Input Activities for Value Creation Output/Outcome

# Six Capitals



#### Financial capital

Sound financial basis and stable earning capacity



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

**Environment** 

Business

Changes in the

# Social and relationship capital

Unique franchise system and reliable AUTOBACS brand



### Human capital

Roughly 15,000 human resources at AUTOBACS chain



#### Manufactured capital

1,300 domestic and overseas sales outlets, procurement and logistics network



# Intellectual capital

Private-brand product development capability, product selection and sales space creation expertise



# Natural capital

Energy, plastics, and all other environmental resources

# Management Philosophy

Shaping a Future Where People and Mobility Connect
—With More Joy and Greater Freedom

Inspection &

Maintenance

#### **Business Activities**

Mobility Lifestyle Infrastructure

**Used Car** 

Purchasing and

Sales

Statutory

Safety

Inspection

2024 Medium-term Business Plan

# Accelerating Towards Excellence

Aim to provide "Mobility Lifestyle Infrastructure" for our customers on a global scale

#### Three Strategies

## "Create touch points"

to continue to support mobility lifestyles



"Develop and supply products and solutions" tailored to mobility lifestyles



# "Establish new business domains"

in response to changes in mobility lifestyles

P25



Content &

Information

Corporate Governance
P41

Insurance

& Finance

Automotive

Goods Sales

Quality Control

Compliance P46

# Materiality

Creation of businesses that solve social issues

Enhancing efforts that consider the environment and society

Development of organization and personnel

P33

Sustainable and strong management base

#### Outcome

New value that meets the fundamental needs of our customers



Experience & Discovery



Environmentally Friendly

# Annoyance Relief

Safety & Security

# Output

#### FY2026 Performance Targets

 $\begin{array}{c} \text{Consolidated} \\ \text{net sales} \end{array} \hspace{0.1cm} 280.0 \hspace{0.1cm} \text{billion yen} \\ \end{array}$ 

Consolidated operating income 15.0 billion yen

#### ROIC

7.0%

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



Sustainable Growth
Achieving a high-profit structure



Expanding value delivered through our services



Empowering diverse talent Realizing an organization that creates innovation



Expanding store count and formats
Streamlining procurement and logistics



Increasing private brand product ratio Strengthening competitiveness through DX advancement



Reducing environmental impact Realizing a circular and symbiotic society