

Financial Results for the Nine Months Ended December 31, 2025



AUTOBACS SEVEN CO., LTD.
January 30, 2026

Note: We do not hold a financial results briefing for the third quarter. This document has been prepared for reference purposes to help you better understand our financial results.

Results for the Nine Months Ended December 31, 2025

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In the AUTOBACS Business, sales of summer tires performed strong due to effective promotional measures, and royalty income increased in line with the growth in retail sales.

In the Consumer Business, the performance of newly consolidated subsidiaries contributed positively, resulting in higher revenue and profit for the consolidated group.

	1Q-3Q FY March 2026			1Q-3Q FY March 2025	
	(Billion Yen)	Result	% of Net sales	YoY	
Net sales		211.9		+12.6%	188.2 +4.8%
Gross profit		75.6	35.7%	+14.8%	65.8 +9.9%
SG&A		63.2	29.8%	+25.2%	55.9 +9.7%
Operating income		12.4	5.9%	+25.2%	9.9 +10.6%
Non-operating income/expenses		0.9	0.5%	+17.9%	0.8 +158.2%
Ordinary income		13.4	6.3%	+24.6%	10.7 +15.7%
Profit attributable to owners of parent		8.7	4.1%	+14.1%	7.6 -16.1%

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

1Q-3Q Segment Information

	(Million Yen)	1Q-3Q FY March 2025	1Q-3Q FY March 2026	YoY	Summary
AUTOBACS Business	Net Sales	150,702	157,791	+4.7%	Sales and income increased. Domestic retail sales performed well due to an expanded tire lineup and vehicle maintenance demand. Royalty income increased in line with the growth of retail sales, leading to an expansion in gross profit.
	Gross profit	53,815	57,835	+7.5%	
	SG&A	36,871	40,048	+8.6%	
	Operating income	16,944	17,787	+5.0%	
Consumer Business	Net Sales	20,018	38,543	+92.5%	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.
	Gross profit	5,446	11,346	+108.3%	
	SG&A	6,274	10,778	+71.8%	
	Operating income	-827	567	—	
Wholesale Business	Net Sales	27,235	25,870	-5.0%	Sales decreased, while profit increased. Domestic wholesale to Nissan Motor decreased, and export transactions declined due to a reduction in overseas destinations. On the other hand, income increased due to SG&A control and the expansion of tire wholesale in China.
	Gross profit	5,448	4,781	-12.2%	
	SG&A	4,969	3,897	-21.6%	
	Operating income	478	883	+84.5%	
Expansion Business	Net Sales	6,882	7,993	+16.1%	Sales and income increased. Financing-related businesses, including loans and credit services, performed well.
	Gross profit	1,187	1,715	+44.5%	
	SG&A	779	1,019	+30.8%	
	Operating income	408	696	+70.6%	
Corporate ^(*)	Operating income	-7,058	-7,484	—	

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

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

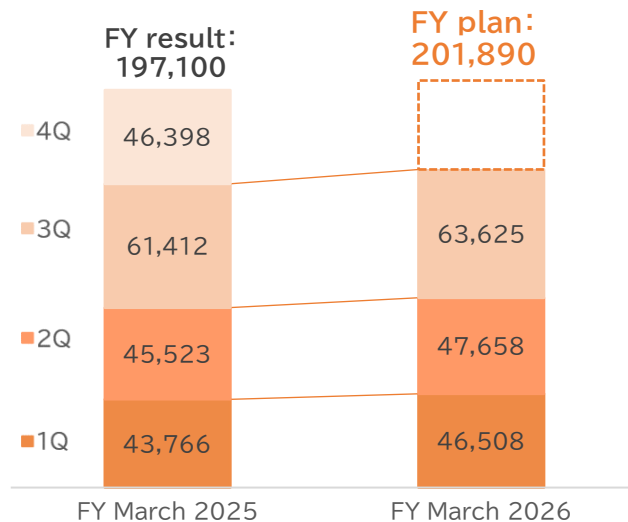
1Q-3Q Financial Results by Segment: AUTOBACS Business

(Million yen)	1Q-3Q FY March 2025	1Q-3Q FY March 2026	YoY
Net sales	150,702	157,791	+4.7%
Retail	71,491	75,665	+5.8%
Domestic	63,966	68,321	+6.8%
Overseas	7,524	7,344	-2.4%
Wholesale*	75,306	76,443	+1.5%
Inter-segment transactions	3,904	5,682	+45.5%
Operating income	16,944	17,787	+5.0%

* Wholesale sales include franchise royalty income.

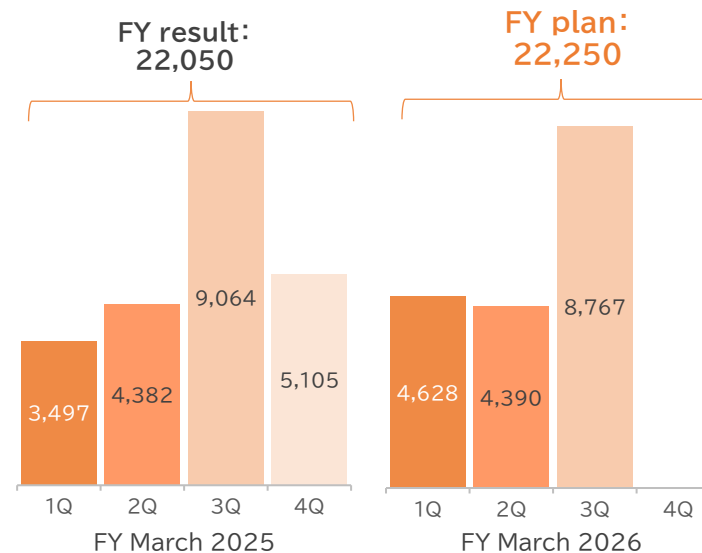
■ Net sales

(Million yen)



■ Operating income

(Million yen)



Sales and income increased.

Domestic retail sales performed well due to an expanded tire lineup and vehicle maintenance demand. Royalty income increased in line with the growth of retail sales, leading to an expansion in gross profit.

- Domestic AUTOBACS
 - Summer tire sales were strong due to an expanded product lineup and strengthened sales initiatives.
 - Vehicle inspections and services grew, supported by increasing demand for automotive maintenance.
 - Royalty income increased due to the growth in retail sales.

- Overseas retail

<France>

Despite expanding product lineup, sales decreased due to economic downturn.

<Singapore>

Pit services were strong, capturing the growing demand for maintenance of existing vehicles.

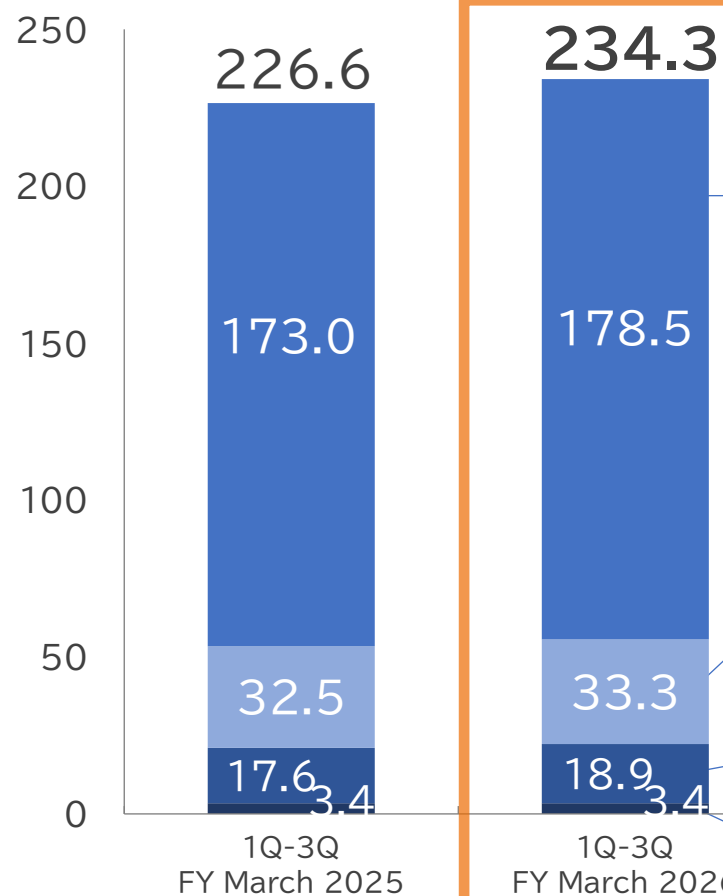
Domestic Store Net Sales

234.3 billion yen

YoY

+3.3%

(Billion Yen)



	Result	YoY
Automotive goods & services	178.5 BY	+3.1%
Used car purchase & sales	33.3 BY	+2.5%
	27,286 cars	+0.4%
Number of fully certified & designated stores	414 stores	+20 stores from pre-period
Statutory safety inspection	18.9 BY	+7.5%
	493,000 cars	+4.1%
Number of fully certified & designated stores	442 stores	-1 store from pre-period
Second-hand goods & fuel	3.4 BY	+1.3%

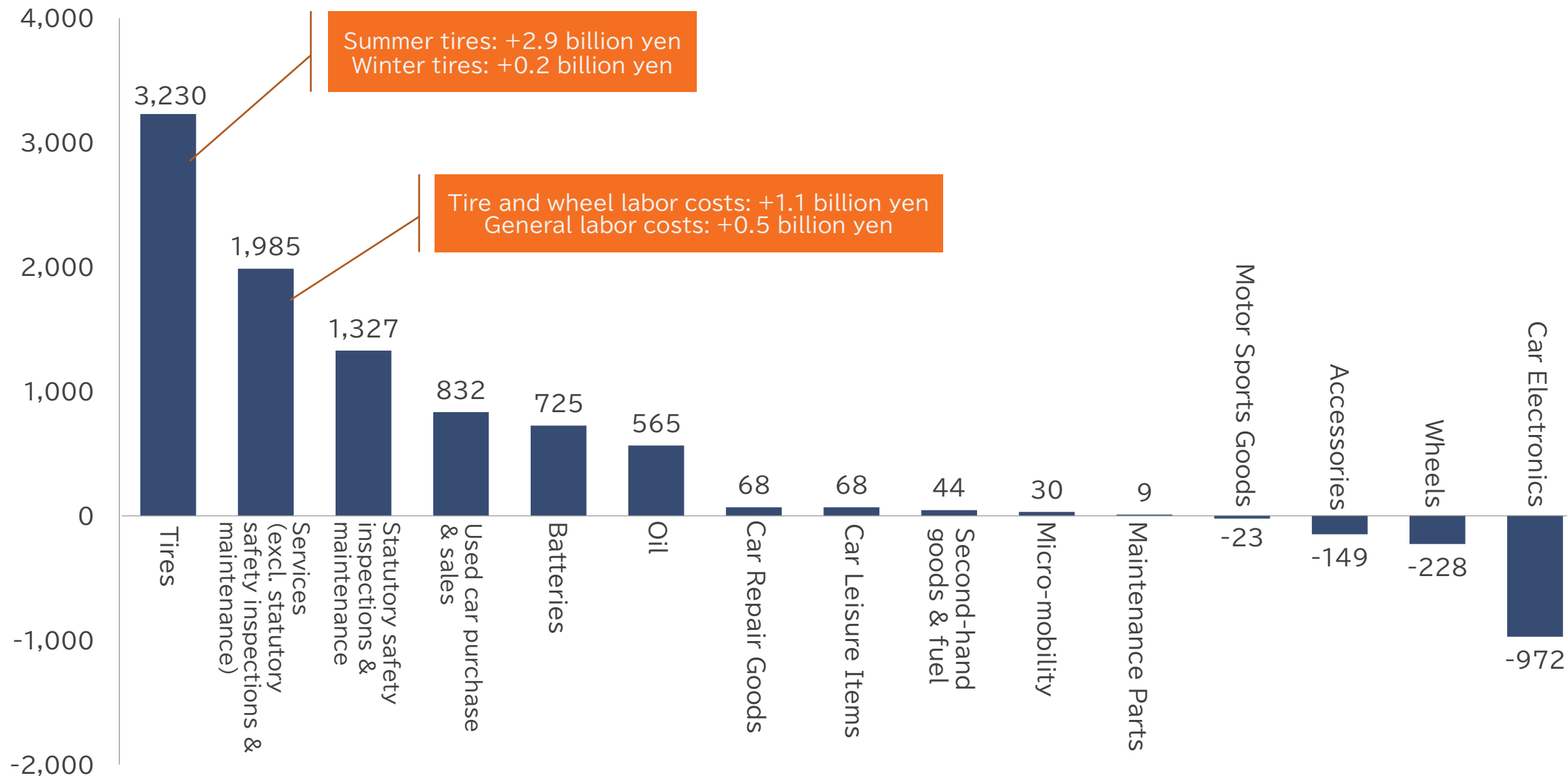
- Amounts are rounded down to the nearest hundred million yen.
- YoY comparisons are calculated in yen.

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

1Q-3Q Domestic AUTOBACS Chain All Store Format Sales Variance by Merchandise

(YoY change in amount; total store basis)

(Million Yen)



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

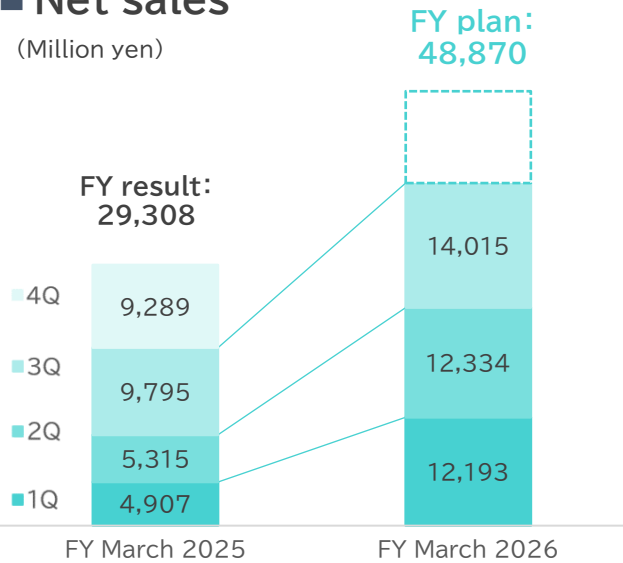
1Q-3Q Financial Results by Segment: Consumer Business

(Million yen)	1Q-3Q FY March 2025	1Q-3Q FY March 2026	YoY
Net sales	20,018	38,543	+92.5%
Car Dealership*	6,656	12,417	+86.6%
BEELINE	—	5,936	—
AUTOBACS CARS	5,413	6,149	+13.6%
Otoron	1,274	5,119	+301.6%
Online Store	4,255	5,376	+26.3%
Other	2,265	3,382	+49.3%
Inter-segment transactions	153	162	+5.7%
Operating income	-827	567	—

* Car Dealership: Audi, Honda, and BYD.

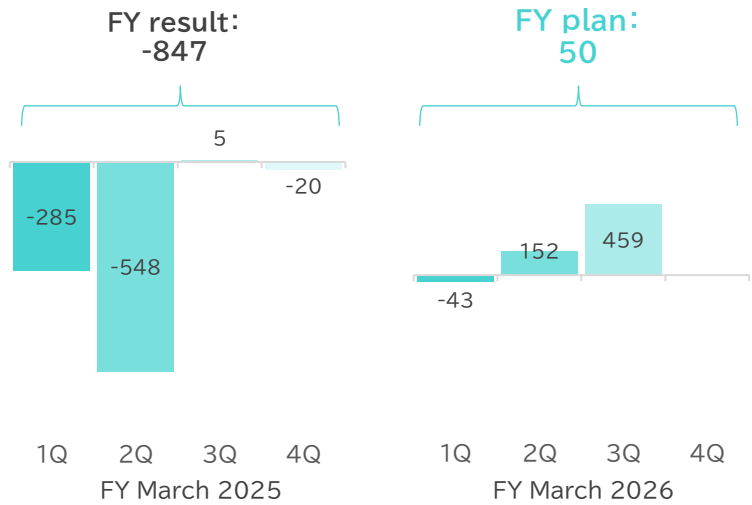
Net sales

(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.
 - BYD dealerships performed well due to the launch of new models.
- AUTOBACS CARS
 - Opening a directly managed store and new three franchise locations contributed to the growth.
- Online store
 - Sales increased due to growth in our own e-commerce site and promotional initiatives on external marketplaces.
- Other
 - Acquired JCA, a home improvement store-based maintenance operator.
 - Acquired the maintenance businesses of four home improvement stores from AYAHADIO.

Car Dealership



In-house loan type used car dealership



Automotive service facility adjacent to a home improvement store



Large specialty store for car purchase and sales



1Q-3Q Financial Results by Segment: Wholesale Business

(Million yen)	1Q-3Q FY March 2025	1Q-3Q FY March 2026	YoY
Net sales	27,235	25,870	-5.0%
Domestic wholesale	16,237	15,800	-2.7%
Overseas wholesale	2,342	2,134	-8.9%
Inter-segment transactions	8,656	7,935	-8.3%
Operating income	478	883	+84.5%

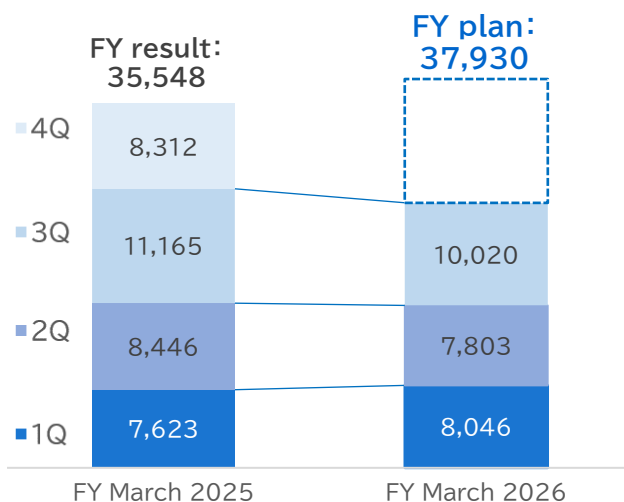
Sales decreased, while profit increased.

Domestic wholesale to Nissan Motor decreased, and export transactions declined due to a reduction in overseas destinations. On the other hand, income increased due to SG&A control and the expansion of tire wholesale in China.

- Domestic Wholesale
 - Wholesale sales to 7-Eleven expanded.
 - Wholesale sales to Nissan Motor decreased.
- Overseas Wholesale
 - Established the Mobility Products Wholesale Division – Asia Pacific to strengthen global procurement capabilities.
 - <Japan> Decline in wholesale customers led to reduced export transactions
 - <Australia> Sales of private-brand products were strong
 - <China> Exports of tires to Japan expanded

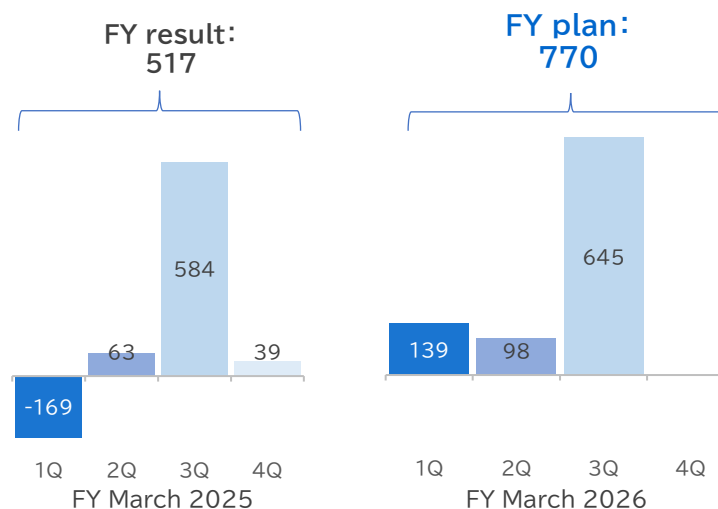
Net sales

(Million yen)



Operating income

(Million yen)



Private-brand "AQ."



"MGX" series of wireless communication devices from Australia



Private-brand for overseas markets



Exclusive tires manufactured in China by Linglong Tire

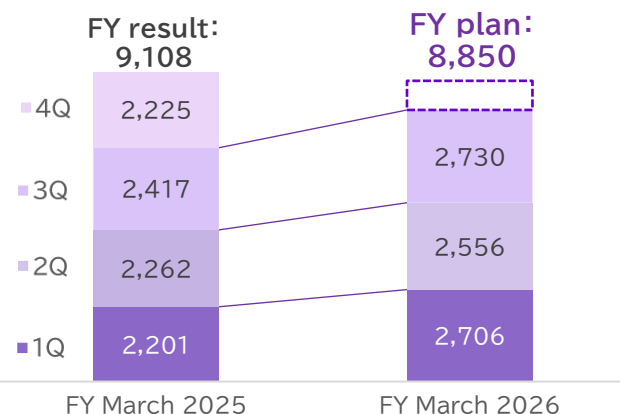


COMFORT MASTER
コンフォート マスター

GREEN-Max
グリーン マックス

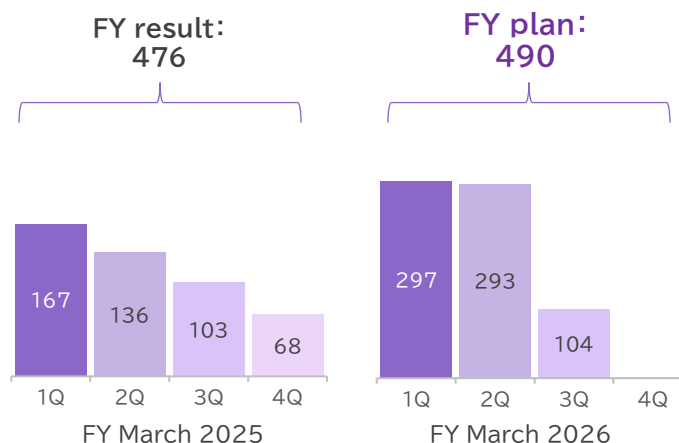
■ Net sales

(Million yen)



■ Operating income

(Million yen)



Sales and income increased.

Real estate income increased due to higher interest rates and an increase in store openings.

- 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”



1. Create Touch Points

3Q Domestic Store Opening Status

New Store Openings:
22 stores

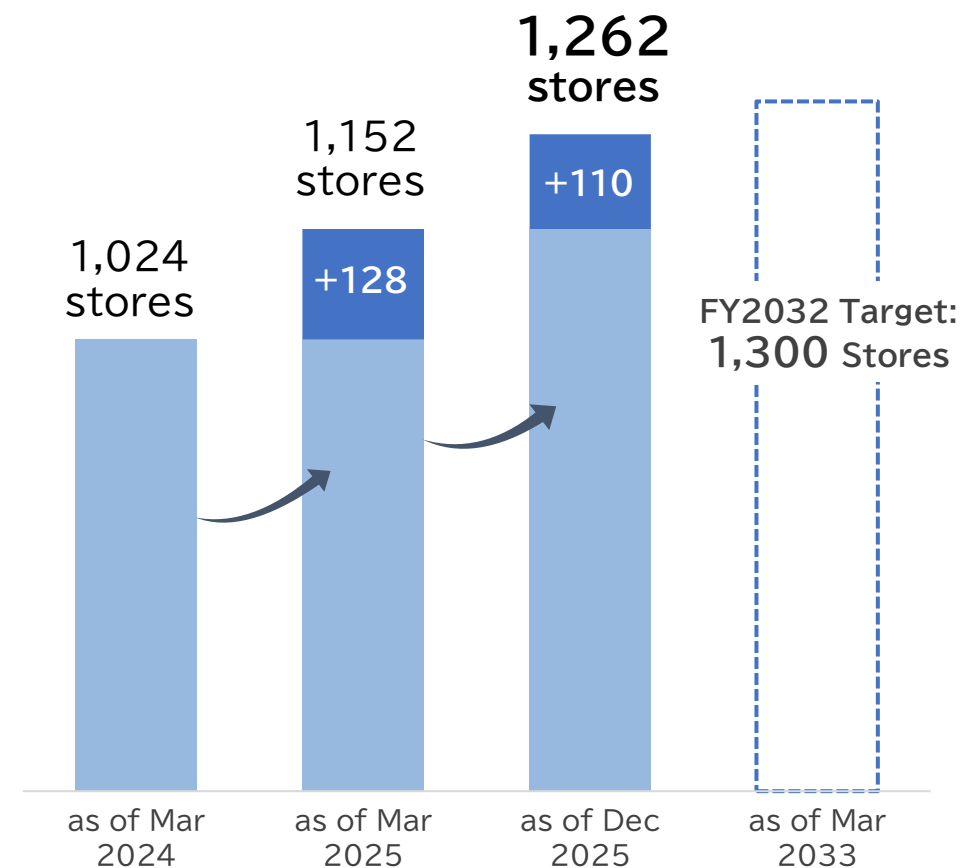
(Oct – Dec)



Strategy Outline

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

Trend in Number of Domestic Group Stores



2. Develop and Supply Products and Solutions

Cost Reduction

Streamlining of Product Development Functions

We integrated subsidiaries' product procurement and development functions through an absorption-type split to optimize our organizational structure, while unifying private-brand development for external and global markets and improving personnel allocation.



PB engine oil was rebranded as "AUTOBACS Engine Oil."

Logistics Efficiency

Robots for automating cargo-handling were pilot-introduced at logistics facilities to improve unloading and sorting efficiency.



Strategy Outline

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

Integration of Organization and Functions / Strengthening Overseas Wholesale Business

Withdrawal from Licensed Store Operations in Malaysia

The Company decided to withdraw from the operation of licensed stores by the end of March 2026 and focus on its wholesale business.



Examples of overseas private -brand products

Establishment of the "Mobility Products Wholesale Division – Asia Pacific"

With a focus on the Asia Pacific region, the Company aims to further strengthen its global sourcing capabilities.

3. Establish New Business Domains

Expansion of Micro-mobility Offerings

Decision Made to Handle “Lean3”, a Compact EV Requiring No Statutory Safety Inspections

Scheduled to begin sales, servicing, and maintenance in Japan starting August 2026.



Strategy Outline

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

Business Alliances to Create Business Synergies

Collaboration with Hyundai

As part of ongoing initiatives to expand ZEV experience locations and promote maintenance capabilities, AUTOBACS has begun offering test drives of Hyundai EVs at 28 stores nationwide.



Collaboration with YAMAHA

Development has commenced on aftermarket in-vehicle audio products in collaboration with YAMAHA.



Demonstration car fitted with YAMAHA automotive speakers

Supporting the Future of Traffic Accident Orphans

- A portion of sales from private-brand “AQ.” products donated to foundations that support children who have lost their parents or guardians in traffic accidents.
- Donation-enabled vending machines that allow contributions to the same support foundations are installed at 138 AUTOBACS stores nationwide.



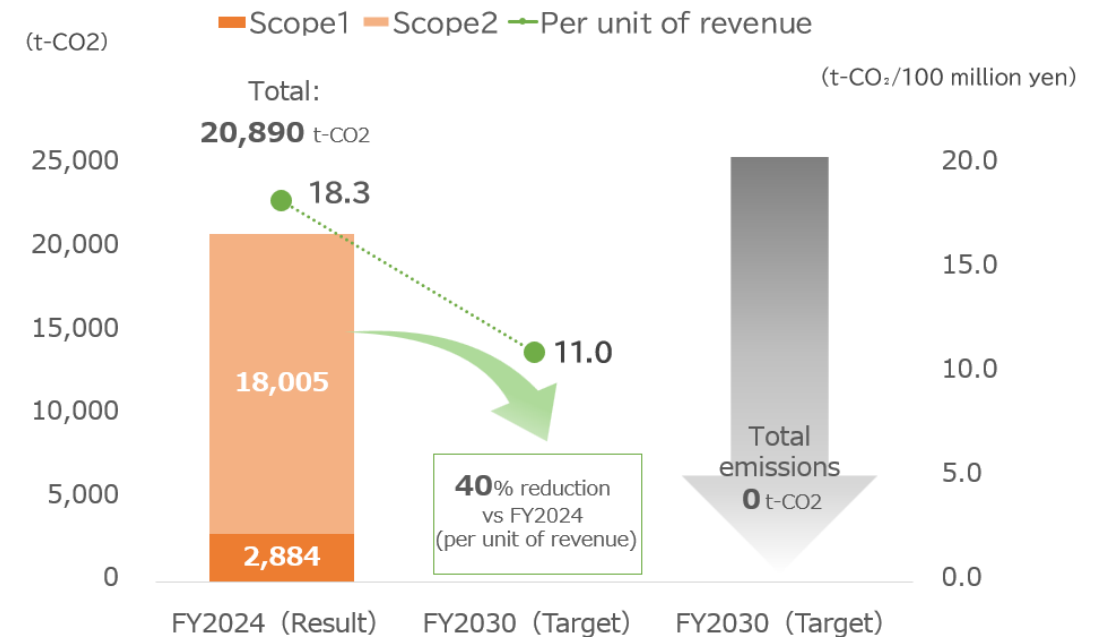
Examples of AQ. products



Reduction of CO₂ Emissions

- By FY2030, the Company aims to reduce CO₂ emissions per 100 million yen of revenue by 40% compared with FY2024 levels.
- In line with the Japanese government declaration, the Company targets the achievement of carbon neutrality (net-zero emissions) by FY2050.

CO₂ Emissions Trend (Total & Per Unit of Revenue)



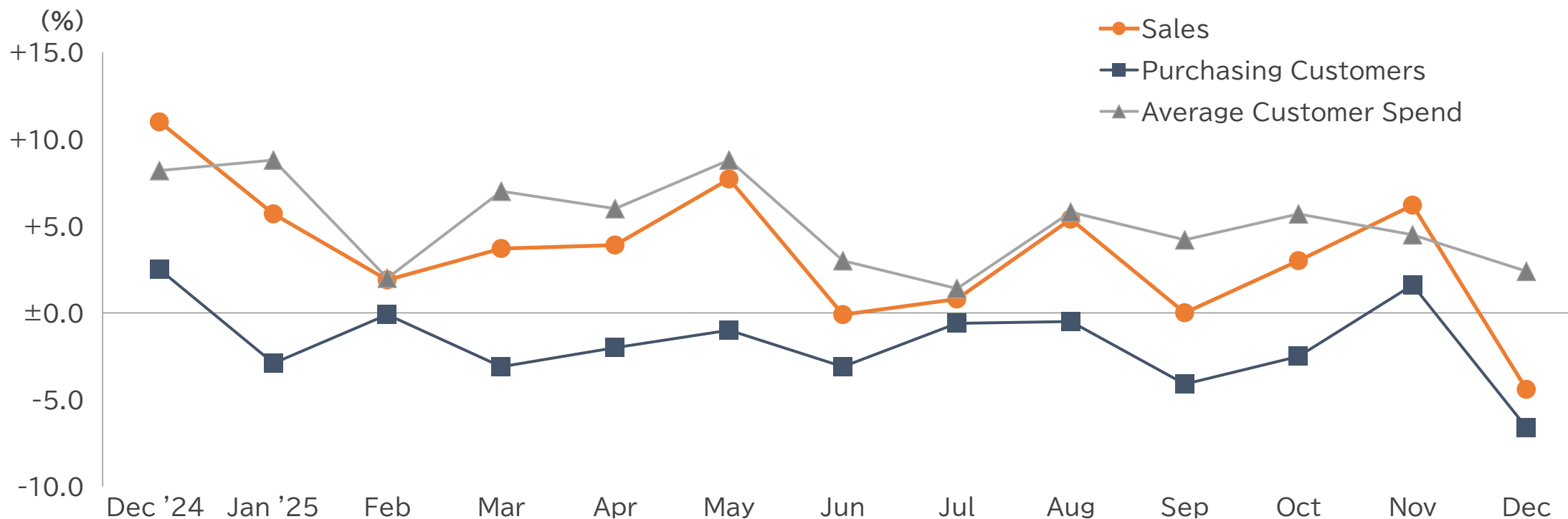
Total **27,286**cars YoY **+0.4%**

BtoB Sales	
Details	Unit Sales
Sales to Headquarters	241
Sales to AA(Auto Auction) via Headquarters	5,068
Direct sales from stores	14,417
BtoB total	19,726

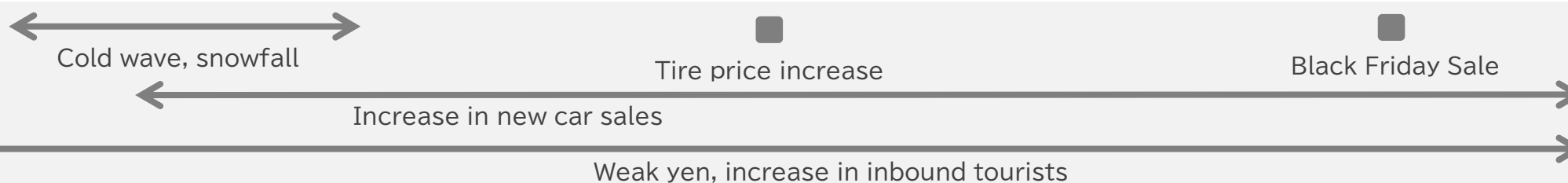
Retail	
Details	Unit Sales
Used cars	5,489
New cars	2,071
Retail total	7,560

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

1Q-3Q Same Store Basis YoY
Sales: +2.2% Purchasing Customers: -2.2%



Business
Environment
/ Key Topics

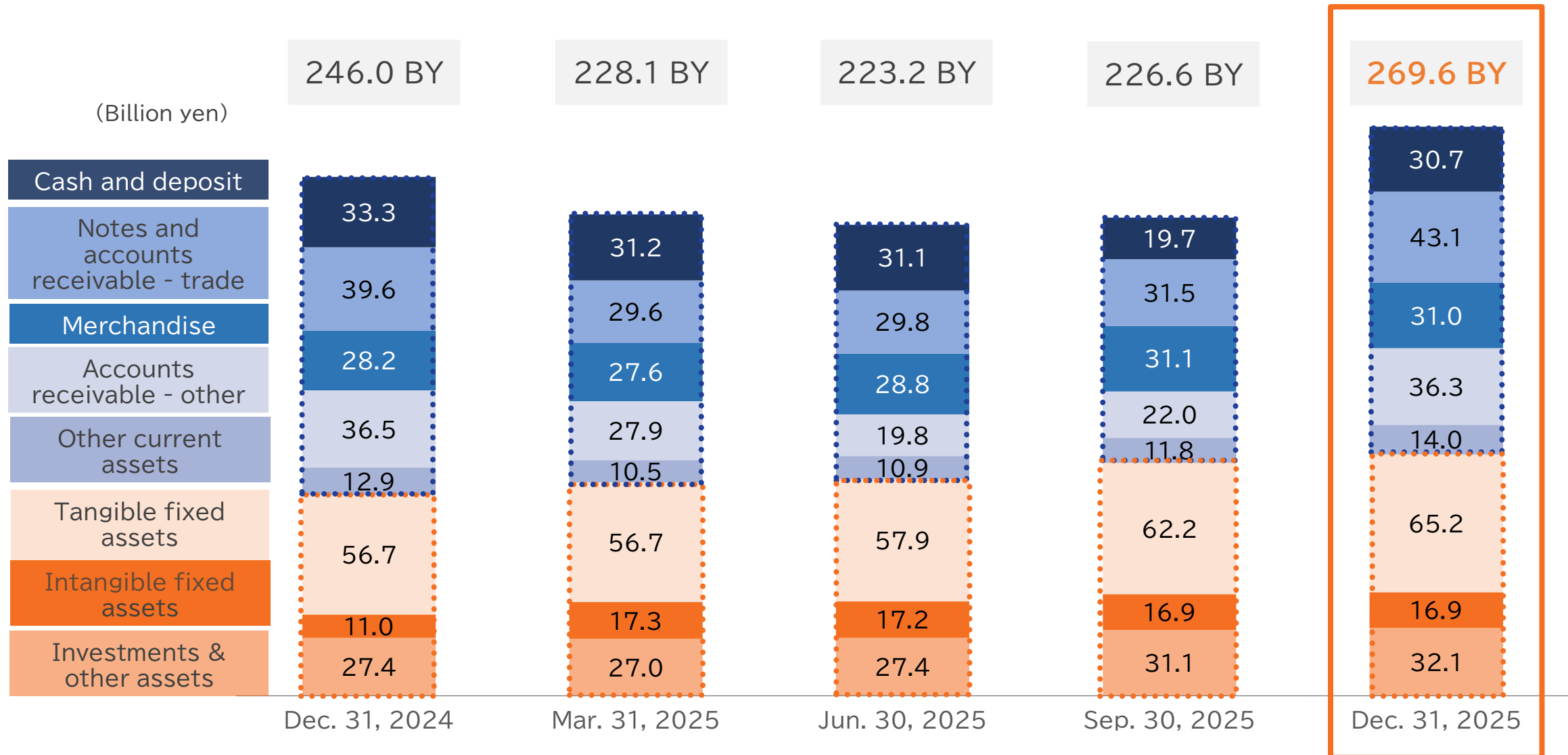


Domestic	End of Mar. 2025	FY March 2026					End of Mar. 2026
		1Q-3Q (Result)		End of Dec. 2025	4Q (Plan)		
		Open	Close		Open	Close	
AUTOBACS	509	+9		518	+1		519
AUTOBACS GARAGE	1			1			1
Super AUTOBACS	71			71			71
A PIT AUTOBACS	2	+1		3			3
AUTOBACS Secohan Ichiba*	18	+4	-1	21			21
Smart+1*	14	+2		16			16
AUTOBACS EXPRESS	11			11			11
AUTOBACS CARS*	394	+21	-1	414	+1		415
Car Dealership	20	+2		22	+2		24
BEELINE	79	+1	-5	75	+2		77
Otoron	17	+2		19	+2		21
AUTO IN	8	+75	-1	82			82
Other Locations	8	+1		9			9
Total	1,152	+118	-8	1,262	+8		1,270

Overseas	End of Mar. 2025	FY March 2026			End of Mar. 2026
		1Q-3Q (Result)	End of Dec. 2025	4Q (Plan)	
Taiwan	6		6		6
Singapore	2		2		2
Thailand	122	+5	127		127
France	8		8		8
Malaysia	4	-1	3	-3	0
Philippines	6		6		6
Total	148	+4	152	-3	149

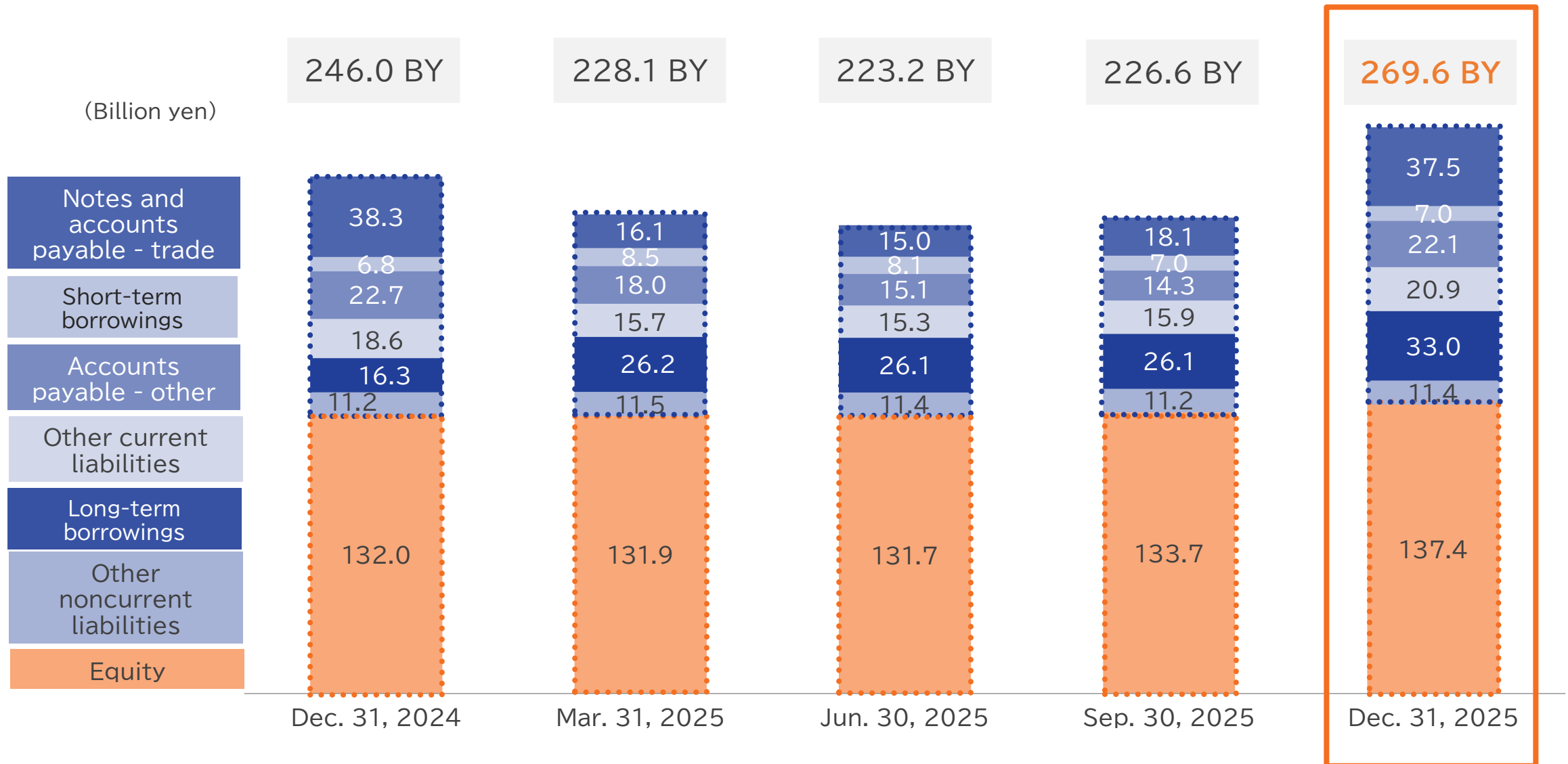
* Includes in-shops and attached stores.

Balance Sheet: Assets



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

Balance Sheet: Assets



- 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.