

IDOM Inc.

INTEGRATED REPORT
2024

TSE Prime 7599



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What is IDOM?

IDOM Group Profile

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IDOM's Corporate Philosophy since Its Foundation





History of IDOM

Founding—Purchasing and Wholesale Period

**Rapid growth as a used car purchasing specialty store with a unique business model that had never been seen before
Becoming the only hyper growth company in Japan**

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; a title which we still hold today. (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
Revised upward in April 2024



Kisarazu Kaneda store opened in January, 2023

Sale of the Australian business in July, 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.

Trend in consolidated operating profit

(Billion yen)



*24 the fiscal year ending February 2024



Interview

Interview

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President Message



30th Anniversary A Journey of Growth and Looking Ahead

HATORI, Yusuke *President*

Celebrating our 30th Anniversary

IDOM celebrates its 30th anniversary in 2024. It's been an incredible journey, but we strongly recognize the need to accelerate our growth.

Inspired by companies with 70 - 80 year legacies, we strive to be a global leader in the automotive industry. We aim to join their ranks within the next 3 to 4 decades by sharpening our management strategies and tactics. Two milestones drastically changed my perspective. Our 1998

IPO and my appointment as president in 2008. While I'd always been dedicated to the business, going public reinforced our commitment to transparency and accountability.

And when I became president, I committed to prioritizing the satisfaction of all our stakeholders – our employees, partners, and customers. We've built a strong foundation with talented people and a robust infrastructure. Now, we're ready to leverage these resources to drive our future success.

Co-Leadership Structure

Our company employs a co-leadership structure with two CEOs. This collaborative approach fosters diverse perspectives and robust decision-making, particularly when charting our future direction and social impact.

This model has been proven highly effective for navigating the complex strategic landscape of our industry.

President Message

Aiming to be a Visionary Company with Stakeholders

We believe that we need to approach a visionary company in order for the company to be sustainable for the next 50 or 100 years or so.

Our goal is to become a visionary company, where employees feel pride in their work and continue to provide values to society, and grow together with our five stakeholders: society, customers, employees, partners, and shareholders. To achieve this goal, we are developing various initiatives.

For example, we aim to create a workplace where both employees and partners have pride. We plan to establish a worksite where they just enjoy their works; and a corporate culture where they can feel that their work contributes to society.

Working in such an environment will make them easy to provide appropriate proposals and to serve customers with care, as they understand the importance of customers. It follows a good relationship with customers and the community, in addition to sales and profits. IDOM will advance to the next stage by achieving satisfaction from all stakeholders.

To be a company needed by society continuously

As science and technology evolve, so does the business environment that surrounds us. I am particularly interested in the technology and practical application of automated driving. As it might not only change the concept of

“ownership” and “use” of cars but also influence on the social structure. In Phoenix, Arizona, there are some areas where unmanned robot cabs have been introduced and we can see them driving down the street daily with cheap fares. In the coming years, operation of unmanned cabs in Japan may come true with better fares.

If this becomes true, it would be a great aid for elderly especially in a country side. Elder people can go out shopping or visit a hospital readily. Since the elderly are not required to drive themselves, the potential of causing damages or being involved in traffic accidents will become very low. Also in urban areas, such an inexpensive and safe means of transportation is expected to spread quickly. I become really excited about the coming future, a decade or so from now, there are various changes making the world more interesting.

Toward the unknown future, I am looking forward to be there rather than having fear and anxiety. Technologies advance and the business environment always changes

IDOM will continue to strive for being needed by society, by keeping a close eye on the changing trends and reconsidering our role in society.



President Message

IDOM: Challenges for the Future

HATORI, Takao *President*



Confidence in Achieving Target Figures

In April 2024, IDOM revised up its target for operating profit from 21 billion yen to 30 billion yen in the mid-term management plan for the fiscal year ending February 2027. This upward revision was made due to our achievement on establishing the basis of large-scale store business. We believe that we can certainly achieve the target of 30 billion yen, through improving our existing businesses.

The key points to achieve the 30-billion-yen operating profit are plans for opening up new branch shops and employing adequate personnel at each location, which are going forward in order aiming to accomplish the new goal.

Large-scale stores, their attractiveness and potentials

Large-scale stores has a greatest attractive point for customers with offering a variety of choices. Customers can meet many different vehicles on display which they did not expect.. They can not only purchase their favorite cars but also enjoy even when they are at the stage of their selection.

On the other hand, it would not be a resource of such attraction simply to display cars on a large site but the presence of the store staff.

The employees we want are the persons who can think of the a solution oneself and act independently, instead of relying on work manuals.

In large stores, with around 50 to 70 staffs, we believe that it is more appropriate for each staff member with their own vision and goals takes the initiative to seek out information, compared with a leadership style where one leader provides detailed instruction. Self-disciplined type of employees are the dynamics of enhancing the appeal of large-scale stores and drive the overall growth of the company.

Compatibility of Diverse Ways of Working and Customer Satisfaction

At IDOM, we have made various tries in order to increase the challenging positions and provide a range of working options. For promoting it, we measure our employees' engagement scores by using "Motivation Cloud" system,



Interview

President Message

twice a year, for checking their situation. We have made a strong effort into health and productivity management in order to achieve the "White 500 enterprises", which are given to outstanding organizations selected by Nippon Kenko Kaigi.

We have introduced online sales meetings, which make some employees with children available to come to office once a week, and to work at home for the rest of the week. Even by using such way of working, some employees are making better results than working at the stores.

In the situation that working styles are diversifying, we have focused on sharing the concept of the company. Therefore, we make an effort to spread our corporate philosophy and to support employees in developing their personal visions. IDOM is committed to building an organization that works toward the same goals with introducing the diversified way of working.

Operating Profit of 30 Billion Yen: Future Outlook

Achieving an operating profit of 30 billion yen is just a milestone, and I have a vision for further growth strategies. The environment surrounding cars is expected to undergo significant changes in the future. In Japan, if autonomous driving technology becomes practical, it is likely to transform our lifestyles drastically.

Imagine a scene where you depart from Tokyo for a trip to Kyoto. With an autonomous car, all you need to do is get in, set your destination, and by the next morning, you will have arrived in Kyoto. Autonomous driving technology has the potential to fundamentally change how we use time and the concept of mobility.

Such changes could also affect the younger generation's waning interest in cars. I predict that new demand will arise

among people who have not been interested in cars in the past.

To meet this new demand, we are pursuing innovative approaches in our sales methods, not limited to traditional formats. In addition to face-to-face sales, we are expanding an omnichannel strategy that utilizes online meetings and digital tools. By offering flexible buying experiences tailored to individual needs, such as allowing customers to view cars in real stores and then purchase them online, we believe we can convey the appeal of cars to a wider audience. Riding the wave of transformation, we will continue to provide new value to the market, find the next milestone, and aim for further growth.

Providing a Richer Car Life for More Customers

In the used car market, there are still many untapped areas. In particular, we see great potential in overseas markets. We are focusing on the U.S. market, where the infrastructure is well-developed after Japan, and plan to open a large-scale store in a few months. We aim to leverage the knowledge gained in Japan and foster growth in the U.S. market.

In the domestic market, we are considering growth strategies that include M&A. Currently, IDOM's share of the domestic used car market is only about 6%. This figure indicates that there is significant room for growth. Expanding our market share is not just about chasing numbers, but about creating opportunities to provide services to more customers.

We will continue to refine our existing business, develop new services, and create innovative business models. Through these challenges, IDOM will enrich the lives of more customers and contribute to society.



Pursuing further growth and efficiency in making an attractive market



Director and CFO

NISHIHATA, Ryo

The Journey of IDOM

Founded in 1994, IDOM started as a pioneer in the specialized used car purchasing business. By 1998, the company had gone public, and by the fiscal year ending February 2007, operating profit had grown to 11.1 billion yen. To support a broader range of customers, we later expanded into the retail business. Initially, we pursued retail sales by selling cars before they were wholesaled. Through trial and error for establishing store formats and sales systems, we experienced periods that operating incomes were unstable.

After overcoming the uncertain business environment caused by the COVID-19 pandemic in 2020, we identified two key growth drivers in April 2021: large-scale retail stores, where customers can compare a wide selection of used cars, and maintenance service centers, which ensure the quality of secondhand vehicles. Additionally, we exited non-core businesses, including new car dealership operations in Japan and Australia. These growth drivers in large scale stores significantly improved our revenue structure, resulting in the growth of four consecutive fiscal years of operating profit, starting from the bottom in FY2019, to FY2023. Although the FY2024 saw a decline in profits due to the divestment of the Australian business and the influence of scandals in the used-car industry. We remain confident in the effectiveness of our growth drivers.

We have set a target of operating profit as 20.3 billion yen by FY the end of February 2025, anticipating a return to a growth trajectory.

The profitability of large-scale stores become stable and the frequency of store openings increased into shorter intervals. Therefore, we revised up our mid-term management plan targeting the FS 2027. According to the plan, it will accelerate investments in large-scale stores, expanding to 100 locations, with 30 billion yen operating profit. While driving profit growth, we aim to maintain a return on invested capital (ROIC) of over 10%.

Key Management Index

In April 2021, when we identified our growth drivers, we also set up key management index as below:

- Operating Profit
- ROIC (Return on Invested Capital), emphasizing capital costs
- Cash flow

We focus on expanding operating profit by using gross profit per retail unit as a management indicator.

We estimate our capital cost to be approximately 5%. While our current ROIC is 9%, we aim to surpass 10% by the target year of our mid-term management plan through profit expansion, which forms the numerator in the ROIC calculation.

Under accounting standards, operating cash flow includes increase or decrease of inventory vehicles. Along with opening large-scale retail stores, the increase in display vehicles will compress operating cash flow. Our goal is to ensure sufficient operating cash flow generation in the lead-up to these inventory investments. At the same time, we will maintain free cash flow in the black over three consecutive fiscal years, even while continuing to invest in inventory, large-scale retail stores, and service centers.

We have invested in inventory and growth drivers. In the situation, free cash flow has remained positive since FY2021 as past result.

Closing Remarks

The used car sales is a kind of reuse business in order to provide a favorable car matching to the needs of customers. And the very nature of our business contributes to environmental sustainability. In our industry, the combined market share of the top three companies, including IDOM, is approx. 15% only, and it is not oligopolistic yet. Business share of used-cars is only 30% of total car sales in Japan, a significantly lower compared to 70% in the United States. We think this happens due to customers' anxieties and concerns toward used cars.

In this context, large-scale retail stores that allow customers to compare numerous used cars and service centers that ensure vehicle quality are essential to alleviating their anxieties and concerns. We view these as key growth drivers for our company. By earning the trust of our customers, we aim to achieve even greater growth in the future.



Internal Controls Supported by Our Philosophy and Culture



Full-time Audit & Supervisory Board Member,

SUGAMA, Takenobu

Business Expansion and Strengthening Internal Controls

With the corporate philosophy of "Growing Together," IDOM has pursued business expansion while simultaneously enhancing governance and internal controls. Looking back on our early days, when we had more or less 50 stores only, our primary focus was solely on increasing sales. As time goes along, when we reached nearly 100 stores, the number of transactions increased. By the time, not only sales growth but also internal controls are needed.

One of IDOM's earliest initiatives was establishing rules to prevent troubles caused by misunderstandings with customers from occurring. In addition to enforcing these rules strictly, we promoted straighten up the internal structures including whistle-blower system. Furthermore, we set up a Customer Support Center to get customers' feedback. We have worked to enhance the fairness of our transactions and actively build mechanisms for the early detection and prevention of misconduct.

Hospitality and Culture for Supporting the System

Our strength in internal controls lies not only in our systems and rule development but also in our hospitality and the culture we have cultivated.

The values of humility and sincerity are shared with employees through meetings such as the store managers' conference and the morning assemblies.

We have gatherings for discussing how we can improve customer service frequently. The attitude asking themselves how they can provide better service is a core part of constructing our culture.

Manage the company with a Multifaceted Approach

We recognize internal controls as a critical element of management. We recommend to have multiple perspectives in management, to ensure fair and

accurate judgments which lead to a good decisions.

One of our unique features is our dual-CEO structure. This system fosters balanced discussions between them equally. It enhances the quality of management decisions high. We take pride in this system as it could prevents the management from making wrong decisions based on one CEO's biased viewpoint.

Additionally, our longstanding "shareholder-oriented" approach, established since our founding, supports fair and accurate decision-making. Generally speaking individual shareholders have tendency to prefer companies trying to raise their corporate value for long-term basis, or being responsible as corporate citizen, to short-term gains.

We do our best to achieve fair and accurate decision-making by adopting a multifaceted perspective.

Strengthening Control through Awareness of Changes on the Frontier

As an auditor, I continuously monitor the operations and decisions of the board of directors. I also actively conduct interviews with staff-level employees to gain a concrete understanding of the instructions given by each director. I believe governance is essential for healthy management.

I think it necessary to strengthen the management of overseas subsidiaries, as we are to expand our overseas operations. We have experienced some cases to withdraw from overseas ventures in the past. They are a good lesson we could learn for making a strong a stronger organization and system.

Everything starts from a small change, which often begins at the frontier. By noticing tiny signs and preparing a system to respond will lead to the enhancement of the leadership of the company.

This is just the beginning of our adventure and our challenges will continue.



Initiatives to Improve our Engagement

Visualization of the Organization and Establishment of an Improvement Cycle

In fiscal year 2019, IDOM set "Becoming No. 1 in Name and Reality" as its managerial goal. The company decided to be the No. 1 in three areas: business profitability, employee satisfaction (ES), and customer satisfaction (CS). Concerning to ES, IDOM implemented diagnostic tools across all locations, which is for understanding the state of its organization and identifying factors for improvement. These tools make it possible to visualize various invisible situations such as employees' expectations and satisfaction toward the company, and the relationships between team members and their leaders. As for the conditions of the organization, the company has established a mechanism that enables each location to implement its own improvement cycles, as well as controlling the level of the performance.

Impact of Leadership Training and Improving Engagement

In addition to introducing the diagnostic tools, IDOM has taken various initiatives to improve ES (employee satisfaction). A symbolic one is promoted by the ES Promotion Office, which is composed of representatives. They are coming from different locations, headquarters, and departments, but sharing the very positive and constructive attitude toward achieving ES.

Some good examples of their activities include operating the "KYOSO-BOX (Co-creation project BOX)" to gather employees' feedback for company-wide improvements, and supporting one-on-one interactions between managers and team members.

As for the one-on-one, a coaching program called the "1on1 Program," was introduced, where participants learn new ways to confront with other team members and develop listening skills. The program gained popularity through word-of-mouth as leaders described it as equipping them with effective management tools. As the result most leaders of the company participated the program.

IDOM has been recognized for two consecutive years in the "Best Motivation Company Awards," organized by Link and Motivation Inc., and I think it may be

attributed to the development of the leaders.

Aiming for Higher State

We believe there remains some areas where we can improve further in ES and engagement, especially when it comes to mutual understanding among employees and fostering a culture of learning.

In November 2023, we held a "Z-camp", where "Zenryoku-shonen (full energy youth" (named for identifying ourselves as "keep going as full energy youth") gathers with full of their energy. It was an opportunity that employees come together for and discuss about one's own job or target to develop for overnight. About 3,000 employees joined the meeting held at 430 locations nationwide.

The feedback of the event was overwhelmingly positive: "I could express my opinion, which I did not speak out before." and "I understood what others thought about the company and the work."

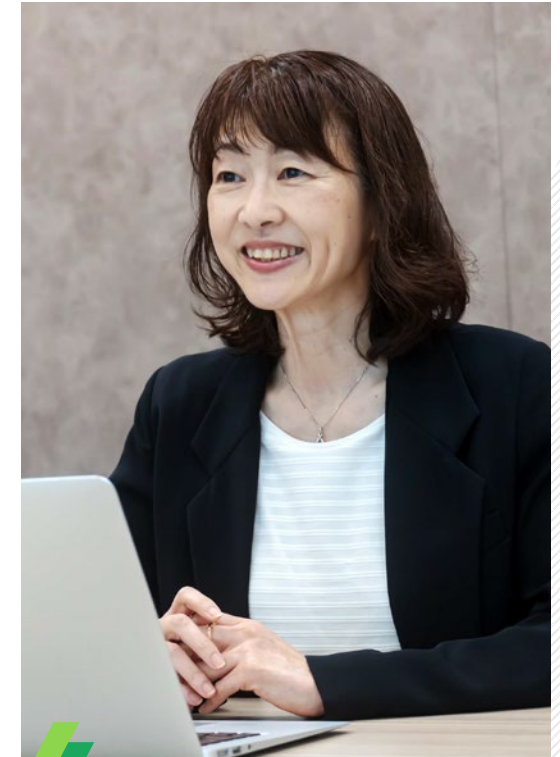
The know-how to create a place, where employees can tell what they had in their mind, is used for launching new stores, too. And it is now expected to be applied for another potential uses like improving communication, or generating new ideas.

We aim to develop ourselves by respecting each other and drawing out the voices and strengths of every employee.

Fostering an Organizational Culture that values "the Meaning of Work"

People tend to chase to achieve numerical goals, set up as their growth objectives. Under our shared new mission —We are now striving to become "Neighborhood Car Stand"—, it is not avoidable to think ourselves on asking questions like, "Why do I work?" or "What should I do now?" And they are more important than to accomplish a numerical goal.

We will place even greater emphasis on creating an environment that supports this kind of thoughtful approach to work.



Philosophy Promotion Team,
Team Leader,

SAKAI, Chiyomi

Development of Large-Scale Retail Stores



The Meaning of Large-Scale Stores for IDOM

The expansion of large-scale stores is a cornerstone of our growth strategy. As of February 2024, we operate 53 large-scale stores, and we aim to increase this number to 100 by February 2027. We see large-scale stores as hubs for OMO (Online Merges with Offline), where the online and offline experience converge. For customers, these stores serve as spaces to visit and see cars after finding out by internet. In other words, these stores create opportunities for customers to encounter with variety of cars.

Store Expansion Strategy and our Strengths

The successful rollout of setting our large-scale stores is underpinned by four unique strengths that distinguish IDOM.

Firstly, we adopt a flexible approach to store locations. The aim is to find the most adequate places where we can fulfil the needs of our customers. Therefore, we consider all the potentials including specific-use district or controlled areas. For instance, one of our stores in Miyazaki Prefecture is situated in a low-traffic area but still attracts a significant number of visitors. This is largely due to changes in customer behavior. Previously, most visitors were local customers selecting cars from the available inventory on-site. Now, the majority conduct online research on vehicle availability and pricing before visiting, with many traveling from distant areas. This shift has made it possible for stores to have more potential to locate either along major roadways or others.

Secondly, we have the brand power of Gulliver over 30 years. Our Gulliver brand, with proven experience in the used car market, is a key asset for the negotiation of land owner for the use of the location. Our relationship with trust will be the resource of flexible store expansion.

Thirdly, a strategy to use existing interior decoration, which was done by

previous user of the space. For example, one of our stores in Hyogo Prefecture was previously used for another business type, but we could manage to use it for our own business as the store's location was suffice with reducing cost for the interiors.

Lastly, recruiting good store staff and training them are important. Large-scale stores generally require approximately 30 staff members, including store managers, sales personnel, and maintenance staff. As our recruiting procedure, we make a plan to hire people at the time of store opening, as well as transferring employee from other stores.

We could say that the reason why we could open new stores in favorable location would be due to the above.

Risk Management and Flexible Adaptation

While actively expanding our store network, we exercise meticulous risk management to ensure sustainable growth.

In Large-scale stores, we have both purchase and sales areas and on-site maintenance facilities. For assessing the profitability of new stores, we calculate expected profits based solely on the purchase and sales operations, excluding any anticipated earnings from the maintenance facilities. This is because we need to judge whether to open stores by the sales potential based on the conservative profit estimation.

We also take great care with contractual agreements taking the case of withdrawal or closing down into account that we can be adjustable to such cases with flexibility.

It is important for the development of our sustainable expansion to foresee the sales amount and to estimate the risk.



Section Leader, Store Development/
Sales Section

HASHIMOTO, Shin

Team Leader,
Second Support Division

KIOKA, Ryuichi

Future Outlook

We view the milestone of reaching 100 stores as a stepping stone toward even greater growth. We believe that the role and concept of large-scale stores is needed to change along with the times and diversified wants of customers. From this perspective, even ultra-large stores spanning 50,000 square meters might not be an impossible dream. Such innovative ideas should not be denied. IDOM is committed to proceed flexible and strategic store opening by staying attuned to customers' needs for achieving sustainable growth. We will continue striving to ensure each store becomes rooted in its community and consistently delivers value to its customers.

The Evolution and Future of Large-Scale Store Strategy



The Fundamentals of IDOM's Large-Scale Store Strategy

At IDOM, large-scale stores equipped with diverse functions are expanding for fulfilling the needs of customers. Such stores provide opportunities to customers where they can see, compare, and drive. Moreover, our large-scale stores offer a one-stop service system that includes post-purchase maintenance, insurance, and catering to a wide range of customer needs.

The idea for the large-scale store strategy is connected to my own experiences. Vehicles sometimes have problems, as they are machines. During the early days when we focused solely on buying used-car business, I saw many customers who regretted their purchase of used car. Later, when we launched into sales business, there was a case where a car we sold had a problem and received harsh feedback from the customer who purchased.

Therefore, as a matter of course, the idea to have maintenance facilities next to the buy and sell venue was born from these experiences.

In case a problem occurs, inspections or fixing are available within our store, and we can minimize the time to bother our customers. From the side of the sales staff, Smart Car Life Planners, the system will be a great support for selling without worrying about maintenance claims.

We would like our customers to choose their most favorable car and drive it for a long time, and just to sell out cars is not our purpose to do business. Large-scale stores are an answer to solve every troublesome problem as far as a vehicle is concerned. We aim to expand such stores to support our customers in building long-term, fulfilling relationships with their cars.

Inventory management and pricing strategy

In operating large stores, inventory management is crucial. At our company, we make regional demand forecasts to guide purchasing decisions based on a media information of the industry.

Summarizing the regional data, the headquarters controls optimal inventory levels.

For pricing, the headquarters sets the optimal price range, and stores have some allowance to adjust the price flexibly within a certain level of the range. Upon converting prices to deviation value, we are trying to make an adequate pricing taking into account for the level of market average and the potential to sell.

Employee development and improving service quality

For developing employees, we implement a proprietary program tailored for large stores, "Gulliver Sales Standard." In order to maintain an equal and high-quality service across all stores, headquarters provides mandatory, educational training.

We also value the perspective of newly hired graduates. Since buying a used car is an opportunity that comes only once every few years, unlike daily shopping. In the situation of being a freshman himself feeling fresh but insecure, they might be the best at understanding the customers' anxieties and hopes. We are open to taking their fresh idea and potential.

Risk management and future outlook

Expanding large stores with ample inventory and staff involves significant risks. We have established a system to make an alert quickly upon detecting some environmental changes externally. In order to minimize internal risks, we manage inventory levels, pricing, and disposal rules carefully.

Our business decisions are guided by the principle of creating a sustainable, repeatable, and future-proof sales strategy. This approach enables us to achieve stable and sustainable growth.

We would like to be No.1 in its region. It does not always mean to be the sales amount but something best in its business, i.e. having the largest inventory, or providing the best after-sales service.

IDOM will continue to struggle for meeting customers' needs, working together in its community and providing value to customers.



Retail Sales, MD team
Team Leader

KAWAI, Tsuyoshi



A Strategy for Large Store Growing Together with the Local Community

The First Step for changing into Large-Scale Store system

WOW!TOWN Makuhari, the first store of IDOM based on the large-scale store strategy, has now been in operation for 13 years. They have approximately 100 visitors per day on average, aiming for new consultations, inspections, and car washes. As we have more opportunities to meet customers, who signed a 10-year warranty upon opening the store, we have a good relationship with the customers where they can easily consult us about their lives using or enjoying cars.

One of the key services we can offer through a large-scale store is the flexibility to design products tailored matching to the markets or types of customers. There are various family, some with three members, others sometimes six or more. Depending upon family-size, we display

various vehicles of adequate sizes as many as possible, and the customers can try and compare until they can find the perfect fit for their own situations. Concerning to the associated services like car inspections or oil changes, we are possible to cover all the needs related to cars. The accumulated data of 13 years shows that the secret of their success in Makuhari was keeping our quality and after-sales service in high level, rather than setting up the competitive price.

Sharing the Accumulated Data Among Store Managers

In the past 13 years, the large-scale stores have increased drastically. Therefore, we could get more numbers of successful or trouble data. Based on the experience, we could now proceed the project practically.

In fact, some large-scale stores have started to achieve the same level of sales profits of WOW!TOWN Makuhari, which took them 5 years to reached, within a few years since the opening. This is exactly the solution that store managers shared and utilized the data with their experiences.

In IDOM there is an atmosphere that shop managers can make remarks each other freely. For example, if a manager goes in a wrong direction, others will speak up and to reconsider the situation. In IDOM there has been established a company culture to share opinions and information which allows everyone to grow together. When I looking back myself, I found that I got various feedbacks in last 13 years, and I have grown.

Therefore, I believe, it is always needed to think about the whole company's success instead of seeking one's own benefit, or even monopolizing the information by himself. In other words, to run a large-scale store is not done by the store but by the entire IDOM team.

Supporting the Local Community As A Mission

We aim to provide our spacious facilities to be used as "regional platform." WOW!TOWN Makuhari signed an agreement for the case of disaster with Narashino City, in 2002, and the store will be offered as a shelter during emergencies and served as a hub for power supply.

There are other large-scale stores, which have opened special classes for elementary school students in the area in order to foster deeper ties with the community. In the situation that the main customers will become the 50's by the low birthrate and longevity, we are now making good relationships with the next generations through community-rooted activities.



Manager at WOW!TOWN Makuhari

ISONO, Yusuke



Aiming for Customer Satisfaction by Mutual Trust

Fostering Trust by Car Sales

My motto is "accumulation of trust." Trust is the foundation that leads to customer reassurance and satisfaction. I am always trying to be sure to provide the satisfaction toward all the customers, which should lead to construct our good relationship. This includes the time when I am at meetings for negotiations, working for making contract to delivering cars, or after-sales care.

At the meetings, I explain the specificity of cars honestly, including their shortcomings. I belong to the store, LIBERALA, where imported used cars are dealt such as Mercedes-Benz, BMW, and Audi. While these types of vehicles are unique luxurious, they need sensitive care due to Japanese climate. If they have mechanical troubles, their repairing cost may be much expensive than those of Japanese cars. And it may possibly happens at the same time as the customer's significant life events like a child's exam for entering a specific school, the customer will be in a very difficult situation financially. I believe that we are responsible to inform our customers including such potential risks, as a pioneer of the used car dealer.

We offer some types of supports aiming to reduce risks, which include Gulliver Support Warranties, the maintenance packages, and insurances. Through these services, we provide customers a reliable condition to have their favorite cars.

Upon completion of a sale, I usually inform the delivery schedule to the customer. Some customers may feel anxious when to receive the car. By updating the situation, I can obtain their trust, which will lead to enhances the brand value of Gulliver and LIBERALA.

After the delivery of the car, my support will continue seamlessly, including regular maintenance reminders and inspection support. This approach sometimes leads to have repeat purchases from the same customers, or referred new customers, and contribute to the company's success.



Sales Leader at LIBERALA Nagano

UMEMIYA, Yuta

CS Performance (29th Term: May to February)
Combined Recommendation Rate: 9.51/10



A work Adding Colors to Customers' Daily Lives

My motto is to introduce cars as tools to enrich customers' daily lives. Lifestyles vary depending upon customers, as well as their hobby and special requests toward cars. I start car sale from interviewing in order to know what is their necessity in life. After listening carefully to their stories, I suggest an imported car, adding colors to their lives. If the suggested car matches to their vision, their faces light up, and their expectation toward the car grows. LIBERALA serves as a platform that offers moments of joy and a chance to make the life more enjoyable.

Aiming for Further Customer Satisfaction

Thanks to the support of many customers and colleagues, I've had the privilege of being commended for sales-award continuously. All the fellows awarded including myself have the same attitude toward customers that they want not only make sales but also satisfy their customers.

In these years, young sales staff have grown a lot. The development of the youths are exactly the resource of IDOM. By seeing their struggles, I find myself to go forward together.

Not only the new customers I will meet but also those I've already served, I would like to continue to provide support, for the customers' car life better.

Challenging Conditions for Youths



An Environment available to Start From Scratch to Success

I joined IDOM as a new graduate in 2018.

The reason I chose IDOM was my sympathy to the company's philosophy, "creating an environment where every employee can take on challenges." I thought it very attractive that all the employees, either women or men, can work vividly.

When I entered the company, I thought car sales works wouldn't be so difficult. Upon starting work, I found I was totally misunderstood the reality. At least I could make conversations with customers smoothly, however, to make a sale was totally different, and I kept trying in vain. My breakthrough was brought by an advice of the shop manager. When I followed his tip, I started to get contracts newly and found myself enjoying selling. After some time, I eventually achieved selling 20 cars in a single month. I was commended for the excellent salesperson in the

company event.

The role of managers at IDOM is to confront staffs one-by-one for their personal development. In such process, their advises are sometimes straightforward but when I look back now, these were for the sake of my progress.

I've worked under seven managers, who had a very high leadership quality.

They are not only a person of high ability but also loyal to IDOM. Thanks to the dedication of such shop managers with loyalty and leadership quality, staffs will be available to receive excellent guidance and instructions as I used to be given. There is no problem even the numbers of shops increase further.

Gulliver stores can deliver high levels of customer satisfaction with the brand along with the development of individual quality.

Stand at the Forefront of Sales Team

Currently, I am a sales leader. It is a position to be responsible for the sales of the shop. I feel it is a challenging work that effect of business talks directly connected the achievement of the store or the company.

As my career, I have ever been positioned several shops and I could manage to make a certain result each time. This success can be attributed to two key factors:

The first key factor is to establish a good relationship with the shop staff through communications.

Regarding the final stages of finalizing the contract, although I am the person in charge of handling them, this could not have been achieved without the support of the staff. I can say one of IDOM's greatest strengths is such teamwork.

The second key factor is the existence of competitors on sales in a shop. Some Large stores with repair facilities have staffs with good sales performance. I am working now as a Sales Leader and in a position of giving guidance, however, I am happy to incorporate practice and procedure from other staffs' way of running meetings. To set up an environment that you need to be conscious about other staffs' performance is a key to make a good sales result.

Supporting Women's Career Development

IDOM offers family benefit systems being aware of the change of lifestyles including parental leave and support for fertility treatments. The company has created an environment that women do not have disadvantage by marriage or pregnancy. Therefore, it is a good company for women to create a long-term career.

If the time comes for me to leave work for a while due to marriage or pregnancy, I will return to IDOM without any hesitation.



Sales Leader at Gulliver Mizuho Store

SAGI, Ayumi

IDOM's Growth Strategy



External Director

NODA, Koichi

Two Resources for Driving Growth of IDOM

Since the latter half of 2019, IDOM has been actively transitioning the focus from buying to retailing. The company have placed automotive distribution at its core business, based on the Growth Strategy.

To promote its retail business, IDOM has expanded the number of large-scale stores and invested internal resources such as capital and human talent into these stores.

As a result, the company has increased profits four consecutive terms since 2020. I appreciated these outcomes as a success of its Growth Strategy.

I think the reason why this strategy is forwarded is due to two key strengths. Firstly, operational system: Holding through the operation of approximately 460 stores nationwide, IDOM has established a strong chain-store operation system. To standardize store management system in spite of the differences among stores with their characteristics is a significant competitive advantage. Secondly, we have the strong human resources. All the operations are managed by staffs. As a good example, we could transfer the President's message to each employee, even during the time when the COVID-19 was spreading, through online morning meetings. To share the message could strengthened the workforce and supported to advance the Growth Strategy. These potentials are born and raised by the company's history.

Since the time of the foundation, IDOM has worked aiming to increase transparency in the used car industry and to standardize the service quality. Kenichi Hatori, the founder and current honorary chairman, implemented systems that prevent dishonest practices in order to ensure the dealing with fair prices in every store, together with the establishment of manuals, which made all the employees to obtain needed information through a training after entering the company.

At the same time, IDOM has a policy to take each employee's passions and hospitality into account as an important factor for business. If store staffs are focusing only on the manuals when they deal with customers, there will not be born warm communications or atmospheres in the relationships. The message from the president, explaining in details of his passion, made employees to realize the necessity of taking care of customers with hospitality, which led to the strong business results.

Perspectives for Future Growth

To achieve further growth, I propose focusing on two perspectives:

The first idea is to strengthen the governance further. IDOM has kept transparency for all the works by installing monitoring cameras at all the maintenance shops. We believe that to ensure proper procedures and announce such efforts to the public will make IDOM to be a reliable business partner for all the customers.

The second idea is to utilize the Cutting-Edge Technology. We expect that emerging technologies, such as generative AI, will offer promising opportunities to enhance both customer satisfaction and operational efficiency. For example, a robot responses to simple inquiries, or a digital screen is used for check-ins for customers. By doing such, there are possibilities to be utilized well as a customer interface.

For IDOM's continuous Creation of Values

Looking ahead, IDOM will be required not only to be in the frame of used-car sales, but also to become a company covering the entire automotive distribution cycle. We have had closed connection with customers from the moment a vehicle is debuted as a new car to its retirement to be vandalized for scrap metal. Through the lifecycle of vehicles, IDOM has obtained and accumulated know-how, which would be a considerable advantage compared with its competitors.

Another opportunity that IDOM would show its value is the global activities. Based on the knowledge gained from used car distribution business, IDOM can transfer to customers in other countries.

For the company's continued existence, fostering the next generation of leaders is also critical. Generally speaking, the current leaders would be changeable by the time of 20 or 30 years later. Our mission is to recommend to make leadership training or succession planning in order to develop future executives.

President Message

Human Capital Investment for raising Opportunities and Responsibilities

Evaluating Human Capital Initiatives

Since the fiscal year ending March 2023, Tokyo Stock Exchange has made it obligatory to disclose human capital of all the companies listed on the stock market. As business cannot exist without human being, staffs are important assets to companies.

IDOM is pushing forward a project for activating women's involvement in core business, called "Sakura Project" and offers various support systems, including employees who alimnt children. Such considerations to diversified working styles are highly evaluated.

At the same time, IDOM is taking a fair selection process for an internal award, which is noteworthy. The award recipients are chosen based on comprehensive scores not only by sales performances but also their customer satisfaction level and evaluations from subordinates. It is clear that the system goes well based on a convincing rule.

An employee came to me and said that he recommend to work for IDOM to his own family members. This episode made me so happy, and it is our honor to be said so as a member of the board meeting.

Meaning of Sharing the Founder's Vision

A company is organized by people having the same vision, for solving specific social problems. IDOM started their business aiming to contribute to the society through automotive distribution, by changing the used-car industry into healthier with transparency.

In order to realize this vision, to combine each role of an employee is needed. From that standpoint, I think the empathy to the founding philosophy will lead to the attitude to work positive.

My advice to the executives is to talk the message to employees as much as

possible. It is easy to lose sight of "why we work" amidst the hustle of daily tasks. Even in such moments, it would be possible to remember IDOM's vision and restart one's work with passion.

Human Resource Development for giving Opportunities and Responsibilities

The corporate culture of IDOM is so positive, in other words, "Let's move on!", or "Let's challenge!" Proposals and initiatives from young employees are welcomed, and the persons are often appointed to the project leaders. There is no better way to foster talent than the experience itself.

IDOM provides opportunities to all employees for their progress, regardless of age, gender, or background. I analyze the reason of their growth was this way of approach to give employees chances and responsibilities.

Expectations for Active Communication

My recommendation to IDOM is to strengthen its communication and send messages toward the world.

For instance, one important information is that IDOM signed an agreement with Narashino City to provide vehicles equipped with power supply systems at the time of emergency cases. Also, the company offers its stores as evacuation sites and lends power-equipped vehicles to provide electricity needed. Another information is IDOM's original loan called "Jisha Loan", supporting customers, who is difficult to get in spite of their high need of a car. By notifying the world these activities, extra effects will be expected such as the enhancement of IDOM's presence as a Tokyo Stock Exchange Prime Market-listed company and gathering good workers. I hope IDOM continues to share its story further.



External Auditor

NINOMIYA, Kaoru





Business Model

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IDOM's Model for Value Creation



Financial Capital

- Products: **86** billion yen
- Equity ratio: **38%**

Human Capital

- Number of employees: **3,508**
- Creating an environment for taking on new challenges

Social Capital

- Number of store locations: **406**
- Social contribution activities such as Gulliver car support

Intellectual Capital

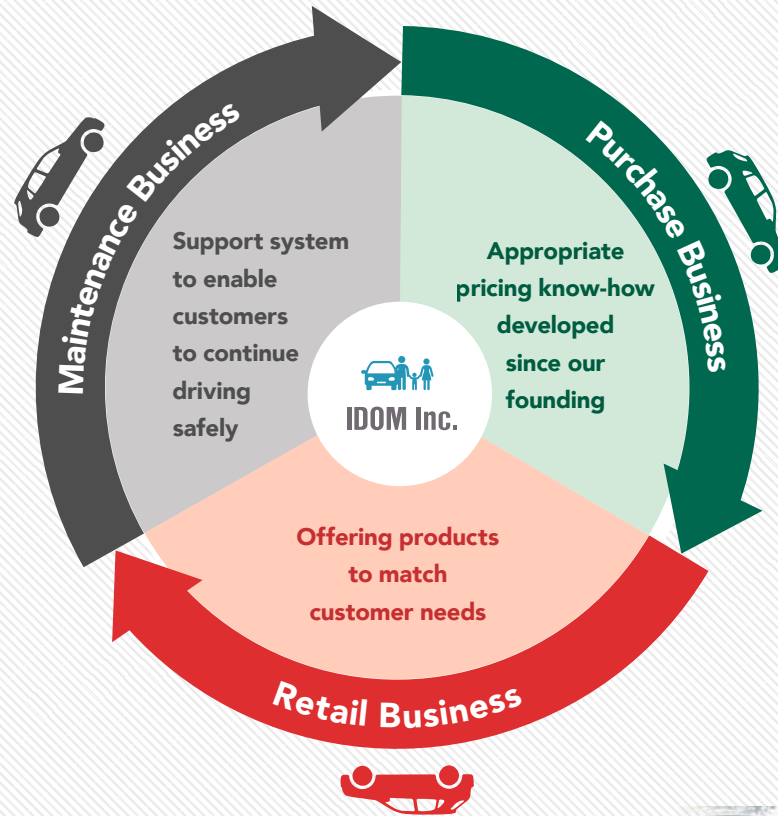
- IT investments (*2): **2** billion yen over five years
- Pricing know-how developed since our founding

Manufacturing Capital

- Number of maintenance shops: **29**
- Capital investment: **8.2** billion yen

Natural Capital

- Electric power consumption (*3): **33.21** million kwh
- SDGs initiatives



- Sales volume: **269,000** units
- Retail sales: **144,000** units
- Vehicle purchases: **163,000** units
- Operating profit: **16.1** billion yen
- ROIC: **8.6%**
- Motivation Cloud: **A**
- Diversity declaration
- Cumulative number of customers: **4.6** million (*2)
- Development of AI appraisal system
- Development of Gulliver Auction system
- CO2 emissions: **15,000** tons (*3)
- Used car market share: approx. **6.0%**

Growing Together

Society

Harmonious development with local and international communities

Customers

Providing thrilling experiences to customers

Shareholders

Enhancement of corporate value

Partners

Sound development of the used car industry

Employees

Creating opportunities for pursuing material and spiritual happiness and achieving self-growth

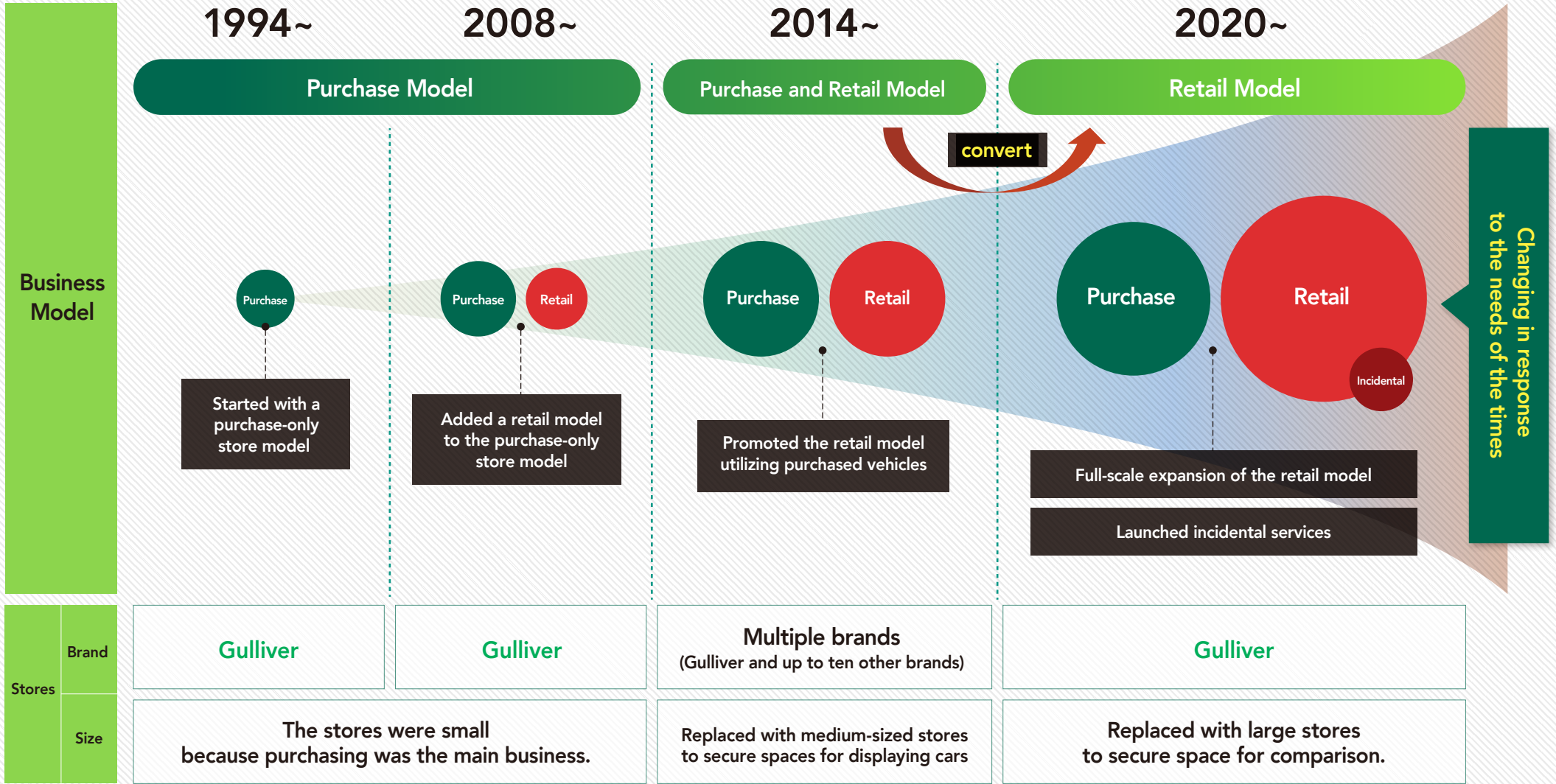


*1 Financial results for the fiscal year ended February 2024

*2 As of the medium-term business plan

*3 March 2021 - February 2022 data

Changes in IDOM's Business Models and Store Operations

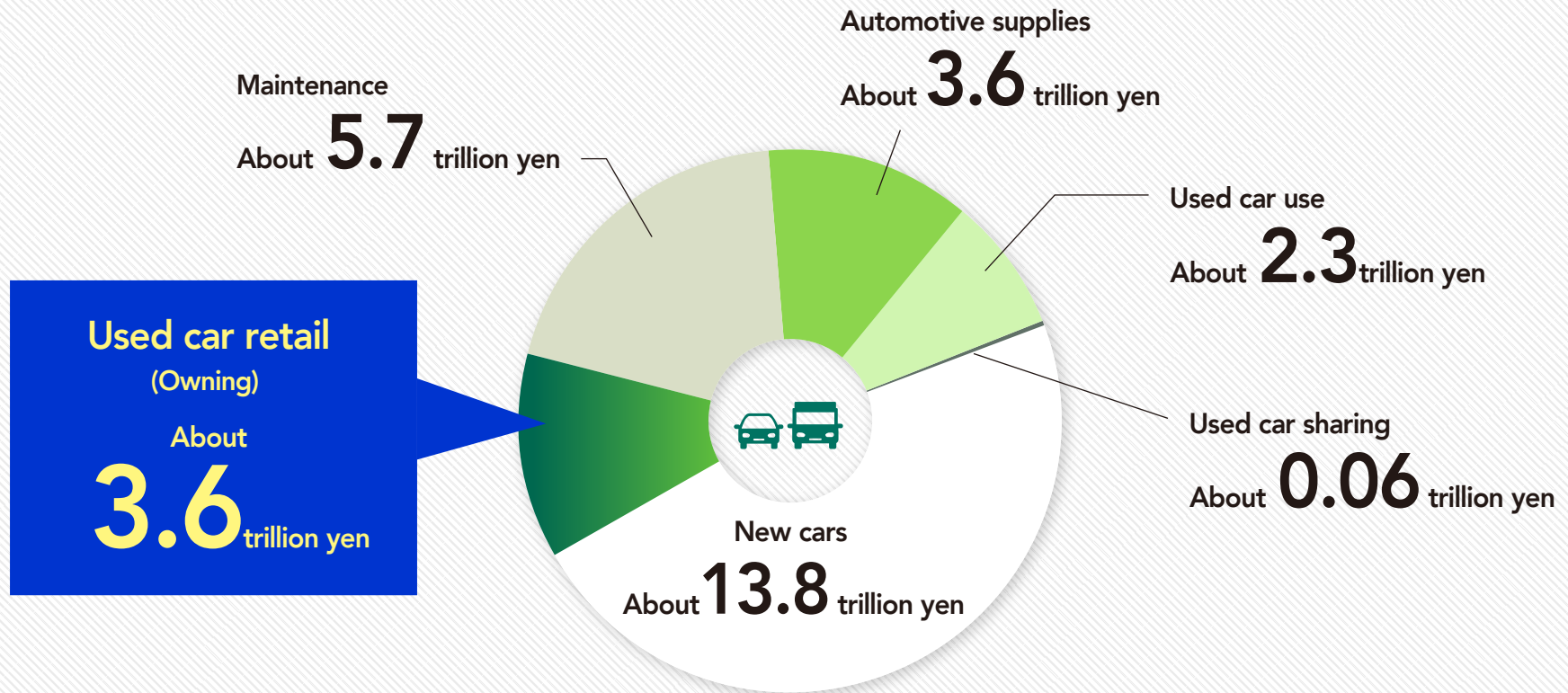


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Market Environment Analysis



Automobile-related market in Japan



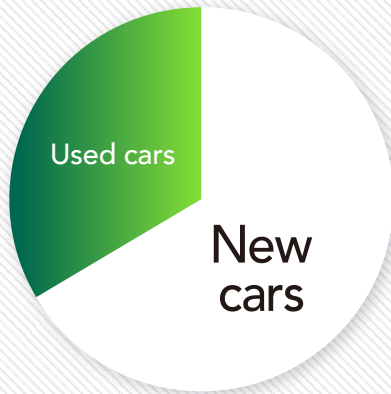
New cars: Japan Automobile Dealers Association

Vehicles other than new cars: 2023 overview of automobile aftermarket by Yano Research Institute



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

Ratio of used cars in Japan



Ratio of used cars in Europe and the United States



United States



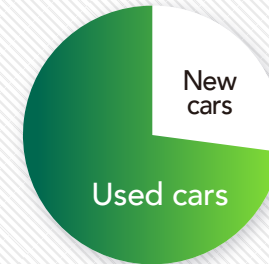
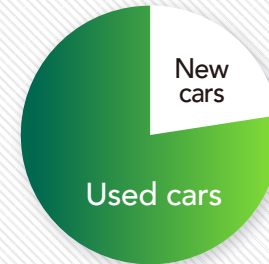
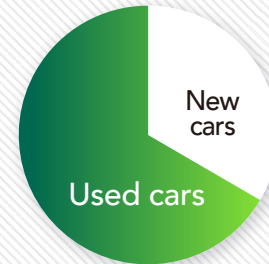
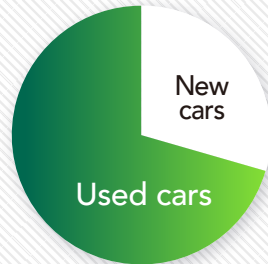
Germany



United Kingdom



France



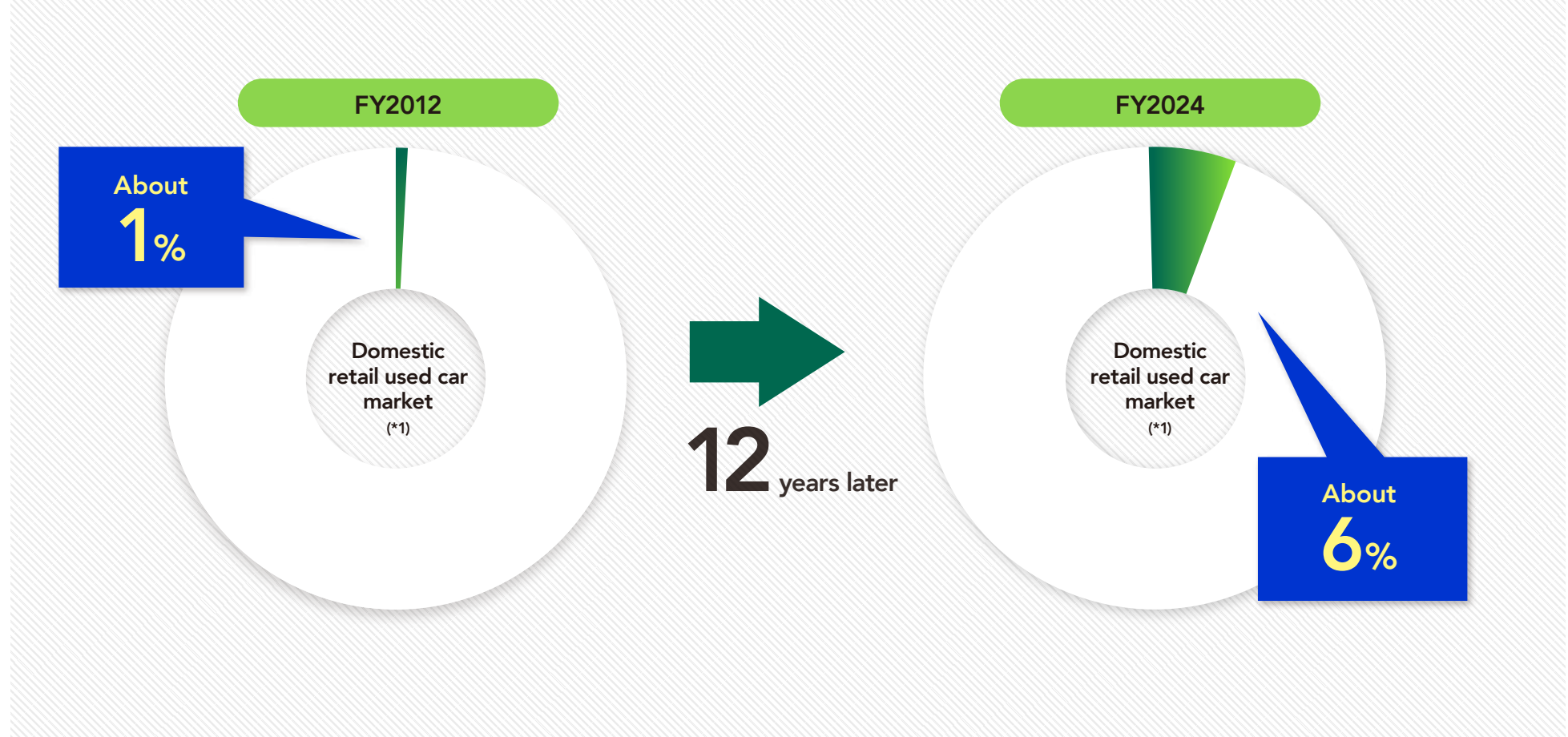
*1: New cars: 2019 data from Japan Automobile Dealers Association
 Used cars: 2023 overview of automobile aftermarket by Yano Research Institute

*2: New cars: 2019 MarkLines Automotive Industry Portal Used cars: edmunds 2019 Used Vehicle Report
 *3: 2019 Statistics of Vehicles from Kraftfahrt-Bundesamt (KBA)
 *4: 2019 vehicle data from the Society of Motor Manufacturers and Traders (SMMT)
 *5: 2017 data on automotive industry in France from Comité des Constructeurs Français d'Automobiles (CCFA)



Used Car Retail Market with a Large Room for Growth of Market Share

Growing domestic market share of IDOM



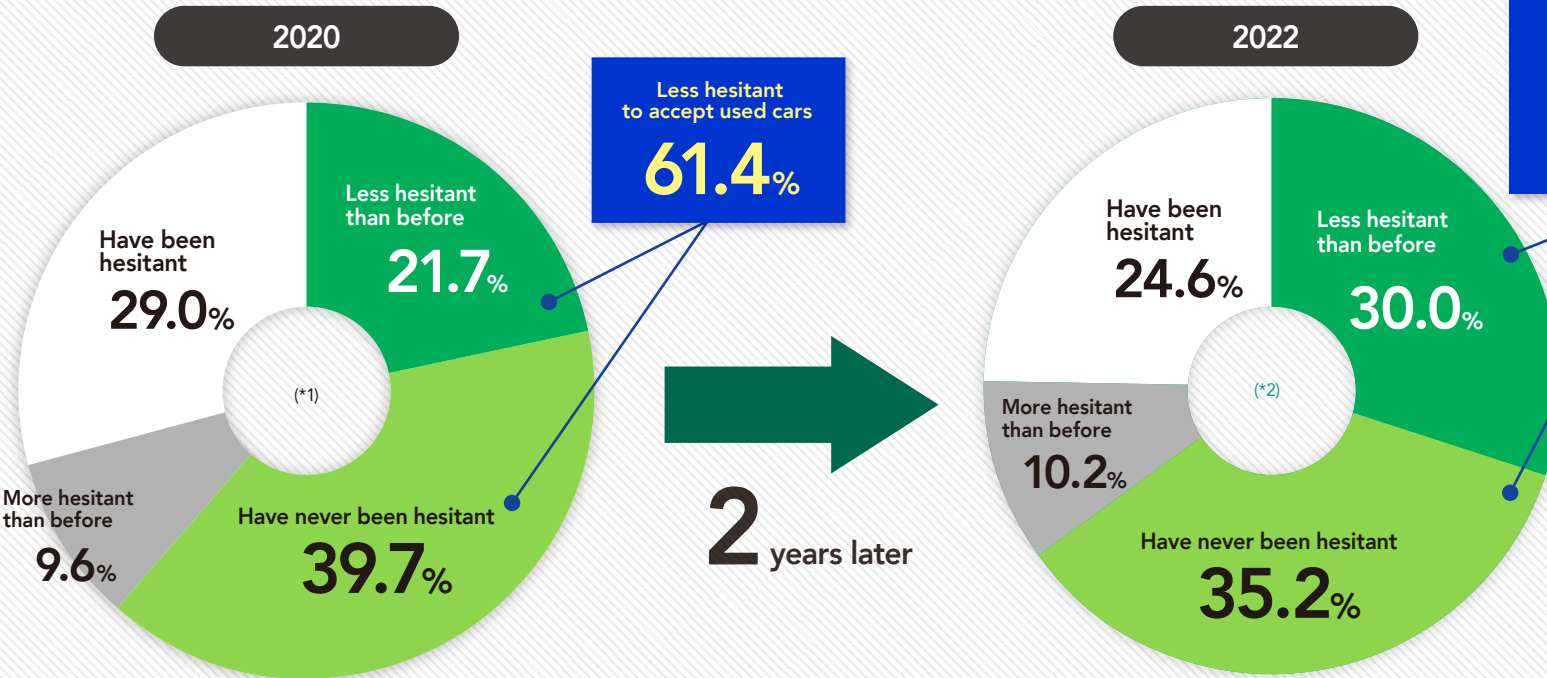
*1: Market share for FY2012 was calculated based on the proportion of IDOM's domestic retail unit sales to the size of the used car retail market in 2008, which was 2.40 million cars (data from Yano Research Institute).

*2: 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).



Change in Young People's View of Used Cars

Are you hesitant to accept used cars compared to before (several years ago - up to ten years ago) ?



*1: Result of an online questionnaire conducted in December 2020 (1,000 respondents)

*2: Result of an online questionnaire conducted in March 2022 (1,000 respondents)



Expected Future Changes in the Environment Surrounding the Used Car Industry

Changes in products (cars) resulting from technological evolution

- Popularization of electric vehicles (EVs)
- Evolution into connected cars
- Automated driving technologies

Changes in the method of selling used cars associated with changes in the consumer mindset

- Subscription and leasing: Limited-time use / Early switching
- C to C: Trades between individuals are possible for cars as well
- E-commerce: Seeing the car at the store --> Doing negotiations and placing the order online

IDOM's response (1)

The business model of used car sales will remain **unchanged** even though products change

IDOM's response (2)

Store infrastructure as a place for displaying used cars and doing maintenance work is **necessary**

IDOM's response (3)

Upfront investments in new businesses

Improving brand power and sales capabilities

Building a nation-wide network of stores

NOREL and EC Trial



Five Competitive Edges of IDOM's Businesses

<p>1. Brand power</p>	<p>Ability to attract customers using the well-known Gulliver brand</p>	<p>Brand recognition surveys (IDOMs own survey and surveys by research companies) Recognition rate of the "Gulliver" brand: 94.9%</p>
<p>2. Number of customers</p>	<p>Number of customers based on the huge number of cars that IDOM has traded since its foundation</p>	<p>(Cumulative total) Number of cars purchased + Number of cars sold: 4.6 million cars</p>
<p>3. Sales capabilities</p>	<p>Development and improvement of long-term human resource development plan focused on recruitment of new graduates</p>	<ul style="list-style-type: none"> - Cumulative total retail unit sales: More than 1.5 million cars - Enhanced services incidental to retailing
<p>4. IT utilization capabilities</p>	<p>Promotion of DX and shift to AI</p>	<p>Concentrated human resources on the retail business by automating the operation of the purchase business and inventory management</p>
<p>5. Ability to respond to the environment</p>	<p>From purchasing to retailing</p>	<p>Shifted from purchase-oriented business to retail business by responding flexibly to changes in the business environment</p>



Five Competitive Edges of IDOM's Businesses

1. Brand power

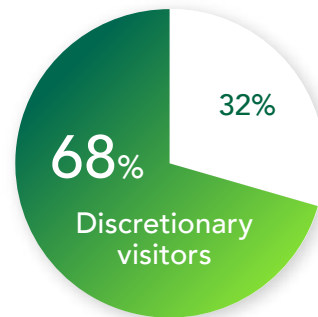
Ability to attract customers using the well-known Gulliver brand

Brand recognition surveys (IDOMs own survey and surveys by research companies)
 Recognition rate of the "Gulliver" brand: **94.9%**

Since the time of its founding in 1994, IDOM has opened stores in 47 prefectures across Japan, and has continued to provide services that are in touch with the contemporary needs of customers. Through 30 years of working together with customers, the Gulliver brand has gained widespread recognition. This is one of IDOM's strengths. Thanks to this high level of recognition, IDOM's natural customer attraction rate is now close to 70%, making it possible for us to attract customers without relying on advertising.

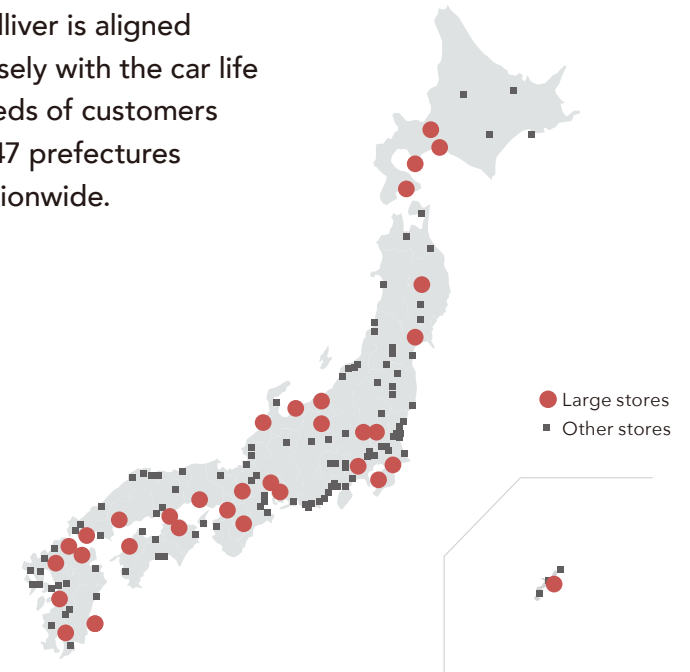
During our transition from a wholesale model to a retail model, we developed multiple channels as part of a trial effort. In the future, though, we will drive brand integration and maximize use of the well-recognized Gulliver brand with the aim of further improving profitability.

Passive attraction of customers using owned media



IDOM stores across the country

Gulliver is aligned closely with the car life needs of customers in 47 prefectures nationwide.



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Five Competitive Edges of IDOM's Businesses

2. Number of customers

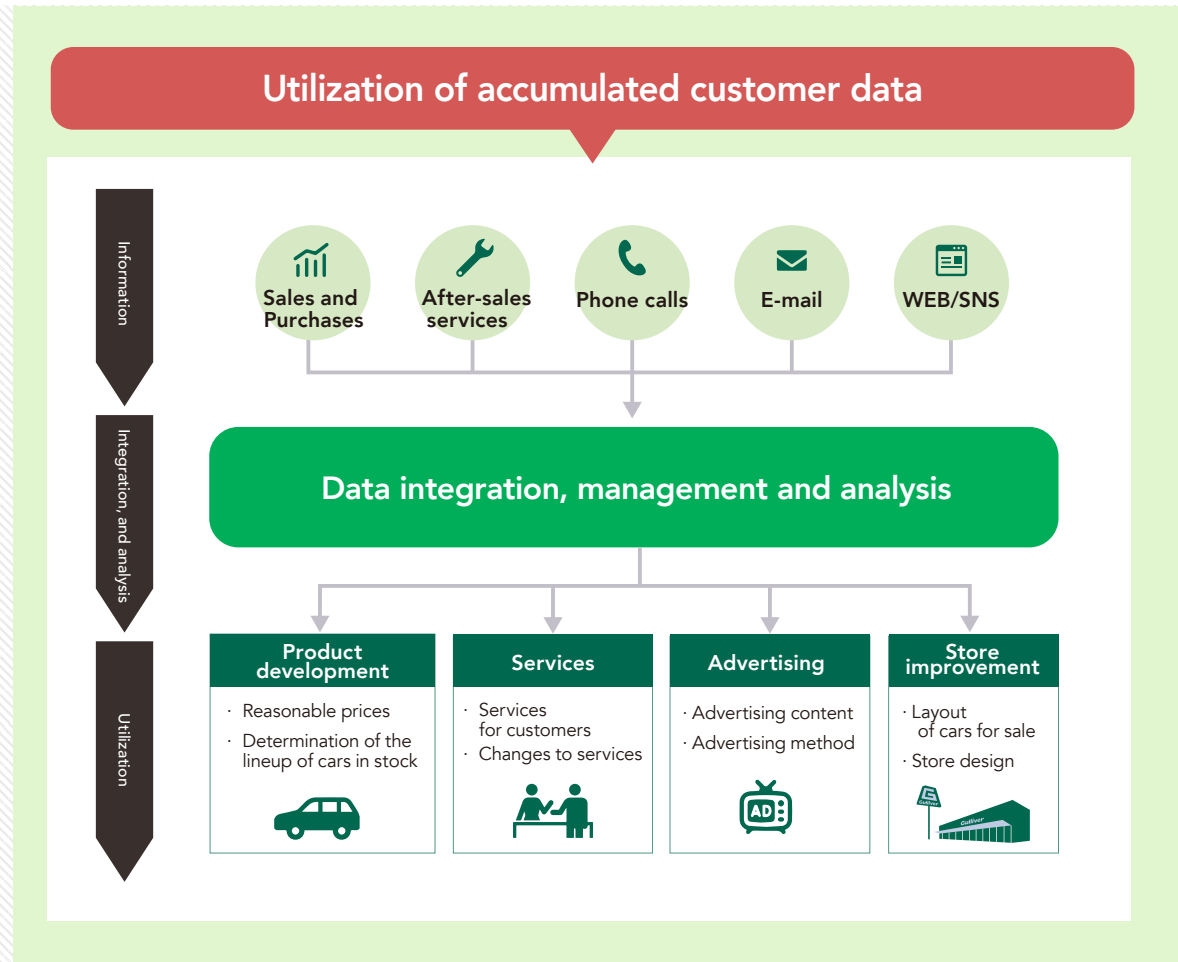
Number of customers based on the huge number of cars that IDOM has traded since its foundation

(Cumulative total)
 Number of cars purchased +
 Number of cars sold : **4.6 million cars**

To stay in touch with the changing needs of customers, IDOM is constantly experimenting through trial and error.

In order to meet a wide range of customer needs, IDOM has flexibly changed its business model together with its customers, through experimenting with multi-channel approaches in the past, and current efforts in developing large-scale stores. Many years of trial and error in working to stay closely in touch with customers has been accumulated as customer feedback and transaction data, and is being utilized to the fullest possible extent.

IDOM will leverage the large amounts of information obtained to develop products, enrich services and better serve customers in a constant effort to increase customer satisfaction.





Five Competitive Edges of IDOM's Businesses

3. Sales capabilities

Development and improvement of long-term human resource development plan focused on recruitment of new graduates

- Cumulative total retail unit sales: More than **1.5 million cars**
- Enhanced services incidental to retailing

Sales = Smart Car Life Planner (SP)

At IDOM, we call salespeople Smart Car Life Planners (SP). This is because we want them to be partners who are in touch with customers' lives and think about their car life together—rather than just buying and selling used cars.

Since an SP's work is close to the customer's car life, we also place importance on CS (Customer Satisfaction) as an indicator of whether the customer was satisfied after the delivery of their vehicle. After delivery, we conduct questionnaire surveys to determine the level of customer satisfaction with the vehicle condition and staff service. We have set up a dedicated CS page on our internal website to constantly monitor the status of CS, and are working continuously to create a culture in which each member of staff can be fully self-aware of their roles as SPs, such as awarding not only stores with top sales performance but also top stores with top-ranking customer satisfaction, through our internal awards system, the IDOM Cup.



Five Competitive Edges of IDOM's Businesses



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

Since our founding, we have been actively engaged in pioneering initiatives that are ahead of the times, such as adopting an image-based sales system for used car sales. In 2022, we obtained certification under the DX Certification System: a system established by the Japanese government to certify companies that are prepared to promote digital transformation (DX) through a range of initiatives such as the formulation of a management vision and establishment of strategies and systems in line with the basic items of the Digital Governance Code based on the Act on Facilitation of Information Processing.

Currently, we are pursuing a number of initiatives to improve the efficiency of our purchasing business at stores nationwide, such as electronic sales contracts using digital technologies, introducing AI into used vehicle appraisals in the purchase business (AI appraisals), and introducing the in-house auction system Gulliver Auction, made possible by the use of IT. We will continue to engage in active IT investment and digital transformation



Five Competitive Edges of IDOM's Businesses



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

In 1994, when vehicle trade-ins accompanying used car purchases were still the mainstream, IDOM started out as a used car purchase specialty store, and grew rapidly with a unique business model that did not exist at that time. Later, in light of changes in the business environment and customer needs, we shifted from a wholesale purchasing model to a retail model.

We are constantly engaging in new trials to respond to contemporary needs, and continue to take on new challenges without limiting ourselves to our existing businesses, such as the the development of the subscription service NOREL, as well as the purchase and sale of used cars at our stores.

With many years of experience, flexibility, and our spirit of engaging in new challenges, IDOM will continue working to offer optimal services in touch with the changing business environment and customer needs.

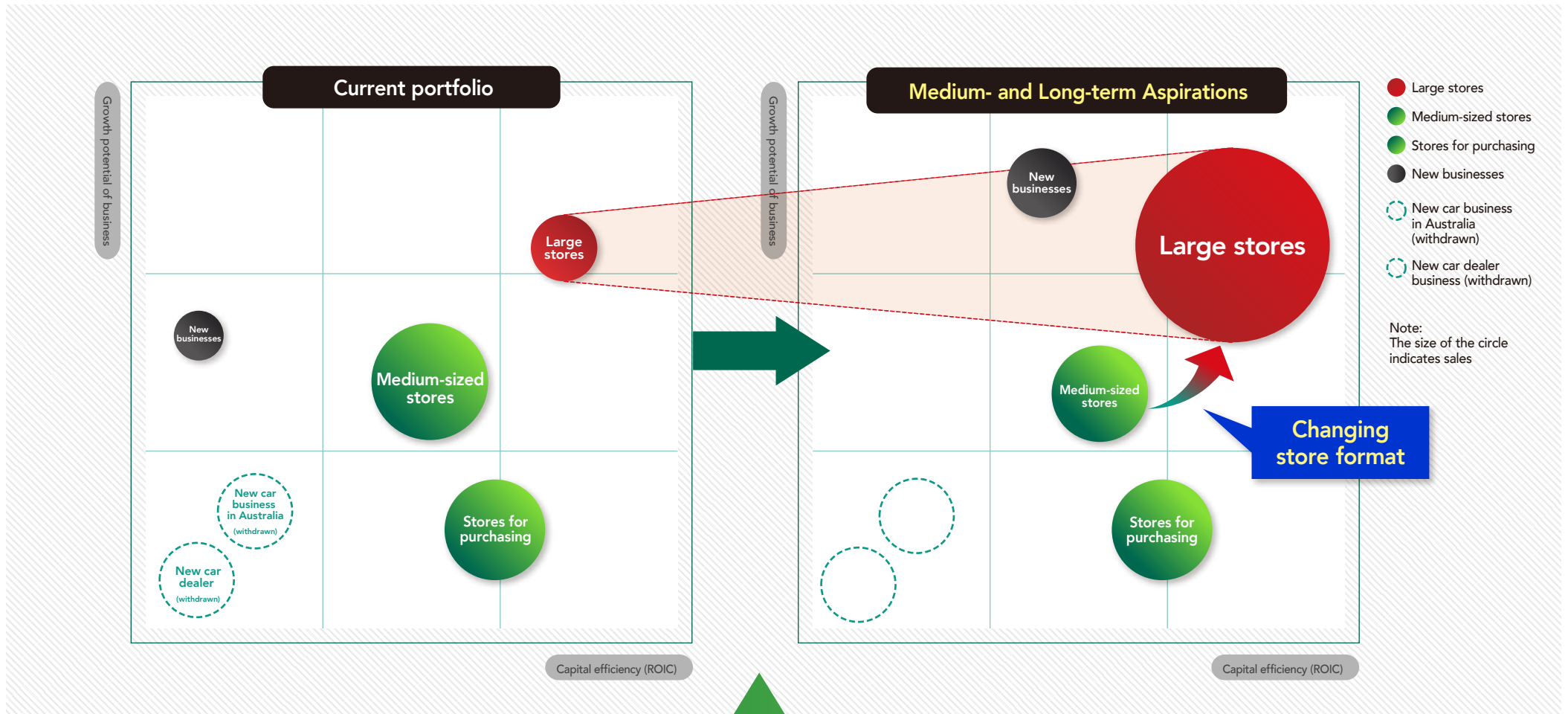


Development of the subscription service "NOREL".





Business Portfolio as a Medium- to Long-Term Goal



Medium- and Long-term Aspirations

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**.

Key Management Indicators

*Revised upward in April 2024



FY2027 Target

<p>1. Operating profit</p>	<p>Steadily increase operating profit</p>	<p>30 billion yen</p>
<p>2. Retail unit sales at directly managed stores</p>	<p>Increase sales mainly through the opening of large stores.</p>	<p>170~190 thousand vehicles</p>
<p>3. Retail Gross Profit</p>	<p>Expand gross profit by multiplying the number of (vehicle) unit by the gross profit per unit</p>	<p>410 to 440 thousand yen</p>
<p>4. ROIC</p>	<p>Aim at 10% for the time being while paying attention to capital costs.</p>	<p>10.0% or higher</p>
<p>5. Free cash flows (FCF)</p>	<p>Grow in the medium to long term while clearly recognizing the investment phase and recovery phase.</p>	<p>3 consecutive periods of cumulative profit</p>

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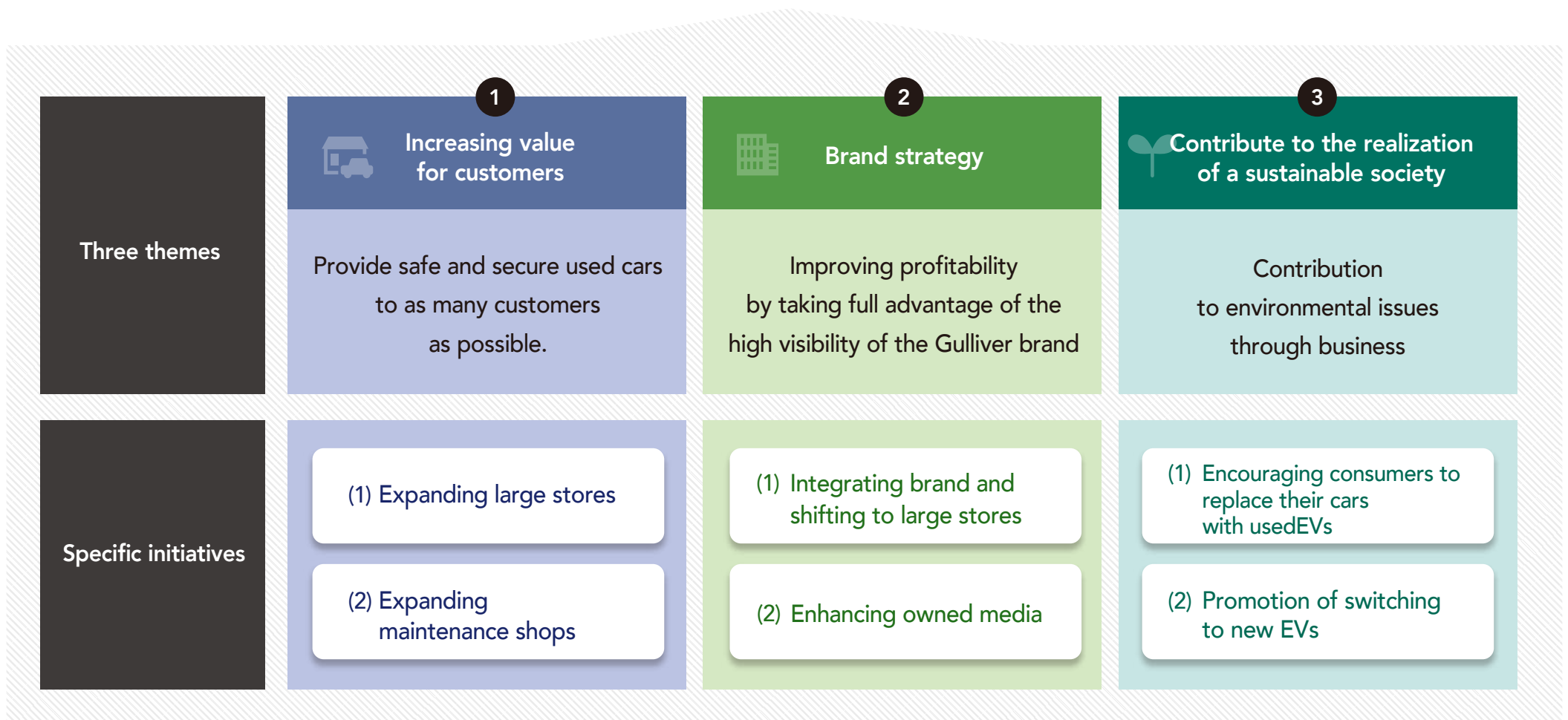
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Positioning of the Medium-Term Business Plan and Its Three Themes

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



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Themes of SDGs and Themes IDOM will Address



Related SDGs

7 エネルギーをみんなに
そしてクリーンに

13 気候変動に
具体的な対策を

15 陸の豊かさも
守ろう

10 人や国の不平等
をなくそう

5 ジェンダー平等を
実現しよう

8 働きがいも
経済成長も

Themes IDOM will address

Environment (E)

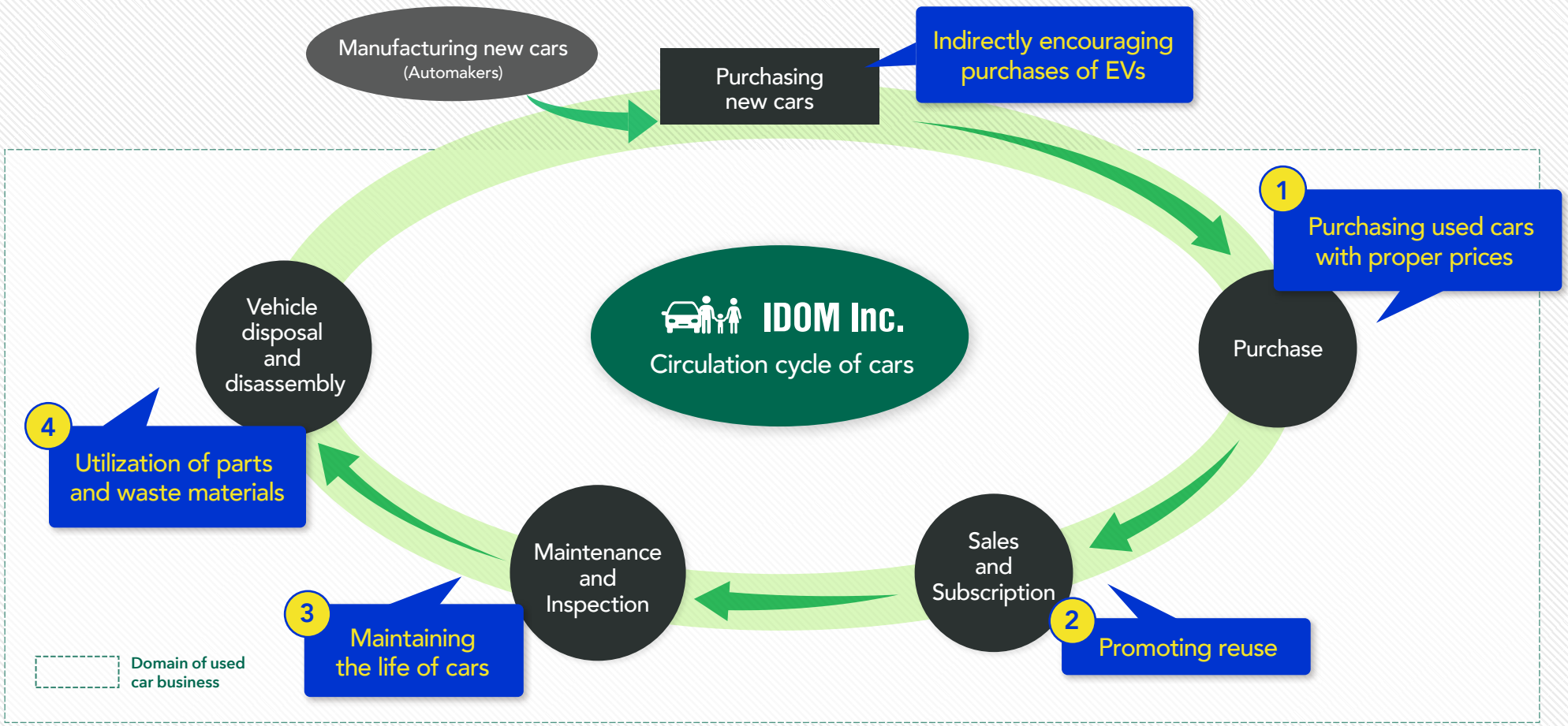
- Contributing to the realization of a **sustainable society** through the used car distribution business (the value of IDOM's existence)
- Driving **paperless operations** (Digitization of sales agreements, reduction of paper resources by sharing meeting materials online, etc.)
- **Switching to LED** for light fixtures at directly operated store locations
- **Promoting the spread of environmentally friendly cars**, including hybrid vehicles and EVs, in response to consumer needs

Society (S)

- **Ensuring diversity** through consideration for **employee health and healthy working environments** based on the idea of diversity
- **Social Contribution Initiatives** Made Possible Through IDOM' s Business



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.

What is IDOM?
Interview
Business Model
ESG
Data Section



Borrowing implemented through sustainable finance



Mizuho
Sustainability-Linked
Loan Pro



SDGs
Promotion Loan



Positive Impact
Finance

*Sustainable Finance..... It is interpreted as "finance to realize a sustainable society and planet," a broad concept that includes investments and loans (ESG investment and ESG finance), bond issuance, and various other broad financial services that incorporate various considerations to solve environmental (E), social (S), and governance (G) issues.

Banks and third-party evaluation organizations have evaluated IDOM's used car distribution business as contributing to a recycling-oriented society.



Disclosure in Line with TCFD Recommendations

Related to Climate Change

Support for the Task Force on Climate-related Financial Disclosures (TCFD) Recommendations



Our company recognizes climate change as one of the critical issues impacting our business operations and expressed its support for the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) in 2022.

In accordance with the TCFD recommendations, we disclose information on our website regarding governance, risk management, strategy (analysis of risks and opportunities), and metrics and targets.

[Disclosure under the TCFD](#)



Sustainability Declaration

Since it was founded, IDOM has had a corporate philosophy of “Growing Together” , where we aim to grow together with our five key stakeholders: society, customers, employees, partners and shareholders.

Based on this corporate philosophy, we believe that our used car distribution business contributes to a sustainable society and defines the value of IDOM’ s existence as a company.

Going forward, we will continue to boldly tackle the challenges of transforming the used car distribution market and continue to create long term value for all our stakeholders into the future.



Approach to Diversity

IDOM has created an environment where employees can fully demonstrate their abilities and play an active role, regardless of characteristics such as gender, culture, race, religion, sexual orientation, age or disabilities.

We have also established various systems and training for employees to achieve personal growth and self-improvement.

We will continue to respect the human rights of our employees and work actively to create a system that allows employees to attempt various challenges.

We believe that diversity will be achieved by focusing our efforts on improving the environment and developing human resources. For this reason, we have not set numerical diversity targets at this time.





Approach to Diversity and Initiatives

Initiatives to Improve the Environment and Develop Human Resources Based on "Approach to Diversity"

Childcare support

Encouraging employees to take childcare leave regardless of gender

Reduction of working hours

Reducing total working hours through efforts such as increasing the number of public holidays

Supporting women

Operating the Sakura Project to support active roles and empowerment for all female employees (since 2008)

Work style

Creating an environment where employees can make maximum use of their abilities, including telecommuting, by promoting work style reforms

Growth support

Challenge application system that allows employees to apply for transfers for themselves, with the aim of promoting further self-growth

Training system

Theme-specific human resources development training system, with training that varies according to job type, position, and experience

Ability development

Ability development support course, in which employees can participate for the purpose of developing their own abilities

Qualification system

Store manager qualification examination system, for appointment of store managers by qualitative and quantitative evaluation

Management training

Store Pro system, a professional store manager system that challenges managers to engage in store management as business managers

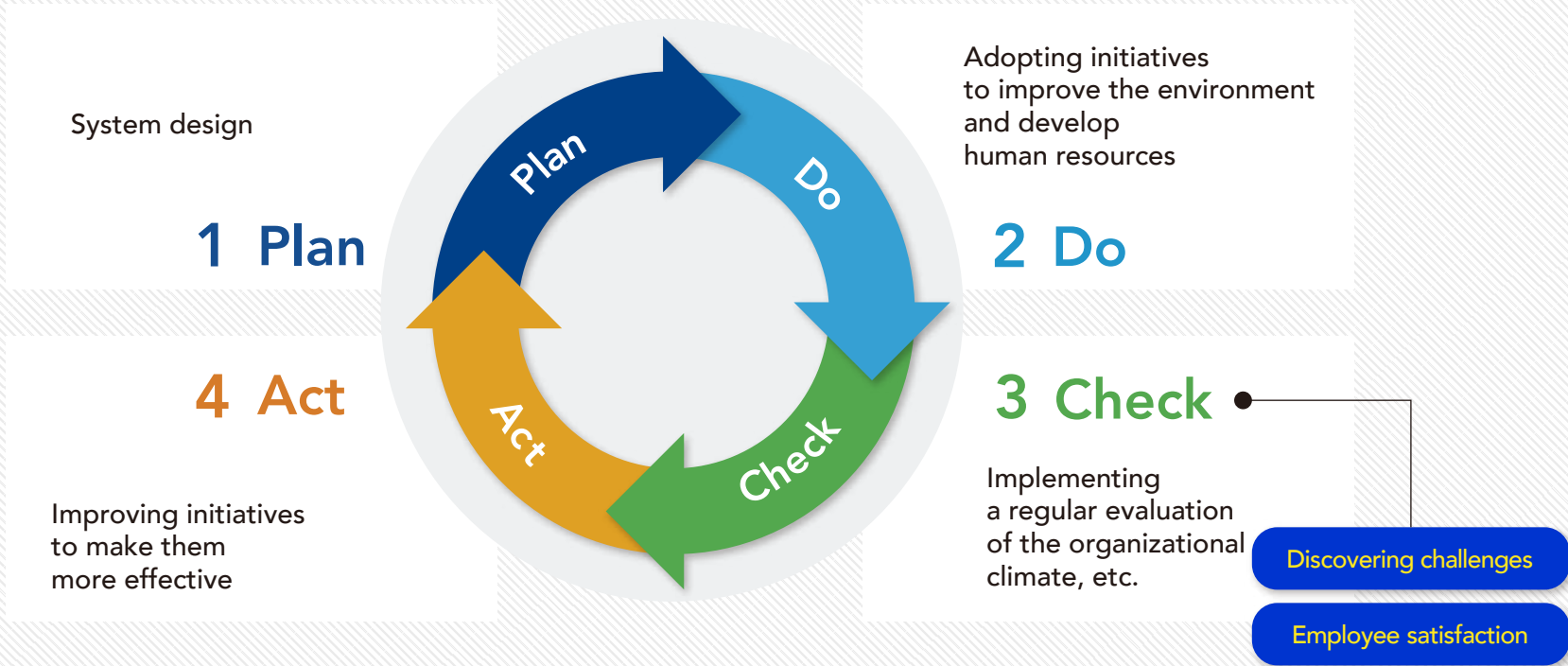


System to Promote Initiatives

Based on the Concept of Diversity

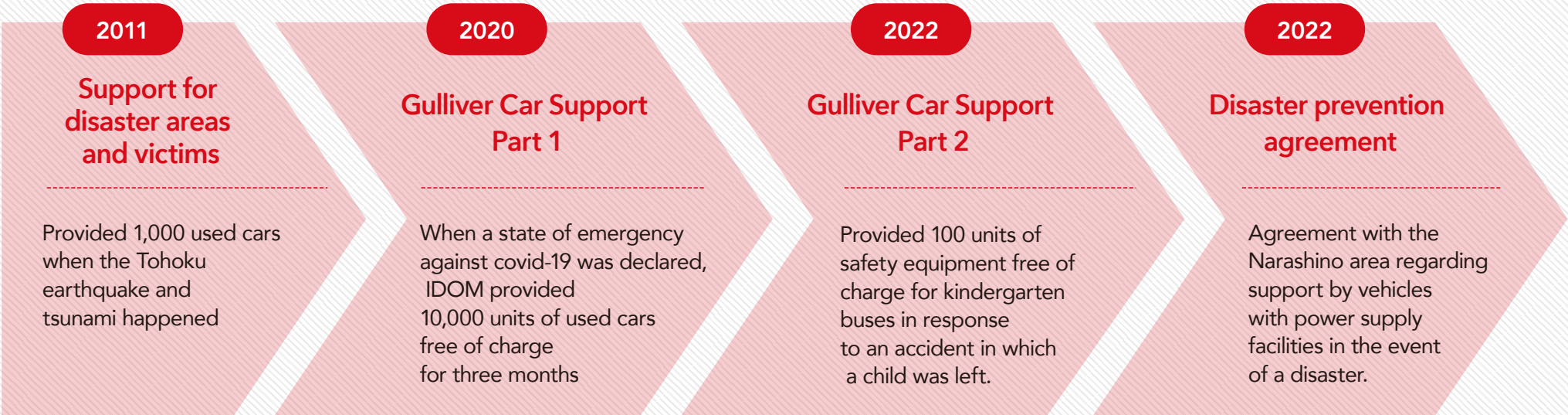
System to Promote

Taking effective initiatives by setting quantitative targets based on a regular evaluation of the organizational climate, such as employee satisfaction and the penetration of measures, and by implementing a PDCA cycle





External Initiatives



Internal Initiatives



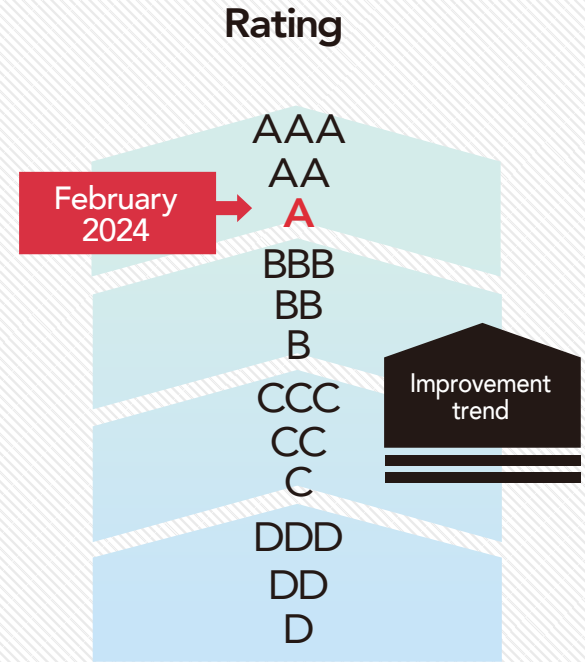


Best Motivation Company 2023



Awarded **7th** place in the Major Companies category for some of IDOM's initiatives

The rating as of February 2024 is **"A."**



IDOM defines "human capital" as an important resource in our business strategy and introduced the Engagement Score as an indicator of human capital.



Directors and Executive Officers

A company with an **Audit & Supervisory Board** consisting of five Directors (including two outside directors) and three auditors (including two outside auditors)

The Board of Directors, which has been streamlined through the adoption of an **officer system**, engages in in-depth discussions and quickly makes decisions.

Members of the Board of Directors

President
Yusuke Hatori

President
Takao Hatori

Director CFO
Ryo Nishihata

Director
Jun Sugie

Outside
Independent

Director
Koichi Noda

Outside
Independent

Members of the Audit & Supervisory Board

Auditor (Full-time)
Takenobu Sugama

Auditor
Tadaaki Kimura

Outside
Independent

Auditor
Kaoru Ninomiya

Outside
Independent

Two-President System



Reason for the two-president system

Enabling representatives to balance each other while also facilitating quick, sound decision-making processes



President

Yusuke Hatori

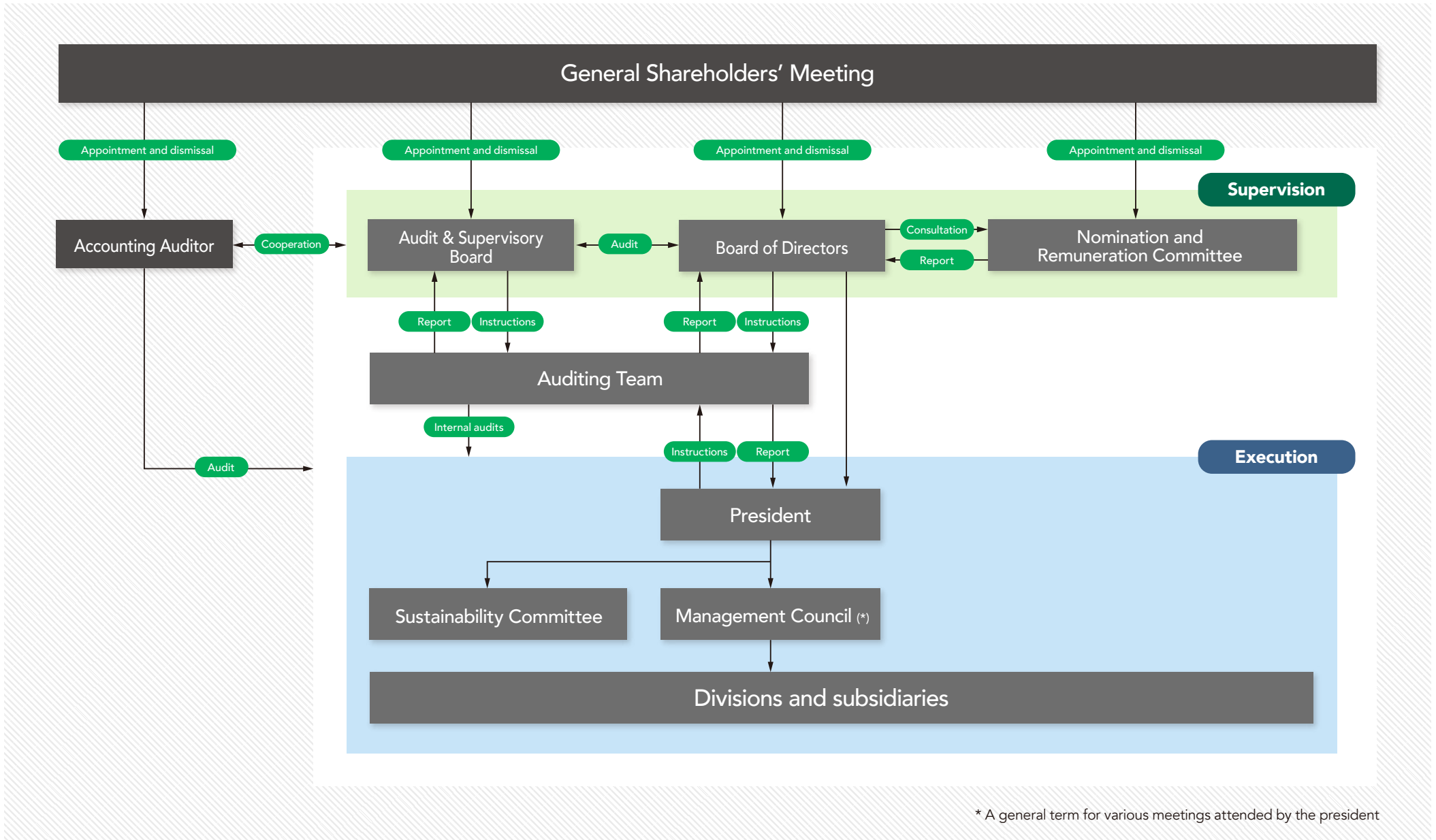


President

Takao Hatori

Important management decisions are made by two presidents through dialectical discussion instead of by a president alone, and by doing so, optimal solutions are achieved. IDOM migrated to the current system in 2008 and will continue to operate under this system going forward.

Corporate Governance Diagram (as of April 14, 2022)



* A general term for various meetings attended by the president

Directors' Skill Matrix



	Corporate management	Industry insight and marketing	Global experience	Finance and accounting	Sustainability
President Yusuke Hatori	●	●	●		●
President Takao Hatori	●	●		●	●
Director CFO Ryo Nishihata	●		●	●	●
Director Jun Sugie <small>Outside Independent</small>	●			●	●
Director Koichi Noda <small>Outside Independent</small>	●		●		●

Skill	Definition
Corporate management	Experience in corporate management and/or administrative management at listed companies, large-scale corporations or administrative (government) agencies, etc.
Industry insight and marketing	Insight relating to automobile distribution and intimate knowledge of the characteristics of marketing activities
Global experience	Experience leading overseas business operations, or highly international work experience
Finance and accounting	Expertise in finance and accounting
Sustainability	Insight relating to sustainable growth in environmental, social and governance (ESG) issues, etc.

Reason for the selection of skills

IDOM is engaged in automobile distribution operations both in Japan and overseas (in Australia and the United States, etc.)

The Board of Directors believes that it is necessary to gain insight and grasp the characteristics of the automobile distribution industry, and to discuss and supervise medium to long-term business management issues from a global perspective.

The Board also believes that it should discuss and provide supervision to enable the Group to achieve sustainable growth while forecasting future environmental changes and predicting risks and opportunities that may arise in the future. IDOM places an emphasis on the Board of Directors performing such functions, and has selected the skills presented on the left to create a skill matrix for its directors.



Directors, Auditors and Advisers



• Explanation of the Board of Directors and Officers

The number of directors is specified in IDOM' s Articles of Incorporation to be no more than five, in order to facilitate prompt decision making. Currently, the Board of Directors consists of a total of five directors, including three directors who have played a central role in IDOM' s business operations since the time of its founding, and two outside directors with management experience at other companies. Additionally, with the introduction of an officer system, a certain degree of authority for execution of business has been delegated to executive officers.

Directors are selected for appointment by the Board of Directors, who evaluate candidates based on whether they will contribute to increasing the Company' s corporate value while considering the overall balance of experience and knowledge of the Board of Directors. Plenty of opportunities for dialogue with the candidates are provided before their appointment is decided by the board.

The outside directors frequently exchange opinions from an objective viewpoint with the directors and Audit & Supervisory Board members, and perform their responsibilities as independent outside directors of the Company.

<p>President Yusuke Hatori</p> <p>Internal</p>	<p>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.</p>
<p>President Takao Hatori</p> <p>Internal</p>	<p>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.</p>
<p>Director CFO Ryo Nishihata</p> <p>Internal</p>	<p>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.</p>
<p>Director Jun Sugie</p> <p>Outside Independent Director</p>	<p>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.</p>
<p>Director Koichi Noda</p> <p>Outside Independent Director</p>	<p>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 as Executive Officer Chief People Officer of Shiseido Company, Limited.</p>
<p>Auditor(Full-time) Takenobu Sugama</p> <p>Internal</p>	<p>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.</p>
<p>Auditor Tadaaki Kimura</p> <p>Outside Independent Director</p>	<p>Currently CEO of addlight Inc. since January 2008 . Registered as a certified public accountant in May 2008. Appointed an Audit & Supervisory Board member of the Company in 2020. Currently serves as Part-time director of KIMURA UNITY CO.,LTD.</p>
<p>Auditor Kaoru Ninomiya</p> <p>Outside Independent Director</p>	<p>Joined in the public relations department of Calbee, Inc. in April 1995. Social Contribution Committee of Calbee, Inc. in April 2021. Appointed an Audit & Supervisory Board member of the Company in 2021.</p>
<p>Honorary Chairman Kenichi Hatori</p>	<p>Founded the Company in 1994. Appointed representative director and chairman of the Company in 2008. Appointed honorary chairman of the Company in 2016.</p>
<p>Adviser Hideo Yamada</p>	<p>12th Commissioner General of the National Police Agency. Appointed advisory of the Company in 2016.</p>



Data Section

Data section

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Main Indicators (as of February, 2024)



Financials

419.9 billion



Net sales

16.1 billion



Operating profit

8.6%



ROIC *1

Retail sales and sales of used cars

144 thousand units



Retail unit sales of used cars *3

269 thousand units



Number of used cars sold *4

Number of employees (consolidated)

3,508



Number of stores *2

406 *2



Share in the used car retail market *5

Approx. 6%



*1: 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)

*2: Number of directly managed stores excluding *3: Retail unit sales at IDOM's directly managed stores *4: Sum of retail unit sales and wholesale unit sales

*5: (Total retail unit sales at IDOM in FY2023) / (Retail unit sales of used cars in 2024 estimated by Yano Research Institute, which is 2.62 million cars)

Principal Financial Data



Consolidated financial results

		FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Net sales	million yen	155,681	210,085	251,516	276,157	309,410	361,684	380,564	459,532	416,514	419,852
Gross profit	million yen	39,075	51,610	61,133	65,859	64,702	73,959	72,810	86,013	74,549	73,333
Selling, general and administrative expenses	million yen	33,750	44,067	56,634	59,080	61,301	64,868	62,239	67,528	55,865	57,216
Operating income	million yen	5,325	7,542	4,498	6,779	3,400	9,091	10,571	18,485	18,684	16,117
Ordinary income	million yen	5,345	6,835	4,160	5,797	2,072	6,867	9,642	17,561	18,146	15,826
Profit attributable to owners of parent	million yen	3,286	4,111	2,247	3,578	381	3,545	1,484	10,794	14,205	11,442
Depreciation	million yen	1,643	2,449	2,964	3,044	2,984	3,140	2,951	2,797	2,581	2,890
Net income per share(EPS)	yen	32.42	40.55	22.17	35.29	3.76	34.97	14.77	107.51	141.48	113.96
Net income/equity(ROE)	%	9.7	11.5	5.9	9.0	0.9	8.6	3.4	22.0	24.5	17.5
Ordinary income/total assets (ROA)	%	9.7	9.0	4.0	4.7	1.4	3.8	5.3	9.6	10.0	8.9
Operating income/Net sales	%	3.4	3.6	1.8	2.5	1.1	2.5	2.8	4.0	4.5	3.8

Principal Financial Data



Consolidated financial position

		FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Total assets	million yen	57,153	94,211	114,047	130,181	173,851	183,783	177,222	189,766	173,293	184,031
Net assets	million yen	34,629	38,245	39,581	41,494	40,357	42,586	45,015	55,709	62,702	69,930
Short-term loans payable	million yen	4,797	2,124	3,408	1,201	9,031	935	1,117	1,101	-	678
Long-term loans payable	million yen	43	22,851	40,774	52,680	68,023	79,824	79,169	67,523	43,000	46,700
Equity	million yen	34,629	37,113	38,641	40,939	39,841	42,126	43,996	54,015	62,086	69,013
Equity ratio	%	60.6	39.4	33.9	31.4	22.9	22.9	24.8	28.5	35.8	37.5
Net assets per share(BPS)	yen	341.49	365.98	381.05	403.71	392.88	415.42	438.18	537.97	618.34	687.34

Consolidated cash flows

		FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Cash flows from operating activities	million yen	56	4,121	-4,632	6,989	-19,593	13,757	19,508	8,276	2,275	9,648
Cash flows from investing activities	million yen	-8,540	-17,686	-8,262	-5,315	-11,015	-406	-1,373	-4,500	-166	-8,367
Cash flows from financing activities	million yen	-1,721	17,858	18,092	8,731	30,930	1,142	-12,495	-1,332	-10,634	-8,230
Cash and cash equivalents at end of period	million yen	4,863	9,122	14,337	22,763	22,970	37,295	43,179	45,670	37,473	30,548

Cash dividends

		FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Annual dividends per share*	yen	15.0	12.5	12.0	7.0	11.0	1.2	10.6	4.6	42.5	34.2
Dividend payout ratio (Consolidated)	%	46.3	30.8	54.1	19.8	292.2	3.4	71.8	4.3	30.0	30.0
Ratio of dividends to net assets (Consolidated)	%	4.5	3.5	3.2	1.8	2.8	0.3	2.5	0.9	7.4	5.2

Consolidated balance sheets



Assets		As of February 28, 2023	As of February 29, 2024
Current assets	Cash and deposits	37,473	30,548
	Notes and accounts receivable - trade	3,927	12,631
	Merchandise	84,432	85,994
	Other	6,173	5,606
	Allowance for doubtful accounts	(528)	(498)
	Total current assets	131,478	134,281
Non-current assets	Property, plant and equipment		
	Buildings and structures	41,306	47,376
	Accumulated depreciation	(16,873)	(18,611)
	Buildings and structures, net	24,433	28,764
	Vehicles	236	2,214
	Accumulated depreciation	(148)	(186)
	Vehicles, net	88	2,027
	Tools, furniture and fixtures	5,077	5,735
	Accumulated depreciation	(3,362)	(3,734)
	Tools, furniture and fixtures, net	1,715	2,000
	Land	136	136
	Construction in progress	67	683
	Other	-	217
	Total property, plant and equipment	26,441	33,829
	Intangible assets		
	Software	1,300	1,249
	Goodwill	86	78
	Other	2	2
	Total intangible assets	1,389	1,330
	Investments and other assets		
Investment securities	0	0	
Shares of subsidiaries and associates	29	29	
Long-term loans receivable	76	1,574	
Leasehold and guarantee deposits	5,045	5,514	
Construction assistance fund receivables	3,955	3,537	
Deferred tax assets	4,435	3,471	
Other	449	464	
Allowance for doubtful accounts	(6)	(2)	
Total investments and other assets	13,984	14,589	
Total non-current assets	41,815	49,749	
Total assets	173,293	184,031	

Liabilities, Net assets		As of February 28, 2023	As of February 29, 2024
Liabilities	Current liabilities		
	Accounts payable - trade	4,822	5,783
	Current portion of long-term borrowings	24,145	16,300
	Accounts payable - other	3,812	4,151
	Income taxes payable	864	2,556
	Contract liabilities	25,336	26,809
	Deposits received	309	247
	Provision for bonuses	897	1,046
	Other provisions	342	48
	Other	3,635	6,384
	Total current liabilities	64,165	63,327
	Non-current liabilities		
	Long-term borrowings	43,000	46,700
Long-term guarantee deposits	599	679	
Asset retirement obligations	2,643	3,085	
Other	183	308	
Total non-current liabilities	46,426	50,773	
Total liabilities	110,591	114,101	
Net assets	Shareholders' equity		
	Share capital	4,157	4,157
	Capital surplus	5,250	4,726
	Retained earnings	56,738	64,093
	Treasury shares	(4,344)	(4,344)
	Total shareholders' equity	61,801	68,631
	Accumulated other comprehensive income		
Foreign currency translation adjustment	284	381	
Total accumulated other comprehensive income	284	381	
Share acquisition rights	147	10	
Non-controlling interests	468	906	
Total net assets	62,702	69,930	
Total liabilities and net assets	173,293	184,031	

Consolidated statements of income



	As of February 28, 2023	As of February 29, 2024
Net sales	416,514	419,852
Cost of sales	341,964	346,519
Gross profit	74,549	73,333
Selling, general and administrative expenses	55,865	57,216
Operating profit	18,684	16,117
Non-operating income		
Interest income	107	189
Subsidy income	26	-
Reversal of Allowance for Doubtful Accounts	-	14
Other	67	59
otal non-operating income	202	264
Non-operating expenses		
Interest expenses	571	350
Foreign exchange losses	71	131
theft loss	87	52
Other	9	20
otal non-operating expenses	739	554
Ordinary profit	18,146	15,826
Extraordinary income		
Gain on sale of non-current assets	54	14
Gain on sale of shares of subsidiaries and associates	795	-
Gain on liquidation of subsidiaries	19	-
Subsidy income	91	83
Other	48	13
Total extraordinary income	1,008	110

	As of February 28, 2023	As of February 29, 2024
Extraordinary losses		
Loss on retirement of non-current assets	222	76
Impairment losses	103	109
Expenses for Security Measures	-	81
Other	76	4
Total extraordinary losses	402	273
Profit before income taxes	18,752	15,664
Income taxes - current	2,859	3,344
Income taxes - deferred	1,621	964
Total income taxes	4,480	4,308
Profit	14,272	11,355
Profit attributable to non-controlling interests	67	(87)
Profit attributable to owners of parent	14,205	11,442
Profit	14,272	11,355
Other comprehensive income		
Foreign currency translation adjustment	303	97
Total other comprehensive income	303	97
Comprehensive income	14,576	11,452
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	14,321	11,540
Comprehensive income attributable to non-controlling interests	255	(87)

Consolidated statements of cash flows



	As of February 28, 2023	As of February 29, 2024
Cash flows from operating activities		
Profit before income taxes	18,752	15,664
Depreciation	2,581	2,890
Amortization of goodwill	110	7
Increase (decrease) in provision for bonuses	(1,067)	148
Increase (decrease) in allowance for doubtful accounts	197	(34)
Increase (decrease) in Provision for Product Warranty	(884)	–
Interest and dividend income	(107)	(189)
Share-based payment expenses	143	(137)
Interest expenses	571	350
Foreign exchange losses (gains)	576	99
Subsidy income	(91)	(83)
Loss on retirement of non-current assets	222	76
Loss (gain) on sale of shares of subsidiaries and associates	(795)	–
Impairment losses	103	109
Loss (gain) on liquidation of subsidiaries	(19)	–
Headquarters relocation cost	–	81
Decrease (increase) in trade receivables	4,660	(7,846)
Decrease (increase) in inventories	(24,349)	(3,559)
Decrease (increase) in consumption taxes refund receivable	96	–
Decrease (increase) in accounts receivable - other	708	(52)
Increase (decrease) in accrued consumption taxes	179	2,328
Increase (decrease) in trade payables	1,847	959
Increase (decrease) in accounts payable - other	431	677
Increase (decrease) in accrued expenses	431	298
Other, net	3,009	61
Subtotal	7,309	11,851
Interest and dividends received	107	189
Interest paid	(571)	(341)
Income taxes paid	(4,661)	(2,002)
Subsidies received	91	83
Payments for loss on COVID-19	–	(131)
Net cash provided by (used in) operating activities	2,275	9,648

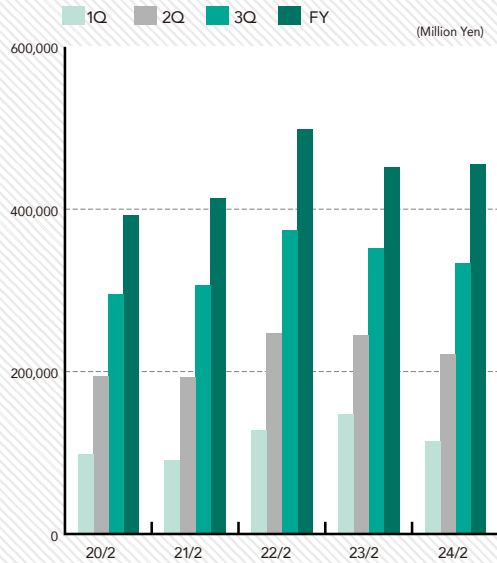
	As of February 28, 2023	As of February 29, 2024
Cash flows from investing activities		
Purchase of property, plant and equipment	(5,441)	(7,507)
Proceeds from sale of property, plant and equipment	85	35
Purchase of intangible assets	(402)	(701)
Payments for asset retirement obligations	(29)	(110)
Loan advances	(2,910)	(736)
Proceeds from collection of loans receivable	138	1,017
Payments of leasehold and guarantee deposits	(834)	(630)
Proceeds from refund of leasehold and guarantee deposits	196	162
Payments of construction assistance fund receivables	(115)	(10)
Proceeds from collection of construction assistance fund receivables	450	428
Proceeds from sale of shares of subsidiaries resulting in change in scope of consolidation	8,597	–
Proceeds from liquidation of subsidiaries	119	–
Other, net	(21)	(312)
Net cash provided by (used in) investing activities	(166)	(8,367)
Cash flows from financing activities		
Proceeds from long-term borrowings	–	20,000
Repayments of long-term borrowings	(10,169)	(24,145)
Purchase of treasury shares	0	0
Proceeds from issuance of share acquisition rights	3	–
Expenditures for Dividend Payments	(1,856)	(4,085)
Proceeds from share issuance to non-controlling shareholders	1,387	–
Net cash provided by (used in) financing activities	(10,634)	(8,230)
Effect of exchange rate change on cash and cash equivalents	328	24
Net increase (decrease) in cash and cash equivalents	(8,196)	(6,925)
Cash and cash equivalents at beginning of period	45,670	37,473
Cash and cash equivalents at end of period	37,473	30,548



Financial, Non-Financial Highlights

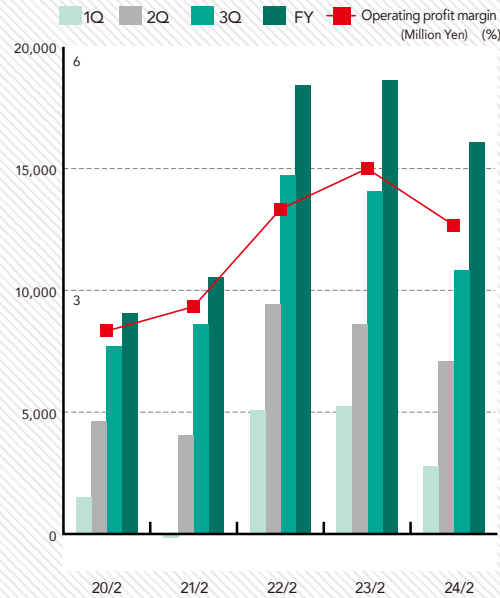
Financial Highlights

Trend in net sales



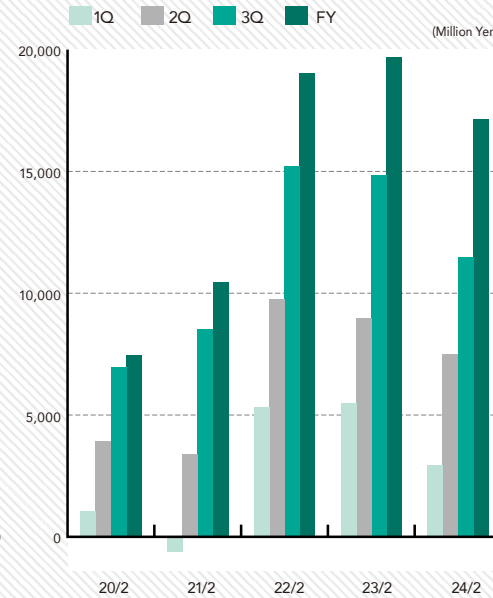
	20/2	21/2	22/2	23/2	24/2
FY	361,684	380,564	459,532	416,514	419,852
3Q	272,574	282,082	344,620	324,248	307,710
2Q	179,276	178,109	227,775	225,478	203,694
1Q	90,206	83,724	117,013	135,601	105,258

Operating profit & Operating profit margin



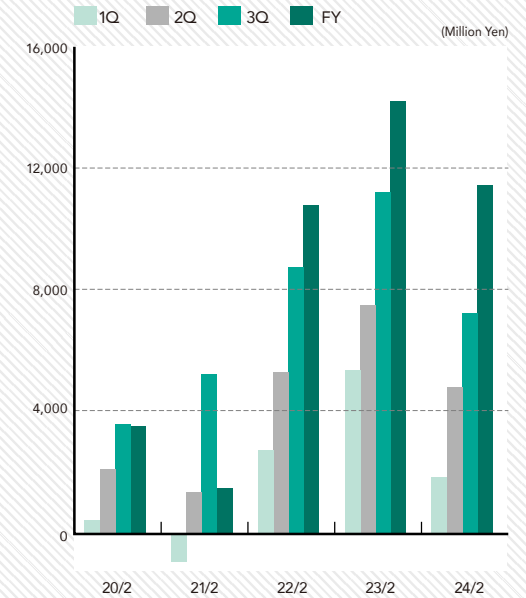
	20/2	21/2	22/2	23/2	24/2
FY	9,091	10,571	18,485	18,684	16,117
3Q	7,728	8,616	14,760	14,115	10,829
2Q	4,624	4,053	9,440	8,616	7,098
1Q	1,510	(153)	5,084	5,256	2,771
Operating profit margin					
FY	2.5%	2.8%	4.0%	4.5%	3.8%

Ordinary profit



	20/2	21/2	22/2	23/2	24/2
FY	6,867	9,642	17,561	18,146	15,826
3Q	6,432	7,849	14,046	13,698	10,597
2Q	3,634	3,147	9,011	8,280	6,918
1Q	959	(552)	4,911	5,053	2,696

Profit attributable to owners of parent



	20/2	21/2	22/2	23/2	24/2
FY	3,545	1,484	10,794	14,205	11,442
3Q	3,597	5,226	8,738	11,219	7,237
2Q	2,124	1,375	5,311	7,564	4,823
1Q	447	(914)	2,752	5,377	1,868

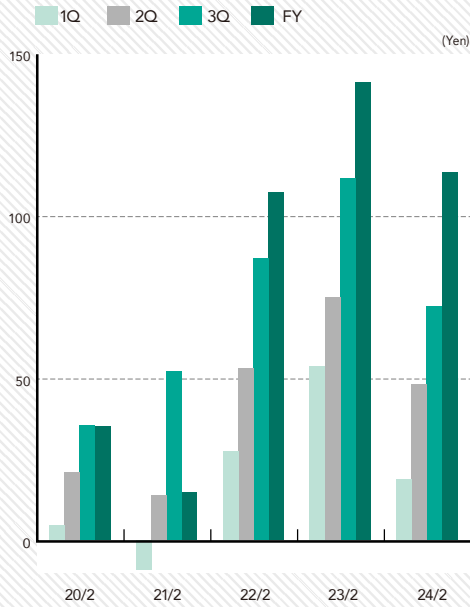
*Net income is presented as profit attributable to owners of parent from FY2/17.



Financial, Non-Financial Highlights

Financial Highlights

Net income per share (EPS)

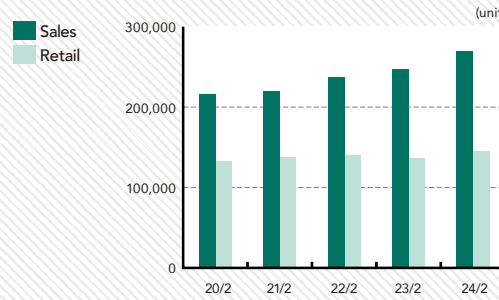


	20/2	21/2	22/2	23/2	24/2
FY	34.97	14.77	107.51	141.48	113.48
3Q	35.48	51.97	87.03	111.74	72.08
2Q	20.95	13.67	52.9	74.86	48.04
1Q	4.41	(9.06)	27.41	53.55	18.61

*EPS is based on the number of shares before the stock split.

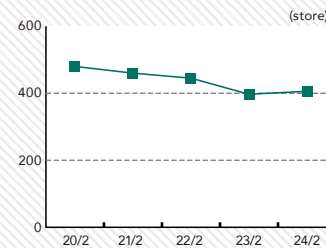
Non-Financial Highlights

Total no. of car sales & Retail unit volumes



	20/2	21/2	22/2	23/2	24/2
Total no. of car sales (unit)	215,495	219,914	237,489	247,392	268,844
Retail unit volumes (unit)	132,988	137,382	140,119	135,599	144,487

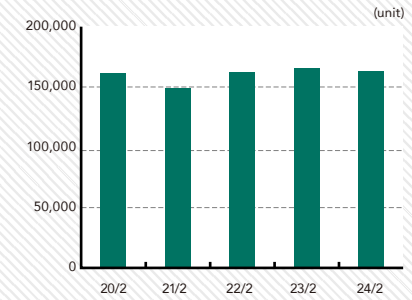
Total no. of directly managed stores



	20/2	21/2	22/2	23/2	24/2
Total no. of directly managed stores	480	460	445	397*	406

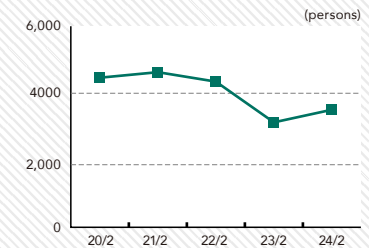
*Change in counting standard for the number of directly managed stores from Q4 FY 2023. Stores (specialized in traveling sales and traveling purchases, online sales, product display) were removed.

Total no. of car purchases



	20/2	21/2	22/2	23/2	24/2
Total no. of car purchases	160,963	148,892	161,951	165,529	162,630

Number of employees (Consolidated)



	20/2	21/2	22/2	23/2	24/2
Number of employees	4,464	4,629	4,347	3,132	3,508

Corporate Profile, Stock Data



Corporate Profile

Company Name	IDOM Inc.						
Headquarters	JP Tower 26F, 2-7-2, Marunouchi, Chiyoda-ku, Tokyo, Japan 100-7026						
Founded	Established October 25, 1994						
Stock Exchange Listing	The Prime Market of the Tokyo Stock Exchange (Securities code 7599)						
Capital stock	4,100 million yen (As of February 28, 2024)						
Net sales (Consolidated)	419,800 million yen (Fiscal year ended February 29, 2024)						
Number of employees (Consolidated)	3,508 (As of February 29, 2024)						
Directors and Auditors	President Yusuke Hatori President Takao Hatori						
Group Companies	<table border="0"> <tr> <td>Japan</td> <td>Tokyo Mycar Co., Ltd. IDOM CaaS Technology Co., Ltd. IDOM Business Support Co., Ltd.</td> </tr> <tr> <td>Australia</td> <td>IDOM Innovations Pty Ltd. (Operating Service: AUTO FLIP)</td> </tr> <tr> <td>U.S.A.</td> <td>Gulliver USA, Inc. Gulliver East, Inc.</td> </tr> </table>	Japan	Tokyo Mycar Co., Ltd. IDOM CaaS Technology Co., Ltd. IDOM Business Support Co., Ltd.	Australia	IDOM Innovations Pty Ltd. (Operating Service: AUTO FLIP)	U.S.A.	Gulliver USA, Inc. Gulliver East, Inc.
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U.S.A.	Gulliver USA, Inc. Gulliver East, Inc.						

Stock Data

Outstanding balance of Issued Stocks	106,888,000																														
Total number of authorized shares	400,000,000																														
Number of shareholders	13,644 (As of February 29, 2024)																														
Major Shareholders	<table border="0"> <tr> <td>Forward Co.,Ltd.</td> <td>28,000,000</td> <td>27.89%</td> </tr> <tr> <td>The Master Trust Bank of Japan,Ltd. (trust account)</td> <td>7,418,900</td> <td>7.39%</td> </tr> <tr> <td>Yusuke Hatori</td> <td>5,873,600</td> <td>5.85%</td> </tr> <tr> <td>Custody Bank of Japan, Ltd. (trust account)</td> <td>4,808,000</td> <td>4.79%</td> </tr> <tr> <td>ForwardY Co.,Ltd.</td> <td>3,000,000</td> <td>2.99%</td> </tr> <tr> <td>ForwardYT Co.,Ltd.</td> <td>3,000,000</td> <td>2.99%</td> </tr> <tr> <td>THE BANK OF NEW YORK MELLON 140044</td> <td>2,203,400</td> <td>2.19%</td> </tr> <tr> <td>Aioi Nissay Dowa Insurance Co.,Ltd.</td> <td>2,000,000</td> <td>1.99%</td> </tr> <tr> <td>Nomura Securities Co., Ltd. (self-transfer account)</td> <td>2,000,000</td> <td>1.99%</td> </tr> <tr> <td>Takao Hatori</td> <td>1,873,500</td> <td>1.87%</td> </tr> </table>	Forward Co.,Ltd.	28,000,000	27.89%	The Master Trust Bank of Japan,Ltd. (trust account)	7,418,900	7.39%	Yusuke Hatori	5,873,600	5.85%	Custody Bank of Japan, Ltd. (trust account)	4,808,000	4.79%	ForwardY Co.,Ltd.	3,000,000	2.99%	ForwardYT Co.,Ltd.	3,000,000	2.99%	THE BANK OF NEW YORK MELLON 140044	2,203,400	2.19%	Aioi Nissay Dowa Insurance Co.,Ltd.	2,000,000	1.99%	Nomura Securities Co., Ltd. (self-transfer account)	2,000,000	1.99%	Takao Hatori	1,873,500	1.87%
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*The percentage (%) of owned shares relative to the total number of issued shares, excluding treasury shares (6,480,691 shares)