

# Results for the year ended March 31, 2023



**AUTOBACS SEVEN CO., LTD.**

**May 11, 2023**

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# **Consolidated Results of FY March 2023 Forecasts for FY March 2024**

**Director & General Manager, Administration  
Tomoaki Ikeda**

# FY March 2023 Consolidated P/L

**Net sales and profits increased, despite the impact of reduction in new car production and surge in prices of crude oil and energy.**

	FY March 2023				FY March 2022 Result	
	(Billion Yen)	Forecast	Result	Change from forecast		YoY
<b>Net sales</b>		<b>230.0</b>	<b>236.2</b>	+2.7%	+3.3%	228.5
<b>Gross profit</b>		<b>78.2</b>	<b>79.4</b>	+1.6%	+3.0%	77.1
<b>Gross profit ratio</b>		34.0%	33.6%			33.8%
<b>SG&amp;A</b>		<b>68.2</b>	<b>67.7</b>	-0.7%	+3.3%	65.5
<b>Operating income</b>		<b>10.0</b>	<b>11.7</b>	+17.2%	+1.5%	11.5
<b>Operating income ratio</b>		4.3%	5.0%			5.1%
<b>Ordinary income</b>		<b>10.3</b>	<b>11.5</b>	+12.4%	+2.9%	11.2
<b>Profit attributable to owners of parent</b>		<b>6.9</b>	<b>7.2</b>	+4.9%	+3.3%	7.0

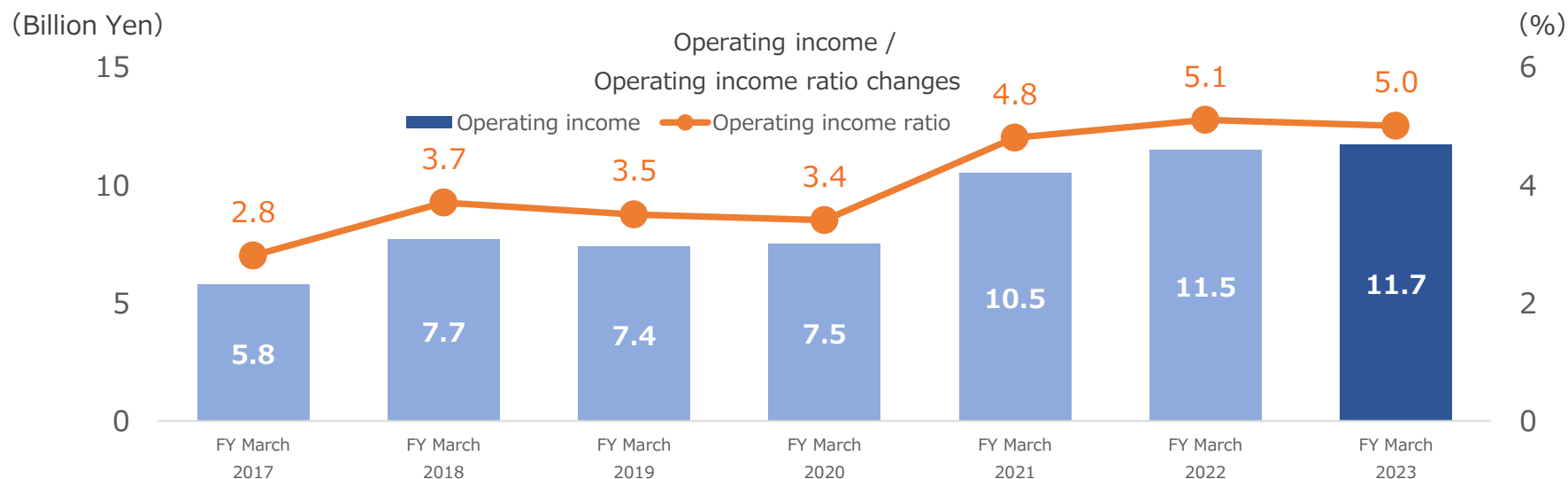
\*Amounts are rounded down to the nearest hundred million yen. \*% of Net sales and YoY comparisons are calculated in yen.

# Key Points of Consolidated Financial Results

## 【Summary】

Domestic AUTOBACS Business performed solidly by capturing demand for maintenance parts for existing owned cars, although prices of some products were increased partly reflecting a surge in raw material prices. Overseas Business reduced operating loss thanks to solid performance in both retail and wholesale.

Sales and income increased as Car Dealership, BtoB and Online Alliance Business returned to profitability. Net sales, operating income, ordinary income, and profit attributable to owners of parent exceeded the plan.



\*Amounts are rounded down to the nearest hundred million yen.

\*Figures for FY March 2018 are results after reclassification of consolidated financial statements in FY March 2019.

# Key Points of Consolidated Financial Results

## 【Domestic AUTOBACS Business】

- ✓ The Company revised tire prices twice in May and September. Even so, sales increased due to the rich product line-up and sales promotion.
- ✓ Although sales of car electronics and car interior goods fell due to a decline in new car production, the company captured the demand for maintenance of existing owned cars.

## 【Overseas Business】

- ✓ Sales increased, mainly in France, despite the impact of inflation and other factors. Wholesale was strong in Australia and China, resulting in a decrease in operating loss.

## 【Car Dealership, BtoB and Online Alliance Business】

- ✓ Income in Car Dealership Business increased by facilitating efficient operations. In BtoB business, subsidiaries performed well.

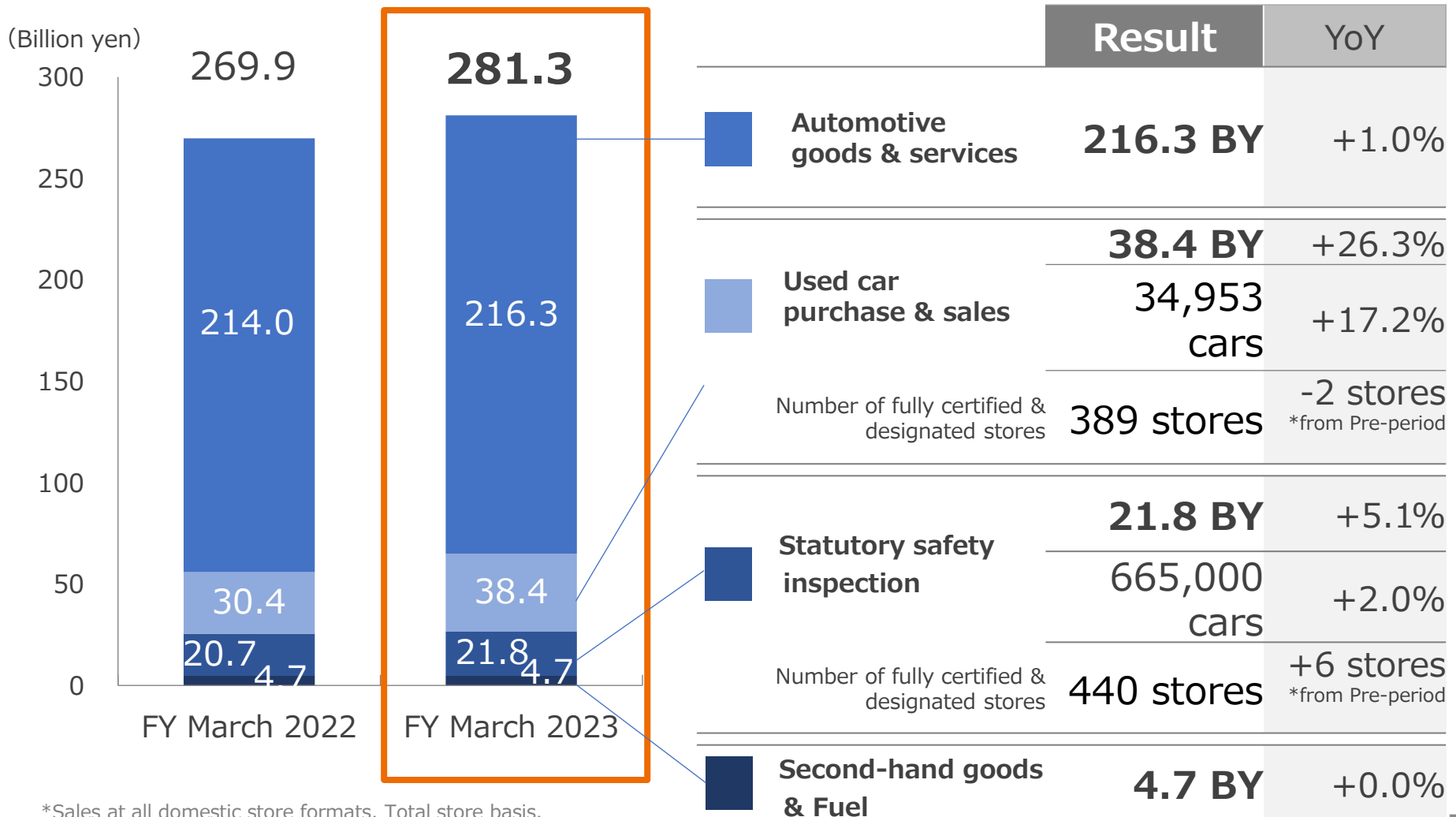
# Segment Information

	(Million Yen)	FY March 2023	FY March 2022	YoY	Summary
<b>Domestic AUTOBACS Business</b>	Sales	<b>183,107</b>	178,274	+2.7%	Demand for car electronics and car interior goods fell due to a decline in new car production. Tires remained solid due to the rich product line-up and sales promotion, although prices increased twice. Sales increased but profit decreased as the reaction to exceptional demand in the previous year.
	Gross profit	<b>61,189</b>	60,343	+1.4%	
	SG&A	<b>41,500</b>	40,000	+3.7%	
	Operating income	<b>19,689</b>	20,343	-3.2%	
<b>Overseas Business</b>	Sales	<b>13,531</b>	11,084	+22.1%	Retail sales increased, despite the unstable world situation and inflation. Wholesale remained solid due to the development of new customers.. This resulted in an increase in sales and decrease in operating loss.
	Gross profit	<b>5,673</b>	4,815	+17.8%	
	SG&A	<b>5,881</b>	5,137	+14.5%	
	Operating income	<b>-207</b>	-321	—	
<b>Car Dealership, BtoB and Online Alliance Business</b>	Sales	<b>49,196</b>	48,527	+1.4%	Dealer Business increased profit despite the impact of reduction of new car production. In BtoB, subsidiaries providing statutory safety inspection and maintenance services and tire sales recorded a steady performance. Sales in Online Alliance increased. This resulted in sales increase and large profitability.
	Gross profit	<b>10,612</b>	10,263	+3.4%	
	SG&A	<b>10,331</b>	10,603	-2.6%	
	Operating income	<b>281</b>	-339	—	
<b>Other Business</b>	Sales	<b>6,063</b>	5,003	+21.2%	Operating loss decreased, reflecting rises in sales and gross profit due mainly to the expansion of the Lifestyle Business.
	Gross profit	<b>1,985</b>	1,727	+14.9%	
	SG&A	<b>2,701</b>	2,523	+7.1%	
	Operating income	<b>-716</b>	-795	—	
<b>Reconciling items</b>	Operating income	<b>-7,324</b>	-7,333	—	

\*Amounts are rounded down. \*YoY comparisons are calculated in yen.

# Retail Sales in Total Domestic AUTOBACS Group Stores

**Retail Sales Including FCs: 281.3 billion yen (+4.2% YoY)**



\*Sales at all domestic store formats. Total store basis.

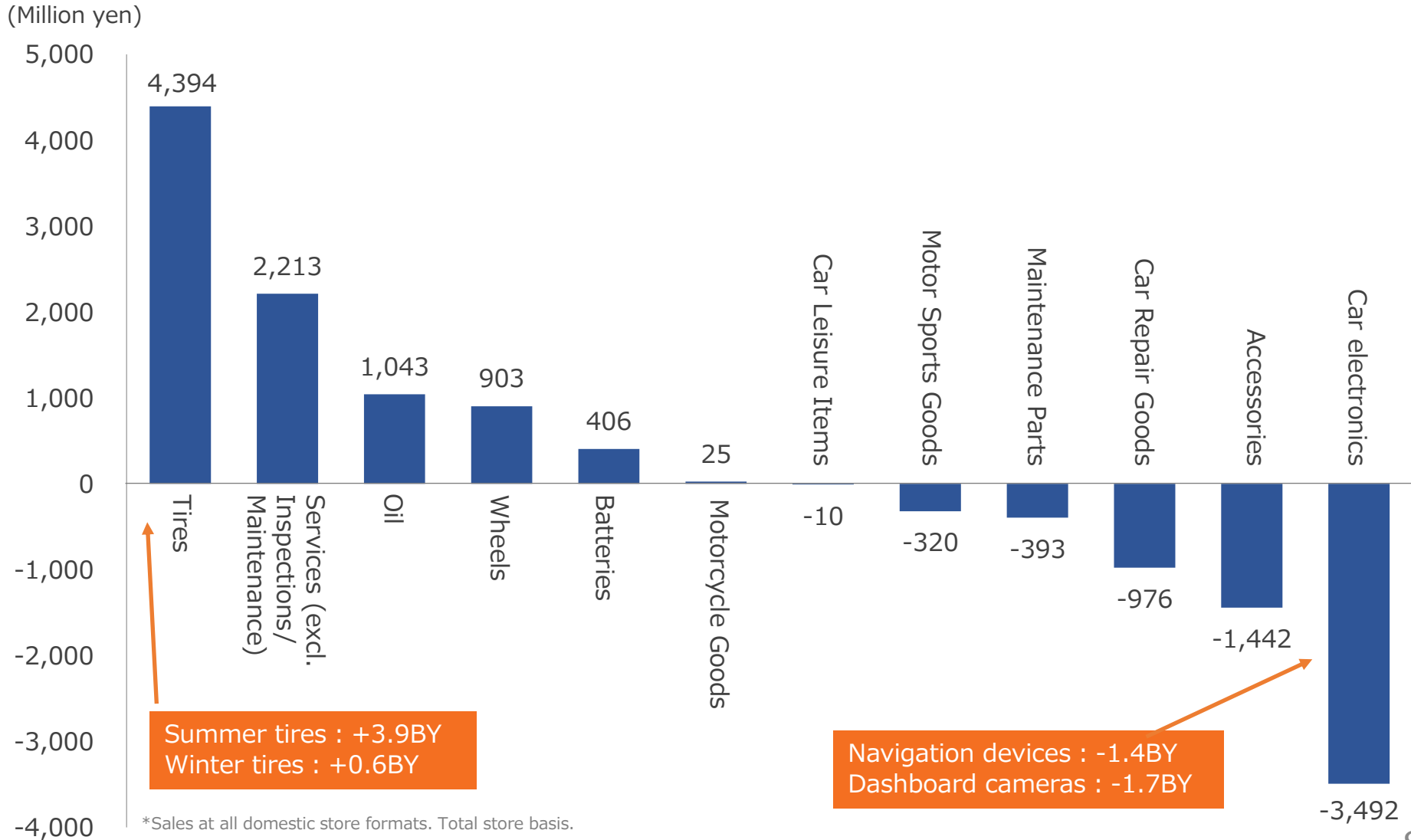
\*Amounts are rounded down to the nearest hundred million yen.

\*YoY comparisons are calculated in yen.



# Sales Variance by Merchandise

Sales changes by merchandise category (YoY change in amount; total store basis)

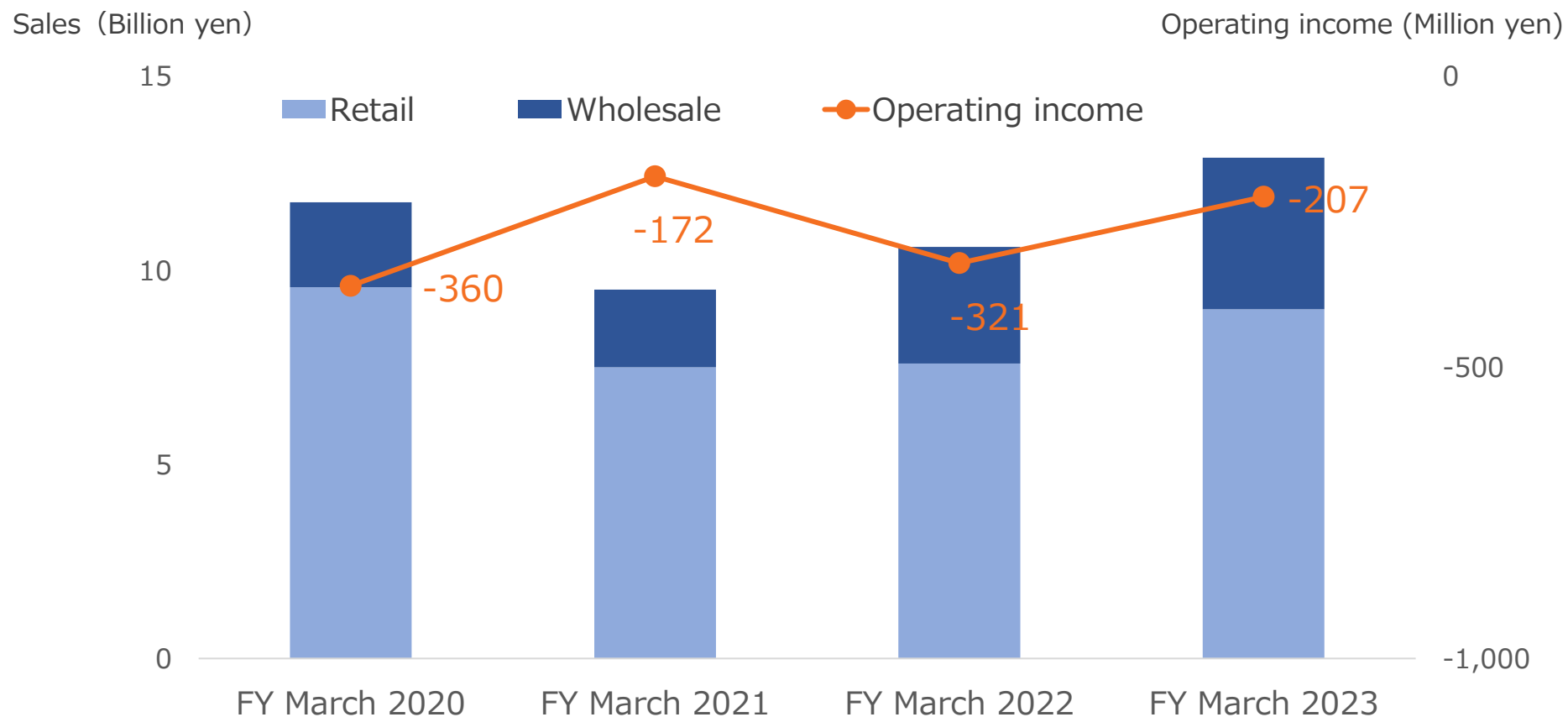


\*Sales at all domestic store formats. Total store basis.

\*Amounts are rounded down.

# Overseas Business Sales and Operating Income Changes

**Sales increased and operating loss decreased due to solid performance in both retail and wholesale, despite the impact of inflation.**



\*Amounts are rounded down.

\*Prior to the fiscal year ended March 31, 2021, no reclassification has been made in accordance with accounting standards for revenue recognition.

# Performance by Overseas Subsidiaries

(Million yen)	France		Australia		Singapore		China		Malaysia	
<b>Number of stores</b>	<b>10</b>		<b>0</b>		<b>2</b>		<b>0</b>		<b>5</b>	
<b>Period</b>	23/3 Full Year	22/3 Full Year	23/3 Full Year	22/3 Full Year	23/3 Full Year	22/3 Full Year	23/3 Full Year	22/3 Full Year	23/3 Full Year	22/3 Full Year
<b>Sales</b>	<b>7,271</b>	6,395	<b>2,812</b>	2,478	<b>1,714</b>	1,282	<b>1,382</b>	1,021	<b>116</b>	52
<b>SG&amp;A</b>	<b>3,836</b>	3,354	<b>678</b>	567	<b>717</b>	542	<b>251</b>	229	<b>57</b>	35
<b>Operating income</b>	<b>-123</b>	-30	<b>163</b>	130	<b>-30</b>	-31	<b>-143</b>	-49	<b>-11</b>	-14
<b>Business conditions</b>	Sales increased due to measures such as optimization of price and sales activities, despite the impact of decline in demand for winter goods due to inflation and a warm winter. SG&A expenses increased, mainly reflecting the enhancement of sales promotion initiatives.		Wholesale sales increased due to strong performances of car electronics goods and transceivers, as well as development of new wholesale customers and introduction of new exclusive goods. SG&A expenses increased, chiefly reflecting sales promotion and staff members.		Sales increased due to strong sales of pit services, capturing the demand for maintenance of existing owned cars in response to inflation and rising vehicle ownership (COE) prices.		Acquiring new domestic wholesale customers struggled due to the impact of the zero-COVID policy. Wholesale to both domestic and other countries performed solid after easing Covid restrictions since December. Valuation loss of retained stock was recorded.		Sales were trending toward recovery due to the lifting of government's intermittent restrictions on activities. Wholesale sales to authorized dealers, whose number increased to 125 stores, were strong. Operating loss reduced.	

\*Amounts are rounded down.

# Car Dealership, BtoB and Online Alliance Business Sales and Operating Income Changes

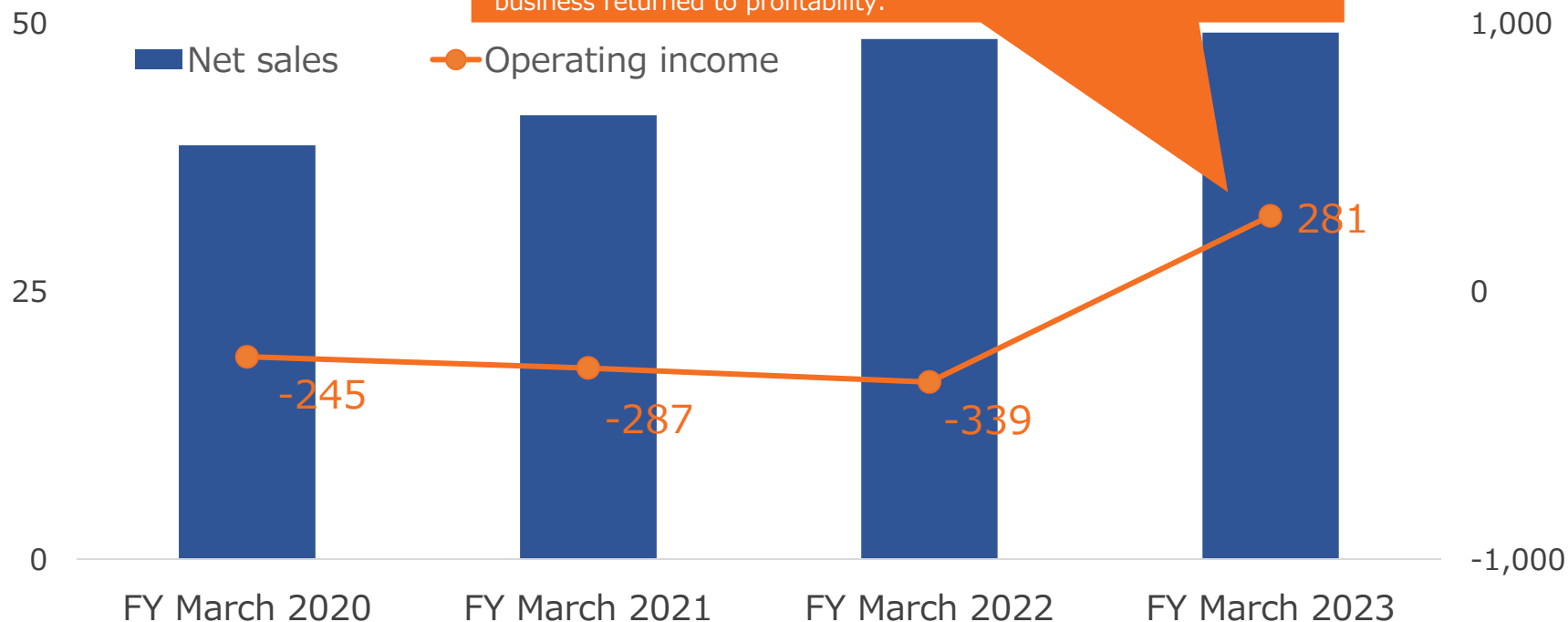
**The business returned to profitability due to increase in sales and efforts for efficient operations.**

Sales (Billion yen)

Operating income (Million yen)

**Main factors:**

Operating income exceeded YoY in the Car Dealership Business due to efforts for efficient operations. BtoB mainly in subsidiaries remained strong. Online Alliance performed well, and total three business returned to profitability.



\*Amounts are rounded down.

\*Prior to the fiscal year ended March 31, 2021, no reclassification has been made in accordance with accounting standards for revenue recognition.

# Car Dealership, BtoB and Online Alliance Business Overviews

## Car Dealership Business

- ✓ Secured operating income exceeding YoY through efforts for efficient operations, despite the impact of a reduction of new car production attributable to the shortage of semiconductors.
- ✓ Signed dealership agreement with BYD Auto Japan Co., Ltd. in December 2022. This enabled the Company to promote four brands, adding BYD to BMW, MINI and Audi.



## BtoB Business

- ✓ Sales of subsidiaries that conduct statutory safety inspection, maintenance services and tire sales, and a subsidiary that wholesales wheels, remained solid against the backdrop of rising demand for maintenance.
- ✓ AUTOBACS Corporate Membership System, which enables companies to make lump sum payments for the purchase of items for company cars, was highly acclaimed, resulting in a steady increase in the number of subscribers.
- ✓ Developed private brand products exclusively for wholesale and rolled them out sequentially.



## Online Alliance Business

- ✓ Launched AUTOBACS Rakuten Ichiba Store on Rakuten Ichiba, the e-commerce marketplace, in November 2022.
- ✓ Promoted logistics reform by establishing its own e-commerce logistics center and managing inventory reservation.
- ✓ ALC Cloud, a cloud-based service detecting drunkenness and alcohol consumption of drivers, is steadily expanding.



# Forecasts for FY March 2024

# Assumption of Business Environment

## Positive factors

- ✓ Moderate recovery trend led by domestic demand against a backdrop of normalization of socioeconomic activities.
- ✓ Demand increase of car electronics and accessories reflecting the recovery of new car production.
- ✓ Demand increase of automotive maintenance by the improvement of vehicle longevity.

## 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 Store Sales (YoY)

	1st Half (Plan)	2nd Half (Plan)	Full Year (Plan)
Same store basis	+2.5%	-0.4%	+0.9%
Total store basis	+2.5%	-0.4%	+0.9%

# Forecast for Consolidated Result

(Billion Yen)	FY March 2023 Result	FY March 2024 (Forecast)						
		1 <sup>st</sup> Half	YoY	2 <sup>nd</sup> Half	YoY	Full Year	YoY Up&Down	YoY
<b>Net Sales</b>	236.2	<b>111.8</b>	+4.4%	<b>131.2</b>	+1.6%	<b>243.0</b>	+6.7	+2.9%
<b>Gross Profit</b>	79.4	<b>38.1</b>	+5.2%	<b>44.0</b>	+2.0%	<b>82.2</b>	+2.7	+3.4%
<b>Gross Profit Ratio</b>	33.6%	<b>34.1%</b>		<b>33.6%</b>		<b>33.8%</b>		
<b>SG&amp;A</b>	67.7	<b>34.3</b>	+4.9%	<b>35.5</b>	+1.6%	<b>69.9</b>	+2.1	+3.2%
<b>Operating Income</b>	11.7	<b>3.7</b>	+7.3%	<b>8.5</b>	+3.9%	<b>12.3</b>	+0.5	+4.9%
<b>Operating Income Ratio</b>	5.0%	<b>3.4%</b>		<b>6.5%</b>		<b>5.1%</b>		
<b>Ordinary income</b>	11.5	<b>3.3</b>	-9.6%	<b>8.6</b>	+9.9%	<b>12.0</b>	+0.4	+3.7%
<b>Profit attributable to owners of parent</b>	7.2	<b>2.1</b>	-33.3%	<b>5.3</b>	+29.6%	<b>7.4</b>	+0.1	+2.2%
<b>ROE</b>	5.8%					<b>5.8%</b>	±0pt	

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



# Forecast by Segment

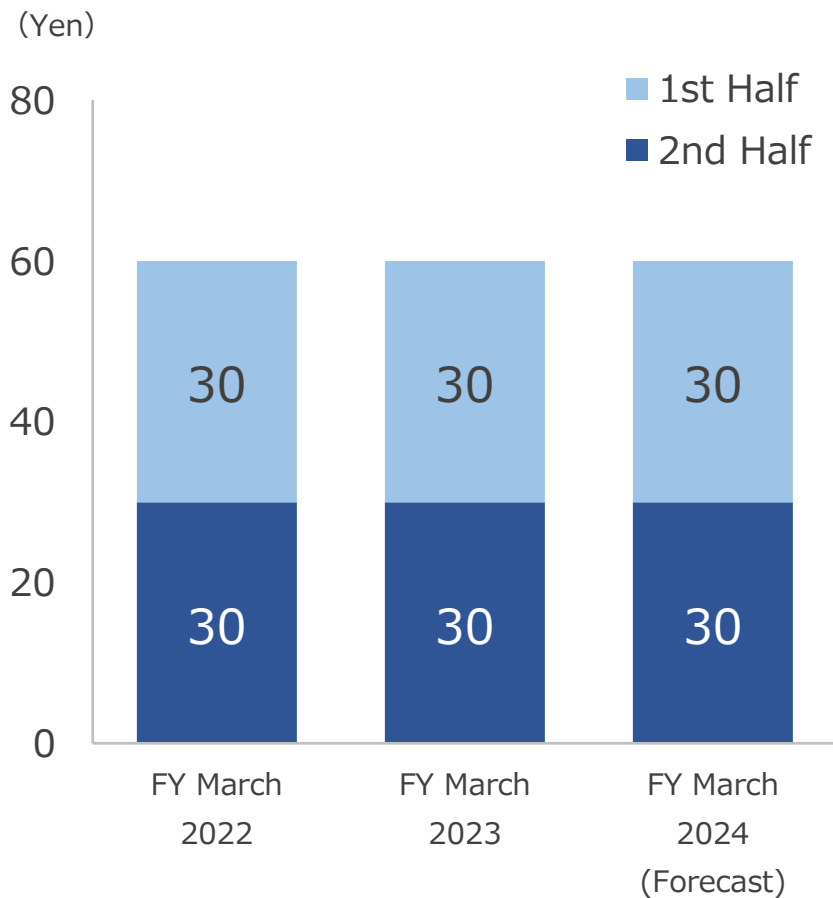
		FY March 2023 Result	FY March 2024 (Forecast)			YoY
			1st Half	2nd Half	Full Year	
(Million Yen)						
<b>Domestic AUTOBACS Business</b>	Sales	183,107	83,890	100,440	<b>184,330</b>	+0.7%
	Operating income	19,689	7,420	12,280	<b>19,700</b>	+0.1%
<b>Overseas Business</b>	Sales	13,531	7,820	7,520	<b>15,340</b>	+13.4%
	Operating income	-207	100	0	<b>100</b>	-
<b>Car Dealership, BtoB and Online Alliance Business</b>	Sales	49,196	24,520	28,290	<b>52,810</b>	+7.3%
	Operating income	281	20	290	<b>310</b>	+10.2%
<b>Other Business</b>	Sales	6,063	2,960	3,230	<b>6,190</b>	+2.1%
	Operating income	-716	-240	-270	<b>-510</b>	-
<b>Reconciling items</b>	Operating income	-7,324	-3,540	-3,760	<b>-7,300</b>	-

\*Amounts are rounded down.

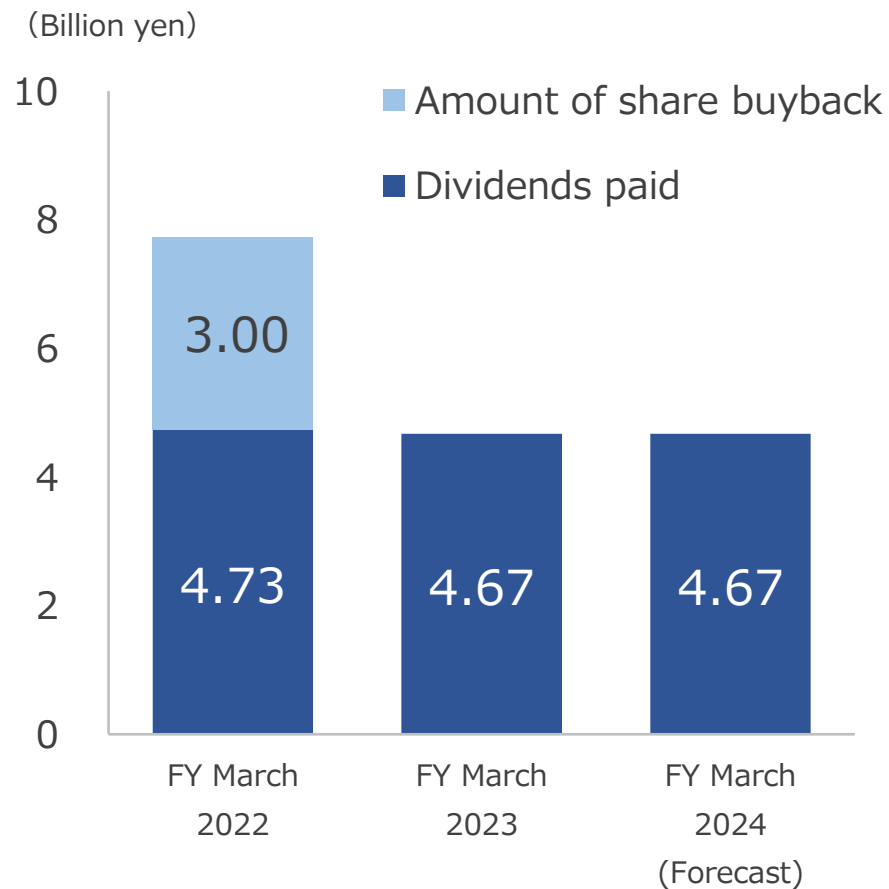
\*% of Net Sales and YoY comparisons are calculated in yen.

# Dividends and Share Buyback

## Dividends per Share



## Dividends and Share Buyback

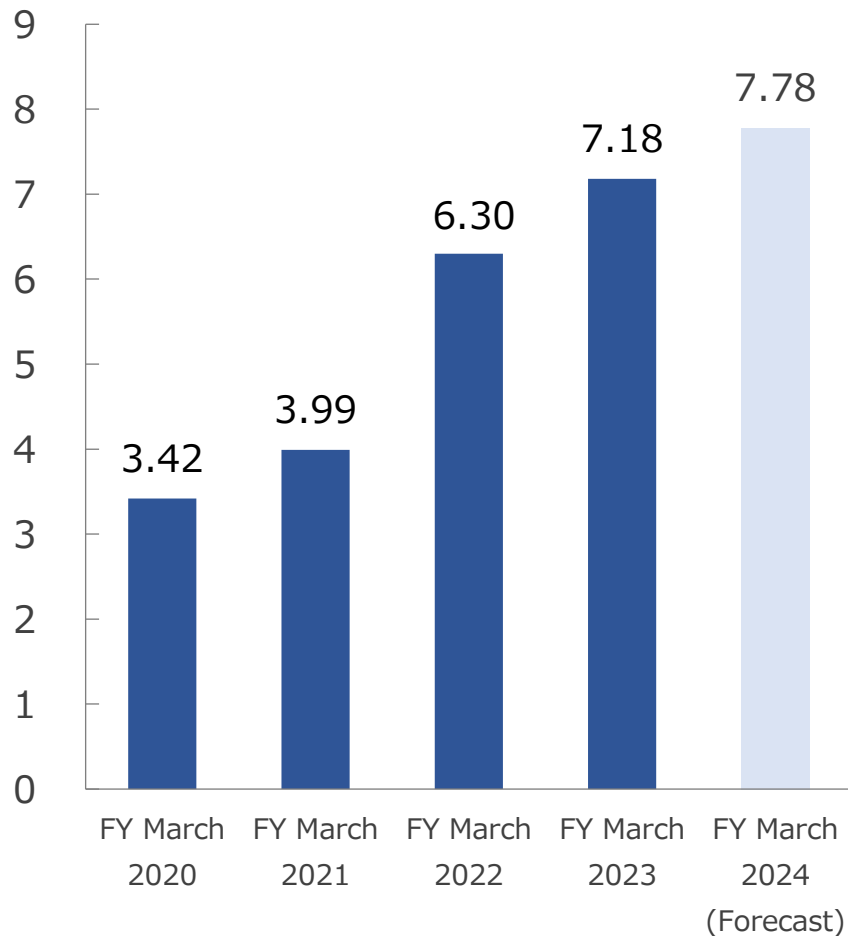


\*Amounts are rounded down.

# Capital Expenditures & Depreciation

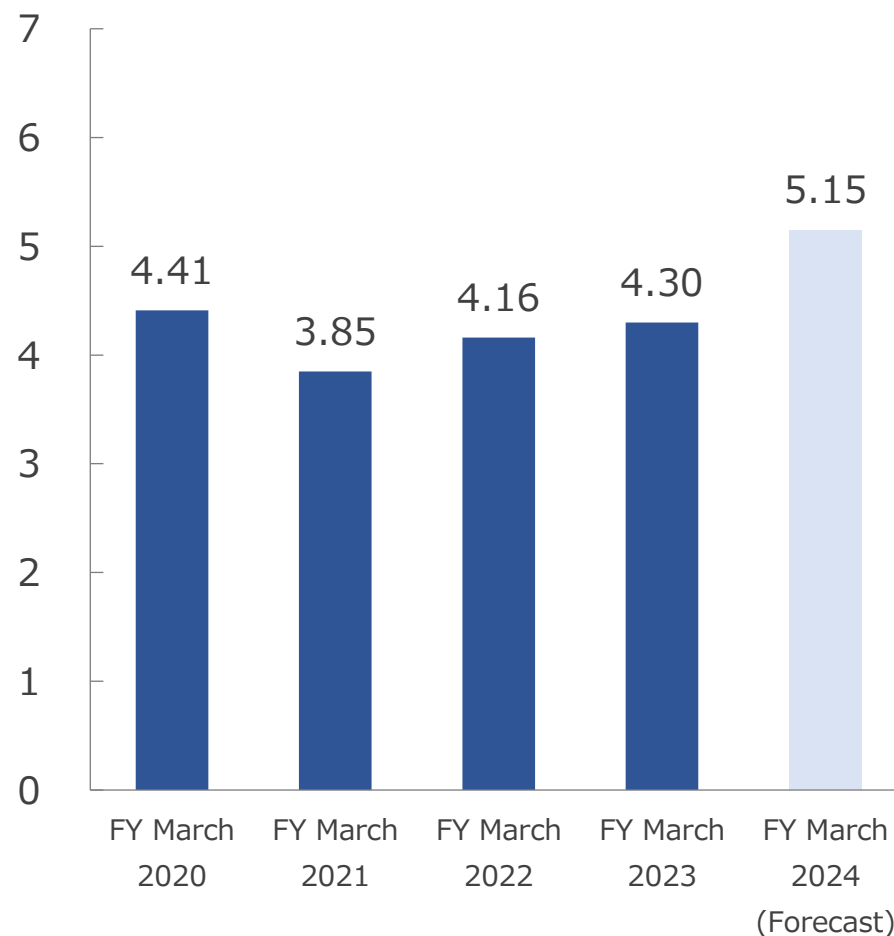
## Capital Expenditures

(Billion yen)



## Depreciation

(Billion yen)



\*Amounts are rounded down to the nearest hundred million yen.

# **Initiatives in FY March 2023 and Future Initiatives**

**Representative Director & Chief Executive Officer  
Yugo Horii**

# Agenda

- **Priority initiatives in FY March 2023**
- **Medium- to long-term growth strategies**
- **Initiatives for ESG/SDGs**
- **Targets for FY March 2024**

# Review of Priority Initiatives in FY March 2023

- 1. Improve execution and increase speed**
- 2. Strengthen initiatives for sustainable growth**
- 3. Continue human resource development initiatives**

# Review of Priority Initiatives in FY March 2023

## 1. Improve execution and increase speed

- Managing and visualizing the entire company using ROIC
- Optimizing management resources by reviewing and refining the business portfolio
- Strengthening initiatives for strategic businesses

## 2. Strengthen initiatives for sustainable growth

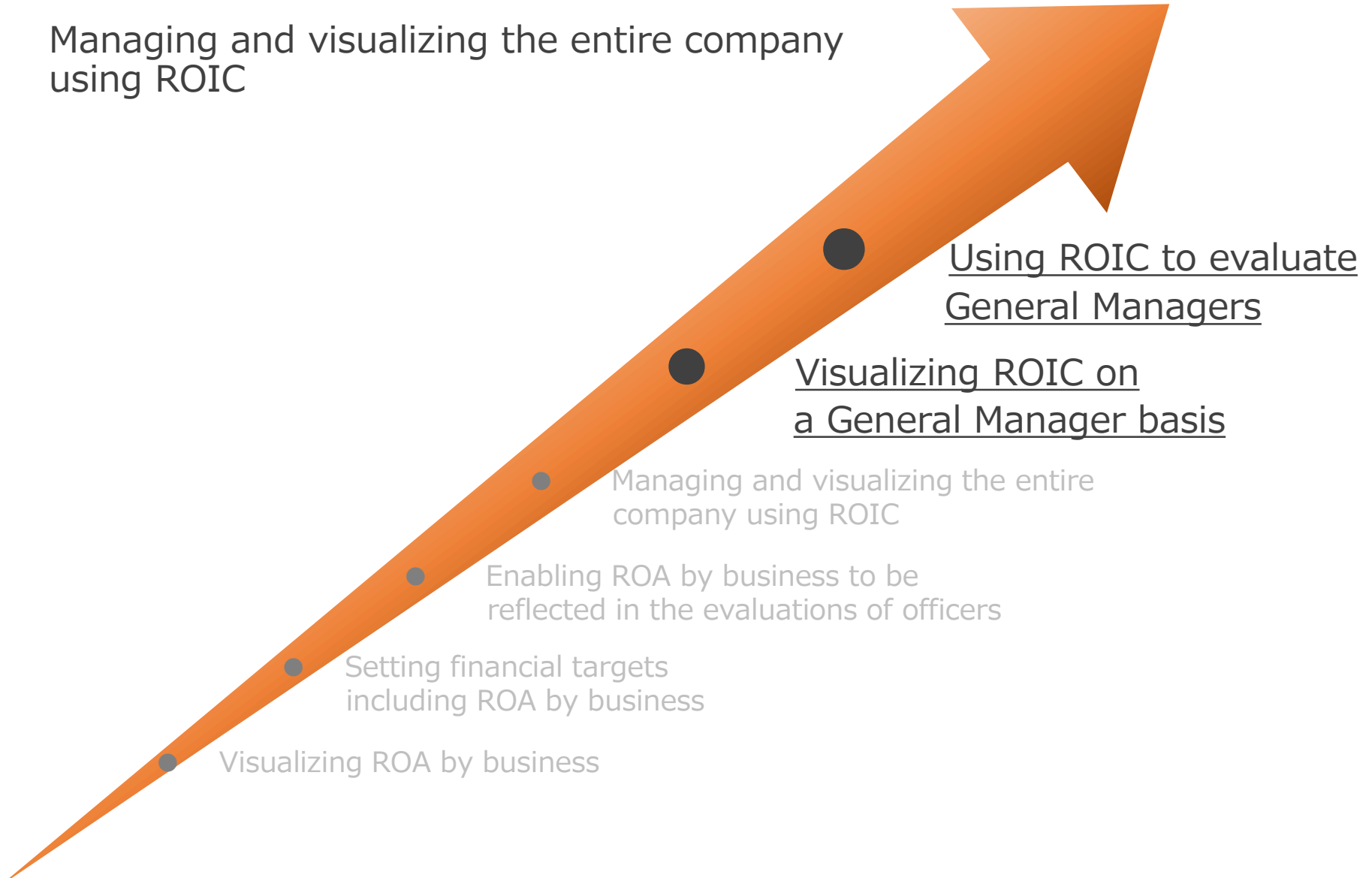
- "Evolution as a Retailer" by integrating online and physical stores
- "Evolution from a Retailer" through DX by utilizing unique data
- Initiatives to improve markup by streamlining logistics

## 3. Continue human resource development initiatives

- Recruitment, development, and retention of certified mechanics
- Encouragement of reskilling to develop human resources

# 1. Improve execution and increase speed

Managing and visualizing the entire company  
using ROIC





# 1. Improve execution and increase speed

Optimizing management resources by reviewing and refining the business portfolio

## ■ Abolish officer system

- Created value through organic connections between businesses
- Fast and accurate decision-making
- Shift to a system that specializes in improving profitability

## ■ Review business portfolio

- Decision to partially withdraw from the Lifestyle Business
- Ongoing deliberations on withdrawal from unprofitable businesses by the Board of Directors
- Commercialize areas with growth potential
- Strengthening initiatives for strategic businesses

# 1. Improve execution and increase speed

Strengthen initiatives in strategic businesses

## ■ Concluded a dealership agreement with BYD Auto Japan Co., Ltd.

December 2022

- Started test drives and pre-orders at two AUTOBACS stores in Tochigi before a dealership store opens
- Contribute to the realization of a decarbonized society through promoting spread of ZEVs
- Become a major dealership of ZEVs, including EVs



## 2. Strengthen initiatives for sustainable growth

**“Evolution as a Retailer”** by integrating online and physical stores

Accelerate integration of "online" and "offline" during the COVID-19 pandemic

### ■ Store inventory allocation

- If the store has a product purchased on the e-commerce site in stock, it can be immediately picked up at the store

### ■ Last mile measures (scheduled to start in July 2023 on a trial basis)

- If the store has a product purchased on the e-commerce site in stock, it can be immediately sent from the store



## 2. Strengthen initiatives for sustainable growth

"**Evolution from a Retailer**" through DX by utilizing unique data

### Achieving "CDE" through digital ecosystem

\*CDE : **C**ustomer **D**eep **E**ngagement

A strategy to engage with customers more deeply, longer, and more directly

- **Established AUTOBACS Digital Initiative Co., Ltd.**  
**as a subsidiary of DX strategy by acquisition of shares** April 3, 2023
  - Enhancement of the areas related to IT infrastructure construction
  - Development of digital human resources and improvement of company-wide digital literacy



## 2. Strengthen initiatives for sustainable growth

"Evolution from a Retailer" through DX by utilizing unique data

### ■ Launched "MOBILA" a general information website for car lifestyle

April 18, 2023

~Enable every driver and passenger to have excitement and a sense of security~

- Provides the latest news about cars and information about driving and other topics that make people want to go for a drive
- Facilitates the maintenance of the user's owned car and provides a map service
- Become a mobility information platformer



<https://mobila-carlife.jp/>

## 2. Strengthen initiatives for sustainable growth

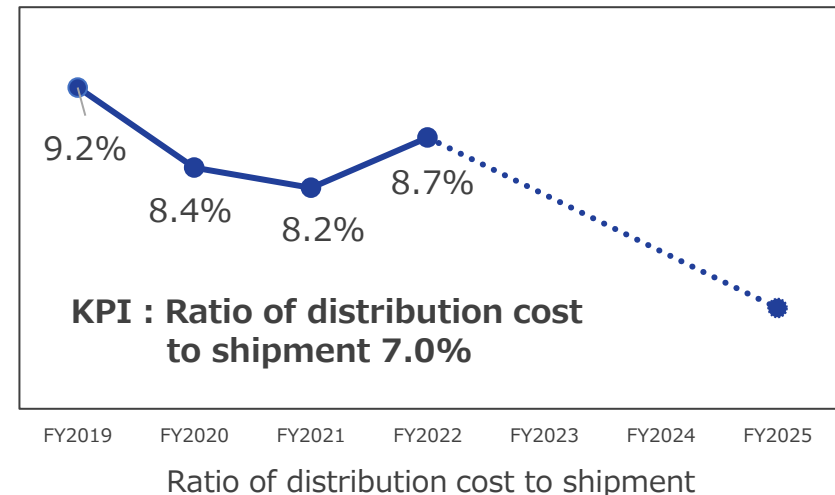
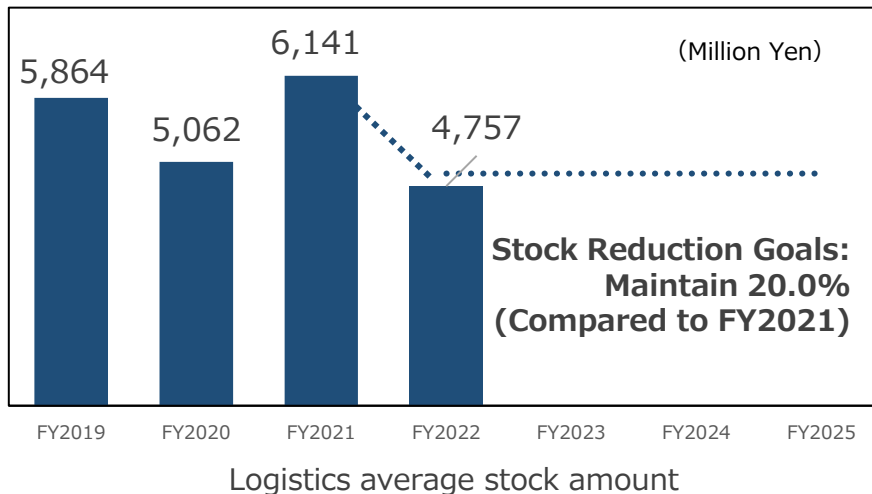
### Initiatives to improve markup by streamlining logistics

#### ■ Initiatives to improve markup

- Streamlining logistics
- Improved markup through negotiations with suppliers and cost reduction
- Maintained mark-up through the headquarters' absorption of soaring costs



#### ■ Logistics efficiency



### 3. Continue human resource development initiatives

#### Continue human resource development initiatives

##### ■ Recruitment, development, and retention of vehicle mechanics

- Held four short-term (for approx. one month) courses for Class 2 and Class 3 mechanics
- Held a workshop to prepare for the automobile inspector training exam
- Held ten hybrid technology workshops

##### ■ Encouragement of reskilling to develop human resources

- Developed specialized human resources who are able to work at our stores
- Developed specialized human resources for the promotion of IT and DX strategies



# Medium- to long-term growth strategies

- Discuss mid- to long-term strategies at Board of Directors meeting
- Currently considering formulating a medium-term management plan with members in their 40s or younger, who will be responsible for the next generation of management
- Announced our long-term vision “Beyond AUTOBACS Vision 2032” as the vision for the next 10 years



Beyond  
AUTOBACS  
Vision 2032



# Initiatives for ESG/SDGs

## Our Sustainability

### Society we want to realize

Safe, secure, and gentle society in which people, cars, and the environment exist in harmony

### Our ideal company we want to be

Professional & Friendly

### Social issues that we should solve

1. Realization of a cyclical and symbiotic society



2. Response to climate change



3. Revitalization of local communities



4. Pursuit of diverse human resources and diverse work styles



5. Creating healthy and rewarding jobs



### Materiality

Development of organization and personnel

Creation of businesses that solve social issues

Enhancing efforts that consider the environment and society

Sustainable and strong management

# Initiatives for ESG/SDGs

- Declaration for the AUTOBACS chain to prioritize the following three initiatives throughout the AUTOBACS chain  
  - Reduction of CO2 emissions August 2022
  - Initiatives for safety and security
  - Staff health
  
- Everyone in the AUTOBACS Group started SDGs training September 2022  
About 14,000 employees, including part-time employees, completed the training course
  
- Established Sustainability Basic Policy, Human Rights Policy, Diversity Policy, and Procurement Policy April 2023

# Initiatives for ESG/SDGs

## Non-financial targets and KPIs to be addressed by the Company to achieve the four Materiality's

Non-financial targets	Range	KPI	Results of 2022	Goals for 2030
Promoting efforts to achieve zero traffic accidents	Consolidated	Selling products for preventing accidents	190,000/year	230,000/year
	Consolidated	Building bases for tire check-up and emergency services	238	734
	Consolidated	Holding local traffic safety events	2/year	4/year
Improving the position of and developing certified mechanics	Consolidated	Securing and developing examining staff	467	1,000
	Consolidated	Securing and developing Class-2 Certified Mechanics	683	1,100
	Consolidated	Completing training for working on EVs	528	1,096
Promoting social contribution related to automobiles	Consolidated	Support for disaster victims provided using automobiles	31	111
Reducing CO2 emissions by installing environmentally-enhanced stores	Consolidated	Increasing the number of environmentally enhanced stores	64	140
Promoting environmentally friendly businesses/realizing a circular ecosystem	Non-consolidated	Developing environmentally friendly products	45	300
	Consolidated	Reducing oil cans (by increasing the percentage of oil sold by volume)	5,000/year	220,000/year
Promoting the dissemination of safe and secure EVs aiming for the realization of a decarbonized society	Consolidated	Installation of rapid chargers	7	43
	Consolidated	Promoting statutory safety inspections for EVs (number of inspected vehicles)	363	3,440/year
	Consolidated	Promoting sales of EVs (in terms of quantity)	115	2,500/year
Developing a corporate culture where diverse employees can demonstrate their capabilities	Consolidated	Increasing the percentage of female workers	17.8%	30.0%
	Consolidated	Increasing the percentage of female managers (section managers and higher-ranked managers)	8.2%	18.0%
	Consolidated	Encouraging male employees to take childcare leave	37.1%	100.0%
Building a system to evaluate challenges	Non-consolidated	Maintaining employees' job satisfaction level	2.7	3.0
Creating a healthy and vibrant workplace	Consolidated	Promoting measures to reduce the percentage of workers that are smokers	34.3%	20.0%
Reviewing/formulating and conforming with ESG- and SDG-related policies	Non-consolidated	Developing a sustainability policy and related policies	Established and disclosed Policies	Update
Enhancing monitoring	Non-consolidated	Reinforcing the corporate governance system and the monitoring of progress	Completed progress management method design	Improvement
Organizing and utilizing databases to create value	Consolidated	Pushing forward with the data utilization project	Constructed customer data base. Promoting utilization	Data linkage
	Non-consolidated	Developing human resources who analyze data	50 training participants	/utilization

# Targets for FY March 2024

【Numerical Targets (Consolidated)】

Sales	243.0 BY
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Operating income	12.3 BY
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Ordinary income	12.0 BY
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Profit attributable to owners of parent	7.4 BY
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ROE	5.8%
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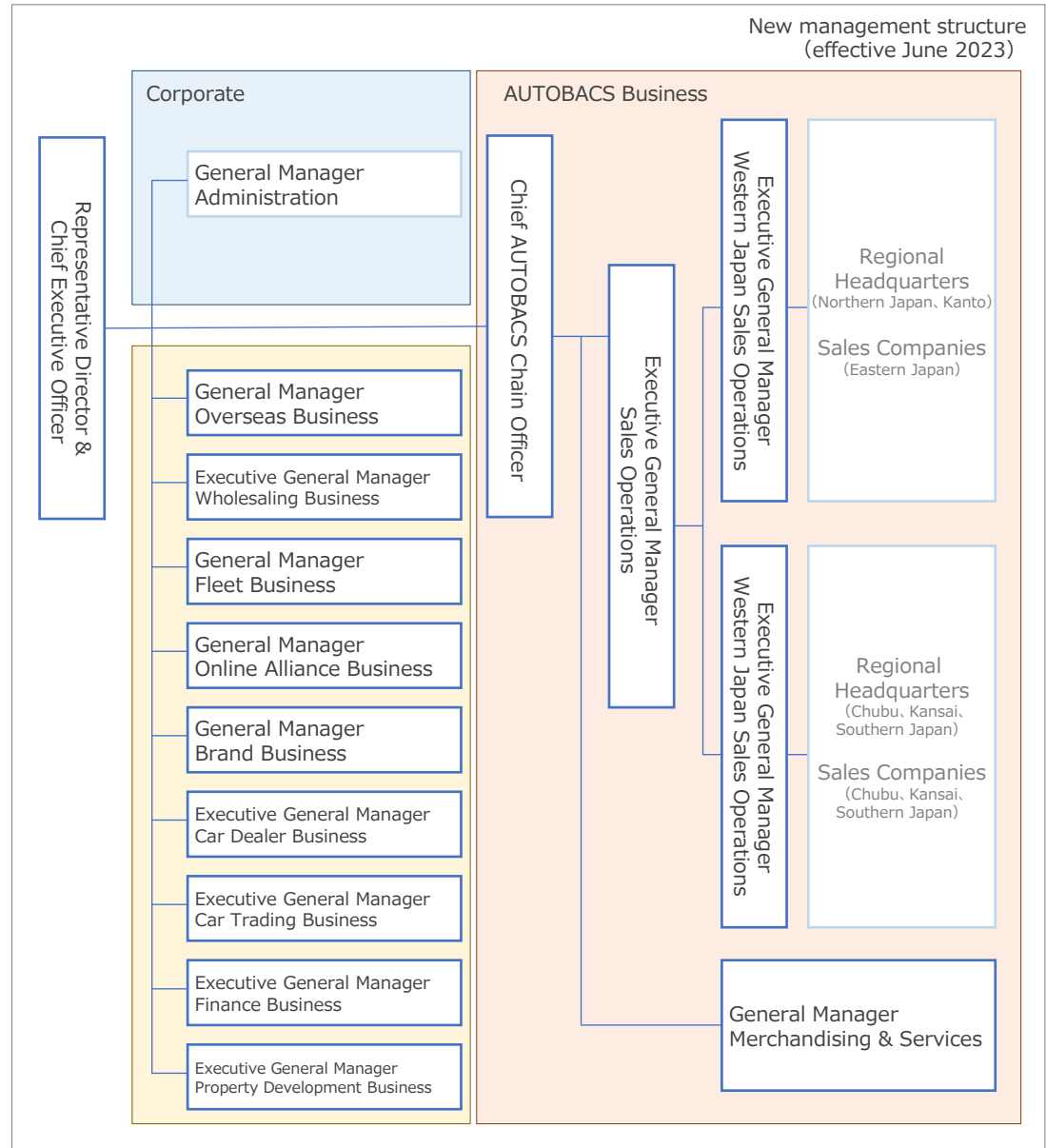
# FY2023 New Management Structure

**Aiming to increase speed of the decision-making and the business transformation, the Company implement following measures:**

- Abolish officer system and strengthen business portfolio management.
- Establish new management positions (General Managers), which are responsible for each business.

**\*General Managers are assigned by each strategic business unit, expected to connect each business effectively and take a role in executing company-wide strategy.**

[2022.12.27 AUTOBACS SEVEN Announces the New Management Structure and Organizational and Personnel Changes .pdf](#)



# Five-year Rolling Plan: APPENDIX



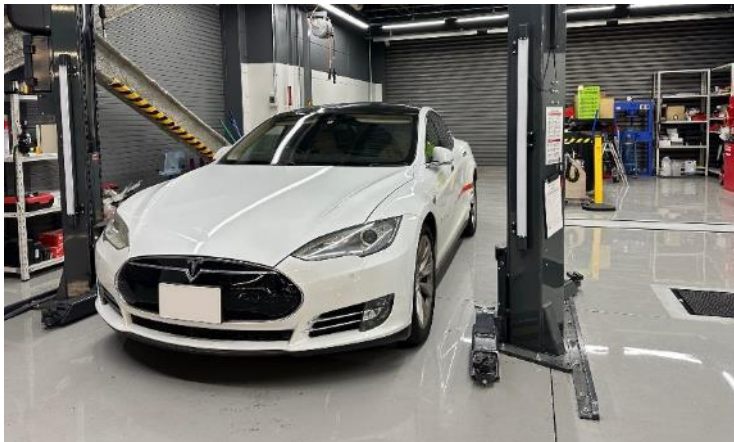
Domestic AUTOBACS  
Business

## Initiatives of each business

### ■ Initiatives to promote EVs at A PIT AUTOBACS KYOTO SHIJO

- Opened Tesla Express Service Center Kyoto January 2023  
This is the Second Tesla Service Center in an AUTOBACS Group store.  
Signed a basic outsourcing contract with Tesla Motors Japan and began contracted work such as statutory safety inspections.
- Opened Hyundai Mobility Lounge Kyoto Shijo February 2023  
Displays Hyundai ZEVs\* and provides consultation on purchases  
The AUTOBACS Group signed a basic agreement on maintenance work with Hyundai and started working on ZEV\* inspections, warranties and maintenance

※ZEV (Zero Emission Vehicle) : Collective term for electric vehicles (EV) and fuel cell electric vehicles (FCEV) that emit no carbon dioxide or other exhaust gases while driving



Equipped with a comprehensive maintenance space exclusively for Tesla vehicles



Exhibition of electric vehicle "IONIQ 5"

# Five-year Rolling Plan: APPENDIX



Car Dealership  
Business

## Initiatives of each business

### ■ Signed a dealership agreement with BYD Auto Japan Co., Ltd.

- Signed a dealership agreement with BYD Auto Japan, an electric vehicle manufacturer, in December 2022. Started test drives and to take pre-orders of BYD ATTO 3, an e-SUV.
- Operates official dealerships of four brands: BMW, MINI, Audi, and BYD.
- Facilitated the visualization of management by establishing KPI common to respective dealers.
- Promotes electric vehicles and contribute to creating a zero-carbon society.

#### Autoplatz K.K.

BMW/MINI  
authorized dealer  
5 locations (Tokyo)



#### Motoren Tochigi Corp.

BMW  
authorized dealer  
5 locations (Tochigi)



#### BACS Advance Co., Ltd.

Audi  
authorized dealer  
3 locations (Chiba, Tochigi)



#### BACS E-Mobility Co., Ltd.

BYD  
authorized dealer  
Scheduled to open two stores



# Five-year Rolling Plan: APPENDIX

## ■ Launch of a cloud-based service detecting drunkenness and alcohol consumption for corporate use

Online Network

(October 2021)

- Launched the ALC Cloud, a cloud-based service detecting drunkenness and alcohol consumption with a focus on companies and national/local government organizations using company or official cars, as well as the customers using their own cars for business purposes.
- Expanding the number of contracted companies.



## Efforts to create networks

### ■ New function “Machijikan Yoyaku” installed in AUTOBACS official app

Automotive-related Goods Sales Network

(September 2022)

“Machijikan Yoyaku,” a new function which enables customers to make an oil change appointment on the day just by one click, was added in September 2022.

\*As of March 31, 2023, “Machijikan Yoyaku” can be used to make reservations at 100 stores.

Online bookings for oil changes\*  
**increased approx. 26%**

App total downloads\*  
**approx. 4.7 million DL**

\*Cumulative comparison from April 2022 to March 2023

\*As of March 31, 2023





# Five-year Rolling Plan: APPENDIX



BtoB Business



Domestic AUTOBACS  
Business

## Initiatives of each business

### ■ Item development by collaboration with Nissan Motor Co., Ltd. Dedicated items for All-New Nissan Serena in addition to subcompact electric vehicle Nissan SAKURA

- Developed two items, a dedicated interior panel and a dedicated interior rubber mat for the subcompact electric vehicle Nissan SAKURA, which are sold at two A PIT AUTOBACS stores
- Developed items specifically for the new model of Nissan Serena (March 2023)  
developed four interior items in six types such as seat covers available at Nissan dealerships



SAKURA e-share mobi KYOTO CONCEPT



interior panel specific  
for Nissan Sakura



interior rubber mat  
specific for Nissan Sakura



Nissan Serena

# Five-year Rolling Plan: APPENDIX


 Lifestyle Business

## Initiatives of each business

### ■ Announced subcompact camper GMLVAN S-01 under the label of GORDON MILLER MOTORS

November 2022

- GORDON MILLER MOTORS, a label for original customized cars  
Two functional models of campers have been sold since 2019.  
The sales volume rose significantly
- The third subcompact camper "GMLVAN S-01" is on sale from February 2023



# Five-year Rolling Plan: APPENDIX

 Lifestyle Business

## Initiatives of each business

- **Unveiling of VIGALE, the second customized car from ARTA MECHANICS** January 2023
- **Concept store “ARTA MECHANICS & INSPIRATIONS” Grand opening in May 2023**
  - Aim to become an experiential facility where users can enjoy unusual experiences and have fun with friends by holding events and parties, and where they can receive "inspiration".
  - In addition to the aero parts, sports seats and other car parts that have so far been available online only, ARTA CVSTOS's items mainly including apparel will also be available at the store



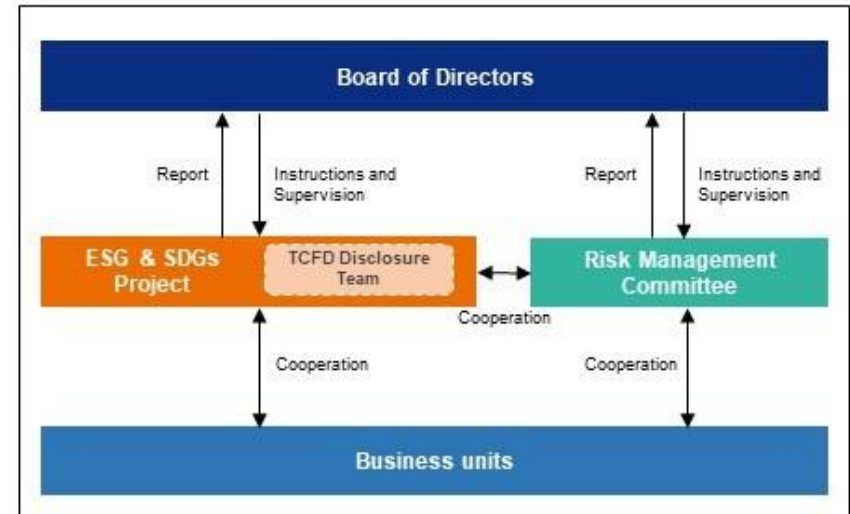
external appearance of the store

internal appearance of the store

# Climate Change

**Positioning its response to climate change as an important management issue, the Company expressed its support for the TCFD recommendations in June 2022**

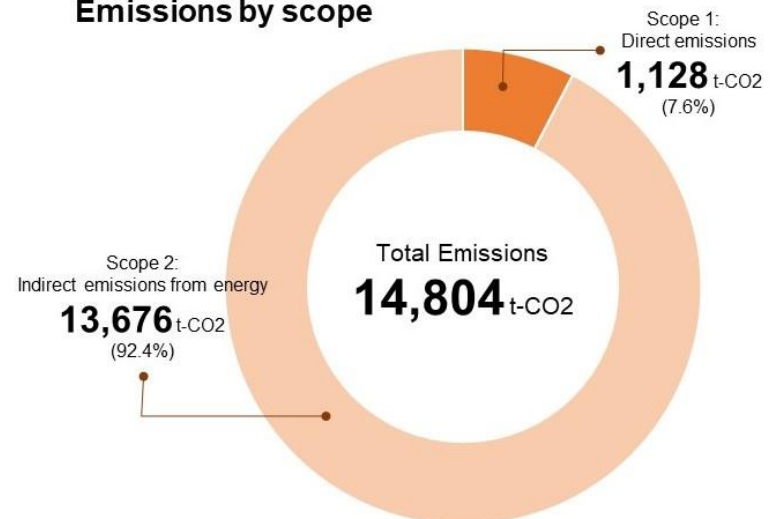
The TCFD Disclosure Team responsible for analyzing scenarios has been established to engage in the task of identifying climate-related risks and opportunities including the evaluation and analysis thereof. Findings are reported to the Board of Directors. The Board provides approvals while giving instructions and also providing supervision as necessary.



**Reduction target: Carbon neutrality in fiscal 2050 (Emissions virtually reduced to zero)**

The Company will work on developing eco-friendly functional products, also taking into consideration the reduction of emissions while products are in use by customers, accelerating the creation of energy-saving stores, initiatives for resource recycling, etc.

**Emissions by scope**



Scope of calculation: [Business] Domestic AUTOBACS Business

[Target] In Japan (147 sites including business locations, directly managed stores and stores of subsidiaries, logistics bases)

Computation period: From April 1, 2021 to March 31, 2022

Scope 1: All direct greenhouse gas emissions from fuel combustion, industrial processes and other emissions generated by businesses themselves

Scope 2: Indirect emissions resulting from the use of electric power, heat and steam supplied by other companies

# FY March 2023 Used Car Purchasing and Sales

**Total 34,953 cars YoY +17.2%**

BtoB Sales	
Details	No. of cars sold
Sales to Headquarters	1,434
Sales to AA(Auto Auction) via Headquarters	5,172
Direct sales from stores	18,211
<b>BtoB total</b>	<b>24,817</b>

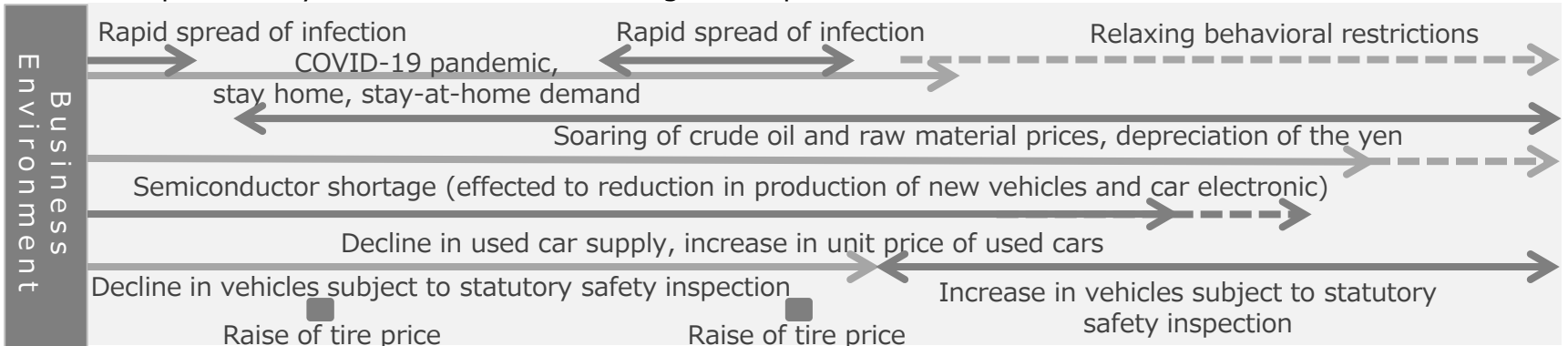
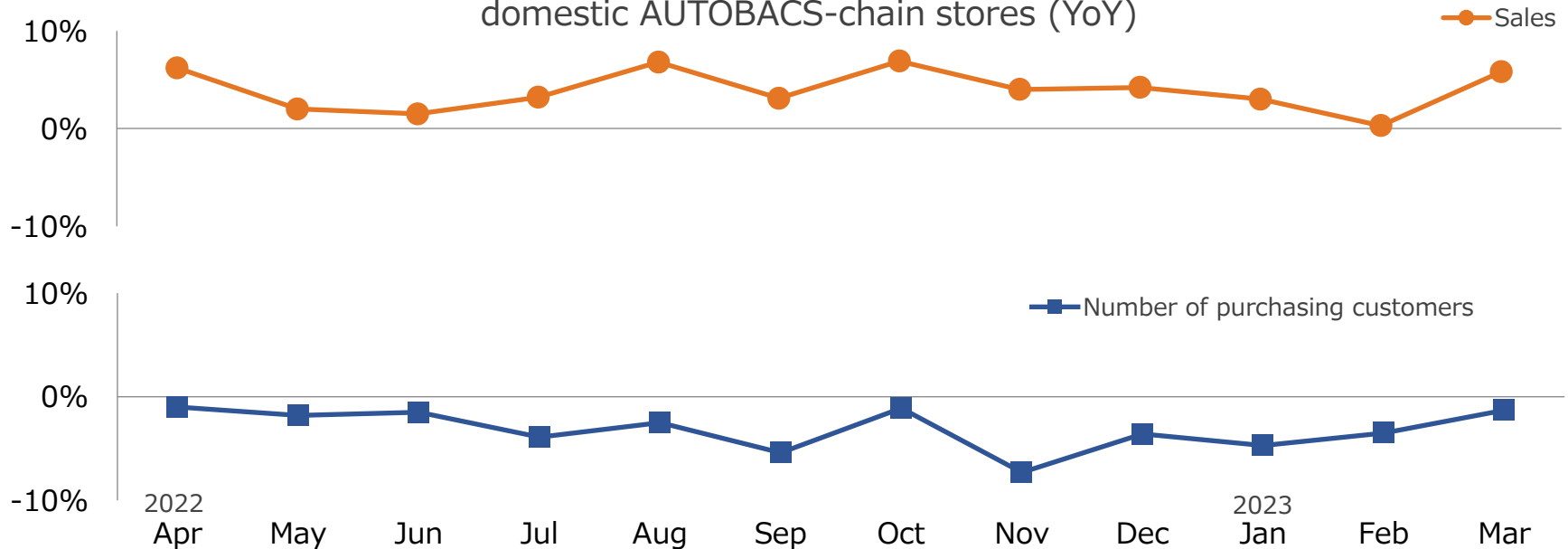
Retail	
Details	No. of cars sold
Used cars	6,324
New cars	3,812
<b>Retail total</b>	<b>10,136</b>

# Domestic Store Sales/Number of Purchasing Customers Changes

[Same store basis (YoY)]

**Sales: +4.0% %, Number of purchasing customers: -3.1%**

Same store sales and number of purchasing customers at domestic AUTOBACS-chain stores (YoY)



# Store Openings and Closings

Domestic	No. of stores at end of March 2022	FY March 2023						No. of stores at end of March 2023	
		1st Half			No. of stores at end of Sep 2022	2nd Half			
		New	S&B R/L	Close		New	S&B R/L		Close
<b>AUTOBACS</b>	494		+ 1		495	+2	+1/-1	-1	496
<b>Super AUTOBACS</b>	74				74				74
<b>AUTOBACS Secohan Ichiba</b>	6		-1		5			-1	4
<b>AUTOBACS EXPRESS</b>	11				11				11
<b>AUTOBACS CARS</b>	3	+1		-1	3				3
<b>Total</b>	588	+2		-2	588	+2	+1/-1	-2	588

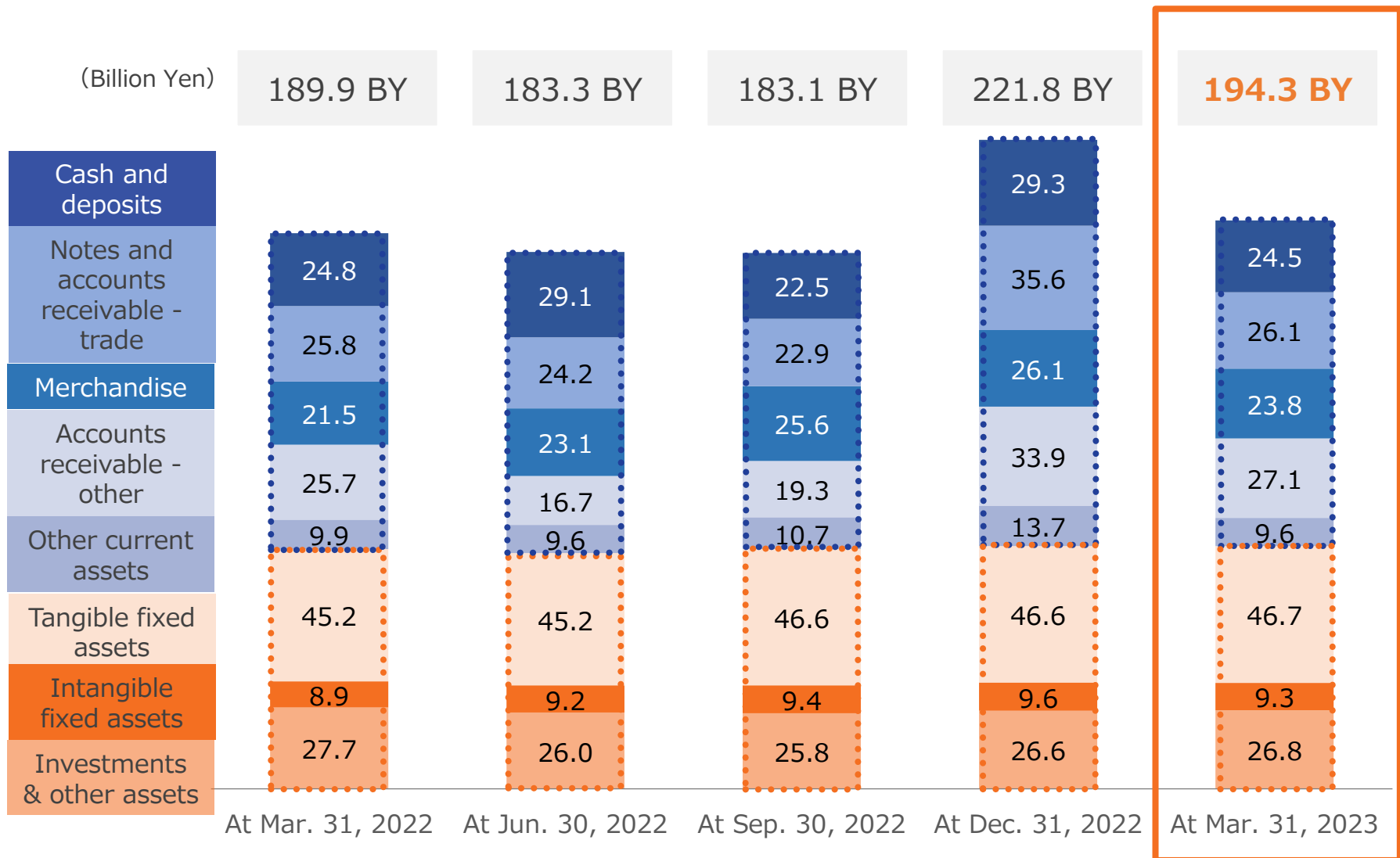
Overseas	No. of stores at end of March 2022	FY March 2023			No. of stores at end of March 2023
		1st Half	No. of stores at end of Sep 2022	2nd Half	
<b>France</b>	10		10		10
<b>Thailand</b>	33	+8	41	+8	49
<b>Singapore</b>	2		2		2
<b>Taiwan</b>	6		6		6
<b>Malaysia</b>	4	+1	5		5
<b>Indonesia</b>	4		4	-1	3
<b>Philippines</b>	3		3		3
<b>Total</b>	62	+9	71	+7	78

※S&B=Scrap & Build

※R/L=Relocation

(including change of business format)

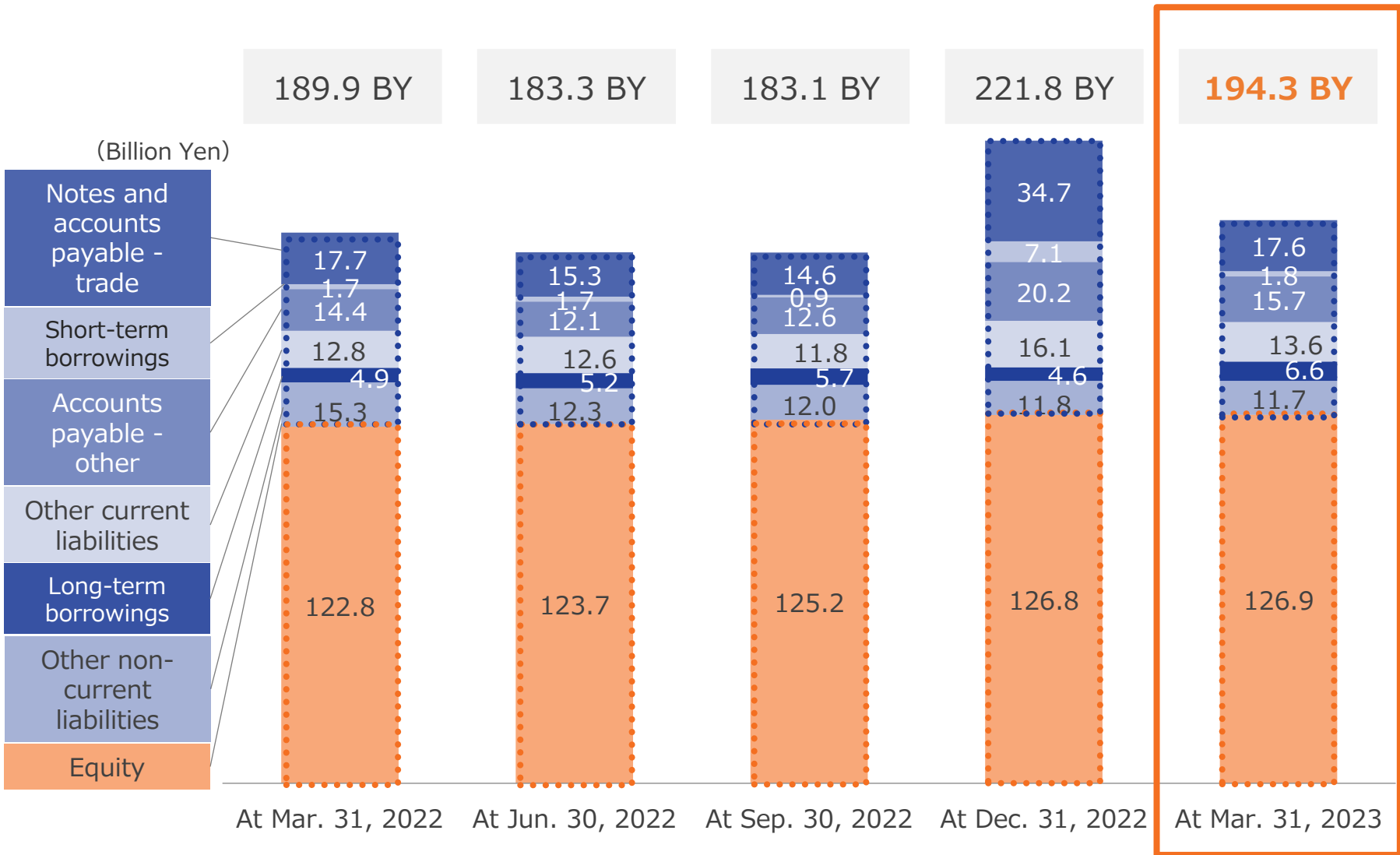
# Balance Sheet: Assets



\*Amounts are rounded down to the nearest hundred million yen.



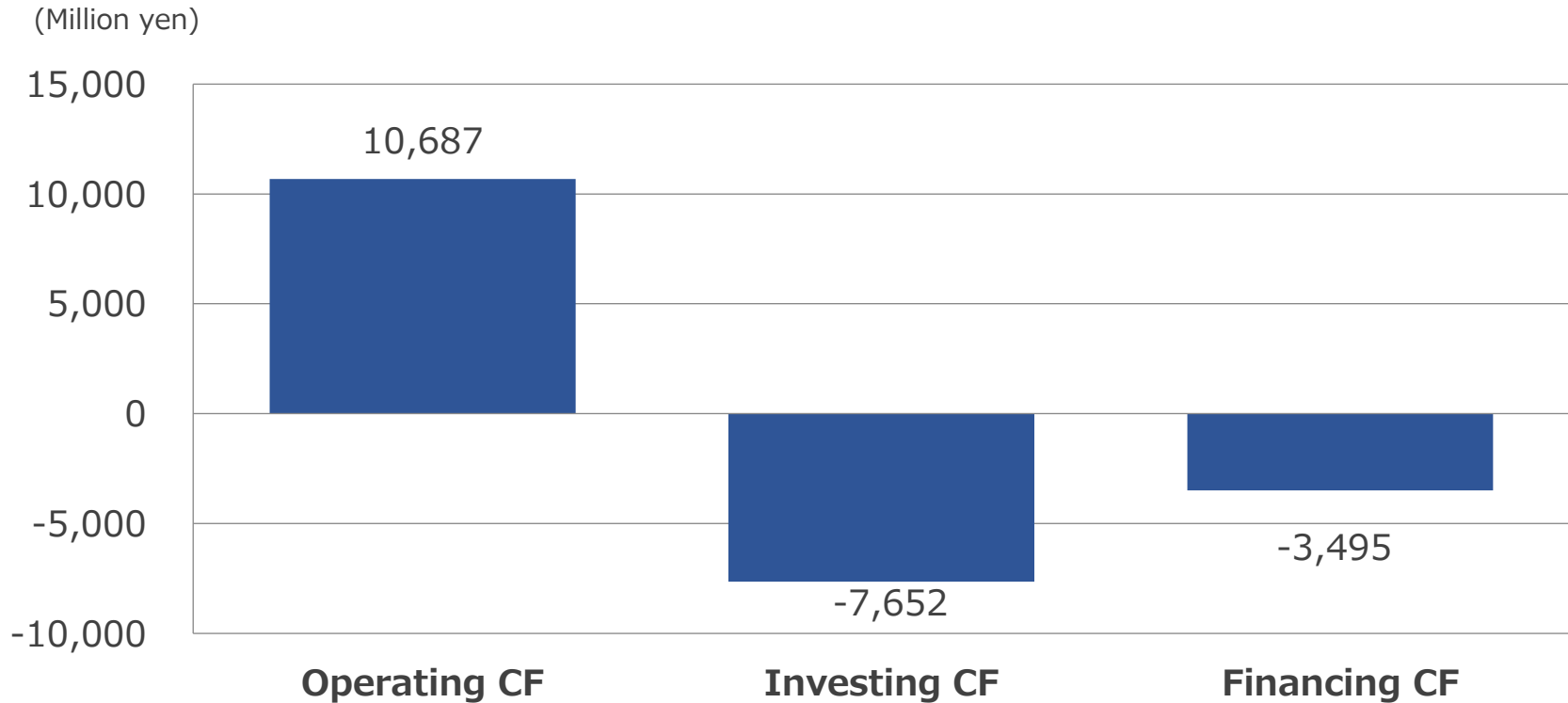
# Balance Sheet: Liabilities and Equity



\*Amounts are rounded down to the nearest hundred million yen.

# Cash Flows

## Consolidated Cash Flows



**Breakdown of major investments**

- Investment on IT related
- Store expansion & renovation

**Cash and cash equivalents**  
 End of March 2023 : 24.5BY  
 End of March 2022 : 24.7BY



### **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.