

An aerial photograph of a city street scene. On the left, a large parking lot is filled with cars. A multi-lane road with a green median runs through the center. On the right, there is a modern building with a distinctive white, tent-like roof structure. The background shows more city buildings and traffic.

Fiscal Year 7/2026 3Q Financial Results Presentation Material

June 5, 2026

Nippon Parking Development
(code: 2353)



Agenda

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

Consolidated Business Summary

- Net sales and all levels of profit exceeded the previous year's results, reaching record highs.
- Recorded an extraordinary gain from the sale of land at the base of Iwatake Resort, operated under our consolidated subsidiary, Nippon Ski Resort Development.

(Millions of Yen)	FY2026 3Q	FY2025 3Q	YoY Change	Change (%)
Sales	31,107	28,441	+2,666	+9.4%
Operating Income	7,016	6,647	+369	+5.6%
Income before income taxes	7,178	6,621	+556	+8.4%
Profit attributable to owners of the parent	4,208	3,770	+438	+11.6%

Consolidated Business Summary

Achieved record-high sales across all three major segments.



Parking Lot Business

- Record-high sales and operating profit
 - The Company maintained the No. 1 position in the number of listings on its monthly parking search platform, with both inquiry volumes and contract signings continuing to grow.
 - In addition to office-area properties, we strengthened sublease proposals for condominium (for-sale and rental) properties. As a result, the number of domestic properties increased by a net 118
 - In addition to valet services, the Company expanded high-value-added services leveraging manned operations, such as door services and bell services.



Ski Resort Business

- Record-high sales
 - Record-Breaking Inbound Visitors: Reached an all-time high of 543,000, representing a 23.3% increase over the previous record set in the 24-25 season.
 - Operational Stability via Strategic Investment: Achieved consistent and stable operations despite unseasonably warm weather and low snowfall, fully leveraging our continuous investments in snowmaking machines.
 - Peak Spending per Guest: Lifted spending per guest (including ancillary revenues) to record-high levels by expanding high-value-added service offerings.



Theme Park Business

- Record-high sales and operating profit
 - Theme Park Business: Visitor numbers increased by 8.5% year on year as a result of initiatives designed to create new motivations for visitation, including a diverse lineup of special events and promotional activities leveraging social media.
 - Villa and Accommodation Business: The number of overnight guests increased year on year, by enhancing experiential value, including the strategic development of uniquely themed and multi-concept guest rooms. Successfully launched operations for our integrated lodging, golf, and villa businesses in the Izu Peninsula, commencing in March 2026.



New Business

- Increased Revenue, Decreased Profit
 - Net sales exceeded the previous year across all segments: Healthcare, Education, and Renewable Energy.
 - Renewable Energy: Steadily expanding by leveraging expertise in local biomass, solar power, and external project orders.

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Parking Lot Business - Financial Highlights

- **Maintained No. 1 ranking for listed properties on our monthly parking search site,** driving a continuous increase in inquiries.
- **Net sales and operating profit reached record highs,** driven by the steady increase in domestic parking properties.

■ Segment sales and operating income

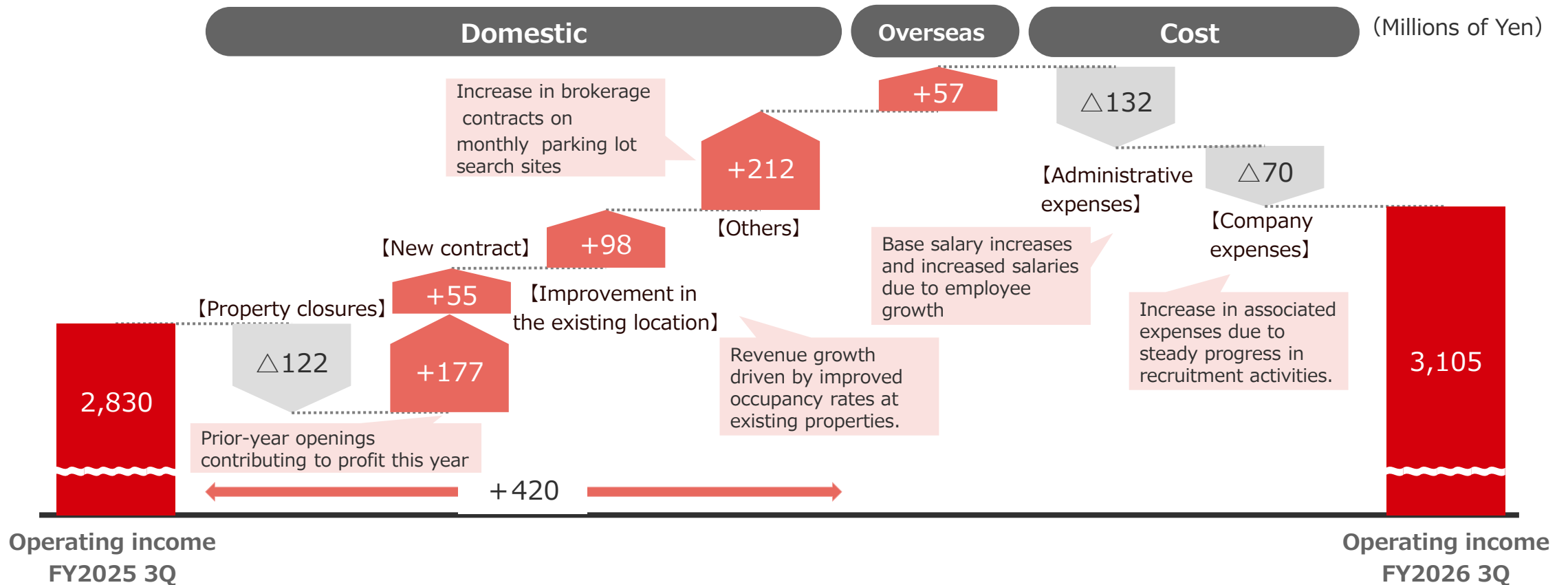
(Millions of Yen)	FY2026 3Q	FY2025 3Q	Change	Change (%)
Sales	14,221	13,243	+977	+7.4%
Operating income	3,105	2,830	+274	+9.7%
% to Sales	21.8%	21.4%	+0.5pt	—

■ Key Management Indicators

	FY2026 3Q	FY2025 3Q	Change	Change (%)
Number of Parking lot	1,680	1,531	+149	+9.7%
Number of vehicles available	63,496	60,697	+2,799	+4.6%

Parking Lot Business: Factors Affecting Operating Profit

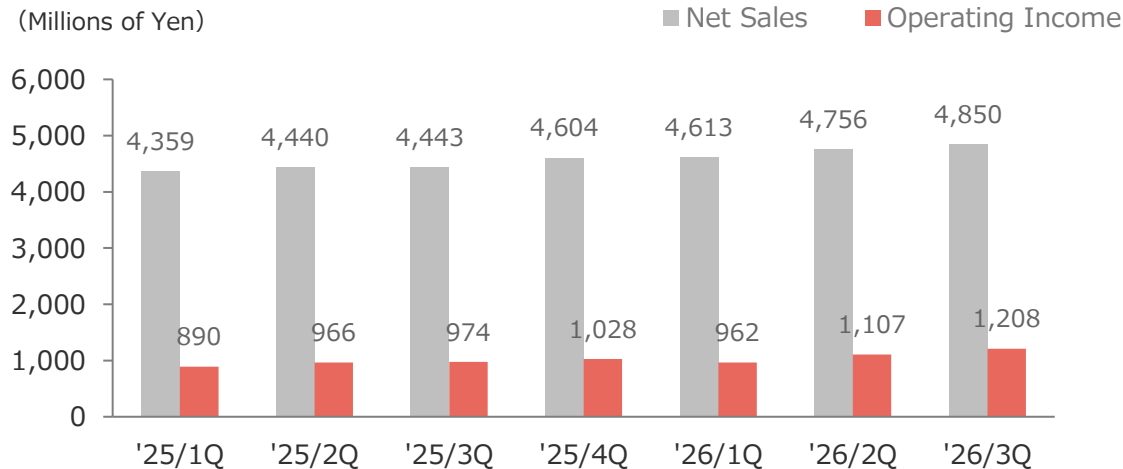
- Improved existing properties by securing new contracts, increasing the number of spaces, and raising occupancy rates.
- Increased the number of brokerage contracts following a rise in inquiries through the monthly parking search website.



Parking Lot Business: Plan

- **Steadily grow** the business through both new property acquisition and improvements to existing properties.
- Promote the leverage of DX to **enhance customer satisfaction and improve occupancy rates**.

■ Parking business Quarterly Financial Trends



■ Parking business full-year trend

(Millions of Yen)	FY2026 3Q	Full-year Plan	% of Completion
Sales	14,221	18,850	75.4%
Operating income	3,105	4,150	74.8%
% to Sales	21.8%	22.0%	—

※Corporate expenses and other adjustments have been deducted from the Parking Lot segment profit stated in the Financial Results.

Key Focus Areas for the Parking Lot Business

- 1 New Property Acquisitions and Improved Profitability at Existing Properties**
 - **New Contracts:** Increased through strengthened proposals for condominium-affiliated parking.
 - **Building a Scalable Sales Model:** Expanding sales headcount and standardizing the proposal process to build a highly repeatable sales structure.
 - **Sublease Improvement:** Higher occupancy rates driven by enhanced web listings and direct sales to local businesses.
 - **Profitability:** Boosted by “Plus-One” services (car wash, coating, luggage storage) at manned sites.
- 2 Expansion and Promotion of DX**
 - **DX Drive:** Maintained #1 market share in site listings; grew online inquiries and contracts.
 - **Operations:** Scaled workforce and standardized quality to manage increased inquiry volume.
 - **Sales Strategy:** Improved conversion and satisfaction via a new re-proposal system for lost leads.
- 3 Expanding the Delivery of High-Value-Added Services**
 - **Service Expansion:** Growing beyond valet services into bell, door, and concierge services at premium locations.

Ski Resort Business - Financial Highlights

- Record Inbound Growth: Inbound visitors reached an all-time high, driven by sustained demand expansion centered on the Hakuba area.
- Revenue per visitor also improved through the expansion of high-value-added services, **leading to record-high net sales.**

■ Segment sales and operating income

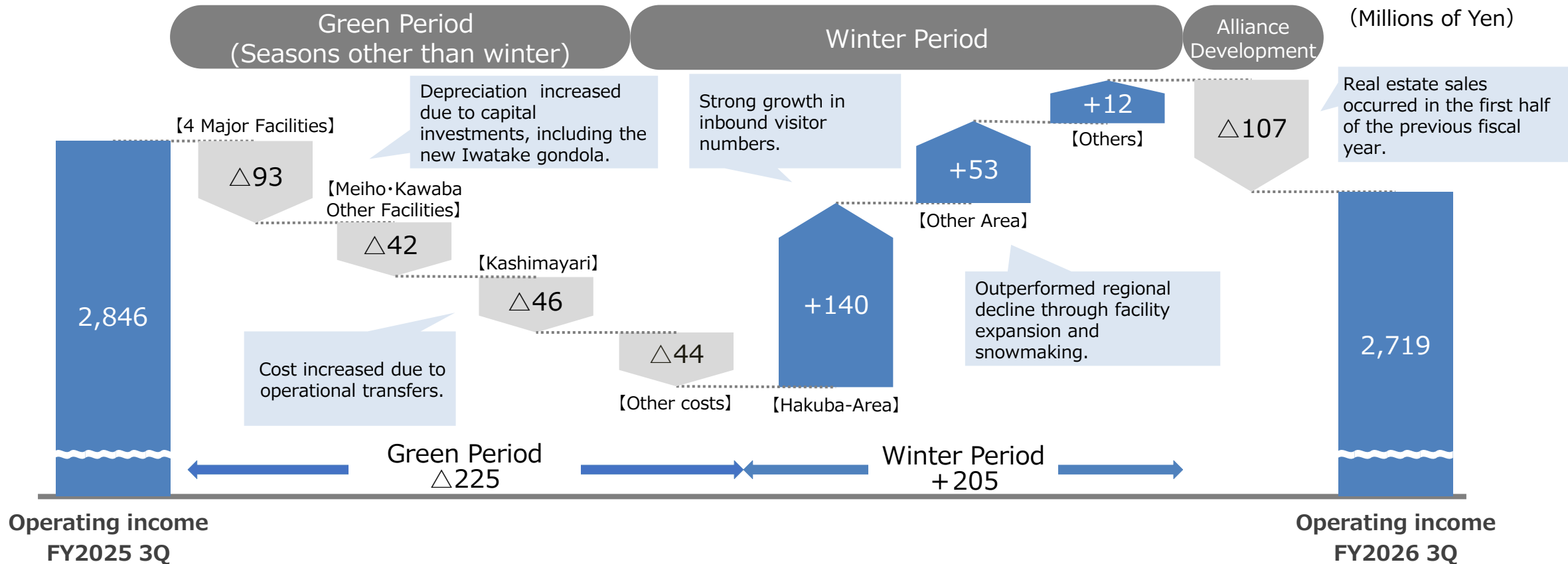
(Millions of Yen)	FY2026 3Q	FY2025 3Q	Change	Change (%)
Sales	9,977	9,159	+817	+8.9%
Operating income	2,719	2,846	△127	△4.5%
% to Sales	27.3%	31.1%	△3.8pt	—

■ Key Management Indicators

No. of visitors (thousand)	FY2026 3Q	FY2025 3Q	Change	Change (%)
Winter	1,880	1,886	△5	△0.3%
Winter (Of which: Inbound visitors)	543	440	+103	+23.3%
Green (non-winter)	340	350	△10	△3.0%

Ski Resort Business: Factors Affecting Operating Profit

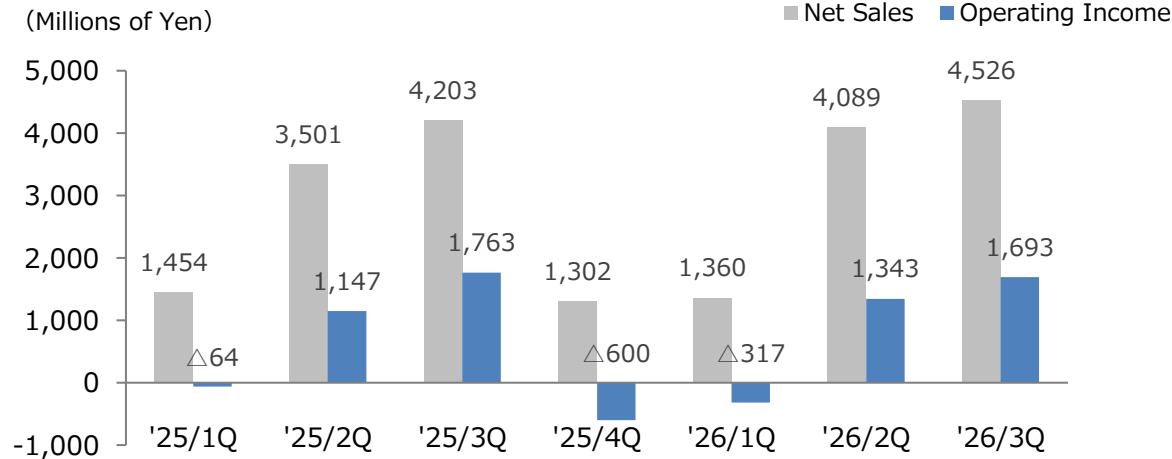
- Green season visitor count dropped due to poor weather but guest spending increased, while winter season performance remained steady YoY despite a warm winter.
- Increased costs, including depreciation and personnel expenses, due to investments in lift infrastructure, snowmaking equipment, and human resources.



Ski Resort Business: Plan

- **Realizing highly competitive snow resorts** through enhanced investments in snowmaking equipment and facility renewals.
- **Promoting the acquisition of new customer segments**, including inbound visitors, kids, non-skiers, and beginners.

■ Ski Resort Business Quarterly Financial Trends



Key Focus Areas for Ski Resort Operation

- 1 Climate Change Mitigation and Risk Diversification**
 - **All-season Strategy:** Establishing year-round operations via terraces, play equipment, and campfields.
 - **Climate Resilience:** Strengthening snowmaking investments to ensure stable conditions despite warm winters.
 - **Mitigating Seasonal Risk:** Captured green season tourism demand to diversify and mitigate seasonal volatility risks.
- 2 New Customer Acquisition**
 - **Nurturing Future Skiers:** Acquired new members for the "NSD Kids Program" targeting elementary school students and preschoolers to build future skier demand.
 - **Non-skiers:** Expanded the tourist segment by enhancing non-skiing content.
 - **Maximizing Inbound Growth:** Expanded inbound visitor acquisition through continuous, targeted promotional activities centered on the Hakuba area.
- 3 Continued Growth Investment**
 - **Proactive CapEx:** Accelerating capital investments to improve visitor convenience and boost customer satisfaction.
 - **Infrastructure Modernization:** Upgrading gondolas and lifts across group resorts to enhance differentiation and competitive advantage.
 - **Industry Revitalization:** Expanding the "NSD Alliance" to provide management support leveraging group know-how, contributing to the revitalization of the snow industry.

■ Ski Resort Business full-year trend

(Millions of Yen)

	FY2026 3Q	Full-year Plan	% of Completion
Sales	9,977	11,480	86.9%
Operating income	2,719	2,300	118.2%
% to Sales	27.3%	20.0%	—

Theme Park Business - Financial Highlights

- **Achieved all-time highs in both revenue and operating profit**, driven by steady growth in visitor and guest counts.
- Commenced operations of the villa and accommodation business in the Izu Peninsula, Shizuoka Prefecture, in March 2026.

■ Segment sales and operating income

(Millions of Yen)	FY2026 3Q	FY2025 3Q	Change	Change (%)
Sales	6,192	5,495	+696	+12.7%
Operating income	1,063	813	+250	+30.8%
% to Sales	17.2%	14.8%	+2.4pt	—

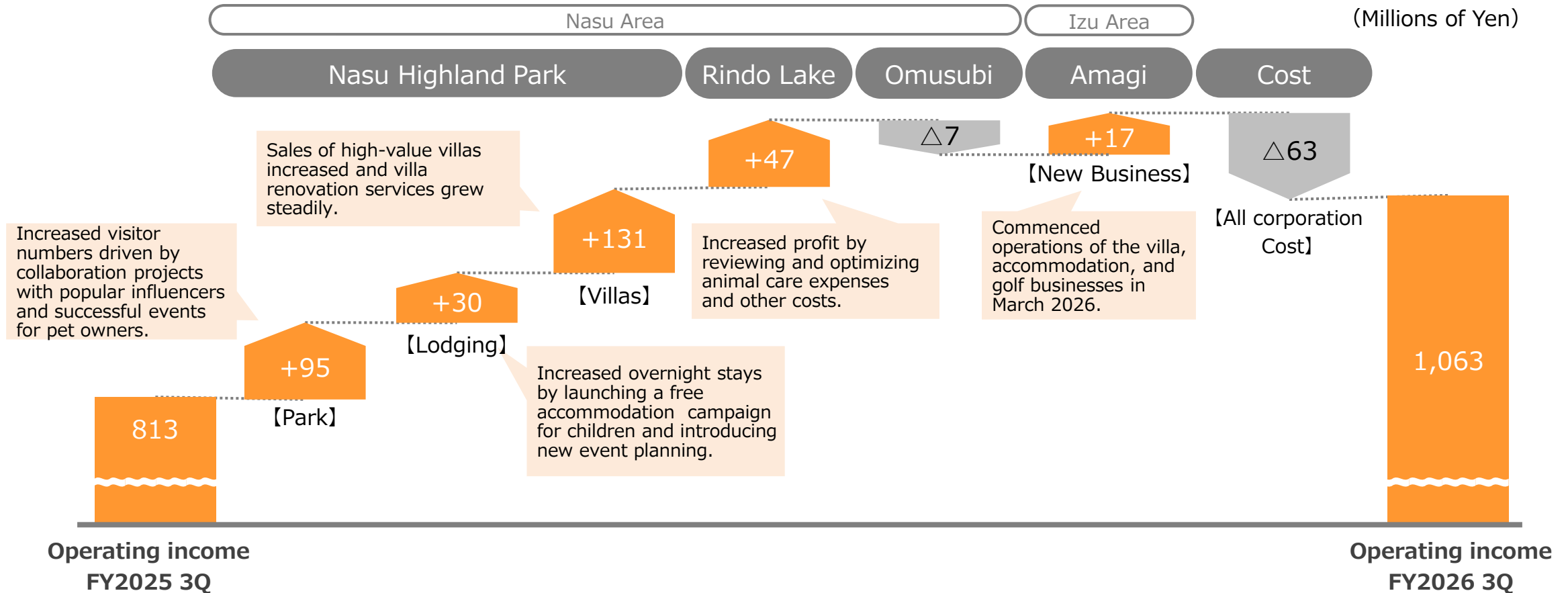
■ Key Management Indicators

(thousand)		FY2026 3Q	FY2025 3Q	Change	Change (%)
No. of visitors	Nasu Highland Park	468	433	+34	+7.9%
	Rindo Lake	211	192	+19	+9.9%
	NOZARU	23	21	+1	+6.9%
	Total	703	648	+54	+8.5%
Nasu Area Hotel	Room Night (Thousands of Groups)	39	38	+1	+2.6%
	No. of Guests	166	154	+12	+7.9%
	No. of Rooms (Rooms)	393	391	+2	+0.5%
Izu Area Hotel	Room Night (Thousands of Groups)	2	—	—	—
	No. of Guests	5	—	—	—
	No. of Rooms (Rooms)	123	—	—	—

※ Results for the Izu include two months of performance since operations began in March 2026.

Theme Park Business: Factors Affecting Operating Profit

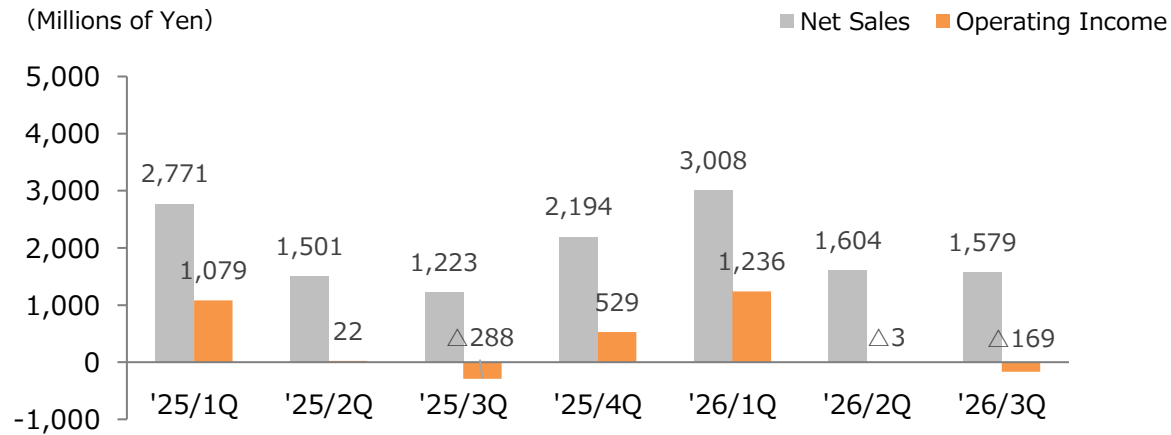
- Increased profit through steady growth in theme park visitors and hotel overnight guests.
- Boosted profitability by increasing the number of units sold for high-unit-price villas.



Theme Park Business: Plan

- Expanding nationwide as a “Regional Transformation (RX)” company, marked by our entry into the Izu area of Shizuoka Prefecture and Commenced operations of the villa and accommodation business in March 2026.
- Secured stable visitor attraction resilient to weather and seasonality by advancing unique content development.

■ Theme Park Business Quarterly Financial Trends



■ Theme Park Business full-year trend

(Millions of Yen)	FY2026 3Q	Full-year Plan	% of Completion
Sales	6,192	9,300	66.6%
Operating income	1,063	1,800	59.1%
% to Sales	17.2%	19.4%	—

Key Focus Areas for Theme park business

- Contributing to Regional Revitalization as an RX Company**
 - Business Succession:** Established "Omusubi Nasu"; succeeded "Gioia Mia" and "Belles Fleurs" to support local business continuity.
 - New Area Entry:** Launching hotel and golf operations at Amagi Tokyu Resort (March 2026).
 - Strategic M&A:** Full acquisition of NX Real Estate scheduled for November 2026.
- Key Initiatives in the Theme Park Business**
 - Event Innovation:** Creating new visitor demand via unique influencer collabs and niche events.
 - Mitigating Weather Risks:** Introduced all-weather attraction facilities to effectively manage and counter weather-related risks.
 - Pet Segment:** Growing the "dog-friendly" market through breed-specific meetups on SNS.
- Key Initiatives in the Hotel Business**
 - Developing Diverse Rental Villas:** Focused on developing a wide variety of rental properties, including villas equipped with private pools and saunas.
 - Enhancing Dog-Friendly Brand Value:** Established a dedicated zone for dog-friendly rental villas to elevate our brand positioning as a pet-friendly resort.
 - Family Support:** Continuing free stay campaigns for children (elementary school & younger).

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Fiscal Year Ending July 2026 Full-Year Plan

There are no changes to the consolidated earnings forecasts for the fiscal year ending July 2026 from those announced on September 12, 2025.

(Millions of Yen)	FY2025/7 Result	FY2026/7 Forecast	Previous Forecast	Change
Sales	36,832	40,800	40,800	—
Operating income	7,659	8,500	8,500	—
Income before income taxes	7,832	8,500	8,500	—
Profit attributable to owners of the parent	4,799	5,700	5,700	—

Shareholder Returns

- Executing additional 1.0 billion yen share buyback in 4Q FY2026/7 with a target ROE exceeding 30%.
- Planned dividend for the fiscal year ending July 2026 is 9.00 yen per share, a 1.0 yen increase, marking the 16th consecutive year of dividend growth.

	FY2021/7	FY2022/7	FY2023/7	FY2024/7	FY2025/7	FY2026/7 (outlook)
ROA	11.7%	16.5%	22.0%	18.3%	17.0%	15.9%
ROE	27.7%	34.9%	42.3%	38.0%	27.7%	30.1%
Equity Ratio	29.4%	34.2%	39.3%	36.7%	38.3%	34.9%
Total Dividends (Millions of Yen)	1,545	1,604	1,662	1,746	2,556	2,812
Dividend per Share (¥)	4.75	5.00	5.25	5.50	8.00	9.00
Total Share Repurchases (Millions of Yen)	999	948	1,776	165	129	2,571
Total Return Ratio	109.0%	81.7%	78.0%	37.5%	56.0%	91.2%
Dividend Payout Ratio	66.7%	52.0%	38.0%	34.2%	53.2%	49.3%
DOE	18.3%	17.9%	16.0%	13.0%	14.8%	14.4%

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Coexisting with Nature Locally Produced, Locally Consumed, Recycling-Based Small-Scale Biomass Power Generation



- The NPD Group has pledged to achieve **“100% Carbon Minus by 2030”** and established **Smart Green Energy Co., Ltd.** in 2023 to spearhead this initiative.
- Launched biomass power generation utilizing thinned wood sourced directly from the Group's own properties.
- Aiming to realize the **“Nasu Green Highland Vision,”** which targets 100% renewable energy coverage for 5,000 villa lots, 200 accommodation rooms, and a theme park attracting 600,000 annual visitors.



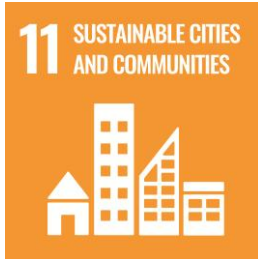
Vacation Rentals to Prevent Vacant Houses



- 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.



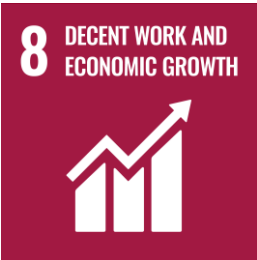
Insourcing of Water Supply Operations within Vacation Villa Areas



- Towa Nasu Resort Co., Ltd., a group operating company, manages the water utility business under the authorization of Tochigi Prefecture.
- By insourcing the replacement of aging water pipes—a widespread challenge across Japan—we **have achieved a 95% cumulative replacement rate within the villa estates**, aiming to create **sustainable resort communities**.
- Leveraging our proven track record in Nasu, Tochigi, **we plan to expand this model to our new base in Amagi Kogen, Shizuoka**.



One of Japan's Largest "Living Labs" for Realizing Social Innovation



- In collaboration with Digital Shift Inc., we launched the **"NASCON Valley Council"** as a platform for the co-creation, demonstration, and social implementation of solutions (ecosystems, services, and products) demanded by 21st-century society.
- By providing the expansive grounds of Towa Nasu Resort as a testing ground for various projects, we promote the revitalization of regions and society through the conception, verification, and implementation of "new combinations" (innovation).



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



- Rescue dog adoption activities began in 2017, achieved placing 348 dogs with new families.
- Adoption events for rescue dogs held at Nasu Highland Park



Providing Children with a Bright Future



- Establishing a "Children's Cafeteria" inside JR Nasu-Shiobara Station in collaboration with JR East.
- Providing an environment that nourishes both children's hearts and stomachs
- Open every Tuesday, Thursday, and Friday from 5:00 PM to 8:00 PM. Children up to junior high school age pay 100 yen.



Launching Educational Programs for Returnee Children



- TCK Workshop provides online tutoring services specifically designed for Japanese families residing abroad, as well as students attending local schools or international schools overseas.
- We have supported the learning of approximately **3,000 students across 66 countries worldwide** (as of January 2026).
- Guided by our philosophy, "**Transforming overseas experience into a lifelong asset,**" we provide high-quality education to students anywhere in the world.



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Key Parking Management Solutions Tailored to Property Characteristics and Owner Needs

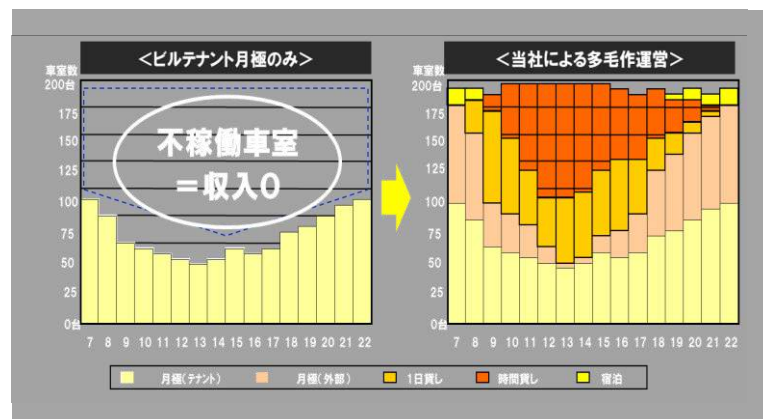
Directly operated monthly exclusive properties

NPD master-leases vacant parking lots and underutilized spaces in office buildings, providing owners with guaranteed rental income. These properties are operated as **unmanned, monthly-only parking facilities**.



Directly operated properties with hourly rental

A hybrid operation combining monthly and hourly parking. On-site staff provide manned management to maximize profitability.



Managed properties hourly rental

Enhancing property prestige through premium hospitality services, ranging from valet parking to professional door and bell attendance.



Consolidated Balance Sheets

(Millions of Yen)	FY2022/7	FY2023/7	FY2024/7	FY2025/7	FY2026/7 3Q
• Current assets	14,482	14,482	20,970	26,945	32,943
(Cash and deposits)	11,639	11,050	16,616	21,663	26,933
• Tangible fixed assets	10,995	11,925	15,086	16,475	19,444
• Intangible assets	182	161	141	233	306
• Investments and other assets (Investment securities)	1,937 463	2,437 771	5,938 3,415	6,329 3,949	7,313 4,944
• Total fixed assets	13,116	14,525	21,166	23,039	27,064
• Total assets	27,598	29,007	42,136	49,984	60,007
• Current liabilities	5,624	4,888	8,026	9,246	9,491
• Long-term liabilities (Interest-bearing debt)	10,240 9,300	10,167 7,909	15,542 15,952	17,862 18,627	26,278 22,904
• Total liabilities	15,865	15,056	23,568	27,109	35,770
• Total net assets	11,733	13,950	18,567	22,875	24,237
• Total liabilities and net assets	27,598	29,007	42,136	49,984	60,007
• Net interest-bearing debt	-2,339	-3,140	-663	-3,536	△4,029
• Current ratio	257.5%	296.2%	261.2%	291.4%	347.1%
• Fixed assets to long-term capital ratio	66.6%	67.4%	68.3%	62.3%	59.1%
• Equity Ratio	34.2%	39.3%	36.7%	38.3%	32.6%

Consolidated Balance Sheet

- **New borrowing of ¥4.8 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 Business.

■ FY2025 4Q : Total assets 49,984mn

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%)

■ FY2026 3Q : Total assets 60,007mn

Current assets 32,943 (Cash and deposits) (26,933)	Liabilities 35,770 (Interest-bearing debt) (22,904)
Fixed assets 27,064	Net assets 24,237 (Equity ratio) (32.6%)

Parking Lot Business: Number of Properties and Spaces Trend

		FY2022/7	FY2023/7	FY2024/7	FY2025/7	FY2026/7 3Q
Directly operated monthly exclusive properties	No. of parking lot	1,107 (+3.7%)	1,156 (+4.4%)	1,214 (+5.0%)	1,310 (+7.9%)	1,421 (+8.5%)
	No. of Vehicles available	19,811 (+5.3%)	21,620 (+9.1%)	22,719 (+5.1%)	23,508 (+3.5%)	24,611 (+4.7%)
Directly operated properties with hourly rental	No. of parking lot	145 (-3.3%)	141 (-2.8%)	153 (+8.5%)	138 (-9.8%)	139 (+0.7%)
	No. of Vehicles available	21,117 (-4.1%)	20,039 (-5.1%)	20,199 (+0.8%)	18,382 (-9.0%)	19,051 (+3.6%)
Managed properties hourly rental	No. of parking lot	102 (-6.4%)	105 (+2.9%)	111 (+5.7%)	116 (+4.5%)	120 (+3.4%)
	No. of Vehicles available	20,119 (-19.3%)	18,474 (-8.2%)	19,775 (+7.0%)	19,821 (+0.2%)	19,834 (+0.1%)
Total	No. of parking lot	1,354 (+2.1%)	1,402 (+3.5%)	1,478 (+5.4%)	1,564 (+5.8%)	1,680 (+7.4%)
	No. of Vehicles available	61,047 (-7.2%)	60,133 (-1.5%)	62,693 (+4.3%)	61,711 (-1.6%)	63,496 (+2.9%)

Our Core Value

- Investors Guide -

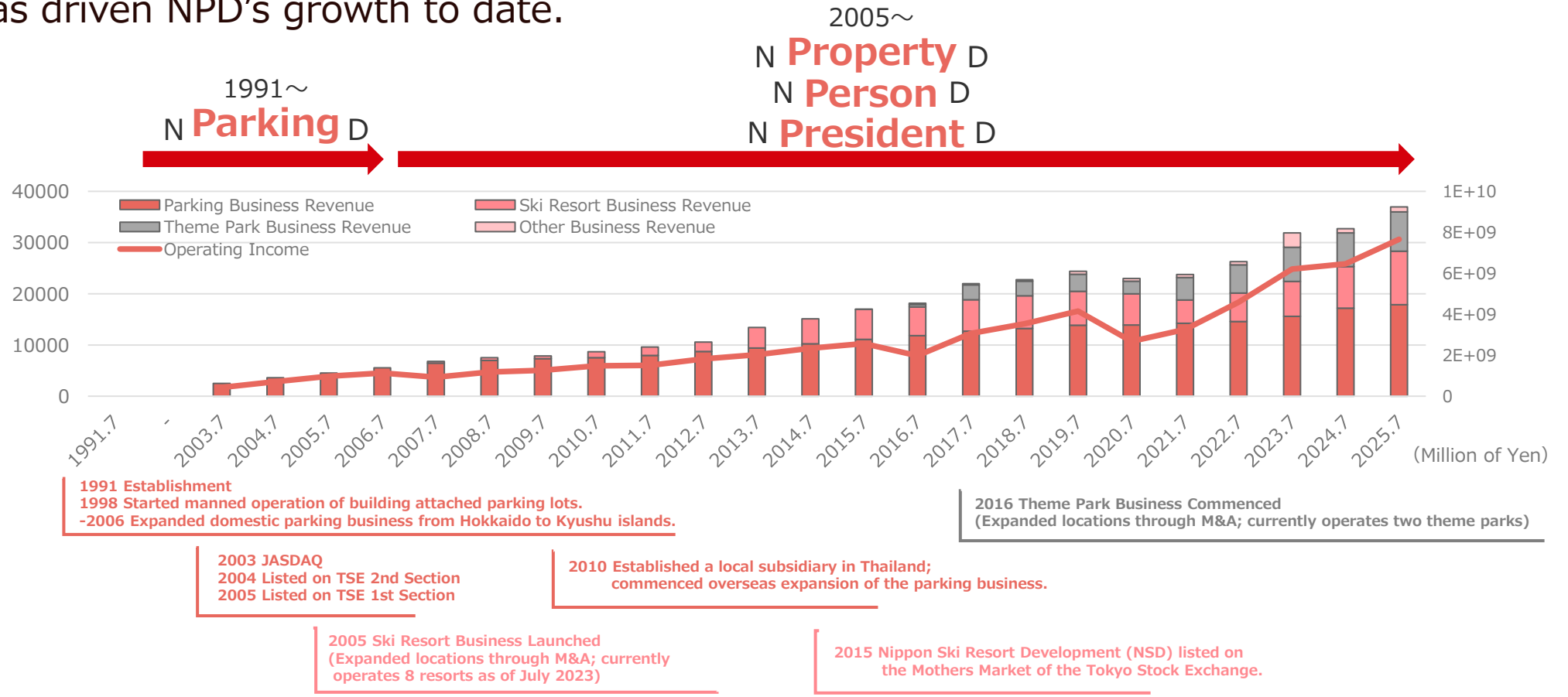


Nippon Parking Development
(code: 2353)

NPD Group's History

NPD's DNA lies in its relentless commitment to tackling "idle assets = problems". This DNA has driven NPD's growth to date.

Business Development



The "Idle Asset Gap"
: Solving Owner Challenges

Building Owners' Challenges

Vacant parking spaces occur due to tenant demand changes and gap between contacts. Parking revenue is small compared to overall building revenue, making monetization labor-intensive

➡ Parking Business

Real Estate Owners and Local Communities' "Challenges"

Declining ski population leads to reduced revenue, preventing reinvestment and diminishing appeal → Vicious cycle of declining visitors

➡ Ski Resort Business

Real Estate Owners and Local Communities' "Challenges"

Declining birthrate and aging population lead to reduced revenue, preventing reinvestment and diminishing appeal → Vicious cycle of declining visitors

➡ Theme Park Business

Evolving our business through “People”.
 We develop core talent by teaching the fundamentals of business through our parking operations,
 then deploying them to drive growth and new business ventures.



Rapidly develop young talent at individual parking lot sites to produce executive candidates

Newly joined staff take role as a store manager and master the three defined competencies required of management personnel



Employees who master Step 3 will advance to various leadership roles, such as management positions within the parking business or executive roles across the group companies.



Produce talent for higher-growth, higher-productivity businesses

From New Graduate to Executive



Nippon Parking Development Co., Ltd.
Managing Director, Head of Administration
Division

Kensuke Atsumi (41)

Joined as a new graduate in 2007. Born in Australia, raised in New York during childhood. Developed an interest in business, started a company with university classmates during his freshman year and experienced the challenges of business. After joining NPD as a new graduate, served as Representative Director of NCS (Nippon Car Service Development), then assumed the position of Managing Director and Head of Administration in 2018.



Nippon Parking Development Co., Ltd.
Director and Head of Sales Division

Keiji Okamoto (46)

With the goal of “becoming a businessman who can forge his own path,” he focused his job search on venture companies and joined Nippon Parking Development in 2003. He consistently led young employees in promoting new initiatives, becoming Head of the Kinki Division in 2016, then Director and Head of the East Japan Division in 2018, before assuming his current role as Director and Head of the Sales Division in 2021.



Nippon Parking Development Co., Ltd.
Director, Head of Western Japan Sales Division
Nippon Car Service Development Co., Ltd.
Representative Director

Yuki Yoshimatsu (44)

While attending university, he worked part-time at a parking lot operated by NPD. Impressed by the company's management philosophy, he joined as a new graduate in 2004. After overseeing manned parking operations, he became Deputy Branch Manager of the Osaka Office within the Kinki Headquarters, then Deputy Branch Manager of Osaka and Branch Manager of Kyoto in 2012. He became a Director of Nippon Car Service Development Co., Ltd. in 2015, Executive Director in 2017, and President and Representative Director in 2018.

From New Graduate to Executive



Nasu Resort Co., Ltd.
Director, Resort Business Division
Hideki Fujimiya (33)

While in college, he was impressed by how urban development revitalized towns and aspired to enter the real estate industry. He joined NPD in 2016. After working in the Internal Audit Office, he joined Nasu Kogyo Co., Ltd. in May 2020. He has been a director and general manager of Nasu Resort in October 2021.



Nippon Car Service Development Co., Ltd.
Director
Michifumi Ogata (26)

Born in Ehime Prefecture, graduated from a physical education university. Starting at the bottom among his peers, he has faced numerous challenges and failures. He aims to leverage these experiences to achieve results no one has accomplished before. Joined NCS in 2022. Engaged in the operation and management of the Japan Parking Search website at the Osaka Branch and Tokyo Headquarters. Currently, he also serves as a block Manager, overseeing 20 members in his block, participating in recruitment process, and driving business operations as the responsible manager for multiple areas within Tokyo. As a leader shaping the future of the NPD Group, he is dedicated to organizational growth and talent development.



Smart Green Energy Katashina Co.
President
Masahiro Yamada (27)

Grew up watching his father contribute to the community through his home renovation business. Joined NPD in 2022, attracted by its “self-propelled spirit.” After gaining experience in the Accounting Department, transferred to Smart Green Energy Co. in 2023. Involved in efforts to ensure stable operation of generators at a biomass power plant in Nasu Town, Tochigi Prefecture. In order to focus on the concurrent project in Katashina Village, Gunma Prefecture, he became President of Smart Green Energy Katashina Co., Ltd. in November 2024. He is currently seconded to the Katashina Village Office, where he is striving to develop green energy projects that will help solve local issues through public-private partnerships.

Mid-Career Hire to Executive



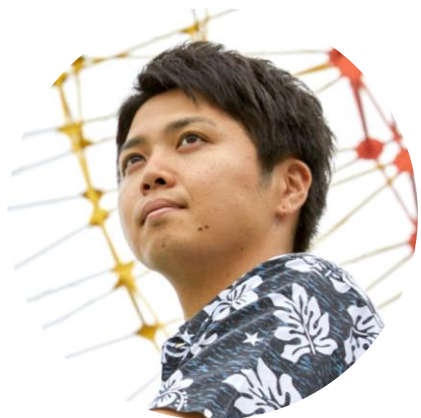
Nippon Theme Park Development Co., Ltd.
President and Representative Director
Sawako Naito (42)

Graduated of the University of Tokyo, she has a distinguished career in public service and regional development. After serving as the youngest female mayor in Japan (Tokushima City) from 2020 to 2024, she joined the NPD Group to spearhead the theme park business. Her rapid promotion to President in February 2025 reflects her exceptional leadership and vision for regional transformation.



Nippon Ski Resort Development Co., Ltd.
President and Representative Director
Syuhei Suzuki (49)

He is a seasoned executive with a strong background in finance and corporate turnaround. After honing his management skills at a consulting firm and a revitalization fund, he joined the NPD Group and was remarkably appointed as Finance Director at age 30. Since becoming President of NSD in 2012, he has been the driving force behind the company's growth, culminating in its successful IPO in 2015.



Nippon Theme-park Development Co., Ltd.
Director
Hiroki Igarashi (40)

After graduating high school, he spent a year preparing for university entrance exams before working at a mahjong parlor. When that shop closed, he began job hunting. Impressed by the passion NPD employees showed in their work, he joined the company in 2011. After handling parking operations and internal audits at NPD, he became a director in February 2017. He has held his current position since 2022.



Nippon Car Service Development Co., Ltd.
Director
Shota Hashimoto (38)

After beginning his career in 2011, he joined Nippon Parking Development (NPD) in August of the same year, seeking to master the fundamentals of business at the frontline. He seconded to Nippon Car Service Development in 2017. Currently, as the General Manager of the Osaka Sales Headquarters and Division Manager of the West Japan Network, he spearheads the Group's service expansion and operational optimization across Western Japan.

Empowering Female Leaders in Executive Roles



Nippon Parking Development Co., Ltd.
Director
Nippon Car Service Development Co., Ltd.
Manager

Miwa Saito (24)

Progressed from an international school in Indonesia to a university in Japan. During university, worked as an intern at an NPO managing a community for student entrepreneurs and creating spaces for young people, recognizing the need for spaces designed with a management perspective. Joined NPD in 2024 through a special recruitment program aimed at cultivating future management talent. Worked as a contact person for the Japanese parking lot search site at Nippon Car Service Development Co., Ltd., gaining experience at multiple area bases in Tokyo. Currently responsible for the Minato Ward area in Tokyo.



Nasu Kogyo Co., Ltd.
President and Representative Director

Saki Hayashi (27)

Majored in Marketing during university. Participated in training programs in Vietnam and China, and studied long-term in Malaysia on a Ministry of Education grant scholarship. While in Malaysia, interned at a Japanese entrepreneur group, sparking her dream of becoming a business leader. Joined NPD as a new graduate in 2021. Recognized for her achievements as manager of a staffed parking lot in Osaka's Shinsaibashi area, she received the "New Leader Award" in 2022. Appointed Director of Nasu Kogyo Co., Ltd. in 2022. Appointed Director of Fujikawa Nasu Resort Co., Ltd. in 2022. Appointed President and Representative Director of the same company in February 2025.



TCK Workshop Co., Ltd.
Director

Mayu Takizawa (28)

Born in Boston, USA, she spent her early childhood in the Philippines and her upper elementary school years in Kenya. After graduating from Sophia University, she initially joined a Japanese staffing firm. However, drawn to work and a philosophy that allowed her to support people using all her life experiences, she transferred to TCK in 2021. She currently builds trust with families from diverse backgrounds through teaching, organizing regular events, and providing learning consultations. She also handles team management, including new graduate training and member development.

Executive Talent with Global Backgrounds



Nippon Parking Development Co., Ltd.
Director
Nippon Car Service Development Co., Ltd.
Director

Yuwa Yokohama (27)

Born in Japan, he spent his childhood in Indonesia until high school. He then attended the University of Toronto and joined Japan Car Service Development in 2019. He served as Team Leader of the Tokyo Net Group 1 in the Direct Marketing Division before becoming a Director in November 2021.



Nippon Car Service Development Co., Ltd.
Director

Akane Imai (27)

Spent her junior high, high school, and university years in international educational environments, learning the importance of diverse values and communication. A study abroad experience in Norway sparked an interest in working for a foreign company, but the pandemic led to her return to Japan. Attracted by the company's diverse business portfolio and its culture of promoting young talent, she joined NPD in 2021. Assigned to Japan Automobile Service Development, she was involved in the operation and management of the Japanese parking lot search site at the Osaka branch and Tokyo headquarters. She became a director in 2024, her fourth year with the company. As Deputy Head of the East Japan Headquarters, she handles employee management and recruitment.



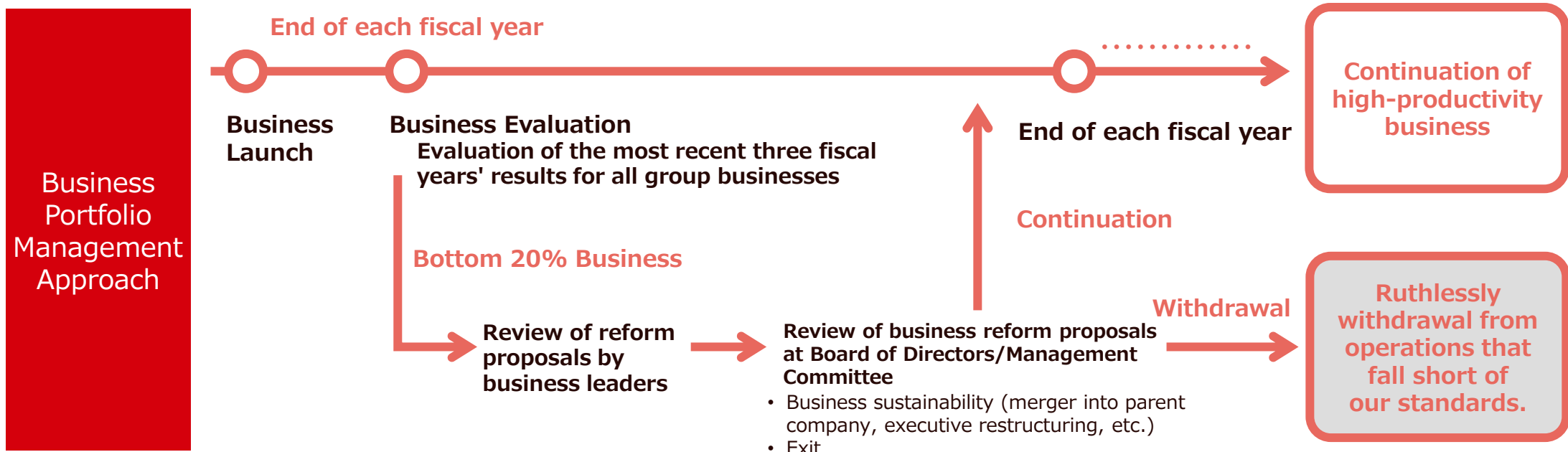
TCK Workshop Co., Ltd.
Director

Taishi Mashimo (28)

After completing all his education up to graduate school in London, he moved to Japan during the 2021 Tokyo Olympics as a personal challenge. He joined TCK WORKSHOP, engaging in tutoring and educational consulting for students enrolled in international schools both in Japan and abroad. In his second year, he transferred to the TCK WORKSHOP Web Marketing Department, where he planned and executed new customer acquisition strategies utilizing social media. He is currently responsible for overseeing the Web Marketing Department and external partnerships.

Maintaining High ROE and ROA through management of the business portfolio

Each fiscal year, group companies are divided into about 30 segments and evaluated based on PL-related indicators (sales, profits, etc.), BS-related indicators (equity ratio, long-term compliance ratio, etc.), and personnel-related indicators (increase in number of employees, etc.). For the bottom 20% of businesses, sustainability is reviewed.



Previous cases

Businesses subject to exit

- **Nippon Parking Development Sapporo Co., Ltd.**
(Parking lot business + RV business)
⇒ Absorbed as a branch of Nihon Parking Development, focusing solely on the parking lot business

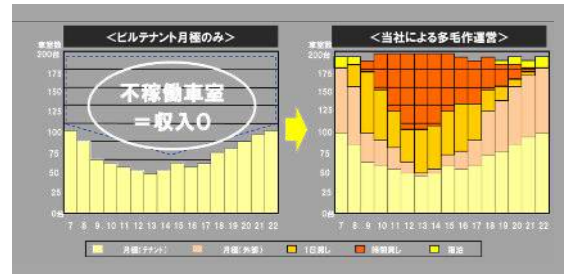
Discontinued Operations

- **Rokuyon Co., Ltd.**
(Engaged in real estate investment and value enhancement through conceptual lodging businesses, etc.)
⇒ Internal factor: Investment efficiency perspective
External factor: Price increases in the real estate market
⇒ Sold all properties and exited the business
- **China Parking Business**
(Operating parking sub-leasing and management contracts in Shanghai)
⇒ Exited the business as geopolitical risks grew, surpassing profitability

Parking Business: Efforts to Date

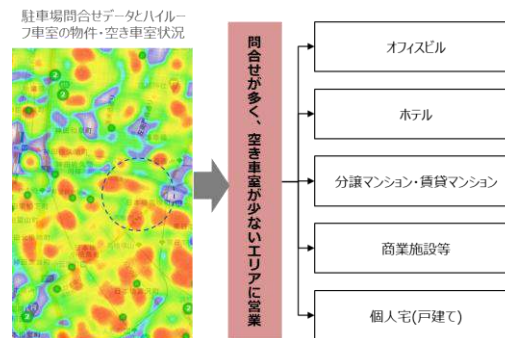
The industry's strongest profit improvement capability for hourly parking lots

Assigned NPD staff member as the responsible manager for mechanical hourly parking lot operations. Maximizing revenue by significantly improving per-space utilization rates through staffed operations that combine monthly contract holders and hourly users.



Enhancing website capabilities to capture customer demand

Analyzing vast inquiry data and supply information (available spaces, space sizes, etc.) through operating Japan's largest monthly parking search site to identify target areas for new property acquisition and implement area-specific optimization.



Synergy business with manufacturers of mechanical parking systems

Securing alternative parking during renovations

- As many mechanical parking systems in Japan approach major renovation cycles, we provide a one-stop service to secure alternative parking space for customers during construction periods.

Renovation proposals for mechanical parking systems

- Collaborating with mechanical parking manufacturers to promote renovation proposals for non-compliant parking facilities in urban and regional areas.

Developing High-Value-Added Services

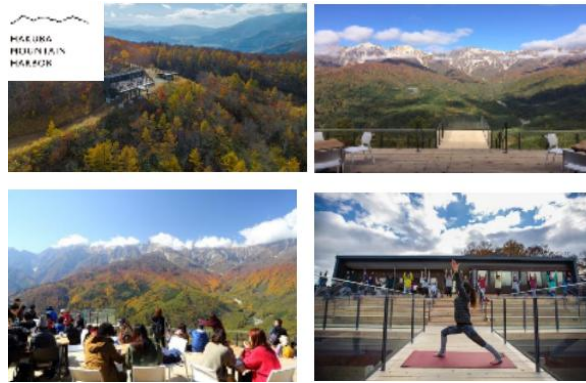
Our valet parking service holds one of Japan's top-tier track records in contract volume. By providing high-quality, secure services based on extensive experience, we enhance brand value for VIPs and affluent clientele.

<p>【HOTEL】 <u>Valet, Doorman and Parkin Facilities</u> • Palace Hotel Tokyo • The Capitol Hotel Tokyu • Fairmont Tokyo <u>Valet & Doorman</u> • Cerulean Tower Tokyu Hotel • Four Seasons Hotel Tokyu at Otemachi <u>Doorman</u> • BELLUSTAR TOKYO • Serurian Tower Tokyu</p>	<p>【DEPARTMENT STORE】 <u>Valet Service</u> • Isetan Shinjuku • Nihonbashi Mitsukoshi Main Store • Sogo Yokohama</p> <p>【RESIDENCE】 <u>Valet, Concierge</u> • Park Court (Mitsui) • Proud (Nomura) • Park House (Mitsubishi)</p>
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Ski Resort Business: Previous Approaches

All-season Ski Resort

Green season was originally an unprofitable season, but visitor numbers increased by creating and promoting attractions through investments in mountain peaks and holding events. Focused on investments in artificial snowmaking machines to eliminate operational uncertainties caused by climate change.



Attracting Inbound Visitors

Selected as a participating resort in the Epic Pass program, which includes world-class snow resorts and is issued by Vail Resorts in the United States. Strengthening efforts to attract visitors from the rapidly growing Asian market.



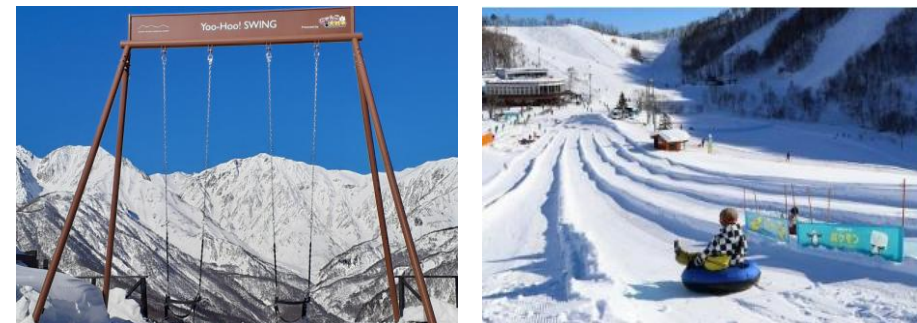
M&A and the Expansion of the "NSD Alliance"

Amidst the challenges of climate change and a shrinking ski population, NSD revitalizes distressed resorts through strategic M&A and consulting. By optimizing costs and driving growth in both visitor numbers and guest spending, we have expanded our portfolio to 8 managed resorts and 2 alliance partners as of July 2025.



Promoting New Customer Segments

Domestic visitor numbers have recovered by attracting children through kids' programs and developing attractions and services for non-skiers who do not ski or snowboard.



Theme Park Business: Previous approaches

Redefining Existing Operations

Redefining amusement park operations in response to a shrinking and aging population.

Targeted “dog owners + 3-generation families,” advancing events and investments for this target audience

【Becoming a Dog-Friendly Theme Park】

Increased attractions where guests can ride with their dogs, enhancing appeal as a travel destination for dog owners. Regularly held breed-specific meetups also provided opportunities for guest interaction.



【Enhancing Kid-Friendly Attractions】

Enhancing family-friendly attractions to create a theme park for all generations.



【Attracting Families with Young Children】

At the Rindo Lake Family Ranch offering programs like “First Time Feeding” and “First Time Milking,” allowing children aged 0-6 to enjoy various first-time experiences.



Mitigating weather risks by enhancing lodging operations.

We are capturing lodging demand through the expansion of villas and glamping, effectively mitigating the weather risks inherent in our amusement park business. By reinvesting in these facilities, we continue to enhance the overall appeal and value of our resort destinations.

【Developing Distinctive Destinations】

Differentiating through unique, multi-concept lodging to meet diverse guest needs.



360-degree transparent tent “AURA”



Alpaca Glamping



Private Pool Villas

【Asset-Light Vacation Rental Model】

Operate owner villas as rental properties during their idle periods when not in use. Monetize the villas by splitting the operational revenue equally with the owners.



NPD Group's Future

Parking Lot Business: Growth Strategy

Enhancing Existing Strategies

- ① **Achieve high profitability for parking lots and stable cash flow through business stockpiling**
 - Revise KPIs for new sales proposals and closed deals, and rigorously enforce action management
 - Focus on acquiring high-demand mechanical high-roof and flat parking lots
 - Analyze competitors and surrounding markets for hourly and monthly parking, implementing appropriate rate adjustments for managed properties
- ② **High-Value-Added Service Business**
 - Promote acquisition of ancillary services like doormen and concierge services in addition to valet solutions
 - Significantly improve productivity through service menu expansion and concentrated human resources
- ③ **Strengthening Monthly Parking Search Site**
 - Grow listings and inquiries on the “Japan Parking Search” monthly parking site to industry-leading levels
 - Prioritize assigning new employees to website operator roles. Improve closing rates through prompt and attentive service

New approaches

- ① **EV Monthly Car Rentals**
 - Modernizing our B2B monthly rental fleet.
 - Transitioning to Electric Vehicles to achieve zero-carbon goals.
- ② **Parking lot DX business**
 - Developing and scaling a SaaS platform for corporate contract and management outsourcing.
 - Strengthening SEO and Sales Planning teams to achieve the highest inquiry volume in Japan.
- ③ **Value-added services**
 - We are expanding ancillary services, such as car washing, coating, and luggage storage, at our attended parking lots.
- ④ **High-Value-Added Services**
 - Launch hotel car services for VIP hotel guests and expand luxury car rental operations

Ski Resort Business: Growth Strategy

Enhancing Existing Strategies

- ① **Little-Snow Countermeasure Investment**
 - Establish a system capable of addressing risks of delayed openings during warm winter seasons.
 - Initiating efforts to increase visitor numbers by advancing the winter season start date and expanding open slope areas.
- ② **Service Enhancement & Differentiation**
 - Expanding value-added services: First Track (Kawaba), In-Slope Powder Areas (Tsugaike & Kawaba), S-CLASS (Iwatake & Kawaba), Store Renovation (Spicy)
- ③ **Inbound**
 - Strengthen initiatives targeting Asia, expand travel products and sales
 - Strengthen inbound sales not only in the Hakuba area, but also in Meihō and Ryūō

New approaches

- ① **Renewal of cableway facilities**
 - Continue “little snow countermeasure investment” and “green season investment”.
 - Leverage the significantly improved profitability resulting from being the only listed company specializing in ski resorts in Japan and the success of the green season and inbound tourism to undertake the renewal of ropeway facilities.
- ② **Aggressive DX Strategy for Domestic Loyalty**
 - Enhancing digital user interfaces to streamline the customer journey.
 - NSD Kids Program: Investing in the future of the domestic ski market by boosting youth participation. Current Membership: 44,000 kids (up from 34,000 last season).
 - Building a seamless digital environment to convert resort fans into shareholders.
- ③ **Creating a Resort Enjoyable Even for Non-Skiers**
 - Attracting non-skiing customers, including inbound tourists, with features like terraces during the green season
- ④ **Development Projects Centered on the Hakuba Area**
 - Making real estate a core business and comprehensively enhancing the value of the resort

Theme Park Business: Growth Strategy

Enhancing Existing Strategies

① Expanding Dog-Friendly Services

- Increasing the number of dog-friendly rides and attractions.
- Hosting "Dog Meetup" events to foster a loyal pet-owner community.

② Multi-Generational Family Engagement

- Complimentary Stays: Expanding free accommodation programs for children (elementary school and younger).
- Influencer Collaborations: Hosting events featuring popular influencers and talents for the Gen Z/Alpha segments.

③ Strengthening Accommodations

- Expand conceptual glamping facilities
- Expand company-owned vacation rentals
- Operate owner vacation homes as vacation rentals to increase accommodation capacity and monetize owner assets

New approaches

① Asset Value Appreciation

- Attraction Renewal: Modernizing low-utilization rides to refresh the theme park's appeal.
- Climate Adaptation: Investing in new pool facilities as a strategic response to rising temperatures and summer demand.

② Regional Transformation (RX) & Community Partnership

- Revitalizing regional tourism facilities to lead "Regional Transformation (RX)."
- Establishing our identity as a leading RX enterprise through private M&A and municipal partnerships, targeting a future IPO.

③ Expansion into New Business Areas

- Establish a base in Amagi, Izu, Shizuoka Prefecture in 2026 and advance expansion to other locations nationwide



NIPPON PARKING DEVELOPMENT

This material is provided solely for the purpose of enhancing understanding of the NPD Group and does not necessarily constitute a recommendation to invest. The market data and other information contained herein have been prepared based on sources that the Company believes to be reliable and accurate; however, such information, including past data as well as forward-looking statements, may be subject to change without prior notice. Please be advised accordingly.