

Arealink

Arealink Co., Ltd.

**February 14, 2023
Results Briefing
Fiscal Year Ended
December 2022**

FY12/22 Business Results

Yasuaki Ootaki
Director, Assistant Head of
Administrative Division

Sales and Net Income Both Surpassed Budget; Revenue and Earnings Started to Trend Upward

In Millions of yen	FY12/21		FY12/22		
	Actual	Percent of Sales	Actual	Percent of Sales	YoY
Net sales	20,572	—	20,878	—	1.5%
Cost of sales	14,536	70.7%	14,160	67.8%	− 2.6%
Gross profit	6,035	29.3%	6,717	32.2%	11.3%
SG&A expenses	2,990	14.5%	2,975	14.3%	− 0.5%
Operating income	3,044	14.8%	3,742	17.9%	22.9%
Ordinary income	3,009	14.6%	3,758	18.0%	24.9%
Extraordinary profit and loss	1,510	7.3%	103	0.5%	− 93.1%
Income before income taxes	4,519	22.0%	3,862	18.5%	− 14.5%
Net income	3,171	15.4%	2,883	13.8%	− 9.1%

Gain on Sale of Investment Securities from Sale of Fund Properties ¥130 million

In Millions of yen	FY12/21	FY12/22	YoY
Operating income	3,044	3,742	22.9%
Non-operating income	164	191	16.7%
Non-operating expenses	199	175	- 12.2%
Ordinary income	3,009	3,758	24.9%
Extraordinary income	1,833	153	- 91.6%
Extraordinary loss	323	50	- 84.4%
Income before income taxes	4,519	3,862	- 14.5%
Income taxes — current	734	1,021	39.1%
Refund of income taxes	-	(235)	-
Income taxes — deferred	613	192	- 68.5%
Net income	3,171	2,883	- 9.1%

Non-operating income
 Compensation for transfer ¥74 million
 Gain on investments in silent partnerships ¥56 million

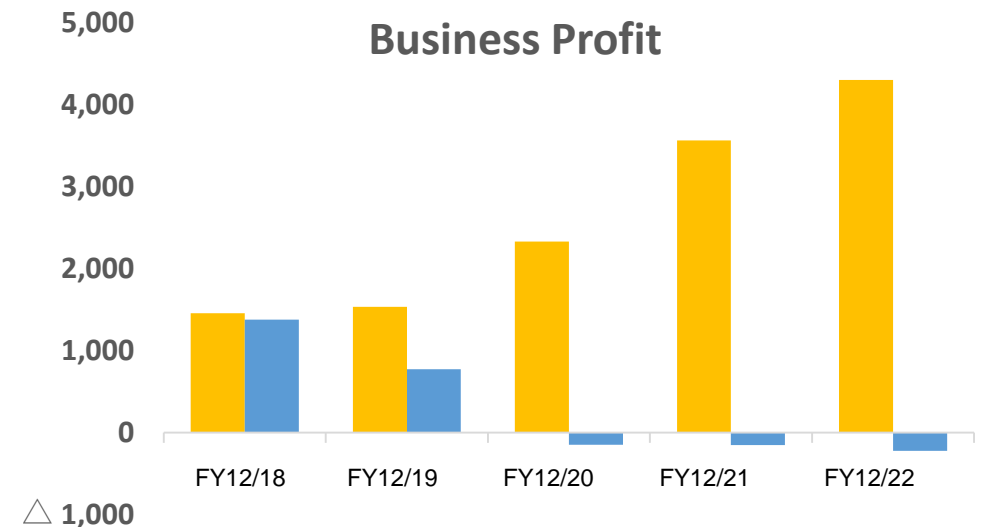
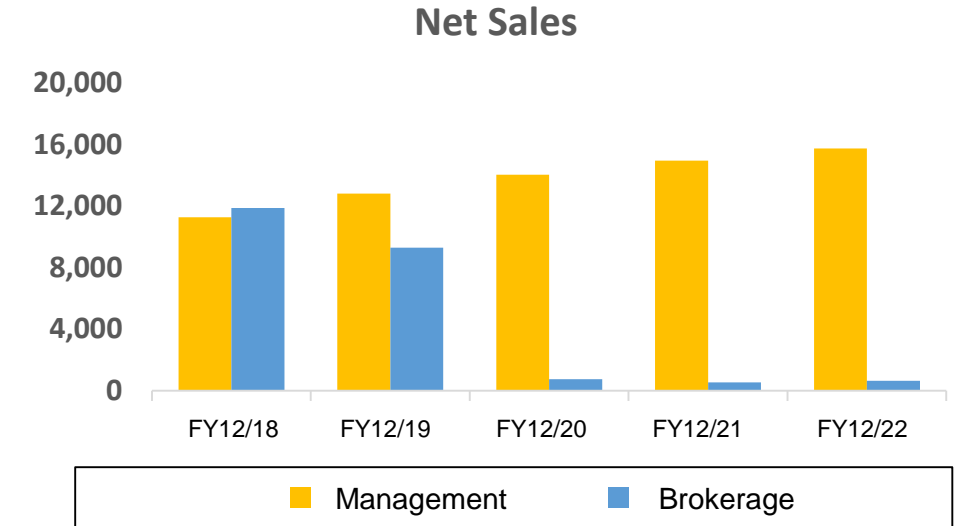
Non-operating expenses
 Interest expenses ¥108 million

Extraordinary income
 Gain on liquidation of investment securities ¥136 million

Extraordinary loss
 Loss on retirement of non-current assets ¥35 million

Achieved Budget and Continued to See Significant Increased Self-Storage Management Earnings

Self-Storage Business			
In Millions of yen	FY12/21 Actual	FY12/22 Actual	YoY
Net sales	15,469	16,366	+5.8%
Gross profit	4,845	5,564	+14.8%
SG&A expenses	1,430	1,479	+3.5%
Business profit	3,415	4,084	+19.6%



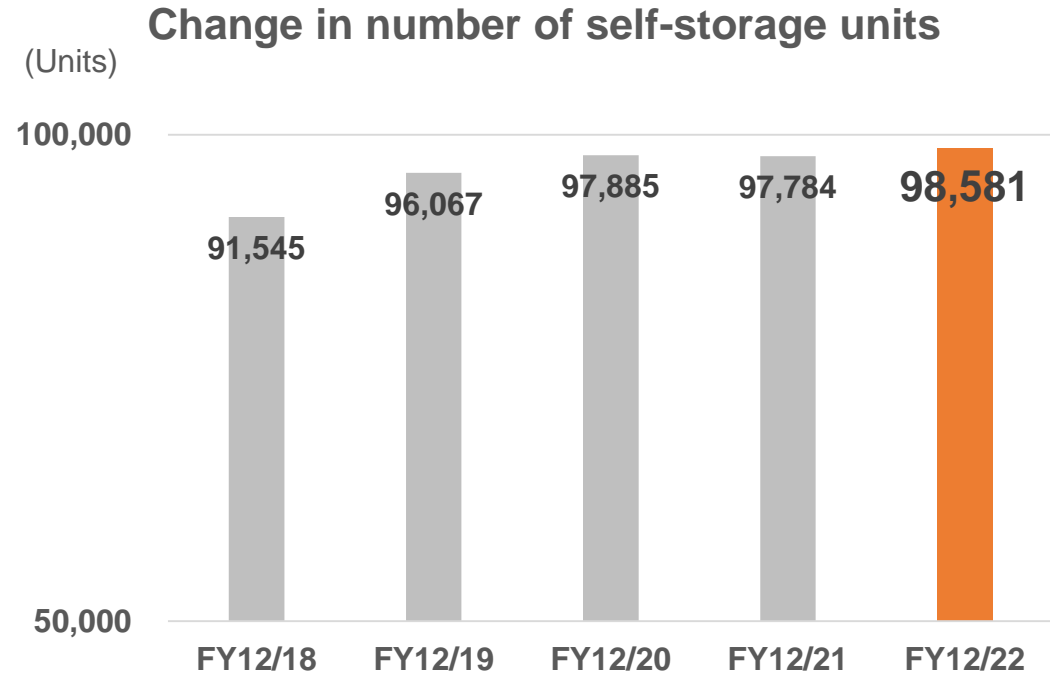
Arealink Overview of Self-Storage Management Business Results

Achieved Budget as Revenue and Earnings Continued to Grow; Business Profit Rose More than 20%

Self-Storage Management			
In Millions of yen	FY12/21 Actual	FY12/22 Actual	YoY
Net sales	14,941	15,725	+5.2%
Gross profit	4,760	5,509	+15.7%
SG&A expenses	1,192	1,202	+0.9%
Business profit	3,568	4,306	+20.7%

- **Self-Storage Management: business profit margin rose 3.5 ppt YoY**
- **Total number of self-storage units started to increase, rising 797 units YoY to 98,581 units**
- **Utilization rate increased 3.50 ppt YoY to 89.36% Record level since listing in 2003**
- **Main factors in significant increased earnings**
 - **Dramatic improvement in utilization rate**
 - **Cost controls, including discounts**

Growth in New Openings Started to Accelerate



■ New Openings

Overall, 2,915 units were opened
 Containers 2,141 units at 79 container sites
 Self-storage mini 774 units at 16 self-storage mini locations

■ Will accelerate new openings in the future. (See Medium-Term Management Plan for details)

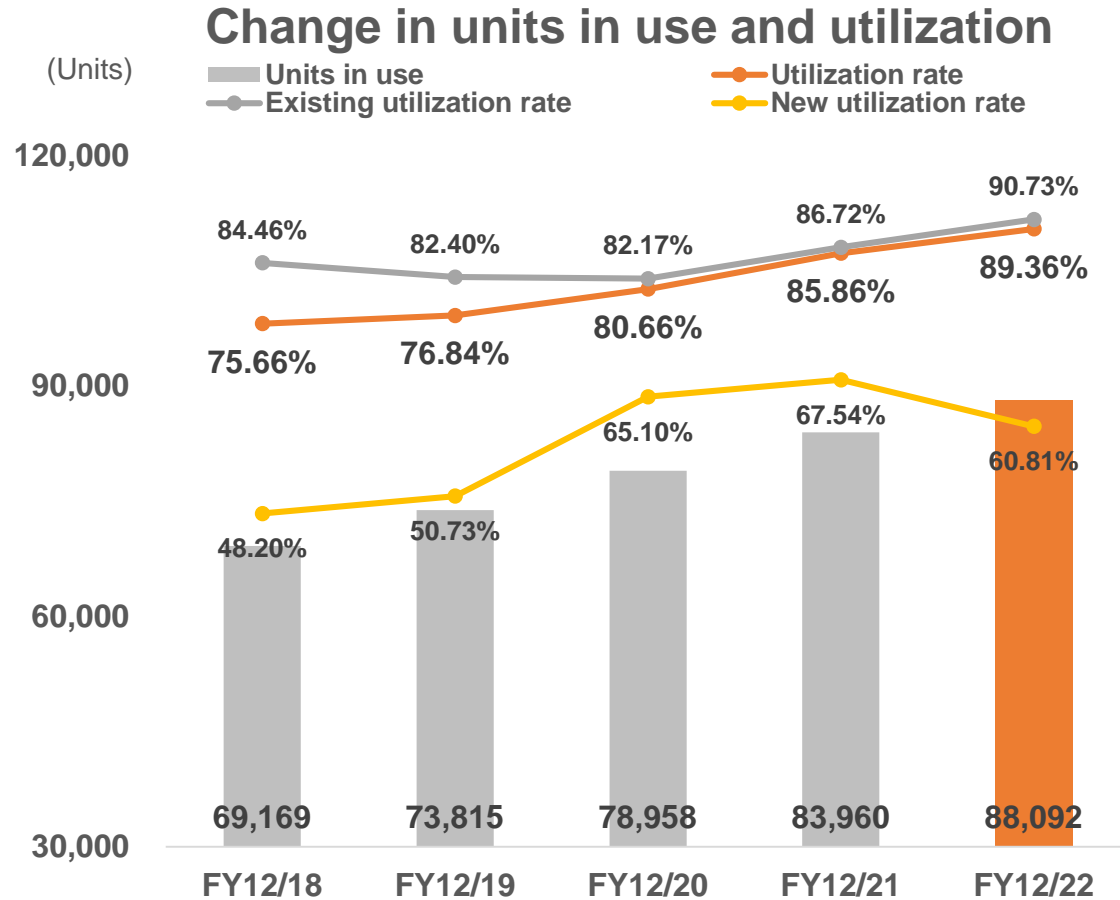
FY12/23 4,700 units

FY12/24 10,400 units

FY12/25 14,000 units

	Planned	Result
New units in 2022	2,300	2,915

Utilization Rate Remains High

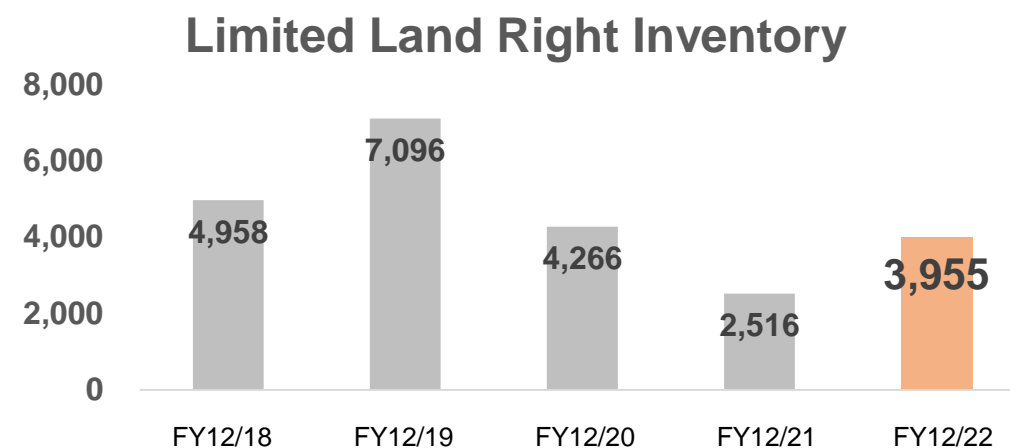


- Utilization rate has continued to improve each year, rising to 89.36% overall, and more than 90% (90.73%) for existing properties
- Factors in improving utilization rate
 - Demand due to organizing home for various reasons, including telework
 - Improvement in utilization rate for new properties on account of more precise openings
 - Shrinking inventory due to restrained new property purchases over the past couple of years

Both Sales and Net Income Achieved Revised Plans; Fully Restarted Purchases

Land Rights Consolidation			
In Millions of yen	FY12/21 Actual	FY12/22 Actual	YoY
Net sales	3,716	3,110	- 16.3%
Gross profit	743	704	- 5.2%
SG&A expenses	301	240	- 20.2%
Business profit	442	464	+5.0%

- Net income started to grow as quality of business improved despite YoY dramatic decrease in revenue
- Relunched purchases, and inventory as of the end of FY 2022 rose ¥1,439 million to ¥3,955 million



Both Sales and Net Income Achieved Budget; Increase in Revenue Despite Parking Business Sale

Other Operational Services Business			
In Millions of yen	FY12/21 Actual	FY12/22 Actual	YoY
Net sales	1,385	1,400	+1.1%
Gross profit	445	448	+0.6%
SG&A expenses	63	74	+17.9%
Business profit	382	373	- 2.2%

- Overall increase in revenue despite negative impact of parking business sale on revenue
- Asset Management
Decline in both revenue and earnings, but earnings were generally in line with budget
- Rental Offices
Achieved net sales budget, but profit fell slightly short of budget due to cost of new openings

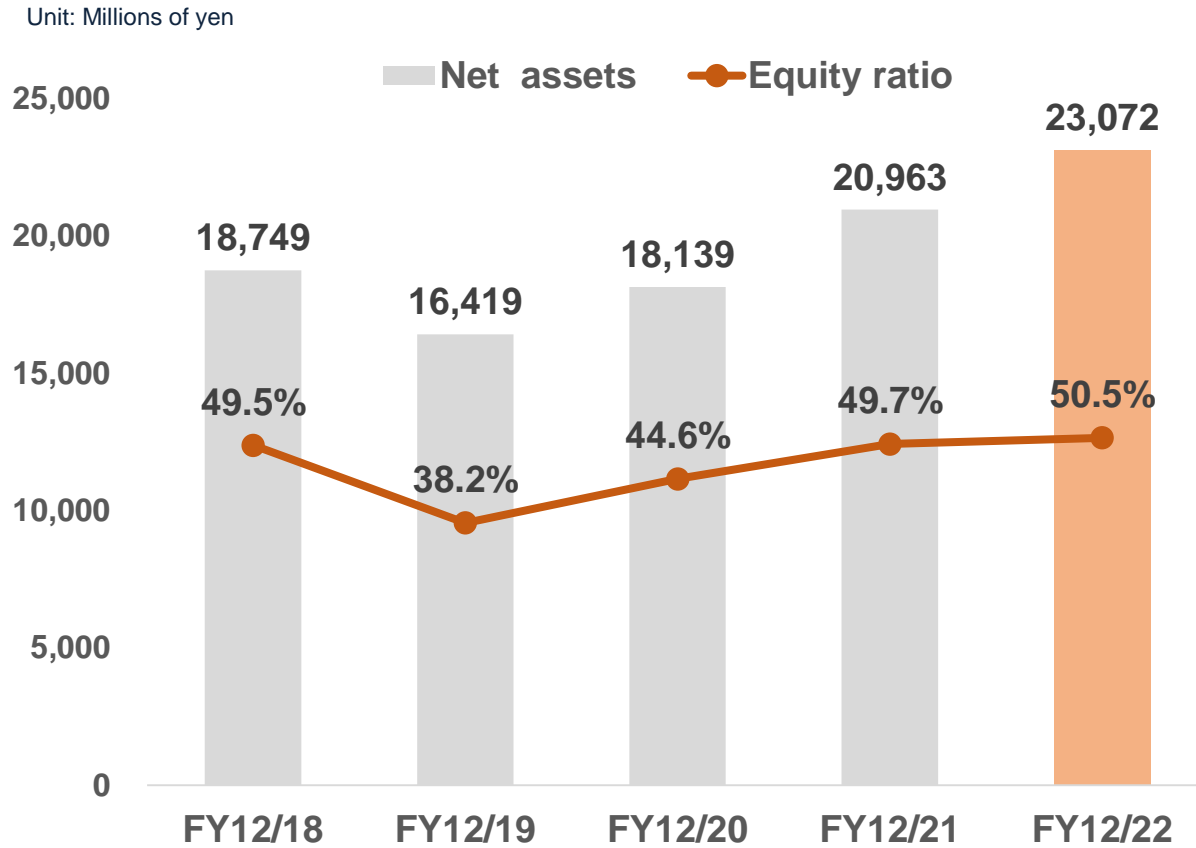
Stable Financial Position with Cash and Deposits of ¥14.2 Billion and Equity Ratio of 50%

In Millions of yen

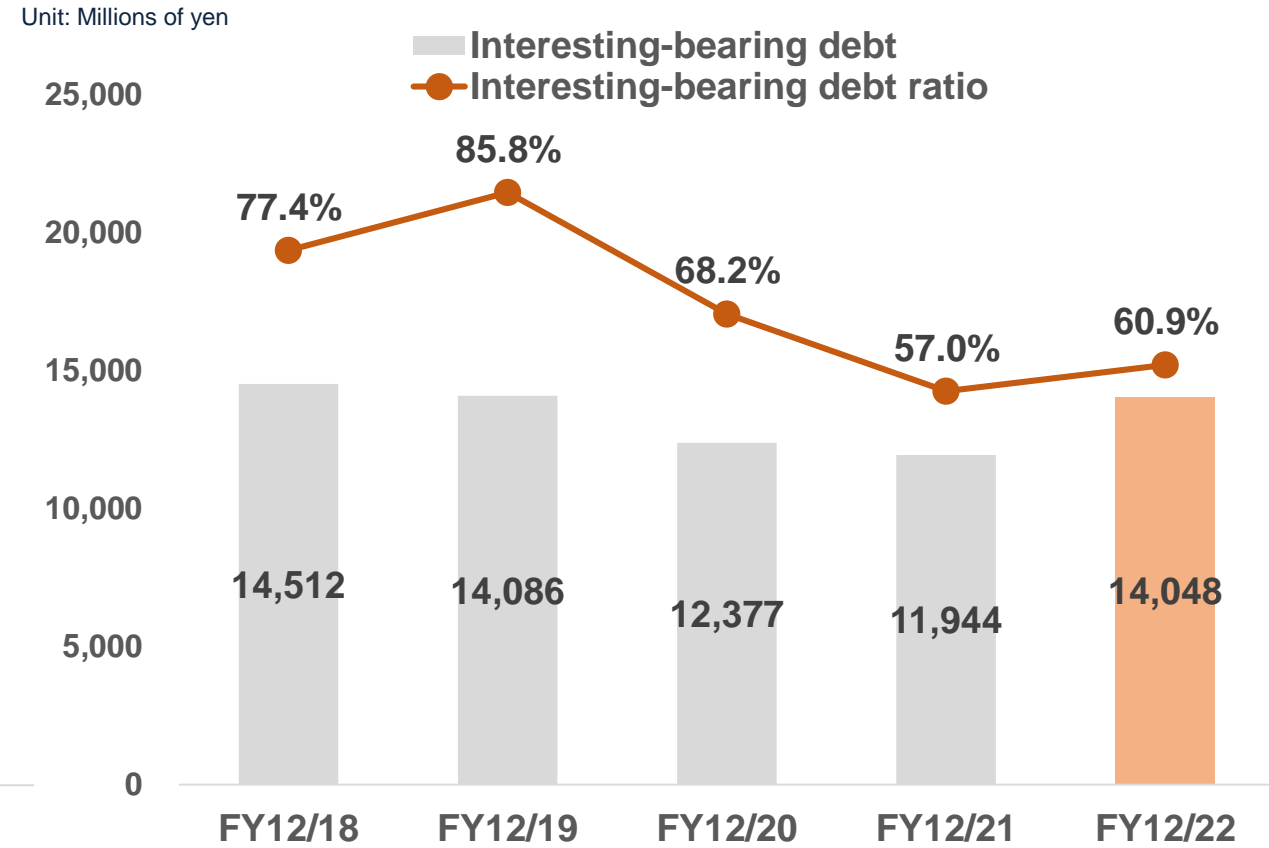
		Cash and deposits 14,299	Current liabilities 6,218		
				Current portion of long-term debt	1,893 million yen
				Long-term loans payable	9,995 million yen
			Fixed liabilities 16,351	Lease obligations	1,574 million yen
Real estate for sale (of which limited land rights)	4,993 million yen 3,955 million yen)	Other current assets 5,732		Long-term accounts payable - other	2,152 million yen
				Total liabilities (YoY)	22,570 million yen +1,331 million yen)
Land	8,148 million yen	Fixed assets 25,610	Net assets 23,072		
Buildings	5,897 million yen				
Tools, equipment and fixtures	5,137 million yen				
Total assets (YoY)	45,643 million yen +3,440 million yen)			Net assets (YoY)	23,072 million yen +2,109 million yen)

Debt-Free and Maintained Equity Ratio of 50%

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

	FY12/21	FY12/22
Cash flows from operating activities	5,741	1,605
Cash flows from investing activities	(1,264)	(2,258)
Cash flows from financing activities	(825)	1,492
Cash and cash equivalents at the end of year	13,440	14,299

Cash flows from operating activities

Income before income taxes 3,862 million yen
 Decrease (increase) in inventories 1,797 million yen

Cash flows from investing activities

Purchase of noncurrent asset 2,189 million yen

Cash flows from financing activities

Proceeds from long-term loans payable 5,180 million yen
 Repayment of long-term loans payable 2,364 million yen
 Cash dividends paid 595 million yen

Medium-term Business Plan 2023-2025

In 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	3,789	18.2%	4,050	18.6%	4,650	19.1%	5,500	19.6%
Ordinary income	3,806	18.2%	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
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*Excludes cancellations

- **Growth plan – Complete structural transformation to a stock business and plan to increase net sales through accelerated opening**
- **New units: Accelerate new openings from 2,915 in 2022 to 4,700 in 2023 and then over 10,000 in 2024**
- **Aim to quickly achieve an operating income ratio of 20% by steadily improving income ratio**

Medium-term Management Plan (Reaccelerate New Openings)

- **Growth plan – Complete structural transformation to a stock business and plan to increase net sales through accelerated openings**
- **New units: Accelerate new openings from 2,915 in 2022 to 4,700 in 2023 and then over 10,000 in 2024**
- **Aim to quickly achieve an operating income ratio of 20% by steadily improving income ratio**

In Millions of yen	FY12/22		FY12/23		
	Actual	Percent of Sales	Plan	Percent of Sales	YoY
Net sales	20,878	—	21,800	—	+4.4%
Operating income	3,742	17.9%	4,050	18.6%	+8.2%
Ordinary income	3,758	18.0%	3,930	18.0%	+4.6%
Net income	2,883	13.8%	2,600	11.9%	△9.8%

In Millions of yen		FY12/22		FY12/23		
		Actual	Percent of Sales	Forecast	Percent of Sales	YoY
Self-Storage Business	Net sales	16,366	—	17,200	—	+5.1%
	Operating income	4,084	25.0%	4,440	25.8%	+8.7%
Land Rights Consolidation Business (Limited Land Rights)	Net sales	3,110	—	3,250	—	+4.5%
	Operating income	464	14.9%	520	16.0%	+12.0%
Other Operational Services Business	Net sales	1,400	—	1,350	—	-3.6%
	Operating income	373	26.7%	305	22.6%	-18.4%
Management Division	Net sales	—	—	—	—	—
	Operating income	(1,180)	—	(1,215)	—	+2.9%
Total for All Businesses	Net sales	20,878	—	21,800	—	+4.4%
	Operating income	3,742	17.9%	4,050	18.6%	+8.2%

- **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 income ratio**

Decided to Increase Dividends on Profit for FY12/22 (64 yen⇒69 yen)

Dividend per Share and Payout Ratio

	FY2022 (Plan)	FY2023 (Forecast)
Dividend per share	69 yen	62 yen
Payout ratio	30.3%	30.2%

- Basic policy for shareholder return: 30% or more of net income will be the source of dividends.
- Profit for FY2022 includes corporate tax refund and an effect of gain on liquidation of investment securities.

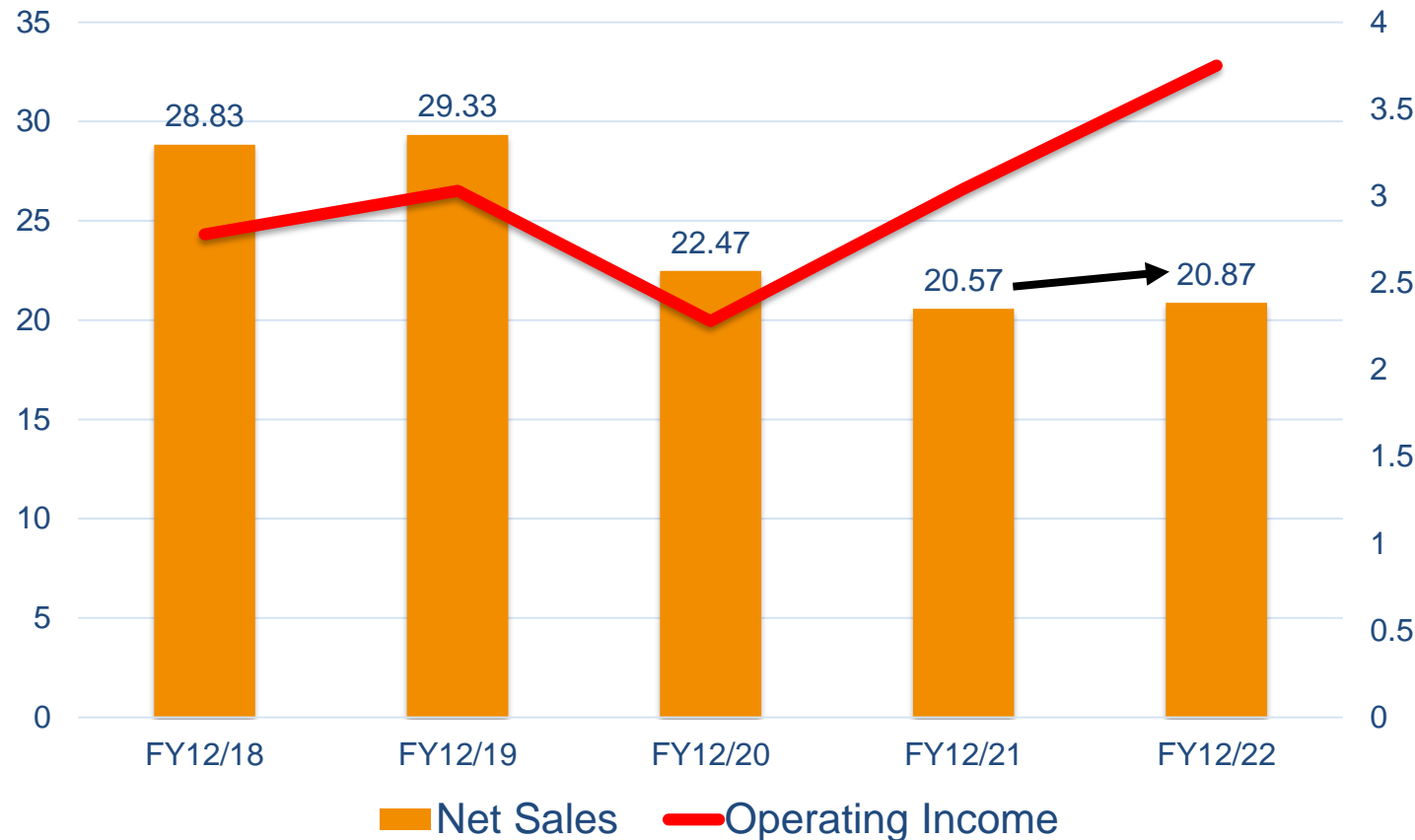
Basic Policies and Priority Measures

Naomichi Hayashi
President & CEO

Review of Fiscal 2022

Revenue and Earnings Gain Achieved for the First Time in Four Years

Change in Net Sales and Operating Income
(Unit: Billions of yen)



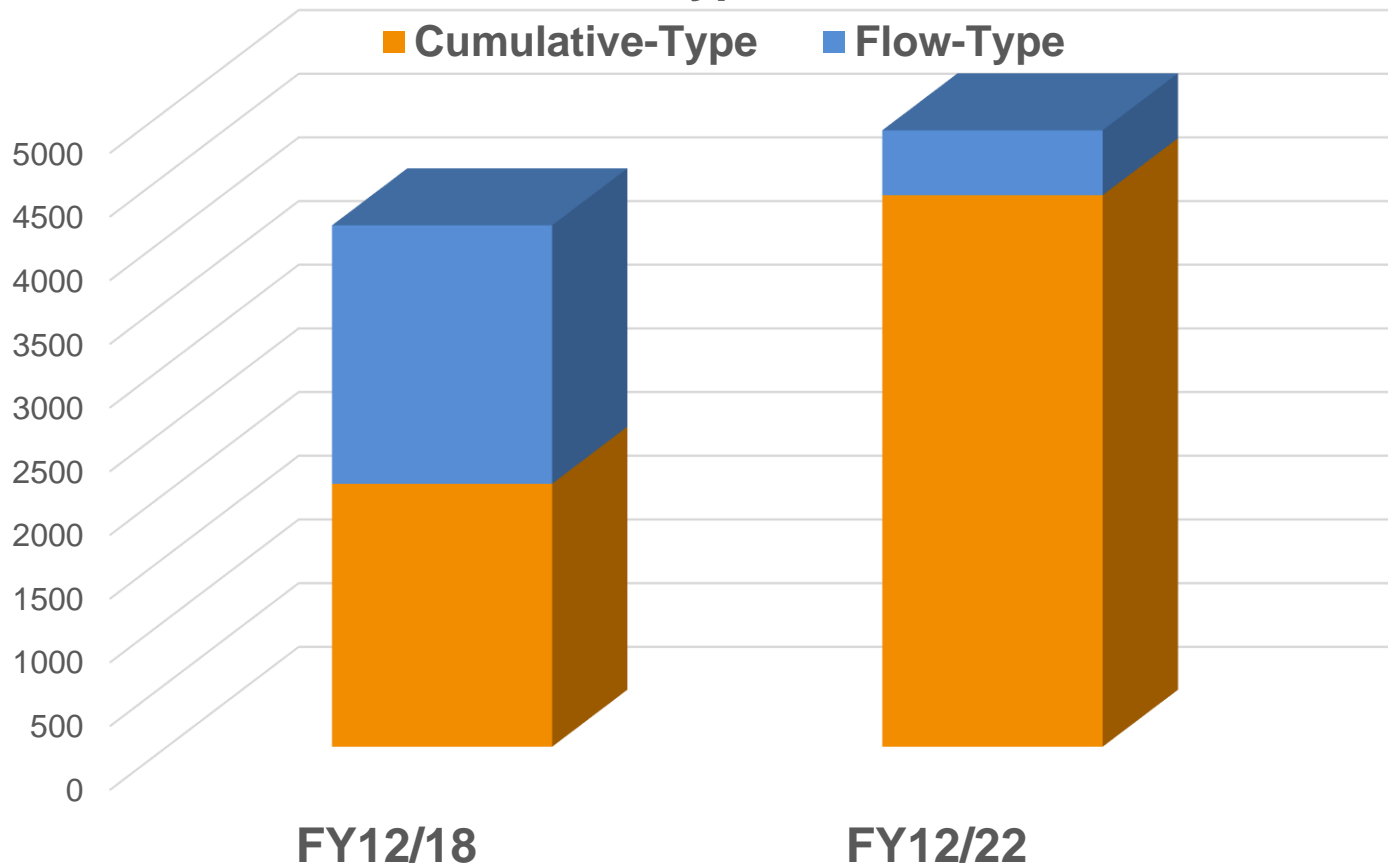
Arealink has achieved a continual increase in earnings since FY12/19, even as revenue declined.

Revenue gains resumed in FY12/22 with a 1% year on year increase.

At the same time, earnings remained on an upward trajectory.

Cumulative-Type Business Now Accounts for **90% of Earnings**

Comparison of Earnings from Cumulative-Type and Flow-Type Businesses

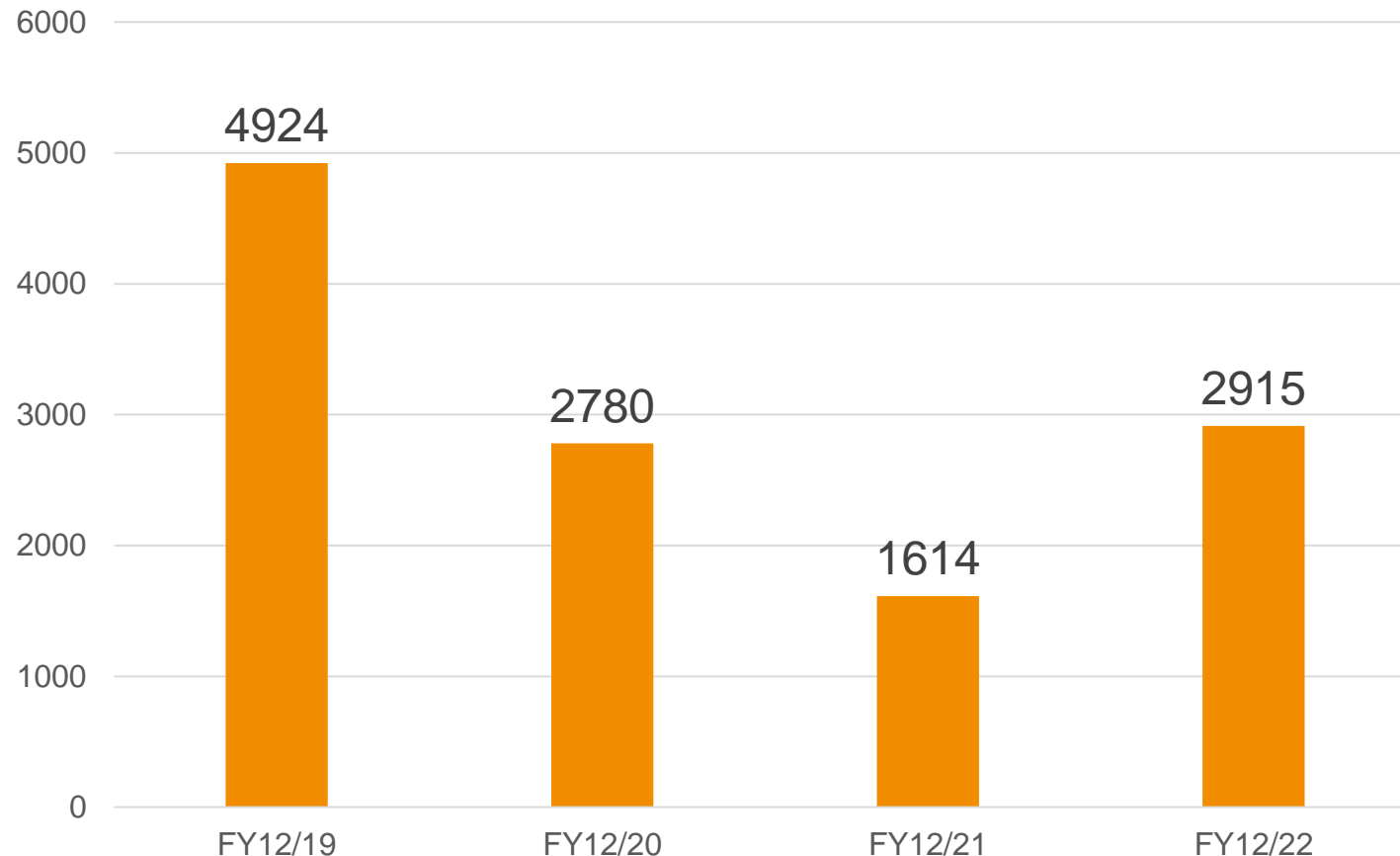


Shift in focus to cumulative-type business has continued. Share of earnings from cumulative-type business was around 50% in FY12/18. ⇒ Increased to 90% in FY12/22

Arealink has become a cumulative-type business in both name and reality.

- * Cumulative-type businesses:**
 - Self-Storage Management**
 - Other management services**
- * Flow-type businesses:**
 - Self-Storage Brokerage**
 - Leasehold Land Business**

Reacceleration of Self-Storage Location Openings, **Nearly Double from Previous Year** New Location Openings



Arealink added around 10,000 units over the three-year period from 2016 to 2019, but refrained from opening new locations during the COVID-19 pandemic.

Looking ahead to future growth, Arealink has resumed opening new locations, adding around 3,000 units in FY12/22.

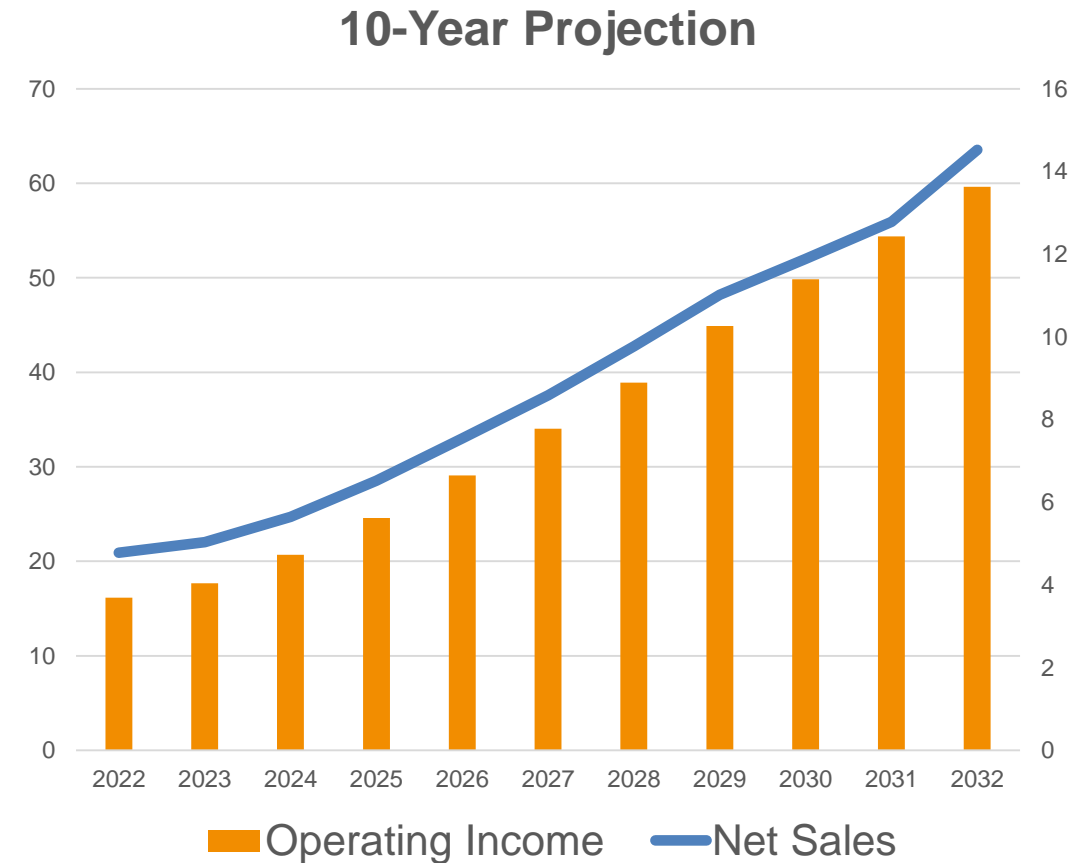
Overview of the Rapid Growth in the Self-Storage Business

Earnings Will Continue to Growth at an Average of 15% Over the Next Three Years.

Arealink Aims to Reach ¥10 billion in Operating Income within Seven Years.

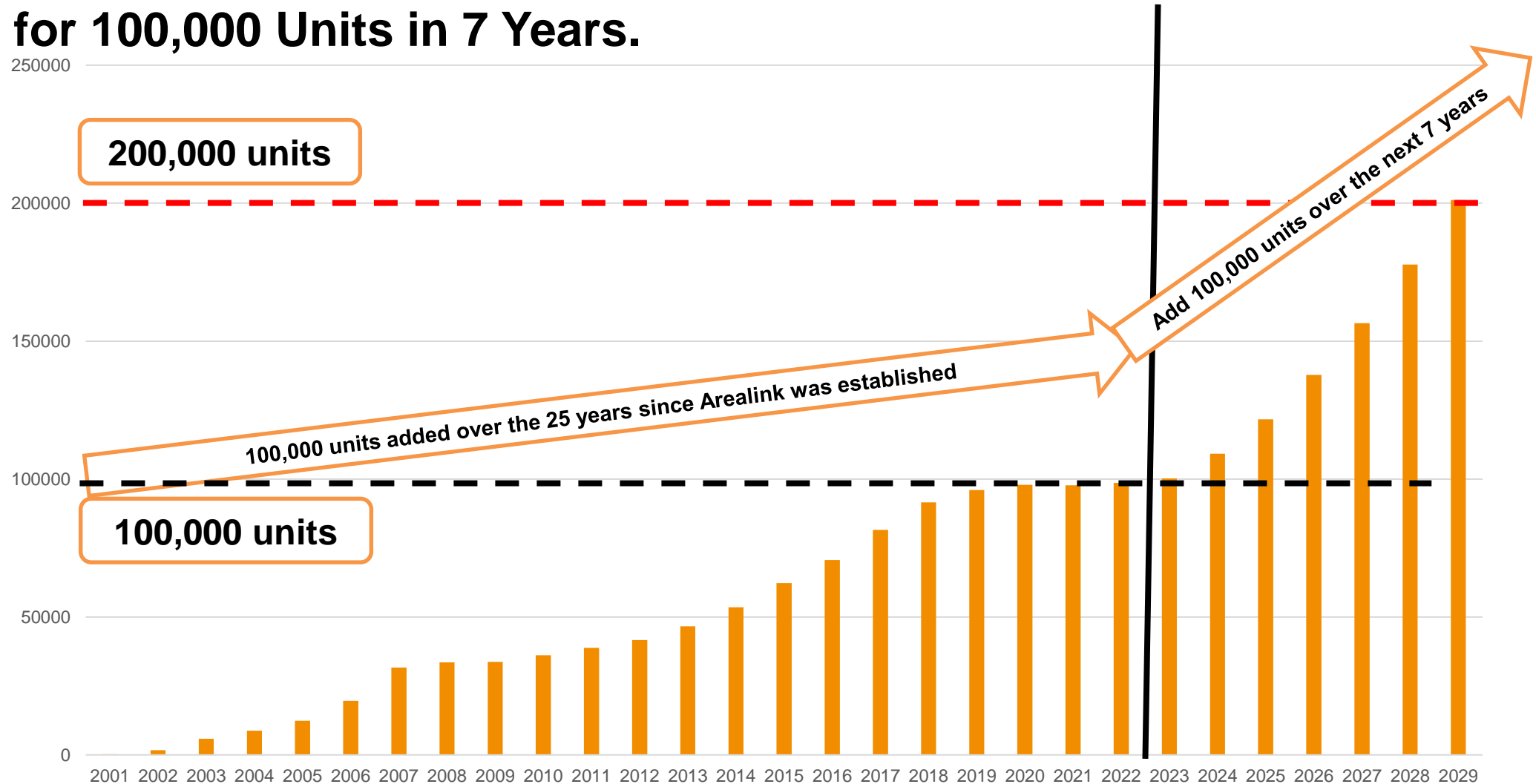
**Medium-Term Management Plan Figures
(Unit: Billions of yen)**

Unit: ¥bn	2022	2023	2024	2025
	Actual	Medium-Term Plan	Medium-Term Plan	Medium-Term Plan
Net Sales	20.8	21.8	24.4	28.1
Operating Income	3.7	4.0	4.6	5.5
Ordinary Income	3.7	3.9	4.5	5.3

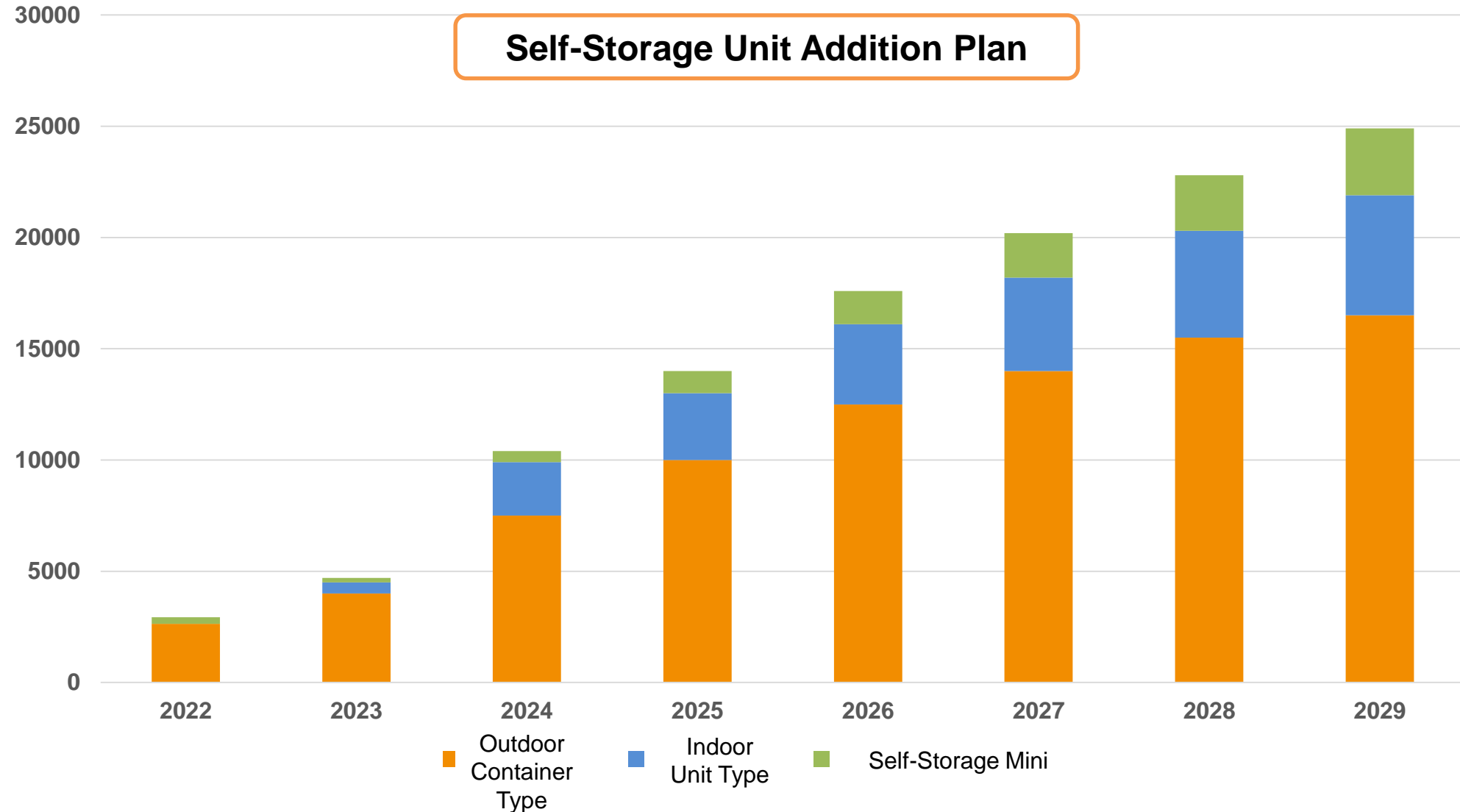


Accelerate Location Openings – Double the Current Number of Self-Storage Units to 200,000 Units within Seven Years.

Past: 100,000 Units Added Over 25 Years → Future: Four-Fold Increase in Speed for 100,000 Units in 7 Years.



**Plan to Add Around 10,000 Units in FY12/24,
and 25,000 Units Annually within Seven Years.**



Arealink Has Established the Conditions to Accelerate New Location Openings with the Structures Put in Place over the Last Several Years.

- ◆ **Nationwide database for location openings**
 - **Expand areas for location openings**
 - Significantly enhance location opening precision**

- ◆ **Operations structure not reliant on manpower**
 - **Streamlined and efficient business activities**

- ⇒ **Structures that facilitate an immediate increase in the number of storage locations**

Additional Measures to Support Rapid Expansion of New Locations Going Forward

Strengthen structures of location opening sales teams and construction units.

Collaborate with think-tanks to further enhance precision of the location opening database.

Expand location opening area (expand into undeveloped areas).

Along with containers, strengthen openings of self-storage mini and indoor building style locations.

Collaborate with think-tank to enhance precision of location opening database

Explore potential for M&A, and establish structures for agent sales and consigned sales.

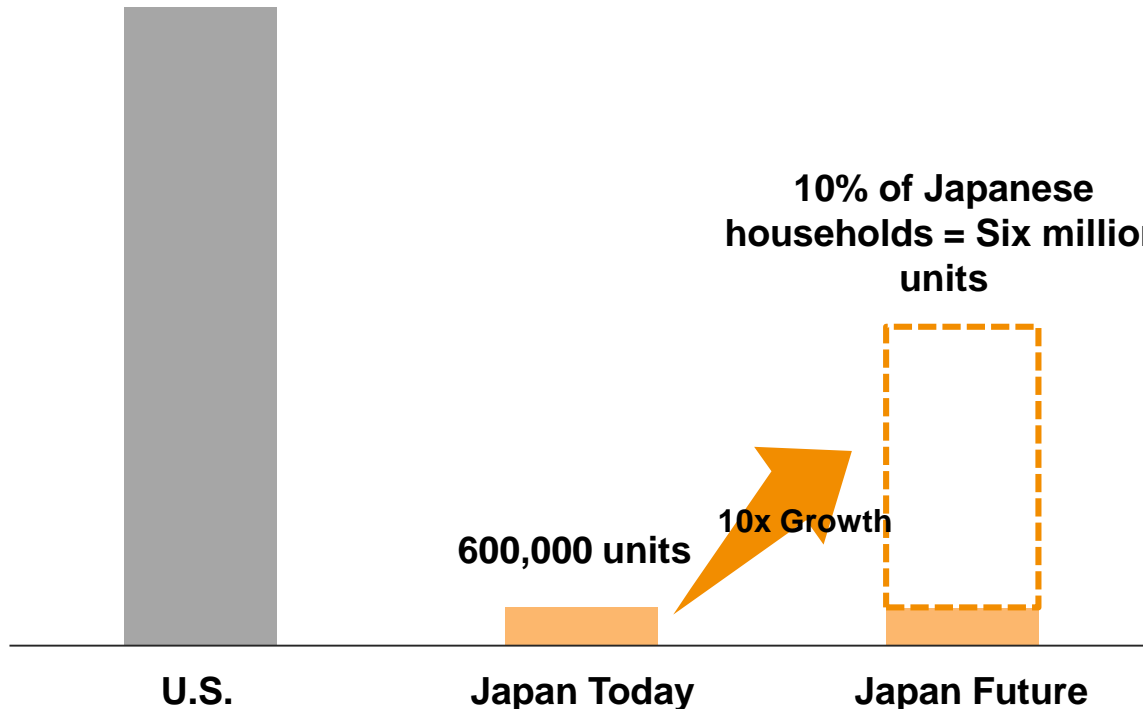
Compared with the U.S., the Japanese Market Has Potential for Ten-Fold Growth

Comparison with U.S. Self-Storage Usage

13.5 million units = Used by 10.6% of all U.S. households

10% of Japanese households = Six million units

10x Growth



Comparison of Scale with U.S. Self-Storage Companies

U.S.

Public Storage

(Market Cap \$58.0bn, PER 77 times, PBR 7 times)

Extra Space Storage

(Market Cap \$23.0bn, PER 48 times, PBR 8 times)



Japan

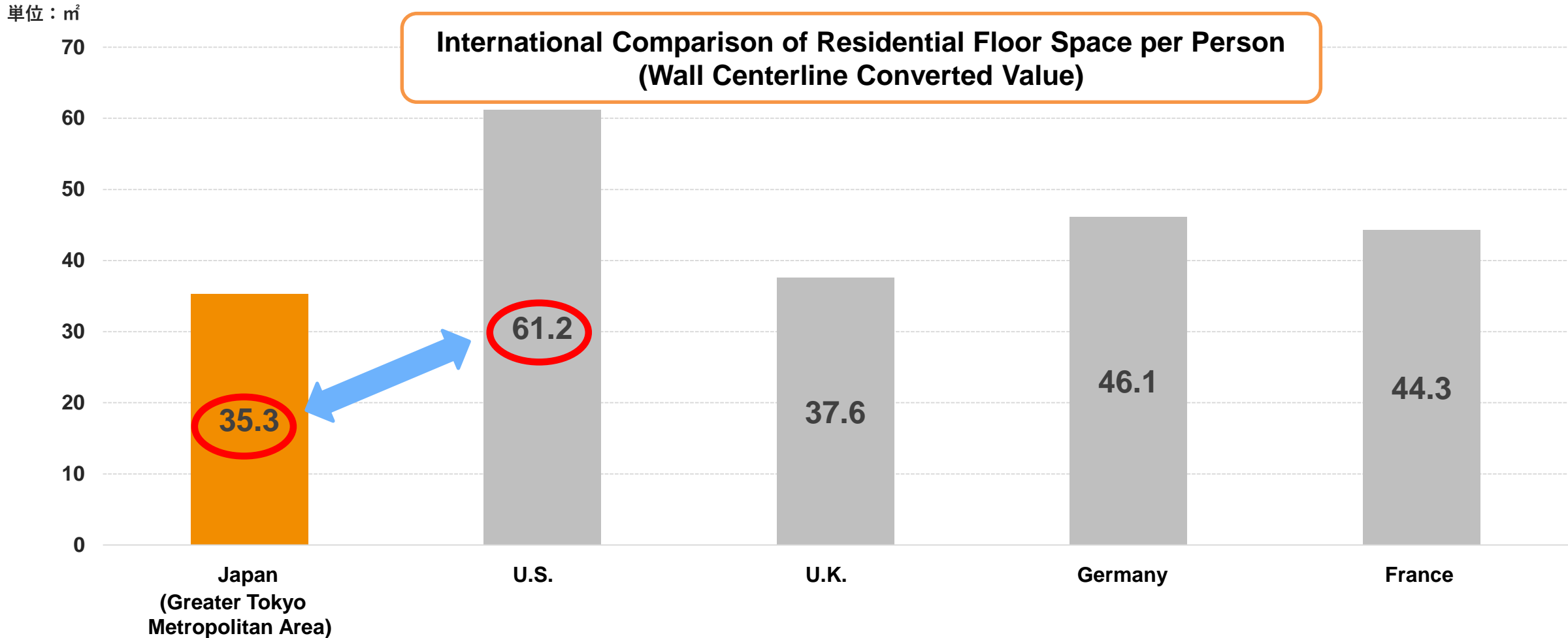
Arealink

(Market Cap ¥24.1bn, PER 8.8 times, PBR 1.05 times)

As of February 6, 2023

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)

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



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)

Similar business – Hourly Parking Lot Business

< Install equipment on leased land and provide service. >



- ◆ **Business operated using leased land**
- ◆ **Cumulative-type business**
- ◆ **Service closely related to everyday life**
- ◆ **Unattended operation / High earnings**

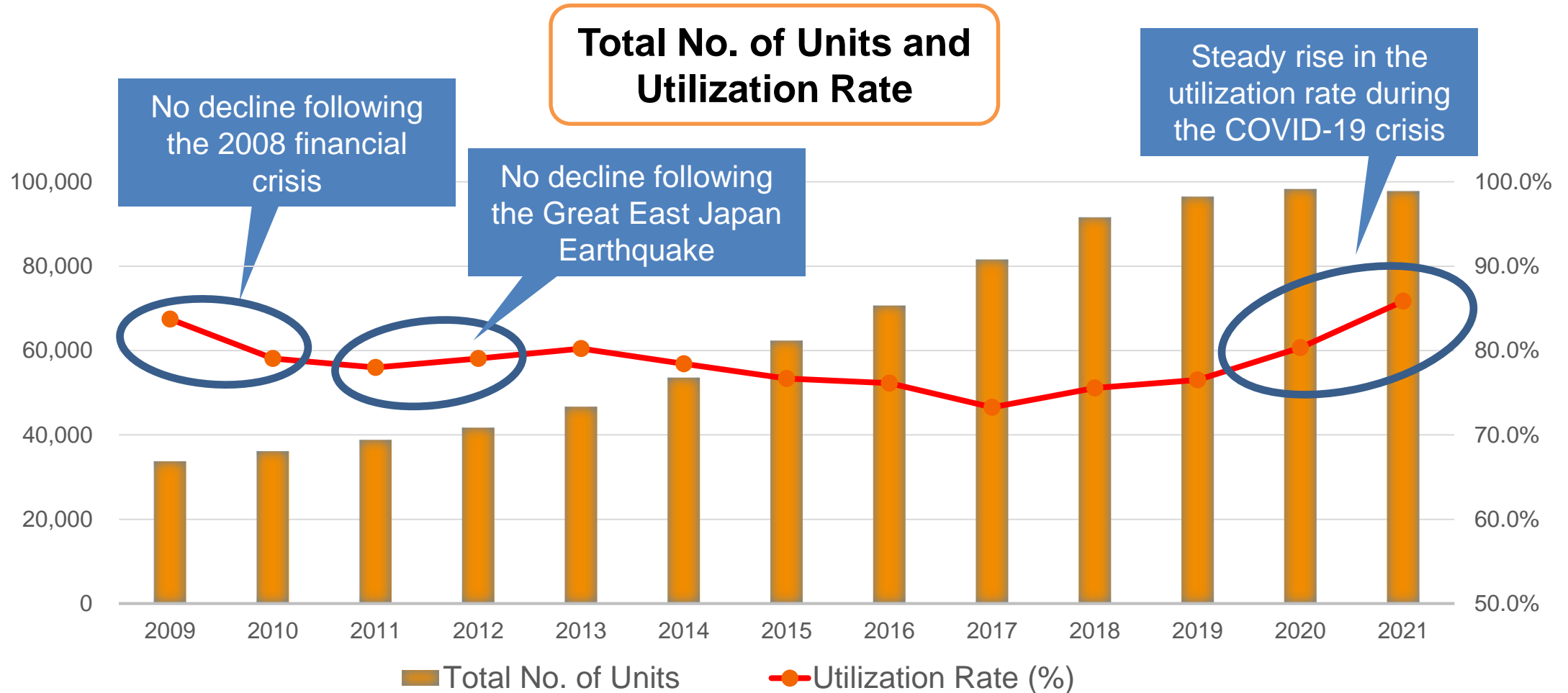
Advantages of Self Storage

- ◆ Industry in the expansion stage in Japan
- ◆ High profit margin and earnings stability (stable, high profit compared to before COVID-19)
- ◆ Stability unaffected even during the COVID-19 crisis

Challenges for Self-Storage and Response Measures

- ◆ Low product awareness remains low ⇒ Differentiation strategies
- ◆ Small absolute number of properties ⇒ Location opening strategies
- ◆ Initial deficit at start-up ⇒ Smaller locations, greater precision in openings

Steady Rise in the Utilization Rate Even Following the 2008 Financial Crisis, Great East Japan Earthquake, and COVID-19 Pandemic

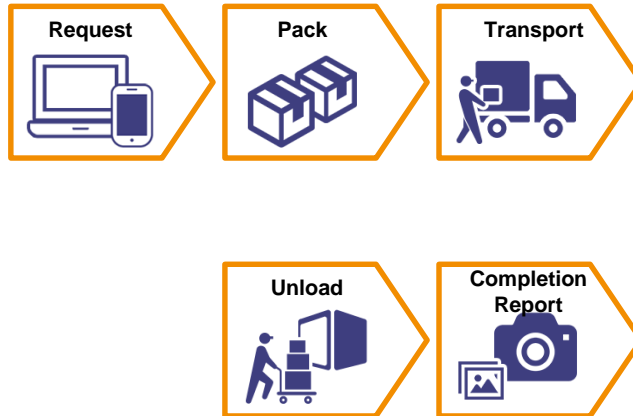


Arealink’s strategy for new locations is to focus on small properties able to generate profit quickly.

	Other Companies	Arealink
Size	Large	Small
Location	Urban Centers	Nationwide (Urban Centers, Regional Areas)
No. of Units	More than 100 units	30-40 units
Building Construction	Steel-frame, reinforced concrete	Wood / Containers
Operating Style	Attendant on duty	Unattended
Profitability	Lossmaking for the first few years	Profitable within the initial fiscal year
Comparable to...	Large supermarkets	Convenience stores

Continuous Service Development and On-Site Improvements ⇒ Pursuit of Greater Customer Satisfaction

“Hello Home Delivery” Courier Service



- Allows items to be easily moved from the home to the self-storage unit.
- Provide service with noticeable value and 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 keycard issuance and management
- No need to issue additional keycards for multiple users
- Smartphone app can be used as a key

**New Container Design Introduced
Switch to New Design for All Locations within 10 Years**



**Previous
Design**



Container Site with the New Design



Gray and orange color scheme has a subdued and clean feel, with an appearance that blends with the neighborhood.

New Design Introduced for Self-Storage Mini Locations

Locations opened from September 2022 utilize the new design.



Chic and luxurious color scheme
Coordinated look, including the interior

- ◆ **Arealink = A professional group for storage**
⇒ **All employees acquire Arrangement and Storage Advisor Class 2 certification**
- ◆ **“Storage Contest” held annually for all employees**
⇒ **Employees compete to offer the most convenient and usable service**
- ◆ **Convey the brilliance of organization and storage to the world**
- ◆ **Greater organization and storage → Money, time, and peace of mind**

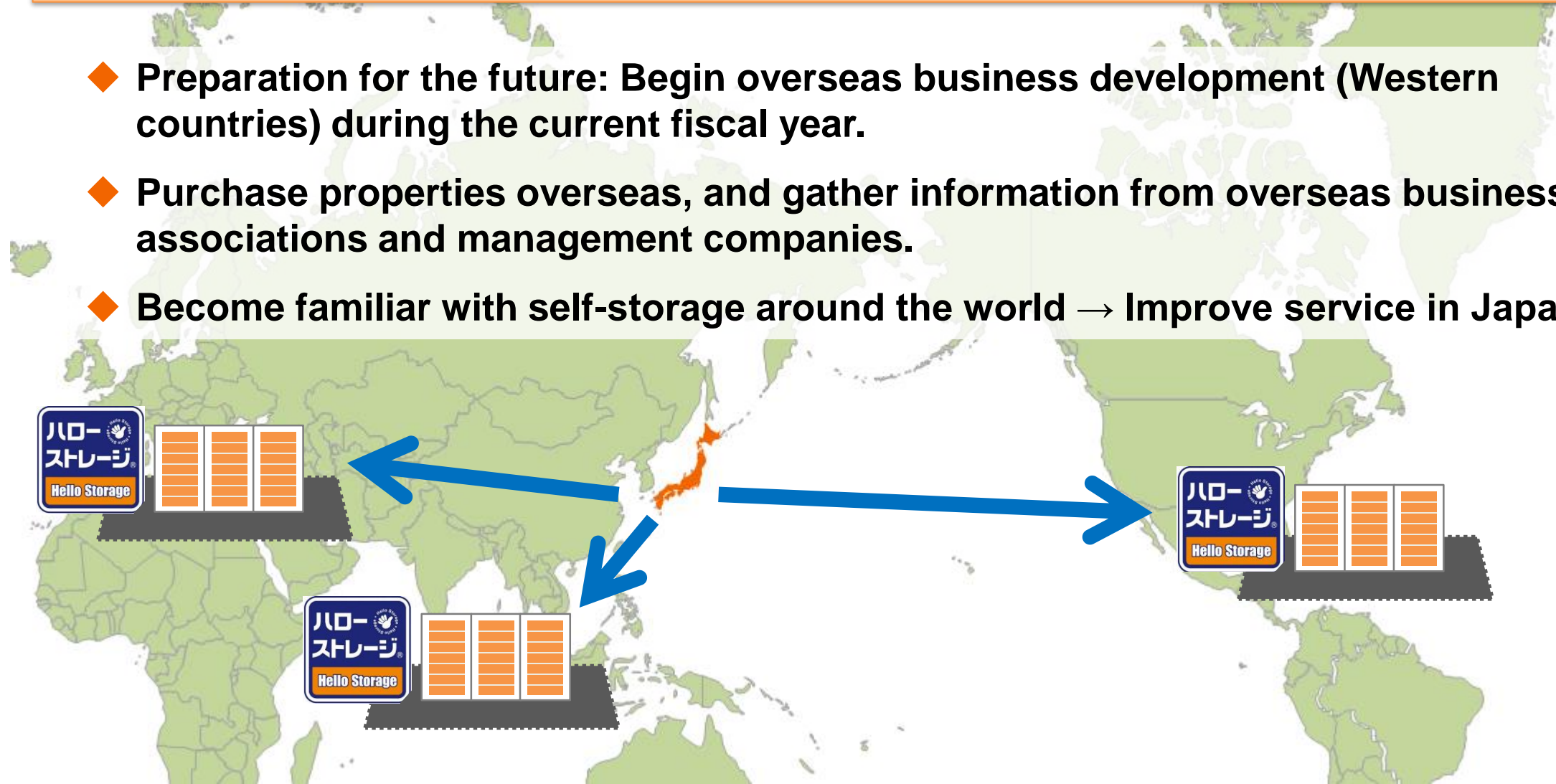
“Self-Storage Photo Contest” and Establishment of “Trunk Room Day”

- Self-storage (“trunk rooms”) PR event held on October 2 to mark the designation of October 9 as “Trunk Room Day” by the Japan Anniversary Association.
- Award ceremony held the same day for the 1st Self-Storage Photo Contest sponsored by the Japan Self Storage Association (JSSA).



Start of Overseas Business Development – Purchase Properties Overseas and Gain Information

- ◆ Preparation for the future: Begin overseas business development (Western countries) during the current fiscal year.
- ◆ Purchase properties overseas, and gather information from overseas business associations and management companies.
- ◆ Become familiar with self-storage around the world → Improve service in Japan.



- ◆ **Purchase overseas properties and join local business associations. → Become familiar with situation in countries with more advanced self-storage markets (U.S., Europe, Australia).**
- ◆ **Acquire monthly data from around the world, including sales in advanced countries, customer needs, and storage methods.**
- ◆ **Steadily apply information on systems, marketing, and methods to discern customer needs.
⇒ Ultimately develop self-storage mini properties globally**

Business Operations with a Small Workforce

Around 2,000 properties managed by just over 70 regular employees.

The “Arealink Method” = Awareness System 10

Employee growth → Business efficiency and growth

	Category	Structure / System
1	Basics	Establishing a business environment, Arealink Manual, Chip System, Scoresheet
2	Plan / Implementation	Arealink Master
3	Communication	Hello Circle, Overnight training retreats, Kickoff
4	Application of Principles	“Above and Beyond”, Guideline of 14 Principles
5	Raising Employee Motivation	Personnel Evaluation System (Twice a year)
6	Leadership Training	Department Objective Definition Evaluation List, Team Capabilities Development Chart, Task Notebook, Solution Sheet
7	Utilization of External Resources	Personal Connections Expansion System, Topics Mail
8	Capability Development	Self-Growth Program
9	Business Promotion	Procurement Strengthening System (SF Improvement)
1 0	Health Management	General health

Continually develop the Awareness System



Codify in written form to publicize specific know-how



**Conduct company tours and study meetings originating with
Arealink**



**Convey to companies requesting consulting from Arealink
employees**

- ◆ **Current payout ratio: 30% of net income**
- ◆ **Cashflow from business operations is used for shareholder returns, as well as to finance new locations openings in Japan and business expansion overseas.**
- ◆ **Arealink will consider increasing the payout ratio should the business grow, and cashflow exceeds the amount needed for new openings.**

Management Philosophy**Provide Convenience, Joy, and Excitement****Arealink's Mission**

Arealink is company where all employees are part of a professional group for self-storage, benefitting society with organization and storage. Self-storage equates to a better quality of life.

Arealink is developing “100-year” self-storage properties intended to be utilized for a century, contributing to the environment (ESG management)

Arealink supports growth for its employees and all of society with the “Arealink Method.”

Appendix

In Millions of yen

			FY12/21		FY12/22		
			Actual	Percent of Sales	Actual	Percent of Sales	YoY
Self-Storage Business	Self-storage management	Net sales	14,941	—	15,725	—	+5.2%
		Gross profit	4,760	31.9%	5,509	35.0%	+15.7%
		Business profit	3,568	23.9%	4,306	27.4%	+20.7%
	Self-storage brokerage	Net sales	528	—	641	—	+21.5%
		Gross profit	85	16.1%	54	8.5%	−35.8%
		Business profit	(152)	−28.8%	(222)	−34.6%	+45.8%
		Net sales	15,469	—	16,366	—	+5.8%
		Gross profit	4,845	31.3%	5,564	34.0%	+14.8%
		Business profit	3,415	22.1%	4,084	25.0%	+19.6%
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Management Division		Net sales	—	—	—	—	—
		Gross profit	—	—	—	—	—
		Business profit	(1,195)	—	(1,180)	—	−1.2%
Total for All Businesses		Net sales	20,572	—	20,878	—	+1.5%
		Gross profit	6,035	29.3%	6,717	32.2%	+11.3%
		Operating income	3,044	14.8%	3,742	17.9%	+22.9%

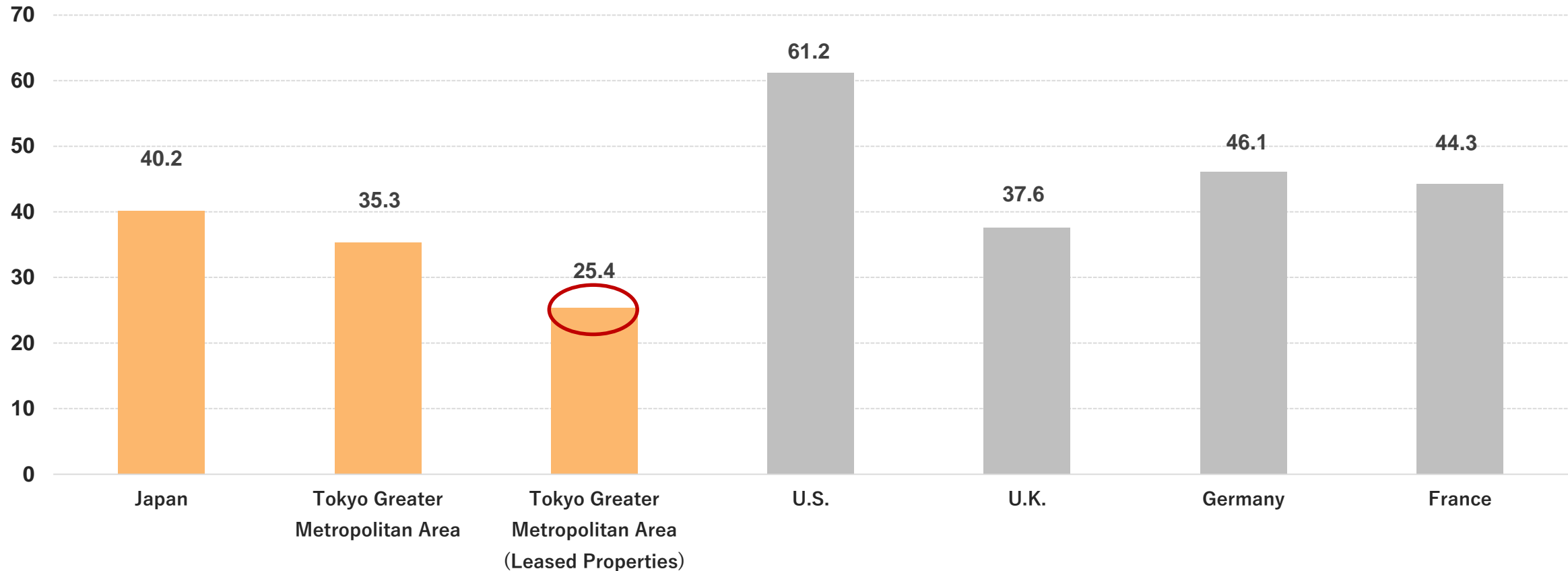
In Millions of yen

		FY12/21	FY12/22					
		Full-year	1Q	2Q	3Q	4Q	Cumulative	
	Self-Storage Management	Net Sales	14,941	3,853	3,906	3,947	4,017	15,725
		Gross Profit	4,760	1,319	1,349	1,369	1,470	5,509
		Business Profit	3,568	1,026	1,050	1,071	1,158	4,306
	Self-Storage Brokerage	Net Sales	528	139	262	235	4	641
		Gross Profit	85	12	15	22	4	54
		Business Profit	(152)	(48)	(53)	(52)	(67)	(222)
Self-Storage Business	Net Sales	15,469	3,992	4,169	4,183	4,021	16,366	
	Gross Profit	4,845	1,332	1,364	1,391	1,474	5,564	
	Business Profit	3,415	978	996	1,018	1,090	4,084	
Land Rights Consolidation Business	Net Sales	3,716	810	947	675	676	3,110	
	Gross Profit	743	214	266	147	76	704	
	Business Profit	442	172	191	81	19	464	
Other Operational Services Business	Net Sales	1,385	341	349	361	347	1,400	
	Gross Profit	445	107	115	112	113	448	
	Business Profit	382	94	96	90	92	373	
Management Division	Net Sales	—	—	—	—	—	—	
	Gross Profit	—	—	—	—	—	—	
	Business Profit	(1,195)	(308)	(294)	(288)	(288)	(1,180)	
Total for All Businesses	Net Sales	20,572	5,145	5,466	5,220	5,046	20,878	
	Gross Profit	6,035	1,655	1,746	1,651	1,664	6,717	
	Operating Income	3,044	936	989	901	914	3,742	

Living space in Japanese homes is limited, creating huge potential demand for storage.

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

Unit: m²



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 : Ability to Meet Diverse Needs that Match Changes in the Time

Past

Actual use for various needs

- Storage site for tools and materials
- Seasonal goods (clothing, tires, sporting goods, etc.)
- Storage for collectables and space for hobbies
- Temporary use when moving or undertaking renovations
- Organizing belongings at end of life and storing property of decease



Covid-19 pandemic

Capture demand due to new life-styles

- Location to organize belongings to create space at home for teleworking
- Storage for outdoor goods (impact of camping boom and people not going out)
- Storage for luggage of children at college returning home because of online classes

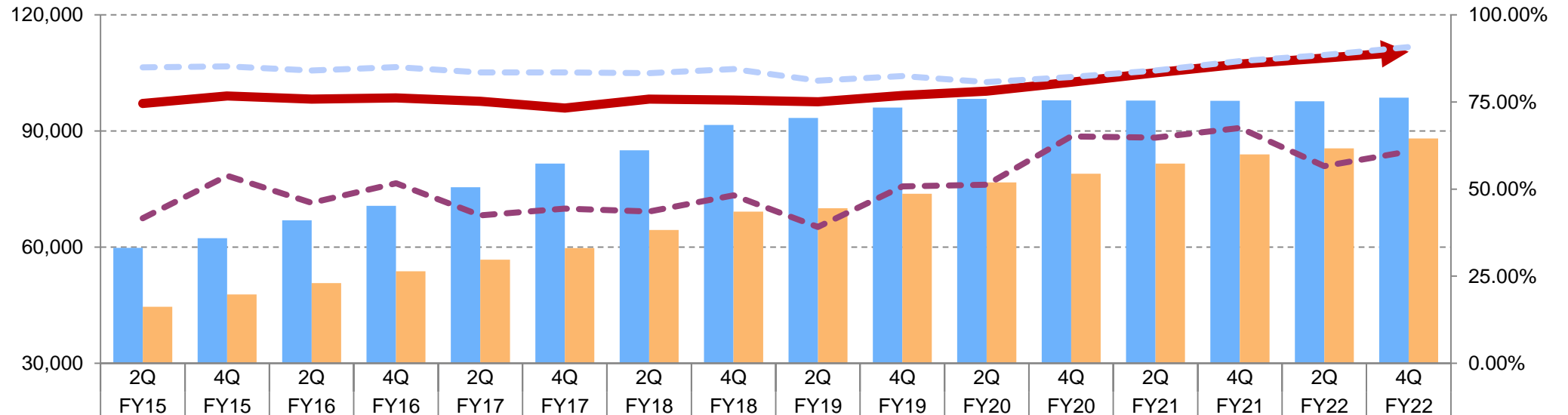


Ability to capture demand that matches changes in the time
Strong expectation that demand will continue to grow

Total of Just Under 100,000 Units at End of FY12/22, Significant Increase Expected Going Forward

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	2Q FY22	4Q FY22
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	97,657	98,581
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	85,504	88,092
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%	87.56%	89.36%
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%	88.46%	90.73%
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%	56.58%	60.81%

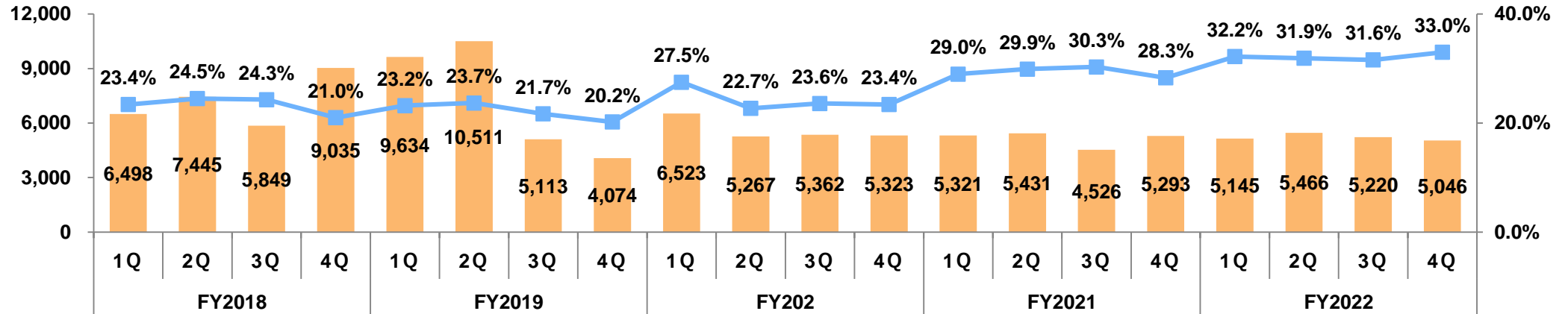
* Existing: Units after more than two years since they opened
 New: Units after less than two years since they opened
 New for FY 2022: Newly opened in 2021 and 2022

	Containers	Trunk	Other	Total	Proportion
					of Total
Hokkaido	1,114	551	0	1,665	1.7%
Aomori	50	48	0	98	0.1%
Iwate	20	0	0	20	0.0%
Miyagi	1,640	0	0	1,640	1.7%
Akita	31	0	0	31	0.0%
Yamagata	74	0	0	74	0.1%
Fukushima	167	0	0	167	0.2%
Ibaraki	851	0	0	851	0.9%
Tochigi	369	0	0	369	0.4%
Gunma	1,022	0	0	1,022	1.0%
Saitama	8,301	2,064	0	10,365	10.5%
Chiba	9,882	1,615	0	11,497	11.7%
Tokyo	16,983	13,701	0	30,684	31.1%
Kanagawa	8,761	3,996	0	12,757	12.9%
Niigata	194	0	0	194	0.2%
Toyama	177	0	0	177	0.2%
Ishikawa	238	0	0	238	0.2%
Fukui	143	0	0	143	0.1%
Yamanashi	202	0	0	202	0.2%
Nagano	357	0	0	357	0.4%
Gifu	611	0	0	611	0.6%
Shizuoka	1,672	0	0	1,672	1.7%
Aichi	5,073	996	0	6,069	6.2%
Mie	335	50	0	385	0.4%

	Containers	Trunk	Other	Total	Proportion
					of Total
Shiga	261	0	0	261	0.3%
Kyoto	1,557	216	0	1,773	1.8%
Osaka	4,168	1,225	0	5,393	5.5%
Hyogo	3,731	121	0	3,852	3.9%
Nara	637	0	0	637	0.6%
Wakayama	27	0	0	27	0.0%
Tottori	85	0	0	85	0.1%
Shimane	30	0	0	30	0.0%
Okayama	218	0	0	218	0.2%
Hiroshima	394	0	0	394	0.4%
Yamaguchi	224	47	0	271	0.3%
Tokushima	49	0	0	49	0.0%
Kagawa	351	70	0	421	0.4%
Ehime	159	0	0	159	0.2%
Kochi	69	0	0	69	0.1%
Fukuoka	2,369	0	0	2,369	2.4%
Saga	106	0	0	106	0.1%
Nagasaki	114	0	0	114	0.1%
Kumamoto	383	0	0	383	0.4%
Oita	110	0	0	110	0.1%
Miyazaki	150	0	0	150	0.2%
Kagoshima	386	0	0	386	0.4%
Okinawa	36	0	0	36	0.0%
Total	73,881	24,700	0	98,581	100.0%

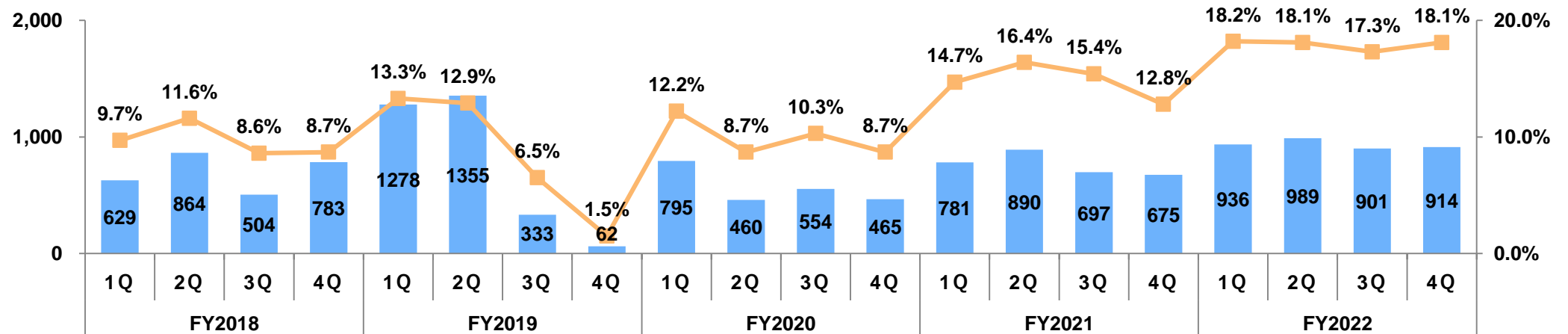
In Net Sales and Gross Profit Margin

In Millions of yen



In Operating Income and Operating Income Ratio

In Millions of yen



As of December 31, 2022

Property Name	Location	Number of properties	Purpose	Book Value (Land and Structure) Unit: ¥million
Trunk House 24 Series	Tokyo and 5 other prefectures	37	Storage	6,664
Hotel (Comfort Inn · Best Inn)	Kofu City, Yamanashi Prefecture, and other	5	Hotel	1,082
Kanda BM Building	Chiyoda Ward, Tokyo	1	Office, store	909
Ginza Idei Building	Chuo Ward, Tokyo	1	Store	889
Overseas storage	Texas, U.S.	1	Storage	734



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.

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