



Financial Results Supplementary Material

April to September 2025

First Half

Fiscal Year 2025, ending March 31, 2026

November 13, 2025

POLARIS HOLDINGS CO., LTD.

JAPANESE SECURITIES CODE 3010



yugen kyoto shijo
Opened in September 2025

Hotel Futari Komorebi
Opened in July 2025



Executive Summary

FY 2025 2nd Quarter Key Highlights	• Overall domestic hotel operations remained strong in Q2, though some areas saw lower sales due to fewer South Korean and Hong Kong visitors following rumours that an earthquake was going to hit Japan. • Quarterly revenue and operating profit hit record highs. • First-half RevPAR grew by 15.4% year-on-year.
Upward Revision to Earnings and Dividend Forecast	• Full year earnings have been revised up across the board—with net income revised upwards 30%--reflecting the strong business environment in the first half. We expect business conditions to remain strong in the second half and have revised up full year forecasts for March 2026 as follows: Operating profit (before/after goodwill amortization): +9.1%/+12.9% Net income (before/after goodwill amortization): +18.2%/+30.0%. • We have also revised the year-end dividend forecast from ¥3 to ¥4 per share (+33.3%), further enhancing shareholder returns.
Strong New Openings Continues	• We opened four hotels in 2Q, including the company's first upscale and small luxury hotels, achieving one of our key growth strategies - diversification of hotel types. • Six new contracts were also secured in the first half, further accelerating the pace of new openings.
Integration with Minacia	• Brand integration under “KOKO HOTEL” began in September 2025 including a renewed hotel website as well as a new loyalty program launched to leverage scale advantages from October 2025. • A phased organizational restructuring continues including the integration of the two head offices, which was completed in October. • The two companies mission, vision and values policy - previously separate - were renewed and unified.

Key Financial Highlights Breakdown

Steady progress toward the full-year net income forecast—now over 55%. Year-on-year growth is being driven by the Minacia consolidation—EPS rising significantly despite the increased shares outstanding.

Unit: JPY million		First-Half Results April - September 2025			Full-Year Forecast May 14, 2025		Year on Year Growth* ¹ April - September 2024		
		Domestic	Overseas	Total	Forecast	Progress	First-Half FY2024	Change	Change %
Revenue		21,540	1,447	22,988	45,700	50%	9,827	+13,161	+134%
Operating Profit	Pre-Amort. of Goodwill	2,445	147	2,592	4,494	58%	752	+1,841	+245%
	After Amort. of Goodwill	1,793	147	1,940	3,190	61%	752	+1,189	+158%
Ordinary Profit	Pre-Amort. of Goodwill	2,020	-15	2,005	3,404	59%	468	+1,537	+328%
	After Amort. of Goodwill	1,368	-15	1,353	2,100	64%	468	+885	+189%
Net Income attributable to Owners of the Parent	Pre-Amort. of Goodwill	1,790	-42	1,748	3,304	53%	396	+1,352	+342%
	After Amort. of Goodwill	1,138	-42	1,096	2,000	55%	396	+700	+177%
EPS (JPY)	Pre-Amort. of Goodwill	—	—	7.48	14.13	53%	3.14	+4.33	+138%
	After Amort. of Goodwill	—	—	4.69	8.56	55%	3.14	+1.54	+49%

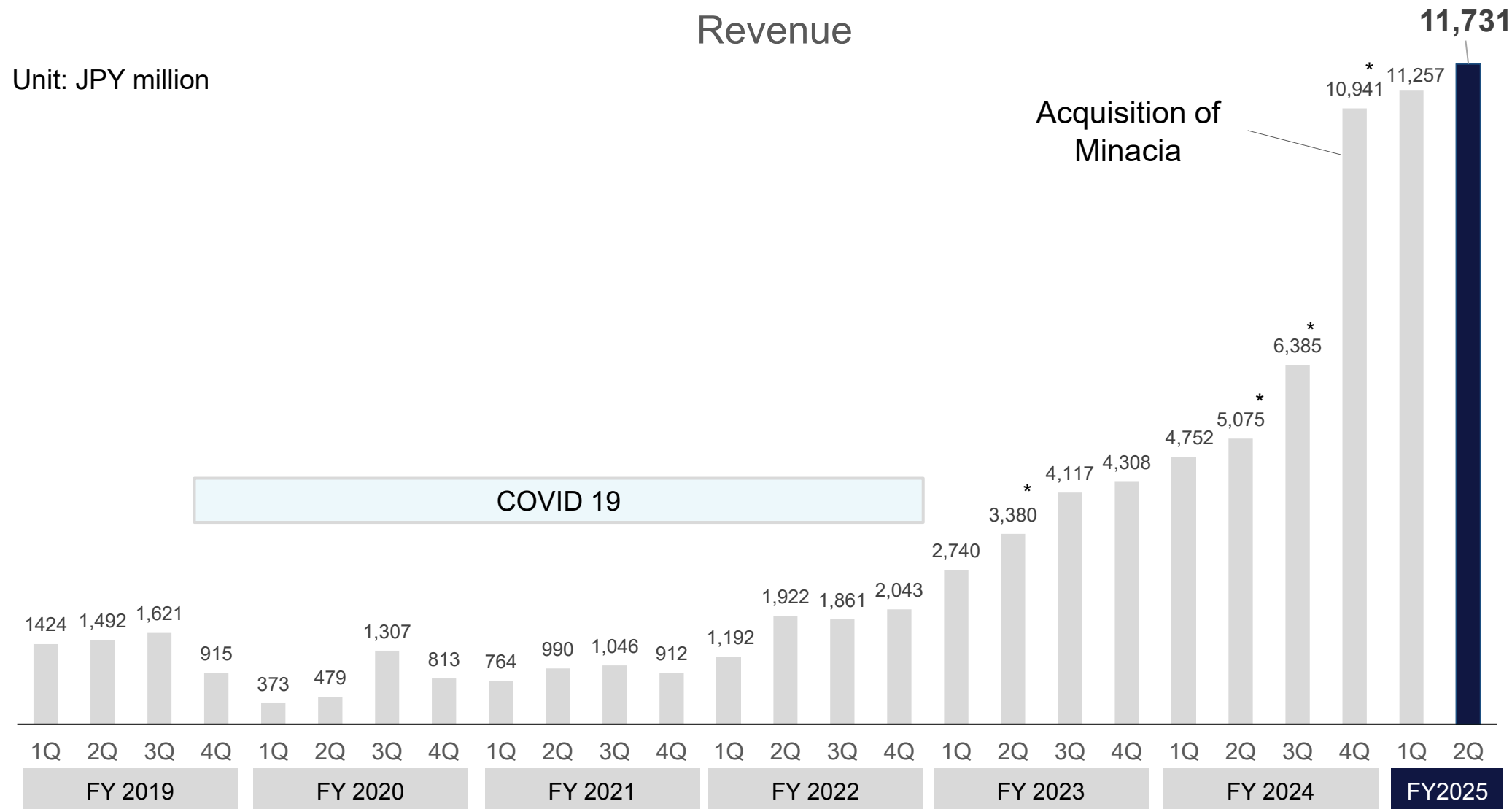
Note 1. Excludes the effects of one-time factors such as property sales and profit distribution from investments.

2. The results of Minacia and overseas hotels (excluding one hotel) are included for the period from January to June 2025.

3. Amortization of goodwill began in 4Q FY2025 following the acquisition of Minacia. For details, see the Appendix.

Financial Highlights: Revenue Hits Record-high

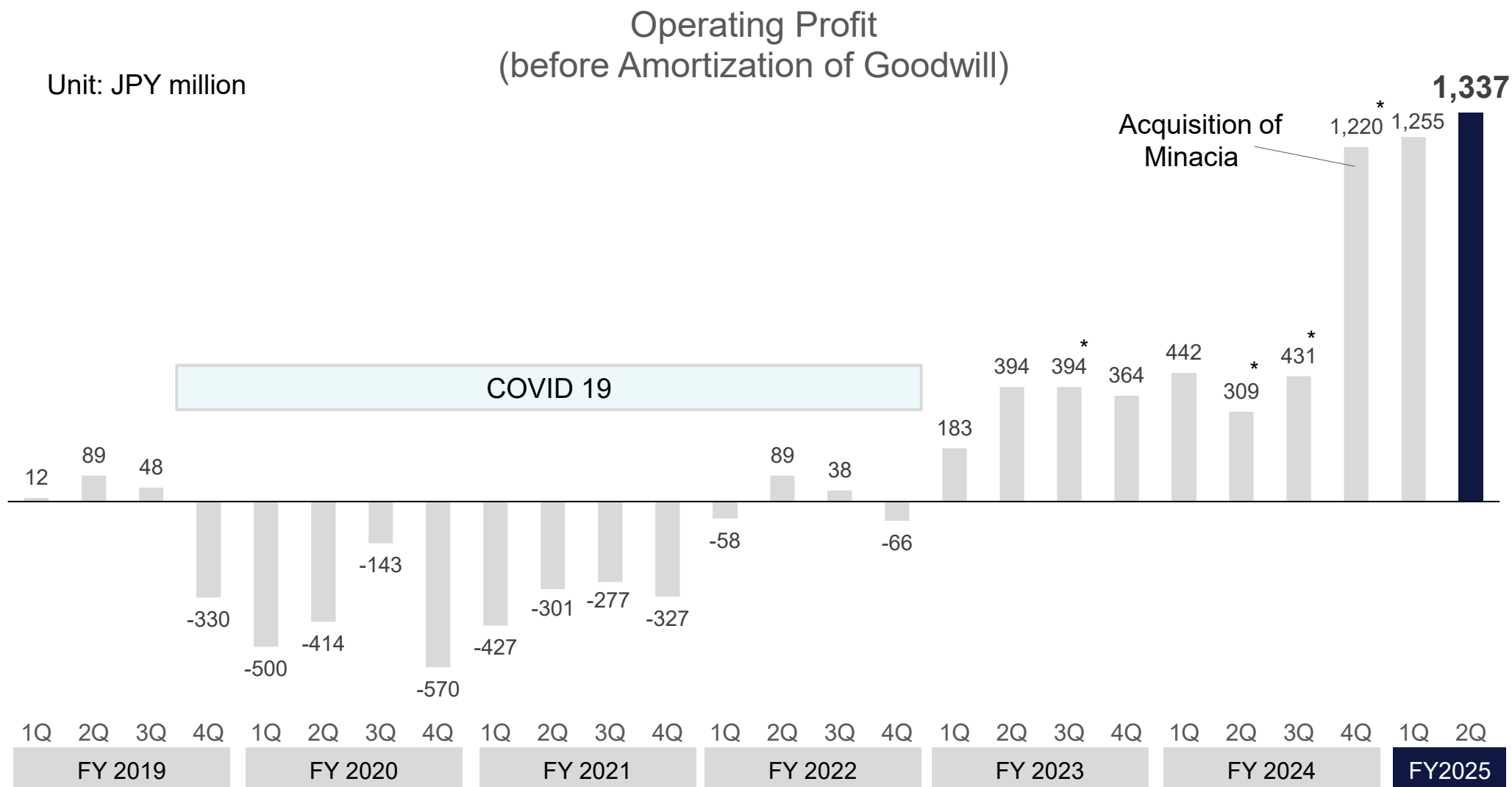
Strong hotel demand and new hotel openings drove record-high* quarterly revenue.



(*) Excludes the effects of one-time factors such as property sales and profit distribution from investments.

Financial Highlights: Record-high Quarterly Operating Profit

Driven by higher revenue, record-high quarterly operating profit* was achieved.



(*) Excludes the effects of one-time factors such as property sales and profit distribution from investments.

Financial Highlights: Upward Revision of Earnings Outlook

Based on strong first-half results and a stable outlook for the second half, the full-year forecast and dividend outlook have been revised upward.

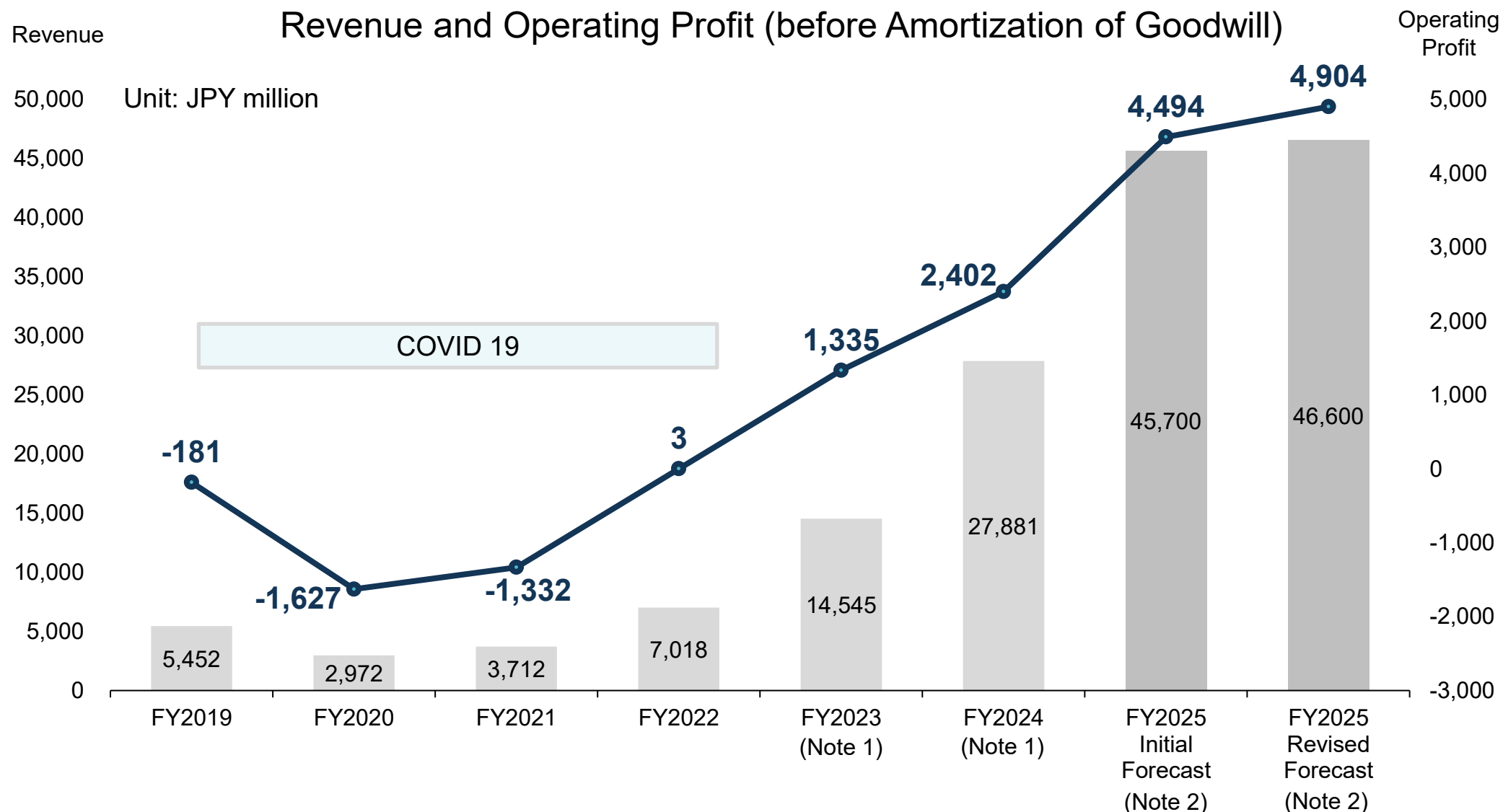
Unit: JPY million		Initial Forecast May 14, 2025	Revised Forecast Nov 13, 2025	Increase	Change %	Revised Forecast vs. FY2024 Actual*1 (Apr 2024 - Mar 2025)		
						FY2024	Change	Change %
Revenue		45,700	46,600	+900	+2.0%	27,153	+ 19,447	+71.6%
Operating Profit	Pre-Amort. of Goodwill	4,494	4,904	+410	+9.1%	2,402	+ 2,502	+104.2%
	After Amort. of Goodwill	3,190	3,600	+410	+12.9%	2,076	+ 1,524	+73.4%
Ordinary Profit	Pre-Amort. of Goodwill	3,404	3,804	+400	+11.8%	1,491	+ 2,313	+155.1%
	After Amort. of Goodwill	2,100	2,500	+400	+19.0%	1,165	+ 1,335	+114.6%
Net Income before Taxation	Pre-Amort. of Goodwill	3,304	3,904	+600	+18.2%	2,208	+ 1,695	+76.8%
	After Amort. of Goodwill	2,000	2,600	+600	+30.0%	1,882	+ 718	+ 38.1%
EPS before Tax*2 (JPY)	Pre-Amort. of Goodwill	14.56	16.69	+2.13	+14.6%	9.63	+7.07	+73.4%
	After Amort. of Goodwill	8.98	11.12	+2.13	+23.8%	7.52	+3.60	+47.9%
Dividend per Share (JPY)		3.00	4.00	+1.00	+33.3%	3.00	+ 1.00	+33.3%
Consolidated Dividend Payout Ratio		35.0%	36.0%	+1.0%	-	24.6%	+ 11.4%	-

Note 1. Excludes the effects of one-time factors such as property sales and profit distribution from investments.

2. Due to a JPY 780 million boost to net income in FY2024 from tax adjustments, EPS is calculated using net income before tax adjustments.

Full-year Performance Trend: Record-high is Expected

Since the pandemic, revenue and profit have continued to grow, and FY2025 is expected to mark a record-high profit.



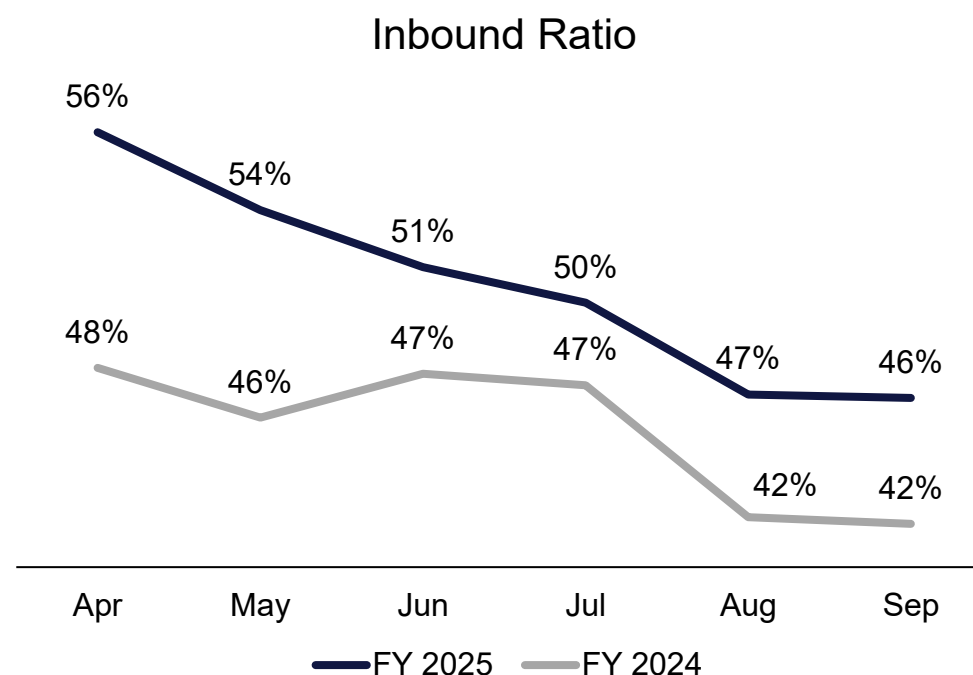
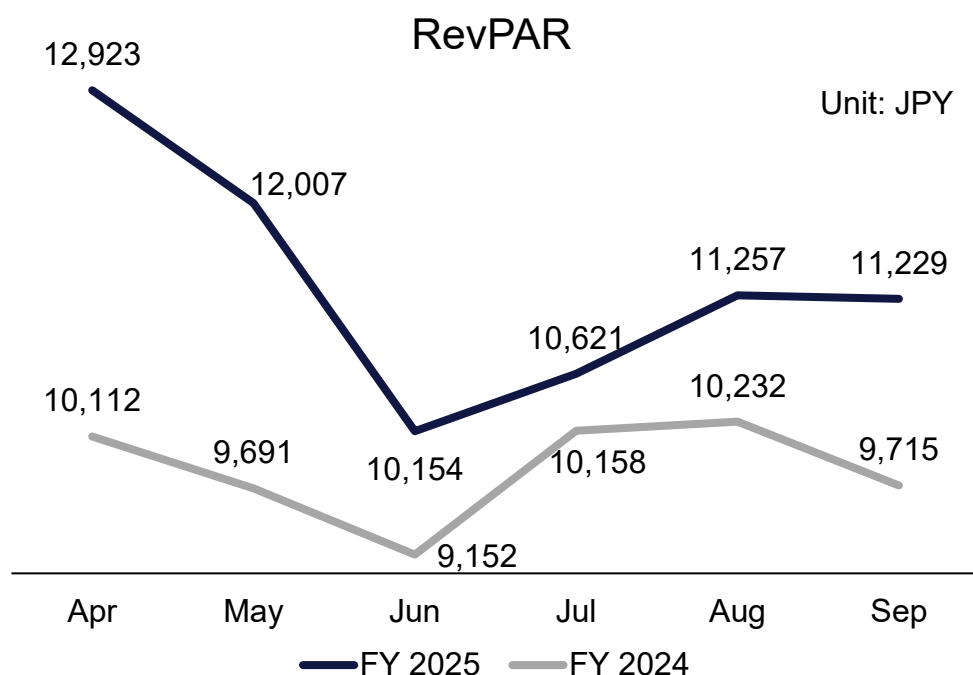
Note 1: Excludes the effects of one-time factors such as property sales and profit distribution from investments.

Note 2: Figures are presented before goodwill amortization for time-series comparison.

Operational Results: Domestic Hotel KPIs Still Growing

The overall portfolio achieved year-on-year growth for both inbound ratio and RevPAR in every month—despite rumors of an earthquake that led to visitor declines from the important South Korean and Hong Kong markets between June and August 2025.

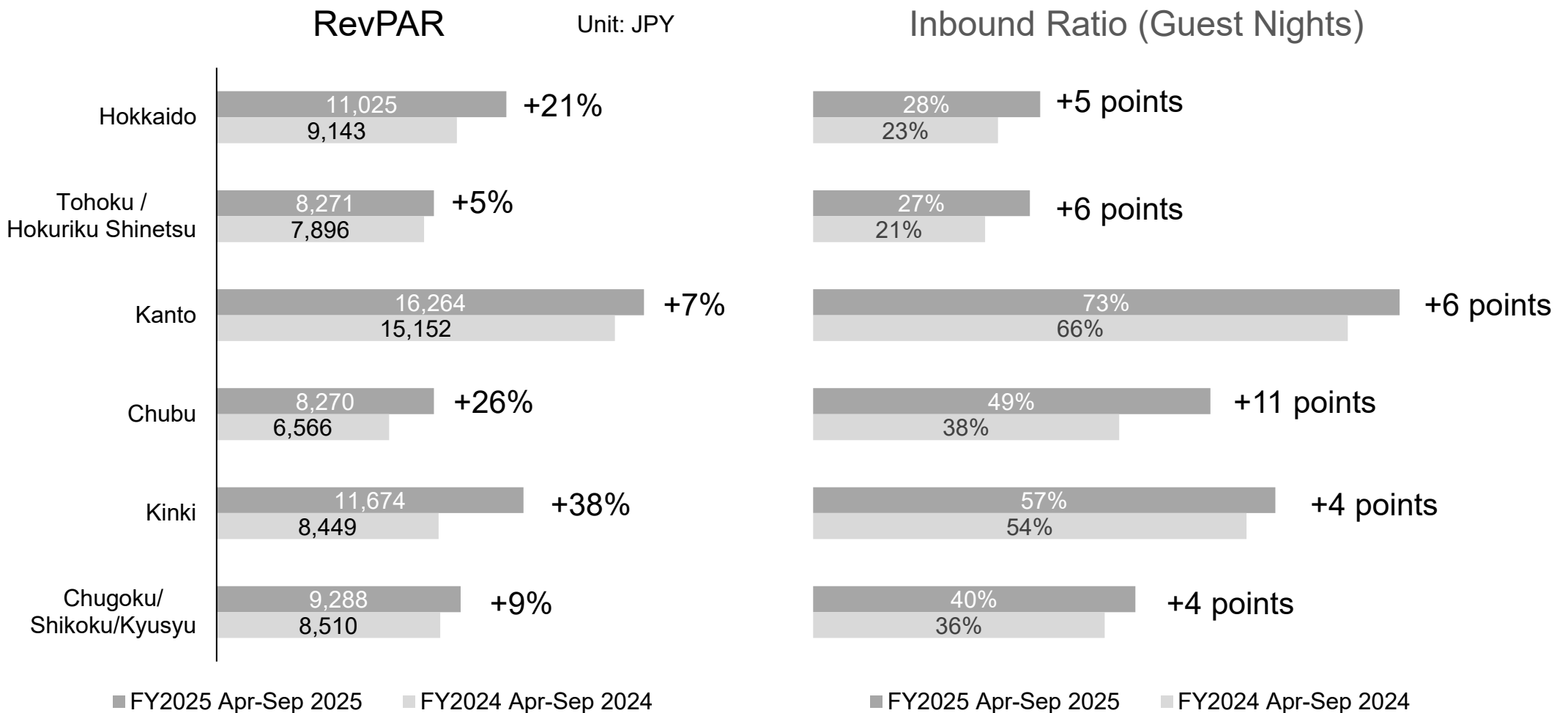
66 Comparable Hotels	FY 2025 Apr – Sep 2025	FY 2024 Apr – Sep 2025	Change	% Change
Occupancy Ratio	90.1%	86.6%	+3.4%	-
ADR (JPY)	12,617	11,364	+1,253	+11.0%
RevPAR (JPY)	11,363	9,846	+1,517	+15.4%
Inbound Ratio	50.7%	45.1%	+5.5%	-



Note: For Occupancy Ratio, ADR, RevPAR and Inbound Ratio, refer to the “Notes (Domestic Hotel KPIs)” section at the end of this material.

Operational Results: Domestic Hotel KPI Breakdown by Area

RevPAR and inbound ratios exceeded the previous year's levels across all regions. In the Kinki area, RevPAR rose significantly due to the EXPO effect, while Hokkaido and the Chubu area also showed strong growth.



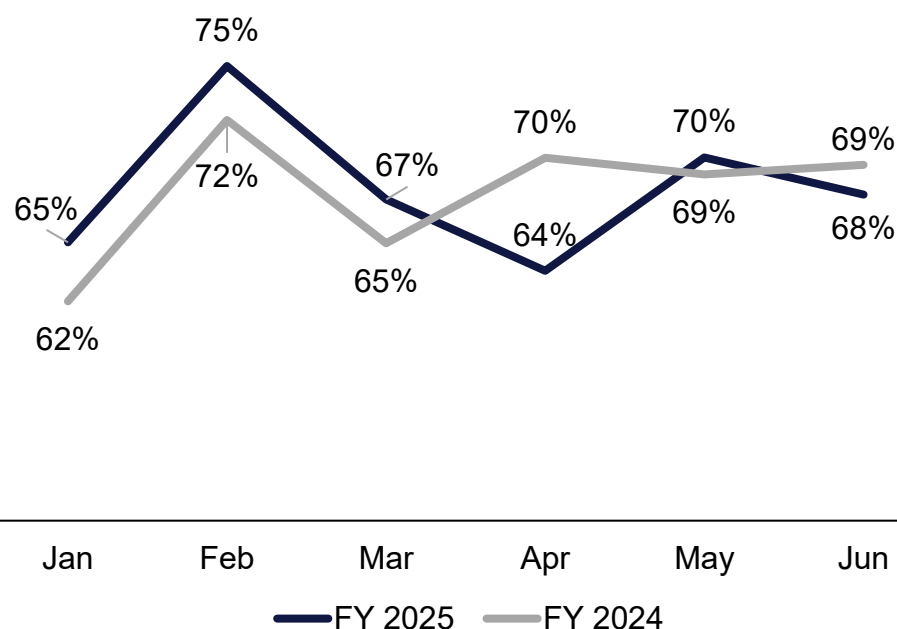
Note: RevPAR and Inbound Ratio, refer to the “Notes (Domestic Hotel KPIs)” section at the end of this material.

Operational Results: Overseas Hotel KPIs Improving

Room rates continued to rise, with RevPAR growing 7.9% year-on-year.

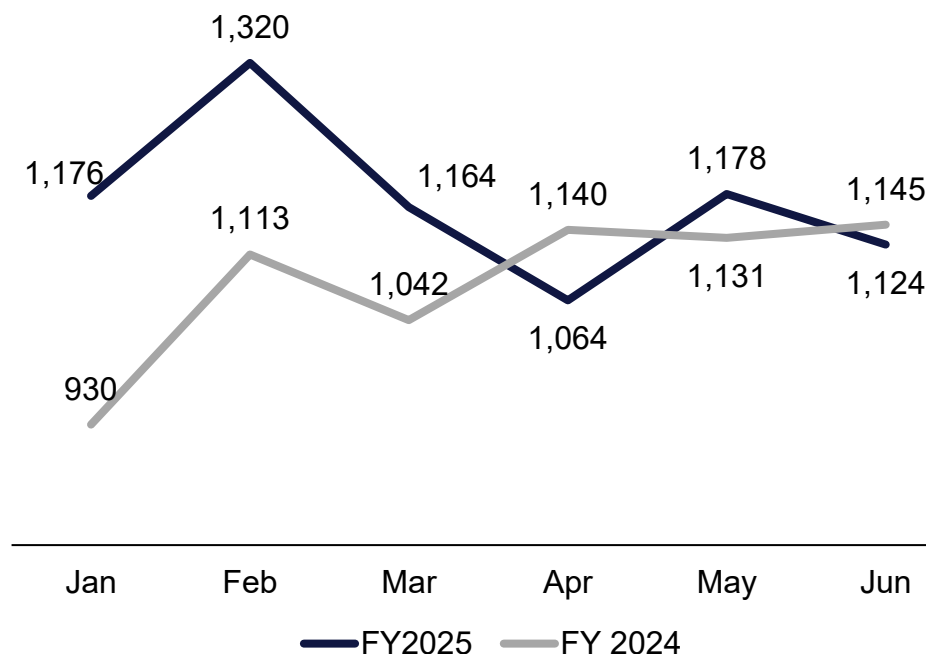
14 Comparable Hotels	FY 2025 Jan – Jun 2025	FY 2024 Jan – Jun 2025	Change	% Change
Occupancy Ratio	67.9%	67.7%	0.2%	—
ADR (PHP)	1,721	1,601	120	+7.5%
RevPAR (PHP)	1,169	1,083	85	+7.9%

Occupancy Ratio



RevPAR

Unit: PHP



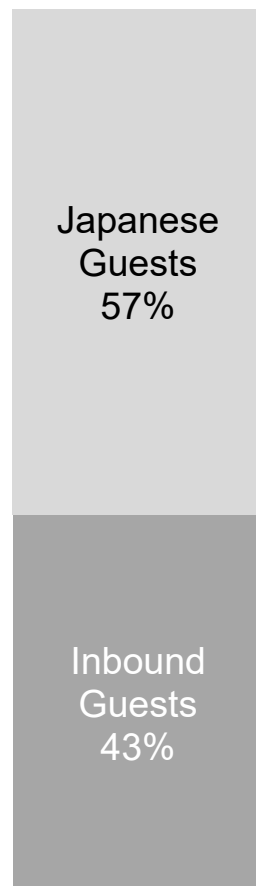
Note: As the performance of overseas hotels is reflected in the consolidated financial results with a three-month time lag, the figures shown represent the results for the January - June period.

For Occupancy Ratio, ADR and RevPAR, refer to the “Notes (Domestic Hotel KPIs)” section at the end of this material.

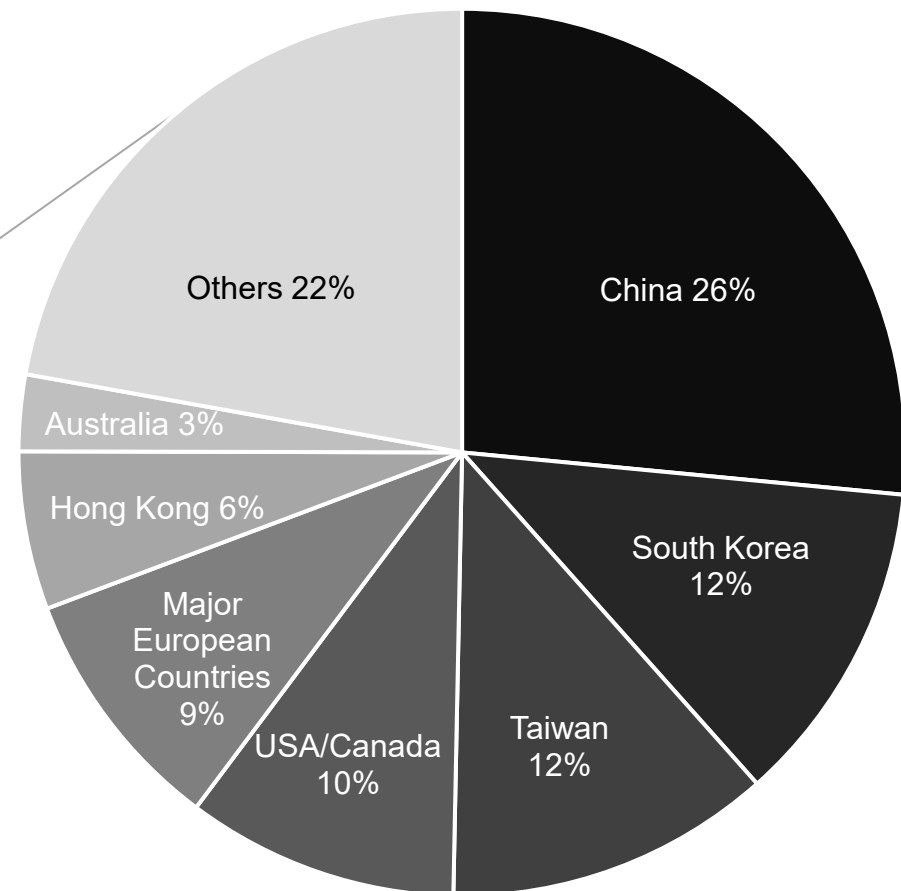
Operational Results: Japanese Guests 57%; Inbound 43%

Inbound guests accounted for 43% of total room nights sold, with travellers from China, South Korea and Taiwan making up about half of all foreign guests.

Apr - Sep 2025 Domestic Hotels
Composition of Room Nights Sold



Apr - Sep 2025 Domestic Hotels
Inbound Guest Room Nights Sold by Nationality



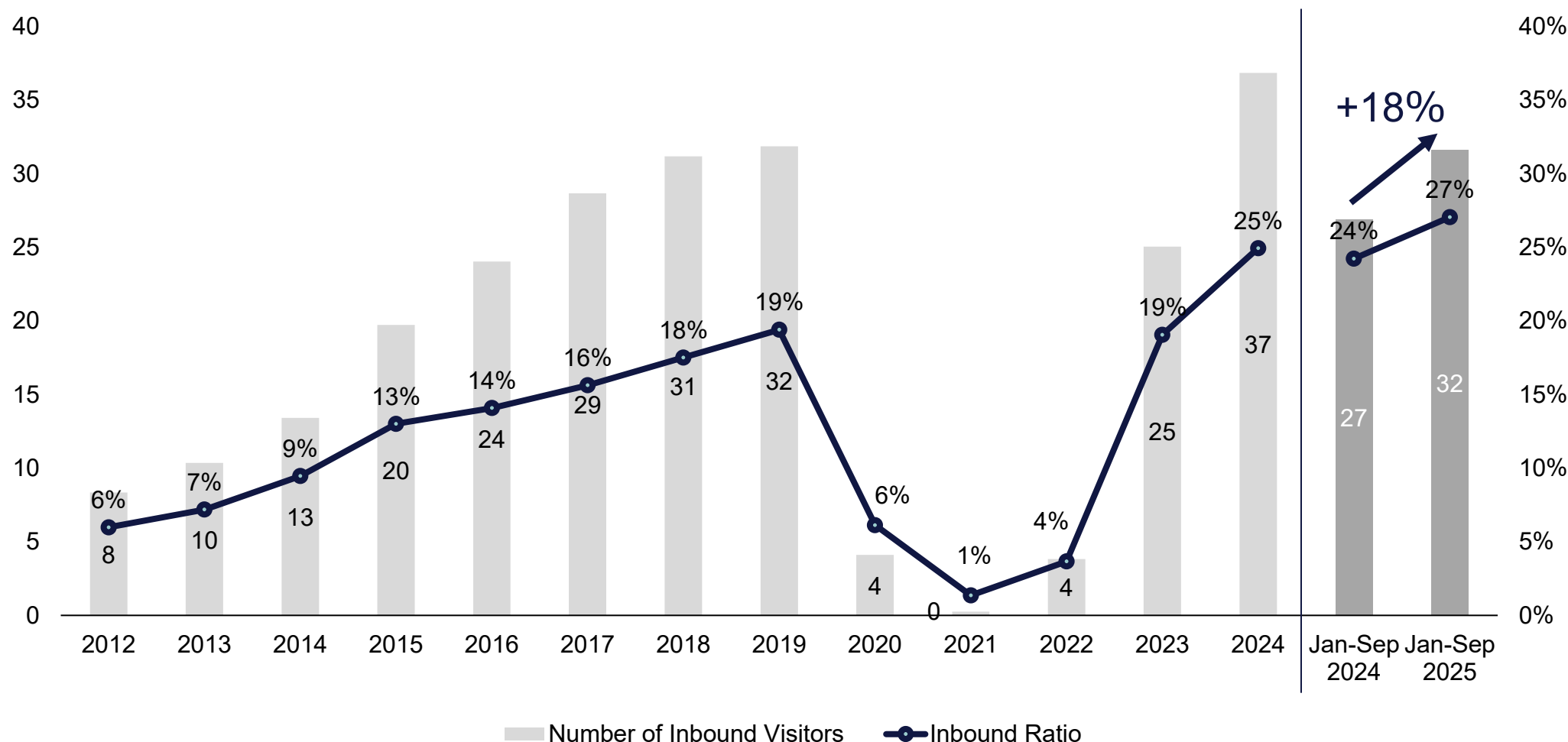
Note: Major European Countries refer to the United Kingdom, France, Germany, Italy and Spain.

Business Environment: Inbound Tourist Growth Strong

Inbound visitors increased 18% year-on-year in the January - September period, putting the annual total of 40 million within reach.

Unit: million

Number of Inbound Visitors and Inbound Ratio



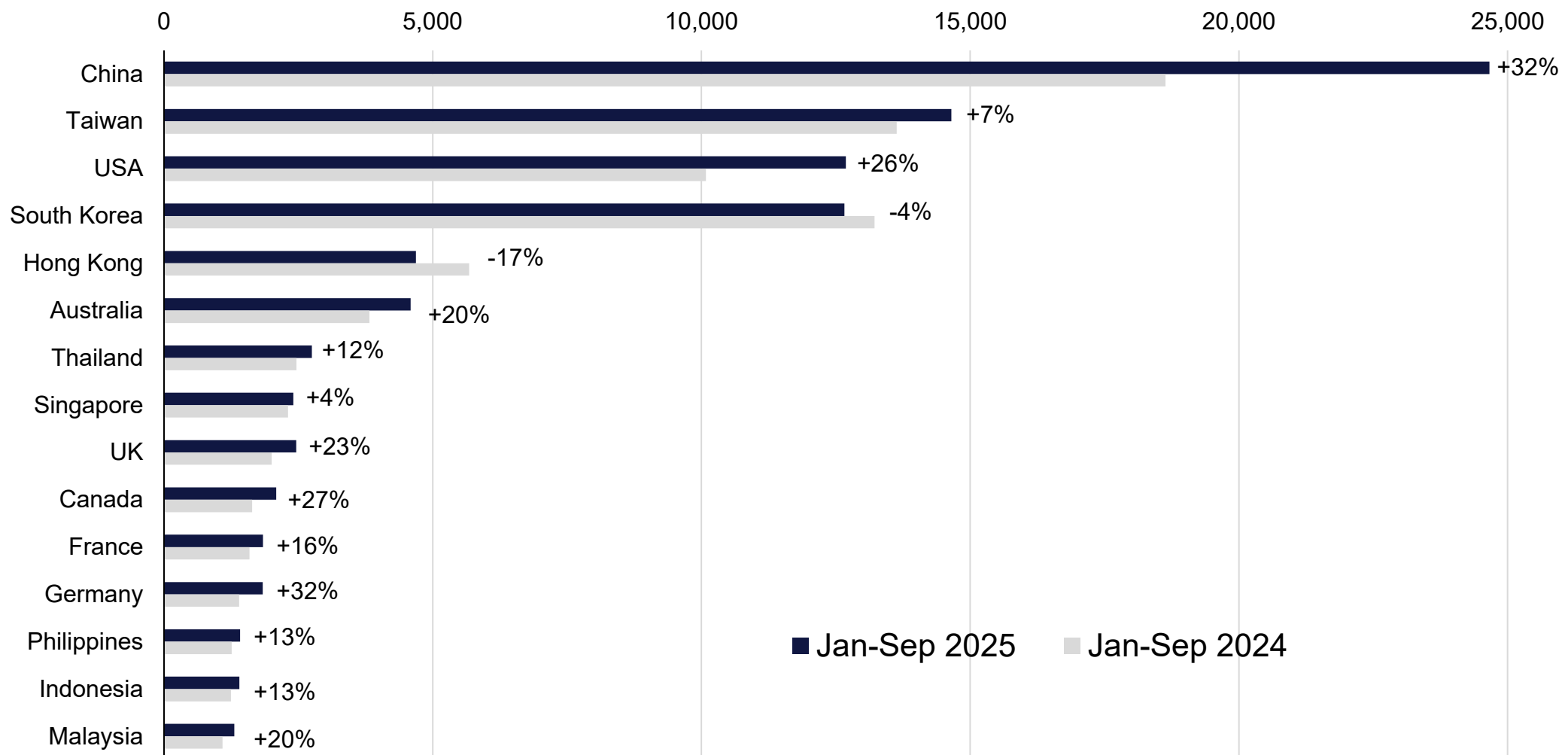
(Source) Japan National Tourism Organization's *Inbound Visitor Statistics* and Japan Tourism Agency's *Accommodation Travel Statistics Survey*.
The inbound ratio represents the percentage of inbound guests in total guest nights.

Business Environment: Inbound Visitors by Nationality

From Jan to Sep 2025, inbound visitors from most of the core travel markets remained strong—led by the North American, Chinese and European markets—which helped offset declines seen in both the South Korean and Hong Kong travel markets.

Inbound Guest Nights by Nationality (Top 15 countries)

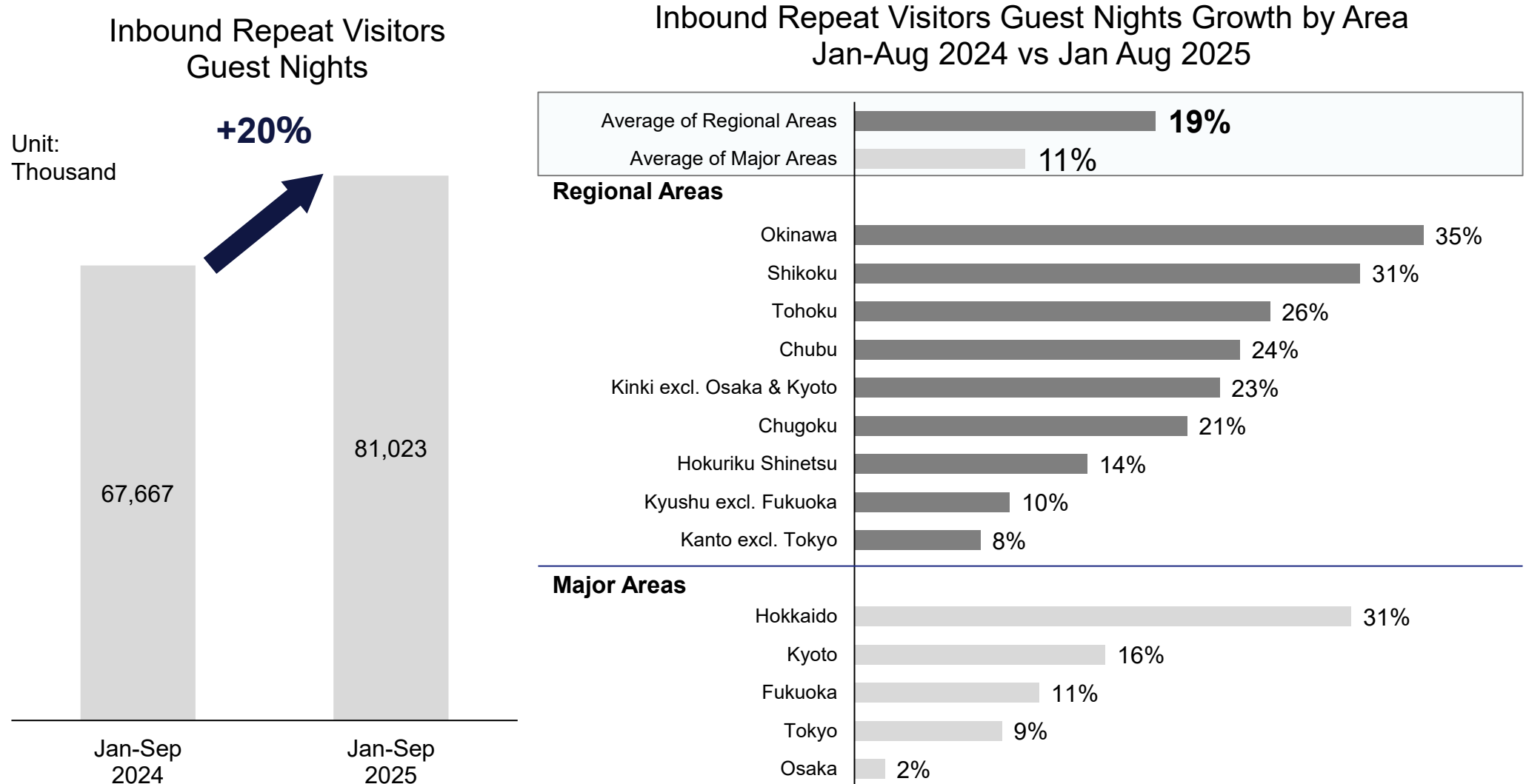
Unit: Thousand Guest Nights



(Source) Japan Tourism Agency's Accommodation Travel Statistics Survey

Hotel Demand: Growth Trend Into Regional Areas

The rise in repeat visitors has driven travel to regional areas, where inbound guest nights grew faster year on year than in major areas (Hokkaido, Tokyo, Kyoto, Osaka and Fukuoka). Okinawa and Shikoku showing particularly strong growth.



(Source) Japan Tourism Agency's *Accommodation Travel Statistics Survey* and *Survey on Consumption Trends of Inbound Tourists*.

The number of guest nights by inbound repeat visitors was estimated by multiplying the total guest nights from the *Accommodation Travel Statistics Survey* by the ratio of visit frequency derived from the *Survey on Consumption Trends of Inbound Tourists*.

New Revenue Enhancing Initiatives: ReFa Rooms

Implemented various initiatives to increase ADR through enhanced value-added offerings.

Hotel Wing International Tokyo Akabane



ReFa
R e F a R O O M



In collaboration with the popular beauty brand “ReFa”, special “ReFa Rooms” were newly introduced to offer both beauty and relaxation. The 20 sqm room features twin beds, each 120 cm wide.

Items

- ReFa BEAUTECH DRYER BX
- ReFa CURL IRON PRO
- ReFa STRAIGHT IRON PRO
- ReFa FINE BUBBLE U
- ReFa BEAUTECH
(Shampoo/Treatment/Body Wash)

A total of 3,300 hotels^{※1} have introduced “ReFa Rooms,” with 77,792 rooms^{※1} and an estimated annual user experience count of approximately 19.47 million^{※1}. In some cases, facilities that introduced ReFa shower heads have seen an average 15% increase in room rates^{※2}.

※1 Source: MTG Co., Ltd. Financial Results Briefing for the Third Quarter of FY2025

※2 Source: Ministry of the Environment – “Deco-katsu” (National Movement for a Decarbonized and Enriched Lifestyle)

New Revenue Enhancing Initiatives: MINISOF & Onigiri

To enhance customer satisfaction, MINISOF soft-serve vending machines (in partnership with Ministop) were installed at Tokyo hotels. At the Asakusa apartment hotels, vending machines selling onigiri (rice balls) - a guest favourite among inbound travellers - were introduced.

Bending machines for “MINISOF” soft-serve ice cream, developed by major convenience store chain Ministop, were installed at the following hotels:

- KOKO HOTEL Ginza 1-chome
- KOKO HOTEL Tsukiji Ginza
- KOKO HOTEL Premier Nihonbashi Hamacho
- Hotel Wing International Premium Tokyo Yotsuya



Onigiri (rice ball) vending machines were installed at apartment hotels without on-site restaurants to meet guests' light-meal needs:

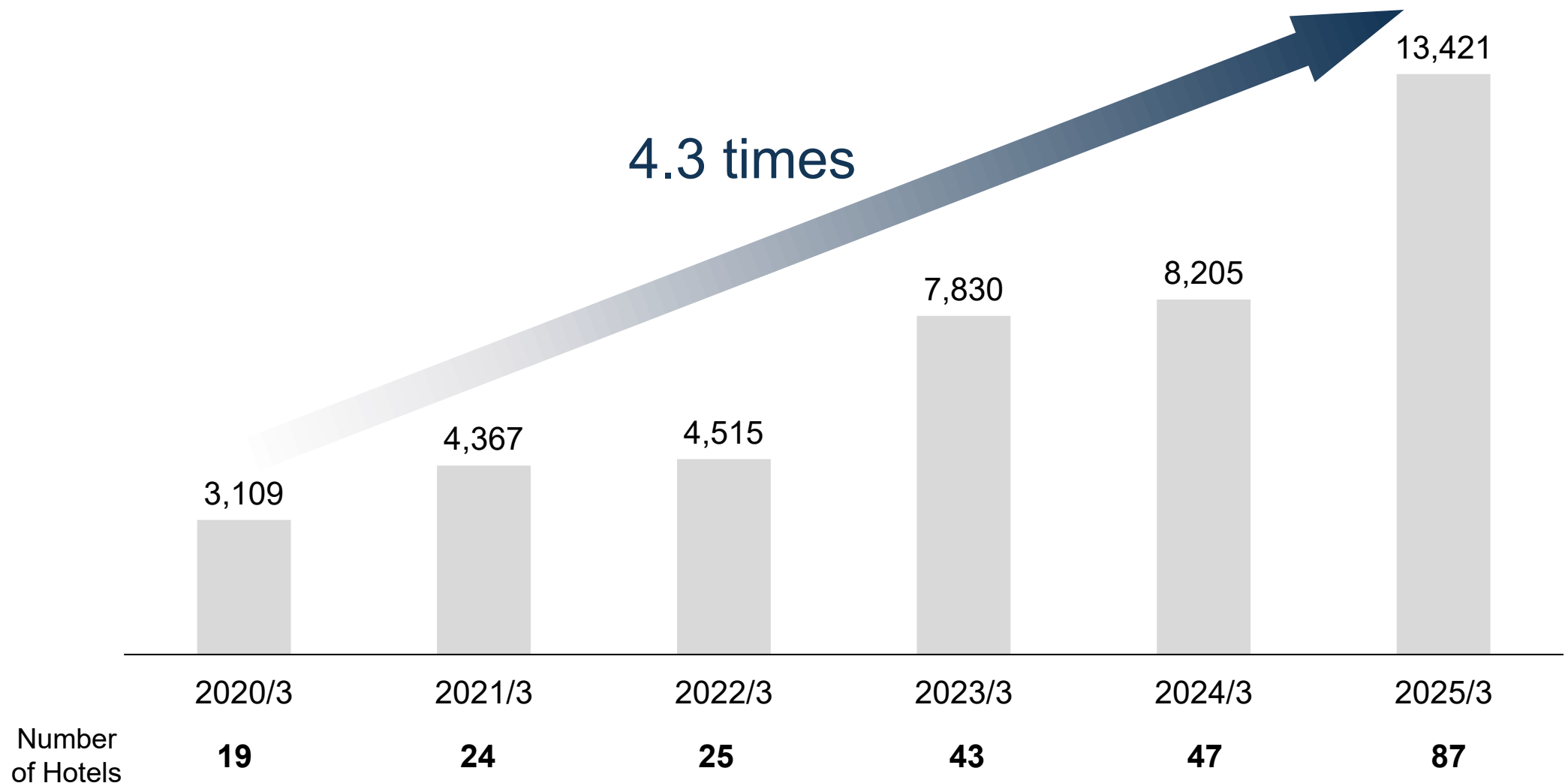
- KOKO HOTEL Residence Asakusa Kappabashi
- KOKO HOTEL Residence Asakusa Tawaramachi



New Openings: Growth Track Remains Strong

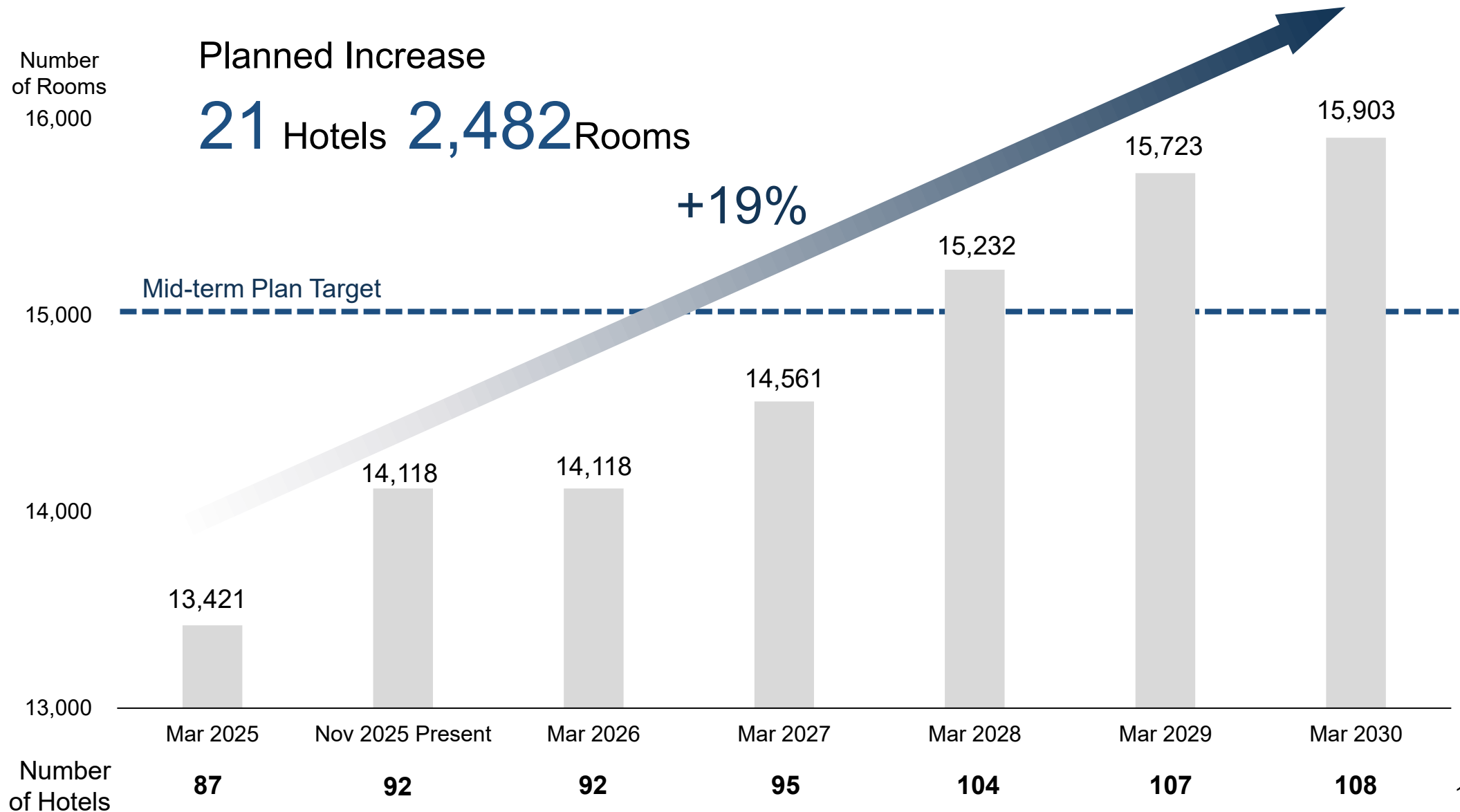
Through active new openings during COVID-19 and the acquisitions of Red Planet and Minacia, the number of operated rooms expanded rapidly to approximately 4.3 times over five years.

Number of Operating Rooms through March 2025



New Openings: Running Ahead of Mid-Term Targets

Expected to reach 108 hotels / 15,903 rooms under operation (including contracted pipeline). New project acquisitions are progressing well toward achieving the Mid-term Plan target of 100 hotels / 15,000 rooms.



New Openings: Hotels Scheduled to Open

In FY2025, six new projects have been confirmed, adding a total of 16 hotels and 1,785 rooms.

Financial Year	No.	Hotel	Area	Keys	Development Type	Contract Type	Hotel Type
FY 2026	1	KOKO HOTEL Premier Tokyo Bay Makuhari	Chiba	301	Newly Built	Management Contract	Limited Service
	2	KOKO HOTEL Sendai Station Central	Miyagi	117	Newly Built	Lease: Fixed + Variable Rent	Limited Service
	3	KOKO HOTEL Residence Oshiage	Tokyo	25	Newly Built	Lease: Fixed + Variable Rent	Apartment Hotel
FY 2027	4	KOKO HOTEL Naha Maejima	Okinawa	132	Newly Built	Lease: Fixed + Variable Rent	Limited Service
	5	KOKO HOTEL Residence Kita Ueno	Tokyo	39	Newly Built	Management Contract	Apartment Hotel
	6	KOKO HOTEL Mito Station	Ibaraki	136	Newly Built	Lease: Fixed + Variable Rent	Limited Service
	7	KOKO HOTEL Residence Kumamoto Kamitori-cho	Kumamoto	29	Newly Built	Management Contract	Apartment Hotel
	8	kokonoyu Beppu	Oita	150	Newly Built	Lease: Variable Rent	Onsen Hotel
	9	KOKO HOTEL Residence Ueno Shin Okachimachi 1	Tokyo	52	Newly Built	Lease: Fixed + Variable Rent	Apartment Hotel
	10	KOKO HOTEL Residence Ueno Shin Okachimachi 2	Tokyo	52	Newly Built	Management Contract	Apartment Hotel
	11	KOKO HOTEL Residence Honjo Azumabashi	Tokyo	45	Newly Built	Lease: Fixed + Variable Rent	Apartment Hotel
	12	KOKO HOTEL Residence Tokyo Kyobashi	Tokyo	36	Newly Built	Lease: Fixed + Variable Rent	Apartment Hotel
FY 2028	13	KOKO HOTEL Omori Station	Tokyo	153	Newly Built	Lease: Fixed + Variable Rent	Limited Service
	14	Okinawa Kencho-mae Hotel (Planned New Brand)	Okinawa	173	Newly Built	Lease: Fixed + Variable Rent	Limited Service
	15	KOKO HOTEL Takamatsu Kawaramachi Ekimae	Kagawa	165	Newly Built	Lease: Fixed + Variable Rent	Limited Service
	16	Hiroshima Inaricho Hotel (Planned New Brand)	Hiroshima	180	Newly Built	Lease: Fixed + Variable Rent	Life Style Hotel
Total				1,785			

Note: The above plans are as of November 13, 2025 and are subject to change.

New Openings: Hotel Futari Komorebi, First Luxury Hotel

Operation has begun on the first luxury hotel, featuring exclusively 100 m² guest rooms.



Hotel Overview

Name	Hotel Futari Komorebi
Address	3594-809 Usami, Ito City, Shizuoka
Access	5 minutes by car from JR Ajiro Station on the JR Itō Line 15 minutes by car from JR Ito Station (served by the Odoriko Super View Limited Express)
Floors	B1 / 3F
Keys	10 rooms (all 99 m ² suites)
Facility	Open-air natural hot spring baths in all rooms and a restaurant

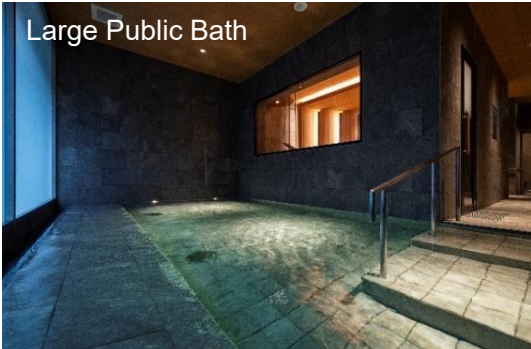


New Openings: yugen kyoto shijo

The fifth opening in Kyoto City, and the first upscale-class hotel for Polaris, began operations in September 2025.



Hotel Overview	
Name	yugen kyoto shijo
Address	218 Kagiyacho, Fuyacho-dori Takatsuji-sagaru, Shimogyo-ku, Kyoto City, Kyoto
Access	A 7-minute walk from Kawaramachi Sta. on the Hankyu Line A 9-minute walk from Shijo Sta. on the Kyoto Municipal Subway and Hankyu Line
Floors	B1 / 5F
Keys	58
Facility	Large public bath, sauna and gym Restaurant (scheduled to open on December 8, 2025)



Large Public Bath



Sauna



Gym



Superior Twin with Sofa Bed



Executive Suite with Sofa Bed



Signature Spa Suite with Sauna



New Openings: KOKO Tokyo Nishikasai & Yokohama Tsurumi

After a short, temporary closure, two limited-service hotels owned by Star Asia Investment Corporation were rebranded as KOKO HOTEL.



Hotel Overview

Name	KOKO HOTEL Tokyo Nishikasai
Address	6-17-9 Nishikasai, Edogawa-ku, Tokyo
Access	A 2-minute walk from Nishi-Kasai Station on the Tokyo Metro Tozai Line
Floors	B1 / 9F
Keys	184
Facility	Restaurant



Hotel Overview

Name	KOKO HOTEL Yokohama Tsurumi
Address	4-29-1 Tsurumi Chuo, Tsurumi-ku, Yokohama City, Kanagawa
Access	A 3-minute walk from JR Tsurumi Station on the Keihin-Tohoku Line and from Keikyu Tsurumi Station on the Keikyu Line
Floors	B1 / 9F
Keys	185
Facility	Restaurant

New Openings: Development of New Hotel Types

Steady progress has been made in expanding operations to diverse hotel types, a core growth strategy. Diversification aims to increase new operation opportunities, reduce risks and enhance operating capabilities.

Apartment Hotel

Planned expansion to 11 hotels

Apartment Hotels in Operation

KOKO HOTEL Residence Asakusa Kappabashi
KOKO HOTEL Residence Asakusa Tawaramachi
KOKO HOTEL Residence Kyoto Nijojo Castle
KOKO HOTEL Osaka Namba Sennichimae (Annex)

Apartment Hotels to Open

KOKO HOTEL Residence Oshiage
KOKO HOTEL Residence Kita Ueno
KOKO HOTEL Residence Kumamoto Kamitori
KOKO HOTEL Residence Ueno Shin-Okachimachi I
KOKO HOTEL Residence Ueno Shin-Okachimachi II
KOKO HOTEL Residence Honjo Azumabashi
KOKO HOTEL Residence Tokyo Kyobashi

High-end Hotel

In Operation

Small luxury Hotel	Hotel Futari Komorebi
Upscale-class Hotel	yugen kyoto shijo

Life Style Hotel

New!

To Open

Hiroshima Inaricho Hotel

Onsen Hotel

New!

To Open

kokonoyu Beppu



Acquired Minacia in Dec 2024 and the PMI process has been progressing smoothly.

Brand Integration

- Introduced the new loyalty program “**KOKO FAMILY**” in October 2025, offering greater guest benefits and strengthening chain synergy.
- Began integration of Minacia’s hotel brands into the KOKO HOTEL brand from September 2025.
- Launched new services and key visual promotions reflecting the concept “**Here Discovery Begins.**”

Streamlining Operations

- Promoting standardization and unification initiatives
 - Unified credit card acquirers in progress (approx. **JPY 30 mil annual cost reduction** estimated)
 - Unified vending machine suppliers (approx. **JPY 4 mil annual cost reduction**)
 - PMS integration in progress; 14 common operational rules selected and implemented
 - Standardizing amenity specifications, tools and items
- Monetizing urban parking lots (approx. **JPY 15 mil annual revenue**)
- Reducing costs through vendor re-selection; Reviewing electricity and waste disposal contractors across all properties

Organizational Optimization

- Restructured management and organization to accelerate PMI.
- Introduced a new HR and evaluation system.
- Headquarters integration completed in October 2025.

Brand Integration: Outline of Integration

By integrating Minacia's hotel brands, scale will be expanded and brand recognition strengthened under the renewed KOKO HOTELS.

Polaris



Minacia



New KOKO HOTELS



Here Discovery Begins

KOKO HOTELS aims to be more than just a place to stay.
It seeks to be the beginning of a journey of discovery.
Through local food, culture and encounters with people,
guests are invited to experience new, heart-stirring moments
they may have never noticed before.

KOKO HOTELS



Brand Integration: Hotel Rebranding Schedule

Rebranding of all hotels is scheduled to be completed by April 2026.



October 2025

KOKO HOTEL Shizuoka
KOKO STAY Chitose
KOKO HOTEL Sapporo Susukino
KOKO STAY Shimonoseki
KOKO STAY Miyakonojo

December 2025

KOKO HOTEL Korakuen
KOKO STAY Sagamihara
KOKO STAY Sukagawa
KOKO STAY Hitachi
KOKO STAY Izumi

February 2026

KOKO HOTEL Ikebukuro
KOKO HOTEL Nagoya Sakae South
KOKO HOTEL Nagoya Marunouchi
KOKO HOTEL Osaka Umeda
KOKO HOTEL Premier Hakata

September 2025

KOKO HOTEL Hida Takayama
KOKO HOTEL Kyoto Shijo Karasuma
KOKO HOTEL Kyoto Sanjo
KOKO HOTEL Shimbashi Onarimon
KOKO HOTEL Takamatsu

November 2025

KOKO STAY Kumamoto Yatsushiro
KOKO HOTEL Himeji Castle
KOKO HOTEL Higashi Osaka
KOKO HOTEL Kobe Shin-Nagata
KOKO HOTEL Ikebukuro East

January 2026

KOKO HOTEL Ueno Ekimae
KOKO HOTEL Asakusa Komagata
KOKO HOTEL Shinjuku Yotsuya
KOKO HOTEL Hakata Ekimae
KOKO HOTEL Hakata Shinkansen Exit

April 2026

KOKO HOTEL Tomakomai
KOKO HOTEL Kanazawa Ekimae
KOKO STAY Shonan Fujisawa
KOKO HOTEL Akabane Ekimae
KOKO HOTEL Kumamoto Kamitori
KOKO HOTEL Asahikawa Ekimae

Rebranding Completed

KOKO HOTEL Sapporo Susukino



KOKO HOTEL Shizuoka



KOKO HOTEL Kyoto Sanjo



KOKO STAY Miyakonojo



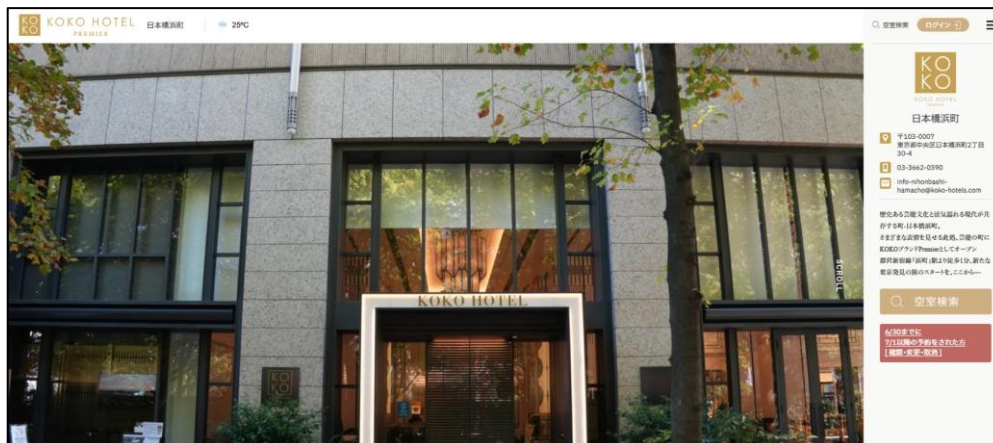
Brand Integration: Website Renewal and Common Services

The official hotel websites were fully redesigned to improve usability and strengthen the booking pathway for direct reservations. Launched common services to enhance overall brand image.

Landing Page



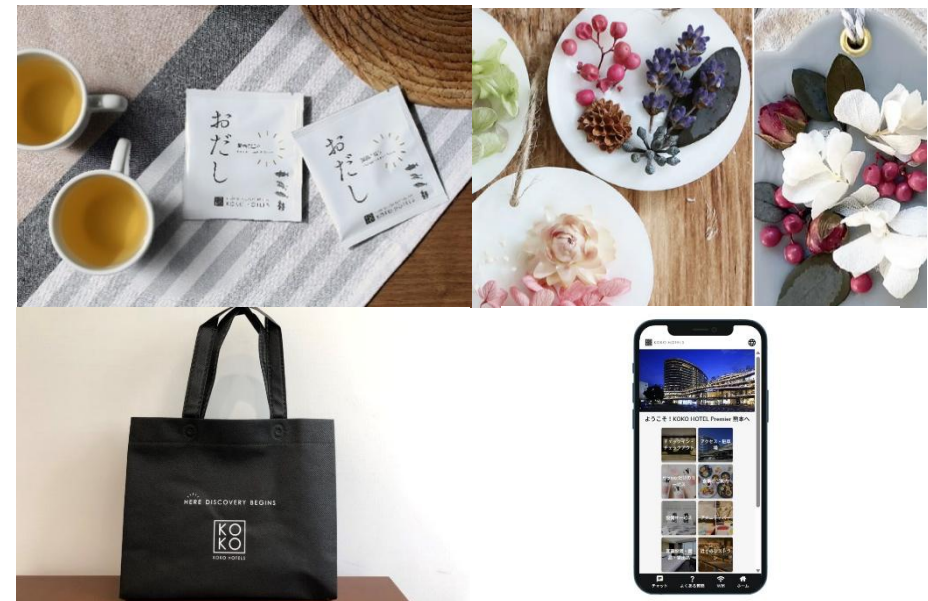
Individual Hotel Websites



Common Services

New Initiatives to Realize the Brand Concept

1. A cup that marks the beginning of a journey, wrapped in the aroma of dashi – Dashi Pack
2. Creating memories through scent at KOKO HOTELS – Signature Aroma
3. Small conveniences born from thoughtful care – Eco Bag
4. Seamless travel with just your smartphone – tripla guide
5. Welcome to KOKO HOTEL – Our Signature Greeting



Brand Integration: Global Brand Promotion Initiative

Promotions have been conducted across various media, and coverage by both domestic and international outlets has helped raise awareness of KOKO HOTELS.



Newsweek International Magazine (USA)



TBS NEWS DIG (Japan)



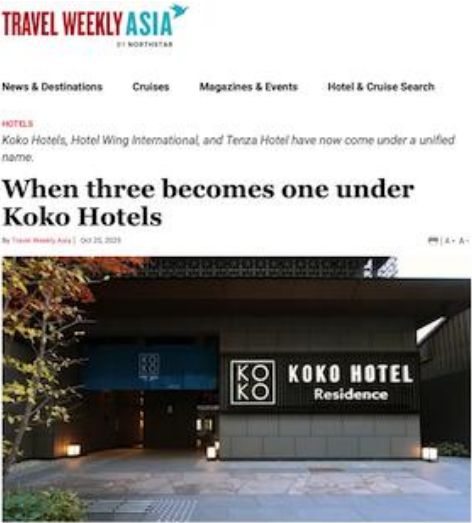
TRAVEL+LEISURE (China)

Featured Media (Selected)

- TBS NEWS DIG (Japan)
- Newsweek International (United States)
- Hotel News Resource (United States)
- Hotel Investment Today (United States)
- Sports Chosun (South Korea)
- Maeil Business Newspaper (South Korea)
- Travie (South Korea)
- Travel + Leisure China (China)
- MINA China (China)
- China.com (China)
- TTG Asia (Singapore)
- Travel Weekly Asia (Singapore)



Sports Chosun (South Korea)



TRAVEL WEEKLY ASIA (Singapore)

Brand Integration: Promoting Repeat Guest Acquisition

To attract repeat guests, a new membership program, “KOKO FAMILY,” was introduced across both companies.



帰る場所が、全国にある。
「ただいま」と言える場所。

KOKO HOTELSのNEWロイヤリティプログラム
KOKO FAMILYのご案内
Our Loyalty Program

Join now. It's quick and easy.
いますぐできる。簡単入会。

QRコード

ここから
登録ID: 110001
2024ポイント
有効期限: 12/31

マイアカウント 予約一覧 ポイント

ログイン/ログアウト

KOKO HOTEL KOKO HOTEL KOKO HOTEL KOKO STAY HOTEL WING HOTEL WING Hotel Wing Prince Tenno Hotel VALUE THE HOTEL

	Welcome	Friend	Partner	Family
ポイント付与率	3%	5%	8%	10%
ランクアップ条件		年間累計 1,000ポイント以上	年間累計 10,000ポイント以上	年間累計 30,000ポイント以上
割引率	公式サイトからの予約で通常料金より10%off			
レイトチェックアウト (1時間)無料	○	○	○	○
アーリーチェックイン (1時間)無料	×	×	○	○

KOKO FAMILY Member が 10,000 円の宿泊プランをご利用の場合
Welcome Member

会員 10%off 3%還元 実質

¥9,000 ▶ 245 ポイント ※2 = 8,755 円

さらに KOKO FAMILY だけの嬉しい特典がたくさん！

Program Overview

- Introduced the shared web membership program “KOKO FAMILY” across both companies.
- Membership tiers: Welcome / Friend / Partner / Family with point returns from 3% to 10%.
- Exclusive benefits include 10% member discounts, early check-in and late check-out.

Objectives

- Repeat guest acquisition: Increase stays and strengthen brand loyalty.
- Direct booking promotion: Improve profit margins by reducing OTA commission fees.
- Customer data utilization: Enhance CRM and develop personalized marketing initiatives.

Brand Integration: Brand Structure Outline

Centered on the unified KOKO brand, a nationwide portfolio is being developed to meet the diverse needs of travellers and property owners, while ensuring stable profitability.



KOKO STAY offers a clean, relaxing space that restores energy. **VALUE THE HOTEL** supports hotel needs for post-earthquake recovery in eastern Japan.

Offers convenience, functionality, and comfort for both business and leisure. **Best Western** ensures global reliability as a U.S.-based franchise. **KOKO HOTEL Premier** and **Best Western Plus** are upper-tier brands with full-service restaurants.

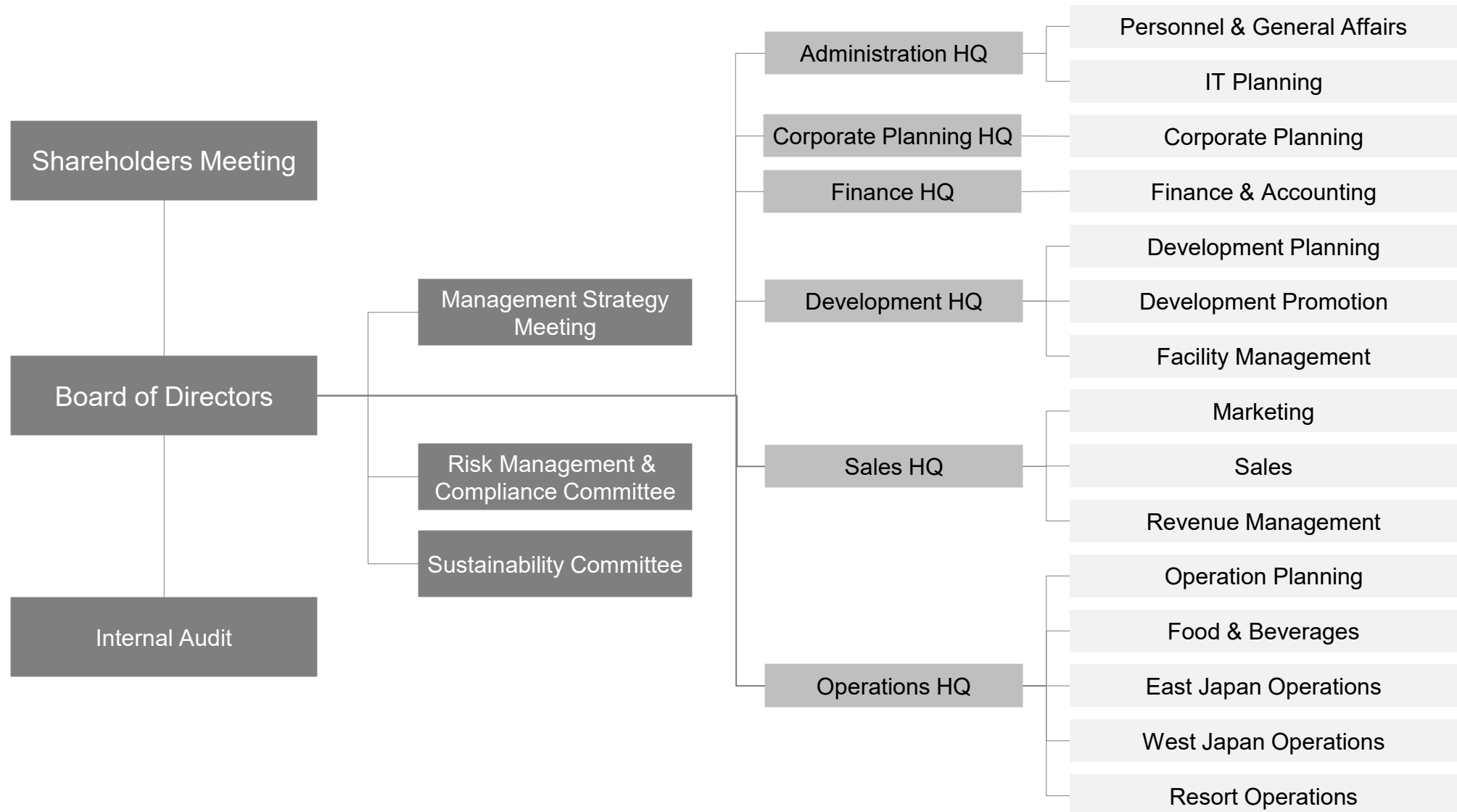
kokonoyu is a relaxation-focused hot spring hotel. **BW Signature Collection** is an upper-class hotel brand within Best Western.

Featuring refined spaces and personalized service, it offers an exceptional stay experience. Located in Ito and Kyoto.

Apartment-style hotels are ideal for extended stays and for groups or families.

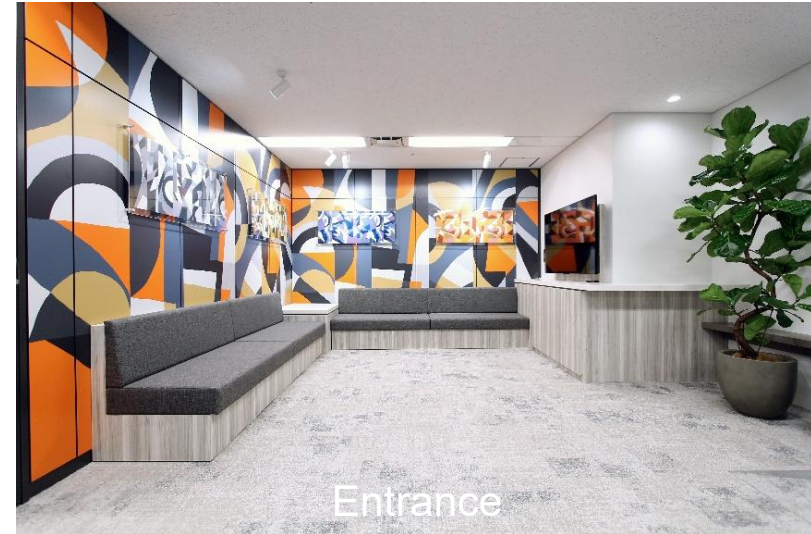
Organizational: Optimization of PMI Advancement

The two headquarters were fully integrated to enhance specialization and efficiency of head office functions.



Organizational: Head Office Integration Completed

Both headquarters were consolidated into a single location in October to improve operational efficiency and accelerate decision-making.



Address: 5 - 6th Floors, ONE SHINKAWA, 1-23-5 Shinkawa, Chuo-ku, Tokyo

Organizational: Mission / Vision / Value

Set new mission, vision and values that unites all employees in pursuing growth together.

Mission

Bringing colours to your journey
and smiles to life

Vision

A hospitality company that makes
travel more exciting

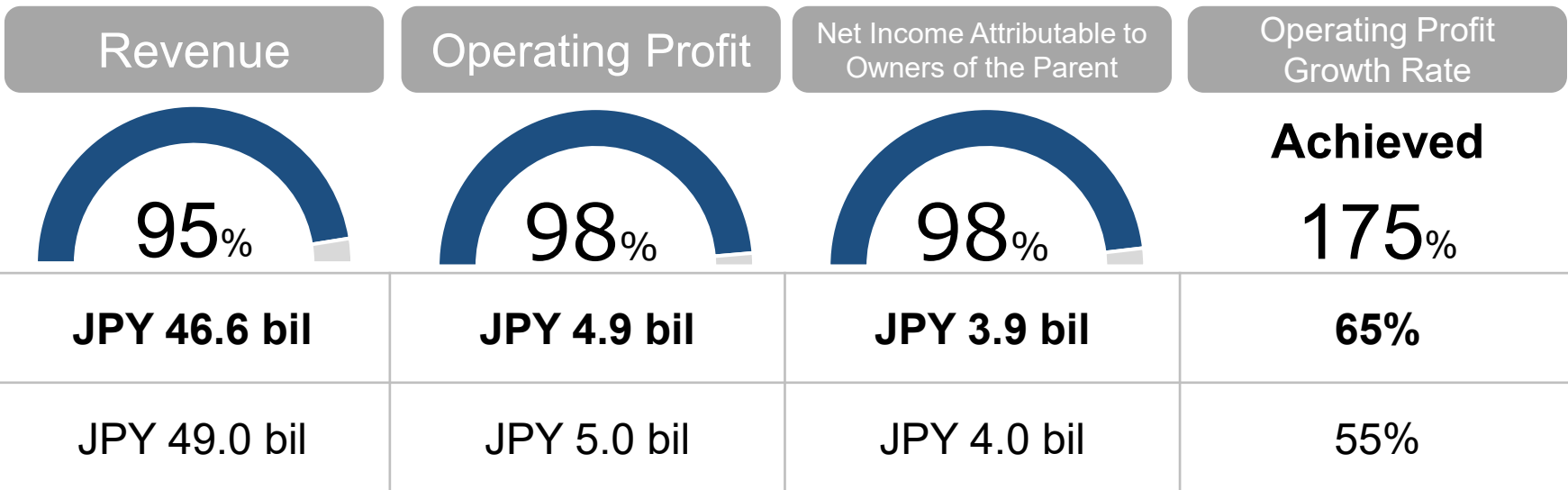
Value

To our guests, our team and
to you, a smile

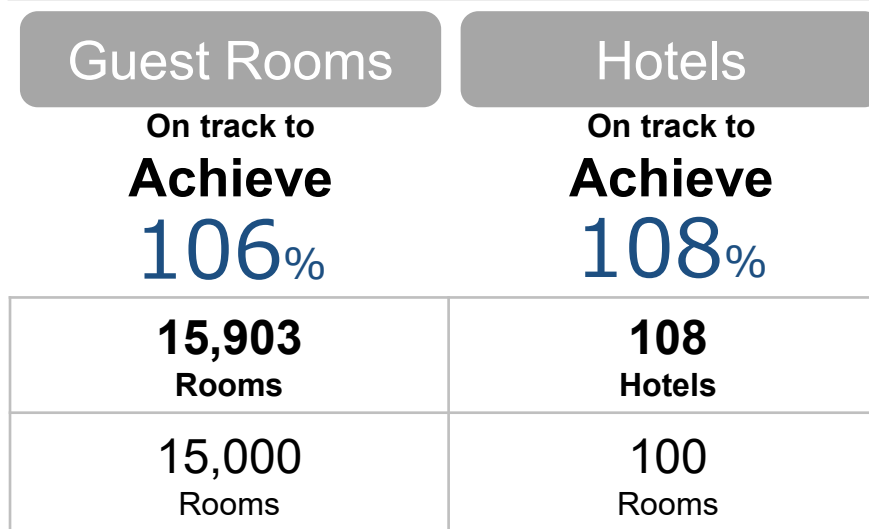
Medium-Term Business Plan: Running Ahead of Schedule

The targets in the Medium-Term Business Plan through FY 2026 are expected to be achieved ahead of schedule.

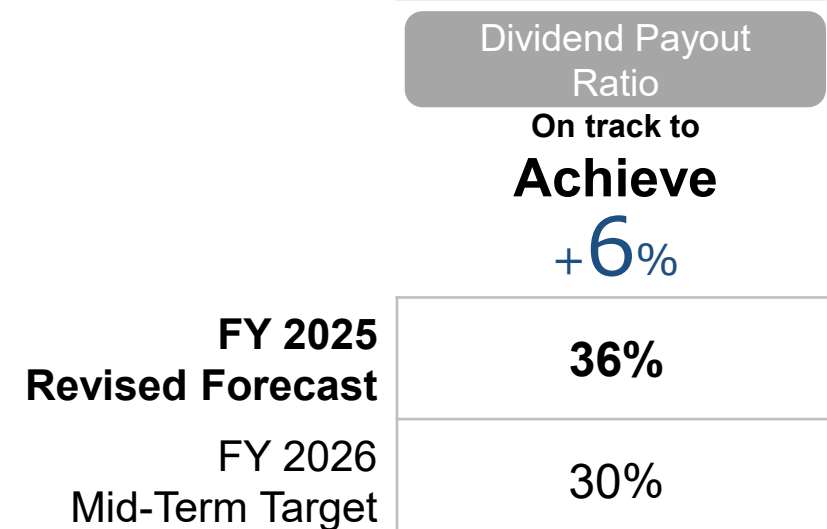
Financial Targets (before Amortization of Goodwill)



Hotel Operating Scale



Shareholder Return



Capital Allocation Policy: Strong Cash Flow Generation

Operating cash flow of approximately JPY 2.5 billion was generated in the first half of FY2026. Capital will be allocated based on market conditions from time to time, securing funds for growth investments and supporting sustainable growth.

Cash In	Cash Out	Policy
Operating Cash Flow FY 2025 First Half JPY 2.5 bil Goodwill Amortization JPY 650 mil	Growth Investment	Enhancing Competitiveness of Operated Hotels
		New Hotel Opening
		Hotel Property Acquisition and Investment
		M & A
	Repayment of Borrowings	
	Shareholder Return	
		Execute carefully selected, high-efficiency investments that contribute to profit growth.
		By adopting a low initial-cost contract model, large-scale investments are unnecessary while achieving a high return on investment.
		Selectively executing high-return, low-risk projects such as the joint investment in KOKO HOTEL Osaka Sennichimae.
		Continuing to pursue non-linear growth while exploring new opportunities, with the possibility of utilizing borrowings for certain investments.
		Taking into account funding needs for growth investments and the D/E ratio, early repayment of higher-interest borrowings will also be considered.
		Aiming to provide stable dividends linked to business performance.

Stock Trends: Selected to the JPX-Nikkei Mid/Small Cap Index

The only hotel operating company selected for the JPX Nikkei Small and Mid Cap Index, recognized for its strong growth performance.

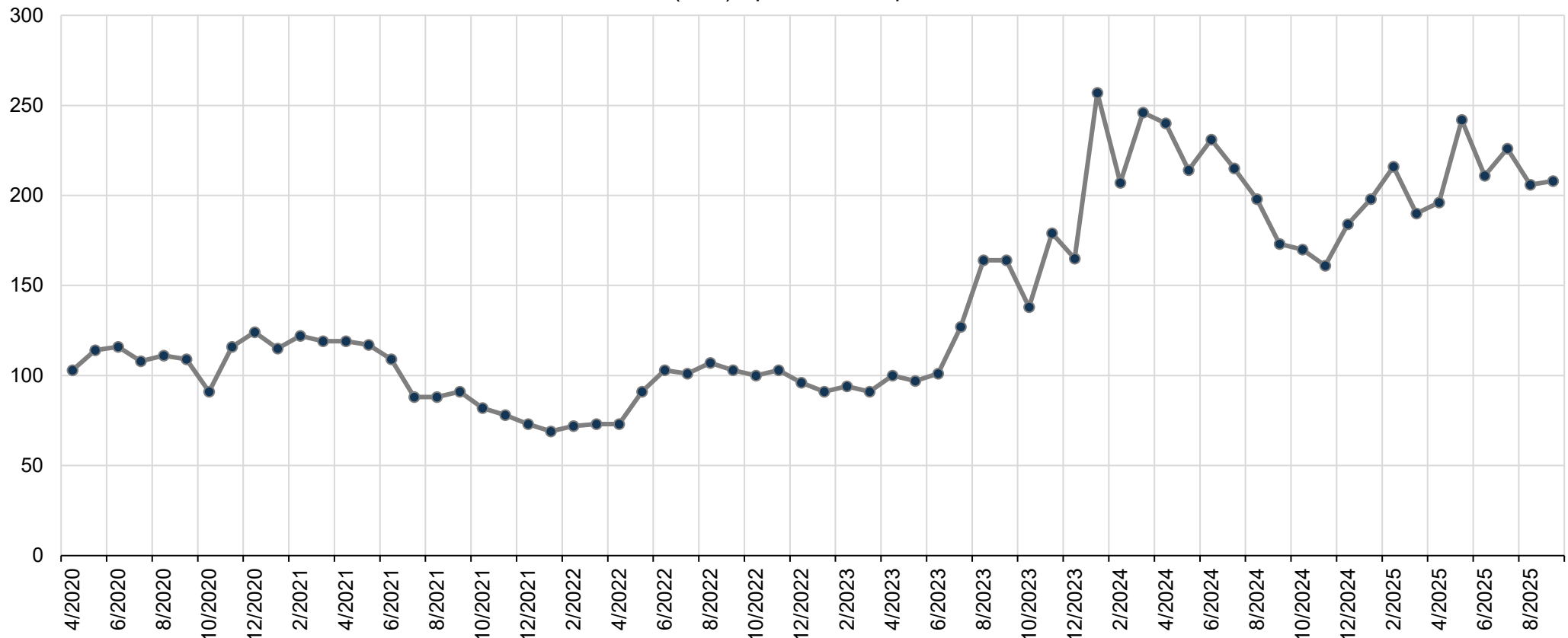


決算
ランキング
成長力の高い中小型株
ポラリスHDが首位
⑨
ホテル運営、M&Aも寄与

✓ Selected for the JPX Nikkei Small and Mid Cap Index for FY2025.

✓ Featured in the Nikkei as the top-ranked small and mid-cap stock for growth.

Stock Price (JPY) Apr 2020 – Sep 2025



Shareholder Value: Enhancing Shareholder Returns

Started continuous dividend payments and a new shareholder benefit program (room rate discounts).

Dividends

FY2024 Actual **JPY 3** per share

Consolidated Dividend Payout Ratio: **17.8%**

FY2025 Forecast **JPY 4** per share

Consolidated Dividend Payout Ratio: **36.0%**

Dividend Policy

As a fair and effective shareholder return measure, the basic policy is to return profits through dividends of surplus in line with business performance.

Consolidated Dividend Payout Ratio

Aiming for a 30% payout ratio; FY2025 is expected to reach 35%, achieving the Medium-Term Business Plan target.

Shareholder Benefits



Purpose

To provide shareholders with opportunities to stay at group hotels and to increase the number of shareholders who will support the group over the medium to long term.

Room Rate Discount Vouchers

A new shareholder benefit program offering accommodation discounts based on shareholding.

Eligible Hotels

Shareholder program offering discounted stays at hotels nationwide, including former Minacia properties.

Shareholder Benefits Website

https://www.polaris-holdings.com/ir-kabunushi_yutai/

Appendix

Corporate & Stock Information as of September 30, 2025

Corporate Overview

Name	Polaris Holdings Co., Ltd.
Establishment	September 20, 1912
Head Office	1-12-3 Iwamotocho, Chiyoda-ku, Tokyo
Paid-in Capital	JPY 10 million
Net Assets (Cons.)	JPY 28,597 million
No. of Employees (Cons.)	1,778
Business Description	Hotel operations and investment
Listed Stock Exchange	Tokyo Stock Exchange Standard Market
	Securities Code 3010
Independent Auditor	Seiei LLC Audit Corporation

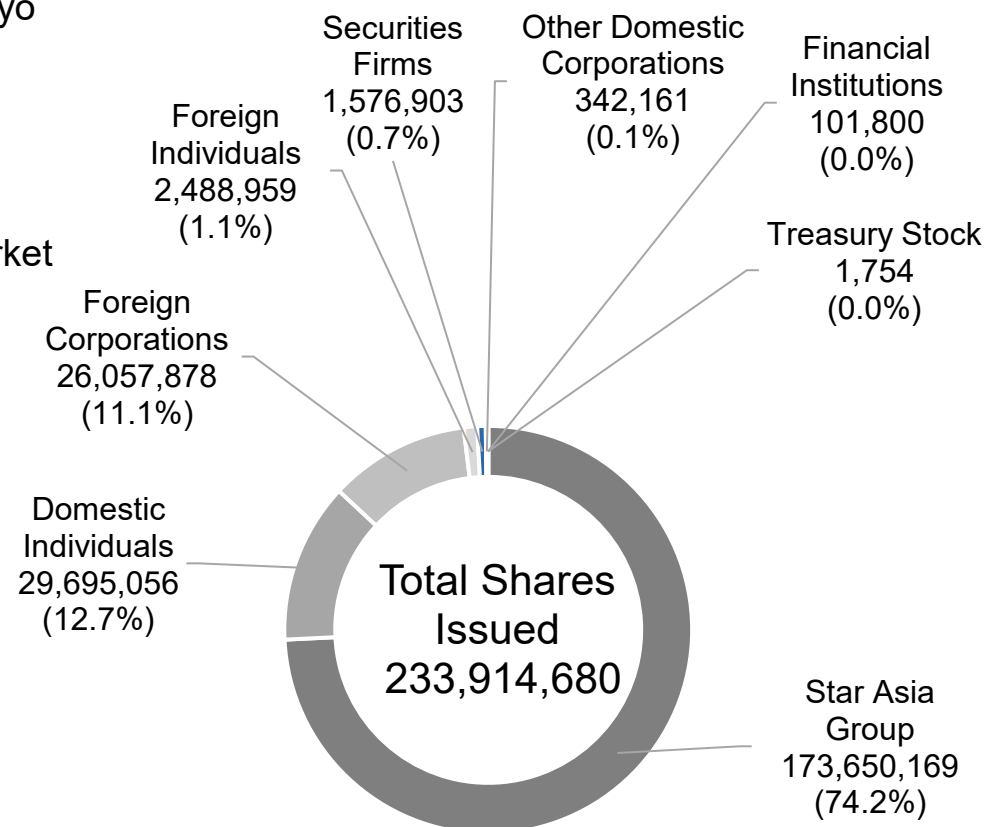
Share Capital and Shareholder Status

Type of Shares Issued	Common Shares
Total Authorized Shares	496,000,000 shares
Total Shares Issued	233,914,680 shares
Total Number of Shareholders	10,964

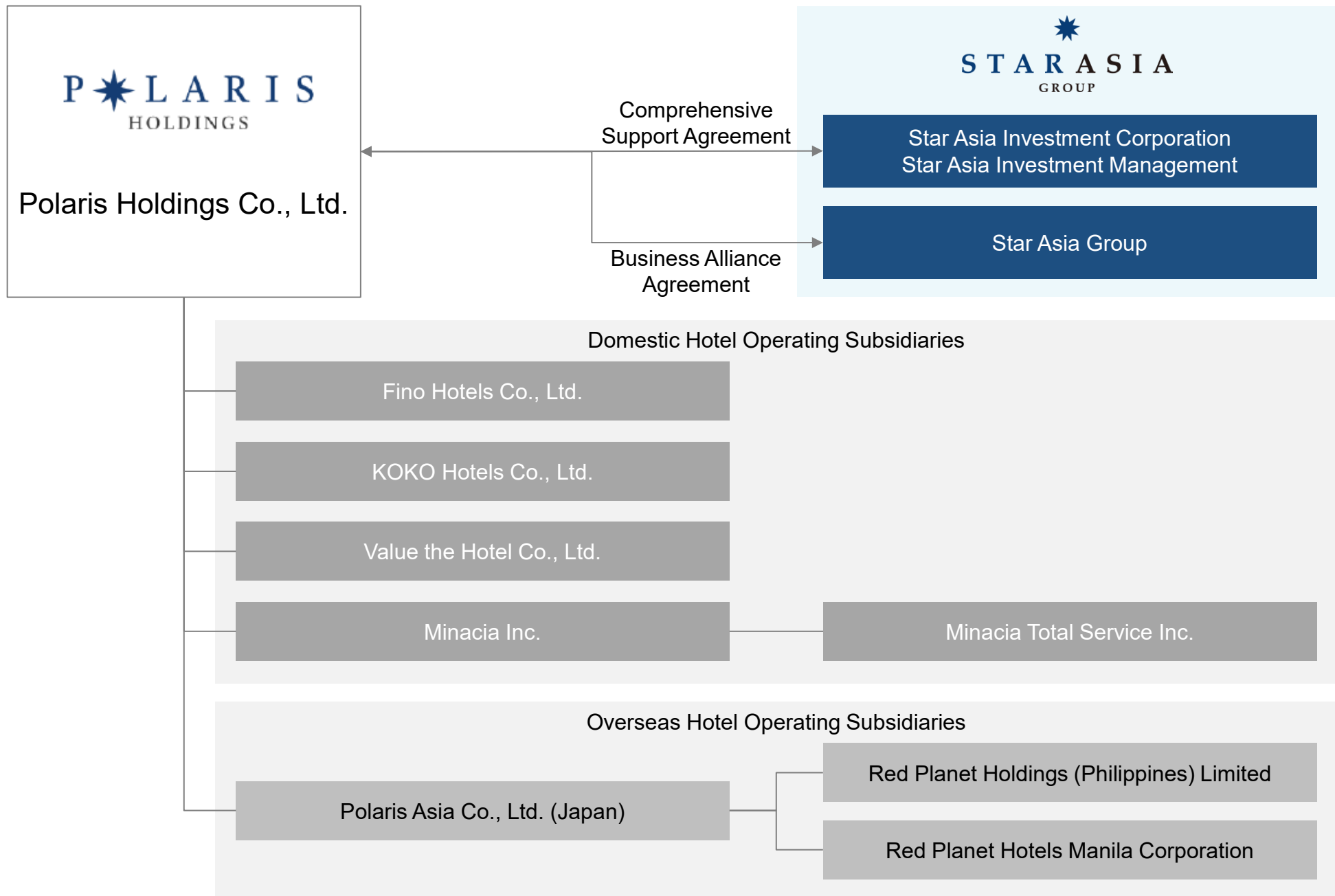
Major Shareholders

Shareholder Name	No. of Shares Held	Shareholding Ratio
SAJP VI 3.0 LP	106,199,591	45.40%
Star Asia Opportunity III LP	67,450,578	28.83%

Shareholding by Owner Type



Group Companies





Shigeru Takakura – Chairman of the Board

Held key leadership roles at global hotel brands including Hilton International, Sheraton and Marriott, serving as General Manager and Head of Sales & Marketing for Japan, Korea and Guam, as well as Vice President. Later served as President and CEO of Kachikaihatsu, the predecessor of Polaris. Graduate of Keio University (B.Com.).

Contributes to growth through extensive knowledge of the domestic and international hotel industry and a broad professional network.



Yohei Taguchi – President and CEO

Began career at Accenture in IT consulting for the financial sector, then joined Hoshino Resorts, engaging in hotel operations and marketing. Gained experience in hotel REIT asset management at Japan Hotel REIT Advisors and Ichigo Investment Advisors before joining Star Asia Group. Appointed as Director of Polaris in 2022, overseeing operations and development and later became President and CEO. Graduate of Keio University (B.Com.).

Drives growth by leveraging extensive experience in both hotel investment and operations.



Kazuyoshi Shimojima – Director, COO / Head of Sales & Operations

Spent formative years in Australia, the U.S. and Switzerland. After graduating from university, worked at Tokyu in overseas hotel business and group policy planning, then served as a consultant at FutureBrand, focusing on brand strategy. Held senior positions including Head of Marketing at Solare Hotels & Resorts, Country Director at Agoda International, DGM of International Div. at Rakuten Travel, Head of Travel Div. at Groupon Japan and President of TrustYou Japan. Appointed President and CEO of Minacia in 2021 and joined Polaris as Director and COO in 2025. Graduate of Keio University (LL.B.).

Supports growth through extensive domestic and international experience in both online and offline travel and hospitality operations.



Satoshi Hosono – Director, CFO / Head of Finance

Began career at Daiwa Securities and ORIX in lending and securities operations, then at Mizuho Securities engaged in structured finance including ABS and CMBS within real estate finance and financial solutions divisions. Later at Xymax Group, worked on sourcing, acquiring and selling real estate investments before joining Star Asia Group in 2015. Since appointment as Executive Officer of the Company in 2018, has served as COO and CFO. Graduate of Ritsumeikan University (B.Econ.). Chartered Member of the Securities Analysts Association of Japan and Certified Master by the Association for Real Estate Securitization.

Contributes to growth through expertise in capital markets and broad financial industry knowledge.

Management Team (2/2)



Takahiro Tsujikawa – Director, Head of Development

Engaged in hotel investment and asset management at J-REIT and real estate fund management companies including Japan Hotel REIT Advisors, PAG Investment Management and Panorama Hospitality, handling negotiations and execution of management and franchise agreements with global hotel operators. Served as Japan Country Head of Hotels & Hospitality Group at Jones Lang LaSalle before joining Polaris as Director in 2023. Graduate of International Christian University (B.A.). Licensed Real Estate Transaction Agent and Certified Master of Real Estate Consulting.

Contributes to growth with extensive expertise and advanced skills in the real estate investment sector.



Kentaro Tawara – Director, Head of Corporate Planning

Worked at Nippon Credit Bank in Tokyo and London and Daiwa Securities SMBC, handling lending and debt restructuring in Japan and Europe. Served as an executive in operating companies, managing nursing care facilities, restructuring the finances of a Milan fashion brand and managing political research projects at a think tank. After working at a hotel reservation systems provider, became a founding member of an emerging hotel chain, overseeing corporate planning. Joined Polaris as Director in 2025. Graduate of the University of Tokyo (B.Eng.) and the University of Cambridge (M.Phil. in Land Economy). Licensed Chief of Money Lending Operations.

Contributes to growth through diverse cross-industry experience and expertise in managing emerging hotel enterprises.



Mitsuhiro Matsuzaki – Director, Head of Administration

Joined real estate developer Edoken and was seconded to a hotel management subsidiary that later became Minacia, gaining comprehensive experience in hotel operations. Appointed Representative Director at the founding of Forbes (now Minacia) in 2000, leading the expansion of its hotel business. Served as Executive Vice President of Minacia in 2021 and joined Polaris Holdings as Director in 2024. Graduate of University of Tokyo (B.Agr.). Licensed Real Estate Transaction Agent.

Contributes to growth with over 30 years of experience in hotel operations and real estate development.



Joseph Altwasser – Director

Deeply involved in the launch of the J-REIT market while at Salomon Smith Barney. Subsequently worked in sales and research at domestic and international investment banks, including KBC Securities and Merrill Lynch, serving as Director in Singapore before returning to Japan. Later served as Deputy Head of Sales at SMBC Nikko Securities and Real Estate Specialist at Mizuho Securities. Joined Star Asia Group in 2019 as Head of Marketing and Business Development, focusing on expanding the investor base ahead of IPO. Joined Polaris as Director in 2025. Graduate of the University of British Columbia (B.A. in International Relations and M.B.A.). Contributes to growth with deep knowledge of the securities industry and an extensive professional network.



Tsuyoshi Matsuo – External Director (Full-time Audit and Supervisory Committee Member, Independent)

Worked in real estate and construction at the former Tomen Corporation (now Toyota Tsusho), including two U.S. assignments, and later engaged in hotel development projects in Southeast Asia. After leaving Toyota Tsusho, served as President of Toyotsu Facilities Corporation. Appointed External Director and Audit and Supervisory Committee Member in 2023. Graduate of Waseda University (B.Eng.).

Contributes to the Board by supervising and advising on the execution of directors' duties, drawing on expertise in real estate, construction, and corporate management.



Takaaki Morohashi – External Director (Audit and Supervisory Committee Member, Independent)

Registered as an attorney in 2005 and joined Shimizu Tadashi Law Office; member of the Tokyo Bar Association.

Specialized in corporate law, business revitalization, and M&A. Founded Rising Law Office in 2015 and serves as Managing Partner. Appointed External Director (Audit and Supervisory Committee Member) at First Corporation Co., Ltd. in 2021. Graduate of Waseda University (LL.B.).

Contributes legal expertise to the Board by supervising and advising on the execution of directors' duties.



Kumiko Watanabe – External Director (Audit and Supervisory Committee Member, Independent)

With nearly 30 years of experience at PwC and Grant Thornton in Chicago, advised Japanese companies on U.S. expansion.

Founded RevUp Advisors in 2025 to support Japan–U.S. cross-border transactions.

Holds a B.S. in Accounting (Northern Illinois University) and an M.S. in Taxation (DePaul University); U.S. Certified Public Accountant.

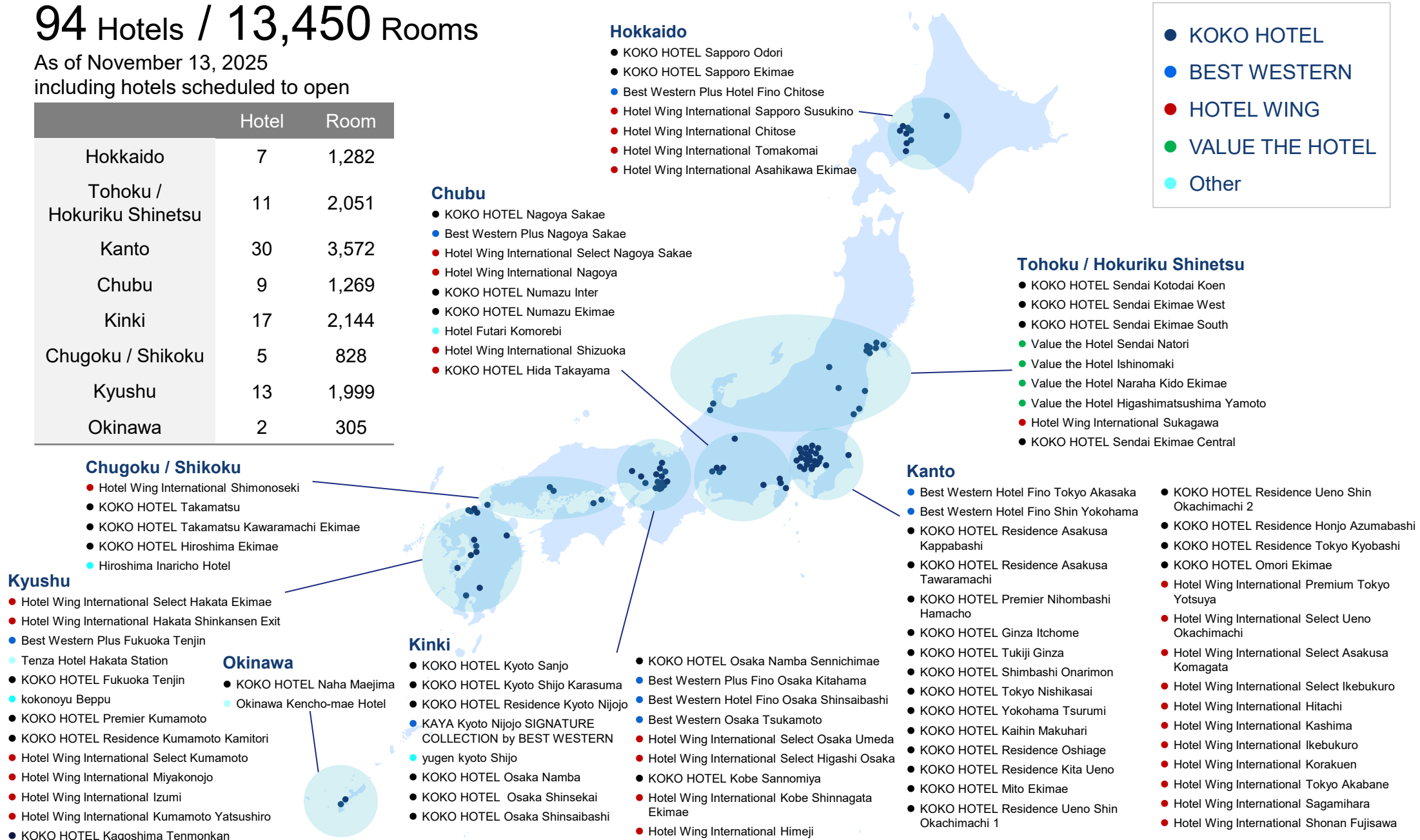
Contributes global accounting and tax expertise to the Board by supervising and advising on the execution of directors' duties.

Domestic Hotel Network

94 Hotels / 13,450 Rooms

As of November 13, 2025
including hotels scheduled to open

	Hotel	Room
Hokkaido	7	1,282
Tohoku / Hokuriku Shinetsu	11	2,051
Kanto	30	3,572
Chubu	9	1,269
Kinki	17	2,144
Chugoku / Shikoku	5	828
Kyushu	13	1,999
Okinawa	2	305



Domestic Hotels (1/2)

KO KO KOKO HOTEL

A limited-service hotel brand operating in major cities across Japan. With the theme “**Active stays to enjoy local experiences**,” it offers convenience, functionality, and comfort to meet the diverse needs of both business and leisure travelers.



KOKO HOTEL Tsukiji Ginza



KOKO HOTEL Tsukiji Ginza

KO KO KOKO HOTEL PREMIER

The upper-tier line of the KOKO HOTEL brand. With the theme “**A touch of indulgence to enrich your stay**”, it offers spacious rooms, heartfelt service, and carefully crafted dining experiences to make your journey more fulfilling.



KOKO HOTEL Premier Kanazawa



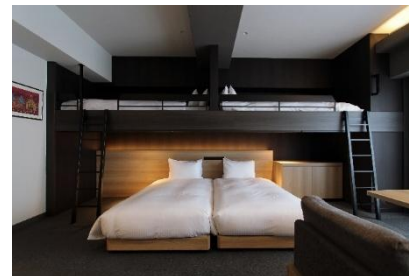
KOKO HOTEL Premier Kumamoto

KO KO KOKO HOTEL RESIDENCE

The apartment hotel under the KOKO HOTEL brand. With the theme “**Living stays that deepen connections**”, it serves as a base for creating special moments with family and friends. Spacious rooms and well-equipped facilities offer the comfort of feeling right at home.



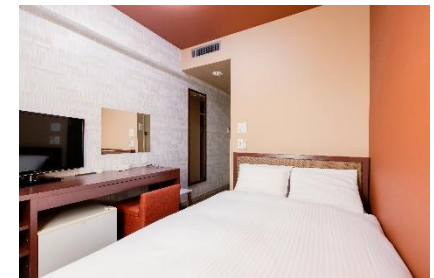
KOKO HOTEL Residence
Asakusa Kappabashi



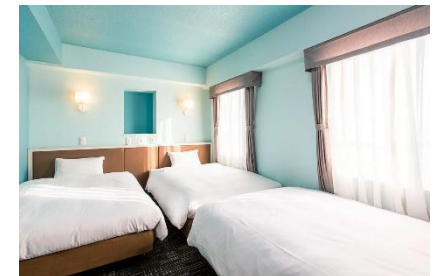
KOKO HOTEL Residence Kyoto Nijojo

KO KO KOKO STAY

A casual, lodging-focused version of the KOKO HOTEL brand. With the theme “**A comfortable stay to recharge for tomorrow**”, it offers warm service and practical facilities to restore energy. Guests can feel connected to the local community and enjoy the comfort that makes them want to return.



KOKO STAY Chitose



KOKO STAY Chitose

Domestic Hotels (2/2)



An American-born global hotel chain and one of the largest in the world, operating approximately 4,700 hotels worldwide. Polaris Holdings operates 10 hotels under this brand in Japan.



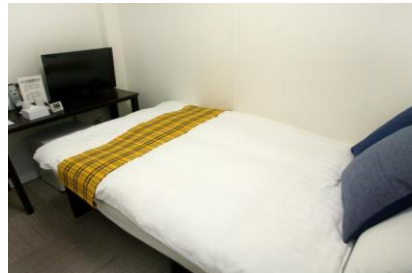
Best Western Plus Nagoya Sakae



Best Western Plus Fino Chitose



A limited-service hotel brand operating in the Tohoku region. Established to meet accommodation needs during post-earthquake recovery, contributing to local communities.



Value The Hotel Sendai Natori



Value The Hotel Higashi Matsushima Yamoto

Luxury

yugen
kyoto
shijo



KOMOREBI
ホテルふたり木もれ陽

A top-tier luxury hotel operated by Polaris. Featuring refined spaces and personalized service, it offers an exceptional and memorable stay experience.



yugen kyoto shijo: Signature Suite with Sauna



Hotel Futari Komorebi: Premium Suite

Domestic Limited-Service Hotels Ranking

Rank	Operator	Brand	Listing	No. of Hotels	No. of Rooms
1	Toyoko Inn	Toyoko Inn	Unlisted	355	78,144
2	APA	APA Hotel	Unlisted	326	73,113
3	Route Inn Japan	HOTEL ROUTE-INN	Unlisted	352	61,974
4	Mystays Hotel Management	MYSTAYS / FLEXSTAY INN / ART HOTEL	Unlisted	157	22,700
5	Kyoritsu Maintenance	Dormy Inn / Onyado Nono	Listed	136	21,157
6	Super Hotel	SUPER HOTEL	Unlisted	174	19,990
7	Greens	Comfort Hotel / Comfort Inn	Listed	118	16,692
8	Sotetsu Hotel Management	Sotetsu Fressa Inn / Hotel Sunroute	Unlisted	82	15,989
9	Daiwa House Realty Management	Daiwa Roynet Hotel	Unlisted	74	15,685
10	Polaris Holdings as of June 2025 incl. hotels to open	Best Western / KOKO HOTEL / Hotel Wing International Value The Hotel / Red Planet	Listed	105	15,487
11	Tokyu Hotels	Tokyu Hotels	Unlisted	70	14,135
12	Fujita Kanko	Hotel Gracery / Washington Hotel	Listed	49	11,853
13	Hospitality Operations	Smile Hotel	Unlisted	87	11,279
14	Hankyu Hanshin Hotels	remm / Daiichi Hotel	Unlisted	39	10,970
15	Live Max	HOTEL LIVEMAX	Unlisted	158	10,808
16	JR East Hotels	Hotel Metropolitan / JR-East Hotel Mets	Unlisted	62	10,248
17	Mitsui Fudosan Hotel Management	Mitsui Garden Hotel / The Celestin Hotels / sequence	Unlisted	40	10,062
18	Hotel Alpha One Jigyo Honsya	Hotel α-1	Unlisted	48	9,542
19	Washington Hotel	Washington Hotel Plaza / R&B Hotel	Listed	43	9,530
20	Solare Hotels & Resorts	Chisun Inn / Loisir Hotel	Unlisted	44	7,516

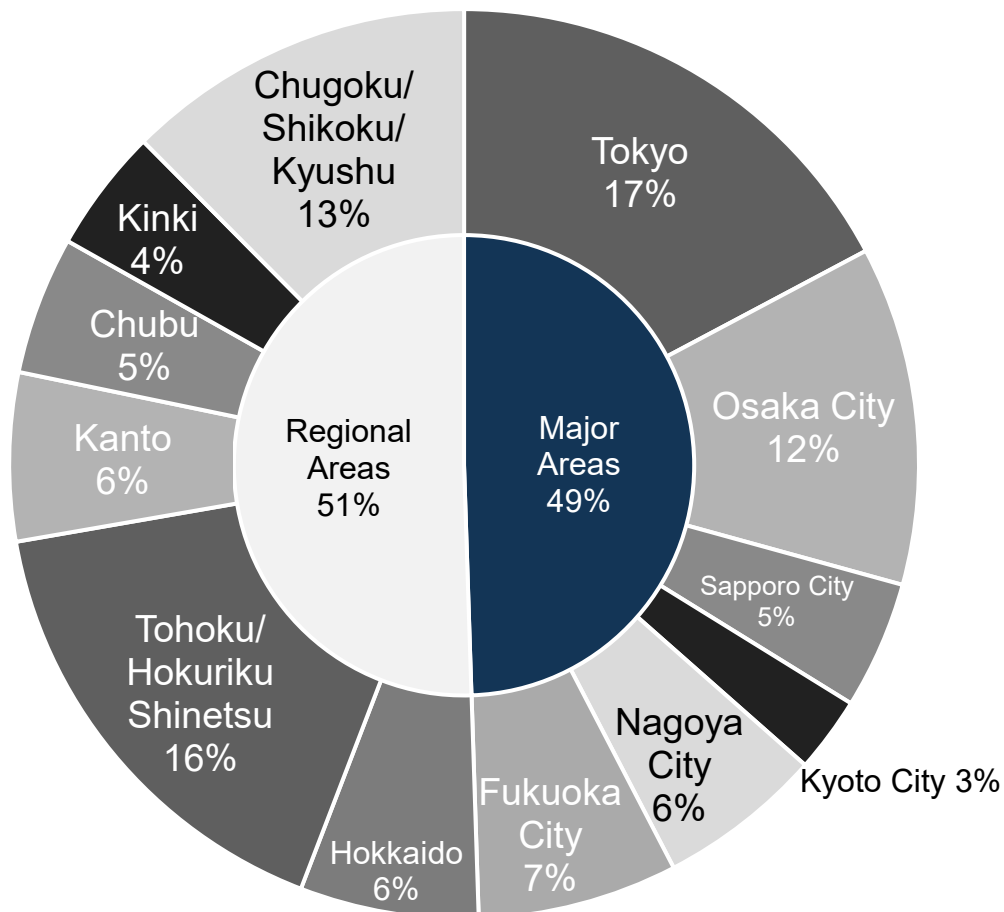
Notes:

1. Ranked by number of rooms operated. Only operators that primarily run limited-service hotels are listed.
2. Based on Monthly Hotel & Restaurant, May 2025 issue.
3. The Polaris numbers are as of the end of June 2025, including overseas hotels and those scheduled to open.

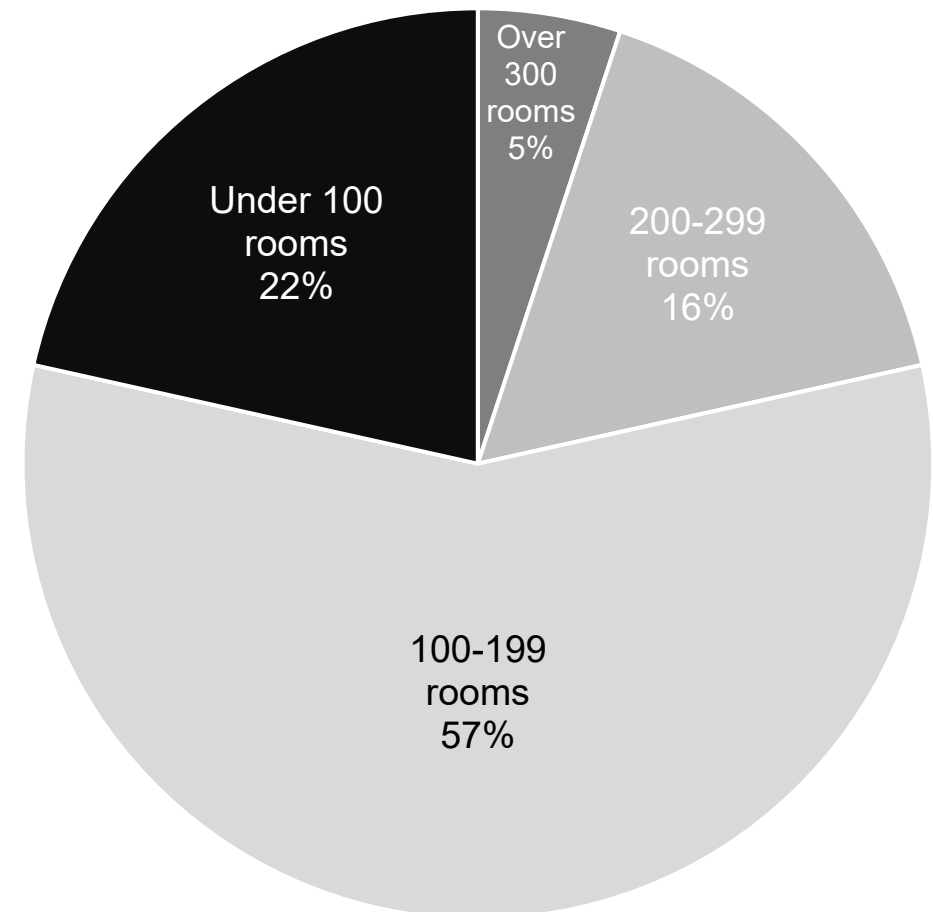
Portfolio Mix of Domestic Hotels under Management

Balanced presence across major areas and regional areas with strong inbound growth potential. Primarily operates hotels with 100 - 200 rooms, enabling flexibility to meet diverse needs.

Domestic Hotel Room Share by Area
Sep 2025



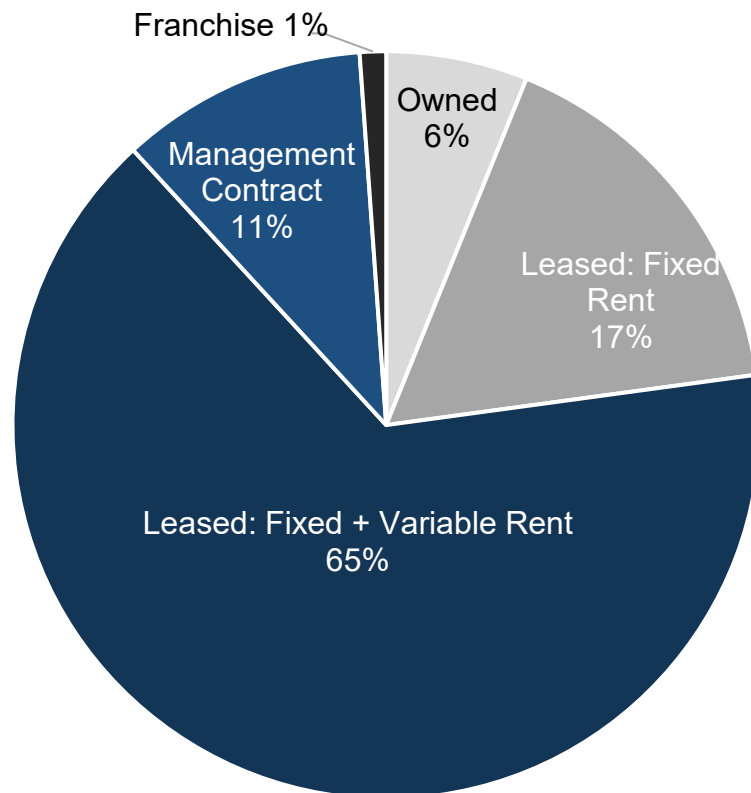
Domestic Hotel Share by Room Count
Sep 2025



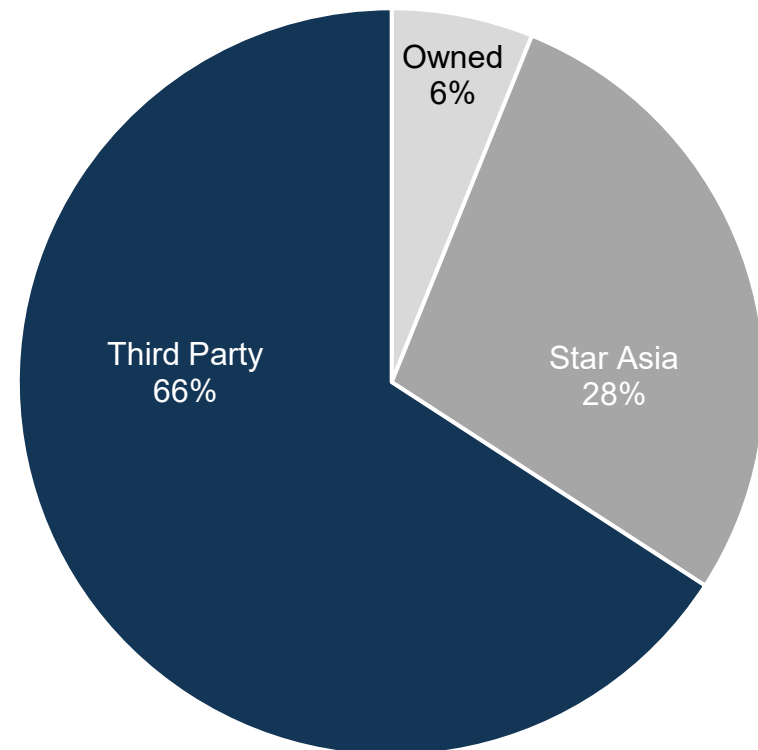
Portfolio Mix of Domestic Hotels under Management

Capturing growth with a downside-resilient portfolio, while relationships with diverse owners create new opening opportunities.

Domestic Hotel Room Share by Contract Type
Sep 2025



Domestic Hotel Room Share by Owner Type
Sep 2025



Awards Received by Hotels since 2023

Booking.com

Traveller Review Awards 2024

An annual award program conducted by Booking.com. Receiving this award serves as a mark of trust, demonstrating high customer satisfaction and contributing to positive recognition from travellers worldwide.

Traveller Review Award 2025

- KOKO HOTEL Shimbashi Onarimon
- HWI Ikebukuro
- HWI Select Nagoya Sakae
- RED PLANET CUBAO AURORA BOULEVARD
- RED PLANET QUEZON TIMOG

Traveller Review Award 2024

- HWI Premium Tokyo Yotsuya and 22 other hotels

Traveller Review Award 2023

- HWI Premium Tokyo Yotsuya and other 20 hotels

※HWI: Hotel Wing International

Tripadvisor Travelers' Choice Awards



Thanks for your support!

The Travelers' Choice Award is an international recognition by TripAdvisor, granted to properties highly rated by travellers worldwide. Among millions of listed properties, it honours those that deliver exceptional service and hospitality.

2024 Travelers' Choice Award: 6 hotels
2023 Travelers' Choice Award: 5 hotels

The Rakuten Travel Award is presented to hotels listed on Rakuten Travel, selected based on a comprehensive evaluation of service quality, popularity, guest satisfaction, and booking performance.



2024 Silver Award 1 hotel
2023 Bronze Award 1 hotel



The CUSTOMER REVIEW AWARD is presented by the hotel booking site "Agoda" to properties that receive user review scores of 8.0 or higher.
CUSTOMER REVIEW AWARD 2024: 30 hotels
CUSTOMER REVIEW AWARD 2023: 9 hotels



2023

GOLD CIRCLE

AWARD WINNER

KOKO HOTEL Premier Kanazawa Korinbo

The Agoda GOLD CIRCLE AWARD is awarded to properties that demonstrate flexible and prompt inventory management, attractive pricing, and refined services to enhance customer satisfaction.

Agoda GOLD CIRCLE AWARD 2024: 7 hotels

Agoda GOLD CIRCLE AWARD 2023: 8 hotels

Other Prizes

- JALPAK Sales Prize (BEST PLANNING) 2023 1 hotel
- Jalan OF THE YEAR — Best Communication Award 2023 1 hotel
- RED PLANET HOTELS (Chain award)
 - Klook PARTNER AWARDS 2025 Rising Star Award
 - Top Producing Chain 2025 (Trip.com Group)
 - MOST ENGAGED CHAIN 2024 (Trip.com Group)
- KAYAK Top-rated Stay 2025 1 hotel
- KAYAK Travel Awards 2025 1 hotel
- KAYAK Travel Awards 2024 5 hotel
- KAYAK Travel Awards 2023 2 hotel

Overseas Hotels (Philippines)

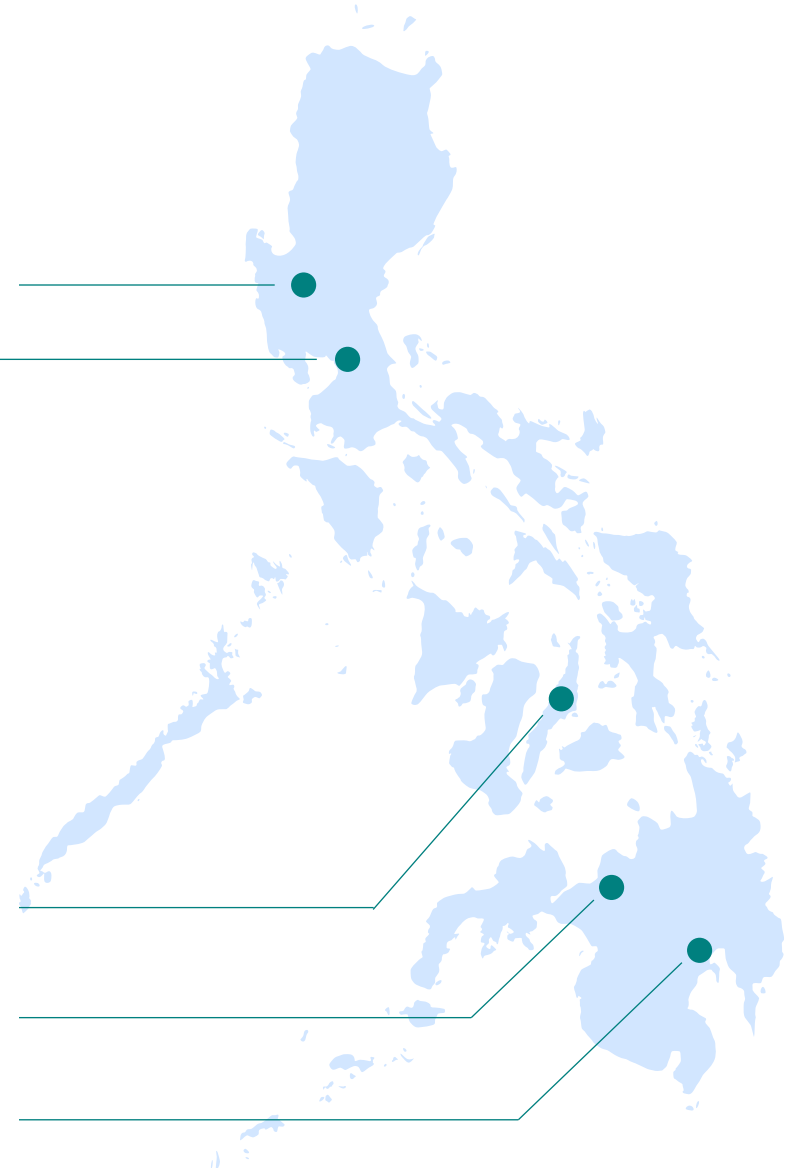
Red Planet Hotels operate and own 14 hotels in the Philippines, making them the second-largest limited-service hotel chain in the country by number of properties.

14 Hotels / 2,453 Rooms

As of November 13, 2025



● Red Planet Angeles City	165
● Red Planet Manila Ortigas	182
● Red Planet Cubao Aurora Boulevard	167
● Red Planet Manila Aseana City	200
● Red Planet Manila Amorsolo	189
● Red Planet Manila Mabini	167
● Red Planet Manila Bay	150
● Red Planet Manila Binondo	171
● Red Planet Manila Makati	213
● Red Planet Quezon Timog	140
● Red Planet BGC The Fort	245
● Red Planet Cebu	150
● Red Planet Cagayan de Oro	159
● Red Planet Davao	155



HR Strategy - People as the Core of Brand Creation

- ✓ “A company that secures diverse talent, enables people to stay, grow and continue to thrive” is regarded as the true source of sustainable profit growth and differentiated customer experiences.
- ✓ People are positioned as the greatest asset, with human resources strategy placed at the core of management, strategically strengthening the virtuous cycle of “Retention”, “Development” and “Empowerment.”

Securing Diverse Talent

- ✓ Support employment of foreign nationals and international students to secure global talent
- ✓ Utilize internal resources effectively through in-house recruitment and personnel transfers for new openings

Creating a Workplace that Enhances Retention

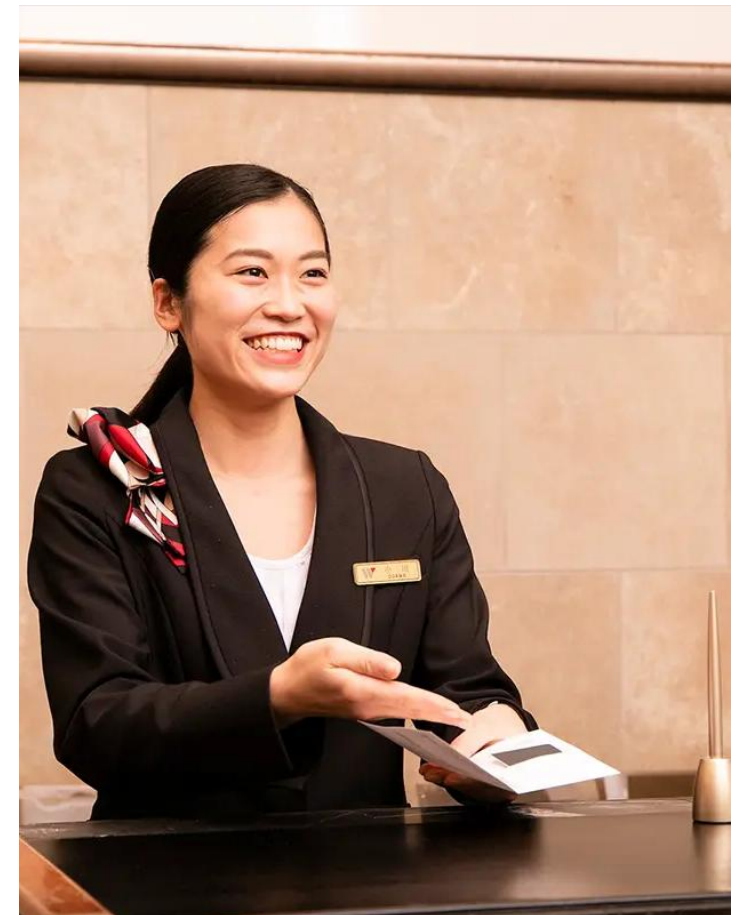
- ✓ Promote flexible workstyles and health management
- ✓ Conduct regular engagement surveys and implement improvement actions

Training and Career Development

- ✓ Structured programs including tier-based training, on-the-job training (OJT) and mentoring system
- ✓ Career declaration framework and planned development of next-generation leaders

Fostering a Culture of Continuous Empowerment

- ✓ Cultivate a culture that values individual uniqueness and mutual trust
- ✓ Enhance customer-oriented services through diverse talent

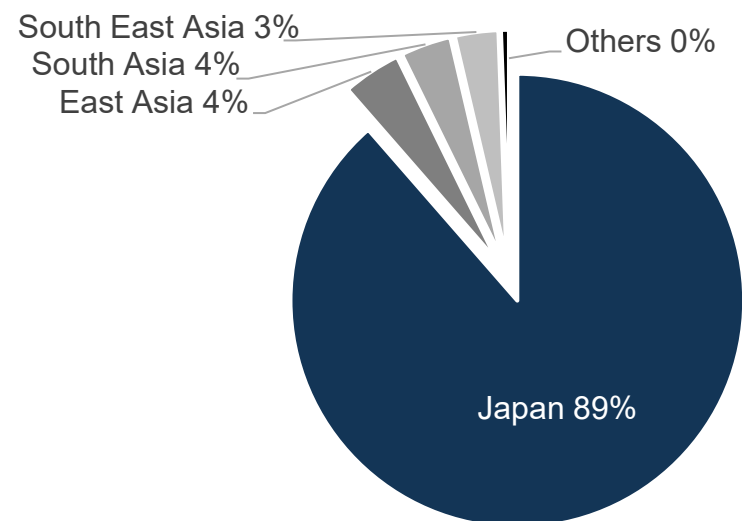


Employee Information

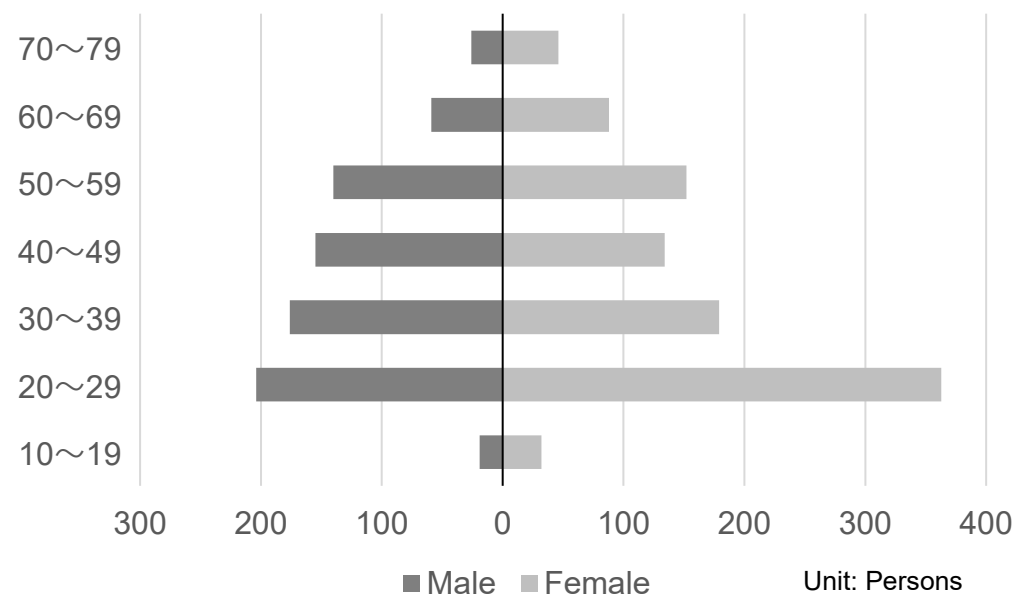
Employee Information as the end of September 2025

Number of Employees (Japan only)	1,778 employees Full-time: 996 Part-time and temporary: 782
Gender Ratio	Male 44% / Female 56%
Average Age	39.8

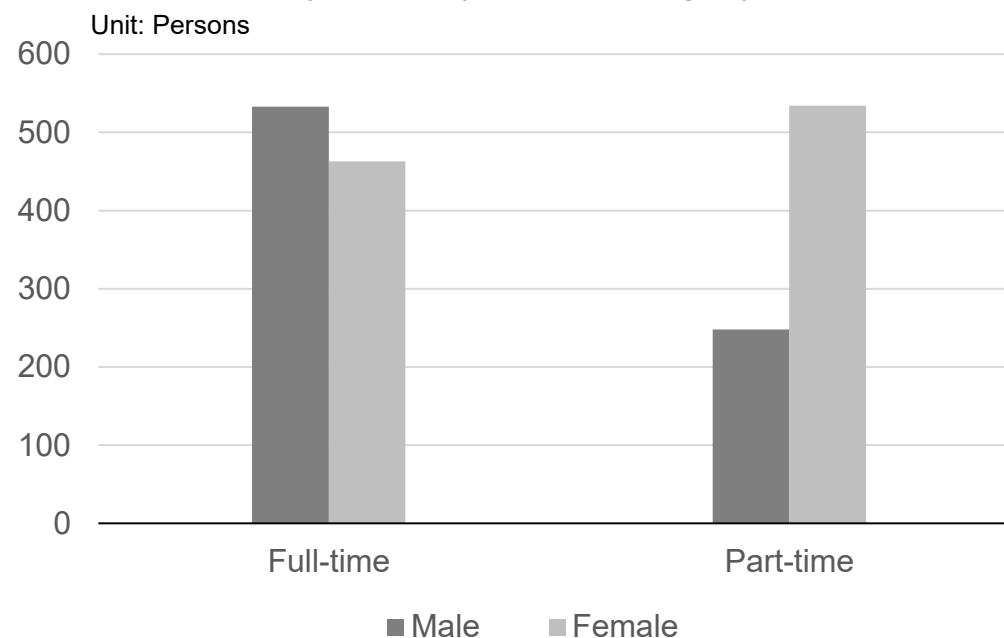
Nationality



Gender Distribution by Age



Gender Ratio by Employment Category



ESG / Local Collaboration Initiatives

We believe that sound management that coexists and grows together with the environment and local communities contributes to long-term corporate value. With this belief, we are committed to enhancing sustainability through our efforts in ESG (Environmental, Social and Governance).

Garlic harvesting in Sukagawa City, Fukushima Prefecture



“Mirai no Ki” Project



Collaboration with Sukagawa, Fukushima since 2022

- ✓ Utilizing abandoned farmland by cultivating garlic
 - ✓ Harvested garlic is used and served in our hotel restaurant
- Tree-planting in Fuefuki, Yamanashi
- ✓ Conducted as part of the “Mirai no Ki (Future Tree)” Project.
 - ✓ Supports environmental conservation and community engagement

Amenity Bar

- ✓ Guests take only what they need, helping reduce waste.

Amenity Bar



Recycled Cup



Kanazawa Mizuhiki (Traditional Decorative Cord)

- ✓ Mizuhiki, a traditional craft from Kanazawa.
 - ✓ Items made at local support facilities are sold at the front desk.
- “Mottainai Cup” (Recycled Coffee Grounds Cup)
- ✓ Cups made using coffee grounds generated at the hotel.
 - ✓ Reduces CO₂ emissions by decreasing the use of disposable paper cups.

Local Sake Tasting

- ✓ Increases awareness of Hyogo's local sake.
- ✓ Supports local breweries and sake retailers.

Kanazawa Mizuhiki

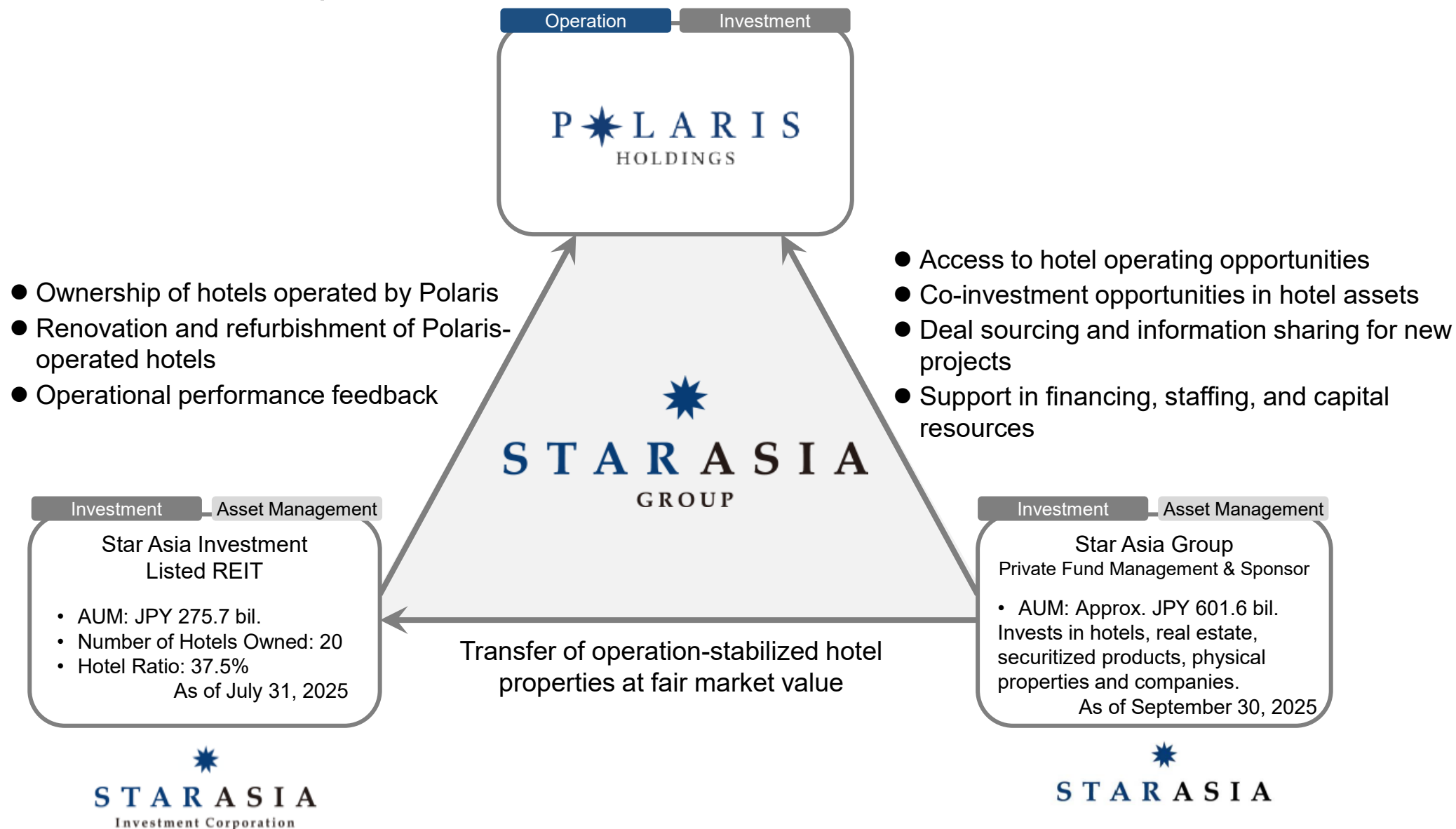


Local Sake Tasting



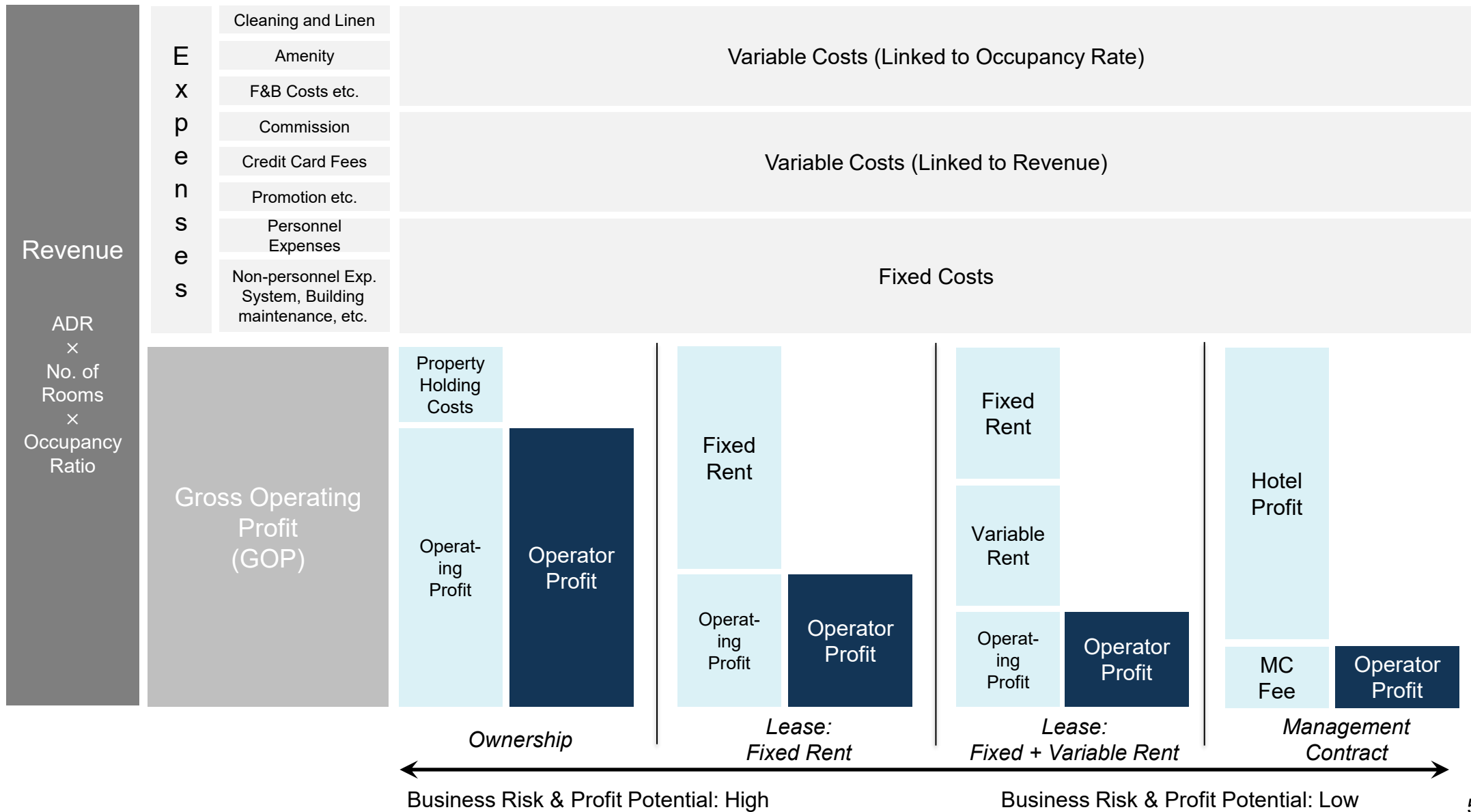
Partnership with Star Asia Group

Polaris accelerates growth by leveraging the strong credit profile of the listed REIT and the agility of the Star Asia Group, which manages assets for sophisticated institutional investors from Europe and the U.S.



Hotel Profit Structure

Hotel operating expenses are broadly categorized into variable and fixed costs, and depending on the management contract structure, the profit and risk sharing between the property owner and the operator vary.



Sensitivity Analysis of Hotel Operating Profit

A 5% change in ADR across the entire portfolio results in a 12.4% change in operating profit.
Sensitivity ranking:

Owned/Leased (Fixed Rent) > Leased (Fixed + Variable Rent) > Management Contract

By focusing on medium-risk, medium-return leases (fixed + variable rent), the portfolio is designed to remain resilient to both upside and downside market conditions.

Profit Structure and Operating Profit Sensitivity by Contract Type (Oct 2024 – Sep 2025)

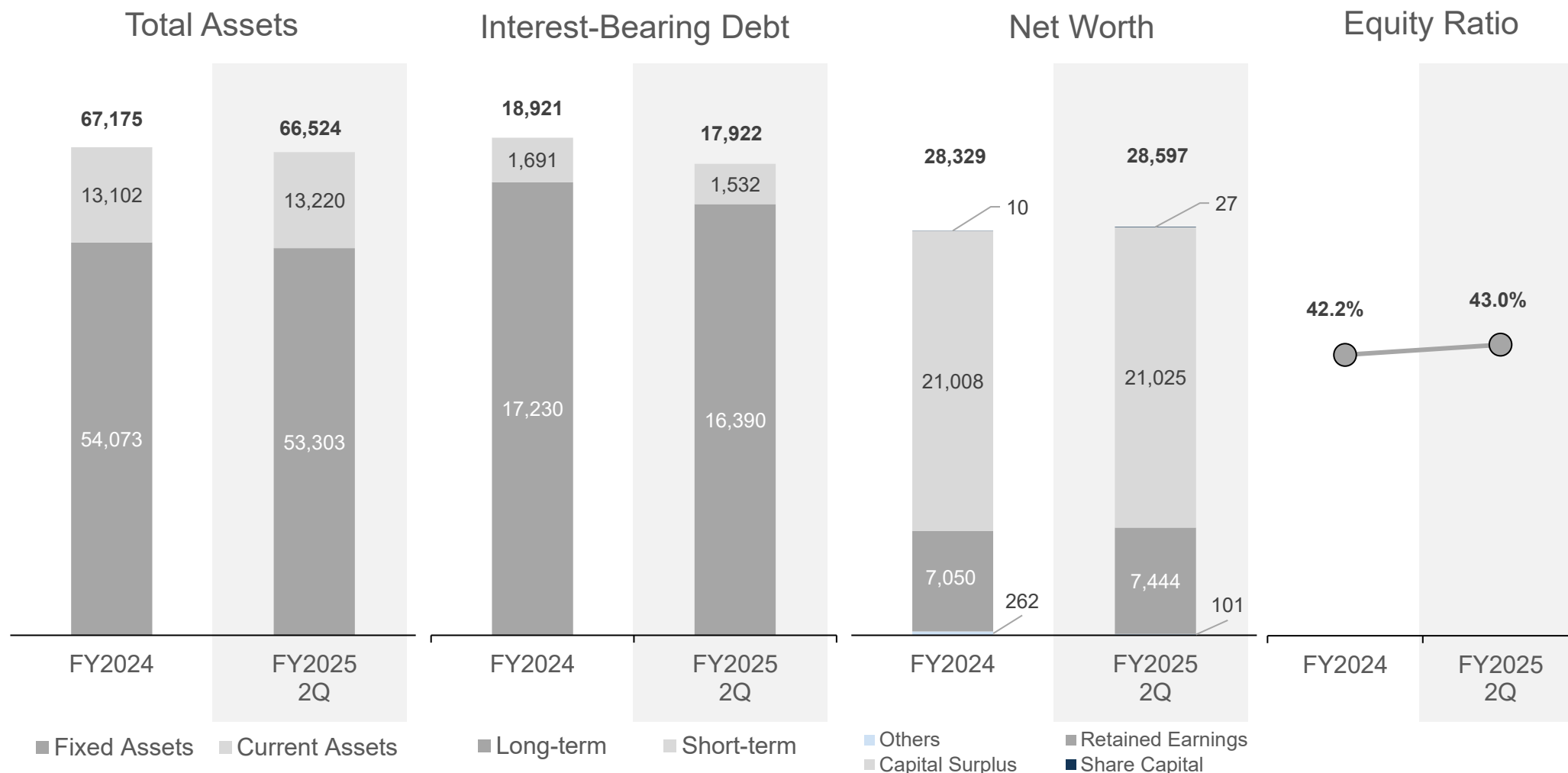
Unit: JPY million	Owned and Leased: Fixed Rent	Leased: Fixed + Variable Rent	Management Contract	Domestic Total	Overseas: Owned	Grand Total
Number of Hotels as of Sep 2025	17	50	11	78	14	92
Number of Guest Rooms as of Sep 2025	2,690	7,678	1,242	11,610	2,453	14,063
Occupancy Ratio	74.7%	88.8%	87.0%	85.2%	68.8%	82.2%
ADR (JPY)	11,602	12,127	15,505	12,308	4,384	11,098
RevPAR (JPY)	8,673	10,772	13,495	10,490	3,018	9,127
Revenue	9,243	31,501	4,952	45,695	2,863	48,558
Operating Profit	2,461	4,348	286	7,094	590	7,684
Composition	32.0%	56.6%	3.7%	92.3%	7.7%	100.0%
Operating Profit / Revenue	26.6%	13.8%	5.8%	15.5%	20.6%	15.8%
Change in Operating Profit with a 5% Change in ADR	353	470	6	829	120	950
Operating Profit Sensitivity to a 5% Change in ADR	14.4%	10.8%	2.1%	11.7%	20.4%	12.4%

1. Based on hotel performance over the past 12 months, assuming a constant occupancy rate, the change in operating profit amount and rate was estimated for a 5% change in ADR.
2. Franchise hotels operated under our brand were excluded from this analysis.
3. Figures for overseas hotels (Red Planet) reflect results for the Oct 2024 - Sep 2025 period and are converted using the average exchange rate during that period: PHP 1 = JPY 2.63.
4. Revenue and operating profit figures represent the sum of internal managerial accounting figures for each operated hotel and do not reflect adjustments required under financial accounting standards (e.g., goodwill amortization, lease accounting and revenue adjustments for hotels under management contract). Head office expenses are also not included.
5. For hotels under management contract, a portion of the revenue and expenses belongs to the property owner. Operating profit figures represent the profit attributable to Polaris Holdings.
6. Revenue includes food and beverage sales as well as other revenues.
7. This estimation is based on assumptions deemed reasonable by the Company and does not guarantee actual outcomes or profit sensitivity.

Fiscal Status of the 1st Half of FY2025

Strong operational performance continues to enhance the financial situation with interest-bearing debt decreasing, net worth up and the equity ratio rising to 43%.

Unit: JPY million



Notes

1. Excluding lease liabilities
2. Maturity of long-term debt exceeds one year

Goodwill Amortization

Recorded goodwill as an intangible fixed asset following the acquisition of Minacia's shares.

- Recognized JPY 26.1 billion as the difference between Minacia's net asset book value at the time of acquisition and the share exchange consideration (cash and newly issued shares).
- Goodwill amortization of JPY 1.3 billion per year (JPY 330 million per quarter) is recorded under selling, general and administrative expenses.
- As the goodwill amortization does not involve cash outflow, it has no negative impact on cash flow.
- At Polaris Holdings, operating profit and net income are recognized using figures before goodwill amortization as key management indicators.

P * L A R I S
HOLDINGS

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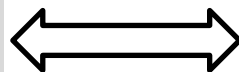


Minacia
Balance Sheet
at Acquisition

Assets	Liabilities
	Net Asset

Polaris
Acquisition Consideration

Cash JPY 5 billion
New Shares 105,820,691 shares



Difference
= Goodwill

Goodwill **JPY 26.1 billion**

Outstanding Balance as of Sep 30, 2025: JPY 25.1 billion

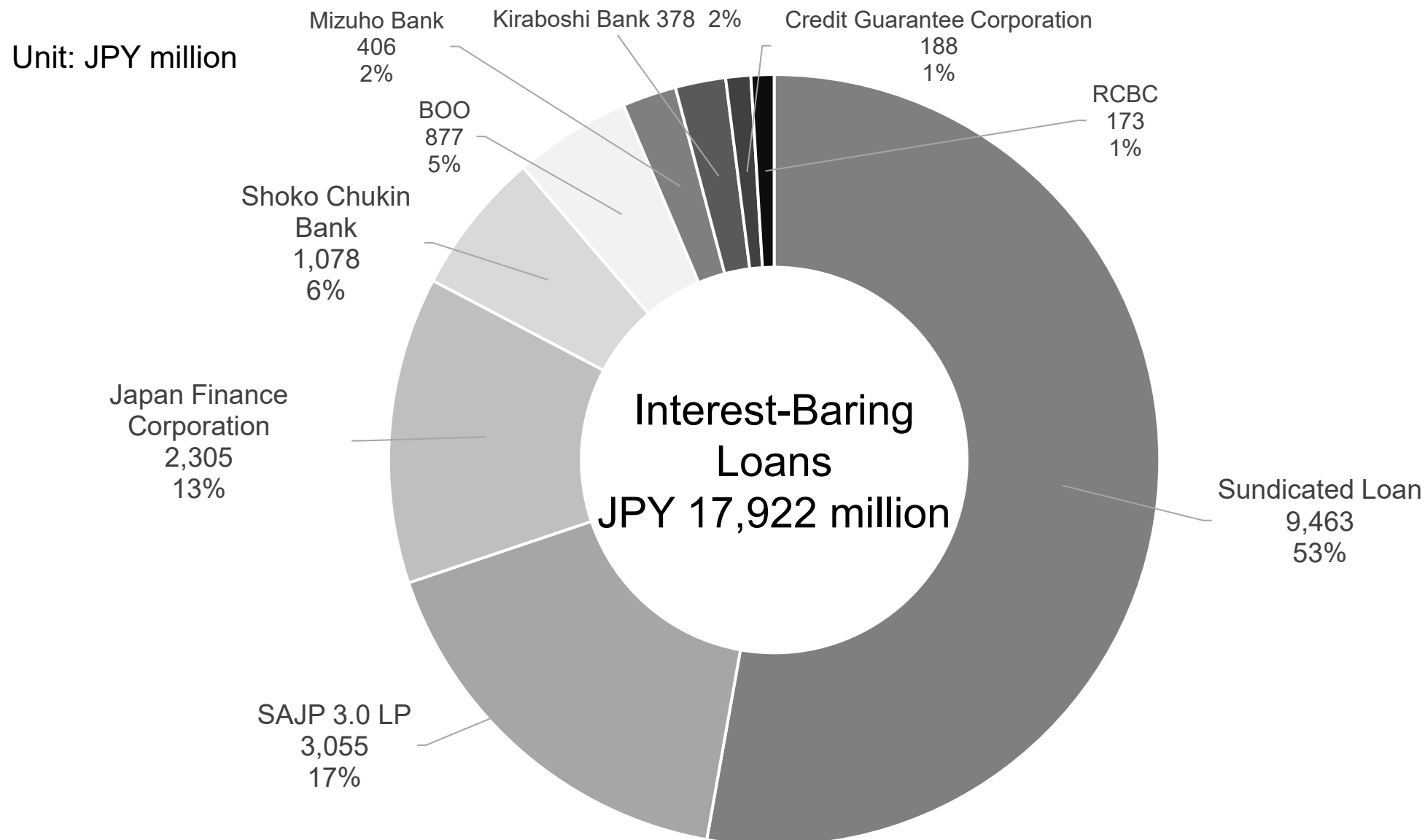
Annual Amortization **JPY 1.3 billion**
JPY 330 million per quarter

Amortization Period **20 years**

FY2025 First Half Consolidated Balance Sheet

Unit: JPY Thousand	Previous FY March 31, 2025	Current Half Sep 30, 2025	Difference		Previous FY Mar 31, 2025	Current Half Sep 30, 2025	Difference
Assets				Liabilities			
Current Assets				Current Liabilities			
Cash and Cash Equivalents	7,514,013	7,424,005	-90,008	Accounts Payable	486,270	354,022	-132,248
Accounts Receivable	3,815,875	3,996,506	180,631	Long-term Borrowings Due Within 1 Year	1,690,887	1,532,140	-158,747
Raw Materials and Supplies	211,570	200,971	-10,599	Accounts Payable – Other	2,804,949	2,862,200	57,251
Other Current Assets	1,573,771	1,604,345	30,574	Accrued Corporate Taxes, etc.	84,745	61,810	-22,935
Allowance for Doubtful Accounts	-13,402	-5,716	7,686	Provision for shareholder benefit program	-	12,150	12,150
Total Current Assets	13,101,826	13,220,112	118,286	Provision for Bonuses	109,223	74,740	-34,483
Fixed Assets				Other Current Liabilities	3,053,179	3,120,727	67,548
Tangible Assets				Total Current Liabilities	8,229,253	8,017,790	-211,463
Buildings and Structures	10,806,124	10,031,896	-774,228	Non-current Liabilities			
Land	510,860	494,677	-16,183	Long-term Borrowings	15,429,788	14,589,850	-839,938
Lease Assets	7,735,138	7,424,677	-310,461	Subordinated Loans	1,800,000	1,800,000	0
Right-of-Use Assets	2,026,457	2,676,950	650,493	Lease Liabilities	12,155,112	12,606,971	451,859
Construction in Progress	45,810	59,361	13,551	Retirement Benefit Liabilities	53,022	51,951	-1,071
Others Tangible Assets	688,300	621,143	-67,157	Asset Retirement Obligations	227,677	227,677	0
Total Tangible Assets	21,812,688	21,308,704	-503,984	Other Non-current Liabilities	950,542	632,680	-317,862
Intangible Assets				Total Non-current Liabilities	30,616,141	29,909,129	-707,012
Goodwill	25,750,263	25,098,357	-651,906	Total Liabilities	38,845,394	37,926,918	-918,476
Other Intangible Assets	86,190	76,924	-9,266	Net Worth			
Total Intangible Assets	25,836,453	25,175,281	-661,172	Share Capital	10,000	26,640	16,640
Investments and Other Assets				Capital Surplus	21,007,884	21,024,524	16,640
Investment Securities	2,415	512,004	509,589	Retained Earnings	7,049,615	7,444,379	394,764
Security Deposits	2,543,431	2,617,697	74,266	Treasury Stock	-2,992	-3,009	-17
Others	3,878,002	3,689,703	-188,299	Total Shareholders' Equity	28,064,507	28,492,534	428,027
Total Investments and Other Assets	6,423,848	6,819,404	395,556	Accumulated Other Comprehensive Income	264,914	104,049	-160,865
Total Fixed Assets	54,072,989	53,303,389	-769,600	Total Net Worth	28,329,421	28,596,583	267,162
Total Assets	67,174,815	66,523,501	-651,314	Total Liabilities and Net Worth	67,174,815	66,523,501	-651,314

Borrowing Status



Note: The syndicated loan is provided through a cooperative financing arrangement by seven banks, with Mizuho Bank, Ltd. serving as the arranger. The participating banks are Sumitomo Mitsui Banking Corporation, Kiraboshi Bank, Ltd., Sumitomo Mitsui Trust Bank, Limited, SBI Shinsei Bank, Limited, The Chiba Bank, Ltd., and The Eighteen Shinya Bank, Ltd.

Five-Year Financial Data

		FY2020	FY2021	FY2022	FY2023	FY2024
Revenue	JPY thousand	2,971,588	3,712,127	7,017,664	22,545,288	27,881,446
Ordinary Profit	JPY thousand	-1,684,631	-1,623,142	-215,243	2,608,746	1,893,262
Net Income attributable to Owners of the Parent	JPY thousand	-2,101,153	-1,829,816	534,189	3,297,199	2,610,672
Comprehensive Income	JPY thousand	-2,101,092	-1,829,815	534,190	3,361,789	2,810,851
Net Worth	JPY thousand	-784,433	192,600	2,910,571	6,884,782	28,329,421
Total Assets	JPY thousand	4,996,853	12,035,678	24,653,218	23,208,107	67,174,815
Net Worth per Share (BPS)	JPY	-13.35	1.99	24.83	55.46	121.19
Earnings per Share (EPS)	JPY	-37.83	-25.98	4.98	26.86	16.90
Diluted Earnings per Share (Diluted EPS)	JPY	—	—	4.91	26.44	16.83
Equity Ratio	%	-15.8	1.5	11.8	29.7	42.2
Return on Equity (ROE)	%	—	—	34.6	67.4	14.8
Cash Flows from Operating Activities	JPY thousand	-1,509,540	-7,818,785	-109,963	7,739,499	4,285,318
Cash Flows from Investing Activities	JPY thousand	-650,867	-415,301	-728,200	-1,659,113	-3,876,064
Cash Flows from Financing Activities	JPY thousand	2,946,137	8,798,969	2,185,003	-6,943,207	4,043,345
Cash and Cash Equivalents at End of Period	JPY thousand	1,659,505	2,224,386	3,571,227	2,723,271	7,195,869
Number of Employees [of which, Average Number of Temporary Employees]	persons	191 [216]	171 [219]	358 [163]	486 [201]	1,109 [686]

Notes (Domestic Hotel KPIs)

1. As of April 2024, the data covers hotels that had commenced operations and continued to operate as of June 30, 2025. Figures for the previous fiscal year include data from hotels operated by Minacia Co., Ltd., which became a consolidated subsidiary in the fiscal year ending March 2025. Four “Value The Hotel” properties, operated primarily as social contribution hotels supporting recovery from the Great East Japan Earthquake, are excluded.
2. Occupancy Rate: Number of rooms sold during the period divided by number of rooms available during the same period.
3. ADR (Average Daily Rate): Total room revenue during the period (including service charges) divided by number of rooms sold during the same period.
4. RevPAR (Revenue Per Available Room): Total room revenue during the period divided by number of rooms available during the same period.
5. Inbound Ratio: Proportion of total guest nights accounted for by foreign guests during the period.
6. Occupancy rate, inbound ratio, ADR and RevPAR are rounded to the nearest decimal place.
7. The number of aggregated hotels in each area is shown in parentheses after the area name.
8. The figures and information above have not been audited and accuracy and completeness are not guaranteed; they are subject to revision.

This document is provided for the purpose of sharing information on the financial results for the first quarter of the fiscal year (FY2025) ending March 31, 2026, and is not intended as a solicitation to invest.

The forward-looking statements, strategies and other projections contained herein are based on information reasonably available to Polaris and on assumptions deemed reasonable at the time of preparation.

Actual results may differ materially from those expressed or implied due to unforeseen circumstances or events beyond the scope of ordinary prediction.

While Polaris strives to disclose information it considers important to investors in a proactive manner, potential risks and uncertainties exist in the forward-looking statements and strategies described herein. We therefore caution against placing undue reliance solely on this information.

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