

01. Consolidated Performance

(Lower row : YoY)

	`24/10				`25/10				`26/10				`26/10 Re Plan*
	Q1	Q2 YTD	Q3 YTD	FY	Q1	Q2 YTD	Q3 YTD	FY	Q1	Q2 YTD	Q3 YTD	FY	FY
Net Sales (million yen)	86,731	175,875	270,216	370,913	97,267	193,394	295,915	406,168	106,549	202,275			411,000
	109.8%	112.0%	111.9%	112.4%	112.1%	110.0%	109.5%	109.5%	109.5%	104.6%			101.2%
Cost of Sales	63,718	129,823	198,398	268,843	71,801	145,287	221,708	301,924	79,486	150,629			298,900
	111.0%	112.4%	112.5%	111.8%	112.7%	111.9%	111.7%	112.3%	110.7%	103.7%			99.0%
Gross Profit	23,013	46,051	71,818	102,069	25,465	48,107	74,207	104,243	27,063	51,645			112,100
	106.5%	110.7%	110.1%	113.9%	110.7%	104.5%	103.3%	102.1%	106.3%	107.4%			107.5%
Selling, General & Administrative Expenses	14,390	29,397	45,208	63,371	16,147	32,326	49,292	66,681	17,868	34,350			69,600
	109.1%	110.9%	110.7%	109.9%	112.2%	110.0%	109.0%	105.2%	110.7%	106.3%			104.4%
Operating Profit	8,622	16,654	26,610	38,697	9,318	15,780	24,914	37,561	9,194	17,295			42,500
	102.4%	110.3%	109.1%	121.0%	108.1%	94.8%	93.6%	97.1%	98.7%	109.6%			113.1%
Recurring Profit	7,975	14,998	24,014	35,445	8,388	13,918	22,270	34,157	8,341	15,730			39,500
	200.3%	130.5%	113.7%	128.1%	105.2%	92.8%	92.7%	96.4%	99.4%	113.0%			115.6%
Net Profit Attributable to Owners of the Parent	5,086	9,009	14,655	18,625	5,176	4,981	9,956	15,917	5,806	29,657			44,000
	161.5%	112.9%	95.8%	106.2%	101.8%	55.3%	67.9%	85.5%	112.2%	595.3%			276.4%
EBITDA*	16,621	33,378	52,902	73,922	18,380	33,738	52,060	74,369	18,796	36,647			82,550
	102.2%	109.0%	110.5%	116.4%	110.6%	101.1%	98.4%	100.6%	102.3%	108.6%			111.0%

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

02. Profitability

(Lower row : YoY)

	`24/10				`25/10				`26/10				`26/10 Re Plan*
	Q1	Q2 YTD	Q3 YTD	FY	Q1	Q2 YTD	Q3 YTD	FY	Q1	Q2 YTD	Q3 YTD	FY	FY
Gross Profit Margin (%)	26.5%	26.2%	26.6%	27.5%	26.2%	24.9%	25.1%	25.7%	25.4%	25.5%			27.3%
	-0.8pt	-0.3pt	-0.4pt	+0.4pt	-0.4pt	-1.3pt	-1.5pt	-1.9pt	-0.8pt	+0.7pt			+1.6pt
Operating Profit Margin	9.9%	9.5%	9.8%	10.4%	9.6%	8.2%	8.4%	9.2%	8.6%	8.6%			10.3%
	-0.7pt	-0.1pt	-0.3pt	+0.7pt	-0.4pt	-1.3pt	-1.4pt	-1.2pt	-1.0pt	+0.4pt			+1.1pt
Recurring Profit Margin	9.2%	8.5%	8.9%	9.6%	8.6%	7.2%	7.5%	8.4%	7.8%	7.8%			9.6%
	+4.2pt	+1.2pt	+0.1pt	+1.2pt	-0.6pt	-1.3pt	-1.4pt	-1.1pt	-0.8pt	+0.6pt			+1.2pt
Net Profit Margin	5.9%	5.1%	5.4%	5.0%	5.3%	2.6%	3.4%	3.9%	5.4%	14.7%			10.7%
	+1.9pt	+0.0pt	-0.9pt	-0.3pt	-0.5pt	-2.5pt	-2.1pt	-1.1pt	+0.1pt	+12.1pt			+6.8pt
EBITDA Margin	19.2%	19.0%	19.6%	19.9%	18.9%	17.4%	17.6%	18.3%	17.6%	18.1%			20.1%
	-1.4pt	-0.5pt	-0.2pt	+0.7pt	-0.3pt	-1.5pt	-2.0pt	-1.6pt	-1.3pt	+0.7pt			+1.8pt

03. Consolidated Balance Sheets

(Lower row : Compared to previous fiscal year)

	`24/10				`25/10				`26/10				`26/10 Re Plan*
	End of Q1	End of Q2	End of Q3	End of Q4	End of Q1	End of Q2	End of Q3	End of Q4	End of Q1	End of Q2	End of Q3	End of Q4	End of Q4
Total Assets (million yen)	303,638	310,816	295,824	295,701	295,758	306,381	309,212	354,376	311,109	344,247			343,000
	98.5%	100.9%	96.0%	96.0%	100.0%	103.6%	104.6%	119.8%	87.8%	97.1%			96.8%
Current Assets	128,528	128,611	108,754	111,840	108,063	115,192	111,218	148,001	99,327	95,265			101,000
	96.4%	96.5%	81.6%	83.9%	96.6%	103.0%	99.4%	132.3%	67.1%	64.4%			68.2%
of which Cash and Deposits	70,830	68,115	43,545	48,733	46,550	50,018	43,553	80,470	32,928	30,394			28,400
	95.8%	92.1%	58.9%	65.9%	95.5%	102.6%	89.4%	165.1%	40.9%	37.8%			35.3%
Noncurrent Assets	174,966	182,091	186,987	183,810	187,674	191,189	197,994	206,374	211,782	248,982			242,000
	100.2%	104.3%	107.1%	105.2%	102.1%	104.0%	107.7%	112.3%	102.6%	120.6%			117.3%
of which Vehicles for Mobility Business	31,552	33,903	35,185	35,762	37,654	39,702	42,603	44,361	46,435	49,006			45,900
	103.0%	110.7%	114.9%	116.7%	105.3%	111.0%	119.1%	124.0%	104.7%	110.5%			103.5%
of which Goodwill	24,011	24,642	25,833	21,837	22,036	20,844	20,801	18,203	18,944	6,746			5,570
(include Intangible Assets Related to Contract)	97.4%	99.9%	104.7%	88.5%	100.9%	95.5%	95.3%	83.4%	104.1%	37.1%			30.6%
Deferred Assets	143	113	82	51	20								
	82.4%	64.7%	47.1%	29.4%	40.0%								
Total Liabilities	240,767	242,540	219,571	217,557	212,070	220,641	217,491	256,182	240,074	233,615			222,000
	96.4%	97.1%	87.9%	87.1%	97.5%	101.4%	100.0%	117.8%	93.7%	91.2%			86.7%
Current Liabilities	94,959	93,835	71,205	79,026	73,535	82,211	78,104	89,363	96,426	115,523			112,000
	91.4%	90.3%	68.5%	76.0%	93.1%	104.0%	98.8%	113.1%	107.9%	129.3%			125.3%
Noncurrent Liabilities	145,807	148,705	148,366	138,531	138,535	138,429	139,386	166,818	143,647	118,091			110,000
	100.0%	102.0%	101.7%	95.0%	100.0%	99.9%	100.6%	120.4%	86.1%	70.8%			65.9%
Net Assets	62,871	68,275	76,252	78,144	83,687	85,740	91,721	98,193	71,035	110,632			121,000
	107.6%	116.9%	130.5%	133.8%	107.1%	109.7%	117.4%	125.7%	72.3%	112.7%			123.2%
of which Shareholders' Equity	75,387	79,446	85,092	89,063	93,387	93,349	98,324	104,285	75,690	108,888			121,000
	107.2%	113.0%	121.0%	126.7%	104.9%	104.8%	110.4%	117.1%	72.6%	104.4%			116.0%
Interest-Bearing Debt (million yen)	171,706	162,643	145,654	143,983	143,613	142,936	143,340	172,645	166,020	164,750			152,100
	100.6%	95.3%	85.3%	84.3%	99.7%	99.3%	99.6%	119.9%	96.2%	95.4%			88.1%
Convertible Bonds	42,310	42,310	42,310	42,310	42,310	42,310	42,310	35,000	35,000	35,000			35,000
with Stock Acquisition Rights	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	82.7%	100.0%	100.0%			100.0%
Bank for Borrowings	99,409	87,754	69,979	69,689	70,094	69,972	70,172	105,183	99,400	99,461			90,200
	99.8%	88.1%	70.2%	70.0%	100.6%	100.4%	100.7%	150.9%	94.5%	94.6%			85.8%
of which Subordinated Loan	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%					
Lease Obligations	29,987	32,579	33,364	31,984	31,208	30,653	30,858	32,462	31,619	30,289			26,900
	104.1%	113.1%	115.9%	111.1%	97.6%	95.8%	96.5%	101.5%	97.4%	93.3%			82.9%
Shareholders' Equity Ratio (%)	24.8%	25.6%	28.8%	30.1%	31.6%	30.5%	31.8%	29.4%	24.3%	31.6%			35.3%
	+2.0pt	+2.7pt	+6.0pt	+7.3pt	+1.5pt	+0.3pt	+1.7pt	-0.7pt	-5.1pt	+2.2pt			+5.8pt
Net Debt to Equity Ratio* (times)	1.34	1.19	1.20	1.07	1.04	1.00	1.01	0.88	1.76	1.23			1.02
	-0.04	-0.19	-0.18	-0.31	-0.03	-0.07	-0.05	-0.19	+0.87	+0.35			+0.14

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

*Plan revised on 15 June 2026

04.Cash Flow Statement	`24/10				`25/10				`26/10				(Lower row : YoY)
	Q1	Q2 YTD	Q3 YTD	FY	Q1	Q2 YTD	Q3 YTD	FY	Q1	Q2 YTD	Q3 YTD	FY	`26/10 Re Plan*
													FY
Net Cash used in Operating Activit(million yen)	6,330	28,467	32,237	54,176	10,621	28,796	36,794	62,880	9,471	29,368			66,000
	139.3%	116.9%	101.7%	112.4%	167.8%	101.2%	114.1%	116.1%	89.2%	102.0%			105.0%
Net Cash used in Investing Activities	-6,190	-14,638	-25,045	-37,563	-9,225	-19,652	-32,144	-46,064	-14,162	-33,476			-55,000
Net Cash used in Financing Activities	-3,107	-20,362	-39,354	-42,508	-3,883	-7,388	-9,742	14,826	-43,305	-46,271			-62,000
Cash and Cash Equivalents	70,179	67,425	42,810	48,041	46,007	49,779	43,297	80,150	32,813	30,388			39,100
	84.1%	79.5%	67.0%	65.5%	65.6%	73.8%	101.1%	166.8%	71.3%	61.0%			48.8%
Free Cash Flow (million yen)	140	13,828	7,192	16,612	1,396	9,144	4,650	16,815	-4,691	-4,108			11,000
	7.0%	97.1%	59.9%	73.7%	997.2%	66.1%	64.7%	101.2%	-	-			65.4%

05. Financial Indicators	`24/10				`25/10				`26/10				(Lower row : YoY)
	Q1	Q2 YTD	Q3 YTD	FY	Q1	Q2 YTD	Q3 YTD	FY	Q1	Q2 YTD	Q3 YTD	FY	`26/10 Re Plan*
													FY
Return on Equity (ROE) (%)	7.0%	12.0%	18.9%	23.4%	5.7%	5.5%	10.6%	16.5%	6.5%	27.8%			39.1%
	+1.2pt	-2.0pt	-6.5pt	-5.1pt	-1.3pt	-6.6pt	-8.2pt	-6.9pt	+0.8pt	+22.4pt			+22.6pt
Return on Investment Capital (ROIC)* (%)	2.5%	4.8%	7.8%	11.3%	2.8%	4.7%	7.3%	10.2%	2.5%	4.3%			10.6%
	+0.1pt	+0.5pt	+0.9pt	+2.2pt	+0.3pt	-0.1pt	-0.5pt	-1.1pt	-0.3pt	-0.4pt			+0.4pt
Return on Assets (ROA) (%)	1.7%	2.9%	4.9%	6.2%	1.8%	1.7%	3.3%	4.9%	1.7%	8.5%			12.6%
	+0.6pt	+0.3pt	-0.2pt	+0.5pt	+0.1pt	-1.3pt	-1.6pt	-1.3pt	-0.0pt	+6.8pt			+7.7pt
Earnings Per Share (EPS) (yen)	29.83	52.83	85.92	109.20	30.35	29.20	58.35	93.28	34.02	173.75			257.76
	161.5%	112.9%	95.8%	106.1%	101.7%	55.3%	67.9%	85.4%	112.1%	595.1%			276.3%
Book-value Per Share (BPS) (yen)	368.41	399.93	446.69	457.79	490.28	502.09	537.13	575.07	415.94	647.71			708.67
	136.0%	137.7%	135.9%	133.7%	133.1%	125.5%	120.2%	125.6%	84.8%	129.0%			123.2%
Price Earnings Ratio (PER) (x)	64.97	32.22	18.78	17.50	67.24	69.30	32.82	19.32	63.32	10.52			
	54.6%	72.1%	89.9%	106.5%	103.5%	215.1%	174.8%	110.4%	94.2%	15.2%			
Price Book-value Ratio (PBR) (x)	5.26	4.26	3.61	4.17	4.16	4.03	3.57	3.13	5.18	2.82			
	64.8%	59.1%	63.4%	84.5%	79.1%	94.7%	98.7%	75.1%	124.5%	70.0%			
Dividend Per Share (yen)				5.0				30.0					65.0
				-				600.0%					216.7%
Dividend Payout Ratio (%)				4.6%				32.2%					25.2%
				+4.6pt				+27.6pt					△6.9pt
Dividend on Equity Ratio (DOE*) (%)				1.1%				5.3%					9.9%
				+1.1pt				+4.2pt					+4.6pt

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

06. Capital Investment	`24/10				`25/10				`26/10				(Lower row : YoY)
	Q1	Q2 YTD	Q3 YTD	FY	Q1	Q2 YTD	Q3 YTD	FY	Q1	Q2 YTD	Q3 YTD	FY	`26/10 Re Plan*
													FY
Total (million yen)	9,979	23,804	34,302	50,566	11,603	25,259	40,741	58,668	16,002	30,601			62,400
	180.6%	154.4%	126.6%	138.1%	116.3%	106.1%	118.8%	116.0%	137.9%	121.1%			106.4%
Parking Business Japan	2,599	6,268	9,842	17,280	3,665	8,944	14,507	21,117	6,196	12,796			25,600
	209.5%	164.6%	168.8%	187.1%	141.0%	142.7%	147.4%	122.2%	169.1%	143.1%			121.2%
Mobility Business	2,401	6,153	11,639	15,531	3,771	8,475	14,257	20,522	6,312	12,002			18,100
	174.9%	122.2%	97.4%	94.0%	157.1%	137.7%	122.5%	132.1%	167.4%	141.6%			88.2%
Parking Business International	4,548	9,595	10,868	14,331	2,871	5,465	7,629	10,514	1,460	2,165			10,500
	178.4%	172.8%	137.2%	171.7%	63.1%	57.0%	70.2%	73.4%	50.9%	39.6%			99.9%
Other	429	1,786	1,951	3,423	1,295	2,373	4,347	6,513	2,032	3,637			8,200
	118.7%	174.5%	141.8%	136.7%	301.4%	132.9%	222.8%	190.3%	156.9%	153.2%			125.9%
Cash Base (million yen)	5,794	13,984	23,202	36,061	9,015	19,311	31,631	45,595	15,480	29,982			55,300
	164.5%	128.8%	114.2%	123.7%	155.6%	138.1%	136.3%	126.4%	171.7%	155.3%			121.3%
Parking Business Japan	1,879	4,227	6,779	13,129	2,899	6,506	10,334	15,188	6,159	12,759			25,600
	195.2%	144.0%	161.1%	209.8%	154.2%	153.9%	152.4%	115.7%	212.5%	196.1%			168.6%
Mobility Business	2,401	6,153	11,639	15,531	3,771	8,475	14,257	20,522	6,312	12,002			18,100
	174.9%	122.2%	97.4%	94.0%	157.1%	137.7%	122.5%	132.1%	167.4%	141.6%			88.2%
Parking Business International	1,083	1,816	2,831	3,977	1,048	1,956	2,692	3,371	975	1,583			3,400
	131.4%	97.6%	101.9%	103.2%	96.8%	107.7%	95.1%	84.8%	93.0%	80.9%			100.9%
Other	429	1,786	1,951	3,423	1,295	2,373	4,347	6,513	2,032	3,637			8,200
	118.7%	174.5%	141.8%	136.7%	301.4%	132.9%	222.8%	190.3%	156.9%	153.2%			125.9%
Finance Lease	4,185	9,819	11,099	14,505	2,588	5,947	9,109	13,072	521	618			7,100
	208.9%	215.1%	164.1%	194.3%	61.8%	60.6%	82.1%	90.1%	20.2%	10.4%			54.3%
Parking Business Japan	719	2,041	3,063	4,151	765	2,438	4,173	5,929	36	36			
	259.0%	233.8%	188.7%	139.6%	106.4%	119.5%	136.2%	142.8%	4.8%	1.5%			
Mobility Business													
Parking Business International	3,465	7,778	8,036	10,354	1,822	3,509	4,936	7,142	485	582			7,100
	200.9%	210.6%	156.3%	230.5%	52.6%	45.1%	61.4%	69.0%	26.6%	16.6%			99.4%
Other													

07. Depreciation and Amortization (except Intangible Assets Related to Contract)	`24/10				`25/10				`26/10				(Lower row : YoY)
	Q1	Q2 YTD	Q3 YTD	FY	Q1	Q2 YTD	Q3 YTD	FY	Q1	Q2 YTD	Q3 YTD	FY	`26/10 Re Plan*
													FY
Total (million yen)	7,552	15,822	24,913	33,376	8,628	17,098	25,867	35,106	9,202	18,718			39,200
	102.0%	107.9%	112.3%	112.6%	114.3%	108.1%	103.8%	105.2%	106.6%	109.5%			111.7%
Parking Business Japan	1,709	3,485	5,378	8,370	2,014	4,648	7,322	10,273	2,822	5,920			12,900
	105.0%	106.6%	109.3%	126.4%	117.8%	133.3%	136.1%	127.7%	140.1%	127.4%			125.6%
Mobility Business	2,172	4,445	6,853	9,563	2,577	5,316	8,191	11,208	3,120	6,353			12,900
	96.9%	100.2%	102.9%	108.1%	118.6%	119.6%	119.5%	117.2%	121.0%	119.5%			115.1%
Parking Business International	3,095	6,727	10,949	14,349	3,430	6,355	9,162	11,993	2,870	5,664			10,500
	101.5%	112.5%	119.8%	118.0%	110.8%	94.5%	83.7%	83.6%	83.7%	89.1%			87.6%
Other	574	1,163	1,732	1,093	606	778	1,190	1,632	388	779			2,900
	117.5%	119.6%	118.6%	54.7%	105.6%	66.9%	68.8%	149.3%	64.2%	100.1%			177.6%

*Plan revised on 15 June 2026

08. Performance by Segment ※In FY2025, the method for measuring segment performance was changed. The figures for FY2024 have also been restated to reflect the new measurement method. (Lower row : YoY)

	'24/10				'25/10				'26/10				'26/10 Re Plan*
	Q1	Q2 YTD	Q3 YTD	FY	Q1	Q2 YTD	Q3 YTD	FY	Q1	Q2 YTD	Q3 YTD	FY	FY
Net Sales (million yen)	86,731	175,875	270,216	370,913	97,267	193,394	295,915	406,168	106,549	202,275			411,000
					112.1%	110.0%	109.5%	109.5%	109.5%	104.6%			101.2%
Parking Business Japan	43,616	88,159	134,567	182,302	47,852	96,391	147,362	200,421	52,557	104,885			216,100
					109.7%	109.3%	109.5%	109.9%	109.8%	108.8%			107.8%
Mobility Business	25,244	52,022	80,182	112,058	29,627	59,698	92,052	128,506	32,750	66,557			149,100
					117.4%	114.8%	114.8%	114.7%	110.5%	111.5%			116.0%
Parking Business International	19,256	38,464	59,696	82,411	21,538	40,817	61,804	84,373	22,795	33,894			51,700
					111.9%	106.1%	103.5%	102.4%	105.8%	83.0%			61.3%
UK	10,542	20,653	32,659	46,334	12,300	22,762	34,896	48,558	13,251	14,805			14,800
					116.7%	110.2%	106.9%	104.8%	107.7%	65.0%			30.5%
AU	5,333	10,890	16,515	21,982	5,444	10,373	15,357	20,023	5,251	10,558			20,500
					102.1%	95.3%	93.0%	91.1%	96.5%	101.8%			102.4%
TW	2,064	4,272	6,544	8,791	2,389	4,859	7,237	9,848	2,678	5,482			11,000
					115.7%	113.7%	110.6%	112.0%	112.1%	112.8%			111.7%
Other	1,315	2,648	3,977	5,303	1,404	2,821	4,312	5,943	1,615	3,047			5,400
					106.8%	106.5%	108.4%	112.1%	115.0%	108.0%			90.9%
Business Development (Times PLATFORM SERVICE)									174	395			1,300
Adjustments	-1,385	-2,770	-4,229	-5,860	-1,751	-3,512	-5,303	-7,134	-1,728	-3,458			-7,200
Operating Profit or Loss (-) (million yen)	8,622	16,654	26,610	38,697	9,318	15,780	24,914	37,561	9,194	17,295			42,500
					108.1%	94.8%	93.6%	97.1%	98.7%	109.6%			113.1%
Parking Business Japan	8,889	17,584	26,944	36,460	9,276	17,317	27,565	37,548	9,598	17,922			37,900
					104.4%	98.5%	102.3%	103.0%	103.5%	103.5%			100.9%
Mobility Business	2,879	6,428	10,522	15,901	3,157	5,811	9,074	14,888	2,821	5,890			18,500
					109.6%	90.4%	86.2%	93.6%	89.4%	101.4%			124.3%
Parking Business International	129	-309	-85	880	376	-124	-488	301	605	858			1,600
(before Amortization of Goodwill, etc.)					291.7%	-	-	34.3%	160.7%	-			530.1%
UK	-310	-1,160	-1,316	-126	91	-1,051	-1,774	-1,275	-238	-855			-1,400
					-	-	-	-	-	-			-
AU	14	-90	-89	-681	-122	16	-46	-319	247	503			1,200
					-	-	-	-	-	3035.2%			-
TW	314	676	981	1,270	328	719	999	1,290	395	843			1,400
					104.4%	106.4%	101.9%	101.6%	120.3%	117.2%			108.5%
Other	110	264	340	417	78	190	332	606	200	367			400
					71.7%	72.1%	97.7%	145.3%	254.6%	192.3%			65.9%
Business Development (Times PLATFORM SERVICE)									82	165			300
Adjustments	-3,274	-7,049	-10,772	-14,544	-3,491	-7,223	-11,236	-15,176	-3,913	-7,541			-15,800
(Head Office Expenses, Amortization of Goodwill etc.)													
Operating Profit Margin (%)	9.9%	9.5%	9.8%	10.4%	9.6%	8.2%	8.4%	9.2%	8.6%	8.6%			10.3%
					-0.4pt	-1.3pt	-1.4pt	-1.2pt	-1.0pt	+0.4pt			+1.1pt
Parking Business Japan	20.4%	19.9%	20.0%	20.0%	19.4%	18.0%	18.7%	18.7%	18.3%	17.1%			17.5%
					-1.0pt	-2.0pt	-1.3pt	-1.3pt	-1.1pt	-0.9pt			-1.2pt
Mobility Business	11.4%	12.4%	13.1%	14.2%	10.7%	9.7%	9.9%	11.6%	8.6%	8.8%			12.4%
					-0.7pt	-2.6pt	-3.3pt	-2.6pt	-2.0pt	-0.9pt			+0.8pt
Parking Business International	0.7%	-0.8%	-0.1%	1.1%	1.7%	-0.3%	-0.8%	0.4%	2.7%	2.5%			3.1%
(before Amortization of Goodwill, etc.)					+1.1pt	+0.5pt	-0.6pt	-0.7pt	+0.9pt	+2.8pt			+2.7pt
UK	-2.9%	-5.6%	-4.0%	-0.3%	0.7%	-4.6%	-5.1%	-2.6%	-1.8%	-5.8%			-9.5%
					+3.7pt	+1.0pt	-1.1pt	-2.4pt	-2.5pt	-1.2pt			-6.8pt
AU	0.3%	-0.8%	-0.5%	-3.1%	-2.3%	0.2%	-0.3%	-1.6%	4.7%	4.8%			5.9%
					-2.5pt	+1.0pt	+0.2pt	+1.5pt	+7.0pt	+4.6pt			+7.4pt
TW	15.2%	15.8%	15.0%	14.4%	13.7%	14.8%	13.8%	13.1%	14.8%	15.4%			12.7%
					-1.5pt	-1.0pt	-1.2pt	-1.3pt	+1.0pt	+0.6pt			-0.4pt
Other	8.4%	10.0%	8.6%	7.9%	5.6%	6.8%	7.7%	10.2%	12.4%	12.1%			7.4%
					-2.7pt	-3.2pt	-0.8pt	+2.3pt	+6.8pt	+5.3pt			-2.8pt
Business Development (Times PLATFORM SERVICE)									47.5%	41.8%			23.1%

[Reference] Segment Information based on Financial Reports ※In FY2025, the method for measuring segment performance was changed. The figures for FY2024 have also been restated to reflect the new measurement method. (Lower row : YoY)

	'24/10				'25/10				'26/10				'26/10 Re Plan*
	Q1	Q2 YTD	Q3 YTD	FY	Q1	Q2 YTD	Q3 YTD	FY	Q1	Q2 YTD	Q3 YTD	FY	FY
Net sales (million yen)	86,731	175,875	270,216	370,913	97,267	193,394	295,915	406,168	106,549	202,275			411,000
					112.1%	110.0%	109.5%	109.5%	109.5%	104.6%			101.2%
Parking Business Japan	43,616	88,159	134,567	182,302	47,852	96,391	147,362	200,421	52,677	105,150			216,100
					109.7%	109.3%	109.5%	109.9%	110.1%	109.1%			107.8%
Mobility Business	25,244	52,022	80,182	112,058	29,627	59,698	92,052	128,506	32,804	66,688			149,100
					117.4%	114.8%	114.8%	114.7%	110.7%	111.7%			116.0%
Parking Business International	19,256	38,464	59,696	82,411	21,538	40,817	61,804	84,373	22,795	33,894			51,700
					111.9%	106.1%	103.5%	102.4%	105.8%	83.0%			61.3%
Adjustments	-1,385	-2,770	-4,229	-5,860	-1,751	-3,512	-5,303	-7,134	-1,728	-3,458			-5,900
(Head Office Expenses etc.)													
Operating Profit or Loss (-) (million yen)	8,622	16,654	26,610	38,697	9,318	15,780	24,914	37,561	9,194	17,295			42,500
					108.1%	94.8%	93.6%	97.1%	98.7%	109.6%			113.1%
Parking Business Japan	8,889	17,584	26,944	36,460	9,276	17,317	27,565	37,548	9,665	18,060			37,900
					104.4%	98.5%	102.3%	103.0%	104.2%	103.3%			100.9%
Mobility Business	3,023	6,428	10,522	15,901	3,157	5,811	9,074	14,888	2,837	5,917			18,500
					104.4%	90.4%	86.2%	93.6%	89.9%	101.8%			124.3%
Parking Business International	-317	-1,211	-1,463	-967	-56	-982	-1,767	-1,398	206	224			749
					-	-	-	-	-	-			-
Adjustments	-2,972	-6,147	-9,393	-12,696	-3,058	-6,365	-9,958	-13,475	-3,514	-6,907			-14,649
(Head Office Expenses etc.)													

*Plan revised on 15 June 2026

09.Parking Business Data

09-1.Number of Sites

		`24/10				`25/10				`26/10				26/10 Re-Plan*
		End of Q1	End of Q2	End of Q3	End of Q4	End of Q1	End of Q2	End of Q3	End of Q4	End of Q1	End of Q2	End of Q3	End of Q4	End of Q4
Total	(sites)	27,860	28,174	28,441	28,891	28,799	29,487	29,679	29,848	29,725	29,457			30,520
		100.1%	101.2%	102.2%	103.8%	99.7%	102.1%	102.7%	103.3%	99.6%	98.7%			102.3%
Japan		25,375	25,646	25,940	26,300	26,167	26,796	26,974	27,151	27,060	27,339			28,190
		100.0%	101.1%	102.2%	103.6%	99.5%	101.9%	102.6%	103.2%	99.7%	100.7%			103.8%
Directly Operated		24,106	24,369	24,675	25,035	24,905	25,525	25,698	25,857	25,802	26,088			26,860
		100.2%	101.3%	102.5%	104.0%	99.5%	102.0%	102.6%	103.3%	99.8%	100.9%			103.9%
Times PARKING		17,768	17,999	18,231	18,571	18,699	19,098	19,272	19,679	19,824	20,107			20,700
		100.7%	102.0%	103.4%	105.3%	100.7%	102.8%	103.8%	106.0%	100.7%	102.2%			105.2%
Times PARKING B		6,102	6,130	6,203	6,215	5,962	6,173	6,172	5,924	5,722	5,726			5,900
		98.5%	98.9%	100.1%	100.3%	95.9%	99.3%	99.3%	95.3%	96.6%	96.7%			99.6%
Monthly Parking		2,640	2,662	2,686	2,742	2,770	2,832	2,875	2,917	2,939	2,978			3,010
		101.7%	102.5%	103.5%	105.6%	101.0%	103.3%	104.9%	106.4%	100.8%	102.1%			103.2%
Attached to Times PARKING		2,404	2,422	2,445	2,493	2,526	2,578	2,621	2,663	2,683	2,723			2,750
		101.4%	102.2%	103.2%	105.2%	101.3%	103.4%	105.1%	106.8%	100.8%	102.3%			103.3%
Facility Managed		1,269	1,277	1,265	1,265	1,262	1,271	1,276	1,294	1,258	1,251			1,330
		96.4%	97.0%	96.1%	96.1%	99.8%	100.5%	100.9%	102.3%	97.2%	96.7%			102.8%
Overseas		2,485	2,528	2,501	2,591	2,632	2,691	2,705	2,697	2,665	2,118			2,330
		101.3%	103.0%	101.9%	105.6%	101.6%	103.9%	104.4%	104.1%	98.8%	78.5%			86.4%
UK		683	689	667	683	667	678	666	643	648	117			155
		100.9%	101.8%	98.5%	100.9%	97.7%	99.3%	97.5%	94.1%	100.8%	18.2%			24.1%
AU		456	454	442	466	492	495	533	544	555	559			775
		101.1%	100.7%	98.0%	103.3%	105.6%	106.2%	114.4%	116.7%	102.0%	102.8%			142.5%
TW		823	863	865	901	925	965	980	1,026	1,044	1,098			1,170
		101.9%	106.8%	107.1%	111.5%	102.7%	107.1%	108.8%	113.9%	101.8%	107.0%			114.0%
SG		372	365	365	373	374	376	346	301	233	156			
		100.0%	98.1%	98.1%	100.3%	100.3%	100.8%	92.8%	80.7%	77.4%	51.8%			
MY		151	157	162	168	174	177	180	183	185	188			230
		103.4%	107.5%	111.0%	115.1%	103.6%	105.4%	107.1%	108.9%	101.1%	102.7%			125.7%

09-2. Number of Spaces

		`24/10				`25/10				`26/10				`26/10 Re-Plan`
		End of Q1	End of Q2	End of Q3	End of Q4	End of Q1	End of Q2	End of Q3	End of Q4	End of Q1	End of Q2	End of Q3	End of Q4	End of Q4
Total	(spaces)	1,302,921	1,324,010	1,341,582	1,352,938	1,361,959	1,376,425	1,363,299	1,372,669	1,347,672	1,246,306			1,275,600
		100.5%	102.1%	103.4%	104.3%	100.7%	101.7%	100.8%	101.5%	98.2%	90.8%			92.9%
Japan		768,618	790,648	807,866	813,600	817,767	843,106	858,182	881,545	878,350	907,554			946,900
		100.9%	103.8%	106.1%	106.8%	100.5%	103.6%	105.5%	108.4%	99.6%	103.0%			107.4%
Directly Operated		649,339	670,760	687,702	702,626	708,267	734,957	748,374	767,147	778,203	811,273			829,300
		101.3%	104.7%	107.3%	109.6%	100.8%	104.6%	106.5%	109.2%	101.4%	105.8%			108.1%
Times PARKING		584,158	604,236	620,488	633,208	640,912	665,877	675,717	697,375	709,319	740,652			758,200
		101.4%	104.9%	107.7%	109.9%	101.2%	105.2%	106.7%	110.1%	101.7%	106.2%			108.7%
Times PARKING B		23,934	24,414	24,983	25,812	23,427	24,101	26,624	23,516	22,348	22,401			23,400
		98.4%	100.4%	102.8%	106.2%	90.8%	93.4%	103.1%	91.1%	95.0%	95.3%			99.5%
Monthly Parking		41,247	42,110	42,231	43,606	43,928	44,979	46,033	46,256	46,536	48,220			47,700
		102.5%	104.7%	105.0%	108.4%	100.7%	103.1%	105.6%	106.1%	100.6%	104.2%			103.1%
Facility Managed		119,279	119,888	120,164	110,974	109,500	108,149	109,808	114,398	100,147	96,281			117,600
		98.7%	99.2%	99.4%	91.8%	98.7%	97.5%	98.9%	103.1%	87.5%	84.2%			102.8%
Overseas		534,303	533,362	533,716	539,338	544,192	533,319	505,117	491,124	469,322	338,752			328,700
		99.8%	99.6%	99.7%	100.7%	100.9%	98.9%	93.7%	91.1%	95.6%	69.0%			66.9%
UK		185,992	183,615	183,674	183,045	182,707	181,032	172,208	172,090	172,272	62,997			63,700
		100.0%	98.8%	98.8%	98.5%	99.8%	98.9%	94.1%	94.0%	100.1%	36.6%			37.0%
AU		145,639	144,872	147,370	148,801	151,296	144,110	140,384	139,393	135,982	138,866			154,000
		99.0%	98.4%	100.1%	101.1%	101.7%	96.8%	94.3%	93.7%	97.6%	99.6%			110.5%
TW		28,801	29,844	30,296	31,890	32,410	32,334	32,127	32,953	33,316	34,931			36,000
		99.8%	103.4%	105.0%	110.5%	101.6%	101.4%	100.7%	103.3%	101.1%	106.0%			109.2%
SG		110,508	110,039	109,770	111,232	111,604	110,994	96,998	81,255	62,784	35,481			
		100.0%	99.6%	99.3%	100.6%	100.3%	99.8%	87.2%	73.1%	77.3%	43.7%			
MY		63,363	64,992	62,606	64,370	66,175	64,849	63,400	65,433	64,968	66,477			75,000
		100.8%	103.4%	99.6%	102.4%	102.8%	100.7%	98.5%	101.7%	99.3%	101.6%			114.6%

09-3. Sites and Spaces of Times PARKING

		`24/10				`25/10				`26/10				`26/10 Re-Plan`
		End of Q1	End of Q2	End of Q3	End of Q4	End of Q1	End of Q2	End of Q3	End of Q4	End of Q1	End of Q2	End of Q3	End of Q4	End of Q4
Total Sites	(sites)	17,768	17,999	18,231	18,571	18,699	19,098	19,272	19,679	19,824	20,107			20,700
		100.7%	102.0%	103.4%	105.3%	100.7%	102.8%	103.8%	106.0%	100.7%	102.2%			105.2%
STANDARD		13,533	13,628	13,726	13,903	13,945	14,114	14,187	14,451	14,510	14,661			14,950
		100.4%	101.1%	101.8%	103.1%	100.3%	101.5%	102.0%	103.9%	100.4%	101.5%			103.5%
PARTNER SERVICE		4,235	4,371	4,505	4,668	4,754	4,984	5,085	5,228	5,314	5,446			5,750
		101.8%	105.1%	108.3%	112.2%	101.8%	106.8%	108.9%	112.0%	101.6%	104.2%			110.0%
Total Spaces	(spaces)	584,158	604,236	620,488	633,208	640,912	665,877	675,717	697,375	709,319	740,652			758,200
		101.4%	104.9%	107.7%	109.9%	101.2%	105.2%	106.7%	110.1%	101.7%	106.2%			108.7%
STANDARD		153,210	153,330	154,272	155,880	156,784	158,631	158,292	160,971	161,896	165,154			165,400
		100.6%	100.7%	101.3%	102.4%	100.6%	101.8%	101.5%	103.3%	100.6%	102.6%			102.8%
PARTNER SERVICE		430,948	450,906	466,216	477,328	484,128	507,246	517,425	536,404	547,423	575,498			592,800
		101.6%	106.4%	110.0%	112.6%	101.4%	106.3%	108.4%	112.4%	102.1%	107.3%			110.5%

*Plan revised on 15 June 2026

09-4. Developed and Cancelled Sites of Times PARKING

		`24/10				`25/10				`26/10				(Lower row: YoY)
		Q1	Q2 YTD	Q3 YTD	FY	Q1	Q2 YTD	Q3 YTD	FY	Q1	Q2 YTD	Q3 YTD	FY	26/10 Re-Plan
Developed	(sites)	269	666	1,056	1,565	282	851	1,209	1,784	307	806			1,800
		104.7%	132.1%	150.9%	160.7%	104.8%	127.8%	114.5%	114.0%	108.9%	94.7%			100.9%
STANDARD		168	395	626	948	166	469	688	1,088	196	515			1,100
		96.6%	121.9%	139.7%	155.7%	98.8%	118.7%	109.9%	114.8%	118.1%	109.8%			101.1%
PARTNER SERVICE		101	271	430	617	116	382	521	696	111	291			700
		121.7%	150.6%	170.6%	169.0%	114.9%	141.0%	121.2%	112.8%	95.7%	76.2%			100.6%
Cancelled		133	293	447	604	161	332	508	674	158	375			800
		73.9%	77.3%	83.9%	85.3%	121.1%	113.3%	113.6%	111.6%	98.1%	113.0%			118.7%
STANDARD		112	238	368	501	130	261	399	536	134	303			600
		72.7%	75.1%	82.0%	84.1%	116.1%	109.7%	108.4%	107.0%	103.1%	116.1%			111.9%
PARTNER SERVICE		21	55	79	103	31	71	109	138	24	72			200
		80.8%	88.7%	94.0%	92.0%	147.6%	129.1%	138.0%	134.0%	77.4%	101.4%			144.9%
Cancellation Rate (Based on Sites)	(%)	0.7%	1.7%	2.4%	3.4%	0.8%	1.8%	2.6%	3.6%	0.8%	1.9%			4.1%
		-0.3pt	-0.5pt	-0.7pt	-0.6pt	+0.1pt	+0.1pt	+0.2pt	+0.2pt	-0.1pt	+0.1pt			+0.4pt
STANDARD		0.8%	1.8%	2.6%	3.7%	0.9%	1.9%	2.8%	3.9%	0.9%	2.1%			4.2%
		-0.3pt	-0.6pt	-0.7pt	-0.7pt	+0.1pt	+0.1pt	+0.1pt	+0.1pt	-0.0pt	+0.2pt			+0.3pt
PARTNER SERVICE		0.4%	1.3%	1.7%	2.5%	0.6%	1.5%	2.1%	3.0%	0.4%	1.4%			3.8%
		-0.2pt	-0.3pt	-0.4pt	-0.4pt	+0.1pt	+0.2pt	+0.4pt	+0.5pt	-0.2pt	-0.1pt			+0.9pt

09-5. Developed and Cancelled Spaces of Times PARKING

		`24/10				`25/10				`26/10				(Lower row: YoY)
		Q1	Q2 YTD	Q3 YTD	FY	Q1	Q2 YTD	Q3 YTD	FY	Q1	Q2 YTD	Q3 YTD	FY	26/10 Re-Plan
Developed	(spaces)	9,469	37,046	57,045	73,929	11,788	42,295	59,767	85,240	15,245	52,998			90,000
		80.9%	118.7%	134.7%	134.3%	124.5%	114.2%	104.8%	115.3%	129.3%	125.3%			105.6%
STANDARD		2,209	4,893	7,671	11,090	1,938	5,710	8,344	12,277	2,388	7,967			13,000
		101.3%	101.9%	116.0%	126.2%	87.7%	116.7%	108.8%	110.7%	123.2%	139.5%			105.9%
PARTNER SERVICE		7,260	32,153	49,374	62,839	9,850	36,585	51,423	72,963	12,857	45,031			77,000
		76.3%	121.8%	138.1%	135.8%	135.7%	113.8%	104.1%	116.1%	130.5%	123.1%			105.5%
Cancelled		2,789	10,204	13,741	17,615	4,031	9,857	16,994	21,474	3,653	10,387			29,500
		58.3%	79.0%	67.0%	63.1%	144.5%	96.6%	123.7%	121.9%	90.6%	105.4%			137.4%
STANDARD		1,280	3,645	5,254	6,693	1,451	3,156	5,004	6,689	1,437	3,779			8,000
		68.0%	81.3%	84.5%	81.5%	113.4%	86.6%	95.2%	99.9%	99.0%	119.7%			119.6%
PARTNER SERVICE		1,509	6,559	8,487	10,922	2,580	6,701	11,990	14,785	2,216	6,608			21,500
		52.0%	77.8%	59.4%	55.4%	171.0%	102.2%	141.3%	135.4%	85.9%	98.6%			145.4%
Cancellation Rate (Based on Spaces)	(%)	0.4%	1.8%	2.4%	3.1%	0.6%	1.6%	2.7%	3.4%	0.5%	1.5%			4.2%
		-0.4pt	-0.6pt	-1.3pt	-2.0pt	+0.1pt	-0.2pt	+0.3pt	+0.3pt	-0.1pt	-0.1pt			+0.8pt
STANDARD		0.8%	2.4%	3.5%	4.4%	0.9%	2.0%	3.2%	4.3%	0.9%	2.3%			5.0%
		-0.4pt	-0.5pt	-0.6pt	-1.0pt	+0.1pt	-0.4pt	-0.2pt	-0.1pt	-0.0pt	+0.3pt			+0.7pt
PARTNER SERVICE		0.3%	1.5%	2.0%	2.6%	0.5%	1.4%	2.5%	3.1%	0.4%	1.2%			4.0%
		-0.4pt	-0.6pt	-1.6pt	-2.4pt	+0.2pt	-0.1pt	+0.5pt	+0.5pt	-0.1pt	-0.2pt			+0.9pt

09-6. Times PARKING - Performance

		`24/10				`25/10				`26/10				(Lower row: YoY)
		Q1	Q2 YTD	Q3 YTD	FY	Q1	Q2 YTD	Q3 YTD	FY	Q1	Q2 YTD	Q3 YTD	FY	26/10 Re-Plan
Net sales	(million yen)	41,479	83,643	127,844	173,074	45,557	91,233	139,963	190,139	50,116	100,187			
						109.8%	109.1%	109.5%	109.9%	110.0%	109.8%			
STANDARD		24,044	48,205	73,233	98,637	25,797	51,473	78,319	105,551	27,278	54,549			
						107.3%	106.8%	106.9%	107.0%	105.7%	106.0%			
PARTNER SERVICE		17,435	35,438	54,610	74,437	19,760	39,759	61,643	84,587	22,837	45,637			
						113.3%	112.2%	112.9%	113.6%	115.6%	114.8%			
Cost of sales		30,156	61,227	93,173	125,991	33,289	67,577	102,798	139,161	36,852	74,536			
						110.4%	110.4%	110.3%	110.5%	110.7%	110.3%			
STANDARD		17,768	35,813	54,007	72,489	18,825	38,080	57,544	77,296	20,280	41,009			
						105.9%	106.3%	106.5%	106.6%	107.7%	107.7%			
PARTNER SERVICE		12,387	25,414	39,165	53,502	14,464	29,497	45,253	61,865	16,571	33,526			
						116.8%	116.1%	115.5%	115.6%	114.6%	113.7%			
Gross profit		11,323	22,415	34,670	47,083	12,268	23,656	37,164	50,977	13,264	25,650			
						108.3%	105.5%	107.2%	108.3%	108.1%	108.4%			
STANDARD		6,275	12,391	19,225	26,147	6,971	13,393	20,774	28,254	6,998	13,540			
						111.1%	108.1%	108.1%	108.1%	100.4%	101.1%			
PARTNER SERVICE		5,048	10,024	15,444	20,935	5,296	10,262	16,390	22,722	6,266	12,110			
						104.9%	102.4%	106.1%	108.5%	118.3%	118.0%			
Gross profit margin	(%)	27.3%	26.8%	27.1%	27.2%	26.9%	25.9%	26.6%	26.8%	26.5%	25.6%			
						-0.4pt	-0.9pt	-0.6pt	-0.4pt	-0.5pt	-0.3pt			
STANDARD		26.1%	25.7%	22.8%	26.5%	27.0%	26.0%	22.5%	26.8%	25.7%	24.8%			
						+0.9pt	+0.3pt	-0.3pt	+0.3pt	-1.4pt	-1.2pt			
PARTNER SERVICE		29.0%	28.3%	27.5%	28.1%	26.8%	25.8%	25.7%	26.9%	27.4%	26.5%			
						-2.1pt	-2.5pt	-1.8pt	-1.3pt	+0.6pt	+0.7pt			

09-7. Times PARKING - KPI (Sales and Profit per Site or Space by month)

		`24/10				`25/10				`26/10				(Lower row: YoY)
		Q1	Q2 YTD	Q3 YTD	FY	Q1	Q2 YTD	Q3 YTD	FY	Q1	Q2 YTD	Q3 YTD	FY	26/10 Re-Plan
STANDARD	Net Sales	52.3	52.4	50.6	51.0	54.8	54.5	52.3	52.7	56.2	55.8			
	(thousand yen / space-month)					104.8%	103.9%	103.2%	103.3%	102.5%	102.4%			
	Cost of Sales	38.6	38.9	39.1	39.2	40.0	40.3	40.5	40.7	41.8	42.0			
						103.5%	103.5%	103.6%	103.7%	104.4%	104.1%			
	Gross Profit	13.6	13.4	11.5	11.7	14.8	14.1	11.7	12.0	14.4	13.8			
						108.6%	105.2%	102.0%	102.1%	97.3%	97.7%			
PARTNER SERVICE	Net Sales	1,379.0	1,385.8	1,387.4	1,395.8	1,393.5	1,381.4	1,385.8	1,405.2	1,439.2	1,426.0			
	(thousand yen / site-month)					101.0%	99.7%	99.9%	100.7%	103.3%	103.2%			
	Cost of Sales	979.8	993.8	1,006.2	1,014.6	1,020.0	1,024.8	1,030.1	1,040.4	1,044.3	1,047.6			
						104.1%	103.1%	102.4%	102.5%	102.4%	102.2%			
	Gross Profit	399.2	392.0	381.1	381.1	373.5	356.5	355.6	364.8	394.9	378.4			
						93.6%	91.0%	93.3%	95.7%	105.7%	106.1%			

*Plan revised on 15 June 2026

10.Mobility Business Data

10-1.Times CAR - Number of Rental Sites and Vehicles

		~24/10				~25/10				~26/10				~26/10 Re-Plan
		End of Q1	End of Q2	End of Q3	End of Q4	End of Q1	End of Q2	End of Q3	End of Q4	End of Q1	End of Q2	End of Q3	End of Q4	End of Q4
Rental Sites	(sites)	16,983	18,091	19,118	19,961	21,312	23,122	24,911	26,073	27,172	28,733			29,000
		106.0%	112.9%	119.4%	124.6%	106.8%	115.8%	124.8%	130.6%	104.2%	110.2%			111.2%
Vehicles	(vehicles)	61,721	64,363	67,650	69,170	71,042	74,061	78,594	80,691	81,640	84,114			88,760
		102.8%	107.2%	112.7%	115.2%	102.7%	107.1%	113.6%	116.7%	101.2%	104.2%			110.0%
Times CAR Dedicated Vehicles	(vehicles)	44,130	46,756	49,369	51,051	53,633	57,125	61,738	63,880	64,636	66,982			72,000
		104.6%	110.9%	117.1%	121.0%	105.1%	111.9%	120.9%	125.1%	101.2%	104.9%			112.7%

10-2.Number of Times CAR Members

		~24/10				~25/10				~26/10				~26/10 Re-Plan
		End of Q1	End of Q2	End of Q3	End of Q4	End of Q1	End of Q2	End of Q3	End of Q4	End of Q1	End of Q2	End of Q3	End of Q4	End of Q4
Number of Members	(thousand people)	2,564.0	2,693.0	2,833.4	3,032.6	3,136.0	3,278.1	3,439.0	3,616.3	3,713.5	3,851.1			4,360.0
		105.8%	111.1%	116.9%	125.1%	103.4%	108.1%	113.4%	119.2%	102.7%	106.5%			120.6%
Individual Members		1,601.2	1,686.0	1,771.7	1,903.4	1,970.2	2,054.7	2,148.0	2,263.5	2,314.0	2,388.2			2,690.0
		107.1%	112.8%	118.5%	127.3%	103.5%	108.0%	112.9%	118.9%	102.2%	105.5%			118.8%
Corporate Members		962.8	1,007.0	1,061.7	1,129.2	1,165.8	1,223.4	1,290.9	1,352.8	1,399.5	1,462.8			1,670.0
		103.6%	108.4%	114.3%	121.6%	103.2%	108.3%	114.3%	119.8%	103.5%	108.1%			123.4%
Ratio of Corporate Members	(%)	37.6%	37.4%	37.5%	37.2%	37.2%	37.3%	37.5%	37.4%	37.7%	38.0%			38.3%
		-0.8pt	-0.9pt	-0.9pt	-1.1pt	-0.1pt	+0.1pt	+0.3pt	+0.2pt	+0.3pt	+0.6pt			+0.9pt

[Reference] Sales and Disposal of Vehicles

		~24/10				~25/10				~26/10				(Lower row : YoY)
		Q1	Q2 YTD	Q3 YTD	FY	Q1	Q2 YTD	Q3 YTD	FY	Q1	Q2 YTD	Q3 YTD	FY	~26/10 Re-Plan
Net Sales	(million yen)	1,691	3,064	3,927	5,087	1,450	2,764	4,004	5,769	1,646	3,738			7,300
		63.1%	55.1%	46.3%	50.9%	85.8%	90.2%	101.9%	113.4%	113.5%	135.2%			126.5%
Operating Profit		558	870	1,076	1,391	219	469	749	1,172	183	465			900
		41.4%	35.1%	31.5%	37.1%	39.3%	53.9%	69.6%	84.3%	83.4%	99.3%			76.7%

*Plan revised on 15 June 2026