Data Book 2025-2 Contents

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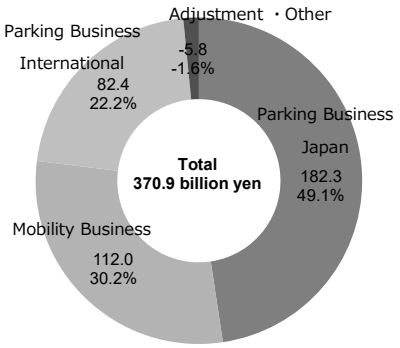
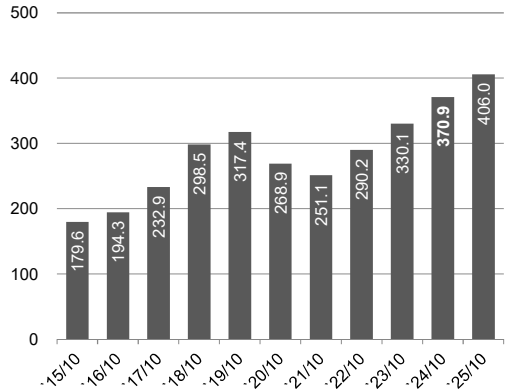
00. Highlights

00-1. Full Year

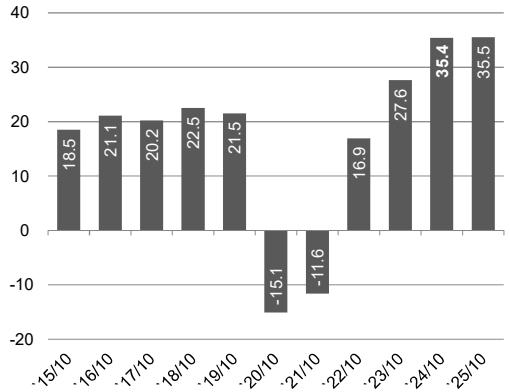
`24/10 Net Sales (billion yen)



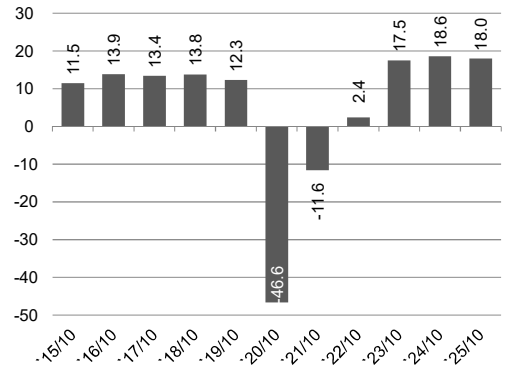
Net Sales (billion yen)



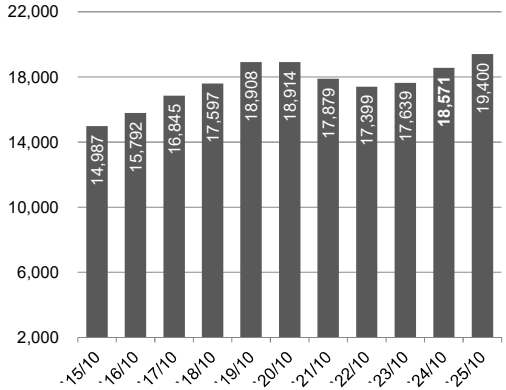
Recurring Profit or Loss (billion yen)



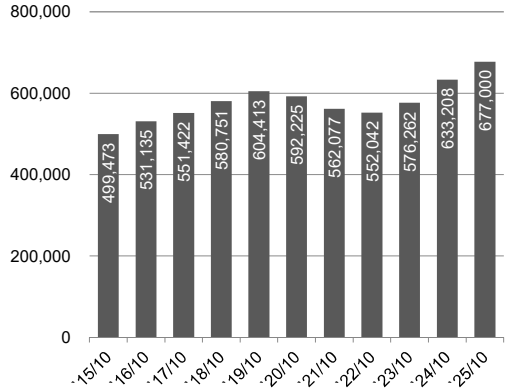
Net Profit or Loss Attributable to Owners of the Parent (billion yen)



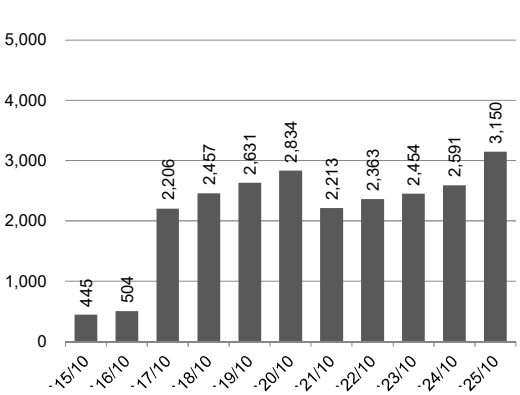
Times PARKING (Sites)



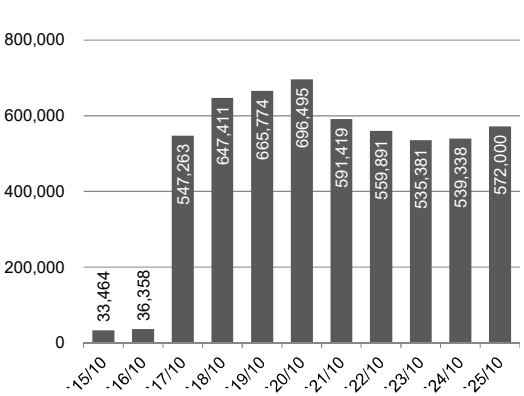
Times PARKING (Spaces)



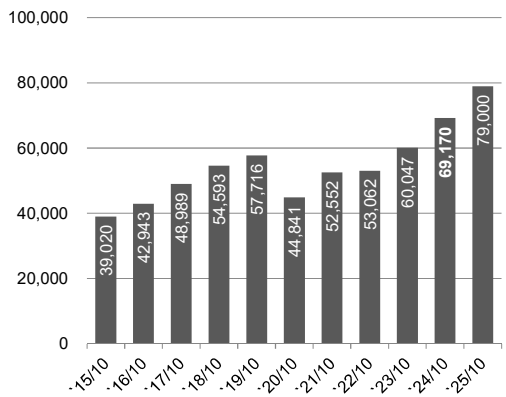
International parking (Sites)



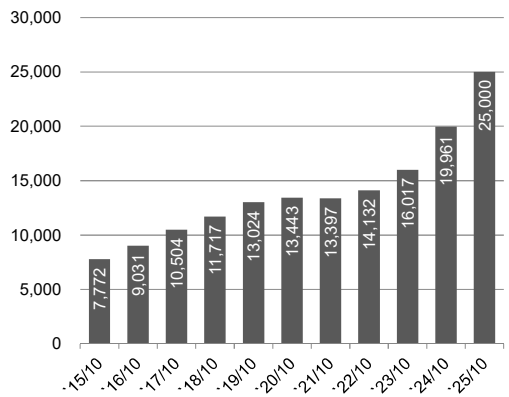
International parking (Spaces)



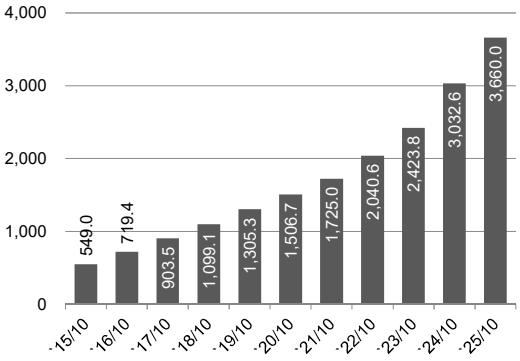
Times CAR (Vehicles)



Times CAR (Rental Sites)

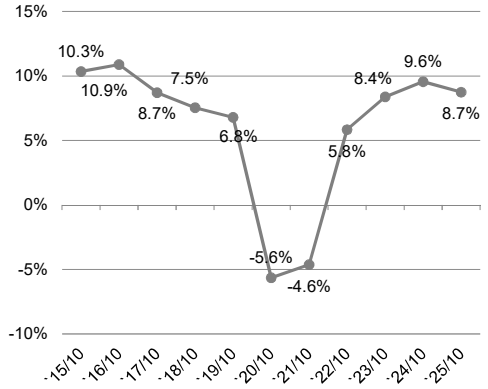


Times CAR Member (thousand people)

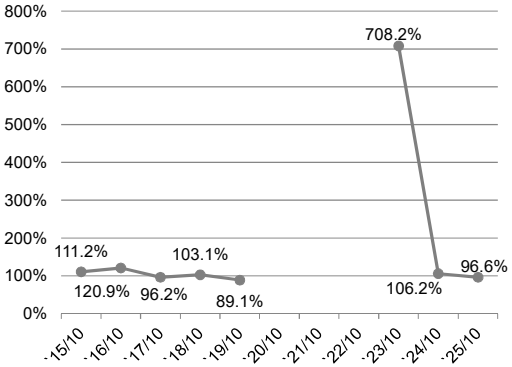


*Figures for '25/10 are based on the revised business plan.

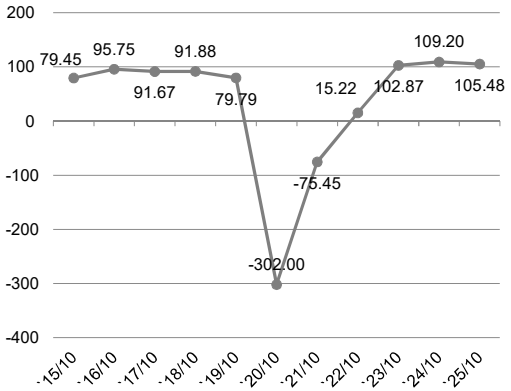
Recurring Profit Margin



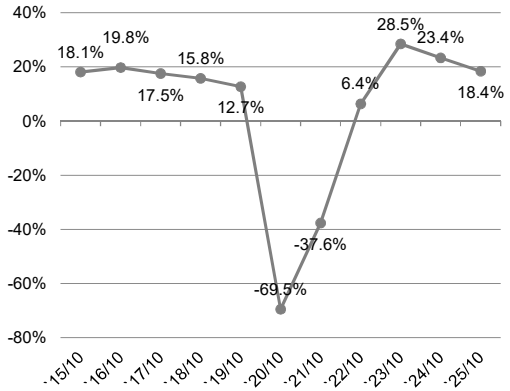
Net Profit or Loss Attributable to Owners of the Parent YoY



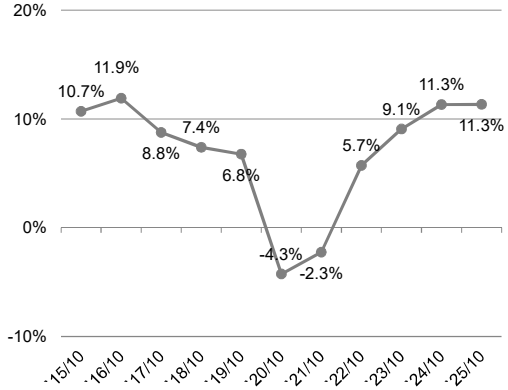
Earnings Per Share



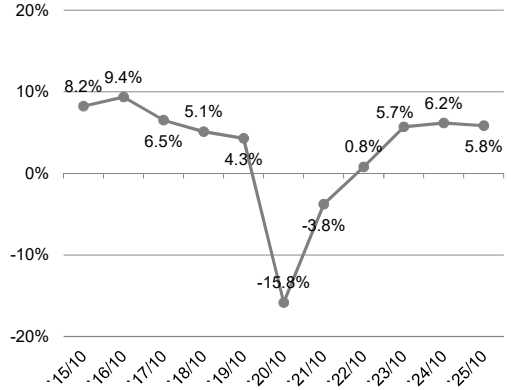
Return on Equity



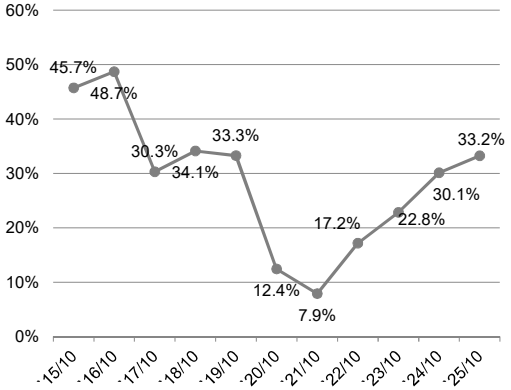
Return on Investment Capital*



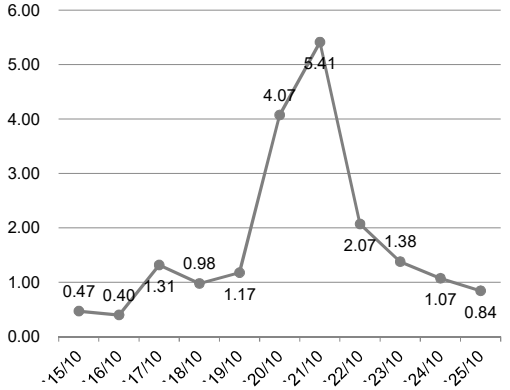
Return on Assets



Equity Ratio



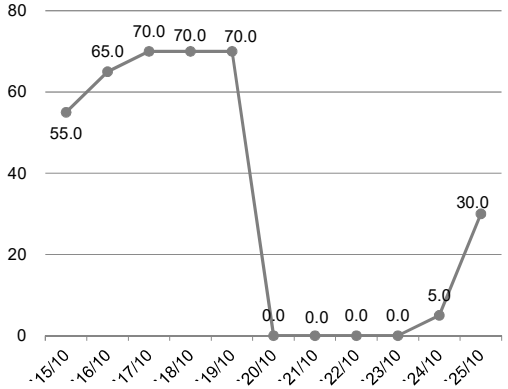
Net Debt to Equity Ratio*



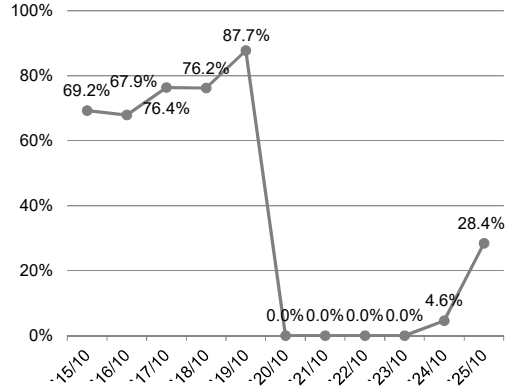
*ROIC : Operating Income×(1-Legal Effective Tax Rate))／(Interest-Bearing Debt+Shareholders' Equity)

*(Interest Bearing Debt - Cash and cash equivalents) / Shareholders' Equity

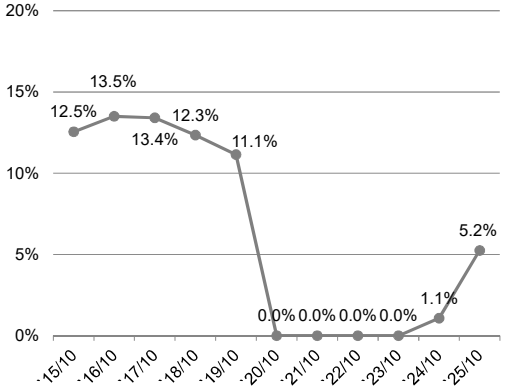
Dividend Per Share



Dividend Payout Ratio



Dividend on Equity Ratio*



*DOE : Dividends／Shareholders' Equity

*Figures for '25/10 are based on the revised business plan.

01. Consolidated Performance

(Lower row : YoY)

		`24/10	`25/10 Original Plan	`25/10 Revised Plan	`24/10 1stH	`25/10 1stH	`18/10 (Prev. method→)	`19/10	`20/10	`21/10	`22/10	`23/10	`24/10	`25/10 Original Plan	`25/10 Revised Plan	`24/10 1stH	`25/10 1stH
Net Sales	(million yen)	**370,913**	**404,000**	**406,000**	**175,875**	**193,394**	**298,517**	**317,438**	**268,904**	**251,102**	**290,253**	**330,123**	**370,913**	**404,000**	**406,000**	**175,875**	**193,394**
			108.9%	109.5%		110.0%	128.1%	106.3%	84.7%	93.4%	115.6%	113.7%	112.4%	108.9%	109.5%	112.0%	110.0%
Cost of Sales		268,843	296,700	299,400	129,823	145,287	226,234	239,346	232,556	210,408	219,659	240,496	268,843	296,700	299,400	129,823	145,287
			110.4%	111.4%		111.9%	130.9%	105.8%	97.2%	90.5%	104.4%	109.5%	111.8%	110.4%	111.4%	112.4%	111.9%
Gross Profit		102,069	107,300	106,600	46,051	48,107	72,283	78,092	36,347	40,693	70,593	89,626	102,069	107,300	106,600	46,051	48,107
			105.1%	104.4%		104.5%	120.1%	108.0%	46.5%	112.0%	173.5%	127.0%	113.9%	105.1%	104.4%	110.7%	104.5%
Selling, General and Administrative Expenses		63,371	68,300	67,600	29,397	32,326	49,743	55,770	51,045	48,732	49,921	57,639	63,371	68,300	67,600	29,397	32,326
			107.8%	106.7%		110.0%	125.4%	112.1%	91.5%	95.5%	102.4%	115.5%	109.9%	107.8%	106.7%	110.9%	110.0%
Operating Profit or Loss		**38,697**	**39,000**	**39,000**	**16,654**	**15,780**	**22,539**	**22,322**	**-14,698**	**-8,039**	**20,672**	**31,986**	**38,697**	**39,000**	**39,000**	**16,654**	**15,780**
			100.8%	100.8%		94.8%	109.9%	99.0%	-	-	-	154.7%	121.0%	100.8%	100.8%	110.3%	94.8%
Recurring Profit or Loss		**35,445**	**35,500**	**35,500**	**14,998**	**13,918**	**22,532**	**21,566**	**-15,168**	**-11,619**	**16,970**	**27,673**	**35,445**	**35,500**	**35,500**	**14,998**	**13,918**
			100.2%	100.2%		92.8%	111.1%	95.7%	-	-	-	163.1%	128.1%	100.2%	100.2%	130.5%	92.8%
Net Profit or Loss		**18,625**	**21,500**	**18,000**	**9,009**	**4,981**	**13,851**	**12,348**	**-46,652**	**-11,658**	**2,476**	**17,542**	**18,625**	**21,500**	**18,000**	**9,009**	**4,981**
Attributable to Owners of the Parent			115.4%	96.6%		55.3%	103.1%	89.1%	-	-	-	708.2%	106.2%	115.4%	96.6%	112.9%	55.3%
EBITDA*		73,922	77,300	77,300	33,378	33,738	53,176	55,767	24,678	26,735	52,160	63,502	73,922	77,300	77,300	33,378	33,738
			104.6%	104.6%		101.1%	116.3%	104.9%	44.3%	108.3%	195.1%	121.7%	116.4%	104.6%	104.6%	109.0%	101.1%

*EBITDA：Operating Profit + Depreciation and Amortization (including Goodwill Amortization)

*From FY2025, the method for measuring segment revenue has been partially revised.

02. Profitability

(Lower row : YoY)

		`24/10	`25/10 Original Plan	`25/10 Revised Plan	`24/10 1stH	`25/10 1stH	`18/10 (Prev. method→)	`19/10	`20/10	`21/10	`22/10	`23/10	`24/10	`25/10 Original Plan	`25/10 Revised Plan	`24/10 1stH	`25/10 1stH
Gross Profit Margin	(%)	27.5%	26.6%	26.3%	26.2%	24.9%	24.2%	24.6%	13.5%	16.2%	24.3%	27.1%	27.5%	26.6%	26.3%	26.2%	24.9%
			-1.0pt	-1.3pt		-1.3pt	-1.6pt	+0.4pt	-11.1pt	+2.7pt	+8.1pt	+2.8pt	+0.4pt	-1.0pt	-1.3pt	-0.3pt	-1.3pt
Operating Profit Margin		10.4%	9.7%	9.6%	9.5%	8.2%	7.6%	7.0%	-5.5%	-3.2%	7.1%	9.7%	10.4%	9.7%	9.6%	9.5%	8.2%
			-0.8pt	-0.8pt		-1.3pt	-1.3pt	-0.5pt	-12.5pt	+2.3pt	+10.3pt	+2.6pt	+0.7pt	-0.8pt	-0.8pt	-0.1pt	-1.3pt
Recurring Profit Margin		9.6%	8.8%	8.7%	8.5%	7.2%	7.5%	6.8%	-5.6%	-4.6%	5.8%	8.4%	9.6%	8.8%	8.7%	8.5%	7.2%
			-0.8pt	-0.8pt		-1.3pt	-1.2pt	-0.8pt	-12.4pt	+1.0pt	+10.5pt	+2.5pt	+1.2pt	-0.8pt	-0.8pt	+1.2pt	-1.3pt
Net Profit Margin		5.0%	5.3%	4.4%	5.1%	2.6%	4.6%	3.9%	-17.3%	-4.6%	0.9%	5.3%	5.0%	5.3%	4.4%	5.1%	2.6%
			+0.3pt	-0.6pt		-2.5pt	-1.1pt	-0.8pt	-21.2pt	+12.7pt	+5.5pt	+4.5pt	-0.3pt	+0.3pt	-0.6pt	+0.0pt	-2.5pt
EBITDA Margin		19.9%	19.1%	19.0%	19.0%	17.4%	17.8%	17.6%	9.2%	10.6%	18.0%	19.2%	19.9%	19.1%	19.0%	19.0%	17.4%
			-0.8pt	-0.9pt		-1.5pt	-1.8pt	-0.2pt	-8.4pt	+1.5pt	+7.3pt	+1.3pt	+0.7pt	-0.8pt	-0.9pt	-0.5pt	-1.5pt

*From FY2025, the method for measuring segment revenue has been partially revised.

03. Selling, General and Administrative Expenses

(Lower row : YoY)

		`24/10	`25/10 Original Plan	`25/10 Revised Plan	`24/10 1stH	`25/10 1stH	`18/10 (Prev. method→)	`19/10	`20/10	`21/10	`22/10	`23/10	`24/10	`25/10 Original Plan	`25/10 Revised Plan	`24/10 1stH	`25/10 1stH
Total	(million yen)	**63,371**	**68,300**	**67,600**	**29,397**	**32,326**	**49,743**	**55,770**	**51,045**	**48,732**	**49,921**	**57,639**	**63,371**	**68,300**	**67,600**	**29,397**	**32,326**
			107.8%	106.7%		110.0%	125.4%	112.1%	91.5%	95.5%	102.4%	115.5%	109.9%	107.8%	106.7%	110.9%	110.0%
Directors' Compensations		909	1,000	1,000	351	448	589	709	460	444	423	643	909	1,000	1,000	351	448
			110.0%	110.0%		127.7%	100.0%	120.3%	64.9%	96.6%	95.2%	152.0%	141.2%	110.0%	110.0%	106.1%	127.7%
Personal Expenses		33,048	35,500	35,000	15,623	16,759	24,415	28,016	24,528	24,901	26,230	30,438	33,048	35,500	35,000	15,623	16,759
			107.4%	105.9%		107.3%	128.3%	114.8%	87.5%	101.5%	105.3%	116.0%	108.6%	107.4%	105.9%	112.0%	107.3%
Advertising and Promotional Expenses		2,451	3,000	3,000	1,131	1,172	2,341	2,978	1,600	1,292	1,201	1,706	2,451	3,000	3,000	1,131	1,172
			122.4%	122.4%		103.6%	113.2%	127.2%	53.7%	80.8%	92.9%	142.0%	143.6%	122.4%	122.4%	200.4%	103.6%
Traveling and Transportation Expenses		1,281	1,300	1,300	609	666	1,207	1,214	931	878	935	1,147	1,281	1,300	1,300	609	666
			101.5%	101.5%		109.5%	128.6%	100.6%	76.7%	94.4%	106.5%	122.6%	111.6%	101.5%	101.5%	110.9%	109.5%
Commission and Consulting Fee		9,412	11,000	11,000	4,449	5,299	4,950	5,532	6,113	7,609	7,060	8,968	9,412	11,000	11,000	4,449	5,299
			116.9%	116.9%		119.1%	88.6%	111.8%	110.5%	124.5%	92.8%	127.0%	104.9%	116.9%	116.9%	112.1%	119.1%
Lease Hold and Office Rents		3,117	3,200	3,200	1,530	1,593	2,973	3,148	2,652	2,679	2,538	2,574	3,117	3,200	3,200	1,530	1,593
			102.6%	102.6%		104.1%	120.6%	105.9%	84.2%	101.0%	94.7%	101.4%	121.1%	102.6%	102.6%	120.7%	104.1%
Depreciation and Amortization		3,277	3,600	3,600	1,351	1,702	1,301	1,771	2,442	2,812	2,610	2,805	3,277	3,600	3,600	1,351	1,702
(except Intangible Assets Related to Contract)			109.8%	109.8%		125.9%	111.4%	136.1%	137.9%	115.1%	92.8%	107.5%	116.8%	109.8%	109.8%	99.3%	125.9%
Taxes and Public dues		611	600	600	273	356	1,901	1,987	1,838	455	582	648	611	600	600	273	356
			98.1%	98.1%		130.1%	115.3%	104.5%	92.5%	24.8%	127.9%	111.3%	94.3%	98.1%	98.1%	69.7%	130.1%
Goodwill Amortization		1,848	1,700	1,700	902	858	3,314	3,038	2,797	1,506	1,636	1,887	1,848	1,700	1,700	902	858
(include Intangible Assets Related to Contract)			92.0%	92.0%		95.2%	411.7%	91.7%	92.1%	53.8%	108.6%	115.3%	97.9%	92.0%	92.0%	105.6%	95.2%
Other		7,413	7,400	7,200	3,174	3,469	6,747	7,372	7,681	6,152	6,700	6,819	7,413	7,400	7,200	3,174	3,469
			99.8%	97.1%		109.3%	125.5%	109.3%	104.2%	80.1%	108.9%	101.8%	108.7%	99.8%	97.1%	96.9%	109.3%

*From FY2025, the method for measuring segment revenue has been partially revised.

04. Consolidated Balance Sheets

(Lower row : Compared to previous fiscal year)

		`24/10	`25/10 Original Plan	`25/10 Revised Plan	`24/10 1stH	`25/10 1stH	`18/10 (Prev. method→)	`19/10	`20/10	`21/10	`22/10	`23/10	`24/10	`25/10 Original Plan	`25/10 Revised Plan	`24/10 1stH	`25/10 1stH
Total Assets	(million yen)	**295,701**	**320,000**	**320,000**	**310,816**	**306,381**	**283,171**	**293,097**	**295,775**	**319,628**	**307,626**	**308,157**	**295,701**	**320,000**	**320,000**	**310,816**	**306,381**
			108.2%	108.2%		103.6%	109.0%	103.5%	100.9%	108.1%	96.2%	100.2%	96.0%	108.2%	108.2%	100.9%	103.6%
Current Assets		111,840	113,000	113,000	128,611	115,192	72,311	74,611	101,260	139,183	137,814	133,335	111,840	113,000	113,000	128,611	115,192
			101.0%	101.0%		103.0%	122.4%	103.2%	135.7%	137.5%	99.0%	96.7%	83.9%	101.0%	101.0%	96.5%	103.0%
of which Cash and deposits		48,733	48,000	48,000	68,115	50,018	30,081	24,881	55,536	92,044	85,781	73,957	48,733	48,000	48,000	68,115	50,018
			98.5%	98.5%		102.6%	165.7%	82.7%	223.2%	165.7%	93.2%	86.2%	65.9%	98.5%	98.5%	92.1%	102.6%
Noncurrent Assets		183,810	207,000	207,000	182,091	191,189	210,859	218,485	194,514	180,445	169,513	174,647	183,810	207,000	207,000	182,091	191,189
			112.6%	112.6%		104.0%	105.0%	103.6%	89.0%	92.8%	93.9%	103.0%	105.2%	112.6%	112.6%	104.3%	104.0%
of which Vehicles for Mobility Business		35,762	43,400	43,400	33,903	39,702	50,193	53,728	36,317	31,031	27,009	30,632	35,762	43,400	43,400	33,903	39,702
			121.4%	121.4%		111.0%	119.3%	107.0%	67.6%	85.4%	87.0%	113.4%	116.7%	121.4%	121.4%	110.7%	111.0%
of which Goodwill		21,837	20,200	20,200	24,642	20,844	60,480	51,117	25,469	26,202	27,601	24,662	21,837	20,200	20,200	24,642	20,844
(include Intangible Assets Related to Contract)			92.5%	92.5%		95.5%	93.8%	84.5%	49.8%	102.9%	105.3%	89.4%	88.5%	92.5%	92.5%	99.9%	95.5%
Deferred Assets		51	-	-	113	-	-	-	-	-	297	174	51	-	-	113	-
			-	-		-						58.6%	29.4%	-	-	64.7%	-
Total Liabilities		**217,557**	**221,000**	**221,000**	**242,540**	**220,641**	**188,324**	**202,305**	**264,629**	**303,195**	**267,584**	**249,741**	**217,557**	**221,000**	**221,000**	**242,540**	**220,641**
			101.6%	101.6%		101.4%	104.0%	107.4%	130.8%	114.6%	88.3%	93.3%	87.1%	101.6%	101.6%	97.1%	101.4%
Current Liabilities		79,026	80,000	80,000	93,835	82,211	63,907	71,222	90,428	117,910	100,687	103,922	79,026	80,000	80,000	93,835	82,211
			101.2%	101.2%		104.0%	56.0%	111.4%	127.0%	130.4%	85.4%	103.2%	76.0%	101.2%	101.2%	90.3%	104.0%
Noncurrent Liabilities		138,531	141,000	141,000	148,705	138,429	124,416	131,082	174,201	185,285	166,897	145,818	138,531	141,000	141,000	148,705	138,429
			101.8%	101.8%		99.9%	185.7%	105.4%	132.9%	106.4%	90.1%	87.4%	95.0%	101.8%	101.8%	102.0%	99.9%
Net Assets		**78,144**	**99,000**	**99,000**	**68,275**	**85,740**	**94,847**	**90,791**	**31,146**	**16,432**	**40,042**	**58,416**	**78,144**	**99,000**	**99,000**	**68,275**	**85,740**
			126.7%	126.7%		109.7%	120.4%	95.7%	34.3%	52.8%	243.7%	145.9%	133.8%	126.7%	126.7%	116.9%	109.7%
of which Shareholders' Equity		**89,063**	**109,800**	**106,300**	**79,446**	**93,349**	**96,573**	**97,511**	**36,761**	**25,175**	**52,758**	**70,301**	**89,063**	**109,800**	**106,300**	**79,446**	**93,349**
			123.3%	119.4%		104.8%	122.6%	101.0%	37.7%	68.5%	209.6%	133.2%	126.7%	123.3%	119.4%	113.0%	104.8%
Interest-Bearing Debt	(million yen)	**143,983**	**137,500**	**137,500**	**162,643**	**142,936**	**124,284**	**139,380**	**205,219**	**228,294**	**194,915**	**170,724**	**143,983**	**137,500**	**137,500**	**162,643**	**142,936**
			95.5%	95.5%		99.3%	102.2%	112.1%	147.2%	111.2%	85.4%	87.6%	84.3%	95.5%	95.5%	95.3%	99.3%
Convertible Bonds		42,310	35,000	35,000	42,310	42,310	35,000	35,000	35,000	35,000	35,000	42,310	42,310	35,000	35,000	42,310	42,310
with Stock Acquisition Rights			82.7%	82.7%		100.0%	175.3%	100.0%	100.0%	100.0%	100.0%	120.9%	100.0%	82.7%	82.7%	100.0%	100.0%
Bank for Borrowings		69,689	69,200	69,200	87,754	69,972	73,404	88,777	126,513	158,557	129,709	99,616	69,689	69,200	69,200	87,754	69,972
			99.3%	99.3%		100.4%	86.9%	120.9%	142.5%	125.3%	81.8%	76.8%	70.0%	99.3%	99.3%	88.1%	100.4%
of which Subordinated Loan		50,000	50,000	50,000	50,000	50,000	-	-	-	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
			100.0%	100.0%		100.0%				-	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Lease Obligations		31,984	33,300	33,300	32,579	30,653	15,880	15,603	43,706	34,737	30,205	28,797	31,984	33,300	33,300	32,579	30,653
			104.1%	104.1%		95.8%	92.3%	98.3%	280.1%	79.5%	87.0%	95.3%	111.1%	104.1%	104.1%	113.1%	95.8%
Equity Ratio	(%)	**30.1%**	**34.3%**	**33.2%**	**25.6%**	**30.5%**	**34.1%**	**33.3%**	**12.4%**	**7.9%**	**17.2%**	**22.8%**	**30.1%**	**34.3%**	**33.2%**	**25.6%**	**30.5%**
			+4.2pt	+3.1pt		+0.3pt	+3.8pt	-0.8pt	-20.8pt	-4.6pt	+9.3pt	+5.7pt	+7.3pt	+4.2pt	+3.1pt	+2.7pt	+0.3pt
Net Debt to Equity Ratio*	(times)	1.07	0.82	0.84	1.19	1.00	0.98	1.17	4.07	5.41	2.07	1.38	1.07	0.82	0.84	1.19	1.00
			-0.25	-0.23		-0.07	-0.34	+0.20	+2.90	+1.34	-3.34	-0.69	-0.31	-0.25	-0.23	-0.19	-0.07

*Net Debt to Equity Ratio：(Interest Bearing Debt - Cash and Deposits) / Shareholders' Equity

*From FY2025, the method for measuring segment revenue has been partially revised.

05. Cash Flow Statement

(Lower row : YoY)

		`24/10	`25/10 Original Plan	`25/10 Revised Plan	`24/10 1stH	`25/10 1stH	`18/10 (Prev. method→)	`19/10	`20/10	`21/10	`22/10	`23/10	`24/10	`25/10 Original Plan	`25/10 Revised Plan	`24/10 1stH	`25/10 1stH
Net Cash used in Operating Activities	(million yen)	54,176	69,000	69,000	28,467	28,796	53,476	45,695	39,400	34,818	29,369	48,188	54,176	69,000	69,000	28,467	28,796
			127.4%	127.4%		101.2%	139.7%	85.4%	86.2%	88.4%	84.4%	164.1%	112.4%	127.4%	127.4%	116.9%	101.2%
Net Cash used in Investing Activities		-37,563	-46,700	-46,700	-14,638	-19,652	-43,095	-49,454	-21,819	-12,349	-17,357	-25,661	-37,563	-46,700	-46,700	-14,638	-19,652
			-	-		-	-	-	-	-	-	-	-	-	-	-	-
Net Cash used in Financing Activities		-42,508	-23,000	-23,000	-20,362	-7,388	1,754	-782	12,886	13,167	-20,116	-35,633	-42,508	-23,000	-23,000	-20,362	-7,388
			-	-		-	5.4%	-	-	102.2%	-	-	-	-	-	-	-
Cash and Cash Equivalents		48,041	47,300	47,300	67,425	49,779	29,785	24,664	55,269	91,795	85,065	73,299	48,041	47,300	47,300	67,425	49,779
			98.5%	98.5%		73.8%	167.6%	82.8%	224.1%	166.1%	92.7%	86.2%	65.5%	98.5%	98.5%	79.5%	73.8%
Free Cash Flow		16,612	22,300	22,300	13,828	9,144	10,380	-3,758	17,580	22,468	12,012	22,527	16,612	22,300	22,300	13,828	9,144
			134.2%	134.2%		66.1%	-	-	-	127.8%	53.5%	187.5%	73.7%	134.2%	134.2%	97.1%	66.1%

*From FY2025, the method for measuring segment revenue has been partially revised.

06. Financial Indicators

(Lower row : YoY)

		`24/10	`25/10 Original Plan	`25/10 Revised Plan	`24/10 1stH	`25/10 1stH	`18/10 (Prev. method→)	`19/10	`20/10	`21/10	`22/10	`23/10	`24/10	`25/10 Original Plan	`25/10 Revised Plan	`24/10 1stH	`25/10 1stH
Return on Equity (ROE)	(%)	23.4%	21.6%	18.4%	12.0%	5.5%	15.8%	12.7%	-69.5%	-37.6%	6.4%	28.5%	23.4%	21.6%	18.4%	12.0%	5.5%
			-1.8pt	-4.9pt		-6.6pt	-1.7pt	-3.1pt	-82.2pt	+31.8pt	+44.0pt	+22.2pt	-5.1pt	-1.8pt	-4.9pt	-2.0pt	-6.6pt
Return on Investment Capital (ROIC*)	(%)	11.3%	11.3%	11.3%	4.8%	4.7%	7.4%	6.8%	-4.3%	-2.3%	5.7%	9.1%	11.3%	11.3%	11.3%	4.8%	4.7%
			-0.1pt	+0.0pt		-0.1pt	-1.4pt	-0.6pt	-11.0pt	+2.0pt	+8.0pt	+3.4pt	+2.2pt	-0.1pt	+0.0pt	+0.5pt	-0.1pt
Return on Assets (ROA)	(%)	6.2%	7.0%	5.8%	2.9%	1.7%	5.1%	4.3%	-15.8%	-3.8%	0.8%	5.7%	6.2%	7.0%	5.8%	2.9%	1.7%
			+0.8pt	-0.3pt		-1.3pt	-1.4pt	-0.8pt	-20.1pt	+12.1pt	+4.6pt	+4.9pt	+0.5pt	+0.8pt	-0.3pt	+0.3pt	-1.3pt
Earnings Per Share (EPS)	(yen)	109.20	126.03	105.48	52.83	29.20	91.88	79.79	-302.00	-75.45	15.22	102.87	109.20	126.03	105.48	52.83	29.20
			115.4%	96.6%		55.3%	100.2%	86.8%	-	-	-	675.8%	106.1%	115.4%	96.6%	112.9%	55.3%
Book-value Per Share (BPS)	(yen)	457.79	580.08	580.07	399.93	502.09	610.01	585.37	200.55	105.93	234.46	342.28	457.79	580.08	580.07	399.93	502.09
			126.7%	126.7%		125.5%	114.6%	96.0%	34.3%	52.8%	221.3%	146.0%	133.7%	126.7%	126.7%	137.7%	125.5%
Price Earnings Ratio (PER)	(x)	17.50	-	-	32.22	69.30	32.34	32.07	-4.66	-23.07	130.40	16.44	17.50	-	-	32.22	69.30
						215.1%	113.2%	99.2%	-	-	-	12.6%	106.5%			72.1%	215.1%
Price Book-value Ratio (PBR)	(x)	4.17	-	-	4.26	4.03	4.87	4.37	7.02	16.43	8.47	4.94	4.17	-	-	4.26	4.03
						94.7%	99.0%	89.8%	160.6%	234.1%	51.5%	58.4%	84.5%			59.1%	94.7%
Dividend Per Share	(yen)	5.0	30.0	30.0			70.0	70.0	0.0	0.0	0.0	0.0	5.0	30.0	30.0		
			600.0%	600.0%			100.0%	100.0%	-	-	-	-	-	600.0%	600.0%		
Dividend Payout Ratio	(%)	4.6%	23.8%	28.4%			76.2%	87.7%	0.0%	0.0%	0.0%	0.0%	4.6%	23.8%	28.4%		
			+19.2pt	+23.9pt			-0.2pt	+11.5pt	-87.7pt	-	-	-	+4.6pt	+19.2pt	+23.9pt		
Dividend on Equity Ratio (DOE*)	(%)	1.1%	5.1%	5.2%			12.3%	11.1%	0.0%	0.0%	0.0%	0.0%	1.1%	5.1%	5.2%		
			+4.1pt	+4.2pt			-1.1pt	-1.2pt	-11.1pt	-	-	-	+1.1pt	+4.1pt	+4.2pt		

*ROIC : (Operating Income after Tax : Operating Income×(1-Legal Effective Tax Rate))／(Interest-Bearing Debt+Shareholders' Equity)
*DOE : Dividends／Shareholder's Equity

*From FY2025, the method for measuring segment revenue has been partially revised.

07. Number of Employees (Permanent Employee)

(Lower row : Compared to previous fiscal year)

		`24/10	`25/10 Original Plan	`25/10 Revised Plan	`24/10 1stH	`25/10 1stH	`18/10 (Prev. method→)	`19/10	`20/10	`21/10	`22/10	`23/10	`24/10	`25/10 Original Plan	`25/10 Revised Plan	`24/10 1stH	`25/10 1stH
Total	(people)	**5,502**			**5,444**	**5,679**	**4,899**	**5,490**	**5,565**	**5,029**	**4,970**	**5,234**	**5,502**			**5,444**	**5,679**
						103.2%	107.0%	112.1%	101.4%	90.4%	98.8%	105.3%	105.1%			104.0%	103.2%
Japan		3,858			3,811	4,034	3,084	3,476	3,802	3,573	3,492	3,623	3,858			3,811	4,034
						104.6%	113.5%	112.7%	109.4%	94.0%	97.7%	103.8%	106.5%			105.2%	104.6%
Sales staff for Parking Business		491			490	531	501	569	598	529	451	467	491			490	531
						108.1%	104.8%	113.6%	105.1%	88.5%	85.3%	103.5%	105.1%			104.9%	108.1%
Other		3,367			3,321	3,503	2,583	2,907	3,204	3,044	3,041	3,156	3,367			3,321	3,503
						104.0%	115.4%	112.5%	110.2%	95.0%	99.9%	103.8%	106.7%			105.2%	104.0%
International		1,644			1,633	1,645	1,815	2,014	1,763	1,456	1,478	1,611	1,644			1,633	1,645
						100.1%	97.5%	111.0%	87.5%	82.6%	101.5%	109.0%	102.0%			101.4%	100.1%

*From FY2025, the method for measuring segment revenue has been partially revised.

08. Capital Investment

(Lower row : YoY)

		`24/10	`25/10 Original Plan	`25/10 Revised Plan	`24/10 1stH	`25/10 1stH	`18/10 (Prev. method→)	`19/10	`20/10	`21/10	`22/10	`23/10	`24/10	`25/10 Original Plan	`25/10 Revised Plan	`24/10 1stH	`25/10 1stH
Total	(million yen)	**50,566**	**58,800**	**58,800**	**23,804**	**25,259**	**46,564**	**54,270**	**31,845**	**20,344**	**21,772**	**36,607**	**50,566**	**58,800**	**58,800**	**23,804**	**25,259**
			116.3%	116.3%		106.1%	121.0%	116.5%	58.7%	63.9%	107.0%	168.1%	138.1%	116.3%	116.3%	154.4%	106.1%
Parking Business Japan		17,280	19,000	19,000	6,268	8,944	10,333	11,042	6,521	2,458	3,072	9,233	17,280	19,000	19,000	6,268	8,944
			109.9%	109.9%		142.7%	93.0%	106.9%	59.1%	37.7%	124.9%	300.5%	187.1%	109.9%	109.9%	164.6%	142.7%
Mobility Business		15,531	21,700	21,700	6,153	8,475	27,332	30,779	11,988	9,388	10,430	16,523	15,531	21,700	21,700	6,153	8,475
			139.7%	139.7%		137.7%	118.9%	112.6%	39.0%	78.3%	111.1%	158.4%	94.0%	139.7%	139.7%	122.2%	137.7%
Parking Business International		14,331	14,100	14,100	9,595	5,465	4,333	3,500	10,936	6,922	7,060	8,346	14,331	14,100	14,100	9,595	5,465
			98.4%	98.4%		57.0%	293.2%	80.8%	312.5%	63.3%	102.0%	118.2%	171.7%	98.4%	98.4%	172.8%	57.0%
Other		3,423	4,000	4,000	1,786	2,373	4,565	8,948	2,398	1,575	1,209	2,504	3,423	4,000	4,000	1,786	2,373
			116.9%	116.9%		132.9%	157.4%	196.0%	26.8%	65.7%	76.8%	207.1%	136.7%	116.9%	116.9%	174.5%	132.9%

*From FY2025, the method for measuring segment revenue has been partially revised.

[Reiterate] Capital Investment by Item and Segment

(Lower row : YoY)

		`24/10	`25/10 Original Plan	`25/10 Revised Plan	`24/10 1stH	`25/10 1stH	`18/10 (Prev. method→)	`19/10	`20/10	`21/10	`22/10	`23/10	`24/10	`25/10 Original Plan	`25/10 Revised Plan	`24/10 1stH	`25/10 1stH
Total	(million yen)	**50,566**	**58,800**	**58,800**	**23,804**	**25,259**	**46,564**	**54,270**	**31,845**	**20,344**	**21,772**	**36,607**	**50,566**	**58,800**	**58,800**	**23,804**	**25,259**
			116.3%	116.3%		106.1%	121.0%	116.5%	58.7%	63.9%	107.0%	168.1%	138.1%	116.3%	116.3%	154.4%	106.1%
Cash Base		**36,061**	**43,600**	**43,600**	**13,984**	**19,311**	**42,328**	**48,920**	**21,880**	**15,516**	**17,084**	**29,141**	**36,061**	**43,600**	**43,600**	**13,984**	**19,311**
			120.9%	120.9%		138.1%	126.0%	115.6%	44.7%	70.9%	110.1%	170.6%	123.7%	120.9%	120.9%	128.8%	138.1%
Parking Business Japan		13,129	14,200	14,200	4,227	6,506	6,565	5,962	3,736	1,691	2,528	6,259	13,129	14,200	14,200	4,227	6,506
			108.2%	108.2%		153.9%	100.4%	90.8%	62.7%	45.3%	149.5%	247.5%	209.8%	108.2%	108.2%	144.0%	153.9%
Mobility Business		15,531	21,700	21,700	6,153	8,475	27,332	30,779	11,988	9,388	10,430	16,523	15,531	21,700	21,700	6,153	8,475
			139.7%	139.7%		137.7%	118.9%	112.6%	39.0%	78.3%	111.1%	158.4%	94.0%	139.7%	139.7%	122.2%	137.7%
Parking Business International		3,977	3,700	3,700	1,816	1,956	3,865	3,230	3,756	2,861	2,915	3,854	3,977	3,700	3,700	1,816	1,956
			93.0%	93.0%		107.7%	330.1%	83.6%	116.3%	76.2%	101.9%	132.2%	103.2%	93.0%	93.0%	97.6%	107.7%
Other		3,423	4,000	4,000	1,786	2,373	4,565	8,948	2,398	1,575	1,209	2,504	3,423	4,000	4,000	1,786	2,373
			116.9%	116.9%		132.9%	157.4%	196.0%	26.8%	65.7%	76.8%	207.1%	136.7%	116.9%	116.9%	174.5%	132.9%
Finance Lease		**14,505**	**15,200**	**15,200**	**9,819**	**5,947**	**4,235**	**5,349**	**9,965**	**4,827**	**4,688**	**7,466**	**14,505**	**15,200**	**15,200**	**9,819**	**5,947**
			104.8%	104.8%		60.6%	86.9%	126.3%	186.3%	48.4%	97.1%	159.3%	194.3%	104.8%	104.8%	215.1%	60.6%
Parking Business Japan		4,151	4,800	4,800	2,041	2,438	3,767	5,079	2,785	767	543	2,974	4,151	4,800	4,800	2,041	2,438
			115.6%	115.6%		119.5%	82.5%	134.8%	54.8%	27.5%	70.9%	547.3%	139.6%	115.6%	115.6%	233.8%	119.5%
Mobility Business		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
			-	-		-	-	-	-	-	-	-	-	-	-	-	-
Parking Business International		10,354	10,400	10,400	7,778	3,509	467	270	7,180	4,060	4,144	4,492	10,354	10,400	10,400	7,778	3,509
			100.4%	100.4%		45.1%	152.5%	57.7%	2658.1%	56.6%	102.1%	108.4%	230.5%	100.4%	100.4%	210.6%	45.1%
Other		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
			-	-		-	-	-	-	-	-	-	-	-	-	-	-

*From FY2025, the method for measuring segment revenue has been partially revised.

09. Depreciation and Amortization (except Intangible Assets Related to Contract)

(Lower row : YoY)

		`24/10	`25/10 Original Plan	`25/10 Revised Plan	`24/10 1stH	`25/10 1stH	`18/10 (Prev. method→)	`19/10	`20/10	`21/10	`22/10	`23/10	`24/10	`25/10 Original Plan	`25/10 Revised Plan	`24/10 1stH	`25/10 1stH
Total	(million yen)	**33,376**	**36,600**	**36,600**	**15,822**	**17,098**	**27,322**	**30,407**	**37,129**	**33,286**	**29,851**	**29,629**	**33,376**	**36,600**	**36,600**	**15,822**	**17,098**
			109.7%	109.7%		108.1%	111.9%	111.3%	122.1%	89.7%	89.7%	99.3%	112.6%	109.7%	109.7%	107.9%	108.1%
Parking Business Japan		7,352	9,000	9,000	3,485	4,648	9,732	10,491	9,549	8,423	7,212	6,623	7,352	9,000	9,000	3,485	4,648
			122.4%	122.4%		133.3%	100.7%	107.8%	91.0%	88.2%	85.6%	91.8%	111.0%	122.4%	122.4%	106.6%	133.3%
Mobility Business		9,328	10,900	10,900	4,445	5,316	14,148	15,662	14,306	11,205	9,779	8,846	9,328	10,900	10,900	4,445	5,316
			116.8%	116.8%		119.6%	110.5%	110.7%	91.3%	78.3%	87.3%	90.5%	105.4%	116.8%	116.8%	100.2%	119.6%
Parking Business International		14,349	14,100	14,100	6,727	6,355	2,673	3,123	11,234	11,277	10,904	12,160	14,349	14,100	14,100	6,727	6,355
			98.3%	98.3%		94.5%	214.5%	116.8%	359.7%	100.4%	96.7%	111.5%	118.0%	98.3%	98.3%	112.5%	94.5%
Other		2,346	2,600	2,600	1,163	778	767	1,130	2,037	2,381	1,954	1,997	2,346	2,600	2,600	1,163	778
			110.8%	110.8%		66.9%	109.4%	147.3%	180.2%	116.8%	82.1%	102.2%	117.4%	110.8%	110.8%	119.6%	66.9%

*From FY2025, the method for measuring segment revenue has been partially revised.

10. Segment Information

10-1. Performance by Segment

(Lower row : YoY)

		`24/10	`25/10 Original Plan	`25/10 Revised Plan	`24/10 1stH	`25/10 1stH	`18/10 (Prev. method→)	`19/10	`20/10	`21/10	`22/10	`23/10	`24/10	`25/10 Original Plan	`25/10 Revised Plan	`24/10 1stH	`25/10 1stH
Net Sales	(million yen)	**370,913**	**404,000**	**406,000**	**175,875**	**193,394**	**298,517**	**317,438**	**268,904**	**251,102**	**290,253**	**330,123**	**370,913**	**404,000**	**406,000**	**175,875**	**193,394**
			108.9%	109.5%		110.0%	128.1%	106.3%	84.7%	93.4%	115.6%	113.7%	112.4%	108.9%	109.5%	112.0%	110.0%
Parking Business Japan		**182,302**	**196,000**	**197,300**	**88,159**	**96,391**	**157,006**	**165,997**	**150,757**	**146,744**	**154,292**	**163,056**	**176,984**	**189,700**	**191,000**	**85,626**	**93,344**
			107.5%	108.2%		109.3%	105.8%	105.7%	90.8%	97.3%	105.1%	105.7%	108.5%	107.2%	107.9%	108.1%	109.0%
Mobility Business		**112,058**	**132,700**	**131,200**	**52,022**	**59,698**	**73,747**	**86,174**	**73,819**	**67,142**	**78,711**	**98,816**	**112,058**	**132,700**	**131,200**	**52,022**	**59,698**
			118.4%	117.1%		114.8%	120.8%	116.9%	85.7%	91.0%	117.2%	125.5%	113.4%	118.4%	117.1%	114.2%	114.8%
Parking Business International		**82,411**	**82,000**	**84,300**	**38,464**	**40,817**	**68,290**	**65,976**	**45,169**	**38,498**	**57,983**	**69,478**	**82,411**	**82,000**	**84,300**	**38,464**	**40,817**
			99.5%	102.3%		106.1%	288.5%	96.6%	68.5%	85.2%	150.6%	119.8%	118.6%	99.5%	102.3%	117.4%	106.1%
UK		46,334	46,400	48,100	20,653	22,762	36,119	35,915	21,340	15,976	29,966	37,568	46,334	46,400	48,100	20,653	22,762
			100.1%	103.8%		110.2%	-	99.4%	59.4%	74.9%	187.6%	125.4%	123.3%	100.1%	103.8%	122.4%	110.2%
AU		21,982	21,000	21,100	10,890	10,373	24,139	22,003	15,894	14,475	17,380	19,562	21,982	21,000	21,100	10,890	10,373
			95.5%	96.0%		95.3%	133.5%	91.1%	72.2%	91.1%	120.1%	112.6%	112.4%	95.5%	96.0%	110.1%	95.3%
TW		8,791	9,700	9,800	4,272	4,859	3,046	3,359	3,872	4,229	5,798	7,223	8,791	9,700	9,800	4,272	4,859
			110.3%	111.5%		113.7%	120.7%	110.3%	115.3%	109.2%	137.1%	124.6%	121.7%	110.3%	111.5%	122.7%	113.7%
Other		5,303	4,900	5,300	2,648	2,821	4,983	4,698	4,061	3,817	4,839	5,124	5,303	4,900	5,300	2,648	2,821
			92.4%	99.9%		106.5%	162.3%	94.3%	86.4%	94.0%	126.8%	105.9%	103.5%	92.4%	99.9%	104.6%	106.5%
Adjustments		-5,860	-6,700	-6,800	-2,770	-3,512	-526	-709	-842	-1,283	-734	-1,228	-541	-400	-500	-237	-465
			-	-		-	-	-	-	-	-	-	-	-	-	-	-
Operating Profit or Loss	(million yen)	**38,697**	**39,000**	**39,000**	**16,654**	**15,780**	**22,539**	**22,322**	**-14,698**	**-8,039**	**20,672**	**31,986**	**38,697**	**39,000**	**39,000**	**16,654**	**15,780**
			100.8%	100.8%		94.8%	109.9%	99.0%	-	-	-	154.7%	121.0%	100.8%	100.8%	110.3%	94.8%
Parking Business Japan		**36,460**	**36,300**	**36,600**	**17,578**	**17,317**	**26,906**	**27,300**	**10,817**	**17,662**	**29,657**	**32,050**	**34,638**	**34,300**	**34,600**	**16,711**	**16,339**
			99.6%	100.4%		98.5%	106.1%	101.5%	39.6%	163.3%	167.9%	108.1%	108.1%	99.0%	99.9%	109.9%	97.8%
Mobility Business		**15,901**	**16,600**	**16,200**	**6,426**	**5,811**	**6,858**	**9,112**	**1,864**	**3,661**	**9,337**	**17,513**	**22,806**	**25,000**	**24,600**	**9,714**	**9,822**
			104.4%	101.9%		90.4%	134.1%	132.9%	20.5%	196.4%	255.0%	187.6%	130.2%	109.6%	107.9%	120.3%	101.1%
Parking Business International		**880**	**400**	**600**	**-309**	**-124**	**2,148**	**1,967**	**-11,609**	**-15,093**	**-3,412**	**277**	**880**	**400**	**600**	**-309**	**-124**
(before Amortization of Goodwill, etc.)			45.4%	68.1%		-	280.2%	91.6%	-	-	-	-	317.0%	45.4%	68.1%	-	-
UK		-126	-1,750	-1,500	-1,160	-1,051	1,171	1,288	-10,212	-14,836	-4,451	-1,209	-126	-1,750	-1,500	-1,160	-1,051
			-	-		-	-	57.1%	-	-	-	-	-	-	-	-	-
AU		-681	600	600	-90	16	476	271	-1,798	-479	219	212	-681	600	600	-90	16
			-	-		-	104.8%	53.8%	-	-	-	96.9%	-	-	-	-	-
TW		1,270	1,400	1,400	676	719	186	238	264	22	447	1,026	1,270	1,400	1,400	676	719
			110.2%	110.2%		106.4%	122.2%	127.7%	110.9%	8.5%	1997.8%	229.4%	123.8%	110.2%	110.2%	127.3%	106.4%
Other		417	150	100	264	190	313	168	136	200	371	248	417	150	100	264	190
			35.9%	23.9%		72.1%	104.8%	53.8%	81.2%	146.2%	185.8%	66.8%	168.1%	35.9%	23.9%	-	72.1%
Adjustments (Head Office Expenses etc.)		-14,544	-14,300	-14,400	-7,041	-7,223	-13,374	-16,058	-15,769	-14,269	-14,909	-17,855	-19,627	-20,700	-20,800	-9,461	-10,257
			-	-		-	-	-	-	-	-	-	-	-	-	-	-
Operating Profit Margin	(%)	**10.4%**	**9.7%**	**9.6%**	**9.5%**	**8.2%**	**7.6%**	**7.0%**	**-5.5%**	**-3.2%**	**7.1%**	**9.7%**	**10.4%**	**9.7%**	**9.6%**	**9.5%**	**8.2%**
			-0.8pt	-0.8pt		-1.3pt	-1.3pt	-0.5pt	-12.5pt	+2.3pt	+10.3pt	+2.6pt	+0.7pt	-0.8pt	-0.8pt	-0.1pt	-1.3pt
Parking Business Japan		**20.0%**	**18.5%**	**18.6%**	**19.9%**	**18.0%**	**17.1%**	**16.4%**	**7.2%**	**12.0%**	**19.2%**	**19.7%**	**19.6%**	**18.1%**	**18.1%**	**19.5%**	**17.5%**
			-1.5pt	-1.4pt		-2.0pt	+0.0pt	-0.7pt	-9.3pt	+4.9pt	+7.2pt	+0.4pt	-0.1pt	-1.5pt	-1.5pt	+0.3pt	-2.0pt
Mobility Business		**14.2%**	**12.5%**	**12.3%**	**12.4%**	**9.7%**	**9.3%**	**10.6%**	**2.5%**	**5.5%**	**11.9%**	**17.7%**	**20.4%**	**18.8%**	**18.8%**	**18.7%**	**16.5%**
			-1.7pt	-1.8pt		-2.6pt	+0.9pt	+1.3pt	-8.0pt	+2.9pt	+6.4pt	+5.9pt	+2.6pt	-1.5pt	-1.6pt	+1.0pt	-2.2pt
Parking Business International		**1.1%**	**0.5%**	**0.7%**	**-0.8%**	**-0.3%**	**3.1%**	**3.0%**	**-25.7%**	**-39.2%**	**-5.9%**	**0.4%**	**1.1%**	**0.5%**	**0.7%**	**-0.8%**	**-0.3%**
(before Amortization of Goodwill, etc.)			-0.6pt	-0.4pt		+0.5pt	-0.1pt	-0.2pt	-28.7pt	-13.5pt	+33.3pt	+6.3pt	+0.7pt	-0.6pt	-0.4pt	-0.7pt	+0.5pt
UK		-0.3%	-3.8%	-3.1%	-5.6%	-4.6%	3.2%	3.6%	-47.9%	-92.9%	-14.9%	-3.2%	-0.3%	-3.8%	-3.1%	-5.6%	-4.6%
			-3.5pt	-2.8pt		+1.0pt	-	+0.3pt	-51.4pt	-45.0pt	+78.0pt	+11.6pt	+2.9pt	-3.5pt	-2.8pt	+0.2pt	+1.0pt
AU		-3.1%	2.9%	2.8%	-0.8%	0.2%	2.0%	1.2%	-11.3%	-3.3%	1.3%	1.1%	-3.1%	2.9%	2.8%	-0.8%	0.2%
			+6.0pt	+5.9pt		+1.0pt	+0.2pt	-0.7pt	-12.6pt	+8.0pt	+4.6pt	-0.2pt	-4.2pt	+6.0pt	+5.9pt	-5.6pt	+1.0pt
TW		14.4%	14.4%	14.3%	15.8%	14.8%	6.1%	7.1%	6.8%	0.5%	7.7%	14.2%	14.4%	14.4%	14.3%	15.8%	14.8%
			-0.0pt	-0.2pt		-1.0pt	+0.1pt	+1.0pt	-0.3pt	-6.3pt	+7.2pt	+6.5pt	+0.2pt	-0.0pt	-0.2pt	+0.6pt	-1.0pt
Other		7.9%	3.1%	1.9%	10.0%	6.8%	6.3%	3.6%	3.4%	5.2%	7.7%	4.8%	7.9%	3.1%	1.9%	10.0%	6.8%
			-4.8pt	-6.0pt		-3.2pt	-3.5pt	-2.7pt	-0.2pt	+1.9pt	+2.4pt	-2.8pt	+3.0pt	-4.8pt	-6.0pt	+12.0pt	-3.2pt

*From FY2025, the method for measuring segment revenue has been partially revised.

[Reiterate] Parking Business International (after Amortization of Goodwill, etc.)

(Lower row : YoY)

	`24/10	`25/10 Original Plan	`25/10 Revised Plan	`24/10 1stH	`24/10 1stH	`18/10 (Prev. method→)	`19/10	`20/10	`21/10	`22/10	`23/10	`24/10	`25/10 Original Plan	`25/10 Revised Plan	`24/10 1stH	`24/10 1stH
Parking Business International (million yen)	**-967**	**-1,300**	**-1,100**	**-1,211**	**-982**	**-879**	**-992**	**-14,406**	**-16,595**	**-5,049**	**-1,609**	**-967**	**-1,300**	**-1,100**	**-1,211**	**-982**
(after Amortization of Goodwill, etc.)		-	-		-	-	-	-	-	-	-	-	-	-	-	-
UK	-1,130	-2,650	-2,400	-1,649	-1,485	-987	-847	-12,229	-15,680	-5,359	-2,313	-1,130	-2,650	-2,400	-1,649	-1,485
		-	-		-	-	-	-	-	-	-	-	-	-	-	-
AU	-1,123	180	180	-306	-201	-87	-248	-2,288	-840	-175	-199	-1,123	180	180	-306	-201
		-	-		65.7%	-	-	-	-	-	-	-	-	-	-	65.7%
TW	1,270	1,400	1,400	676	719	186	238	264	22	447	1,026	1,270	1,400	1,400	676	719
	110.2%	110.2%			106.4%	122.2%	127.7%	110.9%	8.5%	1997.8%	229.4%	123.8%	110.2%	110.2%	127.3%	106.4%
Other	16	-230	-280	68	-15	8	-135	-152	-96	38	-122	16	-230	-280	68	-15
		-	-		-	10.4%	-	-	-	-	-	-	-	-	-	-

*From FY2025, the method for measuring segment revenue has been partially revised.

[for reference] Segment Information based on Financial Reports

(Lower row : YoY)

	`24/10	`25/10 Original Plan	`25/10 Revised Plan	`24/10 1stH	`25/10 1stH	`18/10 (Prev. method→)	`19/10	`20/10	`21/10	`22/10	`23/10	`24/10	`25/10 Original Plan	`25/10 Revised Plan	`24/10 1stH	`25/10 1stH
Net Sales (million yen)	**370,913**	**404,000**	**406,000**	**175,875**	**193,394**	**298,517**	**317,438**	**268,904**	**251,102**	**290,253**	**330,123**	**370,913**	**404,000**	**406,000**	**175,875**	**193,394**
		108.9%	109.5%		110.0%	128.1%	106.3%	84.7%	93.4%	115.6%	113.7%	112.4%	108.9%	109.5%	112.0%	110.0%
Parking Business Japan	182,302	196,000	197,300	88,159	96,391	157,006	165,997	155,216	150,446	158,857	167,915	182,302	196,000	197,300	88,159	96,391
		107.5%	108.2%		109.3%	105.8%	105.7%	93.5%	96.9%	105.6%	105.7%	108.6%	107.5%	108.2%	108.1%	109.3%
Mobility Business	112,058	132,700	131,200	52,022	59,698	73,505	85,847	73,484	66,807	78,288	98,287	112,058	132,700	131,200	52,022	59,698
		118.4%	117.1%		114.8%	120.4%	116.8%	85.6%	90.9%	117.2%	125.5%	114.0%	118.4%	117.1%	114.8%	114.8%
Parking Business International	82,411	82,000	84,300	38,464	40,817	68,290	65,976	45,169	38,498	57,983	69,478	82,411	82,000	84,300	38,464	40,817
		99.5%	102.3%		106.1%	288.5%	96.6%	68.5%	85.2%	150.6%	119.8%	118.6%	99.5%	102.3%	117.4%	106.1%
Adjustments	-5,860	-6,700	-6,800	-2,770	-3,512	-285	-382	-4,966	-4,650	-4,877	-5,558	-5,860	-6,700	-6,800	-2,770	-3,512
		-	-		-	-	-	-	-	-	-	-	-	-	-	-
Operating Profit (million yen)	**38,697**	**39,000**	**39,000**	**16,654**	**15,780**	**22,539**	**22,322**	**-14,698**	**-8,039**	**20,672**	**31,986**	**38,697**	**39,000**	**39,000**	**16,654**	**15,780**
		100.8%	100.8%		94.8%	109.9%	99.0%	-	54.7%	-	154.7%	121.0%	100.8%	100.8%	110.3%	94.8%
Parking Business Japan	36,460	36,300	36,600	17,578	17,317	26,906	27,300	15,276	21,364	34,222	36,909	39,956	40,600	40,900	19,243	19,386
		99.6%	100.4%		98.5%	106.1%	101.5%	56.0%	139.9%	160.2%	107.9%	108.3%	101.6%	102.4%	109.3%	100.7%
Mobility Business	15,901	16,600	16,200	6,426	5,811	6,858	9,112	-2,595	-41	4,772	12,655	17,487	18,700	18,300	7,181	6,776
		104.4%	101.9%		90.4%	134.1%	132.9%	-	-	-	265.2%	138.2%	106.9%	104.6%	126.3%	94.4%
Parking Business International	-967	-1,300	-1,100	-1,211	-982	-879	-992	-14,406	-16,595	-5,049	-1,609	-967	-1,300	-1,100	-1,211	-982
		-	-		-	-	-	-	-	-	-	-	-	-	-	-
Adjustments	-12,696	-12,600	-12,700	-6,139	-6,365	-10,345	-13,098	-12,973	-12,767	-13,272	-15,968	-17,778	-19,000	-19,100	-8,559	-9,398
		-	-		-	-	-	-	-	-	-	-	-	-	-	-
Operating Profit Margin (%)	**10.4%**	**9.7%**	**9.6%**	**9.5%**	**8.2%**	**7.6%**	**7.0%**	**-5.5%**	**-3.2%**	**7.1%**	**9.7%**	**10.4%**	**9.7%**	**9.6%**	**9.5%**	**8.2%**
		-0.8pt	-0.8pt		-1.3pt	-1.3pt	-0.5pt	-12.5pt	+2.3pt	+10.3pt	+2.6pt	+0.7pt	-0.8pt	-0.8pt	-0.1pt	-1.3pt
Parking Business Japan	20.0%	18.5%	18.6%	19.9%	18.0%	17.1%	16.4%	9.8%	14.2%	21.5%	22.0%	21.9%	20.7%	20.7%	21.8%	20.1%
		-1.5pt	-1.4pt		-2.0pt	+0.0pt	-0.7pt	-6.6pt	+4.4pt	+7.3pt	+0.4pt	-0.1pt	-1.2pt	-1.2pt	+0.3pt	-1.7pt
Mobility Business	14.2%	12.5%	12.3%	12.4%	9.7%	9.3%	10.6%	-3.5%	-0.1%	6.1%	12.9%	15.6%	14.1%	13.9%	13.8%	11.4%
		-1.7pt	-1.8pt		-2.6pt	+1.0pt	+1.3pt	-14.1pt	+3.5pt	+6.2pt	+6.8pt	+2.7pt	-1.5pt	-1.7pt	+1.3pt	-2.5pt
Parking Business International	-1.2%	-1.6%	-1.3%	-3.1%	-2.4%	-1.3%	-1.5%	-31.9%	-43.1%	-8.7%	-2.3%	-1.2%	-1.6%	-1.3%	-3.1%	-2.4%
		-0.4pt	-0.1pt		+0.7pt	-1.8pt	-0.2pt	-30.4pt	-11.2pt	+34.4pt	+6.4pt	+1.1pt	-0.4pt	-0.1pt	-0.5pt	+0.7pt

*From FY2025, the method for measuring segment revenue has been partially revised.

(Lower row : YoY)

Parking fee of Times CAR (million yen)	**5,318**	**6,300**	**6,300**	**2,532**	**3,046**	**-**	**-**	**4,459**	**3,702**	**4,565**	**4,858**	**5,318**	**6,300**	**6,300**	**2,532**	**3,046**
		118.5%	118.5%		120.3%	-	-	-	83.0%	123.3%	106.4%	109.5%	118.5%	118.5%	106.0%	120.3%

10-2. Details of the reorganization of old and new segment information

①[Full Year]

(million yen)

	`24/10				`25/10 Original Plan				`25/10 Revised Plan			
	① **Previous segment information**	② Times CAR parking expenses (internal	③ Cost allocation for the ICT division	①+②+③ **New segment information**	① **Previous segment information**	② Times CAR parking expenses (internal	③ Cost allocation for the ICT division	①+②+③ **New segment information**	① **Previous segment information**	② Times CAR parking expenses (internal	③ Cost allocation for the ICT division	①+②+③ **New segment information**
Net Sales	**370,913**	-	-	**370,913**	**404,000**	-	-	**404,000**	**406,000**	-	-	**406,000**
Parking Business Japan	**176,984**	5,318	-	**182,302**	**189,700**	6,300	-	**196,000**	**191,000**	6,300	-	**197,300**
Mobility Business	**112,058**		-	**112,058**	**132,700**		-	**132,700**	**131,200**	-	-	**131,200**
Parking Business International	**82,411**	-	-	**82,411**	**82,000**	-	-	**82,000**	**84,300**	-	-	**84,300**
Adjustments	**-541**	-5,318	-	**-5,860**	**-400**	-6,300	-	**-6,700**	**-500**	-6,300	-	**-6,800**
Operating Profit	**38,697**	-	-	**38,697**	**39,000**	-	-	**39,000**	**39,000**	-	-	**39,000**
Parking Business Japan	**34,638**	5,318	-3,495	**36,460**	**34,300**	6,300	-4,300	**36,300**	**34,600**	6,300	-4,300	**36,600**
Mobility Business	**22,806**	-5,318	-1,586	**15,901**	**25,000**	-6,300	-2,100	**16,600**	**24,600**	-6,300	-2,100	**16,200**
Parking Business International	**880**	-	-	**880**	**400**	-	-	**400**	**600**	-	-	**600**
Adjustments	**-19,627**	-	5,081	**-14,544**	**-20,700**	-	6,400	**-14,300**	**-20,800**	-	6,400	**-14,400**

②[1st Half]

(million yen)

	`24/10 1st Half				`25/10 1st Half			
	① **Previous segment information**	② Times CAR parking expenses (internal	③ Cost allocation for the ICT division	①+②+③ **New segment information**	① **Previous segment information**	② Times CAR parking expenses (internal	③ Cost allocation for the ICT division	①+②+③ **New segment information**
Net Sales	**175,875**	-	-	**175,875**	**193,394**	-	-	**193,394**
Parking Business Japan	**85,626**	2,532	-	**88,159**	**93,344**	3,046	-	**96,391**
Mobility Business	**52,022**		-	**52,022**	**59,698**		-	**59,698**
Parking Business International	**38,464**	-	-	**38,464**	**40,817**	-	-	**40,817**
Adjustments	**-237**	-2,532	-	**-2,770**	**-465**	-3,046	-	**-3,512**
Operating Profit	**16,654**	-	-	**16,654**	**15,780**	-	-	**15,780**
Parking Business Japan	**16,711**	2,532	-1,665	**17,578**	**16,339**	3,046	-2,068	**17,317**
Mobility Business	**9,714**	-2,532	-755	**6,426**	**9,822**	-3,046	-964	**5,811**
Parking Business International	**-309**	-	-	**-309**	**-124**	-	-	**-124**
Adjustments	**-9,461**	-	2,420	**-7,041**	**-10,257**	-	3,032	**-7,223**

11. Parking Business Information

11-1. Number of Parking Facilities

(Lower row : Compared to previous fiscal year)

		`16/10	`17/10	`18/10	`19/10	`20/10	`21/10	`22/10	`23/10	`24/10	`25/10 Original Plan	`25/10 Revised Plan	`21/10 1stH	`22/10 1stH	`23/10 1stH	`24/10 1stH	`25/10 1stH
Total	(sites)	**17,675**	**20,582**	**23,972**	**28,134**	**28,578**	**27,771**	**27,609**	**27,833**	**28,891**	**30,550**		**28,432**	**27,570**	**27,660**	**28,174**	**29,487**
		104.8%	116.4%	116.5%	117.4%	101.6%	97.2%	99.4%	100.8%	103.8%	105.7%		99.5%	99.3%	100.2%	101.2%	102.1%
Japan		**17,171**	**18,376**	**21,515**	**25,503**	**25,744**	**25,558**	**25,246**	**25,379**	**26,300**	**27,400**		**25,593**	**25,272**	**25,277**	**25,646**	**26,796**
		104.6%	107.0%	117.1%	118.5%	100.9%	99.3%	98.8%	100.5%	103.6%	104.2%		99.4%	98.9%	100.1%	101.1%	101.9%
Direct Operated		15,877	17,089	20,245	24,185	24,437	24,242	23,899	24,063	25,035	26,100		24,286	23,940	23,927	24,369	25,525
		105.4%	107.6%	118.5%	119.5%	101.0%	99.2%	98.6%	100.7%	104.0%	104.3%		99.4%	98.8%	100.1%	101.3%	102.0%
Times PARKING		15,792	16,845	17,597	18,908	18,914	17,879	17,399	17,639	18,571	19,400		18,463	17,569	17,509	17,999	19,098
		105.4%	106.7%	104.5%	107.5%	100.0%	94.5%	97.3%	101.4%	105.3%	104.5%		97.6%	98.3%	100.6%	102.0%	102.8%
Times PARKING B		-	121	2,534	5,166	5,391	6,207	6,315	6,198	6,215	6,400		5,675	6,194	6,202	6,130	6,173
		-	-	2094.2%	203.9%	104.4%	115.1%	101.7%	98.1%	100.3%	103.0%		105.3%	99.8%	98.2%	98.9%	99.3%
Monthly Parking		1,533	1,737	1,837	2,052	2,167	2,179	2,504	2,596	2,742	2,900		2,234	2,460	2,563	2,662	2,832
		113.1%	113.3%	105.8%	111.7%	105.6%	100.6%	114.9%	103.7%	105.6%	105.8%		103.1%	112.9%	102.4%	102.5%	103.3%
In Times PARKING		1,448	1,614	1,723	1,941	2,035	2,023	2,319	2,370	2,493	2,600		2,086	2,283	2,347	2,422	2,578
		112.9%	111.5%	106.8%	112.7%	104.8%	99.4%	114.6%	102.2%	105.2%	104.3%		102.5%	112.9%	101.2%	102.2%	103.4%
Facility Managed		1,294	1,287	1,270	1,318	1,307	1,316	1,347	1,316	1,265	1,300		1,307	1,332	1,350	1,277	1,271
		95.6%	99.5%	98.7%	103.8%	99.2%	100.7%	102.4%	97.7%	96.1%	102.8%		100.0%	101.2%	100.2%	97.0%	100.5%
Hourly Parking		991	962	921	907	843	825	814	786	732	750		843	819	807	747	742
		94.7%	97.1%	95.7%	98.5%	92.9%	97.9%	98.7%	96.6%	93.1%	102.5%		100.0%	99.3%	99.1%	95.0%	101.4%
Monthly Parking		335	367	394	458	510	539	581	581	583	600		515	564	593	582	581
		97.1%	109.6%	107.4%	116.2%	111.4%	105.7%	107.8%	100.0%	100.3%	102.9%		101.0%	104.6%	102.1%	100.2%	99.7%
In Hourly Parking		32	42	45	47	46	48	48	51	50	50		51	51	50	52	52
		86.5%	131.3%	107.1%	104.4%	97.9%	104.3%	100.0%	106.3%	98.0%	100.0%		110.9%	106.3%	104.2%	102.0%	104.0%
International		**504**	**2,206**	**2,457**	**2,631**	**2,834**	**2,213**	**2,363**	**2,454**	**2,591**	**3,150**		**2,839**	**2,298**	**2,383**	**2,528**	**2,691**
		113.3%	437.7%	111.4%	107.1%	107.7%	78.1%	106.8%	103.9%	105.6%	121.6%		100.2%	103.8%	100.8%	103.0%	103.9%
UK		-	527	579	579	581	588	699	677	683	860		572	619	679	689	678
		-	-	109.9%	100.0%	100.3%	101.2%	118.9%	96.9%	100.9%	125.9%		98.5%	105.3%	97.1%	101.8%	99.3%
AU		-	587	658	676	660	535	480	451	466	600		585	518	457	454	495
		-	-	112.1%	102.7%	97.6%	81.1%	89.7%	94.0%	103.3%	128.8%		88.6%	96.8%	95.2%	100.7%	106.2%
TW		293	364	433	494	579	628	703	808	901	1,040		625	692	753	863	965
		112.3%	124.2%	119.0%	114.1%	117.2%	108.5%	111.9%	114.9%	111.5%	115.4%		107.9%	110.2%	107.1%	106.8%	107.1%
SG		-	346	316	296	303	352	360	372	373	400		323	357	369	365	376
		-	-	91.3%	93.7%	102.4%	116.2%	102.3%	103.3%	100.3%	107.2%		106.6%	101.4%	102.5%	98.1%	100.8%
MY		-	110	112	108	109	110	121	146	168	250		115	112	125	157	177
		-	-	101.8%	96.4%	100.9%	100.9%	110.0%	120.7%	115.1%	148.8%		105.5%	101.8%	103.3%	107.5%	105.4%
KR*		211	272	359	478	602	-	-	-	-	-		619	-	-	-	-
		114.7%	128.9%	132.0%	133.1%	125.9%	-	-	-	-	-		102.8%	-	-	-	-

*2021.9.15 PARK24 resolved to transfer all shares of GS PARK24 CO.,LTD

11-2. Number of Parking Spaces

(Lower row : Compared to previous fiscal year)

		`16/10	`17/10	`18/10	`19/10	`20/10	`21/10	`22/10	`23/10	`24/10	`25/10 Original Plan	`25/10 Revised Plan	`21/10 1stH	`22/10 1stH	`23/10 1stH	`24/10 1stH	`25/10 1stH
Total	(spaces)	**682,207**	**1,231,615**	**1,385,694**	**1,441,853**	**1,463,673**	**1,337,079**	**1,292,759**	**1,297,035**	**1,352,938**	**1,434,800**		**1,437,114**	**1,311,112**	**1,288,948**	**1,324,010**	**1,376,425**
		106.1%	180.5%	112.5%	104.1%	101.5%	91.4%	96.7%	100.3%	104.3%	106.1%		98.2%	98.1%	99.7%	102.1%	101.7%
Japan		**645,849**	**684,352**	**738,283**	**776,079**	**767,178**	**745,660**	**732,868**	**761,654**	**813,600**	**862,800**		**760,856**	**740,127**	**753,574**	**790,648**	**843,106**
		106.0%	106.0%	107.9%	105.1%	98.9%	97.2%	98.3%	103.9%	106.8%	106.0%		99.2%	99.3%	102.8%	103.8%	103.6%
Direct Operated		556,844	581,897	626,245	659,772	649,163	623,607	614,217	640,806	702,626	748,800		639,093	616,303	632,625	670,760	734,957
		106.7%	104.5%	107.6%	105.4%	98.4%	96.1%	98.5%	104.3%	109.6%	106.6%		98.4%	98.8%	103.0%	104.7%	104.6%
Times PARKING		531,135	551,422	580,751	604,413	592,225	562,077	552,042	576,262	633,208	677,000		580,626	553,517	568,820	604,236	665,877
		106.3%	103.8%	105.3%	104.1%	98.0%	94.9%	98.2%	104.4%	109.9%	106.9%		98.0%	98.5%	103.0%	104.9%	105.2%
Times B		-	645	13,835	20,270	21,145	24,426	24,050	24,314	25,812	26,500		21,815	24,721	24,611	24,414	24,101
		-	-	2145.0%	146.5%	104.3%	115.5%	98.5%	101.1%	106.2%	102.7%		103.2%	101.2%	102.3%	100.4%	93.4%
Monthly Parking		25,709	29,830	31,659	35,089	35,793	37,104	38,125	40,230	43,606	45,300		36,652	38,065	39,194	42,110	44,979
		115.0%	116.0%	106.1%	110.8%	102.0%	103.7%	102.8%	105.5%	108.4%	103.9%		102.4%	102.6%	102.8%	104.7%	103.1%
Facility Managed		89,005	102,455	112,038	116,307	118,015	122,053	118,651	120,848	110,974	114,000		121,763	123,824	120,949	119,888	108,149
		101.6%	115.1%	109.4%	103.8%	101.5%	103.4%	97.2%	101.9%	91.8%	102.7%		103.2%	101.5%	101.9%	99.2%	97.5%
Hourly Parking		69,435	80,879	89,191	92,367	93,568	97,058	96,315	99,285	90,148	93,000		97,020	98,766	98,955	99,112	89,305
		104.2%	116.5%	110.3%	103.6%	101.3%	103.7%	99.2%	103.1%	90.8%	103.2%		103.7%	101.8%	102.7%	99.8%	99.1%
Monthly Parking		19,570	21,576	22,847	23,940	24,447	24,995	22,336	21,563	20,826	21,000		24,743	25,058	21,994	20,776	18,844
		93.0%	110.3%	105.9%	104.8%	102.1%	102.2%	89.4%	96.5%	96.6%	100.8%		101.2%	100.3%	98.5%	96.4%	90.5%
International		**36,358**	**547,263**	**647,411**	**665,774**	**696,495**	**591,419**	**559,891**	**535,381**	**539,338**	**572,000**		**676,258**	**570,985**	**535,374**	**533,362**	**533,319**
		108.6%	1505.2%	118.3%	102.8%	104.6%	84.9%	94.7%	95.6%	100.7%	106.1%		97.1%	96.5%	95.6%	99.6%	98.9%
UK		-	165,901	222,367	223,050	222,359	215,173	204,575	185,926	183,045	192,000		216,554	201,785	190,014	183,615	181,032
		-	-	134.0%	100.3%	99.7%	96.8%	95.1%	90.9%	98.5%	104.9%		97.4%	93.8%	92.9%	98.8%	98.9%
AU		-	176,111	220,317	220,775	222,113	190,487	164,232	147,177	148,801	153,500		197,816	180,948	151,394	144,872	144,110
		-	-	125.1%	100.2%	100.6%	85.8%	86.2%	89.6%	101.1%	103.2%		89.1%	95.0%	92.2%	98.4%	96.8%
TW		12,511	15,591	17,854	20,605	23,559	24,786	26,503	28,863	31,890	34,000		25,135	26,589	27,285	29,844	32,334
		117.7%	124.6%	114.5%	115.4%	114.3%	105.2%	106.9%	108.9%	110.5%	106.6%		106.7%	107.3%	103.0%	103.4%	101.4%
SG		-	102,365	94,301	87,306	93,292	108,143	109,204	110,530	111,232	116,500		101,210	108,910	110,368	110,039	110,994
		-	-	92.1%	92.6%	106.9%	115.9%	101.0%	101.2%	100.6%	104.7%		108.5%	100.7%	101.1%	99.6%	99.8%
MY		-	60,740	59,908	52,243	54,529	52,830	55,377	62,885	64,370	76,000		54,956	52,753	56,313	64,992	64,849
		-	-	98.6%	87.2%	104.4%	96.9%	104.8%	113.6%	102.4%	118.1%		100.8%	99.9%	101.7%	103.4%	100.7%
KR		23,847	26,555	32,664	61,795	80,643	-	-	-	-	-		80,587	-	-	-	-
		104.4%	111.4%	123.0%	189.2%	130.5%	-	-	-	-	-		99.9%	-	-	-	-

*2021.9.15 PARK24 resolved to transfer all shares of GS PARK24 CO.,LTD

11-3. Sites and Spaces of Times PARKING

(Total sites/Spaces Lower row : Compared to previous fiscal year／Developed/Canselled/Rate Lower row: YoY)

		`16/10	`17/10	`18/10	`19/10	`20/10	`21/10	`22/10	`23/10	`24/10	`25/10 Original Plan	`25/10 Revised Plan	`21/10 1stH	`22/10 1stH	`23/10 1stH	`24/10 1stH	`25/10 1stH
Total Sites	(sites)	**15,792**	**16,845**	**17,597**	**18,908**	**18,914**	**17,879**	**17,399**	**17,639**	**18,571**	**19,400**		**18,463**	**17,569**	**17,509**	**17,999**	**19,098**
		105.4%	106.7%	104.5%	107.5%	100.0%	94.5%	97.3%	101.4%	105.3%	104.5%		97.6%	98.3%	100.6%	102.0%	102.8%
Developed		1,709	1,832	1,636	2,078	1,212	443	558	974	1,565	1,800		326	304	504	666	851
		100.7%	107.2%	89.3%	127.0%	58.3%	36.6%	126.0%	174.6%	160.7%	115.0%		34.2%	93.3%	165.8%	132.1%	127.8%
Cancelled		898	772	873	764	1,190	1,413	977	708	604	900		759	574	379	293	332
		129.0%	86.0%	113.1%	87.5%	155.8%	118.7%	69.1%	72.5%	85.3%	149.0%		181.6%	75.6%	66.0%	77.3%	113.3%
Converted & Segment shift		-6	-7	-11	-3	-16	-65	-61	-26	-29	-		-18	-40	-15	-13	8
Total Spaces	(spaces)	**531,135**	**551,422**	**580,751**	**604,413**	**592,225**	**562,077**	**552,042**	**576,262**	**633,208**	**677,000**		**580,626**	**553,517**	**568,820**	**604,236**	**665,877**
		106.3%	103.8%	105.3%	104.1%	98.0%	94.9%	98.2%	104.4%	109.9%	106.9%		98.0%	98.5%	103.0%	104.9%	105.2%
Developed		63,764	55,515	68,405	69,246	41,156	27,448	24,602	55,051	73,929	75,500		16,869	13,927	31,209	37,046	42,295
		104.5%	87.1%	123.2%	101.2%	59.4%	66.7%	89.6%	223.8%	134.3%	102.1%		58.8%	82.6%	224.1%	118.7%	114.2%
Cancelled		28,811	31,445	34,630	42,226	51,550	50,002	30,723	27,937	17,615	32,500		24,597	20,193	12,918	10,204	9,857
		99.5%	109.1%	110.1%	121.9%	122.1%	97.0%	61.4%	90.9%	63.1%	184.5%		153.4%	82.1%	64.0%	79.0%	96.6%
Converted & Segment shift		-3,291	-3,783	-4,446	-3,358	-1,794	-7,594	-3,914	-2,894	632	-		-3,871	-2,294	-1,513	1,132	231
Cancellation Rate	(%)	6.0%	4.9%	5.2%	4.3%	6.3%	7.5%	5.5%	4.1%	3.4%	4.8%		4.0%	3.2%	2.2%	1.7%	1.8%
		+1.0pt	-1.1pt	+0.3pt	-0.8pt	+2.0pt	+1.2pt	-2.0pt	-1.4pt	-0.6pt	+1.4pt		+1.8pt	-0.8pt	-1.0pt	-0.5pt	+0.1pt

11-4. Times PARKING - Sites and Spaces of STANDARD

(Total sites/Spaces Lower row : Compared to previous fiscal year／Developed/Canselled/Rate Lower row: YoY)

		`16/10	`17/10	`18/10	`19/10	`20/10	`21/10	`22/10	`23/10	`24/10	`25/10 Original Plan	`25/10 Revised Plan	`21/10 1stH	`22/10 1stH	`23/10 1stH	`24/10 1stH	`25/10 1stH
Total Sites	(sites)	**12,669**	**13,444**	**13,932**	**14,954**	**14,846**	**13,925**	**13,476**	**13,480**	**13,903**	**14,400**		**14,415**	**13,643**	**13,476**	**13,628**	**14,114**
		104.8%	106.1%	103.6%	107.3%	99.3%	93.8%	96.8%	100.0%	103.1%	103.6%		97.1%	98.0%	100.0%	101.1%	101.5%
Developed		1,349	1,442	1,219	1,623	901	279	383	609	948	1,250		205	201	324	395	469
		97.6%	106.9%	84.5%	133.1%	55.5%	31.0%	137.3%	159.0%	155.7%	131.9%		28.3%	98.0%	161.2%	121.9%	118.7%
Cancelled		770	670	735	615	1,000	1,152	784	596	501	700		624	450	317	238	261
		138.5%	87.0%	109.7%	83.7%	162.6%	115.2%	68.1%	76.0%	84.1%	139.7%		180.9%	72.1%	70.4%	75.1%	109.7%
Converted & Segment shift		1	3	4	14	-9	-48	-48	-9	-24	-		-12	-33	-7	-9	3
Total Spaces	(spaces)	**170,479**	**175,940**	**176,804**	**184,524**	**177,712**	**160,768**	**153,523**	**152,289**	**155,880**	**159,500**		**168,874**	**156,387**	**152,931**	**153,330**	**158,631**
		103.4%	103.2%	100.5%	104.4%	96.3%	90.5%	95.5%	99.2%	102.4%	102.3%		95.0%	97.3%	99.6%	100.7%	101.8%
Developed		21,081	19,804	17,943	21,441	11,717	6,205	6,849	8,788	11,090	15,000		4,088	3,876	4,801	4,893	5,710
		96.6%	93.9%	90.6%	119.5%	54.6%	53.0%	110.4%	128.3%	126.2%	135.3%		47.1%	94.8%	123.9%	101.9%	116.7%
Cancelled		12,879	11,836	14,591	12,181	14,994	17,759	11,286	8,212	6,693	11,000		10,110	6,719	4,486	3,645	3,156
		113.3%	91.9%	123.3%	83.5%	123.1%	118.4%	63.6%	72.8%	81.5%	164.4%		172.3%	66.5%	66.8%	81.3%	86.6%
Converted & Segment shift		-2,658	-2,507	-2,488	-1,540	-3,535	-5,390	-2,808	-1,810	-806	-		-2,816	-1,538	-907	-207	197
Cancellation Rate	(%)	6.4%	5.3%	5.5%	4.4%	6.7%	7.8%	5.6%	4.4%	3.7%	5.0%		4.2%	3.2%	2.4%	1.8%	1.9%
		+1.4pt	-1.1pt	+0.2pt	-1.1pt	+2.3pt	+1.1pt	-2.1pt	-1.2pt	-0.7pt	+1.3pt		+1.9pt	-1.0pt	-0.9pt	-0.6pt	+0.1pt

11-5. Times PARKING - Sites and Spaces of PARTNER SERVICE

(Total sites/Spaces Lower row : Compared to previous fiscal year／Developed/Canselled/Rate Lower row: YoY)

		`16/10	`17/10	`18/10	`19/10	`20/10	`21/10	`22/10	`23/10	`24/10	`25/10 Original Plan	`25/10 Revised Plan	`21/10 1stH	`22/10 1stH	`23/10 1stH	`24/10 1stH	`25/10 1stH
Total Sites	(sites)	**3,123**	**3,401**	**3,665**	**3,954**	**4,068**	**3,954**	**3,923**	**4,159**	**4,668**	**5,000**		**4,048**	**3,926**	**4,033**	**4,371**	**4,984**
		107.8%	108.9%	107.8%	107.9%	102.9%	97.2%	99.2%	106.0%	112.2%	107.1%		99.5%	99.3%	102.8%	105.1%	106.8%
Developed		360	390	417	455	311	164	175	365	617	550		121	103	180	271	382
		114.3%	108.3%	106.9%	109.1%	68.4%	52.7%	106.7%	208.6%	169.0%	89.1%		53.1%	85.1%	174.8%	150.6%	141.0%
Cancelled		128	102	138	149	190	261	193	112	103	200		135	124	62	55	71
		91.4%	79.7%	135.3%	108.0%	127.5%	137.4%	73.9%	58.0%	92.0%	194.2%		184.9%	91.9%	50.0%	88.7%	129.1%
Converted & Segment shift		-7	-10	-15	-17	-7	-17	-13	-17	-5	-		-6	-7	-8	-4	5
Total Spaces	(spaces)	**360,656**	**375,482**	**403,947**	**419,889**	**414,513**	**401,309**	**398,519**	**423,973**	**477,328**	**517,500**		**411,752**	**397,130**	**415,889**	**450,906**	**507,246**
		107.8%	104.1%	107.6%	103.9%	98.7%	96.8%	99.3%	106.4%	112.6%	108.4%		99.3%	99.0%	104.4%	106.4%	106.3%
Developed		42,683	35,711	50,462	47,805	29,439	21,243	17,753	46,263	62,839	60,500		12,781	10,051	26,408	32,153	36,585
		108.9%	83.7%	141.3%	94.7%	61.6%	72.2%	83.6%	260.6%	135.8%	96.3%		63.8%	78.6%	262.7%	121.8%	113.8%
Cancelled		15,932	19,609	20,039	30,045	36,556	32,243	19,437	19,725	10,922	21,500		14,487	13,474	8,432	6,559	6,701
		90.6%	123.1%	102.2%	149.9%	121.7%	88.2%	60.3%	101.5%	55.4%	196.9%		142.5%	93.0%	62.6%	77.8%	102.2%
Converted & Segment shift		-633	-1,276	-1,958	-1,818	1,741	-2,204	-1,106	-1,084	1,438	-		-1,055	-756	-606	1,339	34
Cancellation Rate	(%)	4.4%	3.3%	4.1%	4.1%	4.8%	6.4%	4.9%	2.9%	2.5%	4.3%		3.3%	3.1%	1.6%	1.3%	1.5%
		-0.7pt	-1.2pt	+0.8pt	+0.0pt	+0.7pt	+1.6pt	-1.5pt	-2.0pt	-0.4pt	+1.8pt		+1.5pt	-0.2pt	-1.6pt	-0.3pt	+0.2pt

11-6. Times PARKING - Reasons for Cancellation

(Lower row : Component Ratio)

		`16/10	`17/10	`18/10	`19/10	`20/10	`21/10	`22/10	`23/10	`24/10	`25/10 Original Plan	`25/10 Revised Plan	`21/10 1stH	`22/10 1stH	`23/10 1stH	`24/10 1stH	`25/10 1stH
Total	(sites)	**898**	**772**	**873**	**764**	**1,190**	**1,413**	**977**	**708**	**604**	**900**		**759**	**574**	**379**	**293**	**332**
Developed		394	386	377	359	314	291	330	318	246	350		136	145	165	121	143
		43.9%	50.0%	43.2%	47.0%	26.4%	20.6%	33.8%	44.9%	40.7%	38.9%		17.9%	25.3%	43.5%	41.3%	43.1%
Sold		72	93	80	77	84	103	115	106	113	150		49	64	52	48	68
		8.0%	12.0%	9.2%	10.1%	7.1%	7.3%	11.8%	15.0%	18.7%	16.7%		6.5%	11.1%	13.7%	16.4%	20.5%
Developed (Transition to Other Companies)		175	132	135	107	151	117	127	92	84	150		54	73	56	43	55
		19.5%	17.1%	15.5%	14.0%	12.7%	8.3%	13.0%	13.0%	13.9%	16.7%		7.1%	12.7%	14.8%	14.7%	16.6%
By PARK24 (Canceled due to Loss)		68	38	40	44	433	612	177	20	31	50		362	140	12	1	5
		7.6%	4.9%	4.6%	5.8%	36.4%	43.3%	18.1%	2.8%	5.1%	5.6%		47.7%	24.4%	3.2%	0.3%	1.5%
Other		189	123	241	177	208	290	228	172	130	200		158	152	94	80	61
		21.0%	15.9%	27.6%	23.2%	17.5%	20.5%	23.3%	24.3%	21.5%	22.2%		20.8%	26.5%	24.8%	27.3%	18.4%

11-7. Times PARKING - Occupancy Rate of STANDARD

(Lower row : YoY)

		`16/10	`17/10	`18/10	`19/10	`20/10	`21/10	`22/10	`23/10	`24/10	`21/10 1stH	`22/10 1stH	`23/10 1stH	`24/10 1stH	`25/10 1stH
Occupancy Rate	(%)	45.1%	45.6%	46.6%	47.5%	41.4%	44.0%	48.0%	50.0%	50.6%	43.6%	47.5%	49.8%	50.8%	50.8%
		+0.9pt	+0.5pt	+0.9pt	+0.9pt	-6.1pt	+2.6pt	+4.0pt	+2.0pt	+0.6pt	+1.0pt	+3.9pt	+2.4pt	+1.0pt	-0.0pt

11-8. Times PARKING - Performance (Non-Consolidated／Based on Mothly Report)

(Lower row : YoY)

		`16/10	`17/10	`18/10	`19/10	`20/10	`21/10	`22/10	`23/10	`24/10	`25/10 Original Plan	`25/10 Revised Plan	`21/10 1stH	`22/10 1stH	`23/10 1stH	`24/10 1stH	`25/10 1stH
Net sales	(million yen)	**134,544**	**141,870**	**150,336**	**158,575**	**143,500**	**139,090**	**147,331**	**156,795**	**173,115**	**187,100**	**187,500**	**69,353**	**71,702**	**76,390**	**83,662**	**91,233**
		106.0%	105.4%	106.0%	105.5%	90.5%	96.9%	105.9%	106.4%	110.4%	108.1%	108.3%	91.0%	103.4%	106.5%	109.5%	109.1%
STANDARD		86,862	89,984	93,090	96,091	87,904	84,787	87,634	90,882	94,195	101,500	101,700	42,528	43,014	44,855	46,015	48,756
		103.6%	103.6%	103.5%	103.2%	91.5%	96.5%	103.4%	103.7%	103.6%	107.8%	108.0%	91.4%	101.1%	104.3%	102.6%	106.0%
PARTNER SERVICE		47,681	51,886	57,245	62,483	55,596	54,303	59,696	65,913	73,601	79,300	79,400	26,824	28,687	31,535	35,044	39,255
		110.5%	108.8%	110.3%	109.2%	89.0%	97.7%	109.9%	110.4%	111.7%	107.7%	107.9%	90.5%	106.9%	109.9%	111.1%	112.0%
adjustment										5,318	6,300	6,400				2,602	3,221
										-	118.5%	120.3%				-	123.8%
Cost of sales		**103,340**	**109,426**	**115,465**	**122,358**	**125,760**	**115,343**	**111,602**	**115,602**	**125,991**	**139,100**	**139,700**	**59,104**	**55,746**	**57,014**	**61,227**	**67,577**
		104.6%	105.9%	105.5%	106.0%	102.8%	91.7%	96.8%	103.6%	109.0%	110.4%	110.9%	89.7%	94.3%	102.3%	107.4%	110.4%
STANDARD		67,925	70,685	73,148	76,236	76,556	69,885	67,073	68,379	72,489	79,400	79,800	35,826	33,652	34,068	35,813	38,080
		102.4%	104.1%	103.5%	104.2%	100.4%	91.3%	96.0%	101.9%	106.0%	109.5%	110.1%	88.5%	93.9%	101.2%	105.1%	106.3%
PARTNER SERVICE		35,415	38,741	42,317	46,122	49,203	45,457	44,529	47,223	53,502	59,700	59,900	23,278	22,093	22,946	25,414	29,497
		109.1%	109.4%	109.2%	109.0%	106.7%	92.4%	98.0%	106.0%	113.3%	111.6%	112.0%	91.4%	94.9%	103.9%	110.8%	116.1%
Gross profit		**31,204**	**32,443**	**34,870**	**36,216**	**17,740**	**23,747**	**35,728**	**41,192**	**47,123**	**48,000**	**47,800**	**10,248**	**15,956**	**19,376**	**22,434**	**23,656**
		110.6%	104.0%	107.5%	103.9%	49.0%	133.9%	150.5%	115.3%	114.4%	101.9%	101.4%	99.9%	155.7%	121.4%	115.8%	105.4%
STANDARD		18,937	19,298	19,942	19,854	11,347	14,902	20,561	22,502	21,705	22,100	21,900	6,702	9,362	10,786	10,201	10,675
		108.1%	101.9%	103.3%	99.6%	57.2%	131.3%	138.0%	109.4%	96.5%	101.8%	100.9%	110.2%	139.7%	115.2%	94.6%	104.6%
PARTNER SERVICE		12,266	13,145	14,928	16,361	6,392	8,845	15,167	18,689	20,099	19,600	19,500	3,546	6,593	8,589	9,629	9,758
		114.8%	107.2%	113.6%	109.6%	39.1%	138.4%	171.5%	123.2%	107.5%	97.5%	97.0%	84.8%	185.9%	130.3%	112.1%	101.3%
adjustment										5,318	6,300	6,400				2,602	3,221
										-	118.5%	120.3%				-	123.8%
Gross profit margin	(%)	**23.2%**	**22.9%**	**23.2%**	**22.8%**	**12.4%**	**17.1%**	**24.3%**	**26.3%**	**27.2%**	**25.7%**	**25.5%**	**14.8%**	**22.3%**	**25.4%**	**26.8%**	**25.9%**
		+1.0pt	-0.3pt	+0.3pt	-0.4pt	-10.5pt	+4.7pt	+7.2pt	+2.0pt	+0.9pt	-1.6pt	-1.7pt	+1.3pt	+7.5pt	+3.1pt	+1.5pt	-0.9pt
STANDARD		21.8%	21.4%	21.4%	20.7%	12.9%	17.6%	23.5%	24.8%	23.0%	21.8%	21.5%	15.8%	21.8%	24.0%	22.2%	21.9%
		+0.9pt	-0.4pt	-0.0pt	-0.8pt	-7.8pt	+4.7pt	+5.9pt	+1.3pt	-1.7pt	-1.3pt	-1.5pt	+2.7pt	+6.0pt	+2.3pt	-1.9pt	-0.3pt
PARTNER SERVICE		25.7%	25.3%	26.1%	26.2%	11.5%	16.3%	25.4%	28.4%	27.3%	24.7%	24.6%	13.2%	23.0%	27.2%	27.5%	24.9%
		+1.0pt	-0.4pt	+0.7pt	+0.1pt	-14.7pt	+4.8pt	+9.1pt	+2.9pt	-1.0pt	-2.6pt	-2.7pt	-0.9pt	+9.8pt	+4.3pt	+0.2pt	-2.6pt

*From FY2024, Times CAR parking expenses are included in Net Sales as an adjustment.

11-9. Times PARKING - KPI

(Lower row : YoY)

		`16/10	`17/10	`18/10	`19/10	`20/10	`21/10	`22/10	`23/10	`24/10	`25/10 Original Plan	`25/10 Revised Plan	`21/10 1stH	`22/10 1stH	`23/10 1stH	`24/10 1stH	`25/10 1stH
STANDARD	Net Sales	43.0	43.1	43.8	44.4	40.0	41.7	46.6	49.5	51.0	53.0	53.0	40.6	45.2	48.6	50.1	51.6
(thousand yen / space・month)		99.9%	100.3%	101.5%	101.4%	90.3%	104.2%	111.7%	106.2%	103.1%	103.8%	103.8%	96.2%	111.3%	107.6%	102.9%	103.1%
	Cost of Sales	33.6	33.9	34.4	35.2	34.9	34.4	35.6	37.2	39.2	41.0	42.0	34.2	35.3	36.9	38.9	40.3
		98.8%	100.7%	101.5%	102.3%	99.1%	98.6%	103.7%	104.4%	105.4%	104.4%	106.9%	93.2%	103.3%	104.5%	105.4%	103.5%
	Gross Profit	9.3	9.2	9.3	9.1	5.1	7.3	10.9	12.2	11.7	12.0	11.0	6.4	9.8	11.7	11.1	11.3
		104.3%	98.6%	101.3%	97.8%	56.4%	141.8%	149.1%	112.0%	95.9%	102.0%	93.5%	116.0%	153.7%	118.9%	94.9%	101.9%
PARTNER SERVICE	Net Sales	1,317.2	1,319.2	1,344.4	1,369.9	1,137.4	1,119.6	1,265.5	1,359.6	1,395.8	1,367.0	1,368.0	1,096.3	1,213.7	1,318.7	1,370.4	1,363.8
(thousand yen / site・month)		103.7%	100.1%	101.9%	101.9%	83.0%	98.4%	113.0%	107.4%	102.7%	97.9%	98.0%	89.8%	110.7%	108.7%	103.9%	99.5%
	Cost of Sales	978.3	985.0	993.8	1,011.2	1,006.7	937.2	944.0	974.1	1,014.6	1,029.0	1,032.0	951.4	934.7	959.5	993.8	1,024.8
		102.4%	100.7%	100.9%	101.7%	99.6%	93.1%	100.7%	103.2%	104.2%	101.4%	101.7%	90.7%	98.2%	102.7%	103.6%	103.1%
	Gross Profit	338.8	334.2	350.5	358.7	130.7	182.3	321.5	385.5	381.1	338.0	336.0	144.9	278.9	359.1	376.5	339.0
		107.7%	98.6%	104.9%	102.3%	36.5%	139.4%	176.3%	119.9%	98.9%	88.7%	88.1%	84.2%	192.5%	128.7%	104.8%	90.0%

12. Mobility Business Information

12-1. Times CAR - Number of Vehicles and Rental Sites

(Lower row : Compared to previous fiscal year)

		`16/10	`17/10	`18/10	`19/10	`20/10	`21/10	`22/10	`23/10	`24/10	`25/10 Original Plan	`25/10 Revised Plan	`21/10 1stH	`22/10 1stH	`23/10 1stH	`24/10 1stH	`25/10 1stH
Rental Sites	(sites)	9,031	10,504	11,717	13,024	13,443	13,397	14,132	16,017	19,961	25,000		13,087	13,698	15,027	18,091	23,122
		116.2%	116.3%	111.5%	111.2%	103.2%	99.7%	105.5%	113.3%	124.6%	125.2%		97.4%	102.2%	106.3%	112.9%	115.8%
Vehicles	(vehicles)	42,943	48,989	54,593	57,716	44,841	52,552	53,062	60,047	69,170	79,000		46,086	52,083	56,590	64,363	74,061
		110.1%	114.1%	111.4%	105.7%	77.7%	117.2%	101.0%	113.2%	115.2%	114.2%		102.8%	99.1%	106.6%	107.2%	107.1%
of which Times CAR Dedicated	(vehicles)						37,816	36,954	42,174	51,051	61,700		31,349	36,821	39,106	46,756	57,125
							-	97.7%	114.1%	121.0%	120.9%		-	97.4%	105.8%	110.9%	111.9%

12-2. Number of Times CAR Member

(Lower row : Compared to previous fiscal year)

		`16/10	`17/10	`18/10	`19/10	`20/10	`21/10	`22/10	`23/10	`24/10	`25/10 Original Plan	`25/10 Revised Plan	`21/10 1stH	`22/10 1stH	`23/10 1stH	`24/10 1stH	`25/10 1stH
Number of Member	(thousand people)	**719.4**	**903.5**	**1,099.1**	**1,305.3**	**1,506.7**	**1,725.0**	**2,040.6**	**2,423.8**	**3,032.6**	**3,660.0**		**1,585.1**	**1,845.2**	**2,181.4**	**2,693.0**	**3,278.1**
		131.0%	125.6%	121.6%	118.8%	115.4%	114.5%	118.3%	118.8%	125.1%	120.7%		105.2%	107.0%	106.9%	111.1%	108.1%
Individual Member		447.5	551.1	667.9	777.6	892.6	1,024.8	1,231.0	1,494.8	1,903.4	2,280.0		933.7	1,097.7	1,328.3	1,686.0	2,054.7
		128.4%	123.1%	121.2%	116.4%	114.8%	114.8%	120.1%	121.4%	127.3%	119.8%		104.6%	107.1%	107.9%	112.8%	108.0%
Corporate Member		271.8	352.4	431.2	527.6	614.1	700.1	809.6	928.9	1,129.2	1,380.0		651.4	747.5	853.1	1,007.0	1,223.4
		135.5%	129.6%	122.4%	122.4%	116.4%	114.0%	115.6%	114.7%	121.6%	122.2%		106.1%	106.8%	105.4%	108.4%	108.3%
Ratio of Corporate Members	(%)	**37.8%**	**39.0%**	**39.2%**	**40.4%**	**40.8%**	**40.6%**	**39.7%**	**38.3%**	**37.2%**	**37.7%**		**41.1%**	**40.5%**	**39.1%**	**37.4%**	**37.3%**
		+1.3pt	+1.2pt	+0.2pt	+1.2pt	+0.3pt	-0.2pt	-0.9pt	-1.3pt	-1.1pt	+0.5pt		+0.3pt	-0.1pt	-0.6pt	-0.9pt	+0.1pt

12-3. Sales and Profit per Vehicle/ Month

(Lower row : YoY)

		`16/10	`17/10	`18/10	`19/10	`20/10	`21/10	`22/10	`23/10	`24/10	`25/10 Original Plan	`25/10 Revised Plan	`21/10 1stH	`22/10 1stH	`23/10 1stH	`24/10 1stH	`25/10 1stH
Times CAR Net Sales	(thousand yen / vehicle・month)	113.4	116.0	123.0	127.1	122.0	118.2	127.8	150.0	148.8	153.2	151.3	117.0	116.1	145.1	144.2	142.3
		103.0%	102.4%	106.0%	103.3%	96.0%	96.9%	108.1%	117.3%	99.2%	102.9%	101.7%	108.5%	99.2%	125.0%	99.4%	98.7%
Cost of Sales		101.8	104.6	110.5	112.7	119.6	113.1	113.3	123.2	117.0	123.0	121.5	113.7	110.3	119.2	116.0	117.4
		99.8%	102.8%	105.6%	102.0%	106.2%	94.6%	100.1%	108.7%	95.0%	105.1%	103.8%	109.7%	97.0%	108.1%	97.3%	101.2%
Operating Profit		11.5	11.4	12.5	14.4	2.3	5.0	14.5	26.7	31.7	30.2	29.8	3.3	5.8	25.9	28.1	24.9
		143.0%	98.3%	109.8%	115.0%	16.1%	219.9%	285.5%	184.2%	118.6%	95.1%	93.9%	79.2%	174.4%	444.1%	108.8%	88.6%

[For Reference] Sale and Disposal of vehicles

(Lower row : YoY)

		`16/10	`17/10	`18/10	`19/10	`20/10	`21/10	`22/10	`23/10	`24/10	`25/10 Original Plan	`25/10 Revised Plan	`21/10 1stH	`22/10 1stH	`23/10 1stH	`24/10 1stH	`25/10 1stH
Net Sales	(million yen)	-	-	7,464	10,541	13,305	8,407	8,044	10,002	5,087	5,200	5,486	4,293	3,725	5,557	3,064	2,764
		-	-	-	141.2%	126.2%	63.2%	95.7%	124.3%	50.9%	102.2%	107.8%	-	86.8%	149.2%	55.1%	90.2%
Operating Profit		-	-	1,743	2,841	1,123	1,109	2,829	3,753	1,391	1,400	1,172	145	1,041	2,483	870	469
		-	-	-	163.0%	39.5%	98.8%	255.2%	132.6%	37.1%	100.6%	84.2%	-	713.7%	238.4%	35.1%	53.9%

13. Service of Membership

(Lower row : Compared to previous fiscal year)

		`16/10	`17/10	`18/10	`19/10	`20/10	`21/10	`22/10	`23/10	`24/10	`21/10 1stH	`22/10 1stH	`23/10 1stH	`24/10 1stH	`25/10 1stH
Times CLUB Member	(thousand people)	5,984.2	6,565.9	7,247.2	7,990.2	8,538.8	9,063.2	9,843.0	10,837.6	11,927.4	8,772.5	9,373.5	10,281.2	11,315.6	12,437.4
		108.0%	109.7%	110.4%	110.3%	106.9%	106.1%	108.6%	110.1%	110.1%	102.7%	103.4%	104.5%	104.4%	104.3%
Times BUSINESS SERVICES	(thousand cards)	558.1	692.8	820.1	939.7	1,031.9	1,138.3	1,267.3	1,392.1	1,596.2	1,072.4	1,195.8	1,316.5	1,475.3	1,685.5
		135.6%	124.1%	118.4%	114.6%	109.8%	110.3%	111.3%	109.9%	114.7%	103.9%	105.0%	103.9%	106.0%	105.6%
Times PAY Member Store	(stores)	-	1,422	7,065	25,559	45,192	40,796	31,168	31,550	32,457	46,834	39,046	31,587	32,481	31,977
		-	-	496.8%	361.8%	176.8%	90.3%	76.4%	101.2%	102.9%	103.6%	95.7%	101.3%	103.0%	98.5%

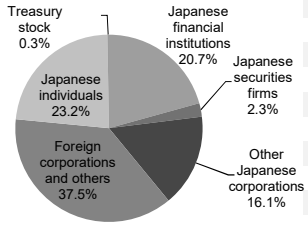
14. Shareholder Information

1st Half of Fiscal year ended Oct,2024

■ **Types of Shareholders**

	Shares Held (in thousand)		Number of Shareholders	
Total	171,048	100.0%	45,962	100.0%
National and local governments	-	-	-	-
Japanese financial institutions	35,365	20.7%	36	0.1%
Japanese securities firms	3,987	2.3%	38	0.1%
Other Japanese corporations	27,456	16.1%	301	0.7%
(Securities Custody/Transfer Organization)	12	0.0%	1	0.0%
Foreign corporations and others	64,148	37.5%	427	0.9%
(foreign individuals)	28	0.0%	95	0.2%
Japanese individuals	39,635	23.2%	45,159	98.3%
Treasury stock	455	0.3%	1	0.0%

■ Composition ratio of Shares



■ Major Shareholders

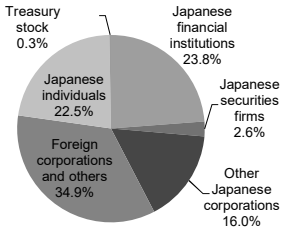
Ranking	Name	Shares Held (in thousand)	
1	Senju Co., Ltd.	21,746	12.7%
2	The Master Trust Bank of Japan, Ltd. (Trust Account)	19,437	11.4%
3	Koichi Nishikawa	8,110	4.7%
4	Custody Bank of Japan, Ltd. (Trust Account)	7,115	4.2%
5	Isao Nishikawa	6,194	3.6%
6	BANK PICTET AND CIE(EUROPE)AG,SUCCURSALE DE LUXEMBOURG REF UCITS	4,081	2.4%
7	The Nippon Signal Co., Ltd.	3,853	2.3%
8	GOVERNMENT OF NORWAY	3,747	2.2%
9	JP JPMSE LUX RE UBS AG LONDON BRANCH EQ CO	3,224	1.9%
10	Kyoko Nishikawa	3,200	1.9%
Total		80,710	47.2%

Fiscal year ended Oct,2024

■ **Types of Shareholders**

	Shares Held (in thousand)		Number of Shareholders	
Total	171,048	100.0%	43,339	100.0%
National and local governments	-	-	-	-
Japanese financial institutions	40,649	23.8%	36	0.1%
Japanese securities firms	4,413	2.6%	34	0.1%
Other Japanese corporations	27,405	16.0%	289	0.7%
(Securities Custody/Transfer Organization)	12	0.0%	1	0.0%
Foreign corporations and others	59,686	34.9%	384	0.9%
(foreign individuals)	37	0.0%	91	0.2%
Japanese individuals	38,438	22.5%	42,595	98.3%
Treasury stock	455	0.3%	1	0.0%

■ Composition ratio of Shares



■ Major Shareholders

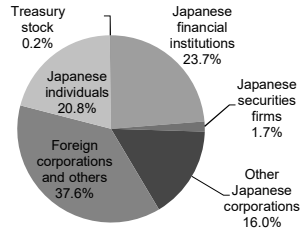
Ranking	Name	Shares Held (in thousand)	
1	The Master Trust Bank of Japan, Ltd. (Trust Account)	23,232	13.6%
2	Senju Co., Ltd.	21,746	12.7%
3	Custody Bank of Japan, Ltd. (Trust Account)	9,468	5.5%
4	Koichi Nishikawa	8,110	4.7%
5	Isao Nishikawa	6,194	3.6%
6	UBS AG LONDON A/C IPB SEGREGATED CLIENT ACCOUNT	4,760	2.8%
7	The Nippon Signal Co., Ltd.	3,853	2.3%
8	BANK PICTET AND CIE(EUROPE)AG,SUCCURSALE DE LUXEMBOURG REF UCITS	3,317	1.9%
9	Kyoko Nishikawa	3,200	1.9%
10	GOLDMAN SACHS INTERNATIONAL	2,950	1.7%
Total		86,832	50.8%

1st Half of Fiscal year ended Oct,2025

■ **Types of Shareholders**

	Shares Held (in thousand)		Number of Shareholders	
Total	171,048	100.0%	38,446	100.0%
National and local governments	-	-	-	-
Japanese financial institutions	40,579	23.7%	30	0.1%
Japanese securities firms	2,963	1.7%	35	0.1%
Other Japanese corporations	27,335	16.0%	259	0.7%
(Securities Custody/Transfer Organization)	12	0.0%	1	0.0%
Foreign corporations and others	64,293	37.6%	389	1.0%
(foreign individuals)	23	0.0%	87	0.2%
Japanese individuals	35,497	20.8%	37,732	98.1%
Treasury stock	379	0.2%	1	0.0%

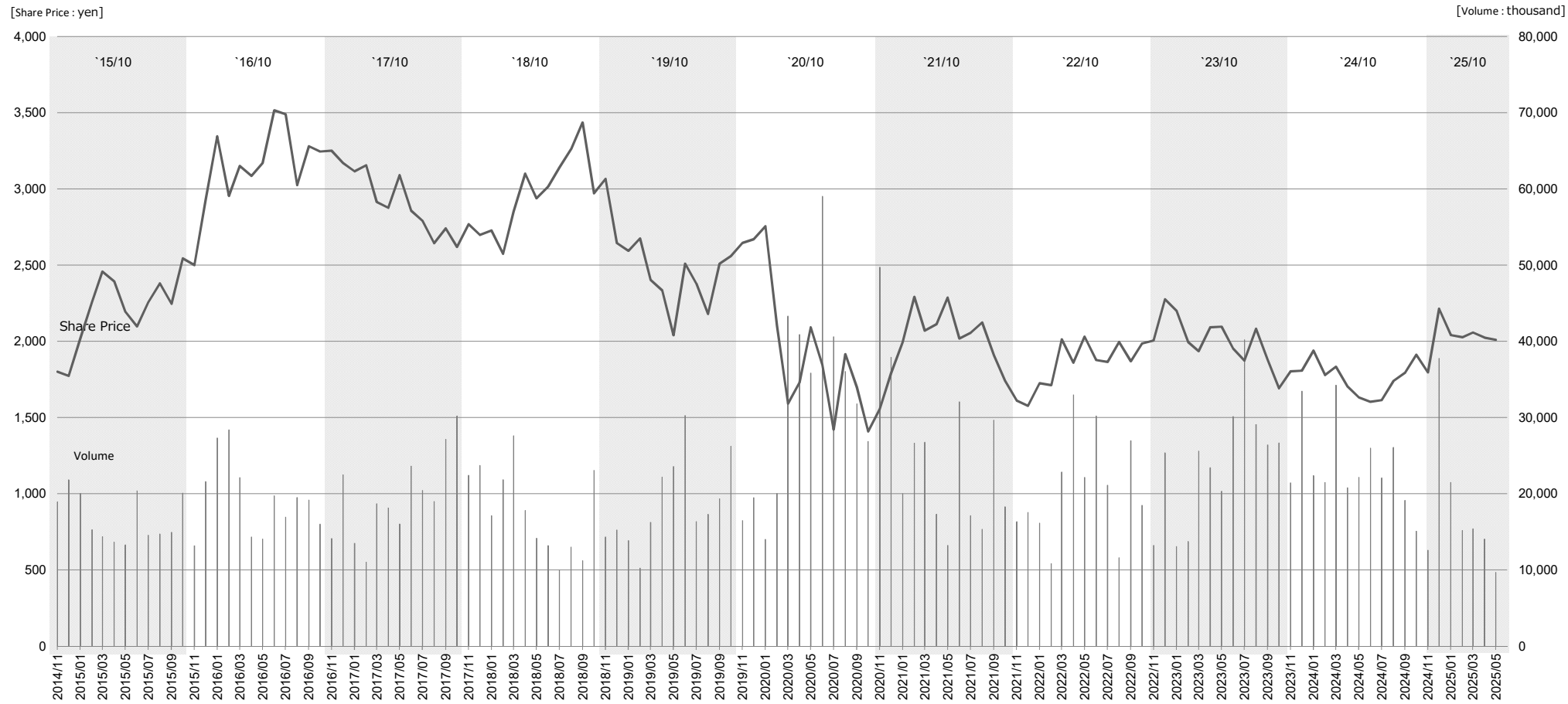
■ Composition ratio of Shares



■ Major Shareholders

Ranking	Name	Shares Held (in thousand)	
1	The Master Trust Bank of Japan, Ltd. (Trust Account)	22,398	13.1%
2	Senju Co., Ltd.	21,746	12.7%
3	Custody Bank of Japan, Ltd. (Trust Account)	10,449	6.1%
4	Koichi Nishikawa	8,110	4.7%
5	Isao Nishikawa	6,194	3.6%
6	JP JPMSE LUX RE UBS AG LONDON BRANCH EQ CO	4,884	2.9%
7	The Nippon Signal Co., Ltd.	3,853	2.3%
8	Kyoko Nishikawa	3,200	1.9%
9	GOVERNMENT OF NORWAY	2,937	1.7%
10	MISAKI ENGAGEMENT MASTER FUND	2,671	1.6%
Total		86,445	50.5%

15. Trends in Share Price



[For reference]Stock Options and Convertible Bonds

	2018	2019	Euro-yen CB due 2025	Euro-yen CB due 2028
Resolution	Nov 30,2018 Board of Directors	Feb 28,2019 Board of Directors	Oct 11,2018Board of Directors	Feb 8,2023 Board of Directors
Exercise period	Jan 1,2021-Dec 31, 2026	Apr 1,2021-Mar 31,2027	Nov 12,2018-Oct 15,2025	Mar 10,2023-Feb 10,2028
Stock type	Common stock	Common stock	Common stock	Common stock
Number of shares	246,000	294,000	1,911,714	14,164,306
Remaining value of bonds with stock acquisition rights	-	-	35,000million yen	35,000million yen
Note	-	Stock-price Commitment Type Stock Acquisition Rights for Subscription 2019	Convertible Price：3,823.8yen	Convertible Price：2,471yen