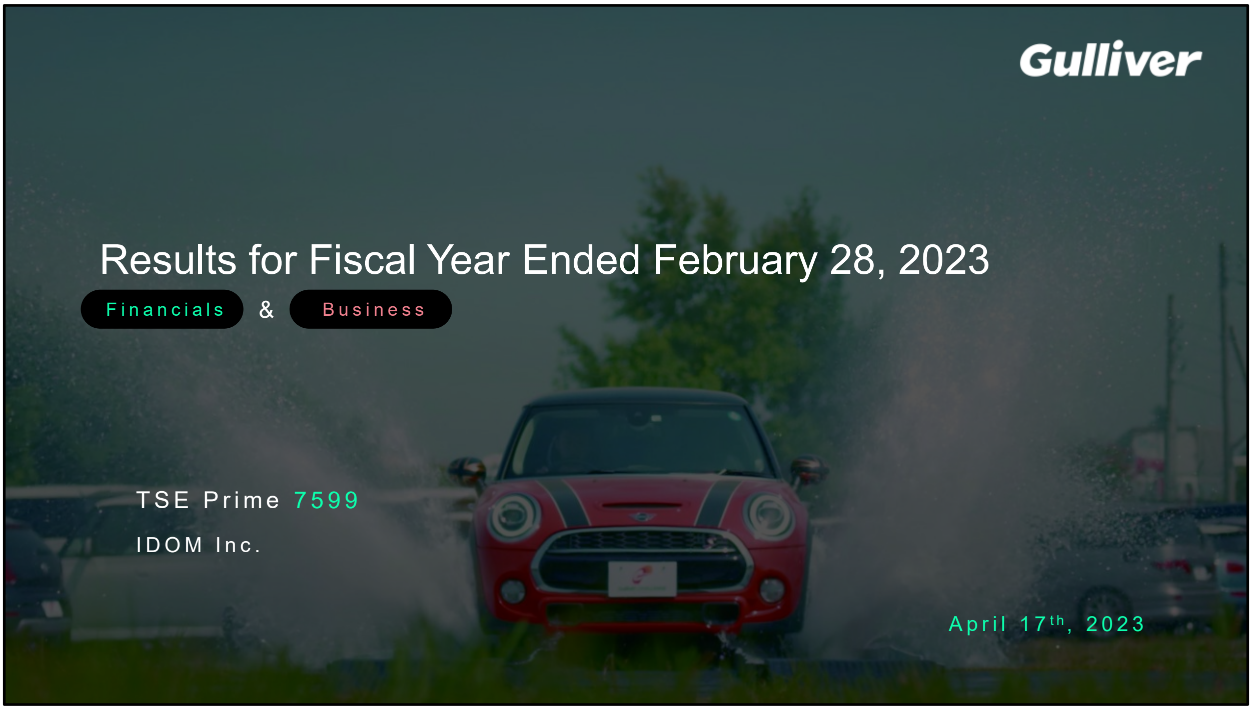

Hello, my name is Ryo Nishihata, CFO of IDOM Inc.

Contents

Gulliver

IDOM Inc.

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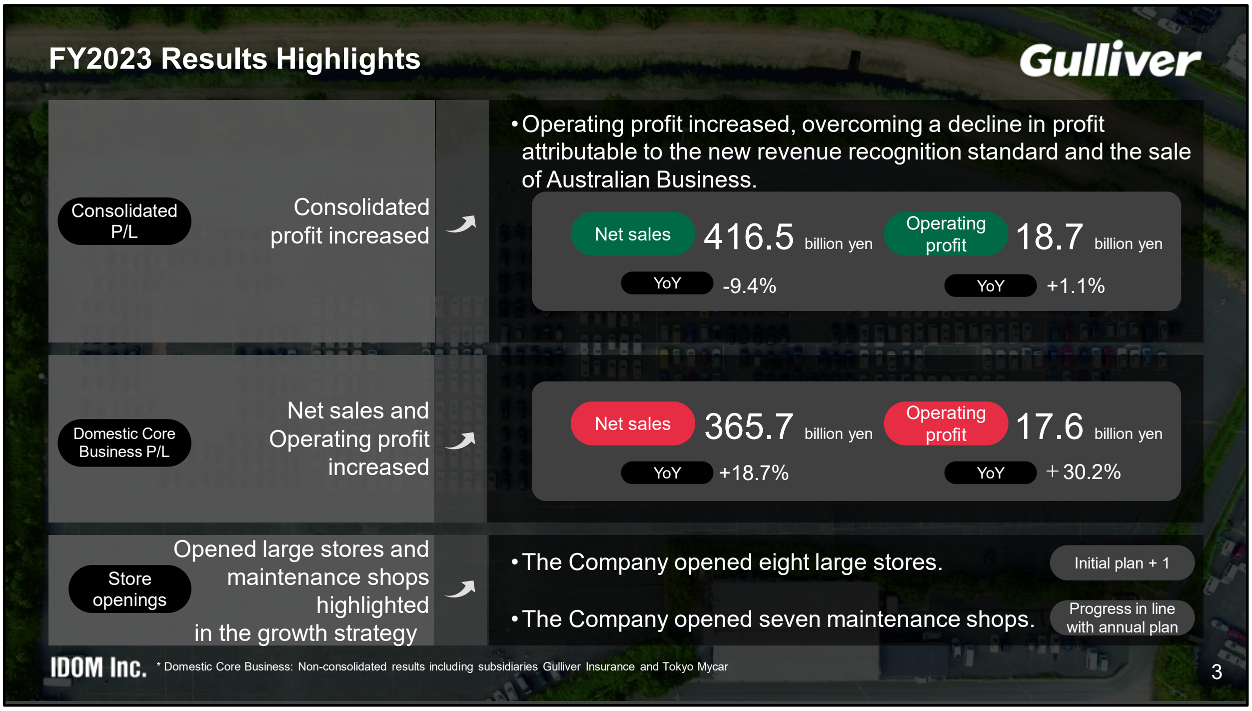
I will review the results for the fiscal year ended February 28, 2023 and financial forecasts for the fiscal year ending February 29, 2024.

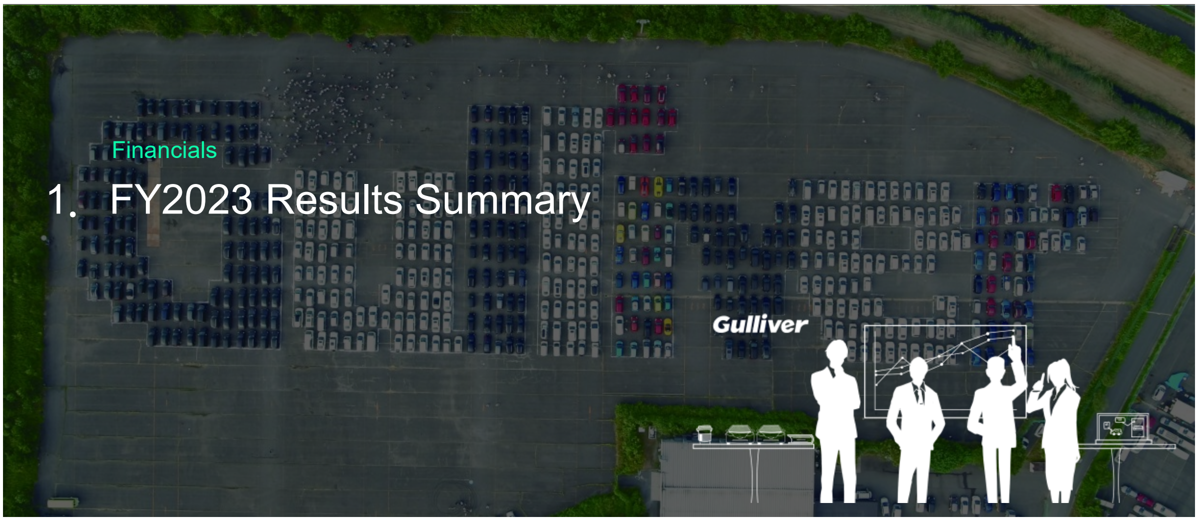


First, please see slide 3. This slide highlights the results for the fiscal year ending February 28, 2023.
Firstly, I will explain the results on a consolidated basis. The Company completed the sale of Australian business in July 2022.
Consolidated operating profit increased for the fourth consecutive year and achieved record profits overcoming the negative impact of the sale of Australian business.

The results of “Domestic core business,” which added two domestic subsidiaries to the parent company, show the status of the current main business.
Net sales rose to 19 %, and operating profit increased by 30 % despite the negative impact of applying the new revenue recognition standard.

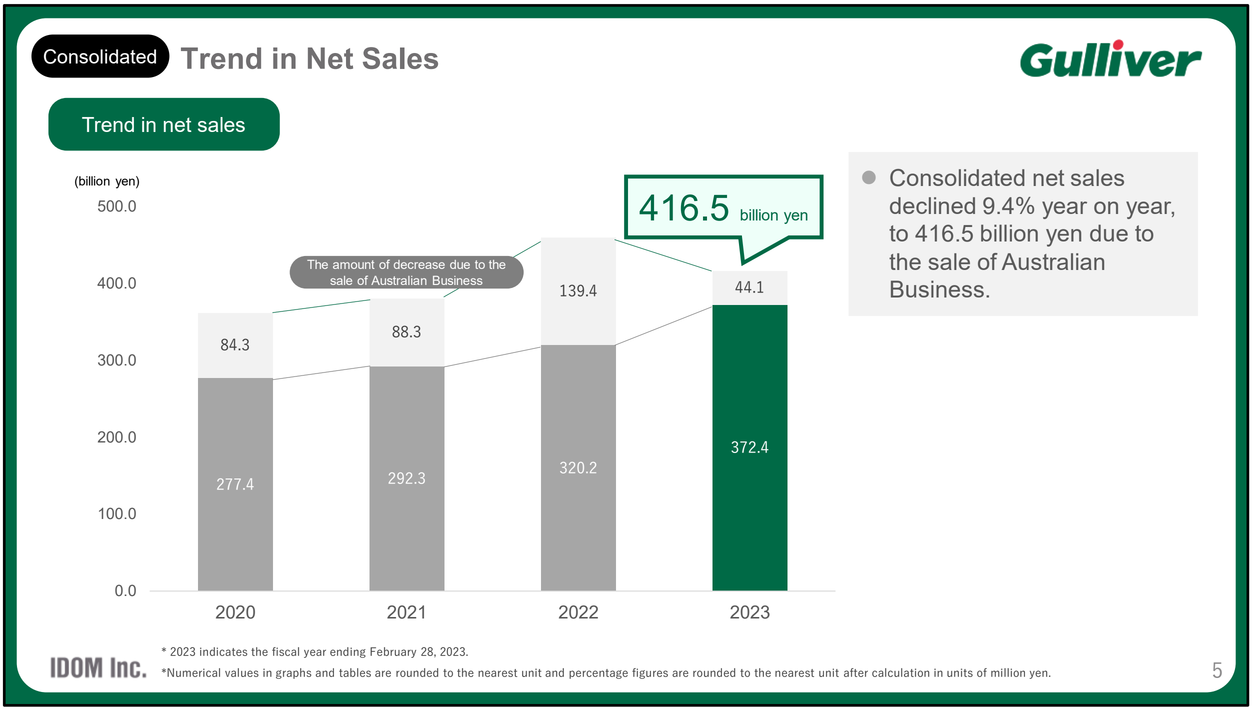
As for the large stores highlighted in the growth strategy, the Company opened eight stores, which added one store to the initial plan. In addition, the Company also opened seven maintenance shops.

Gulliver

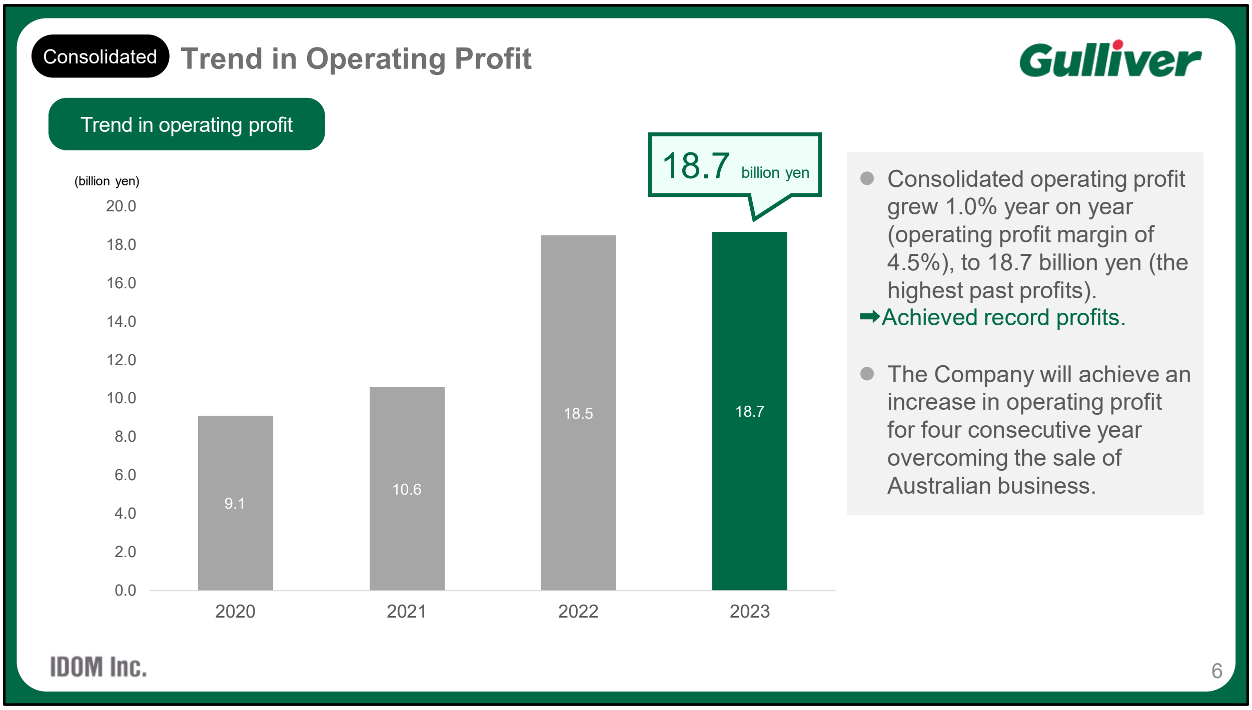


IDOM Inc. *Numerical values in graphs and tables are rounded to the nearest unit and percentage figures are rounded to the nearest unit after calculation in units of million yen.

I will now discuss the consolidated results.



The slide shows the trend in net sales of consolidated over the past four years. The top of the bar graph shows the impact of the Australian business.
Consolidated net sales decreased for this fiscal year due to the sale of the Australian business.



The slide shows the trend in consolidated operating profit.
Operating profit increased for four consecutive years because the domestic core business expanded steadily and exceeded the previous standard despite having a negative impact on the sale of Australian business.

Consolidated

FY2023 Results (Year-on-Year)

Gulliver

(billion yen)

	Previous Fiscal Year FY2022	Fiscal Year Under Review FY2023	YoY changes / Percent change
Net sales	459.5	416.5 (1)	-43.0
			-9.4%
Operating profit	18.5	18.7 (2)	+0.2
Operating profit margin (%)	4.0%	4.5%	+1.1%
Ordinary profit	17.6	18.1	+0.6
Ordinary profit margin (%)	3.8%	4.4%	+3.3%
Profit attributable to owners of parent	10.8	14.2 (3)	+3.4
Profit margin (%)	2.3%	3.4%	+32.0%
Consolidation Period of Australian Subsidiaries	12 months	3 months	

1. Net sales declined due to the sale of Australian business.
2. Operating profit increased due to strong domestic core business.
3. Profit attributable to owners of parent grew 32.0% year on year due to a gain on sales of shares as a result of the sale of Australian Business.

IDOM Inc.

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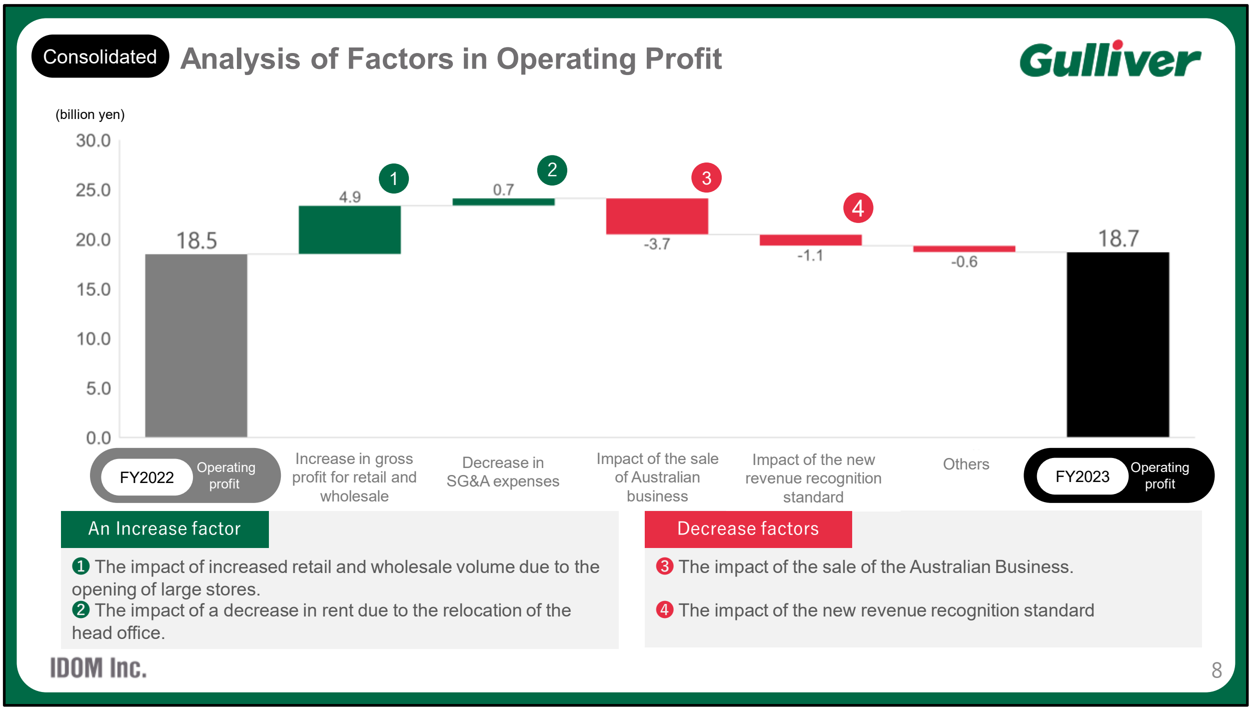
The slide shows the consolidated results. Net sales are as explained earlier. Operating profit increased due to the steady growth of the domestic core business. As a result, the operating profit margin grew by 4.5% from 4.0% in the previous year.

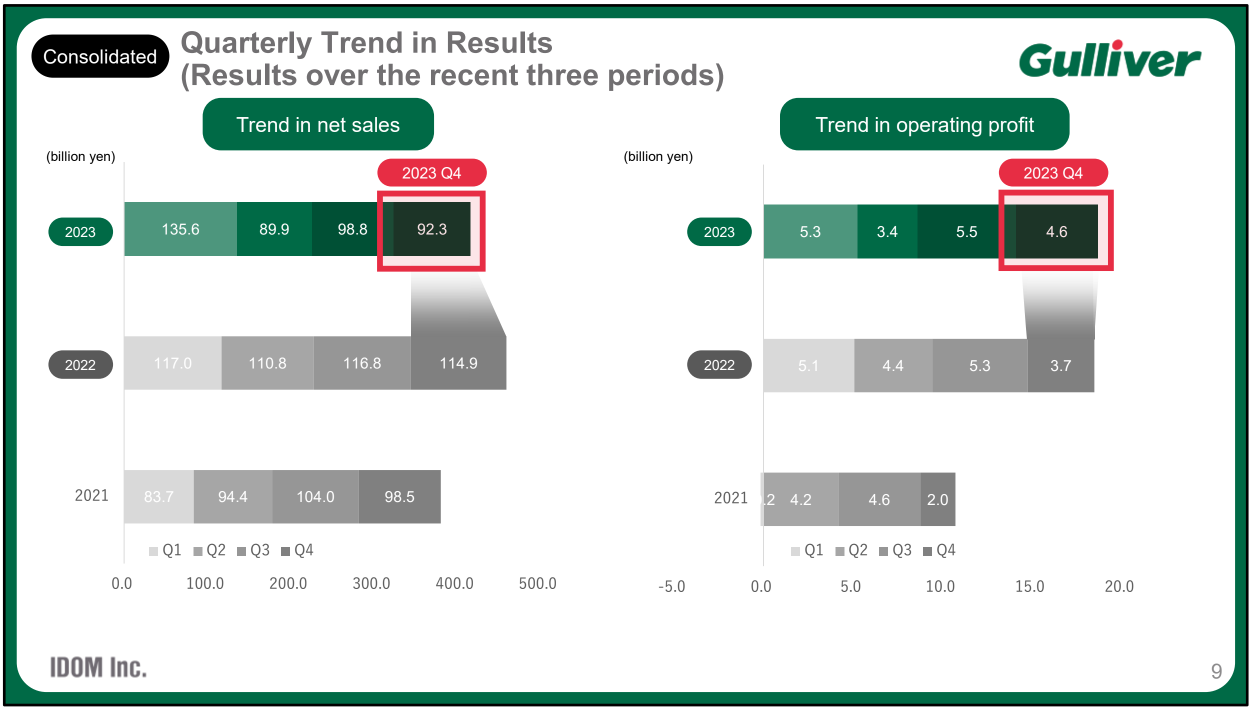
The growth rate of profit attributable to the owner of parent was high due to a gain on the sale of the business and a reduction in the tax rate.

Operating profit, ordinary profit, and profit attributable to the owner of parent achieved record profits.



This slide shows an analysis of factors for the year-on-year change in the consolidated operating profit between FY2022 and FY2023.
3.7 billion yen from the sale of the Australian business and 1.1 billion yen from the adaption of the new revenue recognition standard negatively impacted operating profit.
However, operating profit increased due to steady growths of retail sales and wholesales in the Domestic core business. Retail was successful in the trial of ancillary sales, and wholesale profit increased due to solid sales SG&A expenses decreased due to a decrease in personnel,

SG&A expenses increased by 0.7 billion yen due to a decrease in headcount and cost reductions resulting from the relocation of the head office, which offset an increase in advertising expenses, This was a factor in the 0.7 billion yen increase in operating income volume.
As for personnel, we are increasing the number of fixed-term employees and mid-career employees. We are no problem investing in large stores and maintenance shops.



Consolidated operating profit in the fourth quarter was 4.6 billion yen, an increase of 0.9 billion yen year on year.

Domestic Core Business

FY2023 Results (Year-on-Year)

Gulliver

(billion yen)	Previous Fiscal Year FY2022	Fiscal Year Under Review FY2023	YoY changes Percent change
Net sales	308.0	365.7 ❶	+57.7
			+18.7%
Operating profit	13.5	17.6 ❷	+4.1
Operating profit margin (%)	4.4%	4.8%	+30.2%
Ordinary profit	13.1	17.2	+4.2
Ordinary profit margin (%)	4.2%	4.7%	+31.9%
Profit attributable to owners of parent	7.5	16.0 ❸	+8.5
Profit margin (%)	2.4%	4.4%	+114.2%

❶ Vehicle prices rose in line with auction market prices.

❷ Profit at all levels reached a record high.

❸ Temporary gains and losses were posted. (1) (2) (3)

(1) 0.85 billion yen was posted as head office relocation expenses in extraordinary losses in the previous fiscal year.

(2) The goodwill impairment loss posted for the previous fiscal year was deducted from taxable income after the transfer of shares of the Australian subsidiaries.

(3) The Company posted 2.9 billion yen for a gain on sales of shares as extraordinary profit due to the share transfer of Australian subsidiaries.

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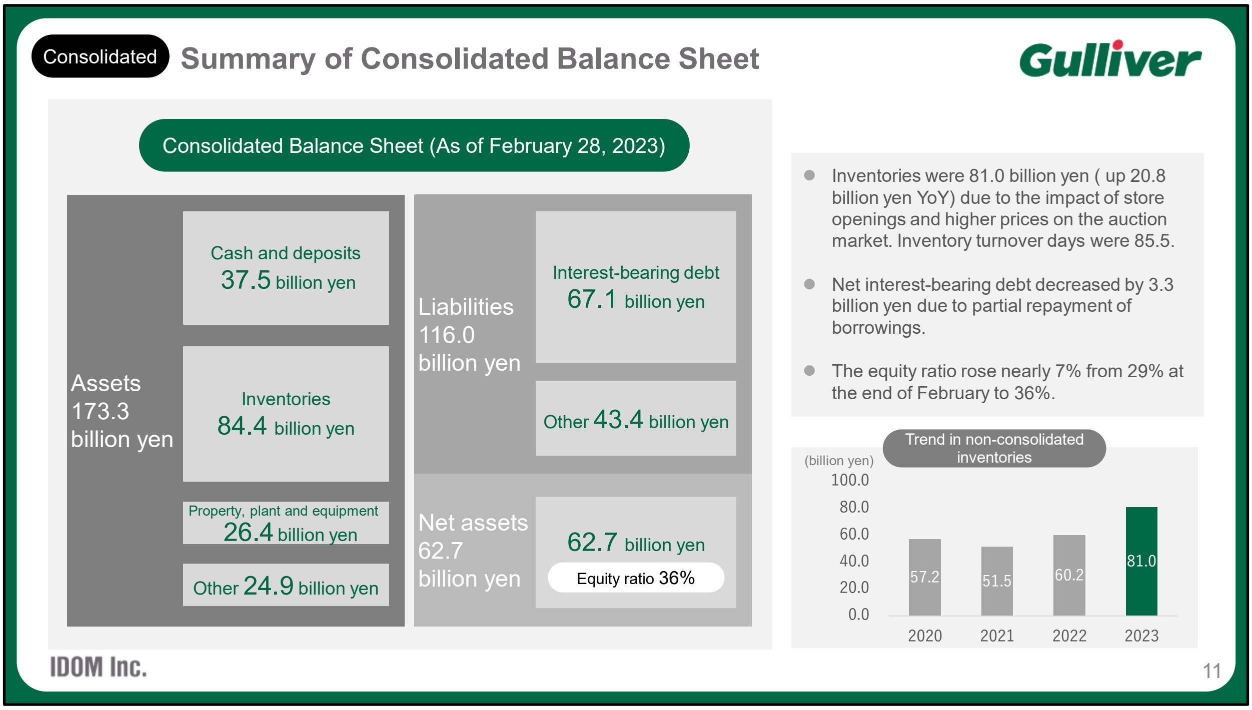
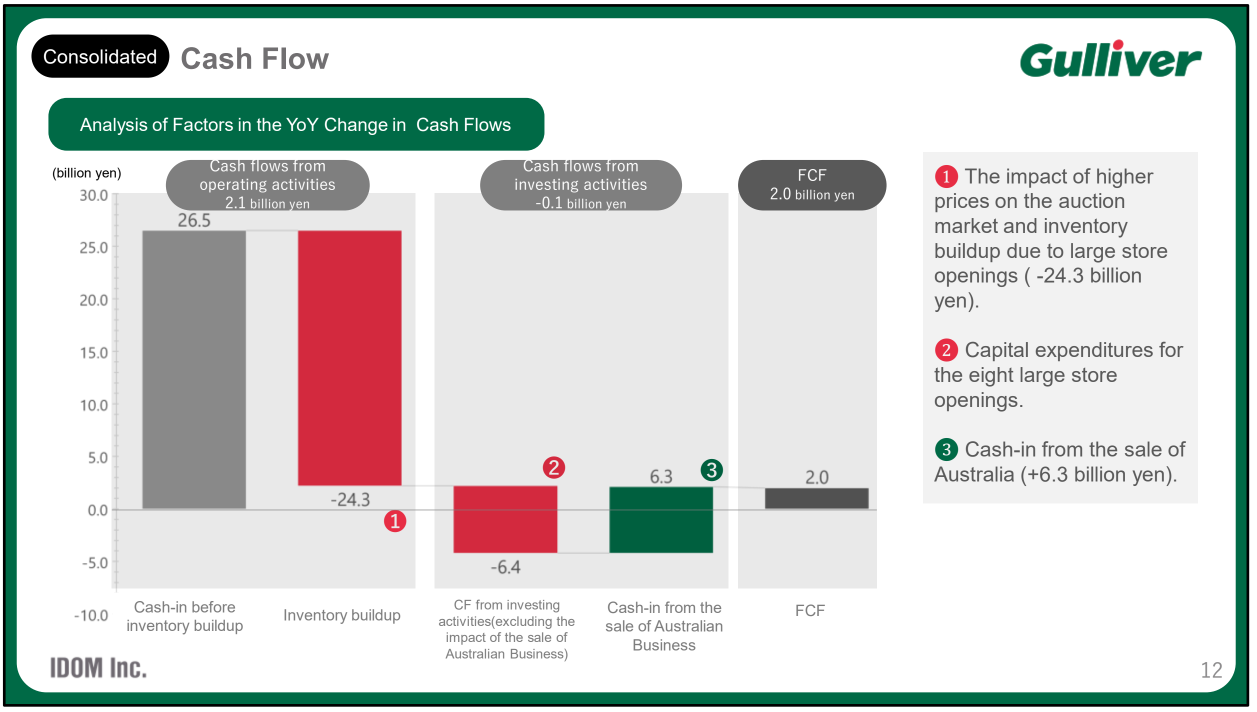
The sales of the Australian business had an impact on consolidated results. "Domestic core business" does not include the results of Australian business; therefore, we can compare the results of the domestic core business in FY2022 and FY2023.

Domestic core net sales rose by 19 %, and operating profit grew by 30% due to steady growth of retail sales and wholesales despite the impact of applying the new revenue recognition standard as well as consolidated results.



Now I will summarize the consolidated balance sheet.
Net assets were 173.3 billion yen, decreased 16.5 billion yen year on year due to the sale of the Australian business.
Cash and deposits were 37.5 billion yen, decreased 8.7 billion yen year on year due to inventory buildup and the repayment of borrowings.
Consolidated inventory was 84.4 billion yen. The trend in non-consolidated inventory are shown on the right side of the slide. Non-consolidated inventory grew to 81.0 billion yen compared to 84.4 billion yen in the previous fiscal year. Inventory volume increased due to preparations for large store openings. In addition, the inventory increased due to the rise in unit price of inventory.
The number of non-consolidated inventory turnover days was 86 days, almost the same as the 83 days at the end of the previous period.

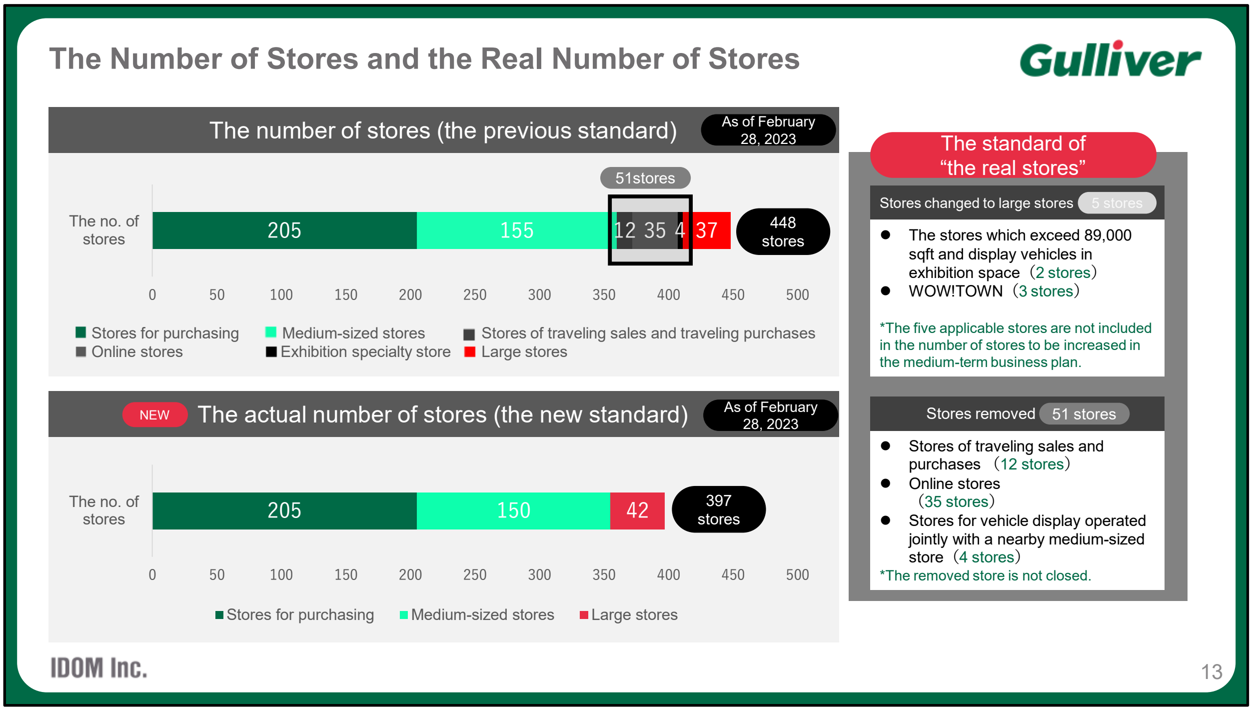
Net interest-bearing debt decreased 3.3 billion yen from 32.9 billion yen to 29.6 billion yen. As a result of the above, the equity ratio increased from 29% at the end of February to 36% at the end of February.



This slide shows the cash flow statement.
Strong business generated cash of 26.5 billion yen before inventory buildup.
Operating cash flow was positive 2.1 billion yen despite of cash out of inventory buildup.

An investment of 6.4 billion yen was made for large store and maintenance shop openings.

Although the investment continues, The impact of investment cash flow was negligible due to the cash inflow from the Australia sale, and Free cash flow was positive 2.0 billion.



As shown on the slide from the end of the current fiscal year, the company will revise the definition of the number of stores.

Three large experimental stores with floor space over 89,000 sqft, and two stores that exceeded over 89,000 sqft due to an expansion of the exhibition area, a total of five stores used to be included in medium-sized stores, but they are counted as large stores with new counting standard. However, those five applicable stores are not included in the number of stores to be increased in the medium-term business plan.

Also, for internal administrative reasons, Included in medium-size stores and "online stores," etc., which were included in medium-size stores 51 stores have been redefined to include only real stores.
We will continue to disclose figures based on this definition.

IDOM Inc.

Now I will be talking about financial forecasts.

Consolidated **Key KPIs for FY2024 Performance Forecast**

Gulliver

		FY2022	FY2023	FY2024	Changes
Number of stores	Store opening of large stores (stores)	5	8	**10**	+2
Number of units	Number of unit sales (thousand units)	23.7	24.7	**25.4**	+0.7
	Number of retail unit sales (thousand units)	14.0	13.5	**14.4**	+0.9
	Number of wholesales unit (thousand units)	9.7	11.2	**11.0**	-0.2
Gross profit per unit	Gross profit per retail unit (ten thousand yen)	36	40	**40**	-
	Gross profit per wholesale unit (ten thousand yen)	10	10	**10**	-

IDOM Inc.

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Assumptions for the next fiscal year, the used car market price is assumed to decline gradually as the supply of new cars increases.
The company plan to open 10 stores in the second half.

Retail sales increased to 144 thousand units while maintaining unit gross profit,

Wholesale sales will generally maintain a gross profit margin of 100,000 yen per unit. However, the number of units is expected to decrease to 110,000 units.

Consolidated

FY2024 Forecasts (Year-on-Year)

Gulliver

(billion yen)	Actual result FY2023	Forecast FY2024	YoY changes Percent change
Net sales	416.5	400.0 ❶	-16.5
			-4.0%
Operating profit	18.7	19.0 ❷	+0.3
Operating profit margin (%)	4.5%	4.8%	+1.6%
Ordinary profit	18.1	18.5	+0.4
Ordinary profit margin (%)	4.4%	4.6%	+2.2%
Profit attributable to owners of parent	14.2	12.0 ❸	-2.2
Profit margin (%)	3.4%	3.0%	-15.8%

❶ Retail sales volume is forecast to increase as a result of store openings. However, net sales will decline due to the sale of Australian business.

❷ The company aims to increase operating profit for the fifth consecutive year.

❸ Profit attributable to owners of parent is forecast to decline due to a gain on sales of shares as a result of the sale of Australian Business in the previous fiscal year.

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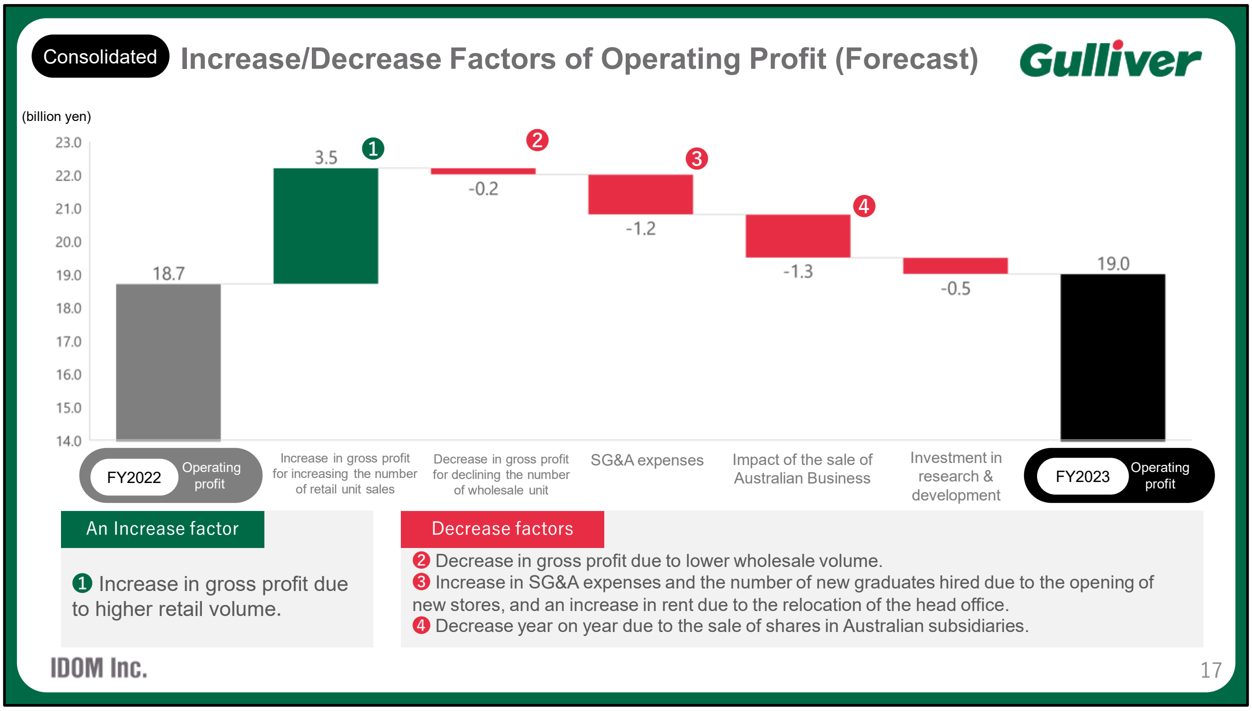
Net sales declined due to lower market prices and the loss of three months of sales from the Australian business.

We will secure an increase in operating income.

Profit attribute to owners of parent is forecast to decrease due to an absence of extraordinary income from the sale of business in FY2023, and the tax burden rate, which was low in the previous fiscal year, will return to normal.

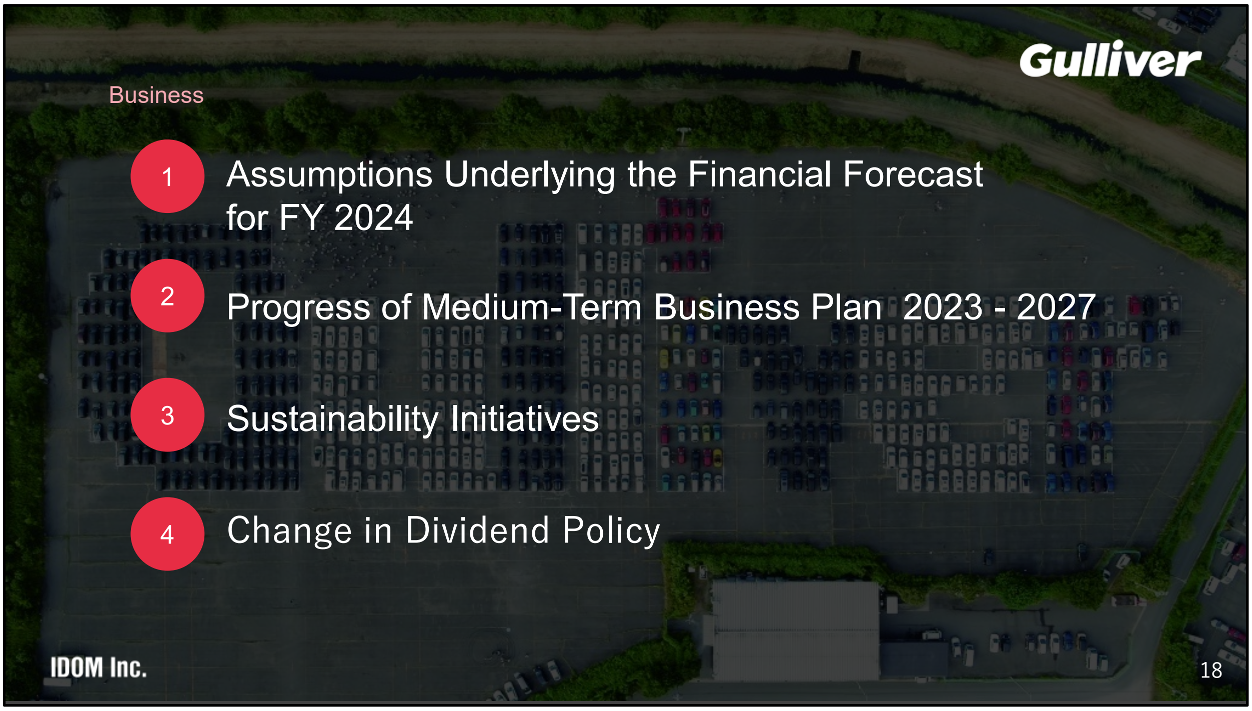
Profit attributable to owners of parent is forecast to decrease due to an absence of extraordinary income posted in FY2023 from the sale of the business, and the tax burden rate, which was low in the previous fiscal year, will return to normal.



This slide shows an analysis of Factors of increase and decrease in Operating Profit.

Two factors will reduce profits:
(1) The loss of three months' worth (3 billion yen) of operating income from the Australian business.
(2) The consolidation of the Australian business, which is a research and development project that is proceeding smoothly within the scope of certain investments.

In the domestic core business, SG&A expenses will return to normal levels, and a reduction in wholesale unit sales amid the prospect of lower prices will be factors in lower profits.
We forecast that operating profit will be 19 billion while addressing those negative factors with maintaining strong performance of incidental services and



My name is Takao Hatori, President of IDOM Inc.

I will explain about four points below.

(1) Assumptions Underlying the Financial Forecast
for FY 2024.

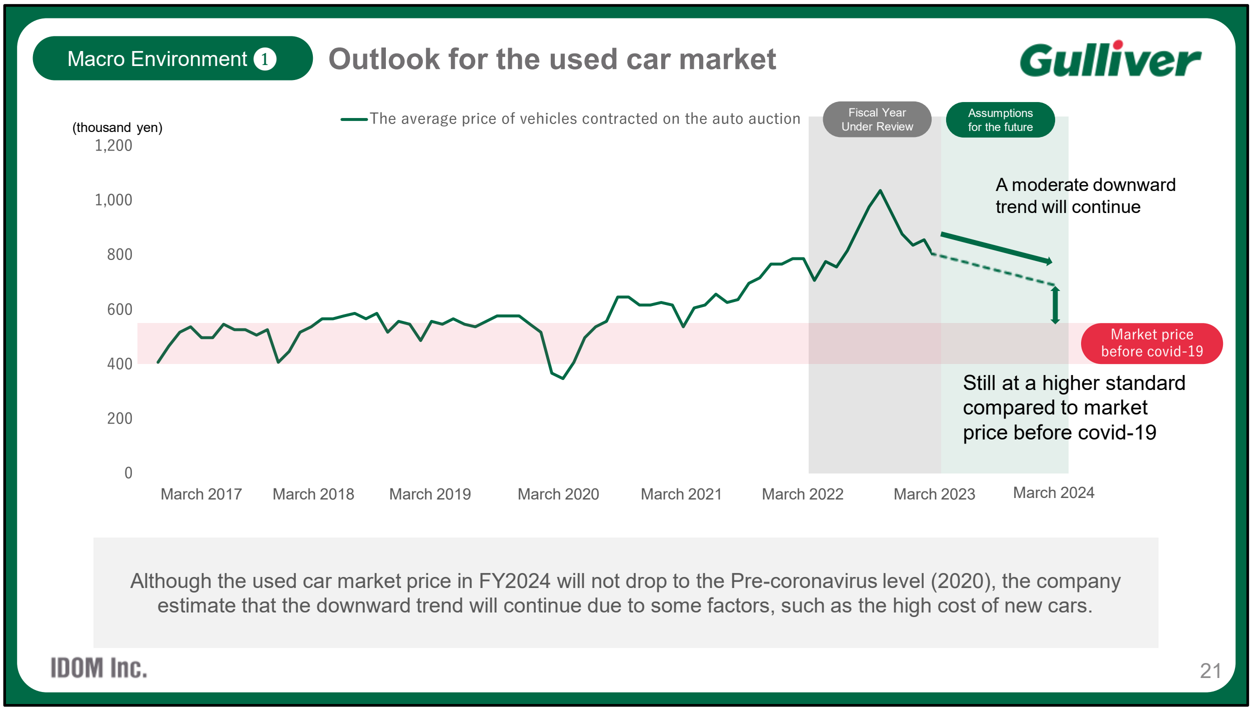
(2) Progress of Medium-Term Business Plan 2023 – 2027.

(3) Sustainability Initiatives.

(4) Change in Dividend Policy.

Firstly, I will explain about Assumptions Underlying the Financial Forecast for FY 2024.

As the axis of the strategy for FY2024, IDOM will increase the number of retail unit sales while maintaining a gross profit.

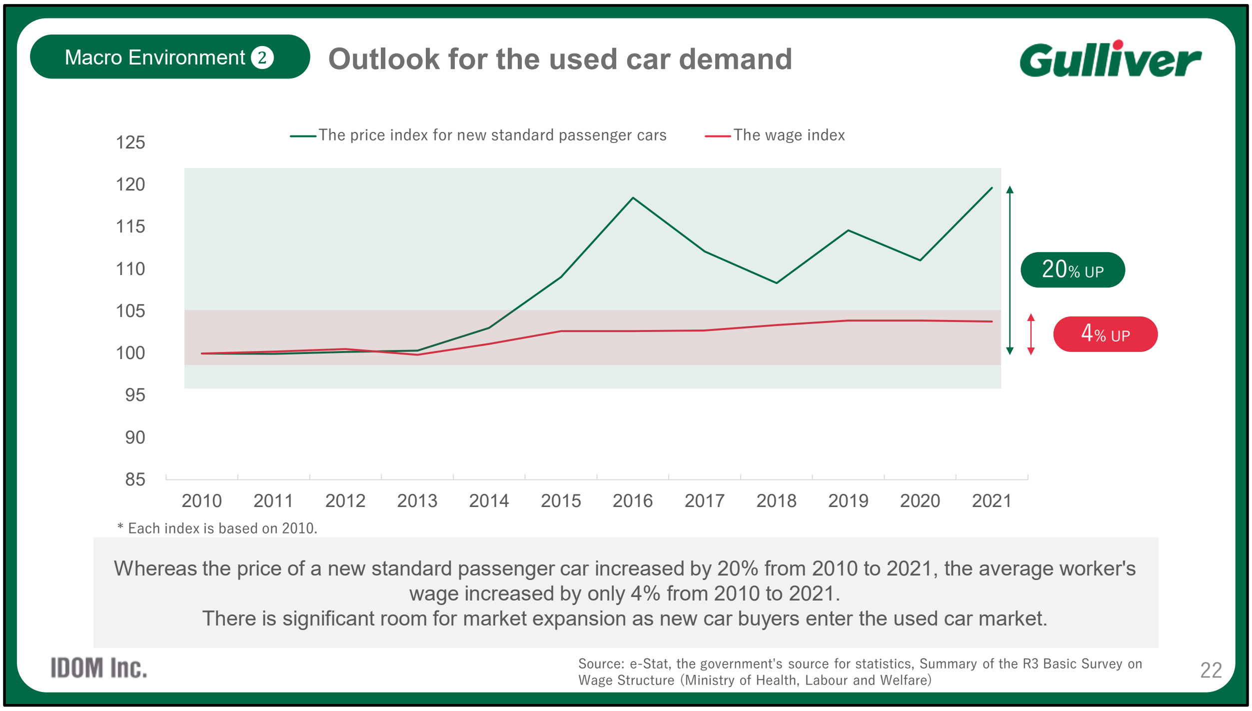


I will explain from our market price data.

The market price of used cars rose to an unprecedented degree inFY2023.

Based on our experience, we were able to respond appropriately by controlling inventory in anticipation of a downward trend.

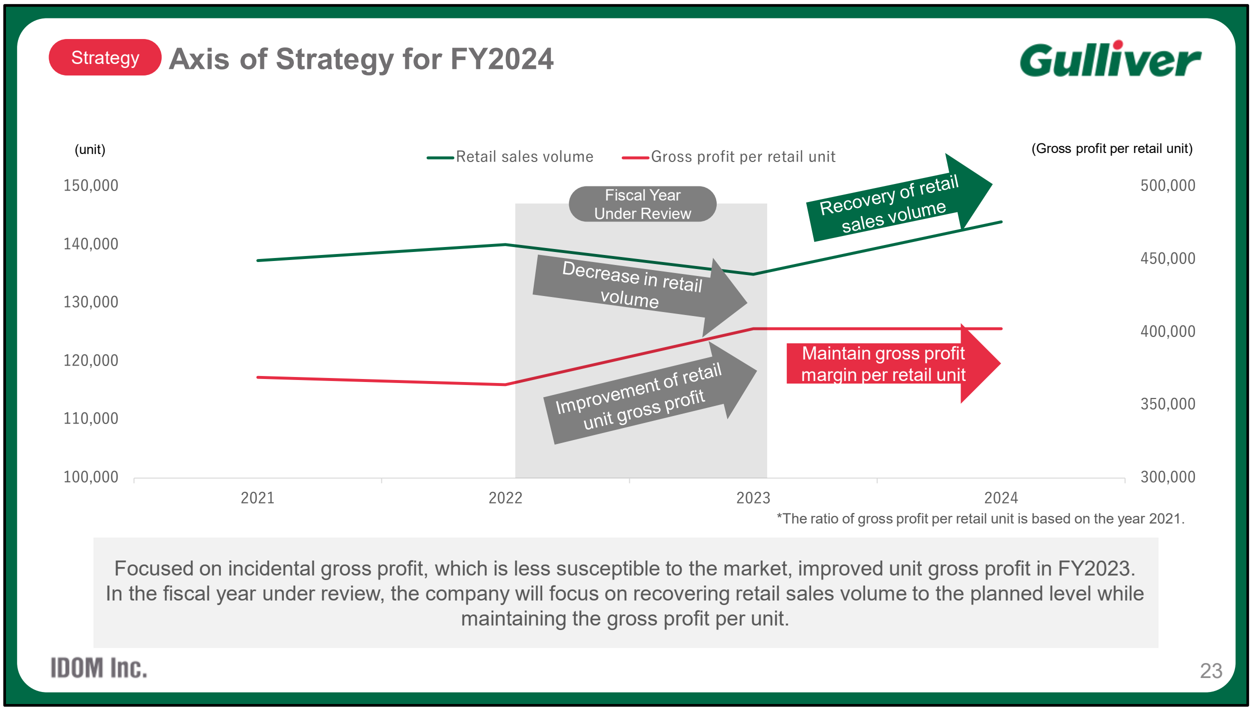
We expect a gradual market downturn in FY2023.In addition to a long-term view of the future, we will also closely monitor and respond to short-term price trends.



Next, I will explain the used car demand.

Currently, the new car price become close to the global price. As a result, The growth rate of a market price of a new car is higher than the growth rate of the average worker's wage.

From the downward trend in the used car market, the number of people purchasing used cars will increase in the future, and also, there is ample room for market expansion in Japan.

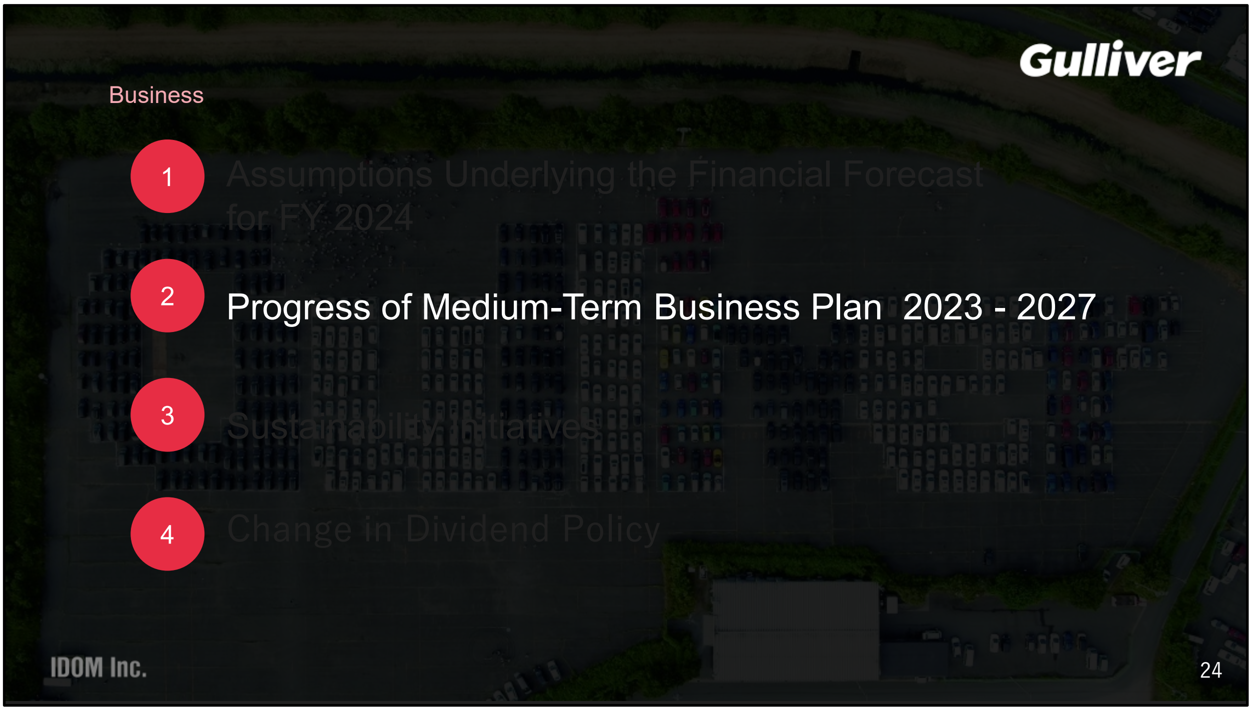


Unprecedented market fluctuations occurred due to the impact of covid-19 and other factors in FY2023. However, IDOM increased gross profit per unit throughout the year due to proper inventory control and increased gross profit of incidental services.

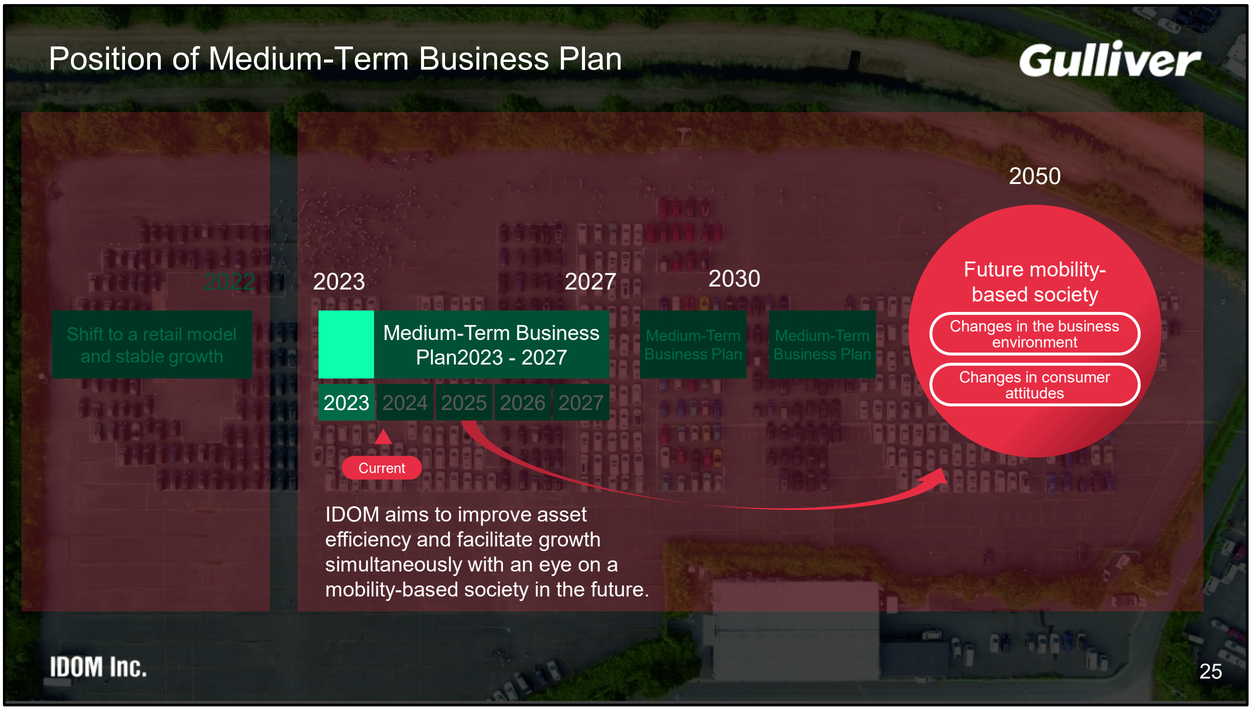
For TY2024, we expect the downward trend in the market to continue. Inventory control will be challenging, but we aim to maintain gross profit margins by continuing our efforts to date.

Regarding retail volume for FY 2023, it decreased because the number of retail unit sales was not a major KPI to focus on expanding incidental services. In addition, the higher price on the auction market was also the factor.

In the fiscal year ending February 29, 2024, we aim to recover to the planned level of 144,000 units, along with the strategy of expanding large stores.



From here, I will explain the progress of medium-term business plan 2023 – 2027.

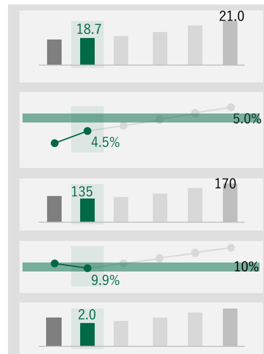


The first year of the mid-term management plan elapsed.

Key Management Indicators and Progress

Gulliver

		FY2023 Results	FY2027 Plans	Progress along the way 2022 2023 2024 2025 2026 2027	Progress as of 2023
P/L	Operating profit	18.7 billion yen	21.0 billion yen		◎
P/L	Operating profit margin	4.5 %	5.0 % or higher		○
Business	The no. of retail units in directly managed stores	135 thousand vehicles	170 thousand vehicles		△
Investment efficiency	ROIC	9.9 %	10 % or higher		○
Cash flows	Free cash flow	2.0 billion yen	About 30 billion yen in 5 years		○



Only retail sales volume was below forecast due to market conditions.
However, other indicators are on track for FY2027.

IDOM Inc.

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IDOM emphasizes the following five management indicators for the medium-term business plan.

“Operating profit” was 18.7 billion yen in FY2023. We aim to increase operating profit to 21.0 billion yen in FY2027.

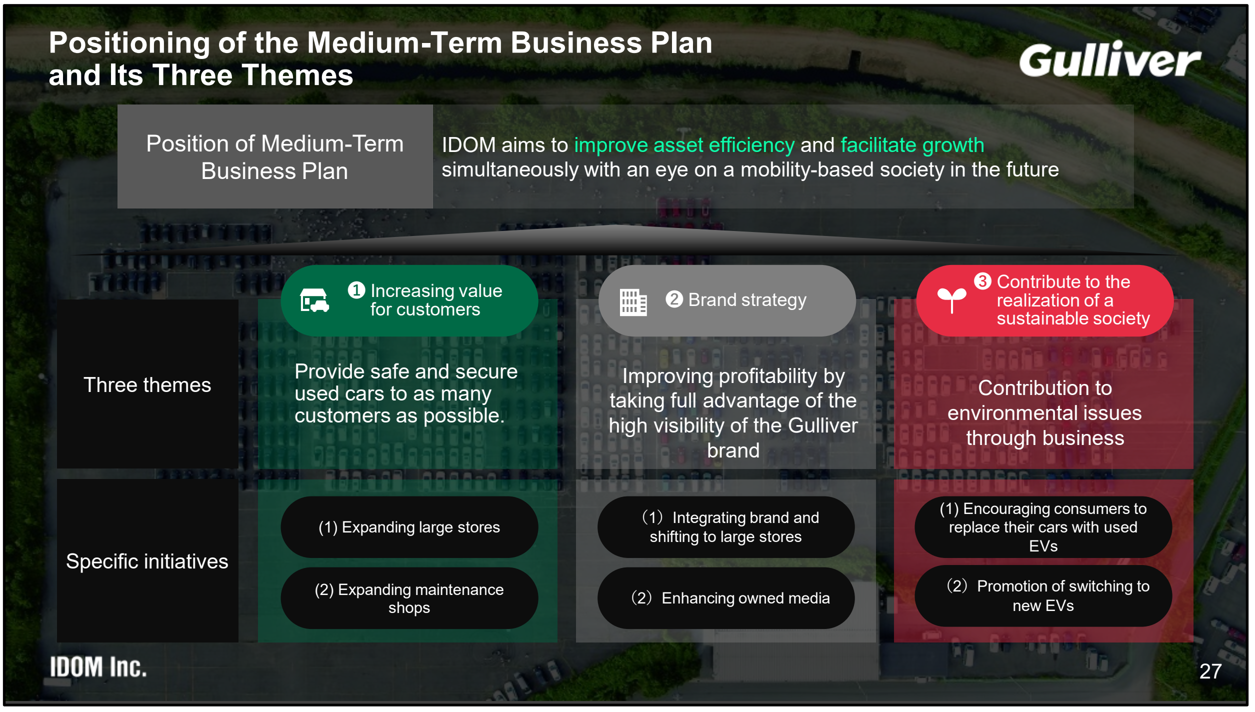
“Operating profit margin” was 4.5% in FY2023. We will aim for 5.0% or more by opening new large stores and improving efficiency.

“Retail unit sales” was 135 thousand vehicles in FY2023. This is the only indicator of poor progress, but we aim to achieve the plan along with an increase in the speed of large store expansion. 。

“ROIC” was 9.9%in FY2023. We will focus on expanding large, capital-efficient stores, aiming to maintain at 10% or higher.

“Free cash flows” was 2.0 billion yen in FY2023.

We aim for stable management as well as appropriate investment for expansion.



From the three themes of the Medium-term Business Plan, I will explain the development of large stores.

Various data on current large stores

Large stores


		Large stores
Store formats	Years since opening	2.7 years
	Store floor area	Approx. 110,000 sqft
Sales status	Retail unit sales / year	1,000 units
	The no. of business negotiations / year	3,200
	The no. of automobile inspections/ year	500 units
P/L	Operating profit / year	Approx. 0.13 billion yen

IDOM Inc.

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This slide shows the various data on large stores that are currently expanding.

In the internal valuation, ROIC, which is calculated from the inventory value and fixed assets, is about 15%. This indicates that the stores are highly efficient in terms of investment.
Stores with maintenance shops are also excellent for acquiring vehicle inspections, which is one of the incidental strategies.

Role model for large stores (example of Makuhari store)

Gulliver

Makuhari Store

		Average large stores	Makuhari store
Store formats	Years since opening	2.7 years	11 Years
	Store floor area	Approx. 110,000 sqft	Approx. 200,000 sqft
Sales status	Retail unit sales / year	1,000 units	2,000 units
	The no. of business negotiations / year	3,200	5,500
	The no. of automobile inspections/ year	500 units	1,700 units
P/L	Operating profit / year	Approx 0.13 billion yen	About three times Over 0.4 billion yen

IDOM Inc.

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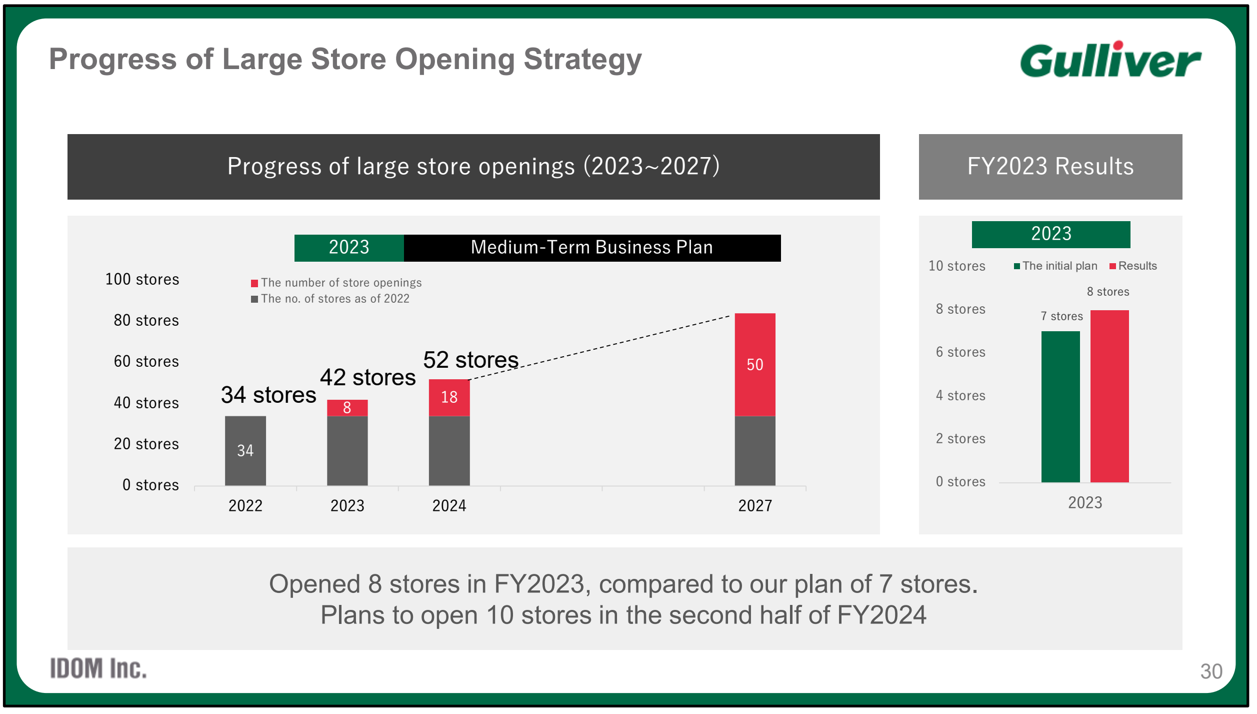
Next, I will explain the Makuhari store, a role model for large stores.

After 10 years of operation, the store has succeeded in expanding with the support of local customers.

We consider this to be the upside potential of the large stores we are currently developing.



This is regarding plans to open large stores.

One large store opening was added to the initial plan. As a result, eight stores were opened in FY2023.

The company plans to open ten new stores in FY2024 and is progressing as planned.

The average floor space of stores to be opened is about 5,000 tsubo than at the time of planning.

The level of development difficulty has increased, but we have secured potential sites for store openings as planned and will continue to do so.

Large Store Opened in FY2023

Gulliver

Kisarazu Kaneda (Opened in January 2023)

Kisarazu, Chiba

Recent launch of new store

Opening of large stores in the fourth quarter
- Kisarazu Kaneda (January 2023)
- Uruma (February 2023)
- Nagoya Chaya (February 2023)
- Nagaoka (February 2023)

8 new store opened in FY2023

Medium-Term Plan Progress	8/50
Number of Large Stores	42 (as of February 28, 2023)

IDOM Inc.

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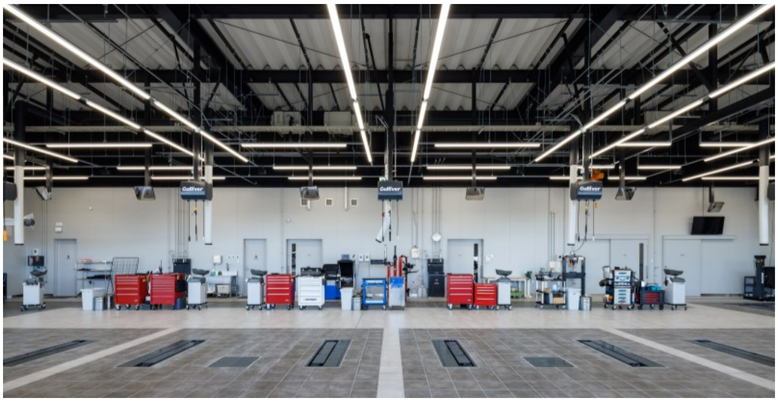
This is the Kisarazu Kaneda store, which was newly opened.

We opened four stores, including Kisarazu Kaneda, in the fourth quarter, with eight total store openings.

As a result, the total number of large stores is forty-two.

Maintenance Shop Opened in FY2023

Gulliver



Kisarazu Kaneda (Opened in January 2023)

Kisarazu, Chiba

Recent launch of new maintenance shop

Opening of maintenance shops in the fourth quarter
- Kisarazu Kaneda (January 2023)
- Uruma (February 2023)

7 new maintenance shops opened in FY2023

Number of Maintenance Shops	14 Eight of them are designated maintenance shops

IDOM Inc.

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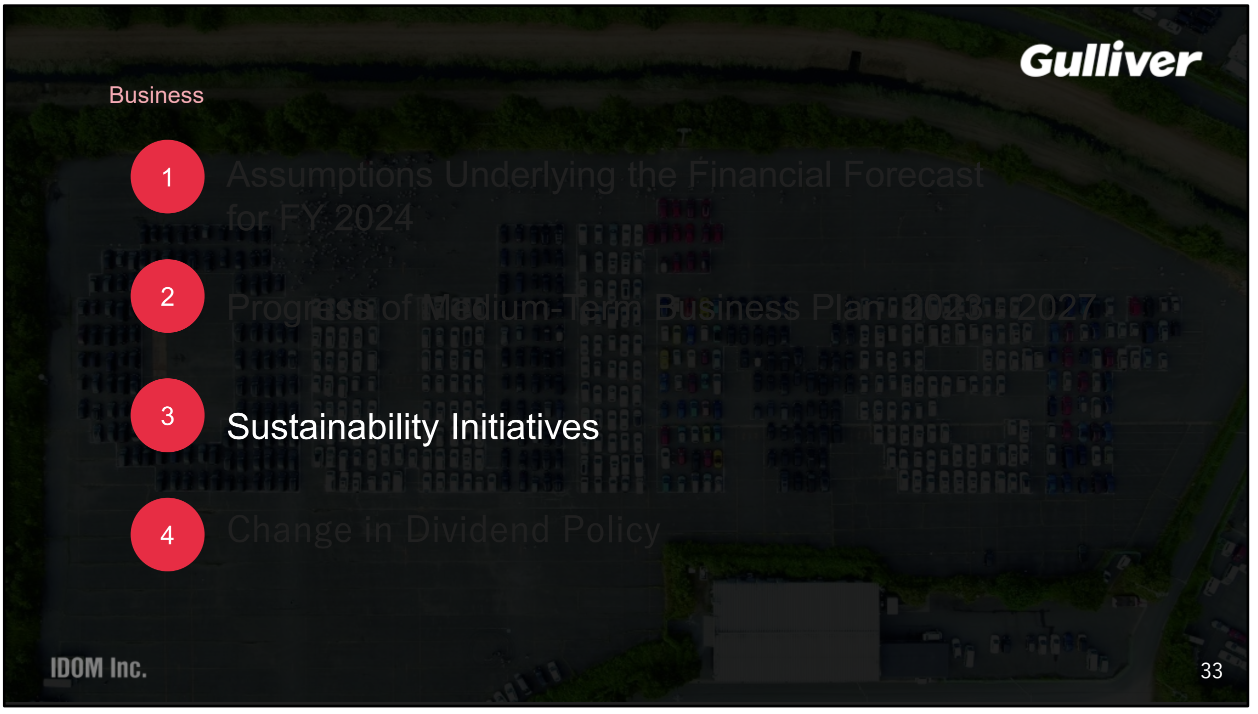
This is the Kisarazu Kaneda maintenance shop, which was newly opened.

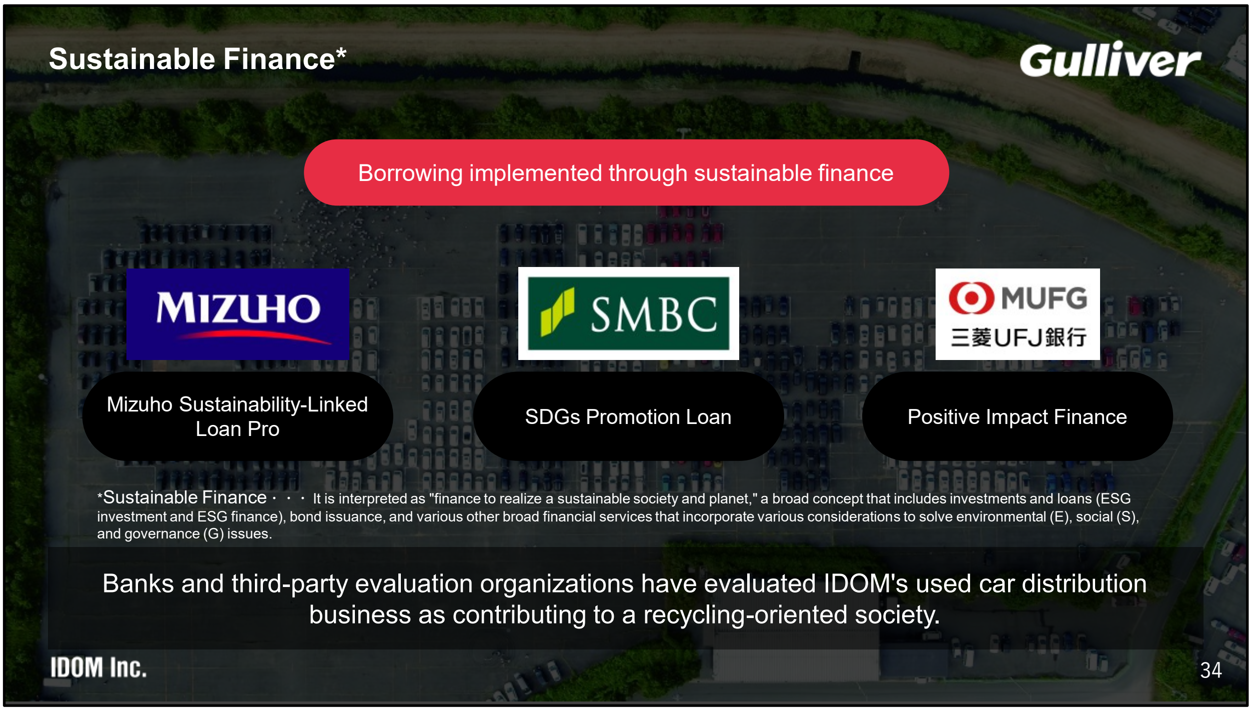
We opened two stores, including Kisarazu Kaneda, in the fourth quarter, with seven total store openings.

As a result, the total number of maintenance shops is fourteen, and maintenance shops are operated as designated maintenance shops.

The company plans to open five maintenance shops in FY2024.



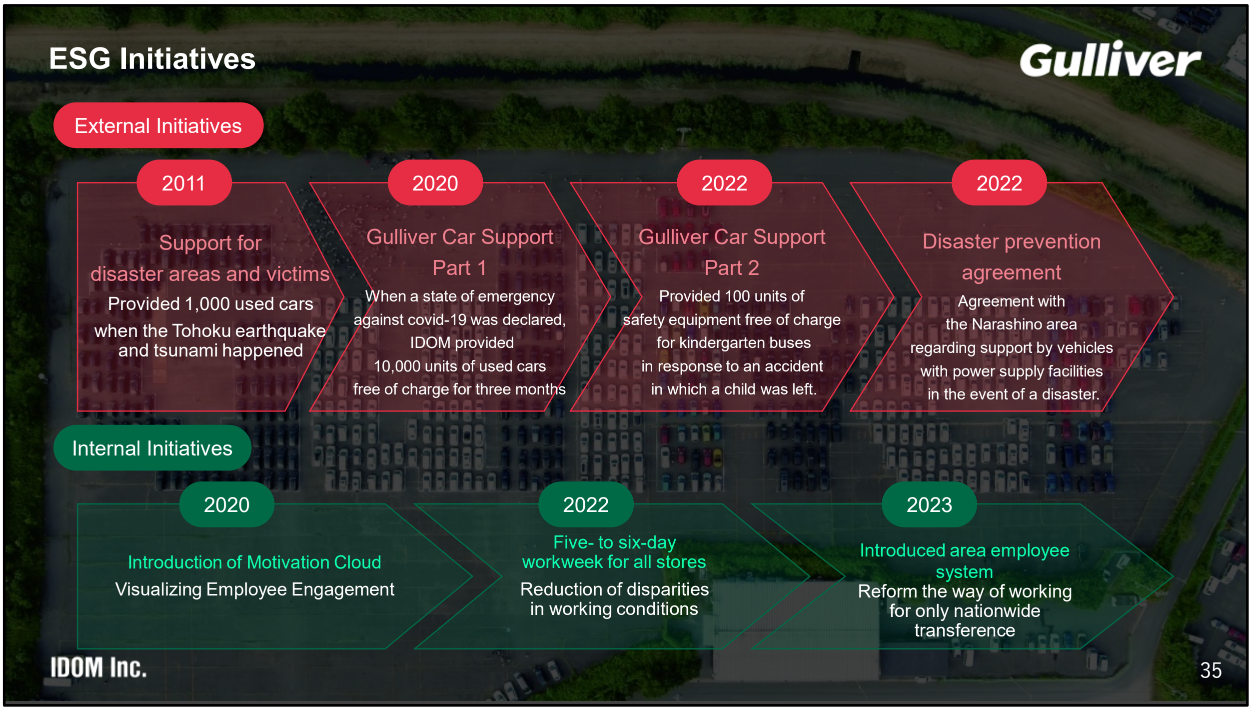
I will now explain Sustainability Initiatives.



The Company borrowed 5.0 billion yen through the execution of sustainable financing.

Banks and third-party evaluation organizations have evaluated IDOM's used car distribution business as contributing to a recycling-oriented society.

IDOM will aim to expand the distribution of used vehicles as part of our efforts toward a sustainable society

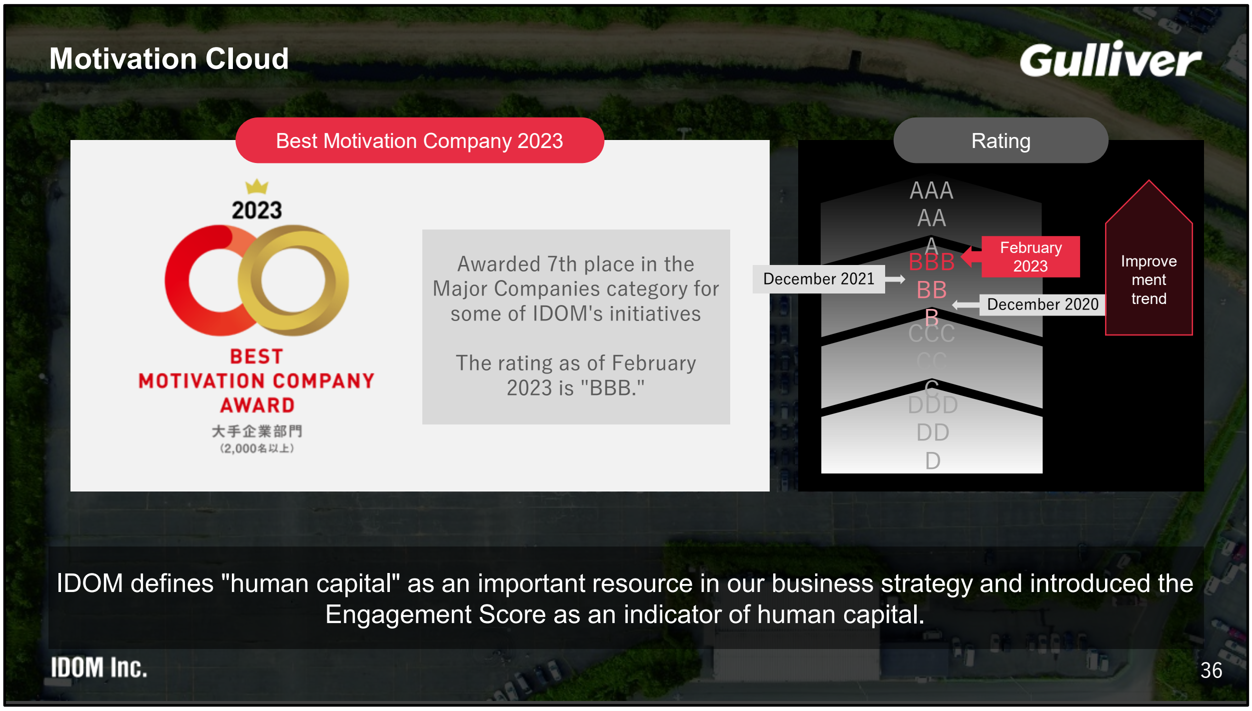


This slide shows IDOM's initiatives toward social from "ESG."。

We have continued to take actions outside the company since Great East Japan Earthquake in 2011.

IDOM provided 100 units of safety equipment free of charge for kindergarten buses in response to an accident in which a child was left in 2022. This action led IDOM to be awarded the Good Partnership Project by the Automobile Business Association of Japan.

Contributing to our stakeholders is an important initiative. We will continue to do so.

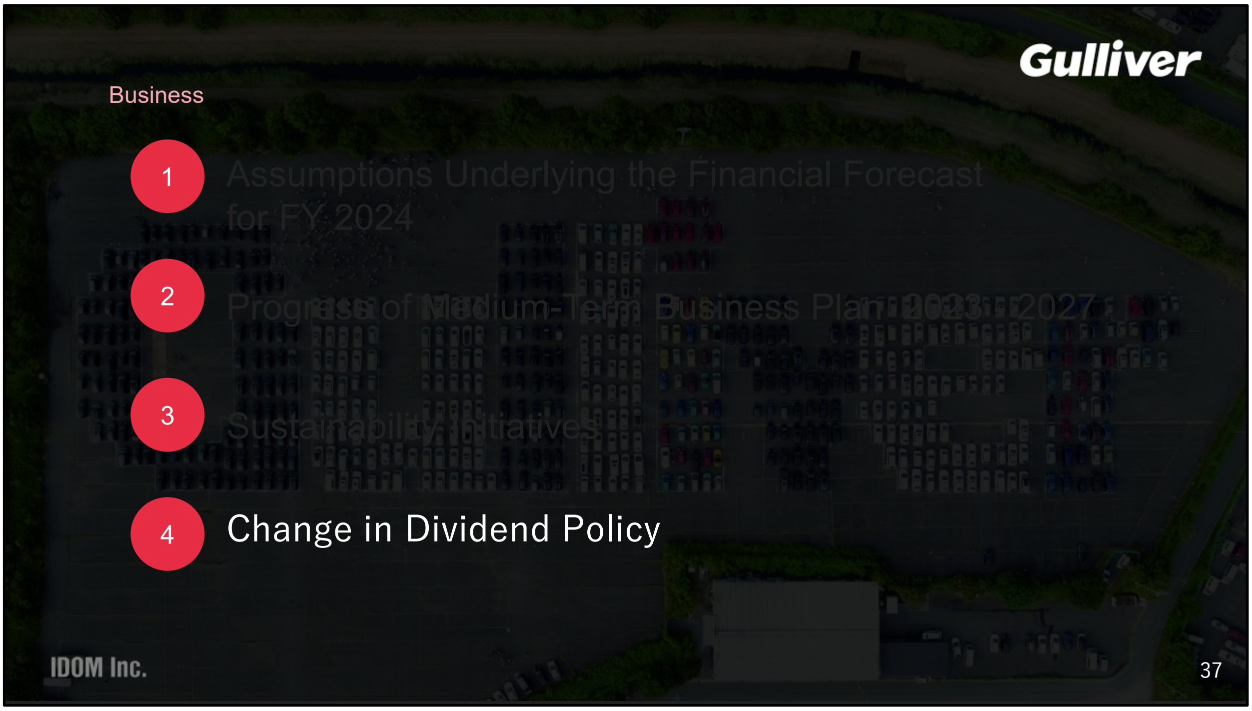


This slide explains an engagement survey. IDOM has taken this survey as an internal initiative since 2020.
Since we started using this survey, engagement ratings have increased every year. We will continue to improve the way we work.

In the Best Motivated Company Award 2023, the company has received high praise from third-party organizations, including being ranked seventh in the Large Company category in the Best Motivated Company Awards 2023.

We consider that "people" are important in providing customers with a suitable car from a large selection of used cars as we develop our large stores.

We will continue to promote improving "human resources" as an essential resource in our business strategy.



Now I move on Change in Dividend Policy.

Partial Change in Method for Determining Dividends

Gulliver

Dividend Policy

Performance-linked

Change in the dividend calculation method

Before the change	30% of profit attributable to owners of parent for the **previous** fiscal year.
After the change NEW	30% of profit attributable to owners of parent for the **Fiscal Year Under Review.**

IDOM will return profits to shareholders based on consolidated net income for the current fiscal year rather than the previous fiscal year to make it easier to understand the dividend method.

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We partially changed in the dividend calculation method to

“30% of profit attributable to owners of parent for the Fiscal Year Under Review.”

We will continue to return a dividend payout ratio of 30% based on the current fiscal year using a performance dividend policy to our shareholders.

Details of dividends for the FY 2023

Gulliver

Dividend per share

	FY2021	FY2022	Initial forecast FY2023	After the change FY2023
End of first half (1)	5.3 yen	2.3 yen	16.2 yen	16.2 yen
End of fiscal year (2)	5.3 yen	2.3 yen	16.2 yen	26.3 yen
Annual dividend (1)+(2)	10.6 yen	4.6 yen	32.4 yen	42.5 yen (30 % of dividend payout ratio)

From FY2023, IDOM determines based on consolidated net income attributable to owners of the parent for the current fiscal year.

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Due to the change in the calculation method mentioned earlier, the annual dividend amount for FY2023 will be from 32.4 yen per share to 42.5 yen per share.

One year has passed since the announcement of the medium-term business plan.

The situation was not easy for us to achieve our business goals, such as unprecedented used car market fluctuations.

However, we increased operating profit for four consecutive years with the improvement of gross profit by focusing on incidental services.

In addition, we opened large stores as planned and existing large stores are growing.

We will continue to take on the challenge of growing together with our stakeholders as a company responsible for distribution in the automotive industry in the midst of a once-in-a-century transformation.

We hope you, our investors, will continue looking forward to IDOM's growth.
We thank you for your support moving forward.