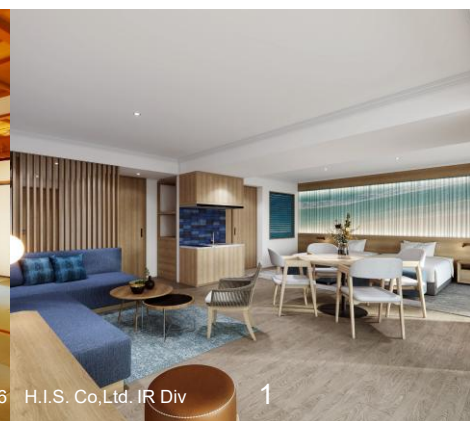




H.I.S. Hotel Holdings Co., Ltd. Hotel Business Strategy Briefing



【Contents】

- 1 . Founding Background**
- 2 . Overview of Hotel Operations**
- 3 . Strategic Business Development**
- 4 . Status of New Developments**

1 . Founding Background

Addressing the Structural Gap: High Demand vs. Severe Labor Shortage

Strategic Response to Future Labor Scarcity and Demographic Decline



① Advanced Operating Systems: Driving High-Efficiency Hotel Management

② Synergy with HIS Group:
Integrated "Guest Referral & Hotel Operations" Model



"Express Check-in": Seamless process completed in as little as 10 seconds



Check-in assisted by "Optical Holograms"



Check-in assisted by "Robots"

2015: Opening of the first "Henn na Hotel" at Huis Ten Bosch

*Note: This property is currently outside of the group

2016: Establishment of H.I.S. Hotel Holdings Co., Ltd.

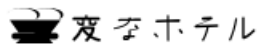
2 . Overview of Hotel Operations

- **Global Presence: Operating in 7 countries**
- **Property Count: 49 hotels**
- **Brand Portfolio: 12 brands**
- **Total Inventory: 6,067 rooms**
(3,568 Domestic / 2,499 Overseas)
- **Workforce: Approx. 1,000 employees**

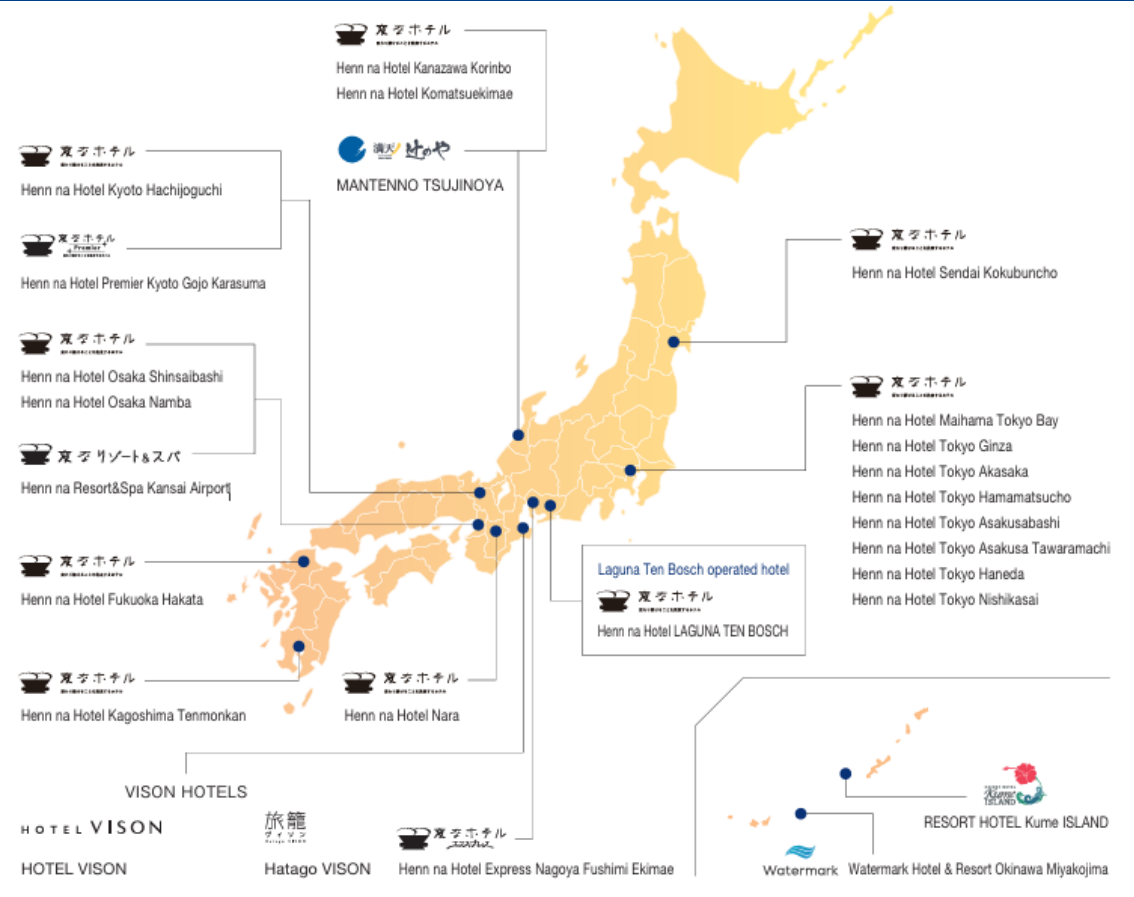
■ HIS Hotel Holdings Commitment

- Realizing the joy of travel and convenience for business scenes, centered around the hotel experience
- Pursuing five core values: **"Connectivity," "Comfort," "Innovation," "Playfulness,"** and **"Productivity"**
- Combining world-class productivity and efficiency to provide customers with more reasonable and enjoyable experiences that add "spice" to their lives

H.I.S. Hotel Group



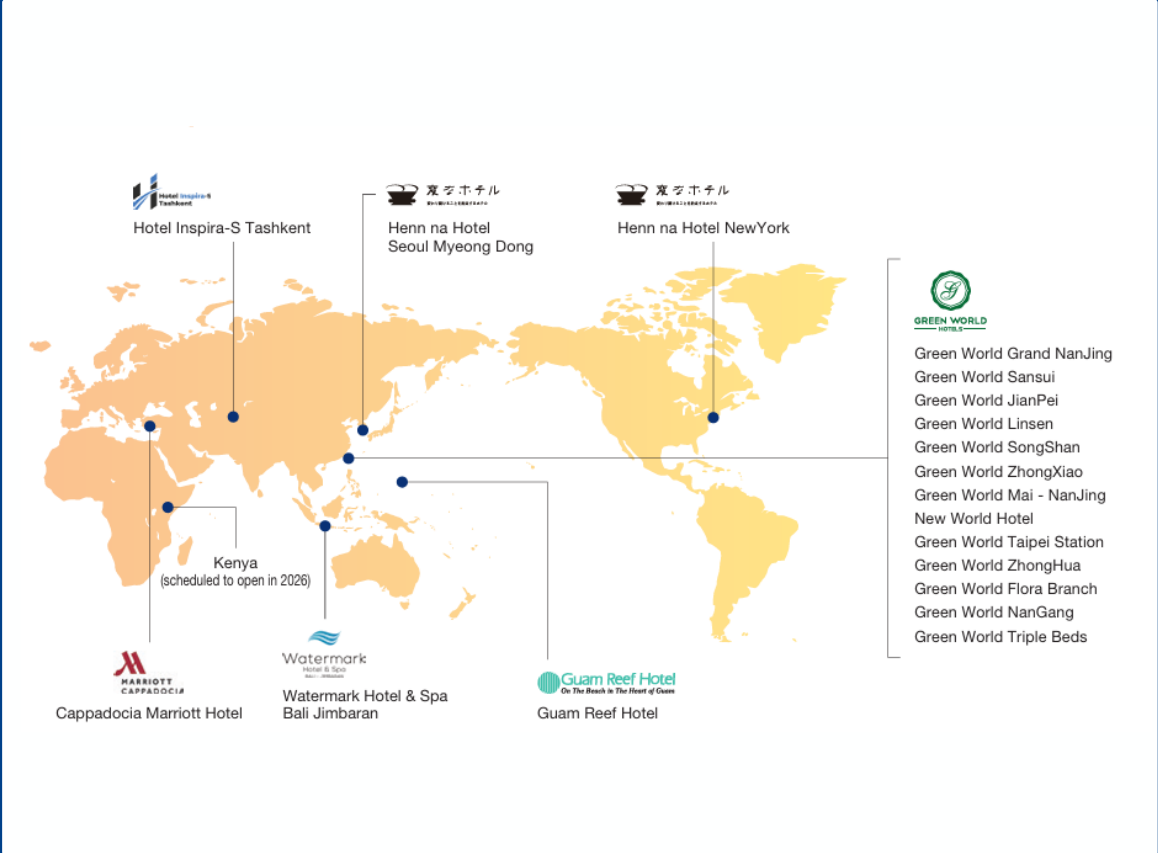
■ Japan Domestic Hotel Portfolio



● 30 Properties in Japan

- Miyagi (Sendai)
- Tokyo (Edogawa / Chuo / Minato / Taito / Ota)
- Chiba (Urayasu)
- Ishikawa (Kanazawa / Komatsu)
- Aichi (Nagoya)
- Mie (Taki)
- Nara (Nara)
- Kyoto (Kyoto)
- Osaka (Osaka / Izumisano)
- Fukuoka (Fukuoka)
- Kagoshima (Kagoshima)
- Okinawa (Miyakojima / Kumejima)

■ Overseas Hotel Portfolio



● 19 Properties Overseas

- 【Henn na Hotel】
 - South Korea (Seoul)
 - USA (New York)
- 【Watermark Hotel】
 - Indonesia (Bali)
- 【Guam Reef Hotel】
 - Guam
- 【Green World Hotels】
 - Taiwan (Taipei)
- 【Hotel Inspira-S Tashkent】
 - Uzbekistan) (Tashkent)
- 【Marriott Hotel】
 - Turkey (Cappadocia)

■ Hotel Brands (Excerpt)

(Operating in 7 countries · 12 Brands · 49 Properties in total)

「 Henn na Hotel 」



24 properties

友ナホテル 22 Domestic / 2 Overseas



「 Watermark Hotel 」



3 properties

Watermark 2 Domestic / 1 Overseas



「 Mantenno Tsujinoya 」



1 properties

満天 辻のや



「Guam Reef Hotel」



1 properties

Guam Reef Hotel
On The Beach in The Heart of Guam



「 VISON HOTELS 」



1 properties

HOTEL VISON
旅籠
ヴィゾン
Hatago VISON

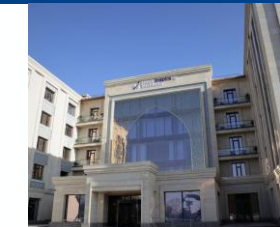


「Hotel Inspira-S Tashkent」



1 properties

Hotel Inspira-S
Tashkent



「 Green World Hotels 」



13 properties

GREEN WORLD
HOTELS
洛基飯店集團

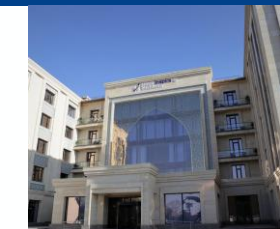


「 Marriott Cappadocia 」



1 properties

MARRIOTT
CAPPADOCIA



■ **Henn na Hotel** Portfolio: 24 properties (22 Domestic / 2 Overseas)

A hotel chain integrating cutting-edge technologies,
including robotics and holograms



■ Watermark Hotel

Portfolio: 3 properties (2 Domestic / 1 Overseas)



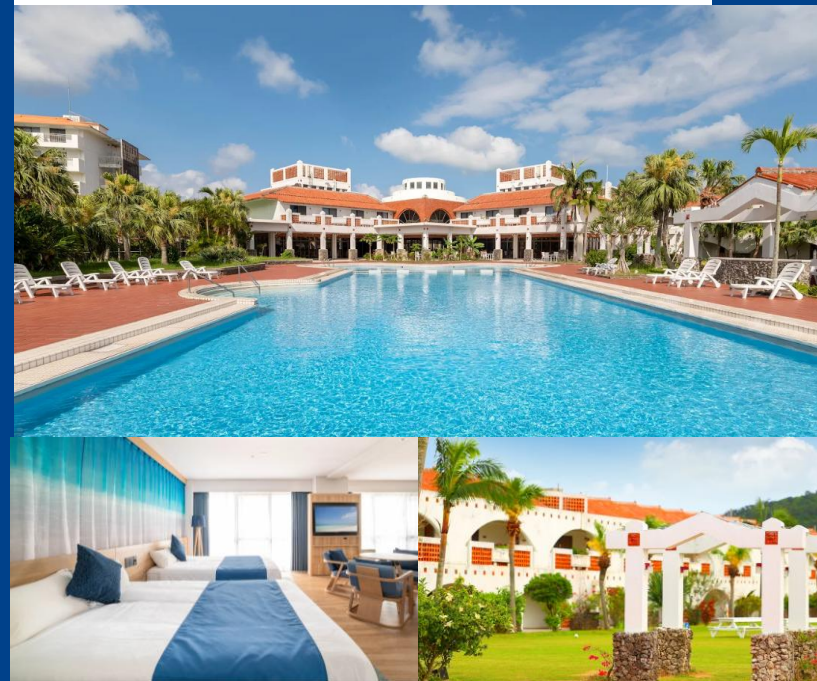
Resort hotels beloved by guests from around the world

« Okinawa Miyako jima »



Immerse yourself in exceptional resort experiences surrounded by stunning seas and lush nature.

« Okinawa Kume Island »



A resort experience dedicated to the concept of "Rediscovering yourself in the timeless serenity of Kume Island"

■ Mantenno Tsujinoya

A hot spring inn in Awazu Onsen, Ishikawa Prefecture, which was founded 1,300 years ago
 "The first hotel and inn revitalization project"

◀ Komatsu City, Ishikawa Prefecture ▶



■ VISON HOTELS



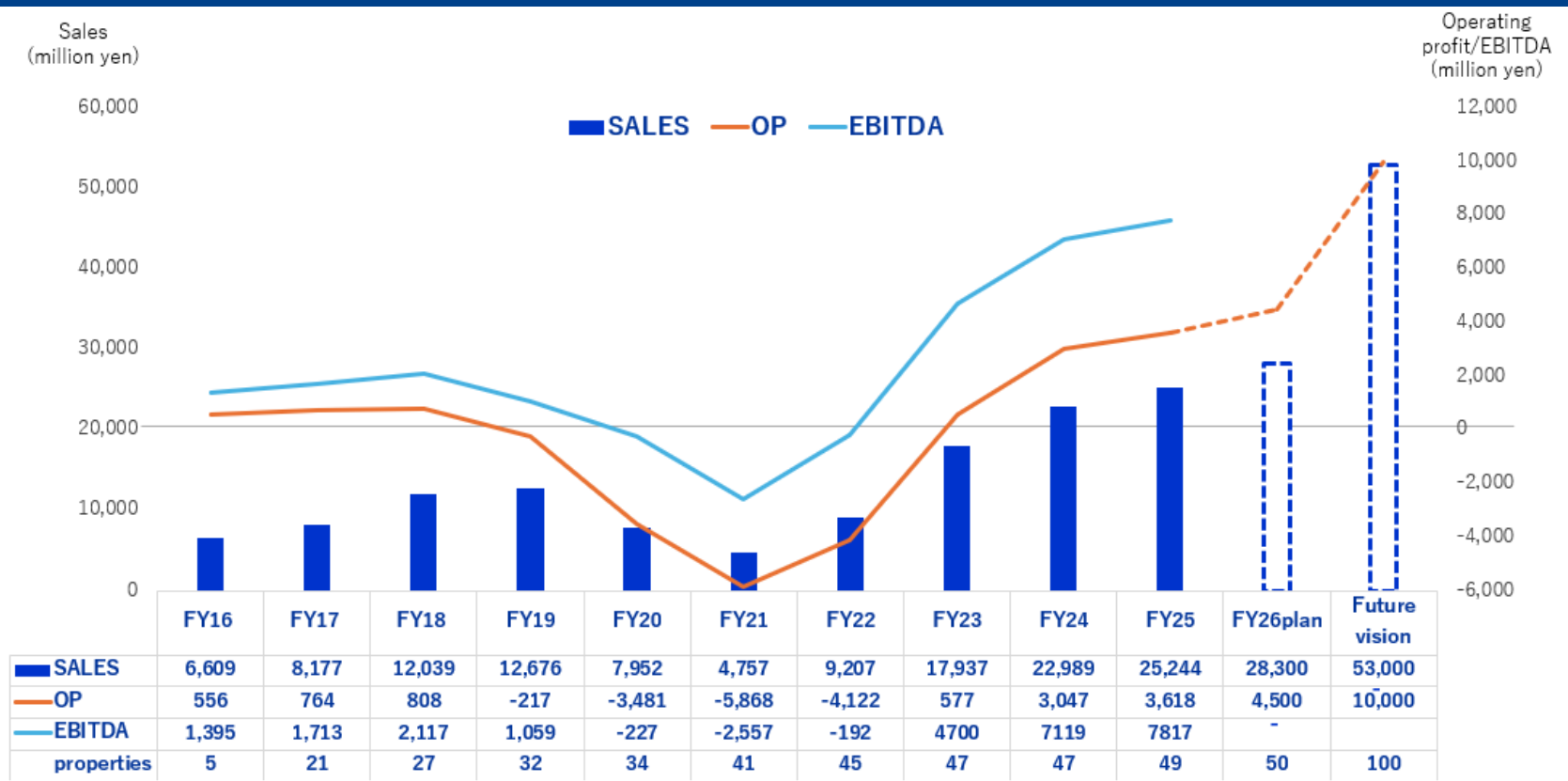
A deluxe resort hotel integrated within VISON, one of Japan's largest multi-purpose commercial facilities.

« Taki Town, Mie Prefecture »

Vision: 70 tenants
Hotel: 201 rooms in 3 types



Hotel business performance trends



3 . Strategic Business Development

① Brand Strategy: Multi-brand Expansion

- Multi-brand strategy toward establishing a global brand
- Driving maximization of "Revenue and Profit" while meeting diverse customer needs

Upscale
★★★★★



- Delivering the highest quality and reliable staff services
- Approaching and attracting new generations of guests
- Targeted pricing strategy by segment and competitor benchmarking

Mid-price
★★★★★



- Continued delivery of quality and trust to both existing and new customers
- Focusing on collaboration rooms and experiential content
- Maximizing Net Sales and Operating Profit

Economy
★★★★★



- Strengthening sales for inbound tourism, tailored by country and seasonality
- Providing differentiated guest experiences and services
- Pursuing low-cost operations specialized in lodging-only services

② Enhancing Guest Experiences



RECORD HOLDER

GUINNESS WORLD RECORDS

**変なホテル「コラボルーム」世界最多
ギネス世界記録® 認定**

変なホテルは「Most brand-themed room sponsorships in a hotel chain
(ホテルチェーンにおけるブランドコンセプトルーム・スポンサーの最多数)」として
ギネス世界記録® に認定されました。2025年9月19日/48種類

カルピスルーム ミニマクコラボルームアミア 東京タワーコラボルーム チョコボールルーム クレヨンしんちゃんルーム



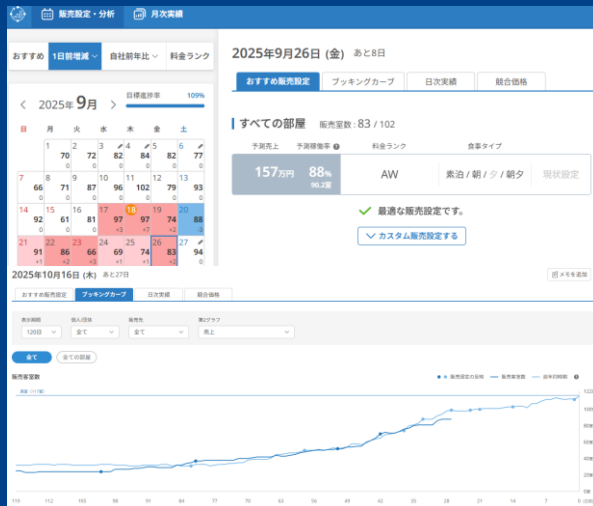
**Guinness World Records™
Certified (50 categories)**

**Launch of
“Land-based Tourism”**

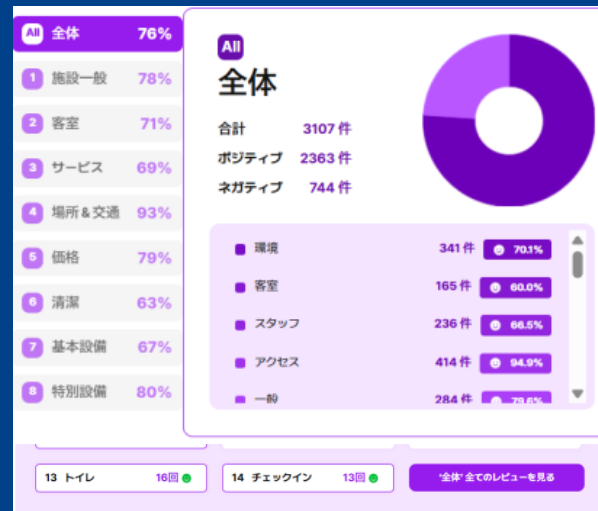
③ Promoting AI Integration and Digital Transformation (DX)



Remote Management
Services



AI Revenue
Management



AI Online Review
Analysis

④ Expansion of Peripheral Businesses



Enhancing Retail and Merchandising Strategy

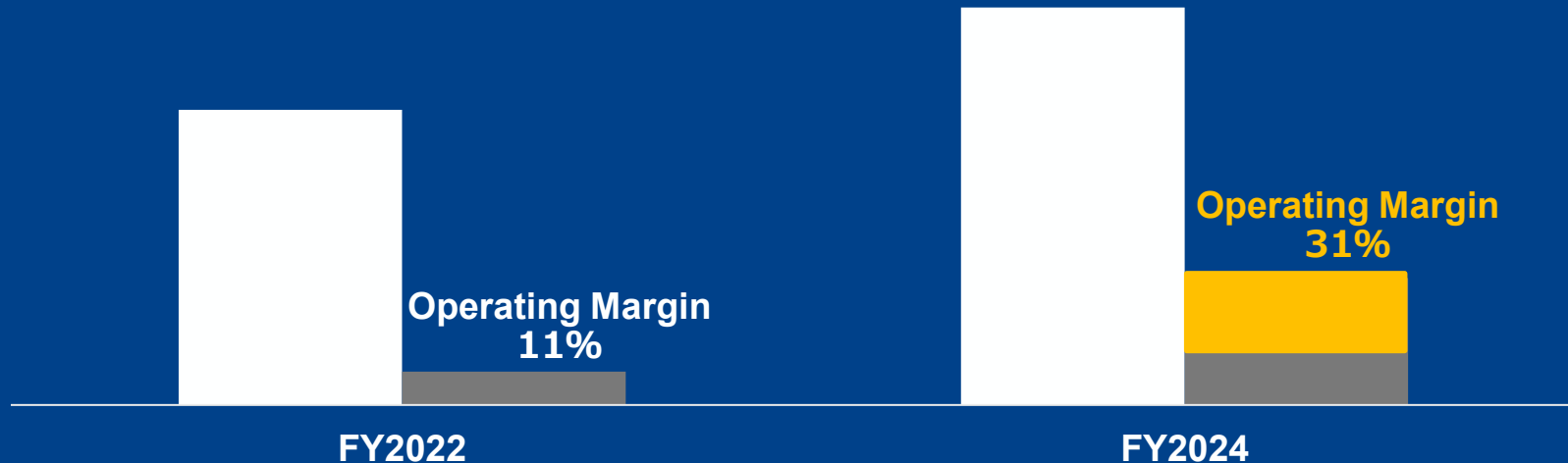


Strengthening Food & Beverage (F&B) Operations

④ Expansion of Ancillary Revenue: F&B Operations

Watermark Hotel & Resorts Okinawa Miyakojima : Food & Beverage (F&B)

- Net Sales (Beverage)
- Operating Profit (Beverage)



Outsourced Operations

In-house Operations

⑤ Shifts in Marketing Strategy



Inbound Tourism Sales

**Expanding Partnerships with
Online Travel Agencies (OTAs)**

**Increasing Direct
Sales Ratio**

4 . Current Status of New Developments

New Developments

Expanding the number of properties through diverse investment models



Owned Properties

Operating Margin: High /
Capital Requirement: High

Target Area: Okinawa

Leased Properties

Operating Margin: Low /
Capital Requirement: Low

Recent Examples:
Henn na Hotel Osaka (2 properties)

M&A

Enabling rapid expansion of
the property portfolio

Status by Operating Model

Portfolio Composition (%)

Owner-Managed Properties

(Investment Properties)

12%

Owned Land & Buildings

23%

Lease

(Leasing of both land and buildings)

40%

Owned Land & Owned Buildings

25%

New Developments①: Osaka Area



December 2025: Henn na Hotel Osaka Namba Nipponbashi (85 rooms)

February 2026: Henn na Hotel Osaka Namba Nipponbashi Annex (80 rooms)

New Developments②



Scheduled to open in 2027
Location: Okinawa Main Island

FY26 Target KPIs

ADR	15,700 yen
OCC	76%
Total Number of Guests	2,000,000
Website Members	500,000
SNS Followers (Total)	200,000
Review Ratings (Average)	4.5

■ Future Vision for the Hotel Business

[Long-Term Vision]

Number of Properties

100

Hotel Properties

Operating Profit

10

**Billion Yen in
Operating Profit**