

FOR IMMEDIATE RELEASES

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Stock Listing: Tokyo Stock Exchange, Standard Section
Stock Code: 3010
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Polaris Enters Business Alliance with Minacia Co., Ltd.

Polaris Holdings Co., Ltd. (hereinafter the “Polaris” or the “Company”) announced today that the Board of Directors of Polaris resolved to execute a Business Alliance Agreement (hereinafter the “Agreement”) with Godo Kaisha Corrida (hereinafter the “GK”) and Minacia Co., Ltd. (hereinafter the “Minacia”). The agreement will help ensure that Polaris continues to build an industry best in class hotel operation, as well as maximizing corporate value and profits for both entities.

1. Purpose of the Agreement

As stated in the “Polaris Makes Strategic Investment with Star Asia Group for the Acquisition of Minacia Co., Ltd.” released on June 7, 2024, the Company executed a strategic joint investment with Star Asia Group in the GK established by Star Asia Group with the expectation that the considerable compatibilities between Polaris and Minacia will create synergistic effects through collaboration. The GK completed the acquisition of all shares of Minacia on the same day. Polaris executed the Agreement with the aim of building a stronger cooperative relationship and creating a platform that is among the best in the industry in terms of customer satisfaction, employee satisfaction, business efficiency, profitability, and growth rate, and to maximize the profits and corporate value of the contracting parties. With the execution of the Agreement, the Company and Minacia will further promote the implementation of a future management integration.

2. Outline of the Agreement

Agreement parties	GK, Minacia, and Polaris
Execution date	June 26, 2024 (planned)
Outline of major alliances	<p>1. Outline of Business Alliance</p> <p>All parties shall cooperate in each of the following items will leverage each party’s respective strengths, provided that no conflict with relevant laws and regulations occurs.</p> <p>(1) Exchange information on trends in the hotel transaction and operation market as well as the overall hotel industry</p> <p>(2) Exchange information on trends in financial institutions</p> <p>(3) Actively collaborate with both information and personnel exchange regarding initiatives that can improve customer satisfaction, recognition, and profitability for both Minacia and Polaris (including, but not limited to, the following)</p> <ul style="list-style-type: none"> i Enhance new hotel openings ii Integrate and expand recruitment and training programs iii Reduce costs by leveraging economies of scale of Minacia and Polaris iv Integrate and expand loyalty programs v Accelerate DX vi Strengthen sales & marketing and revenue management vii Enhance brand value viii Collaborate in restaurant operation business ix Expand head office functions and improve operational efficiency <p>2. Personnel Exchange, etc.</p> <p>Each party shall consult in good faith with the other party regarding the identification, feasibility, and terms of dispatching personnel reasonably deemed necessary for the business alliance, when requested by the other party.</p> <p>3. Discussion of Management Integration</p> <p>All parties shall consult in good faith regarding potential management integration between Minacia and Polaris in order to achieve the objectives of the Agreement.</p>

3. Outline of Minacia

Minacia is a hotel operating company which operates 39 limited-service hotels totaling 5,180 rooms in key Japanese cities nationwide. Minacia operates under the Wing International brand, which has over 30-year history, and Tenza Hotel, which was launched in 2020. Both brands enjoy a high degree of recognition throughout Japan. Minacia also has a robust proprietary loyalty program that has a large number of repeating guests. Minacia also has extensive experience in the restaurant business and is developing restaurant concepts inside and outside of its hotels, taking advantage of specialized regional characteristics.

(i)	Company Name	Minacia Co., Ltd.	
(ii)	Address	3F, 1-2 Kanda Ogawamachi, Chiyoda-ku, Tokyo	
(iii)	Representative Title and Name	Kazuyoshi Shimojima, President and Representative Director	
(iv)	Business Contents	<ul style="list-style-type: none"> • Hotel/Restaurant management, planning, operation and administration • Consulting services for hotel/restaurant operations 	
(v)	Capital	JPY50 million	
(vi)	Date of Foundation	June 1, 2001	
(vi)	Major Shareholders and Shareholding Ratio	Godo Kaisha Corrida 100.0%	
(viii)	Relationship between Polaris and Minacia	Capital ties	There are no relationships to be specifically noted.
		Personal Relations	There are no relationships to be specifically noted.
		Business Relationship	There are no relationships to be specifically noted.
		Status as a related party	There are no relationships to be specifically noted.

4. Outline of GK

(i)	Company Name	Godo Kaisha Corrida	
(ii)	Address	5-1-4 Toranomom, Minato-ku, Tokyo	
(iii)	Date of Foundation	September 5, 2022	
(iv)	Outline of Managing Members	Name	General Incorporated Association Corrida
		Address	5-1-4 Toranomom, Minato-ku, Tokyo
		Business Contents	Holding shares or equity interests in a company, managing the business activities of such company, etc.
(v)	Relationship between Polaris and GK	Capital ties	There are no relationships to be specifically noted.
		Personal Relations	There are no relationships to be specifically noted.
		Business Relationship	There are no relationships to be specifically noted.
		Status as a related party	Polaris is a related party.

5. Overview of Star Asia Group

Star Asia is a privately owned, independent investment management group focused on delivering superior investment returns to its clients by investing primarily in Japanese real estate related opportunities. Star Asia Group has Star Asia Investment Corporation (Stock Code 3468) as its subsidiary.

Star Asia was co-founded in 2006 by Malcolm F. MacLean IV and Taro Masuyama who each have over 25 years of experience in real estate, credit, corporate finance, capital markets and securitization.

Since its inception, Star Asia has invested over JPY 1.3 trillion (as of December 31, 2023) in real estate related opportunities including properties, loans, securitized assets, and companies. The Group's strong track record and long-term partnership approach with its investors have been integral in attracting significant capital from sophisticated global investors, including large U.S. university endowments and foundations, sovereign wealth funds, U.S. and Asia based family offices as well as other global real estate investors.

6. Schedule

Execution date of the Agreement June 26, 2024 (Planned)

7. Outlook

The impact of the execution of the Agreement on business performance for the current fiscal year is minimal. The Company will hold further discussions regarding details of the business integration between Polaris and Minacia and will promptly disclose decisions once they are made.

8. Press Release

Polaris Makes Strategic Investment with Star Asia Group for the Acquisition of Minacia Co., Ltd.

[20240607 Polaris-Makes-Strategic-Investment-with-Star-Asia-Group-for-the-Acquisition-of-Minacia-Co.-Ltd..pdf \(polaris-holdings.com\)](#)

End

NOTE: This is an English translation summary of the Company's announcement in Japanese. No assurances or warranties are given for completeness or accuracy of this English translation summary.

(Reference)

1. Hotel operators in Japan (based on number of operating rooms)

No.	Company Name	Brands	Listed/ Unlisted	Number of ²	
				Hotels	Rooms
1	Toyoko Inn	Toyoko Inn	Unlisted	337	73,855
2	APA	APA Hotel	Unlisted	304	66,661
3	Route Inn Japan	Hotel Route Inn	Unlisted	344	60,233
4	Mystays Hotel Management	Mystays / Flexstay Inn / Art Hotel	Unlisted	149	21,537
5	Kyoritsu Maintenance	Dormy Inn / Onyado NONO	Listed (9616)	137	21,486
6	Super Hotel	Super Hotel	Unlisted	173	19,703
7	Daiwa House Realty Management	Daiwa Roynet Hotel	Unlisted	79	16,902
8	Sotetsu Hotel Management	Sotetsu Fressa Inn / Hotel Sunroute	Unlisted	83	15,989
9	Greens	Comfort Hotel / Comfort Inn	Listed (6547)	98	14,637
10	Tokyu Hotels	Tokyu Hotels	Unlisted	69	14,126
11	Hankyu Hanshin Hotels	Remm / Daiichi Hotel	Unlisted	43	11,746
12	Fujita Kanko	Hotel Gracery / Washington Hotel	Listed (9722)	49	11,723
13	Live Max	Hotel Live Max	Unlisted	158	10,808
14	Hospitality Operations	Smile Hotel	Unlisted	74	10,119
15	Mitsui Fudosan Hotel Management	Mitsui Garden Hotel / Celestin / Sequence	Unlisted	39	9,712
16	Solare Hotels & Resorts	Chisun Inn / Loisir	Unlisted	65	9,677
17	Washington Hotel	Washington Hotel Plaza / R&B	Listed (4691)	43	9,616
18	Hotel Alpha One Jigyo Honsya	Hotel α-1	Unlisted	48	9,548
19	JR East Hotels	Hotel Metropolitan / Hotel Mets	Unlisted	57	9,416
20	Polaris Holdings	Best Western / KOKO HOTEL / Value The Hotel / Red Planet	Listed (3010)	50	8,925
21	RNT Hotels	Richmond Hotels	Unlisted	43	8,661
22	JR West Via Inn	Via Inn	Unlisted	25	6,405
23	Kuretakeko	Kuretake Inn	Unlisted	53	6,069
24	Sumitomo Real Estate Villa Fontaine	Villa Fontaine	Unlisted	21	5,385
25	Hotel Montrey	Hotel Montrey	Unlisted	21	5,299
26	Tokyu Resorts & Stay	Tokyu Stay	Unlisted	31	5,192
27	Minacia	Wing International / Tenza	Unlisted	39	5,180
28	Vessel Hotel Group	Vessel Hotel	Unlisted	32	4,933
29	Nishitetsu Hotels	Solaria / Nishitetsu Inn	Unlisted	17	4,573
30	Select Hotels	Select Inn / Celecton	Unlisted	45	4,392

Ranked by the Company for hotel operators that primarily operate limited-service hotels.

Source: Each company's website or "Monthly HOTERES" March 2023

2. Star Asia Group's Press Release

https://starasiamanagement.com/assets/file/news20240510_en.pdf