

Data Book 2025 Contents

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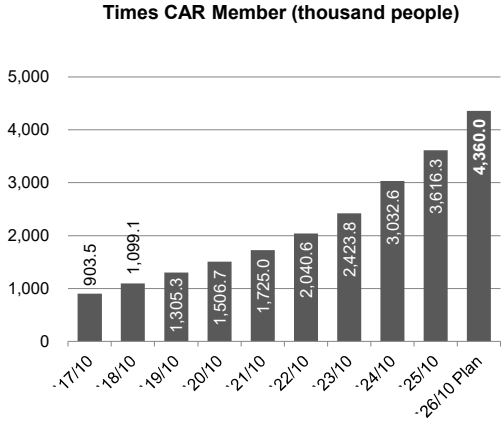
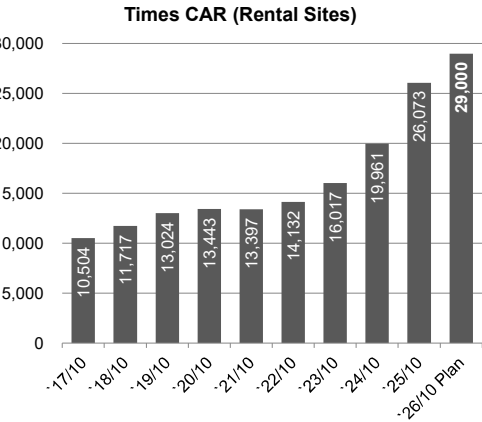
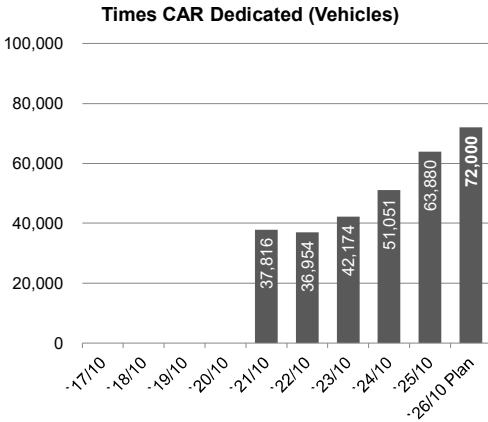
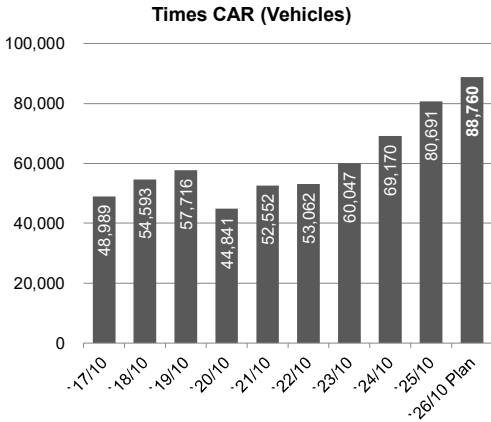
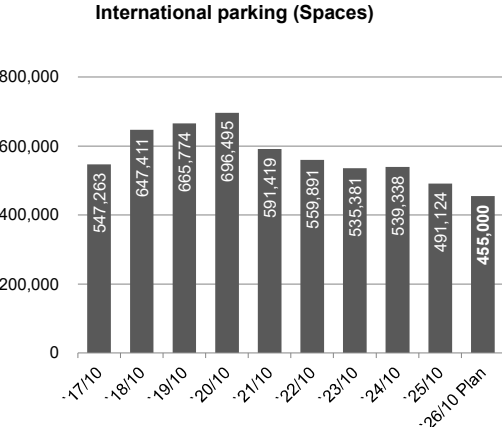
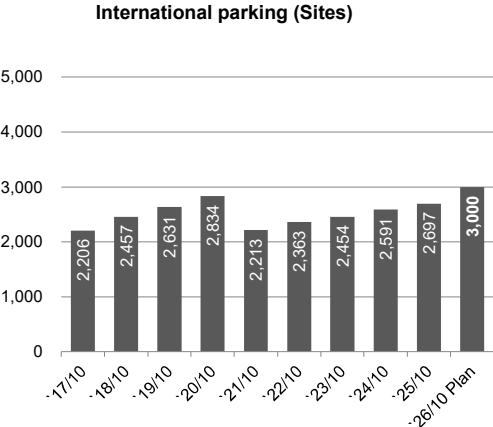
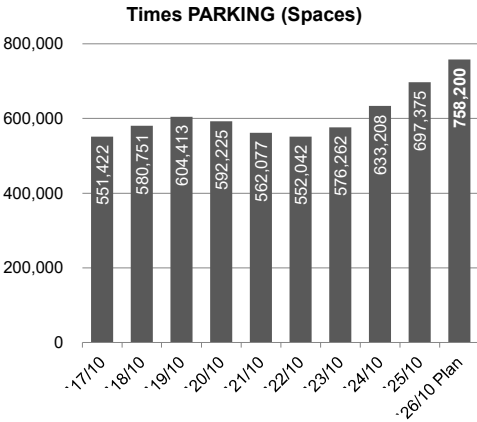
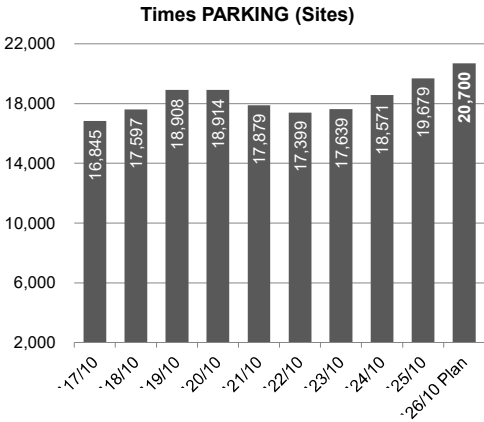
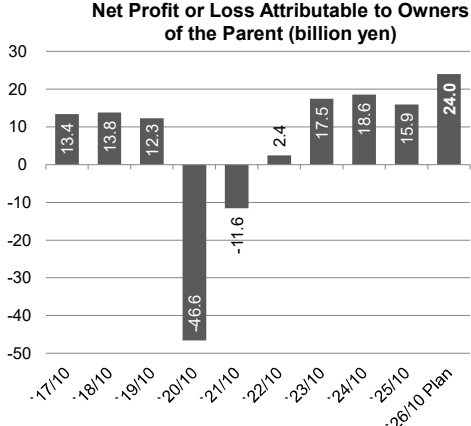
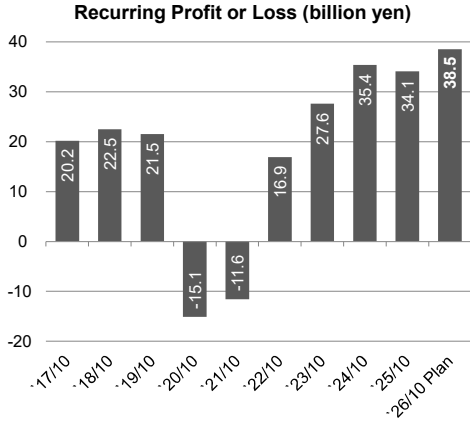
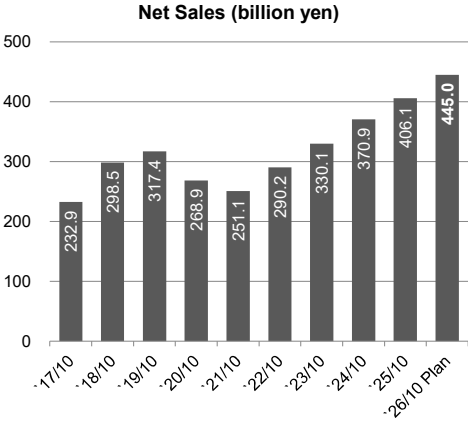
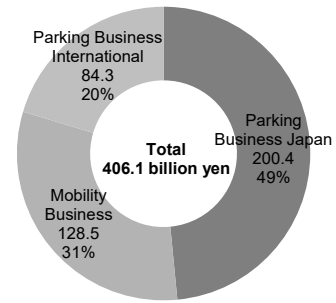
Parking Business	
P.10	Number of Sites and Spaces
P.11~12	Times PARKING - Performance/KPI

Mobility Business/Member Services	
P.13	Times CAR - Scale of service/KPI Member Services

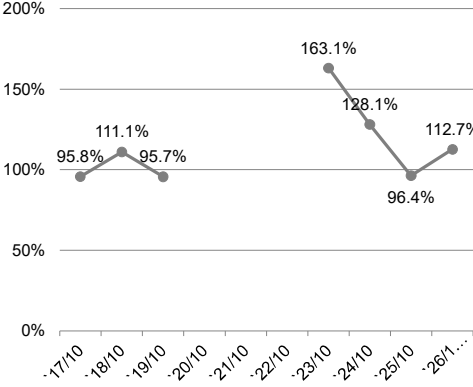
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00. Highlights
00-1. Full Year

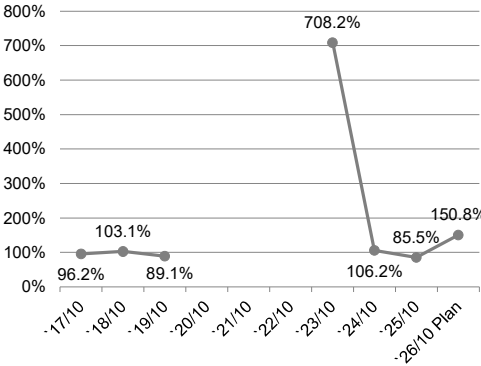
‘25/10 Net Sales
(excluding adjustment/billion yen)



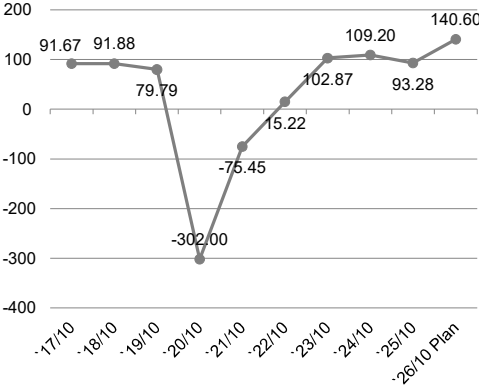
Recurring Profit YoY



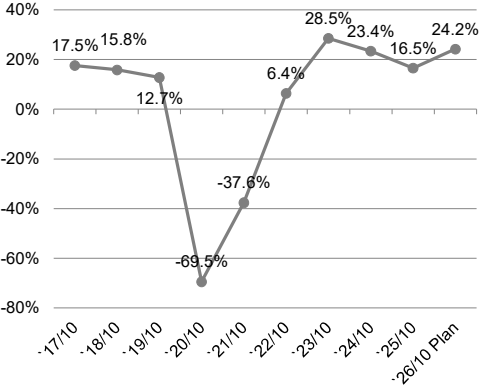
Net Profit or Loss Attributable to Owners of the Parent YoY



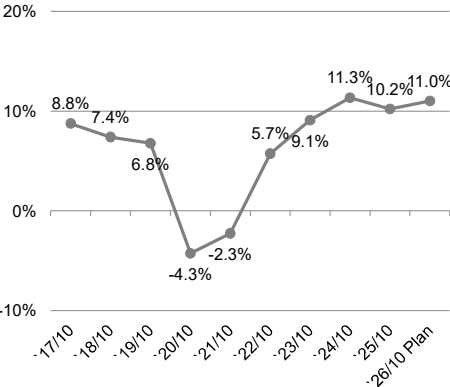
Earnings Per Share



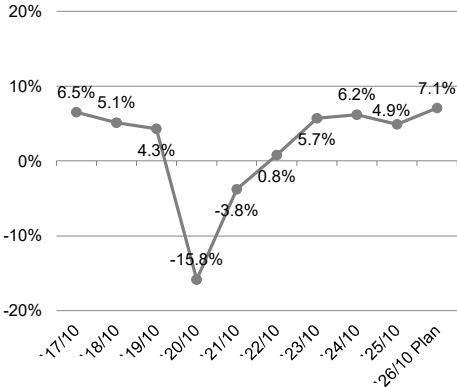
Return on Equity



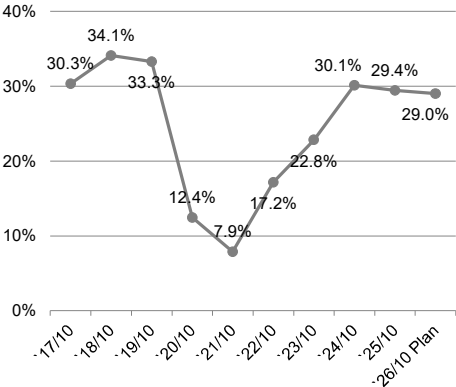
Return on Investment Capital*



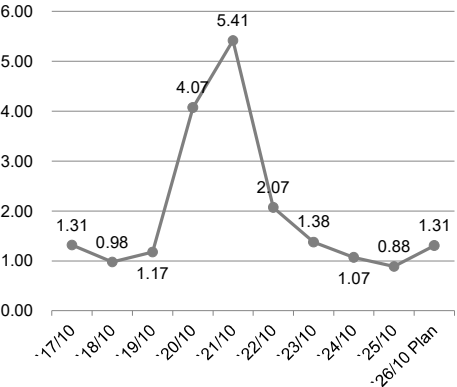
Return on Assets



Equity Ratio

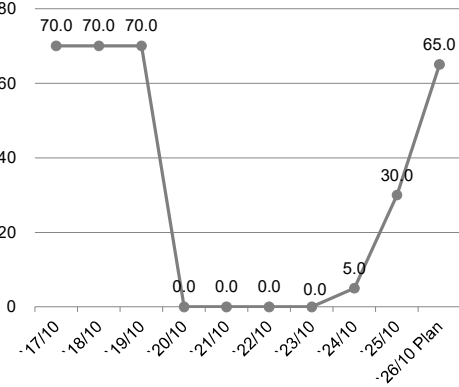


Net Debt to Equity Ratio*

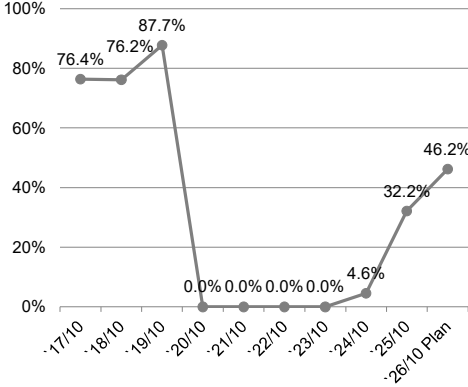


*ROIC : Operating Income×(1-Legal Effective Tax Rate))/(Interest-Bearing Debt+Shareholders' Equity)

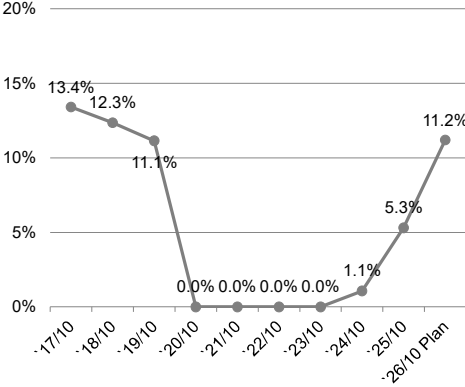
Dividend Per Share



Dividend Payout Ratio



Dividend on Equity Ratio*



*DOE : Dividends/Shareholders' Equity

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

01. Consolidated Performance

(Lower row : YoY)

		'24/10	'25/10	'26/10 Plan	'14/10 (Prev. method→)	'15/10	'16/10	'17/10	'18/10	'19/10	'20/10	'21/10	'22/10	'23/10	'24/10	'25/10
Net Sales	(million yen)	370,913	406,168	445,000	167,022	179,698	194,398	232,956	298,517	317,438	268,904	251,102	290,253	330,123	370,913	
			109.5%	109.6%	107.3%	107.6%	108.2%	119.8%	128.1%	106.3%	84.7%	93.4%	115.6%	113.7%	112.4%	
Cost of Sales		268,843	301,924	330,700	122,930	132,992	141,349	172,767	226,234	239,346	232,556	210,408	219,659	240,496	268,843	
			112.3%	109.5%	109.8%	108.2%	106.3%	122.2%	130.9%	105.8%	97.2%	90.5%	104.4%	109.5%	111.8%	
Gross Profit		102,069	104,243	114,300	44,091	46,706	53,048	60,188	72,283	78,092	36,347	40,693	70,593	89,626	102,069	
			102.1%	109.6%	101.0%	105.9%	113.6%	113.5%	120.1%	108.0%	46.5%	112.0%	173.5%	127.0%	113.9%	
Selling, General and Administrative Expenses		63,371	66,681	72,800	26,537	27,975	31,595	39,683	49,743	55,770	51,045	48,732	49,921	57,639	63,371	
			105.2%	109.2%	110.0%	105.4%	112.9%	125.6%	125.4%	112.1%	91.5%	95.5%	102.4%	115.5%	109.9%	
Operating Profit or Loss		38,697	37,561	41,500	17,554	18,730	21,453	20,505	22,539	22,322	-14,698	-8,039	20,672	31,986	38,697	
			97.1%	110.5%	90.0%	106.7%	114.5%	95.6%	109.9%	99.0%	-	-	-	154.7%	121.0%	
Recurring Profit or Loss		35,445	34,157	38,500	17,509	18,589	21,164	20,281	22,532	21,566	-15,168	-11,619	16,970	27,673	35,445	
			96.4%	112.7%	89.8%	106.2%	113.9%	95.8%	111.1%	95.7%	-	-	-	163.1%	128.1%	
Net Profit or Loss		18,625	15,917	24,000	10,388	11,549	13,963	13,439	13,851	12,348	-46,652	-11,658	2,476	17,542	18,625	
Attributable to Owners of the Parent			85.5%	150.8%	92.3%	111.2%	120.9%	96.2%	103.1%	89.1%	-	-	-	708.2%	106.2%	
EBITDA*	(million yen)	73,922	74,369	82,400	36,381	39,267	43,386	45,728	53,176	55,767	24,678	26,735	52,160	63,502	73,922	
			100.6%	110.8%	100.0%	107.9%	110.5%	105.4%	116.3%	104.9%	44.3%	108.3%	195.1%	121.7%	116.4%	

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

*From FY2025, the method for measuring segment revenue has been partially revised. Items with no difference will not be displayed.

02. Profitability

(Lower row : YoY)

		'24/10	'25/10	'26/10 Plan	'14/10 (Prev. method→)	'15/10	'16/10	'17/10	'18/10	'19/10	'20/10	'21/10	'22/10	'23/10	'24/10	'25/10
Gross Profit Margin	(%)	27.5%	25.7%	25.7%	26.4%	26.0%	27.3%	25.8%	24.2%	24.6%	13.5%	16.2%	24.3%	27.1%	27.5%	
			-1.9pt	+0.0pt	-1.6pt	-0.4pt	+1.3pt	-1.5pt	-1.6pt	+0.4pt	-11.1pt	+2.7pt	+8.1pt	+2.8pt	+0.4pt	
Operating Profit Margin		10.4%	9.2%	9.3%	10.5%	10.4%	11.0%	8.8%	7.6%	7.0%	-5.5%	-3.2%	7.1%	9.7%	10.4%	
			-1.2pt	+0.1pt	-2.0pt	-0.1pt	+0.6pt	-2.2pt	-1.3pt	-0.5pt	-12.5pt	+2.3pt	+10.3pt	+2.6pt	+0.7pt	
Recurring Profit Margin		9.6%	8.4%	8.7%	10.5%	10.3%	10.9%	8.7%	7.5%	6.8%	-5.6%	-4.6%	5.8%	8.4%	9.6%	
			-1.1pt	+0.2pt	-2.1pt	-0.1pt	+0.5pt	-2.2pt	-1.2pt	-0.8pt	-12.4pt	+1.0pt	+10.5pt	+2.5pt	+1.2pt	
Net Profit Margin		5.0%	3.9%	5.4%	6.2%	6.4%	7.2%	5.8%	4.6%	3.9%	-17.3%	-4.6%	0.9%	5.3%	5.0%	
			-1.1pt	+1.5pt	-1.0pt	+0.2pt	+0.8pt	-1.4pt	-1.1pt	-0.8pt	-21.2pt	+12.7pt	+5.5pt	+4.5pt	-0.3pt	
EBITDA Margin		19.9%	18.3%	18.5%	21.8%	21.9%	22.3%	19.6%	17.8%	17.6%	9.2%	10.6%	18.0%	19.2%	19.9%	
			-1.6pt	+0.2pt	-1.6pt	+0.1pt	+0.5pt	-2.7pt	-1.8pt	-0.2pt	-8.4pt	+1.5pt	+7.3pt	+1.3pt	+0.7pt	

*From FY2025, the method for measuring segment revenue has been partially revised. Items with no difference will not be displayed.

03. Selling, General and Administrative Expenses

(Lower row : YoY)

		'24/10	'25/10	'26/10 Plan	'14/10 (Prev. method→)	'15/10	'16/10	'17/10	'18/10	'19/10	'20/10	'21/10	'22/10	'23/10	'24/10	'25/10
Total	(million yen)	63,371	66,681	72,800	26,537	27,975	31,595	39,683	49,743	55,770	51,045	48,732	49,921	57,639	63,371	
			105.2%	109.2%	110.0%	105.4%	112.9%	125.6%	125.4%	112.1%	91.5%	95.5%	102.4%	115.5%	109.9%	
Directors' Compensations		909	869	900	357	345	432	589	589	709	460	444	423	643	909	
			95.6%	103.6%	78.9%	96.5%	125.4%	136.2%	100.0%	120.3%	64.9%	96.6%	95.2%	152.0%	141.2%	
Personal Expenses		33,048	34,455	36,500	13,578	14,638	15,966	19,030	24,415	28,016	24,528	24,901	26,230	30,438	33,048	
			104.3%	105.9%	112.1%	107.8%	109.1%	119.2%	128.3%	114.8%	87.5%	101.5%	105.3%	116.0%	108.6%	
Advertising and Promotional Expenses		2,451	2,534	3,000	1,730	1,744	1,838	2,068	2,341	2,978	1,600	1,292	1,201	1,706	2,451	
			103.4%	118.4%	98.9%	100.8%	105.4%	112.5%	113.2%	127.2%	53.7%	80.8%	92.9%	142.0%	143.6%	
Traveling and Transportation Expenses		1,281	1,415	1,500	663	711	800	939	1,207	1,214	931	878	935	1,147	1,281	
			110.5%	106.0%	104.4%	107.3%	112.4%	117.4%	128.6%	100.6%	76.7%	94.4%	106.5%	122.6%	111.6%	
Commission and Consulting Fee		9,412	11,268	13,000	2,410	2,477	3,630	5,587	4,950	5,532	6,113	7,609	7,060	8,968	9,412	
			119.7%	115.4%	111.1%	102.8%	146.5%	153.9%	88.6%	111.8%	110.5%	124.5%	92.8%	127.0%	104.9%	
Lease Hold and Office Rents		3,117	3,221	3,300	1,968	2,089	2,152	2,465	2,973	3,148	2,652	2,679	2,538	2,574	3,117	
			103.3%	102.4%	98.5%	106.2%	103.0%	114.6%	120.6%	105.9%	84.2%	101.0%	94.7%	101.4%	121.1%	
Depreciation and Amortization (except Intangible Assets Related to Contract)		3,277	3,816	4,500	792	879	935	1,168	1,301	1,771	2,442	2,812	2,610	2,805	3,277	
			116.4%	117.9%	109.7%	111.0%	106.4%	124.9%	111.4%	136.1%	137.9%	115.1%	92.8%	107.5%	116.8%	
Taxes and Public dues		611	728	900	700	781	1,078	1,650	1,901	1,987	1,838	455	582	648	611	
			119.1%	123.5%	108.4%	111.6%	138.0%	152.9%	115.3%	104.5%	92.5%	24.8%	127.9%	111.3%	94.3%	
Goodwill Amortization (include Intangible Assets Related to Contract)		1,848	1,700	1,700	356	153	153	805	3,314	3,038	2,797	1,506	1,636	1,887	1,848	
			92.0%	100.0%	100.0%	43.1%	100.0%	524.0%	411.7%	91.7%	92.1%	53.8%	108.6%	115.3%	97.9%	
Other		7,413	6,669	7,500	3,978	4,154	4,606	5,377	6,747	7,372	7,681	6,152	6,700	6,819	7,413	
			90.0%	112.5%	121.1%	104.4%	110.9%	116.7%	125.5%	109.3%	104.2%	80.1%	108.9%	101.8%	108.7%	

*From FY2025, the method for measuring segment revenue has been partially revised. Items with no difference will not be displayed.

04. Consolidated Balance Sheets

(Lower row : Compared to previous fiscal year)

		`24/10	`25/10	`26/10 Plan	`14/10 (Prev. method→)	`15/10	`16/10	`17/10	`18/10	`19/10	`20/10	`21/10	`22/10	`23/10	`24/10	`25/10
Total Assets	(million yen)	295,701	354,376	324,000	135,293	145,462	152,939	259,852	283,171	293,097	295,775	319,628	307,626	308,157	295,701	
			119.8%	91.4%	106.9%	107.5%	105.1%	169.9%	109.0%	103.5%	100.9%	108.1%	96.2%	100.2%	96.0%	
Current Assets		111,840	148,001	101,000	35,148	40,928	42,022	59,097	72,311	74,611	101,260	139,183	137,814	133,335	111,840	
			132.3%	68.2%	107.4%	116.4%	102.7%	140.6%	122.4%	103.2%	135.7%	137.5%	99.0%	96.7%	83.9%	
of which Cash and deposits		48,733	80,470	29,400	15,709	20,079	19,477	18,152	30,081	24,881	55,536	92,044	85,781	73,957	48,733	
			165.1%	36.5%	102.5%	127.8%	97.0%	93.2%	165.7%	82.7%	223.2%	165.7%	93.2%	86.2%	65.9%	
Noncurrent Assets		183,810	206,374	223,000	100,145	104,533	110,916	200,755	210,859	218,485	194,514	180,445	169,513	174,647	183,810	
			112.3%	108.1%	106.7%	104.4%	106.1%	181.0%	105.0%	103.6%	89.0%	92.8%	93.9%	103.0%	105.2%	
of which Vehicles for Mobility Business		35,762	44,361	45,900	27,557	31,301	35,613	42,066	50,193	53,728	36,317	31,031	27,009	30,632	35,762	
			124.0%	103.5%	111.3%	113.6%	113.8%	118.1%	119.3%	107.0%	67.6%	85.4%	87.0%	113.4%	116.7%	
of which Goodwill		21,837	18,203	16,500	693	540	386	64,452	60,480	51,117	25,469	26,202	27,601	24,662	21,837	
(include Intangible Assets Related to Contract)			83.4%	90.6%	51.2%	77.9%	71.6%	16671.2%	93.8%	84.5%	49.8%	102.9%	105.3%	89.4%	88.5%	
Deferred Assets		51											297	174	51	
														58.6%	29.4%	
Total Liabilities		217,557	256,182	237,000	75,103	79,580	79,668	181,047	188,324	202,305	264,629	303,195	267,584	249,741	217,557	
			117.8%	92.5%	104.9%	106.0%	100.1%	227.3%	104.0%	107.4%	130.8%	114.6%	88.3%	93.3%	87.1%	
Current Liabilities		79,026	89,363	116,000	32,274	33,219	33,357	114,043	63,907	71,222	90,428	117,910	100,687	103,922	79,026	
			113.1%	129.8%	101.2%	102.9%	100.4%	341.9%	56.0%	111.4%	127.0%	130.4%	85.4%	103.2%	76.0%	
Noncurrent Liabilities		138,531	166,818	121,000	42,828	46,360	46,310	67,004	124,416	131,082	174,201	185,285	166,897	145,818	138,531	
			120.4%	72.5%	107.8%	108.2%	99.9%	144.7%	185.7%	105.4%	132.9%	106.4%	90.1%	87.4%	95.0%	
Net Assets		78,144	98,193	87,000	60,190	65,882	73,270	78,804	94,847	90,791	31,146	16,432	40,042	58,416	78,144	
			125.7%	88.6%	109.5%	109.5%	111.2%	107.6%	120.4%	95.7%	34.3%	52.8%	243.7%	145.9%	133.8%	
of which Shareholders' Equity		89,063	104,285	94,000	61,032	66,520	74,461	78,748	96,573	97,511	36,761	25,175	52,758	70,301	89,063	
			117.1%	90.1%	109.7%	109.0%	111.9%	105.8%	122.6%	101.0%	37.7%	68.5%	209.6%	133.2%	126.7%	
Interest-Bearing Debt	(million yen)	143,983	172,645	152,100	46,460	51,208	48,939	121,637	124,284	139,380	205,219	228,294	194,915	170,724	143,983	
			119.9%	88.1%	100.8%	110.2%	95.6%	248.5%	102.2%	112.1%	147.2%	111.2%	85.4%	87.6%	84.3%	
Convertible Bonds		42,310	35,000	35,000	21,000	21,000	19,970	19,970	35,000	35,000	35,000	35,000	35,000	42,310	42,310	
with Stock Acquisition Rights			82.7%	100.0%	100.0%	100.0%	95.1%	100.0%	175.3%	100.0%	100.0%	100.0%	100.0%	120.9%	100.0%	
Bank for Borrowings		69,689	105,183	90,200	13,522	18,593	17,081	84,466	73,404	88,777	126,513	158,557	129,709	99,616	69,689	
			150.9%	85.8%	96.3%	137.5%	91.9%	494.5%	86.9%	120.9%	142.5%	125.3%	81.8%	76.8%	70.0%	
of which Subordinated Loan		50,000	50,000									50,000	50,000	50,000	50,000	
			100.0%									100.0%	100.0%	100.0%	100.0%	
Lease Obligations		31,984	32,462	26,900	11,938	11,614	11,887	17,200	15,880	15,603	43,706	34,737	30,205	28,797	31,984	
			101.5%	82.9%	108.0%	97.3%	102.4%	144.7%	92.3%	98.3%	280.1%	79.5%	87.0%	95.3%	111.1%	
Equity Ratio	(%)	30.1%	29.4%	29.0%	45.1%	45.7%	48.7%	30.3%	34.1%	33.3%	12.4%	7.9%	17.2%	22.8%	30.1%	
			-0.7pt	-0.4pt	+1.2pt	+0.6pt	+3.0pt	-18.4pt	+3.8pt	-0.8pt	-20.8pt	-4.6pt	+9.3pt	+5.7pt	+7.3pt	
Net Debt to Equity Ratio*	(times)	1.07	0.88	1.31	0.50	0.47	0.40	1.31	0.98	1.17	4.07	5.41	2.07	1.38	1.07	
			-0.19	+0.42	-0.05	-0.04	-0.07	+0.92	-0.34	+0.20	+2.90	+1.34	-3.34	-0.69	-0.31	

*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. Items with no difference will not be displayed.

05. Cash Flow Statement

(Lower row : YoY)

		`24/10	`25/10	`26/10 Plan	`14/10 (Prev. method→)	`15/10	`16/10	`17/10	`18/10	`19/10	`20/10	`21/10	`22/10	`23/10	`24/10	`25/10
Net Cash used in Operating Activities (million yen)		54,176	62,880	66,000	33,101	35,155	39,627	38,290	53,476	45,695	39,400	34,818	29,369	48,188	54,176	
			116.1%	105.0%	126.7%	106.2%	112.7%	96.8%	139.7%	85.4%	86.2%	88.4%	84.4%	164.1%	112.4%	
Net Cash used in Investing Activities		-37,563	-46,064	-55,000	-22,930	-24,627	-27,148	-72,769	-43,095	-49,454	-21,819	-12,349	-17,357	-25,661	-37,563	
			122.6%	119.4%	131.2%	107.4%	110.2%	268.0%	59.2%	114.8%	44.1%	56.6%	140.5%	147.8%	146.4%	
Net Cash used in Financing Activities		-42,508	14,826	-62,000	-9,799	-6,162	-13,036	32,570	1,754	-782	12,886	13,167	-20,116	-35,633	-42,508	
Cash and Cash Equivalents		48,041	80,150	29,100	15,693	20,063	19,461	17,775	29,785	24,664	55,269	91,795	85,065	73,299	48,041	
			166.8%	36.3%	102.5%	127.9%	97.0%	91.3%	167.6%	82.8%	224.1%	166.1%	92.7%	86.2%	65.5%	
Free Cash Flow	(million yen)	16,612	16,815	11,000	10,170	10,527	12,479	-34,478	10,380	-3,758	17,580	22,468	12,012	22,527	16,612	

*From FY2025, the method for measuring segment revenue has been partially revised. Items with no difference will not be displayed.

06. Financial Indicators

(Lower row : YoY)

		`24/10	`25/10	`26/10 Plan	`14/10 (Prev. method→)	`15/10	`16/10	`17/10	`18/10	`19/10	`20/10	`21/10	`22/10	`23/10	`24/10	`25/10
Return on Equity (ROE)	(%)	23.4%	16.5%	24.2%	17.8%	18.1%	19.8%	17.5%	15.8%	12.7%	-69.5%	-37.6%	6.4%	28.5%	23.4%	
			-6.9pt	+7.7pt	-3.7pt	+0.3pt	+1.7pt	-2.3pt	-1.7pt	-3.1pt	-82.2pt	+31.8pt	+44.0pt	+22.2pt	-5.1pt	
Return on Investment Capital (ROIC*)	(%)	11.3%	10.2%	11.0%	10.4%	10.7%	11.9%	8.8%	7.4%	6.8%	-4.3%	-2.3%	5.7%	9.1%	11.3%	
			-1.1pt	+0.8pt	-2.1pt	+0.3pt	+1.2pt	-3.2pt	-1.4pt	-0.6pt	-11.0pt	+2.0pt	+8.0pt	+3.4pt	+2.2pt	
Net Return on Investment Capital (Net ROIC*)	(%)	15.3%	13.7%	13.9%	12.2%	12.7%	14.2%	9.9%	8.4%	7.7%	-5.1%	-3.2%	8.9%	13.5%	15.3%	
			-1.6pt	+0.2pt	-2.3pt	+0.5pt	+1.5pt	-4.3pt	-1.6pt	-0.7pt	-12.8pt	+1.9pt	+12.1pt	+4.6pt	+1.8pt	
Return on Assets (ROA)	(%)	6.2%	4.9%	7.1%	7.9%	8.2%	9.4%	6.5%	5.1%	4.3%	-15.8%	-3.8%	0.8%	5.7%	6.2%	
			-1.3pt	+2.2pt	-1.3pt	+0.3pt	+1.1pt	-2.8pt	-1.4pt	-0.8pt	-20.1pt	+12.1pt	+4.6pt	+4.9pt	+0.5pt	
Earnings Per Share (EPS)	(yen)	109.20	93.28	140.60	71.66	79.45	95.75	91.67	91.88	79.79	-302.00	-75.45	15.22	102.87	109.20	
			85.4%	150.7%	91.8%	110.9%	120.5%	95.7%	100.2%	86.8%	-	-	-	675.8%	106.1%	
Book-value Per Share (BPS)	(yen)	457.79	575.07	509.54	411.86	449.33	497.87	532.39	610.01	585.37	200.55	105.93	234.46	342.28	457.79	
			125.6%	88.6%	109.0%	109.1%	110.8%	106.9%	114.6%	96.0%	34.3%	52.8%	221.3%	146.0%	133.7%	
Price Earnings Ratio (PER)	(x)	17.50	19.32		23.37	32.02	33.89	28.57	32.34	32.07	-4.66	-23.07	130.40	16.44	17.50	
			110.4%		95.3%	137.0%	105.8%	84.3%	113.2%	99.2%	-	-	-	12.6%	106.5%	
Price Book-value Ratio (PBR)	(x)	4.17	3.13		4.07	5.66	6.52	4.92	4.87	4.37	7.02	16.43	8.47	4.94	4.17	
			75.1%		80.2%	139.2%	115.1%	75.5%	99.0%	89.8%	160.6%	234.1%	51.5%	58.4%	84.5%	
Dividend Per Share	(yen)	5.0	30.0	65.0	50.0	55.0	65.0	70.0	70.0	70.0	0.0	0.0	0.0	0.0	5.0	
			600.0%	216.7%	125.0%	110.0%	118.2%	107.7%	100.0%	100.0%	-	-	-	-	-	
Dividend Payout Ratio	(%)	4.6%	32.2%	46.2%	69.8%	69.2%	67.9%	76.4%	76.2%	87.7%	0.0%	0.0%	0.0%	0.0%	4.6%	
			+27.6pt	+14.1pt	+18.6pt	-0.5pt	-1.3pt	+8.5pt	-0.2pt	+11.5pt	-87.7pt	-	-	-	+4.6pt	
Dividend on Equity Ratio (DOE*)	(%)	1.1%	5.3%	11.2%	12.4%	12.5%	13.5%	13.4%	12.3%	11.1%	0.0%	0.0%	0.0%	0.0%	1.1%	
			+4.2pt	+5.9pt	+1.4pt	+0.1pt	+1.0pt	-0.1pt	-1.1pt	-1.2pt	-11.1pt	-	-	-	+1.1pt	

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

*Net ROIC : (Operating Income after Tax : Operating Income×(1-Legal Effective Tax Rate)) / ((Interest-Bearing Debt(Average) - Cash and deposits(Average))+Shareholders' Equity(Average))

*DOE : Dividends / Shareholder's Equity(Average)

*From FY2025, the method for measuring segment revenue has been partially revised. Items with no difference will not be displayed.

07. Number of Employees (Permanent Employee)

(Lower row : Compared to previous fiscal year)

		`24/10	`25/10	`26/10 Plan	`14/10 (Prev. method→)	`15/10	`16/10	`17/10	`18/10	`19/10	`20/10	`21/10	`22/10	`23/10	`24/10	`25/10
Total	(people)	5,502	5,734		2,010	2,248	2,448	4,577	4,899	5,490	5,565	5,029	4,970	5,234	5,502	
			104.2%		112.7%	111.8%	108.9%	187.0%	107.0%	112.1%	101.4%	90.4%	98.8%	105.3%	105.1%	
Japan		3,858	4,066		2,010	2,248	2,448	2,716	3,084	3,476	3,802	3,573	3,492	3,623	3,858	
			105.4%		112.7%	111.8%	108.9%	110.9%	113.5%	112.7%	109.4%	94.0%	97.7%	103.8%	106.5%	
Sales staff for Parking Business		491	538		404	445	440	478	501	569	598	529	451	467	491	
			109.6%		106.9%	110.1%	98.9%	108.6%	104.8%	113.6%	105.1%	88.5%	85.3%	103.5%	105.1%	
Other		3,367	3,528		1,606	1,803	2,008	2,238	2,583	2,907	3,204	3,044	3,041	3,156	3,367	
			104.8%		114.2%	112.3%	111.4%	111.5%	115.4%	112.5%	110.2%	95.0%	99.9%	103.8%	106.7%	
International		1,644	1,668					1,861	1,815	2,014	1,763	1,456	1,478	1,611	1,644	
			101.5%						97.5%	111.0%	87.5%	82.6%	101.5%	109.0%	102.0%	

*From FY2025, the method for measuring segment revenue has been partially revised. Items with no difference will not be displayed.

08. Capital Investment

(Lower row : YoY)

		'24/10	'25/10	'26/10 Plan	'14/10 (Prev. method→)	'15/10	'16/10	'17/10	'18/10	'19/10	'20/10	'21/10	'22/10	'23/10	'24/10	'25/10
Total	(million yen)	50,566	58,668	62,400	26,008	27,932	30,266	38,470	46,564	54,270	31,845	20,344	21,772	36,607	50,566	
			116.0%	106.4%	120.4%	107.4%	108.4%	127.1%	121.0%	116.5%	58.7%	63.9%	107.0%	168.1%	138.1%	
Parking Business Japan		17,280	21,117	25,600	9,502	8,388	9,698	11,107	10,333	11,042	6,521	2,458	3,072	9,233	17,280	
			122.2%	121.2%	120.4%	88.3%	115.6%	114.5%	93.0%	106.9%	59.1%	37.7%	124.9%	300.5%	187.1%	
Mobility Business		15,531	20,522	18,100	15,650	18,214	19,401	22,984	27,332	30,779	11,988	9,388	10,430	16,523	15,531	
			132.1%	88.2%	123.2%	116.4%	106.5%	118.5%	118.9%	112.6%	39.0%	78.3%	111.1%	158.4%	94.0%	
Parking Business International		14,331	10,514	10,500				1,477	4,333	3,500	10,936	6,922	7,060	8,346	14,331	
			73.4%	99.9%					293.2%	80.8%	312.5%	63.3%	102.0%	118.2%	171.7%	
Other		3,423	6,513	8,200	856	1,328	1,165	2,899	4,565	8,948	2,398	1,575	1,209	2,504	3,423	
			190.3%	125.9%	85.6%	155.2%	87.7%	248.8%	157.4%	196.0%	26.8%	65.7%	76.8%	207.1%	136.7%	
Cash Base	(million yen)	36,061	45,595	55,300	21,349	24,290	26,041	33,598	42,328	48,920	21,880	15,516	17,084	29,141	36,061	
			126.4%	121.3%	120.8%	113.8%	107.2%	129.0%	126.0%	115.6%	44.7%	70.9%	110.1%	170.6%	123.7%	
Parking Business Japan		13,129	15,188	25,600	5,095	4,746	5,476	6,542	6,565	5,962	3,736	1,691	2,528	6,259	13,129	
			115.7%	168.6%	125.3%	93.2%	115.4%	119.5%	100.4%	90.8%	62.7%	45.3%	149.5%	247.5%	209.8%	
Mobility Business		15,531	20,522	18,100	15,398	18,214	19,399	22,984	27,332	30,779	11,988	9,388	10,430	16,523	15,531	
			132.1%	88.2%	122.1%	118.3%	106.5%	118.5%	118.9%	112.6%	39.0%	78.3%	111.1%	158.4%	94.0%	
Parking Business International		3,977	3,371	3,400				1,171	3,865	3,230	3,756	2,861	2,915	3,854	3,977	
			84.8%	100.9%					330.1%	83.6%	116.3%	76.2%	101.9%	132.2%	103.2%	
Other		3,423	6,513	8,200	856	1,328	1,165	2,899	4,565	8,948	2,398	1,575	1,209	2,504	3,423	
			190.3%	125.9%	85.6%	155.2%	87.7%	248.8%	157.4%	196.0%	26.8%	65.7%	76.8%	207.1%	136.7%	
Finance Lease		14,505	13,072	7,100	4,659	3,641	4,225	4,871	4,235	5,349	9,965	4,827	4,688	7,466	14,505	
			90.1%	54.3%	118.9%	78.2%	116.0%	115.3%	86.9%	126.3%	186.3%	48.4%	97.1%	159.3%	194.3%	
Parking Business Japan		4,151	5,929		4,407	3,641	4,222	4,565	3,767	5,079	2,785	767	543	2,974	4,151	
			142.8%		115.3%	82.6%	116.0%	108.1%	82.5%	134.8%	54.8%	27.5%	70.9%	547.3%	139.6%	
Mobility Business					252		2									
					265.1%											
Parking Business International		10,354	7,142	7,100				306	467	270	7,180	4,060	4,144	4,492	10,354	
			69.0%	99.4%					152.5%	57.7%	2658.1%	56.6%	102.1%	108.4%	230.5%	
Other																

*From FY2025, the method for measuring segment revenue has been partially revised. Items with no difference will not be displayed.

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

(Lower row : YoY)

		'24/10	'25/10	'26/10 Plan	'14/10 (Prev. method→)	'15/10	'16/10	'17/10	'18/10	'19/10	'20/10	'21/10	'22/10	'23/10	'24/10	'25/10
Total	(million yen)	33,376	35,106	39,200	18,470	20,383	21,779	24,418	27,322	30,407	37,129	33,286	29,851	29,629	33,376	
			105.2%	111.7%	111.7%	110.4%	106.9%	112.1%	111.9%	111.3%	122.1%	89.7%	89.7%	99.3%	112.6%	
Parking Business Japan		8,370	10,273	12,900	8,790	9,647	9,879	9,669	9,732	10,491	9,549	8,423	7,212	6,623	7,352	
			122.7%	125.6%	110.7%	109.7%	102.4%	97.9%	100.7%	107.8%	91.0%	88.2%	85.6%	91.8%	111.0%	
Mobility Business		9,563	11,208	12,900	9,141	10,117	11,259	12,800	14,148	15,662	14,306	11,205	9,779	8,846	9,328	
			117.2%	115.1%	113.1%	110.7%	111.3%	113.7%	110.5%	110.7%	91.3%	78.3%	87.3%	90.5%	105.4%	
Parking Business International		14,349	11,993	10,500				1,246	2,673	3,123	11,234	11,277	10,904	12,160	14,349	
			83.6%	87.6%					214.5%	116.8%	359.7%	100.4%	96.7%	111.5%	118.0%	
Other		1,093	1,632	2,900	538	618	640	701	767	1,130	2,037	2,381	1,954	1,997	2,346	
			149.3%	177.6%	106.9%	114.8%	103.6%	109.6%	109.4%	147.3%	180.2%	116.8%	82.1%	102.2%	117.4%	

*From FY2025, the method for measuring segment revenue has been partially revised. Since cost allocation for the ICT division cannot be applied to each segment, the previous method for FY2025 period is not stated.

10. Segment Information

10-1. Performance by Segment

(Lower row : YoY)

		'24/10	'25/10	'26/10 Plan	'14/10 (Prev. method→)	'15/10	'16/10	'17/10	'18/10	'19/10	'20/10	'21/10	'22/10	'23/10	'24/10	'25/10
Net Sales	(million yen)	370,913	406,168	445,000	167,022	179,698	194,398	232,956	298,517	317,438	268,904	251,102	290,253	330,123	370,913	406,168
			109.5%	109.6%	107.3%	107.6%	108.2%	119.8%	128.1%	106.3%	84.7%	93.4%	115.6%	113.7%	112.4%	109.5%
Parking Business Japan		182,302	200,421	215,400	127,516	134,266	142,142	148,399	157,006	165,997	150,757	146,744	154,292	163,056	176,984	194,294
			109.9%	107.5%	104.5%	105.3%	105.9%	104.4%	105.8%	105.7%	90.8%	97.3%	105.1%	105.7%	108.5%	109.8%
Mobility Business		112,058	128,506	151,500	39,505	45,431	52,255	61,060	73,747	86,174	73,819	67,142	78,711	98,816	112,058	128,506
			114.7%	117.9%	117.6%	115.0%	115.0%	116.8%	120.8%	116.9%	85.7%	91.0%	117.2%	125.5%	113.4%	114.7%
Parking Business International		82,411	84,373	83,900				23,671	68,290	65,976	45,169	38,498	57,983	69,478	82,411	84,373
			102.4%	99.4%					288.5%	96.6%	68.5%	85.2%	150.6%	119.8%	118.6%	102.4%
UK		46,334	48,558	48,600					36,119	35,915	21,340	15,976	29,966	37,568	46,334	48,558
			104.8%	100.1%					0.0%	99.4%	59.4%	74.9%	187.6%	125.4%	123.3%	104.8%
AU		21,982	20,023	19,300				18,076	24,139	22,003	15,894	14,475	17,380	19,562	21,982	20,023
			91.1%	96.4%					133.5%	91.1%	72.2%	91.1%	120.1%	112.6%	112.4%	91.1%
TW		8,791	9,848	10,900				2,524	3,046	3,359	3,872	4,229	5,798	7,223	8,791	9,848
			112.0%	110.7%					120.7%	110.3%	115.3%	109.2%	137.1%	124.6%	121.7%	112.0%
Other		5,303	5,943	5,100				3,070	4,983	4,698	4,061	3,817	4,839	5,124	5,303	5,943
			112.1%	85.8%					162.3%	94.3%	86.4%	94.0%	126.8%	105.9%	103.5%	112.1%
Business Development (Times PLATFORM SERVICE)				1,400												
Adjustments		-5,860	-7,134	-7,200				-174	-526	-709	-842	-1,283	-734	-1,228	-541	-1,007
Operating Profit or Loss	(million yen)	38,697	37,561	41,500	17,554	18,730	21,453	20,505	22,539	22,322	-14,698	-8,039	20,672	31,986	38,697	37,561
			97.1%	110.5%	90.0%	106.7%	114.5%	95.6%	109.9%	99.0%	-	-	-	154.7%	121.0%	97.1%
Parking Business Japan		36,460	37,548	37,700	23,614	23,045	24,980	25,359	26,906	27,300	10,817	17,662	29,657	32,050	34,638	35,717
			103.0%	100.4%	92.8%	97.6%	108.4%	101.5%	106.1%	101.5%	39.6%	163.3%	167.9%	108.1%	108.1%	103.1%
Mobility Business		15,901	14,888	18,500	1,053	2,842	4,457	5,112	6,858	9,112	1,864	3,661	9,337	17,513	22,806	23,053
			93.6%	124.3%	158.0%	269.7%	156.8%	114.7%	134.1%	132.9%	20.5%	196.4%	255.0%	187.6%	130.2%	101.1%
Parking Business International (before Amortization of Goodwill, etc.)		880	301	1,300				767	2,148	1,967	-11,609	-15,093	-3,412	277	880	301
			34.3%	430.7%					280.2%	91.6%	-	-	-	-	317.0%	34.3%
UK		-126	-1,275	-1,300				-6	1,171	1,288	-10,212	-14,836	-4,451	-927	-126	-1,275
			-	-					-	57.1%	-	-	-	-	-	-
AU		-681	-319	800				321	476	271	-1,798	-479	219	285	-681	-319
			-	-					104.8%	53.8%	-	-	-	130.1%	-	-
TW		1,270	1,290	1,300				152	186	238	264	22	447	1,026	1,270	1,290
			101.6%	100.8%					122.2%	127.7%	110.9%	8.5%	1997.8%	229.4%	123.8%	101.6%
Other		417	606	500				299	313	168	136	200	371	-106	417	606
			145.3%	82.4%					104.8%	53.8%	81.2%	146.2%	185.8%	-	-	145.3%
Business Development (Times PLATFORM SERVICE)				300												
Adjustments (Head Office Expenses etc.)		-14,544	-15,176	-16,300				-10,733	-13,374	-16,058	-15,769	-14,269	-14,909	-17,855	-19,627	-21,510
Operating Profit Margin	(%)	10.4%	9.2%	9.3%	10.5%	10.4%	11.0%	8.8%	7.6%	7.0%	-5.5%	-3.2%	7.1%	9.7%	10.4%	9.2%
			-1.2pt	+0.1pt	-2.0pt	-0.1pt	+0.6pt	-2.2pt	-1.3pt	-0.5pt	-12.5pt	+2.3pt	+10.3pt	+2.6pt	+0.7pt	-1.2pt
Parking Business Japan		20.0%	18.7%	17.5%	18.5%	17.2%	17.6%	17.1%	17.1%	16.4%	7.2%	12.0%	19.2%	19.7%	19.6%	18.4%
			-1.3pt	-1.2pt	-2.3pt	-1.4pt	+0.4pt	-0.5pt	+0.0pt	-0.7pt	-9.3pt	+4.9pt	+7.2pt	+0.4pt	-0.1pt	-1.2pt
Mobility Business		14.2%	11.6%	12.2%	2.7%	6.3%	8.5%	8.4%	9.3%	10.6%	2.5%	5.5%	11.9%	17.7%	20.4%	17.9%
			-2.6pt	+0.6pt	+0.7pt	+3.6pt	+2.3pt	-0.2pt	+0.9pt	+1.3pt	-8.0pt	+2.9pt	+6.4pt	+5.9pt	+2.6pt	-2.4pt
Parking Business International (before Amortization of Goodwill, etc.)		1.1%	0.4%	1.5%				3.2%	3.1%	3.0%	-25.7%	-39.2%	-5.9%	0.4%	1.1%	0.4%
			-0.7pt	+1.2pt					-0.1pt	-0.2pt	-28.7pt	-13.5pt	+33.3pt	+6.3pt	+0.7pt	-0.7pt
UK		-0.3%	-2.6%	-2.7%					3.2%	3.6%	-47.9%	-92.9%	-14.9%	-2.5%	-0.3%	-2.6%
			-2.4pt	-0.0pt						+0.3pt	-51.4pt	-45.0pt	+78.0pt	+12.4pt	+2.2pt	-2.4pt
AU		-3.1%	-1.6%	4.1%				1.8%	2.0%	1.2%	-11.3%	-3.3%	1.3%	1.5%	-3.1%	-1.6%
			+1.5pt	+5.7pt					+0.2pt	-0.7pt	-12.6pt	+8.0pt	+4.6pt	+0.2pt	-4.6pt	+1.5pt
TW		14.4%	13.1%	11.9%				6.0%	6.1%	7.1%	6.8%	0.5%	7.7%	14.2%	14.4%	13.1%
			-1.3pt	-1.2pt					+0.1pt	+1.0pt	-0.3pt	-6.3pt	+7.2pt	+6.5pt	+0.2pt	-1.3pt
Other		7.9%	10.2%	9.8%				9.8%	6.3%	3.6%	3.4%	5.2%	7.7%	-2.1%	7.9%	10.2%
			+2.3pt	-0.4pt					-3.5pt	-2.7pt	-0.2pt	+1.9pt	+2.4pt	-9.8pt	+10.0pt	+2.3pt
Business Development (Times PLATFORM SERVICE)				21.4%												

*From FY2025, the method for measuring segment revenue has been partially revised. Items with no difference will not be displayed.

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

(Lower row : YoY)

	'24/10	'25/10	'26/10 Plan	'14/10 (Prev. method→)	'15/10	'16/10	'17/10	'18/10	'19/10	'20/10	'21/10	'22/10	'23/10	'24/10	'25/10
Parking Business International(million yen)	-967	-1,398	-400				115	-879	-992	-14,406	-16,595	-5,049	-1,609	-967	
(after Amortization of Goodwill, etc.)															
UK	-1,130	-2,135	-2,180				-6	-987	-847	-12,229	-15,680	-5,359	-2,030	-1,130	
AU	-1,123	-748	380				-110	-87	-248	-2,288	-840	-175	-127	-1,123	
TW	1,270	1,290	1,300				152	186	238	264	22	447	1,026	1,270	
Other	16	195	100				79	8	-135	-152	-96	38	-477	16	
		1169.3%	-					10.4%	-	-	-	-	-	-	

*From FY2025, the method for measuring segment revenue has been partially revised. Items with no difference will not be displayed.

[for reference] Segment Information based on Financial Reports

(Lower row : YoY)

	'24/10	'25/10	'26/10 Plan	'14/10 (Prev. method→)	'15/10	'16/10	'17/10	'18/10	'19/10	'20/10	'21/10	'22/10	'23/10	'24/10	'25/10
Net Sales (million yen)	370,913	406,168		167,022	179,698	194,398	232,956	298,517	317,438	268,904	251,102	290,253	330,123	370,913	406,168
Parking Business Japan	182,302	200,421	109.5%	107.5%	107.6%	108.2%	119.8%	128.1%	106.3%	84.7%	93.4%	115.6%	113.7%	112.4%	109.5%
Mobility Business	112,058	128,506	109.9%	104.5%	105.3%	104.4%	105.8%	105.8%	105.7%	93.5%	96.9%	105.6%	105.7%	108.6%	109.9%
Parking Business International	82,411	84,373	114.7%	118.3%	115.1%	114.9%	116.7%	120.4%	116.8%	85.6%	90.9%	117.2%	125.5%	114.0%	114.7%
Adjustments	-5,860	-7,134	102.4%			1,937	23,671	68,290	65,976	45,169	38,498	57,983	69,478	82,411	84,373
							1221.7%	288.5%	96.6%	68.5%	85.2%	150.6%	119.8%	118.6%	102.4%
	-5,860	-7,134		-134	-156	-144	-174	-285	-382	-4,966	-4,650	-4,877	-5,558	-5,860	-7,134
Operating Profit (million yen)	38,697	37,561		17,554	18,730	21,453	20,505	22,539	22,322	-14,698	-8,039	20,672	31,986	38,697	37,561
Parking Business Japan	36,460	37,548	97.1%	90.0%	106.7%	114.5%	95.6%	109.9%	99.0%	-	54.7%	-	154.7%	121.0%	97.1%
Mobility Business	15,901	14,888	103.0%	92.8%	97.6%	108.0%	101.8%	106.1%	101.5%	56.0%	139.9%	160.2%	107.9%	108.3%	104.7%
Parking Business International	-967	-1,398	93.6%	157.6%	269.8%	156.8%	114.7%	134.1%	132.9%	-	-	-	265.2%	138.2%	96.8%
Adjustments	-12,696	-13,475	-			81	115	-879	-992	-14,406	-16,595	-5,049	-1,609	-967	-1,398
							141.8%	-	-	-	-	-	-	-	-
	-12,696	-13,475		-7,114	-7,156	-7,985	-10,082	-10,345	-13,098	-12,973	-12,767	-13,272	-15,968	-17,778	-19,810
Operating Profit Margin (%)	10.4%	9.2%		10.5%	10.4%	11.0%	8.8%	7.6%	7.0%	-5.5%	-3.2%	7.1%	9.7%	10.4%	9.2%
Parking Business Japan	20.0%	18.7%	-1.2pt	-2.0pt	-0.1pt	+0.6pt	-2.2pt	-1.3pt	-0.5pt	-12.5pt	+2.3pt	+10.3pt	+2.6pt	+0.7pt	-1.2pt
Mobility Business	14.2%	11.6%	-1.3pt	-2.3pt	-1.4pt	+0.6pt	-0.7pt	+0.0pt	-0.7pt	-6.6pt	+4.4pt	+7.3pt	+0.4pt	-0.1pt	-1.0pt
Parking Business International	-1.2%	-1.7%	-2.6pt	+0.7pt	+3.6pt	+2.3pt	-0.2pt	+1.0pt	+1.3pt	-14.1pt	+3.5pt	+6.2pt	+6.8pt	+2.7pt	-2.4pt
		-0.5pt				4.2%	0.5%	-1.3%	-1.5%	-31.9%	-43.1%	-8.7%	-2.3%	-1.2%	-1.7%
							-3.7pt	-1.8pt	-0.2pt	-30.4pt	-11.2pt	+34.4pt	+6.4pt	+1.1pt	-0.5pt

*From FY2025, the method for measuring segment revenue has been partially revised. Items with no difference will not be displayed.

10-2. Details of the reorganization of old and new segment information
①[Full Year]

(million yen)

	`24/10				`25/10			
	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	406,168	-	-	406,168
Parking Business Japan	176,984	5,318	-	182,302	194,294	6,127	-	200,421
Mobility Business	112,058	-	-	112,058	128,506	-	-	128,506
Parking Business International	82,411	-	-	82,411	84,373	-	-	84,373
Adjustments	-541	-5,318	-	-5,860	-1,007	-6,127	-	-7,134
Operating Profit	38,697	-	-	38,697	37,561	-	-	37,561
Parking Business Japan	34,638	5,318	-3,495	36,460	35,717	6,127	-4,296	37,548
Mobility Business	22,806	-5,318	-1,586	15,901	23,053	-6,127	-2,038	14,888
Parking Business International	880	-	-	880	301	-	-	301
Adjustments	-19,627	-	5,082	-14,544	-21,510	-	6,334	-15,176

11. Parking Business Information
11-1. Number of Parking Facilities

(Lower row : Compared to previous fiscal year)

		'11/10	'12/10	'13/10	'14/10	'15/10	'16/10	'17/10	'18/10	'19/10	'20/10	'21/10	'22/10	'23/10	'24/10	'25/10	'26/10 Plan
Total Sites	(sites)	10,697	13,476	14,561	15,803	16,859	17,675	20,582	23,972	28,134	28,578	27,771	27,609	27,833	28,891	29,848	31,190
		110.9%	126.0%	108.1%	116.5%	106.7%	104.8%	116.4%	117.4%	101.6%	97.2%	100.8%	99.4%	100.8%	103.8%	103.3%	104.5%
Japan		10,697	13,166	14,203	15,426	16,414	17,171	18,376	21,515	25,503	25,744	25,558	25,246	25,379	26,300	27,151	28,190
		110.9%	123.1%	107.9%	108.6%	106.4%	104.6%	107.0%	117.1%	118.5%	100.9%	99.3%	98.8%	100.5%	103.6%	103.2%	103.8%
Direct Operated		10,697	11,824	12,843	14,057	15,060	15,877	17,089	20,245	24,185	24,437	24,242	23,899	24,063	25,035	25,857	26,860
		110.9%	110.5%	108.6%	109.5%	107.1%	105.4%	107.6%	118.5%	119.5%	101.0%	99.2%	98.6%	100.7%	104.0%	103.3%	103.9%
Times PARKING		10,697	11,764	12,769	13,994	14,987	15,792	16,845	17,597	18,908	18,914	17,879	17,399	17,639	18,571	19,679	20,700
		110.9%	110.0%	108.5%	109.6%	107.1%	105.4%	106.7%	104.5%	107.5%	100.0%	94.5%	97.3%	101.4%	105.3%	106.0%	105.2%
Times PARKING B								121	2,534	5,166	5,391	6,207	6,315	6,198	6,215	5,924	5,900
									2094.2%	203.9%	104.4%	115.1%	101.7%	98.1%	100.3%	95.3%	99.6%
Monthly Parking			1,038	1,124	1,236	1,355	1,533	1,737	1,837	2,052	2,167	2,179	2,504	2,596	2,742	2,917	3,010
				108.3%	110.0%	109.6%	113.1%	113.3%	105.8%	111.7%	105.6%	100.6%	114.9%	103.7%	105.6%	106.4%	103.2%
In Times PARKING			978	1,050	1,173	1,282	1,448	1,614	1,723	1,941	2,035	2,023	2,319	2,370	2,493	2,663	2,750
				107.4%	111.7%	109.3%	112.9%	111.5%	106.8%	112.7%	104.8%	99.4%	114.6%	102.2%	105.2%	106.8%	103.3%
Facility Managed			1,342	1,360	1,369	1,354	1,294	1,287	1,270	1,318	1,307	1,316	1,347	1,316	1,265	1,294	1,330
				101.3%	100.7%	98.9%	95.6%	99.5%	98.7%	103.8%	99.2%	100.7%	102.4%	97.7%	96.1%	102.3%	102.8%
International		310	358	377	445	504	2,206	2,457	2,631	2,834	2,213	2,363	2,454	2,591	2,697	3,000	
				115.5%	105.3%	118.0%	113.3%	437.7%	111.4%	107.7%	107.1%	103.9%	106.8%	103.9%	105.6%	104.1%	111.2%
UK								527	579	579	581	588	699	677	683	643	710
									109.9%	100.0%	100.3%	101.2%	118.9%	96.9%	100.9%	94.1%	110.4%
AU								587	658	676	660	535	480	451	466	544	775
									112.1%	102.7%	97.6%	81.1%	89.7%	94.0%	103.3%	116.7%	142.5%
TW		189	204	215	261	293	364	433	494	579	628	703	808	901	1,026	1,170	
				107.9%	105.4%	121.4%	112.3%	124.2%	119.0%	114.1%	117.2%	108.5%	111.9%	114.9%	111.5%	113.9%	114.0%
SG								346	316	296	303	352	360	372	373	301	115
									91.3%	93.7%	102.4%	116.2%	102.3%	103.3%	100.3%	80.7%	38.2%
MY								110	112	108	109	110	121	146	168	183	230
									101.8%	96.4%	100.9%	100.9%	110.0%	120.7%	115.1%	108.9%	125.7%
KR*		121	154	162	184	211	272	359	478	602							
				127.3%	105.2%	113.6%	114.7%	128.9%	132.0%	133.1%	125.9%						
Total Spaces	(spaces)	357,129	515,831	561,669	606,565	642,943	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	1,372,669	1,401,900
		113.7%	144.4%	108.9%	108.0%	106.0%	106.1%	180.5%	112.5%	104.1%	101.5%	91.4%	96.7%	100.3%	104.3%	101.5%	102.1%
Japan		357,129	494,672	534,742	575,976	609,479	645,849	684,352	738,283	776,079	767,178	745,660	732,868	761,654	813,600	881,545	946,900
		113.7%	138.5%	108.1%	107.7%	105.8%	106.0%	106.0%	107.9%	105.1%	98.9%	97.2%	98.3%	103.9%	106.8%	108.4%	107.4%
Direct Operated		357,129	412,980	450,669	491,214	521,836	556,844	581,897	626,245	659,772	649,163	623,607	614,217	640,806	702,626	767,147	829,300
		113.7%	115.6%	109.1%	109.0%	106.2%	106.7%	104.5%	107.6%	105.4%	98.4%	96.1%	94.3%	103.9%	109.6%	109.2%	108.1%
Times PARKING		357,129	395,784	431,039	470,675	499,473	531,135	551,422	580,751	604,413	592,225	562,077	552,042	576,262	633,208	697,375	758,200
		113.7%	110.8%	108.9%	109.2%	106.1%	106.3%	103.8%	105.3%	104.1%	98.0%	94.9%	98.2%	104.4%	109.9%	110.1%	108.7%
Times B								645	13,835	20,270	21,145	24,426	24,050	24,314	25,812	23,516	23,400
									2145.0%	146.5%	104.3%	115.5%	98.5%	101.1%	106.2%	91.1%	99.5%
Monthly Parking			17,196	19,630	20,539	22,363	25,709	29,830	31,659	35,089	35,793	37,104	38,125	40,230	43,606	46,256	47,700
				114.2%	104.6%	108.9%	115.0%	116.0%	106.1%	110.8%	102.0%	103.7%	102.8%	105.5%	108.4%	106.1%	103.1%
Facility Managed			81,692	84,073	84,762	87,643	89,005	102,455	112,038	116,307	118,015	122,053	118,651	120,848	110,974	114,398	117,600
				102.9%	100.8%	103.4%	101.6%	115.1%	109.4%	103.8%	101.5%	103.4%	97.2%	101.9%	91.8%	103.1%	102.8%
Hourly Parking			61,183	63,195	63,714	66,611	69,435	80,879	89,191	92,367	93,568	97,058	96,315	99,285	90,148	95,394	97,000
				103.3%	100.8%	104.5%	104.2%	116.5%	110.3%	103.6%	101.3%	103.7%	99.2%	103.1%	90.8%	105.8%	101.7%
Monthly Parking			20,509	20,878	21,048	21,032	19,570	21,576	22,847	23,940	24,447	24,995	22,336	21,563	20,826	19,004	20,600
				101.8%	100.8%	99.9%	93.0%	110.3%	105.9%	104.8%	102.1%	102.2%	96.5%	96.6%	91.3%	108.4%	
International		21,159	26,927	30,589	33,464	36,358	547,263	647,411	665,774	696,495	591,419	559,891	535,381	539,338	491,124	455,000	
				127.3%	113.6%	109.4%	108.6%	1505.2%	118.3%	102.8%	104.6%	84.9%	94.7%	95.6%	100.7%	91.1%	92.6%
UK								165,901	222,367	223,050	222,359	215,173	204,575	185,926	183,045	172,090	167,000
									134.0%	100.3%	99.7%	96.8%	95.1%	90.9%	98.5%	94.0%	97.0%
AU								176,111	220,317	220,775	222,113	190,487	164,232	147,177	148,801	139,393	154,000
									125.1%	100.2%	100.6%	86.2%	89.6%	101.1%	93.7%	110.5%	
TW		8,168	8,617	9,532	10,628	12,511	15,591	17,854	20,605	23,559	24,786	26,503	28,863	31,890	32,953	36,000	
				105.5%	110.6%	111.5%	117.7%	124.6%	114.5%	115.4%	114.3%	105.2%	106.9%	108.9%	110.5%	103.3%	109.2%
SG								102,365	94,301	87,306	93,292	108,143	109,204	110,530	111,232	81,255	23,000
									92.1%	92.6%	106.9%	115.9%	101.0%	101.2%	100.6%	73.1%	28.3%
MY								60,740	59,908	52,243	54,529	52,830	55,377	62,885	64,370	65,433	75,000
									98.6%	87.2%	104.4%	96.9%	104.8%	113.6%	102.4%	101.7%	114.6%
KR		12,991	18,310	21,057	22,836	23,847	26,555	32,664	61,795	80,643							
			140.9%	115.0%	108.4%	104.4%	111.4%	123.0%	189.2%	130.5%							

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

11-2. Times PARKING - Sites and Spaces

(Lower row : YoY)

		`11/10	`12/10	`13/10	`14/10	`15/10	`16/10	`17/10	`18/10	`19/10	`20/10	`21/10	`22/10	`23/10	`24/10	`25/10	`26/10 Plan
Total Sites	(sites)	10,697	11,764	12,769	13,994	14,987	15,792	16,845	17,597	18,908	18,914	17,879	17,399	17,639	18,571	19,679	20,700
		110.9%	110.0%	108.5%	109.6%	107.1%	105.4%	106.7%	104.5%	107.5%	100.0%	94.5%	97.3%	101.4%	105.3%	106.0%	105.2%
STANDARD		8,803	9,596	10,280	11,265	12,089	12,669	13,444	13,932	14,954	14,846	13,925	13,476	13,480	13,903	14,451	14,950
		110.2%	109.0%	107.1%	109.6%	107.3%	104.8%	106.1%	103.6%	107.3%	99.3%	93.8%	96.8%	100.0%	103.1%	103.9%	103.5%
PARTNER SERVICE		1,894	2,168	2,489	2,729	2,898	3,123	3,401	3,665	3,954	4,068	3,954	3,923	4,159	4,668	5,228	5,750
		114.4%	114.5%	114.8%	109.6%	106.2%	107.8%	108.9%	107.8%	107.9%	102.9%	97.2%	99.2%	106.0%	112.2%	112.0%	110.0%
Total Spaces	(spaces)	357,129	395,784	431,039	470,675	499,473	531,135	551,422	580,751	604,413	592,225	562,077	552,042	576,262	633,208	697,375	758,200
		113.7%	110.8%	108.9%	109.2%	106.1%	106.3%	103.8%	105.3%	104.1%	98.0%	94.9%	98.2%	104.4%	109.9%	110.1%	108.7%
STANDARD		130,168	139,616	144,613	157,019	164,935	170,479	175,940	176,804	184,524	177,712	160,768	153,523	152,289	155,880	160,971	165,400
		109.9%	107.3%	103.6%	108.6%	105.0%	103.4%	103.2%	100.5%	104.4%	96.3%	90.5%	95.5%	99.2%	102.4%	103.3%	102.8%
PARTNER SERVICE		226,961	256,168	286,426	313,656	334,538	360,656	375,482	403,947	419,889	414,513	401,309	398,519	423,973	477,328	536,404	592,800
		116.0%	112.9%	111.8%	109.5%	106.7%	107.8%	104.1%	107.6%	103.9%	98.7%	96.8%	99.3%	106.4%	112.6%	112.4%	110.5%

11-3. Times PARKING - Sites of developed and cancelled

(Lower row : YoY)

		`11/10	`12/10	`13/10	`14/10	`15/10	`16/10	`17/10	`18/10	`19/10	`20/10	`21/10	`22/10	`23/10	`24/10	`25/10	`26/10 Plan
Developed	(sites)	1,570	1,638	1,673	1,977	1,697	1,709	1,832	1,636	2,078	1,212	443	558	974	1,565	1,784	1,800
		128.8%	104.3%	102.1%	118.2%	85.8%	100.7%	127.0%	89.3%	127.0%	58.3%	36.6%	126.0%	174.6%	160.7%	114.0%	100.9%
STANDARD		1,265	1,303	1,270	1,605	1,382	1,349	1,442	1,219	1,623	901	279	383	609	948	1,088	1,100
		137.4%	103.0%	97.5%	126.4%	86.1%	97.6%	106.9%	84.5%	133.1%	55.5%	31.0%	137.3%	159.0%	155.7%	114.8%	101.1%
PARTNER SERVICE		305	335	403	372	315	360	390	417	455	311	164	175	365	617	696	700
		102.3%	109.8%	120.3%	92.3%	84.7%	114.3%	108.3%	106.9%	109.1%	68.4%	52.7%	106.7%	208.6%	169.0%	112.8%	100.6%
Cancelled	(sites)	521	573	666	746	696	898	772	873	764	1,190	1,413	977	708	604	674	800
		109.0%	110.0%	116.2%	112.0%	93.3%	129.0%	86.0%	113.1%	87.5%	155.8%	118.7%	69.1%	72.5%	85.3%	111.6%	118.7%
STANDARD		462	518	586	627	556	770	670	735	615	1,000	1,152	784	596	501	536	600
		108.2%	112.1%	113.1%	107.0%	88.7%	138.5%	87.0%	109.7%	83.7%	162.6%	115.2%	68.1%	76.0%	84.1%	107.0%	111.9%
PARTNER SERVICE		59	55	80	119	140	128	102	138	149	190	261	193	112	103	138	200
		115.7%	93.2%	145.5%	148.8%	117.6%	91.4%	79.7%	135.3%	108.0%	127.5%	137.4%	73.9%	58.0%	92.0%	134.0%	144.9%
Cancellation Rate	(%)	5.4%	5.4%	5.7%	5.8%	5.0%	6.0%	4.9%	5.2%	4.3%	6.3%	7.5%	5.5%	4.1%	3.4%	3.6%	4.1%
		0.0pt	-0.0pt	0.3pt	0.2pt	-0.9pt	1.0pt	0.3pt	2.0pt	-0.8pt	1.2pt	1.2pt	-2.0pt	-1.4pt	-0.6pt	0.2pt	0.4pt
STANDARD		5.8%	5.9%	6.1%	6.1%	4.9%	6.4%	5.3%	5.5%	4.4%	6.7%	7.8%	5.6%	4.4%	3.7%	3.9%	4.2%
		1.0pt	1.0pt	1.0pt	1.0pt	0.8pt	1.3pt	0.8pt	1.0pt	0.8pt	1.5pt	1.2pt	0.7pt	0.8pt	0.8pt	1.0pt	1.1pt
PARTNER SERVICE		3.6%	2.9%	3.7%	4.8%	5.1%	4.4%	3.3%	4.1%	4.8%	6.4%	4.9%	4.9%	2.9%	2.5%	3.0%	3.8%
		1.0pt	0.8pt	1.3pt	1.3pt	1.1pt	0.9pt	0.7pt	1.2pt	1.0pt	1.2pt	1.3pt	0.8pt	0.6pt	0.9pt	1.2pt	1.3pt

11-4. Times PARKING - Spaces of developed and cancelled

(Lower row : YoY)

		`11/10	`12/10	`13/10	`14/10	`15/10	`16/10	`17/10	`18/10	`19/10	`20/10	`21/10	`22/10	`23/10	`24/10	`25/10	`26/10 Plan
Developed	(sites)	67,905	60,716	63,246	74,598	61,037	63,764	55,515	68,405	69,246	41,156	27,448	24,602	55,051	73,929	85,240	90,000
		98.3%	89.4%	104.2%	117.9%	81.8%	104.5%	87.1%	123.2%	101.2%	59.4%	66.7%	89.6%	223.8%	134.3%	115.3%	105.6%
STANDARD		24,717	22,908	19,528	29,211	21,830	21,081	19,804	17,943	21,441	11,717	6,205	6,849	8,788	11,090	12,277	13,000
		130.5%	92.7%	85.2%	149.6%	74.7%	96.6%	93.9%	90.6%	119.5%	54.6%	53.0%	110.4%	128.3%	126.2%	110.7%	105.9%
PARTNER SERVICE		43,188	37,808	43,718	45,387	39,207	42,683	35,711	50,462	47,805	29,439	21,243	17,753	46,263	62,839	72,963	77,000
		86.2%	87.5%	115.6%	103.8%	86.4%	108.9%	83.7%	141.3%	94.7%	61.6%	72.2%	83.6%	260.6%	135.8%	116.1%	105.5%
Cancelled	(sites)	22,448	19,387	24,887	31,397	28,949	28,811	31,445	34,630	42,226	51,550	50,002	30,723	27,937	17,615	21,474	29,500
		143.9%	86.4%	128.4%	126.2%	92.2%	99.5%	109.1%	110.1%	121.9%	122.1%	97.0%	61.4%	90.9%	63.1%	121.9%	137.4%
STANDARD		11,782	11,685	12,339	14,529	11,363	12,879	11,836	14,591	12,181	14,994	17,759	11,286	8,212	6,693	6,689	8,000
		130.9%	99.2%	105.6%	117.7%	78.2%	113.3%	91.9%	123.3%	83.5%	123.1%	118.4%	63.6%	72.8%	81.5%	99.9%	119.6%
PARTNER SERVICE		10,666	7,702	12,548	16,868	17,586	15,932	19,609	20,039	30,045	36,556	32,243	19,437	19,725	10,922	14,785	21,500
		161.5%	72.2%	162.9%	134.4%	104.3%	90.6%	123.1%	102.2%	149.9%	121.7%	88.2%	60.3%	101.5%	55.4%	135.4%	145.4%
Cancellation Rate	(%)	7.1%	5.4%	6.3%	7.3%	6.2%	5.8%	5.9%	6.3%	7.3%	8.5%	8.4%	5.5%	5.1%	3.1%	3.4%	4.2%
		1.2pt	-1.7pt	0.9pt	1.0pt	-1.1pt	0.4pt	0.2pt	0.4pt	1.0pt	1.3pt	-0.1pt	-3.0pt	-0.4pt	-2.0pt	0.3pt	0.8pt
STANDARD		9.9%	9.0%	8.8%	10.0%	7.2%	7.8%	6.9%	8.3%	6.9%	8.1%	10.0%	7.0%	5.3%	4.4%	4.3%	5.0%
		1.2pt	0.9pt	1.0pt	1.1pt	0.7pt	1.1pt	0.9pt	1.2pt	0.8pt	1.2pt	1.2pt	0.7pt	0.8pt	0.8pt	1.0pt	1.2pt
PARTNER SERVICE		5.5%	3.4%	4.9%	5.9%	5.6%	5.4%	5.4%	5.3%	7.4%	8.7%	7.8%	4.8%	4.9%	2.6%	3.1%	4.0%
		1.3pt	0.6pt	1.4pt	1.2pt	1.0pt	0.8pt	1.1pt	1.0pt	1.4pt	1.2pt	0.9pt	0.6pt	1.0pt	0.5pt	1.2pt	1.3pt

11-5. Times PARKING - Reasons for Cancellation

(Lower row : Component Ratio)

		`11/10	`12/10	`13/10	`14/10	`15/10	`16/10	`17/10	`18/10	`19/10	`20/10	`21/10	`22/10	`23/10	`24/10	`25/10	`26/10 Plan
Total	(sites)	521	573	666	746	696	898	772	873	764	1,190	1,413	977	708	604	674	800
Developed		289	299	366	351	320	394	386	377	359	314	291	330	318	246	293	
		55.5%	52.2%	55.0%	47.1%	46.0%	43.9%	50.0%	43.2%	47.0%	26.4%	20.6%	33.8%	44.9%	40.7%	43.5%	
Sold		58	56	76	96	83	72	93	80	77	84	103	115	106	113	133	
		11.1%	9.8%	11.4%	12.9%	11.9%	8.0%	12.0%	9.2%	10.1%	7.1%	7.3%	11.8%	15.0%	18.7%	19.7%	
Developed (Transition to Other Companies)		58	81	85	126	78	175	132	135	107	151	117	127	92	84	111	
		11.1%	14.1%	12.8%	16.9%	11.2%	19.5%	17.1%	15.5%	14.0%	12.7%	8.3%	13.0%	13.0%	13.9%	16.5%	
By PARK24 (Canceled due to Loss)		26	45	20	38	55	68	38	40	44	433	612	177	20	31	18	
		5.0%	7.9%	3.0%	5.1%	7.9%	7.6%	4.9%	4.6%	5.8%	36.4%	43.3%	18.1%	2.8%	5.1%	2.7%	
Other		90	92	119	135	160	189	123	241	177	208	290	228	172	130	119	
		17.3%	16.1%	17.9%	18.1%	23.0%	21.0%	15.9%	27.6%	23.2%	17.5%	20.5%	23.3%	24.3%	21.5%	17.7%	

11-6. Times PARKING - Occupancy Rate of STANDARD

(Lower row : YoY)

		`11/10	`12/10	`13/10	`14/10	`15/10	`16/10	`17/10	`18/10	`19/10	`20/10	`21/10	`22/10	`23/10	`24/10	`25/10	`26/10
Occupancy Rate	(%)	43.8%	44.2%	43.9%	43.7%	44.2%	45.1%	45.6%	46.6%	47.5%	41.4%	44.0%	48.0%	50.0%	50.6%	50.8%	
		+1.1pt	+0.4pt	-0.2pt	-0.2pt	+0.5pt	+0.9pt	+0.5pt	+0.9pt	+0.9pt	-6.1pt	+2.6pt	+4.0pt	+2.0pt	+0.6pt	+0.2pt	

11-7. Times PARKING - Performance (Non-Consolidated/Based on Mothly Report)

(Lower row : YoY)

		`11/10	`12/10	`13/10	`14/10	`15/10	`16/10	`17/10	`18/10	`19/10	`20/10	`21/10	`22/10	`23/10	`24/10	`25/10	`26/10 Plan
Net sales	(million yen)														173,115	190,139	
																109.8%	
STANDARD															94,195	100,088	
																106.3%	
PARTNER SERVICE															73,601	83,556	
																113.5%	
Cost of sales															125,991	139,161	
																110.5%	
STANDARD															72,489	77,296	
																106.6%	
PARTNER SERVICE															53,502	61,865	
																115.6%	
Gross profit															47,123	50,977	
																108.2%	
STANDARD															21,705	22,791	
																105.0%	
PARTNER SERVICE															20,099	21,691	
																107.9%	
Gross profit margin	(%)														27.2%	26.8%	
																-0.4pt	
STANDARD															23.0%	22.8%	
																-0.3pt	
PARTNER SERVICE															27.3%	26.0%	
																-1.3pt	

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

11-8. Times PARKING - KPI

(Lower row : YoY)

		`11/10	`12/10	`13/10	`14/10	`15/10	`16/10	`17/10	`18/10	`19/10	`20/10	`21/10	`22/10	`23/10	`24/10	`25/10	`26/10 Plan
STANDARD	Net Sales														51.0	52.7	
	(thousand yen / space ・ month)															103.3%	
	Cost of Sales														39.2	40.7	
																103.7%	
	Gross Profit														11.7	12.0	
																102.1%	
PARTNER SERVICE	Net Sales														1,395.8	1,405.2	
	(thousand yen / site ・ month)															100.7%	
	Cost of Sales														1,014.6	1,040.4	
																102.5%	
	Gross Profit														381.1	364.8	
																95.7%	

12. Mobility Business Information**12-1. Times CAR - Number of Vehicles and Rental Sites**

12-1. Times CAR - Number of Vehicles and Rental Sites																		(Lower row : YoY)	
		'11/10	'12/10	'13/10	'14/10	'15/10	'16/10	'17/10	'18/10	'19/10	'20/10	'21/10	'22/10	'23/10	'24/10	'25/10	'26/10 Plan		
Rental Sites	(sites)	2,583	3,671	4,963	6,376	7,772	9,031	10,504	11,717	13,024	13,443	13,397	14,132	16,017	19,961	26,073	29,000		
		221.0%	142.1%	135.2%	128.5%	121.9%	116.2%	116.3%	111.5%	111.2%	103.2%	99.7%	105.5%	113.3%	124.6%	130.6%	111.2%		
Vehicles	(vehicles)	26,235	29,578	32,974	36,317	39,020	42,943	48,989	54,593	57,716	44,841	52,552	53,062	60,047	69,170	80,691	88,760		
		121.7%	112.7%	111.5%	110.1%	107.4%	110.1%	114.1%	111.4%	105.7%	77.7%	117.2%	101.0%	113.2%	115.2%	116.7%	110.0%		
of which Times CAR Dedicated	(vehicles)											37,816	36,954	42,174	51,051	63,880	72,000		
													97.7%	114.1%	121.0%	125.1%	112.7%		

12-2. Number of Times CAR Member

12-2. Number of Times CAR Member																	(Lower row : YoY)
		'11/10	'12/10	'13/10	'14/10	'15/10	'16/10	'17/10	'18/10	'19/10	'20/10	'21/10	'22/10	'23/10	'24/10	'25/10	'26/10 Plan
Number of Member	(thousand people)	71.8	150.3	279.4	414.9	549.0	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	3,616.3	4,360.0
		307.1%	209.3%	185.9%	148.5%	132.3%	131.0%	125.6%	121.6%	118.8%	115.4%	114.5%	118.3%	118.8%	125.1%	119.2%	120.6%
Individual Member		53.5	103.5	183.1	267.6	348.4	447.5	551.1	667.9	777.6	892.6	1,024.8	1,231.0	1,494.8	1,903.4	2,263.5	2,690.0
		367.1%	193.4%	176.9%	146.1%	130.2%	128.4%	123.1%	121.2%	116.4%	114.8%	114.8%	120.1%	121.4%	127.3%	118.9%	118.8%
Corporate Member		18.3	46.8	96.3	147.3	200.5	271.8	352.4	431.2	527.6	614.1	700.1	809.6	928.9	1,129.2	1,352.8	1,670.0
		207.8%	255.8%	205.6%	152.9%	136.1%	135.5%	129.6%	122.4%	116.4%	114.0%	115.6%	114.7%	121.6%	119.8%	123.4%	
Ratio of Corporate Members	(%)	25.5%	31.2%	34.5%	35.5%	36.5%	37.8%	39.0%	39.2%	40.4%	40.8%	40.6%	39.7%	38.3%	37.2%	37.4%	38.3%
		-12.2pt	+5.7pt	+3.3pt	+1.0pt	+1.0pt	+1.3pt	+1.2pt	+0.2pt	+1.2pt	+0.3pt	-0.2pt	-0.9pt	-1.3pt	-1.1pt	+0.2pt	+0.9pt

12-3. Sales and Profit per Vehicle/ Month

12-3. Sales and Profit per Vehicle/ Month																	(Lower row : YoY)	
		'11/10	'12/10	'13/10	'14/10	'15/10	'16/10	'17/10	'18/10	'19/10	'20/10	'21/10	'22/10	'23/10	'24/10	'25/10	'26/10 Plan	
Times CAR	Net Sales (thousand yen / vehicle-month)														148.8	146.4	149.7	
																98.4%	102.2%	
	Cost of Sales														126.9	128.5	130.6	
																101.3%	101.6%	
	Operating Profit														21.8	17.8	19.0	
																81.8%	106.7%	

[For Reference] Sale and Disposal of vehicles

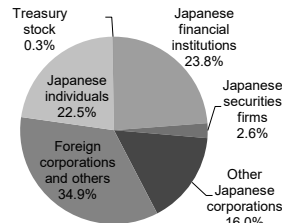
[For Reference] Sale and Disposal of vehicles																	(Lower row : YoY)
		'11/10	'12/10	'13/10	'14/10	'15/10	'16/10	'17/10	'18/10	'19/10	'20/10	'21/10	'22/10	'23/10	'24/10	'25/10	'26/10 Plan
Net Sales	(million yen)								7,464	10,541	13,305	8,407	8,044	10,002	5,087	5,769	5,500
										141.2%	126.2%	63.2%	95.7%	124.3%	50.9%	113.4%	95.3%
Operating Profit									1,743	2,841	1,123	1,109	2,829	3,753	1,391	1,172	500
										163.0%	39.5%	98.8%	255.2%	132.6%	37.1%	84.3%	42.6%

13. Service of Membership

13. Service of Membership		(Lower row : YoY)															
		'11/10	'12/10	'13/10	'14/10	'15/10	'16/10	'17/10	'18/10	'19/10	'20/10	'21/10	'22/10	'23/10	'24/10	'25/10	'26/10 Plan
Times CLUB Member	(thousand people)	3,660.5	4,144.5	4,698.8	5,131.0	5,539.4	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	13,129.5	
		115.2%	113.2%	113.4%	109.2%	108.0%	108.0%	109.7%	110.4%	110.3%	106.9%	106.1%	108.6%	110.1%	110.1%	110.1%	
Times BUSINESS SERVICES	(thousand cards)	110.6	126.3	155.7	312.1	411.7	558.1	692.8	820.1	939.7	1,031.9	1,138.3	1,267.3	1,392.1	1,596.2	1,812.3	
		118.0%	114.2%	123.3%	200.4%	131.9%	135.6%	124.1%	118.4%	114.6%	109.8%	110.3%	111.3%	109.9%	114.7%	113.5%	
Times PAY Member Store	(stores)							1,422	7,065	25,559	45,192	40,796	31,168	31,550	32,457	30,153	
									496.8%	361.8%	176.8%	90.3%	76.4%	101.2%	102.9%	92.9%	

14. Shareholder Information**Fiscal year ended Oct,2024****■ Types of Shareholders**

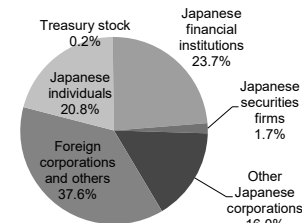
	Shares Held (in thousand)		Number of Shareholders	
Total	171,048	100.0%	43,339	100.0%
National and local governments	-	-	-	-
Japanese financial institutions	40,649	23.8%	36	0.1%
Japanese securities firms	4,413	2.6%	34	0.1%
Other Japanese corporations	27,405	16.0%	289	0.7%
(Securities Custody/Transfer 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**

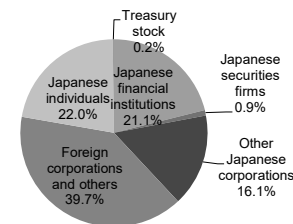
	Shares Held (in thousand)		Number of Shareholders	
Total	171,048	100.0%	38,446	100.0%
National and local governments	-	-	-	-
Japanese financial institutions	40,579	23.7%	30	0.1%
Japanese securities firms	2,963	1.7%	35	0.1%
Other Japanese corporations	27,335	16.0%	259	0.7%
(Securities Custody/Transfer 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%

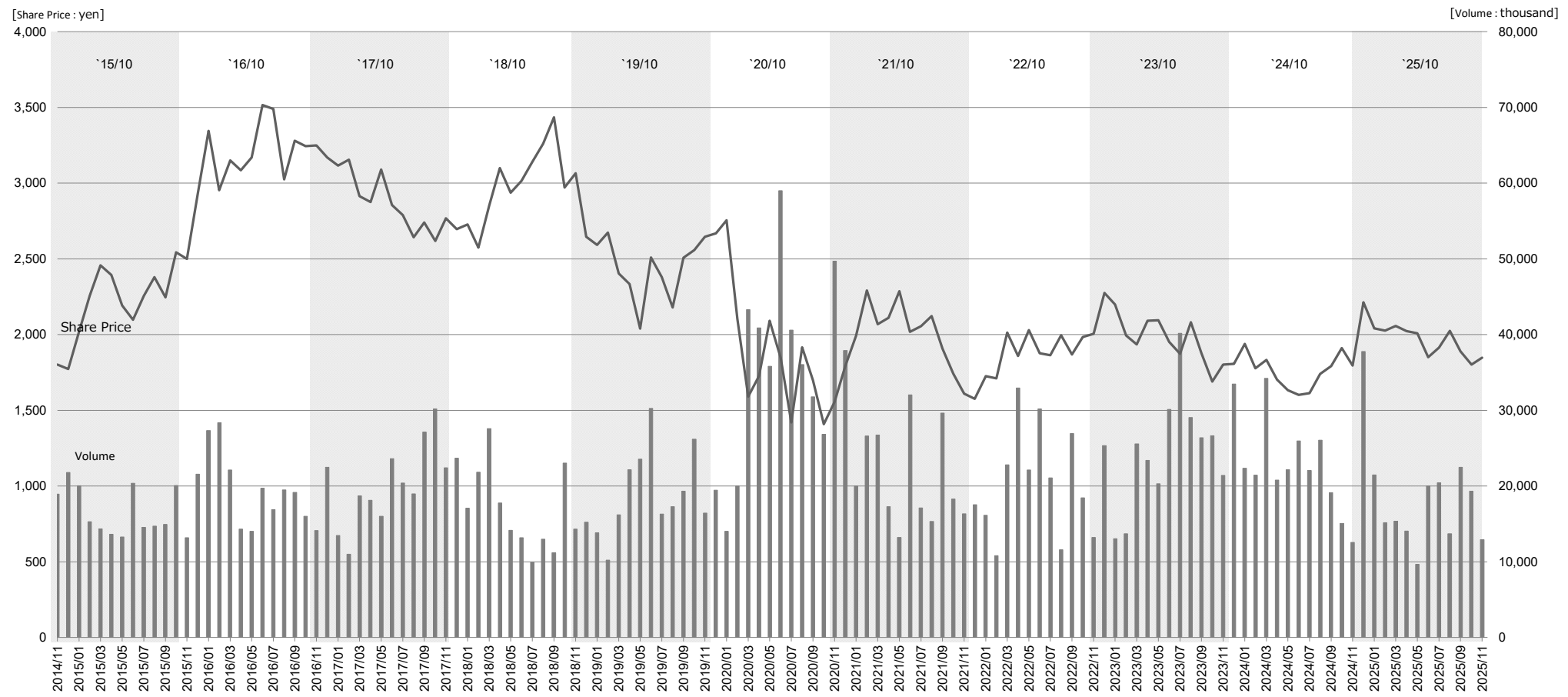
Fiscal year ended Oct,2025**■ Types of Shareholders**

	Shares Held (in thousand)		Number of Shareholders	
Total	171,048	100.0%	41,158	100.0%
National and local governments	-	-	-	-
Japanese financial institutions	36,087	21.1%	30	0.1%
Japanese securities firms	1,554	0.9%	33	0.1%
Other Japanese corporations	27,454	16.1%	285	0.7%
(Securities Custody/Transfer Organization)	12	0.0%	1	0.0%
Foreign corporations and others	67,876	39.7%	398	1.0%
(foreign individuals)	33	0.0%	107	0.3%
Japanese individuals	37,692	22.0%	40,411	98.2%
Treasury stock	382	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)	21,746	12.7%
2	Senju Co., Ltd.	20,104	11.8%
3	Custody Bank of Japan, Ltd. (Trust Account)	8,110	4.7%
4	Koichi Nishikawa	7,988	4.7%
5	Isao Nishikawa	7,231	4.2%
6	UBS AG LONDON A/C IPB SEGREGATED CLIENT ACCOUNT	6,194	3.6%
7	The Nippon Signal Co., Ltd.	5,469	3.2%
8	BANK PICTET AND CIE(EUROPE)AG,SUCCURSALE DE LUXEMBOURG REF UCITS	4,867	2.8%
9	Kyoko Nishikawa	3,853	2.3%
10	GOLDMAN SACHS INTERNATIONAL	3,617	2.1%
Total		89,181	52.1%

15. Trends in Share Price



[For reference] Stock Options and Convertible Bonds

	2018	2019	Euro-yen CB due 2028
Resolution	Nov 30, 2018 Board of Directors	Feb 28, 2019 Board of Directors	Feb 8, 2023 Board of Directors
Exercise period	Jan 1, 2021-Dec 31, 2026	Apr 1, 2021-Mar 31, 2027	Mar 10, 2023-Feb 10, 2028
Stock type	Common stock	Common stock	Common stock
Number of shares	242,000	294,000	14,164,306
Remaining value of bonds with stock acquisition rights	-	-	35,000million yen
Note	-	Stock-price Commitment Type Stock Acquisition Rights for Subscription 2019	Convertible Price : 2,471yen