



Fiscal Year 7/2025 Financial Results Presentation Material

September 16, 2025
Nippon Parking Development
(code: 2353)



Agenda

1. Summary of Consolidated Financial Results for FY 7/2025
2. Overview by Segment
3. Forecast of Consolidated Financial Results for the FY 7/2026
4. Reference Materials
5. SDGs Initiatives

Consolidated Business Summary

Achieved double-digit growth in net sales, operating profit, and ordinary profit,
resulting in record-high performance

(¥ mn)	7/2024	7/2025	Change (%)
Sales	32,693	36,832	+12.7%
Operating Income	6,461	7,659	+18.5%
Income before income taxes	6,511	7,832	+20.3%
Net income attributable to the parent company's shareholders	5,104	4,799	△6.0%

While ordinary income increased by 20.3% compared to the previous period, the main factors contributing to the 6.0% decrease in net income attributable to owners of the parent were the recording of extraordinary losses associated with the liquidation of the Korean operations and an increase in income taxes-deferred compared to the previous period due to the resolution of temporary differences, etc., resulting from the application of tax effect accounting at group companies.

Consolidated Business Summary

Achieved record-high sales and operating profit across all three major segments.

Result	 Parking Lot Business	• Record-high sales and operating profit • Achieved the top position in the number of listings on monthly parking search sites, exceeding 250,000 annual inquiries. • Domestic parking lot operations saw a net increase of 113 properties (compared to a net increase of 63 properties in the previous period), maintaining steady growth.
	 Ski Resort Business	• Record-high sales and operating profit • Green season: Achieved record-high visitor numbers for the third consecutive year through enhanced product development and increased inbound tourism. • Winter season: A record number of visitors was achieved thanks to investment in artificial snow machines and abundant snowfall, which resulted in extended operating periods.
	 Theme Park Business	• Record-High Sales and Operating Profit • Amusement Park Business: Visitor numbers increased compared to the previous period due to sales promotions utilizing influencers marketing and social media. • Vacation Home & Lodging Business: Steady growth in lodging guests due to free lodging campaigns and an increase in managed vacation homes.
	 New Business	• Increased Revenue, Decreased Profit • Achieved operating profit of ¥200 million in Healthcare Business and ¥100 million in Education Business • Renewable Energy Business is in its launch phase, aiming for early profitability.
Shareholder Return		• Significantly increased dividend for the fiscal year ending July 2025 to ¥8 per share (YoY increase of ¥2.5), marking the 15th consecutive year of dividend growth • Dividend for the fiscal year ending July 2026 is projected at ¥9 per share

Consolidated Balance Sheet

New borrowing of ¥5.7 billion implemented as future investment funds in anticipation of rising interest rates.
Fixed assets increased due to growth investments such as the new cableway facility at the ski resort (Iwatake) and villa construction for the theme park business.
Investment securities increased due to increased stock purchases and rising market value.

■ 7/2024 : Total assets 42,136mn

(¥ mn)	
Current assets 20,970 (Cash and deposits) (16,616)	Liabilities 23,568 (Interest-bearing debt) (15,952)
Fixed assets 21,166	Net assets 18,567 (Equity ratio) (36.7%)

■ 7/2025 : Total assets 49,984mn

(¥ mn)

Current assets 26,945 (Cash and deposits) (21,663)	Liabilities 27,109 (Interest-bearing debt) (18,627)
Fixed assets 23,039	Net assets 22,875 (Equity ratio) (38.3%)

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Parking Business - Financial Highlights

Monthly parking search site ranks at the top in the market in the number of locations listed. Annual inquiries increased. **Recorded new high sales and operating profit** thanks to steady growth in domestic parking lot listing.

■ Segment sales and operating income

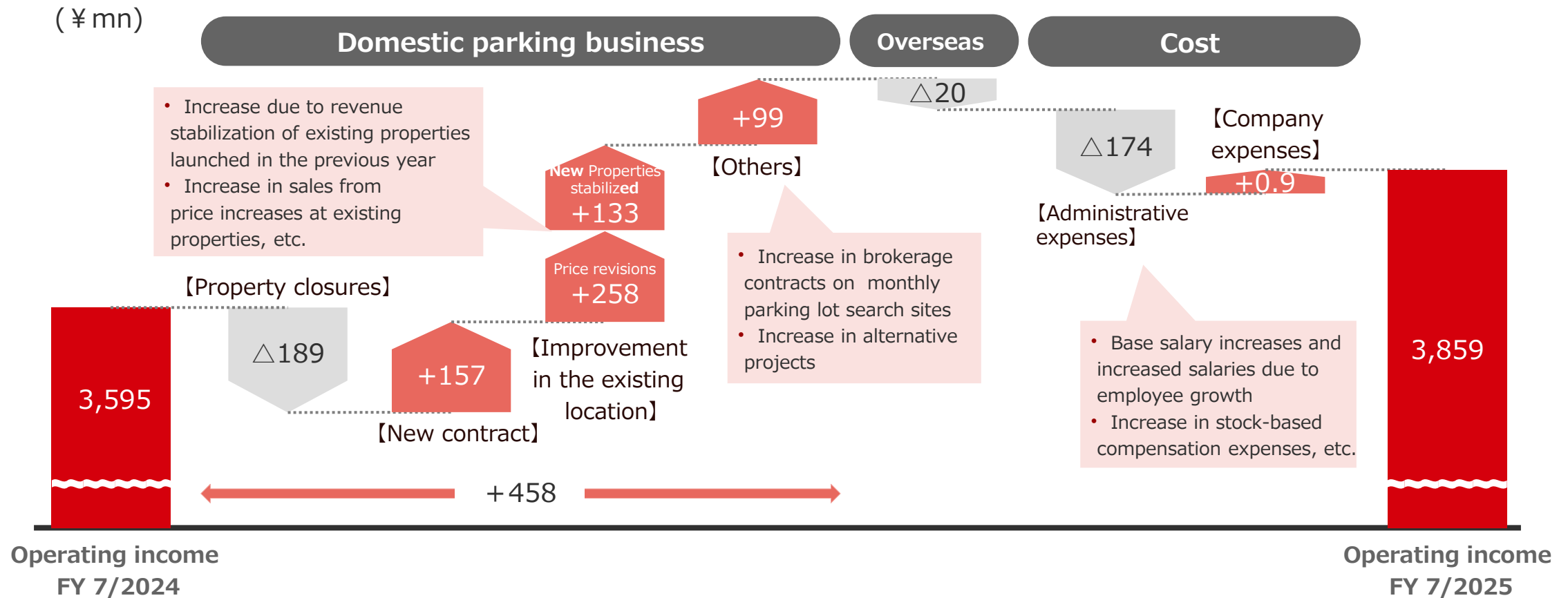
(¥ mn)		7/24	7/25	Change (¥ mn)	Change (%)
Sales	Japan	15,319	16,344	+1,025	+6.7%
	Overseas	1,908	1,503	△405	△21.2%
	Total	17,227	17,847	+620	+3.6%
Operating income (% to Sales)		4,226 (24.5%)	4,490 (25.2%)	+263 (+0.6pt)	+6.2% (-)
Operating income after the adjustment (% to Sales)		3,595 (21.1%)	3,859 (21.8%)	+263 (+0.7pt)	+7.3% (-)

■ Key Management Indicators

		7/24	7/25	Change (¥mn)	Change (%)
Number of Parking lot	Japan	1,399	1,512	+113	+8.1%
	Overseas	79	52	△27	△34.2%
Number of vehicles available	Japan	45,728	47,638	+1,910	+4.2%
	Overseas	16,965	14,073	△2,892	△17.0%

Parking Lot Business: Factors Affecting Operating Profit

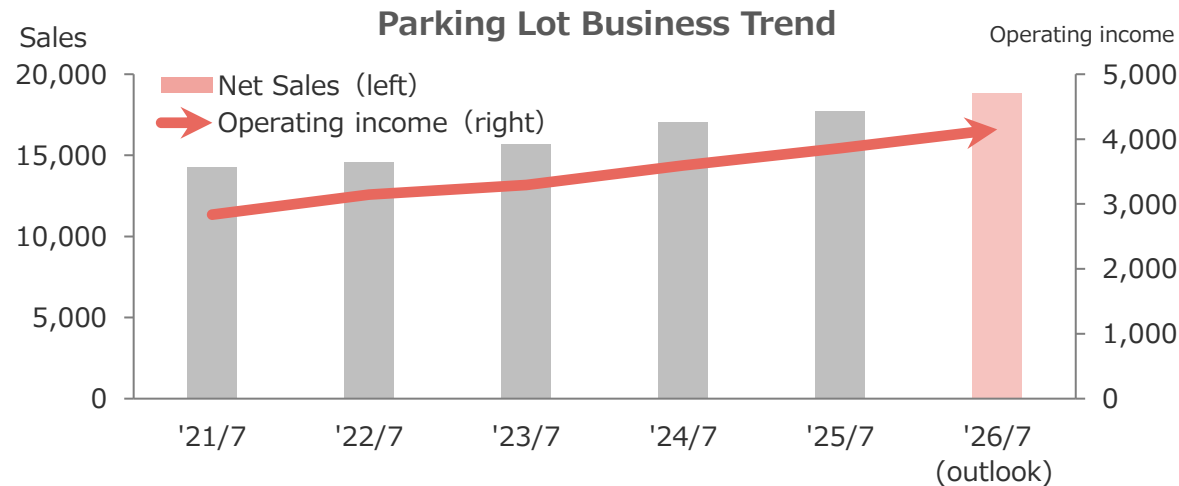
- Stabilization of revenue from new properties acquired in the previous period and improvements in existing properties due to increases in hourly rates and monthly rental fees
- Increase in brokerage contracts for monthly parking search sites and growth in alternative projects



Parking Lot Business: Plan

New property development through utilization of inquiry data from parking inspection sites and **further expansion of Staffed operations**

(¥ mn)



■ Parking business full-year trend

(¥ mn)	7/2025	7/2026	Change (¥mn)	Change (%)
Sales	17,724	18,850	+1,125	+6.3%
Operating income	3,859	4,150	+291	+7.5%
% to Sales	21.8%	22.0%	+0.2pt	—

Key Focus Areas for the Parking Lot Business

1 DX Promotion and Data Utilization

- Achieved the top position in the number of listings on the monthly parking search site, **resulting in a significant increase in online inquiries from monthly users.**
- By leveraging vast inquiry data to identify customer needs, **we will develop new listings in high-demand areas on.** This parking optimization strategy aims to **achieve Japan's top position in both listed properties and inquiries.**

2 Further Expansion of Staffed Operations

- Leveraging our staffed parking operation expertise, we are promoting valet services and entrance door services at department stores, hotels, and luxury residences.
- We also offer services such as car washing and coating services while customers are using the parking lot. Advancing the **"Plus One" initiative** to enhance and expand services.
- Focusing on real estate investment primarily in regional hubs, and advancing the acquisition and **development of company-owned properties.**

3 Strengthening Overseas Parking Facilities

- Continue acquiring new properties**, building on efforts from the previous period.
- Enhance consulting functions** such as supporting Japanese companies' expansion into Thailand

Ski Resort Business: Performance Highlights

- Winter season visitor numbers increased by 11% year-on-year
- Improved average revenue per visitor, achieving 44% year-on-year growth in operating profit

■ Segment sales and operating income

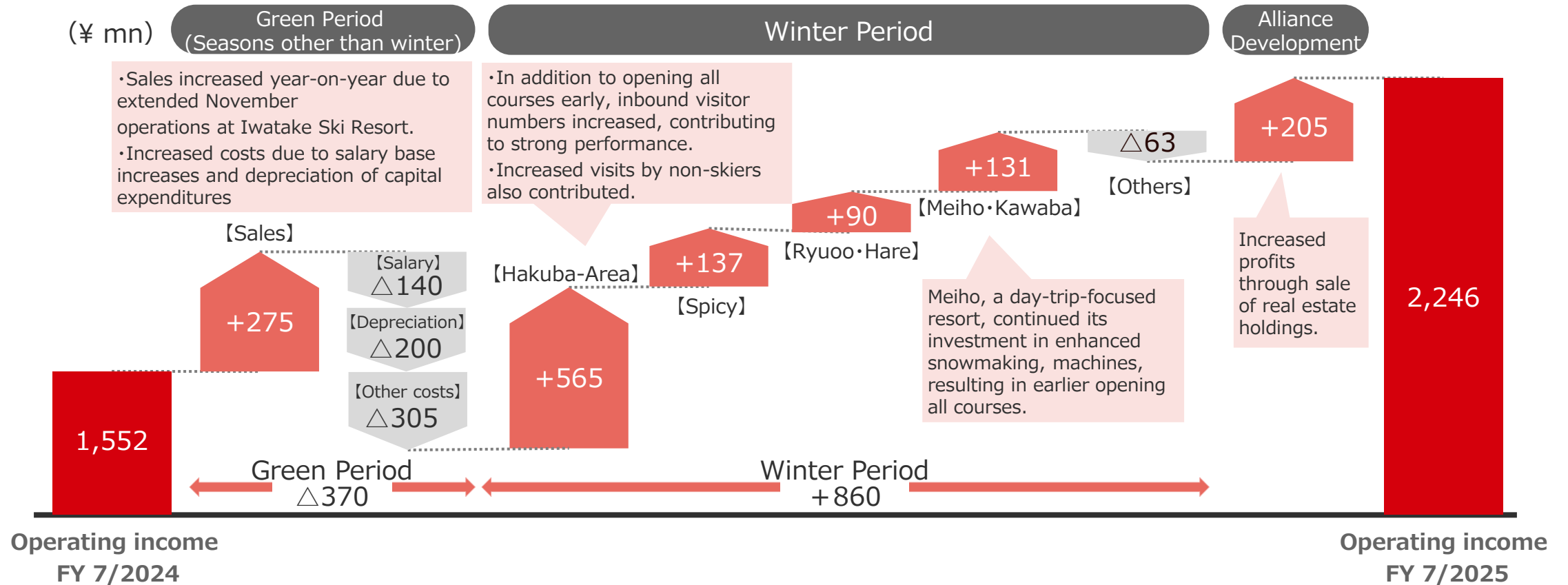
(¥ mn)	7/2024	7/2025	Change	Change (%)
Sales	8,245	10,461	+2,216	+26.9%
Operating income	1,552	2,246	+693	+44.7%
% to Sales	18.8%	21.5%	+2.6pt	—

■ Key Management Indicators

No. of visitors (thousand)	7/2024	7/2025	Change	Change (%)
Winter	1,698	1,893	+195	+11.5%
Green (non-winter)	473	520	+47	+9.9%

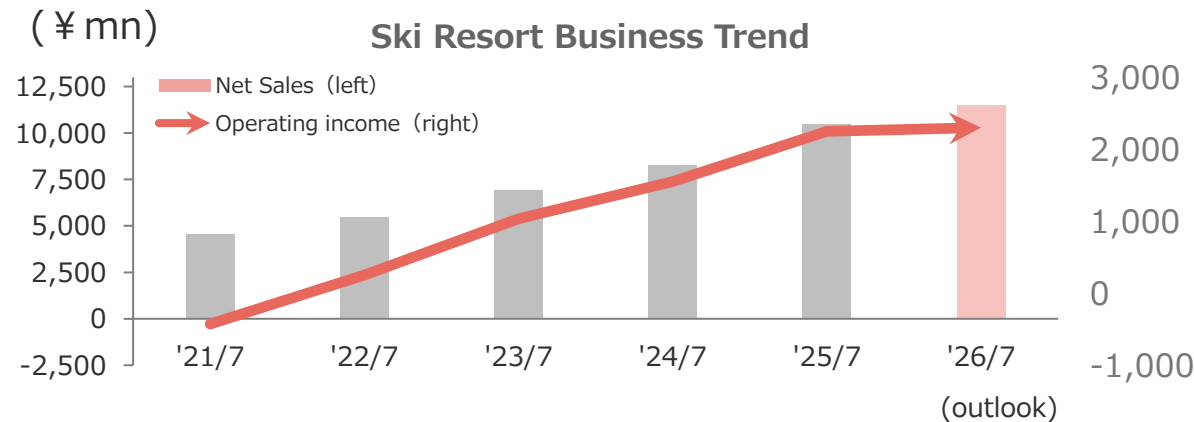
Ski Resort Business: Factors Affecting Operating Profit

- Operating income reached a record high due to an increase in visitors during both the green season and winter season.
- Increased costs such as depreciation and personnel expenses due to investment in new gondola facilities, snowmaking equipment, and human resources



Ski Resort Business: Plan

- Enhancing competitiveness through snowmaking equipment investment and facility renewal.
- Capturing inbound visitors through enhanced promotions and strengthened lodging offerings via in-house development and developer attraction.



■ Ski Resort Business Segment

(¥ mn)	7/2025	7/2026	Change	Change (%)
Sales	10,461	11,500	+1,038	+9.9%
Operating income	2,246	2,300	+54	+2.4%
% to Sales	21.5%	20.0%	△1.5pt	—

Key Focus Areas for Ski Resort Operation

- Acceleration of growth investment**
 - Until now, we have covered the risk of little snowfall through measures such as investment in snow making machines and investments for the green season, and we have diversified risk through year-round operations.
 - We will further strengthen our investment in snowmaking machines at Kawaba Ski Resort and Meihō Ski Resort so that we can make courses that can be used for the longest possible period from the beginning of the season.
 - Renew facilities to further differentiate and improve competitiveness
- Full-scale launch of real estate business**
 - In-house development of accommodation facilities such as chalets.
 - Addressing the shortage of lodging facilities by attracting developers and supporting closed facilities.
- Alliance Promotion**
 - Expanding business through consulting, operational management contracts, and sales support for external ski resorts
 - Expanding the number of ski resorts participating in the NSD Kids Program
- New Customer Acquisition**
 - Expand the NSD Kids Program and non-skier demographics
 - Implementing sales activities and promotions to strengthen inbound tourism

Theme Park Business: Performance Highlights

Achieved record-high attendance and lodging numbers since group formation through new event attractions and expanded lodging plans.
Both sales and operating profit reached record highs.

■ Segment sales and operating income

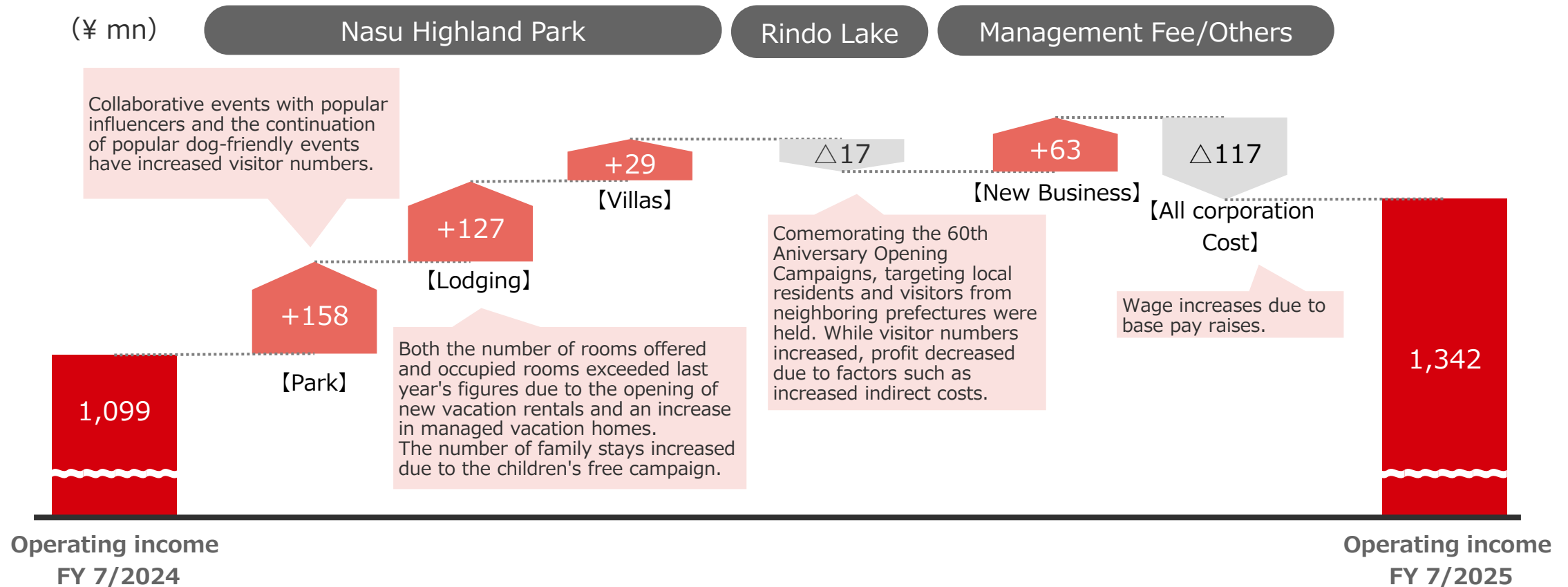
(¥ mn)	'24/07	'25/07	Change (¥mn)	Change (%)
Sales	6,593	7,690	+1,097	+16.6%
Operating income	1,099	1,342	+243	+22.1%
% to Sales	16.7%	17.5%	+0.8pt	—

■ Main Management Indicators

	(thousand)	'24/07	'25/07	Change	Change (%)
No. of visitors	Nasu Highland Park	554	609	+55	+9.9%
	NOZARU	26	30	+4	+12.5%
	Rindo Lake	277	277	△0	△0.2%
	Total	858	916	+58	+6.7%
Hotel	Room Nights	44	51	+7	+17.2%
	No. of Guests	162	211	+48	+30.0%
	No. of Rooms	339	379	+40	+11.8%

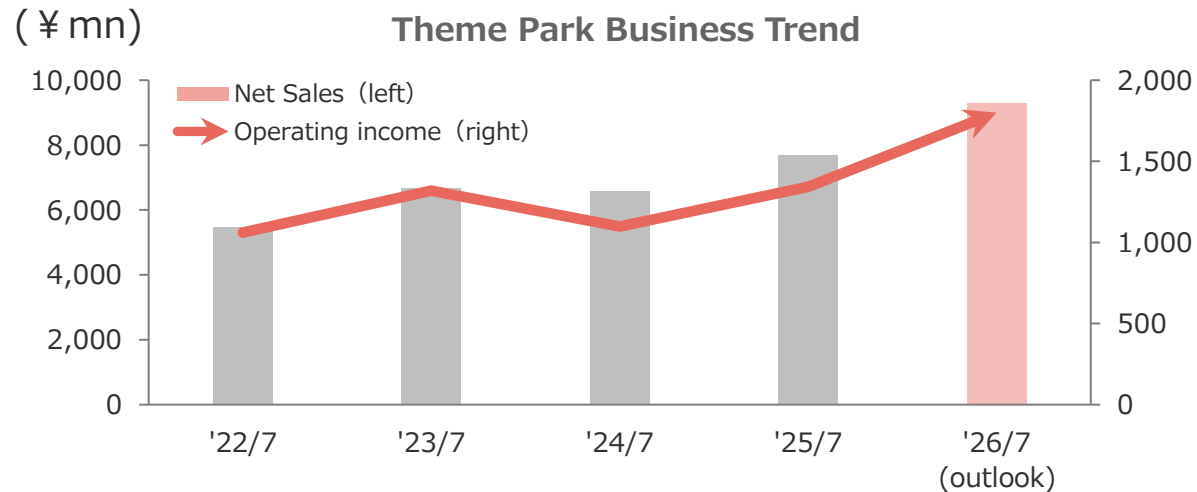
Theme Park Business: Factors affecting operating profit

- Parks: Record-high attendance driven by event hosting
- Accommodations : Steady growth in lodging guests due to new villa openings and free children's campaigns
- Vacation Rentals : Sales of vacation rentals increased due to enhanced customer outreach and a revised sales structure



Theme Park Business: Plan

- Creating theme park appeal through attraction investments, **growing the Nasu area** by expanding diverse lodging options.
- **Expanding nationwide as a regional transformation "RX" company; acquired Izu "Amagi Tokyu Resort"**



■ Theme Park Business Segment

(¥ mn)	7/2025	7/2026	Change (¥ mn)	Change (%)
Sales	7,690	9,300	+1,609	+20.9%
Operating income	1,342	1,800	+457	+34.0%
% to Sales	17.5%	19.4%	+1.9pt	—

Theme park business: Focus points

- 1 Strengthening the Park Business**
 - Enhancing appeal through continuous introduction of new attractions
 - Attracting and hosting compelling events to enhance customer satisfaction and create repeat customers
 - 2 Strengthening the Lodging Business**
 - Actively accepting vacation rentals for existing owner villas and strengthening the purchase of used villas ⇒ Increasing the number of lodging rooms
 - As a whole-villa accommodation facility, implementing a "Kids Stay Free" campaign to actively capture family demand
 - Promoting training programs and workation plans in collaboration with affiliated organizations
 - 3 Contributing to regional revitalization through collaboration with local governments**
 - Utilizing lodging facilities for disaster response and infrastructure development
 - Promoting local production for local consumption through partnerships with local producers
- Regional transformation initiatives for "RX (Regional Transformation)"
 • Commencement of operations at Amagi Tokyu Resort in Amagi, Shizuoka prefecture
 • Establishment as an RX company through private M&A and local government partnerships, aiming for future listing

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Fiscal Year Ending July 2026 Full-Year Plan

Projected Double-Digit Growth (Over 10%) in Sales and Operating Profit

(¥ mn)	7/2025	7/2026	YoY	Change (%)
Sales	36,832	40,800	+3,967	+10.8%
Operating income	7,659	8,500	+840	+11.0%
Income before income taxes	7,832	8,500	+667	+8.5%
Net income attributable to the parent company's shareholders	4,799	5,700	+900	+18.8%

A gain of ¥1.2 billion (extraordinary gain) from the sale of the planned hotel site at the base of Hakuba Iwatake Mountain Resort, announced on September 30, 2024

Shareholder Returns

- For the fiscal year ending July 2026, we plan to increase the dividend by 1.0 yen to 9.0 yen per share (16th consecutive dividend increase).
- Expect to increase revenue, profits, and dividends each period.

	7/2022	7/2023	7/2024	7/2025	7/2026 (outlook)
Dividend per share (¥)	5.00	5.25	5.50	8.00	9.00
Total amount of dividends (¥ mn)	1,604	1,662	1,741	2,556	2,876
Total amount of treasury stock repurchased (¥ mn)	948	1,776	165	129	870
Net income (¥ mn)	3,125	4,408	5,104	4,799	5,700
Dividend payout ratio (and total return ratio) (%)	52.0 (81.7)	38.0 (78.0)	34.2 (37.5)	53.3 (56.0)	50.5 (65.7)
ROA (ROE)	16.5 (34.9)	22.0 (42.3)	18.3 (38.0)	17.0 (27.7)	16.4 (28.1)
Equity ratio (%)	34.2	39.3	36.7	38.3	40.1

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Parking Lot Business: Number of Properties and Spaces Trend

		7/2021	7/2022	7/2023	7/2024	7/2025
Parking Lots with Monthly contract (Directly Operated)	No. of parking lot	1,067 (+6.7%)	1,107 (+3.7%)	1,156 (+4.4%)	1,214 (+5.0%)	1,310 (+7.9%)
	No. of Vehicles available	18,806 (+7.8%)	19,811 (+5.3%)	21,620 (+9.1%)	22,719 (+5.1%)	21,677 (+3.5%)
Parking Lots with Hourly Rental Option (Directly Operated)	No. of parking lot	150 (+0.0%)	145 (△3.3%)	141 (△2.8%)	153 (+8.5%)	138 (△9.8%)
	No. of Vehicles available	22,031 (+3.4%)	21,117 (△4.1%)	20,039 (△5.1%)	20,199 (+0.8%)	18,382 (△9.0%)
Parking Lots with Hourly rental system	No. of parking lot	109 (△4.4%)	102 (△6.4%)	105 (+2.9%)	111 (+5.7%)	116 (+4.5%)
	No. of Vehicles available	24,917 (△7.7%)	20,119 (△19.3%)	18,474 (△8.2%)	19,775 (+7.0%)	19,821 (+0.2%)
Total	No. of parking lot	1,326 (+4.9%)	1,354 (+2.1%)	1,402 (+3.5%)	1,478 (+5.4%)	1,564 (+5.8%)
	No. of Vehicles available	65,754 (+0.0%)	61,047 (△7.2%)	60,133 (△1.5%)	62,693 (+4.3%)	61,711 (△1.6%)

Consolidated Balance Sheets

(¥ mn)	7/2021	7/2022	7/2023	7/2024	7/2205
• Current assets	15,826	14,482	14,482	20,970	26,945
(Cash and deposits)	13,464	11,639	11,050	16,616	21,663
• Tangible fixed assets	10,366	10,995	11,925	15,086	16,475
• Intangible assets	219	182	161	141	233
• Investments and other assets	2,293	1,937	2,437	5,938	6,329
(Investment securities)	869	463	771	3,415	3,949
• Total fixed assets	12,879	13,116	14,525	21,166	23,039
• Total assets	28,706	27,598	29,007	42,136	49,984
• Current liabilities	6,145	5,624	4,888	8,026	9,246
• Long-term liabilities	11,835	10,240	10,167	15,542	17,862
(Interest-bearing debt)	11,429	9,300	7,909	15,952	18,627
• Total liabilities	17,980	15,865	15,056	23,568	27,109
• Total net assets	10,725	11,733	13,950	18,567	22,875
• Total liabilities and net assets	28,706	27,598	29,007	42,136	49,984
• Net interest-bearing debt	△2,034	△2,339	△3,140	△663	△3,536
• Current ratio	257.5%	257.5%	296.2%	261.2%	291.4%
• Fixed assets to long-term capital ratio	63.5%	66.6%	67.4%	68.3%	62.3%
• Equity Ratio	29.4%	34.2%	39.3%	36.7%	38.3%

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Coexisting with Nature Local Production for Local Consumption and Circular Small-Scale Biomass Power Generation



Japanese Government Climate Change Targets: 46% Reduction in Global Warming Gases by 2030, Carbon Neutral by 2050

NPD Group Goal: "100% Carbon Negative by 2030"

*While pursuing this goal, we will also leverage the knowledge gained to create new business growth pillars, such as external sales.

■ New company established to achieve "100% carbon negative NPD Group by 2030"

■ Mission of the new company

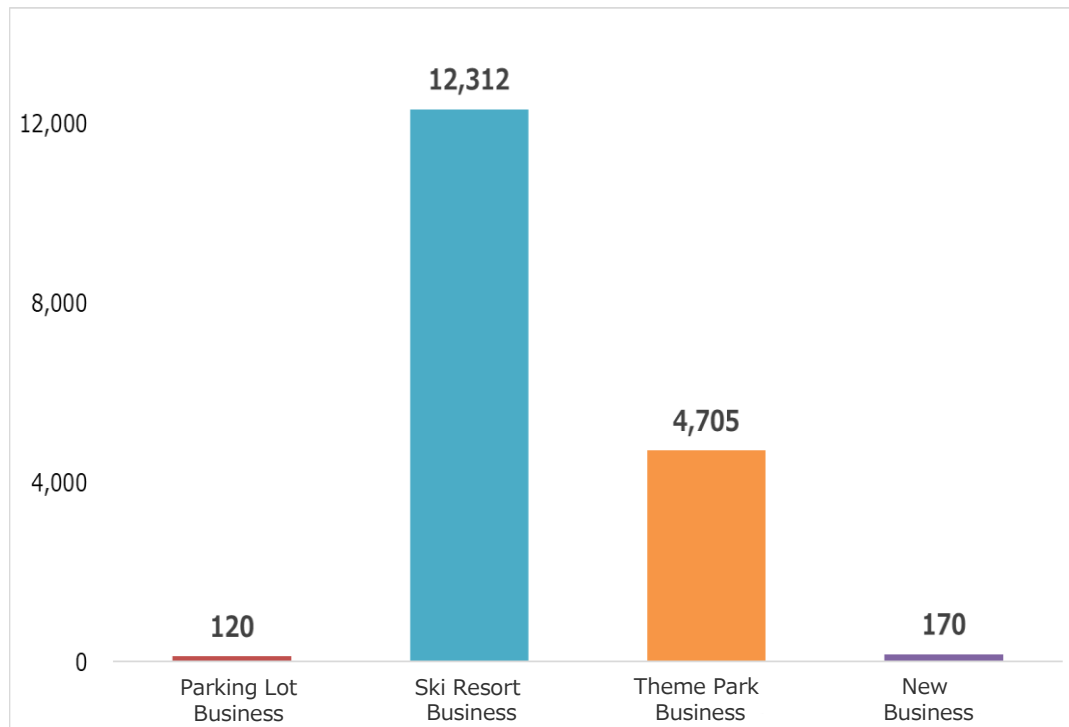
1. Establish **numerical targets** and **action plans** for its decarbonization initiatives and ensure their **swift implementation**
2. Horizontally deploy successful investments and decarbonization mechanisms across organizational boundaries within the group
3. Sell the decarbonization business know-how cultivated within the NPD Group externally, aiming to realize a decarbonized society in Japan

Coexisting with nature Local production for local consumption and circular small-scale biomass power generation

CO2 Emissions Status/Measures

NPD Group Annual CO2 Emissions
17,000 tons
(equivalent to 6,181 households)

*Assuming 2.8 t-CO2 emissions per household



➤ Biomass Power Generation

- Power supply to Nasu Highland Park, TOWA Pure Cottages, and Nasu Highland Villa Area
- Utilization of waste thinning wood from Nasu Highland

➤ Solar Power Generation

Utilization of parking lot sites at Nasu Highland Park.

➤ Small-scale hydroelectric power generation

Power generation utilizing ski slope gradient

*CO2 emissions are calculated based on the "List of Calculation Methods and Emission Factors for the Calculation, Reporting, and Disclosure System" published by the Ministry of the Environment.

Coexisting with Nature Locally produced, locally consumed, recycling-based small-scale biomass power generation

Working on the realization of the Nasu Green Highland Concept in the Nasu area, where theme park businesses are developing.

Aiming to achieve low-environmental-impact facility operation and sustainable community development through such measures as using thinned wood generated from the maintenance of vacation homes, using locally produced, locally consumed, recycling-type biomass power generation and so on.



Vacation rentals to prevent vacant houses



- When vacation home owners are not using their properties, our company will manage them and utilize them as lodging facilities.
- The revenue is returned to the owners and used as a source of funds for the maintenance and management of the vacation homes.
- This enhances the value of the vacation home area by monetizing real estate and increasing asset value.
- Guests enjoy staying in nature-rich vacation homes and fully experience Nasu Highland.



Providing children with a bright future



- Providing an environment that nourishes both children's hearts and stomachs
- Creating an environment where children can interact with each other
- Instructors from our group company specializing in online education provide high-quality learning



Our initiatives were featured in *The Nikkei* (Japan's leading business daily).



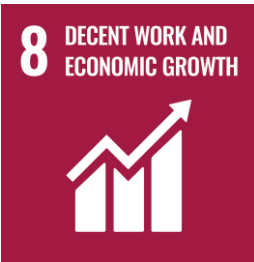
Children receiving boxed lunches from staff at the "Children's Cafeteria" set up inside the station



Participating in the English conversation program of the group's TCK workshop

Establishing a "Children's Cafeteria" inside JR Nasu-Shiobara Station in collaboration with JR East.
Open every Tuesday, Thursday, and Friday from 5:00 PM to 8:00 PM. Children up to junior high school age pay 100 yen.
Adults accompanying children can purchase a bento for 200 yen.
Additionally, English conversation classes are offered at the group's TCK workshop.

Zero Euthanasia Initiative / Adoption of Shelter Dogs and Hosting Adoption Events



- Rescue dog adoption activities began in 2017, achieved placing 310 dogs with new families.
- Adoption events for rescue dogs held at Nasu Highland Park



■ Adoption event at Nasu Highland Park, welcoming larger-than-expected number of visitors.



Launching educational programs for returnee children



Fostering the next generation of global citizens

- Contributing to international education within Japan through programs enabling students to pursue overseas university admission using both English and Japanese
- Addressing international education needs such as solo study abroad for elementary, junior high, and high school students to nurture the future international generation

Providing high-quality education anywhere in the world

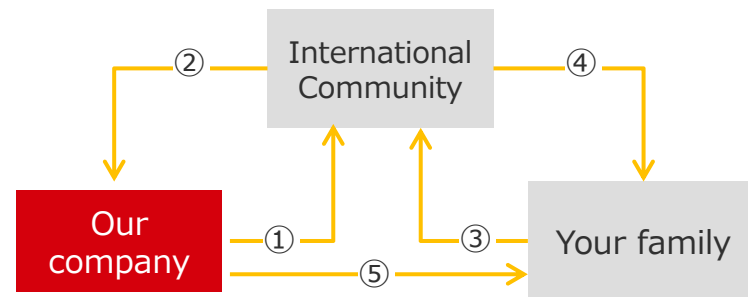
- Supporting families stationed overseas to alleviate educational concerns and live with peace of mind
- Expanding services to foreign families stationed in Japan, contributing globally to society

【Target Students】

- Children of expatriates: estimated 100,000 (temporary relocation due to the COVID-19 pandemic)
- Children of returnees: approx. 10,000 returning to Japan annually
- International students: reached 310,000 that tripled compared to 2009 (data from Ministry of Education)
- Baccalaureate: Expanding from 18 schools to 200 (estimate by Ministry of Education)



【Sustainable Mechanism】



- ① **Cultivating the Future International Generation**
- ② Providing opportunities for foreign talent and education
- ③ Social contribution through expatriate and corporate activities
- ④ Comprehensive support for overseas expatriates
- ⑤ **Providing high-quality education anywhere in the world**

About the Operating Company "TCK Workshop"

Our mission is **to turn your child's overseas experience into an asset.**

Providing online tutoring service to **2,400 students across 70 countries worldwide**

(As of July 2025)

We provide educational consultations in Japanese and English for Japanese families residing in areas with limited educational institutions and services, and children attending local schools or international schools overseas.



NIPPON PARKING DEVELOPMENT

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