

Optimus Group Company Profile



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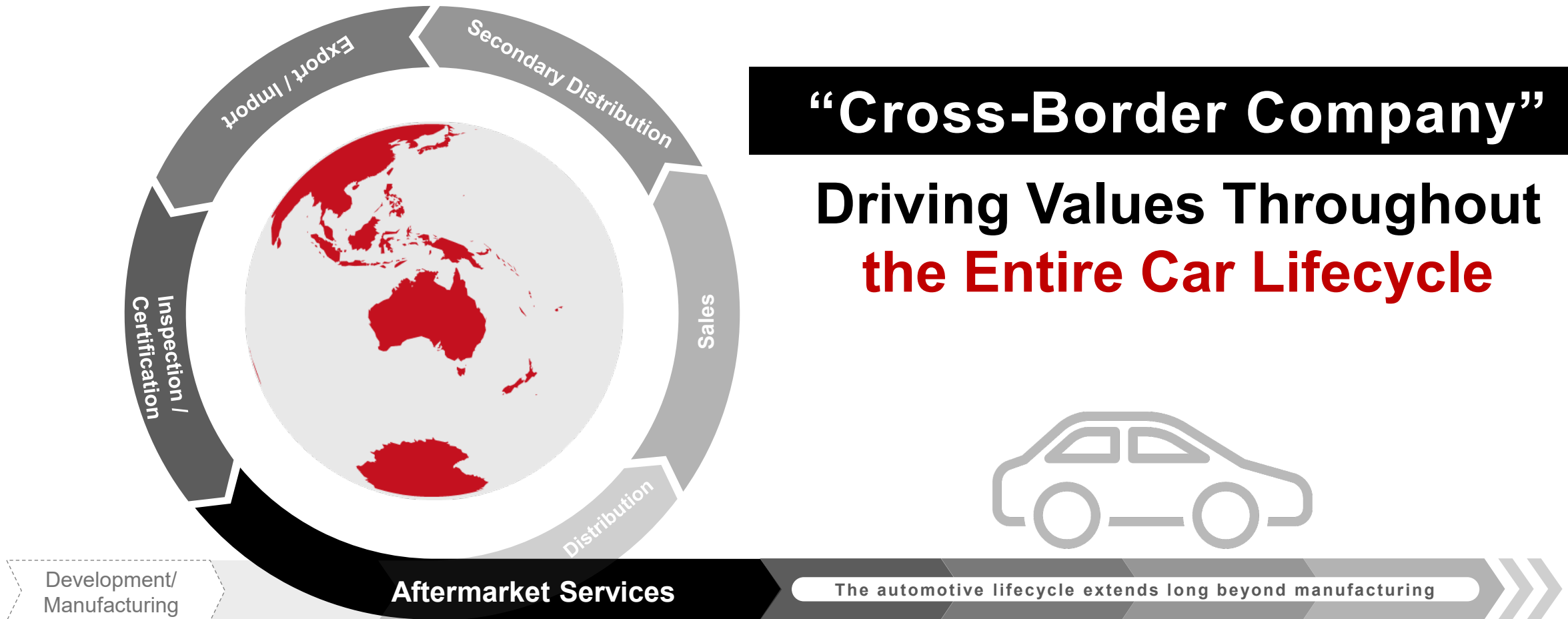


Company Overview - Part 1



Company Name	OPTIMUS GROUP COMPANY LIMITED
Established	1988: Nichibo Japan Trading Co., Ltd. founded (now a subsidiary) 2015: Optimus Group Co., Ltd. established as holding company
Capital	JPY 4.068 billion
President	Nobuya Yamanaka
Head Office	World Trade Centre Building South Tower 15F 2-4-1, Hamamatsucho, Minato-ku, Tokyo 105-5115
Business	Comprehensive Automotive Services (Import/Export, Logistics, Inspection, Services, Retail/Wholesale) Management and oversight of group companies and related operations
Stock Exchange	Tokyo Stock Exchange (TSE), Standard Market (Ticker: 9268)
Number of Employees	Non-consolidated: 32 / Consolidated: 2,513 (as of 31 March 2025)

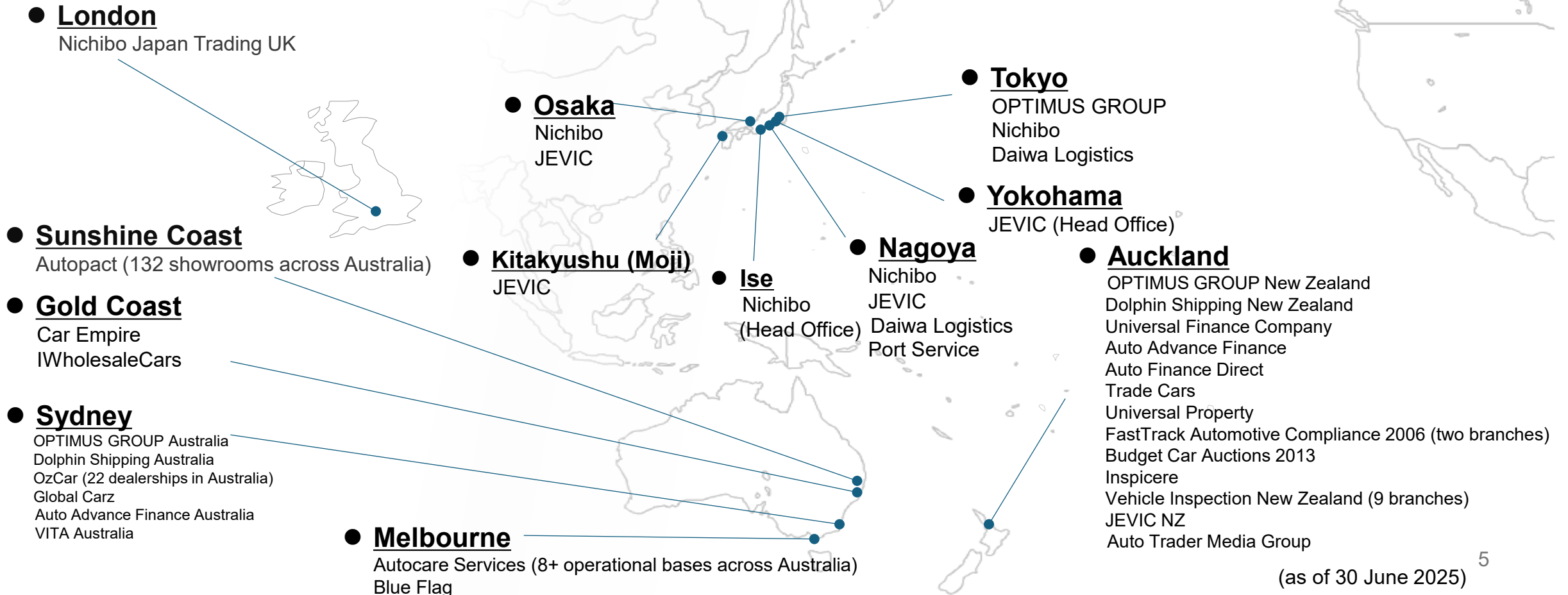
Company Overview - Part 2



Offering a **Comprehensive Range of Automotive Services,**
Excluding Development & Manufacturing

Our Group Companies

Our group consists of 62 companies, including 4 in Japan and 58 overseas



Our Business Portfolio

**Diversified across Regions and Sectors,
Our Business Portfolio Drives Growth, Stability, and Resilience**



Our Management Philosophy and Vision

Management Philosophy

Optimise our Contribution to Society through Just and Fair Business Practices

Vision

- To perfect the business of providing fun, safe transportation with optimal service for everyone
- To advance our future business by creating new values and innovative services
- To foster mutual prosperity with stakeholders and the environment, advancing global progress as responsible citizens

Our Name and Logo

"Optimus" is a Latin word meaning best or optimal

Our drive to deliver the best experience for our clients defines our business



Our Logo

Our logo embodies both our origins and our aspirations — where we've come from and where we're heading.

Inside the "O" is Mount Fuji, a symbol of Japan.

The surrounding circle represents our ambition to take the Optimus Group offering to the world.

Our Management Team

A Multinational Team with Expertise in Key Areas



President and Founder
Nobuya Yamanaka



Director
Robert Andrew Young
Leads Export/Import Segment and Client Services Segment
Based in New Zealand



Director
Hiroaki Iwaoka
Leads Administrative Area / CFO
Based in Japan



Director
Nobuo Nagasaki
Member of the Audit and Supervisory Committee



Director
Maya Ito
Member of the Audit and Supervisory Committee



Director
Nobuaki Fuse
Member of the Audit and Supervisory Committee



Director
Martin Fraser McCullough
Leads Logistics Segment
Based in New Zealand



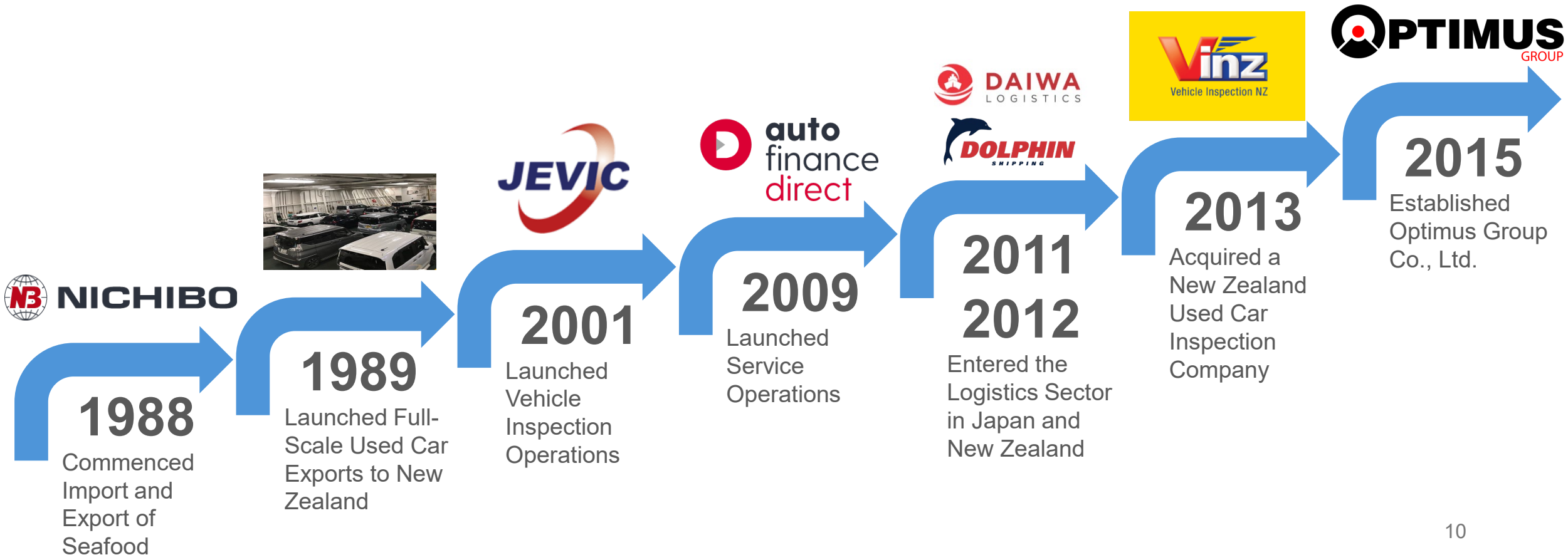
Director
John Startari
Leads Retail/Wholesale Segment
Based in Australia



Director
Futoshi Osada
Member of the Audit and Supervisory Committee

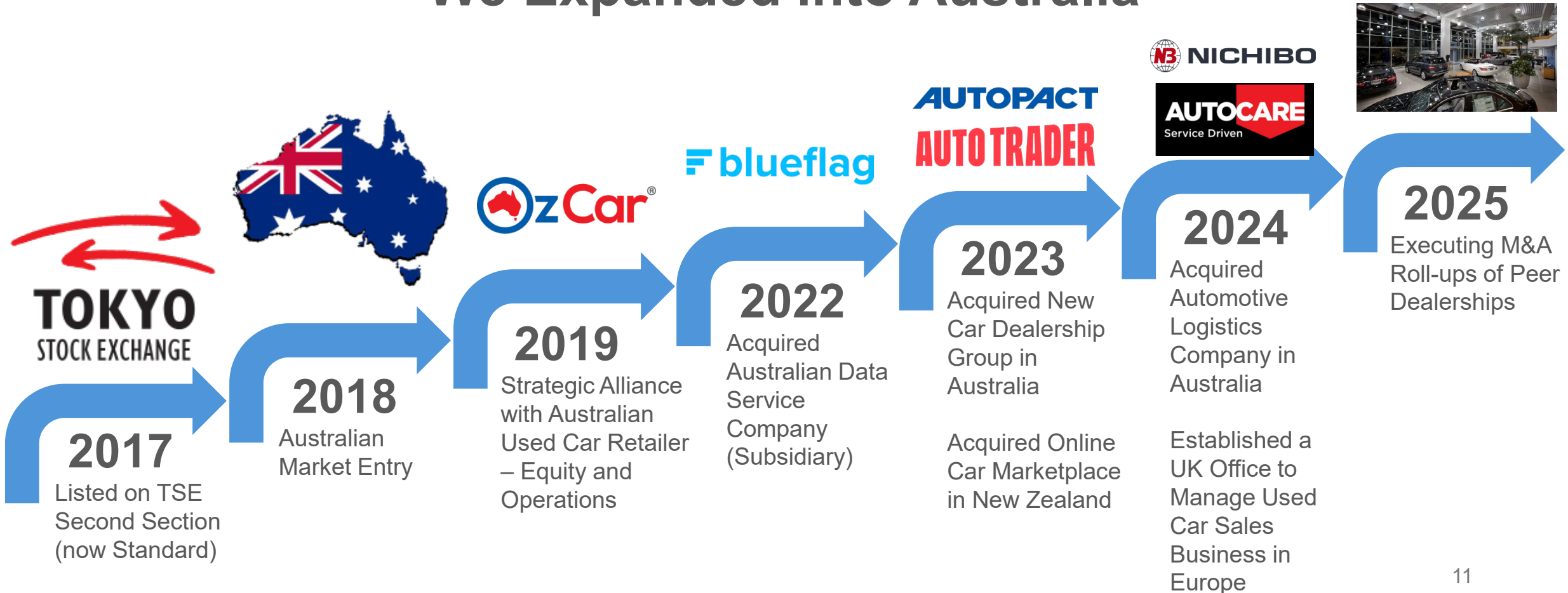
Our Journey – Part 1

From Building Our Business in New Zealand to Establishing Optimus Group



Our Journey – Part 2

Following Our Listing on the Tokyo Stock Exchange (TSE), We Expanded into Australia



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Our Business Segments

Providing Automotive Services Across Five Segments

Import/Export

- Used Vehicle Sourcing, Export, and Related Operations

Logistics

- Maritime Logistics Solutions for International Used Vehicle Markets
- Land Transport and Storage of New Vehicles in Australia

Inspection

- Export Vehicles: Inspection, Quarantine, Cleaning, and Maintenance
- Import Vehicles: Inspection and Certification

Client Services

- Auto Loans & Collections
- Online Used Car Marketplace
- Data Services

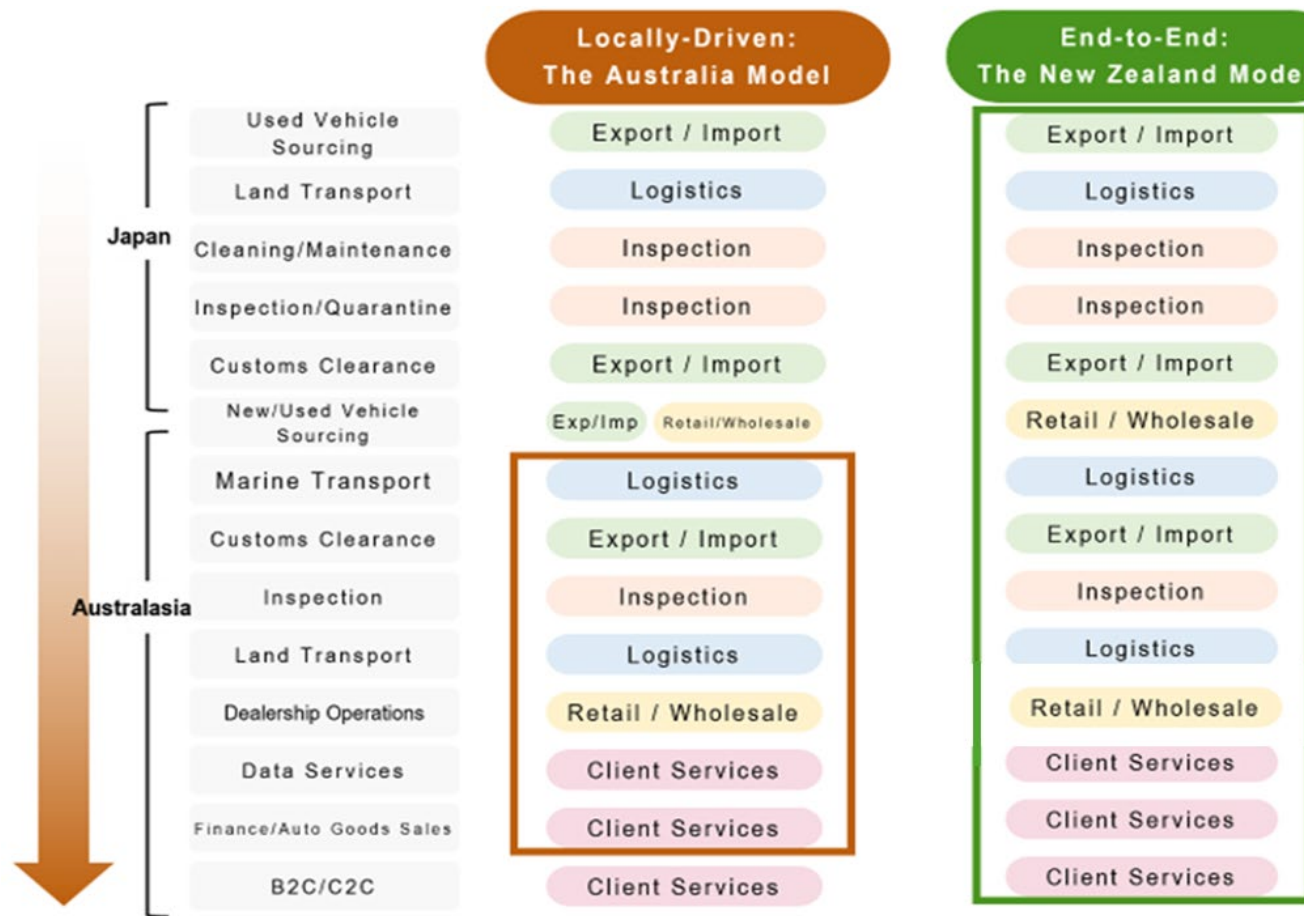
Retail/Wholesale

- New & Used Vehicle Sales in Australia

Our Two Core Business Models

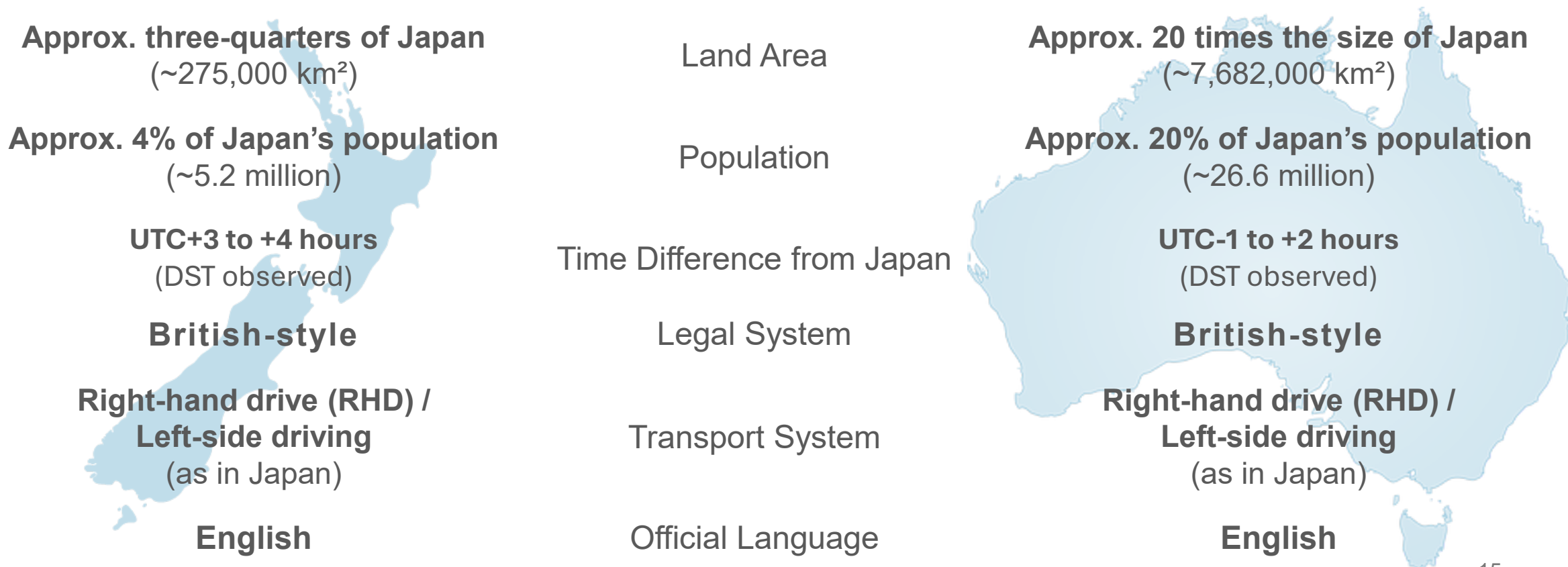
Australia Model: New Vehicles & Local Market Focus

New Zealand Model: Used Vehicles & Comprehensive Market Approach



New Zealand and Australia – Part 1

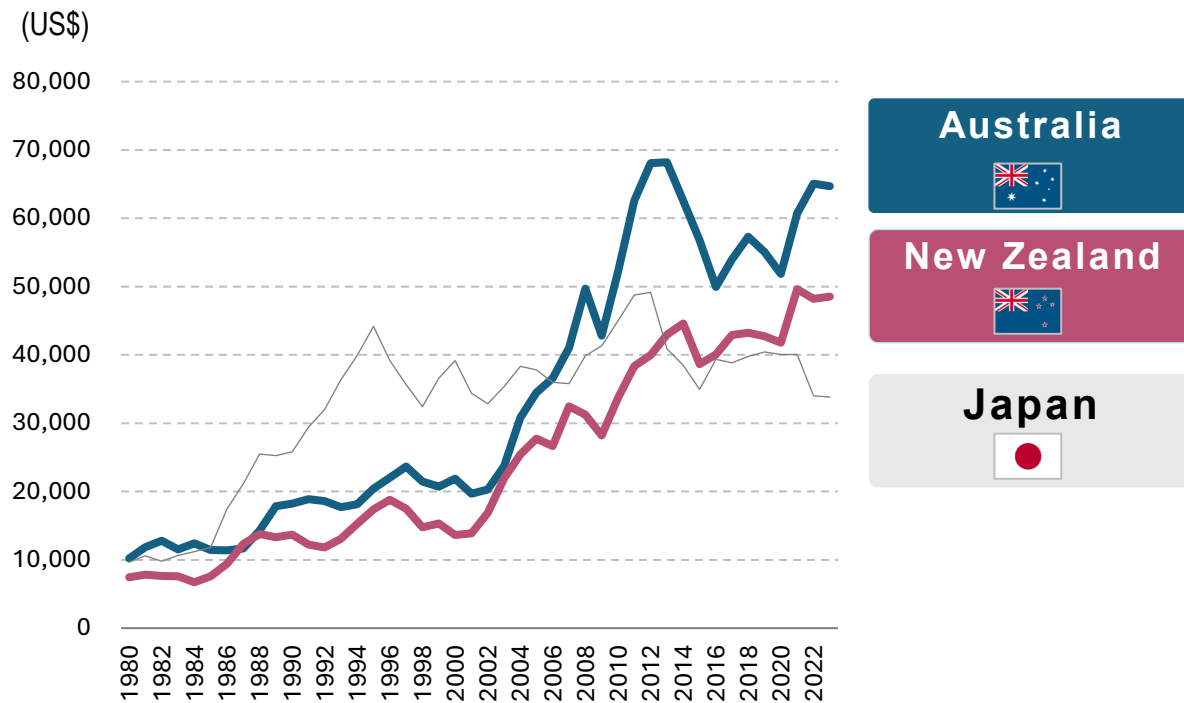
Developed Southern Hemisphere Nations with Abundant Natural Resources



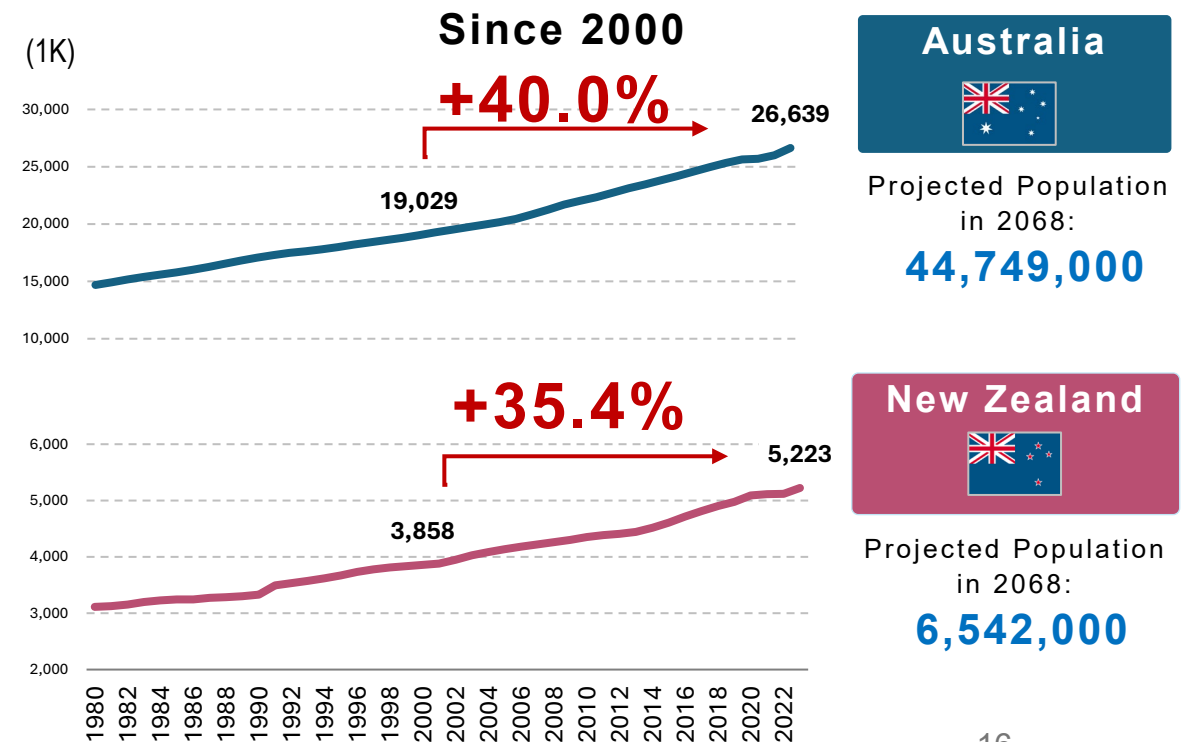
New Zealand and Australia – Part 2

Stable Growth in Both Population and Economy

○ Long-Term GDP per Capita Growth


















○ Long-Term Population Trends



• Note: Country populations referenced World Bank Open Data (2023). Vehicle ownership figures referenced the Japan Automobile Manufacturers Association's compilation and disclosure of four-wheeled vehicle ownership at the end of 2021. Vehicle penetration rates were calculated by dividing these two indicators.

New Zealand and Australia – Part 3

Among the World's Highest Vehicle Ownership Rates - Cars Are a Daily Necessity

	Population	Population Density	Number of Car Owned	Car Ownership Rate
 Japan	 124.5 million	 328.4 people/km ²	 78,453 thousand cars	 630 cars per 1,000 people
 Australia	 26.6 million	 3.5 people/km ²	 19,041 thousand cars	 718 cars per 1,000 people (7th in the world)
 New Zealand	 5.2 million	 19.7 people/km ²	 4,310 thousand cars	 819 cars per 1,000 people (3rd in the world)

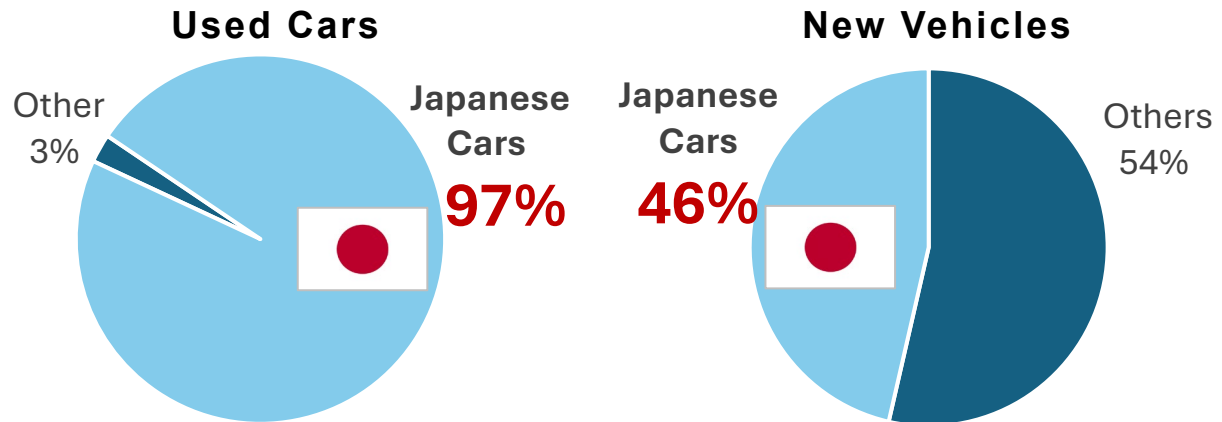
Note: National populations referenced World Bank Open Data (2023). National vehicle ownership figures referenced the Japan Automobile Manufacturers Association's compilation and disclosure of four-wheeled vehicle ownership figures as of the end of 2021. Vehicle penetration rates were calculated by dividing these two indicators.

New Zealand and Australia – Part 4

Automobiles Nearly 100% Imported – Japanese Cars Dominate

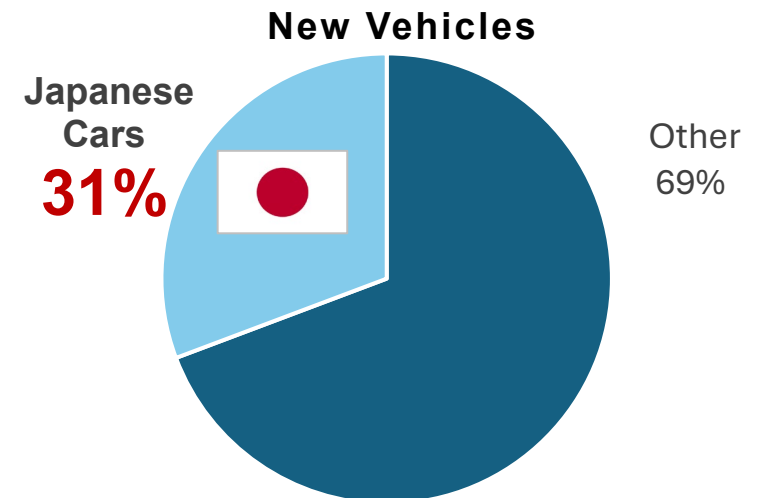
New Zealand

50/50 Used vs New Cars



Australia

Almost 100% New Cars



• Note: NZ Japanese car market share referenced Autofile (2025). AU Japanese car market share referenced Chasing Cars (2025).

Strengths of the New Zealand Model

Sourcing and Delivering High-Quality Used Cars with “Mekiki” Expert Appraisal

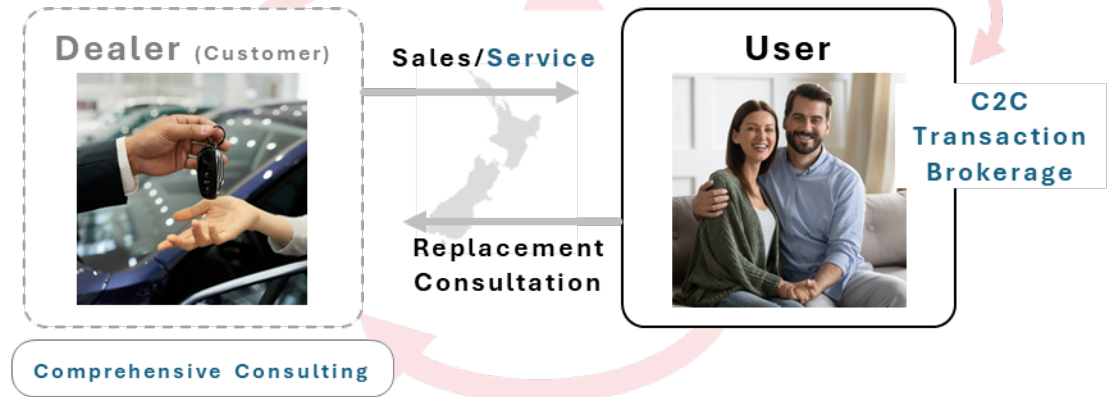
Used cars from all over Japan



Maritime Transport



Value Chain from Japan to Local Markets



Our Competitive Advantage in New Zealand

Leveraging the Strengths of Our Solutions to Achieve Top Market Share

Export/Import

Maintaining **ongoing business with 200 leading local dealerships** through trust-based relationships

Logistics

Maximizing flexibility and profitability through transport volume scale between Japan and New Zealand

Inspection

Conducts over 100 mandatory inspection items in export/import processes
Patented heat treatment **prevents pest contamination**

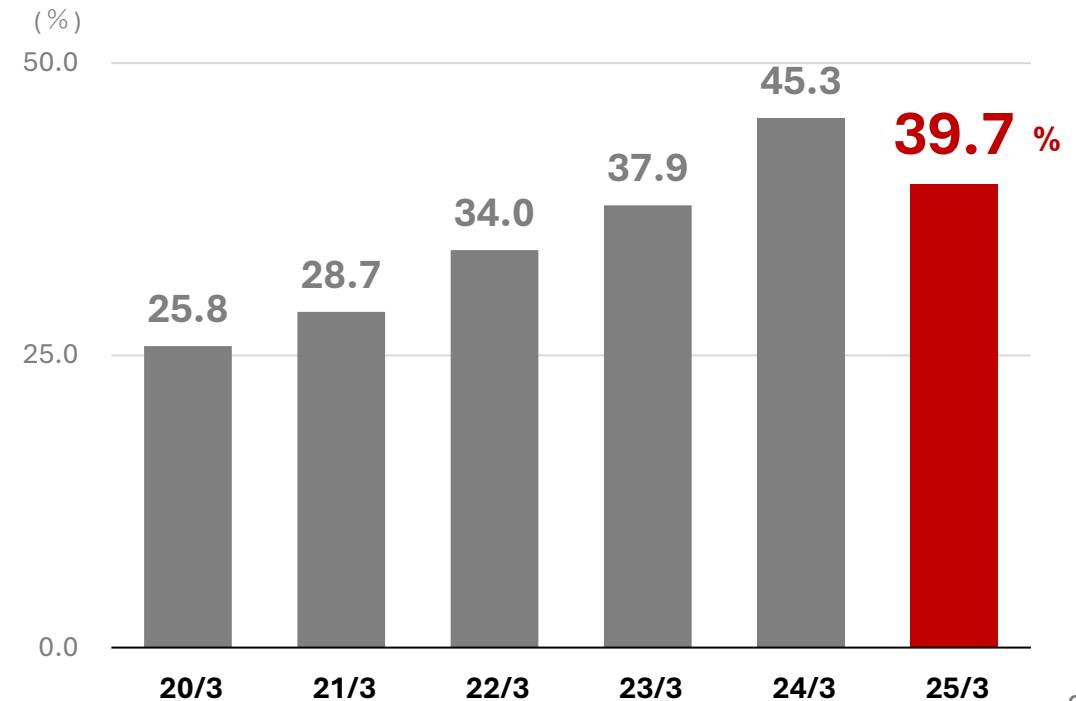
Client Services

Meeting diverse needs, from financial services to data provision

C2C

2nd-largest online used car marketplace in NZ, where approx.70% of used car sales occur online

○ Market Share Trends in the Imported Used Car Segment



Growth Potential of the New Zealand Model

Driving Expansion with Our Expertise



Company Opportunities

- Leveraging nearly 35 years of NZ used car trading expertise to expand into other markets (Europe and beyond)
- Entering the retail used car market, which offers significant growth potential

Market Growth Potential

- Population growth led by a young, immigrant-driven demographic
- Among the world's top in food self-sufficiency
- Low geopolitical risk
- Stable political and economic environment

Strengths of the Australia Model

Expanding on Autopact (New Car Sales), Autocare (Logistics), and OzCar (Used Car Sales)



Main Group Companies in Australia – Part 1

Autopact: A Leading Car Dealership Group – Third Tier

AUTOPACT

Dealership Group with 100+
New Car Locations

Acquired in November 2023 – 100% Subsidiary

Operations Focused in Eastern Australia

Providing a Range of Solutions:
New Vehicles, Used Cars, and Services



Multi-Brand Dealership Group
Representing 30+ Leading
Global Brands



• Note: Autopact's history is presented as an excerpt. Market share figures are based on IBIS World estimates (calculated from each company's projected sales revenue for new and used vehicles).

Main Group Companies in Australia – Part 2

Autocare: The Second-Largest Company in Automotive Logistics



Maintains 30%+ Market Share

Acquired in May 2024 – 100% Subsidiary

**Nationwide Presence
Across All Major Cities**

**Provides Inland Transport for
Major Japanese Automotive
Brands**



Main Group Companies in Australia – Part 3

OzCar: A Major Used Car Retailer



Operates 22 Dealerships, Managing Over 3,000 Vehicles

Ownership Stake Increased to 30% in November 2019



Growth Potential of the Australia Model

Unlocking Growth through Group Synergies and M&As



Company Opportunities

- Opportunities to expand through M&As with small and mid-sized new car dealerships
- Unlock synergies across our three major group companies: new vehicle sales, inland logistics, and used car sales

Market Growth Potential

- Automotive market approximately five times the size of New Zealand's
- Population growth driven primarily by young immigrants
- Rich in natural resources, including gas, coal, and rare metals
- Ranks among the world's highest in food self-sufficiency
- Low geopolitical risk supported by a stable political and economic environment

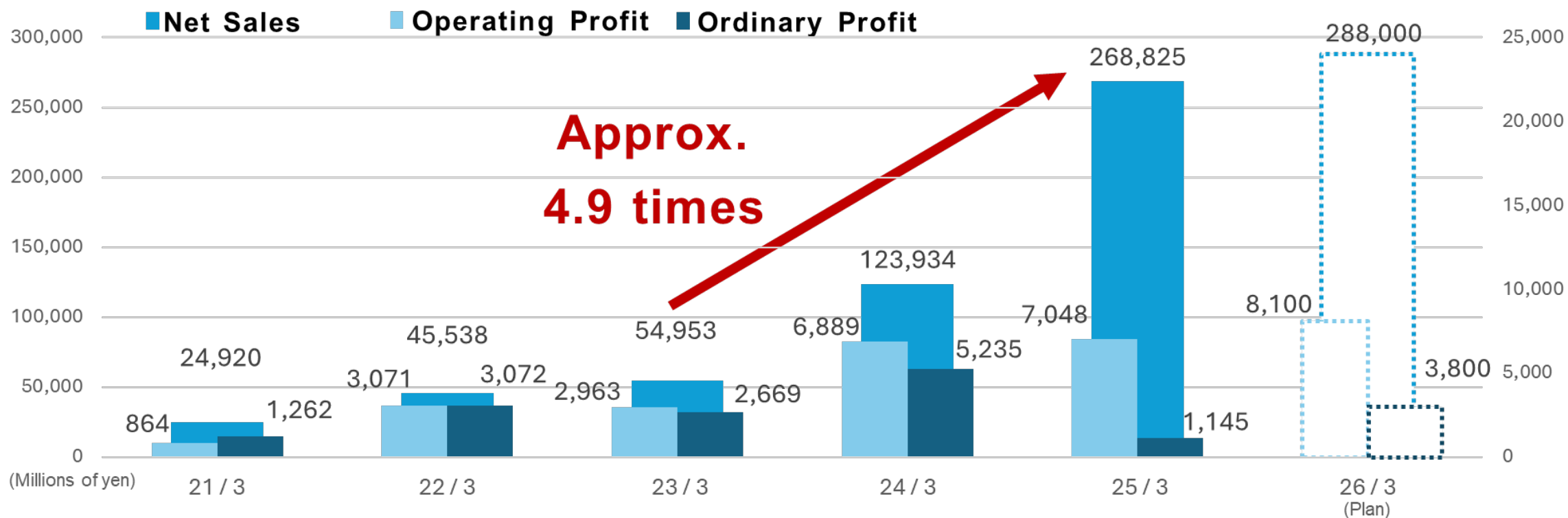
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Five-Year Review

**Business Expanded through Major M&As,
but Macroeconomic Factors Slowed FY2025/03 Profitability**



Market Recognition

Financial Times

High-Growth Companies Asia-Pacific 2026



What is High-Growth Companies Asia-Pacific?

High-Growth Companies Asia-Pacific is an annual ranking compiled in collaboration with Statista, recognizing 500 of the fastest-growing companies across 13 countries and regions in the Asia-Pacific.

The 2026 ranking is based on revenue growth from 2021 to 2024 and encompasses both publicly listed companies and private businesses that applied and submitted verified financial data.

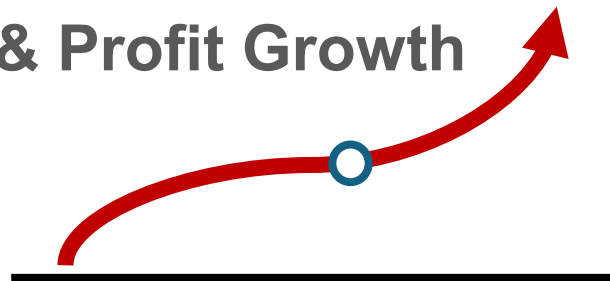
Selection Criteria

- Independence:** The company must not be a subsidiary or branch of another organization
- Revenue Growth:** Companies that achieved a minimum of USD 100,000 in revenue for the fiscal year 2021 and USD 1 million for the fiscal year 2024 were evaluated based on their growth rate, with a higher growth rate receiving a better ranking
- Organic Growth:** The company's growth must be attributed to its own business activities, rather than mergers and acquisitions (M&A)

FY2026/03 Outlook

Recovery Expected in H2 FY2026/03; On Track to a Growth Trajectory

Steady Revenue & Profit Growth in Recent Years



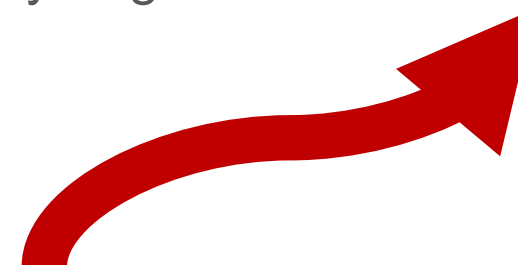
FY2025/03 Profit Slowdown Factors

- Reduced demand due to the regulatory changes in New Zealand
- Increased competition in Australia
- Higher interest and taxes from major acquisitions
- Hailstorm in the Nagoya region



H2 FY2026 Forecast

- Economic recovery aided by interest rate cuts and other measures
- Realizing benefits from new businesses and group synergies



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Mid-Term Management Policy and Key Initiatives

Continuing to Push the Boundaries & Enhancing Management

Continuing to Push the Boundaries

□ Enhancing Profit Structure

- ✓ Diversifying revenue streams in Australia via group companies such as Autopact and Autocare
- ✓ Diversifying the business portfolio by expanding used car exports from New Zealand to other regions

□ Driving Breakthrough Growth

- ✓ Scaling further through roll-ups led by Autopact
- ✓ Leveraging strategic synergies with adjacent areas such as automotive logistics and used car sales

Enhancing Management

- ✓ Efficient Use of Management Resources
- ✓ Enhancing Management Capabilities to Support Business Expansion

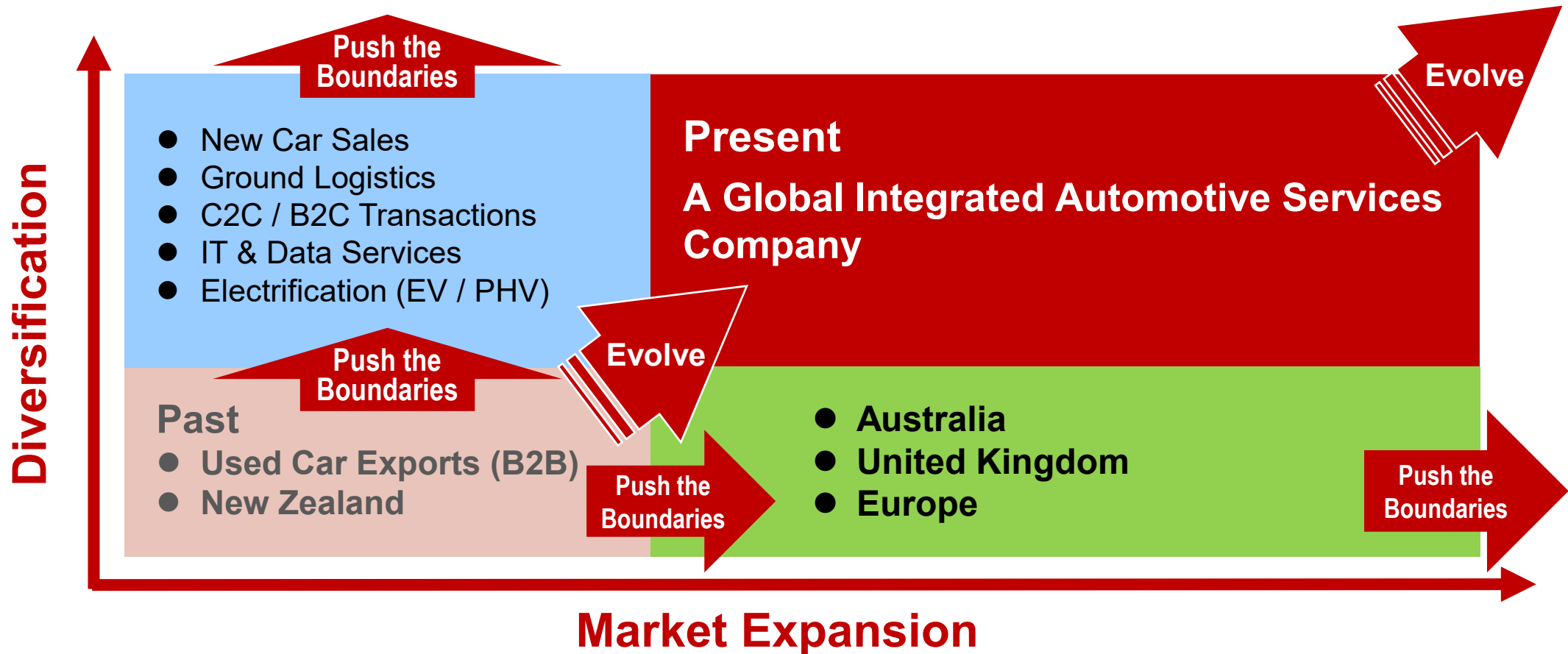
Growth Strategy

Driving Overall Performance through Group Company Autonomous Growth and Group-wide Synergies



Growth Strategy at a Glance

Driving Company Evolution through Diversification and Market Expansion



Mid-Term Management Goals

Driving Higher Profits and Stronger Capital Efficiency

Mid-Term Management Policy

Operating Profit

Early achievement of over
JPY 15 billion

Net Income Attributable to
Owners of the Parent

Early achievement of over
JPY 6 billion

Return on Equity (ROE)

Maintain a stable level of over **15.0%**

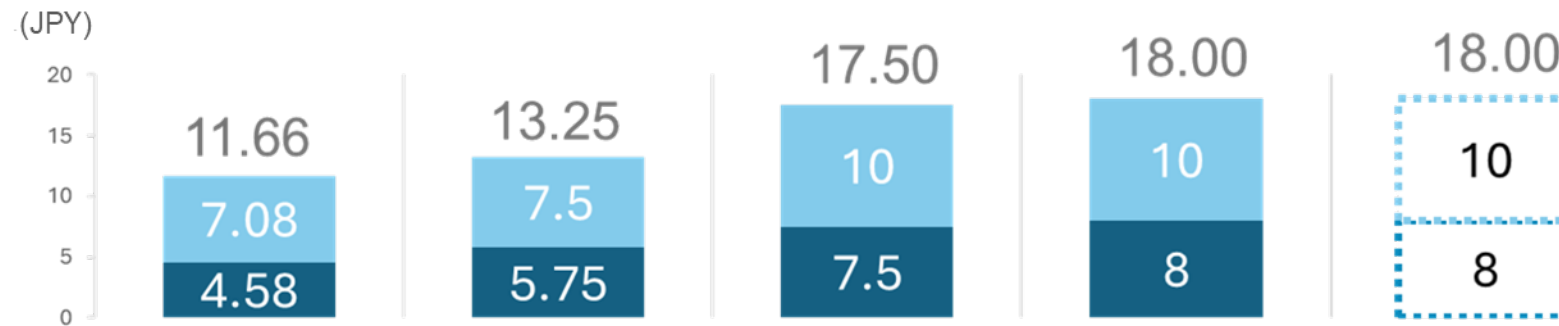
Shareholder Return Policy

Committed to Long-Term Shareholder Value and **Stable Returns**

Target DOE

4.5% (indicative)

*DOE = Dividend on Equity



JPY	FY2022/03	FY2023/03	FY2024/03	FY2025/03	FY 2026/03 (Planned)
Interim Dividend	4.58	5.75	7.50	8.00	8.00
Year-End Dividend	7.08	7.50	10.00	10.00	10.00
Total Dividends	11.66	13.25	17.50	18.00	18.00

Our Website



Our website offers up-to-date information on our business and performance for shareholders and investors.

We are constantly enhancing its content to make it more informative and useful.

Explore our website:

<https://www.optimusgroup.co.jp/en/>

Key Contents

- About Us
- Our Business
- News & Updates
- Investor Relations
- Sustainability

Disclaimer

This document contains actual results for the most recent fiscal year as well as forward-looking information. Actual performance may differ due to changes in economic or business conditions. This information is provided for reference purposes only.

Contact for Inquiries

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Email: enquiries@optimusgroup.co.jp

Optimise Our Car Society