FY2024

Results for
Fiscal Year Ended February 29, 2024

April 15th, 2024

TSE Prime 7599

IDOM Inc.

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

Gulliver

Disclaimer

Forward-looking statements contained in the materials that IDOM discloses, such as earnings forecasts, are based on the information available to the Company at the time of the disclosure of the materials and certain assumptions that the Company considers reasonable. They are not intended to represent the Company guaranteeing the achievement of any expectations. Please note that a variety of factors may change actual results, etc. Important factors that may influence actual results include the economic conditions surrounding IDOM's business areas, the fluctuation of exchange rates and market prices. The information contained in these materials is not intended for advertising or advisory purposes.

Contents

Gulliver

I will review the results for the fiscal year ended February 29, 2024 and financial forecasts for the fiscal year ending February 28, 2025.

1. FY2024 Results Summary

Gulliver

IDOM Inc.

FY2024 Results Highlights

Gulliver

Caution Regarding Financial Result Briefing Materials

The results for FY2024 reflect a significant decrease in the differences between the consolidated results and no-consolidated results due to the sale of the Australian business in FY2023.
Since the performance of the standalone entity constitutes the majority of the consolidated figures, there are instances where standalone metrics are utilized for KPIs and other purposes.

Non-Consolidated | Record quarterly operating profit

Operating profit: **5.8 billion yen** (+31% YoY)

- Non-consolidated operating profit hit a record high for the fourth quarter.

Non-Consolidated | Retail unit sales and gross profit per retail unit for FY2024

Gross profit per retail unit: **410,000 yen/unit x 144,487 units**

- Gross profit per retail unit:
410,000yen (In line with the assumptions for forecasts)

- Retail unit sales:
144,487 units (Record high, +7% YoY)

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

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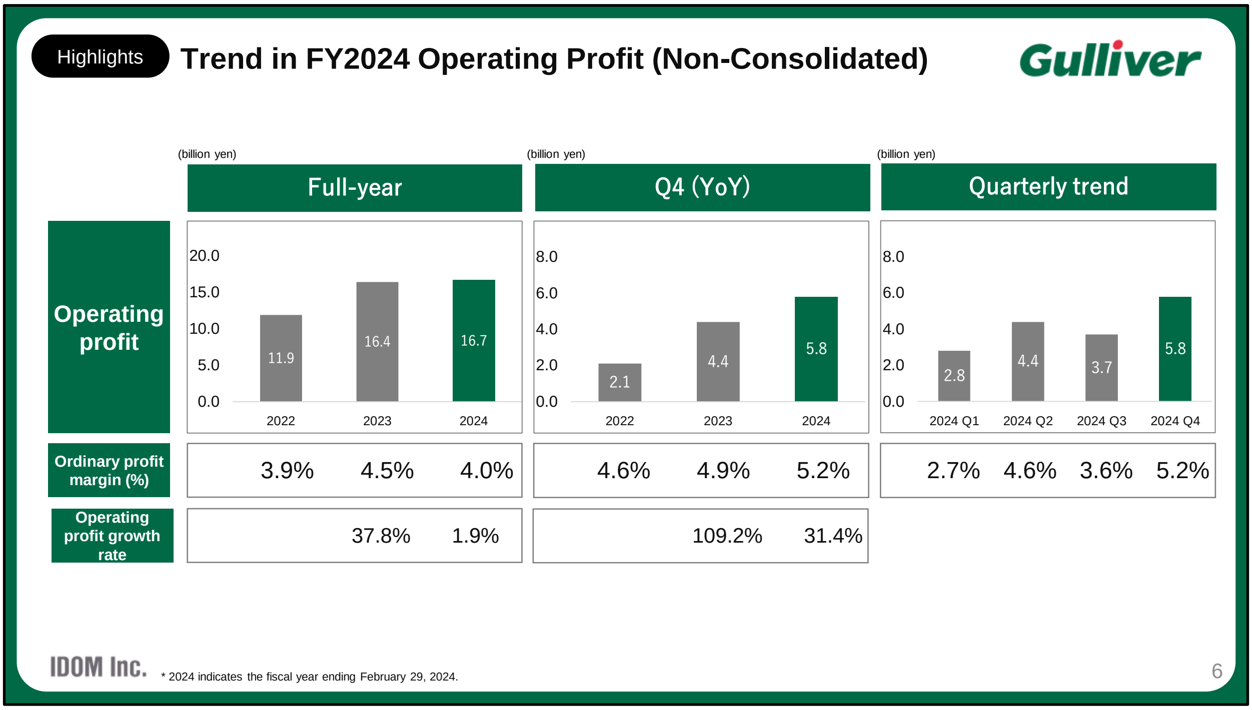
First, please see the slide 5. This slide highlights the results for the fiscal year ended February 29, 2024.

The sale of the new car dealer business in Australia in the first quarter of FY2023 reduced the difference between the consolidated and non-consolidated results, and the non-consolidated results now account for the majority of the consolidated results. Accordingly, we may explain sales volume and other figures on a non-consolidated basis on the latter slides.

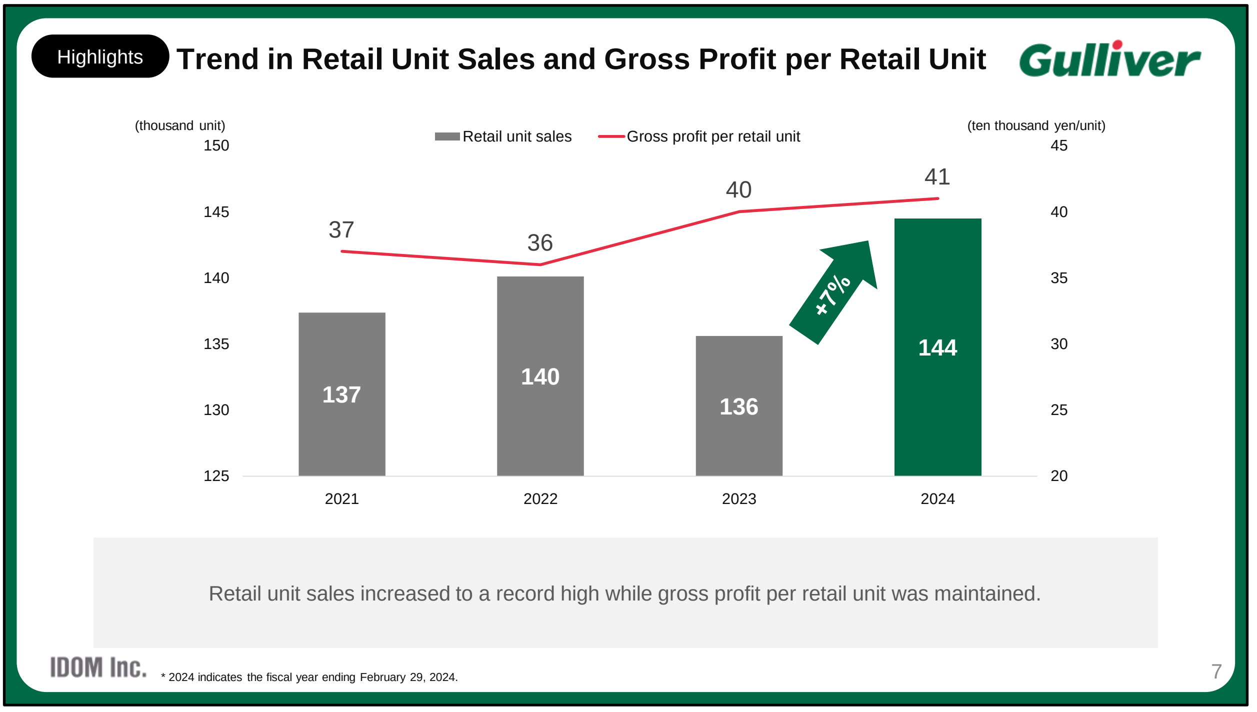
Firstly, I will explain the results for the fourth quarter. Non-consolidated operating profit was 5.8 billion yen, an increase of 31% year on year. This was the highest quarterly level ever, surpassing the 5.2 billion yen recorded in the third quarter of the fiscal year ended February 28, 2023.

Secondly, we increased sales volume for the full year while maintaining a high level of gross profit per retail unit. The full-year gross profit per retail unit was 410,000 yen, exceeding the forecast assumption. In addition, retail unit sales reached a record high of 144,487 units, up 7% from the previous year.



This slide summarizes recent trends in non-consolidated operating profit mentioned in the highlights, with comparisons to the full year, the same period of the previous year, and quarterly basis.

Operating margin for the fourth quarter was 5%.



This slide shows the annual trend in retail unit sales and gross profit per retail unit that I also mentioned in the highlights section.

Retail gross profit rose to the ¥400,000 level, and retail unit sales increased significantly.

Consolidated/ Non-consolidated

Key KPIs for FY2024

Gulliver

		FY2022	FY2023	2024	Changes
Number of stores	Store opening of large stores (stores)	5	8	**11**	**+3**
Number of units	Number of unit sales (ten thousand units)	23.7	24.7	**26.9**	**+2.2**
	Number of retail unit sales (ten thousand units)	14.0	13.5	**14.4**	**+0.9**
	Number of wholesales unit (ten thousand units)	9.7	11.2	**12.4**	**+1.2**
Gross profit per unit	Gross profit per retail unit (ten thousand yen)	36	40	**41**	**+1**
	Gross profit per wholesale unit (ten thousand yen)	10	10	**10**	-

Results for FY2024 exceeded those for FY2023 in all major KPIs.

IDOM Inc. * 2024 indicates the fiscal year ending February 29, 2024. 8

From here, I will explain about the results of FY2024.
First, let's look at the KPIs.

We opened 11 stores, one store added to the initial plan at the beginning of the year and +3 stores over the previous year.

Retail unit sales were 144,487 units, up approx. 9,000 units from the previous year.

Gross profit per retail unit was 410,000 yen.
We increased the gross profit by 10,000 yen compared to the plan and the previous year.

We were able to expand our business steadily.

Consolidated **FY2024 Results**

Gulliver

(billion yen)	2023	2024	Ratio to net sales	YoY changes	Percent change
Net sales	416.5	**419.9**	100.0%	+3.4	+0.8%
Gross profit	74.5	**73.3**	17.5%	-1.2	-1.6%
Selling, general and administrative expenses	55.9	**57.2**	13.6%	+1.3	+2.4%
Operating profit	18.7	**16.1**	3.8%	-2.6	-13.7%
Ordinary profit	18.4	**15.8**	3.8%	-2.6	-12.8%
Profit attributable to owners of parent	14.2	**11.4**	2.7%	-2.8	-19.5%

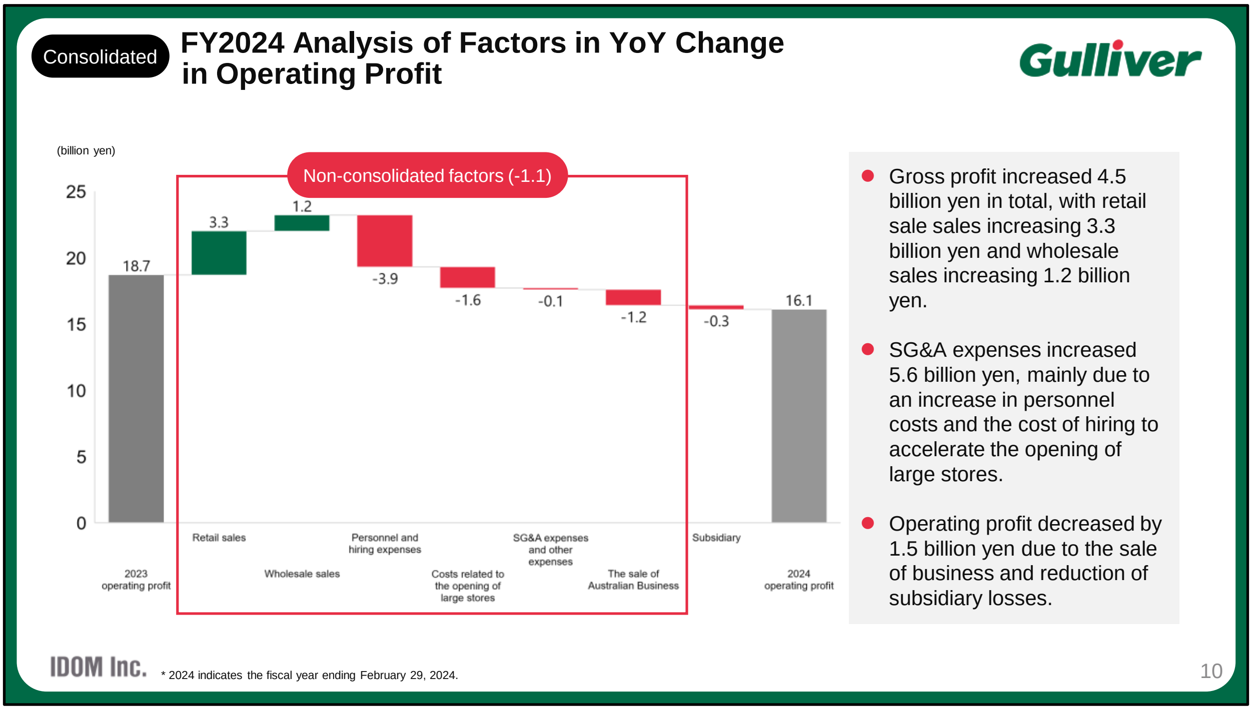
IDOM Inc.

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

This slide shows the results on a consolidated basis.

Operating profit was 16.1 billion yen and net profit was 11.4 billion yen.

I will explain the factors behind the increase or decrease in operating profit on the next slide.



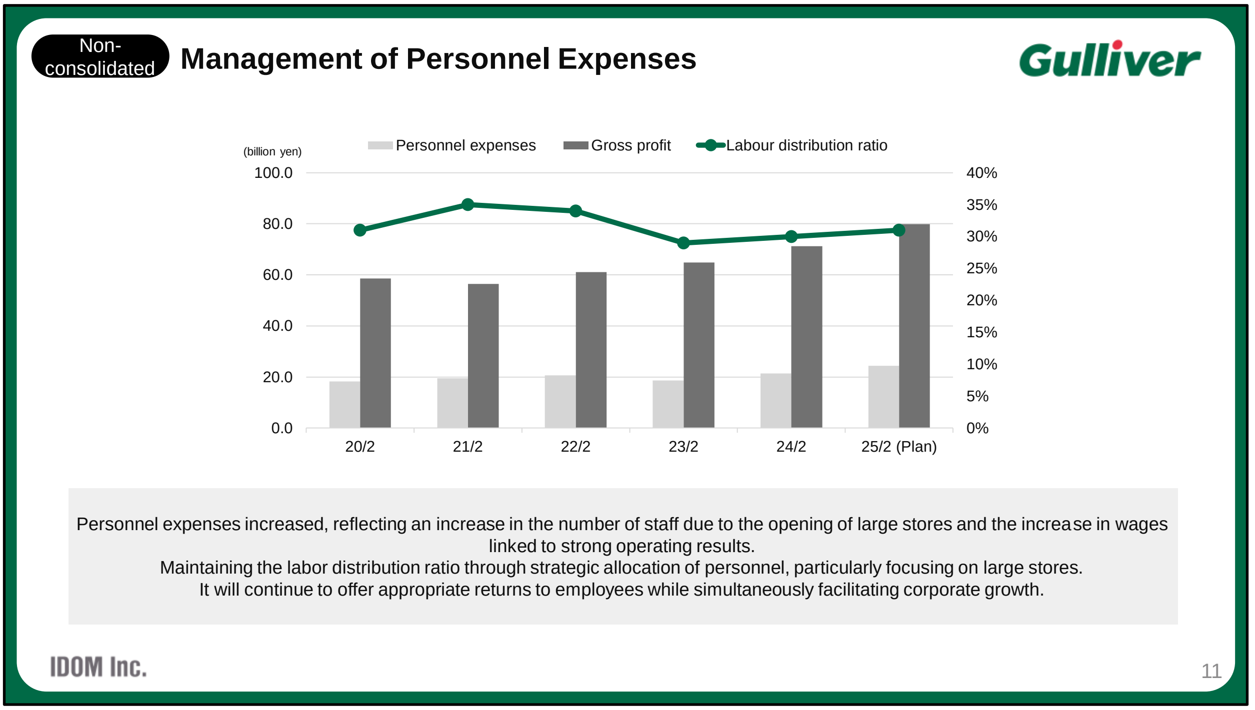
This slide shows an analysis of the YoY change in consolidated operating profit.
The non-consolidated factors are in the red square.

The non-consolidated factors impacted -1.1 billion yen.

The main factors were a 3.3 billion yen increase in retail sales and a 1.2 billion yen increase in wholesale sales.
On the other hand, SG&A expenses increased by 5.6 billion yen due to increased personnel and recruiting expenses, as well as advertising expenses, to accelerate the opening of large stores.

In addition, operating profit decreased by 1.2 billion yen due to the sale of the Australian business on a consolidated basis.

As a result, consolidated operating profit decreased by 2.6 billion yen to 16.1 billion yen.



I will explain the increase in personnel expenses.

The Company is aggressively hiring in conjunction with the opening of large stores.

In addition, personnel and recruiting expenses, etc., increased due to higher payroll levels in line with favorable business performance.
As a result of these factors, personnel expenses, including recruitment costs, increased by 3.9 billion yen on a non-consolidated basis.

However, we have increased gross profit by ensuring strategic personnel allocation, especially at large stores.

As a result, we were able to expand profits while maintaining the labor ratio.

We will continue to realize both appropriate returns to employees and company growth.

Consolidated

FY2024 Quarterly Results

Gulliver

(billion yen)	2024 Q1	2024 Q2	2024 Q3	2024 Q4	2024 Q4 YoY changes
Net sales	105.3	98.4	104.0	**112.1**	+8.1
Gross profit	17.1	17.8	18.5	**19.9**	+1.4
Selling, general and administrative expenses	14.3	13.5	14.8	**14.6**	-0.2
Operating profit	2.8	4.3	3.7	**5.3**	+1.6
Ordinary profit	2.7	4.2	3.7	**5.2**	+1.5
Profit attributable to owners of parent	1.9	3.0	2.4	**4.2**	+1.8

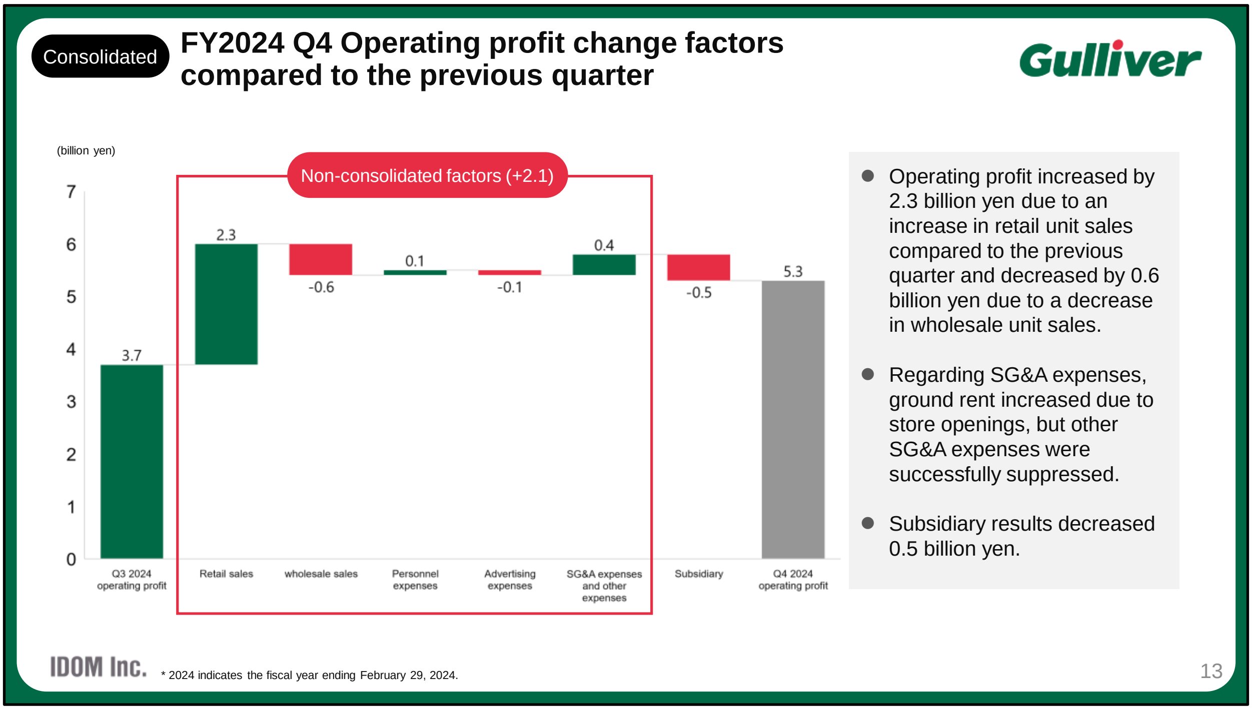
IDOM Inc. * 2024 indicates the fiscal year ending February 29, 2024.

Next, I will explain the status of consolidated operating profit for the fourth quarter (December to February).

In the Highlights section, I mentioned that the non-consolidated operating profit was 5.8 billion yen.

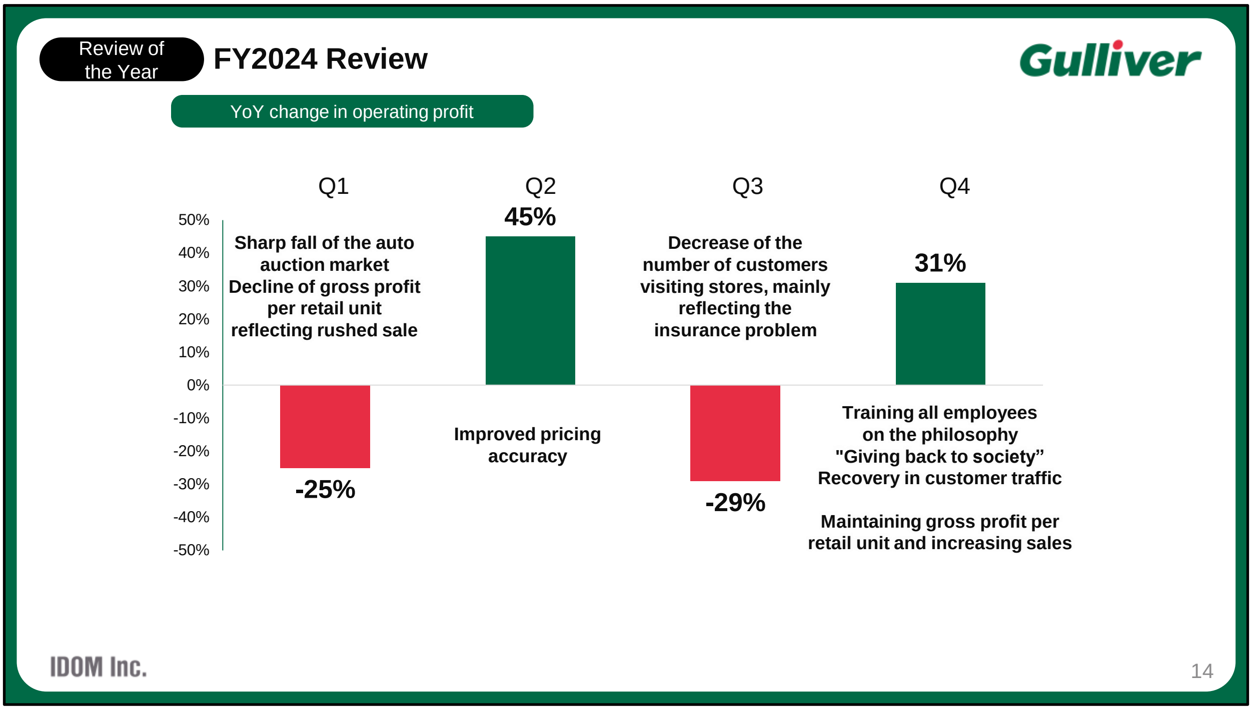
Consolidated operating profit was 5.3 billion yen, almost the same profit level as the record high in the third quarter of FY2023.

This is an increase of 18% over the same period last year and an increase of 1.6 billion yen over the third quarter of the previous fiscal year.



This slide compares operating profit of 5.3 billion yen to the third quarter.

Similar to the analysis of full-year changes, the robust performance of the retail business contributed to a profit increase of 2.3 billion yen. This represents a 1.6 billion yen rise in operating profit compared to the third quarter, despite investments in selling, general, and administrative expenses, primarily personnel expenses.



Let's look back at this year, which had various events in each quarter.

In the first quarter, operating profit decreased from the same period of the previous year due to a sharp decline in the AA market and lower gross profit margins on retail units resulting from hasty sales.

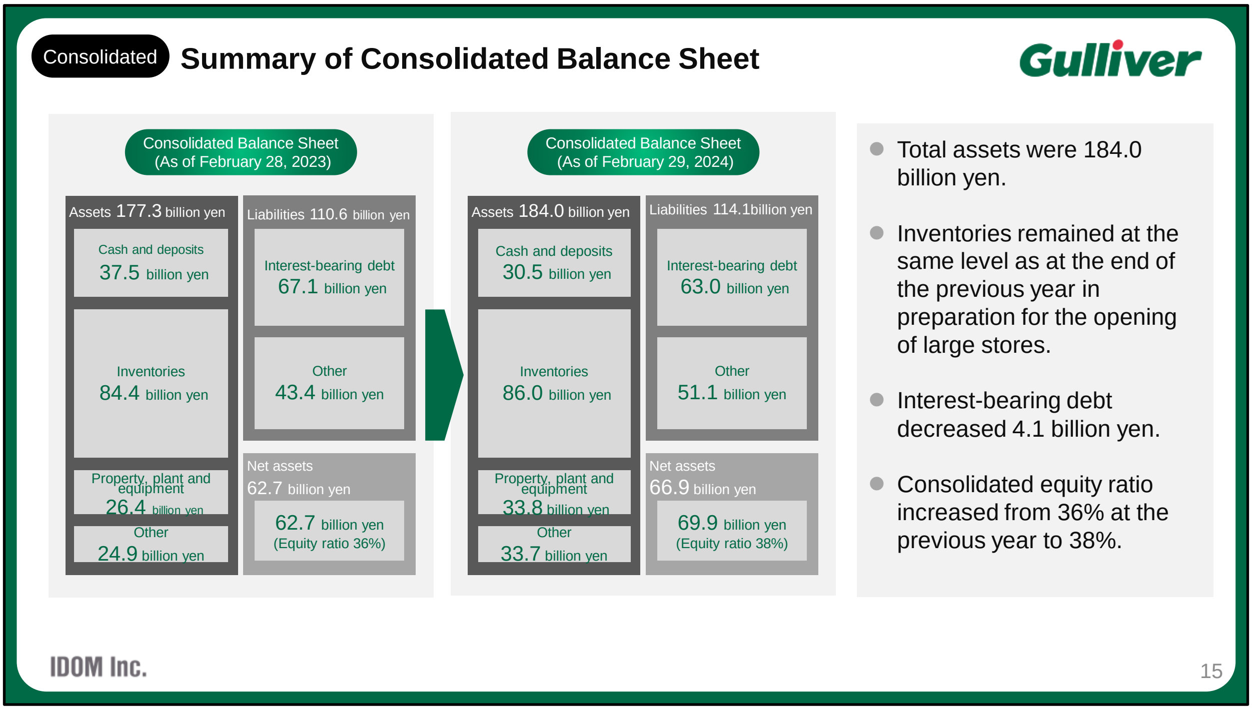
In the second quarter, operating profit increased due to improved retail gross profit.

The third quarter was affected by a decline in customer traffic caused by issues with insurance claims and other factors.

In the fourth quarter, we worked to address the negative impact of the third quarter by setting high goals and once again reaffirmed IDOM's philosophy through a workshop attended by all employees, in which we asked what we do our jobs for.

Combined with a recovery in customer traffic, we were able to both maintain gross profit per retail unit and increase retail unit sales.

Although it was a volatile year on a quarterly basis, we believe it was a year in which we were able to adapt to the changing environment.



Total assets amounted to 184.0 billion yen, an increase of 10.7 billion yen from the end of the previous period.

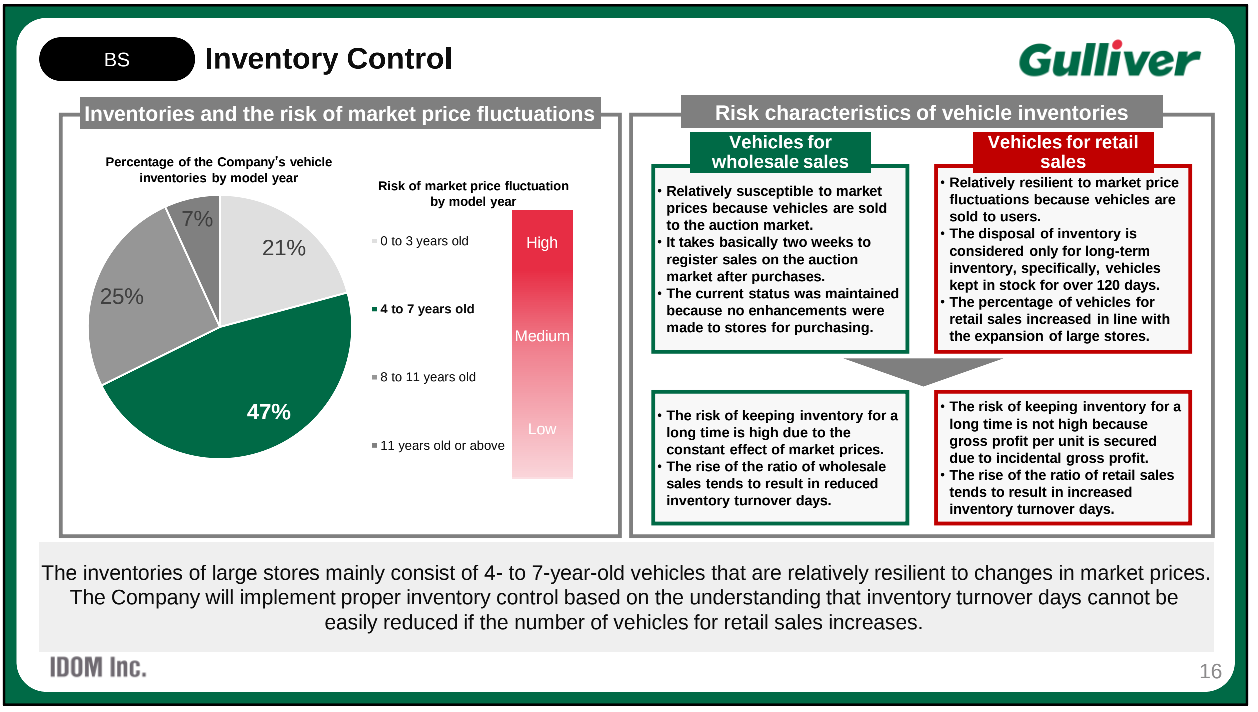
Current assets increased by 2.8 billion yen due to business expansion.

Non-current assets increased by 7.9 billion yen due to an increase in stores and workshops.

Liabilities increased by 3.5 billion yen, including income taxes payable, to 114.1 billion yen.

Interest-bearing debt was reduced by 4.1 billion yen to 63.0 billion yen.

As a result, net assets increased by 7.2 billion yen to 69.9 billion yen, and the equity ratio increased to 38% from 36% in the previous year.



Please see the left side of the slide.
About 20% of the vehicles in our inventory are relatively new vehicles (0-3 years old), 50% are middle-aged vehicles (4-7 years old), and the remaining 30% are vehicles older than 8 years.

Used car prices fall sharply in the first year after a vehicle is new, and the rate of decline begins to slow from the second year onward.
Our inventory has a smaller risk of price decline.

I will discuss the wholesale and retail risk characteristics of our inventory vehicles on the right side of the slide.

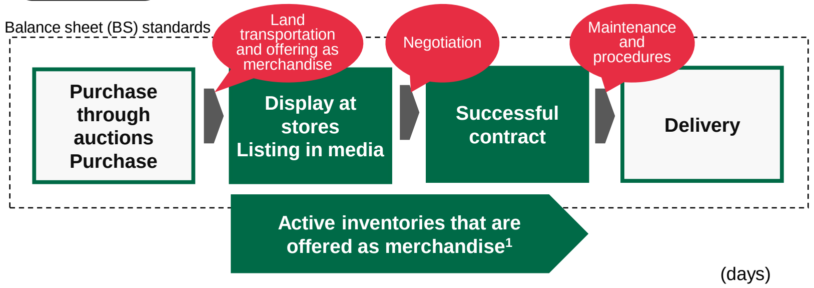
Wholesale is susceptible to market price fluctuations because of sales to auctions, and as a rule, we manage our inventory over a two-week period from the time we purchase a vehicle to the time we sell it at auction.

Retail, on the other hand, sets prices that meet the needs of customers. Therefore, it tends to be relatively insensitive to market price fluctuations, and although we will consider implementing inventory disposal only for long-term inventory exceeding 120 days, in principle we prioritize opportunities to sell to customers.
Based on these characteristics, we implement appropriate inventory management.

BS

Changes in Inventory Turnover

Gulliver



(days)

Inventory turnover	2022	2023	2024
Active inventories	**39.3**	**41.1**	**42.1**
BS standards (including temporary replacement vehicles)	83.0	85.5	86.8

- Inventory turnover is on the rise due to an increase in the number of retail unit sales.
- The active inventory period has been hovering around 40 days.
- The Company has been controlling inventories efficiently to maximize retail sales while simultaneously working to balance the enhancement of displayed vehicles and market price-related risks.

IDOM Inc.

1. Average period from the day when a purchased vehicle is listed in the Company's media until the day when they are delisted from the media.
* 2024 indicates the fiscal year ended February 29, 2024.

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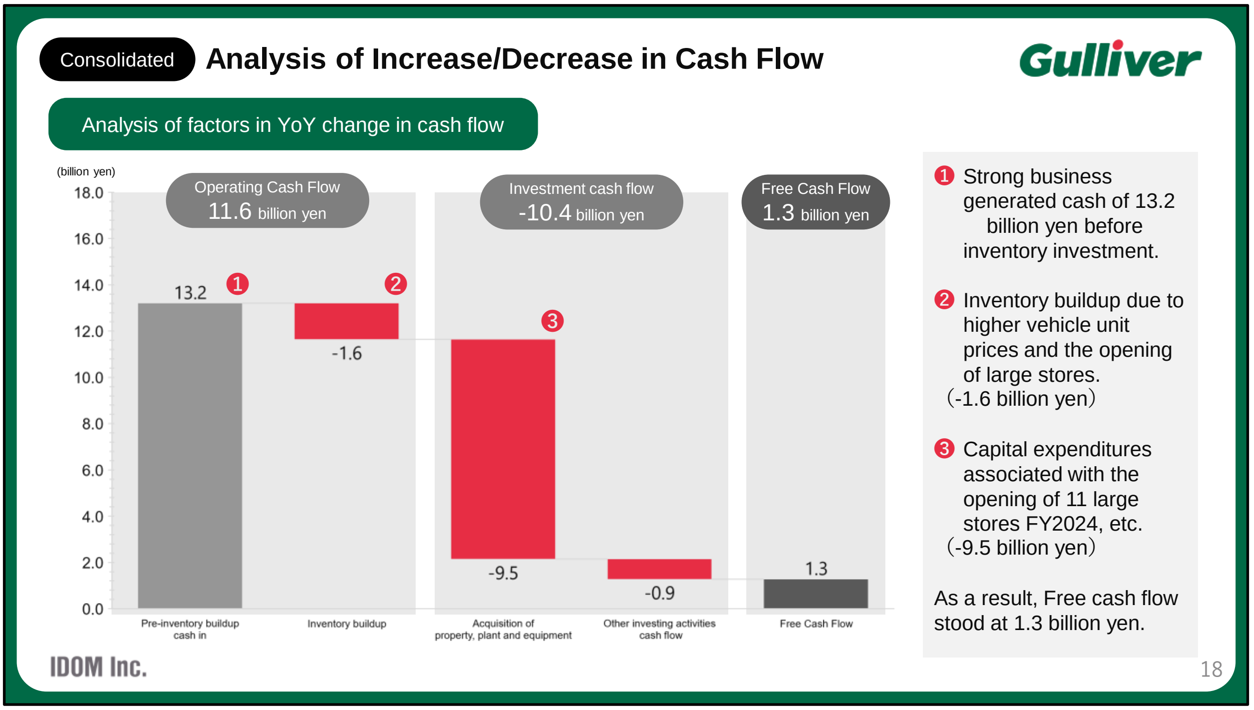
We defined "active inventory" as the period of time between the display at the store or posting in the media and the signing of a contract.
Although the period has been lengthened due to the increase in the number of retail units, we are able to manage this period at approximately 40 days.

Inventory turnover days based on the balance sheet include the period of document preparation and maintenance after inventory and contract signing.

We are managing inventory with the aim of maximizing retail sales while balancing the enhancement of vehicles on display and market risk.



This slide shows the status of consolidated cash flow.

Operating cash flow generated 13.2 billion yen on a "before inventory change" basis due to strong business performance.

Operating cash flow was positive at 11.6 billion yen despite cash outflow from investment in inventory.

We invested 10.4 billion yen in the acquisition of tangible and intangible fixed assets such as large stores and maintenance shops.

Free cash flow (FCF) was positive 1.3 billion yen while continuing to invest in growth.

From here, I will discuss our earnings forecast for the fiscal year ending February 28, 2025.

Consolidated

Key KPIs for FY2025 Performance Forecast

Gulliver

		FY2023	FY2024	FY2025	Changes
Number of stores	Store opening of large stores (stores)	8	11	15	+4
Number of units	Number of unit sales (ten thousand units)	24.7	26.9	28.5	+1.6
	Number of retail unit sales (ten thousand units)	13.5	14.4	15~16	-
	Number of wholesales unit (ten thousand units)	11.2	12.4	13.0	+0.6
Gross profit per unit	Gross profit per retail unit (ten thousand yen)	40	40	43~40	-
	Gross profit per wholesale unit (ten thousand yen)	10	10	10	-

IDOM Inc. * 2024 indicates the fiscal year ending February 29, 2024. 20

This slide shows the KPIs for the next fiscal year.

Our assumption for the next fiscal year is that the used car market will remain stable.

We will open 15 large stores.
This is an increase of 4 stores compared to FY2024.

We plan to increase sales volume by about 10,000 units from FY2024 to 150,000 to 160,000 units while maintaining the gross profit per retail unit in the low 400,000 yen range.

In this way, we will strive to expand the area of gross profit margin and the number of units sold.

Consolidated

FY2025 Forecasts

Gulliver

(billion yen)	2024 Actual result	2025 Forecast	Ratio to net sales	YoY changes	Percent change
Net sales	419.9	**456.5**	100.0%	+36.6	+8.7%
Gross profit	73.3	**83.3**	18.2%	+10.0	+13.6%
Selling, general and administrative expenses	57.2	**63.0**	13.8%	+5.8	+10.1%
Operating profit	16.1	**20.3**	4.4%	+4.2	+26.1%
Ordinary profit	15.8	**19.8**	4.3%	+4.0	+25.3%
Profit attributable to owners of parent	11.4	**13.6**	3.0%	+2.2	+19.3%

IDOM Inc.

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

Next, I will explain the consolidated business forecast for the next fiscal year.

Gross profit increased by 10 billion yen to 83.3 billion yen.
SG&A expenses increased by 5.8 billion yen, mainly due to personnel expenses, to 63.0 billion yen.
We aim for an operating profit of 20.3 billion yen, an increase of 4.2 billion yen from the previous fiscal year.
The operating profit margin will be 4.4%.

We will strive to achieve record profits for the full year.
Net profit is expected to be 13.6 billion yen.

Our growth drivers are highly certain, including securing gross profit for retail sales through the ancillary proposals we have been working on so far and increasing retail unit sales through the development of large stores.

We will continue to pay close attention to changes in the business environment, but we hope to continue to put our company on a steady growth path, just as we have in the past.
Thank you very much.

Gulliver

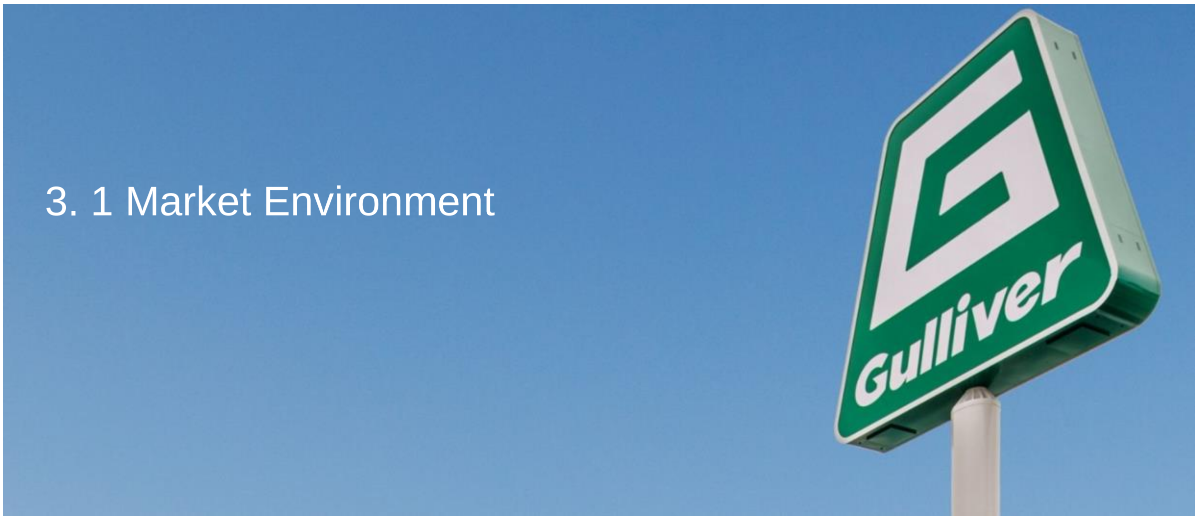
3. Market Perception and Future Initiatives
(Revision of Medium-Term Business Plan Targets)

IDOM Inc.

Hello, my name is Takao Hatori, President of IDOM Inc.

I will explain market perception, future initiatives, and upward revision of medium-term business plan targets.

Gulliver



3. 1 Market Environment

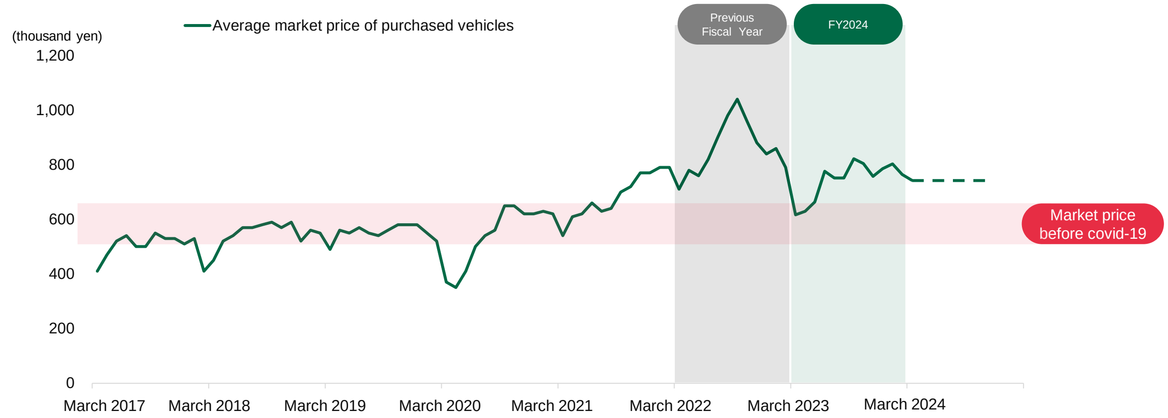
IDOM Inc.

First, I will begin with an explanation of the market environment.

Market

Outlook for the Used Car Market

Gulliver



In FY2024, market prices remained high, partly reflecting the impact of the weak yen.
In FY2025, prices are expected to remain high, with a small number of negative factors.
However, awareness of the risk of the market price falling, which is expected if prices rise to the FY2023 level, will be enhanced.

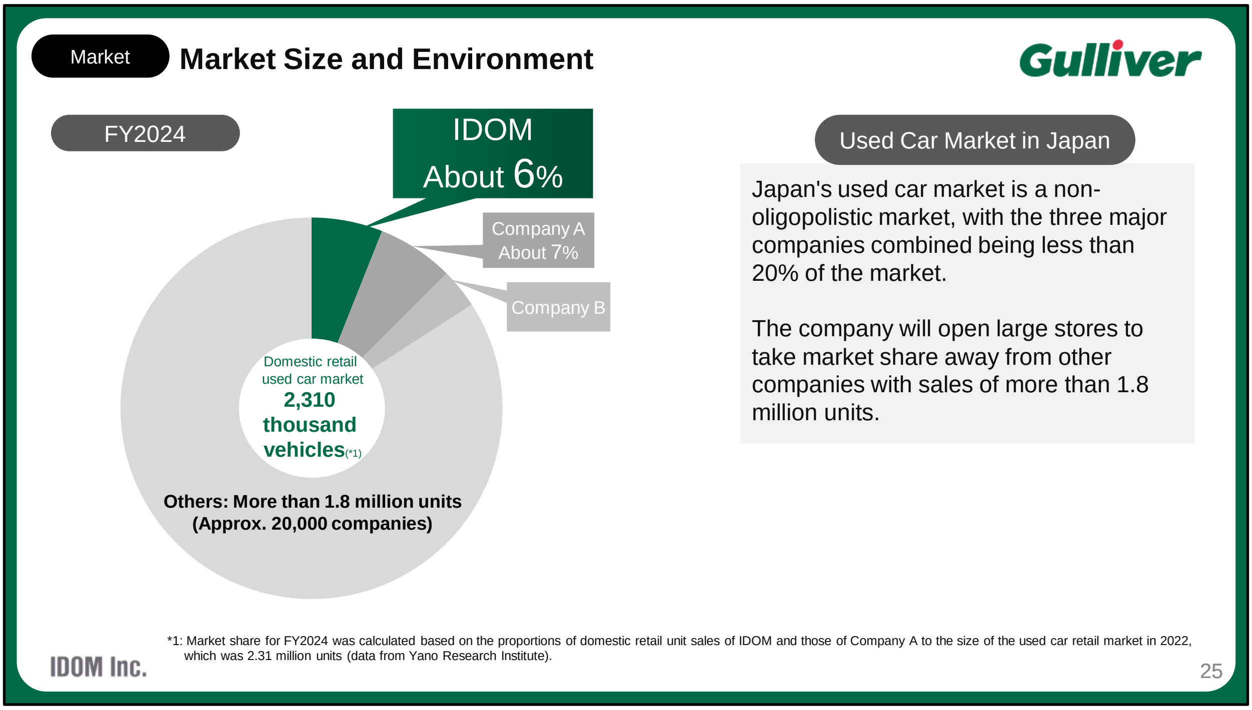
IDOM Inc. * 2024 indicates the fiscal year ending February 29, 2024. 24

This graph shows trends in the market prices of used cars.

After the market decline in February 2023, we expected the market to decline gradually, but due to factors such as the weaker yen, the market remained at a high level in February 2024.

Considering that the supply of new cars is already stable, there are a few factors for a decline in the fiscal year ending February 2025, and the market price is expected to remain at a high level.

However, given that the market price is currently rising more than expected, we will continue to thoroughly manage inventory while being aware of the risk of a decline in the market price.



Next, I would like to explain the market size.

According to recent market research, 2.31 million used cars are retailed in Japan, and IDOM's market share is approximately 6%.

This is a non-oligopolized market where even the three major companies combined do not have a 20% share, and they are not at a stage where they are competing for market share.

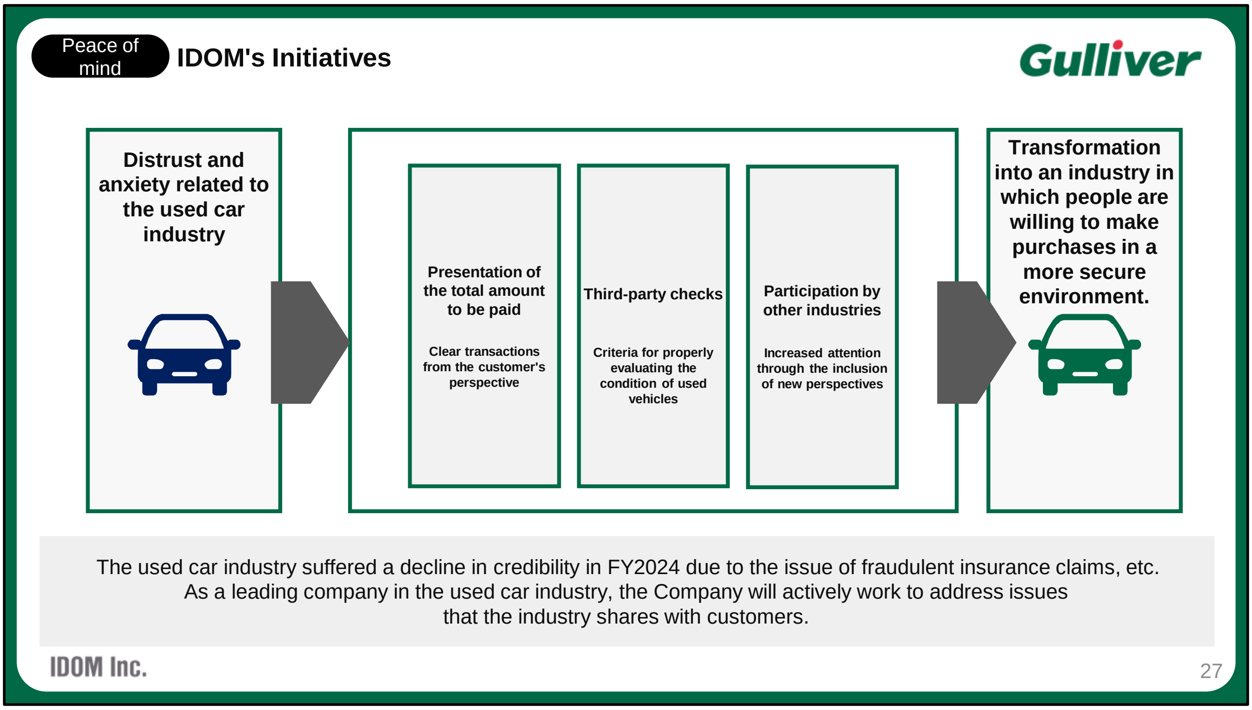
By expanding large stores, we aim to capture our shares from the market, which has more than 1.8 million customers.

Gulliver

3. 2 Initiatives for peace of mind.

IDOM Inc.

From here, I will explain initiatives for peace of mind.

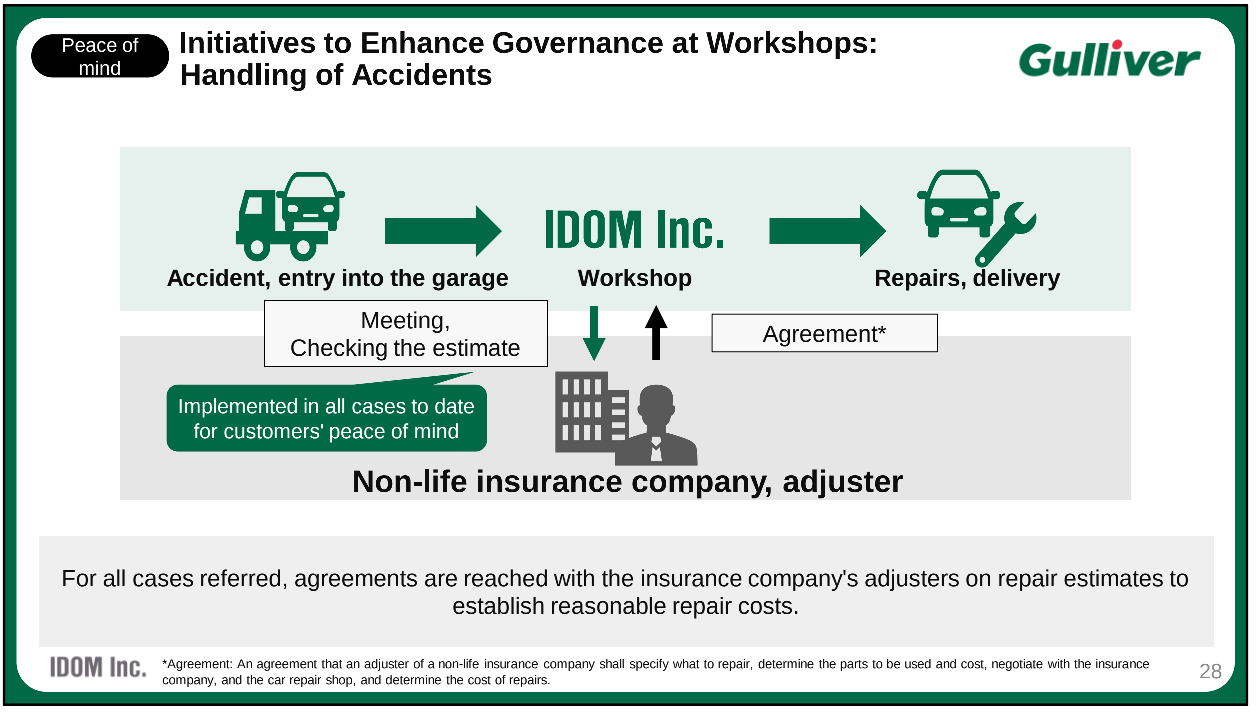


The fiscal year ending February 2024 was a year in which customers felt distrust and anxiety about the used car industry, including the issue of fraudulent insurance claims.

To deliver safe and secure used cars to customers, IDOM, as an industry leading company, has been proactively taking necessary steps such as ensuring transparent transactions by indicating the total cost to the purchaser and appropriate evaluation standards through the introduction of third-party checks.

We believe that the used car industry will attract more attention from customers in the fiscal year ending February 2025 due to participation from other industries, such as major trading companies.

We will transform the used car industry into one where transactions can be done with more peace of mind.



This slide shows how we handle insurance accidents at our sheet metal workshop.

IDOM started repairs covered by non-life insurance in 2022.

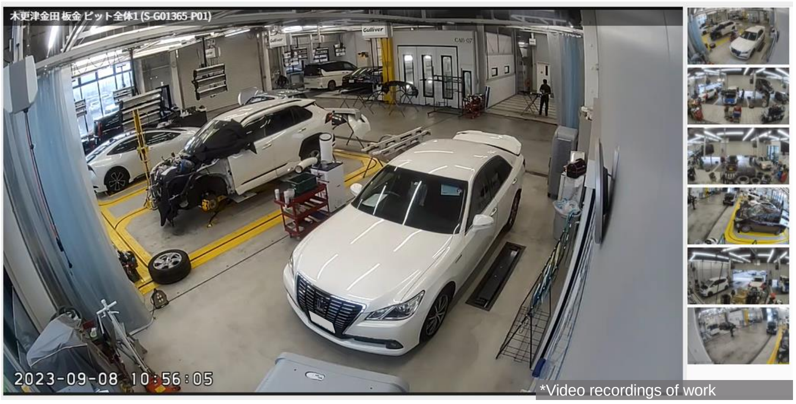
For all cases referred, agreements are reached with the insurance company's adjusters on repair estimates to establish reasonable repair costs.

We have also established a policy of implementing this agreement in all cases in the future and will provide our customers with even more secure accident response.

Peace of mind

Ensuring Transparency at Workshops

Gulliver



*Video recordings of work


*Cameras installed in a workshop

Cameras have been installed in each workshop.
This enables customers to watch the work in real time, ensuring transparency.
This has made it possible for customers to have peace of mind and to have proof that appropriate work is being done by employees.

The company installed cameras in all workshops.

This enables customers to watch the work in real-time, ensuring transparency.

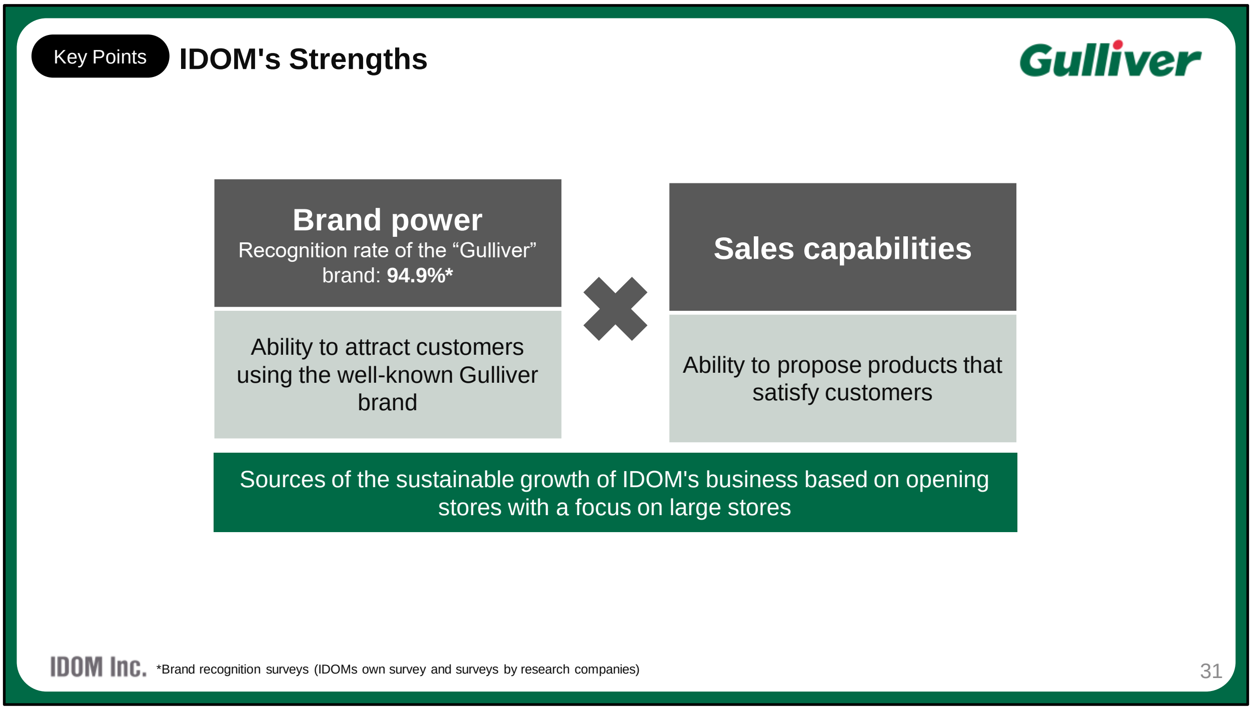
This has made it possible for customers to have peace of mind and to have proof that appropriate work is being done by employees.

Gulliver

3. 3 Business Initiatives

IDOM Inc.

Next, I will explain business initiatives.



I will explain IDOM's strengths.

One of the first strengths is Gulliver's brand power.
In Japan," Used Car Gulliver" has a brand recognition rate of 94.9% and is highly able to attract customers.

Next, it is sales ability.
We started as a used car purchasing business to eliminate the inconvenience of our customers, and now our mainstay retail business also has the ability to propose products tailored to customers' lifestyles and needs.

We will achieve sustainable business growth by combining these strengths with our store development, centered on large stores.

Brand Power

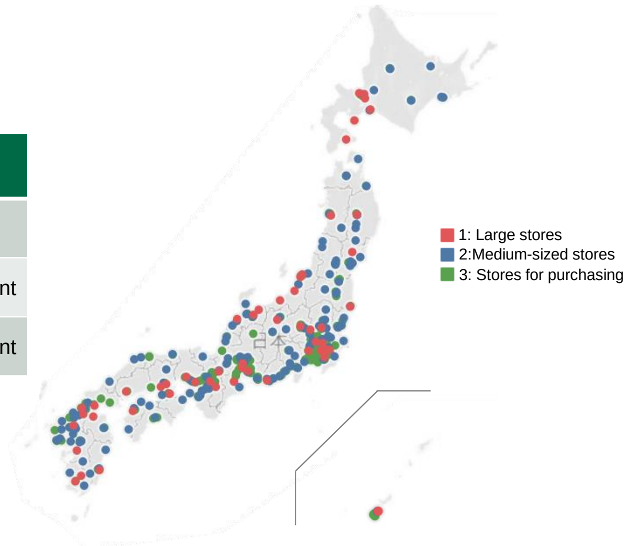
Nationwide Operation of Stores Leveraging Brand Power

Gulliver

Operating 406 nationwide

Store format	Number of stores*	Future Policies
Large stores	53	Aggressive expansion
Medium-sized stores	148	Making efficient
Stores for purchasing	205	Making efficient

* As of February 29, 2024



Gulliver currently has 406 stores nationwide.

By opening large stores in all trade areas in 47 prefectures, we will build a foundation from which we can gain market share.

Brand Power **Gulliver Brand**

Gulliver

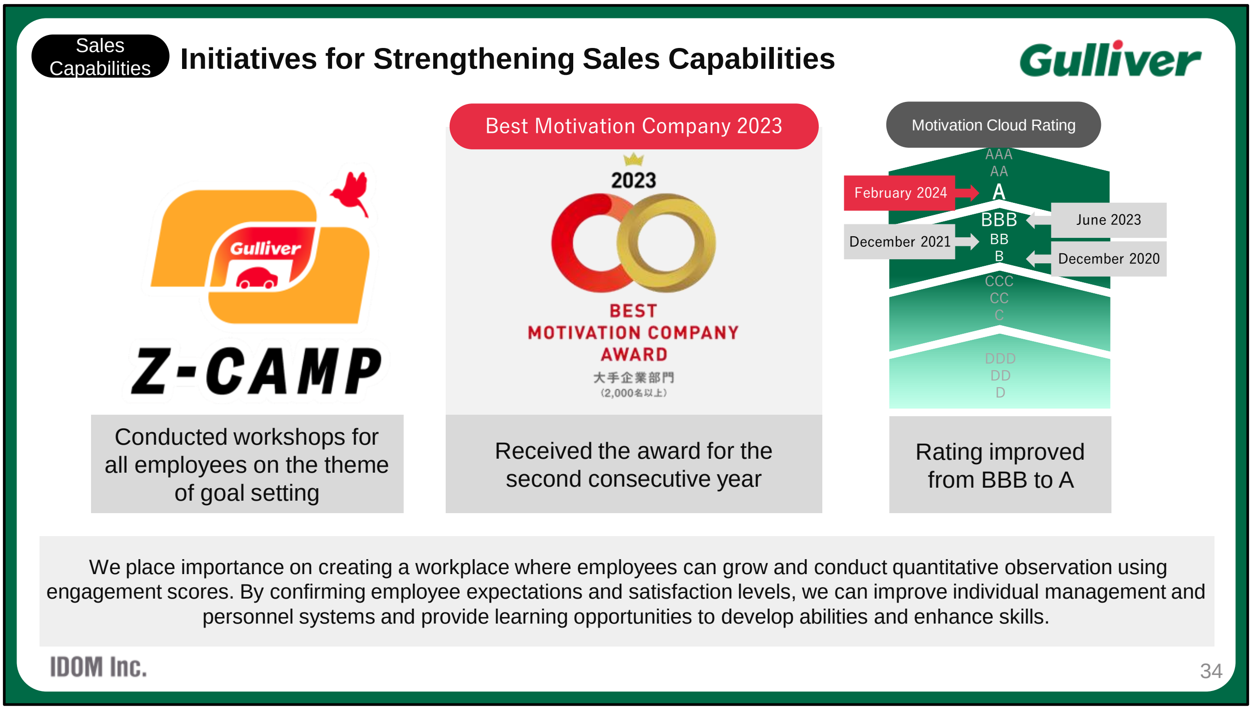
	Stores for purchasing	Medium-sized stores	Large stores
Store format		 Medium-sized store type / Store specializing in foreign cars / Store specializing in custom cars	 Large store type / Store with maintenance shop / Store with maintenance shop and sheet-metal workshop
Number of stores*	205	148	53
Features	Purchase-only store	Specialty stores tailored to customer needs	Far greater number of products than other stores in each area

The Gulliver purchasing brand, which has been close to customers for 30 years, has become a customer attraction force, and the retail business will grow and expand into medium —and large stores.

IDOM Inc. * As of February 29, 2024 33

I will explain about the Gulliver brand.

Gulliver, which started as a used car purchasing shop 30 years ago, has an overwhelming brand recognition of 94.9% and has successfully attracted customers to large stores, which have been expanding in recent years.

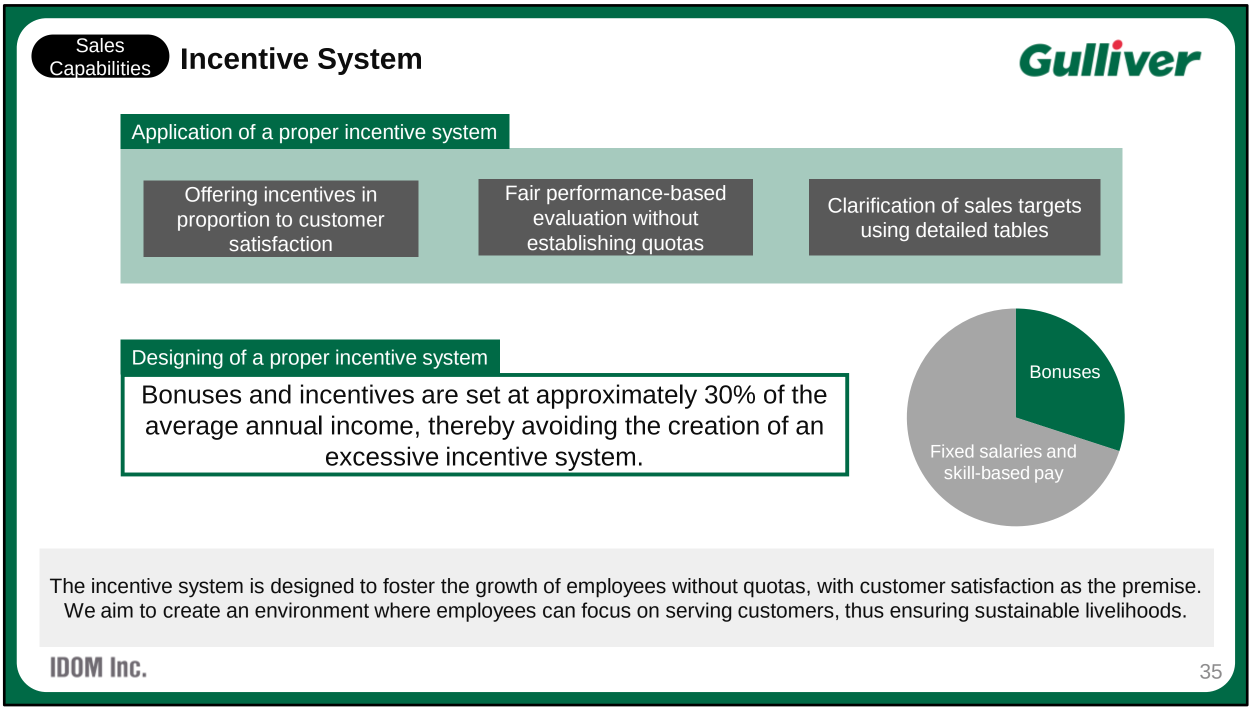


Now I will explain our efforts towards employee satisfaction.

At IDOM, we believe that the growth of our employees is the key to business growth.

During FY2024, from November to December 2023, we conducted "Z-camp" for all employees with the theme of goal setting.
We gathered members from across departments and held workshops to invest in human capital, such as how to approach work and share values across generations.

As we have quantified employee engagement and carried out improvement activities, our rating has increased to A in the motivation survey that started in 2021.
Additionally, we received the Best Motivation Company Award from an external organization for two consecutive years.



Next, I will explain the incentive system.

IDOM has introduced an incentive system as an initiative for employee growth.

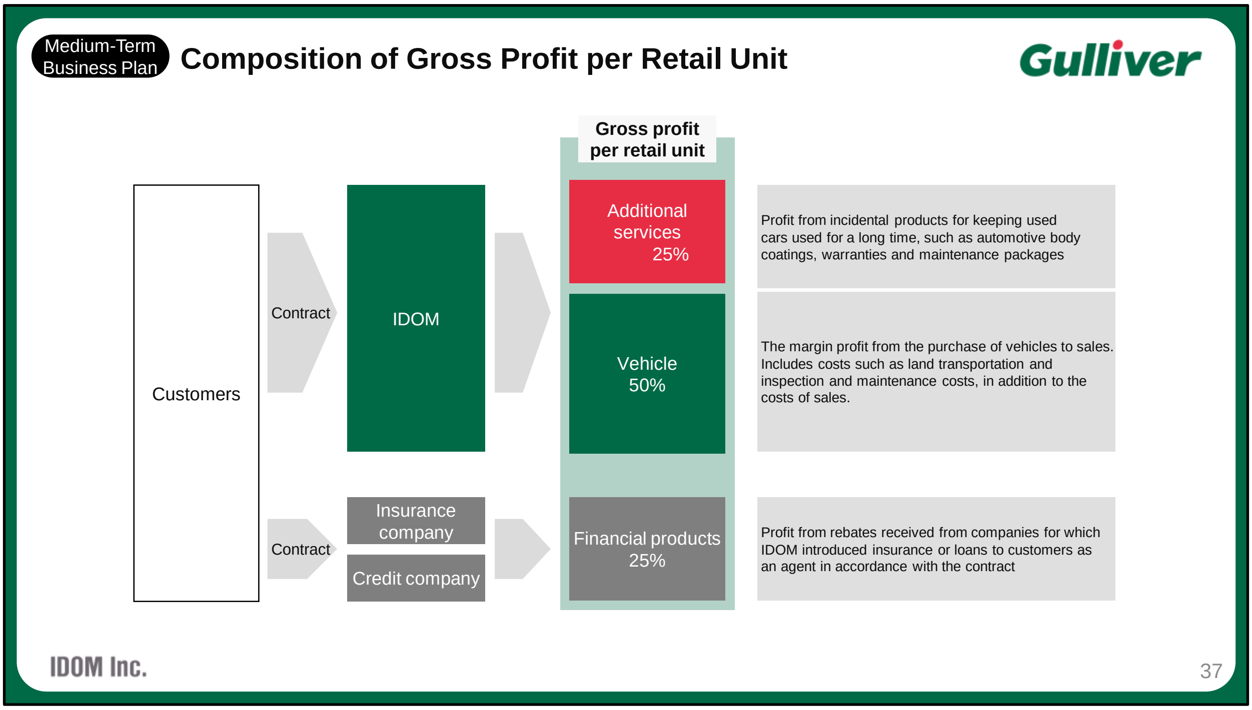
By not setting quotas, we emphasize the importance of employees focusing on customer service, and we have designed the system to avoid excessive incentive systems.

Gulliver

3. 4 Upward Revision of the Medium-Term Business Plan Targets

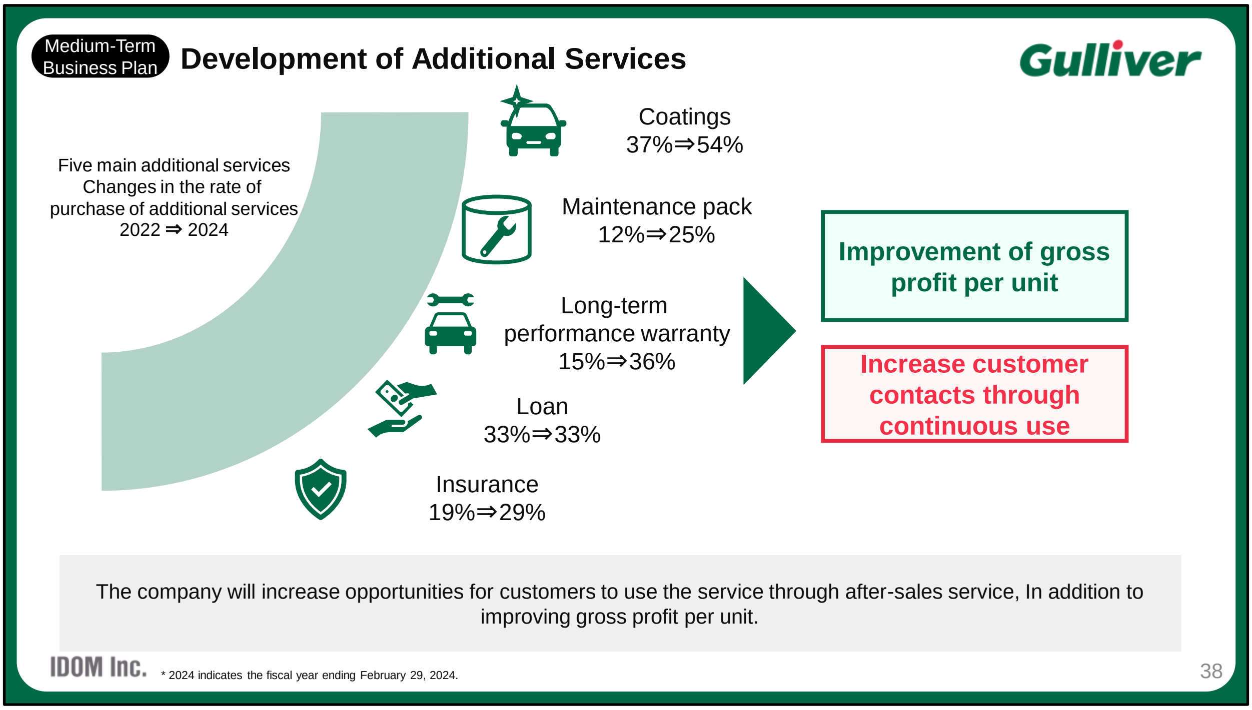
IDOM Inc.

From here, I will explain the upward revision of the medium-term business plan.



As we make upward revisions to our medium-term business plan, I would like to first explain the gross profit per retail unit.

Our gross profit per retail unit includes the followings
-Gross profit from a vehicle, the margin profit from the purchase of vehicles to sales
-Gross profits from additional services such as coatings and compensation to make used cars more comfortable to drive
-Gross profit on financial products received indirectly from insurance companies and credit sales companies as an agent



Next, I will explain the development of additional services.

In addition to selling vehicles, we are also developing additional services that allow customers to use used cars with peace of mind.

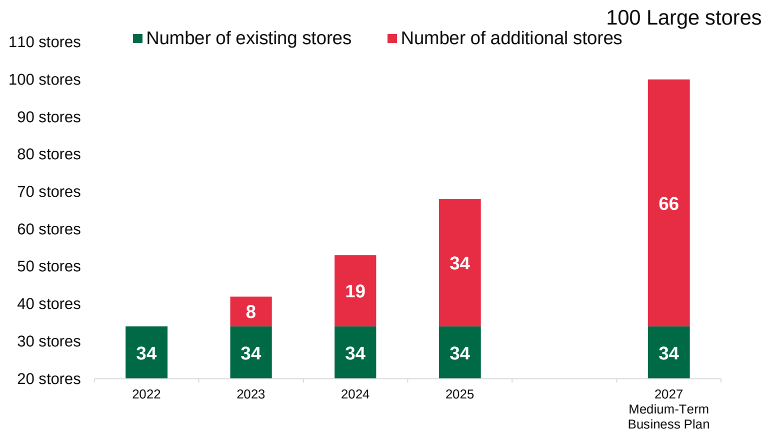
From 2022 onwards, the number of large stores with attached maintenance shops increased, and the attached rate of additional services has steadily grown.

By continuing to develop additional services, we aim to increase the number of points of contact with customers and maximize lifetime value.

Medium-Term Business Plan

Acceleration of Store Openings (Increasing the Number of Large Stores to a Total of 100)

Gulliver



	Initial Plan	Revised Plan
opening of large stores	50 stores	66 stores
Capital expenditures	20.0 billion yen	28.0 billion yen

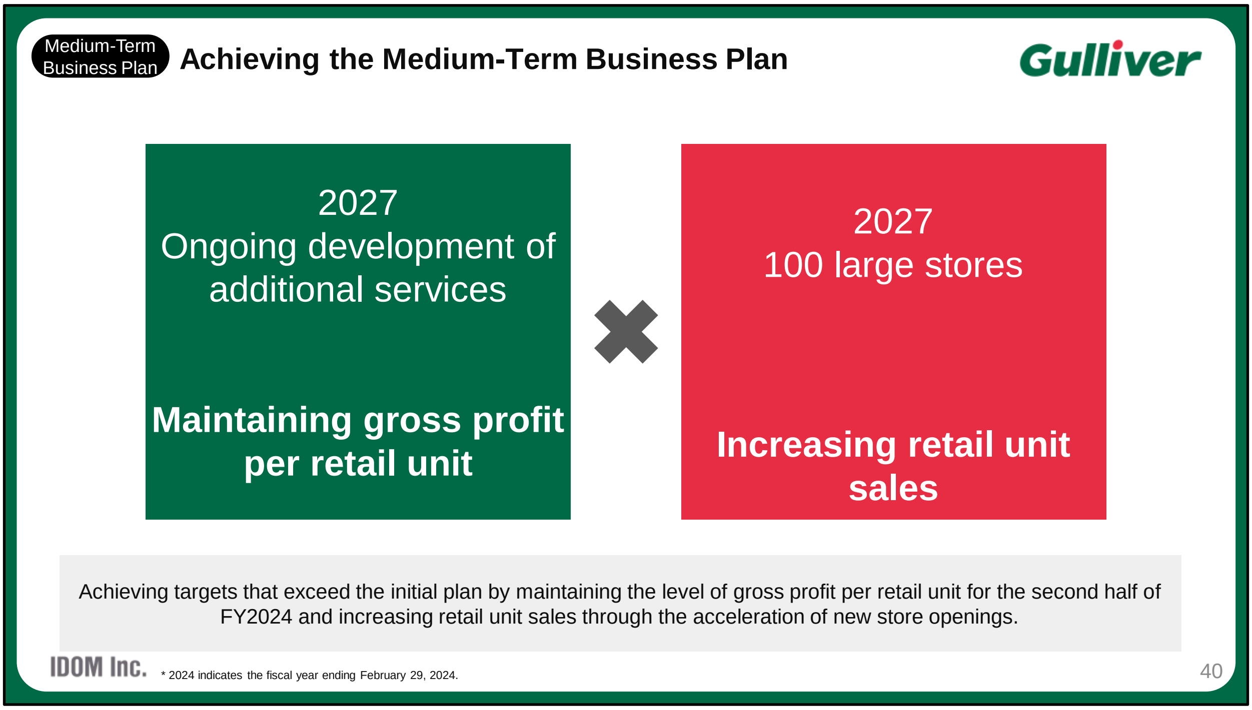
Assumptions and policies for capital expenditures

Format	Capital expenditures	Future Policies
Large stores	300 million yen	Aggressive expansion
Maintenance shops	200 million yen	Aggressive expansion

IDOM Inc. * 2024 indicates the fiscal year ending February 29, 2024. 39

Based on the know-how we have accumulated to date, we will open 66 stores, 16 more than planned in our medium-term business plan and aim for 100 large stores nationwide.

Furthermore, by improving the profit efficiency of large stores, we will expand the possibility of opening more stores in the future..



-Maintain gross profit per retail unit by improving the acquisition rate through the development of additional services

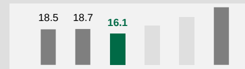
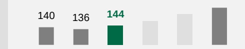
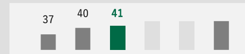
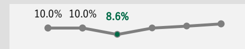
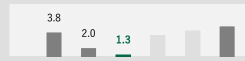
-Increase in retail unit sales due to expansion of trade area with 100 large stores nationwide

We will make upward revisions to our medium-term business plan by placing these two points at the core of our strategy.

Medium-Term Business Plan

Changes to Financial Targets in the Medium-Term Business Plan

Gulliver

		Initial Plan	New Targets	Progress (2022, 2023, 2024, 2025, 2026, 2027)	Progress as of 2024
P/L	Operating profit	21.0 billion yen	30.0 billion yen		○
Business	The no. of retail units in directly managed stores	170 thousand vehicles	170~190 thousand vehicles		○
	Gross profit per retail unit	–	440,000～410,000 yen		○
Investment efficiency	ROIC	10 % or higher	10 % or higher		○
Cash flows	Free cash flow	About 30 billion yen in 5 years	Positive for three consecutive fiscal years		○

New plan calls for operating income of 30 billion yen by improving gross profit margin level of retail units and accelerating store openings.

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

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The new target for the medium-term business plan for the fiscal year ending February 2027 is to aim for an operating profit of 30 billion yen.

Along with this, various KPIs have also been changed.

The Free cash flow target level has been changed as the pace of store openings has exceeded the previous target.

However, we recognize that a positive FCF is important as a criterion for financial stability.

We have set a new standard for cumulative FCF to be positive for three consecutive fiscal years.

Gulliver

4. Capital Policy and Dividends

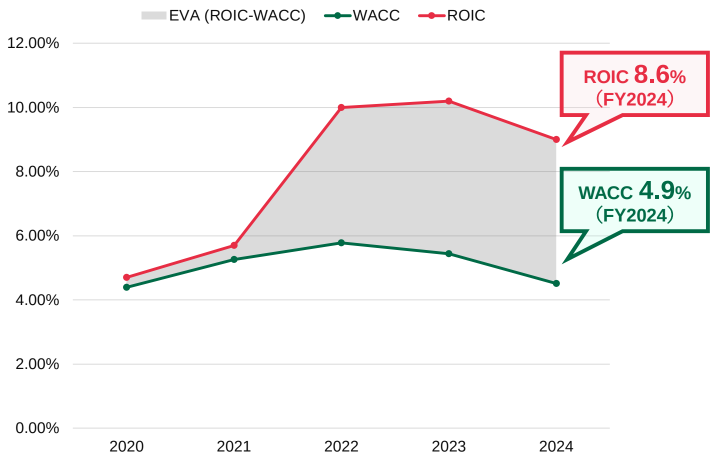
IDOM Inc.

Next, I will explain capital policy and dividends.

Capital

Recognition of the Cost of Capital

Gulliver



- We understand that the cost of capital has decreased to approximately 4% at present time due to a decline in β.
- Target ROIC: Maintaining a ROIC above 10%
- The company has already sold off the new car dealer business which had low capital efficiency.

IDOM Inc.

*WACC: Calculated based on the weighted average of the cost of shareholder's equity (risk-free rate + (β x market risk premium) + (current β x current risk premium)) and the cost of interest-bearing debt
* 2024 indicates the fiscal year ending February 29, 2024.

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We recognize our cost of capital to be around 5%.
The calculation method is detailed in the Appendix for your reference.

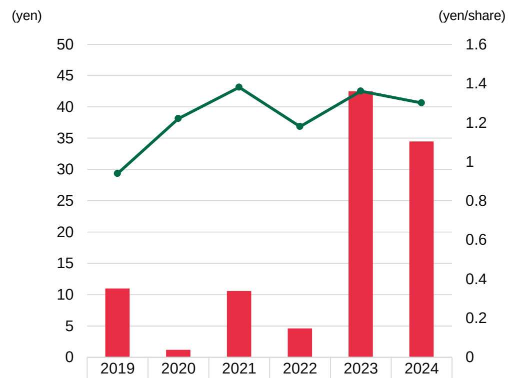
This fiscal year, due to asset increases from new store openings and decreased profit, our ROIC decreased from 10% to 8.6%.
However, the EVA spread, which represents the difference between ROIC and cost of capital, remains consistently around 4%.

Moving forward, as we plan for our medium-term business strategy, we aim to maintain ROIC levels above 10%.

Capital

Policies on Dividends, Share Buybacks, etc.

Gulliver



	2019	2020	2021	2022	2023	2024
Dividend per share(yen)	11	1.2	10.6	4.6	42.5	34.5
Payout ratio	292.00%	3.00%	72.00%	4.00%	30%	30%
PBR	0.94	1.22	1.38	1.18	1.36	1.3

Share buyback implemented (April 2020)

- Continuing the current dividend policy of allocating 30% of consolidated net profit in the current fiscal year to dividends for the current fiscal year
- It is planned to consider a share buyback when the PBR is close to 1.0.
- The company will prioritize growth investment first and increase profit to enhance its corporate value.

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

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This slide shows the dividend trends.

We previously distributed 30% of the previous fiscal year's consolidated net income to our shareholders.
However, starting from the previous fiscal year (FY2023), we have changed to returning 30% of the consolidated net income for the current fiscal year to shareholders.
As a result, the dividend payout ratio has been fixed at 30% since last year.

We will consider acquiring treasury stock when PBR approaches 1x.
In April 2020, we acquired treasury stock.

Going forward, we will continue to prioritize growth investments, increase corporate value by increasing profits, and increase shareholder returns.

Dividends

Dividend Policy

Gulliver

Dividend policy	Performance-based dividend
How to determine the amount of dividend	The dividends are calculated based on consolidated net profit attributable to owners of parent of current fiscal year x 30% (Changed from FY2023 dividends)

Dividend per share

	End of first half	End of fiscal year	Total
FY2024 (Forecast announced on Oct. 12)	14.41 yen	19.78 yen (18.75 yen)	34.19 yen (33.16 yen)
FY2025 (Forecast)	20.02 yen	20.61 yen	40.63 yen

IDOM Inc.

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This slide shows dividends for FY2024 and FY2025.

The dividend amount for the current fiscal year will be 34.19 yen for the full year.

Since we paid 14.41 yen in the first half, the second half dividend will be 19.78 yen per share.

Based on our profit growth plan, we forecast a full-year dividend of 40.63 yen for FY2025.

The used car industry underwent a significant transformation in the fiscal year ending February 2024, particularly regarding trust in used cars.

Even on a global scale, Japan, where the proportion of new car retail is high, still has ample room for expansion in its used car market by increasing trust in used cars.

With an awareness of being a leading company in the used car industry, we are committed to providing products and services that our customers trust. We are determined to challenge ourselves to grow together with our stakeholders.

We hope that you will continue to support IDOM's plans for growth.