

IID, Inc.

6038

Tokyo Stock Exchange Growth Market

6-Apr.-2026

FISCO Ltd. Analyst

Yuzuru Sato



FISCO Ltd.

<https://www.fisco.co.jp>

■ Contents

■ Summary	01
1. Overview of 1H FY6/26 results	01
2. FY6/26 forecasts	01
3. Medium-term performance targets	01
4. Shareholder return policy	02
■ Business overview	03
1. Company profile	03
2. Business description	03
3. Features and strengths	04
■ Results trends	05
1. Overview of 1H FY6/26 results	05
2. Financial position	07
3. FY6/26 forecasts	08
4. Medium-term performance targets	10
■ Shareholder return policy	10

Summary

Aiming for high growth as an AI media company by proactively leveraging AI and pursuing an M&A strategy

IID, Inc. <6038> (hereafter, also “the Company”) operates two business segments: the Creator Platform Business (CP Business), which involves managing online media content, and the Creator Solutions Business (CS Business), which involves providing research and e-commerce solutions. The Company operates 84 online media websites spanning a diverse range of 21 content categories that include automotive, IT, entertainment, and finance. It has 1 million registered members and 25 million monthly unique users (as of December 31, 2025). While leveraging AI agents, it is promoting its media portfolio strategy of seeking not to rely on specific forms of media and its 360-degree business approach of diversifying revenue rather than relying solely on online advertising income, aiming to grow as an AI media company.

1. Overview of 1H FY6/26 results

In 1H FY6/26 (July-December 2025), consolidated results were lower year on year (YoY). Net sales decreased 2.7% YoY to ¥2,995mn and operating profit decreased 34.3% to ¥223mn. However, profit attributable to owners of parent for the interim period sharply increased 67.0% to ¥340mn, due in part to recognition of deferred tax assets associated with the absorption-type merger of a subsidiary. By segment, the CP Business saw lower revenue and profit due to a recoil from strong online advertising in the same period of the previous fiscal year. In contrast, data and content offerings, including subscription-based paid membership services, and subsidiary sales continued to grow, showing steady progress in reducing dependence on online advertising. Meanwhile, although the CS Business returned to revenue growth on the back of recovering orders, the level of improvement was not sufficient to lift profitability, and the segment continued to post a slight loss.

2. FY6/26 forecasts

For the FY6/26 consolidated results, the Company has left its initial forecast unchanged, with net sales rising 5.2% YoY to ¥6,400mn and operating profit rising 30.5% to ¥600mn. Although progress toward the full-year forecast is still low at the interim stage, the Company has set a back-half-weighted earnings plan for the year, and how much it can grow net sales in the third quarter will be key to achieving the plan. The Company is deploying AI agents in earnest not only for content creation but also for development and data platform integration in an effort to strengthen profitability. In addition, as a new M&A, in February 2026 the Company acquired all shares of webCG Inc.*, operator of the automotive specialty site webCG, making it a subsidiary. Although the impact on FY6/26 consolidated results is minor, by combining the Group’s membership base, ad sales capabilities, and AI initiatives with webCG’s editorial abilities and brand strength, the Company expects to further strengthen and grow its automotive media business.

* Most recent results: FY3/25 net sales of ¥191mn and operating profit of ¥31mn

3. Medium-term performance targets

As medium-term performance targets, the Company aims to achieve consolidated net sales of ¥10.0bn and an adjusted consolidated EBITDA of ¥1.2bn by FY6/30. As its growth strategy, the Company will continue to pursue M&A while transforming its business model into that of an AI media company. Rather than relying primarily on online advertising as in the past, the Company aims to achieve high growth by building out a range of services, such as paid membership offerings and marketing support services, centered on iid Smart id, its AI-personalized membership platform.

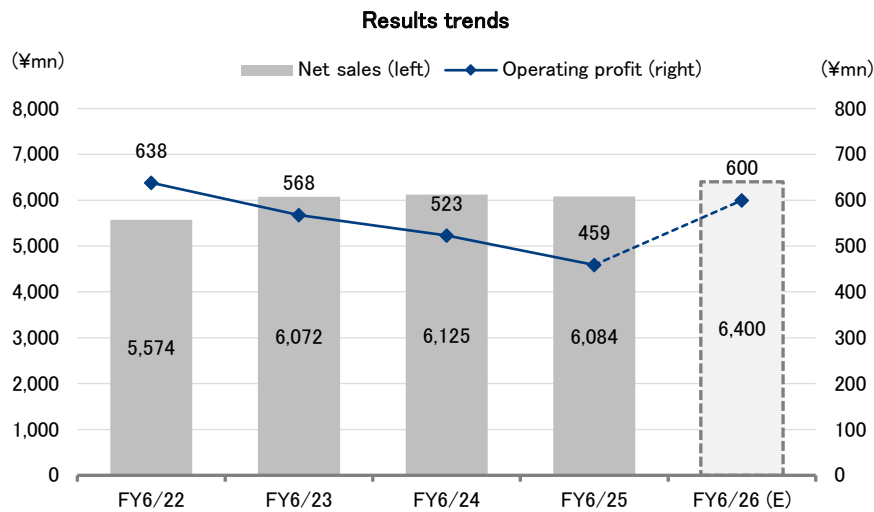
Summary

4. Shareholder return policy

Starting in FY6/26, the Company raised DOE (dividend on equity ratio, consolidated) from 2.0% to 2.5%. Based on this dividend policy, the Company plans to set the annual dividend at ¥22.0 per share, unchanged from the previous fiscal year (the previous fiscal year included a ¥6.0 commemorative dividend). The Company has also announced it will continue and enhance its shareholder benefit program, through which it presents a ¥10,000 QUO card to shareholders who have continuously held 500 or more shares for less than one year and a ¥15,000 QUO card to those who have continuously held 500 or more shares for one year or more. Going forward, the Company's shareholder return policy is to pay stable dividends and provide shareholder benefits while ensuring internal reserves, as well as considering share buy-backs as needed.

Key Points

- While 1H FY6/26 saw lower revenue and profit, interim net income increased
- In FY6/26, the Company will promote company-wide use of AI and expects earnings to recover from the second half
- Targeting consolidated net sales of ¥10.0bn and adjusted EBITDA of ¥1.2bn in FY6/30
- Plans to expand shareholder benefit program and pay dividends with target DOE of 2.5%



Source: Prepared by FISCO from the Company's financial results

Business overview

Managing online media content and providing research and e-commerce solution services

1. Company profile

The Company operates two business segments: one of which is the Creator Platform Business (CP Business), which entails offering various services including online advertising and e-commerce merchandise sales with a focus on operating its own online media platforms in seeking to produce a world where everyone is able to engage with media; and the other of which is the Creator Solutions Business (CS Business), which entails providing research and e-commerce solutions. Since its establishment in 2000, the Company has been expanding its business operations while promoting its M&A strategy. As of the end of December 2025, the Company had six consolidated subsidiaries (en Factory, Inc., Onlineshop Labo, Inc., SAVAWAY Corp., FIT Pacific, Inc. (hereafter, FITP), Link Corp., and Edit Inc.), and a consolidated workforce of 284 employees (including temporary employees).

2. Business description

(1) Creator Platform Business (CP Business)

The CP Business segment primarily generates net sales from online advertising* streamed through online media platforms operated by the Company, media content, and data billing and sales (including e-commerce merchandise sales). For this reason, efficiently enhancing the media value of the Company's online media platforms is the key to expanding revenues. The segment also includes developing and providing media- and e-commerce-related systems, the publishing business, and the automotive and IT-related businesses of FITP, which became a subsidiary in 2022.

* Mainly includes programmatic advertising (sales through ad networks), affiliate advertising (performance-based ads), proposal-based advertising (article ads, etc. based on plans and proposals created by the media or customer requests), and pure advertising (banner ads, email ads, etc.).

The portfolio of online media platforms operated by the Company is 84 online media platforms spanning 21 content categories as of December 31, 2025 (increase of 2 online media platforms from the end of the previous fiscal year). A distinguishing aspect of the segment is that it operates vertical media platforms specializing in various industries, including the automotive, IT, entertainment, education, lifestyle, and e-commerce fields. One such platform is the Response online media platform in the automotive field, which is one of Japan's largest comprehensive automotive platforms. It holds a central position among the online media platforms operated by the Company, which also offers services for paying subscribers. The segment's publishing business primarily involved issuing magazines in the puzzle and anime fields, but it withdrew from puzzle magazine publishing, which was not profitable, at the end of FY6/25.

(2) Creator Solutions Business (CS Business)

In its CS Business, the Company offers research solutions and e-commerce solutions. Sales from research services to the automotive and telecommunications sectors account for the bulk of sales related to research solutions. Meanwhile in the realm of e-commerce solutions, the segment offers the marbleASP e-commerce website development system to e-commerce providers. Characterized by their low cost, short lead times, and high scalability, these services are suitable for e-commerce websites with membership counts ranging from hundreds of thousands of users.

Strengths derived from system developed in-house for efficiently managing online media content

3. Features and strengths

(1) iid-CMP

A key strength of the Company derives from the in-house development of its iid-CMP platform (IID content marketing platform) for efficiently managing the many online media platforms and high volume of content handled in the CP Business. The iid-CMP platform makes it possible for users to monetize online media in the early stages using the platform's four key features as follows: 1) achievement of higher sales using tools for generating substantial website engagement (SEO strategies, SNS compatibility, prompt web page rendering, optimal usability and user experience for smartphones and other devices, etc.), 2) cost optimization through low-cost operations (shared system usage and CPU resource distribution, standardization of formats in which news articles are furnished to portal websites, joint operation of optimal network advertising and affiliate advertising, etc.), 3) database storage and management (big data management enlisting data acquired from website content), and 4) content management functions to make editing more efficient (posting of news articles and photos online, content proofing, and similarity assessment). Since 2023, the Company has proactively harnessed AI technologies primarily across content creation and editing workflows. Beginning in 2025, for media platform development, it rolled out Anthropic's development AI agent Claude Code to all responsible engineers, establishing an AI-native development framework. By leveraging AI technologies, the Company has achieved a substantial increase in development speed and improvements in quality and reproducibility.

(2) M&A strategy

In addition to in-house development, the Company is actively proceeding with efforts to acquire online media content through M&A. This entails ongoing consideration of around five websites as potential M&A opportunities using the personal networks of the Company's management team when it comes to primary channels for gaining information. When making a business acquisition, management draws up a plan consisting of a target investment payback period of approximately five years. Meanwhile, the prospect of achieving profitability within two years post-acquisition serves as a key benchmark for assessing business continuity. Use of the iid-CMP platform has enabled the Company to lower costs, increase sales, and monetize nearly all of the websites in which it is involved. The Company has been encountering an increasing number of instances where a counterparty expresses interest in initiating sales negotiations thanks to the Company's highly evaluated track record of over 20 years of managing online media platforms and successfully arranging mergers and acquisitions. Drawing on its extensive experience, the Company screens these candidates to identify promising media platforms and acquires them at fair prices.

Elsewhere, the Company is also actively making strategic investments for the purpose of collaboration in new areas of business. Of its investment deals, two companies have gone public, including note inc. <5243>, which runs "note," a platform for creators, and Nyle, Inc. <5618>, which operates Carmo-kun, a subscription-based car leasing service. Companies that have yet to be listed include Valuetope Inc., which operates the "All-Time Rent-a-Car" business, Jigowatts Inc., which engages in business involving virtual keys and small chargers for EVs, and CINEMATODAY, Inc., which operates CINEMATODAY, a comprehensive online movie platform.

Results trends

While 1H FY6/26 saw lower revenue and profit, interim net income increased

1. Overview of 1H FY6/26 results

In 1H FY6/26, consolidated results showed net sales decreased 2.7% to ¥2,995mn YoY, operating profit decreased 34.3% to ¥223mn, ordinary profit decreased 27.3% to ¥249mn, and profit attributable to owners of parent increased 67.0% to ¥340mn. Adjusted EBITDA decreased 23.1% to ¥323mn. The pullback in online advertising, which had been strong in the same period in the previous fiscal year, was the main reason for the deterioration in earnings. The increase in interim profit attributable to owners of parent was due to negative income tax adjustments of ¥146mn, resulting from the recognition of deferred tax assets from the succession of loss carryforwards associated with the absorption-type merger of subsidiary Michael Inc., among other factors. Although the Company did not disclose its interim forecasts, progress appears to have been roughly in line with plan.

Consolidated results trends

	(¥mn)				
	1H FY6/22	1H FY6/23	1H FY6/24	1H FY6/25	1H FY6/26
Net sales	2,714	2,896	3,027	3,077	2,995
YoY	-4.0%	6.7%	4.5%	1.6%	-2.7%
Operating profit	355	300	272	339	223
YoY	49.2%	-15.5%	-9.3%	24.8%	-34.3%
% of net sales	13.1%	10.4%	9.0%	11.0%	7.4%
Ordinary profit	349	306	274	343	249
YoY	63.8%	-12.3%	-10.5%	25.4%	-27.3%
Profit attributable to owners of parent	242	209	148	203	340
YoY	-33.8%	-13.8%	-29.0%	37.2%	67.0%
Adjusted EBITDA	389	363	344	420	323
YoY	28.9%	-6.7%	-5.2%	22.0%	-23.1%
% of net sales	14.3%	12.5%	11.4%	13.6%	10.8%

Note: Adjusted EBITDA = operating profit + depreciation and amortization + goodwill amortization + stock-based compensation expenses + M&A-related expenses (from FY6/25). Until FY6/24, the figure used was EBITDA (operating profit + depreciation and amortization + goodwill amortization).

Source: Prepared by FISCO from the Company's financial results and financial results presentation materials

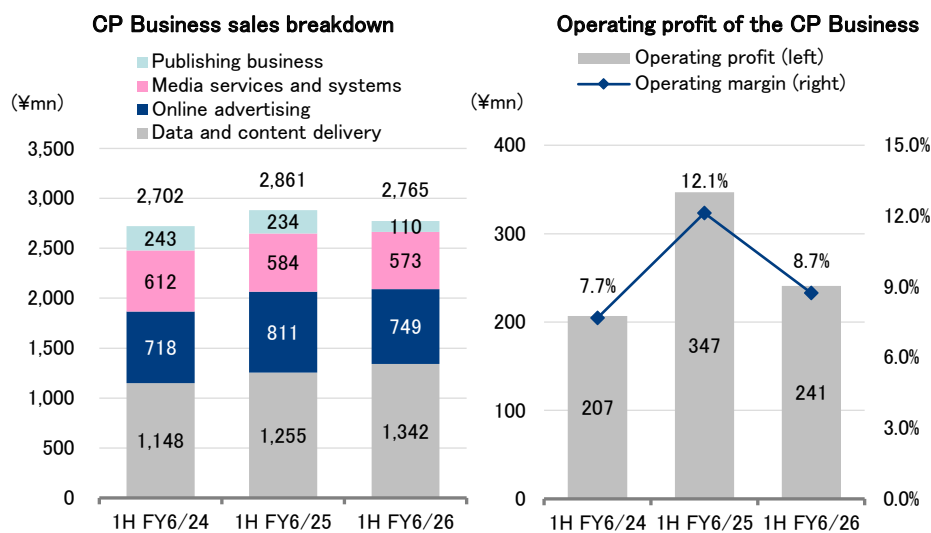
Results trends

(1) CP Business

Net sales in the CP Business decreased 3.4% YoY to ¥2,765mn and operating profit decreased 30.4% to ¥241mn. Looking at the breakdown of net sales, online advertising decreased 7.5% to ¥749mn. Proposal-based advertising for the automotive industry fell, partly due to deteriorating earnings at client companies, and the education field, which had been performing well, also entered a plateau, resulting in overall sluggishness. Media services and systems decreased 1.9% to ¥573mn, due to sluggish contracted operation services for owned media and lackluster growth in SAVAWAY's unified management system for multiple e-commerce sites. Data and content delivery net sales continued to grow, rising 7.0% to ¥1,342mn. Subscription revenue from fee-based corporate membership services such as Response and the information security site ScanNetSecurity continued to grow, while e-commerce merchandise sales, cross-boundary learning services* provided by subsidiary en Factory, and vehicle crash test-related services provided by FITP all performed solidly. In addition, sales from Edit, a media company for financial institutions that was newly consolidated, also contributed in part. As for the publishing business, net sales decreased 52.9% to ¥110mn due to the exit from puzzle magazines at the end of FY6/25, but anime magazine business performance and the like remained solid.

* Of the cross-boundary learning services, major companies are increasingly adopting Ekkyo-Circuit as a career support initiative. Ekkyo-Circuit is an intercompany, interactive online training program through which participants team up with people from other companies to conduct interviews, hypothesize, and propose solutions for real issues faced by venture companies. A single term in the program lasts for three months.

On the profit side, the decline in high-margin online advertising led to lower earnings, and the operating margin fell from 12.1% in the same period in the previous fiscal year to 8.7%. However, data and content delivery is growing steadily, and it is considered to be gradually shifting from a business model dependent on online advertising to the 360-degree business approach.

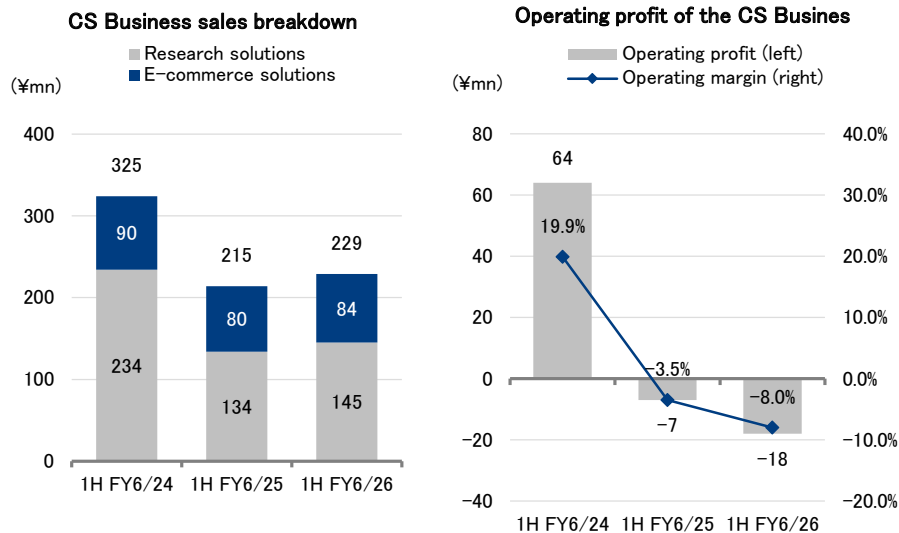


Note: Excludes intra-segment transactions
 Source: Prepared by FISCO from the Company's financial results

Results trends

(2) CS Business

Net sales in the CS Business rose 6.7% YoY to ¥229mn, marking the first increase in two periods. However, the business still posted an operating loss of ¥18mn (vs. a ¥7mn loss in the same period in the previous fiscal year), making it the second consecutive period of losses. The breakdown of net sales is as follows. Research solutions increased 8.2% to ¥145mn and e-commerce solutions sales increased 5.0% to ¥84mn. Both segments returned to revenue growth on a recovery in orders. However, the level was still below break-even.



Note: Excludes intra-segment transactions
 Source: Prepared by FISCO from the Company's financial results and financial results presentation materials

Equity ratio in the 70% range and ample cash on hand indicate a sound financial position

2. Financial position

Total assets at the end of 1H FY6/26 increased ¥106mn from the end of FY6/25 to ¥6,358mn. In current assets, notes and accounts receivable and contract assets increased ¥113mn, while cash and deposits decreased ¥300mn. In non-current assets, goodwill increased ¥52mn due to making Edit a subsidiary, and investments and other assets increased ¥231mn.

Total liabilities decreased ¥208mn from the end of FY6/25 to ¥1,405mn. This mainly reflected declines of ¥58mn in interest-bearing debt and ¥14mn in income taxes payable. Total net assets increased ¥315mn YoY to ¥4,953mn. Retained earnings increased ¥233mn and valuation difference on other securities increased ¥29mn; in addition, treasury stock decreased ¥34mn (a positive factor).

The equity ratio, an indicator of management safety, rose to 76.5% from 72.9% at the end of FY6/25, and the D/E ratio declined to 0.09 times from 0.11 times. Key factors in this were the reduction of interest-bearing debt and increase in equity capital. Net cash (cash and deposits minus interest-bearing debt) stood at ¥2,867mn and, although it edged down from the end of FY6/25, remained at a high level. The Company intends to continue pursuing M&A by leveraging its cash reserves and, depending on deal size, is also considering the use of interest-bearing debt. As a general indicator, it seems to be considering a D/E ratio of up to around 0.5 times.

Results trends

Simplified consolidated balance sheet

	(¥mn)				
	FY6/23	FY6/24	FY6/25	1H FY6/26	Change
Current assets	4,022	4,718	4,579	4,412	-167
Cash and deposits	2,806	3,613	3,596	3,295	-300
Non-current assets	1,639	1,550	1,672	1,946	273
Goodwill	339	362	330	382	52
Total assets	5,661	6,269	6,252	6,358	106
Total liabilities	1,488	2,003	1,614	1,405	-208
Interest-bearing debt	417	748	486	428	-58
Total net assets	4,172	4,266	4,638	4,953	315
[Safety]					
Equity ratio	71.7%	67.0%	72.9%	76.5%	3.6pp
D/E ratio	0.10x	0.18x	0.11x	0.09x	-0.02x
Net cash	2,388	2,865	3,110	2,867	-242

Source: Prepared by FISCO from the Company's financial results

In FY6/26, the Company will promote company-wide use of AI and expects earnings to recover from the second half

3. FY6/26 forecasts

For FY6/26 consolidated results, the Company has left its initial forecast unchanged, with net sales rising 5.2% YoY to ¥6,400mn, operating profit rising 30.5% to ¥600mn, ordinary profit rising 32.0% to ¥600mn, and profit attributable to owners of parent rising 20.8% to ¥372mn. Net sales are expected to reach a record high for the first time in two fiscal years, while operating profit and ordinary profit are expected to increase for the first time in four fiscal years. As companies continue to actively invest in AI, the overall IT and online marketing industries to which the Company belongs are expected to heat up from the second half onward. In this environment, the Company aims to expand its operated media through M&A and business development, broaden its revenue base by promoting its 360-degree business approach, and target higher revenue and profit in both the CP Business and CS Business. Although progress at the interim point is somewhat low (46.8% for net sales and 37.2% for operating profit) the extent to which net sales recover in the third quarter will be key to achieving the plan.

Consolidated results trends

	(¥mn)				
	FY6/23	FY6/24	FY6/25	FY6/26 (E)	Interim progress rate
Net sales	6,072	6,125	6,084	6,400	46.8%
YoY	8.9%	0.9%	-0.7%	5.2%	
Operating profit	568	523	459	600	37.2%
YoY	-10.8%	-7.9%	-12.2%	30.5%	
% of net sales	9.4%	8.6%	7.6%	9.4%	
Ordinary profit	566	547	454	600	41.6%
YoY	-11.3%	-3.3%	-17.0%	32.0%	
Profit attributable to owners of parent	280	163	307	372	91.5%
YoY	-37.8%	-41.8%	88.8%	20.8%	

Source: Prepared by FISCO from the Company's financial results

Results trends

As a policy for FY6/26, the Company has made promoting company-wide AI utilization its core theme and is moving to full-scale use of AI across content, development, and data analytics. As the first initiative on the content side, the Company launched a Chinese-language version of ReseMom. This responds to the increase in Chinese students enrolling in Japanese schools, and the Company sought to reduce content production costs through AI translation. It provides education and entrance-exam information in Japan and also aims to reach users outside Japan. On the development side, it has established an AI-native development structure by introducing AI agents. Furthermore, the Company has introduced the MCP Server, which serves as an interface with AI, into its data analytics platform that stores various data from its operated media, enabling AI access to the data and thereby improving operational efficiency, as it advances its initiatives as an AI media company. In other areas, it is promoting its 360-degree business approach by holding in-person events in collaboration with specialist media in fields such as gaming and automobiles, and by expanding the lineup of Entame Print*. As for Entame Print, it has turned profitable on a monthly basis.

* The Entame Print service, available through the use of multifunction copy machines installed at convenience stores, enables users to purchase and print various types of content, including photo cards featuring popular characters, celebrities, and video game images. The service can be used as a promotional tool for products involving intellectual property, including picture cards bundled with advance-purchase movie tickets.

In addition, net sales will decrease almost ¥200mn due to the impact of exiting the puzzle magazine business at the end of the previous fiscal year, but operating profit will increase by ¥60mn. In addition, Edit, which became a consolidated subsidiary in July 2025, will contribute a little over ¥200mn to net sales and a slight increase in operating profit after amortization of goodwill. By making Edit a subsidiary, the Company expects to expand business through collaboration with its existing financial media and to generate synergies, such as expanding Edit's digital business. Furthermore, although the impact on results from webCG, which became a consolidated subsidiary in February 2026, is minor, integrating the Group's membership base, advertising sales capabilities, and AI initiatives with webCG's editorial capabilities and brand power is expected to lead to further expansion of the automotive media business.

In addition, Robosta, a robotics information media outlet acquired from robotstart inc. in July 2025, has been gaining attention amid the physical AI boom. Both the industrial and consumer segments of the robotics market have strong growth potential, and as more companies consider developing new businesses, the newly launched paid membership service "Premium Corporate Membership*" is steadily increasing its member base. Going forward, the Company aims to expand earnings while pursuing collaborations with highly compatible automotive media.

* For a monthly fee of ¥5,500, the service provides distribution of expert content on the robotics and AI industries, online seminars by industry experts (planned twice per month), and access to archived videos.

Targeting consolidated net sales of ¥10.0bn and adjusted EBITDA of ¥1.2bn in FY6/30

4. Medium-term performance targets

As medium-term performance targets, the Company aims to achieve consolidated net sales of ¥10.0bn and an adjusted consolidated EBITDA of ¥1.2bn by FY6/30. The five-year CAGR will be 10.5% for net sales and 14.5% for operating profit. As a growth strategy, while continuing its M&A strategy, the Company aims for high growth as an AI media company by shifting its business model from one centered on online advertising to one that, based on the AI-personalized membership platform iid Smart id, offers a variety of services such as paid memberships and marketing support services. Leveraging AI is expected not only to improve productivity, but also to enable more efficient expansion and monetization of the membership base than before. Along with the automobile field, the Company intends to focus on the education, finance, IT, entertainment, and robotics fields, which are priority areas.

Shareholder return policy

Planning to expand shareholder benefit program and pay dividends with target DOE of 2.5%

Since FY6/26, the Company has been working to enhance shareholder returns. Under its dividend policy, the Company has raised DOE (dividend on equity ratio, consolidated) from 2.0% to 2.5%, and plans to pay a dividend of ¥22.0 per share, the same as FY6/25 (which included a ¥6.0 commemorative dividend). With DOE as its guideline, stable dividends are expected going forward. In addition, the Company has introduced a shareholder benefit program through which it presents a ¥10,000 QUO card to shareholders who have continuously held 500 or more shares for less than one year as of the end of June each year and a ¥15,000 QUO card to those who have continuously held 500 or more shares for one year or more. It also intends to consider repurchases of treasury stock as appropriate, taking into account factors such as the share price level. If one estimates the return on investment, including shareholder benefits, based on the share price as of February 24 (¥947), it is 4.4% for shares held for less than one year and 5.5% for shares held for one year or more.



Disclaimer

FISCO Ltd. ("FISCO") offers stock price and index information for use under the approval of the Tokyo Stock Exchange, the Osaka Exchange, and Nikkei Inc.

This report is provided solely for the purpose of offering information and is not a solicitation of investment nor any other act or action.

FISCO has prepared and published this report based on information it deems reliable. However, FISCO does not warrant the accuracy, completeness, certainty, nor reliability of the contents of this report or the said information.

The issuers' securities, currencies, commodities, and other financial instruments mentioned in this report may increase or decrease in value or lose their value due to influence from corporate activities, economic policies, world affairs, and other factors. This report does not make any promises regarding any future outcomes. If you use this report or any information mentioned herein, regardless of the purpose therefor, such use shall be based on your judgment and responsibility, and FISCO shall not be liable for any damage incurred by you as a result of such use, irrespective of the reason.

This report was prepared at the request of the subject company, with information provided by the company through telephone interviews and other means, and with compensation from the company. Hypotheses, conclusions and all other content contained in this report are based on FISCO's analysis. The contents of this report are current as of the date of preparation and are subject to change without notice. FISCO is not obligated to update this report.

The intellectual property rights, including the copyrights to the main text, data, and the like, belong to FISCO, and any revision, reprocessing, reproduction, transmission, distribution or the like of this report and any duplicate hereof without the permission of FISCO is strictly prohibited.

FISCO and its affiliated companies, as well as the directors, officers, and employees thereof, may currently or in the future trade or hold the financial instruments or the securities of issuers that are mentioned in this report.

Please use the information in this report with an understanding and acceptance of the above points.

■ For inquiries, please contact: ■

FISCO Ltd.

5-13-3 Minami Aoyama, Minato-ku, Tokyo, Japan 107-0062

Phone: 03-5774-2443 (IR Consulting Business Division)

Email: support@fisco.co.jp