



ID Holdings Corporation  
April 1, 2024 – March 31, 2025  
Financial Results Presentations

President, Representative Director  
and Group CEO  
Masaki Funakoshi

TSE Prime Market  
Code

4709

Our website can be  
accessed from the  
QR Code.



May 20, 2025

# Preface: The ID Group's Business Areas

Financial institutions, public services (energy), manufacturing, transportation/traffic, information and communication, medical care...  
We develop and protect the IT behind the institutions and services that are essential to our daily lives.

Change or Die!



1

# Performance Overview for FY2024

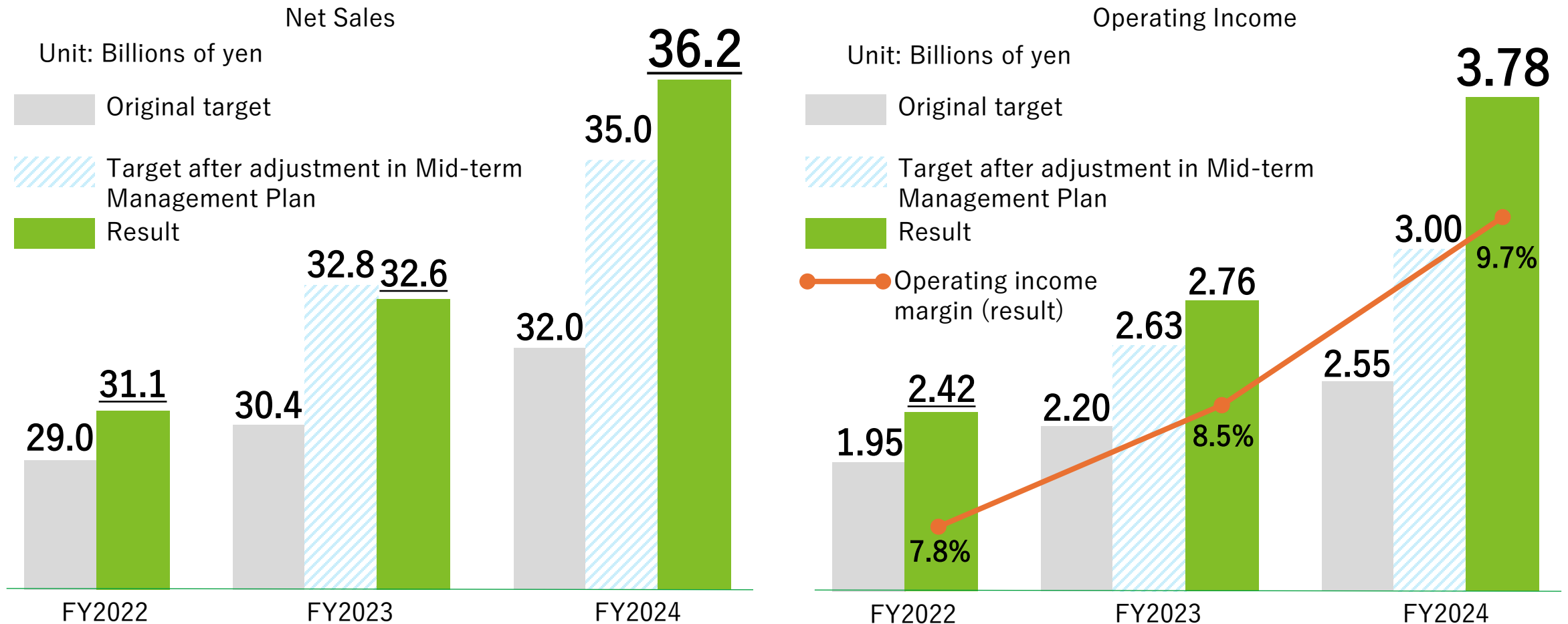
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Mid-term Management Plan  
Next 50 Episode III: Jump!!!

Sales in DX-related businesses were favorable. Against a background of a policy of price adjustment, results in **net sales and operating income were well above targets.**

Note: In the Mid-term Management Plan disclosed on April 28, 2023:

- 1) The targets for FY2023 were adjusted to ¥32.8 billion for net sales and ¥2.63 billion for operating income.
- 2) The targets for FY2024 were adjusted to ¥35 billion for net sales and ¥3 billion for operating income.



■ The four basic strategies were firmly implemented and return to stakeholders was achieved.

## IT Service Strategy

- Against a background of growth in advanced system management and IT infrastructure, **targets for both net sales and operating income were met and exceeded.**
- **Share of DX-related net sales** as a proportion of overall net sales improved to **64.2%, achieving the target of 60% or more.**



## Human Resource Strategy

- Efforts on qualifications were fruitful. **The rate of qualification as DX engineers reached over 75%** of employees.
- Even amid a chronic shortage of personnel, by strengthening partnerships, the ID Group increased the number of business partners (BPs) as a proportion of all employees.



- The Group used Sanin Business Process Outsourcing Center, overhauled in-house systems and shifted human resources from administrative to operating divisions. Against this background, **selling, general and administrative (SG&A) expenses ratio were reduced.**



Reference: SG&A expenses ratio in FY2024  
Target: 13.9% or less      Result: **13.4%**

## New Normal Strategy



- Head-office electricity was switched to sustainable energy, achieving 100% elimination of CO<sub>2</sub> emissions.
- Employees' awareness of environmental issues was kindled through voluntary participation in exercises such as beach cleaning.

## SDGs Strategy

Employees

Target of 5% increase in annual salary **achieved!**  
(+15.4%)

BPs

Target of 5% increase in unit prices **achieved!**

Shareholders

Dividend per share  
¥40 ⇒ **¥70**  
(FY2021)      (FY2024 forecasted)

**Net Sales**    **¥36,274 million** (+11.0% YOY)



- ⊕ All services, paced by IT infrastructure, posted solid growth trends, as the Group revised order acceptance prices and strategically committed management resources to the highly profitable fields of advanced system management and IT infrastructure.

**Operating Income**    **¥3,780 million** (+36.5% YOY)

**Operating Income Margin**    **10.4%** (+1.9P YOY)



- ⊖ Returns to employees increased, as did expenses for strategic investment in personnel training and retention.
- ⊕ High-margin DX-related business expanded.

# Financial Results (Consolidated)

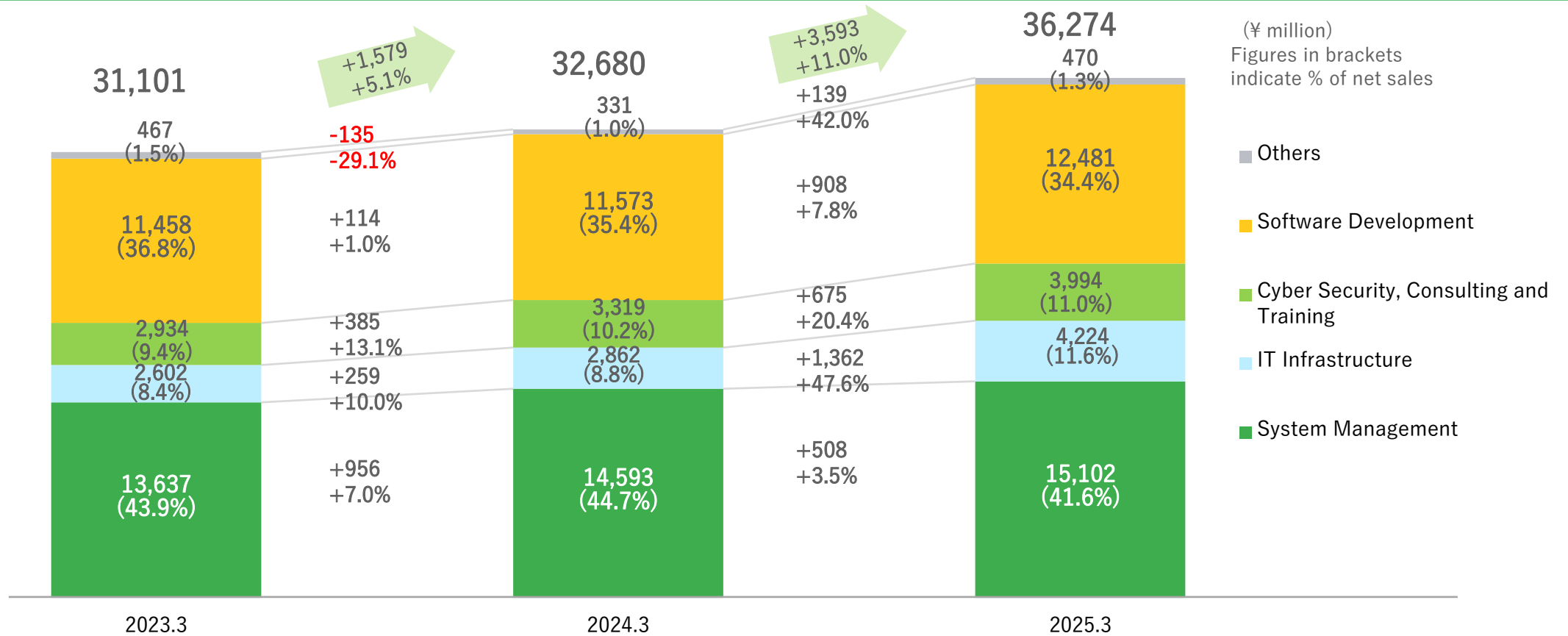
(¥ million)	2024.3		2025.3		2025.3	
	Results	(% of net sales)	Results	(% of net sales)	Diff.	YoY
Net sales	32,680	-	<b>36,274</b>	-	3,593	+11.0%
Cost of sales	25,527	78.1%	<b>27,616</b>	<b>76.1%</b>	2,088	+8.2%
Gross profit	7,153	21.9%	<b>8,658</b>	<b>23.9%</b>	1,504	+21.0%
SG&A expenses	4,384	13.4%	<b>4,877</b>	<b>13.4%</b>	493	+11.2%
EBITDA <sup>1</sup>	3,421	10.5%	<b>4,390</b>	<b>12.1%</b>	969	+28.3%
Operating income	2,769	8.5%	<b>3,780</b>	<b>10.4%</b>	1,011	+36.5%
Ordinary income	2,860	8.8%	<b>3,862</b>	<b>10.6%</b>	1,001	+35.0%
Net income attributable to owners of parent	1,777	5.4%	<b>2,389</b>	<b>6.6%</b>	612	+34.5%
Earnings per share (EPS) (¥)	106.42	-	<b>142.54</b>	-	36.12	-
EPS before amortization of goodwill <sup>2</sup> (¥)	133.04	-	<b>165.43</b>	-	32.39	-

Note:

1. EBITDA = Operating income + Depreciation + Amortization of goodwill

2. EPS before amortization of goodwill = (Net income attributable to owners of parent + Amortization of goodwill) ÷ Interim average number of shares

# Net Sales by Service



(¥ million)  
 Figures in brackets indicate % of net sales

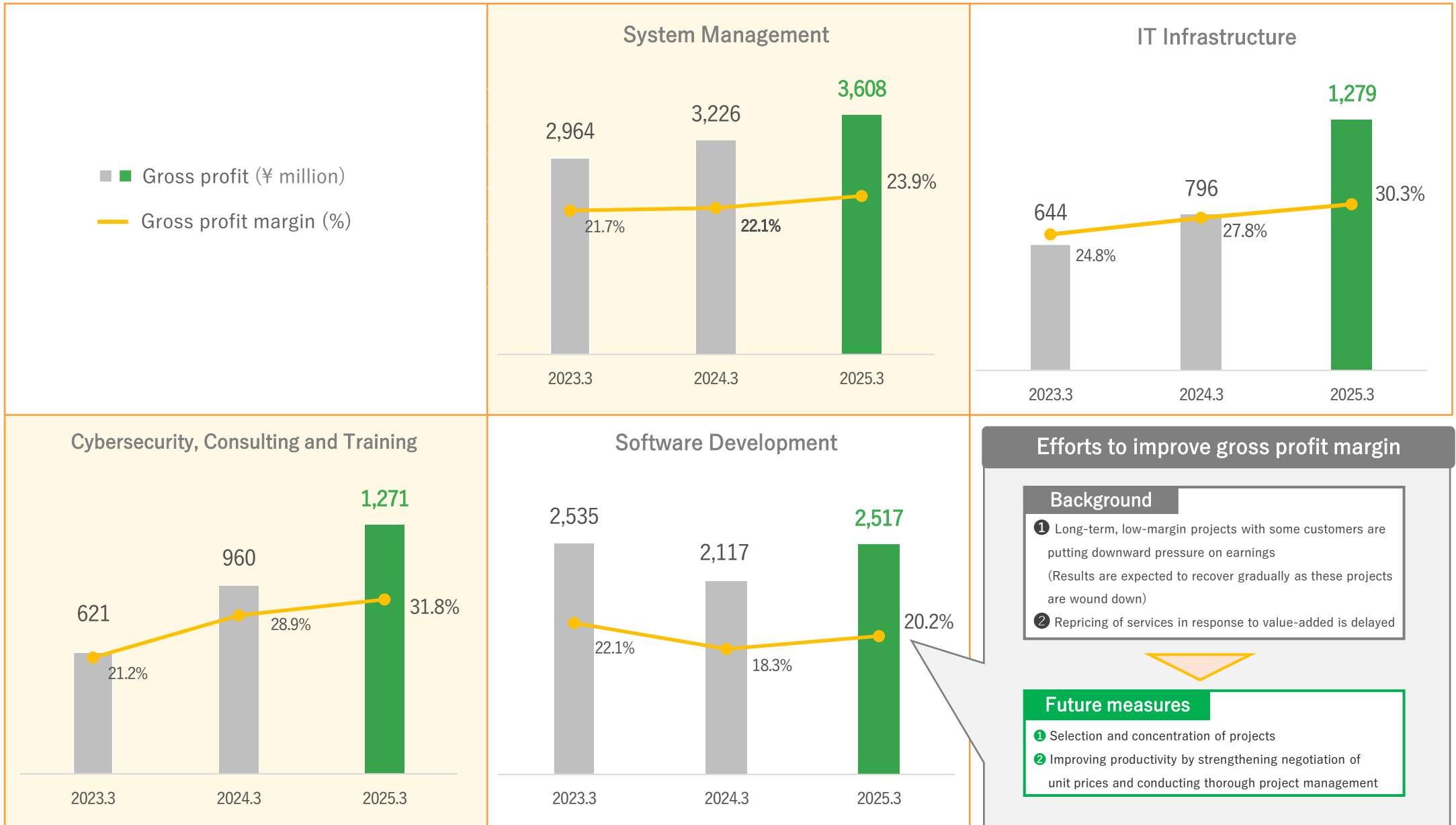
- Others
- Software Development
- Cyber Security, Consulting and Training
- IT Infrastructure
- System Management

**Key points of net sales by service**

- System Management**
  - ⊕ Expansion of order acceptance and securing of new projects, including projects related to relocation of data centers for customers in finance and major IT vendors
  - ⊕ Revision of unit prices to reflect increases in labor and outsourcing expenses
- IT Infrastructure**
  - ⊕ Order acceptance for cloud-computing projects from customers related to finance, the public sector and transportation
  - ⊕ Expansion of transactions with major IT vendors
- Cyber Security, Consulting and Training**
  - ⊕ Expansion of order acceptance in cybersecurity and consulting
- Software Development**
  - ⊕ Expansion of order acceptance from customers in the public sector and finance
  - ⊕ Expansion of transactions due to strengthened sales efforts to major IT vendors



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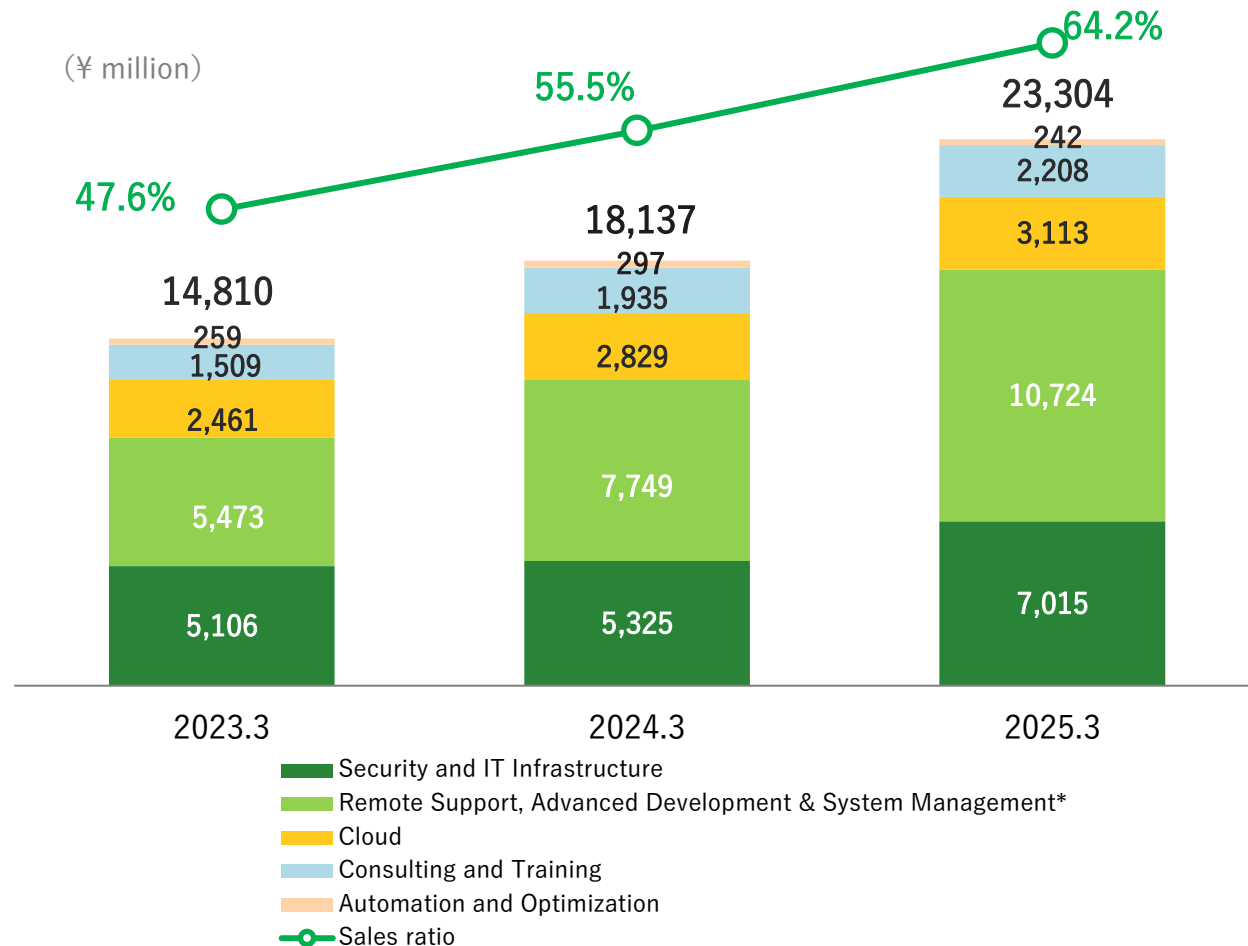


# Net Sales of DX-related Business

## DX-related business

Promoting customer's DX by combining existing IT services with cutting-edge technologies such as cloud and AI.

### DX-related sales & sales ratio



✓ Expansion focused on advanced system management, remote support, security and IT infrastructure

【 Gross profit margin 】

**26.1%** (+1.4P YOY)

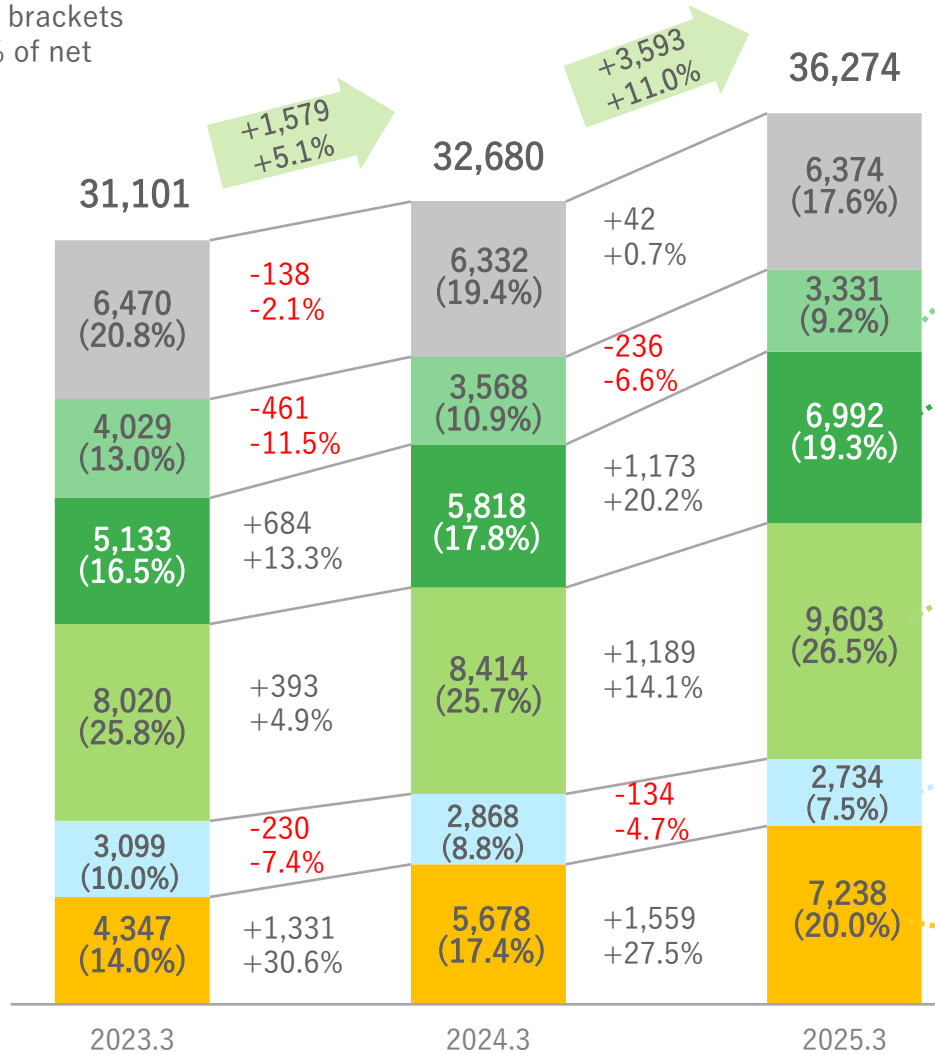
About **5** points higher than non-DX-related business

\*"Advanced System Management" has been added from the beginning of FY2023.

# Net Sales by Strategic Alliances

Transactions with major, high-value customers that are actively investing in IT account for over **80%** of net sales.

(¥ million)  
Figures in brackets indicate % of net sales



**Strategic Partners**

- ⊖ Withdrawal from some projects in software development, etc.
- ⊖ Conclusion of some projects in IT infrastructure

**Major Customers (Non-Finance)**

- ⊕ Expansion of transactions with clients related to the public sector, manufacturing and broadcasting, with focus on software development

**Major Customers (Finance)**

- ⊕ Expansion of transactions in software development and IT infrastructure
- ⊕ Acceptance of orders for new projects in system management, etc.

**Hitachi Group**

- ⊖ Withdrawal from some projects in software development, etc.

**IBM Group**

- ⊕ Expansion of transactions in software development
- ⊕ Acceptance of orders for new projects in system management and IT infrastructure, etc.

Reference:

	Kyndryl Japan	MI Digital Services	IBM Japan
2025.3	3,502 (9.7%)	1,878 (5.2%)	1,857 (5.1%)

■ IBM Group   
 ■ Hitachi Group   
 ■ Major Customers (Finance)   
 ■ Major Customers (Non-Finance)   
 ■ Strategic Partners   
 ■ Others

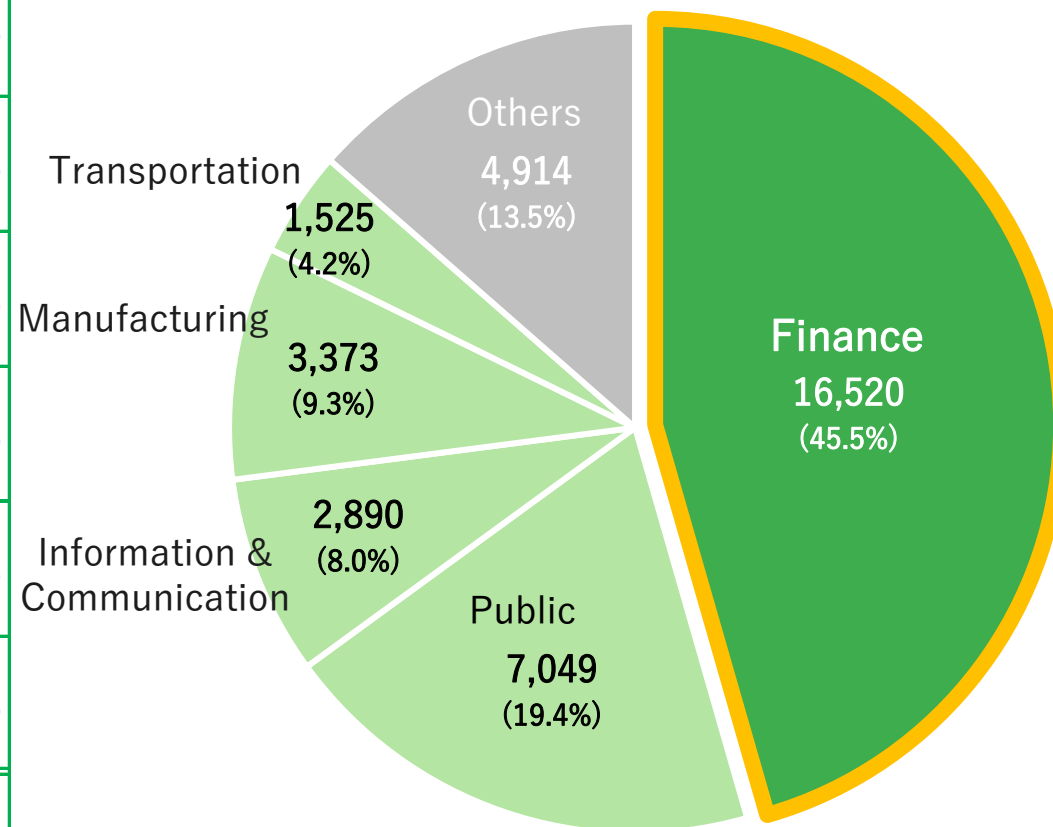
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# Net Sales Composition by End-user Industry

Transactions with the financial sector account for about **50%** of net sales.

(¥ million)	2025.3	(% of net sales)	YoY	
Finance	16,520	45.5%	+1,833	+12.5%
Public	7,049	19.4%	+963	+15.8%
Information & Communication	2,890	8.0%	-563	-16.3%
Manufacturing	3,373	9.3%	+329	+10.8%
Transportation	1,525	4.2%	-109	-6.7%
Others*	4,914	13.5%	+1,139	+30.2%
<b>Total</b>	<b>36,274</b>	<b>100.0%</b>	<b>+3,593</b>	<b>+11.0%</b>

(¥ million)  
 Figures in brackets indicate % of net sales



\*"Media", "Healthcare", "Construction, Real estate", "Wholesale, Retail, Restaurants", etc.

Note: Accounting categories may be changed according to status of corporate clients. (Net sales in the previous fiscal year are calculated based on categories after the change.)

# Operating Income Analysis (YoY)

	2024.3	2025.3		Main Reasons in Changes
(¥ million)	Results	Results	Diff.	
Gross profit	7,153	8,658	+1,504	<ul style="list-style-type: none"> <li>• Increase in net sales +3,593</li> <li>• Increase in cost of sales +2,088</li> <li>-Subcontract expenses +1,579</li> <li>-Labor cost +299</li> <li>-Purchases +157</li> <li>-Expenses +47</li> </ul>
SG&A expenses	4,384	4,877	+493	<ul style="list-style-type: none"> <li>• Increase in personnel cost +276</li> <li>-Advancing returns to employees</li> <li>• Increase in other expenses +217</li> <li>-Increase in strategic investment expenses to train and secure personnel</li> <li style="text-align: right;">etc.</li> </ul>
<b>Operating income</b>	2,769	3,780	+1,011	

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# Net Income Attributable to Owners of Parent Analysis (YoY)

	2024.3	2025.3		Main Reasons in Changes
(¥ million)	Results	Results	Diff.	
Ordinary income	2,860	3,862	+1,001	<ul style="list-style-type: none"> <li>• Increase in operating income +1,011</li> <li>• Increase in non-operating income +9</li> <li>• Increase in non-operating expenses +19</li> </ul>
Extraordinary income	73	2	-71	<ul style="list-style-type: none"> <li>• Decrease in reaction to gain on sales of investment securities in the previous fiscal year -70</li> <li>• Gain on sales of non-current assets +2</li> </ul>
Extraordinary losses	30	26	-3	
Total income taxes	1,126	1,447	+320	
<b>Net income attributable to owners of parent</b>	<b>1,777</b>	<b>2,389</b>	<b>+612</b>	

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(¥ million)

Main Factors	
• Investment securities increased	+2,206
• Accounts receivable –trade increased	+872
• Decrease due to amortization of goodwill	-383
• Cash and deposits decreased	-237

2024.3	
Assets	20,061
Liabilities	8,050
Net assets	12,010

2025.3	
Assets	22,490
Liabilities	8,874
Net assets	13,615

Main Factors	
• Contract liabilities increased	+561
• Income taxes payable increased	+498
• Provision for bonuses increased	+285
• Interest-bearing debt decreased	-601

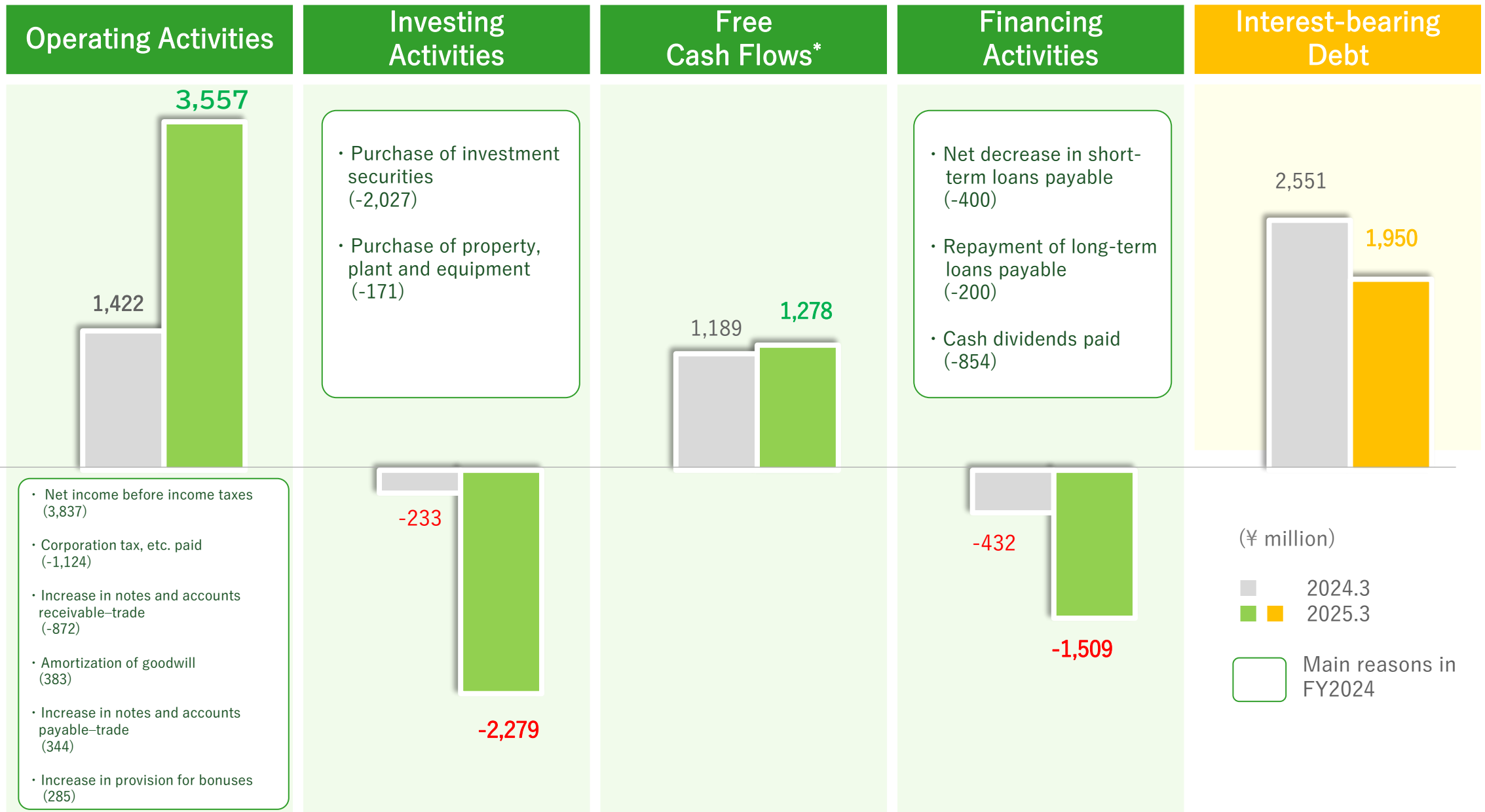
Equity Ratio  
**60.3%**

Current Ratio  
**180.2%**

Goodwill  
**475 million**

# Cash Flows and Interest-bearing Debt

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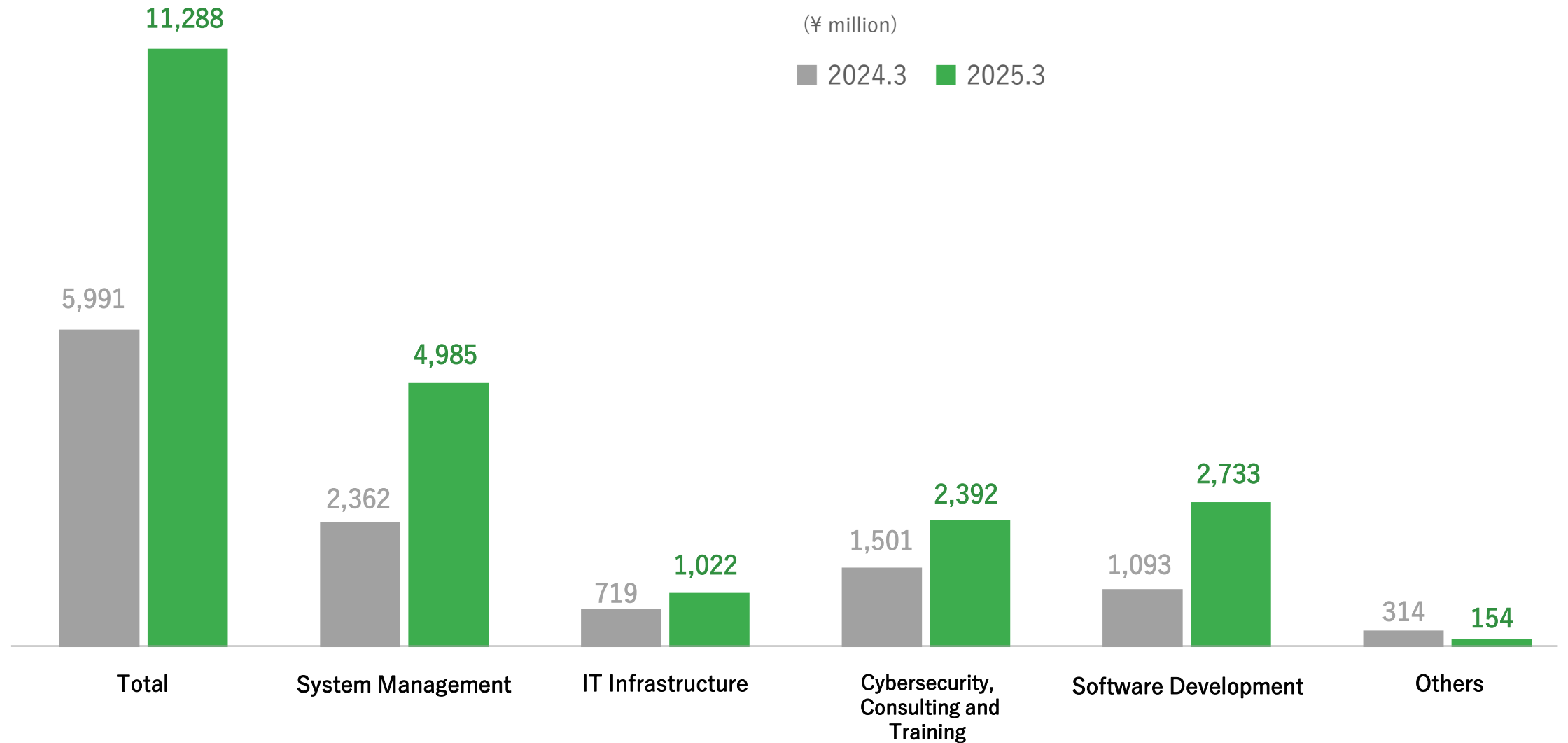
(¥ million)

2024.3  
 2025.3

Main reasons in FY2024

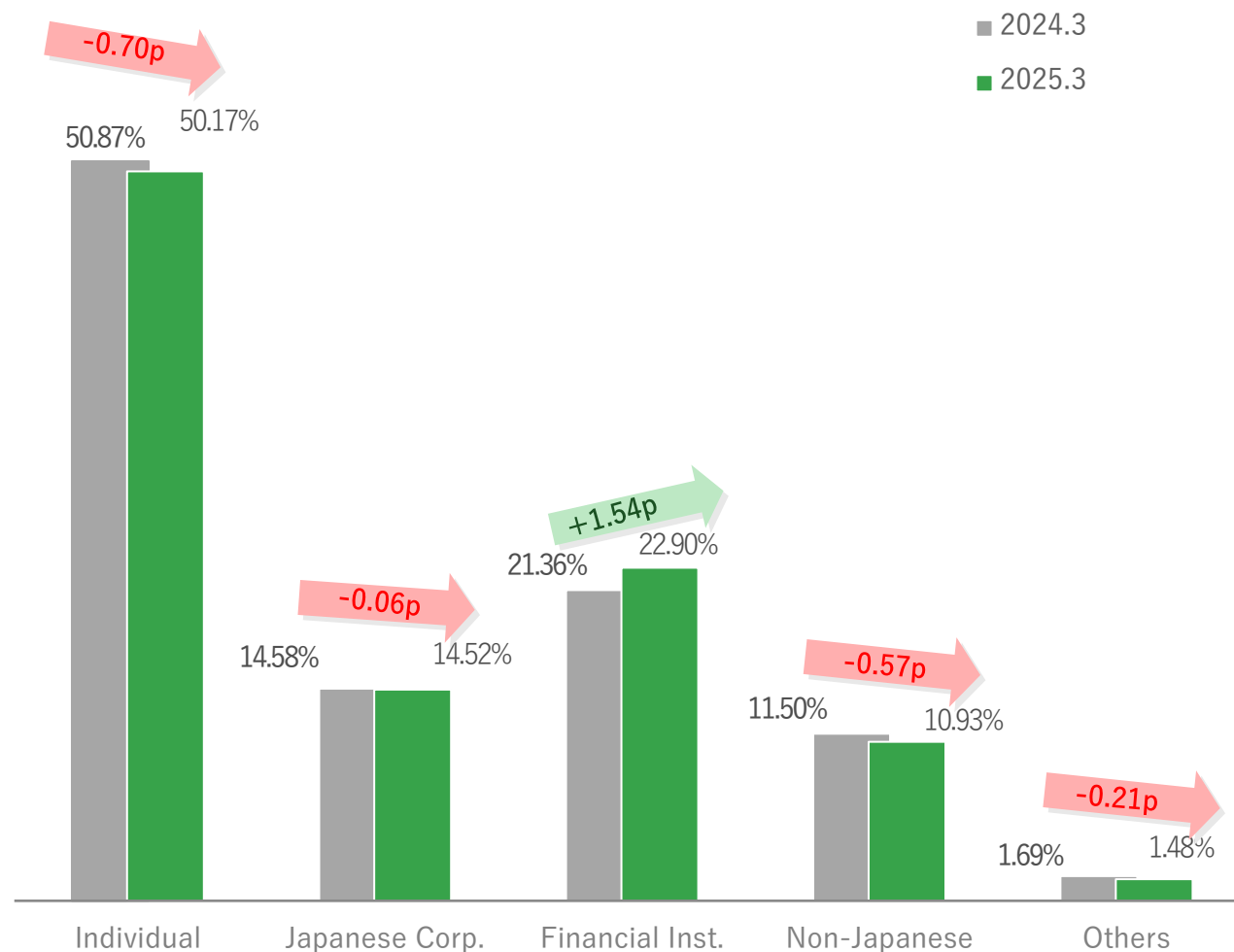


# Order Backlog by Service (Cumulative)



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## Shareholding by investor type



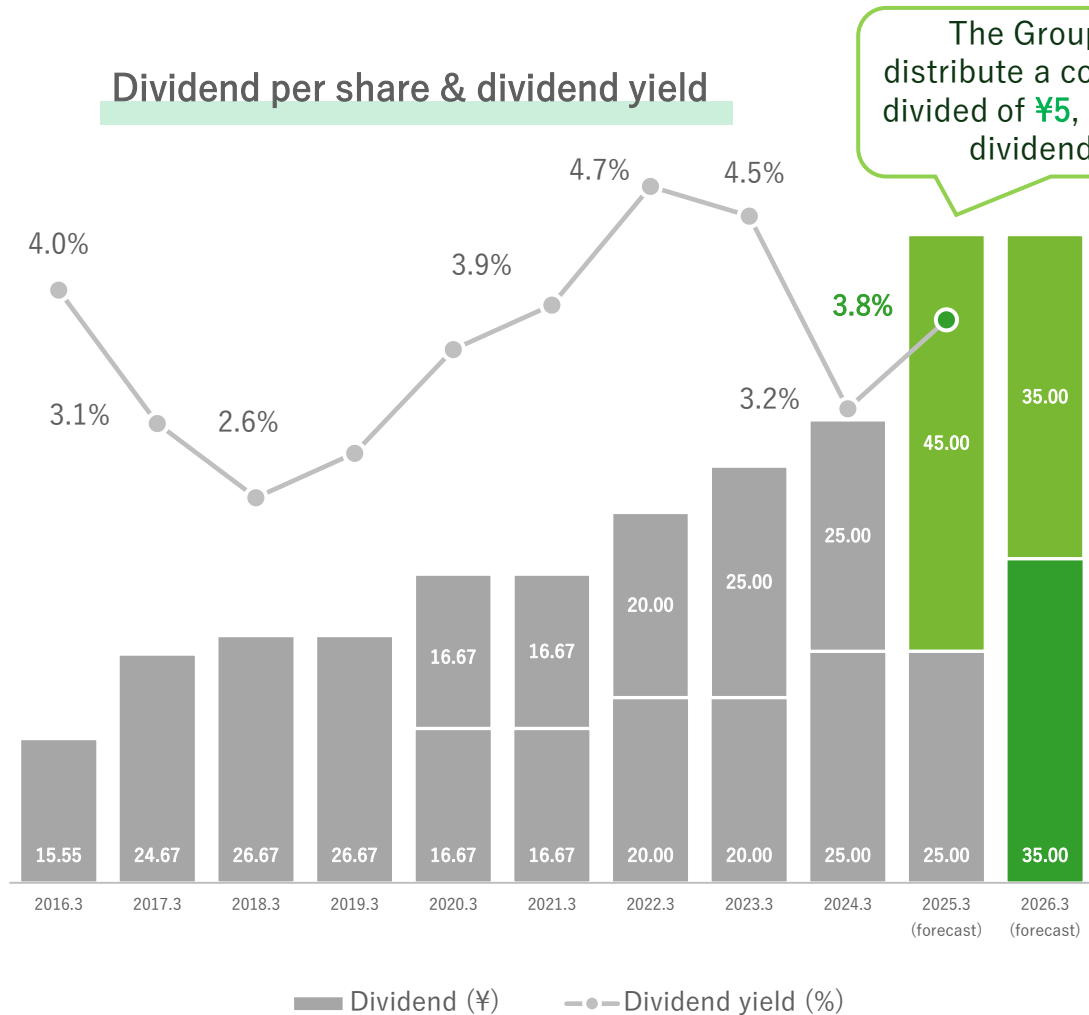
## Major shareholders

- ✓ No. of shareholders: 7,223  
(+590 since March 31, 2024)
- ✓ No. of shareholders with voting rights: 5,758  
(+370 since March 31, 2024)
- ✓ Treasury stocks (23 thousand shares) are not included when calculating the ratio of shareholdings.

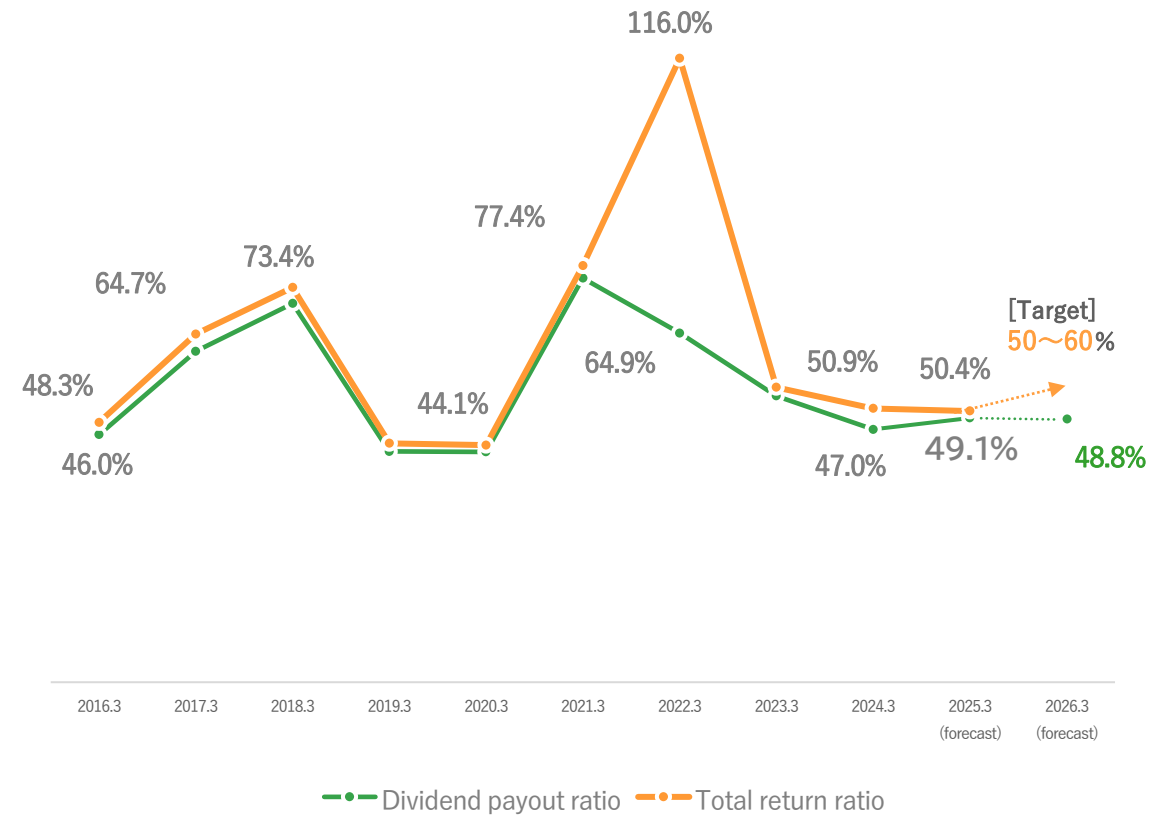
	Major shareholders	% of total shares
1	The Master Trust Bank of Japan, Ltd. (Trust Account)	11.74%
2	A.K.Corporation	9.10%
3	PERSHING-DIV. OF DLJ SECS. CORP.	6.88%
4	ID Employee Ownership Account	5.13%
5	Custody Bank of Japan, Ltd. (Trust Account)	3.58%
6	Mizuho Trust & Banking Co., Ltd.	3.25%
7	TDC SOFT Inc.	2.47%
8	Custody Bank of Japan, Ltd. (Trust Account E)	2.40%
9	Akemi Funakoshi	1.72%
10	Kaori Marubayashi	1.56%

The Group expects to increase the year-end dividend for FY2024 by **¥15**. Successive increases in dividends have increased dividends by **a factor of 4.5** over the past 10 years!

### Dividend per share & dividend yield

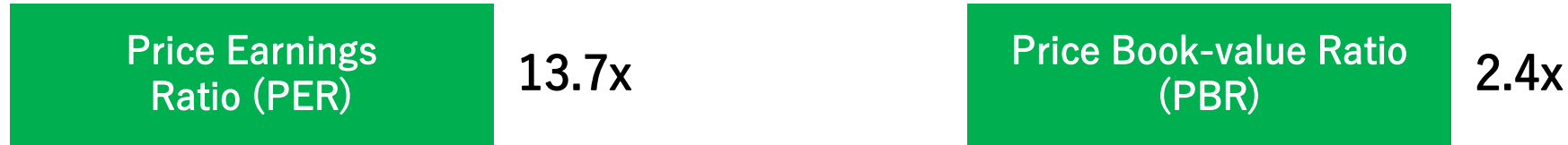


### Dividend payout ratio & total return ratio

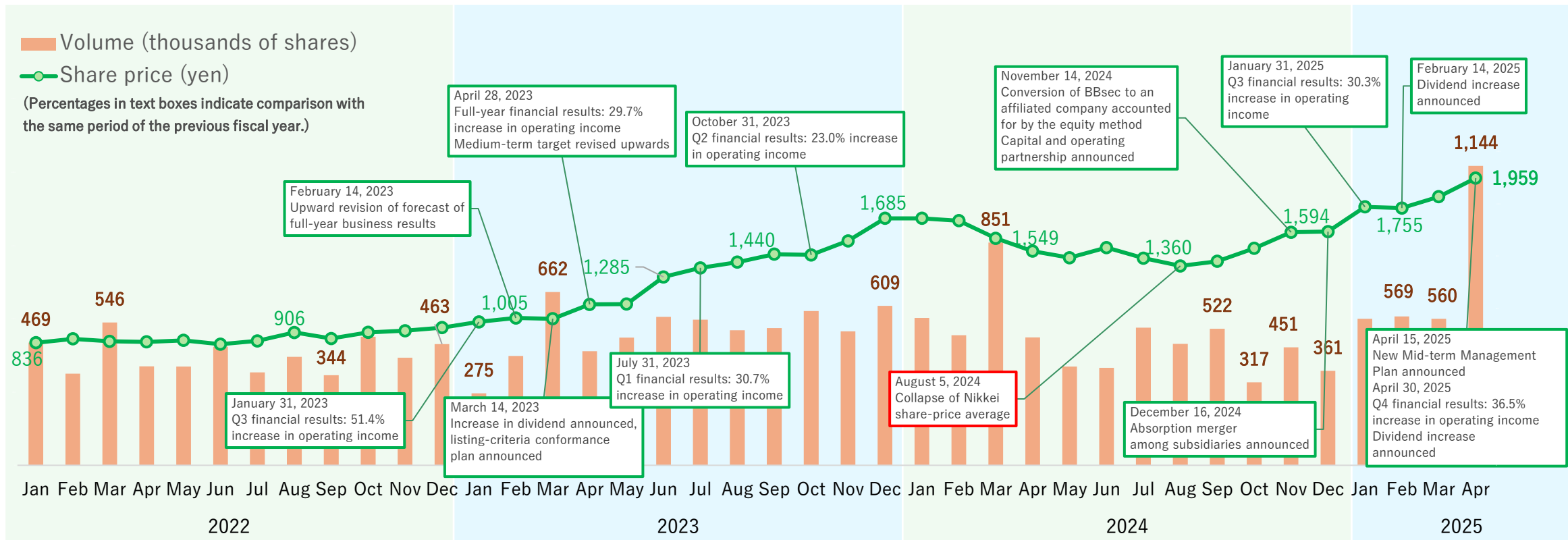


※Total return ratio = (Total dividends + Amount of purchase of treasury stock) ÷ Net income attributable to owners of parent

## Indicators related to share price<sup>1</sup> (as of April 30, 2025)



## Trends in share price and volume<sup>2</sup>



<sup>1</sup> PER and PBR are calculated based on net income per share as of March 2025, net assets per share as of March 2025 and the closing share price on April 30, 2025.

<sup>2</sup> Volume is a monthly cumulative figure. Share price is the closing price on the last day of each month.

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1

Performance Overview for FY2024

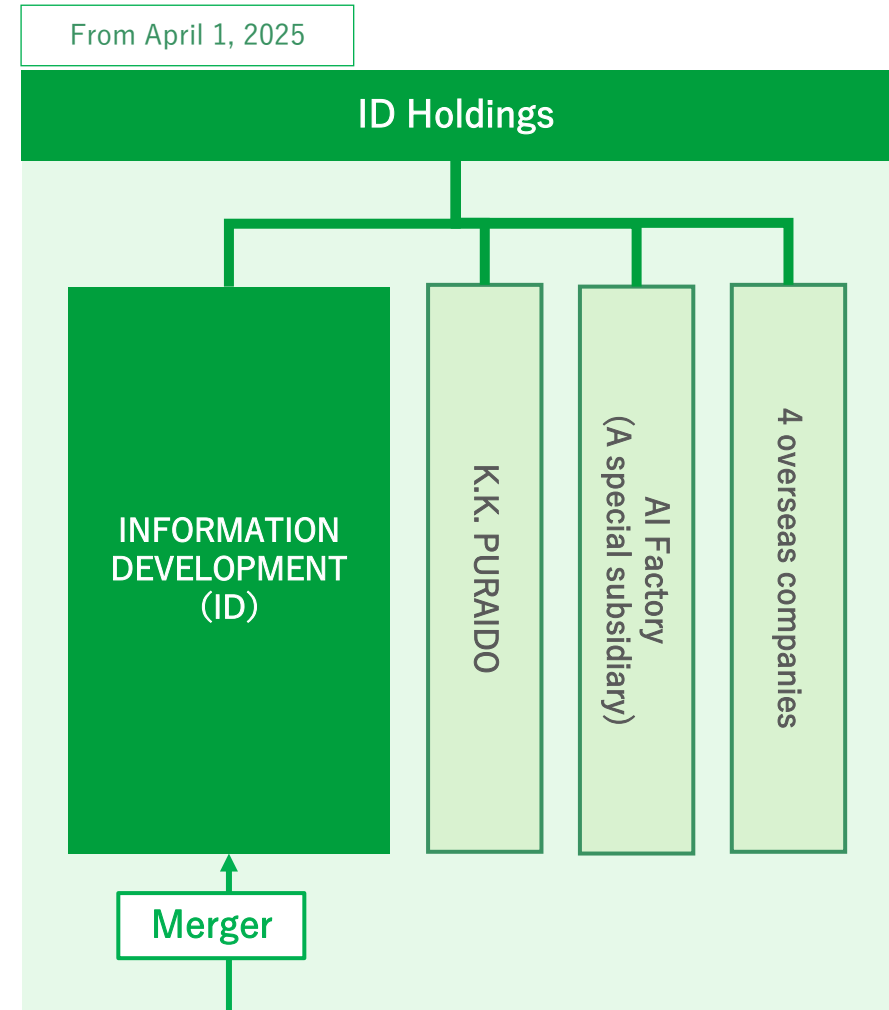
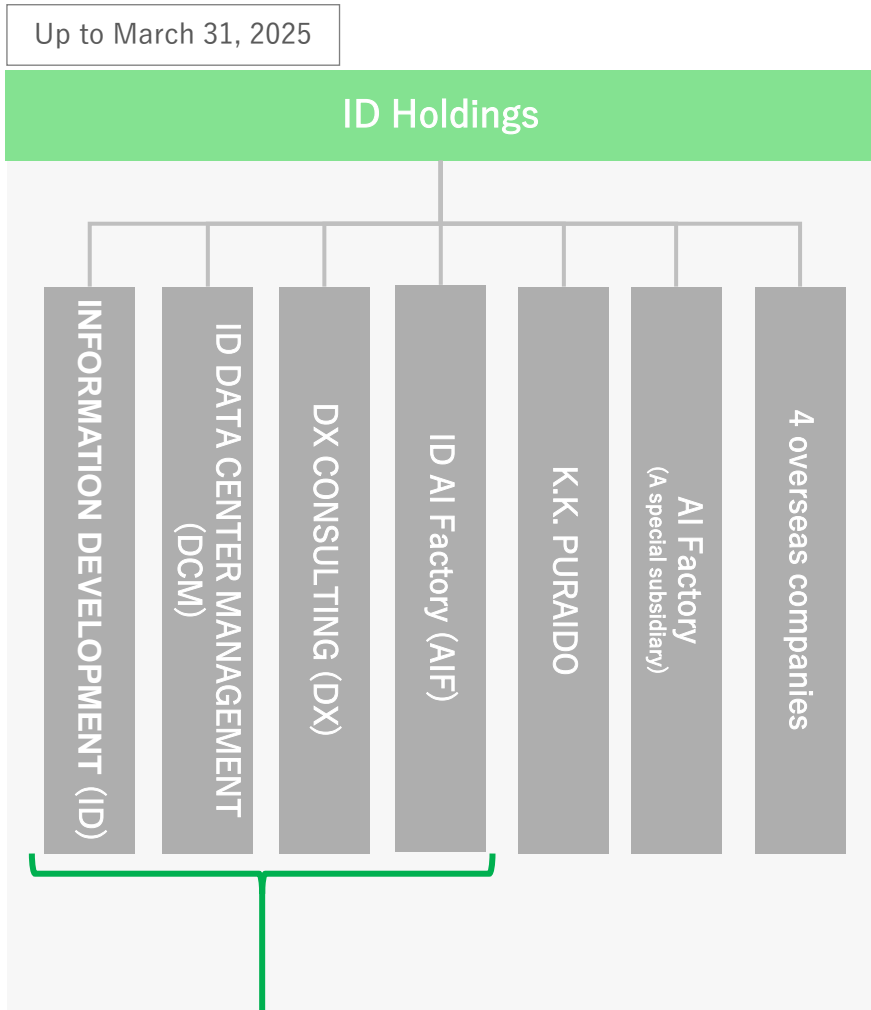
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Mid-term Management Plan  
Next 50 Episode III: Jump!!!

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# Reorganization in April 2025

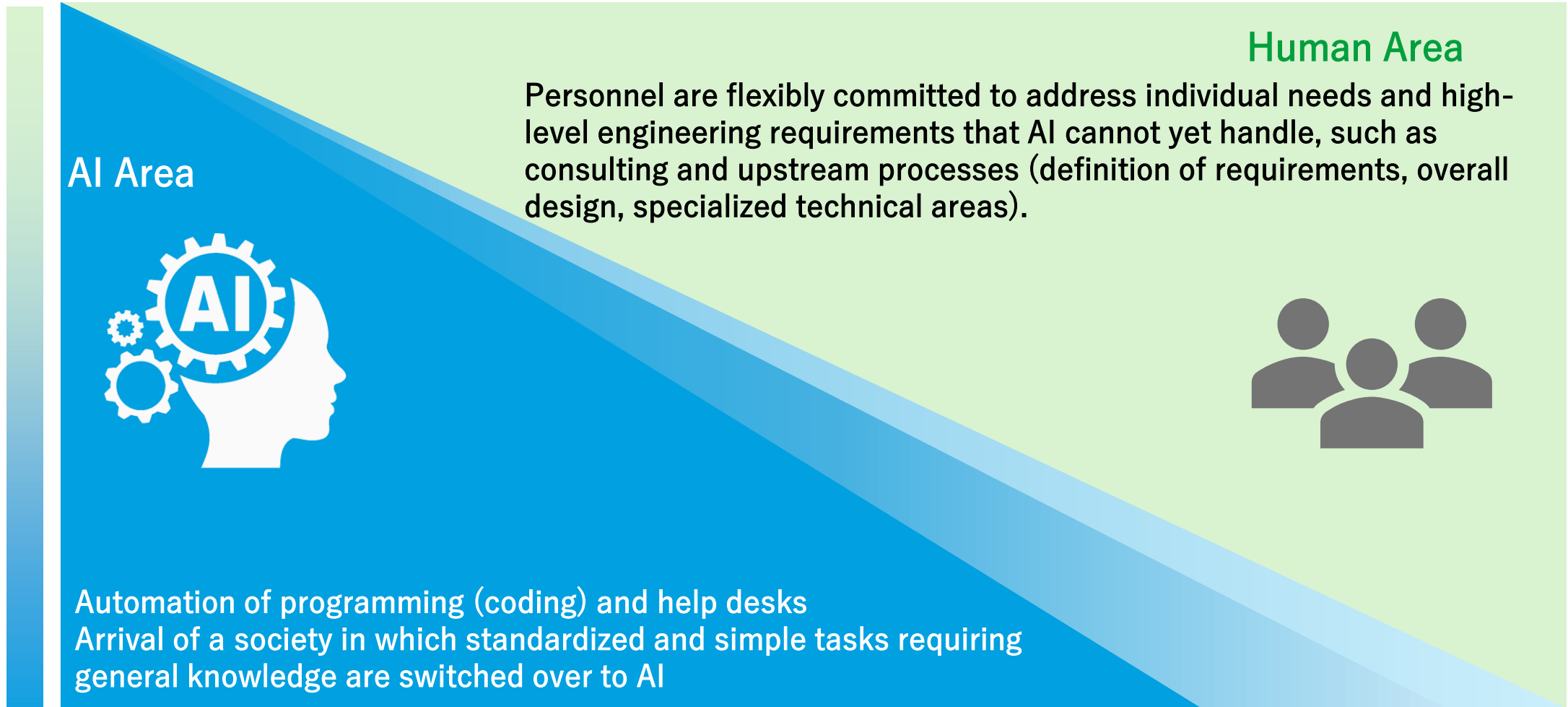
- To concentrate engagement with customers and strengthen Group-wide synergies, thereby further raising profitability, the Group plans to merge four domestic operating companies: ID, DCM, DX and AIF.



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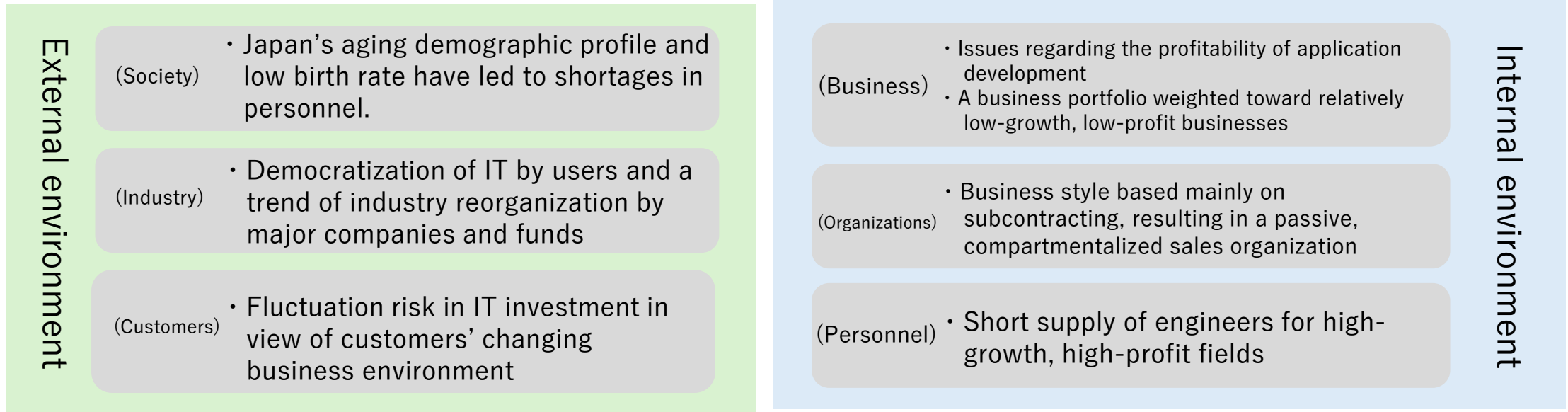
- AI is serving as “digital labor,” taking over some tasks previously handled by humans.

Upstream processes



Downstream processes

Prospects for the business and social environments remain unclear. Under current conditions, vigorous growth is difficult to achieve.



## Medium-term Vision

Not an extension of Episode II but discontinuous growth



**JUMP!!!** to a **high-profit, high-growth** business model ⇒ Service portfolio (pp. 27–35)

**JUMP!!!** to a **high-presence organization** that can survive in the IT industry ⇒ Establishment of customer contact points (pp. 36–37)

**JUMP!!!** to a **proactive culture** ⇒ Investment in human capital (pp. 38)



To achieve the medium-term vision, the ID Group is setting **two themes: a shift to a lean, high-profit model** and **a transformation of culture** to support it.

## Next 50 Episode III: ***JUMP!!!***

FY2025 to FY2027

Shift to a high-profit model



Transformation of culture

Achievement of a lean ID Group with high profit and excellent reputation

Net sales **¥50** billion

Gross profit (margin) **¥15** billion (30%)

## Next 50 Episode II: Ride on Time

FY2022 to FY2024

Cultivation of a platform for growth in the DX era

Net sales **¥36.2** billion\*

Gross profit (margin)

**¥8.65** billion (23.9%)\*

Net sales **¥44** billion

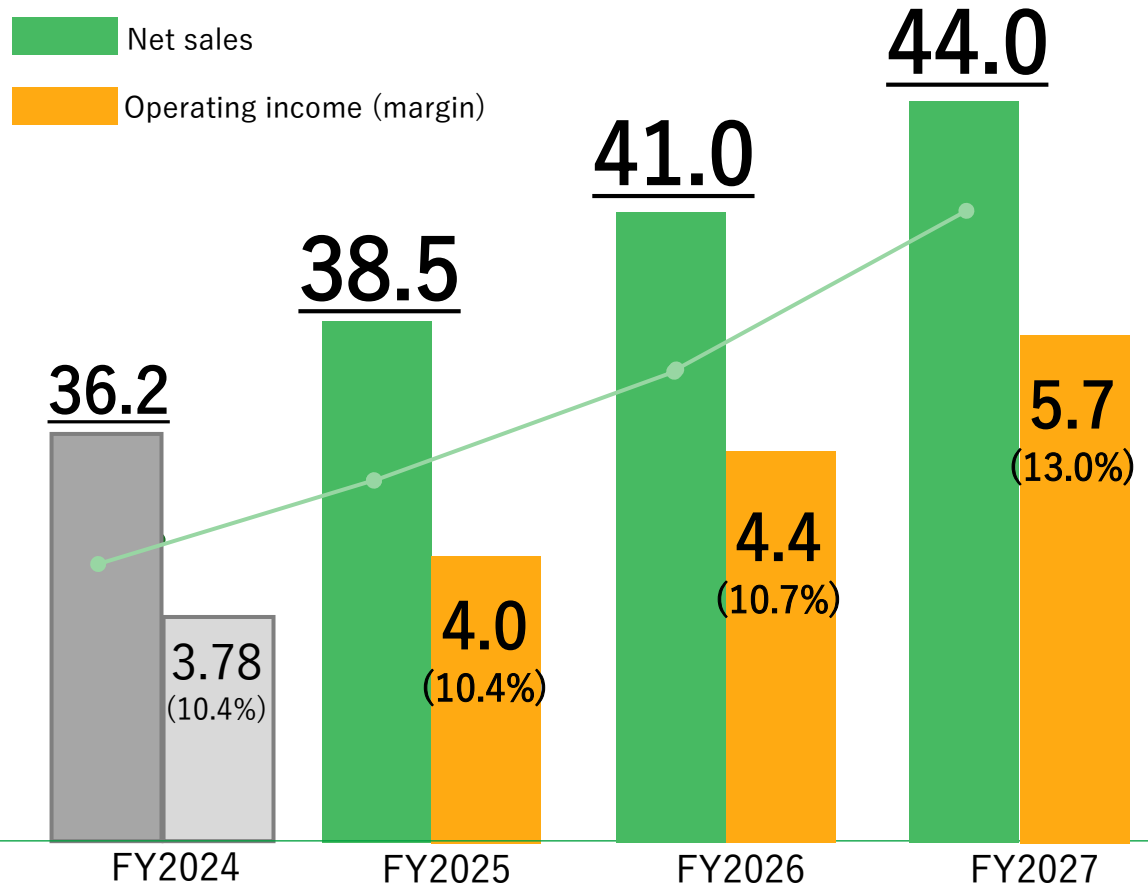
Gross profit (margin) **¥12.3** billion (28%)

60<sup>th</sup> anniversary of foundation

Advancement of six key strategies including **service portfolio**, establishment of customer contact points and **investment in human capital**

Targets for Net Sales and Operating Income

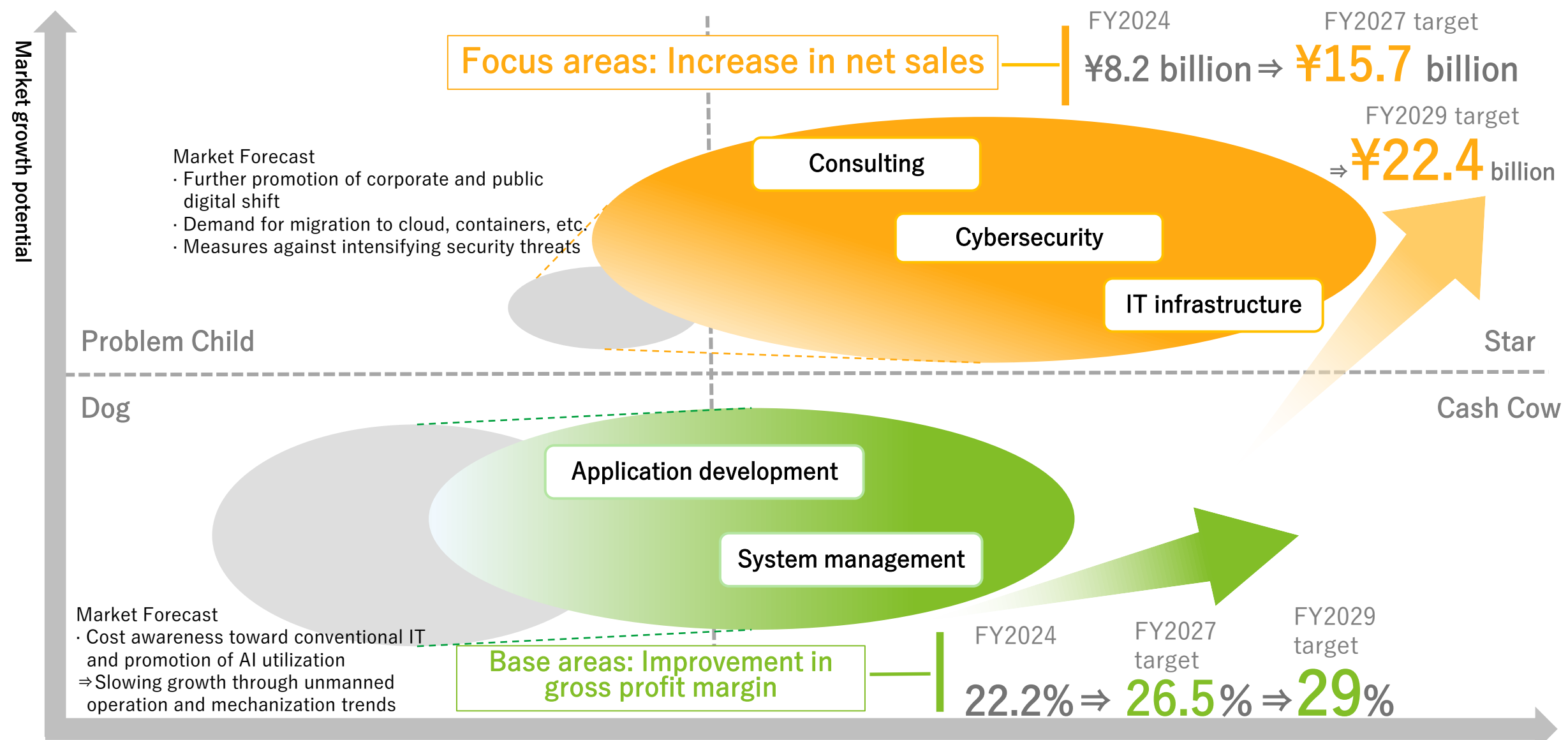
Unit: Billions of yen



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# 1.1 Service Portfolio Strategy: Overview

Aiming to **JUMP!!!** by growing the scale of business in Focus areas and profitability in Base areas.

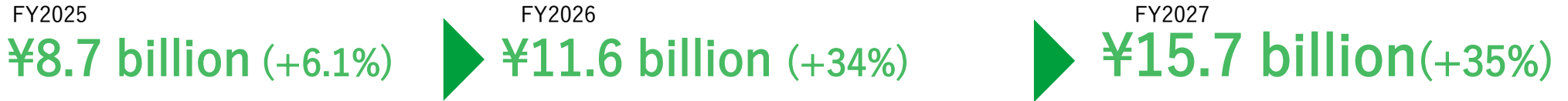


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# 1.2 Service Portfolio Strategy: By Business Area (1)

Resources will be concentrated on Focus areas. Sales will be expanded by providing value-added services.

Numerical targets: Net sales



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Focus areas

Service	Topic	Business Strategy	Technology/Resource
<p>Consulting</p>	<p>Completion of a consulting group with expertise in all processes of IT services</p>	<ul style="list-style-type: none"> <li>Establishment of <b>AI consulting</b></li> <li>Expansion of <b>upstream projects</b> in cybersecurity, IT infrastructure and system management</li> </ul>	<ul style="list-style-type: none"> <li><b>Additional consulting skills for high-end talent</b> in application development, cybersecurity, IT infrastructure and system management</li> </ul>
<p>Cybersecurity</p>	<p>Expansion of coverage of service areas</p>	<ul style="list-style-type: none"> <li>Creation of <b>streamlined</b> DevSecOps services in collaboration with BroadBand Security, Inc.</li> </ul>	<ul style="list-style-type: none"> <li><b>Support for Focus areas</b> from IT infrastructure and system management</li> <li>Strengthening of the resource framework through collaboration with other companies and use of partners</li> </ul>
<p>IT infrastructure</p>	<p>Establishment of a highly skilled unit to meet forecasted demand</p>	<ul style="list-style-type: none"> <li><b>Strategic project participation</b> of skill holders in IT infrastructure</li> <li>Active development of Openshift start packs</li> </ul>	<ul style="list-style-type: none"> <li>Developing <b>engineers for cloud/containers/virtualization/upstream design</b></li> <li><b>Upskill of</b> system management personnel</li> </ul>

## 1.2 Service Portfolio Strategy: By Business Area (2)

The ID Group will focus closely on improving the profit margin of Base areas, to complete their conversion into high-profit areas

Numerical targets: Gross profit margin

FY2025

25.1% (+2.9pp)



FY2026

25.5% (+0.4pp)



FY2027

26.5% (+1.0pp)

	Service	Topic	Business Strategy	Technology/Resource
Base areas	<p>Application development</p>	<p><b>Determination to exponential improvement in profitability</b></p>	<ul style="list-style-type: none"> <li>· Achieving higher profitability through price optimization and contract review</li> <li>· Acquisition of SaaS/package solution projects</li> <li>· Cost control through project management</li> </ul>	<ul style="list-style-type: none"> <li>· Hiring and training of project managers</li> <li>· AI utilization and near-shore/off-shore optimization</li> </ul>
	<p>System management</p>	<p><b>Further enhancement of operational services</b></p>	<ul style="list-style-type: none"> <li>· Expansion of upstream projects twining around security as well</li> <li>· Withdrawal from low-profit projects and shift to high-profit projects through <b>selection and concentration</b></li> <li>· Promotion of <b>VROP</b> utilization</li> </ul>	<ul style="list-style-type: none"> <li>· Fostering next-generation IT service management personnel</li> <li>· Strengthening collaboration with core partners</li> </ul>

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### 1.3 Service Portfolio Strategy: Numerical Targets

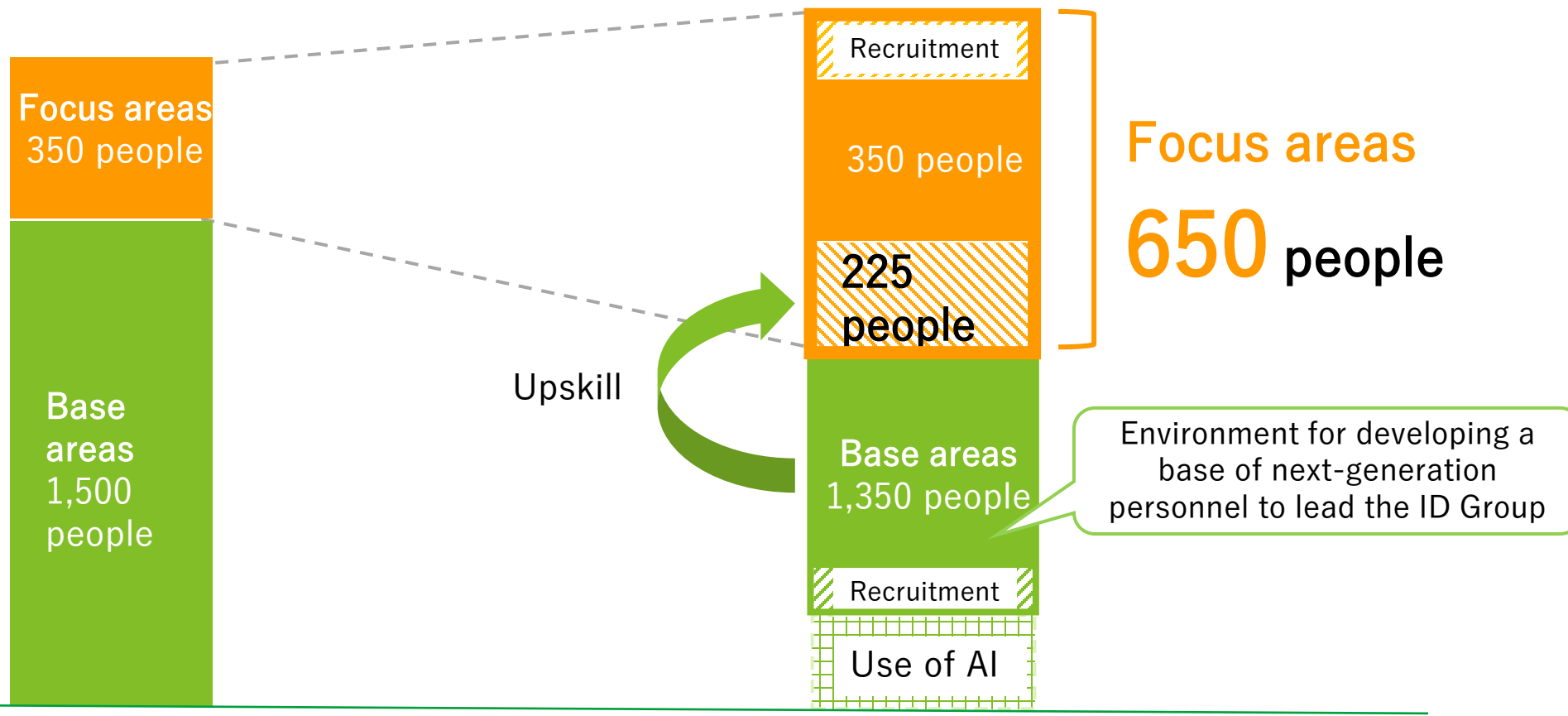
Unit: Billions of yen	FY2024	FY2025 target	FY2026 target	FY2027 target
Consolidated net sales	36.0	38.5	41.0	44.0
Net sales in Focus areas	8.2	8.7	11.6	15.7
Net sales in Base areas	27.5	29.8	29.4	28.3
Consolidated gross profit margin	23.9%	26.2%	26.4%	28.0%
Gross profit margin in Focus areas	29.7%	28.5%	28.8%	30.6%
Gross profit margin in Base areas	22.2%	25.1%	25.5%	26.5%
Shift of personnel from Base areas to Focus areas (3-year cumulative)	—	225 people		
Shift of personnel from application development	—	100 people		
Shift of personnel from system management	—	125 people		

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# 1.4 Service Portfolio Strategy: Human Resources (1): In-house Resources

Use of upskill and AI to optimize internal service resources

Upskill of **225 people** in Base areas to **JUMP!!!**  
Focus areas to **650 people**



Environment for developing a base of next-generation personnel to lead the ID Group

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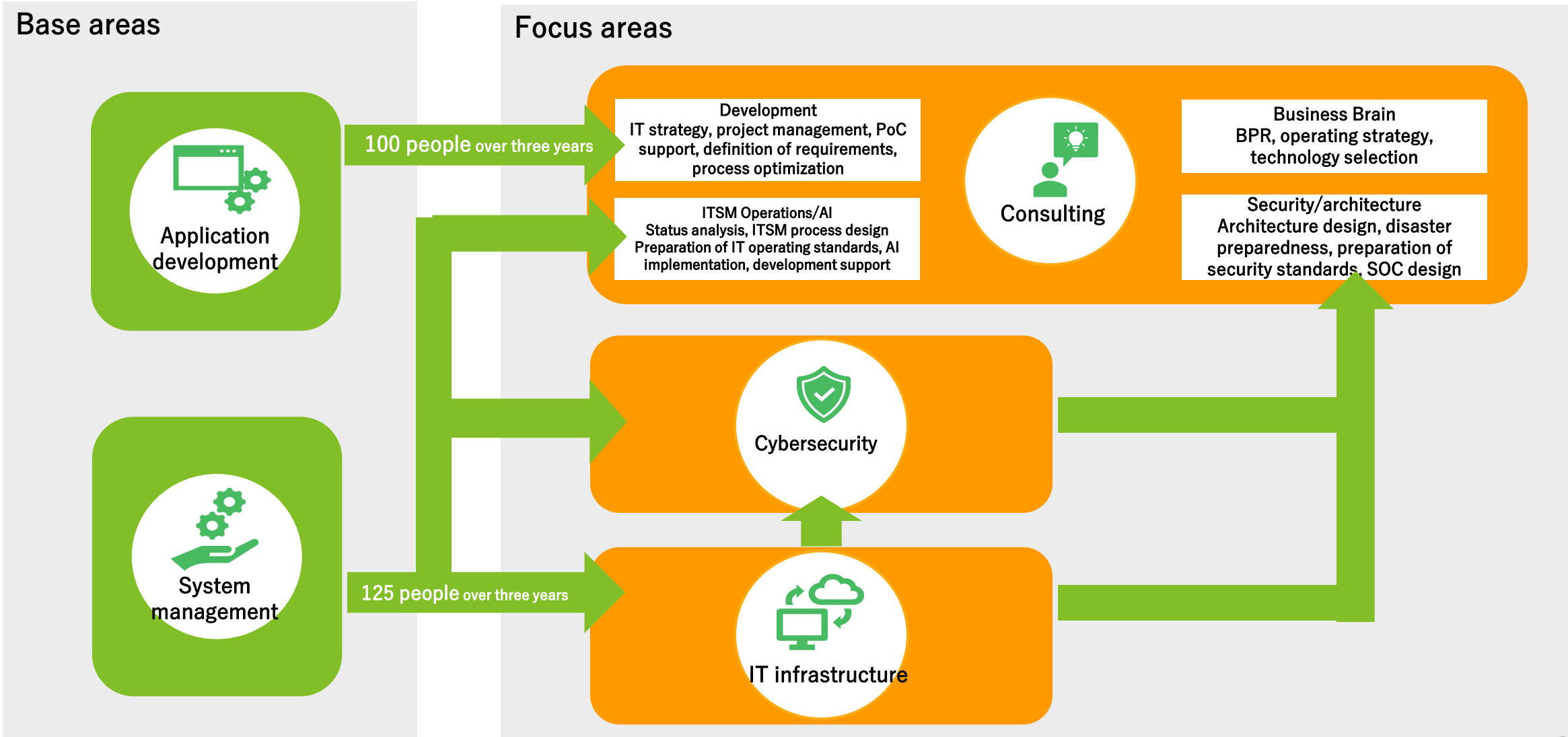
# 1.4 Service Portfolio Strategy: Human Resources (2): Flow Chart of Upskill

Shift to a high-profit model

Transformation of culture



The ID Group will accelerate **upskill** across areas and services to achieve a personnel portfolio that is deeper both quantitatively and qualitatively.

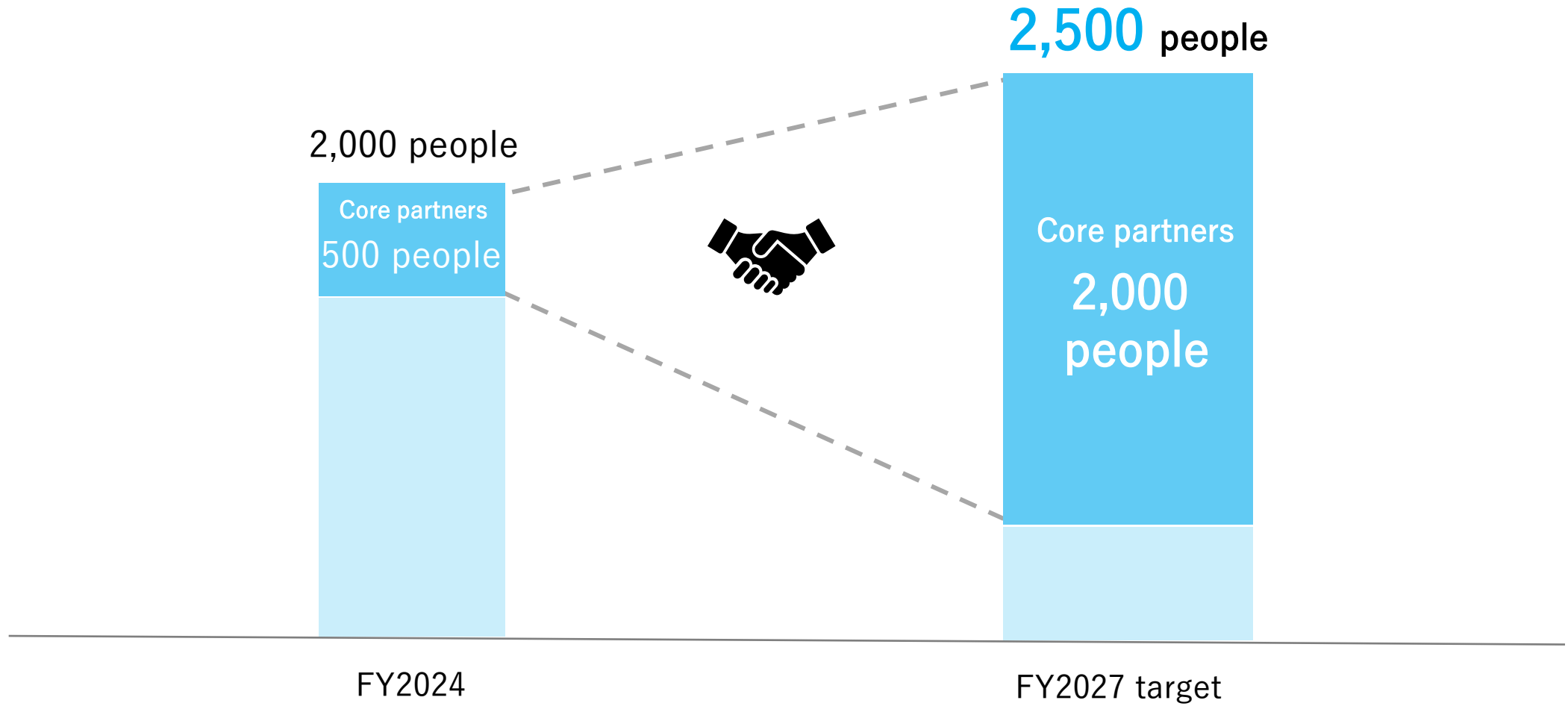


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# 1.4 Service Portfolio Strategy: Human Resources (3): Business Partners

- Securing of high-value-added personnel by strengthening certification of core partners and training personnel for mutual assistance



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# 1.4 Service Portfolio Strategy: Production Service Bases

Construction of a flexible framework using near-shore and offshore bases, to respond to customer needs and technical characteristics

Securing resources that can respond to projects not only in Tokyo but in the Nagoya region, where strong growth is expected

Business	Base	Tokyo	Nagoya	Osaka	Omika (Ibaraki)	Yonago	Takamatsu	Fukuoka	ID Wuhan	ID Singapore	ID Europe	ID America	INNOVA (Thailand)
System management		■	■	○	★	○	■	○	■	■	★	★	
IT infrastructure		■	■	○		○			■				
Application development		■	■	○	■	○	○	○	○		■		★
Cybersecurity		■	★							★	■	○	★
Consulting		■											
R&D		■	○			■					★	○	

Strengthening of order placement

■: Marketing bases ○: Near-shore/offshore bases ★: Planned for expansion

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# 1.5 Service Portfolio Strategy: R&D Strategy

The ID Group will strive to improve competitiveness by focusing on R&D and implementation to effect progress in existing businesses and create new services.

Investment in R&D: **¥1 billion** over three years

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## AI



### Promotion of application of AI in customers' business areas

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- Promotion of AI application in consulting
- Formation of development processes that incorporate AI

## VR




### Expansion of deployment of ID-VROP

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- Spread of use of next-generation systems
- Research toward implementation of the latest technologies

## Patents



### Research to expand application of patented technologies

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- Development of technologies to deepen system management, security and AI
- Advancement of technical research through industry-academic partnerships

## 2.1 Establishment of Customer Contact Points

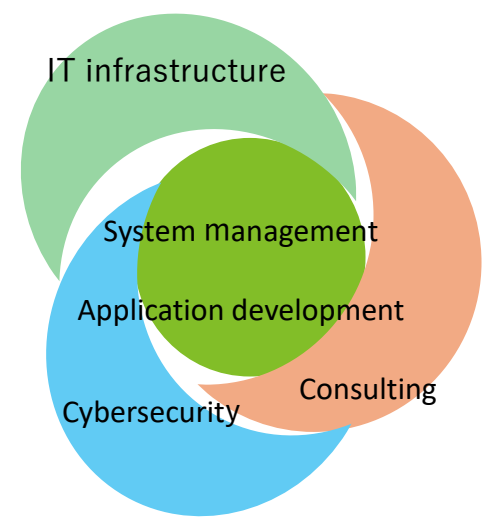
The ID Group will **JUMP!!!** by taking a proactive and cross-cutting approach, establishing new marketing and business functions.

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### Marketing activities of the ID Group

Establishment of new marketing and business functions

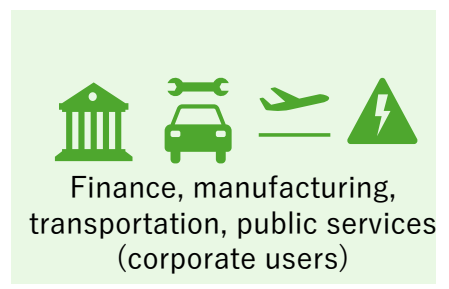
#### 1) Tabling customer-focused proposals



#### 2) Tabling solution-focused proposals

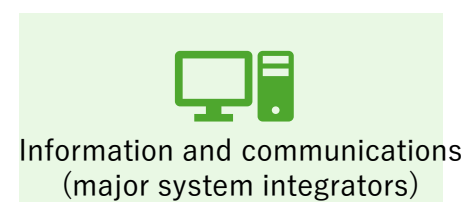
### Main targets of the ID Group

#### Existing and large-scale customers



From relationships built in Base areas, the ID Group aims to:

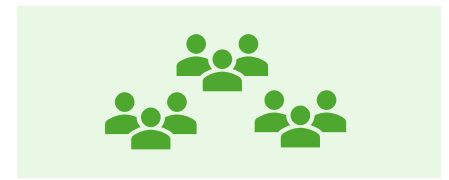
- Secure major projects based on **DevSecOps**
- Become customers' medium-to-long term **strategic IT partner**



Through major system integrators, the ID Group aims to:

- Leverage customer solutions to expand order acceptance
- Cross-apply to other companies in the same field** expertise accumulated by working with existing customers

#### New customers



Leveraging **proposals focused on Focus areas**, the Group aims to expand orders received for system management and application development.

## 2.2 Marketing Direction by Customer Industry

Starting with security and consulting, the Group aims to expand operations with customers into service domains in which they do not yet participate while deepening its engagement in existing domains.

↗ Expansion → Holding ↘ Contraction

Category Share of net sales	Industry Share of net sales	Customer	Service category			
			Security and consulting	IT infrastructure	Application development	System management
10 companies with direct contracts 43%	Manufacturing 3.7%	Company A	↗	↗	↗	→
			Expansion in security, consulting, IT infrastructure and application development			
	Transportation 2.1%	Company B	↗	↗	↗	→
			Expansion in security, consulting, IT infrastructure and application development			
	Finance 27.1%	Companies: C, D, E, F, G and H	↗	↘	→	→
			Despite wrap-up of major projects with some customers, the Group is aiming for expansion, focusing on security and consulting.			
Public sector 9.8%	Company I, Company J	↗	↗	↗	↗	
		Expansion in all service domains				
5 strategic partners 32%	Operating vendors 14.8%	Company K, Company L	↗	↗	—	↗
	Development vendors 17.4%	Companies: M, N and O	↗	↗	→	→
	Despite wrap-up of major projects with some customers, the Group is aiming for expansion, focusing on security, consulting and IT infrastructure.					

Note: Share of net sales is as of the end of FY2024.

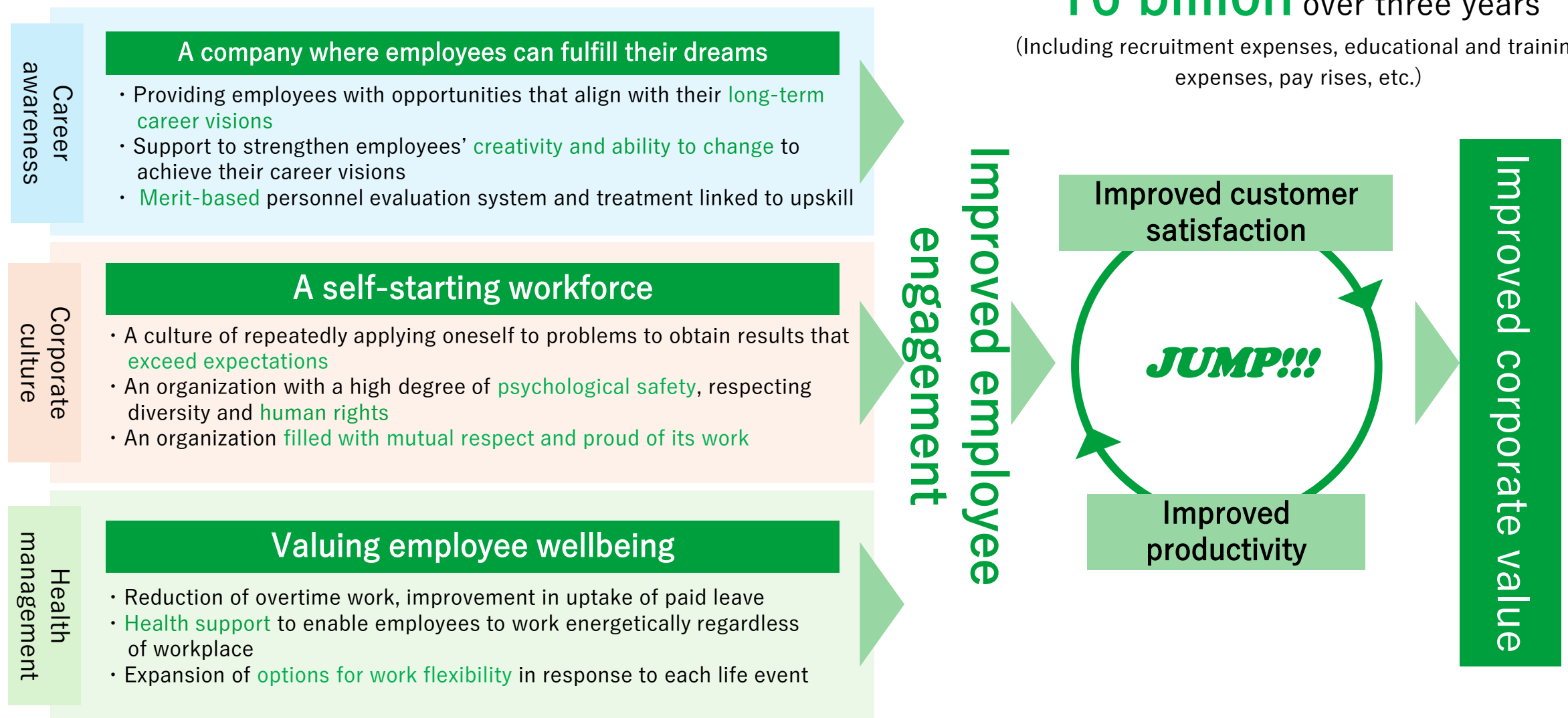
### 3. Strategy for Investment in Human Capital

The ID Group will **JUMP!!!** to become a corporate Group where a professional workforce plays an active role. Investment in human capital:

**¥6 billion** over three years

(Including recruitment expenses, educational and training expenses, pay rises, etc.)

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## 4. M&A Strategy

Aiming to expand its workforce, technology and license portfolio and customer base, the ID Group will **JUMP!!!** through M&A and capital and business alliances.

Investment in M&A: **From ¥5 billion**

### Targets of M&A and capital and business alliances

Net sales from operations:  
From ¥5 billion

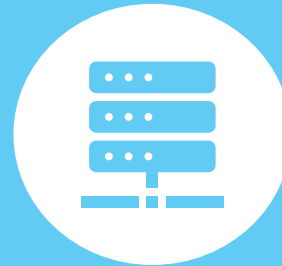
#### Personnel



Securing personnel for upstream processes

- Consultants
- Project managers

#### Technology and licenses



Securing technologies for Focus areas

- SaaS and packaged solutions
- Network-related solutions
- Cybersecurity and IT infrastructure areas

#### Customers



Attracting excellent customers

- New customers in existing industries
- Customers in new industries

## 5. Global Strategy

The ID Group is aiming for expansion focused on attracting business from the overseas locations of Japanese-affiliated companies.

### 1 Expanding local business with the overseas locations of Japanese-affiliated companies

- The Group will support efforts by Japanese-affiliated companies to enter expanding overseas markets.

### 2 Securing personnel who can play active roles on the world stage

- The Group will cultivate global personnel in Japan and advance local hiring overseas.

### 3 Surveying and gathering information on IT markets

- The Group will survey AI, security and other leading-edge technologies overseas and seek to discover related products.



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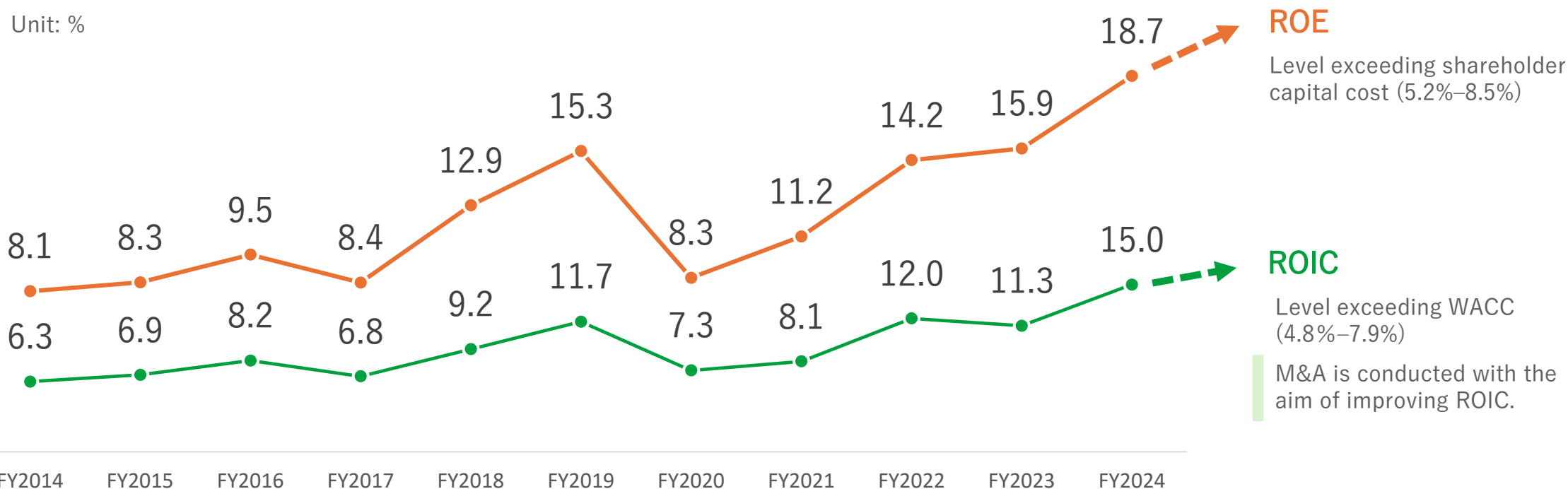


## 6.1 Management That is Mindful of Capital Cost and Share Price (ROE and ROIC)

Over the past 10 years, return on equity (ROE) and return on invested capital (ROIC) have been on an improving trend.

Going forward the Group will, in a sustainable fashion, **continue to aim for ROE greater than shareholder capital cost and ROIC greater than weighted average cost of capital (WACC).**

### Trends in ROE and ROIC



■ Return on invested capital (ROIC) = (Operating income – income taxes) ÷ (net assets + interest-bearing debt) × 100

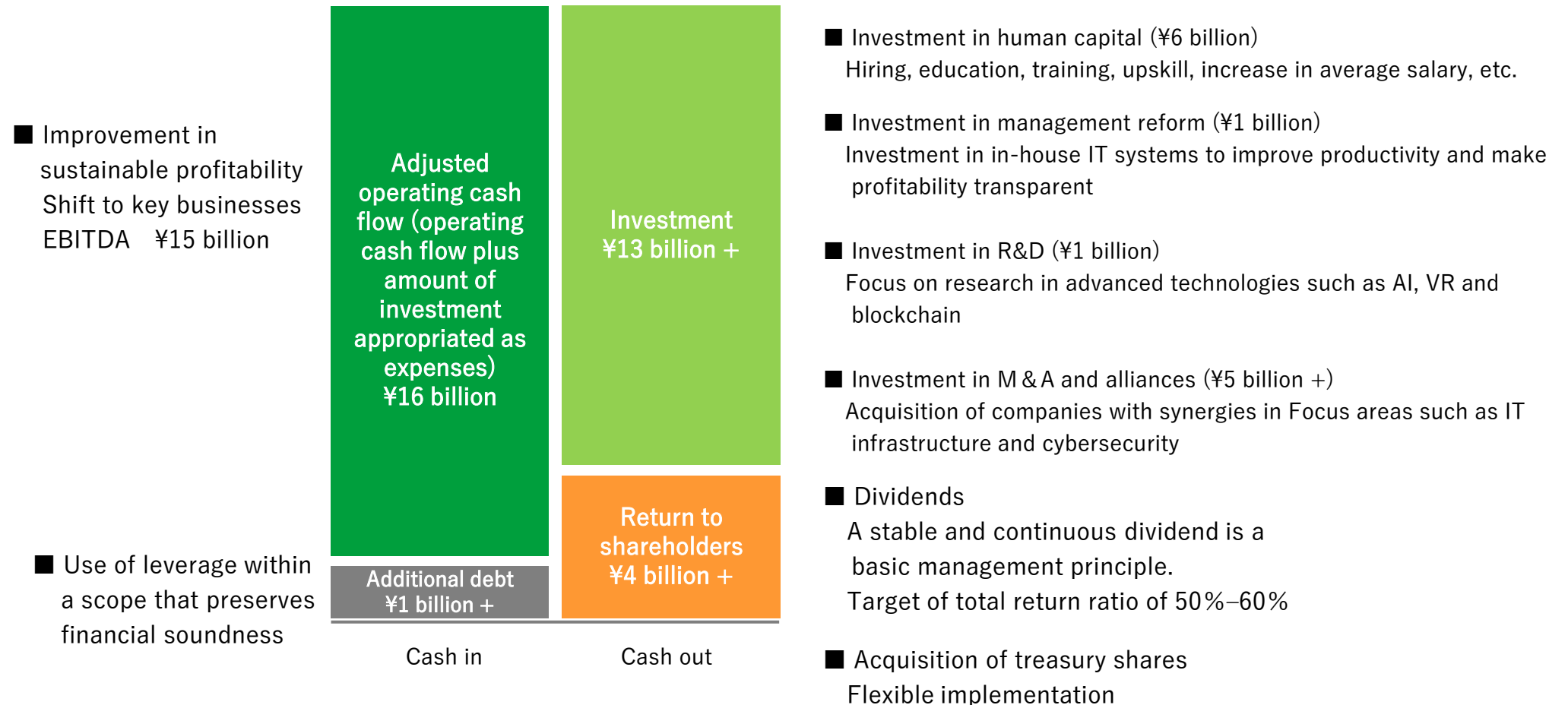
■ Reference calculation of shareholder capital cost and WACC based on Mizuho Securities Co., Ltd. and Mizuho Trust & Banking Co., Ltd.

- Shareholder capital cost (5.2–8.5%) = risk-free rate (about 1.55%) + beta (0.6–0.95) × market risk premium (6.0–7.37%)
  - WACC = interest-bearing debt ÷ (market cap + interest-bearing debt) × (1 – effective tax rate) × debt cost + market cap ÷ (market cap + interest-bearing debt) × shareholder capital cost
- Market cap: ¥31.5 billion (as of March 31, 2025, after deduction of treasury stock); debt cost: 0.4%–0.49%; effective tax rate: 30%–38%

## 6.2 Management That is Mindful of Capital Cost and Share Price (Cash Flow Allocation)

- By boosting profitability and applying financial leverage, the ID Group will secure capital, which it will allocate strategically to improve corporate value.

FY2025–FY2027 cumulative period



# Key Numerical Targets of Current Mid-term Management Plan

	FY2024	FY2025	FY2026	FY2027		FY2029
Net sales	¥36.2 billion	¥38.5 billion	¥41 billion	¥44 billion		¥50 billion
Gross profit	¥8.65 billion	¥10.1 billion	¥10.8 billion	¥12.3 billion		¥15 billion
Gross profit margin	23.9%	26.2%	26.4%	28.0%		30.0%
Operating income	¥3.78 billion	¥4.0 billion	¥4.4 billion	¥5.7 billion		¥8 billion
Operating income margin	10.4%	10.4%	10.7%	13.0%		16.0%
Total return ratio	50.4%	50–60%				50–60%

Note: The figures in this table do not include amounts from inorganic growth by M&A.

The forecasts in these materials are prepared using information available at the time of publication. Actual business results may differ from these forecasts as a result of a wide range of factors.

# Forecast of Consolidated Financial Results for FY2025 (YoY)

(¥ million)	2025.3		2026.3		Diff.	YoY
	Results	(% of net sales)	Plan	(% of net sales)		
Net sales	36,274	-	38,500	-	+2,225	+6.1%
EBITDA	4,390	12.1%	4,440	11.5%	+49	+1.1%
Operating income	3,780	10.4%	4,000	10.4%	+219	+5.8%
Ordinary income	3,862	10.6%	4,010	10.4%	+147	+3.8%
Net income attributable to owners of parent	2,389	6.6%	2,410	6.3%	+20	+0.8%
Earnings per Share(EPS)(¥)	142.54	-	143.52	-	+0.98	-
EPS before Amortization of Goodwill(¥)	165.43	-	155.55	-	-9.88	-
Cash flows from operating activities	3,557	-	3,340	-	-216	-

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## Disclaimer

This presentation material contains statements and information about future forecasts, including financial projections, strategies and business plans of ID Holdings Corporation.

Forecasts and plans contained in these non-historical information are based on our judgment in accordance with the information available at the time of publication.

These forward-looking statements and information also incorporate potential risks and uncertainties caused by changing economic trends, the competitive environment, and other factors. The Company's actual results, business development progress, and financial situation may differ significantly from forward-looking statements and information contained herein, due to competition in the industry, market demand, exchange rates, and other socioeconomic and political factors.

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