

# FY2027 Medium-Term Management Plan

December 17, 2024

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President and Representative Director

PARK24 CO., LTD.



Prime Market of TSE/4666  
Ticker Symbol PKCOY

## Medium- to Long-Term Vision

- ▶ We aim to **contribute to the evolution of a mobility society** by anticipating changes in the external environment and technological advances expected over the next decade (up to 2035)
- ▶ Based on the Group philosophy “We create new forms of comfort and convenience by responding to the needs of today and anticipating the needs of tomorrow,” we have established a medium- to long-term vision extending up to the year 2035

## Business

- ▶ From FY2022 to FY2024, we focused on minimizing and recovering from the impact of the COVID-19 pandemic
- ▶ From FY2025 to FY2027, **we will establish the foundation for sustainable business growth through proactive investments**

## Finance & Shareholder return

- ▶ With the completion of financial events in sight, **we will shift our focus from ensuring financial stability to pursuing financial efficiency**
- ▶ Going forward we will strive to enhance shareholder returns; **aiming to achieve our target DOE of 10% by FY2026 and beyond**
- ▶ We will not accumulate shareholders' equity beyond the appropriate level and aim to **implement additional shareholder return measures**

# **I. Mid to Long-Term Vision for 2035**

## **II. Business**

## **III. Finance and Shareholder Return**

## 2035 Mid to Long-Term Vision

# Evolve into a Mobility Services Platform Operator

- Become an indispensable presence in society, where mobility services cannot operate without the PARK24 GROUP -

A light gray, stylized mountain or wave-like graphic that tapers at both ends, positioned above the 'Group Philosophy' section.

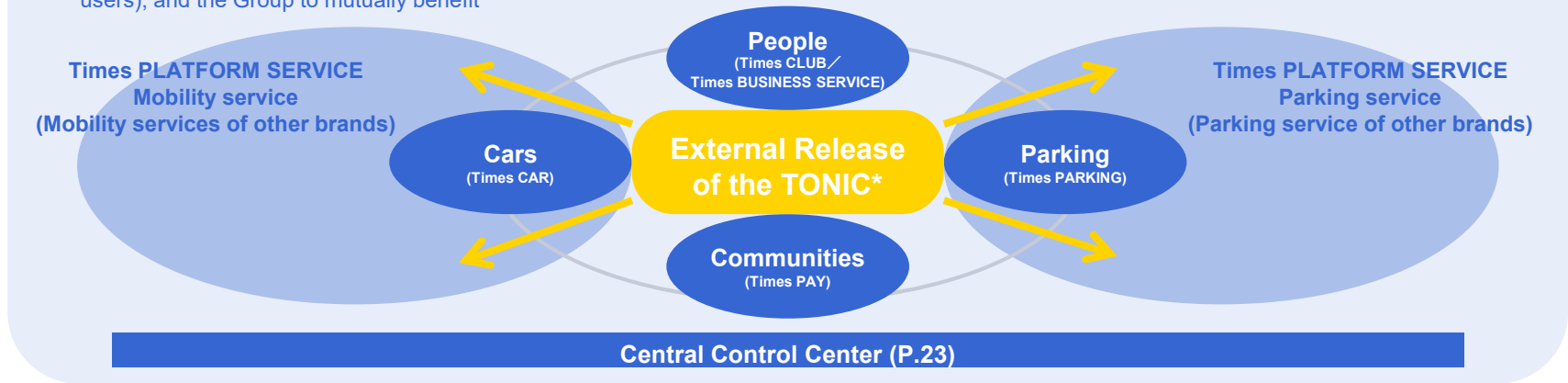
### Group Philosophy

**We create new forms of comfort and convenience by responding to the needs of today and anticipating the needs of tomorrow.**

**Establishing an indispensable presence in society by developing multilayered new mobility services and infrastructure, based on the four networks the Group has built: people, cars, communities, and parking.**

**The Times Network:**

- Expanding the network through the Times PLATFORM SERVICE (TPL) by opening our system, TONIC\* , to external users
- Creating an ecosystem where participation in the network allows service users (Times CAR members), service providers (land/facility owners, TPL users), and the Group to mutually benefit



External environment	C A S E	Connected	Advancement of IoT in the mobility field	<b>2035: Evolution of a Mobility-driven Society</b> ✓ Integrated management of local parking facilities ✓ Autonomous vehicle operation ✓ EV charging stations ✓ Electricity supply from parking facilities during disasters
		Autonomous	Social implementation of autonomous driving technology	
		<b>Sharing</b>	<b>Expansion of Times PARKING and Times CAR Networks</b>	
		Electric	Diversification of automotive power sources	

\* TONIC (Times Online Network & Information Center): A unique system infrastructure developed by the PARK24 GROUP that connects Times services and information centers nationwide online, including parking and car sharing. This system enhances operational and management efficiency and improves customer attraction through enriched services

Formulated the 2027 Medium-Term Management Plan as a strategic approach to achieving the 2035 Mid to Long-Term Vision

### Group Philosophy

**We create new forms of comfort and convenience by responding to the needs of today and anticipating the needs of tomorrow.**

2035 Mid to Long-Term Vision

**Evolve into a Mobility Services Platform Operator**

2030 Theme

**Expansion, Evolution, and Integration of Four Networks**

### 2027 Medium-Term Management Plan

Business Strategy

Finance and Shareholder Return Strategy

- ▶ FY2025 to FY2027 is positioned as a **preparation period** for achieving the mid- to long-term vision
- ▶ **Actively invest** in the expansion, evolution and integration of services

I. Mid to Long-Term Vision for 2035

**II. Business**

III. Finance and Shareholder Return

### Accelerating investments towards sustainable growth in the lead up to FY2027

- ▶ FY2027 net sales of 474 billion yen : Stable growth through the expansion of service scale and improvement of operations
- ▶ FY2027 recurring profit of 42 billion yen : In FY2025, recurring profit will change due to investments for sustainable growth. From FY2026 onwards, we will aim for an annual growth of around 10%
- ▶ Investments for Sustainable Growth : Total investment from FY2025 to FY2027 is expected to amount to around 25 billion yen. We anticipate returns from reforming cost structures through changes in service models, including fee collection operations, as well as increased service utilization through improved convenience

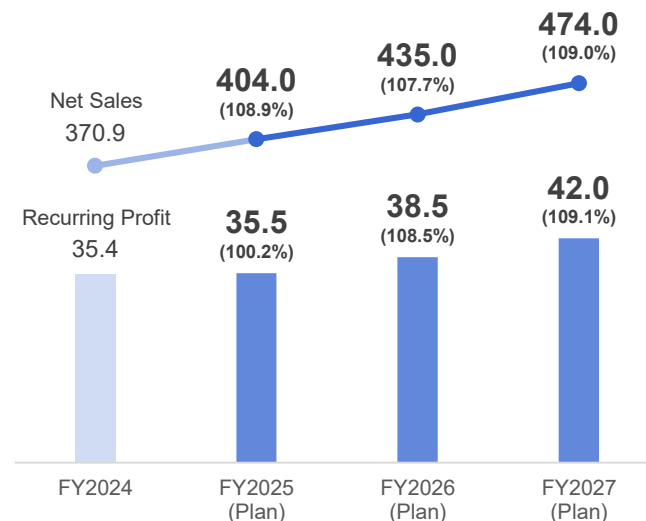
(Billion yen, Lower row:YoY)

【Table-1】 Consolidated Profit and Loss Statement

	FY2024	FY2025	FY2026	FY2027
	Results	Plan	Plan	Plan
Net Sales	370.9 (112.4%)	404.0 (108.9%)	435.0 (107.7%)	474.0 (109.0%)
Operating Profit	38.6 (121.0%)	39.0 (100.8%)	41.0 (105.1%)	44.5 (108.5%)
Recurring Profit	35.4 (128.1%)	35.5 (100.2%)	38.5 (108.5%)	42.0 (109.1%)
Profit Attributable to Owners of Parent	18.6 (106.2%)	21.5 (115.4%)	24.0 (111.6%)	28.0 (116.7%)
Investments for Sustainable Growth (Amounts affecting PL)	-0.8	-2.2	-3.0	-3.3
Recurring Profit excluding investments	36.3 (131.2%)	37.7 (103.8%)	41.5 (110.1%)	45.3 (109.2%)

(Billion yen, Lower row:YoY)

【Chart-1】 Net Sales/Recurring Profit





## II. Business (2) By Business Segment

Based on new calculation methods from FY2025 (For details, refer to the FY2024 financial results briefing materials)

Due to increased investments, the growth rate of business profit in the Parking Business Japan is expected to slow compared to previous levels. The Mobility Business and Parking Business International are projected to drive profit growth.

(Billion yen, Lower row: YoY)

【Table-2】 Net Sales by Business Segment

	FY2024	FY2025	FY2026	FY2027
	Results	Plan	Plan	Plan
Net Sales	370.9	<b>404.0</b> (108.9%)	<b>435.0</b> (107.7%)	<b>474.0</b> (109.0%)
Parking Business Japan	182.3	<b>196.0</b> (107.5%)	<b>206.1</b> (105.2%)	<b>217.2</b> (105.4%)
Mobility Business	112.0	<b>132.7</b> (118.4%)	<b>148.8</b> (112.1%)	<b>170.2</b> (114.4%)
Parking Business International	82.4	<b>82.0</b> (99.5%)	<b>85.5</b> (104.3%)	<b>89.8</b> (105.0%)
Business Development	-	-	<b>1.8</b> (-%)	<b>4.5</b> (250.0%)
Other (Adjustment, Head Office Expenses, etc)	-5.8	<b>-6.7</b>	<b>-7.2</b>	<b>-7.7</b>

(Billion yen, Lower row: YoY)

【Table-3】 Recurring Profit / Business Profit (Loss)

	FY2024	FY2025	FY2026	FY2027
	Results	Plan	Plan	Plan
Recurring Profit	35.4	<b>35.5</b> (100.2%)	<b>38.5</b> (108.5%)	<b>42.0</b> (109.1%)
Parking Business Japan	36.3	<b>36.3</b> (99.8%)	<b>37.0</b> (101.9%)	<b>37.3</b> (100.8%)
Mobility Business	15.9	<b>16.6</b> (104.2%)	<b>18.4</b> (110.8%)	<b>21.1</b> (114.7%)
Parking Business International	0.8	<b>0.4</b> (45.4%)	<b>1.5</b> (375.0%)	<b>2.4</b> (160.0%)
Business Development	-	-	<b>0.3</b> (-%)	<b>1.0</b> (333.3%)
Other (Adjustment, Head Office Expenses, etc)	-17.7	<b>-17.8</b>	<b>-18.7</b>	<b>-19.8</b>

**Accelerating New Developments  
Towards 1 Million  
Times Parking Spaces**

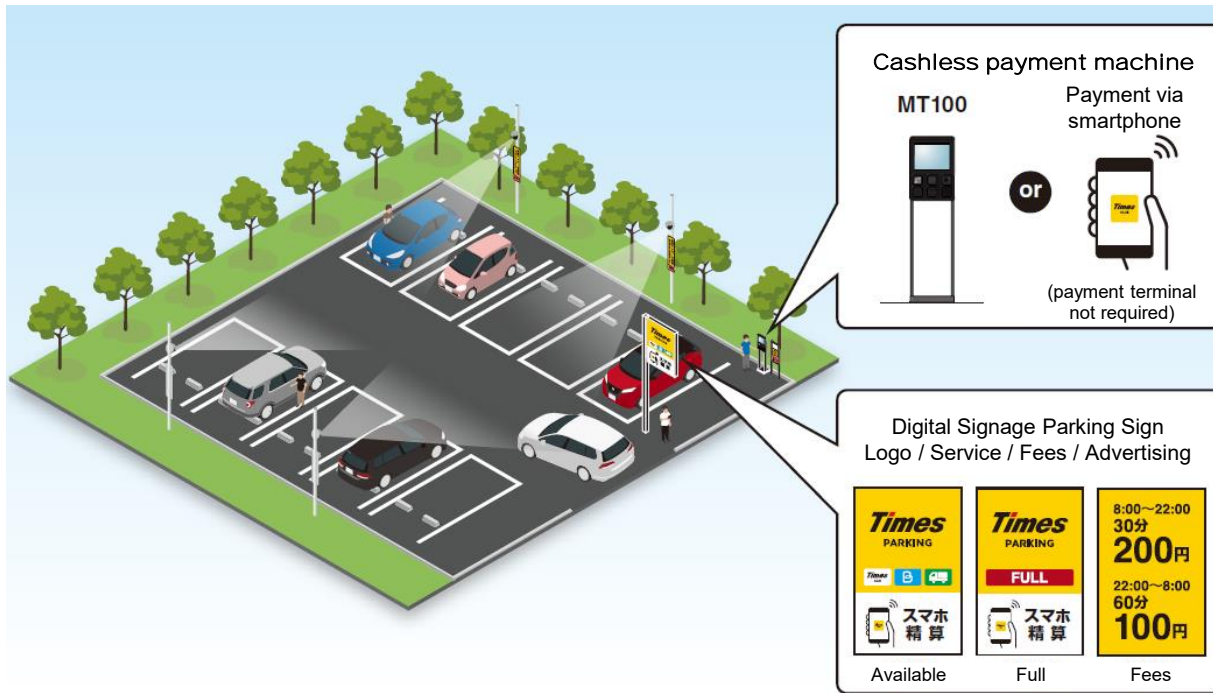
Expand alongside profitability and work to further  
strengthen networks

**Enhancing Convenience  
and Maximizing Profitability  
Through Service Evolution**

Evolution utilizing ICT: camera systems, Times Tower  
payment machines, apps, and cashless solutions

**Steadily expanding scale while accelerating service evolution for  
sustainable growth**

The basic strategy is to develop camera-equipped parking facilities and enable Times CLUB members to perform seamless payments via smartphone integration. Non-app members can pay at the cashless payment machine.



### Seamless Payments

#### ① App membership registration



- Users register their profile, license plate number and credit card information in the app and sign up for membership

#### ② Parking facility use



- Parking facility entry and exit (no action required by the user)
- The fee is automatically calculated based on the license plate number

#### ③ Payment



- Automatic payment using the credit card information registered in the app (No action required by the user)

**Accelerating the expansion of service scale; increasing investments for sustainable growth will result in a slower growth rate of business profits compared to previous levels**

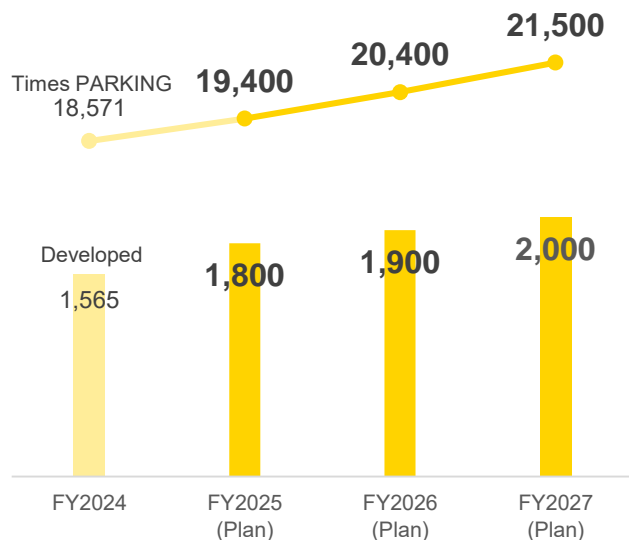
- ▶ FY2027 net sales of 217.2 billion yen, business profit of 37.3 billion yen : Accelerating the transition to camera-equipped parking facilities and the installation of Times TOWER payment machines.
- ▶ FY2027 2,000 newly developed Times PARKING sites : Gradually accelerating development while maintaining a lean business structure, returning to 2,000 developments per year.

(Billion yen, Lower row: YoY)

【Table-4】 Net Sales / Business Profit

	FY2024	FY2025	FY2026	FY2027
	Results	Plan	Plan	Plan
Net Sales	182.3	<b>196.0</b> (107.5%)	<b>206.1</b> (105.2%)	<b>217.2</b> (105.4%)
Business Profit	36.3	<b>36.3</b> (99.8%)	<b>37.0</b> (101.9%)	<b>37.3</b> (100.8%)
Business Profit Ratio	19.9%	18.5%	18.0%	17.2%
Investments for Sustainable Growth (Amounts affecting PL)	-0.8	-2.2	-3.0	-3.3
Business Profit excluding investments	37.2	<b>38.5</b> (103.4%)	<b>40.0</b> (103.9%)	<b>40.6</b> (101.5%)
Business Profit Ratio	20.4%	19.6%	19.4%	18.7%

【Chart-2】 Number of Times PARKING / Developed (Sites)



**Improving usage fees  
per vehicle per month while  
accelerating vehicle additions**

**Accelerating vehicle additions at a pace of 10,000  
units per year; focusing on increasing weekday  
corporate usage**

**Challenging  
new business opportunities**

**Seizing business opportunities  
including ride-hailing, inbound tourism,  
autonomous driving, etc.**

**Continuing to create and capture demand  
while exploring various possibilities.**

### Accelerating the expansion of service scale and promoting investments for sustainable growth while aiming for stable business profit growth

- ▶ FY2027 net sales of 170.2 billion yen and business profit of 21.1 billion yen : Accelerating investments in ICT and human resources while continuing to achieve annual business profit growth of over 10%
- ▶ Increasing the number of vehicles at a pace of 10,000 vehicles per year, aiming to surpass 100,000 vehicles by FY2027 and further expand

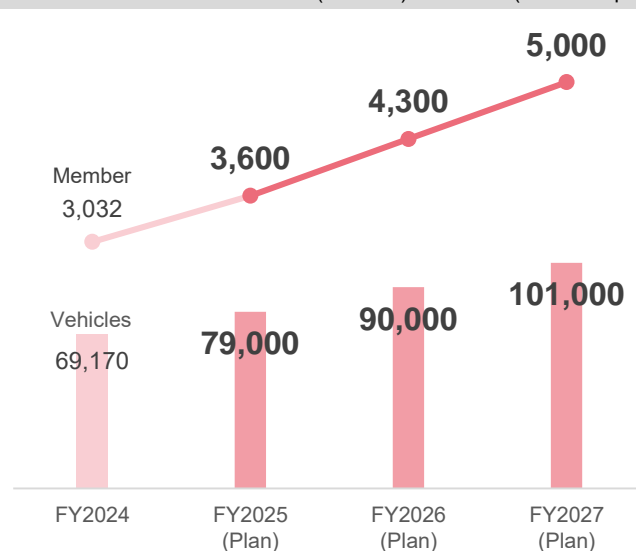
(Billion yen, Lower row: YoY)

【Table-4】 Net Sales／Business Profit

	FY2024	FY2025	FY2026	FY2027
	Results	Plan	Plan	Plan
Net Sales	112.0	<b>132.7</b> (118.4%)	<b>148.8</b> (112.1%)	<b>170.2</b> (114.4%)
Business Profit	15.9	<b>16.6</b> (104.2%)	<b>18.4</b> (110.8%)	<b>21.1</b> (114.7%)
Business Profit Ratio	14.2%	12.5%	12.4%	12.4%

\*We optimized parking expenses per vehicle from FY2025. The business profit ratio in FY2025 decreased as a result of the change

【Chart-3】 Number of Times CAR (vehicles)／Member (thousand people)



**Establishment of a  
Development Structure  
for Localized Times Parking**

Aiming to accelerate development with the introduction of domestic resources and expertise

**Implementation  
of Specific Measures  
to Improve Profitability**

Monetizing and streamlining pre-acquisition properties  
Managing revenue of Localized Times Parking

**Preparing to drive the growth of the Group over the next 5 to 10 years  
Conducting a 'review' of UK business from November 2025 onwards**

### Aiming to increase revenue and improve profitability through the expansion of Localized Time PARKING (TP)

(Billion yen, Lower row: YoY)

【Table-6】 Net Sales/Business Profit

	FY2024	FY2025	FY2026	FY2027
	Results	Plan	Plan	Plan
<b>Net Sales</b>	82.4	<b>82.0</b> (99.5%)	<b>85.5</b> (104.3%)	<b>89.8</b> (105.0%)
UK	46.3	<b>46.4</b> (100.1%)	<b>48.2</b> (103.9%)	<b>50.4</b> (104.6%)
AU	21.9	<b>21.0</b> (95.5%)	<b>21.0</b> (100.0%)	<b>21.5</b> (102.4%)
TW	8.7	<b>9.7</b> (110.3%)	<b>11.0</b> (113.4%)	<b>12.1</b> (110.0%)
SG・MY	5.3	<b>4.9</b> (92.4%)	<b>5.3</b> (108.2%)	<b>5.8</b> (109.4%)
<b>Business Profit (Losses)</b>	0.8	<b>0.4</b> (45.4%)	<b>1.5</b> (375.0%)	<b>2.4</b> (160.0%)
UK	-0.1	<b>-1.7</b> (-%)	<b>-1.2</b> (-%)	<b>-0.9</b> (-%)
AU	-0.6	<b>0.6</b> (-%)	<b>0.9</b> (158.3%)	<b>1.2</b> (119.0%)
TW	1.2	<b>1.4</b> (110.2%)	<b>1.6</b> (114.3%)	<b>1.7</b> (109.4%)
SG・MY	0.4	<b>0.1</b> (32.9%)	<b>0.2</b> (133.3%)	<b>0.3</b> (150.0%)

【UK】 ※Exchange rates in the plan from FY2025 : 185yen/GBP

- ▶ Decrease in profit is expected for FY2025, due to removal of temporary profit-increasing factors in FY2024
- ▶ Improved revenue from the development of Localized TP as the base scenario
- ▶ A “review” will be conducted after November 2025

【AU】 ※Exchange rates in the plan from FY2025 : 95yen/AUD

- ▶ While advancing the development of localized Times Parking (TP), similar to the UK, we will also terminate contracts for unprofitable parking lots upon their expiration
- ▶ Although net sales will remain at the same level due to the termination of unprofitable parking facilities, business profitability will improve

【TW】

- ▶ Continue to develop Localized TP to achieve steady profit growth

【SG/MY】

- ▶ Decrease in profit is expected for FY2025 due to contract changes for large government facilities in SG
- ▶ Steady profit growth is expected from FY2026 onwards



### Promoting the development of Localized TP with a focus on profitability, aiming to improve profit margins alongside expansion

- ▶ Establishing a stable development system for Localized TP
- ▶ Enhancing development capabilities by leveraging domestic expertise to accurately assess demand and set appropriate rental rates, aiming to improve profit margins

(Lower row : Difference from end of the previous year)

【Table-7】 Sites of Localized TP

	FY2024	FY2025	FY2026	FY2027
	Results	Plan	Plan	Plan
Sites	1,594 (+246)	2,200 (+606)	3,000 (+800)	3,950 (+950)
UK	487 (+101)	790 (+303)	1,100 (+310)	1,450 (+350)
AU	136 (+27)	250 (+114)	450 (+200)	700 (+250)
TW	881 (+90)	1,000 (+119)	1,200 (+200)	1,440 (+240)
SG/MY	90 (+28)	160 (+70)	250 (+90)	360 (+110)
Proportion of Localized TP	56.8%	62.9%	69.0%	73.1%
UK	54.2%	65.3%	73.3%	76.3%
AU	29.2%	41.7%	52.9%	63.6%
TW	97.8%	96.2%	96.0%	96.0%
SG・MY	16.6%	24.6%	33.3%	40.0%

(Lower row: YoY)

【Table-8】 PL of Localized TP

	FY2023	FY2024	FY2025
	Results	Results	Plan
UK			
Net Sales	0.6	1.0 (175.1%)	2.1 (202.8%)
Gross Profit	0.0	0.2 (2136.9%)	0.4 (220.8%)
Gross Profit Margin	1.7%	20.7%	22.6%
AU			
Net Sales	0.6	0.8 (129.6%)	1.2 (141.1%)
Gross Profit	0.0	0.1 (269.1%)	0.2 (183.0%)
Gross Profit Margin	6.5%	13.5%	17.5%

Providing our service infrastructure and systems to other brands' parking and mobility services through Times PLATFORM SERVICE (TPL)



**Times PLATFORM SERVICE**

Autonomous development and expansion of Times (our own brand) services

Provide our service infrastructure, systems, etc. to other brands' mobility services

2035 Mid to Long-Term Vision

**Evolve into a Mobility Services Platform Operator**

- Become an indispensable presence in society, where mobility services cannot operate without the PARK24 GROUP-

### Expanding the Times network by opening up TONIC, service expertise, infrastructure, and more to external parties

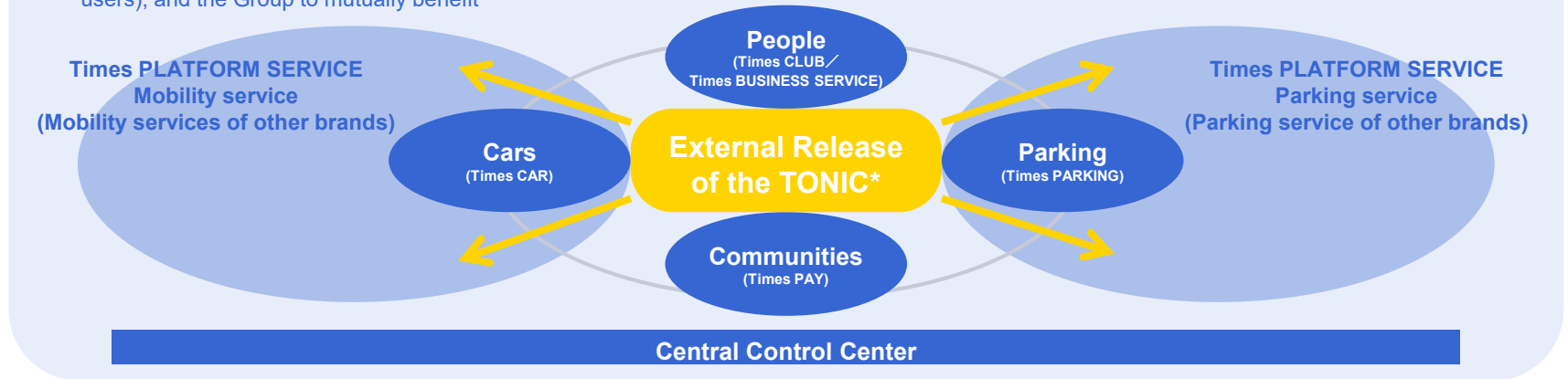
► TONIC (Times Online Network & Information Center):

A unique system infrastructure developed by the PARK24 GROUP that connects Times services and information centers nationwide online, including parking and car sharing. This system enhances operational and management efficiency and improves customer attraction through enriched services

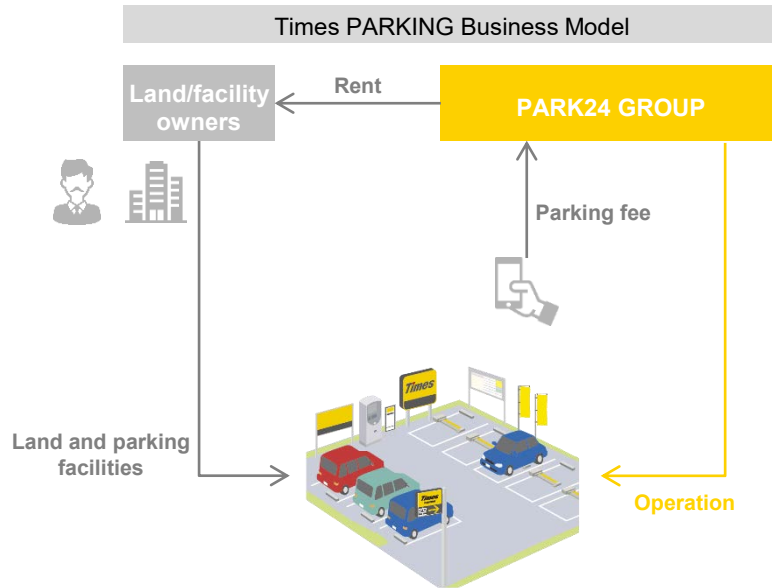
(Reiteration of P.5)

#### The Times Network:

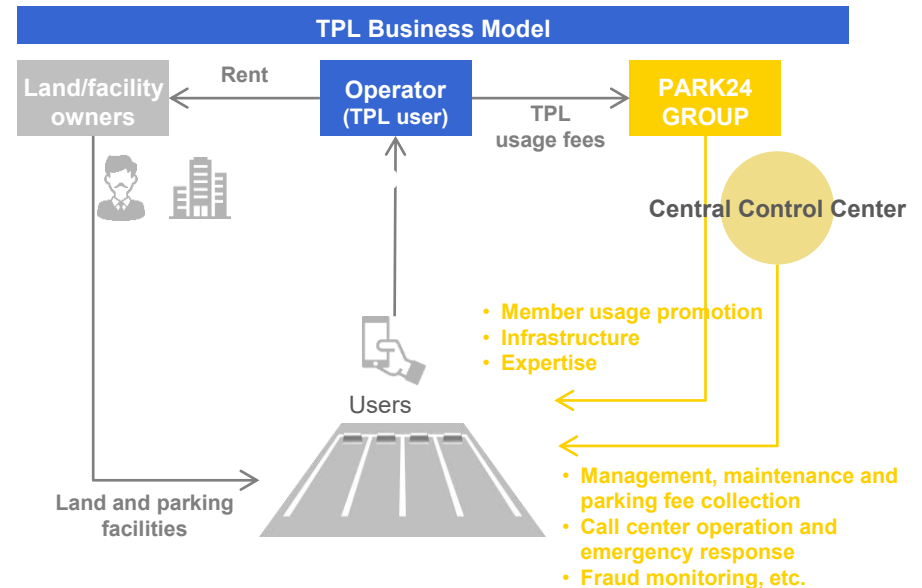
- Expanding the network through the Times PLATFORM SERVICE (TPL) by opening our system, TONIC\* , to external users
- Creating an ecosystem where participation in the network allows service users (Times CAR members), service providers (land/facility owners, TPL users), and the Group to mutually benefit



**PARK24 GROUP provides infrastructure, expertise and Central Control Center services in exchange for TPL usage fees from parking facility operators**

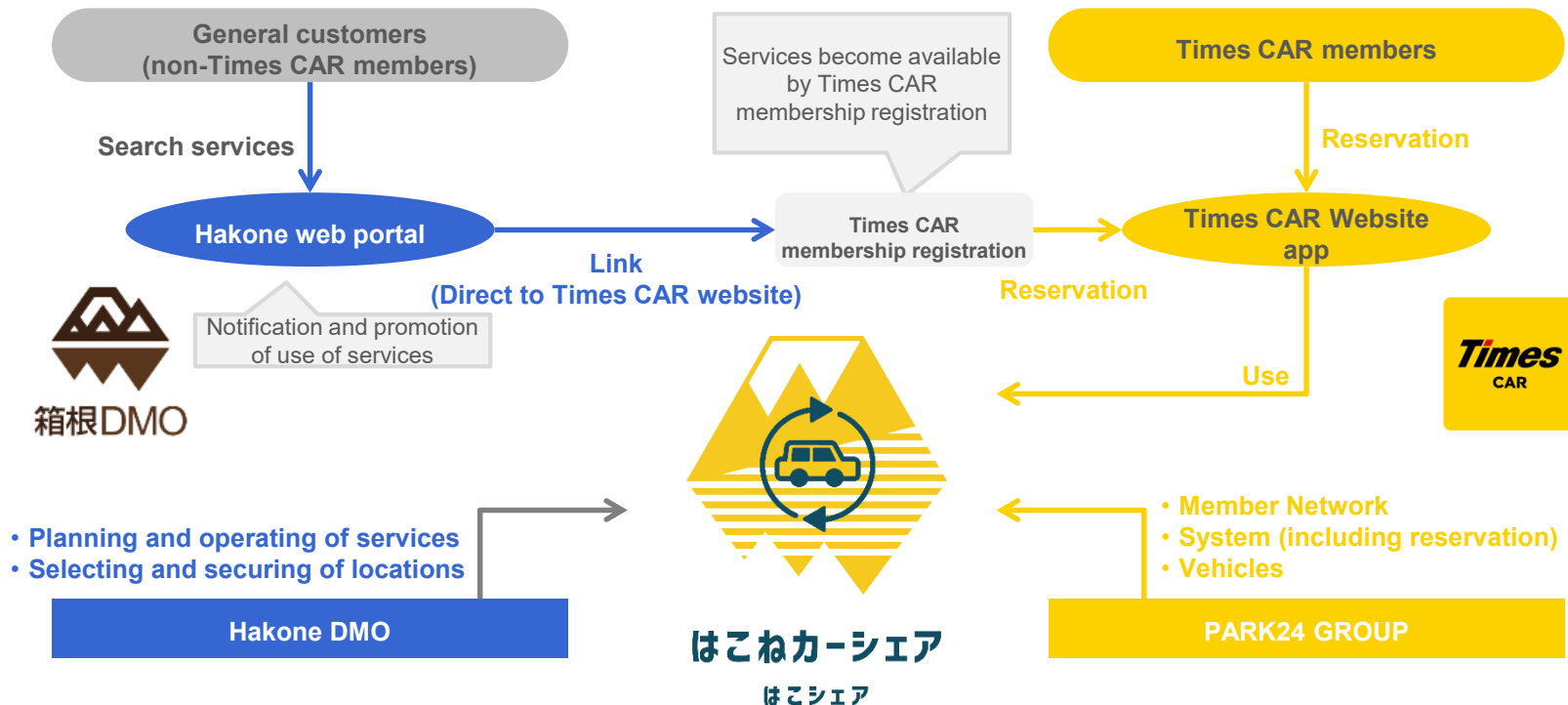


Service Brand	Times PARKING (in-house brand)
Parking Facility Operator	PARK24 GROUP
PARK24 Sales	Parking fees



Other brands
Other business operator (TPL User)
TPL usage fees from parking facility operators

Rolling out of the service under “Hakone Car Share” brand, using the membership network and systems of Times CAR



### Parking

- **From March 2024: Omiya JP Building Omiya (Japan Post Real Estate Co.,Ltd.)**
  - ✓ PARK24's equipment was installed to open a camera-equipped parking facility under the other party's brand
  - ✓ Parking facility users can utilize PARK24 services including Times BUSINESS CARD and Times CLUB CARD
  - ✓ Parking facility administrators can use PARK24 systems to check usage data, etc.
- **From April 2024: Nikko Natural Science Museum (designated administrator of nearby parking facilities)**
  - ✓ PARK24 provided parking facility equipment, including payment machines and license plate number recognition cameras, as well as maintenance and troubleshooting support, and contact center functions.
  - ✓ In addition, PARK24 provided service packages such as real-time distribution of information on parking facility occupancy and one-day common free passes



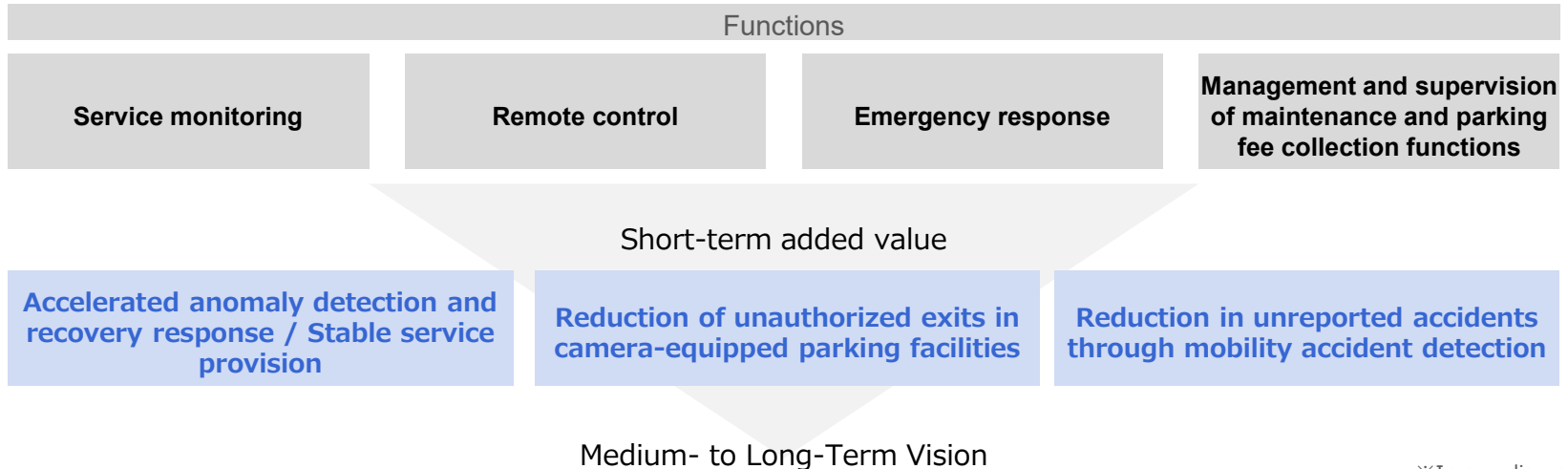
### Mobility

- **From December 2023: Eki Rent-a-Car smart west**
  - ✓ Times CAR vehicles, systems and the membership network have been provided to West Japan Railway Rent-A-Car & Lease Co., Ltd.
  - ✓ Car sharing has been rolled out under the other party's service brand
  - ✓ Users can utilize the services by registering for a Times CAR membership.
- **From May 2024: Hakone Car Sharing**
  - ✓ The service is provided to the Hakone Tourism Association



はこねカーシェア  
はこシェア

### Establishing a unified control system for Mobility Services Platform Operators



Becoming Japan's largest and only Mobility Services Platform Operator by managing remote operation and control of autonomous vehicles in the future

※Image diagram



I. Mid to Long-Term Vision for 2035

II. Business

**III. Finance and Shareholder Return**



## Setting an appropriate level of shareholders' equity at 90 billion yen, with surplus funds primarily considered for shareholder returns

	Basic policies	Details and backgrounds
Financial measures	<p><b>Financed with cash on hand and bank borrowings</b></p>	<ul style="list-style-type: none"> <li>FY2025 : <b>Conditions* for the prepayment of subordinated loans are to be met by accumulating profit</b> * Criteria for lump-sum prepayment of total amount: (1) net D/E ratio of 1.56 or below and (2) shareholders' equity of 86.7 billion yen or more</li> <li>FY2026 : prepayment of the subordinated loan of 50 billion yen will be made in Dec. 2025 : DBJ's NATIONAL CAR PARKS share (49%) put option may be exercised after Nov. 2025 (approx. 30 billion yen) ➔ <b>Financed with cash on hand and bank borrowings</b></li> </ul>
Capital structure	<p><b>Shareholders' equity of approximately 90 billion yen</b></p>	<ul style="list-style-type: none"> <li>Rough goal of 90 billion yen as the appropriate level of shareholders' equity following financial events (risk tolerance)</li> <li><b>A level at which it is deemed possible to continue operations for the time being even after a large natural disaster or pandemic, with creditworthiness, etc. returned to and maintained at pre-COVID-19 levels</b></li> </ul>
Shareholder return	<p><b>Dividend on equity (DOE) of approximately 10% + additional returns</b></p>	<ul style="list-style-type: none"> <li>We prioritize stable shareholder returns and consider returns such as share repurchases in addition to dividends, using DOE.</li> <li><b>Targeting a return on equity (ROE) of approximately 20% and a payout ratio of around 50%, aiming for a DOE of about 10% by FY2026.</b></li> <li><b>We aim to implement additional shareholder return measures</b> without accumulating shareholders' equity beyond an appropriate level.</li> </ul>
Capital efficiency	<p><b>Conscious of the spread between return on invested capital (ROIC) and weighted average cost of capital (WACC)</b></p>	<ul style="list-style-type: none"> <li>ROIC is adopted, focusing on the efficiency of capital invested in the entire business.</li> <li><b>Calculate and reduce WACC while maintaining ROIC above WACC.</b></li> <li>Planned ROIC for FY2025: 11.3%</li> <li>WACC is currently estimated to be around 5%</li> </ul>

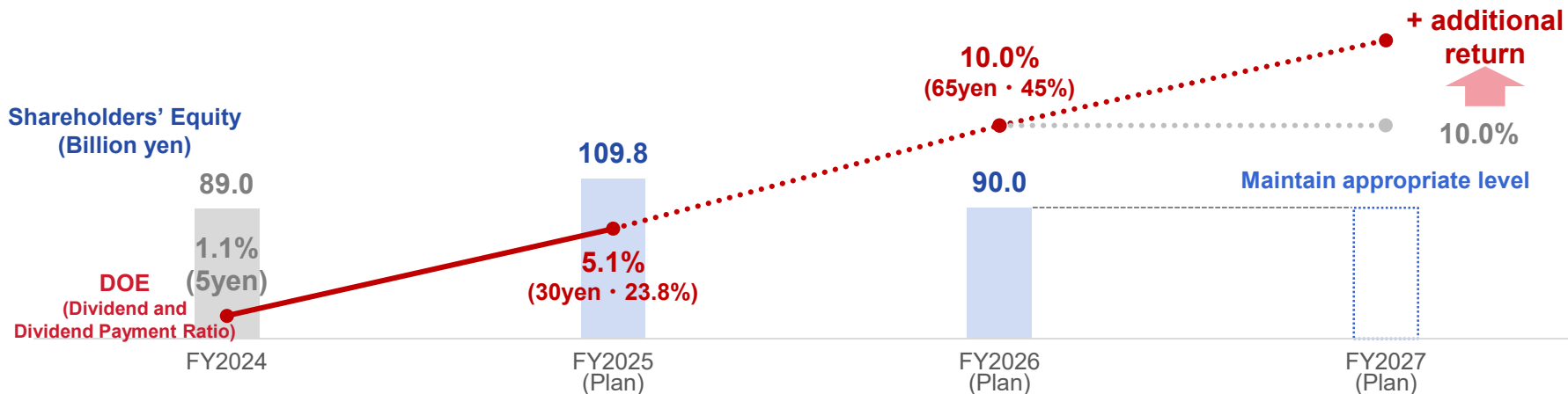
\* The revision of lease accounting standards and the 35 billion yen CB2028 maturing in February 2028 involve many uncertain factors and, therefore, are not included

\* Dividend on equity ratio (DOE) = total dividends paid / shareholders' equity; return on equity (ROE) = net income / shareholders' equity; return on invested capital (ROIC) = (operating profit x (1 - normal effective statutory tax rate)) / (interest-bearing debt + shareholders' equity)

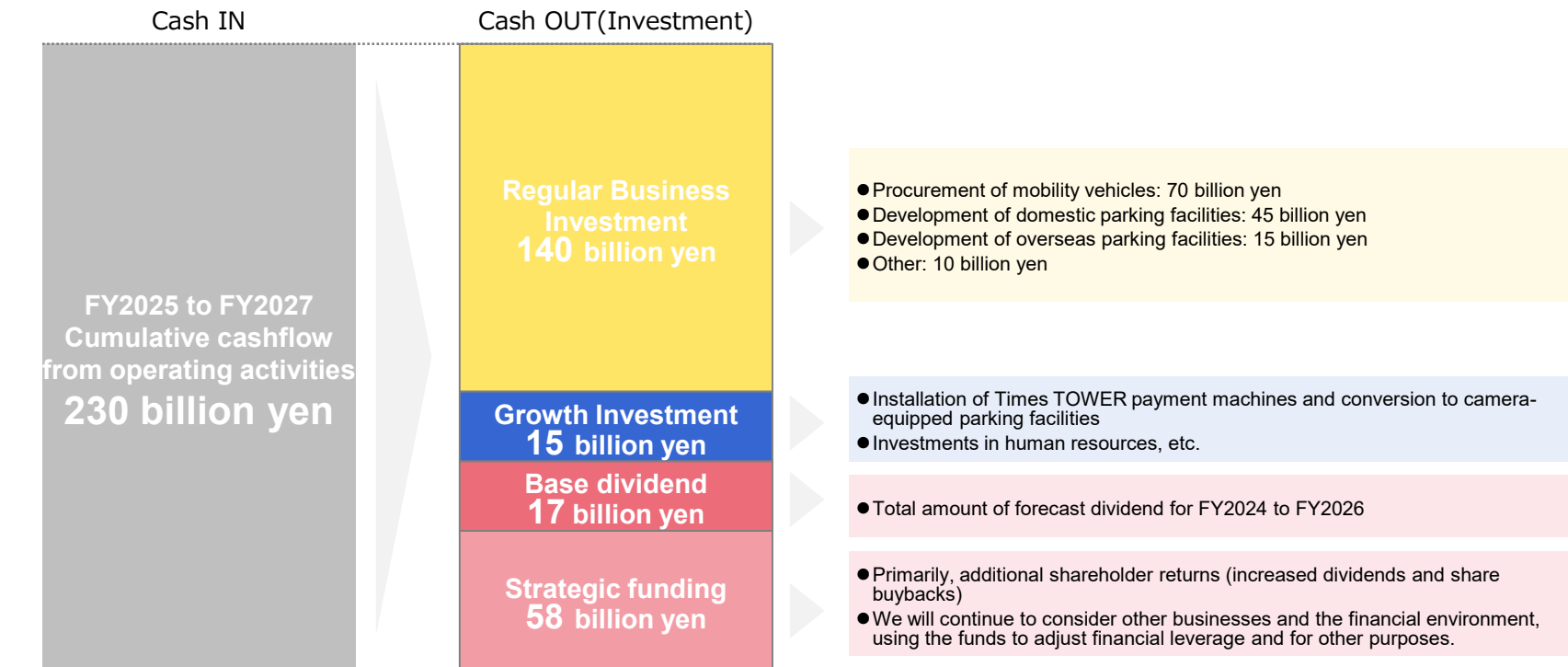
\* Weighted average cost of capital (WACC) = (cost of debt x (1 - normal effective statutory tax rate)) x (total debt / total assets) + cost of equity x (shareholders' equity / total assets); cost of equity is calculated using the CAPM model

In FY2026, we aim to achieve shareholders' equity of 90 billion yen and a DOE of 10%. For FY2027, we project a DOE of 10% plus additional shareholder returns.

	FY2024	FY2025	FY2026	FY2027
<b>Financial measures</b>		[October 2025] <ul style="list-style-type: none"> <li>■ Achievement of prepayment conditions for subordinated loans                             <ul style="list-style-type: none"> <li>✓ Shareholders' equity of at least 86.7 billion yen</li> <li>✓ Net D/E ratio of 1.56x or lower</li> </ul> </li> <li>■ Redemption/conversion of CB2025 (7.3 billion yen)                             <ul style="list-style-type: none"> <li>✓ Conversion price: 3,823.8 yen</li> </ul> </li> </ul>	[From November 2025] <ul style="list-style-type: none"> <li>■ Potential full acquisition of UK subsidiary [December 2025]</li> <li>■ Early repayment of subordinated loan</li> </ul>	
<b>Capital structure Shareholder return</b>		<ul style="list-style-type: none"> <li>■ Forecast dividend of 30 yen (payout ratio of 23.8%)</li> <li>■ DOE of 5.1%                             <ul style="list-style-type: none"> <li>✓ Level set in anticipation of financial events, etc. in FY2026</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>■ Guideline for dividend of 65 yen</li> <li>■ DOE of 10% and payout ratio of 45%                             <ul style="list-style-type: none"> <li>✓ Achieve target shareholders' equity of 90 billion yen and DOE of 10%</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>■ DOE of 10% + <b>additional return</b> <ul style="list-style-type: none"> <li>✓ The excess of 90 billion yen in shareholders' equity will be considered, with a focus on shareholder returns.</li> </ul> </li> </ul>



140 billion yen for regular business investment, 15 billion yen for growth investment, and 17 billion yen for shareholder returns based on dividend forecast, with the remaining 58 billion yen set aside as strategic funds for additional shareholder returns and restructuring of debt and equity.



# Disclaimer

Earnings targets, strategy as well as other information that appear in this document and have not been stated in the past are all forecasts based on information that the company has been able to currently obtain.

Actual earnings results may differ greatly from such forecasts depending on the changes in the economic environment and other uncertain factors.