

FY March 2020 Analyst Meeting



AUTOBACS SEVEN CO., LTD.

May 22, 2020

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Consolidated Results of FY March 2020
and
Forecasts for FY March 2021

Consolidated Results of FY March 2020

Consolidated P/L (FY March 2020)



Increases in net sales and operating income: Despite increases in net sales and operating income, net income decreased due to an extraordinary loss. In the Domestic AUTOBACS Business, while sales of tires declined YoY due to a record-warm winter, dashcams continued to show the strong performance seen in the previous year. SG&A expenses increased with a rise in the number of consolidated subsidiaries and the implementation of store renovations and sales promotions. Operating income increased, reflecting improved profitability in the Overseas Business and the Car Dealership, BtoB and Internet Business. However, net income decreased mainly due to the impairment losses related to COVID-19.

(Billion Yen)

	FY March 2020				FY March 2019 Results※
	Latest forecasts	Actual results	YoY change	Change from the latest forecasts	
Net sales	223.0	221.4	+3.5%	-0.7%	213.8
Gross profit	70.6	70.7	+4.7%	+0.2%	67.5
SG&A	62.6	63.1	+5.1%	+0.9%	60.1
Operating income	8.0	7.5	+1.4%	-5.2%	7.4
Ordinary income	8.7	8.0	-1.7%	-7.4%	8.2
Net income	5.8	3.7	-31.4%	-35.1%	5.4
EPS(Yen)	71.65	47.10	-29.3%	-34.3%	66.58
ROE	4.7%	3.1%	-1.3pt	-1.6pt	4.4%

Amounts are rounded down.

% of net sales, YoY and planned target comparisons are calculated in yen.

Major Index of FY March 2020



Consolidated Sales YoY **+3.5%**

Total AUTOBACS stores retail sales YoY **-0.2%**

Whole sales of non-consolidated company YoY **-1.1%**

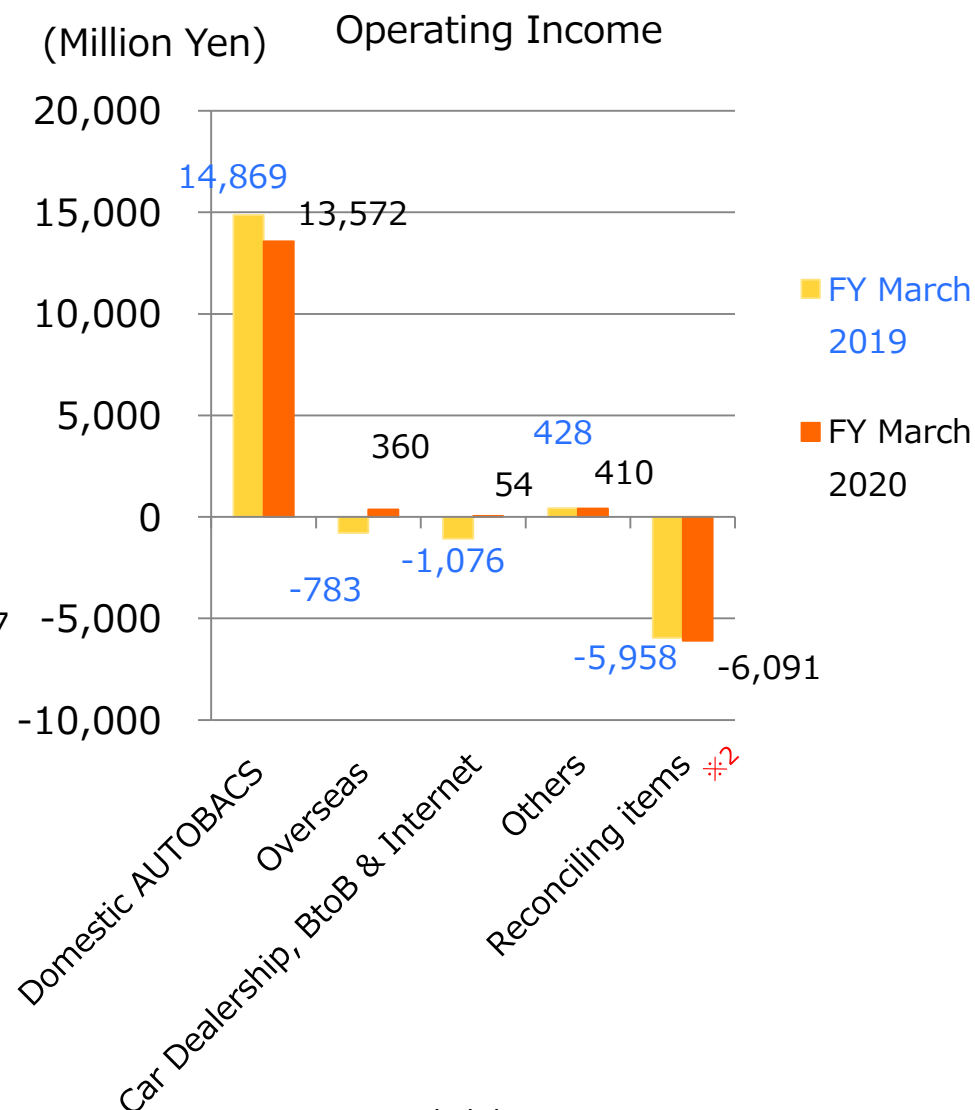
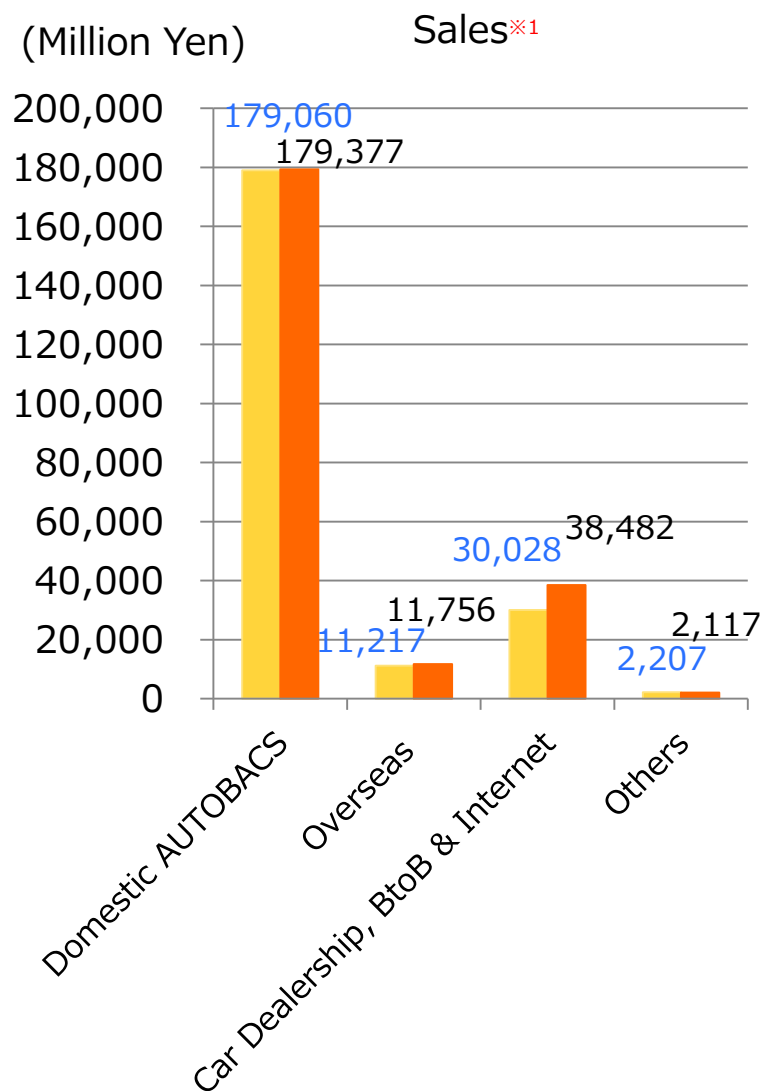
Gross Profit FY 2020 FY 2019
32.0% ← 31.6%

Operating Income FY 2020 FY 2019
7.58 Billion Yen ← 7.47 Billion Yen

Net income FY 2020 FY 2019
3.76 Billion Yen ← 5.48 Billion Yen

impairment loss of non-current assets
related to COVID-19 : **1.95 Billion Yen**

Sales and profits of Reporting Segments



Amounts are rounded down.

※1: Before elimination of transaction between segments

※2: Corporate expenses not distributed to each reporting segment, mainly administrative expenses

Segment Information

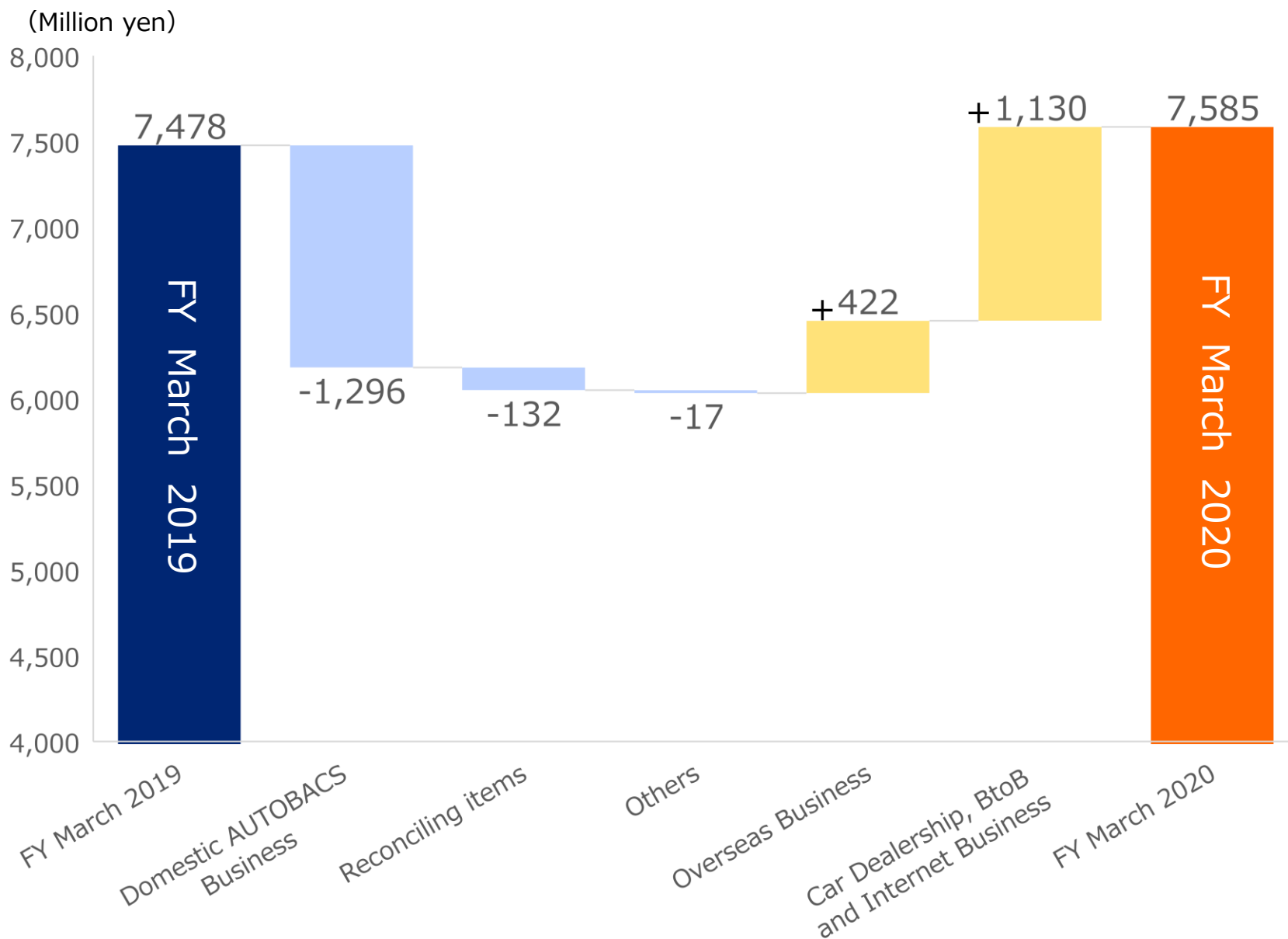


(Million Yen)

		FY March 2020 result	FY March 2019 result	YoY	Summary
Domestic AUTOBACS Business	Sales	179,377	179,060	+0.2%	SG&A expenses increased due to the conversion of FC stores into subsidiaries. In addition, expenses related to sales promotions and store renovations rose.
	Gross profit	56,420	55,433	+1.8%	
	SG&A	42,848	40,564	+5.6%	
	Operating income	13,572	14,869	-8.7%	
Overseas Business	Sales	11,756	11,217	+4.8%	Operating loss decreased due to the reduction of unprofitable retail business and the expansion of high profitable wholesale business.
	Gross profit	5,530	5,432	+1.8%	
	SG&A	5,890	6,216	-5.2%	
	Operating income	-360	-783	-	
Dealership, BtoB and Internet Business	Sales	38,482	30,028	+28.2%	Sales and profits improved by the enhancement of services by imported car dealers and the optimization of sales activities in the BtoB Business.
	Gross profit	8,026	6,002	+33.7%	
	SG&A	7,971	7,079	+12.6%	
	Operating income	54	-1,076	-	
Others	Sales	2,117	2,207	-4.1%	Commission income related to insurance decreased.
	Gross profit	769	711	+8.1%	
	SG&A	359	283	+26.6%	
	Operating income	410	428	-4.2%	
Reconciling items	Operating income	-6,091	-5,958	-	

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

Operating Income YoY Ups & Downs by Reporting Segments



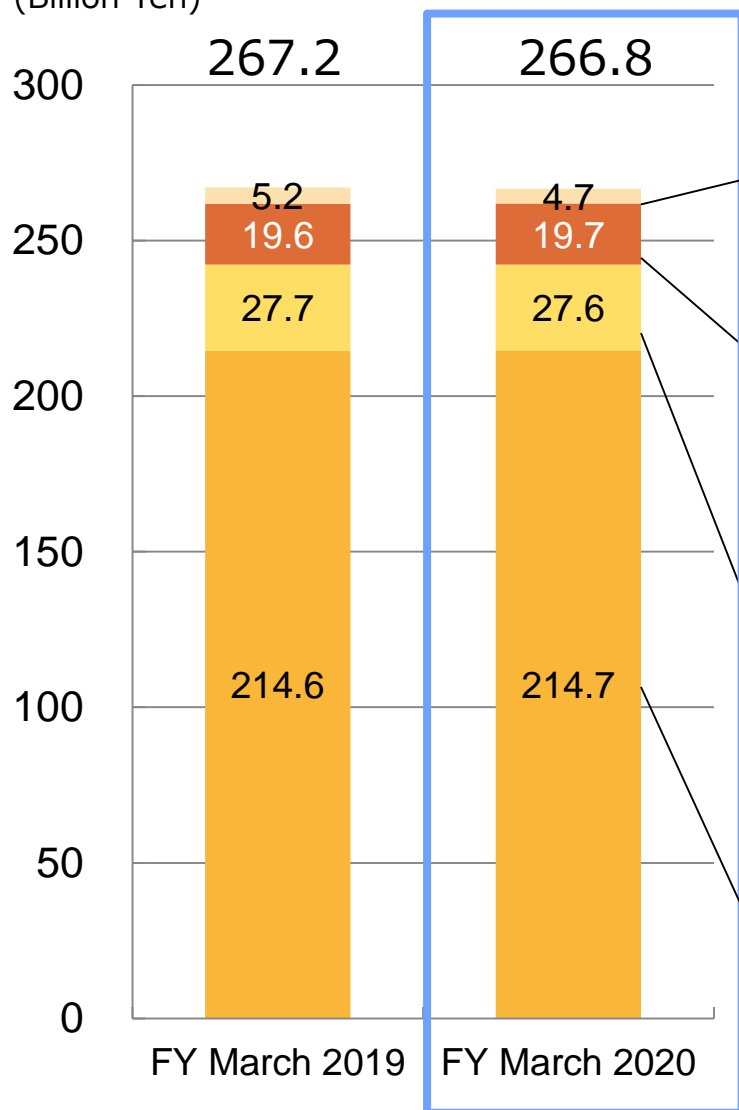
- Sales of tires remained strong in the first half, reflecting a rush demand caused by the consumption tax hike and the announcement of a price increase in October. However, sales fell below the year-ago level in the second half due to the reactionary decline and a record-warm winter.
- Sales of dashcams remained strong, reflecting media coverages on tailgating, as well as enhancement in the awareness of safety while driving. The unintended start prevention device obtained a lot of interest.
- In the domestic AUTOBACS business, operating income decreased, reflecting an increase in SG&A expenses due to a rise in the number of consolidated subsidiaries and the implementation of store renovations and sales promotions.
- In the Overseas business, operating loss shrank due to the implementation of initiatives aimed at strengthening profitable wholesale businesses.
- In the BtoB business, operating income improved after integration of two wholesaling subsidiaries.

Retail Sales in Total AUTOBACS Group Stores



Retail sales including FCs*: 266.8 billion Yen (-0.2% YoY)

(Billion Yen)



Second hand goods & Fuel: 4.7BY (-9.6% YoY)

Statutory safety inspection: 19.7BY (+0.4% YoY)

Number of cars inspected : 634,000cars (-2.2% YoY)

Number of fully certified & designated stores: 423 stores
(Down from 421 stores at March 31, 2019)

Car purchase & sales: 27.6BY (-0.2% YoY)

Number of cars sold: 31,522 cars (+1.2% YoY)

Number of CARS membership stores: 400 stores
(Down from 401 stores at March 31, 2019)

Car related goods & services: 214.7BY (+0.0% YoY)

Amounts are rounded down.

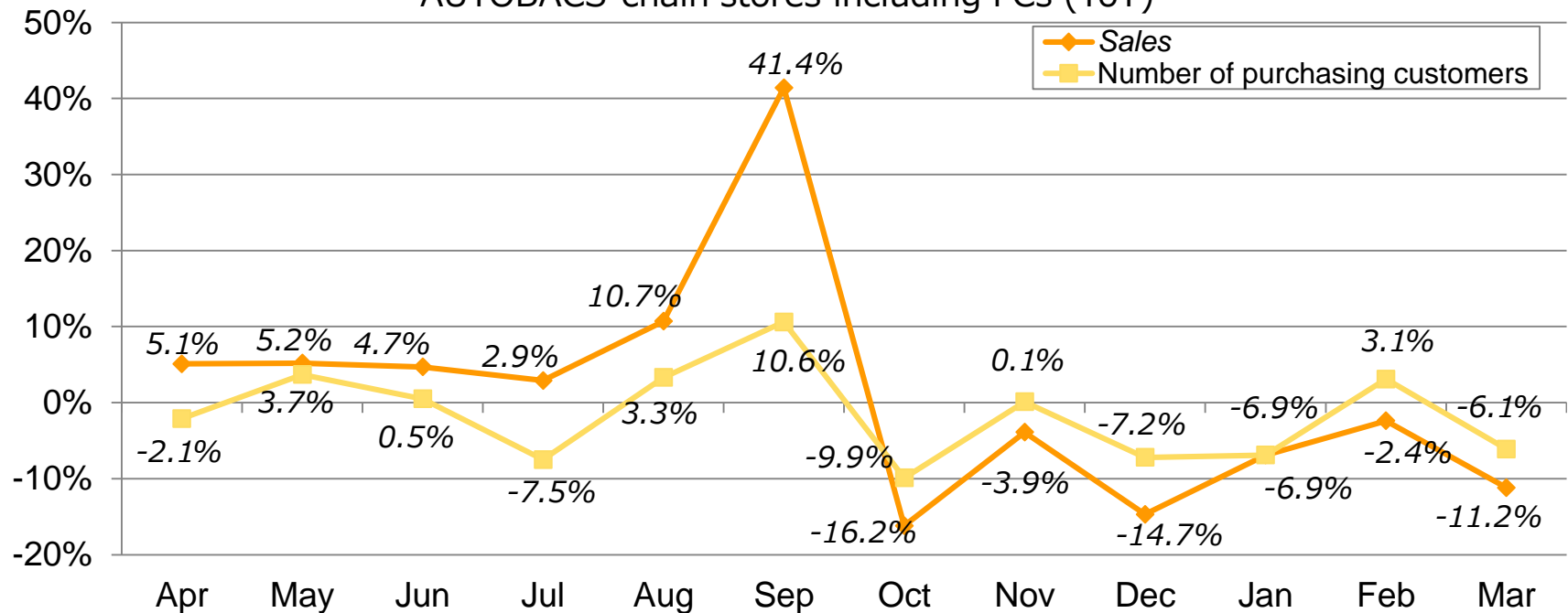
* Sales at all domestic store formats

FY March 2020 Review of Business Environment

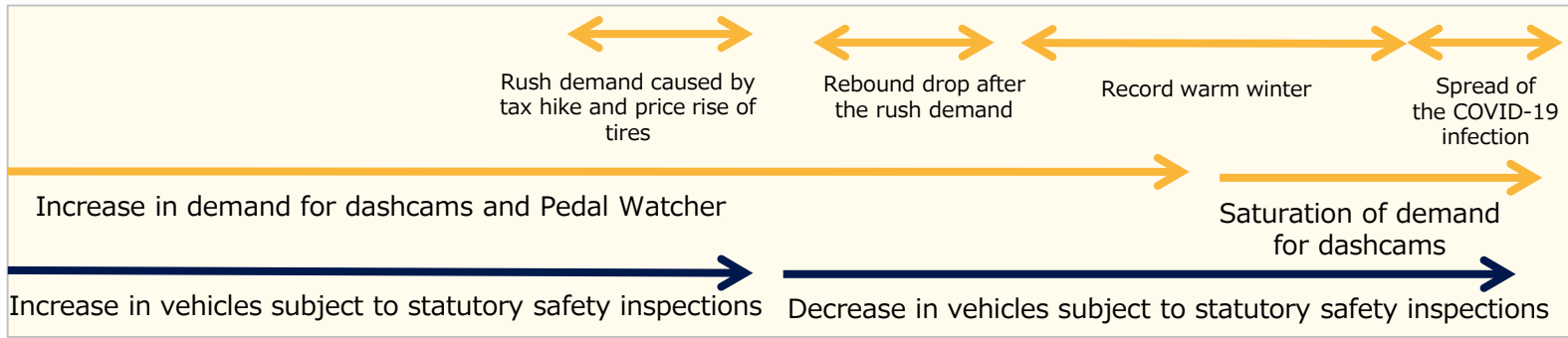


【Same store basis (YoY)】 Sales: -0.2%, Number of purchasing customers: -1.9%

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



Business Environment

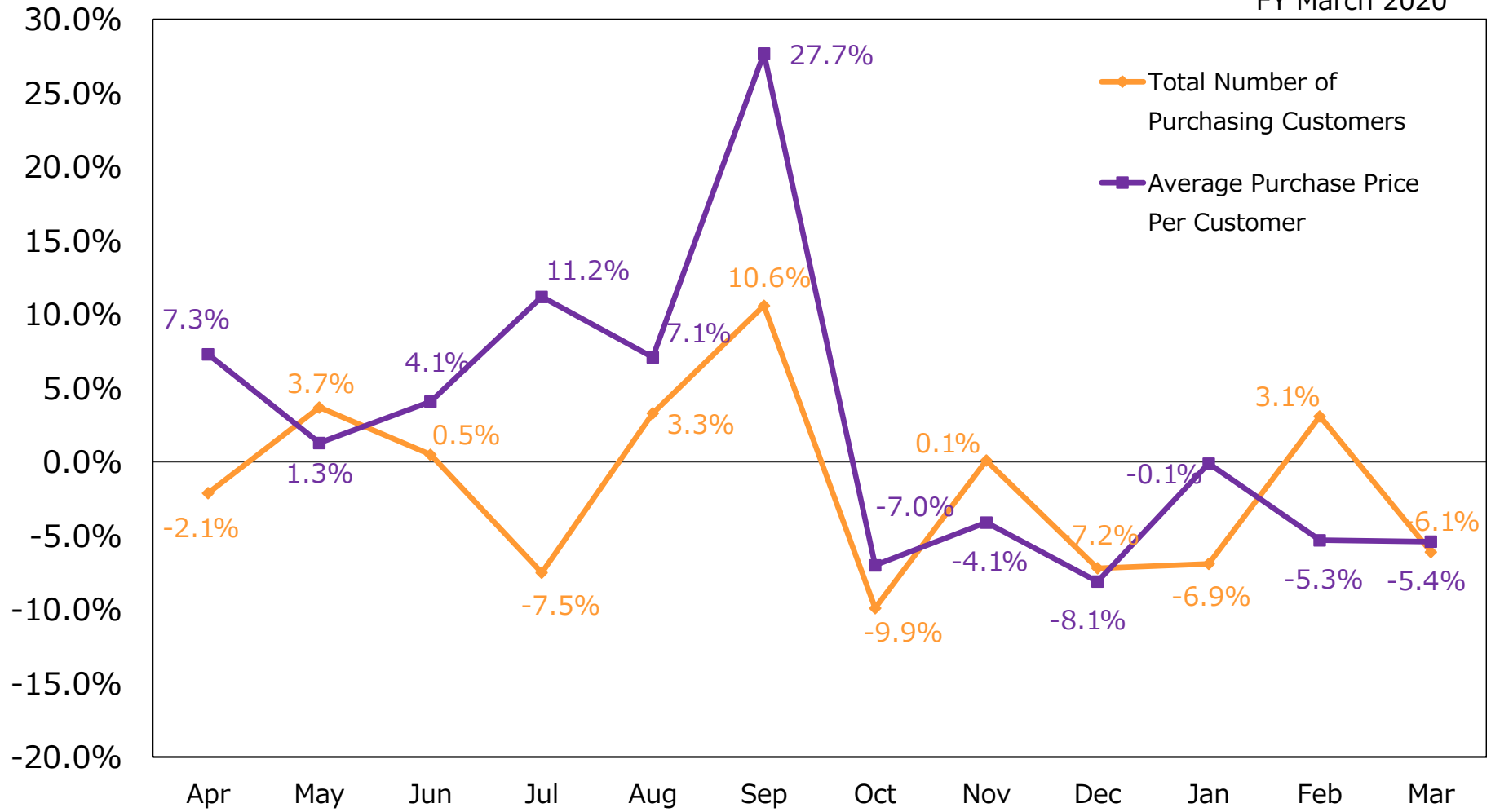


Total Number of Purchasing Customers and Average Purchasing Price Per Customer



【YoY change for the last 12 months】

FY March 2020



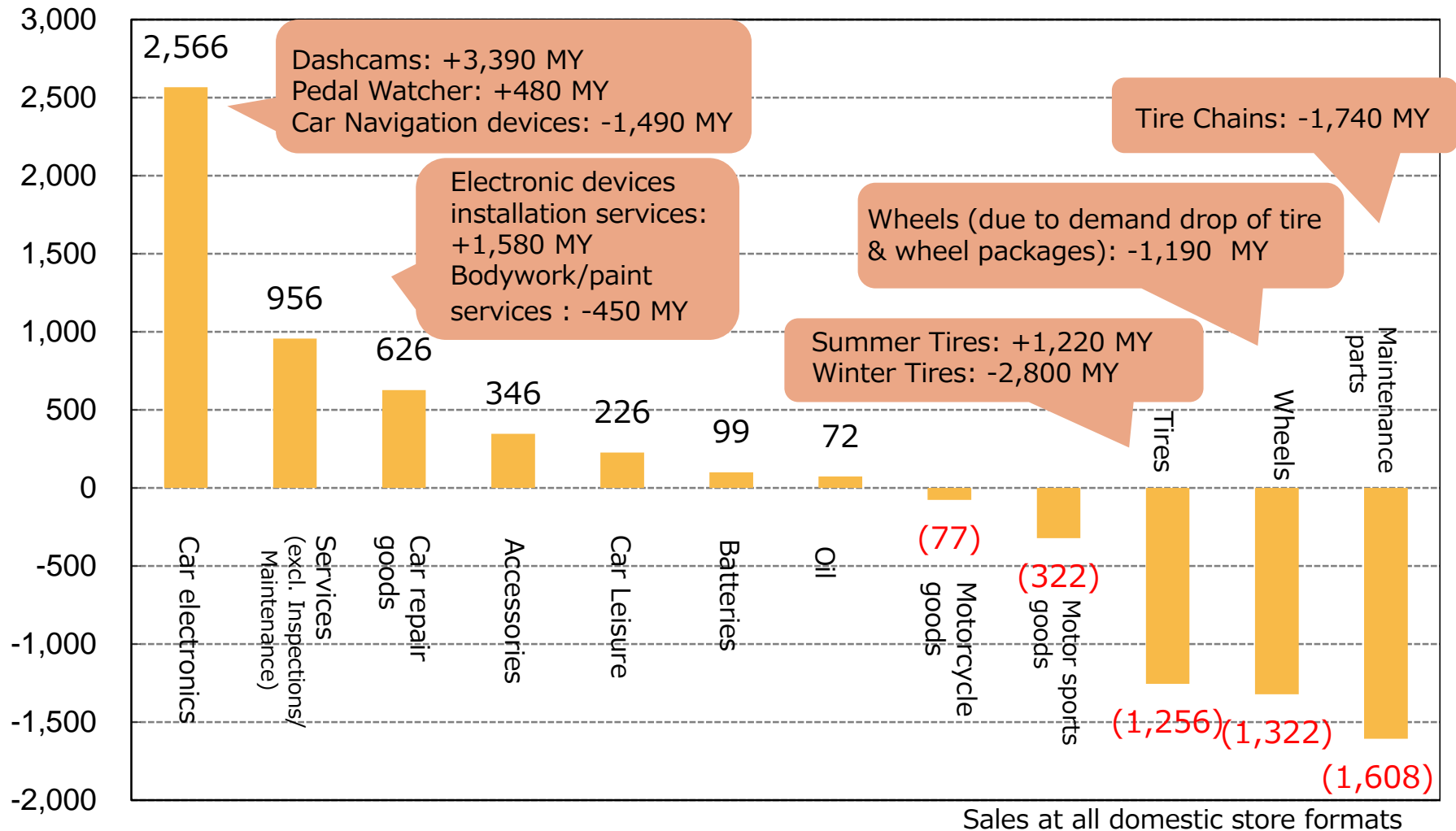
* Sales at all domestic store formats

Sales Ups & Downs by Merchandise (FY March 2020)

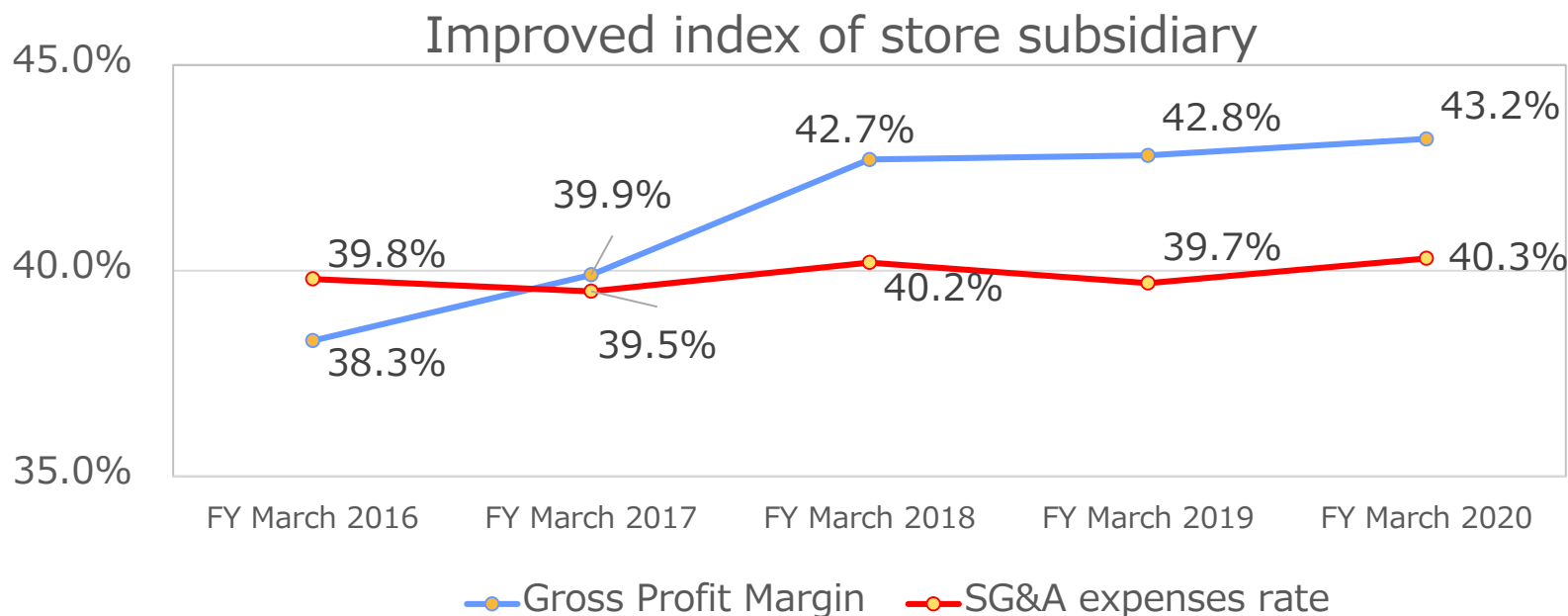
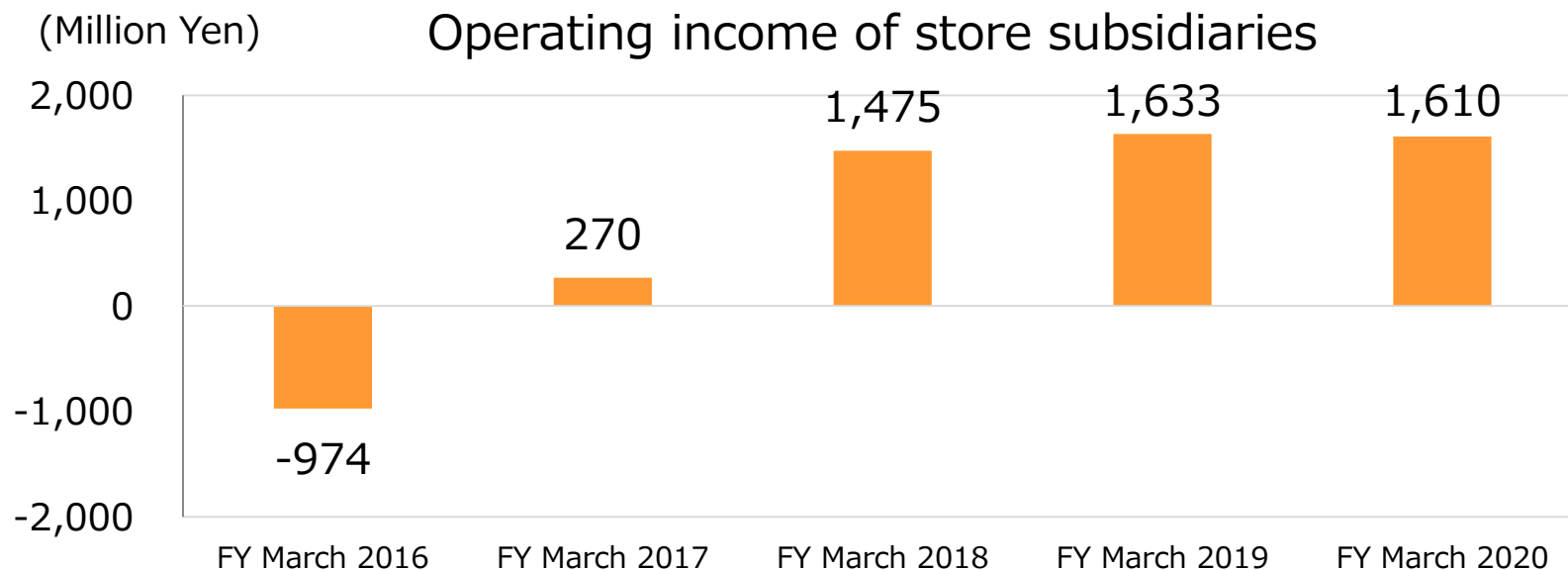


Retail sales ups and downs by merchandise category
(FY March 2020, YoY change in amount, total store basis)

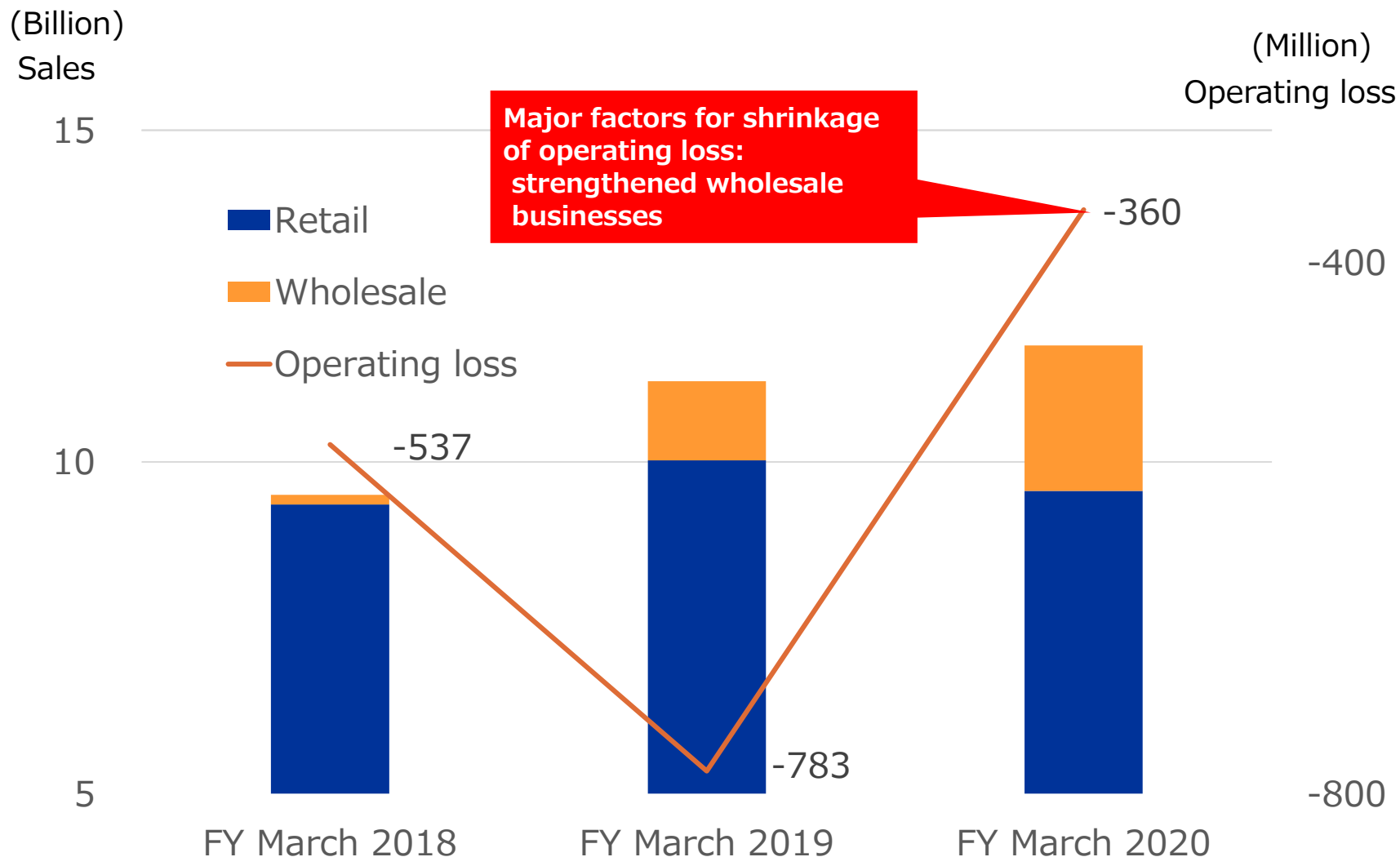
(Million Yen)



Profit Improvement of Store Subsidiaries



Change in the profit of Overseas Business



The operating loss shrank through the strengthening of wholesale business.

Performance by Overseas Subsidiaries

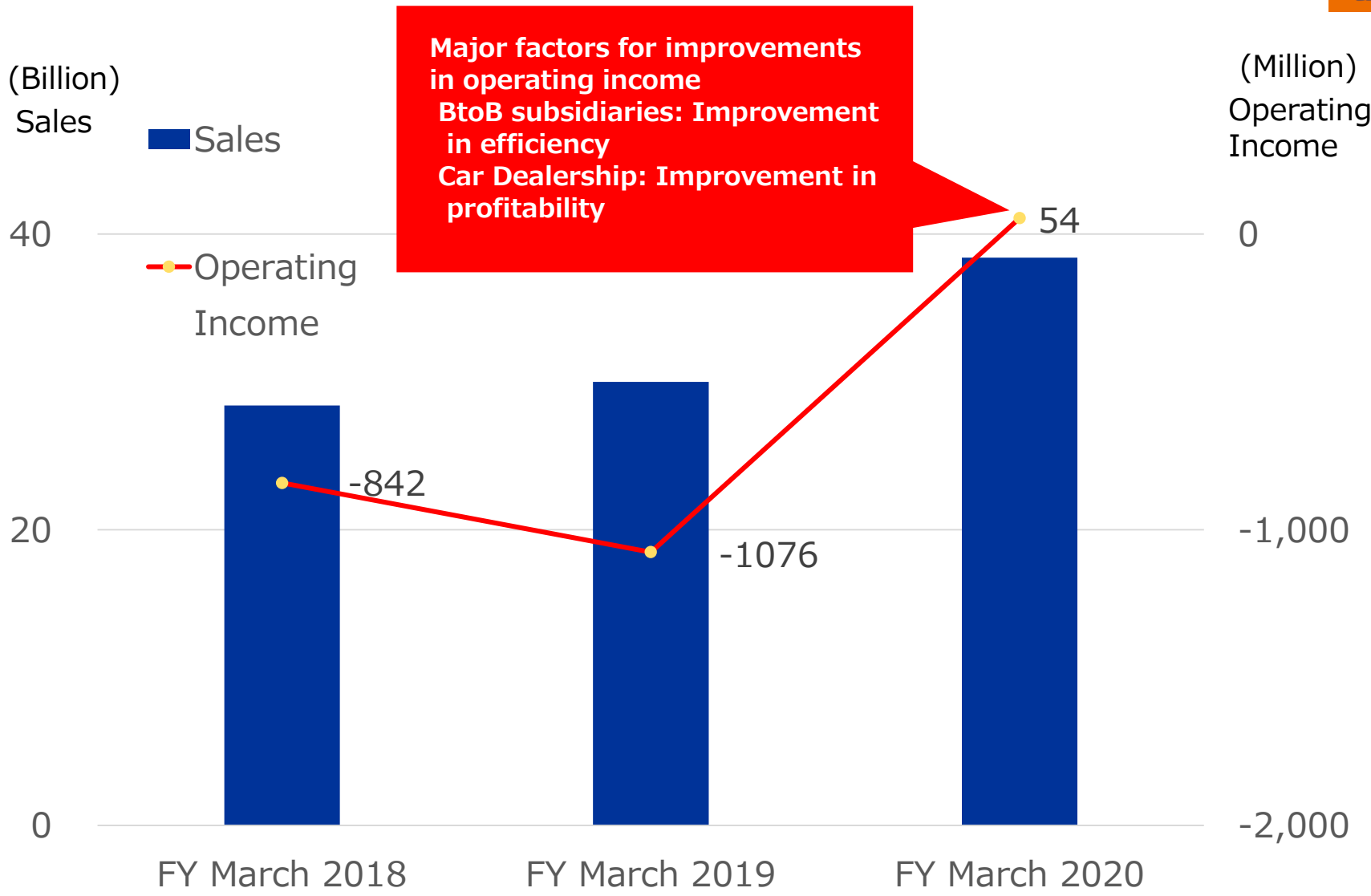
Performance of Consolidated Subsidiaries

(Million Yen)

	France		Thailand		Singapore		China		Malaysia		Australia		Total overseas subsidiaries	
Number of stores*	11		17		2		0		5		0		—	
Period	FY March 2020	FY March 2019	FY March 2020	FY March 2019	FY March 2020	FY March 2019	FY March 2020	FY March 2019	FY March 2020	FY March 2019	FY March 2020	FY March 2019	FY March 2020	FY March 2019
Net Sales (Million Yen)	6,768	7,846	766	510	1,754	1,310	965	573	65	48	1,378	763	11,698	11,052
SG&A (Million Yen)	3,703	4,244	340	298	629	564	190	200	40	59	415	218	5,319	5,585
Operating Income (Million Yen)	-102	-93	-100	-139	204	25	18	6	-17	-38	26	38	29	-199
Performance	Sales dropped due to the spread of COVID-19 infection in addition to the store transfer. SG&A expenses also decreased.		Sales increased as a result of new store opening and the opening of small stores in gas station malls owned by PTG Group.		Sales and operating income increased after acquiring shares in SK AUTOMOBILE Pte. Ltd. and wholesale sales increased for private-brand maintenance items.		Wholesale sales for the Chinese domestic market, particularly for private brand oil, rose significantly. In October 2019, the Car House Group was converted into an equity method affiliate through additional investment.		Operating loss shrank due to an increase in wholesale to hypermarkets and the effect of restructuring implemented in the previous term.		In October 2018, AudioXtra Pty.Ltd. was made into a new subsidiary in order to promote local wholesale.		Overseas subsidiaries returned to profitability as a whole due to the reduction of unprofitable retail businesses and expansion of profitable wholesale businesses.	

Overseas subsidiaries returned to profitability as a whole.

Change in the profit of Car Dealership, BtoB and Internet Business



Profitability was restored mainly through improvements in efficiency at BtoB subsidiaries.

Forecasts for FY March 2021

Expectations for the Business Environment (FY March 2021)

Business Environment

[Positive Factors]

- Increase in demand in reaction to hesitation toward purchasing winter goods in the previous year due to a warm winter.
- Increase in demand for maintenance services due to the prolonged age of vehicles
- Increase in demand for statutory safety inspections due to a rise in the number of vehicles subject to statutory safety inspections (from the second half).

[Negative Factors]

- Sluggish consumer spending due to COVID-19.
- Decrease in demand for automotive goods due to weak demand for new vehicles.
- Fall in demand for statutory safety inspections due to a decline in the number of vehicles subject to statutory safety inspections (during first half).

Domestic Store Sales (YoY)

First Half		Second Half		Full Year	
Same store basis	Total store basis	Same store basis	Total store basis	Same store basis	Total store basis
-10.7%	-10.7%	+10.4%	+10.4%	-0.2%	-0.2%

Sales at all domestic store formats

Financial Forecasts (FY March 2021)



(Billion Yen)

	FY March 2020 Result (% to Net sales)	FY March 2021 (Forecast)			
		1st-half (% to Net sales)	2nd-half (% to Net sales)	Full year (% to Net sales)	YoY change (amount & rate)
Net sales	221.4	102.6	121.2	223.0	+1.1%
Gross profit	70.7 32.0%	31.9 31.1%	39.5 32.6%	71.5 31.9%	+1.1% -0.1pt
SG&A	63.1 28.5%	31.4 30.6%	32.4 26.8%	63.9 28.6%	+4.2% -0.3pt
Operating income	7.5 3.4%	0.5 0.5%	7.0 5.8%	7.6 3.4%	+0.2% -0.0pt
Ordinary income	8.0 3.6%	0.6 0.6%	7.4 6.2%	8.1 3.6%	+0.5% -0.0pt
Net income	3.7 1.7%	0.1 0.1%	5.3 4.4%	5.5 2.5%	+46.1% +0.8pt
ROE	3.1%			4.6%	+1.5pt

Amounts are rounded down.

% of net sales, YoY comparisons are calculated in yen.

Forecasts of FY March 2021 (by Reporting segments)



(Million Yen)

		FY March 2020 (Forecasts)			
		1st-half	2nd-half	Full Year	YoY change (amount)
Domestic AUTOBACS Business	Net sales	82,300	97,040	179,340	-0.0%
	Operating income	4,440	9,850	14,290	+5.3%
Overseas Business	Net sales	5,030	6,160	11,190	-4.8%
	Operating income	-490	-170	-660	—
Car Dealership, BtoB and Internet Business	Net sales	19,960	22,900	42,860	+11.4%
	Operating income	-350	20	-330	—
Others	Net sales	1,060	1,050	2,110	-0.3%
	Operating income	210	200	410	-0.1%
Adjustment cost	Operating income	-3,280	-2,830	-6,110	—

Net sales are before elimination of transaction between segments.

Amounts are rounded down.

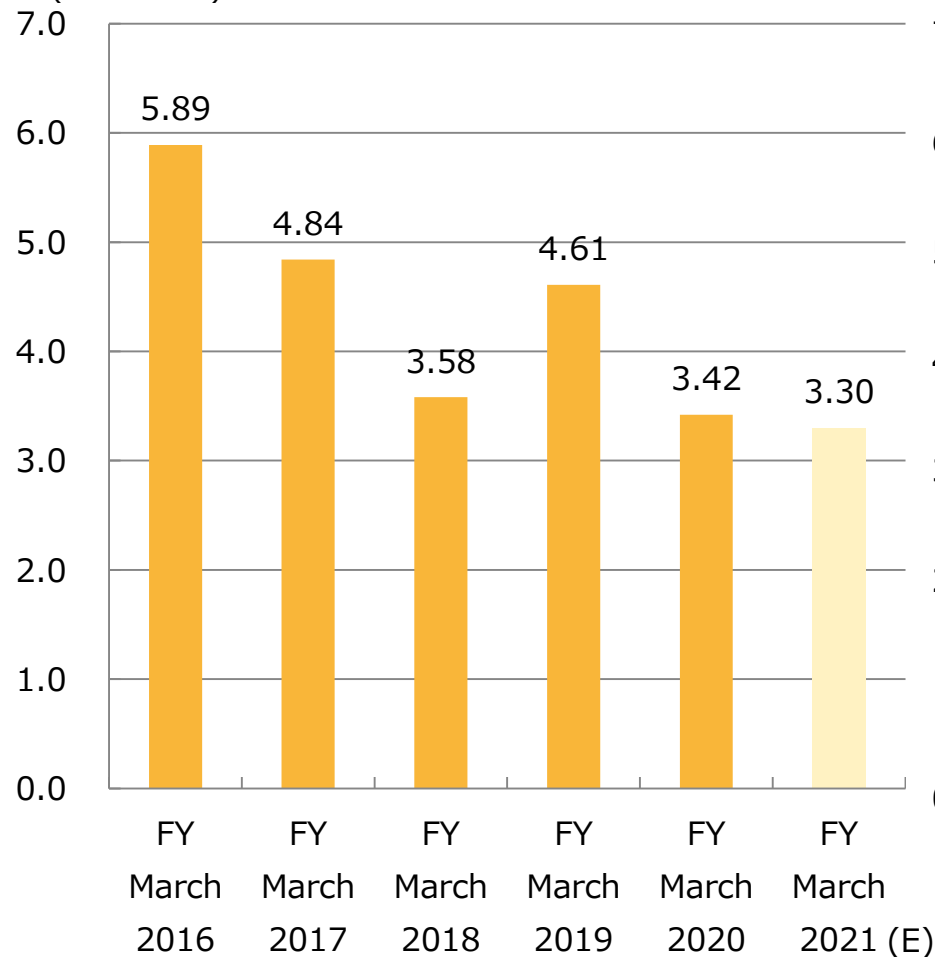
% of net sales, YoY comparisons are calculated in yen.

Capital Expenditures & Depreciation



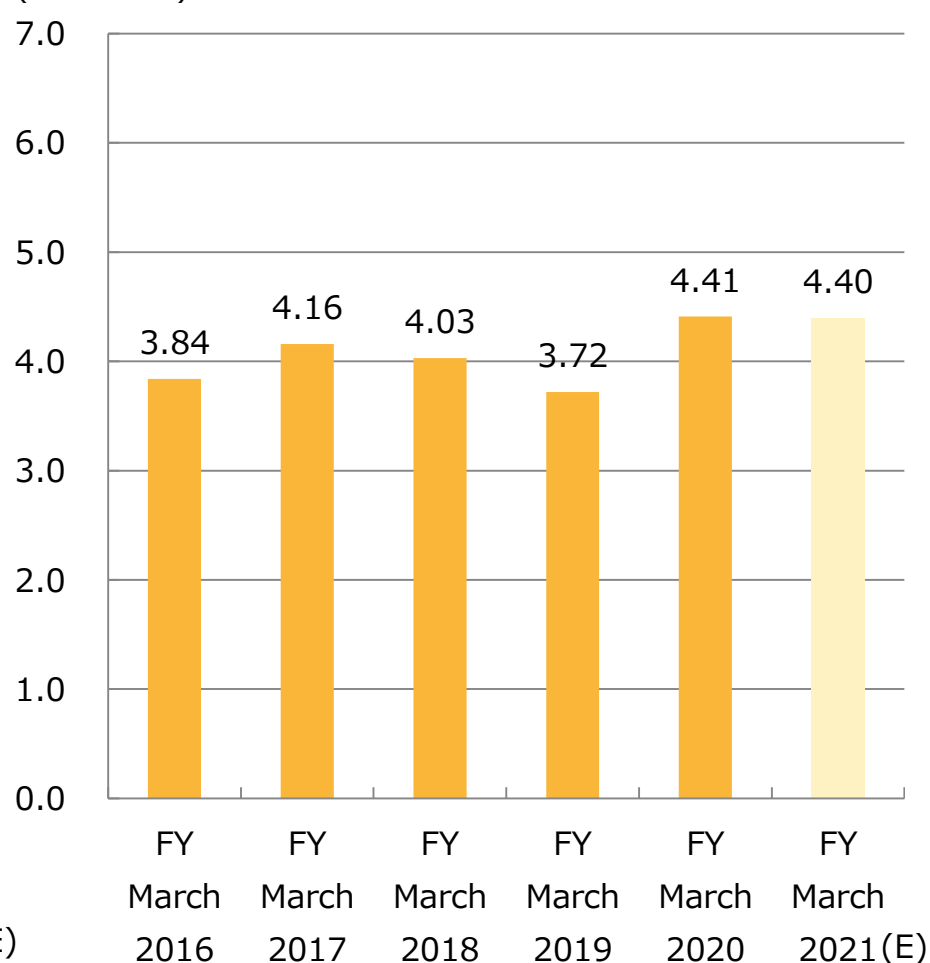
Capital Expenditures

(Billion Yen)



Depreciation

(Billion Yen)



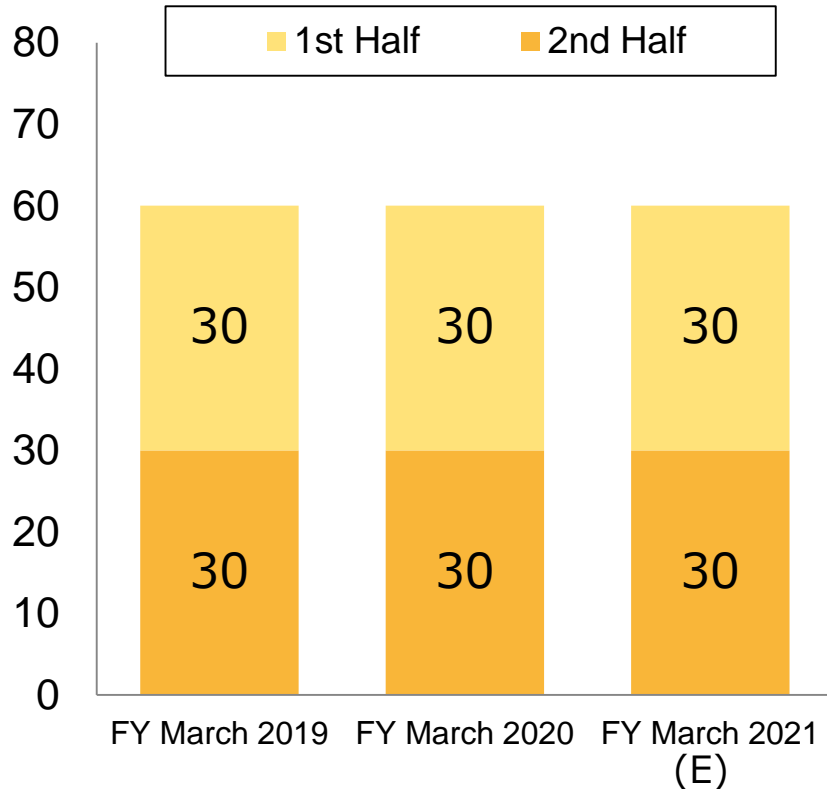
Investments will be made selectively. Important investments necessary for growth will be made actively while other investments will be restrained to secure liquidity on hand.

Shareholders Return



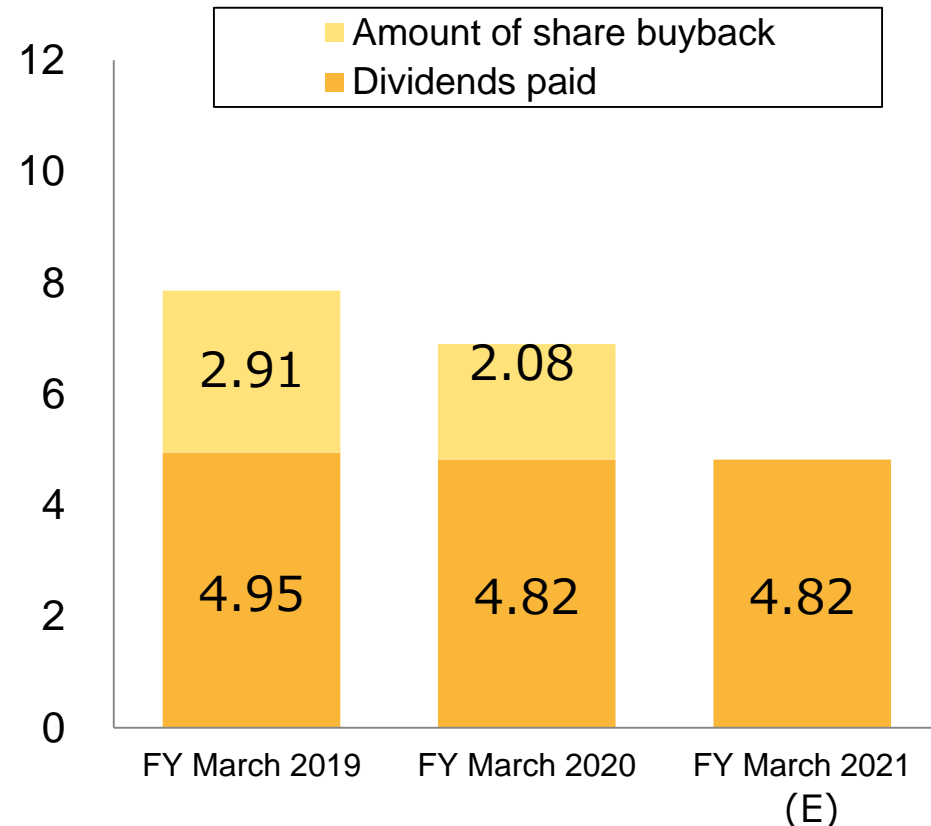
Dividends per share

(Yen)



Dividends and share buyback

(Billion Yen)



Amounts are rounded down.

Stable returns to shareholder will be maintained.

Implementation of Key Measures in the Domestic
AUTOBACS Business and Operation Including
Measures Against COVID-19
and
Progress of the Five-Year Rolling Plan 2019

Implementation of Key Measures in the Domestic
AUTOBACS Business and Operation Including
Measures Against COVID-19

Implementation of Key Measures in the Domestic AUTOBACS Business

✓ Tires

Number of tires sold
(FY March 2020)

(YoY)

Summer Tires

101.1%

Winter Tires

82.4%

total

95.0%



✓ Statutory Safety Inspection & Maintenance Services

(FY March 2020)

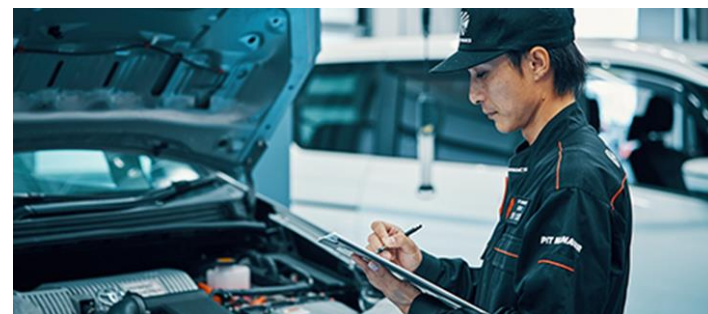
(YoY)

Number of units sold

97.8%

Retail Sales

100.4%



✓ Store Renovations

Actual results
(for FY March 2020)

Number of stores : 121

(total number of stores
completing renovations: 248)



Improved to enable
easy migration



Change the location of
merchandise that need
sales advice



Improvement of work
space beside the cash
register



Sales floor development
of JKM, GORDON MILLER

Stores Operation Including Measures Against COVID-19



Support measure 1: Reduction of advertising expenses payment by FC

Reduction or exemption of expenses for certain items, with respect to half of the costs borne by franchisees for nationwide sales promotions.

Support measure 2: Establishment of a payment postponement scheme

Postponement of payments for certain period, with respect to invoices issued for goods purchased in any month, from April 2020.

Support measure 3: Establishment of a short-term financing program

Establishment of a short-term financing program to increase the effectiveness of support measure 2, a scheme for payment postponement.

Progress of the Five-Year Rolling Plan 2019

Five-year Rolling Plan 2019



■ Our mission

We constantly create a new car lifestyle culture.

- We will get closer to people's living, car and society, and offer more satisfying and value-added services to customers -

■ What we aim to achieve in the Five-Year Rolling Plan

We will establish and link the six networks to provide services suited to the scenarios in which customers use cars.

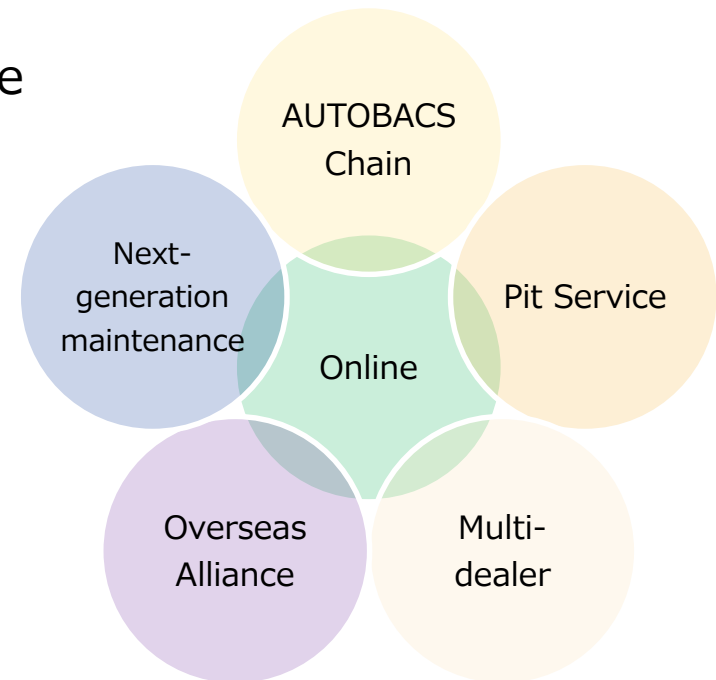
Initiatives for FY March 2020 Five-Year Rolling Plan 2019



Progress of the Five-Year Rolling Plan 2019

1. Initiatives for construction and coordination of the Six Networks

2. Maintenance of business infrastructure



Initiatives for FY March 2020
Construction and Coordination of the Six Networks
Establishment of a new Online Network

■ Strategic alliance with Car Frontier Co., Ltd. an affiliated company of Mitsubishi Corporation (2020.5.1)

We announced investment in BEAD Inc. The company operates TIREHOOD, an online tire shop that offers one-stop, tire-related service, including the sale of tires and installation reservations. As a joint operator of BEAD Inc., we will promote the online TIREHOOD business, going forward.



- ✓ We seek to provide drivers with new and improved services by combining the online development of businesses and services, as well as the network and technological capability of AUTOBACS franchise stores.
- ✓ We will establish a network to leverage more than 4,000 installation facilities of TIREHOOD nationwide.

Initiatives for FY March 2020

Construction and Coordination of the Six Networks

Establishment of a new Online Network

■ Improvement of AUTOBACS app

We will enhance relationships with customers.

- ✓ Target release timing: Autumn 2020
- ✓ We will establish an environment in which we get connected with customers at any time by leveraging digital technologies.



Summary of new functions:

- I. Easy log-on: Sign-on with one push of a button
- II. Improved startup speed: Three times faster than the current level
- III. Improved operability: Simple and easy-to-use operation for bookings
- IV. QR code-based inspection certificate scanner: Digitalization of vehicle information by scanning QR code-based vehicle inspection certificates
- V. Targeted streaming: Streaming at a planned time based on location information.
- VI. Separate streaming from each store: Streaming of original content on a store-by-store/area-by-area basis.

Initiatives for FY March 2020

Construction and Coordination of the Six Networks

Establishment of a new Online Network

■ Renewal of the Autobacs.com website

- ✓ The renewal will occur in 2020.
- ✓ We will boost competitiveness in the expanding e-commerce market and improve consumer convenience.

Consumers diversifying purchasing activities, spread of online-based payments, accelerated move to cashless transactions, expanding e-commerce market and intensifying price competition.



The renewed Autobacs.com features enhanced functions, such as the arrangement of online prepayments, setting of unique merchandise pricing strategy and provision of T-points online.

By leveraging such functions, we will increase the number of store visits made by customers and our market share.



Initiatives for FY March 2020

Construction and Coordination of the Six Networks

Establishment of AUTOBACS Chain Network

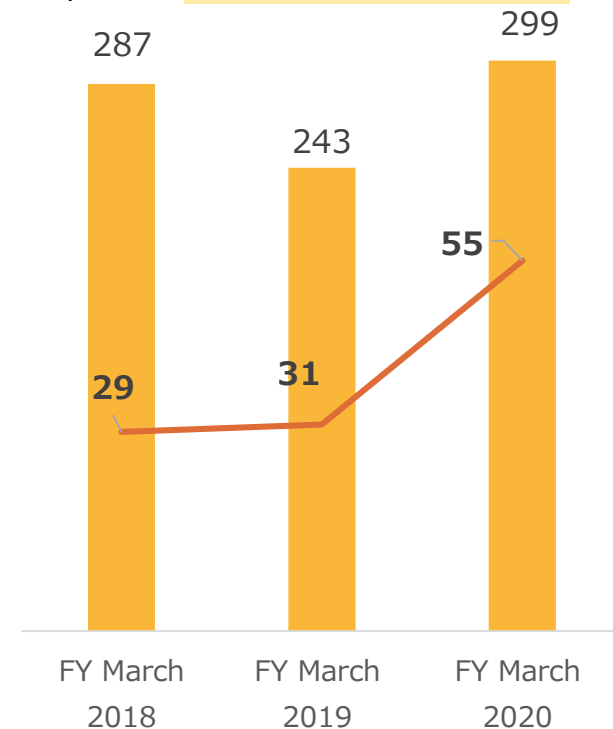
■ Establishment of a wholesale network (Launched in FY ended March 2018)

- ✓ Securing sales channels through subsidiaries, with respect to sales of existing automotive goods to non-group companies
- ✓ Expansion of fleet deals by leveraging the network of AUTOBACS stores. The number of client companies, including governmental offices, increased significantly (more than doubled the number in the previous year).
- ✓ The number of direct transactions with other industries is gradually increasing. The number of stores handling our merchandise and sales results are rising sharply.

Changes in wholesale sales to non-group companies

Unit:
Millions of yen

FY ended March 2020
(YoY change)
Number of client companies : **Up 131%**
Sales : **Up 23%**
Gross profit : **Up 79%**



Initiatives for FY March 2020

Construction and Coordination of the Six Networks

Establishment of Next-Generation Maintenance Network

- Acquisition of Takamori Jidousha Seibi Kogyo Co., Ltd. (2020.5.14)
 - Acquisition of Seiwa Automobile Sales Co., Ltd. (2019.6.3)
 - Improvement of instruction system on a group-wide basis for specified maintenance services
Specified maintenance service certification will be granted in May this year
(expected to be the 1st in Chiba Prefecture)
- ✓ We will enhance collaboration with operators adopting next-generation technologies, regardless of their names or capital sizes.
 - ✓ We will gather information on maintenance services that require next-generation technologies, information on equipment, expertise on maintenance operations and customer information owned by operators, among other matters.



Initiatives for FY March 2020

Construction and Coordination of the Six Networks

Establishment of Multi-Dealer Network

■ Business expansion through the dealership of BMW and MINI.

- Services are offered through seven urban facilities operated on a non-exclusive basis (Autoplatz K.K.) and five sub-urban facilities operated on an exclusive basis (Motoren Tochigi Corp.)

■ Opening of a Tesla service center at A PIT AUTOBACS SHINONOME (May 10, 2019)

- ✓ By playing the role of a contact point with car manufacturers, we will gather information of next-generation vehicles, which will be used in other networks.



Initiatives for FY March 2020

Construction and Coordination of the Six Networks



Establishment of Overseas Alliance Network

■ Acquisition of SK AUTOMOBILE PTE.LTD. in Singapore (2019.11.13)

- Bodywork/paint and maintenance businesses are operated in Singapore, where consistent demand for maintenance services is expected against the background of the stable trend in the number of registered vehicles.
- ✓ We will adopt technological innovations and business models from companies with whom business alliances are made.
- ✓ We will develop procurement sources and wholesale customers, and contribute to the enhancement of value chains in Japan.

audioXtra



Initiatives for FY March 2020 - Development of Business Infrastructure

1) Human resources

- Personnel system and career development program: Continued provision of training courses for selected personnel (training for young staff, prospective candidates for executives, female executives and group managers).
Implementation of training programs for prospective candidates for executives on a larger scale, including members of franchisees and operation departments.
- Workstyle reforms: Facilitation of work from home/teleworking. Trial introduction of flextime.

2) IT

- Provision of advanced IT services, support for a good work-life balance, etc.

3) Logistics

- Launch of initiatives for automation and efficiency improvements with respect to the logistics of AUTOBACS businesses.
- Clarification of issues to expand the logistics capacity of the internet business.
- Study on the development of tire/wheel installation services.

4) Financing

Strengthening of the management of cash flows and gains on investments, etc.

5) Information

Advancement of the data management center project, enhancement of the level of satisfaction with information systems on the part of user departments, etc.

AUTOBACS SEVEN VISION 2050 Creating Our Future Together

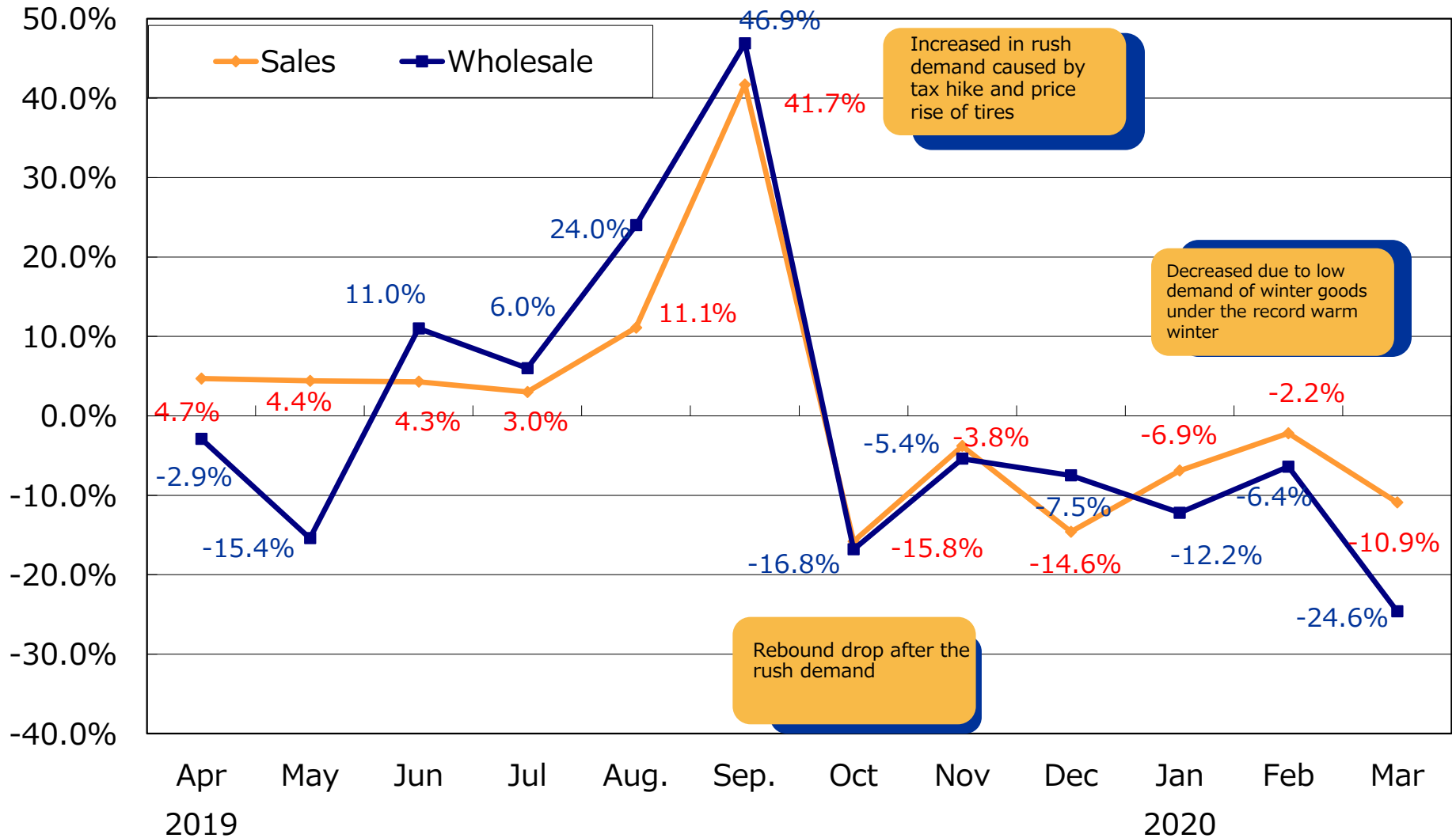
Professional & Friendly



APPENDIX

Sales Trend: Retail & Wholesale

【YoY change for the last 12 months】



* Sales at all domestic store formats
Wholesale figures are in non-consolidated basis

Automobile purchase and sales business



FY March 2020

BtoB sales

Details	No. of cars sold
To AUTOBACS SEVEN	3,061
Sales to AA via AUTOBACS SEVEN	5,059
Direct sales from stores	11,739
BtoB total	19,859

Retail

Details	No. of cars sold
Used cars	7,562
New cars	4,101
Retail total	11,663

*Include sales at all domestic AUTOBACS CARS stores

Total 31,522 cars

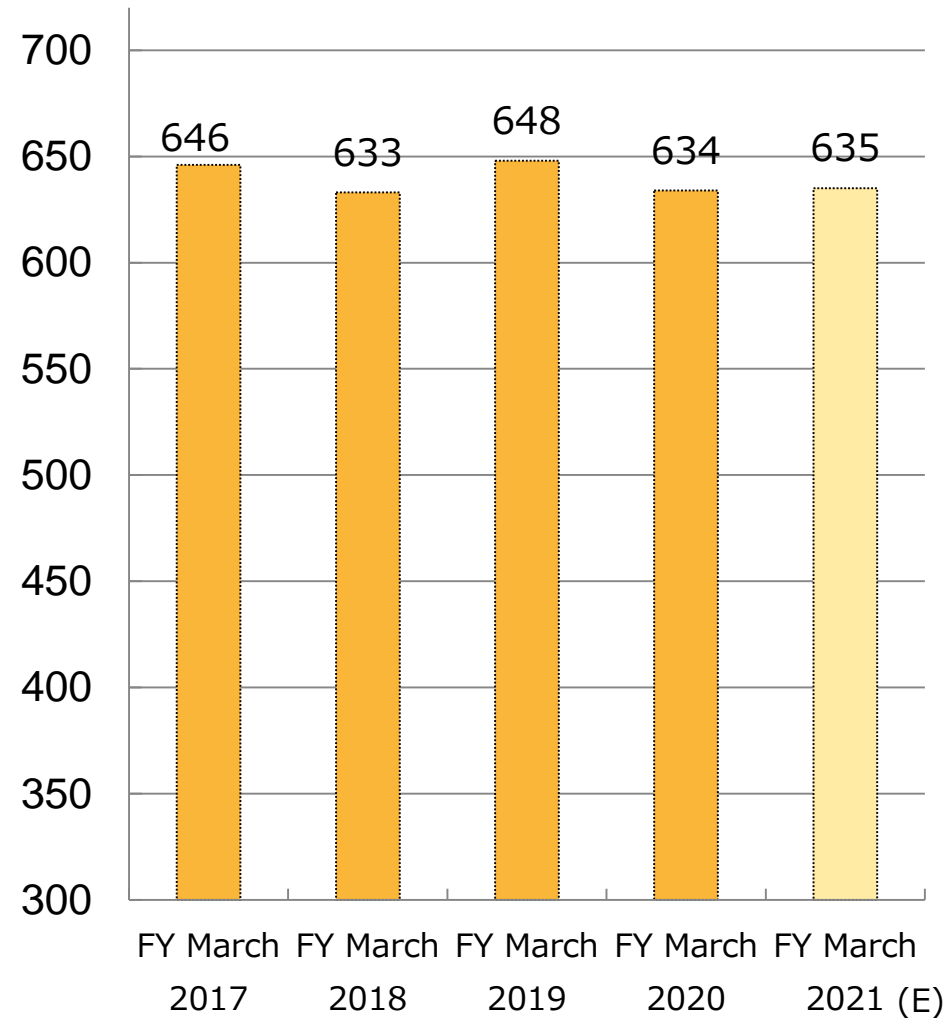
YoY +1.2%

Results of Statutory Safety Inspection and Car Purchase & Sales Business



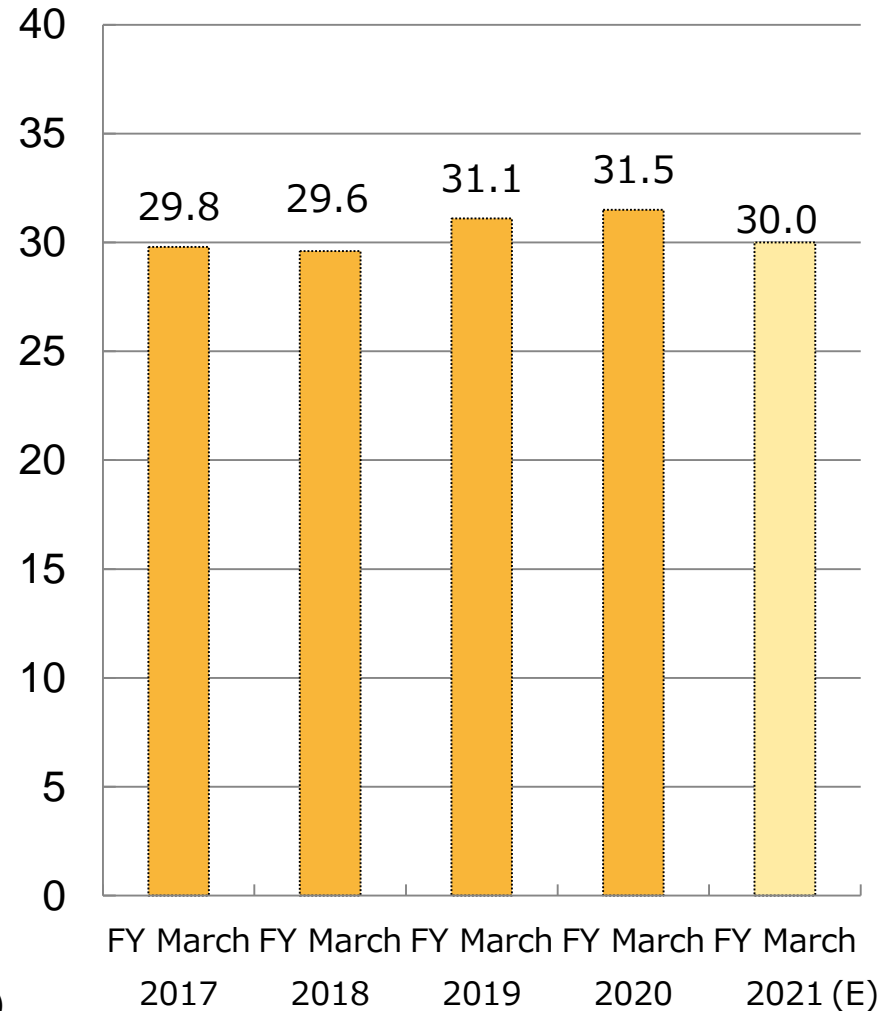
Statutory safety inspection (total stores)

(Thousands cars)



Car purchase and sales (total stores)

(Thousands cars)



Progress of New Store Openings (FY March 2020)



	Domestic Store name	Location(Prefecture)	Owner of store	Opening date
1	AUTOBACS YOKAICHI Store ※	Shiga	FC	Jun. 14, 2019
2	AUTOBACS MATSUSAKA Store ※	Mie	FC	Jul. 11, 2019
3	AUTOBACS KATATA Store	Shiga	FC	Oct. 11, 2019
4	AUTOBACS ICHIHARA Store	Chiba	FC	Oct. 25, 2019
5	AUTOBACS MIHARA Store	Hiroshima	FC	Feb. 22, 2020

*Reopened for relocation, S&B or renovation

	Overseas Store name	Location (Country)	Owner of store	Opening date
1	AUTOBACS SAIMAI Store	Thailand	Overseas Subsidiary	Apr. 5, 2019
2	AUTOBACS Kanchana Pisake 18	Thailand	FC	Nov. 1, 2019
3	AUTOBACS Old Klang Road Store	Malaysia	FC	Feb. 1, 2020

Store Openings and Closings (FY March 2020)



Domestic stores	No. of stores at March 31, 2019	FY March 2020							No. of stores at March 31, 2020
		1st Half			No. of stores at Septemb er 30, 2019	2nd Half			
		New	S/B • R/L	Close		New	S/B • R/L	Close	
AUTOBACS	493		+2/-2	-2	491	+3		-4	490
Super AUTOBACS	74				74				74
AUTOBACS <i>Secohan Ichiba</i>	7				7				7
AUTOBACS EXPRESS	11				11				11
AUTOBACS CARS	8			-5	3				3
Total	593		+2/-2	-7	586	+3		-4	585

Overseas stores	No. of stores at Mar 31, 2019	FY March 2020			No. of stores at March 31, 2020
		1st Half	No. of stores at September 30, 2019	2nd Half	
France	11		11		11
Thailand	15	+1	16	+1	17
Singapore	3		3	-1	2
Taiwan	7		7	-1	6
Malaysia	4		4	1	5
Indonesia	3	-1	2	-1	1
Philippines	3		3		3
Total	46	+1/-1	46	+2/-3	45

S/B=Scrap & Build,
R/L=Relocation

Quarterly P/L (FY March 2020)



(Billion Yen)

	1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter	FY March 2019
Net sales	50.5	60.5	65.6	44.7	221.4
YoY	+3.0%	+24.9%	-4.0%	-6.6%	+3.5%
Gross profit (% of Sales)	16.2 (32.1%)	19.2 (31.9%)	20.6 (31.5%)	14.5 (32.4%)	70.7 (32.0%)
YoY	+10.5%	+19.7%	-1.6%	-7.7%	+4.7 %
SG&A	15.0	16.0	16.2	15.8	63.1
YoY	+4.3%	+7.8%	+5.6%	+2.6%	+5.1%
Operating income	1.2	3.2	4.4	-1.2	7.5
YoY	+325.3%	+164.3%	-21.5%	—	+1.4%
Ordinary income	1.3	3.3	4.7	-1.4	8.0
Net income	0.8	2.0	3.4	-2.4	3.7
Same store sales	+5.0%	+17.5%	-11.6%	-7.3%	-0.2%

Amounts are rounded down.

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

Non-Consolidated and Domestic Store Subsidiaries



(Million Yen)

	Non-consolidated		Domestic Store Subsidiaries	
	Results	YoY	Results	YoY
Net Sales	156,493	-128	56,200	+2,747
Gross Profit(%)	32,883 (21.0%)	-257 (-0.2pt)	24,260 (43.2%)	+1,403 (+0.4pt)
SG&A	27,967	+1,036	22,650	+1,427
Operating Income	4,915	-1,294	1,610	-23
Summary	<ul style="list-style-type: none"> •Sales and profit decreased. •Sales of tires/wheels and tire chains fell year on year due to the effects of warm winter, and sales and gross profit decreased. •Increased SG&A, due to IT expenses to cope with the effects of consumption tax increases. 		<ul style="list-style-type: none"> •Sales and profit increased. •Sales, gross profit, and SG&A expenses increased due to the conversion of FC stores into subsidiaries. •Gross margin ratio improved due to strong sales of services including statutory safety inspections. •Increased costs related to sales promotion and store renovation. 	

Amounts are rounded down.

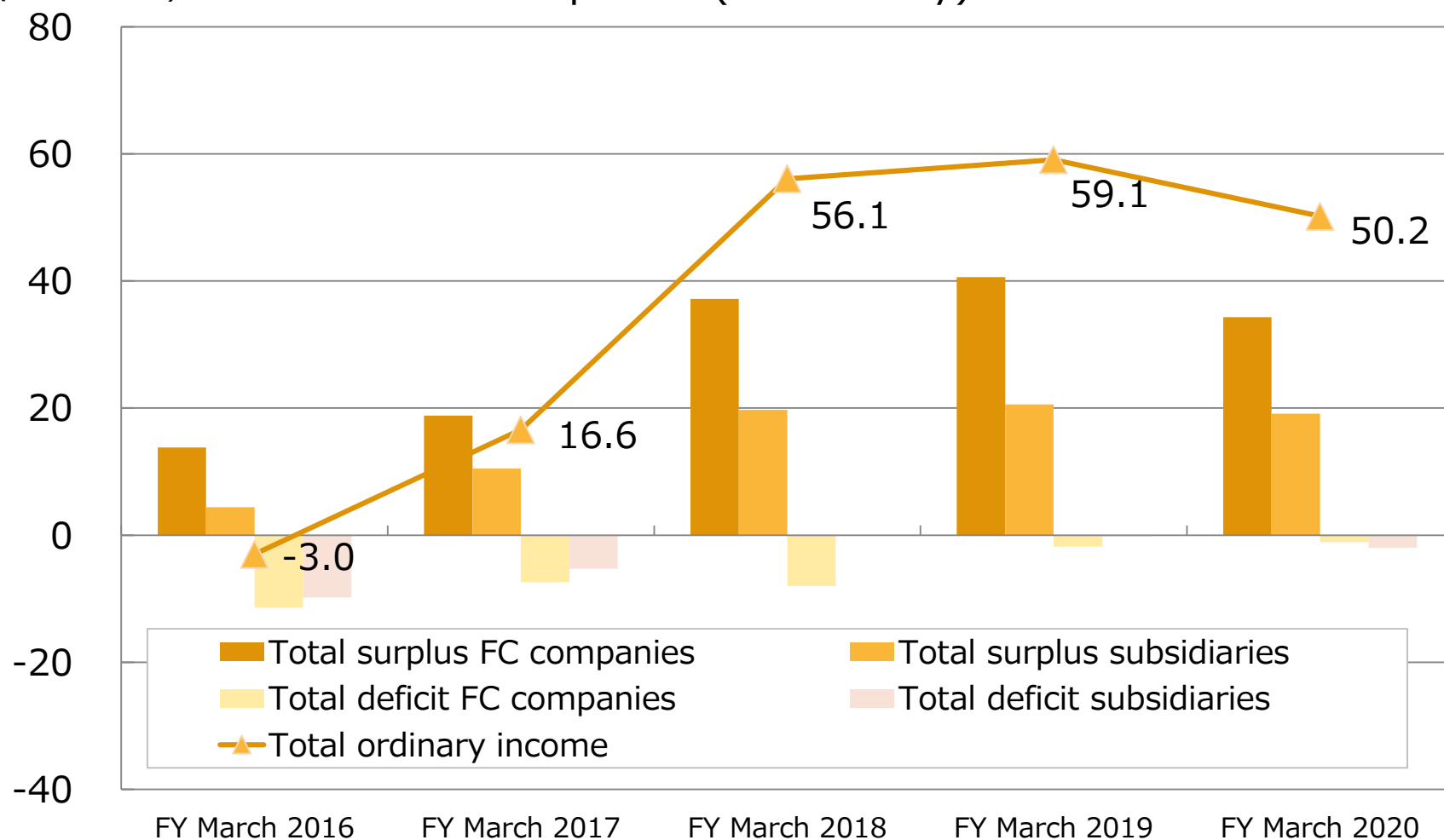
% of Net Sales and YoY comparisons are calculated in yen.

Performance Results of Franchisees



Ordinary Income of Franchise Companies (Preliminary)

(Billion Yen)



*Excluding three listed companies

*Including some FC's latest estimates

Balance Sheet: Assets



Total Assets

181.3 BY

Total Assets

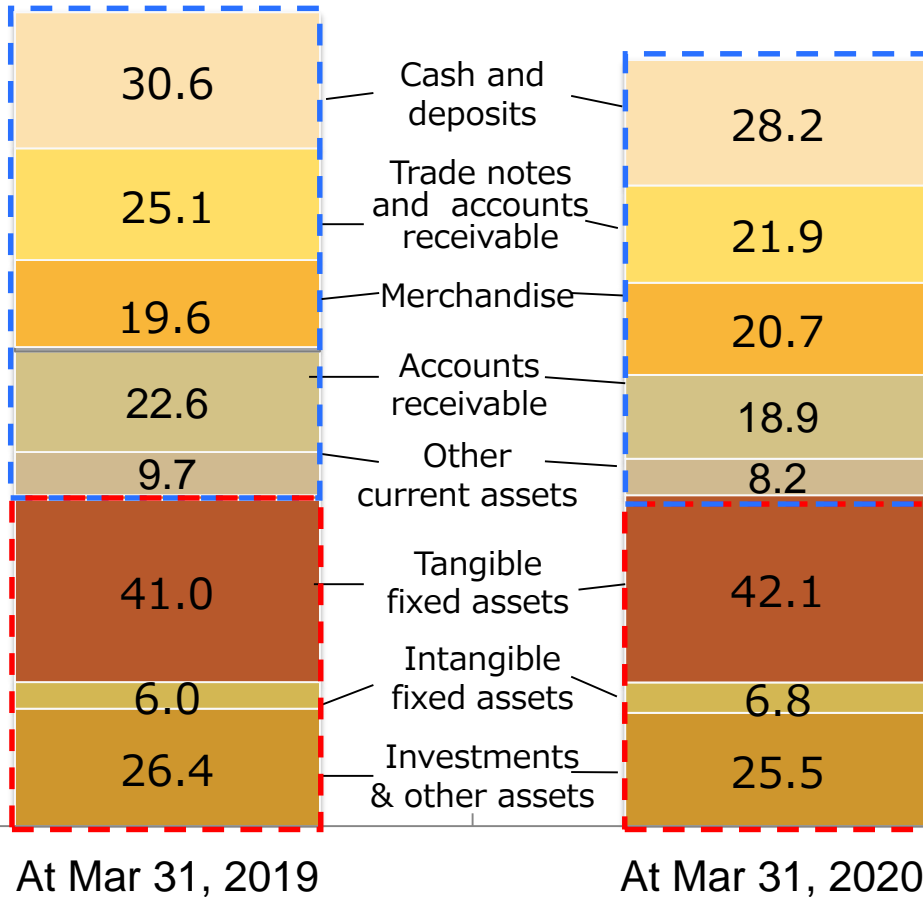
172.7 BY

(Billion
Yen)

Major items changed

Domestic AUTOBACS
Business :-2.4BY
Others :-7.2BY

Buildings and structures
:-1.4 BY
Land: +2.6 BY



Amounts are rounded down.

Balance Sheets: Liabilities and Equity

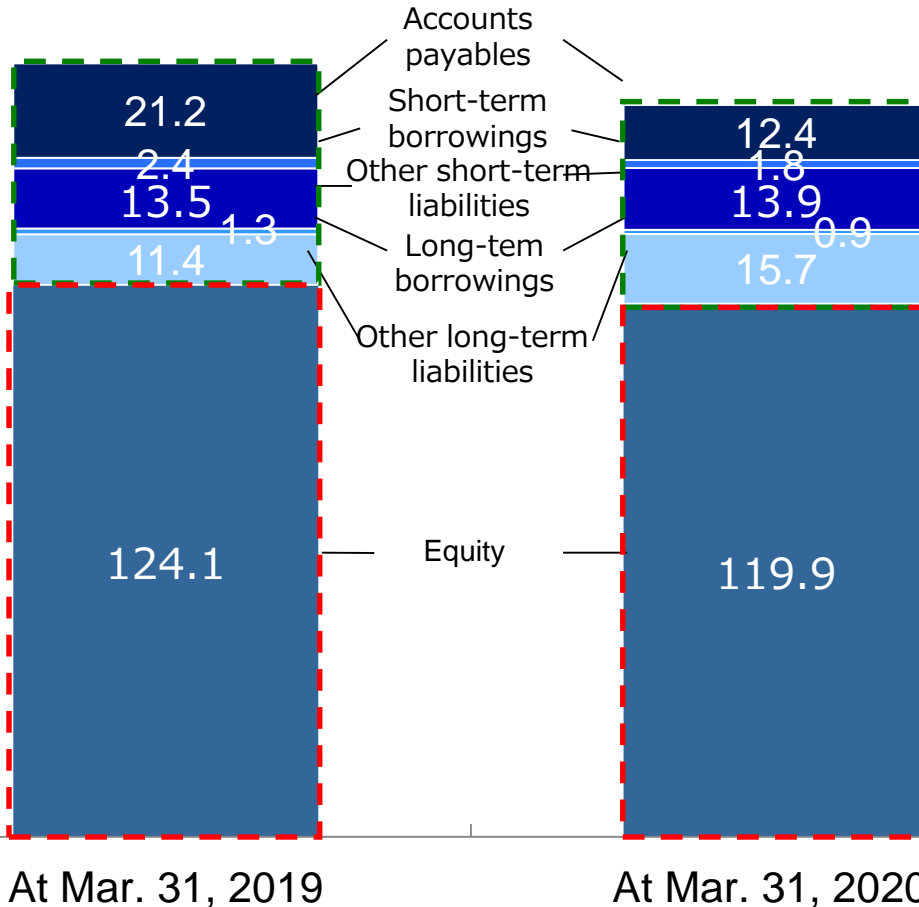
Total Liabilities
& Equity

181.3 BY

Total Liabilities
& Equity

172.7 BY

(Billion
Yen)



Major items changed

Total Dividends Paid :-4.8BY
 Profit attributable to owners of parent :+3.7BY
 Acquisition of Own Shares : -2.0BY

Amounts are rounded down.



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.