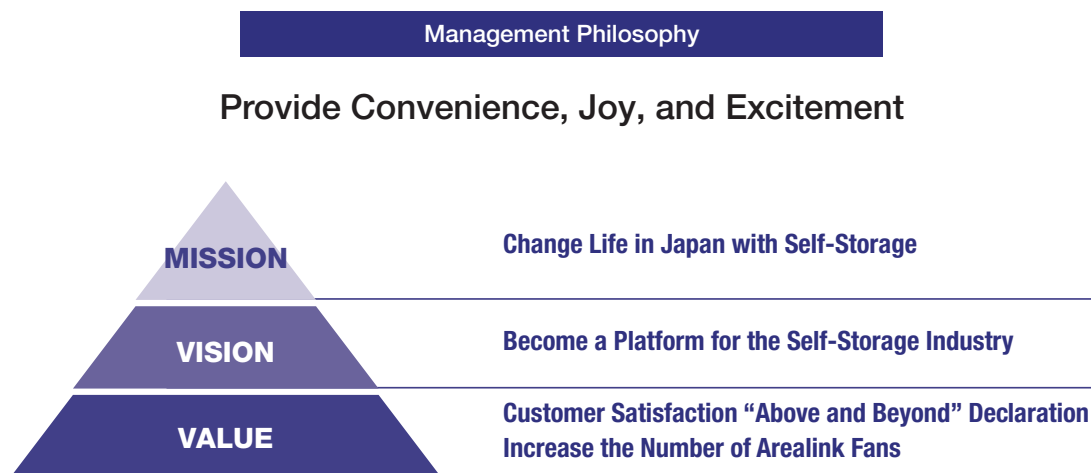


Integrated Report 2022

Year ended December 31, 2022



Arealink operates service-oriented, cumulative-type businesses that make use of under-utilized real estate. In the Self-Storage Business, Arealink manages self-storage units nationwide under the Hello Storage brand, where it has established a position as a leading company in the industry. Following a management philosophy of “Provide convenience, joy, and excitement,” Arealink contributes to enriching people’s lives through self-storage. We aim for sustainable growth and steady improvement in corporate value centered on a foundation of stable earnings from self-storage and other cumulative-type businesses.



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About this report

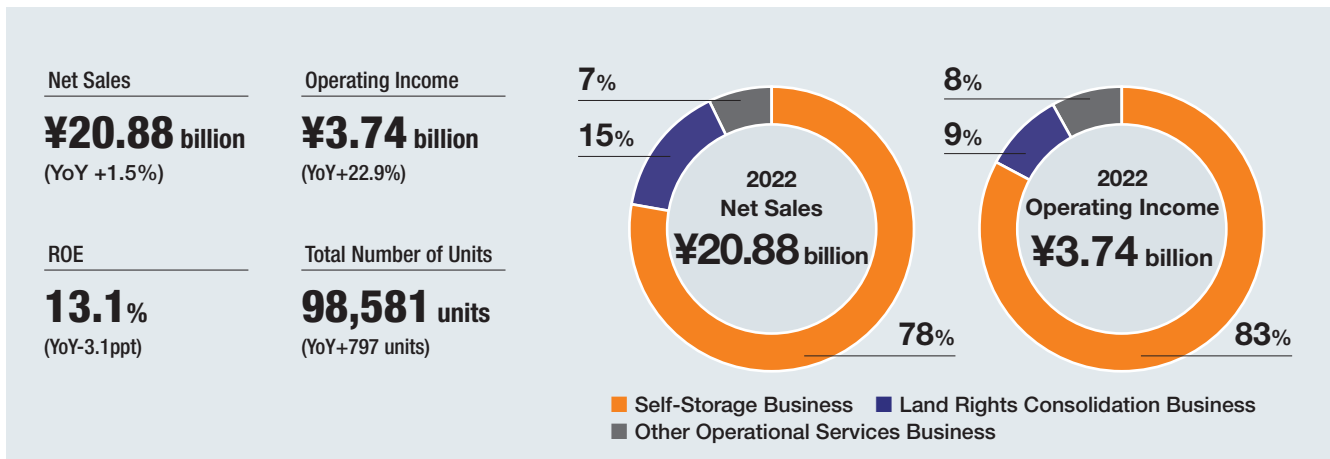
This report has been prepared to help our stakeholders better understand our medium- to long-term growth strategy. In line with this goal, this report presents information on financial factors, including financial performance and corporate strategy, as well as non-financial factors, such as information on governance reforms, environmental and social matters, in an integrated fashion. In preparing this report, we have made reference to the Global Reporting Initiative (GRI) standard and international reporting frameworks, including those provided by the IFRS Foundation

Editorial Policy Arealink Integrated Report 2022 was compiled as a financial and non-financial information report for Arealink Co.,

Ltd. The report is focused on activities in FY2022 (from January 1, 2022 to December 31, 2022) and some reports from after January 2023 are included. Moreover, department and job titles of related parties are those at the time of the activity. We also provide comprehensive and detailed information for our stakeholders to better understand our Company on our website (<https://www.arealink.co.jp/en/>).

Disclaimer This report contains statements about Arealink’s future plans, strategies, performance forecasts, and outlooks. These are projections based on our beliefs and assumptions using the information currently available to the Company at the time of compilation.

At a Glance (As of December 31, 2022)



Self-Storage Business Net sales: ¥16.37 billion Sales composition ratio: 78.4%

The Self-Storage Business leases, or acquires and holds, land and buildings that it then manages as rental storage space. This business also offers storage containers as investment products, and builds self-storage properties to order.


Self-Storage Management	Operation, marketing, and management of rental storage spaces	Self-Storage Brokerage	Received orders and sales of self-storage properties as investment products
	Net sales: ¥15.73 billion Sales composition ratio: 75.3%		Net sales: ¥0.64 billion Sales composition ratio: 3.1%

Arealink provides self-storage units under the “Hello Storage” brand. Arealink is a leading company in the domestic market, with locations in 47 prefectures nationwide and a market share of approximately **17%**

Hello Storage (outdoor type)

These are large storage spaces utilizing sturdy, overseas shipping containers. They are large enough to drive into, for easy loading and unloading. Arealink has 73,881 units (as of December 31, 2022) nationwide, from Hokkaido to Okinawa.



Container Type
Containers installed on leased land, managed as rental space



Locations mainly in suburban areas

Hello Storage (indoor type)

Indoor-type self-storage units utilizing an entire building or section, mainly in Tokyo and Osaka metropolitan areas.

<p>In-Building Type Partitioned units on leased floors of buildings, managed as rental space</p>  <p>Locations mainly in metropolitan areas (central Tokyo)</p>	<p>Building Type (Self-Storage Mini) Buildings constructed on owned land, managed as rental space</p>  <p>Locations mainly in residential areas</p>
--	---

Land Rights Consolidation (Leasehold Land) Business

Net sales: **¥3.11 billion** Sales composition ratio: **14.9%**

Resolution of issues between landowners and leasehold rights holders through the buying and selling of leasehold land with complex rights circumstances.

Arealink operates a land rights consolidation business through which it buys land rights from landowners, and at the appropriate timing, sells them to leaseholders.



Other Operational Services Business

Net sales: **¥1.40 billion** Sales composition ratio: **6.7%**

The Other Operational Services Business leases, or acquires and holds, land and buildings for the asset or office building business, adds value as part of the Arealink Hello Series, and operates and manages the properties.

SOHO

Arealink provides rental office spaces that allow small businesses to curb startup costs as much as possible.



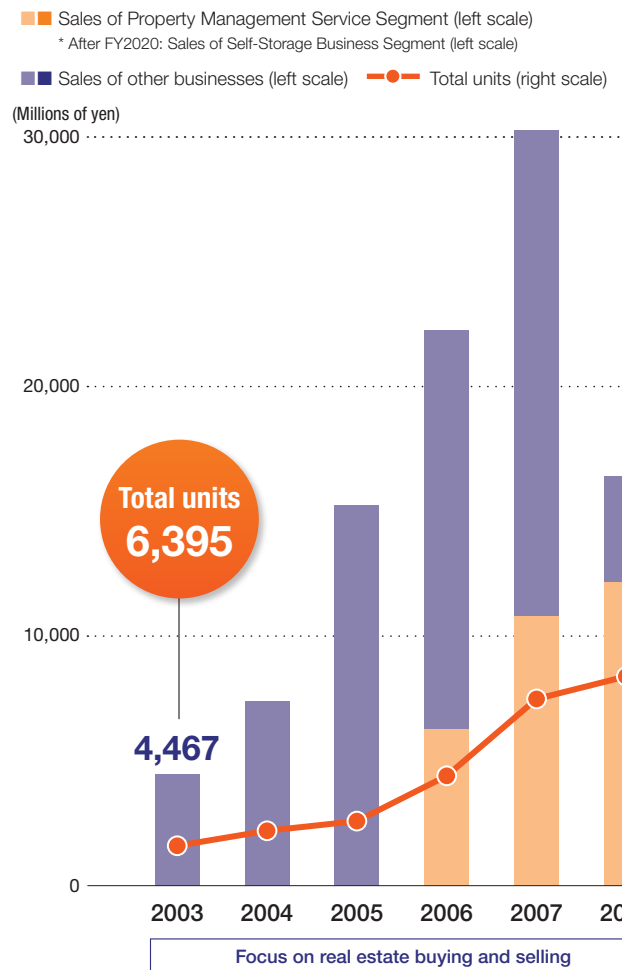
Arealink's Growth Trajectory

Arealink was established in 1995 by Naomichi Hayashi, the current Representative Director and Chairman (CEO). At the time of its establishment, the Company engaged in the land leasing and hourly paid parking businesses. In 1999, we launched a business of installing storage containers on vacant lots and leasing them, representing the precursor to the Company's core self-storage business today.

In 2001, we started a business to lease storage space using vacant buildings, effectively diversifying the services we provided in the self-storage business, which manages rental storage spaces. In 2002, we established a business to manage our real estate portfolio, and in 2004, we started a rental office business (both of which are currently part of the Other Operational Services Business). In 2014, we expanded our business footprint by launching a leasehold land sales business (currently the Land Rights Consolidation Business).

At the same time, we have promoted the selection and concentration of businesses, such as transferring to other companies the land leasing business and paid parking business, which we had been involved in since our founding.


From fiscal 2020, we shifted our policy to focus on cumulative-type earnings from asset management (lending to users) rather than selling self-storage properties to investors. In this way, since our founding, we have drawn up a sustainable growth model in cumulative-type businesses so that we can survive even in the most challenging economic environment.



1995s

April 1995

WELL's Giken K.K. (currently Arealink) is established
in Funabashi City, Chiba Prefecture



1995 Apr WELL's Giken K.K. is established with capital of 30 million yen in Funabashi City, Chiba Prefecture in order to accommodate business of WELL's21, an office with an attached warehouse.

1996 Apr The company launches a property leasing business.

1996 Jun The company launches the coin-operated hourly parking lot business Hello Parking.


1998 Jul The head office is relocated to Mihama Ward, Chiba City

1999 Mar The company launches the Hello Container business, which involves installing storage containers on vacant land and renting them out.

2000s

February 2001

Began offering **indoor self-storage units**



2000 Sep The company's trade name is changed to Arealink Co., Ltd.

Dec The company launches the weekly/monthly apartment retail business Hello Monthly.


2001 Jan The head office is relocated to Ginza, Chuo Ward, Tokyo.

Feb The company launches the Hello Trunk business, which involves renting out storage spaces set up in vacant buildings.

Aug The head office is relocated to Kasumigaseki, Chiyoda Ward, Tokyo.

2002 Sep The company launches a property management service through its proprietary land and buildings.

2003 Jun Hello Bike Box, an indoor parking lot only for motorbikes, is opened.




Aug The company is listed on TSE Mothers.

2004 Jan The company launches the Hello Office SOHO business, which makes use of vacant buildings.

2005s

November 2005

Hello Storage business **surpassed 10,000 units**



2005 Feb The company executes a stock acquisition of Space Products K.K., a company from the same industry that operates Rakuchin Box.

Nov The number of storage rooms operated by the Hello Storage Business exceeds 10,000.

2007 Apr The head office is relocated to Akasaka, Minato Ward, Tokyo.

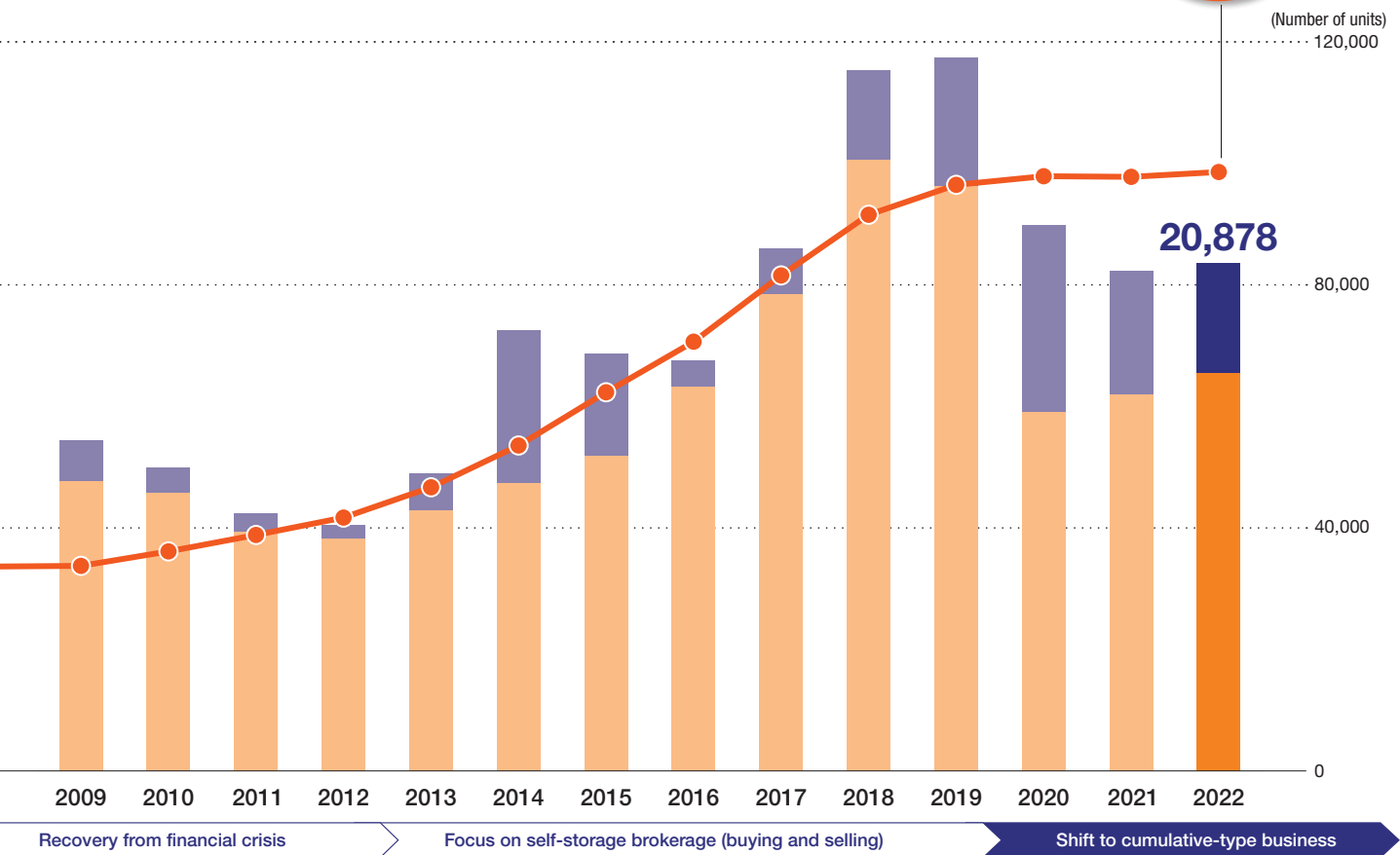
2008 Jan The number of storage rooms operated by the Hello Storage business exceeds 30,000.

The company acquires Space Products Co., Ltd. by absorption.

Nov The company transfers all of the shares of affiliated company Good Communication Co., Ltd.

2009 Apr The head office is relocated to Kanda Ogawamachi, Chiyoda Ward, Tokyo.

**Total units
98,581**



Introduction

Value creation

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Business strategy and performance

The foundation that supports sustainability

Data section

2010s **2015s** **2020 to today**

June 2014
Hello Storage business surpassed **50,000 units**



2015
Began offering **self-storage type properties with land**



April 2022
Market listing transferred to **TSE Standard Section**



2010 Jan The company acquires Yubara Resort Co., Ltd. by absorption.

Jun The company transfers the mister business to WELL's21 Co., Ltd.
The company assumes the parking business from WELL's21 Co., Ltd.

Dec The company sells part of its holdings of consolidated subsidiary Hello Techno Co., Ltd.

2012 May The company sells all of the shares of affiliate Hello Techno Co., Ltd.

2014 Jun The number of storage rooms operated by the Hello Storage business exceeds 50,000.



2015 Jul The number of storage rooms operated by the Hello Storage business exceeds 60,000.

Aug The company opens the suburban indoor retail storage facility, 2 x 4 Trunk.

2016 Dec The head office is relocated to Sotokanda, Chiyoda Ward, Tokyo.
The number of storage rooms operated by the Hello Storage business exceeds 70,000.

2017 Nov The number of storage rooms operated by the Hello Storage business exceeds 80,000.

2018 Nov The number of storage rooms operated by the Hello Storage business exceeds 90,000.



2020 May The company changes listing markets to the TSE Second Section.

2021 Mar The company transfers the parking business to Hello Techno Co., Ltd.

2022 Apr The company changes listing markets to the TSE Standard Section.

Message from the Chairman and the President

Under its new management structure, Arealink will accelerate location openings and create a platform for the self-storage industry.

Naomichi Hayashi
Chairman and Representative Director



Yoshika Suzuki
President and Representative Director



Reform of the profit structure to a cumulative-type business completed

Arealink achieved increased sales and operating income in fiscal 2022 (ended December 2022). While the revenue gain was slight, up just 1% from the previous fiscal year, we managed to reverse the recent trend and regain top line growth. We also moved forward with the shift to a service-oriented, cumulative-type business centered on self-storage management, which we have steadily pursued since 2020 to stabilize our business structure, supporting continued growth in operating income. Such cumulative-type business now accounts for around 95% of operating

income. We have also re-accelerated openings of self-storage properties, which had been scaled back during the COVID-19 pandemic, in anticipation of future growth. We added 2,915 new units in fiscal 2022, nearly double the number from the previous year. These efforts have allowed us to break away from the previous business model centered on buying and selling that had existed until 2019, completing our transformation to a mainly cumulative-type business centered on self-storage, and reforming our profit structure.

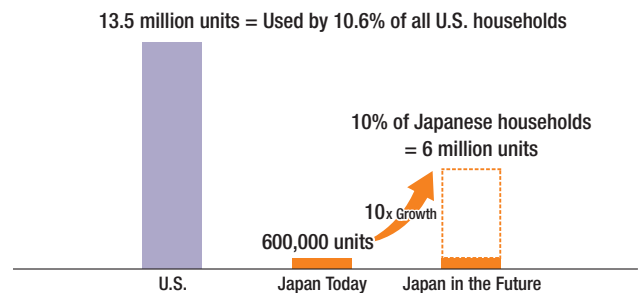
Accelerating openings under the current medium-term management plan 2023-2025

The self-storage market in Japan is considered to have high growth potential. In the United States, where self-storage is a mature industry, about 10% of households use self-storage, while in Japan the figure is only about 1%. Based on a simple calculation comparing Japan and the U.S., we believe that the self-storage market in Japan has the potential to expand 10 times its current level. In addition, since living space in Japan is small and storage space is limited, the market can be expected to grow rapidly once people recognize the convenience offered by self-storage and latent demand is revealed.

Against the backdrop of this market environment, now that Arealink has completed the structural reforms to transition to a cumulative-type business, we plan to increase sales by accelerating openings of self-storage properties. Under the Medium-Term Management Plan 2023-2025, we plan to add 4,700 units in 2023 and

more than 10,000 units in 2024, and to continue to steadily open new locations going forward. At the same time, we are steadily improving our profit margin, aiming to achieve an operating profit margin of 20% as soon as possible. (▶ See P.10-11 for details.)

Comparison with U.S. Self-Storage Usage



No. of units in use in the U.S. (Source: Demand Study, Self Storage Association)
Current situation in Japan (Source: Arealink)
Future situation for Japan: Calculated by Arealink as 10% of all households in Japan*
(*Reference: 2020 Population Census, Statistics Bureau of Japan)

Becoming a platform for the self-storage industry

Putting into practice its management philosophy of “Provide convenience, joy, and excitement,” Arealink is evolving to become a platform for the self-storage industry. As part of this effort, we have built a nationwide database to support new location openings, expanding the range of our business area and enhancing the precision of self-storage locations. We have also established a sales system that does not rely on manpower, and conduct streamlined and efficient marketing. Further, Arealink has improved the utilization rate of new locations by downsizing properties. Now that this business structure is in place, we will quickly accelerate the opening of new locations, aiming to capture a 50% share of the Japanese market.

Up to now, Arealink has steadily expanded its self-storage business under the clear business direction of its founder Naomichi Hayashi. At the same time, we recognize that the handover of management to the next generation is an important management issue, and in recent years we have been working to cultivate leadership and strengthen business execution. Senior Managing Director Yoshika Suzuki, who has led the

Self-Storage Business Division, has been appointed President and Representative Director, putting in place a structure with two directors with representative rights. Under this new management structure, Arealink has established three missions, to be “A company that contributes to society with all employees as professionals in organizing and storage,” “A company that contributes to the environment by developing storage facilities that can be used for 100 years,” and “A company that contributes to employees and society as a whole through the Arealink Method*.” We will continue to put its management philosophy into practice. We value dialogue with all stakeholders, including customers, business partners, shareholders and investors, employees, and local communities, and will play an active role in building a sustainable society as we strive to increase corporate value.

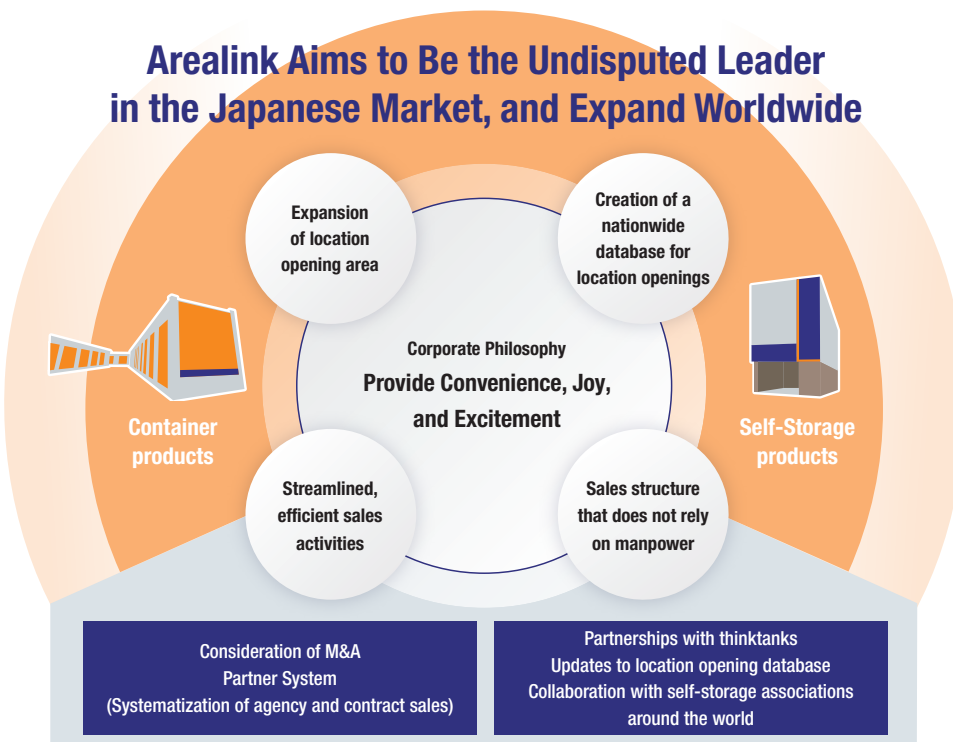
Thank you for your continued support of Arealink.

* Arealink Method: A unique human resource development structure and system to realize small-group management.

Naomichi Hayashi
Chairman and
Representative Director

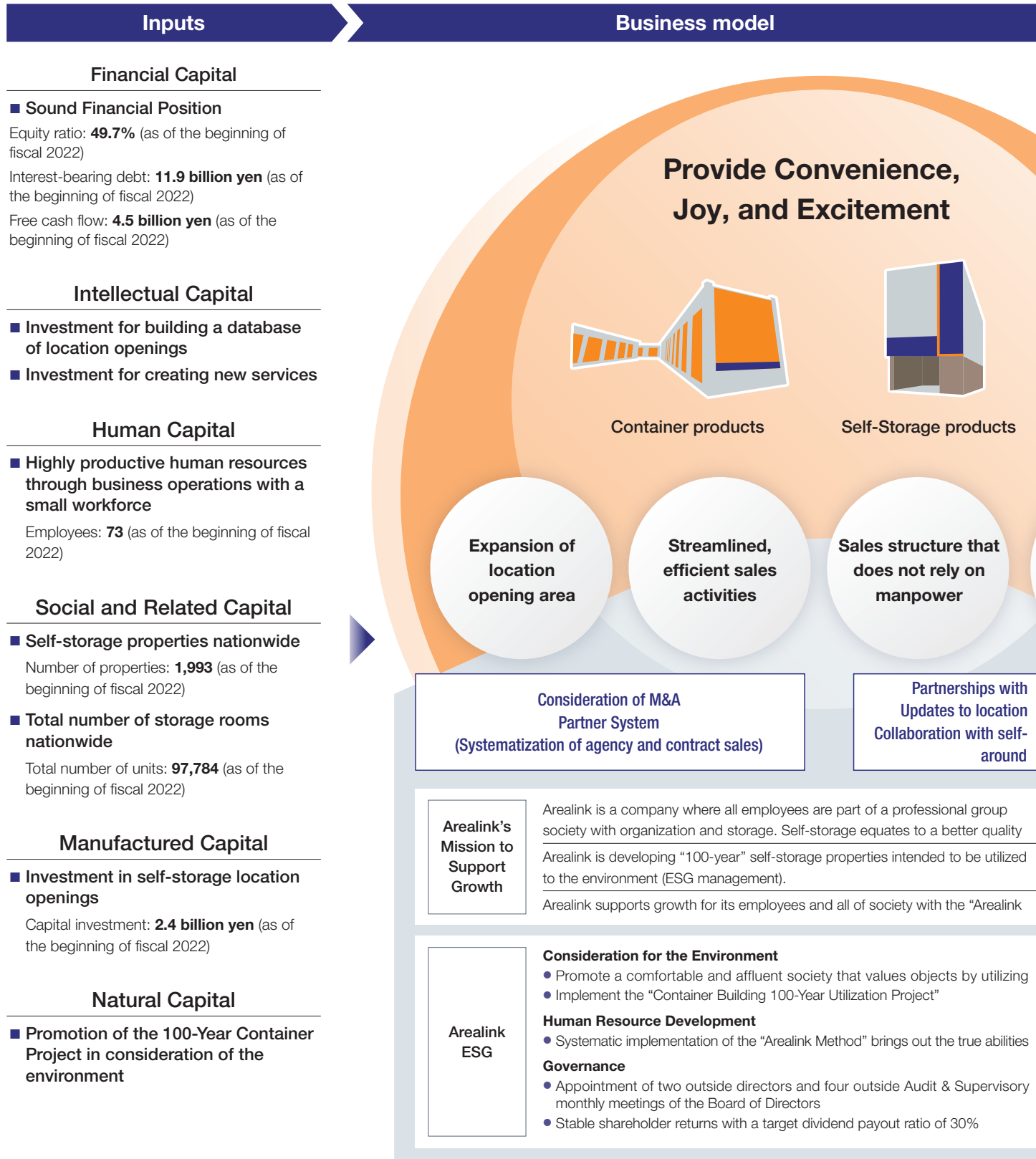
Yoshika Suzuki
President and
Representative Director

Arealink Aims to Be the Undisputed Leader in the Japanese Market, and Expand Worldwide



Arealink's Value Creation Process

As a leader in the self-storage business, Arealink engages in business activities that contribute to enriching people's lives while valuing environmental conservation and connections with local communities. We create social and economic value by making maximum use of our resources and taking on the challenge of solving various social issues.



Arealink's Mission to Support Growth

Arealink is a company where all employees are part of a professional group society with organization and storage. Self-storage equates to a better quality
Arealink is developing "100-year" self-storage properties intended to be utilized to the environment (ESG management).
Arealink supports growth for its employees and all of society with the "Arealink

Arealink ESG

- Consideration for the Environment**
- Promote a comfortable and affluent society that values objects by utilizing
 - Implement the "Container Building 100-Year Utilization Project"
- Human Resource Development**
- Systematic implementation of the "Arealink Method" brings out the true abilities
- Governance**
- Appointment of two outside directors and four outside Audit & Supervisory monthly meetings of the Board of Directors
 - Stable shareholder returns with a target dividend payout ratio of 30%

Ultimate goal

Become the top self-storage company in the world

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Output

Outcomes

Self-Storage Business

- Self-Storage Management
- Self-Storage Brokerage

Land Rights Consolidation Business

Other Operational Services Business

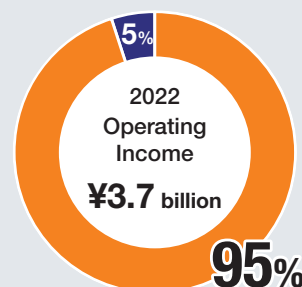
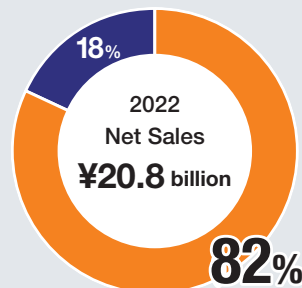
Cumulative-Type Businesses

Self-Storage Management (core business)
Other Operational Services Business

Flow-Type (Sales) Businesses

Self-Storage Brokerage
Land Rights Consolidation Business

Ratio of Cumulative-Type Business Net Sales and Operating Income



Medium-term Business Plan 2022-2024

Financial Capital

■ Appropriate shareholder returns (results for fiscal 2022)

Total shareholder return (TSR) ratio: **84.7%**

Shareholders' equity ratio: **50.5%** (maintained in the **50%** range)

Dividend payout ratio: **30.3%** (+11.6% year-on-year)

Intellectual Capital

■ Significantly improved the accuracy of location openings by building a database related to location openings, and created an environment for re-accelerating location openings

Human Capital

■ Utilization of highly productive human resources through business operations with a small workforce

Employees: **71** (-2 compared to the previous fiscal year) (fiscal 2022 result)

Social and Related Capital

■ Self-storage properties nationwide

Number of properties: **2,048** (+55 compared to the previous fiscal year) (Results for fiscal 2022)

■ Total number of self-storage units nationwide

Total number of units: **98,581** (+797 compared to the previous fiscal year) (Results for fiscal 2022)

Manufactured Capital

■ Investment for self-storage location openings

Capital investment: **1.9 billion yen** (fiscal 2022 result)

Natural Capital

■ Fostering a culture of valuing things

Contributing to the reduction of waste

■ Construction and long-term use of environmentally friendly self-storage facilities

Creation of a nationwide database for location openings

thinktanks opening database storage associations the world

for self-storage, benefitting of life.

for a century, contributing

Method."

self-storage

of ordinary people.

Board members, and

Risks & Opportunities and Our Response

Arealink is aware of the following risks and opportunities facing its businesses, which we are addressing.

Issue	Risks & Opportunities (● Risks ○ Opportunities)
<p>Changes in external operating environment including customer needs and market conditions</p>	<ul style="list-style-type: none"> ● Impact of changes in social conditions on self-storage demand such as the economy ● Impact of demand trends and legal regulations in the self-storage industry as a whole ● A significant decrease in demand, a decrease in utilization rate, an increase in rent environment ● Impact of inflation and yen depreciation on increased container procurement costs ○ Growing momentum and awareness of increased demand for self-storage ○ Utilize our nationwide database of self-storage location openings to further improve
<p>Real estate ownership risks</p>	<ul style="list-style-type: none"> ● Impact of the decline in land prices, etc. due to deterioration in the real estate market as asset indoor type “self-storage properties with land” in which the self-storage and real estate for sale purchased and held in the land rights consolidation business ● Decline in appetite for investment in real estate, a decrease in real estate transactions, decline in rents due to the deterioration of economic conditions in Japan and overseas
<p>Natural disasters, etc.</p>	<ul style="list-style-type: none"> ● Impacts on self-storage operation sites and substantial damage in the value of the real due to natural disasters, such as a major earthquake, storm, and floods, etc., which ● Depending on the affected area, the utilization rate may drop significantly and repair
<p>Low barriers to entry</p>	<ul style="list-style-type: none"> ● Competition intensifies due to the follow-up entry of other companies since we can't rights, etc., and the business model is simple ○ Further increase market share by securing the superiority of Arealink
<p>Stricter regulations placed on the self-storage business</p>	<ul style="list-style-type: none"> ● The number of outdoor container-type rental storage spaces is rapidly increasing, industry. ● Unexpected costs may be incurred if a building approval application based on the Infrastructure, Transport and Tourism requires existing containers to comply with regulations ○ Appeal the safety of Arealink’s container-type self-storage

Opportunities)

and real estate market
arrearages, etc. due to rapid changes in the external
location opening accuracy and utilization rate

in the purchase and holding of real estate, such as
business purchases land and constructs buildings
stricter loans to individuals, and a significant

real estate operated and managed by the Company
could occur in the future
costs may be required for restoration

legally exclude other companies by using patent

including those of other companies in the same
Building Standards Act of the Ministry of Land,
building standards due to further tightening of

Main Initiatives

- Conduct regular monitoring of economic and real estate market conditions
- Foster a market view according to area, scale, use, and property characteristics
- Strengthen investment judgment and leasing capabilities

- Conduct regular monitoring of economic and real estate market conditions
- Carefully consider the selection of properties that meet customer needs, taking into account the location conditions and the market conditions in the surrounding area

- Purchase properties based on location conditions that are less susceptible to damage
- In the event of a natural disaster, etc., utilize the business continuity workflow formulated by each business
- Measures to ensure the continuation or early recovery of important businesses even in the event of a disaster

- Raise awareness of the Hello Storage brand
- Differentiate by developing new products and services and acquire a customer base

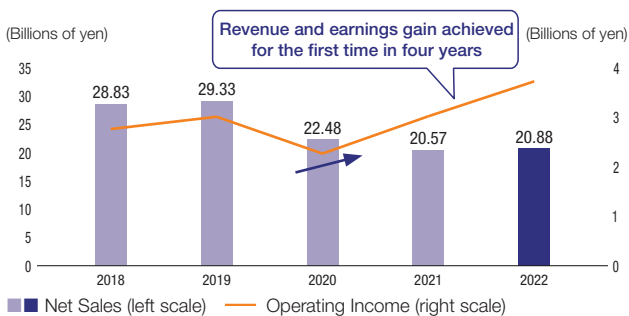
- Promote measures that put the safety of customers and residents in the surrounding area first
- Enhance educational activities on container safety and improve patrol and maintenance systems

Overview of Medium-term Business Plan 2023-2025

Looking Back on the Previous Medium-term Business Plan

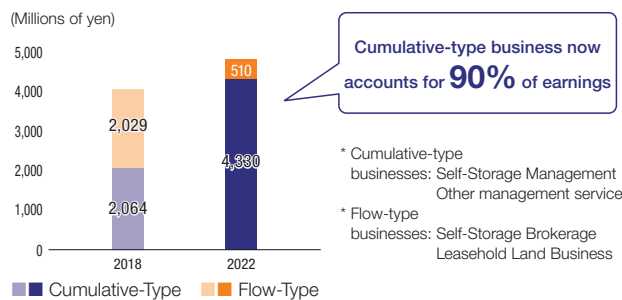
In fiscal 2022, revenue and earnings increased for the first time in four fiscal years. Net sales increased slightly by 1% year on year, but the trend has shifted to an upward movement, and operating income in particular

Change in Net Sales and Operating Income



increased significantly. The ratio of the cumulative-type business also reached about 90%, and in fiscal 2022, we completed reforms to our business structure centered on this format.

Comparison of Earnings from Cumulative-Type and Flow-Type Businesses (Figures before internal offsetting)



Numerical Targets of Medium-term Business Plan 2023-2025

From fiscal 2023, we have been working to reenergize our business performance by increasing the number of new location openings. The number of new location openings will increase from 2,915 in 2022 to 4,700 in

2023, to more than 10,000 in 2024, and will continue to accelerate thereafter. We will also steadily improve our profit margin and aim to achieve an operating income ratio of 20% as soon as possible.

■ Medium-term Business Plan 2023-2025

(Millions of yen)	2022		2023		2024		2025	
	Actual	Profit Margin	Projected	Profit Margin	Projected	Profit Margin	Projected	Profit Margin
Net sales	20,878	—	21,800	—	24,400	—	28,100	—
Operating income	3,742	17.9%	4,050	18.6%	4,650	19.1%	5,500	19.6%
Ordinary income	3,758	18.0%	3,930	18.0%	4,520	18.5%	5,350	19.0%
Self-storage No. of new units	2,915 units		4,700 units		10,400 units		14,000 units	

* Excludes cancellations

Main Strategies by Business Segment

The main strategies of each business segment to achieve the numerical targets of the Medium-term Business Plan 2023-2025 are as follows.

■ Self-storage business

Location Opening Strategy

- Build a nationwide database of location openings and significantly improve the accuracy of location openings
- Develop an environment for re-accelerating location openings, aiming for approximately 200,000 units in operation in fiscal 2029
- Strengthen the sales system in preparation for the acceleration of location openings
- In terms of products, in addition to containers, strengthen the opening of Self-Storage Mini stores and urban indoor storage unit type

Service Strategy

- Continue to improve services and develop products to become a familiar and convenient presence like a convenience store
- Design containers to be clean and harmonize with residential neighborhoods
- Adopt a new design for Self-Storage Mini that coordinates the entire interior and exterior

■ Land rights consolidation business (leasehold land)

- Steady business development by shifting from “quantity to quality”

Location Opening Strategy from Now—Re-accelerating Location Openings

Under Medium-term Business Plan 2023-2025, we will accelerate the speed of location openings. We will analyze recent location openings, reduce the number of units per property, and expand location openings mainly in small properties such as convenience stores. In addition, demand for outdoor containers, which is our

Long-term Vision

In the three years ending December 2025, we expect an average annual growth of 15% on a profit basis. Seven years from now, in fiscal 2029, we plan to achieve operating income of 10 billion yen.

Road to Achieving Operating Income of 10 Billion Yen in 2029

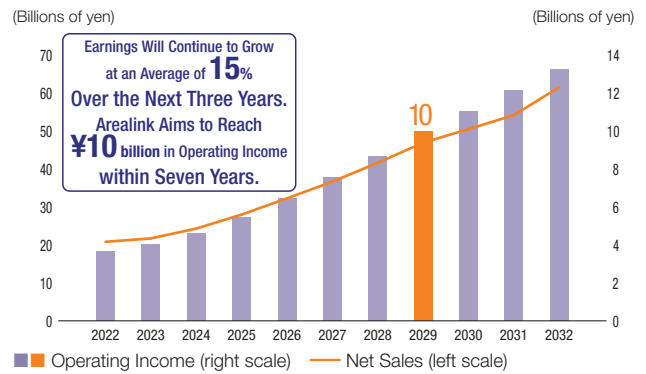
The changes in the total number of units in our self-storage business since its founding and our plans for the next seven years until 2029 are shown in the figure on the right. In the 25 years since our founding, we have expanded our self-storage to approximately 100,000 units. We plan to double the current number of units to 200,000 over the next seven years. In order to achieve this plan, we aim to expand the scale of our business approximately four times faster than before.

Location Opening Plan by Product

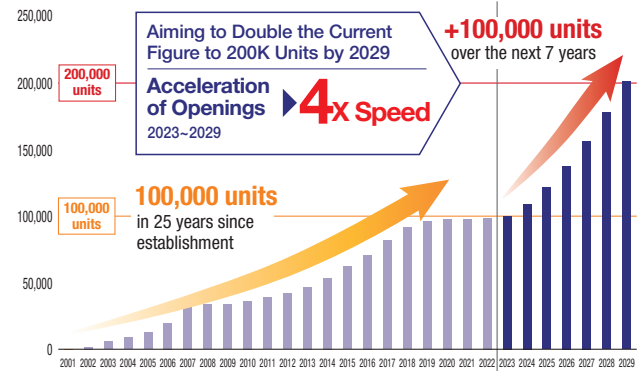
Our location opening plan to reach 200,000 units in the next seven years is shown in the figure on the right. In addition to containers, which have been our mainstay product, we are planning to develop two other products: namely, Self-Storage Mini and in-building trunk rooms. We plan to open 24,900 units per year by 2029, gradually increasing the number to 4,700 in 2023, 10,400 in 2024, and 14,000 in 2025.

mainstay product, is strong in regional cities, and we will strengthen location openings in regional areas as well as urban centers. Our building-type trunk rooms feature an interior design with a sense of luxury, and we will promote the opening of properties with good usability.

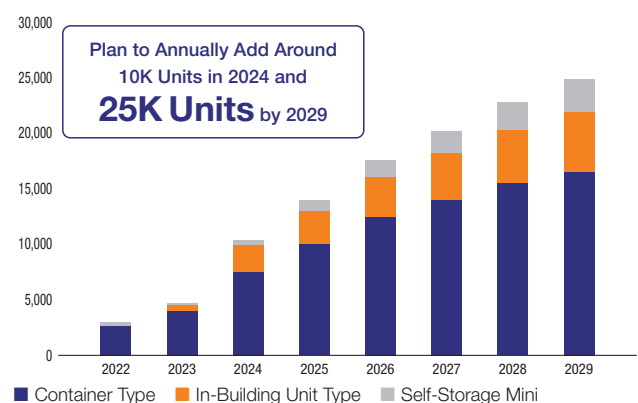
Net Sales and Operating Income: 10-Year Projection



Self-Storage Business – New Location Opening Plan



Self-Storage Unit Addition Plan



Financial Strategy

Business Results in Fiscal 2022

In fiscal 2022, net sales totaled 20,878 million yen (up 1.5% from the previous year), operating income was 3,742 million yen (up 22.9%), and ordinary income was 3,758 million yen (up 24.9%). Net income decreased to 2,883 million yen (down 9.1%), partly due to the recording of a reversal gain of 1,610 million yen on provision for repurchase losses as extraordinary income in the previous fiscal year, despite recording a refund of 235 million yen as a result of the correction of corporate

taxes in previous fiscal years. In the Land Rights Consolidation Business (leasehold land), although revenue decreased due to the optimization of the scale of the business, revenue exceeded the plan due to a significant increase in profit from self-storage management.

As described above, we have promoted the shift to a service-oriented cumulative-type business model and completed business structure reforms.

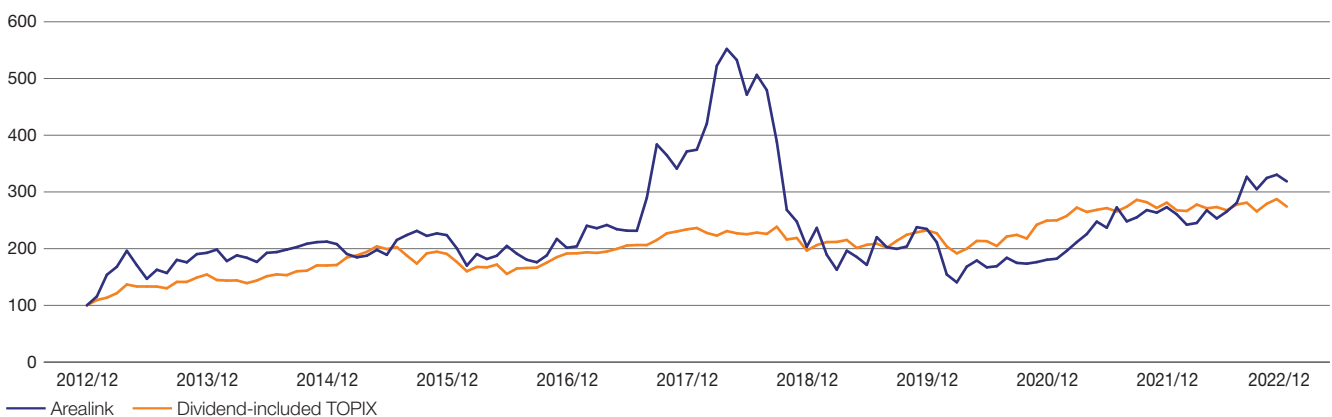
Funding

While increasing our cash position, we will mainly use our own funds to finance growth, and if we require funds that exceed cash on hand, we will borrow funds within the range of liquidity. In fiscal 2022, we raised 4,892 million yen through borrowings to fund the development of self-storage units and working capital. As a result, interest-bearing debt at the end of the fiscal year was 14,048 million yen.

With regard to the financial resources of our capital and the liquidity of funds, we believe that it is extremely important to maintain the level of funds that can be accessed flexibly, such as for opening self-storage units,

purchasing leasehold land, and developing system infrastructure, and to appropriately maintain interest-bearing debt in consideration of financial soundness as we accelerate the growth rate of each business. Therefore, we finance capital by securing retained earnings and borrowing working capital from financial institutions to secure highly liquid funds. Leasehold land recorded in real estate for sale is purchased and sold using retained earnings while maintaining an appropriate inventory level, taking into account scrutiny at the purchasing stage and exit strategies.

TSR (10 years, including dividend)



Total Shareholders' Return

	1 year	3 years		5 years		10 years	
		Cumulative	Annualized	Cumulative	Annualized	Cumulative	Annualized
Arealink	20.4%	42.7%	12.6%	-15.3%	-3.3%	218.6%	12.3%
Dividend-included TOPIX	-2.5%	18.1%	5.7%	17.2%	3.2%	174.2%	10.6%

*TSR (Total Shareholder Return): Factors in capital gains and dividends when measuring the total return generated by a stock

*TSR is calculated by Arealink using cumulative dividends and share price fluctuations whereas TOPIX is calculated using share price indices including dividends (formulated by the Company based mainly on Japan Exchange Group, Inc. (JPX) data).

*Graph values are indexed market prices in terms of TSR, with December 31, 2012 closing price data set at 100 (holding period through end-December 2022).

Investment Strategy

We are systematically making capital and IT investments necessary to increase corporate value. Total capital expenditures for fiscal 2022 were 1,949 million yen. The main investment is related to the Self-Storage Business, including location openings and development. In addition

to investing in new self-storage units and building maintenance, we are investing in IT to customize and develop optimal products in areas nationwide based on data such as customer attributes, period, time of year, and area, aiming to improve long-term profitability.

Dividend Policy

Arealink regards the long-term, comprehensive expansion of profit to shareholders as an important management objective. The Company's basic policy is to pay a stable dividend with a target payout ratio of 30% in general consideration of the Company's financial condition and earnings, based on the long-term business plan, and assessing the market environment and opportune timing for capital expenditures, while also keeping in mind retention of earnings for reinvestment. The basic policy for the number of payouts is once per year at the end of the fiscal period, as determined by the General Meeting of Shareholders.

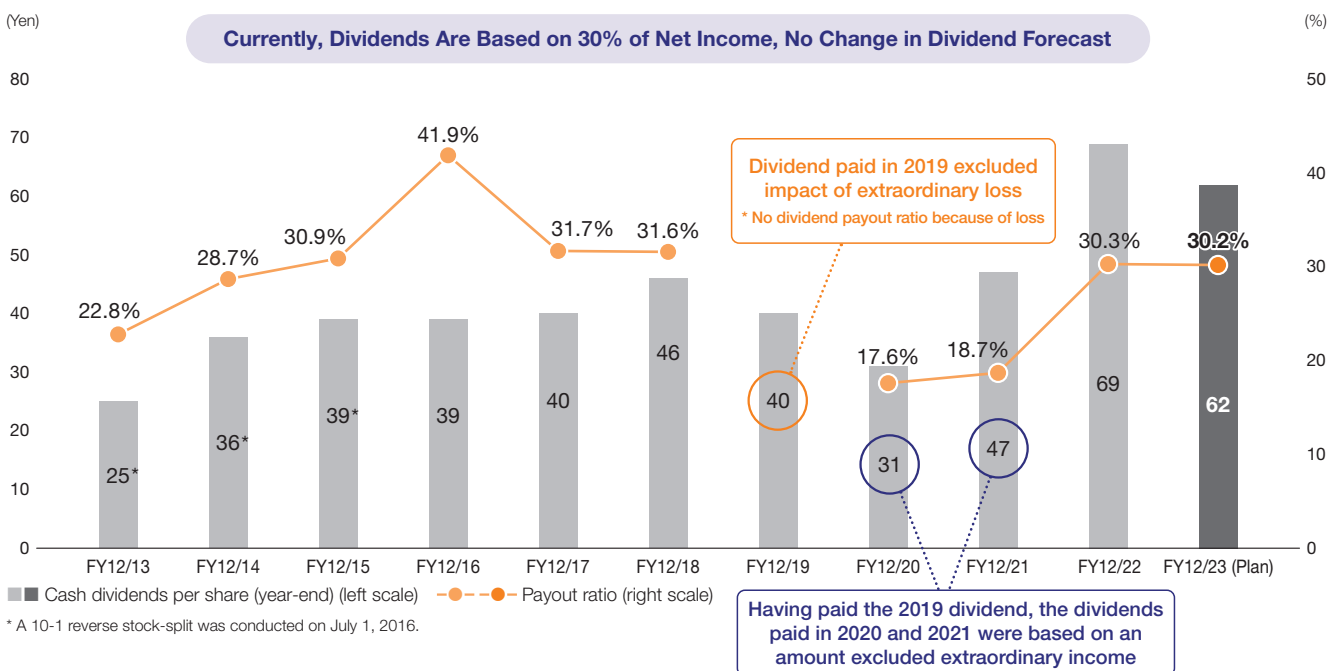
Of note, the Company has established in its Articles of Incorporation the provision that "The Company may make an interim dividend payment, with a record date of June 30 each year, by resolution of the Board of Directors." Accordingly, the determining body for dividend of surplus is the General Meeting of Shareholders for year-end dividends, and the Board of Directors for interim dividends.

For fiscal 2022, based on a comprehensive consideration of current economic conditions and the business results for the year, the Company plans to pay an annual dividend of ¥69.0 per share.

For fiscal 2023, in accordance with the above basic policy and earnings forecasts at the present time, the Company plans to pay an annual dividend of ¥62.0 per share. There are no plans for an interim dividend.

In addition, as a flexible capital policy method, we recognize that share buybacks are one option.

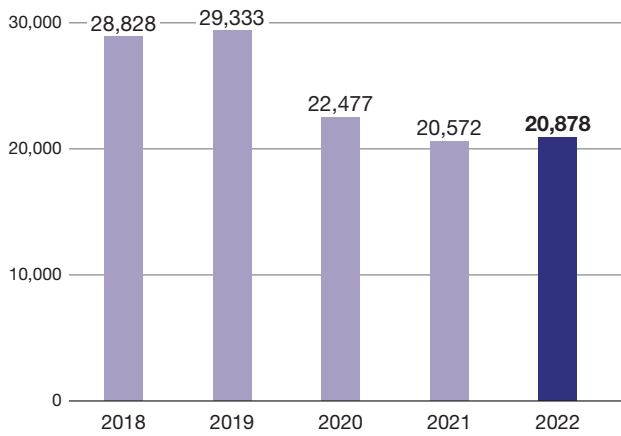
The total shareholder return (TSR) ratio including dividends over the past 10 years is shown in the figure. Our TSR has been lower than TOPIX since fiscal 2019, but has exceeded TOPIX in the most recent fiscal year ended December 2022. Going forward, we will continue to implement growth strategies and appropriate financial and capital policies so that we can increase our TSR by paying stable and continuous dividends and increasing corporate value.



Financial Highlights

Net Sales

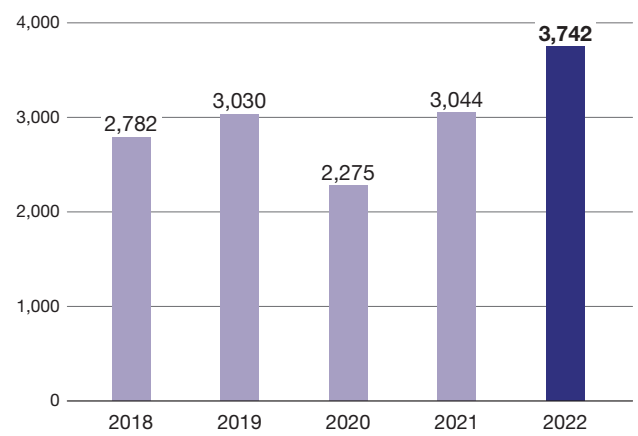
(Millions of yen)



Net sales for fiscal 2022 totaled 20,878 million yen (up 1.5% from the previous year). Net sales in the Self-Storage Business increased to 16,366 million yen (up 5.8%) due to growth in self-storage management. On the other hand, net sales in the Land Rights Consolidation Business decreased to 3,110 million yen (down 16.3%) and net sales in the Other Operational Services Business amounted to 1,400 million yen (up 1.1%), roughly unchanged.

Operating Income

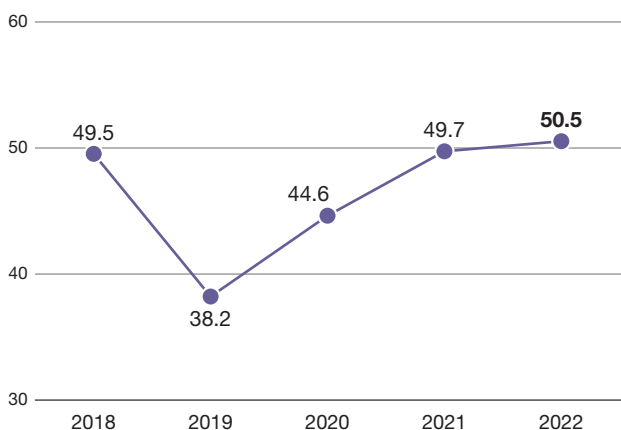
(Millions of yen)



Operating income for fiscal 2022 increased significantly to 3,742 million yen (up 22.9% from the previous year). Operating income in the Self-Storage Business amounted to 4,084 million yen (up 19.6%) due to a significant increase in the utilization rate of self-storage management and a change in policy to open our own stores with high profitability. Operating income in the Land Rights Consolidation Business increased by 464 million yen (up 5.0%), and operating income in the Other Operational Services Business declined by 373 million yen (down 2.2%).

Equity Ratio

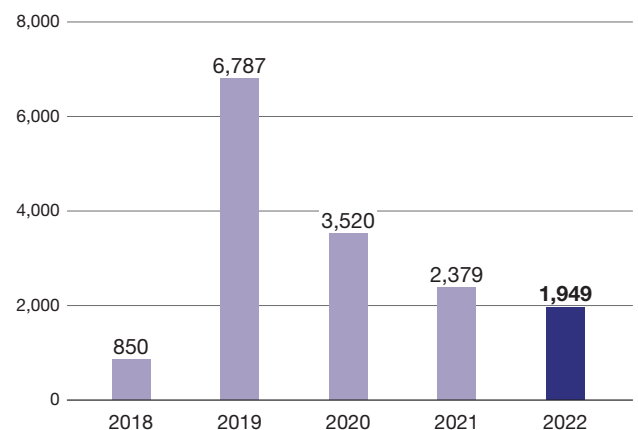
(%)



The equity ratio for fiscal 2022 was 50.5%, an increase of 0.8 points from the previous fiscal year, and our financial position is stable.

Capital Expenditures

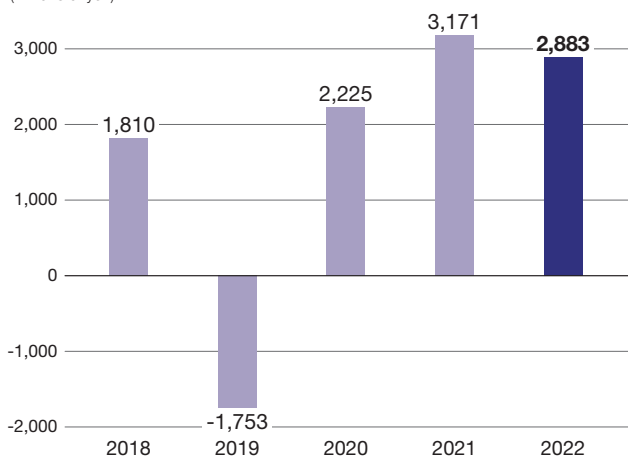
(Millions of yen)



Capital expenditures in fiscal 2022 amounted to 1,949 million yen. The main investment was related to the Self-Storage Business, including location opening and development.

Net Income

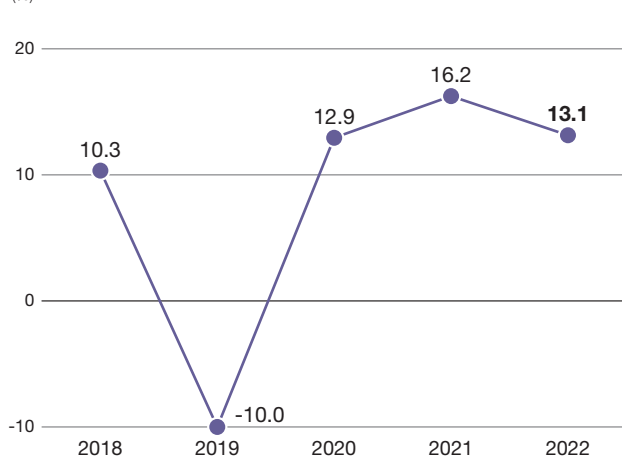
(Millions of yen)



Net income for fiscal 2022 decreased to 2,883 million yen (down 9.1% from the previous fiscal year), partly due to the recording of a gain on the reversal of provision for loss on repurchases of 1,610 million yen as extraordinary income in the previous fiscal year, despite also recording 235 million yen as a refund of income taxes due to the correction of corporate taxes in previous years.

Return on Equity (ROE)

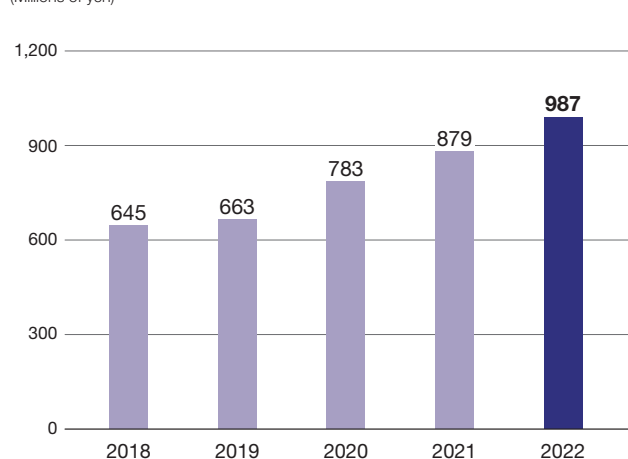
(%)



ROE in the fiscal 2022 was 13.1%, down 3.1 points from the previous fiscal year. This was due to a decrease in net income and increase in equity.

Depreciation

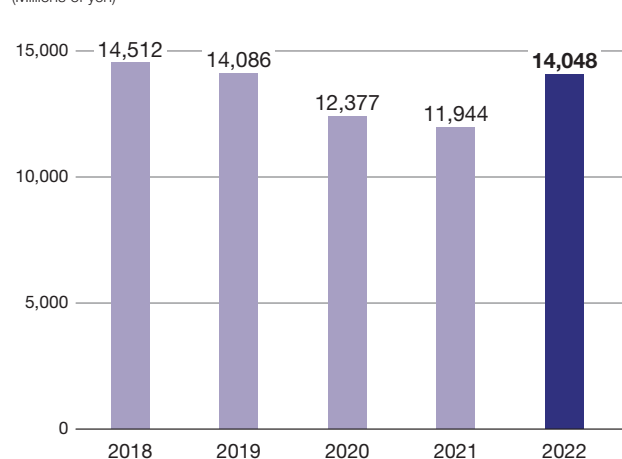
(Millions of yen)



Depreciation in fiscal 2022 was 987 million yen (up 12.3% from the previous fiscal year).

Interest-bearing Debt

(Millions of yen)



Interest-bearing debt in fiscal 2022 amounted to 14,048 million yen (up 17.6% from the previous fiscal year) due to an increase in long-term borrowings and other factors.

Business Activities

Self-Storage Business

Business Strengths

Arealink’s core Self-Storage Business encompasses the leasing or purchase of land and buildings, and managing them as rental storage space. It also includes establishing containers and self-storage buildings under contract, and selling them as investment products.

There are three major strengths of the Self-Storage Business. The first is **high profitability**. The investment for container and in-building types is small because the land is leased, while the properties generate a high yield

of 18%. The second is the **low cost and high profit margin** provided by unattended operation. All of Arealink’s properties are unattended, and managed centrally by the head office. This allows labor and advertising costs to be controlled even as the number of properties increases, securing high profit margins. Third, **operations can be started in a short period of time after securing the site**. The average time to opening for both container and in-building types is four months.

2022 Business Results

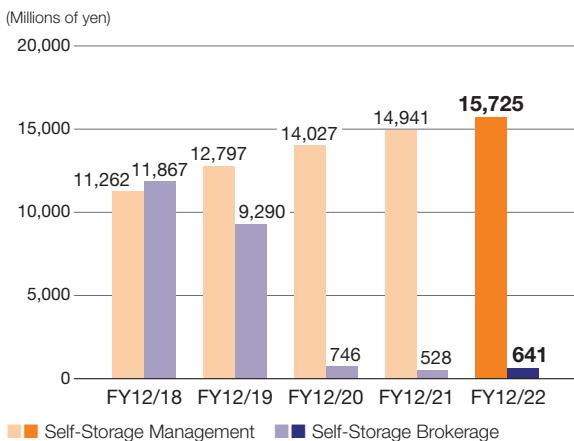
The Self-Storage Business segment comprises the two sub-segments of Self-Storage Management (self-storage property management) and Self-Storage Brokerage (contracting and sales).

In Self-Storage Management, the utilization rate for “Hello Storage,” the brand under which the Company operates its Self-Storage Business, increased by 3.50 percentage points from the previous fiscal year to 89.36%. This is the highest level since Arealink’s public listing, and provided a boost in profitability. The main factors behind the increase were opening of properties on smaller sites and greater awareness of self-storage,

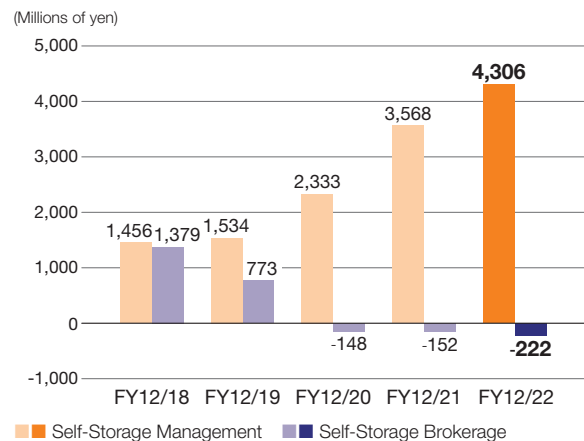
leading to steady acquisition of contracts.

In terms of contract closings, the COVID-19 pandemic had a slight positive impact on self-storage demand. There were some cancellations due to the economic downturn, but overall, the increase in remote work and stay-at-home lifestyles spurred demand for reorganizing homes, leading to steady growth in the use of self-storage. Additional factors were the steady increase in the utilization rate for large-scale properties opened between 2016 and 2018, and the high utilization rates for new properties opened from 2019 under the policy of greater precision in location openings. Although 2,915

Net Sales



Business Profit



new units were added in fiscal 2022, because of regularly scheduled annual closures, the total number of units increased only slightly by 797 from the end of the previous fiscal year to 98,581 units, which also boosted the utilization rate. Further, improved profitability stemming from the repurchasing of containers conducted over a two-year period from 2020, and the shift to a policy of opening highly profitable company-owned

properties, resulted in a significant gain in earnings for Self-Storage Management.

The Self-Storage Brokerage Business recorded five sales of indoor asset-type “self-storage properties with land,” and two contracts.

As a result, sales in the Self-Storage Business amounted to ¥16,366 million (up 5.8% from the previous fiscal year), with operating income of ¥4,084 million (up 19.6%).

Measures in the Medium-Term Management Plan 2023-2025

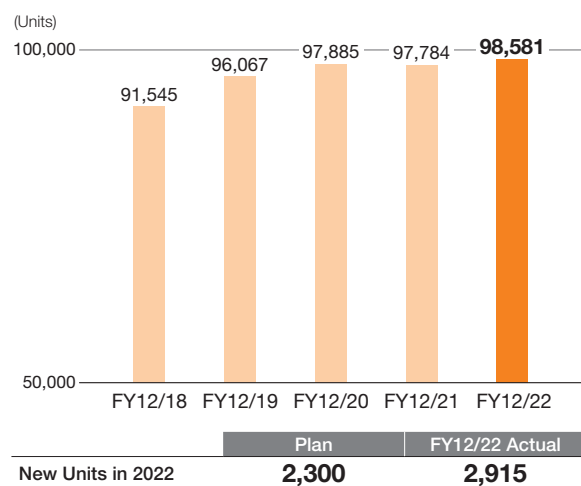
■ Location Opening Strategy

Arealink has been working over the last few years to put in place a structure to streamline and accelerate location openings. The first measure was **building a database for self-storage**. By analyzing all the data from previously opened properties, Arealink managed to create a nationwide database for self-storage in Japan. This has allowed the Company to expand the scope of its business, and significantly improved the accuracy of location openings. The second measure has been to **establish a sales system that does not rely on manpower**. By shifting from sales methods that relied on individual intuition and experience to data-driven management, Arealink has established a system for

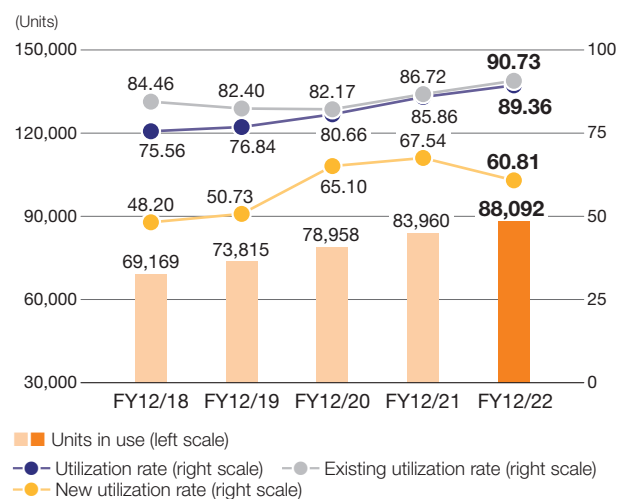
result-oriented sales activities with a small number of employees.

Going forward, Arealink will make further efforts to support the rapid expansion of location openings. One measure has been expansion of the location opening sales team and construction team. The Company is also collaborating with major thinktanks to further improve the accuracy of the location opening database. Arealink will continue nationwide development of three types of self-storage products (containers, Self-Storage Mini, and in-building types), while also actively pursuing new initiatives such as M&A, contract sales, and agency sales.

Change in Number of Self-Storage Units



Change in units in use and utilization



Business Activities

■ Differentiation Strategy

Arealink is constantly improving services and developing products to make self-storage as familiar and convenient as a neighborhood convenience store, and enhance customer satisfaction. Examples include the “Hello Home Delivery” courier service, storage rack sales and assembly, and the building of a unique security system based on transport IC cards.

Arealink has also adopted a gray and orange color scheme for containers to provide a more relaxed and clean feel, and renewed the exterior design of properties to better blend with residential areas. The new design will

be gradually implemented for all properties over the next ten years. A new design for Self-Storage Mini properties was also introduced for properties opened from September 2022. These new properties are characterized by a chic and luxurious exterior color scheme with a matching interior for a fully coordinated feel.



Storage rack sales and assembly service



Transport IC card security system service

New container design



New Self-Storage Mini design



■ Overseas Business Strategy

Arealink plans to start overseas business expansion in Europe and the United States during fiscal 2023. The Company will purchase overseas properties in 2023, and collect information from local self-storage trade associations and management companies. The aim is to

become familiar with self-storage around the world, including business operations, customer needs, and self-storage methods in markets such as Europe, the United States, and Australia where the industry is more advanced, and apply this information to improve services in Japan.



Land Rights Consolidation Business

Business Strengths

The Land Rights Consolidation Business focuses on the purchase and sale of residential leasehold land. The business aims to mediate between leasehold land rights owners who are unable to freely utilize their property, and leasehold rights holders who can continue living on a property but are unable to utilize the land, to provide solutions.

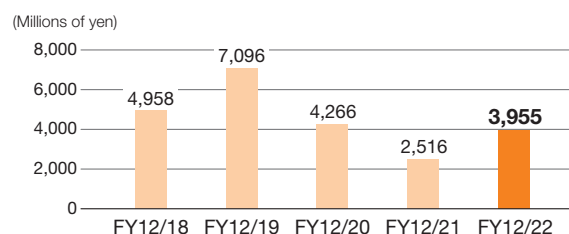
There is little competition in this niche business because

rights relationships are complex, and since the sale of such buildings is not subject to real estate market conditions due to firm demand from leaseholders, the business provides steady earnings. In addition, since leasehold land generates rental income while it is held, it is increasingly attracting attention as an investment product, making sales to investors an exit strategy option.

Fiscal 2022 Business Results

Net sales in the Land Rights Consolidation Business amounted to ¥3,110 million (down 16.3% from the previous fiscal year), with operating income of ¥464 million (up 5.0%), due mainly to a shift to a policy of emphasizing quality over quantity. As a result of a resumption of purchasing, the asset value at the end of fiscal 2022 amounted to ¥3,955 million, an increase of ¥1,439 million from the end of the previous fiscal year. The Company will continue its efforts to optimize the business scale.

Asset Value of Leasehold Land



Other Operational Services Business

Strengths

The Other Operational Services Business comprises asset management and serviced offices, mainly the leasing or acquisition of land and buildings, enhancing their added value with the “Hello” series of services, and conducting operation and management. In the Asset

Management Business, earnings are derived mainly from rental income from yieldable properties. In the Serviced Office Business, Arealink link operates Hello Office, small offices in city centers. Both businesses are cumulative-type businesses.

Fiscal 2022 Business Results

The Asset Management Business posted a decline in revenue and earnings due to contract cancellations for leased properties, but maintained a high occupancy rate. In the Serviced Office Business, although earnings declined due to the impact of opening costs for newly opened properties (one in August and two in December 2022), the occupancy rate remained firm, resulting in a revenue gain with earnings decline year on year.

As a result, net sales in the Other Management

Services segment amounted to ¥1,400 million (up 1.1% from the previous fiscal year), with operating income of ¥373 million (down 2.2%), for a revenue gain with earnings decline.



Hello Office entrance and interior



Example of owned property (Kanda BM Bldg.)

Corporate Governance

Arealink has introduced an executive officer system alongside its corporate auditor system, while ensuring separation and control over business execution and auditing/supervisory functions, including appointing outside directors. The Board of Auditors and accounting auditor exchange information as required, providing for effective operational and account auditing. Arealink has also established an Internal Audit Office as the body for conducting internal audits. The Board of Auditors and Internal Audit Office, in order to enhance the effectiveness and efficiency of audit functions, exchange opinions and information on a regular basis, and as necessary.

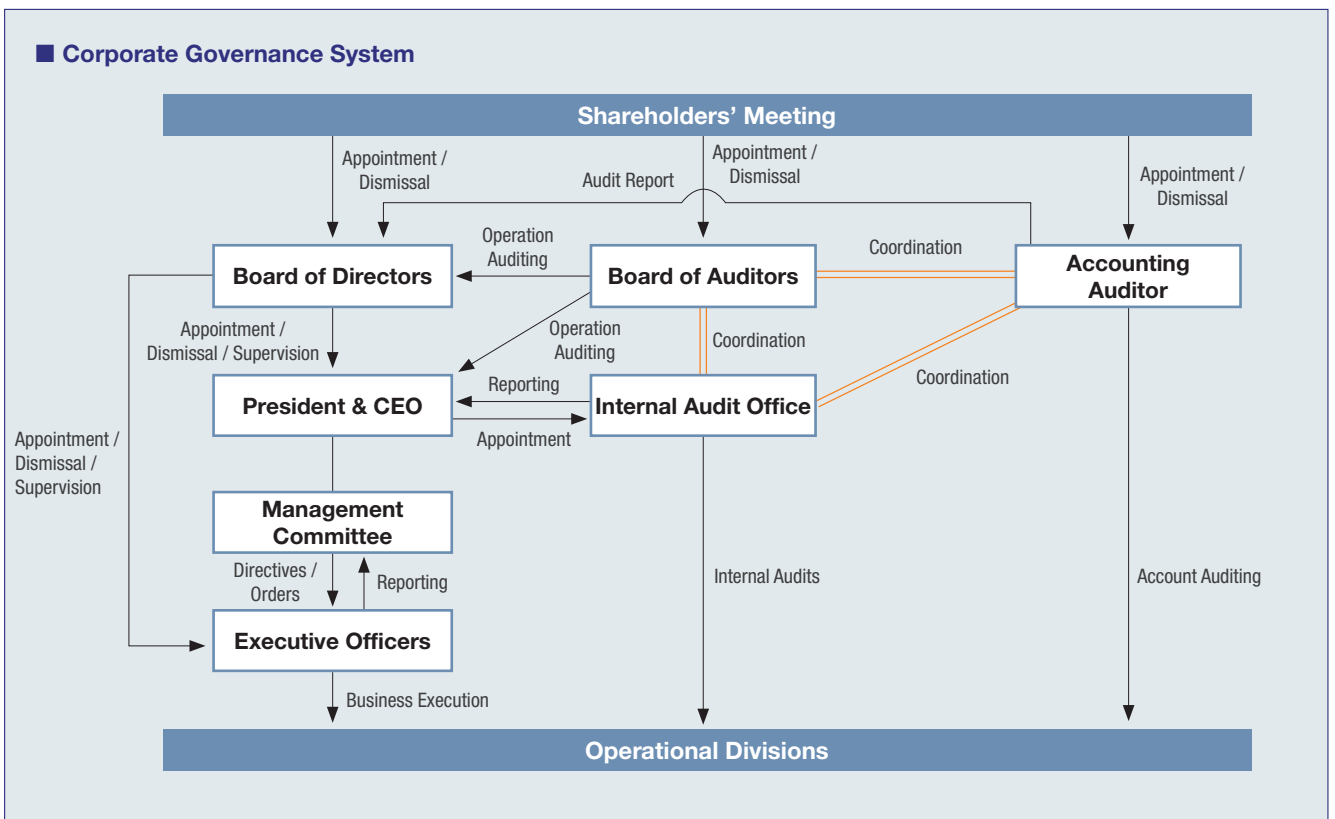
The business execution, auditing/supervisory, nomination, remuneration determination, and other functions are as follows.

The Board of Directors convenes monthly, and holds extraordinary sessions as necessary. It makes decisions

regarding important business execution and legal matters, and supervises business execution. Arealink's Board of Directors comprises seven members, two of whom are outside directors.

The main activities of the Board of Auditors include having company auditors attend meetings of the Board of Directors and full-time company auditors attend Management Committee sessions and other important meetings, as well as conducting audits of internal departments regarding the status of business execution. Arealink's Board of Auditors comprises four members, of which all four are outside auditors (with one full-time company auditor).

The Management Committee is a space for the discussion of Arealink's management strategy. It comprises of internal directors and persons designated by them. The Management Committee meets three times per month in principle.



Effectiveness Analysis and Evaluation of the Board of Directors

The Company's Board of Directors receives positive and negative opinions from the Auditors in reference to each director's self assessment, and the Board of Directors engages in lively discussions on the effectiveness of the

Board as a whole.

In the future, we will consider disclosing the results of such analysis and evaluation with more specific explanations.

Judgment Criteria for the Independence and Qualifications of Independent Outside Directors

The Company uses the independence standards established by the Tokyo Stock Exchange as its selection criteria, and selects as candidates individuals who are independent of the Company's management, and who

possess the knowledge and experience necessary for deliberating on Board of Directors' proposals, and the track record and insight necessary for exercising management oversight functions.

■ Independent Officers

As independent officers, Kazuhiro Furuyama and Masanori Koda are appointed as outside directors, and Hideto Kojima, Iwao Aoki, and Shigekazu Mitsuta are appointed as outside auditors.

Name	Reasons for Appointment
Kazuhiro Furuyama	As an advisor to the Matsushita Institute of Government and Management, he has a wide range of personal connections and deep insight in politics, business, and academia, and we have elected him as an outside director in the belief that he will play a sufficient role in determining management policy and supervising business execution with independence. Furthermore, he is appointed as an independent director/auditor because he is qualified as an independent officer who is free from any possibility of conflict of interest with general shareholders.
Masanori Koda	He has served as representative director and president of Network88 Co., Ltd. for many years, and is appointed as an outside director based on his extensive experience and track record as a corporate manager and his broad knowledge of management in general, which we believe will enable him to play a sufficient role in determining management policies and supervising business execution with independence. Furthermore, he is appointed as an independent director/auditor because he is qualified as an independent officer who is free from any possibility of conflict of interest with general shareholders.
Hideto Kojima	He has held positions of increasing responsibility, and we have appointed him as an outside Auditor so that he can apply his wealth of insight to our auditing system. Furthermore, he is appointed as an independent director/auditor because he is qualified as an independent officer who is free from any possibility of conflict of interest with general shareholders.
Iwao Aoki	We have appointed him as an outside Auditor so that he can apply his experience as a corporate auditor at other companies to our auditing system. We also value his extensive experience and wide-ranging knowledge as the representative director and president of Capital Advisory Co., and his ample experience in the realty industry and wish to benefit from his supervision and effective advice on all areas of management. Furthermore, he is appointed as an independent director/auditor because he is qualified as an independent officer who is free from any possibility of conflict of interest with general shareholders.
Shigekazu Mitsuta	We have appointed him as an outside Auditor because we believe that his expertise as a lawyer, experience and track record as a corporate manager, and experience as a corporate auditor at other companies will be put to good use in our auditing system. Furthermore, he is appointed as an independent director/auditor because he is qualified as an independent officer who is free from any possibility of conflict of interest with general shareholders.
* Outside Auditor Koji Tamura is not included in the above list because he is not an independent officer. The reasons for Mr. Tamura's appointment are as follows:	
Koji Tamura	We have appointed him as an outside Auditor so that he can apply his expertise as a lawyer and his extensive experience as an auditor at other companies to our auditing system.

Succession Planning

Although the Company does not currently have a specific succession plan for the CEO or other senior management, it recognizes the importance of such a plan, and the Board of Directors plans to appropriately oversee the development of the next generation of executives to enhance corporate

value over the medium to long term. As part of this effort, in March 2023, we appointed Yoshika Suzuki, our former Senior Managing Director, as president, and we will continue to develop human resources for sustainable management under the new management structure.

Compensation for Directors

The representative directors, who are appointed by resolution of the Board of Directors, have the authority to determine the compensation for directors within the limit of the total amount of compensation resolved at the General Meeting of Shareholders, taking into consideration each director's duties, contribution and performance, etc. The Evaluation Council of the Company, with the directors, auditors (other than outside directors and outside auditors), executive officers, and personnel managers as participants, performs personnel evaluations of directors.

The compensation offered to directors is determined by the representative directors on the basis of those evaluations. Furthermore, after compensation decisions are made, the Board of Directors receives feedback from outside directors, and incorporates this feedback into the next compensation decision, to prevent arbitrary decisions by representative directors. Compensation for Auditors is determined by consultation among Auditors, within the limit of the total amount of remuneration resolved at the General Meeting of Shareholders.

Directors and Auditors

(As of March 28, 2023)

Directors



Naomichi Hayashi

Representative Director and Chairman (CEO)

Number of company shares held:
2,846,687 shares

Number of Board of Directors meetings attended (attendance rate):
13 times/13 times (100%)

- April 1978 Joined Chikuma Real Estate Co., Ltd. (now Starts Corporation Inc.)
- April 1995 Became representative director and president after the Company was established
- February 2010 Director, Japan Self Storage Association
- May 2019 Representative director, Japan Self Storage Association (to present)
- September 2019 Representative director and president, executive officer, and general manager of the Marketing Development Division of the Company
- September 2020 Representative director and president, and executive officer, of the Company
- March 2022 Representative director and president of the Company
- March 2023 Representative director and chairman of the Company (to present)



Yoshika Suzuki

Representative Director and President (CEO)

Number of company shares held:
8,267 shares

Number of Board of Directors meetings attended (attendance rate):
13 times/13 times (100%)

- April 2011 Joined the Company
- August 2014 Head of the Tokyo Office, Storage Location Development Division of the Company
- February 2015 Executive officer and head of the Tokyo Office, Storage Location Development Division of the Company
- March 2016 Director of the Company, General Manager responsible for self-storage management, Storage Business Division, branch office manager of the Tokyo and Chiba Offices
- July 2018 Director, general manager of the Storage Division, and manager of the Storage Department of the Company
- September 2019 Director and executive officer, and general manager of the Storage Division of the Company
- March 2021 Managing director and executive officer, and general manager of the Storage Division of the Company
- March 2022 Senior managing director and executive officer, and general manager of the Storage Division of the Company
- March 2023 Representative director and president of the Company (to present)



Yasuaki Ootaki

Director and Executive Officer

Number of company shares held:
9,467 shares

Number of Board of Directors meetings attended (attendance rate):
10 times/10 times (100%)

- April 2001 Joined the Company
- March 2011 Executive officer, assistant to general manager of the Administration Division, and manager of the General Affairs Department of the Company
- March 2012 Director and general manager of the Administration Division of the Company
- March 2017 Executive officer and general manager of Administration Division of the Company
- March 2019 Manager of Accounting Department of the Company
- September 2019 Assistant to the general manager of the Administration Division, and manager of Accounting Department of the Company
- March 2021 Executive officer, assistant to the general manager of the Administration Division, and manager of Accounting Department of the Company
- March 2022 Director, executive officer, assistant to the general manager of Administration Division, and manager of Accounting Department of the Company
- March 2023 Director, executive officer, general manager of the Administration Division, and manager of Accounting Department of the Company (to present)



Minoru Nishizawa

Director and Executive Officer

Number of company shares held:
4,828 shares

Number of Board of Directors meetings attended (attendance rate):
10 times/10 times (100%)

- April 2001 Joined the Company
- March 2012 Director and manager of the Storage Department of the Company
- March 2016 Executive officer, assistant to the general manager of the Storage Division and manager of the Storage Department of the Company
- March 2017 Director, assistant to the general manager of the Storage Division, and manager of Storage Department 2 of the Company
- March 2019 General manager of the Future-Oriented Ideal Company Promotion Office of the Company
- March 2021 Executive officer, assistant to the general manager of the Storage Division, and manager of the Customer Contact Department of the Company
- March 2022 Director and executive officer, assistant to the general manager of the Storage Division, and manager of the Customer Contact Department of the Company
- March 2023 Director, executive officer, general manager of the Storage Division, and manager of the Customer Contact Department of the Company (to present)



Kazuhiro Furuyama

Outside Director

Number of company shares held:
0 shares

Number of Board of Directors meetings attended (attendance rate):
13 times/13 times (100%)

- April 1986 Instructor, University of Tasmania (Australia)
- April 1987 Established Gaigo Gakuin Tokyo Forum Representative
- April 2002 Training Manager, The Matsushita Institute of Government and Management
- September 2002 Head Teacher, The Matsushita Institute of Government and Management
- April 2004 Managing Director, The Matsushita Institute of Government and Management
- April 2013 Review Committee Member and Instructor, Japan Institute of Agricultural Management
- March 2015 Director, the Company (to present)
- April 2016 Advisor, The Matsushita Institute of Government and Management
- April 2016 Advisor, AGRI CONNECT Co., Ltd. (to present)
- March 2019 Review Committee Member, Japan Institute of Agricultural Management



Masanori Koda

Outside Director

Number of company shares held:
0 shares

Number of Board of Directors meetings attended (attendance rate):
13 times/13 times (100%)

- March 1971 Joined Japan Recruit Center Inc. (Now Recruit Holdings Co., Ltd.)
- April 1989 Representative director and president, Network88 Co., Ltd. (to present)
- March 2015 Outside Director, DAIISANGYO Co., Ltd. (to present)
- March 2017 Director of the Company (to present)
- July 2019 Outside director, Green Ship Co., Ltd. (to present)

Auditors



Hideto Kojima

Full-Time Company Auditor

Number of company shares held:
0 shares

Number of Board of Directors meetings attended (attendance rate):
13 times/13 times (100%)

April 1970 Joined Asahi Mutual Life Insurance Co.
 April 1993 Managing director, Asahi Life Investment Management Co., Ltd
 April 2002 Managing director and general manager of General Affairs Department, Asahi Life Building Co., Ltd
 August 2003 Managing director and general manager of General Affairs Department, Asahi Insurance Service Co., Ltd
 June 2004 Full-time Audit & Supervisory Board Member, The Keihin Co., Ltd.
 March 2010 Auditor of the Company (to present)



Koji Tamura

Auditor

Number of company shares held:
0 shares

Number of Board of Directors meetings attended (attendance rate):
13 times/13 times (100%)

October 2000 Passed the bar exam
 October 2002 Registered with Tokyo Bar Association, joined Kotobuki Law Office
 January 2007 Partner, Kotobuki Law Office
 October 2011 Auditor, Zenkankyo SSI Holdings, Inc.
 December 2011 Provisional auditor of the Company
 March 2012 Auditor of the Company (to present)
 May 2013 Representative attorney at Keimei Law Office
 October 2020 Lawyer at Ocean Law Offices (to present)



Iwao Aoki

Auditor

Number of company shares held:
0 shares

Number of Board of Directors meetings attended (attendance rate):
13 times/13 times (100%)

April 1992 Joined Fujita Corporation
 October 2004 Representative director and president, Asset Managers K.K. (currently Ichigo Inc.)
 April 2009 Representative director and president, Capital Advisory Co. (to present)
 December 2010 Outside auditor, Nexyz.Group Corporation
 July 2014 Outside auditor, Balnibarbi (to present)
 March 2016 Outside director, SOMETHING Holdings Co., Ltd.
 March 2017 Auditor of the Company (to present)
 December 2019 Outside director (Audit & Supervisory committee member), Nexyz.Group Corporation (to present)



Shigekazu Mitsuta

Auditor

Number of company shares held:
0 shares

Number of Board of Directors meetings attended (attendance rate):
12 times/13 times (92%)

September 1970 Passed the bar exam
 April 1973 Registered with Tokyo Bar Association
 December 2012 Auditor, Hamano Golf Club
 December 2015 Director, Tojo Kaikan Company Ltd. (to present)
 December 2016 Representative director and president, Hamano Golf Club
 March 2020 Auditor of the Company (to present)
 June 2020 Lawyer, Hibiya Harumi-dori Law Office (to present)

■ Skill Matrix of Directors

	Position in Arealink	Areas of Contribution (Max 3)					
		Corporate Management	Industry Knowledge	Sales/Marketing	Finance/Accounting	Legal/Governance	Human Resources/Training
Naomichi Hayashi	Representative Director and Chairman (CEO)	●	●	●			
Yoshika Suzuki	Representative Director and President (CEO)		●	●			
Yasuaki Ootaki	Director and Executive Officer				●	●	
Minoru Nishizawa	Director and Executive Officer		●	●			
Kazuhiro Furuyama	Director (Independent Outside)					●	●
Masanori Koda	Director (Independent Outside)	●	●				

Messages from Outside Directors

Respecting dialogue with stakeholders for becoming a “futuristic ideal company”

Kazuhiro Furuyama

Outside Director



Through its Self-Storage Business, Arealink is working to improve the living environment of Japan and make effective use of resources, aiming to become a company that contributes to the realization of an environmentally friendly and sustainable society.

In recent years, due to the culture of mass production and mass consumption, it has become easier to obtain things, and as a result, homes are overflowing with a lot of items, leading to a large amount of waste. Therefore, the company believes that fostering an environmentally friendly culture by securing storage space outside the home and using things carefully represents an important mission. As a group of employees who are professionals in organizing and storing, all employees have acquired the Seiri-Shuno Advisor qualification and continue to study so that they can help enrich the lives of people in Japan with storage.

In addition, the containers managed by the company are continuously used after being painted for maintenance, and are used over a long period of time, contributing to the

reduction of environmental impact. Through these initiatives, we aim to create a society that values things and promote the 100-Year Container Utilization Project that takes environmental issues into consideration.

The Board of Directors, which meets monthly and is comprised of officers with a wide range of backgrounds (including two outside directors and four outside auditors) actively discusses sustainable management, compliance, human resource development, and other issues with the aim of achieving highly productive business operations with a small workforce. Under its vision to become a “futuristic ideal company,”* the company will continue to respect dialogue with stakeholders such as customers, business partners, shareholders and investors, employees, and local communities, and play an active role in realizing a sustainable society.

* Futuristic ideal company: (1) a company where employees and their families are happy; (2) a company where employees, their families, and related parties (owners, business partners, shareholders) all become fans; (3) a company that inspires people; (4) a company that evaluates people based on their ability regardless of age, gender, or nationality; and (5) a company that can grow over 100 years.

Contributing to highly commendable corporate governance to live up to societal trust

Hideto Kojima

Full-time Company Auditor (Outside Auditor)



Arealink’s management philosophy is to provide convenience, joy, and excitement to the world. In addition to contributing to enriching people’s lives through its Self-Storage Business, the company aims to achieve sustainable growth and increase corporate value based on a stable earnings base in the cumulative-type business. In addition, the company has advanced profit structure reforms, broke away from the real estate trading business model, which tends to be based on growth, and transformed its business form to a cumulative-type business model. Furthermore, in the Medium-term Business Plan 2023-2025, the company expects to construct a database and establish a sales structure that does not rely on people, with the ambitious goal to open 14,000 new units in 2025, up from 2,915 in 2022.

At the same time, the company is also focusing on

sustainability, strengthening stakeholder engagement and human resource development, and promoting work style reform and diversity and inclusion. The company has actively engaged in social contribution activities from the perspective of enriching people’s lives through storage, such as considering the environment by reducing waste and long-term use of self-storage facilities, and using containers in the event of a disaster.

As an auditor, I have focused on my core duties, such as conducting fair and objective audits of the execution of duties by directors from the perspectives of legal compliance and validation, building a compliance program and internal control system, and confirming that operations are appropriate. In the future, I will check to ensure that Arealink becomes a company that is truly accepted and highly regarded by society, and will provide appropriate proposals and advice toward that end.

Compliance & Risk Management

The Status of Our Internal Control Systems

Our system to ensure that the execution of duties by directors complies with laws and regulations and the Articles of Incorporation, and other systems to ensure the appropriateness of the Company's operations, are as described below.

Matters Related to Internal Control Systems, etc.	Basic Approach and System Development Status
System to ensure that the execution of duties by directors and employees complies with laws, regulations, and the Articles of Incorporation	<p>To promote compliance, the Company has established a Compliance Manual to serve as a code of conduct for directors and employees. When a case of suspected violation of laws or regulations is reported, we will promptly confirm the facts and take appropriate action, as stipulated in the Compliance Manual, and take the utmost care to ensure that the reporter will not suffer any disadvantage.</p> <p>As a company that provides real estate management services, the Real Estate Brokerage Act and construction-related laws and regulations are vitally important to use, and we strive for compliance by listening to the opinions of outside experts.</p>
Rules and systems for managing loss risks	<p>The Company will establish regulations for risk management in order to collect and analyze information to prevent the occurrence of loss risks and to prevent the spread of losses that do occur. In addition, the department in charge of each risk is designated, and the Board of Directors and the department in charge manage each risk in a comprehensive and general manner.</p> <p>The Internal Audit Office audits the status of risk management and reports the results to the Board of Directors and the Board of Auditors.</p>
System to ensure that directors execute their duties efficiently	<p>The Company holds regular meetings of the Board of Directors at least once a month to flexibly make decisions on basic and important matters related to business execution. In addition, the Company will endeavor to make decisions efficiently and flexibly by delegating authority through the establishment of rules of authority and other regulations.</p>
System for storage and management of information related to execution of duties by directors	<p>Important documents, etc. related to execution of duties by directors and employees, such as minutes of board meetings and various approval documents, shall be properly stored in accordance with laws and regulations and internal rules such as document management rules, and directors and auditors shall have access to these documents, etc. at all times.</p>
System concerning assistants to auditors, and system to ensure the effectiveness of instructions to such employees	<p>In order to enhance the operation of the auditing system by auditors, the Company makes it possible to assign employees to assist corporate auditors upon consultation between the Board of Directors and corporate auditors, if corporate auditors request the assignment of such employees to assist their duties.</p> <p>The authority to direct such employees shall be delegated to the auditors, to ensure their independence from directors. In addition, the appointed employees will work under the direction of the auditors, with the authority to collect information necessary for auditing purposes.</p>
System for reporting to auditors by directors, employees, etc., and system to ensure that reporters are not treated disadvantageously for doing so	<p>When a director or employee discovers a fact that may cause significant damage to the Company, he or she shall promptly report it to the auditors in accordance with applicable laws and regulations.</p> <p>In addition, the Company prohibits any disadvantageous treatment, in terms of personnel treatment, etc., to directors, employees, etc. of the Company because they have made such reports to the auditors.</p>
Procedures for advance payment and reimbursement of expenses incurred in the performance of duties by corporate auditors, policies regarding the treatment of such expenses and liabilities, and systems to ensure the effectiveness of audits by the Company's auditors	<p>With respect to expenses, etc. incurred in the performance of duties by auditors, unless the Company certifies that such expenses are not necessary for the performance of such auditors' duties, the Company shall establish a system whereby the auditors may receive advance payment and reimbursement of expenses, and may request that the Company take necessary measures such as budgeting. The Company will ensure that the auditors are able to attend all important meetings as necessary, in addition to meetings of the Board of Directors.</p>

Risk Management System

The Company's Board of Directors develops internal control and risk management systems by receiving reports from the Compliance Committee on the establishment of risk management systems and the results of internal control audits related to financial reporting, identifying internal control issues, and determining policies for dealing

with them. In the event that internal auditing identifies problems with the risk management system and assurance of compliance, the Internal Audit Office reports to the Compliance Committee, which is attended by all members of the Board of Directors, and the Compliance Committee uses the Internal Audit Department to provide supervision.

Internal Reporting System

The Company has established an internal reporting system that allows anonymous internal reporting (whistle-blowing) and prevents the disclosure of reports made by employees of any department when an external contact is used, so that employees can communicate information and sincere doubts, regarding illegal or inappropriate conduct or information disclosure, without

fearing any risk of being disadvantaged. Important matters regarding internal reporting cases are reported to the Compliance Committee. The Compliance Committee includes all members of the Board of Directors as well as legal counsel, and reports to the Compliance Committee replace supervision of operations by the Board of Directors.

Environmental and Social Initiatives

Stakeholder Engagement

Through proactive information disclosure and communication with stakeholders, Arealink will deepen relationships of trust and promote sustainability management.

Stakeholder	Main Means of Dialogue/Communication
Customers We will provide genuine satisfaction that captures the hearts and minds of customers by offering new value.	<ul style="list-style-type: none"> ● Regular sales activities ● Customer surveys
Shareholders We will increase corporate value over the long term through highly profitable and highly efficient management.	<ul style="list-style-type: none"> ● Annual Shareholders Meetings ● Results presentations for institutional investors and analysts ● Integrated Report ● IR website
Employees We will create rewarding workplaces where results and contributions are fairly evaluated, and where employees can demonstrate their abilities and grow.	<ul style="list-style-type: none"> ● Employee training ● Employee surveys ● Compliance hotline ● Harassment consultation service
Communities As a good corporate citizen, we will contribute to community development and promote environmentally friendly business practices.	<ul style="list-style-type: none"> ● Social contribution activities for local communities
Government We will work with local governments to solve social issues.	<ul style="list-style-type: none"> ● Participation in industry groups

Strengthening Human Resource Development

In the belief that human resource development is an integral part of corporate development, Arealink focuses on employee education aimed at supporting merit-based, small-group management. This allows us to manage approximately 2,000 properties with just over 70 full-time employees.

Human resource development through the “Arealink Master” program

“Arealink Master” is an in-house certification that is mandatory for all employees. Specifically, the program is based on the premise of utilizing four integrated tools—a meeting record, a pending matters processing sheet, small notebook, and schedule diary—to properly prepare and conduct business. By setting deadlines for dealing with the issues and problems that arise daily, allowing sufficient time to make arrangements by those deadlines, and formulating a plan, employees have more time for their ordinary work and enhance their operational skill level.

Human Capital Management



■ Training for a shared vision

Arealink regularly conducts training to allow employees to acquire skills and insights as members of society. These include “position-specific training” to hone necessary skills according to career path or position, as well as “overnight getaway training” sessions to discover and share the issues and problems of individuals and teams, and allow every employee to find specific solutions.



Training for a shared vision



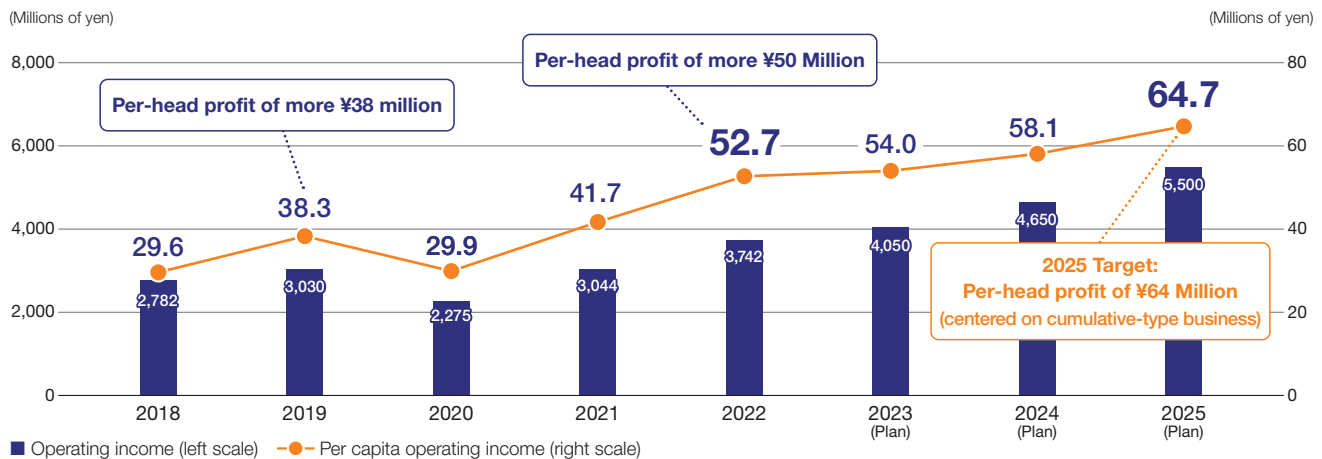
Karuizawa Training Institute & Recreational Facility

■ Achieve high efficiency as a cumulative-type business

Arealink has developed its business as a cumulative-type business model, achieving operating income per employee (per-head profit) of over ¥52 million in 2022.

We aim to further improve efficiency and achieve a per-head profit of ¥64 million by 2025.

Operating Income per Employee (Per-Head Profit)



Work Style Reform Initiatives

Even before the COVID-19 pandemic, Arealink had established a work system that included telecommuting and shorter working hours. We place importance on creating a work environment that embraces diversity based on individual career perspectives, and allows for work styles not bound by location, so that all employees are able to conduct their duties efficiently and

independently. For example, we have enhanced efficiency by digitizing data so that work can be done anywhere with a single computer. We also eliminated assigned desks for department heads and sales staff, allowing them to feel refreshed and focus on mental tasks, and supporting flexible thinking.

Promoting Diversity

Arealink recognizes that diverse perspectives and values that reflect a wide variety of experiences, skills, and attributes can be a strength for the company, ensuring sustainable growth. Accordingly, we will promote

diversity, including supporting the active participation of women. In the future, we will consider setting a target for the ratio of women in managerial positions.

Environmental and Social Initiatives

Environmental Initiatives

Through its self-storage business, Arealink is working to improve the living environment in Japan and conserve the environment through the effective use of resources. In addition to utilizing self-storage to create a comfortable and affluent society that values and takes care of things, we are conducting the “Container 100-Year Utilization Project” as a means of addressing environmental issues.

■ Reduction of waste

Utilization of Arealink’s self-storage facilities allows customers to safely store their belongings and organize their living spaces, helping to foster a culture of valuing things by limiting wasteful spending such as impulse purchases, and reducing waste through storage use. In addition, when Arealink is contracted to dispose of stored items as part of its service, we take steps to

reduce the environmental impact by selecting the optimal method from the perspective of the 3Rs (Reduce, Reuse, Recycle).

■ Long-term utilization of self-storage facilities

Compared to residential buildings, Arealink’s container-type and building-type self-storage properties can be used for a long time because they do not require plumbing facilities. In addition, when a container property operated by Arealink is closed due to the expiration of the contract, the containers can be painted and refurbished, and reused at another location. Going forward, we will continue to work to establish appropriate maintenance methods, and reduce our environmental impact through long-term use of containers for 50 or 100 years.

Realizing a Recycling-Oriented Society through Self-Storage

Fostering a culture that values things – contributing to waste reduction

- Self-storage can be used to safely keep cherished items.
- Awareness of self-storage reduces impulse purchases and wasteful spending, and makes life simple and stylish.

Beautifying the outward appearance of containers



Arealink is committed to improving the outward appearance of self-storage containers and protecting them from corrosion.

Construction and long-term use of environmentally friendly self-storage facilities

- Containers are regularly maintained regularly to help ensure long-term use.
- Self-storage properties do not have plumbing facilities or residents, minimizing deterioration and allowing for long-term use.
- Long-term use of wood-frame, highly durable “Self-Storage Mini” units reduces CO₂ emissions.

Converting the corrosive “red rust” to benign “black rust”



Human Rights Initiatives

Issues such as respect for human rights by preventing harassment, and consideration for the health of employees by preventing long working hours, are shared with Arealink’s Board of Directors.

Social Contribution Activities

■ Bettering life in Japan with self-storage

Perhaps because so many things in Japan are easily available and inexpensive, many people struggle to organize their homes overflowing with possessions. Throwing things away is always an option, but from the standpoint of recent global environmental problems, this is far from optimal. The better choice is to secure storage space outside the home for surplus items, and use things carefully.

There is a saying in Japan that “a disorderly a room is a disorderly mind.” Put another way, keeping excess items in self-storage and living in an organized space will give you more freedom, and allow you to live a richer life. As a “professional group for organization and storage,” Arealink will develop the self-storage industry throughout Japan, and contribute to the creation of an environmentally friendly society where people can lead bright and rich lives.

Establishing a Professional Group for Organization and Storage

Arealink = A professional group for storage

→ All employees acquire certification as Arrangement and Storage Advisor Class 2.

Company-wide “Self-storage Contest” held annually

→ Employees compete to offer the most convenient and usable service.

Convey the brilliance of organization and self-storage to the world

Greater organization and storage

⇒ More money, time, and peace of mind



Self-storage (trunk rooms) PR event held on October 2, 2022, to mark the designation of October 9 as “Trunk Room Day” by the Japan Anniversary Association.



Award ceremony for the 1st Self-Storage Photo Contest, sponsored by the Japan Self-Storage Association (JSSA).

■ Contributing to society with trunk rooms – Using containers in times of disaster

Arealink has been exploring ways to utilize self-storage trunk rooms for disaster preparedness ever since the 2011 earthquake and tsunami. Building on our experience of providing free use of our self-storage units for those affected by the 2016 Kumamoto Earthquake, we will establish a system to provide self-storage units free of charge in the event of a large-scale disaster, and support the reconstruction of the affected areas.

In 2017, Arealink concluded a disaster prevention agreement with Ota Ward in Tokyo to provide free

storage units to stock emergency supplies for people unable to return home following a disaster. The stockpiled goods include blankets, carpets, and other items necessary for people to stay temporarily in shelters.

During the Hokkaido Eastern Iburi Earthquake that occurred in September 2018, Arealink provided storage units in the outskirts of Sapporo, Hokkaido, free of charge to areas affected by the disaster.

Going forward, Arealink will continue to strengthen its disaster preparedness initiatives throughout Japan to fulfill its social responsibilities.

Eleven-Year Summary

Years ended December 31

	2022	2021	2020	2019
Summary of Income				
Net sales	¥20,878	¥20,572	¥22,477	¥29,333
Self-Storage Business*1	16,366	15,469	14,773	22,087
Land Rights Consolidation Business*1	3,110	3,716	6,063	5,402
Other Operational Services Business*1	1,400	1,385	1,640	1,842
Cost of sales	14,160	14,536	16,977	22,669
Gross profit	6,717	6,035	5,499	6,663
Selling, general and administrative expenses	2,975	2,990	3,223	3,633
Operating income	3,742	3,044	2,275	3,030
Ordinary income	3,758	3,009	2,161	3,000
Net income before income taxes	3,862	4,519	3,284	(2,860)
Net income	2,883	3,171	2,225	(1,753)
Financial Position				
Total assets	45,643	42,202	40,702	43,020
Current assets	20,032	17,319	15,947	19,903
Noncurrent assets	25,610	24,882	24,755	23,117
Interest-bearing debt	14,048	11,944	12,377	14,086
Net assets	23,072	20,963	18,139	16,419
Cash Flows				
Cash flows from operating activities	1,605	5,741	2,520	4,055
Cash flows from investing activities	(2,258)	(1,264)	(2,228)	(1,005)
Free cash flows	(653)	4,477	291	3,049
Cash flows from financing activities	1,492	(825)	(2,213)	(1,020)
Cash and cash equivalents at end of period	14,299	13,440	9,776	11,702
Amount per Share of Common Stock*2				
Net income per share (EPS)	227.54	250.72	176.16	(138.81)
Book value per share (BPS)	1,819.97	1,655.56	1,436.16	1,299.96
Cash dividends per share	69	47	31	40
Financial Indicators				
Operating income ratio	17.9	14.8	10.1	10.3
Return on equity	13.1	16.2	12.9	(10.0)
Return on assets	6.6	7.6	5.3	(4.3)
Shareholders' equity ratio	50.5	49.7	44.6	38.2
Interest-bearing debt ratio	61	57	68	86
Investment Indicators				
Price/Earning value ratio—PER*3	7.8	6.1	5.4	—
Price/Book value ratio—PBR*4	1.12	0.93	0.66	1.04
Price/Cash flow ratio—PCFR*5	6.50	4.26	3.39	(4.49)

*1 Reportable segments have been changed from the fiscal year ended December 31, 2020. The figures for the fiscal year ended December 31, 2019 have been revised retroactively.

*2 Consolidation-adjusted per share data

*3 Year-end share price/Net income per share

*4 Year-end share price/Net assets per share

*5 Year-end share price/Cash flow per share

	2018	2017	2016	2015	2014	2013	2012
	(Million of yen)						
Introduction	¥28,828	¥21,489	¥16,908	¥17,173	¥18,120	¥12,256	¥10,124
	—	—	—	—	—	—	—
	—	—	—	—	—	—	—
	—	—	—	—	—	—	—
Value creation	22,173	15,805	12,136	12,100	13,759	8,950	7,494
	6,655	5,683	4,771	5,073	4,360	3,306	2,629
	3,873	3,303	2,835	2,415	2,125	1,800	1,464
	2,782	2,379	1,935	2,657	2,235	1,505	1,165
	2,536	2,441	1,968	2,442	2,087	1,433	1,075
	2,267	2,322	1,902	2,405	2,222	1,369	844
	1,810	1,547	1,142	1,550	1,541	1,346	948
	(Million of yen)						
Strategy and resource allocation	37,862	29,904	23,791	19,312	19,539	23,017	18,612
	25,840	17,532	12,168	9,121	10,115	10,828	5,752
	12,022	12,372	11,622	10,191	9,423	12,189	12,860
	14,512	9,152	4,793	1,311	2,759	7,837	5,545
	18,749	16,351	15,283	14,626	13,514	12,282	10,935
	(Million of yen)						
Business strategy and performance	(2,380)	(2,992)	(708)	3,941	7,123	1,014	443
	(484)	(1,423)	(1,544)	(1,069)	146	(2,764)	(489)
	(2,865)	(4,416)	(2,253)	2,871	7,270	(1,750)	(45)
	5,944	3,854	2,999	(1,888)	(5,429)	2,256	311
	9,672	6,594	7,158	6,415	5,431	3,590	3,084
	(Yen)						
The foundation that supports sustainability	145.47	126.08	93.06	126.3	125.5	109.7	77.2
	1,484.44	1,332.88	1,245.09	1,191.4	1,100.9	1,000.5	890.8
	46	40	39	39	36	25	0
	(%)						
	9.7	11.1	11.4	15.5	12.3	12.3	11.5
	10.3	9.8	7.6	11.0	11.9	11.6	9.1
	5.3	5.8	5.3	8.0	7.2	6.5	5.3
	49.5	54.7	64.2	75.7	69.2	53.4	58.8
	77	55	31	9	20	64	50
	(Times)						
	8.06	18.8	13.4	11.4	11.2	11.9	8.9
	0.79	1.78	1.00	1.21	1.27	1.30	0.77
	7.34	18.75	8.94	8.65	7.02	9.00	5.86

Introduction

Value creation

Strategy and resource allocation

Business strategy and performance

The foundation that supports sustainability

Data section

Status of Self-Storage Business

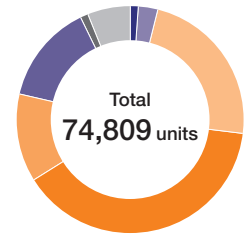
Storage Units by Region

2,087 bases Total units **99,677** units (As of June 30, 2023)

	Total	Proportion of Total		Total	Proportion of Total
Hokkaido	1,509	1.51%	Shiga	292	0.29%
Aomori	98	0.10%	Kyoto	1,834	1.84%
Iwate	20	0.02%	Osaka	5,488	5.51%
Miyagi	1,678	1.68%	Hyogo	3,920	3.93%
Akita	31	0.03%	Nara	637	0.64%
Yamagata	74	0.07%	Wakayama	27	0.03%
Fukushima	167	0.17%	Tottori	85	0.09%
Ibaraki	969	0.97%	Shimane	30	0.03%
Tochigi	408	0.41%	Okayama	218	0.22%
Gunma	1,059	1.06%	Hiroshima	416	0.42%
Saitama	10,391	10.42%	Yamaguchi	271	0.27%
Chiba	11,538	11.58%	Tokushima	49	0.05%
Tokyo	31,011	31.11%	Kagawa	454	0.46%
Kanagawa	12,687	12.73%	Ehime	200	0.20%
Niigata	280	0.28%	Kochi	69	0.07%
Toyama	177	0.18%	Fukuoka	2,400	2.41%
Ishikawa	238	0.24%	Saga	106	0.11%
Fukui	143	0.14%	Nagasaki	144	0.14%
Yamanashi	202	0.20%	Kumamoto	371	0.37%
Nagano	383	0.38%	Oita	110	0.11%
Gifu	611	0.61%	Miyazaki	150	0.15%
Shizuoka	1,780	1.79%	Kagoshima	386	0.39%
Aichi	6,113	6.13%	Okinawa	36	0.04%
Mie	417	0.42%	Total	99,677	100.00%

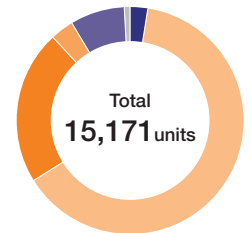
Container type: Breakdown of number of units by region

- Hokkaido: **1.28%**
- Tohoku: **2.65%**
- Tokyo: **23.10%**
- Kanto (excluding Tokyo): **39.18%**
- Chubu: **12.43%**
- Keihanshin: **14.22%**
- Chugoku: **1.30%**
- Kyushu, Okinawa, Shikoku: **5.84%**



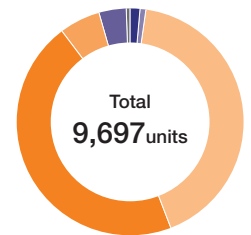
In-building trunk type: Breakdown of number of units by region

- Hokkaido: **2.73%**
- Tohoku: **63.61%**
- Kanto (excluding Tokyo): **21.96%**
- Chubu: **3.24%**
- Keihanshin: **7.78%**
- Kyushu, Okinawa, Shikoku: **0.69%**

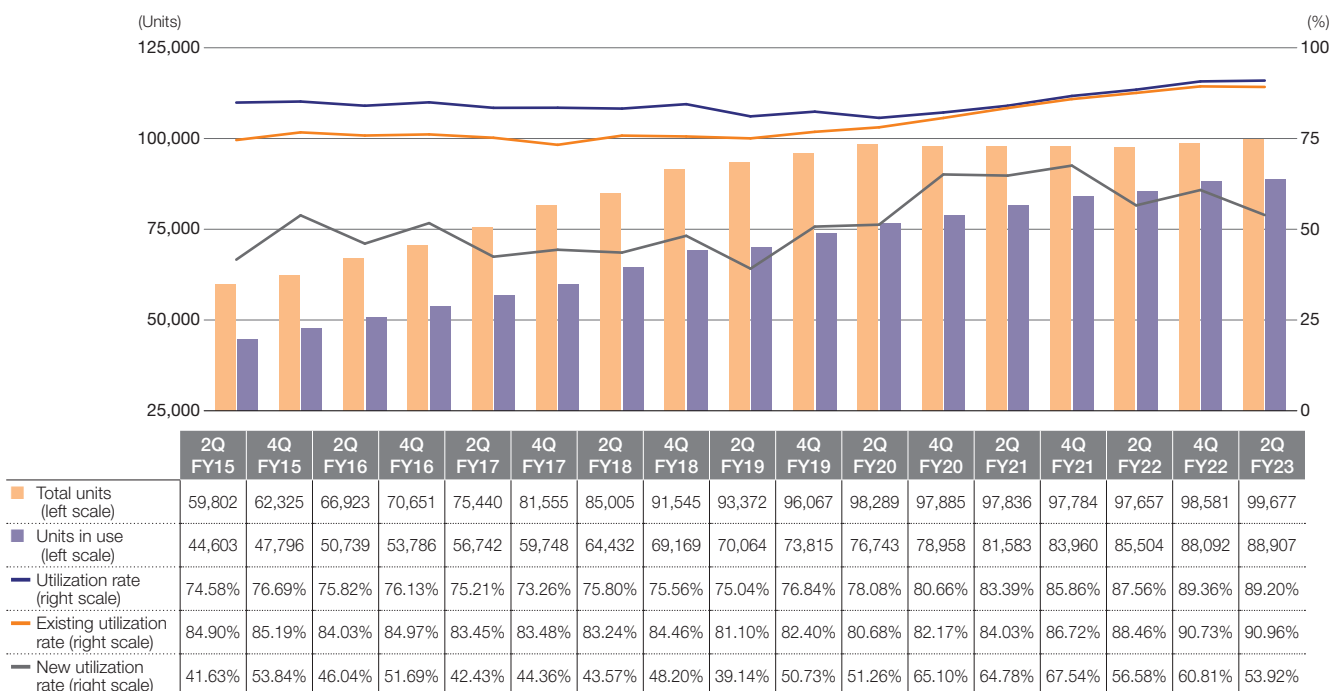


Self-storage properties with land type: Breakdown of number of units by region

- Hokkaido: **1.41%**
- Tohoku: **0.89%**
- Tokyo: **42.11%**
- Kanto (excluding Tokyo): **45.45%**
- Chubu: **5.72%**
- Keihanshin: **3.94%**
- Chugoku: **0.48%**



Total Units in Use and Utilization Rates in the Self-Storage Business



* Existing: Units after more than two years since they opened New: Units after less than two years since they opened New for FY 2023: Newly opened in 2022 and 2023

Stock Information/Company Profile (As of December 31, 2022)

Securities Code	8914
Stock Listing	TSE Standard Market
Share Handling Agent	Mitsubishi UFJ Trust and Banking Corporation
Authorized Shares	35,760,000 Shares
Number of Shares Issued and Outstanding	12,940,900 Shares
Trading Unit of Shares	100 Shares
Number of Shareholders	5,582

Status of Shareholders

Principal shareholders	Number of shares held	% of total
Naomichi Hayashi	2,846,687	22.45
GOLDMAN, SACHS & CO. REG	825,011	6.50
Takeyasu Tsujimoto	505,700	3.98
NIIHAMA IRON WORKS CO., LTD.	310,000	2.44
Trust & Custody Services Bank, Ltd. (Trust account B)	307,700	2.42
The Master Trust Bank of Japan, Ltd. (Trust account)	304,100	2.39
Amix Co., Ltd.	250,000	1.97
Takeshi Watanabe	223,000	1.75
Satoshi Nakajima	220,000	1.73
Arealink's supplier stock ownership	208,900	1.64

Notes: 1. The list excludes Arealink, who owns 263,402 shares of its treasury stock.
2. The ownership percentages were calculated after exclusion of the 263,402 treasury shares.

Stock Price

	2017/12	2018/12	2019/12	2020/12	2021/12	2022/12
High (Yen)	2,571	4,225	1,480	1,335	1,729	2,041
Low (Yen)	1,220	1,139	889	631	932	1,245
Close (Yen)	2,376	1,173	1,350	945	1,536	1,780
Market capitalization (Millions of yen)	29,881	15,179	17,470	12,229	19,877	23,034

IR Communication

Arealink holds twice-yearly results briefings for institutional investors and securities analysts. These briefings include explanations of business results, and President Hayashi directly presents the company's growth strategies. A video of the most recent results briefing is available on the company IR website, along with the presentation material.

Contact:

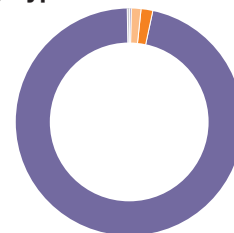
IR Office, Administrative Department 03-3526-8556

Company Profile

Company Name	Arealink Co., Ltd.
Head Office	4-14-1, Sotokanda, Chiyoda-ku, Tokyo 101-0021
Established	April 1995
Paid-in Capital	6,111,539 thousand yen
Number of Employees	71 (excluding Directors, temporary employees and contract employees)
Balance Date	December
Main Financing Banks	Resona Bank, Limited., Kiraboshi Bank, Ltd., and Mizuho BANK

Breakdown of Shareholders by Type

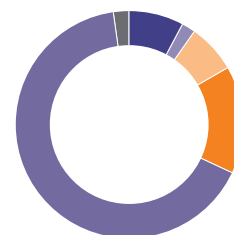
Financial institutions: 5	0.09%
Financial instruments and financial dealers: 19	0.34%
Other companies: 72	1.29%
Foreign investors: 92	1.64%
Individuals and others: 5,393	96.63%
Treasury: 1	0.01%



Breakdown of Shares by Type of Shareholder

(Hundreds shares)

Financial institutions: 7,146	5.56%
Financial instruments and financial dealers: 2,889	2.25%
Other companies: 9,400	7.32%
Foreign investors: 21,825	16.99%
Individuals and others: 84,597	65.84%
Treasury: 2,634	2.05%



Introduction

Value creation

Strategy and resource allocation

Business strategy and performance

The foundation that supports sustainability

Data section



FY12/22 Results Briefing Video Streaming Site (Japanese)

URL <https://www.arealink.co.jp/>