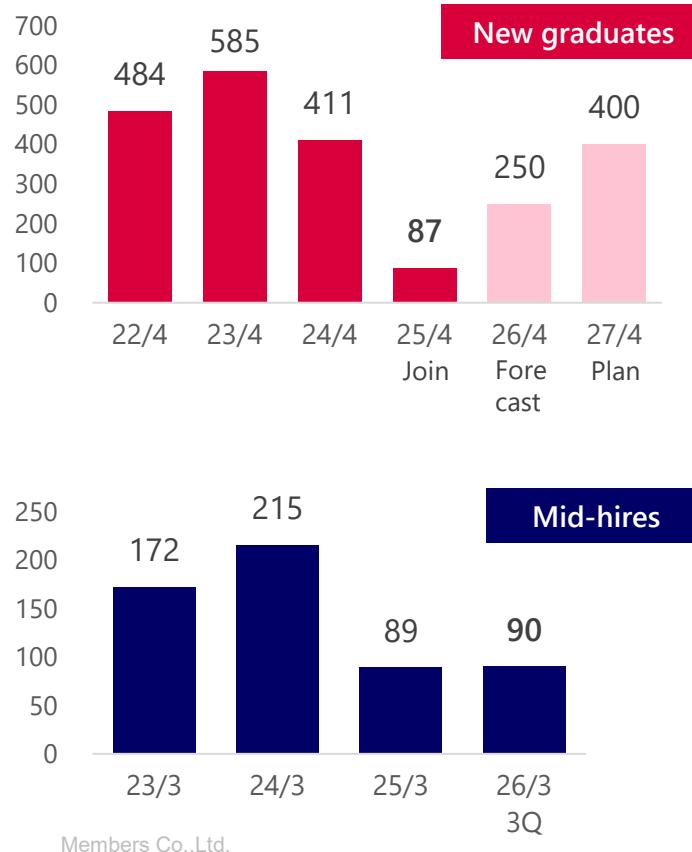
# Number of DCs/Number of New graduates & Mid-career Recruits / Turnover rate

- The number of DCs at the end of 3Q was **2,477**, a decrease of (150) from the end of the previous period. With **2,390** DCs in their second year or more (+ **153** from the end of the previous year), the staffing base for short-term growth continues to be secured. Aiming to increase the growth rate in the next fiscal year, Members Co., Ltd. is strengthening investment in mid-career recruitment.
- In anticipation of accelerating the shift to DX field support positions, the policy for hiring of new graduates is to **expand in line with the growth rate**. 250 new graduates are scheduled to join the company in April 2026.
- 3Q cumulative turnover rate: +0.8 pt YoY to 8.7%. Viewing this as a continuing important issue, Members Co., Ltd. is promoting measures to improve engagement.

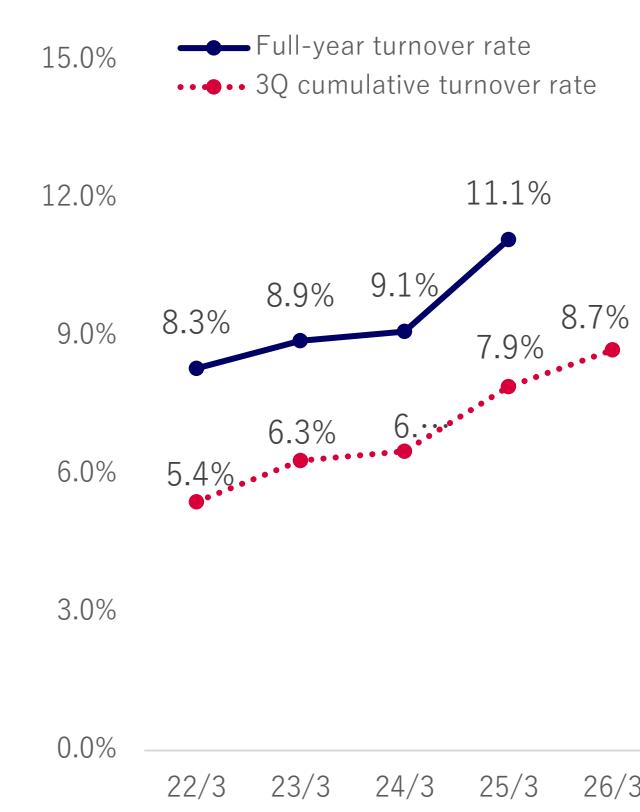
## Trends in the number of DCs



## Number of Recruits (unit: people)



## Turnover rate

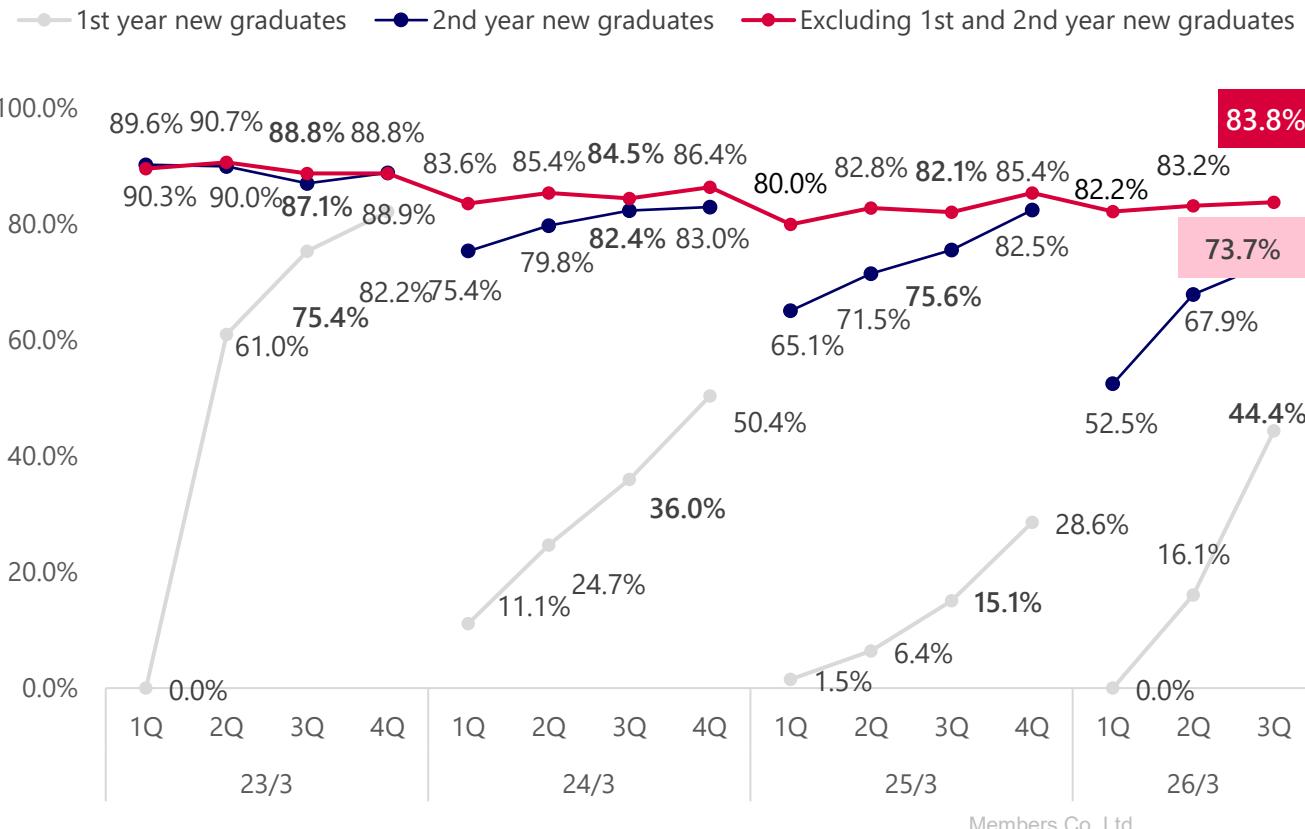


# Operating Ratio

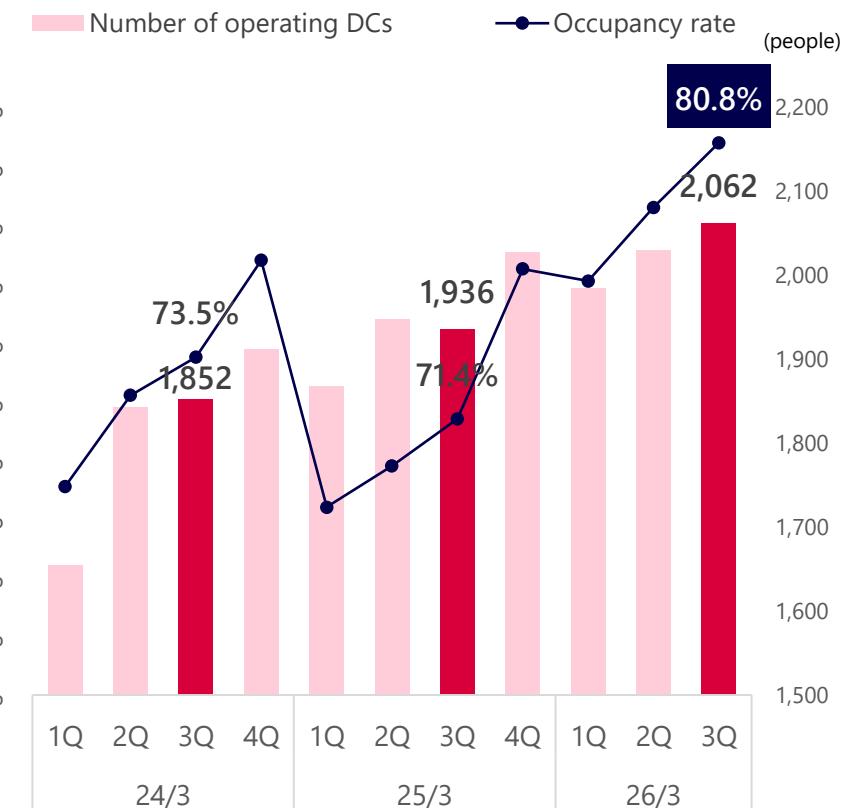
- 3Q DC occupancy rate excluding 1st and 2nd year new graduates was **83.8%** (YoY **+1.7pt**). Steady progress toward the year-end target of 85%.
- Occupancy rate for 2nd year new graduates was **73.7%**, recovering to the same level as the previous year.
- Overall occupancy rate was **80.8%** (YoY **+9.4pt**). Members Co., Ltd. expects to achieve the 2H Cumulative Forecast by further increasing the occupancy rate of 1st and 2nd year new graduates.

## Operating ratio

(Excluding 1<sup>st</sup> and 2<sup>nd</sup> year new graduates / 2<sup>nd</sup> year new graduates / 1<sup>st</sup> year new graduates)



## Operating ratio/Number of operating DCs (Over all)



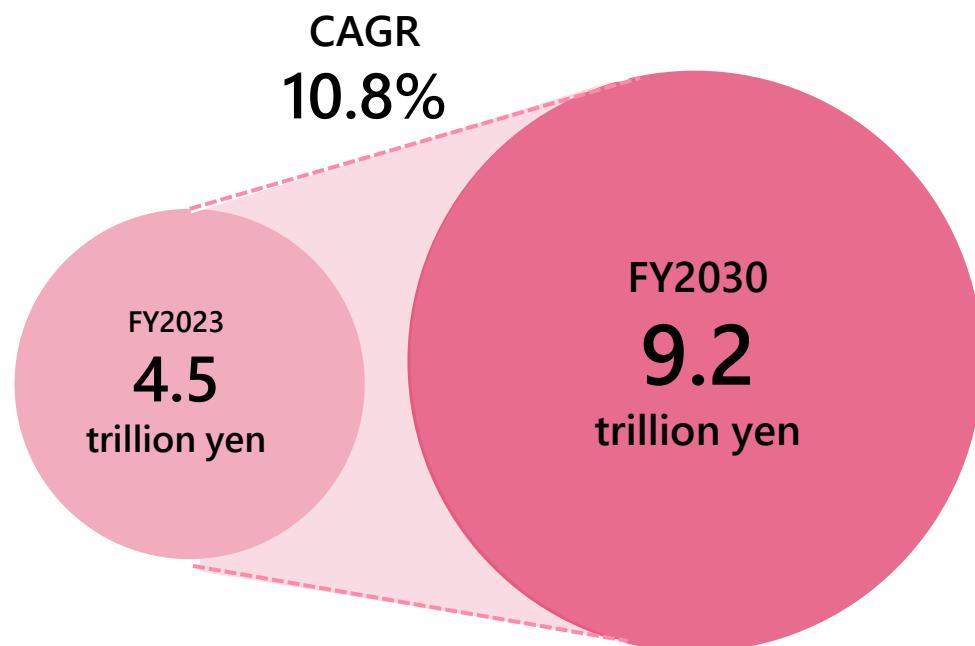
# Progress of FY2026 Policy / Goals

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

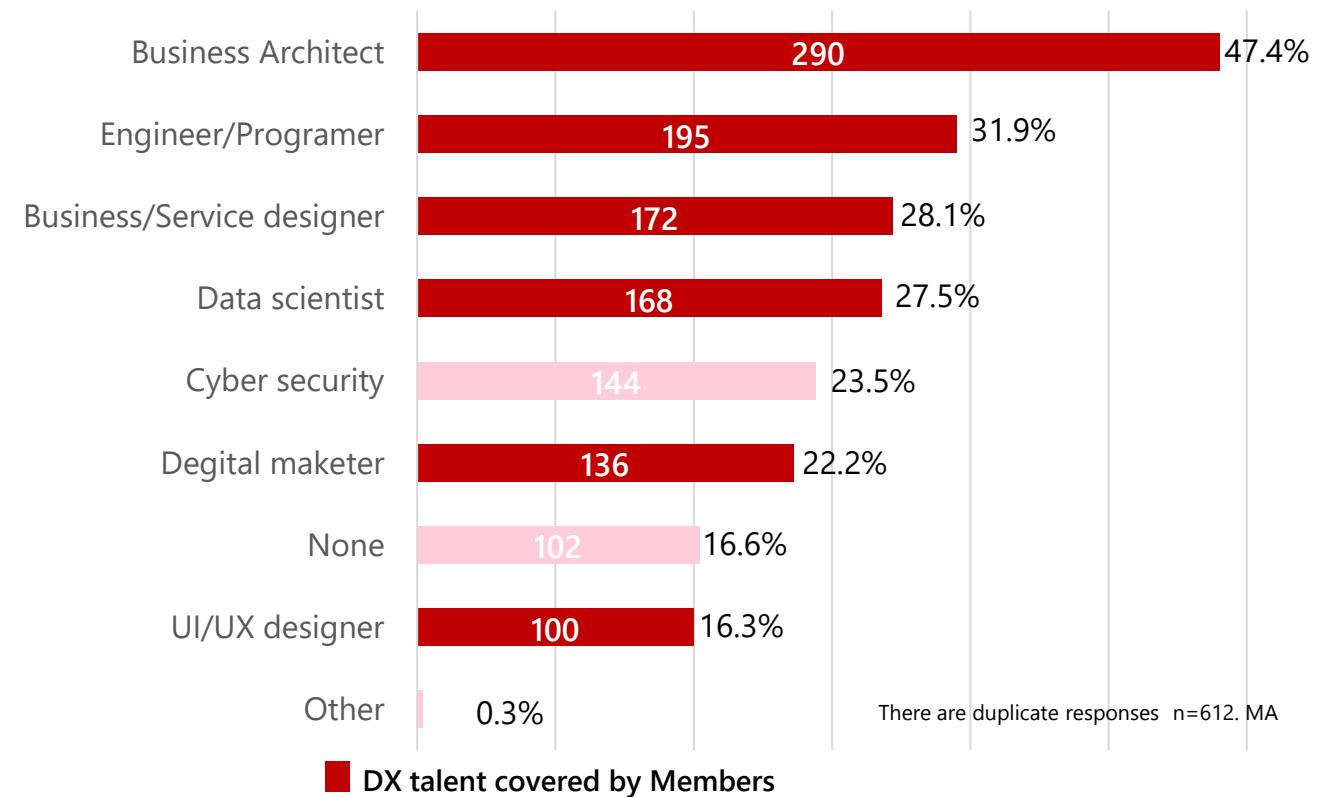
The domestic DX (Digital Transformation) market is expected to expand to 9,266.6 billion yen\*1 in FY2030.

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



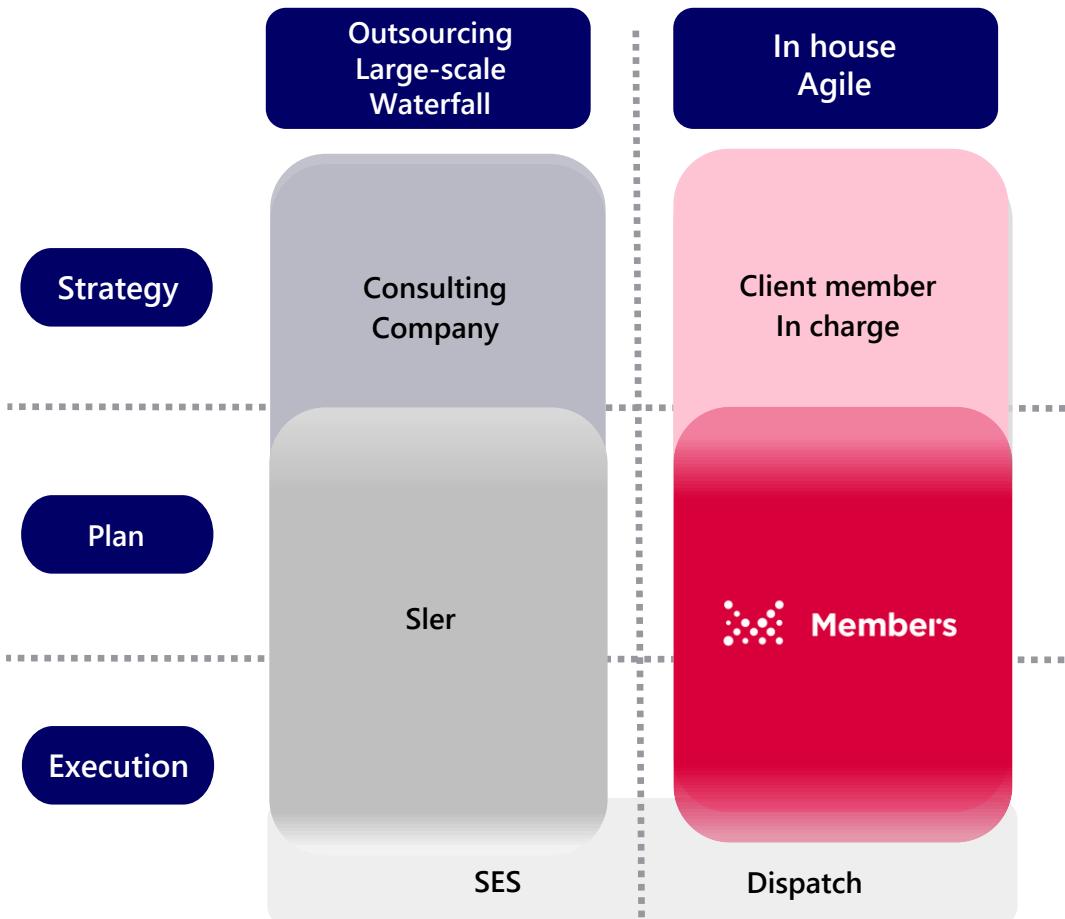
\*1 [Market size of the domestic DX market], [Shortage ratio of key DX personnel] Source: "2025 Digital Transformation Market Future Outlook << Market Edition>>" (Fuji Chimera Research Institute)

\*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.

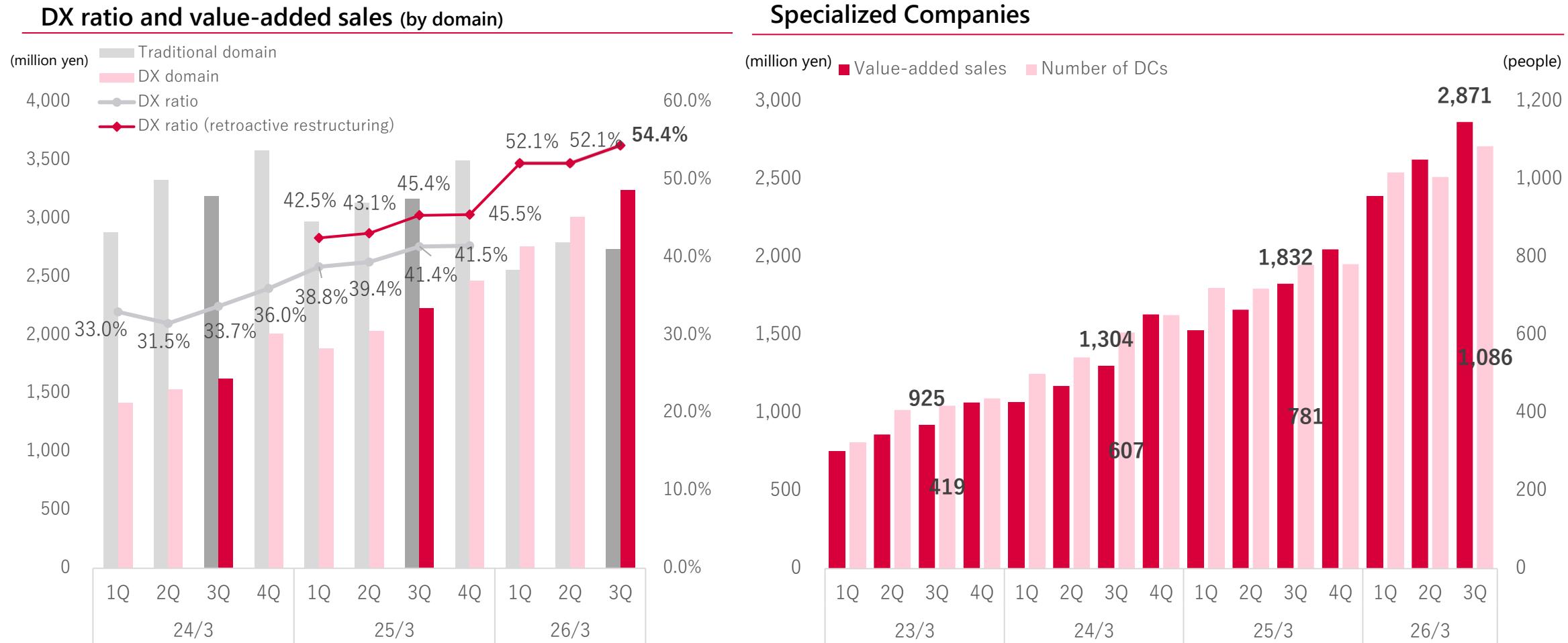
# FY2026 Policy / Goals

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

Key Strategy		Goals	
<b>Personnel development</b>	<ul style="list-style-type: none"><li>Promote the SINCA90 project and accelerate the <b>development of DX personnel to accompany customers</b>, such as UX designers and marketing DX personnel, in addition to developing PMO personnel.</li><li><b>Maximise the use of AI</b> and aim to significantly improve productivity and strengthen competitiveness.</li></ul>	<b>DX talent ratio</b> (% of all employees) <b>65%</b>	<b>Full-year operating ratio</b> (excluding first and second year new graduates) <b>85%</b>
<b>Service/Sales</b>	<ul style="list-style-type: none"><li>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.</li><li>Expand PMO-based services to expand DX project areas.</li><li>Introduce ABM-type account management. Further accelerate the expansion of the DX domain of focus customers and maximise sales per company.</li></ul>	<b>DX sales ratio</b> (compared to total value-added sales) <b>55%</b>	<b>Unit price</b> ( Number of over 2 <sup>nd</sup> graduates DCs compared to FY2025 ) <b>YoY + 10%</b>
<b>Investment</b>	<ul style="list-style-type: none"><li>Establish unique strength services around the Decarbonization DX Company to realise the mission/vision.</li><li>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.</li></ul>	<b>Company employee engagement score</b> <b>YoY + 0.1pt</b>	<b>NPS*</b> (net promoter score) <b>YoY + 2pt</b>

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

- DX sales ratio (3Q only) was **54.4%** (+ 9.0 pt YoY). Cumulative growth rate for 3Q remained high at +34.4% YoY, driving the acceleration of the shift to DX field support positions.
- Cumulative value-added sales of the entire specialized companies for 3Q expanded to 7,895 million yen ( +56.9% YoY). The number of DCs also **increased by 79** from the end of 2Q.



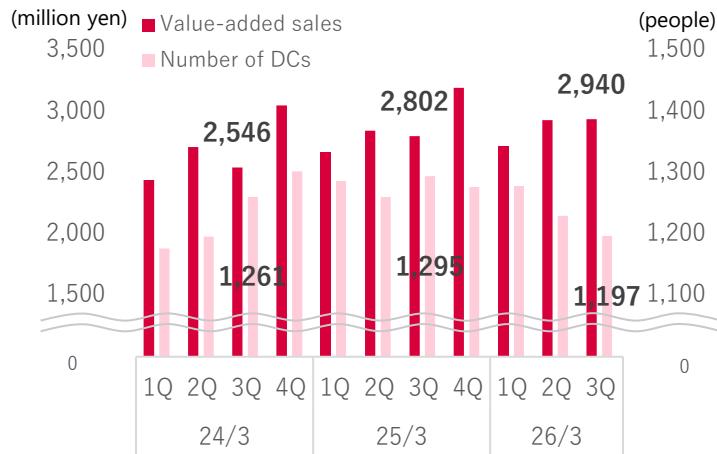
DX Ratio (retroactive restructuring): Partial reclassification of the previous period due to the establishment of a new company. The ratio is calculated by re-compiling.

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# 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 **+3.3 %**

Number of DCs **(7.6) %**



(Company name changed in April 2025)

YoY

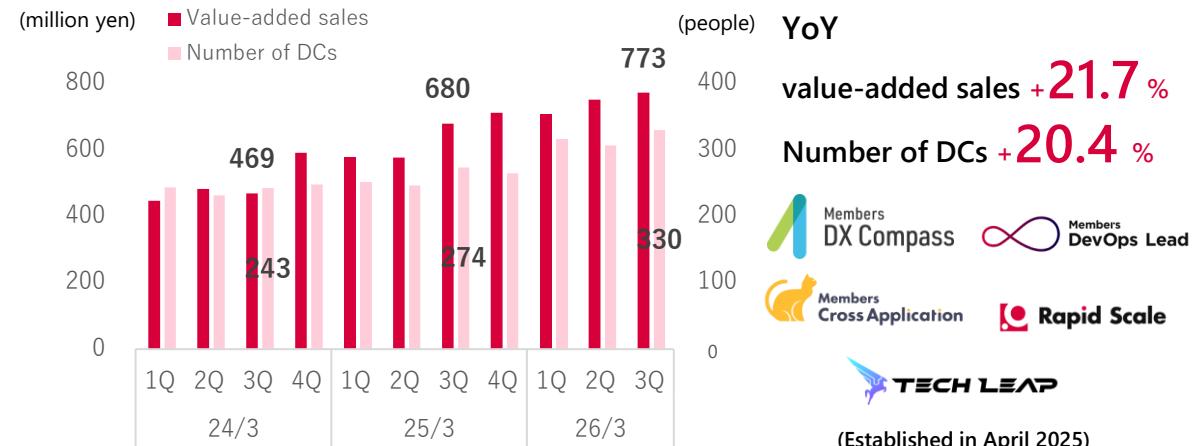
value-added sales **+12.3 %**

Number of DCs **+11.3 %**

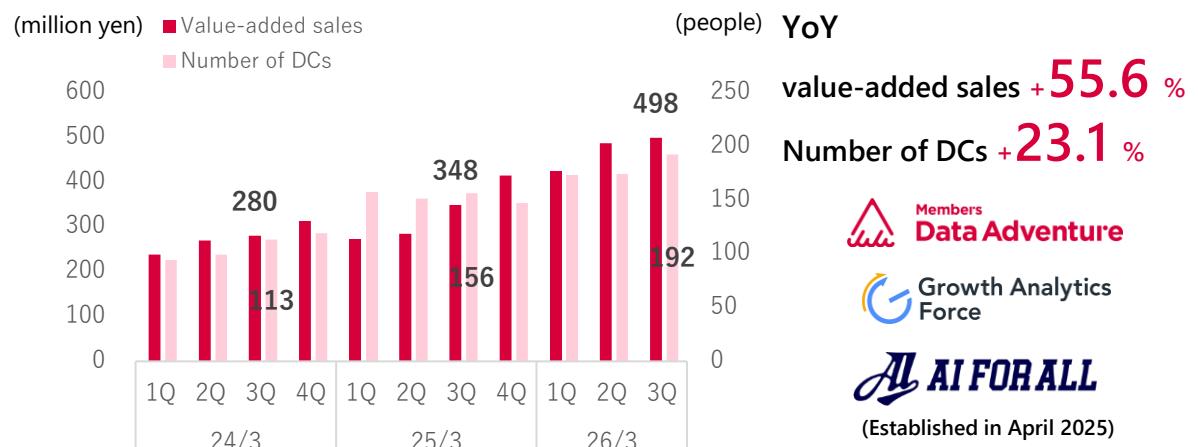


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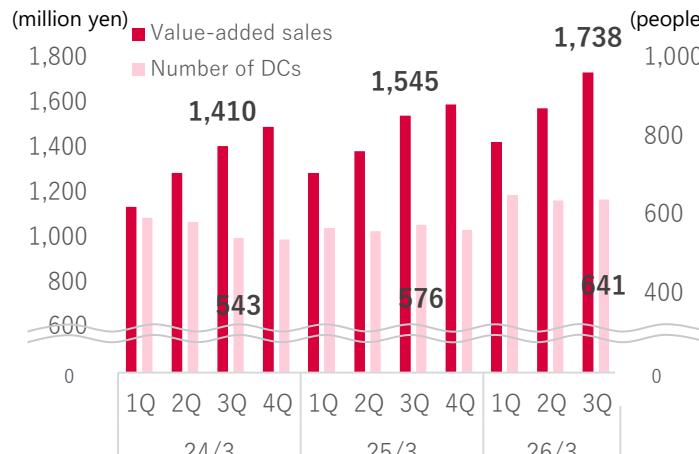
## Digital Service Development



## Data Utilization Support



## Digital Marketing



YoY

value-added sales **+21.7 %**

Number of DCs **+20.4 %**



(Established in April 2025)

# Accelerate shift to DX field support position - Launch of AI-driven development support services / Promotion of internal AI utilization

- Through support from experts who treat AI as a true partner, **Members Co., Ltd.** has launched services to realize in-house development of AI driven development and process transformation.
- Under the banner of "AI Democratization," Members Co., Ltd. is strongly promoting the use of AI within the company. We are implementing business transformation through a multifaceted approach, including the use of generative AI and the development of AI agents using no-code tools.

Features of AI-driven development services			Initiatives to promote internal AI utilization
Small-scale application development <b>PoC</b> (Proof of Concept) results	Engineers Development time per person Average approx. <b>80% reduction</b>	Compared to conventional methods Approx. <b>5 x</b> faster development speed	To accelerate the use of generative AI and AI democratization, <b>Members Co., Ltd.</b> has introduced and deployed tools that allow all employees to participate in development, creating an environment where AI permeates all operations. Members Co., Ltd. is also promoting the acquisition of <b>generative AI Passports</b> , which contributes to the development of AI specialists.
3 programs provided	① Training Workshops ② PoC Support ③ Establishment & Sophistication support	 AI agents Introduction and deployment of development tools <b>Google Workspace Studio / Dify</b> company-wide rollout	 Measures to boost AI utilization <b>Individual and team competitions</b> Awarding prizes to winners
Other generative AI business transformation support services	① Generative AI utilization training ② Business process improvement diagnosis ③ Generative AI support-type consulting ④ Prompt development ⑤ Construction of company-specific generative AI environments	 Formulation and operation of <b>generative AI guidelines</b> with ethical considerations	 <b>Generative AI Passport*</b> acquisition Number of certificate holders: <b>573</b> (As of the end of 3Q)

\*What is the Generative AI Passport? It is one of Japan's largest certification exams issued by the Generative AI Promotion Alliance (GUGA). In addition to basic knowledge, trends, and usage methods related to generative AI, it covers points of caution such as information leakage and rights infringement to prevent risks associated with generative AI. (From the certification exam site: <https://guga.or.jp/outline/>)

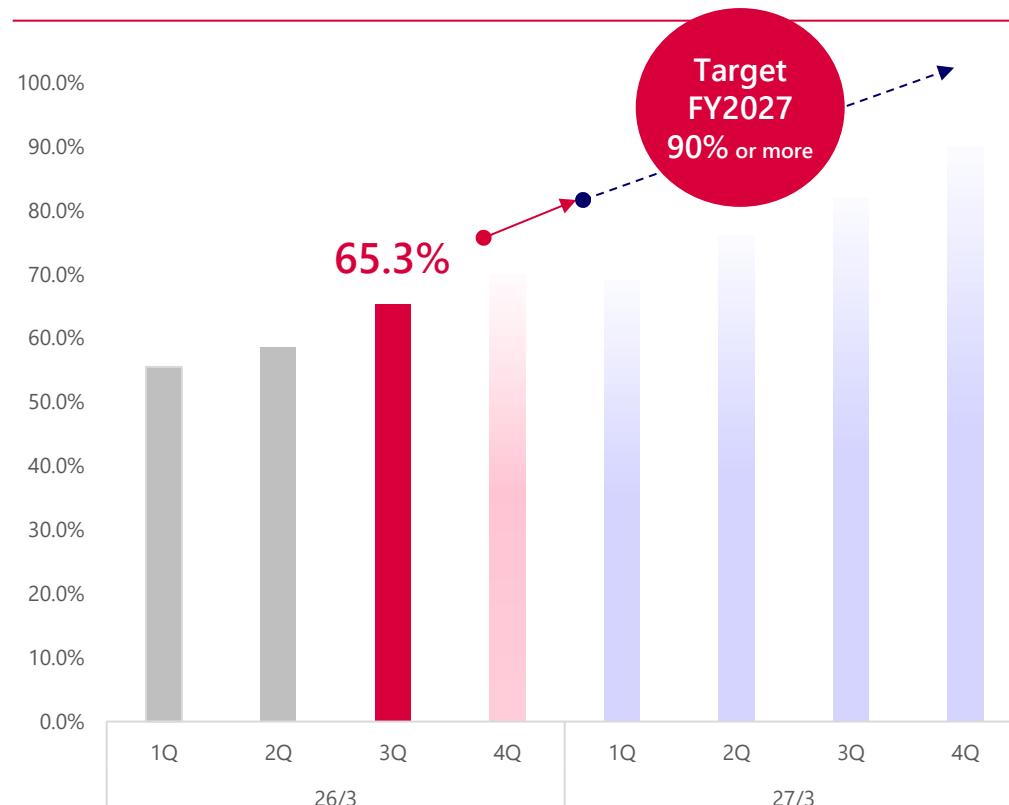
# Accelerate of shift to DX field support position - DX talent ratio/SINCA90 project

- Strongly promoted the SINCA90 project. In addition to the development of PMO personnel, further accelerate the development of DX personnel to accompany customers, aiming for a DX talent ratio target of **90% or more in FY2027**. The DX talent ratio at the end of 3Q was **65.3%**, achieving the target for the current fiscal year (65%).

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  
through year  
Target 50 times or more

Badge

(Occupational Skill Certification)

Badge holders  
5,827  
( Unique number: 2,000 people)

High Level  
Creator Certification

Top creator  
1,168

Course

All 35 courses

\*Scheduled to be expanded sequentially

PMO Technical Director Course

Marketing DX Course

UI Design Course

UX Course

Engineer Course

Data Utilization Course \*New

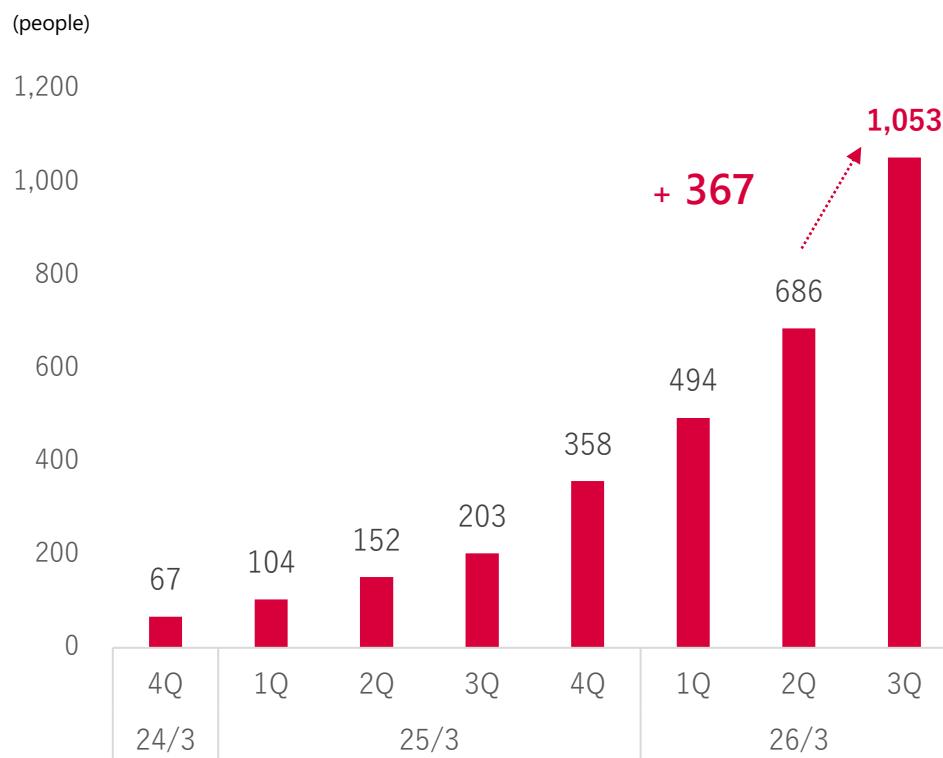
Generative AI Course \*New

Business Transformation  
Course \*New

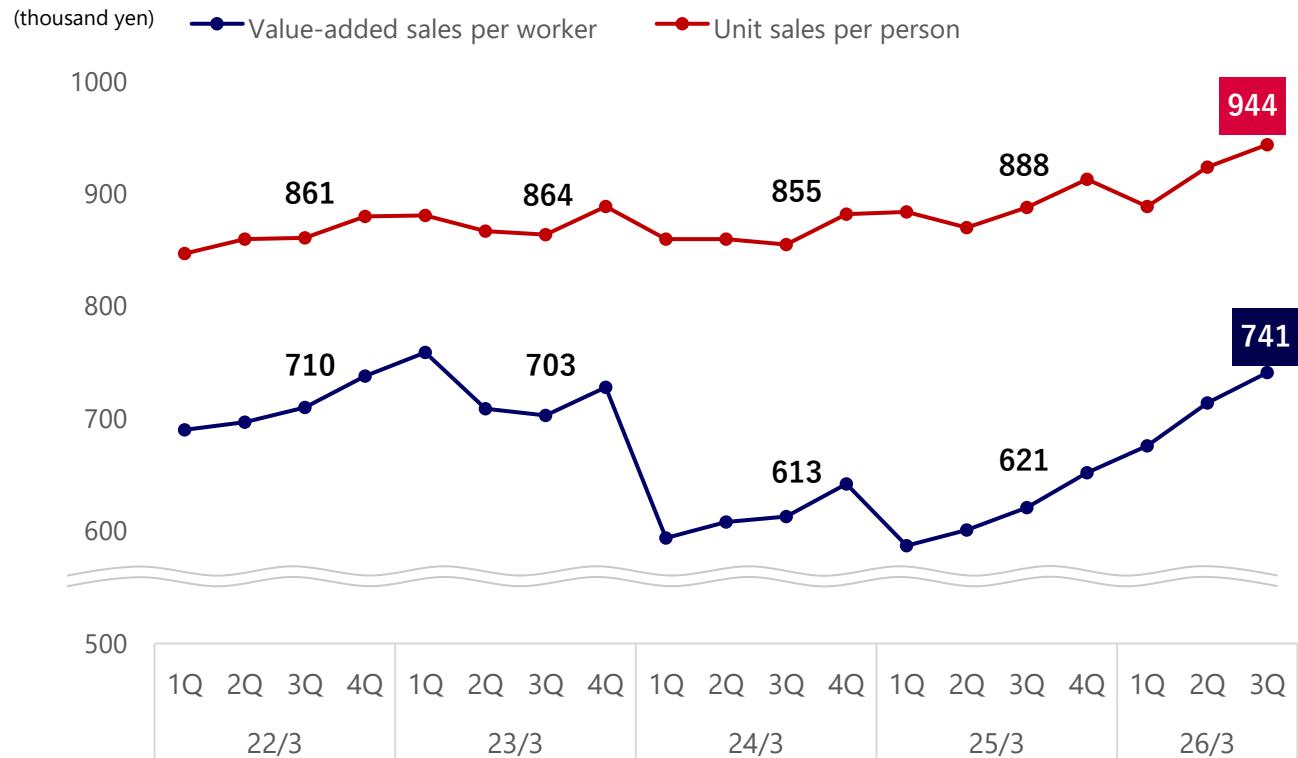
## Accelerate shift to DX field support position - PMO staff development / Increase in unit sales per person

- PMO personnel reached **1,053** at the end of 3Q ( **+367** from the end of 2Q) against the target of 1,000 for this fiscal year. Company-wide efforts were successful, and the **target was achieved early**.
- Due to the accelerated shift to DX field support positions, unit sales per person reached 944 thousand yen ( **+6.4 pt YoY**), and in 3Q alone, progressed steadily at **+8.4 pt YoY**. Value-added sales per worker improved steadily to **+19.5% YoY**.

Number of PMO\* staff



Cumulative Unit Sales per Person/Value-added sales per worker

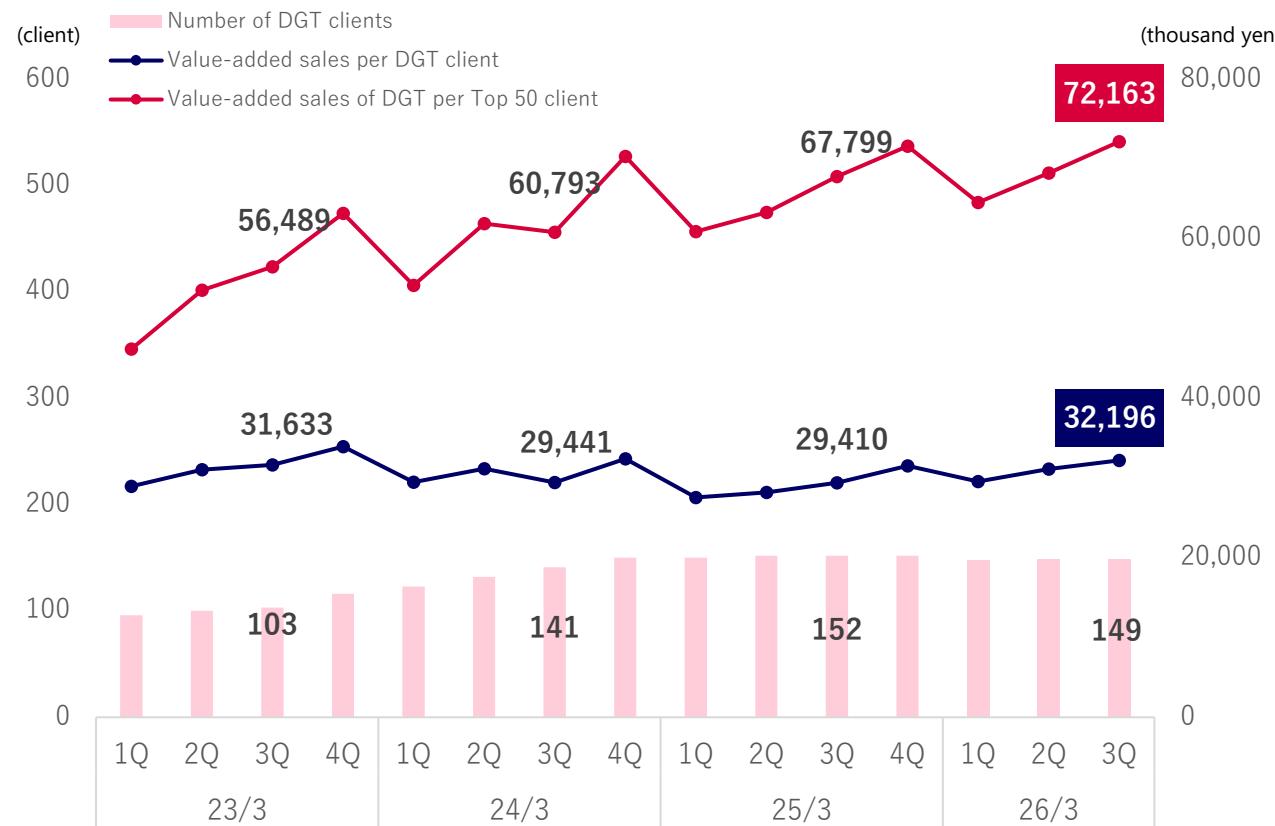


\*PMO (Project Management Office): A department or system that oversees project management across the board, beyond the boundaries of departments, in order to facilitate the smooth execution of projects in a company or organization. While the PM (Project Manager) is in charge of overseeing the project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

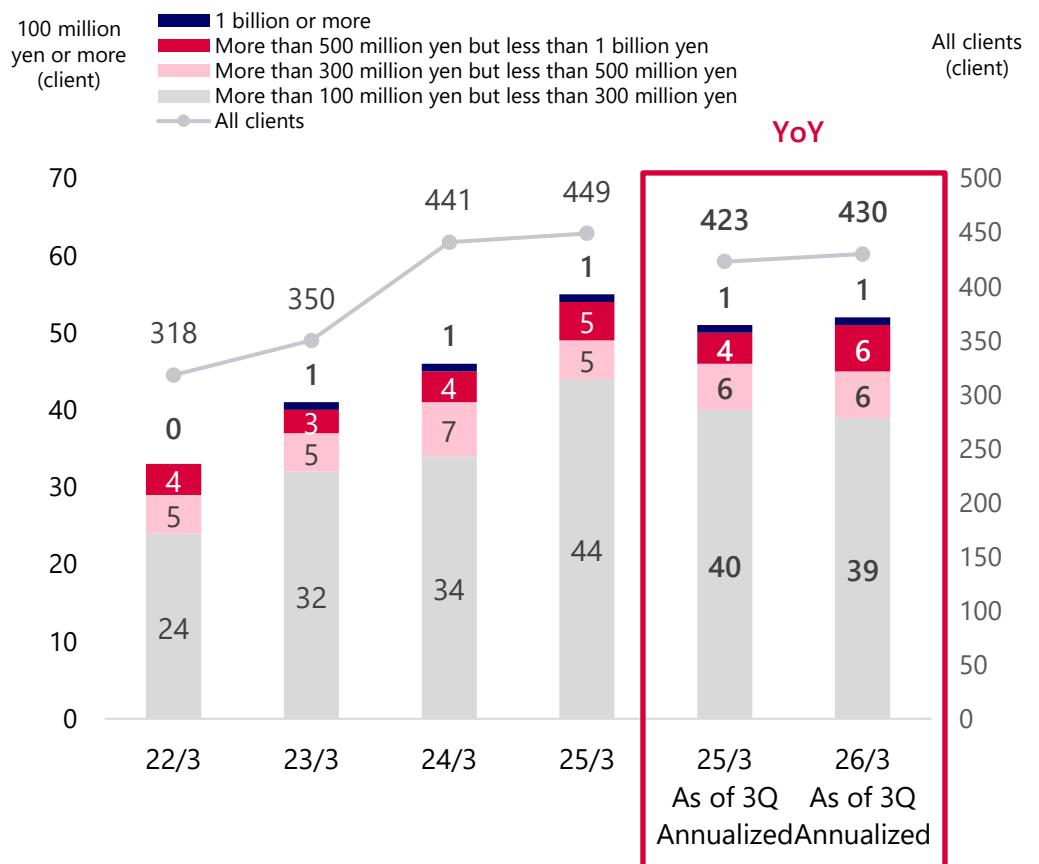
# Accelerate of shift to DX field support position -Maximize revenue per client

- The number of companies with transactions of 100 million yen or more increased by 1 YoY to 52. Due to the strengthening of cross-selling, the number of target clients with 300 million yen or more increased by 2 YoY. Total sales of target clients with 100 million yen or more expanded steadily, +6.0% YoY.
- The number of DGT clients was 149 (flat from the end of 2Q). Under the existing expansion policy, Members Co., Ltd. focused on ABM-type account management, and value-added sales per company of the top 50 DGTs reached a record high.

## Number of DGT clients (\*) / Value added per client



## Number of trading companies by turnover size



\*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.

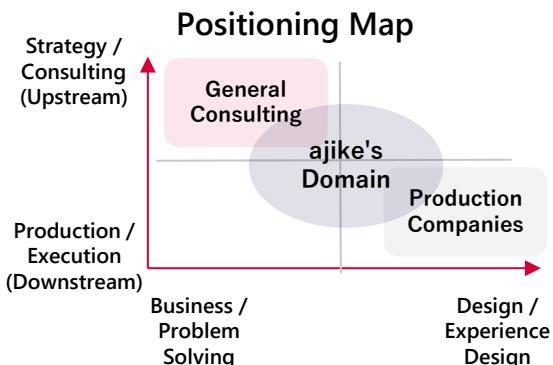
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# Accelerating the Shift to DX Field Support Positions - Strengthening the Field Support System through M&A

- Acquired ajike Co., Ltd., which has strengths in the financial and public sectors, as a subsidiary.
- Strengthen DX field support by securing ajike's highly skilled DX personnel and enhancing expertise and services.

## About ajike Co., Ltd.

For more details on ajike: <https://ajike.co.jp/>



### Three Strengths of ajike

**Specialized knowledge** focused on the financial sector  
**Result** in building design systems  
"Accompaniment capability" to deliver results



## Three Key Values to Be Created

### 1 Strengthening UX Expertise in Financial and Public Sectors

Deploy ajike's advanced UX / UI expertise for financial institutions over all the Group. Numerous clients among financial institutions. **Expand support to the financial, administrative, and local government sectors**, leading the creation of digital services that balance reliability and convenience.

### 2 Standardization of Design Quality (QA)

Establish a consistent support system from strategy formulation to implementation and design quality assurance (Design QA). By raising the design standards of the Group over all, Members Co., Ltd. will lead the DX of client companies to be more certain and highly effective.

### 3 Advanced Talent Acquisition and Development

Through personnel exchange and knowledge sharing, Members Co., Ltd. trains **top-level UX designers and PMOs who are well-versed in business and design**, with over 30 members currently on staff. Establish next-generation UX design standards and enhance brand value through personnel exchange and knowledge sharing.

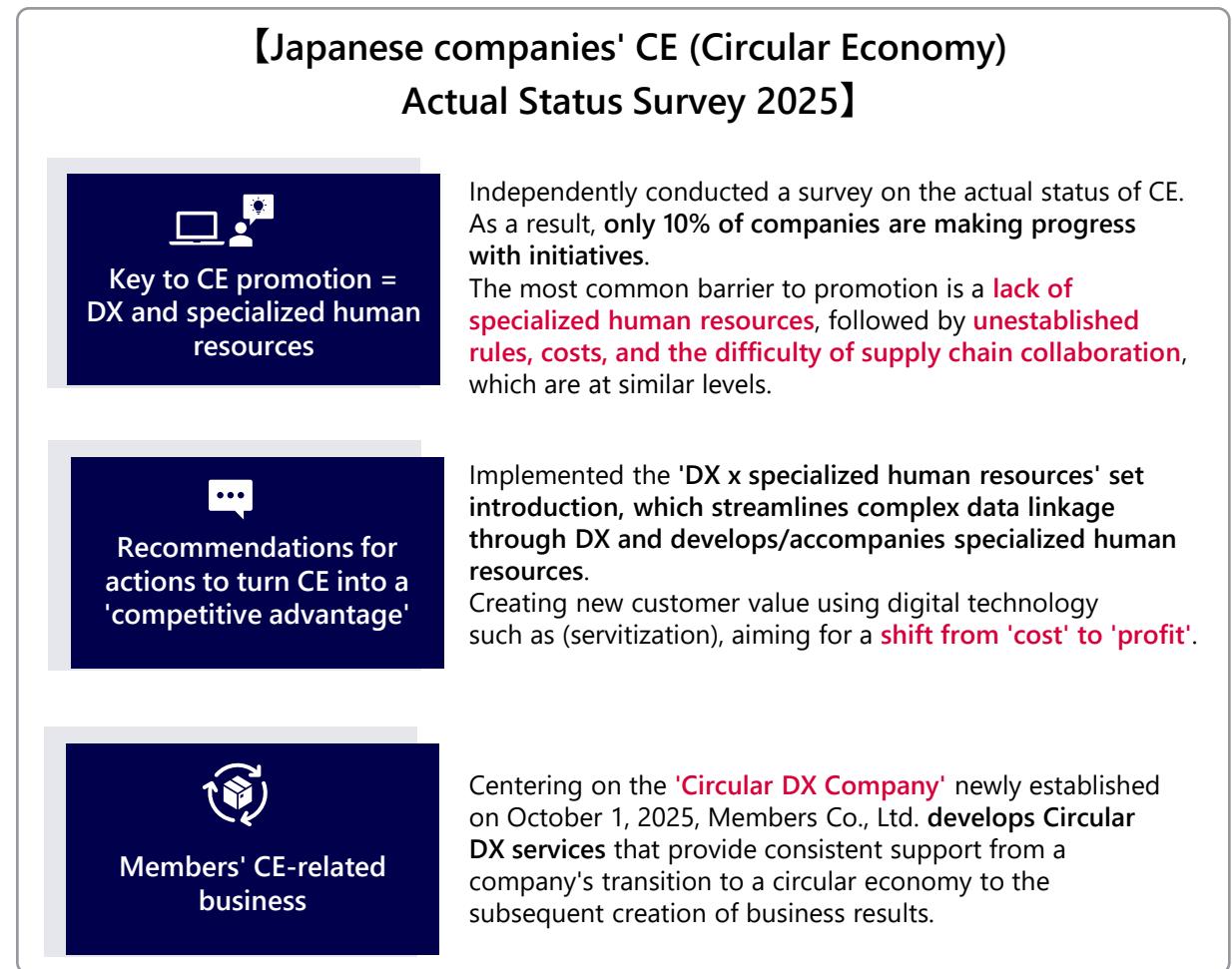
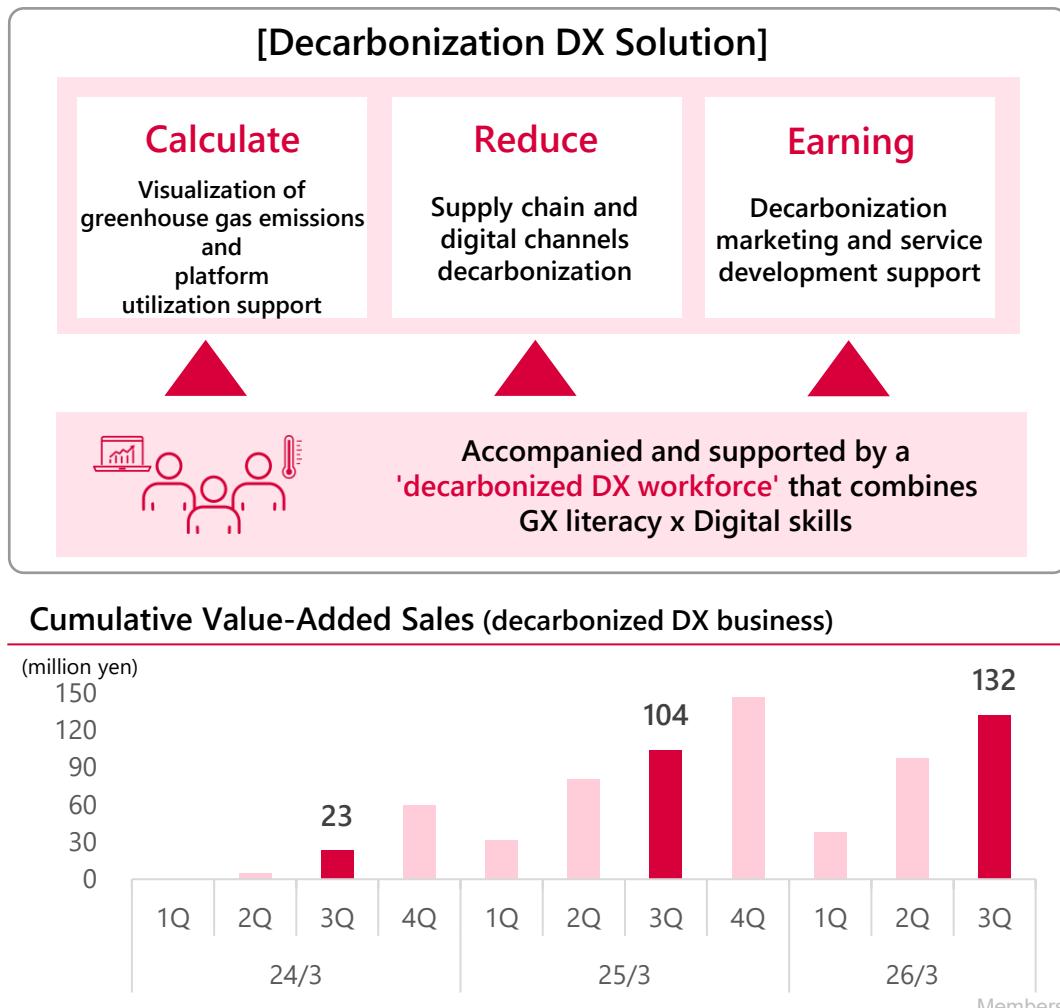


Integrated "Strategy, Experience, and Quality" to strengthen DX field support

Promote value creation, such as the spread of "digital services that anyone can use with peace of mind" directly linked to solving social issues, and improving the experience of administrative and financial services

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

- The GX and CE markets continue to expand due to the effects of rapid climate change and international conditions. The decarbonized DX business also grew steadily.
- Conducted a survey on the actual status of CE. Based on survey results showing that a lack of specialized human resources and funding are barriers to promotion, in order to link CE to competitive advantage, Members Co., Ltd. implemented **data linkage through DX and development/accompanying support for specialized CE human resources**.



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

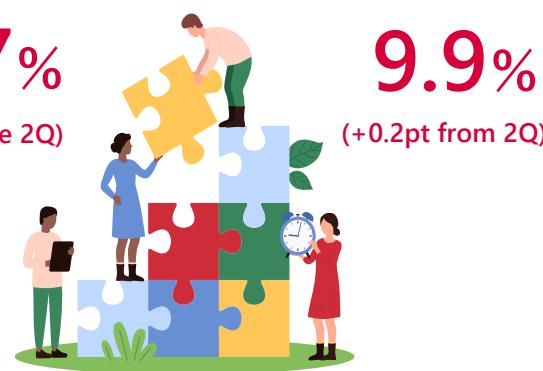
- Establish a field-centered, **All-Hands management style** that operates as a team based on team management and team/individual vision in DX field support, and pursue a challenging culture and employee happiness.
- The number of employees who hold Company stock is 65.7% of the total number of employees. 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<sup>\*1</sup>

**65.7%**

(-0.1pt from the 2Q)



Membership Ratio<sup>\*2</sup>

**9.9%**

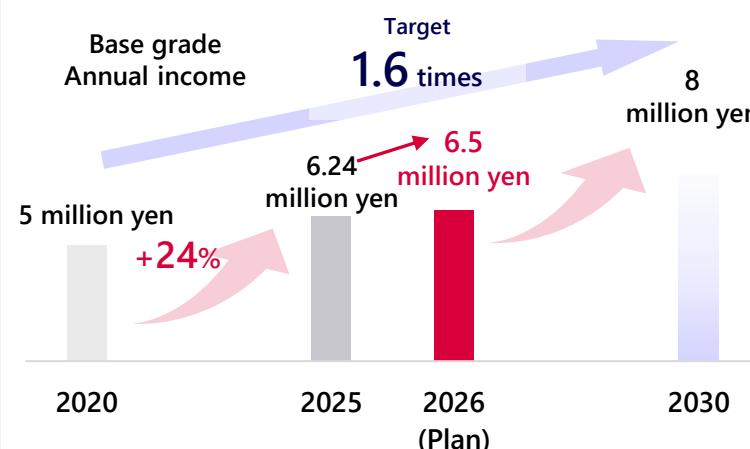
(+0.2pt from 2Q)

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.

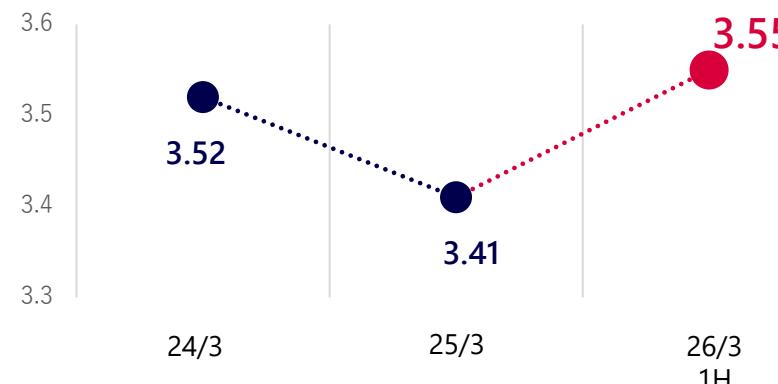
\*2 The percentage of the total number of issued shares equivalent to company stock, including the number of shares held by the Employee Stock Ownership Plan and the number of shares held by employees in physical form.

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

- Conducted "Members Quest," a workshop for all employees, to continuously improve employee engagement. Continued to strongly promote the reinforcement of mission/vision management.
- The number of employee actions leading to decarbonization reached **4,295**, far exceeding the target of 3,500 at the beginning of the period.

### Employee Engagement Score (FY2026 1H)

Engagement Score  
**3.55** / 5.00      YoY **+0.14**  
Target : YoY +0.1pt



### Decarbonization Action Score (3Q Cumulative)

**4,295**      from 2Q **+143**  
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 business transformation together with customers - DX Case Studies

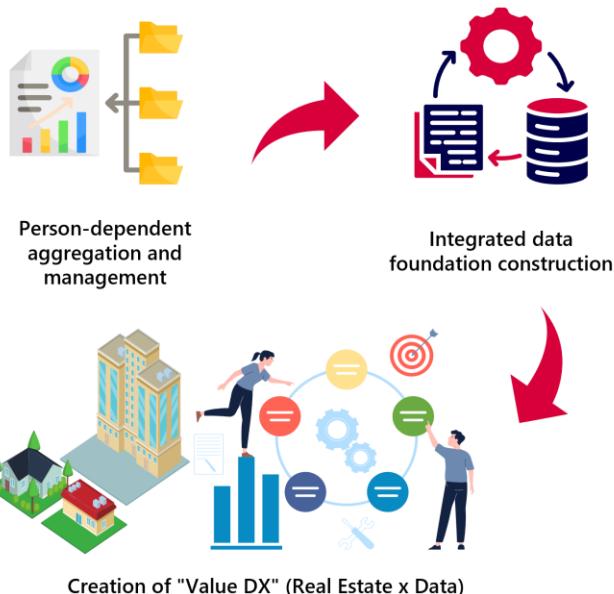
- Established an in-house operation system for data infrastructure through support from data utilization experts - Hankyu Hanshin Properties Corp.
- Supported PoC/PoB through in-house development of web applications using generative AI - NH Foods Ltd.

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



阪急阪神不動産

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



### Client Issues

- Data aggregation in each department became person-dependent, 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. In a state of "unable to master"
- Ordering from vendors on a case-by-case basis lacked a sense of speed, making flexible responses based on an understanding of the business structure difficult

### Support Content and Achievements

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

- Provided accompaniment support for in-house operational improvement and modification of existing databases and BI tools toward 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 foundation in approximately one year, realizing 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](#)

## Generate AI Utilization



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.

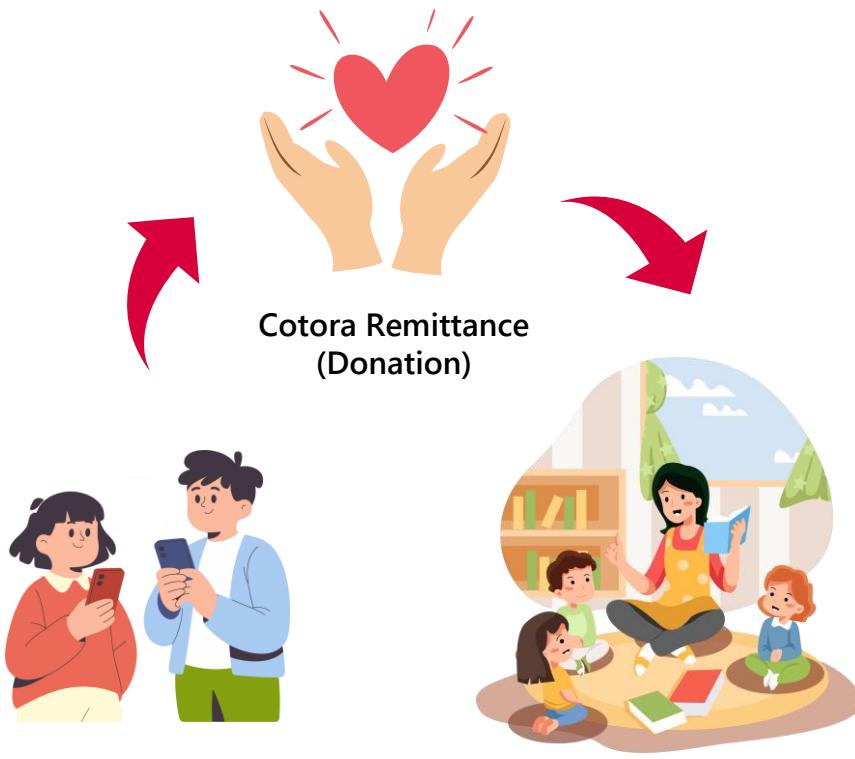


\*1 Experimental verification process before full-scale development to confirm whether a new technology or idea is actually feasible or whether it will have the expected effect

\*2 Process to verify the profitability and marketability of a business model; PoB report refers to consumer purchasing behavior data services, etc.

# Leading Social Change with Customers - CSV Case Studies (1)

SBI Shinsei Bank, Limited: Finance x Child Welfare Support "Cotora x Sustainability 2025" Project



**A new approach to value creation that captures the essence from the field and transforms daily actions into social and business value**

## Client Issues

- Promoting the use of Cotra Remittance to meet **transfer cost reduction** needs
- Balancing business with the creation of social impact aimed at solving child welfare issues

## Support Content and Achievements

In addition to social contribution results such as achieving the target donation amount of 2 million yen and reaching over 8,000 users, business results were simultaneously created with a 46% increase in traffic via email, establishing credibility as a company that "shows through action" through highly transparent information disclosure.

- Conducted direct interviews with support groups to verbalize "why we do it" based on the **reality of social issues**
- Created a **mechanism for users to easily support the project**, such as by placing a support button on the project introduction page
- Created email content to pique user interest not only in the social value of the project but also in the convenience of Cotra Remittance
- Emphasized the **brand as a bank that acts for society, not just finance**, through initiatives such as displaying orange ribbons during Child Abuse Prevention Month

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

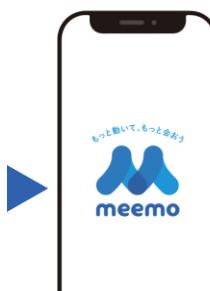
## OMRON SOCIAL SOLUTIONS CORPORATION Ridesharing Service – meemo



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



住民  
“利用者”



住民  
“ドライバー”



#### 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

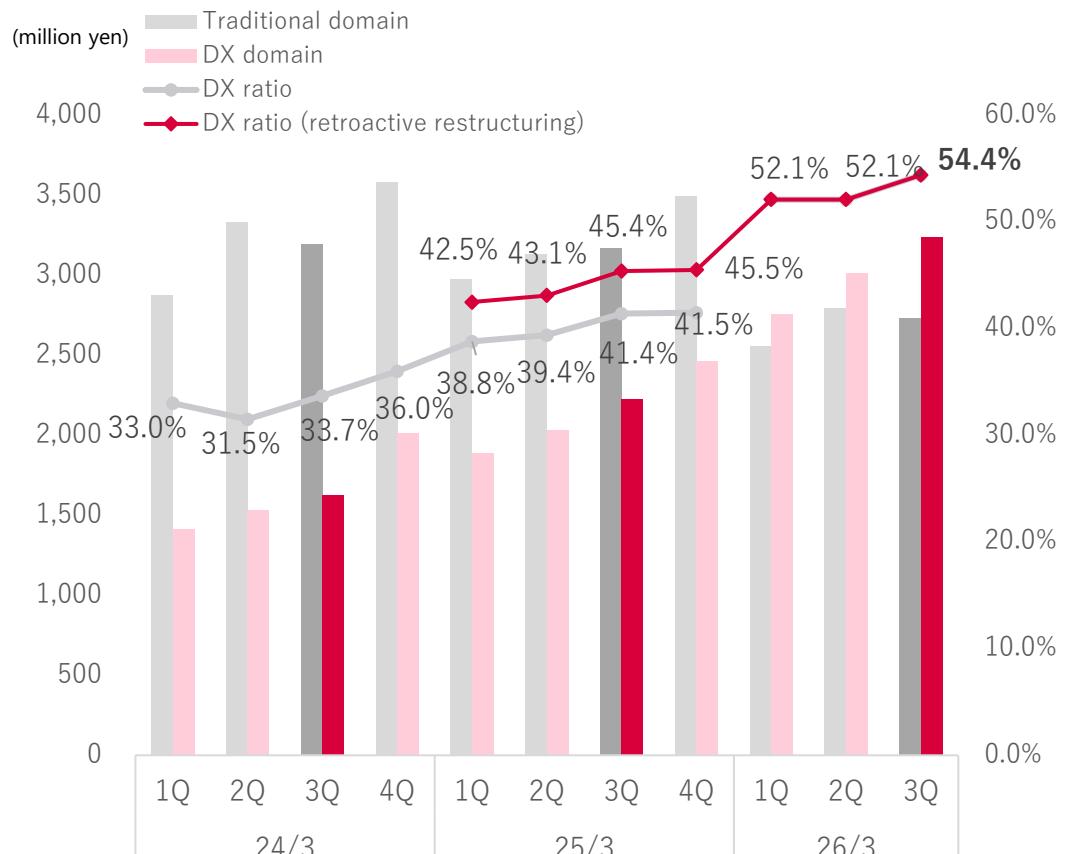
- User-centered, designing services that are easy to use for the target users, the elderly.
- Agile development to flexibly respond to the rapidly changing market.
- Support not only in the area of product development, but also in service planning and demonstration test design.
- Matching rate of 92% in September 2025 in City A, where the service was introduced.

# Performance Targets / Shareholder Returns

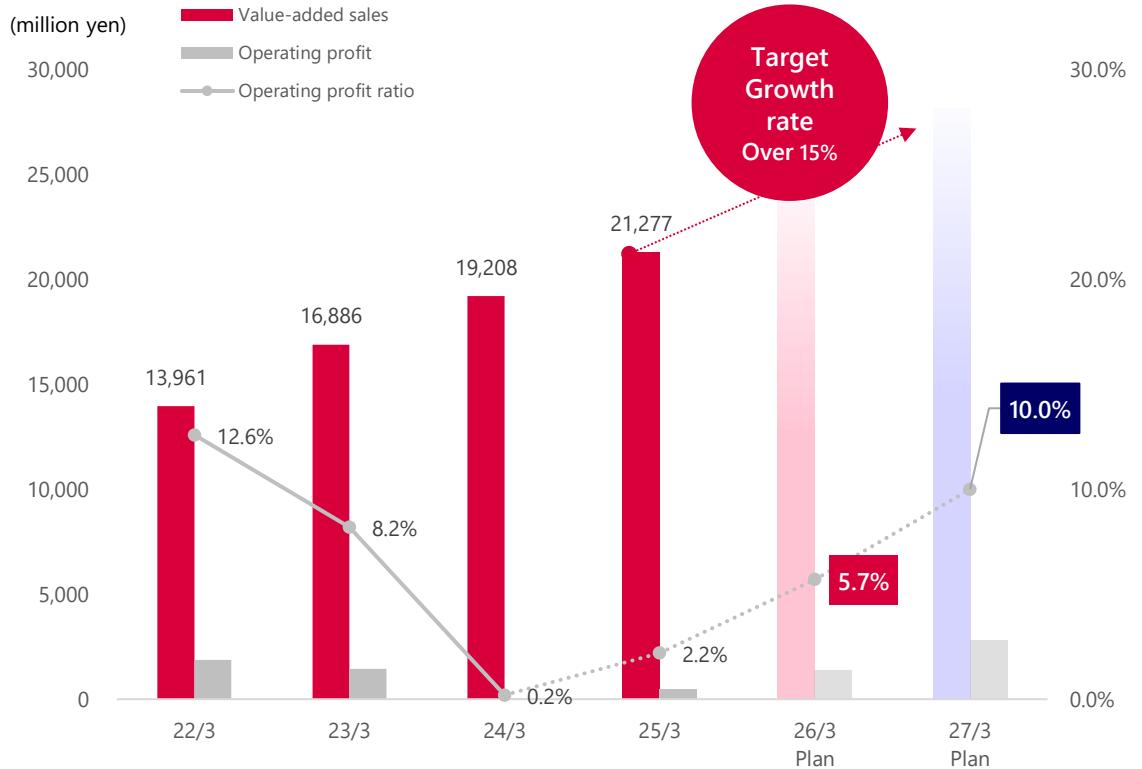
# Accelerate shift to DX field support position - Performance Targets

- DX sales ratio target of 55.0% for this fiscal year, 54.4% for 3Q alone (+9.0pt YoY). Boldly accelerate the shift to DX field support positions, aiming to establish a high-growth business with a value-added sales growth rate of over 15%.
- Recovery of profitability is progressing well. The feasibility of high profitability recovery ( operating profit ratio target of 10% in FY27/3 ) in the next fiscal year and beyond will increase, and the operating profit for the fiscal year ending March 31, 2027 is planned to exceed 2.5 to 3.0 billion yen, which is expected to be a new record high.

DX ratio and value-added sales (by domain)



Value-added sales/Operating profit (25/3 Non-Consolidated only)



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.

# FY2026 Policy/Performance Targets

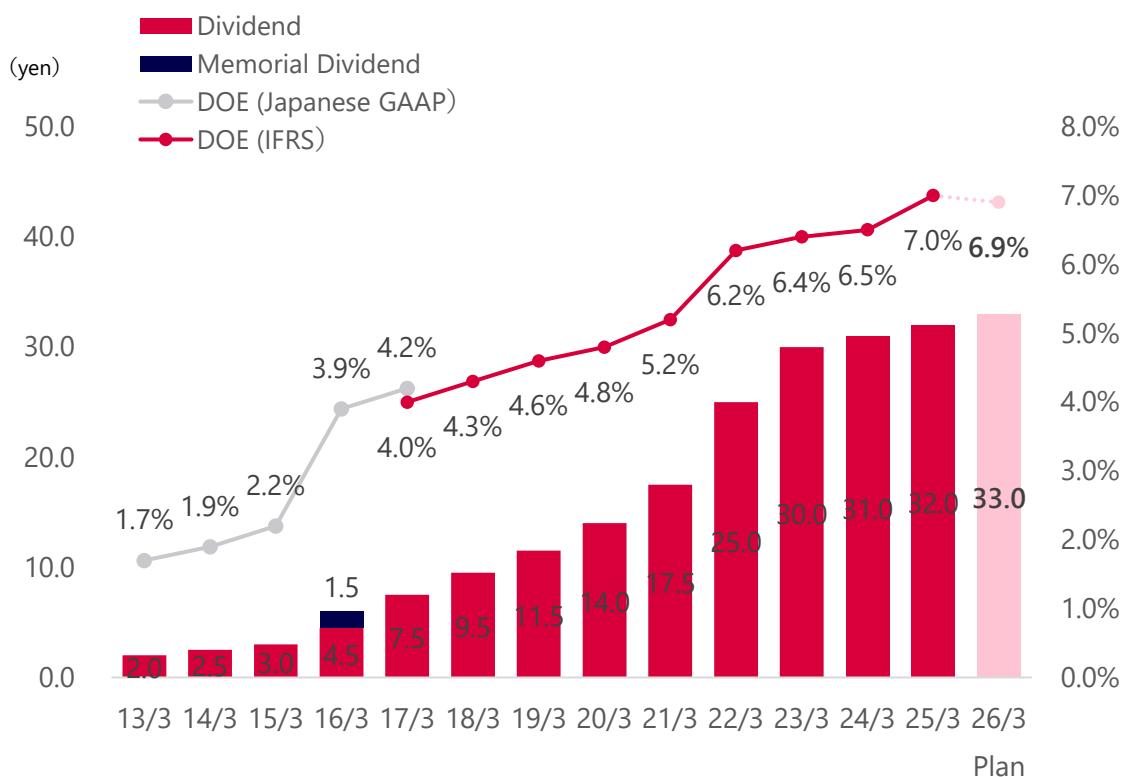
- Progress toward the 2H Cumulative Forecast as of the end of 3Q is progressing steadily, with value-added sales at 72.1% and operating profit at 53.7%.
- The operating profit ratio target for FY2026 is **5.7%**, and a significant profit growth of +900 million yen YoY is expected.
- We will strengthen investments aimed at achieving the current fiscal year's plan and high growth in the next fiscal year. We aim to further accelerate the transformation to the DX domain.

(unit: million yen)	FY2025			FY2026			
	Result			Result	Forecast		
	4Q (Non-Consolidated)	At year end (Non-Consolidated)	YoY Percentage change	3Q Cumulative (Non-Consolidated)	at year end (Consolidated)	YoY Percentage change	Rate of Achievement
Revenue	6,307	22,329	9.1%	17,648	24,400	9.3%	72.3%
Value-added sales	5,936	21,277	10.8%	17,036	23,620	11.0%	72.1%
Operating profit	632	493	1082.0%	752	1,400	183.9%	53.7%
Operating profit ratio	10.0%	2.2%	-	4.3%	5.7%	-	-

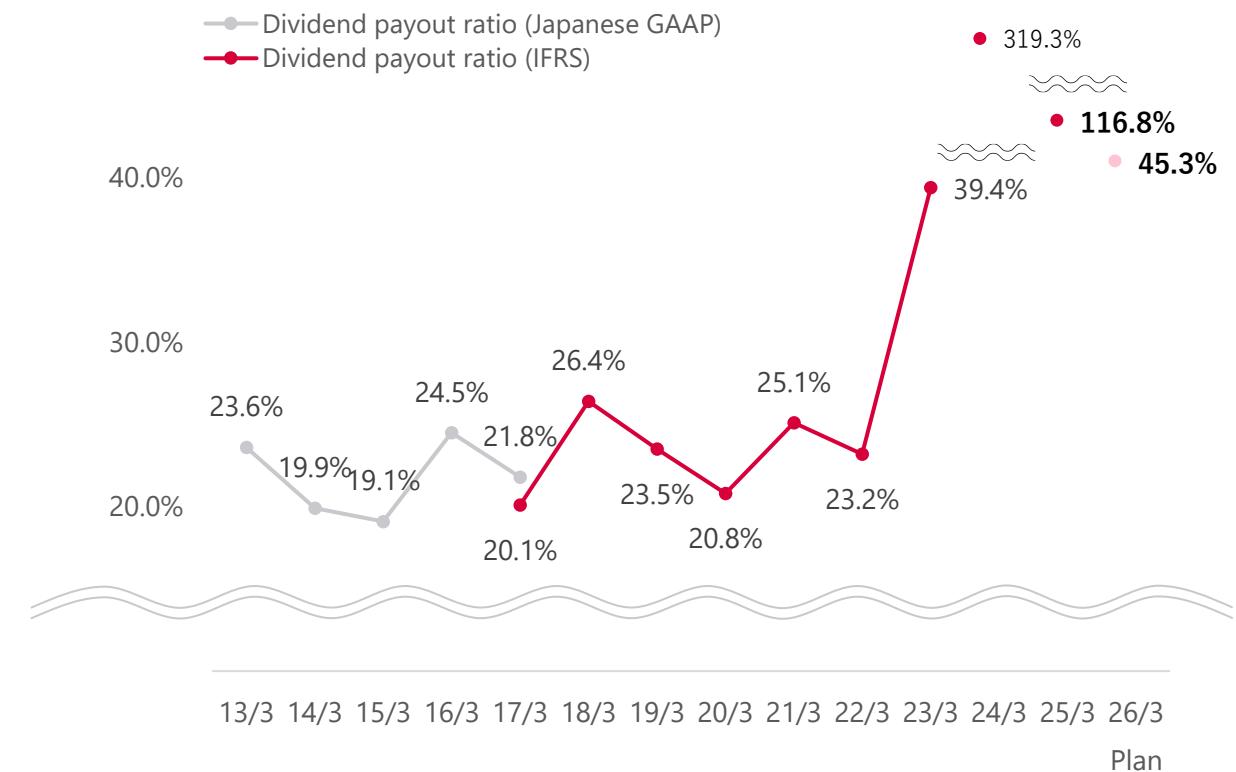
# Shareholder Return

- 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.

### 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.

### 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.

### 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	<p>Headquarters (Tokyo)            Harumi Island Triton Square Office Tower X 37F (Reception on 35F) 1-8-10            Harumi, Chuo-ku, Tokyo 104-6037</p> <ul style="list-style-type: none"> <li>• Headquarters (Tokyo)</li> <li>• Sapporo Office</li> <li>• Web Garden Sendai</li> <li>• Kanda Office</li> <li>• Musashikosugi Office</li> <li>• Nagoya Office</li> <li>• Sabae Office</li> <li>• Osaka Office</li> <li>• Web Garden Kobe</li> <li>• Web Garden Kitakyushu</li> <li>• Fukuoka Office</li> </ul>
Date of establishment	June 26, 1995
Consolidated capital	1,059 million yen (as of the end of December 2025) (IFRS)
No. of employees	2,882 (as of the end of December 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.**



Joined Japan Climate Leaders' Partnership in October, 2020.



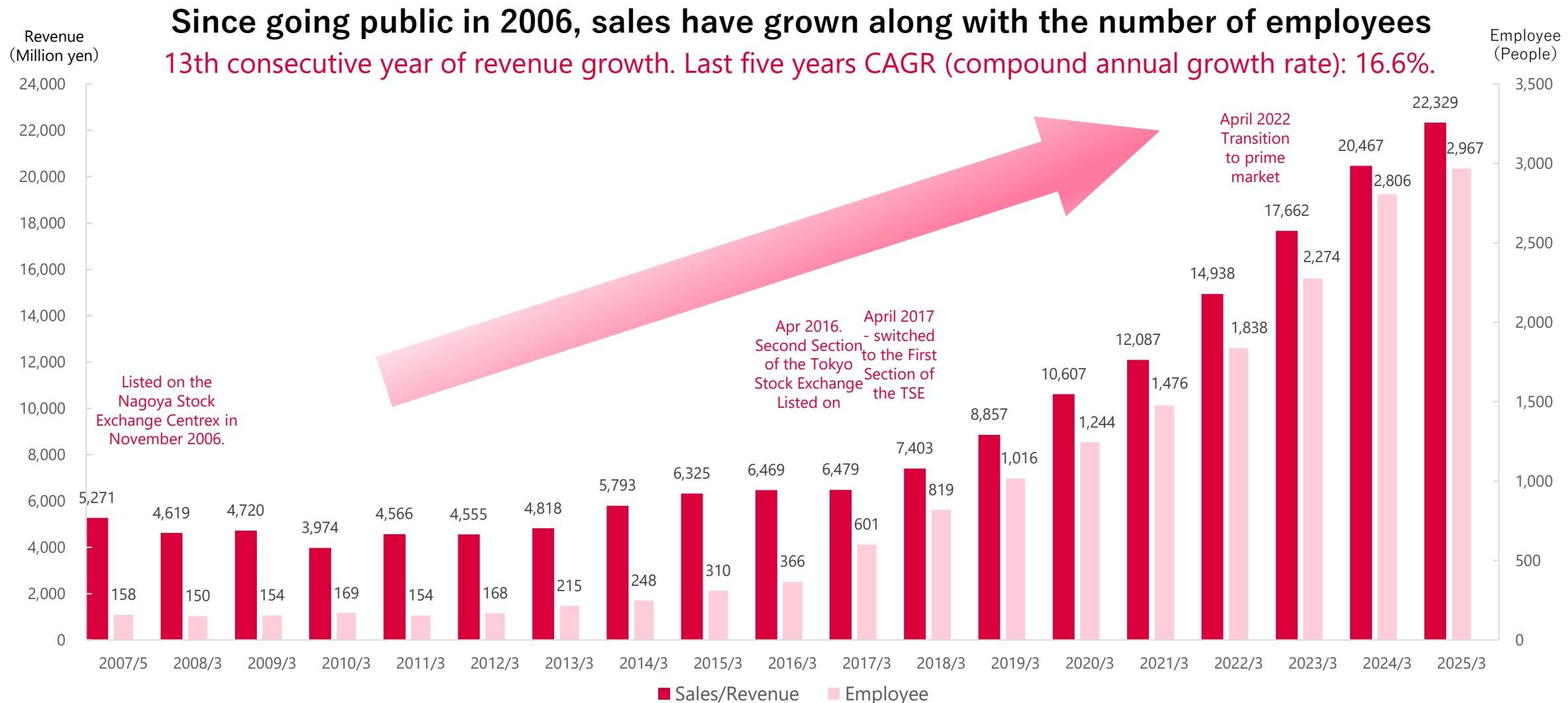
Continuation of 100% renewable energy from FY2020 onward



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



# Sales/revenue and number of employees



FY2008 only covers the 10-month period from 1 June 2007 to 31 March 2008 due to a change in the financial year end.

Consolidated financial statements are prepared in accordance with IFRS from the fiscal year ended March 2018; figures up to the fiscal year ended March 2016 are based on Japanese GAAP, retrospectively for the fiscal year ended March 2017 and on IFRS basis for figures after that date.

## Disclaimer

Forward-looking statements such as business plans and earnings forecasts contained in this document are based on information available to us at this time that we believe to be reasonable. These forward-looking statements are subject to various uncertainties, including market conditions and political and economic conditions, and may differ from actual results.

This material is not intended as a solicitation to buy or sell our stock or otherwise invest in our company. Investors are advised to make their own decisions and to do so at their own risk.

# Cautionary Statement

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

For IR inquiries

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



**In DX domain support.**

**Leading social change together with customers**

**Members Co.,Ltd.**