

# New Hotel Openings: Strategic Update

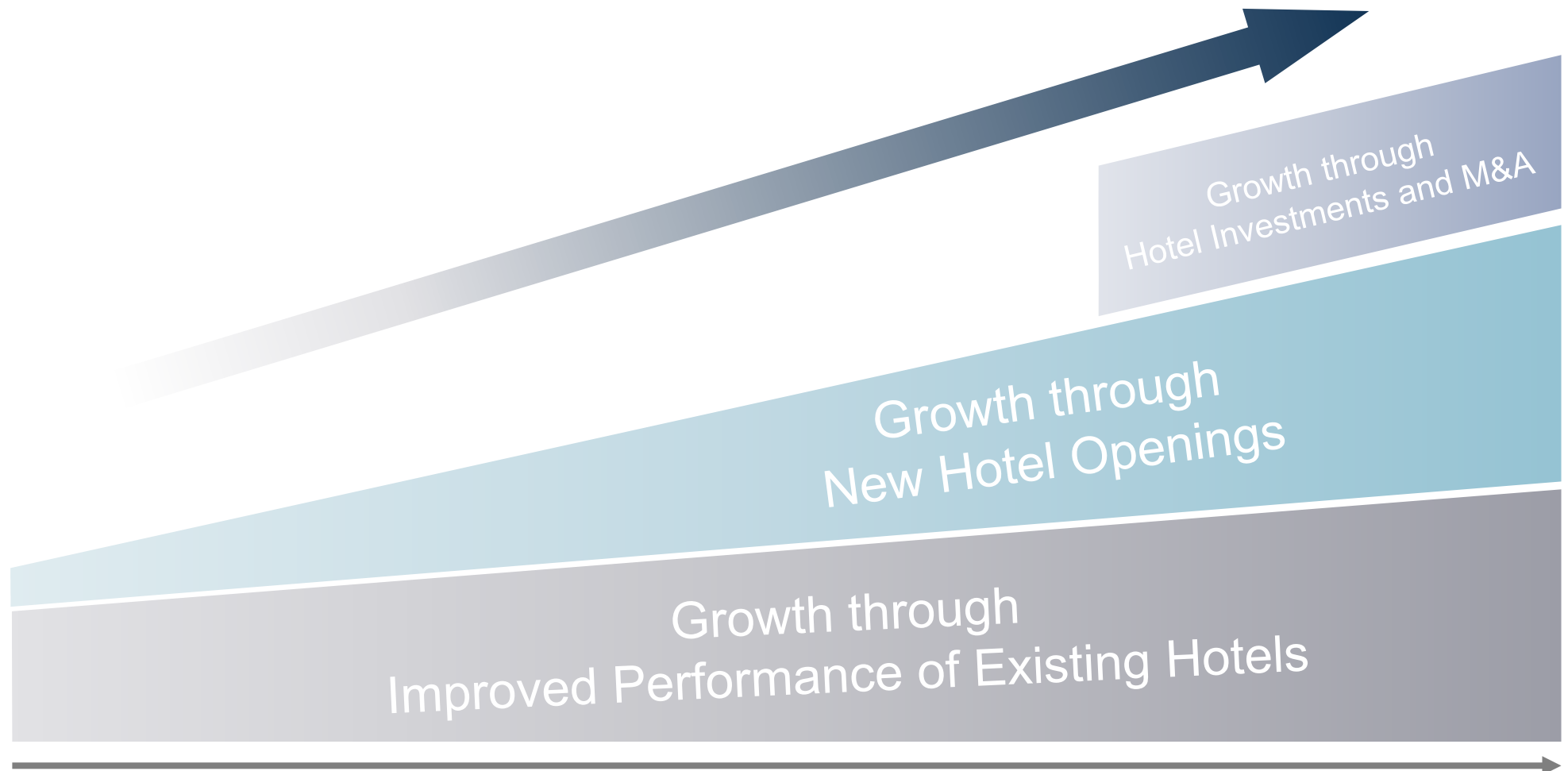
December 26, 2026

**POLARIS HOLDINGS CO., LTD.**  
JAPANESE SECURITIES CODE 3010



# Polaris is Focused on New Openings to Drive Growth

We focus on **expanding our operating platform through new openings to drive stable and sustainable profit growth**, independent of external market conditions.



# Upcoming Hotel Openings (FY2026 and Beyond)

Including the Nara Sanjo-cho Hotel (138 rooms) announced in December 2025,  
our current pipeline totals **17 hotels** and **1,923 rooms\***.

FY	Opening Date	No.	Hotel Name (Tentative)	Location	Keys	Scheme	Contract	Rent Type	Hotel Type
2026	May 2026	1	KOKO HOTEL Sendai Sta. Central	Miyagi	117	Newly Built	Lease	Fixed + Variable	Limited Service
	Jun 2026	2	KOKO HOTEL Premier Tokyo Bay Makuhari	Chiba	301	Newly Built	MC	-	Limited Service
	Jul 2026	3	KOKO HOTEL Residence Oshiage	Tokyo	25	Newly Built	Lease	Fixed + Variable	Apartment Hotel
	Feb 2027	4	KOKO HOTEL Residence Kita Ueno	Tokyo	39	Newly Built	MC	-	Apartment Hotel
	Mar 2027	5	KOKO HOTEL Naha Maejima	Okinawa	132	Newly Built	Lease	Fixed + Variable	Limited Service
2027	Jun 2027	6	KOKO HOTEL Residence Kumamoto Kamitori-cho	Kumamoto	29	Newly Built	MC	-	Apartment Hotel
	Jul 2027	7	kokonoyu Beppu	Ohita	150	Newly Built	Lease	Variable	Hot Spring Hotel
	Sep 2027	8	KOKO HOTEL Mito Station	Ibaraki	136	Newly Built	Lease	Fixed + Variable	Limited Service
	Oct 2027	9	KOKO HOTEL Residence Ueno Shin Okachimachi 1	Tokyo	52	Newly Built	Lease	Fixed + Variable	Apartment Hotel
	Dec 2027	10	KOKO HOTEL Residence Tokyo Kyobashi	Tokyo	36	Newly Built	Lease	Fixed + Variable	Apartment Hotel
	Feb 2028	11	KOKO HOTEL Residence Ueno Shin Okachimachi 2	Tokyo	52	Newly Built	MC		Apartment Hotel
	Mar 2028	12	KOKO HOTEL Residence Honjo Azumabashi	Tokyo	45	Newly Built	Lease	Fixed + Variable	Apartment Hotel
2028	<b>Spring 2028</b>	<b>13</b>	<b>Nara Sanjo-cho Hotel (New Brand Planned)</b>	<b>Nara</b>	<b>138</b>	<b>Newly Built</b>	<b>Lease</b>	<b>Variable</b>	<b>Lifestyle Hotel</b>
	Aug 2028	14	Okinawa Kencho-mae Hotel (Planned New Brand)	Okinawa	173	Newly Built	Lease	Fixed + Variable	Limited Service
	Sep 2028	15	KOKO HOTEL Takamatsu Kawaramachi Station	Kagawa	165	Newly Built	Lease	Fixed + Variable	Limited Service
	Nov 2028	16	KOKO HOTEL Omori Station	Tokyo	153	Newly Built	Lease	Fixed + Variable	Limited Service
2029	Apr 2029	17	Hiroshima Inaricho Hotel (Planned New Brand)	Hiroshima	180	Newly Built	Lease	Fixed + Variable	Lifestyle Hotel
Total					1,923				

Note: 1.This list includes only hotels with executed and disclosed contracts and excludes projects currently under negotiation or consideration.  
2.The above information is as of December 26, 2025 and is subject to change.

# Hotel Openings: Pace of Growth Is Accelerating

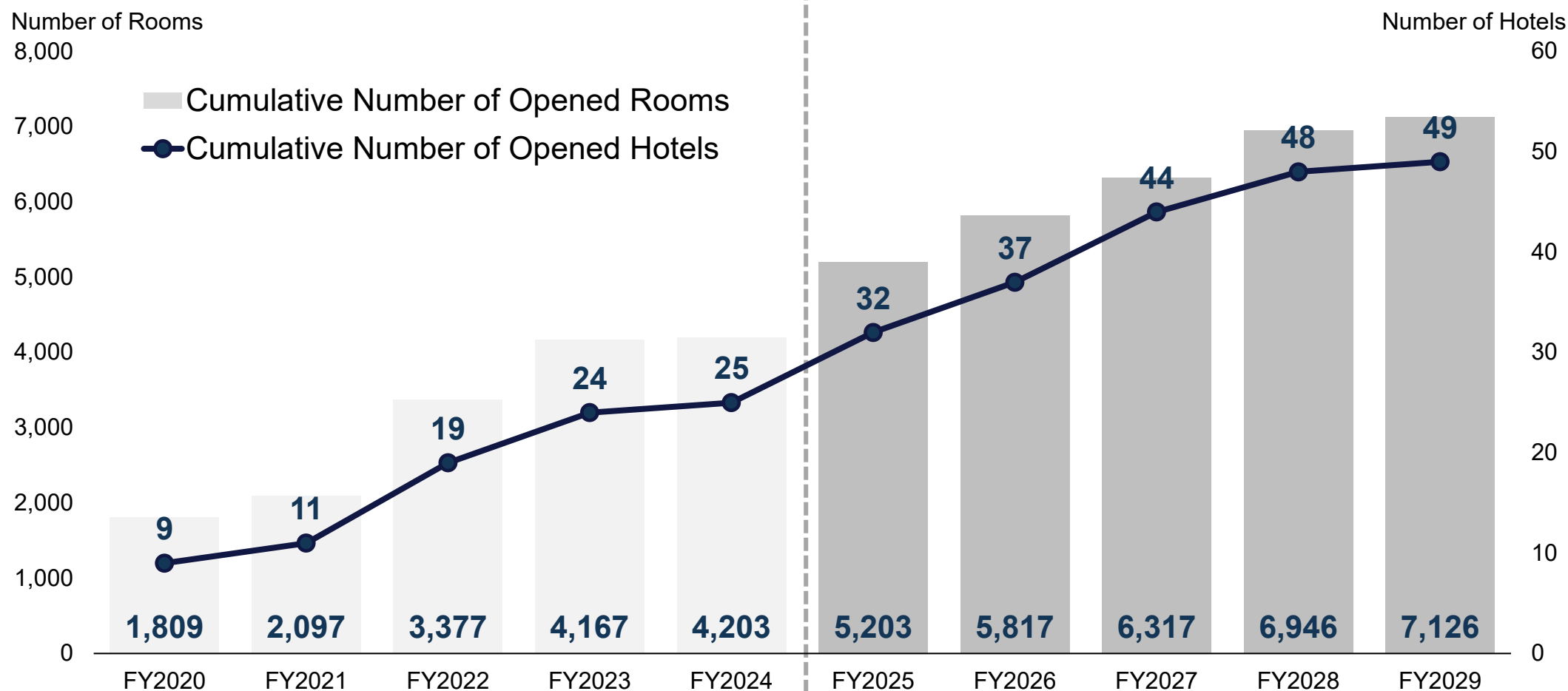
Past 5 Years:

**25** hotels / **4,203** rooms opened<sup>\*1</sup>

Next 5 years:

**24** hotels / **2,923** rooms planned<sup>\*2</sup>

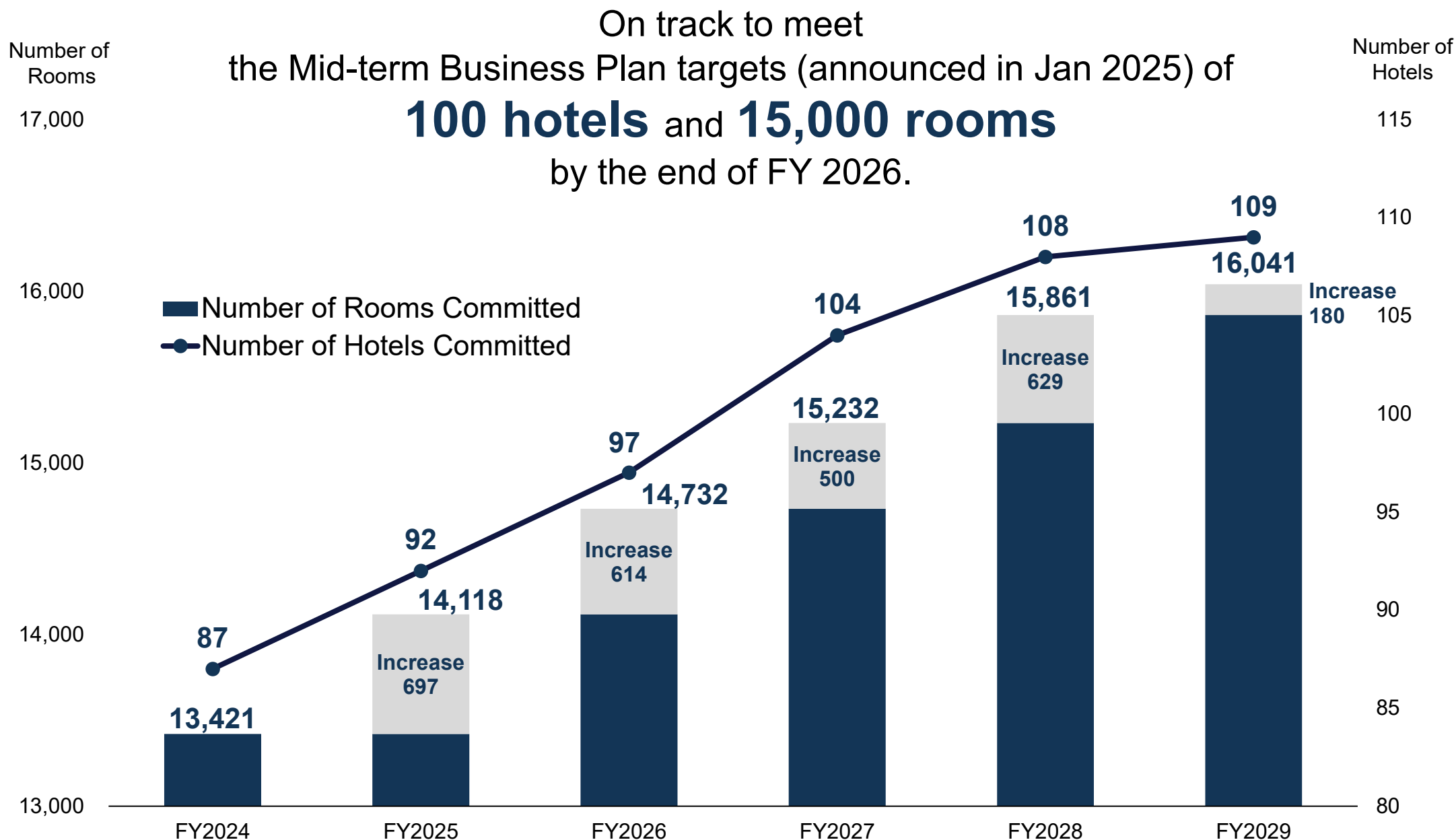
All projects committed within the past 2 years, reflecting an accelerated opening pace.



Note: 1. Figures exclude increases in the number of hotels and rooms resulting from acquisitions (Red Planet and Minacia).

2. Figures reflect only hotels with executed and disclosed contracts and exclude projects under negotiation or consideration.

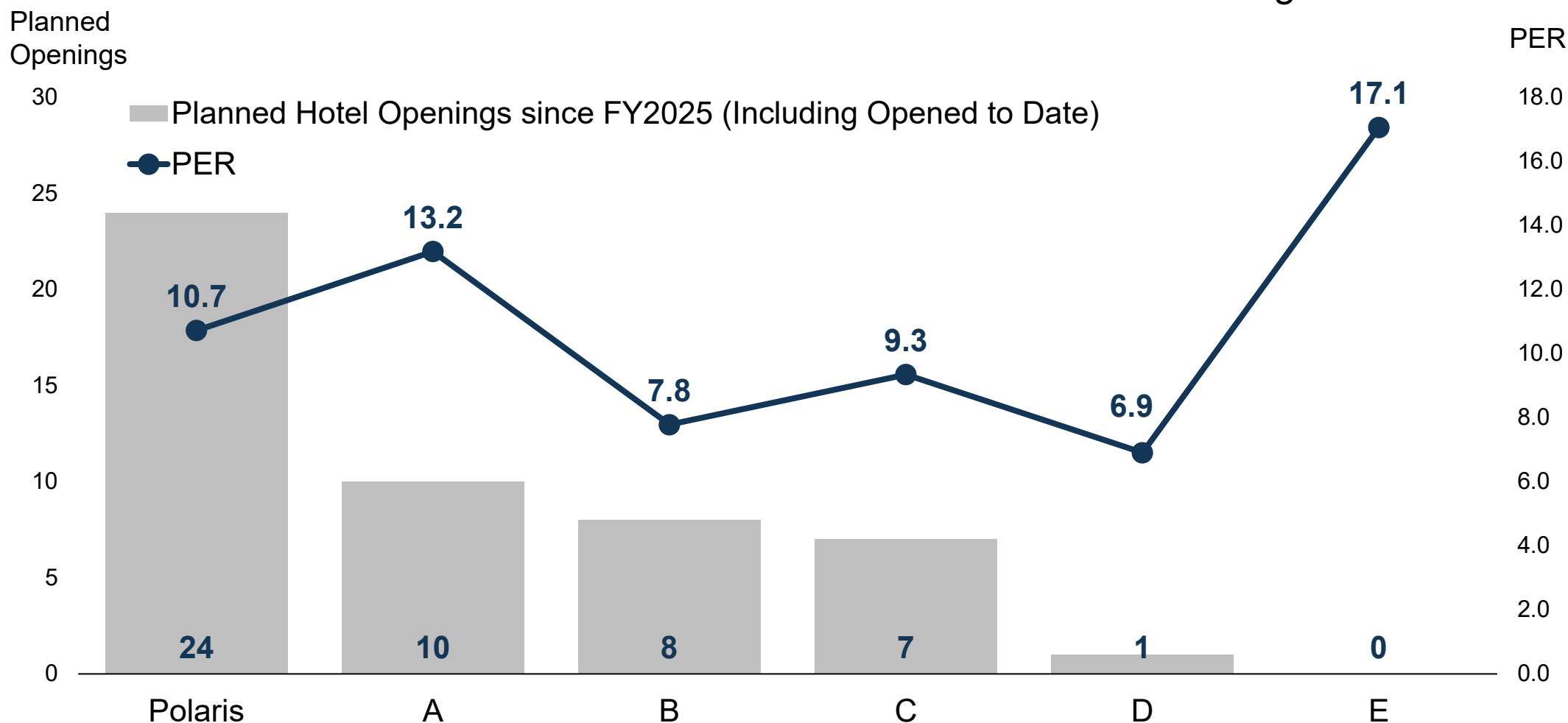
# Mid-term Business Plan: On Track to Meet the Target



Note: Figures reflect only hotels with executed and disclosed contracts and exclude projects under negotiation or consideration.

# Pace of Growth Exceeds Competitors Significantly

Our opening pace **far exceeds peers**<sup>\*1</sup>,  
while our **PER**<sup>\*2</sup> **remains undervalued** relative to growth.

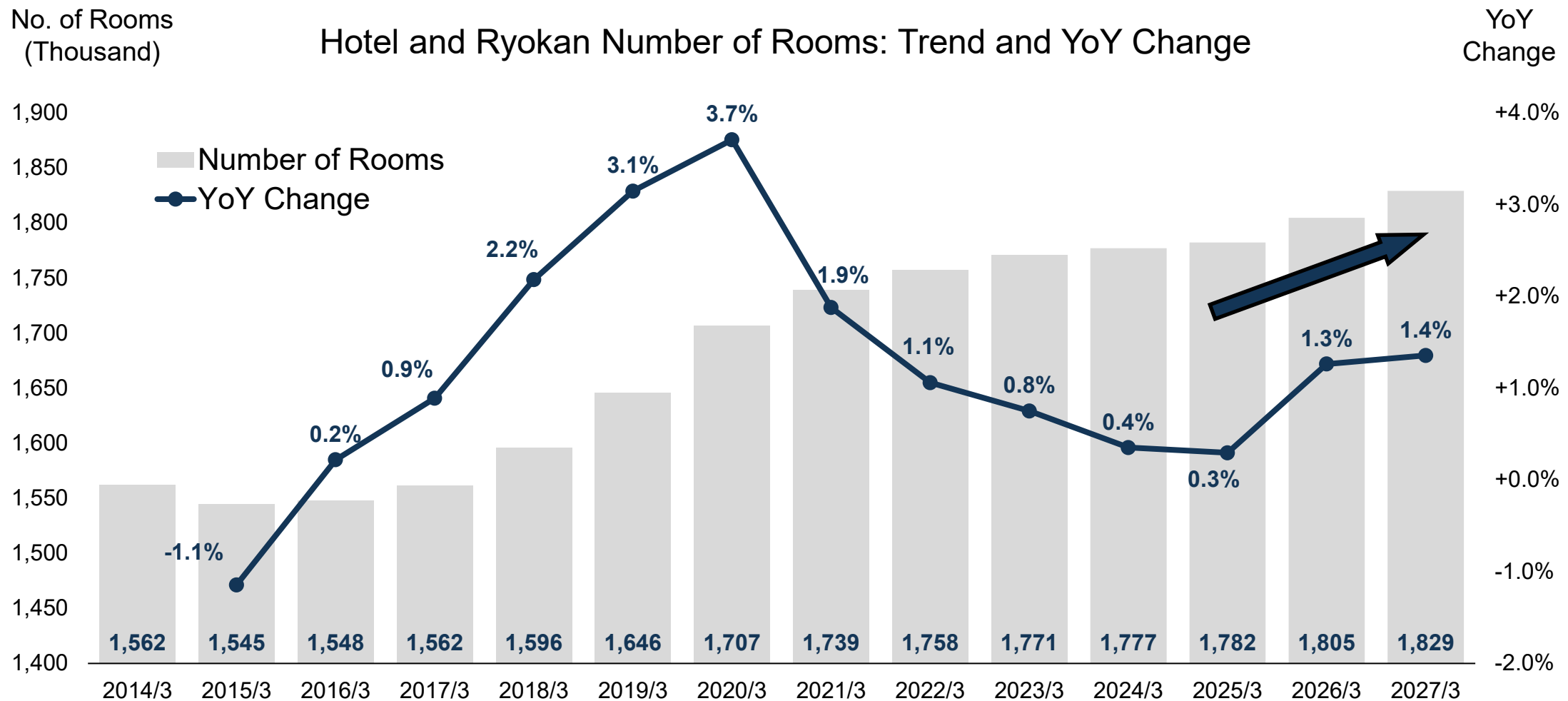


Note 1: Figures are based on disclosed opening plans for the current and subsequent fiscal years of listed hotel operators primarily engaged in limited-service hotel operations.

Note 2: PERs are calculated based on share prices as of December 16, 2025, using each company's earnings forecasts. Polaris PER is calculated using forecast net income before amortization of goodwill for FY2025.

# Hotel Development Trends: Picking Up

Since the COVID-19 pandemic, the pace of new hotel supply has slowed. However, **hotel development has been picking up again** alongside the market recovery.



Note: Figures based on the Ministry of Health, Labour and Welfare's *Report on Public Health Administration Statistics*. Figures for 2026/3 and 2027/3 are estimates derived from information published in *Monthly Hotel & Restaurant*, December 2025 issue (excluding properties with undisclosed or undetermined room counts or opening dates).

# Hotel Trends: Rising Costs Makes Operator Key to Profitability

Post-COVID shifts in owner–operator relationships. Rising development costs have heightened the **importance of operators’ profitability**.

Pre-COVID Period

COVID Period

Post-COVID Period

## Contract and Rent Structure

### Long-term Fixed Rent Model

- Lease-based contracts were the dominant model.
- Long-term fixed rent or fixed-plus-variable rent with a high fixed component was common.
- **Operators bore most of the revenue volatility risk.**

### Management Contract / Variable Rent Model

- New hotel openings slowed significantly.
- MC or fully variable rent models became dominant.
- Both owners and operators shifted toward a **more risk-averse stance.**

### Variable Revenue Focused Model

- MC and variable rent models have become the dominant structures.
- **Owners increasingly assume revenue risk** amid rising development costs and upside expectations.

## Evaluation Criteria for Operators

### Long-term Commitment to rent payments

- The ability to commit to higher rent over the long term was key, and where variable rent was absent, operational capability was given limited weight.

### Financial Strength and Creditworthiness

- Concerns over bankruptcy risk have led to increased emphasis on operators’ financial strength and creditworthiness.

### Earnings Generation Capability

- Operators’ ability to maximize owner returns is increasingly prioritized.
- Financial strength and creditworthiness remain essential.



# Hotel Trends: Flexibility and Diversity Win

We secure projects through **flexible proposals** tailored to hotel owners' needs, supported by a **strong track record**.

## Flexible Approach

- No geographic restrictions on openings, with a focus on each hotel's local supply–demand conditions.
- Flexible across contract types (lease or management), rent structures (fixed-plus-variable or fully variable), and hotel brands, in line with owner preferences.
- Capability to handle rebranding projects.

## Diverse Hotel Types

- Strengthened proposals under new brands in response to rising development costs impacting the viability of traditional budget hotels.
- Selection of the optimal hotel type from basic hotels, premium hotels (including hot spring and lifestyle hotels) and apartment hotels. Future consideration of ryokan and resort hotels.

## Robust Pipeline

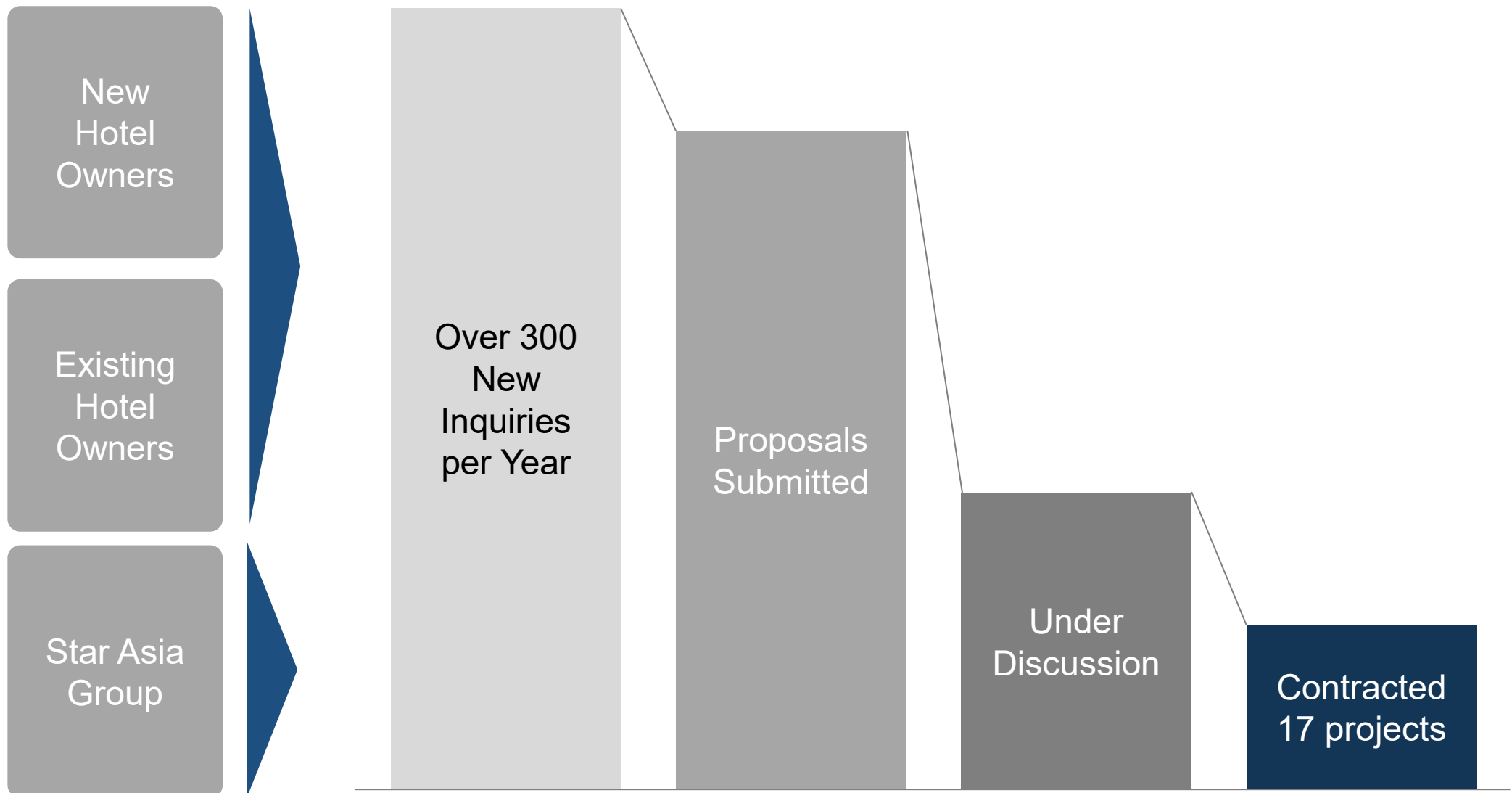
- Diverse sourcing of high-quality deal flow through proprietary channels, Star Asia Group, hotel owners and intermediaries.
- Expanded opportunity pipeline through business integration with Minacia.
- Ability to secure new hotel openings on favorable terms despite rising development costs.

## Extensive Operating Track Record

- Extensive nationwide hotel operating track record, with strong centralized operations delivering high operational capability, stability and reliability recognized by owners.
- Acceleration of new openings alongside further strengthening of headquarters functions.

# Polaris Strengths: Extensive Sourcing Network

Expansion of the project sourcing network through the management integration with Minacia, enabling access to a **higher-quality pipeline**.



# Polaris Strengths: Diverse Branding to Secure New Projects

**Expansion of the brand lineup** centered on KOKO HOTELS to secure a diverse range of hotel projects.



## Polaris Strengths: Helping ROI Exceed 100%

By focusing on management contracts and variable-rent models, thereby minimizing upfront investment, we achieve **annual ROI exceeding 100%** while maintaining a low-risk profile.

**New openings are the most capital-efficient use of funds.**

### Cash Outlay per Hotel Opening

Interior, Furniture,  
Fixtures and Equipment  
Investment

Pre-opening Costs  
(Personnel Expenses,  
Advertising, etc.)

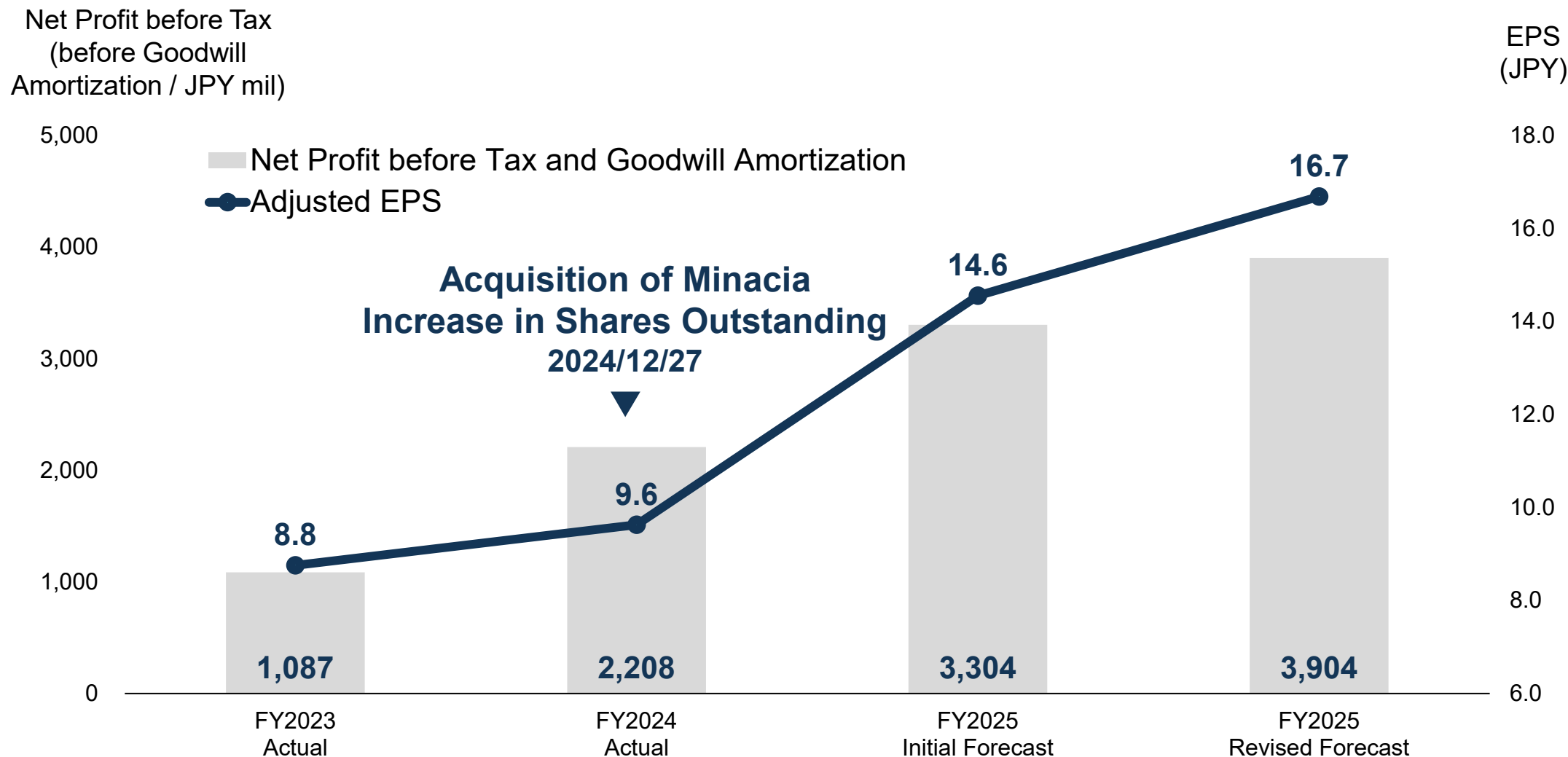
Security Deposits  
(Non-P&L Items)

Varies by project, typically ranging from **JPY 0 to 100 million**.

**Profit Contribution per Opening: JPY 30–100 million per year**  
depending on project size, location and specifications

# Polaris Strengths: New Openings Drive EPS Growth

**Adjusted EPS\*** has grown steadily following the Minacia integration and new openings. **Further growth is expected through continued openings.**



Note: Calculated as net profit before tax (before goodwill amortization) divided by the average number of shares outstanding during the period. For FY2023 and FY2024, temporary gains such as real estate sale profits are excluded.

# Polaris Strengths: Now the 9th Largest Operator in Japan

**Moved up** from 10th (as of Mar 2025) **to 9th** (as of Dec 2025).



Rank	Operator	Brand	Listing	No. of Hotels	No. of Rooms
1	Toyoko Inn	Toyoko Inn	Unlisted	360	78,989
2	APA	APA Hotel / the b	Unlisted	356	78,049
3	Route Inn Japan	HOTEL ROUTE-INN	Unlisted	371	64,978
4	Iconia Hospitality	MYSTAYS / FLEXSTAY INN / ART HOTEL etc.	Unlisted	185	25,435
5	Kyoritsu Maintenance	Dormy Inn / On-yado Nono etc.	Listed	140	21,706
6	Super Hotel	SUPER HOTEL	Unlisted	178	20,662
7	Greens	Comfort Hotel / Comfort Inn etc.	Listed	121	17,161
8	Daiwa House Realty Management	Daiwa Roynet Hotel etc.	Unlisted	77	16,189
9	<b>Polaris Holdings as of Dec 2025 incl. hotels to open</b>	<b>Best Western / KOKO HOTEL / Hotel Wing International Value The Hotel / Red Planet etc.</b>	<b>Listed</b>	109	16,041
10	Tokyu Hotels	Tokyu Hotel / Tokyu REI Hotel / Excel Hotel Tokyu etc.	Unlisted	67	13,952
11	Sotetsu Hotel Management	Sotetsu Fressa Inn / Hotel Sunroute etc.	Unlisted	58	13,134
12	Fujita Kanko	Hotel Gracery / Washington Hotel etc.	Listed	46	11,693
13	Hospitality Operations	Smile Hotel	Unlisted	89	11,641
14	Live Max	HOTEL LiVEMAX	Unlisted	197	*10,808
15	JR East Hotels	Hotel Metropolitan / JR-East Hotel Mets etc.	Unlisted	62	10,248
16	Mitsui Fudosan Hotel Management	Mitsui Garden Hotel / The Celestin Hotels / sequence etc.	Unlisted	40	10,059
17	Hankyu Hanshin Hotels	Daiichi Hotel / Daiichi Inn / remm / Hotel Hankyu / Hotel Hanshin etc.	Unlisted	35	9,551
18	Hotel Alpha One Jigyo Honsya	Hotel α-1	Unlisted	48	9,542
19	Washington Hotel	Washington Hotel Plaza / R&B Hotel	Listed	43	9,481
20	RNT Hotels	Richmond Hotel	Unlisted	43	8,550

## Notes:

1. The number of hotels and rooms operated by limited-service hotel operators as of December 2025 was compiled based on information from each operator's official website and *Monthly Hotel & Restaurant* (April, May, June and December 2025 issues). Figures include hotels operated by the operator as a franchisee of other brands, as well as overseas operations. Where hotels under the same brand are operated by external partner operators, those hotels are excluded.
2. The number of hotels and rooms operated by Polaris as of December 2025 includes overseas hotels and planned openings.
3. Room count data for LiVEMAX is based on information as of March 2021, as no subsequent disclosures have been made.

# Domestic Hotels

## 95 Hotels / 13,588 Rooms

As of December 26, 2025 (incl. disclosed planned new openings)

	Hotels	Rooms
Hokkaido	7	1,282
Tohoku / Hokuriku Shinetsu	12	2,051
Kanto	30	3,572
Chubu	9	1,269
Kinki	18	2,282
Chugoku / Shikoku	5	828
Kyusyu	13	1,999
Okinawa	2	305

### Chugoku / Shikoku

KOKO HOTEL Hiroshima Sta.  
KOKO HOTEL Takamatsu  
KOKO STAY Shimonoseki  
**Hiroshima Inarimachi Hotel (planned)**  
**KOKO HOTEL Takamatsu Kawaramachi Sta. (planned)**

### Kyusyu

KOKO HOTEL Fukuoka Tenjin  
KOKO HOTEL Kagoshima Tenmonkan  
KOKO STAY Kumamoto Yatsushiro  
KOKO STAY Miyakonojo  
KOKO STAY Izumi  
KOKO HOTEL Premier Kumamoto  
Hotel Wing International Hakata Shinkansen-guchi  
Hotel Wing International Select Hakata Sta.  
Hotel Wing International Select Kumamoto  
Tenza Hotel Hakata Sta.  
Best Western Plus Fukuoka  
**KOKO HOTEL Residence Kumamoto Kamitori-cho (planned)**  
**kokonoyu Beppu (planned)**

### Hokkaido

KOKO HOTEL Sapporo Ekimae  
KOKO HOTEL Sapporo Odori  
KOKO HOTEL Sapporo Susukino  
KOKO STAY Chitose  
Best Western Plus Hotel Fino Chitose  
Hotel Wing International Tomakomai  
Hotel Wing International Asahikawa Sta.

### Chubu

KOKO HOTEL Nagoya Sakae  
KOKO HOTEL Numazu Station  
KOKO HOTEL Numazu Inter  
KOKO HOTEL Shizuoka  
KOKO HOTEL Hida Takayama  
Hotel Wing International Select Nagoya Sakae  
Hotel Wing International Nagoya  
Hotel Futari Komorebi  
Best Western Plus Nagoya Sakae

### Kinki

KOKO HOTEL Kyoto Sanjo  
KOKO HOTEL Kyoto Shijo Karasuma  
KOKO HOTEL Osaka Namba Sennichimae  
KOKO HOTEL Osaka Namba Ebisucho  
KOKO HOTEL Osaka Shinsekai  
KOKO HOTEL Osaka Shinsaibashi  
KOKO HOTEL Higashi-Osaka  
KOKO HOTEL Kobe Sannomiya  
KOKO HOTEL Kobe Shin-Nagata  
KOKO HOTEL Himeji Castle  
KOKO HOTEL Residence Kyoto Nijo Castle  
Hotel Wing International Select Osaka Umeda  
Best Western Osaka Tsukamoto  
Best Western Plus Hotel Fino Osaka Kitahama  
Best Western Plus Hotel Fino Osaka Shinsaibashi  
KAYA Kyoto Nijo Castle  
yugen kyoto Shijo  
**Nara Sanjo-cho Hotel (planned)**

### Okinawa

**KOKO HOTEL Naha Maejima (planned)**  
**Naha Kencho-mae Hotel (planned)**

### Tohoku / Hokuriku Shinetsu

KOKO HOTEL Sendai Kotodai Koen  
KOKO HOTEL Sendai Sta. West  
KOKO HOTEL Sendai Sta. South  
KOKO HOTEL Premier Kanazawa Korinbo  
Hotel Wing International Sukagawa  
Hotel Wing International Premium Kanazawa Sta.  
Value The Hotel Sendai Natori  
Value The Hotel Ishinomaki  
Value The Hotel Higashi Matsushima Yamoto  
Value The Hotel Naraha Kido Sta.  
**KOKO HOTEL Sendai Sta. Central (planned)**

### Kanto

KOKO HOTEL Ginza 1-chome  
KOKO HOTEL Tsukiji Ginza  
KOKO HOTEL Shinbashi Onarimon  
KOKO HOTEL Nishikasai  
KOKO HOTEL Ikebukuro East  
KOKO HOTEL Korakuen  
KOKO HOTEL Tsurumi  
KOKO HOTEL Premier Nihonbashi Hamacho  
KOKO HOTEL Residence Asakusa Kappabashi  
KOKO HOTEL Residence Asakusa Tawaramachi  
KOKO STAY Hitachi  
KOKO STAY Sagami-hara  
Hotel Wing International Kashima  
Hotel Wing International Tokyo Akabane  
Hotel Wing International Shonan Fujisawa  
Hotel Wing International Select Ikebukuro  
Hotel Wing International Select Ueno Okachimachi  
Hotel Wing International Select Asakusa Komagata  
Hotel Wing International Premium Tokyo Yotsuya  
Best Western Hotel Fino Tokyo Akasaka  
Best Western Hotel Fino Shin-Yokohama  
**KOKO HOTEL Mito Sta. (planned)**  
**KOKO HOTEL Omori Sta. (planned)**  
**KOKO HOTEL Premier Tokyo Bay Makuhari (planned)**  
**KOKO HOTEL Residence Oshiage (planned)**  
**KOKO HOTEL Residence Kita-Ueno (planned)**  
**KOKO HOTEL Residence Ueno Shin-Okachimachi I (planned)**  
**KOKO HOTEL Residence Tokyo Kyobashi (planned)**  
**KOKO HOTEL Residence Ueno Shin-Okachimachi II (planned)**  
**KOKO HOTEL Residence Honjo Azumabashi (planned)**

# Overseas Hotels (Philippines)

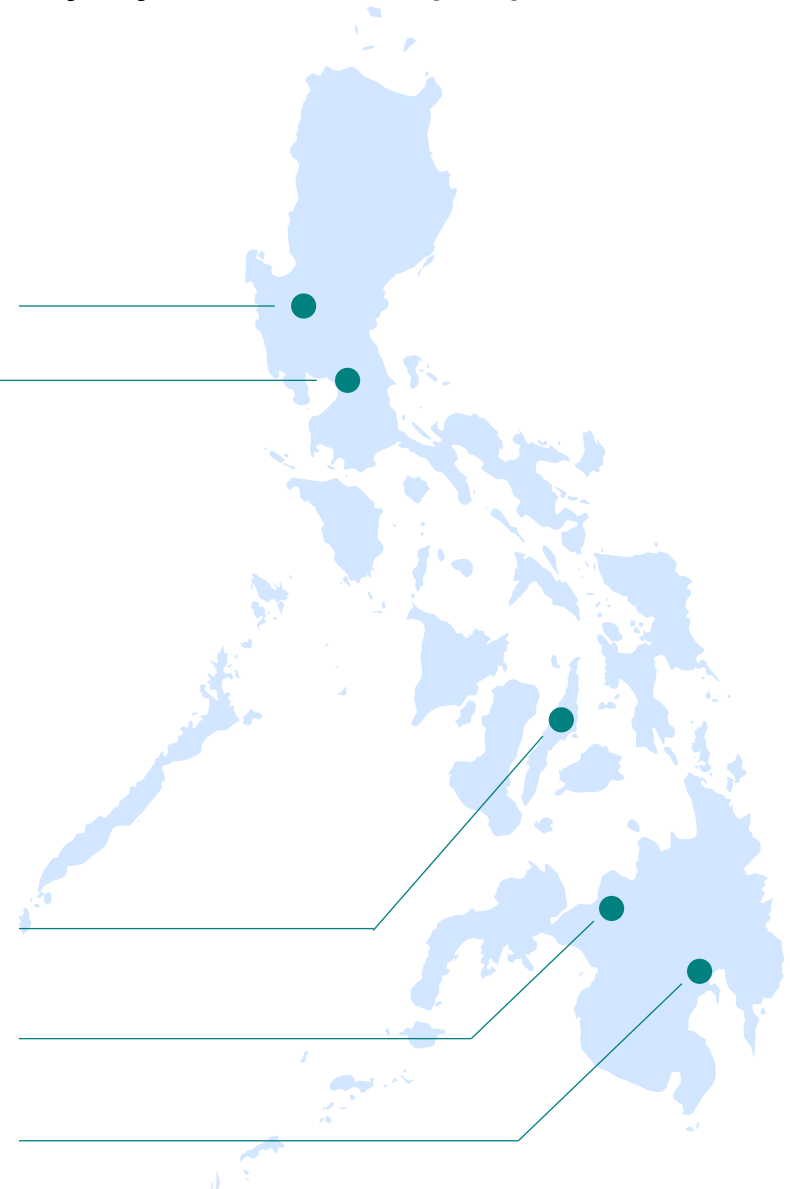
Red Planet Hotels operate and own 14 hotels in the Philippines, making them the second-largest limited-service hotel chain in the country by number of properties.

**14 Hotels / 2,453 Rooms**

As of December 26, 2025



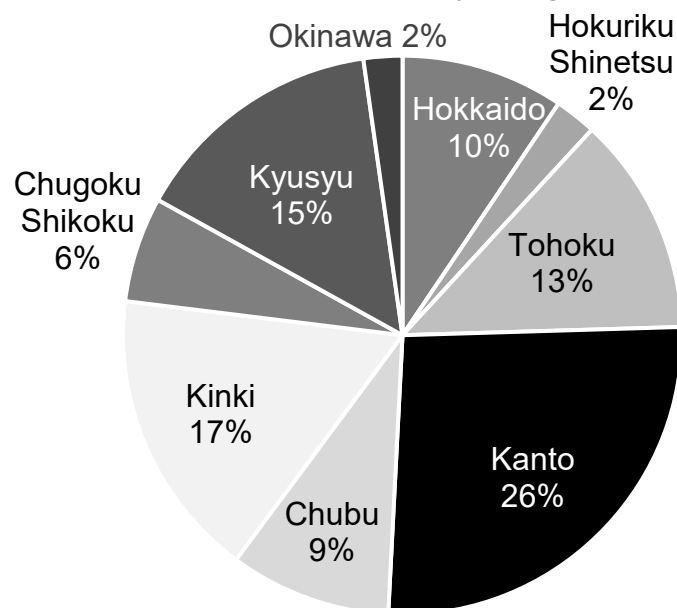
● Red Planet Angeles City	165
● Red Planet Manila Ortigas	182
● Red Planet Cubao Aurora Boulevard	167
● Red Planet Manila Aseana City	200
● Red Planet Manila Amorsolo	189
● Red Planet Manila Mabini	167
● Red Planet Manila Bay	150
● Red Planet Manila Binondo	171
● Red Planet Manila Makati	213
● Red Planet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



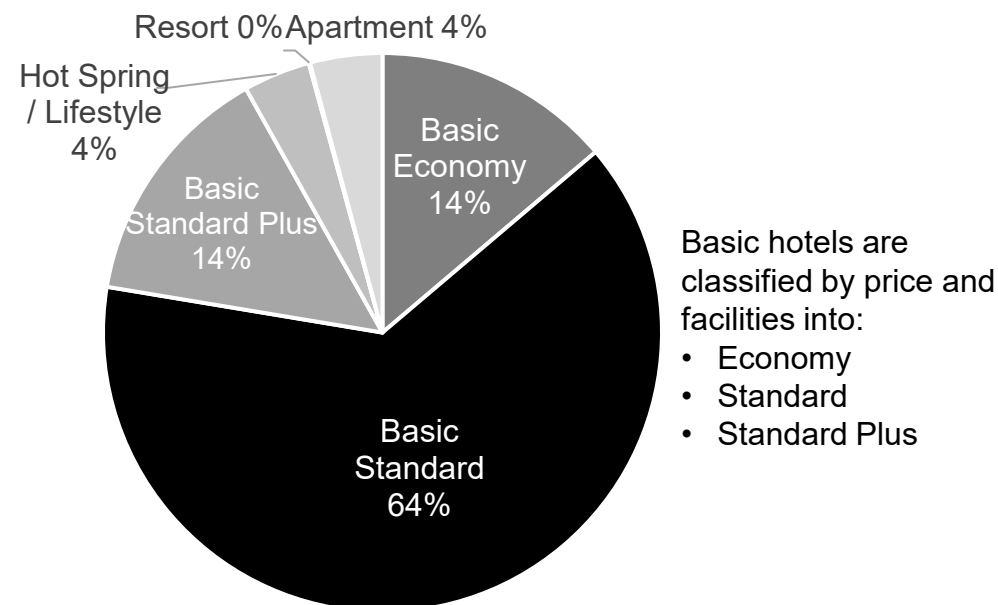


# Domestic Hotel Portfolio (Planned as of March 2030)

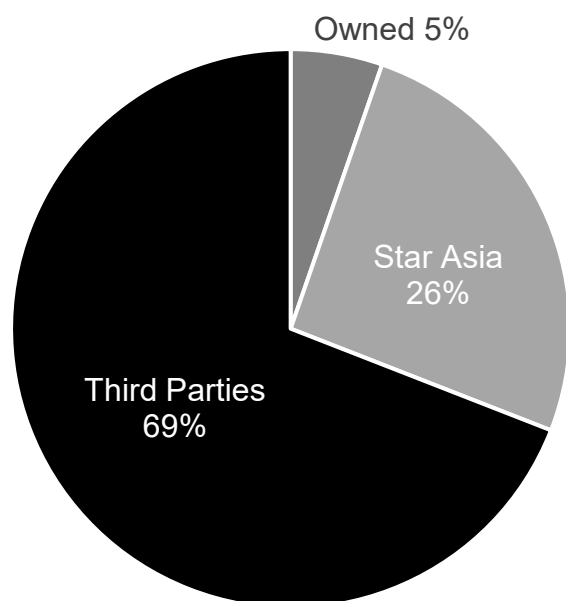
## Room Share by Region



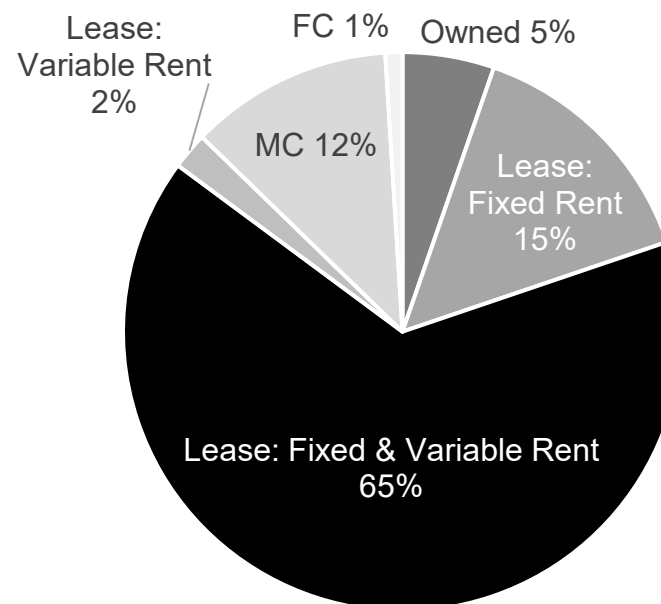
## Room Share by Hotel Type



## Room Share by Owner Type



## Room Share by Contract Type



This document is provided for the purpose of sharing information on new hotel openings 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.

Unauthorized copying, reproduction, or transmission of this document for any purpose is strictly prohibited.

## Contact Information

Polaris Holdings Co., Ltd.  
Tel: +81 3 5822 3010  
E-mail: [ir@polaris-holdings.com](mailto:ir@polaris-holdings.com)

