

Results for the Six Months ended September 30, 2024



AUTOBACS SEVEN CO., LTD.

November 1, 2024

Results of the 1st Half of FY March 2025 and Financial Forecast for Full Year

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Results of the 1st Half of FY March 2025 and Financial Forecast for Full Year

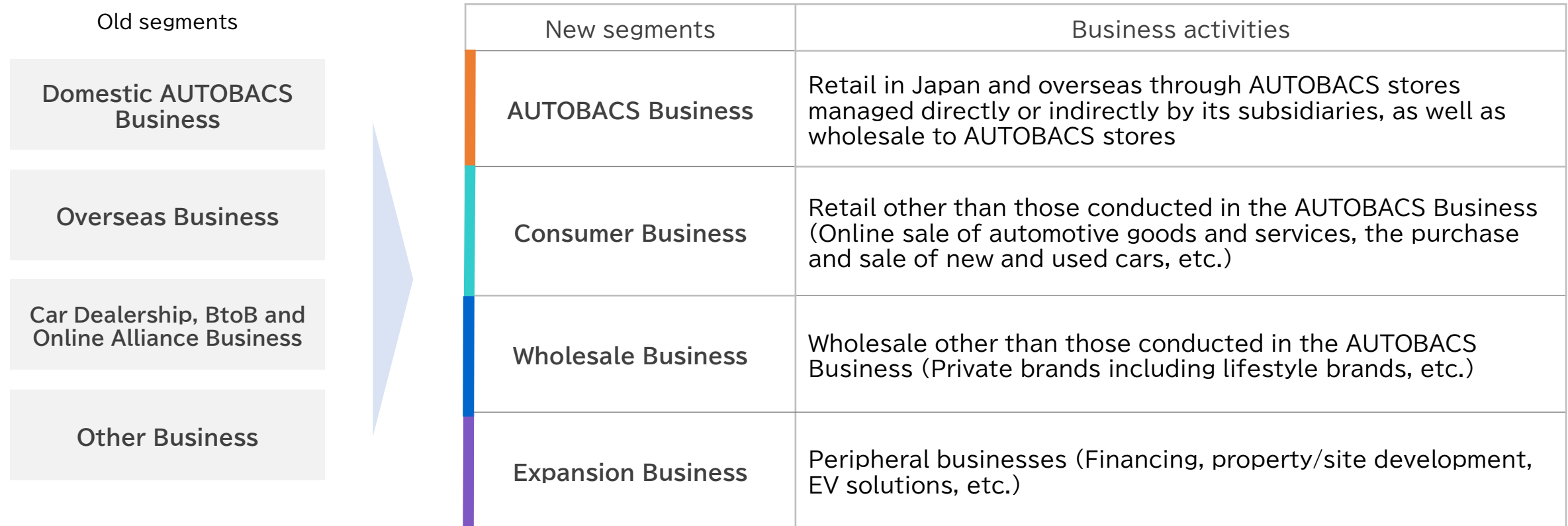
General Manager
Corporate Management
Noritaka Hiraga

Sales and income increased in the AUTOBACS Business due to strong performance in maintenance parts and services, including tires, oil, and batteries. However, consolidated sales and income decreased due to the sale of two second-tier subsidiaries in the previous fiscal year and increased M&A expenses.

	1st Half ending March 31, 2025				1st Half ended March 31, 2024
	Initial forecast	Results	Change from forecast	YoY change ratio	Results
(Billion Yen)					
Net sales	109.6	<u>110.2</u>	+0.6%	- 1.4%	111.8
Gross profit	38.2	38.6	+1.0%	+3.1%	37.4
Gross profit ratio	34.9%	35.0%			33.5%
SG&A	34.7	36.0	+3.8%	+6.2%	33.9
Operating income	3.4	2.5	- 27.4%	- 27.3%	3.4
Operating income ratio	3.2%	2.3%			3.1%
Ordinary income	3.7	2.7	- 28.0%	- 20.4%	3.3
Profit attributable to owners of parent	2.5	<u>1.6</u>	- 36.0%	- 68.1%	5.1

- Amounts are rounded down to the nearest hundred million yen.
- % of Net Sales and YoY comparisons are calculated in yen.

Effective 2Q FY March 2025, the reporting segments were revised to focus on retail and wholesale, aiming to accelerate the implementation of the Medium-term Business Plan



<AUTOBACS Business>

Tires, oil and batteries performed well due to maintenance demand for existing cars. Sales from services associated with these products also remained strong.

In April and August, two franchise corporations became subsidiaries of the Group.

<Consumer Business >

Sales and income decreased due to the sale of two second-tier subsidiaries in the previous fiscal year and increased M&A expenses.

<Wholesale Business>

Exports from domestic to overseas markets decreased.

Segment Information



	(Million Yen)	1st Half of FY March 31, 2025	1st Half of FY March 31, 2024 ^(*1)	YoY
AUTOBACS Business	Sales	89,290	86,804	+2.9%
	Gross profit	32,083	29,978	+7.0%
	SG&A	24,203	22,214	+9.0%
	Operating income	7,880	7,763	+1.5%
Consumer Business	Sales	10,223	13,714	-25.5%
	Gross profit	2,594	3,302	-21.4%
	SG&A	3,427	3,937	-12.9%
	Operating income	-833	-634	—
Wholesale Business	Sales	16,070	16,906	-4.9%
	Gross profit	3,167	3,479	-8.9%
	SG&A	3,274	3,341	-2.0%
	Operating income	-106	137	—
Expansion Business	Sales	4,464	4,053	+10.1%
	Gross profit	761	683	+11.5%
	SG&A	456	482	-5.3%
	Operating income	304	200	+52.1%
Corporate ^(*2)	Operating income	-4,734	-4,014	—

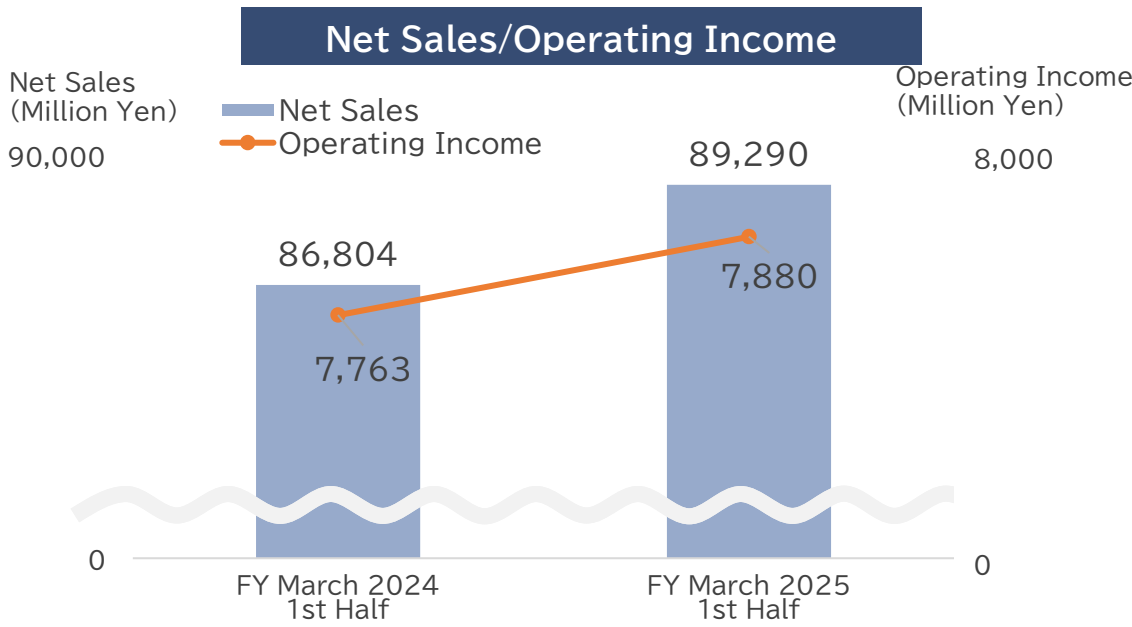
- Amounts are rounded down to the nearest hundred million yen.
- YoY comparisons are calculated in yen.

(*1) Figures of 1st Half ended March 31, 2024 have been reclassified to the reporting segment categories after the change.

(*2) "Corporate" is a company-wide expense not allocable to each reportable segment and primarily general, and administrative expenses.

The growth of sales was driven by the strong domestic retail business. Although SG&A expenses increased due to the consolidation of two franchise stores, the gross margin improved, resulting in increased sales and income.

- Domestic AUTOBACS
 - <Retail> Sales of maintenance parts such as tires, oil and batteries grew against the backdrop of extreme heat and an increase in demand for going out.
 - <Wholesale> Compared to the previous fiscal year, there was a delay in wholesale, particularly for tires due to strong performance of retail operations resulted in a reduction of store inventory.
- Overseas Retail
 - <France> Sales decreased due to the closure of two stores
 - <Singapore> Works at service pits performed well by capturing demand for maintenance parts for existing vehicles.



- Net sales include inter-segment sales.

Sales Breakdown

(Million Yen)	FY March 2025 1st Half	FY March 2024 1st Half	YoY
Sales *1	86,922	84,476	+2.9%
Retail	43,246	37,565	+15.1%
Domestic	38,089	32,333	+17.8%
Overseas	5,156	5,232	-1.4%
Wholesale *2	43,676	46,910	-6.9%

*1 Excluding inter-segment sales.
*2 Wholesale sales include royalties.

Retail Sales in Total AUTOBACS Group Stores

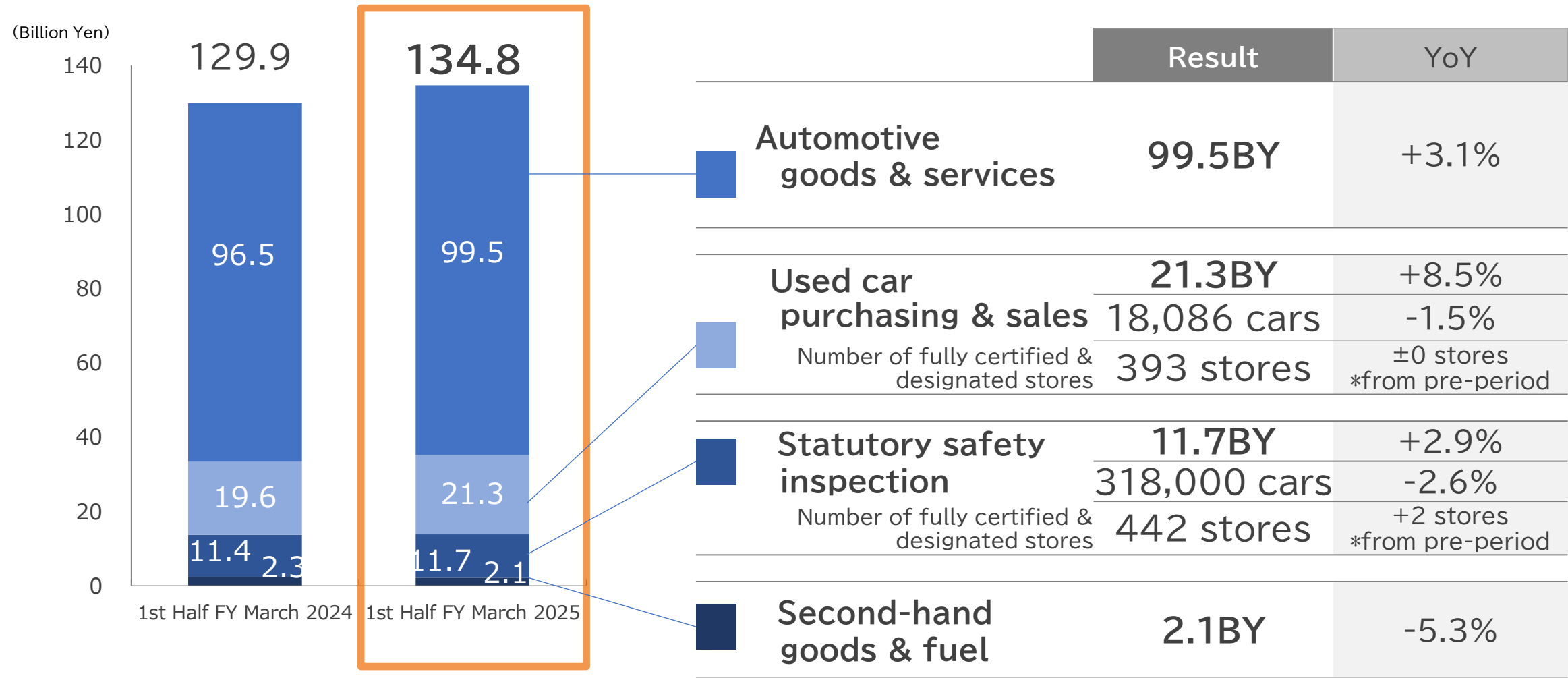


Retail Sales in
Total AUTOBACS Group Stores

134.8 billion yen

YoY

+3.7%



- Amounts are rounded down.

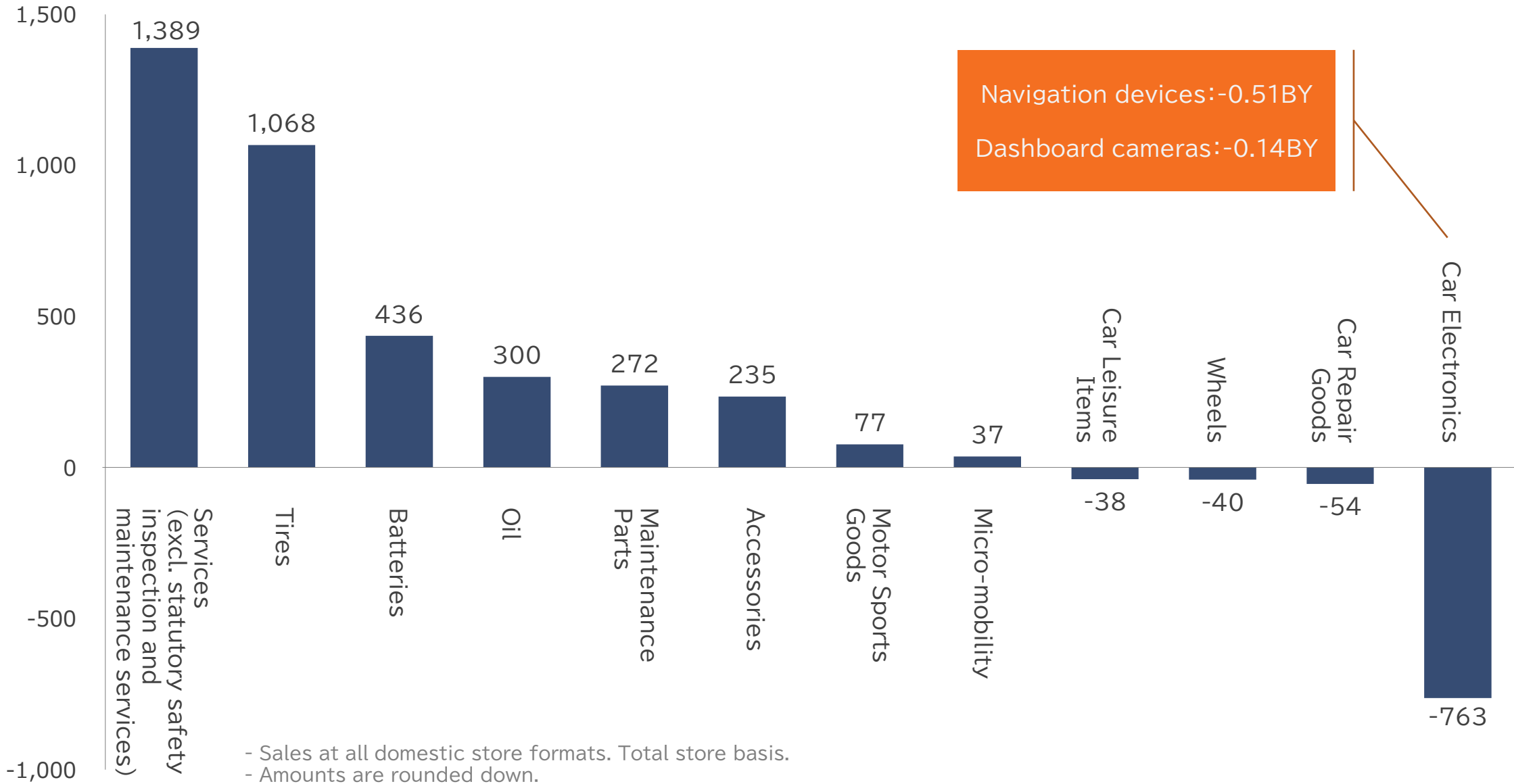
- YoY comparisons are calculated in yen.

- Sales at all domestic store formats. Sales in Used car purchasing & sales include part of the sales of Consumer Business.

Sales Variance by Merchandise
(YoY change in amount; total store basis)



(Million Yen)



Sales and income declined due to the sale of two subsidiaries in the previous fiscal year and increased M&A expenses.

- New and Used Car Sales

Sales for auction performed strong against the backdrop of increases in the unit prices of used cars and the number of units purchased, while the number of new cars sold fell below.

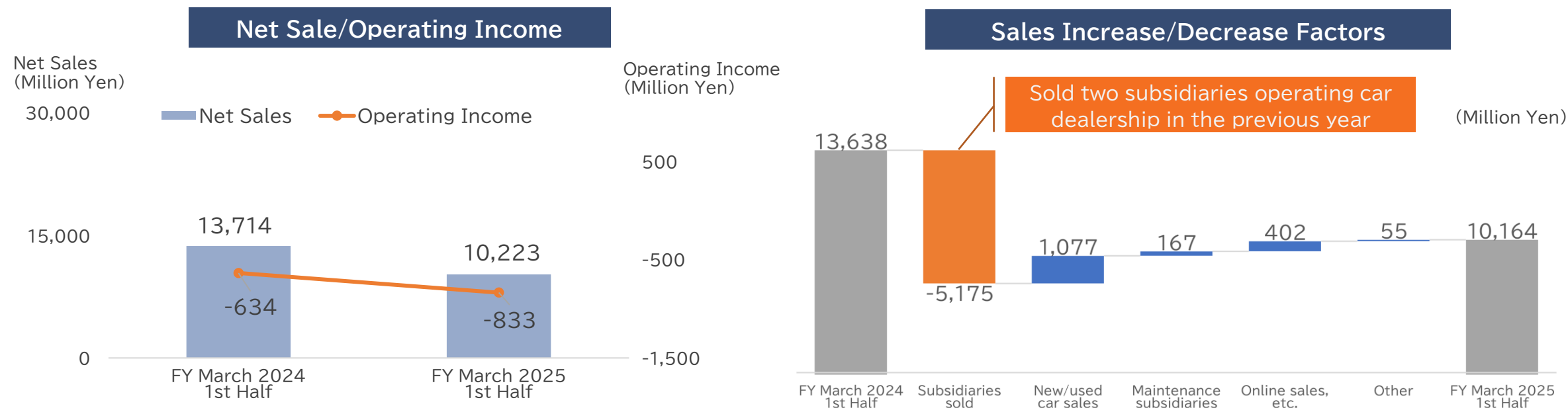
- Online sales

Sales expanded by renewing the official online store and increasing the amount of goods handled on the e-commerce site in the previous year.

- Maintenance Subsidiaries/Fleet

Maintenance subsidiaries perform well due to the maintenance demand.

There was a steady increase in the number of subscribers to the AUTOBACS Corporate Membership system.



- Net sales include inter-segment sales.

- Sales exclude inter-segment sales.

In overseas wholesale, there was decline in export transactions from domestic markets, resulting in decreased sales and income.

- Domestic Wholesale

Sales of items exclusively for Nissan vehicles grew.

Subsidiaries handling engine oil and wheels performed well, driven by strong demand for maintenance parts.

- Overseas Wholesale

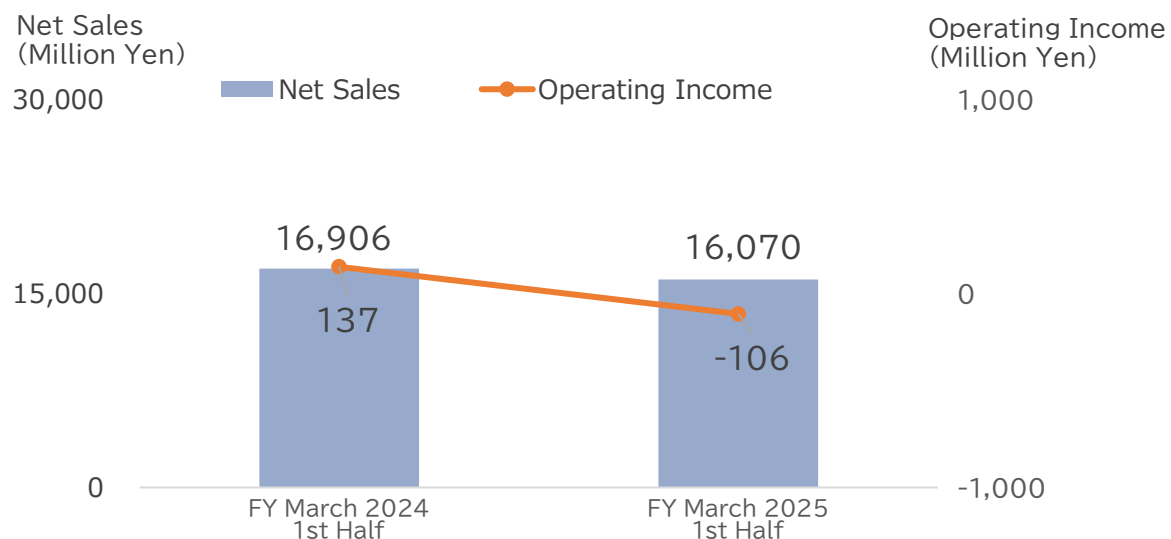
<Japan> Export from Japan decreased.

<Malaysia> The number of authorized dealers increased.

<Australia> Sales declined due to an inflation and interest rates.

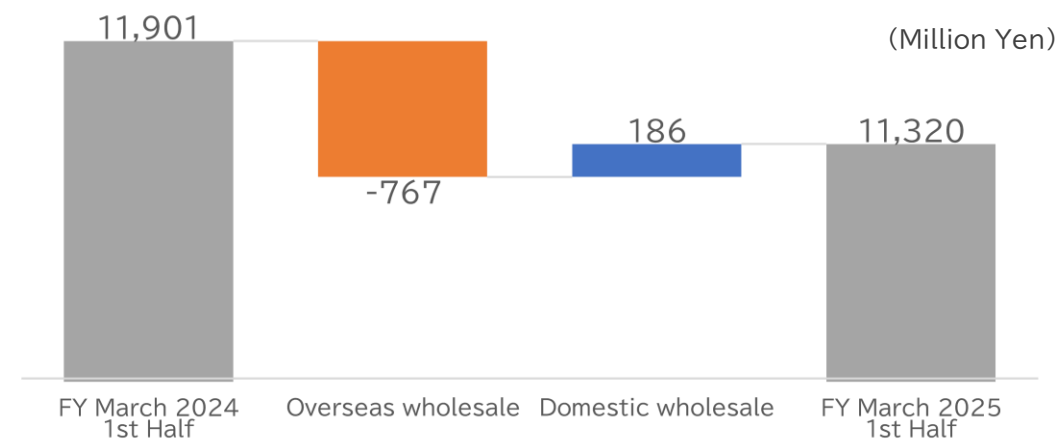
<China> Sales increased due to an increase in exports to Japan.

Net Sale/Operating Income



- Net sales include inter-segment sales.

Sales Increase/Decrease Factors

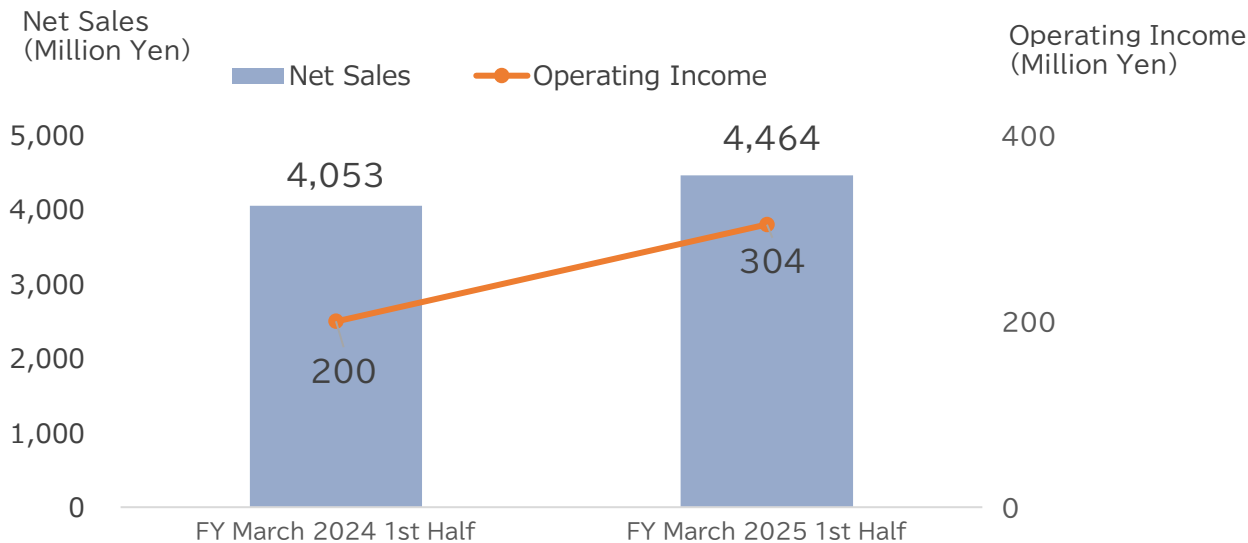


- Sales exclude inter-segment sales.

Finance and real estate income were strong.

- Finance
Revenue increased due to higher loan interest rates.
- Real estate
Real estate income grew due to new stores being opened.

Net Sale/Operating Income



- Net sales include inter-segment sales.

TOPICS

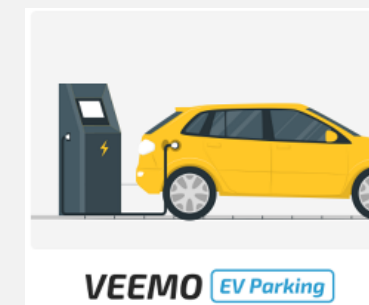
Entry into the micro-mobility sector

- Sales of micro-mobility began at AUTOBACS stores.
- Stores and lineup to expand gradually.

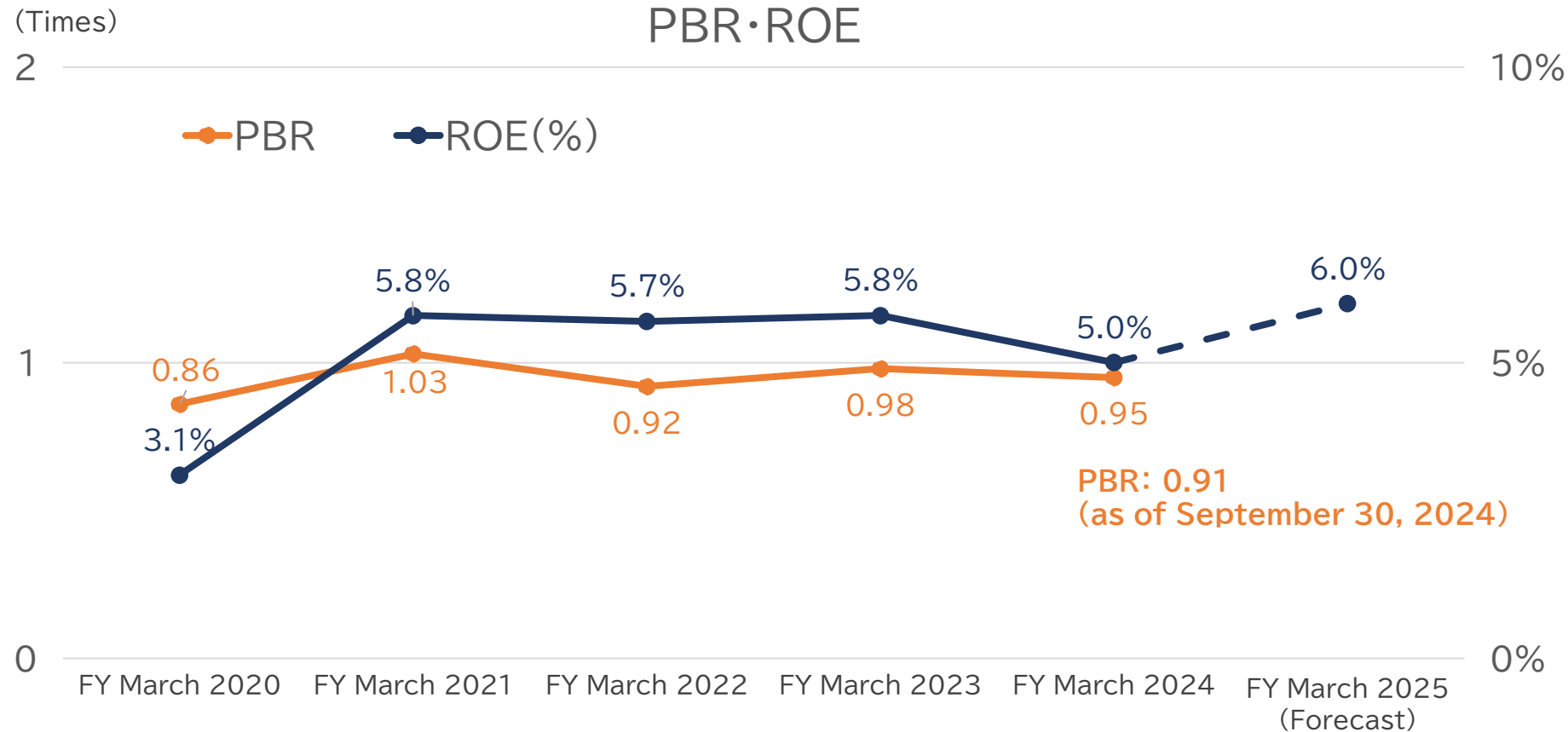


Launch of parking reservation service

- Reservation service for parking spaces with EV charging equipment launched by VEEMO, Inc., one of our subsidiaries, at Super AUTOBACS MITAKA.



The PBR is around 1. The Company will boost its PBR by increasing capital efficiency and corporate value.



Initiatives

- ✓ Emphasizing capital cost and capital profitability in each business
- ✓ Optimizing management resources by reviewing the business portfolio and eliminating certain businesses
- ✓ Expansion of stock compensation plan and incorporation of ROIC as a performance indicator

*PBR: Stock price at the end of the fiscal year / Net assets per share. PBR in FY March 2025 (forecast) is calculated based on the stock price at the end of September (1,480 yen) and net assets per share in the 2nd quarter (1,634.66 yen).

Positive factors

- ✓ Demand increase of statutory safety inspection and automotive maintenance by the improvement of vehicle longevity.
- ✓ Demand increase of car accessories reflecting the recovery of new car production.
- ✓ Demand increase of used car purchasing and sales.

Negative factors

- ✓ Prices rise due to soaring raw materials and energy costs well as changes in consumption due to price hikes caused by the weakening of Japan Yen.
- ✓ Intensified competition among sales channels due to changes in customers' purchasing behaviors.

Domestic Store Sales (YoY)

Initial Plan	1st Half (Plan)	2nd Half (Plan)	Full Year (Plan)
Same store basis	+2.5%	+4.3%	+3.5%
Total store basis	+3.1%	+4.9%	+4.0%
Plan·Result	1st Half (Result)	2nd Half (Plan) (Unchanged)	Full Year (Plan) (Unchanged)
Same store basis	+3.5%	+4.3%	+3.9%
Total store basis	+3.7%	+5.5%	+4.4%

Consolidated Financial Forecast for FY March 2025



	1st Half		2nd Half <small>(FY plan – 1H result)</small>		FY March 2025 Full Year	
	Result	YoY	Plan	YoY	Plan	YoY
(Billion Yen)						
Net sales	110.2	- 1.4%	130.0	+10.2%	240.3	+4.5%
Gross profit	38.6	+3.1%	44.7	+17.9%	83.4	+10.6%
Gross profit ratio	35.0%		34.5%		34.7%	
SG&A	36.0	+6.2%	35.3	+5.6%	71.4	+5.9%
Operating income	2.5	- 27.3%	9.4	+108.2%	12.0	+49.8%
Operating income ratio	2.3%		7.3%		5.0%	
Ordinary income	2.7	- 20.4%	9.7	+108.6%	12.5	+54.4%
Profit attributable to owners of parent	1.6	- 68.1%	6.0	+398.4%	7.7	+21.2%

- Amounts are rounded down to the nearest hundred million yen.
- % of Sales and YoY comparisons are calculated in yen.

Financial
Forecast

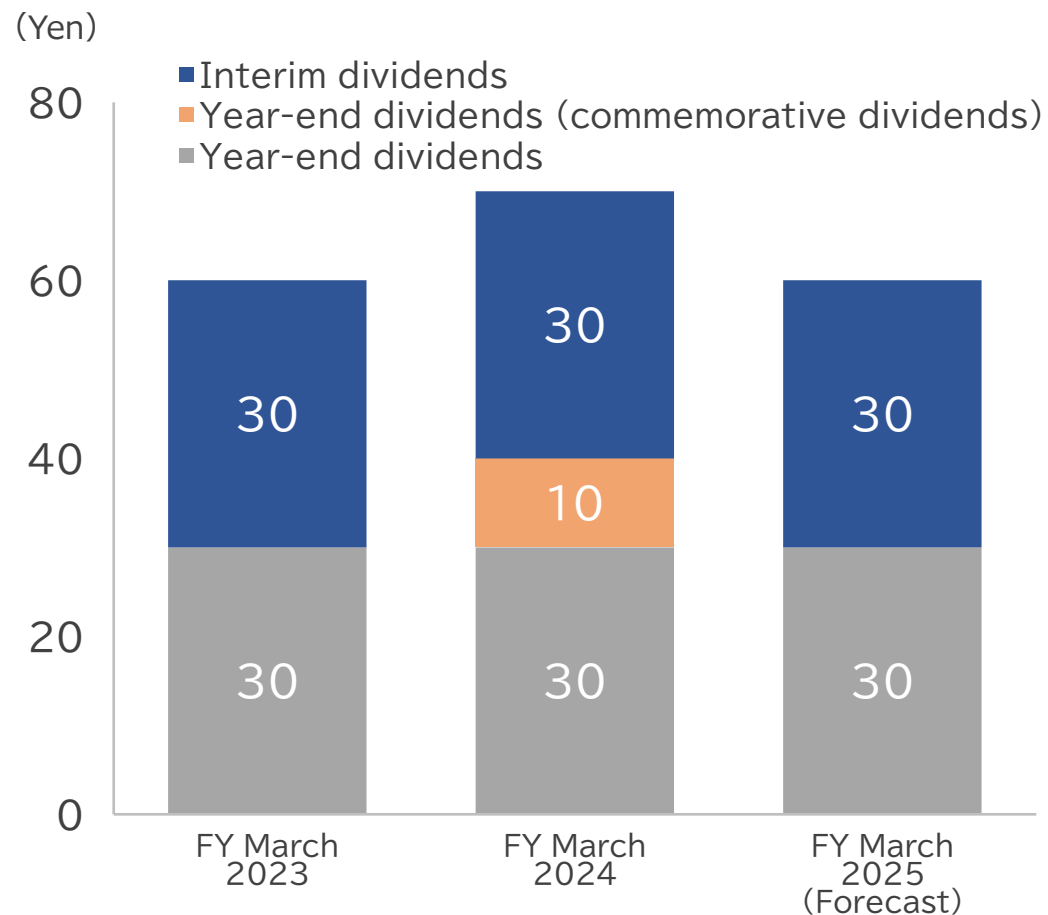
Segment Forecast for FY March 2025

		1st Half		2nd Half (FY plan – 1H result)		FY March 2025 Full Year	
(Million yen)		Result	YoY	Plan	YoY	Plan	YoY
AUTOBACS Business	Sales	89,290	+2.9%	101,499	+6.7%	190,790	+4.9%
	Operating income	7,880	+1.5%	12,639	+43.7%	20,520	+23.9%
Consumer Business	Sales	10,223	-25.5%	18,126	+78.9%	28,350	+18.9%
	Operating income	-833	—	143	—	-690	—
Wholesale Business	Sales	16,070	-4.9%	16,329	-11.5%	32,400	-8.4%
	Operating income	-106	—	806	+64.5%	700	+11.6%
Expansion Business	Sales	4,464	+10.1%	3,855	-9.1%	8,320	+0.3%
	Operating income	304	+52.1%	165	—	470	+109.5%
Corporate	Operating income	-4,734	—	-4,265	—	-9,000	—

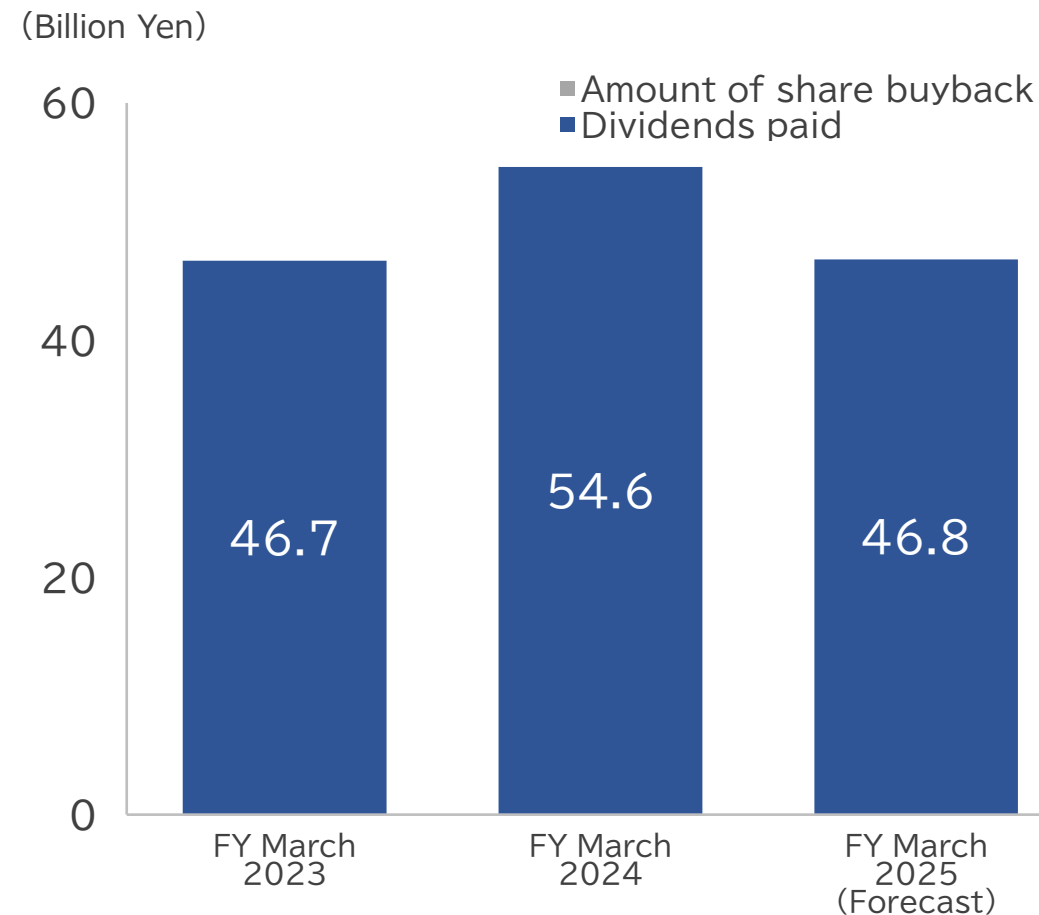
- Amounts are rounded down to the nearest hundred million yen.

- % of Sales and YoY comparisons are calculated in yen.

Dividends per Share



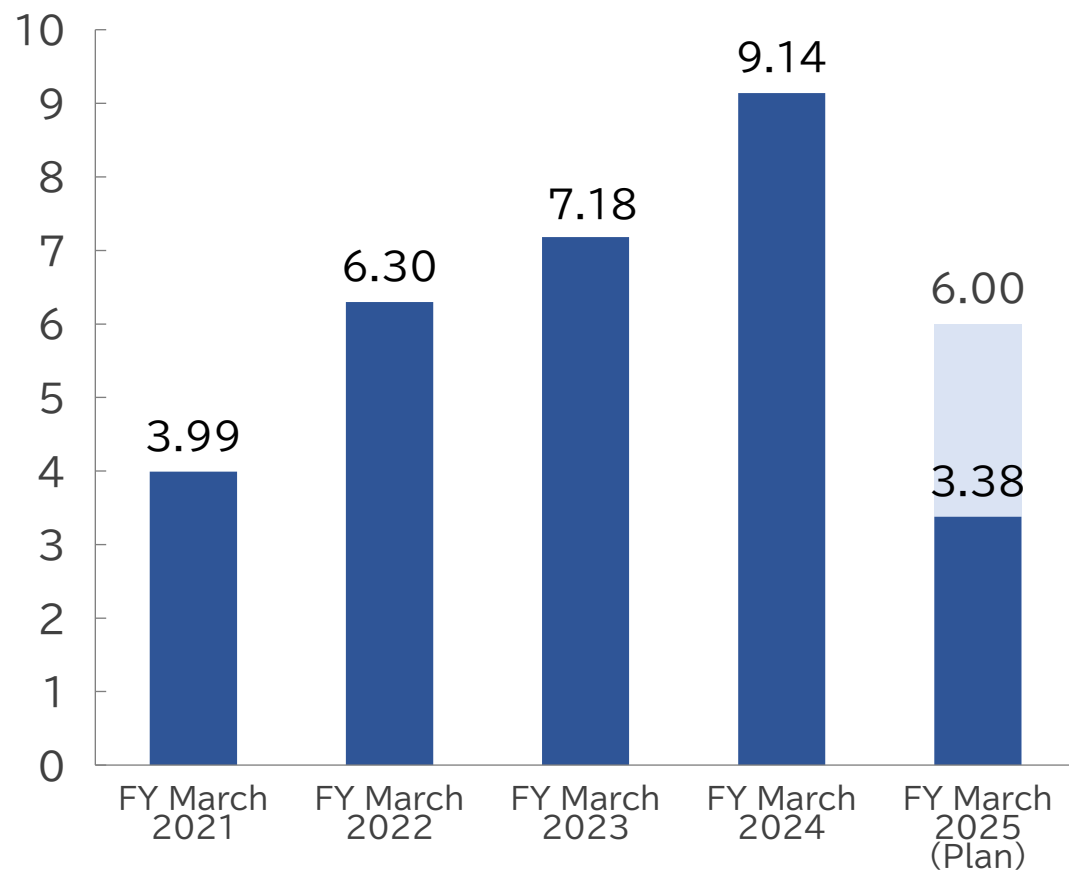
Dividends and Share Buyback



- Amounts are rounded down to the nearest hundred million yen.

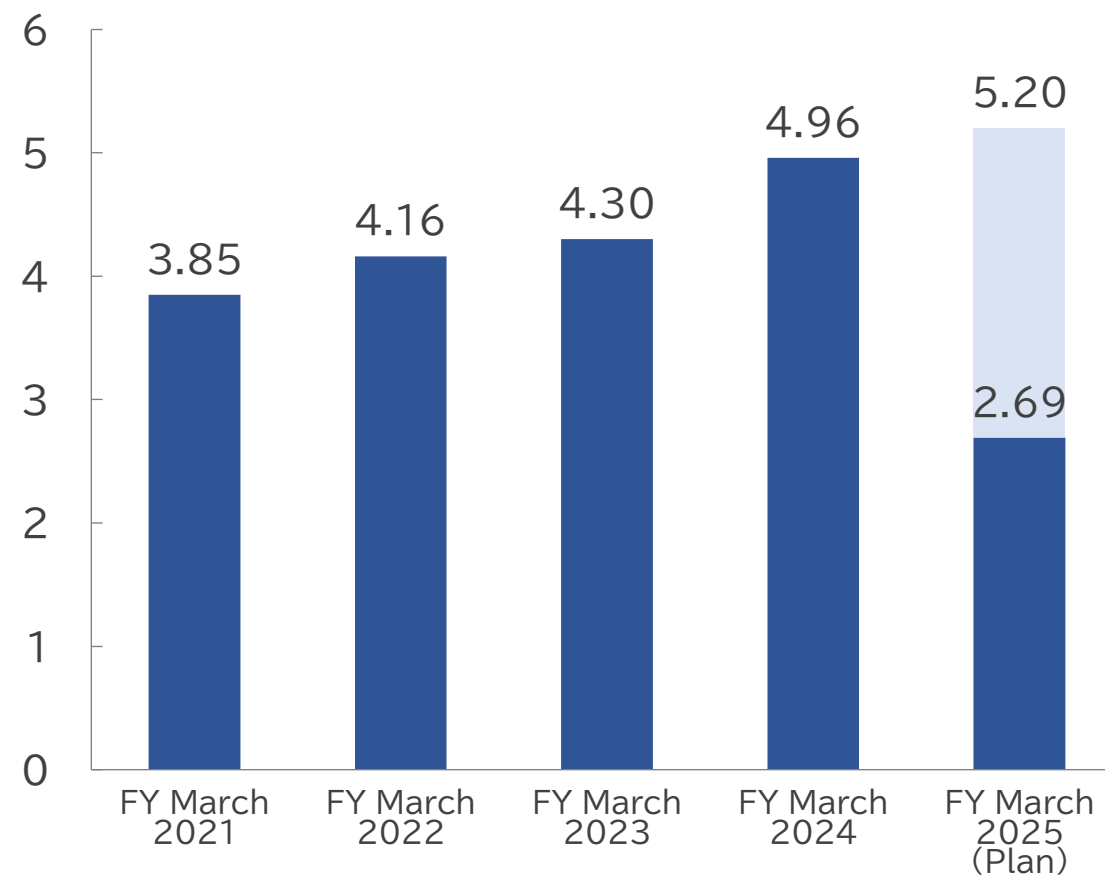
Capital Expenditures

(Billion Yen)



Depreciation

(Billion Yen)



- Amounts are rounded down to the nearest hundred million yen.

Initiatives in 1st Half of FY March 2025

Representative Director & Chief Executive Officer
Yugo Horii

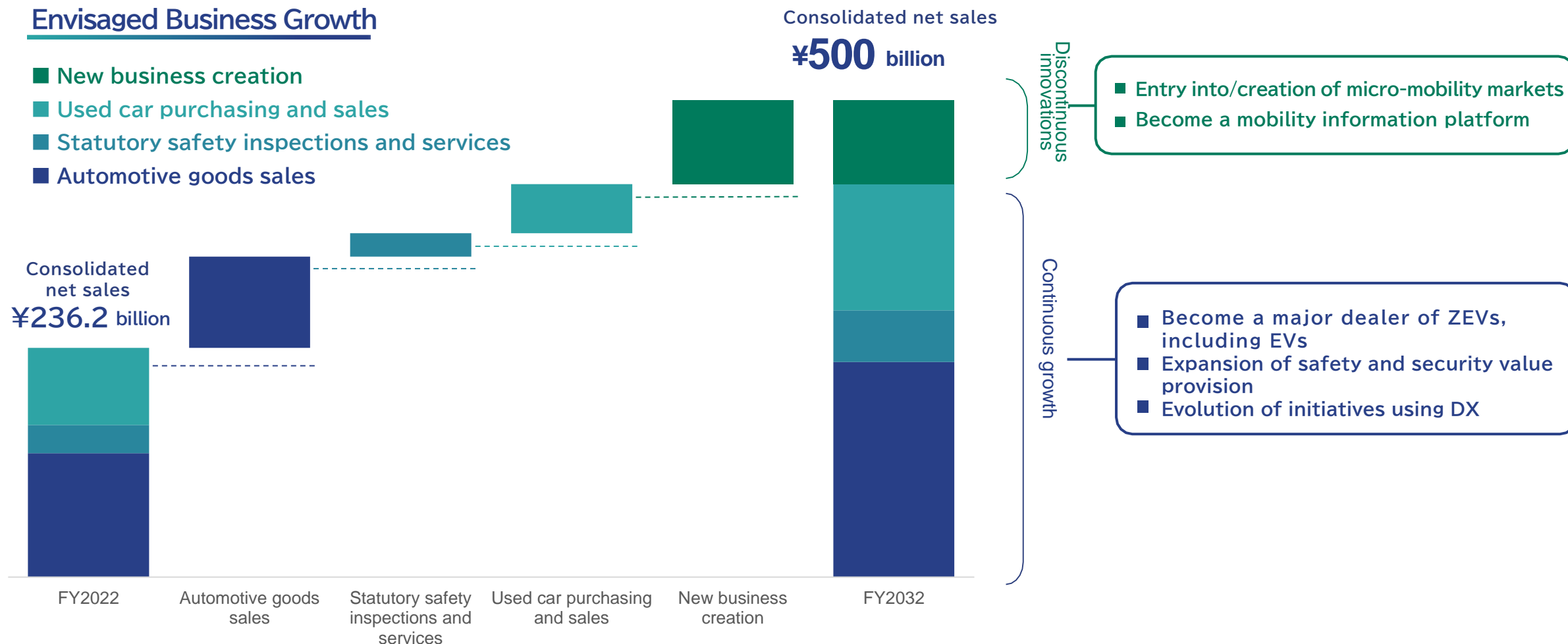
1. Overview of Long-term Vision and 2024 Medium-term Business Plan
2. Progress and Topics of 2024 Medium-term Business Plan
3. In Closing

Beyond AUTOBACS Vision 2032



■ Overview of Long-term Vision “Beyond AUTOBACS Vision 2032”

Envisaged Business Growth



Continue adapting to environmental changes, expanding business areas, and creating new businesses, aiming for consolidated net sales of 500 billion yen by FY2032.

■ Overview of 2024 Medium-term Business Plan Accelerating Towards Excellence”

New Direction

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

1. Change to a structure that focuses on and enhancing retail and wholesale operations, two areas in which the AUTOBACS SEVEN Group excels
2. Taking on challenges in peripheral areas to realize our long-term vision
3. Achieving stable returns for stakeholders while further increasing profit levels

■ Overview of 2024 Medium-term Business Plan “Accelerating Towards Excellence”

FY2026 Performance Targets

Consolidated net sales

280.0 billion yen

FY2023: 229.8 billion yen

Consolidated operating income

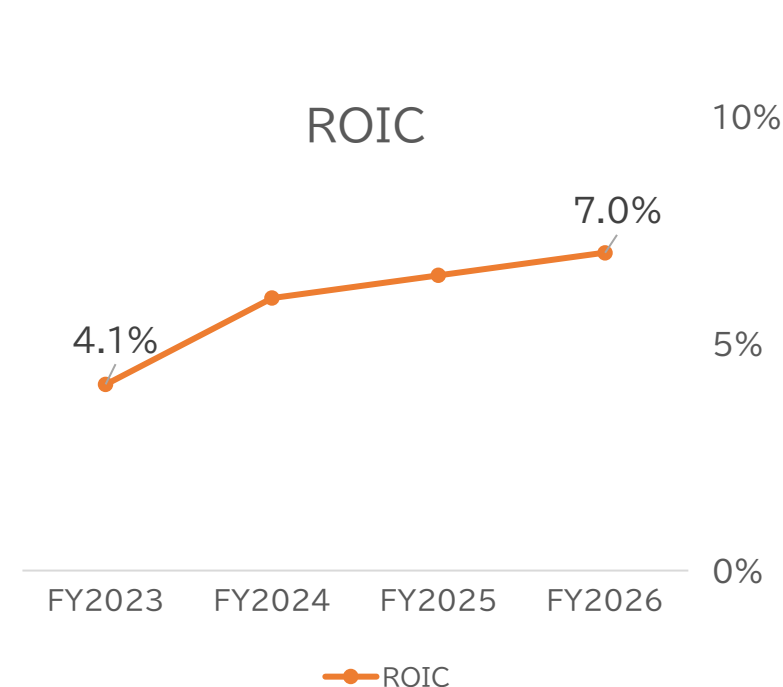
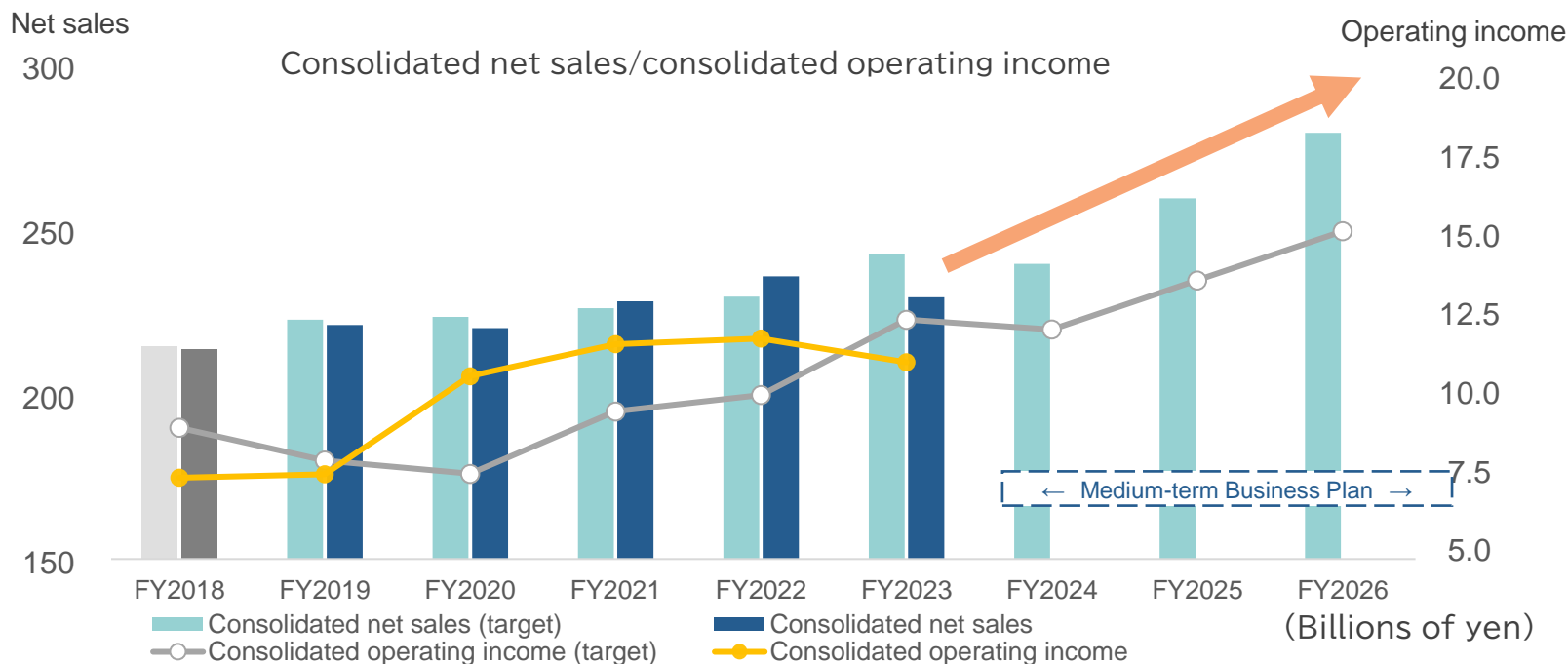
15.0 billion yen

FY2023: 8.0 billion yen

ROIC

7.0%

FY2023: 4.1%



*Operating income in FY2023: excluding the temporary decrease (about 3.0 billion yen) due to the change in FC chain package

■ Overview of 2024 Medium-term Business Plan “Accelerating Towards Excellence”

Strategies to achieve the new direction

1. **“Create touch points”** to continue to support mobility lifestyles
2. **“Develop and supply products and solutions”** tailored to mobility lifestyles
3. **“Establish new business domains”** in response to changes in mobility lifestyles



■ Overview of Long-term Vision “Beyond AUTOBACS Vision 2032”

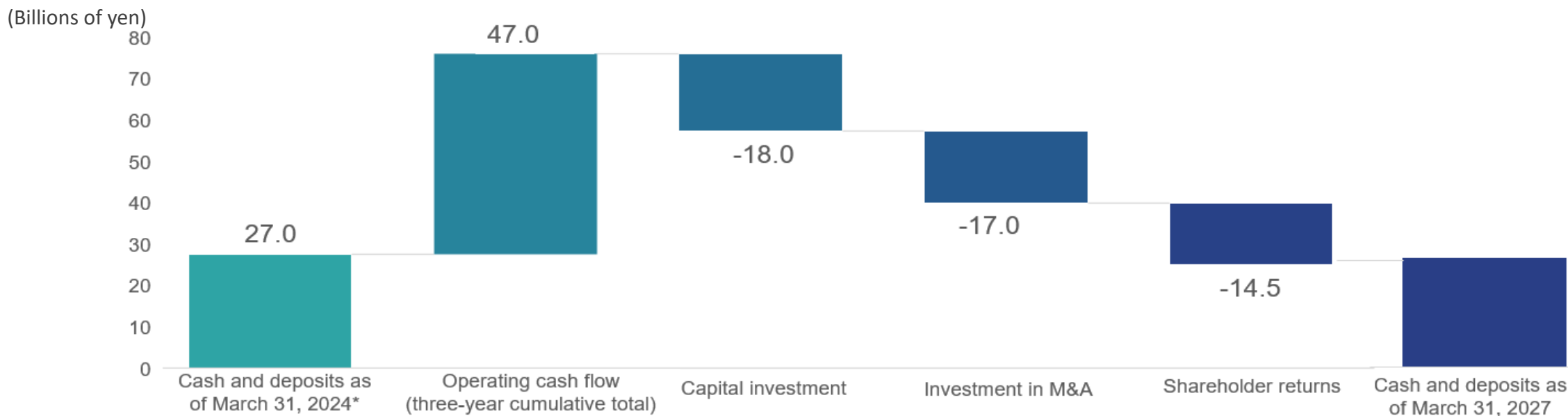
Capital Allocation

- Invest a cumulative total of 35 billion yen
- Policy on shareholder returns: Maintain stable dividend payment (annual dividends of 60 yen per share)

While allocating increased operating cash flow to investment, consider providing separated returns to shareholders when cash on hand exceeds required working capital continuously.

In addition to improving ROIC, focus on controlling WACC by utilizing external capital when investing for growth to increase ROIC-WACC.

Capital Allocation Plan



*Actual balance after considering the effect of the bank holiday

■ Overview of Long-term Vision “Beyond AUTOBACS Vision 2032”

Sustainability Initiatives

- Realize a safe, secure, and gentle society in which people, cars, and the environment exist in harmony.
- Set priority issues to achieve both social value and economic value.

1. Social and environmental

Materiality	Contribution to society (Non-financial targets)	Creation of economic value		
		KPIs	(FY2023 results)	(FY2030 goals)
Enhancing efforts that consider the environment and society		Installing fast chargers	6 stores	43 stores
	Promoting spread of safe and secure EVs toward realization of a zero-carbon society	Promoting statutory safety inspections of EVs (No. of EVs inspected)	516 units/year	3,440 units/year
		Promoting sale of EVs (No. of EVs sold)	324 units/year	2,500 units/year
	Reducing CO ₂ by establishing environmentally-friendly stores	Promoting environmentally-friendly stores	73 stores	140 stores
	Promoting environmentally conscious business	Developing environmentally-friendly products	124 products	300 products
	Realizing circular ecosystem	Reducing oil cans (increasing ratio of oil sale by measure)	Reduction of 30,000 cans	Reduction of 220,000 cans

2. Human capital

Medium-term HR policies	Priority fields of investment in human capital	KPIs	(FY2023 results)	(FY2030 goals)
Maximize human capital	Human resource development/reskilling	Development of personnel for data analysis	72 trainees	320 persons
		Ensuring and fostering Level-2 mechanics	726 persons	1,100 persons
	Diversity & inclusion	Increasing ratio of women in managerial positions (manager or higher)	7.9%	18.0%
Transformation into an organization that creates innovation	Resource/talent management	Ratio of female employees	18.4%	30.0%
		Promoting paternity leave	52.0%	100.0%
Strategic allocation of human resources	Enhancement of engagement	Employee engagement (previously called “employee energetic level”)	2.7	3.0

■ Progress and Topics Strategies for Achieving New Directions

Business portfolio optimization

- Implementation of organizational and segment changes

New segments	Business activities
AUTOBACS Business	Retail in Japan and overseas through AUTOBACS stores managed directly or indirectly by its subsidiaries, as well as wholesale to AUTOBACS stores
Consumer Business	Retail other than those conducted in the AUTOBACS Business (Online sale of automotive goods and services, the purchase and sale of new and used cars, etc.)
Wholesale Business	Wholesale other than those conducted in the AUTOBACS Business (Private brands including lifestyle brands, etc.)
Expansion Business	Peripheral businesses (Financing, property/site development, EV solutions, etc.)

A new approach to implement the medium-term plan

- Formation a task force of 56 members to implement the Medium-Term Business Plan and support the execution of each initiatives

2. Progress and Topics of 2024 Medium-term Business Plan

■ Progress and Topics Strategies for Achieving New Directions

1. Create touch points

Expand new bases and channels

- Accelerating AUTOBACS store openings.
- Opened the first large type AUTOBACS CARS store, AUTOBACS CARS Kashiwa Oi.
- Opened one Smart+1 standalone store and one in-shop location.
- Acquired retail outlets through M&A activities.
 - Maintenance factory (1 location)
 - Used car stores (16 locations)
 - Car Dealers (12 locations)

Establish new online marketplaces

- Increasing the number of product SKUs



■ Progress and Topics Strategies for Achieving New Directions

2. Develop and supply products and solutions

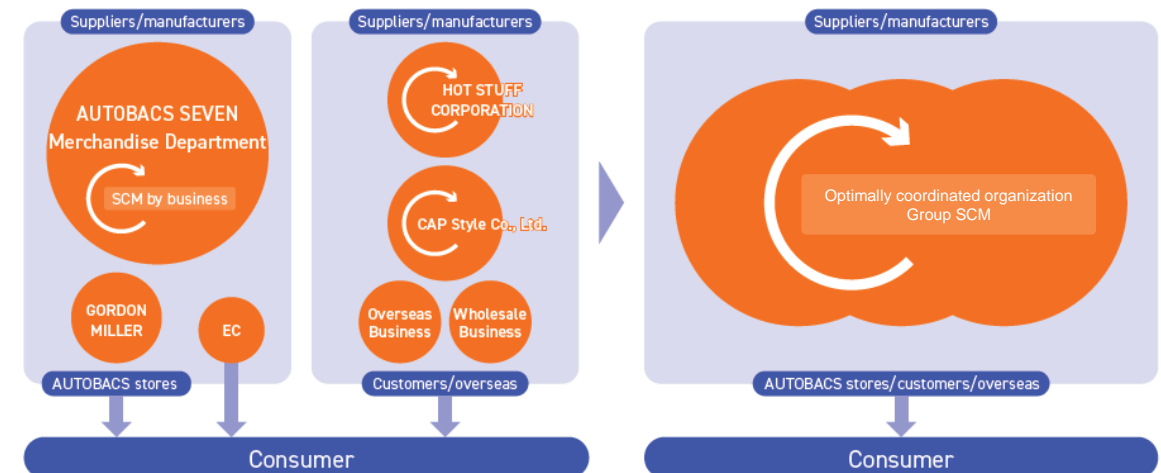
Expand wholesale channels by developing attractive products and solutions

- Accelerating the development of private brand (PB) and exclusive items

Strengthen competitiveness through supply chain management and consolidation of the AUTOBACS franchise chain headquarters

- Moving forward with the procurement function integration project
- Continuing to place personnel in profit-generating departments

Supporting store operations with head headquarter staff working in stores and call centers



2. Progress and Topics of 2024 Medium-term Business Plan

■ Progress and Topics Strategies for Achieving New Directions

3. Establish new business domains

Develop EV solution business

- Expanding EV sales
- Promoting the installation of EV chargers
Aiming to install rapid chargers at 100 stores by 2030



Horizontal and vertical integration that have synergy with the Group's existing businesses

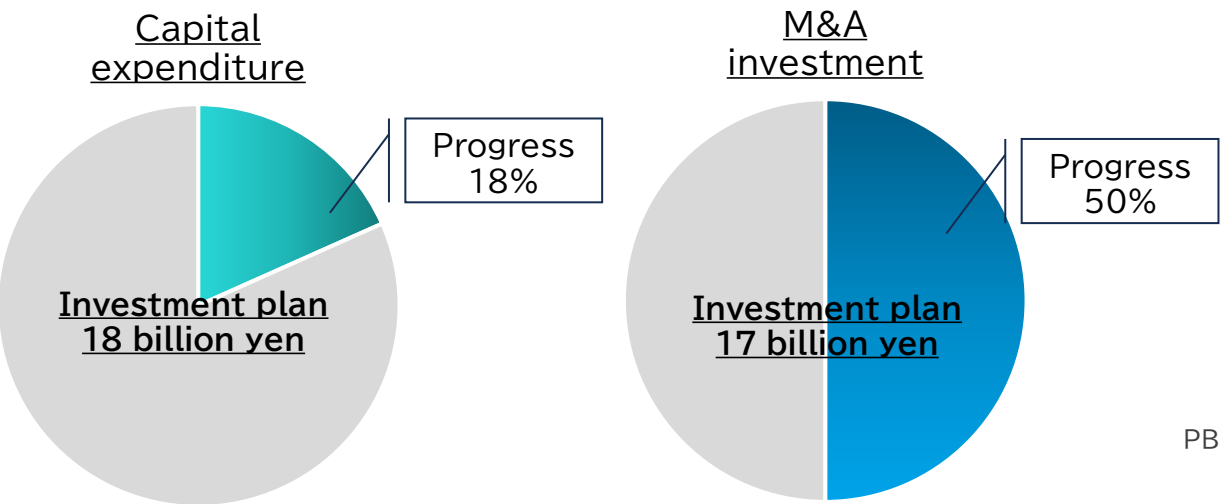
- Gaining new business models, functions, and expertise in new areas
Acquired PCT Holdings Co., Ltd., an electrical construction company



Capital Allocation

- Proactively investing in facilities and M&A activities
- Pay an interim dividend of 30 yen and maintain an annual dividend of 60 yen

Investment

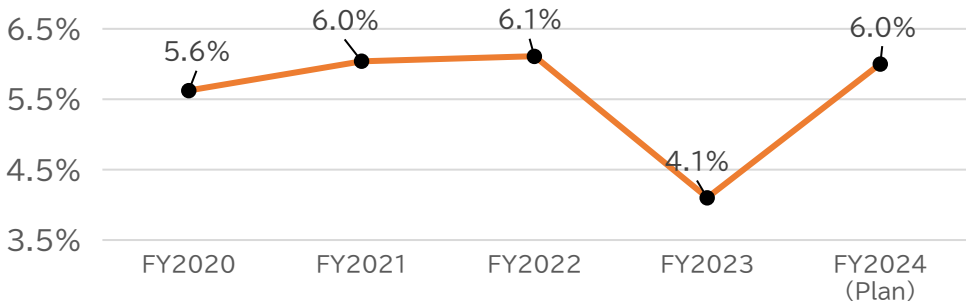


- Main breakdown
- New store opening 1.4BY
 - S/B R/L, renovation 0.1BY
 - Land 0.0BY
 - IT investment 0.6BY
 - Other 1.2BY

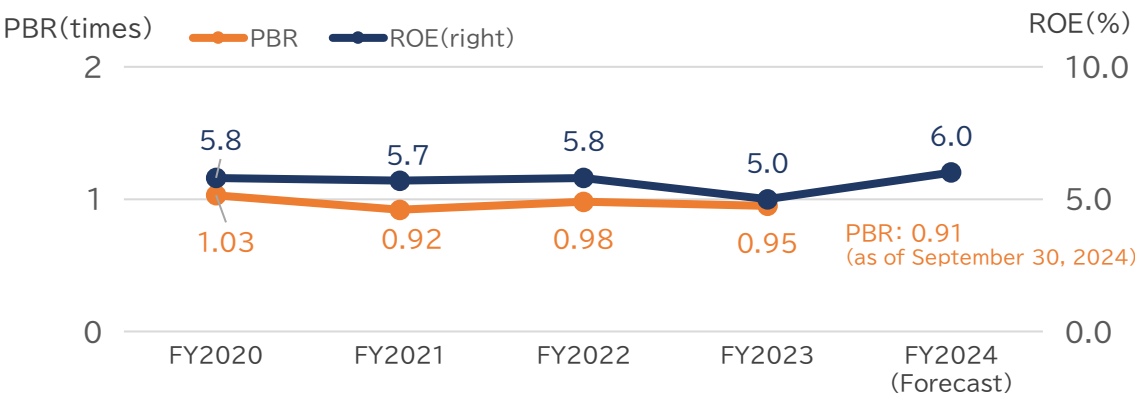
*Total M&A investment amount decided as of the end of September

- Main breakdown
- Tokatsu Holdings Co., Ltd.
 - Otoron Co., Ltd. etc.

ROIC



PBR·ROE



*PBR: Stock price at the end of the fiscal year / Net assets per share. PBR in FY March 2025 (forecast) is calculated based on the stock price at the end of September (1,480 yen) and net assets per share in the 2nd quarter (1634.66 yen).

2. Progress and Topics of 2024 Medium-term Business Plan

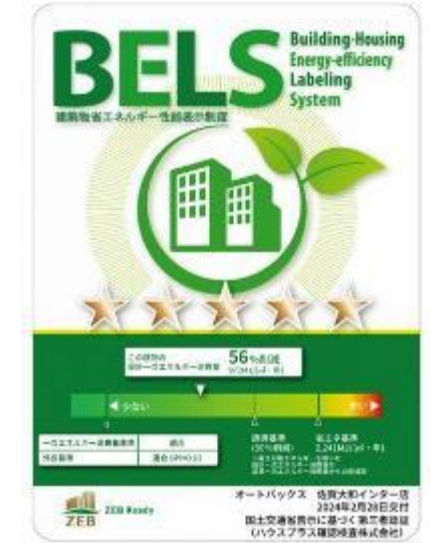
■ Sustainability Initiatives

Reducing CO2 by establishing environmentally-enhanced stores

- Signed agreement with Ministry of Agriculture, Forestry and Fisheries to “Promote the Use of Wood in Buildings for New Store Construction”
- First store in the AUTOBACS Group built of wood which reduces energy consumption by 56%

Promoting social contribution related to automobiles

- Donated 14 vehicles to the Japan Car Sharing Association



Vehicles donated to the Japan Car Sharing Association

■ Sustainability Initiatives

Promotion of efforts to eliminate traffic accidents

- Launch of “Komamori,” a device to prevent children from being left behind in cars

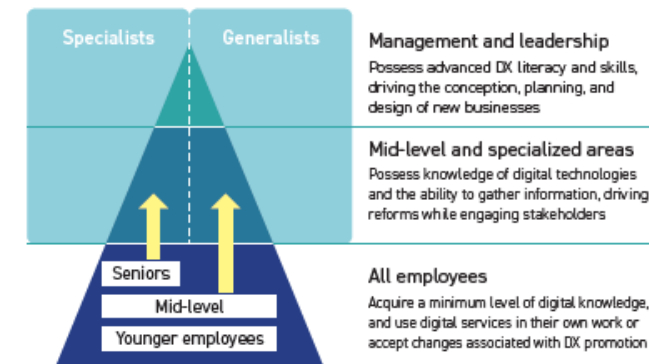


Maximize human capital (Human resource development/reskilling)

- Continuing to secure and develop Level-2 Certified Mechanics
- Training data analysis personnel using BI tool-based(*) training

*Tools for aggregating, analyzing, and sharing the vast amount of data accumulated in a company so that it can be used for management and business operations

Image of DX human resource development



DX vision and strategy

What we aim to be

- Better customer purchasing experience

Vision

- Achievement of CDE through the establishment of a digital ecosystem

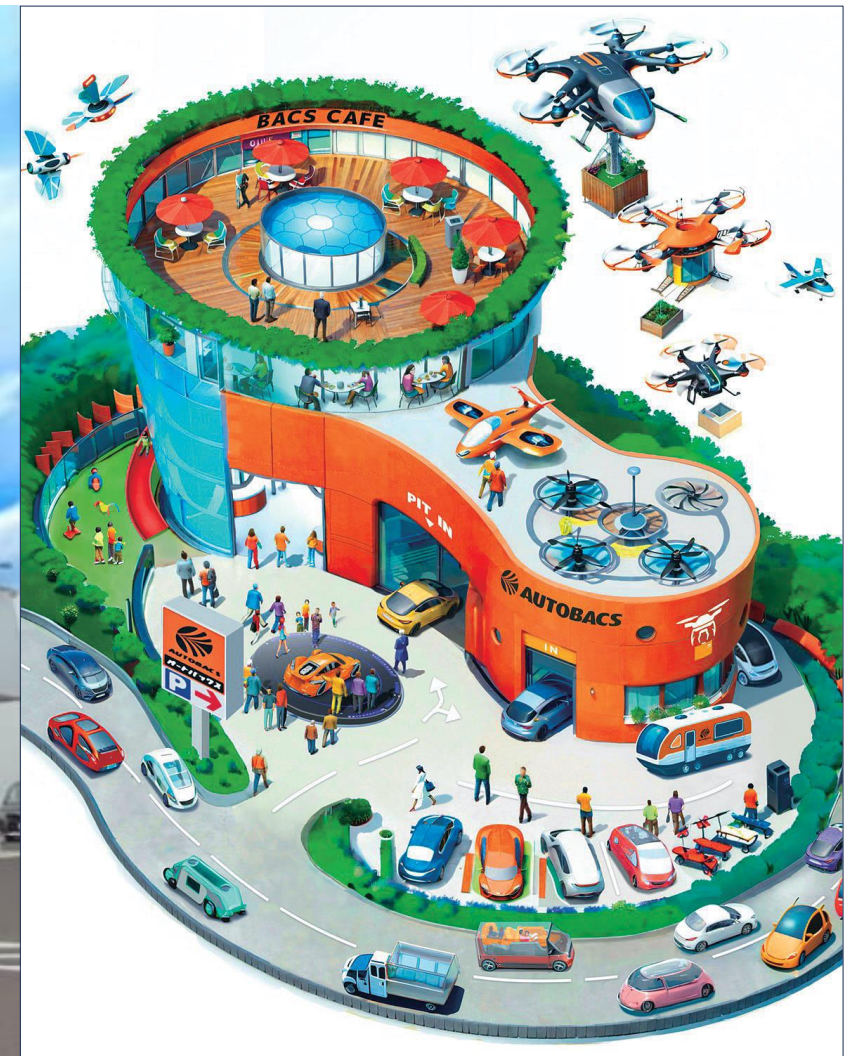
Strategy

- Market expansion and customer creation through channel shift
- Improvement of customer convenience through data accumulation and utilization
- Improvement of efficiency of store operations through digital technology utilization

*Customer Deep Engagement:
A strategy to engage with customers more deeply, longer, and more directly

3. In Closing

■ Striving to be a 100-Year Group Enterprise



Higashi Osaka Store, the first AUTOBACS store

Current AUTOBACS store

Future AUTOBACS store 50 years from now
(image)

■ KPI targets for FY 2032 (domestic)

Group Stores 1,300 stores

Statutory Safety
Inspection 1 million units

Used Car Purchasing & Sale 150,000 units

Materiality	Non-financial targets	Range	KPI	FY2023 results	FY2030 goals
Creation of businesses that solve social issues	Promoting efforts to achieve zero traffic accidents	Consolidated	Sale of merchandise for curbing accidents	190,000/year	230,000/year
		Consolidated	Building of bases for checking tires and emergency (including bases of partner companies)	250 bases	734 bases
		Consolidated	Holding regional traffic safety events	9 times/year	25 times/year(*)
	Improving the position of and developing certified mechanics	Consolidated	Ensuring and fostering inspectors	510 persons	1,000 persons
		Consolidated	Ensuring and fostering Level-2 mechanics	726 persons	1,100 persons
		Consolidated	Completing education for supporting EVs	586 persons	1,096 persons
	Promoting social contribution related to automobiles	Consolidated	Disaster assistance using automobiles	45 units	111 units
Enhancing efforts that consider the environment and society	Reducing CO2 emissions by installing environmentally-enhanced stores	Consolidated	Promoting environmentally-enhanced stores	73 stores	140 stores
	Promoting environmentally friendly businesses/realizing a circular ecosystem	Non-consolidated	Developing eco-friendly products	124 products	300 products
		Consolidated	Reducing oil cans (increasing ratio of oil sale by measure)	30,000 cans/year	220,000 cans/year
	Promoting the dissemination of safe and secure EVs aiming for the realization of a decarbonized society	Consolidated	Installing fast chargers	6 stores	43 stores
		Consolidated	Promoting statutory safety inspections of EVs (No. of EVs inspected)	516 units/year	3,440 units/year
		Consolidated	Promoting sale of EVs (No. of EVs sold)	324 units/year	2,500 units/year
	Development of organization and personnel	Developing a corporate culture where diverse employees can demonstrate their capabilities	Consolidated	Increasing ratio of females	18.4%
Consolidated			Increasing ratio of female Group Managers and above	7.9%	18.0%
Consolidated			Promoting acquisition of childcare leave by male employees	58.0%	100.0%
Building a system to evaluate challenges		Non-consolidated	Keeping employees energetic	2.7	3.0
Creating a healthy and vibrant workplace		Consolidated	Reducing ratio of smokers*	34.3%	20.0%
Sustainable and strong management base	Reviewing/formulating and conforming with ESG- and SDG-related policies	Non-consolidated	Enhancing sustainability policy and related policies	Implemented fixed-point checks of existing policies, established and disclosed Policies	Update
	Enhancing monitoring	Non-consolidated	Further monitoring corporate governance system and progress status	internal distribution, and appropriate disclosure	Improvement
	Organizing and utilizing databases to create value	Consolidated	Promoting data utilization project	Constructed customer data base. Promoting utilization	Data linkage /utilization
		Non-consolidated	Development of personnel for data analysis	72 training participants	320 persons

Non-financial targets: Promoting spread of safe and secure EVs toward realization of a zero-carbon society

Install rapid EV chargers at 100 AUTOBACS Group stores by 2030

- Accelerate the of rapid EV chargers (including super rapid chargers), aiming for installation at 100 stores by 2030
- Consider AUTOBACS members-only charging rates and exclusive benefits



Non-financial targets: Reducing CO2 by establishing environmentally-enhanced stores

The Group's second store built of wood, AUTOBACS Shikoku Chuo, opened

- Reduce primary energy consumption by approximately 57%
- Feature display fixtures made from locally sourced wood



Non-financial targets: Promoting social contribution related to automobiles

Agreement signed with Yamagata Prefecture for pedestrian support during disasters

- Added seven AUTOBACS Group stores in Yamagata as pedestrian support stations, bringing the nationwide total to 416 stores



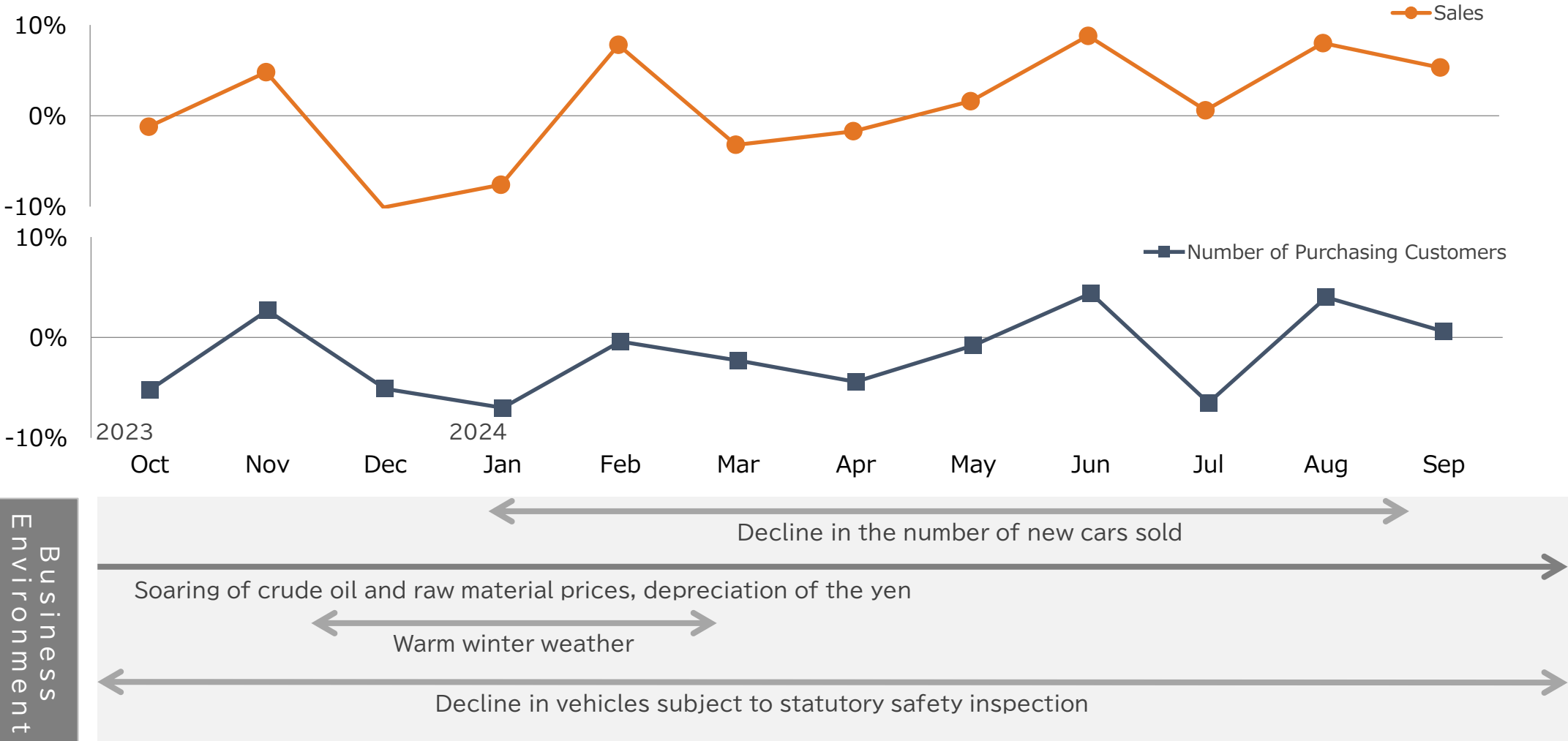
Total **18,086**cars YoY **-1.5%**

BtoB Sales	
Details	No. of cars sold
Sales to Headquarters	401
Sales to AA(Auto Auction) via Headquarters	3,208
Direct sales from stores	9,584
BtoB total	13,193

Retail	
Details	No. of cars sold
Used cars	3,407
New cars	1,486
Retail total	4,893

- Used car purchasing and sales in AUTOBACS Business and Consumer Business.

[Same store basis (YoY)]
1st Half Sales: +3.5% Number of purchasing customers: -0.7%



Store Openings and Closings

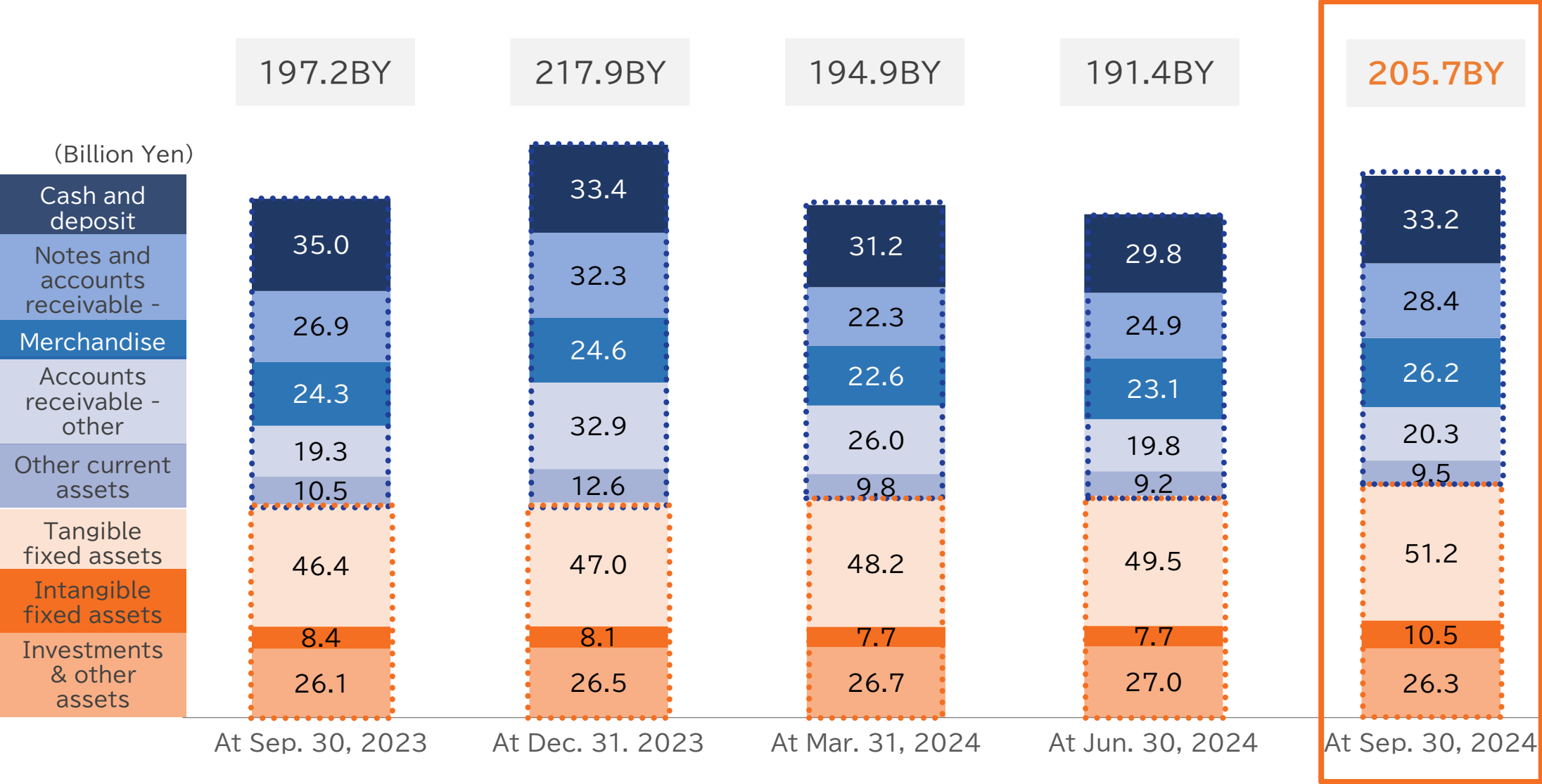
Domestic	No. of stores at end of March 2024	FY March 2025					No. of stores at end of March 2025
		1st Half (Result)		No. of stores at Sep 30, 2024	2nd Half (Plan)		
		New	Close		New	Close	
AUTOBACS	496	+8		504	+6		510
AUTOBACS GARAGE	1			1			1
Super AUTOBACS	72		-1	71			71
A PIT AUTOBACS	2			2			2
AUTOBACS Secohan Ichiba(*1)	18(15)		-1	17(14)			17(14)
Smart+1(*2)	10(8)	+2		12(9)	+1		13(10)
AUTOBACS EXPRESS	11			11			11
AUTOBACS CARS (*1)	393(391)	+1	-1	393(391)	+1		394(391)
Total	1,003(414)	+11	-3	1,011(414)	+8	—	1,019(415)

Overseas	No. of stores at end of March 2024	FY March 2025			No. of stores at end of March 2025
		1st Half (Result)	No. of stores at Sep 30, 2024	2nd Half (Plan)	
Taiwan	6		6		6
Singapore	2		2		2
Thailand	82	+22	104	+24	128
France	8		8		8
Malaysia	5		5	-1	4
Philippines	6		6		6
Total	109	+22	131	+23	154

* The stated number of stores began to include annex stores and in-store shops at the beginning of the fiscal year ending March 2025.

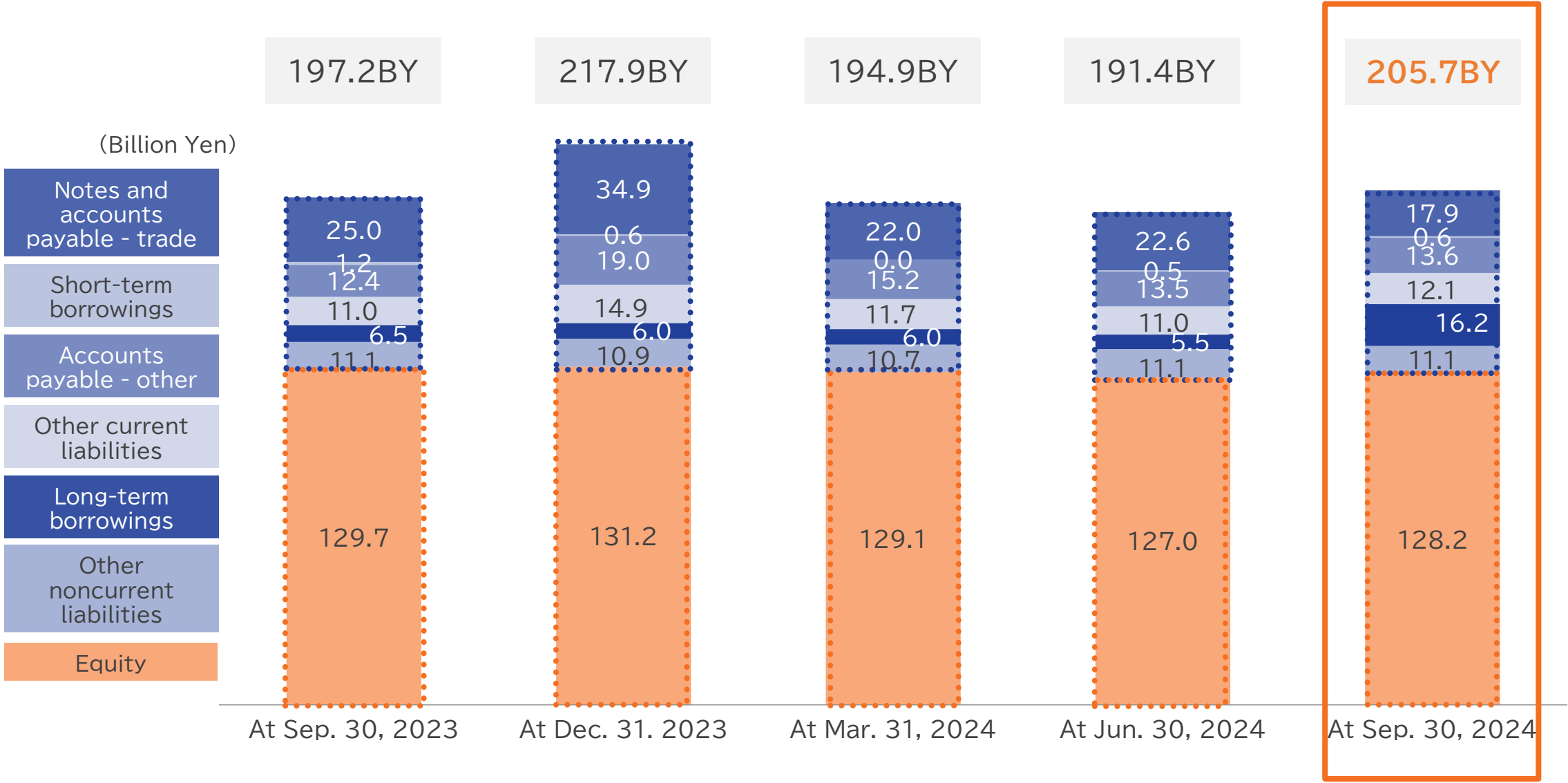
*1 The parentheses indicates the number of annex stores.
*2 The parentheses indicates the number of in-store shops.

Balance Sheet: Assets



- Amounts are rounded down to the nearest hundred million yen.

Balance Sheets: Liabilities and Equity



- Amounts are rounded down to the nearest hundred million yen.



Forward-Looking Statements

These materials include forecasts regarding the Company's future plans, strategies, and performance. This information is based on judgments and forecasts made in accordance with information currently available. Actual results may differ materially from forecasts due to such factors as changes in operating circumstances.