Value Creation Model

Input → Activities for Value Creation → Output/Outcome → Our Ideal

Input

Changes in the Business Environment P9

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

The Six Capitals

Financial capital
Sound financial basis and stable earning capacity

Social and relationship capital
Unique franchise system and reliable AUTOBACS brand

Human capital
Roughly 15,000 human resources at AUTOBACS chain

Manufactured capital
1,112 domestic and overseas sales outlets, procurement and logistics network

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

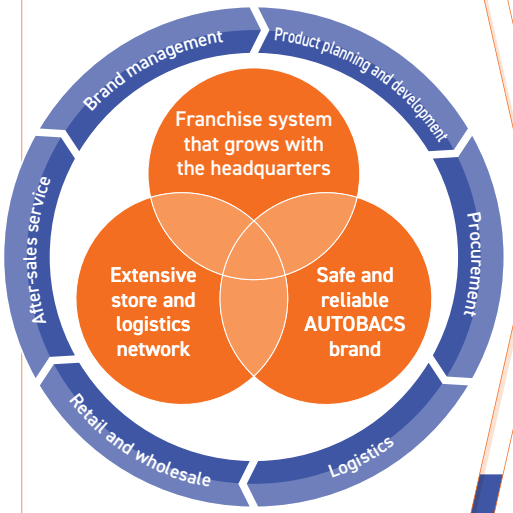
Natural capital
Energy, plastics, and all other environmental resources

Activities for Value Creation

Purpose

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

Value Chain and Strengths



2024 Medium-term Business Plan

Accelerating Towards Excellence

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

Three Strategies

1. "Create touch points" to continue to support mobility lifestyles P25
2. "Develop and supply products and solutions" tailored to mobility lifestyles P26
3. "Establish new business domains" in response to changes in mobility lifestyles P27

Human Resources Strategy P49	Corporate Governance P33	Quality Control P54	Compliance P55

Materiality P45

- Creation of businesses that solve social issues
- Enhancing efforts that consider the environment and society
- Development of organization and personnel
- Sustainable and strong management base

Output/Outcome

Outcome

Output

FY2026 Performance Targets	
Consolidated net sales	280.0 billion yen
Consolidated operating income	15.0 billion yen
ROIC	7.0%

- Achieve sustainable growth and highly profitable structure
- Expand value provided through services
- Utilize diverse human resources Achieve an organization that creates innovation
- Expand number of stores and store formats Streamline procurement and logistics
- Improve ratio of private-brand products Strengthen competitiveness through DX promotion
- Reduce environmental burden Achieve recycling-based and symbiotic society

Our Ideal

Dedicated towards providing you the joy of going out