

# Sound planning for sustainable growth



## ANNUAL REPORT 2005

Year ended October 31, 2005

2005年10月期

## Profile

In 1991, PARK24 Co., Ltd. transformed the way Japan's parking industry operated by introducing the innovative new business model "Times", which has now become the industry standard for 24-hour unmanned parking facility operations. PARK24 has been a pioneer in the industry ever since, continuing to grow steadily. Along with ST (Standard Times), in which facilities are leased from individual landowners, we have expanded our business by developing other business models, such as the TPS (Times Partner Service), where we operate customer parking at commercial facilities under the Times brand, and SPC Times, through which we purchase land, develop and operate parking facilities, and later securitize the property.

PARK24 was also the first to apply IT to parking facilities with the development of the TONIC (Times Online Network and Information Center) system. Two-way communication between individual Times facilities and a central data center allows us to provide new styles of parking service.

As Japan enters the era of Intelligent Transport Systems (ITS), PARK24 will continue to be an integrated parking facility provider, utilizing the extensive expertise and business infrastructure it has established over the years to help achieve a pleasant and enjoyable automotive society.



### FORWARD-LOOKING STATEMENTS

This annual report contains forward-looking statements regarding the Company's plans, outlook, strategies and results for the future. All forward-looking statements are based on judgements derived from the information available to the Company at the time of publication. Certain risks and uncertainties could cause the Company's actual results to differ materially from any projections presented in this report.

パーク24は、1991年にそれまでの駐車場の常識を覆す24時間無人時間貸駐車場『タイムズ』のビジネスモデルを開発いたしました。それ以来、駐車場業界のバイオニア企業として先導的な役割を担い、成長を続けてまいりました。従来の、個人の地主様から土地をお預かりする『ST (Standard Times スタンダード・タイムズ)』に加えて、店舗の来客用駐車場をタイムズとして運営する『TPS (Times Partner Service タイムズ・パートナー・サービス)』、証券化を前提として土地を購入し運営する『SPCタイムズ』など、多様な開発手法を取り入れながら、事業拡大を図っています。

また、駐車場にいち早くITを導入し、駐車場オンライン化システム『TONIC (Times Online Network and Information Center)』を開発。個々のタイムズとデータセンターを双方向通信でつなぐことで、新しい駐車場サービスを次々と実現しています。

ITS時代を迎えた日本の車社会の中で、パーク24は、駐車場総合プロデュース企業としてこれまでに培ったノウハウや築き上げた事業基盤を基に、快適なクルマ社会を実現してまいります。

### 見通しに関する注意事項

このアニュアルレポートは、パーク24の計画、見通し、戦略、業績などに関する将来の見通しを含んでいます。この見通しは、現在入手可能な情報から得られた判断に基づいています。したがって、実際の業績は、さまざまなリスクや不確実性の影響を受けるものであり、これらの見通しとは大きく異なる結果となる可能性があることをご承知おきください。

## CONTENTS

PARK24 Snapshot	パーク24 スナップショット	01
To Our Shareholders and Investors	株主および投資家の皆様へ	02
Corporate Governance	コーポレート・ガバナンス	08
Parking Conditions in Japan	日本の駐車場事情	09
Corporate Social Responsibility	企業の社会的責任	10
Business Strategies	経営戦略	11
Space		13
ST Business		13
TPS Business		14
SPC Business		15
Space Topics		16
TONIC		17
Parking IT		18
Customer		19
Think Tank		20
Joint Venture Established to Develop "Times" Business in South Korea	合併会社設立し、韓国で「タイムズ」事業を展開	21
Corporate Vision	企業理念(ビジョン)	22
Financial Section	財務セクション	23
Stock Information	株式情報	50
Investor Information	投資家向け情報	51

\*The content of this annual report is based on information available as of February 28, 2006, except where indicated otherwise.

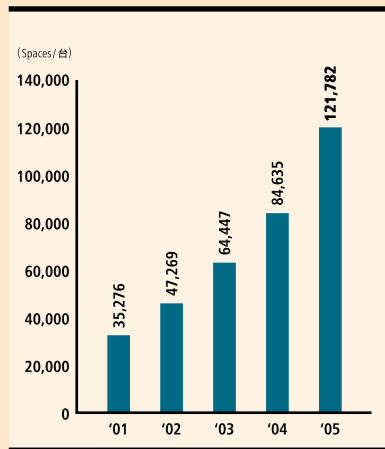
\*このアニュアルレポートの内容は、個別に記載されているものを除き、2006年2月28日現在の情報に基づいています。

# PARK24 Snapshot

パーク 24 スナップショット

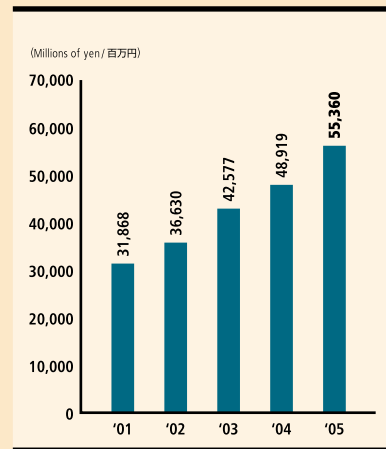
Parking Spaces: 直営タイムズ台数

**121,782**  
**+43.9%**



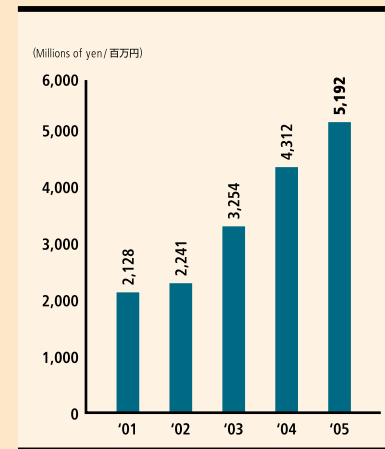
Net Sales: 売上高

**¥55.4 billion**  
**+13.2%**



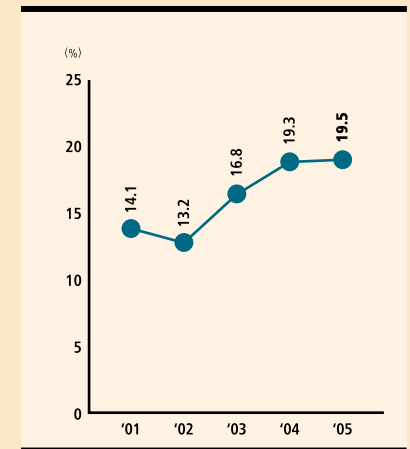
Net Income: 当期純利益

**¥5.2 billion**  
**+20.4%**



ROE: 株主資本当期純利益率

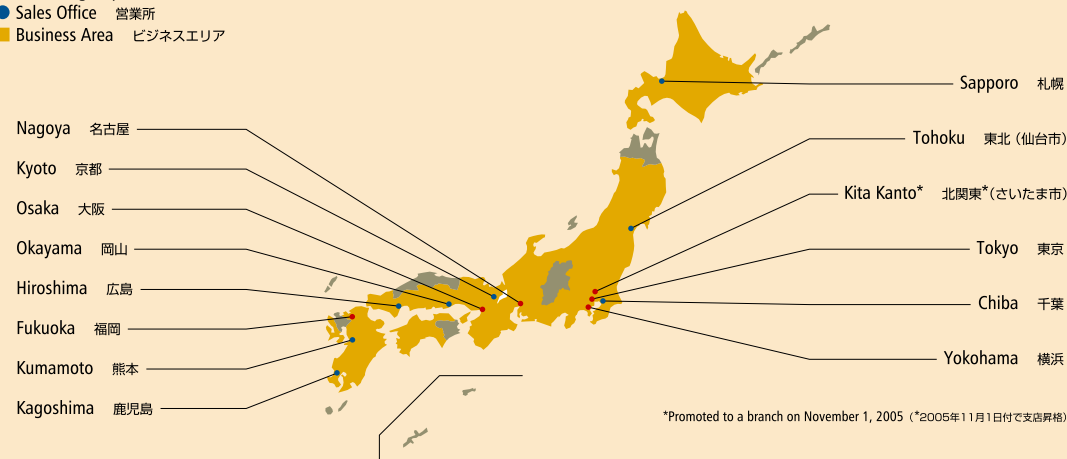
**19.5%**  
**+0.2 percentage point**



Times Network (As of October 31, 2005)

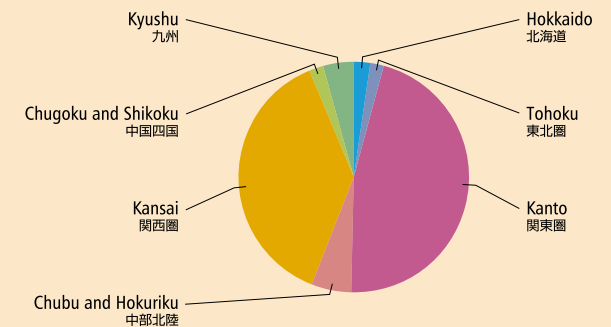
タイムズネットワーク (2005年10月31日現在)

- Marketing Dept., Branch 営業部・支店
- Sales Office 営業所
- Business Area ビジネスエリア



Times by Area (As of October 31, 2005)

地域別運営台数 (2005年10月31日現在)



# To Our Shareholders and Investors

株主および投資家の皆様へ



Koichi Nishikawa  
President

## Review of the Fiscal Year Ended October 31, 2005

The fiscal year under review was the second year of our medium- to long-term business plan, “Innovate and Impact Plan 2004–2008.” Net sales grew to ¥55,360 million (US\$478 million), a year-on-year increase of 13.2%. Operating profit amounted to ¥9,006 million (US\$78 million, up 18.6%), with net income of ¥5,192 million (US\$45 million, up 20.4%). Despite factors that have squeezed revenues, such as changes in the tax system, and costs related to the introduction of the TONIC (Times Online Network & Information Center) system we exceeded our business plan on an earnings base, recording our 13th consecutive year of growth and achieving a new record high for performance.

The main factor underpinning the positive performance was a substantial increase in the number of Times parking

## 2005 年 10 月期を振り返って

中長期経営計画『Innovate and Impact Plan 2004 – 2008』の2年目である2005年10月期は、売上高553億60百万円(前期比13.2%増)、営業利益90億6百万円(同18.6%増)、当期純利益51億92百万円(同20.4%増)となりました。当期は税制の変更や『TONIC (Times Online Network & Information Center)』導入コストなど様々な収益圧迫要因があった中で、利益ベースで計画を上回ると同時に、13期連続で過去最高の業績を達成しています。

業績好調の要因としては、収益源となる『タイムズ』の運営台数が大幅に増加したことが挙げられます。なかでも商業店舗のお客様専用駐車場をタイムズとして運営する『TPS (Times Partner Service)』が前年度末に比べほぼ倍増しました。また、利便性の高い様々なサービスを実現するTONICを、ほぼすべての物件に導入し、その効果が拡大したことで、収益力が向上しました。その結果、当期の売上高営業利益率は16.3%と、前期と比べて0.8ポイント増加しています。

Innovate and Impact Plan 2004 – 2008で打ち出した4つのキーワード、『Space(駐車場台数の拡大)』、『Parking IT(駐車場ITインフラのデファクトスタンダード化)』、『Customer(タイ

## Consolidated Financial Highlights

For the years ended October 31, 2003, 2004, and 2005

## 連結財務ハイライト

10月31日に終了した会計年度

Millions of yen, except where noted  
単位:百万円、1株当たり情報を除く

		2003	2004	2005
Net Sales	売上高	¥42,577	¥48,919	¥55,360
Operating profit	営業利益	5,866	7,594	9,006
Net income	当期純利益	3,254	4,312	5,192
Net income per share — Basic(yen)	1株当たり当期純利益-基本的(円)	¥45.6	¥58.7	¥70.7
Total assets	総資産	27,916	31,647	40,559
Total shareholders' equity	株主資本	20,874	23,704	29,577
ROE (%)	株主資本当期純利益率	16.8%	19.3%	19.5%



spaces, the main driver of revenue. A significant component of this growth was TPS (Times Partner Service), where we operate parking facilities for commercial facilities under the Times brand. The number of TPS parking spaces nearly doubled from the end of the previous fiscal year. We also completed introduction of the TONIC system at nearly all facilities. TONIC is a data communication system that allows us to offer a wide variety of convenient online services. As a result, the operating profit margin for the subject fiscal year was 16.3%, an increase of 0.8 percentage point from a year earlier.

Our business plan “Innovate and Impact Plan 2004–2008” focuses on four key concepts: Space (Increase the number of parking spaces); Parking IT (Make IT infrastructure a standard component of parking facilities); Customer (Enhance services to Times Club members); and Think Tank (Develop think-tank style consulting services,

and systematize operational and management know-how). We have attained a good balance in working toward these goals, and will continue to implement them as we grow further.

### TPS Leads the Way in Expansion of Parking Space

During the subject fiscal year, we developed 44,146 new parking spaces, and the total number grew to 121,782 spaces. The increase in new TPS facility spaces was particularly notable, growing by 121.6% from the previous fiscal year. By business composition, TPS and ST (Standard Times) became nearly equal in terms of the number of parking spaces. The ratio for ST was 49.8%, TPS 48.1%, and SPC Times 2.1%.

The main reason for the substantial growth in TPS was that awareness of this service has grown in the market. We first started the service in 2001, and now feel that there is a widespread recognition by operators of commercial and other facilities of the merits of having their customer parking facilities operated under the Times brand.

Introduction of TPS not only lowers costs to stores but also actually increases sales from their core business. In one example of a mass-market retailer, because of its location near a shopping district, many people took

ムズクラブを中心とした顧客サービスの充実)、『Think Tank (駐車場シンクタンク機能の充実、運営管理ノウハウの体系化)』は、現状それぞれがバランス良く推進されており、これらを軸に今後も成長を続けていきます。

### TPS を牽引役として、開発が好調に推移

2005年10月期の新規開発台数は 44,146 台にのぼり、期末のタイムズ運営台数は 121,782 台となりました。特にTPSの新規開発台数は前年同期比で121.6%の増加となり、事業別の台数構成比は『ST』49.8%、『TPS』48.1%、『SPC タイムズ』2.1%と、TPSがSTとほぼ同じ水準になりました。

TPSが大幅に増加した要因として、その認知度の向上が挙げられます。当社は2001年よりTPSの開発に取り組んできましたが、商業施設などの来客用駐車場をタイムズとして運営するメリットが、広く認められてきたと感じています。

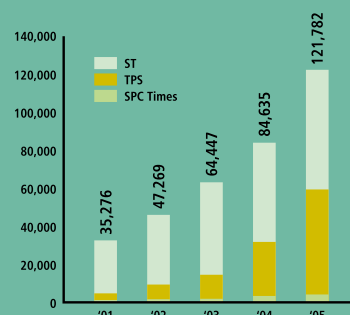
TPSを導入することで、店舗側のコスト削減ができるだけでなく、本業の売上拡大にもつながります。ある量販店での事例ですが、その店舗は繁華街に近いところにあったため、無料の来客用駐車場には、非来店客の不正駐車が絶えませんでした。そこで店舗側は当初、不正駐車の排除を一番の目的にTPSを導入し、2,000円以上の買い物をした来店客に対し、60分の駐車料金を無料にしました。すると、不正駐車が一扫されたのはもちろん、駐車サービスへの価格のハードルを設けたことで、それまで 1,800円程度だった客単価が、数ヶ月後に 1,900円に上がるという現象が起きました。こういったTPSの導入効果が認められてきていることが、好調な開発の背景にあったのです。

また、2005年10月期は、新規開発が好調に進む一方で、全体の解約率が5.3%と、これまでにない低い水準にとどまりました。特に解約リスクの高いSTにおいても、前年に比べ2.5ポイント低下する結果となりました。

不動産市場が活況になってきた昨今、タイムズの解約率が増加するのではないかと懸念する声もありました。しかし当社は、解約

### Number of Directly Operated Times

直営タイムズ台数





advantage of the free parking without shopping at the store. The retailer initially introduced TPS primarily as a means of countering such illicit parking, providing 60 minutes of free parking to customers who made purchases of ¥2,000 or more. The illicit parking was quickly eliminated, but more than that, the retailer found that placing a price hurdle on its parking service raised average spending per customer from ¥1,800 to ¥1,900 within a few months. Success stories such as this, which demonstrate the benefits of introducing TPS, are also a factor in the expansion of the service.

In addition to the positive growth in new parking development during the subject fiscal year, the overall cancellation rate held

at only 5.3%, the lowest ever. In the ST business, where the risk of cancellation is highest, the cancellation rate fell by 2.5 percentage points from the previous fiscal year.

Because the real estate market is becoming more active recently, there were concerns that the cancellation rate for Times facilities would increase. However, recognizing that cancellation of contracts is our most significant business risk, we continued to make steady efforts to acquire lots for which

there was less risk of cancellation. It was this succession of low-key efforts that underlies the low cancellation rate.

### Enhancing Customer Service with TONIC and Times Club

According to a survey of users of pay-by-the-hour parking facilities, almost all drivers responded that proximity to their destination was the most important factor in choosing a parking facility. However, with our focus on improving customer service, we aim to increase the number of drivers who would prefer to use Times facilities, even if they are slightly further away. The most important tool

が最大の事業リスクであるという認識のもと、解約されにくい土地を開発するという地道な努力を続けてきました。これらの小さな積み重ねが、低い解約率という形で表れたものと考えています。

### TONIC とタイムズクラブによる顧客サービスの充実

時間貸駐車場の利用者にアンケートを取ると、ほとんどの人が「目的地に一番近いこと」が駐車場を選ぶ上で最も重要である、と答えます。しかし、当社は顧客サービスを充実させることで、「多少、目的地から遠くても、タイムズにとめたい」というお客様を増やしたいと考えています。これを実現するための重要なツールが TONIC です。

TONIC は、駐車場と情報センターをオンライン化することで、『タイムズクラブ』のポイントデータ、クレジットカードのデータ、満車空車情報、入出庫情報、料金精算情報、機器保守情報などを、リアルタイムでやり取りします。満車空車情報は、当社のホームページはもちろん、カーナビゲーションや携帯電話などに随時配信することで、お客様の目的地に一番近いタイムズの混雑状況をお知らせします。また、入出庫情報は、駐車スペースごとの情報も詳細に把握できるため、利用されていない駐車スペースなどをもとに柔軟にレイアウトを変更し、駐車しやすい「タイムズ」にすることができます。

会員制ポイントプログラムのタイムズクラブは、ご利用金額に応じてポイントを還元できます。このように単に駐車場を提供するだけではなく、利便性や付加価値を提供することでユーザーから選ばれる駐車場をつくり、タイムズブランドをより強固なものとしています。

TONIC の導入後、各物件の売上は確実に伸びています。また、タイムズクラブ会員の利用率が高いほど、売上高の伸び率も高いという相関関係も得られています。

タイムズクラブの会員数は2005年10月末に70万人を超えましたが、中長期経営計画では2008年までに300万人という目標を掲げています。会員数を拡大させ、利用率を向上させるに

for this shift is our TONIC system.

The TONIC system provides an online data communication link between the individual parking facilities and a central information center, through which we can obtain real-time information on Times Club points, credit card data, space availability, number of cars entering and exiting, fee payments, equipment status, and so on. Information on parking availability can be seen on our homepage, and is also transmitted in real time to mobile phones and certain car navigation systems, allowing drivers to know beforehand the status of congestion at Times facilities close to their destination. Parking information can even be broken down to the status of each individual parking space, providing detailed information such as which spaces are being underutilized, which allows us to create more efficient layouts for parking facilities.

Our Times Club point program rewards club members with points in accordance with the amount of parking fees spent at Times. By offering convenience and added value through such programs, we do more than simply provide parking services. We aim to make Times preferred over other parking facilities and to strengthen the Times brand.

Sales have risen noticeably at facilities with the TONIC system since its introduction. We have been observing the correlation that the more Times Club members use one facility,

the more sales grow. There is a correlation between frequent use by Times Club members and sales growth.

The number of Times Club members reached 700,000 as of the end of October 2005, though we have set a target in our medium- to long-term business plan of three million members by 2008. We will need to further enhance customer service in order to increase the number of members and increase frequency of use. TONIC was designed to be a simple system emphasizing versatility, so we are able to offer new services simply by adding applications. We are currently utilizing only 20% to 30% of TONIC's capacity, and will continue to explore new ways of using the system, leading to more business opportunities.

### Becoming the Predominant Leader in Japan's Parking Industry

PARK24 has continued to solidify its position as the leading company in Japan's parking industry, offering the largest number of spaces in the industry (currently more than 130,000), networked together through the TONIC system, along with the industry's first nationwide member point program. However, we are not content with our current position.

PARK24's internal structure is divided roughly into four divisions: sales (parking

は、さらなる顧客サービスの充実が必要です。TONICは汎用性を重視したシンプルなシステムであるため、アプリケーションを変更するだけで、新たなサービスに対応できますが、現状はまだTONICの潜在能力の20〜30%しか活用していません。今後、新たな活用方法を模索し、ビジネスチャンスにつなげていきます。

### 駐車場業界のオンリーワンの存在へ

13万台を超える業界最多の駐車場台数(Space)と、それらを結ぶネットワークのTONIC(Parking IT)を活用した、駐車場業界初の全国共通会員制ポイントプログラム『タイムズクラブ』など、パーク24は日本国内において駐車場業界のナンバーワン企業として、その存在感を強めています。しかし当社は、その地位に安住する気持ちはありません。

当社は、営業、企画、管理、ITの4部門に組織を大別しています。大括りにすることで、情報の共有化が円滑になり、他部署の業務にも積極的に意見を述べたり、新たなアイデアを生み出す環境づくりに役立っています。

中長期経営計画では、現在300名弱の従業員数を2008年までに400人まで増員する方針です。現在の人員について一人当たりの生産性を上げていくことはもちろんですが、人材を育てることで、将来的な成長力やそれを支える組織をより強固なものにしていきます。

また、日本国内において成功したタイムズのビジネスモデルを、いよいよ海外にも展開していこうと考えています。数年前から韓国をはじめ、東アジアにおいて市場調査を行ってきました。今回、進出する韓国は日本と同様、急速な自動車の供給に、駐車場の数が追いついておらず、また、法整備も進んでいません。

そのような状況を背景に、韓国において、当社と日韓の有力企業による合弁会社GS Park24(資本金10億ウォン [約103万ドル])を設立し、『GSタイムズ』のブランド名で、24時間無人時間貸駐車場を運営します。パートナー企業として、韓国で石油事業を展開するGSカルテックス株式会社とSOMO石油株式会社、現

development), planning, management and IT. By consolidating operations into these divisions, we are creating a corporate environment in which information can be easily shared, opinions freely exchanged on the performance of other divisions, and new ideas generated.

In our medium- to long-term business plan we have set a policy of increasing the number of employees (on a non-consolidated basis) from the current 300 to 400 by 2008. We are of course working to raise the productivity of all our current employees and to enhance our growth potential through employee training, and the structures which support our growth.

Having been so successful in Japan, we have also begun to apply our Times business model in overseas markets. Several years ago, we began conducting market research in South Korea and other areas of East Asia. We are now planning to move into South Korea, where the number of parking facilities has not kept pace with the increase in the supply of cars, which is similar to Japan, and implementation of relevant legislation has lagged.

Considering this situation, we established in South Korea the joint venture company GS Park24 Co., Ltd. (capitalization of KRW1 billion, approximately ¥120 million, US\$1 million) along with prominent Japanese and South

Korean companies, which will operate 24-hour unmanned parking facilities under the “GS Times” brand. Our partners in this venture are two Korean oil companies, GS Caltex Corp. and SOMO Petroleum Co., Ltd. and Amano Corp., a Japanese parking equipment manufacturer that has a local subsidiary in South Korea. Together the four companies will maximize their various resources to provide an advanced parking service for South Korean drivers.

地法人を有する日本の駐車機器メーカー、アマノ株式会社に参加いただいています。この4社がそれぞれ保有する資源を最大限に活用することで、韓国の車社会に先進の駐車場サービスを提供する方針です。

## 創業の精神は、「社会に貢献する企業」

現在、路上駐車を原因とする交通事故が後を絶たず、多くの尊い命が失われています。また、ルールを無視した路上駐車が渋滞を引き起こし、余分なガソリンが消費されることで、CO<sub>2</sub> 排出量

## Laws and Regulations Relating to Parking in Japan

### Penalties for illegal parking

The penalties for illegal parking in Japan are comparatively severe.

**Fine:** ¥15,000 – ¥18,000

**Points:** 2–3 (depending on the location where the violation occurs)

**Note:** Six or more points in any three-year period results in a suspension (driver with no prior record).

### Points assessed for other traffic violations

**Running through a red light:** 2 points

**No liability insurance:** 6 points

**Driving while intoxicated:** 6–25 points

### Revisions to the Road Traffic Law

(Scheduled for implementation in June 2006)

The revision to the Road Traffic Law represents a response to the rapid increase in the number of illegally parked vehicles and widespread abuses by “scofflaws”—drivers who cannot be identified and assessed fines, even when they commit parking violations. It strengthens measures against illegal parking and assures stricter application of the law.

### 駐車場を取り巻く法規制環境

#### 違法駐車に対するペナルティ

日本の違法駐車に対するペナルティは非常に厳しいものとなっています。

反則金: 15,000 – 18,000 円

点数: 2～3点 (違反した場所により異なります)

※ 3年間で6点累積されると免許停止 (免許の前歴のないドライバーの場合)

(参考: 交通違反に対する点数)

信号無視 2点

無保険運行 6点

飲酒運転 6～25点

#### 2004年6月の道路交通法改正

(2006年6月より施行予定)

膨大な違法路上駐車への対応と、違反を取り締まっても運転者が特定できず違反金を徴収することができない『とめ逃げ』が横行している現状を打開するため、本改正で違法駐車対策が強化され、取り締まりがより厳格に運用されるようになることが予想されます。

	Current Law 施行前	Revised Law 施行後
<b>Enforcement</b> 取り締まり	<b>Police only</b> 警察のみ	<b>Enforcement can be outsourced to private companies</b> 民間に委託可
<b>Scope of responsibility</b> 責任所在	<b>Only driver can be fined</b> 運転者のみ	<b>Vehicle owner can be fined if driver cannot be identified</b> 運転者責任が追及できない時は、放置車両の使用者の責任追及が可能



## Contribution to Society Is the Spirit on Which Our Company Was Founded

Accidents caused by roadside parking continue to occur, resulting in the loss of many lives. Illicit parking also causes traffic congestion, leading to wasteful consumption of gasoline, an increase in CO<sub>2</sub> emissions and environmental pollution.

The Japanese government has decided to strengthen enforcement of parking regulations from June 2006 in an attempt to alleviate these problems. The chronic shortage of parking facilities that is one of the causes of illegal parking will not be eliminated, however, and will make the imbalance between supply and demand more apparent. Facing the situation, we believe it is our mission to develop as many Times facilities as possible.

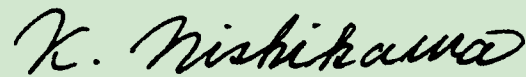
PARK24's founder Kiyoshi Nishikawa, who passed away last year, believed that a company that endures is one that contributes to society, and followed this philosophy from the time he launched the business in 1991. From this idea stemmed the belief that increasing the number of Times facilities would reduce the amount of illegal roadside parking, help alleviate a variety of social problems, and by extension help achieve a more pleasant and enjoyable automotive society.

We believe that expanding our operations allows us to fulfill our social responsibilities, as well as the expectations of our shareholders.

We emphasize returning the profits gained from our business to shareholders, and have set a short-term target for incremental increases in dividends to a payout ratio of 30% from 21.5% in the year under review. As part of our returns to shareholders, we are also considering purchases of treasury stock and share splits.

Thank you for your continued support of PARK24.

February 2006



Koichi Nishikawa  
President

の増加による環境汚染につながっています。

これらの問題を改善しようと、2006年6月に、改正道路交通法による駐車違反の取り締まりが強化されることが決まっています。しかしながら、路上駐車の原因をつくっている慢性的な駐車場不足は解消されておらず、需給バランスの悪化がこれからさらに顕在化することでしょう。私たちは、この取り締まり強化を前に、1台でも多く車をとめられるタイムズを開発し、提供していくことが使命であると考えています。

2005年に逝去いたしました当社創業者の西川清は、「継続する企業とは、社会に貢献する企業である」という信念のもと、1991年からタイムズのビジネスを始めました。タイムズを増やすことは、違法な路上駐車を減らし、様々な社会問題の改善、ひいては快適な車社会の実現につながるという考えによるものです。当社は、業容を拡大することが、そのまま企業の社会的責任を果たすことにつながり、株主の皆様のご期待に沿うものであると考えています。事業の推進によって得られた利益については、株主の皆様への積極的な還元も重視し、当期21.5%の配当性向を段階的に30%まで高めていくことを当面の目標としています。また、株主還元の一環として、自社株買いや株式分割も視野に入れています。

株主および投資家の皆様におかれましては、引き続き変わらぬご理解とご支援をお願い申し上げます。

2006年2月

西川 光一

代表取締役社長

# Corporate Governance

コーポレート・ガバナンス

## Fundamental Policies Concerning Corporate Governance

To gain the trust of all its stakeholders and continue to enhance its corporate value, PARK24 recognizes the importance of strengthening and increasing the depth and breadth of its corporate governance systems and aims to execute management that is both fair and highly transparent.

### コーポレート・ガバナンスに関する基本的な考え方

当社は、すべてのステークホルダーとの信頼関係を築き、継続的に企業価値を向上させるために、コーポレート・ガバナンスの強化、充実が重要であることを認識し、公正で、透明性の高い経営を目指しています。

## Company Organization

At PARK24, the Board of Directors meets twice per month as the premier decision-making authority over key matters. In addition, the Company has adopted a corporate officer system to clarify the distinction between managerial decision-making and operational execution. The Executive Committee—comprising directors and corporate officers—meets twice per month to facilitate administration and accelerate execution of the fundamental policies decided upon at the Board of Directors meetings.

Further, the Company has adopted an auditor structure, which comprises four corporate auditors, of which two are external. The auditors participate in the Board of Directors meetings and audit the directors in the execution of their duties.

## Internal Governance Structure and Risk Management System

In our internal governance structure, we have established a Compliance Group within the Corporate Management Department in addition to the Audit Office that reports directly to the president. We intend to enhance our internal governance under this structure.

In our risk management structure, the relevant business divisions analyze and consider countermeasures to risks that arise from general business activities. If necessary, these issues are deliberated at meetings of the Board of Directors and the Executive Committee. In addition, we aim to enhance our risk management systems by having the Compliance Group within the Corporate Management Department manage risks in a comprehensive manner.

## Internal Audits

In our internal audit system, we have established the Audit Office, which reports directly to the president and conducts periodic operational audits. In addition, we have placed legal functions under the aegis of the Corporate Management Department to handle legal matters and compliance issues and manage our intellectual property assets. When necessary, we also seek the guidance of our corporate legal counsel to ensure all corporate activities are in conformity with relevant laws and regulations.

## 【会社の機関】

当社では、重要事項の意思決定機関として取締役会を月2回開催しています。また、執行役員制度を採用し、経営上の意思決定と業務執行を明確に分け、取締役会において決議した経営基本方針の執行管理や業務の迅速な執行を図ることを目的に、取締役と執行役員で経営会議を月2回開催しています。

さらに当社では監査役制度を採用しており、社外監査役2名を含む4名で構成される監査役が、取締役会に出席し取締役の職務執行を監査しています。

## 【内部統制システムおよびリスク管理体制】

当社の内部統制は、社長直轄の監査室に加え、経営管理部内にコンプライアンスグループを設置しています。この体制のもとで内部統制の充実に努めています。

リスク管理は、事業活動全般にわたり生じるリスクについて、関連部門においてリスク分析やその対応策を検討し、必要に応じて経営会議、取締役会で審議を行います。また、その統括的な管理を、経営管理部内のコンプライアンスグループで行い、リスク管理の充実に努めています。

## 【内部監査】

内部監査部門は、社長直轄の監査室を設置し、業務監査を計画的に行うと同時に、経営管理部内に法務機能を設け、法律・法令の遵守状況および知的財産の管理を図るとともに、必要に応じて顧問弁護士の助言を得て、適法性に留意しています。

# Parking Conditions in Japan

日本の駐車場事情

Japan is second only to the United States as an automotive society, but provision of adequate parking facilities has lagged, generating an imbalance between supply and demand. The illegal roadside parking that has resulted from this shortage of facilities has caused a wide range of problems that are growing increasingly severe. With a crackdown on illegal parking and other measures about to be implemented, the need for parking facilities is greater than ever.

日本はアメリカに次ぐ世界第2位の自動車大国でありながら、駐車場整備の立ち遅れにより、需給に大きなギャップが生じています。駐車場不足が招く違法路上駐車により様々な問題が深刻化する中、違法駐車に対する取り締まり強化の動きなど、駐車場へのニーズはこれまで以上に高まっています。

## Stricter Enforcement of Parking Regulations Will Boost Demand for Parking Facilities

Japan is second only to the United States in automobile ownership. However, provision of adequate parking facilities, particularly in densely populated urban areas, has lagged. The parking facilities that do exist, however, are being left behind by the rapid development of intelligent transport systems.

The most recent road traffic census (1999) revealed that the demand for temporary parking at a driver's destination reached 11.09 million vehicle spaces, and that demand for parking was increasing annually with the rise in car ownership and the number of cars on the road. The number of currently available spaces, on the other hand, is estimated to be a mere five million.

This chronic shortage of parking facilities, particularly in major cities such as Tokyo and Osaka, means that the number of cars parked illegally at any given moment is more than 100,000 vehicles. The wide range of problems caused by such illegal parking, both social and environmental, becomes more severe each year. In 2004, for example, the number of accidents

resulting in injury or death attributed to illegal parking was 6,591 nationwide, according to statistics from the National Police Agency. The traffic congestion caused by the increase in illegal parking, moreover, not only wastes fuel and contributes to global warming but also generates an economic loss of ¥12 trillion annually, equal to 3.8 billion lost hours.

The Japanese government, in an attempt to alleviate these problems, will strengthen enforcement of parking regulations from June 2006 through revision to the Road Traffic Law. Demand for parking facilities is expected to increase further as a result, and the adverse effects stemming from the imbalance between supply and demand will be made evident. The need for the service provided by PARK24 will rise significantly as well.

## 法規制の強化により駐車場の需要増に期待

日本は、アメリカに次ぐ世界第2位の自動車大国です。しかし、特に過密な都市部では駐車場の整備が立ち遅れ、圧倒的な供給不足になっています。また駐車場は、現在、急速に進化を続けるITSの進歩から取り残されているのが実情です。

最新の道路交通センサス(1999年)によると、目的地で一時的に駐車するための需要は1,109万台分とされ、さらに、この駐車場需要は自動車保有台数や交通量の増加で年々拡大しているとみられています。これに対し、現在の駐車場の供給台数はわずか500万台(推定)にすぎません。

慢性的な駐車場不足により、特に東京、大阪などの大都市では、瞬間違法路上駐車が10万台を超えており、それらが引き起こす様々な社会問題、環境問題は年々拡大し、そして深刻化しています。例えば、2004年には路上駐車が原因となった人身事故が日本全国で6,591件発生し、多くの死傷者がでています(警察庁統計資料より)。また、路上駐車が悪化の原因となっている交通渋滞は、燃料を過剰に消費させ、地球温暖化や、年間12兆円、時間に換算して38億時間もの経済損失につながっているといわれています。

このような状況の中、これらの社会問題を改善しようと、2006年6月に改正道路交通法が施行され、違法路上駐車の取り締まりが強化されます。同時に、これまで以上に駐車場への需要が高まっていくことが確実と考えられているため、需給のアンバランスによる弊害がより顕在化し、当社のビジネスへのニーズも一層高まってくると考えられます。

# Corporate Social Responsibility

企業の社会的責任

Since its establishment, PARK24 has developed its operations with a keen awareness of the close relationship of its parking business with society and the public good in today's motorized society. We believe that expanding the number of Times parking spaces and thus reducing even one more car parked on the street contributes to PARK24 fulfilling its Corporate Social Responsibility (CSR).

## Contributing to the Creation of a Safe and Environmentally Friendly Motorized Society

Building more parking spaces helps to alleviate a range of social problems caused by vehicles parked illegally (see page 9). Furthermore, PARK24 aims to earn the trust and meet the expectations of all its stakeholders by not only

expanding the number of parking spaces in its network, but also providing services that address the needs of the day and enhance user convenience while contributing to the creation of a safe, convenient, and environmentally friendly motorized society.

パーク 24 は、創業以来、今日の車社会における駐車場ビジネスの社会性・公共性を強く認識し、事業展開しています。タイムズを増やし、サービスの拡張および向上を続けていくことで、路上駐車を 1 台でも減らすことが、当社の CSR（企業の社会的責任）につながると考えています。

## 安全で環境にやさしい車社会の実現に貢献

より多くの駐車場をつくることで、路上の違法駐車が原因となっ

て生じている様々な社会問題(P9 参照)の改善につながります。  
また、提供する駐車場台数の拡大はもちろん、時代のニーズに合った、ユーザーの利便性を高める駐車サービスを追求し、より安全で、より便利で、より環境にやさしい車社会の実現を目指し、当社のすべてのステークホルダーの信頼と期待に応えていきます。

### PARK24's Approach to CSR

Through its approach to its parking facility business, PARK24 strives to improve social and environmental problems and contribute to Japan's motorized society.

### CSR への取り組み

パーク 24 は駐車場ビジネスを通じたこれらの取り組みにより、社会問題・環境問題の改善に取り組み、日本の社会に貢献していきます



"Park and charge" electric vehicle battery charging service  
電気自動車用充電施設  
「パーク＆チャージ」



Times equipped with fire prevention cistern  
地下に防火水槽を備えたタイムズ



Donate a portion of sales on "Parking Day" to the Foundation for Orphans from Automobile Accidents.  
「パークの日」を定め、売り上げの一部を交通遺児基金へ寄付



Donation to the Green Fund  
緑の募金への寄付

### Times Network Expands

タイムズが増える



PARK24 acquires the ability to provide more services.  
様々なサービス提供が可能となる

Convenience of Times parking facilities employing TONIC is enhanced.

TONIC を活用し、タイムズの利便性を向上させる

Number of facilities with "Park & Charge" (electric vehicle battery-charging) facilities expands.

「パーク＆チャージ」(電気自動車の充電施設)を増設する

Number of illegally parked cars decreases

違法駐車が減る

Traffic congestion is eased.

渋滞が緩和される

Use of electric vehicles increases.

電気自動車が普及する

Number of traffic accidents caused by illegally parked cars declines.

違法駐車による交通事故が減る

Economic losses resulting from traffic congestion decrease.

渋滞による経済損失が軽減される

Environmental pollution is reduced.

環境汚染が改善される





## Progress toward Achieving the Goals and Targets of Our Medium- to Long-Term Business Plan

In March 2004, PARK24 announced its medium- to long- term business plan “Innovate and Impact Plan 2004–2008,” which set goals and targets for the fiscal year ending October 31, 2008. Building on the expertise we have accumulated through the operation of the Times business, the plan is aimed at achieving further innovations in parking facilities and expanding our business scale. At the same time, we will strive to be the predominant leader in the parking industry and to become a company with a positive impact on society to achieve a more pleasant and enjoyable motorized society.

During the fiscal year ended October 31, 2005, we moved forward with this plan, following the four concepts outlined in it, as described below. In terms of **Space**, which represents an increase in business scale, we expanded the number of

parking spaces operated under the Times brand, exceeding our target for the year. At the same time, for **Parking IT** we made significant progress in introducing the TONIC system, completing installation at nearly all Times facilities.

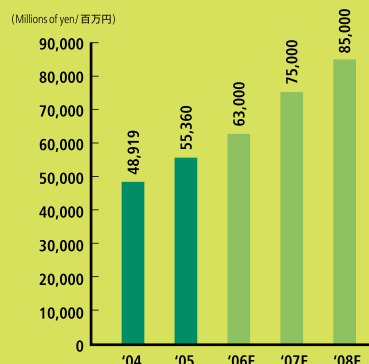
### 中長期経営計画達成に向け、着実な進捗

2004年3月、パーク24は2008年10月期を最終年度とする中長期経営計画『Innovate and Impact Plan 2004–2008』を発表しました。タイムズ事業で培ったノウハウをベースに、さらに駐車場を革新(Innovate)し、規模拡大を図るとともに、業界での圧倒的ポジションを確立することで、快適な車社会の実現に向けて、影響力(Impact)のある企業となることを目指しています。

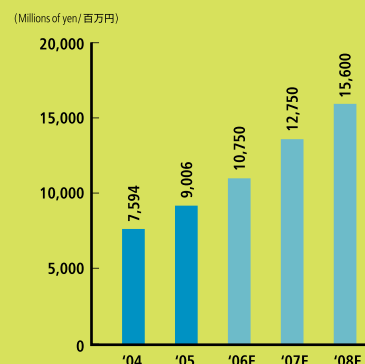
2005年10月期は、規模の拡大を表すキーワード「Space」において、計画を上回るペースでタイムズの運営台数を伸ばすと同時に、「Parking IT」を推し進めるためのインフラとなる「TONIC(タイムズのオンライン化)」の導入を積極的に進め、ほぼすべてのタイムズへ導入を完了しました。

また、TONICのインフラを活用することで、「Customer」では、タイムズクラブを中心とした、サービスの向上によるお客様

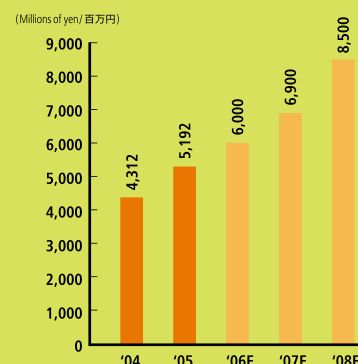
#### Net Sales 売上高



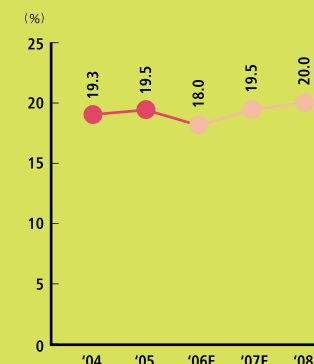
#### Operating Income 営業利益



#### Net Income 当期純利益



#### ROE 株主資本純利益率



\* Figures for the fiscal year ending October 31, 2006, are changed from the figures for the medium- to long-term business plan announced in March 2004.

\* 2006年10月期の数値は、2004年3月に発表した中長期経営計画の数値を変更しています。

Utilizing the TONIC system, in terms of **Customer** we strove to retain customers by introducing various types of services, including Times Club, and for **Think Tank** we collected and analyzed data on facility utilization and vehicle turnover. Through these efforts, steady progress became apparent in such areas as effective new location development and operating strategies

designed to maximize revenues.

Pursuing business based on these four concepts, and anticipating the synergistic effect that will result, we expect to achieve our targets for the fiscal year ending October 31, 2008 of net sales of ¥85.0 billion, and net income of ¥8.5 billion (a net profit margin of 10%).

の囲い込みを行い、『Think Tank』機能としては、稼働情報や入出庫情報などを集約・分析することで、効率的な新規開発や収益を最大化させるための運用施策など、着実に成果が表れ始めています。

今後も、Space、Parking IT、Customer、Think Tank の4つのキーワードをもとに事業を推し進め、相乗効果を図ることで2008年10月期の目標である売上高850億円、当期純利益85億円（利益率10%）を達成していきます。

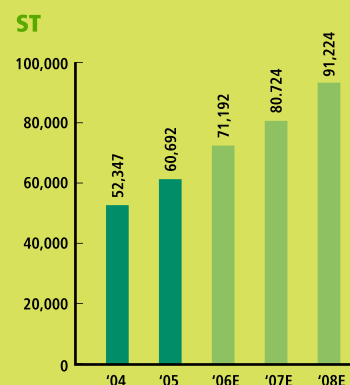
## Our Four Key Concepts 4つのキーワード

### 01 | SPACE

Increase the number of Times parking spaces to 220,000 spaces (see pages 13-16).

積極的な開発を続けることでタイムズの運営台数を拡大し、22万台を目指す。(P.13-16 参照)

#### Operating Parking Spaces 駐車台数



### 02 | PARKING IT

Become the de facto standard for parking facility IT infrastructure utilizing the TONIC system (see page 17).

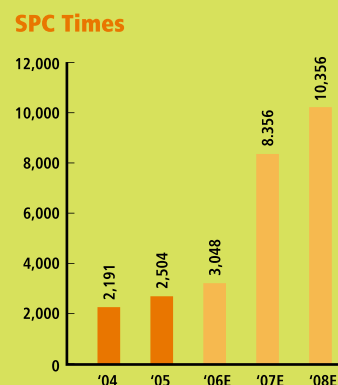
TONICを活用し、駐車場 ITインフラのデファクトスタンダードを目指す。(P.17 参照)



### 03 | CUSTOMER

Increase the number of Times Club members to three million drivers, and provide more appealing services (see pages 19-20).

タイムズクラブを会員数300万人まで拡大し、魅力ある顧客サービスの構築を進める。(P.19-20 参照)



### 04 | THINK TANK

Establish a consulting service for operation of parking facilities by systematizing expertise and operational know-how regarding parking, and strengthening marketing (see page 20).

駐車場に関する知識・ノウハウを体系化し、マーケティングの強化、駐車場経営のコンサルティング機能の確立を目指す。(P.20 参照)

#### Number of Times Club Members

タイムズクラブ会員数



\* Figures for the fiscal year ending October 31, 2006, are changed from the figures for the medium- to long-term business plan announced in March 2004.

\* 2006年10月期の数値は、2004年3月に発表した中長期経営計画の数値を変更しています。

# ST (Standard Times) Business

## PARK24's Basic Model for the "Times" Parking Business

PARK24 was the originator of the business model for 24-hour unmanned parking facilities—which has since grown to become the current standard for the parking industry—opening its first "Times" (now ST) facility in 1991.

Under the ST business model PARK24 leases land from the owner, installs parking equipment and operates the facility. This model is ideally suited to today's needs, and has become a driver for growth. Both the land and equipment are leased, resulting in a small initial investment and providing a strong return on investment.

The running costs are basically fixed, consisting mainly of the rent for the land, lease fees for the equipment, and maintenance expenses, so increases in operation are directly reflected in earnings. The landowner benefits with a stable monthly income without the need for capital investment. Contracts are for two years with automatic renewal each year afterward and no penalties for cancellation after the second year, a scheme that has become widely recognized as a simple and convenient means of utilizing land.

There is always a risk, however, that the owner of the land will cancel the contract for personal reasons, and revenue will decline. To reduce this risk, we develop parking facilities with less risk of cancellation, such as on small lots.

During the fiscal year ended October 31, 2005, PARK24 developed 14,021 new spaces for the ST business. Despite concerns of a rise in contract cancellations due to rising land prices, the contract cancellation rate dropped significantly from 12.1% in the previous fiscal year to 9.6%, representing a total of 5,824 spaces, resulting in a total of 60,692 spaces (a year-on-year increase of 15.9%) in operation for the ST business at the end of the subject fiscal year.

## パーク 24 の駐車場ビジネス『タイムズ』の基本モデル

パーク 24 は、現在では駐車場のスタンダードにまで成長している24時間無人時間貸駐車場のビジネスモデルを生み出し、1991年に第一号の『タイムズ (現在の ST)』を開設しました。

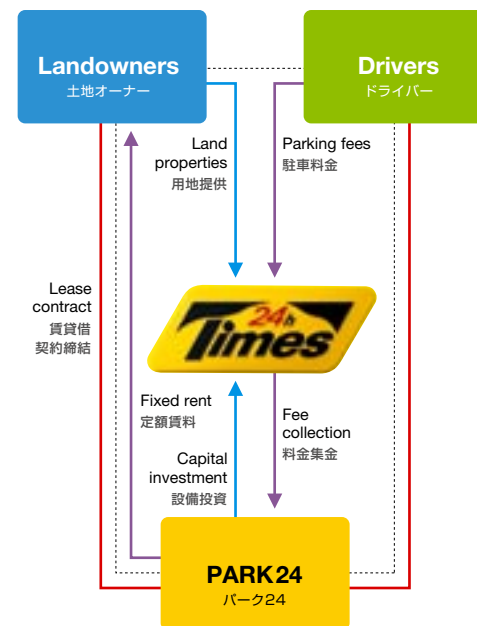
土地オーナーから土地を賃借して、駐車機器を設置し運営するSTのビジネスモデルは、時代のニーズに適合し、成長の原動力となってきました。駐車場用地や機器をリースで調達するため初期投資も小さく、高いROI\*を実現しています。

ランニングコストは土地の賃料や機器のリース料、管理メンテナンス費用など、ほぼ固定費となっており、稼働 (売上) が上がればその分、直接利益に反映します。また土地のオーナーにとっては、設備投資の必要がなく、毎月安定した収入が得られます。2年契約1年ごとの自動更新で、2年目以降はペナルティなく解約が可能なため、手軽な土地活用方法として、広く認知されています。

しかしその一方で、オーナーの都合で解約され収益が減少するリスクが常に存在します。このリスクを低減するため、小型の駐車場など、解約されにくい駐車場開発を行っています。

2005年10月期の『ST 事業』は、14,021台の新たなスペースを開発。地価の上昇による解約率の上昇が懸念される中、解約台数5,824台、解約率は9.6%と前期12.1%から大きく低下する結果となり、STの運営台数は60,692台(前期比 15.9% 増)となっています。

\*ROI: Return on Investment 投資収益率



# TPS (Times Partner Service) Business

## Business Model Utilizing Customer Parking Facilities of Commercial Businesses

Full-scale development of TPS began in 2001 as a means of mitigating cancellation risk in the ST business. Under this model, PARK24 leases parking facilities established as customer parking for financial institutions, supermarkets and other commercial business, and operates them as Times facilities that can be used by anyone, 24 hours a day. The business owners benefit not only by being freed from the burden of operating parking facilities and reducing personnel and other costs they had borne themselves, but are also able to gain lease income. Businesses can also maintain the same level of parking service to customers by offering parking discounts and other services to customers, as well as provide their customers with PARK24's high-quality facility management service.

Although we receive no revenue from store customers under the TPS model, and revenue per space is lower compared to the ST model, we are able to secure a high profit margin by setting lease rates at a level that takes these risks into consideration. Also, because such facilities are a part of the service that businesses provide their customers, the risk of cancellation is considerably lower, allowing PARK24 to provide a stable parking service over the long term, leading to greater growth potential from the market scale.

During the fiscal year ended October 31, 2005, PARK24 developed 29,922 new spaces for the TPS business, a significant increase (up 121.6%) from the 13,501 spaces developed in the previous fiscal year. The number of spaces lost due to cancellation of contracts following store integrations or closures totaled 654, for a cancellation rate of 1.1%. The number of spaces in operation for the TPS business nearly doubled to 58,586 spaces (a year-on-year increase of 94.7%). With this rise, the TPS business has grown to account for nearly half of the directly operated Times facilities.

## 商業施設の来客用駐車場を活用するモデル

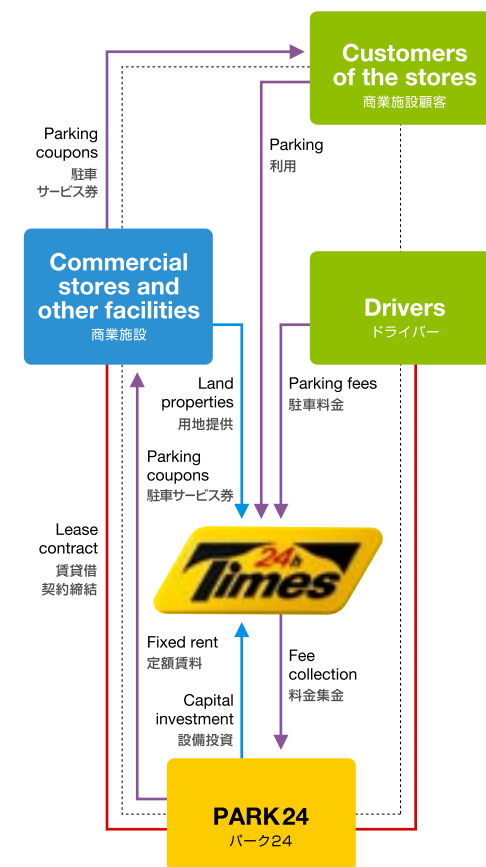
ST事業の解約リスクを低減させるため、2001年より本格展開した「TPS」は、金融機関やスーパーなどの店舗がお客様専用設置している駐車場を当社が賃借し、24時間誰でも駐車可能な「タイムズ」として運営する事業です。店舗側は、駐車場の運営に伴う煩雑な業務やこれまで自己負担していた人件費などのコストが削減できるだけでなく、賃料収入も得られるようになります。また、店舗利用に応じた駐車料金割引サービスなど、従来の来客専用駐車場の性質を維持したまま、パーク24の質の高い管理サービスをお客様へ提供することができます。

TPSは店舗利用者からの収入が見込めず、STと比較すると1台当たりで得られる売上は少なくなりますが、その影響額を勘案した賃料設定により高い利益率を確保しています。また、店舗がお客様サービスの一環で設けるという性質上、解約リスクが格段に低く、当社にとって長期的に安定した駐車場を提供できる上に、市場規模からその成長ポテンシャルは大きいといえます。

2005年10月期の「TPS事業」は、29,922台の新たなスペースを開発。前期13,501台に比べ121.6%増と大幅に上昇しました。店舗の統合や閉鎖などによる解約台数は654台、解約率は1.1%、TPSの運営台数は58,586台（前期比94.7%増）となり、ほぼ倍増しました。これによりTPSは直営タイムズの約50%にまで成長しています。



Times Westin Miyako Hotel, Kyoto  
タイムズウェスティン都ホテル京都





## SPC Times Business

### Business Model Premised on Securitization of Assets

The SPC Times model, providing permanent operation of parking facilities utilizing asset securitization schemes, was, like TPS, launched to mitigate cancellation risk in the ST business. Under the SPC Times model PARK24 purchases a plot of land, constructs a parking building (which we call a Times Station) or a flat parking lot on it, and operates the service. Once the operating track record of the facility is stabilized, it is sold to a special-purpose company (SPC) to provide securitization of the asset. PARK24 pays a monthly lease amount to the SPC to sublease the facility, and continues to operate it. Because the asset value of each individual parking facility is small, consolidating several facilities into a single package reduces composition expenses and other cost burdens. At the same time, the funds raised can be used to purchase new facilities, so that we maintain high asset efficiency. Our first securitization of parking facilities—and the first in Japan—was for 24 facilities, completed in September 2001 for total assets worth ¥4.5 billion. The second was in September 2003 for seven facilities worth of ¥5.1 billion\* under a scheme that allowed for additional securitization up to ¥15.0 billion, and in July 2004 we handed over an additional three facilities with a worth of ¥2.4 billion.

During the fiscal year ended October 31, 2005, PARK24 invested ¥8.2 billion, mainly for purchasing of land for the SPC Times business, construction of facilities and other activities related to development. One parking facility (203 spaces) was opened on a lot in Namba, Naniwa-ku, Osaka, purchased in December 2004, and planned to operate until the construction begins. The SPC Times business currently has 2,504 spaces in operation (1,400 spaces in facilities where the assets have been liquidated, and 1,104 spaces in facilities held directly by PARK24).

\*at the time of implementation

### 駐車場資産流動化を前提にしたビジネスモデル

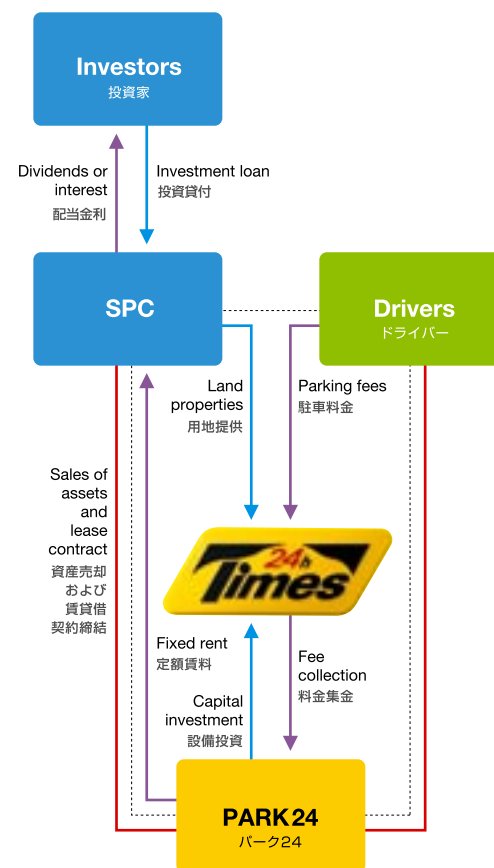
資産の流動化を活用することで恒久的な駐車場を運営する「SPC タイムズ事業」は、TPSと同様、ST事業の解約リスクの低減を目的に開始しました。SPCタイムズは自社で購入した土地に駐車場ビル(タイムズステーション)などを建設し、運営します。トラックレコードが安定したところで、SPCに駐車場を売却し資産の流動化を実行します。当社は毎月定額の賃料を支払い、SPCからサブリースを受けることで駐車場の運営を継続します。個々の駐車場はアセットが小さいため、数物件パッケージにすることで組成費用などのコスト負担を小さく抑えると同時に、調達した資金で新たな物件を購入・開発していくことで、高い資本効率を維持しています。日本初の駐車場資産流動化となった第1回目は2001年9月に24物件、資産規模45億円、第2回目は2003年9月に7物件、資産規模51億円\*で実施、第2回目は150億円まで追加可能なスキームとなっており、2004年7月に3物件、資産規模24億円を追加譲渡しています。

2005年10月期の「SPCタイムズ事業」は、SPC事業用地の調達および建設などの開発により82億円を投資しました。2004年12月に購入した大阪市浪速区難波の土地に建築計画までの一時的な駐車場203台を開設し、現在、2,504台(資産流動化物件1,400台、自社保有物件1,104台)の運営台数となっています。

\*実行時点



Times Station Sapporo S4-6  
タイムズステーション札幌 S4-6



## Space Topics

### TPS Development Utilizing TONIC

Times Suntown Plaza, the TPS parking facility at the Suntown Plaza shopping complex, offers a new service enabled by the link with TONIC where customers can receive one hour of free parking just by inserting a store card issued by Suntown Plaza into the payment machine. This service responds to the needs of businesses that want to increase the added value of their store cards.

For the Westin Miyako Hotel, Kyoto, PARK24 has created a mobile Internet site for exclusive use by the hotel staff that provides them with real-time information obtained from TONIC on available spaces in each of the three parking facilities located on the hotel grounds. The staff uses this information to smoothly direct guests.

Parking services using TONIC such as these that address specific needs give PARK24 a distinct advantage in terms of new facility development.



A store card issued by Suntown Plaza  
サンタウンプラザが発行するハウスカード

### Participation in a Station Area Redevelopment Project

PARK24, as a company specializing in the parking business, is participating in a station area redevelopment project for Tsurugamine Station (Asahi-ku, Yokohama) on the Sagami Railway line, with sectional ownership of the land. The project is currently under construction, and scheduled to open in September 2007.

As a redevelopment project, this initiative allows PARK24 to secure parking facilities in a prime location at a reduced investment cost. Participation in the high-profile project also makes a significant contribution to building the Times brand, along with a variety of other benefits to business, and we intend to proactively participate in similar projects in the future.

Other examples of redevelopment projects in which PARK24 has participated include Times Station Akita Alve (320 spaces, Akita-shi, Akita Prefecture) attached to JR Akita Station, and an integrated commercial and office complex in front of JR Yurakucho Station (currently under construction in Yurakucho, Chiyoda-ku, Tokyo, with planned space for 271 vehicles).



Tsurugamine Station  
Redevelopment Project  
(Scheduled to open  
in September 2007)  
鶴ヶ峰駅駅前再開発事業  
(2007年7月オープン予定)

### TONIC を活用した TPS 開発

ショッピングセンターのTPSとしてオープンした「タイムズサントウンプラザ」では、『TONIC』を連動させることで、店舗が独自に発行するハウスカードを精算機へ挿入すると駐車料金が1時間無料になるサービスを提供しています。これは、ハウスカードの付加価値を向上させたいという店舗のニーズにお応えしたものです。

また、「ウェスティン都ホテル京都」では、誘導員専用のモバイルサイトを作成し、TONICから得られるホテル内3箇所の駐車場の満車空車情報をリアルタイムに送信することで、お客様をスムーズにご案内できるようにしました。

このようにTONICを活用することで、ニーズに合わせた駐車場サービスが実現し、新しい駐車場の開発において大きな差別化となっています。

### 「駅前再開発事業」への参入

パーク24は、駐車場専門会社として相模鉄道線鶴ヶ峰駅(横浜市旭区)の駅前再開発事業に土地を区分所有する形式で参入しました。現在、2007年9月のオープンに向け、建設中です。

今回の取り組みはもちろん、再開発事業は一等地において投資費用を抑えた形で駐車場を確保することができます。また、注目度も高くタイムズブランドの構築に大きく貢献するなど、様々な事業メリットが得られることから、今後も積極的に参入していく方針です。

パーク24の再開発事業実績は、JR秋田駅に隣接した「タイムズステーション秋田アルヴェ」(320台・秋田県秋田市)とJR有楽町駅前の商業店舗やオフィスなどとの複合ビル(建設中・271台予定・東京都千代田区有楽町)があります。

# TONIC (Times Online Network and Information Center)

## Aggressively Bringing Times Facilities Online through TONIC

PARK24 has continued to forge ahead with installation of the TONIC system that provides online communication between Times facilities and its Data Center. Installation of TONIC was completed at nearly all facilities as of the end of October 2005.

TONIC uses networked infrastructure to allow PARK24 to provide highly convenient services to drivers using its parking facilities (see chart at right). Ways in which this system is used include transmitting information on parking space availability at specific Times locations, and offering a point incentive program to the members of Times Club in accordance with the amount spent on parking fees. At the same time, information acquired through TONIC allows us to implement both development and operational strategies to improve earnings, and helps increase the efficiency of parking facility management. For example, analysis of the data provided by TONIC allows us to set optimal parking rates, and improve the layout of facilities in which it is difficult to park. Effective

maintenance can also be implemented through information management, and because it is also possible to get an overall understanding of such information, such as whether there is a problem with the equipment, PARK24 is able to immediately address any problems through remote control of parking equipment by utilizing the two-way communication available through TONIC. This raises the level of service we are able to provide, as well as minimizes the time that parking facilities are idle (opportunity loss), and helps raise the earnings capacity of parking facilities.

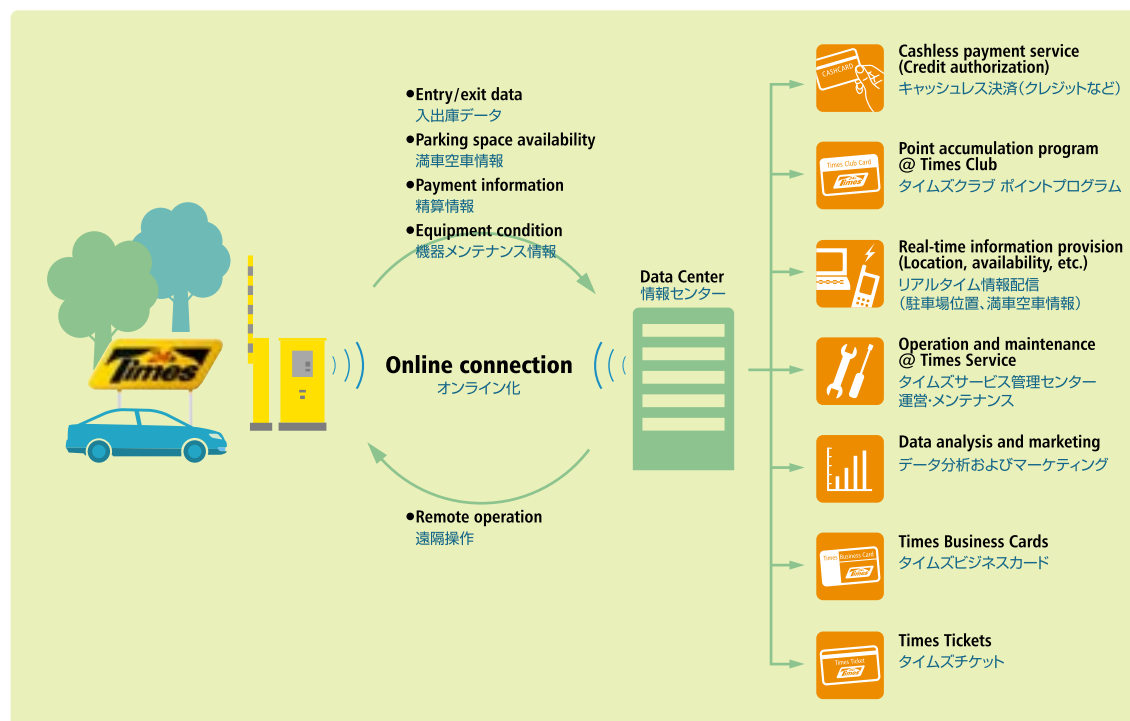
## TONICで『タイムズ』のオンライン化を積極的に推進

パーク24は、タイムズと情報センターをオンライン通信させる「TONIC」インフラの導入を進め、2005年10月期末にほぼ設置を完了しました。

TONICは、そのインフラを活用することで、タイムズの満空車情報の配信やポイントプログラム「タイムズクラブ」において駐車料金に応じたポイントの提供など、駐車場利用者に利便性の高いサービス提供(下図参照)が可能となる一方で、TONICから得られる情報により、開発や運営での収益改善策の実施や、駐車場管理の効率化につながっています。例えば、TONICの情報を分析することで、最適な駐車料金の設定や、利用者がとめにくい(とめられていない)レイアウトの改善が可能となりました。また、情報管理による効率的なメンテナンス対応はもちろん、機器の異常

などの情報も一元的に把握可能で、TONICの双方向通信を活用した駐車場機器の遠隔操作により、即座に対応することもできます。これにより、サービスレベルの向上はもちろん、駐車場の不稼働時間(機会損失)を最小限に抑え、駐車場の収益力向上を実現しています。

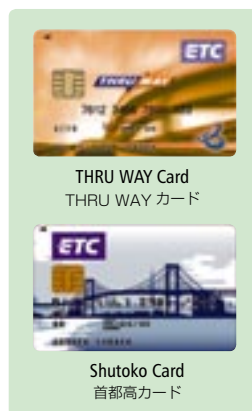
\*Times Online Network & Information Center  
(タイムズのオンライン化)



## Parking IT

### Alliances between Times Club and Various Cards

In the fiscal year ended October 31, 2005, PARK24 undertook a new initiative, forming an



alliance between Times Club and credit cards with an ETC (electronic toll collection) feature. Holders of the Shutoko\* Card issued by the Metropolitan Expressway Company Limited, or the THRU WAY card from the Hanshin Toll Road\*\* Service Association

automatically receive Times points when they use their card to pay for parking at a Times facility. PARK24 will continue to pursue alliances with a variety of corporations, and work to increase the number of Times Club members, and increase the usage rate of Times facilities.

\* Shutoko: Toll expressways in Tokyo and surrounding areas that form part of the transportation network of the capital.

\*\*Hanshin Toll Road: Toll expressways in the Osaka and Kobe regions that form part of the transportation network of the Kansai region.

### Diversification of Payment Options

PARK24 is using the TONIC network to proactively implement on a trial basis a variety of cashless settlement services incorporating new technologies and mediums, such as mobile phones with



payment functions, and electronic money.

During the subject fiscal year, we began accepting on a trial

basis payment using the Suica\* non-contact IC card from East Japan Railway Company at the “park and ride” facility Times Station Kawasaki, midway between Tokyo and Yokohama.



Times Station Kawasaki  
タイムズステーション川崎

Credit cards can currently be used at all facilities incorporating the TONIC system, and we will continue to diversify payment options while carefully observing the spread and use of such technologies, as we strive to offer more convenient parking

facilities suited to current needs.

\* “Suica” is the name of a non-contact IC card issued by East Japan Railway Company, and its registered trademark.

### TONIC Awarded the “MCPC Award Mobile Business Prize”

PARK24 received the MCPC award Mobile Business Prize from the Mobile Computing Promotion Consortium (MCPC)\*, recognizing the success of TONIC. This prize honors corporations and organizations that exhibit notable examples of sales increases, cost reductions or

## Parking IT

### 各種カードと「タイムズクラブ」との提携

2005年10月期には、新たな取り組みとしてETCカード付きクレジットカードと「タイムズクラブ」の提携を開始しました。首都高速道路株式会社が発行する「首都高カード」と阪神高速道路株式会社および社団法人阪神有料道路サービス協会が発行する「THRU WAY」カードの利用者が、提携クレジットカードでタイムズの駐車料金を決済すると自動的にタイムズポイントが付与されます。パーク24では、様々な企業との提携を進め、タイムズクラブの会員数の増加とタイムズの利用率の向上を図っています。

### 決済機能の多様化

TONICインフラの活用により、決済機能付き携帯電話や電子マネーなど、新しい技術や媒体を積極的に取り入れた様々なキャッシュレス決済実験を実施しています。

当期は、JR東日本の非接触ICカード「Suica」\*の利用実験を、JR川崎駅前に位置し、パーク&ライドの利用が高いビル型駐車場「タイムズステーション川崎」(神奈川県川崎市)で開始しています。

現在、すべてのTONIC導入物件でクレジットカードの利用が可能となっていますが、普及状況、利用状況などを見ながら、決済機能の多様化を図り、時代に合った、より便利な駐車場を追求しています。

\* Suicaは東日本旅客鉄道株式会社の非接触型ICカードのことであり同社の登録商標です。

### TONICがMCPC award「モバイルビジネス賞」受賞

2005年3月、TONICの実績が評価され、MCPC award「モバイルビジネス賞」を受賞しました。この賞は、モバイルコンピューティング推進コンソーシアム\*がモバイル技術を積極的に活用し、売上拡大、コスト削減、収益改善などで顕著な例を挙げている企業・団体を表彰するもので、TONICによる満車空車情報の配信、キャッシュレス化、ポイントプログラムなどによる収益改善効果



improvement in earnings through utilization of mobile technologies. TONIC was commended for a range of achievements, including transmission of information on space availability, cashless payment systems, and point programs. PARK24 intends to continue to revolutionize the parking business by making use of the TONIC system.

\* An organization for the promotion of mobile computing composed of telecom carriers, computer hardware and software manufacturers, system integrators and other related companies.

## Customer

### Increasing Convenience and Developing the Times Brand

PARK24's commitment to executing the keyword "Customer" focuses on the creation of parking services that make Times the preferred choice of drivers. By accurately assessing diversifying customer needs, we are able to provide more convenient parking services, develop loyal customers, establish the Times brand, and increase the operating rate of Times facilities.

### Issue of the New Times Business Card for Corporate Customers

In addition to the Times Club Card launched in 2003, PARK24 began issuing the Times Business Card in April 2005. While the Times Club Card is a point incentive program aimed at individual users, the Times Business Card is a credit-style payment



service for corporate customers. Clients using this cashless card system receive a single invoice the following month. Additional features can also be set in accordance with client needs, such as itemized statements that make management of vehicle

operations more convenient, and settings per card that allow use to be limited to specified times or days of the week.

By providing more convenient service, PARK24 is setting itself apart from the competition, and attracting business from the estimated seven million commercial vehicles in operation in Japan.

### Helping Drivers Locate Times Facilities

PARK24 uses a variety of media to provide information on the location of Times facilities and the availability of parking space.

Along with car navigation systems and mobile telephones, we provide information on parking space availability to mobile Internet sites used to search for restaurants or other facilities, allowing drivers to search for Times facilities near their destination. We have also begun noting Times locations in area maps provided in *Tanoshii Machi*, a free information paper launched in January 2005 that provides

など、様々な実績が評価されたものです。パーク24では、これからも、TONICインフラを活用することで駐車場ビジネスの革新を図っていきます。

※通信キャリア、コンピュータハードウェアメーカ・ソフトウェアメーカ、システムインテグレータなどにより設立されたモバイルコンピューティングの普及促進団体

## Customer

### 利便性を高めてタイムズブランドを向上

『Customer』では、お客様に選ばれる駐車場づくりを目指しています。多様化するお客様ニーズを的確に捉えることで、より利便性の高い駐車場サービスを実現し、顧客の囲い込みを進めタイムズブランドの確立とタイムズの稼働率向上を図っています。

### 法人顧客向け新サービス 「タイムズビジネスカード」の発行開始

2003年にスタートした「タイムズクラブカード」に続き、『タイムズビジネスカード』の発行を2005年4月より開始しました。個人向けポイントプログラムサービスのタイムズクラブカードに対し、タイムズビジネスカードは法人向けの売掛決済サービス。翌月一括請求のキャッシュレスカードで、車両運行管理に便利な利用明細出力サービスや、利用できる時間帯・曜日をカードごとに制限できるサービスなど、ユーザーに合わせた機能を設定することができます。

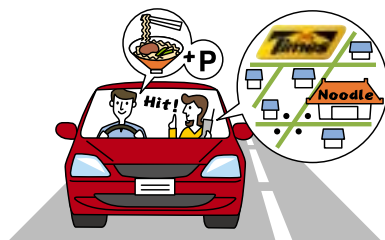
利便性の高いサービスを提供することで、他社駐車場との差別化を図り、日本全国に約700万台あるといわれる業務用(法人)車両の囲い込みを図ります。

### タイムズの位置情報を配信

様々な媒体を活用してタイムズの位置情報や満車空車情報を配信しています。

local dining, shopping and other information on select neighborhoods. We also sell Times Tickets to businesses that lack parking facilities, allowing them to offer parking service to their customers.

These measures allow PARK24 to attract business from users of other companies' websites and store customers, increasing the number of users of Times facilities.



## Think Tank

As a pioneer in the parking facility business, PARK24 provides a "think tank"-style consulting service based on its experience and accumulated data that contributes to the development of the entire industry, while helping to realize a pleasant and enjoyable automotive society.

During the fiscal year ended October 31, 2005, we utilized data obtained from TONIC to develop and operate Times parking facilities, while at the same time accumulating further expertise. In terms of new development, particular with regard to TPS, we created a variety of reports through TONIC analyzing such topics as capacity utilization, length of parking

times, and market areas. These reports were used as marketing data or to propose service enhancements for store customers, helping to set PARK24 apart from the competition.

It has now become possible to analyze demand by day, time and other factors, in addition to analysis by facility and area, allowing us to set appropriate lease rates and parking fees for new facilities during the development stage, as well as formulate earnings improvement strategies on the operational front.

PARK24 is continually expanding its ability to function as a consultant for parking facility operations by systematizing the intellectual property it has accumulated over many years of operations, including planning, development and operational expertise, as well as the wide range of data gained from TONIC.



Examples of reports generated with data from TONIC  
(Left) Entry/exit into parking facilities by time of day  
(Right) Per-vehicle sales data by region  
TONIC のデータを活用したレポートの例  
(左) 時間帯別の入出庫データ  
(右) 地区ごとの台当り売上データ

カーナビや携帯電話のほか、飲食店などを検索する携帯電話の情報サイトに満車空車情報を提供し、目的地に設定された店舗周辺のタイムズの検索を可能としました。また、2005年1月に創刊したフリーペーパー『たのしい街』は、グルメやショッピングなど地域に密着した情報とともにタイムズの位置情報を含むエリアマップを掲載しています。店舗へはタイムズの駐車サービス券『タイムズチケット』も販売しており、駐車場を持たない店舗が、お客様へのサービスとしてタイムズチケットを利用しています。

これらにより、他社サイトや様々な店舗のお客様などの囲い込みができるため、タイムズユーザーの拡大に貢献しています。

### Think Tank

パーク24は駐車場事業のパイオニア企業として、経験とデータに基づいたシンクタンク機能を提供していくことで、業界全体の発展に貢献すると同時に、快適なクルマ社会を実現していきたいと考えています。

2005年10月期は、TONICのデータを自社の駐車場開発・運用に活用すると同時に、さらなるノウハウの蓄積を図りました。新規開発では、特にTPSにおいて、TONICの稼働分析や滞留時間分析、商圈分析など、様々な分析レポートを作成し、マーケティングデータとしての活用やお客様サービスの向上の提案に役立てることで、他社との差別化を実現しました。

また、曜日ごと・時間ごとの需要分析が、物件別・エリア別で可能となっており、新規開発において適正な賃料・駐車場利用料金の設定につながるのはもちろん、運用面でも収益改善策を講じることが可能になっています。

パーク24は、駐車場の企画開発・運営管理ノウハウなど、長年にわたり蓄積した知的財産や、TONICから得られる様々なデータを体系化することで、駐車場経営のコンサルタントとしての機能を充実させていきます。



## Joint Venture Established to Develop “Times” Business in South Korea



(from left) JoonSoo Sin, Chairman and Representative Director of SOMO Petroleum; Dong-Soo Hur, Chairman and CEO of GS Caltex; Koichi Nishikawa, President of PARK24; Yasuyoshi Komoto, Chairman of Amano  
(左から) SOMO 石油 会長 申 準秀、GS カルテックス 会長 許 東秀、パーク 24 社長 西川光一、アマノ 会長 甲本 恭彬

On February 2006, PARK24 established GS Park24 Co., Ltd., a joint venture with South Korean petroleum companies GS Caltex Corp. (headquarters: Seoul) and SOMO Petroleum Co., Ltd. (headquarters: Seoul) as well as Amano Corp. (headquarters: Yokohama, Japan), a manufacturer of parking equipment with a local subsidiary in South Korea.

PARK24 will develop its “Times” 24-hour unmanned metered parking facilities in South Korea, a business model that the Company developed independently and has taken root successfully in Japan.

In South Korea, the transportation infrastructure has not kept pace with the rapid diffusion of automobiles in that country. At present, there are only 990,000 parking spaces in Seoul, only about half that needed to meet demand of 1.83 million spaces. In addition,

demand for parking spaces is expected to grow going forward owing to a rise in the number of vehicles on the road and an increase in traffic flowing into Seoul.

PARK24 intends to leverage its know-how gained in Japan to the fullest to capitalize on opportunities in the South Korean market. The Company will expand the number of parking spaces while at the same time introducing advanced parking services and thus contribute to the creation of a more comfortable motorized society in South Korea. PARK24 will promote the “GS Times” brand and set a two-tiered fee system (i.e., the establishment of daytime/nighttime rates and weekday/weekend rates) and thus introduce a pricing system that is unprecedented in South Korea. It will offer parking for about 25% less than existing operators charge to entrench the “GS Times” brand quickly toward achieving its target of 30,000 parking spaces under operation in five years from the start of the joint venture.

### Overview of the New Company

#### GS Park24, Co., Ltd.

**Headquarters:** Seoul, South Korea

**Capital:** KRW1 billion (approximately ¥120 million; US\$1 million)

**Company representatives:** Tsugio Kondo (Park24);  
Jae Hyup Yoon (GS Caltex)

**Establishment:** February 15, 2006

**Business:** Development and operation of “GS Times”  
24-hour unmanned metered parking facilities  
in South Korea

合弁会社を設立し、韓国で「タイムズ」事業を展開

パーク24は、韓国で石油事業を行う、GSカルテックス株式会社（本社：韓国ソウル市）およびSOMO石油株式会社（本社：韓国ソウル市）、現地法人をもつ駐車機器メーカーのアmano株式会社（本社：横浜市）と、2006年2月に合弁会社「GS Park24株式会社」を設立しました。

パーク24が独自に開発し日本国内において定着、成功した24時間無人時間貸駐車場「タイムズ」を韓国ソウル市において展開します。

韓国は、自動車の急速な普及にインフラ整備が追いつかず、現在、ソウル市内では183万台の駐車需要に対し、およそ半分の99万台しか駐車場が供給されていません。また、総車両台数や市内への流入の増加により、駐車需要は今後も伸び続けると予測されています。

そこで、パーク24が日本国内においてこれまでに培ったノウハウを最大限に活用し、駐車場数の拡大を図ると同時に、先進の駐車サービスを展開し、韓国国内において快適な車社会の実現を目指していきます。駐車場ブランドには「GSタイムズ」を冠し、料金体系の二元化（日中料金と夜間料金、平日料金と休日料金の設定）など、独自の料金体系の導入や、韓国の既存駐車場と比較して25%程度安価な駐車料金を提供していくことで、韓国国内で「GS タイムズ」を早期に定着させ、5年後には運営台数3万台を目指します。

### 新会社概要

GS Park24 株式会社

本社所在地：韓国ソウル市

資本金：10億ウォン（約1.2億円、約1百万ドル）

代表者：近藤次夫（パーク24）、尹在協（GS カルテックス）

設立：2006年2月15日

事業内容：韓国国内における24時間無人時間貸駐車場  
「GS タイムズ」の展開

# Contributing to Society through Parking Services

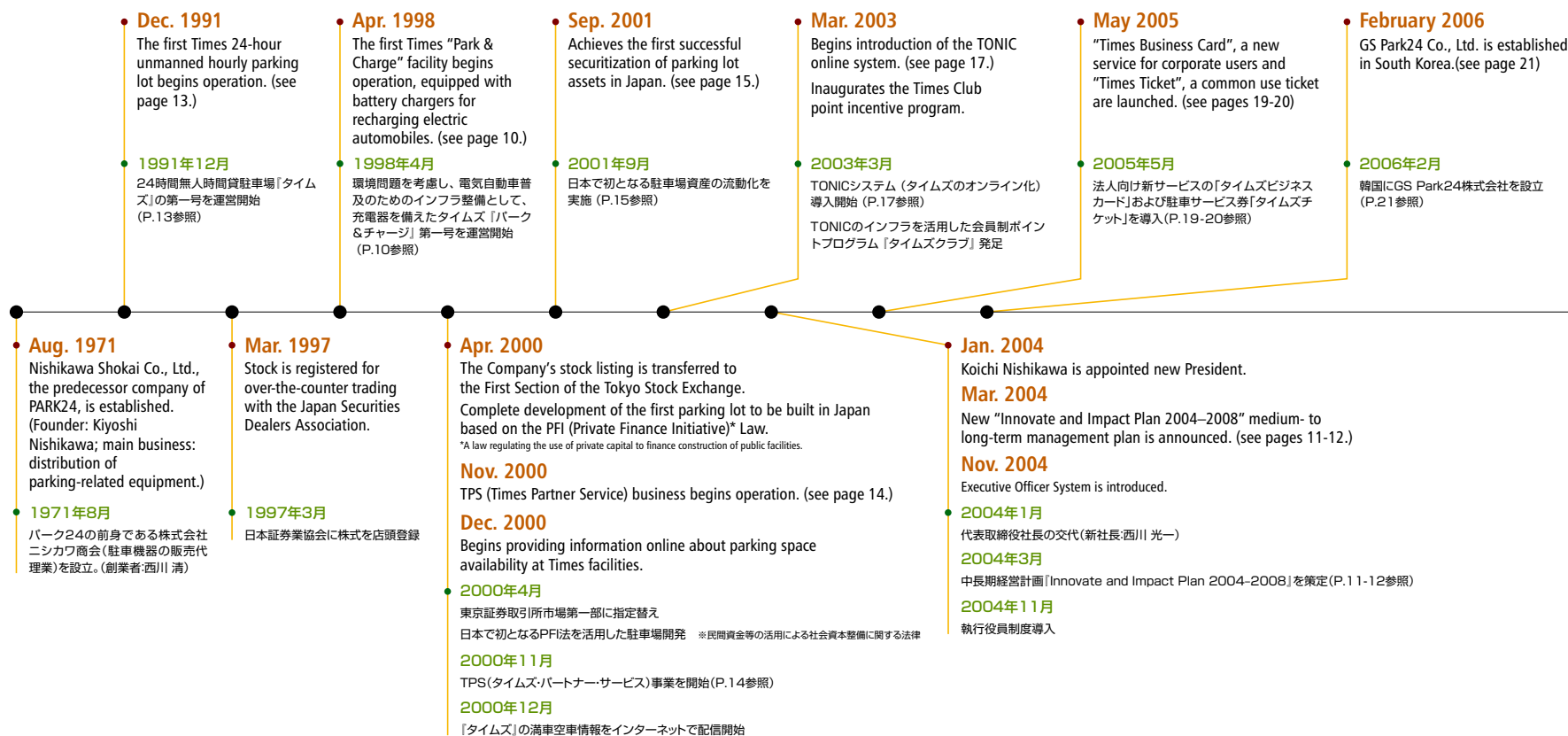
Since its founding in 1971, PARK24 has been working energetically to alleviate Japan's chronic shortage of parking spaces. As the leading company in the parking services industry, PARK24 believes that parking lots should be more than simply places to leave a car. They should be key elements of community life, contributing to realization of a motorized society that is safer, more convenient and friendlier to the environment. In line with our corporate slogan, "People, Cars, Communities and Times," we will continue serving society by offering essential services that only PARK24 can provide.

企業理念 (ビジョン)

駐車サービスを通して社会に貢献する  
企業であり続けること・・・

パーク24は1971年の創業から一貫して駐車場問題に取り組んでまいりました。駐車場業界のトップ企業として、駐車場を車をとめるだけのものから街の中心となる存在へと進化させ、より安全で、より便利で、より環境に優しい車社会の実現に取り組んでいます。私たちは、「人とクルマと街と、」を企業スローガンに、パーク24だからこそできることを、これからも創造していきます。

## Corporate History パーク24の歩み





# Financial Section 財務セクション

## CONSOLIDATED SIX-YEAR SUMMARY 6年間の要約財務データ(連結)

For the years ended October 31 : 10月31日に終了した会計年度

		Millions of yen / 単位:百万円					Thousands of U.S. dollars (Note 1) / 単位:千米ドル (注記 1)	
		2000	2001	2002	2003	2004	2005	2005
<b>For the year:</b>	<b>会計年度:</b>							
Net sales	売上高	¥29,160	¥31,869	¥36,630	¥42,577	¥48,919	¥55,360	\$ 478,148
Parking facilities operations	駐車場運営・管理事業	26,457	29,640	34,690	40,744	47,006	53,243	459,863
Parking equipment sales	駐車装置販売事業	1,976	1,421	1,097	984	1,046	1,111	9,596
Other business	その他事業	726	807	843	849	867	1,006	8,689
Operating profit	営業利益	3,586	4,060	4,695	5,866	7,594	9,006	77,785
Net income	当期純利益	1,869	2,128	2,242	3,254	4,312	5,192	44,844
<b>At year-end:</b>	<b>会計年度末:</b>							
Total shareholders' equity	株主資本	14,236	15,948	17,905	20,874	23,704	29,577	255,459
Total assets	総資産	19,907	21,045	23,952	27,916	31,647	40,559	350,311
<b>Per share data (Yen and U.S. dollars):</b>	<b>1株当たりデータ (円および米ドル):</b>							
Net income—Basic	当期純利益—基本的	¥ 27.4*	¥ 29.8*	¥ 31.4*	¥ 45.6*	¥ 58.7*	¥ 70.7	\$ 0.61
—Diluted	—希薄化後	27.3*	—	—	43.9*	58.3*	69.92	0.60
Cash dividend, historical	配当金	8.5*	8.5*	3.5*	6.0*	10.0*	15.0	0.13
Shareholders' equity	純資産	199.8*	223.6*	251.0*	292.6*	333.1*	411.4	3.55
Operating profit margin (Operating profit to net sales) (%)	売上高営業利益率 (%)	12.3	12.7	12.8	13.8	15.5	16.3	
Return on equity (%)	株主資本当期純利益率 (%)	17.6	14.1	13.2	16.8	19.3	19.5	
Shareholders' equity ratio (%)	株主資本比率 (%)	71.5	75.8	74.8	74.8	74.9	72.9	
Payout ratio (%) (Non-consolidated basis)	配当性向 (%) (単独)	8.5	9.7	10.9	13.5	16.9	21.5	
Number of employees (Non-consolidated basis)	従業員数 (単独)	227	246	254	246	258	273	
Directly operated Times parking spaces	直営タイムズ (台)	29,992	35,276	47,269	64,447	84,635	121,782	

Note:1. The U.S. dollar amounts represent translations of yen amounts at the rate of ¥115.78=U.S.\$1, the approximate rate of exchange prevailing on October 31, 2005.

2. The Company carried out a 1.3-for-1 stock split on December 20, 2000, a 3-for-1 stock split on June 19, 2002 and a 2-for-1 stock split on December 20, 2004. Per share data have been adjusted for these stock split retroactively.

注記 1. 米ドル額は、便宜上、2005年10月31日現在におけるおよその為替レートである1米ドル=115.78円で換算しています。

2. 当社は、2000年12月20日付で1株につき1.3株、2002年6月19日付で1株につき3株、2004年12月20日付で1株につき2株の割合をもって株式分割を行いました。1株当たりの情報については、これらの株式分割を考慮し、遡及して記載しております。

# MANAGEMENT'S DISCUSSION AND ANALYSIS

## Overview of the PARK24 Group

The PARK24 Group comprised PARK24, the parent company, and two consolidated subsidiaries as of October 31, 2005. The Group's main businesses are in the operation and management of parking facilities and the provision of related products and services.

The PARK24 Group's business segments are as follows.

### Parking Facility Management

PARK24 leases land from landowners, designs parking spaces, executes construction, installs meters and other equipment, and manages these under the Times brand of 24-hour unmanned metered parking facilities. There are three Times formats: (1) ST (Standard Times), in which PARK24 leases land owned by individuals and companies and manages it as Times parking facilities; (2) TPS (Times Partner Service), in which we operate parking facilities for customers leased from commercial stores and other facilities; and (3) SPC Times, in which we purchase land for parking facilities under the premise of asset securitization. In addition, the Company manages parking facilities on behalf of hospitals and other organizations. (see pages 13-16)

Times Service Co., Ltd. primarily supervises the construction of Times parking facilities, and collects fees, conducts maintenance and cleaning, and clamps down on illegal use of Times facilities.

Drivers Net Co., Ltd.'s main business is the operation of the Times Club service.

### Parking Facility Equipment Sales

The Company sells parking facility equipment.

### Other Businesses

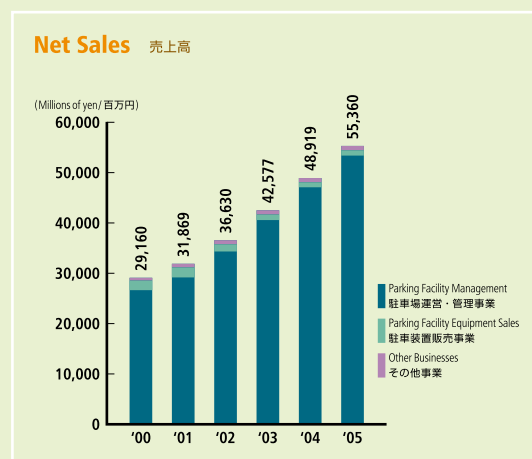
The Company provides maintenance services for the products it has sold.

GS Park24 Co., Ltd. was established on February 15, 2006 in Seoul, South Korea, and became an affiliate of PARK24.

## Analysis of Business Performance

### Net Sales and Operating Profit

During the fiscal year ended October 31, 2005, consolidated net sales increased by ¥6,441 million (or 13.2%) year on year, to ¥55,360 million (US\$478 million), owing to a strong performance in our core parking facility management business.



## パーク 24 グループの概要

当社グループは当社および連結子会社2社(2005年10月31日現在)で構成されており、駐車場の運営・管理を主業務としながら、これに関連した事業を展開しております。

当社グループの事業セグメントの内容は、次の通りです。

### 駐車場運営・管理事業

当社が、土地所有者から土地を賃借し、設計、施工、駐車機器の設置を行い、時間貸駐車場『タイムズ』の運営を行っております。『タイムズ』は、個人や法人が所有する土地をタイムズにする『ST』、商業店舗の来客用駐車場を賃借してタイムズにする『TPS』、駐車場資産の流動化を前提に駐車場用地を購入してタイムズにする『SPC タイムズ』があります。また、病院等の駐車場管理の請負等も行っております。(13ページ参照)

タイムズサービス(株)は主として『タイムズ』開設に係る工事監理、開設後の集金、保守、清掃業務、不正駐車を取り締まり等を行っております。

ドライブーズネット(株)は主として『タイムズ』のクラブサービス『タイムズクラブ』の運営業務を行っております。

### 駐車装置販売事業

当社が、駐車装置機器の販売を行っております。

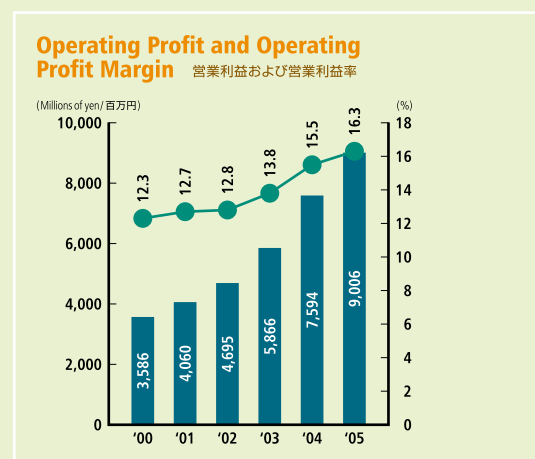
### その他事業

当社が、自社で販売した商品の保守業務等を行っております。

2006年2月15日に『GS Park24 株式会社』を韓国ソウル市に設立し、関連会社としました。

Cost of sales rose ¥4,234 million (or 11.5%), to ¥41,085 million (US\$355 million), reflecting costs to adapt parking equipment to handle new paper currency introduced in November 2004 and aggressive deployment of the TONIC (Times Online Network and Information Center) system. Selling, general and administrative expenses rose ¥795 million (or 17.8%), to ¥5,269 million (US\$46 million), owing to an increase in advertising and promotion expenditures aimed at boosting membership in Times Club and tax system changes in the form of the introduction of a pro-forma tax. Notwithstanding, growth in sales outpaced the rises in costs of sales and selling, general and administrative expenses, resulting in a ¥1,412 million (or 18.6%) increase in operating profit, to ¥9,006 million (US\$78 million). Similarly, the operating profit margin rose 0.8 percentage point, to 16.3% from 15.5%.

Please turn to pages 26–27 for a discussion of the breakdown of earnings by business segment.



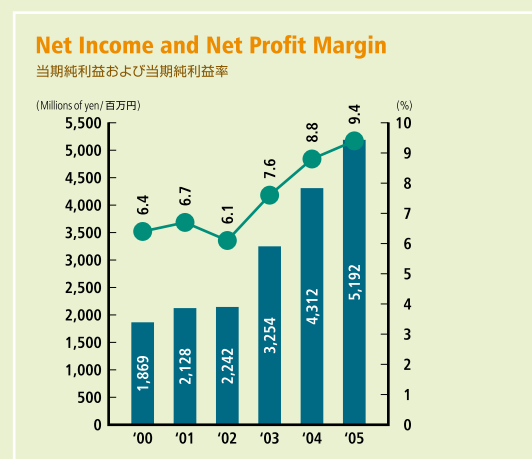
### Other Expenses (Income)

Other income was ¥138 million (US\$1 million) on the back of dividends from special-purpose companies and other items. Other expenses amounted to ¥518 million (US\$4 million), reflecting expenses incurred for evacuation of parking facilities.

### Net Income and Net Income per Share

Reflecting the aforementioned factors, net income for the fiscal year under review rose by ¥880 million (or 20.4%), to ¥5,192 million (US\$45 million).

The Company implemented a 2-for-1 stock split on December 20, 2004, resulting in primary net income per share of ¥70.74 (US\$0.61) versus ¥117.46 in the previous fiscal year. If we assume the stock split had occurred at the start of the fiscal year, primary net income per share would have risen by ¥12.01 year on year.



### 損益分析

#### 売上高と営業利益

当期の売上高は、主力事業である駐車場運営・管理事業の収益が好調に推移したことにより、前期比 13.2%、64億41百万円増加の553億60百万円となりました。売上原価は、2004年11月の新紙幣導入による駐車機器対応コストの増加やTONIC (Times Online Network and Information Center) 導入を積極的に進めたことにより前期比 11.5%、42億34百万円増加の410億85百万円となりました。販売費及び一般管理費は、タイムズクラブによる会員獲得キャンペーンなどの広告宣伝費の増加や税制の変更 (外形標準課税の導入) により、前期比17.8%、795百万円増加の52億69百万円となりました。しかしながら、売上原価と販売費及び一般管理費の伸びを売上高の伸びが上回った結果、営業利益は前期比 18.6%、14億12百万円増加の90億6百万円となり、売上高営業利益率は15.5%からへ16.3%と0.8ポイント上昇いたしました。

事業の種類別セグメントの業績については、26-27 ページで説明しています。

#### その他の損益

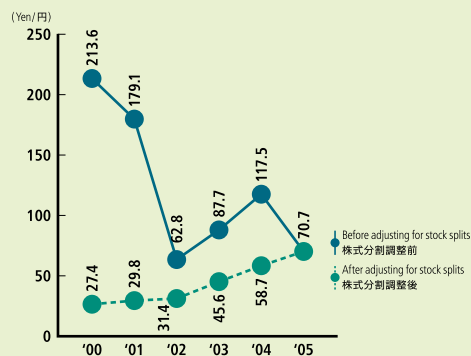
その他の収益は、SPC 事業における配当金の収入などにより、1億38百万円となりました。また、その他の費用は、タイムズの解約における撤去費用などにより、5億18百万円となりました。

#### 当期純利益および 1 株当たりの当期純利益

以上の結果、当期純利益は、前期比 20.4%、8億80百万円増加の51億92百万円となりました。

当社は2004年12月20日付で株式 1 株につき 2 株の株式分割を行っており、その結果、1 株当たりの当期純利益は前期の117 円 46 銭から 70 円 74 銭となりました。当該株式分割が前期首に行われたと仮定した場合には、前期比 12 円 1 銭の増加となります。

## Net Income per Share 1株当たり当期純利益



## Performance by Business Segment

### Parking Facility Management

(Comprising 96% of Consolidated Net Sales)

In this segment, we aggressively developed our Times parking business and developed long-term, stable parking facilities to reduce cancellation rates in the ST business. As a result, the cumulative number of parking spaces managed under the Times brand as of the fiscal year-end was 121,782 spaces (up 43.9% year on year).

In particular, the TPS business continued to gain a loyal following of customers who applaud PARK24 Group's advanced know-how in parking facility operation and management. During the year under review, 29,922 parking spaces were opened in the TPS business, a year-on-year increase of 121.6%, which lifted the fiscal year-end number of spaces in TPS operation to 58,586 (up 94.7% year on year).

The TONIC infrastructure, which is necessary for the provision of a myriad of services, was almost fully deployed throughout our network at the end of the fiscal year. This contributed to a rise in Times Club membership to 708,414, from 320,802 at the end of the previous fiscal year, and member usage rates increased 2.1 percentage points, to 8.0% from 5.9%. (see pages 18-20)

As a consequence, the improvement in earning power underpinned by Times Club and other customer-focused services and utilization of the marketing data captured from TONIC enabled PARK24 to offset the pressure on earnings caused by TONIC deployment costs and the startup costs precipitated by the substantial rise in newly developed parking spaces. Sales in the parking facility management segment thus rose 13.3% year on year to ¥53,243 million (US\$460 million), and operating profit climbed 18.5% to ¥11,165 million (US\$96 million).

### Parking Equipment Sales

(Comprising 2% of Consolidated Net Sales)

Sales in the parking equipment sales segment increased 6.2% year on year, to ¥1,111 million (US\$10 million) and operating profit soared 106.0%, to ¥222 million (US\$2 million), due to efforts to sell parking equipment that offers superior convenience.

## セグメント別の概況

### 【駐車場運営・管理事業（売上構成比 96%）】

駐車場運営・管理事業は、時間貸駐車場「タイムズ」の積極的な開発営業と、継続した長期安定型駐車場の開発により ST を中心に解約率が低下したことで、当期末におけるタイムズの運営・管理台数は、前期比43.9%増の121,782台となりました。

特にTPSは、当社グループの高い駐車場運営・管理ノウハウが多くの業種で評価され、前期比121.6%増、29,922台を開発し、当期末の運営・管理台数が94.7%増の58,586台となりました。

また、様々なサービスを展開するために必要なインフラである TONIC は、当期末においてほぼ設置を完了いたしました。それに伴い、タイムズクラブ会員も前期末の 320,802 名から 708,414 名へ増加し、会員の利用率が 8.0%と前期の 5.9%から 2.1 ポイント増加しています。（18-20 ページ参照）

その結果、TONIC 導入コストのほか、タイムズの新規開発の大幅な増加による初期開発コストなど、収益圧迫要因がありましたが、タイムズクラブをはじめとした様々なお客様サービスの展開や、TONIC から集約されるマーケティングデータを活用した施策を実施したことで、収益力が向上、収益圧迫要因を吸収し、駐車場運営・管理事業は、売上高532億43百万円（同13.3%増）、営業利益111億65百万円（同18.5%増）となりました。

### 【駐車装置販売事業（売上構成比 2%）】

駐車装置販売事業は、利便性の高い駐車装置の販売を展開することにより、駐車装置販売事業の売上高は 11億11百万円（前期比 6.2%増）、営業利益は2億22百万円（同106.0%増）となりました。

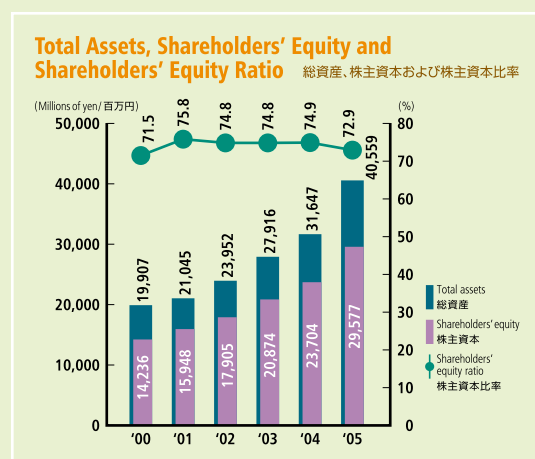


## Other Businesses

(Comprising 2% of Consolidated Net Sales)

The other businesses segment continued to operate the Times Station and other auxiliary facilities and maintain products sold by the PARK24 Group.

Segment sales rose 16.1% year on year, to ¥1,006 million (US\$9 million), and operating profit advanced 41.0%, to ¥283 million (US\$2 million).



## Analysis of Financial Position

### Assets

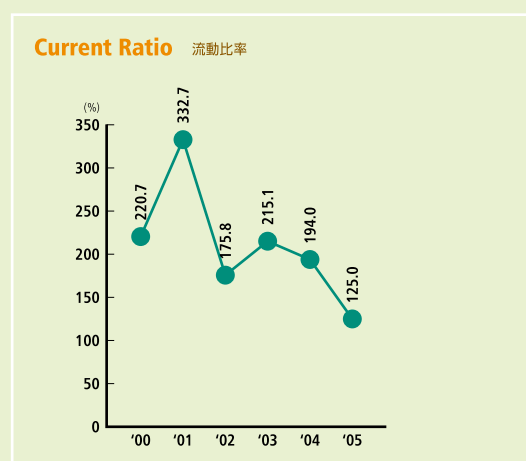
In the asset balance, the opening of new parking facilities in line with strong momentum in the parking facility management business led to a ¥538 million year-on-year rise in long-term prepaid expenses. In addition, the purchase of land for parking facilities to be built under the

premise of securitization, construction of Times Station, and related factors caused land to rise by ¥5,020 million, building and structures by ¥728 million, and construction in progress by ¥2,484 million. Conversely, property acquisitions resulted in a ¥1,575 million decline in cash on hand and bank deposits.

As a result, total assets at the end of the fiscal year rose by ¥8,912 million, to ¥40,559 million (US\$350 million).

### Liabilities

Working capital declined due to the acquisition of SPC Times properties. PARK24 thus executed a commitment line that led to a ¥3,000 million increase in short-term debt. Consequently, total liabilities rose by ¥3,038 million versus the previous fiscal year-end, to ¥10,982 million (US\$95 million).



### 【その他事業（売上構成比 2%）】

その他事業は、タイムズステーションなどの附帯施設の運営と当社グループにおいて販売した商品の保守業務を展開してまいりました。

その結果、その他事業の売上高は10億06百万円（前期比16.1%増）、営業利益は2億83百万円（同 41.0% 増）となりました。

## 財務分析

### 【資産】

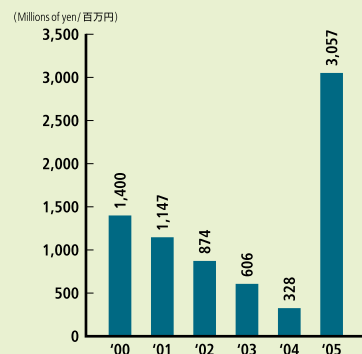
駐車場運営・管理事業が好調に推移したことにより、新規開設に伴う長期前払費用が前期末比5億38百万円増加したことや、流動化を前提とした駐車場用地の購入やタイムズステーションの建設などにより、前期末に比べ土地が50億20百万円、建物・構築物が7億28百万円、建設仮勘定が24億84百万円増加いたしました。その一方で、これらの物件購入により、現金・預金が前期末比15億75百万円減少いたしました。

その結果、当期末の総資産は、前期末比89億12百万円増加の405億59百万円となりました。

### 【負債】

SPC タイムズ物件の購入などにより運転資金が減少し、コミットメントラインを実行したことで短期借入金が30億円増加いたしました。その結果、当期末の負債合計は、前期末に比べ30億38百万円増加の109億82百万円となりました。

## Interest-Bearing Debt 有利子負債



## Shareholders' Equity

Total shareholders' equity rose by ¥5,873 million, to ¥29,577 million (US\$255 million), reflecting a ¥549 million increase in common stock and a ¥548 million rise in additional paid-in capital through the exercise of stock options as well as retained earnings rose by ¥4,325 million (US\$37 million) from net income for the fiscal year of ¥5,192 million.

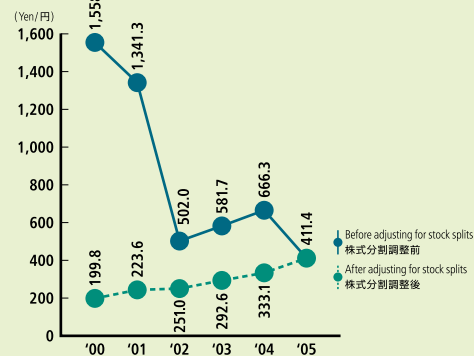
Consequently, the shareholders' equity ratio declined 2.0 percentage points versus the previous fiscal year-end, to 72.9% from 74.9%.

However, return on equity was 19.5%, slightly above 19.3% at the previous fiscal year-end and sustaining a high level.

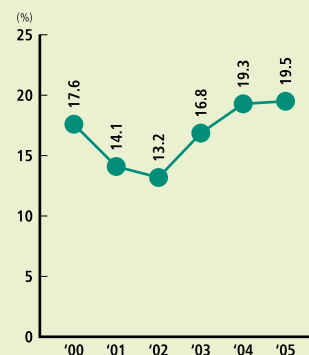
Furthermore, shareholders' equity per share was ¥411.49 (US\$3.55) versus ¥666.26 a year ago, reflecting a stock split implemented on December 20, 2004. Shareholders' equity per share would have risen by ¥78.25 if we assume

that the stock split had occurred at the start of the previous fiscal year.

## Shareholders' Equity per Share 1株当たり株主資本



## Return on Equity 株主資本当期純利益率



## 【資本】

ストックオプションの行使により資本金が5億49百万円、資本剰余金が5億48百万円増加したことおよび、当期純利益51億92百万円による利益剰余金の増加が43億25百万円となったことなどにより、当期末の資本合計は、前期末に比べ58億73百万円増加の295億77百万円となりました。

以上の結果、当期末の株主資本比率は前期末の74.9%から2.0ポイント低下の72.9%となりました。

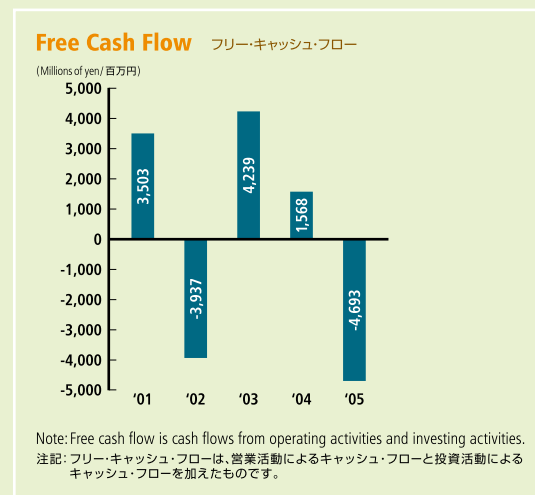
一方、当期末の株主資本当期純利益率は、19.5%となり、前期末の19.3%同様、高い水準を維持いたしました。

また、2004年12月20日付の株式分割により、1株当たりの株主資本は前期の666円26銭から411円49銭となりました。当該株式分割が前期首に行われたと仮定した場合には、前期比78円25銭の増加となります。

## Cash Flows

Free cash flow (cash flows from operating activities + cash flows from investing activities) for the fiscal year amounted to ¥4,693 million (US\$41 million) in net outflows, as net cash used in investing activities, namely the purchase of land for parking spaces under the premise of securitization, exceeded net cash provided by operating activities. Cash flows provided by financing activities amounted to ¥3,118 million, mainly due to the execution of a commitment line.

As a result, cash and cash equivalents at the end of the fiscal year declined by ¥1,575 million versus the previous fiscal year-end, to ¥7,811 million (US\$67 million).



## Cash Flows from Operating Activities

Cash flows provided by operating activities amounted to ¥7,053 million (US\$61 million), up ¥497 million year on year. This reflects an increase in cash underpinned by ¥8,627 million in income before income taxes and ¥2,096 million in depreciation and amortization, which offset ¥3,374 million in income taxes paid.

## Cash Flows from Investing Activities

Cash flows used in investing activities amounted to ¥11,746 million (US\$101 million), up ¥6,758 million. This reflects outflows of ¥9,642 million acquired for property, plant and equipment, especially that targeted at land purchased for the SPC Times business for asset securitization projects and of ¥1,783 million in long-term prepaid expenses associated with the opening of new Times facilities.

## Cash Flows from Financing Activities

Cash flows provided by financing activities amounted to ¥3,118 million (US\$27 million) versus net outflows of ¥1,650 million in the previous fiscal year. This reflects inflows of ¥1,098 million from the issuance of shares following the exercise of stock options and ¥3,000 million in new short-term debt owing to the execution of a commitment line.

## キャッシュ・フロー分析

当期のフリー・キャッシュ・フローは、SPC タイムズ事業において、資産流動化を前提とした駐車場用地の購入などを推進したことにより、投資活動によるキャッシュ・フローが営業活動によるキャッシュ・フローを上回り、46億93百万円のマイナスとなりました。

コミットメントラインの実行による短期借入金の増加などにより、財務活動によるキャッシュ・フローが31億18百万円の収入となりました。以上により、現金及び現金同等物は前期に比べて15億75百万円減少し、78億11百万円となっています。

### 【営業活動によるキャッシュ・フロー】

営業活動により得られた資金は70億53百万円（前期比4億97百万円増）となりました。これは、法人税などの支出が33億74百万円あった一方で、税金等調整前当期純利益86億27百万円や減価償却費20億96百万円を主体とした現金の増加等によるものです。

### 【投資活動によるキャッシュ・フロー】

投資活動の結果使用した資金は、117億46百万円(前期比67億58百万円増)となりました。これは、資産流動化に向けたSPC タイムズ事業用地の購入など、有形固定資産の取得による支出96億42百万円やタイムズの新規開設に伴う長期前払費用の取得による支出が17億83百万円あったことなどによるものです。

### 【財務活動によるキャッシュ・フロー】

財務活動により得られた資金は31億18百万円（前年同期は16億50百万円の使用）となりました。これは、ストックオプションの行使による株式発行による収入10億98百万円と、コミットメントライン実行による短期借入金の増加30億円があったことなどによるものです。

## Financial Strategy

The Company is actively investing in the SPC Times properties and the deployment of the TONIC infrastructure. At the same time, we aim to increase free cash flow by boosting our earning power through expansion of the number of Times parking facilities in operation and enhancing our service level by leveraging TONIC. In sum, we will use these funds to support new parking facility development and strengthen of our infrastructure to attain the targets in our medium- to long-term management plan.

With regard to fundraising activities, the PARK24 Group faces temporary demands for funds to purchase parking facility assets associated with the development of the SPC Times business (investments are recouped by securitizing parking facilities). In addition, PARK24 borrows funds in situations where funds to purchase properties are depleted owing to the timing of the implementation of securitization schemes.

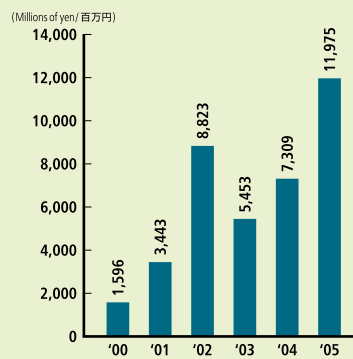
To cite one recent example, PARK24 executed its commitment line in the fiscal year ended October 31, 2005 and increased its short-term debt by ¥3,000 million. As a result, the fiscal year-end balance of interest-bearing debt increased from ¥327 million to ¥3,057 million (US\$26 million).

In this manner, the PARK24 Group seeks to securitize its parking facility assets to prevent excessive expansion in its asset holdings and maintain a healthy financial standing.

## Capital Investment

Capital expenditures during the fiscal year under review rose by ¥4,666 million year on year, to ¥11,975 million (US\$103 million). Such expenditures included investments of ¥1,731 million to develop new Times facilities; ¥928 million in spending on IT infrastructure, including the deployment of TONIC system; ¥5,020 million for the purchase of land for use in parking facilities under the premise of securitization; and ¥2,598 million in the construction-in-progress account, such as deposits for properties under development.

### Capital Investment 設備投資



## 財務政策

SPC タイムズ事業推進による用地購入、TONIC(タイムズのオンライン化) インフラ整備などの設備投資を実施する一方、タイムズの運営管理台数の拡大と TONIC によるサービス向上を図り収益力を高めることで、フリー・キャッシュ・フローの拡大を図り、中長期経営計画達成に向けた物件の拡大やインフラ整備の源泉として資金を活用してまいります。

資金調達活動につきましては、当社グループでは SPC タイムズ事業を推進する上で、駐車場資産を購入するための一時的な資金需要が発生します(購入資金は、駐車場を流動化することにより資金回収)。流動化実施のタイミングにより物件購入資金が減少した場合は金融機関から借入を実施いたします。

2005年10月期は、SPC タイムズ物件の購入などにより運転資金が減少したためコミットメントラインを実行し、短期借入金が30億円増加いたしました。その結果、当期末の有利子負債残高は、前期末の3億28百万円から30億57百万円と増加しております。

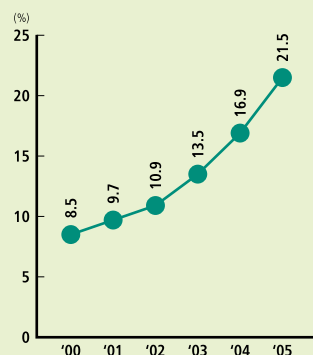
このようにして当社グループは、駐車場資産の流動化を活用することで、資産の増大を防ぎ、財務体質を健全な状態にするべく、努めています。

## 設備投資

当期における設備投資は、前期比46億66百万円増加の119億75百万円となりました。これらは、タイムズ物件の新規開発などで17億31百万円、TONIC のインフラ整備など、情報化設備関連で9億28百万円、資産流動化を前提とした駐車場用地の購入で50億20百万円、開発物件の手付金など建設仮勘定に25億98百万円の投資などによるものです。



**Payout Ratio (Non-consolidated)** 配当性向(単独)



### Fundamental Policy on Distribution of Company Profits

The Company's fundamental policy on the distribution of profits is to provide returns to shareholders through such means as dividend payments (our target dividend payout ratio over the medium term is 30%) and stock splits while bolstering the internal reserves needed for the capital investment that will drive earnings growth. Furthermore, we have implemented a stock option program for the directors, corporate auditors, and employees of PARK24 and its subsidiaries in the belief that greater awareness and ambition to improve business performance will lead to greater returns for shareholders.

As befitting a pioneer in the parking industry, we intend to allocate internal reserves toward capital investment aimed at expanding our Times network and improving the level of services offered at our parking facilities.

Furthermore, we will proactively pursue M&A opportunities to enhance our corporate value and plan to invest in such opportunities in a timely manner.

In line with these policies, we have decided to pay a fiscal year-end dividend of ¥15 (US\$0.13) per share, which is effectively an increase of ¥10 per share after factoring in the stock split implemented in December 2004.

### Outlook for the Fiscal Year Ending October 31, 2006

We anticipate further growth in demand in the parking industry, as the chronic shortage of parking spaces continues unabated and regulations mandating the stricter enforcement of illegal parking come into force from June 2006.

As a pioneer in Japan's parking industry, the PARK24 Group aims to take the lead in providing parking spaces to meet this demand by expanding the number of lots in operation and under management through a variety of development methods.

In addition, parking spaces will be expected to evolve in tandem with the advent of the Intelligent Transport System (ITS) era and advances in both vehicles and roads. The PARK24 Group will leverage its TONIC infrastructure to provide highly convenient parking services and thus further enhance its earning power.

### 会社の利益配分に関する基本方針

利益配分については、今後の利益成長のための設備投資に必要な内部留保に留意するとともに、中期的に配当性向30%を目標とした、配当及び株式分割などの株主の皆様への利益還元策を基本方針としております。また、さらなる業績向上に対する意識や意欲を一層高めることが株主の皆様への利益還元につながるものと考え、当社及び当社子会社の取締役、監査役及び従業員に対するストックオプション制度を採用しております。

内部留保につきましては、駐車場のパイオニア企業として、タイムズの拡大と駐車場のサービスレベル向上を目的とした設備投資に充当してまいります。さらに、企業価値向上のためのM&A(企業の合併と買収)も積極的に可能性を追求し、タイムリーに投資していく計画であります。

この方針のもと、期末配当は1株につき15円とさせていただきます、2004年12月に実施した株式分割を考慮すると実質10円の増配となります。

### 2006年10月期の見通し

駐車場業界におきましては、慢性的な駐車場不足が解消されていない中で、2006年6月までに施行が予定されている違法駐車への取り締まり強化などにより、さらに駐車場需要の拡大が見込まれます。

そのような状況の中、当社グループは、駐車場業界のパイオニア企業として、受け皿となる駐車場を数多く提供するため、様々な開発手法により運営・管理台数の拡大を図ってまいります。

また、ITS(高度道路交通システム)時代を迎え、車や道路が進化する中で、駐車場においてもさらなる進化を求められることが予想されます。当社グループはTONICインフラを活用し、利便性の高い駐車場サービスを提供することで、収益力の強化を図ってまいります。

Based on the aforementioned factors, we are forecasting consolidated net sales of ¥63,000 million (US\$544 million), operating profit of ¥10,750 million (US\$93 million), and net income of ¥6,000 million (US\$52 million) for the fiscal year ending October 31, 2006. Considering our progress in achieving our earnings targets, we forecast a dividend of ¥20.00 (US\$0.17) per share, an increase of ¥5.00 per share.

## Business Risk and Other Risks

Risks that could impart a material impact on the financial condition and business performance of the PARK24 Group are outlined below. We note that such risks are those identified as of the end of the fiscal year under review, and that the business and other risks facing the PARK24 Group are not limited to those described herein.

### (1) Lease Contract Cancellation Risk

In our core ST business, we lease land from landowners to develop as parking facilities. We are exposed to contract cancellation risk if landowners for various reasons cancel their contracts. To hedge this risk, we are also developing our TPS and SPC Times business models under which we manage parking facilities under long-term and stable contracts (i.e., contracts with minimal cancellation risk). By raising the weighting of our TPS and SPC Times businesses, we aim to create an optimal business portfolio and thus expand our Times business while creating a stable operating structure. However, earnings could fluctuate substantially owing to delays in optimizing our business portfolio and if the TPS and SPC Times businesses are unable to absorb the impact of cancellations in the ST Times business.

### (2) Risk of Natural Disasters and Other Untoward Events

If the transportation infrastructure is paralyzed due to heavy snowfall, earthquakes, or other natural disasters, the number of cars on the road

以上により、2006年10月期の業績見通しにつきましては、売上高630億円、営業利益107億500万円、当期純利益60億円を計画しております。また、配当金につきましては、予想利益の達成状況を勘案し、当期に比べ5円増配の1株当たり20円とさせていただきます。

## 事業などのリスク

当社グループの財政状態および経営成績に重要な影響を及ぼす可能性がある事項には以下のようなものがあります。なお、将来に関する事項については、当期末現在において判断したものであり、事業などのリスクはこれらに限られるものではありません。

### (1) 賃貸借契約に伴う解約リスク

主力事業であるST事業は、土地を賃借して事業運営しているため、オーナー様のさまざまな理由により、土地の賃貸借契約が解約となる可能性があります。そのために当社グループでは、ST事業と同時に、長期間安定的な駐車場運営となる、TPS事業やSPCタイムズ事業を推進しております。TPS事業やSPCタイムズ事業の事業全体における割合を引き上げることで、最適な事業ポートフォリオを構築し、タイムズの拡大と同時に事業基盤の安定化を図っておりますが、事業ポートフォリオの構築の遅れなどにより、解約による影響をTPS事業やSPCタイムズ事業で吸収できなかった場合、事業業績が大きく左右される可能性があります。

### (2) 自然災害などのリスク

降雪による雪害や地震などの自然災害によって交通インフラが麻痺した場合、駐車場を利用する自動車が減少し、タイムズの稼働が低迷する可能性があります。そのために当社グループでは、タイムズの展開地域の分散を図ることで、事業収益の確保に努めておりますが、管理センターや情報センターなどの設備が壊滅的に損害を被った場合、お客様サービスの低下や修復による費用などにより事業業績が大きく左右される可能性があります。

using parking facilities would decrease, and this could lead to a slump in the utilization of Times facilities. To hedge against this and secure profitability, the Company has diversified the geographic development of its Times business. Yet if the administrative or IT centers or similar facilities were damaged, earnings could fluctuate substantially due to deterioration in customer service, repair costs, and related factors.

### *(3) Risks Associated with the Administration of Personal Information*

With the deployment of the Times Club membership program, we have collected personal information necessary to verify members' identities. This information is processed and administered in the PARK24 Group's databases. We take meticulous care with regard to the handling of members' personal data. To cite just a few examples, we instill the importance of data management in our data administrators through comprehensive education and training and have fortified our information management capabilities by implementing advanced system security measures and the like. Despite these safeguards, if personal information were to leak outside the Group due to unforeseen factors, the attendant damage to the PARK24 Group's reputation could cause earnings to fluctuate substantially from that point onward.

### *(4) Risks Associated with Asset Securitization*

In the SPC Times business, one of our main businesses, we purchase land on which we operate parking facilities. To boost asset efficiency, our policy is to raise funds through off-balance-sheet transactions using asset securitization methods. However, since the asset size of a single parking facility is typically small, we hold the assets ourselves until a set scale is reached in consideration of the costs of securitization.

During this holding period, interest rates or the earnings conditions of the property could change and securitization may not be possible. To prevent such an occurrence, we undertake what we believe to be fully adequate marketing, including forecasting of changes in the market environment surrounding the property. However, despite these efforts, if a property's earnings were to deteriorate due to an unexpected change in the market environment or if interest rates rose beyond our expectations, we might be unable to execute securitization. This could hamper expansion of the SPC Times business going forward and lead to substantial fluctuations in earnings.

### *(3) 個人情報管理に伴うリスク*

会員制ポイントプログラム『タイムズクラブ』を導入し、会員登録に個人顧客の認証に必要な個人情報をお預かりさせていただき、当社グループのデータベースにて処理・管理しております。こうした個人情報の取り扱いにつきましては、管理者に対する教育・研修などによる情報管理の重要性の周知徹底、システム上のセキュリティ対策など、情報管理の強化とその取り扱いに十分な注意を払っておりますが、不測の事態により個人情報が外部に漏洩した場合、当社グループの信用失墜により、その後の事業業績が大きく左右される可能性があります。

### *(4) 資産流動化に伴うリスク*

当社の主力事業の一つである SPC タイムズ事業は、駐車場用地を購入し運営しております。これらは、資本効率を高めるため、資産流動化の手法を用いオフバランス化による資金調達をしていく方針ですが、駐車場一物件の資産規模が小さいため、資産流動化コストを勘案し、ある一定の規模になるまで自社保有いたします。この自社保有期間内に、金利の動向や物件の収益状況が変化した場合、資産流動化ができない可能性があります。そのために、当社は、周辺の市場環境の変化予測など十分なマーケティングを行っておりますが、想定外の市場変化による物件収益の減少や金利が上昇した場合、資産流動化が実行できず、その後の SPC タイムズ事業の拡大が困難となり、事業業績が大きく左右される可能性があります。

# CONSOLIDATED BALANCE SHEETS

PARK 24 Co., Ltd. and its consolidated subsidiaries  
As of October 31, 2004 and 2005

	Millions of yen		Thousands of U.S. dollars (Note 5)
<b>ASSETS</b>	<b>2004</b>	<b>2005</b>	<b>2005</b>
<b>Current assets:</b>			
Cash on hand and bank deposits (Note 6)	¥ 9,402	¥ 7,827	\$ 67,602
Short-term investments (Note 7)	10	—	—
Notes and accounts receivable, trade	449	740	6,391
Less: allowance for doubtful accounts	(4)	(13)	(112)
Inventories	188	267	2,306
Prepaid expenses	2,554	2,756	23,804
Deferred tax assets (Note 10)	339	401	3,463
Other current assets	660	599	5,174
Total current assets	13,598	12,577	108,628
<b>Property, plant and equipment (Note 8):</b>			
Buildings and structures	3,371	4,372	37,762
Machinery and vehicles	30	30	259
Equipment, furniture and fixture	2,581	3,518	30,385
Land	7,315	12,335	106,538
Construction-in-progress	469	2,954	25,514
	13,766	23,209	200,458
Less: accumulated depreciation	(2,105)	(2,918)	(25,203)
Total property, plant and equipment, net	11,661	20,291	175,255
<b>Investments and other assets:</b>			
Investment securities (Notes 7 and 8)	859	949	8,196
Intangible assets	576	725	6,262
Long-term prepaid expenses	3,120	3,659	31,603
Lease deposits	1,316	1,368	11,816
Deferred tax assets (Note 10)	434	473	4,086
Deferred tax assets relating to revaluation of land (Notes 10 and 11)	—	432	3,731
Other assets	83	85	734
Less: allowance for doubtful accounts	(0)	(0)	(0)
Total investments and other assets	6,388	7,691	66,428
Total assets	¥31,647	¥40,559	\$ 350,311

The accompanying notes are an integral part of these statements.



	Millions of yen		Thousands of U.S. dollars (Note 5)
<b>LIABILITIES AND SHAREHOLDERS' EQUITY</b>	<b>2004</b>	<b>2005</b>	<b>2005</b>
<b>Current liabilities:</b>			
Short-term borrowings (Note 8)	¥ —	¥ 3,000	\$ 25,911
Current portion of long-term debt (Note 8)	271	57	492
Notes and accounts payable, trade	625	618	5,338
Notes payable, property and equipment	1,618	1,619	13,983
Accounts payable, other	1,186	1,005	8,680
Accrued expenses	776	783	6,763
Accrued income taxes	2,093	2,313	19,978
Other current liabilities	441	669	5,778
Total current liabilities	7,010	10,064	86,923
<b>Long-term liabilities:</b>			
Long-term debt (Note 8)	57	—	—
Accrued retirement benefits for employees (Note 9)	83	105	907
Accrued retirement benefits for directors and corporate auditors	569	569	4,915
Other long-term liabilities	224	244	2,107
Total long-term liabilities	933	918	7,929
<b>Shareholders' equity:</b>			
Common stock	5,062	5,611	48,463
Authorized:			
2004—70,920,000 shares,			
2005—141,840,000 shares			
Issued and outstanding:			
2004—35,942,026 shares,			
2005—72,747,852 shares			
Additional paid-in capital	6,818	7,367	63,629
Revaluation surplus (Note 11)	(1,053)	(621)	(5,363)
Retained earnings	14,379	18,704	161,548
Unrealized gains on securities, net of tax	81	101	872
Treasury stock, at cost (2004—604,476 shares, 2005—1,209,788 shares)	(1,583)	(1,585)	(13,690)
Total shareholders' equity	23,704	29,577	255,459
Total liabilities and shareholders' equity	¥31,647	¥40,559	\$350,311

# CONSOLIDATED STATEMENTS OF INCOME

PARK 24 Co., Ltd. and its consolidated subsidiaries  
For the years ended October 31, 2004 and 2005

	Millions of yen		Thousands of U.S. dollars (Note 5)
	2004	2005	2005
<b>Net sales</b> (Note 15):	¥48,919	¥55,360	\$478,148
<b>Cost of sales</b> (Note 15):	36,851	41,085	354,854
Gross profit	12,068	14,275	123,294
<b>Selling, general and administrative expenses</b> (Note 15):	4,474	5,269	45,509
Operating profit	7,594	9,006	77,785
<b>Other expenses (income):</b>			
Interest expense	16	26	224
Interest and dividend income	(103)	(115)	(993)
Expenses incurred for evacuation of parking facilities	378	458	3,956
Stock issuance costs	4	13	112
Penalty income charged to customers for cancellation of parking facilities	(23)	(16)	(138)
Loss on disposal of property, plant and equipment, and other assets (Note 13)	14	—	—
Gain on sale of property, plant and equipment (Note 12)	(76)	—	—
Loss on sale of property, plant and equipment, and other assets (Note 14)	11	—	—
Gain on sale of investment securities	(8)	—	—
Provision for retirement benefits for directors and corporate auditors	5	—	—
Other, net	(4)	13	112
	214	379	3,273
Income before income taxes	7,380	8,627	74,512
<b>Income taxes</b> (Note 10):			
Current	3,253	3,595	31,050
Deferred	(185)	(160)	(1,382)
	3,068	3,435	29,668
Net income	¥ 4,312	¥ 5,192	\$ 44,844

	Yen	U.S. dollars (Note 5)
<b>Per share of common stock:</b>		
Net income (Note 18)		
Basic	¥117.46	\$ 0.61
Diluted	¥116.54	\$ 0.60
Cash dividends	¥ 20.00	\$ 0.13

The accompanying notes are an integral part of these statements.

# CONSOLIDATED STATEMENTS OF SHAREHOLDERS' EQUITY

PARK 24 Co., Ltd. and its consolidated subsidiaries  
For the years ended October 31, 2004 and 2005

	Millions of yen						
	Number of common stock shares	Common stock	Additional paid-in capital	Revaluation surplus	Retained earnings	Unrecognized gains (losses) on securities, net of tax	Treasury stock, at cost
<b>Balance at October 31, 2003</b>	35,668,776	¥ 4,746	¥ 6,502	¥(1,176)	¥ 10,745	¥ 64	¥ (7)
Net income	—	—	—	—	4,312	—	—
Cash dividends	—	—	—	—	(428)	—	—
Bonuses to directors and corporate auditors	—	—	—	—	(127)	—	—
Unrealized holding losses arising during the period	—	—	—	—	—	17	—
Reversal of revaluation surplus (Note11)	—	—	—	123	(123)	—	—
Exercise of stock option	273,250	316	316	—	—	—	—
Purchase of treasury stock	—	—	—	—	—	—	(1,576)
Gain on sale of treasury stock	—	—	0	—	—	—	—
<b>Balance at October 31, 2004</b>	35,942,026	¥ 5,062	¥ 6,818	¥(1,053)	¥ 14,379	¥ 81	¥ (1,583)
Stock split	35,942,026	—	—	—	—	—	—
Net income	—	—	—	—	5,192	—	—
Cash dividends	—	—	—	—	(707)	—	—
Bonuses to directors and corporate auditors	—	—	—	—	(160)	—	—
Unrealized holding gains arising during the period	—	—	—	—	—	20	—
Transfer to deferred tax assets (Note 11)	—	—	—	432	—	—	—
Exercise of stock option	863,800	549	549	—	—	—	—
Purchase of treasury stock	—	—	—	—	—	—	(2)
Gain on sale of treasury stock	—	—	0	—	—	—	—
<b>Balance at October 31, 2005</b>	<b>72,747,852</b>	<b>¥5,611</b>	<b>¥7,367</b>	<b>¥ (621)</b>	<b>¥18,704</b>	<b>¥101</b>	<b>¥(1,585)</b>

	Thousands of U.S. dollars (Note 5)						
		Common stock	Additional paid-in capital	Revaluation surplus	Retained earnings	Unrecognized gains (losses) on securities, net of tax	Treasury stock, at cost
<b>Balance at October 31, 2004</b>		\$ 43,721	\$ 58,887	\$ (9,094)	\$ 124,192	\$ 699	\$ (13,673)
Stock split		—	—	—	—	—	—
Net income		—	—	—	44,844	—	—
Cash dividends		—	—	—	(6,106)	—	—
Bonuses to directors and corporate auditors		—	—	—	(1,382)	—	—
Unrealized holding gains arising during the period		—	—	—	—	173	—
Transfer to deferred tax assets (Note 11)		—	—	3,731	—	—	—
Exercise of stock option		4,742	4,742	—	—	—	—
Purchase of treasury stock		—	—	—	—	—	(17)
Gain on sale of treasury stock		—	0	—	—	—	—
<b>Balance at October 31, 2005</b>		<b>\$48,463</b>	<b>\$63,629</b>	<b>\$ (5,363)</b>	<b>\$161,548</b>	<b>\$872</b>	<b>\$ (13,690)</b>

The accompanying notes are an integral part of these statements.

# CONSOLIDATED STATEMENTS OF CASH FLOWS

PARK 24 Co., Ltd. and its consolidated subsidiaries  
For the years ended October 31, 2004 and 2005

	Millions of yen		Thousands of U.S. dollars (Note 5)
	2004	2005	2005
<b>Cash flows from operating activities:</b>			
Income before income taxes	¥7,380	¥8,627	\$74,512
Adjustments to reconcile net income to net cash provided by operating activities:			
Depreciation and amortization	1,708	2,096	18,103
Retirement benefit costs	16	22	190
Officers' retirement benefit costs	193	1	9
Interest and dividend income	(103)	(115)	(993)
Interest expense	16	26	224
Gain on sale of property, plant and equipment	(76)	—	—
Loss on disposal of property, plant and equipment, and other assets	14	0	0
Changes in assets and liabilities:			
Increase in notes and accounts receivable, trade	(133)	(291)	(2,513)
Increase in inventories	(46)	(79)	(682)
Increase in prepaid expenses	(252)	(202)	(1,745)
Increase (decrease) in notes and accounts payable, trade	57	(7)	(60)
Increase in notes payable, property and equipment	91	1	9
Increase (decrease) in accounts payable, other	141	(182)	(1,572)
Other	153	481	4,154
Subtotal	9,159	10,378	89,636
Interest and dividend income received	33	66	570
Interest expense paid	(16)	(17)	(147)
Income taxes paid	(2,620)	(3,374)	(29,142)
Net cash provided by operating activities	6,556	7,053	60,917
<b>Cash flows from investing activities:</b>			
Increase in time deposits with deposit term of over three months	(16)	(16)	(138)
Decrease in time deposits with deposit term of over three months	16	16	138
Payments for purchase of property and equipment	(5,726)	(9,642)	(83,279)
Proceeds from sale of property and equipment	2,526	25	216
Payments for purchase of intangible assets	(45)	(294)	(2,539)
Payments for purchase of investment securities	(5)	(12)	(104)
Payment of long-term prepaid expenses	(1,543)	(1,783)	(15,400)
Other	(195)	(40)	(345)
Net cash used in investing activities	(4,988)	(11,746)	(101,451)
<b>Cash flows from financing activities:</b>			
Increase (decrease) in short-term borrowings, net	(16)	3,000	25,911
Repayment of long-term debt	(262)	(272)	(2,350)
Dividends paid	(428)	(706)	(6,098)
Proceeds from issuance of additional shares of common stock	632	1,098	9,484
Payments for purchase of treasury stock	(1,576)	(2)	(17)
Other	0	0	0
Net cash provided by (used in) financing activities	(1,650)	3,118	26,930
<b>Net increase (decrease) in cash and cash equivalents</b>	(82)	(1,575)	(13,604)
<b>Cash and cash equivalents at beginning of year (Note 6)</b>	9,468	9,386	81,068
<b>Cash and cash equivalents at end of year (Note 6)</b>	¥9,386	¥7,811	\$67,464

The accompanying notes are an integral part of these statements.



# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

PARK 24 Co., Ltd. and its consolidated subsidiaries

## 1. Basis of presenting consolidated financial statements

The accompanying consolidated financial statements have been prepared based on the accounts maintained by PARK 24 Co., Ltd. (the "Company"), and its consolidated subsidiaries in accordance with the provisions set forth in the Japanese Commercial Code and the Securities and Exchange Law, and in conformity with accounting principles generally accepted in Japan, which are different in certain respects as to application and disclosure requirements of International Financial Reporting Standards.

Certain items presented in the consolidated financial statements submitted to the Director of the Kanto Finance Bureau in Japan have been reclassified in these accounts for the convenience of readers outside Japan.

The consolidated financial statements are not intended to present the consolidated financial position, results of operations and cash flows in accordance with accounting principles and practices generally accepted in countries and jurisdictions other than Japan.

## 2. Summary of significant accounting policies

### (1) Basis of consolidation

#### a) Scope of consolidation

The Company had two subsidiaries as at October 31, 2004 and 2005. The consolidated financial statements for the year ended October 31, 2005 include the accounts of the Company and the two subsidiaries shown below. The Company and these consolidated subsidiaries are, together, referred to as the "Companies".

#### b) Names of consolidated subsidiaries

The consolidated subsidiaries as at October 31, 2005 were as follows:

Times Service Co., Ltd.  
Drivers Net Co., Ltd.

#### c) Remeasurement of assets and liabilities of subsidiaries

Full portion of the assets and liabilities of subsidiaries is marked to fair value as of the date of acquisition of the control.

#### d) Consolidation and elimination

For the purposes of preparing the consolidated financial statements, all significant inter-company transactions, account balances and unrealized profits among the Companies have been eliminated.

#### e) Fiscal periods of consolidated subsidiaries

The accounts of the consolidated subsidiaries are prepared as of the same date as the consolidated financial statements and are included in the consolidated financial statements.

#### f) The difference between acquisition costs of subsidiaries and their net assets

The difference between acquisition costs and the fair value of net assets of subsidiaries acquired is recorded as goodwill on consolidation and charged to income in the year in which it arises.

### (2) Revenue recognition

Parking fees are recorded at the time billings are made to customers based on seconds of use, on a monthly billing cycle basis. Sales of parking equipment are recognized when products are delivered to customers.

### (3) Cash and cash equivalents

Cash and cash equivalents in the consolidated statements of cash flows are composed of cash on hand, bank deposits that are able to be withdrawn on demand and short-term investments with original maturities of three months or less which represent a minor risk of fluctuations in value.

### (4) Financial instruments

"Other securities" for which market quotations are available are stated at fair value. Net unrealized gains or losses on these securities are reported as a separate component of shareholders' equity at a net-of-tax amount.

"Other securities" for which market quotations are unavailable are stated at cost, except in cases where "other securities" have declined significantly and such impairment of the value is not deemed temporary. Such securities are written down to fair value and the resulting losses are included in the net profit or loss for the period.

#### **(5) Inventories**

Merchandise is stated at cost, cost being determined by the specific identification method. Supplies are stated at cost, cost being determined by the last-purchase-price method.

#### **(6) Accounting standard for impairment of fixed assets**

On August 9, 2002, the Business Accounting Council in Japan issued "Accounting Standard for Impairment of Fixed Assets". The standard requires that fixed assets be reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable. An impairment loss shall be recognized in the income statement by reducing the carrying amount of impaired assets or a group of assets to the recoverable amount to be measured as the higher of net selling price and value in use. The standard shall be effective from the year ended October 31, 2006.

#### **(7) Property, plant and equipment and depreciation**

Property, plant and equipment, including significant renewals, additions and betterments, are carried at cost. When retired or otherwise disposed of, the cost and the related depreciation are cleared from the respective accounts and the net difference, less the amount of any proceeds, is charged to income. Maintenance and repairs, including minor renewals and betterments, are charged to income as incurred.

Depreciation is mostly computed using the declining-balance method over the estimated useful lives. However, the straight-line method is used for the depreciation of buildings acquired on or after April 1, 1998. The range of useful lives for buildings is principally from 6 to 50 years, and for structures is principally from 10 to 45 years.

#### **(8) Intangible assets and amortization**

Intangible assets are carried at cost and amortized on a straight-line basis.

Expenditure related to computer software development for internal use is capitalized as an intangible asset and amortized on a straight-line basis over the estimated useful life of the software (5 years).

#### **(9) Allowance for doubtful accounts**

An allowance for doubtful accounts is provided for based on the amount deemed necessary to cover possible losses estimated by the management of the Companies, based on a ratio founded on past experience, plus specifically identified uncollectible receivables.

#### **(10) Accrued retirement benefits**

##### *a) Employees*

Accrued retirement benefits for employees represents the estimated present value of projected benefit obligations, and unrecognized actuarial differences are amortized on a straight-line basis over a period of 5 years from the year following that in which they arise.

##### *b) Directors and corporate auditors*

Accrued retirement benefits for directors and corporate auditors of the Company and the consolidated subsidiaries are provided for at the amount which the Companies would have been required to pay in accordance with their internal regulations if all eligible directors and corporate auditors of the Companies had resigned at the respective balance sheet dates.

#### **(11) Leases**

Finance leases, other than those which are deemed to transfer ownership of the leased assets to lessee are accounted for using a method similar to that used for ordinary operating leases.

#### **(12) Deferred charges**

Stock issuance costs are charged to income as incurred.

#### **(13) Income taxes**

Income taxes of the Company and its consolidated subsidiaries consist of corporate income taxes, local inhabitants' taxes and enterprise taxes. Deferred income taxes are provided for in respect of temporary differences between the tax basis of assets and liabilities and those as reported in the financial statements. Valuation allowances are recorded to reduce

deferred tax assets when it is more likely than not that a tax benefit will not be realized.

#### (14) Consumption taxes

Consumption taxes are excluded from net sales, cost of sales and expenses.

#### (15) Appropriation of retained earnings

Consolidated statements of shareholders' equity are prepared based on the appropriation of profits or disposal of losses approved by the shareholders during the current fiscal year.

#### (16) Reclassifications

Certain reclassifications of previously reported amounts have been made to conform with the current year's classifications.

### 3. Change in accounting method

Historically, the registration and license tax and the real estate acquisition tax, accompanied by acquisition of land and buildings, were expensed as incurred, but effective from the year ended October 31, 2005, those taxes are incorporated into the acquisition cost of land and buildings. This change was applied to present a more accurate periodical accounting of profit and loss, reflecting i) increase in tax amount relating to enlargement of parking facilities ii) longer term of parking facilities development. Accordingly, compared with the previous accounting procedure, the cost of sales decreased by ¥106 million (\$916 thousand), operating income and income before income taxes increased by ¥106 million (\$916 thousand).

### 4. Supplementary information

Upon the enactment of "The Law for Partial Amendments to Local Tax Law" (Law No. 9) on March 31, 2003, enterprise tax based on business size went into effect from April 1, 2004. In accordance with the "Practical Treatment for Presentation of Pro Forma Standard Taxation Portion of Enterprise Tax on Corporation in the Statement of Income" (February

13, 2004, the Accounting Standards Board of Japan, Practice Report No.12), the Company and its subsidiaries have accounted for tax based on business size with respect to the amounts of value added and capital as a component of selling, general and administrative expenses. As a result, selling general and administrative expenses increased by ¥214 million (\$1,848 thousand), operating income and income before income taxes decreased by ¥214 million (\$1,848 thousand).

### 5. U.S. dollar amounts

Amounts in U.S. dollars are included solely for the convenience of readers outside Japan. The rate of ¥115.78=U.S.\$1, the rate of exchange on October 31, 2005, has been used in translation. The inclusion of such amounts is not intended to imply that Japanese yen has been or could be readily converted, realized or settled in U.S. dollars at this or any other rate.

### 6. Cash and cash equivalents

Cash and cash equivalents at October 31, 2004 and 2005 comprised the following:

	Millions of yen		Thousands of U.S. dollars
October 31	2004	2005	2005
Cash on hand and bank deposits	¥9,402	<b>¥7,827</b>	<b>\$67,602</b>
Time deposits with deposit term of over three months	(16)	<b>(16)</b>	<b>(138)</b>
Cash and cash equivalents	¥9,386	<b>¥7,811</b>	<b>\$67,464</b>

## 7. Short-term investments and investment securities

All short-term investments and investment securities classified into “other securities” at October 31, 2004 and 2005 were as follows:

### (1) Other securities for which market quotations are available

October 31	Millions of yen						Thousands of U.S. dollars		
	2004			2005			2005		
	Cost	Fair value (Carrying amount)	Difference	Cost	Fair value (Carrying amount)	Difference	Cost	Fair value (Carrying amount)	Difference
<b>Securities for which market value exceeds cost:</b>									
Equity securities	¥75	¥165	¥90	¥77	¥248	¥171	\$665	\$2,142	\$1,477
Debt securities	20	21	1	10	10	0	86	86	0
	95	186	91	87	258	171	751	2,228	1,477
<b>Securities for which market value does not exceed cost:</b>									
Equity securities	¥—	¥—	¥—	¥—	¥—	¥—	\$—	\$—	\$—
Debt securities	—	—	—	10	10	(0)	86	86	(0)
	—	—	—	10	10	(0)	86	86	(0)
Total	¥95	¥186	¥91	¥97	¥268	¥171	\$837	\$2,314	\$1,477

### (2) Other securities sold during the year

Years ended October 31	Millions of yen						Thousands of U.S. dollars		
	2004			2005			2005		
	Proceeds from sale	Gain on sale	Loss on sale	Proceeds from sale	Gain on sale	Loss on sale	Proceeds from sale	Gain on sale	Loss on sale
	¥13	¥8	¥—	¥—	¥—	¥—	\$—	\$—	\$—

### (3) Major securities for which market quotations are not available

	Millions of yen		Thousands of U.S. dollars
	2004	2005	2005
	Carrying amount	Carrying amount	Carrying amount
<b>Other securities</b>			
Equity securities of non-public companies	¥ 85	¥ 83	\$ 717
Investments in anonymous association	598	598	5,165

## (4) Debt securities with maturity

October 31	Millions of yen						Thousands of U.S. dollars		
	2004			2005			2005		
	Within 1 year	1-5 years	More than 5 years	Within 1 year	1-5 years	More than 5 years	Within 1 year	1-5 years	More than 5 years
Government bonds	¥10	¥11	¥—	¥—	¥20	¥—	\$—	\$172	\$—

## 8. Short-term borrowings and long-term debt

Short-term borrowings at October 31, 2004 and 2005 comprised the following:

October 31	Millions of yen		Thousands of U.S. dollars
	2004	2005	2005
Loans from banks with weighted average interest rate of 0.8% for the year ended October 31, 2005:			
— Secured	¥—	¥ 360	\$ 3,109
— Unsecured	—	2,640	22,802
	¥—	¥3,000	\$25,911

Long-term debt at October 31, 2004 and 2005 comprised the following:

October 31	Millions of yen		Thousands of U.S. dollars
	2004	2005	2005
Loans from banks with weighted average interest rate of 2.5% for the years ended October 31, 2004 and 2005, respectively:			
— Secured	¥127	¥23	\$198
— Unsecured	201	34	294
	328	57	492
Less : portion due within one year	(271)	(57)	(492)
	¥ 57	¥—	\$ —



At October 31, 2005, the Company had unused committed lines of credit for financing arrangements with an aggregate amount of ¥2,000 million (\$17,274 thousand).

Assets pledged as collateral primarily for long-term bank loans at October 31, 2005 were as follows:

	Millions of yen	Thousands of U.S. dollars
Property, plant and equipment, net of accumulated depreciation:		
Buildings and structures	¥ 26	\$ 225
Land	192	1,658
Investment securities	20	173
	¥238	\$2,056

## 9. Retirement benefit plans

The Company and its consolidated subsidiaries have retirement benefit plans for their employees. Employees (excluding directors and corporate auditors) with more than one year of service at the Companies are generally entitled to lump-sum retirement benefits at amounts determined by reference to current pay rate by position, length of service and the conditions under which terminations occur. The Company and certain of its consolidated subsidiaries have a multi-employer funded defined benefit plan, which covers part of the lump-sum retirement benefit indemnities. The remaining indemnities are covered by severance payments.

Additional employee retirement benefits, which are not included in the calculation of the projected benefit obligations, might be paid in certain circumstances.

Accrued retirement benefits for employees as of October 31, 2004 and 2005 are analyzed as follows:

	Millions of yen	Thousands of U.S. dollars
October 31	2004	2005
Projected benefit obligations	¥(193)	¥(207)
Amounts to be paid from the external fund	91	96
	(102)	(111)
Unrecognized actuarial differences	19	6
	¥ (83)	¥(105)

The net pension expense related to retirement benefits for the years ended October 31, 2004 and 2005 were as follows:

	Millions of yen	Thousands of U.S. dollars
Years ended October 31	2004	2005
Service cost	¥26	¥30
Interest cost	2	3
Amortization of unrecognized actuarial differences	5	6
Net pension expense	¥33	¥39

The assumptions used in calculation of the above information were as follows:

Years ended October 31	2004	2005
Discount rate	2.0%	2.0%
Method of attributing the projected benefits to periods of service	Straight-line basis	Straight-line basis
Amortization of unrecognized actuarial differences	5 years	5 years

## 10. Income taxes

The statutory tax rates used for calculating deferred tax assets and liabilities for the years ended October 31, 2004 and 2005 were 42.1% and 41.0%, respectively.

At October 31, 2004 and 2005, significant components of deferred tax assets and liabilities were as follows:

	Millions of yen	Thousands of U.S. dollars
October 31	2004	2005
Deferred tax assets:		
Accrued enterprise taxes	¥181	¥ 205
Accrued bonuses	137	152
Accrued retirement benefits for directors and corporate auditors	233	233
Depreciation	181	218
Net operating loss carryforward of consolidated subsidiaries	8	—
Revaluation of land	—	432
Other	57	136
Gross deferred tax assets	797	1,376
Valuation allowance	(14)	—
Total deferred tax assets	783	1,376
Deferred tax liabilities:		
Unrealized gains on securities	10	70
Total deferred tax liabilities	10	70
Net deferred tax assets	¥773	¥1,306

For the years ended October 31, 2004 and 2005, reconciliation of the difference between the statutory income tax rate and the effective income tax rate was as follows:

Years ended October 31	2004	2005
Statutory income tax rate	42.1 %	<b>41.0 %</b>
Non-deductible expenses for tax purposes	0.2	<b>0.2</b>
Per capita levy of inhabitants' taxes	0.3	<b>0.3</b>
Utilization of tax loss carryforwards	(0.6)	<b>(0.1)</b>
Other	(0.4)	<b>(1.6)</b>
Effective income tax rate	41.6 %	<b>39.8 %</b>

In assessing the realizability of deferred tax assets, management of the Company considers whether it is more likely than not that some portion or all of the deferred tax assets will not be realized. The ultimate realization of deferred tax assets is entirely dependent upon the generation of future taxable income in specific tax jurisdictions during the periods in which these temporary differences become deductible. Although realization is not assured, management considered the projected future taxable income in making this assessment. Based on these factors, management believes it is more likely than not that the Company will realize the benefits of these deductible differences, net of the existing valuation allowance.

## 11. Revaluation of land

On October 31, 2000, land owned by the Company was revalued under the Land Revaluation Law (the Law) and unrealized losses of ¥1,901 million resulting from the revaluation were debited directly to shareholders' equity as a negative revaluation surplus, after recording the related deferred tax assets of ¥890 million as stipulated by the Law.

During the year ended October 31, 2001, the negative revaluation surplus i) decreased by ¥937 million, since part of the loss was realized upon mobilization of part of the land, and ii) increased by ¥212 million resulting from provision of deferred tax assets relating to the remaining revalued land, based upon there being no prospect of selling the land in the foreseeable future.

During the year ended October 31, 2004, the negative revaluation surplus decreased by ¥123 million since part of the loss was realized upon

sale of the land.

During the year ended October 31, 2005, the negative revaluation surplus decreased by ¥432 million (\$3,731 thousand) resulting from recognizing of deferred tax assets relating to the corresponding negative revaluation surplus.

As a result, the unrealized losses on revalued land amounted to ¥1,053 million and ¥621 million (\$5,363 thousand) as of October 31, 2004 and 2005, respectively.

## 12. Gain on sale of property, plant and equipment

Gain on sale of property, plant and equipment for the years ended October 31, 2004 and 2005 comprised the following:

	Millions of yen		Thousands of U.S. dollars
Years ended October 31	2004	2005	2005
Land and buildings etc. at mobilization of real estate	¥ 76	¥ —	\$ —
	¥ 76	¥ —	\$ —

## 13. Loss on disposal of property, plant and equipment, and other assets

Loss on disposal of property, plant and equipment, and other assets for the years ended October 31, 2004 and 2005 comprised the following:

	Millions of yen		Thousands of U.S. dollars
Years ended October 31	2004	2005	2005
Buildings	¥ 5	¥ —	\$ —
Furniture and fixture	9	—	—
Long-term prepaid expense	0	—	—
	¥ 14	¥ —	\$ —

## 14. Loss on sale of property, plant and equipment, and other assets

Loss on sale of property, plant and equipment, and other assets for the years ended October 31, 2004 and 2005 comprised the following:

	Millions of yen		Thousands of U.S. dollars
Years ended October 31	2004	2005	2005
Company house	¥ 11	¥ —	\$ —
	¥ 11	¥ —	\$ —

## 15. Segment information by business category

	Millions of yen		Thousands of U.S. dollars
Years ended October 31	2004	2005	2005
<b>I. Operating revenues and operating income</b>			
<b>Operating revenues</b>			
<b>(1) Outside customers</b>			
Running parking facilities	¥47,006	<b>¥53,243</b>	<b>\$459,863</b>
Selling various parking equipment	1,046	<b>1,111</b>	<b>9,596</b>
Other	867	<b>1,006</b>	<b>8,689</b>
Total	48,919	<b>55,360</b>	<b>478,148</b>
Elimination or corporate	—	—	—
Consolidated	48,919	<b>55,360</b>	<b>478,148</b>
<b>(2) Inter-segment</b>			
Running parking facilities	—	—	—
Selling various parking equipment	—	—	—
Other	—	—	—
Total	—	—	—
Elimination or corporate	—	—	—
Consolidated	—	—	—
<b>Operating revenue total</b>			
Running parking facilities	47,006	<b>53,243</b>	<b>459,863</b>
Selling various parking equipment	1,046	<b>1,111</b>	<b>9,596</b>
Other	867	<b>1,006</b>	<b>8,689</b>
Total	48,919	<b>55,360</b>	<b>478,148</b>
Elimination or corporate	—	—	—
Consolidated	48,919	<b>55,360</b>	<b>478,148</b>
<b>Operating expenses</b>			
Running parking facilities	37,588	<b>42,078</b>	<b>363,431</b>
Selling various parking equipment	938	<b>889</b>	<b>7,678</b>
Other	666	<b>723</b>	<b>6,245</b>
Total	39,192	<b>43,690</b>	<b>377,354</b>
Elimination or corporate	2,133	<b>2,664</b>	<b>23,009</b>
Consolidated	41,325	<b>46,354</b>	<b>400,363</b>
<b>Operating income</b>			
Running parking facilities	9,418	<b>11,165</b>	<b>96,433</b>
Selling various parking equipment	108	<b>222</b>	<b>1,917</b>
Other	201	<b>283</b>	<b>2,444</b>
Total	9,727	<b>11,670</b>	<b>100,794</b>
Elimination or corporate	(2,133)	<b>(2,664)</b>	<b>(23,009)</b>
Consolidated	¥ 7,594	<b>¥ 9,006</b>	<b>\$ 77,785</b>

	Millions of yen		Thousands of U.S. dollars
Years ended October 31	2004	2005	2005
<b>II. Assets, depreciation and capital expenditure</b>			
<b>Assets</b>			
Running parking facilities	¥19,718	<b>¥30,194</b>	<b>\$260,788</b>
Selling various parking equipment	114	<b>105</b>	<b>907</b>
Other	196	<b>9</b>	<b>77</b>
Total	20,028	<b>30,308</b>	<b>261,772</b>
Elimination or corporate	11,619	<b>10,251</b>	<b>88,539</b>
Consolidated	¥31,647	<b>¥40,559</b>	<b>\$350,311</b>
<b>Depreciation</b>			
Running parking facilities	¥ 625	<b>¥ 853</b>	<b>\$ 7,367</b>
Selling various parking equipment	—	—	—
Other	2	<b>1</b>	<b>9</b>
Total	627	<b>854</b>	<b>7,376</b>
Elimination or corporate	174	<b>195</b>	<b>1,684</b>
Consolidated	¥ 801	<b>¥ 1,049</b>	<b>\$ 9,060</b>
<b>Capital expenditures</b>			
Running parking facilities	¥ 5,599	<b>¥ 9,614</b>	<b>\$ 83,037</b>
Selling various parking equipment	—	—	—
Other	—	—	—
Total	5,599	<b>9,614</b>	<b>83,037</b>
Elimination or corporate	148	<b>322</b>	<b>2,781</b>
Consolidated	¥ 5,747	<b>¥ 9,936</b>	<b>\$ 85,818</b>

Notes: Business category and main services in each category

Business Category	Main Services
Running parking facilities	24-hour self-service parking lot ("Times")
Selling various parking equipment	Selling "Park-lock" and gate-type parking equipment
Other	Maintenance of parking equipment and rental of real estate

## 16. Leases

The Company and its consolidated subsidiaries have various lease agreements as lessee. These finance lease contracts, which are not deemed to transfer ownership of the leased assets to lessees, are accounted for using a method similar to that used for ordinary operating leases. The following pro forma amounts, however, represent the acquisition cost, accumulated depreciation and net book value of the leased property as of October 31, 2004 and 2005 that would have been recorded as property, plant and equipment in the consolidated balance sheets if it had been capitalized:

	Millions of yen		Thousands of U.S. dollars
October 31	2004	2005	2005
Parking facilities	¥12,157	¥12,518	\$108,119
Machinery and vehicles	23	19	164
	12,180	12,537	108,283
Less: Accumulated depreciation	(7,844)	(7,944)	(68,613)
	¥ 4,336	¥ 4,593	\$ 39,670

Pro forma depreciation equivalents (computed on the declining-balance method over the respective lease term with nil residual values) and interest equivalents of the lease payments relating to the finance leases accounted for as operating leases were as follows:

	Millions of yen		Thousands of U.S. dollars
Years ended October 31	2004	2005	2005
Lease rental expenses	¥2,505	¥2,577	\$22,258
Depreciation equivalents	2,305	2,566	22,162
Interest equivalents	228	197	1,702

Future minimum lease payments (including the interest portion) under finance leases accounted for as operating leases as of October 31, 2004 and 2005 can be summarized as follows:

	Millions of yen		Thousands of U.S. dollars
October 31	2004	2005	2005
Due within one year	¥2,093	¥4,043	\$34,920
Due over one year	4,492	3,000	25,911
	¥6,585	¥7,043	\$60,831

Obligations under non-cancelable operating leases as of October 31, 2004 and 2005 were as follows:

	Millions of yen		Thousands of U.S. dollars
October 31	2004	2005	2005
Due within one year	¥ 736	¥ 687	\$ 5,934
Due over one year	5,987	5,300	45,776
	¥6,723	¥5,987	\$51,710

## 17. Related party transactions

Material transactions of the Company with related companies and individuals for the years ended October 31, 2004 and 2005 were as follows:

Name of related company or individual	Paid-in capital	Principal business	Percentage of the Company's ownership held by related company or individual	Millions of yen / Thousands of U.S. Dollars				
				Transactions		Resulting Accounting Balance		
				Description of the Company's transactions	For the year ended October 31,		At October 31,	
					2004	2005	2004	2005
Senju Co.	¥3 million	Real estate business	14.94 %	Receiving royalties	¥0	¥— (\$—)	¥—	¥— (\$—)
				Receiving fee of parking management service	¥0	¥— (\$—)	¥—	¥— (\$—)
Kiyoshi Nishikawa	¥—	—	7.13	Renting out Company's housing	¥2	¥— (\$—)	¥—	¥— (\$—)
				Sale of company house	¥71	¥— (\$—)	¥—	¥— (\$—)
				Purchase of land	¥130	¥— (\$—)	¥—	¥— (\$—)
NS Kanri Service Co.	¥3 million	Insurance agency	—	—	¥—	¥— (\$—)	¥—	¥— (\$—)

- The terms and conditions of the above transactions were on an arm's-length basis.
- NS Kanri Service Co., held by relatives of the Company's President, had no direct transactions with the Company, but as an agent, arranged some insurance for the Company with an outside insurance company.  
The amount paid for insurance premium was ¥79million (\$682 thousand) for the year ended October 31, 2005.
- Kiyoshi Nishikawa was the chairman of the Company at the year ended October 31, 2004.



## 18. Net income per share

The reconciliation between the reported net income and net income available to the common stockholders, which was used to calculate the net income per share for the years ended October 31, 2004 and 2005, is as follows:

	Millions of yen		Thousands of U.S. dollars
Years ended October 31	2004	2005	2005
Reported net income	¥4,312	¥5,192	\$44,844
The amount unavailable to the common stockholders			
— Directors' and corporate auditors' bonuses	(160)	(148)	(1,279)
Net income available to the common stockholders	¥4,152	¥5,044	\$43,565

The reconciliation of the difference between basic and diluted net income per share for the years ended October 31, 2004 and 2005 is as follows:

	Millions of yen		Thousands of U.S. dollars
Years ended October 31	2004	2005	2005
Net income available to the common stockholders	¥4,152	¥5,044	\$43,565
Net income available to the common stockholders for diluted net income per share calculation	¥4,152	¥5,044	\$43,565

	Thousands of shares	
Years ended October 31	2004	2005
Weighted-average shares	35,344	71,306
Effect of dilutive securities:		
common stock warrant	279	837
Weighted-average shares for diluted net income per share	35,623	72,143

	Yen		U.S. dollars
Years ended October 31	2004	2005	2005
Basic net income per share	¥117.46	¥70.74	\$0.61
Diluted net income per share	¥116.54	¥69.92	\$0.60

Potential common stock upon the exercise of common stock warrant, which was excluded from the computation of diluted net income per share since it has exercise price in excess of the average market value of the common stock during the year ended October 31, 2004 was 680 thousand shares.

## Report of Independent Auditors

To the Board of Directors and Shareholders of  
PARK 24 Co., Ltd.

We have audited the accompanying consolidated balance sheets of PARK 24 Co., Ltd. (the "Company") and its subsidiaries as of October 31, 2004 and 2005, and the related consolidated statements of income, shareholders' equity, and cash flows for the years then ended, all expressed in Japanese Yen. These consolidated financial statements are the responsibility of the Company's management. Our responsibility is to express an opinion on these consolidated financial statements based on our audits.

We conducted our audits in accordance with auditing standards, generally accepted in Japan. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the consolidated financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall consolidated financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the consolidated financial position of the Company and its subsidiaries as of October 31, 2004 and 2005, and the consolidated results of their operations and their cash flows for the years then ended in conformity with accounting principles generally accepted in Japan (see Note 1).

The amounts expressed in U.S. dollars, which are provided solely for the convenience of the reader, have been translated on the basis set forth in Note 5 to the accompanying consolidated financial statements.

*ChuoAoyama PricewaterhouseCoopers*

ChuoAoyama PricewaterhouseCoopers  
Tokyo, Japan  
January 26, 2006

# Stock Information (As of October 31, 2005) 株式情報 (2005年10月31日現在)

## Share Data 株式データ

Number of shares: 株式の総数

Authorized: 授權株式数 141,840,000 shares (株)

Issued and outstanding: 発行済株式数 72,747,852 shares (株)

Number of shares per trading unit: 1単元の株式数 100 shares (株)

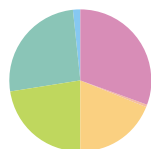
Number of shareholders: 株主数 12,868 名

**Note:** The Company carried out a 2-for-1 stock split on December 20, 2004. Therefore, the number of shares increased.

**注記:** 2004年12月20日付で1株につき2株の株式分割を行っており、それに伴い株式の総数は増加いたしました。

## Shareholder Composition 株主の状況

### Ownership 所有者別株式分布



Financial institutions	金融機関	30.81%
Securities companies	証券会社	0.47%
Other private-sector companies	その他の法人	18.87%
Nonresidents	外国法人等	22.58%
Individuals and others	個人・その他	25.61%
Treasury stock	自己名義株式	1.66%

## Major Shareholders 大株主

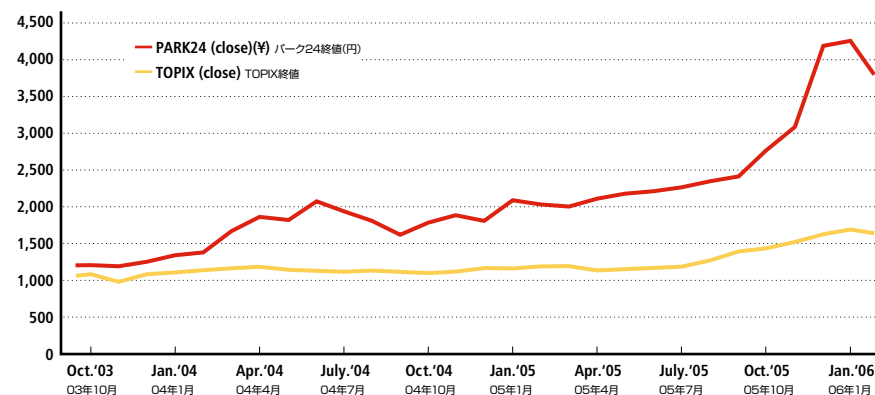
	Number of share held (shares) 持株数(株)	Voting stake (%) 議決権比率(%)
Senju Co., Ltd. 有限会社千寿	10,873,200	15.21
Japan Trustee Services Bank, Ltd. (Trust Account) (Note 1) 日本トラスティ・サービス信託銀行株式会社(信託口) (注記1)	6,988,000	9.77
Kiyoshi Nishikawa (Note 3) 西川 清 (注記3)	5,186,980	7.25
The Master Trust Bank of Japan, Ltd. (Trust Account) (Note 1) 日本マスタートラスト信託銀行株式会社(信託口) (注記1)	5,141,300	7.19
State Street Bank and Trust Company (Note 2) ステートストリートバンクアンドトラストカンパニー (注記2)	4,918,520	6.88
Koichi Nishikawa 西川 光一	3,268,200	4.57
Isao Nishikawa 西川 功	2,341,000	3.27
The Nippon Signal Co., Ltd. 日本信号株式会社	1,926,600	2.69
Morgan Stanley and Company, Inc. (Note 2) モルガンスタンレーアンドカンパニーインク (注記2)	1,297,113	1.81

**Notes:** 1. Equity holdings are all equities that have been entrusted by each company to securities investment trusts, etc.  
2. Main operations are custody services for U.S. and European institutional investors as well as serving as the nominee for these investors.  
3. The transfer of title to stock holdings of major shareholder Kiyoshi Nishikawa (deceased July 9, 2005) had not been completed as of October 31, 2005.

**注記:** 1. 所有株式は、すべて各社が証券投資信託などの信託を受けている株式であります。  
2. 主として欧米の機関投資家の所有する株式の保管業務を行うとともに、当該機関投資家の株式名義人となっております。  
3. 大株主の西川清氏(2005年7月9日逝去)名義の株式は、2005年10月31日現在書換未了であります。

## Monthly Share Price Movements (As of February 28, 2006) 株価動向 (2006年2月28日現在)

Tokyo Stock Exchange 東京証券取引所



**Note:** The Company's stock price is retrospectively adjusted for the period prior to December 20, 2004, when the Company declared a 2-for-1 stock split

**注記:** 当社の株価は、2004年12月20日付で行われた1株を2株にする株式分割を反映し、修正再表示されています。

## Stock Options ストックオプション

### Subscription Rights (SRs) 新株引受権の状況

	Date of issue 発行年月日	Exercise period (deadline) 権利行使期限	Total number of SRs to be issued 発行総数(株)	Exercise price 行使価額(円)	Outstanding balance 未行使残高(株)	Percentage of SRs exercised 行使比率
1	February 8, 2000 2000年2月8日	January 28, 2010 2010年1月28日	200,000 shares	¥1,156	393,800 shares	74.8%
2	February 12, 2002 2002年2月12日	January 29, 2010 2010年1月29日	242,400 shares	¥1,365	817,000 shares	43.8%

### Stock Acquisition Rights (SARs) 新株予約権の状況

	Date of issue 発行年月日	Exercise period (deadline) 権利行使期限	Total number of SARs to be issued 発行総数(個)	Exercise price 行使価額(円)	Outstanding balance 未行使残高(個)	Percentage of SARs exercised 行使比率
1	March 24, 2004 2004年3月24日	January 31, 2012 2012年1月31日	6,804	¥1,865	13,222	2.8%

**Notes:** 1. Both subscription rights and stock acquisition rights are issued for the purpose of granting stock options.  
2. Exercise price and outstanding balance reflect the stock splits of 1.3 for 1 in December 2000, 3 for 1 in June 2002, and 2 for 1 in December 2004.  
3. The number of shares to be issued upon exercise of each stock acquisition right is 100.

**注記:** 1. 新株引受権および新株予約権は、いずれもストックオプション付与を目的として無償にて発行したものです。  
2. 行使価格、未行使残高は 2000年12月に1対1.3、2002年6月に1対3、2004年12月に1対2の株式分割を考慮して記載しています。  
3. 新株予約権1個の行使により発行する株式数は、いずれも100株です。

# Investor Information

(As of October 31, 2005)

投資家向け情報 (2005年10月31日現在)

## Corporate Information

会社概要

### Corporate Name

PARK24 Co., Ltd.

### Stock Listing

First Section of the Tokyo Stock Exchange

### Share Code

4666

### Date of Founding

August 26, 1971

### Date of Establishment

February 3, 1973

### Paid-in Capital

¥5,611 million

### Fiscal Year-End

October 31

### Number of Employees

273 (543 on a consolidated basis)

## Overview of Operations

### Parking Facility Management:

Times operations (management and supervision of 24-hour unmanned metered parking systems)  
Parking lot management of hospitals, commercial stores and other facilities

### Parking Equipment Sales:

Parking equipment sales

### Other Businesses:

Maintenance equipment sales and provision of maintenance services to clients

### Leading Banks

Sumitomo Mitsui Banking Corporation  
Resona Bank Limited  
Mizuho Bank, Ltd.  
Mitsubishi UFJ Trust Bank Limited  
The Bank of Tokyo-Mitsubishi, Ltd.

(As of January 1, 2006)

商号

パーク24株式会社

上場

東京証券取引所市場第一部

証券コード

4666

創業

1971年8月26日

設立

1973年2月3日

資本金

5,611百万円

決算期

10月31日

従業員数

273名(連結543名)

事業概要

駐車場運営・管理事業：  
時間貸駐車場「タイムズ」の運営  
病院、商業施設等の駐車場管理の請負

駐車装置販売事業：

駐車装置の販売

その他事業：

自社で販売した駐車機器の保守義務等

主な取引銀行

株式会社三井住友銀行

株式会社りそな銀行

株式会社みずほ銀行

三菱UFJ信託銀行株式会社

株式会社三菱東京UFJ銀行

(2006年1月1日現在)

### Transfer Agent

Mitsubishi UFJ Trust Bank Limited

### Accounting Auditor

ChuoAoyama PricewaterhouseCoopers

### Consolidated Subsidiaries

Times Service Co., Ltd.

Drivers Net Co., Ltd.

Please refer to the web site for investor information:

<http://www.park24.co.jp/en/main.cfm>

名義書換代理人

三菱UFJ信託銀行株式会社

独立監査人

中央青山監査法人

連結対象子会社

タイムズサービス株式会社

ドライバースネット株式会社

当社ホームページの投資家向け情報もご覧ください。

<http://www.park24.co.jp/>

## Board of Directors and Auditors (As of January 26, 2006)

取締役および監査役 (2006年1月26日現在)

### President and Representative Director

Koichi Nishikawa

### Senior Executive Managing Director

Hiroaki Ikegami

### Director

Tsugio Kondo

### Full-Time Corporate Auditors

Yuji Ashiga

Shuichi Miki

### Outside Corporate Auditors

Kyosuke Kano

Tsunekazu Takeda

代表取締役社長

西川 光一

専務取締役

池上 博明

取締役

近藤 次夫

常勤監査役

阿志賀雄二

三木 周一

監査役

狩野 享右

竹田 恒和

## Corporate Officers (As of January 26, 2006)

執行役員 (2006年1月26日現在)

Toshio Maeda

Branch Manager of Nagoya Branch Office

Hiroaki Yamaguchi

Business Manager of Tokyo Sales Department

Fumiyuki Nakagi

Business Manager of Sales Department at Osaka Branch Office

Takashi Oshio

Branch Manager of Yokohama Branch

Hiroshi Yoshida

General Manager of Corporate Management Department

Kenichi Sasaki

General Manager of Management Planning Department  
and Business Development Department

前田 登志雄

名古屋支店長

山口 裕朗

東京営業部長

中木 文行

大阪支店営業部長

大塩 剛司

横浜支店長

吉田 裕

経営管理部長

佐々木 賢一

事業開発部長兼経営企画部長



***PARK 24 Co.,Ltd.***

1-18-9 Nishigotanda, Shinagawa-ku, Tokyo 141-8524, Japan  
<http://www.park24.co.jp>