

## ANALYST MEETING

# Results for FY March 2013 and Forecasts for FY March 2014



May 10, 2013

**Setsuo Wakuda**  
Representative Director and CEO

**AUTOBACS SEVEN CO., LTD.**

## I. FY March 2013 Consolidated Results and Progress vs. Medium-term Business Plan

- Missed plan from beginning of year due to inability to fully respond to significant market changes
- Achieved revised plan
- Diligently implemented strategic measures and began reforming domestic store subsidiaries

## II. FY March 2014 Consolidated Forecasts and Priority Initiatives

Our FY March 2014 forecasts fall short of the Medium-term Business Plan in terms of operating income and ROE. However, we will execute our strategies and focus on improving profitability at domestic store subsidiaries to bolster our structural profitability.

# I. FY March 2013 Consolidated Results and Progress of the Medium-term Business Plan

# Financial Results (FY March 2013)



**Revenues and profits down:** Missed our plan from the beginning of the year due to an inability to keep pace with rapid changes in the car navigation market. However, we did hit our revised plan for profits, thanks to more stringent control of expenses and improvements to our gross margin mix driven by a strong focus on sales of tires and wheels, among other reasons.

(Billion Yen)

	FY March 2013				FY March 2012
	Latest forecast	Actual result	YoY change ratio	Change from initial forecast	
Net Sales	234.0	230.2	-3.0%	-1.6%	237.3
Gross margin	75.4	75.7	-1.7%	+0.4%	77.0
SG&A	63.6	63.0	-0.5%	-1.0%	63.3
Operating income	11.8	12.7	-7.1%	+8.0%	13.7
Ordinary income	13.0	14.5	-5.5%	+11.3%	15.3
Net income	6.8	7.6	-9.7%	+11.6%	8.4
EPS(Yen)	73.5	81.2	-3.6%	+10.5%	84.3
ROE	5.0%	5.3%	-0.4pt	+0.3pt	5.7%

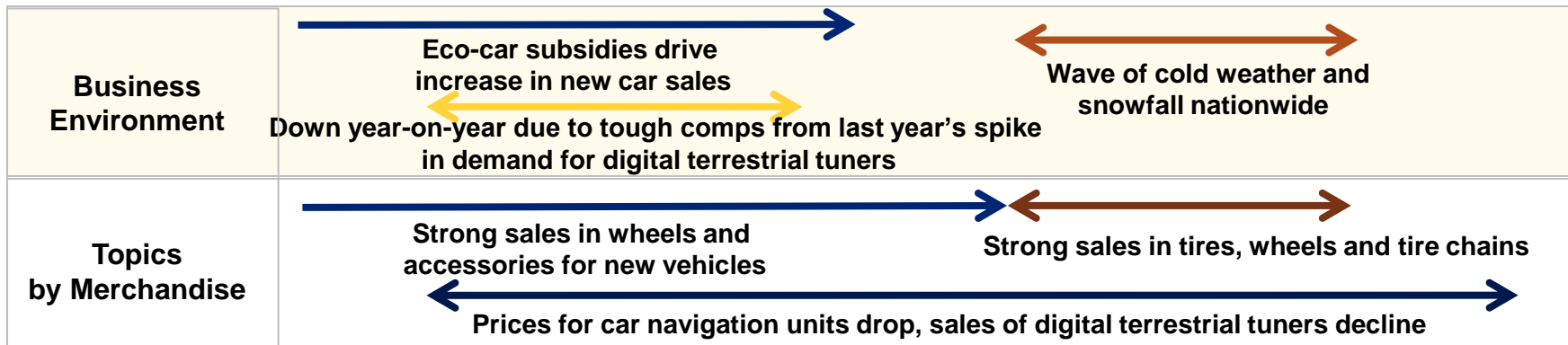
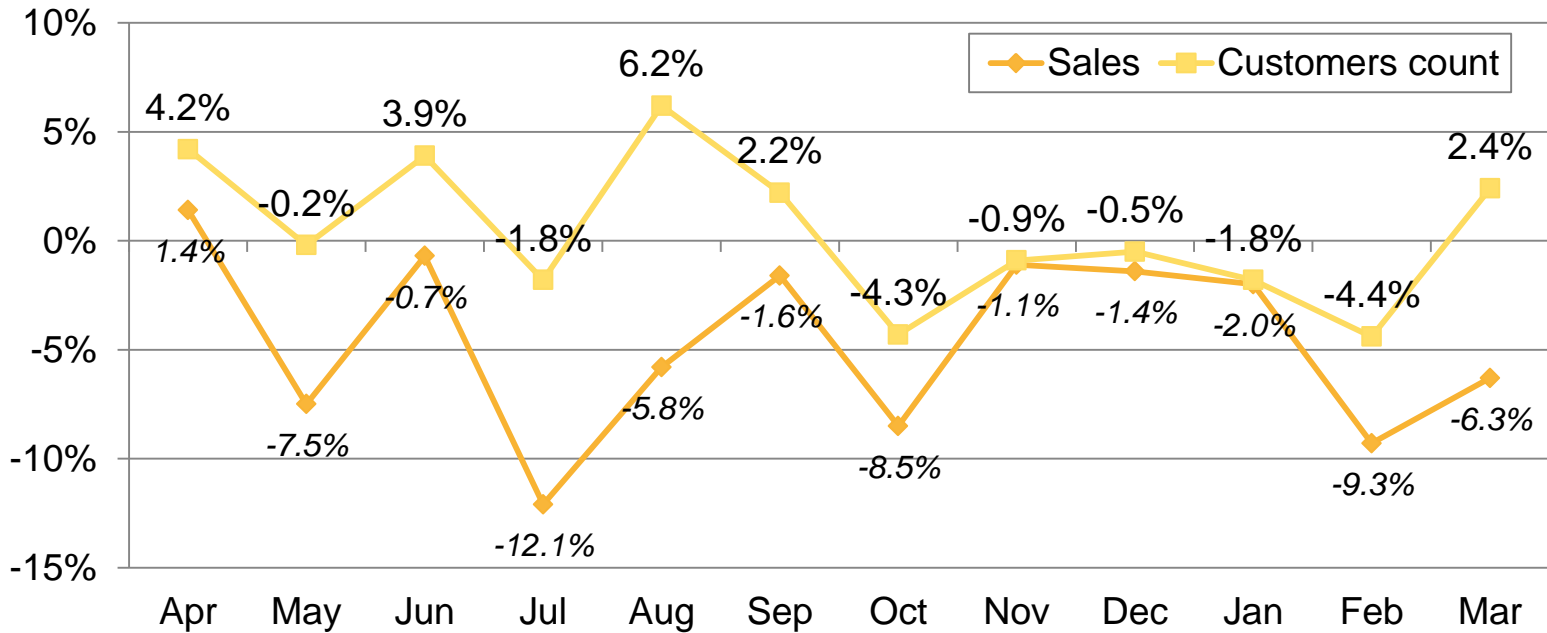
Amounts are rounded to the nearest hundred million yen.

% of Net Sales and YoY comparisons are calculated in million yen.

# Retail Sales Trend in FY March 2013



Same Store Sales and Number of Customer at Domestic AUTOBACS-chain stores (YoY)



# Sales Variance by Merchandise

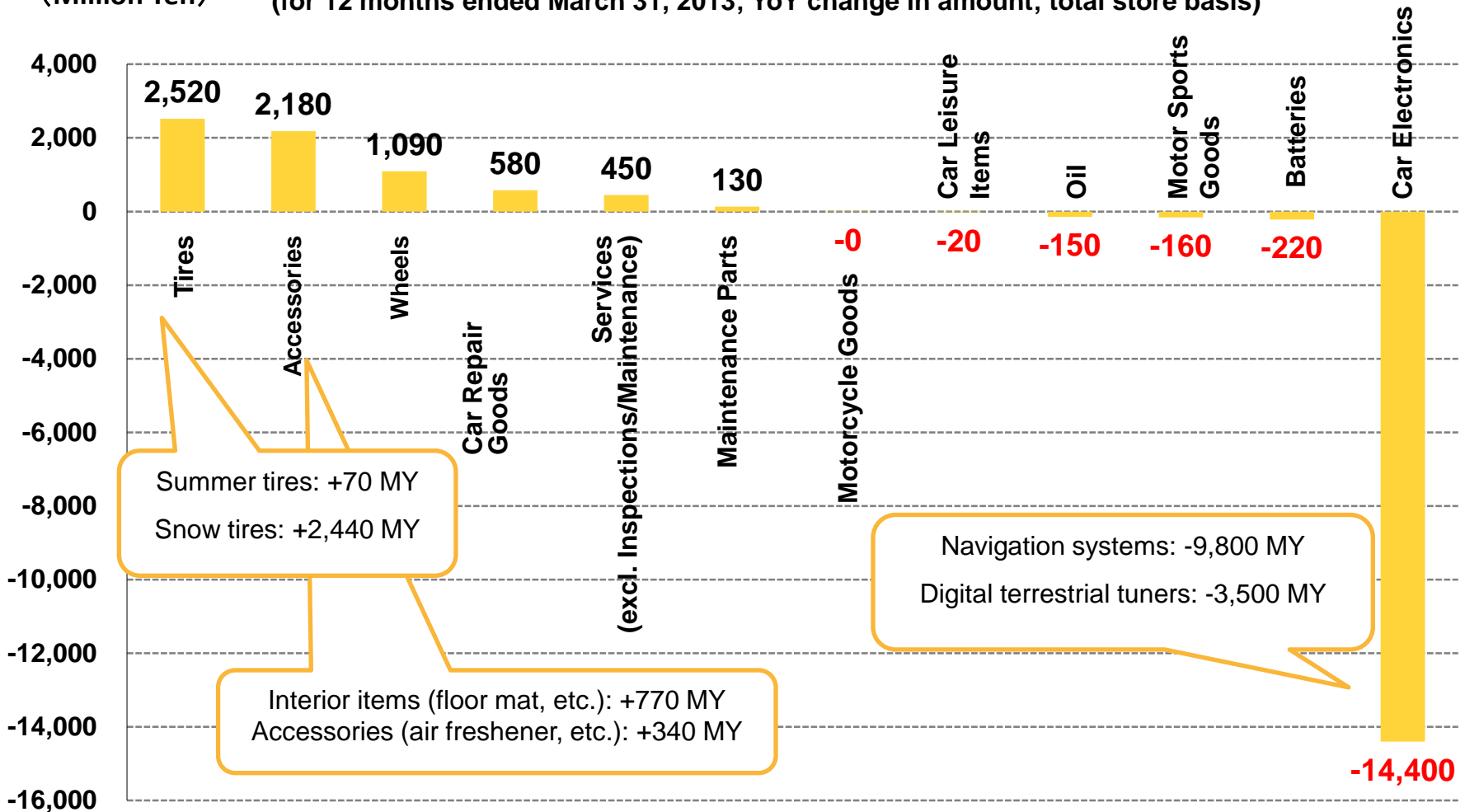


**[Same store basis] Sales: -4.5% YoY, Number of customers: +0.5% YoY**

## Retail sales ups and downs by merchandise category

(Million Yen)

(for 12 months ended March 31, 2013; YoY change in amount; total store basis)

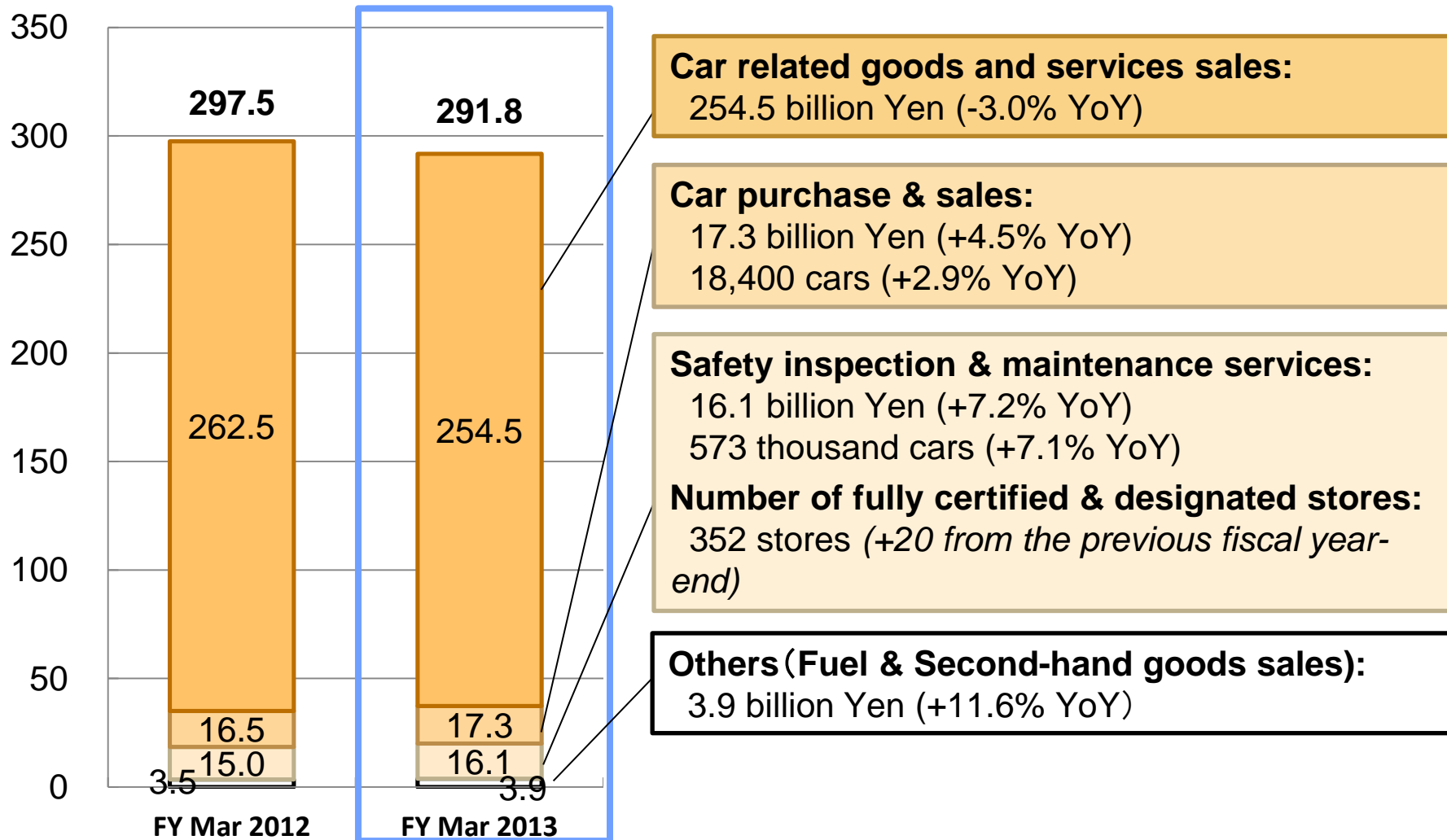


\* Sales at all domestic store formats (AUTOBACS, Super AUTOBACS, AUTO HELLOES, AUTOBACS CARS, AUTOBACS Secohan Ichiba and AUTOBACS EXPRESS)

# Domestic Retail Sales (FY March 2013)

(Billion Yen)

Retail sales including FCs\*: 291.8 billion Yen (- 2.0% YoY)



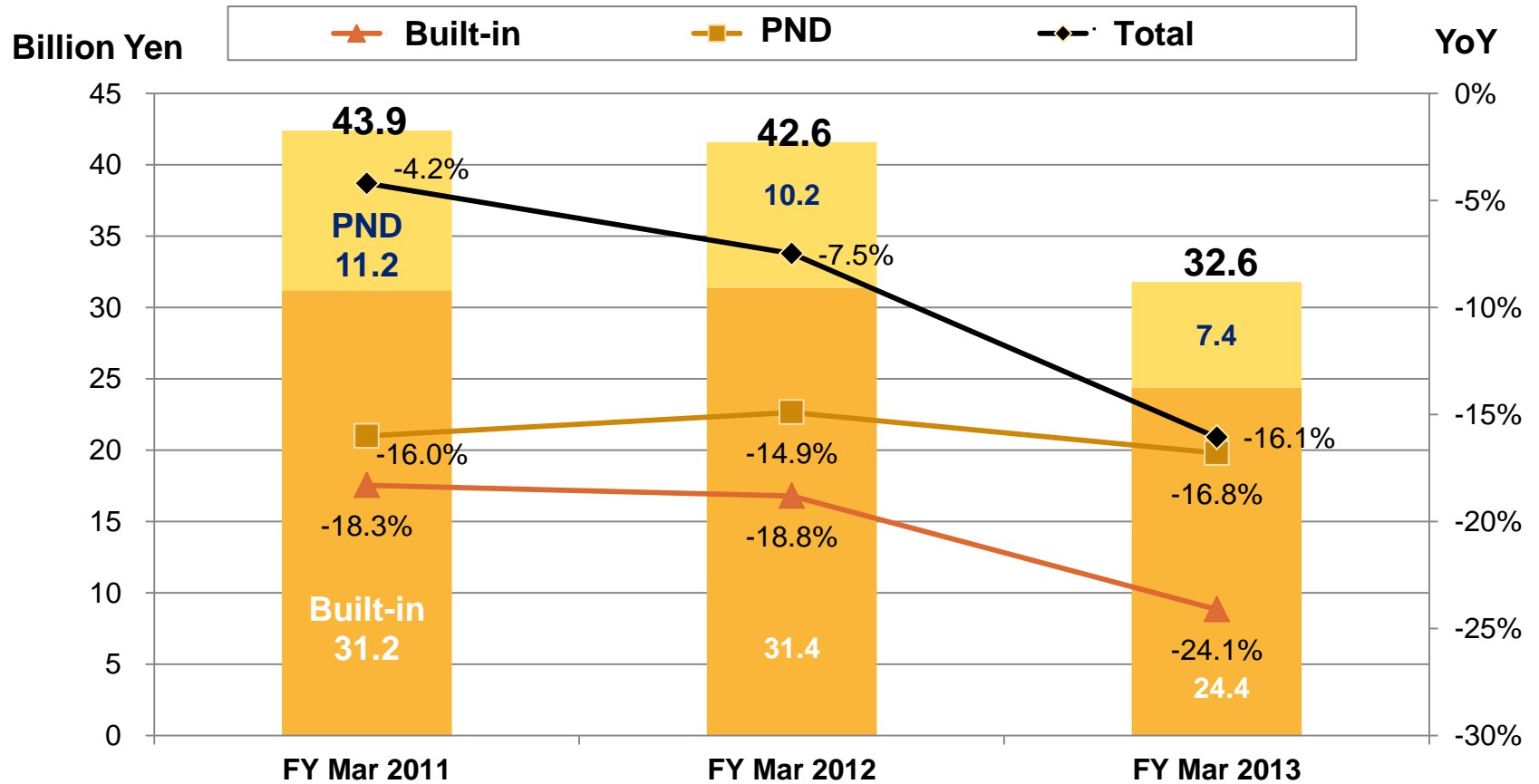
\* Sales at all domestic store formats (AUTOBACS, Super AUTOBACS, AUTO HELLOES, AUTOBACS CARS, AUTOBACS Secohan Ichiba and AUTOBACS EXPRESS)

- **Shift toward lower-end navigation units driven by rise in sales of mini and compact vehicles**
- **Significant increase in navigation unit shipments following recovery from Thai flooding**
  - **Dealers rolled out aggressive sales campaigns**
  - **Price competition intensified in the after market**
- **Commoditization of mid-range and low-end navigation units**
- **Smartphone navigation apps attracting more attention**



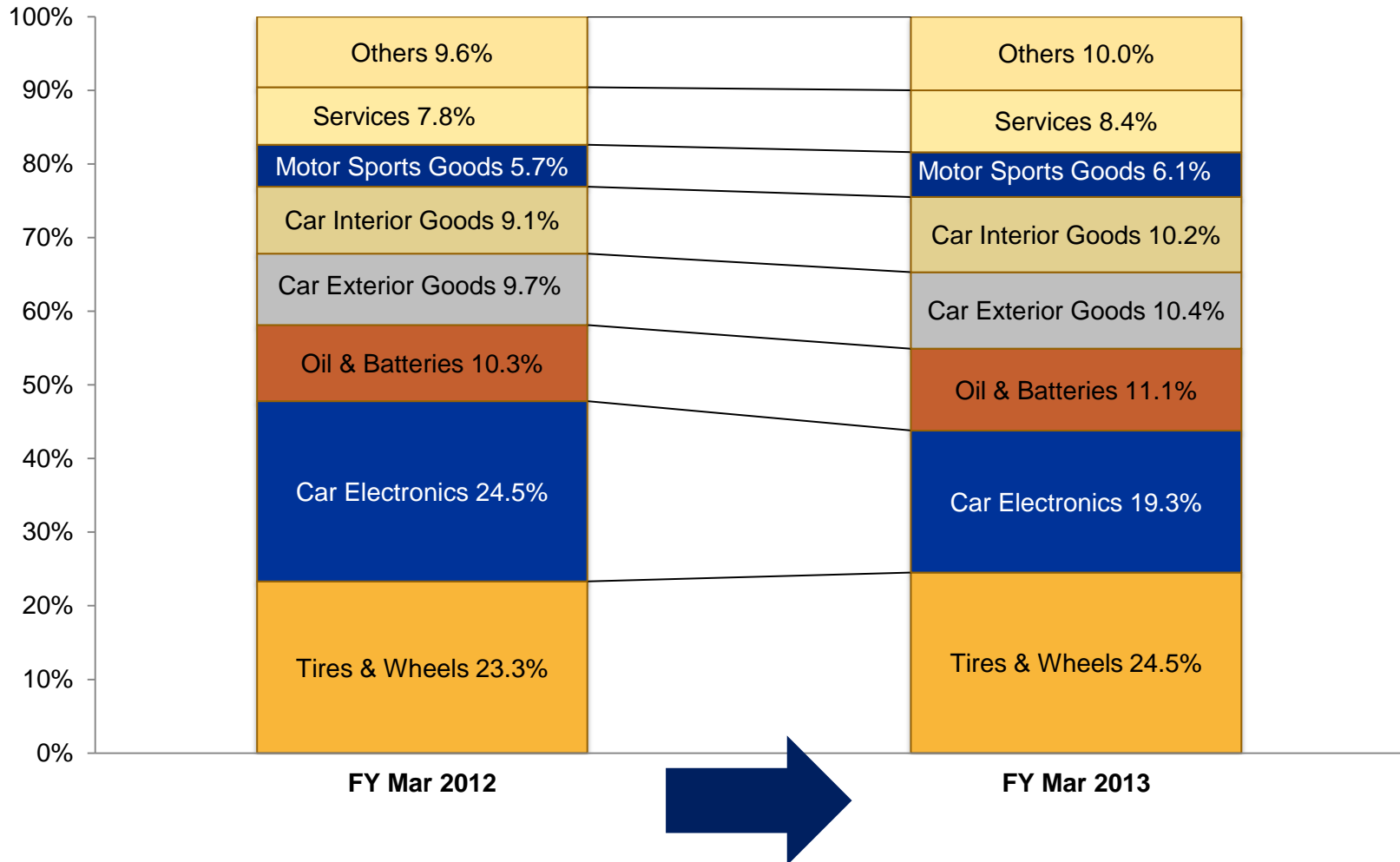
# ASP of Car Navigation System at Stores

## Sales of Navigation System and ASP(YoY)



At all stores of AUTOBACS Chain

## Sales Mix (Consolidated-base)



# Operating Income Components (FY March 2013)



Domestic Retail sales

Total store basis: -2.0%/ same store basis: -4.5%

		Operating income (Million yen)	
		Amount	Major drivers of variance (yoy)
<b>Segment</b>	<b>Non-consolidated</b>	<b>13,740</b>	<b>+150 MY</b> <ul style="list-style-type: none"> <li>• <b>Net sales -8,300 MY (-4.2%)</b></li> <li>• <b>Gross Profit -820 MY (21.9% (last year 21.3%))</b> <ul style="list-style-type: none"> <li>- due to gross margin decrease in Car electronics</li> <li>- recovery of gross margin of tires and wheels in second half</li> </ul> </li> <li>• <b>SG&amp;A -960 MY</b> <ul style="list-style-type: none"> <li>- Reduced expenses such as for promotion, salaries and renovation</li> </ul> </li> </ul>
	<b>Domestic store subsidiaries</b>	<b>-790</b>	<b>-1,220 MY (Net sales -366 MY -4.5%)</b>
	<b>Overseas subsidiaries</b>	<b>-70</b>	<b>-160 MY</b>
	<b>Subsidiaries for supporting function, car goods supply and other</b>	<b>580</b>	<b>+40 MY</b>
<b>Segment total</b>		<b>13,450</b>	<b>-1,200 MY</b>
<b>Consolidation Adjustments</b>		<b>-700</b>	<b>- 200 MY</b> Fixed asset adjustment within the Group rose and the amortization of goodwill associated with making franchise chain corporations subsidiaries increased
<b>Consolidated</b>		<b>12,750</b>	<b>-980 MY</b>

# Performance By Country (FY March 2013)



	FRANCE		CHINA		SINGAPORE		THAILAND	
<b>Number of stores at March 31, 2013 -including FC stores-</b>	11		2		3		4	
<b>Same store sales -including FC stores-</b>	-4.4%		-38.3% (all stores)		+0.6%		+8.6%	
<b>Period</b>	<b>FY March 2013</b>	<b>FY March 2012</b>	<b>FY March 2013</b>	<b>FY March 2012</b>	<b>FY March 2013</b>	<b>FY March 2012</b>	<b>FY March 2013</b>	<b>FY March 2012</b>
<b>Net sales (Million Yen)</b>	6,520	7,030	390	410	1,280	1,140	590	510
<b>SG&amp;A (Million Yen)</b>	3,190	3,290	370	290	410	360	170	140
<b>Operating income (Million Yen)</b>	(40)	20	(170)	(70)	150	130	(10)	(0)
<b>Business conditions</b>	Sales declined with an increase in the number of stores not permitted to operate on Sundays and continued weakness in demand for winter merchandise, in addition to a slump in consumer spending associated with the sluggish European economy.		Sales declined because of the closure of the local subsidiary's first directly managed store in Shanghai and two other stores operated by franchisee, although the local subsidiary opened its third directly managed store.		Sales and operating income increased reflecting the addition of sales from the store that was opened in the previous FY and the effect of measures to boost sales of maintenance merchandise, such as tires and oil.		Although sales increased thanks to active sales promotion activities, especially for tires, an operating loss was posted due to increases in rents for stores and other expenses.	

# Major Drivers Of Variance (FY March 2013)



(Billion Yen)

	FY March 2013			FY Mar 2012 % of Sales
	Results % of Sales	YoY change	Major drivers of variance	
<b>Net sales</b>	<b>230.2</b>	<b>-3.0%</b>	Non-consolidated -8.3 BY Domestic store subsidiaries -3.7 BY Car goods supply subsidiaries +1.7 BY <div style="display: inline-block; vertical-align: middle; margin-left: 10px;">                         }                          Figures of                          each segments                     </div>	<b>237.3</b>
<b>Gross margin</b>	<b>75.7</b> <b>32.9%</b>	<b>-1.7%</b>	Wholesale +0.2 BY, Retail -1.4 BY • Increase in gross margin by increasing sales of tires, wheels and interiors • Decrease in gross margin of car electronics	<b>77.0</b> <b>32.5%</b>
<b>SG&amp;A</b>	<b>63.0</b> <b>27.4%</b>	<b>-0.5%</b>	Salaries: Decrease in performance related salaries Selling Expenses: Decrease by reviewing method of sale promotion Others: Increase in depreciation and commission paid	<b>63.3</b> <b>26.7%</b>
<b>Non-operating income/ expense</b>	<b>1.7</b> <b>0.8%</b>	<b>+8.8%</b>	Non-operating income: Difference between settlement payment and the allowance for the withdrawal from US business(109MY), foreign exchange gain Non-operating expense: Exchange loss on foreign currency for allowance of US subsidiaries	<b>1.6</b> <b>0.7%</b>
<b>Extraordinary gains</b>	—			<b>0.06</b>
<b>Extraordinary loss</b>	<b>0.6</b> —		Loss on sale of investment securities: 0.47 BY	<b>0.16</b> —
<b>Adjustments to Income Taxes</b>	<b>0.4</b>		Increase in corporate tax rate for reevaluation of collectability of differed tax assets of subsidiaries	<b>-0.12</b>

# Factors for Second Half Recovery

In response to market changes, implemented more stringent cost controls, particularly after Q1

Gross profit: Improved gross profit mix, sold more tire chains

SG&A: Saw performance-based remuneration decline, reined in non-essential spending

(Billion Yen)

	1st-half	2nd-half		Full Year	
	Results	Results	Estimate	FY 2012(H2)	Results
Net sales	110.7	<b>119.3</b>	123.2	122.6	<b>230.1</b>
Gross margin	35.3	<b>40.4</b>	40.0	40.1	<b>75.7</b>
<i>% to Net sales</i>	31.9%	<b>33.9%</b>	32.5%	32.7%	<b>32.9%</b>
SG&A	31.1	<b>31.8</b>	32.4	32.5	<b>62.9</b>
Salaries	14.4	<b>14.7</b>	15.1	15.2	<b>29.1</b>
Selling Expenses	5.3	<b>5.3</b>	5.0	6.1	<b>10.7</b>
Facilities	6.2	<b>6.6</b>	6.5	6.3	<b>12.8</b>
Other	4.9	<b>5.1</b>	5.7	4.8	<b>10.1</b>
Operating income	4.2	<b>8.5</b>	7.5	7.5	<b>12.7</b>

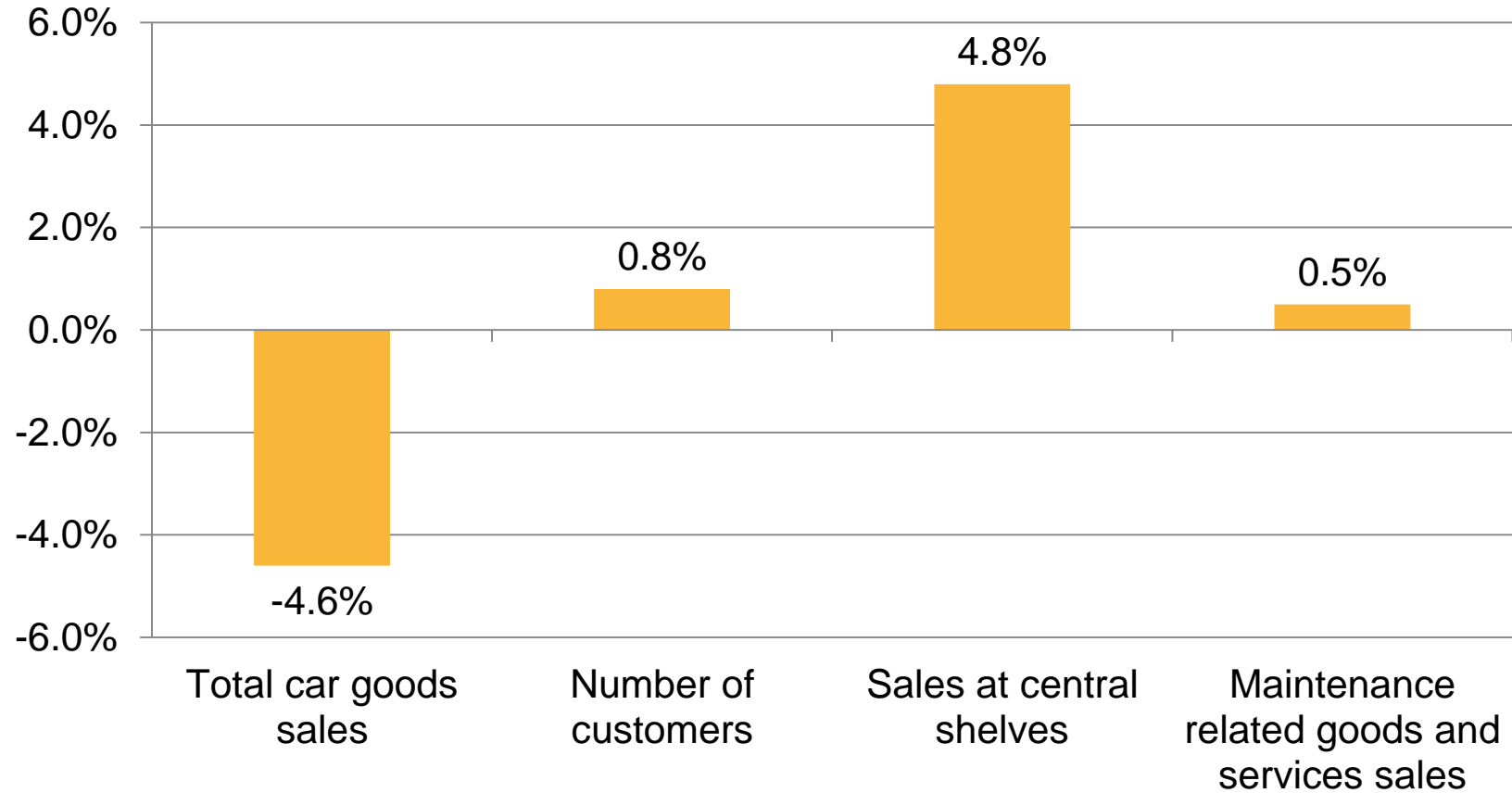
# Progress of Medium-term Business Plan



Measures	Progress of individual measure
<b>1. Improving store profitability</b> <b>Operating Profit of AUTOBACS format: 5.3%</b>	
<b>1)Store reform</b>	<ul style="list-style-type: none"> <li>• Store refurbishments have helped drive gradual improvements in sales at Central shelves and Comprehensive Maintenance &amp; Service Counters</li> <li>• The effects of the refurbishments vary on a store-by-store basis. We are starting to implement measures at stores that saw little improvement after refurbishments.</li> <li>• Refurbished 19 Super AUTOBACS stores</li> </ul>
<b>2)Merchandise/ purchase reform</b>	Gross margins on many product lines improved thanks to negotiations with suppliers and stronger management of price discounts, among other factors.
<b>3)Human resources/ store operation reform</b>	Completed store manager training. Advanced preparations to teach multiple skill sets to store employees.
<b>2. Increasing market share</b>	
<b>1)New store opening</b>	Opened 30 stores (including 3 AUTOBACS Express-format stores). Began opening smaller-format stores (Less than ¥200 million in annual sales, lower upfront investment and running costs)
<b>2)Development of service formats/ multichannel strategy</b>	Opened Auto Body Repair and Painting Center (Urayasu, Toda, Fukuoka) Promoted online reservations for oil changes and in-store use of tablet PCs Strengthened online sales with entry to Rakuten online marketplace
<b>3. Overseas operation</b>	In China, opened 3 stores owned and operated by our local subsidiary. The first subsidiary-operated store was closed upon completion of trials.

# Effect of Store Reform Experiment

## Key Metrics for Store Reform in FY March 2013 (YoY)





# Store Openings And Closings (FY March 2013)



## Domestic stores

Store Type	No. of stores at March 31, 2012	FY March 2013						No. of stores at March 31, 2013
		1st-half			2nd-half			
		New	S/B·R/L	Close	New	S/B·R/L	Close	
AUTOBACS	430	+11	+1/-1	-1	+16	+4/-3	-2	455
Super AUTOBACS	76							76
AUTO HELLOES	1		-1					0
AUTOBACS <i>Secohan Ichiba</i>	18		-3			-1		14
AUTOBACS EXPRESS	5	+2		-1	+1			7
<b>Total</b>	<b>530</b>	<b>+13</b>	<b>+1/-5</b>	<b>-2</b>	<b>+17</b>	<b>+4/-4</b>	<b>-2</b>	<b>552</b>

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

## Overseas stores

Country / Region	No. of stores at Mar 31, 2012	FY March 2013		No. of stores at Mar 31, 2013
		1st-half	2nd-half	
France	11			11
China	4	+1/-2	-1	2
Thailand	4			4
Singapore	3			3
Taiwan	5		+1	6
Singapore	0	+1		1
<b>Total</b>	<b>27</b>	<b>+2/-2</b>	<b>+1/-1</b>	<b>27</b>

# Progress of New Store Openings

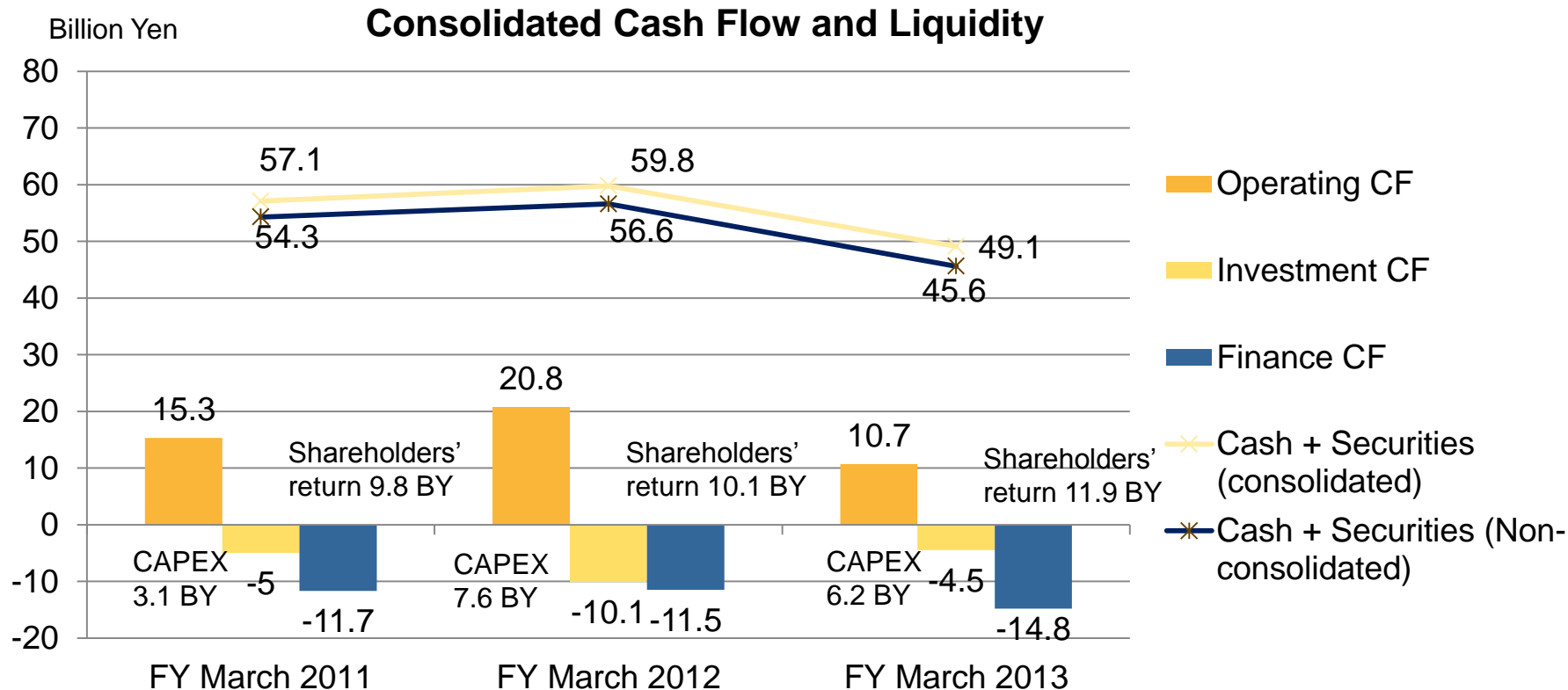


## New Store Opening in FY March 2013

	STORE NAME	Opening date		STORE NAME	Opening date
1	AUTOBACS Sagae Store	April 13, 2012	16	AUTOBACS Akita Yurihonjo Store	October 12, 2012
2	AUTOBACS EXPRESS Shioya-Kita Store	April 29, 2012	17	AUTOBACS Nara Daianji Store	October 18, 2012
3	AUTOBACS Ishiokahakkendai Store	June 15, 2012	18	AUTOBACS Yamasaki Store	October 23, 2012
4	AUTOBACS EXPRESS Kosugi Store	June 15, 2012	19	AUTOBACS Fukumitsu Store	November 1, 2012
5	AUTOBACS Midorii Store	June 21, 2012	20	AUTOBACS Kanonji Store	November 1, 2012
6	AUTOBACS Hanyu Store	June 29, 2012	21	AUTOBACS Sayama Store	November 15, 2012
7	AUTOBACS Morioka-Nishi Bypass Store	July 5, 2012	22	AUTOBACS Iwakuni Store	November 22, 2012
8	AUTOBACS Suminoe Store	July 5, 2012	23	AUTOBACS Tokoname Store	November 23, 2012
9	AUTOBACS Iwatsuki-Kakura Store	July 12, 2012	24	AUTOBACS EXPRESS Himeji Store	December 1, 2012
10	AUTOBACS Sasayama Store	July 26, 2012	25	AUTOBACS Hakata Morooka Store	December 13, 2012
11	AUTOBACS Nagasaki Airport Store	September 13, 2012	26	AUTOBACS Minami Nagasaki Store	January 31, 2013
12	AUTOBACS Nayoro Store	September 21, 2012	27	AUTOBACS Shima Ugata Store	February 28, 2013
13	AUTOBACS Marugame Doki Store	September 21, 2012	28	AUTOBACS Kobayashi Store	February 28, 2013
14	AUTOBACS Shirakawa Store	October 5, 2012	29	AUTOBACS Yukuhashi Store	March 15, 2013
15	AUTOBACS Kumamoto Yamaga Store	October 11, 2012	30	AUTOBACS Kushiro Hoshigaura Store	March 28, 2013

Invested in growth (new store openings) and continued to return profits to shareholders

Controlled cash levels to strike appropriate balance between efficiency and safety



ROE

4.1%

5.7%

5.3%

**Settlement agreement with plaintiffs executed on March 29, 2013 and approved by US courts.**

**Plaintiffs: AUTOBACS STRAUSS INC.  
1945 Route 23 Associates, Inc.  
R&S Parts and Service, Inc.**

- **Contents of the Settlement**

- 1. The Company shall pay to the Plaintiffs 8.5 million U.S. dollars.**
- 2. All of the Company's proof of claim in the bankruptcy case of AUTOBACS STRAUSS INC. in the United States Bankruptcy Court for the District of Delaware shall be disallowed.**

- **Impact for Financial Performance**

**Non-operating income 109MY accounted in FY March 2013 for the difference between settlement payment and the allowance for the withdrawal from US business**

- **Introduction of solar power generation system**

**Launch the solar power business utilizing unused areas and some building rooftops at its Western Japan Logistics Center**

**Generating power: Approximately 1 megawatt**

- **Electricity generated: Approximately 120 million kWh per year**
- **Initial investment: 250 million Yen**
- **Completion of construction: September, 2013(plan)**



- **Acquisition of stock of Broadleaf Co., Ltd.**

**Acquired stock of Broadleaf Co., Ltd. which develops, sells, supports package software for automobile service companies**

- **Amount: 2.15 billion Yen**
- **Intention and purpose: Acquisition of vehicles and parts information to expand service business in the future**  
**Seeking business alliance with Broadleaf**

## II FY March 2014 Consolidated Forecasts and Priority Initiatives

# Financial Forecasts (FY March 2014)



(Billion Yen)

	FY March 2013 Results	FY March 2014 (Forecasts)				YoY change (amount & rate)
		1st-half	2nd-half	Full year		
Net sales	230.2	111.6	125.4	237.0	+6.9	
Gross margin	75.7	36.4	41.5	77.9	+2.2	
% to Net sales	32.9%	32.6%	33.1%	32.9%	+2.9%	
SG&A	63.0	31.8	32.6	64.4	+1.5	
% to Net sales	27.4%	28.5%	26.0%	27.2%	+2.2%	
Operating income	12.7	4.6	8.9	13.5	+0.8	
% to Net sales	5.5%	4.1%	7.1%	5.7%	+5.9%	
Ordinary income	14.5	5.1	9.5	14.6	+0.2	
% to Net sales	6.3%	4.6%	7.6%	6.2%	+0.9%	
Net income	7.6	2.5	5.7	8.2	+0.7	
% to Net sales	3.3%	2.2%	4.5%	3.5%	+8.0%	
ROE	5.3%			5.8%	+0.5%	
Same store sales	-4.5%	+0.5%	-0.3%	+0.1%	+4.6pt	
Total store sales	-2.0%	+3.0%	+2.2%	+2.6%	+4.6pt	

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

# Premises for Sales Forecast

## Business Environment

- Return to lower levels following rise in new car sales driven by eco-car subsidies
- Improvement in consumer sentiment fueled by recovery in stock market among other things
- Spike in demand prior to hike in consumption tax rate

## Factors affect Company's revenue and profit

1. The trend of lower revenues, driven by price erosion in car navigation units, will continue.
2. Demand for car accessories will decline as a result of fewer sales of new vehicles
3. Store openings will increase
4. Profitability of domestic store subsidiaries will improve

## Premises for sales forecast

Same store sales: +0.1%

- Car goods and accessories: -1.0%

(Statutory Safety Inspection: +7.0% 610,000 units)

- Car sales and purchase +15.2% 21,000 units)

Increase sales from newly opened stores: 6.5 Billion Yen



# Forecasts At Parent & Subsidiary Level (FY March 2014)



(Billion Yen)

		FY March 2013 results	FY March 2014 (Forecasts)			
			1st-half	2nd-half	Full Year	YoY change (amount)
Non-consolidated	Net sales	187.2	87.7	101.1	188.8	+0.8%
	Ordinary income	13.7	5.2	8.1	13.3	-3.2%
Domestic store subsidiaries	Net sales	78.0	40.5	44.9	85.4	+9.4%
	Ordinary income	-0.78	-0.4	1.1	0.7	—
Overseas subsidiaries	Net sales	8.7	5.2	4.9	10.2	+16.2%
	Ordinary income	-0.07	0.05	-0.05	0	—
Subsidiaries for supporting functions	Net sales	3.37	1.6	1.6	3.2	-5.2%
	Ordinary income	0.41	0.2	0.2	0.4	-3.8%
Subsidiaries for car goods supply and other	Net sales	14.35	7.4	7.4	14.8	+3.1%
	Ordinary income	0.16	0.1	0.1	0.2	+25.0%

Amounts are rounded down to the nearest ten million Yen.

% of Net Sales and YoY comparisons are calculated in million Yen.

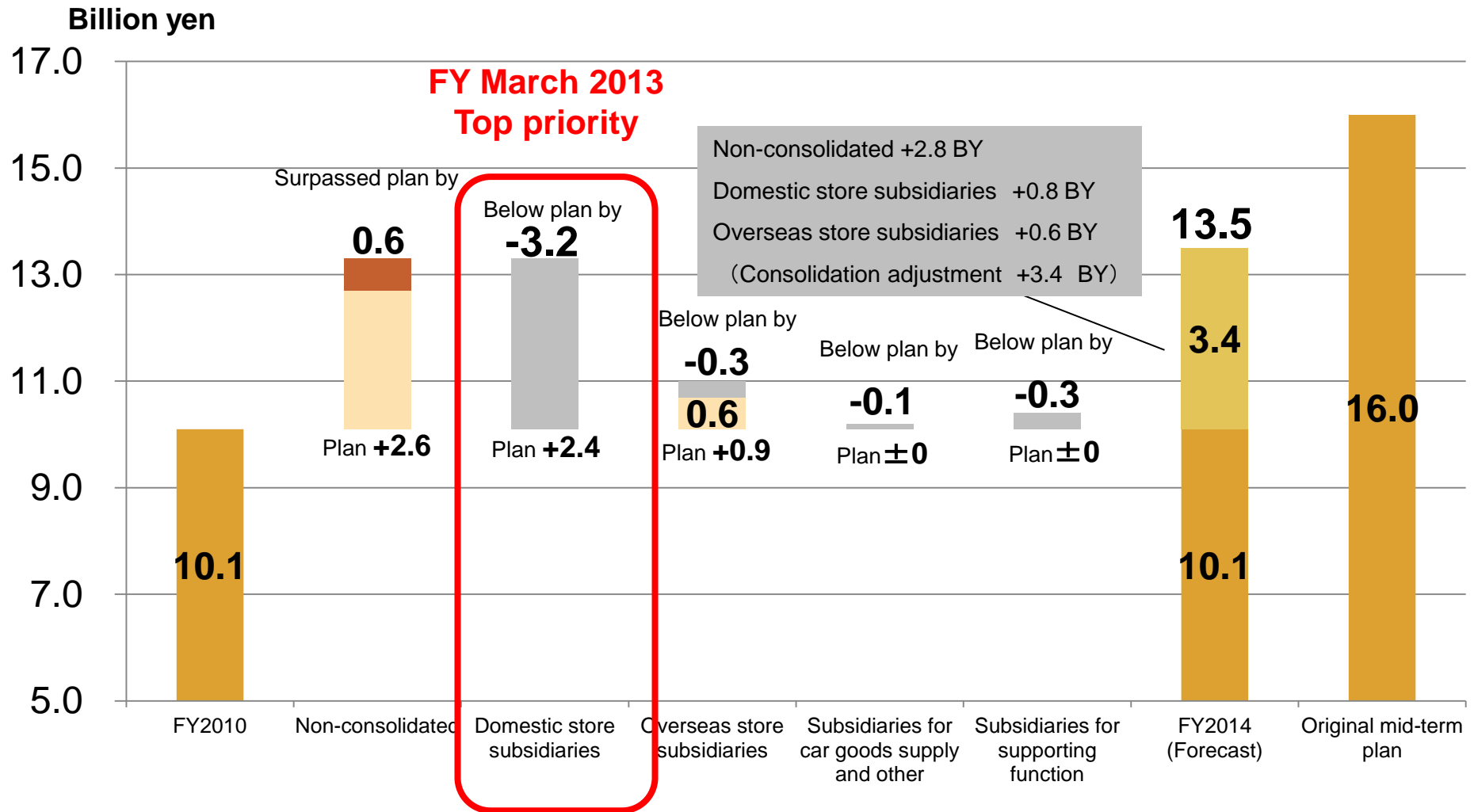
## 1. Strengthen AUTOBACS' domestic business

- Strengthen efforts to encourage existing customers to visit stores again
- Increase market share in neighboring areas
- Strengthen sales of tires
- Expand vehicle inspection and maintenance services as well as car sales
- Expand e-commerce business
- Improve earnings at domestic store subsidiaries
- Open new stores (30 new stores)

## 2. Overseas business

Grow earnings of overseas business, primarily in Asean nations

# Toward The Goal Of 16BY In Operating Income



# To Improve the Earnings of Store Subsidiaries

## 1. Compared productivity vs. franchise stores (done)

- Recognized need to improve staff efficiency domestic store subsidiaries more efficiently
- Moved personnel from domestic store subsidiaries to HQ (done)
- Moved these personnel into new-store opening and sales support functions

## 2. Improved store operations

Made up for reduction in store staff by leveraging operations based on mutual support

## 3. Strengthen domestic store subsidiaries management structure (transfer stores to and/or from franchisees)

# Reorganization of Store Subsidiaries

Measures	Contents
<b>Transfer of Store Ownership</b>	<ol style="list-style-type: none"><li data-bbox="653 318 1773 411">1. Transfer three stores in Hachioji area (Tokyo) to the Group's franchisee</li><li data-bbox="653 468 1715 561">2. Transfer one store in Awaji island (Hyogo) to the Group's franchisee</li><li data-bbox="653 618 1818 711">3. Transfer four direct operation stores around Osaka to the subsidiaries</li></ol>
<b>Merger among Consolidated Subsidiaries</b>	<ol style="list-style-type: none"><li data-bbox="653 746 1734 839">1. Consolidate among subsidiaries in Chiba area (AUTOBACS Next Co. and AUTOBACS Chiba Co.)</li><li data-bbox="653 896 1715 989">2. Consolidate among subsidiaries in Shikoku area (Reduce from four companies to two companies)</li></ol>
<b>Share Acquisition of Franchise Company</b>	Acquire all share of the Group's franchisee and take over three stores in Nagasaki

**FY March 2013 started with 22 store subsidiaries.**

## 1. New stores planned: 30 stores

- Small format store for small retail trade area in the countryside
- 80 percent of new stores opened by franchisees
- Develop new format such as tire specialized stores

## 2. Reducing costs for buildings and facilities

	Efforts for reduction	Changes from FY March 2011
Initial investment	<ul style="list-style-type: none"><li>▪ Reduced construction costs</li><li>▪ Reduced costs for store fixture and equipment at service bays</li></ul>	Reduced approximately 10 %
Running costs	<ul style="list-style-type: none"><li>▪ grew operation efficiency through business improvement</li><li>▪ Reduced utilities expenses</li></ul>	To reduce 12 million Yen per year

# Store Openings And Closings (FY March 2014 )



## Domestic stores

Store Type	No. of stores at Mar 31, 2013	FY March 2014(Forecasts)						No. of stores at Mar 31, 2014
		1st-half			2nd-half			
		New	S/B·R/L	Close	New	S/B·R/L	Close	
AUTOBACS	455	+14	+2/-1		+15	+2/-2		485
Super AUTOBACS	76							76
AUTOBACS <i>Secohan Ichiba</i>	14			-1				13
AUTOBACS EXPRESS	7	+1	-1					7
<b>Domestic total</b>	<b>552</b>	<b>+15</b>	<b>+2/-2</b>	<b>-1</b>	<b>+15</b>	<b>+2/-2</b>		<b>581</b>

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

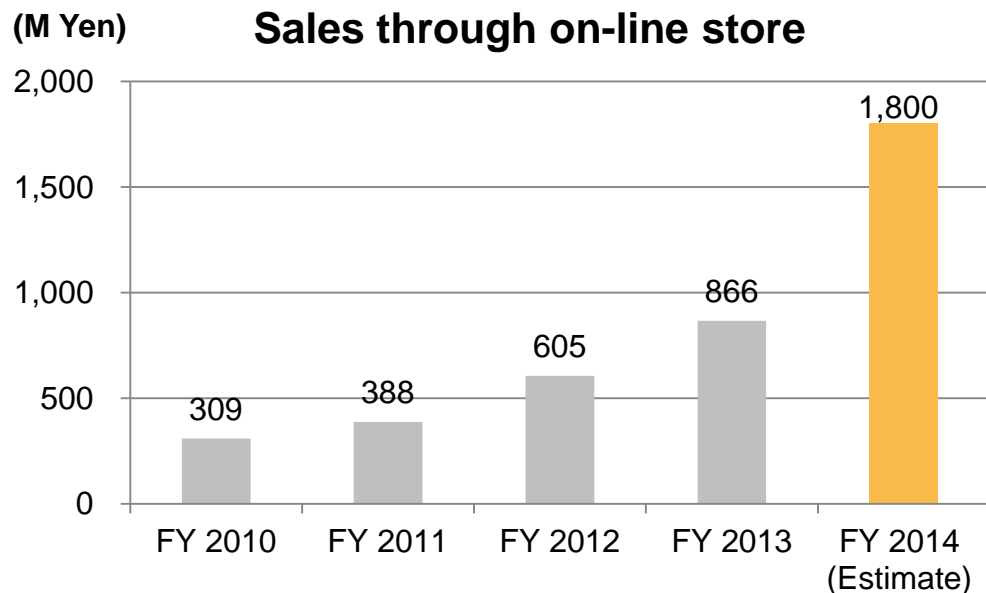
## Overseas stores

Country / Region	No. of stores at Mar 31, 2013	FY March 2014(Forecasts)		No. of stores at Mar 31, 2014
		1st-half	2nd-half	
France	11			11
China	2			2
Taiwan	6	+1		7
Thailand	4			4
Singapore	3			3
Malaysia	1	+1		2
<b>Total</b>	<b>27</b>	<b>+2</b>		<b>29</b>

Number of new stores: 30  
(up 31 stores from last FY)

# Implementation of e-commerce

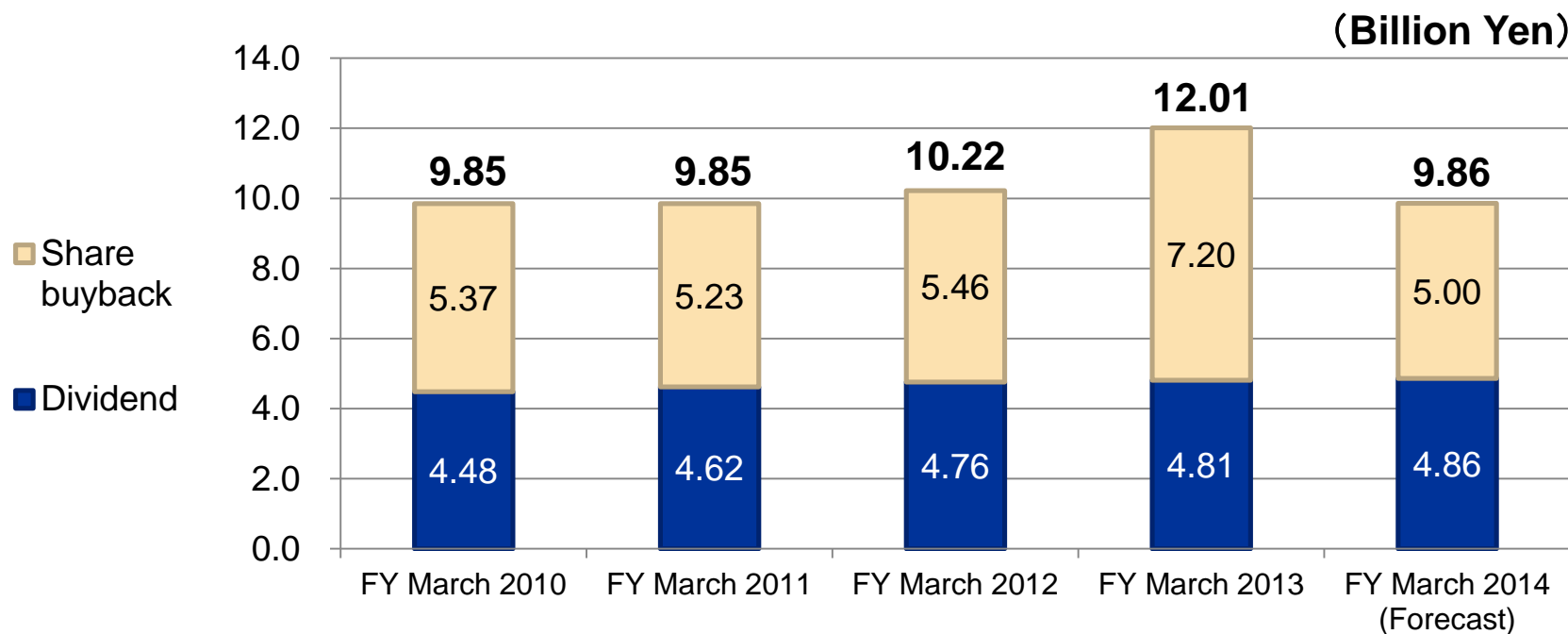
- Increasing of number of items  
September 2012: 40,000 items  
March 2013: 60,000 items  
March 2014 (plan): 100,000 items
- Opened on-line store on Rakuten ichiba
- Launched application for smart phone (October 2012)



AUTOBACS on RAKUTEN ICHIBA



# Financial Strategies – Shareholder Return Policy



<b>Dividend per share (After-Share Split)</b>	<b>41.7 Yen</b>	<b>45 Yen</b>	<b>48.3 Yen</b>	<b>52 Yen</b>	<b>54 Yen</b>
<b>Dividend per share (Before-Share Split)</b>	<b>125 Yen</b>	<b>135 Yen</b>	<b>145 Yen</b>	<b>156 Yen</b>	<b>162 Yen</b>
<b>DOE</b>	<b>3.0%</b>	<b>3.2%</b>	<b>3.3%</b>	<b>3.4%</b>	<b>3.5%</b>
<b>Total return ratio</b>	<b>168.0%</b>	<b>159.5%</b>	<b>121.7%</b>	<b>160.1%</b>	<b>120.3%</b>
<b>Dividend payout ratio</b>	<b>77.2%</b>	<b>75.9%</b>	<b>57.3%</b>	<b>64.0%</b>	<b>60.9%</b>

- **Although it will be difficult to achieve all of the numerical targets set forth under the AUTOBACS 2010 Medium-term Business Plan, this fiscal year we will fully execute the strategic measures described in this presentation.**
- **We will place particularly strong focus on improving profitability at domestic store subsidiaries in Japan.**
- **Across the AUTOBACS Group, we will continue to modify our merchandise and service offerings and cost structure in response to changes in the business environment.**

# Appendix

# Quarterly P/L (FY March 2013)



(Billion Yen)

	Q1(Results)	Q2(Results)	Q3(Results)	Q4(Results)	Full Year (Results)
<b>Net Sales</b>	<b>58.0</b>	<b>52.8</b>	<b>72.1</b>	<b>47.3</b>	<b>230.2</b>
YoY	-2.2 %	- 4.8 %	- 1.2 %	- 4.8 %	- 3.0 %
<b>Gross margin (% of Sales)</b>	<b>17.7</b> (30.6%)	<b>17.6</b> (33.3%)	<b>23.6</b> (32.7%)	<b>16.8</b> (35.6%)	<b>75.7</b> (32.9%)
YoY	-4.5 %	- 4.1 %	+2.9 %	- 2.3 %	- 1.7 %
<b>SG&amp;A</b>	<b>15.6</b>	<b>15.5</b>	<b>16.5</b>	<b>15.4</b>	<b>63.0</b>
YoY	+1.8 %	+0.6 %	+2.2 %	- 6.4 %	- 0.5 %
<b>Operating income</b>	<b>2.1</b>	<b>2.1</b>	<b>7.1</b>	<b>1.4</b>	<b>12.7</b>
YoY	-34.7 %	- 28.4 %	+4.6 %	+87.2 %	- 7.1 %
<b>Ordinary income</b>	<b>2.5</b>	<b>2.5</b>	<b>7.6</b>	<b>2.0</b>	<b>14.5</b>
YoY	-36.4 %	- 26.6 %	+5.9 %	+117.2 %	- 5.5 %
<b>Net income</b>	<b>1.3</b>	<b>0.9</b>	<b>4.4</b>	<b>1.0</b>	<b>7.6</b>
YoY	-39.8 %	- 54.3 %	+9.2 %	+504.5%	- 9.7 %

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

# Performance By Company Segments



(Billion Yen)

		FY March 2013	FY March 2012	YoY (%)	Latest forecast	Actual vs. forecast (%)
Non-consolidated	Net Sales	187.3	195.6	-4.2	191.2	-2.0
	Operating Income	13.7	13.6	+1.1	13.2	+4.1
Domestic store subsidiaries	Net Sales	78.1	81.7	-4.5	79.9	-2.3
	Operating Income	-0.8	0.4	—	-1.2	—
Overseas subsidiaries	Net Sales	8.8	9.1	-3.5	8.4	+4.5
	Operating Income	-0.1	0.1	—	0	—
Subsidiaries for supporting function	Net Sales	3.4	3.4	-0.2	3.4	-0.7
	Operating Income	0.4	0.4	-3.3	0.4	+4.0
Subsidiaries for car goods supply and other	Net Sales	14.4	12.6	+13.9	14.2	+1.1
	Operating Income	0.2	0.1	+44.6	0.2	+8.0
Segment total	Net Sales	291.9	302.4	-3.5	297.1	-1.8
	Operating Income	13.5	14.7	-8.2	12.6	+7.2

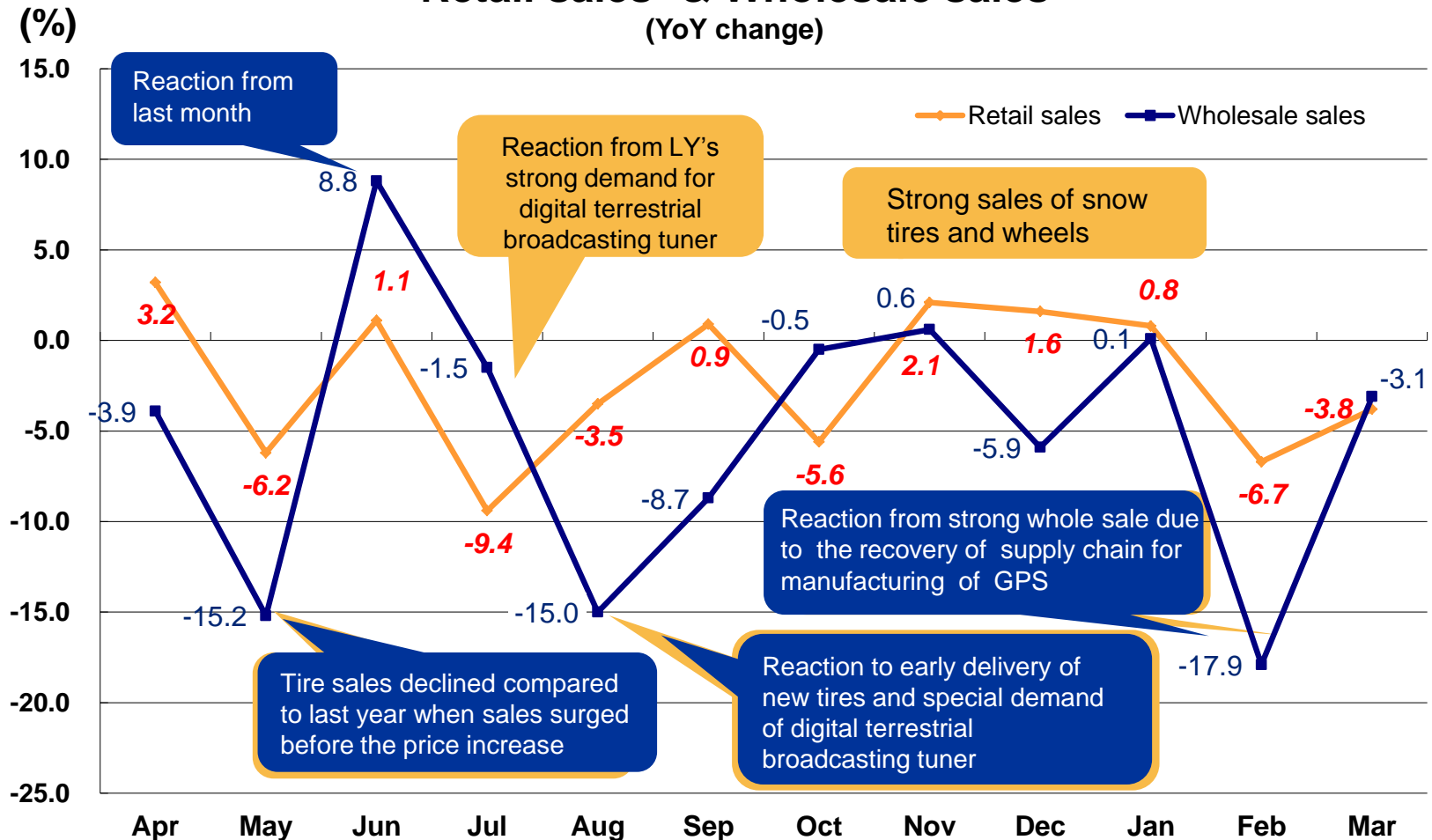
Amounts are rounded down to the nearest ten million Yen.

% of Net Sales and YoY comparisons are calculated in million Yen.

# Sales Trend : Retail & Wholesale (FY March 2013)



## Retail sales\* & Wholesale sales (YoY change)



\*Domestic retail sales including FCs: Sales at all domestic store formats (AUTOBACS, Super AUTOBACS, AUTO HELLOES, AUTOBACS Secohan Ichiba and AUTOBACS EXPRESS)

# Performance Breakdown (FY 2013 vs FY 2012)



## Parental company (Non-consolidated)

(Billion Yen)

<b>Net Sales</b> 187.2BY YoY -8.30BY	<b>Wholesale</b>	-8.23BY -4.5%	↑Car interior items, Tires & wheels, external items, motor sports goods ↓Car electronics devices
	<b>Retail</b>	-0.14BY -1.6%	↑used car, On-line store, fuel, Car interior items ↓Car electronics devices, furniture and fixtures
<b>Gross Margin</b> 40.9BY YoY -0.81BY	<b>Wholesale</b>	-0.31BY -0.8%	↑Tires & wheels, Car interior items, external items, motor sports goods ↓Car electronics devices, furniture and fixtures
	<b>Retail</b>	-0.30BY -10.8%	↓used car, fuel, on-line store ↓Car electronics devices, motor sports goods, Service
<b>SG&amp;A</b> 27.1BY YoY -0.96BY	Personnel: Decrease in performance-based remuneration		
	Sales promotion costs: Advertising and publicity expenses reduced, assistance for store remodeling decreased		
	Equipment costs: Increase in amount of depreciation		
	Others: Increase of Lawyer's fee & Consulting fee		

## Domestic store subsidiaries

(Billion Yen)

<b>Net Sales</b> 78.0BY YoY -3.65BY	Sales and GPM declined given the effect of sluggish sales of car electronics and their installation wages, although sales of interior accessories, tires and wheels performed well. SG&A increased in Q1 as a reaction to reduced expenses in the wake of the earthquake in the previous fiscal year, but by the end of the fiscal year were at the year-ago level, as a result of efforts from Q2 to reduce expenses.
<b>Ordinary Income</b> -0.78BY YoY -1.22BY	

Amounts are rounded down to the nearest ten million Yen

# Decrease In Consolidation Adjustments



## Consolidation Adjustments

(Million Yen)

	FY March 2013	FY March 2012
Operating Income for segment total	13,453	14,654
Inventories (Unearned income of subsidiary inventories, etc.)	-297	-325
Depreciation of Goodwill	-263	-76
Allowance for point card	-35	-83
Elimination of Intersegment transaction	-383	-477
Adjustment in fixed assets	179	8
Other	91	20
Consolidation adjustment	-708	-934
Consolidated operating income	12,745	13,720

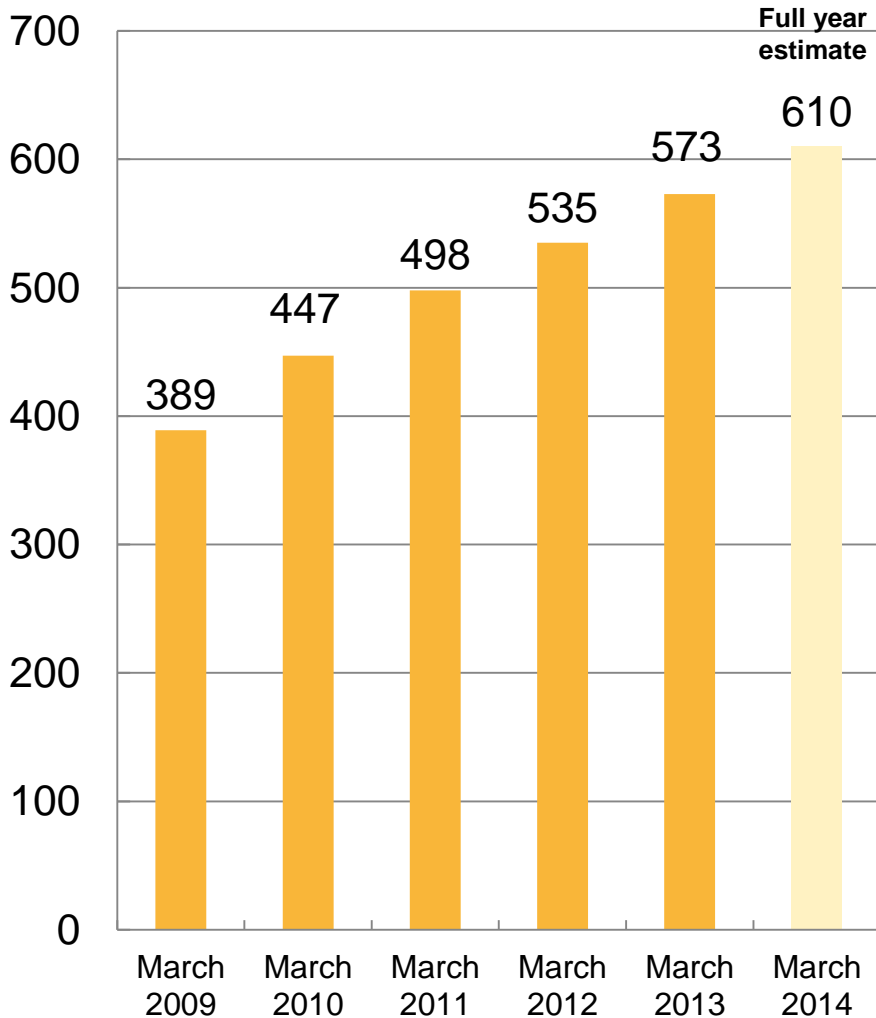


# Statutory Inspection and Car Sales Business



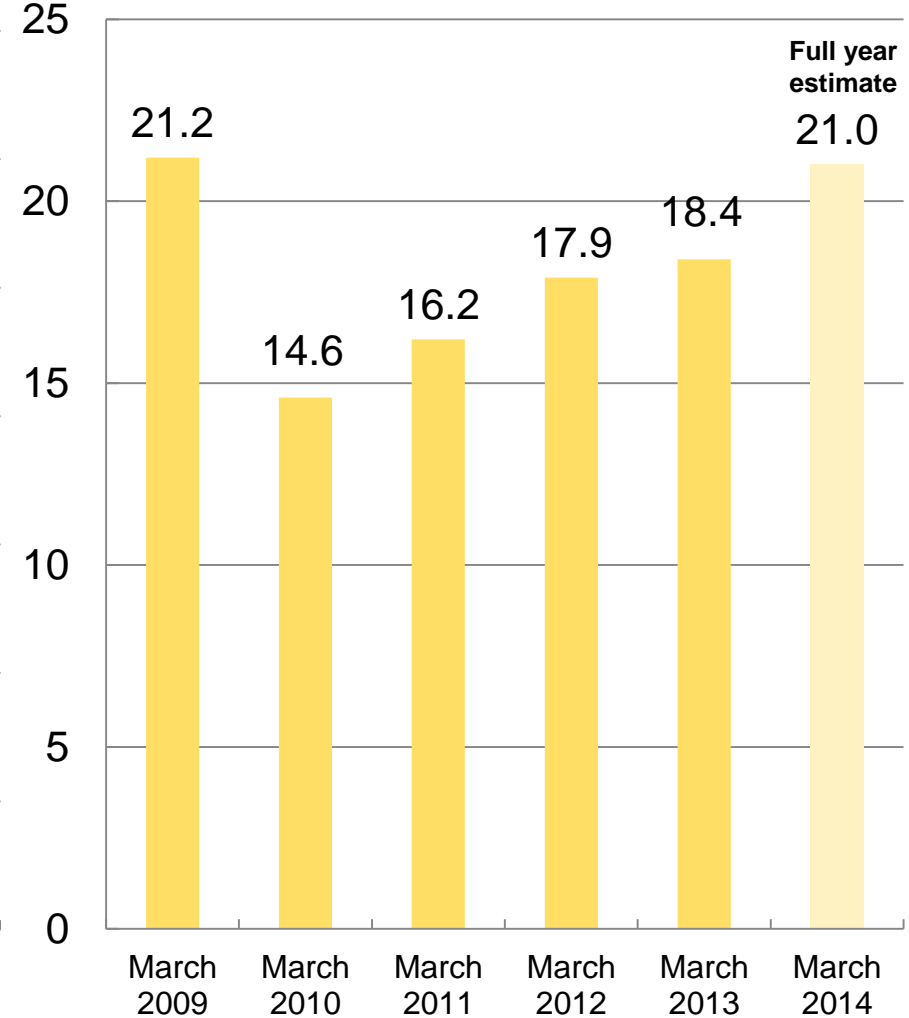
## Statutory car inspection (total stores)

(Thousands cars)



## Car sales (total stores)

(Thousands cars)

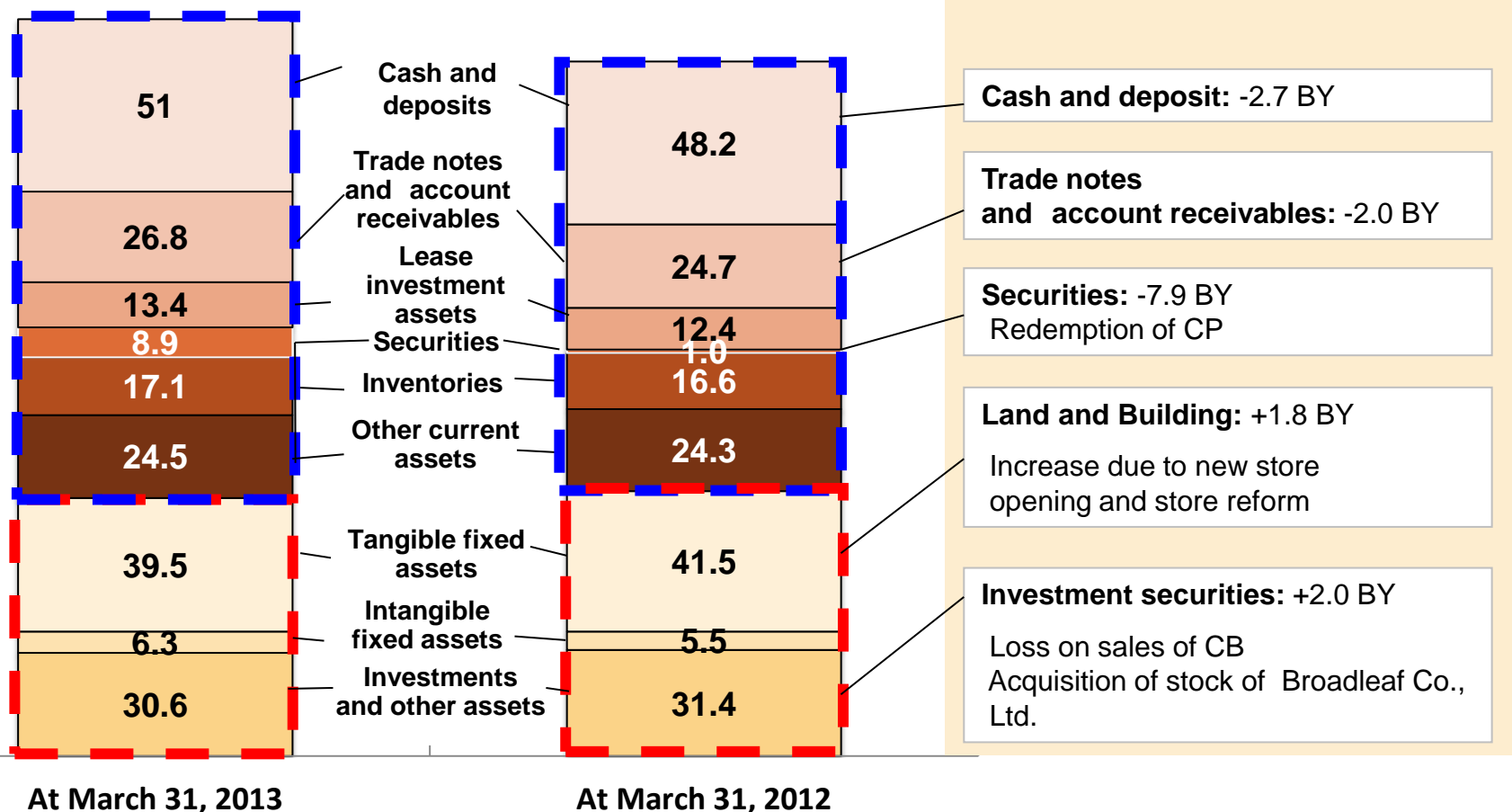


# Balance Sheet: Assets



(Billion Yen)

Total Assets	
217.9 BY	205.5 BY



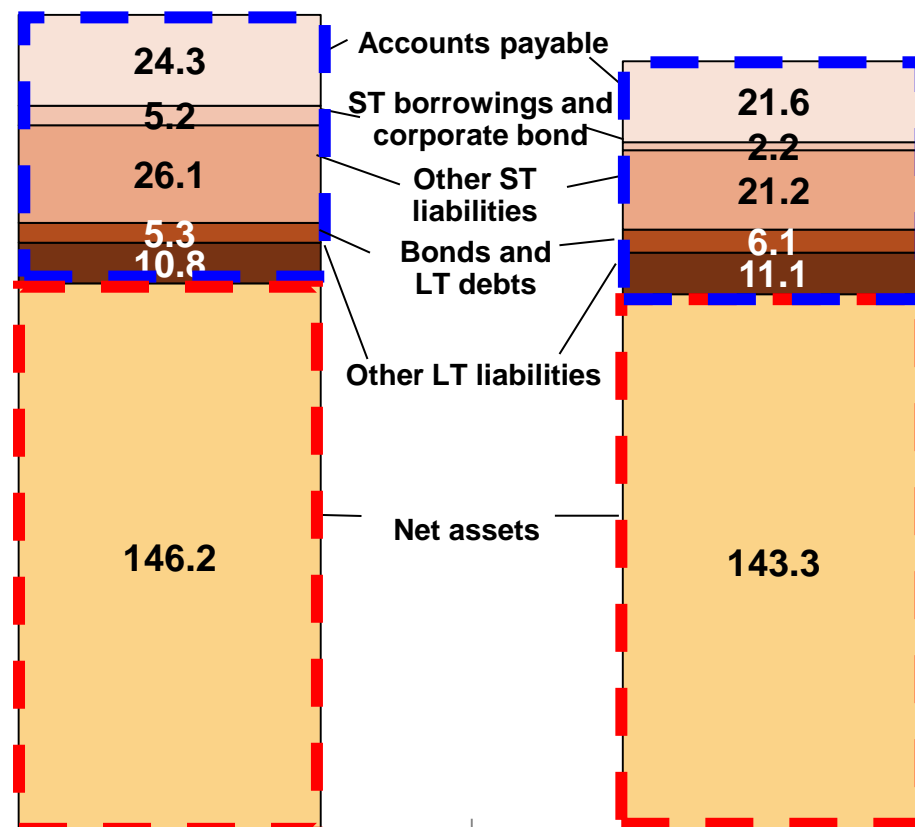
At March 31, 2013

At March 31, 2012

# Balance Sheet: Liabilities and Equity

(Billion Yen)

Total Liabilities and Equity	
217.9 BY	205.5 BY

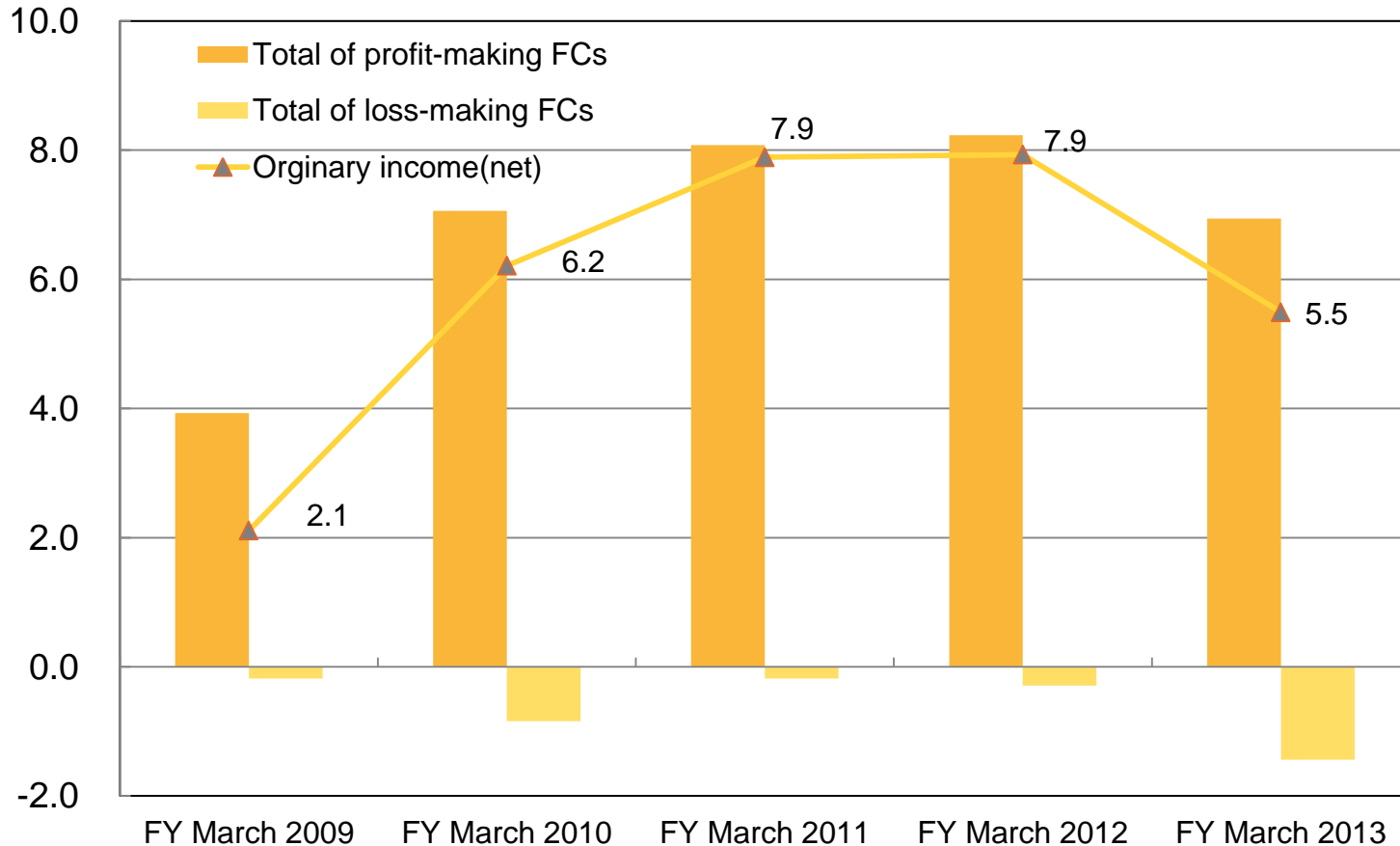


Major items changed
Accounts payable: -2.7 BY
Other LT liabilities: -3.0 BY
Other ST liabilities - accounts payable-other: -1.2BY - Income taxes payable: -2.4 BY
Net assets -Retained Earnings (dividend payments): -2.6BY -Treasury Stock (share buyback): -1.7BY

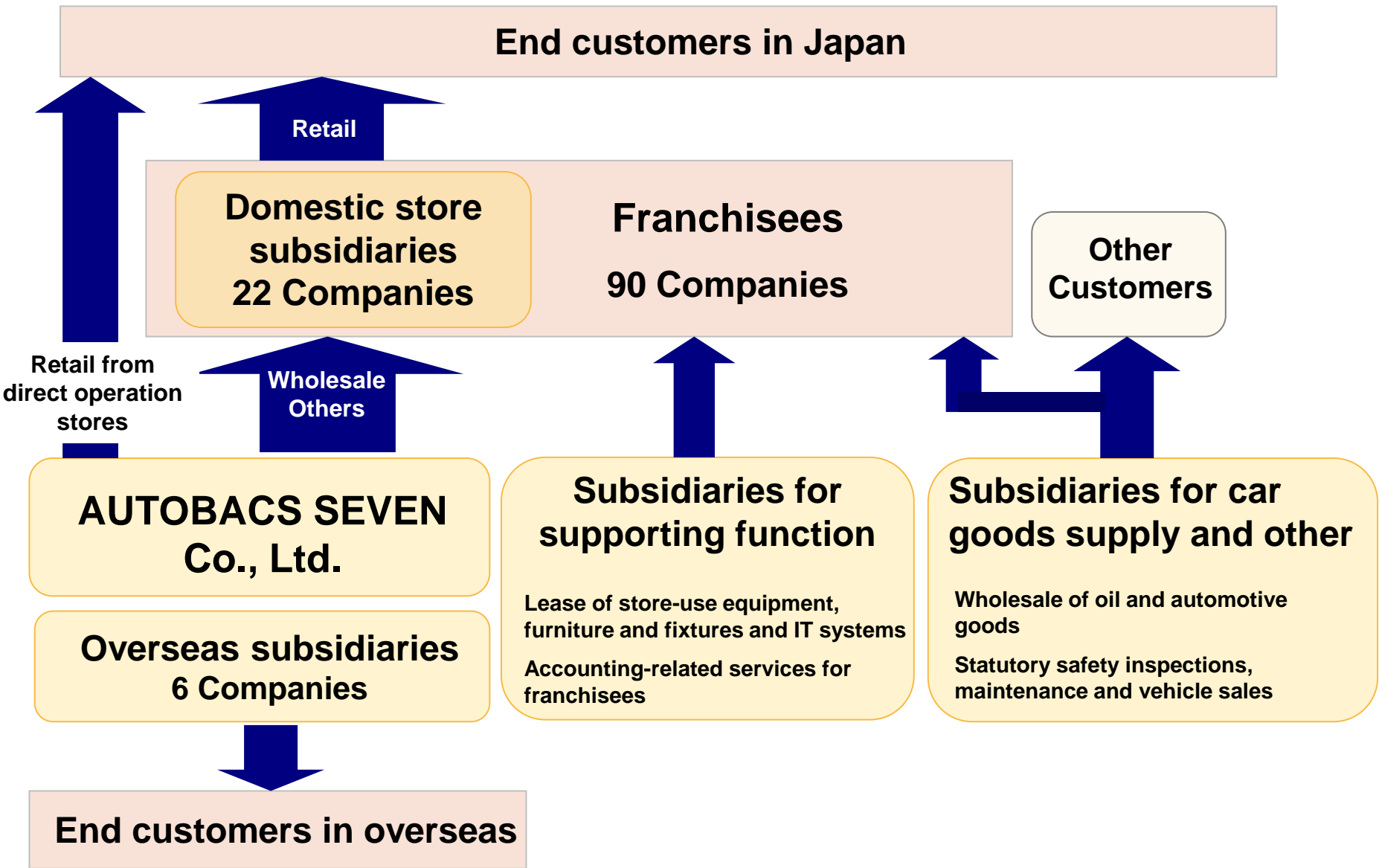
At March 31, 2012

At March 31, 2013

## Ordinary Income of Franchise Companies (Preliminary) (Billion Yen)



# Segment Information (as of April 1, 2013)





## 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.