AUTOBACS Business

Key points for the fiscal year ended March 2025

Domestic retail sales were strong due to snowfall and vehicle maintenance demand, resulting in increased revenue and profits

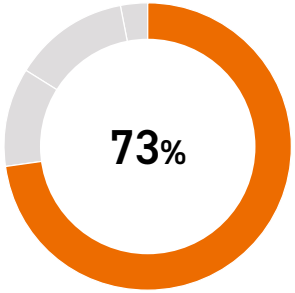
Domestic AUTOBACS

- Strong sales of consumables like tires, oil, and batteries, as well as winter items like tire chains
- Used car purchasing and sales grew due to rising unit prices

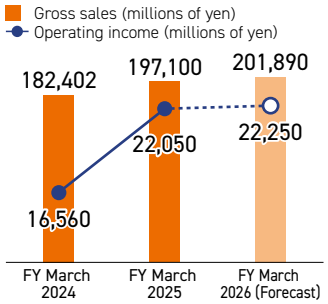
Overseas Retail

- Sales decreased in France due to the impact of closing two stores in the previous period

Breakdown of Gross Sales



Gross Sales/Operating Income



*Gross sales include inter-segment sales

To become an indispensable company in society by serving as the “Mobility Lifestyle Infrastructure”

Business Overview

- Franchise operations of stores, including “AUTOBACS,” a comprehensive automotive specialty retailer
- Automotive goods and services sales, installation services, vehicle maintenance, statutory safety inspections, and used car purchase and sales at domestic and international locations
- Wholesale of automotive goods to domestic franchisees as the AUTOBACS franchise chain headquarters

Market Overview and Key Strengths

Strengths

- Domestic network of 1,020 stores and overseas network of 148 stores
- Brand strength and sales strength as the No. 1 tire retailer*1 and the No. 1 in customer satisfaction among used car dealers*2
- Comprehensive services from maintenance and statutory safety inspections to vehicle goods sales
- Product development and procurement strength that is enhanced through Group collaboration
- High technical strength and quality of pit service

Opportunities

- Increased demand for maintenance due to lengthened vehicle life
- Increased demand for used cars due to the rising price of new vehicles
- Creation of new points of contact with customers through DX and collaboration with other industries
- Establishment of superiority through early adoption of advanced maintenance technology
- Creating business synergies through M&A

Threats

- Market contraction due to declining vehicle ownership
- Difficulty securing and aging of technician workforce (certified mechanics)
- Increased costs from rising raw material prices and yen depreciation
- Customer defection to dealerships and e-commerce sites
- Reduced demand for winter products due to mild winters

Growth Strategy

We are pursuing a growth strategy focused on expanding our top line, with the goal of becoming an indispensable part of society as a Mobility Lifestyle Infrastructure. Under a unified system where headquarters and franchise stores collaborate to strengthen retail capabilities, we are working to enhance both profitability and customer satisfaction. At the same time, we are improving our pit services to create compelling reasons for customer visits, particularly through statutory safety inspections and maintenance services, thereby securing continuous customer touchpoints.

Furthermore, we are advancing highly convenient service offerings by reinforcing our OMO (Online-Merge-Offline) strategy, which integrates online and physical store experiences. On the product side, we are boosting price competitiveness and expanding our product lineup. The growth of our private brand products is also contributing to stronger brand recognition and a more robust profit structure.

In our overseas expansion, we are building operations through partnerships with local companies. By leveraging Japanese quality in both product strategies and store operations, we are enhancing brand recognition and competitiveness in local markets.

We remain committed to responding flexibly to changes in the market environment and steadily increasing our market share, even in mature markets.

*1 The result of the 2025 survey on tires conducted by the JMA Research Institute, Inc.
*2 The result of the 2024 Oricon Customer Satisfaction® Survey Used Car Purchaser Ranking and 2025 Oricon Customer Satisfaction® Survey Used Car Seller Ranking conducted by oricon ME inc.

AUTOBACS Business

TOPICS

Expanding points of contact with customers by strengthening pit services

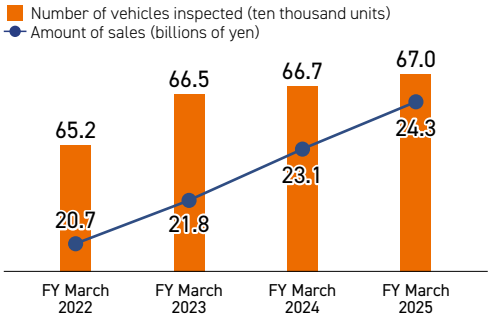
As vehicle lifespans become longer and vehicle technology advances, regular vehicle maintenance is becoming even more important, and the demand for regular maintenance such as statutory safety inspections and oil changes is steadily increasing. Under these circumstances, we are focusing on creating reasons to visit stores centered on statutory safety inspections and maintenance, and ensuring continuous points of contact with customers.

As one such measure, we launched the AQ. pit menu, a selection of low-cost, high-quality pit services from our private brand AQ. (AUTOBACS QUALITY.). We offer a selection of services to handle small routine concerns such as glass water repellency, interior deodorization, and headlight cleaning, offering maintenance services that are easy to use even for first-time visitors. These services will lead naturally into the maintenance cycle of statutory safety inspections and mandatory inspections, and help to encourage return visits and create regular points of contact with customers.

We are also working to improve the quality of pit services by strengthening our capability to handle EV statutory safety inspections and next-generation maintenance. Furthermore, we are installing AI-equipped cameras in all pit lanes at all AUTOBACS and Super AUTOBACS stores to bring visibility to the situation within the pit. In this way, we hope to improve the transparency of operations and trust.

Sales related to statutory safety inspections, maintenance, and other services increased approximately 25% from FY2015. Going forward, we will accelerate the shift toward a revenue structure that is not dependent on sales of automotive goods, and further increase the composition ratio of service-related sales.

Trends in vehicles inspected and amount of sales



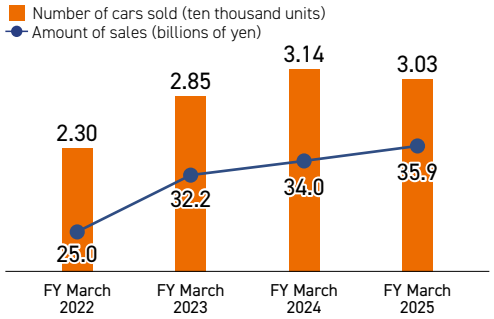
Strengthening the used car business with a focus on purchasing

Amidst a shrinking automotive aftermarket, the Company is focusing on expanding the business of AUTOBACS CARS, which handles used car purchasing and sales, as a new growth area. Sales in this business have been steadily increasing in recent years, and the prominence of used car purchasing and sales has also increased in terms of the sales composition ratio of all stores.

In light of these circumstances, we are making the most of limited store resources and implementing a strategy that places the “purchasing” of used cars at the core of the used car business within the AUTOBACS Business. In this context, we are working to establish a direct purchase and resale model in order to maximize the lifetime value of customers by encouraging cross-selling between automotive goods and maintenance services, starting with used car purchasing and sales.

As a result of these initiatives, sales from used car purchasing and sales in the AUTOBACS Business increased approximately 52% from FY2015, and the business is becoming a key pillar that drives growth for the Company. Going forward, we will strive to achieve further growth for AUTOBACS CARS and strengthen its revenue structure by increasing transaction volume starting with purchasing and by optimizing sales channels.

Trends in number of cars sold and amount of sales



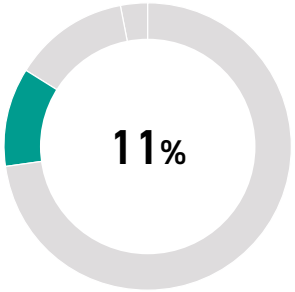
Consumer Business

Key points for the fiscal year ended March 2025

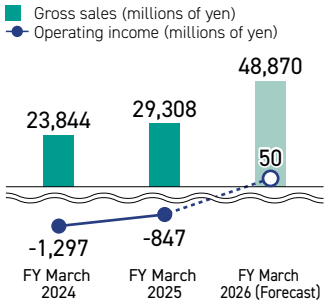
Despite incurring M&A-related expenses, revenue increased and the operating loss narrowed, driven by growth in its existing businesses

- The acquisition of Honda-authorized dealerships and in-house financing used car dealerships contributed significantly to revenue growth
- Used car sales performed strongly at auctions, supported by rising unit prices and increased purchase volumes
- Online sales grew due to the successful renewal of the official online store and an expanded product lineup

Breakdown of Gross Sales



Gross Sales/Operating Income



*Gross sales include inter-segment sales

Multi-brand strategy to create synergies with the AUTOBACS Business

Business Overview

- Sales of new and used vehicles
- Online sales of automotive goods and services through our own e-commerce site and various online marketplaces
- Vehicle inspections, maintenance services, and bodywork repairs

Market Overview and Key Strengths

Strengths

- Diversified automotive business models, including specialized maintenance shops, auto dealerships, and used car purchasing and sales
- Strong brand recognition and sales capabilities, ranked No. 1 in customer satisfaction among used car dealerships*
- Extensive network encompassing AUTOBACS stores, affiliated subsidiaries, and logistics infrastructure
- OMO (Online-Merge-Offline) model integrating e-commerce with physical retail locations

Opportunities

- Increased demand for maintenance due to lengthened vehicle life
- Increased demand for eco-friendly mobility
- New customer touchpoints created through online channels
- Increased demand for used cars due to the rising price of new vehicles

Threats

- Market contraction due to declining vehicle ownership
- Difficulty securing and aging of technician workforce (certified mechanics)
- Increased costs from rising raw material prices and yen depreciation
- Intensifying competition with e-commerce channels

Growth Strategy

In the Consumer Business, we are executing a growth strategy that leverages the unique strengths of each group company to drive integrated value creation and maximize profitability.

For our dealership operations, we are enhancing brand presence with a focus on Audi, Honda, and BYD, while actively pursuing initiatives in the EV sector and strategic M&A to capture emerging market opportunities.

In the used car segment, we are expanding our store network by increasing franchise partnerships outside the AUTOBACS Group. In addition to launching large-format stores, we are promoting mobile assessment services to improve customer convenience and maximize purchasing opportunities, thereby increasing transaction volume.

In online sales, we are broadening our sales channels through our proprietary e-commerce site and third-party platforms. We are also advancing a long-tail strategy to offer products that meet diverse customer needs.

Furthermore, by strengthening our corporate membership program and expanding maintenance facilities, we are enhancing our ability to provide tailored maintenance services and product proposals for corporate-owned vehicles, including company cars and leased fleets. Through these initiatives, we aim to generate synergies across the group and deepen our business domains.

* The result of the 2024 Oricon Customer Satisfaction® Survey Used Car Purchaser Ranking and 2025 Oricon Customer Satisfaction® Survey Used Car Seller Ranking conducted by oricon ME inc.

Consumer Business

TOPICS

Expanding locations and strengthening the business portfolio through M&A

The Medium-term Business Plan positions “creating touch points to continue to support mobility lifestyles” as a key strategy, and we have been actively and strategically implementing M&As in order to achieve the key measure of “expanding new bases, including new store openings, and expanding channels (100 bases).”

Our M&A strategy is centered on the three perspectives of horizontal, vertical, and depth. In the horizontal area in particular, we are steadily working to enhance points of contact by targeting authorized dealerships, used car retailers, and tire retailers. Specifically, in August 2024, we made a subsidiary of Otoron Co., Ltd., which operates used car dealerships that provide in-house loans, in order to acquire a new customer base and strengthen our sales channels. In October 2024, we made a subsidiary of Tokatsu Holdings Co., Ltd., which operates authorized Honda dealerships, in order to expand the range of brands handled by authorized dealers. In January 2025, we made a subsidiary of tire dealer BEE LINE Corporation, expanding our tire sales business through the acquisition of a third-party brand that handles affordable tires.

In addition to simply increasing the number of locations, these M&As have strengthened points of contact with customers different from those of AUTOBACS by diversifying store formats, regions, and channels. In fact, they also contributed to the reduction in operating deficit and the steady growth of gross operating income. Going forward, we will further deepen ties with Group companies and enhance the post-merger integration process by strengthening integrated management systems and conducting cross-brand collaboration.

HONDA CARS Matsudo Higashi Store

Otoron Morioka Store

Strategic expansion of AUTO IN maintenance specialty stores

By establishing stores in locations adjacent to shopping malls and DIY stores, we have expanded AUTO IN, a highly-convenient service-oriented store format where customers can receive vehicle maintenance, including statutory safety inspections, tire replacement, and oil changes, while shopping. Unlike the AUTOBACS store format, AUTO IN specializes in maintenance without selling automotive goods.

In April 2025, we made a subsidiary of JCA Co., Ltd., which offers sales of automotive goods and services and vehicle maintenance services at 70 shopping centers and DIY stores throughout Japan. In September 2025, the store name was changed to AUTO IN. As we strive to expand our store network through new stores opening and M&As and maximize synergy with Group companies, AUTO IN is playing a central role in the Group’s maintenance network. We have established a streamlined work process in the pit driven by certified mechanics and other staff, allowing us to successfully offer short-time, high-quality service. In addition, we are steadily promoting its adoption as a new service model integrated into the flow of daily life, through means such as actively accepting customer-provided parts for maintenance through collaborations with DIY stores.

Going forward, AUTO IN will continue to evolve as a strategic hub that supports the Group-wide demand for maintenance centered on expanding sales of statutory safety inspections and maintenance, and will contribute to the expansion of the number of tires sold and the number of vehicles inspected.

AUTO IN Utsunomiya Store

AUTO IN Shaken & Tire Center Kumamoto Tamana Store

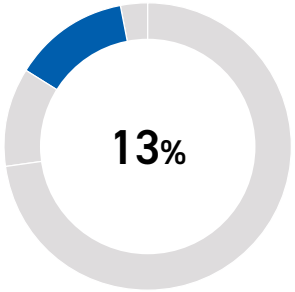
Wholesale Business

Key points for the fiscal year ended March 2025

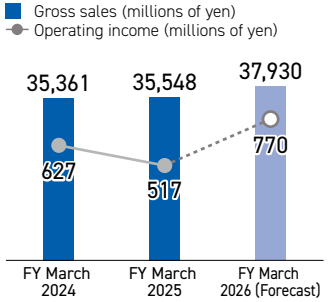
Domestic sales to retailers expanded
In overseas wholesale, export transactions from Japan declined, resulting in higher revenue but lower profits

- Sales of Nissan-specific vehicle items increased
- Wholesale of wheels and engine oil remained strong, driven by snowfall and vehicle maintenance demand
- Export transactions from Japan to overseas markets declined

Breakdown of Gross Sales



Gross Sales/Operating Income



*Gross sales include inter-segment sales

Expanding wholesale outside the AUTOBACS chain to become a core business alongside the AUTOBACS Business

Business Overview

- Wholesale of automotive goods to domestic retailers
- Wholesale and export of automotive goods to overseas franchisees and retailers
- Wholesale of private brand products

Market Overview and Key Strengths

Strengths

- A worldwide network of AUTOBACS stores, subsidiaries, and logistics infrastructure
- High-quality private brand products at competitive prices
- Strong partnerships with local overseas affiliates
- Capability to serve corporate and wholesale channels

Opportunities

- Acquiring new sales channels through partnerships with partner companies
- Enhancing competitiveness by revising private brand strategies and expanding overseas
- Optimizing product development and procurement systems through collaboration with domestic and international bases
- Improving responsiveness by advancing logistics and order-taking infrastructure

Threats

- Increased costs from rising raw material prices and yen depreciation
- Intensifying competition with rivals and e-commerce channels
- Supply chain disruptions due to external environmental changes
- Quality and supply risks for private brand products

Growth Strategy

We aim to expand our wholesale business outside the AUTOBACS chain and grow it into a core business following the AUTOBACS business. To achieve this, we are promoting differentiation and providing added value in the areas of products, logistics, and services, thereby strengthening our unique strengths. We are also focusing on building a global procurement and sales structure and improving operational efficiency through the integration of functions across subsidiaries and businesses.

Meanwhile, establishing external sales infrastructure, including a wholesale system, remains a critical priority. We are working to automate the entire process from order receipt to shipment and build a same-day delivery system by improving our logistics network and order management systems.

For private brand products, we are advancing brand restructuring to expand sales both domestically and internationally. We are also working to further strengthen our competitive advantage by acquiring agency and sales rights.

At our overseas bases, we are strengthening product development and quality assurance systems, aiming for swift business expansion through collaboration with our Japanese headquarters.

Wholesale Business

TOPICS

Creating new sales channels through collaboration with 7-Eleven

In December 2024, the Company officially launched the AUTOBACS Corner in 7-Eleven stores. This allowed efforts that were being tested in select regions in 2023 to be strategically expanded on a nationwide scale. By introducing select items from the Company's private brand AQ. (AUTOBACS QQUALITY.) that meet the demands of convenience store users, and providing "ready-to-use automotive goods" mainly in stores along major roads with a high number of customers visiting by car, these measures offer convenience in the face of sudden needs that arise during daily commutes or drives.

Convenience stores are an extremely large sales channel that is deeply rooted in everyday life. In cooperation with 7-Eleven, which has these characteristics, we aim to make the AUTOBACS a more familiar presence by significantly broadening brand touchpoints in everyday routines in addition to the usual AUTOBACS stores.

Going forward, the Company will work to strengthen the provision of value from the dual aspects of brand interaction opportunities and convenience and create new shopping experiences by expanding wholesale channels through collaboration with various retailers.

Optimizing the supply chain and strengthening our lifestyle brands

In April 2025, businesses related to product procurement and development were transferred from our subsidiary CAP CO., LTD. to AUTOBACS SEVEN in order to strengthen the supply chain and improve operational efficiency. This integration has promoted accelerated decision-making and cost optimization by establishing a system in which all processes from product planning to sale are centrally managed by the Company. It has also strengthened our product development capability by enhancing the quality control and supply stability of our core products.

Furthermore, business under the lifestyle brand GORDON MILLER (GML) was transferred to FATRASTYLING INC., the name of which was changed to GORDON MILLER INC. This allows us to promote a business that offers a wide range of products based on the worldview of GML, such as automotive goods and services, apparel, and campers. Currently, we are focusing on expanding into overseas markets while also enhancing brand recognition through sales at directly managed GORDON MILLER KURAMAE stores and approximately 600 stores nationwide.

GORDON MILLER MOTORS, the car label of GORDON MILLER

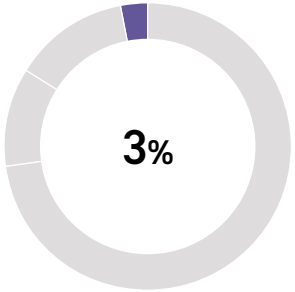
Expansion Business

Key points for the fiscal year ended March 2025

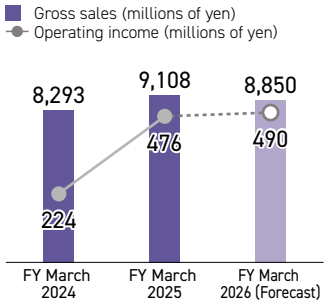
Finance and real estate-related businesses performed strongly

- Credit income increased due to rising loan interest rates and the growing adoption of cashless payments
- Real estate income grew as a result of new store openings and rent adjustments

Breakdown of Gross Sales



Gross Sales/Operating Income



*Gross sales include inter-segment sales

Promoting the development of new markets with a focus on medium- to long-term revenue generation

Business Overview

- Credit-related services and insurance agency operations
- Property development, site planning, and real estate leasing
- Sales of micromobility vehicles

Market Overview and Key Strengths

Strengths

- AUTOBACS' brand power
- Nationwide network of stores and sales channels

Opportunities

- Mobility support in an aging society
- Growing demand for new services driven by the spread of EVs and expansion of car sharing

Threats

- Laws and regulations for new mobilities
- Increased costs from rising raw material prices and yen depreciation

Next- generation mobility strategy to meet diversifying transportation needs

In response to evolving values around mobility, we are actively developing new services. In May 2025, we launched a subscription-based rental service on the "Kauriru" platform, offering electric kickboards and electric bikes at a fixed monthly rate. Currently, pickup and return are available only at select stores, but we plan to expand the network nationwide to accommodate diverse needs, including corporate use and rentals at tourist destinations. This initiative aims to enhance convenience for short-distance travel in urban and tourist areas, while promoting the adoption of environmentally friendly transportation options.

Additionally, our subsidiary, AUTOBACS Financial Services Co., Ltd., has introduced a rental car service at select locations using existing loaner vehicles. By making vehicles—previously used as loaner vehicles during inspections and repairs—available to the general public, we are effectively utilizing idle assets and improving vehicle utilization rates. Looking ahead, we plan to diversify our lineup to include electric vehicles (EVs), campers, and other vehicle types to meet a wide range of customer needs, from daily use to leisure activities.

Through these initiatives, we aim to offer mobility services that reflect changing lifestyles and transportation preferences, providing sustainable and highly convenient options for our customers.

11-Year Financial Summary

WEB | Finances and Performance

	FY March 2015	FY March 2016	FY March 2017	FY March 2018	FY March 2019	FY March 2020	FY March 2021	FY March 2022	FY March 2023	FY March 2024	FY March 2025
Profit and Loss (millions of yen)											
Net sales	209,454	208,142	204,033	211,630	213,840	221,400	220,449	228,586	236,235	229,856	249,525
Wholesale	124,279	117,848	115,637	121,081	124,214	126,931	124,763	126,430	127,364	122,577	122,038
Retail	82,039	87,310	85,566	87,357	86,018	90,762	90,971	96,405	102,239	103,506	123,625
Others	3,136	2,983	2,830	3,190	3,607	3,705	4,713	5,751	6,631	3,773	3,861
Operating income	6,403	6,701	5,829	7,284	7,478	7,585	10,577	11,552	11,722	8,010	12,126
Ordinary profit	8,250	7,780	7,120	8,226	8,203	8,059	11,219	11,246	11,574	8,093	12,516
Profit attributable to owners of parent	4,609	4,371	3,015	5,403	5,485	3,764	7,050	7,010	7,239	6,355	8,132
Cash flows from operating activities	11,829	10,564	9,488	16,394	4,447	10,603	17,163	5,712	10,687	14,431	3,944
Cash flows from investing activities	-2,403	-4,984	-7,147	-2,915	-3,078	-3,370	-6,085	-7,710	-7,652	-449	-18,020
Cash flows from financing activities	-12,617	-11,154	-7,457	-5,840	-9,876	-9,684	-309	-12,300	-3,495	-7,413	13,973
Free cash flows	9,426	5,580	2,341	13,479	1,369	7,233	11,078	-1,998	3,035	13,982	-14,076
Capital expenditures	6,127	5,895	4,842	3,587	4,618	3,429	3,996	6,300	7,182	9,149	8,926
Depreciation and amortization of goodwill	4,804	4,012	4,384	4,131	4,045	4,665	4,154	4,554	4,686	5,283	6,014
Financial Position (millions of yen)											
Total assets	186,531	180,454	176,708	187,405	181,391	172,799	187,914	189,910	194,327	194,948	228,170
Equity	138,337	131,455	127,078	126,866	123,582	119,251	123,180	122,549	126,622	128,845	131,808
Interest-bearing debt	6,844	6,297	8,284	6,896	4,991	7,303	12,667	10,763	12,195	9,319	37,818
Per Share Data (yen)											
Net Income	52.83	51.60	36.00	65.49	66.58	47.10	88.28	89.17	92.87	81.52	103.89
Dividend	60	60	60	60	60	60	60	60	60	70	60
Dividend payout ratio (%)	113.6	116.3	166.7	91.6	90.1	127.4	68.0	67.3	64.6	85.9	57.8
Dividend on equity (DOE) (%)	3.7	3.8	3.9	3.9	3.9	4.0	4.0	3.9	3.8	4.3	3.6
Total shareholder return ratio (%)	222.2	235.4	255.7	91.6	142.5	182.8	68.0	109.5	64.6	85.9	57.8
Management Indicators											
Operating income margin (%)	3.1	3.2	2.9	3.7	3.5	3.4	4.8	5.1	5.0	3.5	4.9
Return on equity (%)	3.3	3.2	2.3	4.3	4.4	3.1	5.8	5.7	5.8	5.0	6.2
Return on assets (%)	4.3	4.2	4.0	4.5	4.4	4.6	6.2	5.9	6.0	4.2	5.9
Equity-to-asset ratio (%)	74.2	72.8	71.9	67.7	68.1	69.0	65.6	64.5	65.2	66.1	57.8

*The Accounting Standard for Revenue Recognition began to be applied in the fiscal year ended March 31, 2022. The standard was not applied on figures for up to the fiscal year ended March 31, 2021
*Beginning with the fiscal year ended March 2024, the classifications "Wholesale," "Retail," and "Others" were revised to align with the reporting segments.

Environment

Items	Unit	FY March 2022	FY March 2023	FY March 2024	FY March 2025	Target Value [Deadline]
CO_2 emissions (consolidated)*1	t-CO_2	14,804	17,018	16,808	20,890	Carbon Neutrality [March 2051]
Scope1	t-CO_2	1,128	3,009	2,522	2,884	
Scope2	t-CO_2	13,676	14,009	14,287	18,005	
CO_2 emissions (non-consolidated)*2	t-CO_2	3,392	3,356	3,560	4,287	
Electricity usage (consolidated)	MWh	31,650	33,230	32,000	30,100	
Electricity usage (non-consolidated)	MWh	6,830	6,170	6,390	7,280	

Social

Items	Unit	FY March 2022	FY March 2023	FY March 2024	FY March 2025	Target Value [Deadline]
Personnel Data						
Number of employees (consolidated)	People	4,388	4,477	4,385	5,201	
Number of employees (non-consolidated)	People	1,050	1,057	997	884	
Male	People	842	840	798	707	
Female	People	208	217	199	177	
Ratio of female employees*3	%	16.7	17.9	18.4	18.1	30.0% [2031.3]
Ratio of female managers*3	%	7.8	8.6	7.9	7.5	18.0% [2031.3]
Employment rate of persons with disabilities	%	2.24	2.25	2.46	2.35	
Number of employees re-employed after retiring at 60	People	36	44	23	10	
Number of foreign employees	People	19	17	22	18	
Acquisition rate of childcare leave by men*3	%	—	37.1	52.0	51.7	100.0% [2031.3]
Acquisition rate of childcare leave by women	%	100.0	100.0	100.0	100.0	
Return-to-work rate after childcare leave	%	100.0	100.0	100.0	100.0	
Number of new graduates hired	People	18	23	24	21	
Number of mid-career hires*4	People	40	54	27	86	
Human Resources Development						
Average cost of training per employee	Thousands of yen	23.1	24.2	48.5	35.7	
Average training hours per employee	Hours	9.61	10.51	21.79	6.44	
Number of participants in recommended training (Total count)	People	139	115	184	163	
Number of successful transfers on internal job posting	People	9	5	17	10	
Number of individuals who used free agent system	People	9	7	6	3	

The information for AUTOBACS SEVEN alone indicated unless otherwise noted.
*1: The calculation scope includes domestic Japanese business locations, directly managed stores and subsidiary stores, and logistics facilities: 147 locations for the fiscal year ended March 2022, 196 locations for the fiscal year ended March 2023, 204 locations for the fiscal year ended March 2024, and 223 locations for the fiscal year ended March 2025.
*2: The scope of calculation covers AUTOBACS SEVEN Co., Ltd.'s headquarters, regional business locations, directly managed stores, and logistics centers
*3: Figures are consolidated for the AUTOBACS SEVEN Group. The female employee ratio represents the proportion of female employees within the total number of employees excluding part-time and temporary staff.
*4: Number of regular employees and limited-term employees hired externally as mid-career hires.

Items	Unit	FY March 2022	FY March 2023	FY March 2024	FY March 2025	Target Value [Deadline]
Work-style Reforms						
Monthly average overtime hours	Hours	5.5	7.3	6.9	7.9	
Annual paid leave take-up rate	%	52.2	52.4	53.6	56.9	
Health Management						
Ratio of individuals who underwent periodic health examination	%	100	100	100	100	
Implementation ratio of specific health guidance	%	50.7	49.0	32.0	—	70% and more [March 2026]
Checkup rate of stress check	%	95.1	95.6	95.3	93.4	
Smoking rate	%	27.0	24.5	25.0	20.1	Less than 16% [March 2026]
Work engagement (individual)*5	pt	2.6	2.7	2.6	2.6	3.0 points and more [March 2026]
Presenteeism*6	%	87.0	87.0	86.0	85.1	90% and more [March 2026]
Investment related to health management	Thousands of yen	43	54	57	45	
Number of Members/Automobile Mechanics						
Number of AUTOBACS members*7	1,000 people	7,578	7,765	8,237	8,588	
Number of automobile mechanics*8	People	3,746	3,690	3,813	3,813	

Governance

Items	Unit	As of July 2022	As of July 2023	As of July 2024	As of July 2025
Number of Directors	People	10	9	8	8
Outside Directors	People	4	4	4	4
Female Directors	People	1	1	1	1
Audit and Supervisory Committee Members	People	3	3	3	3

Number of stores

Items	Unit	FY March 2022	FY March 2023	FY March 2024	FY March 2025
Number of domestic stores*9	Store	993	997	1,003	1,020
Domestic stores operated by franchisees	Store	764	760	766	728
Number of overseas stores	Store	62	78	109	148
Overseas stores operated by franchisees	Store	50	64	95	136
Designated stores (Private statutory safety inspection stores)	Store	434	440	440	443

*5: Average of ratings on a scale from 1 to 4, with a higher rating representing a better status.
*6: An indicator to measure the impact of mental and physical health on performance, with a higher score indicating better performance.
*7: Starting in the fiscal year ended March 31, 2024, the definition of an active member was changed from "made a purchase within the past year" to "made a purchase or visited a store within the past year."
*8: All AUTOBACS chain employees who have obtained the automobile mechanic (Level 1, 2, or 3) national qualification.
*9: The number of stores includes co-located stores and in-shop locations.

List of Major Consolidated Subsidiaries

As of July 1, 2025

AUTOBACS SEVEN GROUP

AUTOBACS Business

AUTOBACS Higashi-Nihon Sales Ltd.

AUTOBACS Chubu Sales Ltd.

AUTOBACS Kansai Sales Ltd.

AUTOBACS Nishi-Nihon Sales Ltd.

AUTOBACS Tsukuba Co., Ltd.

YUEI CO., LTD.

Puma Ltd.

AUTOBACS VENTURE SINGAPORE PTE LTD

AUTOBACS FRANCE S.A.S.

AUTOBACS CAR CARE (SINGAPORE) PTE. LTD.

UTAM ENTERPRISE CO., LTD.

Other

Chain Growth Co., Ltd.

AUTOBACS Digital Initiative Co., Ltd.

Consumer Business

Seiwa Automobile Sales Co., Ltd.

Takamori Jidousha Seibi Kogyo Co., Ltd.

Kondo Automotive Industry Co., Ltd.

BACS Boots Co., Ltd.

C6-2 Holdings Co., Ltd.

BEE LINE Corporation

JCA Co., Ltd.

AUTOBACS SQUARE CARS Co., Ltd.

AUTOBACS DEALER GROUP HOLDINGS Co., Ltd.

Bacs Advance Co., Ltd.

BACS e-Mobility Co., Ltd.

Power Control Technique Co., Ltd.

Tokatsu Holdings Co., Ltd.

HONDA CARS TOKATSU CO., LTD.

Otoron Co., Ltd.

Wholesale Business

CAP CO., LTD.

HOT STUFF CORPORATION

GORDON MILLER INC.

AUTOBACS (CHINA) AUTOGOODS COMMERCE Co., Ltd.

AUTOBACS CAR SERVICE MALAYSIA SDN. BHD.

AUTOBACS AUSTRALIA PTY LTD

Expansion Business

AUTOBACS Next-Generation Vehicle Laboratory Inc.

AUTOBACS Financial Service Co., Ltd.

TOKATSU PLANNING CO., LTD.

AUTOBACS PROPERTY DEVELOPMENTZ Co., Ltd.

VEEMO, Inc.

ABT Marketing Co., Ltd.

ARTA CO., LTD.

AUTOBACS Management Service Co., Ltd.

WEB | List of Associated Companies

Corporate Profile (As of March 31, 2025)

Name	AUTOBACS SEVEN CO., LTD.
Headquarters	6-52, Toyosu 5-chome, Koto-ku, Tokyo, Japan
Date of Foundation	February 1947
Capital Stock	33,998 million yen
Number of Employees (Consolidated)	5,201
Main Business Offices	Head Office (Koto-ku, Tokyo) Kansai Regional Headquarters (Osaka, Osaka) Eastern Japan Logistics Center (Ichikawa, Chiba) Western Japan Logistics Center (Miki, Hyogo)

External Evaluation and Initiatives (As of July 31, 2025)

FTSE Blossom Japan Sector Relative Index

2024 CONSTITUENT MSCI NIHONKABU ESG SELECT LEADERS INDEX

TCFD TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

Digital Transformation Certification

2025 健康経営優良法人 KENKO Investment for Health 大規模法人部門

*THE INCLUSION OF AUTOBACS SEVEN CO., LTD IN ANY MSCI INDEX, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT OR PROMOTION OF AUTOBACS SEVEN CO., LTD BY MSCI OR ANY OF ITS AFFILIATES. THE MSCI INDEXES ARE THE EXCLUSIVE PROPERTY OF MSCI. MSCI AND THE MSCI INDEX NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI OR ITS AFFILIATES.

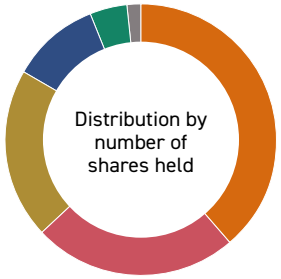
Stock Information (As of March 31, 2025)

Number of Authorized Shares	328,206,900 shares
Number of Shares Issued	82,050,105 shares (including 3,559,443 treasury stock)
Number of Shareholders	68,909
One Unit	100 shares
Stock Listings	Tokyo Stock Exchange
Independent Auditor	Deloitte Touche Tohmatsu LLC
Administrator of the Register of Shareholders	1-4-1 Marunouchi, Chiyoda-ku, Tokyo Sumitomo Mitsui Trust Bank, Limited

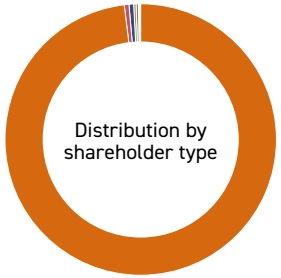
Major Shareholders

Name	Number of Shares Held (Thousands)	Shareholding Ratio (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	8,516	10.84
Sumino Holdings, Ltd.	4,243	5.40
The Yuumi Memorial Foundation for Home Health Care	3,990	5.08
Custody Bank of Japan, Ltd. (Trust Account)	3,804	4.84
K Holdings, Ltd.	2,750	3.50
The Master Trust Bank of Japan, Ltd. (Retail Trust Account 820079252)	1,800	2.29
Foreman Kyoei, Ltd.	1,560	1.98
Hiroshi Sumino	1,384	1.76
STATE STREET BANK WEST CLIENT-TREATY 505234	1,172	1.49
Live Field Co., Ltd.	1,000	1.27

(Notes) 1. The number of treasury shares are excluded in the calculation of shareholding ratios.
2. The numbers of shares held are rounded down to the nearest thousand. The shareholding ratios are rounded down to the second decimal place.



Individuals and Others	38.83%
Other Domestic Corporations	24.22%
Financial Institutions	20.30%
Foreign Investors	10.71%
Treasury Stock	4.33%
Securities Companies	1.58%



Individuals and Others	98.65%
Other Domestic Corporations	0.70%
Foreign Investors	0.56%
Financial Institutions	0.03%
Securities Companies	0.03%
Treasury Stock	0.00%

* Figures for the distribution by number of shares held and distribution by shareholder type are rounded off to two decimal places.

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

INTEGRATED REPORT 2025

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