

IDOM Inc.

Results for Fiscal Year
Ended February 28, 2021

IDOM Inc. | April 15, 2021

I. FY2021 Results Summary and FY2022 Forecasts

II. Conditions of the Australia Business

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Consolidated earnings forecasts stated herein have been prepared based on the information available to the Company at the time that this report was prepared and contains certain risks and uncertainties.

Depending on market trends, economic conditions and other factors, actual performance may vary from the projected performance.

I. FY2021 Results Summary and FY2022 Forecasts

1 FY2021 Results Summary

2 FY2022 Forecasts

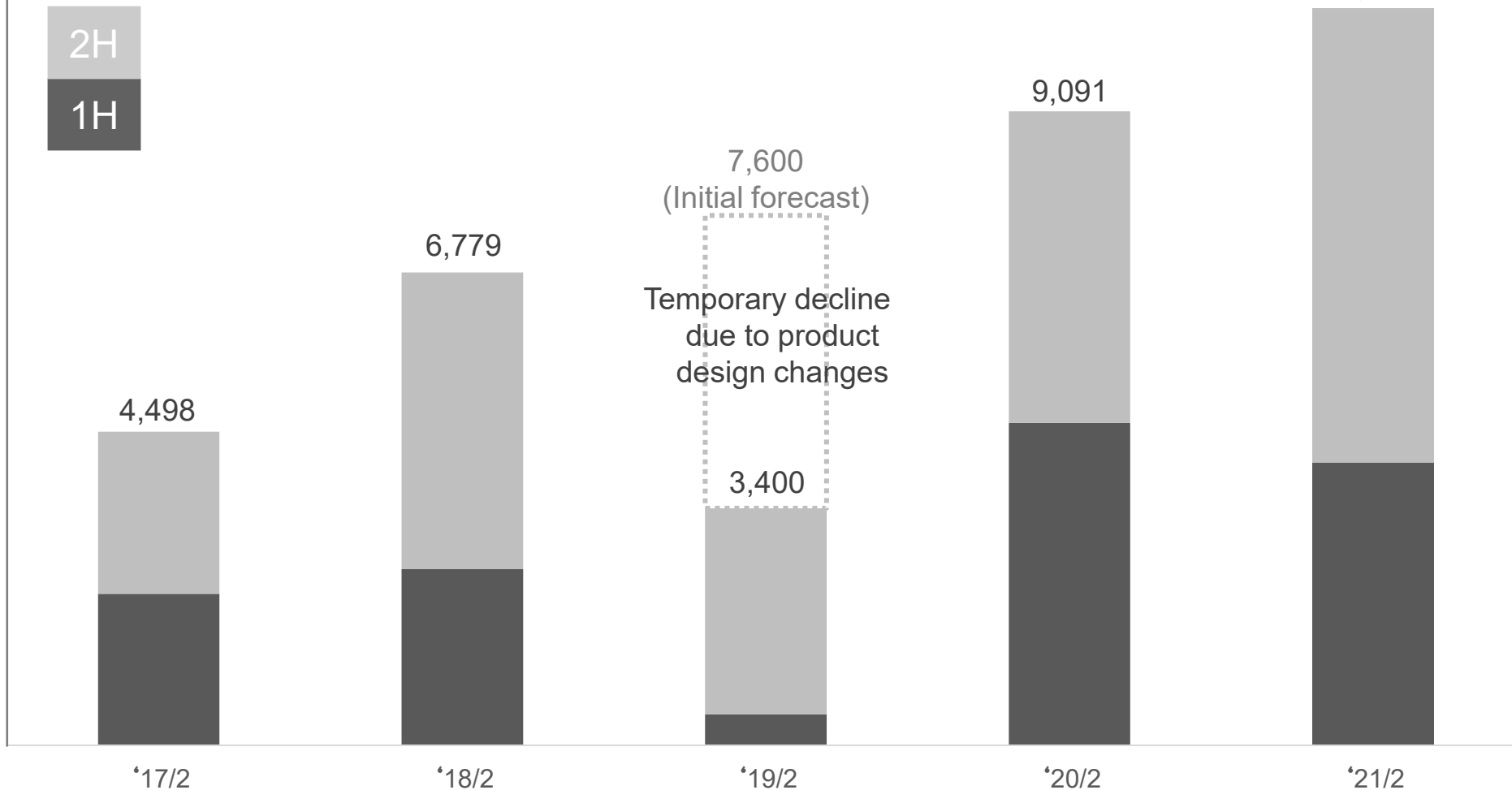
FY2021 Results Summary

Consolidated	FY2020	FY2021		
	Results	Results	Change	Y/Y
Operating income	9.0billion yen	10.5billion yen	1.5billion yen	16.3%
Ordinary income	6.8billion yen	9.6billion yen	2.8billion yen	40.4%
Profit attributable to owners of parent	3.5billion yen	1.4billion yen	-2.0billion yen	-58.1%

Changes in Operating Income

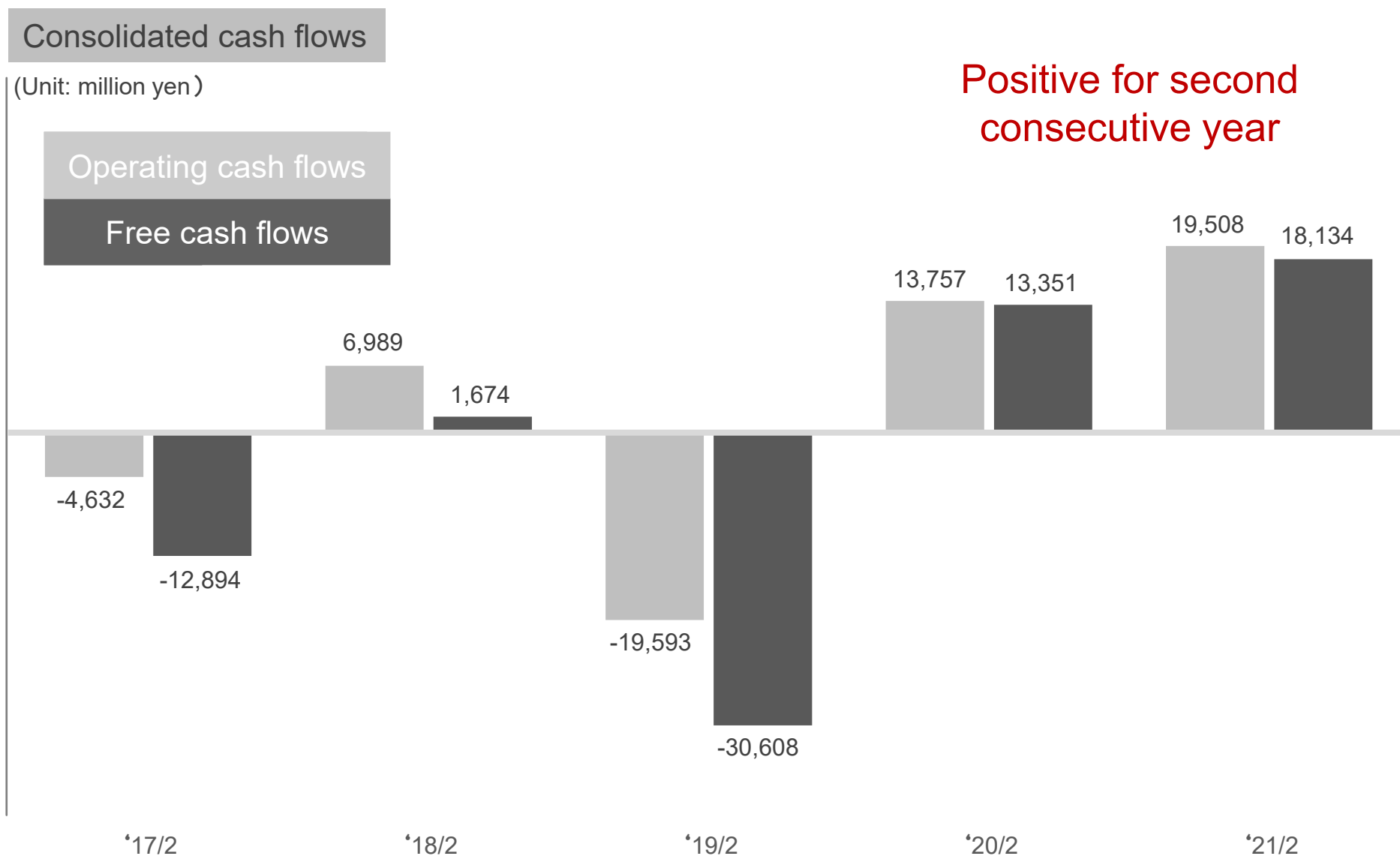
Consolidated operating profit

(Unit: million yen)



Operating income rose for the second consecutive year due to improvements in profitability and capital efficiency.

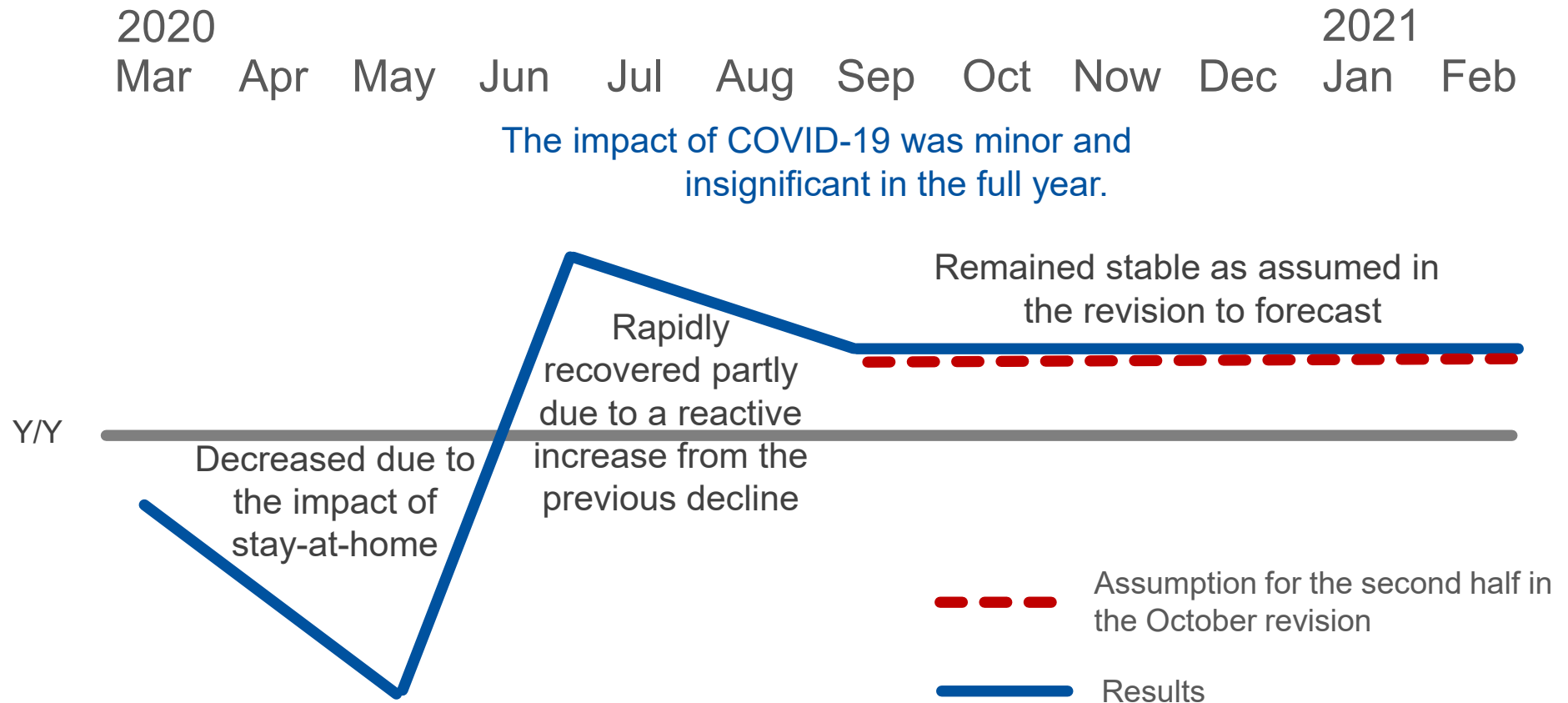
Trends in Operating Cash Flows and Free Cash Flow



Operating cash flows improved significantly due to a rise in income and an improvement in inventory efficiency. Like operating cash flows, free cash flow was positive for the second consecutive year, reflecting the optimization of stores in terms of investment.

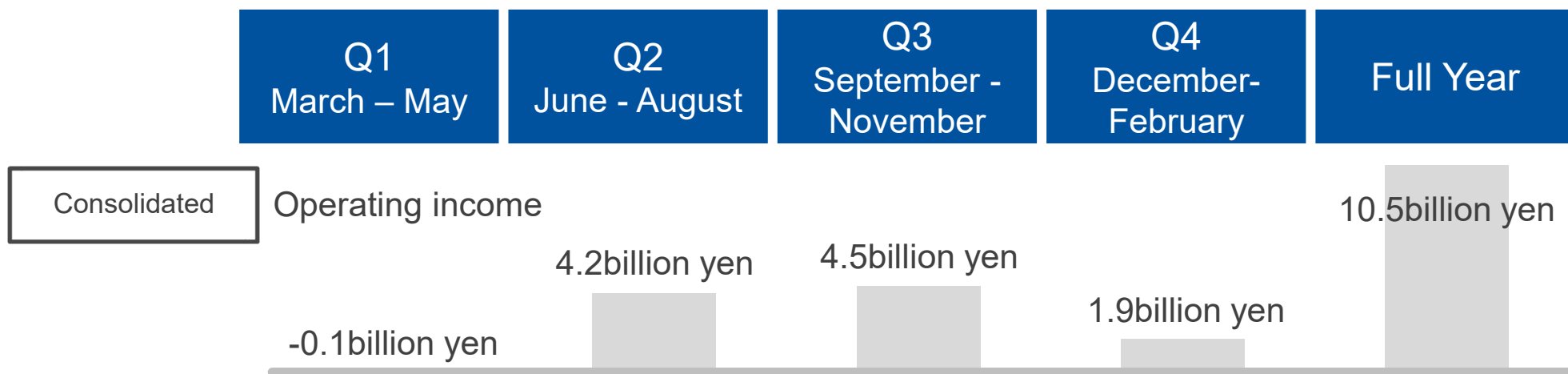
Results of the Number of Visitors to Stores

Comparison of the monthly number of visitors to stores with those a year ago



In Q1, the number of visitors to stores fell significantly due to people being requested to stay home in response to the COVID-19 pandemic. After the lifting of the state of emergency, however, the number of visitors recovered sharply, partly due to an increase in reaction to the fall. In the second half, the number of visitors consistently rose year on year. Overall, the impact of COVID-19 was minor and insignificant in the full year.

Quarterly Changes in Operating Income and Main Items



Nonconsolidated		Year-on-year comparisons of main items				
1	Retail unit sales	↑	↑	↑	↑	↑
2	Retail gross profit	↓	→	→	↑	→
3	Number of units purchased	↓	↓	→	↓	↓
4	Wholesale gross profit	↓	→	→	→	↓

Consolidated operating income was negative in Q1. However, in Q2 and Q3, consolidated operating income hit a record high. In Q4, both retail unit sales and retail gross profit rose year on year.

Store Openings (March 2020 – February 2021)



OL Furukawa Baipas (March 2020 Opened)
Osaki, Miyagi



LIBERALA (April 2020 Opened)
Matsuyama, Ehime



Kitanagoya (September 2020 Opened)
Nagoya, Ehime



Facility equipped with the previous tenant's furnishings

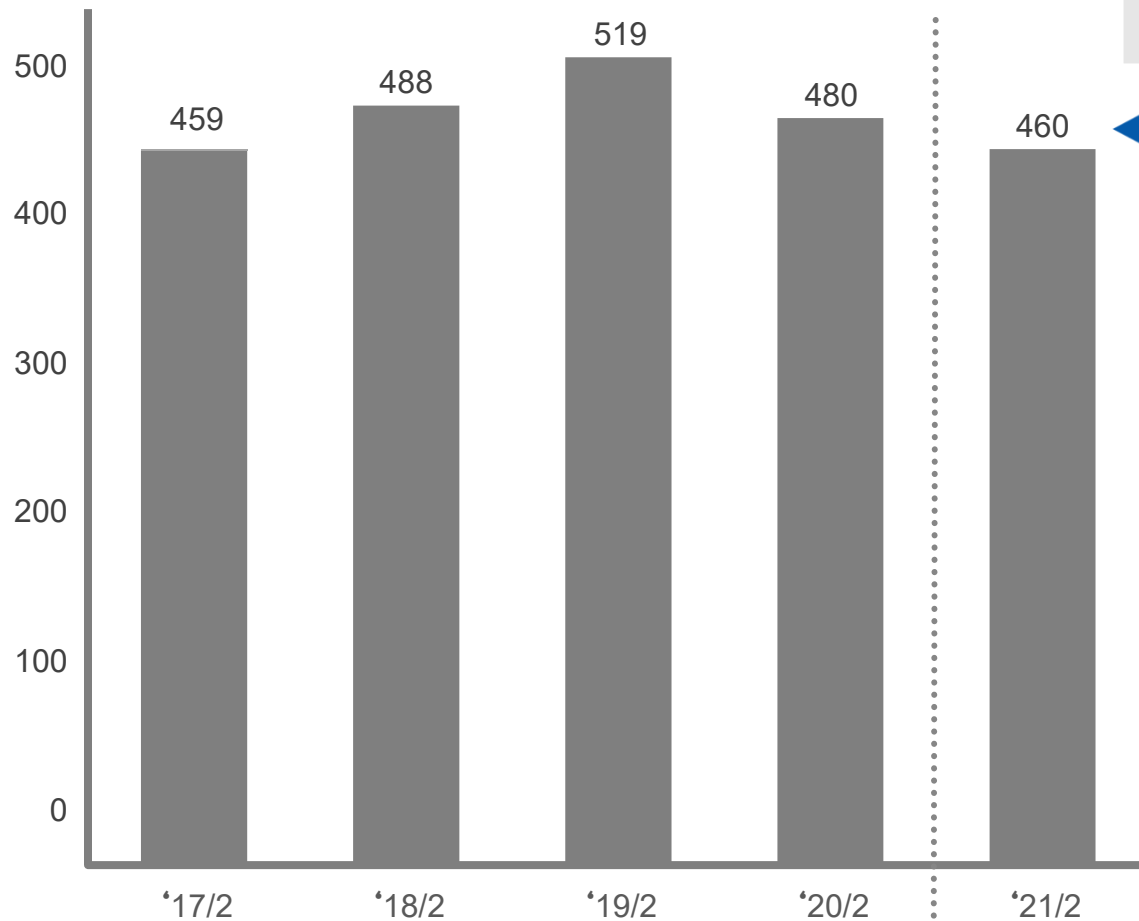
Kirishima (December 2020 Opened)
Kirishima, Kagoshima



Status of Directly Managed Store Openings / Closings

Number of directly managed stores

(Unit: stores)



Results

[Newly opened]	4
[Closed]	24

Net decrease
by 20 stores

The Company moved up store closings in consideration of the impact of COVID-19 while simultaneously improving store efficiency

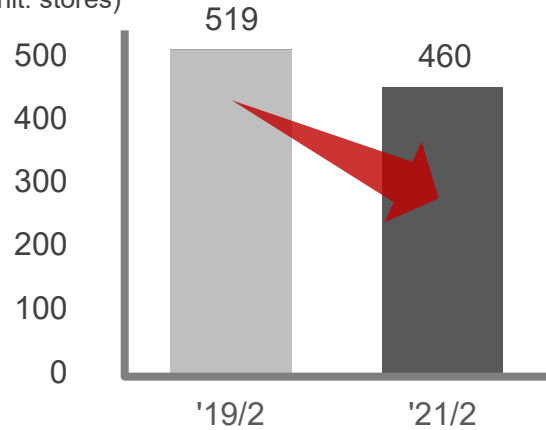
Improvement in Store Efficiency(Comparison between FY2019 and FY2021)

The number of directly managed stores fell,
but retail unit sales rose due to an improvement in store efficiency.

Number of directly managed stores

59 store decrease

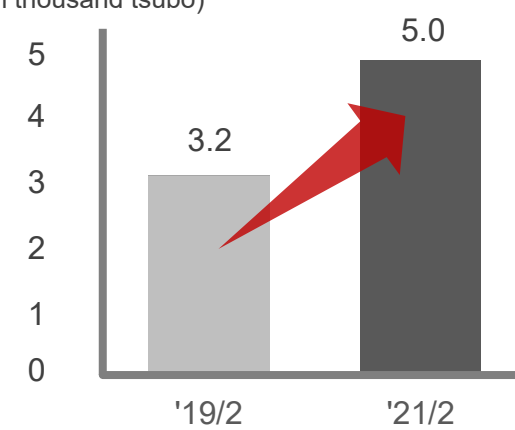
(Unit: stores)



Display area

Approx. 18,000 tsubo increase

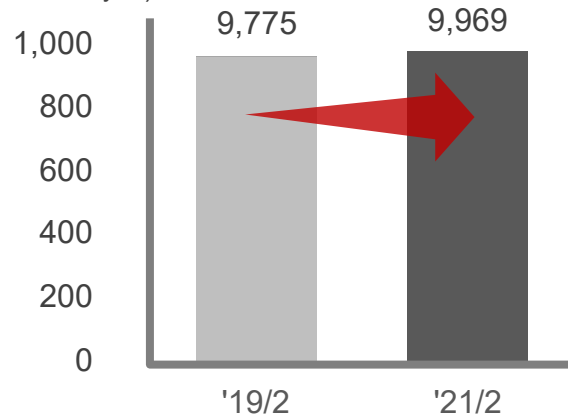
(Unit: ten thousand tsubo)



Rent expenses

Remain flat

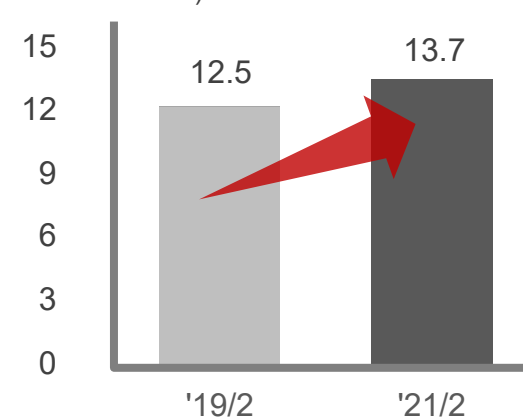
(Unit: million yen)



Annual retail unit sales

**12,000 unit increase
(10% rise)**

(Unit: ten thousand units)



Key Factors for Posting of Extraordinary Income/Extraordinary Losses

					(million yen)
Extraor- dinary income	Subsidy income	COVID-19 related	Japan	Employment adjustment subsidy	252
			Australia	JobKeeper Payment	1,431
Extraor- dinary losses	Infectious disease- related losses	COVID-19 related	Japan	Personnel expenses, etc.	389
			Australia	Personnel expenses, etc.	1,431
	Loss on retirement of non-current assets/Loss on store closings	Directly managed stores	Japan	Tightening of store closing standards	359
			Japan	Reestablishment of a store network with high capital efficiency	535
Impairment loss	Australia business	Australia	Goodwill from acquisition of Australian subsidiary	3,951	

Subsidy income related to COVID-19 in Japan and overseas was posted in extraordinary income. Impairment losses at directly managed stores and a goodwill impairment loss related to the acquisition of a subsidiary in Australia were posted in extraordinary losses.

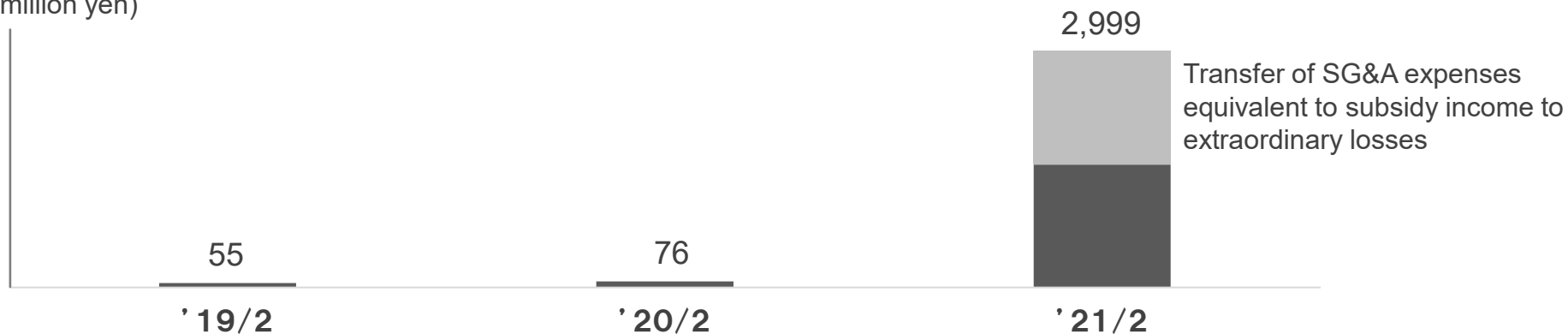
Impairment Loss

Extraordinary losses	Impairment loss	Australia business	Australia	Goodwill from acquisition of Australian subsidiary	(million yen)
					3,951

Australia segment income

(million yen)

Record high income



Results in 3 years

The growth rate in the new car market was lower than expected, but growth in the used car business was higher than expected. Progress was as planned.

Reason for impairment loss

Reviewing the growth rate of the new car market and plans for store expansion.

Dividend Payout


Dividend policy Earnings performance-linked dividends

Method In principle, the dividends are calculated based on consolidated net income of **previous fiscal year** x 30% (changed from FY2017 dividends)

Dividends per share

(Unit: yen)

	FY2020	FY2021	FY2022(plan)
Interim dividend	0.60	5.30	2.30
Year-end dividend	0.60	5.30	2.30
Annual dividend	1.20	10.60	4.60


Based on
consolidated net income
of FY2021

1 FY2021 Results Summary

2 FY2022 Forecasts





Non-Consolidated Operating Income Forecast for FY2022

The forecast is based on the assumption that even if people are requested to stay home to prevent COVID-19 infections, the impact of this on the number of visitors to stores will be minor and insignificant in the full year.

	Main Items	Year on year comparisons	Assumption
1	Retail unit sales		Will rise due to new stores and a continued improvement in opened store efficiency.
2	Retail gross profit		Assumed to remain at the year ago level
3	Number of units purchased		Assumed to remain at the year ago level
4	Wholesale gross profit		Will recover from the decrease in Q1 of the previous fiscal year.

Australia Segment Income Forecast for FY2022

The forecast is based on the assumption that even if people are requested to stay home to prevent COVID-19 infections, the impact of this on the number of visitors to stores will be minor and insignificant in the full year.

	Main Items	Year on year comparisons	Assumption
1	SG&A expenses	 Fall in income	Will rise due to the end of an Australian subsidy (JobKeeper Payment) to extraordinary losses.
2	Amortization of goodwill	 Rise in income	Will fall due to an impairment loss for goodwill related to the acquisition of Australian subsidiary.
3	Sales of new cars		Assumed to remain at the year ago level
4	Sales of used cars		Assumed to remain at the year ago level

Plans for Large Stores and Maintenance Shops

Large stores



Will open 10 stores this fiscal year.

Maintenance shops



Opening of 10 shops planned, including those added to existing shops.

FY2022 Forecasts

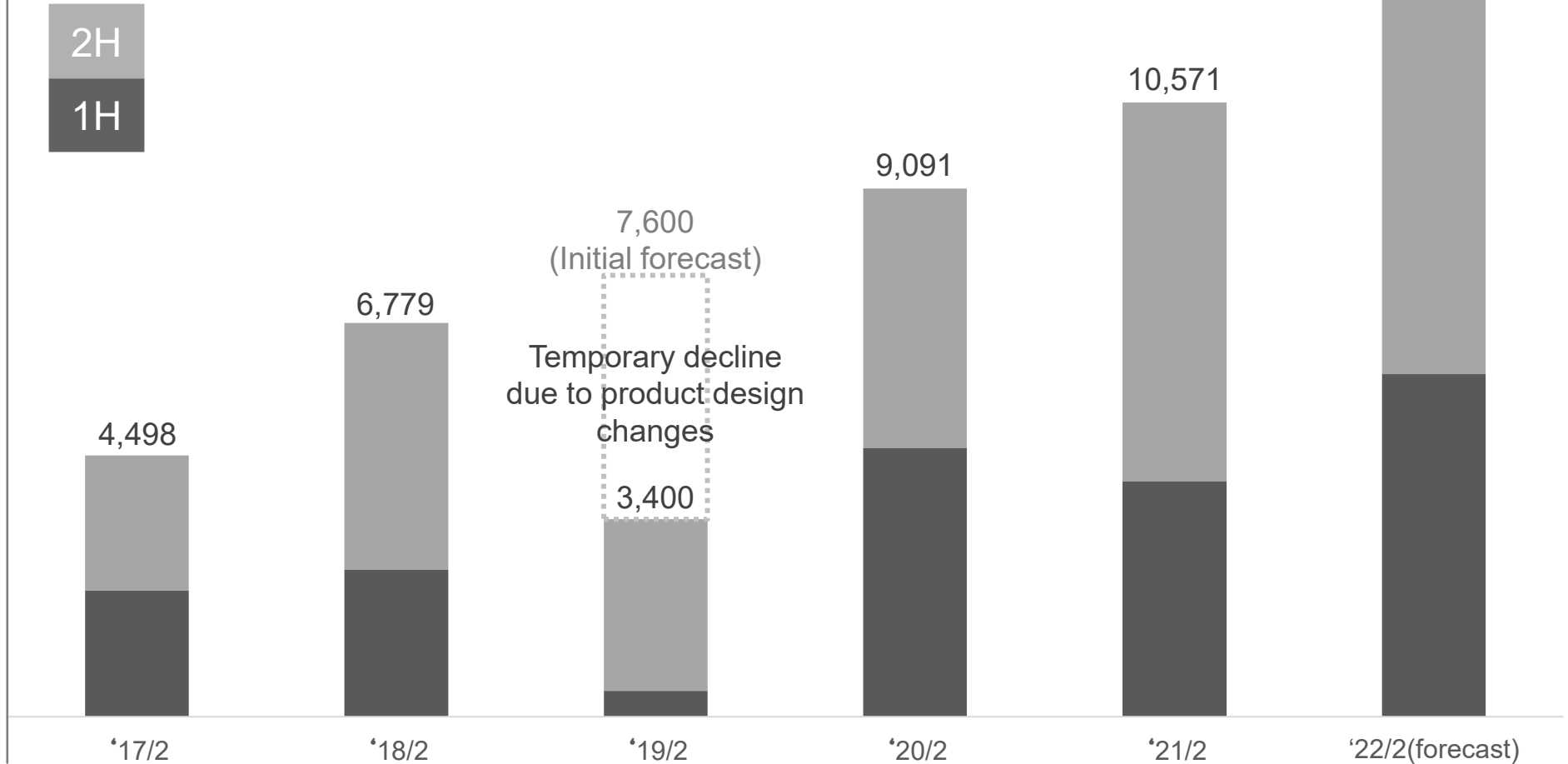
Consolidated	FY2021	FY2022		
	Results	Forecast	Change	Y/Y
Operating income	10.5billion yen	12.5billion yen	2.0billion yen	18.2%
Ordinary income	9.6billion yen	11.4billion yen	1.8billion yen	18.2%
Profit attributable to owners of parent	1.4billion yen	5.8billion yen	4.3billion yen	290.6%

Record high operating income and ordinary income are expected.

Changes in Operating Income

Consolidated operating profit

(Unit: million yen)



Will increase for the third consecutive fiscal year and post a record high since the foundation of 11.1 billion yen.

II. Conditions of the Australia Business



IDOM Inc.

Regional
Head-
quarters

IDOM Automotive Group
(Former name) Gulliver Australia Holdings

Perth

**Buick Holdings
(DVG)**

Western Australia (Perth)
New car dealer group
(Acquired in September 2015)

Melbourne

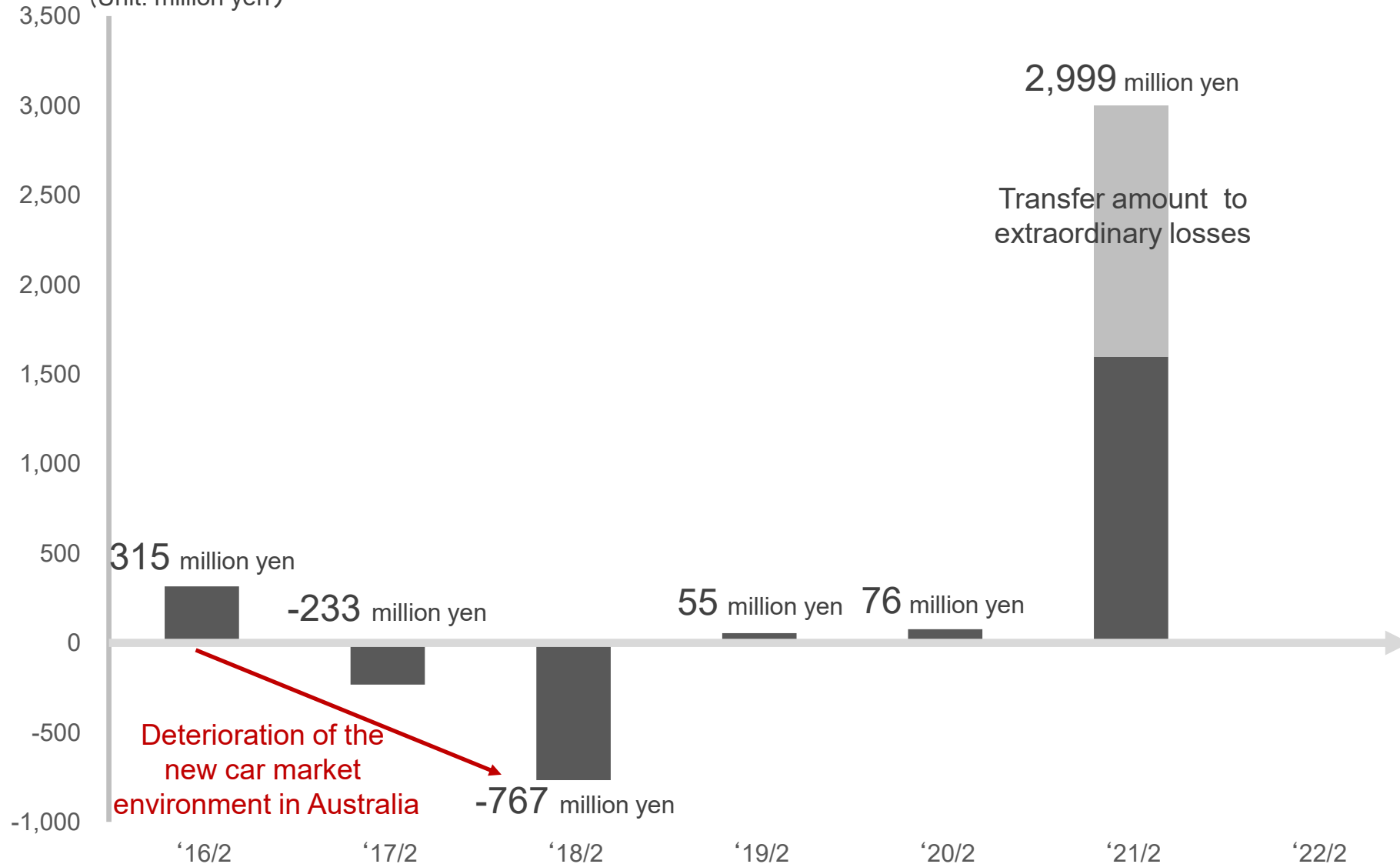
**IDOM Automotive
Essendon**

Victoria (Melbourne)
New car dealer group
(Acquired in October 2018)

Reason for Impairment Loss for Goodwill in Australia Business

Income in Australia segment (before amortization of goodwill)

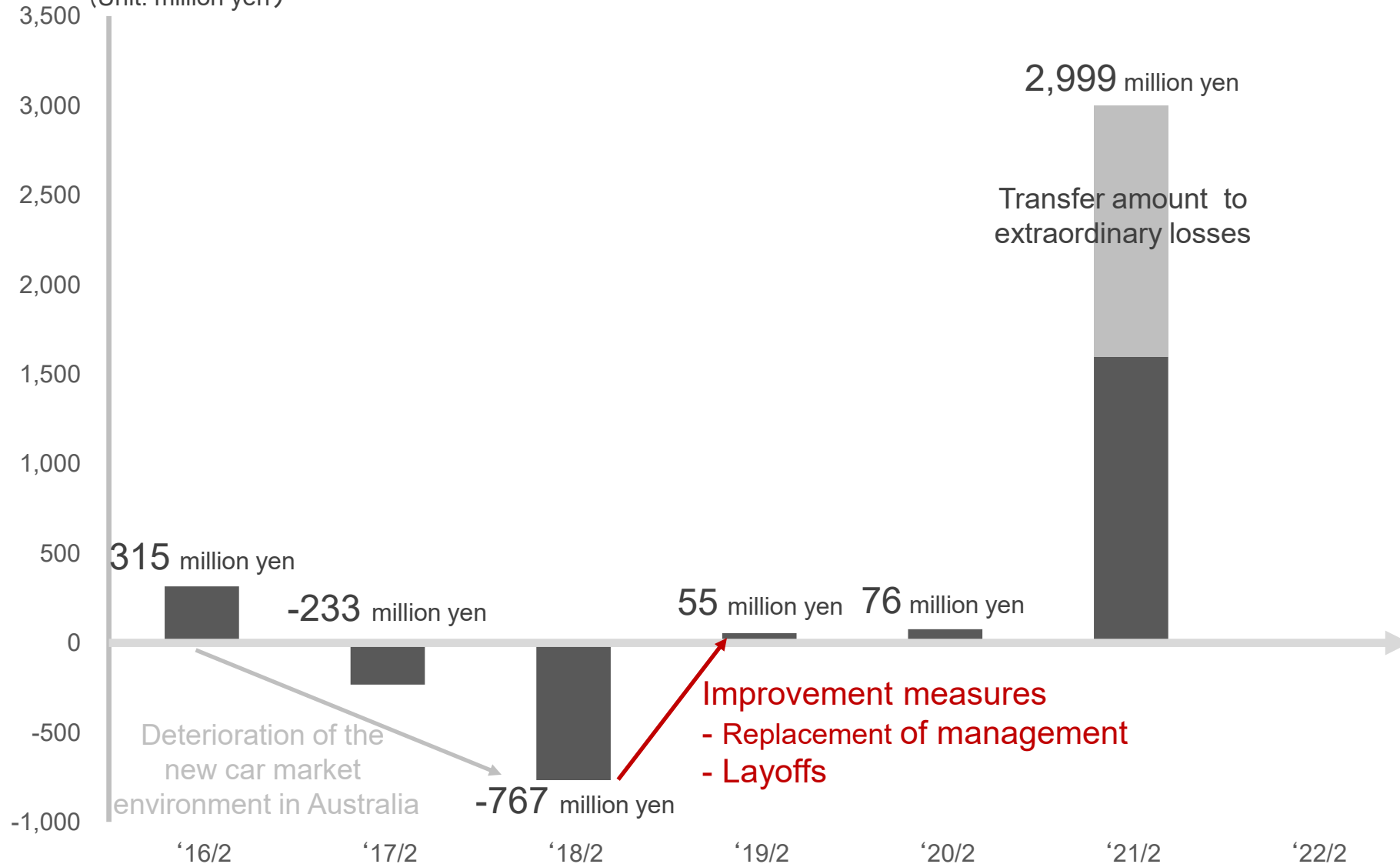
(Unit: million yen)



Reason for Impairment Loss for Goodwill in Australia Business

Income in Australia segment (before amortization of goodwill)

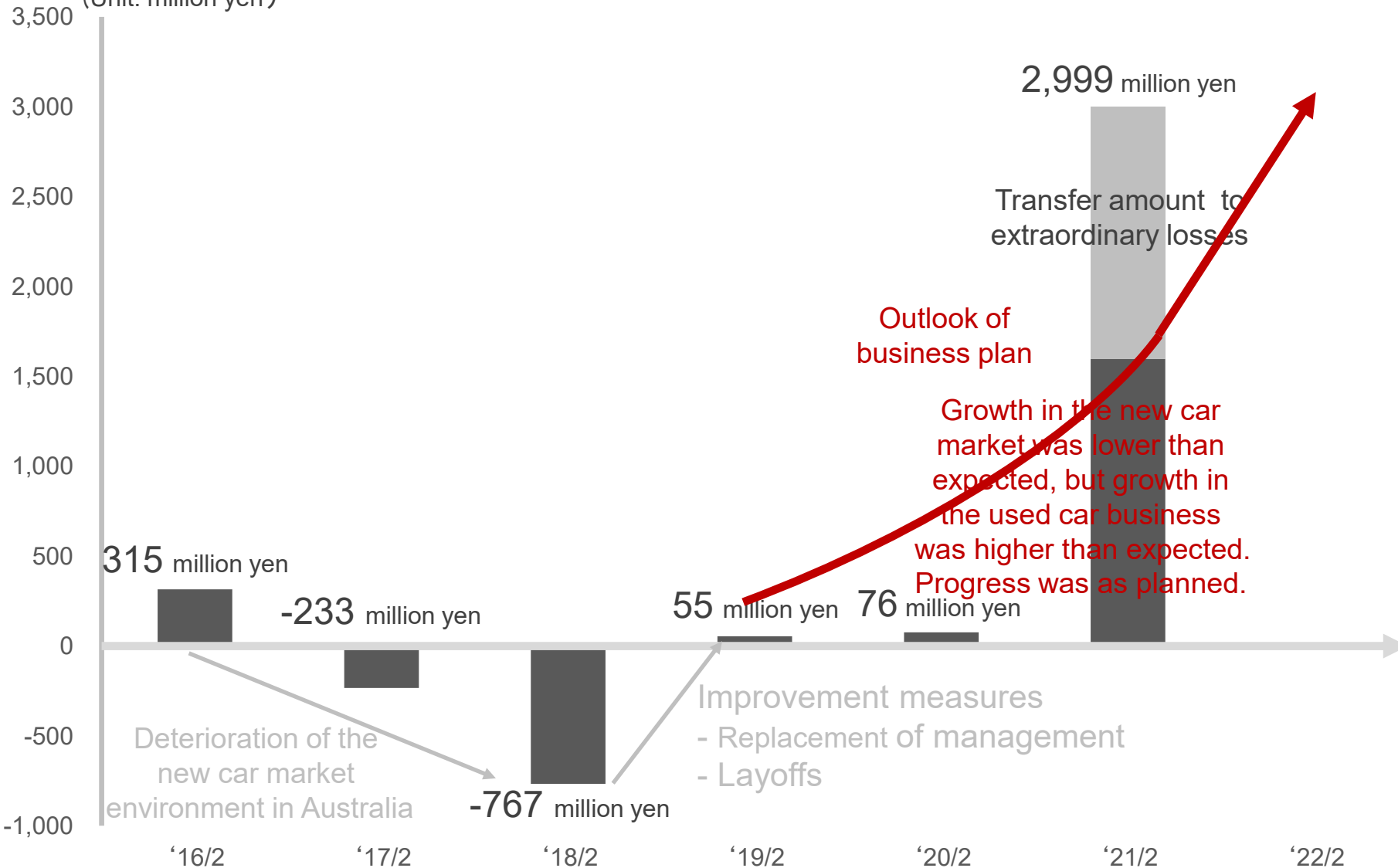
(Unit: million yen)



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Income in Australia segment (before amortization of goodwill)

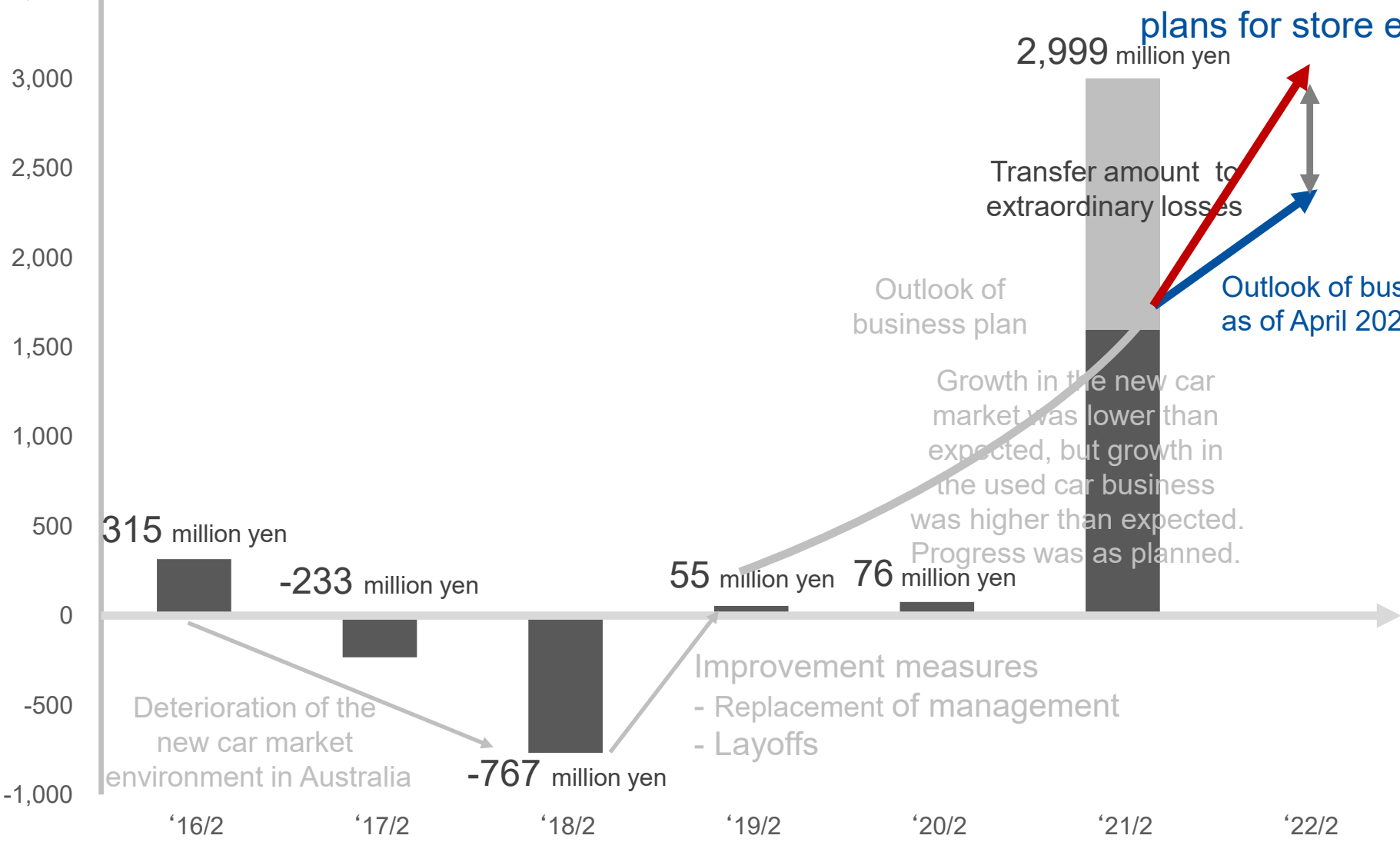
(Unit: million yen)



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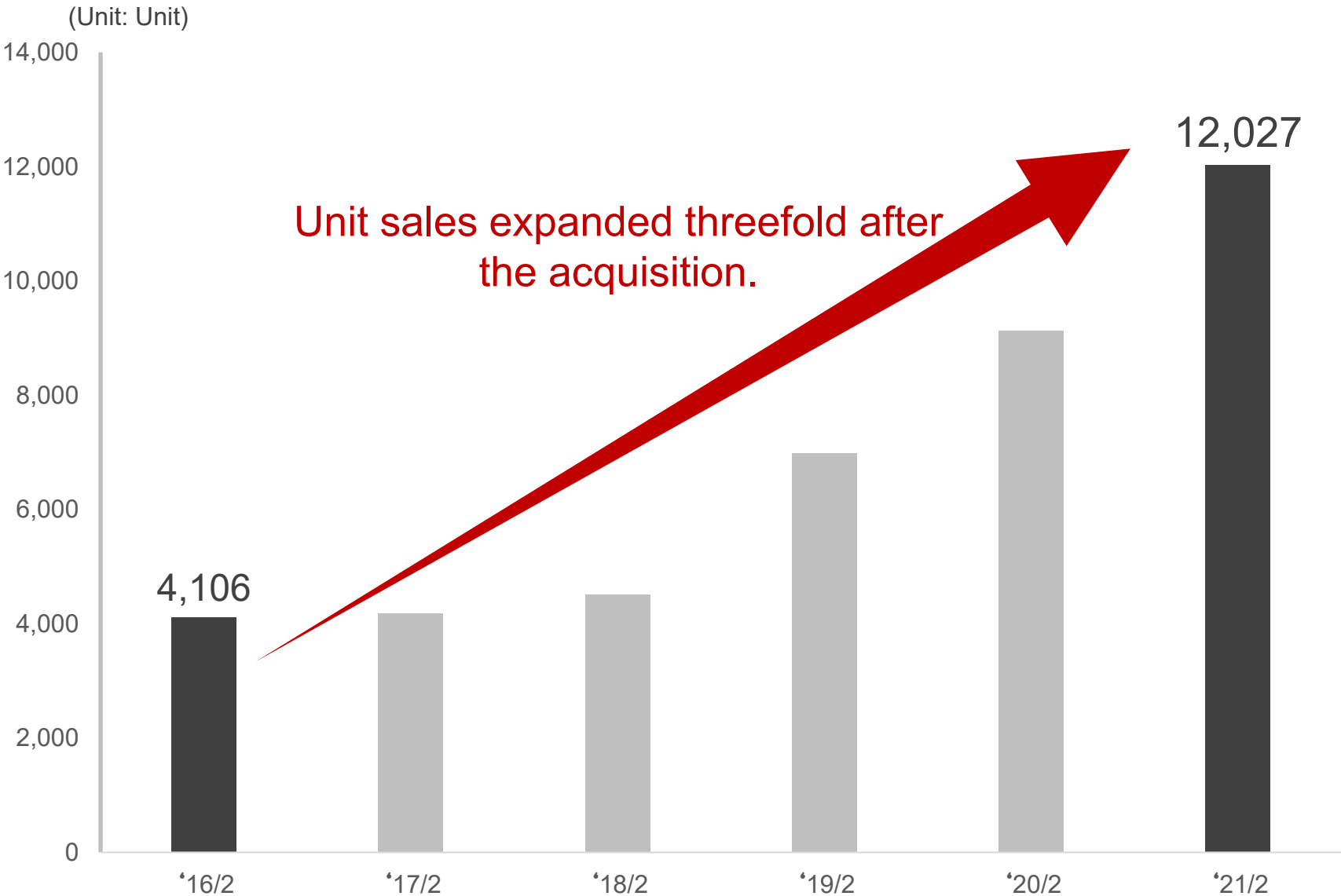
(Unit: million yen)



Reviewing the growth rate of the new car market and plans for store expansion

Conditions of Buick's Used Car Business

Unit sales of used cars

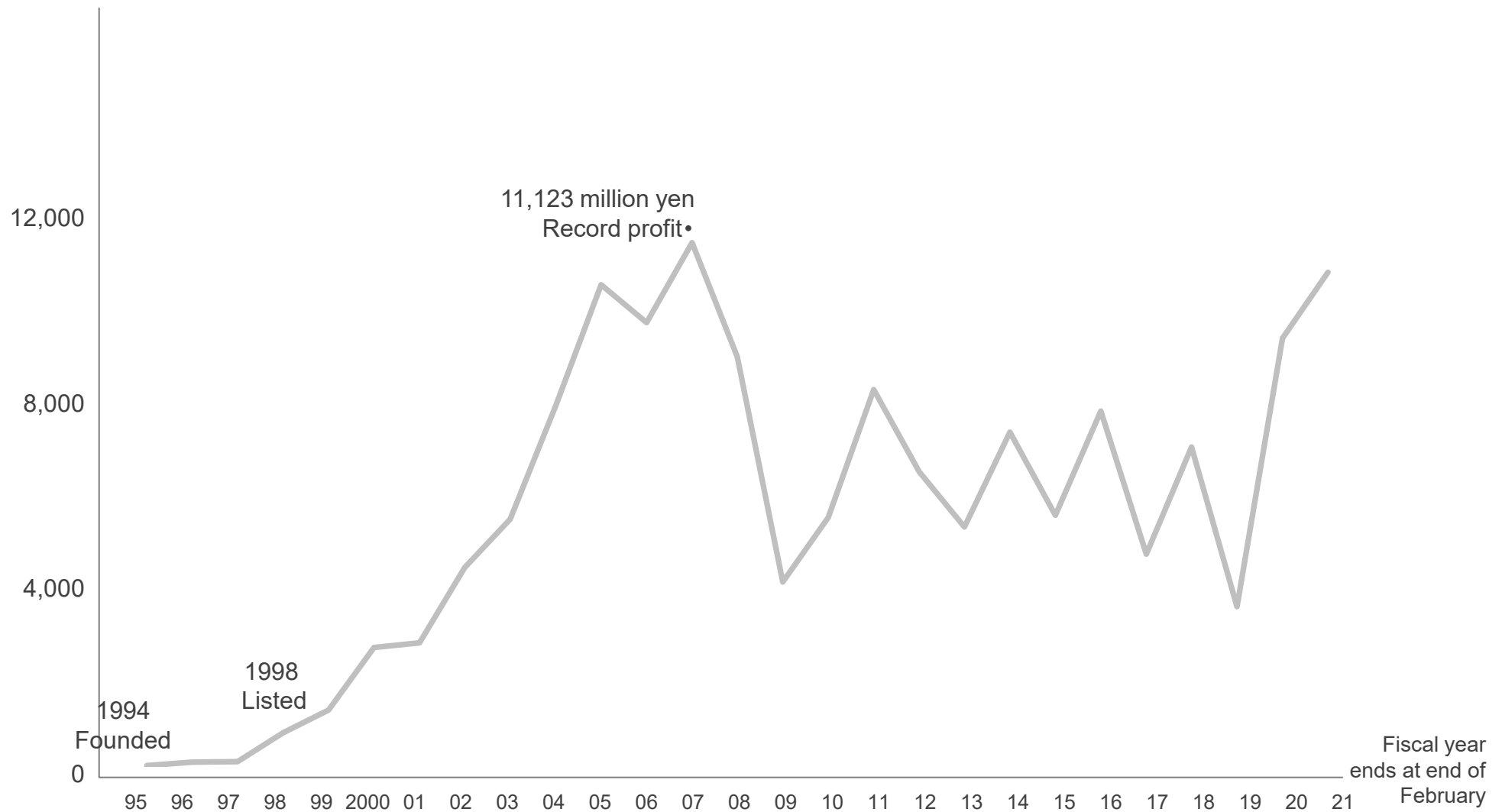


III. Review of the Domestic Business

Trends in Consolidated Operating Profit and Changes in Business

(Unit: million yen)

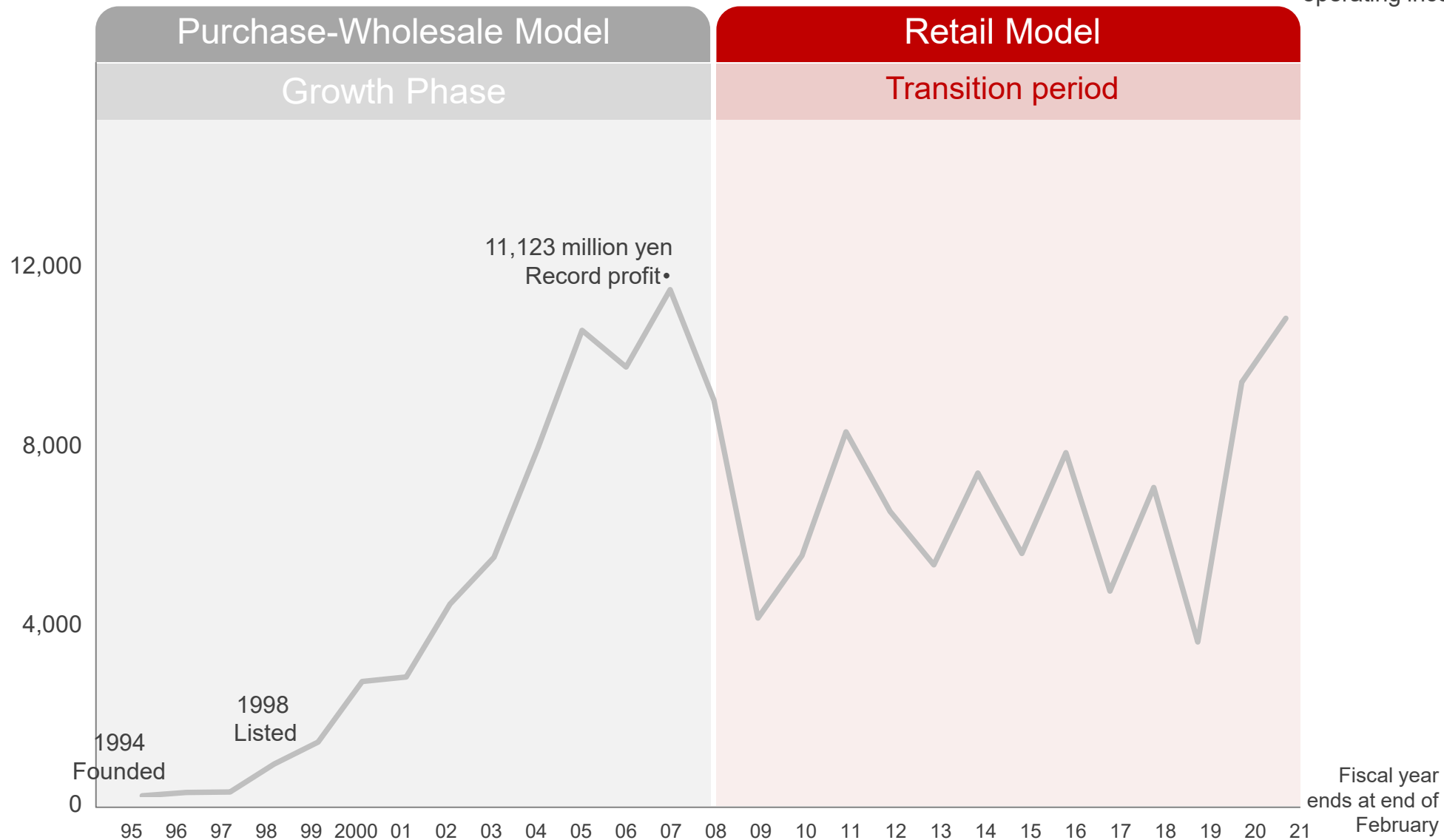
— Consolidated operating income



Trends in Consolidated Operating Profit and Changes in Business

(Unit: million yen)

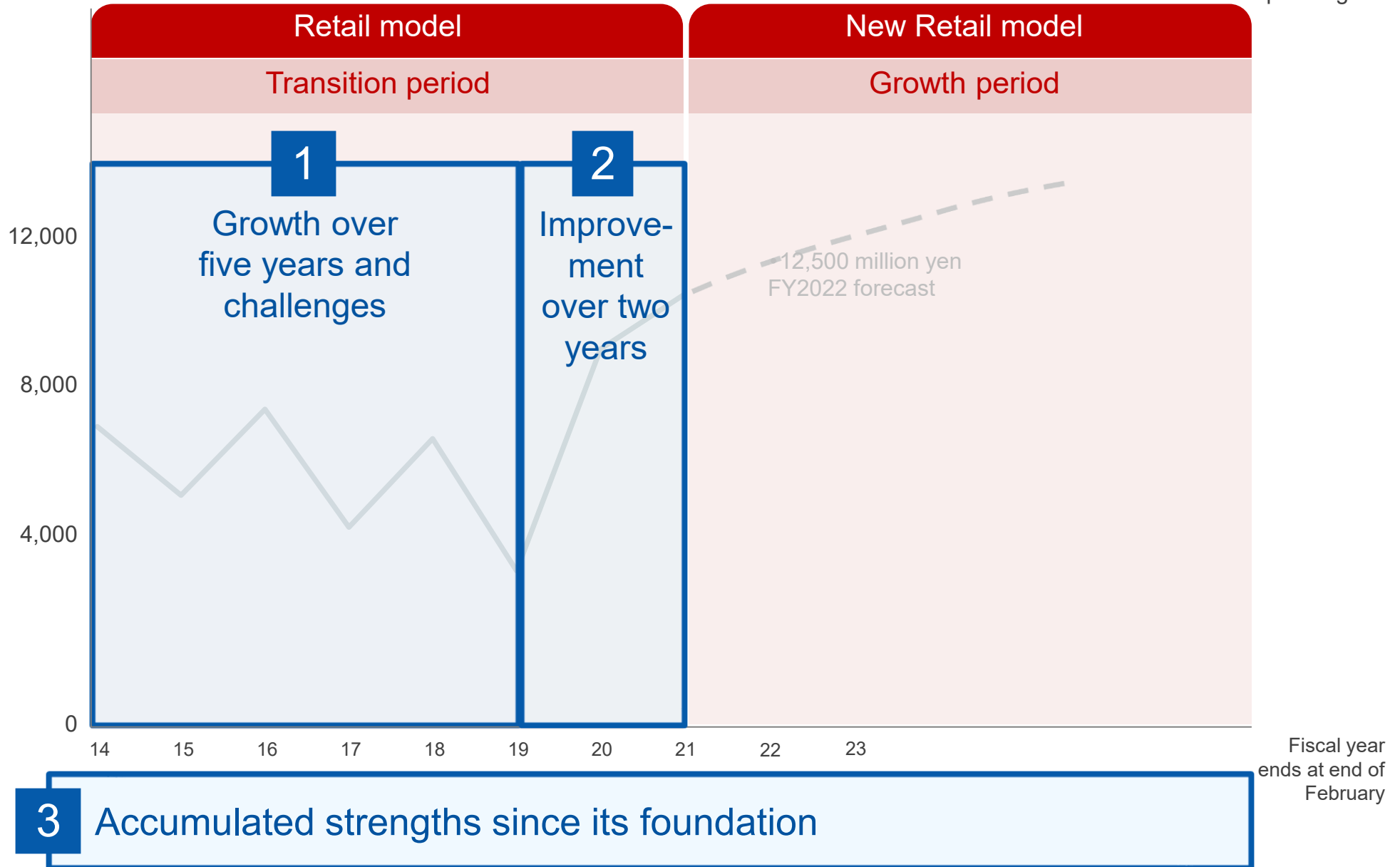
— Consolidated operating income



Period of Transition to Retail Model

(Unit: million yen)

— Consolidated operating income

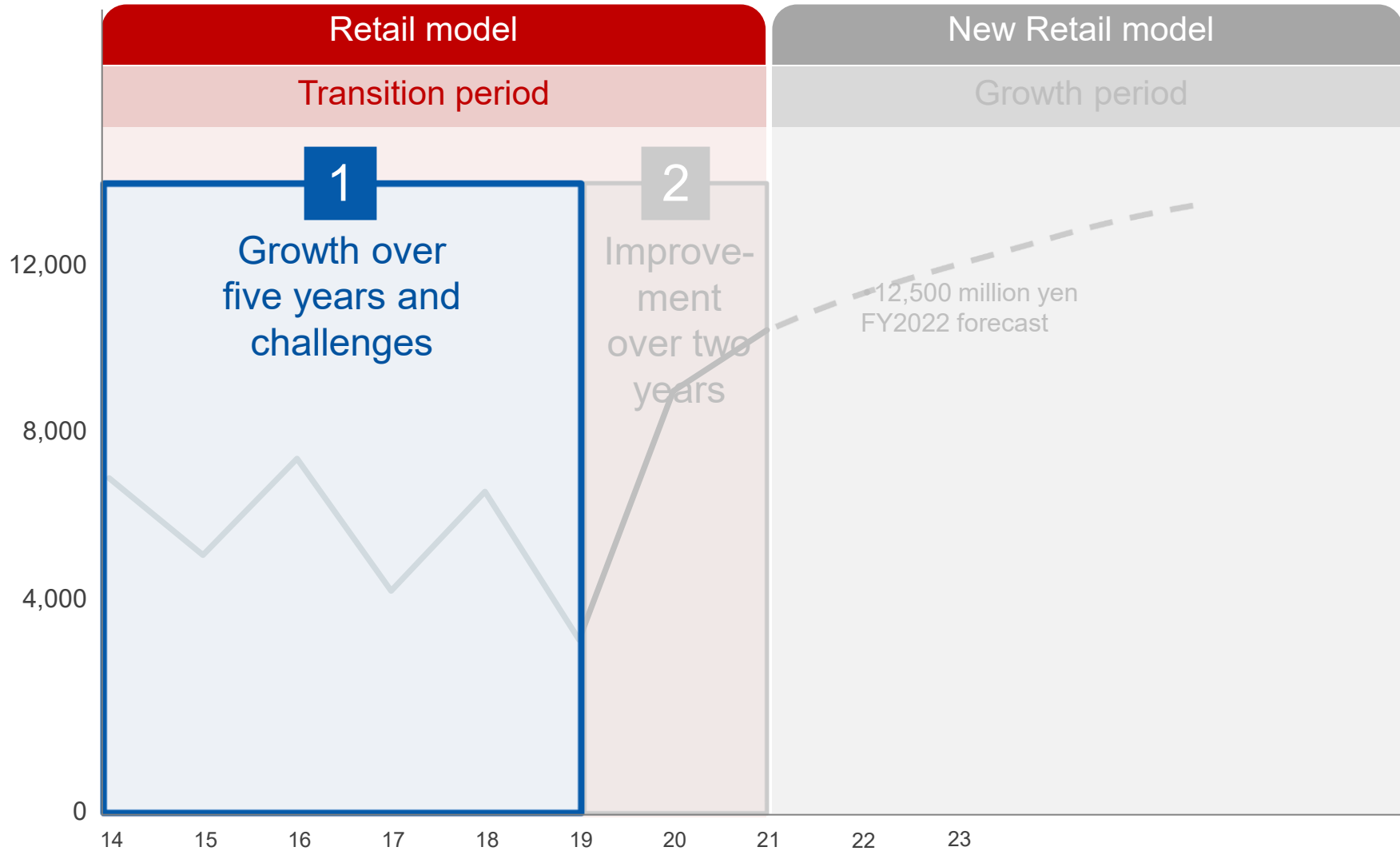


- 1** Growth and Challenges over Five Years from the Fiscal Year Ended Feb. 2015
- 2 Improvement over Two Years from the Fiscal Year Ended Feb. 2020
- 3 Strengths That IDOM Has Accumulated Since Its Foundation

Growth and Challenges

(Unit: million yen)

— Consolidated operating income



1
Growth over five years and challenges

2
Improvement over two years

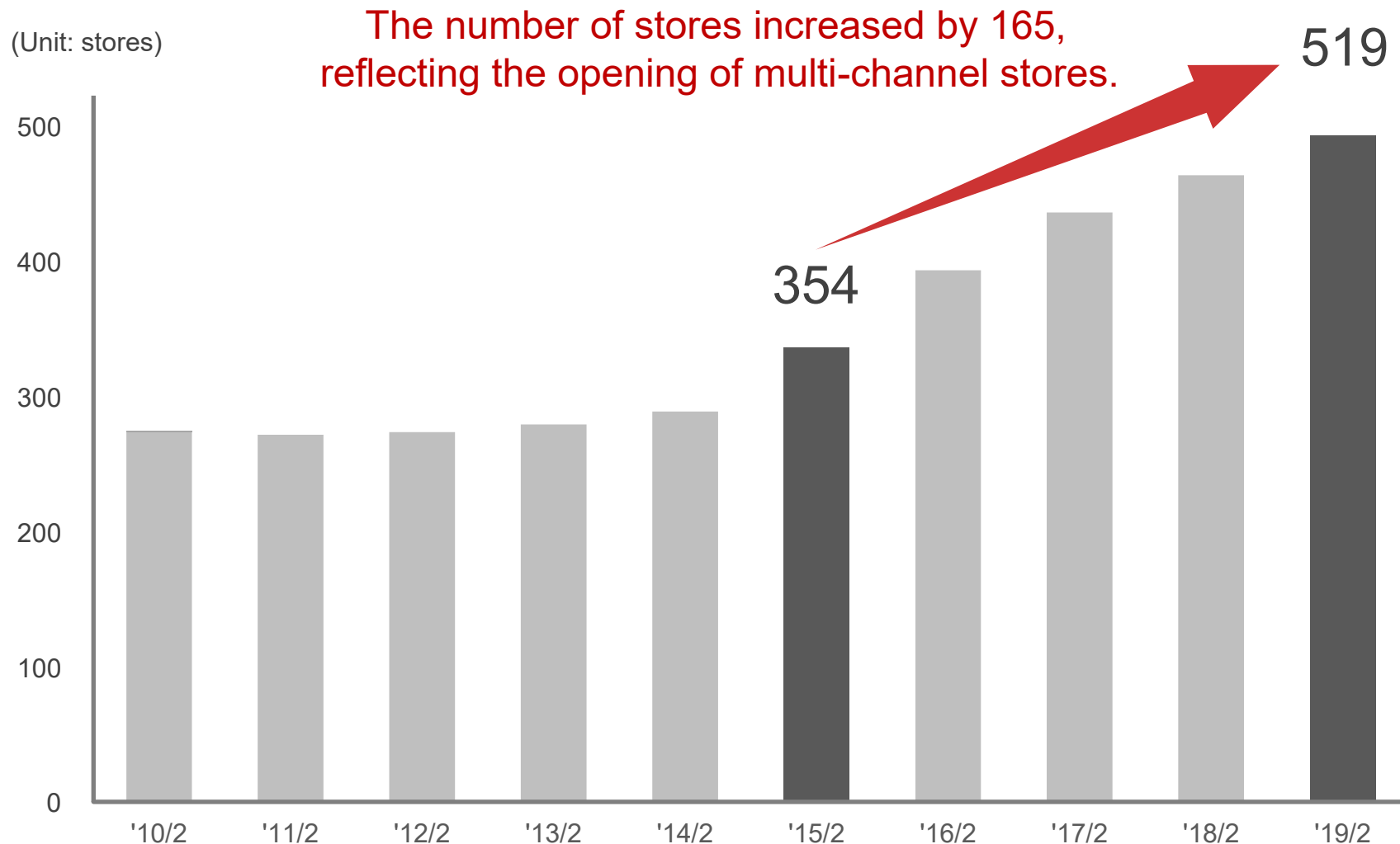
12,500 million yen
FY2022 forecast

3 Accumulated strengths since its foundation

Fiscal year ends at end of February

Growth over Five Years (Increase in Number of Stores)

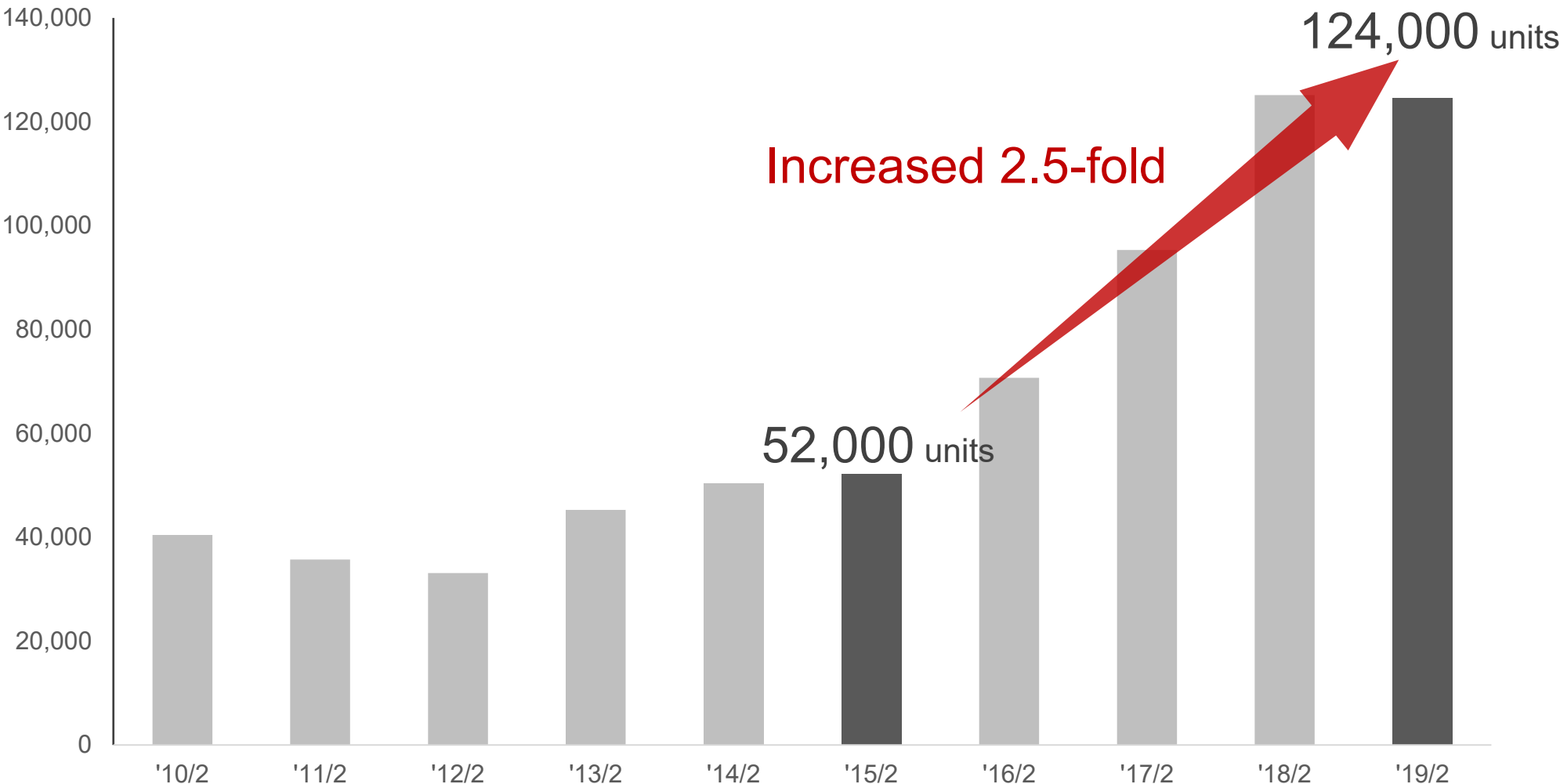
Number of directly managed stores



Growth over Five Years (Increase in Retail Unit Sales)

Trends in retail unit sales at directly managed stores

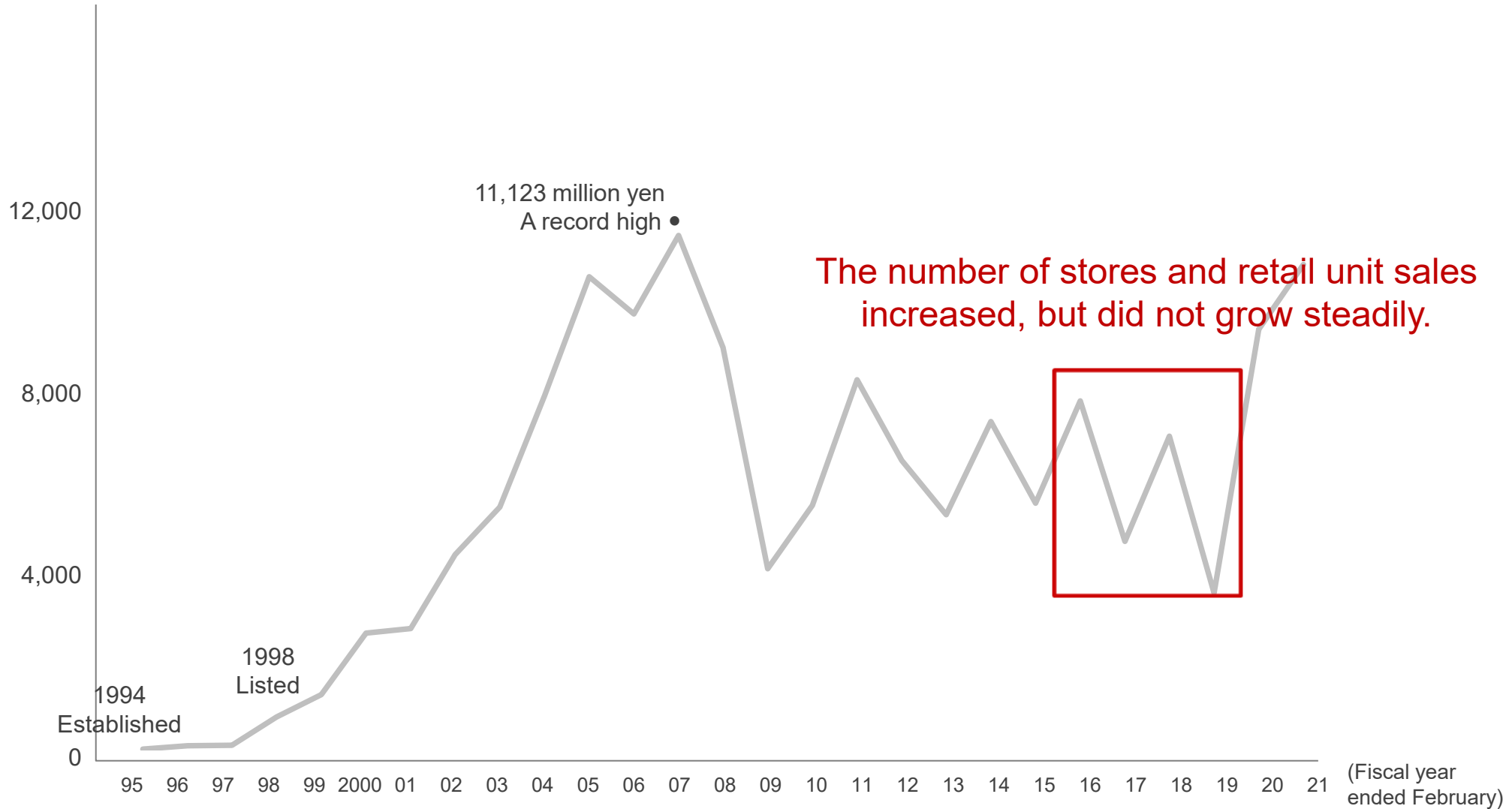
(Unit: Unit)



Trends in Consolidated Operating Income

(Unit: million yen)

— Consolidated operating income



Identifying Three Challenges

	Challenge	Description
(i)	Store area strategy	Internal competition in certain areas, reflecting the opening of multi-channel stores
(ii)	Attracting customers via the Internet	The number of visitors via the Internet who emphasize price when they choose stores did not increase. Costs for attracting customers is trending upward.
(iii)	Inventory control	As retail unit sales are increasing, inventory control is inadequate.

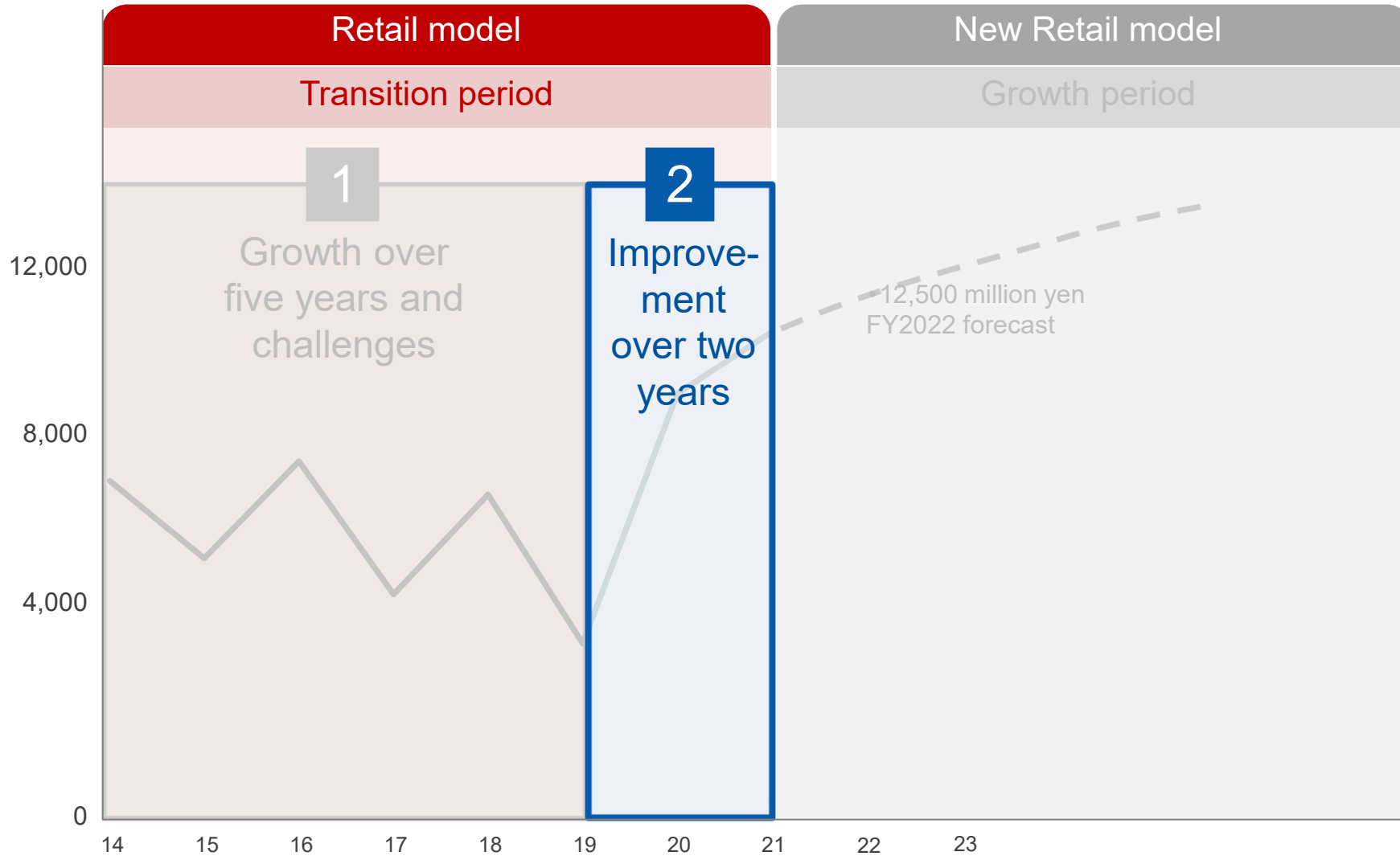
Although the number of stores and retail unit sales increased, income did not grow steadily. We have identified three challenges.

- 1 Growth and Challenges over Five Years from the Fiscal Year Ended Feb. 2015
- 2 Improvement over Two Years from the Fiscal Year Ended Feb. 2020
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Improvement in Challenges

(Unit: million yen)

— Consolidated operating income



1
Growth over five years and challenges

2
Improvement over two years

12,500 million yen
FY2022 forecast

3 Accumulated strengths since its foundation

Fiscal year ends at end of February

Improvement Measures of Three Challenges

	Challenge	Improvement Measure
(i)	Store area strategy	Reviewed the standards for the opening and closing of stores, emphasizing capital efficiency.
(ii)	Attracting customers via the Internet	Established merchandising sections, gathered information in each area and optimized vehicle pricing.
(iii)	Inventory control	Included Inventory turnover days in the management indicators and controlled the inventory in response to sales demand.

For two years from the fiscal year ended February 2020, the Company took steps to address the three identified challenges.

Improvement Measures of Three Challenges

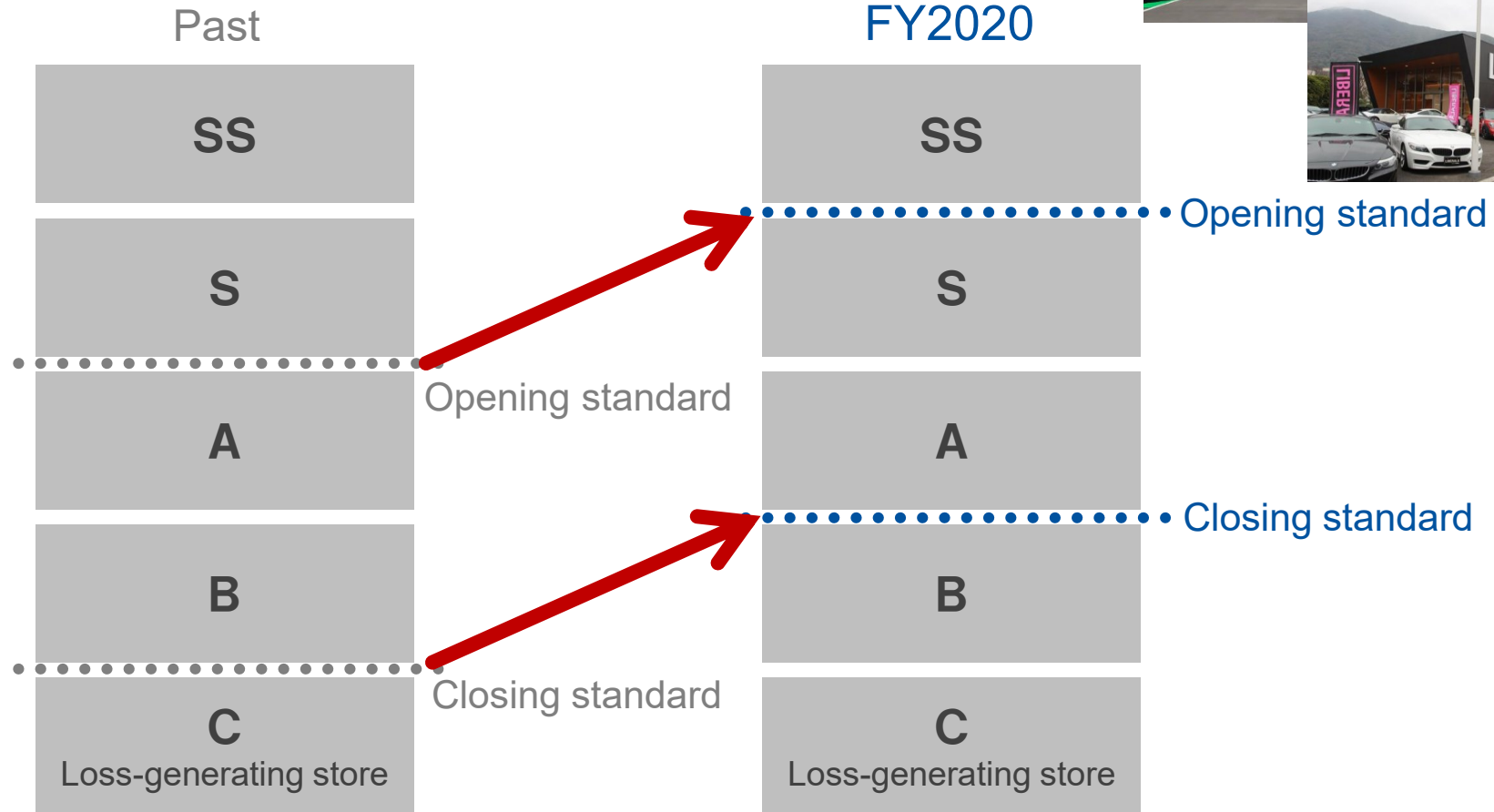
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(iii)	Inventory control	Included Inventory turnover days in the management indicators and controlled the inventory in response to sales demand.

For two years from the fiscal year ended February 2020, the Company took steps to address the three identified challenges.

(i)Store Area Strategy

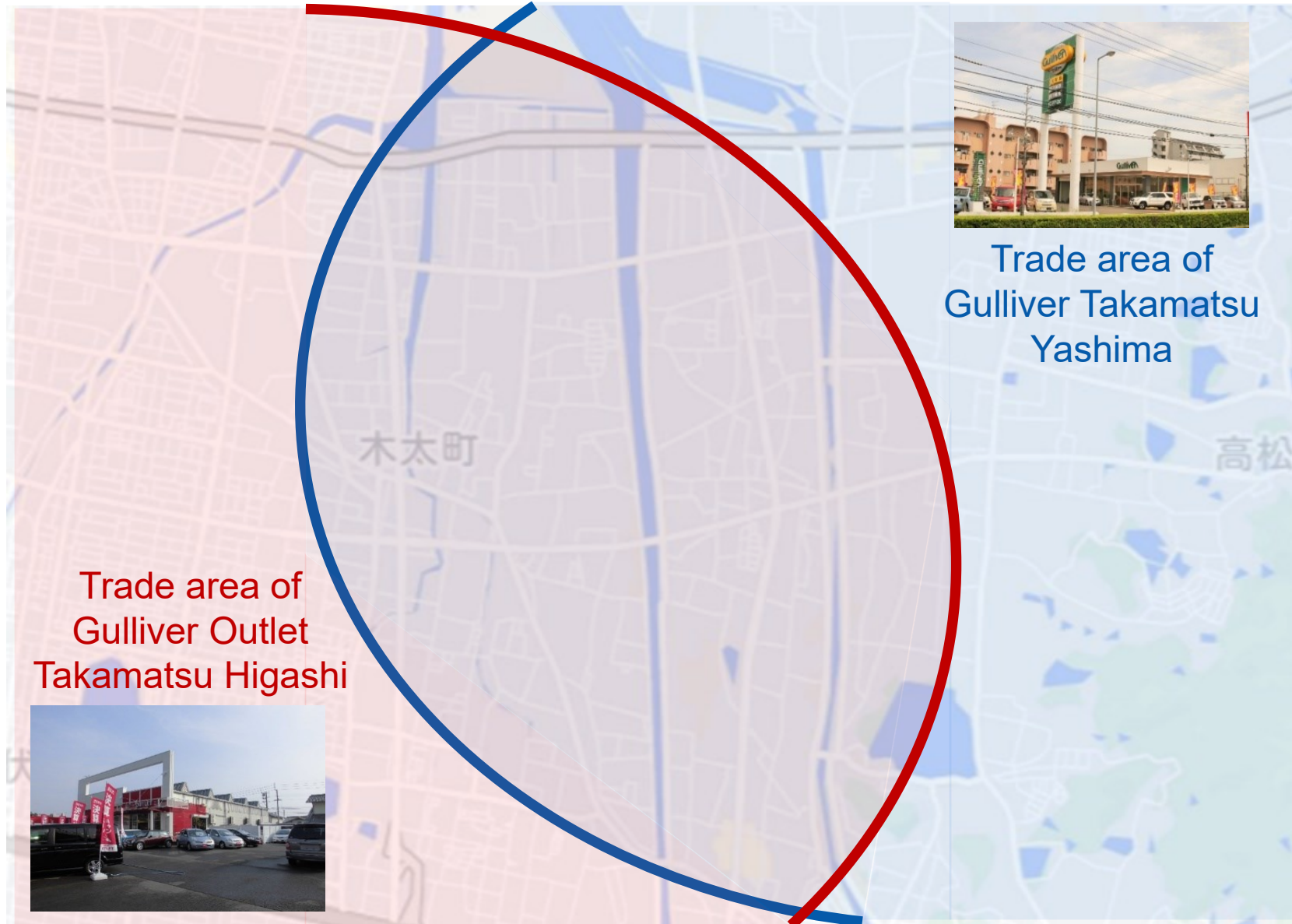
Reviewed the standards for the opening and closing of stores, emphasizing capital efficiency.

Ranking by profit/capital efficiency



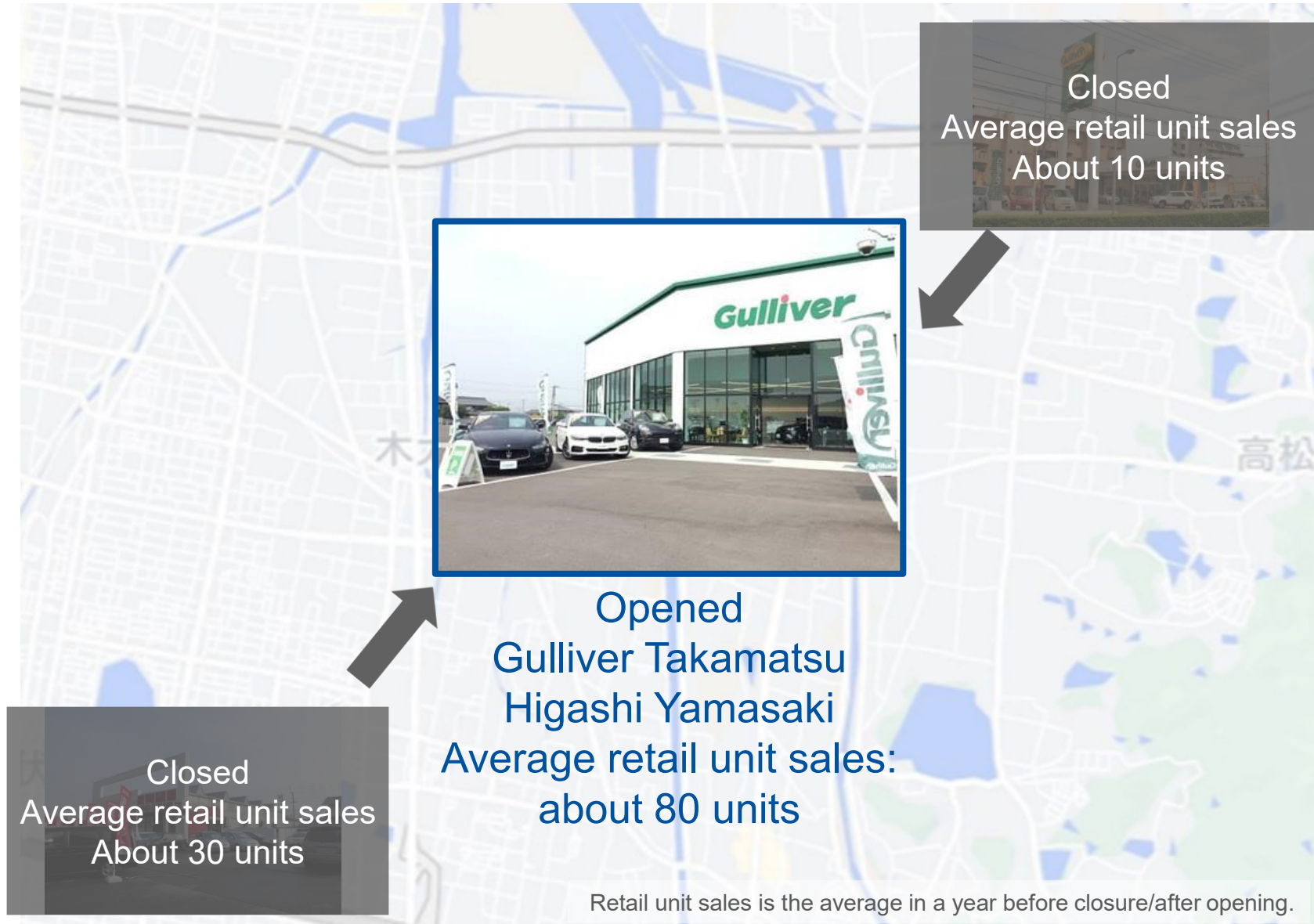
(i)Store Area Strategy (Case Study)

Internal competition before improvement (for illustrative purposes)



(i) Store Area Strategy (Case Study)

Eliminate internal competition and increase retail unit sales in an area.



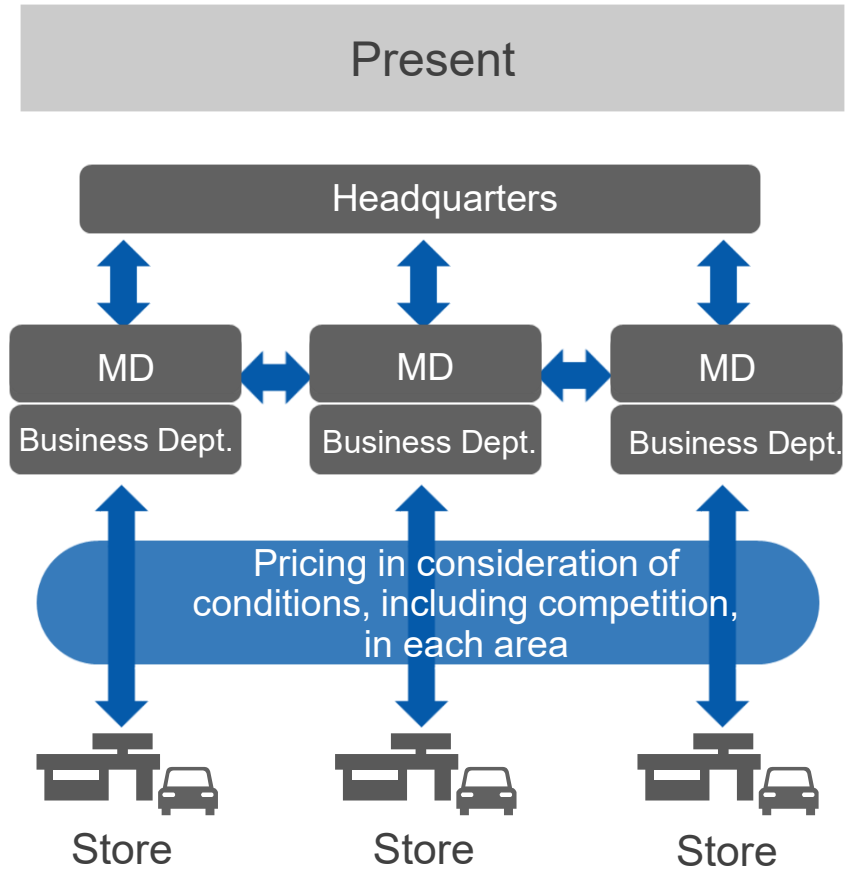
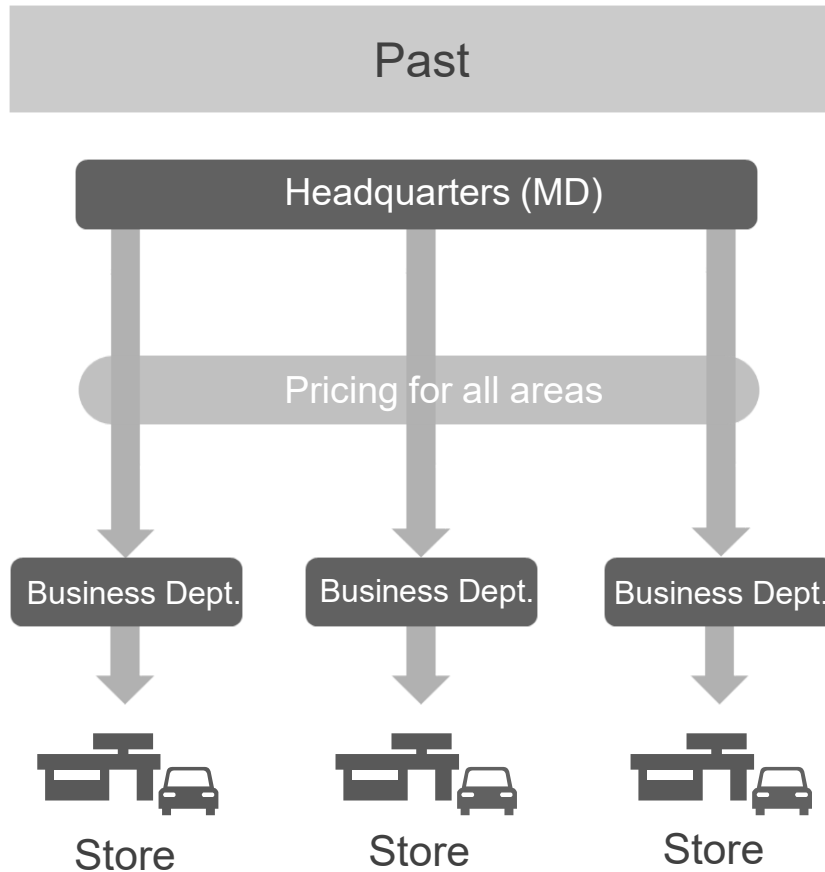
Improvement Measures of Three Challenges

	Challenge	Improvement Measure
(i)	Store area strategy	Reviewed the standards for the opening and closing of stores, emphasizing capital efficiency.
(ii)	Attracting customers via the Internet	Established merchandising sections, gathered information in each area and optimized vehicle pricing.
(iii)	Inventory control	Included Inventory turnover days in the management indicators and controlled the inventory in response to sales demand.

For two years from the fiscal year ended February 2020, the Company took steps to address the three identified challenges.

(ii) Attracting Customers via Internet

Established a merchandising (MD) section for each business department (organization) and gathers information in each area (quality).
Optimizing vehicle pricing and attracting more visitors via the Internet.

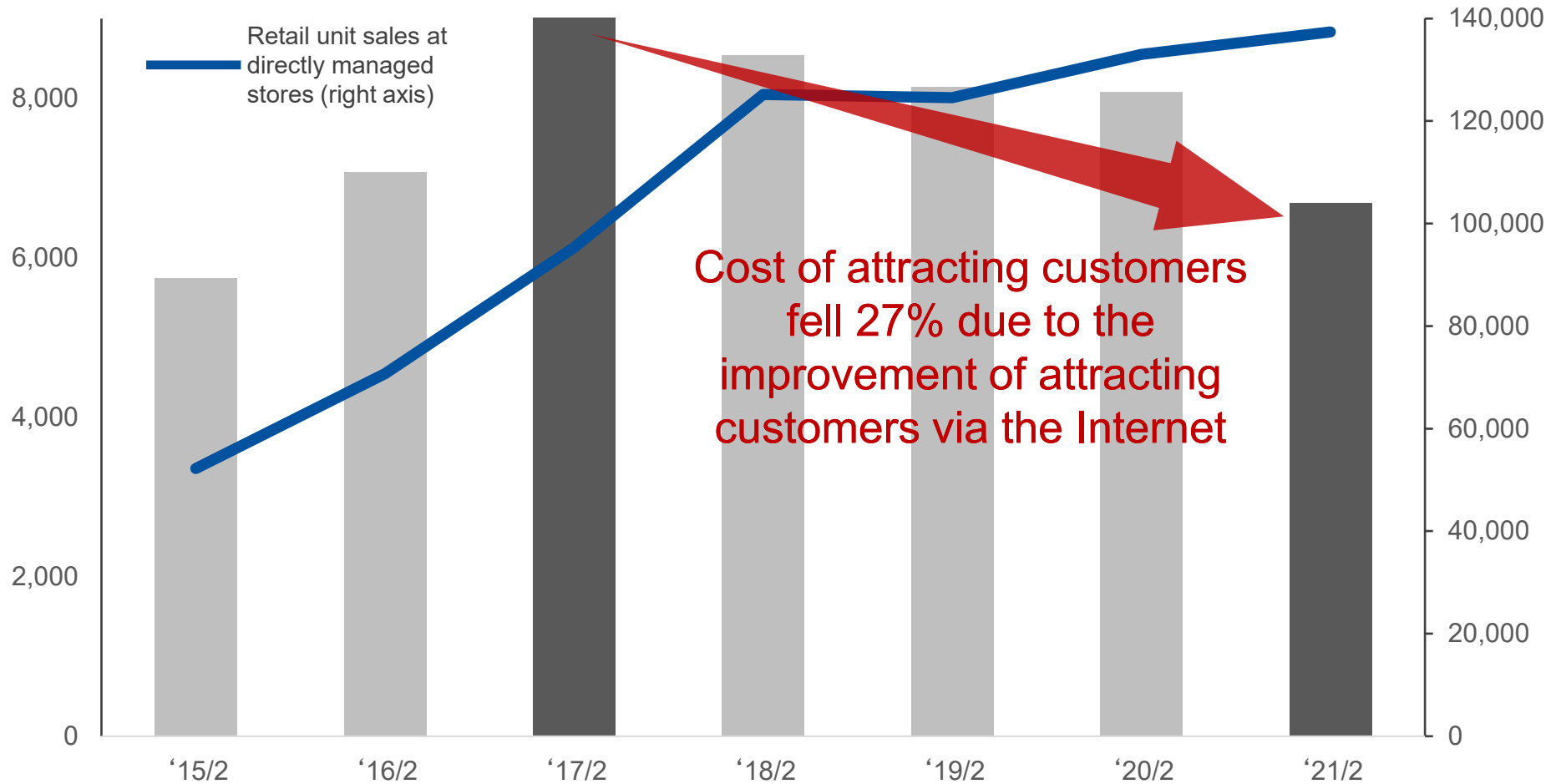


(ii) Attracting Customers via Internet

Trends in non-consolidated advertising expenses

(Unit: million yen)

(Unit: Unit)



Improvement Measures of Three Challenges

	Challenge	Improvement Measure
(i)	Store area strategy	Reviewed the standards for the opening and closing of stores, emphasizing capital efficiency.
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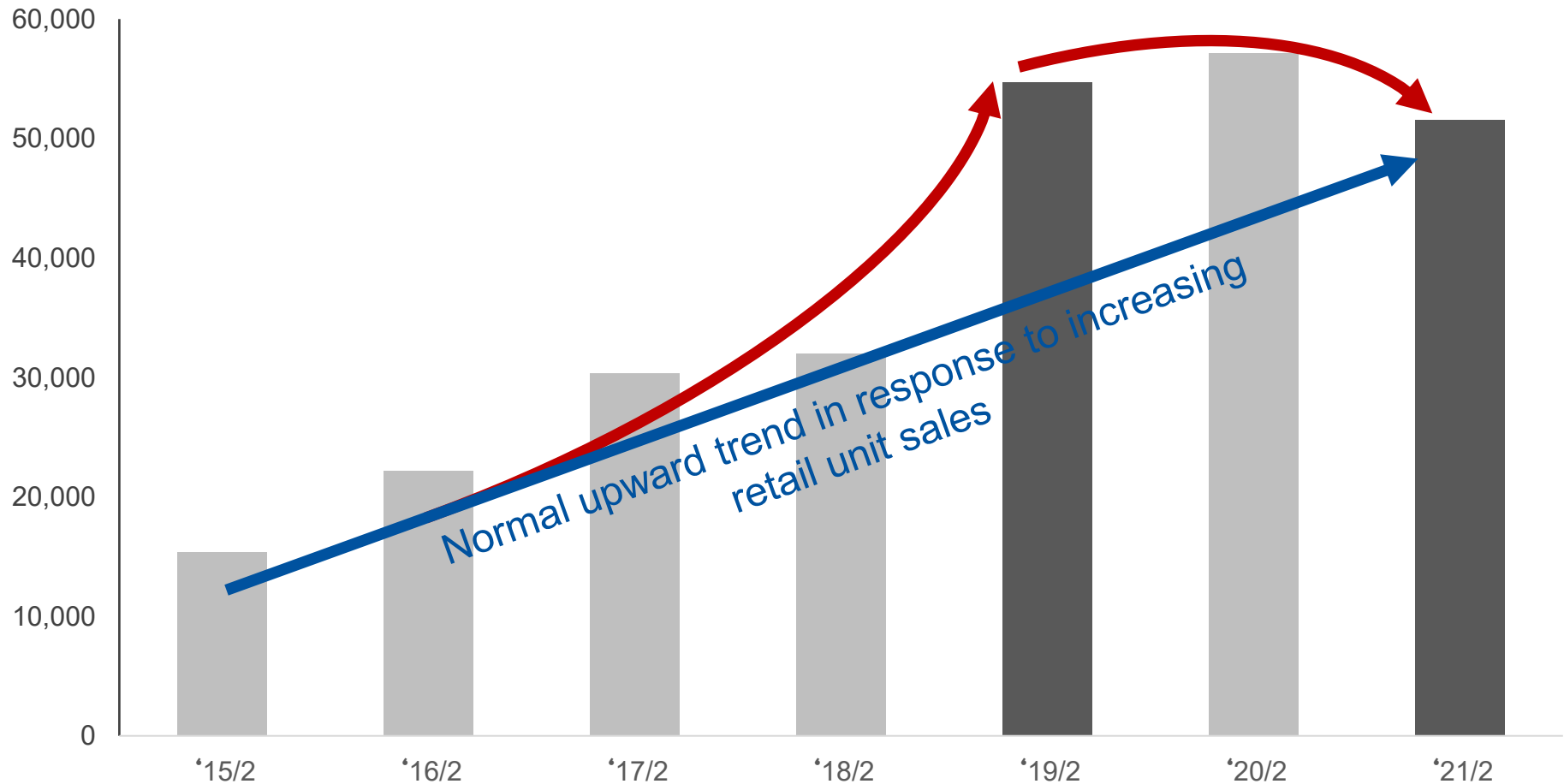
For two years from the fiscal year ended February 2020, the Company took steps to address the three identified challenges.

(iii) Inventory Control

Trends in inventories at end of fiscal year

Returning to normal trends due to inventory control where inventory turnover days is included in the management indicators

(Unit: million yen)

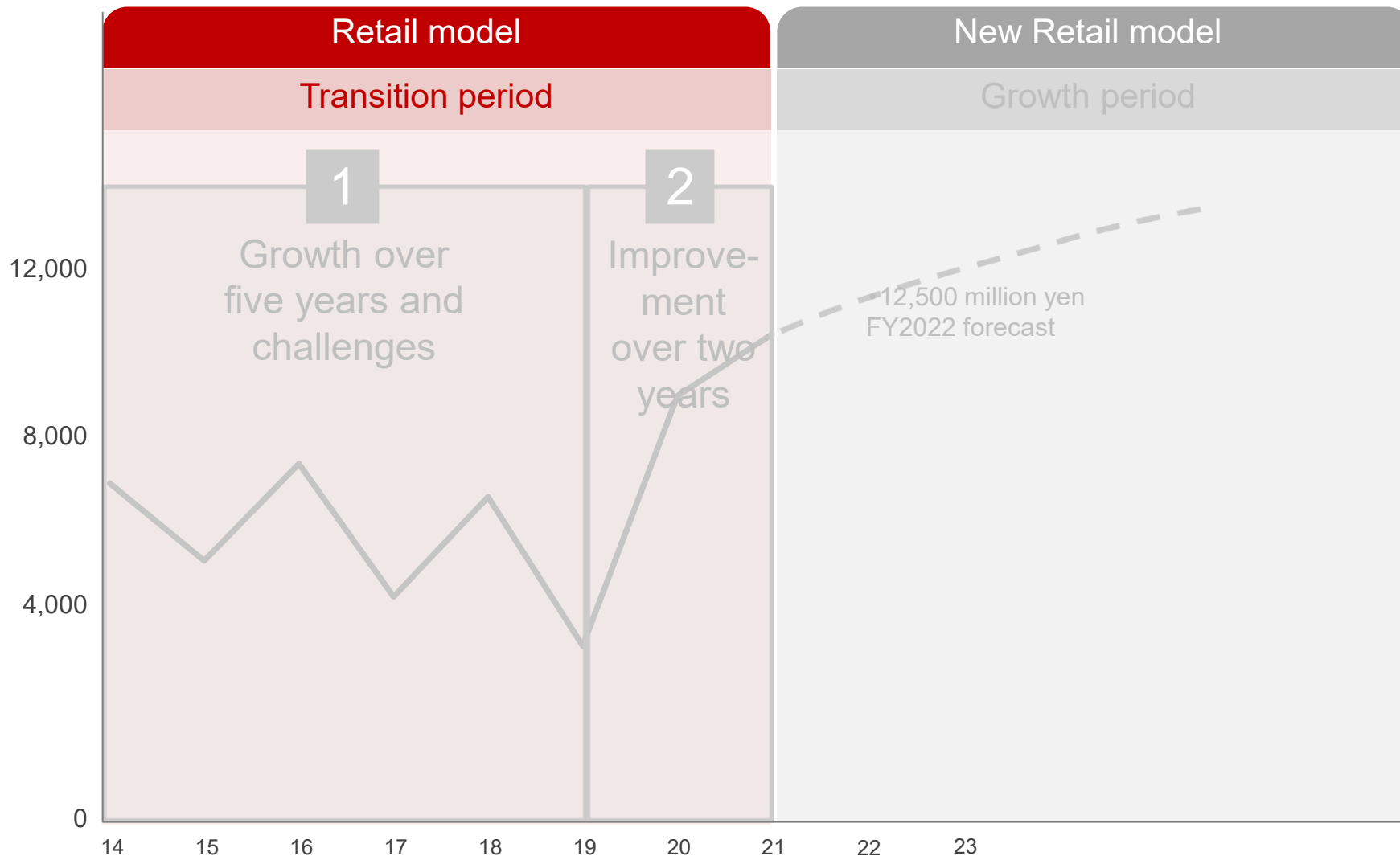


- 1 Growth and Challenges over Five Years from the Fiscal Year Ended Feb. 2015
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- 3 Strengths That IDOM Has Accumulated Since Its Foundation

Accumulated Strengths

(Unit: million yen)

— Consolidated operating income



Fiscal year ends at end of February

3 Accumulated strengths since its foundation

Attract customers using the brand power of Gulliver.

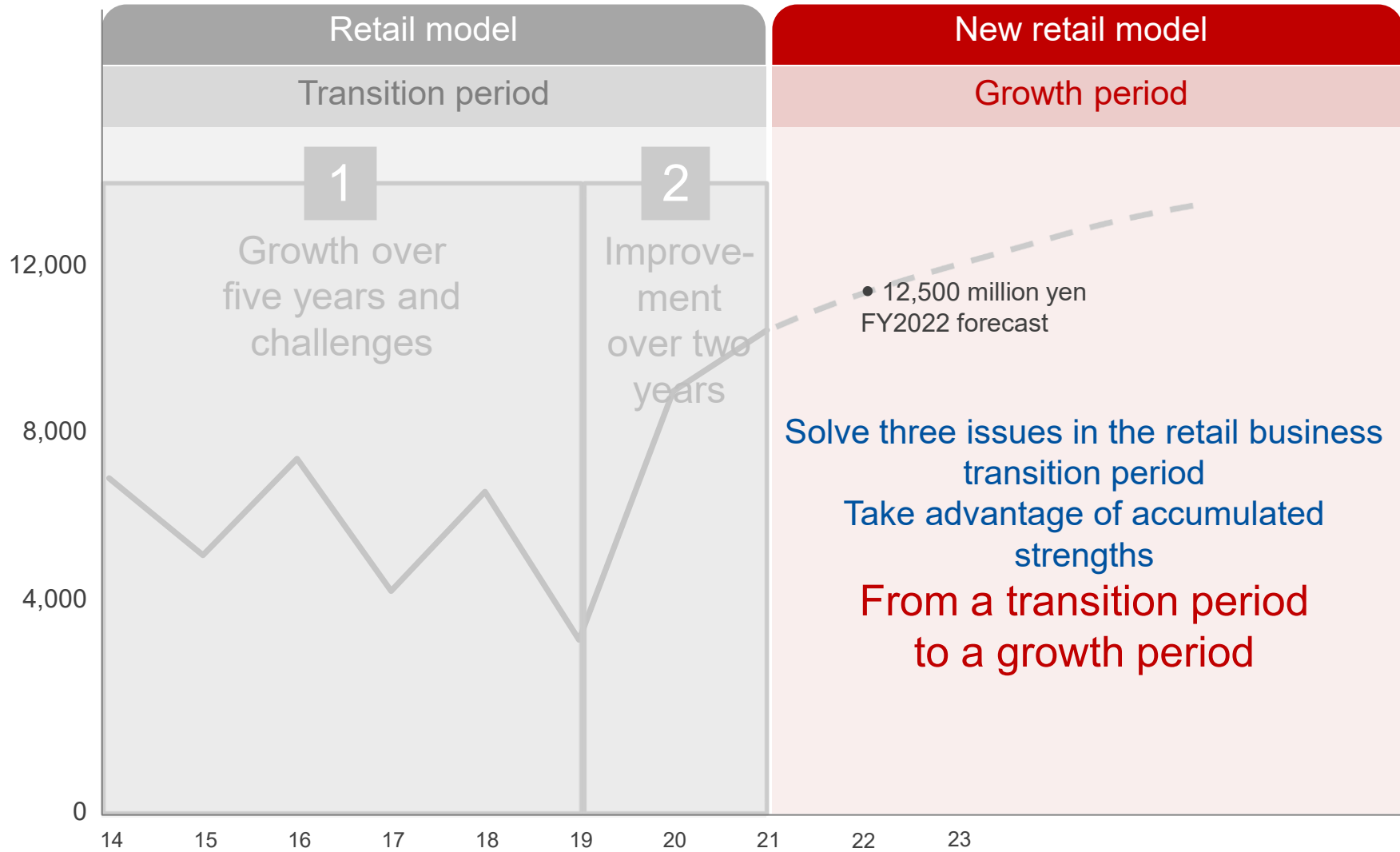
Annual number of customers visiting stores
other than those visiting stores via advertising media

Approx. **420,000** (result in 2020)

From Retail Model Transition Period to the Growth Period of a New Retail Model

(Unit: million yen)

— Consolidated operating income



Solve three issues in the retail business transition period

Take advantage of accumulated strengths

From a transition period to a growth period

3 Accumulated strengths since its foundation

Fiscal year ends at end of February

IV. Growth Strategies for the Domestic Business

Open large stores,
emphasizing capital efficiency

Accelerate the pace of large store openings in stages, while assessing capital efficiency



Start a maintenance
business

- Compulsory inspections
- Warranties
- Tires
- Parts

Continue to address the three challenges

(i) Store Area Strategy (ii) Attracting Customers via Internet (iii) Inventory Control

Open large stores,
emphasizing capital efficiency

Accelerate the pace of large
store openings in stages, while
assessing capital efficiency



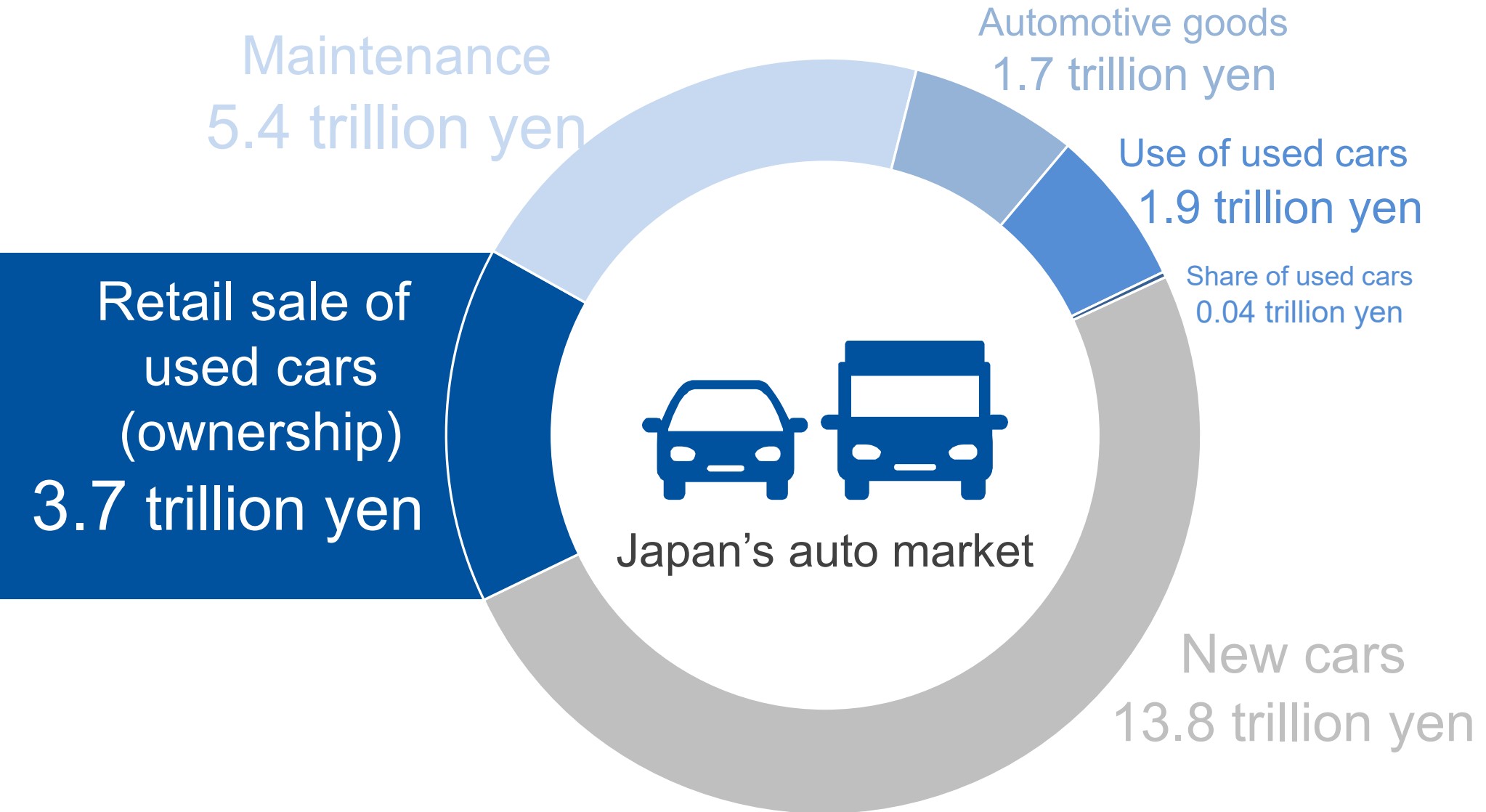
Start a maintenance
business

- Compulsory inspections
- Warranties
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- Parts

Continue to address the three challenges

(i) Store Area Strategy (ii) Attracting Customers via Internet (iii) Inventory Control

Size of Japan's Used Car Retail Market



New cars: Japan Automobile Dealers Association

Vehicles other than new cars: 2018 Overview of the Automobile Aftermarket of Yano Research Institute 58

Retail sale of
used cars
(ownership)
3.7 trillion yen

There is room for market expansion

The percentage of the total market that is the used car market is low compared with Europe and the US. Japanese resistance to used cars has declined. Attitudes towards cars have changed during the COVID-19 pandemic.

There is room for IDOM to expand its market share

The circulation number of used cars is estimated to be approximately 2.62 million units. IDOM has a share of about 5% in retail sales (number of units).

Multi-channel store openings

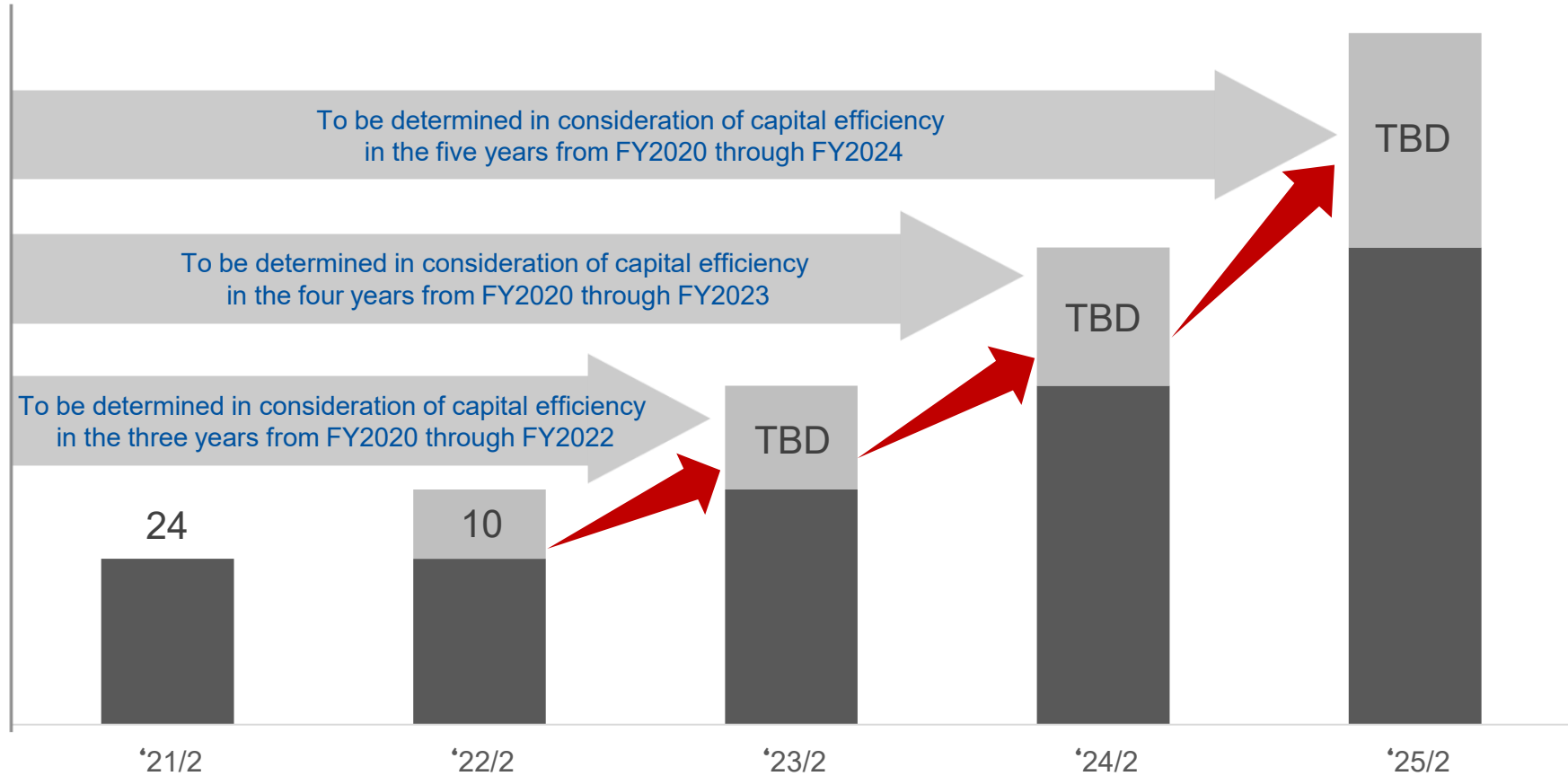


Use Gulliver's brand power



Plan for Large Store Openings

Accelerate the pace of large store openings in stages, while assessing capital efficiency



We have not determined the number of stores. We will determine the pace of store openings, taking into consideration the capital efficiency of existing stores.

Features and Outline of Large Store

Features

(i)	Sophisticated store design
(ii)	Greatest number of cars displayed in the area
(iii)	Price and assortment optimized for each area
(iv)	A negotiation place to enjoy choosing a car



Outline

Site area	8,000 m ² or more
Number of vehicles displayed	About 300
Capital expenditure	About 200 million yen
Payback period	About 3 years (cash flow after tax, recovery of capital investment)

Open large stores,
emphasizing capital efficiency

Accelerate the pace of large
store openings in stages, while
assessing capital efficiency



Start a maintenance
business

- Compulsory inspections
- Warranties
- Tires
- Parts

Continue to address the three challenges

(i) Store Area Strategy (ii) Attracting Customers via Internet (iii) Inventory Control

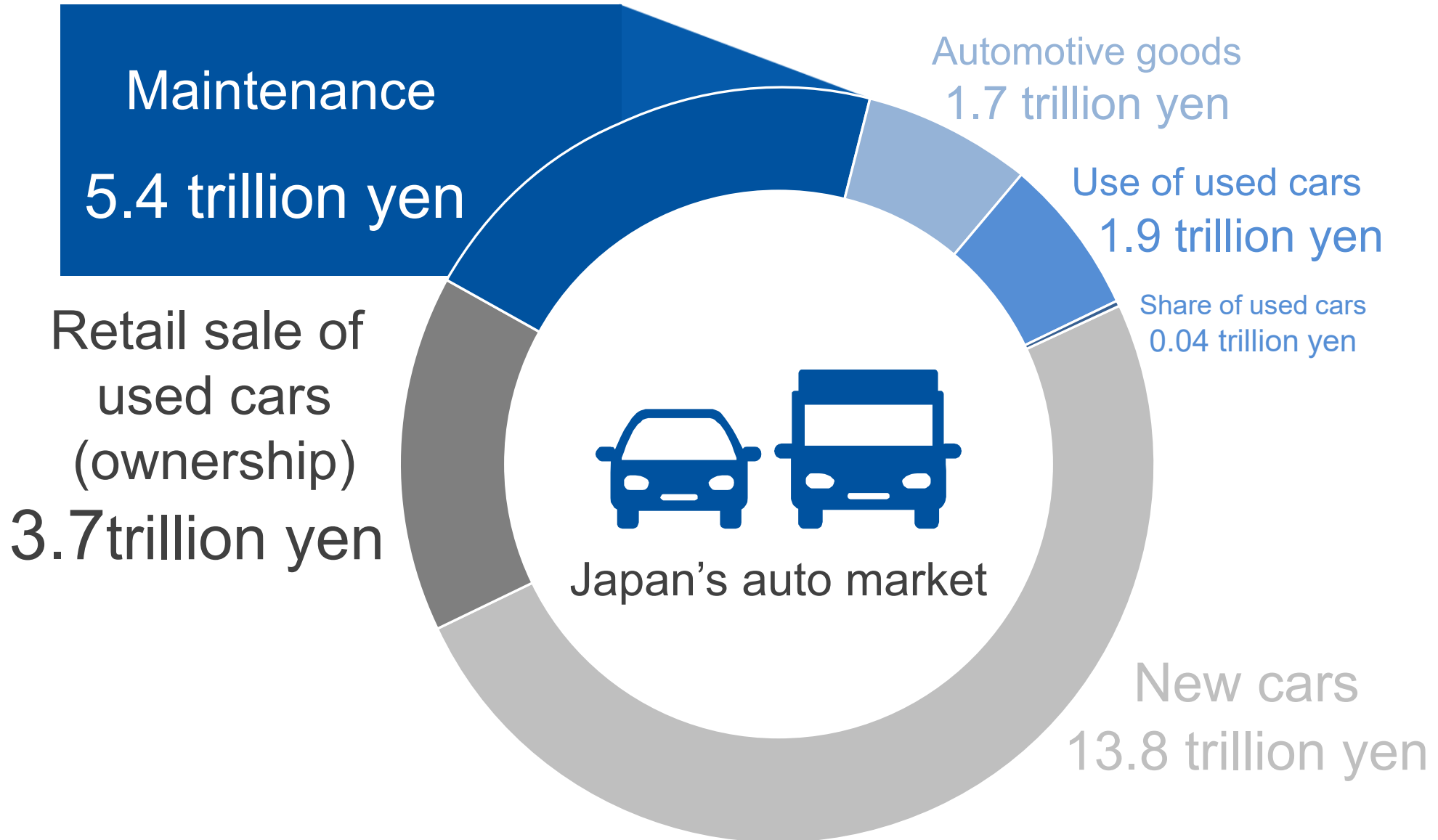
Q

Why will IDOM begin investing in maintenance shops now?

A

There are four reasons.

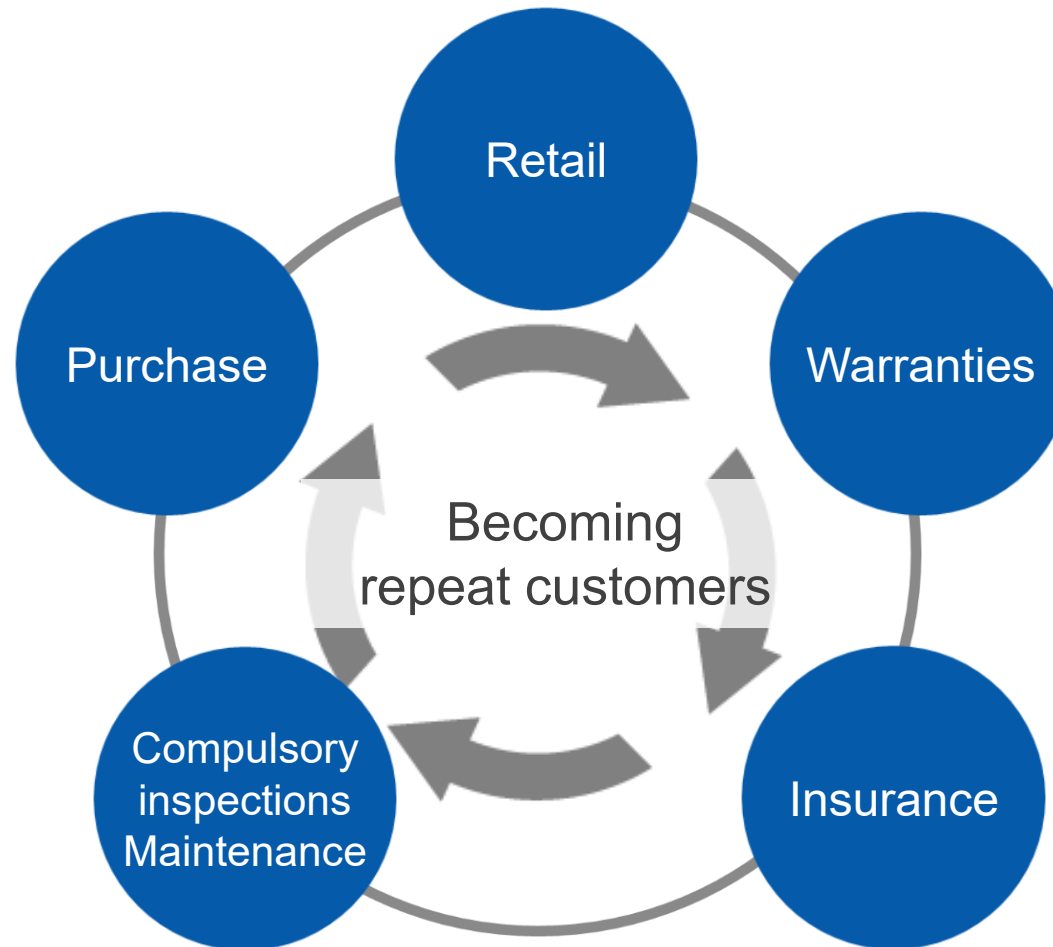
1. Size of Japan's Used Car Retail Market



New cars: Japan Automobile Dealers Association

Vehicles other than new cars: 2018 Overview of the Automobile Aftermarket of Yano Research Institute

Expand the cycle of transactions to increase repeat customers and retain them as lifetime customers



The enhancement of efficiency through in-house operations will accelerate as retail unit sales expand.

Retail unit sales at directly managed stores ×
Outsourcing costs (maintenance before car delivery + compulsory inspections)

Opportunities for differentiation will be created through the introduction of the latest equipment*

* The revised Road Vehicles Act came into force in April 2020. The enforcement of this act creates a need for maintenance shops able to perform the maintenance of electronic control devices and other maintenance, including the adjustment of sensors attached to advanced safety devices, as well as overhaul by removing engines and brakes, which had been performed. Maintenance shops where new investment is possible will be differentiated.

Features and Outline of Maintenance Shops

Features

(i)	Equipped with the latest equipment
(ii)	Added to Gulliver stores
(iii)	Sophisticated shop design
(iv)	Sufficient waiting space for vehicle inspections



Outline

Work item	Compulsory inspections, maintenance before car delivery
Capital expenditure	About 200 million yen
Payback period	About three years (cash flow after tax, recovery of capital investment)
Store opening plan	The opening of ten shops is planned, including shops added to existing facilities.

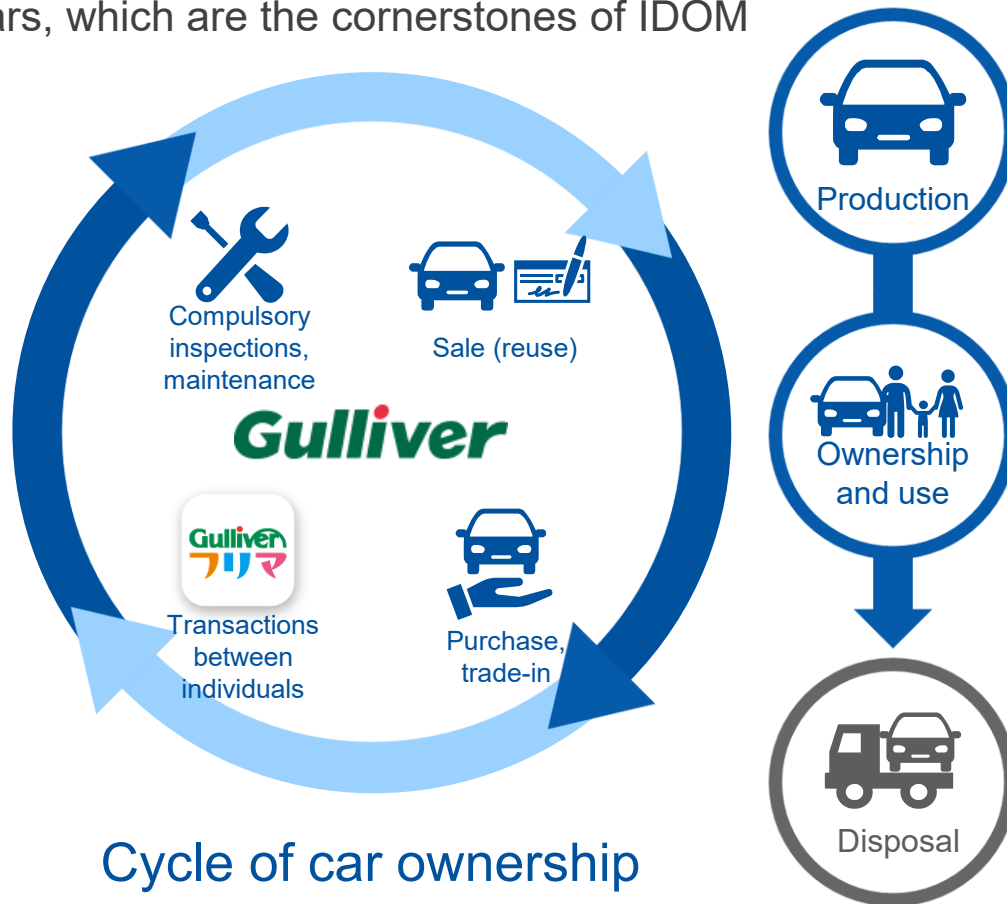
- 1 Expansion of Operating Income
- 2 Expansion of Free Cash Flow over the Medium and Long Term
- 3 Maximization of ROIC

V. Value of the Existence of IDOM

Used Car Cycles Promoted by IDOM

IDOM promotes a cycle of ownership where vehicles are fully utilized as resources instead of simply being produced and disposed of.

“Clean” prices, the purchase and sale of used cars, which are the cornerstones of IDOM



Auto manufacturers in Japan and overseas have announced plans to manufacture electric vehicles.

The Tokyo Metropolitan Government has announced the target of increasing the percentage of zero-emission vehicles* to be 50% of new passenger car sales in Tokyo in 2030.

*Vehicles that do not emit exhaust gases, including CO₂ during use, such as electric vehicles (EV), fuel cell vehicles (FCV) and plug-in hybrid vehicles (PHV).

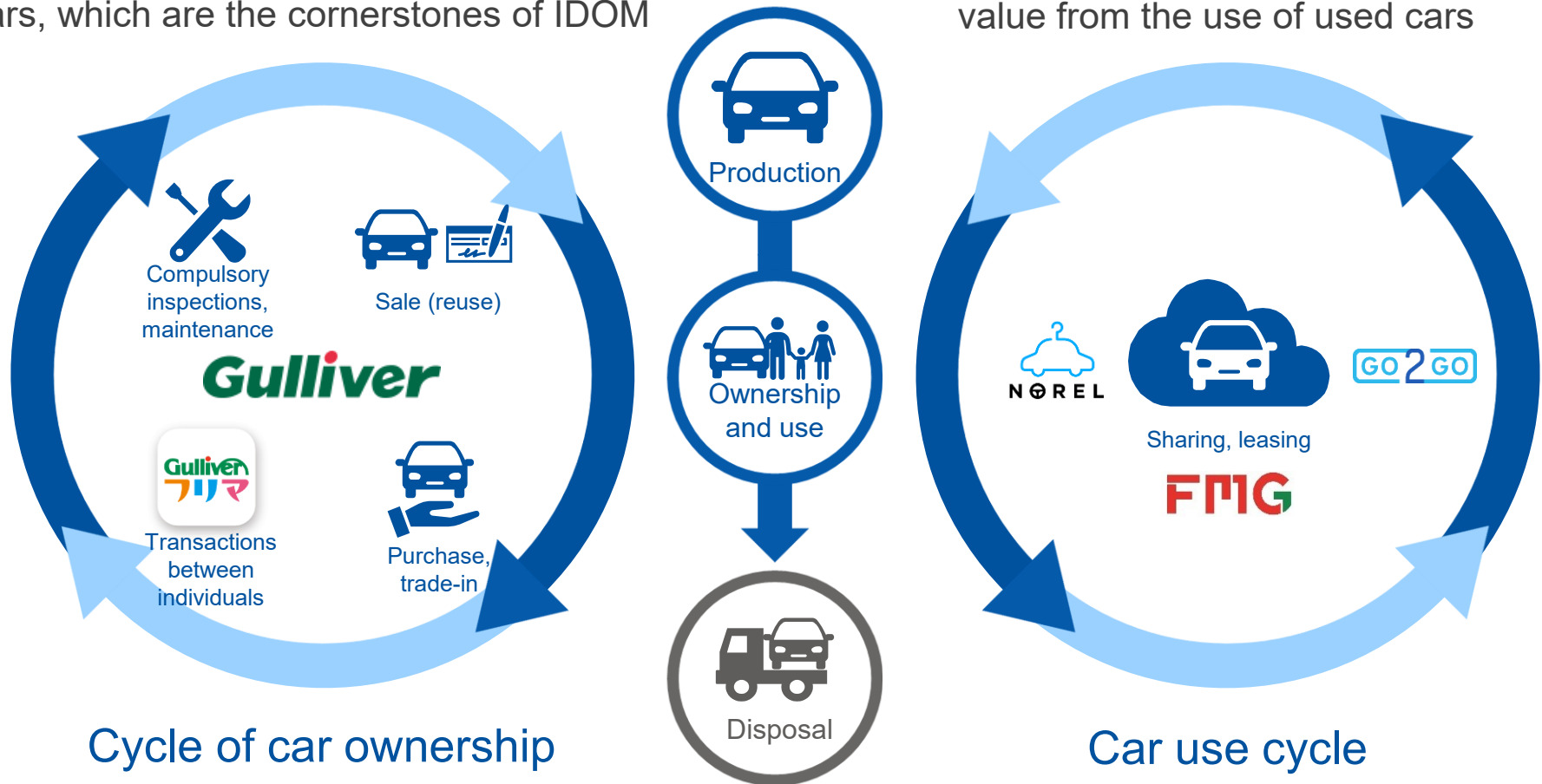
Used Car Cycles Promoted by IDOM

IDOM promotes a cycle of ownership where vehicles are fully utilized as resources instead of simply being produced and disposed of.

IDOM promotes a use cycle for used cars by developing a new business model including sharing and subscription.

“Clean” prices, the purchase and sale of used cars, which are the cornerstones of IDOM

New business model for creating value from the use of used cars



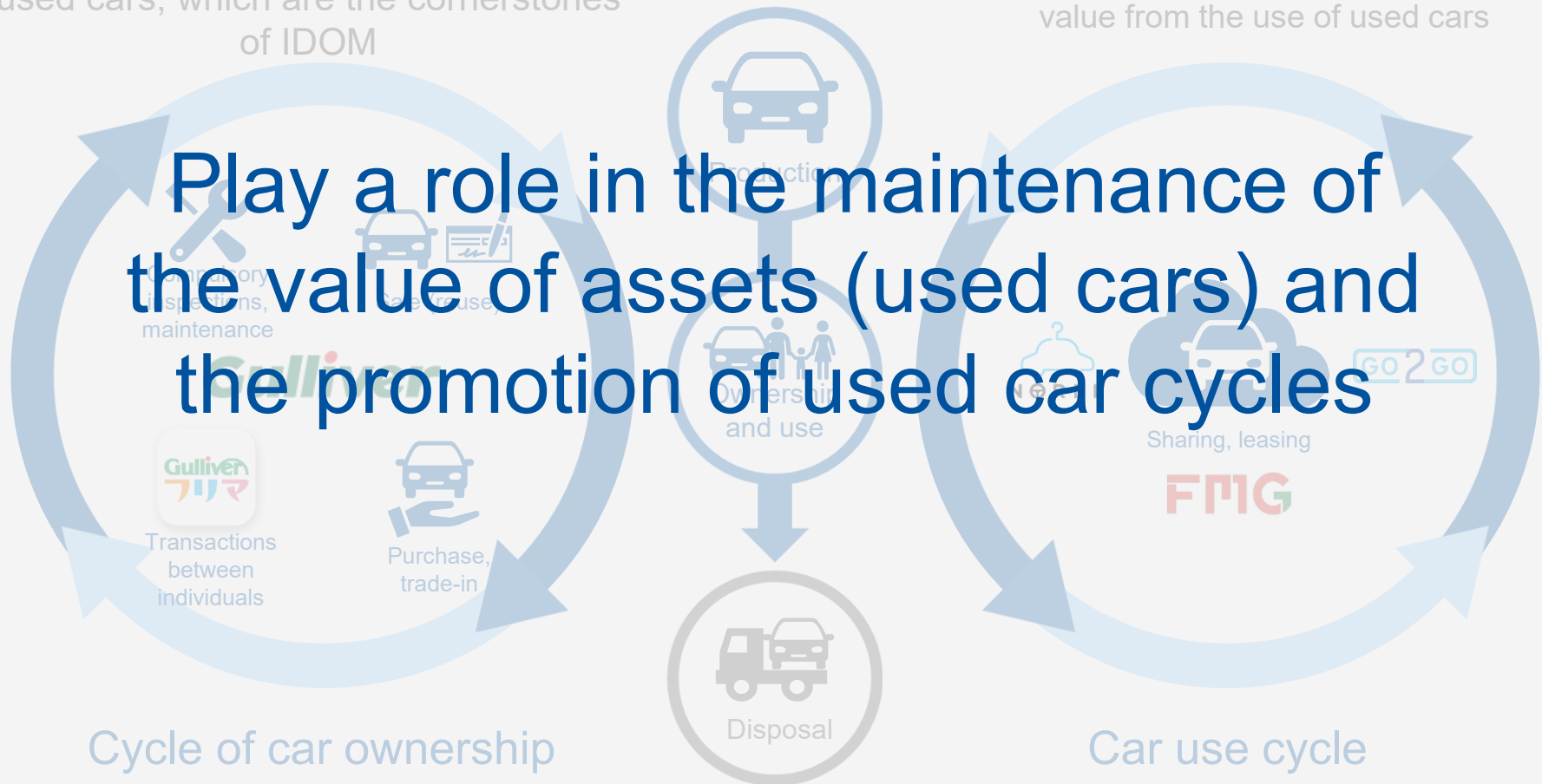
Value of the Existence of IDOM

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“Clean” prices, the purchase and sale of used cars, which are the cornerstones of IDOM

IDOM promotes a use cycle for used cars by developing a new business model including sharing and subscription.

New business model for creating value from the use of used cars



VI. Supplementary Information on Results and Financial Matters

[Consolidated / Non-consolidated] Income Statement

Consolidated	FY ended Feb 28, 2019		FY ended Feb 29, 2020		FY ended Feb 28, 2021		FY ending Feb 28, 2022			
	Results (million yen)	Ratio (%)	Results (million yen)	Ratio (%)	Results (million yen)	Ratio (%)	Outlook (million yen)	Ratio (%)	Change (million yen)	Y/Y (%)
Sales	309,410	100.0	361,684	100.0	380,564	100.0	390,000	100.0	9,436	2.5
Cost of sales	244,707	79.1	287,724	79.6	307,754	80.9	312,500	80.1	4,746	1.5
Gross profit	64,702	20.9	73,959	20.4	72,810	19.1	77,500	19.9	4,690	6.4
SG&A Expenses	61,301	19.8	64,868	17.9	62,239	16.4	65,000	16.7	2,761	4.4
Operating income	3,400	1.1	9,091	2.5	10,571	2.8	12,500	3.2	1,929	18.2
Ordinary income	2,072	0.7	6,867	1.9	9,642	2.5	11,400	2.9	1,758	18.2
Income before income taxes and minority interests	1,478	0.5	3,917	1.1	4,524	1.2	10,400	2.7	5,876	129.9
Profit attributable to owners of parent	381	0.1	3,545	1.0	1,484	0.4	5,800	1.5	4,316	290.8

Non-Consolidated	FY ended Feb 28, 2019		FY ended Feb 29, 2020		FY ended Feb 28, 2021		FY ending Feb 28, 2022			
	Results (million yen)	Ratio (%)	Results (million yen)	Ratio (%)	Results (million yen)	Ratio (%)	Outlook (million yen)	Ratio (%)	Change (million yen)	Y/Y (%)
Sales	234,618	100.0	258,008	100.0	275,710	100.0	286,000	100.0	10,290	3.7
Cost of sales	181,847	77.5	199,406	77.3	219,258	79.5	226,200	79.1	6,942	3.2
Gross profit	52,770	22.5	58,602	22.7	56,451	20.5	59,800	20.9	3,349	5.9
SG&A Expenses	50,018	21.3	50,867	19.7	48,593	17.6	50,000	17.5	1,407	2.9
Operating income	2,751	1.2	7,735	3.0	7,858	2.9	9,800	3.4	1,942	24.7
Ordinary income	2,673	1.1	6,964	2.7	7,642	2.8	9,300	3.3	1,658	21.7
Income before income taxes	1,707	0.7	3,457	1.3	-458	-	8,300	2.9	8,758	-
Net income	933	0.4	3,500	1.4	-2,081	-	5,100	1.8	7,181	-

[Consolidated / Non-consolidated] Income Statement (half year)

Consolidated	6 months ended August 31, 2018		6 months ended August 31, 2019		6 months ended August 31, 2020		6 months ending August 31, 2021			
	Results (million yen)	Ratio (%)	Results (million yen)	Ratio (%)	Results (million yen)	Ratio (%)	Outlook (million yen)	Ratio (%)	Change (million yen)	Y/Y (%)
Sales	143,937	100.0	179,276	100.0	178,109	100.0	183,000	100.0	5,191	2.9
Cost of sales	113,771	79.8	142,478	79.5	144,145	80.9	145,300	79.3	1,154	0.8
Gross profit	30,165	21.0	36,797	20.5	33,963	19.1	38,000	20.7	4,036	11.9
SG&A Expenses	29,719	20.6	32,173	17.9	29,910	16.8	32,100	17.5	2,189	7.3
Operating income	445	0.3	4,624	2.6	4,053	2.3	5,900	3.2	1,846	45.6
Ordinary income	-106	-	3,634	2.0	3,147	1.8	5,350	2.9	2,202	70.0
Income before income taxes and minority interests	-281	-	3,292	1.8	2,717	1.5	4,850	2.6	2,132	78.5
Profit attributable to owners of parent	-598	-	2,124	1.2	1,375	0.8	2,700	1.5	1,324	96.3

Non-Consolidated	6 months ended August 31, 2018		6 months ended August 31, 2019		6 months ended August 31, 2020		6 months ending August 31, 2021			
	Results (million yen)	Ratio (%)	Results (million yen)	Ratio (%)	Results (million yen)	Ratio (%)	Outlook (million yen)	Ratio (%)	Change (million yen)	Y/Y (%)
Sales	110,589	100.0	129,806	100.0	134,150	100.0	140,000	100.0	5,849	4.4
Cost of sales	85,959	77.7	100,099	77.1	107,145	79.9	110,200	78.7	3,054	2.9
Gross profit	24,630	22.3	29,706	22.9	27,004	20.1	29,800	21.3	2,795	10.4
SG&A Expenses	24,337	22.0	25,424	19.6	23,736	17.7	25,000	17.9	1,258	5.3
Operating income	293	0.3	4,282	3.3	3,267	2.4	4,800	3.4	1,532	46.9
Ordinary income	95	0.1	3,721	2.9	3,101	2.3	4,550	3.3	1,448	46.7
Income before income taxes	-162	-	3,397	2.6	2,383	1.8	4,050	2.9	1,666	69.9
Net Income	-391	-	2,253	1.7	2,005	1.5	2,500	1.8	494	24.7

[Consolidated] Balance Sheets

(Unit: million yen)

	As of February 29, 2020	As of February 28, 2021
Assets		
Current assets		
Cash and deposits	37,295	43,179
Notes and accounts receivable - trade	6,715	6,875
Merchandise	79,119	72,913
Other	5,143	3,966
Allowance for doubtful accounts	-158	-328
Total current assets	128,115	126,605
Non-current assets		
Property, plant and equipment		
Buildings and structures	37,000	36,918
Accumulated depreciation	-14,742	-16,411
Buildings and structures, net	22,257	20,507
Vehicles	256	153
Accumulated depreciation	-21	-32
Vehicles, net	234	121
Tools, furniture and fixtures	4,196	4,335
Accumulated depreciation	-3,487	-3,606
Tools, furniture and fixtures, net	708	729
Land	218	218
Construction in progress	97	121
Total property, plant and equipment	23,517	21,697
Intangible assets		
Software	1,877	1,717
Goodwill	10,911	7,698
Other	4,604	4,996
Total intangible assets	17,393	14,412
Investments and other assets		
Investment securities	152	139
Shares of subsidiaries and associates	119	131
Long-term loans receivable	13	30
Lease and guarantee deposits	5,938	5,835
Construction assistance fund receivables	5,142	4,614
Deferred tax assets	2,811	3,253
Other	625	544
Allowance for doubtful accounts	-48	-43
Total investments and other assets	14,756	14,506
Total non-current assets	55,667	50,616
Total assets	183,783	177,222

	As of February 29, 2020	As of February 28, 2021
Liabilities		
Current liabilities		
Accounts payable - trade	21,002	20,940
Short-term loans payable	935	1,117
Accounts payable - other	4,034	342
Current portion of long-term loans payables	11,079	4,586
Income taxes payable	1,624	2,052
Advances received	9,773	9,010
Deposits received	274	205
Provision for bonuses	823	1,167
Provision for merchandise warranties	662	737
Other provision	544	715
Other	5,544	6,658
Total current liabilities	56,229	47,534
Non-current liabilities		
Long-term loans payable	79,824	79,169
Long-term guarantee deposited	432	506
Asset retirement obligations	2,633	2,546
Deferred tax liabilities	1,386	1,616
Other provision	426	584
Other	193	249
Total non-current liabilities	84,897	84,672
Total liabilities	141,196	132,206
Net assets		
Shareholders' equity		
Capital stock	4,157	4,157
Capital surplus	4,032	4,384
Retained earnings	38,773	39,665
Treasury shares	-3,947	-4,344
Total shareholders' equity	43,016	43,862
Accumulated other comprehensive income		
Foreign currency translation adjustment	-889	-134
Total accumulated other comprehensive income	-889	-134
Stock acquisition rights	3	-
Minority owner shares worth	456	1,018
Total net assets	42,586	45,015
Total liabilities and net assets	183,783	177,222

[Consolidated] Statements of Cash Flows

(Unit: million yen)

	FY ended Feb 28, 2019	FY ended Feb 29, 2020	FY ended Feb 28, 2021
I . Cash flows from operating activities	-19,593	13,757	19,508
II . Cash flows from investing activities	-11,015	-406	-1,373
III . Cash flows from financing activities	30,930	1,142	-12,495
IV . Effect of exchange rate change on cash and cash equivalents	-114	-184	244
V . Net increase in cash and cash equivalents	206	14,308	5,883
VI . Cash and cash equivalents at the beginning of period	22,763	22,970	37,295
VII . Increase in cash and cash equivalents from change in consolidation	-	17	-
VIII . Cash and cash equivalents at the end of period	22,970	37,295	43,179

VII. Reference Materials

Officers (expected officers on May 28, 2021)

The Company has a Board of Directors with a board of auditors that consists of five Directors (including two Outside Directors) and three Auditors (including two Outside Auditors). Introducing an officer system, the Company has streamlined its Board of Directors to enable intense discussion and prompt decision making.

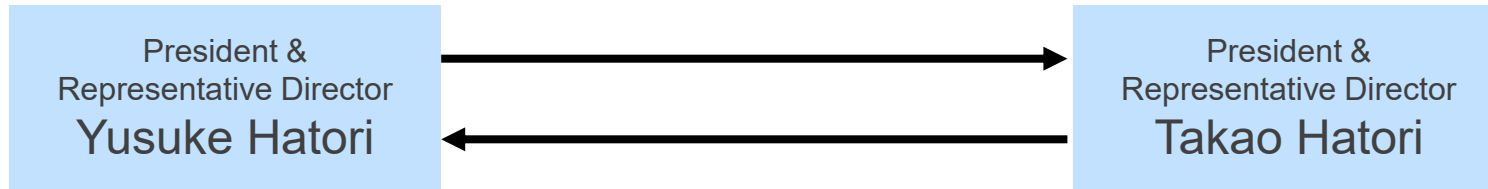
Board of Directors

President & Representative Director Yusuke Hatori Member of the Company	President & Representative Director Takao Hatori Member of the Company	Director Masaru Ohta Member of the Company
Director Jun Sugie Outside Independent officer	Director Koichi Noda Outside Independent officer	

Board of Auditors

Newly appointed Auditor (full-time) Takenobu Sugama Member of the Company	Newly appointed Auditor Kaoru Ninomiya Outside Independent officer	Auditor Tadaaki Kimura Outside Independent officer
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Significance of the Two-President System



Checks and balances and sound management decisions

The system prevents a single top executive from making an important management decision at their own discretion. The dialectic deepens discussions and yields optimal solutions.

The two-president system was established in 2008 and will continue.

Overview of IDOM Group

IDOM Inc.

Established: 1994

Listed: 1998

Directly managed stores: 460

Franchise stores: 67

(as of the end of February 2021)

Major Group Companies

(Japan)

- (BMW/MINI dealerships)
Motoren Global
Motoren Glanz
- Tokyo Mycar
- IDOM CaaS Technology
- FMG

(Overseas)

- (Australia)
IDOM Automotive Group
Buick Holdings (DVG)
IDOM Automotive Essendon
- (U.S.A.)
Gulliver U.S.A.
Gulliver EAST

Retail car sales at IDOM
directly managed stores

137,382 cars

Fiscal year ended February 28, 2021

Number of cars purchased at
the Group in Japan*

225,278 cars

Fiscal year ended February 28, 2021

Number of employees
(consolidated)

4,629

As of the end of February 2021

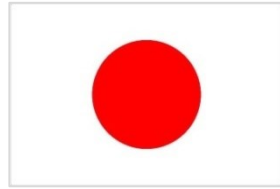
* The number of cars purchased at stores directly managed by IDOM and major wholly owned subsidiaries of IDOM in Japan. Cars purchased from companies are included. Scrap vehicles, cars purchased by franchise stores, and purchases within the Group are excluded.

Data on Scope for Expansion of the Used Car Market

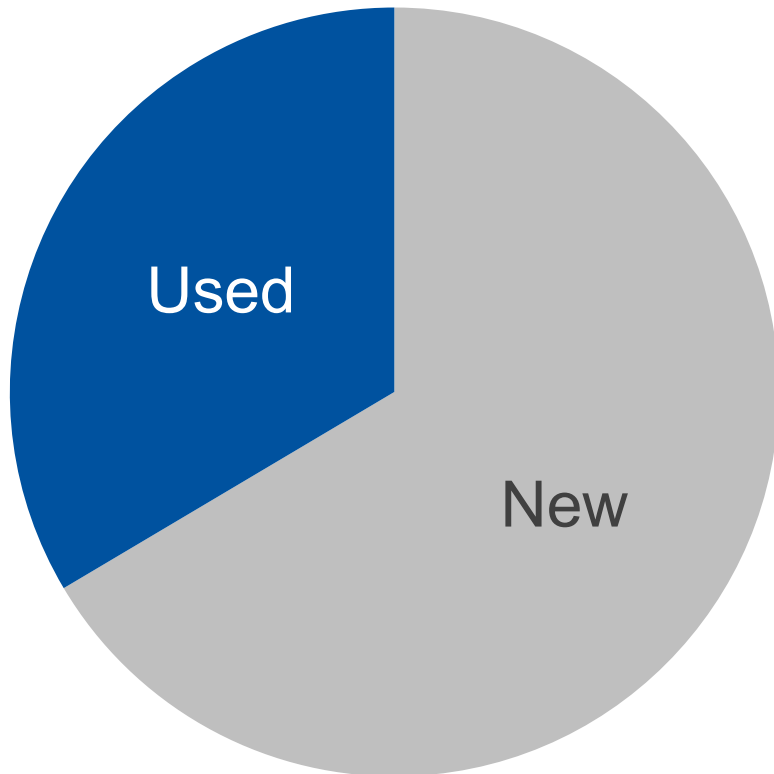
1. Characteristics of the Used Car Market (between Japan and the U.S.A.)
2. Japanese resistance to used cars has been falling
3. Change in Perception of Cars amid COVID-19 Pandemic
4. Young People's Perception of Cars and Their Action

1.Characteristics of the Used Car Market (between Japan and the U.S.A.)

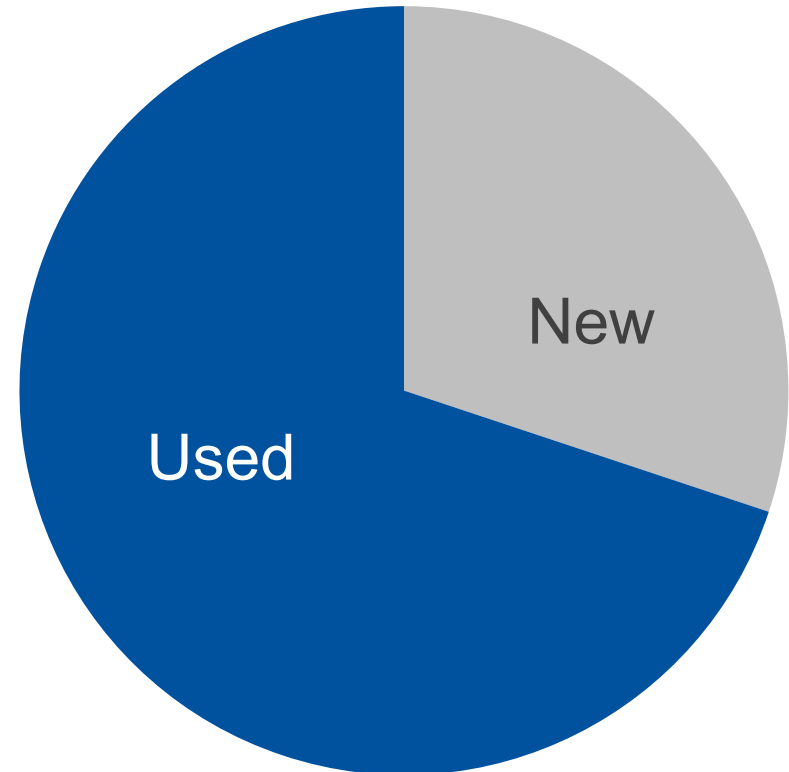
The used car market accounts for a lower percentage of the auto market in Japan than in the U.S.A.



Japan

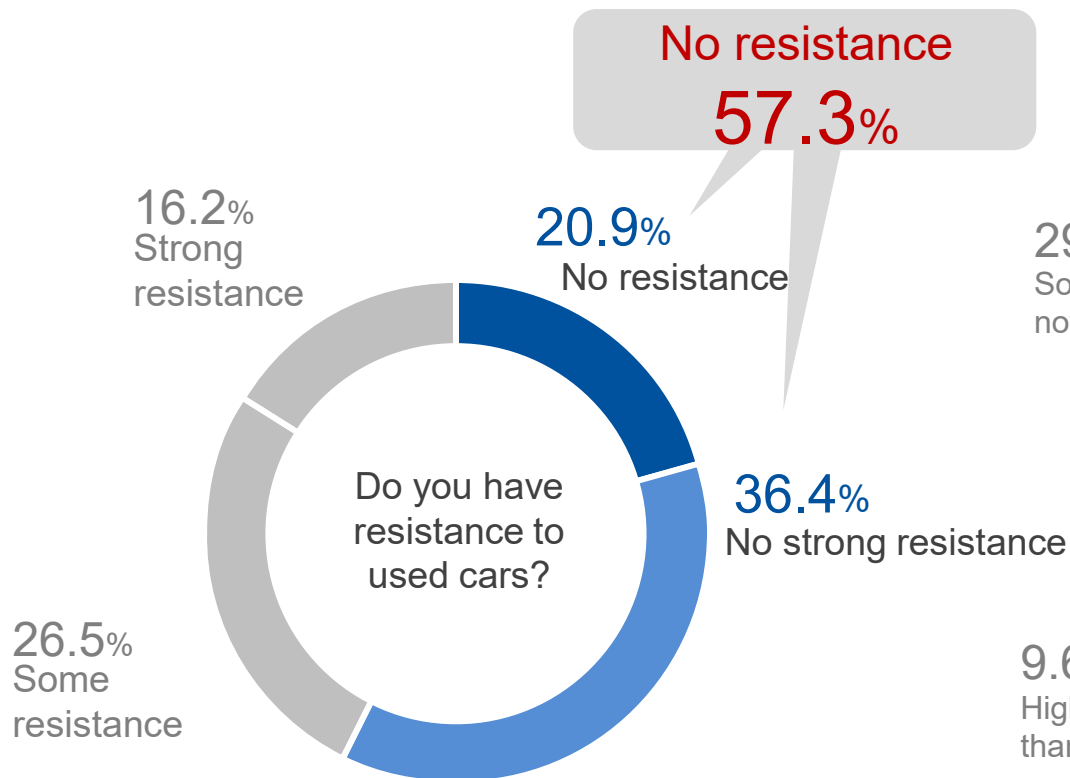


U.S.A.

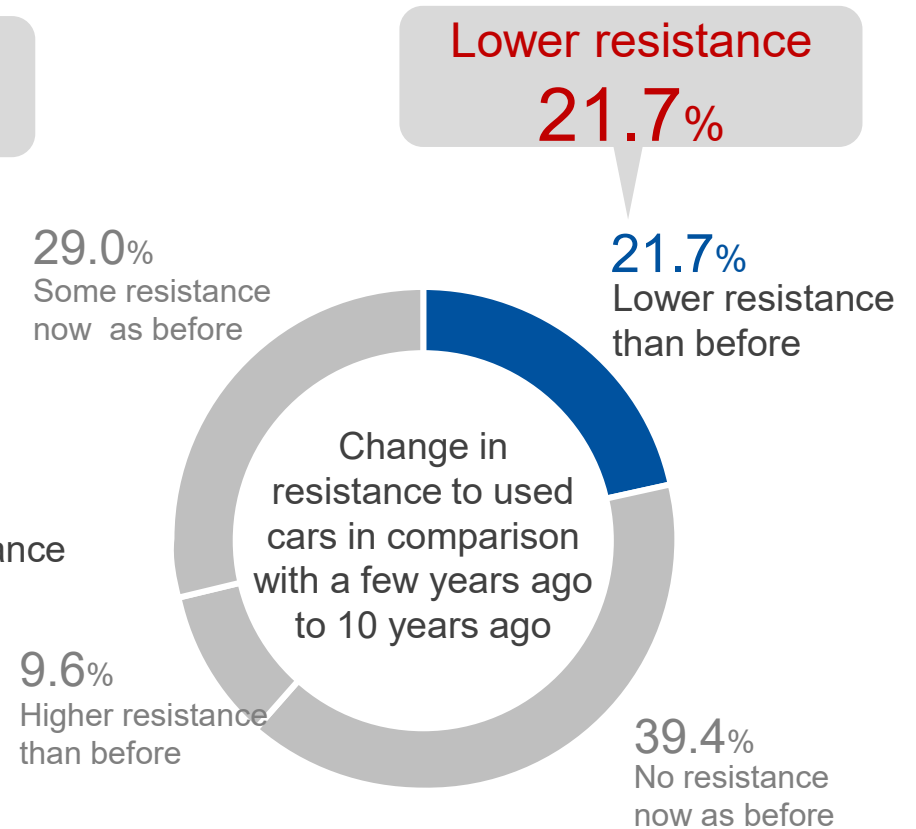


2-1. Japanese Resistance to Used Cars Has Been Falling

About 60% of respondents do not have resistance to used cars



About 20% of the respondents have lower resistance than before



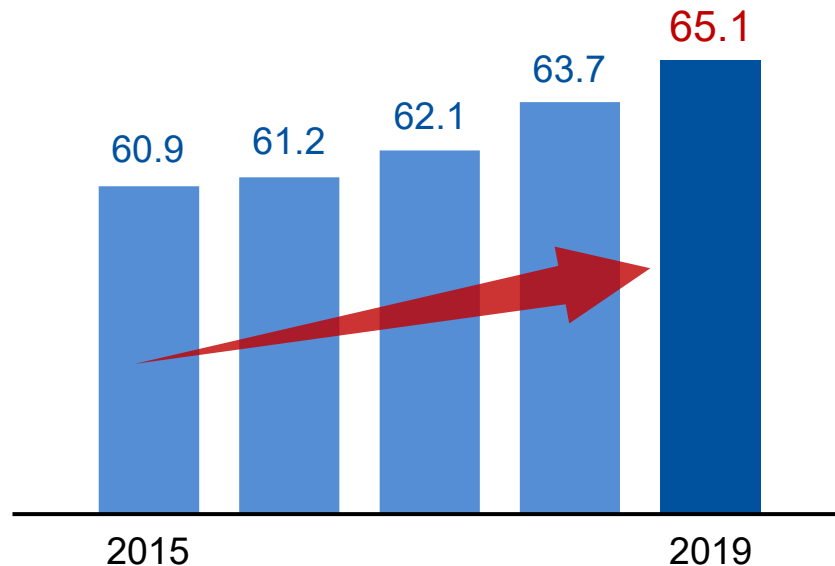
Online survey in December 2020 (number of respondents: 1,000)

2-2. Japanese Resistance to Used Cars Has Been Falling

Consumers' resistance to used cars has been falling.

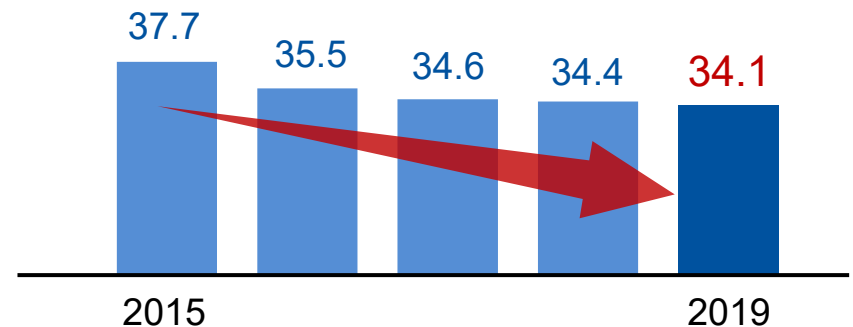
Can you buy used cars more casually than new cars?

The percentage of respondents who selected, "Can buy used cars more casually" rose about 4 percentage points over 5 years.



Are you concerned about buying used cars?

The percentage of respondents who selected, "Concerned" fell about 4 percentage points over 5 years.

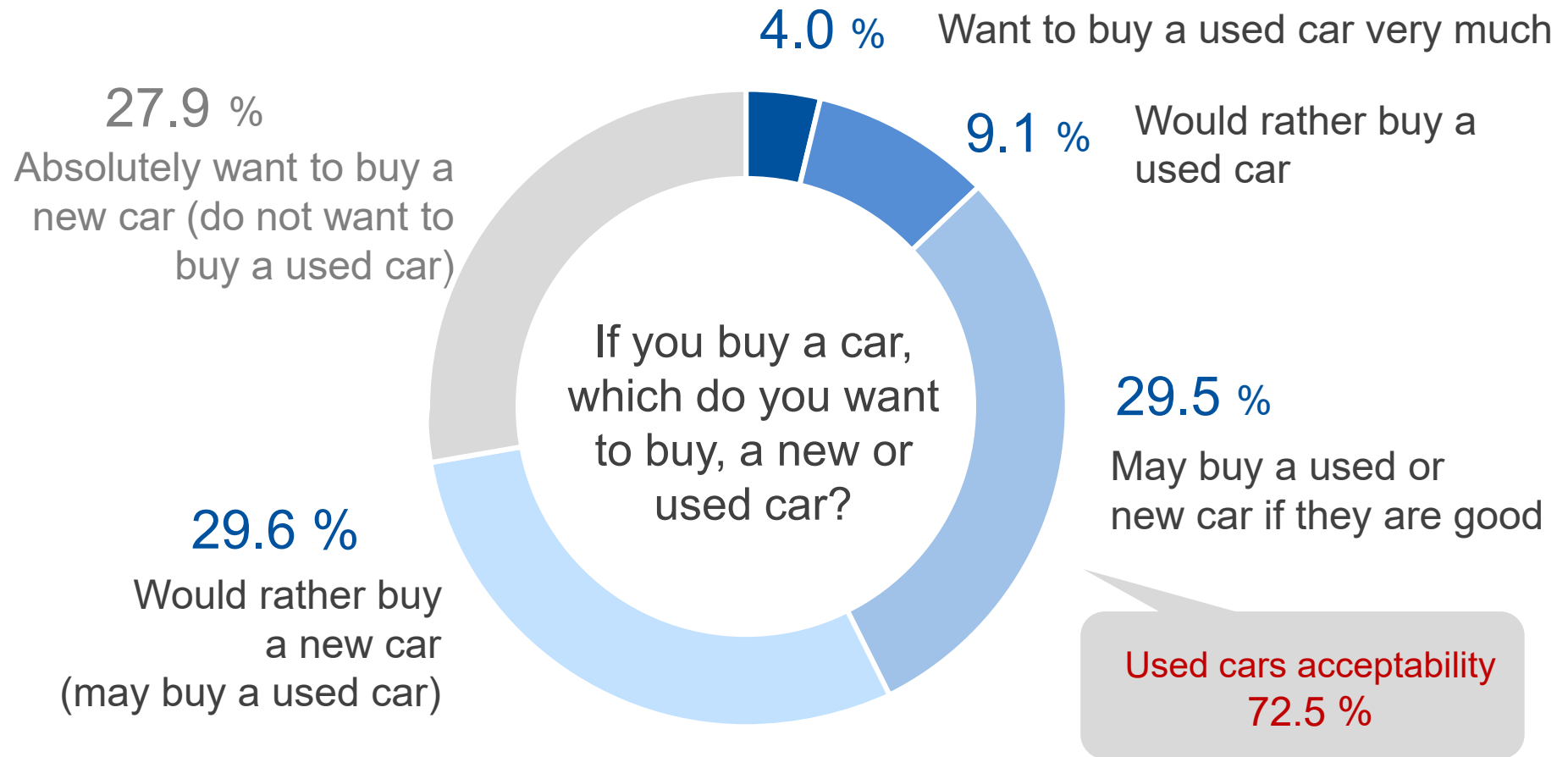


Carsensor's survey on purchases of used cars in 2019

Image of used cars (secondary survey) (Respondents bought used cars or considered buying used cars within a year; a single answer to each question)

2-3. Japanese Resistance to Used Cars Has Been Falling

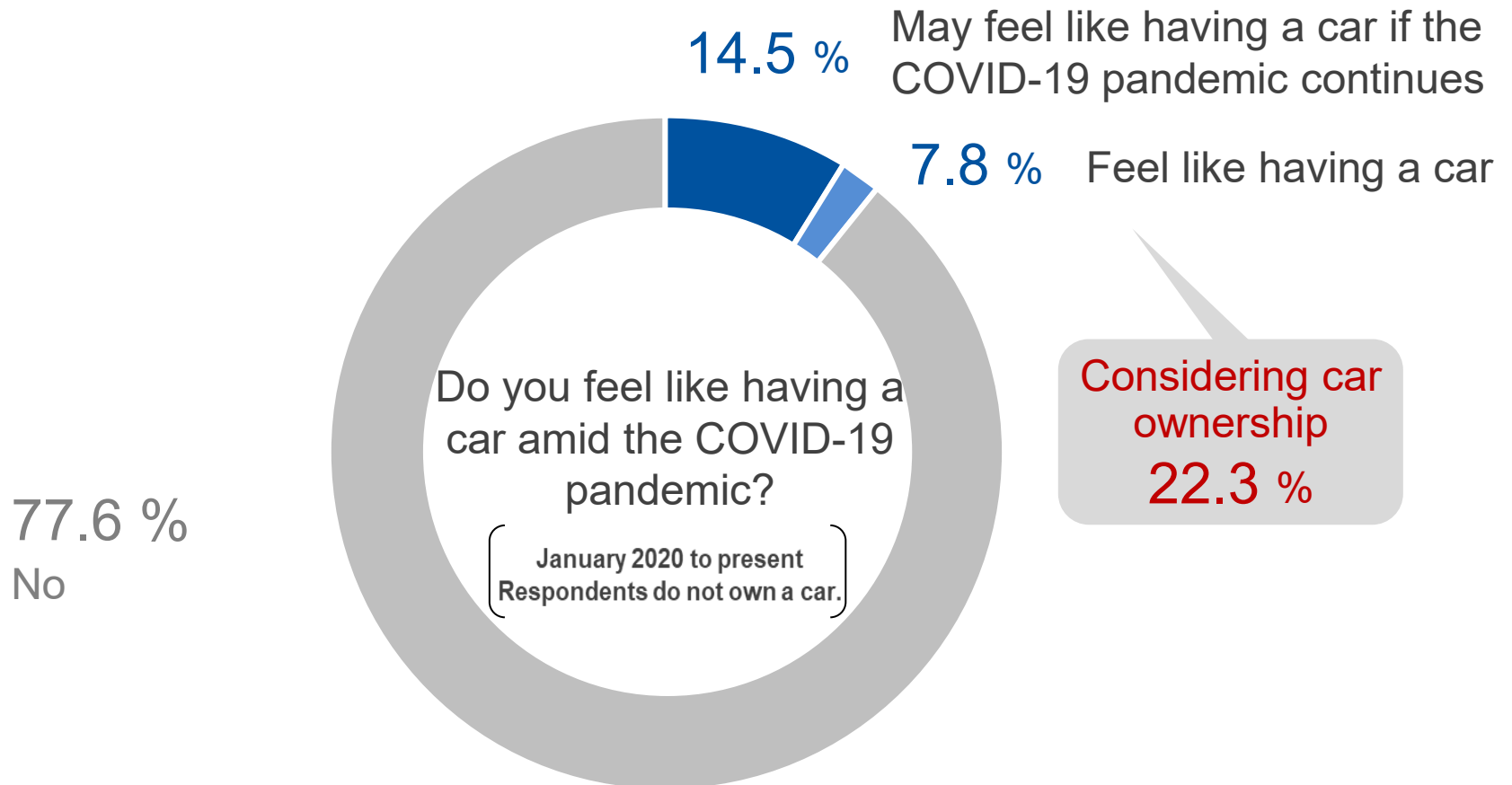
More than 70% of those who may buy cars might buy used cars.



Online survey in December 2020 (number of respondents: 1,000)

3.Change in Perception of Cars amid COVID-19 Pandemic

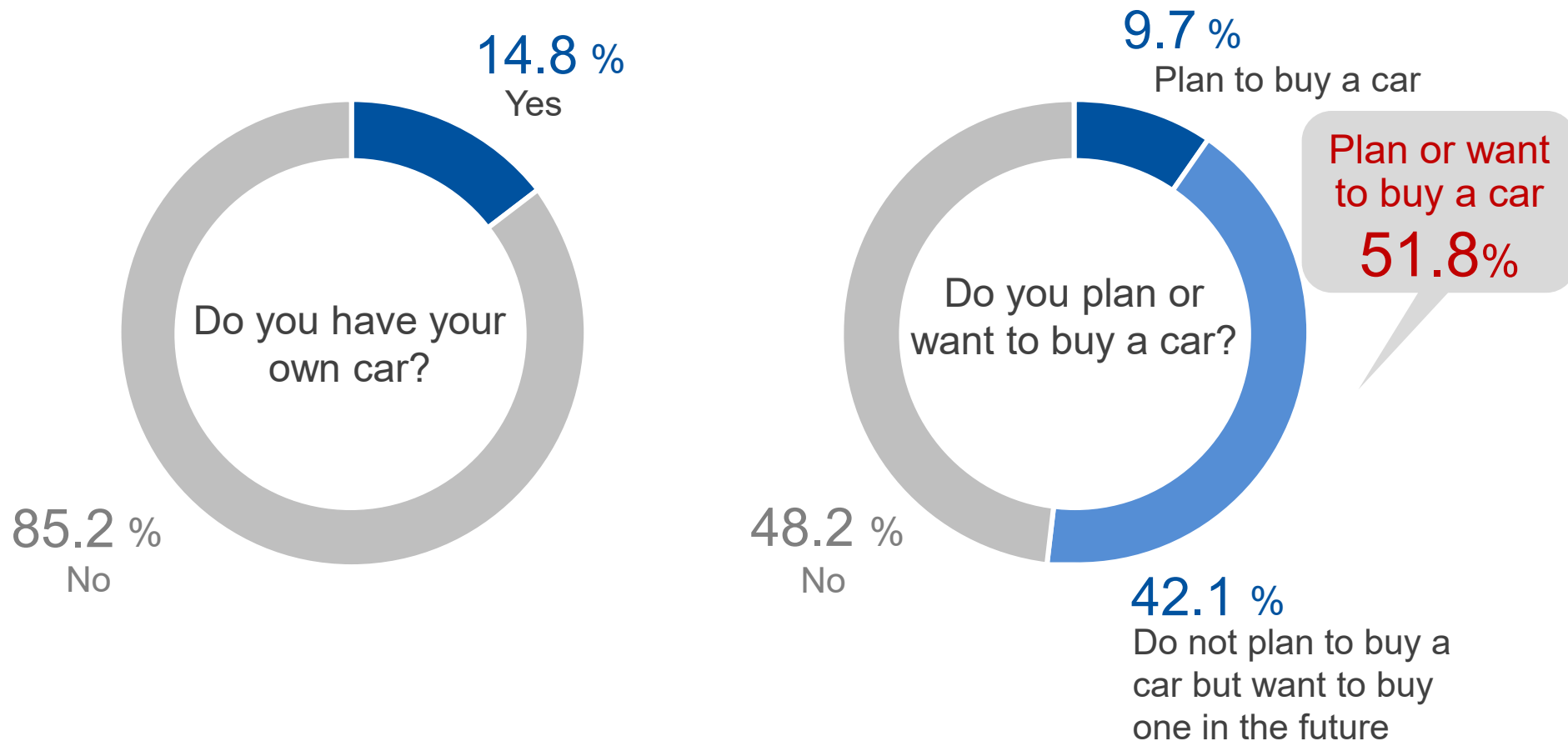
About 20% of people who do not have a car want one.
They are the new demand for car ownership.



Online survey in December 2020 (number of respondents: 1,000)

4-1. Young People's Perception of Cars and Their Action (New Adults' Perception of Cars)

Only a small percentage of new adults have their own car, but many consider buying cars.



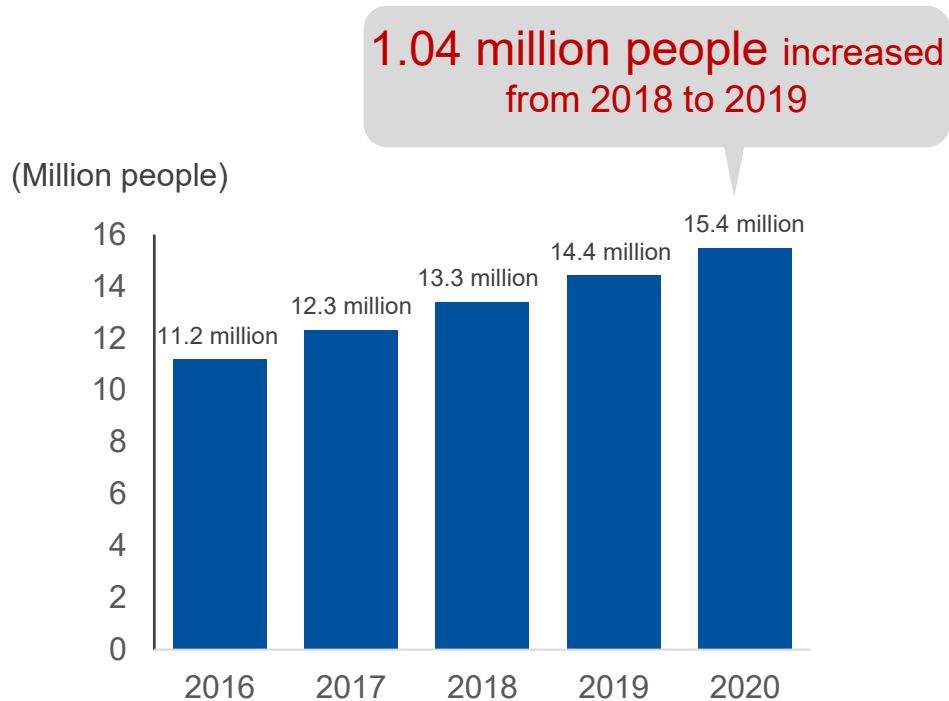
Sony Assurance's attitude survey on new adults' perception of cars in 2020 (respondents: 1,000 new adults)

4-2.Young People’s Perception of Cars and Their Action (The Number of Young People Who Have a Driver’s License)

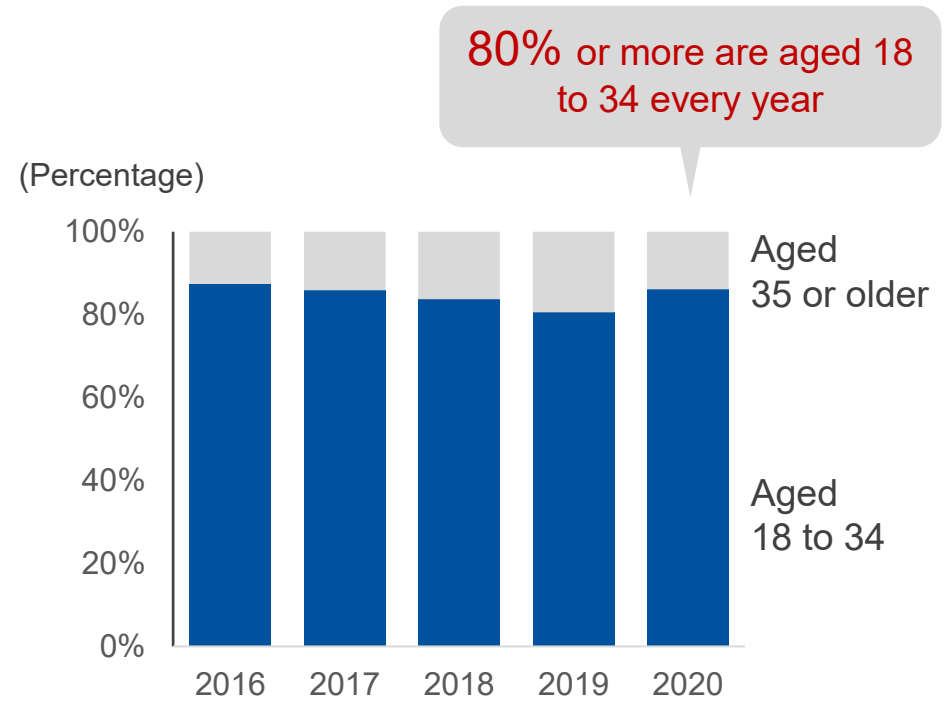
The number of people who have a driver’s license (semi-mid-sized motor vehicle or standard motor vehicle) increases over 1 million every year.

Young people, aged 34 or younger, account for a large percentage of the increase.

People who have a driver’s license



Breakdown of increase by age group



The National Police Agency’s statistics on driver’s license