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May 9, 2025

## Consolidated Financial Results for the Fiscal Year Ended March 31, 2025 (Under Japanese GAAP)

Company name: AUTOBACS SEVEN CO., LTD.

Listing: Tokyo Stock Exchange

Securities code: 9832

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

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Scheduled date of annual general meeting of shareholders: June 24, 2025

Scheduled date to commence dividend payments: June 25, 2025

Scheduled date to file annual securities report: June 23, 2025

Preparation of supplementary material on financial results: Yes

Holding of financial results briefing: Yes (for securities 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, 2025 (from April 1, 2024 to March 31, 2025)

#### (1) Consolidated operating results

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Fiscal year ended March 31, 2025	249,525	8.6	12,126	51.4	12,516	54.6	8,132	28.0
March 31, 2024	229,856	(2.7)	8,010	(31.7)	8,093	(30.1)	6,355	(12.2)

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

For the fiscal year ended March 31, 2024: ¥6,857 million [(21.5)%]

	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
	Yen	Yen	%	%	%
Fiscal year ended March 31, 2025	103.89	—	6.2	5.9	4.9
March 31, 2024	81.52	—	5.0	4.2	3.5

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

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

For the fiscal year ended March 31, 2024: ¥99 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, 2025	228,170	131,963	57.8	1,679.29
March 31, 2024	194,948	129,152	66.1	1,652.71

Reference: Equity

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

As of March 31, 2024: ¥128,845 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, 2025	3,944	(18,020)	13,973	31,181
March 31, 2024	14,431	(449)	(7,413)	31,278

## 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, 2024	–	30.00	–	40.00	70.00	5,460	85.9	4.3
Fiscal year ended March 31, 2025	–	30.00	–	30.00	60.00	4,706	57.8	3.6
Fiscal year ending March 31, 2026 (Forecast)	–	30.00	–	30.00	60.00		57.4	

Note: Breakdown of Year-end dividend for the Fiscal year ended March 31, 2024

Ordinary dividend: 30.00 yen    Commemorative dividend: 10.00 yen

## 3. Forecast for the fiscal year ending March 2026 (from April 1, 2025 to March 31, 2026)

(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, 2026	276,000	10.6	13,500	11.3	13,500	7.9	8,200	0.8	104.47

**\* 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, 2025	82,050,105 shares
As of March 31, 2024	82,050,105 shares

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

As of March 31, 2025	3,559,799 shares
As of March 31, 2024	4,090,227 shares

(iii) Average number of shares outstanding during the period

Fiscal year ended March 31, 2025	78,277,131 shares
Fiscal year ended March 31, 2024	77,956,603 shares

**[Reference] Overview of non-consolidated financial results**

**1. Non-consolidated financial results for the fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)**

**(1) Non-consolidated operating results**

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit	
Fiscal year ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
March 31, 2025	165,218	6.3	9,314	136.6	10,054	112.8	6,548	466.3
March 31, 2024	155,489	(2.1)	3,937	(49.1)	4,724	(50.4)	1,156	(78.7)

	Basic earnings per share	Diluted earnings per share
Fiscal year ended	Yen	Yen
March 31, 2025	83.64	—
March 31, 2024	14.83	—

**(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, 2025	175,995	112,443	63.9	1,432.57
March 31, 2024	163,183	110,983	68.0	1,422.80

Reference: Equity

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

As of March 31, 2024: ¥110,983 million

**<Reasons for the difference between non-consolidated results and the previous year's results>**

Effective April 1, 2024, the Company reduced the wholesale price from the Company to its franchise stores and increased the royalty rate associated with retailing in order to achieve a greater emphasis on retailing by both the franchisees and the franchise chain headquarters (the “Company”). In conjunction with this change, in the previous fiscal year, the Company took steps to adjust prices to the same level as after the wholesale price reduction for the beginning inventory held by franchise stores for the fiscal year ended March 31, 2025, in preparation for a new start for franchise stores and the franchise chain headquarters. In addition, while sales of winter goods such as winter tires were sluggish in the previous fiscal year due to the record warm winter, sales of winter goods such as winter tires and tire chains increased in the current fiscal year due to the snowfall, resulting in differences in actual sales and operating income between the previous fiscal year and the current fiscal year. As a result, there was a difference in sales and operating income between the previous fiscal year and the current fiscal year.

\* 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, 2025. The Company plans to post materials related to the financial results briefing on its website.

## 1. Analysis of Business Results and Financial Position

### (1) Explanation of Business Results

#### (i) Business Results

During the consolidated fiscal year under review, the Japanese economy showed a gradual recovery trend against the backdrop of improved employment and increased inbound demand. Nonetheless, the economic outlook remained uncertain due to the sluggish consumer spending attributable to high consumer prices.

As a trend in the domestic automotive-related industry, the number of new cars sold, which had declined due to the suspension of production and shipping by some automakers, recovered to a level higher than the previous year in the second half of the year. In the used car market, demand for reasonably priced used cars remained robust, and the number of used car registrations also exceeded that of the previous year due to an increase in the distribution of trade-in vehicles.

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, “Accelerating Towards Excellence.”

Consolidated profit and loss results are as follows.

[Net Sales, Gross Profit]

Consolidated net sales of the Group for the current fiscal year increased 8.6% year on year to 249,525 million yen, and gross profit increased 17.2% year on year to 88,373 million yen.

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

Selling, general and administrative expenses increased 13.1% to 76,247 million yen and operating income increased 51.4% to 12,126 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 5.0% to 2,174 million yen. Non-operating expenses decreased 10.2% from the same period of the previous year to 1,784 million yen.

Mainly, equity in earnings of affiliated companies improved from the previous year, resulting in an increase in equity in earnings of affiliated companies. In addition, information equipment rental expenses for the new store system, which started operation in the previous year, decreased.

As a result, ordinary income increased 54.6% year-on-year to 12,516 million yen.

[Extraordinary gains and losses]

Extraordinary income included a gain on negative goodwill of 1,030 million yen. Extraordinary losses included an impairment loss of 462 million yen on fixed assets and a loss on step acquisitions of 132 million yen.

[Total income taxes]

Total income taxes increased 887 million yen to 4,803 million yen.

[Profit attributable to owners of parent]

Profit attributable to parent company shareholders increased 28.0% year on year to 8,132 million yen.

Results by business segment are as follows.

From the current fiscal year, the Company changed the classification of reporting segments. With respect to comparisons with results for the same period of the previous year, analyses were conducted using figures reclassified into the revised segments.

[AUTOBACS Business]

In the AUTOBACS Business, net sales increased by 8.1% year on year, to 197,100 million yen, and the segment profit increased by 33.1%, to 22,050 million yen.

Sales of the entire domestic AUTOBACS chain (including franchise stores) increased 4.4% year on year on a same-store basis and 5.1% year on year on an overall basis.

In the domestic AUTOBACS chain, maintenance-related products such as tires, oil, and batteries grew on the back of demand for vehicle maintenance and outings demand during the year-end and New Year period. Sales from services associated with these products also remained strong. In addition, sales of winter goods such as snow tires and tire chains increased due to snowfall.

As for private brands, the Company has been focusing on developing and selling valuable products that meet various customer needs. Regarding "AUTOBACS Quality. (AQ.)," we have expanded the lineup of car accessories dedicated to specific vehicle models and launched the "AQ. Pit Menu," a low-priced and high-quality original pit service.

As for statutory safety inspection and maintenance services, service pit bookings via the Web became increasingly popular. The number of bookings via the official app increased 17.2% year on year. The number of vehicles that underwent statutory safety inspection and maintenance services increased 0.4% year on year, to approximately 670,000, since the number of vehicles subject to statutory safety inspections began to increase in the second half of the fiscal year.

As for automobile sales, sales for auction performed strong against the backdrop of an increase in the unit prices of used cars, while the retail sales of new and used car fell below the number in the previous year. As a result, the total number of automobiles sold in the Domestic AUTOBACS Business decreased by 3.7% year on year, to approximately 30,000, while total sales amount increased by 5.5% year on year, to 35,959 million yen.

As for domestic store openings and closures, 20 new stores opened and three stores closed, and the number of stores increased from 1,003 (including 414 annex stores and in-store shops) at the end of March 2024 to 1,020 (including 417 annex stores and in-store shops). The stated number of stores began to include annex stores and in-store shops at the beginning of the fiscal year ending March 2025.

Overseas sales decreased, reflecting the impact of the closure of two stores in France in the previous fiscal year. In Singapore, works at service pits performed well by capturing maintenance demand for existing vehicles due to the rise in Certificate of Entitlement (COE) prices, as well as demand for onboard equipment replacements due to changes in the Electronic Road Pricing (ERP) system.

The total number of overseas stores, with 40 new store openings and one store closure, increased from 109 as of the end of March 2024, to 148.

#### [Consumer Business]

Sales for the Consumer Business increased 22.9% year on year, to 29,308 million yen, and segment loss was 847 million yen (compared to a segment loss of 1,297 million yen in the same period of the previous year).

In the car dealership, AUTOBACS DEALER GROUP HOLDINGS Co., Ltd., which is a consolidated subsidiary of the Company, has converted a company that operates Honda authorized dealerships into a consolidated subsidiary effective on October 1, 2024. As a result, it now operates three authorized dealerships for Audi, BYD and Honda. It has also converted a company that engages in electric facility-related work into a consolidated subsidiary effective on October 1, 2024. In September 2023, the Company transferred two subsidiaries that engaged in the BMW/MINI authorized dealership business.

In the used car purchasing and sales, the Company opened “AUTOBACS CARS Kashiwa Oi,” the first large store of AUTOBACS CARS, a car purchase and sales store of the AUTOBACS Group, in October 2024.

In addition, the Company has converted a company that operates an in-house loan based used car sales business into a consolidated subsidiary effective on August 30, 2024.

In online sales, sales increased as a result of the renewal of our official online store and expansion of product offerings implemented in the previous fiscal year, in addition to sales promotion measures.

In vehicle inspections and maintenance, the subsidiary specializing in vehicle maintenance performed well against the background of vehicle maintenance demand. Moreover, in March 2025, the Company opened a new model store, "AUTO IN Vehicle Inspection & Tire Center Kumamoto Tamana," which has in vehicle maintenance and low-priced tires as its core business.

#### [Wholesale Business]

Sales for the Wholesale Business increased by 0.5% year on year, to 35,548 million yen, and segment profit decreased by 17.4% to 517 million yen.

Wholesale of items such as wheels and engine oil remained strong against the backdrop of snowfall and increased demand for vehicle maintenance. Sales of items dedicated to Nissan Motor Co. vehicle models grew. In addition, in December 2024, the private brand “AQ.” began to be rolled out at Seven-Eleven stores located along major roads.

Overseas wholesale sales declined due to a significant decrease in export transactions from Japan. In Malaysia, sales increased due to an increase in the number of authorized dealerships. In Australia, sales decreased mainly due to a decline in consumer appetite against the backdrop of inflation and a sharp rise in interest rates. In China, sales increased due to an increase in exports to Japan.

#### [Expansion Business]

Sales for the Expansion Business increased by 9.8% year on year, to 9,108 million yen, and segment profit increased by 112.2%, to 476 million yen.



## (ii) Outlook

The Japanese economy has been trending moderately toward a recovery with an improvement in the employment environment and an increase in inbound demand. On the other hand, the economic outlook remains uncertain, largely reflecting the slowdown in consumer spending due to a decline in the working population, continued increases in prices, and concerns regarding the policies of the United States.

In the automotive industry, demand for electric vehicles (EVs), which had been increasing on the back of growing awareness of sustainability around the world, has slowed and the EV market is temporarily stagnant.

In Japan, signs of unprecedented change are beginning to emerge, such as discussions about the potential merger of two automakers.

In addition, in the automotive aftermarket, an expansion into peripheral business and M&A deals involving companies in different industries are accelerating, resulting in the intensification of the competition for customers.

The relationships that people have with cars are changing, reflecting the technological innovation of the cars themselves coupled with the diversification of consumers' values and purchasing behaviors as society matures. As a result of these changes, while it was once common to own a car, the number of consumers who don't spend time or money on a car is increasing following the changes in what people value regarding transportation, specifically, people who think that a car is an item that should be used instead of owned. On the other hand, the number of choices supplanting car ownership, such as car sharing and subscription services, has been increasing in recent years. With the environment surrounding the car rapidly changing as described, it continues to be difficult to predict the direction and speed of change.

In line with its purpose of ensuring the safety of our communities while driving and enriching customers' lives, the Group will work to solve a range of social challenges in the field of mobility, and by doing so, aim to create a sustainable society in which people and mobility continue to co-exist and to achieve the sustainable growth of the Group.

In May 2023, the Company announced the Beyond AUTOBACS Vision 2032 long-term vision. In it, it seeks to achieve consolidated net sales of 500 billion yen in fiscal 2032, and it also clarifies its vision, the direction for AUTOBACS SEVEN's evolution, "dedicated towards providing the joy of going out."

In addition, the Company announced the Accelerating Towards Excellence 2024 medium-term business plan in May 2024. The final year of this plan is fiscal 2026, as the Company works toward the accomplishment of its long-term vision and the achievement of accelerated growth. Positioning becoming a part of mobility lifestyle infrastructure for its customers globally as the new direction for its evolution, the Group will work hard in both Japan and overseas to reduce the inconvenience customers experience related to mobility and continue to provide the joy of going out. In doing this, it will evolve into a corporate group that gains more support from customers while seeking to become an indispensable part of society as a part of the infrastructure that underpins a mobility society.

The Group's forecasts for the next fiscal year include a year-on-year increase in net sales of 10.6% to 276.0 billion yen, a year-on-year increase in operating profit of 11.3% to 13.5 billion yen, a year-on-year increase in ordinary profit of 7.9% to 13.5 billion yen, and a year-on-year increase in profit attributable to owners of parent of 0.8% to 8.2 billion yen.

## (2) Summary of Financial Position

### (i) Assets, Liabilities and Net Assets

#### [Current assets]

Current assets increased 14,837 million yen from the end of the previous fiscal year to 127,028 million yen. This was mainly due to increases in accounts receivable, merchandise, and accounts receivable-other.

#### [Property, plant and equipment, Intangible assets]

Tangible fixed assets increased 8,505 million yen from the end of the previous consolidated fiscal year to 56,757 million yen. This was mainly due to an increase in land, buildings, and structures resulting from the purchase of land for new store openings and the acquisition of new consolidated subsidiaries.

Intangible fixed assets increased 9,606 million yen from the end of the previous consolidated fiscal year to 17,370 million yen. This was mainly due to an increase in goodwill at a newly consolidated subsidiary.

#### [Investments and other assets]

Investments and other assets increased 272 million yen from the end of the previous consolidated fiscal year to 27,014 million yen.

#### [Current liabilities]

Current liabilities increased 9,447 million yen from the end of the previous consolidated fiscal year to 58,432 million yen. This was mainly due to a decrease in notes and accounts payable-trade, while short-term borrowing from banks increased.

#### [Long-term liabilities]

Long-term liabilities increased 20,962 million yen from the end of the previous consolidated fiscal year to 37,774 million yen. This was mainly due to an increase in long-term borrowing from banks.

#### [Total net assets]

Total net assets increased 2,811 million yen from the end of the previous consolidated fiscal year to 131,963 million yen. The increase was mainly due to profit attributable to parent company owners for the current period, while there was a decrease due to dividends from retained earnings.

#### [Total Assets/Total Liabilities and Net Assets]

Total assets, liabilities and net assets increased 33,221 million yen from the end of the previous consolidated fiscal year to 228,170 million yen.

### (ii) Cash flows

Cash and cash equivalents decreased 96 million yen from the end of the previous fiscal year to 31,181 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 3,944 million yen (14,431 million yen in the same period of the previous year). The main cash inflow was income before income taxes and minority interests of 12,951 million yen, while the main cash outflow was income taxes paid of 4,077 million yen.

#### Cash flows from investing activities

Net cash used in investing activities totaled 18,020 million yen, compared with 449 million yen used in the same period last year. The main accounts of cash inflow were proceeds from purchase of investments in subsidiaries resulting in change in scope of consolidation, 966 million yen, and proceeds from withdrawal of time deposits, 513 million yen, etc. The main accounts of cash outflow were purchase of property, plant and equipment and intangible assets, 8,926 million yen, purchase of investments in subsidiaries resulting in change in scope of consolidation, 5,929 million yen, and payments for loans, 3,369 million yen, etc. The main outflows were 8,926 million yen for purchase of property, plant and equipment and intangible assets, 5,929 million yen for acquisition of subsidiary shares involving a change in the scope of consolidation, and 3,369 million yen for loans.

#### Cash flows from financing activities

Net cash provided by financing activities amounted to 13,973 million yen (compared with 7,413 million yen used in the same period of the previous year). Major cash inflows included 22,470 million yen in proceeds from long-term borrowings and 205 million yen in proceeds from sales of treasury stock, while major cash outflows included 5,471 million yen in cash dividends paid, 1,360 million yen in repayment of long-term borrowings, and 698 million yen in repayment of short-term borrowings (net amount).

## 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, 2024	As of March 31, 2025
<b>Assets</b>		
Current assets		
Cash and deposits	31,297	31,292
Notes receivable - trade	539	1,018
Accounts receivable - trade	21,843	28,583
Investments in leases	3,882	3,056
Merchandise	22,635	27,649
Short-term loans receivable	100	346
Accounts receivable - other	26,047	27,902
Other	5,876	7,243
Allowance for doubtful accounts	(31)	(64)
Total current assets	112,191	127,028
Non-current assets		
Property, plant and equipment		
Buildings and structures	48,238	57,617
Accumulated depreciation	(34,080)	(39,423)
Buildings and structures, net	14,157	18,193
Machinery, equipment and vehicles	8,846	10,329
Accumulated depreciation	(5,896)	(6,919)
Machinery, equipment and vehicles, net	2,950	3,410
Tools, furniture and fixtures	13,309	14,678
Accumulated depreciation	(10,710)	(11,659)
Tools, furniture and fixtures, net	2,598	3,018
Land	24,576	29,421
Leased assets	962	1,096
Accumulated depreciation	(332)	(436)
Leased assets, net	630	660
Right-of-use assets	4,017	4,029
Accumulated depreciation of Right-of-use assets	(2,233)	(2,675)
Right-of-use assets, net	1,784	1,354
Construction in progress	1,555	698
Total property, plant and equipment	48,252	56,757
Intangible assets		
Goodwill	1,080	8,694
Software	5,217	4,870
Other	1,465	3,805
Total intangible assets	7,763	17,370
Investments and other assets		
Investment securities	9,065	9,145
Long-term loans receivable	49	18
Deferred tax assets	5,008	4,639
Guarantee deposits	11,638	11,998
Other	993	1,241
Allowance for doubtful accounts	(13)	(28)
Total investments and other assets	26,741	27,014
Total non-current assets	82,757	101,142
<b>Total assets</b>	<b>194,948</b>	<b>228,170</b>

(Millions of yen)

	As of March 31, 2024	As of March 31, 2025
<b>Liabilities</b>		
Current liabilities		
Notes and accounts payable - trade	22,050	16,157
Short-term borrowings	11	8,514
Lease liabilities	740	739
Accounts payable - other	15,200	18,015
Income taxes payable	2,109	2,781
Contract liabilities	891	2,040
Other	7,979	10,182
Total current liabilities	48,984	58,432
Non-current liabilities		
Bonds payable	—	200
Long-term borrowings	6,023	26,263
Lease liabilities	2,545	2,102
Deferred tax liabilities	225	707
Provision for retirement benefits for directors (and other officers)	7	7
Retirement benefit liability	256	266
Asset retirement obligations	2,691	3,398
Other	5,062	4,828
Total non-current liabilities	16,812	37,774
Total liabilities	65,796	96,206
<b>Net assets</b>		
Shareholders' equity		
Share capital	33,998	33,998
Capital surplus	34,218	34,138
Retained earnings	63,670	66,246
Treasury shares	(6,970)	(6,060)
Total shareholders' equity	124,917	128,323
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	2,124	1,736
Foreign currency translation adjustment	1,803	1,748
Total accumulated other comprehensive income	3,928	3,484
Non-controlling interests	307	155
Total net assets	129,152	131,963
Total liabilities and net assets	194,948	228,170

## (2) Consolidated Statement of Income and Comprehensive Income

(Millions of yen)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Net sales	229,856	249,525
Cost of sales	154,432	161,152
Gross profit	75,424	88,373
Selling, general and administrative expenses	67,414	76,247
Operating profit	8,010	12,126
Non-operating income		
Interest income	92	118
Dividend income	119	134
Share of profit of entities accounted for using equity method	99	433
Commission income	64	48
Lease revenue-system equipment	696	616
Other	999	824
Total non-operating income	2,070	2,174
Non-operating expenses		
Interest expenses	91	168
Lease cost-system equipment	1,350	794
Loss on retirement of non-current assets	50	70
Other	495	750
Total non-operating expenses	1,987	1,784
Ordinary profit	8,093	12,516
Extraordinary income		
Gain on sale of businesses	3,971	—
Gain on bargain purchase	—	1,030
Total extraordinary income	3,971	1,030
Extraordinary losses		
Impairment losses	534	462
Loss on valuation of investment securities	351	—
Extra payments for early retirements	188	—
Loss on arrangement of stores	708	—
Loss on step acquisitions	—	132
Total extraordinary losses	1,781	594
Profit before income taxes	10,283	12,951
Income taxes - current	4,314	4,193
Income taxes - deferred	(399)	609
Total income taxes	3,915	4,803
Profit	6,368	8,148
Profit attributable to		
Profit attributable to owners of parent	6,355	8,132
Profit attributable to non-controlling interests	13	16

(Millions of yen)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Other comprehensive income		
Valuation difference on available-for-sale securities	39	(387)
Foreign currency translation adjustment	357	(57)
Share of other comprehensive income of entities accounted for using equity method	92	2
Total other comprehensive income	488	(443)
Comprehensive income	6,857	7,705
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	6,823	7,689
Comprehensive income attributable to non-controlling interests	33	16

### (3) Consolidated Statement of Changes in equity

Fiscal year ended March 31, 2024

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	33,998	34,156	61,997	(6,990)	123,162
Changes during period					
Dividends of surplus			(4,679)		(4,679)
Profit attributable to owners of parent			6,355		6,355
Purchase of treasury shares				(3)	(3)
Disposal of treasury shares			(2)	24	21
Change in ownership interest of parent due to transactions with non-controlling interests		61			61
Net changes in items other than shareholders' equity					
Total changes during period	—	61	1,673	20	1,755
Balance at end of period	33,998	34,218	63,670	(6,970)	124,917

	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	2,077	1,382	3,460	340	126,963
Changes during period					
Dividends of surplus					(4,679)
Profit attributable to owners of parent					6,355
Purchase of treasury shares					(3)
Disposal of treasury shares					21
Change in ownership interest of parent due to transactions with non-controlling interests					61
Net changes in items other than shareholders' equity	46	421	467	(33)	433
Total changes during period	46	421	467	(33)	2,189
Balance at end of period	2,124	1,803	3,928	307	129,152



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

## (4) Consolidated Statement of Cash Flows

(Millions of yen)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Cash flows from operating activities		
Profit before income taxes	10,283	12,951
Depreciation	4,962	5,648
Impairment losses	534	462
Amortization of goodwill	321	366
Increase (decrease) in allowance for doubtful accounts	(57)	10
Increase (decrease) in retirement benefit liability	16	0
Interest and dividend income	(211)	(252)
Interest expenses	91	168
Share of loss (profit) of entities accounted for using equity method	(99)	(433)
Loss (gain) on sale and retirement of non-current assets	2	30
Loss (gain) on valuation of investment securities	351	9
Loss on arrangement of stores	708	—
Loss (gain) on step acquisitions	—	132
Gain on bargain purchase	—	(1,030)
Loss (gain) on sale of businesses	(3,971)	—
Extra payments for early retirements	188	—
Decrease (increase) in trade receivables	5,743	(3,402)
Decrease (increase) in investments in leases	(346)	756
Decrease (increase) in inventories	(1,280)	(1,745)
Increase (decrease) in trade payables	4,090	(7,375)
Other, net	(2,022)	1,575
Subtotal	19,303	7,872
Interest and dividends received	227	304
Interest paid	(97)	(155)
Income taxes paid	(5,000)	(4,077)
Net cash provided by (used in) operating activities	14,431	3,944
Cash flows from investing activities		
Payments into time deposits	(24)	(504)
Proceeds from withdrawal of time deposits	72	513
Purchase of property, plant and equipment and intangible assets	(9,149)	(8,926)
Proceeds from sale of property, plant and equipment and intangible assets	102	161
Purchase of investment securities	(310)	(0)
Purchase of shares of subsidiaries resulting in change in scope of consolidation	(43)	(5,929)
Proceeds from sale of shares of subsidiaries resulting in change in scope of consolidation	5,098	—
Proceeds from purchase of shares of subsidiaries resulting in change in scope of consolidation	—	966
Purchase of shares of subsidiaries and associates	—	(447)
Proceeds from sale of shares of subsidiaries and associates	71	—
Loan advances	—	(3,369)
Proceeds from collection of loans receivable	3,896	—
Payments of guarantee deposits	(324)	(531)
Proceeds from refund of guarantee deposits	300	186
Other, net	(138)	(139)
Net cash provided by (used in) investing activities	(449)	(18,020)

(Millions of yen)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Cash flows from financing activities		
Net increase (decrease) in short-term borrowings	(126)	(698)
Proceeds from long-term borrowings	—	22,470
Repayments of long-term borrowings	(1,958)	(1,360)
Purchase of treasury shares	(0)	(0)
Proceeds from sale of treasury shares	0	205
Purchase of shares of subsidiaries not resulting in change in scope of consolidation	(0)	(247)
Dividends paid	(4,681)	(5,471)
Other, net	(645)	(923)
Net cash provided by (used in) financing activities	(7,413)	13,973
Effect of exchange rate change on cash and cash equivalents	206	5
Net increase (decrease) in cash and cash equivalents	6,775	(96)
Cash and cash equivalents at beginning of period	24,503	31,278
Cash and cash equivalents at end of period	31,278	31,181

## **(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 purchase and sales, car 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 maintenance, vehicle inspections, and purchases and sells vehicles mainly to general consumers in Japan and overseas.

The Consumer Business is engaged in the online sale of car accessories and the purchase and sale of new and used cars as a retail business other than the AUTOBACS business.

The Wholesale Business is engaged in the wholesaling of lifestyle brands and other private brands, etc., as wholesale businesses other than the AUTOBACS business.

The Expansion Business is engaged in peripheral businesses such as financing, property and location development, and EV solutions.

In the 2024 Medium-term Business Plan "Accelerating Towards Excellence" announced in May 2024, we have set a new direction to become a "Mobility Life Infrastructure" for our customers on a global scale, and are changing to a structure that concentrates on and strengthens the two axes: retail and wholesale. In order to promptly launch initiatives in line with this direction and accelerate the speed of strategy implementation, from the current consolidated fiscal year, the Company has changed its reporting segments, which were previously divided into "Domestic AUTOBACS Business," "Overseas Business," "Car Dealership, B to B, Online Alliance Business," and "Other Business," into the reportable segments based on retail and wholesale.

The segment information for the previous fiscal year is disclosed based on the reporting segment classification after the change.

#### **(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, 2024

(Millions of yen)

	Reportable segments					Reconciling items (Note 1)	Per consolidated financial statements (Note 2)
	AUTOBACS Business	Consumer Business	Wholesaling Business	Expansion Business	Reportable segments		
Sales							
Revenue from contracts with customers	177,299	23,695	25,061	1,342	227,398	—	227,398
Other revenue	26	—	—	2,431	2,458	—	2,458
Revenues from external customers	177,326	23,695	25,061	3,773	229,856	—	229,856
Transactions with other segments	5,076	149	10,300	4,520	20,046	(20,046)	—
Net sales	182,402	23,844	35,361	8,293	249,902	(20,046)	229,856
Operating profit (loss)	16,560	(1,297)	627	224	16,115	(8,105)	8,010
Assets	101,293	10,168	15,084	33,728	160,275	34,673	194,948
Other items							
Depreciation	2,209	645	289	768	3,913	812	4,725
Amortization of goodwill	149	101	70	—	321	—	321
Investments in entities accounted for using equity method	2,651	60	1,116	—	3,827	—	3,827
Increase in property, plant and equipment and intangible assets	6,507	1,515	84	353	8,461	688	9,149

Notes:

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

- (1) The amount (8,105) 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 34,673 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 812 million yen of “Reconciling items” of Depreciation is the depreciation for the corporate administrative assets. The amount 688 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, 2025

(Millions of yen)

	Reportable segments					Reconciling items (Note 1)	Per consolidated financial statements (Note 2)
	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 each 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.

(4) Impairment loss by reportable segment

Fiscal year ended March 31, 2024

(Millions of yen)

	Reportable segments					Reconciling items	Total
	AUTOBACS Business	Consumer Business	Wholesaling Business	Expansion Business	Total Reportable segments		
Impairment losses	312	—	—	221	534	—	534

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

(5) Amortization and balance of goodwill by reportable segment

Fiscal year ended March 31, 2024

(Millions of yen)

	Reportable segments					Reconciling items	Total
	AUTOBACS Business	Consumer Business	Wholesaling Business	Expansion Business	Total Reportable segments		
Amortization of goodwill	149	101	70	—	321	—	321
Goodwill	401	416	262	—	1,080	—	1,080

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

(6) Gain on negative goodwill by reportable segment

Fiscal year ended March 31, 2024

Not applicable.

Fiscal year ended March 31, 2025

In the Autobacs Business, 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.

**5. Per share information**

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Net assets per share	1,652.71 yen	1,679.29 yen
Basic net income per share	81.52 yen	103.89 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, 2024	Fiscal year ended March 31, 2025
Basic net income per share		
Profit attributable to owners of parent (Millions of yen)	6,355	8,132
Amount not attributable to common shareholders (Millions of yen)	—	—
Profit attributable to owners of parent related to common shares (Millions of yen)	6,355	8,132
Average shares related to common shares outstanding over period (Thousand shares)	77,956	78,277

**6. Subsequent Events**

Not applicable.