

Results for the year ended March 31, 2021



May 11, 2021

AUTOBACS SEVEN CO., LTD.

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Consolidated Results of FY March 2021 and Forecasts for FY March 2022

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

FY March 2021 Consolidated P/L

Although sales remained relatively flat due to COVID-19, operating income increased significantly thanks to a rise in the profit ratio and a reduction in SG&A.

In the Domestic AUTOBACS Business, sales fell in April and May due to the COVID-19 pandemic. From June, sales recovered due to an improvement in the frequency of the use of cars, and the decrease shrank. Particularly in December and January, demand for winter season products rose thanks to cold waves. While sales declined in overseas business due to the COVID-19 pandemic, the operating loss decreased year on year due to a reduction in SG&A. Consolidated operating income stood at 10.5 billion yen (up 3.0 billion yen YoY), reflecting a rise in the operating profit ratio and a reduction in SG&A.

(Billion Yen)	FY March 2021			FY March 2020	
	Actual results	% of Sales	YoY change	Actual results	YoY change
Net sales	220.4		− 0.4%	221.4	+3.5%
Gross profit	73.2	33.2%	+ 3.6%	70.7	+4.7%
Gross profit ratio	33.2%			32.0%	
SG&A	62.7	28.4%	− 0.7%	63.1	+5.1%
Operating income	10.5	4.8%	+39.4%	7.5	+1.4%
Operating income ratio	4.8%			3.4%	
Ordinary income	0.6	0.3%	+35.5%	0.4	− 34.6%
Net profit	11.2	5.1%	+39.2%	8.0	− 1.7%
Net sales	7.0	3.2%	+87.3%	3.7	− 31.4%

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

Highlights of Consolidated Financial Results for FY March 2021

[Domestic]

- ✓ Sales decreased in April and May due to the impact of the COVID-19 pandemic but recovered from June, with the result that they were on par with the year-ago level for the full year.
- ✓ In December and January, demand for winter season products rose thanks to the wave of cold weather, far exceeding the level in the previous year when the winter saw record warmth.
- ✓ Trends by product changed due to changes in the usage situation and value of cars.
 - Strong: Car washing supplies, car body damage repair items, car interior accessories, batteries
 - Weak: Summer tires, car navigation units, new car sales

[Overseas]

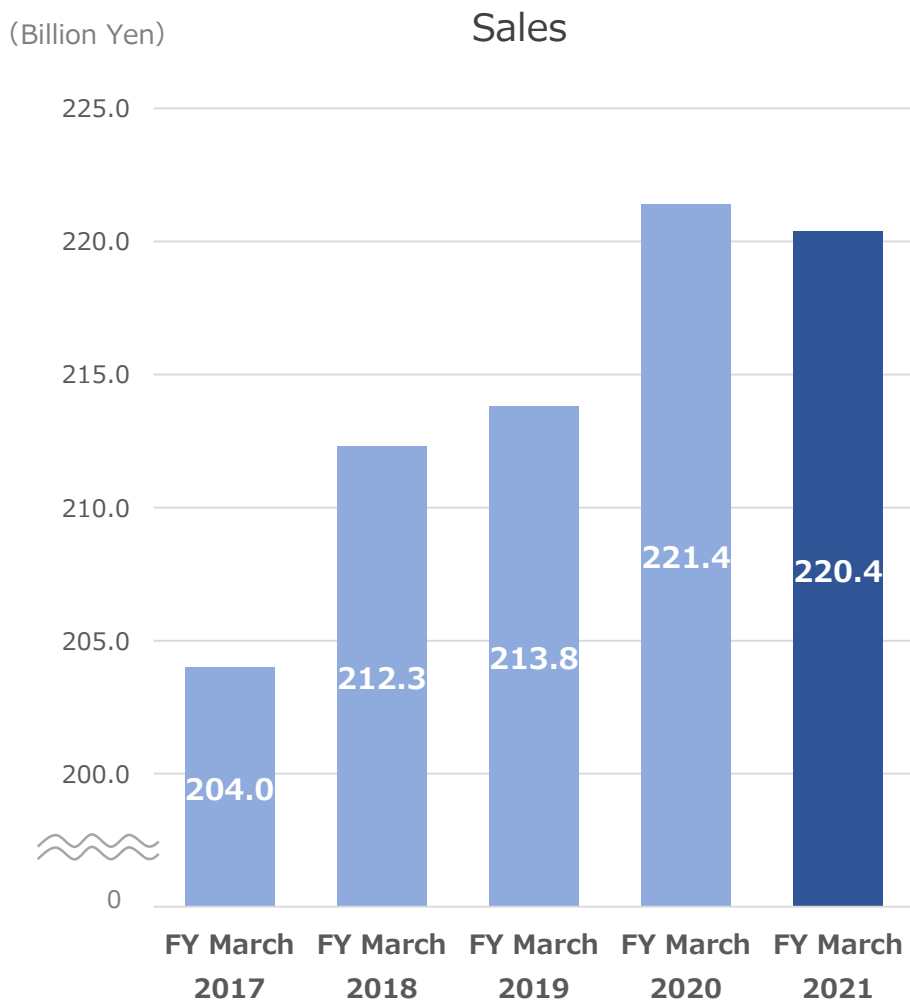
- ✓ In overseas business, sales decreased due to the significant impact of COVID-19, particularly in France, but an operating loss decreased due to a reduction in SG&A.

[Summary]

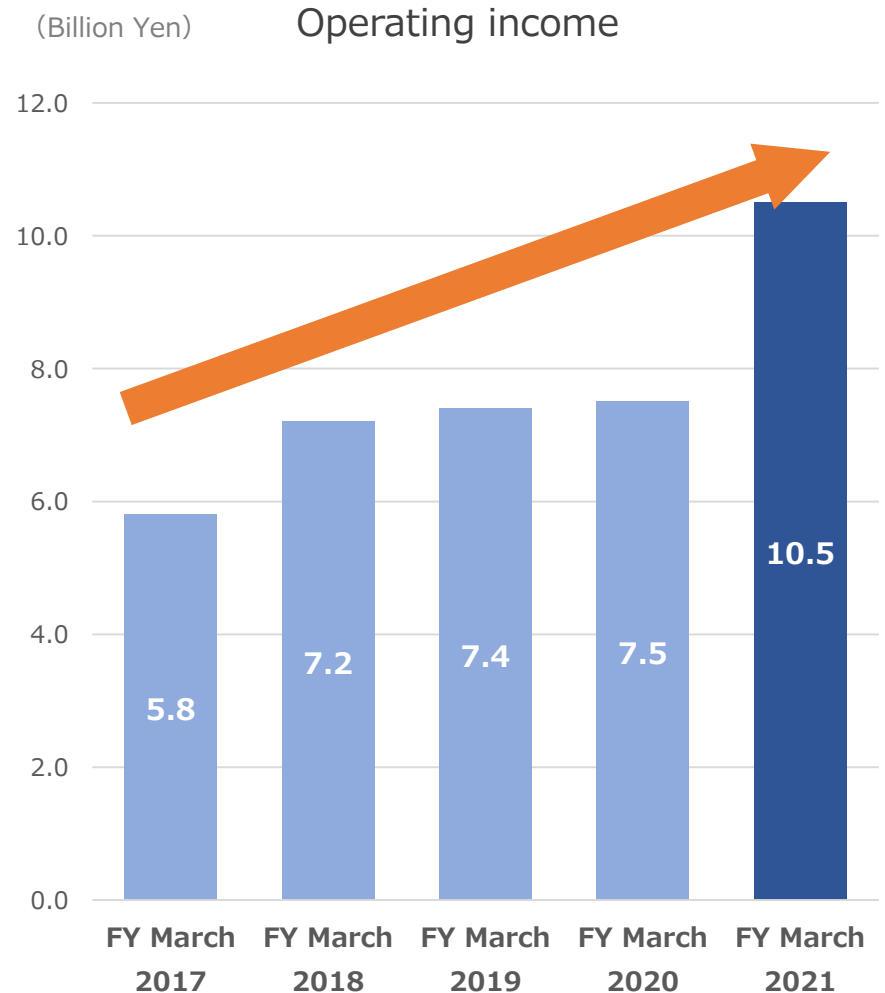
- ✓ Consolidated operating income increased significantly with an improvement in the income ratio and the reduction of SG&A, reflecting the control of sales promotion-related expenses and travel and transportation expenses.

FY March 2021 Consolidated P/L Five Years Transition

Highest income in the past five years

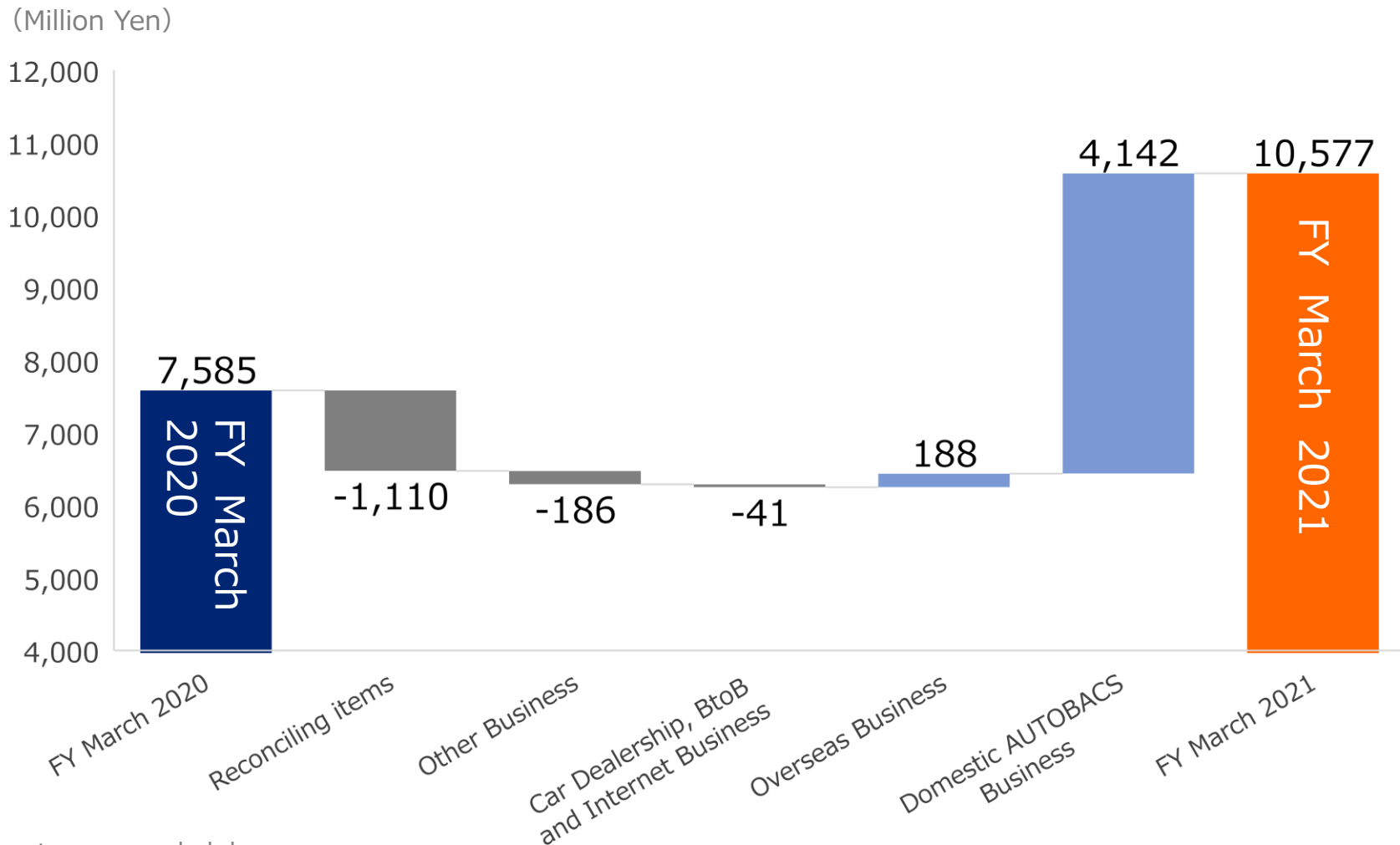


Amounts are rounded down.



Operating Income YoY Ups & Downs by Reporting Segments

Operating Income increased substantially thanks to the significant contribution of the domestic AUTOBACS business.

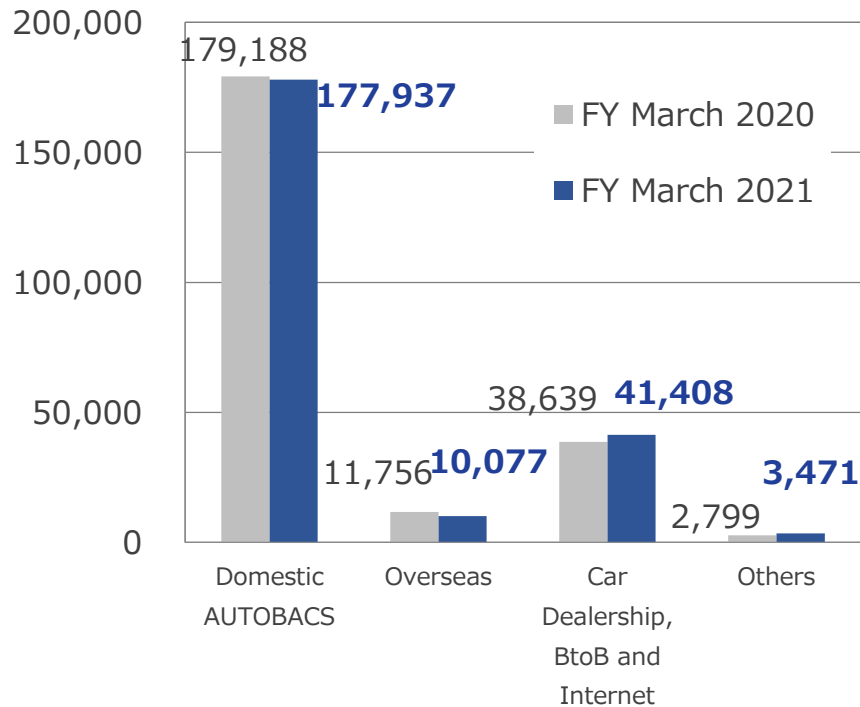


Amounts are rounded down.
% of Net Sales and YoY comparisons are calculated in yen.

FY March 2021 Sales and profits by Reporting Segments

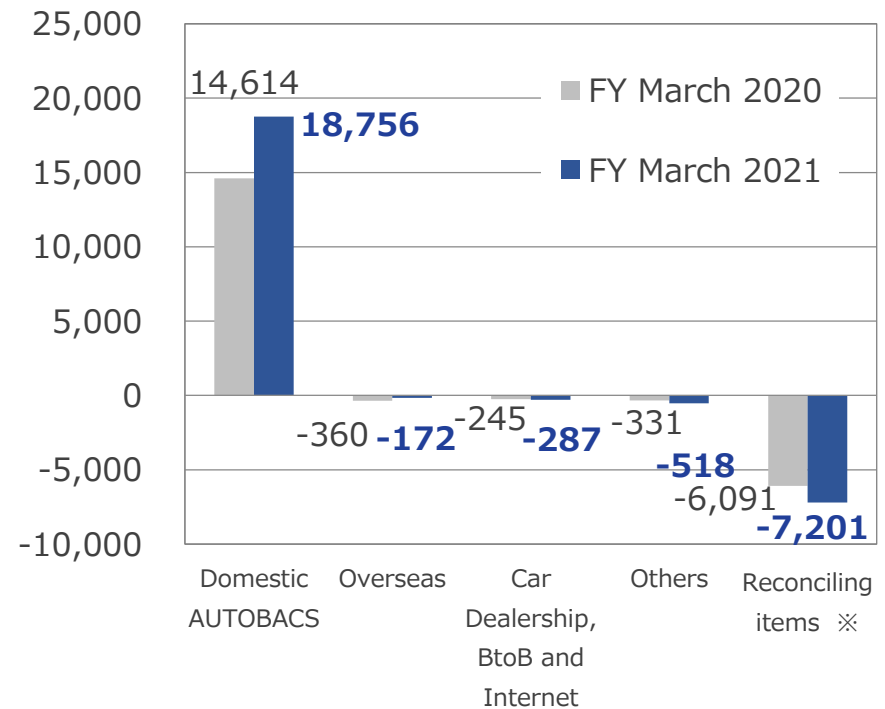
Sales

(Million Yen)



Operating profit (loss)

(Million Yen)



※The amount of "Reconciling items" is the corporate administrative expense which is not allocable to each reportable segment.

【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 "Car 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

Before elimination of transaction between segments

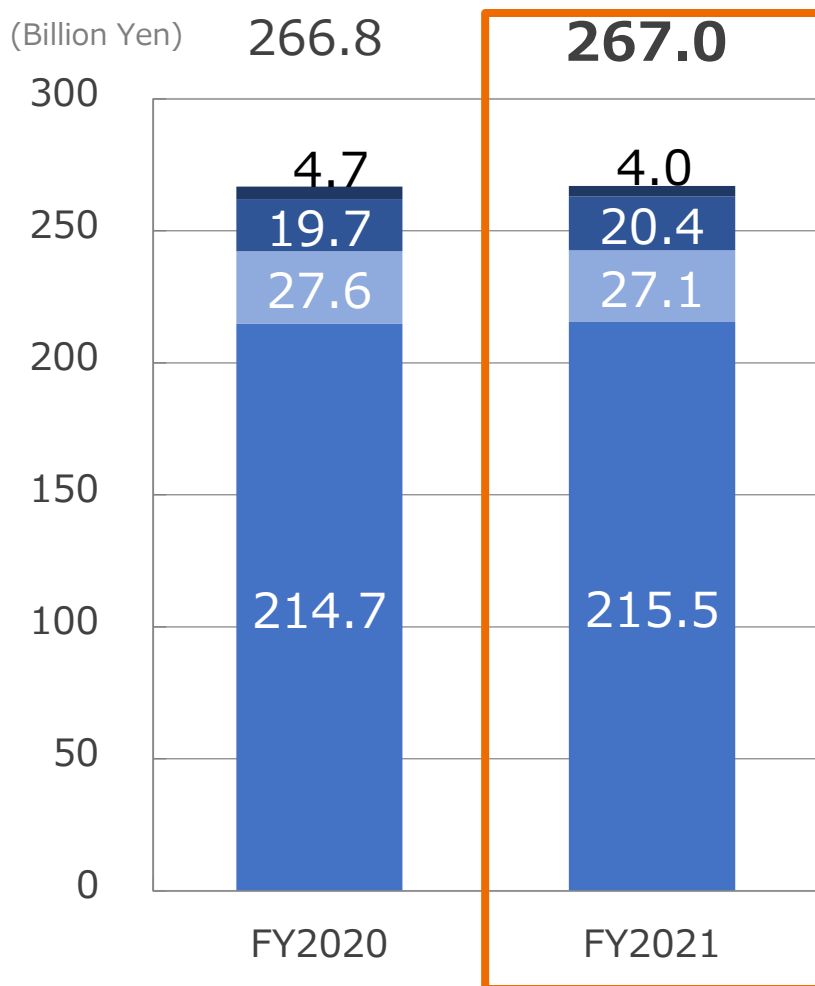
Segment Information

	(Million Yen)	FY March 2021	FY March 2020	YoY	Summary
Domestic AUTOBACS Business	Sales	177,937	179,188	-0.7%	From June, sales recovered due to an improvement in the frequency of use of cars. From December to January, demand for winter season items rose thanks to cold waves. Income increased significantly due to success in reducing SG&A addition to the improvement of gross margin.
	Gross profit	58,891	56,258	+4.7%	
	SG&A	40,134	41,643	-3.6%	
	Operating income	18,756	14,614	+28.3%	
Overseas Business	Sales	10,077	11,756	-14.3%	The business struggled, primarily in France, where restrictions on going out were introduced intermittently. The segment loss was smaller than last year, with a fall in sales partially offset by a reduction in expenses due to negotiations to reduce rents.
	Gross profit	4,592	5,530	-17.0%	
	SG&A	4,764	5,890	-19.1%	
	Operating income	-172	-360	—	
Car dealership, BtoB and Internet Business	Sales	41,408	38,639	+7.2%	Sales fell in April and May due to a decrease in new car sales and a fall in orders from wholesale customers. Although from June, above matters were on the path of recovery. SG&A expense increased for investment for future internet business.
	Gross profit	8,551	7,985	+7.1%	
	SG&A	8,838	8,230	+7.4%	
	Operating income	-287	-245	—	
Other Business	Sales	3,471	2,799	+24.0%	
	Gross profit	1,253	973	+28.8%	
	SG&A	1,771	1,304	+35.8%	
	Operating income	-518	-331	—	
Reconciling items	Operating income	-7,201	-6,091	—	

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

FY March 2021 Retail Sales in Total AUTOBACS Group Stores

Retail sales including FCs: 267.0 billion yen (0% YoY)



	Result	YoY
Second hand goods & Fuel	4.0BY	-15.8%
Statutory safety inspection	14.7BY	+3.5%
Number of fully certified & designated stores	651,000 Cars	+2.8%
	430 stores	+7 stores
Car purchase & sales	27.1BY	-2.1%
	29,407 cars	-6.7%
Number of fully certified & designated stores	402 stores	+2 stores
Car related goods & services	215.5BY	+0.3%

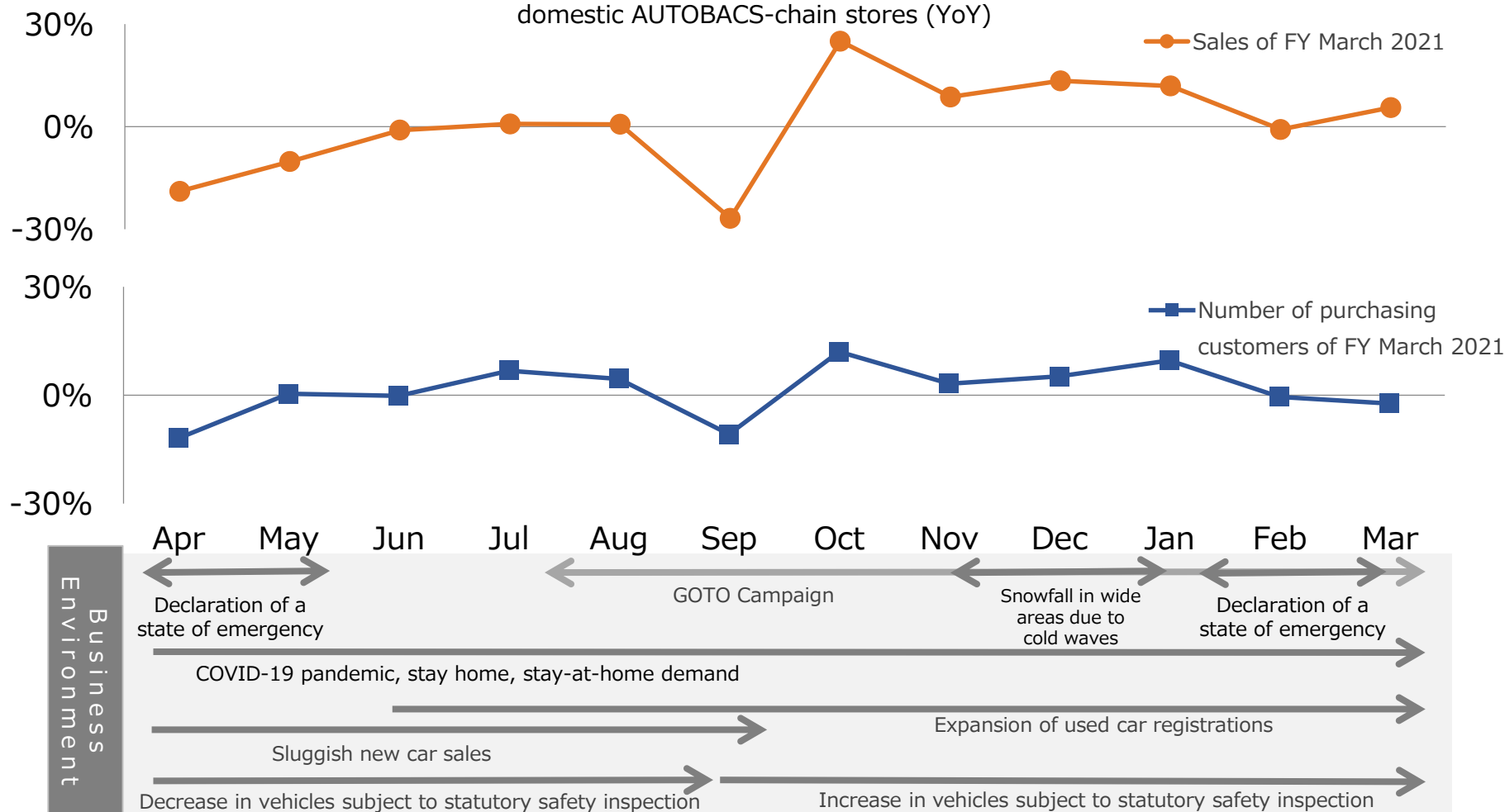
Sales at all domestic store formats. Total store basis.
Amounts are rounded down. YoY comparisons are calculated in yen.

FY March 2021 YoY Change of Domestic AUTOBACS Store

[Same store basis (YoY)]

Sales: +0.2%, Number of purchasing customers: +1.1%

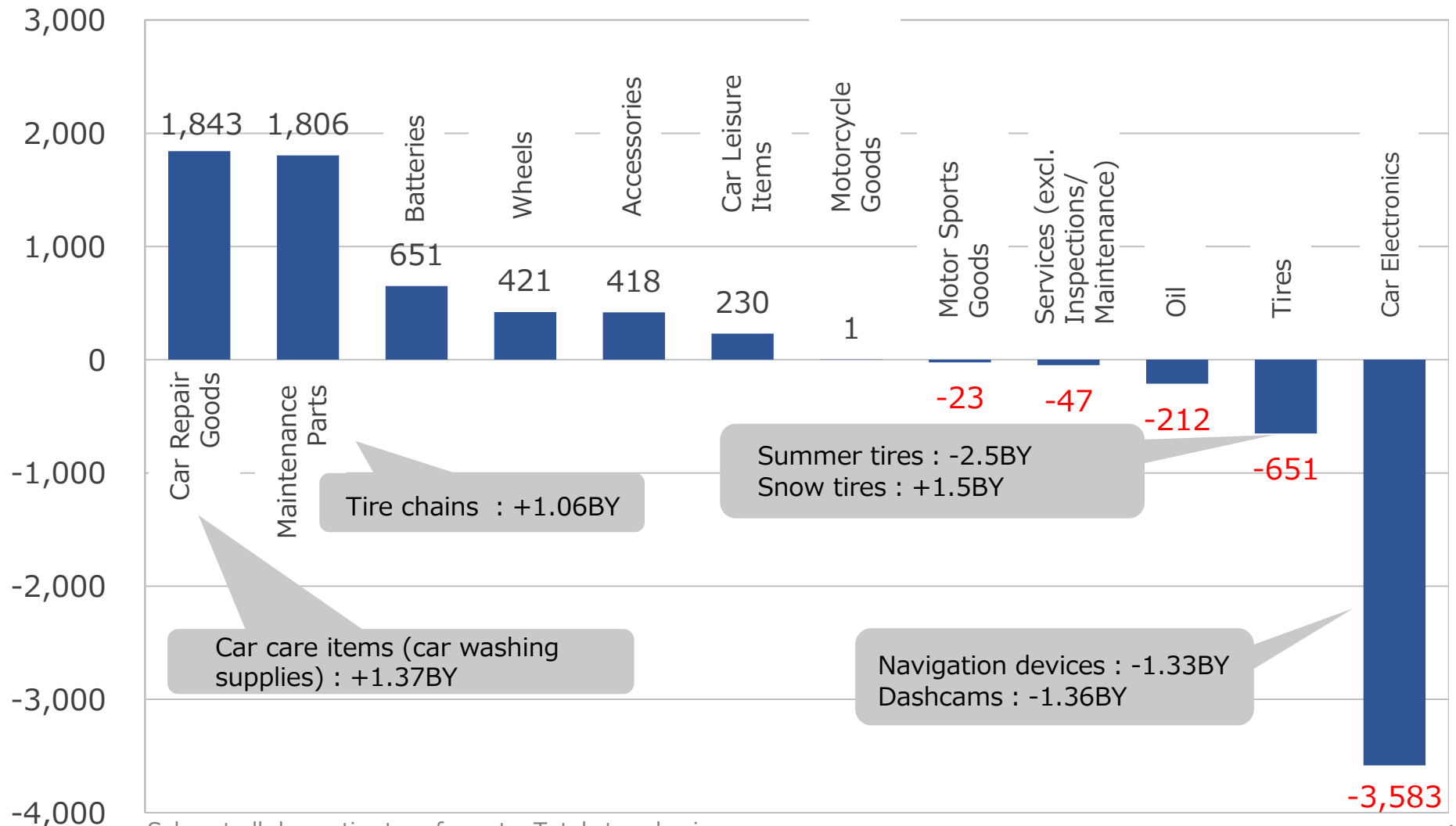
Same store sales and number of purchasing customers at domestic AUTOBACS-chain stores (YoY)



FY March 2021 Sales Variance by Merchandise

Sales changes by merchandise category(YoY change in amount)

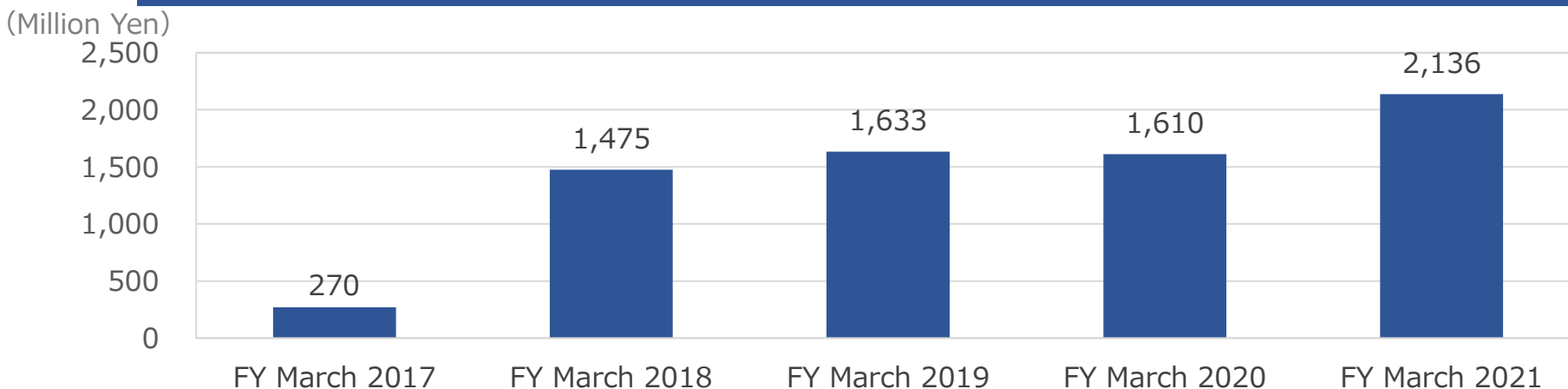
(Million Yen)



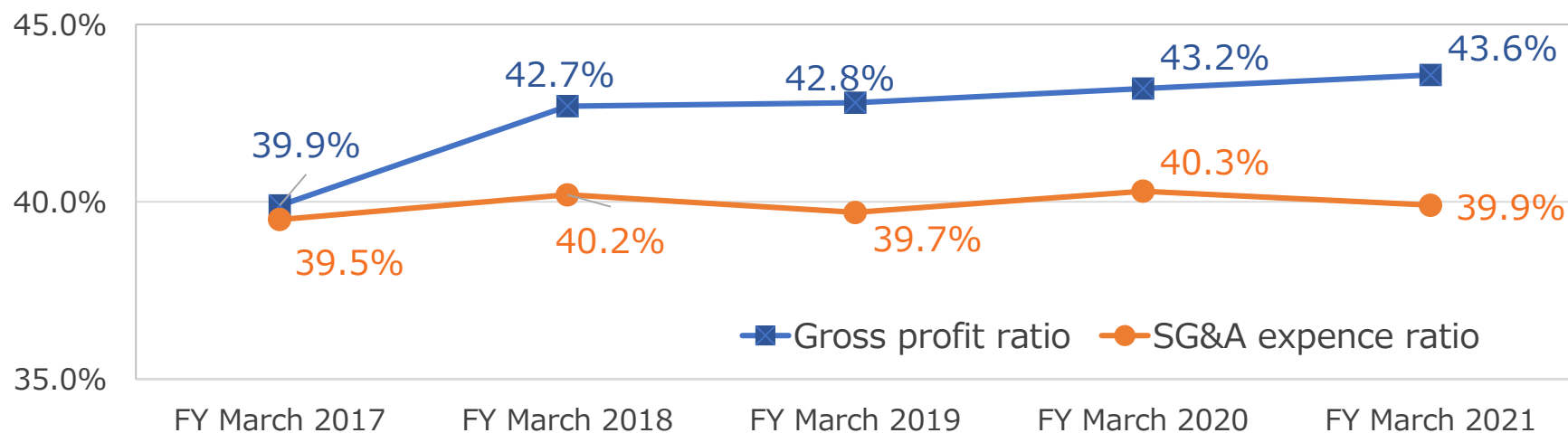
Sales at all domestic store formats. Total store basis.
Amounts are rounded down.

FY March 2021 Profit Improvement of Store Subsidiaries

Operating income of store subsidiaries

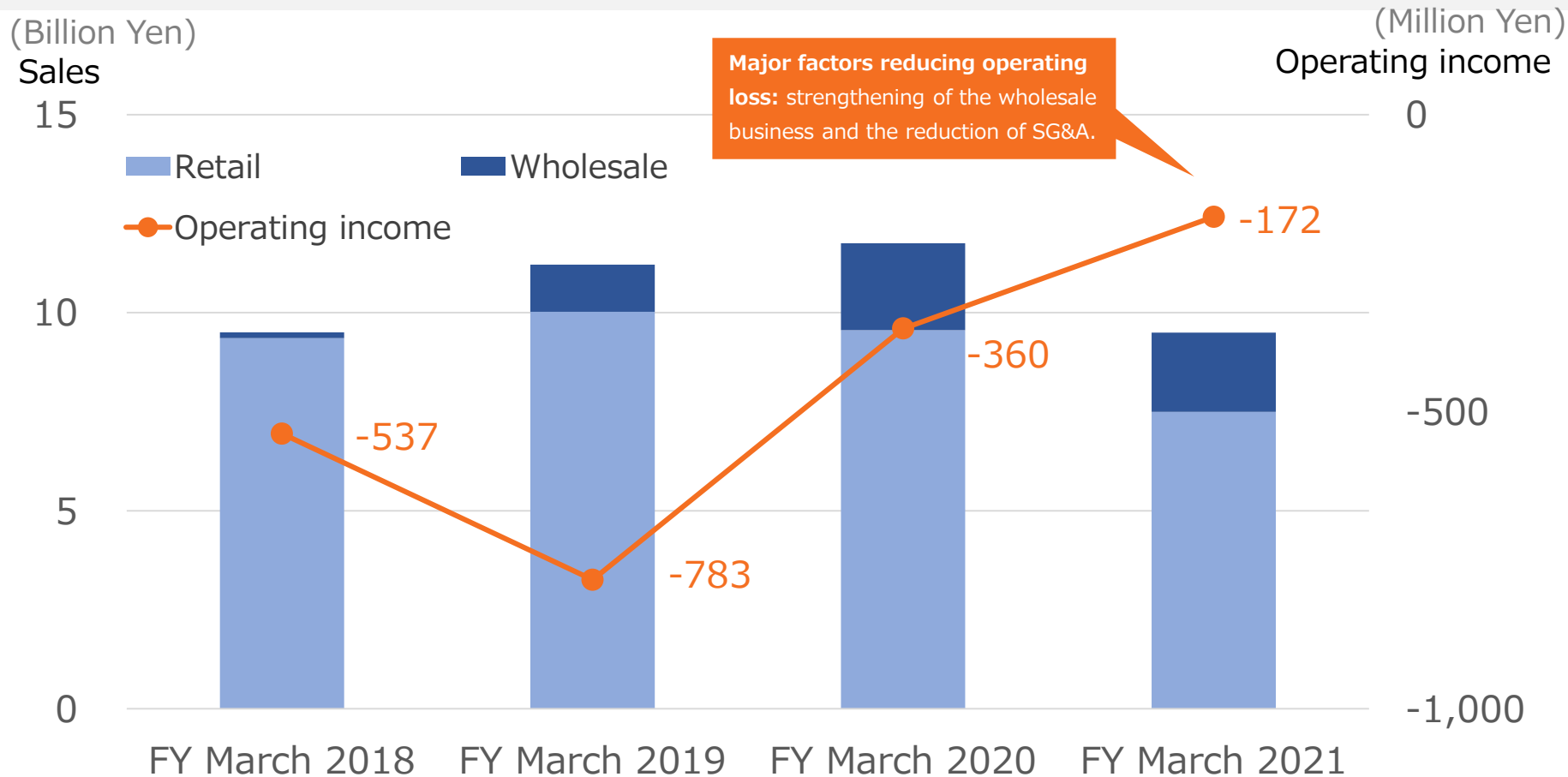


Improved index of store subsidiary



Change in Sales and Operating Income

Operating loss decreased due to the strengthening of the wholesale business and the reduction of SG&A.



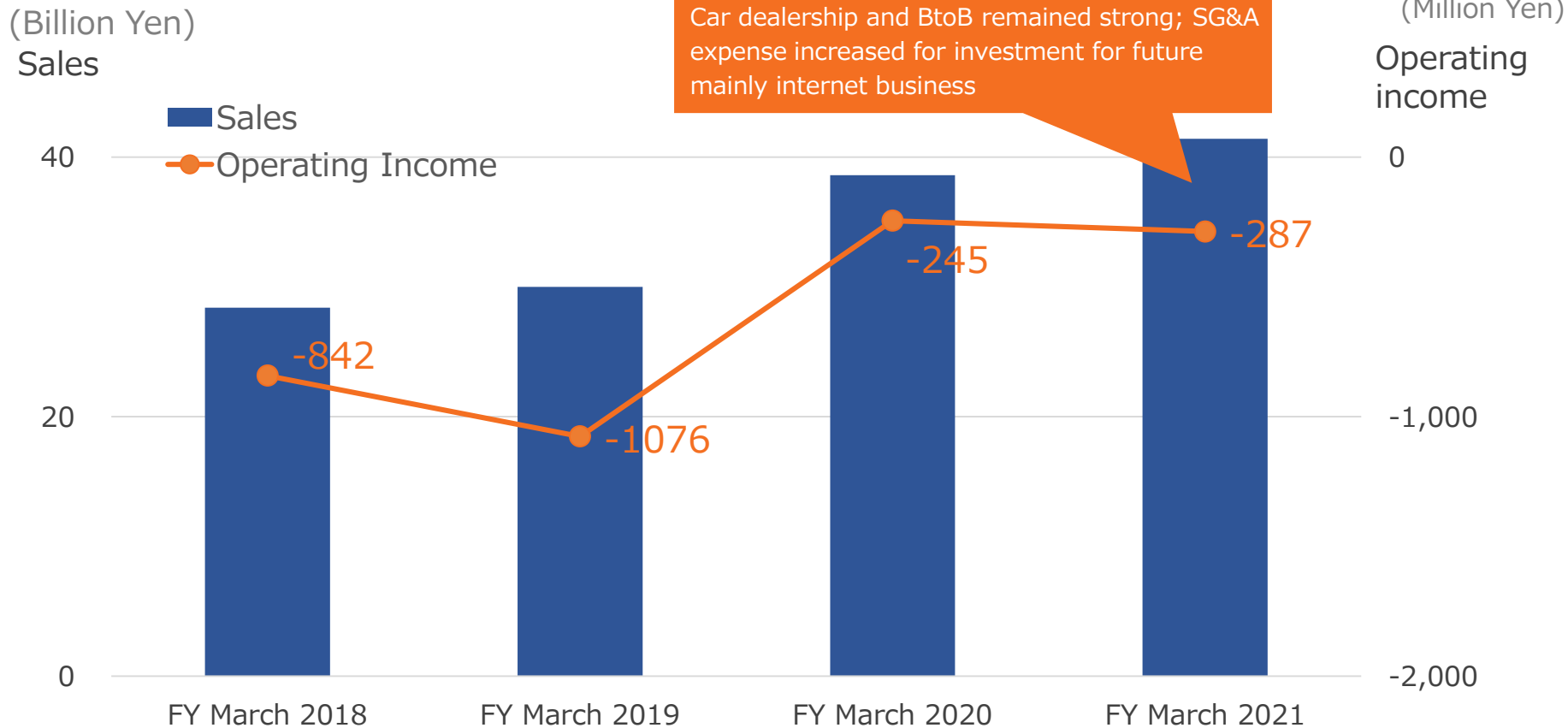
FY March 2021 Performance by Overseas Subsidiaries

(Million Yen)	France		Thailand		Singapore		China		Malaysia		Australia	
Number of stores	10		17		2		0		4		0	
Period	21/3	20/3	21/3	20/3	21/3	20/3	21/3	20/3	21/3	20/3	21/3	20/3
Net sales	5,784	6,768	329	766	1,503	1,754	778	965	40	65	1,689	1,378
SG&A	3,209	3,703	137	340	488	629	184	190	34	40	440	415
Operating income	-183	-102	-33	-100	189	204	5	18	-17	-17	74	26
Business conditions	Business was suspended from March to May due to the lockdown. Sales decreased due to intermittent restrictions on going out from October, despite a recovery from June due to reactionary demand. SG&A fell as a result of negotiations to reduce rents.		The figures above are results for the period up to October 2020. To focus on the wholesale business, the Company transferred part of its shares in SAB to PTG in October and acquired shares held by minority shareholders of SAB in December. SAB became an equity method affiliate.		Due to a slowdown in economic activity, demand for car accessories, which are luxury items, fell. Demand for tires also fell reflecting reduced traveling distance.		New contract acquisitions became difficult partly due to restrictions on going out, but sales are recovering gradually following the resumption of sales activities. In October, China's first authorized dealer opened in Shanghai. Additional authorized dealers are planned to open.		All stores suspended business in April in response to an order to restrict activities. Consumer confidence was low and sales remained slow as a result of the continued 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.

Change in Sales and Operating Income

Sales increased despite COVID-19, operating loss remained flat.



FY March 2018, FY March 2019 shows the old segment information

FY March 2021 Overview of Business Results

Car Dealership Business

- ✓ Earnings improved as a result of reforming the management of Motoren Tochigi Co., Ltd. in June.
- ✓ Not only new and used car sales but also services were promoted.
- ✓ Sales fell significantly due to the COVID-19 pandemic, but from June, the number of customers recovered and the number of business negotiations increased. As a result, sales were recovering.



BtoB Business

- ✓ Profit improved due to the optimization of sales activities at wholesale subsidiaries, which were reorganized in 2018.
- ✓ Partners' business activities were restricted and sales declined. However, business negotiations resumed gradually and sales were on a recovery trend.
- ✓ 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.
- ✓ Although the upgraded EC Website was delayed due to the influence of COVID-19, convenience and usability have improved and now recovering.



Forecasts for FY March 2022

FY March 2022 Expectations for the Business Environment

Positive Factors

- ✓ Strong demand will continue in some merchandise against the backdrop of increased frequency of car use in COVID-19
(car washing supplies/scratch repair related/car interior accessories/batteries)
- ✓ Strong sales of new car, reacted to decreased in the previous year due to COVID-19
- ✓ Continuing demand for used cars and demand for car maintenance due to aging of vehicles

Negative Factors

- ✓ Uncertain economic condition and people's spending due to COVID-19
- ✓ Uncertain demand of winter goods caused by seasonal fluctuations
- ✓ Impact of global semiconductor shortage on production of new cars and car electronics products

Domestic Store Sales (YoY)

	1 st Half (Plan)	2 nd Half (Plan)	Full Year (Plan)
Same store basis	+3.2%	-0.9%	+0.9%
Total store basis	+3.2%	-0.9%	+0.9%

FY March 2022 Forecast for Consolidated Result

(Billion Yen)	FY March 2021	FY March 2022 (Forecast)						
		1 st Half	YoY	2 nd Half	YoY	Full year	YoY Up&Down	YoY
Net sales	220.4	104.9	+5.2%	121.6	+0.7%	226.5	+6.5	+2.7%
Gross profit	73.2	35.2	+6.2%	40.6	+1.4%	75.9	+2.6	+3.6%
Gross profit ratio	33.2%	33.6%		33.4%		33.5%	+0.3pt	
SG&A	62.7	32.5	+10.0%	33.8	+2.2%	66.4	+3.7	+5.9%
Operating income	10.5	2.6	-25.2%	6.8	-2.5%	9.5	-1.1	-10.2%
Operating income ratio	4.8%	2.6%		5.6%		4.2%	-0.6pt	
Net profit	11.2	2.9	-23.6%	7.0	-4.1%	10.0	-1.2	-10.9%
Net sales	7.0	1.9	-19.6%	4.8	+2.4%	6.7	-0.4	-5.0%
ROE	5.8%					5.5%	-0.3pt	

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

FY March 2022 Forecast for Segment

		FY March 2021	FY March 2022 (Forecast)			
			1 st Half	2 nd Half	Full-year	YoY
(Million Yen)						
Domestic AUTOBACS Business	Sales	177,937	78,050	91,360	169,410	-4.8%
	Operating income	18,756	6,600	10,800	17,400	-7.2%
Overseas Business	Sales	10,077	6,140	6,060	12,200	+21.1%
	Operating income	-172	60	-100	-40	—
Car Dealership, BtoB and Online Business	Sales	41,408	24,340	27,610	51,950	+25.5%
	Operating income	-287	-520	190	-330	—
Other Business	Sales	3,471	2,470	2,670	5,140	+48.1%
	Operating income	-518	-360	-360	-720	—
Reconciling items	Operating income	-7,201	-3,100	-3,710	-6,810	—

FY March 2022 Acquisition and Cancellation of Own Shares

Acquisition of own shares

Acquisition period	Type of shares to be acquired	Aggregate number of shares to be acquired	Aggregate purchase price of shares
From May 11, to September 30, 2021	Shares of common stock of the Company	Up to 2,000,000 shares*	Up to JPY 3,000,000,000

*2.5% of total shares outstanding (excluding treasury stock)

(Reference) Treasury stock as of December 31, 2021

Total number of shares outstanding (excluding treasury stock): 79,901,036 shares

Total number of treasury stock: 4,149,069 shares

Cancellation of own shares

Planned date of cancellation	Type of shares to be cancelled	Aggregate number of shares to be canceled
May 17, 2021	Shares of common stock of the Company	2,000,000 shares*

* 2.4% of total shares outstanding (including treasury stock)

(Reference)

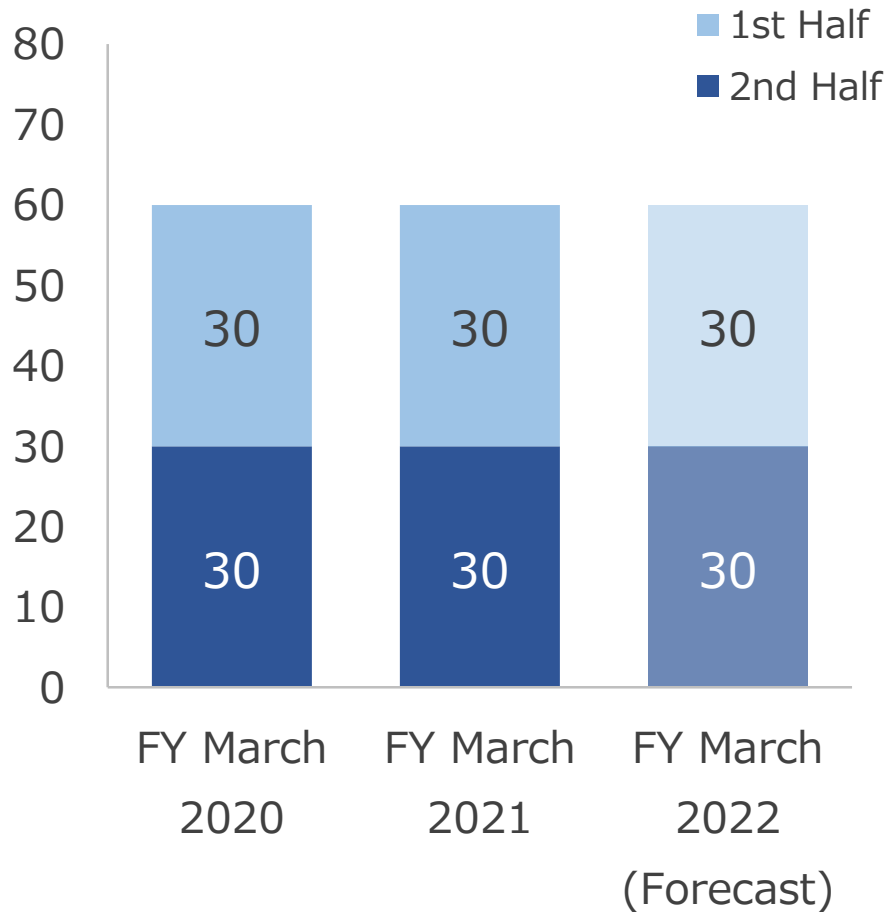
Total number of shares outstanding after the cancellation (including treasury stock)

82,050,105 shares

FY March 2022 Dividends and Share Buyback

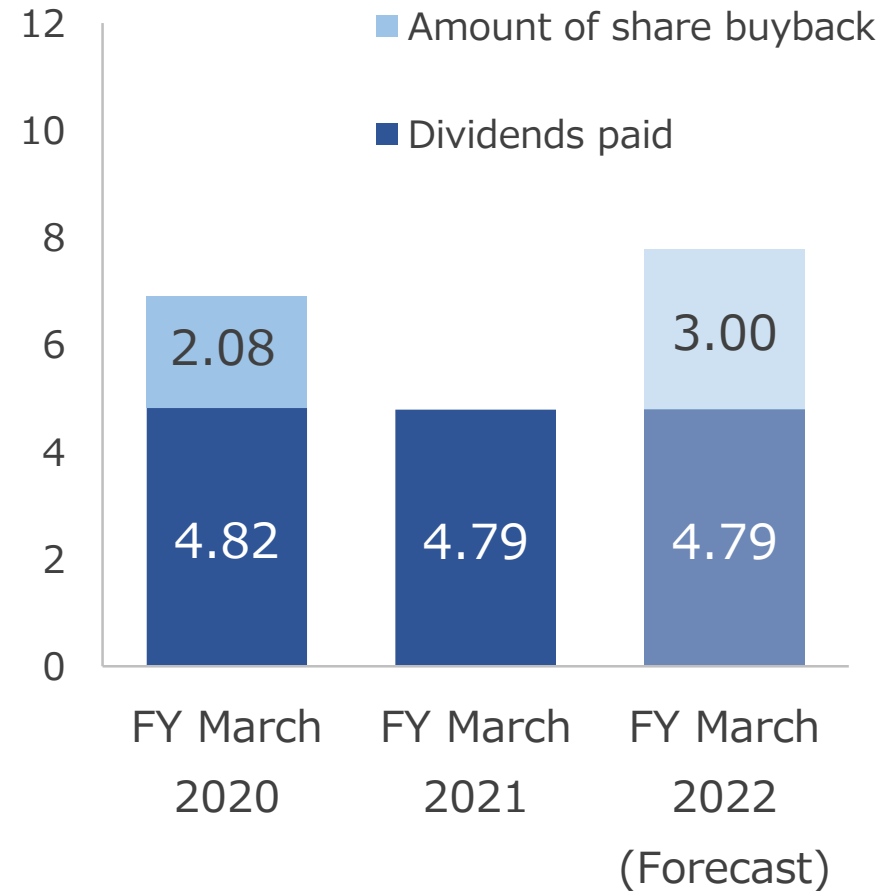
Dividends per share

(Yen)



Dividends and Share buyback

(Billion Yen)



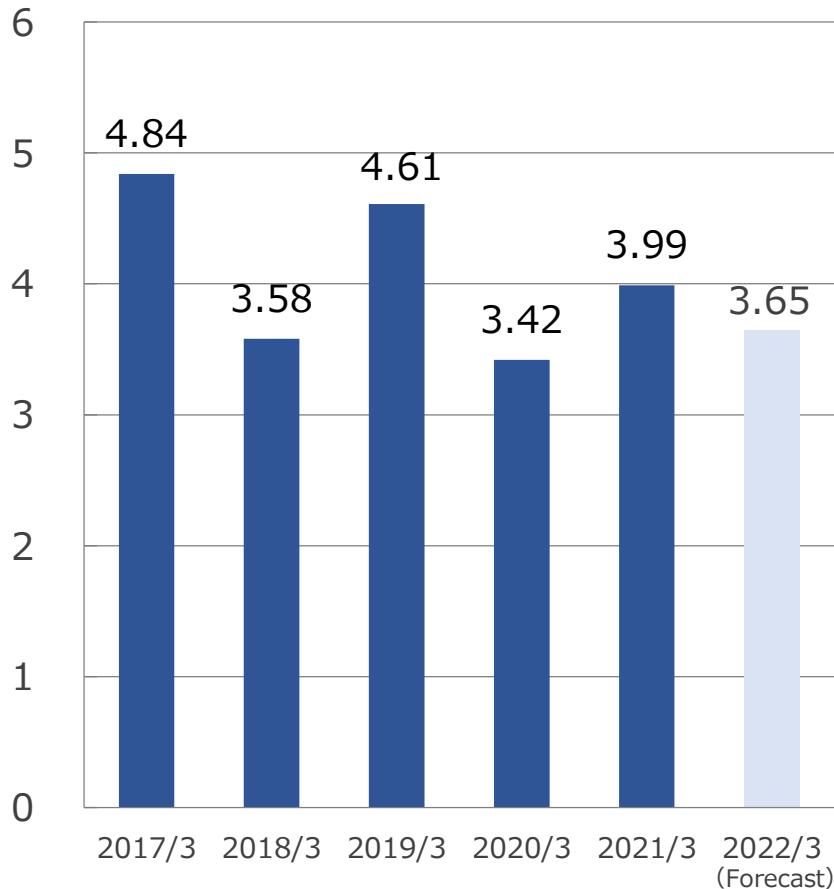
※Amounts are rounded down.

*Plan: Calculated based on the figures before the acquisition of treasury stock

FY March 2022 Capital Expenditures & Depreciation

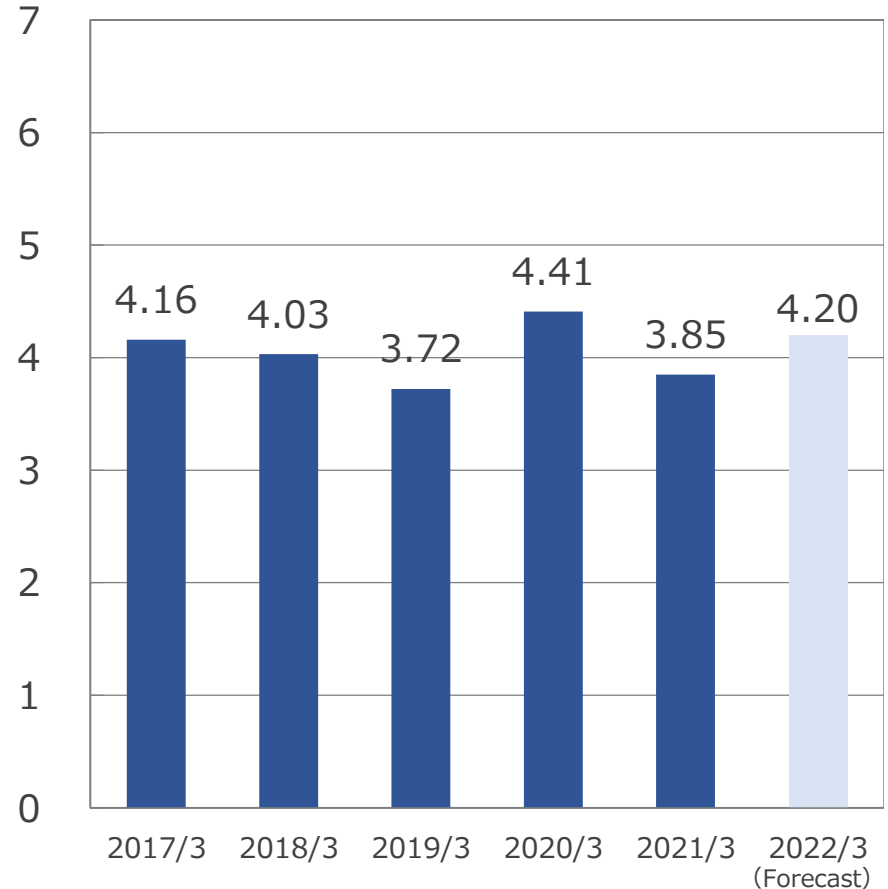
Capital Expenditures

(Billion Yen)



Depreciation

(Billion Yen)



Response to COVID-19 and Five-year Rolling Plan

**Representative Director
and Chief Executive Officer
Kiomi Kobayashi**

Response to COVID-19

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

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

Keep cars safe and secure

~Cars are an important infrastructure for our lives ~

Support the franchisees' operation

~From financial and operational aspects~

Efforts to Prevent the Spread of COVID-19

Stores

Offices

**At the time of
the declaration
of a state of
emergency**

**Limited business mainly for
maintenance**

Shorter business hours

**Regular update of business
information on the website**

**Implementation of temperature
taking, hand washing and gargling**

**Efforts to minimize contact
opportunities**

**Prohibition of coming to the office
(working from home)**

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.

[Reference]

Attendance rate: 17% (April and May)
26%(January to March)

**At present
(ongoing)**

**Implementation of temperature
taking, hand washing and gargling**

**Efforts to minimize contact
opportunities**

**Working from home and remote
work recommended**

Reference: Attendance rate: 27% (FY Mar 2021)

**Work style reform (Introduction of
flextime)**

No solo transfer

Efforts to Prevent the Spread of COVID-19

Hygiene control at stores and service bays 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 and support for store operation)

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

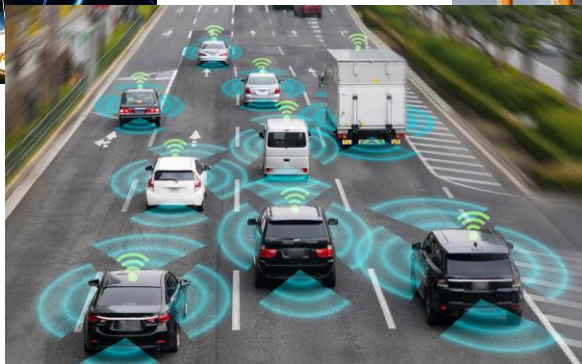
Five-Year Rolling Plan

AUTOBACS has always been committed to providing customers with the best solutions for their car lifestyles and creating a rich and healthy automotive society.



1. Our Goal Through Five-Year Rolling Plan

- Background for prompting the Five-Year Rolling Plan
 - Response to changes in the external environment
 - Response to diversified customer needs



1. Our Goal Through Five-Year Rolling Plan

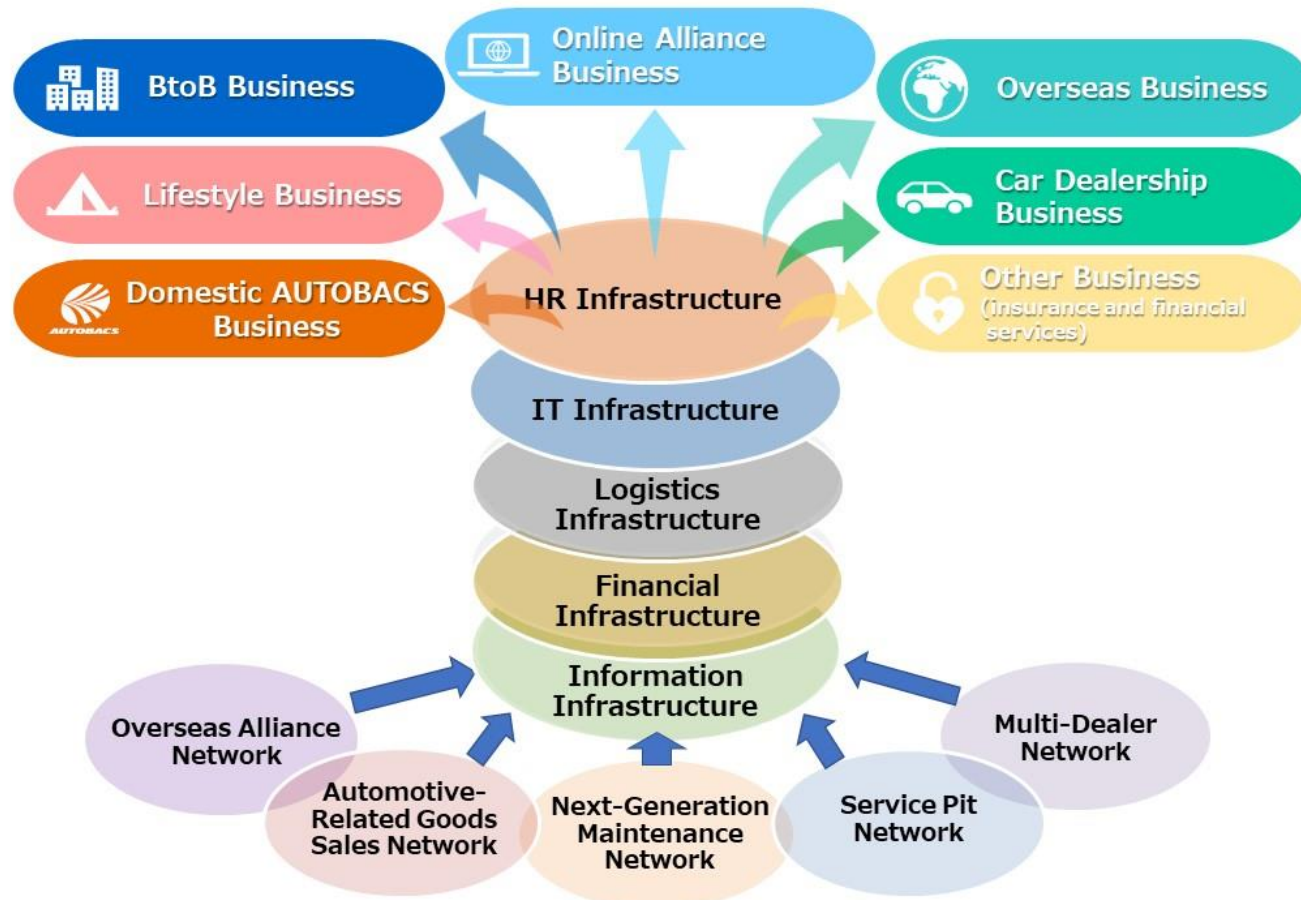
■ Our Goal

Provide products and services tailored to customer needs with a sense of speed.

1. Our Goal Through Five-Year Rolling Plan

■ To realize our goal

Promote the expansion of contact points with customers through the establishment and cooperation of networks



2. Progress in FY March 2021: Examples of Efforts

- (1) Strengthening of businesses
- (2) Development of business platforms
- (3) Creation of networks



2. Progress in FY March 2021: Examples of Efforts

(1) Strengthening of businesses

■ Domestic AUTOBACS business

- Continued to provide safe and secure through tires, statutory safety inspection, maintenance service and store renovation
- People's review of the value of cars in the COVID-19 pandemic has changed the demand for cars themselves, automobile goods and service
- By continuing to promote the three initiatives, we were able to flexibly respond to major changes in the environment

[FY March 2021 Results for the three initiatives]

Tires	Statutory safety inspection and maintenance service	Store renovation
<u>Number of tire sold YoY</u>	<u>Number of cars and sales YoY</u>	<u>Number of stores renovated</u>
Summer tires 90.8%	Number of cars YoY 103.0%	Cumulative results*286 stores (*total of three years from FY March 2019)
Snow tires 111.3%		
Tire total 96.5%		
	Sales YoY 103.8%	
		 Improved migration front of the cash register
		 Change the location of merchandise that need sales advice

2. Progress in FY March 2021: Examples of Efforts

(1) Strengthening of businesses

Overseas Business

Strengthening of the wholesale business

- Despite being affected by the lockdown, SG&A reduction have decreased operating loss in total.
- Promoted the development of new customers by developing new PB products in wholesale business.



BtoB Business

Strengthen the development of new business partners

- Strong online sales of corporate goods wholesale through subsidiaries while sales activities were restricted due to COVID-19.
- Opened a corporate website for corporate demand.



Online Alliance Business (Internet Business before)




Renewal open of e-commerce website

- Updated the website for e-commerce in order to increase customer convenience improved the environment to
- Expanded functions of merchandise matching to suit the vehicle type on online.



2. Progress in FY March 2021: Examples of Efforts

(2) Development of business platforms

Human resources base	IT base	Information base
<ul style="list-style-type: none"> • Introduction of the company system (cultivation of young managerial talents) • Work style reform • Appointment of female managers • Development of the education system 	<ul style="list-style-type: none"> • Update the style of communication with stakeholders using IT technology • Demonstration experiment of new service for customers by promoting DX 	<ul style="list-style-type: none"> • Development of master data (searching for matching information) • Collection of transaction data (service bay work history, etc.)
		

2. Progress in FY March 2021: Examples of Efforts

(3) Creation of networks

Strategic alliance with Car Frontier Co., Ltd., a company affiliated with Mitsubishi Corporation	A comprehensive business alliance agreement was concluded with the BS-summit business cooper	Sales of maintenance pack for other company
May 1, 2020	August 20, 2020	December 15, 2020
<ul style="list-style-type: none"> Established a network leveraging more than 4,700 locations Started sending customers to AUTOBACS stores 	<ul style="list-style-type: none"> Business alliance with 380 BS-summit companies Provide one-stop car maintenance shops for customers Strengthen next-generation maintenance 	<ul style="list-style-type: none"> Provide AUTOBACS' car maintenance service packages to used car dealers and car leasing companies who have problems with their own maintenance services.
Acquire all shares in TA Import Co., Ltd. that operates authorized dealers of Audi	Acquired all shares in Joyful Shaken & Tire Center Co., Ltd., a nonconsolidated subsidiary of Joyful Honda Co., Ltd.	Formed a business alliance with Nissan
April 1, 2021	April 1, 2021	April 20, 2021
<ul style="list-style-type: none"> Audi Authorized dealer three bases Developing it in three brands following BMW and MINI. 	<ul style="list-style-type: none"> Operates a statutory safety inspection and tire center on the site of home center at six bases mainly in northern Kanto 	<ul style="list-style-type: none"> Supply some of our automotive goods to Nissan Planning and developing NISSAN/NISMO brand items

3. Initiatives in FY March 2022

(1) Policy

- Further strengthening of creation of a system to welcome customers in COVID-19
- Continuation of efforts to increase contact points with customers
- Strengthen active response to environmental changes

3. Initiatives in FY March 2022

(2) Measures for each business

	Measures
Domestic AUTOBACS Business	<ul style="list-style-type: none"> Continued to promote the company system and strengthen on-site capabilities (human resources) Promoted opening, remodeling and renovating of stores Strengthened cooperation between e-commerce and real stores Expansion of business trip assessment (car purchase) Online maintenance booking (oil change by application) Early response to next-generation maintenance, etc.
Overseas Business	<ul style="list-style-type: none"> Expansion of wholesale business (product development, development of new business partners)
BtoB Business	<ul style="list-style-type: none"> Development of original products Capture new demand through tire-wheel built-in service
Car Dealership Business	<ul style="list-style-type: none"> Retaining and training human resources to improve brand
Online Alliance Business	<ul style="list-style-type: none"> Expansion of e-commerce site
Lifestyle Business	<ul style="list-style-type: none"> Strengthen online sales, strengthen sales of GML MOTORS
Expansion Business (insurance and financial services)	<ul style="list-style-type: none"> Expansion of car sales in corporate with C@RS (loan / credit business)

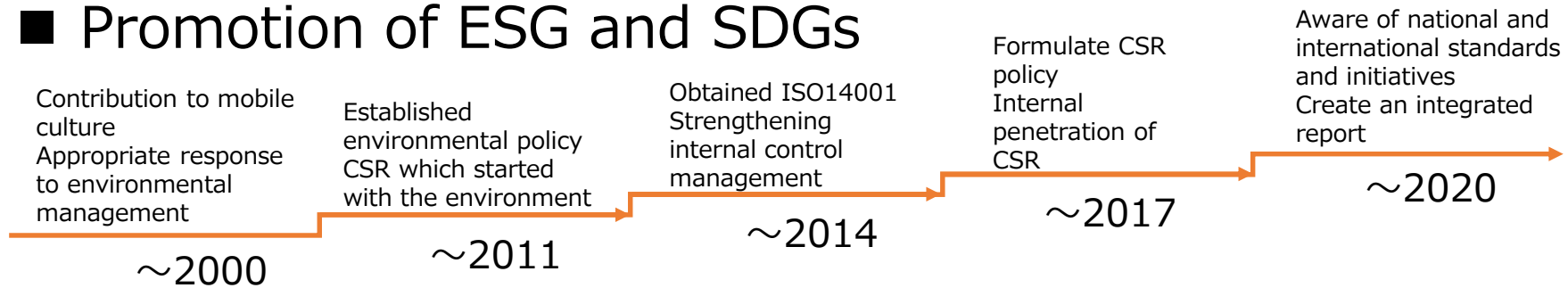
3. Initiatives in FY March 2022

(3) Others

- Promotion of ESG and SDGs
 - Begin efforts in January 2021 as a company-wide project.
 - Strive to create new businesses by resolving social issues.
- Strengthening of the monitoring system of management
 - Promotion of management and visualization by ROA for each business

3. Initiatives in FY March 2022

■ Promotion of ESG and SDGs



Environmental

Established environmental policy in 2011
Simplified packaging of products (resource saving)
Repurposing Used Car Air Fresheners Program
Installation of mega solar etc.



Social

Traffic safety initiative
Support for next-generation human resource development
Health initiative
Initiative for diversity work style etc.



Governance

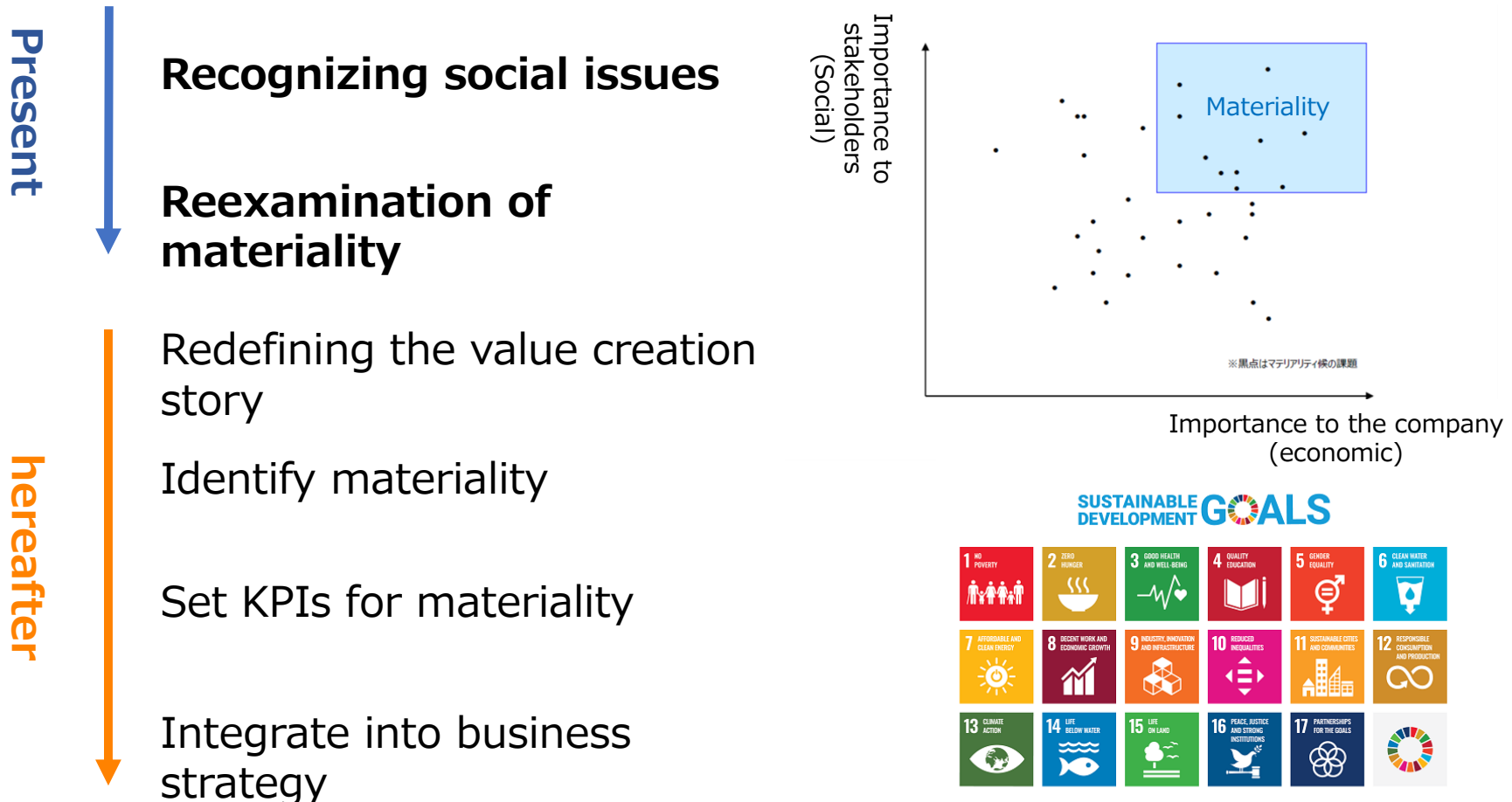
Corporate governance system
Management for CSR
Communication with stakeholders etc.



3. Initiatives in FY March 2022

■ Promotion of ESG and SDGs

Launched a project led by Chief Executive Officer (January 2021)



3. Initiatives in FY March 2022

Our ideal

Professional & Friendly

Recognition of social issues

Materiality under consideration

1. Realization of a cyclical and symbiotic society



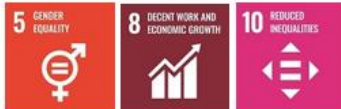
2. Response to climate change



3. Revitalization of local communities



4. Pursuit of diverse human resources and diverse work styles



5. Creating healthy and rewarding jobs



Creation of businesses that solve social issues

Develop new businesses that contribute to SDGs/open innovation/deal with EV etc.

Enhancing efforts that consider the environment and society

CO2 reduction such as energy saving/Reduce burden on the environment/Coexistence with the local community etc.

Sustainable and strong management base

ESG management/digital transformation/social contribution etc.

1

3

Growing organizations and human resources

2

Develop next-generation human resource and mechanics/work-style reforms/health management/D&I etc.

4

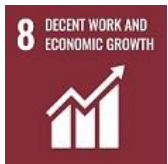
Activities to Solve Social Issues



- Future Generations & Car Culture Pavilion opened at KidZania Tokyo and KidZania Koshien



- Protecting the Environment
Resource saving such as simplified packaging of products (resource saving)

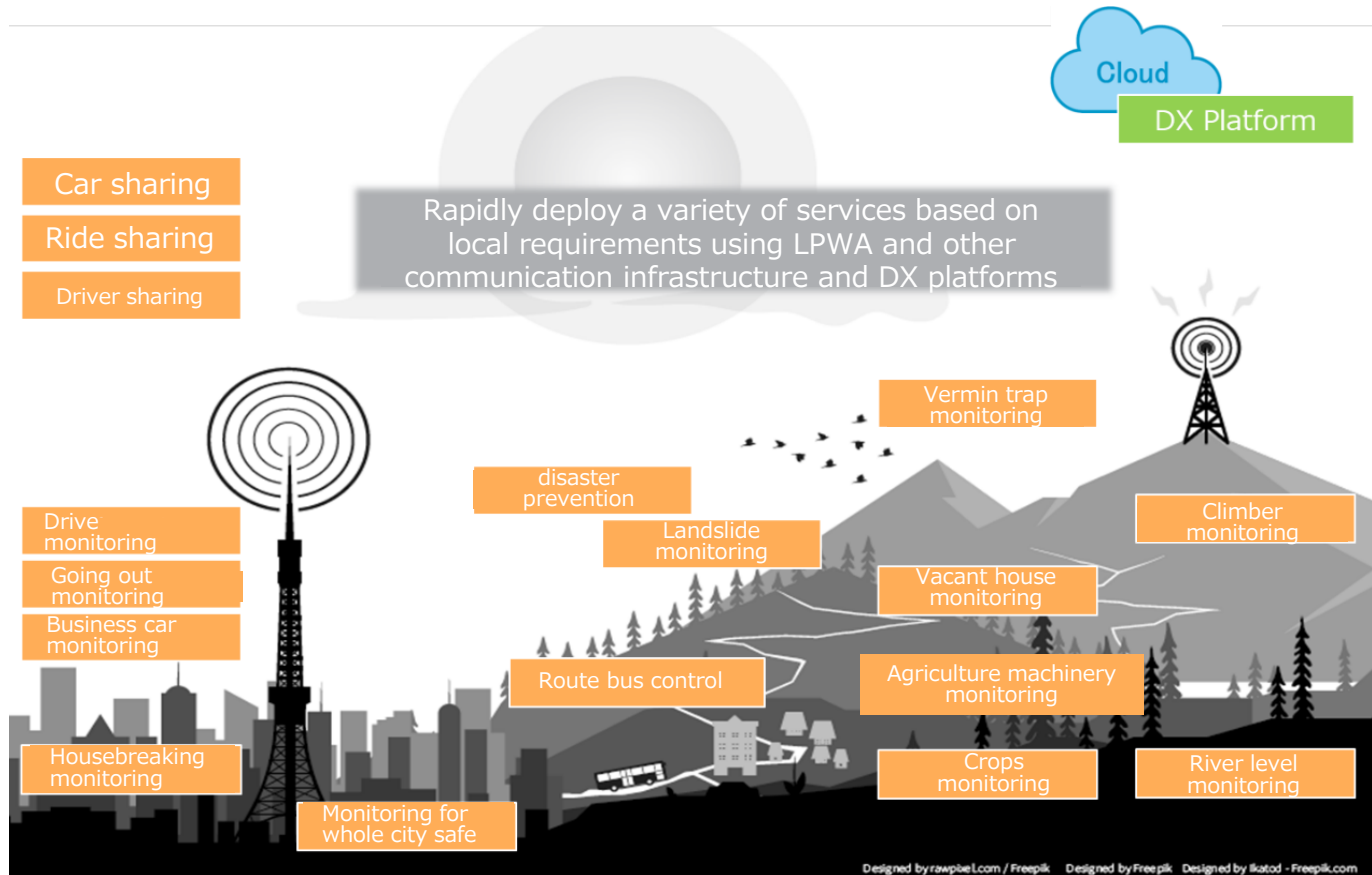


- Diversity & Human Resources
Diversity and inclusion



- Health Management
Support smoking cessation (No-Smoking Challenge)

Realize the Solution of Social Issues Using Digital Technology



APPENDIX

Five-Year Rolling Plan: APPENDIX

Automotive-
related Goods
Sales Network

Efforts to create networks

■ 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.
- Information on customers who use stores other than AUTOBACS can also be analyzed, which can lead to strengthening competitiveness in the future.



Five-Year Rolling Plan: APPENDIX

Next – Generation
Maintenance
Network

Service Pit
Network

Efforts to create networks

■ 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

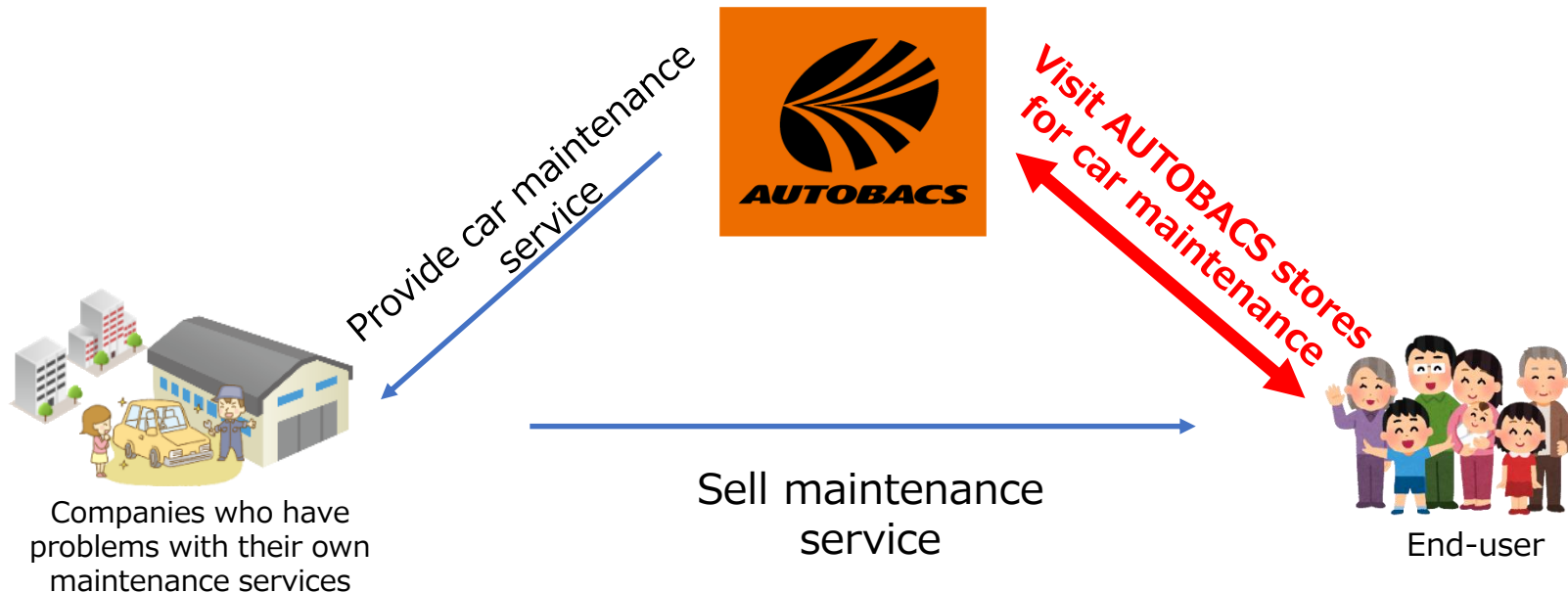
Five-Year Rolling Plan: APPENDIX

Service Pit
Network

Efforts to create networks

■ Adding new service menus to AUTOBACS Group Maintenance Pack (December 15, 2020)

- Provide AUTOBACS' car maintenance service packages to used car dealers and car leasing companies who have problems with their own maintenance services.
- Service available at nationwide AUTOBACS stores.



Five-Year Rolling Plan: APPENDIX

Multi-Dealer
Network

Efforts to create networks

- **Acquire all shares in TA Import Co., Ltd. that operates authorized dealers of Audi. (April 1, 2021)**
 - Promoting the creation of contact points with premium car users of imported cars, etc. as part of our efforts to build the multi-dealer network.
 - Developing it in three brands following BMW and MINI.



Five-Year Rolling Plan: APPENDIX

Automotive-
related Goods
Sales Network

Next – Generation
Maintenance
Network

Service Pit
Network

Efforts to create networks

- **Acquired all shares in Joyful Shaken & Tire Center Co., Ltd., a nonconsolidated subsidiary of Joyful Honda Co., Ltd. (April 1, 2021)**
 - It operates a statutory safety inspection and tire center on the site of home center at six bases mainly in northern Kanto.
 - Provide customers using the home centers with secure and safe products and services.
 - Promote business expansion and the creation of synergies with automotive goods sales in the area of statutory safety inspection and maintenance services the market for which is expected to grow.



Five-Year Rolling Plan: APPENDIX

Automotive-
related Goods
Sales Network

Efforts to create networks

■ Formed a business alliance with Nissan (April 20, 2021)

- Formed a business alliance with Nissan crossing the boundaries between industries to improve customer convenience and create a richer car life culture.
- Planning to supply some of our automotive goods to Nissan, collaborate in planning and developing NISSAN/NISMO brand items, and co-host events and sales opportunities for the products.
- Planning to expand sales of our products to new international markets.
- Reached an agreement and entered into a contract to supply Nissan with our car accessories, such as automotive goods and car wash products from the first half of the fiscal year 2021.



Five-Year Rolling Plan: APPENDIX

1) Domestic AUTOBACS Business

Effort to strengthen the businesses

- Increased number of customers by expanding demand by reviewing the value of cars
- Application updated on October 19, 2020.
- Strengthening next-generation maintenance services (maintenance of aiming training system, acquisition of specific maintenance certification)



サクッと
予約!

2020.10.19
AUTOBACS Application updated

- Online bookings for oil changes
approx. 150 %
- New application downloaded
approx. 1.3 million people

[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.

Five-Year Rolling Plan: APPENDIX

2) Overseas Business

Effort to strengthen the businesses

- **Downsizing of the retail business:**
Transfer some of shares in SAB, a subsidiary in Thailand, to make it an equity-method affiliate.
- **Strengthening of the wholesale business:**
Expansion of new wholesale customers
Batteries (the Philippines, Taiwan, etc.)
Oil, etc. (Bangladesh)
Automotive goods (Indonesia)

Opening of authorized dealerships on an experimental basis

Malaysia, China

Capturing of inbound demand by strengthening EC sites



Five-Year Rolling Plan: APPENDIX

3) Online Alliance Business

Effort to strengthen the businesses

- Renovation of the official AUTOBACS shopping site (August 1, 2020)



- Site sales: **250%** of the year-ago level
- Car navigation units and dashcams are driving sales
- The tire and wheel charges inclusive set has also begun

- Began driving visits to our physical stores through BEAD Co., Ltd.
Percentage of customers who previously purchased tires at other than AUTOBACS exceeds 70%.

Non-Consolidated and Domestic Store Subsidiaries

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

(Million Yen)	Non-consolidated	
	Results	YoY
Net Sales	155,082	-1,410
Gross Profit(%)	35,018 (22.6%)	+2,135 (+1.6pt)
SG&A	28,313	+346
Operating Income	6,704	+1,789

Sales decreased mainly in car electronics. However, sales of car washing supplies, interior accessories, maintenance were strong. Gross profit ratio rose by 1.6 pt. due to increased sales of merchandise with a high gross profit margin. SG&A expenses increased with year-end and performance bonus.

Domestic Store Subsidiaries	
Results	YoY
58,121	+1,921
25,331 (43.6%)	+1,070 (+0.4pt)
23,194	+544
2,136	+526

Sales decreased mainly in car electronics. However, sales of car washing supplies and maintenance services increased, reflecting an increase in the frequency of use of vehicles. Sales of winter items also rose thanks to cold weather in December. Overall, both sales and income increased.

Automobile purchase and sales business

Total **29,407** cars YoY **-6.8%**

BtoB Sales

Details	No. of cars sold
To AUTOBACS SEVEN	1,090
Sales to AA via AUTOBACS SEVEN	4,599
Direct sales from stores	13,126
BtoB total	18,815

Retail

Details	No. of cars sold
Used cars	7,105
New cars	3,487
Retail total	10,592

Include sales at all domestic AUTOBACS CARS stores

Store Openings and Closings

Domestic stores

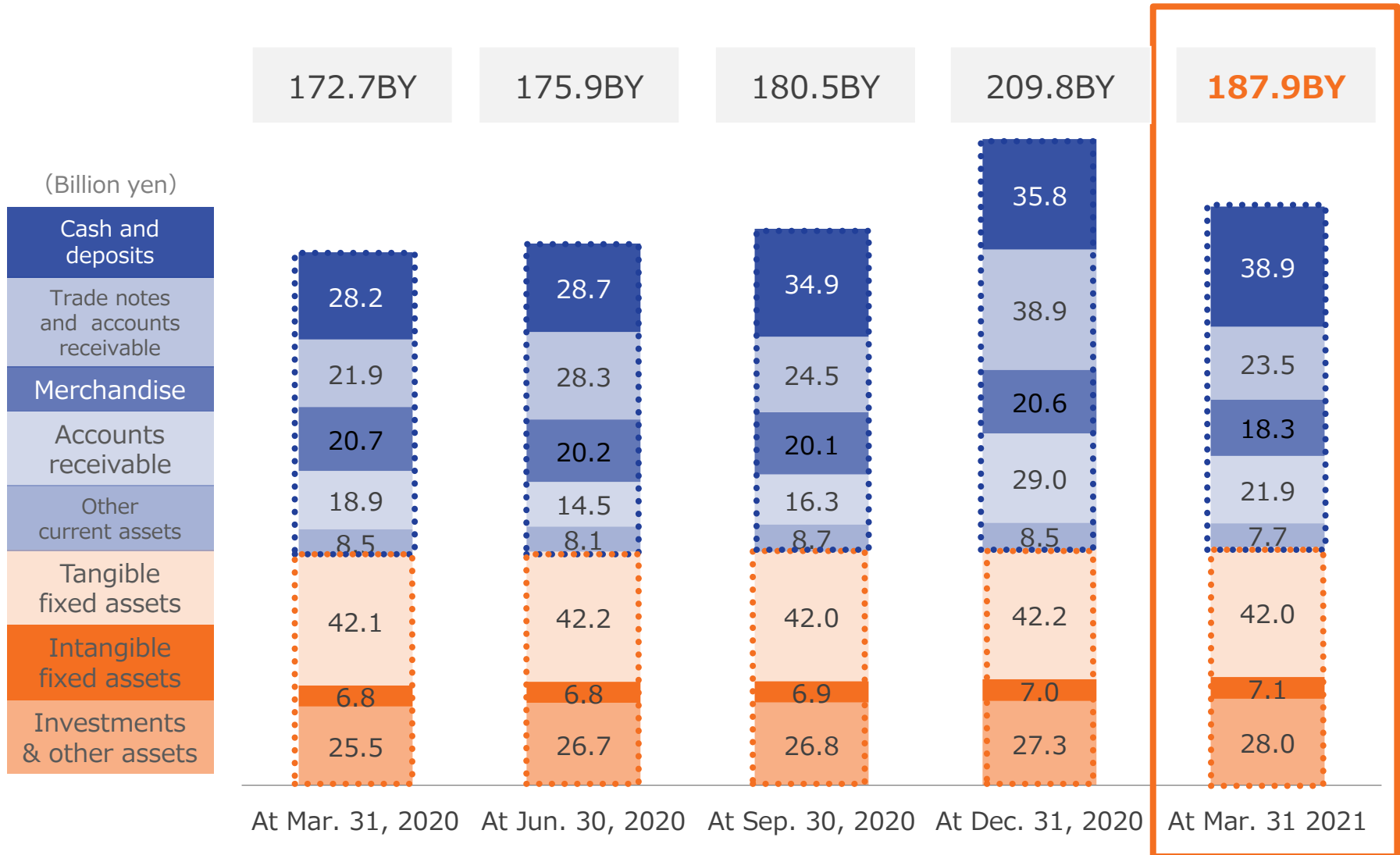
No. of stores at March 31, 2020	FY March 2021							No. of stores at March 31, 2021
	1 st Half			No. of stores at Sep 30, 2020	2 nd Half			
	New	S&B R/L	Close		New	S&B R/L	Close	
490	+1	+1/-1	-3	488	+2	+1/-1		490
74				74				74
7			-1	6				6
11				11				11
3				3				3
585	+1	+1/-1	-4	582	+2	+1/-1		584

Overseas stores

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

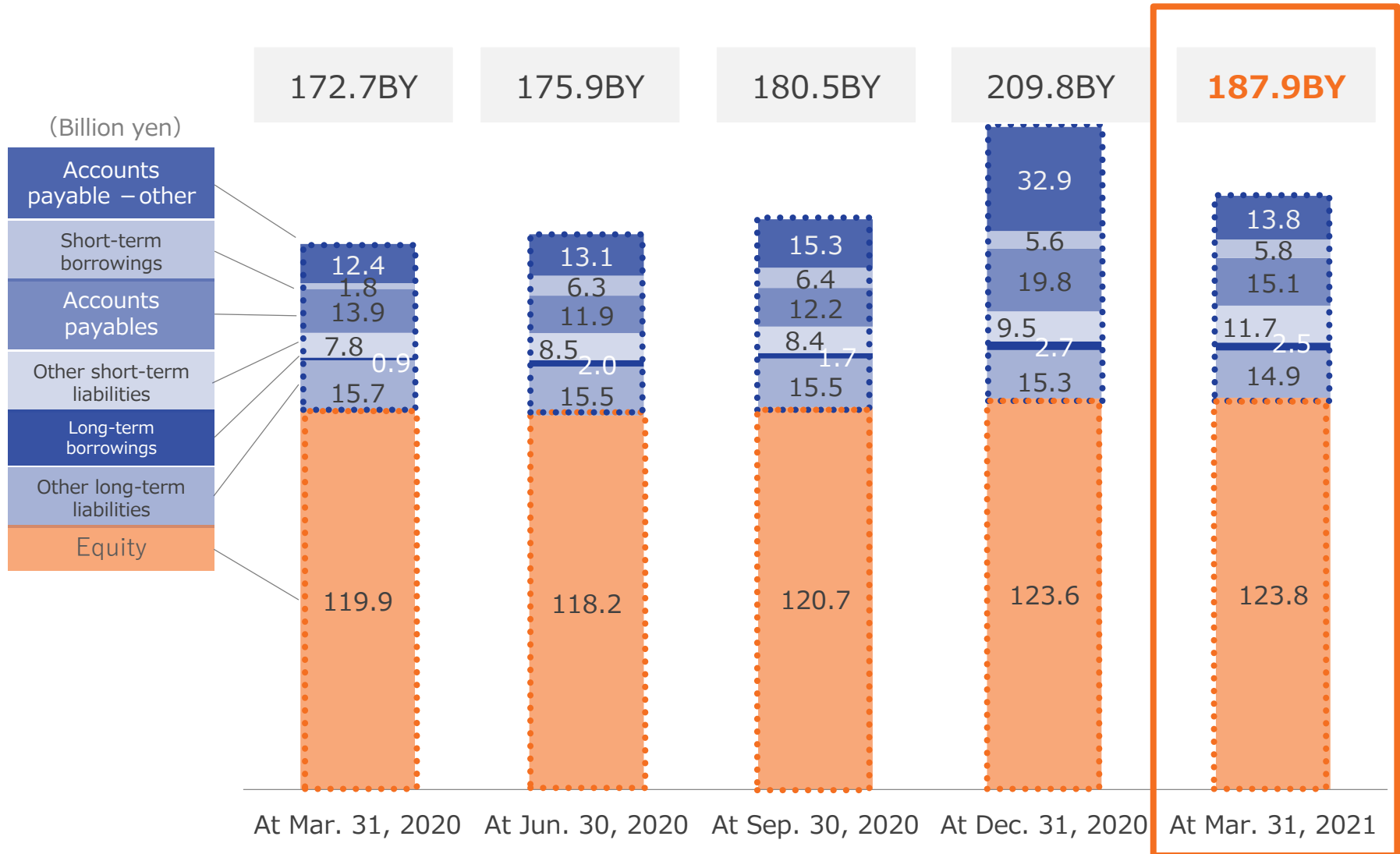
※S/B=Scrap & Build
 ※R/L=Relocation

Balance Sheet: Assets



Amounts are rounded down.

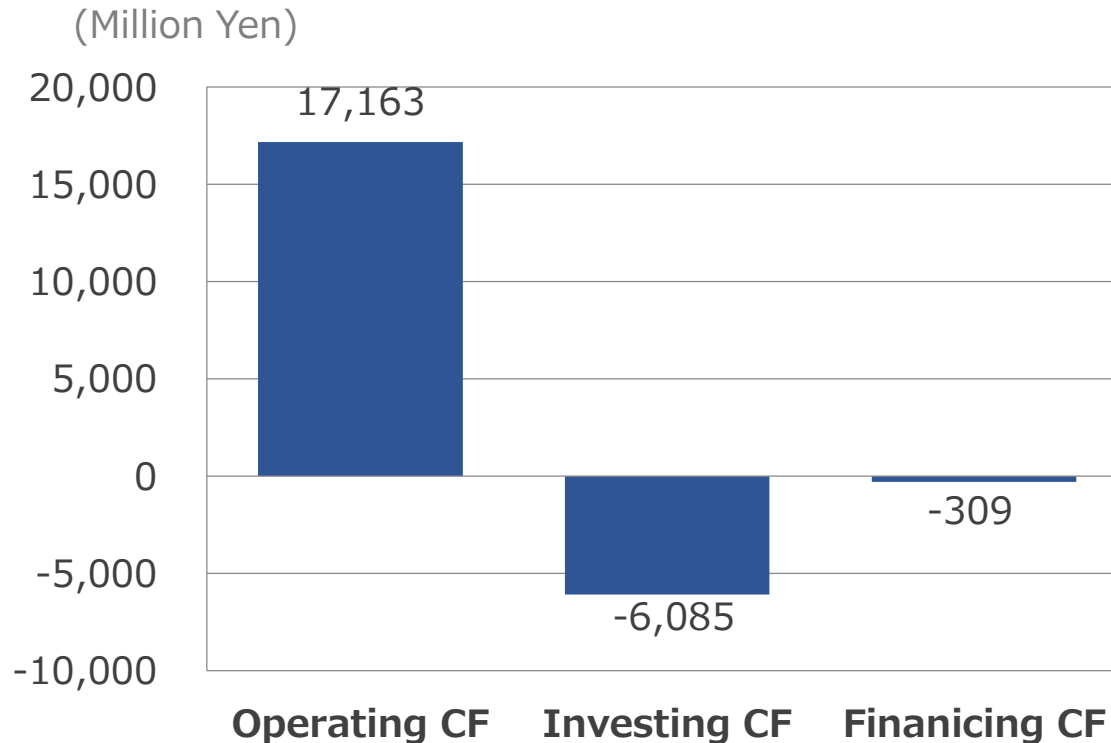
Balance Sheets: Liabilities and Equity



Amounts are rounded down.

Cash Flows

Consolidated cash flows



End of March 2021
Cash and cash
equivalents: 38.9BY
(End of March 2020: 28.0BY)

Breakdown of major investments

- Investment to IT related
- Renovation of existing stores



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.