

## ANALYST MEETING

# Results for the Six Months Ended September 30, 2012



November 1, 2012

**Setsuo Wakuda**  
Representative Director and CEO

**AUTOBACS SEVEN CO., LTD.**

## 1. RESULTS FOR THE SIX MONTHS ENDED SEPTEMBER 30, 2012:

- Performance for the period under review was influenced significantly by the effects of a reactionary decline in demand in the aftermath of the earthquake and a drop in average sales price(ASP) of car navigation devices, among other factors. The Company struggled to respond quickly to these changes, although there were recognizable effects from store remodeling, customer service training, and other reforms.  
Actual results fell short of the Company's initial plan, despite cost-cutting efforts that got underway in the second quarter.

## 2. FINANCIAL FORECAST FOR THE LATTER SIX MONTHS OF FY 2013 (from Oct 1, 2012 to Mar 31, 2013):

- A severe market environment is expected with a similar situation in car navigation devices and a further decline in demand for new cars. The Company will focus its attention on the sales of tires, wheels, and car accessories and will endeavor to reduce costs.

## 3. MEASURES AND PROGRESS OF “AUTOBACS 2010 MEDIUM-TERM BUSINESS PLAN”:

- The targets described in the plan will be kept intact and will be implemented with certainty.

# 1. RESULTS FOR THE SIX MONTHS ENDED SEPTEMBER 30, 2012:

# Financial Results (Six Months Ended Sep 30, 2012)



**BOTH SALES AND PROFIT DECLINE:** Both sales and profits fell short of the Company's plan, primarily due to (i) a reactionary decline in demand for car navigation devices and digital terrestrial broadcasting tuners in the absence of a boost in demand from the shift to digital terrestrial broadcasting last year, and (ii) severe declines in ASP of car navigation devices. The Company's cost-cutting efforts as well as increases in automotive goods and services sales and in the number of customer visits, driven by an increased number of new cars sold because of government subsidies for the purchase of fuel efficient cars and the effects of store remodeling, were not sufficient to offset a decline in sales.

(Billion Yen)

	Six months ended September 30, 2012				Six months ended September 30, 2011
	Initial Forecast	Actual result	YoY change ratio	Change from initial forecast	
Net Sales	116.3	110.8	-3.4%	(5.5)	114.7
Gross margin	37.1	35.3	-4.3%	(1.8)	36.9
Gross margin ratio	31.9%	31.9%	-0.3pt	0pt	32.2%
SG&A	30.9	31.1	+1.2%	+0.2	30.7
Operating income	6.2	4.2	-31.7%	(2.0)	6.2
Operating income ratio	5.3%	3.8%	-1.6pt	-1.5pt	5.4%
Non-operating income/ expenses	0.9	0.7	-32.9%	(0.2)	1.1
Ordinary income	7.1	4.9	-31.8%	(2.2)	7.3
Extraordinary gains/ losses	-	(0.1)	-	(0.1)	(0.1)
Net income	4.2	2.3	-46.7%	(1.9)	4.2

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

Note: Figures in parentheses are negative.

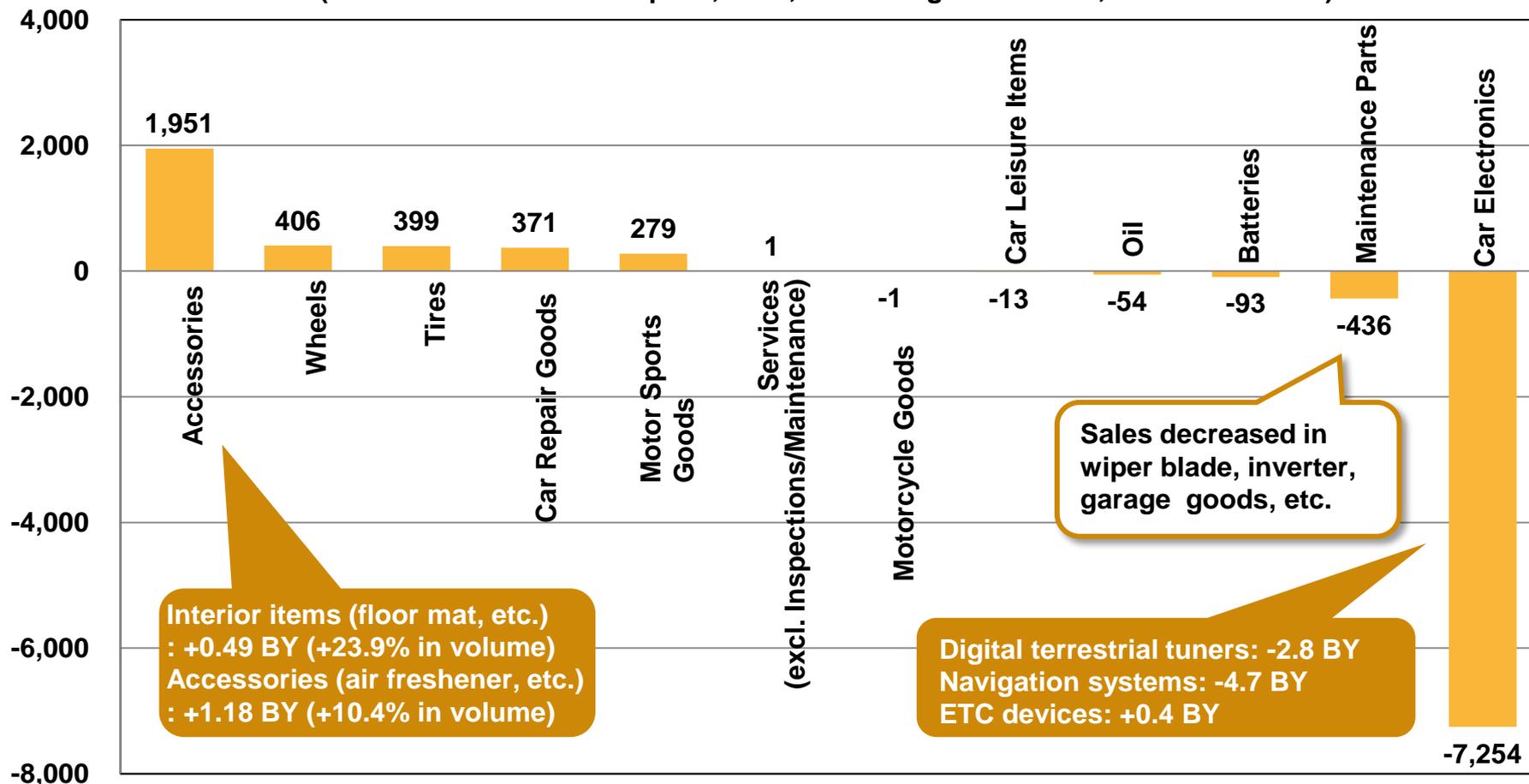
# Sales Variance by Merchandise

**[Same store basis] Sales: -4.7% YoY, Number of customers: +2.4% YoY**

(Million Yen)

## Retail sales ups and downs by merchandise category

(for six months ended Sep. 30, 2012, YoY change in amount, total store basis)

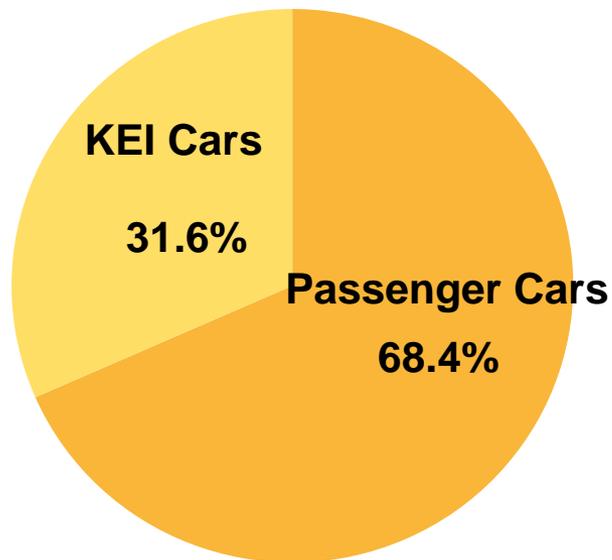


\* Sales at all domestic store formats (AUTOBACS, Super AUTOBACS, AUTO HELLOES, AUTOBACS CARS, AUTOBACS Secohan Ichiba and AUTOBACS EXPRESS)

# Changing Sales Volume between Passenger & Kei Cars

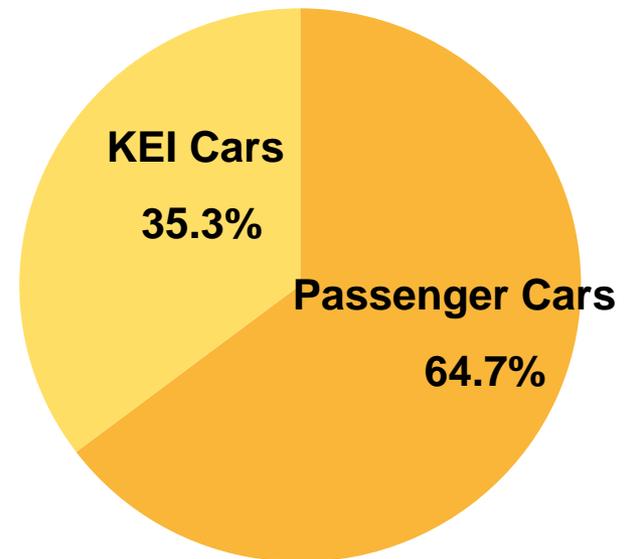
**Six months ended  
September 30, 2010**

**Total Number of Sales:  
2,232,000 Cars**

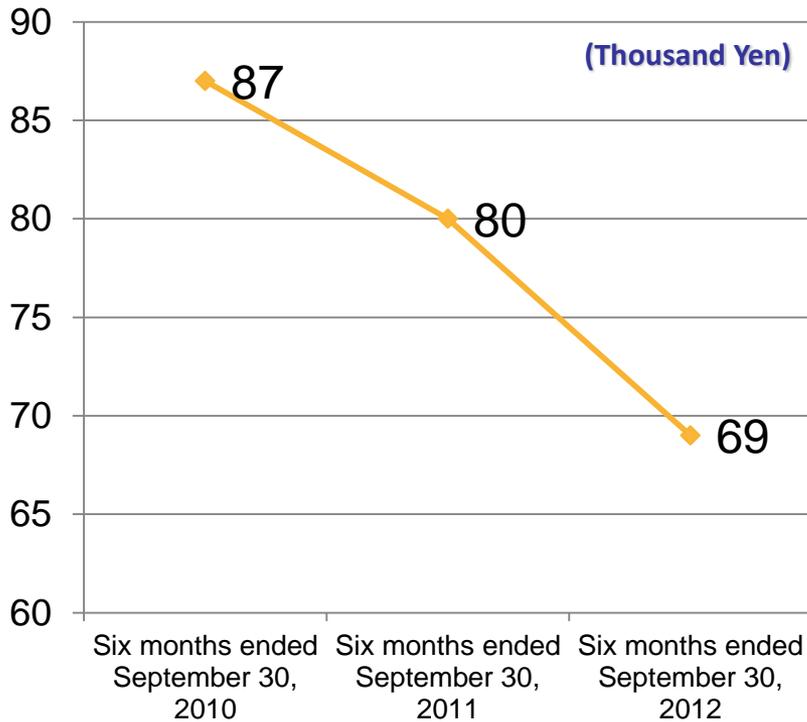


**Six months ended  
September 30, 2012**

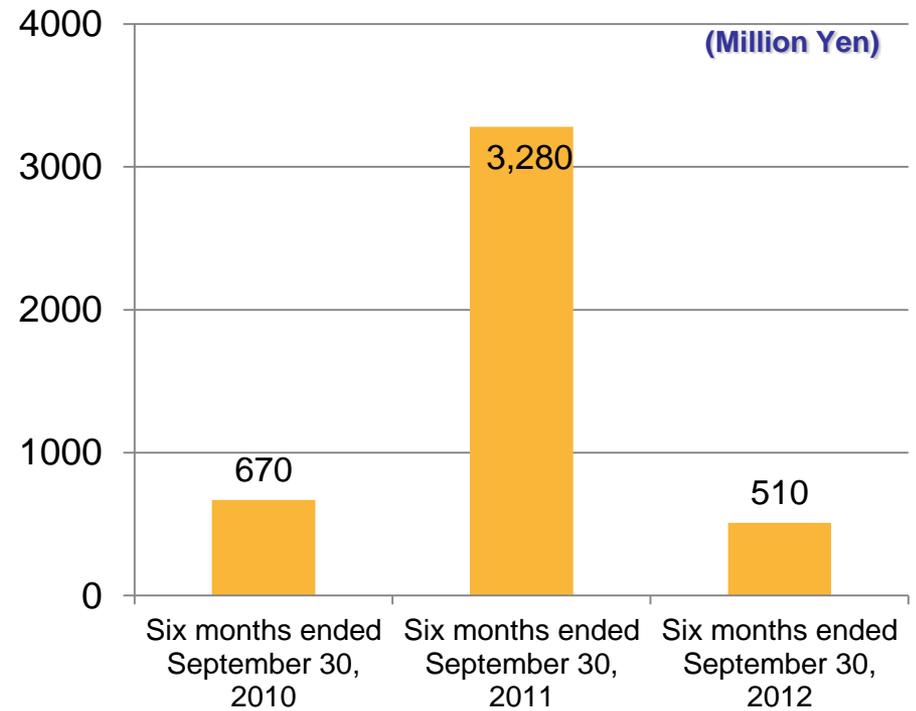
**Total Number of Sales:  
2,215,000 Cars**



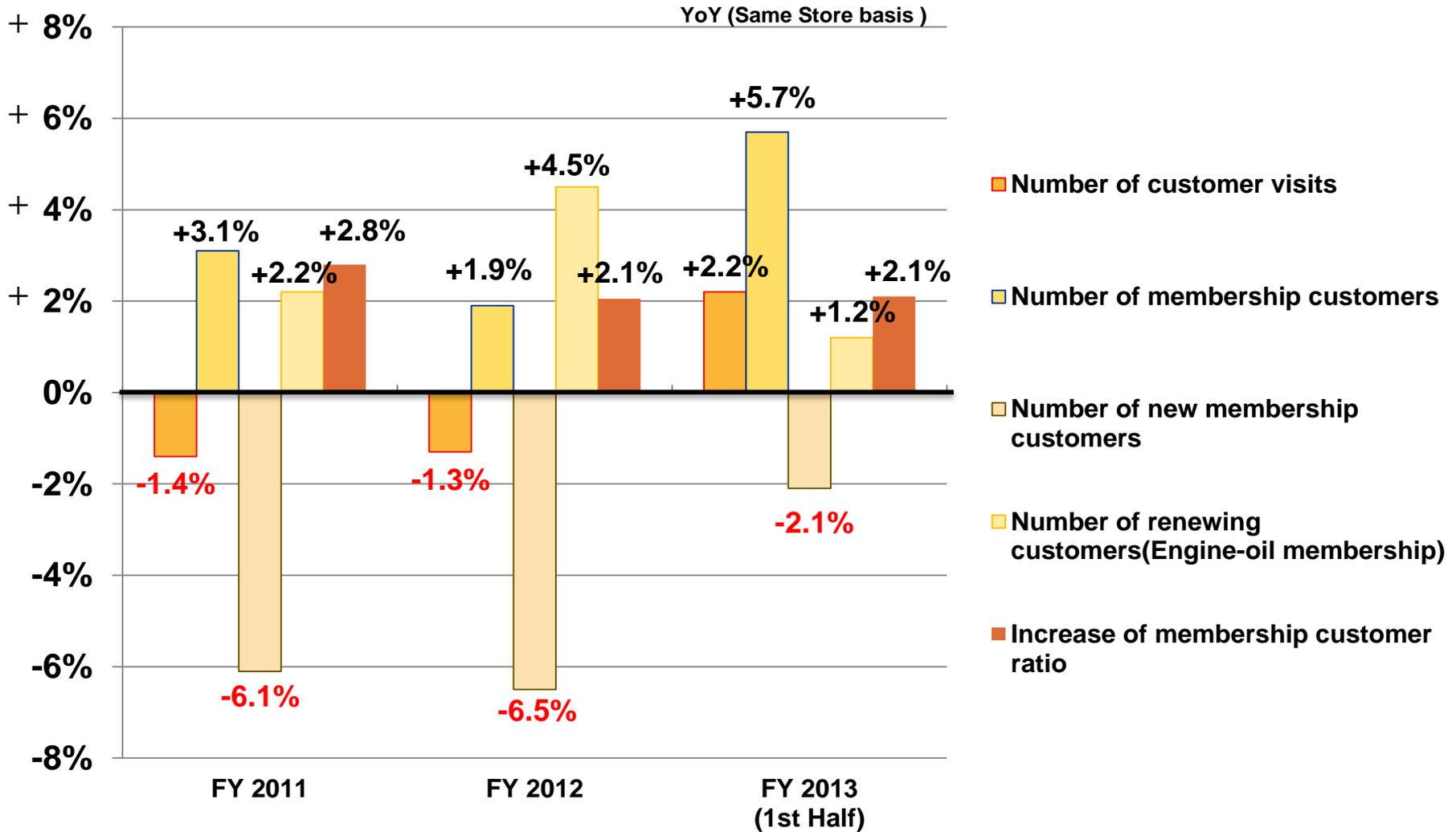
## Average Sales Price of Car Navigation Devices



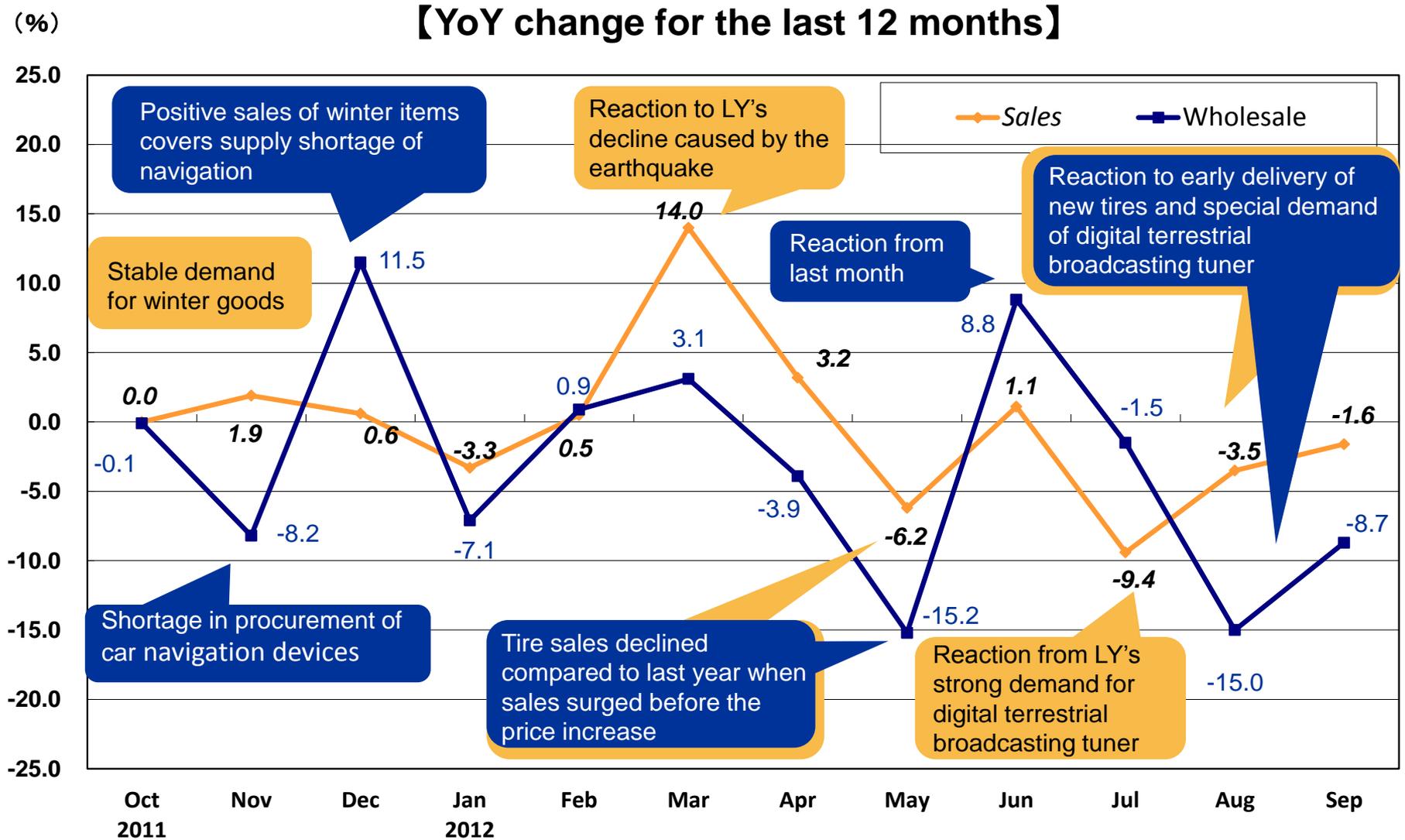
## Sales of Digital Terrestrial Broadcasting Tuner



# Increase in Customer Visits & New Members



# Sales Trend: Retail & Wholesale (Oct 2011 – Sep 2012)



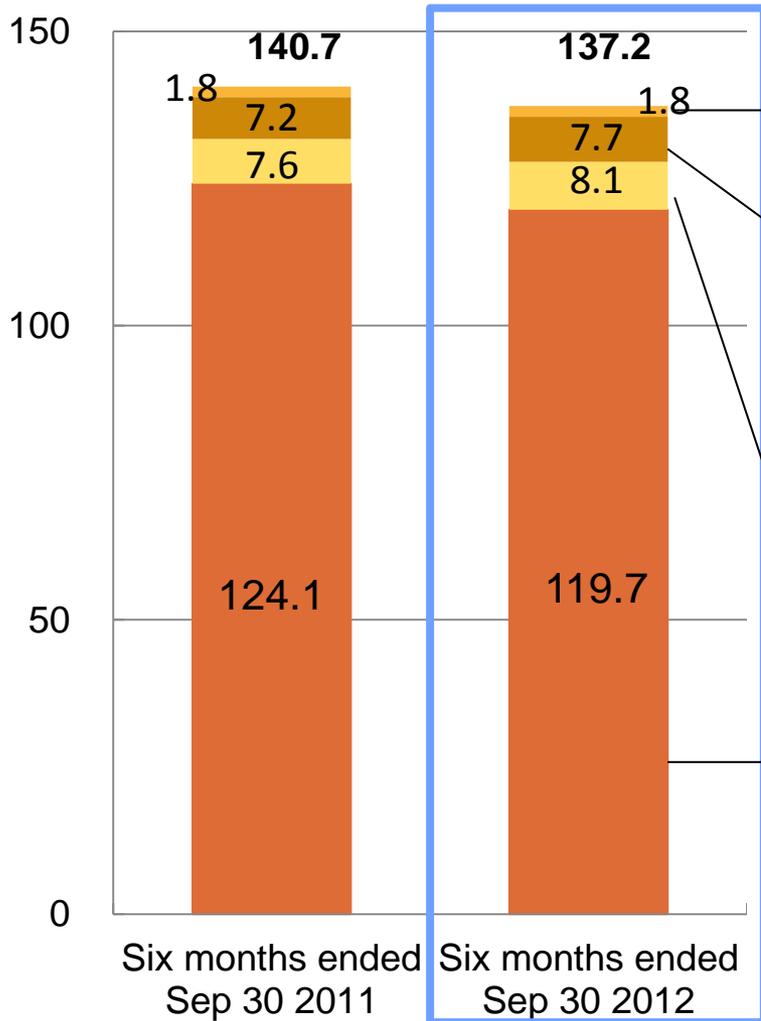
\* Sales at all domestic store formats (AUTOBACS, Super AUTOBACS, AUTO HELLOES, AUTOBACS CARS, AUTOBACS Secohan Ichiba and AUTOBACS EXPRESS) 8

# Domestic Retail Sales



**Retail sales including FCs: 137.2 billion Yen (- 2.6% YoY)**

(Billion Yen)



**Others (Fuel & Second-hand goods sales):**  
1.8 billion Yen (-2.2% YoY)

**Safety inspection & maintenance services:**  
7.7 billion Yen (+7.3% YoY)  
269 thousand cars (+8.0% YoY)  
Number of fully certified & designated stores:  
339 stores (+7 from the previous fiscal year-end)

**Car purchase & sales:**  
8.1 billion Yen (+5.5% YoY)  
8,451 cars (-0.4% YoY)

**Car related goods and services sales:**  
119.7 billion Yen (-3.6% YoY)

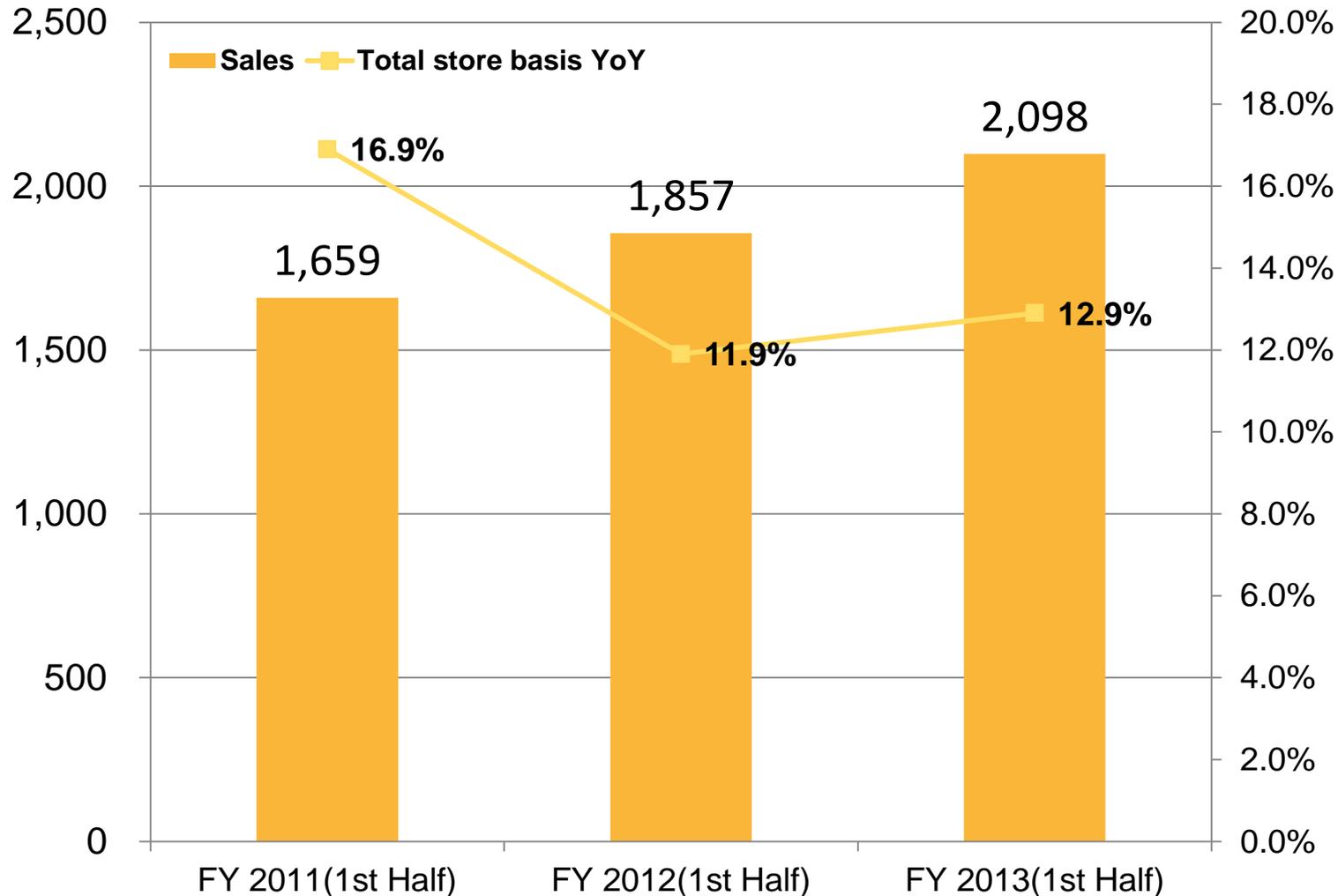
Amounts are rounded to the nearest hundred million yen.

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

# Body Repair & Painting Services



(Million Yen)



Amounts are rounded to the nearest hundred million yen.

\* Sales at all domestic store formats (AUTOBACS, Super AUTOBACS, AUTO HELLOES, AUTOBACS CARS, AUTOBACS Secohan Ichiba and AUTOBACS EXPRESS) 10

# Analysis for Operating Income



Domestic Retail sales		Total store basis: -2.6%/ same store basis: -4.7%	
		Operating income (Billion yen)	
		Amount	Major drivers of variance (yoy)
Segment	Non-consolidated	5.53	<b>-0.96 BY</b> • Net sales -4.92 (-5.2%) <b>Gross Profit -0.76 (21.2% (last year 20.9%))</b> -Decline of gross profit of car electronics • SG&A +0.2 BY -Strengthened sales promotion on new car buyers -Increase in lawyer's fee by restart of lawsuit in US
	Domestic store subsidiaries	(1.32)	<b>-1.11 BY (-5.7% in Sales)</b> Decrease in purchase of tires, lower GPM along with declining ASP of car electronics
	Overseas subsidiaries	0.03	-0.09 BY
	Subsidiaries for supporting function, car goods supply and other	0.31	-0.03 BY
<b>Segment total</b>		<b>4.54</b>	<b>-2.18 BY</b>
<b>Consolidation Adjustments</b>		<b>(0.33)</b>	<b>Adjustment amount decreased by 0.22BY from last year</b> I. Increased in depreciation of goodwill by acquisition of franchise company II. Decreased in adjustment of inventories which were sold from parent company to domestic store subsidiaries
<b>Consolidated</b>		<b>4.21</b>	<b>-1.95 BY</b>

Amounts are rounded to the nearest hundred million yen.

Note: Figures in parentheses are negative.

# Segment Information



(Billion Yen)

		Six months ended September 30, 2012	Six months ended September 30, 2011	YoY Change	Initial Forecast	% to Plan
Non-consolidated	Net sales	90.08	95.00	-5.2%	97.7	-7.8%
	Operating income	5.53	6.48	-14.8%	6.5	-15.0%
Domestic store subsidiaries	Net sales	36.76	38.97	- 5.7%	39.7	- 7.4%
	Operating income	-1.32	-0.22	—	-0.3	—
Overseas subsidiaries	Net sales	4.28	4.86	-11.9%	4.78	-10.4%
	Operating income	0.03	0.11	-77.0%	0.08	-67.5%
Subsidiaries for car good supply and other	Net sales	1.71	1.66	+3.3%	1.7	+0.8%
	Operating income	0.25	0.22	+12.3%	0.2	+23.0%
Subsidiaries for supporting function	Net sales	7.27	6.39	+13.9%	6.9	+5.4%
	Operating income	0.06	0.12	-48.0%	0.1	-36.0%
Segment total	Net sales	140.11	146.88	-4.6%	150.78	-7.1%
	Operating income	4.54	6.72	-32.4%	6.58	-31.0%

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

# Decrease in Consolidation Adjustments



## Consolidation Adjustments

(Million Yen)

	Six months ended September 30, 2012	Six months ended September 30, 2011
Operating Income for segment total	4,539	6,719
Elimination of Intersegment transaction (Income of subsidiaries for supporting functions, etc.)	(218)	(202)
Inventories (Unearned income of subsidiary inventories, etc.)	(155)	(259)
Depreciation of Goodwill	(116)	(41)
Adjustment in fixed assets	117	(9)
Allowance for point card	10	15
Other	37	(55)
Consolidation adjustment	(325)	(553)
Consolidated operating income	4,214	6,166

Amounts are rounded off to the nearest million yen.  
Note: Figures in parentheses are negative.

# Geographical Segments: Overseas



## Results of overseas subsidiaries by country

	FRANCE		CHINA		SINGAPORE		THAILAND	
Number of Stores at September 30, 2012	11		3		3		4	
Same store sales YoY change for the six months ended September 30, 2012	+0.6%		-0.1%		+9.3%		-2.5%	
	six months ended 9/30/2012	six months ended 9/30/2011	six months ended 9/30/2012	six months ended 9/30/2011	six months ended 9/30/2012	six months ended 9/30/2011	six months ended 9/30/2012	six months ended 9/30/2011
Net Sales (Million Yen)	3,200	3,800	180	220	600	570	280	270
SG & A (Million Yen)	1,500	1,710	180	140	190	170	80	70
Operating Income (Million Yen)	50	60	(90)	(20)	70	70	(0)	0
Business Conditions	Sales decreased due to economic slowdown in Europe and the effect of new law banning some stores to open on Sundays. Operating profits were achieved by the efforts of cost reduction.		One new store opening and two store closings. A third directly managed store was opened in Shanghai. First direct-owned store had been closed. As a result, sales decreased, and loss in profits due to the cost of store opening and closings.		Sales increased year on year, thanks to additional sales from the store in Loyang, Singapore, which opened in December 2011. Operating income remained flat from the previous year given an increase in the selling, general, and administrative expenses.		All stores recorded good results in sales of tires, oil and other maintenance related items due to aggressive sales promotion. With an increase in selling, general, and administrative expenses, a small operating loss was reported, despite an increase in sales.	

Amounts are rounded to the nearest hundred million yen.  
Note: Figures in parentheses are negative.

## **2. FINANCIAL FORECAST FOR THE LATTER SIX MONTHS OF FY 2013 (from October 1, 2012 to March 31, 2013):**

# Forecasts for FY 2013



(Billion Yen)

	2 <sup>nd</sup> Half (FY 2013)				FY2013			
	①Initial Forecast	②Revised forecast	②-①	YoY Change	①Initial Forecast	②Revised forecast	②-①	YoY Change
<b>Net sales</b>	126.2	123.2	-3.0	+0.5%	242.5	234.0	-8.5	-1.4%
<b>Gross margin</b>	41.1 32.6%	40.1 32.5%	-1.0 -0.1pt	-0.1%	78.2 32.2%	75.4 32.2%	-2.8 0pt	-2.1%
<b>SG&amp;A</b>	32.8 26.0%	32.5 26.4%	-0.3 +0.4pt	-0.3%	63.7 26.3%	63.6 27.2%	-0.1 +0.9pt	+0.5%
<b>Operating income</b>	8.3 6.6%	7.6 6.2%	-0.7 -0.4pt	+0.4%	14.5 6.0%	11.8 5.0%	-2.7 -1.0pt	-14.0%
<b>Ordinary income</b>	8.8 7.0%	8.1 6.5%	-0.7 -0.5pt	+0.1%	15.9 6.6%	13.0 5.6%	-2.9 -1.0pt	-15.1%
<b>Net income</b>	5.3 4.2%	4.6 3.7%	-0.7 -0.5pt	+8.9%	9.5 3.9%	6.8 2.9%	-2.7 -1.0pt	-19.1%
<b>Same store sales</b>	+2.9%	-4.1%	-7.0pt		+2.6%	-4.3%	-6.9pt	
<b>Total store sales</b>	+4.7%	-1.3%	-6.0pt		+4.3%	-1.8%	-6.1pt	

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

## Surrounding Environment:

- Severe for automotive goods and services due to the expected decrease in the number of new cars sold.
- Increase in demand for snow tires for new cars
- Average sales price of car navigation devices unlikely to recover

**Net Sales:** A negative figure due to unchanged year-on-year volumes in car navigation devices and falls in average sales price  
Increase in sales of tires and wheel, car accessories, etc.

**Gross Margin:** Our forecast is revised slightly downward from the initial plan, given a fall in GPM of store subsidiaries in the first six months of the fiscal year under review.

**SG&A:** A reduction of approx. 300million yen is expected, mainly in controllable costs, despite growing store opening costs.

**Extraordinary loss:** Loss (500million yen) on sales of investment securities

## 1. Tires, oil and batteries

- Enhance the selection of tires and wheels fitting for the cars sold in the first six month of the fiscal year under review
- Enhance the selection of fuel efficient tires and low price range items
- Enhance services, such as reservations by telephone for oil change and on-site installation service for car batteries

## 2. Car electronics

- Boost sales of models for popular vehicle types and products for Kei car
- Differentiate based on the selection of car rear-view cameras, drive recorders, etc.

## 3. Accessories, interior and etc.

- Expansion of sales space for smartphone accessories
- Differentiate based on the selection of interior accessories, radars, air cleaning devices, etc.
- Develop merchandise with price appeal (EDLP: Every Day Low Price) and value appeal (highly recommended products)

## Safety Inspection / body repair and painting services

1. Promote service reservations to member customers
2. Continuous follow-up system for customers by statutory safety inspection contact center
3. Strengthen body repair and painting services
  - Improve estimates utilizing Autobacs Quick Car Repair
  - Enhance response to damage to cars equivalent to or more serious than small scratches and dents

## Car sales

- Strengthen sales promotion activities centered on purchasing and appraisals
- Enhance retail sales to improve store profitability by strengthening WEB content

### **3. MEASURES AND PROGRESS OF “AUTOBACS 2010 MEDIUM-TERM BUSINESS PLAN”:**

## Surrounding Environment:

- Contraction of the car electronics market
- Prolonged cycles for the replacement of engine oil and batteries
- Improved awareness of drivers about the environment and energy saving
- Escalating competition in the industry

⇒ Basically no change from the time when AUTOBACS 2010 Medium-Term Business Plan was developing



**Expanding the merchandise lineup: Enhance statutory safety inspection, body work, and car sales**

**Increase in shares of each store: Enhance store competitiveness and profitability, Steady lock-in of local customers**

**Increase in overall shares: Opening of new stores, mainly small stores.**

# Progress of Medium-term Business Plan

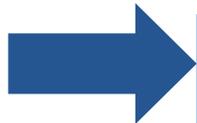


Measures	Progress of individual measure
<b>1. Improving store profitability</b>	
<b>1)Store reform</b>	Considering introduction of the Group's standardized store model, which has been built through remodeling experiment
<b>2)Merchandise/ purchase reform</b>	Revised rebate agreements with major suppliers and adjusted trading volumes to improve GPM. Although sales volumes for car electronics and tires declined, the effect of the procurement reform was minimized in terms of GPM.
<b>3)Human resources/ store operation reform</b>	Store manager training has been completed. Follow-up training for advanced customer service is being implemented. Considering the introduction of the operation reforms across the entire Group by studying examples of successful stores with top ranking sales, in tandem with store reform.
<b>2. Increasing market share</b>	
<b>1)New store opening</b>	Opened 11 AUTOBACS stores in the first six months of the fiscal year under review. Maintain the plan for opening 30 stores in the current fiscal year.
<b>2)Development of service formats/ multichannel strategy</b>	Opened an Auto Body Repair and Painting Center at two locations. Opened a store on the Rakuten Web market. Web service for oil change and the use of tablet terminals at stores have been made available.
<b>3. Overseas operation</b>	
	Ongoing experimentation at the two stores in Shanghai.

# Improvement of Store Profitability

## Performance after Store Reform

Sales of Car goods (YoY rate)	-5.0%
Number of purchasing customers (YoY rate)	+2.8%
Number of items purchased from central shelves	+9.0%
Sales of Total maintenance corner	+1.3%



Store reform is producing results, but there are significant discrepancies in the results of top-ranking stores and lower ranking stores.

(i) Store operation reform	(ii) Education of store managers
Planning introduction across the Group by selecting successful examples of top-ranking stores in terms of optimal sales corner and personnel allocation.	Managers at almost all the stores have participated in the training.

The sales floors at five Super AUTOBACS were remodeled.



Performance of the stores after remodeling has generally been solid

# To Improve the Earnings of Store Subsidiaries



## Present situation:

## Taking action to improve profits in the next fiscal year onward

### Strengthening the management systems of store subsidiaries

Purpose: Enhance the management systems for optimal store allocation in given areas and future store openings

Initiatives in the first six months of the fiscal year under review:

- Tokyo and Chiba Area: Transfer of stores to a franchise company and the merger of subsidiaries
- Yamaguchi Area: Inclusion of a franchise company in the consolidation as a subsidiary

### Education, evaluation, etc. of the senior management of the store subsidiaries

Partial introduction of a new performance evaluation system  
Management education for achieving goals

### Initiatives in operational aspects to improve store profitability

Optimal personnel allocation to enhance operational efficiency within stores

# Progress of New Store Openings



Store openings until October, 2012 and further new store openings publicly announced

	STORE NAME	Formats	Opening date
1	AUTOBACS Morioka-Nishi Bypass Store	Standard	Jul 5, 2012
2	AUTOBACS Suminoe Store	Standard	Jul 5, 2012
3	AUTOBACS Iwatsuki-Kakura Store	Standard	Jul 12, 2012
4	AUTOBACS Sasayama Store	Store for small commercial-zone	Jul 26, 2012
5	AUTOBACS Nagasaki Airport Store	Store for small commercial-zone	Sep 13, 2012
6	AUTOBACS Marugame Doki Store	Standard	Sep 20, 2012
7	AUTOBACS Nayoro Store	Store for small commercial-zone	Sep 21, 2012
8	AUTOBACS Shirakawa Store	Standard	Oct 5, 2012
9	AUTOBACS Kumamoto Yamaga Store	Store for small commercial-zone	Oct 11, 2012
10	AUTOBACS Akita Yurihonjo Store	Store for small commercial-zone	Oct 12, 2012
11	AUTOBACS Nara Daianji Store	Standard	Oct 18, 2012
12	AUTOBACS Yamasaki Store	Store for small commercial-zone	Oct 23, 2012
13	AUTOBACS Fukumitsu Store	Store for small commercial-zone	Nov 1, 2012
14	AUTOBACS Kanonji Store	Store for small commercial-zone	Nov 1, 2012

4 more stores opening until December

**China** : A third directly managed store was opened in Shanghai.

The first store in the city was closed.

Experimentation at the two stores in Shanghai are continuing.

**ASEAN:** Efforts to improve earnings at existing stores and ongoing study of future business are being made.

Store opening in Malaysia by a franchisee corporation.

**France:** Despite an acute business environment, the Company will continue its efforts to improve store and corporate profitability by enhancing maintenance-related items.

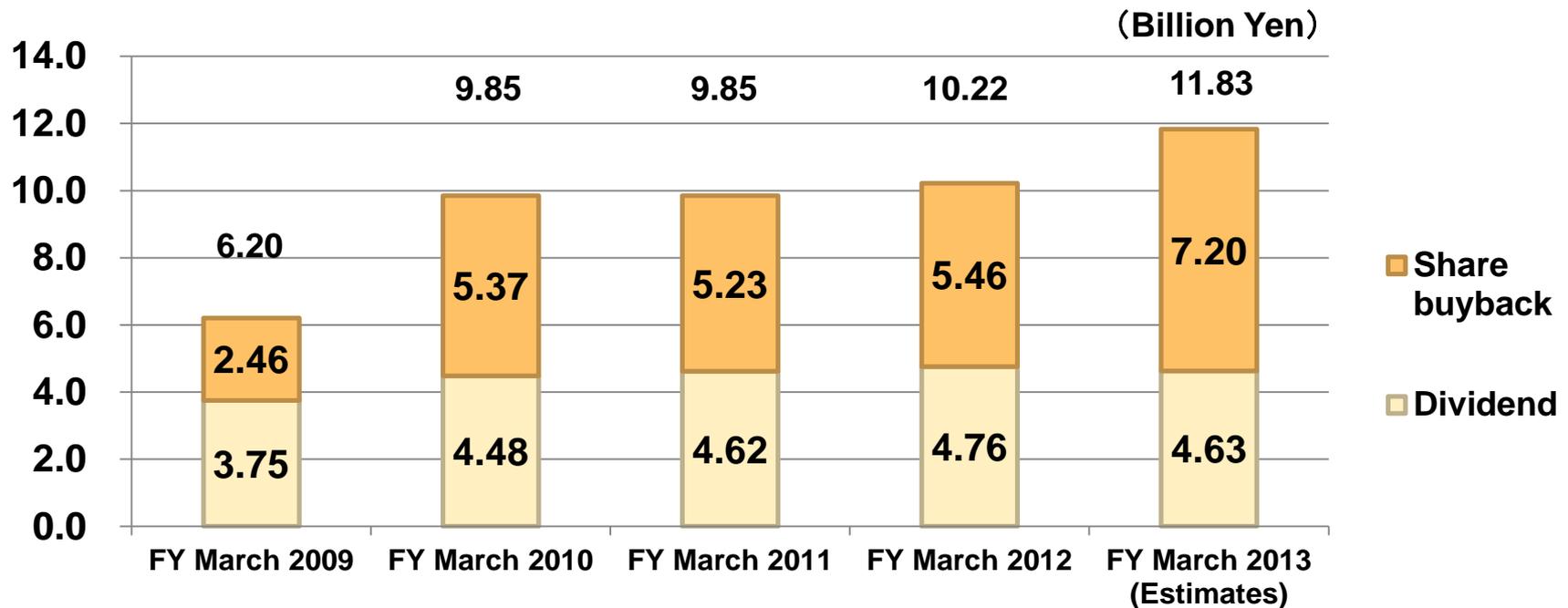


Malaysia AUTOBACS Klang Sentral Store



Shanghai  
AUTOBACS JUFENGLU STATION Store

# Financial Strategies – Shareholder return policy



Dividend per share	100 Yen	125 Yen	135 Yen	145 Yen	150 Yen
DOE	2.4%	3.0%	3.2%	3.3%	3.3%
Total return ratio	-	168.0%	159.5%	121.7%	173.8%
Dividend payout ratio	-	77.2%	75.9%	57.3%	68.0%

# What We Want to Tell You Today: Review



- The current change in the business environment is in line with the Company's expectations at the time of the drafting of the medium-term business plan.
- We will respond to changes by boosting market share through enhancements to individual stores to win the support of customers and the expansion of our store network and by expanding our product lineup.
- No change to the targets described in the medium-term business plan. Each measure is about to bear fruit, and the consistent execution of the measures is most important.



**We will continue our efforts to increase shareholder value.**



## Forward-Looking Statements

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

# APPENDIX

# Quarterly P/L (FY March 2013)



(Billion Yen)

	Q1		Q2		1 <sup>st</sup> Half	
	Result	YoY	Result	YoY	Result	YoY
Net sales	58.0	-2.2%	52.8	-4.8%	110.8	-3.4%
Gross margin	17.7	-4.5%	17.6	-4.1%	35.3	-4.3%
% of Sales	30.6%	—	33.3%	—	31.9%	—
SG&A	15.6	+1.8%	15.5	+0.6%	31.1	+1.2%
Operating income	2.1	-34.7%	2.1	-28.4%	4.2	-31.7%
% of Sales	3.6%	—	4.0%	—	3.8%	—
Ordinary income	2.5	-36.4%	2.5	-26.6%	4.9	-31.8%
% of Sales	4.3%	—	4.7%	—	4.5%	—
Net income	1.3	-39.8%	0.9	-54.3%	2.3	-46.7%
% of Sales	2.3%	—	1.7%	—	2.0%	—
Same store sales	—	-2.2%	—	-7.0%	—	-4.7%

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

## Parental company (Non-consolidated)

<b>Net Sale</b> <b>90.1BY</b> YoY: -4.92BY	<b>Whole Sale</b> -4.89BY (-5.5%)	↑ Car interior items, motor sports goods ↓ Car electronics devices, used car, furniture and fixtures
	<b>Retail</b> -0.06BY (-1.4%)	↑ Car interior items, motor sports goods, fuel ↓ Car electronics devices, second-hand automobile goods
<b>Gross Margin</b> <b>19.1BY</b> YoY: -0.76BY	<b>Whole Sale</b> -0.63BY (-3.5%)	↑ Car interior items, external items, motor sports goods ↓ Car electronics devices, furniture and fixtures, oil & batteries
	<b>Retail</b> -0.09BY (-6.4%)	↑ Car interior items, tires & wheels, motor sports goods ↓ Car electronics devices, second-hand automobile goods, service
<b>SG&amp;A</b> <b>13.6BY</b> YoY: +0.2BY	<b>Personnel:</b> Decrease in performance-based remuneration, Increase in employee incentives	
	<b>Sales promotion costs:</b> Increase in advertising and publicity expenses as a rebound to last year's reduction after the earthquake; new advertising initiatives focusing on new car owners	
	<b>Equipment costs:</b> Increase in amount of depreciation	
	<b>Others:</b> Increase of Lawyer's fee & Consulting fee	

## Domestic Store Subsidiaries

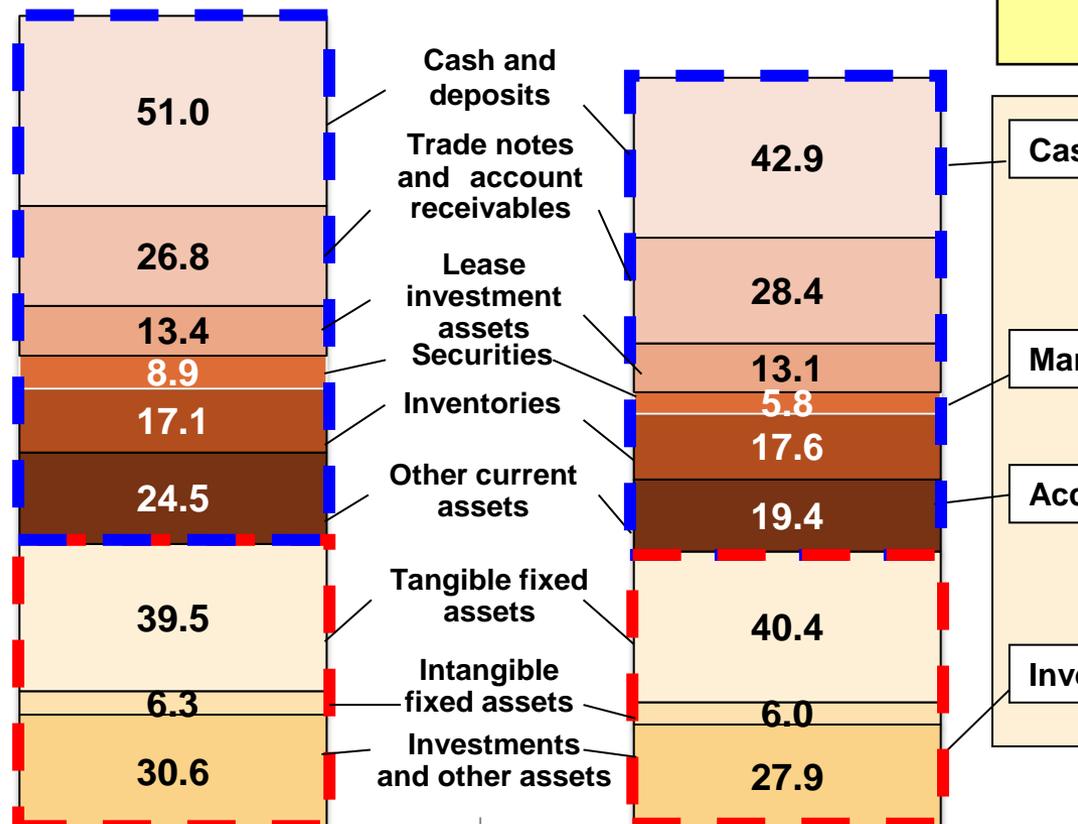
<b>Net Sales: 36.8 BY</b> YoY: -2.21 BY	Both Sales and GP declined from last year due to the aftershocks of the earthquake, lower sales of tires compared to last year's surging sales before the price hike, and demand drop of digital terrestrial broadcasting tuners. Also, a fall in average sales price of car navigation devices had a significant impact on sales. OP decreased by the increase of advertising and publicity expenses
<b>Operating Income:</b> <b>(1.32 BY)</b> YoY: -1.1BY	

# Balance Sheet: Assets



(Billion Yen)

Total Assets	
217.9 BY	201.5 BY



## Major items changed

Cash and deposits: -8.0BY
Marketable securities: -3.2BY
Accounts receivable: -5.3BY
Investment securities: -2.3BY

At March 31, 2012

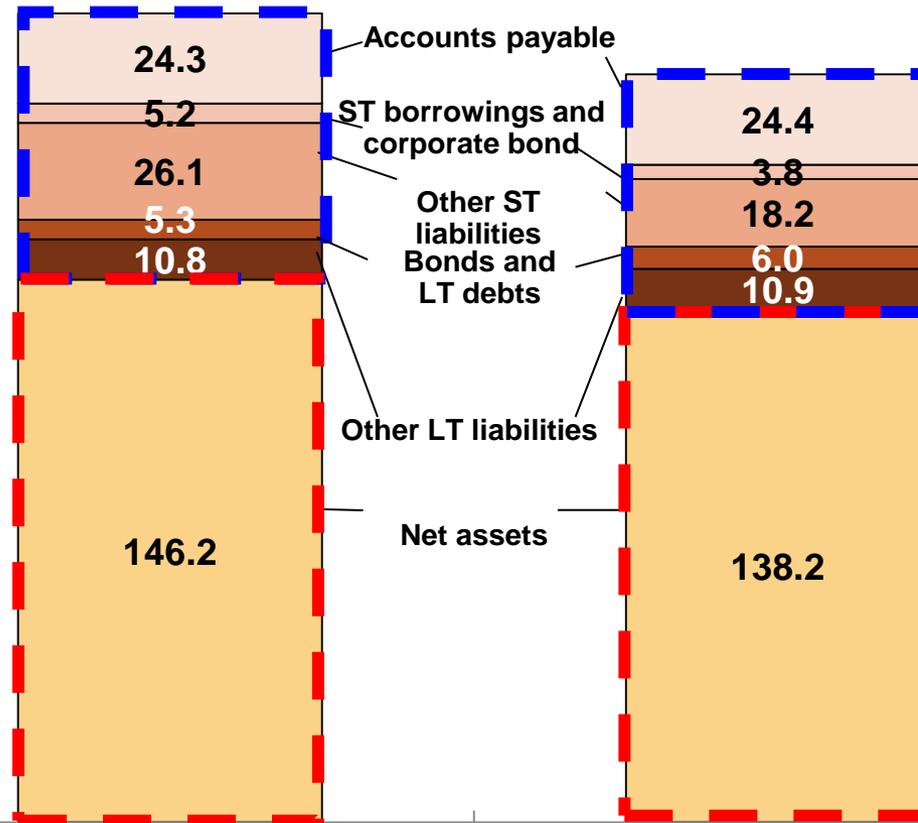
At September 30, 2012

# Balance Sheets: Liabilities & Equity



(Billion Yen)

Total Liabilities & Equity	
217.9 BY	201.5 BY



## Major items changed

**Other ST liabilities**

- accounts payable-other: -3.9BY
- Income taxes payable: -3.0BY

**Net assets**

- Retained Earnings (dividend payments): -5.7BY
- Treasury Stock (share buyback): -1.7BY

At March 31, 2012

At September 30, 2012

# Store Openings & Closings



## Domestic Store

	As of March 31, 2012	Fiscal year ending March 31, 2013							As of March 31, 2013
		From Apr 1, 2012 to Sep 30, 2012 (Result)			As of Sep 30, 2012	From Oct 1, 2012 to Mar 31, 2013 (Forecast)			
		New	S/B R/L	Close		New	S/B R/L	Close	
AUTOBACS	430	+11	+1/-1	-1	440	+19	+4/-3		460
Super AUTOBACS	76				76				76
AUTO HELLOES	1		-1		0				0
Secohan Ichiba	18		-3		15				15
AUTOBACS EXPRESS	5	+2		-1	6	+1			7
<b>Domestic Total</b>	<b>530</b>	<b>+13</b>	<b>+1/-5</b>	<b>-2</b>	<b>537</b>	<b>+20</b>	<b>+4/-3</b>		<b>558</b>

S/B=Scrap & Build, R/L=Relocation (include format change)

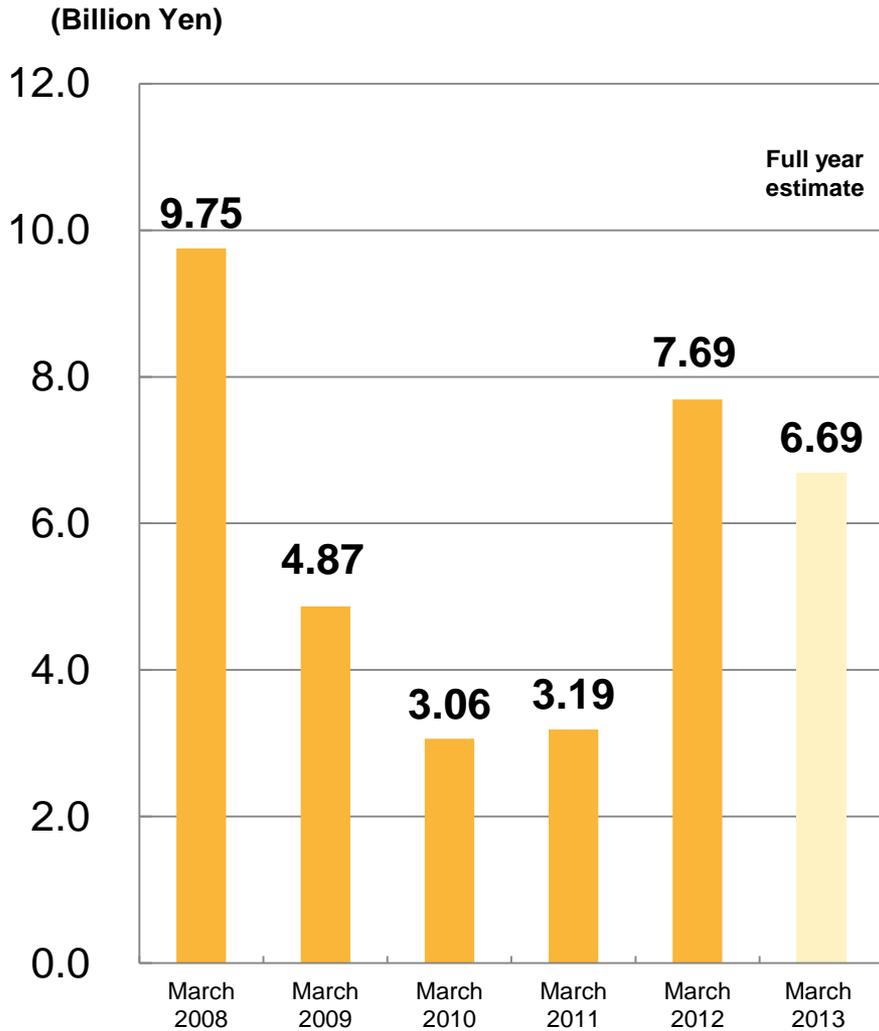
## Overseas Store

	As of March 31, 2012	Fiscal year ending March 31, 2013			As of March 31, 2013
		From Apr 1, 2012 to Sep 30, 2012 (Result)	As of Sep 30, 2012	From Oct 1, 2012 to Mar 31, 2013 (Forecast)	
France	11		11		11
China	4	+1/-2	3		3
Thailand	4		4		4
Singapore	3		3		3
Taiwan	5		5	+1	6
Malaysia	0	+1	1		1
<b>Overseas Total</b>	<b>27</b>	<b>+2/-2</b>	<b>27</b>	<b>+1</b>	<b>28</b>

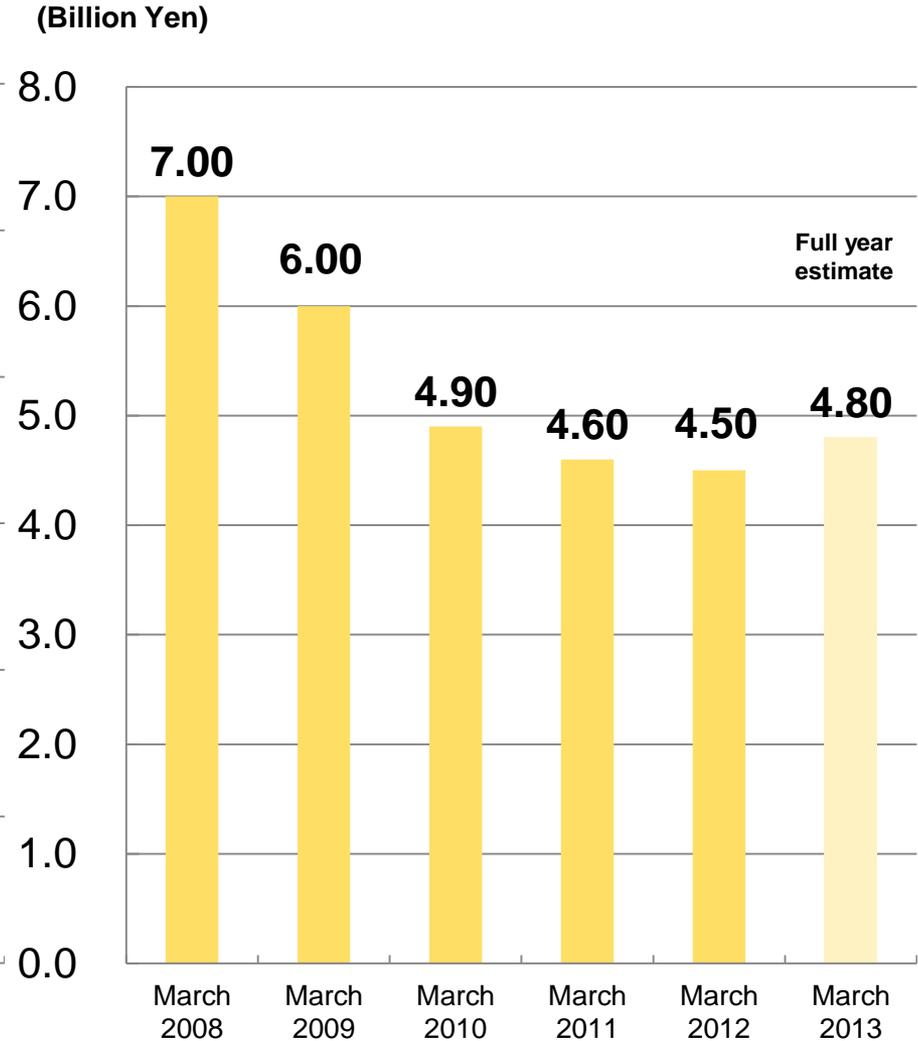
# Capital Expenditures & Depreciation



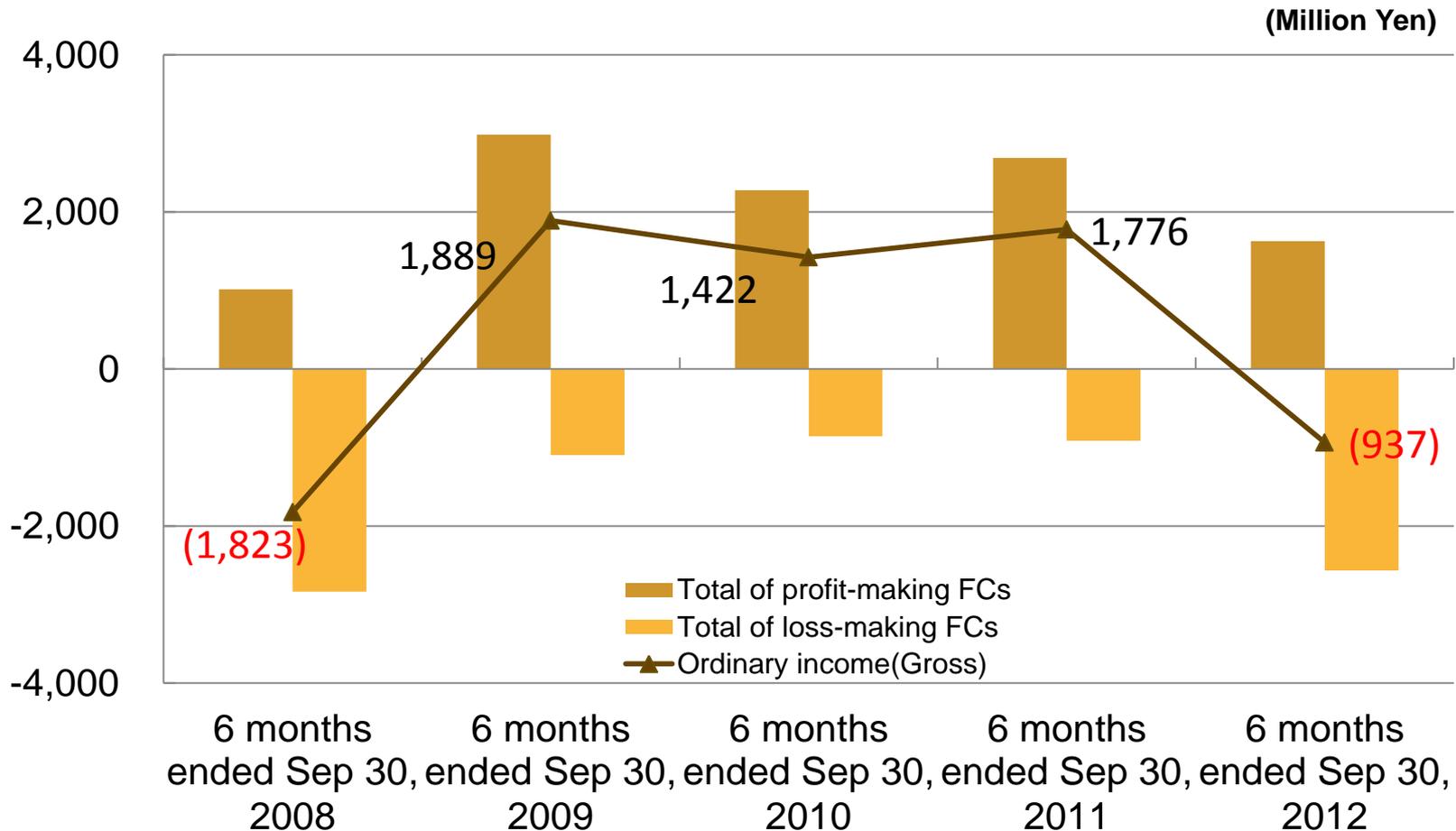
## Capital Expenditures



## Depreciation



## Ordinary Income of Franchise Companies



Notes) Franchise figures are preliminary and are subject to revision.

Include results of franchisees in operation at the end of October 2012. 37



## Forward-Looking Statements

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