

# Results for the Six Months ended September 30, 2025



AUTOBACS SEVEN CO., LTD.

November 4, 2025

## Results of the 1st Half of FY March 2026 and Financial Forecast for Full Year

Overview of Business Results	P. 4
Performance by Segment	P. 5
AUTOBACS Business	P. 6
Consumer Business	P. 9
Wholesale Business	P. 10
Expansion Business	P. 11
Financial Forecast	P. 12

## Initiatives Toward Achieving the 2024 Medium-Term Business Plan

Long-Term Vision and Direction for Evolution	P. 19
Initiatives Toward Achieving the 2024 Medium-Term Business Plan	P. 21
In Closing	P. 27

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Appendix	P. 28
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# Results of the 1st Half of FY March 2026 and Financial Forecast for Full Year

General Manager  
Corporate Management  
Noritaka Hiraga

Sales of tires in the AUTOBACS Business were strong due to effective sales promotion measures. In the Consumer Business, the performance of a newly consolidated subsidiary contributed to an increase in both revenue and profit on a consolidated basis.

(Billion Yen)	1st Half of FY March 2026				1st Half of March 2025
	Initial forecast	Results	Change from forecast	YoY change ratio	Results
Net sales	126.2	128.8	+2.1%	+16.8%	110.2
Gross profit	44.7	46.2	+3.3%	+19.8%	38.6
Gross profit ratio	35.5%	35.9%			35.0%
SG&A	41.7	41.1	-1.5%	+14.1%	36.0
Operating income	3.0	5.0	+69.5%	+102.5%	2.5
Operating income ratio	2.4%	3.9%			2.3%
Ordinary income	3.0	5.4	+82.7%	+102.6%	2.7
Profit attributable to owners of parent	1.7	3.5	+105.9%	+113.6%	1.6

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

# Segment Information

		(Million Yen)	1st Half of FY March 2025	1st Half of FY March 2026	YoY	Summary
AUTOBACS Business	Sales		89,290	94,166	+5.5%	Sales and income increased. Domestic retail sales performed well due to an expanded tire lineup and vehicle maintenance demand. Gross profit improved due to the elimination of the impact of the franchise chain package change in the previous fiscal year.
	Gross profit		32,083	35,065	+9.3%	
	SG&A		24,203	26,046	+7.6%	
	Operating income		7,880	9,019	+14.5%	
Consumer Business	Sales		10,223	24,528	+139.9%	Sales increased and the business returned to profitability. Honda dealership, BEELINE and Otoron, which became subsidiaries last fiscal year, significantly contributed to performance. Existing businesses, including authorized dealerships for Audi and BYD and online stores, also grew.
	Gross profit		2,594	7,105	+173.9%	
	SG&A		3,427	6,996	+104.1%	
	Operating income		-833	108	—	
Wholesale Business	Sales		16,070	15,849	-1.4%	Sales decreased and the business returned to profitability. Wholesaling of tires in China expanded, while export transactions from Japan declined due to a reduction in wholesale customers. Profitability improved through workforce optimization following the absorption-type split of a subsidiary.
	Gross profit		3,167	2,903	-8.3%	
	SG&A		3,274	2,666	-18.6%	
	Operating income		-106	237	—	
Expansion Business	Sales		4,464	5,263	+17.9%	Sales and income increased. Real estate income remained strong due to new store openings.
	Gross profit		761	1,180	+54.9%	
	SG&A		456	588	+28.8%	
	Operating income		304	591	+94.0%	
Corporate <sup>(*)</sup>	Operating income		-4,734	-4,873	—	

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

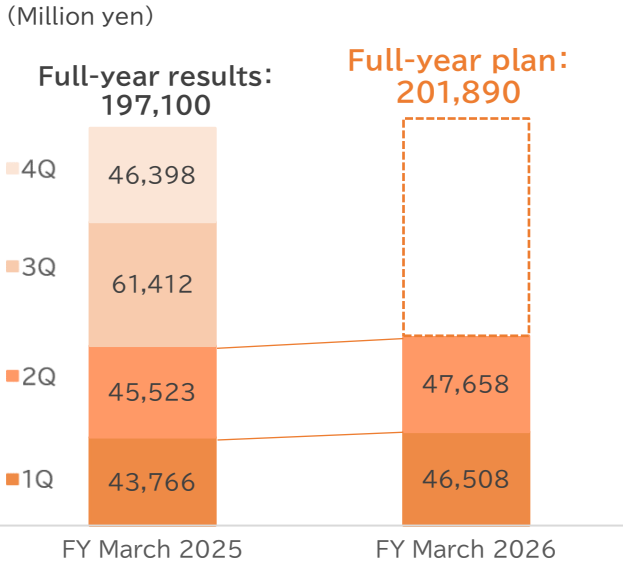
(\*) "Corporate" is a company-wide expense not allocable to each reportable segment and primarily general, and administrative expenses.

# Financial Results by Segment: AUTOBACS Business

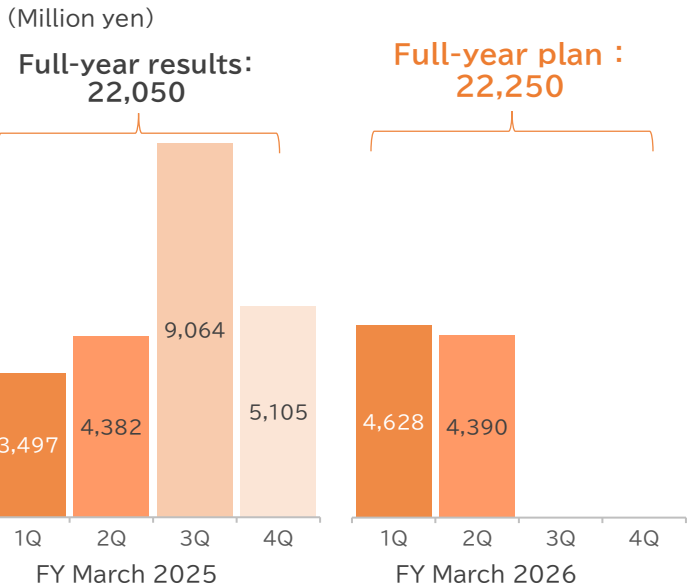
(Million yen)	1st Half of FY March 2025	1st Half of FY March 2026	YoY
Gross sales	89,290	94,166	+5.5%
Retail	43,246	46,295	+7.1%
Domestic	38,089	41,383	+8.6%
Overseas	5,156	4,912	-4.7%
Wholesale*	43,676	44,696	+2.3%
Inter-segment transactions	2,367	3,173	+34.1%
Operating income	7,880	9,019	+14.5%

\* 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. Gross profit improved due to the elimination of the impact of the franchise chain package change in the previous fiscal year.

- Domestic AUTOBACS
  - Tires are 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.
  - Strong retail performance led to increased royalty income.
- Overseas retail
  - <France>  
 Despite expanding product lineup, sales decreased due to political instability and economic downturn.
  - <Singapore>  
 Pit services was strong, capturing the growing demand for maintenance of existing vehicles.

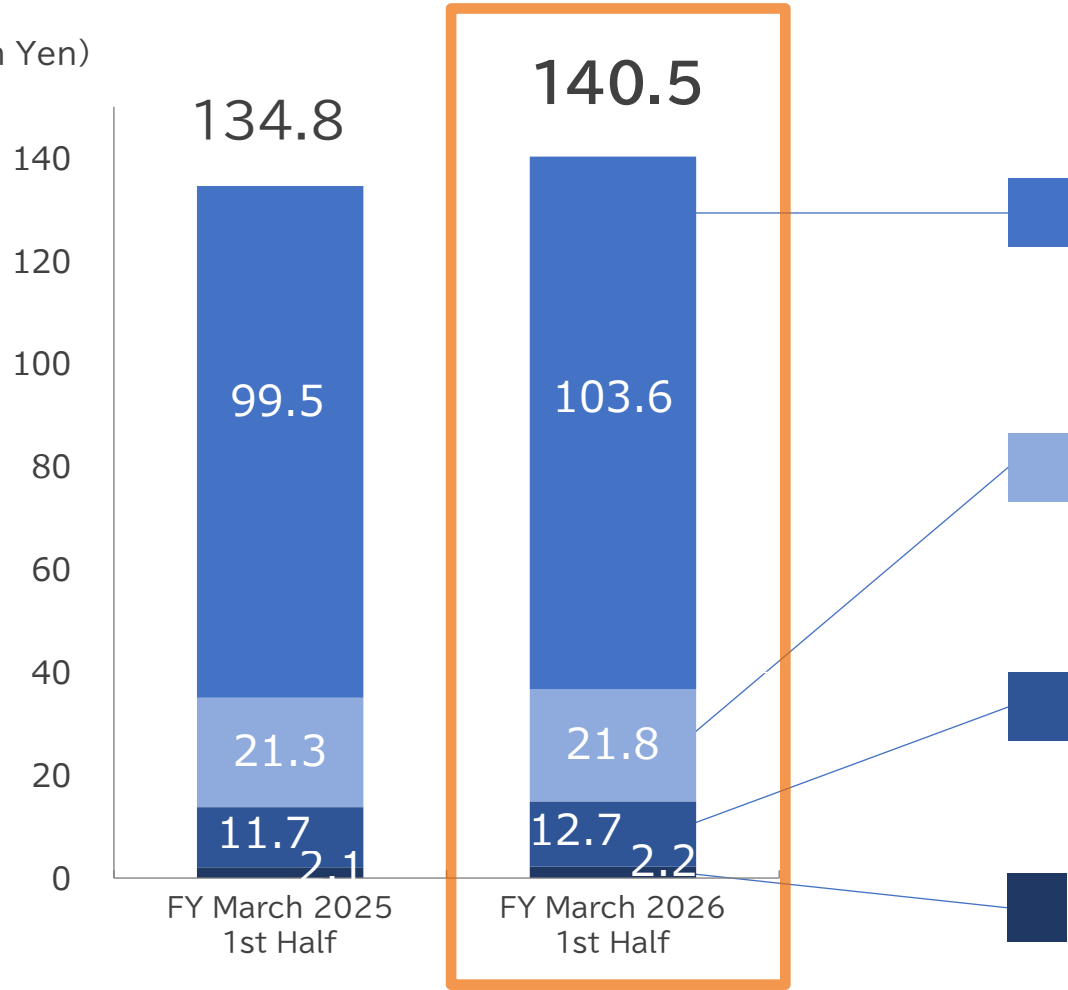
Domestic Store Sales

140.5 billion yen

YoY

+4.2%

(Billion Yen)



	Result	YoY
Automotive goods & services	103.6 BY	+4.1%
Used car purchasing & sales	21.8 BY	+2.2%
	18,193 units	+0.5%
Number of fully certified & designated stores	409 stores	+15 stores *from pre-period
Statutory safety inspection	12.7 BY	+8.3%
	335,000 units	+5.2%
Number of fully certified & designated stores	442 stores	-1 store *from pre-period
Second-hand goods & fuel	2.2 BY	+4.7%

- Amounts are rounded down.

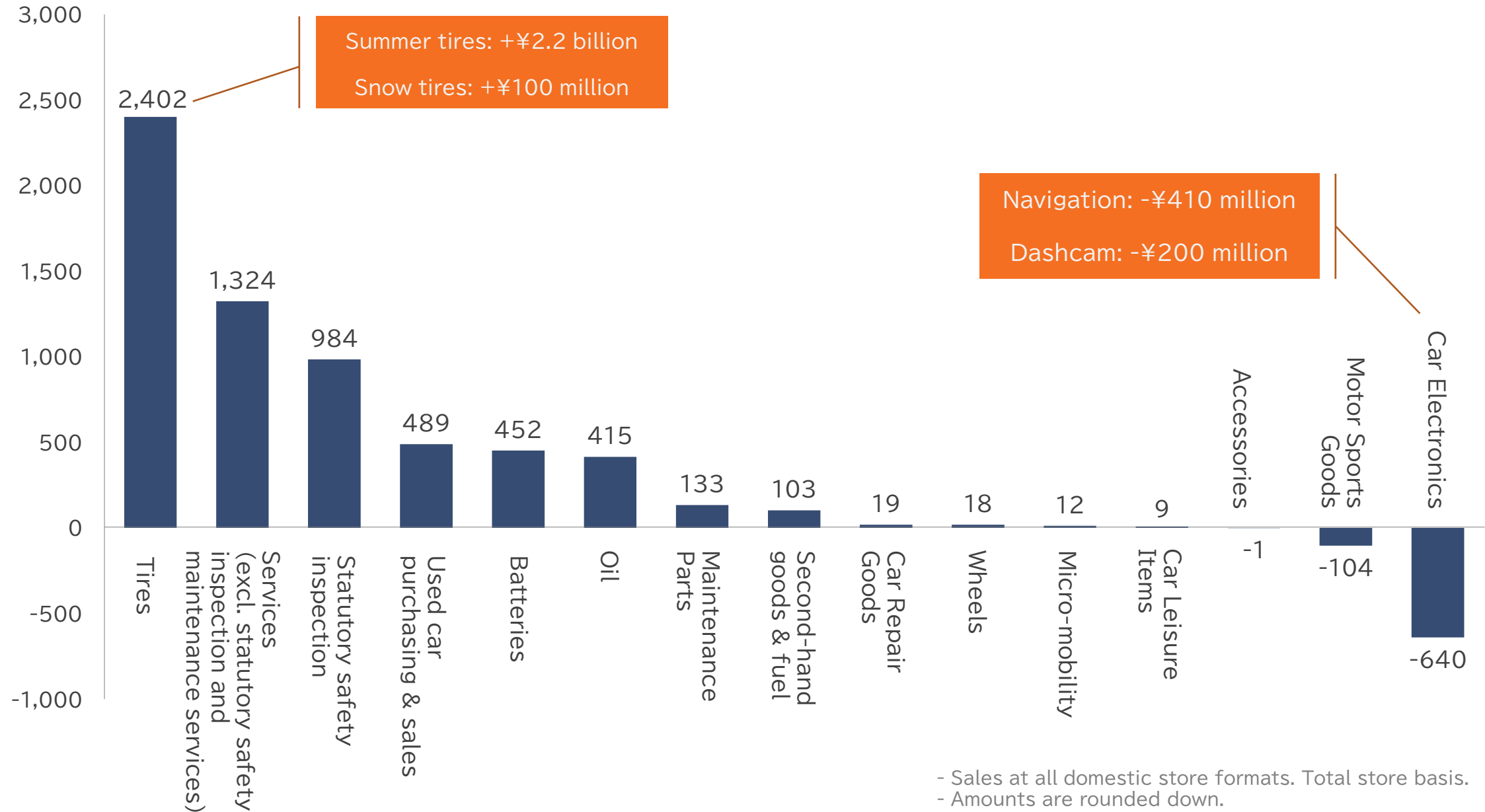
- YoY comparisons are calculated in yen.

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

Domestic AUTOBACS Chain: Total Sales by Store Format Change Amount  
(YoY Difference, All Store Basis)



(Million Yen)





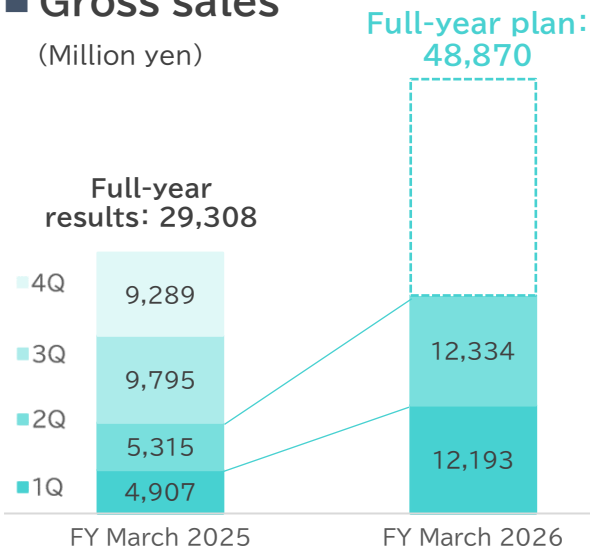
# Financial Results by Segment: Consumer Business

(Million yen)	1st Half of FY March 2025	1st Half of FY March 2026	YoY
Gross sales	10,223	24,528	+139.9%
Car Dealership*	2,789	7,887	+182.8%
BEELINE	—	4,469	—
AUTOBACS CARS	3,464	4,050	+16.9%
Otoron	—	3,020	—
Online Store	2,542	3,169	+24.6%
Other	1,367	1,815	+32.7%
Inter-segment transactions	59	116	+96.8%
Operating income	-833	108	—

\* Car Dealership: Audi, Honda, and BYD.

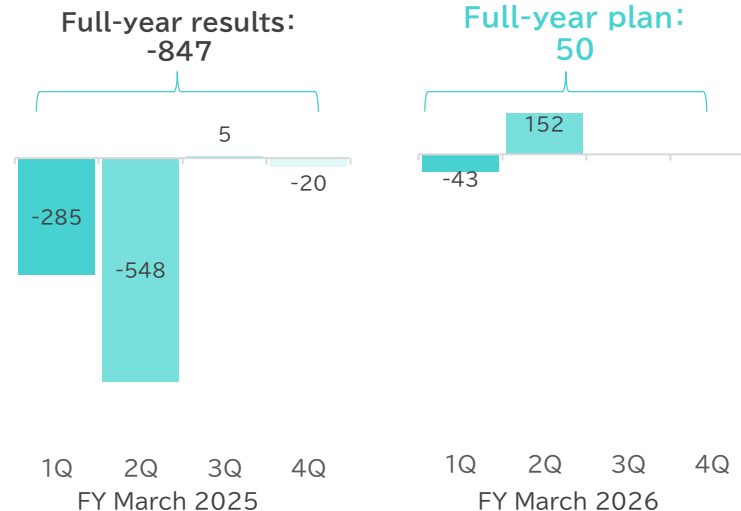
## Gross sales

(Million yen)



## Operating income

(Million yen)



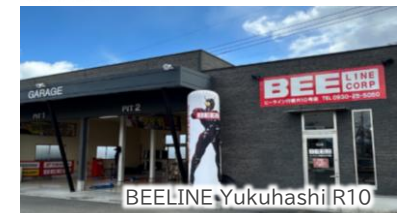
**Sales increased and the business returned to profitability.** Honda dealership, BEELINE, and Otoron, which became subsidiaries last fiscal year, contributed to performance. Existing businesses, including authorized dealerships for Audi and BYD and online stores, also grew.

- Car Dealership
  - Acquired Honda dealership as a subsidiary in the previous term.
  - Sales increased due to the new opening of Audi Oyama and strong BYD sales
- AUTOBACS CARS
  - Opening a directly managed store and new franchise locations contributed to the growth.
- Online store
  - Sales increased due to growth on the company's website and successful promotional initiatives on external marketplaces.
- Other
  - Acquired JCA, a company engaged in automotive goods sales and maintenance services, as a subsidiary.

Car dealership



Tire shop



In-house loan type used car dealership



Large specialty store for car purchase and sales



# Financial Results by Segment: Wholesale Business

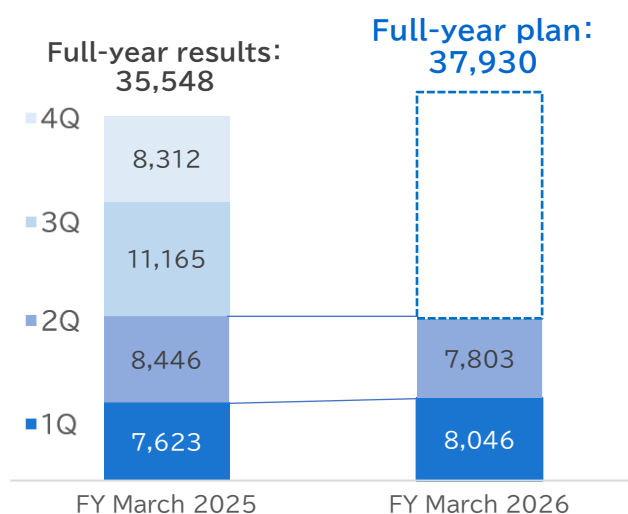
(Million yen)	1st Half of FY March 2025	1st Half of FY March 2026	YoY
Gross sales	16,070	15,849	-1.4%
Domestic wholesale	9,806	9,639	-1.7%
Overseas wholesale	1,513	1,398	-7.6%
Inter-segment transactions	4,749	4,812	+1.3%
Operating income	-106	237	—

**Sales decreased and the business returned to profitability.** Wholesaling of tires in China expanded, while export transactions from Japan declined due to a reduction in wholesale customers. Profitability improved through workforce optimization following the absorption-type split of a subsidiary engaged in wholesale distribution to home improvement stores.

- Domestic Wholesale
  - Wholesale sales to 7-Eleven expanded
  - Subsidiary engaged in manufacturing and sales of aluminum wheels performs well
- Overseas Wholesale
  - <Japan> Decline in wholesale customers led to reduced export transactions
  - <Australia> Sales of new private brand products were strong
  - <China> Exports of tires to Japan expanded
  - <Malaysia> The number of authorized dealer certified stores increased.

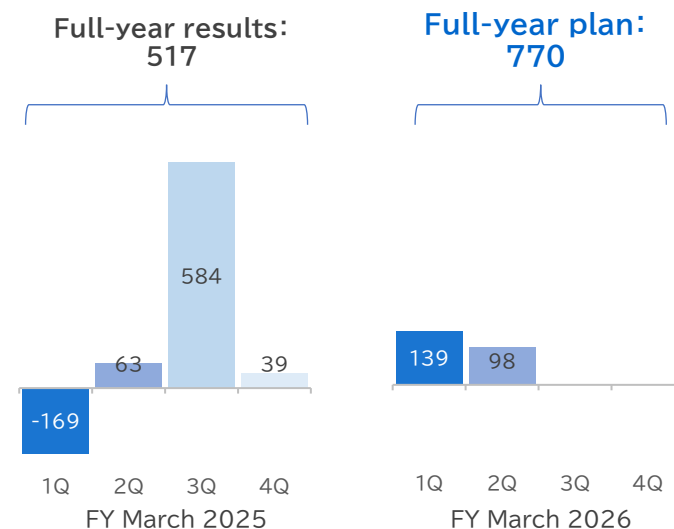
## ■ Gross sales

(Million yen)



## ■ Operating income

(Million yen)



Private brand "AQ."



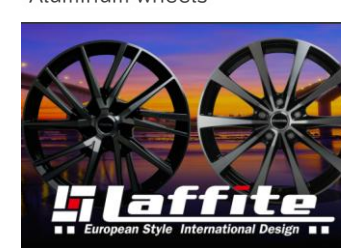
Vehicle label "GORDON MILLER MOTORS"



Private brands for overseas markets

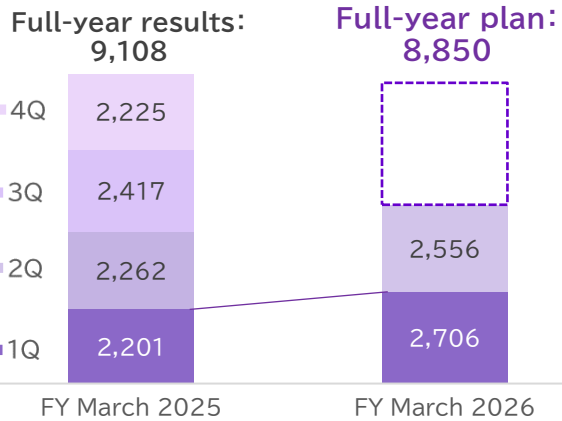


Aluminum wheels



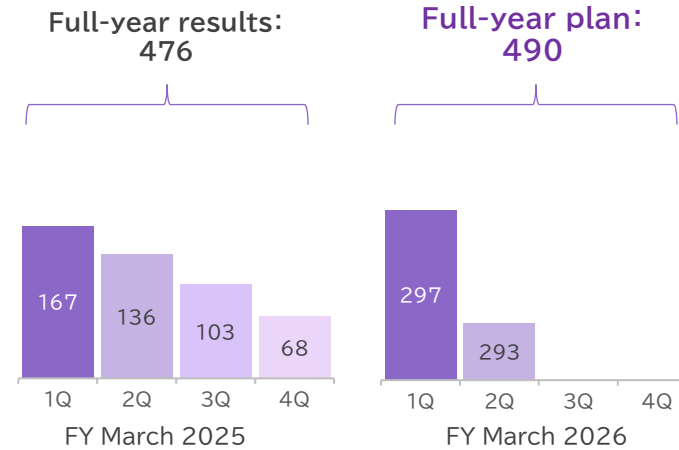
## ■ Gross sales

(Million yen)



## ■ Operating income

(Million yen)



Sales and income increased.

Real estate rental income remains solid due to new store openings and other factors.

-Finance

Sales increased due to higher loan interest rates.

-Real estate

Real estate rental income increased due to new store openings.

## ■ Topics

### VEEMO Welfare has been selected for a Hyogo Prefecture-sponsored project

- VEEMO Welfare is a service designed to prevent the misuse of parking spaces reserved for persons with disabilities and to enhance convenience for legitimate users
- Demonstration experiments are planned at Hyogo Prefecture facilities and local private facilities.



### Entry into the rental car business

- Gradually expanding the rental car service, previously offered as paid replacement vehicles during inspections, into a general consumer service under the brand "AUTOBACS Rent-a-Car"



### Positive factors

- ✓ Demand increase of statutory safety inspection and automotive maintenance by the improvement of vehicle longevity.
- ✓ Expansion of locations through new store openings (+7 stores)

### Negative factors

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

## Domestic Store Sales (YoY)

Initial Plan	1st Half	2nd Half	Full Year
Same store basis	+3.8%	+4.6%	+4.2%
Total store basis	+3.9%	+5.3%	+4.6%
Plan•Result	1st Half Result	2nd Half Plan (Revised)	Full Year Plan
Same store basis	+2.9%	+3.6%	+3.2%
Total store basis	+4.2%	+5.2%	+4.6%

# Consolidated Financial Forecast for FY March 2026

	1st Half		2nd Half <small>(FY plan – 1H result)</small>		FY March 2026 Full Year	
	Result	YoY	Plan	YoY	Plan	YoY
(Billion Yen)						
Net sales	128.8	+16.8%	147.1	+5.7%	276.0	+10.6%
Gross profit	46.2	+19.8%	51.5	+3.5%	97.7	+10.6%
Gross profit ratio	35.9%		35.0%		35.4%	
SG&A	41.1	+14.1%	43.1	+7.4%	84.2	+10.5%
Operating income	5.0	+102.5%	8.4	-12.5%	13.5	+11.3%
Operating income ratio	3.9%		5.7%		4.9%	
Ordinary income	5.4	+102.6%	8.0	-18.3%	13.5	+7.9%
Profit attributable to owners of parent	3.5	+113.6%	4.6	-27.6%	8.2	+0.8%

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

# Segment Forecast for FY March 2026

		1st Half		2nd Half (FY plan – 1H result)		FY March 2026 Full Year	
(Million yen)		Result	YoY	Plan	YoY	Plan	YoY
AUTOBACS Business	Sales	94,166	+5.5%	107,723	-0.1%	201,890	+2.4%
	Operating income	9,019	+14.5%	13,230	-6.6%	22,250	+0.9%
Consumer Business	Sales	24,528	+139.9%	24,341	+27.5%	48,870	+66.7%
	Operating income	108	—	-58	—	50	—
Wholesale Business	Sales	15,849	-1.4%	22,080	+13.4%	37,930	+6.7%
	Operating income	237	—	532	-14.7%	770	+48.7%
Expansion Business	Sales	5,263	+17.9%	3,586	-22.8%	8,850	-2.8%
	Operating income	591	+94.0%	-101	—	490	+2.9%
Corporate	Operating income	-4,873	—	-5,186	—	-10,060	—

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

Overview

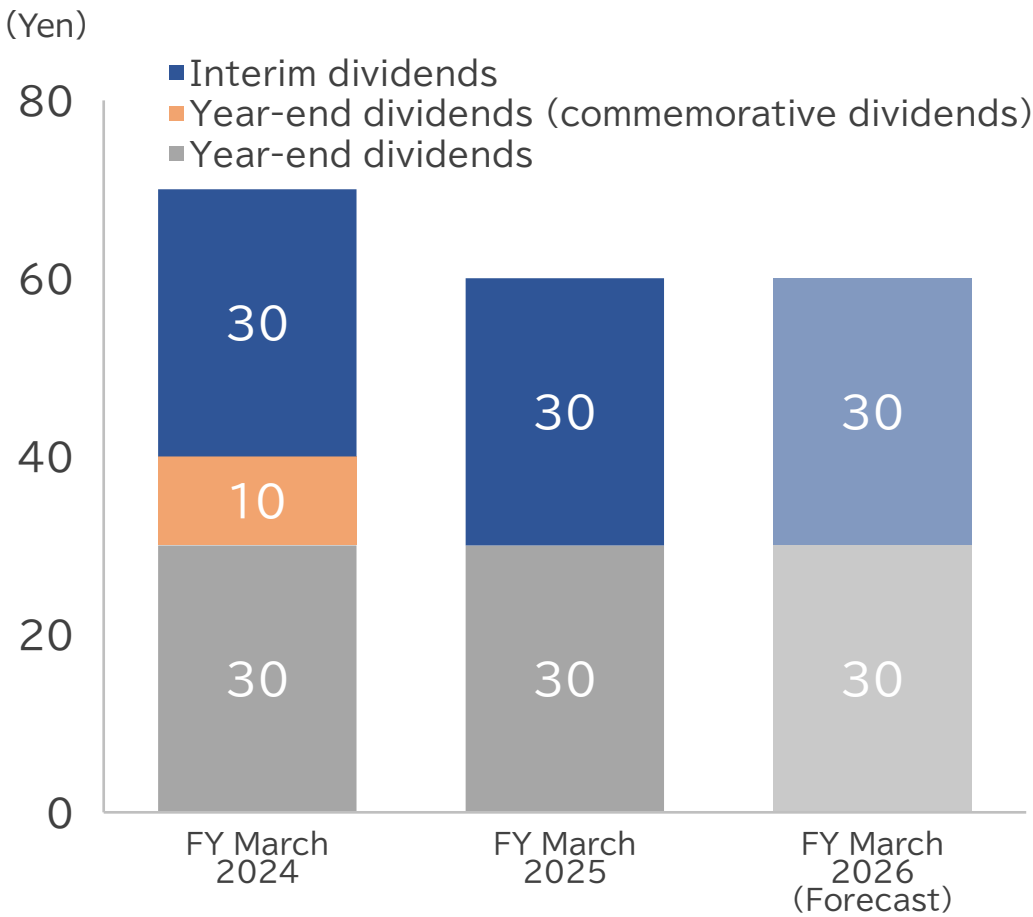
Segment Information

Financial Forecast

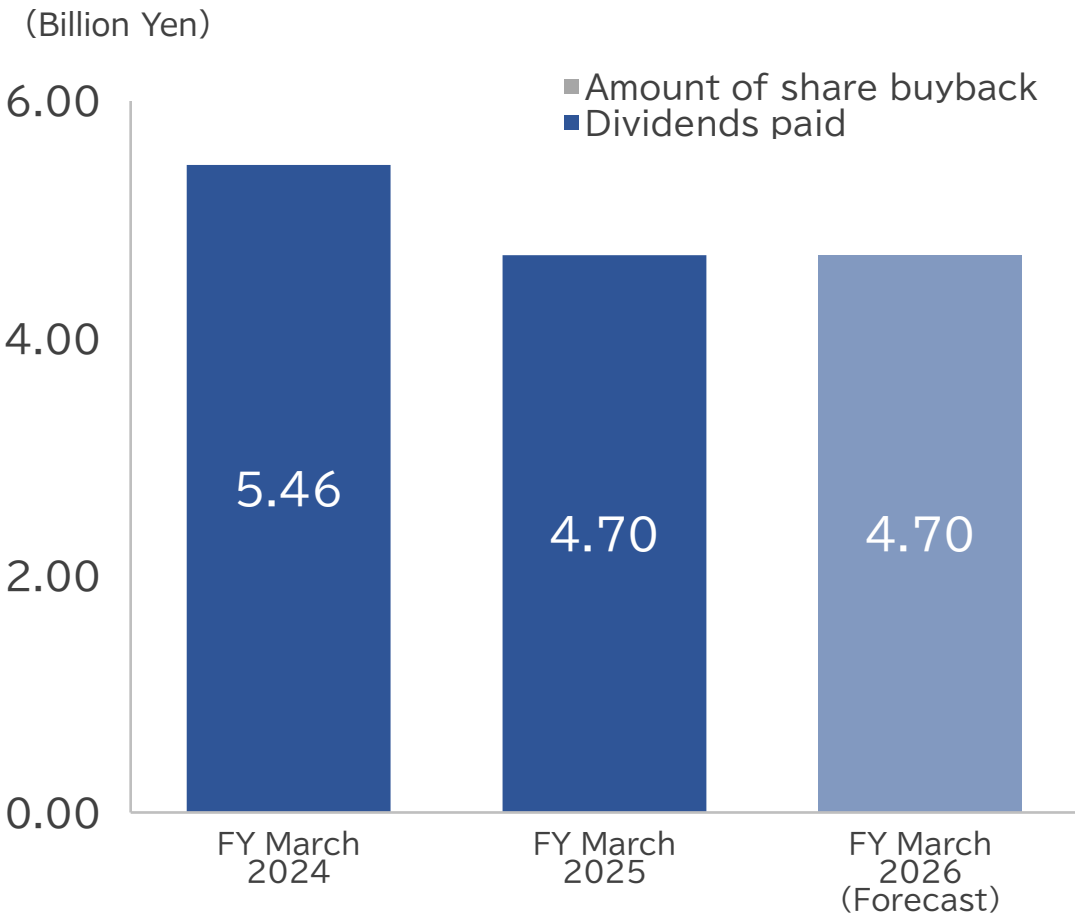
Mid-term Plan Initiatives

Appendix

Dividends per Share



Dividends and Share Buyback

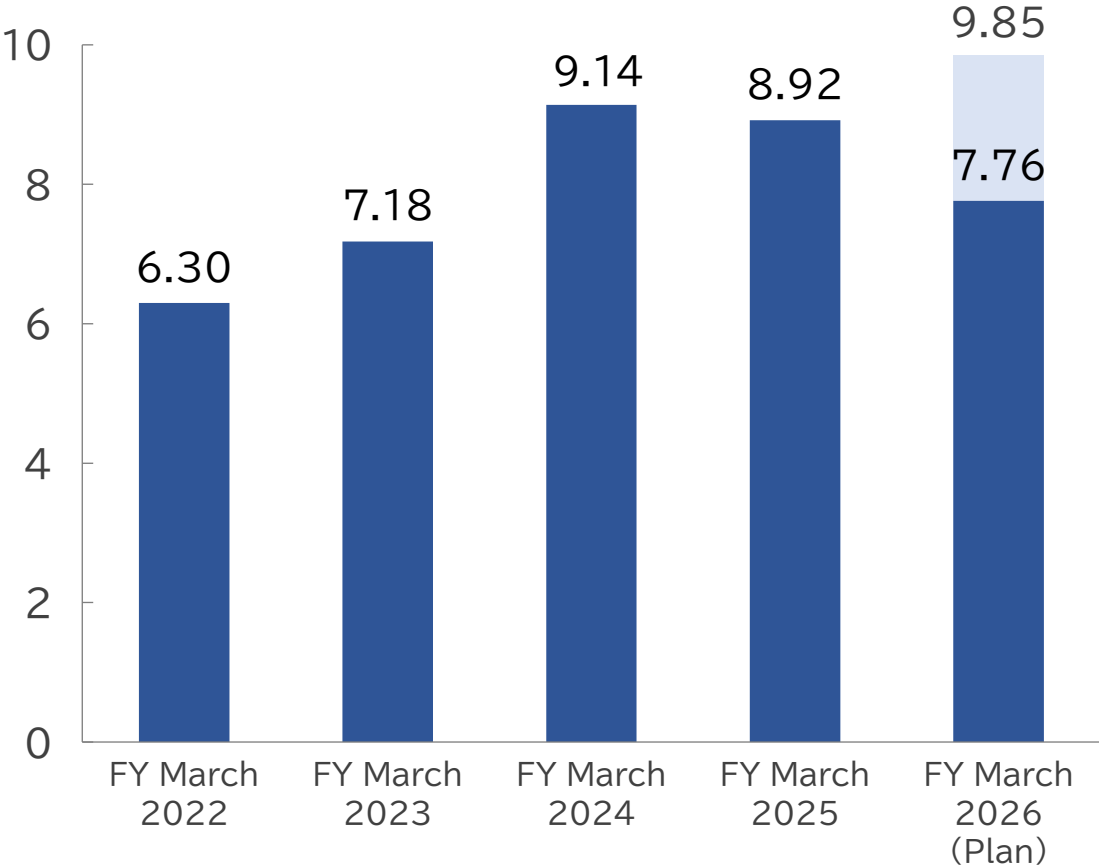


- Amounts are rounded down to the nearest hundred million yen.



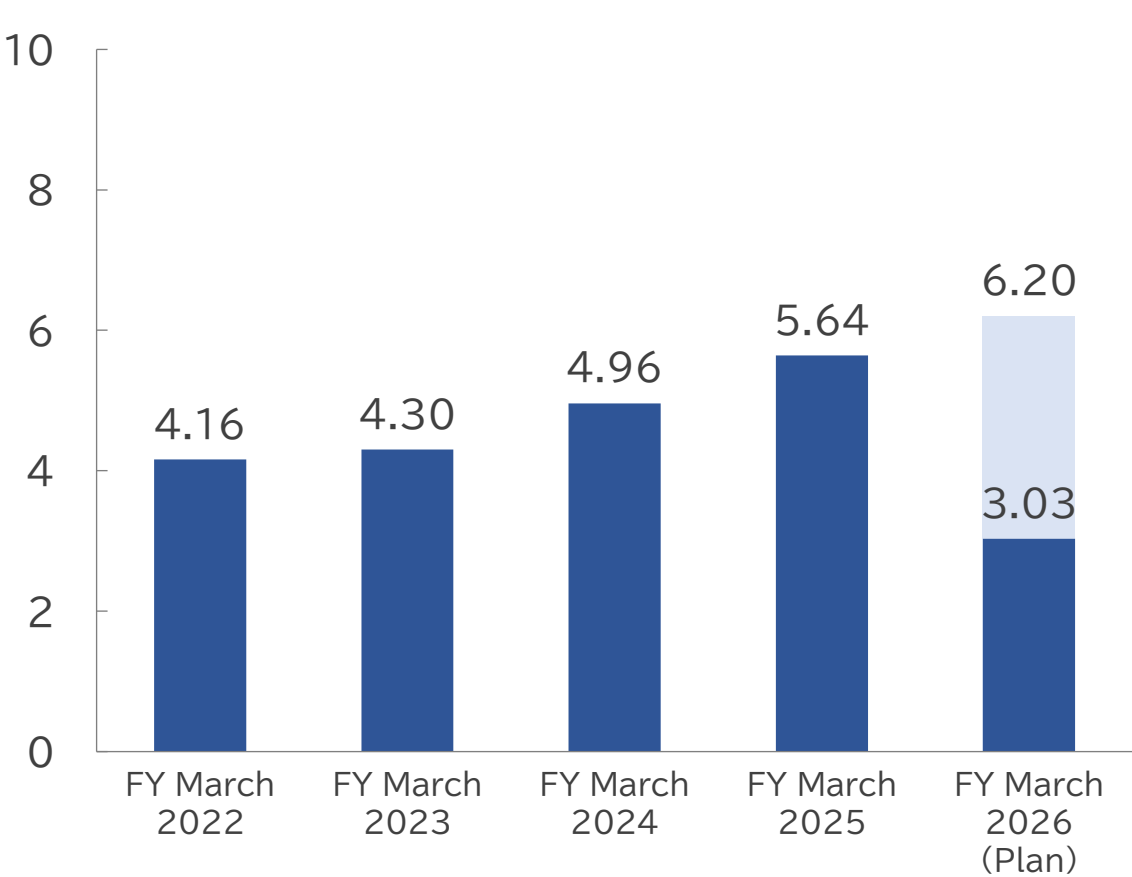
Capital Expenditures

(Billion Yen)



Depreciation

(Billion Yen)



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



# Initiatives Toward Achieving the 2024 Medium-Term Business Plan

Representative Director & Chief Executive Officer  
Yugo Horii

1. Long-Term Vision and Direction for Evolution
2. Initiatives Toward Achieving the 2024 Medium-Term Business Plan
3. In Closing

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



### ■ Changes to the Franchise Chain Package

#### Summary of Changes

- Lowering wholesale prices from the AUTOBACS franchise chain headquarters to franchise chain stores
- Increasing royalty rates associated with retail
- Promoting the implementation of DX and unified tools across all stores to enhance customer convenience

#### Post-change results

**68 %** of AUTOBACS franchise chain companies achieved sales and profits increase

\*Comparison of 2023 results (before package change) and 2024 results (after package change)

### ■ Overview of 2024 Medium-term Business Plan “Accelerating Towards Excellence”

#### FY2026 Management Targets

Consolidated net sales	Consolidated operating income	ROIC
<b>280.0 billion yen</b>	<b>15.0 billion yen</b>	<b>7.0%</b>
FY2023: 229.8 billion yen FY2024: 249.5 billion yen	FY2023: 8.0 billion yen FY2024: 12.1 billion yen	FY2023: 4.1% FY2024: 5.6%

#### Strategies to achieve the new direction

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

### ■ 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

1. Creation of touch points



- Expansion of new locations
- In-house integration of group wholesale operations
- Expansion of external wholesale sales



AUTOBACS-related*	629 stores (+3 stores)
*including Secohan Ichiba, Smart+1, and others	
AUTOBACS CARS	409 stores (+15 stores)
AUTO IN	79 stores (+71 stores)
BEELINE	75 stores (+1 store)
Dealerships	22 stores (+2 stores)
Otoron	19 stores (+2 stores)
Other	9 stores (+1 store)

※ ( ) indicates the number of stores opened in the 1st half of FY2025



### 2. Development and supply of products and solutions

#### Cost Reduction and Lowering of Production Costs

- Absorption-type company split of product procurement and development functions
- Unification of private brand across external sales and global market



Oil for external sales  
(CAP Co., Ltd. brand)



PB Engine Oil has been rebranded as  
“AUTOBACS Engine Oil”

#### Improving Store Quality

- Promoting IT and DX in store systems
- Strengthening human resource education and training framework

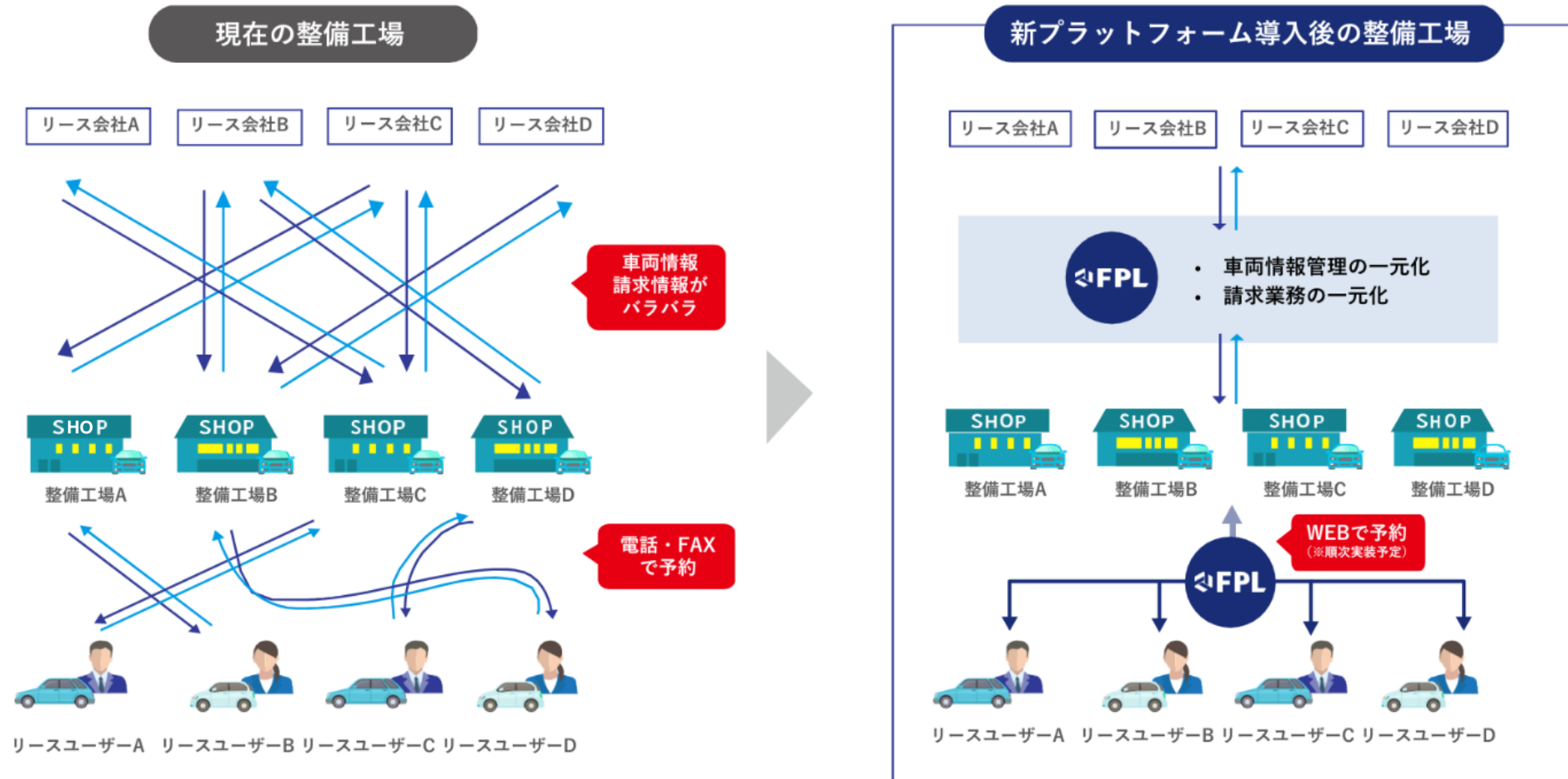




### 3. Establishment of new business domains

#### Investment in “FLEET PITLOCK” to Create Business Synergies

-Expansion of Contracted Maintenance Services for Lease Vehicles-



“FLEET PITLOCK System”: A Unified Management Platform to Streamline Maintenance Operations for Corporate Lease Vehicles

### Donating a portion of sales from the AQ. (AUTOBACS QUALITY.) to support children orphaned by traffic accidents

- Donating to a public interest foundation to support stable living and healthy development for children
- With the aim of bringing hope and vitality to children who have lost parents in traffic accidents, we plan to continue this donation



A Portion of AQ. Products

### As support for the heavy rain disaster in Kyushu in August 2025, donating eight vehicles to the Japan Car Sharing Association

- To enable rapid response during disasters, we are strengthening our framework through agreements with the association and participation in networks
- As part of “Disaster Support Utilizing Vehicles,” we plan to continue donating vehicles through FY2030.



## ■ Long-Term Vision Domestic KPI Targets

	Target for FY2032	Results of 2024
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.

From car goods retailer to an integrated mobility after-sales market player,  
serving as a more accessible and convenient maintenance base

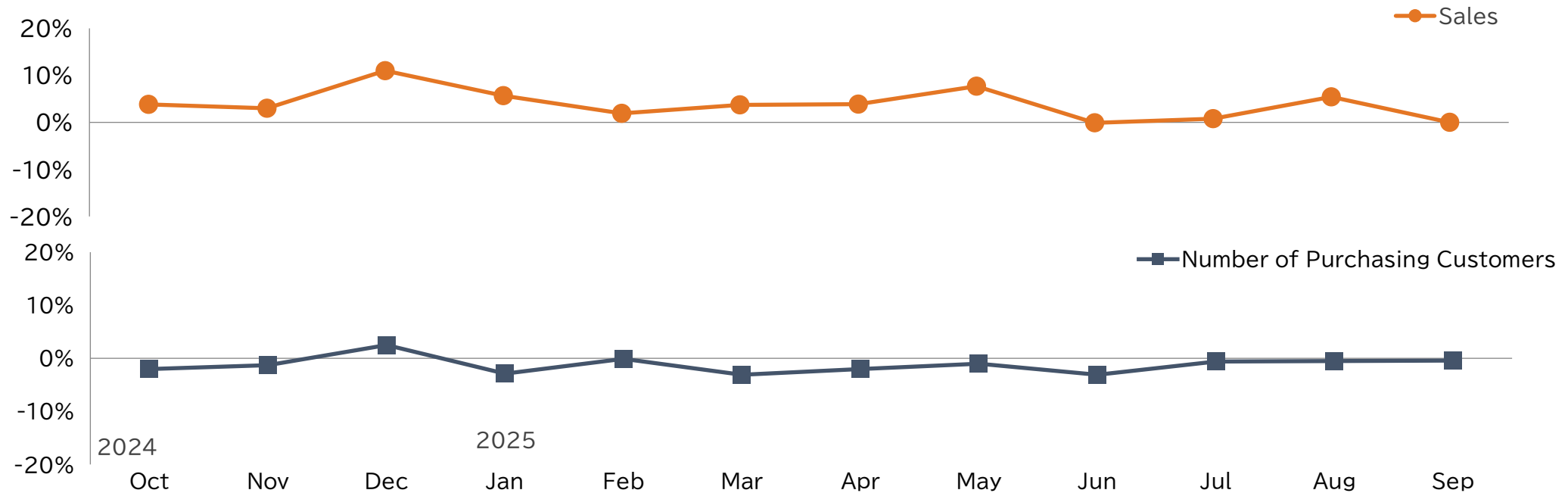
Total **18,193** units YoY **+0.5%**

BtoB Sales	
Details	Sales Quantity
Sales to Headquarters	158
Sales to AA(Auto Auction) via Headquarters	3,264
Direct sales from stores	9,578
BtoB total	13,000

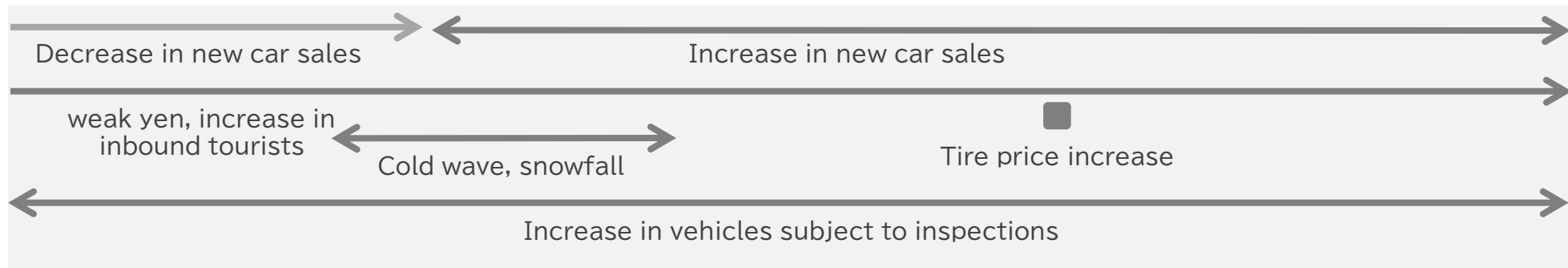
Retail	
Details	Sales Quantity
Used cars	3,785
New cars	1,408
Retail total	5,193

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

[1st Half Same store basis (YoY)]  
Sales: +2.9%    Customers: -1.8 %



Business  
Environment



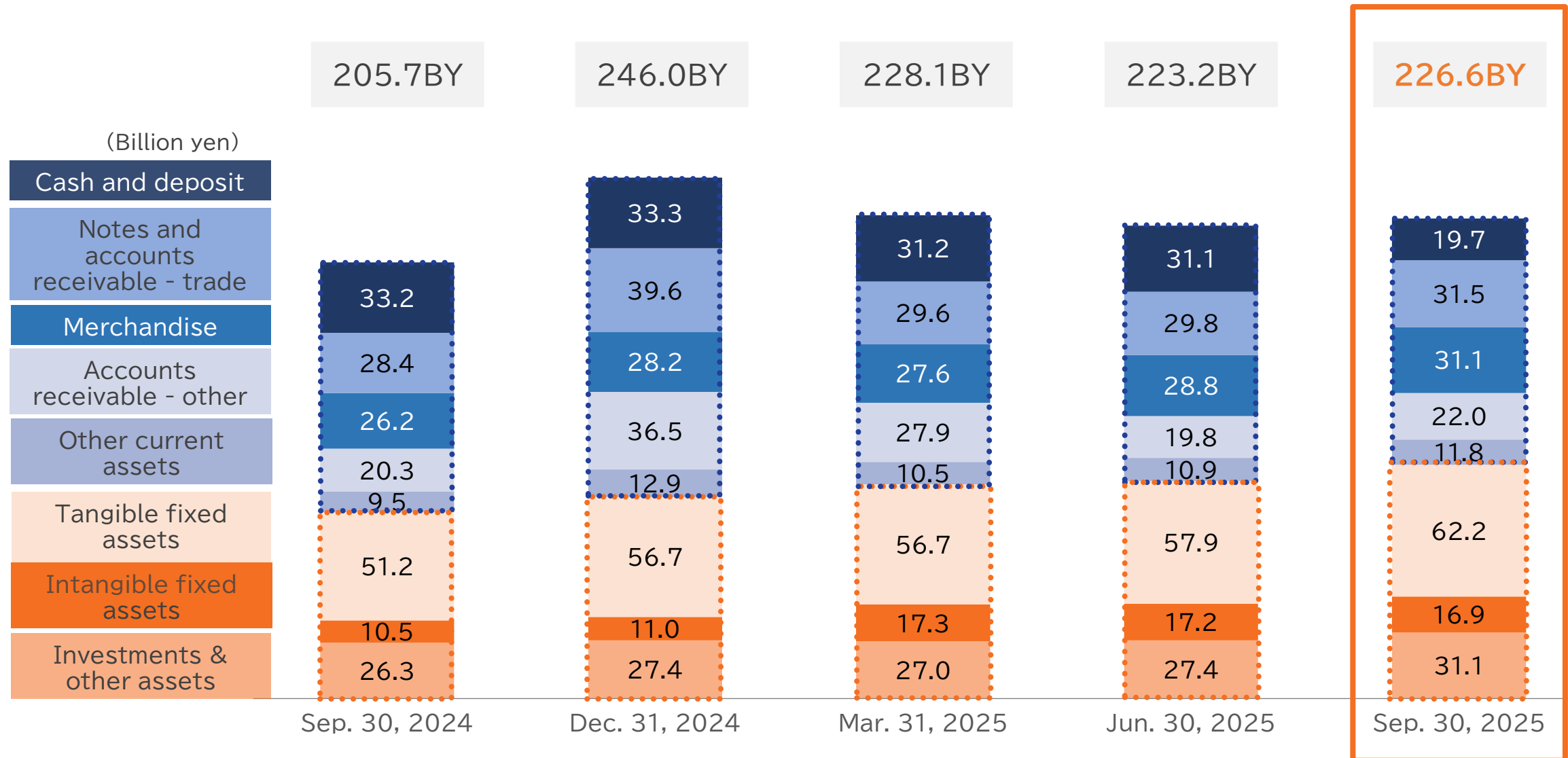
Store Openings and Closings

Domestic	No. of stores at end of March 2025	FY March 2026					No. of stores at end of March 2026
		1st Half (Result)		No. of stores at end of Sep 2025	2nd Half (Plan)		
		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			2
AUTOBACS Secohan Ichiba*	18	+1	-1	18	+3		21
Smart+1*	14			14	+2		16
AUTOBACS EXPRESS	11			11			11
AUTOBACS CARS*	394	+15		409	+5		414
Car Dealership	20	+2		22			22
BEELINE	79	+1	-5	75	+1		76
Otoron	17	+2		19	+2		21
AUTO IN	8	+71		79	+4	-1	82
Other	8	+1		9			9
Total	1,144	+95	-6	1,233	+24	-1	1,256

Overseas	No. of stores at end of March 2025	FY March 2026			No. of stores at end of March 2026
		1st Half (Result)	No. of stores at end of Sep 2025	2nd Half (Plan)	
Taiwan	6		6		6
Singapore	2		2		2
Thailand	122	+3	125	+5	130
France	8		8		8
Malaysia	4		4		4
Philippines	6		6		6
Total	148	+3	151	+5	156

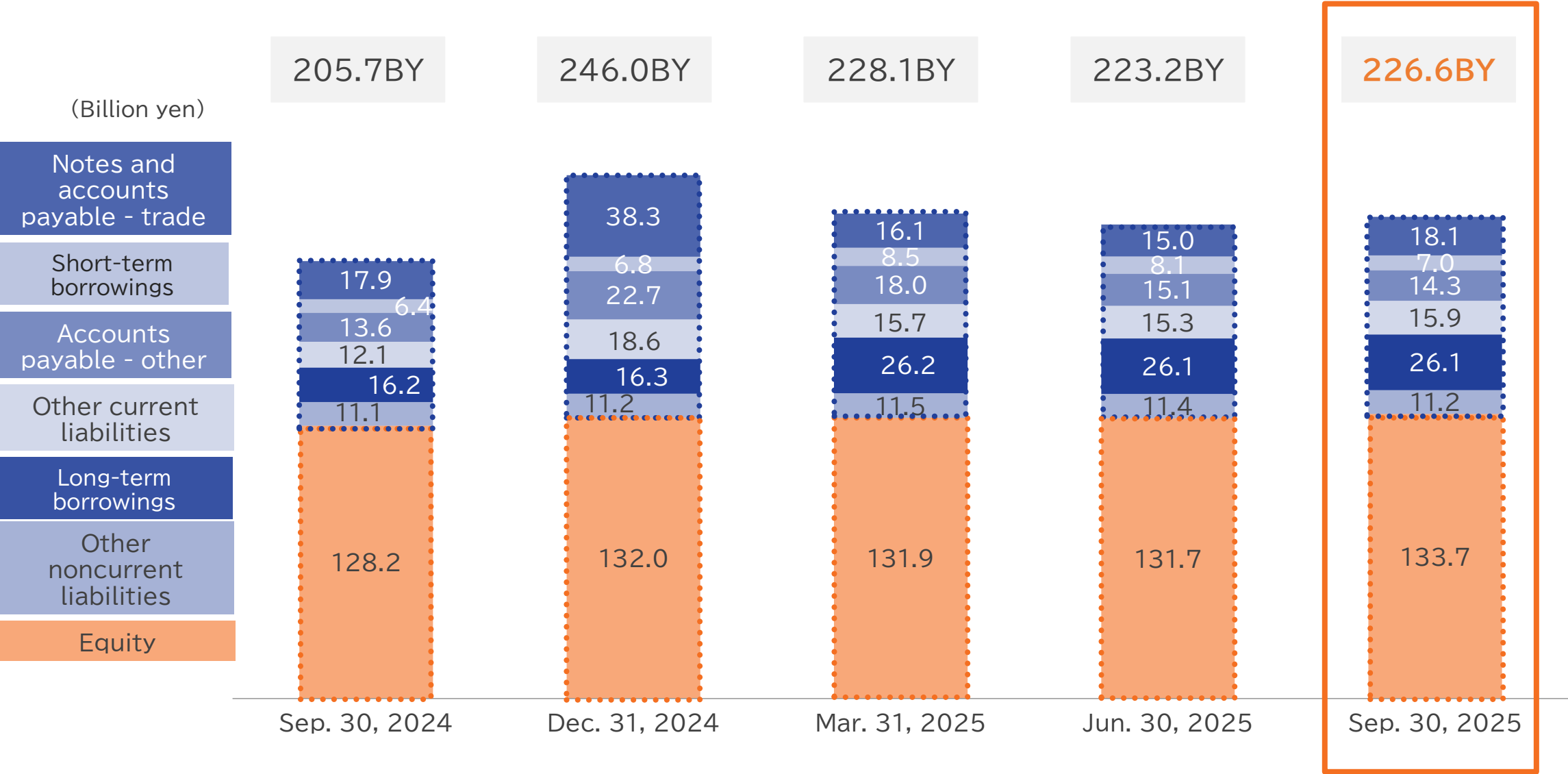
\* Includes in-shops and attached stores.

# 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.





### 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.