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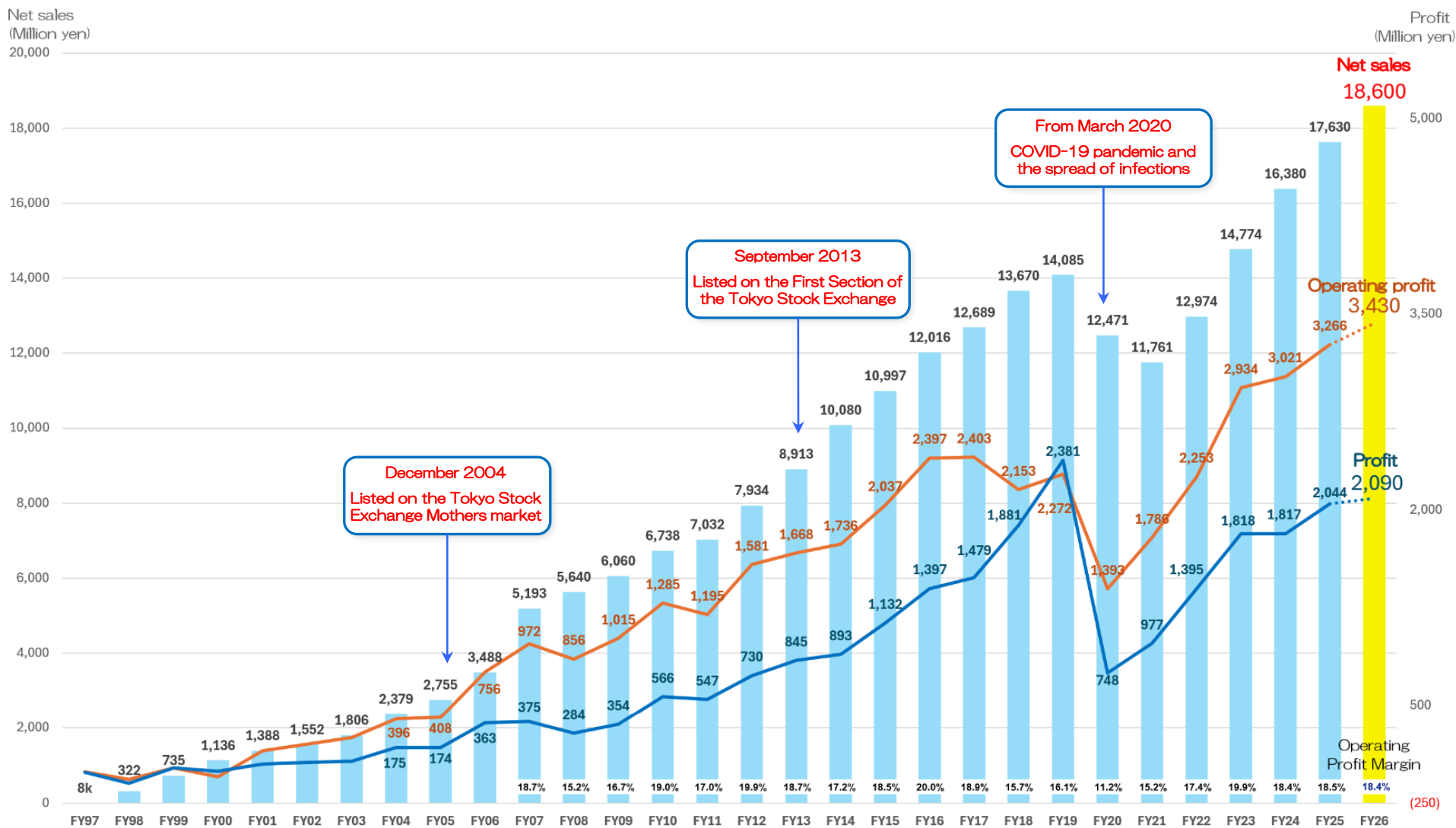
Paraca Inc.

FY2026 Interim Financial Results Briefing Materials

for the Six Months Ended March 31, 2026

Net Sales and Profit Trends Since Establishment

Proactive new openings on track for a fourth consecutive record profit



Profit & Loss Highlights

Net sales increased, driven by proactive new openings.
Profit decreased year on year due to higher-than-expected initial costs for newly developed parking.

(Millions of yen)

	First Half of FY2025	First Half of FY2026	Year-on-year Change	
Net sales	8,636	9,142	505	5.8%
Cost of sales	6,068	6,490	421	7.0%
Gross profit	2,568	2,651	83	3.2%
Selling, general and administrative expenses	1,005	1,138	133	13.3%
Operating profit	1,563	1,513	-49	-3.2%
Ordinary profit	1,417	1,328	-89	-6.3%
Profit	958	897	-61	-6.4%

Office expansion and salary increases to recruit and retain talent.

First half of FY2026: Recorded a gain on sale of owned parking lots of ¥9 million.

Overview by Business Segment

Upward Trend in Parking Fees Continues

(Millions of yen)

	First Half of FY2025	First Half of FY2026	Year-on-year Change	
Net sales	8,636	9,142	505	5.8%
Leased parking Business	6,950	7,314	364	5.2%
Owned parking Business	1,401	1,516	115	8.2%
Others	284	310	25	8.9%
Gross profit	2,568	2,651	83	3.2%
Leased parking Business	1,274	1,265	-9	-0.7%
Owned parking Business	1,134	1,215	80	7.1%
Others	158	170	11	7.5%
Gross Profit Margin	29.7%	29.0%	-0.7pt	
Leased parking Business	18.3%	17.3%	-1.0pt	
Owned parking Business	81.0%	80.1%	-0.9pt	
Others	55.7%	55.0%	-0.7pt	

FY2026
Rate Changes

Price increases: 732
Price decreases: 112
(87% were
price increases
FY2025: 82%)

In major metropolitan
areas,
there is a shortage
in parking supply.

Newly developed parking & Closed parking

	First Half of FY2025	First Half of FY2026	Year-on-year Change	
The number of newly developed parking (attached to facilities)	165 lots 5,798 spaces (3,606 spaces)	187 lots 5,685 spaces (2,350 spaces)	+22 -113 (-1,256)	+13.3% -1.9% (-34.8%)
The number of closed parking	89 lots 1,147 spaces (2.80%)	109 lots 2,917 spaces (6.00%)	+20 +1,770	+22.5% +154.3%
Net increase	76 lots 4,651 spaces	78 lots 2,768 spaces	+2 -1,883	+2.6% -40.5%

Parking lots attached to large facilities closed (approx. 1,400 spaces)

	As of Sep. 2025	As of Mar. 2026	Change from the previous fiscal year-end	
Leased parking	2,265 lots 42,459 spaces	2,333 lots 45,112 spaces	+68 +2,653	+3.0% +6.2%
Owned parking	333 lots 5,773 spaces	343 lots 5,888 spaces	+10 +115	+3.0% +2.0%
Total	2,598 lots 48,232 spaces	2,676 lots 51,000 spaces	+78 +2,768	+3.0% +5.7%

Surpassed 50,000 spaces!

FY2026 Business Forecasts

	Full-Year Forecast	Year-on-year Change
Net sales	18,600 million yen	+ 960 million yen (+ 5.5 %)
Gross profit	5,770 million yen 31.0%	+ 410 million yen (+ 7.8 %)
Operating profit	3,430 million yen 18.4%	+ 160 million yen (+ 5.0 %)
Ordinary profit	3,040 million yen 16.3%	+ 90 million yen (+ 3.1 %)
Profit	2,090 million yen 11.2%	+ 40 million yen (+ 2.2 %)
Profit per share	206.95 yen	+ 4 yen (+ 2.3 %)
Dividend per share	70 yen	+ 3 yen (+ 4.5 %)

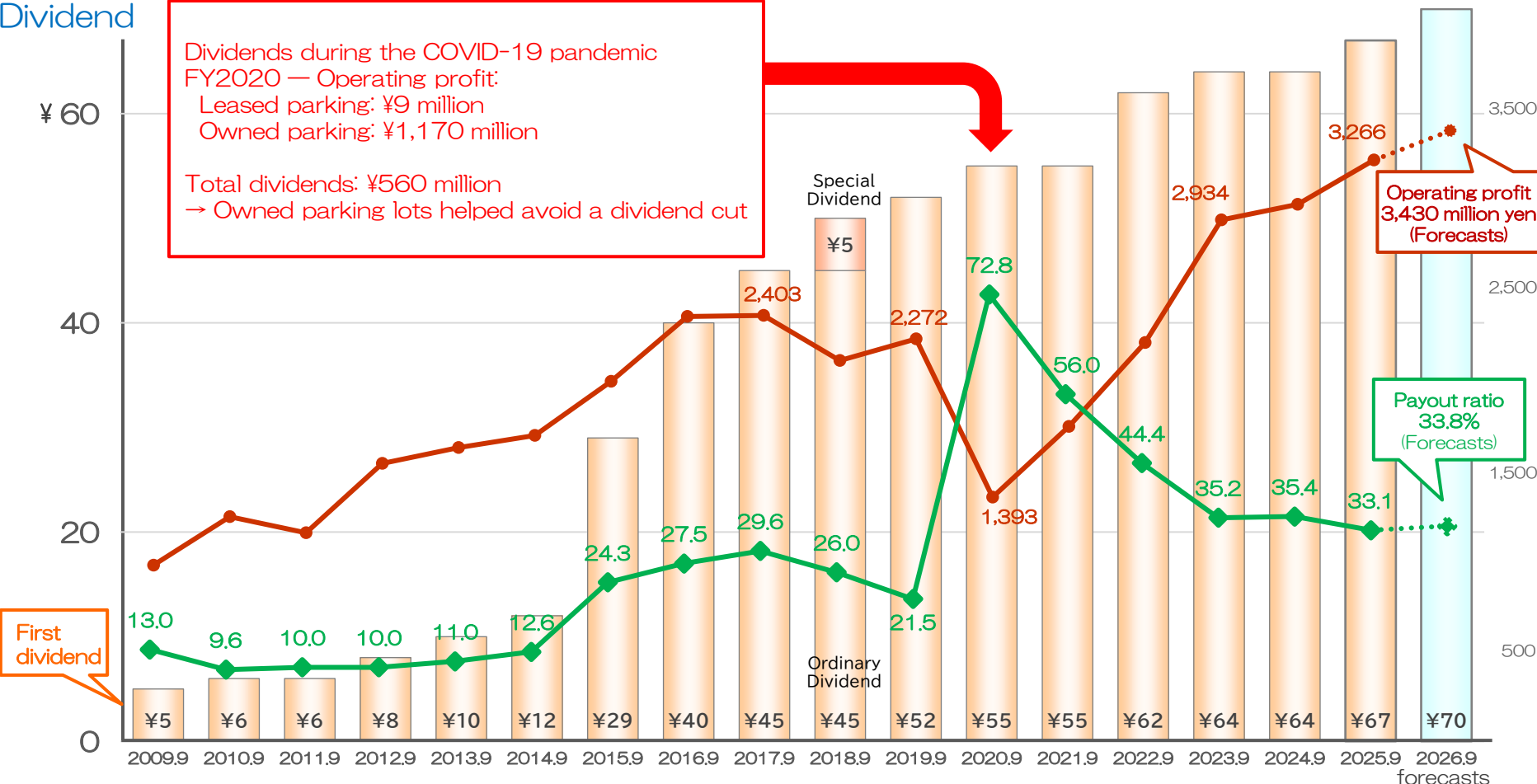
Profit distribution trends

(Millions of yen)

Owned Parking as Core Revenue

Dividends during the COVID-19 pandemic
 FY2020 — Operating profit:
 Leased parking: ¥9 million
 Owned parking: ¥1,170 million

Total dividends: ¥560 million
 → Owned parking lots helped avoid a dividend cut



	10% Payout-Ratio Period						20% Payout-Ratio Period				COVID-19 pandemic			30% Payout-Ratio Period				
Payout ratio	13.0%	9.6%	10.0%	10.0%	11.0%	12.6%	24.3%	27.5%	29.6%	26.0%	21.5%	72.8%	56.0%	44.4%	35.2%	35.4%	33.1%	33.8%
Equity ratio	27.2%	29.0%	31.3%	33.7%	37.2%	39.5%	39.7%	40.6%	42.2%	43.0%	44.6%	43.4%	44.7%	44.7%	45.4%	43.5%	42.2%	

Dividend · Investment · Capital Efficiency

	(Per share)				
	FY2022 actual	FY2023 actual	FY2024 actual	FY2025 actual	FY2026 forecast
Profit	139 yen	181 yen	181 yen	202 yen	206 yen
Dividends	62 yen	64 yen	64 yen	67 yen	70 yen
Payout ratio	44.4%	35.2%	35.4%	33.1%	33.8%
Reinvestment	77 yen	117 yen	117 yen	135 yen	136 yen
Retention ratio	55.6%	64.8%	64.6%	66.9%	66.2%
Net assets	1,685 yen	1,805 yen	1,920 yen	2,056 yen	Continued Active Investment in Owned Parking Lots
Equity ratio	44.7%	45.4%	43.5%	42.2%	
ROE	8.5%	10.4%	9.7%	10.2%	
			*10.2%, excluding new banknote adoption costs.		
ROA	5.6%	7.0%	6.6%	6.3%	
Yield on owned parking	6.0%	6.5%	6.6%	6.4%	



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