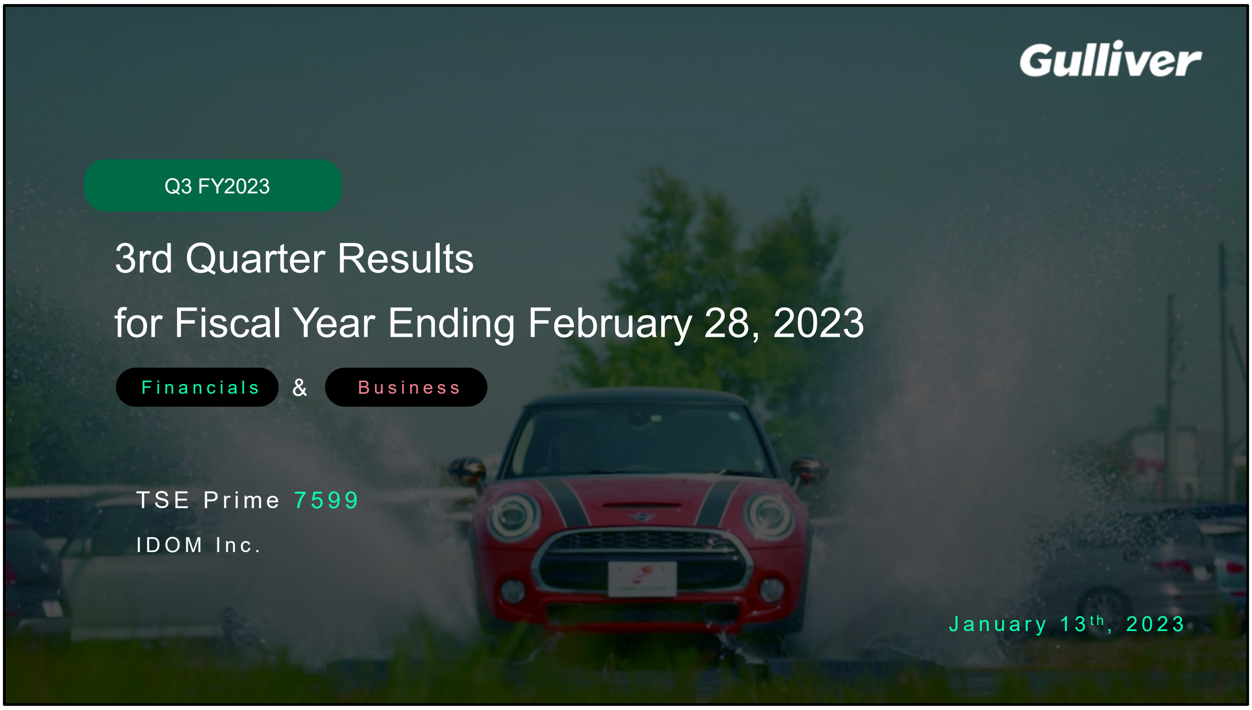


Hello, my name is Rayo Nishihata, CFO of IDOM Inc.

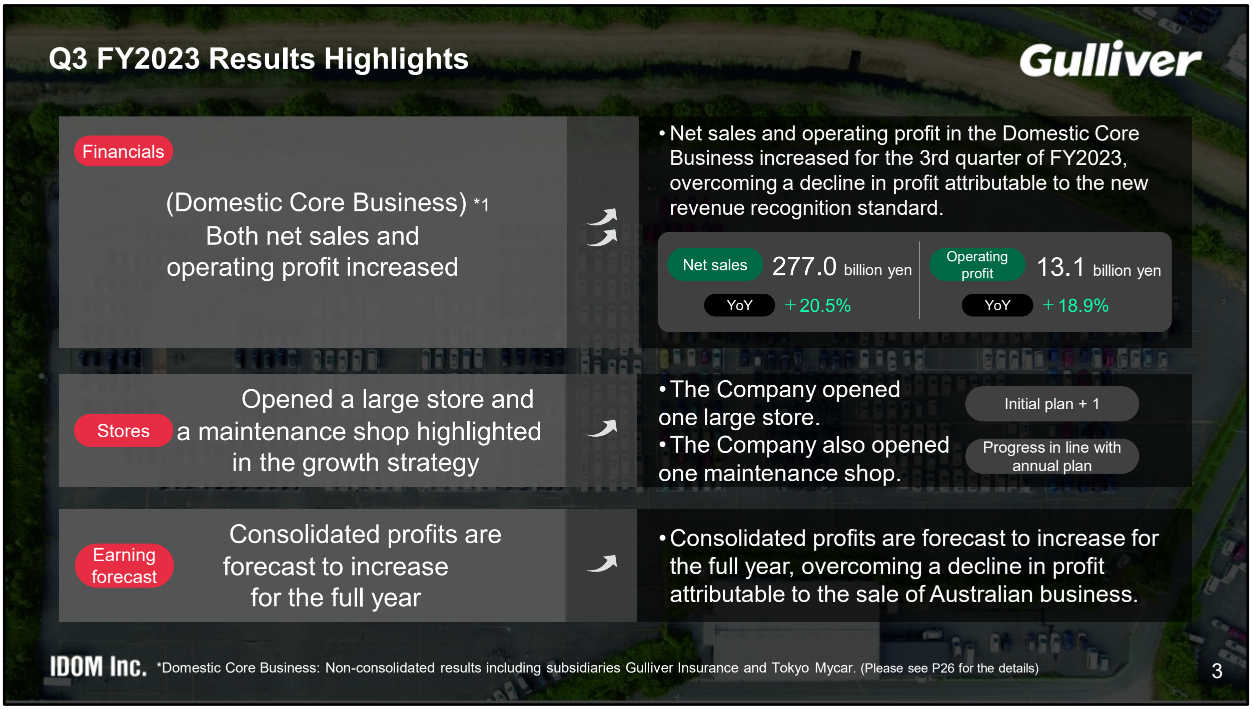
Contents

Gulliver

Financials

IDOM Inc. 2

I will review the results for the third quarter of the fiscal year ending February 28, 2023 and the earnings forecast revision.



First, please see slide 3.
This slide shows highlights of the results for the third quarter of the fiscal year ending February 28, 2023.
Domestic Core Business, consisting of IDOM and its two subsidiaries in Japan, achieved increases in net sales and operating profit after overcoming the negative impact of the new revenue recognition standard.

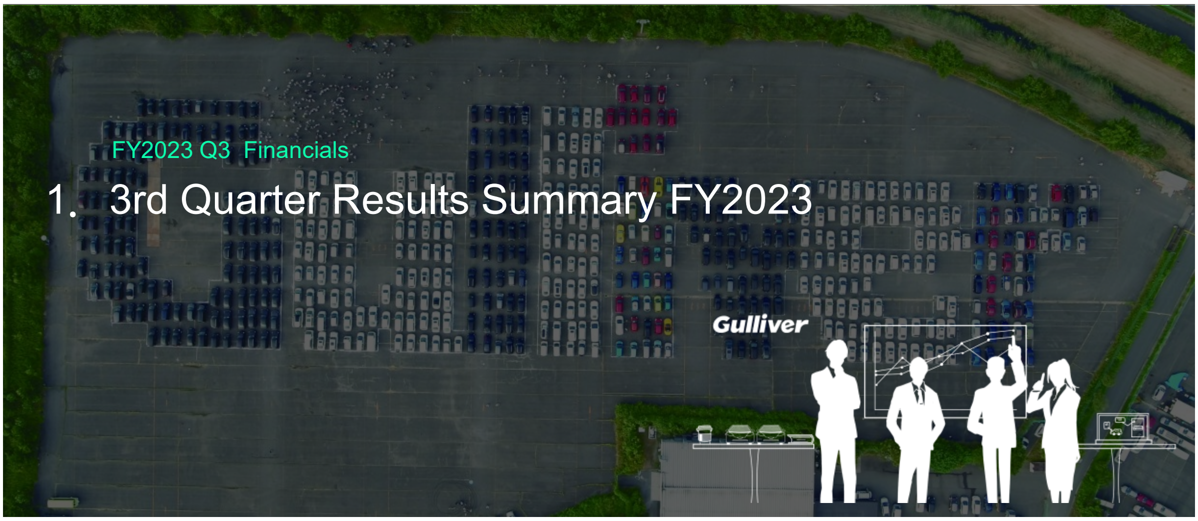
In particular, consolidated operating profit for the past three months exceeded the figure for the same period last year.

In addition to the initial annual plan of seven stores for our growth strategy, we opened one large store.

At last, we revised the earnings forecast. Accordingly, the consolidated operating profit is forecast to increase over the previous fiscal year.

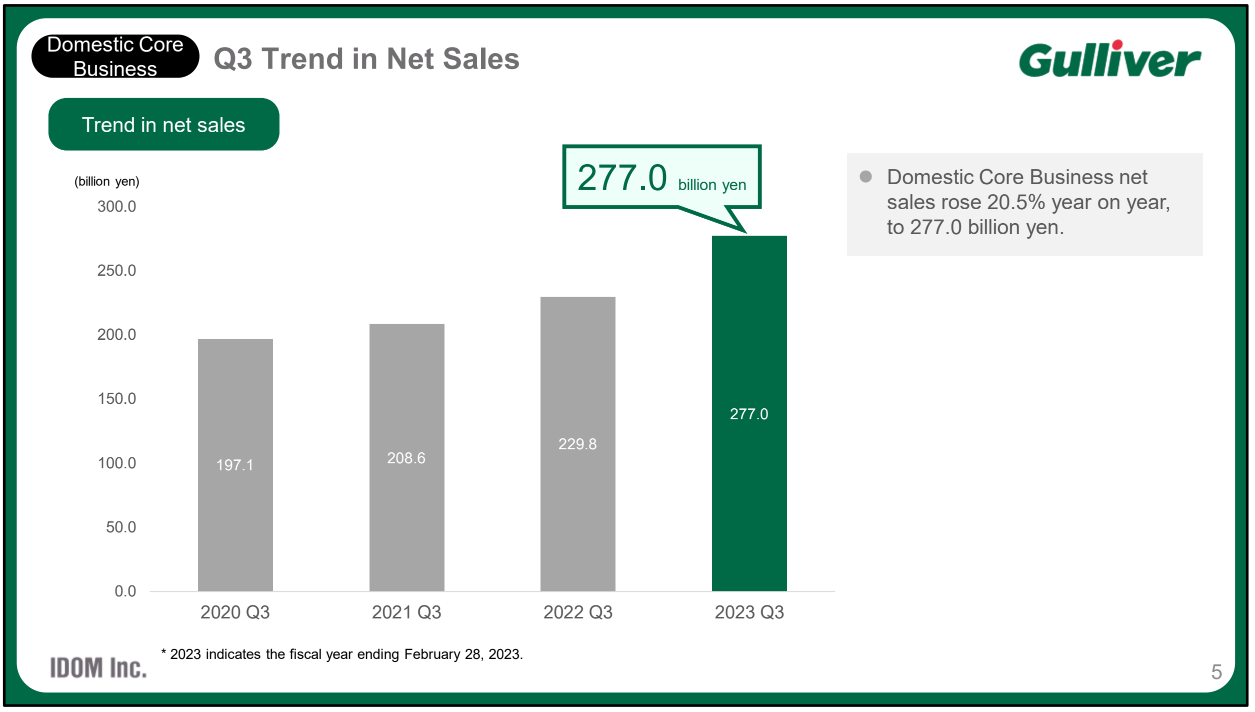
FY2023 Q3 Financials

1. 3rd Quarter Results Summary FY2023

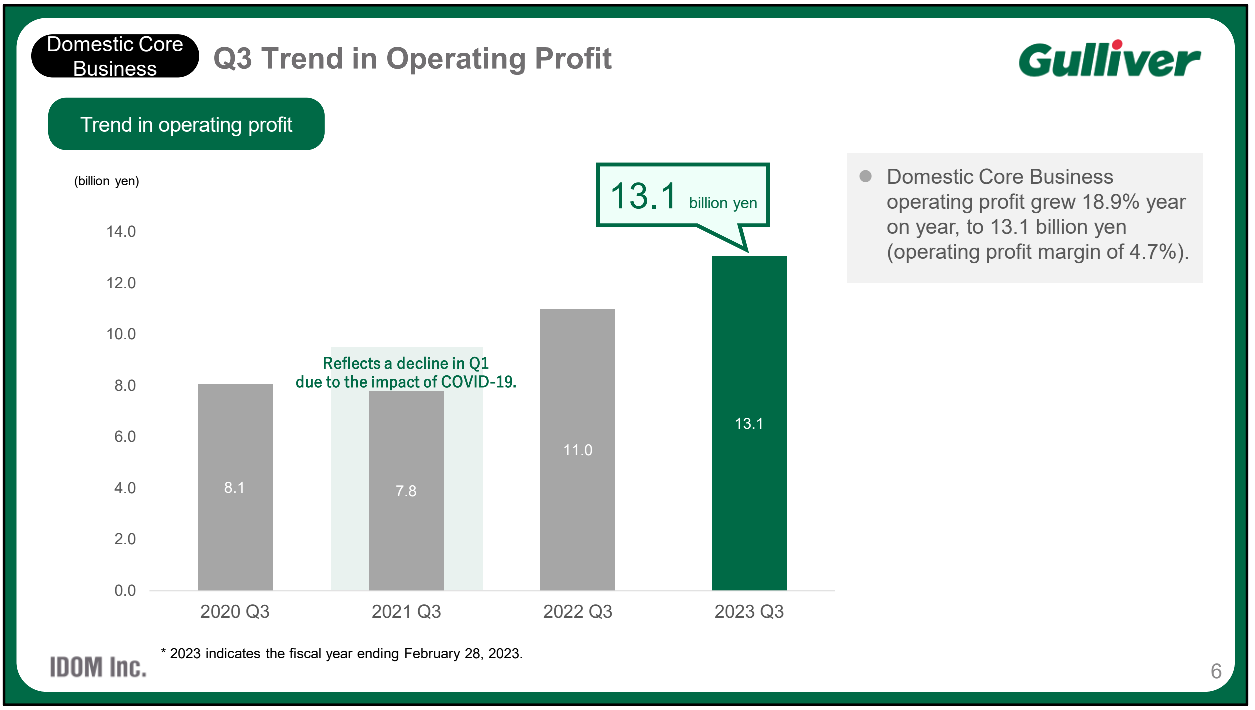


IDOM Inc. *Numerical values in graphs and tables are rounded to the nearest unit and percentage figures are rounded to the nearest unit after calculation in units of million yen.

We are now moving on to the third quarter results of the Domestic Core Business.



The slide shows the trend in net sales of Domestic Core Businesses over the past four years.
Net sales increased 20% compared to the previous fiscal year because of the steady growth of retail and wholesale sales.



The slide shows the trend in operating profit of the Domestic Core Business. In the third quarter of the fiscal year ended February 28, 2021, COVID-19 continued to have some impact. However, operating profit increased healthily, up 19% to 13.1 billion yen in the third quarter of this fiscal year compared to the previous year.

Domestic Core Business

Q3 FY2023 Results (Year-on-Year)

Gulliver

(billion yen)	Previous Fiscal Year FY2022 Q3	Fiscal Year Under Review FY2023 Q3	YoY changes / Percent change
Net sales	229.8	277.0 ❶	+47.2
			+20.5%
Operating profit	11.0	❷ 13.1	+2.1
Operating profit margin (%)	4.8%	4.7%	+18.9%
Ordinary profit	10.7	12.8 ❸	+2.1
Ordinary profit margin (%)	4.7%	4.6%	+19.1%
Profit attributable to owners of parent	6.0	12.8	+6.8
Profit margin (%)	2.6%	4.6%	+113.2%

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)

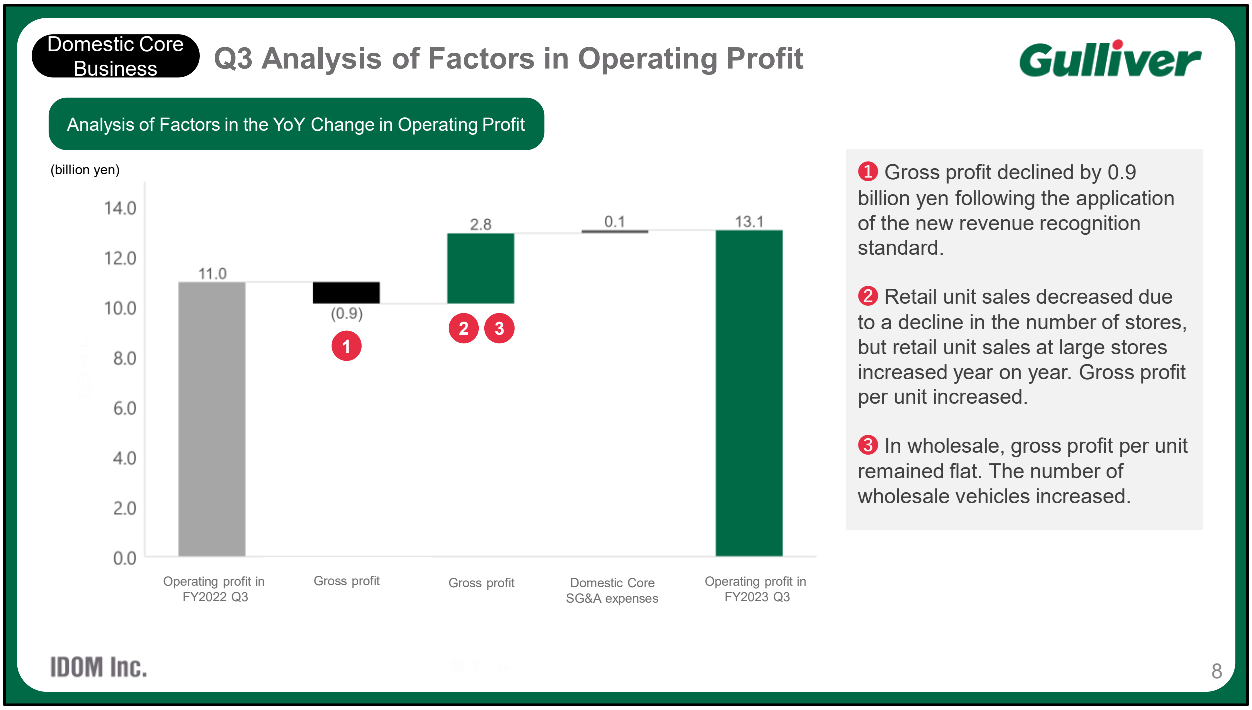
(1) 0.85 billion yen was posted as head office relocation expenses in extraordinary losses in the previous fiscal year.

(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.

IDOM Inc. 7

The slide shows the Domestic Core Business results for the third quarter of this fiscal year compared to the previous fiscal year.
Profit at all levels reached a record high for the third quarter of the fiscal year.
Despite net sales growth, the operating profit margin recovered to 4.7%, almost the same level as the previous year.
Profit attributable to owners of parent is 12.8 billion yen. In addition to the strong performance of ordinary profit, the extraordinary profit/loss and lower tax burden resulted in a significant increase in the profit.



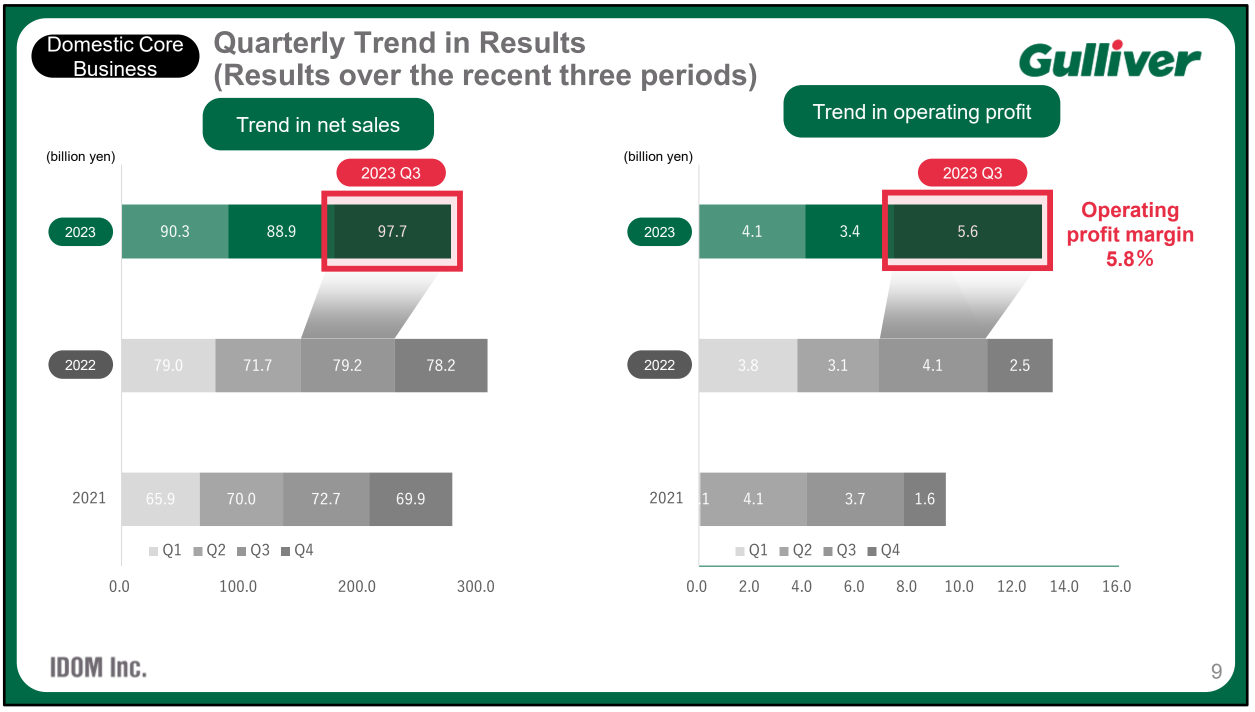
This slide shows an analysis of factors for the year-on-year change in the operating profit of domestic core business between FY2022 and FY2023.
Item (i) to (iii) show the gross profit.

Item (i) reflects the 0.9 billion yen decline following the application of the new revenue recognition standard. An increase in incidental revenue resulted in the new standard having a major impact. In the long run, this negative effect on profit will be a factor in future profit growth. Therefore, it is considered to have an impact on accounting only.

Item (ii) shows the gross profit per retail unit. It is a factor of increasing profit of 1.3 billion yen. The number of retail units sold declined due to higher prices in the auction market and a net decrease in the number of stores. On the other hand, the number of retail units sold at large stores rose by 14%. Gross profit per retail unit significantly increased. Gross profit per vehicle remained stable at 200,000 to 250,000 yen. In addition, the improvement of gross profit per unit by incidental services is also attributed to increasing operating profit.

For item (iii), wholesale gross profit per unit was sustained at around 100,000 yen. On the other hand, profit increased by 1.3 billion yen due to an increase in the number of cars. Strong retail and wholesale compensated for the negative effect of applying the new standard recognition standard.

(iv) regarding SG&A expenses, controlled to offset the increase of advertising expenses by a decrease in rent due to the relocation of the head office and reduction of personnel expenses due to a restraint on hiring new graduates.



In the third quarter alone, operating profit was 5.6 billion yen, up 1.5 billion yen year on year. The operating profit margin was 5.8%.

Consolidated **Q3 FY2023 Results (Year-on-Year)**

Gulliver

(billion yen)	Previous Fiscal Year FY2022 Q3	Fiscal Year Under Review FY2023 Q3	YoY changes Percent change
Net sales	344.6	324.2	△20.4
			△5.9%
Operating profit	14.8	14.1	△0.6
Operating profit margin (%)	4.3%	4.4%	△4.4%
Ordinary profit	14.0	13.7	△0.3
Ordinary profit margin (%)	4.1%	4.2%	△2.5%
Profit attributable to owners of parent	8.7	11.2	+2.5
Profit margin (%)	2.5%	3.5%	+28.4%
Consolidation Period of Australian Subsidiaries	9 months	3 months	

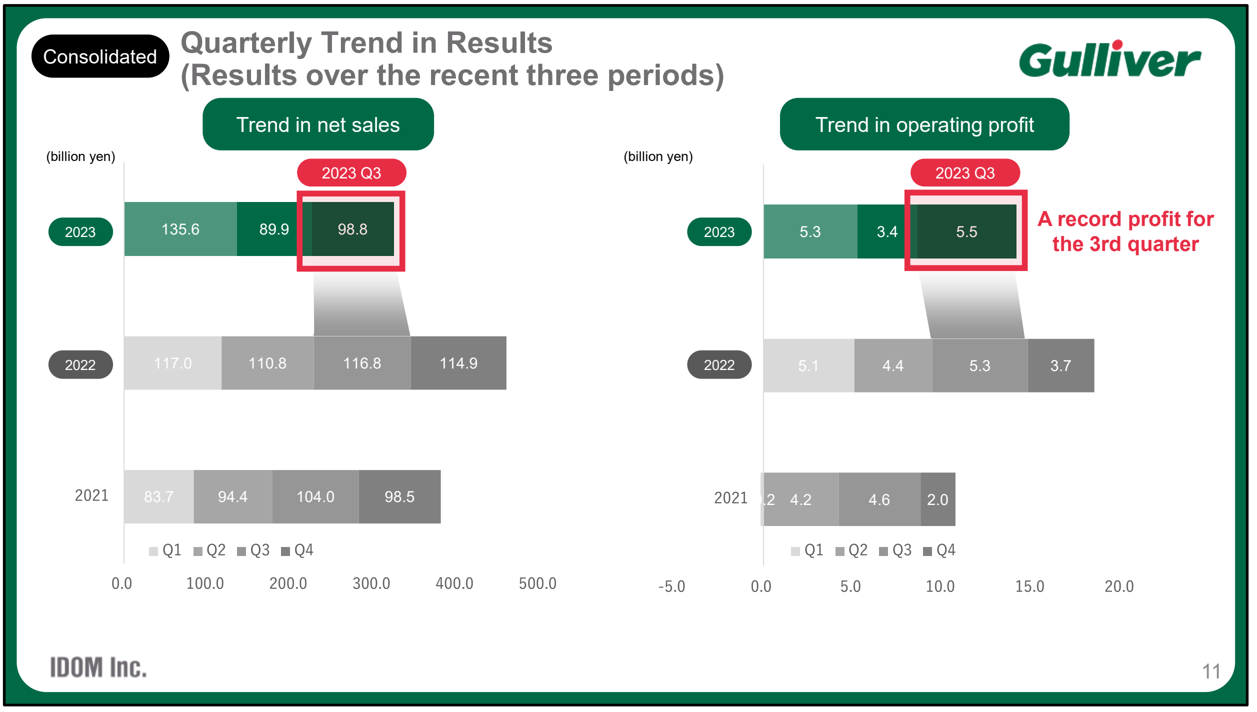
1 Net sales, operating profit and ordinary profit declined due to the sale of Australian business.

2 The Company posted a gain on sales of shares of subsidiaries of 0.8 billion yen as extraordinary income.

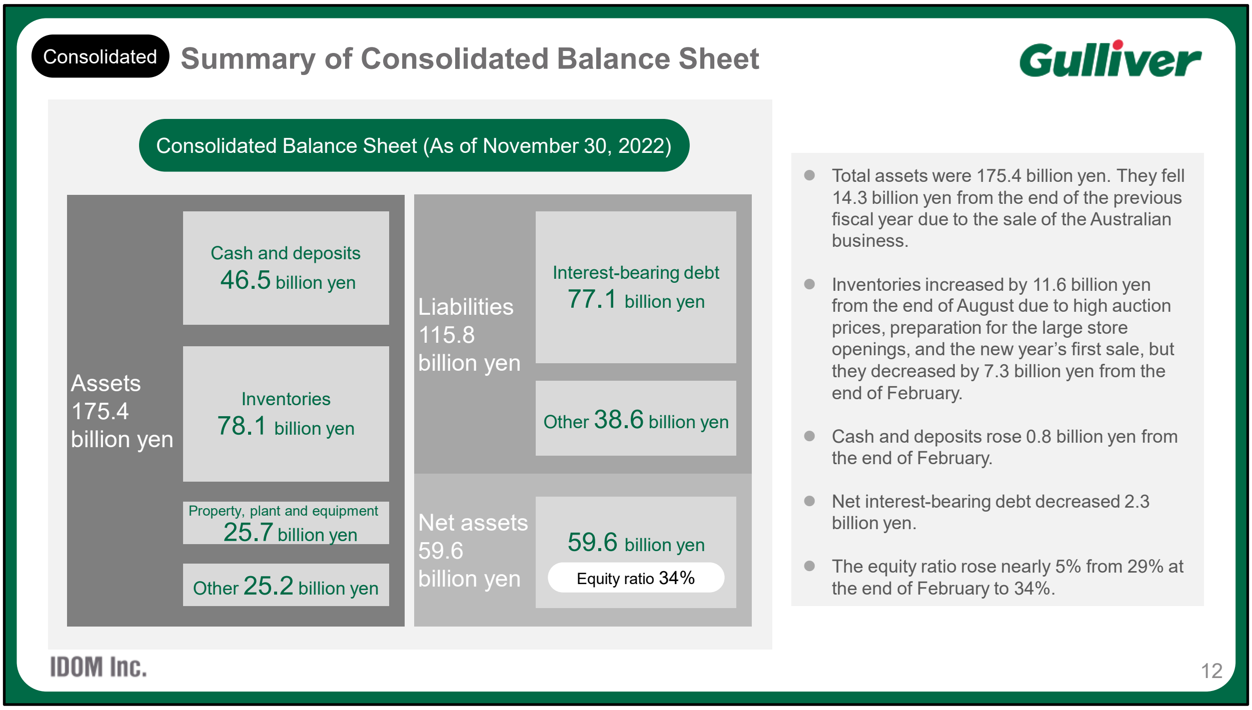
IDOM Inc.

10

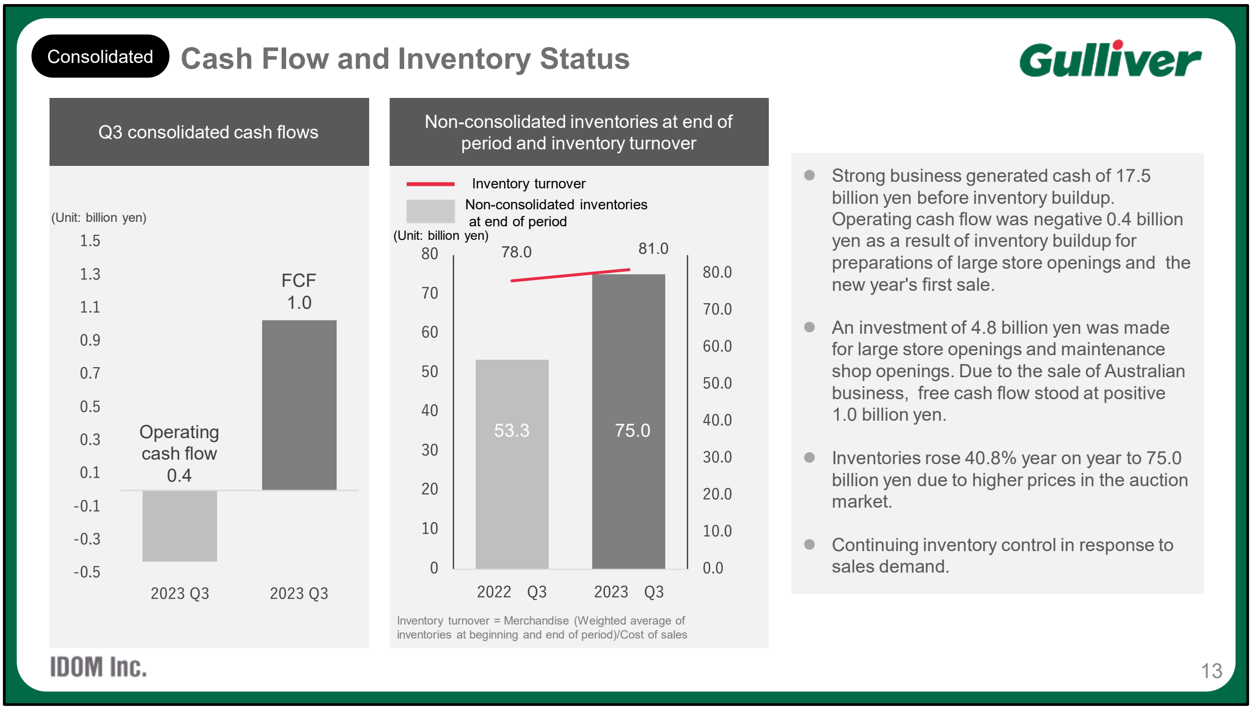
From this point on, I will explain focusing on "consolidated results."
Consolidated net sales, operating profit, and ordinary profit decreased due to the sale of Australian businesses. Profit attributable to owners of parent increased by 2.5 billion yen, a record high due to the same factors as in the domestic core business.



The slide shows the quarterly trend in consolidated net sales and operating profit. In the three months of the third quarter, operating profit increased year on year, overcoming a decline in profit attributable to the sale of Australian business.



This slide shows the consolidated balance sheet.
Total assets were 175.4 billion yen. It contracted 14.3 billion yen from the end of the previous fiscal year as a result of the sale of the Australian business.
Inventories increased by 11.6 billion yen from the end of August due to high auction prices, preparation for the large store openings, and the new year's first sale, but decreased by 7.3 billion yen compared to the end of February.
Cash and cash equivalents remained positive at 0.8 billion yen from the end of February due to an inventory build-up in the third quarter.
Net interest-bearing debt was 30.6 billion yen, down 2.3 billion yen.
The equity ratio rose nearly 5% from 29% at the end of February to 34%.



First, I will explain the consolidated cash flow.
Strong business generated cash of 17.5 billion yen before inventory buildup.
As a result of inventory buildup, operating cash flow was negative 0.4 billion yen, almost balanced between positive and negative.
An investment of 4.8 billion yen was made for large store and maintenance shop openings, but free cash flow stood at positive 1.0 billion yen due to the sale of Australian business.

Next, I will explain the non-consolidated inventory status.
The number of inventory vehicles was 58,000, up 8,000 year on year.
The inventory value was 75.0 billion yen due to increasing inventory unit prices reflecting higher prices in the auction market.
However, we continue inventory control in response to sales demand, and inventory turnover was 81 days in the third quarter of this fiscal year.

Large Store Opened in FY2023

Gulliver

LIBERALA Odaiba (Opened in November 2022)

Koto City, Tokyo

Recent launch of new store

Opening of large store
・LIBERALA Odaiba (November 2022)

1 store in total
The initial plan 7 stores → 8 stores.
(The initial annual plan was revised upward to 8)

*The expansion of the exhibition area made LIBERALA Odaiba into a large store.

Number of Large Stores	33 (as of November 30, 2022)

IDOM Inc.

14

I will review opening large stores as a growth strategy.
New large store was opened in Koto city, Tokyo in November. Its parking area was expanded this January, and now it is counted as a large store.
Now we have a total of 33 large stores. All of them are performing well.
This new opening was not on the initial plan. Therefore, the total number of store openings for this year increased to eight stores.

Maintenance Shop Opened in FY2023

Gulliver

Takamatsu Higashiyamazaki car maintenance shop (Opened in September 2022)

Takamatsu-shi, Kagawa Prefecture

Recent launch of new maintenance shop

Opening of new maintenance shop
・Takamatsu Higashiyamazaki (September 2022)

1 shop in total

Number of Maintenance Shops	12 Seven of them are designated maintenance shops

IDOM Inc.

15

A new maintenance shop, attached to the existing large store, was opened in the third quarter.
A total of twelve maintenance shops are in operation.

Gulliver

FY2023 Q3 Financials

2. Revision of Earnings Forecast

IDOM Inc.

Now I will be talking about revision of earnings forecast..

Consolidated

Full-Year Revised Forecast FY2023 (Compared with the Previous Forecast)

Gulliver

(billion yen)	Previous Forecast Full Year 2022	Revised Forecast Full Year 2023	Comparisons with the Previous Forecast	Percent change
Net sales	410.0	410.0	-	-
Operating profit	17.0	18.5 (1)	+1.5	
Operating profit margin (%)	4.1%	4.5%		+8.8%
Ordinary profit	16.4	17.9	+1.5	
Ordinary profit margin (%)	4.0%	4.4%		+9.1%
Profit attributable to owners of parent	12.9	14.0	+1.1	
Profit margin (%)	3.1%	3.4%		+8.6%

(1) Operating profit will increase due to an expansion of gross profit per unit contributable to the trials for incidental services and strong sales in wholesale.

IDOM Inc.

17

This slide shows the consolidated earnings forecast for the full year compared to the previous forecast.
We revised our gross profit and other operating profits, reflecting this fiscal year's strong performance.

Consolidated

Full-Year Revised Forecast FY2023 (Year-on-Year)

Gulliver

(billion yen)	Results Full Year 2022	Revised Forecast Full Year 2023	YoY changes / Percent change
Net sales	459.5	410.0	△49.5
			△10.8%
Operating profit	18.5	18.5	+0
Operating profit margin (%)	4.0%	4.5%	+0.1%
Ordinary profit	17.6	17.9	+3
Ordinary profit margin (%)	3.8%	4.4%	+1.9%
Profit attributable to owners of parent	10.8	14.0	+3.2
Profit margin (%)	2.3%	3.4%	+29.2%

1 Consolidated profits will increase for the full year, overcoming a decline in profit attributable to the sale of Australian business.

IDOM Inc. 18

Please refer to the full-year YoY comparisons.
Full-year operating profit will be 18.5 billion yen, exceed over the previous fiscal year, and it is forecast to overcome a decline due to the sale of the Australian business.

Domestic Core Business

Full-Year Revised Forecast FY2023 (Compared with the Previous Forecast)

Gulliver

(billion yen)	Previous Forecast Full Year 2023	Revised Forecast Full Year 2023	Comparisons with the Previous Forecast	Percent change
Net sales	358.0	358.0	-	-
Operating profit	15.8	17.3 ❶	+1.5	+9.5%
Operating profit margin (%)	4.4%	4.8%		

❶ The number of retail vehicles will decrease compared to the previous forecast. However, operating profit is forecast to increase due to an expansion of gross profit per unit contributable to the trials for incidental services and strong sales in wholesale.

IDOM Inc.

19

The slide shows the comparisons with the previous forecast for the Domestic Core Business.

Domestic Core Business

Full-Year Revised Forecast FY2023 (Year-on-Year)

Gulliver

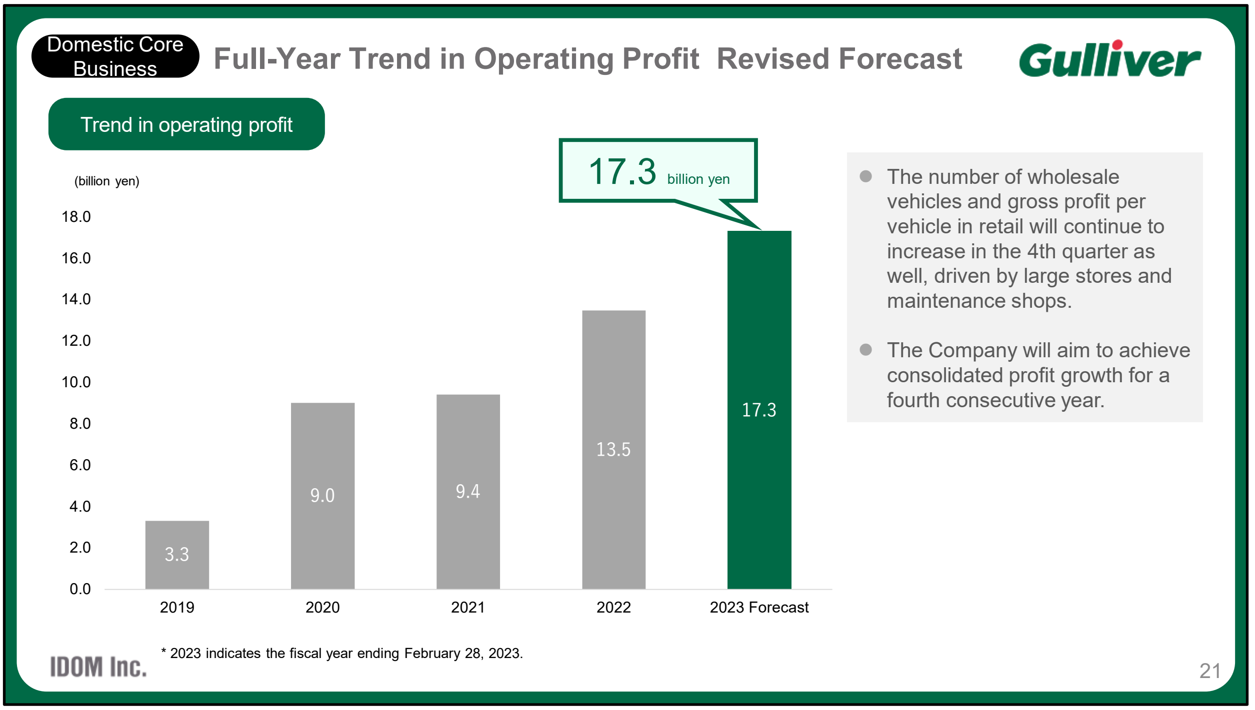
(billion yen)	Results Full Year 2022	Revised Forecast Full Year 2023	Compared with Initial Forecast Percent change
Net sales	308.0	358.0	+50.0
			+16.2%
Operating profit	13.5	17.3 (1)	+3.8
Operating profit margin (%)	4.4%	4.8%	+28.4%

(1) In the Domestic Core Business, operating profit is forecast to grow 3.8 billion yen or 28.4% year on year.

IDOM Inc. 20

The full-year operating profit for the Domestic Core Business will be 17.3 billion yen, an increase of 3.8 billion yen from the previous fiscal year. The operating profit margin will also increase to 4.8% from 4.4%.

Although the number of retail unit sales continues to face a difficult situation, we will fulfill the revised forecast by increasing gross profit per retail unit and the number of wholesales.



The operating profit for the Domestic Business is projected to increase steadily in a newly revised forecast.
On a consolidated basis, operating profit will increase over the previous fiscal year despite the Australian Business sale. Consolidated operating profit is forecast to grow for the fourth consecutive year.

Gulliver

IDOM Inc.

In the end, I will review the recent initiatives.

For the past three months, we worked on those initiatives written on the slide, including the free installation of safety devices on preschool buses to prevent leaving children in a car.

One additional store was opened, and various trials for incidental services succeeded for the past three months of this fiscal year.
We will work to achieve growth for the fourth quarter unfailingly.
We sincerely ask for your continued support.