

# Results for the Six Months ended September 30, 2020



November 2, 2020

**AUTOBACS SEVEN CO., LTD.**

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# **Results for the Six Months ended September 30, 2020 and Forecasts for FY March 2021**

**Officer  
Finance & Accounting and IR & PR  
Tomoaki Ikeda**

# First Half of FY March 2021 Consolidated P/L

**Both sales and income decreased year on year chiefly due to external factors but rose from two years ago.**

In the Domestic AUTOBACS Business, sales decreased in April and May due to COVID-19 but returned to the level of the previous year in June through August, reflecting an increase in the frequency of use of vehicles. In September, sales fell from a year ago, when there was special demand (before the consumption tax hike and the increase of tire prices in October). Overseas sales is also recovering from June, chiefly due to the lifting of lockdowns. Consolidated operating income rose by 2.0 billion yen from two years ago, reflecting an increase in the profit margin and a reduction in SG&A expenses.

Six months ended September 30, 2020					Six months ended September 30, 2019
(Billion Yen)	Initial Forecast	Actual results	YoY change ratio	Change from forecast	
<b>Net sales</b>	<b>102.6</b>	<b>99.7</b>	-10.2%	-2.8	111.0
<b>Gross profit</b>	<b>31.9</b>	<b>33.1</b>	-6.5%	+ 1.2	35.5
Gross profit ratio	31.1%	33.3%			32.0%
<b>SG&amp;A</b>	<b>31.4</b>	<b>29.6</b>	-4.7%	-1.8	31.0
<b>Operating income</b>	<b>0.5</b>	<b>3.5</b>	-19.4%	+ 3.0	4.4
Operating income ratio	0.5%	3.6%			4.0%
<b>Ordinary income</b>	<b>0.6</b>	<b>3.8</b>	-17.0%	+ 3.2	4.6
<b>Net profit</b>	<b>0.1</b>	<b>2.3</b>	-16.5%	+ 2.2	2.8

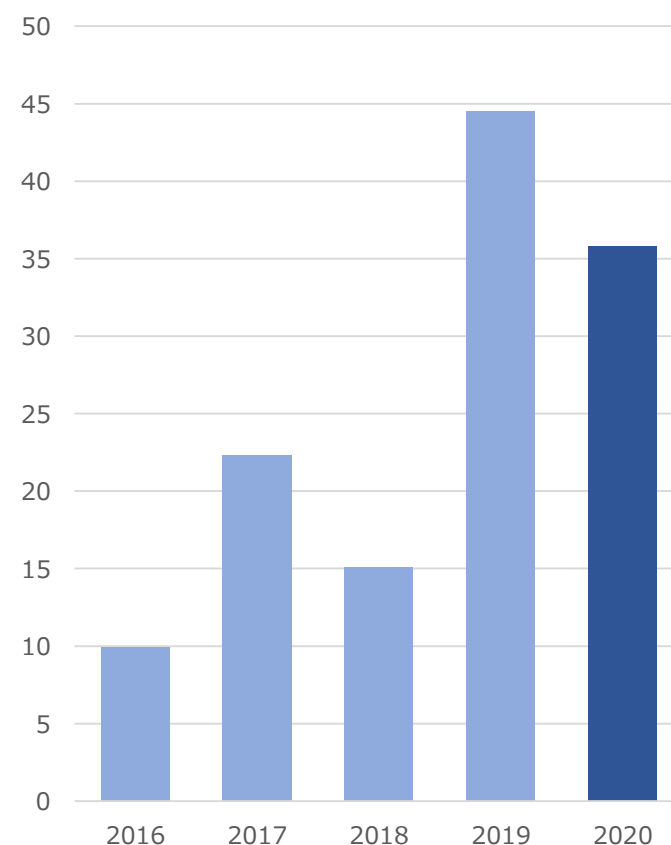
Amounts are rounded down to the nearest hundred million yen. 3

# 1st Half of FY Mar 2021 Consolidated P/L vs. two years ago

**Significant increase in profit compared to 2 years ago**  
**In last 5 years, Operating income was the 2nd highest next to last year**

(Billion Yen)	First half			
	First Half of FY March 2019	First Half of FY March 2021	Change from 2 years ago (ratio)	Change from 2 years ago (amount)
<b>Net sales</b>	<b>97.5</b>	<b>99.7</b>	+2.2%	+2.1
<b>Gross profit</b>	<b>30.7</b>	<b>33.1</b>	+7.8%	+2.3
<b>Gross profit ratio</b>	<b>31.6%</b>	<b>33.3%</b>		
<b>SG&amp;A</b>	<b>29.2</b>	<b>29.6</b>	+1.1%	+0.4
<b>Operating income</b>	<b>1.5</b>	<b>3.5</b>	+137.5%	+2.0
<b>Operating income ratio</b>	<b>1.5%</b>	<b>3.6%</b>		
<b>Ordinary income</b>	<b>1.8</b>	<b>3.8</b>	+110.8%	+2.0
<b>Net profit</b>	<b>0.5</b>	<b>2.3</b>	+296.9%	+1.7

(Billion Yen) 1<sup>st</sup>-half comparisons



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

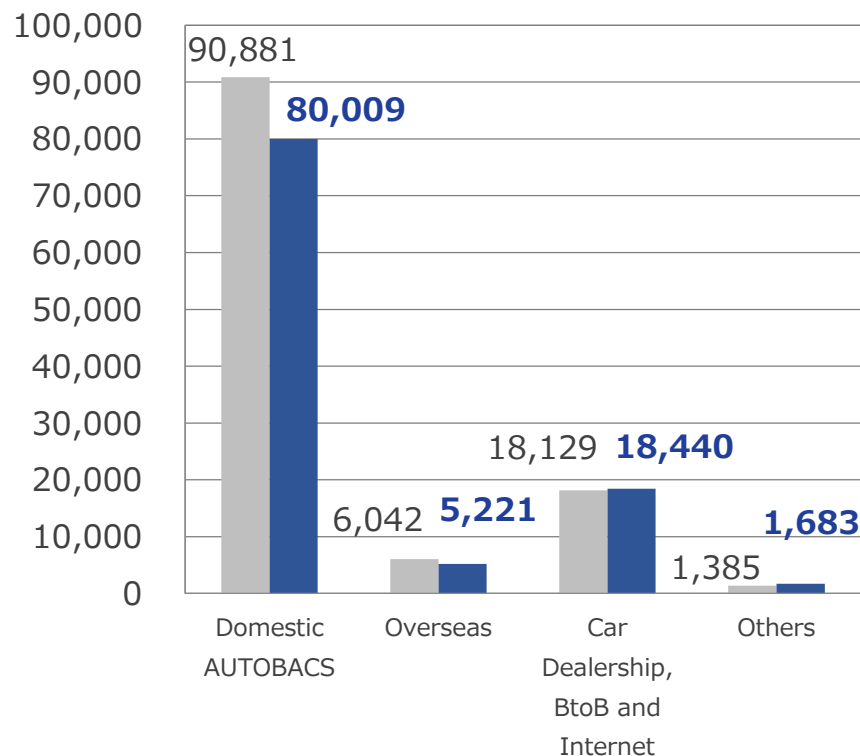
# Key points for the First half of FY March 2021

- ✓ Sales fell in April and May due to the COVID-19 infection spread but recovering from June (fell in September due to special demand in year ago).
- ✓ Sales trends for each merchandise category changed because of changes in the usage and value of vehicles.
  - Strong: Car washing supplies, damage repair items, car-interior accessories, batteries
  - Weak: Car navigation devices, sales of new vehicles
- ✓ Demand for dashboard cameras is recovering from July following the strengthening of penalties for road rage offences at the end of June.
- ✓ In Overseas Business, sales fell, but operating income moved into positive territory for the first time due to the enhancement of wholesale and a reduction in SG&A expenses.
- ✓ Consolidated operating income exceeded the level of 2 years ago due to an increase in the profit margin and a reduction in SG&A expenses.

# Sales and profits by Reporting Segments

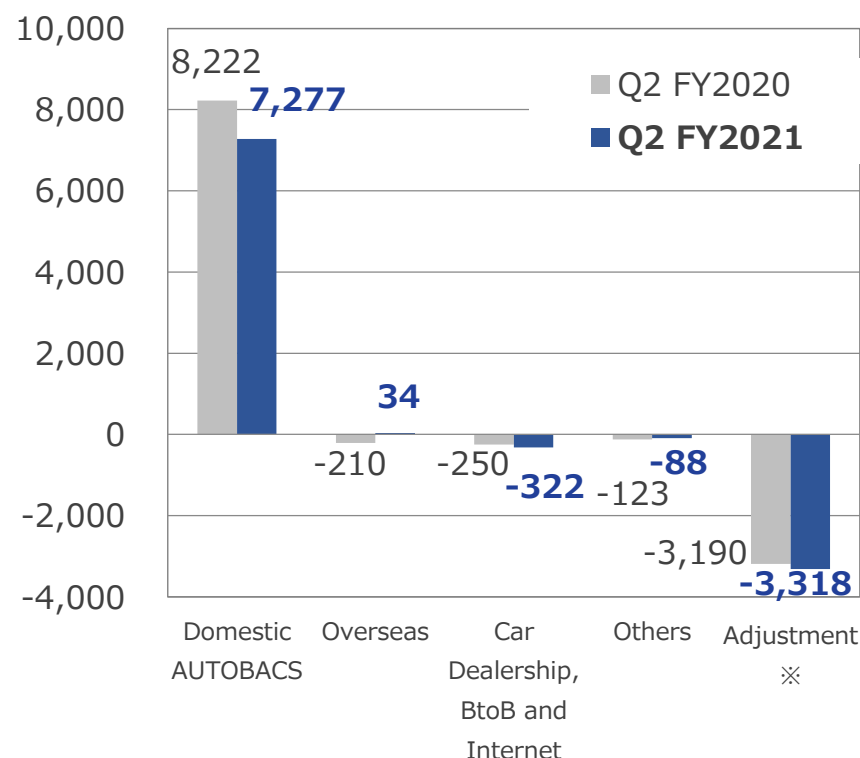
## Sales

(Million Yen)



## Profits

(Million Yen)



### Partial Change in Reporting Segment

The department that promotes and manages ICT platform, which was formerly part of the "Domestic Autobacs Business", has been transferred to the "Dealership, BtoB and Internet Business", while departments that promote and manage the lifestyle business and other businesses, as well as some consolidated subsidiaries, which were formerly part of the "Domestic Autobacs Business", have been transferred to the "Other Businesses".

Round down to the nearest million Yen  
Before elimination of transaction between segments

※ Corporate expenses not allocated to each reporting segment, mainly general and administrative expenses

# Segment Information

	(Million Yen)	Six months ended September 30, 2020	Six months ended September 30, 2019	YoY	Summary
<b>Domestic AUTOBACS Business</b>	Sales	80,009	90,881	-12.0%	Sales recovered in June through August, reflecting an increase in the frequency of use of vehicles (fell significantly in September from a year ago, when there was special demand). Car washing supplies and batteries sold well. SG&A expenses were reduced, and an operating profit was achieved.
	Gross profit	26,483	28,697	-7.7%	
	SG&A	19,205	20,474	-6.2%	
	Operating income	7,277	8,222	-11.5%	
<b>Overseas Business</b>	Sales	5,221	6,042	-13.6%	Sales are recovering from June as lockdowns were lifted. A fall in sales in the first three months was offset by a reduction in SG&A expenses chiefly through negotiations for rent reductions, and the business moved into the black for the first time.
	Gross profit	2,435	2,735	-11.0%	
	SG&A	2,400	2,946	-18.5%	
	Operating income	34	-210	—	
<b>Car dealership, BtoB and Internet Business</b>	Sales	18,440	18,129	+1.7%	Sales in the first half were significantly affected by a fall in sales of new cars and a decrease in sales due to a fall in orders from wholesalers, although sales were on a recovery trend in the second quarter. Both sales and SG&A expenses rose because of subsidiaries acquired in the previous fiscal year.
	Gross profit	3,641	3,597	+1.2%	
	SG&A	3,964	3,848	+3.0%	
	Operating income	-322	-250	—	
<b>Other Business</b>	Sales	1,683	1,385	+21.5%	Operating loss was reduced owing to an increase in sales, mainly due to store openings in the lifestyle business.
	Gross profit	625	480	+30.1%	
	SG&A	713	603	+18.2%	
	Operating income	-88	-123	—	
<b>Reconciling items</b>	Operating income	-3,318	-3,190	—	

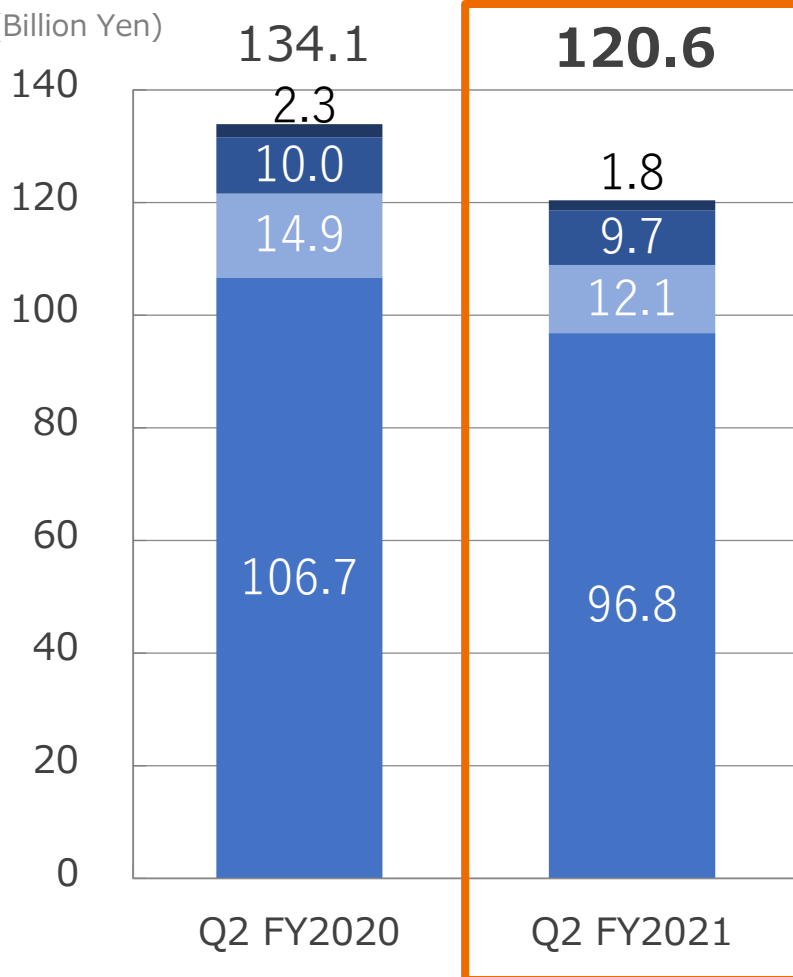
Amounts are rounded down to the nearest million yen.  
YoY comparisons are calculated in yen.



# Retail Sales in Total AUTOBACS Group Stores

**RETAIL SALES INCLUDING FCs: 120.6 billion yen (-10.1% YoY)**

(Billion Yen)

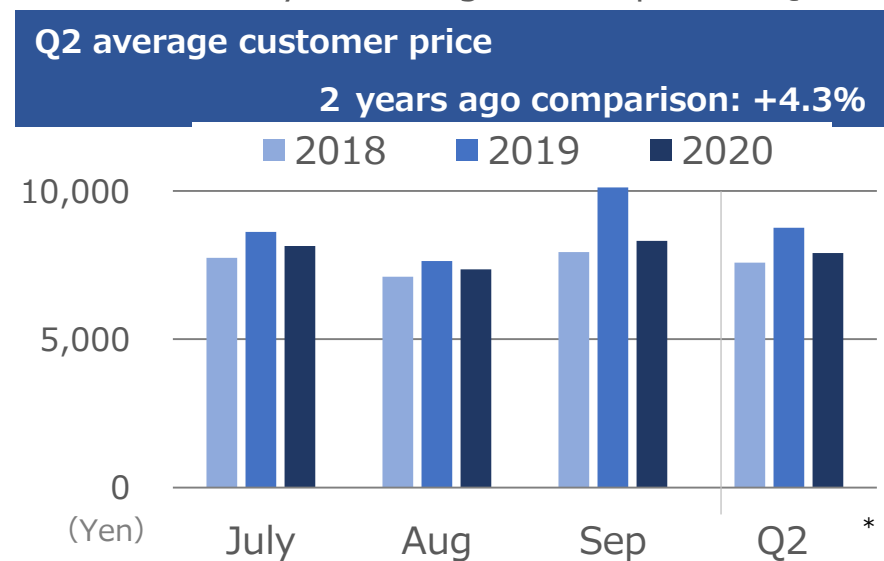
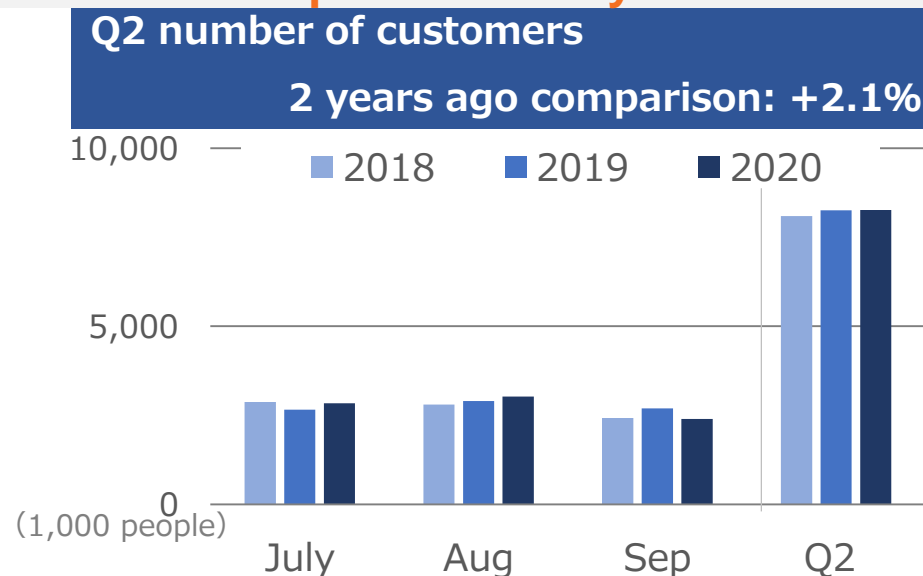
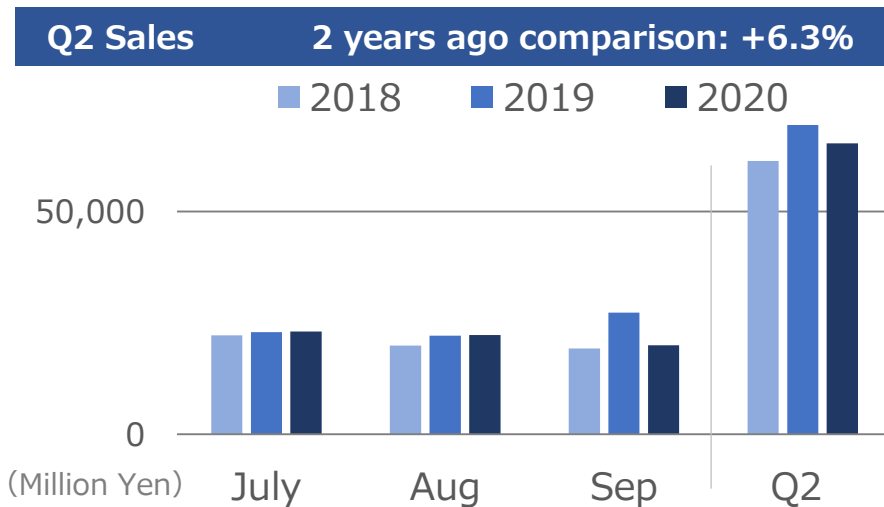


	Result	YoY
Second hand goods & Fuel	<b>1.8BY</b>	-19.7%
Statutory safety inspection	<b>9.7BY</b>	-2.8%
	303,000 cars	-6.1%
Number of fully certified & designated stores	<b>427 stores</b>	421 stores at March 31, 2020
Car purchase & sales	<b>12.1BY</b>	-18.9%
	13,330 cars	-18.6%
Number of fully certified & designated stores	<b>402 stores</b>	400 stores at March 31, 2020
Car related goods & services	<b>96.8BY</b>	-9.4%

\* Sales at all domestic store formats (AUTOBACS, Super AUTOBACS, AUTOBACS CARS, AUTOBACS Secohan Ichiba and AUTOBACS EXPRESS)

# Q2 FY March 2021 Domestic Store Sales (Three-Year Comparison)

**Retail sales including FCs: +6.5% from 2 years ago  
although there was a special demand in September last year.**



(Reference)

## First Half FY March 2020 Domestic Store Sales +11.2% YoY

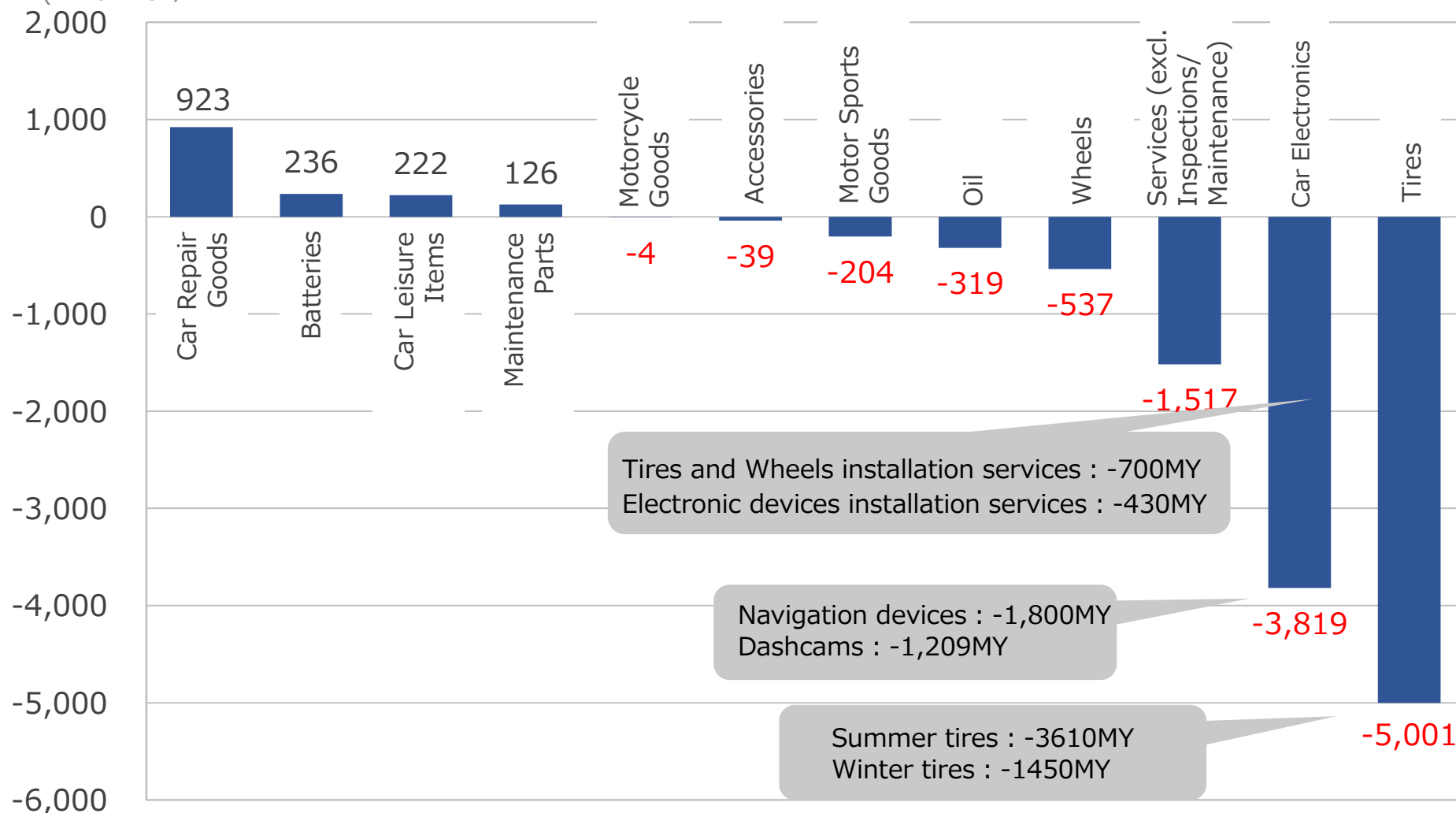
• Sales rose significantly due to special demand before the consumption tax hike and the increase of tire prices in October. Sales of big-ticket items in particular rose.

\* Sales at all domestic store formats (AUTOBACS, Super AUTOBACS, AUTOBACS CARS, AUTOBACS Secohan Ichiba and AUTOBACS EXPRESS)

# Sales Variance by Merchandise (H1 FY2021)

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

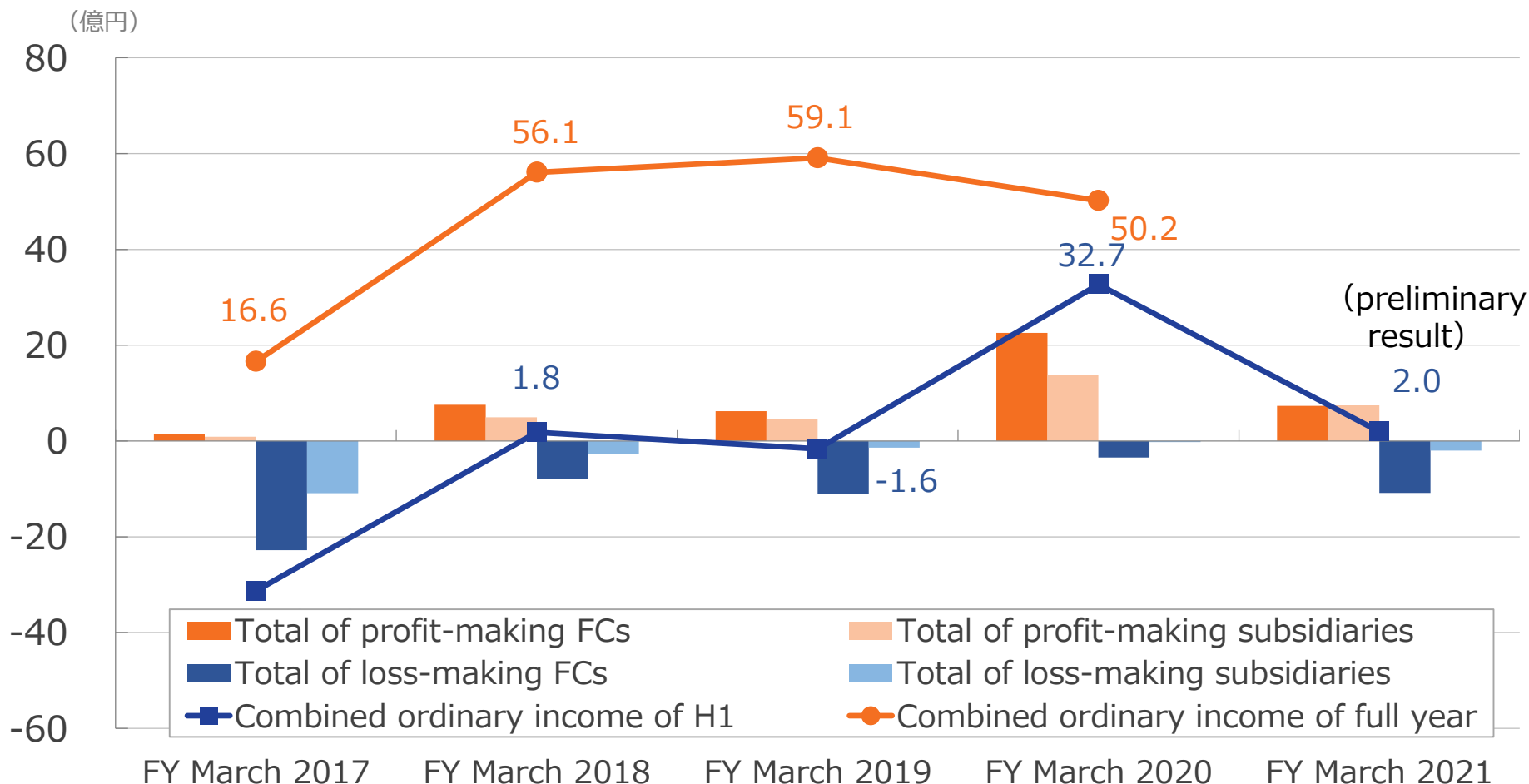
(Million Yen)



\* Include sales at domestic AUTOBACS-chain stores including FCs; all store formats (AUTOBACS, Super AUTOBACS, CARS, AUTOBACS Secohan Ichiba and AUTOBACS EXPRESS)

# Performance Results of Franchisees

## Ordinary Income of Franchise Companies



\*Excluding three listed companies

\*Including some FC's latest estimates

# 1st Half of FY Mar 2021 Performance by Overseas Subsidiaries

(Million Yen)	France		Thailand		Singapore		China		Malaysia		Australia	
Number of stores*	<b>10</b>		<b>16</b>		<b>2</b>		<b>0</b>		<b>5</b>		<b>0</b>	
Period	21/3 2Q	20/3 2Q	21/3 2Q	20/3 2Q	21/3 2Q	20/3 2Q	21/3 2Q	20/3 2Q	21/3 2Q	20/3 2Q	21/3 2Q	20/3 2Q
Net sales	<b>2,993</b>	3,705	<b>324</b>	369	<b>774</b>	661	<b>379</b>	549	<b>16</b>	30	<b>750</b>	692
SG&A	<b>1,578</b>	1,911	<b>129</b>	164	<b>248</b>	262	<b>82</b>	99	<b>17</b>	20	<b>213</b>	212
Operating income	<b>-0</b>	24	<b>-26</b>	-55	<b>145</b>	13	<b>17</b>	10	<b>-10</b>	-9	<b>10</b>	12
Business conditions	Business was suspended from March through May due to the lockdown. From June, sales exceeded the plan due to a rebound in demand. Batteries and car washing supplies sold well. SG&A expenses were reduced chiefly due to a reduction in selling expense and negotiations for rent reductions.		Due to restrictions on leaving home, the number of customers and sales fell. Operating loss was reduced, reflecting negotiations on rents and a review of SG&A expenses. On October 20, 2020, SAB transferred part of its shares to PTG and was excluded from the scope of consolidation.		Sales at AB store formats declined significantly due to the "circuit breaker" restrictions, but recovered after restrictions were lifted. The performance of SK AUTOMOBILE, which provides body repairs and maintenance, remained as planned.		Business was sluggish, affected chiefly by restrictions on sales activities to get new contracts due to restrictions on leaving home, but sales activities resumed in May. Wholesale was on a recovery trend. SG&A expenses were reduced.		All stores suspended business in April in response to an order to restrict activities. Sales remained slow after that due to strict restrictions on going out. SG&A expenses were reduced mainly through a reduction in selling expenses and negotiations for rent reduction.		Sales declined significantly because of restrictions on, and avoidance of, leaving home, but exceeded the year-ago level from July. Rear-view cameras for heavy machines in the mining industry and private brand AV equipment and radios sold well.	

※Amounts are rounded down to the nearest million yen.

1st half of FY March 31, 2021

## Overview of Business results (Car dealership, BtoB and Internet Business)

### Car Dealership Business

- ✓ A subsidiary that supervises the car dealer business was established, and it enhanced the sales operations at each base.
- ✓ Not only new and used car sales but also services were promoted.
- ✓ Sales fell significantly due to COVID-19, but the number of business negotiations recovered gradually.



### BtoB Business

- ✓ Profit improved due to the optimization of sales activities at wholesale subsidiaries, which were reorganized during the previous fiscal year.
- ✓ Sales fell due to restrictions on sales activities to get new contracts, but business negotiations have resumed for now.
- ✓ Sales and profits at two subsidiaries that provide statutory safety inspections, maintenance services and auto body repairs were firm and in line with the plans.



### Internet Business

- ✓ The assortment of merchandise and promotions were changed.
- ✓ The Group upgraded its website to improve user convenience and usability.
- ✓ In e-commerce, in-store delivery services were suspended to prevent COVID-19 infections, but have restarted



# Second half and full year earnings forecast

## Positive Factors

- ✓ Strong demand to continue in fields where performance is favorable, reflecting an increase in the frequency of use of vehicles  
(Car washing supplies, car body damage repairs, car interior accessories, batteries)
- ✓ Demand for winter goods to rebound from a historically warm winter in the previous year.
- ✓ Demand for statutory safety inspection to increase as the number of vehicles to be inspected will increase.

## Negative Factors

- ✓ Consumer sentiment to fall, reflecting economic stagnation due to COVID-19.
- ✓ The number of customers to be affected by a reduced level of sales promotions in the first half.
- ✓ Uncertainty about demand for winter goods attributable to seasonal variation.

## Domestic Store Sales (YoY)

Initial plan	1st half plan	2nd half plan	Full-year plan
Same store sales	-10.7%	+10.4%	-0.2%
All store sales	-10.7%	+10.4%	-0.2%
Revised plan	1st half result	2nd half plan (revised)	Full-year plan (no change)
Same store sales	-10.1%	+9.8%	-0.2%
All store sales	-10.1%	+9.8%	-0.2%

# Full-Year Forecasts for FY March 2021

**No changes to the full-year forecasts from the initial plan**

(Billion Yen)	1 <sup>st</sup> -Half		2 <sup>nd</sup> -Half		Full Year (no changes from initial plan)	
	Results	YoY	Forecasts	YoY	Forecasts	YoY
<b>Net sales</b>	<b>99.7</b>	-10.2%	124.0	12.4%	223.8	+1.1%
<b>Gross profit</b>	<b>33.1</b>	-6.5%	38.3	8.7%	71.5	+1.1%
<b>Gross profit ratio</b>	<b>33.3%</b>	+1.3pt	30.9%	-1.0pt	31.9%	-0.1pt
<b>SG&amp;A</b>	<b>29.6</b>	-4.7%	34.2	+6.9%	63.9	+1.2%
<b>Operating income</b>	<b>3.5</b>	-19.4%	4.0	+28.0%	7.6	+0.2%
<b>Operating income ratio</b>	<b>3.6%</b>	-0.4pt	3.2%	+0.4pt	3.4%	+0.0pt
<b>Ordinary income</b>	<b>3.8</b>	-17.0%	4.2	+24.9%	8.1	+0.5%
<b>Net profit</b>	<b>2.3</b>	-16.5%	3.1	236.3%	5.5	+46.1%

※Round down to the 10 million Yen

※YoY comparisons are calculated in Yen



# 2nd-half and full year earnings forecast for FY March 31, 2021

## Reporting Segments

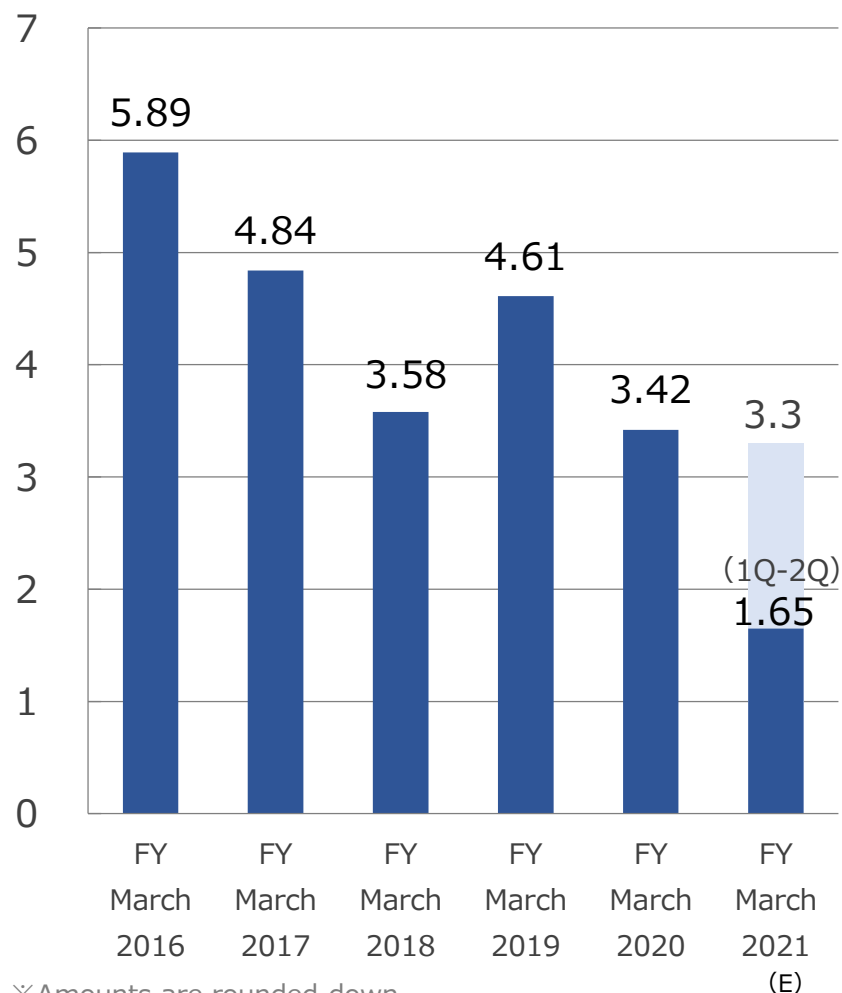
	1 <sup>st</sup> -half		2 <sup>nd</sup> -half		Full Year (no changes from initial plan)	
	Results	YoY	Forecasts	YoY	Forecasts	YoY
(Million Yen)						
<b>Domestic AUTOBACS Business</b>						
Net sales	80,009	-12.0%	97,370	10.3%	177,380	-1.0%
Operating income	7,277	-11.5%	8,282	29.6%	15,560	6.5%
<b>Overseas Business</b>						
Net sales	5,221	-13.6%	5,968	4.5%	11,190	-4.8%
Operating income	34	—	-694	—	-660	—
<b>Car Dealership, BtoB and Internet Business</b>						
Net sales	18,440	1.7%	24,529	19.6%	42,970	11.2%
Operating income	-322	—	-397	—	-720	—
<b>Others</b>						
Net sales	1,683	21.5%	2,276	61.0%	3,960	41.5%
Operating income	-88	—	-381	—	-470	—
<b>Adjustment cost</b>						
Operating income	-3,318	—	-2,791	—	-6,110	—

# 2nd-half and full year earnings forecast for FY March 31, 2021

## Capital Expenditures & Depreciation

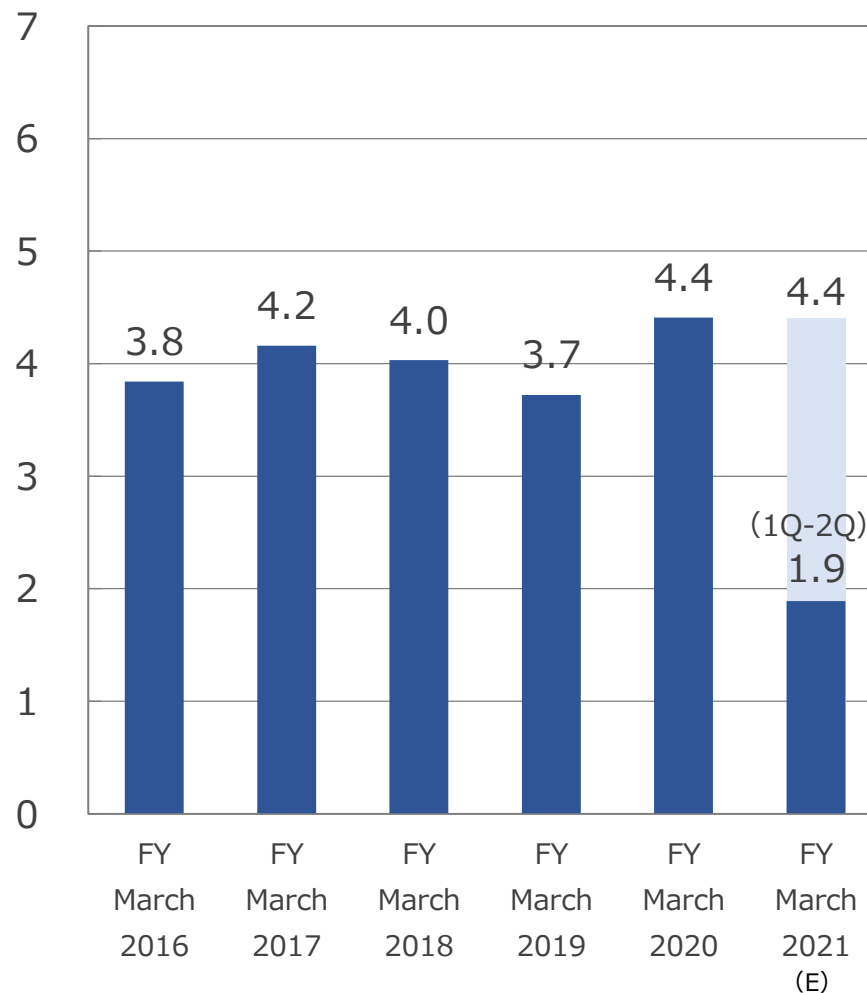
### Capital Expenditures

(Billion Yen)



### Depreciation

(Billion Yen)



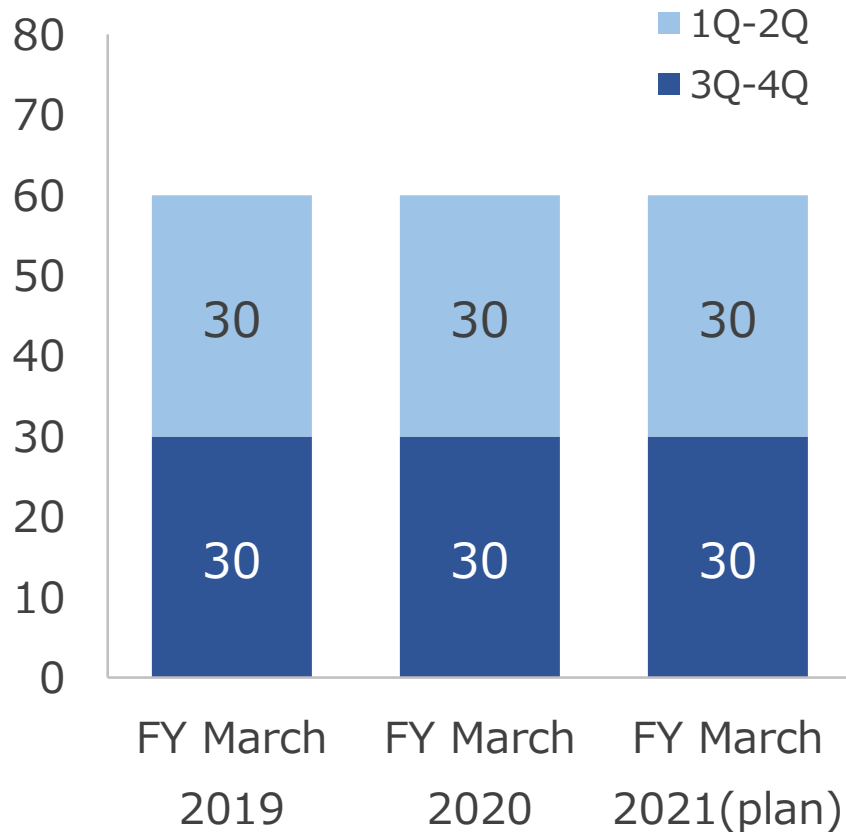
※Amounts are rounded down

# 2nd-half and full year earnings forecast for FY March 31, 2021

## Dividends and Share buyback

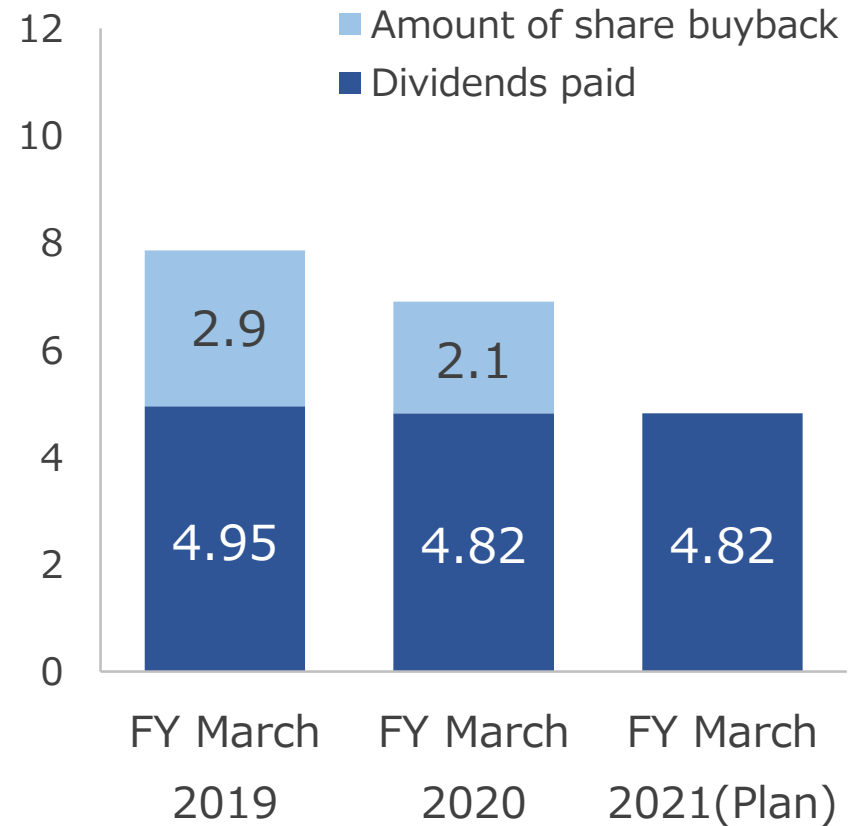
### Dividends per share

(Yen)



### Dividends and Share buyback

(Billion Yen)



# **Response to COVID-19 and Five-year Rolling Plan 2020**

**Representative Director and CEO  
Kiomi Kobayashi**

# Response to COVID-19

**Protect the health of customers,  
business partners, and employees**

~Don't get infected and don't infect others~

**Support the franchisees' operation**

~from financial and operational aspects~

# Efforts to Prevent the Spread of COVID-19

## Response of the AUTOBACS Group to the nationwide efforts to prevent the spread of COVID-19

- ✓ **Protect the health of customers, business partners, and employees: Full enforcement of activities to avoid developing an infection.**
- ✓ **Protect the safety and security of vehicles, which are important moving infrastructures in life.**

	Stores	Offices
At the time of the declaration of a state of emergency	<p>Limited business mainly for maintenance</p> <p><b>Shorter business hours</b> (Excluding certain stores)</p> <p><b>Regular update of business information on the website</b></p> <p><b>Implementation of temperature taking, hand washing and gargling</b></p> <p><b>Efforts to minimize contact opportunities</b></p>	<p><b>Prohibition of coming to the office (working from home)</b></p> <p>If it is unavoidable for employees to come to work for business continuation or store support, they give the utmost consideration to the prevention of infection by fully enforcing temperature taking and sterilization before coming to work.</p> <p>Reference: Attendance rate: 17% (April and May)</p>
At present (ongoing)	<p><b>Implementation of temperature taking, hand washing and gargling</b></p> <p><b>Efforts to minimize contact opportunities</b> Refer to the next page.</p>	<p><b>Working from home and remote work recommended</b></p> <p>Reference: Attendance rate: 31% (from June to September)</p> <p>Change in work styles (Introduction of flextime) In stages from November 2020</p>

# Efforts to Prevent the Spread of COVID-19

## Hygiene control at stores and service pits in AUTOBACS (examples)



Encouraging customers to leave a space when they stand in line



Reducing contacts with customers at the register



Carefully sterilizing waiting rooms, handrails, displays and shopping baskets with alcoholic antiseptic solution



Using steering wheel covers, floor covers and seat covers when moving vehicles by store staffs



Sterilizing touched parts after completing work

# COVID-19-Related Support for Franchisees

**Support measures for franchisees  
(exemption from fees, deferment of payments, loans)**

## Support for franchisees

### **Reduction or exemption of expenses for sales promotion**

- Exempting merchants from paying a portion of the cost of national sales promotion expenses

### **Establishment of a deferred payment system**

- Defer payment of merchandise bills for a fixed period of time

### **Establishment of a short-term loan system**

- Support by short-term loan program after deferred payment period

## Support for stores

### **Store guidance**

Effective use of online meetings

### **Dispatching office staff**

Support for disinfecting store facilities and vehicles and measuring customers' temperatures

### **Helping answer phones**

Helping respond to inquiries and calls for making reservations



# Five-year Rolling Plan 2020

## ■ Our mission

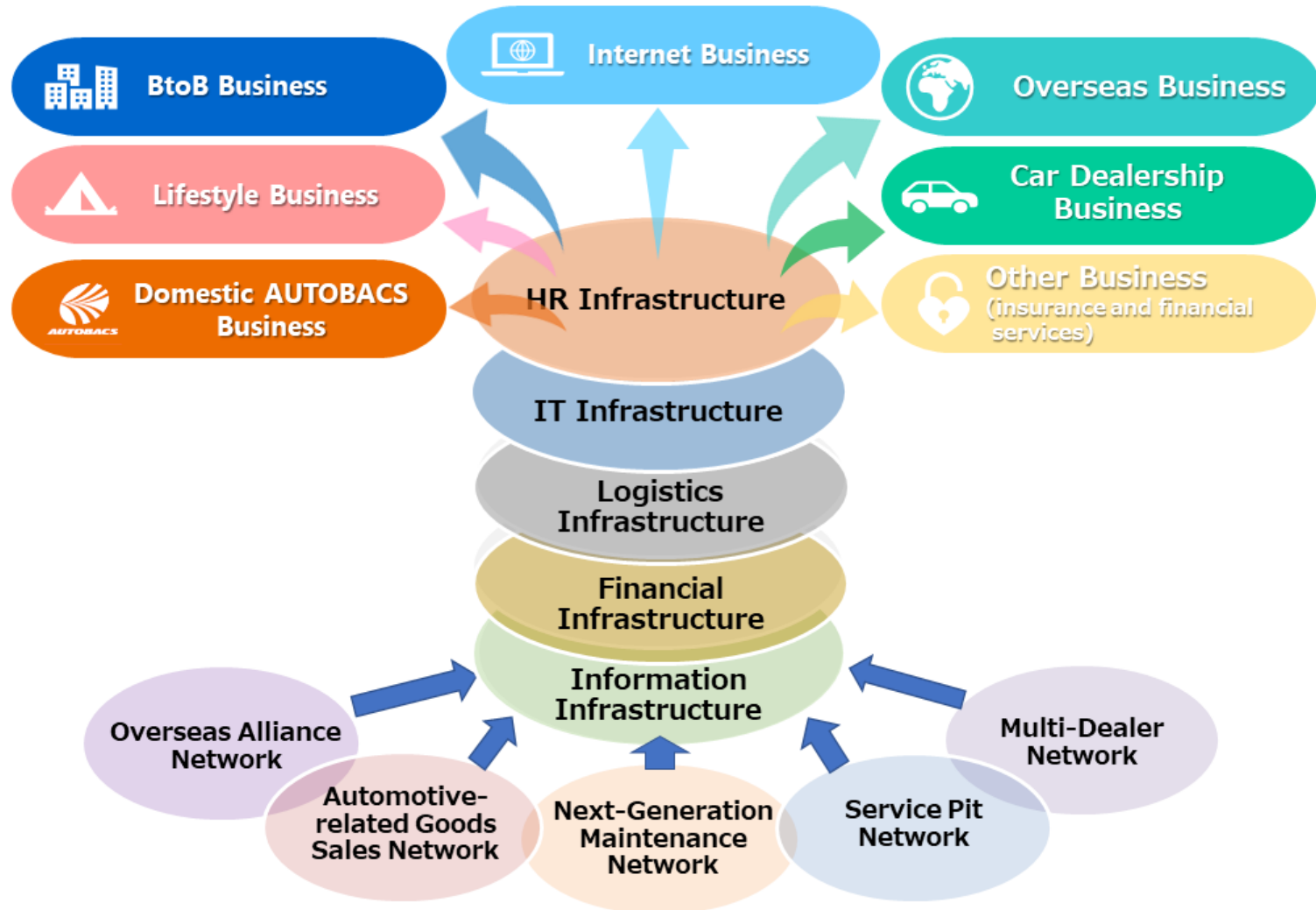
### **We constantly create a new car lifestyle culture**

~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 networks involving multiple businesses to provide services suited to the scenarios in which customers use cars and will improve the profitability of businesses

# 6 Networks, 5 Business Infrastructures, 7 Businesses



# ① Domestic AUTOBACS Business

## ■ Status of preparations for a maintenance system adapted to next-generation technologies

- ✓ A sensor calibration training system completed at a subsidiary, Shaken-Bankin DEPOT Inc.  
Stores began receiving specified maintenance certification.
- ✓ A comprehensive business alliance agreement was concluded with the BS-summit\* business cooperative (August 20, 2020).
  - About 600 AUTOBACS stores + 380 BS-summit companies
  - One-stop maintenance shops for customers
  - Experimental verification began in Kyushu, Kanto and Tohoku



\*A nationwide body shop network with about 370 members

# ① Domestic AUTOBACS Business

## ■ Improving AUTOBACS application performance to Enhance Relationships with Customers

- ✓ In the first half of FY March 2021, the number of online bookings for oil change rose about 50% year on year.
- ✓ The number of downloads exceeded 1.4 million as of September 30, 2020.
- ✓ The app was updated on October 19, 2020.



### 【Key points of improvements】

Start-up speed and operability improvements make bookings easy. Customers can register vehicle information simply by scanning the QR code on the inspection sheet.

## ② Overseas Business

### ■ Switching business from retail to wholesale

- ✓ Transferred part of its shares of Thai subsidiary SAB to PTG, and excluded from consolidation.

### ■ Adding wholesale customers

- A) Myanmar (batteries) B) Philippines (batteries)  
C) Taiwan (batteries) D) Bangladesh (oil etc.)
- ✓ Staff working remotely to actively conduct sales activities during the COVID-19 pandemic to develop new wholesale customers.



### ■ Changing sales destination

- ✓ Sales through JD Worldwide, the cross-border EC site for China, grew. The EC site tapped into demand from inbound tourists, which fell due to COVID-19.

### ■ Development of wholesale method

#### Opening AD (Authorized Dealerships) experimentally

- A) Malaysia (starting with stores of Tayaria, an alliance partner)
- B) China (making preparations for the first store in Shanghai)

### ③Internet Business

#### ■ Strategic alliance with Car Frontier Co., Ltd., a company affiliated with Mitsubishi Corporation (May 1, 2020)

- ✓ Established a network leveraging more than 4,700 locations of TIREHOOD nationwide, where tires are installed.
- ✓ Started sending customers to AUTOBACS stores. Thirty percent of users have chosen AUTOBACS to install their tires
- ✓ Started sending customers from our EC site “AUTOBACS.com” to TIREHOOD. AUTOBACS and TIREHOOD send customers to each other.





# Development of Business Infrastructures

## 1) Human Resources Infrastructure

### Human resources system, human resources development

- Appoint 3 female managers from this year
- Changing existing training to online training

### Changing work styles

- Reducing Office working employees to 30%
- Promoting office reform that allows employees to choose the space they work
- Full-scale introduction of flextime
- Holding interactive online meetings

## 2) IT Infrastructure

- Review IT investment allocation for future growth
- Use IT systems to help change work styles



# AUTOBACS SEVEN VISION 2050 Creating Our Future Together

## Professional & Friendly





# Non-Consolidated and Domestic Store Subsidiaries

**Non-Consolidated : decline in revenue and profit**  
**Domestic Store Subsidiaries : decline in revenue and profit**

	Non-consolidated	
(Million Yen)	Results	YoY
<b>Net Sales</b>	<b>69,290</b>	-10,254
<b>Gross Profit(%)</b>	<b>15,523</b> (22.4%)	-1,266 (+1.3pt)
<b>SG&amp;A</b>	<b>13,254</b>	-792
<b>Operating Income</b>	<b>2,268</b>	-474

•Sales decreased mainly in car electronics. However, sales of batteries and car washing supplies were strong. Gross profit margin rose by 1.3 pt. associated with a fall in sales of merchandise with a low gross profit margin. SG&A expenses were reduced.

	Domestic Store Subsidiaries	
	Results	YoY
	<b>26,480</b>	-1,502
	<b>11,534</b> (43.6%)	-707 (-0.1pt)
	<b>11,077</b>	+63
	<b>456</b>	-771

•Installation fees decreased together with a fall in sales of car electronics and tires. SG&A expenses increased associated with the conversion of FC stores into subsidiaries in November 2019, although advertising expenses decreased.

# Automobile purchase and sales business

Total **13,330** cars YoY **-18.6%**

## BtoB Sales

Details	No. of cars sold
To AUTOBACS Seven	418
Sales to AA via AUTOBACS Seven	1,726
Direct sales from stores	5,926
<b>BtoB total</b>	<b>8,070</b>

## Retail

Details	No. of cars sold
Used cars	3,771
New cars	1,489
<b>Retail total</b>	<b>5,260</b>

※Include sales at all domestic AUTOBACS CARS stores

# Sales Trend: Retail & Wholesale and Number of customers & Average customer price

## YoY monthly retail sales, wholesale sales, number of customers and average customer price

(%)	Oct 2019	Nov	Dec	Jan 2020	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
<b>Wholesale</b>	-16.8	-5.4	-7.5	-12.2	-6.4	-24.6	-18.9	-14.1	-0.7	4.3	-21.6	-23.9
<b>Retail</b>	-15.8	-3.8	-14.6	-6.9	-2.2	-10.9	-18.7	-10.0	-1.0	0.6	0.5	-26.9
<b>number of customers</b>	-9.9	0.1	-7.2	-6.9	3.1	-6.1	-11.9	0.4	-0.2	6.8	4.5	-10.8
<b>average customer price</b>	-7.0	-4.1	-8.1	-0.1	-5.3	-5.4	-8.0	-10.5	-0.9	-5.7	-3.7	-17.9
<b>Positive factor</b>								A recovery due to an increase in the frequency of the use of vehicles to avoid crowds				
<b>Negative factor</b>	Rebound decrease due to consumption tax increase and tire price increase		Decline in demand for winter items due to a mild winter		Decrease in demand due to the spread of the new coronavirus					A fall due to the absence of the rise in demand before the consumption tax hike and tire price increases last year		

Sales at all AUTOBACS chain stores

Wholesale sales are wholesale sales to domestic AUTOBACS (non-consolidated) stores

# Store Openings and Closings

## Domestic stores

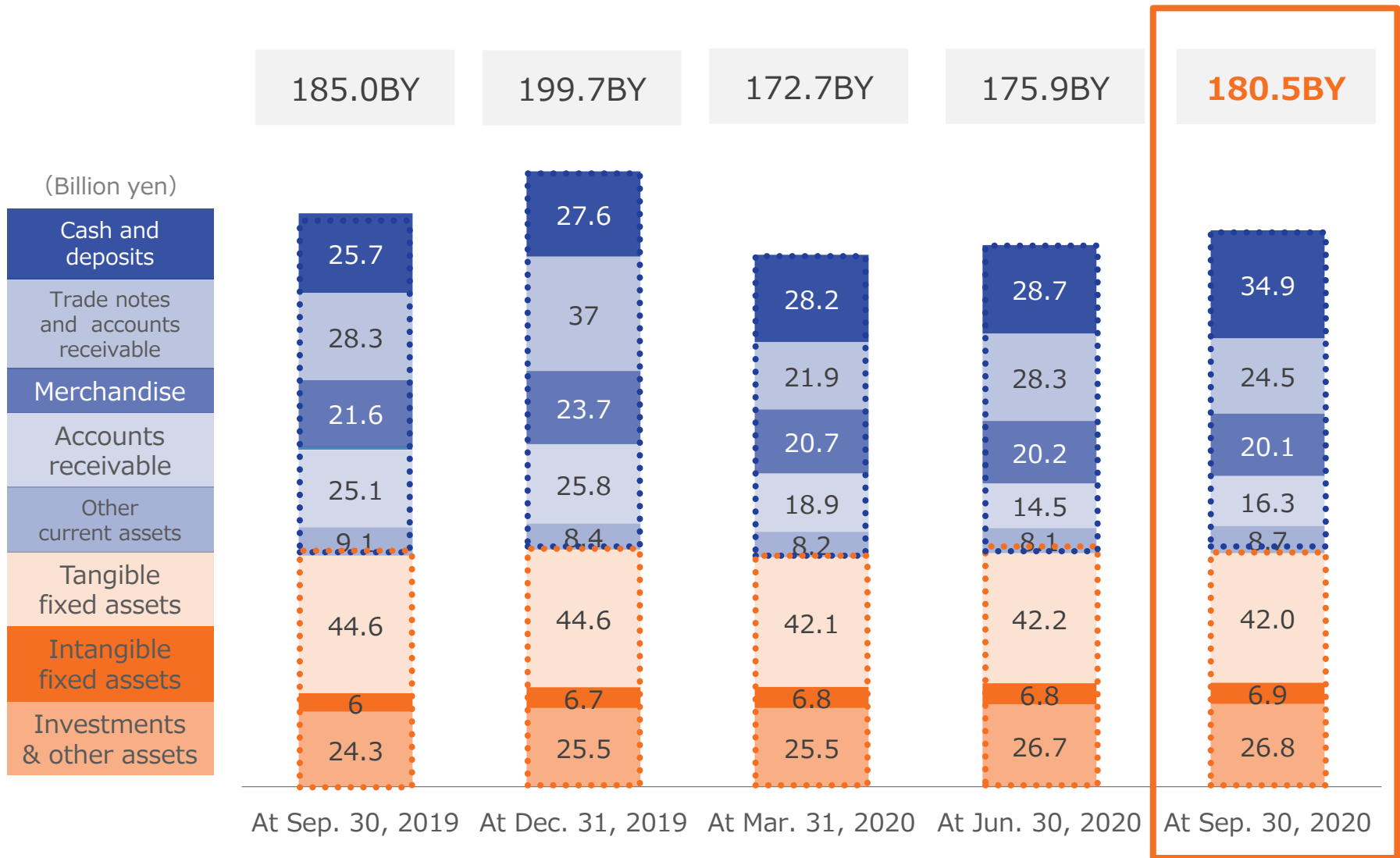
No. of stores at March 31, 2020	FY March 2021							No. of stores at March 31, 2021
	1 Q-2Q (Results)			No. of stores at Sep 30, 2020	3Q-4Q (Plan)			
	New	S&B R/L	Close		New	S&B R/L	Close	
490	+1	+1/-1	-3	488	+2	+1/-1	+1	490
74				74				74
7	-1			6				6
11				11				11
3				3				3
585	+1	+1/-1	-4	582	+2	+1/-1	+1	584

## Overseas stores

Overseas stores	No. of stores at March 31, 2020	FY March 2021			No. of stores at March 31, 2021
		1 Q-2Q (Results)	No. of stores at Sep 30, 2020	3Q-4Q (Forecasts)	
France	11	-1	10		10
Thailand	17	-1	16		16
Singapore	2		2		2
Taiwan	6		6		6
Malaysia	5		5		5
Indonesia	1	+1	2	+1	3
Philippines	3		3		3
Total	45	-1	44	+1	45

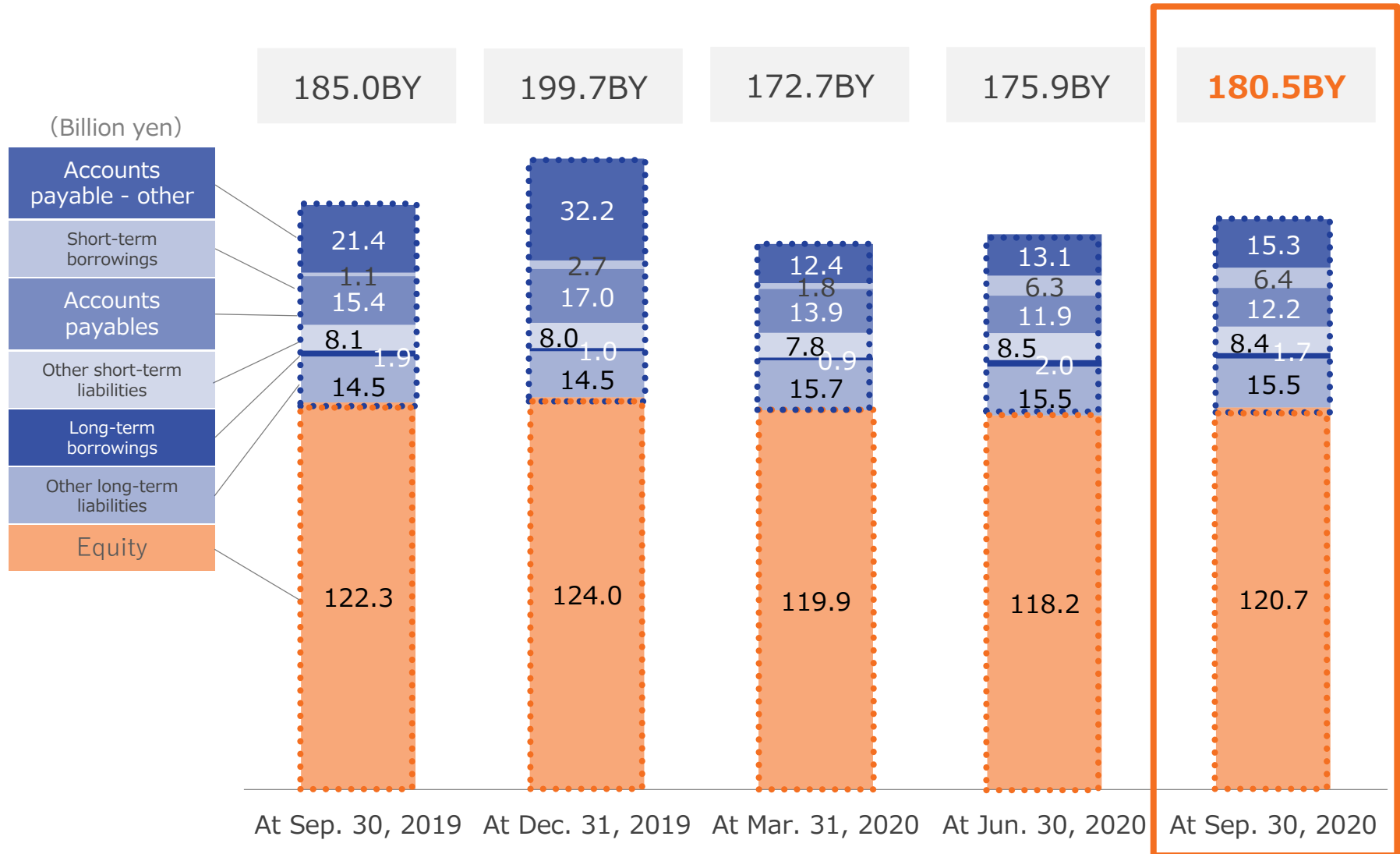
※S/B=Scrap & Build  
 ※R/L=Relocation

# Balance Sheet: Assets



※Amounts are rounded down.

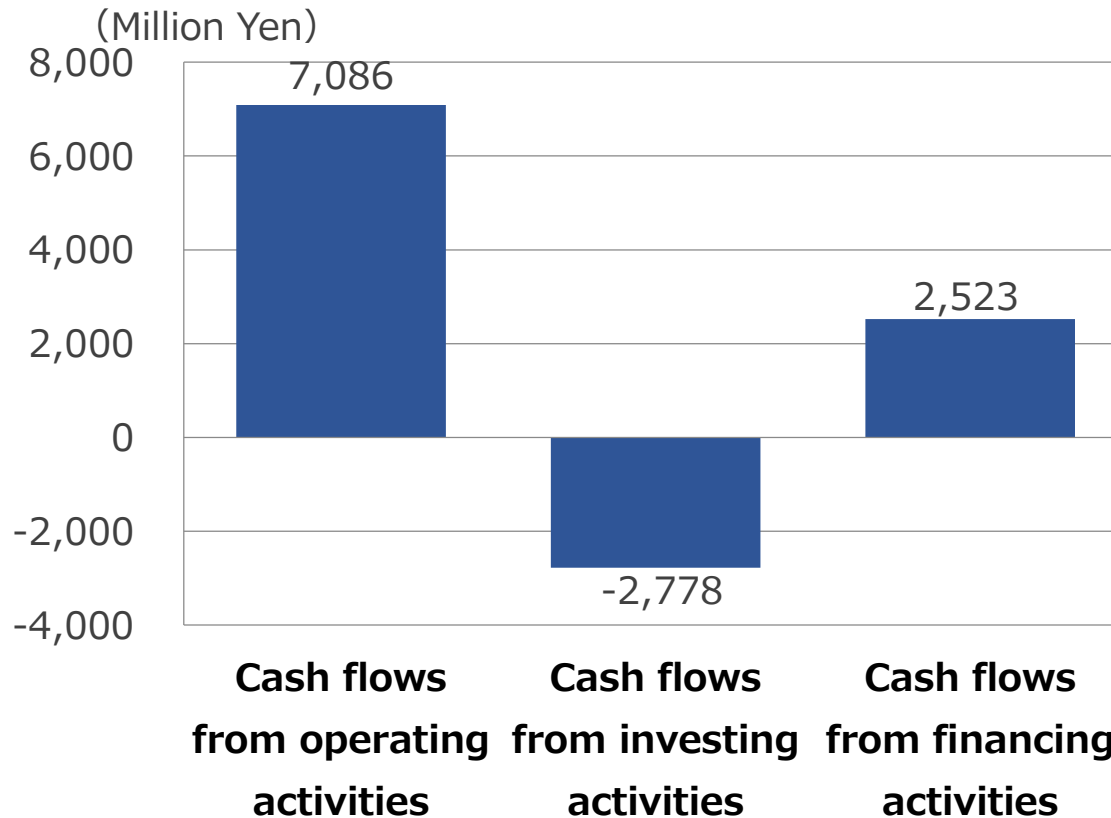
# Balance Sheets: Liabilities and Equity



※Amounts are rounded down.

# Cash Flows

## Consolidated statement of cash flows (1Q-2Q)



At September 30, 2020

Cash and cash equivalents:  
**34.8 billion yen**

(At September 30, 2019:  
25.6 billion yen)

## Breakdown of major investments

- IT Systems
- Store Remodeling & Repair



### **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.