

Results for the year ended March 31, 2025



AUTOBACS SEVEN CO., LTD.
May 12, 2025

Consolidated Financial Results of FY March 31, 2025 and Forecasts for FY March 2026

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Consolidated Results of FY March 31, 2025

Forecasts for FY March 31, 2026

General Manager
Corporate Management
Noritaka Hiraga

The AUTOBACS Business was strong due to increased demand for winter goods following snowfall and for maintenance services for existing vehicles. Although one-time expenses associated with M&A were recorded, sales and income increased due to the increase in the number of consolidated subsidiaries.

	FY March 2025				FY March 2024
	Forecast	Result	Against forecast	YoY	Result
(Billion yen)					
Net sales	240.3	249.5	+3.8%	+8.6%	229.8
Gross profit	83.4	88.3	+6.0%	+17.2%	75.4
Gross profit ratio	34.7%	35.4%			32.8%
SG&A	71.4	76.2	+6.8%	+13.1%	67.4
Operating income	12.0	12.1	+1.1%	+51.4%	8.0
Operating profit ratio	5.0%	4.9%			3.5%
Ordinary income	12.5	12.5	+0.1%	+54.6%	8.0
Profit attributable to owners of parent	7.7	8.1	+5.6%	+28.0%	6.3

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

<AUTOBACS Business>

- ✓ Retail sales of tires, oil, and batteries, as well as related service costs, increased on the back of demand for maintenance of existing vehicles.
- ✓ Winter goods, such as snow tires and tire chains, performed well compared to the previous year.

<Consumer Business>

- ✓ Sales increased due to the consolidation of four companies.
- ✓ Losses narrowed due to profit contributions from newly consolidated subsidiaries and improved earnings from existing businesses.

<Wholesale Business>

- ✓ Wholesale trade to domestic retailers expanded significantly.
- ✓ Export transactions from Japan decreased.

Segment Information



	(Million yen)	FY March 2025	FY March 2024 ^(*1)	YoY	Summary
AUTOBACS Business	Net sales	197,100	182,402	8.1%	Domestic retail sales were strong due to snowfall and vehicle maintenance demand. Despite an increase in SG&A expenses due to the acquisition of two franchise companies as subsidiaries in the first half, improved gross profit margins led to sales and income increase.
	Gross profit	71,444	61,162	16.8%	
	SG&A	49,393	44,601	10.7%	
	Operating income	22,050	16,560	33.1%	
Consumer Business	Net sales	29,308	23,844	22.9%	Acquired a company operating Honda authorized dealership and a company engaged in in-house financing for used car sales as subsidiaries. Despite M&A-related expenses, sales increased and operating loss narrowed due to strong performance in existing businesses.
	Gross profit	8,500	5,676	49.7%	
	SG&A	9,348	6,973	34.1%	
	Operating income	-847	-1,297	–	
Wholesale Business	Net sales	35,548	35,361	0.5%	In addition to increased transactions with domestic retailers, the wholesale business saw steady sales of wheels and oil due to snowfall and vehicle maintenance demand. On the other hand, sales increased, and income decreased due to the decrease in export transactions from Japan in the overseas wholesale business.
	Gross profit	7,063	7,266	-2.8%	
	SG&A	6,545	6,638	-1.4%	
	Operating income	517	627	-17.4%	
Expansion Business	Net sales	9,108	8,293	9.8%	Real estate income increased due to higher interest rates and an increase in store openings.
	Gross profit	1,365	1,319	3.5%	
	SG&A	889	1,095	-18.8%	
	Operating income	476	224	112.2%	
Corporate^(*2)	Operating income	-10,070	-8,105	–	

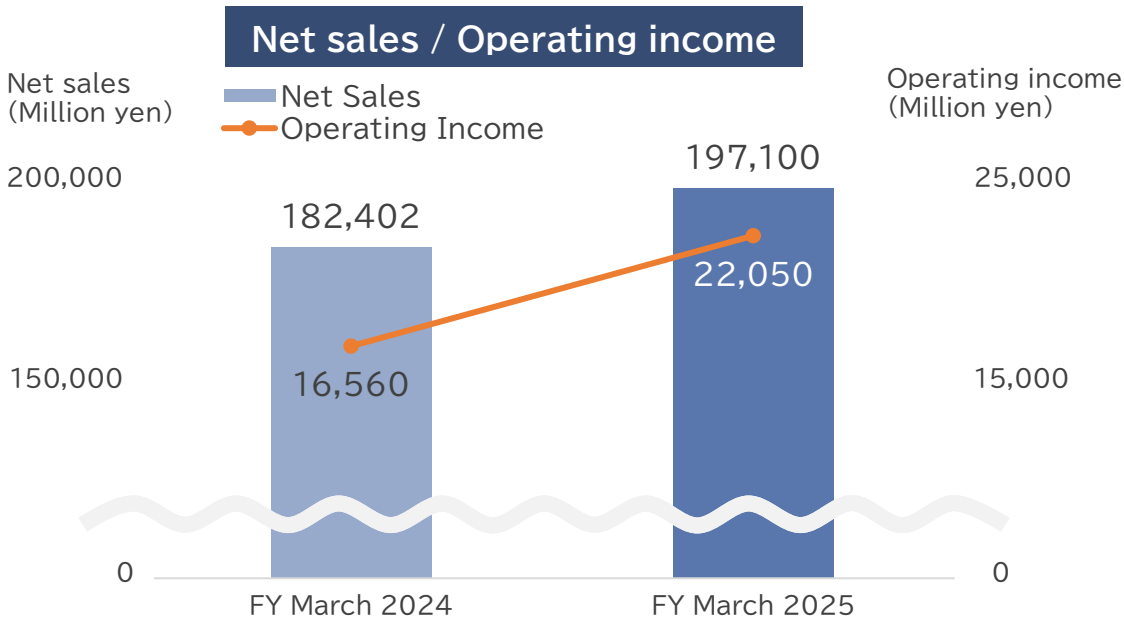
(*1) FY March 2024 figures have been reclassified to reporting segment categories after the change.

(*2) "Corporate" is a company-wide expense not allocable to each reportable segment and primarily general, and administrative expenses.

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

Domestic retail sales remained strong due to snowfall. Although SG&A expenses increased due to the consolidation of two franchise corporations in the first half of the fiscal year, the gross margin improved, resulting in increased sales and income.

- Domestic AUTOBACS
 - <Retail> Sales of tires, oil, and batteries were strong due to maintenance demand. Winter products, including tire chains, performed well due to snowfall. Car purchases and sales increased due to higher unit prices of used cars.
 - <Wholesale> Wholesale recovered to the same level as the previous year driven by strong retail sales in the second half.
- Overseas Retail
 - <France> Sales decreased due to the closure of two stores in February 2024.
 - <Singapore> Works at service pits performed well by capturing demand for maintenance parts for existing vehicles.



- Net sales include inter-segment sales.

Sales Breakdown			
(Million yen)	FY March 2025	FY March 2024	YoY
Sales *1	192,130	177,326	+8.3%
Retail	94,586	79,810	+18.5%
Domestic	84,854	69,575	+22.0%
Overseas	9,731	10,234	-4.9%
Wholesale *2	97,543	97,515	+0.03%

*1 Excluding inter-segment sales.
*2 Wholesale sales include royalties.

Retail Sales in Total AUTOBACS Group Stores

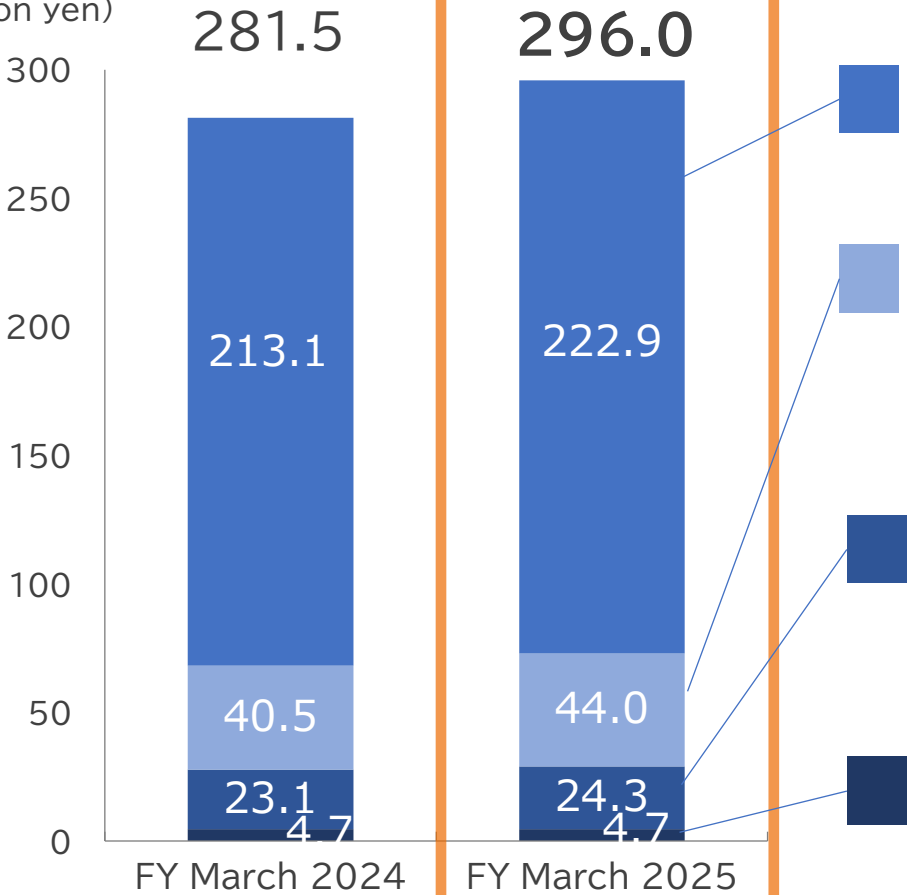


Retail Sales in
Total AUTOBACS Group stores

296.0 billion yen

YoY +5.1%

(Billion yen)



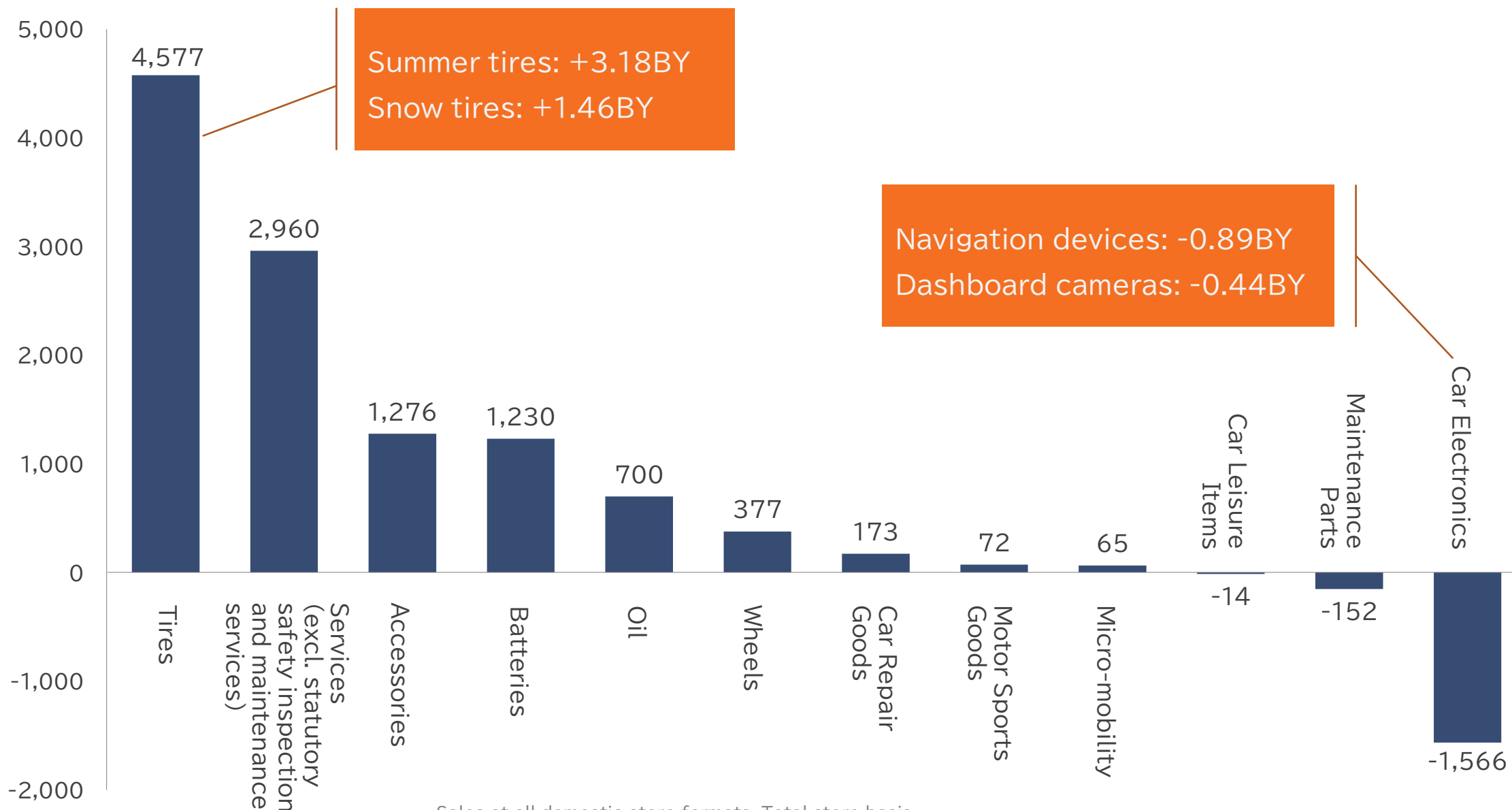
	Result	YoY
Automotive goods & services	222.9 BY	+4.6%
Used car purchasing & sales	44.0 BY	+8.5%
	37,622 cars	-0.8%
Number of fully certified & designated stores	394 stores	+1 store *from pre-period
Statutory safety inspection	24.3 BY	+5.1%
	670,000 cars	+0.4%
Number of fully certified & designated stores	443 stores	+3 stores *from pre-period
Second-hand goods & fuel	4.7 BY	-0.3%

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

- Sales at all domestic store formats. Sales in Used car purchasing & sales include part of the sales of the Car Trading Business in Consumer Business.

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

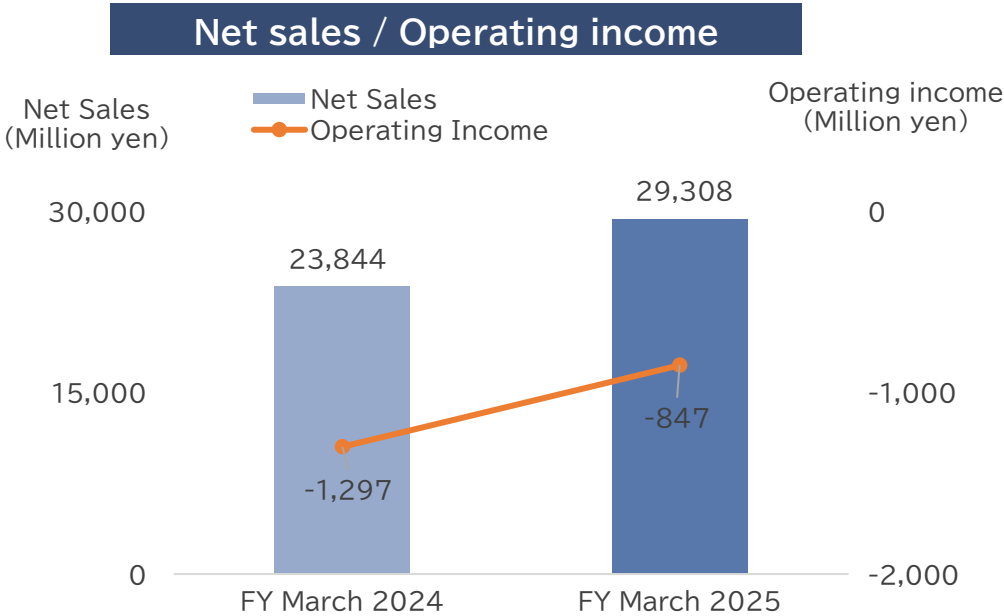
(Million yen)



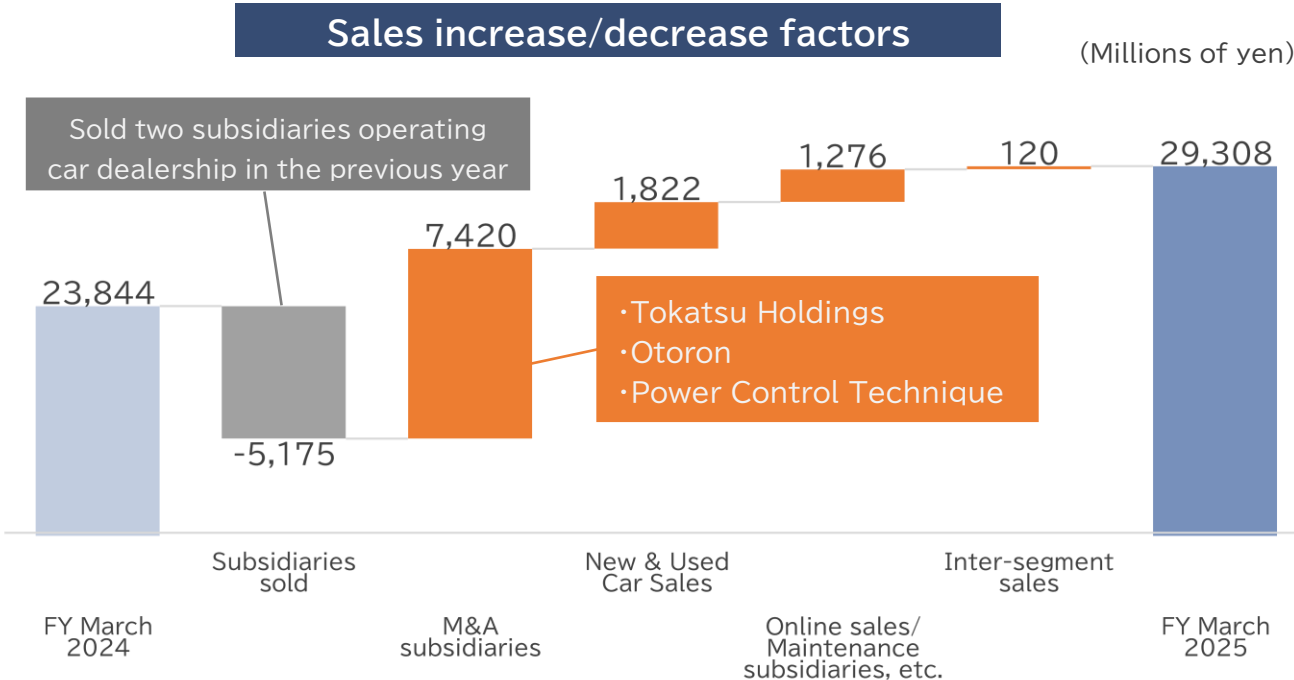
- Sales at all domestic store formats. Total store basis.
- Amounts are rounded down.

Profitability improved despite M&A-related expenses due to an increase in the number of consolidated subsidiaries. Sales increased and operating loss narrowed due to strong performance of existing businesses.

- Newly acquired M&A subsidiaries
Honda authorized dealerships and in-house loan-based used car sales business contributed to revenue growth.
- New and used car sales
Sales were solid by renewing the official online store and increasing the amount of goods handled on the e-commerce site in the previous year.
- Online sales
Sales increased due to renewal of the official online store and the expansion of product offerings, in addition to sales promotion measures.



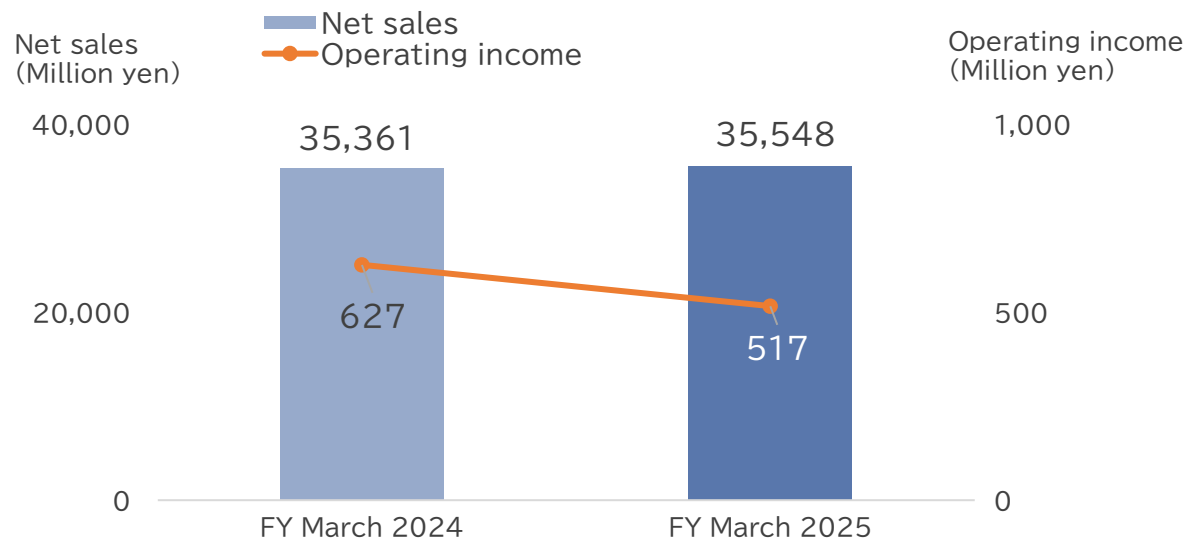
- Sales in each segment include intersegment transactions.



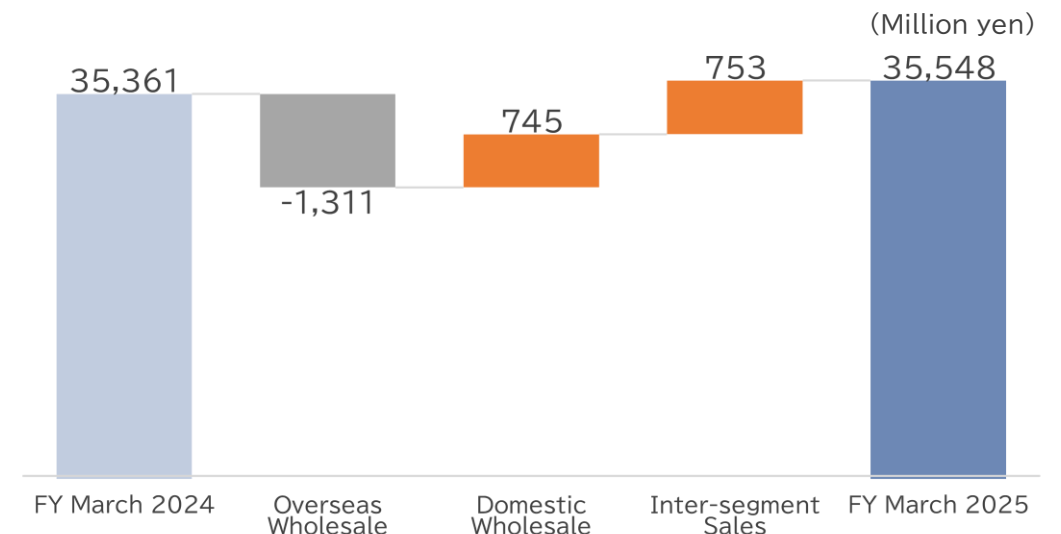
While domestic transactions with retailers expanded, overseas wholesale transactions decreased due to a decline in exports from Japan, resulting in higher revenue but lower profits.

- Domestic wholesale
Sales of items exclusive for Nissan car models increased. Sales of private brand “AQ.” started at Seven-Eleven stores. In addition, wholesale sales of wheels and engine oil were strong on the back of snowfall and vehicle maintenance demand.
- Overseas wholesale
<Japan> Export transactions decreased.
<Malaysia> Sales increased due to an increase in the number of authorized dealerships.
<Australia> Sales declined due to inflation and rising interest rates.
<China> Sales increased on the back of expanding exports to Japan.

Net sales / Operating income



Net sales increase/decrease factors

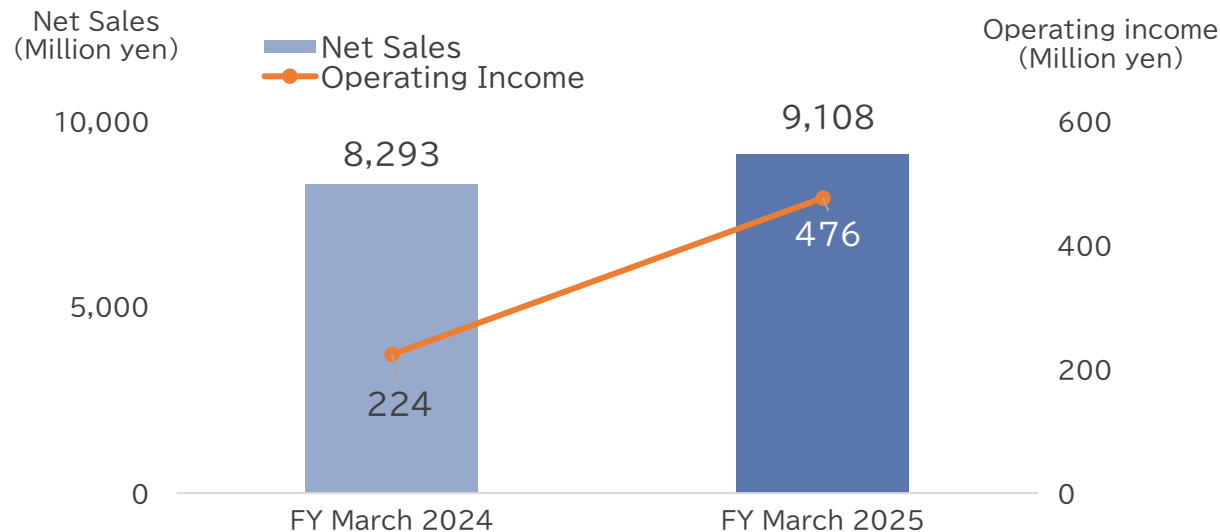


- Sales in each segment include intersegment transactions.

Finance and real estate income were strong.

- Finance
Credit income increased due to higher loan interest rates and the progress of cashless payments.
- Real estate
Real estate income increased due to store openings and rent revisions.

Net sales / Operating income



Total sales include Inter-segment Sales.

Topics

Opened a micro-mobility specialty store in Super AUTOBACS MITAKA

- Operating a micro-mobility specialty store from October 2024.
- Dedicated staff members are available to explain the products, test drive, and handle everything from registration procedures to delivery.



Opened a Coin Laundry on store's idle land

- Opened a 24-hour unmanned coin laundry in the parking lot of Super AUTOBACS Ichikawa.
- Effectively utilizing idle land while aiming to enhance convenience for residents and visitors.



Positive factors

- ✓ Increased demand for vehicle inspections, maintenance, and repairs due to longer vehicle lifespans.
- ✓ Expansion of locations through new store openings.

Negative factors

- ✓ Prices rise due to soaring raw materials and energy costs well as changes in consumption due to price hikes caused by the weakening of Japan Yen.
- ✓ Intensified competition among sales channels due to changes in customers' purchasing behaviors.

Domestic AUTOBACS Chain Store Sales Forecast (YoY)

Forecast	1st Half	2nd Half	Full Year
Same store basis	+3.8%	+4.6%	+4.2%
Total store basis	+3.9%	+5.3%	+4.6%

*Sales at all domestic store formats

Consolidated Financial Forecast for FY March 2026



	FY March 2025	FY March 2026 (Forecast)					
	Result	1st Half	YoY	2nd half	YoY	Full Year	YoY
(Billion yen)							
Net sales	249.5	126.2	+14.4%	149.7	+7.6%	276.0	+10.6%
Gross profit	88.3	44.7	+16.0%	52.9	+6.5%	97.7	+10.6%
Gross profit ratio	35.4%	35.5%		35.4%		35.4%	
SG&A	76.2	41.7	+15.8%	42.4	+5.8%	84.2	+10.5%
Operating income	12.1	3.0	+19.5%	10.5	+9.2%	13.5	+11.3%
Operating income ratio	4.9%	2.4%		7.0%		4.9%	
Ordinary income	12.5	3.0	+10.8%	10.5	+7.0%	13.5	+7.9%
Profit attributable to owners of parent	8.1	1.7	+3.8%	6.5	+0.1%	8.2	+0.8%
ROE	6.2%					6.2%	
ROIC	5.6%					5.7%	

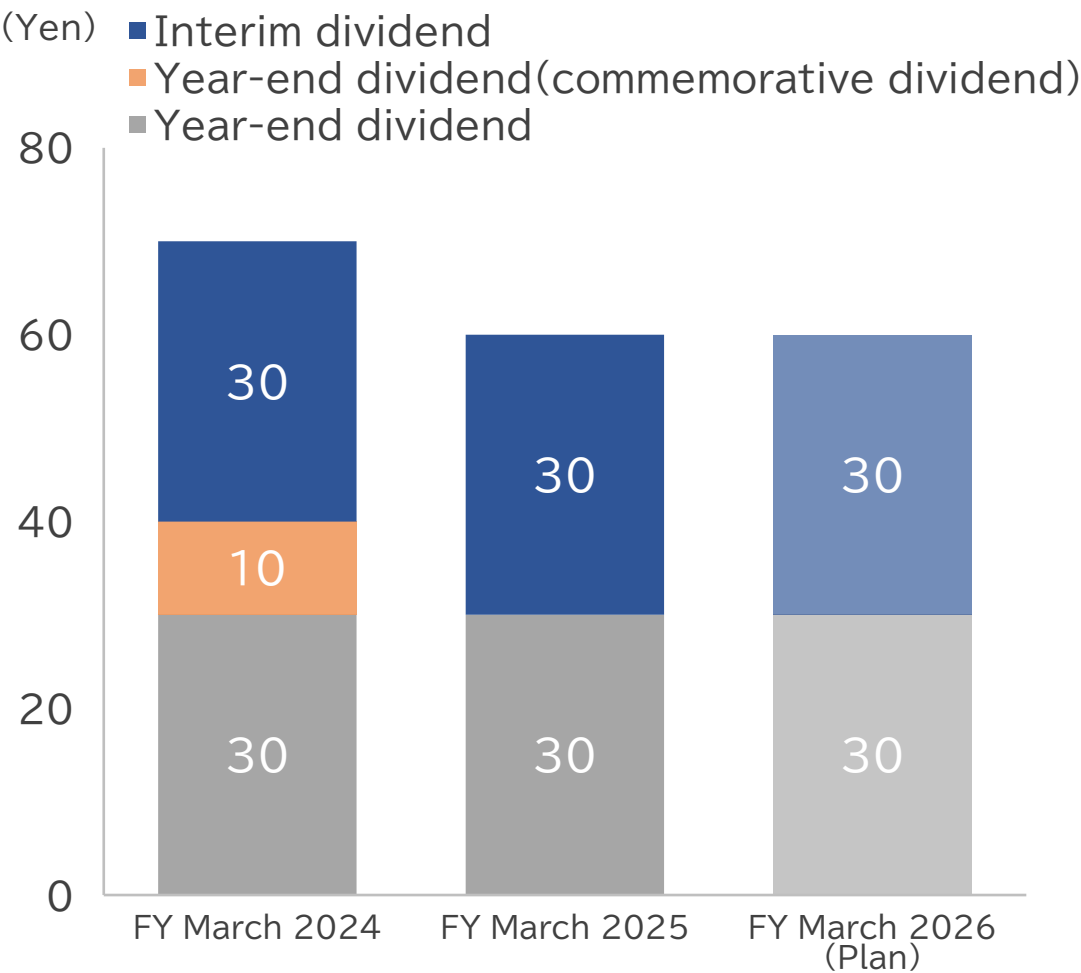
- Amounts are rounded down to the nearest hundred million yen.
 - YoY comparisons are calculated in yen.

Forecast by Segment for FY March 2026

		FY March 2025	FY March 2026 (Forecast)			
		Result	1st Half	2nd Half	Full Year	YoY
AUTOBACS Business	Sales	197,100	94,640	107,250	201,890	+2.4%
	Operating income	22,050	8,670	13,580	22,250	+0.9%
Consumer Business	Sales	29,308	21,610	27,260	48,870	+66.7%
	Operating income	-847	-310	360	50	—
Wholesale Business	Sales	35,548	15,450	22,480	37,930	+6.7%
	Operating income	517	-150	920	770	+48.7%
Expansion Business	Sales	9,108	4,260	4,590	8,850	-2.8%
	Operating income	476	250	240	490	+2.9%
Corporate	Operating income	-10,070	-5,460	-4,600	-10,060	—

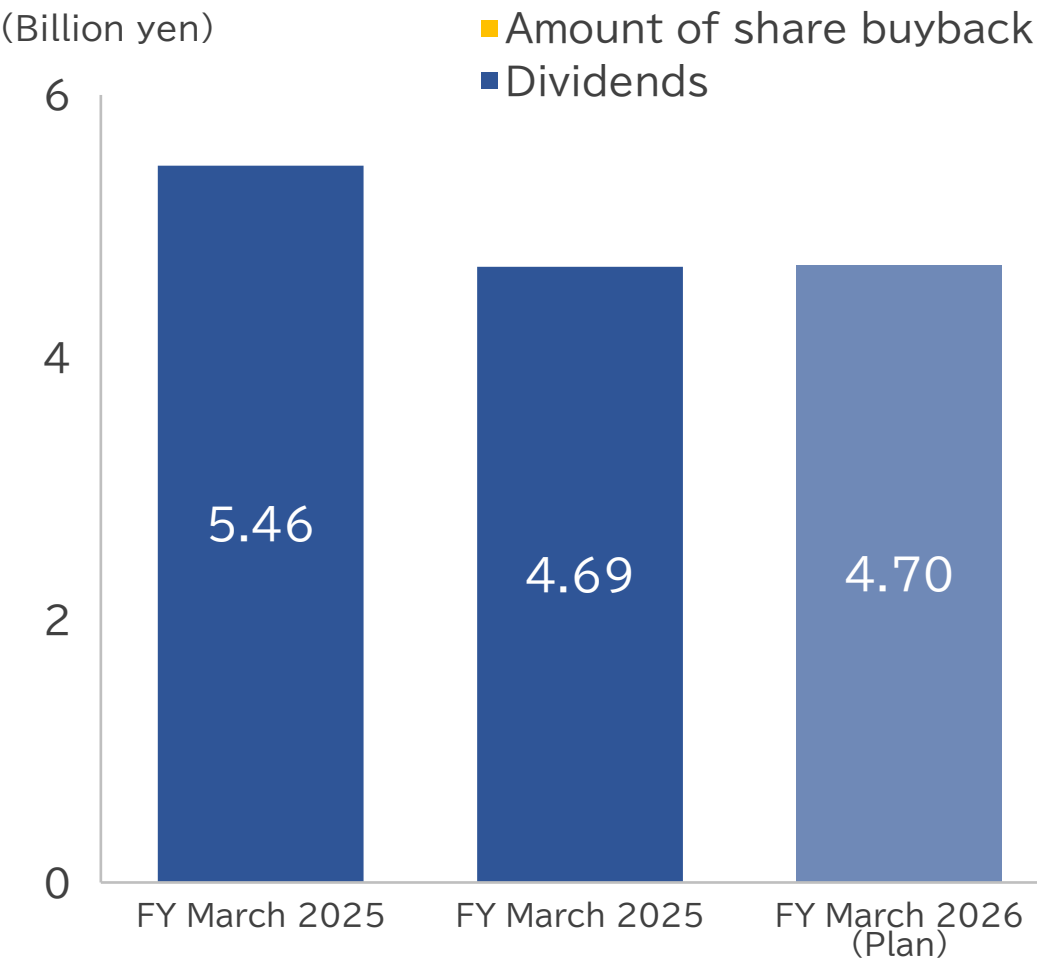
- Amounts are rounded down.
 - % of Sales and YoY comparisons are calculated in yen.

Dividends per Share



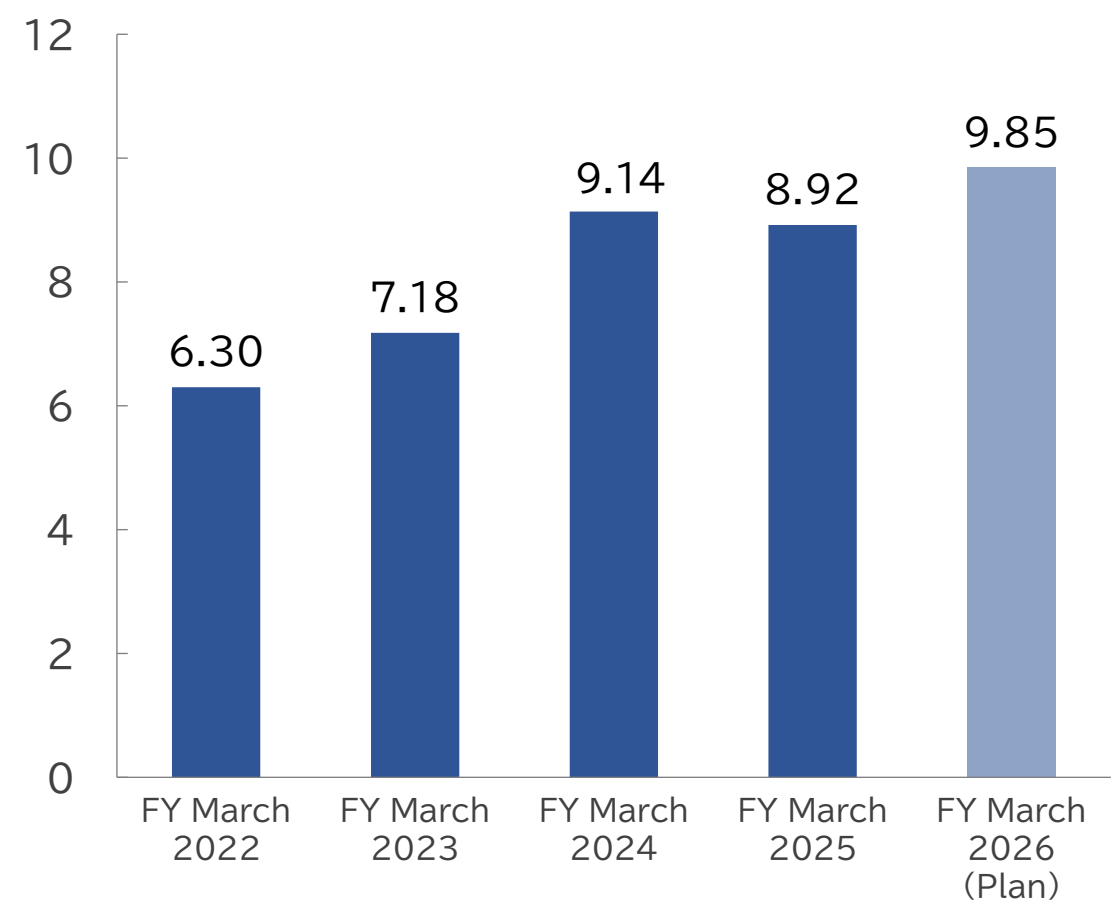
- Amounts are rounded down.

Dividends and Share Buyback



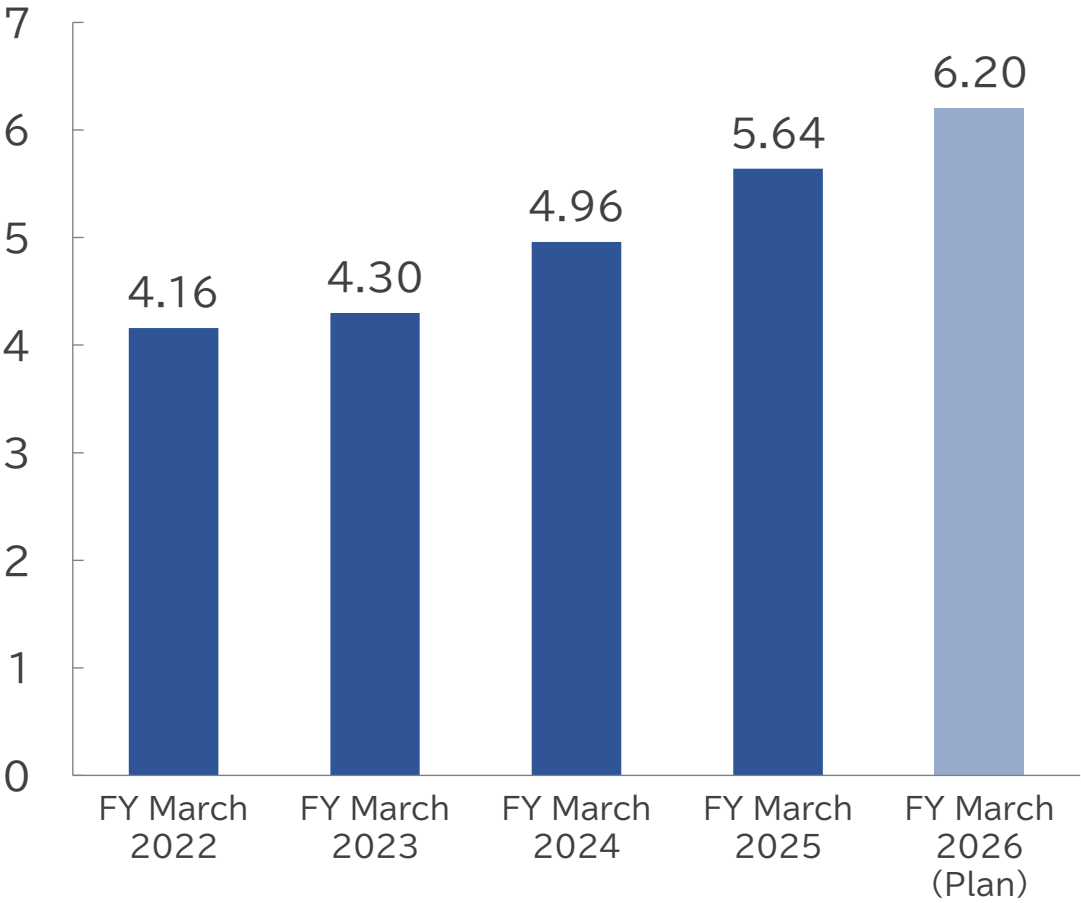
Capital Expenditures

(Billion yen)



Depreciation

(Billion yen)



- Amounts are rounded down.

Initiatives in FY March 2025 and Future Initiatives

Representative Director & Chief Executive Officer
Yugo Horii

1. Overview of Long-term Vision and 2024 Medium-term Business Plan
2. Progress and Topics of 2024 Medium-term Business Plan
3. Towards Achievement of the Medium-Term Business Plan
4. Direction of Medium- and Long-term Strategies

■ Overview of Long-term Vision “Beyond AUTOBACS Vision 2032”

Adapt to changes in the environment and continue to take on the challenge of expanding business areas and creating new businesses.

We aim to achieve consolidated sales of 500 billion yen in FY2032.

Beyond AUTOBACS Vision 2032

Our Purpose

Ensuring the safety of our communities while driving and enriching customers' lives

Our Evolution

Dedicated towards providing you the joy of going out

The environment surrounding the automotive industry has entered a once-in-a-century period of great change



Consolidated net sales
¥500 billion

Image of Business Growth

- Creation of new businesses
- Used car purchasing and sales
- Statutory safety inspections and services
- Automotive goods sales

Consolidated net sales
¥236.2 billion

Consolidated net sales

¥500 billion

Discontinuous Innovation

Continuous growth

FY2022

Automotive goods sales

Statutory safety inspections and services

Used car purchasing and sales

Creation of new businesses

FY2032

■ Overview of Medium-term Business Plan “Accelerating Towards Excellence”

New Directions

**Aim to provide “Mobility Lifestyle Infrastructure”
for our customers on a global scale**

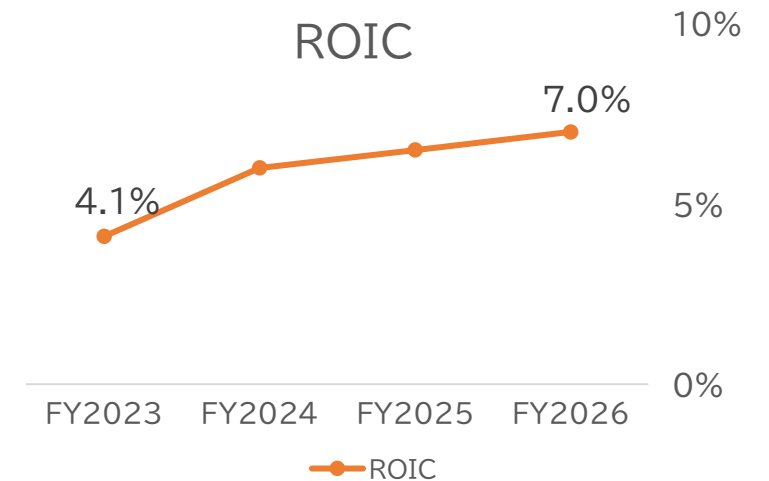
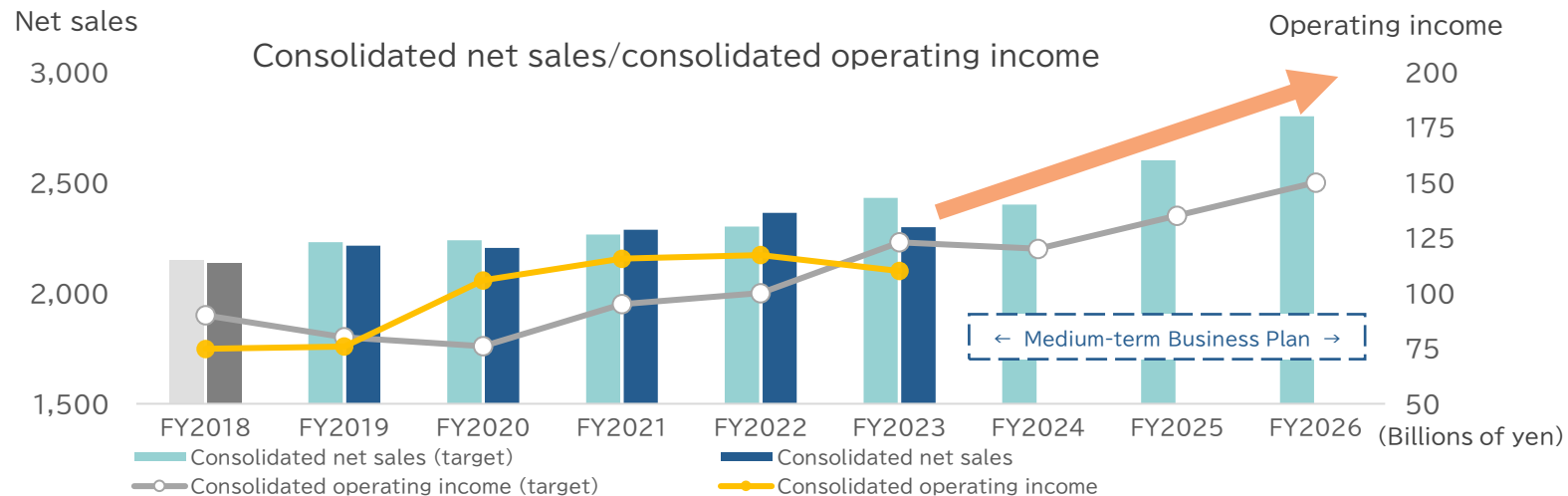
1. Change to a structure that focuses on and enhancing retail and wholesale operations, two areas in which the AUTOBACS SEVEN Group excels
2. Taking on challenges in peripheral areas to realize our long-term vision
3. Achieving stable returns for stakeholders while further increasing profit levels

Strategies to Achieve New Directions

1. **“Create touch points”** to continue to support mobility lifestyles
2. **“Develop and supply products and solutions”** tailored to mobility lifestyles
3. **“Establish new business domains”** in response to changes in mobility lifestyles

FY2026 Management Targets

Consolidated net sales	Consolidated operating income	ROIC
280.0 billion yen	15.0 billion yen	7.0%
FY2023: 229.8 billion yen	FY2023: 8.0 billion yen	FY2023: 4.1%



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

Promotion Structure and Reorganization

Promotion Structure

- Formation of cross-department/subsidiary task teams to improve company-wide promotion capabilities
- Consistent promotion from planning to execution by young members who will lead the next generation of management

Reorganization

- Change of reportable segments in line with the medium-term management plan policy
- Strengthen portfolio management system by spinning off business
- Change in management execution structure to abolish the Executive Officer layer

New segments	Business activities
AUTOBACS Business	Retail in Japan and overseas through AUTOBACS stores managed directly or indirectly by its subsidiaries, as well as wholesale to AUTOBACS stores
Consumer Business	Retail other than those conducted in the AUTOBACS Business (Online sale of automotive goods and services, the purchase and sale of new and used cars, etc.)
Wholesale Business	Wholesale other than those conducted in the AUTOBACS Business (Private brands including lifestyle brands, etc.)
Expansion Business	Peripheral businesses (Financing, property/site development, EV solutions, etc.)

2. Progress and Topics of 2024 Medium-term Business Plan

1. “Create touch points”

Expanding 117 new locations in FY2024

- 13 stores: New AUTOBACS stores
- 3 stores: New store brands
- 101 stores: Expansion of locations through M&A



August

- Otoron Co., Ltd., which is engaged in used car sales, became a subsidiary.

October

- Tokatsu Holdings Co., Ltd., which operates Honda authorized dealerships, became a subsidiary.

January

- BEE LINE Corporation, which operates 73 stores (including franchises) mainly in Kyushu, became a subsidiary

March

- AUTO IN Shaken & Tire Center Kumamoto Tamana opened

2. Develop and supply products and solutions

Initiatives to strengthen price competitiveness

- Reduce personnel of AUTOBACS franchise chain headquarters by 40% and reallocate to stores
- Consolidation of headquarters functions, including product procurement

	2023/4/1	2025/4/1	Difference
AUTOBACS franchise chain headquarters	415 people	239 people	-176

Implementation of unified measures in all stores that lead to customer satisfaction

- Promote introduction of Safety Pit Camera in all stores
- Enhance basic training and specialized training such as pit service



Safety Pit Camera

3. Establishing new business domains

Efforts to Create New Businesses



Launched a service to prevent inappropriate use of parking spaces for persons with disabilities

Install VEEMO Welfare, a solution that enables for parking space reservations for persons with disabilities at Narita International Airport Corporation.

Working to solve social issues.



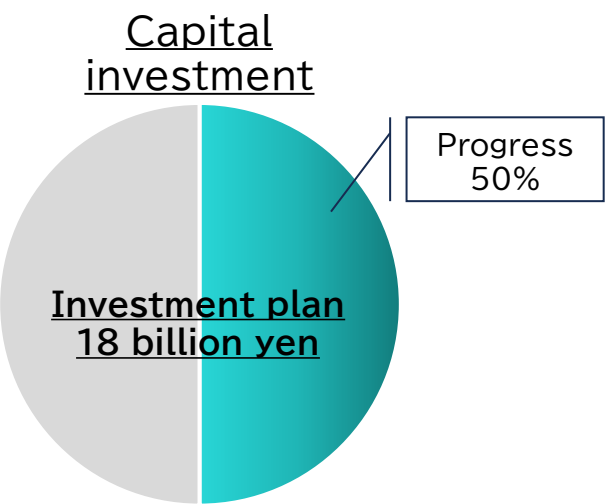
* Scheduled to be launched in late May 2025.

Capital allocation

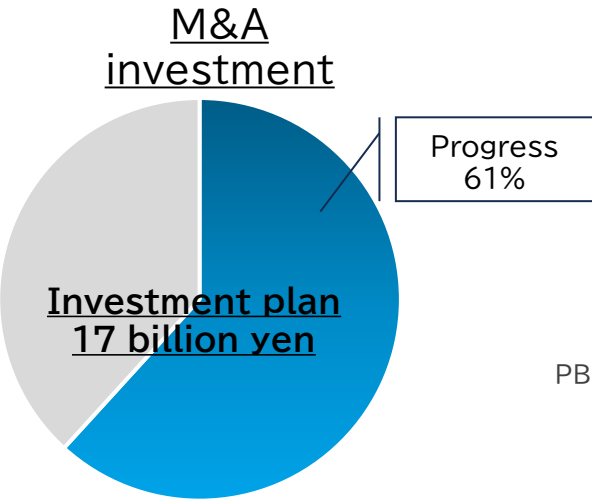
Investment Performance and Management Indicators

- Aggressive investment in facilities and M&A since the first year of the medium-term management plan
- ROIC and ROE both improved, but PBR remains an issue

Investment

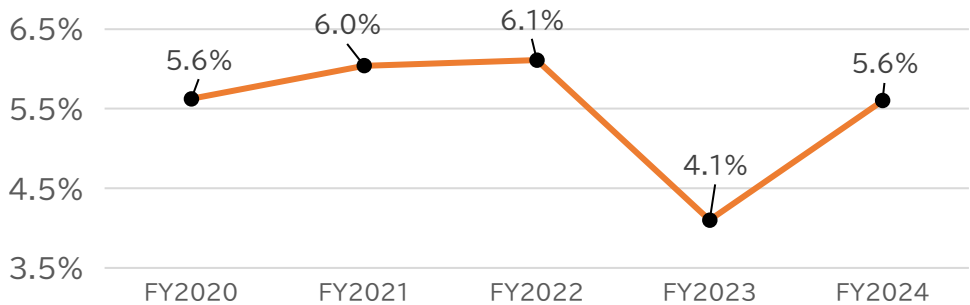


- Major breakdown
- New store openings 2.5 billion yen
 - S/B R/L extension and renovation 0.3 billion yen
 - Land 2.4 billion yen
 - Investment in information technology 1.2 billion yen
 - Other 2.3 billion yen

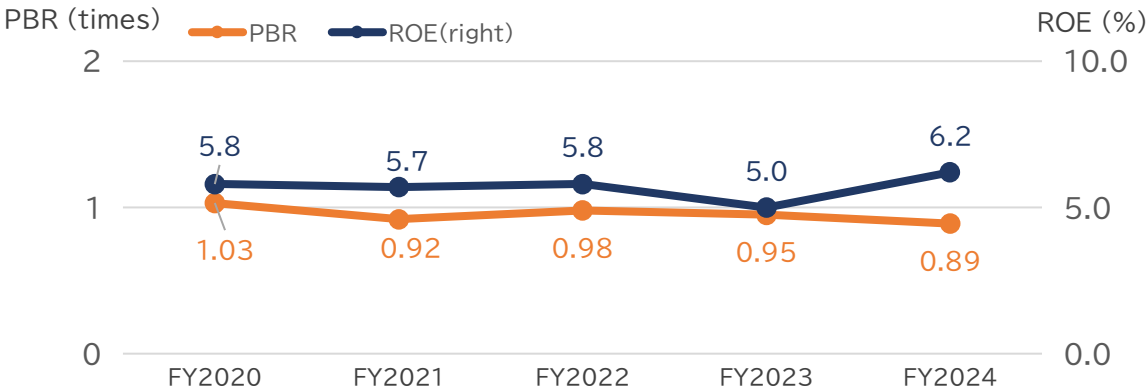


- Major breakdown
- Otoron Co., Ltd.
 - Tokatsu Holdings Co., Ltd.
 - BEELINE Group, etc.
- *Total M&A investment amounts are calculated based on consolidated investment cash flows, deducting cash and deposits held by the acquired company at the time of acquisition from individual investment amounts.

ROIC



PBR/ROE



*PBR: Share price at the end of each period / Net assets per share
Estimates for fiscal 2024 are based on a share price of ¥1,509 and net assets per share of ¥1,679.29 as of the end of March 2025.

■ Toward achieving consolidated operating income of 15 billion yen

1. Creation of touch points

Increase economies of scale by expanding locations and wholesale partners

2. Development and supply of products and solutions

Cost reductions through consolidation of organizations and functions /
Strengthening of price competitiveness

3. Establishment of new business domains

Promote capital and business alliances that create business synergies

Numerical plan (consolidated)

Net sales	276 billion yen
Operating income	13.5 billion yen
Ordinary income	13.5 billion yen
Net income attributable to owners of parent	8.2 billion yen
ROE	6.2%

■ Enhancing efforts that consider the environment and society

Non-financial targets	KPI	FY2024 Results	FY2030 Target
Promoting spread of safe and secure EVs toward realization of a zero-carbon society	Installing fast chargers	13 stores	43 stores
	Promoting statutory safety inspections of EVs (No. of EVs inspected)	1,136 units/year	3,440 units/year
	Promoting sale of EVs (No. of EVs sold)	302 units/year	2,500 units/year
Reducing CO2 by establishing environmentally-friendly stores	Promoting environmentally-friendly stores	103 stores	140 stores
Promoting environmentally conscious business	Developing environmentally-friendly products	298 products	300 products
Realizing circular ecosystem	Reducing oil cans (increasing ratio of oil sale by measure)	50,000 cans (reduction)	260,000 cans (reduction)

■ Medium-term HR policies

Key Investment Areas	KPI	FY2024 Results	FY2030 Target
Human resource development/reskilling	Development of data analysis personnel	183 educational participants	320 persons
	Ensuring and fostering Level-2 mechanics	1,804 persons	1,100 persons
Diversity & inclusion	Increasing ratio of women in managerial positions (manager or higher)	7.5%	18.0%
Resource/talent management	Ratio of female employees	18.1%	30.0%
	Promoting paternity leave	51.7%	100.0%
Enhancement of engagement	Employee engagement (previously called “employee energetic level”)	2.6	3.0

Non-financial target: Improving status of certified mechanics and fostering them

Training and Retaining Foreign Staff

Preparatory Course for the “Examination Evaluating Category 2 Specified Technical Skills for Automobile Maintenance” Held

- All participants passed the “Examination Evaluating Category 2 Specified Technical Skills”
- This examination is a difficult test that allows foreign auto mechanics to settle in the country for a long period of time
- Eliminate the shortage of mechanic personnel by promoting the retention of foreign staff and training mechanics



Non-financial target: Promotion of efforts to eliminate traffic accidents

Free Safety Inspection Campaign in Conjunction with the 2025 Spring National Traffic Safety Campaign

- Safety Inspection Campaign for V-Points in conjunction with the National Traffic Safety Campaign
- Free tire pressure and other inspections are always available at AUTOBACS Group stores nationwide



From an automotive goods sales business to a more accessible and convenient maintenance base as a “comprehensive mobility after-sales services business”

■ Long-Term Vision Domestic KPI Targets

	<u>Target for FY2032</u>	FY2024 Actual
Group Stores	<u>1,300</u> stores	1,152 stores
Statutory Safety Inspection	<u>1</u> million units	690,000 units
Used Car Purchasing & Sale	<u>150,000</u> units	43,000 units

*Targets and results for this KPI cover the Autobacs Seven Group (non-consolidated + subsidiaries) and Autobacs Franchise Chain member companies.

■ AUTOBACS SEVEN Management Philosophy

**Shaping a Future Where People and Mobility Connect
—With More Joy and Greater Freedom**

**At AUTOBACS SEVEN, we honor individuality
and embrace the joy of diverse forms of mobility,
working to build a society where people and mobility coexist in harmony.**

Total **37,622** cars YoY **-0.8%**

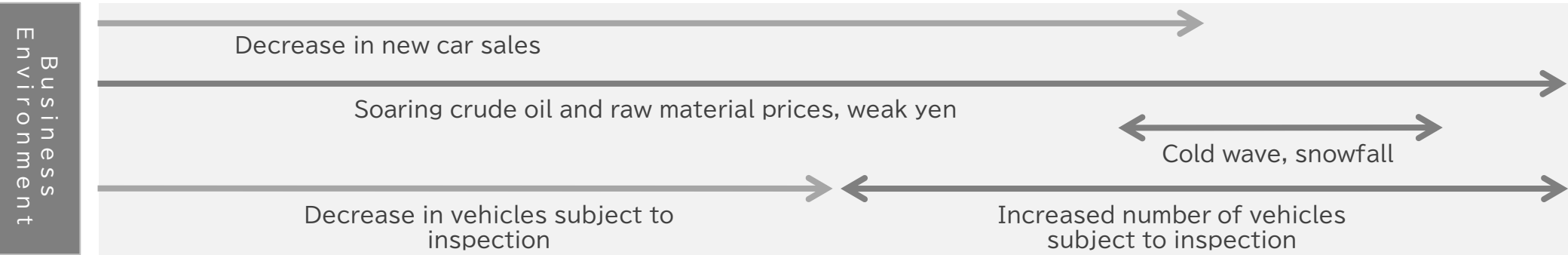
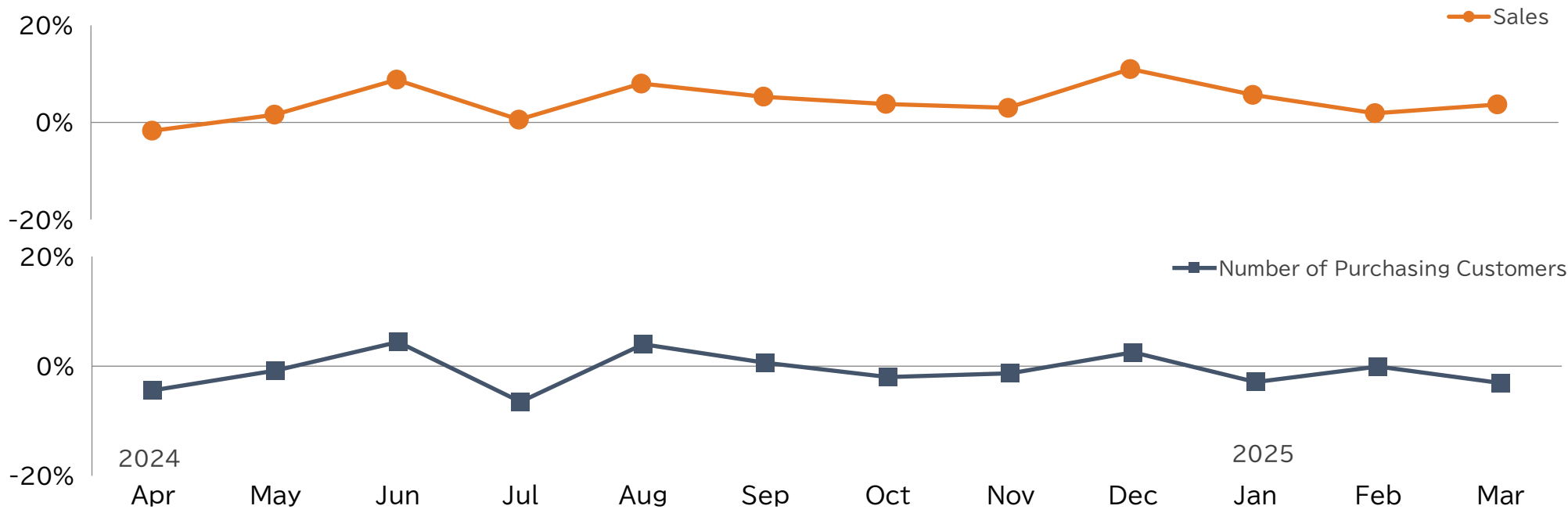
BtoB Sales	
Details	No. of cars sold
Sold to Headquarters	1,160
Sales to AA(Auto Auction) via Headquarters	6,839
Direct sales from stores	19,874
BtoB total	27,873

Retail	
Breakdown	No. of cars sold
Used cars	6,699
New cars	3,050
Retail total	9,749

- Used car purchasing and sales in Domestic AUTOBACS Business and Other Business.

[Same store basis (YoY)]

Sales: +4.4% Number of purchasing customers: -0.9%



Store Openings and Closings

Domestic	No. of stores at end of Mar 2024	FY March 2025					No. of stores at end of Mar 2025
		1st Half		No. of stores at end of Sep 2024	2nd half		
		New	Close		New	Close	
AUTOBACS	496	+8		504	+5		509
AUTOBACS Garage	1			1			1
Super AUTOBACS	72		-1	71			71
A PIT AUTOBACS	2			2			2
AUTOBACS Secohan Ichiba (*1)	18(15)		-1	17 (14)	+1		18 (15)
Smart+1 (*2)	10(8)	+2		12 (9)	+2		14 (11)
AUTOBACS EXPRESS	11			11			11
AUTOBACS CARS (*1)	393(391)	+1	-1	393 (391)	+1		394 (391)
Total	1,003 (414)	+11	-3	1,011 (414)	+9	—	1,020 (417)

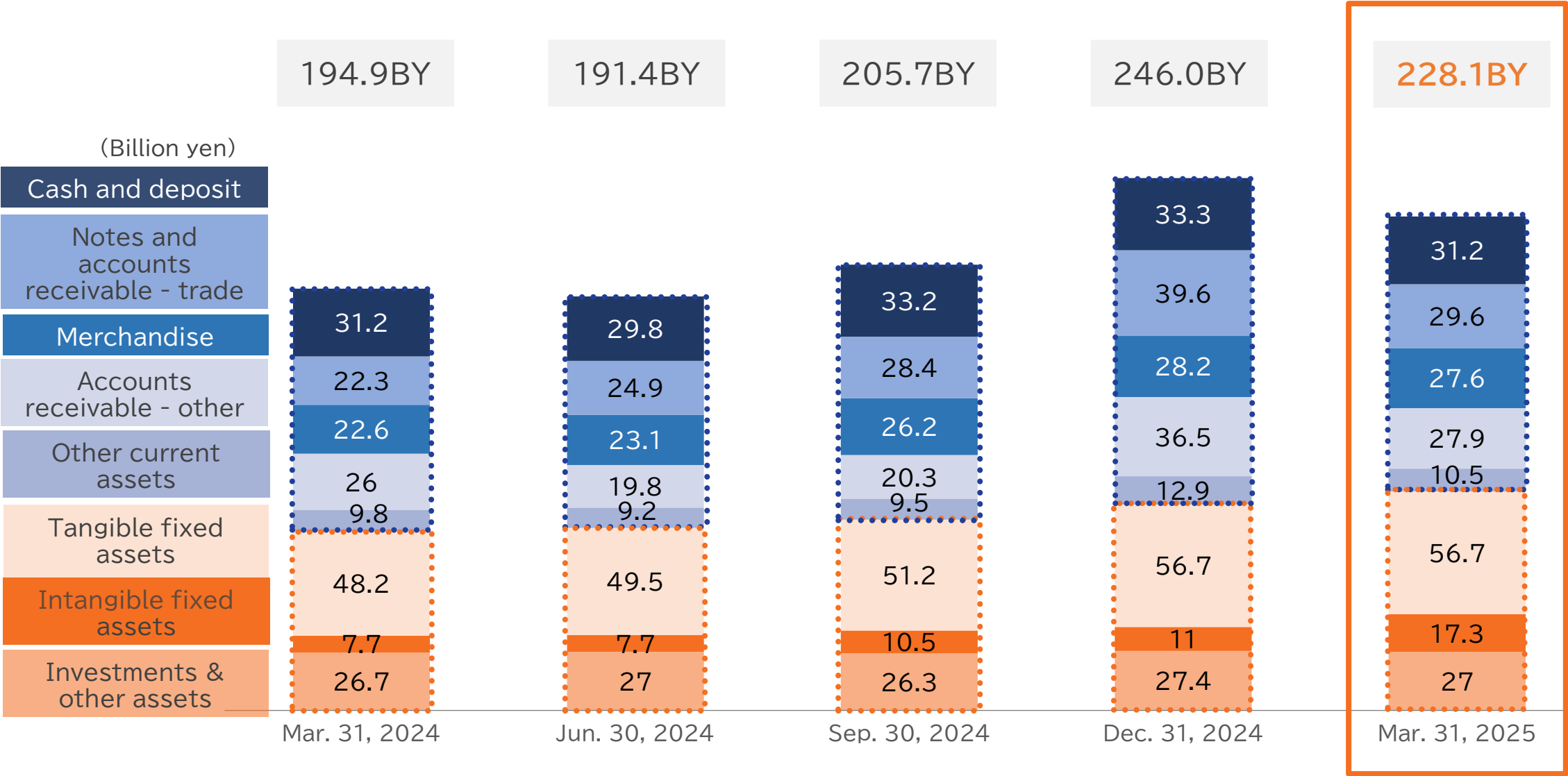
Overseas	No. of stores at end of Mar 2024	FY March 2025			No. of stores at end of Mar 2025
		1st Half	No. of stores at end of Sep 2024	2nd Half	
Taiwan	6		6		6
Singapore	2		2		2
Thailand	82	+22	104	+18	122
France	8		8		8
Malaysia	5		5	-1	4
Philippines	6		6		6
Total	109	+22	131	+17	148

* The stated number of stores began to include annex stores and in-store shops at the beginning of the fiscal year ending March 2025.

*1 The parentheses indicates the number of annex stores.

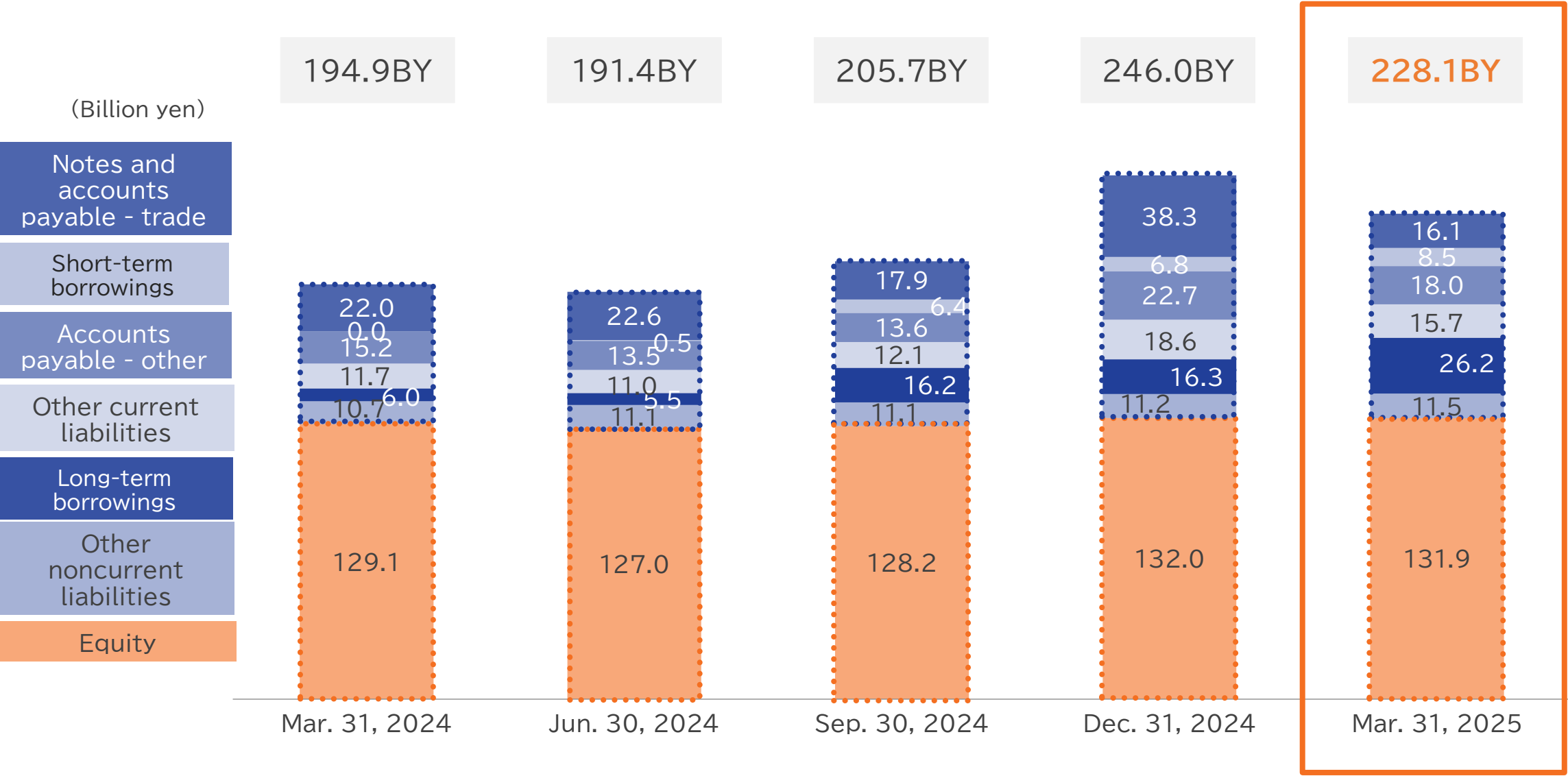
*2 The parentheses indicates the number of in-store shops.

Balance Sheet: Assets



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

Balance Sheets: Liabilities and Equity



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

Appendix: FY March 2025 Results by Segment

(Million yen)		1Q	1st Half	1Q-3Q	Full Year
AUTOBACS Business	Sales	43,766	89,290	150,702	197,100
	Gross profit	15,418	32,083	53,815	71,444
	SG&A	11,920	24,203	36,871	49,393
	Operating income	3,497	7,880	16,944	22,050
Consumer Business	Sales	4,907	10,223	20,018	29,308
	Gross profit	1,246	2,594	5,446	8,500
	SG&A	1,531	3,427	6,274	9,348
	Operating income	-285	-833	-827	-847
Wholesale Business	Sales	7,623	16,070	27,235	35,548
	Gross profit	1,445	3,167	5,448	7,063
	SG&A	1,615	3,274	4,969	6,545
	Operating income	-169	-106	478	517
Expansion Business	Sales	2,201	4,464	6,882	9,108
	Gross profit	377	761	1,187	1,365
	SG&A	209	456	779	889
	Operating income	167	304	408	476
Corporate	Operating income	-2,153	-4,734	-7,058	-10,070



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.