



Arealink Co., Ltd.

**October 29, 2025
Results Briefing
Third Quarter, Fiscal Year
Ending December 2025**

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FY12/25 3Q Business Results

Company Updates

- Both sales and profit rose as the result of growth and expansion of the self-storage business despite a decline in sales and profit under plans to shrink the land rights consolidation business, resulting in year-on-year double-digit growth in all types of profit

Self-Storage Business

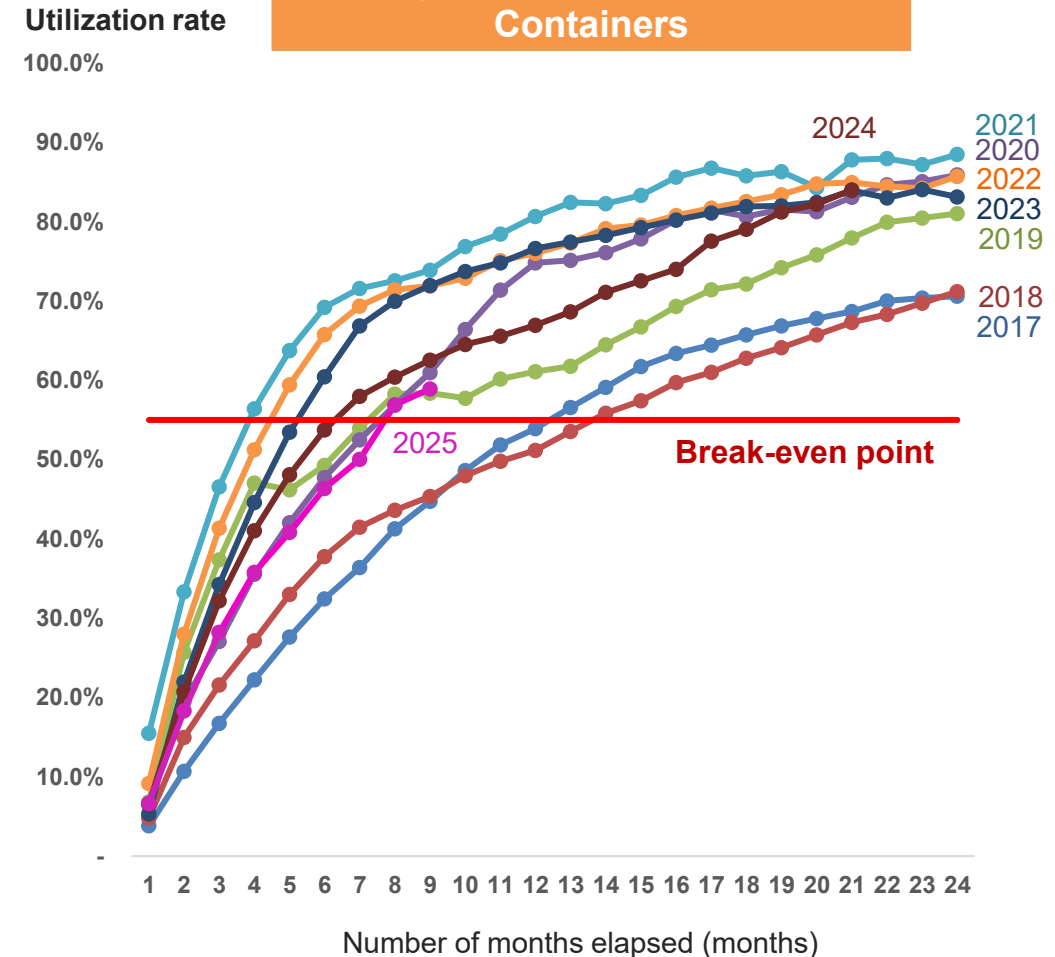
Sales rose 16.1%YoY and business profit increased 17.0% YoY

- Opened a total of 13,113 new units in 3Q compared to the target of 15,000 units for the whole FY12/25
Of which, we opened 4,876 new partner units compared to the target of 5,000
- 14 building types (self-storage minis) were sold in FY12/25 3Q cumulatively

Land Rights Consolidation Business

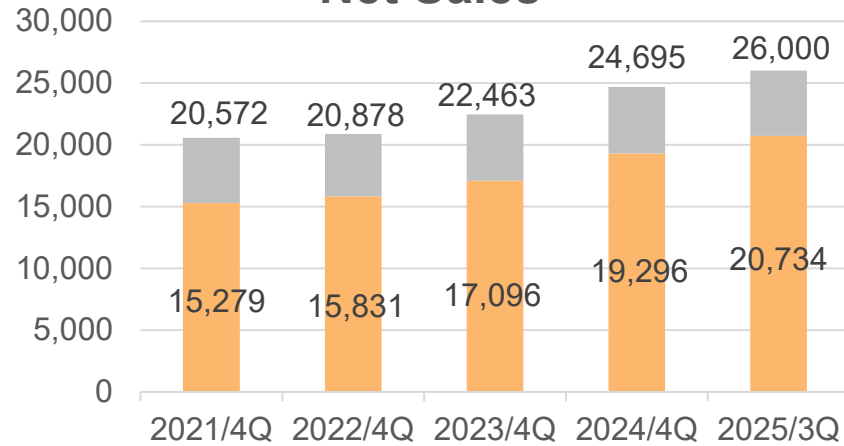
- Both sales and profit fell substantially in line with plans to shrink the business, but progress exceeded projections

Utilization rate trends by year of opening of new properties
Containers



In Millions of yen

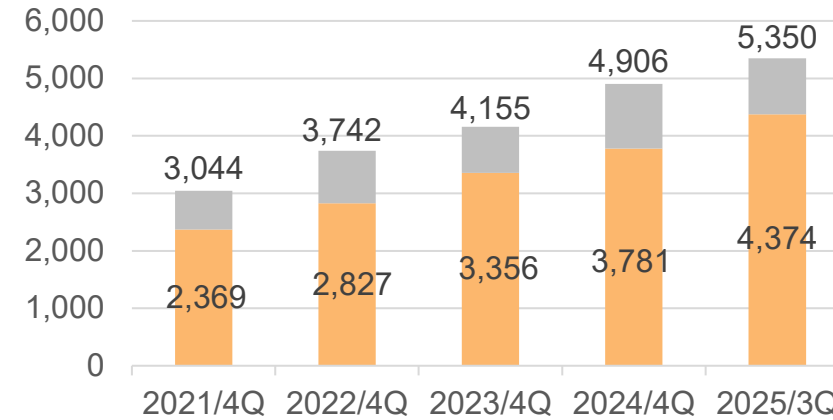
Net Sales



+7.5% YoY, 79.7% achievement in FY12/25

In Millions of yen

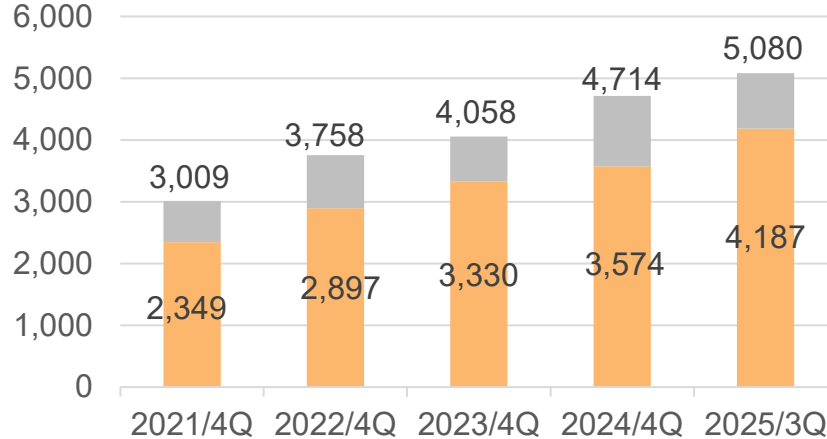
Operating Income



+15.7% YoY, 81.8% achievement in FY12/25

In Millions of yen

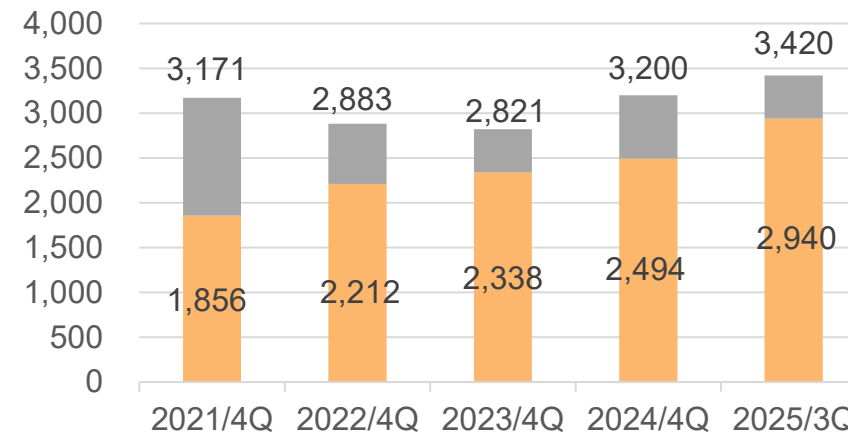
Ordinary Income



+17.2% YoY, 82.4% achievement in FY12/25

In Millions of yen

Net Income

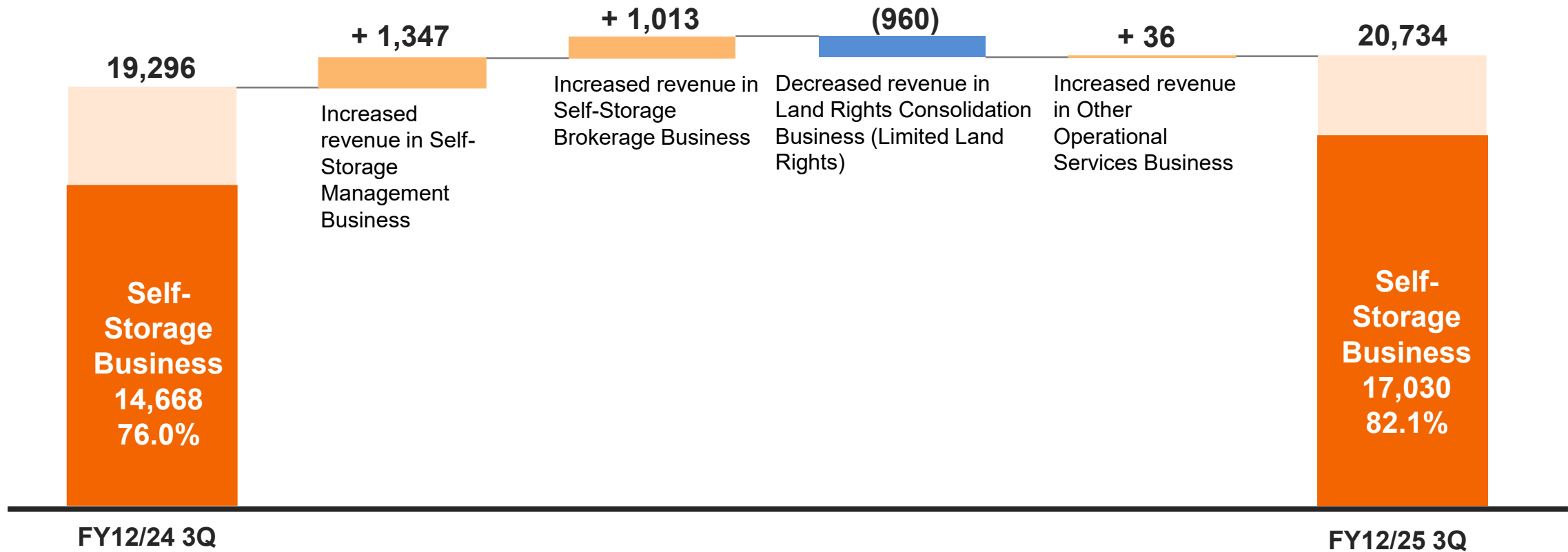


+17.9% YoY, 86.0% achievement in FY12/25

Overall Sales Increased by +7.5% due to Steadily Progress, Particularly in the Self-Storage Business

Increase/Decrease in Net Sales

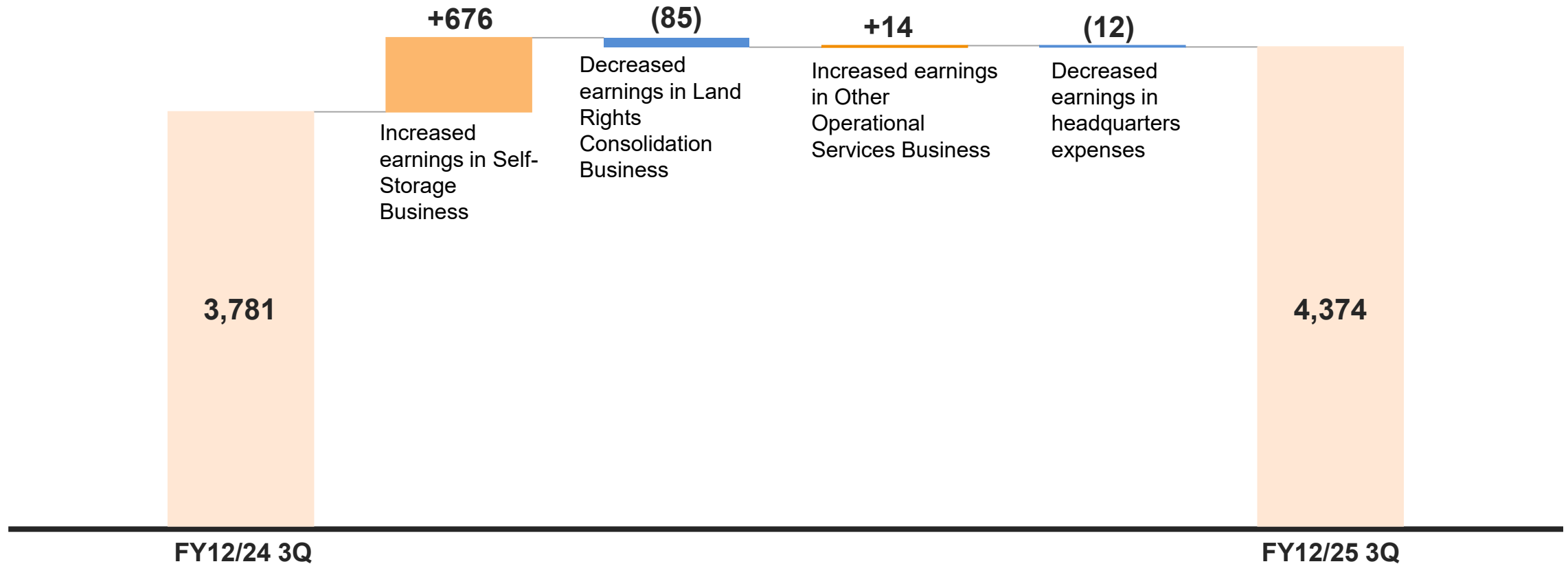
In Millions of yen



Profits Grew due to New Unit Expansion and Continued High Utilization Rate in the 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	3Q	Full-year Plan	3Q	Relative to Plan	YoY
In millions of yen						
Net sales	24,695	19,296	26,000	20,734	79.7%	+ 7.5%
Operating income	4,906	3,781	5,350	4,374	81.8%	+ 15.7%
Ordinary income	4,714	3,574	5,080	4,187	82.4%	+ 17.2%
Net income	3,200	2,494	3,420	2,940	86.0%	+ 17.9%

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

In Millions of yen	FY12/24 3Q	FY12/25 3Q	Increase (Decrease)
Operating income	3,781	4,374	593
Non-operating income	98	161	62
Non-operating expenses	305	348	42
Ordinary income	3,574	4,187	613
Extraordinary income	1	28	26
Extraordinary loss	7	7	0
Income before income taxes	3,568	4,209	640
Income taxes — current	984	1,324	339
Income taxes — deferred	88	(56)	(145)
Net income	2,494	2,940	445

Non-operating income
Compensation for relocation ¥129 million

Non-operating expenses
Interest expenses ¥246 million
Commission expenses ¥88 million

Extraordinary income
Gain on sales of investment securities
 ¥28 million

Breakdown of SG&A expenses

Continued Aggressive Measures to Increase Salaries in Order to Practice Business Operations with a Small Workforce; However, SG&A Expenses Saw a Slight Increase

Millions of yen	FY12/24 3Q	FY12/25 3Q	Increase (Decrease)	Rate of change
Directors' Compensation	147	173	26	18.0%
Salary and allowances	770	827	56	7.4%
Advertising and publicity costs	206	229	23	11.3%
Commission expenses	626	612	(14)	-2.2%
(Sales commissions)	(353)	(319)	(34)	-9.7%
Compensation expenses	300	319	18	6.1%
Taxes and public dues	209	190	(18)	-8.9%
Others	711	717	6	0.9%
Total SG&A expenses	2,971	3,070	98	3.3%

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

Arealink Overview of FY12/25 3Q Business Results (by segment)

In Millions of yen			FY12/24 3Q		FY12/25 3Q		
			Actual	Percent of Sales	Actual	Percent of Sales	YoY
	Self-Storage Management	Net sales	13,205	—	14,552	—	+ 10.2%
		Gross profit	5,188	39.3%	5,791	39.8%	+ 11.6%
	Self-Storage Brokerage	Net sales	1,463	—	2,477	—	+ 69.2%
		Gross profit	248	17.0%	466	18.8%	+ 88.0%
Self-Storage Business		Net sales	14,668	—	17,030	—	+ 16.1%
		Gross profit	5,436	37.1%	6,258	36.7%	+ 15.1%
		Business profit	3,976	27.1%	4,652	27.3%	+ 17.0%
Land Rights Consolidation Business (Limited Land Rights)		Net sales	3,484	—	2,524	—	— 27.6%
		Gross profit	937	26.9%	792	31.4%	— 15.5%
		Business profit	531	15.3%	446	17.7%	— 16.0%
Other Operational Services Business		Net sales	1,142	—	1,179	—	+ 3.2%
		Gross profit	379	33.2%	394	33.4%	+ 3.9%
		Business profit	318	27.9%	333	28.3%	+ 4.7%
Headquarters expenses		Business profit	(1,045)	—	(1,057)	—	+ 1.2%
Total for All Businesses		Net sales	19,296	—	20,734	—	+ 7.5%
		Gross profit	6,753	35.0%	7,445	35.9%	+ 10.2%
		Operating income	3,781	19.6%	4,374	21.1%	+ 15.7%

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

Self-Storage Business					
In Millions of yen	FY12/24 3Q	FY12/25 3Q	YoY	FY12/25 Plan	Compared to plan
Net sales (Self-storage management)	13,205	14,552	+ 10.2%	19,400	75.0%
Net sales (Self-storage brokerage)	1,463	2,477	+ 69.2%	3,300	75.1%
Net sales	14,668	17,030	+ 16.1%	22,700	75.0%
Gross profit (Self-storage management)	5,188	5,791	+ 11.6%	7,800	74.3%
Gross profit (Self-storage brokerage)	248	466	+ 88.0%	530	88.1%
Gross profit	5,436	6,258	+ 15.1%	8,330	75.1%
SG&A expenses	1,459	1,605	+ 10.0%	—	—
Business profit	3,976	4,652	+ 17.0%	6,040	77.0%

Self-Storage Management

- The utilization rate retained a high level at 82.14% despite increase in the number of new units, and revenue and profits steadily increased

Self-Storage Brokerage

- Both sales and profit rose substantially due to the sale of 14 building types (self-storage minis)

Land Rights Consolidation Business Exceeded Budget Targets Despite Planned Revenue and Profit Reductions, Due to Steady Progress

Land Rights Consolidation Business (Limited Land Rights)					
In Millions of yen	FY12/24 3Q	FY12/25 3Q	YoY	FY12/25 Plan	Compared to plan
Net sales	3,484	2,524	— 27.6%	1,800	140.2%
Gross profit	937	792	— 15.5%	—	—
SG&A expenses	405	345	— 14.7%	—	—
Business profit	531	446	— 16.0%	310	144.1%

Land Rights Consolidation Business (Limited Land Rights)

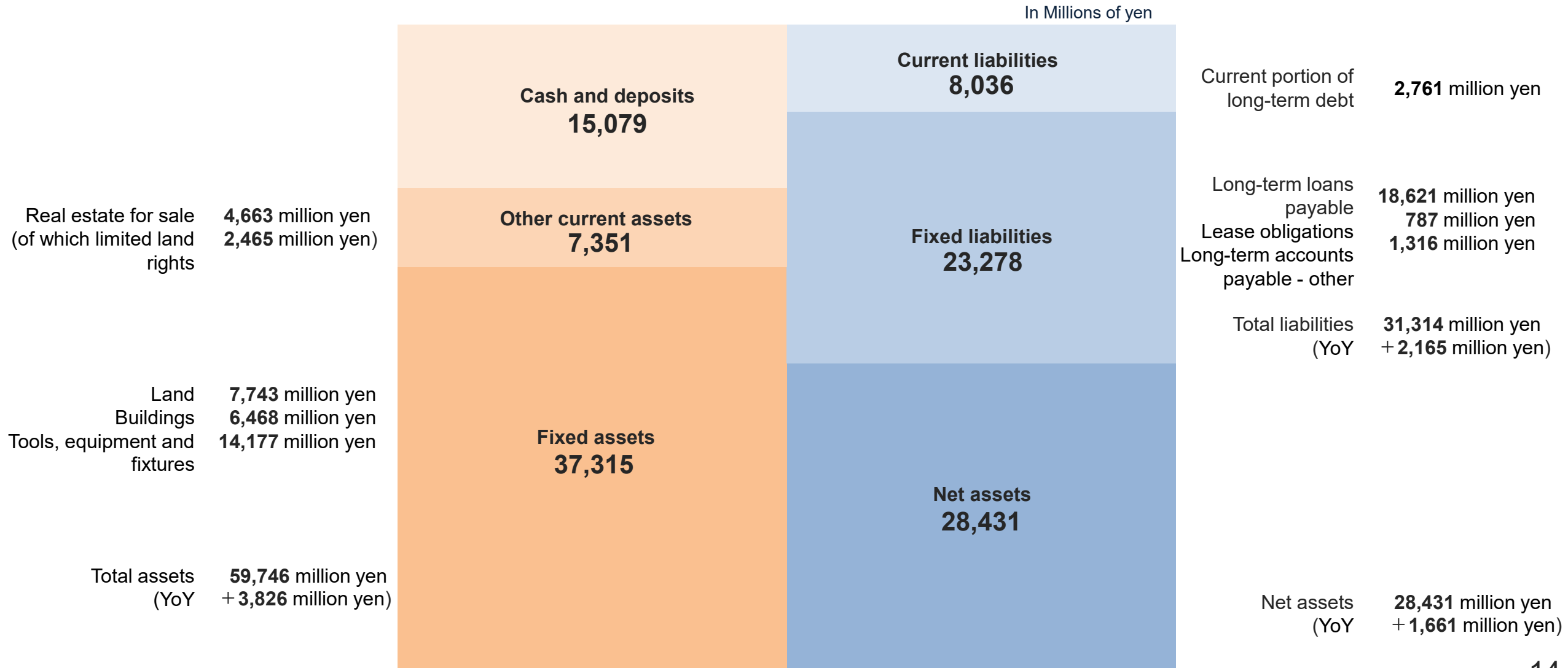
- Plan to shrink the business starting in FY12/25
- Inventory was 2,465 million yen, a decrease of 473 million yen compared to the end of the previous fiscal year

Other Operational Services Business					
In Millions of yen	FY12/24 3Q	FY12/25 3Q	YoY	FY12/25 Plan	Compared to plan
Net sales	1,142	1,179	+ 3.2%	1,500	78.6%
Gross profit	379	394	+ 3.9%	—	—
SG&A expenses	60	60	+ 0.0%	—	—
Business profit	318	333	+ 4.7%	400	83.4%

Other Operational Services Businesses

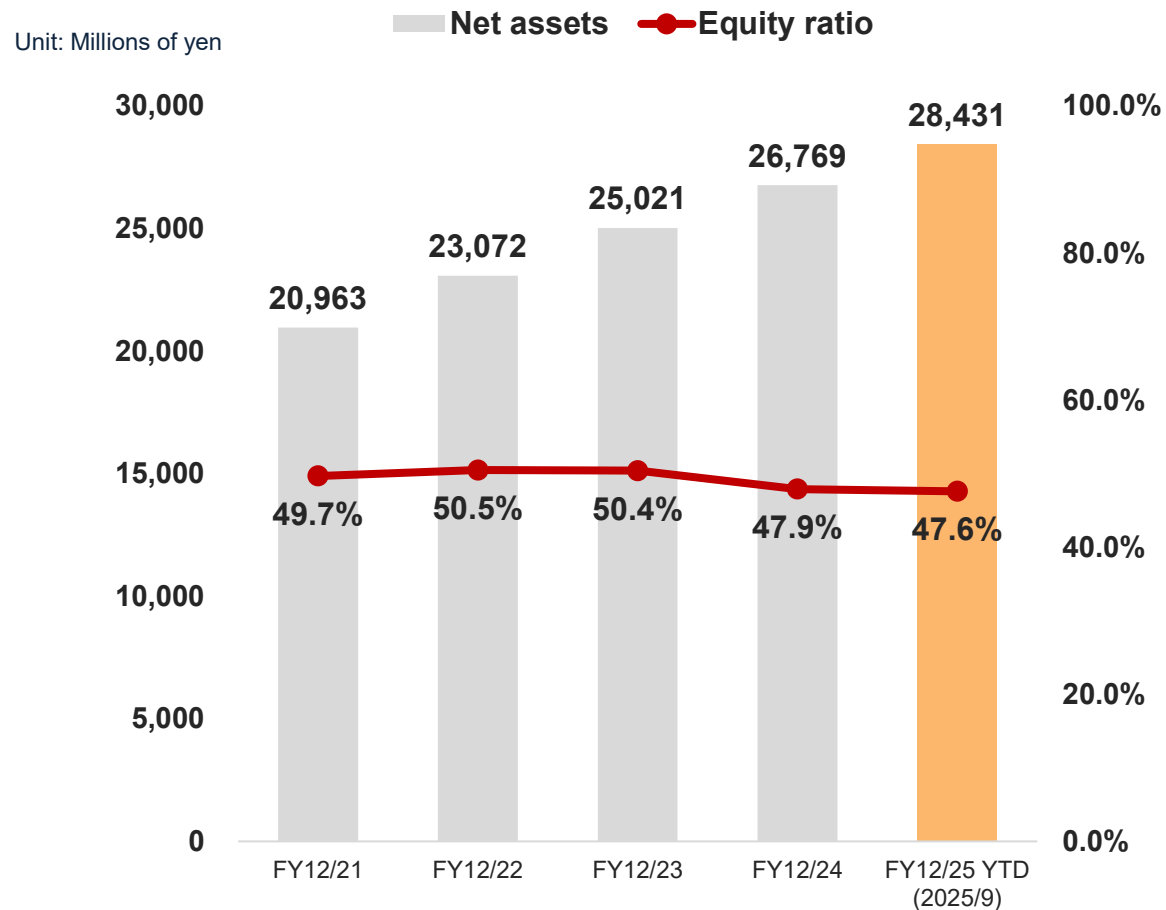
- Steadily progressing above plan

Stable Financial Base With Cash Deposits of 15.0 Billion Yen

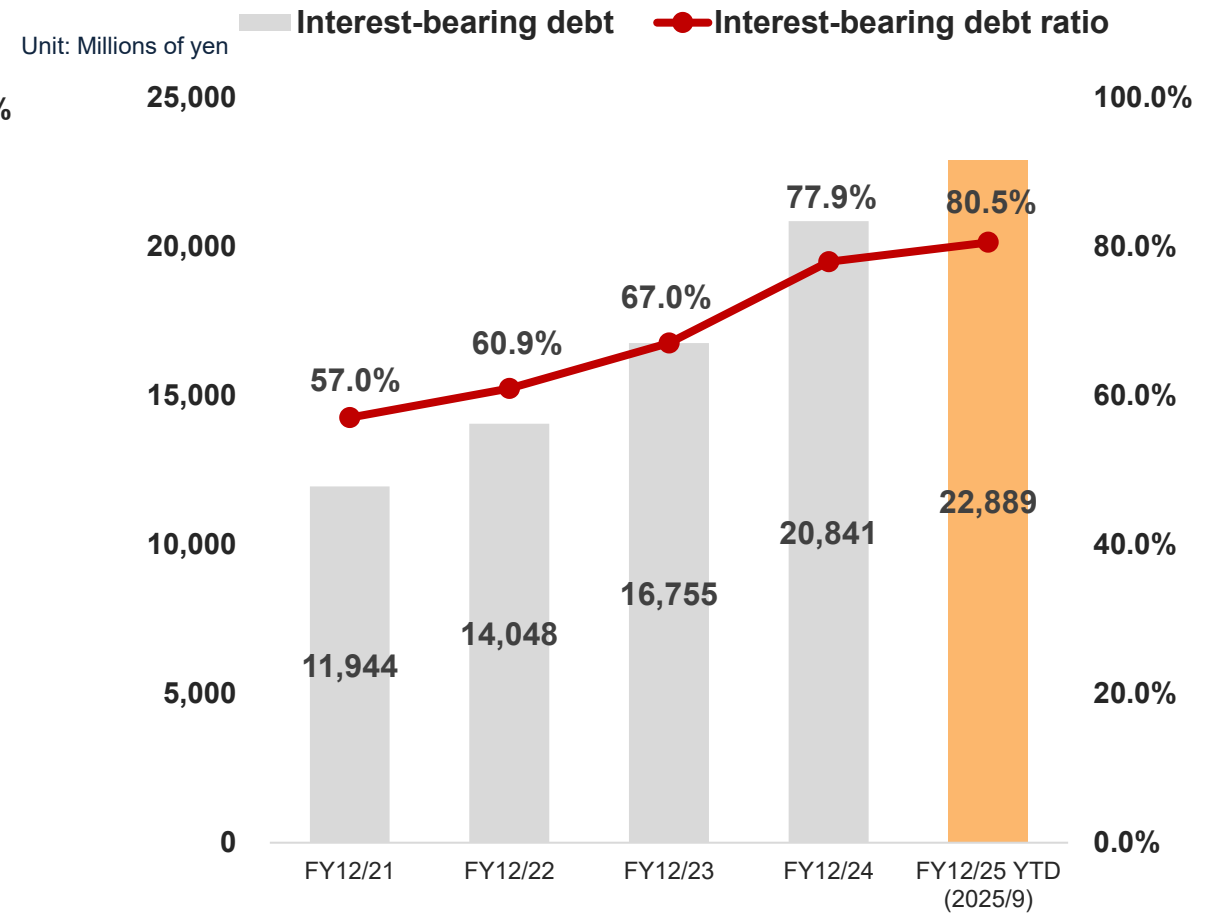


Equity Ratio Remained Stable at 47.6%

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)

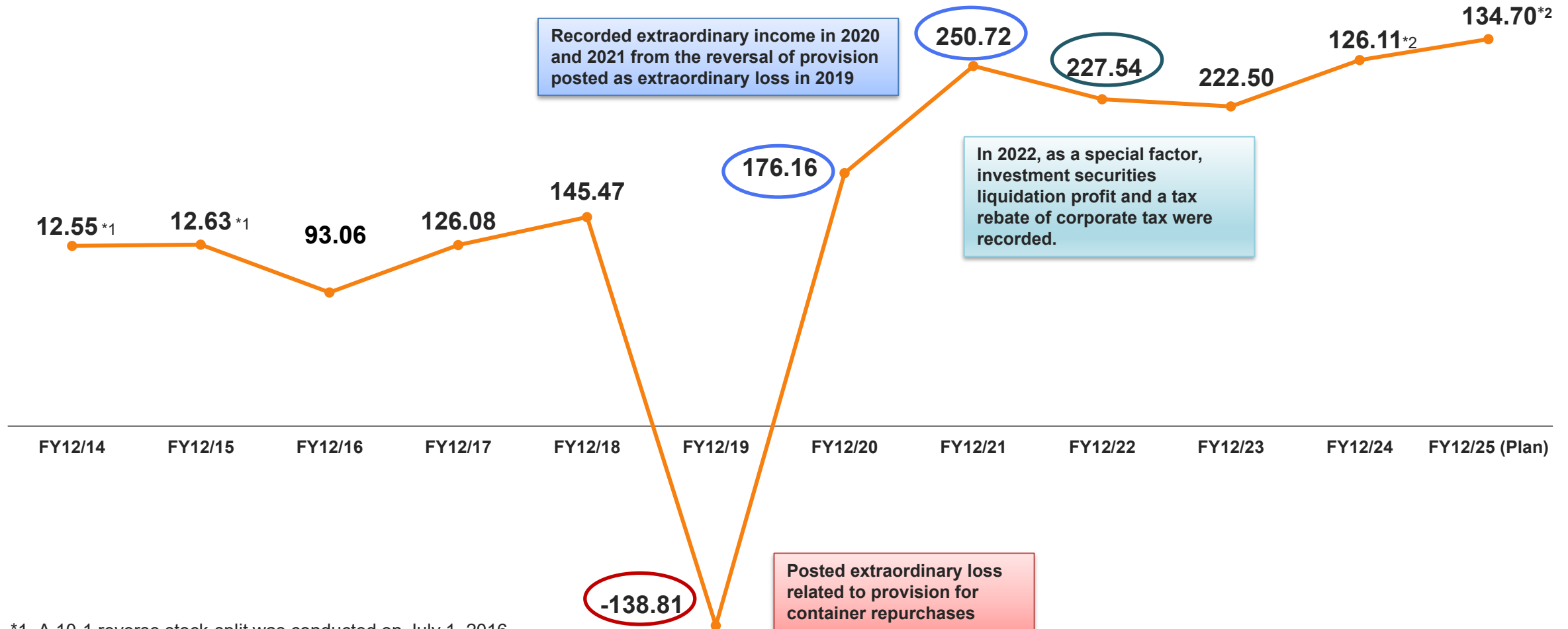
FY12/25 Earnings Outlook (by Segment)

In Millions of yen			FY12/24		FY12/25			
			Actual	Percent of Sales	Actual	Percent of Sales	YoY	
	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%	
	Self-Storage Business		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

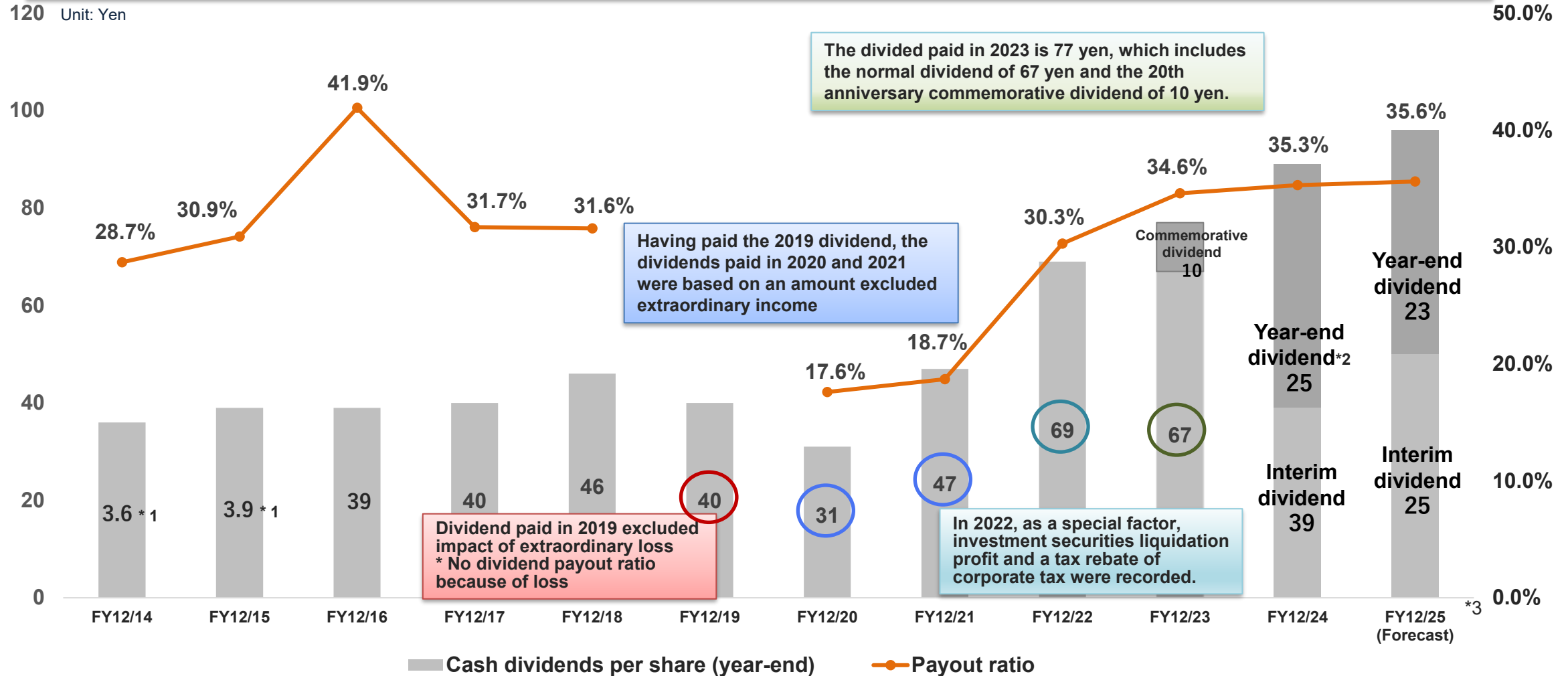


^{*1} A 10-1 reverse stock-split was conducted on July 1, 2016.

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

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.

Medium-Term Management Plan (MTMP)

Growth Plan	No. of New Units	Profitability
- Accelerate self-storage location openings - Scale back the land rights consolidation business →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 billion

Operating income
¥8.0 billion

Profit margin
23.8 %

Self-Storage Business

Net sales
¥30.0 billion
Management ¥26.7 billion
Brokerage ¥3.3 billion

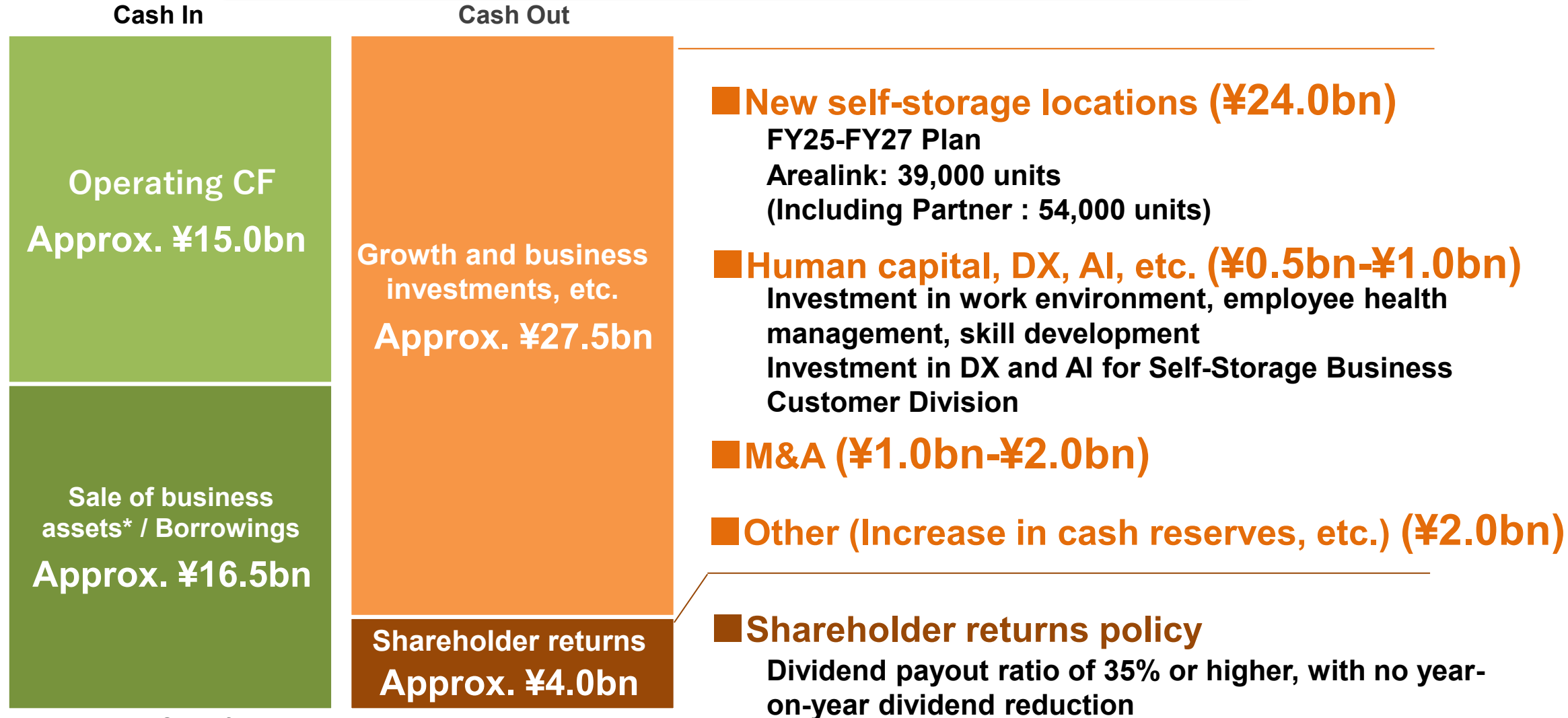
Business profit
¥9.0 billion

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

*Unit: Number of units

		FY12/25		
		Plan	3Q Final	Progress Rate
Arealink	Container Type	8,300	7,086	85.4%
	In-Building Type	600	645	107.5%
	Building Type (Self-storage Mini)	1,100	506	46.0%
		10,000	8,237	82.4%
Partner		5,000	4,876	97.5%
Total		15,000	13,113	87.4%

By Type

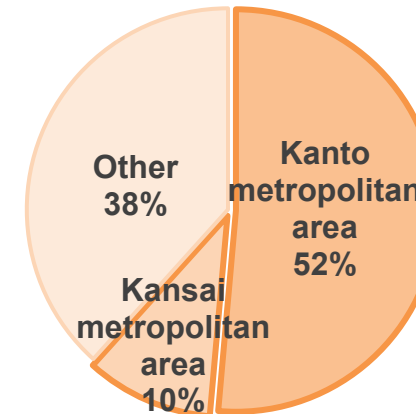
* Unit: No. of units * Includes partner locations
* Figures in parentheses indicate expansion of existing locations

	FY12/24	FY12/25
	Actual	3Q Final
Container Type	8,722 (375)	9,808 (264)
In-Building Type	1,187 (60)	2,742 (0)
Building Type (Self-storage Mini)	636 (0)	563 (0)
Total	10,545 (435)	13,113 (264)

By Area

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

	FY12/25 3Q Final	
	Container Type	All Types
Kanto metropolitan area	5,042 (135)	7,126 (135)
Kansai metropolitan area	1,007 (22)	1,419 (22)
Other	3,759 (107)	4,568 (107)
Total	9,808 (264)	13,113 (264)

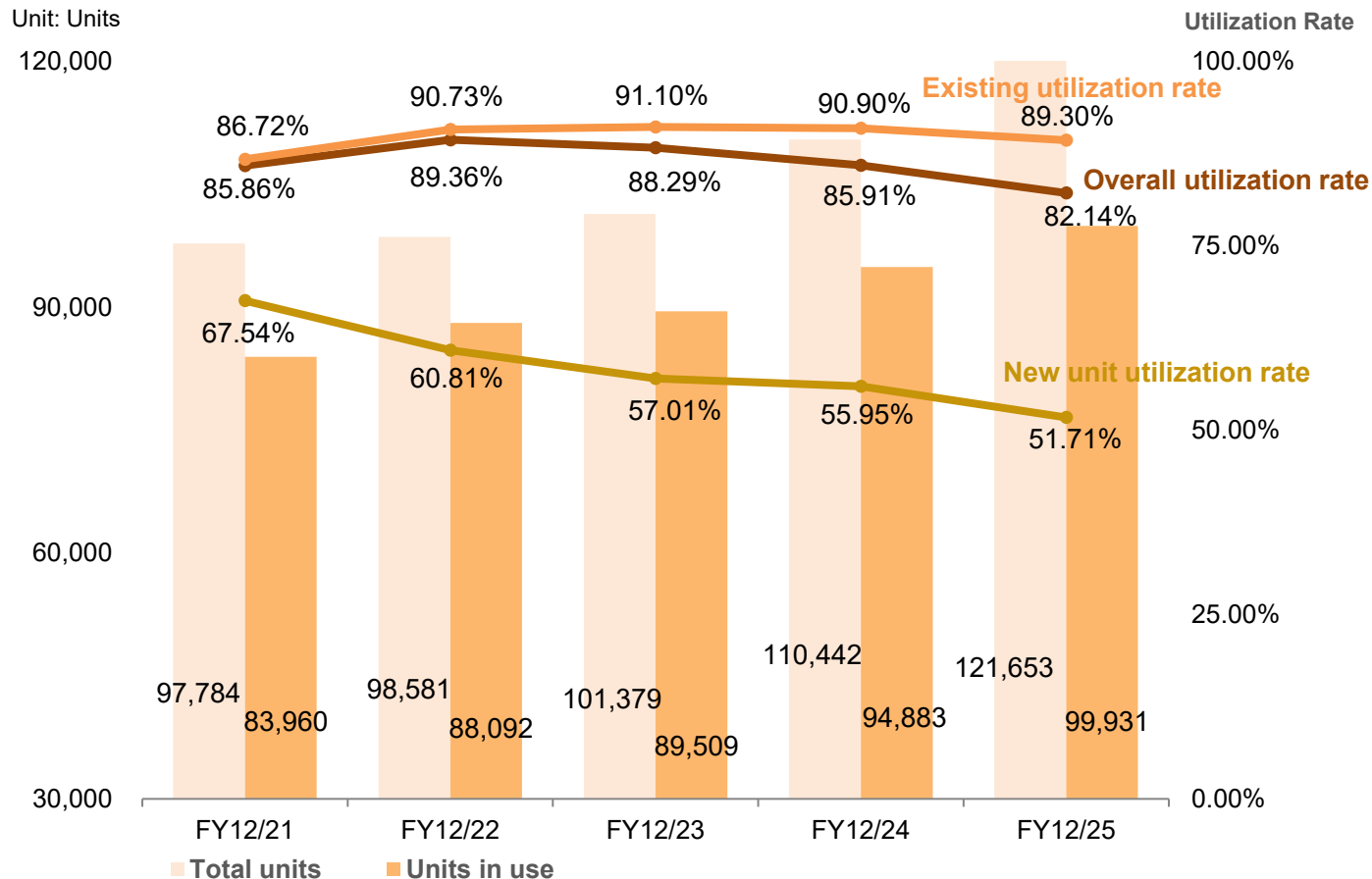


The area for new container-type location openings is about 62% of the total of Kanto and Kansai metropolitan areas

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

Overall Utilization Rate Decreased Slightly from the Impact of New Location Openings

All Locations (including partner companies)



By Store Opening Scheme

*As of September 30, 2025

*Unit: Units		Total Units	Units in use	Utilization Rate
Arealink	New	17,783	9,161	51.52%
	Existing	95,364	85,249	89.39%
		113,147	94,410	83.44%
Partner		8,506	5,521	64.91%
Total	New	23,157	11,975	51.71%
	Existing	98,496	87,956	89.30%
		121,653	99,931	82.14%

- Partner utilization rate is shown separately
- 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.

Net Sales

Self-Storage Business

¥19,468 mn

*FY 12/24

No. of Locations

2,758 locations

*As of the end of September 2025

No. of Units in use / No. of Total Units

Units in use

99,931 units

Total Units

121,653 units

*As of the end of September 2025

Average Rent

Per unit

13,479 yen

(Additional management fee of 2,000 yen)

* Average of contracted properties

* As of June 2025

Compared to January 2023
+1,024 yen
(8.2% increase)

New self-storage locations

FY 12/25 Plan

15,000 units

(YoY + 4,455 units)

Utilization Rate

Overall

82.14 %

Existing

89.30 %

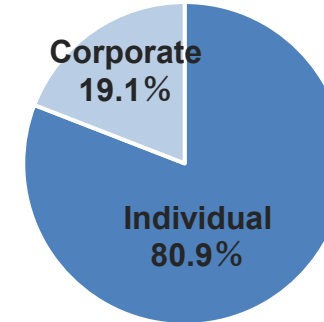
New

51.71 %

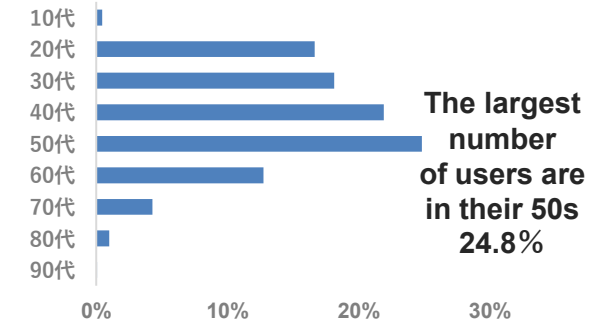
*As of the end of September 2025

User Demographics

Classification



Age



Purpose of Use *Individual users

- | | |
|--|-------|
| 1. Moving/Remodeling/Rebuilding | 34.3% |
| 2. Organizing home | 22.6% |
| 3. Storage of work tools / organizing office | 20.2% |
| 4. Storage of hobby/collection items | 19.1% |

Contract Period

Avg. 4 years and 2 months

Users at June 1, 2024 *Including users at newly opened locations

Expanding Business with Utilizing Independently Developed Cockpit Systems and BI Tools

Data

BI Tools

Analysis

Utilization

Arealink's proprietary data

Properties in all 47 prefectures nationwide
Data on hundreds of thousands of customers

- Usage attributes
- Number of responses
- Number of self-storage units

Competitor data based on independent research

Statistical Data

- Population
- Number of households
- Income
- Published land prices

Centralized Management / Alarm Notification / Reporting

Customer plot diagram (Arealink and other companies)



Utilization and revenue/expenditure data by location



Contract executions and cancellations

Website analysis

Page views, conversion rate, conversion path, churn rates, etc.

Utilization trends

By area / product / type / stratum

Correlated to customer trends

Pricing / promotions

New location opening sales

Deal acquisition routes, closing rate, business period, construction period, etc.

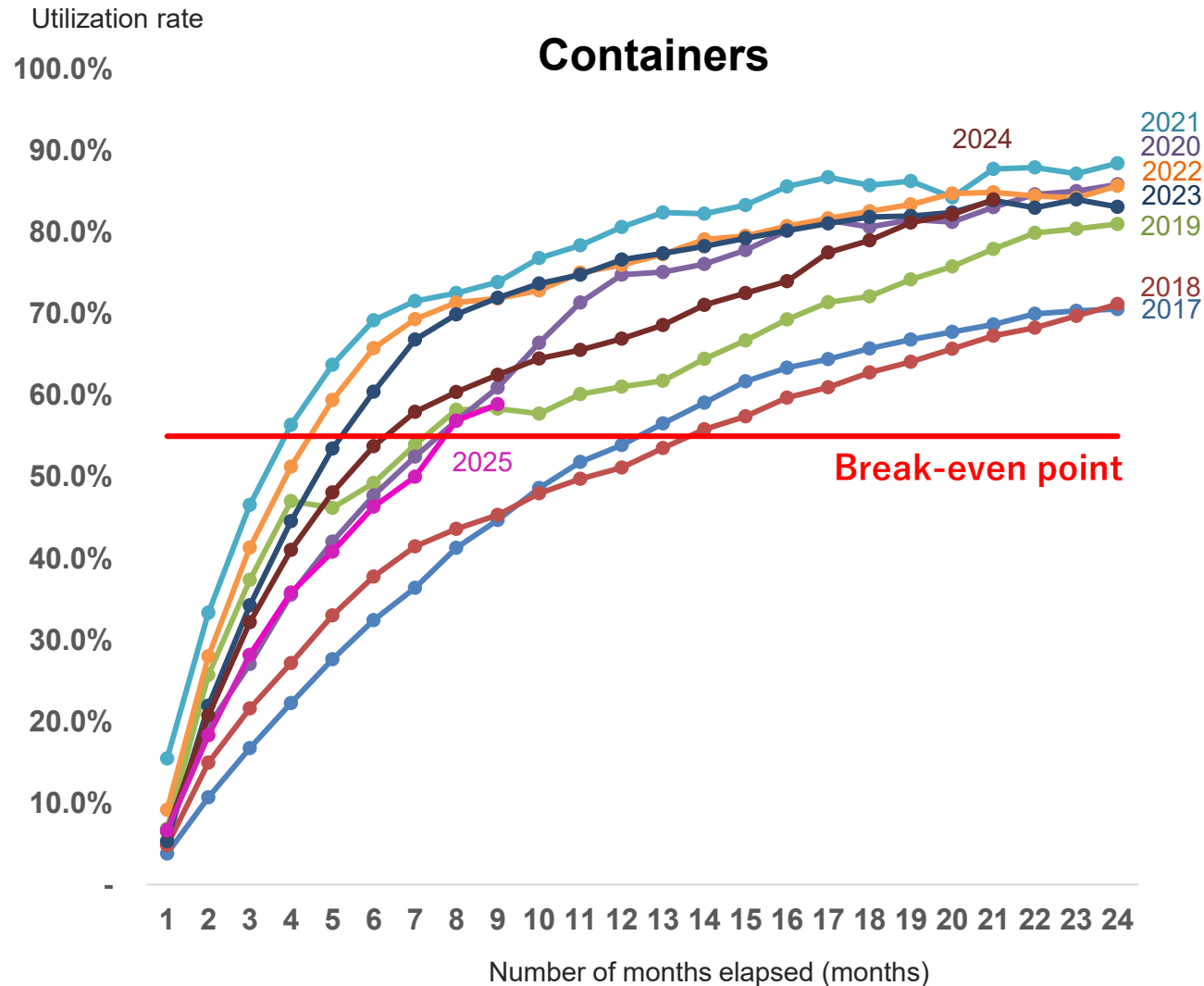
Property-specific solutions

When opening new locations

Market research

Dynamic pricing

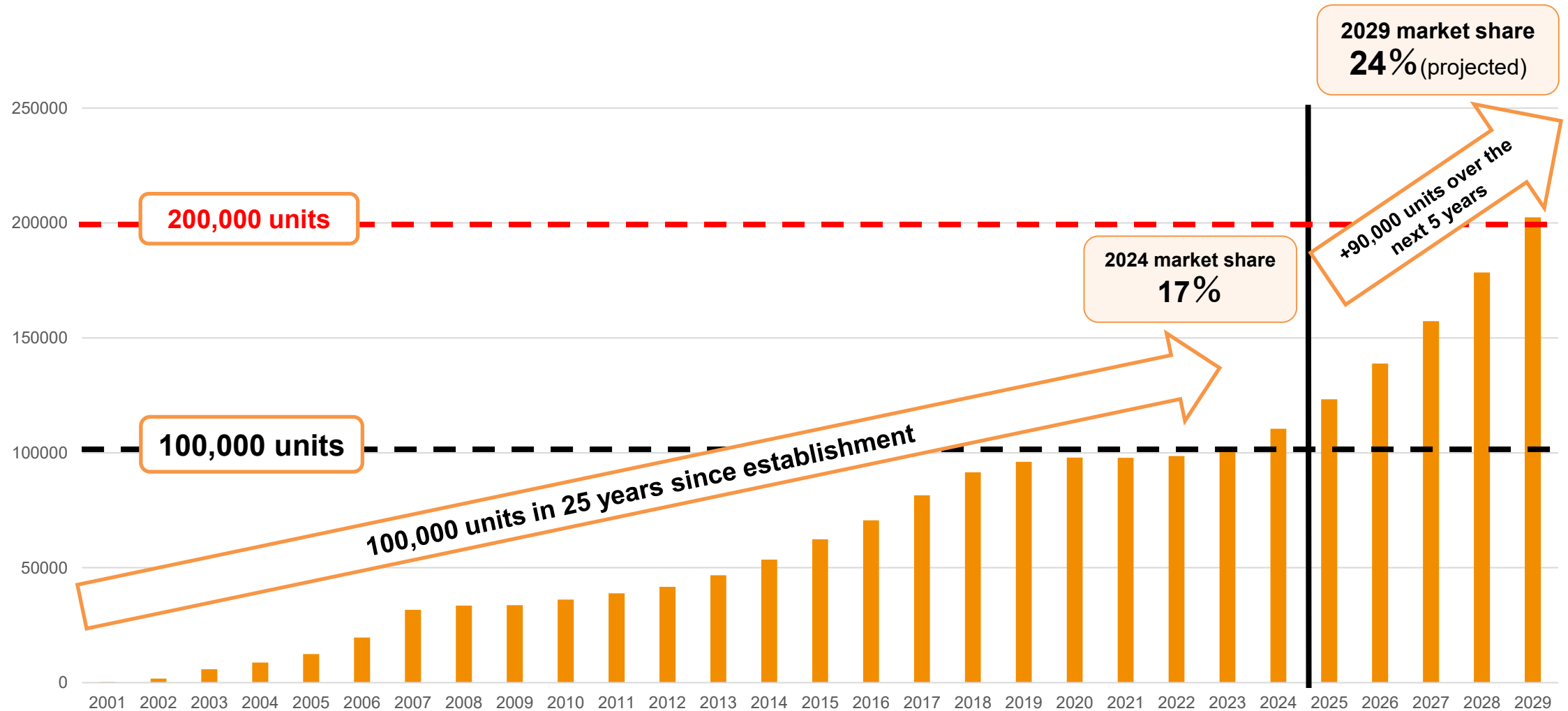
Steady Progress in Utilization After New Openings



Factors contributing to the increase in the utilization rate

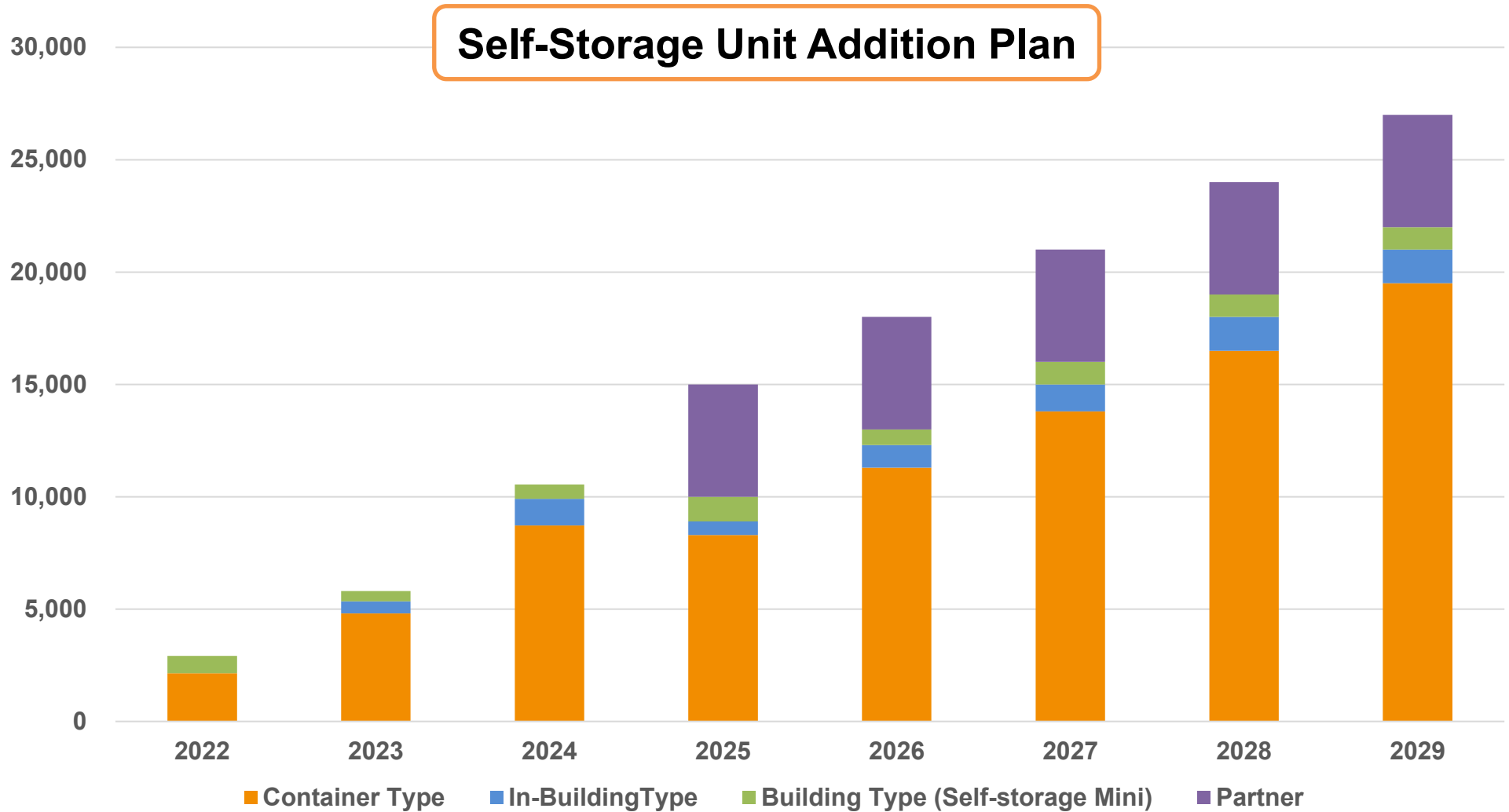
- Greater precision of location opening strategies (type of product, area, number of units, price) from use of databases (population, number of households, income brackets, etc.)
- Development of small-scale properties in multiple locations
- Smaller residential spaces and rising house prices
- Greater 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**

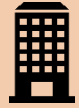
Opening locations without sufficient study increases the risk of a longer deficit period.

- ◆ **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
 Building Type (Self-storage Mini)	 In-Building Type	 Container Type
Purchase of land	Lease of building floor or land	
 A single building designed exclusively for self-storage. Full range of facilities including air conditioning, security systems, and private parking lots. Yield: Approx. 8% (while held by Arealink)	 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. Yield: Approx. 18%	 Self-storage using shipping containers. The site can be accessed by car, with parking alongside the unit. Some locations Yield: Approx. 18%



In-Building Type

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

Arealink Is the ONLY Company
That Offers Three Types of Products



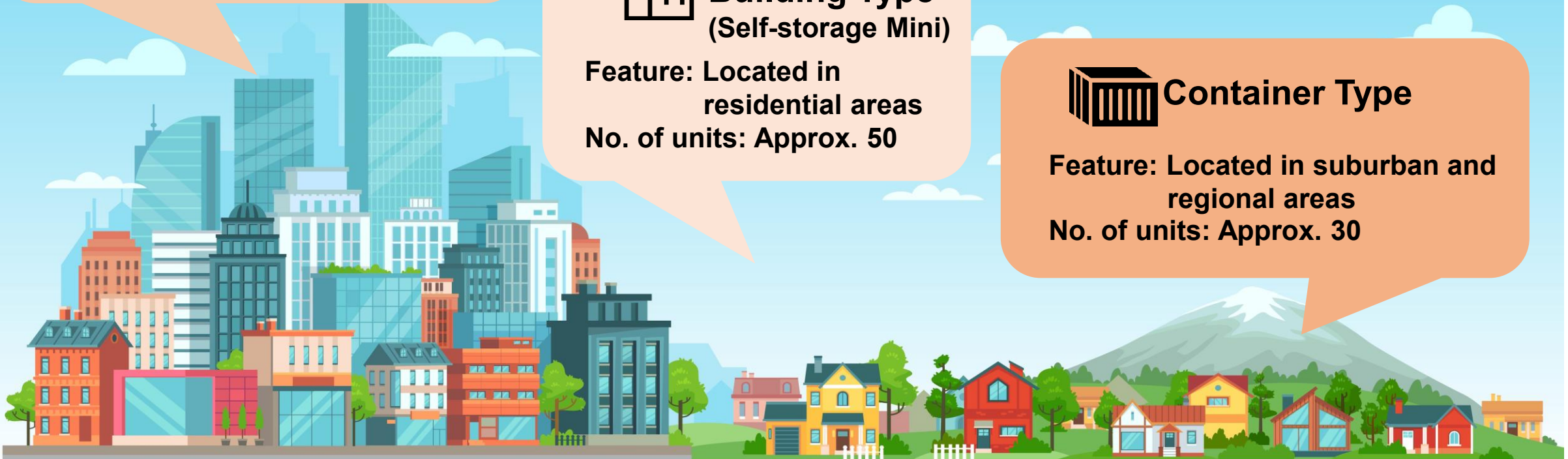
Building Type (Self-storage Mini)

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



Container Type

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



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

Self-Storage Database

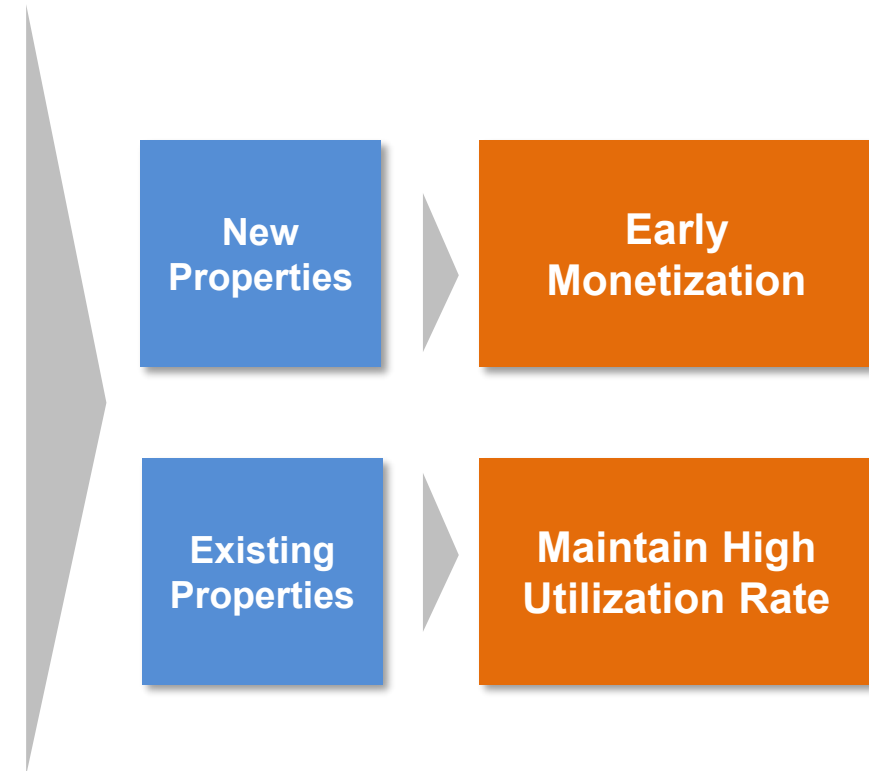
- Accumulation of information on customers and properties nationwide
 - * Hundreds of thousands of data points, including past cancellations
- High-precision new location openings backed by detailed data
- Data-driven management that excludes personal experience and intuition

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

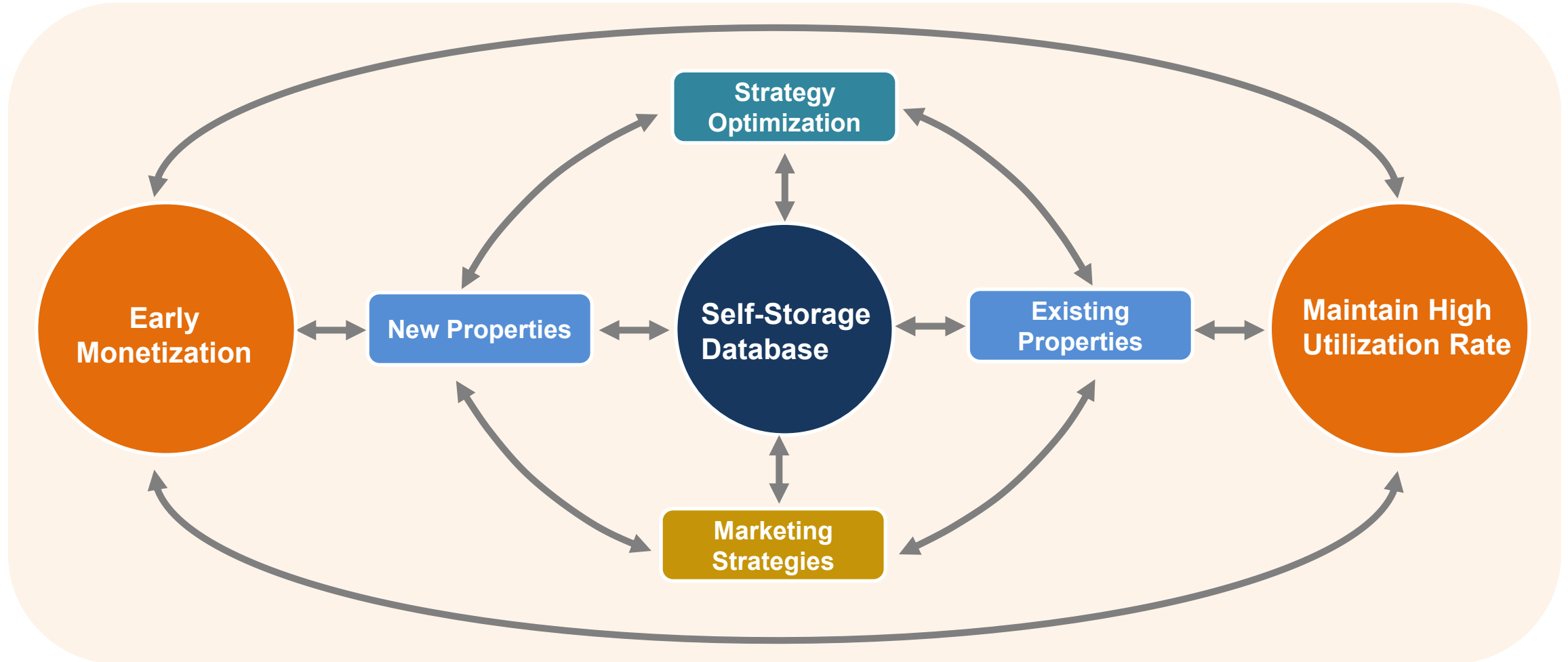
Strategy Optimization

- 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.



Enhancing Recognition and Establishing Brand Value

TV & Radio

Increasing media exposure to establish national recognition and credibility

2024

- (Mar.) “Super J Channel” (TV Asahi)
- (Sep.) “DayDay.” (Nippon TV)

2025

- (Apr.) “news it!” (Fuji TV)
- (Jun.) “Good! Morning” (TV Asahi)
- (Aug.) “N-ST” (TBS)
- “Oha Rina” (Tokyo MX)
- (Oct.) “CLUB CEO” (Radio interfm)



Radio program “CLUB CEO”
Arealink President Yoshika Suzuki (left)
appeared as guest

Web & Print Media

Demonstrate expertise and authority within the industry,
and accurately approach the target audience

- President’s Dictionary – Media for direct connections to company presidents
- Nikkan Real Estate Economic News • Nikkei ESG • Kabutan
- National Rental Housing News • Housing Newspaper Web • Kabunushitecho
- Jinushi to Yanushi (“Landowner and Landlord”) & many others

Awards / Certifications / Other

Objective verification of corporate social responsibility and product uniqueness

Mar. 2025



KENKO Investment for Health
2025 certification

Mar. 2025

ESG Initiative Award



First place in the Asia
category
International recognition
for environmental and
social contributions

Sep. 2025

Eruboshi Certification for Excellent
Promotion of Women’s Empowerment



Received highest “Three-
Star Mark”
Highly praised for efforts
to promote diversity

Sep. 2025



Simple Style Award 2025
Gold Award in the Service/SDGs
Category
Special Prize in the Content Category

Apr. 2025



Self-Storage Life (First issue)
Published four times a year on the
official Hello Storage website and
Arealink’s corporate website

Apr. 2025



Acquired 3D trademark acquired
on outdoor design

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.

→ First issue of Self-Storage Life

VISION

Become a Platform
for the Self-Storage Industry

VALUE

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

First issue of Self-Storage Life

Newsletter with hints and tips on how to enrich your life with a self-storage unit

First issue April 2025

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

ストレージライフ

Self-Storage Life

Focusing on interviews with “Hello Storage” users, presenting examples of how others use self-storage, and stories about their unit

Rather than viewing self-storage as merely storage space, the focus is on self-storage as it relates to the lifestyle of the user, and creates new value.

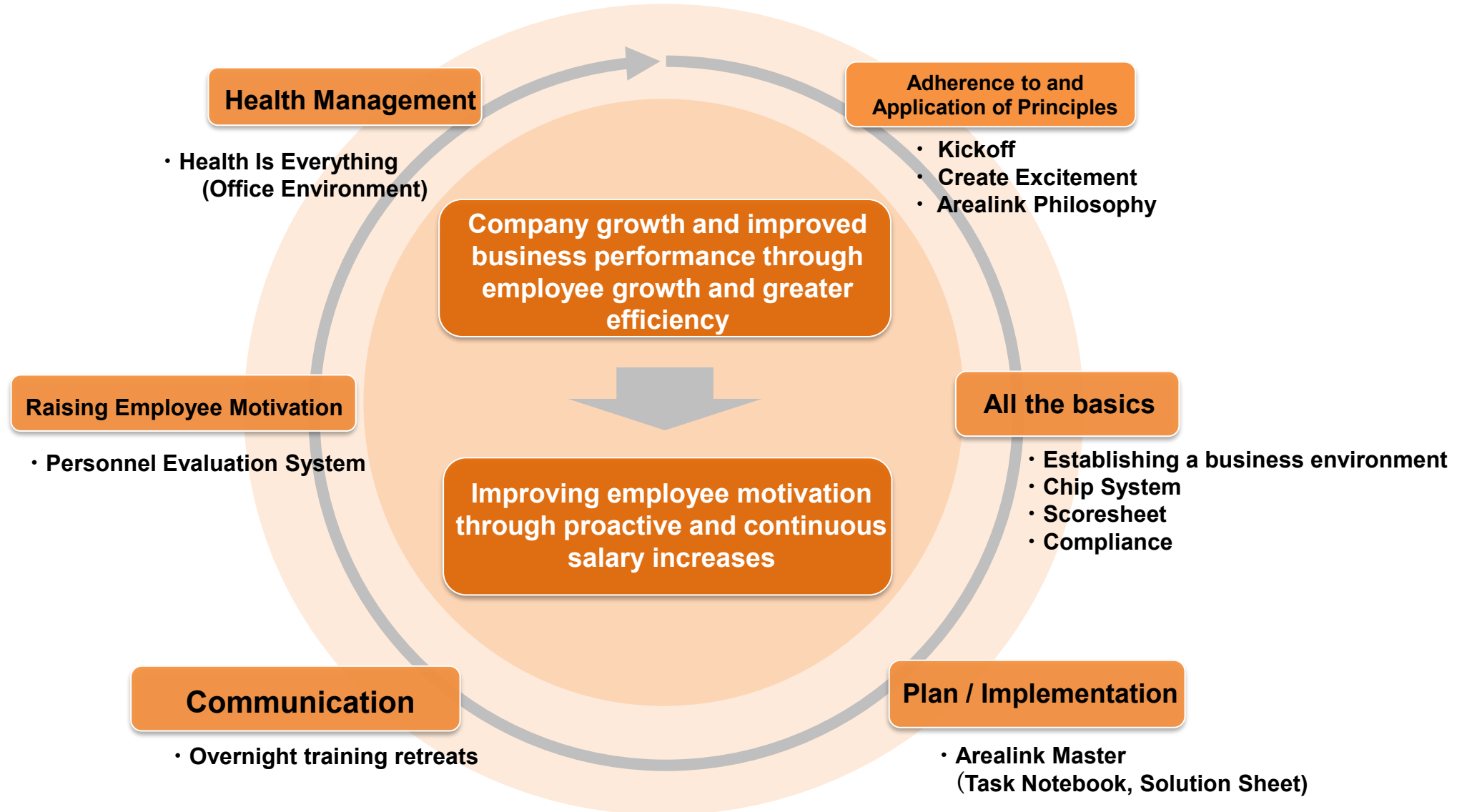


Profiles of people in various situations who are enriching their lives with self-storage, such as for work, hobbies, or clearing out their parents' home.

The first issue features interviews with early adopters living their ideal lives made possible by self-storage.



Implement Arealink's unique 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

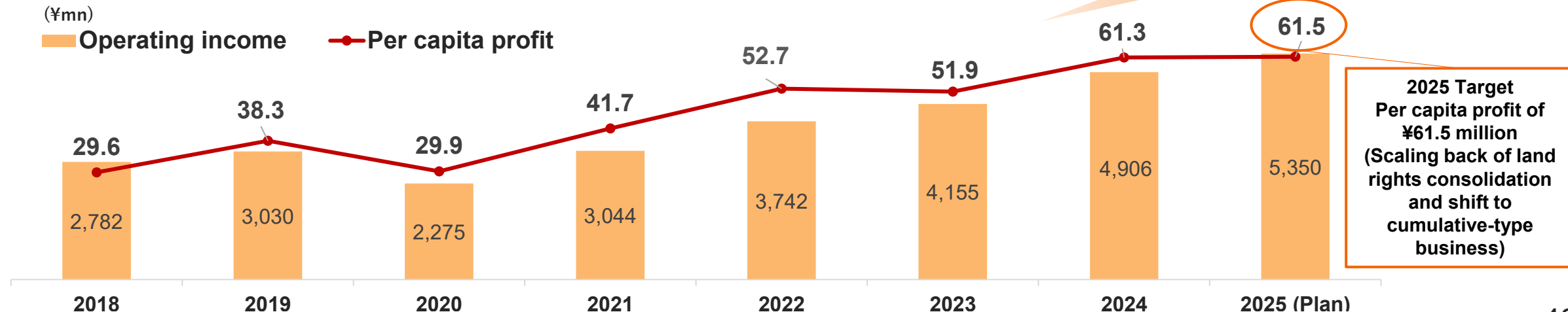
4.0x increase in per capita profit in eleven years

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

Future aim:

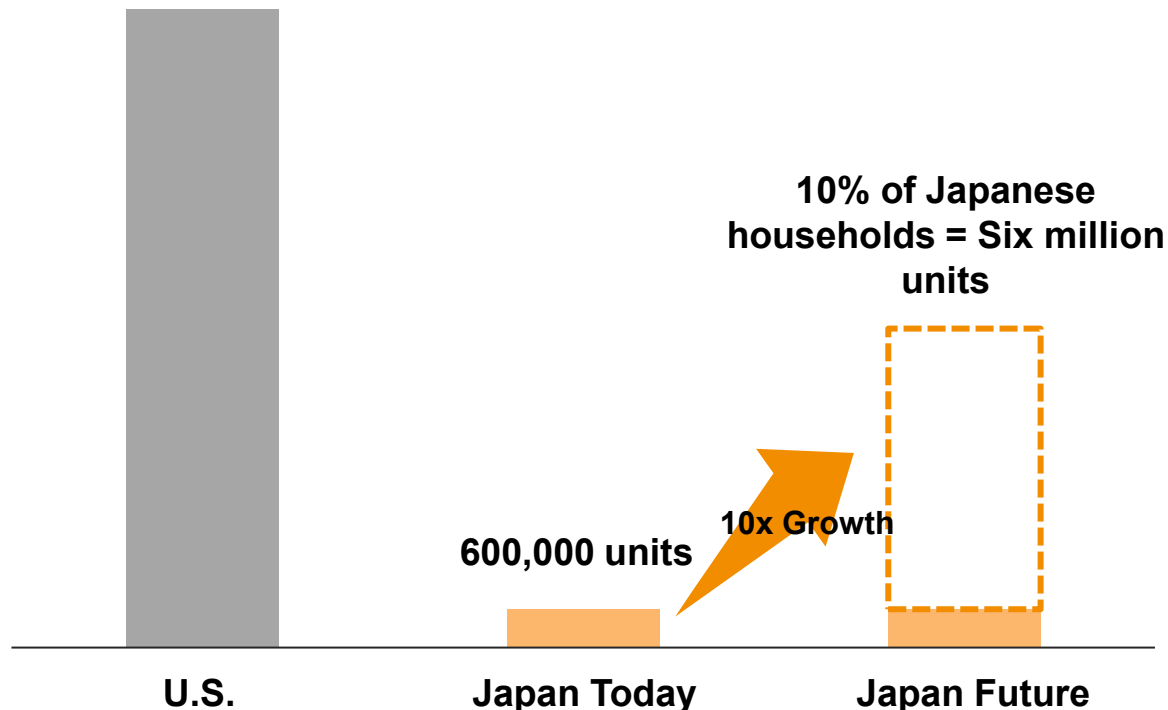
Operating income of 10 billion yen, with per-capita profit of 100 million yen



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



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)

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

U.S.

Public Storage

(Market Cap \$50.6bn, PER 31.7 times, PBR 10.0 times)

Extra Space Storage

(Market Cap \$29.9bn, PER 29.5 times, PBR 2.1 times)



Japan

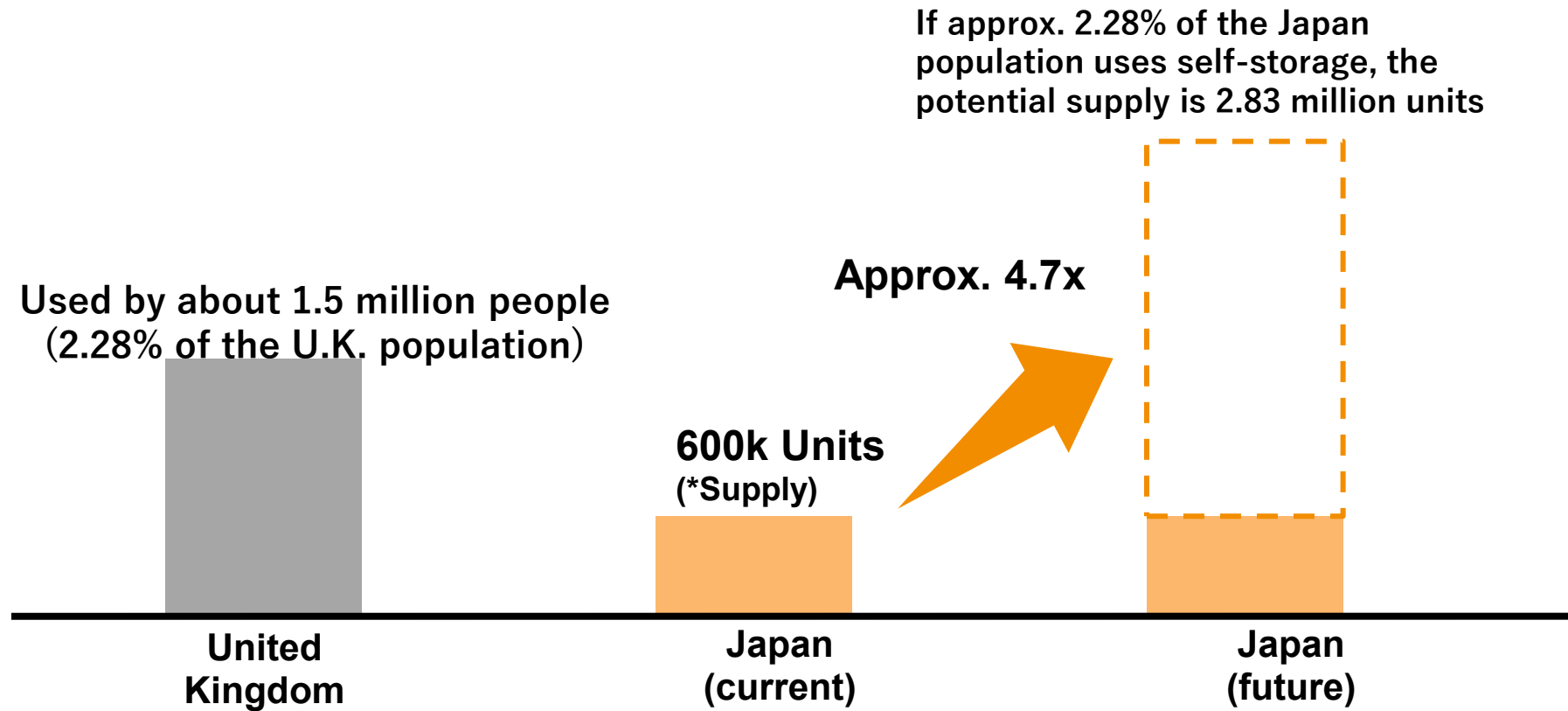
Arealink

(Market Cap ¥57.7bn, PER 16.5 times, PBR 2.0 times)

As of September 30, 2025

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

Self-Storage Usage Comparison

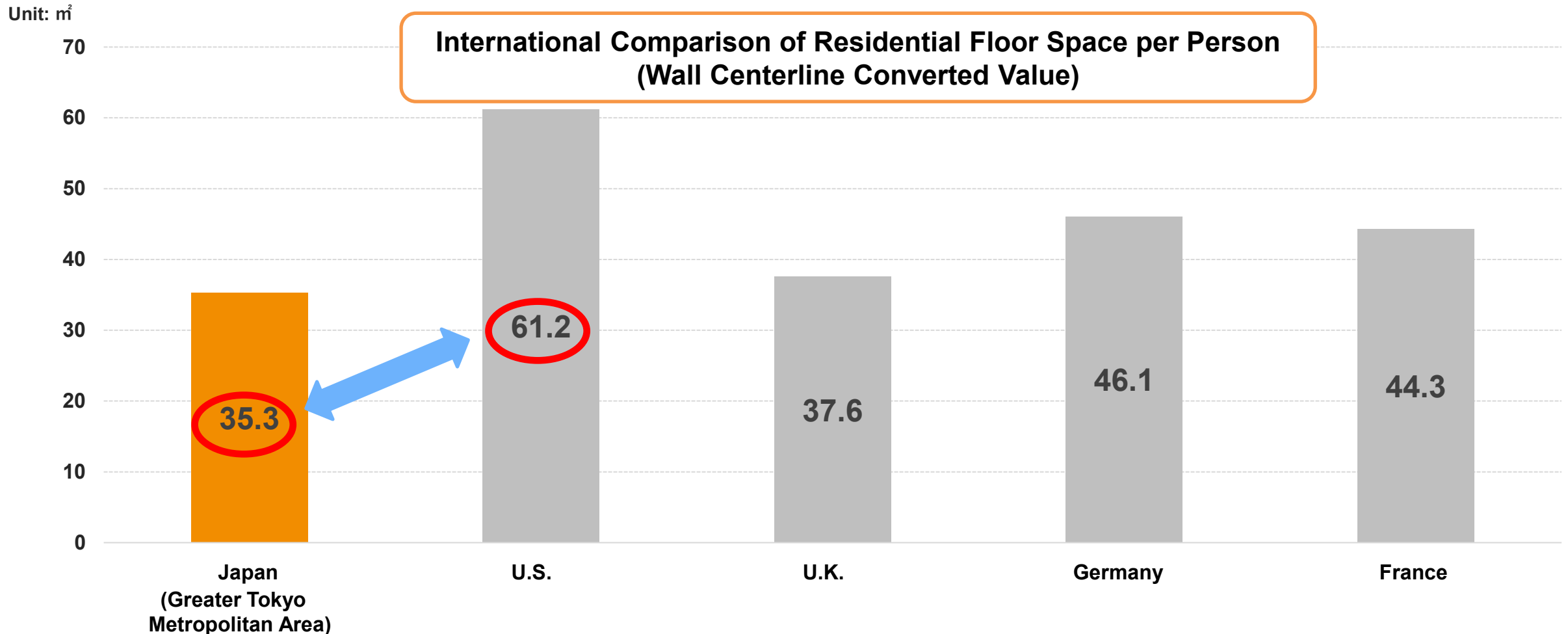


U.K. usage: (Source: 2022 SSA UK Annual Report, 2022 FEDESSA Industry Report, Statista)

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



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)

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.



Location Opening and Sales	• The only company with a comprehensive nationwide network of Container Type, In-Building Type, and Building Type (Self-storage Mini) locations • Reach the break-even point faster through analysis of Big Data
Construction	• Encompasses Container Type, In-Building Type, and Building Type (Self-storage Mini) locations • Experience with more than 1,300 applications for verification of container-type locations • Nationwide construction management system
Marketing	• Operation of an in-house website with two million page views (PVs) annually (listings for more than 120,000 units nationwide) • Handling of more than 2,000 applications, cancellations, inquiries, and customer interactions per month, management know-how, and outcall sales • Operation of the leading portal site in terms of number of listings (more than 12,000 facilities)
Property Management	• Comprehensive network of Container Type, In-Building Type, and Building Type (Self-storage Mini) nationwide • Operational and maintenance know-how based on 25 years of experience
Data Analysis	• Possession of Big Data on more than 300,000 customers • Boost earnings through dynamic pricing and rent increases • Visualization of Big Data by introducing BI tools

Opening Scheme	Arealink	Partner
Location Opening	• Data-driven new location openings • Break-even point reached within six months on average (container type) • Open in four months on average from date of land contract (container and in-building types)	• No upfront investment costs • No deficit period • Increase in Arealink's market share
Operation	Arealink Attracting customers, contracts, cancellations, regular cleaning, dealing with problems, etc.	
Profit Structure	Revenue Rent Management fee Other fees, etc. Cost Gross Profit Land rent Depreciation Costs Gross profit • After the depreciation period, the gross profit amount increases	Revenue 90% of rent (Returned to partner company) 10% of rent Management fee Other fees, etc. Cost Gross Profit Costs Gross profit • Gross profit margin is high even though revenue is low.

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



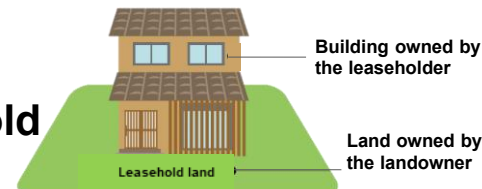
Building type (self-storage mini, interior)



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

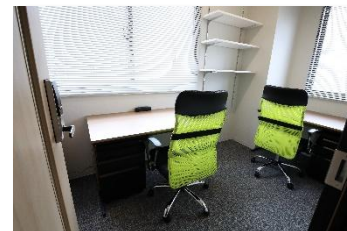
Land Rights Consolidation Business

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



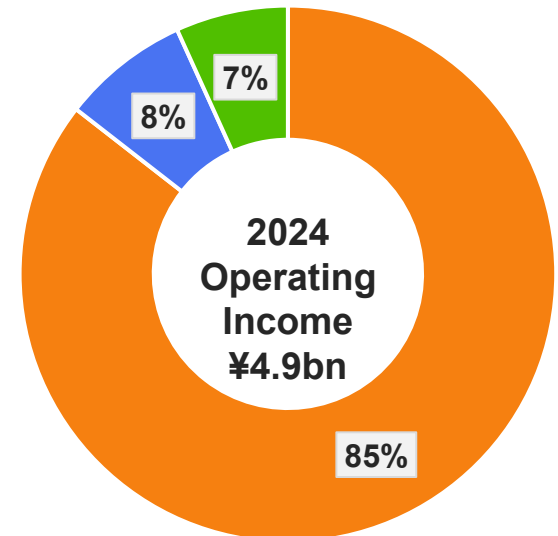
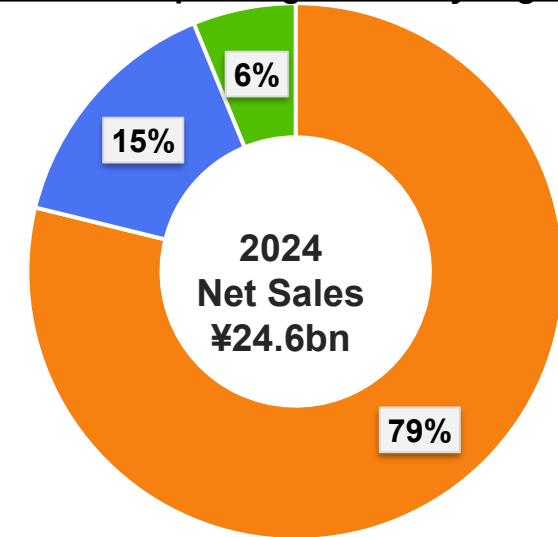
Other Operational Services Business

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

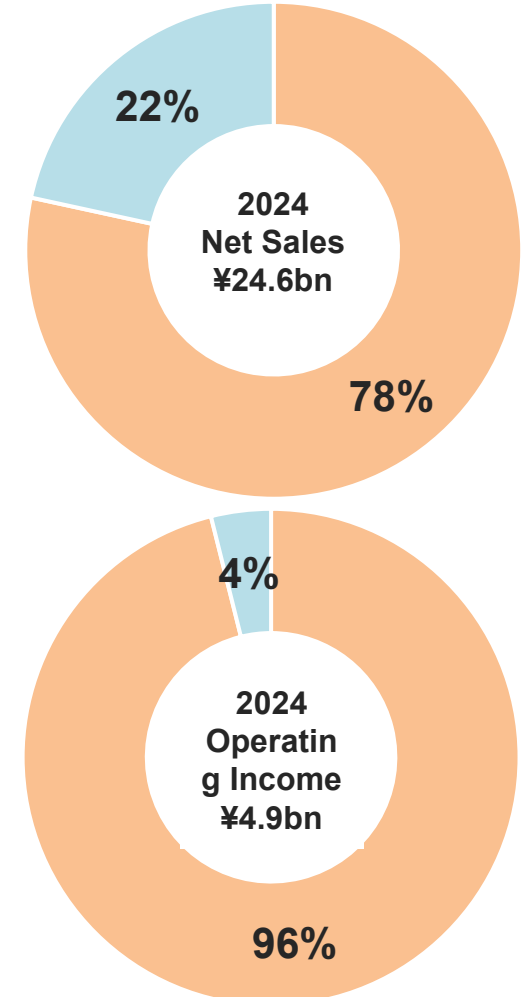
Cumulative-Type Businesses

- ◆ 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 2,758 Properties With approximately 121,000 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

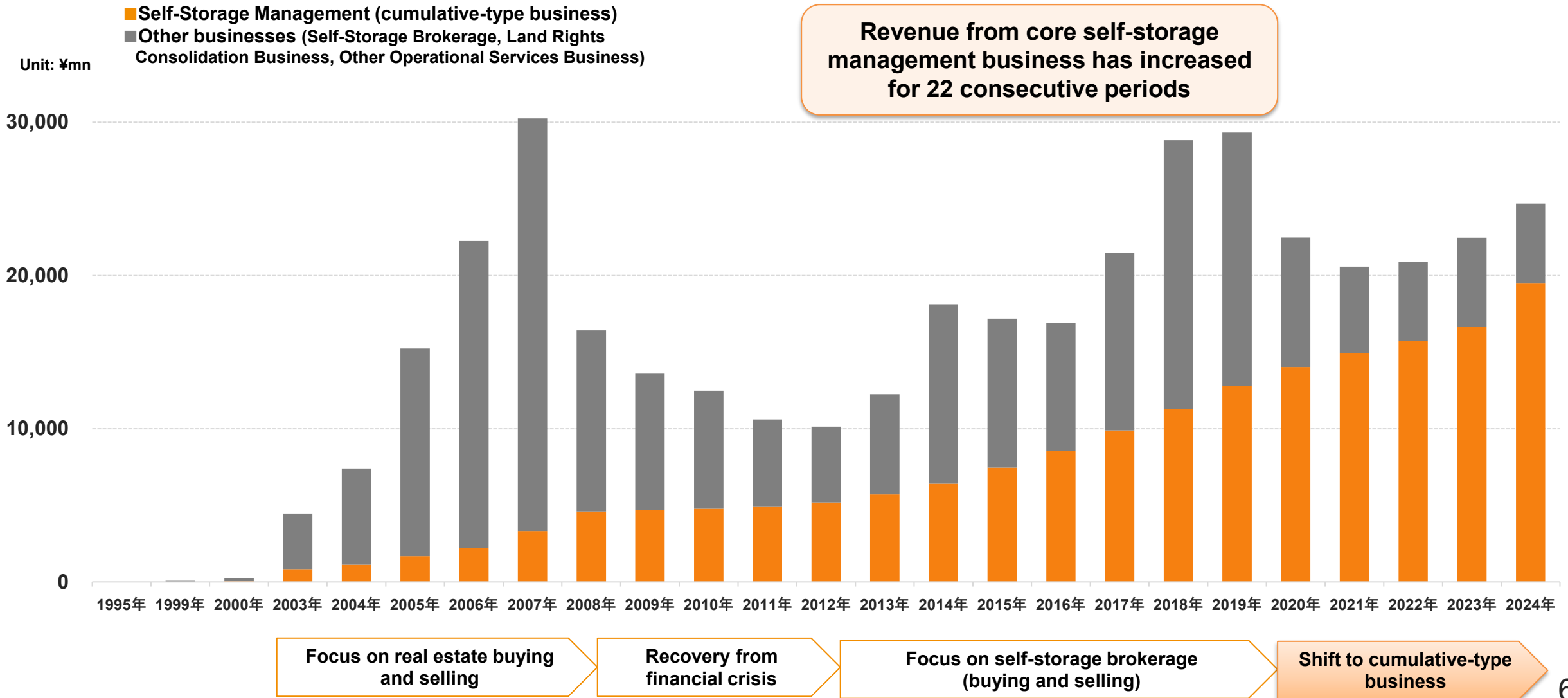


Example of owned property
(Kanda BM Bldg.)



Hello Office Entrance and Interior

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



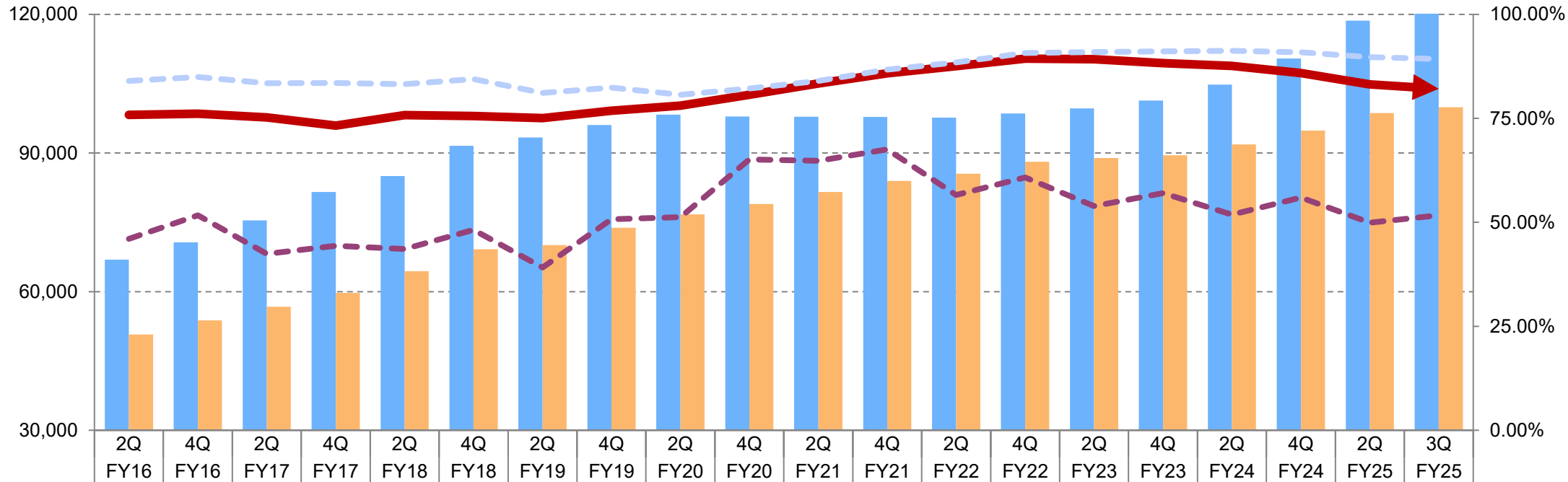
Business Segments – Quarterly Results

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	4,851	4,929	
		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	1,968	1,897	
	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	769	124	
		Gross profit	49	25	36	0	55	(3)	16	16	12	15	22	4	11	10	32	7	167	60	20	59	276	174	15	
	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	5,620	5,053	
		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	2,142	1,913	
		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	1,624	1,347	
	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	529	1,217	
		Gross profit	843	254	177	86	232	343	81	87	214	266	147	76	110	546	276	(105)	383	154	398	(32)	152	135	503	
		Business profit	597	181	110	(16)	133	254	47	7	172	191	81	19	56	317	208	(136)	243	95	192	(46)	98	81	266	
	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	395	396	
		Gross profit	177	142	122	79	115	110	111	107	107	115	112	113	96	102	115	120	121	126	131	133	130	134	129	
		Business profit	135	111	93	54	98	95	95	93	94	96	90	92	73	82	91	99	102	104	111	109	111	113	108	
	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)	(360)	(369)	
	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	6,545	6,667	
		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	2,413	2,546	
		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	1,458	1,352	

Total 121,000 Units, with Openings Expected to Accelerate in the Future

Total Units, Units in Use, and Utilization Rate

Unit: Number of units



	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	2Q FY23	4Q FY23	2Q FY24	4Q FY24	2Q FY25	3Q FY25
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	118,639	121,653
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	98,661	99,931
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%	83.16%	82.14%
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%	89.74%	89.30%
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%	49.89%	51.71%

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

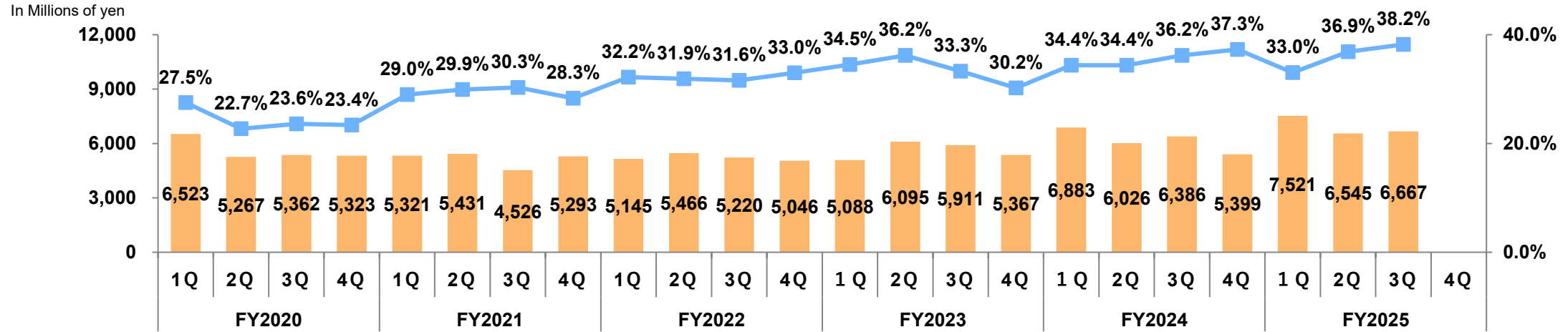
	Container Type	In-Building Type	Building Type (Self-storage Mini)	Total	Proportion of Total
Hokkaido	1,200	605	137	1,942	1.60%
Aomori	161	0	48	209	0.17%
Iwate	179	38	0	217	0.18%
Miyagi	1,990	66	87	2,143	1.76%
Akita	113	0	0	113	0.09%
Yamagata	244	34	0	278	0.23%
Fukushima	302	58	0	360	0.30%
Ibaraki	1,674	22	0	1,696	1.39%
Tochigi	854	36	0	890	0.73%
Gunma	1,563	0	0	1,563	1.28%
Saitama	10,597	884	1,933	13,414	11.03%
Chiba	11,348	493	1,444	13,285	10.92%
Tokyo	19,656	10,786	2,965	33,407	27.46%
Kanagawa	9,902	3,056	1,319	14,277	11.74%
Niigata	496	29	42	567	0.47%
Toyama	238	0	0	238	0.20%
Ishikawa	777	0	0	777	0.64%
Fukui	166	0	0	166	0.14%
Yamanashi	387	0	0	387	0.32%
Nagano	758	0	0	758	0.62%
Gifu	726	27	0	753	0.62%
Shizuoka	2,286	42	143	2,471	2.03%
Aichi	5,803	498	440	6,741	5.54%
Mie	496	74	0	570	0.47%

	Container Type	In-Building Type	Building Type (Self-storage Mini)	Total	Proportion of Total
Shiga	700	43	0	743	0.61%
Kyoto	2,236	362	119	2,717	2.23%
Osaka	5,690	965	448	7,103	5.84%
Hyogo	4,690	287	138	5,115	4.20%
Nara	765	0	0	765	0.63%
Wakayama	47	0	0	47	0.04%
Tottori	140	0	0	140	0.12%
Shimane	92	0	0	92	0.08%
Okayama	326	0	35	361	0.30%
Hiroshima	700	102	0	802	0.66%
Yamaguchi	382	22	47	451	0.37%
Tokushima	142	0	0	142	0.12%
Kagawa	312	101	0	413	0.34%
Ehime	261	0	0	261	0.21%
Kochi	108	0	0	108	0.09%
Fukuoka	2,858	97	0	2,955	2.43%
Saga	131	0	0	131	0.11%
Nagasaki	164	25	0	189	0.16%
Kumamoto	480	0	0	480	0.39%
Oita	275	0	0	275	0.23%
Miyazaki	276	40	48	364	0.30%
Kagoshima	460	0	0	460	0.38%
Okinawa	205	60	52	317	0.26%
Total	93,356	18,852	9,445	121,653	100.00%

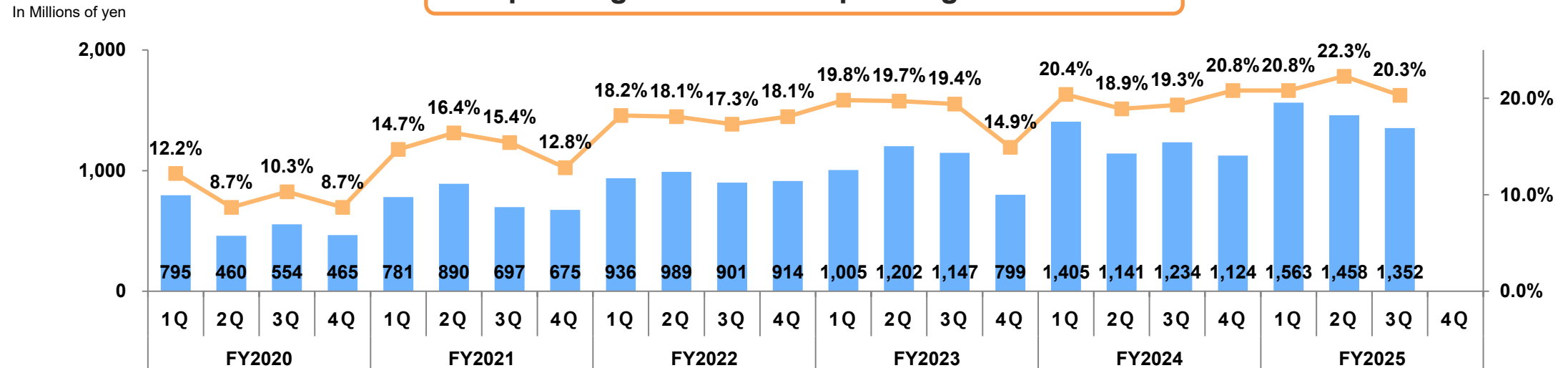
As of September 30, 2025

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, and 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, Annual Securities Report (full text), and published report written by an overseas company
	Implemented 1-on-1s with foreign investors
	Overseas IR Road Show • Late May to early June 2024 in 4 countries/7 cities (San Francisco, Chicago, Boston, New York, London, Paris, Frankfurt) • Held in two markets in early October 2024 (Hong Kong, Singapore) • Early June 2025 in 2 countries/4 cities (Toronto, Chicago, Boston, New York) • Early October in 2 countries (Hong Kong, Singapore) *December 2025 Scheduled for Europe

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)

Comprehensive IR Solution

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



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◆ Information Site On Living and Storage “kurasul”

Continuously proposing affluent lifestyles through self-storage

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

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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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