

ANALYST MEETING

Results for FY March 2011 and Forecasts for FY March 2012



May 12, 2011

Setsuo Wakuda

Representative Director and CEO

- I. CONSOLIDATED FINANCIAL RESULTS FOR FY March 2011**

- II. FINANCIAL FORECASTS FOR FY March 2012**

- III. PROGRESS & UPDATES OF THE
“AUTOBACS 2010 MEDIUM-TERM BUSINESS PLAN”**

I. CONSOLIDATED FINANCIAL RESULTS FOR FY March 2011

FINANCIAL RESULTS (FY MARCH 2011)



(billion yen)

	FY March 2011				FY March 2010
	Latest forecast	Actual result	YoY change (ratio)	Actual vs. forecast (ratio)	
Net sales	229.5	236.4	1.5%	+3.0%	232.9
Gross margin	73.2	75.7	2.4%	+3.5%	74.0
SG&A	62.6	63.8	-0.1%	+1.8%	63.8
Operating income	10.6	12.0	17.9%	+13.1%	10.2
Non-operating income	1.0	1.1	-32.5%	+7.1%	1.6
Ordinary income	11.6	13.1	11.1%	+12.6%	11.8
Extraordinary gains (losses)	(1.2)	(1.6)	-	-	(1.2)
Net income	5.6	6.2	5.4%	+10.3%	5.9
ROE	3.8%	4.1%	+0.3pt	+0.3pt	3.8%

Amounts are rounded down to the nearest hundred million Yen.

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

BOTH SALES AND PROFIT RISING:

1. Steady implementation of the budgetary plan

- **First half:** Failed to reach targets for sales of Tires and ETC device, and gross margin ratio due to changes in gross profit mix
- **Second half:** Effectively captured demand for tires, wheels, and tire chains due to heavy snowfalls
- Steady improvement in overseas business

2. Progress in the medium-term business plan

- Store reform and customer service training progressing ahead of plan
- Four new stores opened despite a slight delay from initial target
- Selection of suppliers for strategic partnership in each merchandise category

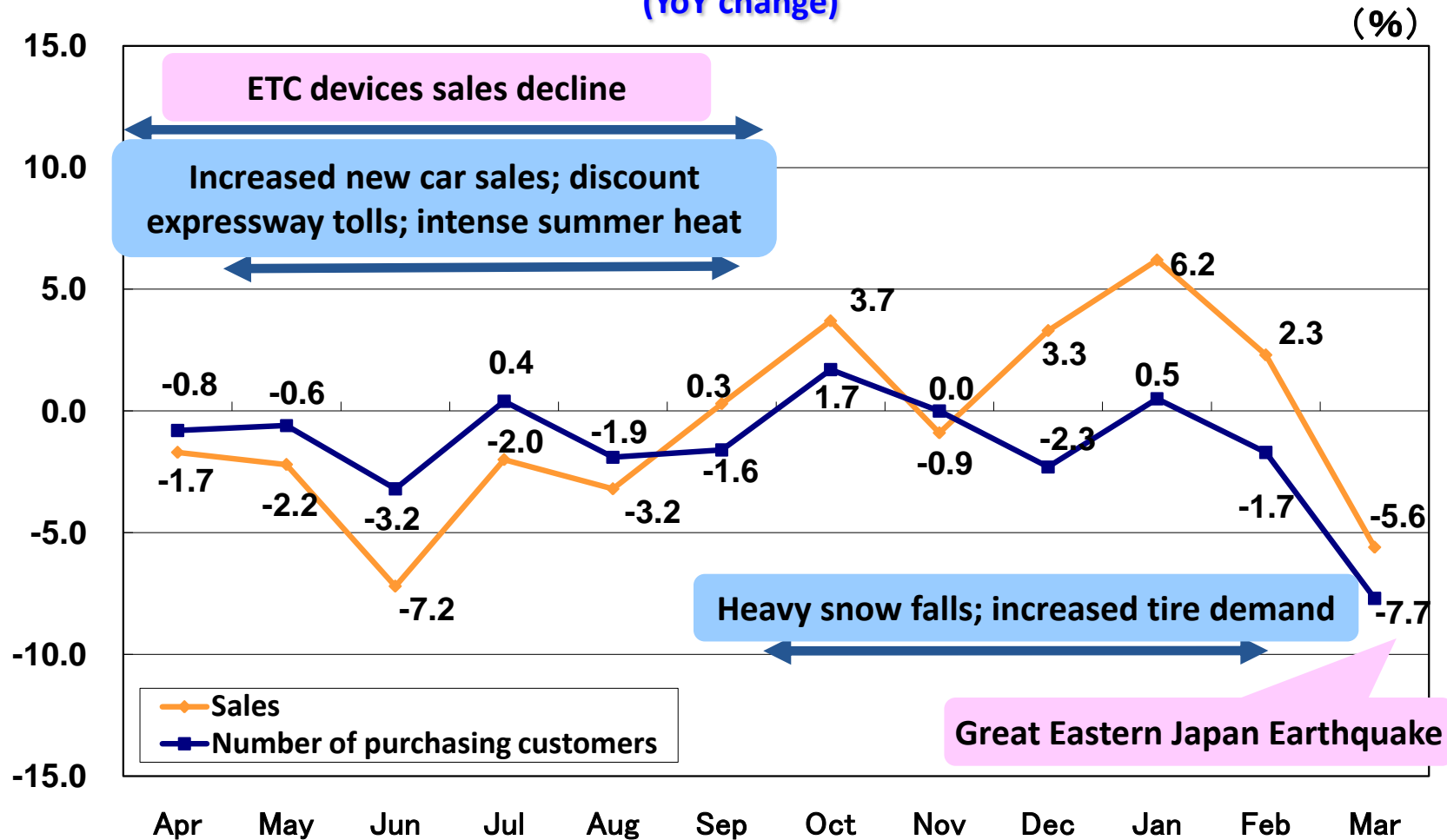
3. Earthquake effect of 1.4 billion Yen on retail sales

RETAIL SALES TREND (FY March 2011)



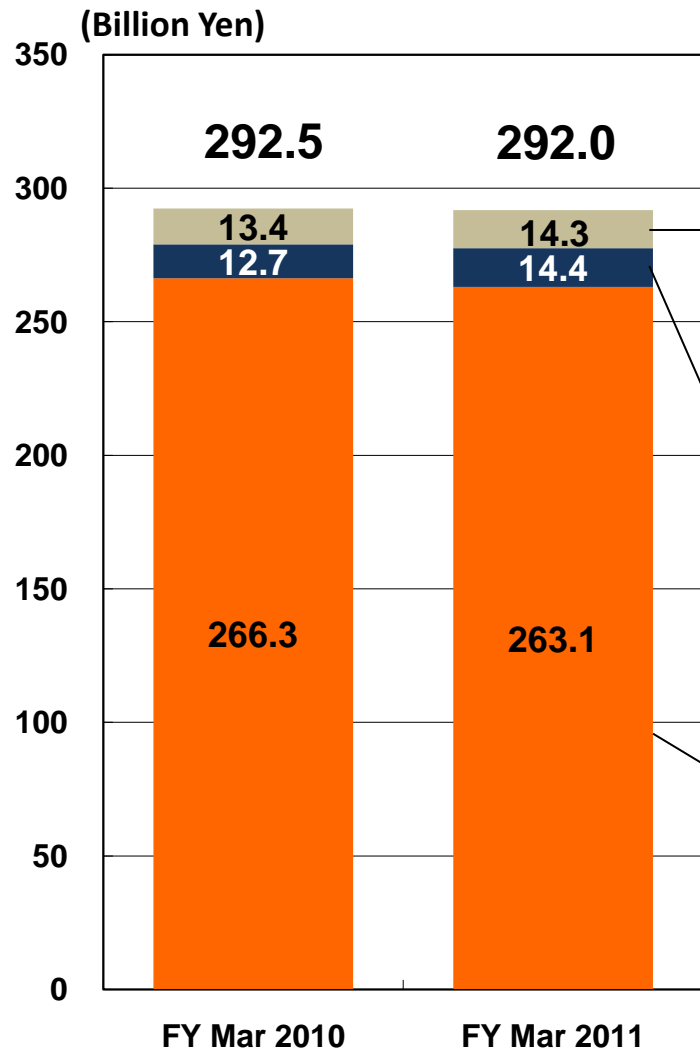
Sales and number of purchasing customers

(YoY change)



Sales at major store types (AB, SA, AH)

DOMESTIC RETAIL SALES INCLUDING FRANCHISEES*



**Retail sales including FCs: 292.0 billion Yen
(down 0.2% YoY)**

**Statutory safety inspection: 14.3 billion Yen
(up 6.6% YoY)**

Number of cars inspected: 497,211 cars (up 11.2% YoY)
Number of fully certified & designated stores: 325 stores
(up 26 stores from the previous fiscal year-end)

Car sales: 14.4 billion yen (up 13.7% YoY)**

No. of cars sold at AUTOBACS Group stores: 16,274 cars
(up 11.0% YoY)

**Car related goods sales: 263.1 billion yen
(down 1.2% YoY)**

*Domestic retail sales including FCs: Major format stores(AB, SA, AH)+Used car goods+CARS

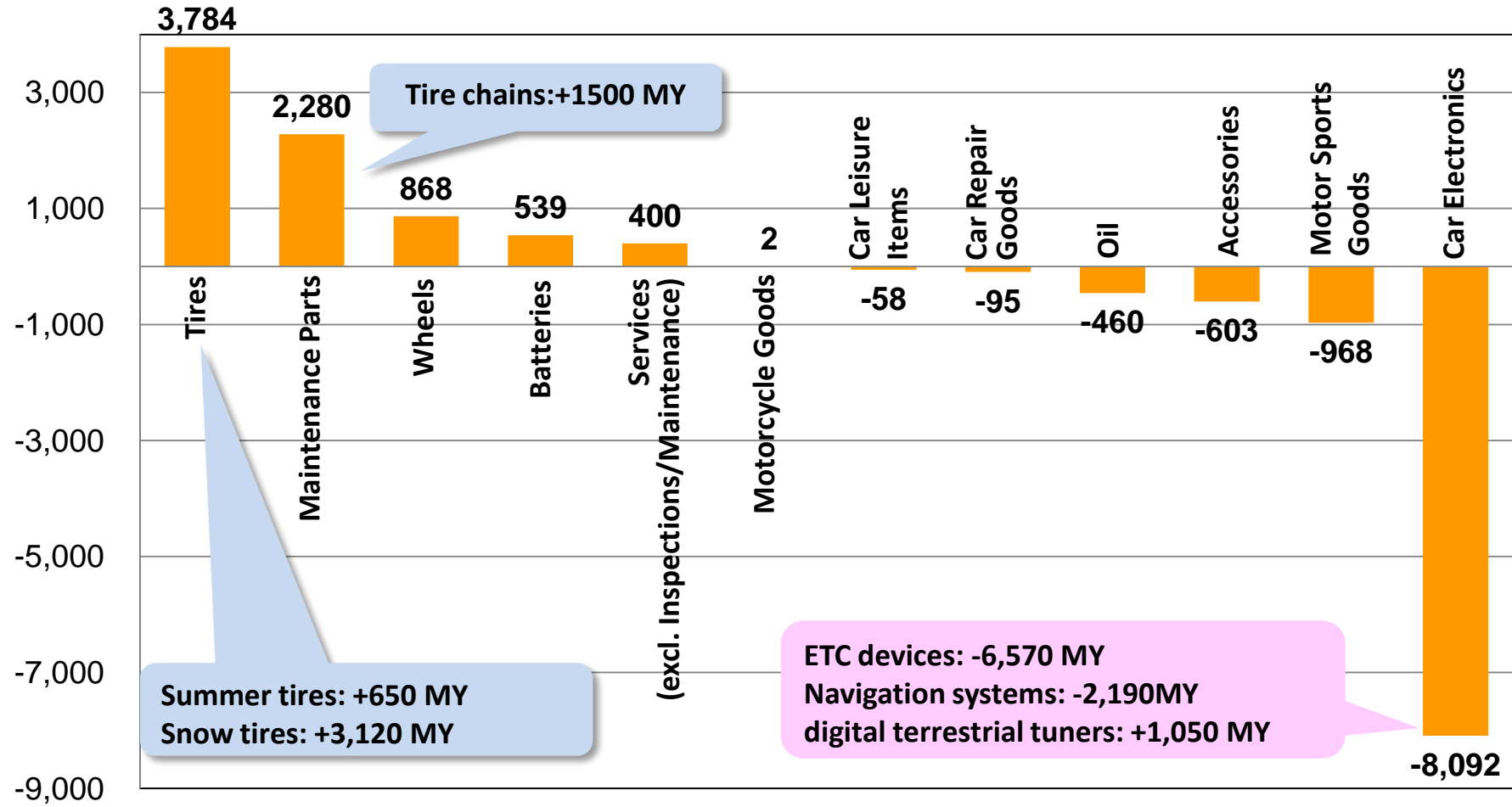
** Auction sales excluded

SALES UPS AND DOWNS BY MERCHANDISE CATEGORY*



(for 12 months ended March 31, 2011; YoY change in amount; total store basis)

(Million Yen)



* Sales at major store formats (AB, SA, AH)

FINANCIAL RESULTS (Second half of FY March 2011)



(Billion Yen)

	1st half results (4/1,2010 - 9/30,2010)	YoY change (amount)	2nd half results (10/1,2010- 3/31,2011)	YoY change (amount)	2nd half latest forecast	2nd half Actual vs. forecast (amount)
Net sales	115.0	+0.5	121.3	+2.9	114.5	+6.9
Gross margin <i>% to Net sales</i>	35.8 31.1%	-0.6	40.0 32.9%	+2.3	37.4 32.7%	+2.5
SG&A	31.6	-0.0	32.1	-0.1	31.0	+1.2
Operating income	4.1	-0.6	7.9	+2.4	6.5	+1.4
Non-operating income	0.3	-0.6	0.8	+0.1	0.7	+0.1
Ordinary income	4.4	-1.2	8.7	+2.5	7.2	+1.5
Extraordinary gains (losses)	(1.2)	-0.6	(0.4)	+0.2	0.0	-0.4
Net income	1.7	-1.0	4.5	+1.3	3.9	+0.6

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

MAJOR DRIVERS OF VARIANCE



(Billion Yen)

	FY March 2011			FY Mar 2010 (% of Sales)
	Results (% of Sales)	YoY (ratio)	Major drivers of variance	
Net sales	236.4	+1.5%	Non-consolidated sales: +3.8 Domestic store subsidiaries: +2.1 Overseas subsidiaries: +0.3	232.9
Gross margin	75.7 32.0%	+2.4%	Wholesale sales: +1.4 Retail sales: +0.6 ➢ Strong sales of Tires & Wheels ➢ Less sales of ETC related devices ➢ Increase in sales of Services	74.0 31.8%
SG&A	63.8 27.0%	-0.1%	Salaries: Increase in number of domestic store subsidiaries Selling Expenses: Increase in store reforms; promotional discounts that had been counted as cost until last year Facilities: Decrease in rents for land and housing overseas; decrease in non-consolidated cost of depreciation Earthquake related: Cancellation of promotions; donations; increase in logistics expenses 0.29	63.8 27.4%
Non-operating income/ expense	1.1 0.5%	-32.5%	Non-operating income: Less profit in subsidiaries for supporting functions Non-operating expenses: Increase in exchange loss; decrease in loss of revaluation of investment securities and lease expenses of systems equipment.	1.6 0.7%
Extraordinary gains	1.1 0.5%	-72.3%	Reversal of allowance for doubtful receivable 0.5; gain on sales of fixed assets 0.4; reversal of allowance for business restructuring 0.1	4.0 1.7%
Extraordinary losses	2.7 1.1%	-48.3%	Applying of accounting standard of asset retirement obligations 1.2; special retirement costs 0.5; Great Eastern Japan earthquake 0.39; asset retirement obligations and restructuring cost of stores 0.6	5.1 2.2%

Amounts are rounded down to the nearest hundred million Yen.

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

PERFORMANCE OF COMPANY SEGMENTS



(billion yen)

		FY March 2011	FY March 2010	YoY (%)	Latest forecast	Actual vs. forecast (%)
Non-consolidated	Net Sales	194.7	190.9	2.0%	188.9	3.1%
	Ordinary Income	11.7	10.5	11.5%	10.5	11.9%
Domestic store subsidiaries	Net Sales	81.2	79.1	2.7%	80.2	1.3%
	Ordinary Income	(0.1)	(0.1)	-	(0.2)	-
Overseas subsidiaries	Net Sales	8.8	8.5	4.0%	8.4	4.9%
	Ordinary Income	(0.2)	(0.7)	-	(0.3)	-
Subsidiaries for supporting function	Net Sales	6.2	12.6	-51.0%	6.3	-1.9%
	Ordinary Income	0.5	0.7	-34.4%	0.4	21.8%
Subsidiaries for car goods supply and other	Net Sales	13.0	13.0	0.4%	13.2	-1.3%
	Ordinary Income	0.2	0.3	-18.0%	0.3	-22.3%
Segment total	Net Sales	303.9	304.1	0.0%	297.0	2.3%
	Ordinary Income	12.2	10.8	13.1%	10.7	14.0%

Amounts are rounded down to the nearest ten million Yen.

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

GEOGRAPHICAL SEGMENTS (Overseas)

	FRANCE		CHINA		SINGAPORE		THAILAND	
Number of stores at March 31, 2011 (including FCs)	11		4		2		4	
FY March 2011 comparable store sales YoY (%) (including FCs)	7.6%		7.6%		15.0%		-2.8%	
	FY March 2011	FY March 2010	FY March 2011	FY March 2010	FY March 2011	FY March 2010	FY March 2011	FY March 2010
Net sales (Million Yen)	6,810	6,550	390	440	1,080	950	530	530
SG&A (Million Yen)	3,420	3,850	230	290	330	310	160	140
Operating income (Million yen)	(240)	(650)	(60)	(140)	130	90	(10)	10
Business conditions	Transferred one FC company to a subsidiary. Profit increased due to enhanced sales of commodities and services, as well as snowfalls and business restructuring.		Continued experiment at the directly owned model store focusing on car washing services.		Sales of maintenance related items are growing well under favorable economic condition.		Sales decreased under unstable society and economy. Strengthened maintenance items and opened a small format store in December 2010.	

STORE OPENINGS AND CLOSINGS



Domestic stores

Store Type	No. of stores at March 31, 2010	FY March 2011						No. of stores at March 31, 2011
		1st-half			2nd-half			
		New	S/B · R/L	Close	New	S/B · R/L	Close	
AUTOBACS	395		+8/-4		+4	+7/-6		404
Super AUTOBACS	77		-1					76
AUTO HELLOES	8		-2			-1		5
AUTOBACS <i>Hashiriya Tengoku Secohan Ichiba</i>	25			-1			-3	21
AUTOBACS EXPRESS	6				+1			7
Total	511		+1	-1	+5	±0	-3	513

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

Overseas stores

Country / Region	No. of stores at Mar 31, 2010	FY March 2011		No. of stores at Mar 31, 2011
		1st-half	2nd-half	
France	11			11
China	6	-2		4
Taiwan	4		+1/-1	4
Thailand	3		+1	4
Singapore	2			2
Total	26	-2	+1	25

EARTHQUAKE EFFECT (Damage & Response)

Damage situation of the Great Eastern Japan Earthquake

	Immediately after the earthquake	As of May 12, 2011
Store	35 stores suspended their operation (as of March 12, 2011)	Two stores unable to restart operation (AB Ishinomaki, AB Tagajo)
Logistics center	Eastern Japan Logistics Center stopped operation & distribution; Western Japan Logistics Center enhanced its function and supported the Eastern Japan distribution	Restarted full operation
Group activities, etc.	<ul style="list-style-type: none">●Monetary donations to Japan Red Cross (100 Million Yen)●Donation of relief items to the regional autonomy headquarters of disaster control●Donation of relief items and sending of recovery support team to Group stores●Electricity and other saving efforts	

Monthly sales of the domestic stores (March, 2011)

	Actual vs. forecast	YoY change rate (total store)
Japan total	-1.4 BY	-4.2%
Northern Japan	-0.6 BY	-21.2%
Kanto	-1.0 BY	-9.3%
Other	+0.1 BY	+2.2%

EARTHQUAKE EFFECT (Effect on Earnings)

Effect on Earning results

	Amount effected
Consolidated net sales	-0.6 BY
Gross margin	-0.2 BY
SG&A	-0.29 BY
Extraordinary losses	-0.39 BY

**0.9 BY effect on
income before taxes**

Effect on SG&A and Extraordinary losses (in detail)

(Million Yen)

	Merchandise	Facility	Other	Total
Tohoku Region	150	130	0	280
Kanto Region	0	30	0	30
Logistics Center	0	30	40	80
Other	0	0	280	280
Total	160	190	330	670

Amounts are rounded down to the nearest ten million Yen

II. FINANCIAL FORECASTS FOR FY March 2012

FINANCIAL FORECASTS (FY March 2011)



(Billion Yen)

	FY March 2011 Results	FY March 2012 (Forecasts)			
		1st-half	2nd-half	Full year	YoY change (amount & rate)
Net sales	236.3	114.1	119.1	233.2	-3.1 -1.3%
Gross margin	75.7	36.1	38.8	74.9	-0.8
<i>% to Net sales</i>	32.0%	31.6%	32.6%	32.1%	-1.1%
SG&A	63.7	31.4	31.8	63.2	-0.5
<i>% to Net sales</i>	27.0%	27.5%	26.7%	27.1%	-0.9%
Operating income	11.9	4.7	7.0	11.7	-0.2
<i>% to Net sales</i>	5.1%	4.1%	5.9%	5.0%	-2.4%
Ordinary income	13.0	5.4	7.8	13.2	+0.1
<i>% to Net sales</i>	5.5%	4.7%	6.5%	5.7%	+1.1%
Net income	6.1	3.0	4.3	7.3	+1.1
<i>% to Net sales</i>	2.6%	2.6%	3.6%	3.1%	+18.1%
ROE	4.1%			5.0%	—

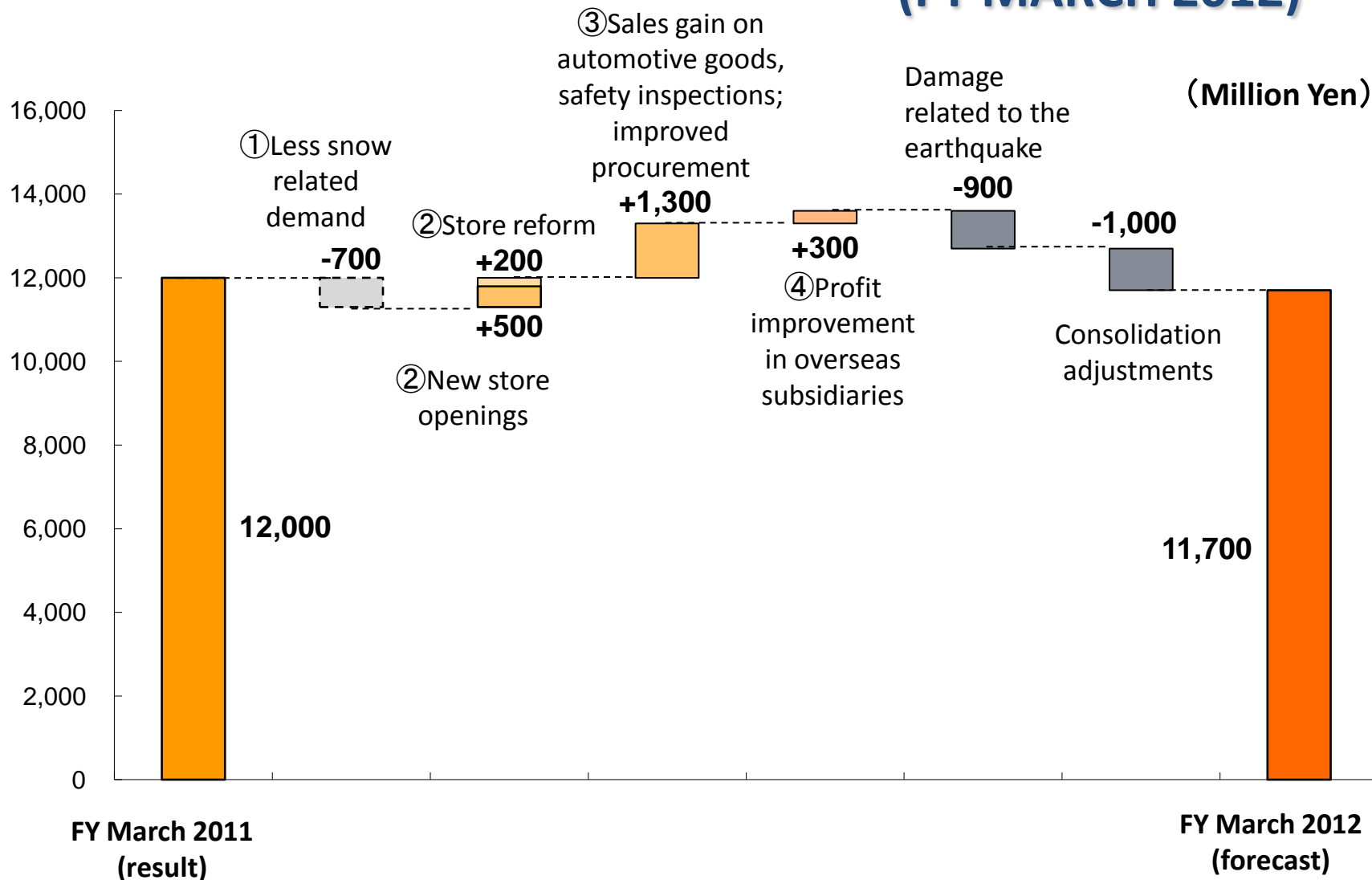
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% of Net Sales and YoY comparisons are calculated in million Yen.

(FY MARCH 2012)

- ① Decline in sales of snow related items as a result of less snowfall than FY March 2011
 - ② Sales growth from the accelerated store openings and reforms
 - ③ Increased sales of tires, digital terrestrial broadcasting tuners and statutory safety inspections; improvement in gross margin
 - ④ Profit improvement in overseas subsidiaries
 - ⑤ Increased expenses related to store reform initiatives, etc.
- +
- ⑥ Fall in sales due to decreasing new car sales; fall in sales of items that rely on personal preferences; fall in sales of car electronics due to lack of merchandise supply (approx. 5.0 BY)

FACTORS THAT COULD AFFECT THE OPERATING INCOME

(FY MARCH 2012)



DOMESTIC STORE SALES ASSUMPTION (FY MARCH 2012)



Sales forecast (YoY change rate)

	First half	Second half	Full year
Automotive goods (excl. services)	-3.7%	+1.2%	-1.5%
Services	+5.8%	+5.9%	+5.9%
Automobile purchase & sales	+5.9%	+7.7%	+6.8%
Same store sales	-2.4%	+0.2%	-1.0%
Total store sales	-1.4%	+1.8%	+0.3%

※Include sales at all type of store formats

Sales target of safety inspection services: 550,000 cars

Sales target of car sales: 18,000 cars

Automotive goods sales:

- Concentrate on tire sales, improve gross margin through tie-ups with manufactures
- Secure merchandise related to digital terrestrial broadcasting and build its effective sales system

Statutory safety inspections:

- Promote safety inspections at stores intensively where the service is provided to only a small number of automobiles

Automobile purchase & sales:

- Strengthen purchasing of used vehicles; strengthen sales in the Tohoku region
- Reform sales promotion by promoting CRM, improve efficiency
- Develop a medium-term service system for hybrid and electric vehicles

FORECASTS AT PARENT & SUBSIDIARY LEVEL



(FY March 2012)

(Billion Yen)

		FY March 2011 results	FY March 2012 (Forecasts)			
			1st-half	2nd-half	Full Year	YoY change (amount)
Non-consolidated	Net sales	194.71	95.00	99.20	194.20	-0.51
	Ordinary income	11.74	5.50	6.50	12.00	+0.26
Domestic store subsidiaries	Net sales	81.20	38.60	42.60	81.20	-0.0
	Ordinary income	(0.08)	(0.60)	0.90	0.30	+0.38
Overseas subsidiaries	Net sales	8.81	4.87	4.43	9.30	+0.49
	Ordinary income	(0.18)	0.13	(0.03)	0.10	+0.28
Subsidiaries for supporting functions	Net sales	6.18	1.70	1.60	3.30	-2.88
	Ordinary income	0.48	0.20	0.12	0.32	-0.16
Subsidiaries for car goods supply and other	Net sales	13.03	6.66	6.44	13.10	+0.06
	Ordinary income	0.23	0.11	0.14	0.25	+0.01

Amounts are rounded down to the nearest ten million Yen.

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

STORE OPENINGS AND CLOSINGS (FY MARCH 2012)



Domestic stores

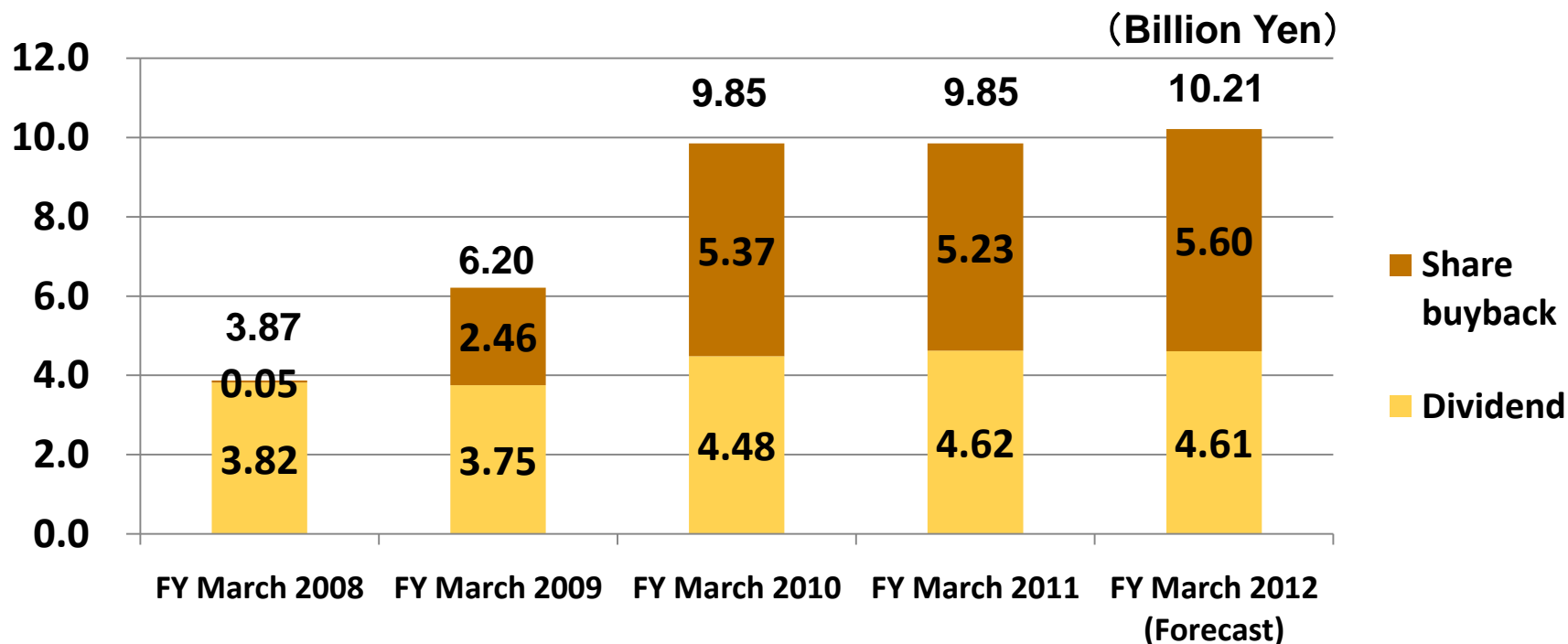
Store Type	No. of stores at Mar 31, 2011	FY March 2012 (Forecasts)						No. of stores at Mar 31, 2012
		1st-half			2nd-half			
		New	S/B · R/L	Close	New	S/B · R/L	Close	
AUTOBACS	404	+8	+5/-3		+23	+5/-3		439
Super AUTOBACS	76							76
AUTO HELLOES	5		-2			-2		1
AUTOBACS <i>Hashiriya Tengoku Secohan Ichiba</i>	21							21
AUTOBACS EXPRESS	7							7
Domestic total	513	+8	0		+23	0		544

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

Overseas stores

Country / Region	No. of stores at Mar 31, 2011	FY March 2012(Forecasts)		No. of stores at Mar 31, 2012
		1st-half	2nd-half	
France	11			11
China	4	+1		5
Taiwan	4	+1		5
Thailand	4			4
Singapore	2			2
Total	25	+2		27

SHAREHOLDER RETURN POLICY



Dividend per share	100 Yen	100 Yen	125 Yen	135Yen	140 Yen
DOE	2.3%	2.4%	3.0%	3.2%	3.2%
Total return ratio	636.3%	-	168.0%	159.4%	139.8%
Dividend payout ratio	260.6%	-	77.2%	75.9%	65.7%

III. PROGRESS & UPDATES OF THE “AUTOBACS 2010 MEDIUM-TERM BUSINESS PLAN”

(FY March 2011)

Measures	Progress of individual measure
1. Improving store profitability	
1)Store reform	○ Completed reforms at 141 stores
2)Merchandise/ purchase reform	△ Evaluation and selection of suppliers for strategic partnership
3)Human resources/ store operation reform	○ Completed customer treatment training to 3,755 employees and sales skill-up training to 2,337 employees
2. Increasing market share	
1)New store opening	△ Opened four stores (one is a tire shop)
2)Development of service formats/ multi- channel strategy	× Trial started the pit reservation system during the 2 nd half of FY March 2011 but delayed from the overall implementation schedule
3. Overseas operation	○ Business turning into the black. Under reconstruction of business model in China

STORE REFORM RESULTS

Eleven months results (from Apr 2010 to Feb 2011)

	Stores before reform (319 stores) -YoY change rate-	After-reform stores (73 stores*) -Average YoY change rate-	Difference
Retail sales	100.7%	102.2%	+1.5pt
Number of customers	99.9%	98.9%	-1.0pt
Number of items purchased from central shelves	100.2%	98.3%	-1.9pt
Sales of maintenance items	102.2%	100.6%	-1.6pt
Sales of maintenance related services	108.9%	104.4%	-4.5pt
Tire sales in number	109.9%	113.9%	+4.0pt

*stores that completed reform by Jan 2011

STORES OPENED AFTER MARCH 2011



AUTOBACS Natori Store
(Opened March 4, 2011)



AUTOBACS Obama Store
(Opened March 26, 2011)



AUTOBACS Matsuyama Homen Store
(Opened April 21, 2011)



AUTOBACS Hakodate Nakamichi Store
(Opened March 31, 2011)



AUTOBACS Hakodate Hirono Store
(Opened March 31, 2011)



AUTOBACS Tokamachi Store
(Opened April 22, 2011)

MEDIUM-TERM BUSINESS PLAN (FY Mar 2012 Measures)



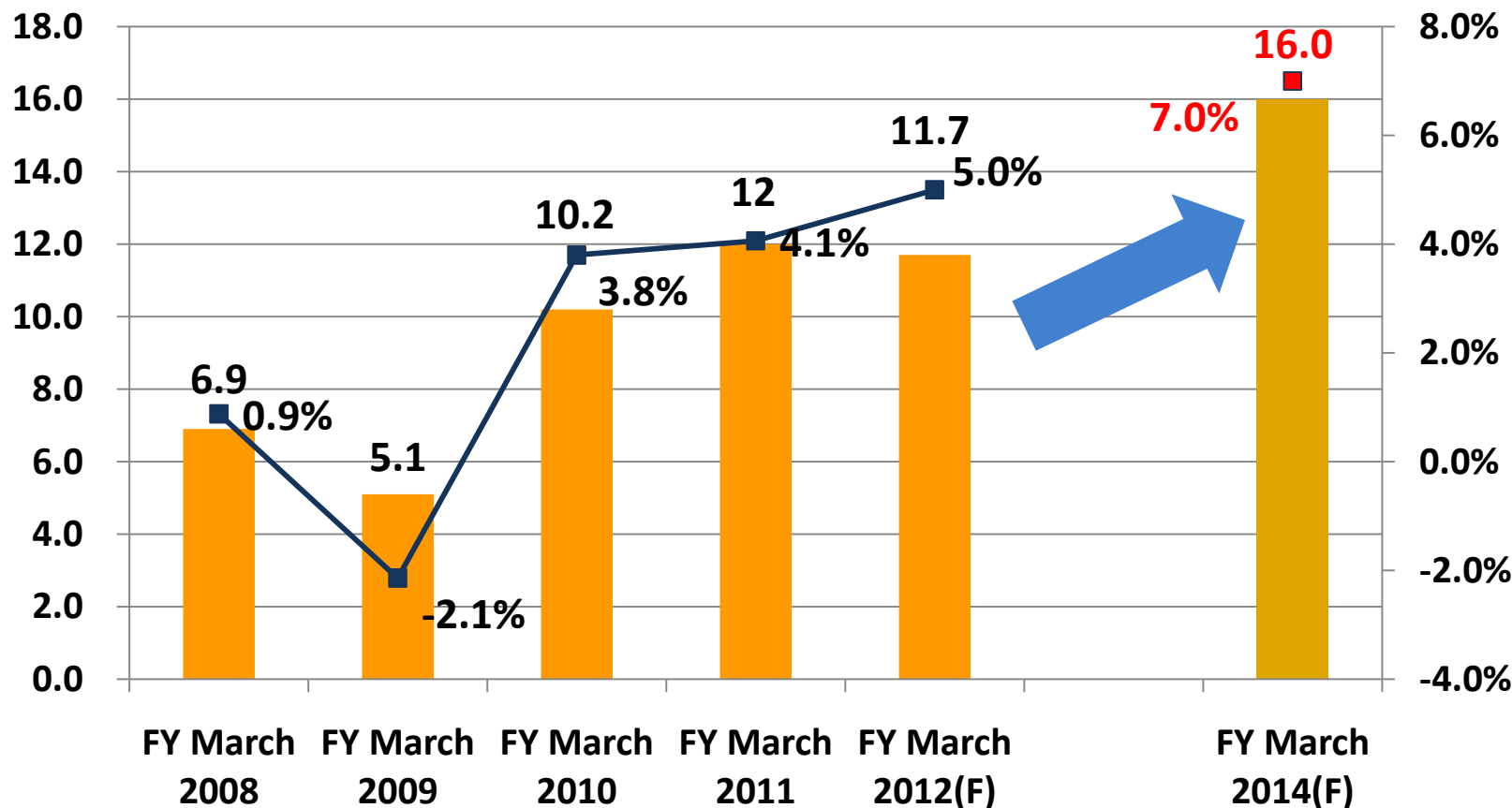
Measures	Plan
1. Improving store profitability	
1) Store reform	Introduce to the remaining 220 stores; increase profit at the after-reform stores
2) Merchandise/ purchase reform	Continue Selection of suppliers for strategic tie-ups
3) Human resources/ store operation reform	Complete training of all employees; implement focused training for a whole store; improve operating efficiency after store reform
2. Increasing market share	
1) New store opening	Open 31 stores primarily in small commercial-zone markets; continue trial opening of specialized stores
2) Development of service formats/ multi-channel strategy	Develop properties for service-oriented stores; increase categories of merchandise for e-commerce; improve infrastructure within the AUTOBACS chain.
3. Overseas operation	Put overseas strategy as a core of the future growth strategy; open stores in China and the ASEAN region; turn the French business into the black

TOWARD THE GOAL OF MEDIUM-TERM BUSINESS PLAN



(Billion Yen)

Consolidated Operating Income and ROE



Consolidated Operating Income ROE

Positive Factor

31 new store openings

10 scrap & build, relocation stores

220 store reforms

Profit improvement at overseas subsidiaries

Negative Factor

Decline in snow related sales in contrast to the brisk sales in FY March 2011; decline in sales due to the damage from the Great Eastern Japan Earthquake

**Attain positive YoY change rate both in total store sales
and ordinary income**

APPENDIX

PERFORMANCE BREAKDOWN (FY Mar 2011 vs FY Mar 2010)



Parental company (Non-consolidated)

(Billion Yen)

Net Sales 194.7BY YoY +3.78BY	Wholesale +5.02BY +2.8%	↑ Tires & wheels, car exterior items, new & used cars ↓ Car electronics devices, motorsports goods, etc
	Retail -1.02BY -10.0%	↓ Car electronics devices, second-hand automobile goods, motorcycle related goods
Gross Margin 40.6BY YoY +1.434BY	Wholesale +2.10BY +6.0%	↑ ETC related devices declined but covered by the growth in tires & wheels, tire chains
	Retail -0.31BY -9.2%	↓ Affected by the closure of the directly owned second-hand parts stores and motorcycle related goods stores
SG&A 28.9BY YoY +0.22BY	Personnel: Personnel inflow after the merger with BRAIN·ING Co., Ltd.	
	Sales promotion costs: Increase in cost related to store reforms; inclusion of promotional cost that had been reported as cost of sales until last year	
	Equipment costs: fewer depreciation on system software and facilities	

Domestic store subsidiaries

(Billion Yen)

Net Sales 81.2BY YoY +2.14BY	One consolidated subsidiaries added (+1.9) Sales decline of ETC related devices covered by the strong sales of tires & wheels, tire chains and automobiles.
Ordinary Income -0.09BY YoY -0.01BY	

Amounts are rounded down to the nearest ten million Yen

DECREASE IN CONSOLIDATION ADJUSTMENTS



Consolidation Adjustments

(Million Yen)

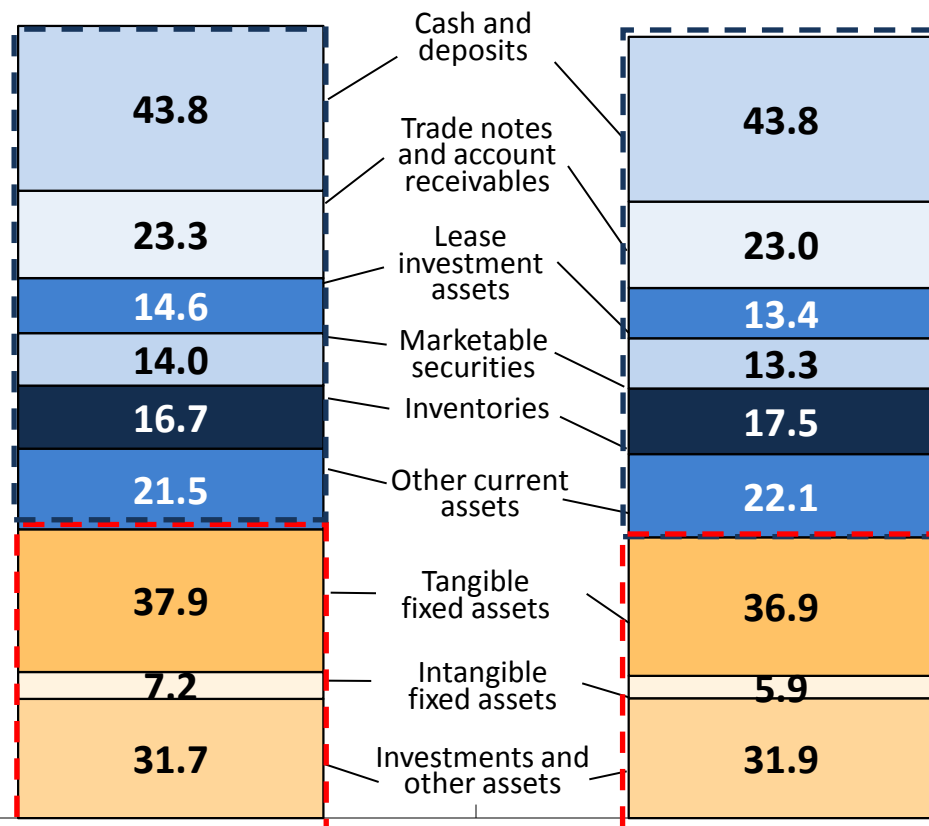
	FY March 2011	FY March 2010
Operating Income for segment total	12,196	10,781
Inventories (Unearned income of subsidiary inventories, etc.)	-66	-83
Depreciation of Goodwill	-152	-320
Allowance for point card	-24	91
Elimination of Intersegment transaction	188	-327
Adjustment in fixed assets	-60	192
Other	-91	-163
Consolidation adjustment	-208	-610
Consolidated operating income	11,988	10,171

BALANCE SHEET / Assets

TOTAL ASSETS

210.7 Billion Yen

207.8 Billion Yen



FY March 2010

FY March 2011

Major items changed

Lease investment assets: -1.2BY

Land: -1.0BY

Sold the Land of Seibu Driving School, etc

System software: -1.1BY

Investment securities: +2.2BY

Amounts are rounded down to the nearest Billion Yen

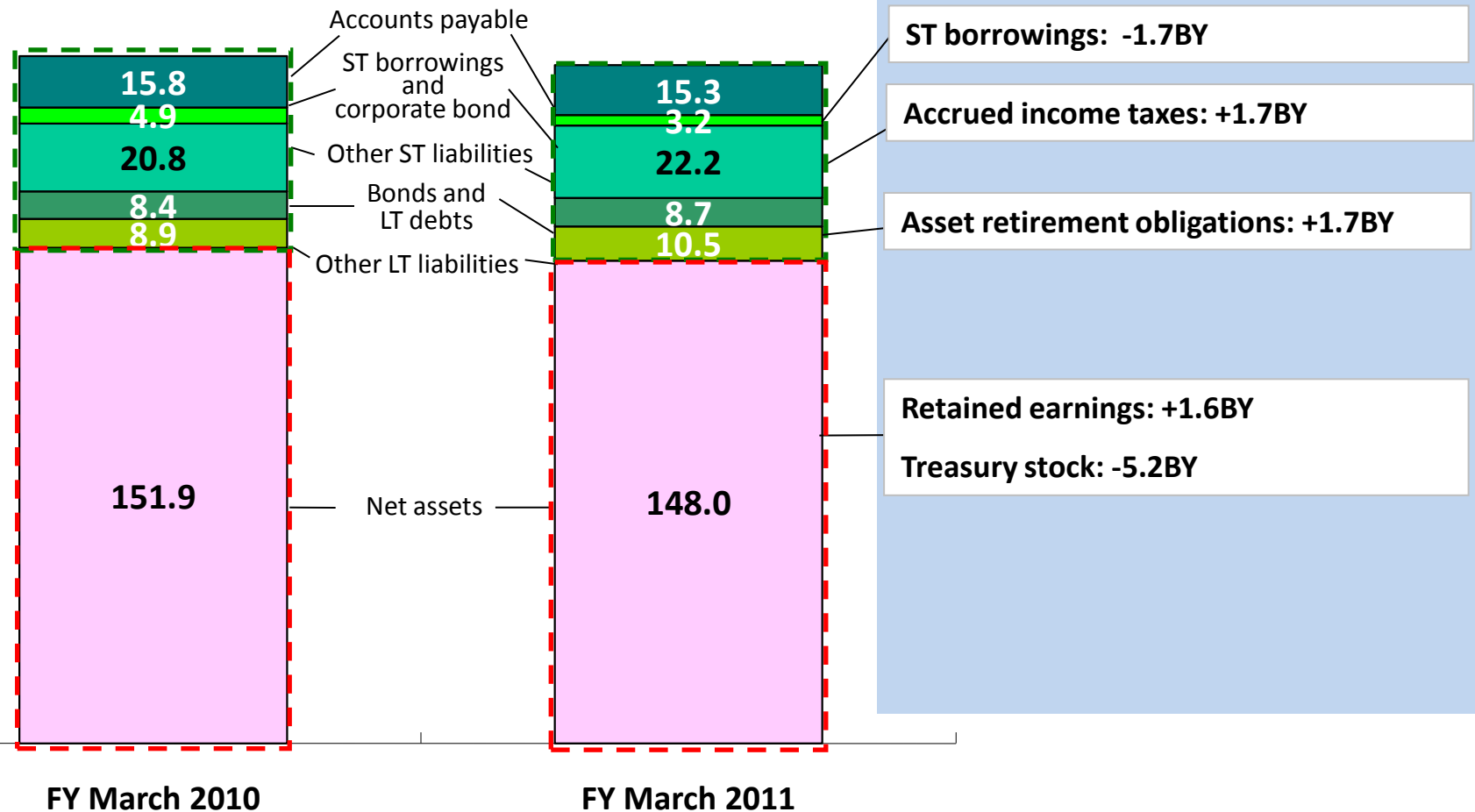
BALANCE SHEET / Liabilities & Net Assets

TOTAL LIABILITIES AND NET ASSETS

210.7 Billion Yen

207.8 Billion Yen

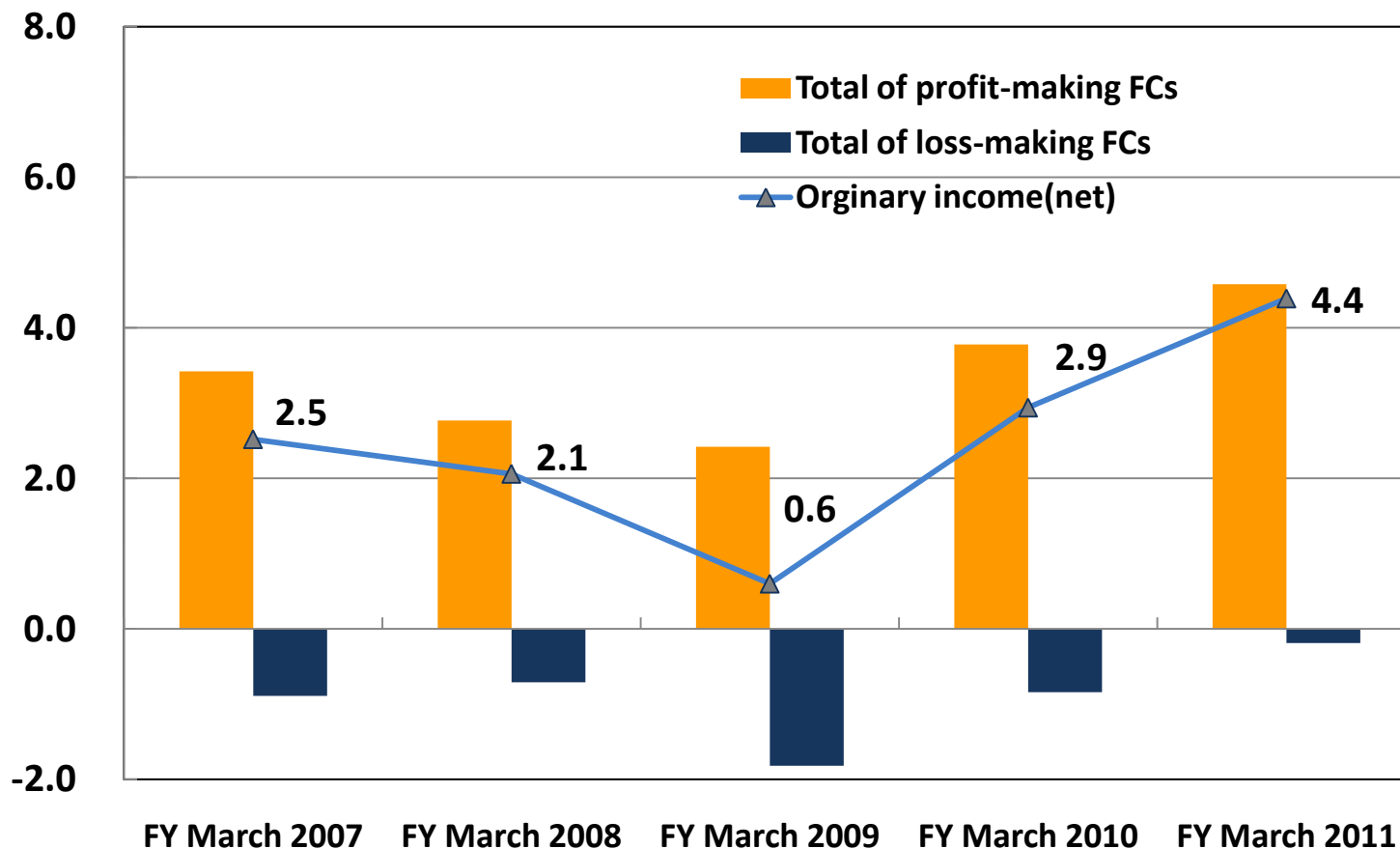
Major items changed



Amounts are rounded down to the nearest Billion Yen

Ordinary Income of Franchise Companies (Preliminary)

(Billion Yen)



Notes) FY March 2011 figures do not include three listed companies and one FC
Figures for FY March 2010 and before do not include three listed companies



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.