

Results for the Nine Months Ended December 31, 2024



AUTOBACS SEVEN CO., LTD.
January 31, 2025

Results for the Nine Months Ended December 31, 2024

| | |
|------------------------------|-------|
| Overview of Business Results | P. 3 |
| Financial Results by Segment | P. 4 |
| AUTOBACS Business | P. 5 |
| Consumer Business | P. 8 |
| Wholesale Business | P. 9 |
| Expansion Business | P. 10 |

TOPICS

| | |
|------------------------------------|-------|
| Medium-term Business Plan : TOPICS | P. 11 |
| Initiatives for ESG・SDGs | P. 15 |

| | |
|-----------------|-------|
| Other Documents | P. 17 |
|-----------------|-------|

The AUTOBACS Business performed well due to increased demand for winter goods due to snowfall and maintenance demand for existing vehicles. Despite the temporary recording of M&A-related expenses, sales and operating income increased.

| | FY March 2025 1Q-3Q | | | FY March 2024 1Q-3Q | | |
|---|---------------------|---------------|----------------|---------------------|----------------|------------|
| | (Billion Yen) | Actual result | % of Net sales | YoY change | Actual results | YoY change |
| Net sales | | 188.2 | | +4.8% | 179.6 | +0.8% |
| Gross profit | | 65.8 | 35.0% | +9.9% | 59.9 | +0.3% |
| SG&A | | 55.9 | 29.7% | +9.7% | 50.9 | +2.0% |
| Operating income | | <u>9.9</u> | 5.3% | +10.6% | 8.9 | -8.4% |
| Non-operating income/expenses | | 0.8 | 0.4% | +158.2% | 0.3 | — |
| Ordinary income | | 10.7 | 5.7% | +15.7% | 9.3 | -5.7% |
| Profit attributable to owners of parent | | 7.6 | 4.1% | -16.1% | 9.1 | +29.4% |

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

Segment Information



| | (Million Yen) | FY March 2025 1Q-3Q | FY March 2024 1Q-3Q(*1) | YoY |
|-----------------------|------------------|------------------------|----------------------------|--------|
| AUTOBACS Business | Sales | 150,702 | 142,693 | +5.6% |
| | Gross profit | 53,815 | 48,770 | +10.3% |
| | SG&A | 36,871 | 33,756 | +9.2% |
| | Operating income | 16,944 | 15,014 | +12.9% |
| Consumer Business | Sales | 20,018 | 18,774 | +6.6% |
| | Gross profit | 5,446 | 4,509 | +20.8% |
| | SG&A | 6,274 | 5,451 | +15.1% |
| | Operating income | -827 | -942 | — |
| Wholesale Business | Sales | 27,235 | 28,046 | -2.9% |
| | Gross profit | 5,448 | 5,692 | -4.3% |
| | SG&A | 4,969 | 5,050 | -1.6% |
| | Operating income | 478 | 642 | -25.5% |
| Expansion Business | Sales | 6,882 | 6,155 | +11.8% |
| | Gross profit | 1,187 | 1,003 | +18.3% |
| | SG&A | 779 | 779 | -0.1% |
| | Operating income | 408 | 223 | +82.2% |
| Corporate(*2) | Operating income | -7,058 | -5,946 | — |

Summary

The domestic retail business was strong due to the positive effect of snowfall. Although SG&A expenses increased due to the acquisition of two franchise companies in the first half, the gross margin improved, resulting in increased sales and income.

A company operating Honda's authorized dealerships and a company running an in-house loan based used car sales business were made into our subsidiaries. Although M&A-related expenses were incurred, a rise in gross profit led to a sales increase and contraction of operating loss.

Amid snowfalls and demand for car maintenance, subsidiaries engaged in wholesaling of engine oils and wheels achieved solid performance. In overseas wholesale, there was decline in export transactions from domestic markets, resulting in decreased sales and income.

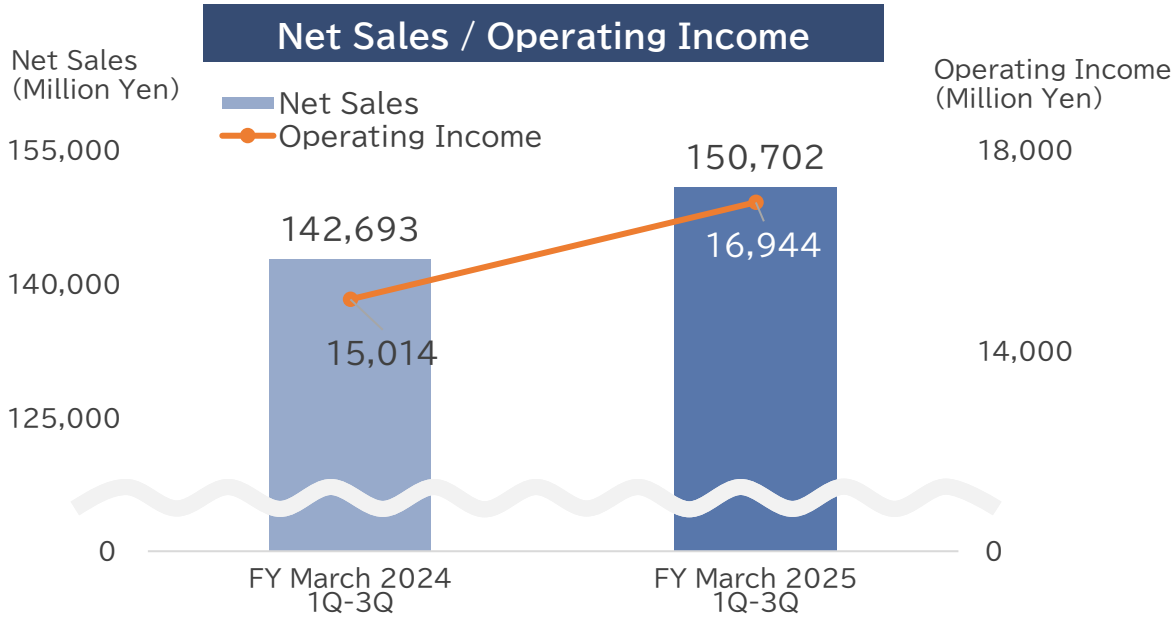
Real estate income grew, following higher loan interest rates and an increase in the opening of new stores.

- Amounts are rounded down.
- YoY comparisons are calculated in yen.

(*1) FY March 2024 1Q-3Q figures 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.

Domestic retail sales are strong due to snowfall. Although SG&A expenses increased due to the consolidation of two franchise corporations in the first half of the fiscal year, the gross margin improved, resulting in increased sales and income.

- Domestic AUTOBACS
 - <Retail> Sales of winter goods such as snow tires and tire chains grew against the backdrop of snowfall and increased demand for going out during the New Year’s holidays.
 - <Wholesale> Wholesale sales decreased due to the consolidation of two franchise corporations in the first half of the fiscal year.
- Overseas Retail
 - <France> Sales decreased due to the closure of two stores in February 2024.
 - <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 1Q-3Q | FY March 2024 1Q-3Q | YoY |
| Sales *1 | 146,797 | 138,745 | +5.8% |
| Retail | 71,491 | 60,481 | +18.2% |
| Domestic | 63,966 | 52,704 | +21.4% |
| Overseas | 7,524 | 7,776 | -3.2% |
| Wholesale *2 | 75,306 | 78,263 | -3.8% |

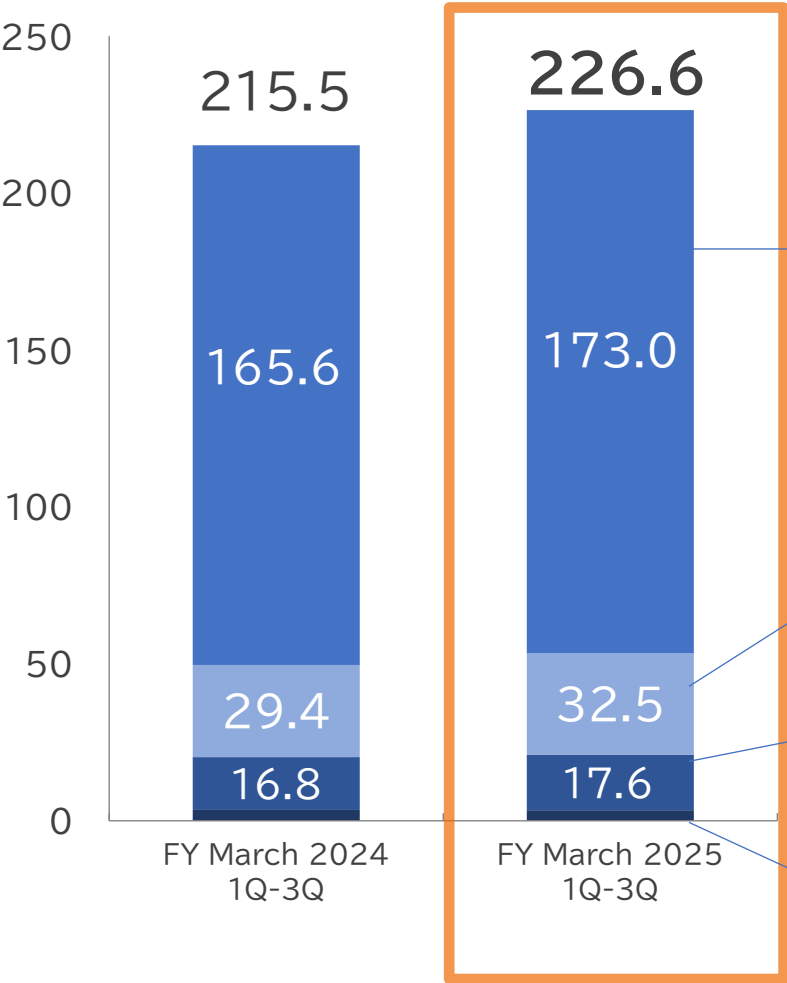
*1 Excluding inter-segment sales.
*2 Wholesale sales include royalties.

Retail Sales in AUTOBACS Group's Domestic Stores

226.6 billion yen

YoY +5.1%

(Billion Yen)



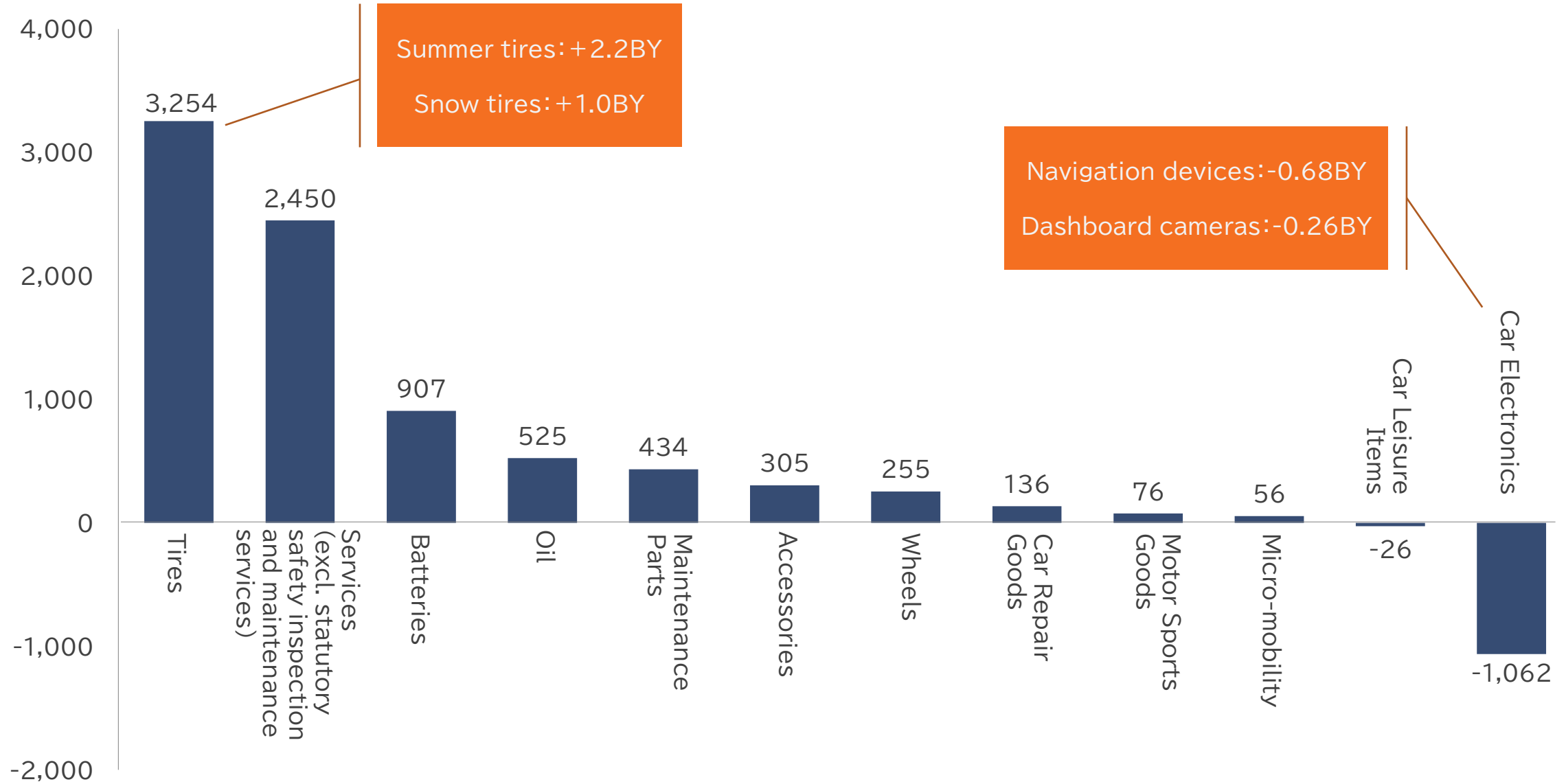
| | Result | YoY |
|---|--------------|---------------------------|
| Automotive goods & services | 173.0BY | +4.4 |
| Used car sales | 32.5BY | +10.4% |
| | 27,159 cars | -1.4% |
| Number of fully certified & designated stores | 394 stores | +1 store from pre-period |
| Statutory safety inspection | 17.6BY | +4.3% |
| | 474,000 cars | -1.0% |
| Number of fully certified & designated stores | 442 stores | +2 stores from pre-period |
| Second-hand goods & fuel | 3.4BY | -3.4% |

- Amounts are rounded down to the nearest hundred million yen.
- 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 at all domestic store formats. Total store basis.
- Amounts are rounded down.

Although M&A-related expenses were incurred, gross profit increased, resulting in an increase in sales and a reduction in the operating deficit.

- New and Used Car Sales

Despite the impact of a decline in new car production, sales for auction performed strong against the backdrop of increases in the unit prices of used cars and the number of units purchased.

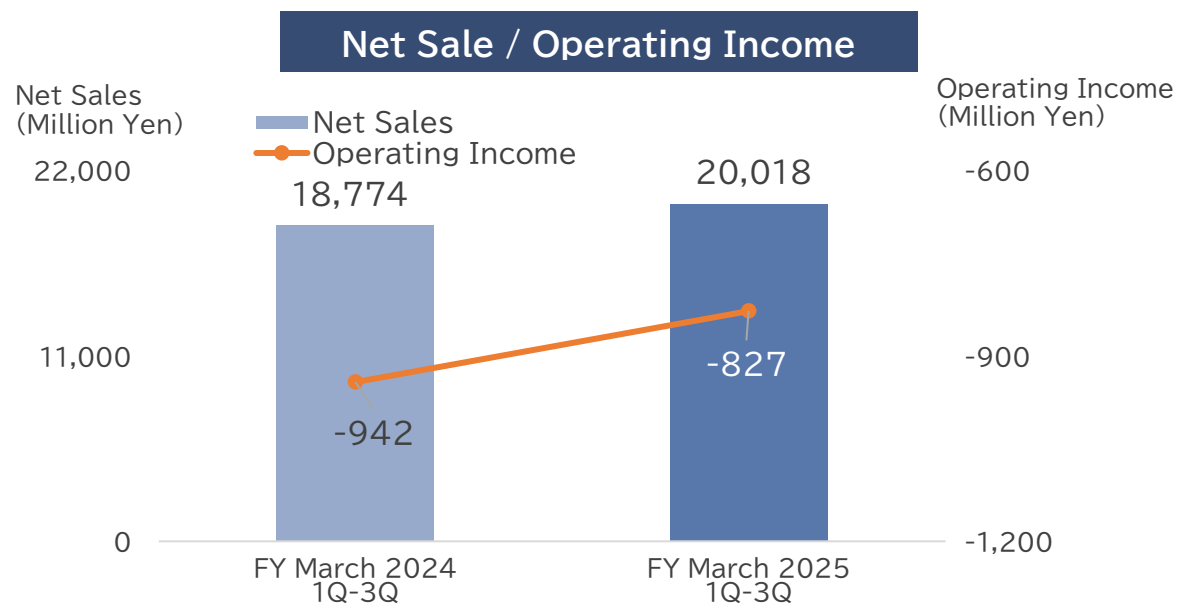
The company that operates 12 Honda official dealerships became a consolidated subsidiary effective on October 1.

- Online sales

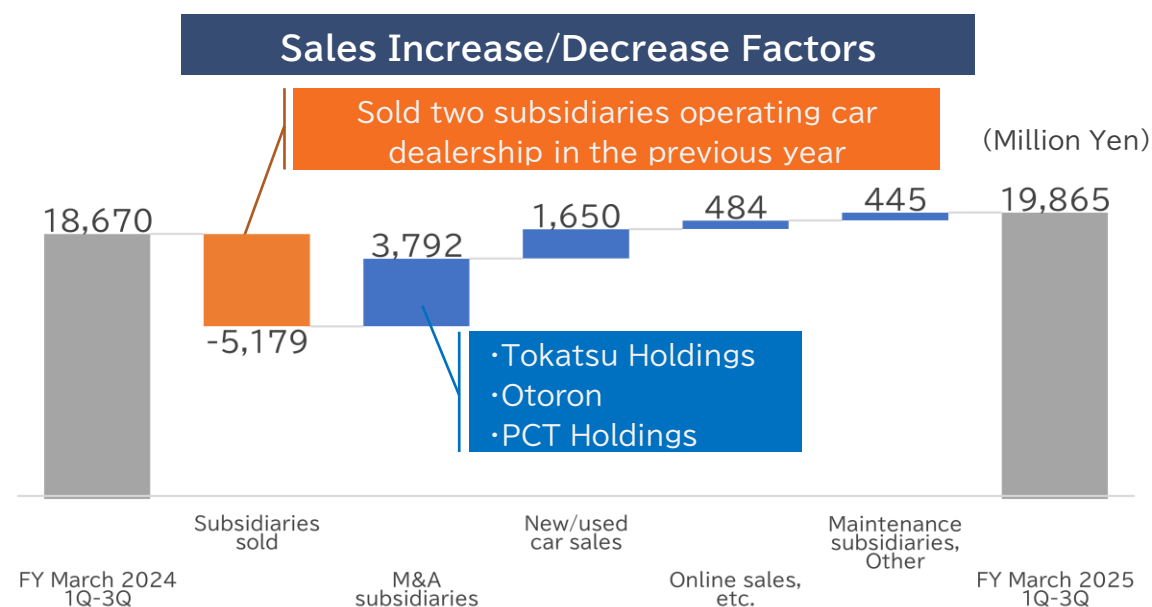
Sales were solid by renewing the official online store and increasing the amount of goods handled on the e-commerce site in the previous year.

- Maintenance subsidiaries/Fleet

The subsidiary that operates the “AUTO IN” was strong. Maintenance subsidiaries performed well due to the maintenance demand.



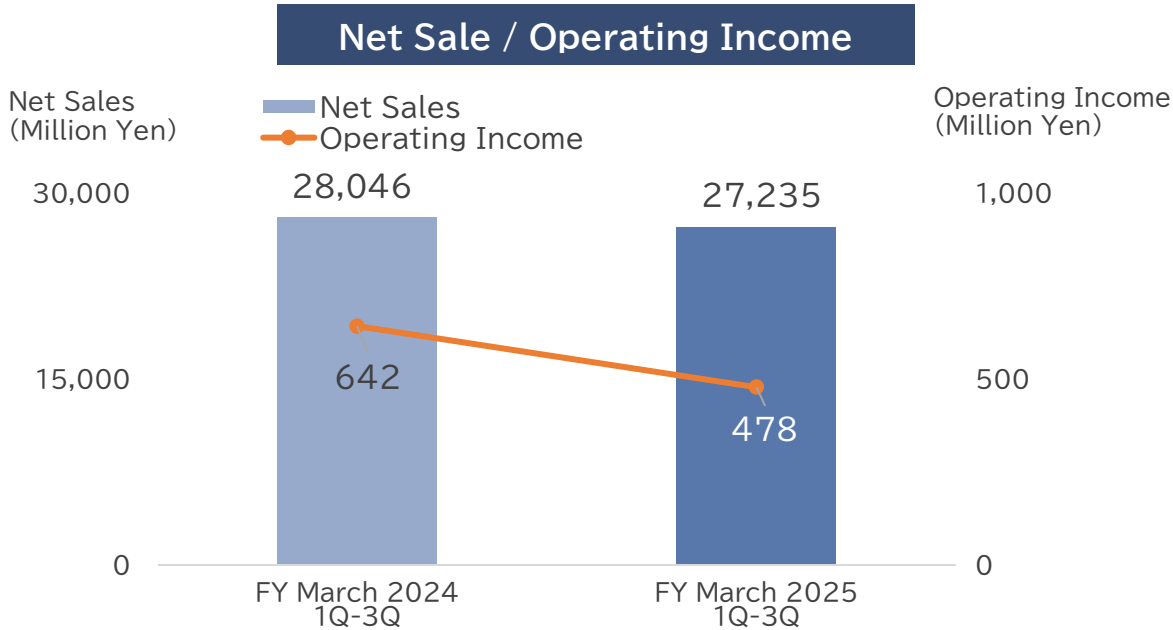
- Net sales include inter-segment sales.



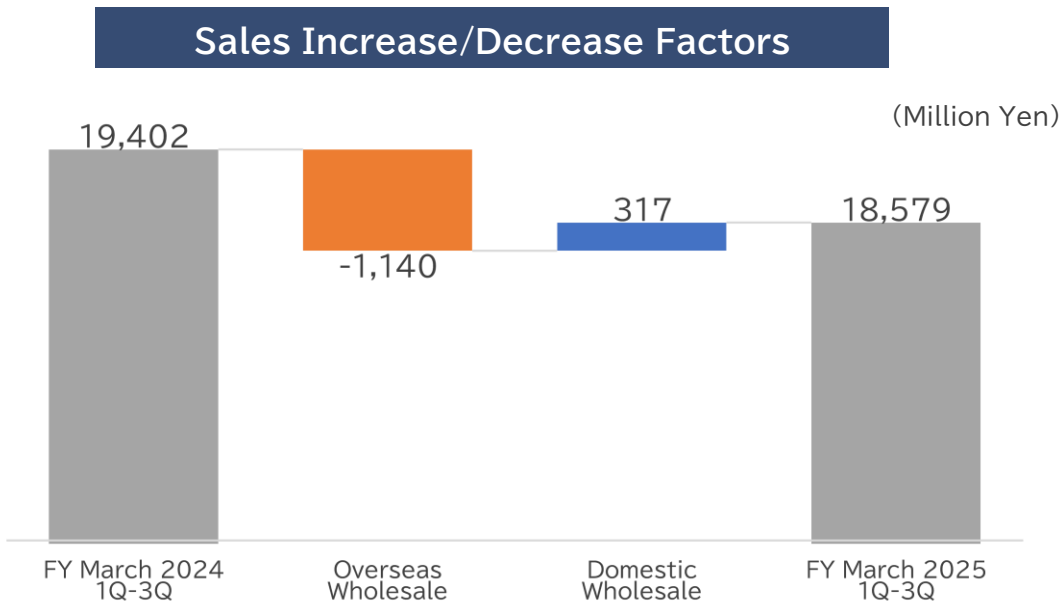
- Sales exclude inter-segment sales.

In overseas wholesale, sales and income decreased due to decline in export transactions from Japan.

- Domestic Wholesale
Sales of items exclusively for Nissan vehicles grew. Sales of private brand “AQ.” began at Seven-Eleven stores.
Subsidiaries handling engine oil and wheels performed solidly due to snowfall and strong demand for vehicle maintenance.
- Overseas Wholesale
<Japan> Export from Japan decreased.
<Malaysia> Sales increased due to an increase in the number of authorized.
<Australia> Sales declined due to an inflation and interest rates.
<China> Sales increased due to an increase in exports to Japan.



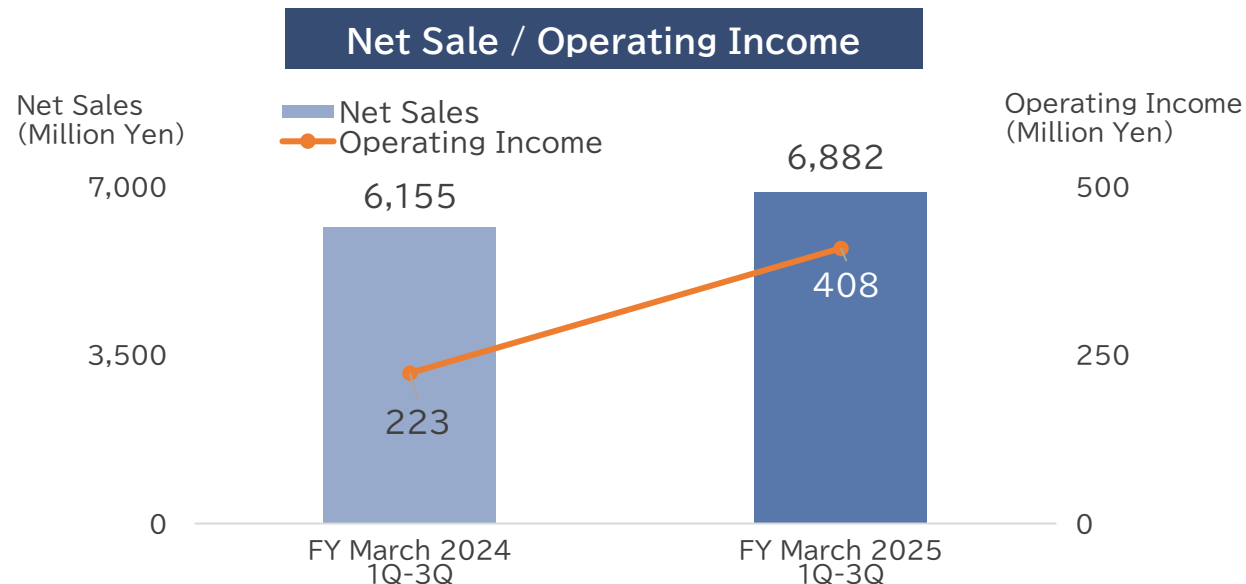
- Net sales include inter-segment sales.



- 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 sales include inter-segment sales.

TOPICS

BACSPOT Sagamihara was newly built as the Company's third residential property with garages.

- The Company launched a business of rental residential properties with garages in 2019 for people loving cars and motorcycles.
- The third BACSPOT property after the ones in Adachi-ku, Tokyo and Asaka-city, Saitama Prefecture.

【外観】



左：A棟、右：B棟



A棟 正面

【内装イメージ】



ガレージ内イメージ



居室イメージ

1. “Create touch points” to continue to support mobility lifestyles

Opened “AUTOBACS CARS Kashiwa Oi,” the first large store of AUTOBACS CARS

- The Company opened the first large store of AUTOBACS CARS, a car purchase and sales store in October 2024.
- The store has service pits where vehicle inspections and maintenance can be carried out. Maintenance services including car wash and coating are also available.



Strategy Outline

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

Tokatsu Holdings Co., Ltd., which operates Honda authorized dealerships, became a wholly owned subsidiary

- Tokatsu Holdings, which operates 12 stores in Chiba Prefecture, became a wholly owned subsidiary on October 1.
- The number of authorized dealerships handled by the Group is now 3 brands: Audi, BYD, and Honda.



2. “Develop and supply products and solutions” tailored to mobility lifestyles

Launched private brand “AQ.” at Seven-Eleven stores

- Providing ready-to-use automotive goods mainly at stores located along major roads mostly visited by car.

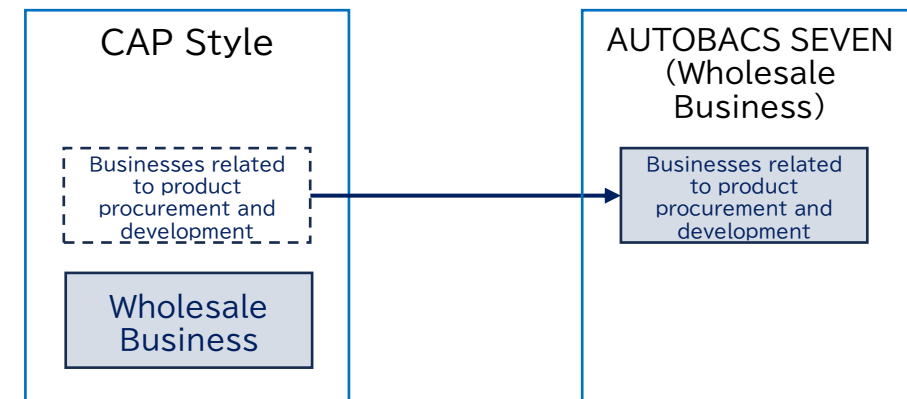


Strategy Outline

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

Absorption-type split of the subsidiary, CAP Style Co., Ltd., to consolidate product procurement and development functions

- Integrating CAPS’ s businesses related to product procurement and development into the Company from April 2025.
- Continuing to aim to reorganize and optimize the supply chain throughout the consolidated group.



3. “Establishing new business domains” in response to changes in mobility lifestyles

Strategy Outline

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

Progress of forming group subsidiaries through horizontal and vertical integration

- Accelerating expansion of peripheral business areas through M&A and strengthening of business portfolio management.



(Reference) Change of Franchise Chain Package

Increasing number of customers, while shifting to a system in which increased store sales become the source of profits

- Changing the FC package and royalty system from April 2024 for our franchisees and the Company to grow together as one.
- Aiming to further evolve the AUTOBACS chain through unified measures across all stores that lead to increased sales and number of customers.

Image of the change in the FC package / royalty system

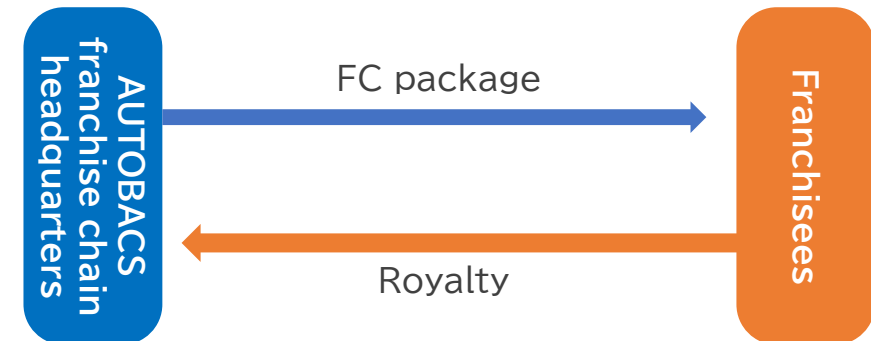
Change in the royalty system

- Increasing royalty and reducing store wholesale price

FC package

- Enhancing measures to increase customers and sales
- Providing a unified system for all stores to increase brand value

etc.



| 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% | 30.0% |
| | | 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 social contribution related to automobiles

Donated vehicles equipped with snow tires to support the Noto Peninsula heavy rain disaster in September 2024

- Donated four vehicles equipped with snow tires for use in snowfall to Japan Car Sharing Association
- Total vehicles donated in FY 2024: 14 vehicles



Vehicles donated to Japan Car Sharing Association

Non-financial targets:
Promotion of efforts to eliminate traffic accidents

Held winter event raising awareness of traffic safety

- In December 2024, a winter event for raising awareness of traffic safety took place at an expressway service area in Kaga-city Ishikawa Prefecture.
- To prevent accidents caused by snowfall, tire chain installation demonstrations and tire pressure checks were provided.



Fabric snow chain demonstration



Tire pressure check



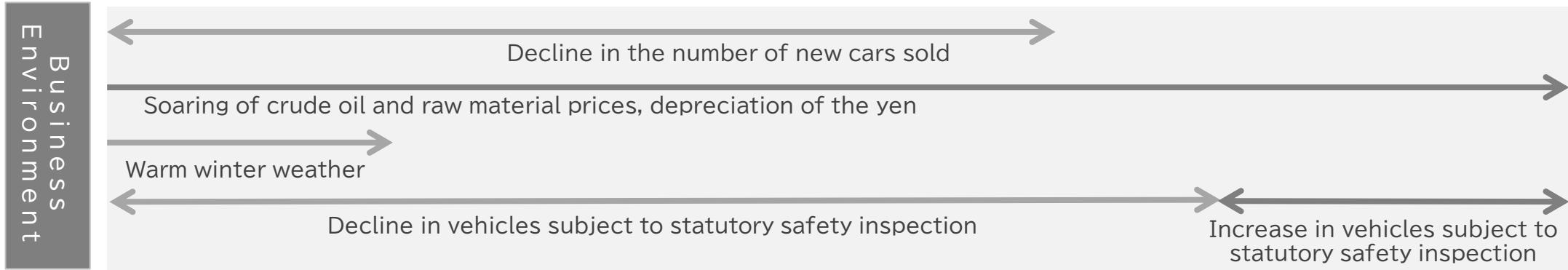
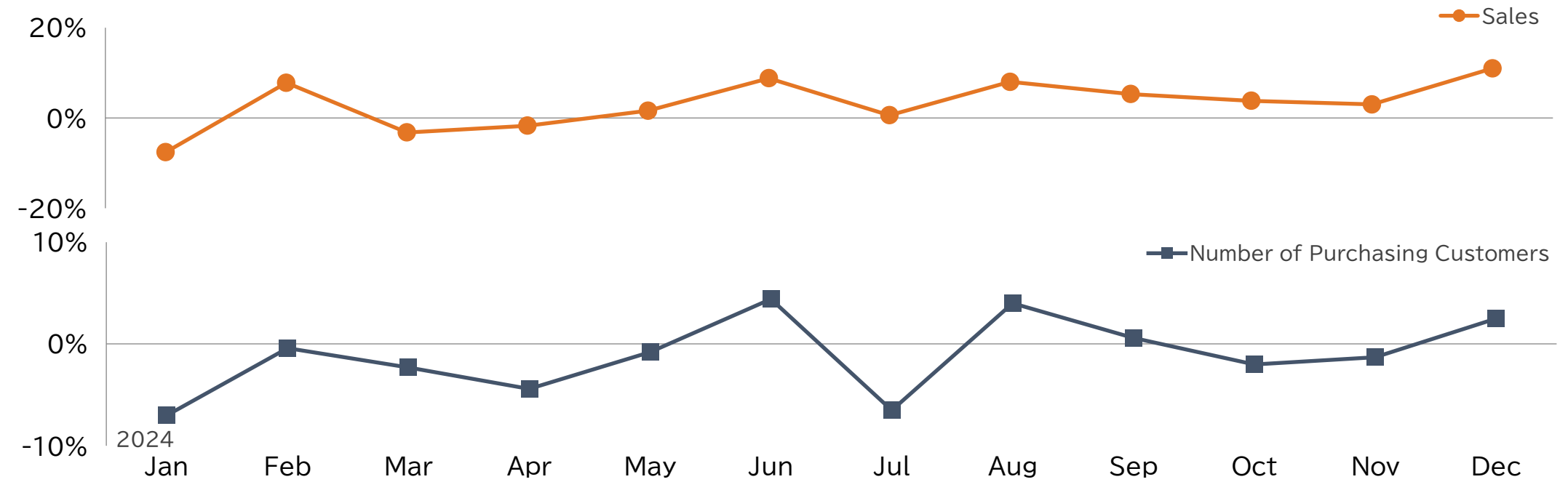
Total **27,159** cars YoY **-1.4%**

| BtoB Sales | |
|--|------------------|
| Details | No. of cars sold |
| Sales to Headquarters | 631 |
| Sales to AA(Auto Auction) via Headquarters | 4,849 |
| Direct sales from stores | 14,345 |
| BtoB total | 19,825 |

| Retail | |
|--------------|------------------|
| Details | No. of cars sold |
| Used cars | 5,002 |
| New cars | 2,332 |
| Retail total | 7,334 |

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

[Same store basis (YoY)] (1Q-3Q)
Sales: +4.6% Number of purchasing customers: -0.5 %



Store Openings and Closings

| Domestic | No. of stores at March 31, 2024 | FY March 2025 | | | | | No. of stores at March 31, 2025 |
|-----------------------------|---------------------------------|----------------|-------|--------------------------------|----------|-------|---------------------------------|
| | | 1Q-3Q (Result) | | No. of stores at Dec. 31, 2024 | 4Q(Plan) | | |
| | | New | Close | | New | Close | |
| AUTOBACS | 496 | +13 | | 509 | | | 509 |
| AUTOBACS GARAGE | 1 | | | 1 | | | 1 |
| Super AUTOBACS | 72 | | -1 | 71 | | | 71 |
| A PIT AUTOBACS | 2 | | | 2 | | | 2 |
| AUTOBACS Secohan Ichiba(*1) | 18(15) | +1 | -1 | 18(15) | | | 18(15) |
| Smart+1(*2) | 10(8) | +3 | | 13(10) | +1 | | 14(11) |
| AUTOBACS EXPRESS | 11 | | | 11 | | | 11 |
| AUTOBACS CARS (*1) | 393(391) | +2 | -1 | 394(391) | | | 394(391) |
| Total | 1,003(414) | +19 | -3 | 1,019(416) | +1 | - | 1,020(417) |

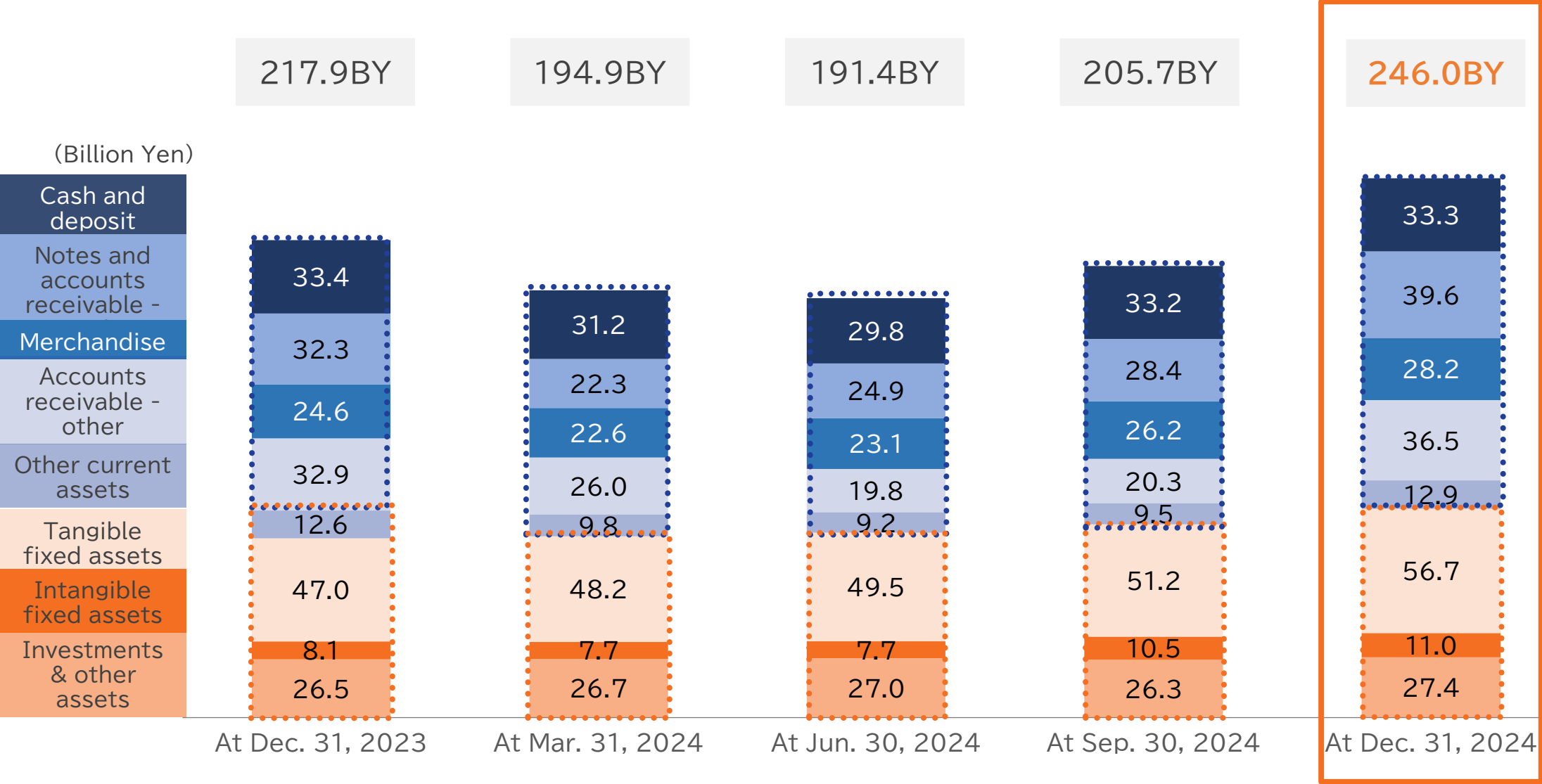
| Overseas | No. of stores at March 31, 2024 | FY March 2025 | | | No. of stores at March 31, 2025 |
|-------------|---------------------------------|----------------|--------------------------------|-----------|---------------------------------|
| | | 1Q-3Q (Result) | No. of stores at Dec. 31, 2024 | 4Q (Plan) | |
| Taiwan | 6 | | 6 | | 6 |
| Singapore | 2 | | 2 | | 2 |
| Thailand | 82 | +35 | 117 | +10 | 127 |
| France | 8 | | 8 | | 8 |
| Malaysia | 5 | -1 | 4 | | 4 |
| Philippines | 6 | | 6 | | 6 |
| Total | 109 | +34 | 143 | +10 | 153 |

* 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.

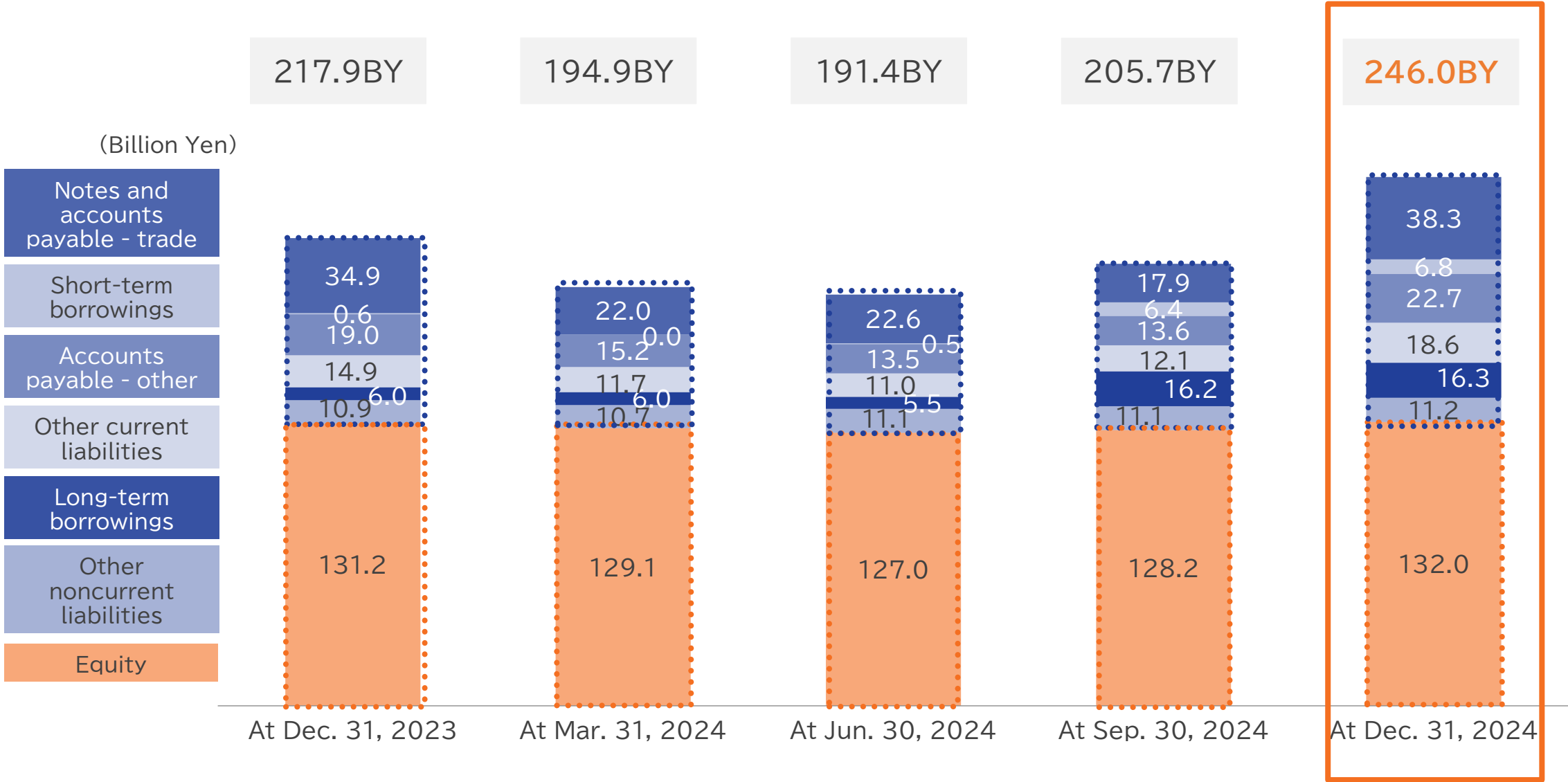
*2 The parentheses indicates the number of in-store shops.

Balance Sheet: Assets



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

Balance Sheet: Liabilities and Equity



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



Forward-Looking Statements

These materials include forecasts regarding the Company's 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.