

Material for New Investors

Updated: February 29th, 2024

TSE Prime **7599**

IDOM Inc.



1. About the Company	-3
2. Growth Strategies for the Domestic Business	-18
3. Data on the Used Car Market	-31
4. Young People's Perception of Cars and Their Action	-39
5. Store Photo Gallery	-42

1. About the Company



Gulliver



IDOM's Corporate Philosophy That Has Remained Unchanged Since Its Foundation



IDOM Corporate Philosophy

Growing Together

We aim to continue to grow together with our five key stakeholder groups to achieve a prosperous future through the embodiment of IDOM-ism.

Five Stakeholders

Society

Customers

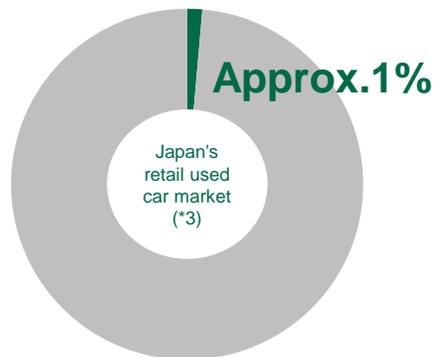
Employees

Partners

Shareholders

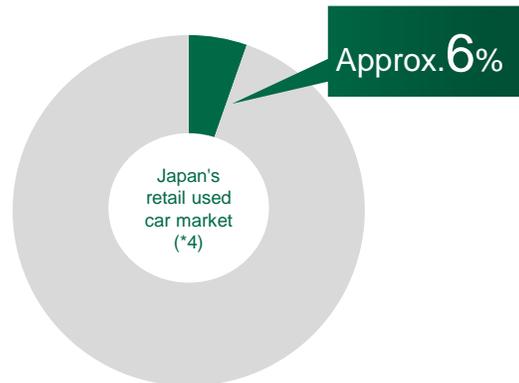
**Japan's used car market
The largest market share**

FY2012 (*1)



12 years later

FY2024 (*2)



Growth

Operating Profit
16.1 billion yen

Scale

Number of Employees
3,508

Number of Stores
406

Recognition rate of the
"Gulliver" brand:
94.9%

Efficiency

ROIC (*5)
8.6%

Stability

Equity ratio
38%

*1: FY2012 indicates the fiscal year ended February 29, 2012

*2: FY2024 indicates the fiscal year ended February 29, 2024

*3: Market share for FY2012 was calculated based on the proportion of IDOM's domestic retail unit sales to the size of the used car retail market in 2008, which was 2.40 million cars (data from Yano Research Institute).

*4: Market share for FY2024 was calculated based on the proportion of IDOM's domestic retail unit sales to the size of the used car retail market in 2022, which was 2.31 million cars (data from Yano Research Institute).

*5: Calculated based on figures in the consolidated financial statements in FY2024

Operating profit x (1 - Effective tax rate) / (Inventory + Fixed assets, weighted average of beginning and ending balance)

History of IDOM



Trend in consolidated operating profit

Founding—Purchasing and Wholesale Period

Experiencing rapid growth as a specialty store for used car purchases with a unique and unprecedented business model, we became the sole hyper-growth company in Japan at that time.

In the 1980s, when trade-ins were still the mainstream in the used car industry, IDOM rolled out the unique business model of the used car purchase specialty store. We continued to grow through pioneering initiatives, such as the introduction of an image-based sales system in 1998, which is now the mainstream approach, and in 2004 we became one of only a handful of hyper-growth companies in the world, and the only one in Japan at that time. (A hyper-growth company is one that achieves sales of one billion dollars—around 100 billion yen—within 10 years of its establishment).



The first store with only three employees at the time of foundation (Koriyama, Fukushima)

Listed on the First Section of the TSE in 2003

Opened 500 stores in 1999

Fastest IPO in history at the time in 1998

Founded in 1994

Transition to a Retail Model

As purchase-only stores increased, we shifted to a more profitable retail business model, implementing different retail initiatives including multi-channel operation.

From the 2000s onward, dealers backed by major manufacturers began to participate actively in the used car industry, leading to intensified competition among used vehicle purchasers. IDOM shifted to a more profitable retail business model. Our shift to a retail model can be divided into three phases: the early transition phase, in which we began to engage in retail sales together with wholesale at car purchasing stores, the intermediate transition phase, where we began opening dealerships rather than purchasing stores, and the final transition phase where we engaged in a range of trial retailing initiatives, such as opening dealerships with a multi-channel approach.



We operated a wide range of sales channels in the trial phase.

The Company's name changed to IDOM, Inc. from Gulliver International in 2016

New Retail Model

Release of "Medium-Term Business Plan 2023–2027" in April, 2022

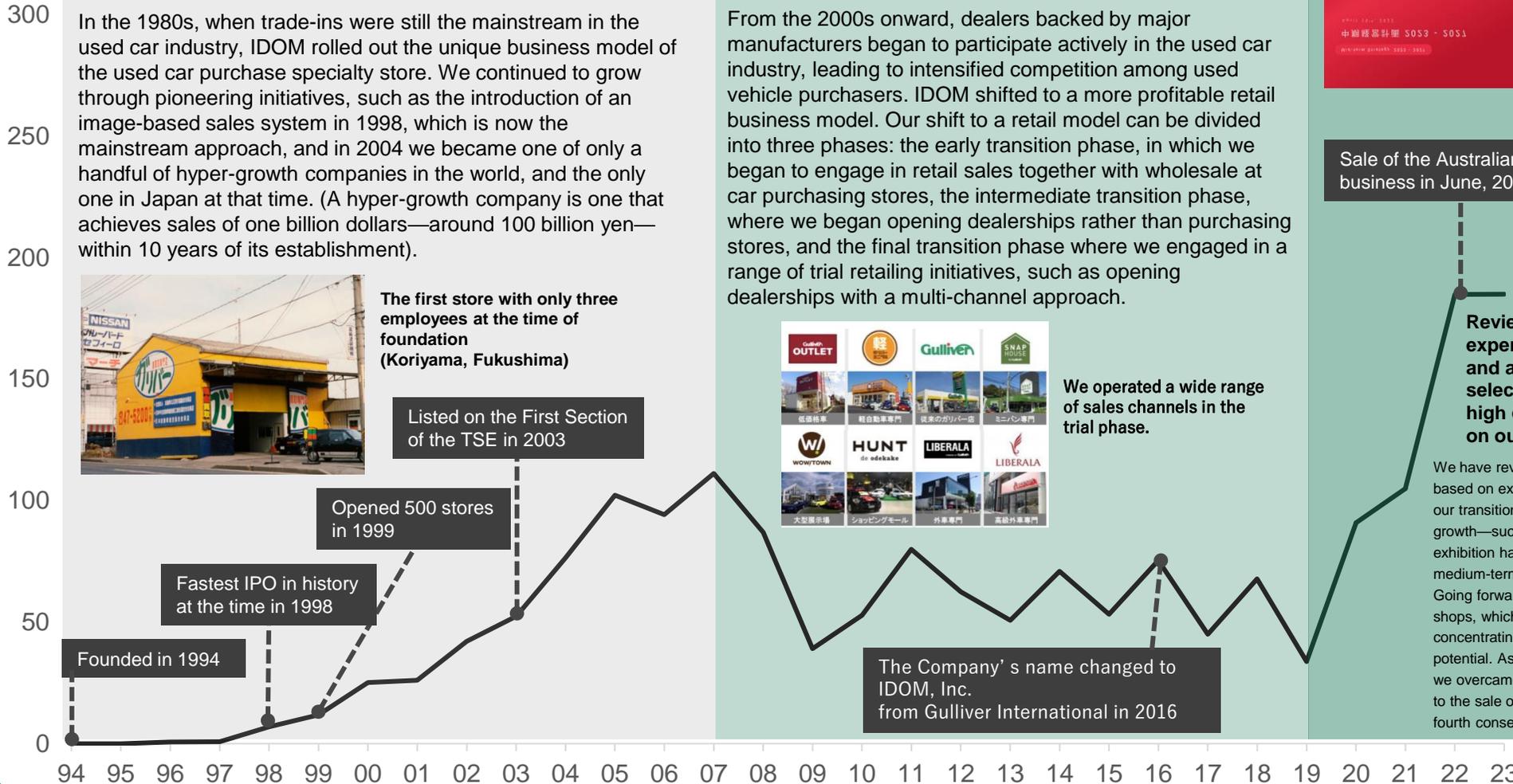


Kisarazu Kaneda store opened in January, 2023

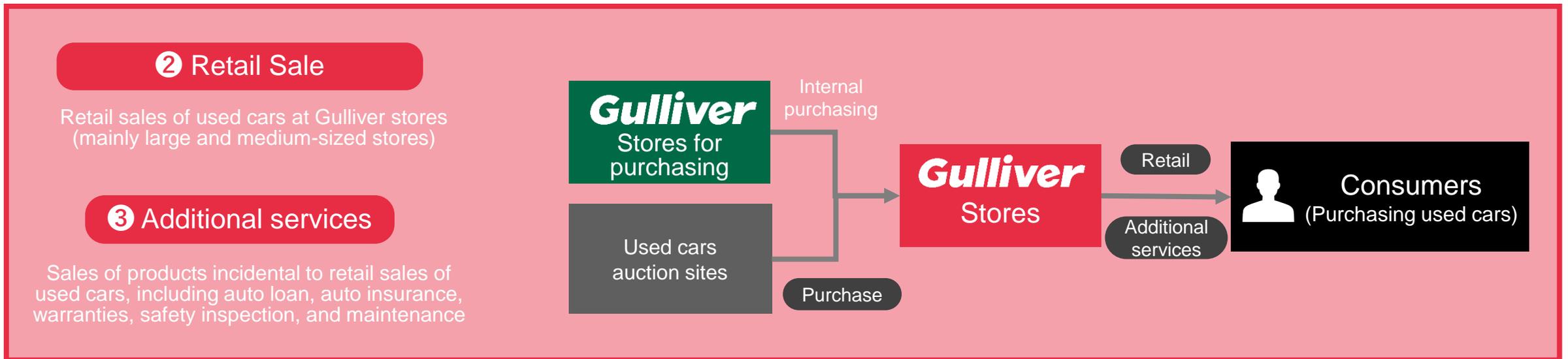
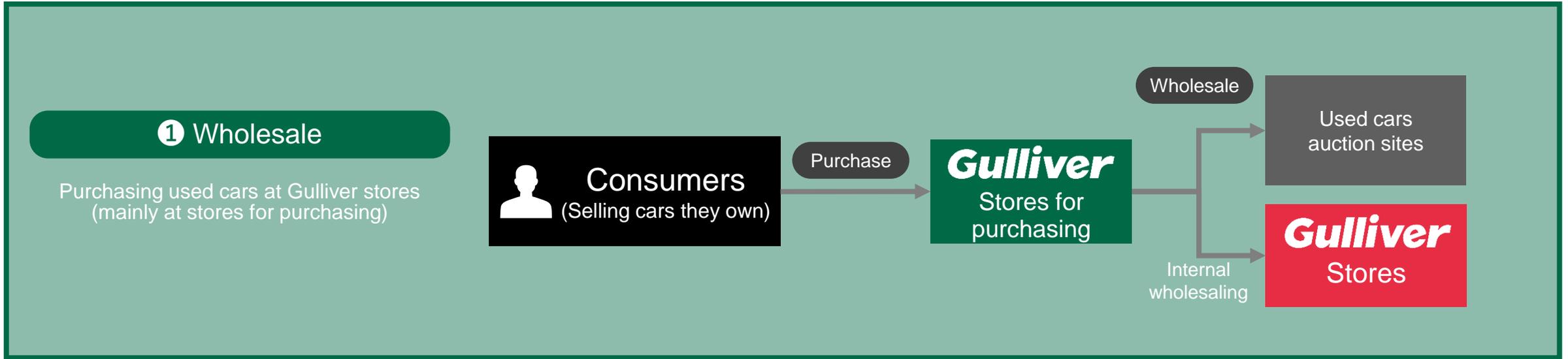
Sale of the Australian business in June, 2022

Reviewing our business portfolio based on experience gained during the transition period, and aiming to make further leaps forward by selecting and concentrating on businesses with high capital efficiency and growth potential, based on our medium-term business plan.

We have reviewed our business portfolio and formulated a growth strategy based on experience gained and issues identified through various trials during our transition to a retail model, which will serve as a foothold for future growth—such as confirming the high degree of capital efficiency of large-scale exhibition halls through our multi-channel approach. IDOM has announced its medium-term business plan as a specific plan for achieving further growth. Going forward, we will continue to open large-scale stores and maintenance shops, which are the pillars of our growth strategy, by selecting and concentrating on businesses with higher capital efficiency and growth potential. As our most recent result, in the fiscal year ended February 2023, we overcame factors leading to a decrease in profit—around 5 billion yen due to the sale of our Australian business—to achieve an increase in profits for the fourth consecutive year.



Distribution Flow of Main Business



Five Competitive Edges of IDOM's Businesses



1	Brand power	Ability to attract customers using the well-known Gulliver brand	<ul style="list-style-type: none">Brand recognition surveys (IDOMs own survey and surveys by research companies) <p>Recognition rate of the "Gulliver" brand: 94.9%</p>
2	Number of customers	Number of customers based on the huge number of cars that IDOM has traded since its foundation	(Cumulative total) Number of cars purchased + Number of cars sold: 4.6 million cars
3	Sales capabilities	Development and improvement of long-term human resource development plan focused on recruitment of new graduates	<ul style="list-style-type: none">Cumulative total retail unit sales: More than 1.2 million carsEnhanced services incidental to retailing
4	IT utilization capabilities	Promotion of DX and shift to AI	Concentrated human resources on the retail business by automating the operation of the purchase business and inventory management
5	Ability to respond to the environment	From purchasing to retailing	Shifted from purchase-oriented business to retail business by responding flexibly to changes in the business environment



Earning the trust of our customers

Since its founding, IDOM has aimed to achieve continuous growth together with its five stakeholder groups—society, customers, partners, shareholders, and employees—based on its philosophy of "Growing Together" in prosperous coexistence. We have recognized the importance of earning the trust of customers since our founding. We have been working to transform the vehicle distribution and retail sales industry—such as by establishing a vehicle purchasing business model and an Internet-based sales model to overhaul and increase the transparency of automobile sales transactions, which have been regarded as opaque in the past. In recent times, the business environment surrounding the used car distribution industry is constantly changing, as are consumer confidence and the social environment. Through its business, IDOM will tirelessly tackle various issues associated with these changes, free from preconceived notions.

Ideas behind the company name IDOM

The company name "IDOM" is derived from the Japanese word "idomu" which means "to challenge" or "to take on," and expresses our desire to share the spirit of continuing to take on challenges—which has remained unchanged since our founding—within the company and to spread it to the outside world.

IDOM Inc.

Established: 1994

Listed: 1998

Directly managed stores: 406

Franchise stores: 61

(as of the end of February 2024)

Retail car sales at IDOM directly managed stores

144,487 cars

Fiscal year ended February 29, 2024

Major Group Companies

(Japan)

- Tokyo Mycar
- IDOM CaaS Technology

(Overseas)

- (U.S.A.)
 - Gulliver U.S.A.
 - Gulliver EAST

Number of cars purchased at IDOM directly managed stores

162,630 cars

Fiscal year ended February 29, 2024

Number of employees (consolidated)

3,508

As of the end of February 2024

History



	Company	Business	Award
1994	<ul style="list-style-type: none"> Gulliver International established 		
1998	<ul style="list-style-type: none"> Shares traded on the over-the-counter market (after the second shortest period from establishment) 	<ul style="list-style-type: none"> Operation of Dolphinet System started 	
1999		<ul style="list-style-type: none"> Number of Gulliver stores, mostly member stores, reaches 500 	
2000	<ul style="list-style-type: none"> Listed on Second Section of TSE (after the shortest period from establishment) 		
2002			<ul style="list-style-type: none"> Award for Advancement of Excellence in IR received (Japan Investor Relations Association)
2003	<ul style="list-style-type: none"> Listed on First Section of TSE 		
2004	<ul style="list-style-type: none"> Gulliver USA, Inc. established 		<ul style="list-style-type: none"> Japan's first hyper-growth company* * Term used in the U.S.A. for companies that record sales of 1 billion dollars within 10 years of establishment
2006		<ul style="list-style-type: none"> Head office moved to Marunouchi 	<ul style="list-style-type: none"> Porter Prize received
2008		<ul style="list-style-type: none"> Two presidential system started 	<ul style="list-style-type: none"> Second Japan 300 High-Service Award received (Service Productivity & Innovation for Growth)
2009		<ul style="list-style-type: none"> 10-year guarantee service started 	
2010	<ul style="list-style-type: none"> Shares of G-one Credit Services, the financial service subsidiary, transferred to SBI Holdings 		

History



	Company	Business	Award
2011		<ul style="list-style-type: none"> ● Pre-delivery maintenance service center launched 	<ul style="list-style-type: none"> ● Ranked 29th in “Best Workplaces” (Great Place to Work® Institute Japan) Awarded for 7 consecutive years
2012	<ul style="list-style-type: none"> ● Motoren Global established (BMW/MINI dealerships in Hokkaido started) 	<ul style="list-style-type: none"> ● WOW! TOWN Makuhari, a large showroom, opened 	<ul style="list-style-type: none"> ● Received IT Japan Award 2012 (Nikkei Computer)
2014	<ul style="list-style-type: none"> ● First store in New Zealand opened 	<ul style="list-style-type: none"> ● Display and sale store openings accelerated under the medium-term business policy 	
2015	<ul style="list-style-type: none"> ● All shares acquired in Nakamitsu Motors, which operates BMW/MINI dealerships in Chiba; changed the company’s name to Motoren Glanz ● Sixty-seven percent of shares acquired in Buick Holdings Pty Ltd., new car dealers in Western Australia 	<ul style="list-style-type: none"> ● System for centralized appraisal of purchases at the head office renewed (mobile devices for appraisal at each store introduced) ● Kurumajiro (presently Gulliver FleMa) service started 	
2016	<ul style="list-style-type: none"> ● The Company’s name changed to IDOM, Inc. 	<ul style="list-style-type: none"> ● NOREL service started 	
2017			<ul style="list-style-type: none"> ● Selected as “2017 Competitive IT Strategy Company” (Ministry of Economy, Trade and Industry, Tokyo Stock Exchange) ● Ranked 18th in “Best Workplaces,” the top ranking
2018	<ul style="list-style-type: none"> ● Acquired a new car dealer group in Melbourne, Australia 		
2019		<ul style="list-style-type: none"> ● C2C car sharing service, GO2GO, started 	
2020	<ul style="list-style-type: none"> ● NOREL and GO2GO new services acquired by IDOM CaaS Technology 		

History



2021

Company

- Transferred shares of Motoren Global and Motoren Glanz (Withdraw from domestic new car dealer business)

Business

Award

- Received a Certificate of Merit related to a Medal with Dark Blue Ribbon from the Japanese government. (UNICEF support that we have been working on since 2011)

2022

- Transferred shares of IDOM Automotive Group Pty Ltd. and Gulliver Australia Pty Ltd. (Withdraw from Australian new car dealer business)
- Establishment of the Nomination and Remuneration Committee

- Head office moved to current location
- Announcement of the 'Medium-Term Business Plan 2023-2027,' focusing on the growth strategy pillars of large-scale stores and maintenance shops

2023

- Absorption-type merger of Gulliver Insurance Co., Ltd.

- Ranked 7th in “Best Motivation Company 2023” in the Major Companies category (Motivation Cloud)

Directors, Auditors and Advisers (As of the end of February 2024)



Yusuke Hatori



Takao Hatori

Internal
 President
Yusuke Hatori

Born in 1971. Joined Gulliver in 1995, a year after its foundation. Established several stores, starting with the Sapporo store. After serving as director, executive director, and senior executive director, appointed representative director and president in 2008 with the start of the dual president structure. Currently responsible for corporate strategy and supervises the overseas business, among other operations.

Internal
 President
Takao Hatori

Born in 1972. Joined Gulliver in 1995, a year after its foundation and established the first store in the Kanto area. After serving as director, executive director, and senior executive director, appointed representative director and president in 2008 with the start of the dual president structure. Currently responsible for corporate strategy and supervises all directly managed stores.



Ryo Nishihata



Jun Sugie

Internal
 Director CFO
Ryo Nishihata

Born in 1958. After working at Toa Nenryo Kogyo Co., Ltd.(currently ENEOS Co., Ltd.), joined TERUMO Co., Ltd. and appointed executive officer and CAFO (Chief Accounting & Financial Officer). Joined the Company in March 2020 as CFO (Chief Financial Officer). Appointed director of the Company in 2023.

Outside
Independent Director
 Director
Jun Sugie

Born in 1956. Joined the Ministry of Finance and works as chief of the Tokyo Regional Taxation Bureau among other important posts. Appointed director of IDOM in 2017. Currently serves as Vice Chairman and Senior Director of The Investment Trusts Association, Japan and Outside Director of Sumitomo Mitsui Construction Co., Ltd.



Koichi Noda



Takenobu Sugama

Outside
Independent Director
 Director
Koichi Noda

Born in 1966. Graduated from Harvard Business School. Works for Rakuten, Inc. as an executive officer, Walmart Japan Holdings as Chief Human Resources Officer and Chief Management Officer, Works Human Intelligence Co., Ltd. as Chief Human Resources Officer (CHRO) and WHI Holdings Co., Ltd as Chief Human Resources Officer (CHRO). Appointed director of the Company in 2018. Currently serves OKAN Inc. as an Outside Director.

Internal
 Auditor (Full-time)
Takenobu Sugama

Worked at Mac Projects Co., Ltd. (currently Media Power Co., Ltd.) before joining AKATORI Shopping Department Stores Co., Ltd. (currently AKATORI Co., Ltd.) as Senior Managing Director. Joined the Company in 1996. Appointed an executive officer in 2003. Appointed Auditor (full-time) of the Company in 2021.



Tadaaki Kimura



Kaoru Ninomiya

Outside
Independent Director
 Auditor
Tadaaki Kimura

Certified public accountant. Appointed an Audit & Supervisory Board member of the Company in 2020. Currently CEO of adlight Inc. and an Outside Director of euglena Co., Ltd. (a member of the Audit and Supervisory Committee).

Outside
Independent Director
 Auditor
Kaoru Ninomiya

Chairperson of Social Contribution Committee of Calbee, Inc. Appointed an Audit & Supervisory Board member of the Company in 2021. Currently Social Contribution Committee of Calbee, Inc.

Honorary Chairman
Kenichi Hatori

Founds Gulliver in 1994. Appointed Representative Director and Chairman of Gulliver in 2008. Appointed Honorary Chairman in 2016.

Advisor
Hideo Yamada

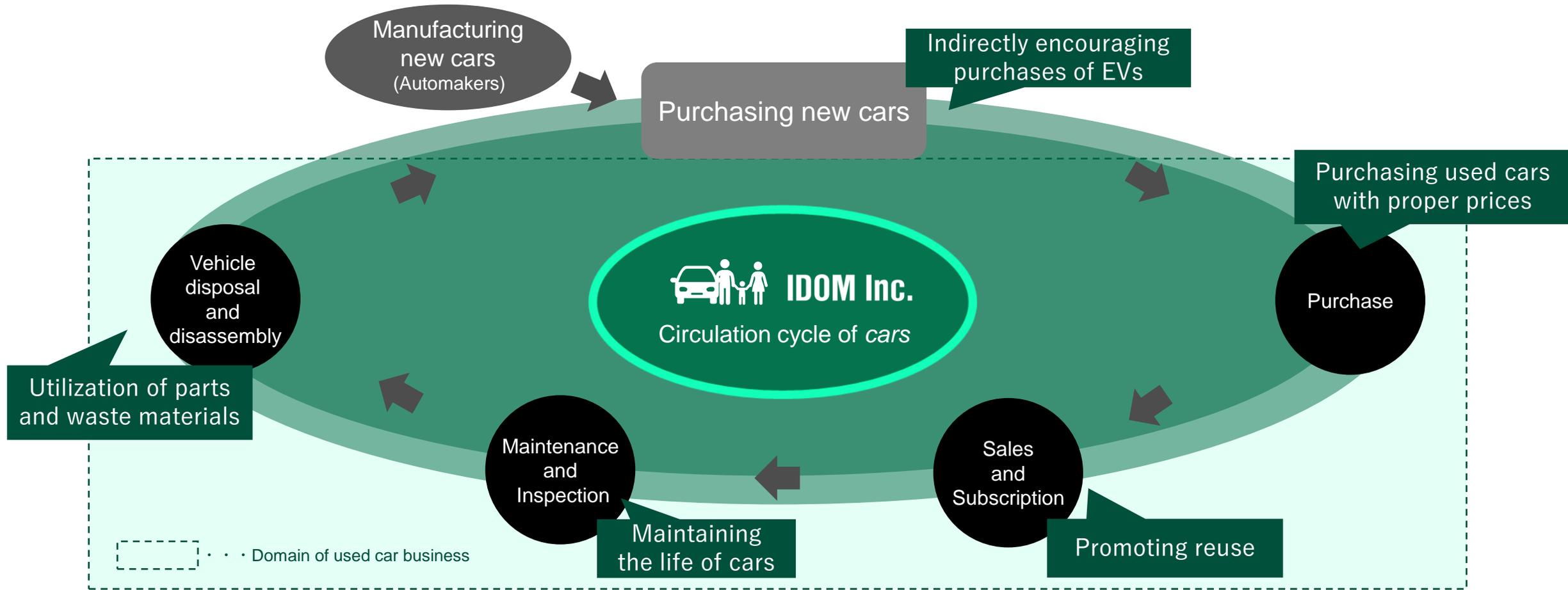
The 12th Commissioner General of the National Police Agency. Appointed advisor of Gulliver in 2016.

ESG/IT Initiatives



Environment	Highly transparent used car distribution and recycling-based business model	<ul style="list-style-type: none"> ● IDOM non-consolidated sales (units) in the fiscal year ended February 2023 Retail: 135,599; Wholesale: 11,793
	Reducing environmental load	<ul style="list-style-type: none"> ● Advancing paperless operations (reduction of use of paper resources through digitization of sales contracts and online sharing of documents) ● Installing LED lighting at the head office and stores
Society	Improving employee motivation	<ul style="list-style-type: none"> ● Using external evaluations (ranked 7th in “Best Motivation Company 2023” in the Major Companies category)
	Workstyle reform	<ul style="list-style-type: none"> ● Changing workstyles and improving productivity with IT, building an environment for remote work ● Reinforcing work hours management and introducing a hotline ● Introduction of Area Employee System
	Personnel development	<ul style="list-style-type: none"> ● Enhancing the education system (training system, e-learning) ● CS-focused personnel evaluation system
	Respecting diversity, women’s active participation	<ul style="list-style-type: none"> ● “Sakura Project” to support the active participation of women
	Offering new value in the use of cars	<ul style="list-style-type: none"> ● NOREL used car service that enables the switching and sharing of vehicles (since 2016) ● C2C car sharing service GO2GO (since 2019)
	Coexistence with communities	<ul style="list-style-type: none"> ● Nationwide store openings, coexistence with local communities (number of directly managed stores: 397 as of February 2023) ● Inventory sharing system to sell reliable, high-quality cars nationwide
	Pursuing customer satisfaction	<ul style="list-style-type: none"> ● Continuing to conduct CS surveys ● Conducting blind surveys regularly ● Implementation of Quality Checks for Vehicles on Sale by External Agency (AIS) ● Commencement of Camera Installation at Maintenance Facilities
	Reliability of products	<ul style="list-style-type: none"> ● Introducing a return system, providing a warranty service for 10 years maximum
Governance	Social support	<ul style="list-style-type: none"> ● Gulliver Car Support Part 1 (Provided 10,000 units of used cars free of charge for three months during the COVID-19 state of emergency) ● Gulliver Car Support Part 2 (Provided 100 units of safety equipment free of charge for kindergarten buses in response to an accident in which a child was left.)
	Sustainable enhancement of corporate value through engagement	<ul style="list-style-type: none"> ● Reflecting investors’ opinions in management and IR activities (IR meetings held: approx. 250 in fiscal year ended February 2023)
	Management risk management	<ul style="list-style-type: none"> ● Compliance education, raising awareness (conducting compliance tests, creating compliance sites and distributing internal newsletters) ● Establishing Fair Evaluation Committee, sharing evaluation items in the Company ● Raising awareness of internal regulations (information security regulations and personal information management regulations) ● Operating a whistleblowing system ● Establishment of the Nomination and Remuneration Committee
IT	Use of IT	<ul style="list-style-type: none"> ● Creating an organization that advances IT and business at the same time

Circulation Cycle of Used Car Business



IDOM circulates used cars to encourage consumers to replace their cars with EVs, thus helping society achieve carbon neutrality.

Dividend Policy

Performance-linked

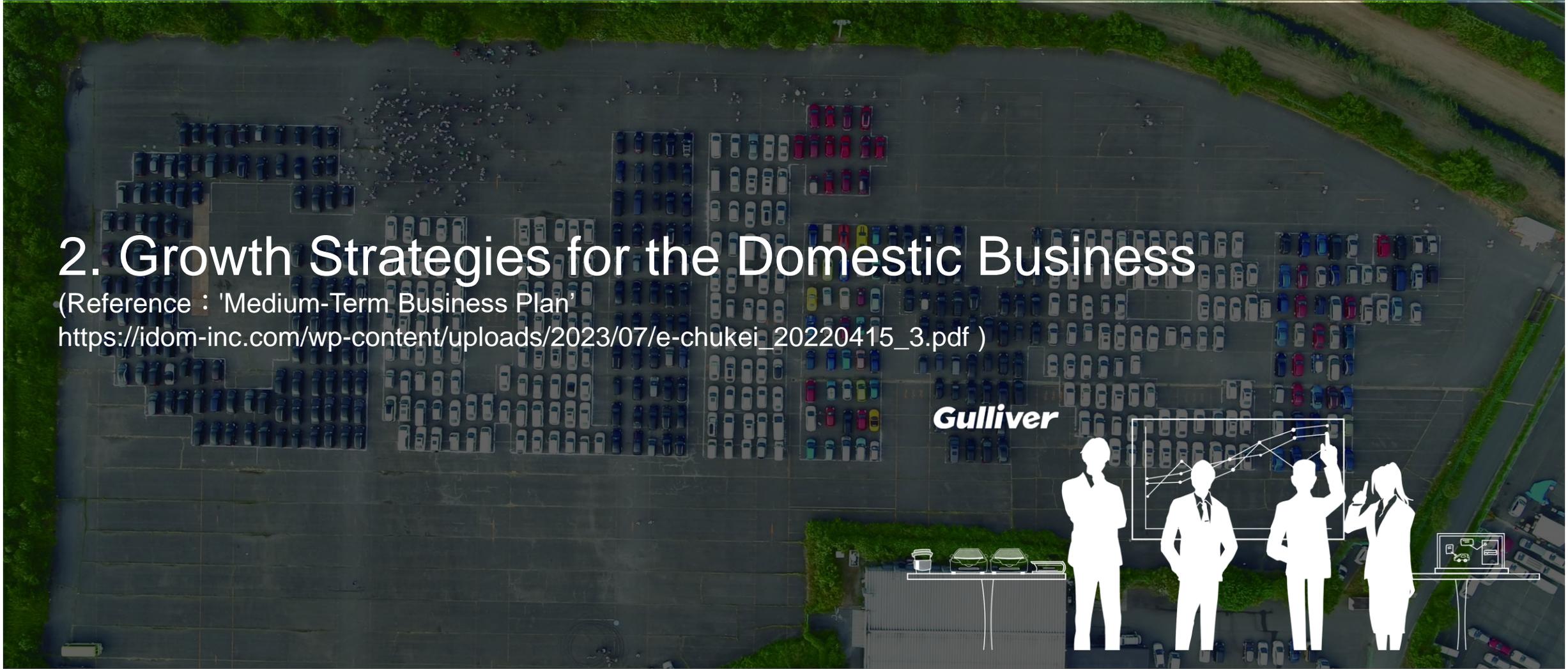
Dividend Calculation Method

“Profit attributable to owners of parent for the Fiscal Year Under Review” × 30%

2. Growth Strategies for the Domestic Business

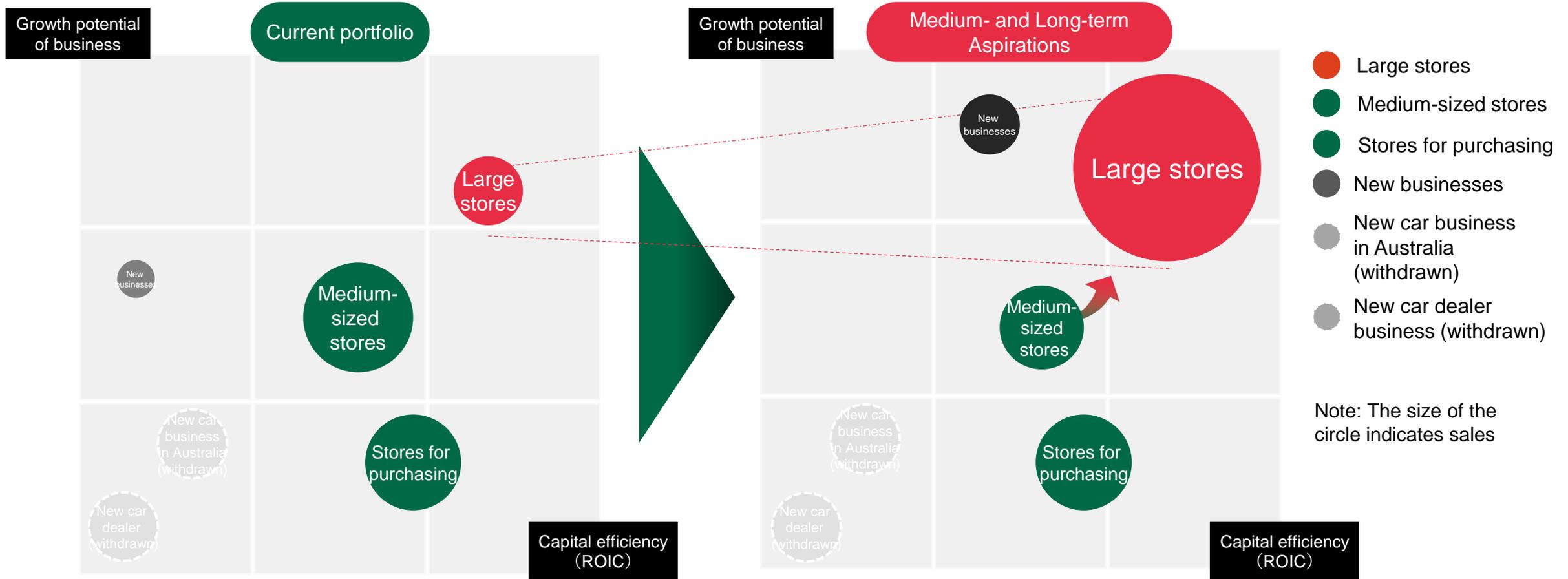
(Reference : 'Medium-Term Business Plan')

https://idom-inc.com/wp-content/uploads/2023/07/e-chukei_20220415_3.pdf)

The background of the slide is an aerial photograph of a large parking lot filled with cars. The cars are arranged in neat rows. In the center-right of the parking lot, the word "Gulliver" is overlaid in a white, bold, sans-serif font. In the bottom right corner, there are white silhouettes of four business professionals (three men and one woman) standing around a table. One man is pointing at a line graph on a screen. There are also silhouettes of a laptop and some documents on the table.

Gulliver

Business Portfolio as a Medium- to Long-Term Goal



We will focus on businesses with high growth potential and capital efficiency to redistribute management resources. Moving forward, we will invest intensively in expanding large stores with high growth potential and capital efficiency.

Positioning of the Medium-Term Business Plan and Its Three Themes

Position of Medium-Term Business Plan

IDOM aims to **improve asset efficiency** and **facilitate growth** simultaneously with an eye on a mobility-based society in the future

Three themes



① Increasing value for customers

Provide safe and secure used cars to as many customers as possible.



② Brand strategy

Improving profitability by taking full advantage of the high visibility of the Gulliver brand



③ Contribute to the realization of a sustainable society

Contribution to environmental issues through business

Specific initiatives

(1) Expanding large stores

(2) Expanding maintenance shops

(1) Integrating brand and shifting to large stores

(2) Enhancing owned media

(1) Encouraging consumers to replace their cars with used EVs

(2) Promotion of switching to new EVs

Themes of the Medium-Term Business Plan ①



Increasing value for customers

Provide safe and secure used cars to as many customers as possible.
Provide a good selection of after-sales and incidental services.

Specific actions

(1) Expanding large stores

Roll out large stores to offer an overwhelmingly large number of safe and secure used cars and a great selection of incidental services.

(2) Expanding maintenance shops

Enhance maintenance shops to provide a good selection of after-sales services

Target

Open 50 stores in five years and establish operations centered on 80 large stores

The number of large stores

As of the end of February 2024

53 stores

2027
(5 years later)

80 stores

Features and Outline of Large Stores



Features

- ① Refined store design
- ② Number of displayed cars that is among the largest in each area
- ③ Prices and product lineup optimized for each area
- ④ Negotiation area for enjoying choosing a car

Outline

Site area	8,000 m ² or more
Number of exhibited vehicles	About 300

Capital expenditures	About 200 million yen
Payback period	About 3 years (cash flow after tax, recovery of capital investment)

Role Model for Large Stores (Example of Makuhari Store)



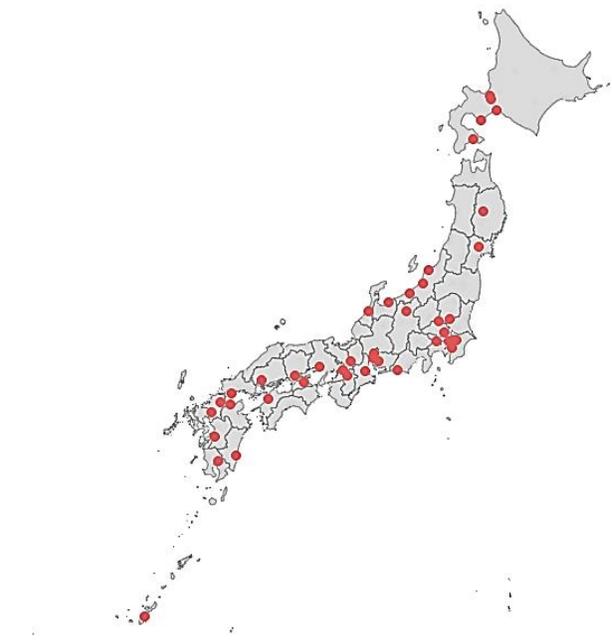
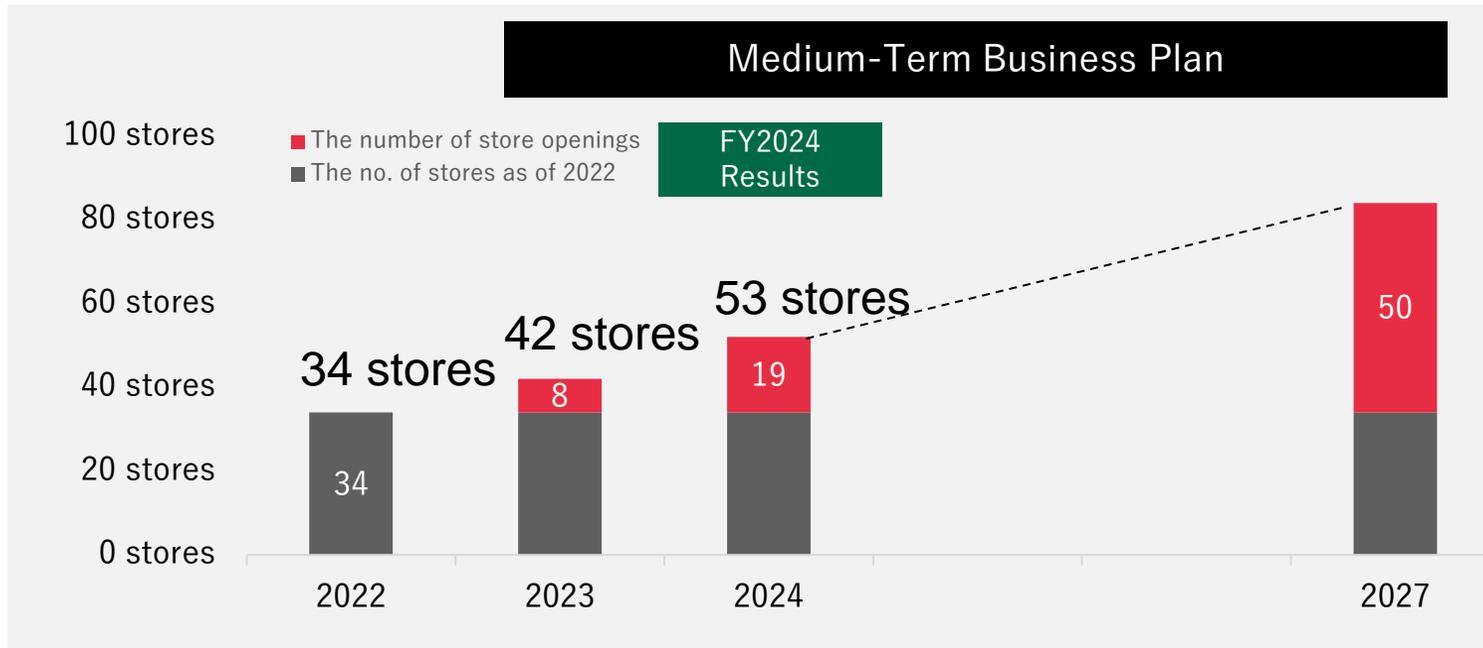
Makuhari Store

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

Progress of Large Store Opening Strategy

Progress of large store openings (2023~2027)

Existing large stores



Plans to open 50 large-scale stores by the end of February 2027.

Features and Outline of the Maintenance Shops



Features

- ① Complete with latest equipment
- ② Attached to a Gulliver store
- ③ Refined exterior design
- ④ Generous waiting area for customers
- ⑤ Sheet-metal workshop also attached in some areas

Outline

Work items	Safety inspections and maintenance before delivery	Capital expenditures	About 200 million yen
Number of Maintenance Shops	29 15 of them are designated maintenance shops. (as of February 29, 2024)	Payback period	About 3 years (cash flow after tax, recovery of capital investment)

Ensuring Transparency at Workshops



*Video recordings of work

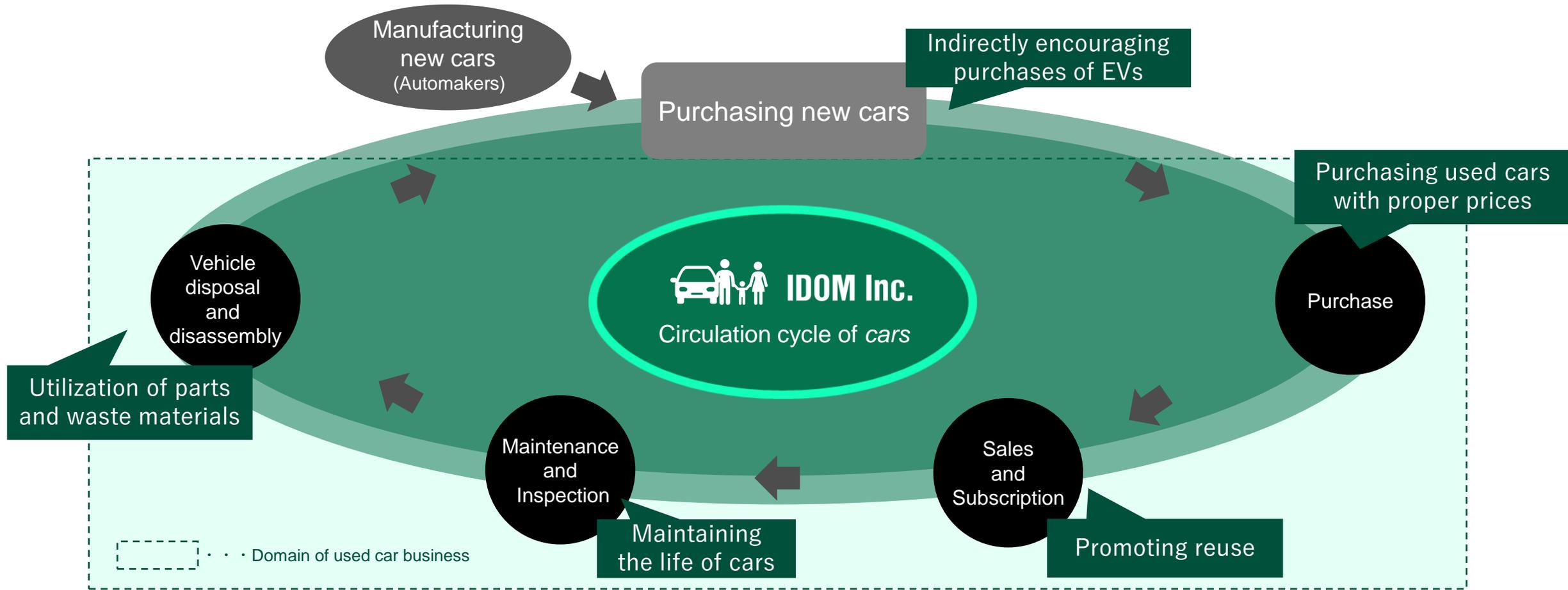


*Cameras installed in a workshop

At workshops, the number of which is increasing, the Company ensures transparency and enables customers to directly see work there.

Cameras are being installed at workshops one by one to expand the scope of work that customers can see.

Maximizing Lifetime Value



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

Themes of the Medium-Term Business Plan 2



Brand strategy

Improve profitability by maximizing the high visibility of the Gulliver brand

Specific actions

Integration into the Gulliver brand

Concentrating on the Gulliver brand to increase the number of customers without depending on advertising media

Enhancing owned media

Attracting more customers with owned sites

Target

Improved Profitability



Contribute to the realization of a sustainable society

Strengthening the business model that facilitates the cyclical flow of cars, thus contributing to solving environmental issues through business

Specific actions

(1) Promotion of switching to used EVs

Retailing used EVs and HEVs by setting prices based on market rates

(2) Promotion of switching to new EVs

Revitalization of used car distribution by promoting the switch to new EVs and HEVs

Changes to Financial Targets in the Medium-Term Business Plan



		Initial Plan	New Targets	Progress	Progress as of 2024
				2022 2023 2024 2025 2026 2027	
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		○

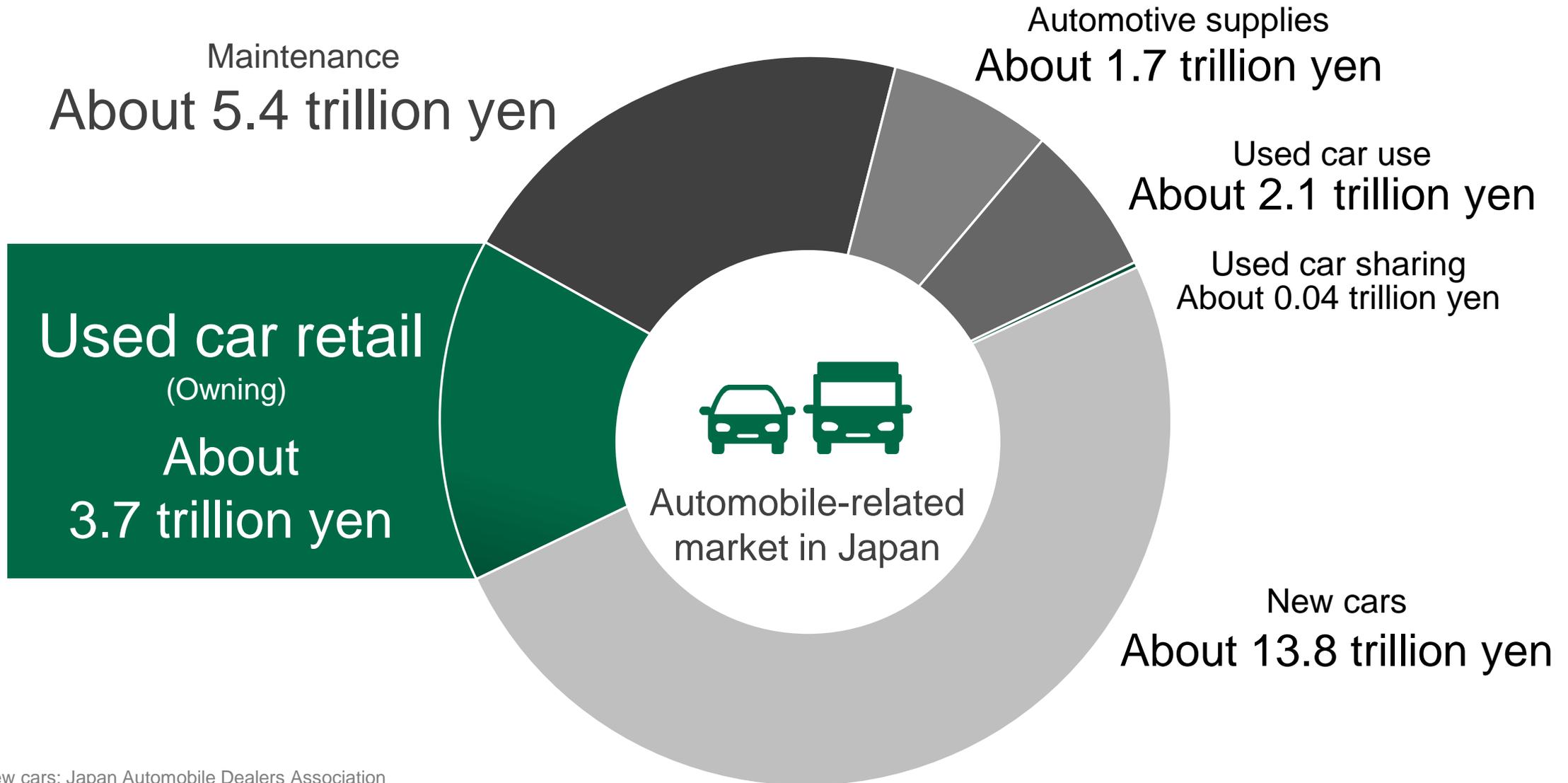
New plan calls for operating income of 30 billion yen by improving gross profit margin level of retail units and accelerating store openings.

3. Data on the Used Car Market

Gulliver



Huge Used Car Retail Market Exceeding 3.7 Trillion Yen



New cars: Japan Automobile Dealers Association
Vehicles other than new cars: 2018 overview of automobile aftermarket by Yano Research Institute

Used car retail
(Owning)
About
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.

There is room for IDOM to expand its market share

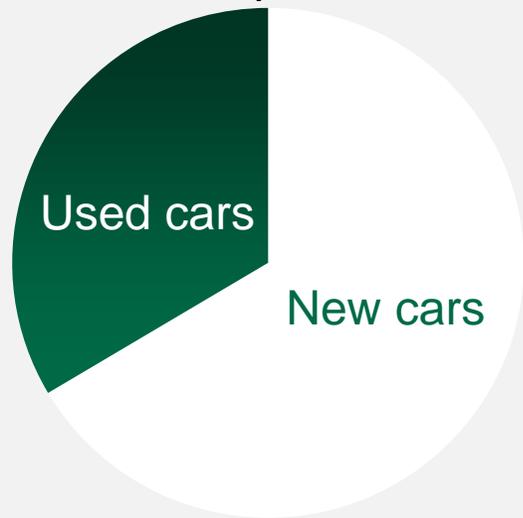
The circulation number of used cars is estimated to be approximately 2.68 million units. IDOM has a share of about 5% in retail sales (number of units).

Japan's Used Car Market with Much Lower Ratio than Those in the United States and Europe

Ratio of used cars in Japan (*1)



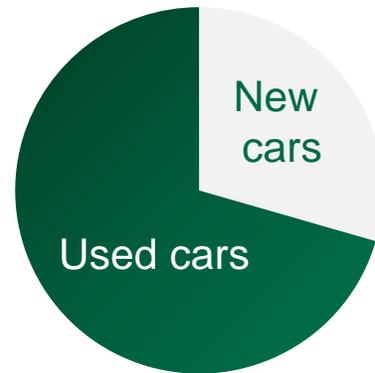
Japan



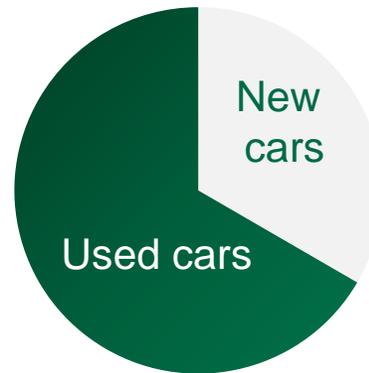
Ratio of used cars in the United States and Europe(*2) (*3) (*4) (*5)



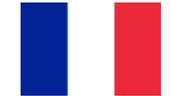
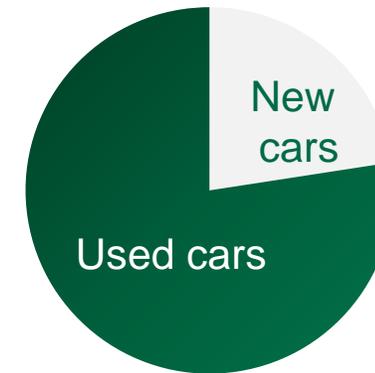
United States



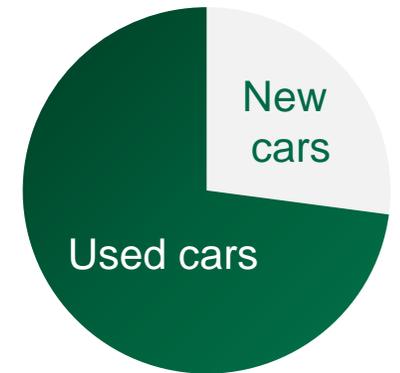
Germany



United Kingdom



France



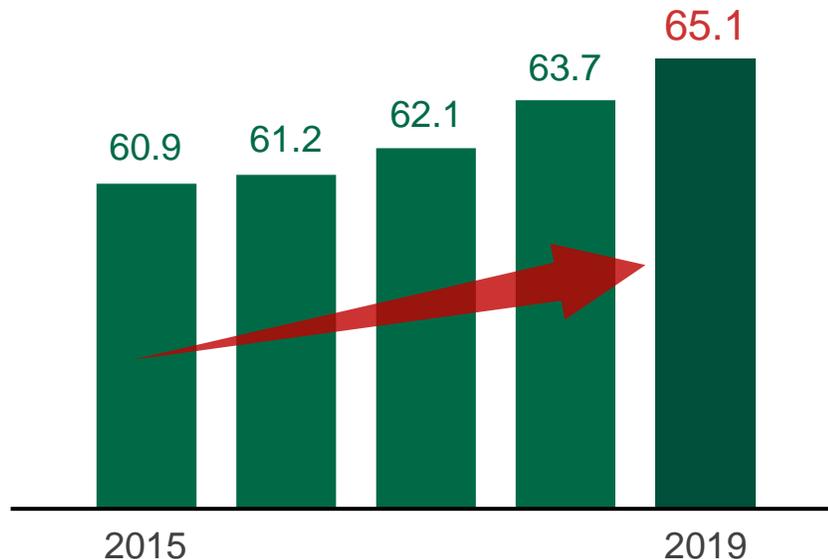
*1: New cars: 2019 data from Japan Automobile Dealers Association
 Used cars: 2020 overview of used car distribution by Yano Research Institute
 *2: New cars: 2019 MarkLines Automotive Industry Portal
 Used cars: edmunds 2019 Used Vehicle Report
 *3: 2019 vehicle data from the Society of Motor Manufacturers and Traders (SMMT)

*4: 2019 Statistics of Vehicles of Kraftfahrt-Bundesamt (KBA)
 *5: 2017 Automotive Industry in France of Committee of French Automobile Manufacturers (CCFA)

Consumers' resistance to used cars has been falling.

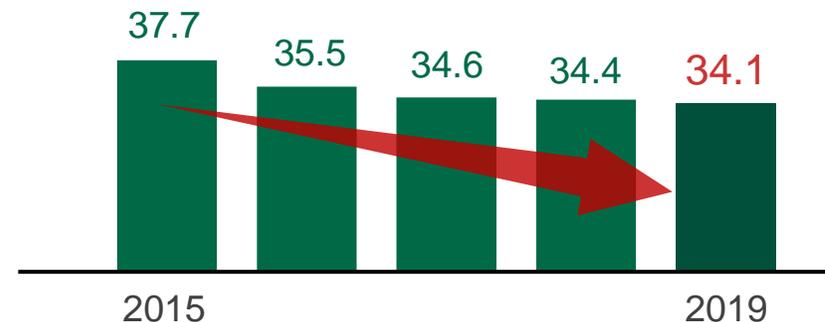
Can you buy used cars more casually than new cars?

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?

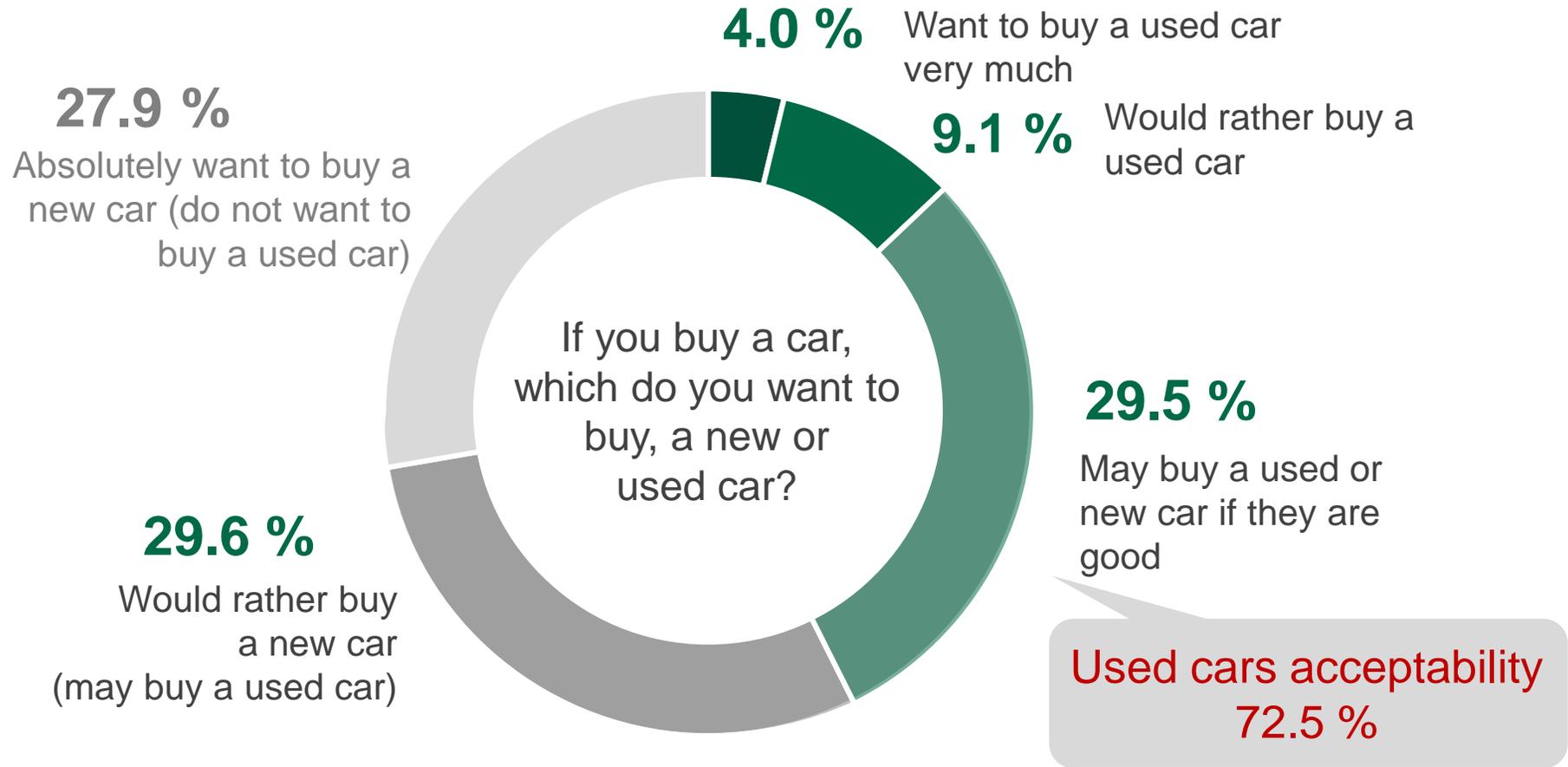
The percentage of respondents who selected, "Concerned" fell about 4 percentage points over 5 years.



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)

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



Used car retail
(Owning)
About
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.

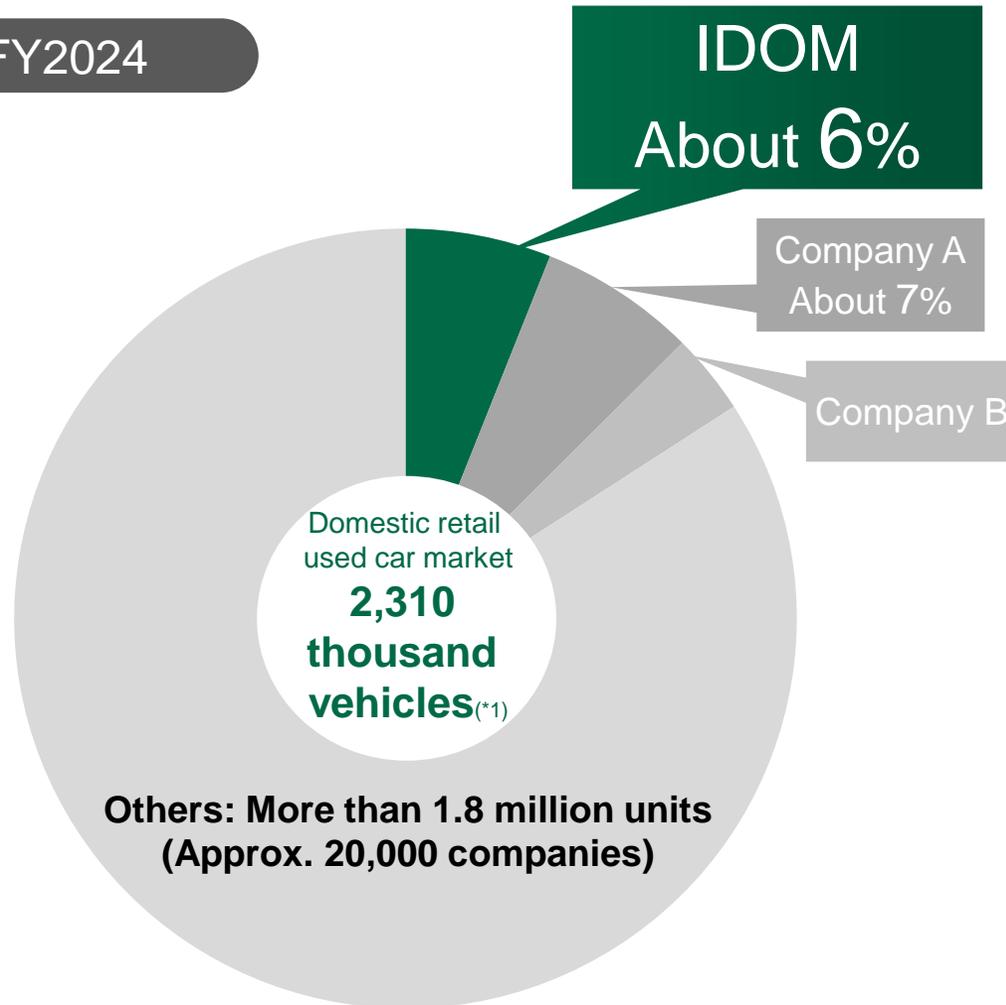
Japanese resistance to used cars has declined.

There is room for IDOM to expand its market share

The circulation number of used cars is estimated to be approximately 2.68 million units. IDOM has a share of about 5% in retail sales (number of units).

IDOM's Market Share in the Used Car Retail Market

FY2024



Used Car Market in Japan

Japan's used car market is a non-oligopolistic market, with the three major companies combined being less than 20% of the market.

The company will open large stores to take market share away from other companies with sales of more than 1.8 million units.

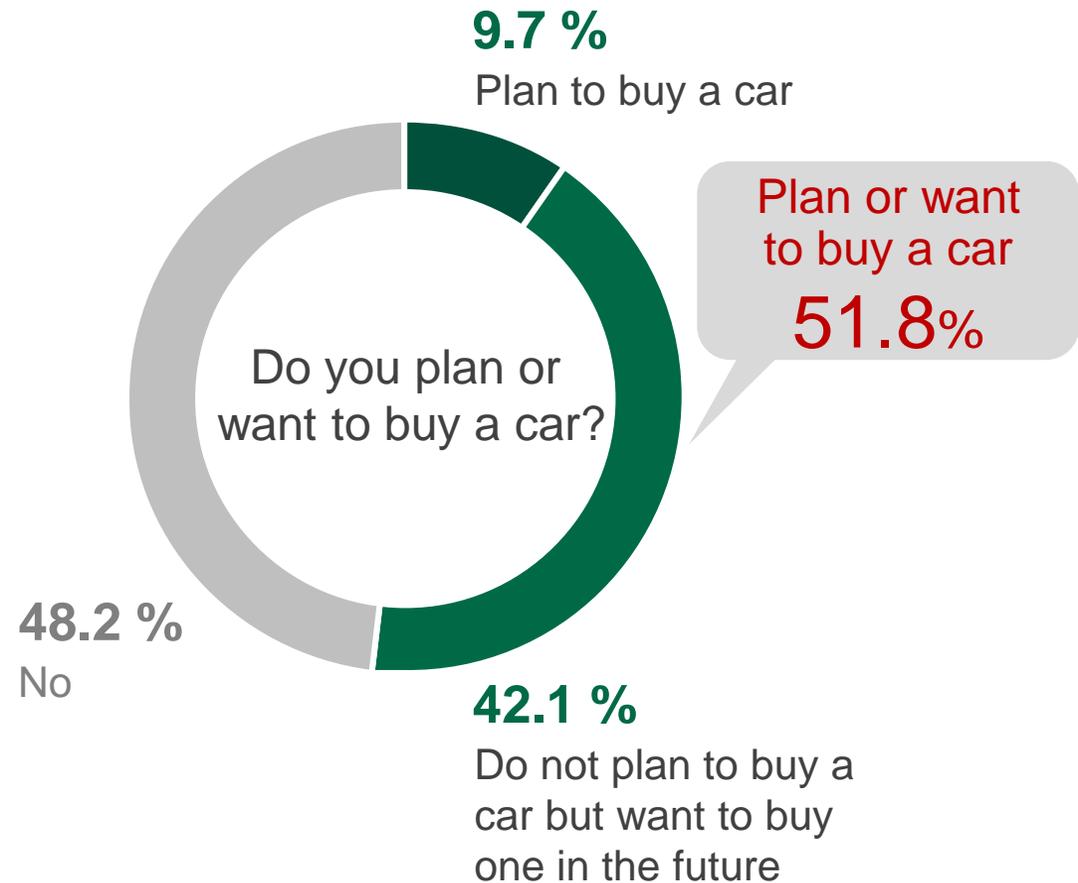
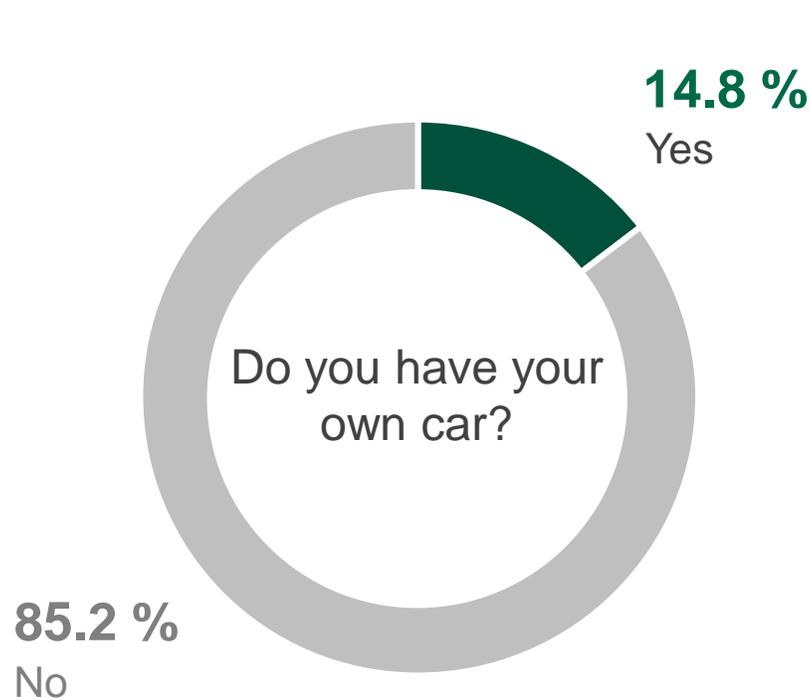
*1: Market share for FY2024 was calculated based on the proportions of domestic retail unit sales of IDOM and those of Company A to the size of the used car retail market in 2022, which was 2.31 million units (data from Yano Research Institute).

4. Young People's Perception of Cars and Their Action

Gulliver



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



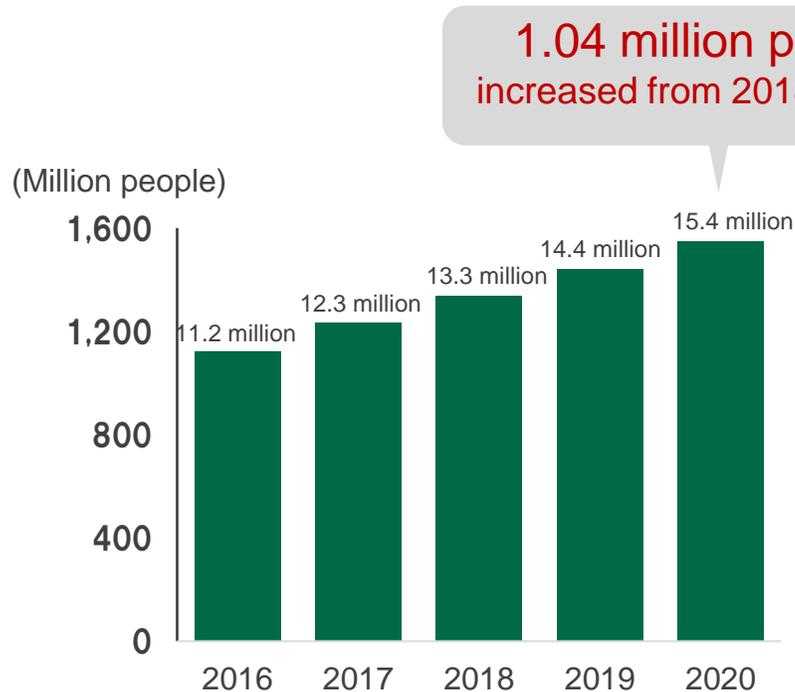
The Number of Young People Who Have a Driver's License



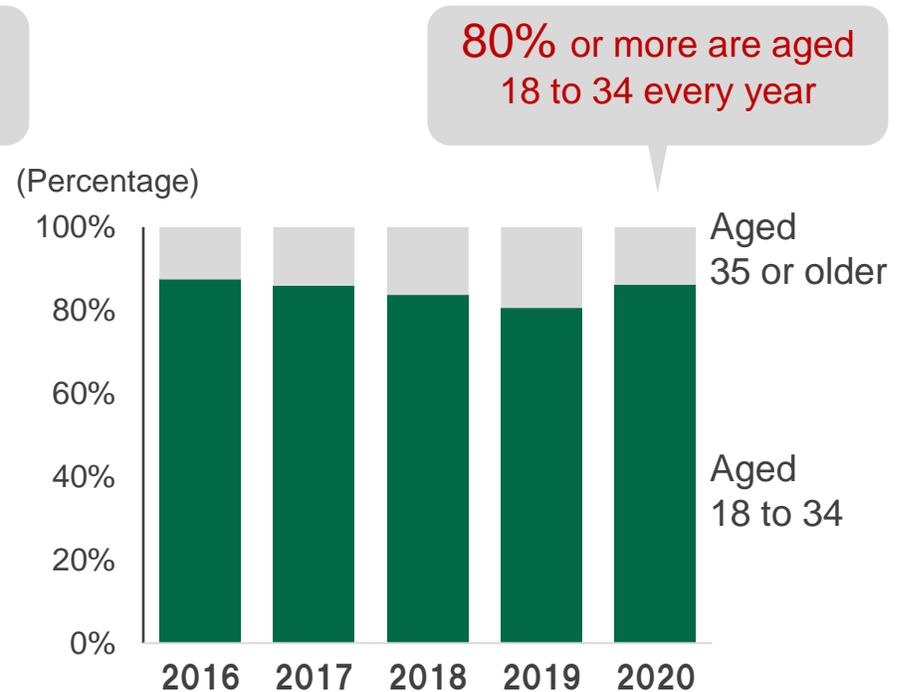
The number of people who have a driver's license (semi-mid-sized motor vehicle or standard motor vehicle) increases over 1 million every year.

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



5. Store Photo Gallery



Gulliver



Store

Gulliver

Gulliver (Directly managed stores: 406 *as of the end of February 2024)



WOW!TOWN



WOW!TOWN



Gulliver OUTLET



LIBERALA



LIBERALA



Workshops

Gulliver

Maintenance shops and sheet-metal workshops (Maintenance shops: 29/ sheet-metal workshops: 11 *as of the end of February 2024)

