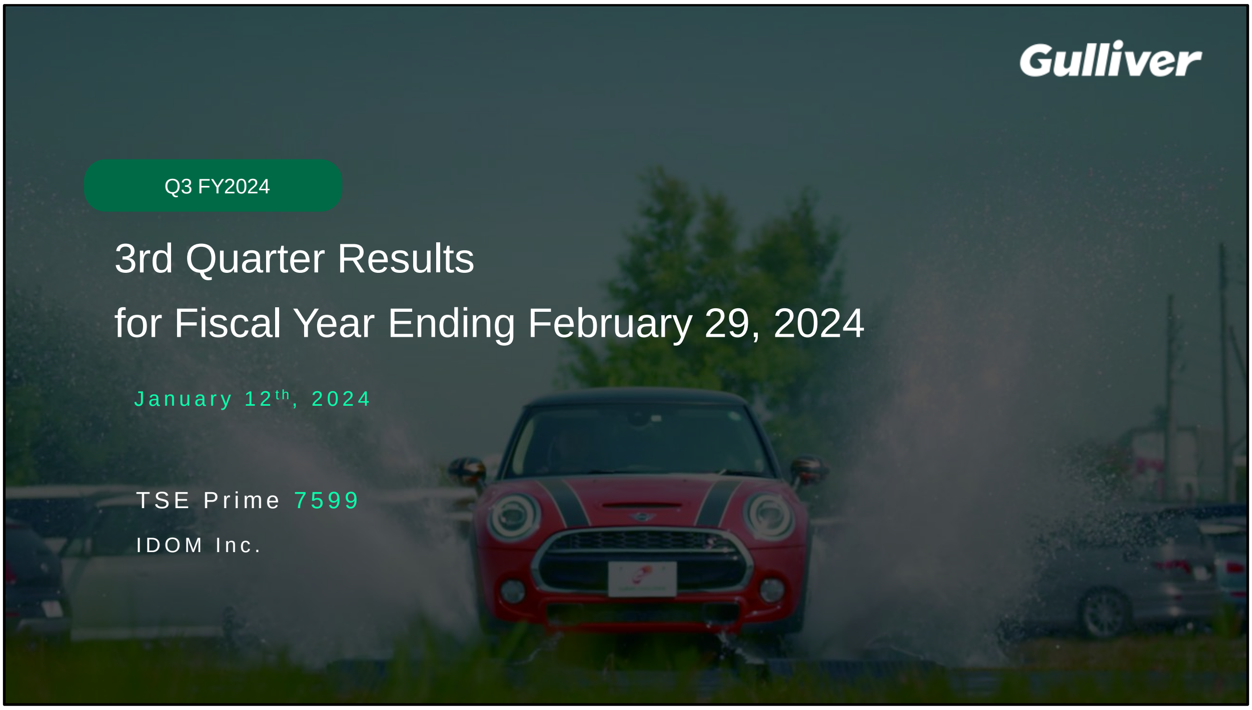


Hello, my name is Ryo Nishihata, CFO of IDOM Inc.

We extend our heartfelt sympathy to everyone affected by the Noto Peninsula Earthquake in 2024. Our thoughts are with the victims, and we sincerely hope for a swift recovery in the affected areas.

Contents

Gulliver

I will review the results for the third quarter of the fiscal year ending February 29, 2024, and the earnings forecast.

1. Q3 FY2024 Results Highlights

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.

Q3 FY2024 Results Highlights

Gulliver

Financials Non-consolidated gross profit

Gross profit: **51.6 billion yen**
+8.5% YoY

- Non-consolidated gross profit hit a record high due to strong gross profit per retail unit.

Financials Store opening plans for the next fiscal year

The number of store openings: **15 stores**

- Store opening plans were accelerated toward the goal of 50 new stores in FY2027 under the Medium-Term Business Plan, with 11 new store openings planned for FY2024, the current fiscal year.

Financials Revision of Earnings Forecast

Consolidated operating profit: **17.0 billion yen**
-10.5% (comparisons with the previous forecast)

- Although the aim was to increase retail volume to deal with increased personnel expenses and other expenses, including future investments, retail volume remained flat in the quarter under review. The earnings forecast was revised downward by 2 billion yen from the initial forecast.

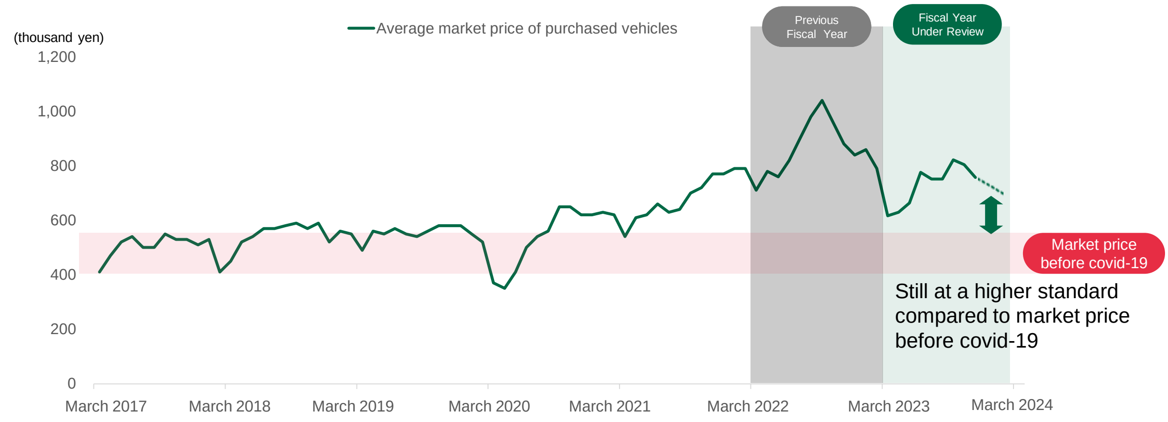
IDOM Inc. * 2024 indicates the fiscal year ending February 29, 2024. 4

This slide highlights the results for the third quarter of this fiscal year.
Non-consolidated gross profit reached a record high of 51.6 billion yen in terms of the cumulative total for the first nine months.
A contributing factor to this was that gross profit per retail unit remained in line with the annual plan. On the other hand, retail volume increased only slightly year on year.
Opening 11 large stores is feasible for the current fiscal year, with projections indicating 15 store openings for the next fiscal year. Store openings are steadily accelerating.
This increased certainty of accelerated shop openings for the next year has enabled us to bring forward recruitment and secure appropriate training periods to develop the capabilities of our workforce.
Although our aim was to build up retail sales volume to achieve profit targets, retail volume in the third quarter remained flat, on the same level as the previous year.
Gross profit reached a record high but did not sufficiently exceed the increase in SG&A expenses, including future investments.
As a result, the forecast for consolidated operating profit will be revised downwards from 19.0 billion yen to 17.0 billion yen.

Highlights

Outlook for the Used Car Market

Gulliver



Market prices remain at a higher standard than the market price before covid-19 in the third quarter, following on from the second quarter.
The effect of market prices on performance has been slight.

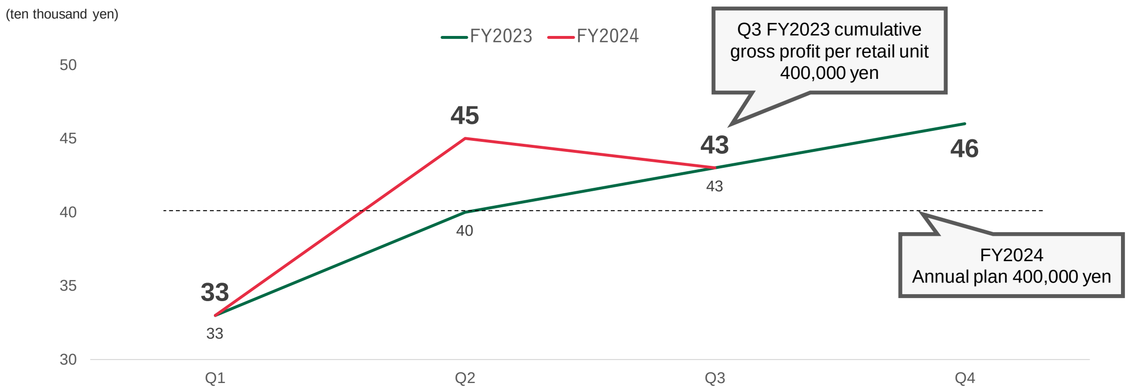
IDOM Inc. 5

This graph shows trends in the market prices of used cars.
Market prices remained strong in the third quarter, following on from the second quarter.
In the medium to long term, used car market prices are expected to continue falling moderately. However, the company estimates that the used car market price will not drop to the Pre-coronavirus level (2020) due to the high cost of new cars and the rise in prices.

Highlights

Improving Gross Profit per Unit: Quarterly Changes in Gross Profit per Unit

Gulliver

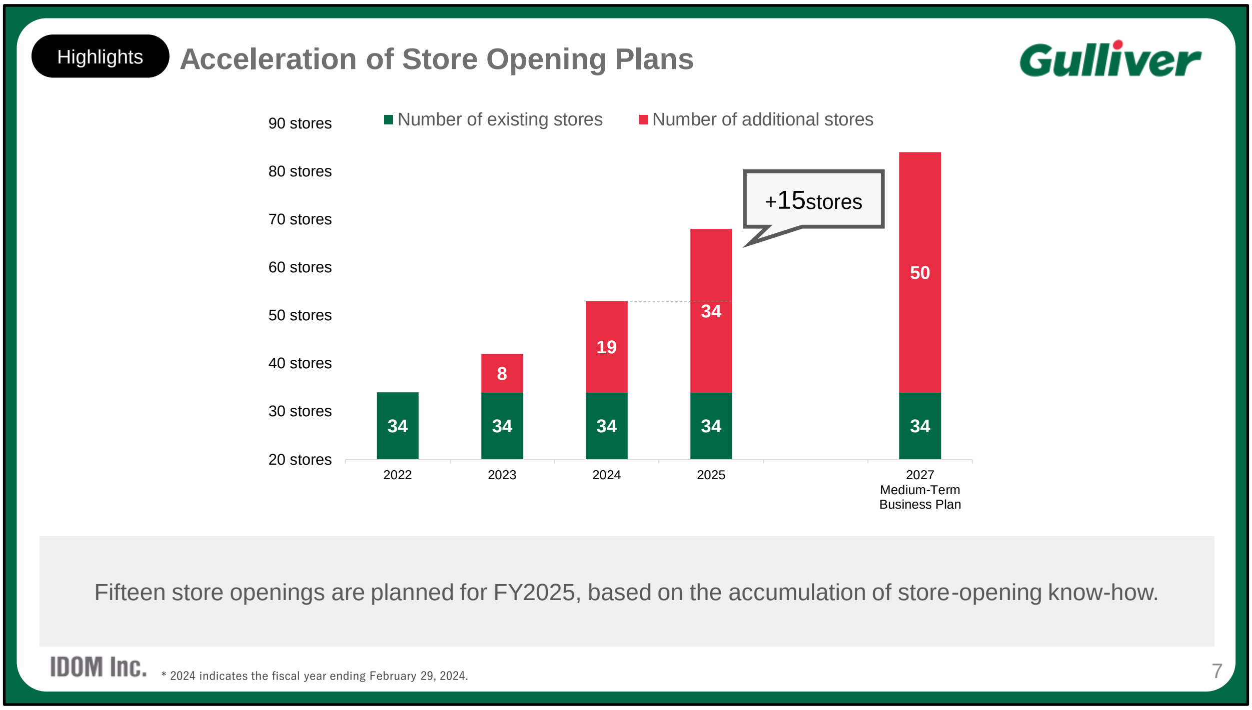


Gross profit per retail unit continues to maintain a favorable performance.
Gross profit per retail unit of over 400,000 yen was achieved as planned, approximately following the annual plan (on a cumulative basis).

IDOM Inc.

6

Gross profit per retail unit remains strong.
Gross profit per retail unit for the three months of Q3 was 430,000 yen.
Cumulative gross profit per retail unit of 400,000 yen for the first nine months of the current fiscal year was achieved, in line with the initial forecast assumptions for the year.

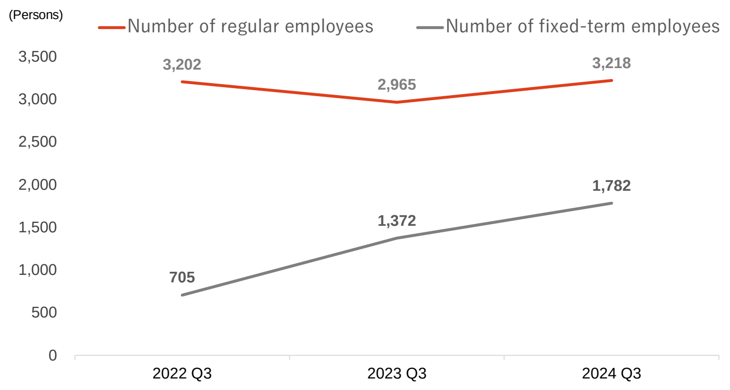


The Medium-Term Business Plan announced in April 2022 includes the goal of opening 50 large stores in five years.
The number of new stores expected to be opened has been steadily increasing, along with the accumulation of store-opening know-how, with eight stores opened in FY2023, 11 in FY2024, and around 15 stores expected to be opened in the coming fiscal year.

Highlights

Increase in Number of Personnel

Gulliver



Personnel numbers have increased due to an increase in the number of regular (full-time) employees accompanying the acceleration of shop openings and active recruitment of fixed-term employees.

IDOM Inc.

* 2024 indicates the fiscal year ending February 29, 2024.

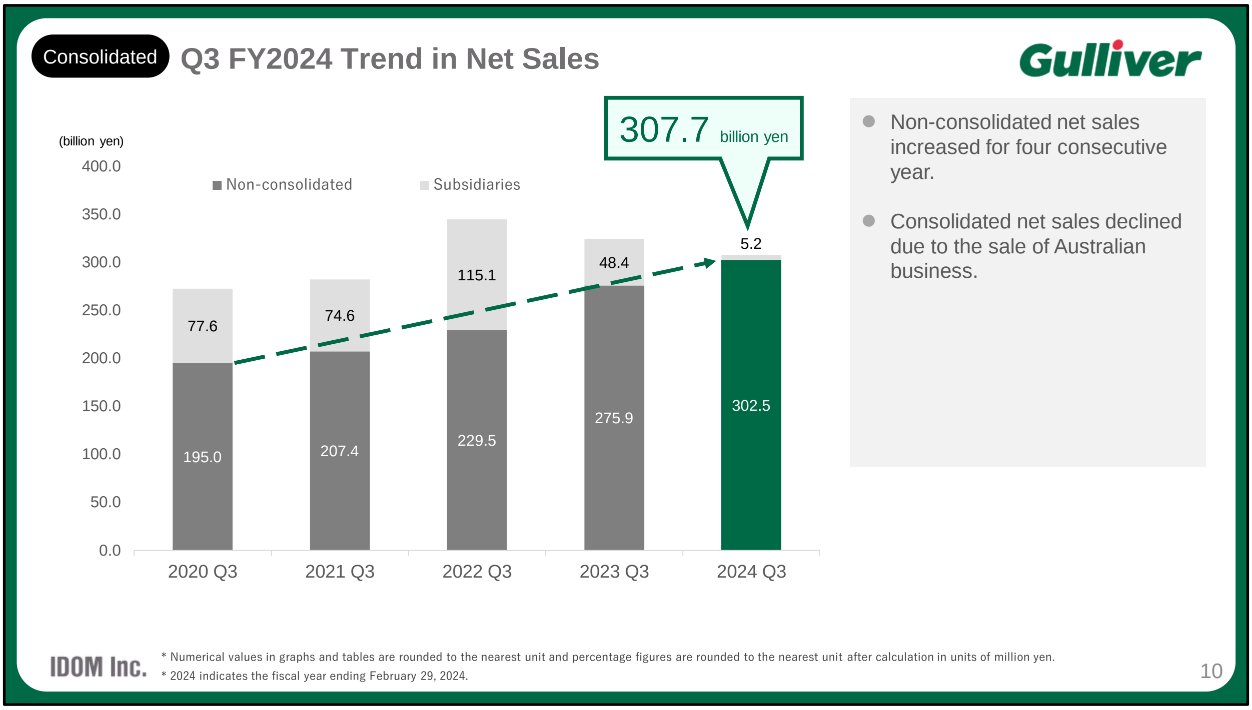
8

In light of the accelerated pace and increased certainty of large store openings, we have increased the numbers of both regular (permanent) and fixed-term employees. Through pre-staffing and training, we hope to secure gross profit per unit and increase the number of retail units sold in the future.

Gulliver

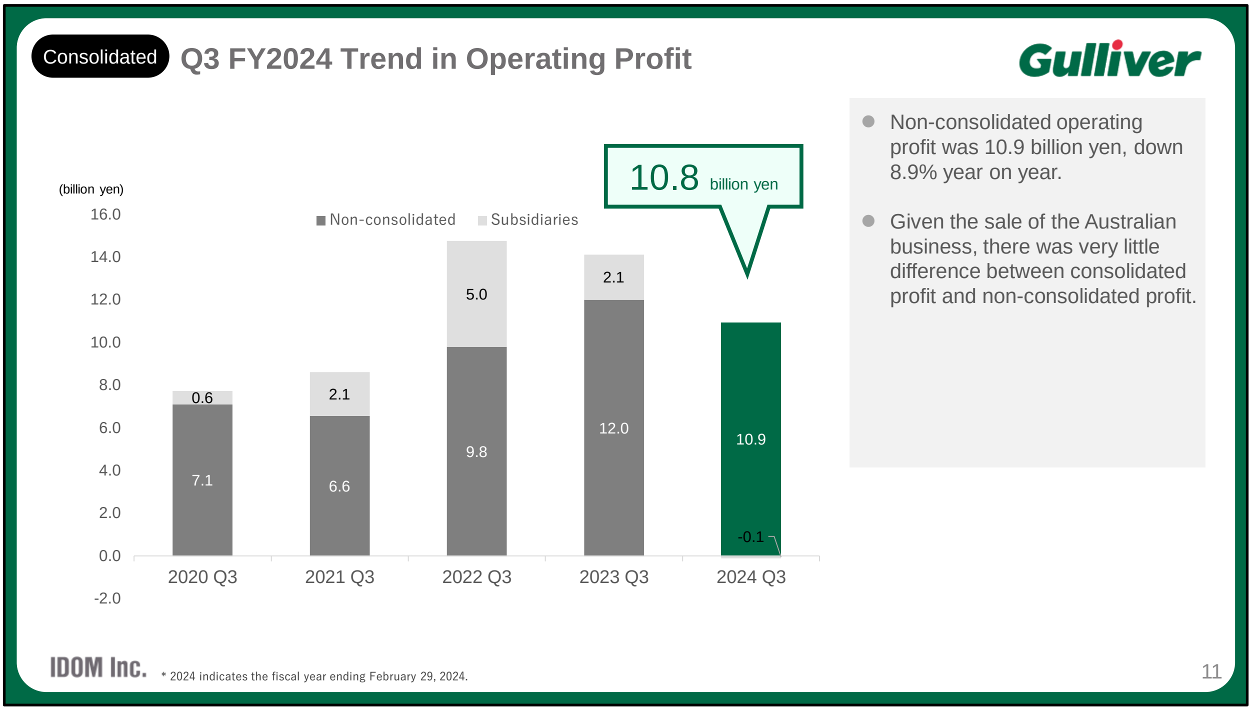
IDOM Inc.

Now, I will be talking about the third quarter results.

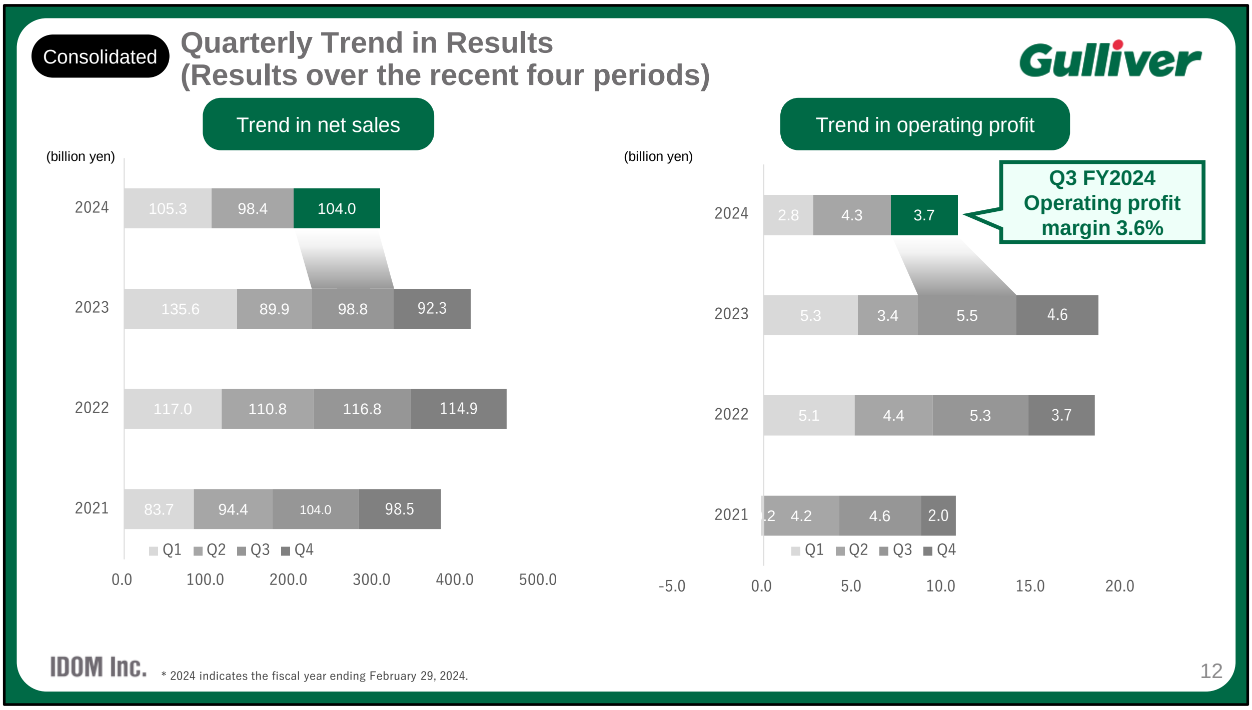


This slide shows the trend in net sales for both consolidated and non-consolidated figures for the nine months ended November 30, 2023.

Net sales for non-consolidated data showed steady growth. On the other hand, the sale of Australian businesses in the previous year had an impact on the net sales of the consolidated figures.



The slide shows the trend in consolidated operating profit for the nine months ended November 30, 2023.
Non-consolidated profits fell due to failure to cover the impact of the slowdown in the first quarter.



The slide shows the quarterly trend in consolidated net sales and operating profit.
Consolidated operating profit in the third quarter was 3.7 billion yen.
This was a decrease in operating profit compared with the strong performance in the same period of the previous year, when operating profit was 5.5 billion yen.
The operating profit margin was 3.6%, which was higher than the cumulative operating profit margin of 3.5% for the first half of the year.

Consolidated

Q3 FY2024 Results (Year-on-Year)

Gulliver

(billion yen)	Previous Fiscal Year FY2023 Q3	Fiscal Year Under Review FY2024 Q3	YoY changes / Percent change
Net sales	324.2	307.7	-16.5
			-5.1%
Operating profit	14.1	10.8	-3.3
Operating profit margin (%)	4.4%	3.5%	-23.3%
Ordinary profit	13.7	10.6	-3.1
Ordinary profit margin (%)	4.2%	3.4%	-22.6%
Profit attributable to owners of parent	11.2	7.2	-3.9
Profit margin (%)	3.5%	2.4%	-35.5%

- Net sales and profit at all levels decreased year on year due to the sale of Australian business.
- Profit attributable to owners of parent in the previous fiscal year reflects tax effects recognized in connection with the transfer of shares in the Australia business.
- The tax burden for the current period is at the normal level.

IDOM Inc. * 2024 indicates the fiscal year ending February 29, 2024.

13

This slide compares consolidated third quarter results with the same period last year.

In the same period of the previous fiscal year, sales and profits in the Australia business were included for three months.

Non-Consolidated Q3 FY2024 Results (Year-on-Year)

Gulliver

(billion yen)	Previous Fiscal Year FY2023 Q3	Fiscal Year Under Review FY2024 Q3	YoY changes
Net sales	275.9	302.5	+26.6
Percent change			+9.7%
Operating profit	12.0	10.9	-1.1
Operating profit margin (%)	4.3%	3.6%	-8.9%
Ordinary profit	11.7	10.7	-1.0
Ordinary profit margin (%)	4.2%	3.5%	-8.6%
Profit	12.1	7.3	-4.8
Profit margin (%)	4.4%	2.4%	-39.7%

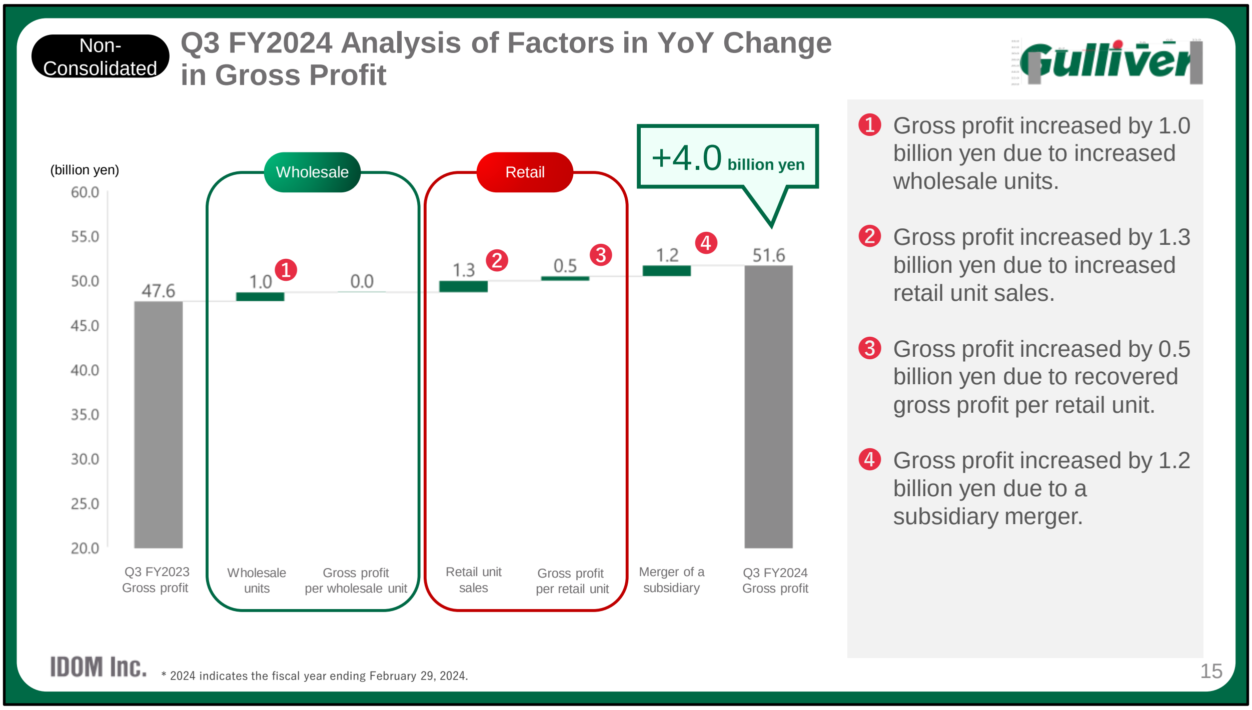
- Net sales increased, but operating profit and ordinary profit decreased.
- Profit fell from a year ago, reflecting the absence of extraordinary income from the transfer of shares of Australian subsidiaries in the previous fiscal year.

IDOM Inc. * 2024 indicates the fiscal year ending February 29, 2024.

14

This slide compares non-consolidated third quarter results with the same period last year.

Net sales reached 302.5 billion yen, marking a yearly increase of 26.6 billion yen. Operating profit was 10.9 billion yen, and ordinary profit was 10.7 billion yen. Both decreased by 9%.
We will elaborate on the factors contributing to the increase or decrease in operating profit on the next slide.

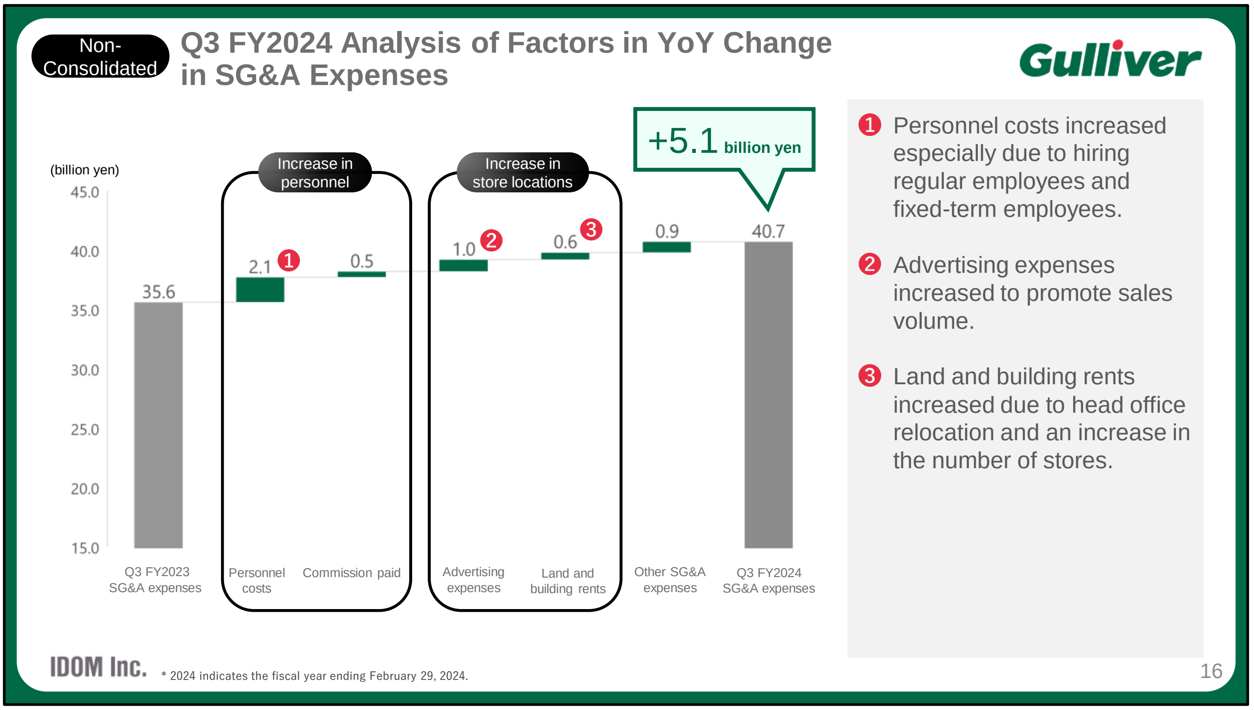


Cumulative total non-consolidated gross profit for the first nine months of the year increased 4.0 billion yen to 51.6 billion yen. This was a new record high.

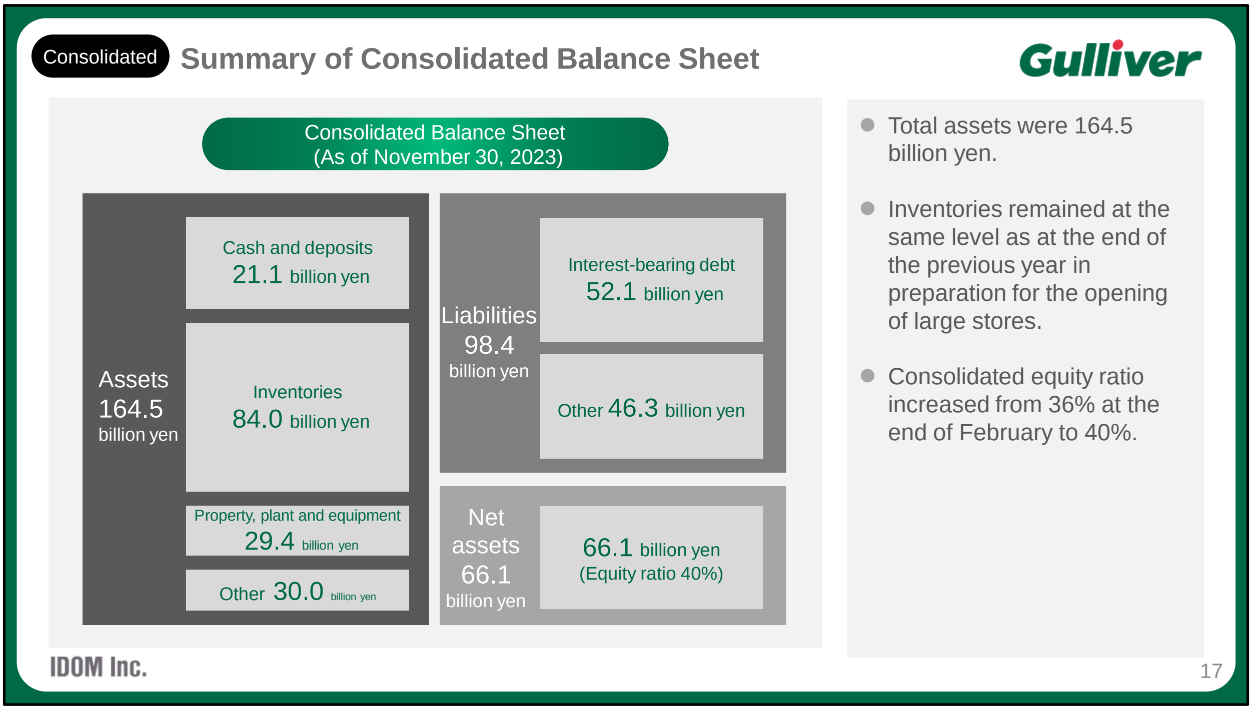
Let's take a look at the factors contributing to this increase.

Wholesale gross profit increased 1.0 billion yen due to an increase in wholesale volume, as indicated in (1).

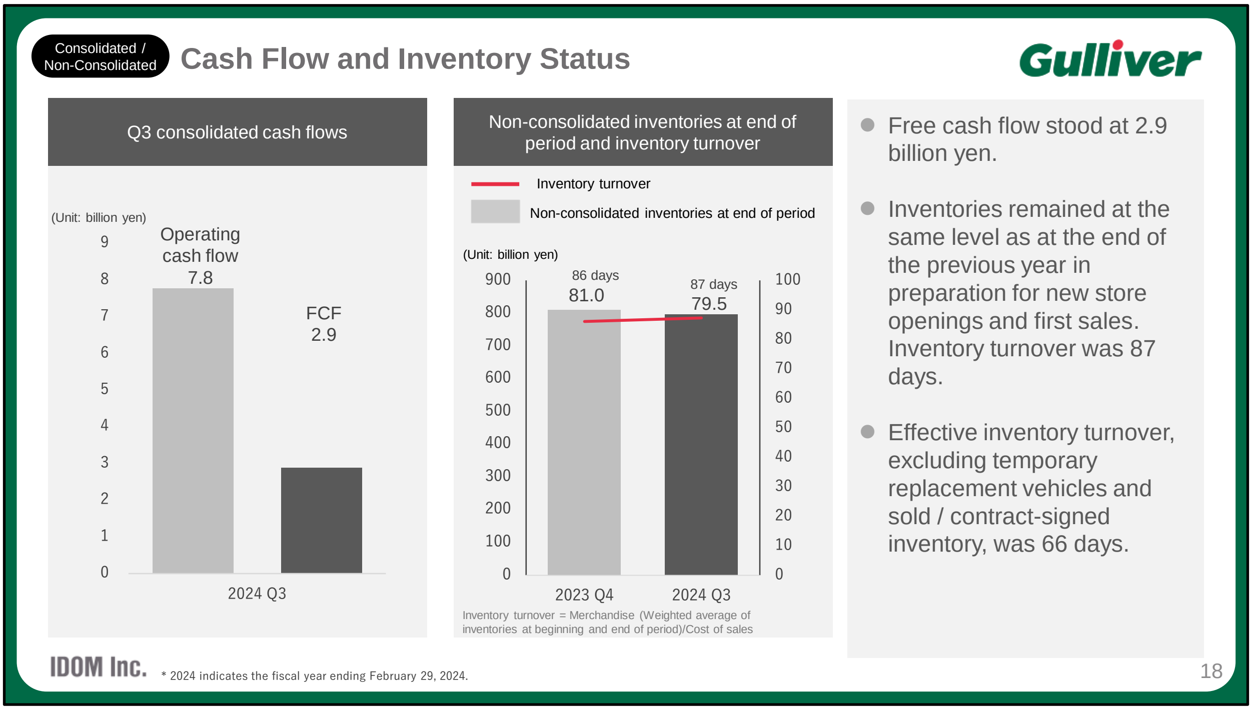
In retail, retail unit sales increased by 3%, resulting in an increase of 1.3 billion yen, as described in (2). The gross profit per retail unit (3) remained strong, contributing to an increase of 0.5 billion yen in gross profit. Together, these factors contributed to an increase of 1.8 billion yen in gross profit.



This slide analyzes factors for the year-on-year change in the non-consolidated SG&A expenses.
As for new large store openings this fiscal year, four new stores were opened by November, and another four in December. Three additional stores will be opened through January and February, bringing the total number of stores opened this fiscal year to 11.
The pace of new store openings (1) is accelerating, and we expect to open even more stores in the next fiscal year than in the year under review. In line with this pace of new store openings, we are also hiring regular (permanent) and fixed-term employees. SG&A expenses increased by 2.6 billion yen relating to personnel expenses, including commission expenses paid for recruiting and other services.
In (2), we increased advertising expenses to coincide with the opening of large stores.
In (3), rent expenses on land and buildings increased due to the increase in the number of stores opened last year, and the end of the free rent period after the relocation of the head office, also carried out last year.
As a result, non-consolidated SG&A expenses increased by 5.1 billion yen.



Next, I will explain the consolidated balance sheet.
Total assets were 164.5 billion yen, a decrease of 8.8 billion yen from the end of February.
Inventories amounted to 84 billion yen, also a decrease of 400 million yen compared to the end of the previous year, and remained almost unchanged.
Interest-bearing debt decreased 15 billion yen from the end of the previous fiscal year, to 52.1 billion yen as we proceeded with repayment.
As a result, the equity ratio reached 40%, improved by 4% from the end of February.



Next, I will explain about the consolidated cash flow and inventory status.
The consolidated operating cash flow turned positive at 7.8 billion yen, driven by the current net profit and decreased working capital. Investment cash flow increased by 2.2 billion yen from the second quarter, totaling 4.9 billion yen in investments. As a result, the free cash flow reached a positive 2.9 billion yen. These funds were primarily allocated towards loan repayments, contributing to an improvement in financial health.
Inventories amounted to 79.5 billion yen, down from the end of the previous year. This was due to a decrease in the number of units, although the unit price of inventory actually increased.
Inventory turnover is 87 days.
This figure is the number of days for turnover of the entire inventory, calculated from balance sheets and statements of profit and loss. Excluding sold / contract-signed vehicles to be delivered and temporary replacement vehicles, the figure is 66 days.
The regard this as being the same level as our competitors.
We will nonetheless continue to manage inventory efficiently.

Gulliver

3. Revision of Earnings Forecast

IDOM Inc.

Now, I will discuss the revision of earnings forecasts.

Consolidated

Full-Year Revised Forecast FY2024

Gulliver

(billion yen)	Previous Forecast Full Year 2024	Revised Forecast Full Year 2024	Comparisons with the Previous Forecast
			Percent change
Net sales	400.0	422.0	+22.0
			+5.5%
Operating profit	19.0	17.0	-2.0
Operating profit margin (%)	4.8%	4.0%	-10.5%
Ordinary profit	18.5	16.6	-1.9
Ordinary profit margin (%)	4.6%	3.9%	-10.3%
Profit attributable to owners of parent	12.0	11.1	-0.9
Profit margin (%)	3.0%	2.6%	-7.5%

- Gross profit increased by 3.8 billion yen from the initial forecast due to gross profit per unit increases.
- SG&A expenses increased by 6 billion yen from the initial level, mainly due to the impact of increased hiring of regular employees and fixed-term employees and increased advertising costs.
- Losses of consolidated subsidiaries that invested in new businesses decreased by 200 million yen.

IDOM Inc. * 2024 indicates the fiscal year ending February 29, 2024.

20

In the third quarter we aimed to increase the number of retail units sold on top of planned numbers while maintaining gross profit per retail unit to cover upfront investments in SG&A costs, but we were unable to sufficiently increase the number of units sold.
In light of this, we revised our forecast downward.
In terms of operating profit, the full-year forecast figure of 19.0 billion yen will be revised by 2.0 billion yen to 17.0 billion yen for the year.
The target of 6.2 billion yen in operating profit for the fourth quarter is a challenging one. However, we will work to achieve it by maintaining the high gross profit per retail unit achieved up until the current period, and increasing retail unit sales with the momentum from the increase in large stores and accompanying first sales.

Non-Consolidated

Full-Year Revised Forecast FY2024

Gulliver

(billion yen)	Previous Forecast Full Year 2024	Revised Forecast Full Year 2024	Comparisons with the Previous Forecast Percent change
Net sales	389.0	417.0	+28.0
			+7.2%
Operating profit	19.6	17.4	-2.2
Operating profit margin (%)	5.0%	4.2%	-11.2
Ordinary profit	19.1	17.0	-2.1
Ordinary profit margin (%)	4.9%	4.1%	-11.0%
Profit	12.7	11.6	-1.1
Profit margin (%)	3.3%	2.8%	-8.7%

- Gross profit increased by 3.8 billion yen from the initial forecast due to gross profit per unit increases.
- SG&A expenses increased by 6 billion yen from the initial level, mainly due to the impact of increased hiring of regular employees and fixed-term employees and increased advertising costs.

IDOM Inc.

* 2024 indicates the fiscal year ending February 29, 2024.

This slide shows non-consolidated earnings forecasts.

Gulliver

4. Initiatives in Q3 FY2024

IDOM Inc.

At the end, I will discuss the business situation for the third quarter.

Store Openings

Large Stores Opened in Q3 FY2023

Gulliver

Akita Goshono (Opened in September 2023)

Akita, Akita

Recent launch of new stores

Opening of large stores in the third quarter
- Akita Goshono (September 2023)
- Yahata (September 2023)
- Sapporo Teine (September 2023)
- Takasaki Sugaya (November 2023)

*Opening of the Iwaki Onahama store, originally scheduled to open in November 2023, was delayed to December.

4 new stores opened in Q3 FY2024

Full Year Progress	4/11
Number of Large Stores	46 (as of November 30, 2023)

I will now explain the status of store openings over the past three months.
In September 2023, the company opened new stores in Akita, Yahata, and Sapporo, and in November, the company opened a new location in Takasaki.
The total number of large stores has now reached 46.
Additionally, we opened a new store in Iwaki in December, putting us on track to achieve the planned total of 11 stores for this fiscal year.
We feel that the speed of store openings is steadily increasing.

Store Openings

Maintenance Shops Opened in Q3 FY2023

Gulliver

Akita Goshono (Opened in September 2023)

Akita, Akita

Recent launch of new maintenance shops

Opening of maintenance shops in the third quarter
- Akita Goshono (September 2023)
- Takasaki Sugaya (November 2023)

2 new maintenance shops opened in Q3 FY2024

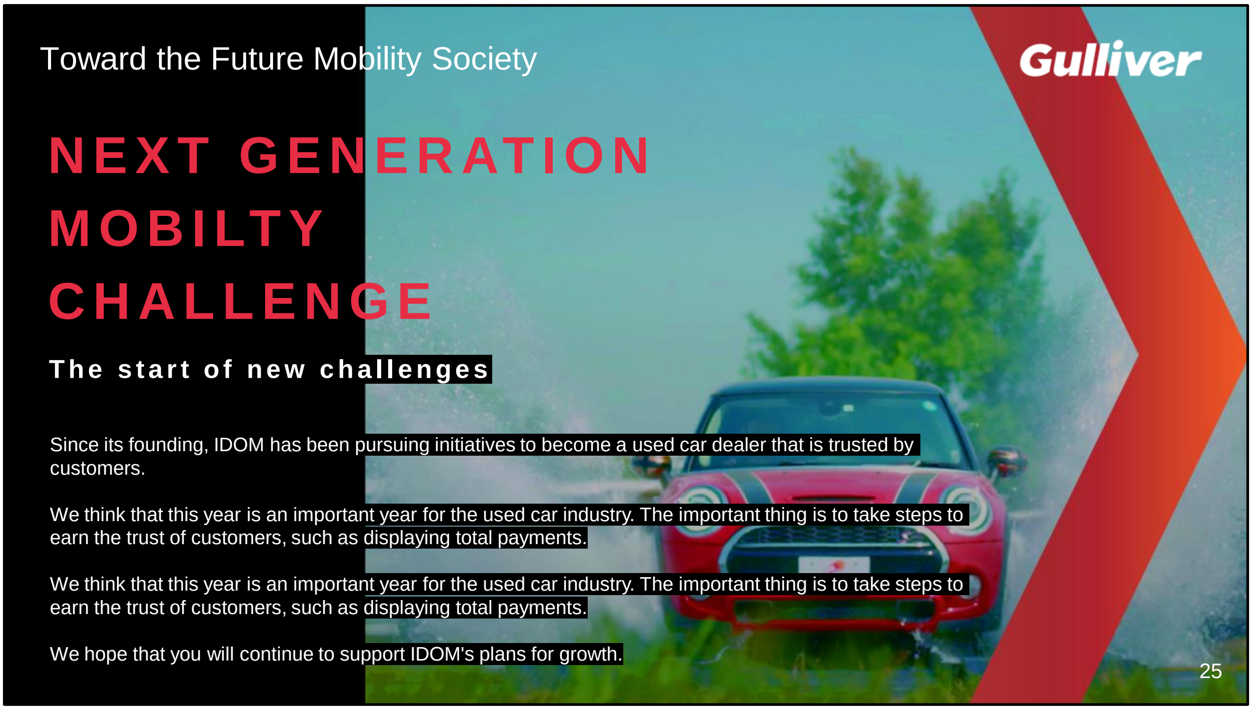
*Number of maintenance shops with completed camera installations: 4
*We plan to install cameras at all maintenance shops.

Number of Maintenance Shops	24 15 of them are designated maintenance shops

IDOM Inc.

24

Of the large stores, Akita and Takasaki are equipped with a maintenance shops.
With the opening of two new maintenance shops this year, we now have 24 shops in operation, 15 of which are designated maintenance shops.
Installation of cameras has been completed at four maintenance shops. We are now working toward installation at all of our maintenance shops.



In the third quarter, we were unable to generate sufficient gross profit to cover upfront investments, resulting in a downward revision to our forecast. We still feel that we are steadily achieving results in terms of acceleration of large store openings and the level of gross profit. Although the performance targets heading toward the end of the fiscal year are challenging, we will continue to take on the challenge of achieving them.
We hope that you will continue to support IDOM's plans for growth.