

Financial Results for the Fiscal Year Ended March 2026



AUTOBACS SEVEN CO., LTD.

May 12, 2026

Consolidated Financial Results for the Fiscal Year Ended March 2026 and Consolidated Financial Forecast for the Fiscal Year Ending March 2027

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**Consolidated Financial Results for the Fiscal Year
Ended March 2026 and Financial Forecast for the
Fiscal Year Ending March 2027**

**General Manager
Corporate Management
Noritaka Hiraga**

Consolidated net sales reached a record high, and the medium-term business plan target of ¥280 billion was achieved ahead of schedule.

Operating income increased across all segments, and the Consumer Business returned to profitability.

Profit attributable to owners of parent also exceeded the previous year, with all profit targets achieved.

	Fiscal Year Ended March 2026				FY March 2025
	Forecast	Result	Vs. forecast	YoY	Result
(Billion yen)					
Net sales	276.0	280.0	+1.5%	+12.2%	249.5
Gross profit	97.7	100.1	+2.4%	+13.3%	88.3
Gross profit ratio	35.4%	35.8%			35.4%
SG&A	84.2	86.3	+2.4%	+13.2%	76.2
Operating income	13.5	13.7	+2.2%	+13.8%	12.1
Operating profit margin	4.9%	4.9%			4.9%
Ordinary Income	13.5	14.6	+8.3%	+16.9%	12.5
Extraordinary Income	—	1.2	—	+23.3%	1.0
Extraordinary loss	—	1.5	—	+156.8%	0.5
Profit attributable to owners of parent	8.2	8.3	+1.9%	+2.7%	8.1

Segment Information

	(Million yen)	FY March 2025	FY March 2026	YoY	Summary
AUTOBACS Business	Net sales	197,100	206,363	+4.7%	Sales and income increased. Domestic retail sales performed well due to an expanded tire lineup and vehicle maintenance demand. Although expenses increased due to new store openings and renovations, higher sales absorbed these costs, leading to income growth.
	Gross profit	71,444	76,092	+6.5%	
	SG&A	49,393	53,690	+8.7%	
	Operating income	22,050	22,402	+1.6%	
Consumer Business	Net sales	29,308	52,838	+80.3%	Sales increased and returned to profitability. Honda dealership, BEELINE, and Otoron, which became subsidiaries last fiscal year, contributed to full-year performance. Existing businesses, including authorized dealerships for Audi and BYD and online stores, also grew.
	Gross profit	8,500	15,782	+85.7%	
	SG&A	9,348	15,262	+63.3%	
	Operating income	-847	519	—	
Wholesale Business	Net sales	35,548	33,511	-5.7%	Sales decreased while income increased. Sales decreased due to lower exports from Japan, while income increased driven by expansion of tire wholesale in China and SG&A cost reductions through organizational restructuring.
	Gross profit	7,063	6,117	-13.4%	
	SG&A	6,545	5,176	-20.9%	
	Operating income	517	941	+81.7%	
Expansion Business	Net sales	9,108	10,716	+17.7%	Sales and income increased. Real estate income increased due to new store openings and renovations.
	Gross profit	1,365	2,143	+57.0%	
	SG&A	889	1,378	+55.0%	
	Operating income	476	764	+60.6%	
Corporate ^(*)	Operating income	-10,070	-10,832	—	

- Amounts are rounded down.
- YoY comparisons are calculated in yen.

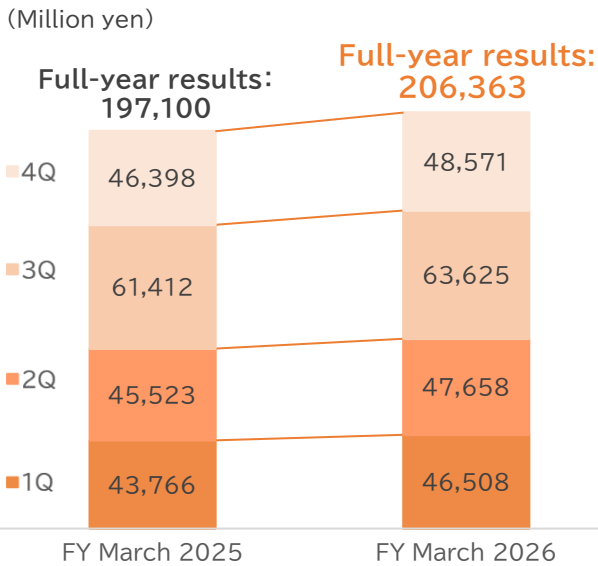
(*) "Corporate" represents company-wide expenses that are not allocated to reportable segments and mainly consist of general and administrative expenses

Financial Results by Segment: AUTOBACS Business

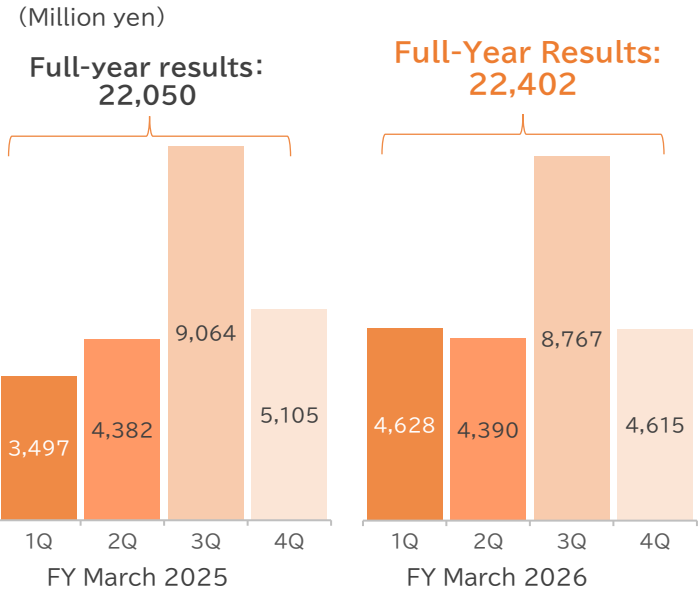
(Million yen)	FY March 2025	FY March 2026	YoY
Gross sales	197,100	206,363	+4.7%
Retail	94,586	99,870	+5.6%
Domestic	84,854	90,198	+6.3%
Overseas	9,731	9,672	-0.6%
Wholesale*	97,543	98,914	+1.4%
Inter-segment transactions	4,970	7,577	+52.4%
Operating income	22,050	22,402	+1.6%

* Wholesale sales include franchise royalty income.

Gross sales



Operating income



Sales and income increased.

Domestic retail sales performed well due to an expanded tire lineup and vehicle maintenance demand. Although expenses increased due to new store openings and renovations, higher sales absorbed these costs, leading to income growth.

- Domestic AUTOBACS <Retail>
 - Tires were strong due to the expansion of our lineup of exclusive and high-value-added tires.
 - Oil, batteries, and related service fees were strong due to demand for vehicle maintenance.
- <Wholesale>
 - Although some transactions became internal due to franchise conversions, overall wholesale sales increased.

- Overseas retail <France>

Sales decreased due to political instability and economic downturn.
- <Singapore>

Returned to profitability due to strong pit services, which are driven by maintenance demand.

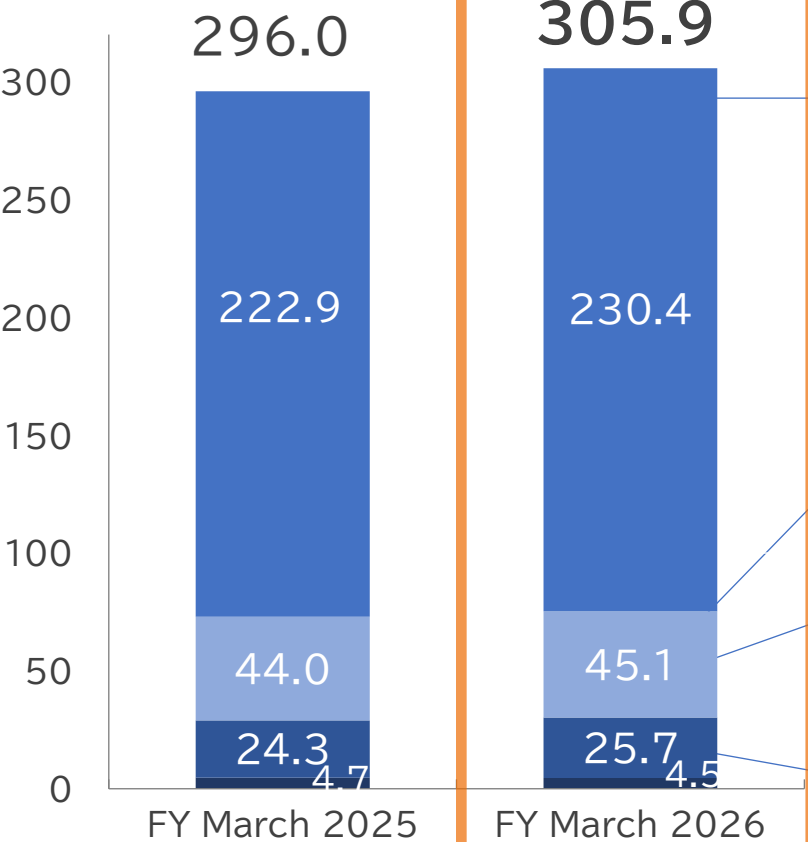
Domestic Store Sales
(including franchisees)

305.9 billion yen

YoY

+3.3%

(Billion Yen)

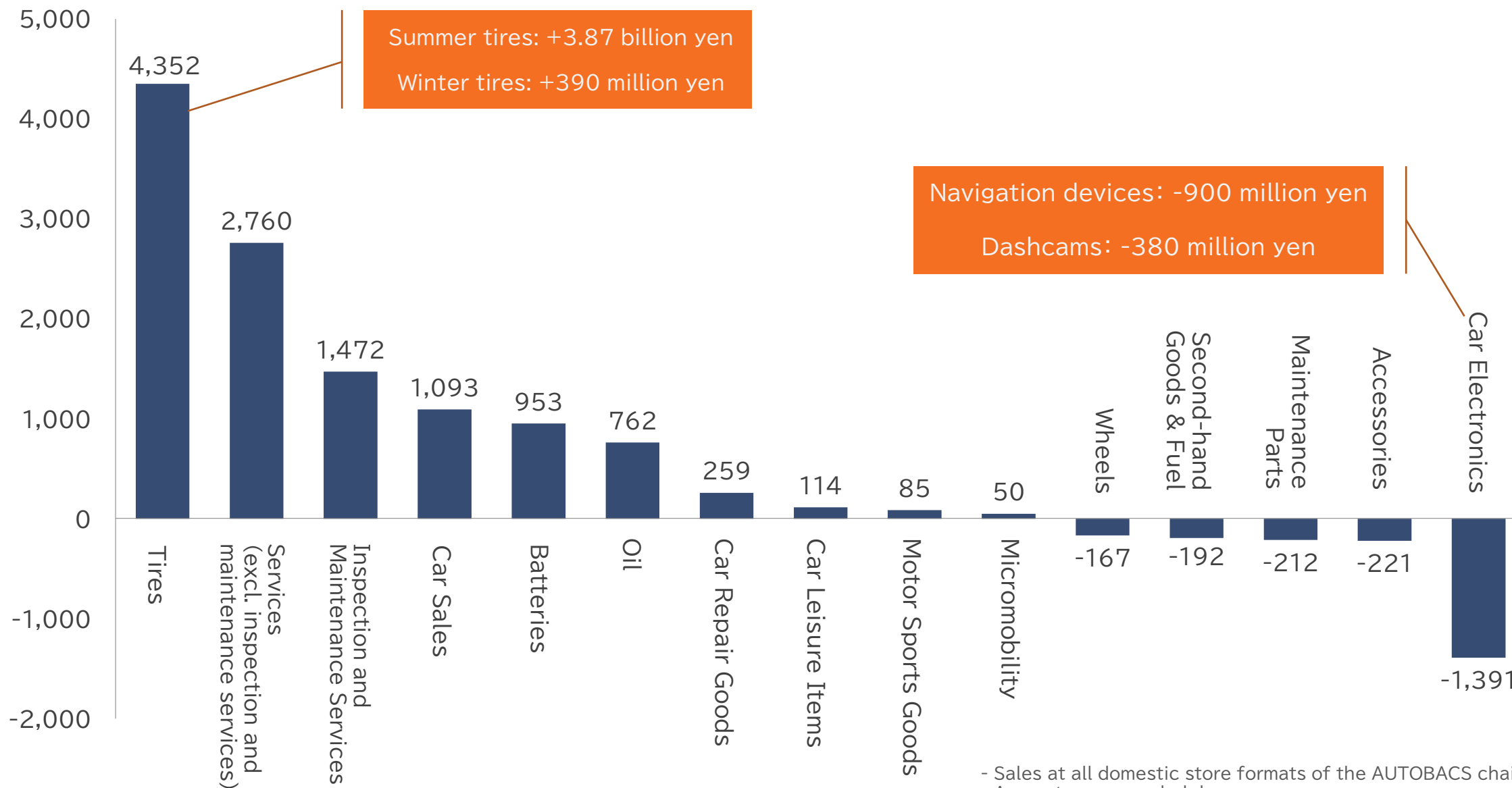


	Result	YoY
Automotive goods & services	230.4 BY	+3.3%
Car Sales	45.1 BY	+2.4%
	37,196 units	-1.2%
	Number of fully certified & designated stores	415 stores +21 stores *from pre-period
Statutory safety inspection	25.7 BY	+6.0%
	682,000 units	+1.7%
	Number of fully certified & designated stores	444 stores +1 store *from pre-period
Second-hand goods & fuel	4.5 BY	-4.1%

- Amounts are rounded down to the nearest hundred million yen.
- YoY comparisons are calculated in yen.
- Sales at all domestic store formats of the AUTOBACS chain. Car Sales include a portion of the sales in the Consumer Business.

Sales Variance by Merchandise (YoY change in amount; total store basis)

(Million yen)



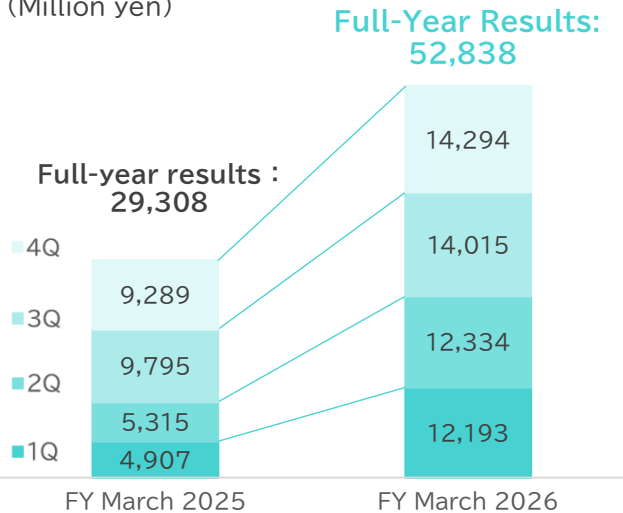
Financial Results by Segment: Consumer Business

(Million yen)	FY March 2025	FY March 2026	YoY
Gross sales	29,308	52,838	+80.3%
Car Dealership*	10,419	16,693	+60.2%
BEELINE	—	8,493	—
AUTOBACS CARS	7,521	8,247	+9.6%
Otoron	2,376	7,147	+300.7%
Online Store	5,700	7,550	+32.4%
Other	3,020	4,492	+48.7%
Inter-segment transactions	269	213	-20.7%
Operating income	-847	519	—

* Car Dealership: Audi, Honda, and BYD.

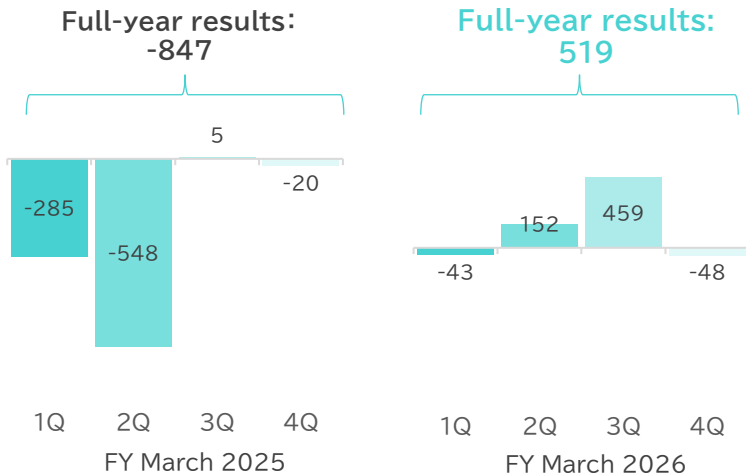
Gross sales

(Million yen)



Operating income

(Million yen)



Sales increased and returned to profitability. Honda dealership, BEELINE, and Otoron, which became subsidiaries last fiscal year, contributed to full-year performance. Existing businesses, including authorized dealerships for Audi and BYD and online stores, also grew.

- Car Dealership
Sales increased due to consolidation of Honda dealerships, new store openings, and new model launches.
- BEELINE
Consolidated in January 2025. Tire sales grew.
- AUTOBACS CARS
Expanded used car inventory within the group through partnerships.
- Otoron
Consolidated in August 2024. Launched new in-house loan installment plan.
- Online Store
Growth driven by own EC expansion and a new marketplace opening.
- Other
Number of maintenance service locations increased significantly through M&A.

Car Dealership



In-house loan type used car dealership



Automotive service facility adjacent to a home improvement store



Specialized tire shop



Financial Results by Segment: Wholesale Business

(Million yen)	FY March 2025	FY March 2026	YoY
Gross sales	35,548	33,511	-5.7%
Domestic wholesale	21,394	21,136	-1.2%
Overseas wholesale	3,100	2,797	-9.8%
Inter-segment transactions	11,053	9,577	-13.3%
Operating income	517	941	+81.7%

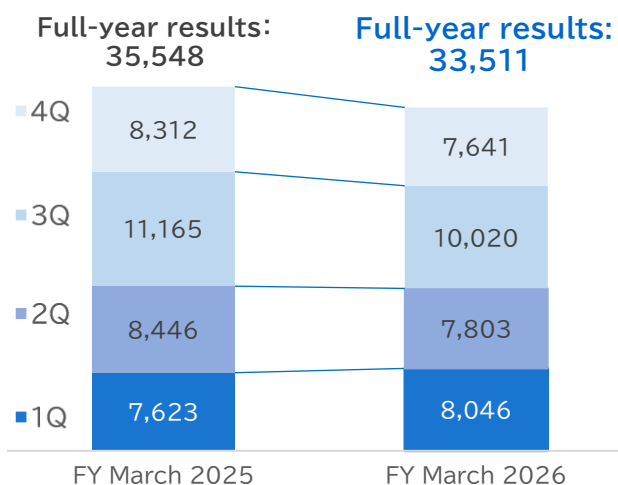
Sales decreased while income increased.

Sales decreased due to lower exports from Japan, while income increased driven by expansion of tire wholesale in China and SG&A cost reductions through organizational restructuring.

- Domestic Wholesale
 - Wholesale sales to 7-Eleven expanded.
 - Winter wheel sales decreased at the aluminum wheel wholesale subsidiary.
- Overseas Wholesale
 - <Japan> Export transactions declined due to fewer customers.
 - <Australia> Sales decreased due to economic slowdown, while private-brand product sales remained strong.
 - <China> Tire exports to Japan expanded.

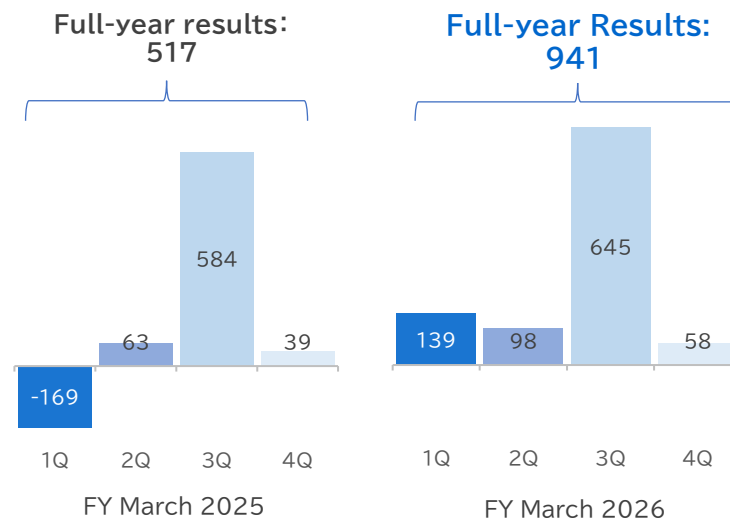
Gross sales

(Million yen)



Operating income

(Million yen)



Private-brand "AQ."



"MGX" series of wireless communication devices from Australia



Private-brand for overseas markets

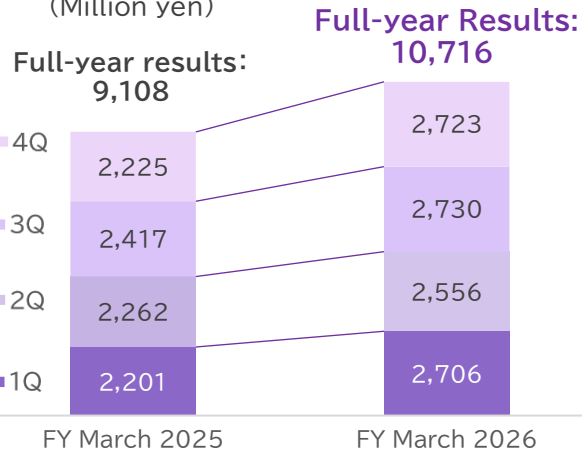


Exclusive tires manufactured in China by Linglong Tire



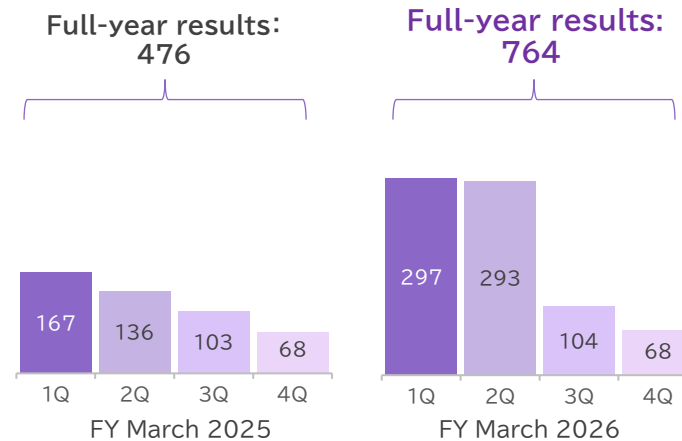
■ Gross sales

(Million yen)



■ Operating income

(Million yen)



Sales and income increased.

Real estate income increased due to new store openings and renovations.

- Real estate

- Real estate income increased from new openings and renovations.
- Garage-equipped rental housing business remained solid.

- SX (Sustainability Transformation)

Expanded micromobility product lineup.

■ Topics

Expansion of Micromobility Offerings

- Decided to launch the inspection-exempt small EV "Lean3"
- Sales, servicing, and maintenance in Japan to begin in August 2026



ARTA Racing Brand Official Online Shop Launched

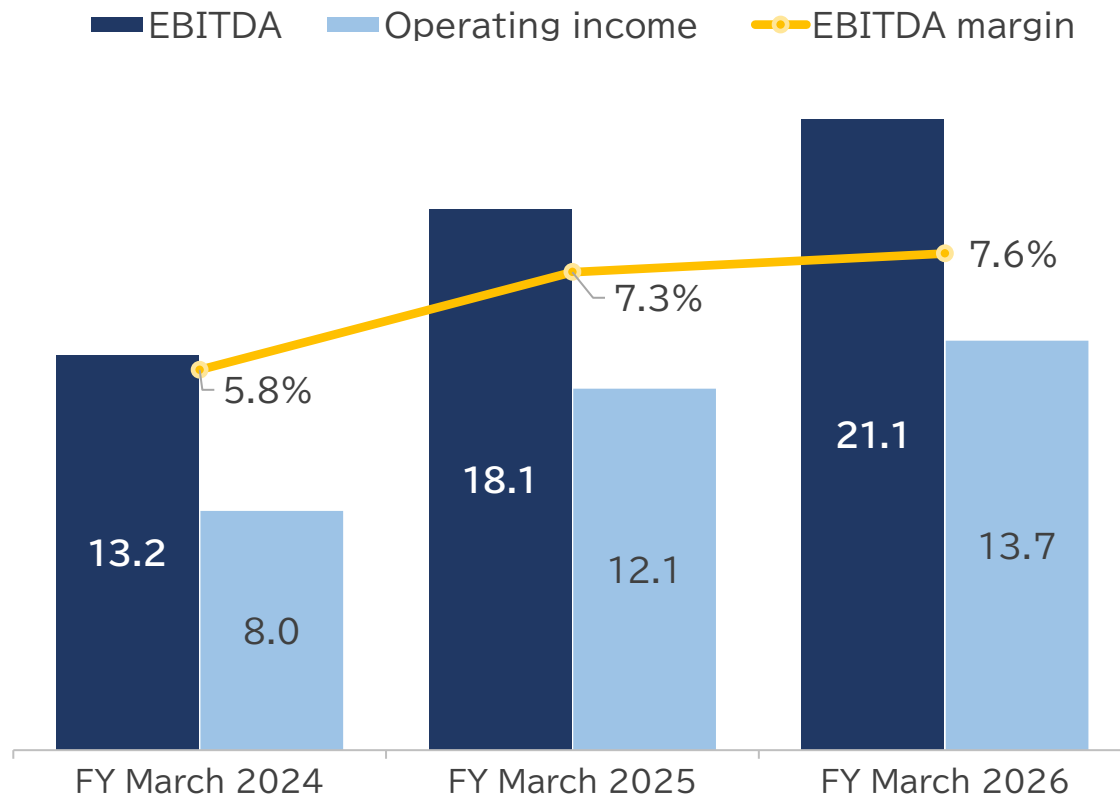
- ARTA merchandise, previously available mainly at race venues, is now available online



- Actively promoting M&A, new store openings, and capex.
- EBITDA growing faster than operating income despite higher depreciation.

EBITDA and Operating Income

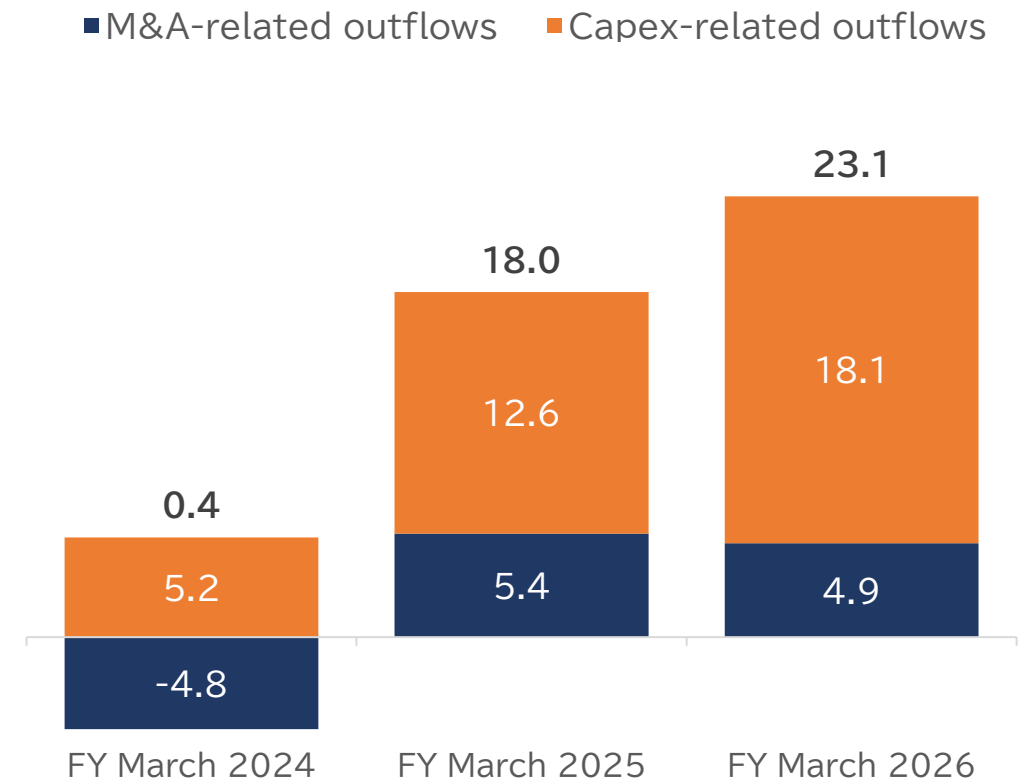
(Billion Yen)



*EBITDA = Operating income + Depreciation + Amortization of goodwill

Investment Cash Flow

(Billion Yen)

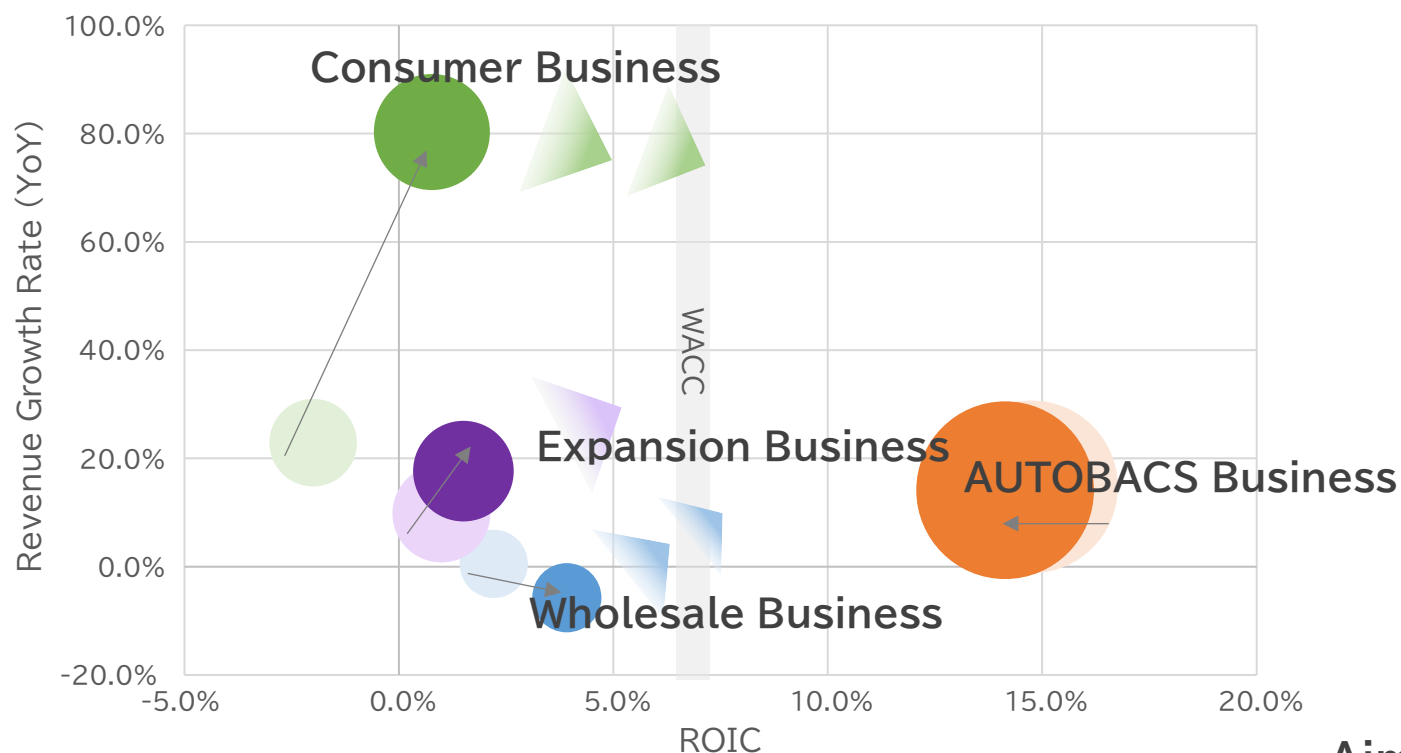


*Investment CF shown as positive values.

*FY March 2024 M&A-related outflows include proceeds from business transfers.

- Company-wide ROIC reached 5.7% as planned, driven by the stable and high ROIC of the AUTOBACS Business.
- Aim to achieve ROIC above WACC in the Consumer, Wholesale, and Expansion Businesses.

ROIC Trends by Business Segment (FY March 2025 → FY March 2026)



*The size of the circles represents the amount of capital invested

Company-wide ROIC

FY March 2026 Result

5.7% YoY +0.1pt

FY March 2027 Plan

6.0% YoY +0.3pt

Aiming for 7.0% or higher

Aim to improve company-wide ROIC through improved profitability and strengthened business portfolio management

Positive Factors

- ✓ Demand increase of statutory safety inspection and automotive maintenance by the improvement of vehicle longevity
- ✓ Expansion of locations through new store openings (+9 stores)

Negative Factors

- ✓ Weaker consumer sentiment due to inflation-driven price increases
- ✓ Advancement of new vehicles and more features coming standard

Domestic Store Sales Plan (YoY)

Plan	1st Half	2nd Half	Full Year
Same store basis	+2.5%	+3.6%	+2.6%
Total store basis	+4.0%	+5.1%	+4.1%

- Sales at all domestic AUTOBACS chain formats.

- Prolonged geopolitical risks, including those related to the Middle East, are not factored into this plan.

Consolidated Financial Forecast for FY March 2027

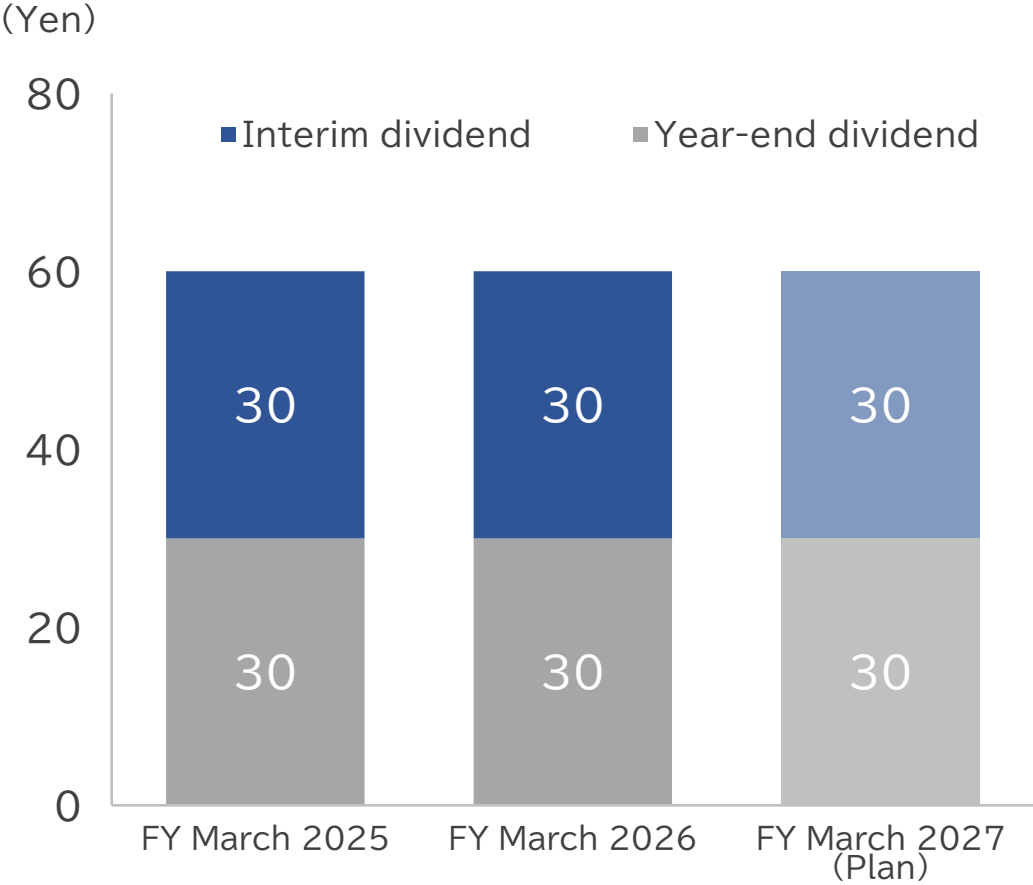
	FY March 2026	Fiscal Year Ending March 2027 [Plan]					
	Results	1st Half	YoY	2nd half	YoY	Full Year	YoY
(Billion yen)							
Net sales	280.0	141.7	+10.0%	158.3	+4.7%	300.0	+7.1%
Gross profit	100.1	51.1	+10.5%	57.7	+7.1%	108.8	+8.7%
Gross profit ratio	35.8%	36.1%		36.4%		36.3%	
SG&A	86.3	45.7	+11.0%	48.1	+6.5%	93.8	+8.6%
Operating income	13.7	5.4	+6.2%	9.6	+10.2%	15.0	+8.7%
Operating income margin	4.9%	3.8%		6.1%		5.0%	
Ordinary income	14.6	5.6	+2.2%	9.4	+2.8%	15.0	+2.6%
Profit attributable to owners of parent	8.3	3.6	+2.9%	5.4	+11.3%	9.0	+7.7%
ROE	6.2%					7.0%	
ROIC	5.7%					6.0%	

Forecast by Segment for FY March 2027

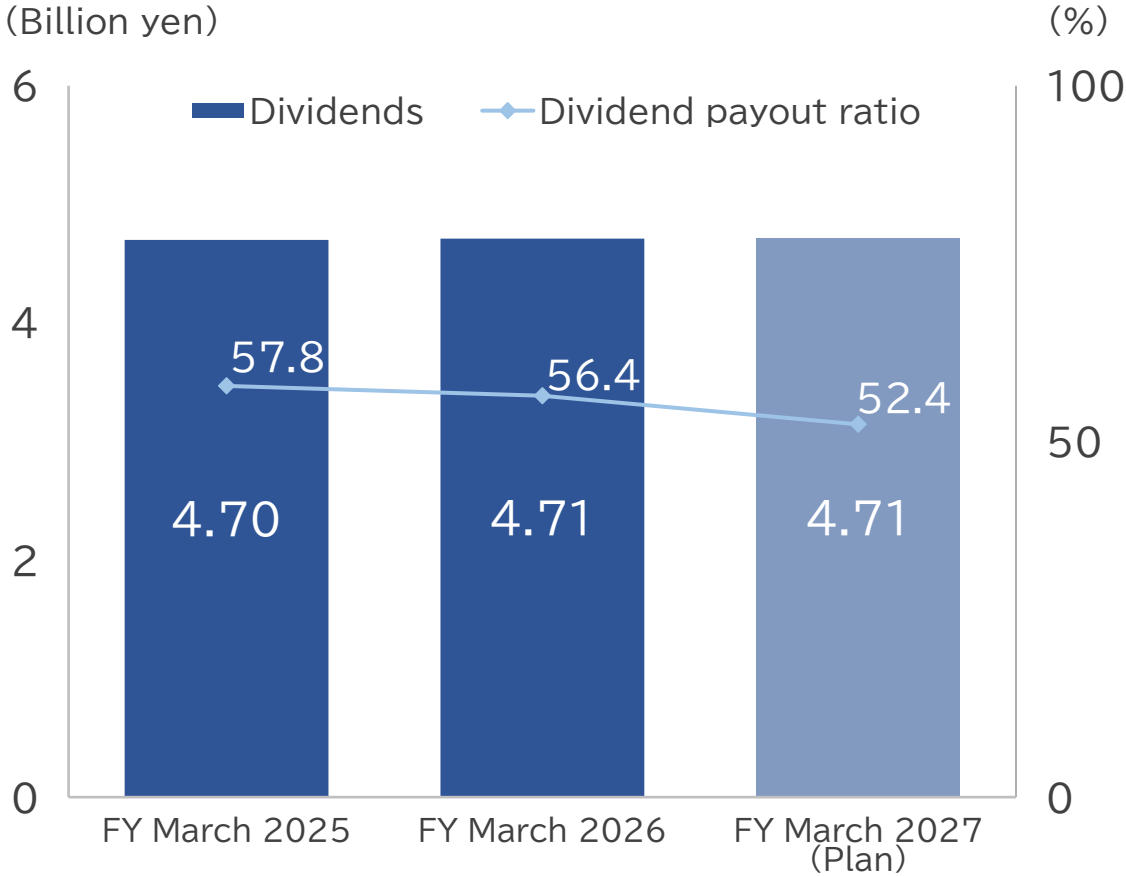
		FY March 2026	Fiscal Year Ending March 2027 [Plan]			
(Million yen)		Results	1st Half	2nd Half	Full Year	YoY
AUTOBACS Business	Sales	206,363	95,400	115,670	211,070	+2.3%
	Operating income	22,402	9,340	13,750	23,090	+3.1%
Consumer Business	Sales	52,838	33,360	29,320	62,680	+18.6%
	Operating income	519	200	1,050	1,250	+140.8%
Wholesale Business	Sales	33,511	17,230	19,990	37,220	+11.1%
	Operating income	941	610	750	1,360	+44.5%
Expansion Business	Sales	10,716	5,460	5,110	10,570	-1.4%
	Operating income	764	490	350	840	+9.8%
Corporate	Operating income	-10,832	-5,240	-6,300	-11,540	—

- Amounts are rounded down.
- YoY comparisons are calculated in yen.

Dividends Per Share



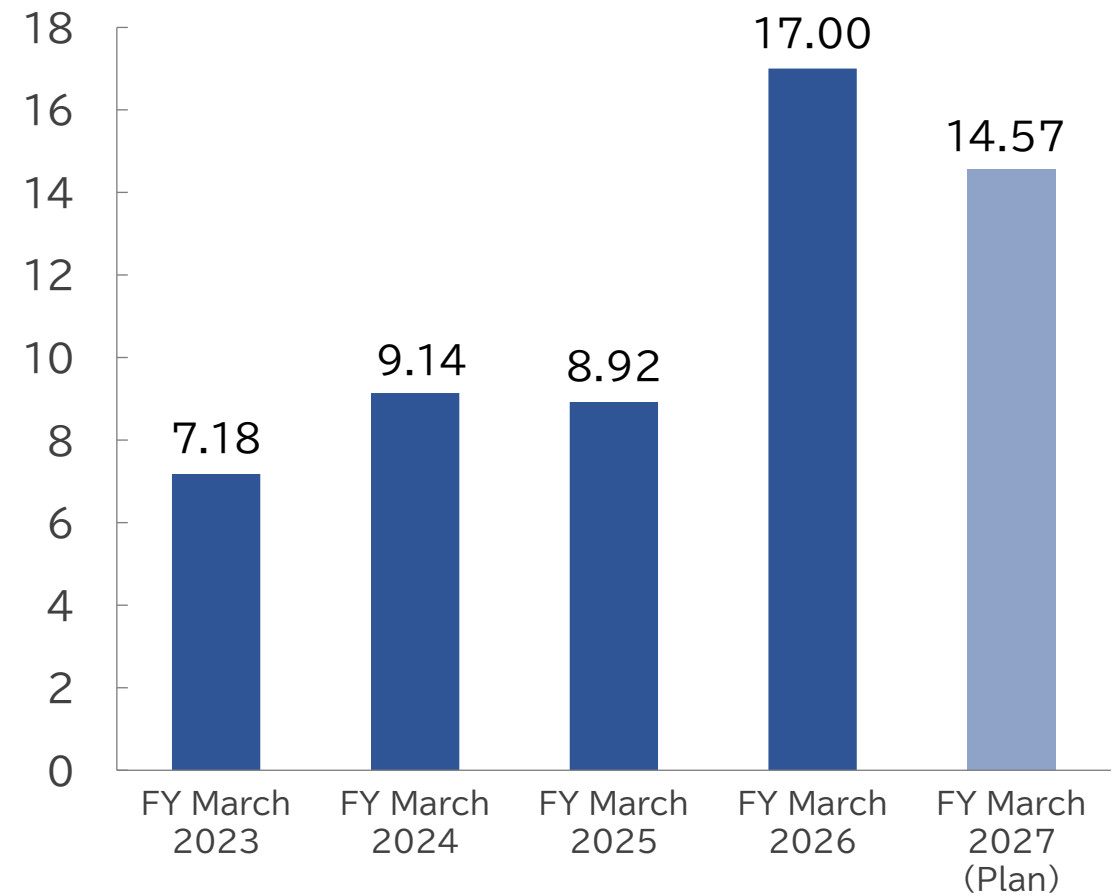
Dividend Payout Amount and Payout Ratio



- Amounts are rounded down to the nearest hundred million yen.

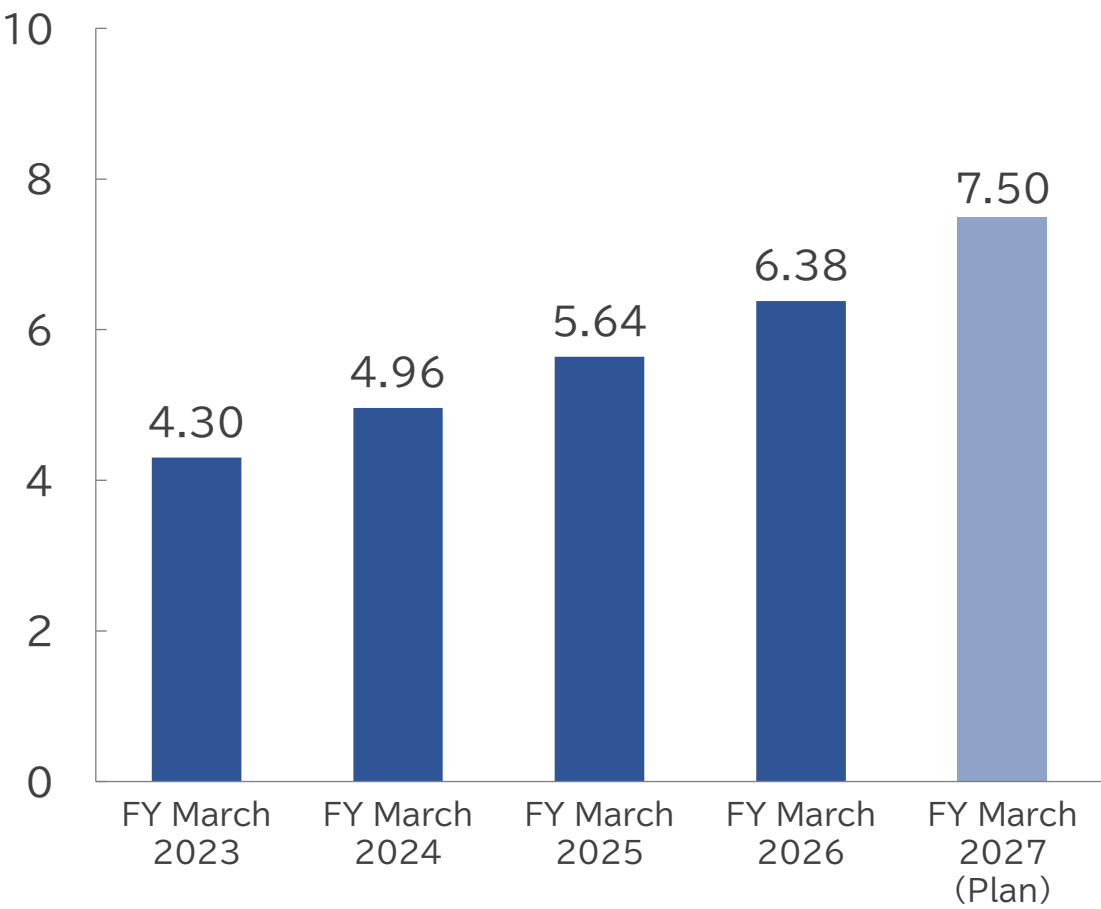
Capital Expenditures

(Billion yen)



Depreciation

(Billion yen)



- Amounts are rounded down to the nearest hundred million yen.

Initiatives in the Fiscal Year Ended March 2026 and Future Initiatives

Representative Director & Chief Executive Officer
Yugo Horii

1. Overview of the Long-Term Vision and the 2024 Medium-Term Business Plan
2. Review of FY2025 Performance
(Second Year of the Medium-Term Business Plan)
3. Targets for FY2026
(Final Year of the Medium-Term Business Plan)
4. Toward Achieving the Long-Term Vision

■ Long-Term Vision: “Beyond AUTOBACS Vision 2032”

FY2032 KGI and Domestic KPI Targets

Consolidated Net Sales
500 billion yen

Number of Group Stores **1,300 stores**

Number of Statutory Safety Inspections **1,000,000 units**

Number of Vehicles Sold **150,000 units**

■ 2024 Medium-Term Business Plan: Accelerating Towards Excellence

FY2026 Performance Targets

Consolidated Net Sales
280 billion yen

Consolidated Operating Income
15 billion yen

ROIC
7.0%

FY2025 Financial Results

Consolidated Net Sales

280 billion yen

FY2024: 249.5 billion yen
FY2023: 229.8 billion yen

Consolidated Operating Income

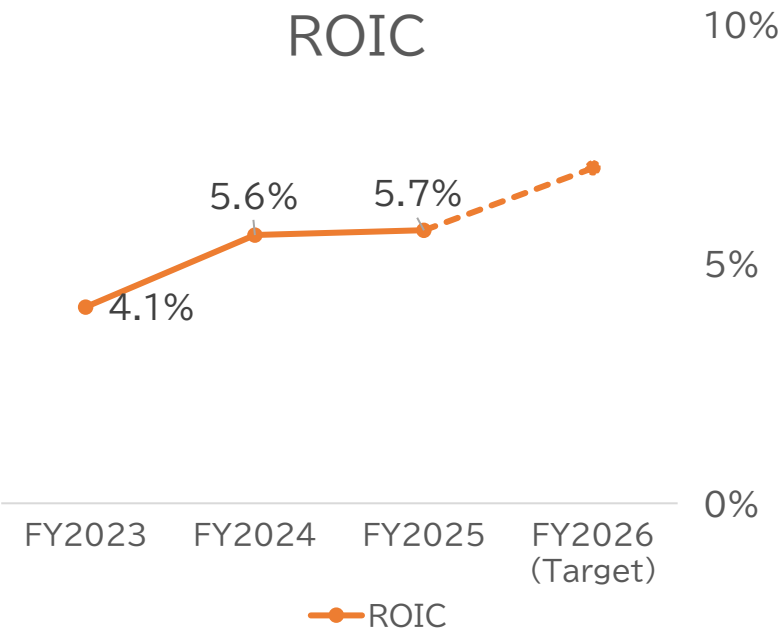
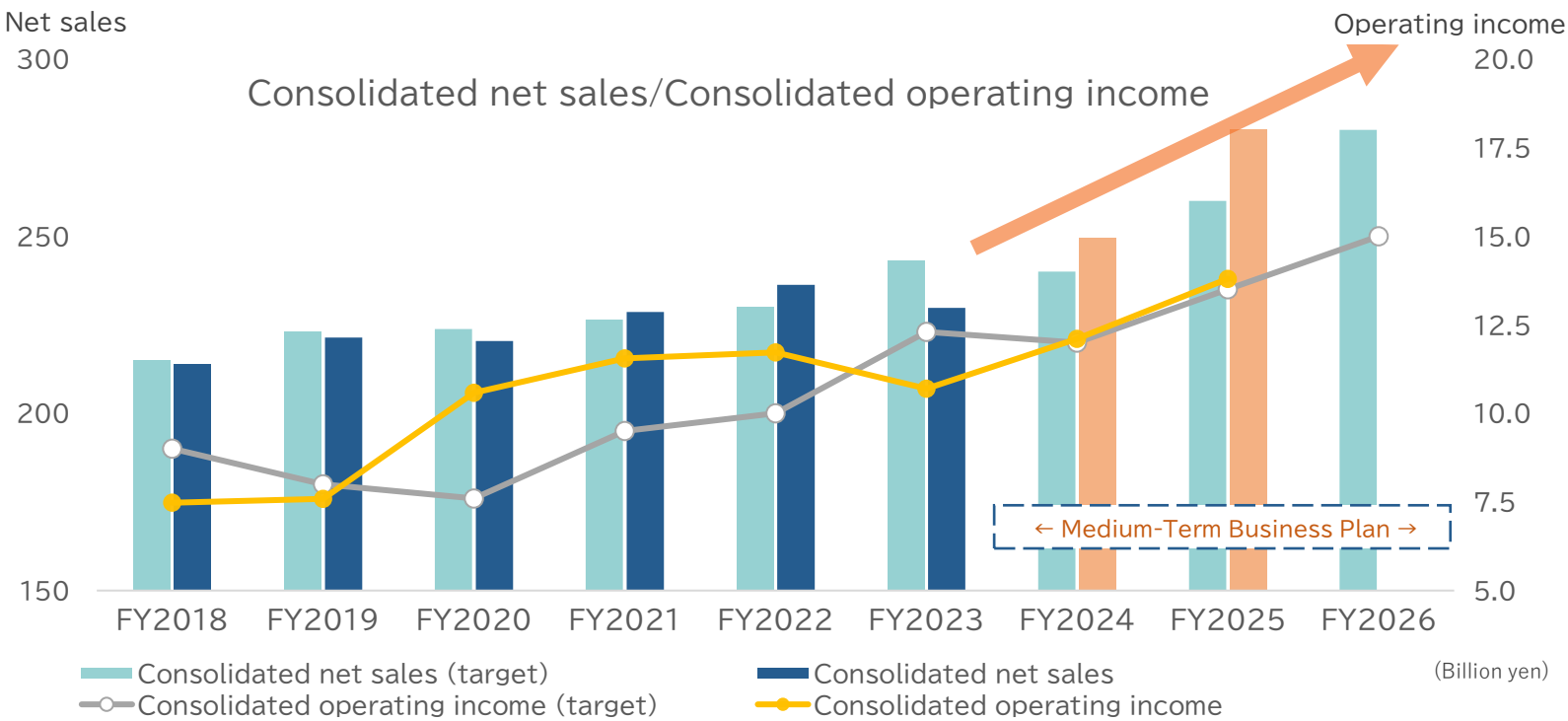
13.7 billion yen

FY2024: 12.1 billion yen
FY2023: 8.0 billion yen

ROIC

5.7%

FY2024: 5.6%
FY2023: 4.1%



*Operating income in FY2023: excluding the temporary decrease (about 3.0 billion yen) due to the change in FC chain package

■ Progress Toward Long-Term Vision Domestic KPIs

	FY2024 Results	<u>FY 2025 Results</u> (YoY)	<u>FY2032 Target</u>
Group Stores	1,152 stores	<u>1,271</u> stores (+119 stores)	<u>1,300</u> stores
Statutory Safety Inspection	690,000 units	<u>720,000</u> units (+30,000 units)	<u>1,000,000</u> units
Car Sales	43,000 units	<u>49,000</u> units (+6,000 units)	<u>150,000</u> units

*KPI and results include AUTOBACS SEVEN Group (non-consolidated + subsidiaries) and AUTOBACS franchise member companies

■ External Environment

	Market Environment	Impact on Business
Trends in the Automotive Industry	Rising new vehicle prices Increasing average vehicle age	Increased demand for used cars and maintenance services
	Advances in automotive technology Spread of EVs	More advanced servicing requirements and EV handling
Customer Trends	Advancing inflation Growing adoption of AI Rising adoption of next-generation mobility	Diversification of values and polarization of preferences

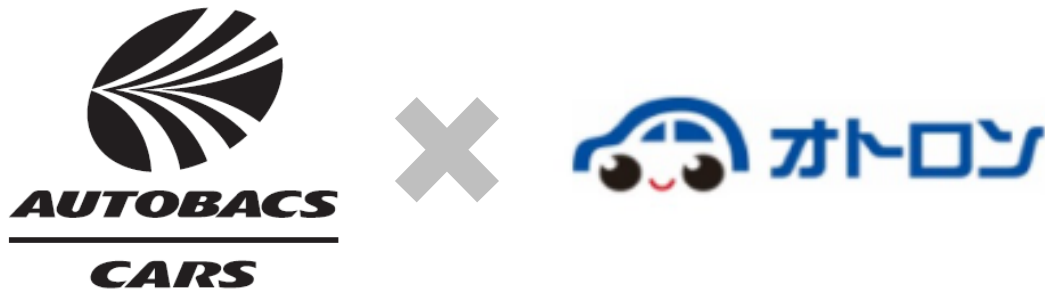
■ Internal Environment

	Key Issue	Initiative
Utilization of Management Resources	Improving productivity	Leveraging human capital

■ Responding to increasing demand for used cars and maintenance services

Creating synergies in the used car business

- Expand used car purchasing and sales locations
- Procure used cars through AUTOBACS CARS
- Supply affordable vehicles through Otoron



Strengthening automotive aftermarket business

- Strengthen service-driven business models
- Open stores in areas where we serve as social infrastructure
- Expand temporary stores and mobile sales



New Store Openings



Mobile Sales



■ Addressing advancing maintenance & services and EV handling

Development of maintenance personnel

- Redesign the training program for certified mechanics
- Expand training facilities

新設
オートバックス関西
トレーニングセンター



STA

サービストレーニングアカデミー千葉長沼



Chain Growth
株式会社チェーン・グロース

SBD車検・钣金デポ

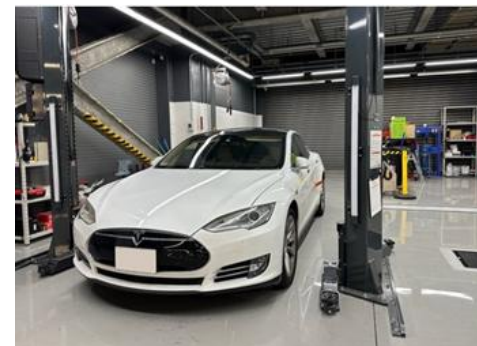


ABNL
ABNOMOTO R&D Development Center

Strengthening reception capabilities

- Expand acceptance of advanced vehicles
- Expand acceptance of EVs
- Create opportunities for EV sales

EV Maintenance



EV Sales



■ Addressing diversification of values and polarization of preferences

Expanding mobility options

- Expand partnerships with emerging manufacturers
- Expand micromobility offerings
- Expand rental car services

Expansion of Mobility Services



Providing price and value options

- Expand multi-store brand formats
- Expand private-label and exclusive products
- Rebuild store brands with a focus on expertise

Multi-brand

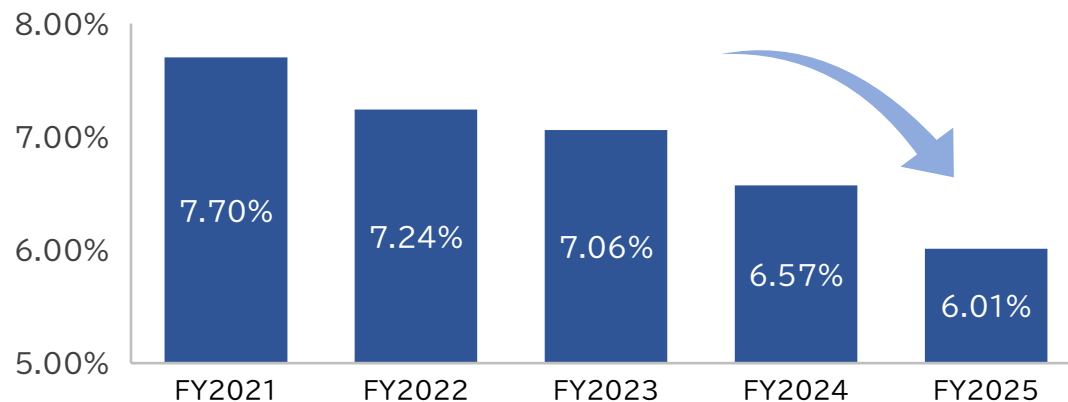


■ Leveraging human capital

Optimization of functions and allocation

- Eliminate duplicate tasks through integration of procurement functions
- Drive revenue growth through reallocation of human capital

Trend in Personnel Cost Ratio to Sales



*Non-consolidated

Improvement of Operational Efficiency

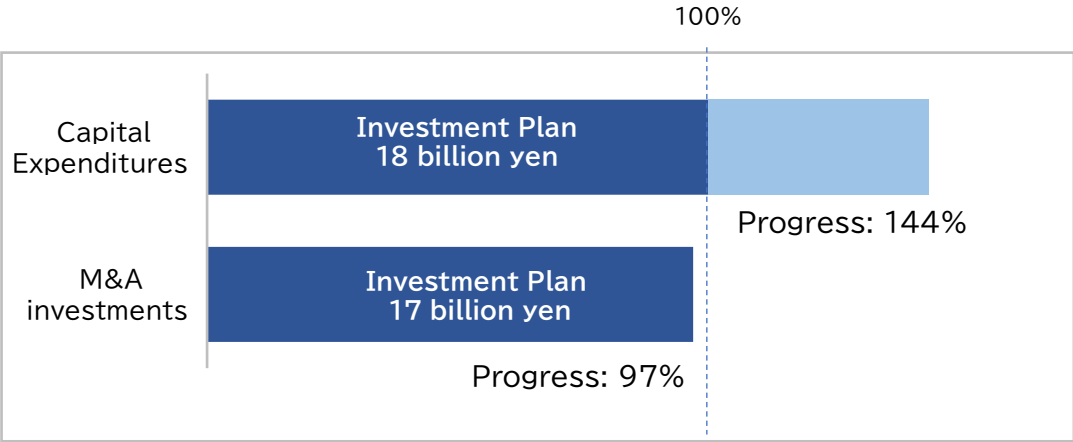
- Back-office support for store operations through IT and DX initiatives
- Addressing workload concentration through multi-role (cross-functional) internal operations

Store Operation Support



■ Investment Progress

Progress of Investment Plan

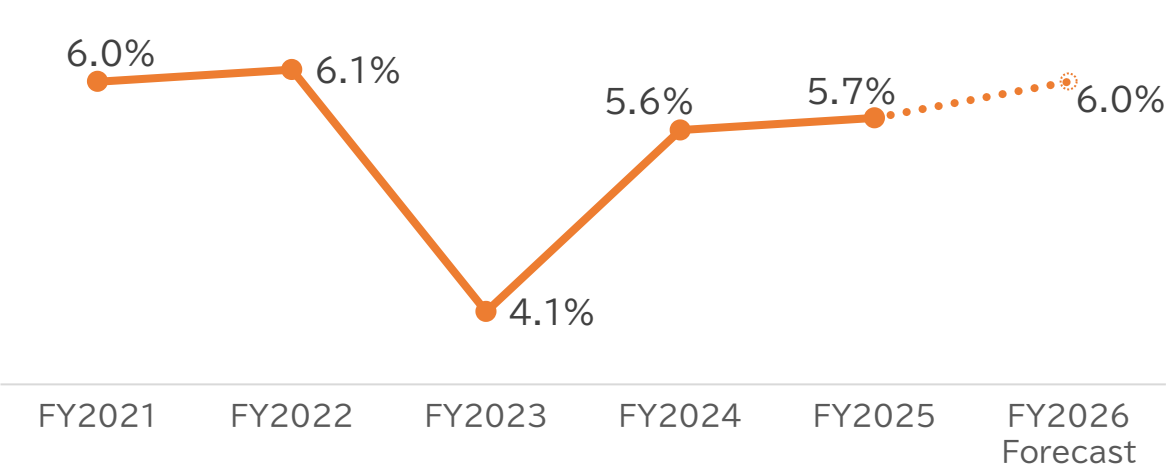


- Breakdown of Capital Expenditures
- New store openings
 - S/B R/L expansion and renovation
 - Land acquisition
 - IT investments

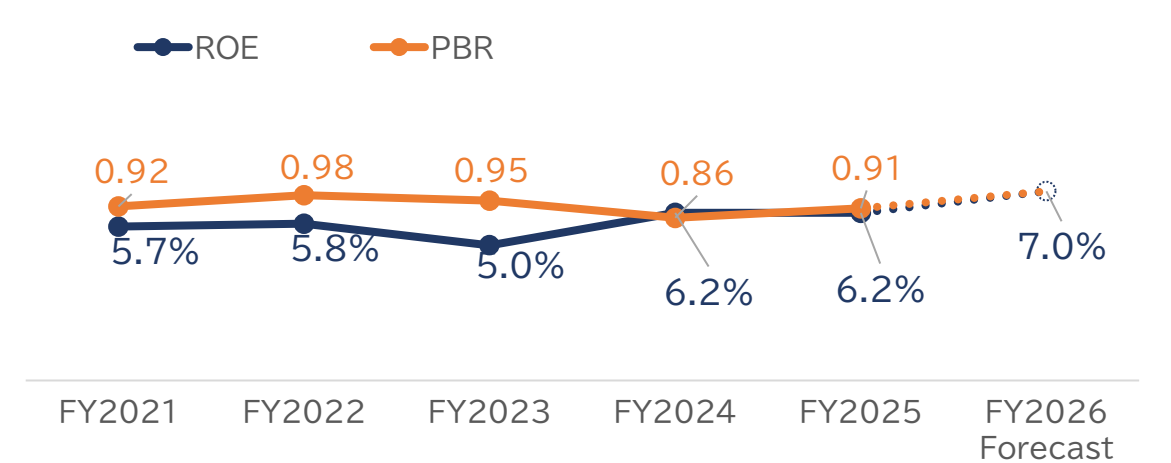
- Breakdown of M&A Investments
- BEE LINE
 - Tokatsu Holdings
 - Otoron
 - ELECTRIC MOBILITY TECHNOLOGY PTE. LTD.
 - PCT Holdings
 - FLEET PITLOCK
 - Kondo Automotive Industry

*M&A investment amount is presented on a consolidated cash flow basis, calculated by deducting cash and deposits held by the acquired company at the time of acquisition from the non-consolidated investment amount.

Company-wide ROIC



PBR and ROE



3. Targets for FY2026

■ FY2026 Performance Targets

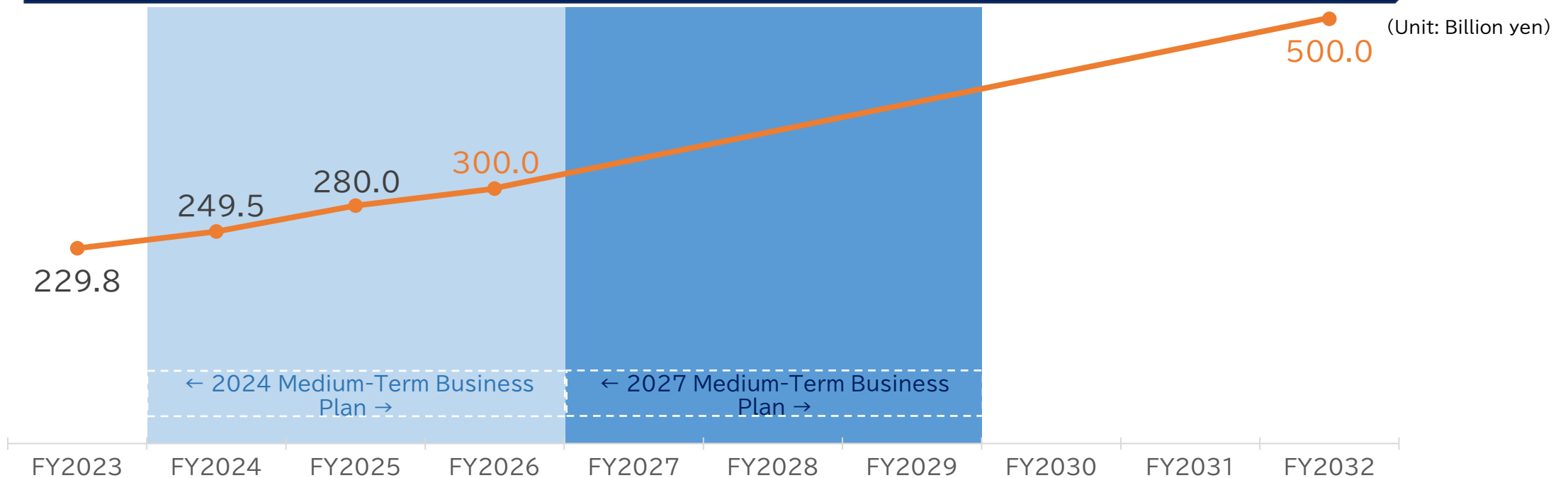
Consolidated Net Sales
300 billion yen

Consolidated Operating Income
15 billion yen

ROIC
6.0%

*Prolonged geopolitical risks, including those related to the Middle East, are not factored into this plan.

Long-Term Vision “Beyond AUTOBACS Vision 2032”

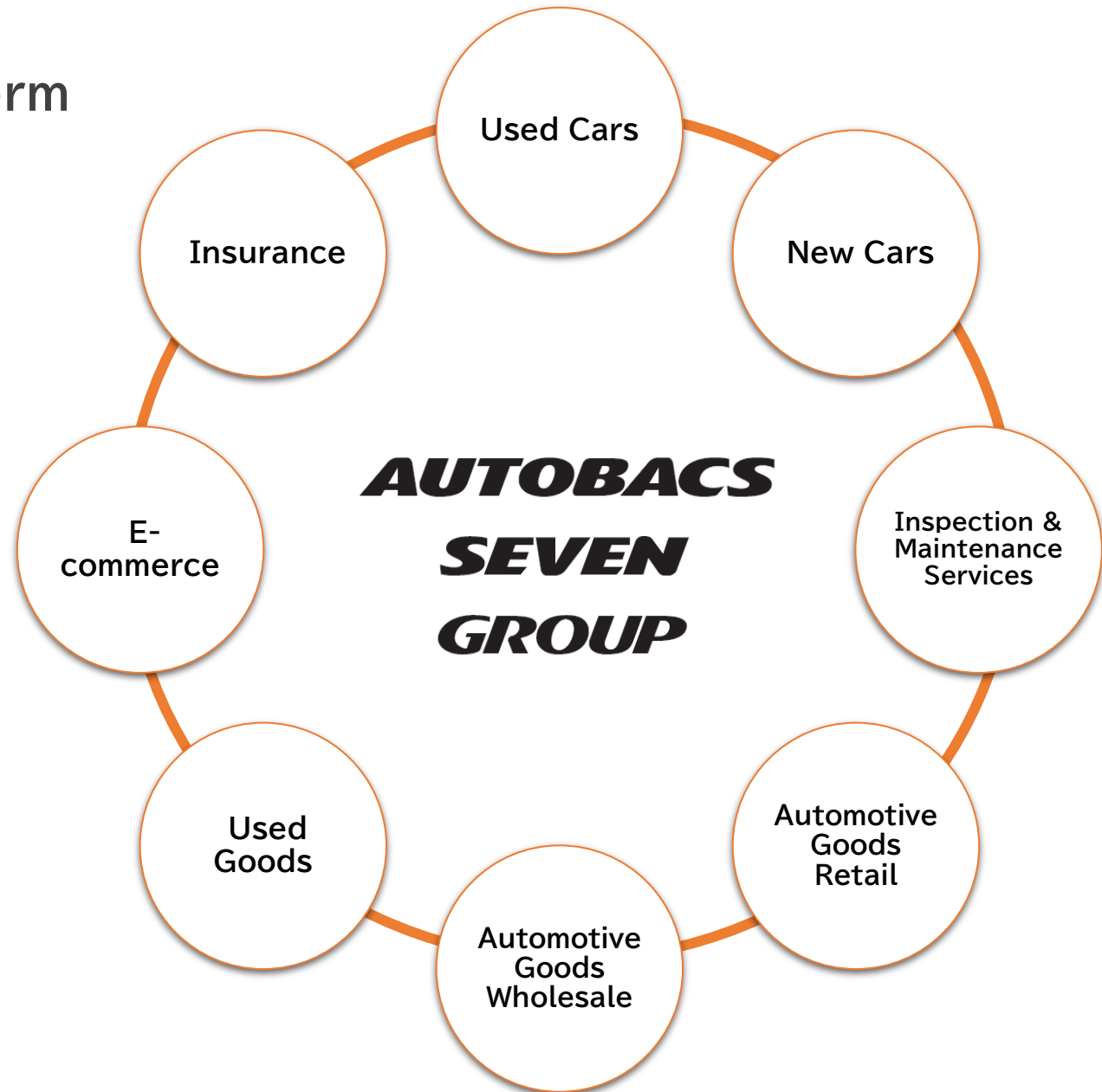


■ Launch of FY2027 Medium-Term Business Plan Formulation

Creation of synergies through collaboration across business segments

Establishment of a global procurement framework

Acceleration of store openings across various store brands



■ Long-Term Vision Domestic KPIs

	<u>FY2032 Target</u>	
Group Stores	<u>2,200</u> stores	(+900 stores)
Statutory Safety Inspections	<u>1,000,000</u> units	
Car Sales	<u>150,000</u> units	

*KPI and results include AUTOBACS SEVEN Group (non-consolidated + subsidiaries) and AUTOBACS franchise member companies

■ Enhancing efforts that consider the environment and society

Non-financial targets	KPI	FY2025 Results	FY2030 Target
Promoting spread of safe and secure EVs toward realization of a decarbonized society	Installing fast chargers	18 stores	100 stores*
	Promoting statutory safety inspections of EVs (No. of EVs inspected)	2,572 units/year	3,440 units/year
	Promoting sale of EVs (No. of EVs sold)	413 units/year	2,500 units/year
Reducing CO2 by establishing environmentally-friendly stores	Promoting environmentally-friendly stores	138 stores	440 stores*
Promoting environmentally conscious business	Developing environmentally-friendly products	447 products	550 products*
Realizing circular ecosystem	Reducing oil cans (increasing ratio of oil sale by measure)	100,000 cans (reduction)	260,000 cans (reduction)

■ Medium-term HR policies

Key Investment Areas	KPI	FY 2025 Results	FY2030 Targets
Human resource development/reskilling	Developing talent capable of leveraging data and AI	212 educational participants	350 persons*
	Ensuring and fostering Level-2 mechanics	1,154 persons	1,350 persons*
Diversity & inclusion	Increasing ratio of women in managerial positions (manager or higher)	7.9%	18.0%
Resource/talent management	Ratio of female employees	17.9%	30.0%
	Promoting paternity leave	45.5%	100.0%
Enhancement of engagement	Employee engagement (previously called “employee energetic level”)	2.7	3.0

*FY2030 targets revised upward

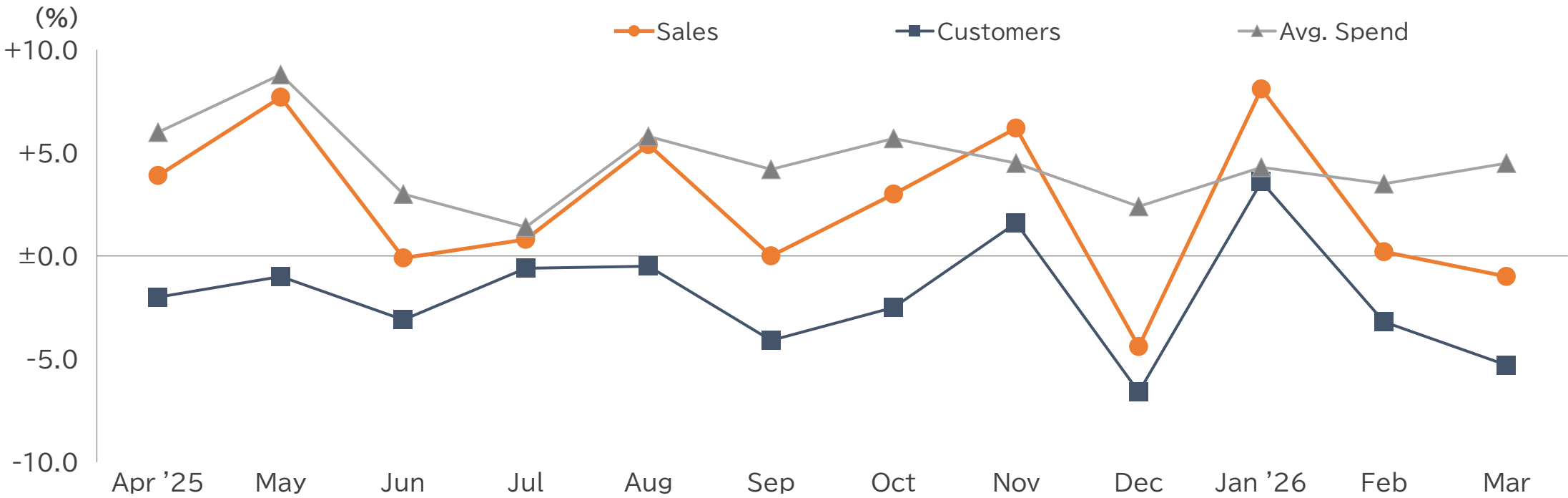
Total **37,196** units YoY **-1.2%**

BtoB Sales	
Breakdown	No. of cars sold
Sold to Headquarters	345
Sales to AA(Auto Auction) via Headquarters	7,190
Direct sales from stores	19,688
BtoB total	27,223

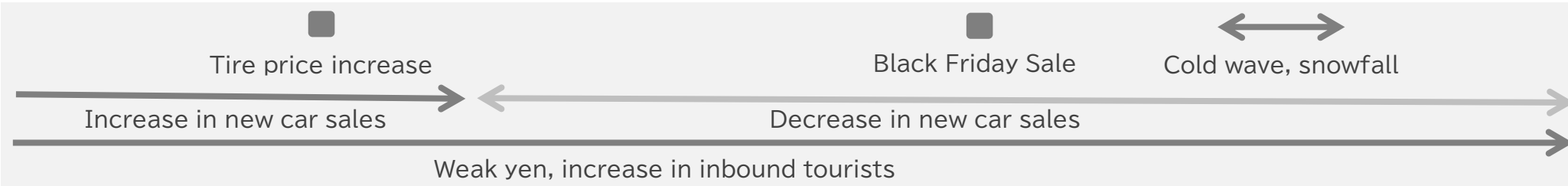
Retail	
Breakdown	No. of cars sold
Used cars	7,309
New cars	2,664
Retail total	9,973

*Car sales in the AUTOBACS Business and the Consumer Business

[Same store basis (YoY)]
Sales: +2.2% Number of customers: -2.1%



Business Environment / Key Topics



Overview of Financial Results

Segment Information

Financial Forecast

Full-year initiatives & future strategy

Appendix

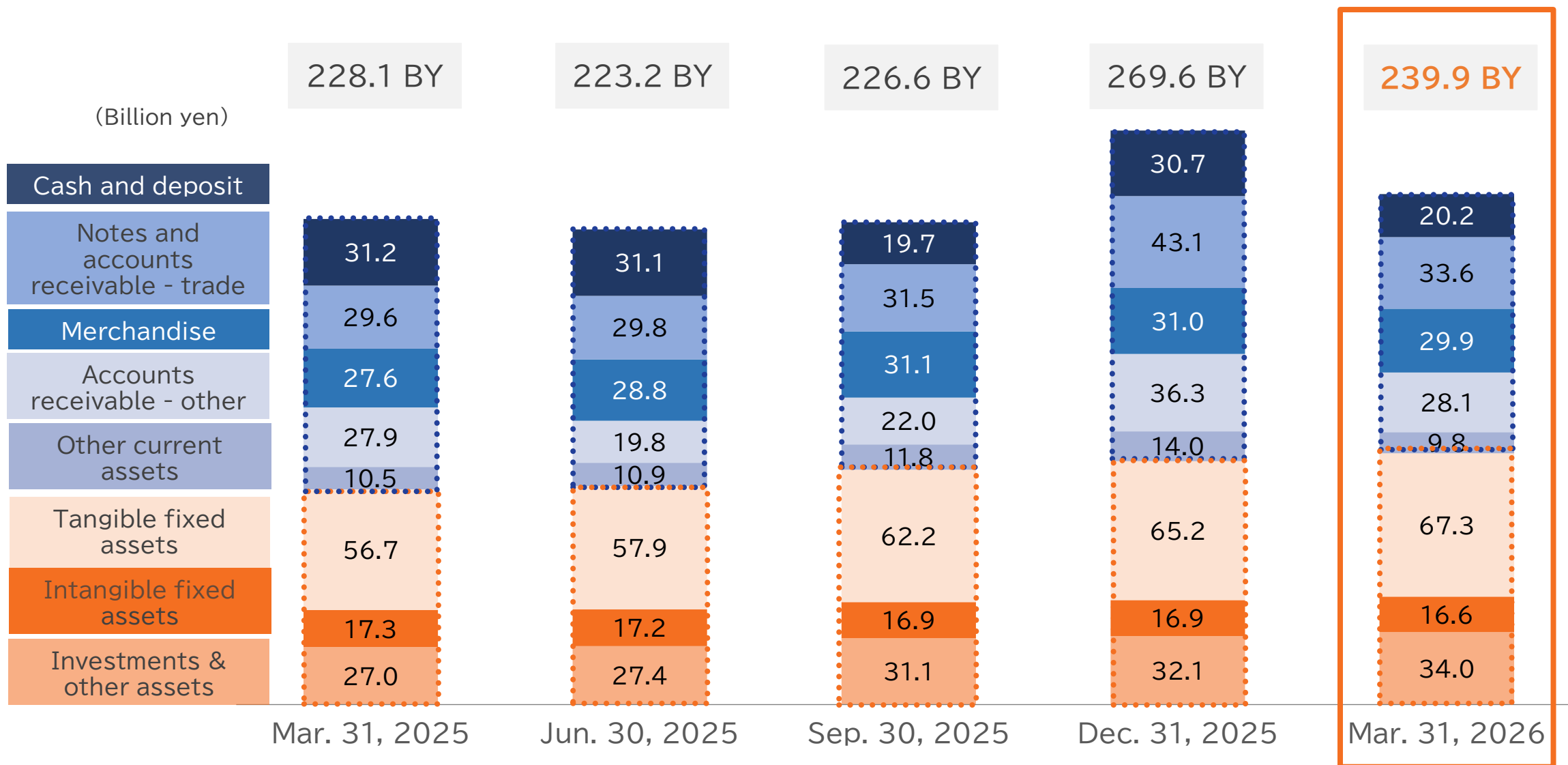
Store Openings and Closings

Domestic	End of Mar. 2025	FY March 2026					End of Mar. 2026
		1 st Half (Result)		End of Sep. 2025	2 nd Half (Result)		
		Open	Close		Open	Close	
AUTOBACS	509	+3		512	+7		519
AUTOBACS GARAGE	1			1			1
Super AUTOBACS	71			71			71
A PIT AUTOBACS	2			2	+1		3
AUTOBACS Secohan Ichiba*	18	+1	-1	18	+3		21
Smart+1*	14			14	+4		18
AUTOBACS EXPRESS	11			11			11
AUTOBACS CARS*	394	+15		409	+7	-1	415
Car Dealership	20	+2		22	+1		23
BEELINE	79	+1	-5	75	+2		77
Otoron	17	+2		19	+2		21
AUTO IN	8	+71		79	+4	-1	82
Other Locations	8	+1		9			9
Total	1,152	+96	-6	1,242	+31	-2	1,271

Overseas	End of Mar. 2025	FY March 2026			End of Mar. 2026
		1 st Half (Result)	End of Sep. 2025	2 nd Half (Result)	
Taiwan	6		6		6
Singapore	2		2		2
Thailand	122	+3	125	+2	127
France	8		8		8
Malaysia	4		4	-4	0
Philippines	6		6		6
Total	148	+3	151	-2	149

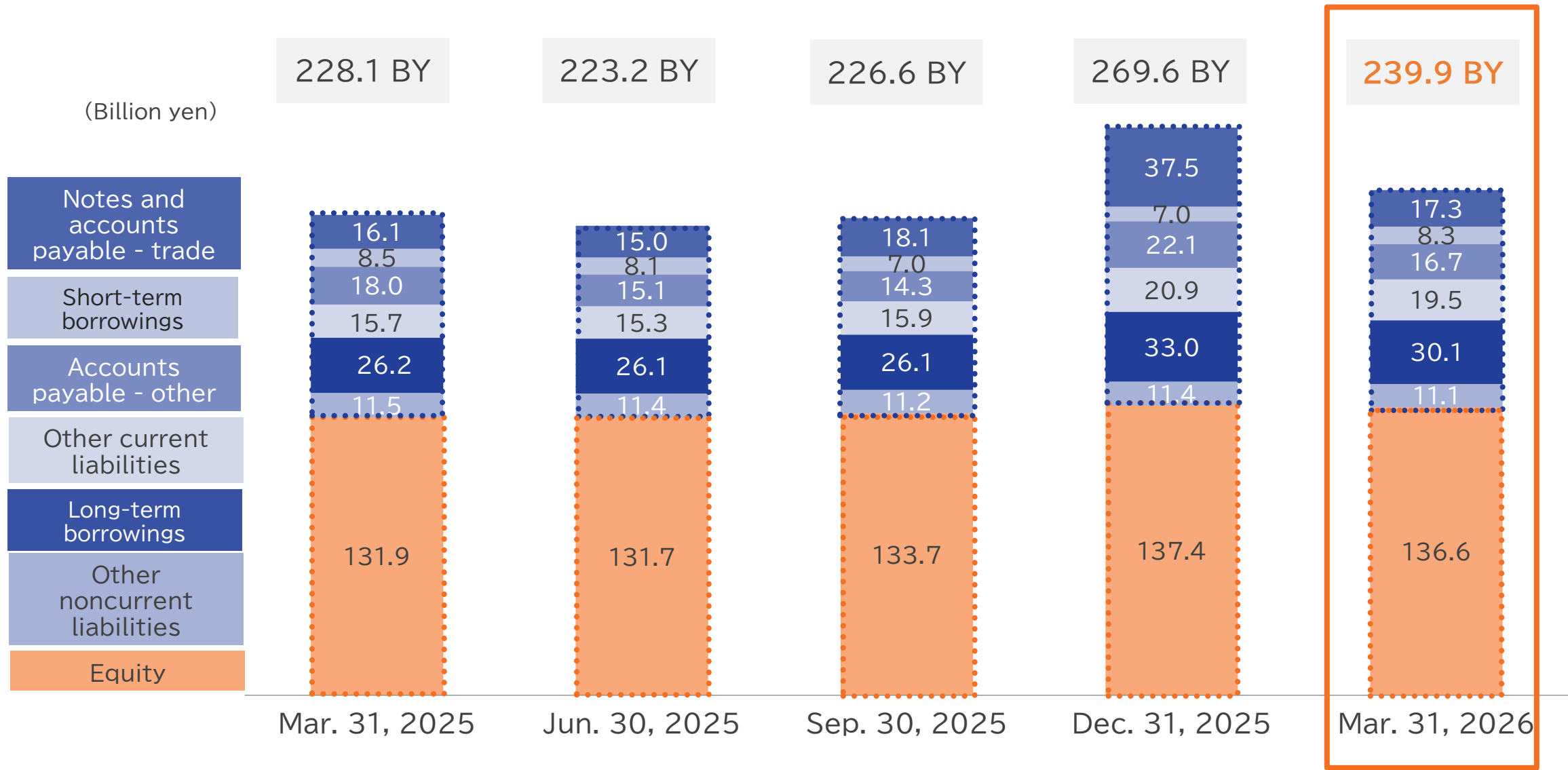
* Includes in-shops and attached stores.

Balance Sheet: Assets



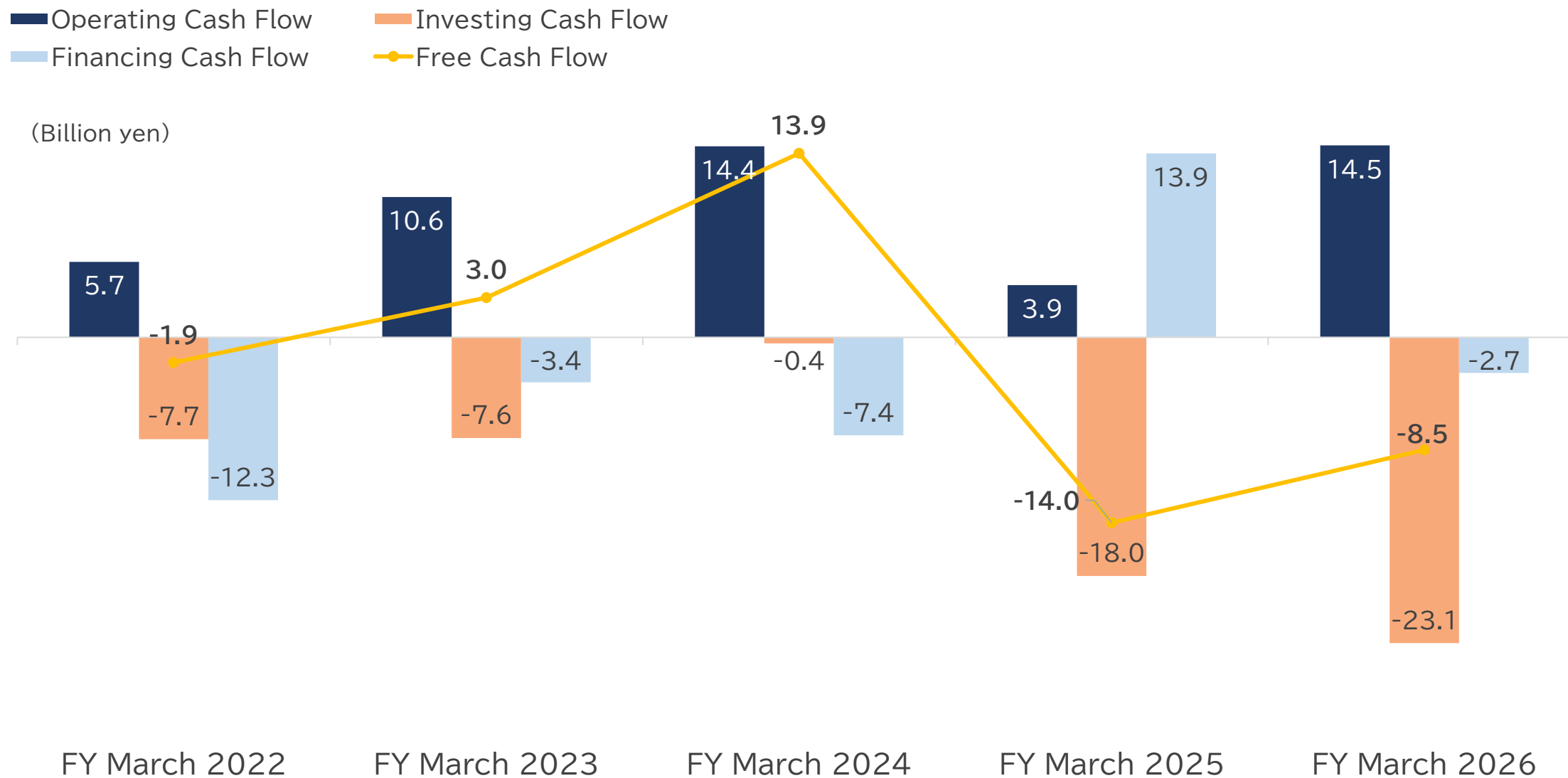
- Amounts are rounded down to the nearest hundred million yen.

Balance Sheet: Liabilities and Equity



- Amounts are rounded down to the nearest hundred million yen.

Cash Flow Position



- Amounts are rounded down to the nearest hundred million yen.



Forward-Looking Statements

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