



**AUTOBACS
SEVEN**

Beyond
AUTOBACS
Vision 2032



We began in 1947.

All that time, we have kept on moving.

As motorization has progressed, people's lives and car lifestyles have continued to change at a rapid pace.

We have kept on moving up the long and winding road to satisfy all their wishes.





And now, the automotive industry has entered a once-in-a-century period of change.

What can cars do?

What should AUTOBACS SEVEN exist for?

The answer can be found in the AUTOBACS Declaration, our DNA that we have upheld for many years.

That Declaration contains two things that will never change, no matter how much the times or the environment may change.

Those two things are our eternally unwavering, heartfelt commitment to traffic safety of our customers and to richly individual car lifestyles.

Engraving that commitment anew on our hearts, we vow to evolve even further.





Our Purpose

**Ensuring the safety of our communities
while driving and enriching customers' lives**



Put on your favorite shoes and
open the front door.
Stretched out before you is
a world of many firsts.
Beautiful scenery. New experiences.
Time for the whole family to laugh
together from the heart.

We believe that, as human beings,
all of us have a heartfelt desire to
go out and enjoy the world.





Somewhere that is not here,
somewhere far away.

Or perhaps a place that
we have always longed to see.
Each of us goes out, heading
for our own respective destinations.

Precisely because of the times
we are living in, AUTOBACS SEVEN
wants to deliver, with all our might,
the enjoyment of going out that is
an irreplaceable part of our lives.

Direction of the AUTOBACS SEVEN Evolution

Dedicated towards providing you the joy of going out

Offering a mobility lifestyle geared towards more safety, security,
enjoyment that is personal and in harmony with society.

Beyond AUTOBACS Vision 2032

Our Purpose

Ensuring the safety of our communities while driving
and enriching customers' lives

Our Evolution

Dedicated towards providing you the joy
of going out

The environment surrounding the automotive
industry has entered a once-in-a-century
period of great change

Consolidated net sales
¥500 billion

Self-expression

Experience & Discovery

Create new value
that meets
the fundamental needs
of our customers

Greater Convenience

Annoyance Relief

Environmentally Friendly

Safety & Security



Changes

in the business environment

Changes in the Business Environment

The environment surrounding the automotive industry **has entered a once-in-a-century period of great change**

1

Greater interest in the environment

2

Diversification of customer needs and purchasing behavior

3

Advancement in automobile maintenance and shortage of certified mechanics

4

Increase in connected cars

5

Popularization of autonomous vehicles

6

Shift from car ownership to car sharing

7

Shift to carbon neutrality

Automotive Society of the Future

Electric vehicles (EVs) can be recharged anywhere, and zero emission vehicles (ZEVs) have become widespread.

Flying car sharing services have begun.

Cars have become homes and people can live wherever they like.

Cars can understand people and have become a companion to talk to.

Autonomous driving that is better even than professional drivers has led to fewer accidents.

Cars can perform their own maintenance.

There are cars that can run on a smartphone battery.



Society, automobiles, and people's way of life will change ever more dramatically and rapidly.

Beyond AUTOBACS

AUTOBACS Group will evolve

Evolution of AUTOBACS Group

Society is changing, cars are changing, vehicle maintenance is changing ...
All around the AUTOBACS Group, many different things are changing.

But there are some things that never change.

Our commitment to traffic safety and our intentions toward our customers,
users of mobility products and services.

The AUTOBACS Group will evolve even more on a global scale.

At an unprecedented speed.

Directions of Evolution



Sustainable society



New value creation



Connections
with customers



Goods and
services



DX innovation



Diversification
of channels

1. Sustainable society

Corporate value

Key social issues for the Company

■ Realization of a cyclical and symbiotic society



■ Response to climate change



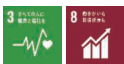
■ Revitalization of local communities



■ Pursuit of diverse human resources and diverse work styles



■ Creating healthy and rewarding jobs



Materiality for sustainable growth

Materiality	Approaches
1 Creation of businesses that solve social issues	Safety and security concerning cars
2 Enhancement of efforts that consider the environment and society	Response to climate change Reduction of CO ₂ emissions
3 Development of organization and personnel	Diversity in employees and greater job satisfaction
4 Sustainable and strong management base	Promotion of ESG management

FY2023

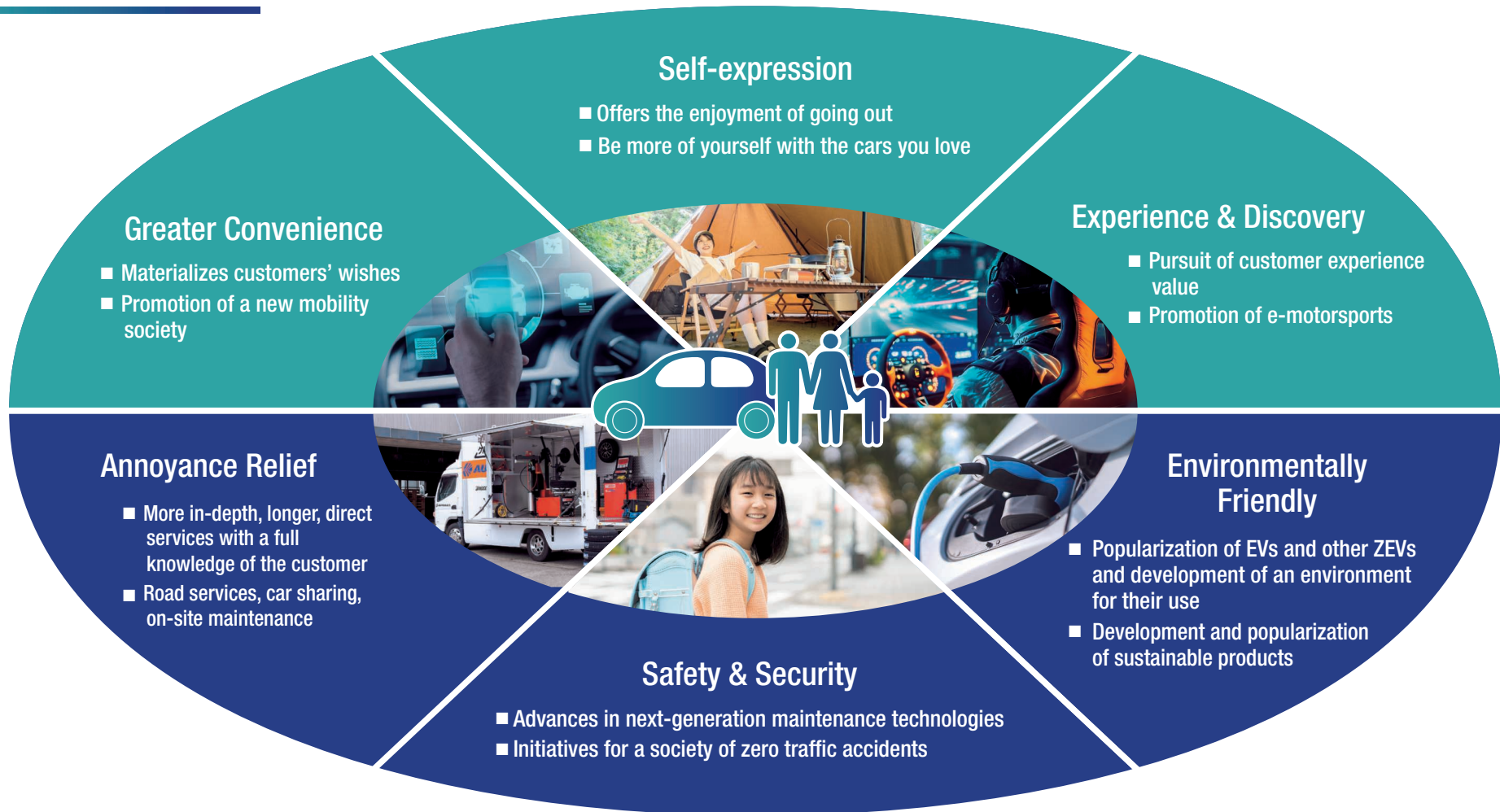
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We will evolve.

Into a presence that will realize, on a global scale, a safe, secure, and gentle society in which people, cars, and the environment exist in harmony.

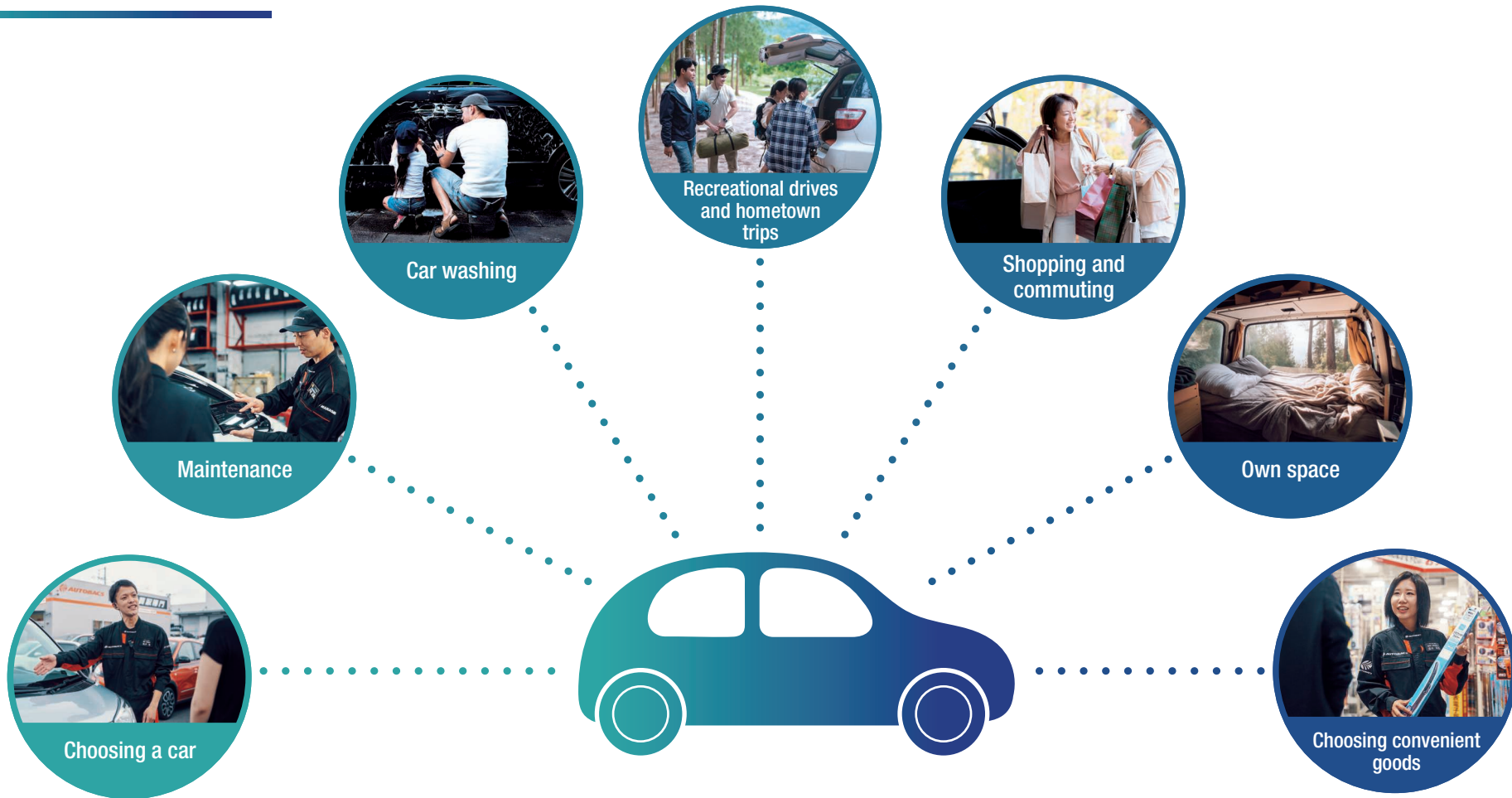
2. New value creation



We will evolve.

Into a group of companies that meets customers' fundamental needs for safety and enriched lives.

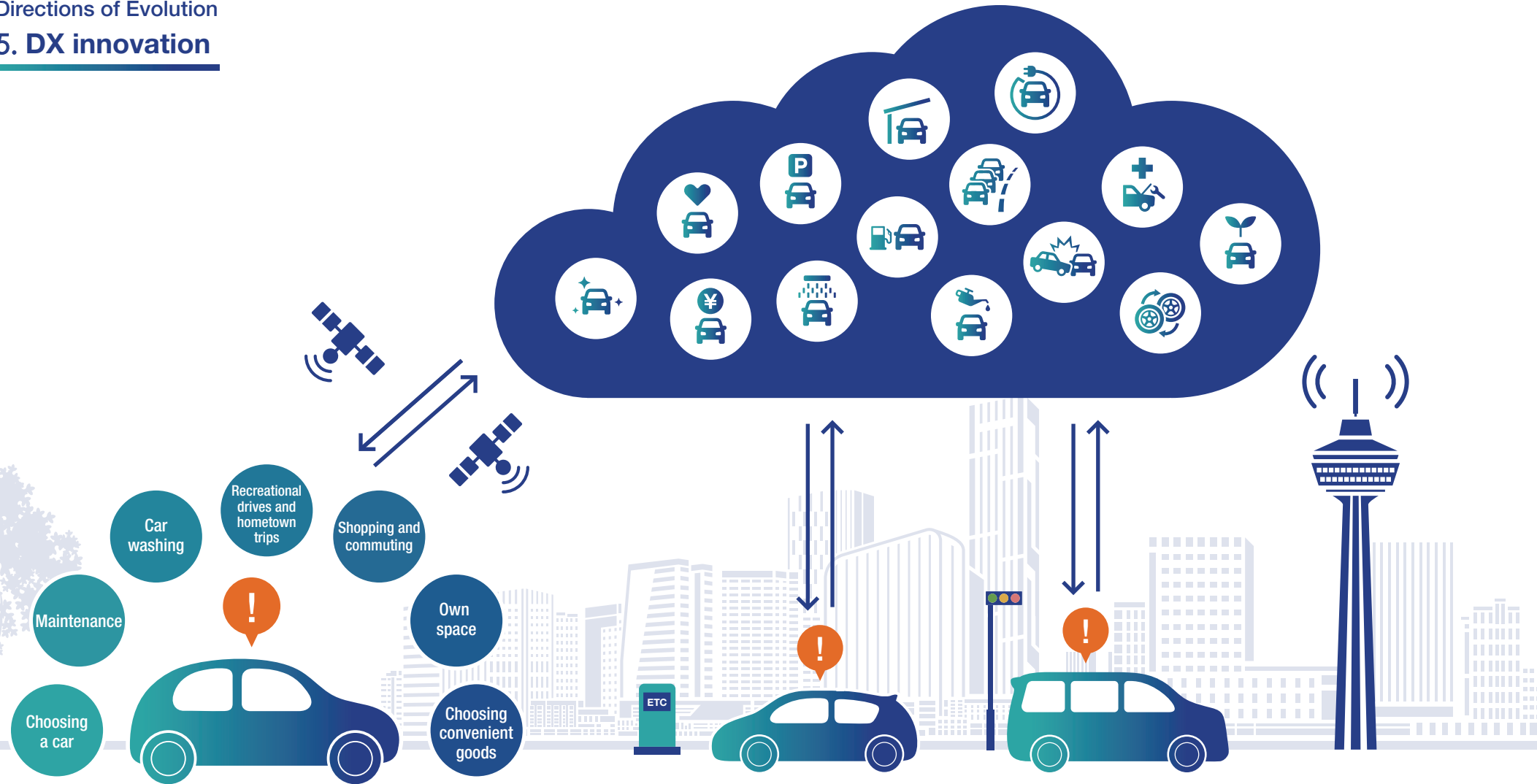
4. Goods and services



We will evolve.

Into a group of companies that continues to offer products and services to suit mobility lifestyles.

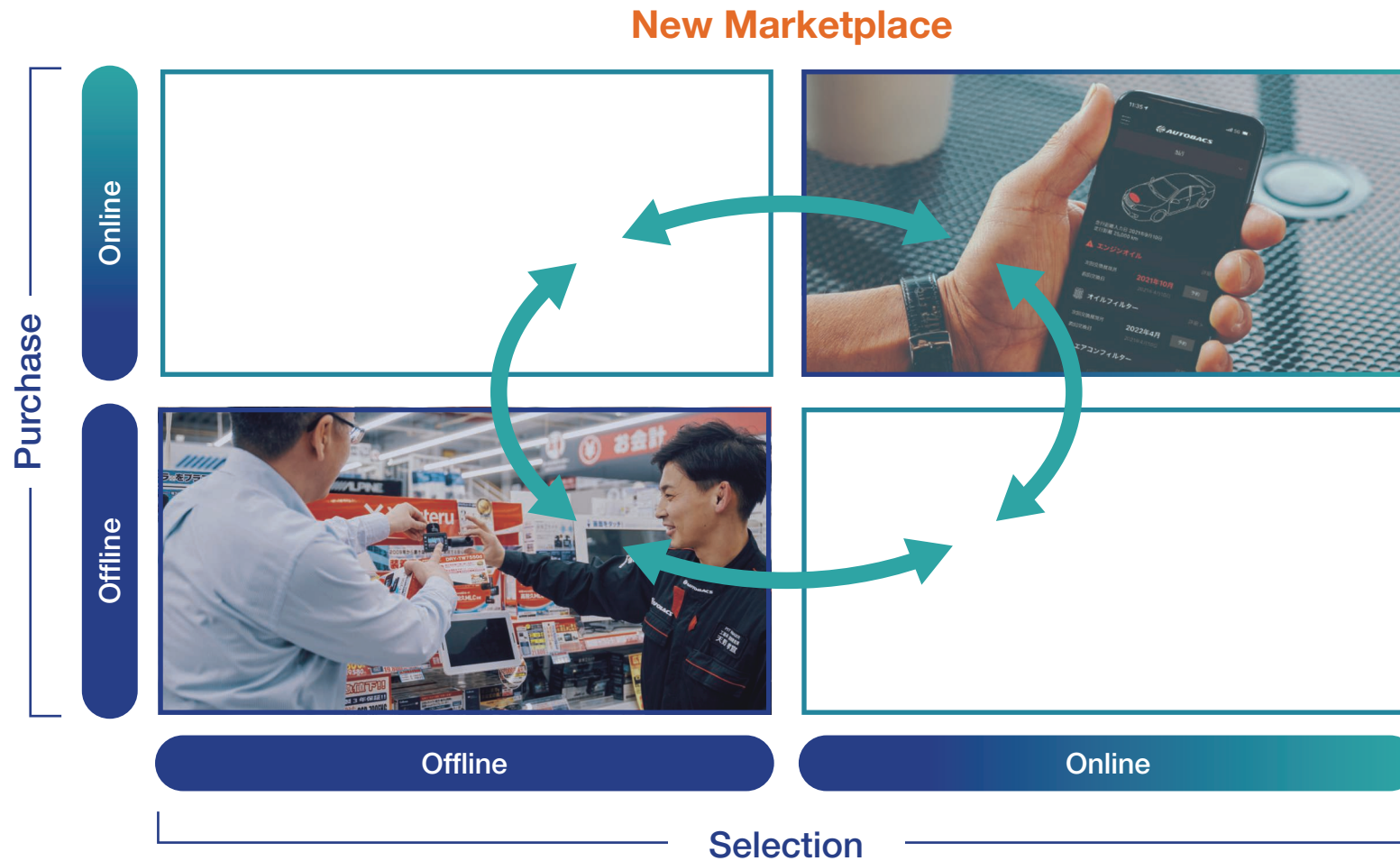
Directions of Evolution
5. DX innovation



We will evolve.

Into a mobility lifestyle innovator that will speed up enjoyment with optimal, data-based services.

6. Diversification of channels



We will evolve.

Into a place where we can forge connections with customers from all our channels.

Growth Target of AUTOBACS SEVEN Group

Consolidated net sales:

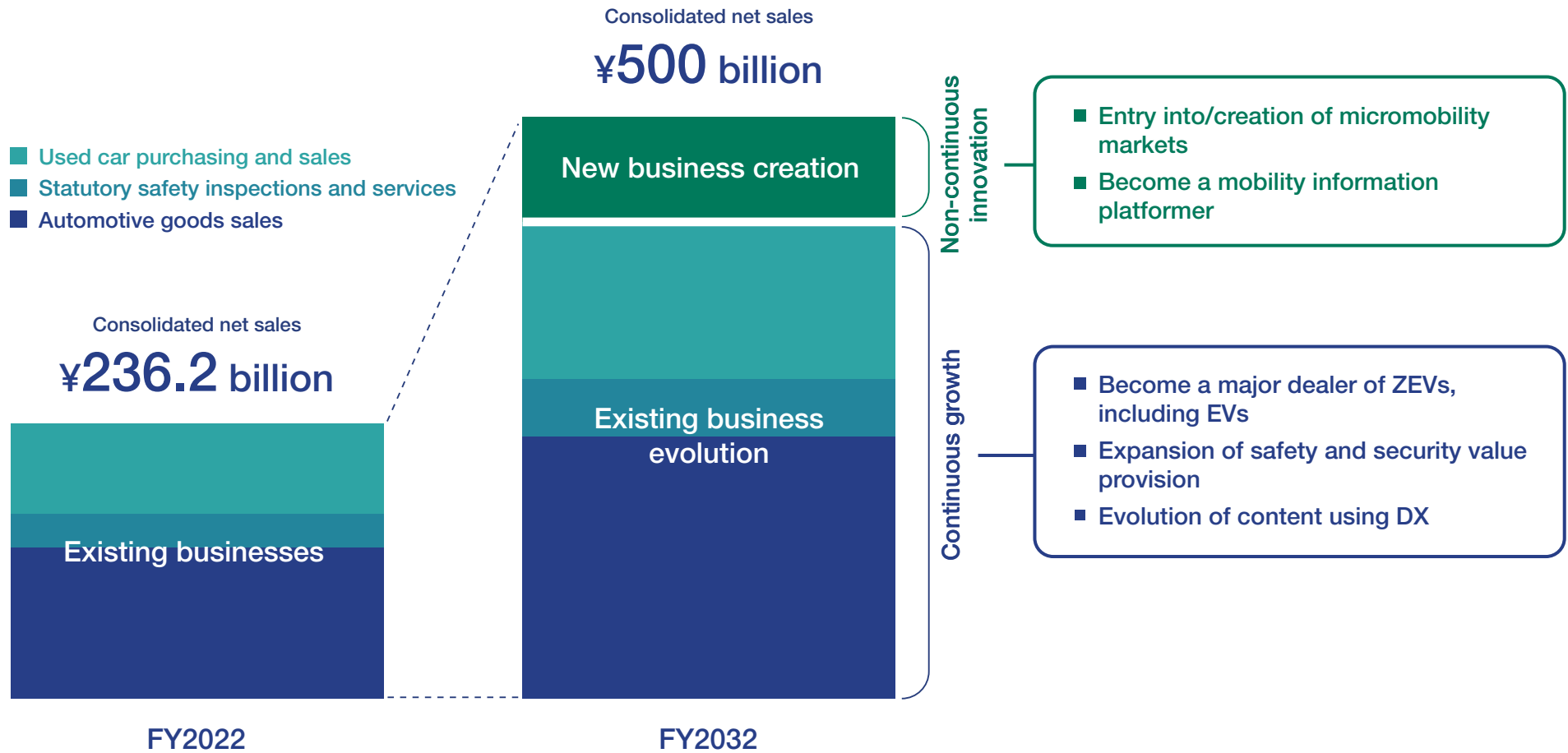
FY2022

¥236.2 billion

FY2032

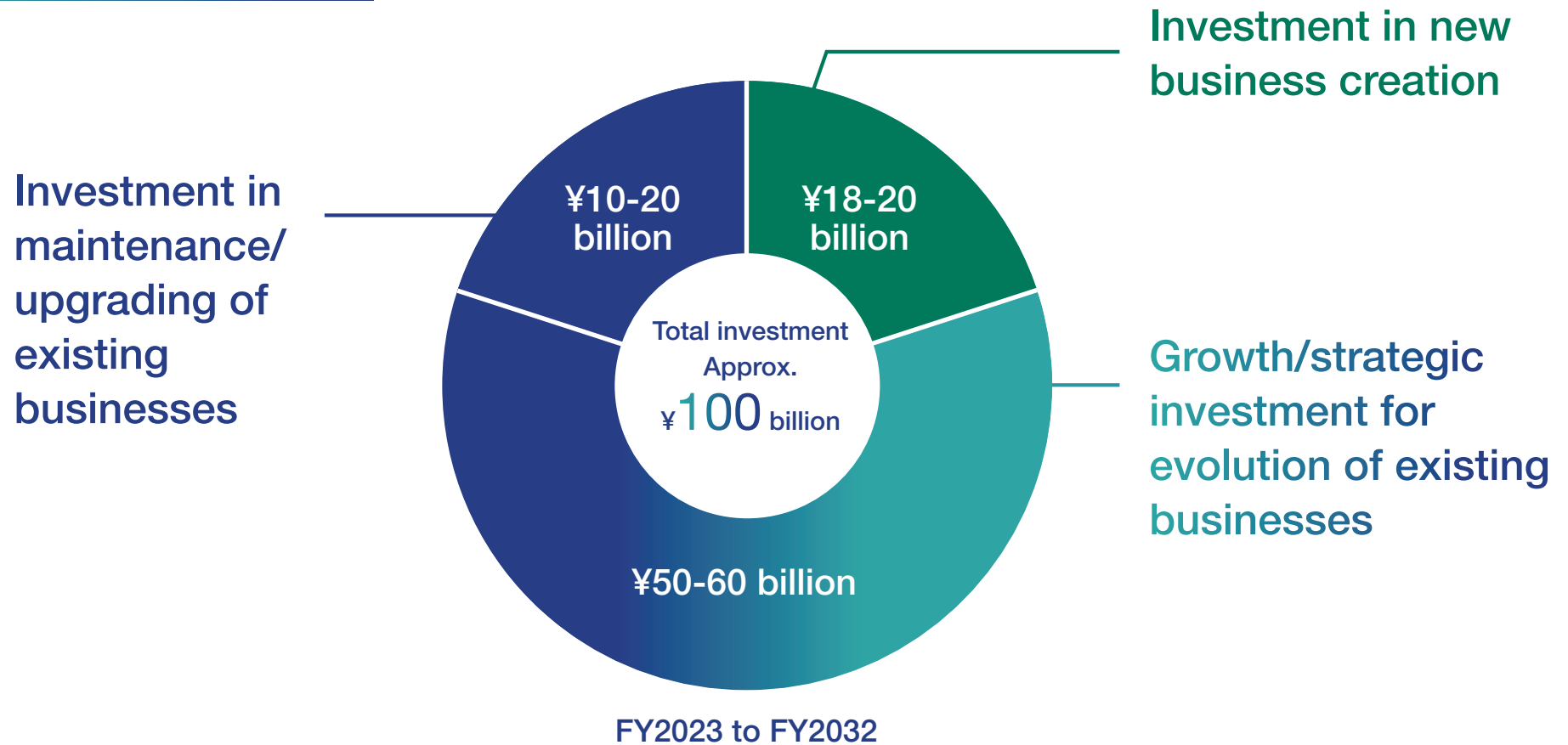
→ ¥500 billion

Envisaged Business Growth



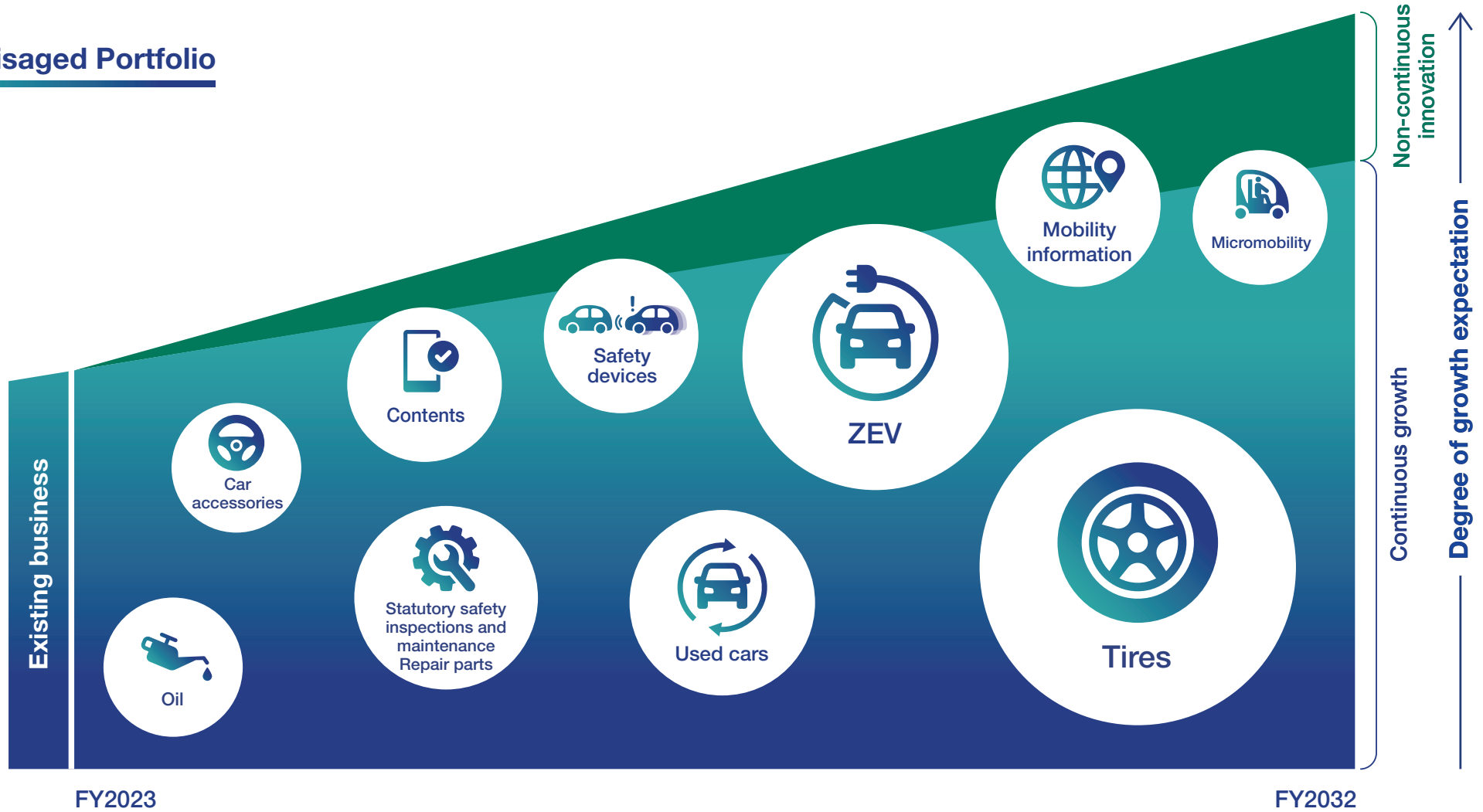
We will adapt to environmental changes and continue our challenges of expanding our business domains and creating new businesses.
And we will aim for consolidated net sales of ¥500 billion in FY2032.

Envisaged Scale of Investment



We will strive to enhance corporate value by investing in continuous growth and non-continuous innovation.

Envisaged Portfolio



We will transform our business structure with a balance of evolution and growth.

A city skyline at sunset with a blue diagonal graphic element. The sky is a mix of blue, orange, and yellow, with scattered clouds. The city below is silhouetted against the bright light of the setting sun. A thick blue diagonal bar runs from the bottom left towards the top right, partially overlapping the city and sky.

To the Future

And move forward, to the future.



Beyond AUTOBACS Vision 2032