

FY2026

Financial Results for the Fiscal Year Ended February 28, 2026

April 14, 2026

TSE Prime 7599

IDOM Inc.



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1. FY2026 Financial Results



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I am Nishihata, CFO of IDOM Co., Ltd.
I will now explain the financial results for the fiscal year ending February 2026.

FY2026 Highlights

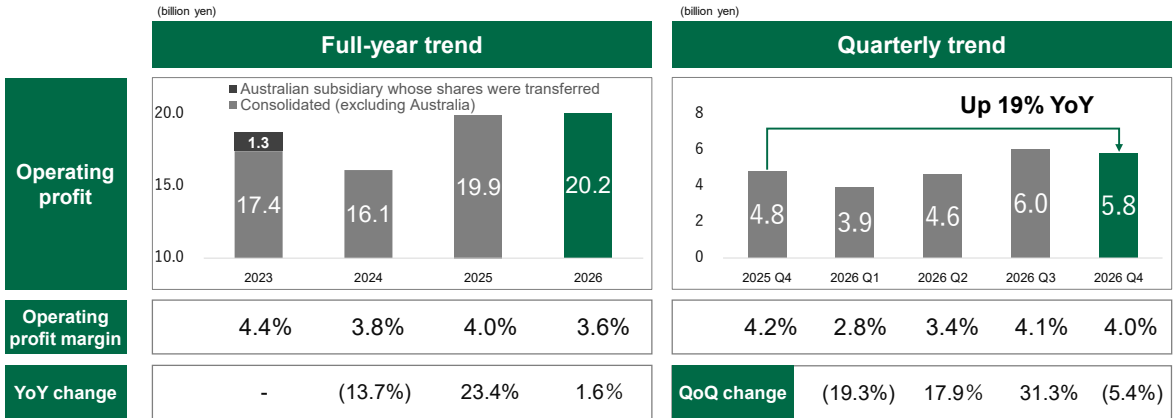


Consolidated	Operating profit		
Operating profit	20.2 billion yen Up 2% YoY		• Achieved record-high operating profit
Retail sales	Gross profit per retail unit		
Gross profit per retail unit	113* Down 0% YoY		• Gross profit per retail unit recovered to a level comparable to the previous year, driven by successful inventory optimization strategies
Retail sales	Retail units sold		
Retail units sold	163,931 units Up 10% YoY		• Retail units sold grew 10% YoY, achieving a record-high level

IDOM Inc. *Indexed to FY2023 (Base year =100)

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Please turn to Slide 5. Here are the highlights of our consolidated financial results for the current fiscal year. The first point concerns operating income. Consolidated operating income reached 20.2 billion yen, a 2% increase from the previous fiscal year and a record high. This exceeded our forecast of 20.1 billion yen, meaning we have achieved our target. The next point is gross profit per unit sold. In the first half of the fiscal year, it took time to clear inventory purchased at high prices, but our inventory strategy implemented starting in the second quarter proved effective, and gross profit per unit sold recovered to 113, exceeding the annual forecast of 111. The third point is retail unit sales. Retail unit sales for the current period remained strong at 163,931 units. This represents a 10% increase from the previous year and marks a record high. Large-format stores contributed to this growth in retail unit sales.



IDOM Inc. Note: "2026" indicates the fiscal year ended February 28, 2026.

The left side of the slide shows the annual trend in operating profit.

We have surpassed the record profit achieved last fiscal year.

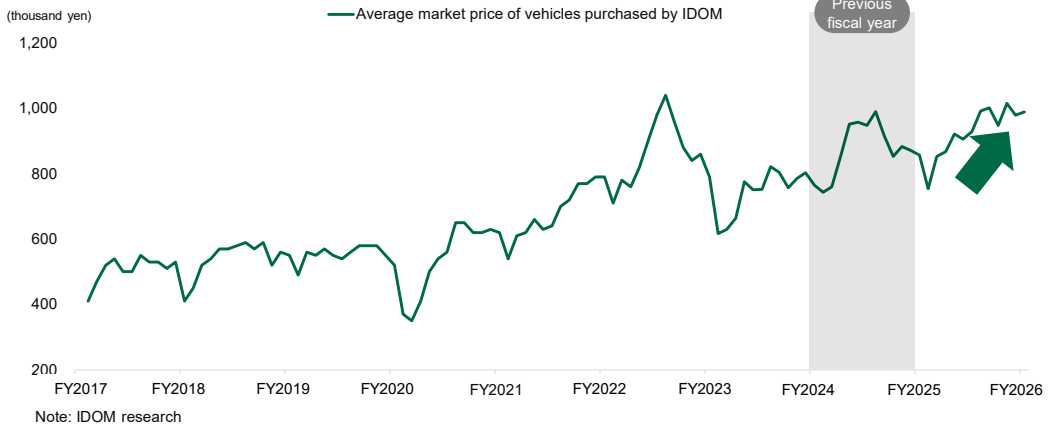
The right side of the slide shows the trend in operating profit over the last five quarters. After hitting bottom in the first quarter, the trend has been on the upswing, with operating profit reaching 5.7 billion yen in the fourth quarter—an 18% increase from the same period last year.

We have maintained strong growth following the third quarter.

The operating margin for this fourth quarter stands at 4.0%.

Market trend

Trend in the Used Car Market



In FY2026, the used car market continued to trend upward. Looking ahead to FY2027, demand is expected to strengthen, driven by lower exports and a decrease in new vehicle production, offsetting the impact on market prices.

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This chart shows trends in the used car market based on our purchase prices. After building up a large inventory ahead of the first quarter to coincide with the opening of new stores, market prices plummeted, but have since been on an upward trend.

	Market environment	Expected situation	IDOM strategy
Economic trend 	Boom	▶ Used car purchases increase among consumers who had previously refrained from purchasing them	▶ Proactive sales promotion strategy
	Recession	▶ New car buyers increasingly consider purchasing used cars	▶ Sales promotion strategy driven by an optimized inventory lineup
Used car market 	Uptrend	▶ Rising vehicle prices increase inventory value	▶ Stable sales promotion strategy
	Gradual downturn	▶ Vehicle purchase prices continue to decline	▶ Sales promotion strategy driven by an optimized inventory lineup
	Sharp downturn	▶ Rising inventory valuation losses pose a risk to gross profit	▶ Timely, data-driven buying and selling at appropriate prices

Build a resilient business foundation by factoring in anticipated economic trends and used car market shifts. Achieve sustainable growth and expand market share by delivering value amid a changing market environment.

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Please turn to Slide 8. This matrix summarizes the resilience of the used car industry and our company to changes in the external environment, along with our response strategies. There are two key points.

The first is resilience to economic fluctuations.

The used car business is characterized by its relative resistance to economic cycles. During economic booms, demand for vehicle replacements increases, while during recessions, buyers shift from new cars to used cars. By flexibly maintaining an optimal inventory lineup tailored to current needs, we can turn any economic trend into an opportunity for growth.

The second point is our ability to respond to fluctuations in the used car market. Market fluctuations can be categorized into four patterns based on “direction (upward or downward)” and “speed (gradual or sharp).” During an upward market trend, the value of vehicles on display also rises. This means unrealized losses are unlikely to occur, creating an environment where we can focus on retail sales with confidence.

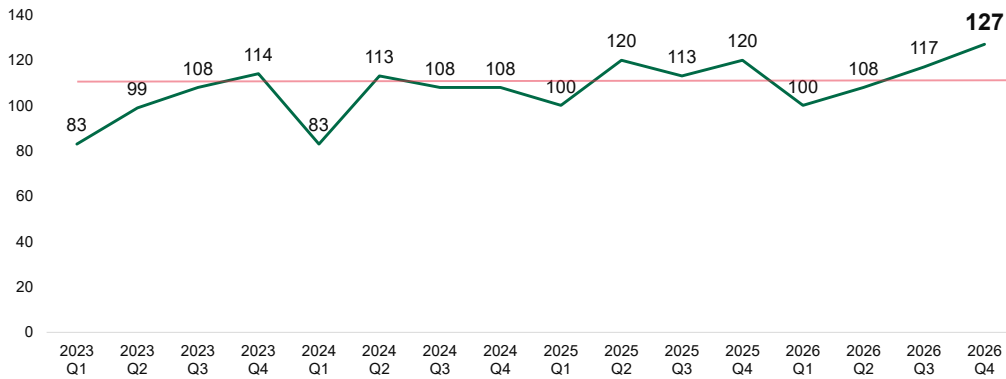
On the other hand, consider a phase where the market is falling “gradually.” By strengthening our inventory management system beyond normal levels and increasing turnover rates, we ensure sales are secured.

Finally, there is the case where the market falls “abruptly.” This is the only risk. While we will experience short-term impacts due to unrealized losses on inventory, we possess inventory management expertise based on our past experience. Furthermore, since cars are essential items and are subject to vehicle inspection cycles, market prices do not continue to plummet indefinitely; supply and demand will eventually rebound within a certain period.

In conclusion, our company possesses the flexibility to mitigate the effects of economic fluctuations and can respond as usual in the vast majority of market volatility scenarios. Even regarding the sole concern—a “sharp market decline”—we have a robust system in place that allows us to successfully weather such a situation by leveraging our inventory management capabilities and the passage of time.

Highlights

Trend in Gross Profit Per Retail Unit



111
FY2026 target
gross profit per
retail unit

Note: Index based on full-year gross profit per retail unit in FY2023 (set at 100)

Gross profit per retail unit improved following a review of inventory strategies, reaching 113 on a full-year basis and exceeding the target of 111.

IDOM Inc. Note: "2026" indicates the fiscal year ended February 28, 2026.

This chart shows the quarterly trend in retail gross profit starting from the fiscal year ending February 2023.

The orange line indicates the level of 111, which serves as the basis for our full-year earnings forecast. In response to the market downturn at the beginning of the year, we worked to reduce inventory, but the impact of this persisted, and first-half results remained below the level assumed in the full-year earnings forecast.

However, the trend in gross profit per unit has improved since the first quarter, and for the full year, we were able to exceed our plan.

		FY2024	FY2025	FY2026	Change
Number of stores	Opening of large stores (stores)	11	16	17	1
Retail	Retail units sold (thousand units)	144.5	149.0	163.9	14.9
	Gross profit per retail unit (with 2023 as the base year = 100)	101	113	113	-
Wholesale	Wholesale units sold (thousand units)	124.4	144.2	152.0	7.8
	Gross profit per wholesale unit (with 2023 as the base year = 100)	104	120	109	-

Store openings proceeded smoothly, increasing by one store YoY, while retail units sold reached a record-high level.

Here, I'd like to discuss the key KPIs for this fiscal year.

We opened 17 large-scale stores this year, and they are performing well.

This is one more store than we opened last year. In the retail segment, we increased unit sales by approximately 15,000 units. As you saw on the previous slide, gross profit per unit has recovered. In the wholesale segment, unit sales increased by approximately 8,000 units compared to the same period last year, and gross profit per unit has recovered to 109.

(billion yen)	FY2025	FY2026	Ratio to net sales	Change	Change (%)
Net sales	496.7	562.8	100.0%	66.1	13.3%
Gross profit	88.7	96.3	17.1%	7.7	8.6%
Selling, general and administrative expenses	68.8	76.1	13.5%	7.3	10.7%
Operating profit	19.9	20.2	3.6%	0.3	1.6%
Ordinary profit	19.1	18.6	3.3%	(0.5)	(2.7%)
Profit attributable to owners of parent	13.4	11.9	2.1%	(1.5)	(11.4%)
EBITDA^{*1}	23.1	24.4	4.3%	1.3	5.6%

*1. EBITDA = Operating profit + Depreciation

This is the consolidated income statement.

Revenue was 562.8 billion yen, up 13% from the same period last year.

Gross profit increased by 9% year-over-year, while selling, general, and administrative expenses rose by 11%. As a result, operating profit was 20.2 billion yen, up 2% year-over-year, marking the first time it has exceeded 20 billion yen. Ordinary income decreased by 500 million yen due to the impact of rising interest rates and an increase in the frequency of accounts receivable securitization.

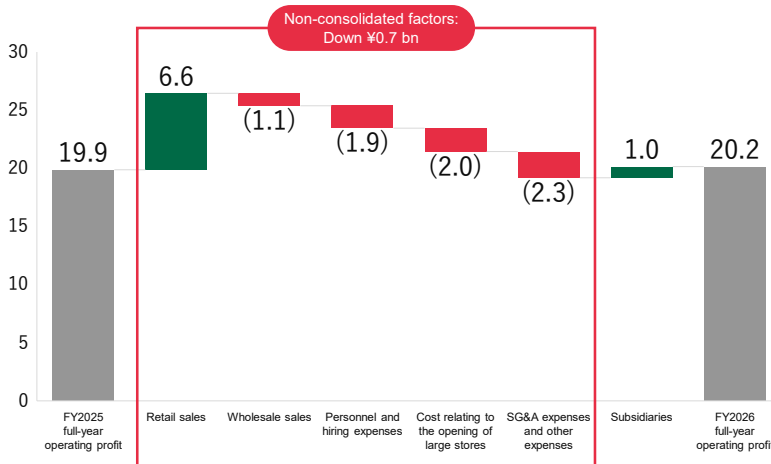
Net income decreased by 1.5 billion yen to 11.9 billion yen, primarily due to the recognition of impairment losses on unprofitable mid-sized stores and the fact that the tax burden rate returned to normal levels because the company did not qualify for the wage increase promotion tax system. EBITDA was 24.4 billion yen, a 6% increase year-on-year, with an EBITDA margin of 4.3%. The factors contributing to the change in operating profit will be explained on the next slide.

Consolidated

FY2026 Full-Year Operating Profit — YoY Change Analysis

Gulliver

(billion yen)



- Retail sales increased by 6.6 billion yen due to an increase in retail units sold.
- Wholesale sales decreased by 1.1 billion yen, reflecting the continued impact of the first-half market downturn.
- SG&A expenses increased in line with growth in store count.
- Subsidiaries remained profitable, building on first-half results.

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This chart shows the year-over-year change in consolidated operating income.

The figures within the red boxes represent factors specific to IDOM on a standalone basis.

The decline in standalone operating profit was 700 million yen, narrowing from the 1.5 billion yen decline recorded in the third quarter.

Looking at the individual factors, the retail segment contributed a 6.6 billion yen increase in profit by maintaining gross profit margins and increasing sales volume, while the wholesale segment saw a 1.1 billion yen decrease in profit. On the other hand, selling, general, and administrative expenses (SG&A) increased by 6.2 billion yen due to higher operating costs—such as labor and rent expenses related to the opening of large-scale stores—and the provision for doubtful accounts in the installment sales business.

The difference between consolidated and standalone figures resulted in a 1.0 billion yen increase.

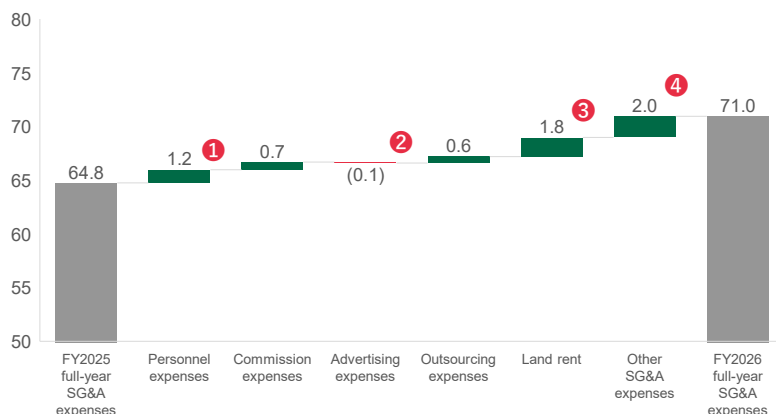
As a result, consolidated operating profit increased by 300 million yen year-on-year to 20.2 billion yen.

Non-consolidated

FY2026 Full-Year SG&A Expenses — YoY Change Analysis



(billion yen)



- 1 Average headcount increased by 292, while unit price increased by approx. 13,000 yen.
- 2 Advertising expenses continued to be managed efficiently during store network expansion.
- 3 Land rent increased due to the addition of new large stores.
- 4 The figure reflects higher fixture and transportation expenses due to business expansion, as well as the allowance for doubtful accounts tied to growth in the in-house loan business, *Jisharon*, and the introduction of a shareholder benefit program.

Includes an additional 1.0 billion-yen investment in CRM development as part of DX initiatives

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In the previous slide, I explained the factors contributing to the change in consolidated operating profit. I would now like to discuss the non-consolidated SG&A expenses highlighted in the red box. In conjunction with the opening of large-scale stores, we are actively recruiting and training new talent. The number of employees increased by 292 compared to the previous year, and the per-employee cost rose by 13,000 yen, resulting in a 1.2 billion yen increase in personnel expenses. We are striving to use advertising and promotional expenses efficiently as we expand our store network. Additionally, rent and lease expenses increased by 1.8 billion yen due to the opening of large-scale stores and other factors. Other SG&A expenses increased by 2.0 billion yen. This category consists of many items, such as equipment and transportation costs, which increase with business expansion. However, due to strong sales in the installment sales business, we have recorded an additional 500 million yen in allowance for doubtful accounts. We have also set aside provisions for shareholder benefits to be paid during the current fiscal year. As a result, non-consolidated SG&A expenses totaled 71.0 billion yen.

Consolidated balance sheet
(as of February 28, 2025)

Assets	¥220.0 bn	Liabilities	¥139.2 bn
Cash and deposits	¥15.4 bn	Interest-bearing debt	¥79.3 bn
Accounts receivable	¥27.0 bn	Other	¥59.9 bn
Inventories	¥114.6 bn	Net assets	¥80.8 bn
Property, plant and equipment	¥39.1 bn	¥80.8 bn (Equity ratio: 36%)	
Other	¥23.9 bn		

Consolidated balance sheet
(as of February 28, 2026)

Assets	¥263.6 bn	Liabilities	¥173.9 bn
Cash and deposits	¥27.5 bn	Interest-bearing debt	¥95.4 bn
Accounts receivable	¥30.7 bn	Other	¥78.5 bn
Inventories	¥119.0 bn	Net assets	¥89.7 bn
Property, plant and equipment	¥54.3 bn	¥89.7 bn (Equity ratio: 33%)	
Other	¥32.1 bn		

- Total assets increased by 43.6 billion yen to 263.6 billion yen.
- Accounts receivable increased by 3.7 billion yen due to installment sales.
- Inventories increased mainly due to a 4.4 billion-yen increase in units sold, while the impact of higher unit prices resulting from the market uptrend was insignificant.
- Property, plant and equipment increased by 15.2 billion yen due to new store openings and leased assets at subsidiaries.
- Net interest-bearing debt increased by 4.1 billion yen, with gross debt up by 16.1 billion yen. This increase was driven by long-term borrowings and the concurrent issuance of retail and institutional bonds.
- The equity ratio was 33% on a consolidated basis.

Here is the status of the consolidated balance sheet (BS). Total assets amounted to 263.6 billion yen, an increase of 43.6 billion yen compared to the end of the previous fiscal year.

On the asset side, accounts receivable—most of which stem from our installment sales business—increased by 3.7 billion yen to 30.7 billion yen at the end of this fiscal year. We will control the growth of accounts receivable by conducting a 9.7 billion yen securitization (conversion to cash) of accounts receivable in the third quarter.

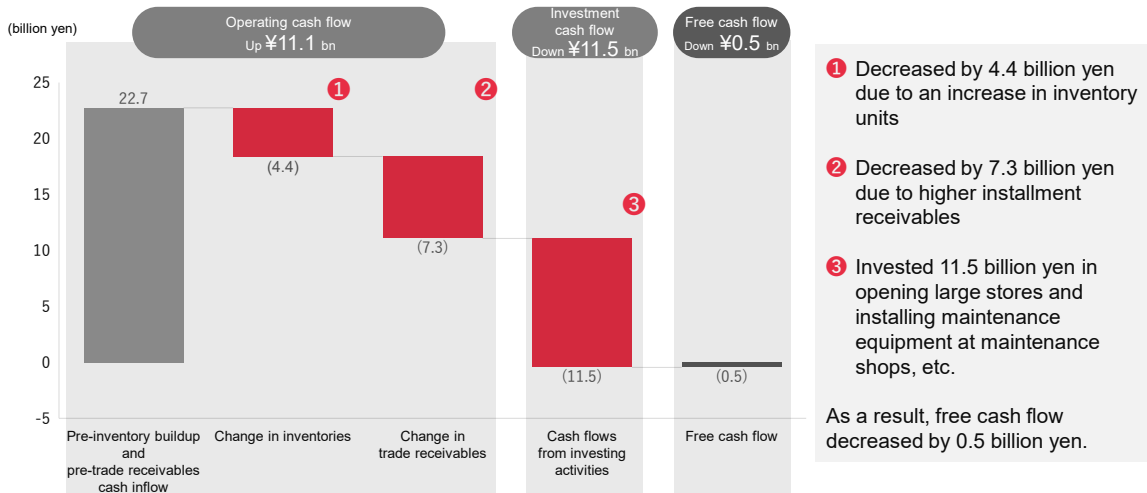
Inventory stood at 119.0 billion yen, an increase of 4.4 billion yen. While the impact of market fluctuations was minimal, the increase was primarily due to a rise in unit volume associated with new store openings. We continue to optimize inventory levels while opening large-scale stores. Inventory turnover days stood at 89.5 days, remaining at nearly the same level as the 87 days recorded at the end of the previous fiscal year. (See Slide 43) Tangible fixed assets totaled 54.3 billion yen, an increase of 15.2 billion yen compared to the end of the previous fiscal year. The main factors were the opening of large-scale stores and an increase in lease assets attributable to IDOM Cars Technology, a subsidiary that has returned to profitability.

Liabilities increased by 34.7 billion yen to 173.9 billion yen.

Interest-bearing debt increased by 16.1 billion yen to 95.4 billion yen. Of this amount, we issued 4.0 billion yen in corporate bonds and retail bonds to diversify our funding sources.

Net interest-bearing debt, taking cash and deposits into account, increased by 4.1 billion yen.

As a result, net assets increased by 8.9 billion yen to 89.7 billion yen, and the equity ratio stood at 33%.



Here is an overview of our consolidated cash flow. Operating cash flow generated 22.7 billion yen in cash before adjustments for changes in inventory and accounts receivable.

Although there were cash outflows of 4.4 billion yen due to an increase in inventory and 7.3 billion yen due to an increase in accounts receivable, operating cash flow remained positive at 11.1 billion yen.

Regarding investing cash flow, we invested 11.5 billion yen in the acquisition of tangible and intangible fixed assets, such as large-scale stores and maintenance facilities.

As a result, free cash flow was -0.5 billion yen, which was essentially neutral.

		Full-year forecast	FY2026 full-year actual	Actual vs. forecast
Number of stores	Opening of large stores (stores)	15	17	2
Retail	Retail units sold (thousand units)	167.3	163.9	(3.4)
	Gross profit per retail unit (with 2023 as the base year = 100)	111	113	-
Wholesale	Wholesale units sold (thousand units)	145.0	151.8	6.8
	Gross profit per wholesale unit (with 2023 as the base year = 100)	108	109	-
Consolidated P/L	Gross profit (billion yen)	95.1	96.3	1.2
	Selling, general and administrative expenses (billion yen)	75.0	76.1	1.1
	Operating profit (billion yen)	20.1	20.2	0.1

This slide compares our financial forecasts with actual results.

We opened 17 large-format stores this fiscal year, exceeding our target of 15. While retail unit sales fell short of our target, gross profit on retail sales exceeded our target.

In the wholesale segment, both unit sales and gross profit per unit exceeded our targets.

As a result, operating profit reached 20.2 billion yen, exceeding our forecast by 100 million yen.

2. FY2026 Strategic Initiatives



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I am Takao Hatori, the president.
I would like to discuss our efforts up to this fiscal year
and the challenges that lie ahead.



Sendai Tomiya Store (opened in January 2026)

Tomiya City, Miyagi Prefecture

Recent store openings

Large stores opened in FY2026 Q4

- Nara Store (January 2026)
- Sendai Tomiya Store (January 2026)
- Senboku Store (January 2026)
- Yamaguchi Store (January 2026)
- Sapporo Moiwa Store (January 2026)
- Fukuyama Store (February 2026)

Full-year progress

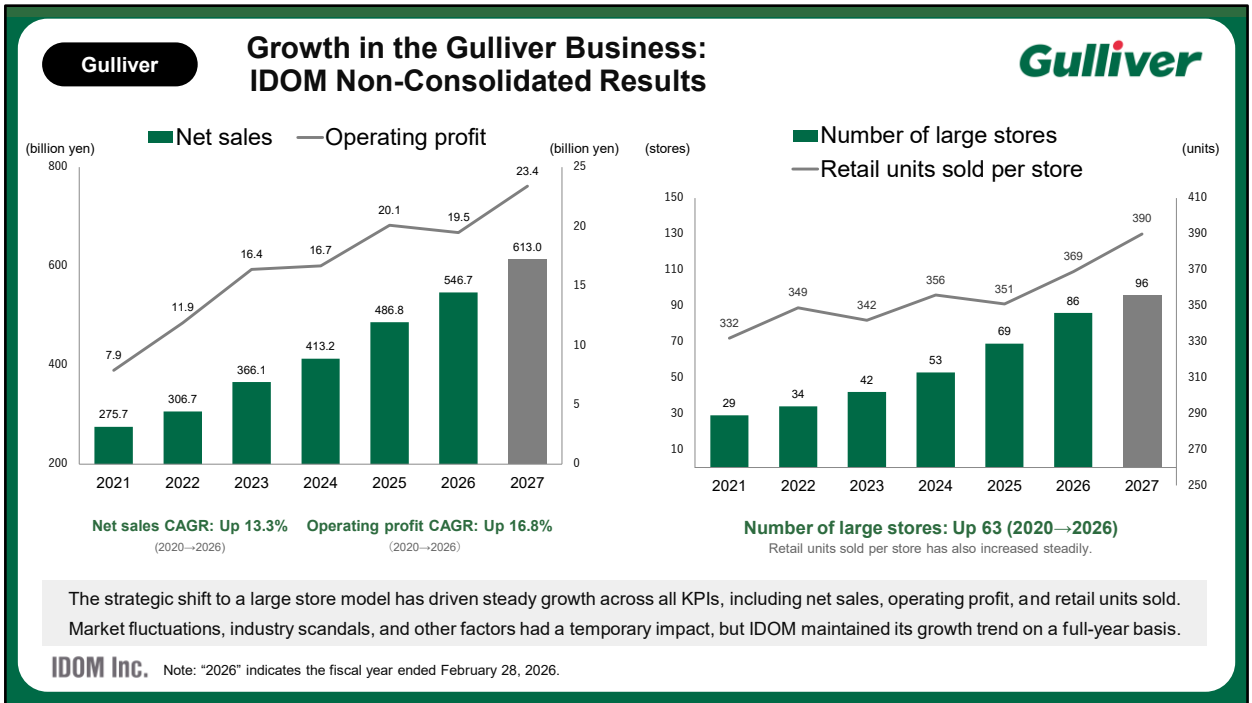
17/15 stores

Number of large stores

86 stores

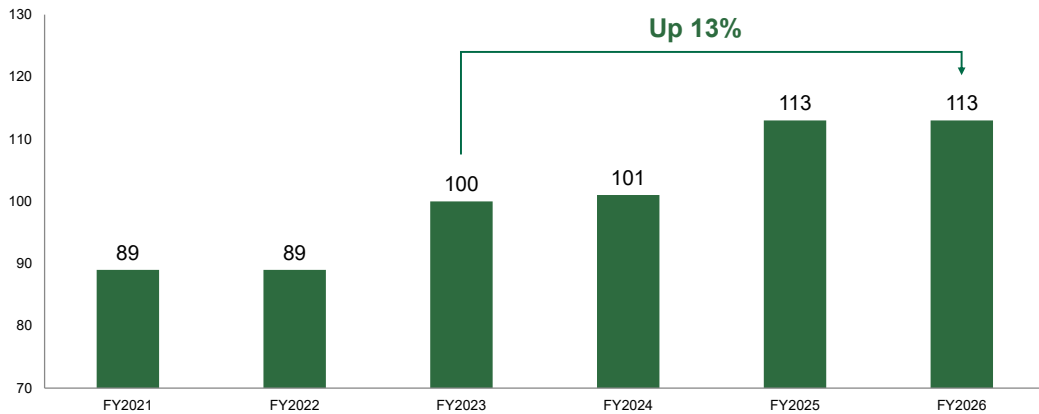
(as of February 28, 2026)

In the fourth quarter, we opened six large-scale stores in locations such as Sendai and Nara. They are off to a strong start.



From here, we will review our growth trajectory since 2021, when we declared that large-format stores and service centers would be our key growth drivers. To provide an overview of our domestic operations, we have included a chart showing the trends in non-consolidated revenue and operating profit. Both revenue and operating profit have grown at an annual rate of over 10%, with revenue more than doubling and operating profit increasing approximately threefold. Large-format stores have been the driving force behind this growth. As shown in the bar chart on the right, we have been steadily opening new stores, and as a result, retail sales per store have also increased. We have achieved this growth despite overcoming temporary factors such as sharp market fluctuations and scandals at other companies.

Trend in gross profit per retail unit*1 (indexed*2)



Gross profit per retail unit has steadily increased, driven by improvements in vehicle gross profit and growth in ancillary services gross profit.

IDOM Inc. *1. Gross profit per retail unit = Vehicle gross profit + Ancillary services gross profit

*2. Indexed to FY2023 (Base year =100)

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Another factor driving growth is the improvement in gross profit per vehicle sold. We have achieved this improvement by offering high-quality used cars at fair prices and by proposing ancillary services and financing options tailored to each customer's needs.

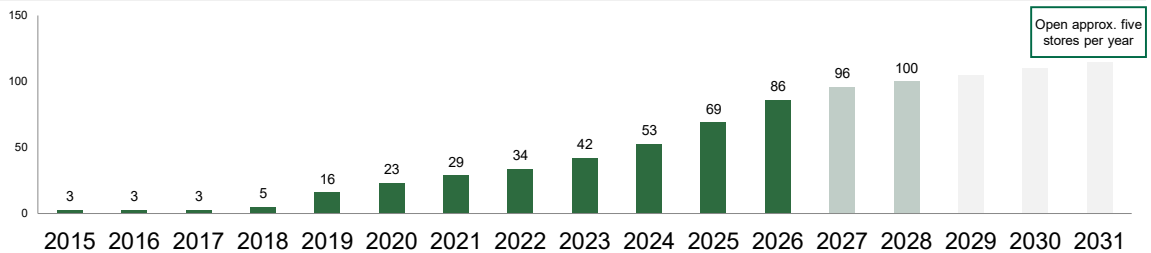
Store opening policy

- Open a total of 100 stores
- Continue opening approx. five stores per year
- Enhance inventory turnover efficiency

Construction delays have pushed the completion timeline to 2028, but overall progress remains on track

Store opening plan based on economic rationality

Increase managed inventory per store to capture market share



After opening 100 large stores, we will shift to a sustainable store opening plan focused on economic rationality, while aiming to capture market share through productivity improvements.

IDOM Inc. Note: Figures for FY2027 onwards are illustrative.

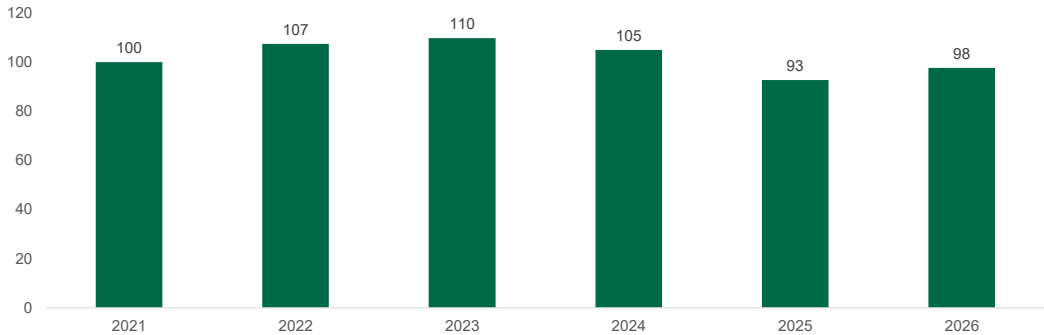
Here is an overview of the progress we have made in opening large-scale stores.

We have accelerated our store openings with the goal of reaching a cumulative total of 100 stores.

While some openings will be delayed until the fiscal year ending February 2028 due to construction schedules, we consider our goal to have been achieved. Since we have now covered nearly all major commercial districts nationwide, we expect to maintain an opening pace of approximately five stores per year based on economic feasibility. We believe that this shift away from rapid expansion will allow our employees to gain more experience, which will have a positive impact on productivity.

While the pace of store openings will be more restrained, we will continue to expand our inventory in key markets to capture market share.

We aim for further growth, including investments that minimize capital expenditures—such as yard expansions at existing stores.



Note: Indexed to retail units sold per person in FY2021 (Base year =100)

Despite a shift in personnel to large stores driven by proactive expansion, retail units sold per person have been maintained. Further sustainable growth can be achieved through the standardization of sales processes and the strengthening of human capital.

IDOM Inc. Note: "2026" indicates the fiscal year ended February 28, 2026.

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Despite a shortage of staff at small and medium-sized stores due to the opening of large-scale stores, we have managed to maintain the company's overall sales volume per employee.

We believe that we can continue to increase sales volume through the further refinement of our sales processes and employee development.

Initiatives to prepare for the next medium-term business plan

Digital transformation-driven productivity improvements

1

Upgrading CRM platform

Strengthen IT investments

- Integrate customer data and build a utilization platform
- Promote accurate management of repeat customers and ensure deal execution



Enhance lifetime value (LTV) and improve repeat rate

2

OMO and online sales consultations

Deepen customer engagement model and enhance productivity

- Accelerate the integration of digital and physical channels
- Build a sales platform unconstrained by location or time



Increase gross profit per person

3

Sustainable expansion

Revise the store opening strategy

- Shift to a store opening plan based on economic rationality
- Focus on increasing productivity at existing stores



Improve efficiency of invested capital

While aiming to achieve FY2027 financial targets, we will accelerate our efforts to balance growth and efficiency in preparation for the next medium-term business plan.

We will also continue to prioritize IT investment as a key strategy aimed at improving productivity through digital transformation.

By enhancing our CRM infrastructure to increase customer touchpoints, we aim to improve conversion rates and LTV.

By expanding our OMO and online consultation initiatives, we will enable diverse work styles and boost productivity per employee.

We are already piloting these initiatives at select stores and are currently in the process of expanding them to additional locations. We believe these digital transformation efforts will also contribute to improving productivity at our existing stores.

Current medium-term business plan (2023-2027)

1 FY 2/2027 Growth acceleration phase

- ▶ 100 large stores
- ▶ Value enhancement and stabilization of gross profit per retail unit
- ▶ Net increase in retail units sold

Next medium-term business plan (2028-2030)

2 FY 2/2030 Structural reform phase

- ▶ ROIC recovery to 8%
- ▶ Improvements in financial performance at existing small- and mid-sized stores
- ▶ CRM: Establishment of a platform to enable integrated customer management through IT investments

Subsequent medium-term business plan (2031-2033)

3 FY 2/2033 Market share growth phase

- ▶ Capture of 10% market share
- ▶ Stabilization of repeat customer acquisition through LTV-driven strategies
- ▶ Pursuit of diversified growth investments, including strategic M&A

During the next medium-term business plan period, we will improve business productivity.

From 2031 onwards, we plan to accelerate our growth.

As we have discussed, in 2027 we will open large-scale stores while simultaneously addressing challenges related to efficiency and productivity. Furthermore, in our next three-year mid-term plan through 2030, we aim to resolve these challenges and sustain our growth.

In the subsequent mid-term plan, we will expand our domestic market share to over 10% and ensure that the LTV improvement initiatives we are already implementing bear fruit, leading to repeat customer acquisition.

To accelerate our growth, we will take a proactive approach to investments, including M&A.

		FY2026	FY2027 forecast	Difference from the previous year
Number of stores	Opening of large stores (stores) ^{*1}	17 (86)	10 (96)	Down 7
Retail	Retail units sold (thousand units)	164	177	Up 13
	Gross profit per retail unit (with 2023 as the base year = 100)	113	115	
Wholesale	Wholesale units sold (thousand units)	152	175	Up 23
	Gross profit per wholesale unit (with 2023 as the base year = 100)	109	110	

I would like to discuss our earnings forecast for the fiscal year ending February 2027. First, regarding our KPIs.

We aim to open 10 new large-format stores, bringing our total to 96 stores in operation by the end of the fiscal year.

In the retail segment, we will maintain high unit gross margins while setting a new record for retail unit sales.

We will also renew our focus on buyback services. While this is expected to temporarily increase wholesale sales and lower unit gross margins, we believe it will prove effective in the long term as a strategy to improve LTV.

(billion yen)	FY2026	FY2027 forecast	Ratio to net sales	Change	Change (%)
Net sales	562.8	629.0	100.0%	66.2	11.8%
Gross profit	96.3	107.0	17.0%	10.7	11.1%
Selling, general and administrative expenses	76.1	83.0	13.2%	6.9	9.0%
Operating profit	20.2	24.0	3.8%	3.8	18.8%
Ordinary profit	18.6	22.4	3.6%	3.8	20.4%
Profit attributable to owners of parent	11.9	14.2	2.3%	2.3	20.9%

Note: Figures exclude extraordinary factors, including the prolonged impact of war.

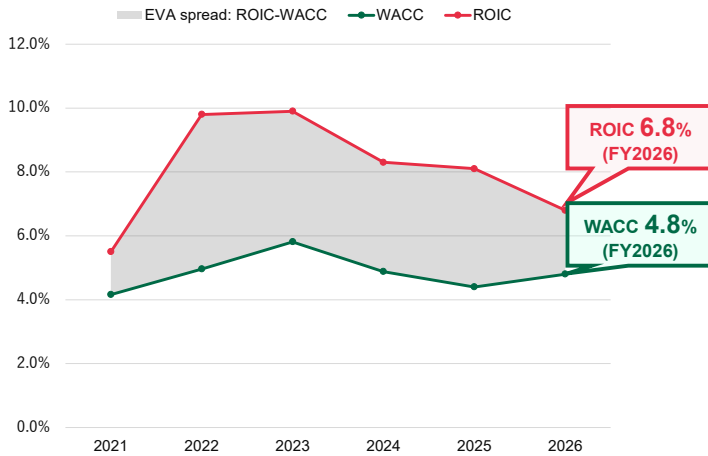
While implementing these measures, we aim to achieve sales of over 600 billion yen and operating income of 24 billion yen for the fiscal year ending February 2027.

3. Dividend and Capital Policy



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Now I'd like to talk about dividends and capital policy.

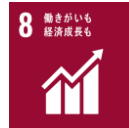


- WACC increased to 4.8% due to an increase in interest rates.
- ROIC decreased in line with business expansion.
- EVA spread decreased from 3.7% in FY2025 to 2.0% in FY2026.

Notes: ROIC is calculated as: $\frac{\text{After-tax operating profit}}{(\text{Beginning inventory} + \text{Beginning non-current assets} + \text{Beginning accounts receivable} + \text{Ending inventory} + \text{Ending non-current assets} + \text{Ending accounts receivable}) / 2}$
WACC is calculated as: $\frac{\text{Cost of equity} (\text{Risk-free rate} + (\beta \times \text{Market risk premium}) + (\text{Liquidity} \beta \times \text{Liquidity risk premium})) \times \text{Equity ratio} + \text{Pre-tax cost of interest-bearing debt} \times \text{Interest-bearing debt ratio}}$
*2026" indicates the fiscal year ended February 28, 2026.

While the WACC has risen to 4.8% due to rising interest rates, ROIC has declined as we have increased our upfront investments during this growth phase.

As a result, we estimate that the EVA spread—the difference between ROIC and WACC—has narrowed to 2%.



We launched *Jisharon* as an initiative to provide mobility solutions to all customers.

In response to growing demand, we have opened new stores and now offer installment sales at 54 locations nationwide.

The first factor contributing to the increase in invested capital is the installment sales business under the *Jisharon* brand.

As part of our initiative to ensure that all customers can get around by car, we launched the business at two locations in 2022. The service has been well-received by customers beyond our expectations, and in response to this demand, we have expanded to 54 locations nationwide.

While this business contributes significantly to our revenue, the expansion of its scale has led to an increase in accounts receivable. We will continue to manage these amounts by converting accounts receivable into cash as appropriate.

Increase in Invested Capital: Expansion of IDOM CaaS Technology



クルマ残値のAI未来予測

ガリバー運用による膨大なビッグデータによってすべての車両の残値が正確に未来予測が可能。それによって、ドライバーのニーズに合わせたベストな“売り場”や“買入”を瞬時に提供できます。

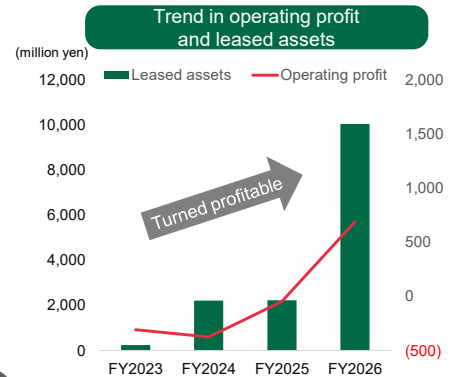
AI-driven residual value forecasting technology enables both risk management and profit maximization



ドライバーの独自与信指標

独自開発による指標でドライバーの信用度をスコアリング。過去の行動に基づき、リスクの低減を実現します。さらに信用を積み上げることでドライバークレジットを実現することで、「買入は売るほど買入する、売込み売り場が実現可能。

Proprietary credit scoring model ensures the capture of new customer segments



By offering new leasing-centered services that integrate the vehicle ownership experience (Car-Life) with fintech, we are expanding our customer base beyond the traditional used car market.

The second factor contributing to the increase in invested capital is lease sales by IDOM Cars Technology.

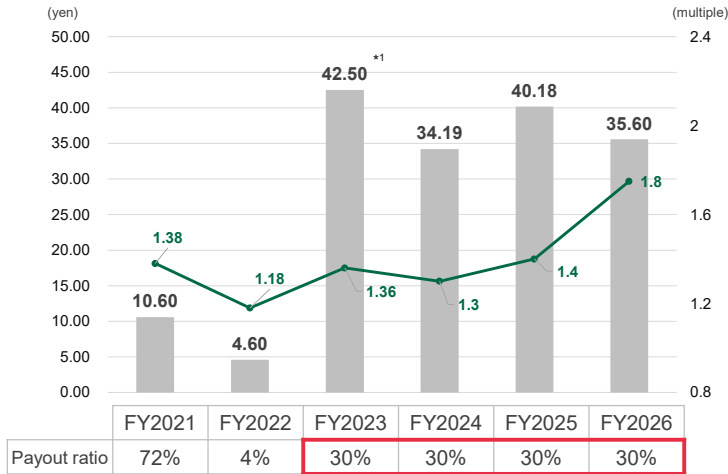
IDOM Cars Technology is a subsidiary within our group responsible for R&D. It aims to “balance risk management with profit maximization” using AI-based residual value prediction technology and to “acquire new customer segments” through a proprietary credit scoring model.

The company has achieved profitability this fiscal year.

Because it utilizes leasing and other methods, its leased assets are expanding.

These two businesses are steadily succeeding in developing new markets.

Trend in dividend and price book-value ratio (PBR)



Dividend policy

Performance-linked dividend

The dividend for the current year is set at **30%** of consolidated profit attributable to owners of parent

(applied since the end of FY2023)

Share buyback policy

Consider share buybacks if our **PBR moves closer to 1.0 times**

(most recently conducted in April 2020)

IDOM Inc.

*1. Includes adjustments resulting from the change in dividend calculation based on the previous fiscal year's results to calculation based on the current fiscal year's results.

Our dividend policy is performance-based, and we aim to pay out 30% of consolidated net income as dividends.

The chart below shows the dividend forecast for the fiscal year ending February 28, 2027 (FY2027).

	Q2 end	Year end	Total
FY2025 results (previous fiscal year)	19.38 yen	20.80 yen	40.18 yen
FY2026 results (fiscal year under review)	15.43 yen	20.17 yen	35.60 yen
FY2027 (forecast)	21.06 yen	21.37 yen	42.43 yen

Up 19.2% YoY

The dividend for the current fiscal year will be 20.17 yen per share, representing 30% of net income. Combined with the 15.43 yen paid during the interim period, the total dividend for the full fiscal year will be 35.60 yen.

For the next fiscal year, we anticipate a full-year dividend of 42.43 yen.

Message from the President



The financial results briefing video will be available on our IR website after Wednesday, April 15.

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We are proud to say that since 2021, we have achieved steady growth alongside the expansion of our large-scale stores.

We are also fully aware of the challenges that have arisen during this process and are committed to addressing them effectively.

Furthermore, we are dedicated to pursuing further growth and enhancing our corporate value.

We hope you will continue to follow our endeavors. Thank you for your attention.