# FY March 2017

# **Analyst Meeting**



# AUTOBACS SEVEN CO., LTD.

May 10, 2017

# I . Consolidated Results of FY March 2017

## Consolidated P/L (FY March 2017)



Decrease in net sales and income: Net sales and gross profit declined, while SG&A expenses remained within the plan

Sales of products such as accessories and car electronics fell despite recovery in sales of tires, oil, batteries and other consumables. Operating income fell short of the previous year's result, although SG&A expenses remained within the plan.

(Billion Yen)

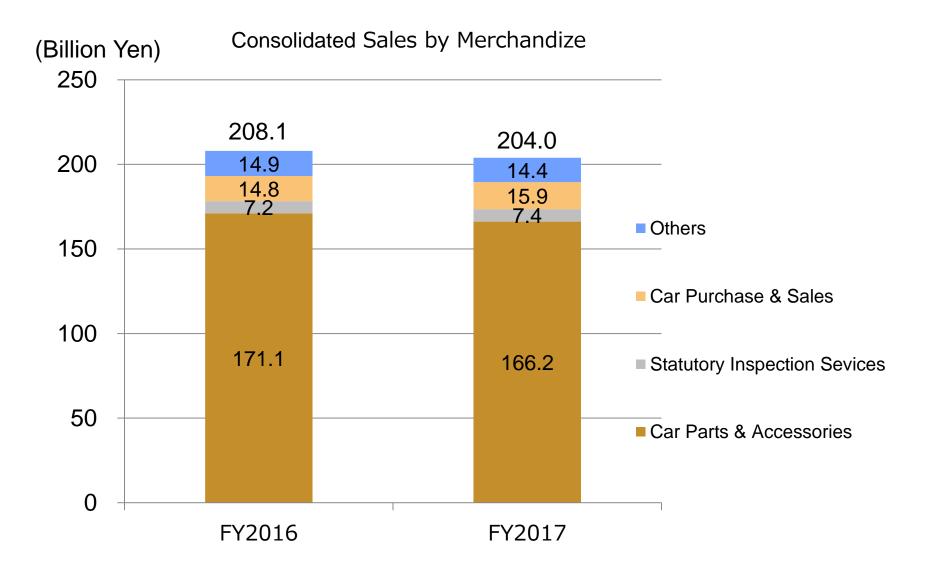
	Latest forecasts	Actual results	YoY change	Change from the latest forecasts	FY March 2016 Results
Net sales	206.7	204.0	-2.0%	-1.3%	208.1
Gross profit	66.5	66.1	-1.2%	-0.5%	66.9
SG&A	61.3	60.3	+0.1%	-1.6%	60.2
Operating income	5.2	5.8	-13.0%	+12.1%	6.7
Ordinary income	6.2	7.1	-8.5%	+14.8%	7.7
Net income	3.7	3.0	-31.0%	-18.5%	4.3
EPS(Yen)	44.0	36.0	30.2%	-18.0%	51.6
ROE	2.8%	2.3%	-0.9pt	-0.5pt	3.2%

Notes: amounts are rounded down to the nearest hundred million yen.

% of net sales, YoY comparisons and planned targets are calculated in yen.

#### Consolidated Sales by Merchandize

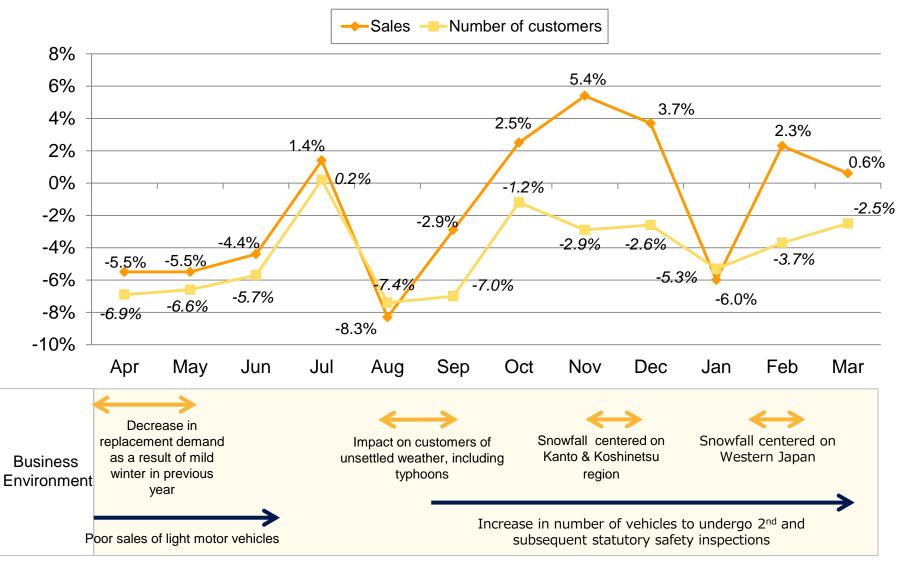




#### FY March 2017 Review of Business Environment



Same store sales and number of customers at domestic AUTOBACS-chain stores including FCs (YoY)



## FY March 2017 Consolidated P/L - Factors for YoY Change



			FY March 2017	
	Result % of Sales	YoY change	Major drivers of variance	FY Mar 2016 % of Sales
Net sales	204.0 BY	-2.0%	Non-consolidated-5.23 BY Domestic store subsidiaries -2.1 BY Overseas subsidiaries -1.23 BY Subsidiaries for car goods supply and other: 1.2 BY •Decrease in sales of accessories, etc. and decrease in wholesale sales due to improvement in store inventory efficiency •Decline in sales due to franchising of store subsidiary •Increase in sales due to strong performance of oil wholesaler and acquisition of imported car dealer	208.1 BY
Gross profit	66.1 BY 32.4%	-1.2%	<ul> <li>Wholesale sales -1.0 BY, Retail sales +0.3 BY</li> <li>Improvement of gross profit margin due to initiatives to improve profitability at store subsidiaries</li> </ul>	66.9 BY 32.2%
SG&A	60.3 BY 29.6%	+0.1%	Selling expenses : Reduction due to review of advertising and sales promotions Equipment expenses: Increase in depreciation associated with renovation of logistics center	60.2 BY 29.0%
Non-operating income/ expense	1.2 BY 0.6%	+19.6%		1.0 BY 0.5%
Extraordinary gains	-	-		0.3 BY
Extraordinary loss	2.6 BY	+351.5%	Loss on sale of shares of subsidiaries 0.27 BY Loss on impairment of fixed assets 2.16 BY [Breakdown] Welfare facilities, store land and buildings	0.5 BY
Adjustments to Income Taxes	1.4 BY	-53.9%	Reduction in income tax burden as a result of sales of shares of subsidiary	3.2 BY

Notes: amounts are rounded down to the nearest hundred million yen. % of net sales, YoY comparisons and planned targets are calculated in yen.

## Analysis of Operating Income by Segment



Dor	mestic Retail sales	basis: -0.2% Same store basis: -1.1%	
		Operating Income	Major drivers of variance (yoy)
Segment	Non-consolidated	5.16 BY	<ul> <li>-1.91 BY</li> <li>Net sales -5.23 BY (-3.3%)</li> <li>Gross profit: -1.25 BY ((Gross profit margin: 20.5% (last year 20.6%))</li> <li>Decrease in sales of accessories, etc. and decrease in wholesale sales due to improvement in store inventory efficiency</li> <li>SG&amp;A +0.69 BY</li> <li>Increase in expense associated with renovation of logistics center, etc.</li> </ul>
nt	Domestic store subsidiaries	0.27 BY	+1.24 BY Net sales -2.1 BY (-3.1%) Gross profit +0.24 BY ((gross profit:39.9%( last year 38.4%)) •Increase mainly due to initiatives to improve gross profit and changes in mix SG&A -0.99 BY •Decrease as a result of transfer of business
	Overseas subsidiaries	0.17 BY	-0.2 BY Decrease in profit of French subsidiary, increase in expenses relating to store opening in Thailand
	Subsidiaries for car goods supply and other	0.1 BY	+0.08 BY Improvement in performance of imported car dealer and oil wholesale subsidiary
	Subsidiaries for supporting function	0.35 BY	-0.05 BY
Segment total 5.70 BY		5.70 BY	-0.84 BY
Consolidation Adjustments +0.12 BY			
Cor	nsolidated	5.82 BY	-0.87 BY 7

Amounts are rounded down.

#### **Segment Information**



#### (Million Yen)

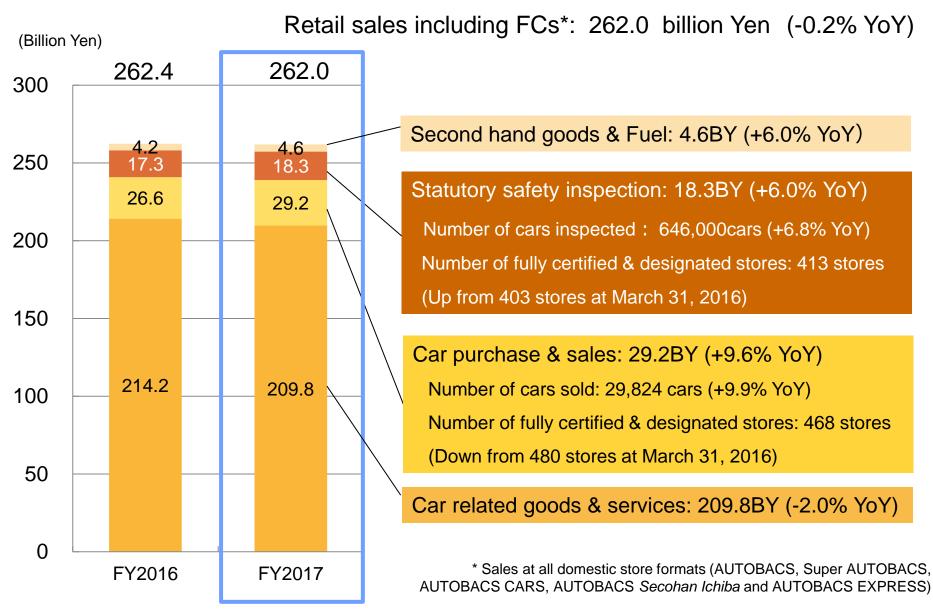
		FY March 2017 results	FY March 2016 results	YoY Change	Latest Forecasts	% to Forecasts
Non-	Net sales	153,054	158,288	-3.3%	154,500	-0.9%
consolidated	Operating income	5,164	7,074	-27.0%	5,000	+3.3%
Domestic store	Net sales	66,444	68,550	-3.1%	69,900	-4.9%
subsidiaries	Operating income	270	-974	-	-200	_
Overseas	Net sales	7,870	9,104	-13.5%	8,090	-2.7%
subsidiaries	Operating income	-178	30	_	-140	_
Subsidiaries for	Net sales	22,467	21,263	+5.7%	21,700	+3.5%
car goods supply and other	Operating income	101	18	+448.7%	110	-7.8%
Subsidiaries for	Net sales	2,937	3,204	-8.3%	2,870	+2.4%
supporting function	Operating income	350	400	-12.6%	320	+9.4%
	Net sales	252,774	260,410	-2.9%	257,060	-1.7%
Segment total	Operating income	5,707	6,549	-12.9%	5,090	+12.1%

Notes: amounts are rounded down to the nearest hundred million yen.

% of net sales and YoY comparisons are calculated in yen. Figures in parentheses are negative.

#### Retail Sales in Total AUTOBACS Group Stores





#### Initiatives in Domestic Retail Sales Business



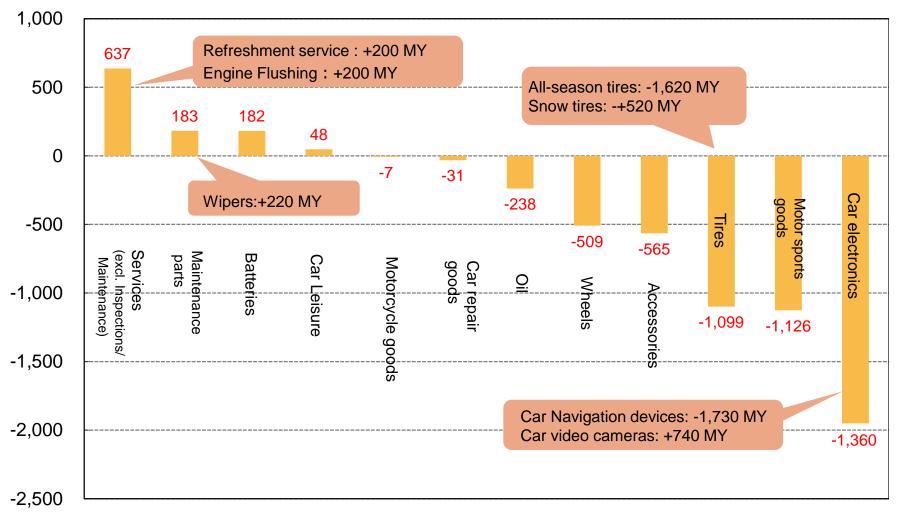
	Measures Implemented
Automotive goods and services	<ul> <li>Expansion of line-up of private brand "AQ."</li> <li>Sales expansion of car video cameras (Amount (YoY) +25.4%)</li> <li>Marketing of safety products such as "Pedal Watcher"</li> <li>Optimum pricing and change price indications to tax-exclusive pricing</li> </ul>
Statutory safety inspections and maintenance	<ul> <li>Promotion and implementation of 15-minute statutory inspections</li> <li>Launch of the "Three Relief Star Compensation" service</li> <li>Promotion of appointments made via website/telephone</li> <li>Further promotion of AUTOBACs statutory inspections through TV commercials</li> </ul>
Car purchases and sales	<ul> <li>Strengthening of purchase inspections at stores</li> <li>Expansion of car purchases through opening of car purchase specialist stores</li> <li>→ A total of 8 store openings since March 2016</li> <li>TV commercials to boost recognition of car purchases</li> </ul>

#### Sales Ups & Downs by Merchandise (FY March 2017)



[Same store basis] Sales: -1.1% YoY, Number of customers: -4.3% YoY

(Million Yen) Retail sales ups and downs by merchandise category (FY March 2017, YoY change in amount, total store basis)



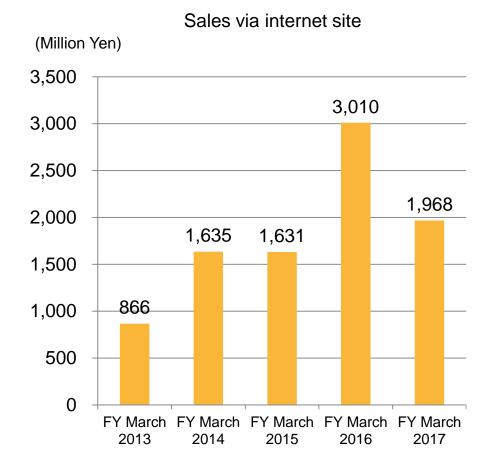
#### E-commerce

#### Sales via internet site (FY March 2017)

1.96billion Yen (YoY -34.6%)

[Sales by distribution channel]
Delivered at stores (Store sales)
: 1.08 billion Yen (YoY -30.7%)
Direct delivery to customers
: 0.88 billion Yen (YoY -38.9%)

[ Sales by contact point ] Company website : 59.1% Internet shopping mall: 40.9%





#### Oil Change / Statutory Safety Inspections: Initiatives implemented for appointments made via website/telephone



#### Results of Oil change appointments (FY March 2017)

Approximately 388,000 (YoY +66%)

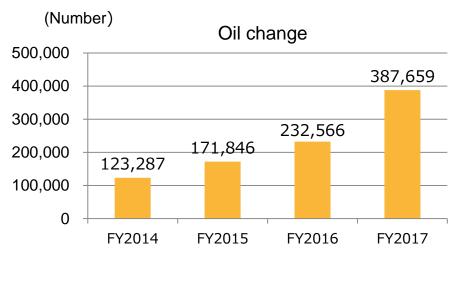
Percentage of oil sales volume: 8.4%

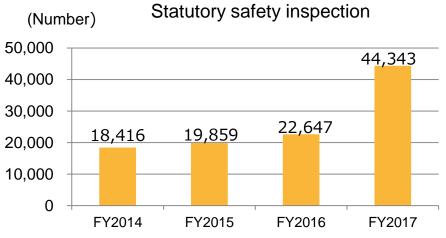
Results of Statutory safety inspections appointments (FY March 2017)

Approximately 44,000 cars (YoY +96%)

Percentage of total number of

car inspections : 6.9%





#### **Development of New Format in Domestic Retail Sales Business**



Stores combining gasoline stand with secondary functions such as automotive goods and services and statutory inspections

AUTOBACS TATEBAYASHI SUWA-CHO Store

(Opened Nov. 3, 2016)

Stores pursuing greater customer convenience

AUTOBACS AKITA YURIHONJO Store

**AUTOBACS IWAKUNI Store** 

- (Opened Dec. 23, 2016)
- Significant changes to product display to facilitate product selection
- •Elimination of waiting time through work by appointment

New format using car washing

- Smart+1 IBARAKI NISHI Store (opened Feb. 9, 2017)
  - •Membership system; only pre-booked products are available
  - ·Elimination of waiting time through work by appointment
  - •Notification of timing of next store visit through app



#### AUTOBACS TATEBAYASHI SUWA-CHO Store





AUTOBACS AKITA YURIHONJO Store

AUTOBACS IIWAKUNI Store



Smart+1 IBRAKI NISHI Store

Domestic Store Subsidiaries: Development of Management Structure



Domestic Store Subsidiaries: Results of Restructuring

Transferred shares of store subsidiaries

Transferred all shares of store subsidiaries in Hokkaido area to franchisee (Feb. 1, 2017)

⇒Transferred 17 stores in total

Transferred all shares of store subsidiaries in Yamagata area to

franchisee (Apr. 1, 2017)

⇒Transferred 7 stores in total

Received transfer from franchisee

Received transfer of 2 stores in Saga area from franchisee

FY March 2018 Domestic store subsidiaries: 17 (as of Apr. 1, 2017)

Initiatives in Domestic Retail Sales Business

AUTOBACS

Establishment of new companies

Company Name: Chain Growth Co., Ltd.

Established: Feb. 24, 2017

(Trade name change from Support-A Co., Ltd) Purpose: Training of maintenance engineers for retail sales business and dispatch to stores; consulting services for the retention of human resources

Company Name: ABT Marketing Co., Ltd.

Established: Mar. 3. 2017

Purpose: Creation of motoring life style database; marketing services

## Store Openings and Closings (FY March 2017)



	No. of	FY March 2017							
Domestic	stores at		1st Half			2nd Half		stores at	
stores	March 31, 2016	New	S/B ∙ R/L	Close	New	S/B ∙ R/L	Close	March 31, 2017	
AUTOBACS	498	+2	+1/-1	-7	+7	+1	-6	495	
Super AUTOBACS	75						-1	74	
AUTOBACS Secohan Ichiba	9							9	
AUTOBACS EXPRESS	12						-1	11	
AUTOBACS CARS	5	+3			+5	-1		12	
Total	599	+5	+1/-1	-7	+12	+1/-1	-8	601	

Overseas	No. of	FY Mar	ch 2016	No. of	
stores	stores at Mar 31, 2016	1st-half	2nd-half	stores at Mar 31, 2017	
France	11			11	
Thailand	6	+2		8	
Singapore	3	-1		2	
Taiwan	6			6	
Malaysia	5		-1	4	
Indonesia	2		+3	5	
Philippines	0		+2	2	
Total	33	+1	+4	38	

S/B=Scrap & Build, R/L=Relocation

### Performance by Overseas Subsidiaries



#### Performance of Consolidated Subsidiaries

	Frar	nce	Thailand Singapore		apore	China		Malaysia		
Number of stores at Mar. 31, 2017-including FC stores-	11		8		2		0		4	
Period	FY March 2017	FY March 2016	FY March 2017	FY March 2016	FY March 2017	FY March 2016	FY March 2017	FY March 2016	FY March 2017	FY March 2016
Net Sales (Million Yen)	6,040	7,068	276	334	1,257	1,339	269	343	26	17
SG&A (Million Yen)	3,290	3,701	199	169	518	480	117	133	65	54
Operating Income (Million Yen)	-88	9	-123	-70	91	135	-2	4	-54	-47
Performance	Decrease in operating in due to sale decrease d efforts to in gross profit by strength site and inc percentage of services than tire sa	<i>income</i> <i>les</i> <i>despite</i> <i>increase</i> <i>fit margin</i> <i>thening EC</i> <i>ncreasing</i> <i>ge of sales</i> <i>ss (rather</i> <i>income</i> <i>despite</i> <i>increase</i> <i>fit margin</i> <i>thening EC</i> <i>ss (rather</i> <i>surrounding area</i>		Firm profit, store renov unprofitabl closure as active impl of promotion measures	vation and e store well as ementation	Solid perfo business of for AUTOE stores, but sales of ot wholesale	of export BACS poor her	Continued experimen format cen maintenan services at opened las year	tered on ce store	

#### Initiatives in Overseas Business

AUTOBACS

#### New Store Openings in ASEAN



AUTOBACS CHARAN Store in Thailand (Opened May 27, 2016)



AUTOBACS TSM Bandung Store in Indonesia (Opened Dec. 9, 2016)



AUTOBACS Supermall Karawaci Store in Indonesia (Opened Feb. 10, 2017)



AUTOBACS LAT PHRAO 101 Store in Thailand (Opened Jul. 22, 2016)

#### Capital/Business Partnership

Bintaro Jaya Xchange Mall Store in Indonesia (Opened Feb. 10, 2017)

Malaysia: Wholesale of tires and manufacturing/distribution of appliances for maintenance of automobiles in Malaysia - Start of the capital alliance/business partnership with the local enterprise, the Kit Loong Group (September 2016)

#### Initiatives in New Business



New imported car dealer made into a subsidiary and commenced operations.

Motoren Tochigi Corp.

- •Operates five sites including BMW dealers in Tochigi Prefecture
- •Sells new BMW cars, and sells services and BMW approved used cars



Utsunomiya main dealership



Oyama dealership/BMW Premium Selection Oyama

## II. Forecasts for FY March 2018

#### Expectations for the Business Environment In FY March 2018



#### **Business Environment**

- •Demand for passenger cars (standard, small + mini/light vehicles) is expected to fall 0.8% year on year (Japan Automobile Manufacturers Association)
- •The number of vehicles subject to statutory safety inspections will continue trending upward in the first half and trend down from the second half
- •Demand for tires for passenger cars is expected to remain flat (Japan Automobile Tyre Manufacturers Association)
- Reduction of tire prices

#### Domestic Store Sales (YoY)

First Half		Secon	d Half	Full Year		
Same store basis	Total store basis	Same store basis	Total store basis	Same store basis	Total store basis	
+1.5%	+2.0%	+0.3%	+0.8%	+0.9%	+1.4%	

Sales at all domestic store formats

#### Financial Forecasts (FY March 2018)



(Billion Yen)

	FY March 2017		FY March 20	18 (Forecast)	
	Result (% to Net sales)	<b>1st-half</b> (% to Net sales)	2nd-half (% to Net sales)	Full year (% to Net sales)	YoY change (amount & rate)
Net sales	2,040	954	1,096	2,050	+0.5%
Gross profit	661	313	354	667	+0.8%
	32.4%	32.8%	32.3%	32.5%	+0.1pt
SG&A	603	303	294	597	-1.0%
	29.6%	31.8%	26.8%	29.1%	-0.5pt
Operating income	58	10	60	70	+20.1%
	2.9%	1.0%	5.5%	3.4%	+0.5pt
Ordinary income	71	15	60	75	+5.3%
	3.5%	1.6%	5.5%	3.7%	+0.2pt
Net income	30	8	44	52	+72.4%
	1.5%	0.8%	4.0%	2.5%	+1.0pt
ROE	2.3%			4.1%	+1.8pt
Same store sales (yoy)	-1.1%	+1.5%	+0.3%	+0.9%	_
Total store sales (yoy)	-0.2%	+2.0%	+0.8%	+1.4%	-

Notes: amounts are rounded down to the nearest hundred million yen.

% of net sales, YoY comparisons and planned targets are calculated in million yen.

## Forecast at Parent & Subsidiary Level (FY March 2018)



(Million Yen)

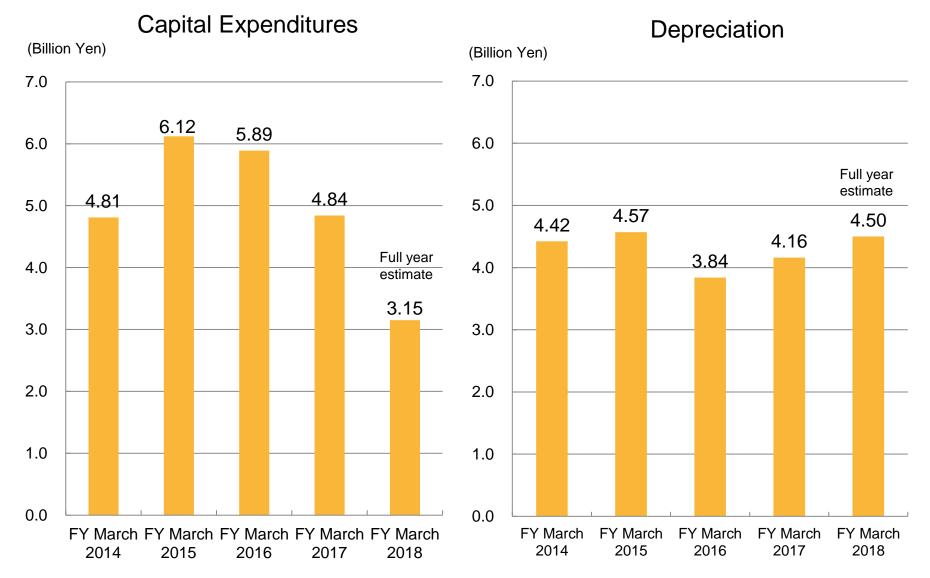
		FY March	FY March 2018(Forecasts)					
			1st-half	2nd-half	Full Year	YoY change (amount)		
Non-	Net sales	153,054	70,900	83,000	153,900	+0.6%		
consolidated	Operating income	5,164	1,000	4,700	5,700	+10.4%		
Domestic store	Net sales	66,444	27,200	31,800	59,000	-11.2%		
subsidiaries	Operating income	270	-450	990	540	+99.9%		
Overseas	Net sales	7,870	4,600	4,450	9,050	+15.0%		
subsidiaries	Operating income	-178	-20	-80	-100	—		
Subsidiaries for	Net sales	22,467	13,800	14,780	28,580	+27.2%		
car goods supply and other	Operating income	101	170	320	490	+383.4%		
Subsidiaries for	Net sales	2,937	1,700	1,730	3,430	+16.8%		
supporting function	Operating income	350	200	210	410	+17.1%		
	Net sales	252,774	118,200	135,760	253,960	+0.5%		
Segment total	Operating income	5,707	900	6,140	7,040	+23.4%		

Notes: amounts are rounded down to the nearest ten million yen.

% of net sales, YoY comparisons and planned targets are calculated in million yen.

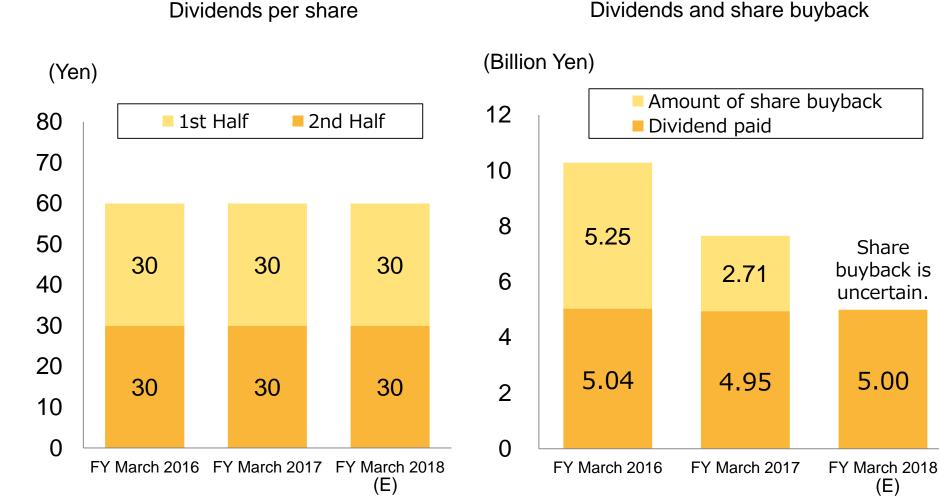
#### **Capital Expenditures & Depreciation**





#### Shareholders Return





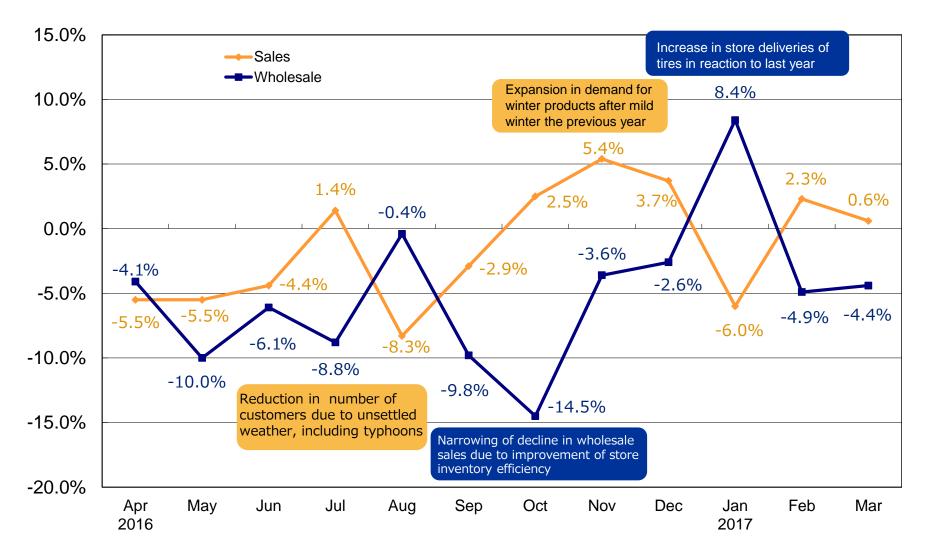
Dividends and share buyback

# APPENDIX

#### Monthly Trends In Retail Sales and Wholesale Sales



YoY Changes in Retail Sales and Wholesale Sales



\* Sales at all domestic store formats (AUTOBACS, Super AUTOBACS, AUTOBACS CARS, AUTOBACS Secohan Ichiba and AUTOBACS EXPRESS)

## **Expanding Product Category of PB**





# AQ. (AUTOBACS Quality)



Fake leather cushion (Launched in April 2016)



Smoked sun visor does not hinder visibility (Launched in August 2016)



Armrest cushion (Launched in February 2017)



Interior mat of three dimensional shape (Launched in May 2016)



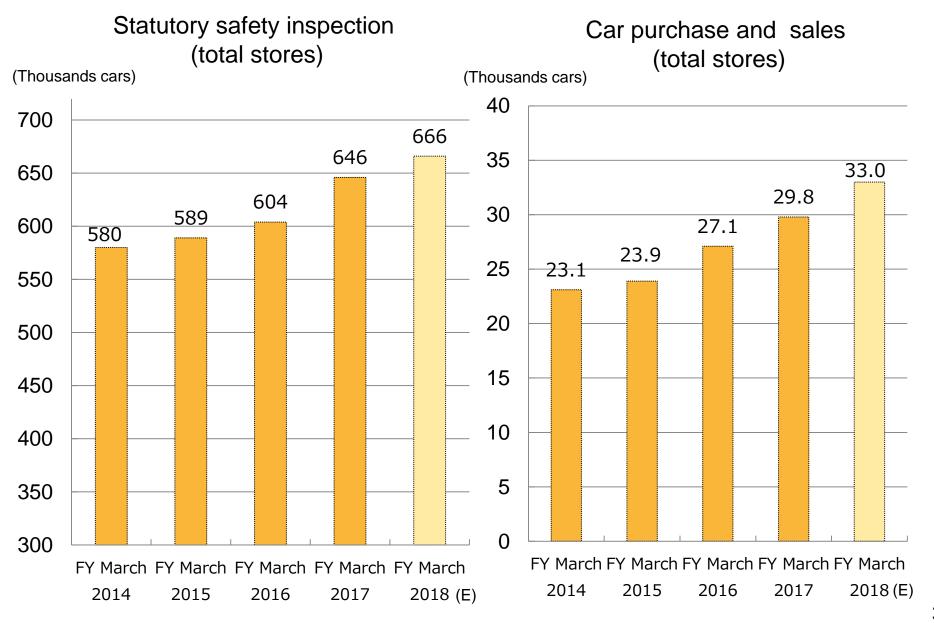
Waterproof seat cover (Launched in July 2016)



Mobile toilet that doubles up as travel sickness bag (Launched in February 2017) 29

# Results of Statutory Safety Inspection and Car Purchase & Sales Business

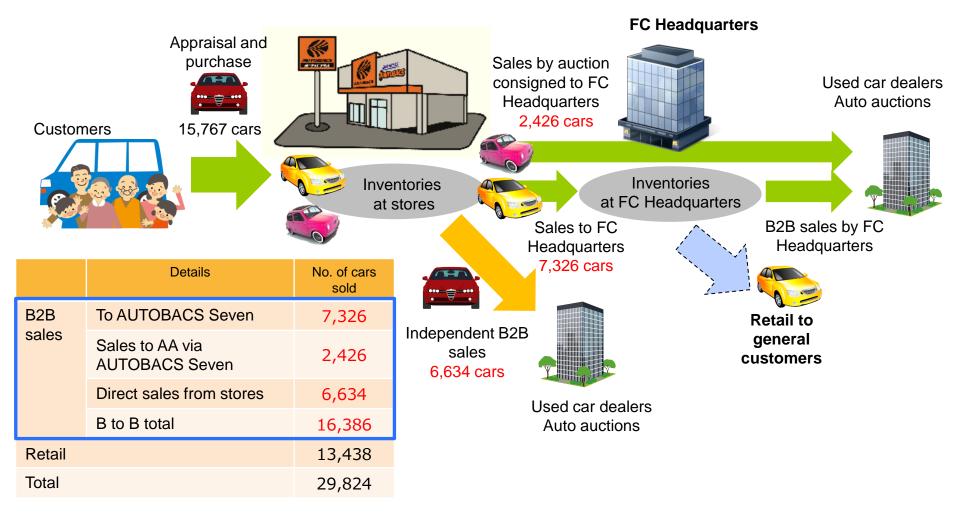




### Automobile purchase and sales (1)



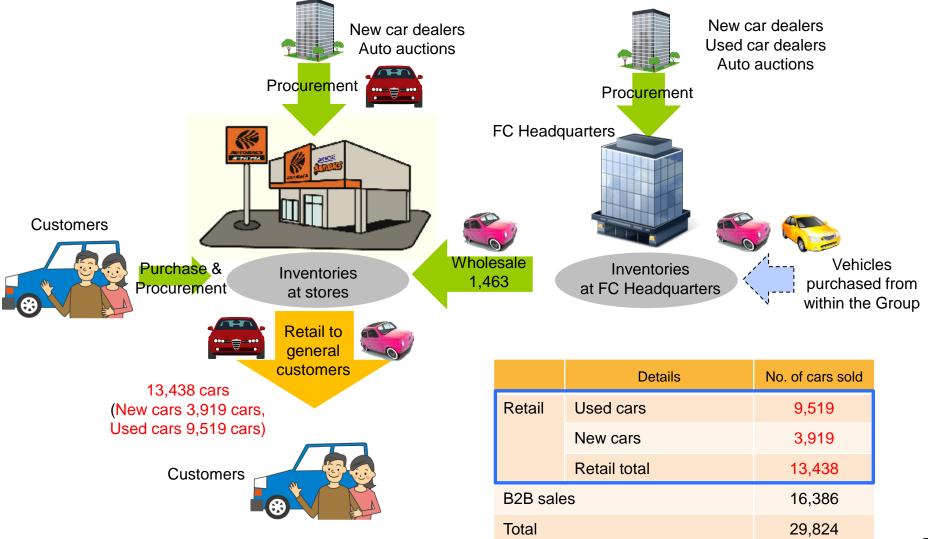
#### Commercial flow of car purchase and B2B sales (No. of cars denotes cumulative units for the nine months ended Dec. 31, 2017)



## Automobile purchase and sales (2)

Commercial flow of retail sales

(No. of cars denotes cumulative units for FY ended Mar 31, 2017)





# Analysis of Income statements (FY Mar 31, 2017)



#### Non-consolidated

Net Sales 153.0BY	Wholesale	-5.27 BY (-3.5%)	<ul> <li>↑: Fuel, car sales , inspection services, etc.</li> <li>↓: Accessories, car electronics , etc.</li> </ul>			
YoY: -5.23 BY	Retail	+0.24 BY (+4.1%)	<ul> <li>↑: Car sales, fuel, accessories, etc.</li> <li>↓: E-commerce, statutory inspection services, used parts</li> </ul>			
Gross profit 31.3 BY	Wholesale	-1.44 BY (-4.7%)	$\uparrow$ : Tires & wheels $\downarrow$ : Accessories, maintenance parts, car electronics , etc			
YoY: -1.21 BY	Retail	+0.16 BY (+11.1%)	$\uparrow$ : Car sales, fuel, accessories, maintenance parts, etc $\downarrow$ : E-commerce, Inspection services, used parts , etc			
	Personnel expenses: Record of performance-adjusted remuneration (decrease) for the previous period. No record for the current period					
SG&A 26.1 BY	Selling expenses newspaper adver	•	ses for advertising such as online advertising and			
YoY: +0.69 BY	Equipment costs others	Equipment costs: Increase in costs for renovation of the logistics center and depreciation, among				
	Others: Increase	in expenses related	to shareholder benefit points, etc.			

#### Domestic store subsidiaries

Net Sales: 66.4 BY YoY: - 2.1 BY	Whilst store sales fell, efforts were made to improve inventory efficiency, improve the gross profit
Ordinary Income:	margin and utilize expenditure efficiently. Consequently, a recovery of sales in the second half, among other factors, resulted in vast improvement in operating income, which turned positive.
0.27 BY YoY: +1.24 BY	

#### Progress of New Store Openings (FY March 2017)



	Store name	Location (Prefecture)	Owner of store	Opening date	
1	AUTOBACS OSAWANO Store	Toyama	FC	April 23, 2016	
2	AUTOBACS Used Car Purchase Store MATSUBARA	Tokyo	RC	May 26, 2016	
3	AUTOBACS SATOSHO Store	Okayama	FC	June 24, 2016	
4	AUTOBACS Used Car Purchase Store KOGANEI	Tokyo	RC	July 27, 2016	
5	AUTOBACS Used Car Purchase Store SEIJO-GAKUEN MAE	Tokyo	RC	August 7, 2016	
6	AUTOBACS KAWAGOE Store	Saitama	FC	November 3, 2016	
7	AUTOBACS TATEBAYASHI SUWA-CHO Store	Gunma	RC	November 3, 2016	
8	AUTOBACS AWASE-MALL Store	Okinawa	FC	November 11, 2016	
9	AUTOBACS Used Car Purchase Store MANBAYAMA	Aichi	RC	December 5, 2016	
10	AUTOBACS AKITA YURIHONJO Store	Akita	RC	December 23, 2016	
11	AUTOBACS IWAKUNI Store	Yamaguchi	RC	December 23, 2016	
12	AUTOBACS CARS DEIRIBASHI	Osaka	RC	January 27, 2017	
13	Smart+1 IBARAKI NISHI Store	Osaka	RC	February 9, 2017	
14	AUTOBACS Used Car Purchase Store OGIKUBO	Tokyo	RC	February 13, 2017	1
15	AUTOBACS Used Car Purchase Store TOYOTA JOSUI	Aichi	RC	February 19, 2017	1
16	AUTOBACS CARS AEON MALL MAKUHARI NEW CITY	Chiba	RC	February 24, 2017	1
17	AUTOBACS FUKUOKA SHINGU Store	Fukuoka	Subsidiary	March 16, 2017	34



(Billion Yen)

					(Billen Ten)
	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter	FY March 2017
Net sales	47.5	47.2	65.8	43.3	204.0
YoY	-3.1%	-4.7%	-0.5%	+0.2%	-2.0%
Gross profit (% of Sales)	<b>14.8</b> (31.2%)	<b>15.7</b> (33.4%)	<b>20.7</b> (31.5%)	<b>14.7</b> (34.0%)	<b>66.1</b> (32.4%)
YoY	-5.4%	-3.7%	+0.2%	+4.4%	-1.2%
SG&A	14.6	14.9	15.5	15.0	60.3
YoY	-0.4%	+0.7%	-0.8%	+0.9%	+0.1%
Operating income	0.1	0.8	5.1	-0.3	5.8
YoY	-81.4	-47.1%	+3.2%	-	-13.0%
Ordinary income	0.5	1.0	5.5	0	7.1
Net income	0.2	0.5	3.9	-1.6	3.0
Same store sales	-5.2%	-3.2%	+4.0%	-1.3%	-1.1%

Amounts are rounded down.

% of Net Sales and YoY comparisons are calculated in the single digits.

#### **Consolidation Adjustments**

#### **Consolidation Adjustments**

(Million Yen)

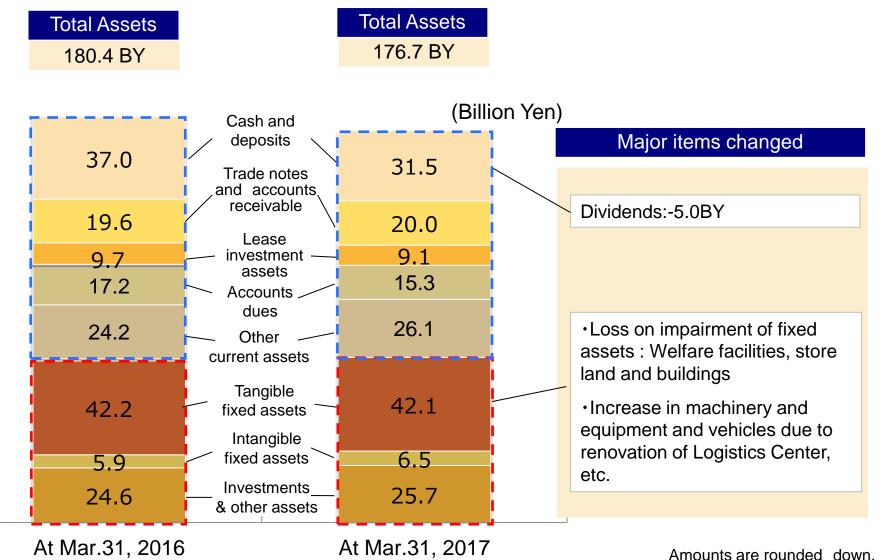
Amounts are rounded off to the nearest million yen.	
	36

	FY Mar 31, 2017	FY Mar 31, 2016
Operating Income for segment total	5,707	6,549
Elimination of Intersegment transaction (Income of subsidiaries for supporting functions, etc.)	-489	-480
Inventories (Unearned income of subsidiary inventories, etc.)	368	206
Depreciation of Goodwill	-177	-132
Adjustment in fixed assets	310	507
Allowance for point card	-11	-15
Others	121	67
Consolidation adjustment	121	152
Consolidated operating income	5,829	6,701



## **Balance Sheet: Assets**

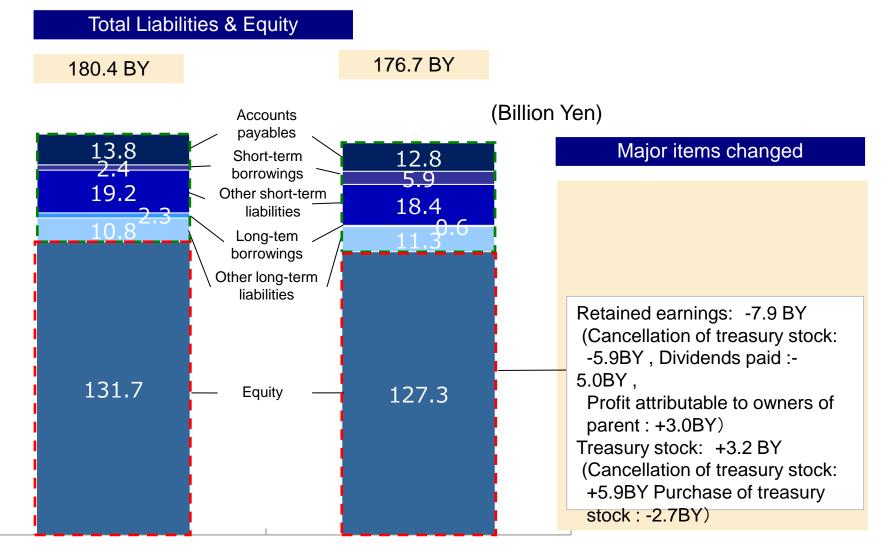




ale lounded down.

#### **Balance Sheets: Liabilities and Equity**



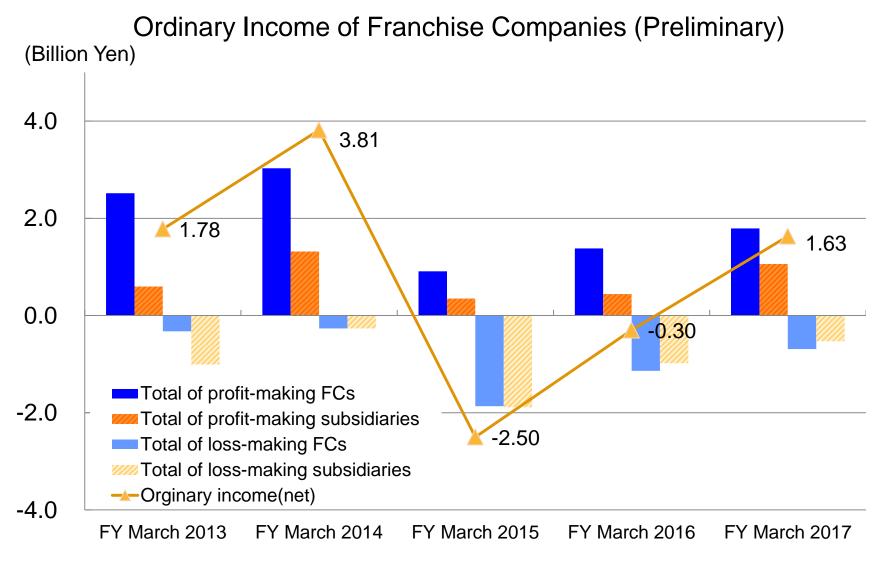


At Mar. 31, 2016

At Mar. 31, 2017

#### **Performance Results of Franchisees**





Excluding three listed companies
 Including some FC's latest estimates



#### **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.