



“We supply the best use of space.”

Results Briefing Fiscal Year Ended December 2021

February 14, 2022
Arealink Co., Ltd.



Trunk House 24 Toyonaka Okamachi,
61 units



Hello Storage Shimoitabashi,
62 units

FY12/21 Business Results

Wataru Sasaki
Director, Head of Administrative Division

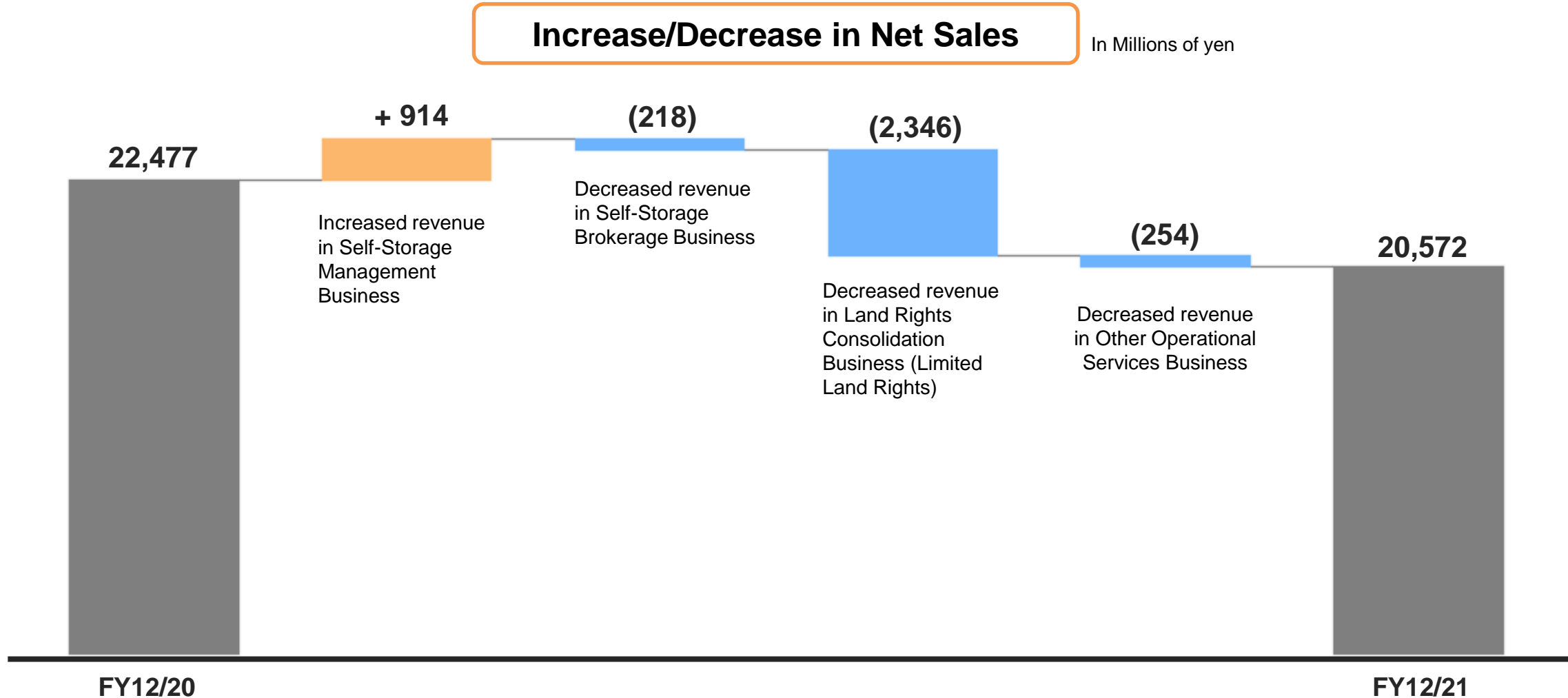
FY12/21 Full-Year Business Results

Revenue Declined While Earnings Increased as Profit Ratio Improved Significantly

In Millions of yen	FY12/20		FY12/21		
	Actual	Percent of Sales	Actual	Percent of Sales	YoY
Net Sales	22,477	—	20,572	—	– 8.5%
Cost of Sales	16,977	75.5%	14,536	70.7%	– 14.4%
Gross Profit	5,499	24.5%	6,035	29.3%	+ 9.7%
SG&A Expenses	3,223	14.3%	2,990	14.5%	– 7.2%
Operating Income	2,275	10.1%	3,044	14.8%	+ 33.8%
Ordinary Income	2,161	9.6%	3,009	14.6%	+ 39.2%
Extraordinary Profit and Loss	1,123	5.0%	1,510	7.3%	+ 34.4%
Income Before Income Taxes	3,284	14.6%	4,519	22.0%	+37.6%
Net Income	2,225	9.9%	3,171	15.4%	+ 42.5%

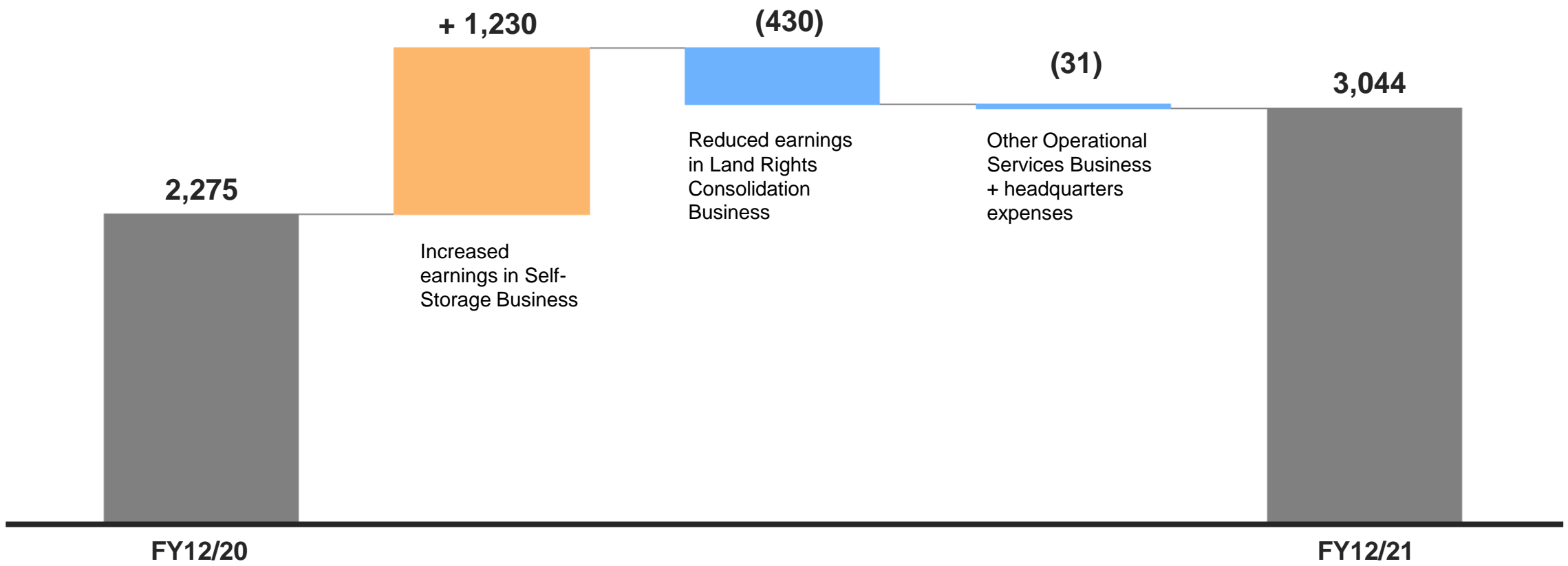
Analysis of YoY Difference in Net Sales

A Decrease in Land Rights Consolidation Revenue Led to Overall Revenue Decreasing but Self-Storage Management Revenue Continued to Increase



Significant Increase in Earnings From the Self-Storage Business

Increase/Decrease in Operating Income In Millions of yen



Extraordinary Income: Reverse Gain Following the Cessation Of Container Purchases

In Millions of yen	FY12/20	FY12/21	YoY
Operating income	2,275	3,044	+ 33.8%
Non-operating Income	67	164	+ 135.4%
Non-operating Expenses	182	199	+ 8.4%
Ordinary Income	2,161	3,009	+ 39.2%
Extraordinary Income	1,495	1,833	+ 22.6%
Extraordinary Loss	372	323	- 13.1%
Income Before Income Taxes	3,284	4,519	+ 37.6%
Income Taxes — Current	463	734	+ 58.3%
Income Taxes — Deferred	596	613	+ 2.9%
Net Income	2,225	3,171	+ 42.5%

Non-operating Income
 Compensation for Transfer ¥69 million

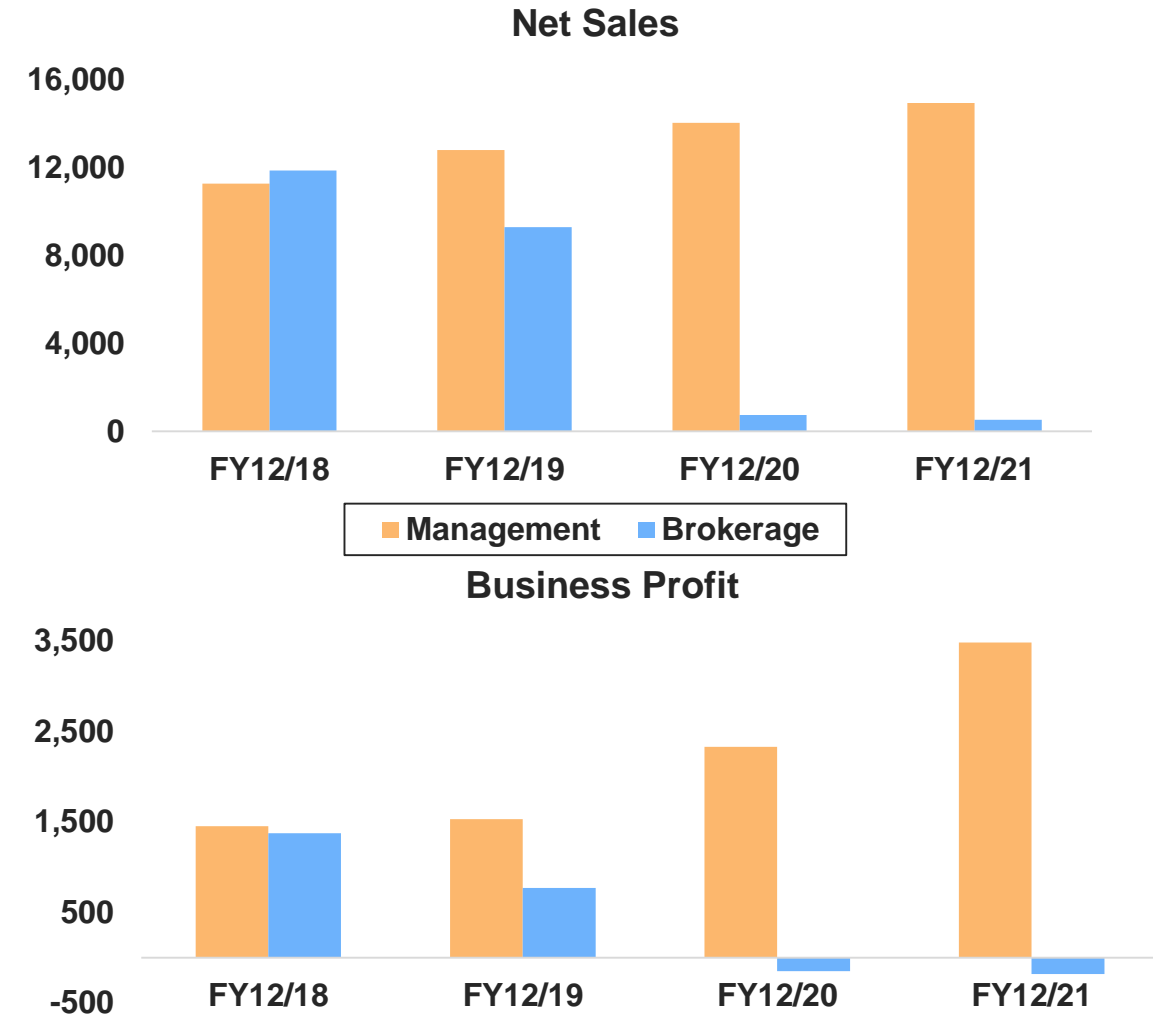
Non-operating Expenses
 Interest Expenses ¥107 million
 Commission Fee ¥73 million

Extraordinary Income
 Reverse Gain With Provision for Loss on
 Repurchases ¥1,610 million
 Gain on Sale of Businesses ¥193million

Extraordinary Loss
 Impairment Loss ¥235 million
 Loss on Retirement of Non-current Assets
 ¥41 million

Increase in Revenue and Significant Increase in Earnings in the Second Fiscal Year After the Policy Change

Self-Storage Business			
	FY12/20 Actual	FY12/21 Actual	YoY
In Millions of yen			
Net Sales	14,773	15,469	+ 4.7%
Gross Profit	3,614	4,845	+ 34.1%
SG&A Expenses	1,429	1,430	+ 0.0%
Business Profit	2,184	3,415	+ 56.3%

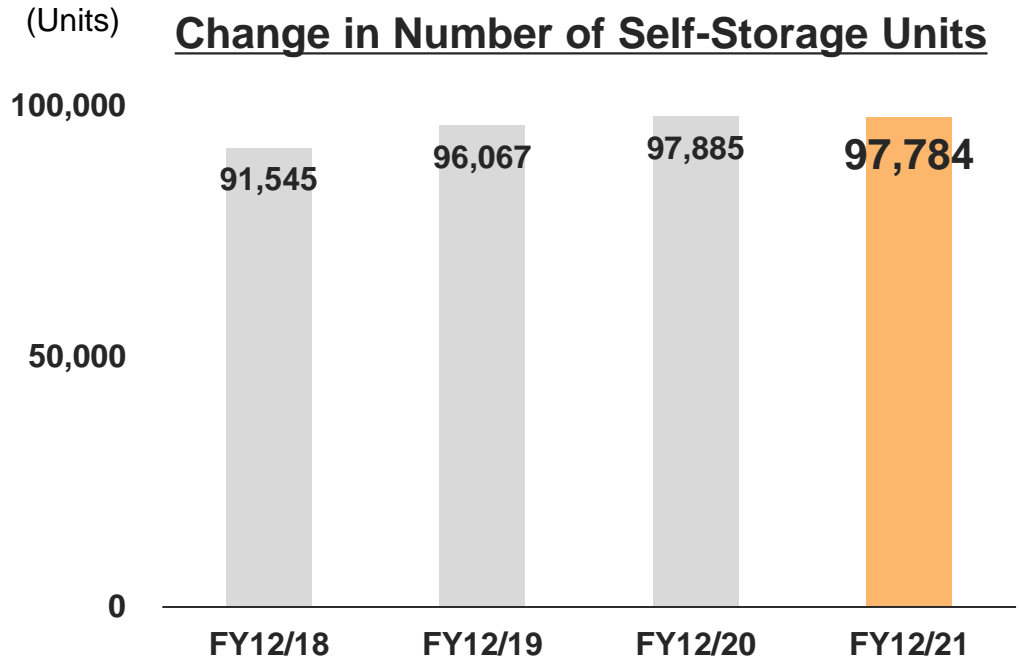


Management: Increased Revenue for the 18th Consecutive Fiscal Year Since Listing, Earnings Increased Significantly Due to Improved Profit Ratio

Self-Storage Management			
	FY12/20 Actual	FY12/21 Actual	YoY
In Millions of yen			
Net Sales	14,027	14,941	+ 6.5%
Gross Profit	3,502	4,760	+ 35.9%
SG&A Expenses	1,169	1,192	+ 2.0%
Business Profit	2,333	3,568	+ 52.9%

- **Self-Storage Management: Business profit ratio improved 7.3 ppt on the end of the previous term**
- **Total number of self-storage units decreased by 101 on the end of the previous term to 97,784**
- **Utilization rate increased 5.20 ppt on the end of the previous term to 85.86%, the highest since listing in 2003**
- **Main Factors Behind the Significant Increase in Earnings:**
 - Rise in the utilization rate
 - Fall in cost due to container repurchases
 - Reverse gain on provision for loss on subleases (temporary reversal in 4Q)

Slight Year-On-Year Decrease to 97,784 Units (Down 101 on the End of the Previous Term)



	Planned	Result
New units in 2021	1,000	1,614

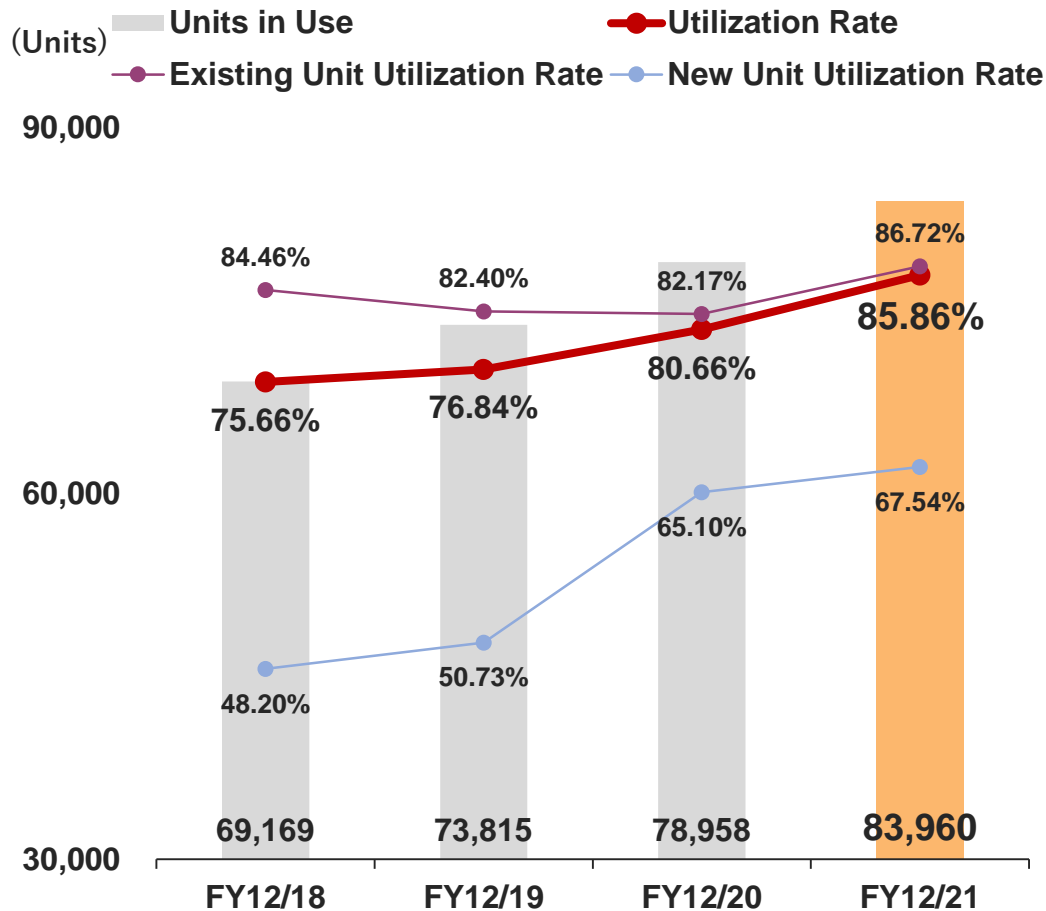
- **Main Factors Behind the Decrease in Total Units:**
 - In April 2020, the opening of new units was temporarily suspended in anticipation of an economic downturn following the spread of COVID-19.
 - The opening of new units was restarted in November 2020. As the opening requires at least six months, the full-year comparison for 2021 decreased.

- **Factors such as the expiry of land leasing agreements and the elimination of unprofitable units result in the closure of around 1,000 to 1,500 units each year**

- **In 2021, 1,614 new units were launched, compared to plans for 1,000. Some of these were planned openings for 2022 that were brought forward.**

The Utilization Rate 85.86% (Up 5.20 ppt on the End of the Previous Term), The Highest Since Listing

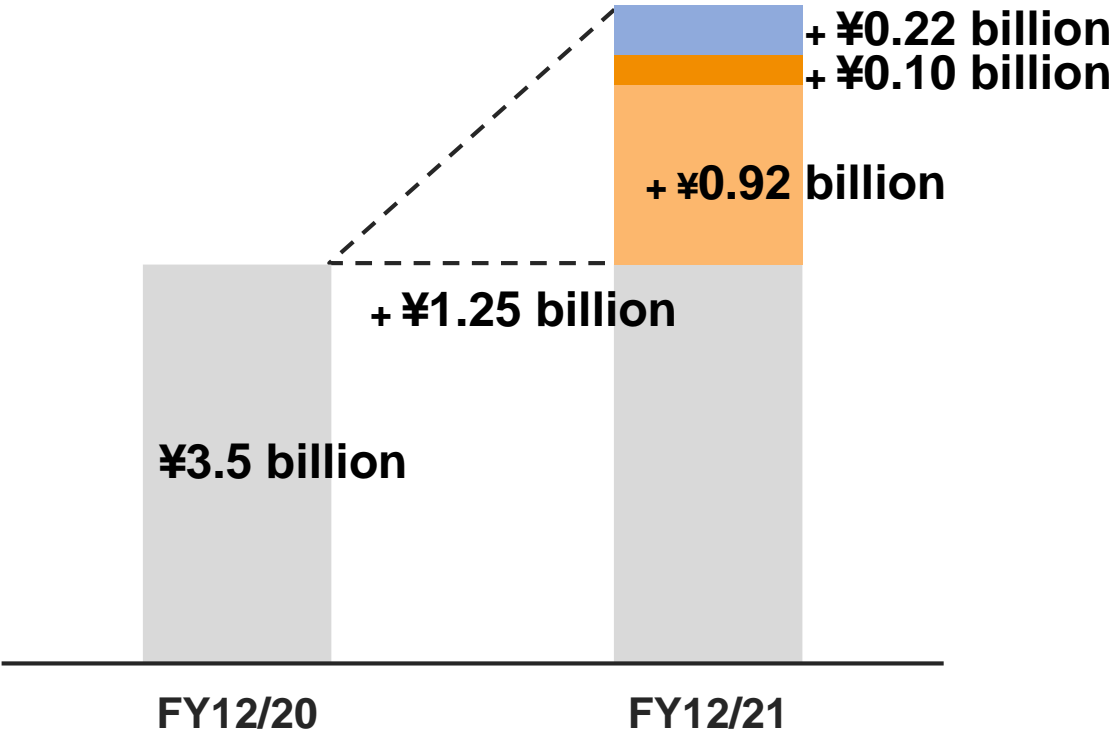
Change in Units in Use and Utilization



- Existing unit utilization rate increased getting a boost from the gradually improving utilization of large number of units opened from 2016 to 2018
- Stricter conditions and quality enhancements for unit opening since 2019 are increasing the new unit utilization rate
- The COVID-19 pandemic has not affected overall demand for self-storage
(Positive Impact)
Demand created as people organize homes for remote work, etc.
(Negative Impact)
Cancellations caused by economic downturn

Factors Behind the Significant Increase in Earnings: 1) Improved Utilization Rate 2) Container Repurchases

Analysis of the Gross Profit Increase



- An Increase in Sales Due to a Rise in Utilization Directly Affected Gross Profit
 - ▶ Increase of approx. **¥920** million on the end of the previous term

- Provision for Loss on Subleases Recorded in 2018 Reversal of the provision was caused by a rise in the utilization rate and a switch to opening company-owned facilities.
 - ▶ Increase of approx. **¥100** million on the end of the previous term (temporary)

- Container Repurchases Boosted Profit
 - ▶ Increase of approx. **¥220** million on the end of the previous term

Container Repurchasing Ceased in 2021 With About 40% Of Eligible Containers Purchased

Change in Provision for Loss on Repurchases

In millions
of yen

	Balance at beginning of FY2021	Purchases	Purchases not required or discontinued	Other (Reassessing, etc.)	Balance at the end of FY2021
FY2021	2,297	682	1,600	12	0

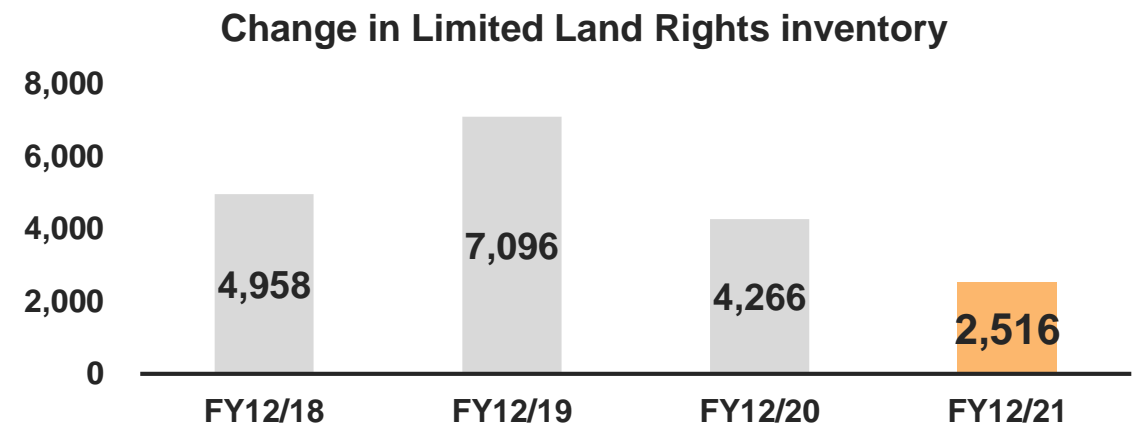
	Initial Balance	Purchases	Purchases not required or discontinued	Other (Reassessing, etc.)	End Balance
Total	5,195	1,959	2,706	527	0

- Container repurchasing has been ceased, as announced on December 16, 2021
- Eligible containers representing around 40% of the total amount of the provision have been purchased
- Basic policy on purchases is installment payments so no significant effect on cash flow
- The purchases have boosted Self-Storage Management profits

Revenue and Earnings Decreased; While Earnings Forecast Not Achieved Due to Sales to Reduce Inventory in 4Q, Business Scale Optimized

Land Rights Consolidation Business			
	FY12/20 Actual	FY12/21 Actual	YoY
In Millions of yen			
Net Sales	6,063	3,716	-38.7%
Gross Profit	1,362	743	-45.4%
SG&A Expenses	489	301	-38.4%
Business Profit	872	442	-49.3%

- Although revenue and earnings decreased significantly, the scale of the business is being optimized following a shift in policy to focus on quality rather than quantity
- As sales to reduce inventory progressed in 4Q, the profit ratio decreased
- Inventory at the end of 2021 was ¥2,516 million, down ¥1,750 million on end of previous term



Achieved Budget Despite Decrease in Revenue and Earnings Following Withdrawal From Rental Meeting Room and Parking Businesses

Other Operational Service Business			
	FY12/20 Actual	FY12/21 Actual	YoY
In Millions of yen			
Net Sales	1,640	1,385	-15.5%
Gross Profit	522	445	-14.8%
SG&A Expenses	126	63	-50.1%
Business Profit	396	382	- 3.5%

■ Asset Management

- Achieved budget despite decrease in revenue and earnings
- Lower rents for some tenants due to COVID-19 continuing

■ Offices

- Achieved budget with increased revenue and decreased earnings
- Expenses incurred from opening new facility in April 2021 was a factor behind decreased earnings
- Utilization rate of the said new facility reached over 90% in around six months

Status of Balance Sheet

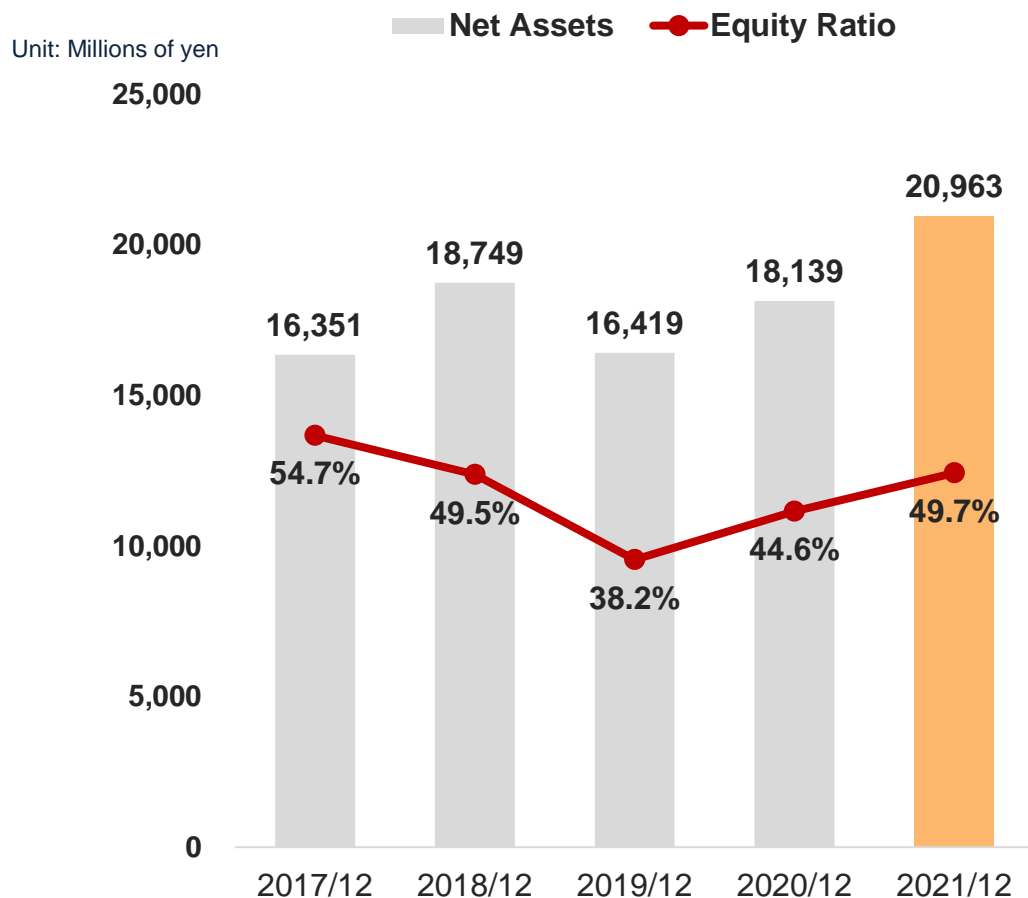
Stable Financial Base With Cash and Deposits Total Around ¥13.4 Billion

In Millions of yen

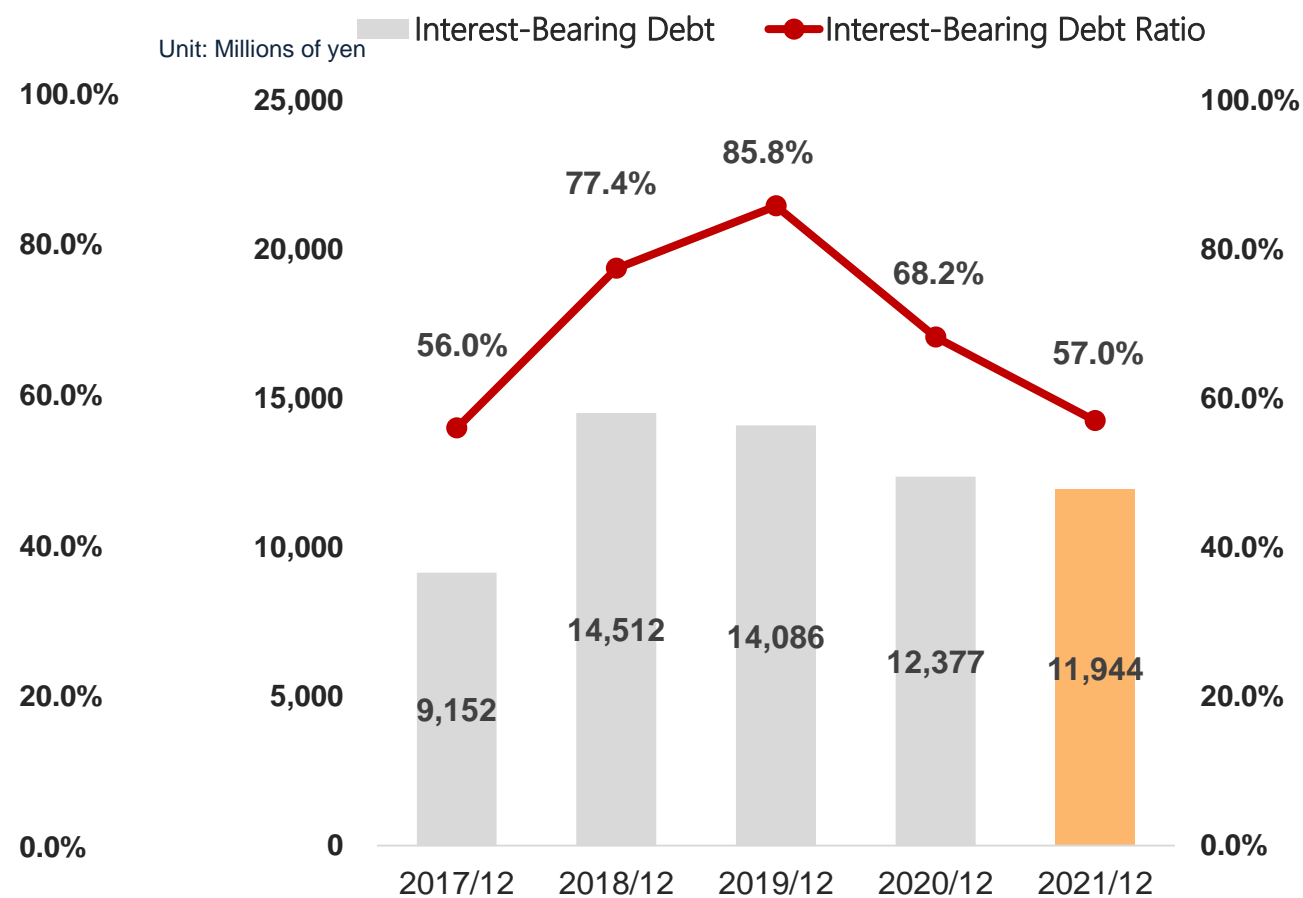
		Cash and Deposits 13,440	Current Liabilities 5,867	Current Portion Of Long-Term Debt	1,416 million yen
		Other Current Assets 3,879	Fixed Liabilities 15,371	Long-Term Loans Payable	7,656 million yen
Real Estate for Sale (of which limited land rights	3,127 million yen 2,516 million yen)			Lease Obligations	1,848 million yen
		Fixed Assets 24,882	Net Assets 20,963	Long-Term Accounts Payable - Other	2,839 million yen
Land	8,027 million yen			Total Liabilities (YoY)	21,239 million yen - 1,324 million yen)
Buildings	5,709 million yen				
Tools, equipment and fixtures	4,550 million yen			Net Assets (YoY)	20,963 million yen + 2,823 million yen)
Total Assets (YoY)	42,202 million yen + 1,499 million yen)				

Equity Ratio Improved to 49.7% And Interest-Bearing Debt Ratio Decreased

Equity Ratio



Interest-Bearing Debt



Interest-bearing debt: Short-term loans payable + bonds payable (including current portion of bonds) + long-term loans payable (including current portion of long-term loans payable) + lease obligations
 Interest-bearing debt ratio= Interest-bearing debt/Net assets × 100

Unit: Millions of yen

	FY12/20	FY12/21
Cash Flows From Operating Activities	2,520	5,741
Cash Flows From Investing Activities	(2,228)	(1,264)
Cash Flows From Financing Activities	(2,213)	(825)
Cash and Cash Equivalents at the End of Year	9,776	13,440

Cash Flows From Operating Activities

Income Before Income Taxes	4,519 million yen
Inventory	1,476 million yen
Provision for Loss on Repurchases	– 2,297million yen

Cash Flows From Investing Activities

Purchase of Noncurrent Assets	2,349 million yen
-------------------------------	-------------------

Cash Flows From Financing Activities

Proceeds From Long-Term Loans Payable	2,001 million yen
Repayment of Long-Term Loans Payable	– 2,363 million yen
Cash Dividends Paid	– 391 million yen

Medium-Term Business Plan 2022-2024

Medium-Term Business Plan 2022-2021 — Management Targets

In Millions of yen	2021		2022		2023		2024	
	Actual	Profit Margin	Projected	Profit Margin	Projected	Profit Margin	Projected	Profit Margin
Net Sales	20,572	—	20,600	—	22,800	—	24,000	—
Operating Income	3,044	14.8%	3,300	16.0%	3,500	15.4%	3,800	15.8%
Ordinary Income	3,009	14.6%	3,200	15.5%	3,400	14.9%	3,700	15.4%

Self-Storage No. of New Units*	1,614 units	2,300 units	3,000 units	3,900 units
--------------------------------	--------------------	--------------------	--------------------	--------------------

*Excludes cancellations

- **Structural Reform – Advance Shift to Cumulative-Type Business and Focus On Growth in Earnings Rather Than Net Sales**
- **New Unit Openings: New Units in 2022 Decrease by Which Units Opened in Advance in 2021 Shift to Steady Opening Plan From 2023 Onward**

Income Target for 2023 in the Initial Plan Brought Forward One Year; Steady Increases in Revenue and Earnings Planned

Initial Three-Year Plan

In Millions of yen	2021	2022	2023
Net Sales	19,700	21,800	23,800
Operating Income	2,500	2,800	3,200
Ordinary Income	2,400	2,700	3,100

New Three-Year Plan

In Millions of yen	2021 (Actual)	2022	2023	2024
Net Sales	20,577	20,600	22,800	24,000
Operating Income	3,044	3,300	3,500	3,800
Ordinary Income	3,009	3,200	3,400	3,700

Ordinary Income Ratio

Initial Plan
2023 **13.0%**



New Plan
2022 **15.5%**

- Income Ratio Results Significantly Improved in 2021
- Plan to Achieve the Initial 2023 Ordinary Income Target of ¥3.1 Billion in 2022, a Year in Advance

Self-Storage Management – The Main Pillar of the Medium-Term Management Plan



Self-Storage Business

Further Improvement of Self-Storage

- Continuous On-Site Improvements in Both Indoor / Outdoor Type
- Upgrade Both Interiors / Exteriors
- Enhance and Expand Self-Storage Mini Openings
- Enhance Management Efficiency Through "Cockpit Management" (see page 42)



Land Rights Consolidation Business

Stable Earnings From Purchase and Sale Business

- Shift to Stable Profitability Rather Than Rapid Growth
- Achieve Higher Efficiency With Improved Inventory Turnover Rate



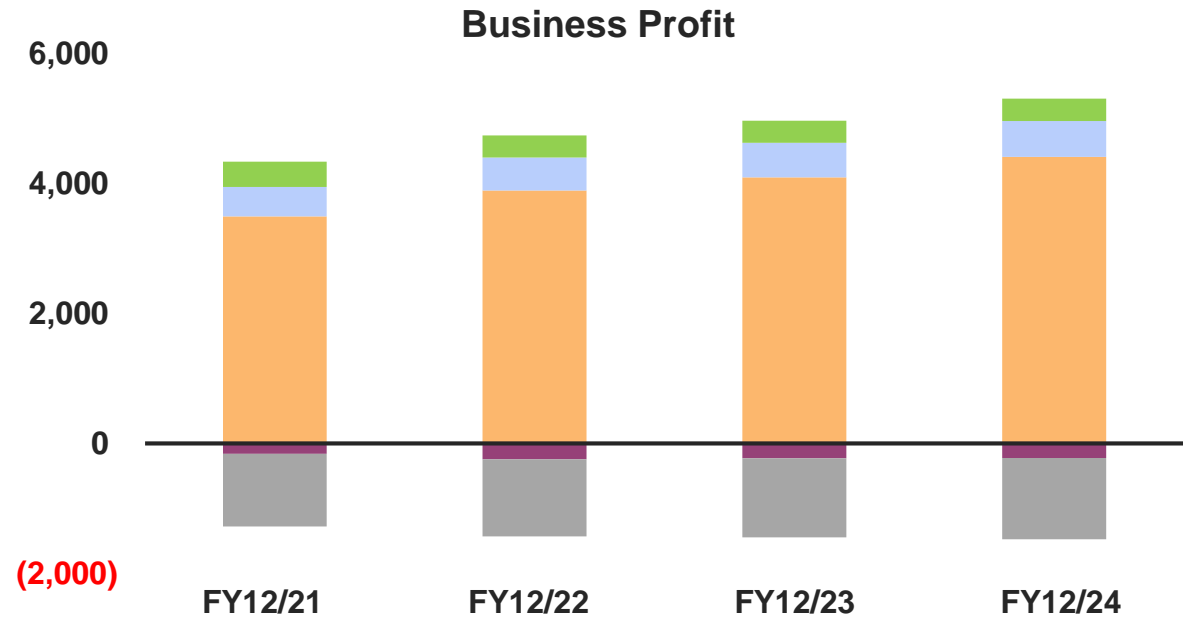
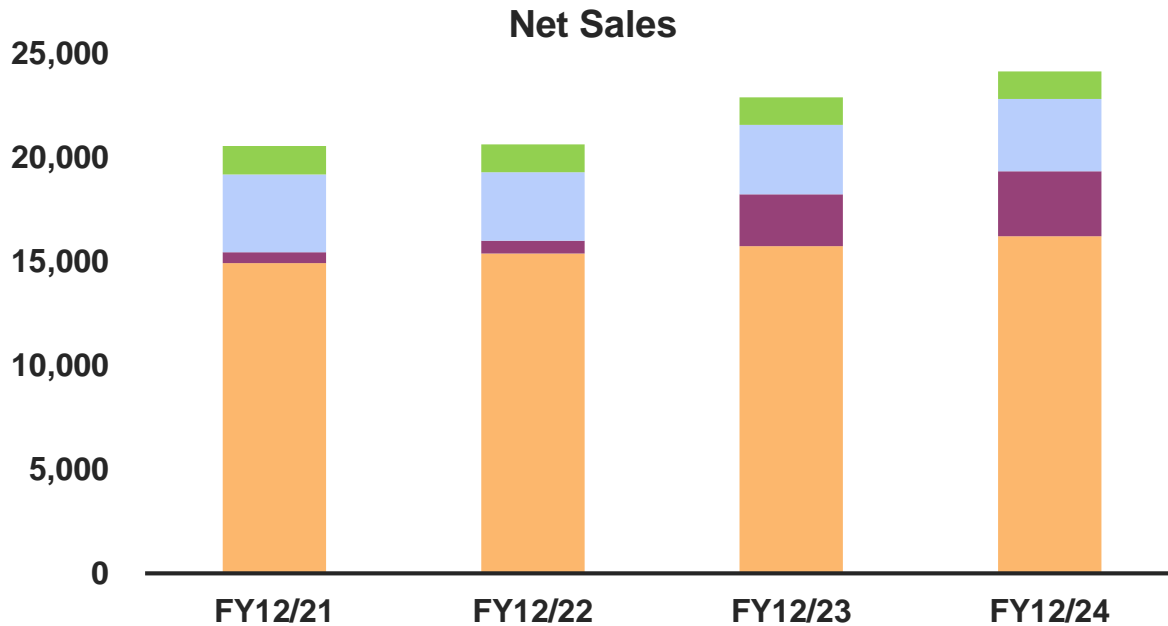
Other Operational Service Business

Maintain Stable Earning Sources

- Asset Management and Offices as The Two Main Pillars
- Keep Utilization High
- Regular Capital Investment and Long Usage

Profit Increase Driven by Self-Storage Management; Self-Storage Brokerage Contribute Only to Increase Sales

■ Self-Storage Management
 ■ Self-Storage Brokerage
 ■ Land Rights Consolidation
 ■ Other
 ■ Head Office Expenditures



- Profit Increase Driven by Self-Storage Management
- To Procure Funds for Strengthening Self-Storage Mini, Proceed With Sales to Investors Which Do Not Contribute to Earnings
- Land Rights Consolidation and Other Operational Service Maintain or Slightly Increase

FY12/22 Earnings Outlook

	FY12/21		FY12/22		
	Actual	Percent of Sales	Plan	Percent of Sales	YoY
In Millions of yen					
Net Sales	20,572	—	20,600	—	+ 0.1%
Operating Income	3,044	14.8%	3,300	16.0%	+ 8.4%
Ordinary Income	3,009	14.6%	3,200	15.5%	+ 6.3%
Net Income	3,171	15.4%	2,100	10.2%	− 33.8%

FY12/22 Earnings Outlook (by Segment)

In Millions of yen

		FY12/21		FY12/22		
		Actual	Percent of Sales	Forecast	Percent of Sales	YoY
Self-Storage Business	Net Sales	15,469	—	16,000	—	+ 3.4%
	Operating Income	3,415	22.2%	3,650	22.8%	+ 6.9%
Land Rights Consolidation Business (Limited Land Rights)	Net Sales	3,716	—	3,270	—	-12.0%
	Operating Income	442	11.9%	510	15.2%	+ 15.3%
Other Operational Services Business	Net Sales	1,385	—	1,330	—	-4.0%
	Operating Income	382	27.6%	340	26.9%	-11.1%
Management Division	Net Sales	—	—	—	—	—
	Operating Income	(1,195)	—	(1,200)	—	+ 0.4%
Total for All Businesses	Net Sales	20,572	—	20,600	—	+ 0.1%
	Operating Income	3,044	14.8%	3,300	16.0%	+ 8.4%

- **Steady Increases in Revenue and Earnings Planned in Self-Storage Business**
- **Plan to Decrease Revenue but Increase Earnings in Land Rights Consolidation Business by Raising Profit Ratio**

Planned Dividend to Exclude Effects of Extraordinary Income and Increase ¥3 in 2022

Dividend per Share and Payout Ratio

	FY2021 (Plan)	FY2022 (Forecast)
Dividend per Share (Yen)	47.0	50.0
Payout Ratio	18.7%*	30.1%

- Since dividends were paid based on results excluding extraordinary losses associated with container repurchases in fiscal 2019, dividends in fiscal 2021 will be paid excluding any impact from the reversal gain of the above provision.

Basic Policies and Main Measures

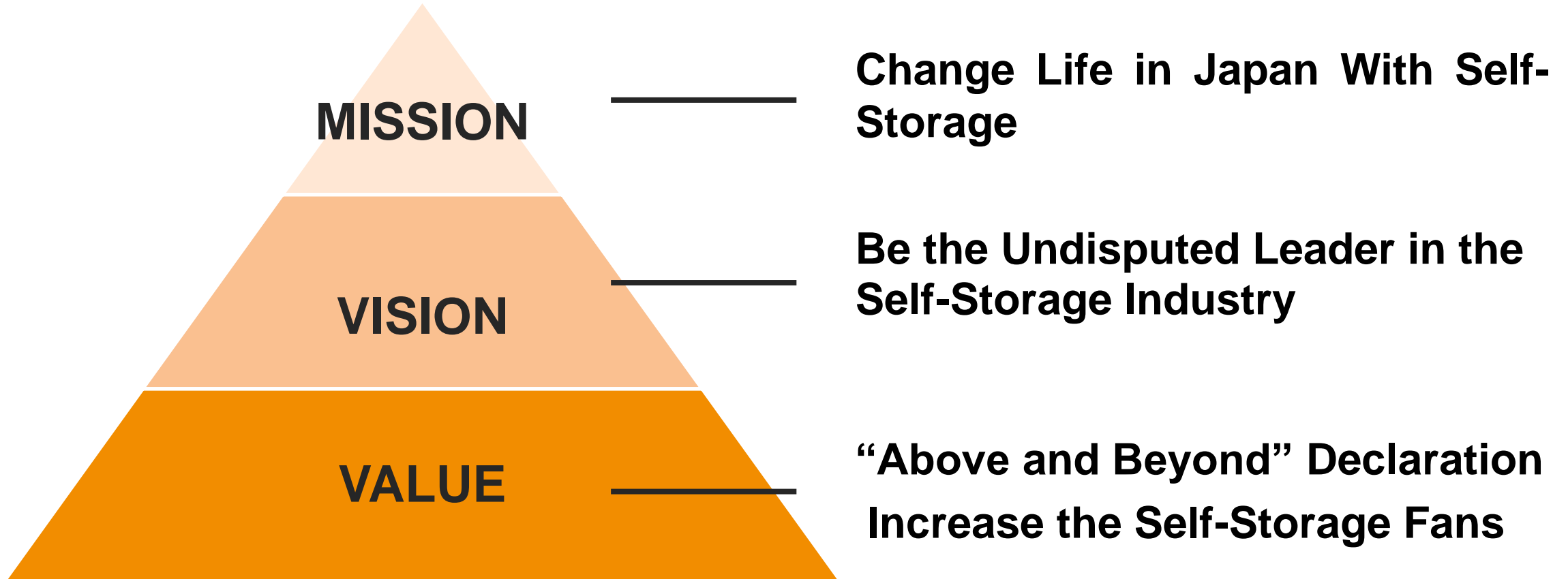
Naomichi Hayashi
President & CEO

- ◆ **Implement Our Management Philosophy – “Above and Beyond” Declaration**
- ◆ **Growth Through Cumulative-Type Businesses Centered on the Self-Storage Management**
- ◆ **“Change Life in Japan With Self-Storage” – Make Self-Storage an Essential Part of Society**
- ◆ **Per-Head Management – Human Resource Development / Arealink Master**

Implement Our Management Philosophy – “Above and Beyond” Declaration

Management Philosophy

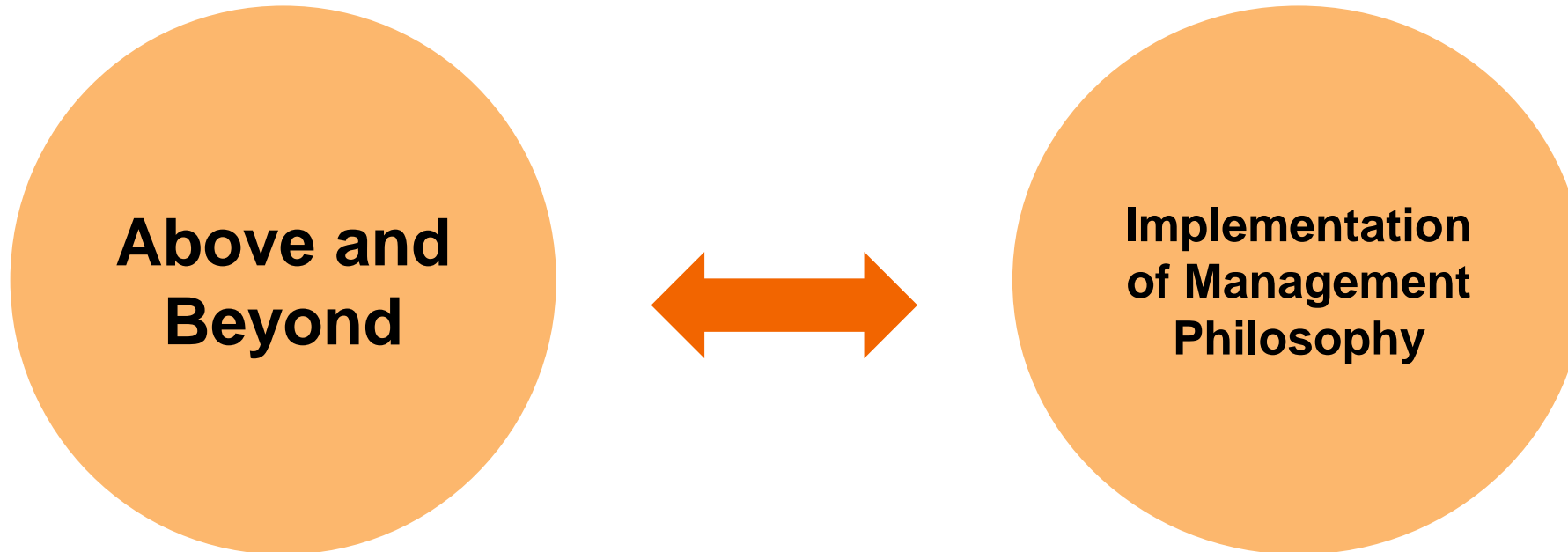
Provide Convenience, Joy, and Excitement



**Sense of “Above and Beyond”
= Implementation of Management Philosophy**

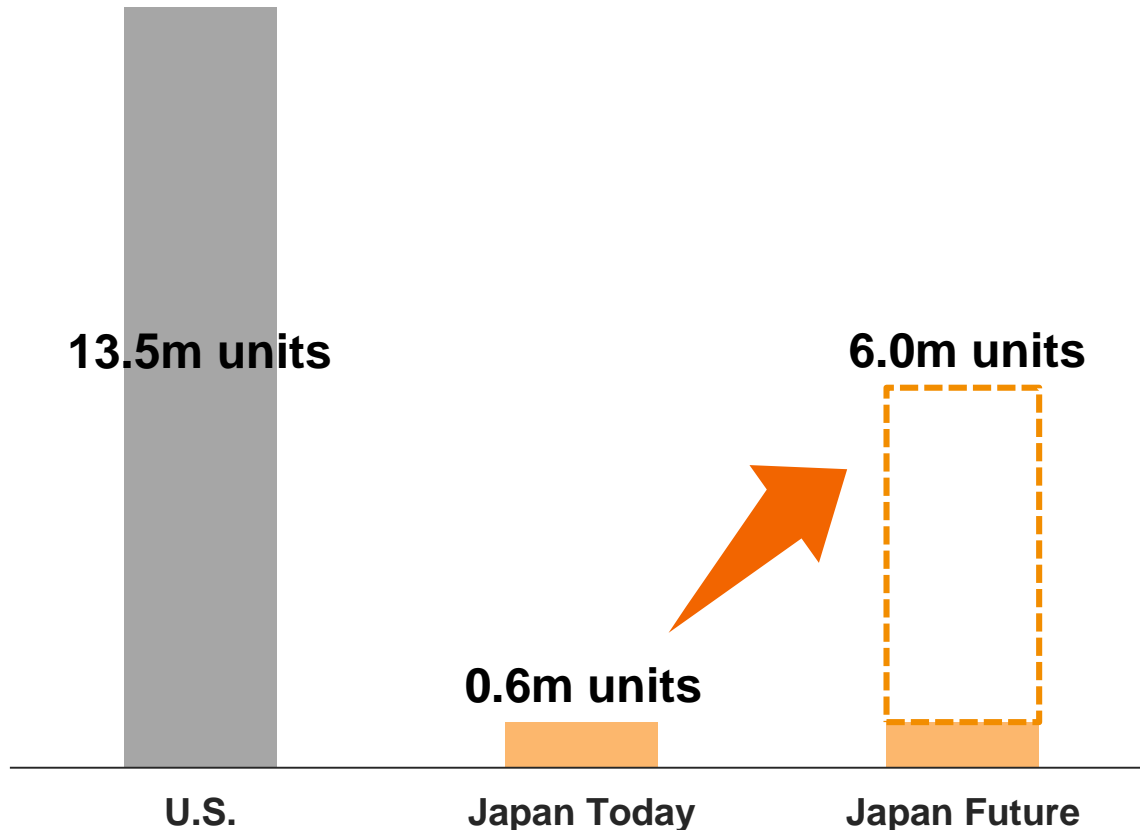
Actions Conscious of Our Philosophy Guidelines → Above and Beyond

Actions Conscious of Above and Beyond → Implementing Our Philosophy Guidelines



“Change Life in Japan With Self-Storage” – Make Self-Storage an Essential Part of Society

Simple Calculation Comparing Japan and the U.S.: The Japanese Market Has Potential for Ten-Fold Growth From Current Level



No. of units used in U.S. (Source: Demand Study, Self Storage Association (SSA))

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)

U.S.

◆ No. of Self-Storage Users:

Approx. 13.5 million units

10.6% of all households

Current Situation in Japan

◆ Total Supply of Self-Storage:

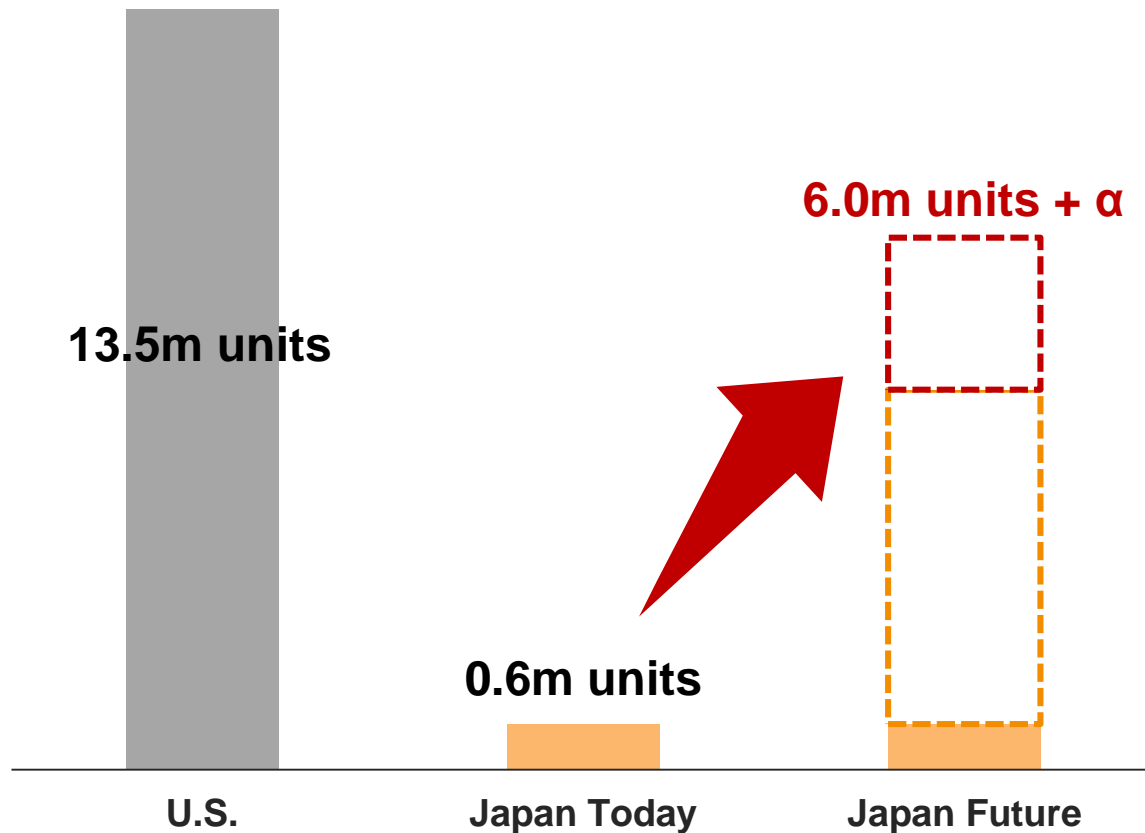
Approx. 600,000 units

Around 1.1% of all households

Ten-fold or more increase from the current level is necessary

By Changing Life in Japan, Future Japanese Market Will Be More Than Ten Times the Current Level

◆ "Storage" can change life in Japan. SELF-STORAGE is the pillar for this change!



Definition of "Home" in Japan

Past: The majority of the day is spent at the workplace.
Home is the space for meals and sleeping.
Future: Comfortable space to lead a good life.



Needs for Self-Storage

Present Situation: Rooms are cramped, and storage space is rented because of an increase in belongings.
Example: Go to the dentist to treat a toothache.

Future: Storage space makes life more comfortable.
• Hire a "storage and arrangement adviser"
Example: Regular dental checkups for a comfortable life.

**October 9 Has Been Designated "TRUNK ROOM DAY"
By Japan Anniversary Association (JAA)**

October 9 "TRUNK ROOM DAY"

Applied by the Japan Self Storage Association (JSSA) and enacted by JAA

The numbers in the date (10 and 9) have a similar pronunciation in Japanese to the word "Trunk"



Major events planned with the aim to further develop the self-storage (trunk room) business, and to raise awareness

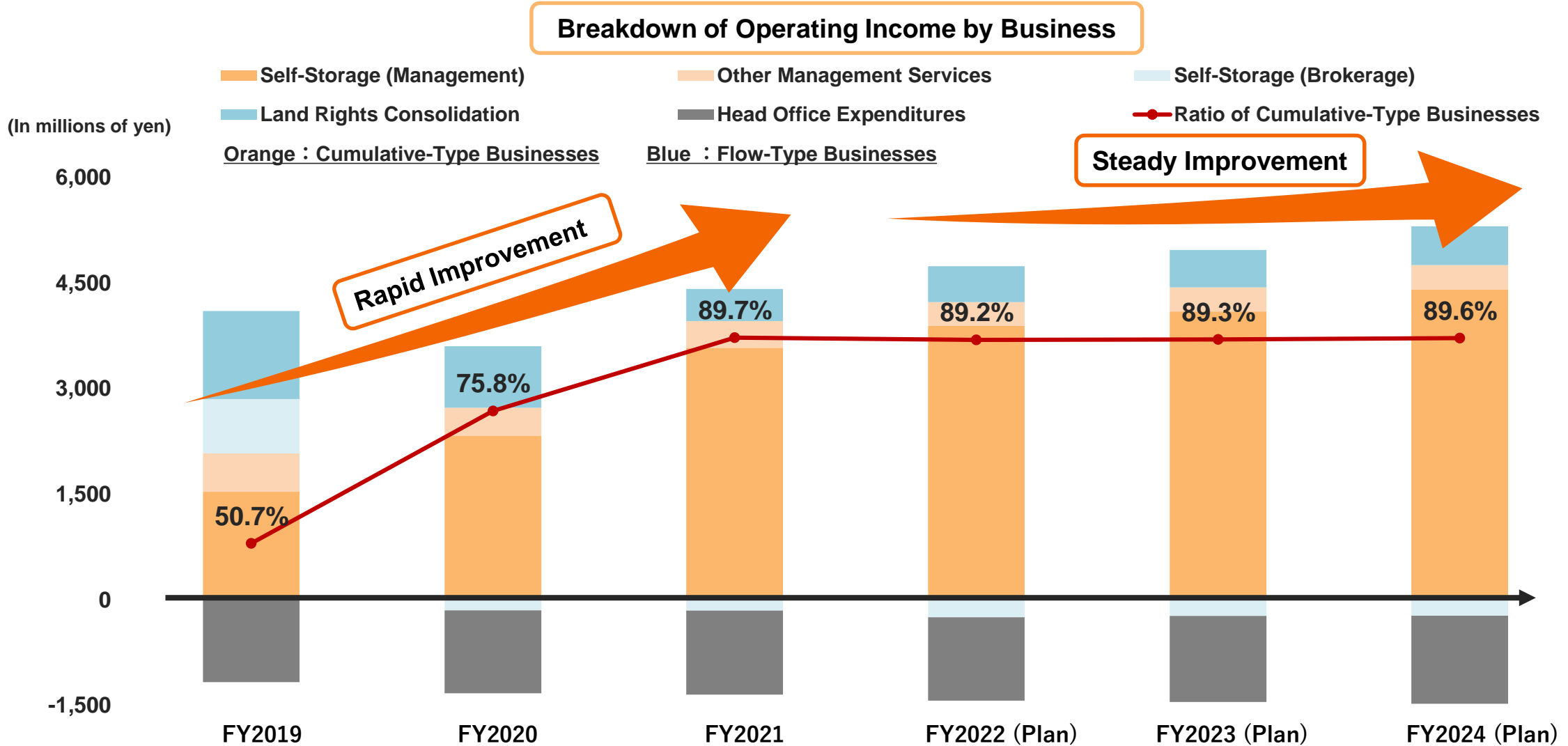
Achieve a Recycle-Based Society Through Self-Storage

- ◆ **Foster a Culture That Values Things — Contribute to Waste Reduction**
 - People can keep treasured items in self-storage
 - Consciousness of storage space reduces impulse buying and other wasteful spending
- ◆ **Build Eco-Friendly Self-Storage Facilities With Longer Periods of Use**
 - Containers can be used for longer periods with regular maintenance
 - Unlike apartments and other structures, self-storage units can be used for a longer time for there is no plumbing nor residents
 - Long-term usage of wooden build self-storage Mini properties can reduce CO₂ emissions

Growth Through Cumulative-Type Businesses Centered on the Self-Storage Management

Growth Through Cumulative-Type Businesses

Cumulative-Type Businesses Now Accounts for Nearly 90% Of Total Earnings



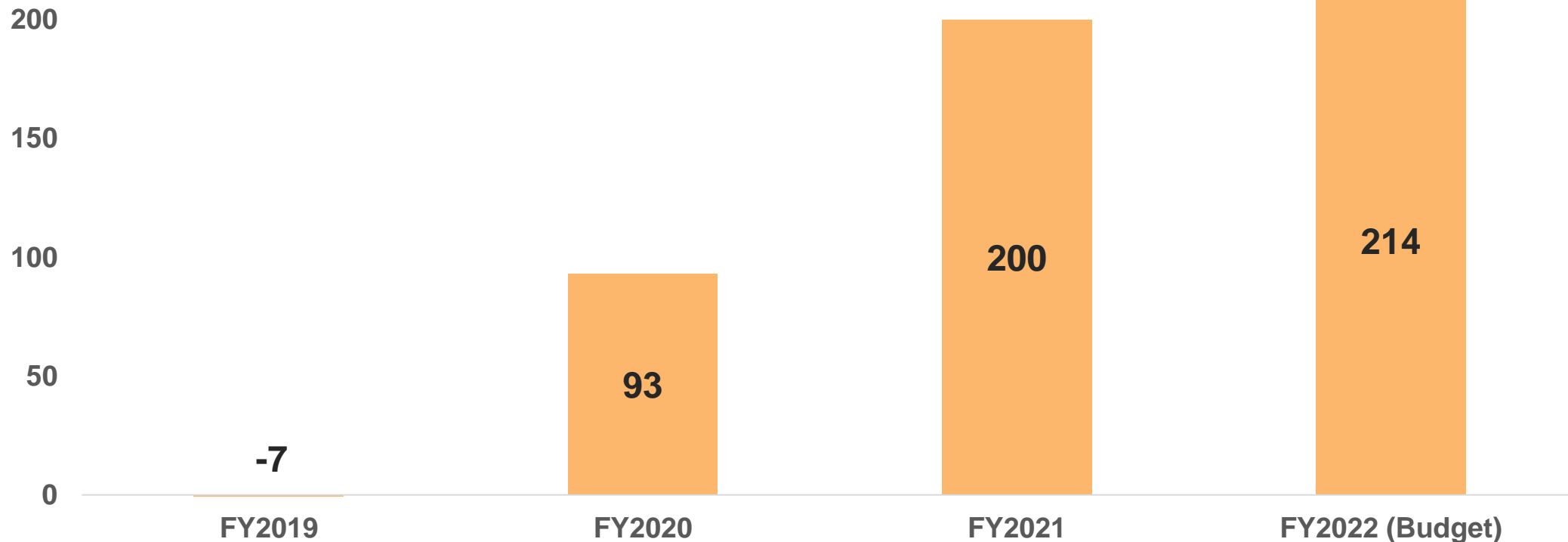
Growth Through Cumulative-Type Businesses

– [Cumulative Gross Business Profit minus Company Expenses]

Established a Structure to Generate [Cumulative Gross Business Profit minus Company Expenses] of 200 Million Yen or More Each Month

Cumulative Gross Business Profit* minus Company Expenses Yearly Average

(In millions of yen)



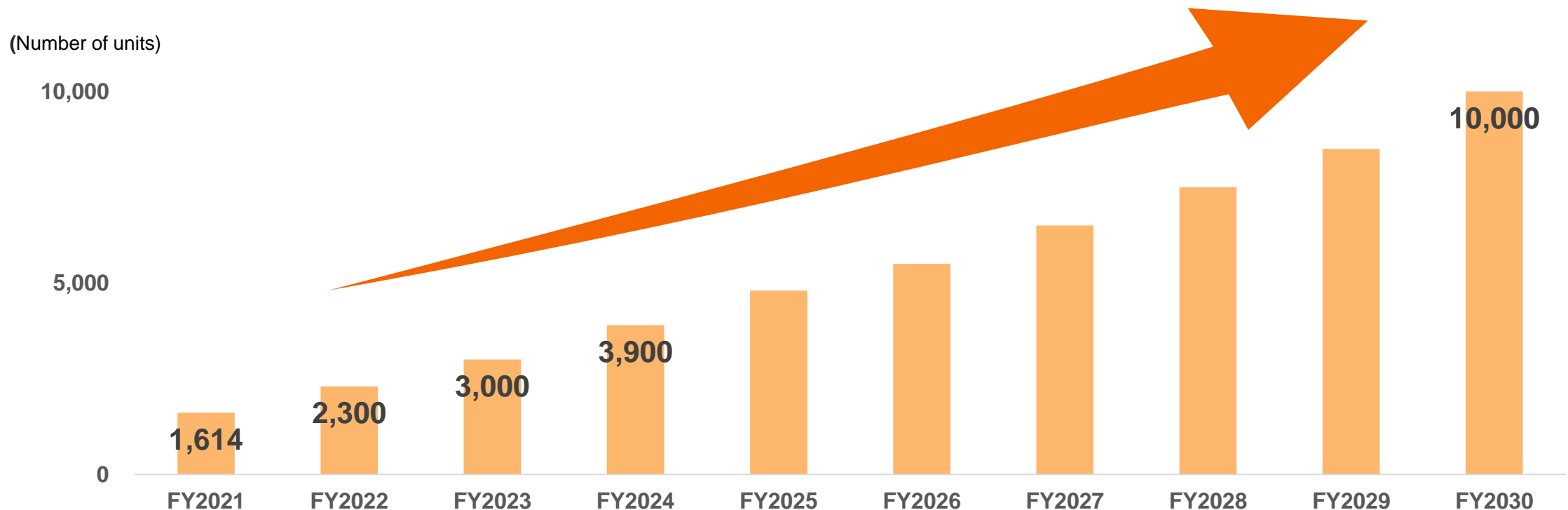
* Cumulative Gross Business Profit: Earnings from cumulative-type businesses

Growth Through Cumulative-Type Businesses – Location Opening Strategy (1)

Accelerate Location Openings From 2022, Supply 10,000 Units Annually by 2030

◆ Structure Adding 10,000 New Units Annually by 2030

Number of New Units Planned



Five “Self-Storage Mini” Opened

- ◆ Five “Self-storage Mini” (small, indoor-style self-storage locations) opened to date, with successive openings planned
- ◆ Land area of around 198m², three-story wood frame construction, total 40 to 60 units
- ◆ Evolved into a high-grade interiors, enhancing the building quality



Trunk House 24 Inage Todorokicho (57 units)



Trunk House 24 Kasukabe Mashitomi (37 units)



Interior of Self-storage Mini

Growth Through Cumulative-Type Businesses

– Enhance Self-Storage Services

Continuous Service Development and On-Site Improvements

→ Pursuit of Greater Customer Satisfaction

“Hello Home Delivery” Courier Service



- All-inclusive service from home to self-storage unit
- Enhanced service for greater convenience

Storage Rack Sales and Assembly

- Increases storage capacity, and makes organization easier
- Units with storage racks are popular



Storage rack sales and assembly service launched in four prefectures in the Tokyo metropolitan area

Transport IC Card Security System



- Less hassle with card issuance and management
- No need to issue additional cards for multiple users
- Smartphone can also be used as a key

On-Site Improvements

Outdoor Container Types

- Wider entrances to more easily accommodate vehicles
- Certain containers removed to prevent on-site accidents
- Gravel yards improved with asphalt paving

Indoor Unit Types

- Hand trucks with steel mesh sides provided
- Air-conditioning (control humidity and mildew during summer)

Growth Through Cumulative-Type Businesses – Self-Storage Management Efficiency

Enhance Management Efficiency in the Self-Storage Business Through "Cockpit Management"

◆ Aim of Introduction

- Quickly identify problem areas and sites
- Take effective measures based on data

◆ Main Functions

1. Operational efficiency: Automated reporting
2. Centralized management: Analysis drawing data from several systems
3. Alarm: Immediate notification of falloff in utilization rate, etc.

Sample Image



Per-Head Management Human Resource Development / Arealink Master

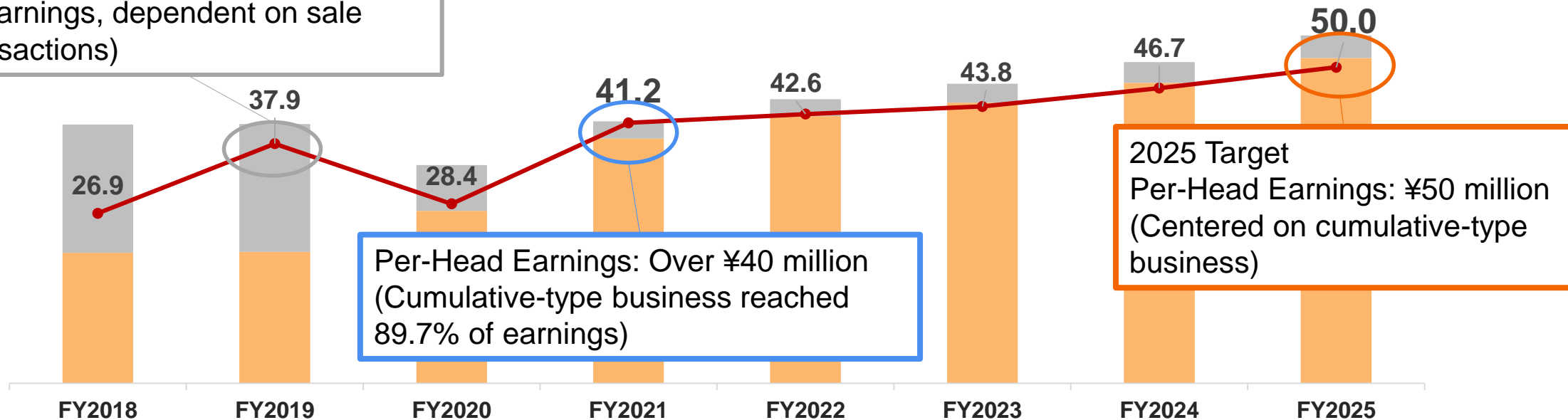
Ordinary Income of 40 Million Yen per Employee Achieved, Centered on Cumulative-Type Businesses

- ◆ Achieved Ordinary Income of 40 Million Yen per Head, Centered on Cumulative-Type Businesses
- ◆ Further Enhance Efficiency, Aiming for Earnings of 50 Million Yen per Head in 2025

Ordinary Income per Employee (Per-Head Earnings)

Per-Head Earnings: ¥37.9 million
(Cumulative-type business 49.6%
of earnings, dependent on sale
transactions)

■ Cumulative-Type
 ■ Flow-Type
 ● Per-Head Ordinary Income (¥ mn)



Per-Head Earnings: Over ¥40 million
(Cumulative-type business reached
89.7% of earnings)

2025 Target
Per-Head Earnings: ¥50 million
(Centered on cumulative-type
business)

**Employee Efficiency / Human Resource Development (Arealink Master)
→ Source of Realizing Per-Head Management**

Minimal Personnel Manage All 2,000 Self-Storage Properties Nationwide Remotely

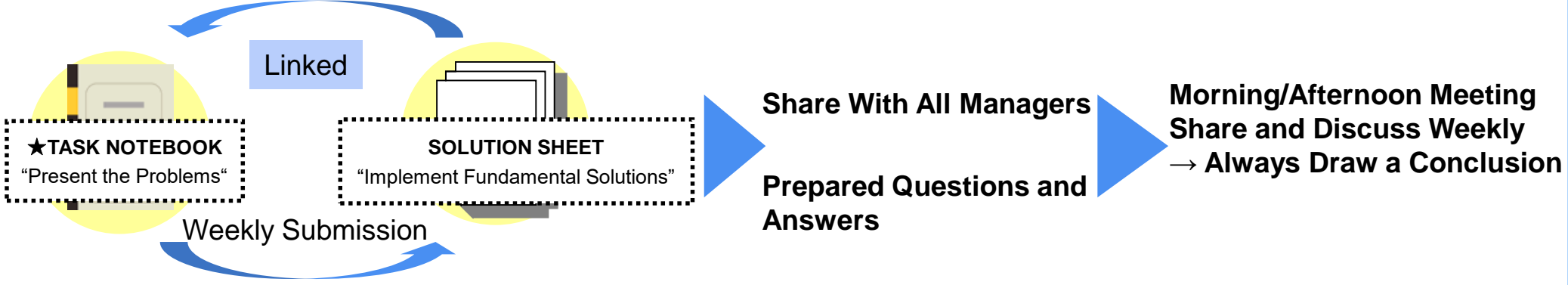


Employee Development Through Arealink Master and Other Framework / Advanced Outsourcing

- ◆ **Per-Head Management: Framework needed in which employees develop, fully utilize their abilities, and produce results → Considerable growth for all employees through Arealink Master (framework to consider and solve problems independently, work skills to think ahead and take action) → Source of realizing per-head management**
- ◆ **Work toward an environment to efficiently produce results anywhere by utilizing Google and Salesforce**
- ◆ **Essence of Meetings → Review materials beforehand, prepare questions and conclusions**
- ◆ **Pursue Advanced Outsourcing (Structure in which contractors and employees submit ideas to each other, and improve operations)**

Human Resource Development Framework for Executive and Upper Management Positions Strengthen Management Capabilities by “Present the Problems ⇒ Implement Fundamental Solutions” Cycle

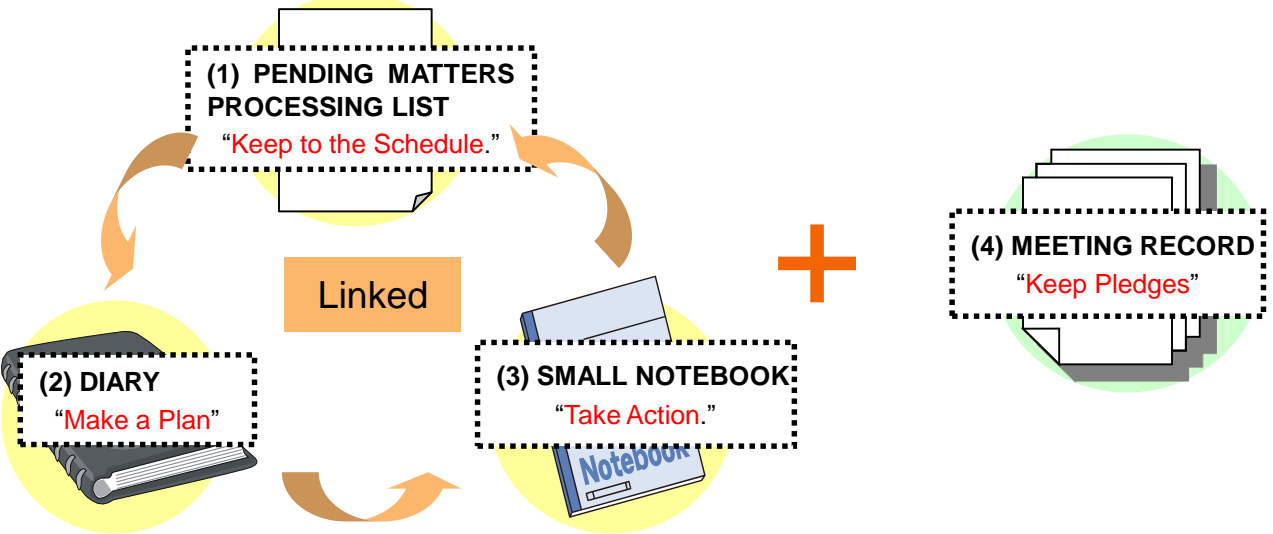
Managerial Level



Employee Level

AREALINK MASTER

Work Skills to Think Ahead and Take Action



SELF-STORAGE ENRICH YOUR LIFE



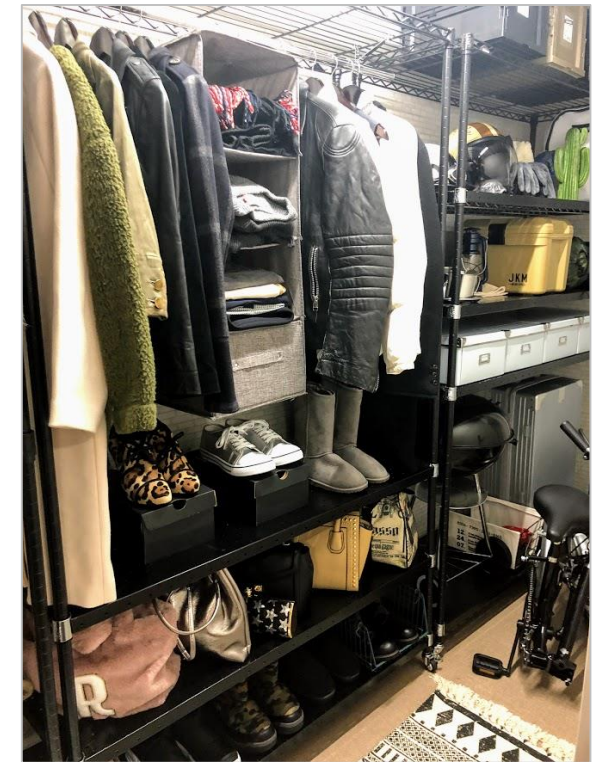
A self-storage is not just a closet.

The smallness of Japanese homes is undeniable.
Our mission is to help maximize livability with self-storage.

We want to make our customers' lives better by help them
fully utilizing storage space to experience the convenience
and pleasure of self-storage.

Self-Storage Changes the Way You Live
Change Your Life With Self-Storage

We supply the best use of space.



Appendix

Overview of FY12/21 Business Results by Segment

In Millions of yen			FY12/20		FY12/21		
			Actual	Percent of Sales	Actual	Percent of Sales	YoY
Self-Storage Management	Net Sales	14,027	—	14,941	—	+ 6.5%	
	Gross Profit	3,502	25.0%	4,760	31.9%	+ 35.9%	
	Business Profit	2,333	16.6%	3,568	23.9%	+ 52.9%	
	Self-Storage Brokerage	Net Sales	746	—	528	—	− 29.2%
		Gross Profit	111	14.9%	85	16.1%	− 23.7%
		Business Profit	(148)	—	(152)	—	+ 2.7%
Self-Storage Business	Net Sales	14,773	—	15,469	—	+ 4.7%	
	Gross Profit	3,614	24.5%	4,845	34.1%	+ 34.1%	
	Business Profit	2,184	14.8%	3,415	22.1%	+ 56.3%	
Land Rights Consolidation Business (Limited Land Rights)	Net Sales	6,063	—	3,716	—	− 38.7%	
	Gross Profit	1,362	22.5%	743	20.0%	− 45.4%	
	Business Profit	872	14.4%	442	11.9%	− 49.3%	
Other Operational Services Business	Net Sales	1,640	—	1,385	—	− 15.5%	
	Gross Profit	522	31.9%	445	32.2%	− 14.8%	
	Business Profit	396	24.2%	382	27.6%	− 3.5%	
Management Division	Net Sales	—	—	—	—	—	
	Gross Profit	—	—	—	—	—	
	Business Profit	(1,178)	—	(1,195)	—	+ 1.5%	
Total for All Businesses	Net Sales	22,477	—	20,572	—	− 8.5%	
	Gross Profit	5,499	24.5%	6,035	29.3%	+ 9.7%	
	Business Profit	2,275	10.1%	3,044	14.8%	+ 33.8%	

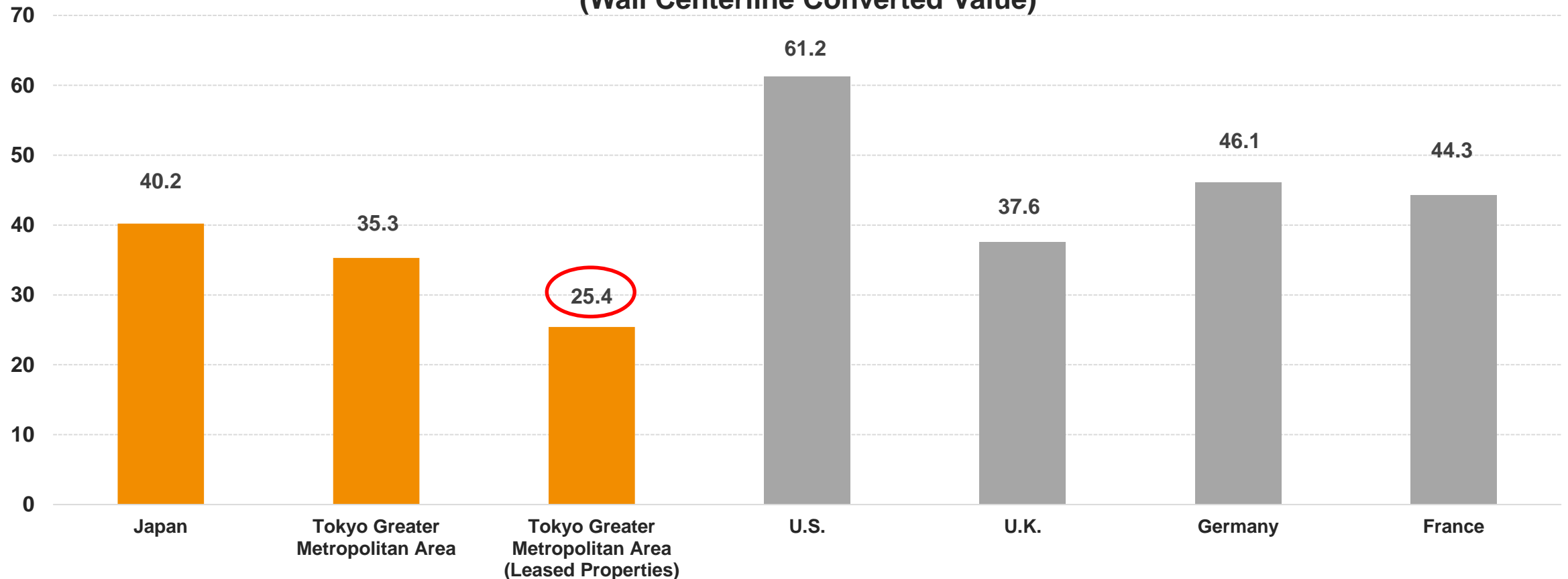
Business Segments – Quarterly Results

In Millions of yen			FY12/20	FY12/21				
			Full-year	1Q	2Q	3Q	4Q	Cumulative
	Self-Storage Management	Net Sales	14,027	3,654	3,731	3,751	3,804	14,941
		Gross Profit	3,502	1,138	1,172	1,163	1,285	4,760
		Business Profit	2,333	848	871	872	975	3,568
	Self-Storage Brokerage	Net Sales	746	482	—	28	16	528
		Gross Profit	111	55	(3)	16	16	85
		Business Profit	(148)	(20)	(57)	(43)	(30)	(152)
Self-Storage Business	Net Sales	14,773	4,136	3,731	3,780	3,821	15,469	
	Gross Profit	3,614	1,194	1,168	1,180	1,302	4,845	
	Business Profit	2,184	828	813	829	944	3,415	
Land Rights Consolidation Business	Net Sales	6,063	834	1,359	397	1,125	3,716	
	Gross Profit	1,362	232	343	81	87	743	
	Business Profit	872	133	254	47	7	442	
Other Operational Services Business	Net Sales	1,640	350	340	348	345	1,385	
	Gross Profit	522	115	110	111	107	445	
	Business Profit	396	98	95	95	93	382	
Management Division	Net sales	—	—	—	—	—	—	
	Gross profit	—	—	—	—	—	—	
	Business profit	(1,178)	(278)	(272)	(274)	(370)	(1,195)	
Total for All Businesses	Net Sales	22,477	5,321	5,431	4,526	5,293	20,572	
	Gross Profit	5,499	1,542	1,622	1,373	1,497	6,035	
	Business Profit	2,275	781	890	697	675	3,044	

Limited Living Space in Japanese Homes Creates Huge Potential Demand for Storage

Unit: m²

International Comparison of Residential Floor Space per Person (Wall Centerline Converted Value)



Ref. Ministry of Land, Infrastructure, Transport and Tourism (MLIT), "2020 Housing Economy Related Data"
International Comparison of Housing Standards, 2) International Comparison of Residential Floor Space per Person
(Wall Centerline Converted Value)

Self-Storage Able to Capture Diverse Needs to Match the Changing Times

Before
Coronavirus
Crisis

Typical Use Case Examples:

- Tools and materials
- Seasonal goods (clothing, tires, sports equipment, etc.)
- Storage for collections, room to enjoy hobbies
- Temporal storage during home moves or renovations
- Sorting and storage of belongings as part of preparations for death



Since
Coronavirus
Crisis

Capture Needs for New Style of Living:

- Clearing out items to create space for telework
- Storing outdoor gear (camping boom and stay-at-home)
- Clearing space to accommodate university students returning home due to online learning

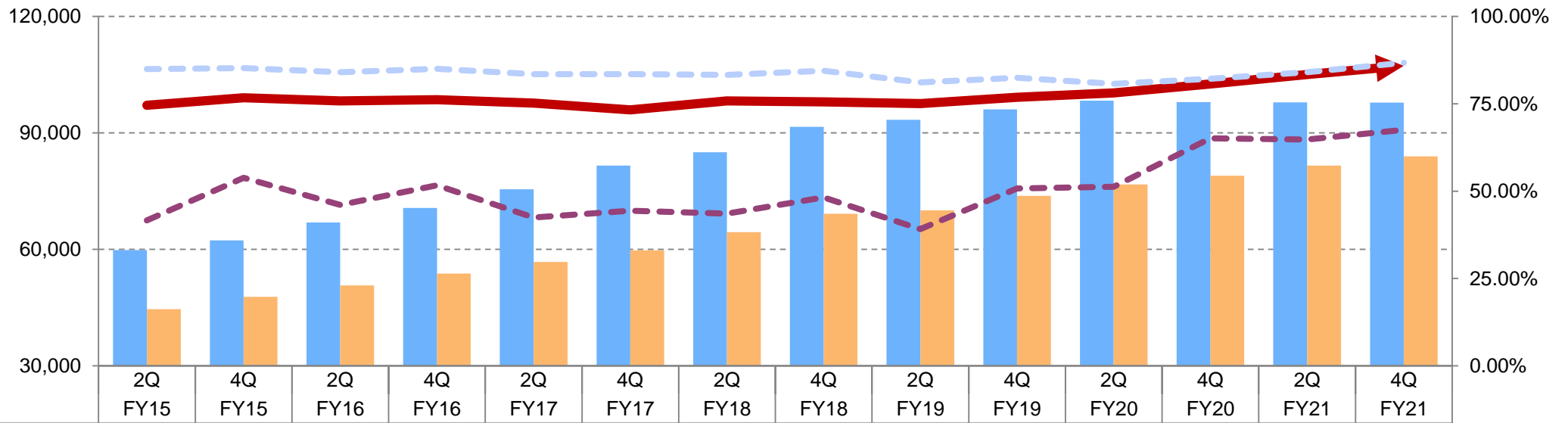


Self-storage can capture needs consistent with the changing times
Higher demand is expected in the future

Utilization Rate of 85.56% Was the Highest Rate Since Listing

Total Units, Units in Use, and Utilization Rate

Unit: Number of units



	2Q FY15	4Q FY15	2Q FY16	4Q FY16	2Q FY17	4Q FY17	2Q FY18	4Q FY18	2Q FY19	4Q FY19	2Q FY20	4Q FY20	2Q FY21	4Q FY21
Total Units	59,802	62,325	66,923	70,651	75,440	81,555	85,005	91,545	93,372	96,067	98,289	97,885	97,836	97,784
Units in Use	44,603	47,796	50,739	53,786	56,742	59,748	64,432	69,169	70,064	73,815	76,743	78,958	81,583	83,960
Utilization Rate (%)	74.58%	76.69%	75.82%	76.13%	75.21%	73.26%	75.80%	75.56%	75.04%	76.84%	78.08%	80.66%	83.39%	85.86%
Existing Utilization Rate (%)	84.90%	85.19%	84.03%	84.97%	83.45%	83.48%	83.24%	84.46%	81.10%	82.40%	80.68%	82.17%	84.03%	86.72%
New Utilization Rate (%)	41.63%	53.84%	46.04%	51.69%	42.43%	44.36%	43.57%	48.20%	39.14%	50.73%	51.26%	65.10%	64.78%	67.54%

* Existing: Units after more than two years since they opened
 New: Units after less than two years since they opened
 New for FY 2021: Newly opened in 2020 and 2021

Storage Business : Openings by Region

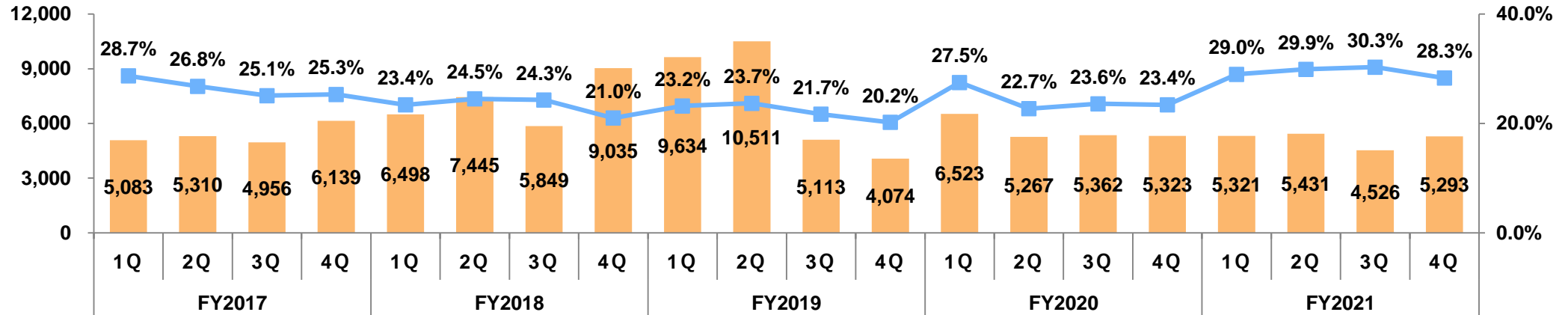
	Containers	Trunk	Other	Total	Proportion of Total
Hokkaido	1,079	559	0	1,631	1.7%
Aomori	50	0	0	50	0.1%
Iwate	0	0	0	0	—
Miyagi	1,617	0	0	1,617	1.7%
Akita	0	0	0	0	—
Yamagata	50	0	0	50	0.1%
Fukushima	134	0	0	134	0.1%
Ibaraki	822	0	0	822	0.8%
Tochigi	337	0	0	337	0.3%
Gunma	993	0	0	993	1.0%
Saitama	8,421	2,194	17	10,632	10.9%
Chiba	10,043	1,557	59	11,659	11.9%
Tokyo	17,171	13,519	267	30,957	31.7%
Kanagawa	8,761	3,922	15	12,698	13.0%
Niigata	164	0	0	164	0.2%
Toyama	143	0	0	143	0.1%
Ishikawa	203	0	0	203	0.2%
Fukui	112	0	0	112	0.1%
Yamanashi	202	0	0	202	0.2%
Nagano	357	0	0	357	0.4%
Gifu	615	0	0	615	0.6%
Shizuoka	1,440	0	0	1,440	1.5%
Aichi	4,994	960	13	5,967	6.1%
Mie	378	50	0	428	0.4%

	Containers	Trunk	Other	Total	Proportion of Total
Shiga	261	0	0	261	0.3%
Kyoto	1,405	152	0	1,557	1.6%
Osaka	4,166	1,129	0	5,295	5.4%
Hyogo	3,730	121	2	3,853	3.9%
Nara	606	0	0	606	0.6%
Wakayama	27	0	0	27	0.0%
Tottori	52	0	0	52	0.1%
Shimane	30	0	0	30	0.0%
Okayama	218	0	0	218	0.2%
Hiroshima	345	0	0	345	0.4%
Yamaguchi	169	0	0	169	0.2%
Tokushima	49	0	0	49	0.1%
Kagawa	198	76	0	274	0.3%
Ehime	118	0	0	118	0.1%
Kochi	69	0	0	69	0.1%
Fukuoka	2,371	0	0	2,371	2.4%
Saga	106	0	0	106	0.1%
Nagasaki	118	0	0	118	0.1%
Kumamoto	402	0	0	402	0.4%
Oita	106	0	0	106	0.1%
Miyazaki	150	0	0	150	0.2%
Kagoshima	361	0	0	361	0.4%
Okinawa	36	0	0	36	0.0%
Total	73,179	24,232	373	97,784	100.0%

Entire Business– Quarterly Results

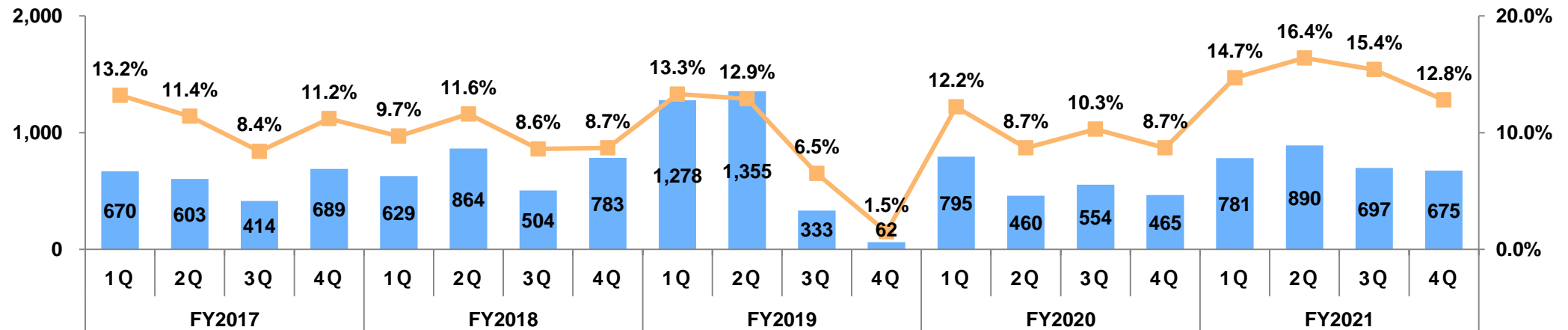
In Net Sales and Gross Profit Margin

In Millions of yen



In Operating Income and Operating Income Ratio

In Millions of yen



Main Properties of Real Estate Holdings

As of December 31, 2021

Property Name	Location	Number of properties	Purpose	Book Value (Land and Structure) Unit: ¥million
Trunk House 24 Series	Tokyo and 5 other prefectures	33	Storage	6,193
Hotel (Comfort Inn · Best Inn)	Kofu City, Yamanashi Prefecture, and other	5	Hotel	1,159
Kanda BM Building	Chiyoda Ward, Tokyo	1	Office, store	928
Ginza Idei Building	Chuo Ward, Tokyo	1	Store	893
Overseas storage	Texas, U.S.	1	Storage	754



Trunk House 24
Megurohonocho
(Meguro Ward, Tokyo)



Trunk House 24
Hiratsukaoimatsucho
(Hiratsuka-shi, Kanagawa Prefecture)



Ginza Idei Building
(Chuo Ward, Tokyo)



Kanda BM Building
(Chiyoda Ward, Tokyo)



Texas Storage
(Texas, U.S.)

The earnings forecasts, predictions, strategies, and other information presented in this report are as of the time of preparation. The report was prepared based on information reasonably available to the Company, with determinations made within foreseeable bounds.

However, there are risks that that actual performance may differ from the earnings forecasts in this report as a result of unforeseeable events and results.

The Company makes an effort to proactively disclose information considered important to investors, but readers are strongly advised to avoid decisions that place undue reliance solely on the earnings forecasts presented in this report.

This report may not be duplicated or forwarded without permission for any purpose.