

# **Arealink**

**Arealink Co., Ltd.**

**April 30, 2025**  
**Results Briefing**  
**First Quarter, Fiscal Year**  
**Ending December 2025**

- **FY12/25 1Q Business Results** **3-20**
- **New Medium-Term Management Plan** **21-37**
- **Human Capital Management and  
Growth Strategies**  
**The Future of Arealink** **38-52**
- **Appendix** **53-68**

# **FY12/25 1Q Business Results**

### Company Updates

- Both sales and profit rose as the result of growth and expansion of the self-storage business despite a substantial decline in both land rights consolidation business sales and profit due to plans to shrink the business

### Self-Storage Business

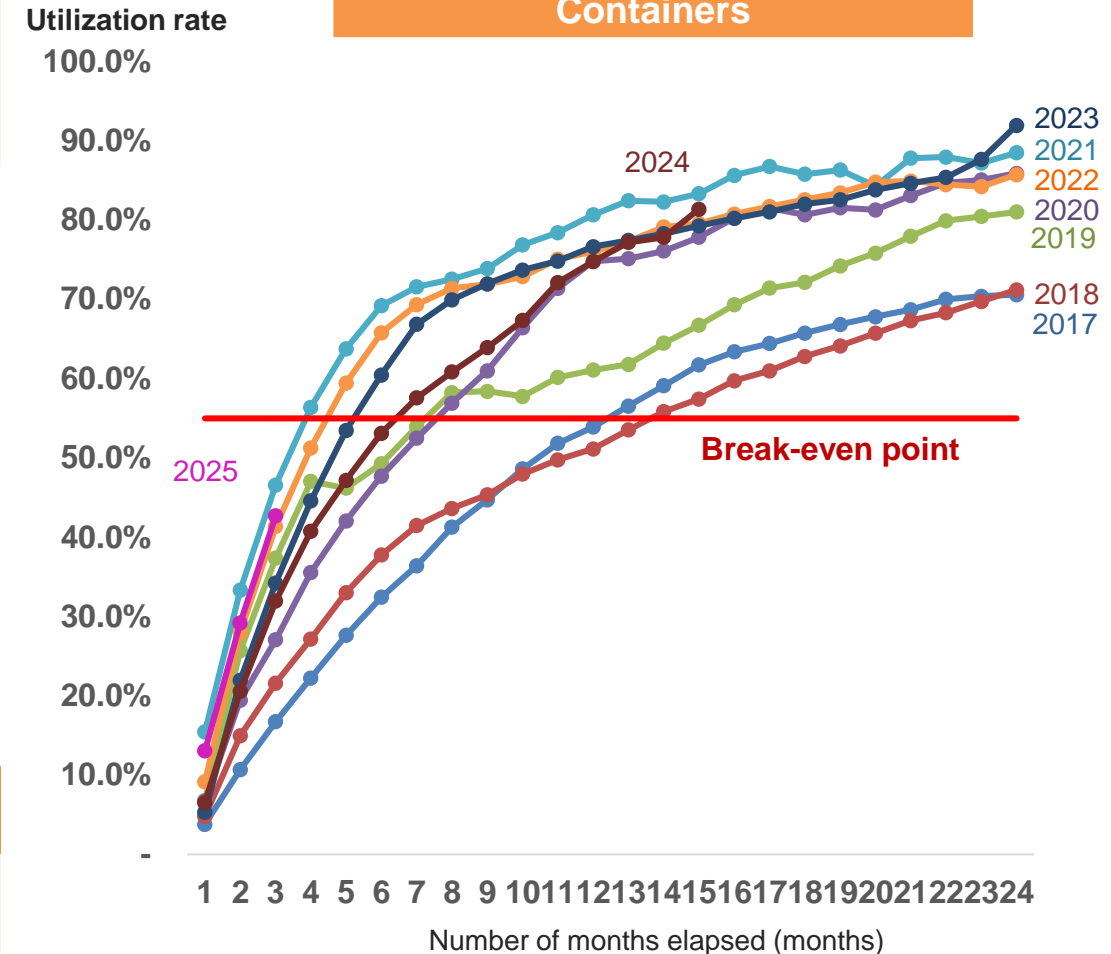
Sales rose 23.1%YoY and business profit increased 21.0% YoY

- Opened 3,555 new units compared to target of 15,000 units for the whole FY12/25
- Newly opened properties in 2024–2025 had steady utilization
- 10 building types (self-storage minis) were sold in FY12/25 1Q

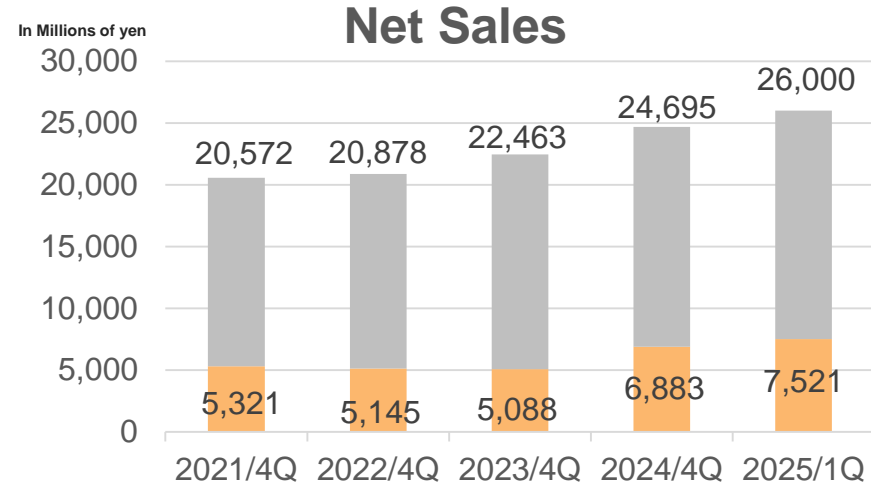
### Land Rights Consolidation Business

- Both sales and profit fell substantially in line with plans to shrink the business

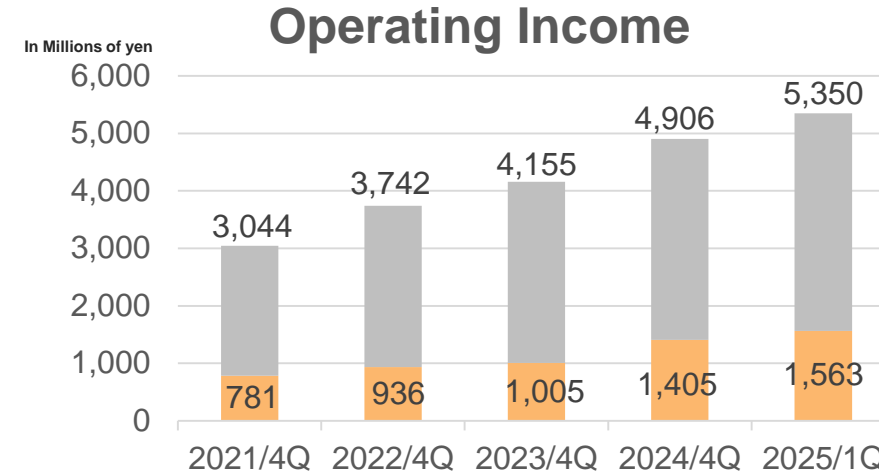
Utilization rate trends by year of opening of new properties  
Containers



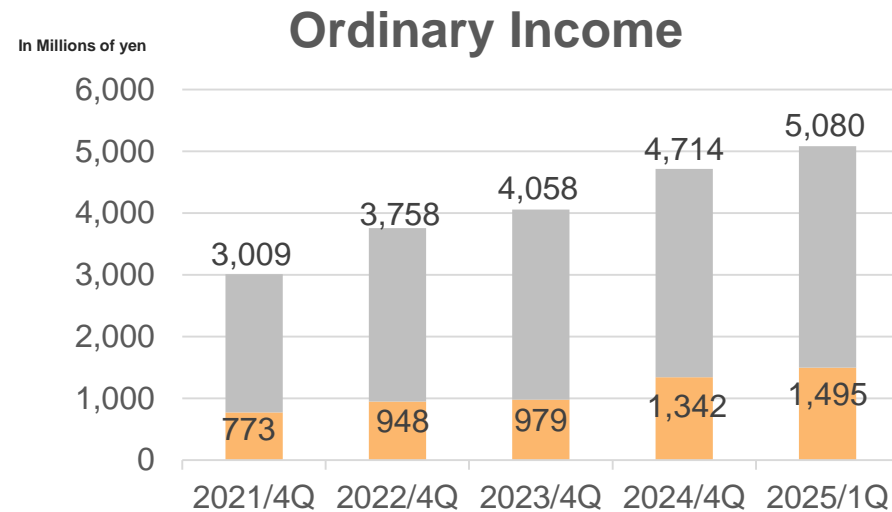
# Arealink Past Four Years + FY12/25 Earnings Outlook and FY12/25 1Q Progress



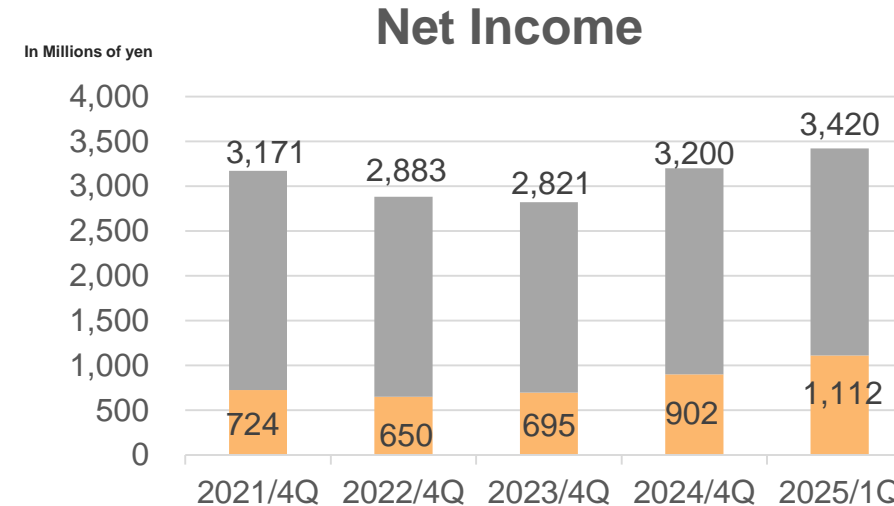
**+9.3% YoY, 28.9% achievement in FY12/25**



**+11.3% YoY, 29.2% achievement in FY12/25**



**+11.4% YoY, 29.4% achievement in FY12/25**

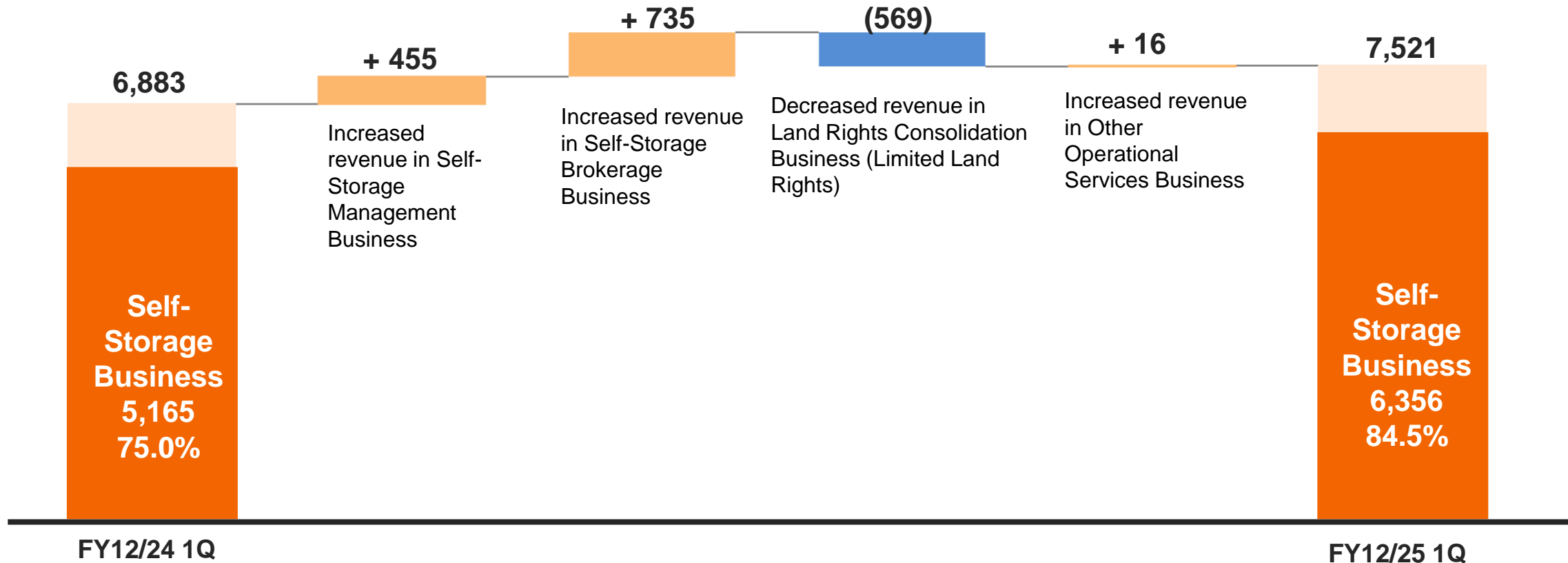


**+23.2% YoY, 32.5% achievement in FY12/25**

**Overall Sales Increased by +9.3% due to Each Segment Progressing Steadily**

**Increase/Decrease in Net Sales**

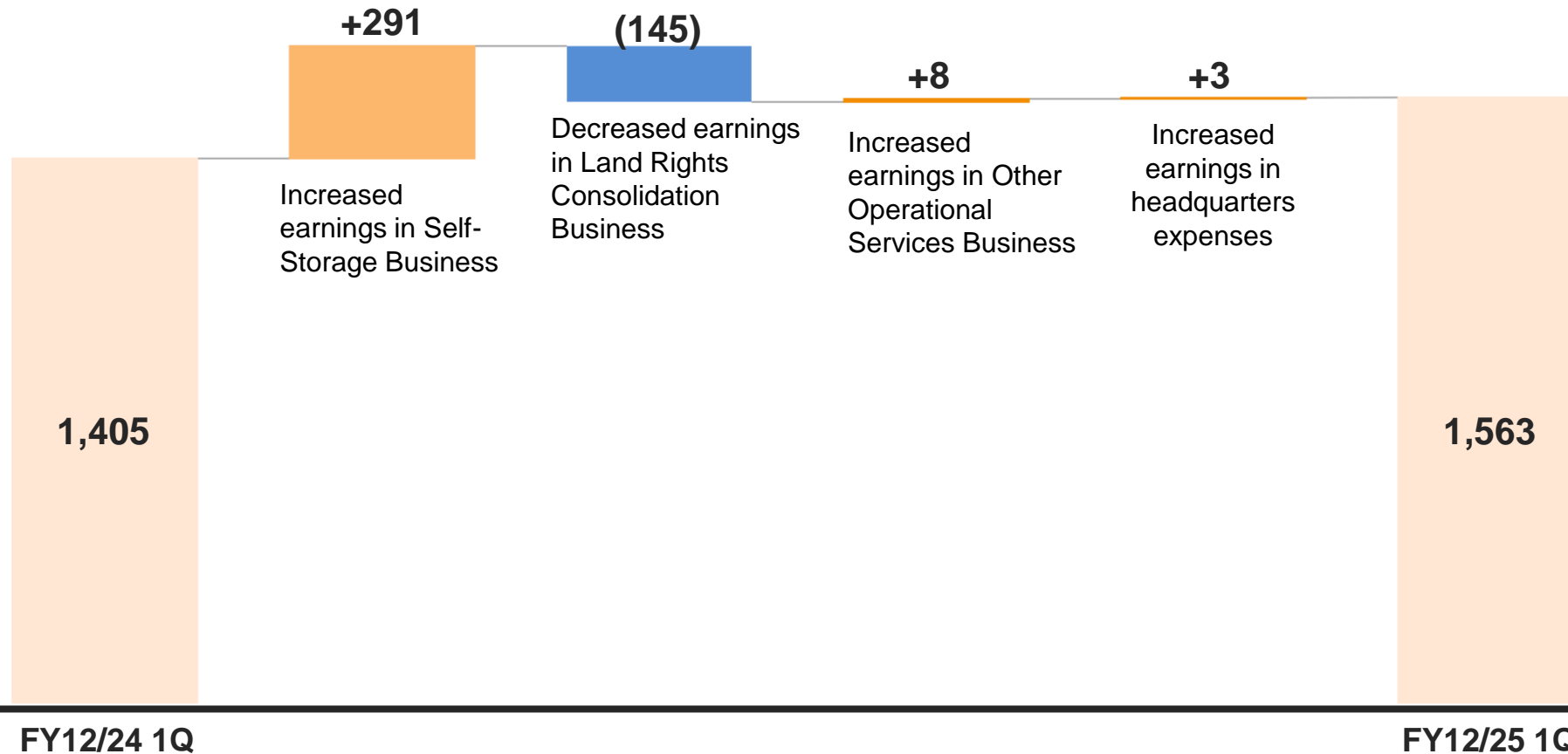
In Millions of yen



## Profits Grew Due to Continued High Utilization Rate for Self-Storage Business, Etc.

### Increase/Decrease in Operating Income

In Millions of yen



**Recorded Double-Digit YoY Growth in All Types of Profit as Increase in Self-Storage Business Profit Compensated for Decline in Land Rights Consolidation Business Profit**

	FY12/24		FY12/25			
	Full-year Result	1Q	Full-year Plan	1Q	Relative to Plan	YoY
In millions of yen						
<b>Net sales</b>	24,695	6,883	26,000	<b>7,521</b>	<b>28.9%</b>	<b>+ 9.3%</b>
<b>Operating income</b>	4,906	1,405	5,350	<b>1,563</b>	<b>29.2%</b>	<b>+ 11.3%</b>
<b>Ordinary income</b>	4,714	1,342	5,080	<b>1,495</b>	<b>29.4%</b>	<b>+ 11.4%</b>
<b>Net income</b>	3,200	902	3,420	<b>1,112</b>	<b>32.5%</b>	<b>+ 23.2%</b>



## Compensation for Relocation Due to Withdrawals from Storage Properties, Etc. Are Recorded

In Millions of yen	FY12/24 1Q	FY12/25 1Q	Increase (Decrease)
Operating income	1,405	1,563	158
Non-operating income	75	80	5
Non-operating expenses	137	148	10
Ordinary income	1,342	1,495	153
Extraordinary income	—	28	28
Extraordinary loss	0	0	(0)
Income before income taxes	1,342	1,524	181
Income taxes — current	370	383	12
Income taxes — deferred	68	28	(40)
Net income	902	1,112	209

Non-operating income  
Compensation for relocation    ¥74 million

Non-operating expenses  
Interest expenses                ¥71 million  
Commission expenses           ¥67 million

Extraordinary income  
Gain on sales of investment securities  
   ¥28 million

## Aggressive Measures to Increase Salaries in Order to Practice Business Operations with a Small Workforce

Millions of yen	FY12/24 1Q	FY12/25 1Q	Increase (Decrease)	Rate of change
Directors' Compensation	41	52	11	+28.1%
Salary and allowances	245	266	21	+8.6%
Advertising and publicity costs	67	71	3	+5.4%
Commission expenses	210	146	(64)	−30.6%
(Sales commissions)	(120)	(52)	(68)	−56.2%
Compensation expenses	94	101	6	+7.1%
Taxes and public dues	77	55	(21)	−28.0%
Others	226	227	0	+0.4%
Total SG&A expenses	963	921	(42)	−4.4%

\* The amount of sales commissions within commission expenses is the commission expenses for real estate transactions, etc. (variable cost).

# Arealink Overview of FY12/25 1Q Business Results (by segment)

In Millions of yen			FY12/24 1Q		FY12/25 1Q	
			Actual	Percent of Sales	Actual	YoY
	<b>Self-Storage Management</b>	Net sales	4,316	—	<b>4,772</b>	+ 10.6%
		Gross profit	1,696	39.3%	<b>1,925</b>	+ 13.5%
	<b>Self-Storage Brokerage</b>	Net sales	848	—	<b>1,584</b>	+ 86.7%
		Gross profit	167	19.7%	<b>276</b>	+ 65.3%
<b>Self-Storage Business</b>		Net sales	5,165	—	<b>6,356</b>	+ 23.1%
		Gross profit	1,863	36.1%	<b>2,202</b>	+ 18.1%
		Business profit	1,389	26.9%	<b>1,680</b>	+ 21.0%
<b>Land Rights Consolidation Business (Limited Land Rights)</b>		Net sales	1,346	—	<b>777</b>	— 42.3%
		Gross profit	383	28.5%	<b>152</b>	— 60.3%
		Business profit	243	18.1%	<b>98</b>	— 59.5%
<b>Other Operational Services Business</b>		Net sales	371	—	<b>388</b>	+ 4.4%
		Gross profit	121	32.7%	<b>130</b>	+ 7.5%
		Business profit	102	27.5%	<b>111</b>	+ 8.8%
<b>Headquarters expenses</b>		Business profit	(330)	—	<b>(326)</b>	— 1.0%
<b>Total for All Businesses</b>		Net sales	6,883	—	<b>7,521</b>	+ 9.3%
		Gross profit	2,369	34.4%	<b>2,485</b>	+ 4.9%
		Operating income	1,405	20.4%	<b>1,563</b>	+ 11.3%

## Steady Increase in Revenue and Profits in Management While Stably Increasing New Units

### Self-Storage Business

In Millions of yen	FY12/24 1Q	FY12/25 1Q	YoY	FY12/25 Plan	Compared to plan
Net sales (Self-storage management)	4,316	4,772	+ 10.6%	19,400	24.6%
Net sales (Self-storage brokerage)	848	1,584	+ 86.7%	3,300	48.0%
<b>Net sales</b>	<b>5,165</b>	<b>6,356</b>	<b>+ 23.1%</b>	<b>22,700</b>	<b>28.0%</b>
Gross profit (Self-storage management)	1,696	1,925	+ 13.5%	7,800	24.7%
Gross profit (Self-storage brokerage)	167	276	+ 65.3%	530	52.2%
<b>Gross profit</b>	<b>1,863</b>	<b>2,202</b>	<b>+ 18.1%</b>	<b>8,330</b>	<b>26.4%</b>
<b>SG&amp;A expenses</b>	<b>474</b>	<b>521</b>	<b>+ 9.9%</b>	<b>—</b>	<b>—</b>
<b>Business profit</b>	<b>1,389</b>	<b>1,680</b>	<b>+ 21.0%</b>	<b>6,040</b>	<b>27.8%</b>

#### Self-Storage Management

- Both sales and profit rose steadily as the utilization rate remained high at 85.64% despite an increase in the number of new unit openings.

#### Self-Storage Brokerage

- Both sales and profit rose substantially due to the sale of ten building types (self-storage minis)

## Steady Progress Was Made in Lowering Land Rights Consolidation Business Sales and Profit

Land Rights Consolidation Business (Limited Land Rights)					
In Millions of yen	FY12/24 1Q	FY12/25 1Q	YoY	FY12/25 Plan	Compared to plan
Net sales	1,346	777	— 42.3%	1,800	43.2%
Gross profit	383	152	— 60.3%	—	—
SG&A expenses	139	53	— 61.5%	—	—
Business profit	243	98	— 59.5%	310	31.8%

Other Operational Services Business					
In Millions of yen	FY12/24 1Q	FY12/25 1Q	YoY	FY12/25 Plan	Compared to plan
Net sales	371	388	+ 4.4%	1,500	25.9%
Gross profit	121	130	+ 7.5%	—	—
SG&A expenses	19	19	+ 0.7%	—	—
Business profit	102	111	+ 8.8%	400	27.8%

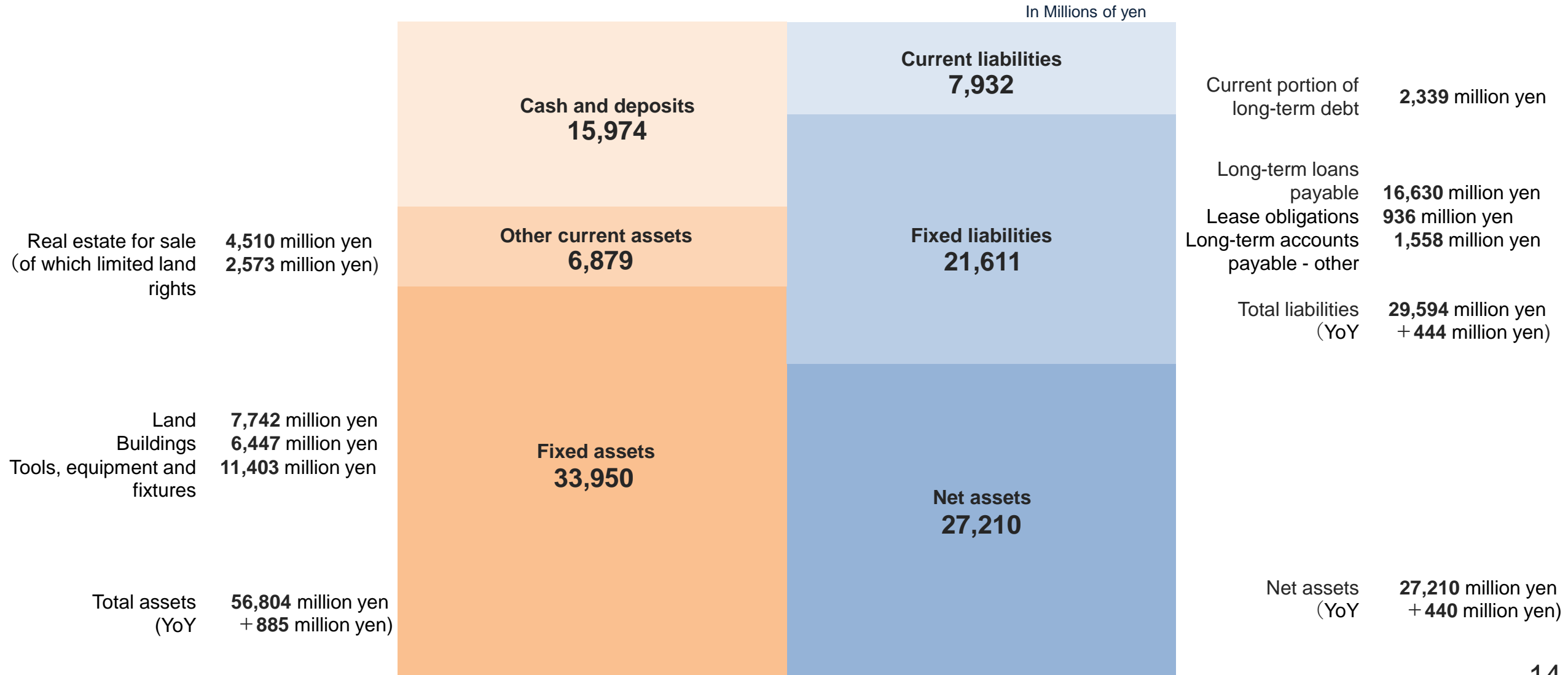
### Land Rights Consolidation Business (Limited Land Rights)

- Plan to shrink the business starting in FY12/25
- Inventory was 2,573 million yen, a decrease of 364 million yen compared to the end of the previous fiscal year

### Other Operational Services Businesses

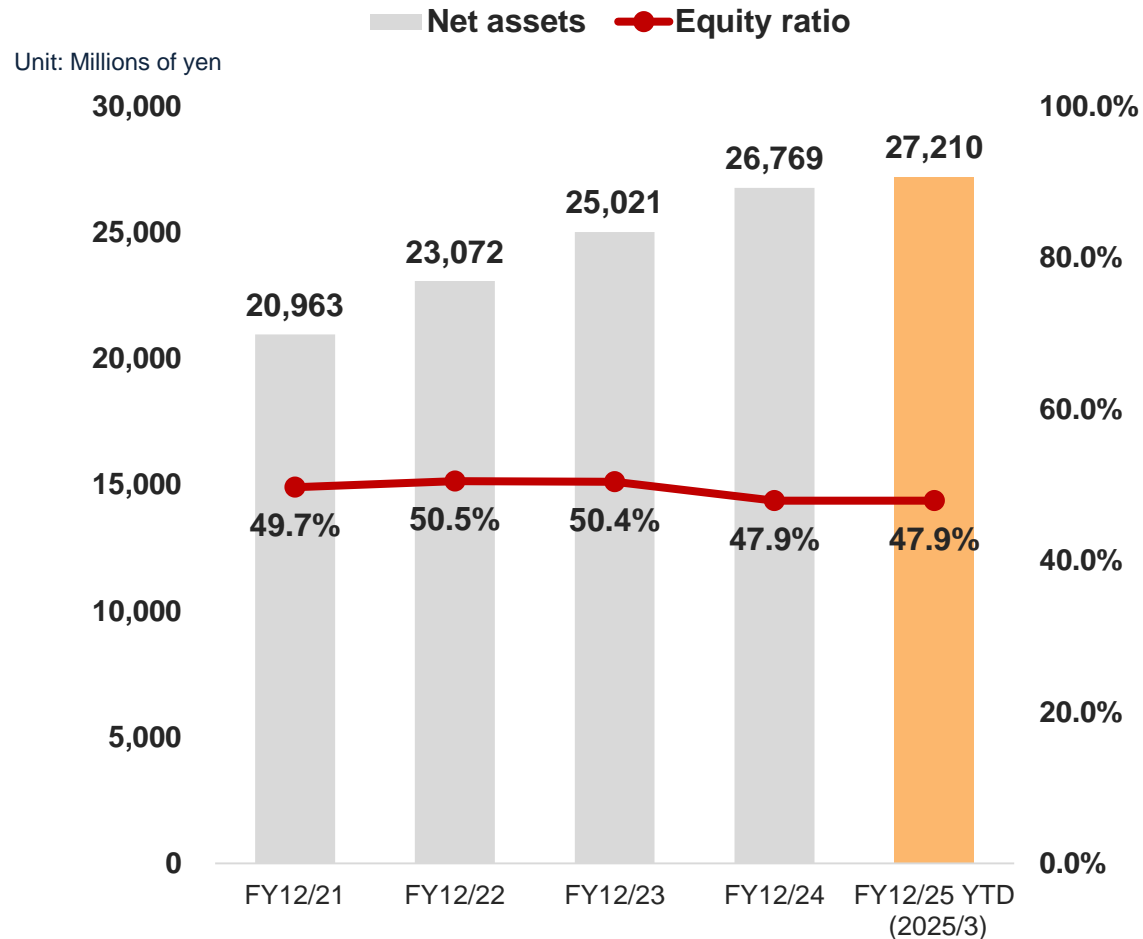
- Steadily progressing above plan

## Stable Financial Base With Cash Deposits of 15.9 Billion Yen

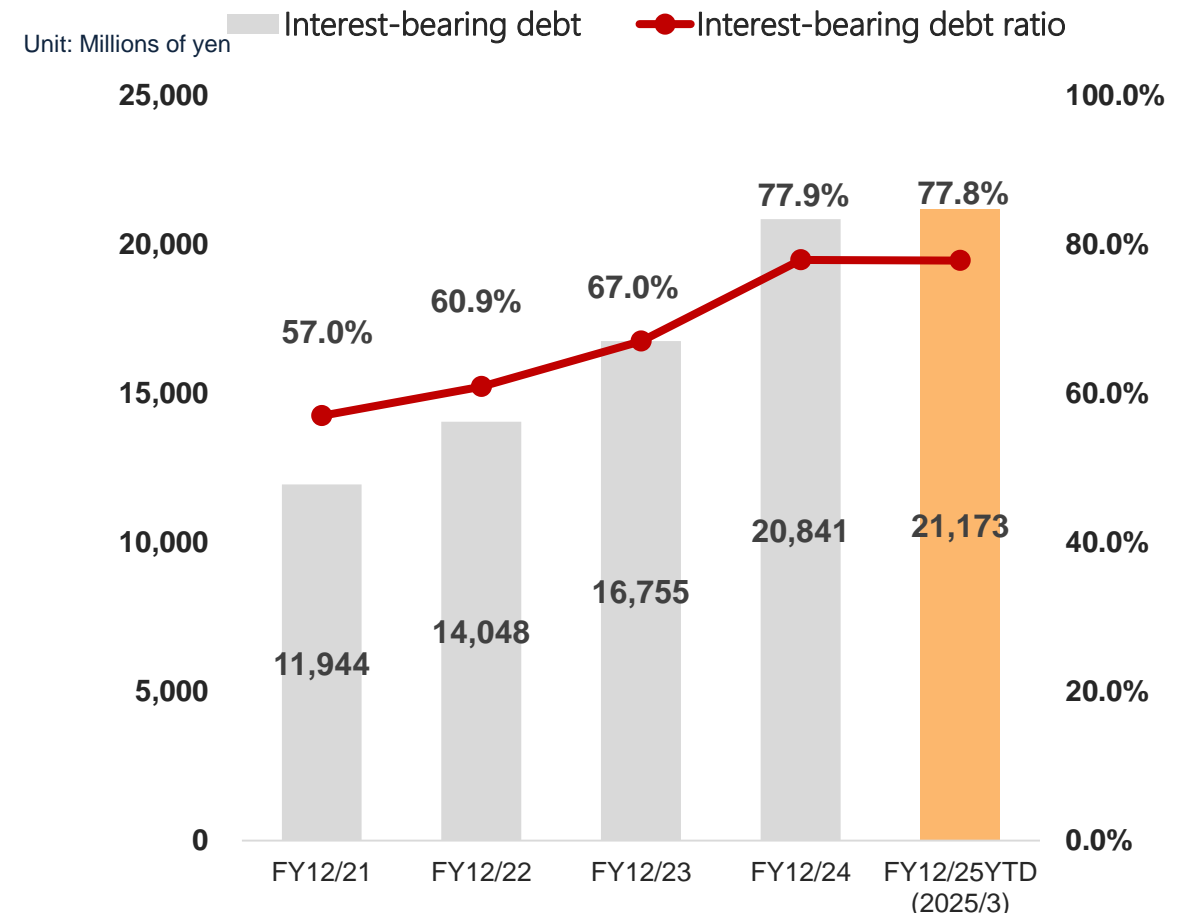


## Equity Ratio Remained Stable at 47.9%

### 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

In Millions of yen	FY12/24		FY12/25		
	Actual	Percent of Sales	Plan	Percent of Sales	YoY
Net sales	24,695	—	26,000	—	+ 5.3%
Operating income	4,906	19.9%	5,350	20.6%	+ 9.0%
Ordinary income	4,714	19.1%	5,080	19.5%	+ 7.8%
Net income	3,200	13.0%	3,420	13.2%	+ 6.8%



## The Difference from the Previous MTMP is due to the Impact of the Land Rights Consolidation Business

- Revised the company-wide plan due to the impact of the policy of downsizing the Land Rights Consolidation Business
- Decrease in company-wide plan contraction due to growth and expansion of Self-Storage Business

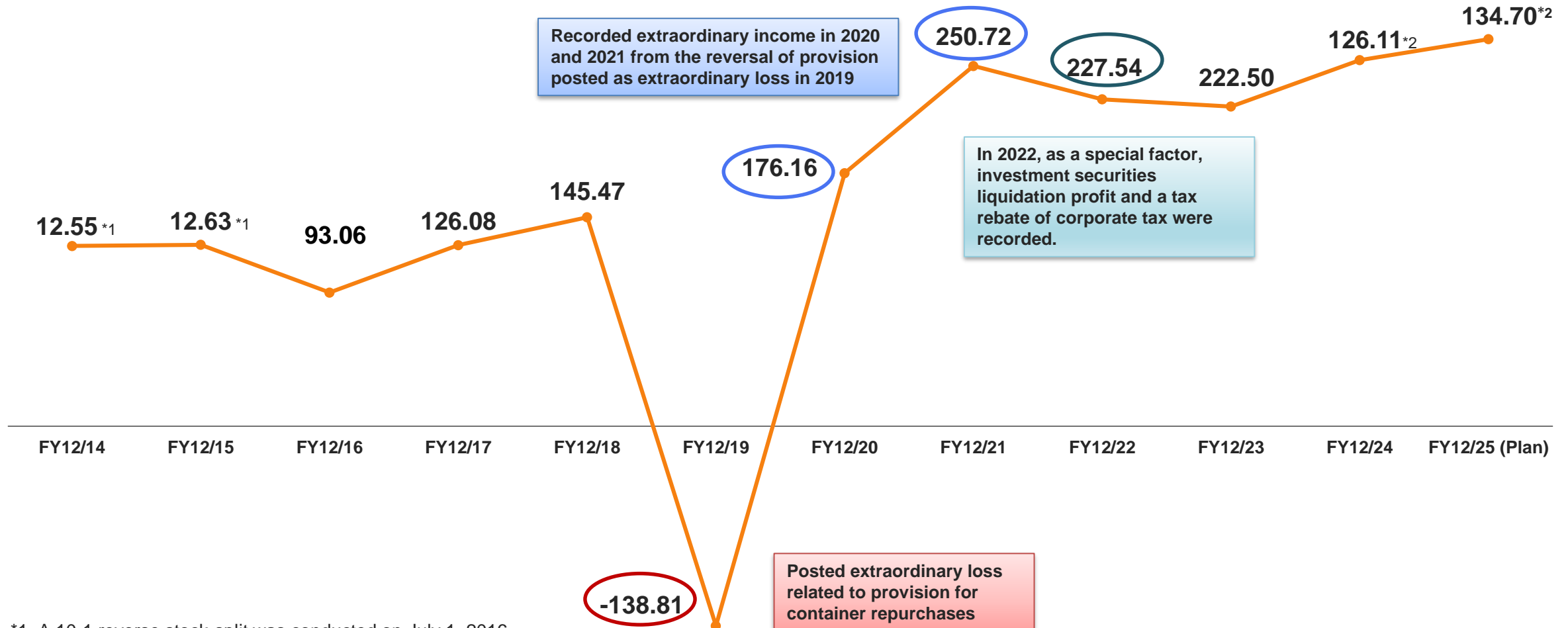
In Millions of yen		FY12/25				
		Before revision		After revision		
		(Announced on February 14, 2023)		(Announced on February 14, 2025)		
		Plan	Percent of sales	Plan	Percent of sales	Comparison with the previous medium-term management plan
Total for All Businesses	Net sales	28,100	—	26,000	—	(2,100)
	Operating income	5,500	19.6%	5,350	20.6%	(150)
Land Rights Consolidation Business (Limited Land Rights)	Net sales	3,868	—	1,800	—	(2,068)
	Business profit	622	16.1%	310	17.2%	(312)

In Millions of yen			FY12/24		FY12/25			
			Actual	Percent of Sales	Actual	Percent of Sales	YoY	
Self-Storage Business	Self-Storage Management	Net sales	17,830	—	19,400	—	+ 8.8%	
		Gross profit	7,043	39.5%	7,800	40.2%	+ 10.7%	
	Self-Storage Brokerage	Net sales	1,637	—	3,300	—	+ 101.5%	
		Gross profit	307	18.8%	530	16.1%	+ 72.1%	
			Net sales	19,468	—	22,700	—	+ 16.6%
			Business profit	5,387	27.7%	6,040	26.6%	+ 12.1%
	Land Rights Consolidation Business (Limited Land Rights)	Net sales	3,695	—	1,800	—	- 51.3%	
		Business profit	485	13.1%	310	17.2%	- 36.2%	
Other Operational Services Business	Net sales	1,531	—	1,500	—	- 2.1%		
	Business profit	427	27.9%	400	26.7%	- 6.5%		
Headquarters expenses		Business profit	(1,394)	—	(1,400)	—	- 0.4%	
Total for All Businesses		Net sales	24,695	—	26,000	—	+ 5.3%	
		Operating income	4,906	19.9%	5,350	20.6%	+ 9.0%	

Self-storage No. of new units	10,545 units	Arealink	10,000 units
		Partner*	5,000 units
		Total	15,000 units

\*Properties managed by Arealink through contract with existing self-storage providers nationwide

## Following Impact of Extraordinary Income and Loss from 2019 Onwards, Returned to Normal Starting 2023

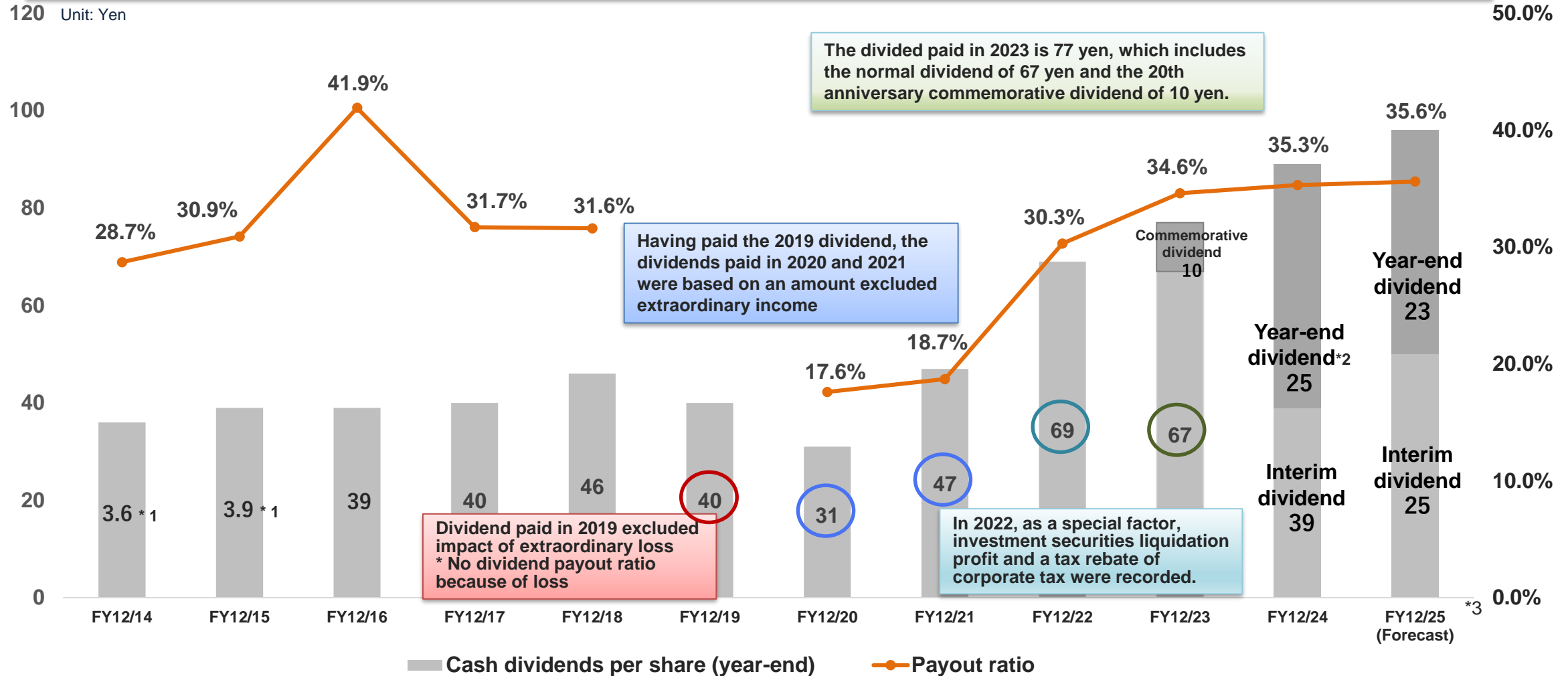


<sup>\*1</sup> A 10-1 reverse stock-split was conducted on July 1, 2016.

<sup>\*2</sup> The Company carried out a two-for-one share split of common stock effective July 1, 2024.

Earnings per share (EPS) for the fiscal year ending December 31, 2024 and fiscal year ending December 31, 2025, without considering the share split, are 252.22 yen and 269.40 yen (plan), respectively.

### Change the Target of Payout Ratio from 30% to 35% Starting FY12/24



\*1 A 10-1 reverse stock-split was conducted on July 1, 2016.

\*2 The Company carried out a two-for-one share split of common stock effective July 1, 2024.

The year-end dividend per share for the fiscal year ending December 31, 2024, without considering the share split, is 50 yen, and the annual dividend per share is 89 yen.

\*3 The annual dividend per share for the fiscal year ending December 31, 2025 (forecast), without considering the share split, is 96 yen.

# **New Medium-Term Management Plan (MTMP)**

Growth Plan	No. of New Units	Profitability
<ul style="list-style-type: none"> <li>Accelerate self-storage location openings</li> <li>Scale back the land rights consolidation business</li> </ul> →Shift to a cumulative-type (stock) business	Accelerate openings through full-fledged utilization of the partner system 2022 - 2,915 units    2023 - 5,800 units 2024 - 10,545 units    * Results	Raise operating income ratio to 22.3% by 2027 through growth in the self-storage business

In Millions of yen	2025		2026		2027	
	Projected	Profit margin	Projected	Profit margin	Projected	Profit margin
Net sales	26,000	—	27,500	—	29,400	—
Operating income	5,350	20.6%	5,850	21.3%	6,550	22.3%
Ordinary income	5,080	19.5%	5,520	20.1%	6,170	21.0%

Self-storage No. of new units	Opening Scheme	1H	2H	Full-year	Full-year
	Arealink	5,000	5,000	13,000	16,000
	Partner*	3,000	2,000	5,000	5,000
	Total	8,000	7,000	18,000	21,000
(Unit : Units/Excludes cancellations)		15,000			

\*Properties managed by Arealink through contract with existing self-storage providers nationwide

## The Self-Storage Business will be the Growth Driver for the MTMP

In Millions of yen		2025		2026		2027	
		Projected	Percent of Sales	Projected	Percent of Sales	Projected	Percent of Sales
Self-Storage Business	Net sales	22,700	—	24,220	—	26,120	—
	Business profit	6,040	26.6%	6,610	27.3%	7,360	28.2%
Land Rights Consolidation Business (Limited Land Rights)	Net sales	1,800	—	1,800	—	1,800	—
	Business profit	310	17.2%	310	17.2%	310	17.2%
Other Operational Services Business	Net sales	1,500	—	1,480	—	1,480	—
	Business profit	400	26.7%	375	25.3%	375	25.3%
Headquarters expenses	Business profit	(1,400)	—	(1,445)	—	(1,495)	—
Total for All Businesses	Net sales	26,000	—	27,500	—	29,400	—
	Operating income	5,350	20.6%	5,850	21.3%	6,550	22.3%

Through growth in the self-storage business, Arealink aims to have a total of 200K units under management by 2029

### Whole Company

Net sales  
**¥33.5 million**

Operating income  
**¥8.0 million**

Profit margin  
**23.8 %**

### Self-Storage Business

Net sales  
**¥30.0 million**  
Management ¥26.7 million  
Brokerage ¥3.3 million

Business profit  
**¥9.0 million**

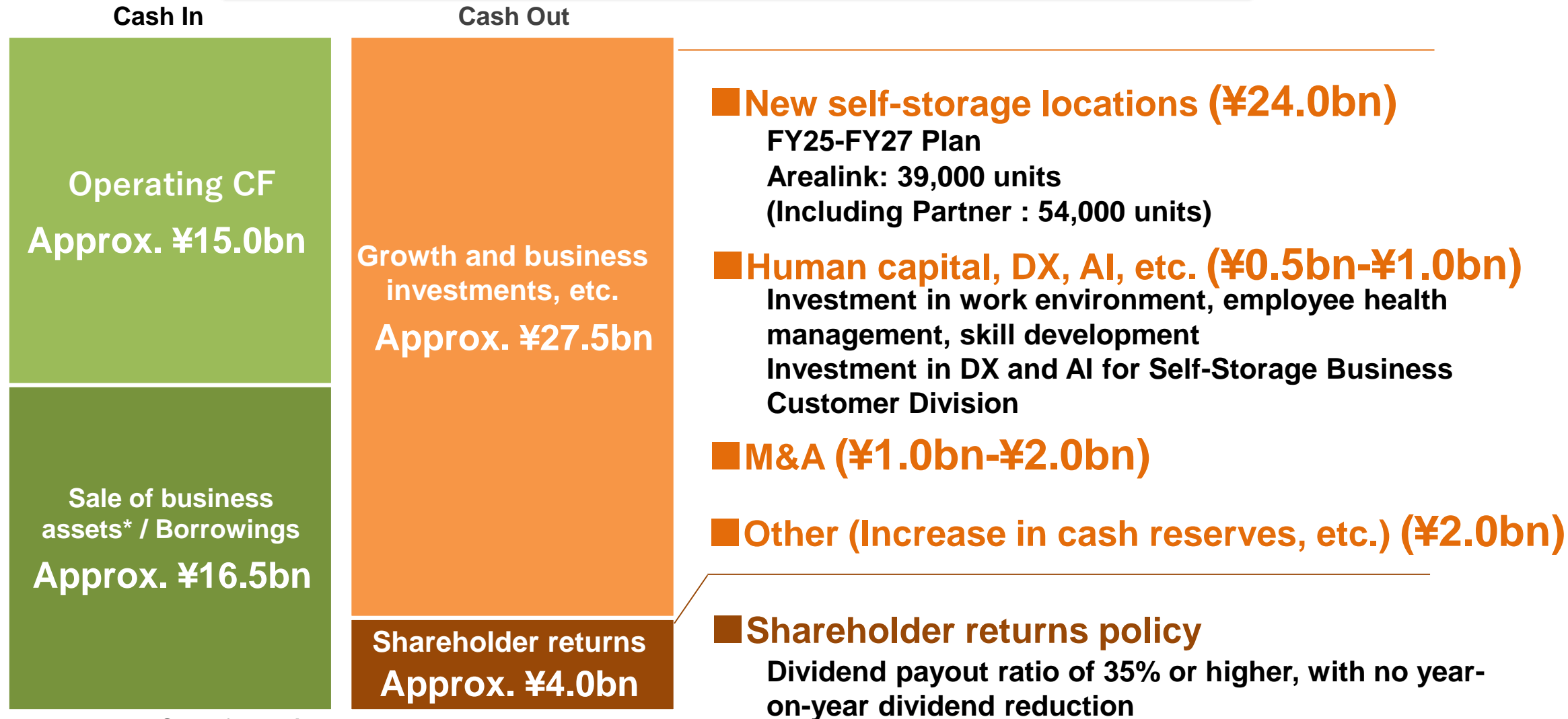
No. of units  
**200K units**  
Arealink **175K units**  
Partner **25K units**

Total utilization rate  
**83 %**  
\* Excluding Partner

\* Sales and operating income figures for “Total for all businesses” include businesses other than the Self-Storage Business, and headquarters expenses.



### Cash to be Used for Investment in New Self-Storage Locations and Shareholder Returns



\* Sale of containers

### By Classification

		FY12/25		
		Plan	1Q Final	Progress Rate
Arealink	Container Type	8,300	2,068	24.9%
	In-Building Type	600	259	43.2%
	Building Type (Self-storage Mini)	1,100	191	17.4%
		10,000	2,518	25.2%
Partner		5,000	1,037	20.7%
Total		15,000	3,555	23.7%

\*Unit: Number of units

### By Type

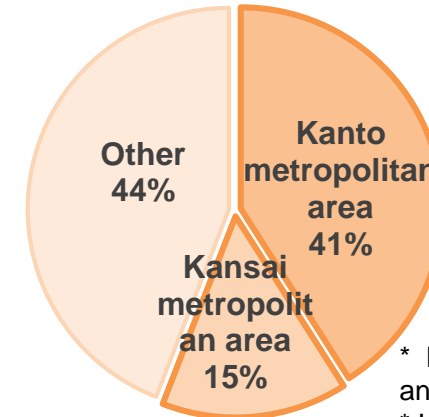
\* Unit: No. of units \* Includes partner locations  
\* Figures in parentheses indicate expansion of existing locations

		FY12/24	FY12/25
		Actual	1Q Final
Container Type		8,722 (375)	2,385 (30)
In-Building Type		1,187 (60)	979 (0)
Building Type (Self-storage Mini)		636 (0)	191 (0)
Total		10,545 (435)	3,555 (30)

### By Area

\* Unit: No. of units \* Includes partner locations  
\* Figures in parentheses indicate expansion of existing locations

	Container Type	All Types
Kanto metropolitan area	977 (20)	1,378 (20)
Kansai metropolitan area	356 (0)	603 (0)
Other	1,052 (10)	1,574 (10)
Total	2,385 (30)	3,555 (30)

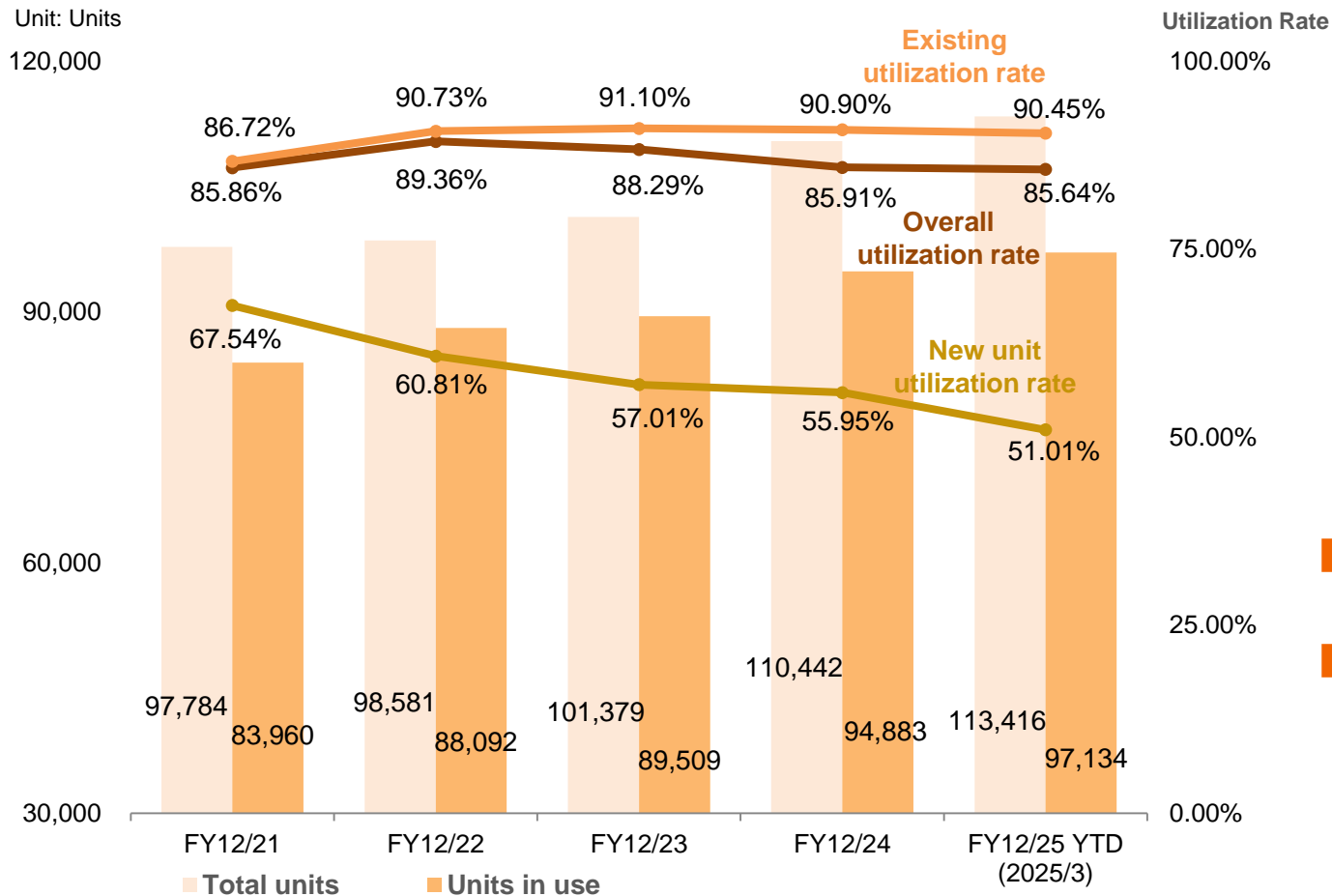


The area for new container-type location openings is about 56% of the total of Kanto and Kansai metropolitan areas

\* Kanto Metropolitan Area: Tokyo, Kanagawa, Chiba, and Saitama prefectures  
\* Kansai Metropolitan Area: Osaka, Hyogo, and Kyoto prefectures

## Utilization Rate Continues to Be High

### Total Units, Units in Use, and Utilization Rate



**Total units  
113,416 units**

**Overall  
utilization rate  
85.64%**

**Existing  
utilization rate  
90.45%**

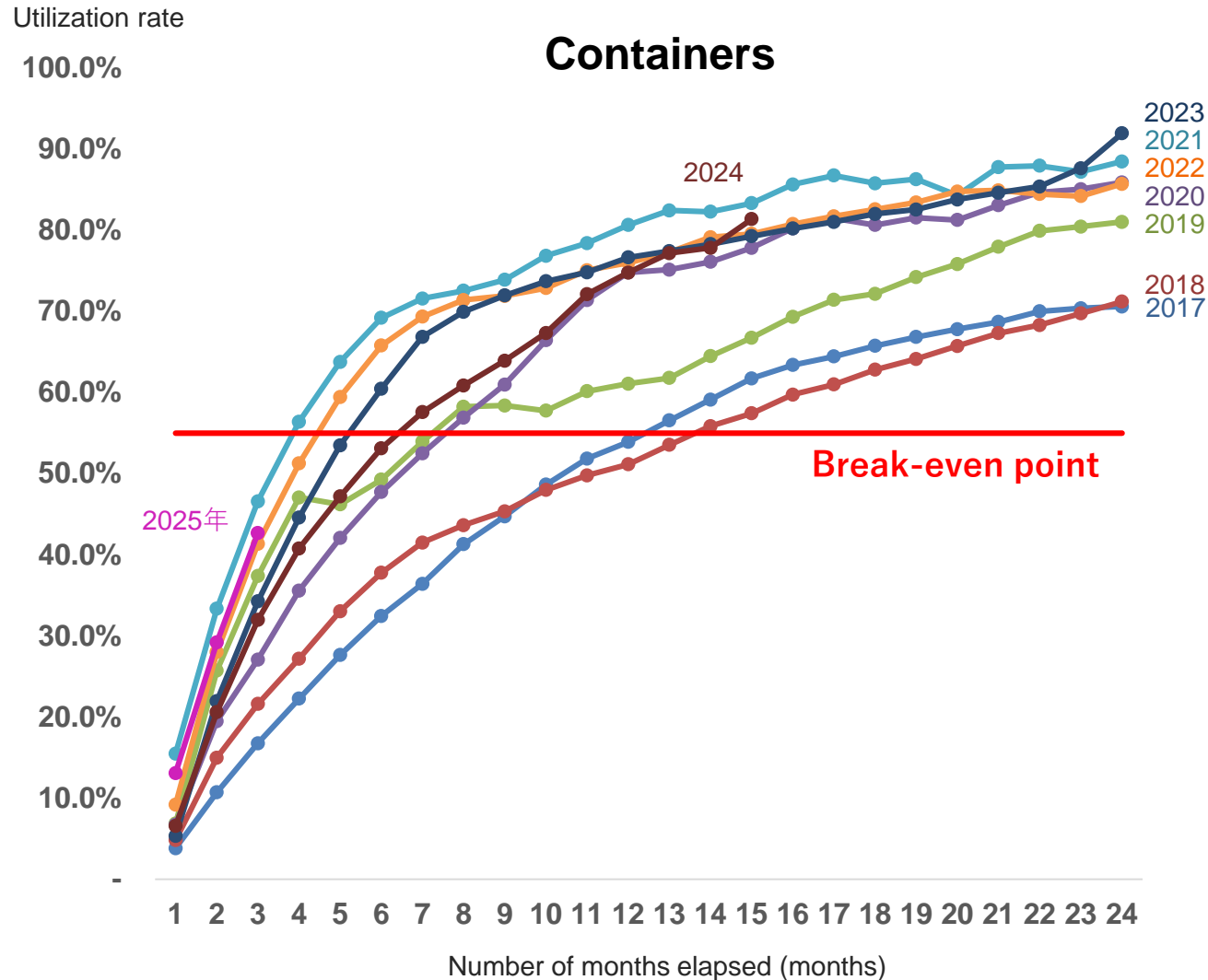
**New unit  
utilization rate  
51.01%**

\*As of March 31, 2025

- Utilization rate of established locations remains high at over 90%
- Effective utilization of new properties at startup remains steady

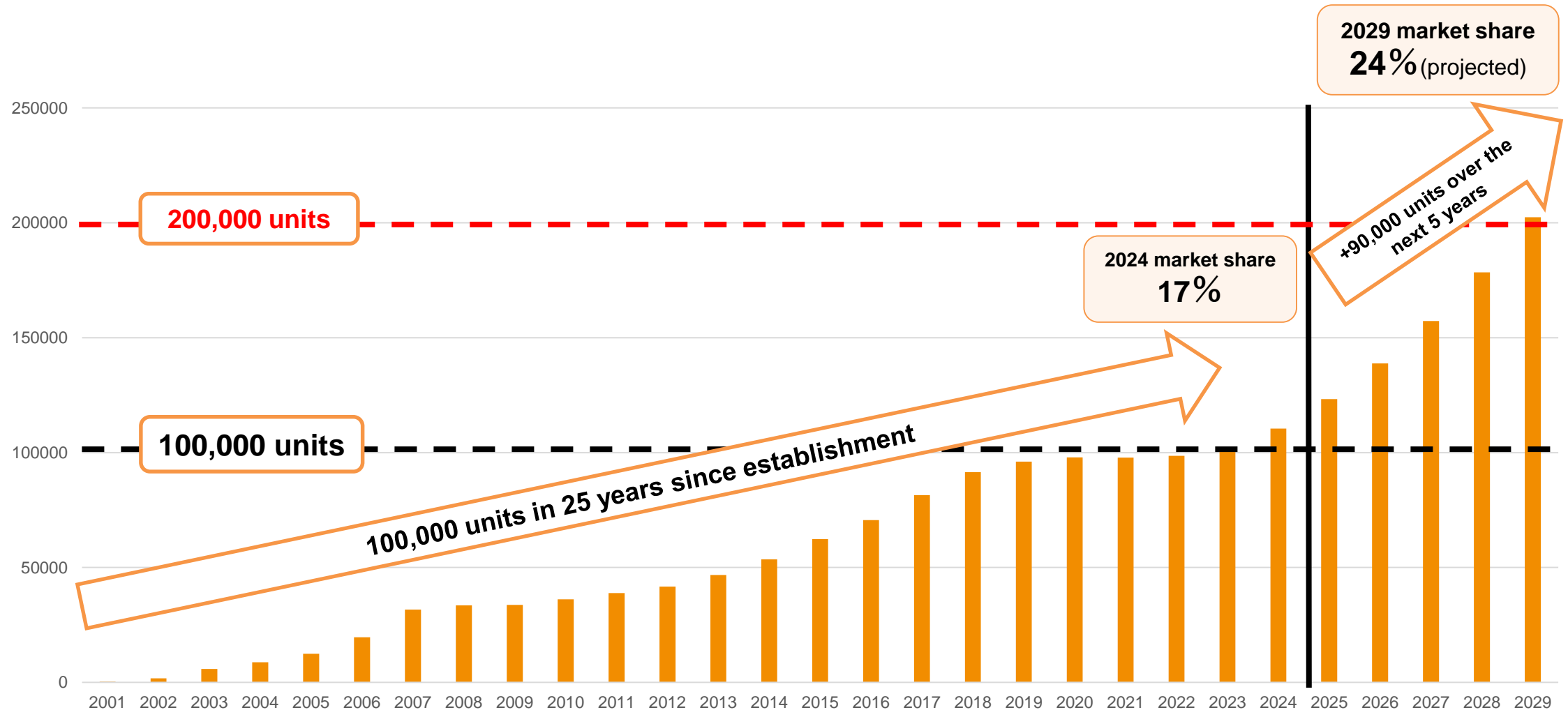
\*New unit utilization rate: utilization rate of new units opened within the most recent two business years. Covers new units opened since January 2024.

## Steady Progress in Utilization After New Openings



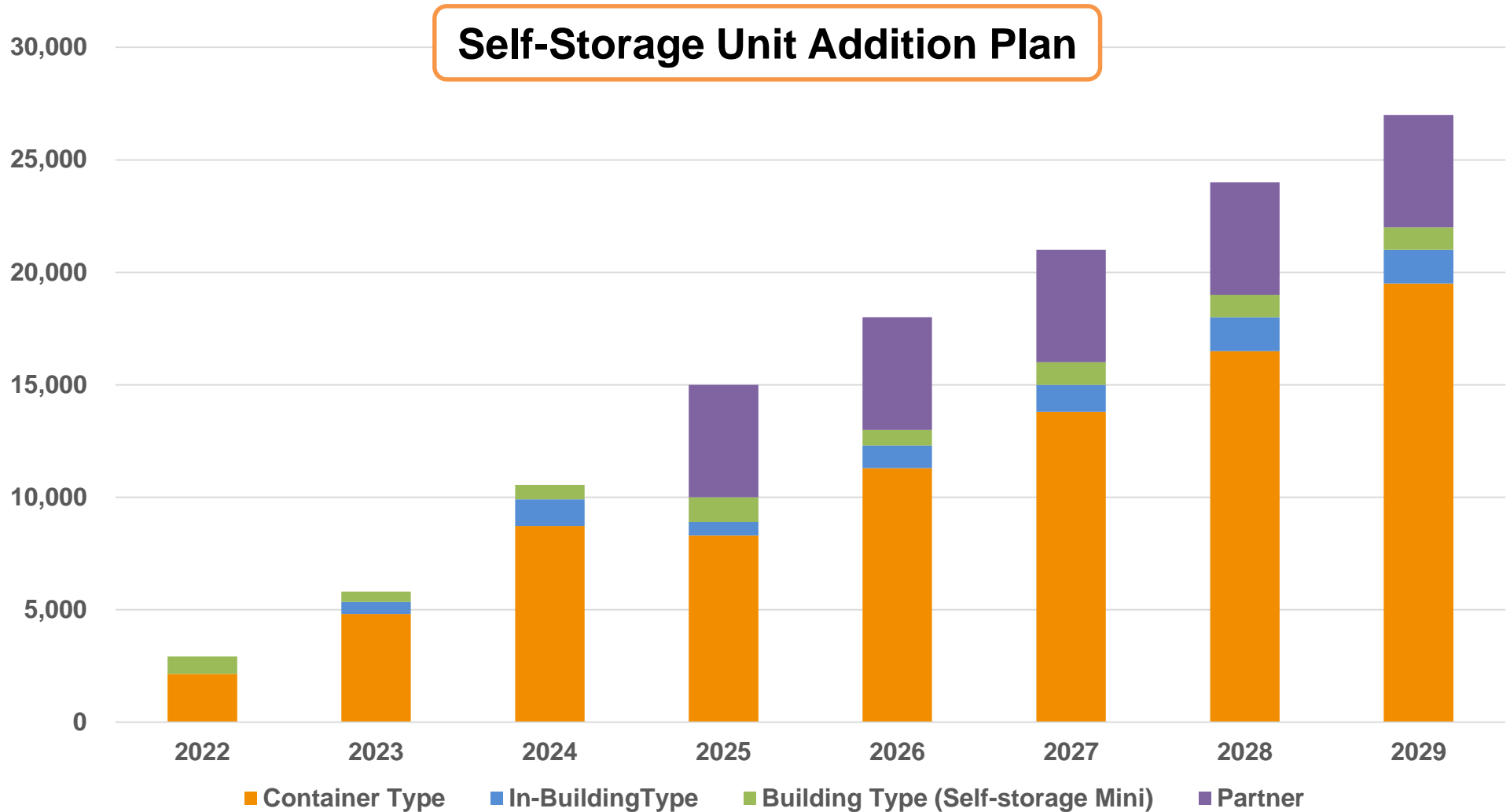
- **Factors contributing to the increase in the utilization rate**
  - Greater precision of location opening strategies (type of product, area, number of units, price) from use of databases (population, number of households, income brackets, etc.)
  - Development of small-scale properties in multiple locations
  - Smaller residential spaces and rising house prices
  - Greater awareness of products and services as a focus on PR activities led to wide-ranging media uptake, mainly TV and online

Shift to a strategy of analyzing, verifying, and utilizing past data to improve the utilization rate for existing locations, and enhance the accuracy of new location openings



\*Market share is estimated by Arealink

**Plan to add 15K units in 2025, and 27K units annually by 2029**



\*Properties managed by Arealink through contract with existing self-storage providers nationwide

- ◆ **High profitability, and low cost due to unattended operation (some locations have staff on site)**

Operations are managed centrally by the head office, so even as the number of properties increases, personnel costs are contained.

- ◆ **Operated using leased land and buildings (some properties are owned)**

Sites can be located on leased land far from train stations for a long period at comparatively low cost.

- ◆ **Possible to start operations in short period of time once the land contract is concluded**

Average time to opening is four months (container and in-building types).



- ◆ **Marketing research and site selection are important when opening new locations**







Opening locations without sufficient study increases the risk of a longer deficit period.

- ◆ **A certain level needs to be reached to benefit from economy of scale**

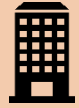
Operating costs and advertising unit costs can be contained in proportion to the business scale.



# Arealink Self-Storage Business – Product Development & Strategies (1)

Indoor Types		Outdoor Type
 <b>Building Type</b> (Self-storage Mini)	 <b>In-Building Type</b>	 <b>Container Type</b>
Purchase of land	Lease of building floor or land	
 <p>A single building designed exclusively for self-storage. Full range of facilities including air conditioning, security systems, and private parking lots.</p> <p>Yield: Approx. 8% (while held by Arealink)</p>	 <p>Remodeled floor of a building partitioned make self-storage units. Facilities such as private parking, EV stations, and air conditioning vary depending on the property.</p> <p>Yield: Approx. 18%</p>	 <p>Self-storage using shipping containers. The site can be accessed by car, with parking alongside the unit. Some locations</p> <p>Yield: Approx. 18%</p>





## In-Building Type

Feature: Located in urban centers  
No. of units: Approx. 30

**Arealink Is the ONLY Company**  
That Offers Three Types of Products



## Building Type (Self-storage Mini)

Feature: Located in  
residential areas  
No. of units: Approx. 50

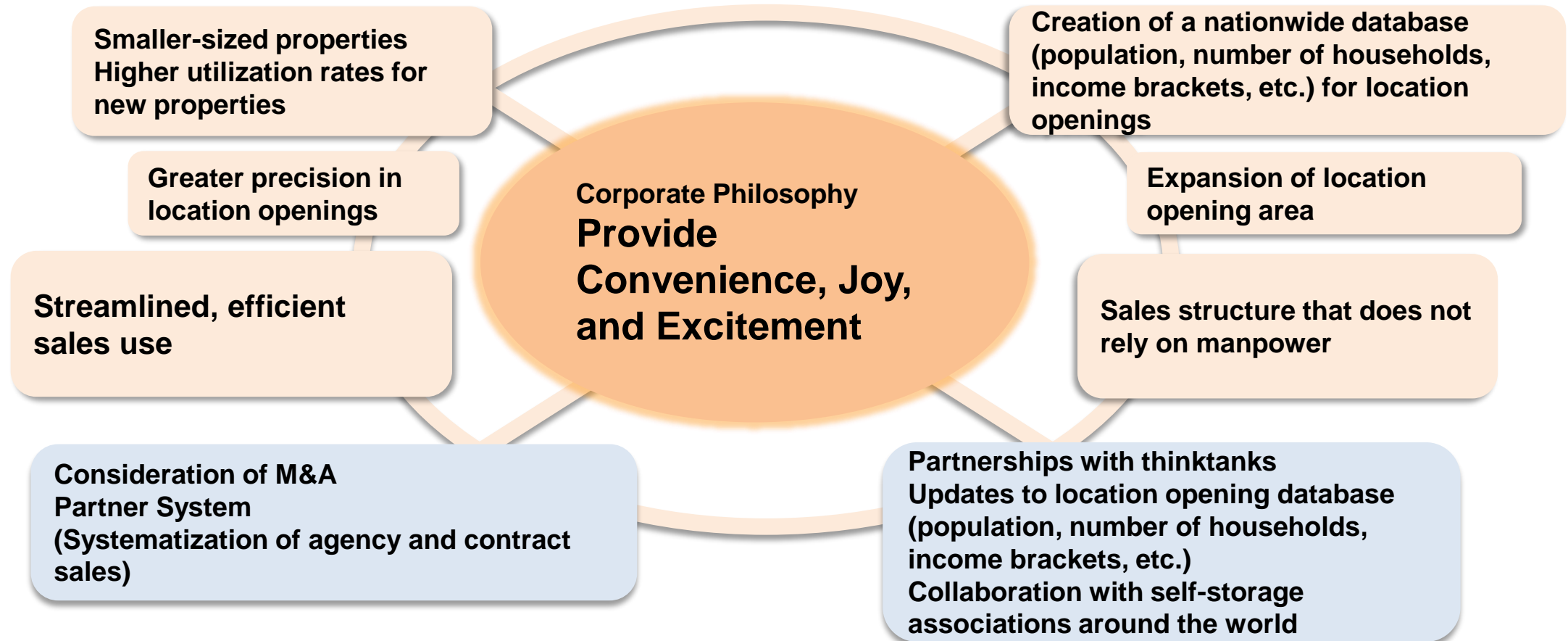


## Container Type

Feature: Located in suburban and  
regional areas  
No. of units: Approx. 30



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



Now that the stage is set, **ACCELERATE location openings**

→ Achieve a **market share of 30% by 2032** with proactive openings

## Build a Self-Storage Database to Enable Data-Driven Management

### Self-Storage Database

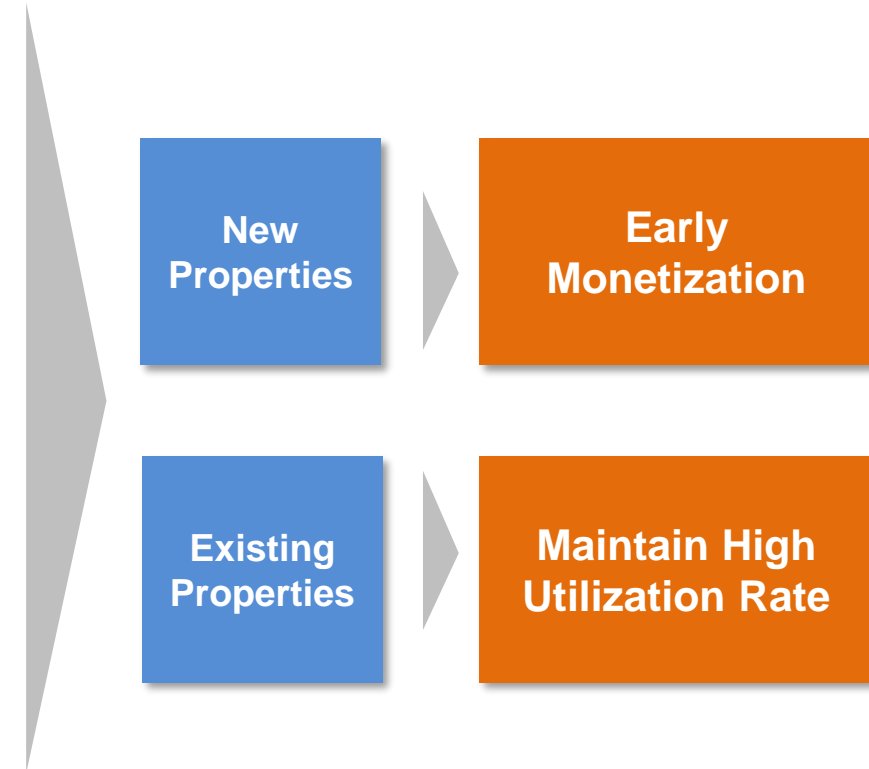
- Accumulation of information on customers and properties nationwide
  - \* Hundreds of thousands of data points, including past cancellations
- High-precision new location openings backed by detailed data
- Data-driven management that excludes personal experience and intuition

### Marketing Strategy

- In consideration of long-term profitability, develop optimal products in areas nationwide
- Optimize advertising strategies centered on web advertising to improve overall efficiency and lower costs

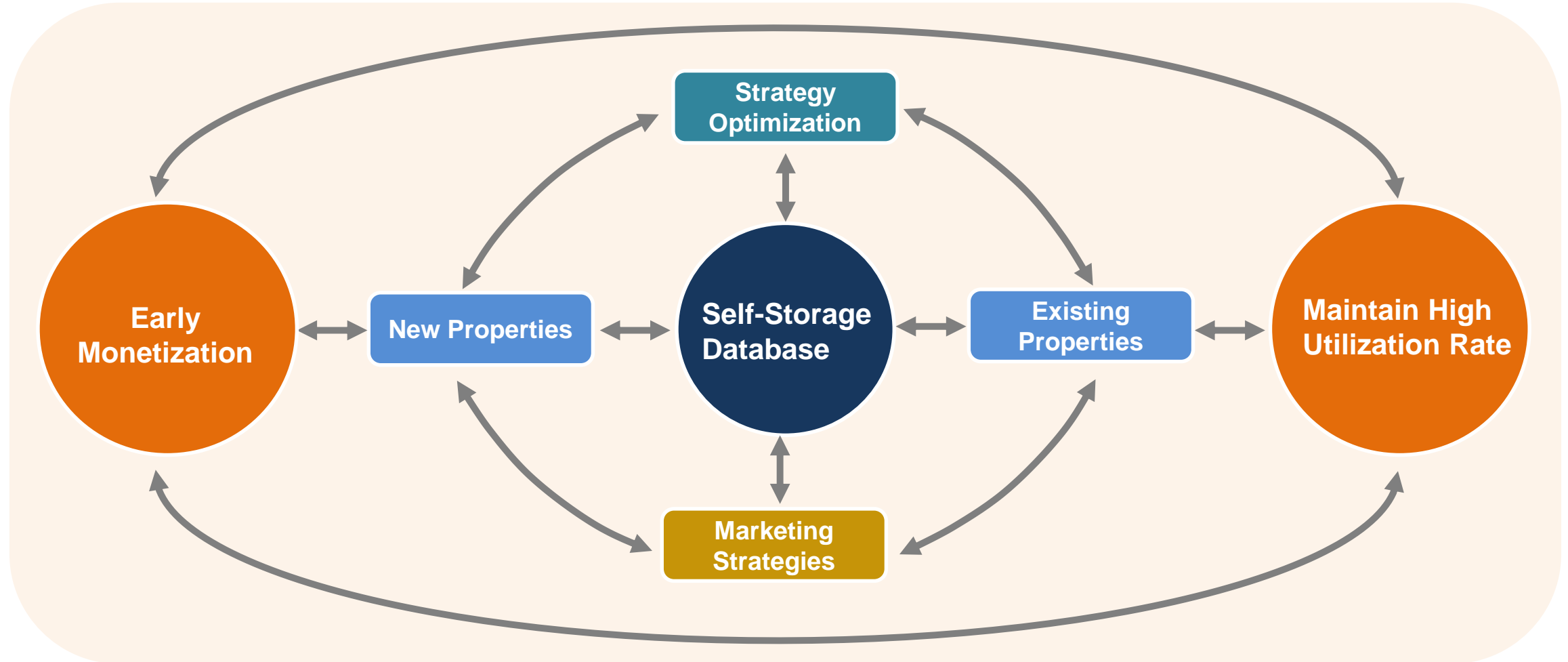
### Strategy Optimization

- Analyze contracts, cancellations, usage periods, rent setting, promotional campaigns, and regional data from various perspectives
- After opening a new property, accumulate new data and further improve precision



## Differentiation Strategies (2)

**Two-pronged strategy of early monetization of new properties, and maintaining high utilization rates for existing properties – We have entered the phase of accelerating store openings.**



### Expanded Media Exposure to Boost Visibility of Self-Storage

#### TV Commercials



“Super J Channel”

Mar. 2024

“Super J Channel” (TV Asahi)

Sept. 2024

“DayDay.” (Nippon TV)

Apr. 2025

“news it!” (Fuji TV)

#### Internet

- President’s Dictionary – Media for Direct Connections to Company Presidents
- R.Eport
- tokyo chips
- Magazine Summit
- GZN
- Fudousan Keizai Tsushin
- LOGISTICS TODAY
- Shindachi Housing
- Kabutan
- Jutaku-Shinpo Web
- Building Management Weekly
- IR INFO Navi

#### Print Media

- Nikkan Real Estate Economic News
- National Rental Housing News
- The Reuse Economic Journal
- Jinushi to Yanushi (“Landowner and Landlord”)
- Kabunushitecho
- KENZAI Market
- Nikkei Trendy
- Housing Journal
- Nikkei ESG

#### PR Information

Mar. 2025



**KENKO Investment for Health 2025**  
First certification in the SME category

Initiatives to create a workplace environment where employees can work in good health and with peace of mind

Apr. 2025

**ストレージライフ 創刊**

Publication with hints on how to enrich your life by using self-storage

Published four times a year on the official Hello Storage website and Arealink’s corporate website

# **Human Capital Management and Growth Strategies**

## **The Future of Arealink**

### Management Philosophy : Provide Convenience, Joy, and Excitement

MISSION

**Change Life in Japan** With  
Self-Storage

By making self-storage available nationwide, we will provide people with opportunities for nostalgia, and enrich their lives.

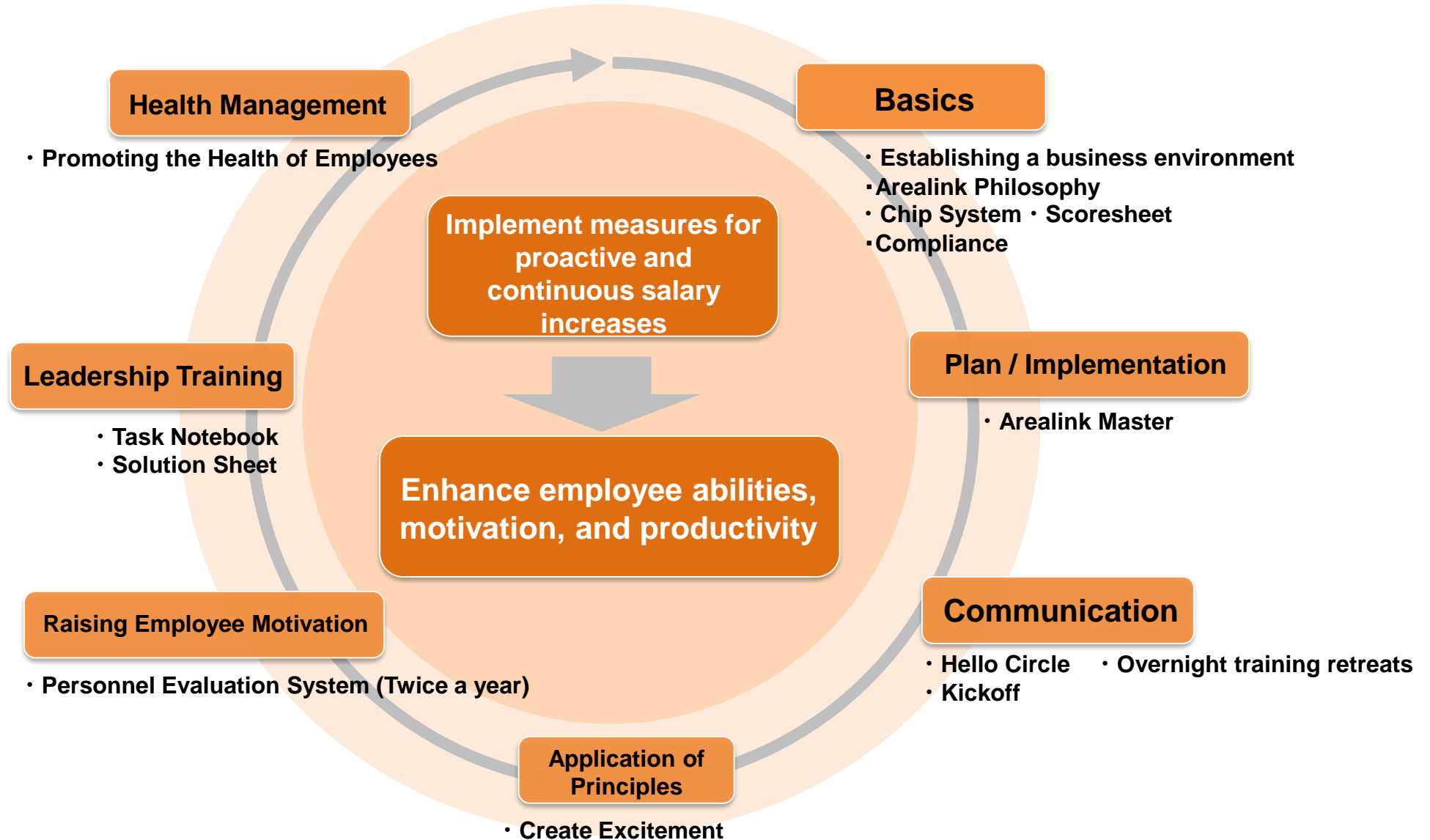
VISION

**Become a Platform**  
for the Self-Storage Industry

VALUE

**Create Excitement**  
Increase the number of Arealink fans  
(Thorough implementation of our  
management philosophy)

## Implement Employee Training Method to Achieve Small-Group Management





Arealink Ranked **26th** in Toyo Keizai Online's Ranking of the Top 500 Companies in Operating Income per Capita\*

\* Source: *Toyo Keizai Online* "Top 500 companies that dramatically increase operating profit per employee," delivered on July 26, 2022

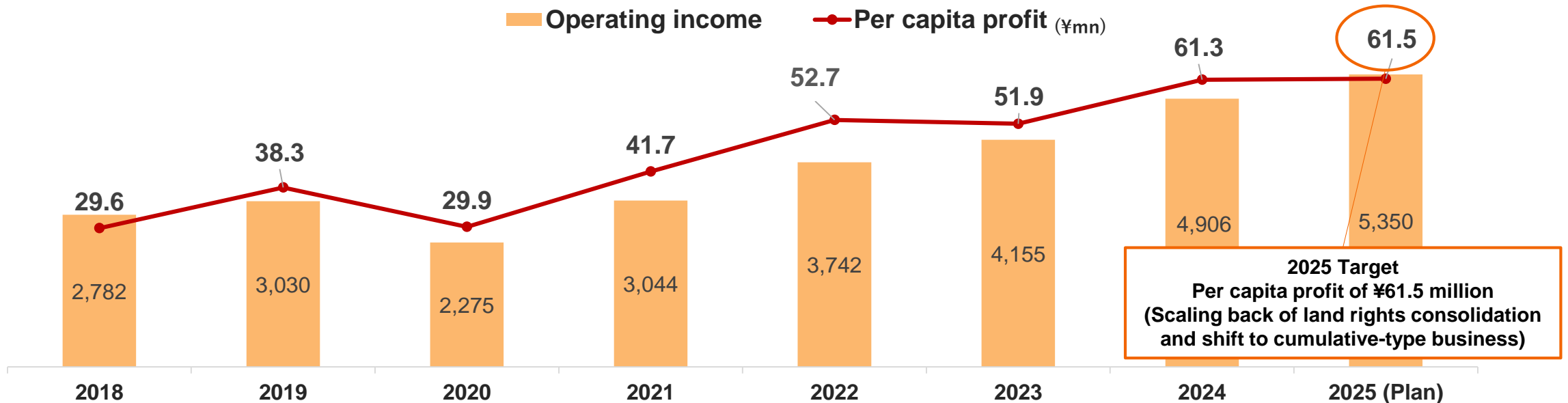
**2013**

Net sales 12,256 million yen  
Operating income 1,505 million yen  
No. of full-time employees 98  
Per capita profit 15.3 million yen

**2024**

Net sales 24,695 million yen  
Operating income 4,906 million yen  
No. of full-time employees 80  
Per capita profit 61.3 million yen

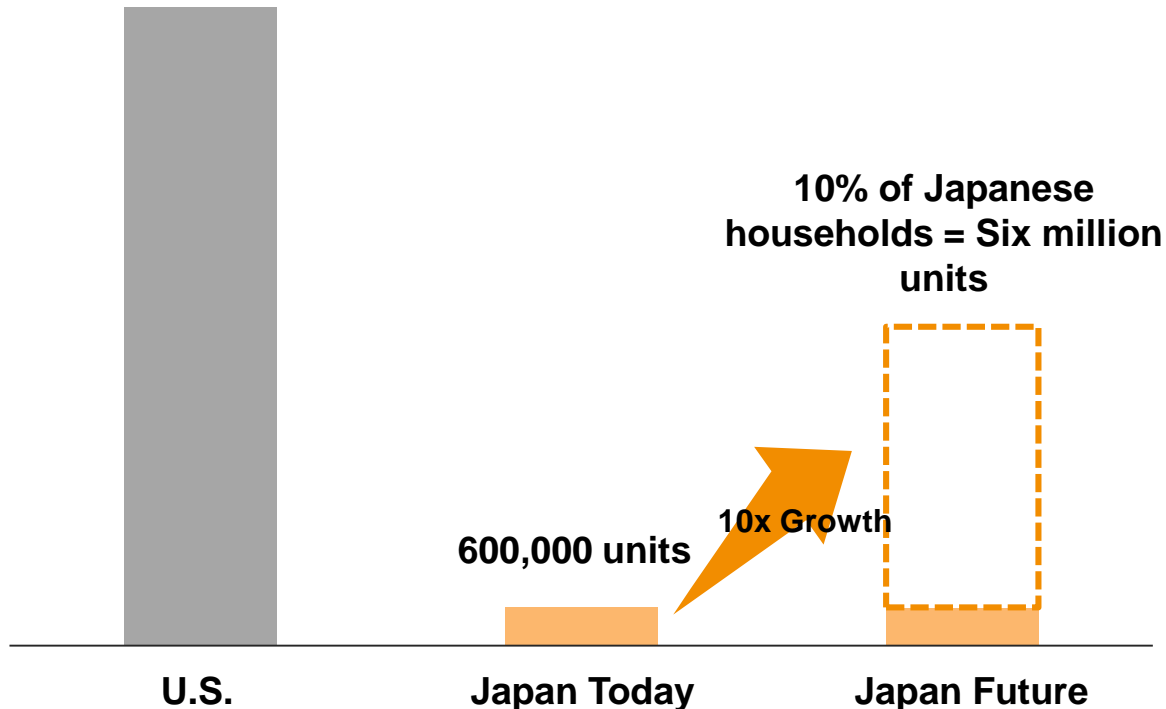
4.0x increase in per capita profit in eleven years



## Japanese Market Has Potential for Ten-Fold Growth Compared to the U.S.

### Comparison With U.S. Self-Storage Usage

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



### Comparison of Scale With U.S. Self-Storage Companies

#### U.S.

#### Public Storage

(Market Cap \$52.5bn, PER 29.5 times, PBR 9.7 times)

#### Extra Space Storage

(Market Cap \$31.4bn, PER 31.1 times, PBR 2.2 times)



#### Japan

#### Arealink

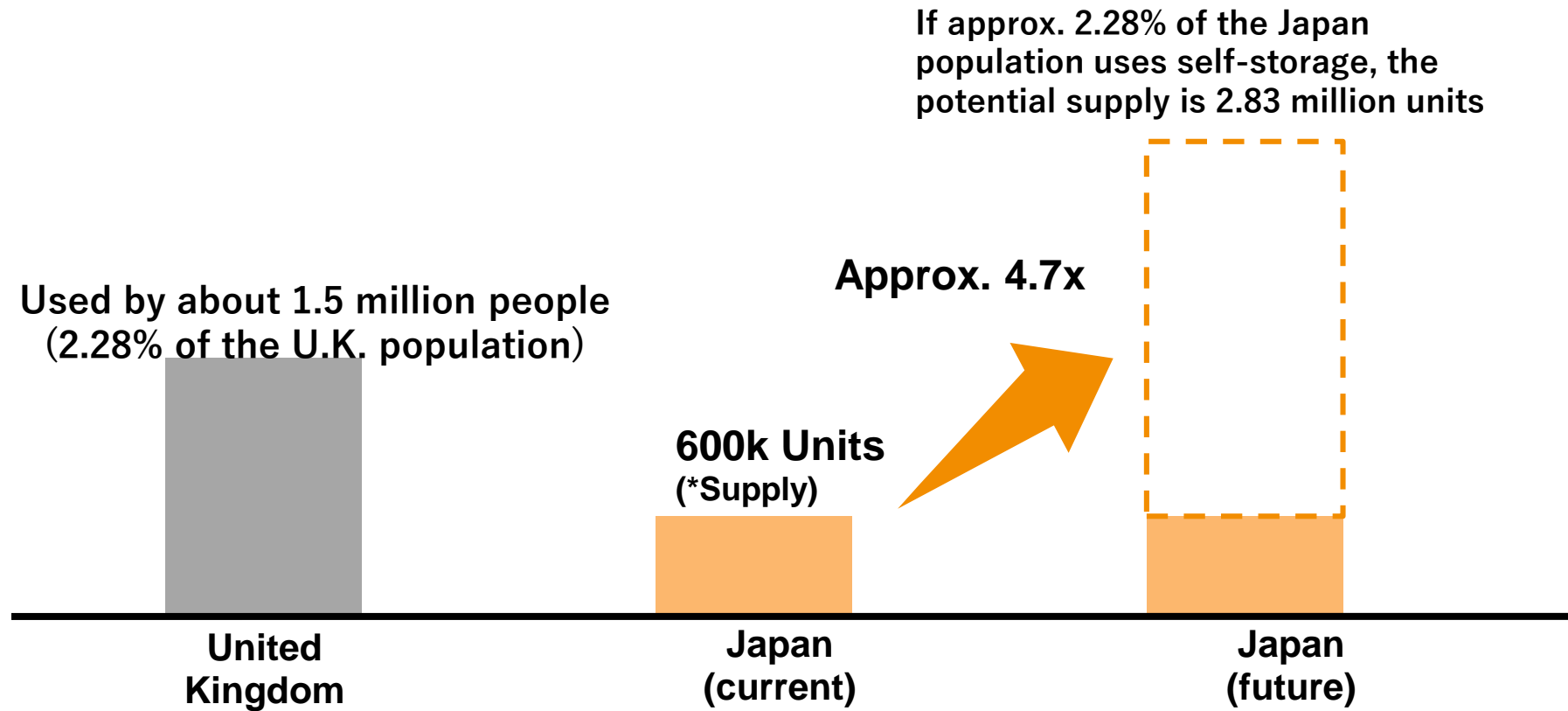
(Market Cap ¥50.6bn, PER 14.5 times, PBR 1.8 times)

As of March 31, 2025

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)

**Even Compared with the Developing Market in the U.K., Japan Has 4.7 Times More Room for Growth**

## Self-Storage Usage Comparison

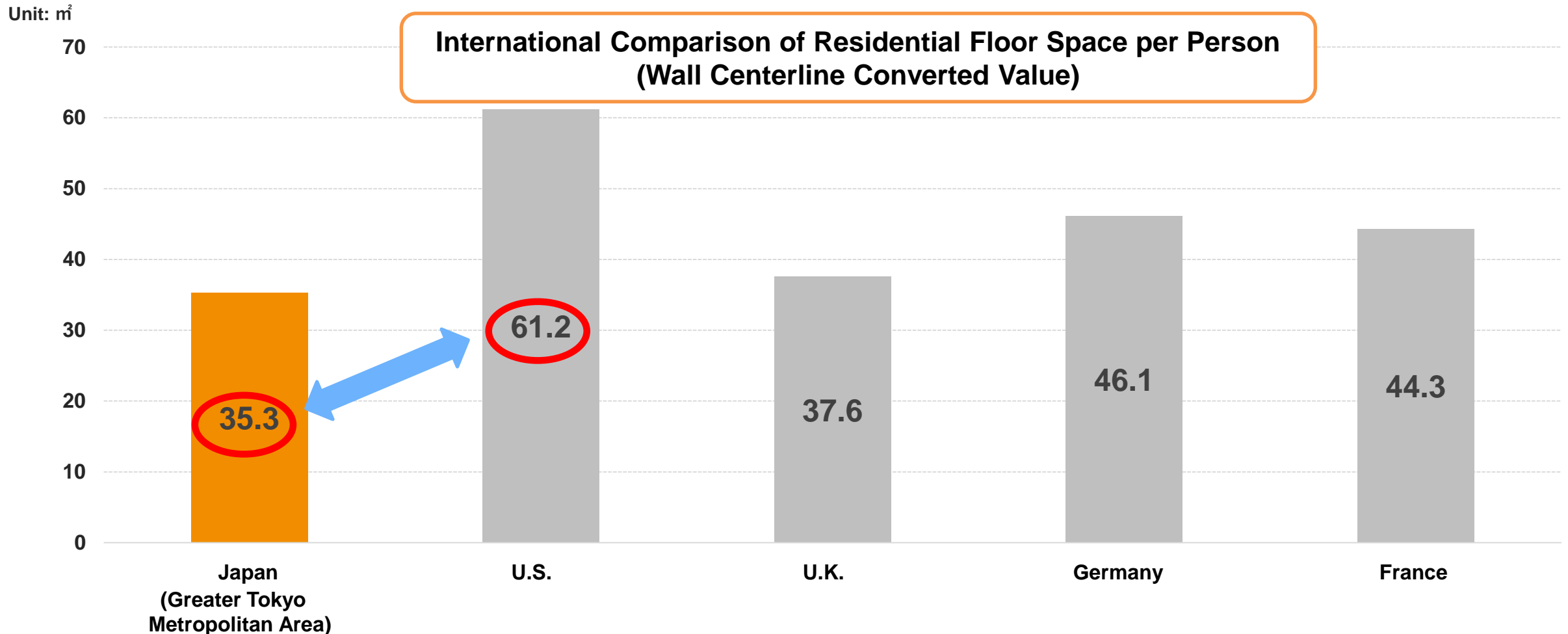


U.K. usage: (Source: 2022 SSA UK Annual Report, 2022 FEDESSA Industry Report, Statista)

Japan (current): (Source: Arealink)

Japan (future): Calculated by Arealink, assuming one unit per person for 2.28% of Japan's population. (Ref.: Statistics Bureau, Ministry of Internal Affairs and Communications)

## Limited Living Space in Japanese Homes Creates Huge Potential Demand For Storage



### Expand Market Share through the Partner System

Full-fledged rollout of the “Partner System” to provide comprehensive support for self-storage businesses nationwide, including new location openings and operational management for existing locations, from attracting customers to contract cancellations.



<b>Location Opening and Sales</b>	<ul style="list-style-type: none"> <li>• The only company with a comprehensive nationwide network of Container Type, In-Building Type, and Building Type (Self-storage Mini) locations</li> <li>• Reach the break-even point faster through analysis of Big Data</li> </ul>
<b>Construction</b>	<ul style="list-style-type: none"> <li>• Encompasses Container Type, In-Building Type, and Building Type (Self-storage Mini) locations</li> <li>• Experience with more than 1,300 applications for verification of container-type locations</li> <li>• Nationwide construction management system</li> </ul>
<b>Marketing</b>	<ul style="list-style-type: none"> <li>• Operation of an in-house website with two million page views (PVs) annually (listings for more than 110,000 units nationwide)</li> <li>• Handling of more than 2,000 applications, cancellations, inquiries, and customer interactions per month, management know-how, and outcall sales</li> <li>• Operation of the leading portal site in terms of number of listings (more than 12,000 facilities)</li> </ul>
<b>Property Management</b>	<ul style="list-style-type: none"> <li>• Comprehensive network of Container Type, In-Building Type, and Building Type (Self-storage Mini) nationwide</li> <li>• Operational and maintenance know-how based on 25 years of experience</li> </ul>
<b>Data Analysis</b>	<ul style="list-style-type: none"> <li>• Possession of Big Data on more than 300,000 customers</li> <li>• Boost earnings through dynamic pricing and rent increases</li> <li>• Visualization of Big Data by introducing BI tools</li> </ul>

Opening Scheme	Arealink	Partner
Location Opening	<ul style="list-style-type: none"> <li>• Data-driven new location openings</li> <li>• Break-even point reached within six months on average (container type)</li> <li>• Open in four months on average from date of land contract (container and in-building types)</li> </ul>	<ul style="list-style-type: none"> <li>• <b>No upfront investment costs</b></li> <li>• <b>No deficit period</b></li> <li>• Increase in Arealink's market share</li> </ul>
Operation	<p style="text-align: center;"><b>Arealink</b></p> <p style="text-align: center;">Attracting customers, contracts, cancellations, regular cleaning, dealing with problems, etc.</p>	
Profit Structure	<div style="text-align: right; margin-bottom: 10px;">Other fees, etc.</div> <div style="display: flex; align-items: center;"> <div style="margin-right: 10px;">Revenue</div> <div style="border: 1px solid black; background-color: #f4a460; padding: 5px; display: flex; align-items: center; justify-content: space-between;"> <div style="flex-grow: 1; text-align: center;">Rent</div> <div style="text-align: center;">Management fee</div> <div style="width: 10px;"></div> </div> </div> <div style="display: flex; align-items: center; margin-top: 10px;"> <div style="margin-right: 10px;">Cost Gross Profit</div> <div style="border: 1px solid black; background-color: #a4c6e0; padding: 5px; display: flex; align-items: center;"> <div style="flex-grow: 1; text-align: center;">Land rent</div> <div style="flex-grow: 1; text-align: center;">Depreciation</div> <div style="flex-grow: 1; text-align: center;">Costs</div> <div style="flex-grow: 1; text-align: center;">Gross profit</div> </div> </div> <ul style="list-style-type: none"> <li>• After the depreciation period, the gross profit amount increases</li> </ul>	<div style="text-align: right; margin-bottom: 10px;">Other fees, etc</div> <div style="display: flex; align-items: center;"> <div style="margin-right: 10px;">Revenue</div> <div style="border: 1px solid black; background-color: #d3d3d3; padding: 5px; display: flex; align-items: center; justify-content: space-between;"> <div style="flex-grow: 1; text-align: center;">90% of rent (Returned to partner company)</div> <div style="text-align: center;">10% of rent</div> <div style="text-align: center;">Management fee</div> <div style="width: 10px;"></div> </div> </div> <div style="display: flex; align-items: center; margin-top: 10px;"> <div style="margin-right: 10px;">Cost Gross Profit</div> <div style="border: 1px solid black; background-color: #a4c6e0; padding: 5px; display: flex; align-items: center;"> <div style="flex-grow: 1; text-align: center;">Costs</div> <div style="flex-grow: 1; text-align: center;">Gross profit</div> </div> </div> <ul style="list-style-type: none"> <li>• Gross profit margin is high even though revenue is low.</li> </ul>

### Basic Policy

Based on our management philosophy of “Provide Convenience, Joy, and Excitement,” we at Arealink value dialogue with all stakeholders, including customers, business partners, shareholders and investors, employees, and local communities, and will strive to play an active role in building a sustainable society, and will strive to play an active role in building a sustainable society, and enhance our corporate value.



#### Consideration for the Environment

- Organize one's home by using self-storage, and promote a comfortable and affluent society that values objects (Recycle and reuse to reduce waste)
- Implement the “Container Building 100-Year Utilization Project”
- Reduce paper waste from offices (paperless operations)
- Switch all electricity used in the head office to renewable green power
- Adoption of paper files (reduction of plastic waste)



#### Contribution to Society

- Human resource development (Increase per capita profit by utilizing the Arealink method)
- Support for diverse working styles
- Self-storage utilization in times of disaster



#### Governance

- Appointment of two outside directors (of a total of six) and three outside Audit & Board members
- Establishment of compliance and risk management systems
- Stable shareholder returns with a target dividend payout ratio of 35%





## Consideration for the Environment

- ◆ Utilize self-storage to allow people to experience the uplifting feeling of organization, and encourage a society without excess
- ◆ **“Container Building 100-Year Utilization Project”**  
Arealink makes additional efforts such as painting container at the time of installation, and performs regular maintenance.  
Containers can be used over the long term, saving valuable resources.
- ◆ Long-term use of self-storage mini (Building Type) properties, as they do not have plumbing facilities
- ◆ Reduction of paper waste in offices
- ◆ Switch all electricity used in the head office to renewable green power (solar, wind, hydro, etc.) to contribute to countering global warming.
- ◆ Adoption of eco-friendly paper files  
Can be disposed of as combustible waste, reducing plastic waste

## Containers and Buildings 100-Year Utilization Project

### Introduction of a new self-storage design

Color scheme of gray and orange to blend with residential areas



### Establishment of a maintenance system to support utilization for 100 years

Plans to change all properties to the new design nationwide over the next decade

Before 【Example of maintenance work】



After







## Contribution to Society

- ◆ **Time, Space, Money, and Peace of Mind**  
Greater use of self-storage is environmentally friendly and leads to joyful living
- ◆ **Human Resource Development**  
Working style reforms through systematic implementation of the Arealink Method to bring out the true abilities of ordinary people
- ◆ **Support for Diverse Working Styles (Remote work, shortened hours, hourly wage system, etc.)**
- ◆ **Utilization of Containers in Times of Disaster**  
Arealink's self-storage units can be used to support reconstruction efforts in the event of a large-scale disaster.  
System established to provide self-storage units free of charge to those affected by disaster.



## Governance

- ◆ **Appointment of Two Outside Directors, or One-Third of the Directors**  
Number of outside Audit & Supervisory Board members increased to three persons
- ◆ **Compliance Committee Established**
- ◆ **Risk Management in Preparation for an Inevitable Economic Downturn or Natural Disaster**
- ◆ **Stable Shareholder Returns with a Target Dividend Payout Ratio of 35%, and No Year-on-Year Decrease in Dividend**
- ◆ **Dialogue With Shareholders and Investors**
  - Semi-annual results briefings and small meetings
  - Individual interviews and IR seminars held as needed, with the president and directors attending

# Appendix

### Self-Storage Business

- ▶ **Management:** Rental income from operation of rental storage spaces (trunk rooms)



Container type



In-building type



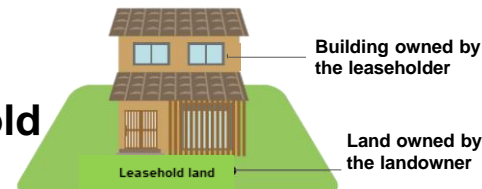
Building type (self-storage mini, interior)



- ▶ **Brokerage:** Contracts and sales of self-storage facilities (land and buildings)

### Land Rights Consolidation Business

Problem resolution service for both landowners and leaseholders through the purchase and sale of leasehold land with complex rights relationships



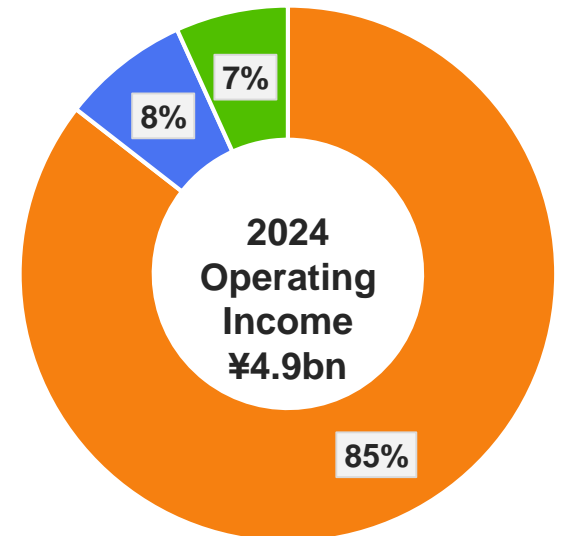
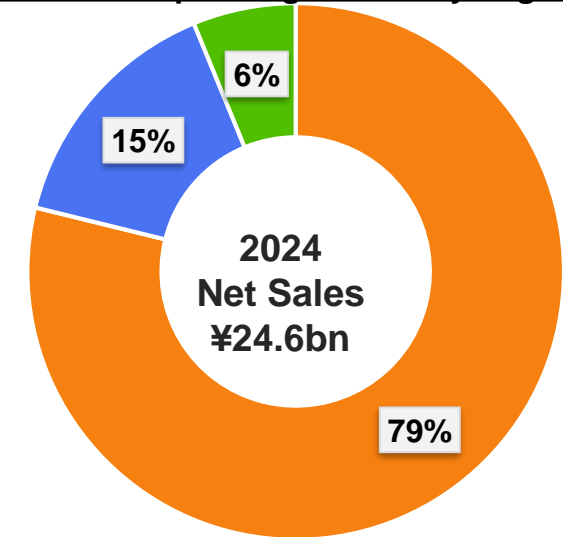
### Other Operational Services Business

Rental income from serviced offices, real estate holdings, etc.



Serviced office

Net Sales and Operating Income by Segment



## Cumulative-Type Business Accounted For 96% Of Earnings in 2024

Business Segments and Association with Cumulative-Type or Flow-Type Business

### Self-Storage Business

- ▶ Self-Storage Management
- ▶ Self-Storage Brokerage

Land Rights  
Consolidation Business

Other Operational  
Services Business

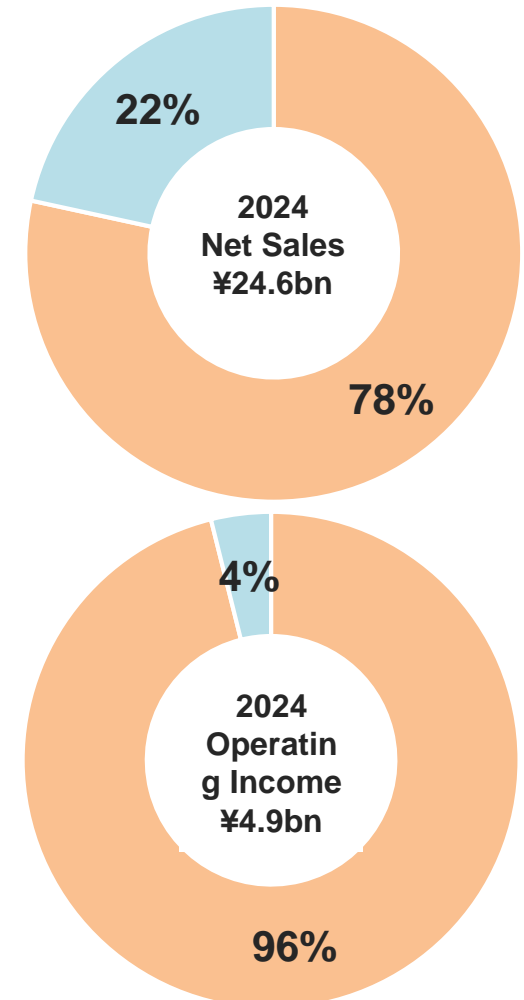
### Cumulative-Type Businesses

- ◆ 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







- ◆ **Self-Storage Is the Partitioning of Containers or Buildings Into Individual Units, and Providing These Units as Rental Storage Spaces**

Known as “self-storage” in the United States, and commonly called “trunk rooms” in Japan

- ◆ **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%

**Arealink Has approximately 2,520 Properties With approximately 113,000 Units, the Most in Japan**



### New Design for Both Container and Indoor Types Adopted in 2022



**Chic Design That Retains Arealink's Dark Gray and Orange Color Scheme**

## Aim to Resolve Problems by Coordinating Rights Relationships Through the Buying and Selling of Leasehold Land and Leasehold Land Rights



Image of the rights relationship for leasehold land

### Leaseholder Rights

- Need to continue to pay land rent every month
- Landowner consent required for building extension or renovation

### Leasehold Land Rights

- Land cannot be used freely
- Low liquidity, making it difficult to sell
- Low income compared to inheritance valuation

### Basic Policy

- (1) Arealink purchases leasehold land from landowners facing difficulties, such as inheritance of leasehold land (Acquisition of the rights shown in orange above)
- (2) After adjusting the rights relationship, leasehold land is sold to the leaseholder (Rights shown in brown become 100%)



Image of the Final Goal

### Cumulative-Type Business Comprising Mainly Real Estate Holdings and Serviced Offices

#### ◆ Asset Business

- Mainly rental income from real estate holdings

#### ◆ Serviced Office Business

- Operation of Hello Office, small offices in city centers
- Market with many competitors since the covid-19 pandemic

#### ◆ Business Selection and Concentration

- Dec. 2020: Withdrawal from conference room rental business
- Mar. 2021: Withdrawal from parking business

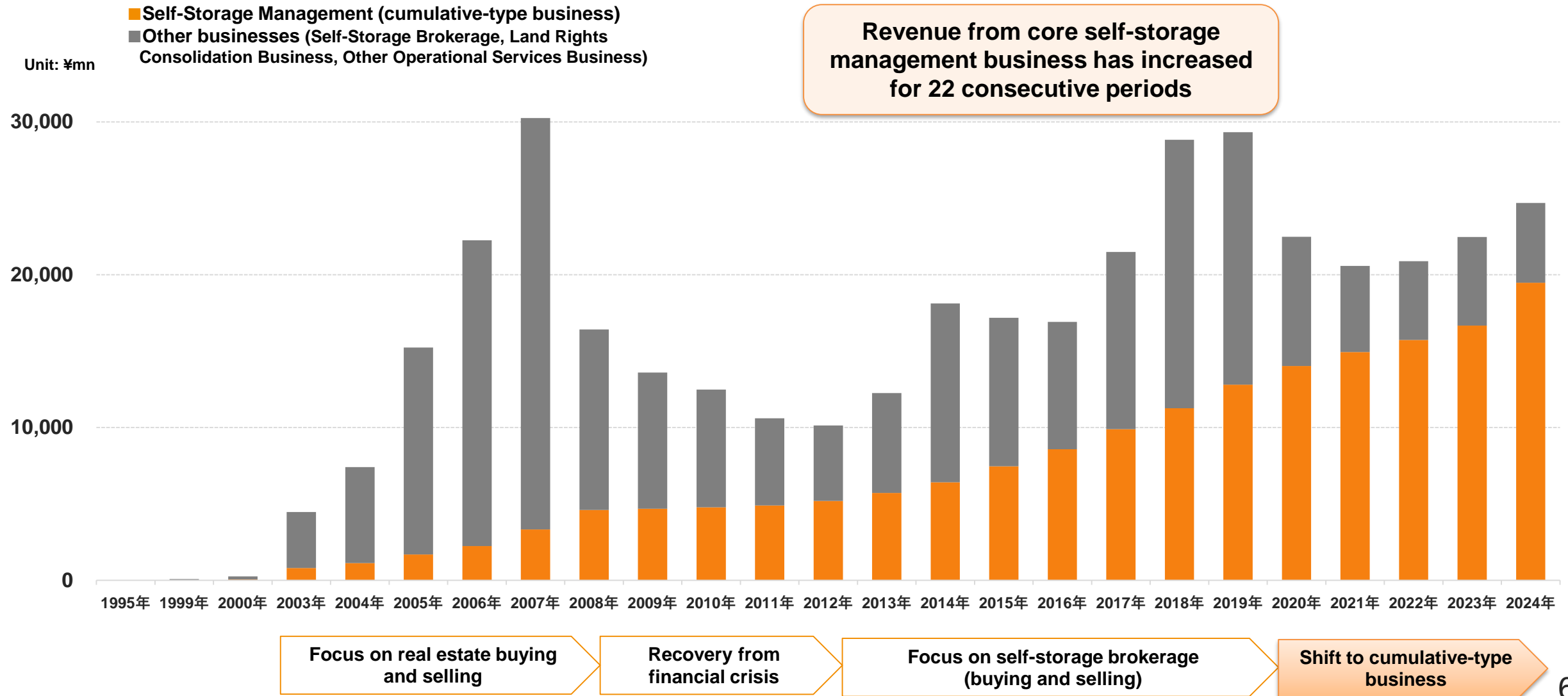


Example of owned property  
(Kanda BM Bldg.)



Hello Office Entrance and Interior

### Fluctuations in Businesses Other Than Self-Storage Management Were a Major Factor Affecting Revenue Until 2019





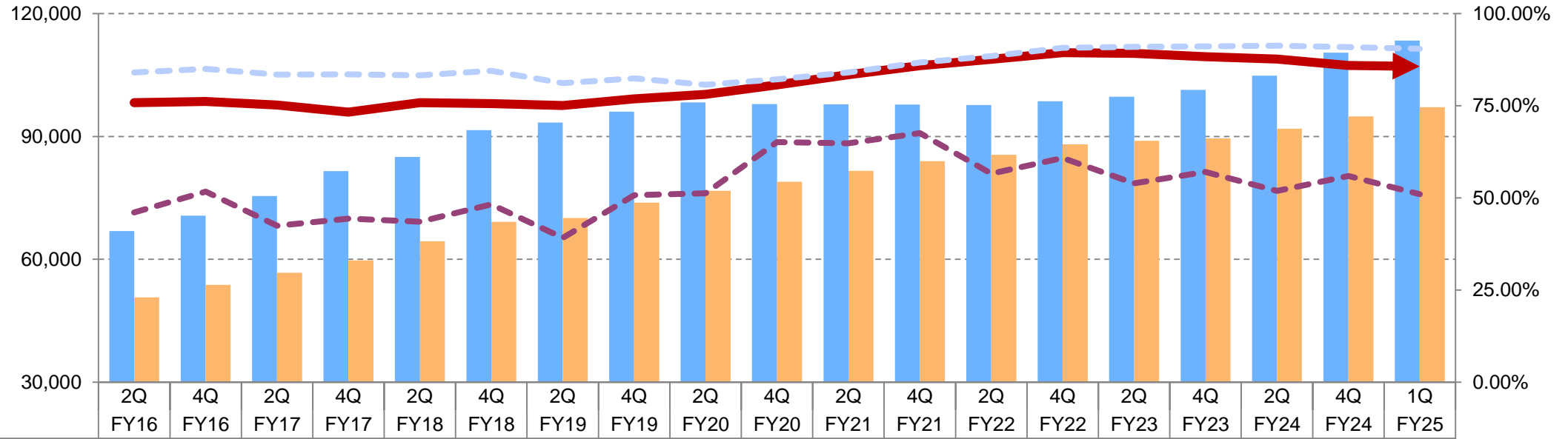
# Business Segments – Quarterly Results

In Millions of Yen			FY12/20				FY12/21				FY12/22				FY12/23				FY12/24				FY12/25			
			1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
	Self-Storage Management	Net sales	3,383	3,485	3,547	3,611	3,654	3,731	3,751	3,804	3,853	3,906	3,947	4,017	4,094	4,143	4,178	4,252	4,316	4,388	4,500	4,625	4,772			
		Gross profit	720	773	930	1,077	1,138	1,172	1,163	1,285	1,319	1,349	1,369	1,470	1,536	1,543	1,546	1,600	1,696	1,730	1,761	1,855	1,925			
	Self-Storage Brokerage	Net sales	427	142	176	0	482	0	28	16	139	262	235	4	213	109	326	105	848	483	131	174	1,584			
		Gross profit	49	25	36	0	55	(3)	16	16	12	15	22	4	11	10	32	7	167	60	20	59	276			
	Self-Storage Business	Net sales	3,811	3,627	3,723	3,611	4,136	3,731	3,780	3,821	3,992	4,169	4,183	4,021	4,307	4,252	4,504	4,357	5,165	4,871	4,631	4,799	6,356			
		Gross profit	770	799	967	1,077	1,194	1,168	1,180	1,302	1,332	1,364	1,391	1,474	1,548	1,553	1,578	1,608	1,863	1,790	1,781	1,915	2,202			
		Business profit	405	459	617	702	828	813	829	944	978	996	1,018	1,090	1,166	1,122	1,146	1,128	1,389	1,298	1,288	1,411	1,680			
	Land Rights Consolidation Business (Limited Land Rights)	Net sales	2,255	1,227	1,247	1,332	834	1,359	397	1,125	810	947	675	676	441	1,494	1,046	641	1,346	775	1,362	210	777			
		Gross profit	843	254	177	86	232	343	81	87	214	266	147	76	110	546	276	(105)	383	154	398	(32)	152			
		Business profit	597	181	110	(16)	133	254	47	7	172	191	81	19	56	317	208	(136)	243	95	192	(46)	98			
	Other Operational Services Business	Net sales	456	412	391	379	350	340	348	345	341	349	361	347	339	348	360	368	371	379	391	389	388			
		Gross profit	177	142	122	79	115	110	111	107	107	115	112	113	96	102	115	120	121	126	131	133	130			
		Business profit	135	111	93	54	98	95	95	93	94	96	90	92	73	82	91	99	102	104	111	109	111			
	Headquarters expenses	Business profit	(343)	(292)	(266)	(275)	(278)	(272)	(274)	(370)	(308)	(294)	(288)	(288)	(290)	(319)	(298)	(291)	(330)	(357)	(357)	(349)	(326)			
	Total for All Businesses	Net sales	6,523	5,267	5,362	5,323	5,321	5,431	4,526	5,293	5,145	5,466	5,220	5,046	5,088	6,095	5,911	5,367	6,883	6,026	6,386	5,399	7,521			
		Gross profit	1,791	1,196	1,267	1,243	1,542	1,622	1,373	1,497	1,655	1,746	1,651	1,664	1,755	2,203	1,970	1,623	2,369	2,071	2,312	2,016	2,485			
		Operating income	795	460	554	465	781	890	697	675	936	989	901	914	1,005	1,202	1,147	799	1,405	1,141	1,234	1,124	1,563			

**Total 113,000 Units, with Openings Expected to Accelerate in the Future**

**Total Units, Units in Use, and Utilization Rate**

Unit: Number of units



Total Units	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	99,677	101,379	104,812	110,442	113,416
Units in Use	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	88,907	89,509	91,859	94,883	97,134
Utilization Rate (%)	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%	89.20%	88.29%	87.64%	85.91%	85.64%
Existing Utilization Rate (%)	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%	90.96%	91.10%	91.25%	90.90%	90.45%
New Unit Utilization Rate (%)	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%	53.92%	57.01%	51.88%	55.95%	51.01%

※新規稼働率：直近2事業年度内に新店した物件の稼働率。2024年1月以降の新店物件が対象

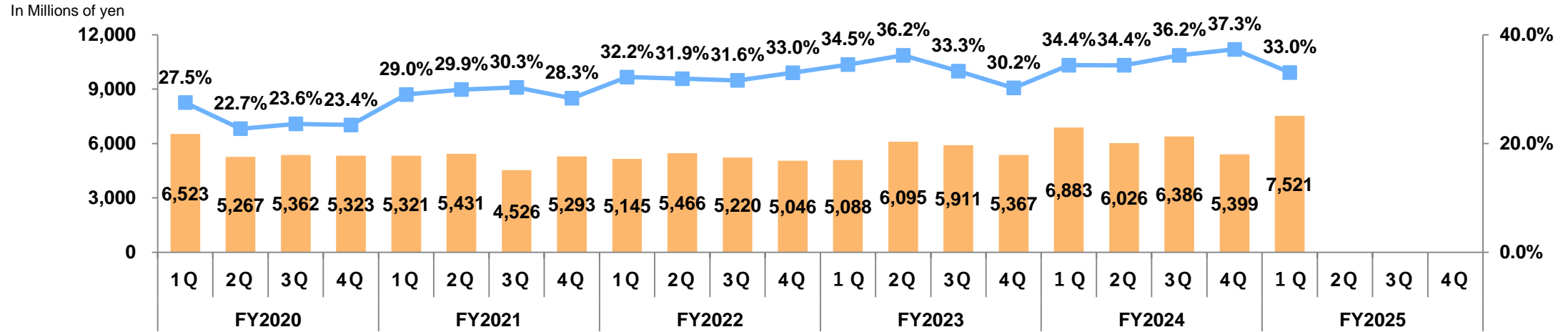
	Container Type	In-Building Type	Building Type (Self-storage Mini)	Total	Proportion of Total
Hokkaido	1,185	607	137	1,929	1.70%
Aomori	109	0	48	157	0.14%
Iwate	20	38	0	58	0.05%
Miyagi	1,964	66	38	2,068	1.82%
Akita	80	0	0	80	0.07%
Yamagata	160	34	0	194	0.17%
Fukushima	302	42	0	344	0.30%
Ibaraki	1,478	22	0	1,500	1.32%
Tochigi	693	0	0	693	0.61%
Gunma	1,377	0	0	1,377	1.21%
Saitama	9,528	732	1,791	12,051	10.63%
Chiba	10,572	255	1,444	12,271	10.82%
Tokyo	18,455	9,959	2,965	31,379	27.67%
Kanagawa	9,363	2,882	1,319	13,564	11.96%
Niigata	430	29	42	501	0.44%
Toyama	238	0	0	238	0.21%
Ishikawa	382	0	0	382	0.34%
Fukui	166	0	0	166	0.15%
Yamanashi	294	0	0	294	0.26%
Nagano	688	0	0	688	0.61%
Gifu	708	27	0	735	0.65%
Shizuoka	2,145	42	94	2,281	2.01%
Aichi	5,803	500	440	6,743	5.95%
Mie	496	75	0	571	0.50%

	Container Type	In-Building Type	Building Type (Self-storage Mini)	Total	Proportion of Total
Shiga	664	43	0	707	0.62%
Kyoto	2,186	346	119	2,651	2.34%
Osaka	5,316	965	447	6,728	5.93%
Hyogo	4,602	242	46	4,890	4.31%
Nara	764	0	0	764	0.67%
Wakayama	47	0	0	47	0.04%
Tottori	115	0	0	115	0.10%
Shimane	92	0	0	92	0.08%
Okayama	269	0	0	269	0.24%
Hiroshima	606	0	0	606	0.53%
Yamaguchi	354	24	47	425	0.37%
Tokushima	142	0	0	142	0.13%
Kagawa	284	101	0	385	0.34%
Ehime	223	0	0	223	0.20%
Kochi	108	0	0	108	0.10%
Fukuoka	2,791	96	0	2,887	2.55%
Saga	131	0	0	131	0.12%
Nagasaki	164	30	0	194	0.17%
Kumamoto	397	0	0	397	0.35%
Oita	275	0	0	275	0.24%
Miyazaki	276	40	48	364	0.32%
Kagoshima	435	0	0	435	0.38%
Okinawa	205	60	52	317	0.28%
<b>Total</b>	<b>87,082</b>	<b>17,257</b>	<b>9,077</b>	<b>113,416</b>	<b>100.00%</b>

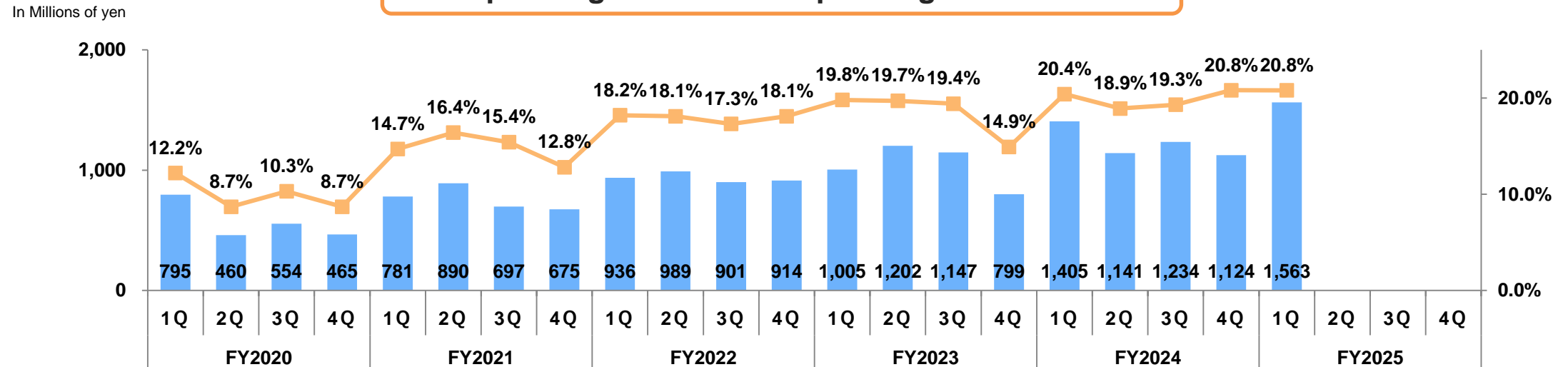
As of March 31, 2025

## Entire Business– Quarterly Results

### In Net Sales and Gross Profit Margin



### In Operating Income and Operating Income Ratio





## Main Implementation Measures This Year

Issue	Measure
Improve Visibility	Conducted interviews with individual investors
	Implemented small meetings
	Published external report
Help Investors Get To Know Arealink	Published self-storage monthly results, published a detailed report written by an external company, and delivered IR emails
	Implemented 1-on-1s
	Gave property tours
Approach Foreign Investors	English translations of financial results (full text), presentation materials, and Annual Securities Report (full text)
	Published report written by an overseas company
	Implemented 1-on-1s with foreign investors
	Overseas IR Road Show <ul style="list-style-type: none"> <li>• Late May to early June 2024 in 4 countries/7 cities (San Francisco, Chicago, Boston, New York, London, Paris, Frankfurt)</li> <li>• Held in two markets in early October 2024 (Hong Kong, Singapore)</li> <li>• Early June 2025 in 2 countries/4 cities (Toronto, Chicago, Boston, New York)</li> </ul>

### Enhancing Information Dissemination to Domestic and Foreign Investors

#### ◆ Shared Research (Japanese/English)

Information dissemination for domestic and foreign investors

<https://sharedresearch.jp/ja/companies/8914>



#### ◆ Fisco (Japanese/English)

Information dissemination for domestic and foreign investors

<https://www.fisco.co.jp/service/report/>



#### ◆ StormResearch (English)

Information dissemination for foreign institutional investors

<https://stormresearch.co.uk/>



## ◆ IR Email Distribution

IR E-mal Distribution is a service that provides timely IR information, including the latest news releases, via e-mail.

Emails will be sent to your registered email address through the RIMSNET service operated by the Transfer Agent Department of Mitsubishi UFJ Trust Banking Corporation.

Access here to sign up → <https://rims.tr.mufg.jp/?sn=8914>

## ◆ Information Site On Living and Storage “kurasul”

Continuously proposing affluent lifestyles through self-storage

<https://kurasul.hello-storage.com/>

Scan this QR code  
to visit “kurasul”



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.