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May 11, 2026

Consolidated Financial Results for the Fiscal Year Ended March 31, 2026 (Under Japanese GAAP)

Company name: AUTOBACS SEVEN CO., LTD.

Listing: Tokyo Stock Exchange

Securities code: 9832

URL: URL <https://www.autobacs.co.jp/en>

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Scheduled date of annual general meeting of shareholders: June 23, 2026

Scheduled date to commence dividend payments: June 24, 2026

Scheduled date to file annual securities report: June 22, 2026

Preparation of supplementary material on financial results: Yes

Holding of financial results briefing: Yes (for analysts and institutional investors)

(Yen amounts are rounded down to millions, unless otherwise noted.)

1. Consolidated financial results for the fiscal year ended March 31, 2026 (from April 1, 2025 to March 31, 2026)

(1) Consolidated operating results

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
Fiscal year ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
March 31, 2026	280,055	12.2	13,795	13.8	14,625	16.9	8,352	2.7
March 31, 2025	249,525	8.6	12,126	51.4	12,516	54.6	8,132	28.0

Note: Comprehensive income For the fiscal year ended March 31, 2026: ¥9,164 million [18.9%]

For the fiscal year ended March 31, 2025: ¥7,705 million [12.4%]

	Basic earnings per share	Diluted earnings per share	Return on equity	Ratio of ordinary profit to total assets	Ratio of operating profit to net sales
Fiscal year ended	Yen	Yen	%	%	%
March 31, 2026	106.39	—	6.2	6.2	4.9
March 31, 2025	103.89	—	6.2	5.9	4.9

Reference: Share of profit (loss) of entities accounted for using equity method

For the fiscal year ended March 31, 2026: ¥292 million

For the fiscal year ended March 31, 2025: ¥433 million

(2) Consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
As of	Millions of yen	Millions of yen	%	Yen
March 31, 2026	239,901	136,621	56.8	1,735.02
March 31, 2025	228,170	131,963	57.8	1,679.29

Reference: Equity

As of March 31, 2026: ¥136,248 million

As of March 31, 2025: ¥131,808 million

(3) Consolidated cash flows

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at end of period
Fiscal year ended	Millions of yen	Millions of yen	Millions of yen	Millions of yen
March 31, 2026	14,585	(23,181)	(2,704)	19,929
March 31, 2025	3,944	(18,020)	13,973	31,181

2. Cash dividends

	Annual dividends per share					Total cash dividends (Total)	Payout ratio (Consolidated)	Ratio of dividends to net assets (Consolidated)
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total			
	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
Fiscal year ended March 31, 2025	–	30.00	–	30.00	60.00	4,706	57.8	3.6
Fiscal year ended March 31, 2026	–	30.00	–	30.00	60.00	4,711	56.4	3.5
Fiscal year ending March 31, 2027 (Forecast)	–	30.00	–	30.00	60.00		52.4	

3. Forecast for the fiscal year ending March 2027 (from April 1, 2026 to March 31, 2027)

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Fiscal year ending March 31, 2027	300,000	7.1	15,000	8.7	15,000	2.6	9,000	7.7	114.61

*** Notes**

(1) Significant changes in the scope of consolidation during the period: None

(2) Changes in accounting policies, changes in accounting estimates, and restatement

- (i) Changes in accounting policies due to revisions to accounting standards and other regulations: None
- (ii) Changes in accounting policies due to other reasons: None
- (iii) Changes in accounting estimates: None
- (iv) Restatement: None

(3) Number of issued shares (common shares)

(i) Total number of issued shares at the end of the period (including treasury shares)

As of March 31, 2026	82,050,105 shares
As of March 31, 2025	82,050,105 shares

(ii) Number of treasury shares at the end of the period

As of March 31, 2026	3,521,953 shares
As of March 31, 2025	3,559,799 shares

(iii) Average number of shares outstanding during the period

Fiscal year ended March 31, 2026	78,516,220 shares
Fiscal year ended March 31, 2025	78,277,131 shares

[Reference] Overview of non-consolidated financial results

1. Non-consolidated financial results for the fiscal year ended March 31, 2026 (from April 1, 2025 to March 31, 2026)

(1) Non-consolidated operating results

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Fiscal year ended March 31, 2026	177,028	7.1	10,882	16.8	12,277	22.1	7,281	11.2
March 31, 2025	165,218	6.3	9,314	136.6	10,054	112.8	6,548	466.3

	Basic earnings per share	Diluted earnings per share
	Yen	Yen
Fiscal year ended March 31, 2026	92.74	—
March 31, 2025	83.64	—

(2) Non-consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
As of	Millions of yen	Millions of yen	%	Yen
March 31, 2026	191,469	113,587	59.3	1,446.45
March 31, 2025	175,995	112,443	63.9	1,432.57

Reference: Equity

As of March 31, 2026: ¥113,587 million

As of March 31, 2025: ¥112,443 million

* Financial results reports are exempt from audit conducted by certified public accountants or an audit firm.

* Proper use of earnings forecasts, and other special matters

(Cautionary Statement Concerning Forward-Looking Statements)

The forward-looking statements in this document are based on information currently available to the Company and certain assumptions that the Company deems reasonable, and are not intended to be a promise by the Company that they will be achieved. Actual results may differ significantly due to various factors. Please refer to "1. Analysis of Business Results and Financial Position, (1) Explanation of Business Results, (ii) Outlook" on page 9 for the assumptions used in forecasting business results and precautions regarding the use of business results forecasts.

(Method of obtaining supplementary information on financial results)

The Company plans to hold an online financial results briefing for securities analysts and institutional investors on May 12, 2026. The Company plans to post materials related to the financial results briefing on its website.

1. Analysis of Business Results and Financial Position

(1) Summary of Business Results

(i) Business results for the year ended March 31, 2026

During the consolidated fiscal year under review, the Japanese economy continued its gradual recovery against the backdrop of improvements in employment and income conditions, as well as an increase in inbound demand. Nonetheless, the economic outlook remained uncertain due to concerns over the impact of sustained high consumer prices on consumer spending, along with international uncertainties such as changes in trade policies in various countries, rising geopolitical risks, and trends in financial and foreign exchange markets.

With regard to trends in the domestic automotive-related industry, although sales of kei vehicles increased following the resumption of shipments by some automakers that had previously suspended production, sales of small-sized and standard passenger vehicles declined. As a result, the total number of new car sales in fiscal year 2025 fell below the level of the previous year. In the used car market, procurement difficulties emerged due to soaring used car auction prices and a decrease in trade-in vehicles associated with sluggish new car sales. Nevertheless, demand for used cars remained solid, and the number of registrations in fiscal year 2025 remained at the same level as the previous year.

In this environment, the Group aims to provide “Mobility Lifestyle Infrastructure” for customers on a global scale and is pursuing initiatives with key strategies, including the creation of touch points, the development and supply of products and solutions, and the establishment of new business domains, based on its 2024 Medium-term Business Plan.

The consolidated group's profit and loss position is as follows.

[Net Sales, Gross Profit]

Consolidated net sales of the Group for the current fiscal year increased 12.2% year on year to 280,055 million yen, and gross profit increased 13.3% year on year to 100,135 million yen.

[Selling, general and administrative expenses, operating income].

Selling, general and administrative expenses increased 13.2% to 86,340 million yen and operating income increased 13.8% to 13,795 million yen.

Due to an increase in consolidated subsidiaries, selling, general and administrative expenses increased.

[Non-operating income, non-operating expenses, ordinary income].

Non-operating income increased 6.7% to 2,320 million yen. Non-operating expenses decreased 16.5% from the same period of the previous year to 1,490 million yen.

Due to changes in the franchise chain packages and other factors, Lease revenue-system equipment and Lease cost-system equipment decreased, this was mainly due to an improvement in foreign exchange gains and losses.

As a result, ordinary income increased 16.9% year-on-year to 14,625 million yen.

[Extraordinary gains and losses]

Extraordinary income included gains on sales of investment securities of 714 million yen, gains on sale of business of 533 million yen, and gain on step acquisitions of 21 million yen. Extraordinary losses included impairment losses on fixed assets of 1,188 million yen and losses on valuation of investment securities of 338 million yen.

[Total income taxes]

Total income taxes increased 1,188 million yen to 5,991 million yen.

[Profit attributable to owners of parent]

Profit attributable to parent company shareholders increased 2.7% year on year to 8,352 million yen.

Results by business segment are as follows.

[AUTOBACS Business]

In the AUTOBACS Business, net sales increased by 4.7% year on year to 206,363 million yen, and segment profit increased by 1.6% year on year to 22,402 million yen.

In Japan, total sales of the domestic AUTOBACS chain (including franchise stores) increased by 2.2% year on year on a same-store basis and increased by 3.3% year on year on an all-store basis.

Within the domestic AUTOBACS chain, tire sales performed well, supported by the expansion of exclusive-brand tire sales and an enhanced lineup of high-value-added tires, as well as strengthened TV commercials and web advertising related to free vehicle safety inspections and tire sales.

In addition, against the backdrop of an increase in the average age of vehicles in operation, demand for vehicle maintenance increased, and sales of maintenance-related products such as oil and batteries remained solid. Furthermore, the Group implemented initiatives to improve pit service reservation functions via the app and website, as well as to expand the lineup of oil sold by volume.

On the other hand, sales of car electronics, including car navigation systems and dashcams, as well as in-car accessories and interior items, remained sluggish due to a decline in new car sales and the increasing standardization of equipment installed in new vehicles.

Regarding statutory vehicle inspections and maintenance services, the Group conducted notifications regarding the expansion of the allowable inspection period resulting from regulatory revisions effective in April 2025, along with year-round promotions through media outlets and social networking services. As a result, the number of vehicles undergoing statutory inspections increased by 1.7% year on year to approximately 682,000 units, and sales from vehicle inspections and maintenance services increased by 6.0% year on year to 25,784 million yen.

As for automobile sales, while new car sales and wholesale used car sales remained sluggish, retail used car sales performed well, driven by increased transactions of shared inventory vehicles within the Group through collaboration with other companies. As a result, total automobile sales volume in the domestic AUTOBACS chain increased by 0.5% year on year to approximately 30,400 units, and total sales value increased by 2.5% year on year to 36,858 million yen. In addition, the Group strengthened web-based sales initiatives, including the launch of the AUTOBACS CARS used car search website and web-based reservation services for in-store and on-site vehicle appraisal.

With regard to store openings and closures in Japan, the number of stores increased from 1,020 as of the end of March 2025 to 1,059 as of the end of March 2026, reflecting the opening of 41 new stores and the closure of two stores.

As for overseas sales, sales in France decreased due to weak economic conditions and sluggish consumer spending, despite initiatives such as expanding product lineups including private-brand products and improving productivity through the introduction of automated ordering systems. In Singapore, sales increased as pit services performed well, capturing growing vehicle maintenance demand driven by rising COE (Certificate of Entitlement) prices. In Malaysia, the Group withdrew

from the operation of AUTOBACS licensed stores (four stores) as of the end of March 2026 in order to strengthen its wholesale business.

Regarding store openings and closures overseas, the number of stores increased from 148 as of the end of March 2025 to 149 as of the end of March 2026, reflecting the opening of five new stores and the closure of four stores.

[Consumer Business]

In the Consumer Business, the consolidation of Otoron Co., Ltd. in August 2024, Tokatsu Holdings Co., Ltd. in October 2024, and BEE LINE Corporation in January 2025 significantly boosted both sales and profits.

As a result, net sales in the Consumer Business increased by 80.3% year on year to 52,838 million yen, and segment profit amounted to 519 million yen, compared with a segment loss of 847 million yen in the previous fiscal year.

In the car dealership, sales increased due to the launch of a store, namely an Audi authorized dealership “Audi Oyama,” as well as the introduction of new BYD models. In addition, in March 2026, the Group opened “BYD AUTO Ota,” a BYD authorized dealership boasting the largest number of vehicles on display in Japan.

In the online store business, sales increased as the Group’s own e-commerce website performed well following an expansion of its product lineup. In addition, the launch of a new store on an external e-commerce marketplace and the implementation of sales promotion initiatives contributed to higher sales.

At Otoron, sales increased due to the introduction of a 48-installment in-house financing payment plan, as well as the opening of four new stores, including the “Otoron Nagoya Store.”

At BEELINE, the Group opened three new stores, including the “BEELINE Onojo Store.”

At AUTO IN, the number of stores increased by 74 locations as a result of the promotion of M&A activities. In addition, the Group sought to generate business synergies by shifting AUTO IN’s products and maintenance equipment to the Group’s distribution channels.

Regarding store openings and closures in the Consumer Business, the number of stores increased from 124 as of the end of March 2025 to 203 as of the end of March 2026, reflecting the opening of 85 new stores and the closure of six stores.

[Wholesale Business]

Sales for the Wholesale Business decreased by 5.7% year on year, to 33,511 million yen, while segment profit increased by 81.7% to 941 million yen.

In Japan, wholesale sales of the private brand “AQ.” to 7-Eleven increased. At a subsidiary engaged in oil sales, performance remained steady, supported by both higher unit selling prices and an increase in sales volume. Meanwhile, at a subsidiary engaged in the manufacture and sale of aluminum wheels, sales of wheels for winter tires remained sluggish. In April 2025, certain functions related to product procurement and development previously handled by the oil sales subsidiary were transferred to the Company. This contributed to improved profitability through greater operational efficiency and cost optimization achieved by consolidating organizational functions.

Overseas, although various measures were implemented to strengthen relationships with existing business partners and acquire new customers, sales declined due to a decrease in exports from Japan. In China, sales increased due to expanded exports to Japan driven by the promotion of new product development, as well as the commencement of wholesale operations within China. In Australia, although weakened consumer spending appetite persisted against the backdrop of inflation and rising interest rates, sales of private brand products remained strong.

[Expansion Business]

Sales for the Expansion Business increased by 17.7% year on year, to 10,716 million yen, and segment profit increased by 60.6% to 764 million yen.

In the real estate business, rental income increased due to new store openings and renovations, in addition to steady performance in garage-equipped rental housing and businesses utilizing idle assets.

In sustainability transformation (SX), sales increased due to the expansion of the product lineup, including micromobility vehicles such as electric scooters.

(ii) Outlook

The Japanese economy has been trending toward a moderate recovery, supported by a rebound in inbound demand, improvements in the employment environment, and continued wage increases. However, the outlook remains uncertain due to prolonged inflation, sluggish consumer spending, and rising geopolitical risks.

In the mobility industry, although electrification continues to advance against the backdrop of decarbonization trends, the pace of electric vehicle (EV) adoption varies by region due to factors such as revisions to subsidy policies and delays in the development of charging infrastructure. As a result, the ownership and use of conventional vehicles, including those with internal combustion engines, are expected to continue. In addition, the increasing sophistication of vehicles equipped with advanced technologies such as advanced driver-assistance systems (ADAS) is enhancing vehicle functionality and added value, while at the same time requiring a higher level of expertise in vehicle maintenance.

Under these circumstances, the Group, which operates a nationwide network of stores equipped with highly skilled personnel and advanced maintenance facilities, is well positioned to respond to these needs and capture business opportunities. Furthermore, driven by rising new vehicle prices due to inflation, demand for used vehicles is expanding and vehicle ownership periods are lengthening. As a result, demand for vehicle maintenance and after-sales services is expected to remain solid. In addition, the diversification of customer values and purchasing behaviors is accelerating due to the expansion of vehicle ownership models and alternative mobility options, including micromobility. Moreover, a polarization is emerging between price-oriented consumption driven by inflation and demand for added value such as expertise and customer experience, requiring businesses that provide products and services to respond in a flexible and multifaceted manner.

In this environment, guided by its purpose of “ensuring the safety of our communities while driving and enriching customers’ lives,” the Group aims to address a wide range of social issues related to mobility. By doing so, it seeks to contribute to the realization of a sustainable society in which people and mobility coexist in harmony, while also achieving sustainable growth.

Under the 2024 medium-term business plan "Accelerating Towards Excellence" announced in 2024, the Group is advancing initiatives toward its strategic direction of becoming a “Mobility Lifestyle Infrastructure” for our customers. Building on its traditional one-stop services for automotive goods, the Group is transforming into a provider of comprehensive one-stop solutions that address all mobility-related needs. As a first step, it aims to become a convenient and accessible maintenance hub that reduces customers’ inconveniences related to mobility. Furthermore, by evolving into an integrated mobility aftermarket player with a wide range of capabilities, the Group aims to become an indispensable part of society as a provider of mobility lifestyle infrastructure.

For the next fiscal year, we forecast a 7.1% year-on-year increase in net sales to 300 billion yen, a 8.7% year-on-year increase in operating income to 15 billion yen, a 2.6% year-on-year increase in ordinary income to 15 billion yen, and a 7.7% year-on-year increase in profit attributable to owners of the parent company to 9 billion yen.

However, these forecasts are based on assumptions deemed reasonable as of the present time. Potential impacts such as prolonged geopolitical risks, including those in the Middle East, increases in raw material costs, foreign exchange fluctuations, and disruptions in logistics networks are not

fully reflected, as their effects are currently limited. The Group is already taking measures to address these risks, including reviewing procurement and optimizing inventory levels. Nevertheless, future developments in these factors may affect the Group's financial position and operating results. Should a revision to the forecasts become necessary, it will be disclosed promptly.

(2) Summary of Financial Position

(i) Assets, Liabilities and Net Assets

[Current assets]

Current assets decreased 5,178 million yen from the end of the previous fiscal year to 121,849 million yen. This was mainly due to increases in accounts receivable, merchandise, while cash and deposits decreased.

[Property, plant and equipment, Intangible assets]

Tangible fixed assets increased 10,574 million yen from the end of the previous consolidated fiscal year to 67,331 million yen. This was mainly due to an increase in buildings, structures and land resulting from the purchase of land for new store openings.

Intangible fixed assets decreased 730 million yen from the end of the previous consolidated fiscal year to 16,639 million yen.

[Investments and other assets]

Investments and other assets increased 7,066 million yen from the end of the previous consolidated fiscal year to 34,080 million yen. This was mainly due to an increase in shares of affiliated companies included in investment securities.

[Current liabilities]

Current liabilities increased 3,612 million yen from the end of the previous consolidated fiscal year to 62,045 million yen. This was mainly due to a decrease in accounts payable-other, while income taxes payable, notes and accounts payable-trade increased.

[Long-term liabilities]

Long-term liabilities increased 3,461 million yen from the end of the previous consolidated fiscal year to 41,235 million yen. This was mainly due to an increase in long-term borrowing from banks.

[Total net assets]

Total net assets increased 4,657 million yen from the end of the previous consolidated fiscal year to 136,621 million yen. This was mainly due to a decrease dividends from retained earnings, while profit attributable to owners of parent increased.

[Total Assets/Total Liabilities and Net Assets]

Total assets, liabilities and net assets increased 11,731 million yen from the end of the previous consolidated fiscal year to 239,901 million yen.

(ii) Cash flows

Cash and cash equivalents decreased 11,252 million yen from the end of the previous fiscal year to 19,929 million yen in the current fiscal year.

The status of each cash flow and their factors during the current consolidated fiscal year are as follows.

Cash flows from operating activities

Net cash provided by operating activities amounted to 14,585 million yen (3,944 million yen in the same period of the previous year). The main cash inflow were cash inflows from operating activities of 18,928 million yen, representing profit before income taxes of 14,368 million yen adjusted for non-cash items and other factors, while the main cash outflow was income taxes paid of 4,261 million yen.

Cash flows from investing activities

Net cash used in investing activities totaled 23,181 million yen (cash outflows of 18,020 million yen in the same period of the previous year). The main accounts of cash inflows consisted of Proceeds from sale and redemption of investment securities, 899 million yen, proceeds from collection of loans receivable, 322 million yen, and proceeds from refund of guarantee deposits other, 165 million yen, etc. The main accounts of cash outflow were purchase of property, plant and equipment and intangible assets, 17,008 million yen, purchase of share of subsidiaries and associates, 4,957 million yen, payment of guarantee deposits, 1,747 million yen, and purchase of shares of subsidiaries resulting in change in scope of consolidation, 963 million yen.

Cash flows from financing activities

Net cash used in financing activities totaled 2,704 million yen (cash inflows of 13,973 million yen in the same period of the previous year). The main accounts of cash inflows consisted of proceed from long-term borrowings, 7,000 million yen, while the main cash outflows consisted of dividends paid, 4,711 million yen, repayments of long-term borrowings, 3,807 million yen, and repayment of short-term borrowings (net amount), 347 million yen.

2. Basic Approach to the Selection of Accounting Standards

The Group has decided to prepare consolidated financial statements in accordance with Japanese standards for the time being, taking into consideration the comparability of periods and between companies.

Going forward, the Group will continue to review the application of international accounting standards in light of the expansion of overseas operations and the trends in the adoption of international accounting standards by domestic competitors.

3. Consolidated Financial Statements

(1) Consolidated Balance Sheet

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
Assets		
Current assets		
Cash and deposits	31,292	20,289
Notes receivable - trade	1,018	736
Accounts receivable - trade	28,583	32,880
Investments in leases	3,056	3,151
Merchandise	27,649	29,991
Short-term loans receivable	346	392
Accounts receivable - other	27,902	28,143
Other	7,243	6,350
Allowance for doubtful accounts	(64)	(85)
Total current assets	127,028	121,849
Non-current assets		
Property, plant and equipment		
Buildings and structures	57,617	62,883
Accumulated depreciation	(39,423)	(41,299)
Buildings and structures, net	18,193	21,583
Machinery, equipment and vehicles	10,329	11,397
Accumulated depreciation	(6,919)	(7,501)
Machinery, equipment and vehicles, net	3,410	3,895
Tools, furniture and fixtures	14,678	18,223
Accumulated depreciation	(11,659)	(12,378)
Tools, furniture and fixtures, net	3,018	5,845
Land	29,421	32,499
Leased assets	1,096	1,094
Accumulated depreciation	(436)	(426)
Leased assets, net	660	667
Right-of-use assets	4,029	3,921
Accumulated depreciation	(2,675)	(3,474)
Right-of-use assets, net	1,354	447
Construction in progress	698	2,392
Total property, plant and equipment	56,757	67,331
Intangible assets		
Goodwill	8,694	8,225
Software	4,870	4,827
Other	3,805	3,587
Total intangible assets	17,370	16,639
Investments and other assets		
Investment securities	9,145	14,301
Long-term loans receivable	18	—
Deferred tax assets	4,639	5,167
Guarantee deposits	11,998	13,367
Other	1,241	1,271
Allowance for doubtful accounts	(28)	(27)
Total investments and other assets	27,014	34,080
Total non-current assets	101,142	118,052
Total assets	228,170	239,901

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
Liabilities		
Current liabilities		
Notes and accounts payable - trade	16,157	17,351
Short-term borrowings	8,514	8,355
Current portion of bonds payable	—	100
Lease liabilities	739	789
Accounts payable - other	18,015	16,796
Income taxes payable	2,781	4,946
Contract liabilities	2,040	2,905
Other	10,182	10,799
Total current liabilities	58,432	62,045
Non-current liabilities		
Bonds payable	200	100
Long-term borrowings	26,263	30,113
Lease liabilities	2,102	1,854
Deferred tax liabilities	707	605
Provision for retirement benefits for directors (and other officers)	7	8
Retirement benefit liability	266	293
Asset retirement obligations	3,398	3,618
Other	4,828	4,640
Total non-current liabilities	37,774	41,235
Total liabilities	96,206	103,280
Net assets		
Shareholders' equity		
Share capital	33,998	33,998
Capital surplus	34,138	34,092
Retained earnings	66,246	69,877
Treasury shares	(6,060)	(5,988)
Total shareholders' equity	128,323	131,980
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	1,736	1,786
Foreign currency translation adjustment	1,748	2,481
Total accumulated other comprehensive income	3,484	4,267
Non-controlling interests	155	372
Total net assets	131,963	136,621
Total liabilities and net assets	228,170	239,901

(2) Consolidated Statement of Income and Comprehensive Income

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Net sales	249,525	280,055
Cost of sales	161,152	179,919
Gross profit	88,373	100,135
Selling, general and administrative expenses	76,247	86,340
Operating profit	12,126	13,795
Non-operating income		
Interest income	118	85
Dividend income	134	123
Share of profit of entities accounted for using equity method	433	292
Commission income	48	68
Lease revenue-system equipment	616	309
Foreign exchange gains	—	284
Other	824	1,155
Total non-operating income	2,174	2,320
Non-operating expenses		
Interest expenses	168	416
Lease cost-system equipment	794	402
Loss on retirement of non-current assets	70	67
Other	750	603
Total non-operating expenses	1,784	1,490
Ordinary profit	12,516	14,625
Extraordinary income		
Gain on sale of investment securities	—	714
Gain on sale of businesses	—	533
Gain on step acquisitions	—	21
Gain on bargain purchase	1,030	—
Total extraordinary income	1,030	1,269
Extraordinary losses		
Impairment losses	462	1,188
Loss on valuation of investment securities	—	338
Loss on step acquisitions	132	—
Total extraordinary losses	594	1,526
Profit before income taxes	12,951	14,368
Income taxes - current	4,193	6,750
Income taxes - deferred	609	(758)
Total income taxes	4,803	5,991
Profit	8,148	8,377
Profit attributable to		
Profit attributable to owners of parent	8,132	8,352
Profit attributable to non-controlling interests	16	24

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Other comprehensive income		
Valuation difference on available-for-sale securities	(387)	52
Foreign currency translation adjustment	(57)	455
Share of other comprehensive income of entities accounted for using equity method	2	278
Total other comprehensive income	(443)	787
Comprehensive income	7,705	9,164
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	7,689	9,136
Comprehensive income attributable to non-controlling interests	16	28

(3) Consolidated Statement of Changes in equity

Fiscal year ended March 31, 2025

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	33,998	34,218	63,670	(6,970)	124,917
Changes during period					
Dividends of surplus			(5,471)		(5,471)
Profit attributable to owners of parent			8,132		8,132
Purchase of treasury shares				(0)	(0)
Disposal of treasury shares		14	(84)	1,031	960
Change in ownership interest of parent due to transactions with non-controlling interests		(93)			(93)
Increase of treasury shares by increasing of consolidated subsidiary				(120)	(120)
Net changes in items other than shareholders' equity					
Total changes during period	—	(79)	2,576	909	3,406
Balance at end of period	33,998	34,138	66,246	(6,060)	128,323

	Accumulated other comprehensive income			Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Foreign currency translation adjustment	Total accumulated other comprehensive income		
Balance at beginning of period	2,124	1,803	3,928	307	129,152
Changes during period					
Dividends of surplus					(5,471)
Profit attributable to owners of parent					8,132
Purchase of treasury shares					(0)
Disposal of treasury shares					960
Change in ownership interest of parent due to transactions with non-controlling interests					(93)
Increase of treasury shares by increasing of consolidated subsidiary					(120)
Net changes in items other than shareholders' equity	(388)	(55)	(443)	(151)	(594)
Total changes during period	(388)	(55)	(443)	(151)	2,811
Balance at end of period	1,736	1,748	3,484	155	131,963

Fiscal year ended March 31, 2026

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	33,998	34,138	66,246	(6,060)	128,323
Changes during period					
Dividends of surplus			(4,710)		(4,710)
Profit attributable to owners of parent			8,352		8,352
Purchase of treasury shares				(0)	(0)
Disposal of treasury shares			(11)	72	61
Change in treasury shares arising from change in equity in entities accounted for using equity method				(0)	(0)
Change in ownership interest of parent due to transactions with non-controlling interests		(45)			(45)
Net changes in items other than shareholders' equity					
Total changes during period	—	(45)	3,630	71	3,656
Balance at end of period	33,998	34,092	69,877	(5,988)	131,980

	Accumulated other comprehensive income			Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Foreign currency translation adjustment	Total accumulated other comprehensive income		
Balance at beginning of period	1,736	1,748	3,484	155	131,963
Changes during period					
Dividends of surplus					(4,710)
Profit attributable to owners of parent					8,352
Purchase of treasury shares					(0)
Disposal of treasury shares					61
Change in treasury shares arising from change in equity in entities accounted for using equity method					(0)
Change in ownership interest of parent due to transactions with non-controlling interests					(45)
Net changes in items other than shareholders' equity	50	732	783	216	1,000
Total changes during period	50	732	783	216	4,657
Balance at end of period	1,786	2,481	4,267	372	136,621

(4) Consolidated Statement of Cash Flows

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Cash flows from operating activities		
Profit before income taxes	12,951	14,368
Depreciation	5,648	6,389
Impairment losses	462	1,188
Amortization of goodwill	366	968
Increase (decrease) in allowance for doubtful accounts	10	17
Increase (decrease) in retirement benefit liability	0	19
Interest and dividend income	(252)	(209)
Interest expenses	168	416
Share of loss (profit) of entities accounted for using equity method	(433)	(292)
Loss (gain) on sale and retirement of non-current assets	30	8
Loss (gain) on sale of investment securities	—	(714)
Loss (gain) on valuation of investment securities	9	338
Decrease (increase) in trade receivables	(3,402)	(3,662)
Decrease (increase) in investments in leases	756	(149)
Decrease (increase) in inventories	(1,745)	(1,657)
Increase (decrease) in trade payables	(7,375)	905
Gain on bargain purchase	(1,030)	—
Loss (gain) on sale of businesses	—	(533)
Loss (gain) on step acquisitions	132	(21)
Other, net	1,575	1,548
Subtotal	7,872	18,928
Interest and dividends received	304	310
Interest paid	(155)	(392)
Income taxes paid	(4,077)	(4,261)
Net cash provided by (used in) operating activities	3,944	14,585
Cash flows from investing activities		
Payments into time deposits	(504)	(305)
Proceeds from withdrawal of time deposits	513	74
Purchase of property, plant and equipment and intangible assets	(8,926)	(17,008)
Proceeds from sale of property, plant and equipment and intangible assets	161	141
Purchase of investment securities	(0)	(1)
Proceeds from sale and redemption of investment securities	—	899
Purchase of shares of subsidiaries resulting in change in scope of consolidation	(5,929)	(963)
Proceeds from purchase of shares of subsidiaries resulting in change in scope of consolidation	966	37
Purchase of shares of subsidiaries and associates	(447)	(4,957)
Loan advances	(3,369)	(350)
Proceeds from collection of loans receivable	—	322
Payments of guarantee deposits	(531)	(1,747)
Proceeds from refund of guarantee deposits	186	165
Other, net	(139)	511
Net cash provided by (used in) investing activities	(18,020)	(23,181)

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Cash flows from financing activities		
Net increase (decrease) in short-term borrowings	(698)	(347)
Proceeds from long-term borrowings	22,470	7,000
Repayments of long-term borrowings	(1,360)	(3,807)
Purchase of treasury shares	(0)	(0)
Proceeds from sale of treasury shares	205	0
Purchase of shares of subsidiaries not resulting in change in scope of consolidation	(247)	(26)
Dividends paid	(5,471)	(4,711)
Other, net	(923)	(810)
Net cash provided by (used in) financing activities	13,973	(2,704)
Effect of exchange rate change on cash and cash equivalents	5	48
Net increase (decrease) in cash and cash equivalents	(96)	(11,252)
Cash and cash equivalents at beginning of period	31,278	31,181
Cash and cash equivalents at end of period	31,181	19,929

(5) Notes on the consolidated financial statements

(Notes on the Going-concern Assumption)

Not applicable.

4. Segment Information

(1) Outlines reportable segment

The Company's reportable segments are components of the Company for which separate financial information is available and which are subject to periodic review by the Board of Directors to determine the allocation of management resources and evaluate their performance.

The Group is engaged in wholesale and retail sales of car accessories and other products domestically and internationally, online sales, car sales, vehicle inspection and maintenance, and automobile dealerships, as well as leasing of store facilities to the Autobacs Group and credit-related businesses. The Company has four reportable segments: AUTOBACS Business, Consumer Business, Wholesale Business, and Expansion Business.

The AUTOBACS business is engaged in the wholesale of car accessories, such as tires, wheels, and car electronics, to franchisees in Japan. The AUTOBACS business also sells car accessories, installation services, vehicle inspection and maintenance, auto body repair and painting, and car sales mainly to general consumers in Japan and overseas.

The Consumer Business is engaged in retail operations other than the AUTOBACS business, providing general consumers with the sale of car accessories, mainly tires, and car sales. In addition, through its proprietary website and official application, it offers car accessories in coordination with physical stores. Furthermore, the business provides corporate customers with the sale of car accessories, as well as vehicle inspection and maintenance, and auto body repair services.

The Wholesale Business is engaged in the wholesale and export sales of car accessories mainly to retailers such as home improvement stores both in Japan and overseas. In addition, it conducts wholesale of private-brand products, including lifestyle brands.

The Expansion Business, primarily through its subsidiaries, is engaged in credit-related and insurance agency businesses, leasing services for domestic franchisees, installment credit arrangements, and the issuance of affiliated cards. It also conducts real estate development and handles next-generation micromobility products.

(2) Methods of measurement for the amounts of sales, profit (loss), assets and other items for each reportable segment

The accounting method of the reported business segments is in accordance with the accounting policies adopted to prepare the consolidated financial statements.

(3) Segment sales, breakdown of sales, income(loss), assets and others

Fiscal year ended March 31, 2025

(Millions of yen)

	Reportable segments					Reconciling items	Per consolidated financial statements
	AUTOBACS Business	Consumer Business	Wholesaling Business	Expansion Business	Reportable segments		
Sales							
Revenue from contracts with customers	192,130	29,039	24,494	1,458	247,123	—	247,123
Other revenue	—	—	—	2,402	2,402	—	2,402
Revenues from external customers	192,130	29,039	24,494	3,861	249,525	—	249,525
Transactions with other segments	4,970	269	11,053	5,246	21,540	(21,540)	—
Net sales	197,100	29,308	35,548	9,108	271,065	(21,540)	249,525
Operating profit (loss)	22,050	(847)	517	476	22,196	(10,070)	12,126
Assets	106,506	43,309	17,424	33,097	200,337	27,832	228,170
Other items							
Depreciation	3,153	752	251	523	4,680	784	5,464
Amortization of goodwill	148	179	37	—	366	—	366
Investments in entities accounted for using equity method	2,630	515	1,277	—	4,422	—	4,422
Increase in property, plant and equipment and intangible assets	5,797	892	893	489	8,073	852	8,926

Notes:

1. The details of “Reconciling items” are as follows:

- (1) The amount (10,070) million yen of “Reconciling items” of Operating profit (loss) is the corporate administrative expense which is not allocable to each reportable segment.
- (2) The amount 27,832 million yen of “Reconciling items” of Assets is the corporate administrative assets that are not allocated to each segment and mainly consist of cash and deposits, and logistics related assets that do not belong to the reportable segments.
- (3) At Other items, the amount 784 million yen of “Reconciling items” of Depreciation is the depreciation for the corporate administrative assets. The amount 852 million yen of “Reconciling items” of Increase in property, plant and equipment and intangible assets is the mainly amount of capital investment for the corporate administrative assets.

2. Operating profit (loss) corresponds to Operating profit in the Consolidated Statements of Income and Comprehensive Income.

Fiscal year ended March 31, 2026

(Millions of yen)

	Reportable segments					Reconciling items	Per consolidated financial statements
	AUTOBACS Business	Consumer Business	Wholesaling Business	Expansion Business	Reportable segments		
Sales							
Revenue from contracts with customers	198,785	52,625	23,933	2,349	277,694	—	277,694
Other revenue	—	—	—	2,360	2,360	—	2,360
Revenues from external customers	198,785	52,625	23,933	4,710	280,055	—	280,055
Transactions with other segments	7,577	213	9,577	6,005	23,375	(23,375)	—
Net sales	206,363	52,838	33,511	10,716	303,430	(23,375)	280,055
Operating profit	22,402	519	941	764	24,627	(10,832)	13,795
Assets	113,802	50,607	15,989	37,550	217,950	21,951	239,901
Other items							
Depreciation	3,204	1,030	226	991	5,452	818	6,271
Amortization of goodwill	260	662	31	13	968	—	968
Investments in entities accounted for using equity method	2,942	960	1,546	4,379	9,829	—	9,829
Increase in property, plant and equipment and intangible assets	8,944	4,074	134	838	13,992	3,015	17,008

Notes:

1. The details of “Reconciling items” are as follows:

- (1) The amount (10,832) million yen of “Reconciling items” of Operating profit is the corporate administrative expense which is not allocable to each reportable segment.
- (2) The amount 21,951 million yen of “Reconciling items” of Assets is the corporate administrative assets that are not allocated to each segment and mainly consist of cash and deposits, and logistics related assets that do not belong to each reportable segments.
- (3) At Other items, the amount 818 million yen of “Reconciling items” of Depreciation is the depreciation for the corporate administrative assets. The amount 3,015 million yen of “Reconciling items” of Increase in property, plant and equipment and intangible assets is the mainly amount of capital investment for the corporate administrative assets.

2. Operating profit (loss) corresponds to Operating profit in the Consolidated Statements of Income and Comprehensive Income.

(4) Impairment loss by reportable segment

Fiscal year ended March 31, 2025

(Millions of yen)

	Reportable segments					Reconciling items	Total
	AUTOBACS Business	Consumer Business	Wholesaling Business	Expansion Business	Total Reportable segments		
Impairment losses	387	—	74	—	462	—	462

Fiscal year ended March 31, 2026

(Millions of yen)

	Reportable segments					Reconciling items	Total
	AUTOBACS Business	Consumer Business	Wholesaling Business	Expansion Business	Total Reportable segments		
Impairment losses	1,188	—	—	—	1,188	—	1,188

(5) Amortization and balance of goodwill by reportable segment

Fiscal year ended March 31, 2025

(Millions of yen)

	Reportable segments					Reconciling items	Total
	AUTOBACS Business	Consumer Business	Wholesaling Business	Expansion Business	Total Reportable segments		
Amortization of goodwill	148	179	37	—	366	—	366
Goodwill	287	8,192	213	—	8,694	—	8,694

Fiscal year ended March 31, 2026

(Millions of yen)

	Reportable segments					Reconciling items	Total
	AUTOBACS Business	Consumer Business	Wholesaling Business	Expansion Business	Total Reportable segments		
Amortization of goodwill	260	662	31	13	968	—	968
Goodwill	206	7,604	220	194	8,225	—	8,225

(6) Gain on negative goodwill by reportable segment

Fiscal year ended March 31, 2025

In the "Autobacs Business" segment, Puma Ltd., which was an equity-method affiliate, was included in the scope of consolidation due to the additional acquisition of its shares. The amount of gain on negative goodwill resulting from this event was 461 million yen. In the Consumer Business, Tokatsu Holdings Co., Ltd was included in the scope of consolidation due to the acquisition of its shares. The amount of gain on negative goodwill resulting from this event was 568 million yen. The gain on negative goodwill is not included in segment income (loss) because it is an extraordinary gain.

Fiscal year ended March 31, 2026

Not applicable.

5. Per Share Information

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Net assets per share	1,679.29 yen	1,735.02 yen
Basic net income per share	103.89 yen	106.39 yen

Notes:

1. Basic net income per share - diluted was not presented because there was no dilution for the fiscal year.
2. The basis of calculating net income per share is as follows.

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Basic net income per share		
Profit attributable to owners of parent (Millions of yen)	8,132	8,352
Amount not attributable to common shareholders (Millions of yen)	—	—
Profit attributable to owners of parent related to common shares (Millions of yen)	8,132	8,352
Average shares related to common shares outstanding over period (Thousand shares)	78,277	78,516

6. Subsequent Events

Not applicable.