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## Initiatives by the Company in the Fiscal Year Ended December 31, 2020



Initiatives for environmental hygiene

➤ Conducted business operations that put the highest priority on the safety and protection of its customers and employees

Costcutting ➤Implemented thorough cost-cutting led by the Emergency Response Office, which is under the direct control of the President

Sales measures ➤ Secured profit by capturing repeat customers and rolling out high value-added products

Formulation of the business plan

➤ Reviewed the medium-term management plan for 2020 to 2024 and formulated a new business plan, in light of the drastic changes to the business environment

### Initiatives by the Company: Initiatives for Environmental Hygiene.



➤ Established Environmental Hygiene Policies and assigned to each of its facility an Environmental Hygiene Supervisor who has received specialized training

► Established a structure where the SDGs (Sustainable Development Goals) Promotion Team, in charge of internal

audits, monitors hygiene management

## Thorough cleaning and sanitization

Conducted regular cleaning, sanitization and ventilation



## Ensured social distancing Changed the number of seats and used guide ropes



# Thoroughly prevented airborne droplets Installed acrylic partitions,



## Reduced contact Promoted online

Promoted online consultations for weddings and banquets



## Changed buffet dining methods Introduced pre-plated dishes, serving by staff, and individual servings



## Utilized digital and state-of-the-art technology Utilized smartphone apps and QR codes



## Thoroughly managed employee health/hygiene

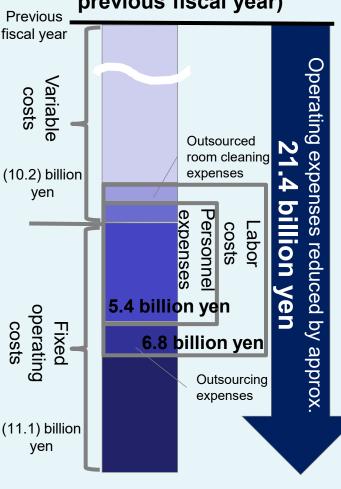
Use of masks by all staff and temperature and health checks at the start of work each day



### Initiatives by the Company: Cost-cutting



Reduction of operating expenses for the full year (compared to the previous fiscal year)



#### **Main cost-cutting measures:**

Ϊ.		
	Furloughed employees	<ul> <li>Approximately 5,500 full-time employees, contract employees, part-time and casual staff were furloughed for an average of six days out of every month</li> <li>Approximately ¥3.1 billion of Employment Adjustment Subsidy was recorded as extraordinary income</li> </ul>
	Reduced officers' compensation	Monthly remuneration was reduced from April     From September further reductions were made including a 50% reduction of Representative Director remunerations
	Changed employee benefits	<ul> <li>Reduced summer bonuses by two-thirds and winter bonuses were not paid</li> <li>From November, basic salaries of management-level employees were reduced by 5%</li> <li>Revised rules for various extra pay such as overtime and late-night work allowances</li> </ul>
	Internalized outsourced duties and reviewed contracts	Internalized outsourced duties, such as room cleaning and dishwashing     Reduced labor costs by reviewing contracts in the context of reduced operations
	Reduced rent	Negotiated rent reductions in the WHG Business and all other rented facilities
	Reviewed investment plans	Postponed non-urgent investment projects by carefully reviewing the investment plan
	Reduced other expenses	· Curbed advertising expenses, etc.
	Reduced rent  Reviewed investment plans  Reduced other	and all other rented facilities  • Postponed non-urgent investment projects by carefully reviewing the investment plan

#### **Initiatives by the Company: Sales Measures**



### WHG Business

- Established a new standard to ensure safety and protection
   Offered breakfast sets, while some facilities delivered meals to guest rooms, and started take -out services
  - Expanded QR code payment to 20 facilities in Japan
- > Offered services meeting new needs such as day-use/teleworking packages that do not require reservations
- Developed high value-added packages for one-night stays with 2 meals through tie-ups with neighboring facilities, and captured demand created by the Go To Travel campaign
- > Stepped up preparations to accept inbound visitors on the Residence Track (which requires 14 days of waiting at home after entering or returning to Japan) in anticipation of easing of the entry restriction by the government



· Offered breakfast sets Offered take-out breakfasts which can be eaten in guest rooms



 Expanded QR code payment



 Sold "Combination Telework Tickets," which give users access to use rooms and lounges at 5 hotels in Tokyo

### **Initiatives by the Company: Sales Measures**



### **Luxury & Banquet Business**

#### [Hotel Chinzanso Tokyo]

Commenced the 3-year garden project toward the 70th anniversary to be commemorated in 2022 Enhanced the value of experience at the hotel through the effective use of the garden, such as the "Tokyo Sea of Clouds," "One Thousand Lights," and "Ten Thousand Camellia Trees" events



"Tokyo Sea of Clouds"
A mystical sea of clouds is recreated everyday in the garden



"One Thousand Lights"
The lights flicker, glimmer, and fade to show the lively allure of the garden



"Ten Thousand Camellia Trees"
This scenic spot, which has been affectionately called "the hill of camellias," will be passed on to future generations

Marketed accommodation packages, events, and dining plans in private rooms for guests to safely enjoy a sense of privacy



 Open-air events such as a beer terrace and a champagne garden



 Private dinning plans in reserved banquet halls

Proposed a new style of meal service so that customers can enjoy hotelquality meals at home



Take-out services

#### **Initiatives by the Company: Sales Measures**



### **Resort Business**

#### [Hakone Kowakien Ten-yu]

- Marketed retreat packages with in-room meals by leveraging the strength of private outdoor hot spring baths attached to every room
- Reinforced products and packages in line with new needs such as workcations
- Reduced congestion by visualizing the use status of the large public baths and restaurants
- Reduced contact by innovating check-in procedures at the front desk including video guides of the facility



 Room package where Ten-yu's special dinner and breakfast are delivered to the guest room in tiered lunch boxes



 Workcation package that offers the lounge after business hours as co-working space



 Provide information on congestion through QR codes and signage

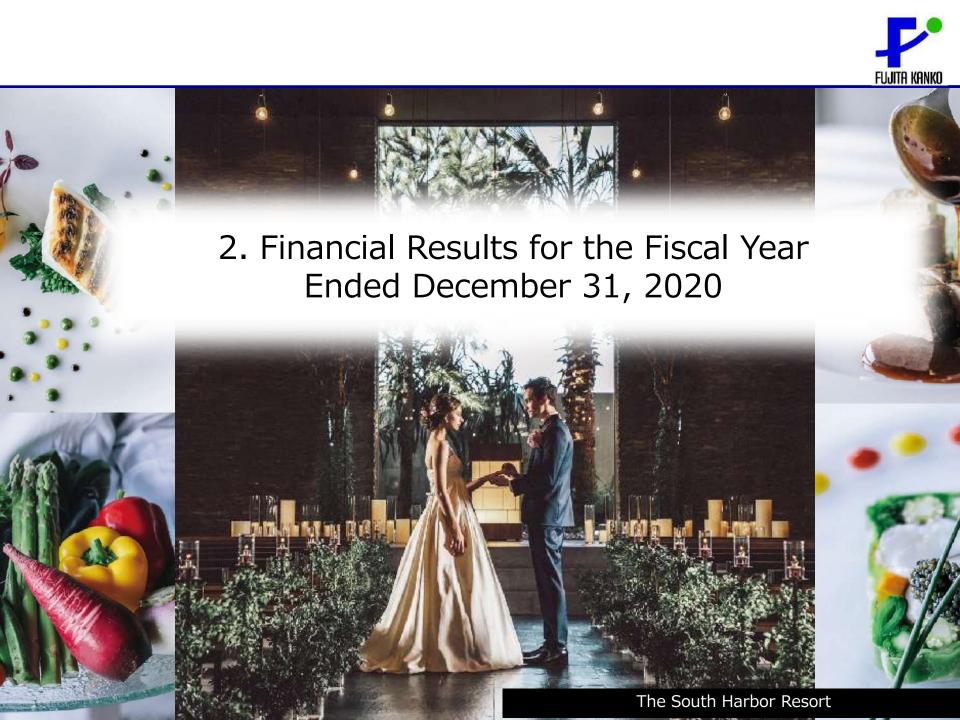
#### [Fujino Kirameki Fuji Gotemba] Glamping facility

Guests check in at a stand-alone cabin, reducing the chance of contact with other guests





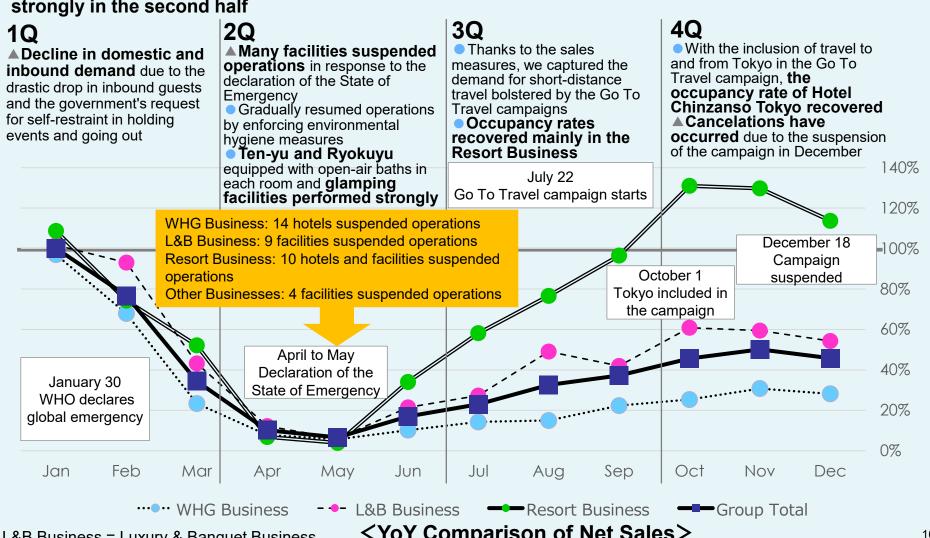




#### Summary of the Fiscal Year Ended December 31, 2020



- ➤ Despite the recovery trend in conjunction with the start of the Go To Travel campaign, performance once again slowed down due to the suspension of the campaign
- ➤ The Resort Business suited to the era of COVID-19 began to recover from June and continued to perform strongly in the second half



## **Statements of Income for the Fiscal Year Ended December 31, 2020**



## ➤ The WHG Business, which had been the main source of income in the past few years, was hit hard and revenues declined drastically The impact of the Luxury & Banquet Business was also great

		2019 Actual	2020 Actual	YoY	Main difference factors
Net sales		68,960	26,648	(42,311)	YoY comparison of net sales by
	WHG Business	37,629	10,355	(27,274)	quarter (%) 1Q: 66.9%
	Luxury & Banquet Business	22,388	9,897	(12,491)	2Q: 11.2% 3Q: 30.9%
	Resort Business	5,790	4,220	(1,569)	4Q: 47.3%
	Other	3,151	2,175	(976)	Recovery trend from 3Q
Opera	ating profit (loss)	280	(20,611)	(20,891)	↓Drastic decline in profit due to
	WHG Business	2,254	(13,669)	(15,923)	effects of decreased revenue
	Luxury & Banquet Business	(65)	(4,716)	(4,651)	↑Reduced operating costs (+21,419)
	Resort Business	(939)	(769)	169	↑Recorded extraordinary losses including fixed costs (personnel costs,
	Other	(969)	(1,455)	(485)	depreciation, etc.) arising from the suspension of operations (+2,289)
EBITDA (Operating profit + depreciation)		5,211	(16,198)	(21,409)	
Ordinary profit (loss)		401	(20,930)	(21,331)	
Profit (loss) attributable to owners of parent		(285)	(22,427)	(22,141)	

<sup>\*</sup>In the current fiscal year, the Group made partial changes to the segments to which sales facilities belong, in accordance with organizational changes. The segment information for the previous fiscal year is stated based on the segments after the change.

## **Balance Sheets** for the Fiscal Year Ended December 31, 2020



## ➤ Although equity was diminished considerably, the Company avoided incurring excess liabilities

	<assets></assets>	December 31, 2019	December 31, 2020	YoY	Main difference factors
	Total current assets	11,272	10,149	(1,122)	Decrease in accounts receivable
	Total non-current assets	91,999	86,446	(5,553)	Sales of investment securities and a decline in their market price
	Total assets	103,271	96,595	(6,675)	
<	Liabilities and net assets>	December 31, 2019	December 31, 2020	YoY	Main difference factors
	Total current liabilities	20,768	25,197	4,428	Increase in short-term borrowings to raise cash on hand
	Total non- current liabilities	56,063	70,051	13,987	Increase in long-term borrowings to raise cash on hand
	Total liabilities	76,832	95,248	18,415	
	Total net assets	26,438	1,347	(25,091)	Decrease in retained earnings (22,787)
	Total liabilities and net assets	103,271	96,595	(6,675)	

## **Statements of Cash Flows for the Fiscal Year Ended December 31, 2020**



## ➤ Cash on hand was secured through means such as borrowings and sales of investment securities from April

	2019 Actual	2020 Actual	YoY	Main factors for 2020
Cash flows from operating activities	4,946	(17,069)	(22,016)	
Cash flows from investing activities	(3,496)	(2,412)	1,083	Increase in outflow due to purchase of property, plant and equipment and intangible assets (4,079) Proceeds from sales of investment securities (+853)
Free cash flow	1,450	(19,482)	(20,932)	
Cash flows from financing activities	(1,467)	19,831	21,299	Procurement of borrowings

## Sales per Business for the Fiscal Year Ended December 31, 2020



➤ The WHG Business (accommodation business) and the Luxury & Banquet Business (wedding and banquet businesses) suffered drastic declines in revenue, which significantly impacted sources of income

	Business	Net sales (actual)	YoY	YoY (%)
WHG	Accommodation	8,403	(23,130)	26.6%
WIIG	Other	1,951	(4,143)	32.0%
	Accommodation	1,194	(1,084)	52.4%
	Wedding	4,052	(6,268)	39.3%
Luxury & Banquet	Banquet	1,380	(3,524)	28.2%
·	Restaurant	2,083	(1,319)	61.2%
	Other	1,185	(294)	80.1%
	Accommodation	2,750	(951)	74.3%
Resort	Day trip and leisure	875	(600)	59.3%
	Other	594	(18)	97.0%

## **Operational Indicators for Main Facilities for the Fiscal Year Ended December 31, 2020**



## ➤ The WHG Business saw a decline of ADR and occupancy rates in Tokyo, which had a significant impact on operational indicators

		A	OR .	Occupancy rate			
Accommo	odation business	YoY	Difference from plan	YoY	Difference from plan		
14/110	Total	(33.0)%	(35.4)%	(51.8)pt	(50.7)pt		
WHG (Excluding closed hotels)	Tokyo	(36.3)%	(39.6)%	(57.6)pt	(55.0)pt		
ciosed fioters)	Other than Tokyo	(26.8)%	(28.0)%	(45.9)pt	(46.4)pt		
Hotel Chinzanso Tokyo		+12.8%	+2.8%	(36.4)pt	(35.2)pt		
Hakone Kowakien Ten-yu		+3.4%	+3.7%	(16.3)pt	(17.6)pt		

Wedding			Wedding: guests		Banquet: sales per user		Banquet: guests	
and banquet businesses	YoY	Difference from plan	YoY	Difference from plan	YoY	Difference from plan	YoY	Difference from plan
Hotel Chinzanso Tokyo	+41.9%	+40.4%	(73.4)%	(71.0)%	(0.7)%	+1.0%	(72.1)%	(74.9)%
Taiko-En	+19.2%	+30.9%	(63.2)%	(66.1)%	+7.9%	+7.6%	(70.6)%	(71.7)%

Day trip and leisure	Visi	tors	Sales per person			
businesses	YoY	Difference from plan	YoY	Difference from plan		
Hakone Kowakien Yunessun	(44.2)%	(49.5)%	+3.3%	+2.6%		





#### **Key Points of the Business Plan**



➤ A new business plan has been formulated to resolve issues that have been exposed by the COVID-19 pandemic. In the short-term, the highest priority will be on stop-gap measures to contain the current situation by promoting structural reform including early voluntary retirement.

In the medium- to long-term, we will review our business portfolio, and **reconstruct a robust business foundation** that will allow us to aim for the achievement of the Company's corporate philosophy and long-term vision.

Achieve the corporate philosophy and long-term vision of the FUJITA KANKO Group

#### Business plan formulated in light of the COVID-19 pandemic (2021 to 2025)

#### <Issues exposed by the COVID-19 pandemic>

- ➤ <u>Dependence on the WHG Business</u>

  The decline in revenue from the WHG Business accelerated the deterioration of financial results of the entire company
- ➤ <u>Delayed improvement of main businesses</u> Decline in the Chinzanso brand, delayed launch of Hakone Kowakien, and failure to cast off low profitability due to unutilized assets
- Inadequate response to unprofitable businesses

Delays in withdrawals and closures, review of openings and contracts

#### <Major strategies>

- [I] Promotion of structural reform
  - Raising the profit ratio through cost-cutting and measures for unprofitable businesses
- [II] Review of the business portfolio
  - Reinforcing marketing/branding
  - Reinforcing Chinzanso and Hakone Kowakien businesses
- [III] <u>Strengthening the management control structure</u>
  Clarifying the strategies and processes to achieve the

Review

business plan

The medium-term management plan (for 2020 to 2024) formulated in February 2020

We have already pushed ahead with measures with "structural reform" at the core. However, as the assumptions of the plan and current demand have drastically changed with the declaration of the State of Emergency and its extension, we are considering disclosing the overall picture of the plan, including the numerical targets, after the State of Emergency has been lifted.

### Overview of the Business Plan (2021 to 2025)



[I] Promotion of structural reform						
Carry out measures to reduce personnel expenses including early voluntary retirement, reduction of officers' compensation, reduction of salaries and bonuses, and seconding employees to outside companies						
Internalize previously outsourced duties such as room cleaning, security and dishwashing, review new store openings and negotiate rent reductions						
Withdraw as quickly as possible from businesses expected to continue reporting losses despite scaling back operations and implementing cost-reduction initiatives						
Implement a new human resource system including by reviewing training programs and the personnel evaluation system, in order to raise employee motivation and secure superior talent						
ess portfolio						
Strengthen business foundation including the enhancement of marketing and branding and the establishment of digital marketing						
Make major investments into the company-owned Hotel Chinzanso Tokyo and Hakone Kowakien to enhance their marketability and business competitiveness and reconstruct the business model of the existing WHG hotels to improve their profitability						
management control structure						
Strengthen the control structure by reconstructing the monitoring system, in order to identify issues promptly, formulate countermeasures, and make appropriate decisions						
Minimize the risk of losses and maximize profits by reviewing the type of business, type of contract, and other factors						

### Overview of the Business Plan (2021 to 2025)



Ctuatania	Strategies by segment				
Strategies	s by segment				
W//10	Enhancement of added value	<developing and="" capturing="" customers="" improving="" per-unit="" price="" products,="" reinforced="" sales,="" the="" through=""> Development of high value-added products, and strengthening digital marketing, branding, and yield management (method of controlling sales price and volume based on demand forecasts)</developing>			
WHG Business	Establishment of cost- competitiveness	<cost-cutting and="" business="" content="" of="" operations="" reviews="" sweeping="" through=""> Consolidation of the headquarters, selling and administrative functions, streamlining and internalizing onsite operations, review of personnel allocation, measures for unprofitable businesses, etc.</cost-cutting>			
	Review of the business model	Application of low-cost operations across the Group and review of store openings			
	Revival of the Chinzanso brand	<enhancing added="" and="" business="" hotel="" improving="" of="" quality="" the="" value="" wedding=""> Initiatives such as the garden promotions, and rebuilding the wedding brand by improving the quality of food, services, and incidental products</enhancing>			
L&B Business	Revitalization of the organization (reorganization of operation systems)	<effective and="" duties="" excess="" internalization="" of="" personnel="" utilization=""> Achieving cross-organizational workstyles, and further internalizing of previously-outsourced duties</effective>			
	Asset utilization measures	<effective assets="" bridal="" declining="" demand="" in="" line="" of="" utilization="" with=""> Deliberating effective utilization measures of banquet halls and guest rooms with low utilization rate</effective>			
_	Asset utilization measures (redevelopment)	<redevelopment a="" capture="" customers="" of="" range="" to="" wide=""> Redevelopment of Hakone Hotel Kowakien and Hakone Kowakien Yunessun, and deliberation of new schemes</redevelopment>			
Resort Business	Strengthening the appeal to customers	<strengthening activities="" and="" enhancing="" marketing="" provided="" the="" value=""> Strengthening sales channels, tie-ups with neighbors, and the customer experience</strengthening>			
	Cost structure transformation	Streamlining the indirect divisions and reviewing the cost structure through multi-tasking			



## Major Measures for the Fiscal Year Ending December 31, 2021



#### WHG Business

## 1. Enhance product added value, capture customers/improve per-unit price by reinforcing the sales structure

- > Improve the added value of the facilities, e.g., as working space and by holding local tours
- Consolidate sales divisions, strengthen relationships with agents, and reinforce revenue management
- > Steadily capture recovering demand, e.g., Go To Travel campaign

#### 2. Establish cost-competitiveness

- Close and sublease unprofitable facilities and stores
- > Scale back opening expenses, reduce rent, and streamline indirect divisions and facility operation

### L&B Business

#### 1. Rebuild the business by reviving the Chinzanso brand

- Improve added value/per-unit price through such means as the garden project to commemorate the 70th anniversary
- Rebuild the wedding brand by utilizing outside expertise

#### 2. Improve productivity by reorganizing the operation systems

- > Conduct a sweeping review of the business operation system focusing on improving productivity
- > Reduce labor costs by internalizing previously outsourced duties

## Resort Business

#### 1. Strengthen appeal by enhancing customer satisfaction

- > Further implement measures to prevent infection and promote the safe and secure facilities
- Develop attractive products that leverage the characteristics of the facility, such as hot springs, food, and activities
- Promote measures to capture repeat customers

#### 2. Improve productivity

Optimize personnel assignments by reviewing operational methods, promote the development of multi-tasking staff

#### 3. Generate profit from new businesses

- Review operational methods to reduce fixed working hours
- Improve marketability in line with the characteristics of the facility and increase sales (Mount Fuji x camping, a remote island x glamping, Zen experience, etc.)
- Scale back opening expenses



## **Current Conditions for the Fiscal Year Ending December 31, 2021**



#### WHG Business

After the State of Emergency was declared for Tokyo and the surrounding 3 prefectures on January 7, cancelations occurred even in the non-targeted areas. While recent reservations have increased slightly, advance reservations have slowed down.

- ⇒ Expanded day-use packages and teleworking packages
- ⇒ Responded to accommodation demand seeking to avoid commuting risk

#### L&B Business

#### [Hotel Chinzanso Tokyo]

Accommodation: Cancelations occurred from the latter half of December to January. From February, recent reservations have increased slightly but reservations, in general, have slowed down due to the extension of the State of Emergency.

⇒ Expanded "Retreat Stay Packages"

Banquets: New Year parties were cancelled across the board and cancelations also occurred for scheduled small banquets

⇒ Marketed hybrid-type of lectures that combine lectures on the web, and online table manners classes

Weddings: Number of users declined, and weddings were postponed until the fall, in conjunction with the spread of COVID-19

⇒ Improved customer satisfaction and per-unit price by introducing course meals with new menus

### Resort Business

### [Hakone Kowakien Ten-yu] Occupancy rates declined except for the New Year period. Advance reservations also slowed down

⇒ Expanded the high-demand packages that featured take-out/in-room meals, and workcation products

#### [Yunessun and Shimoda Aquarium] Established days to be closed

⇒ Increased media exposure of 20th anniversary events such as the "BOXAPPY's Comingof-Age Ceremony" and "Day Camp & Spa" at Yunessun





### **Transfer of Fixed Assets and Closing of the Taiko-En**

➤ To improve our financial position which has deteriorated due to the effects of COVID-19, we decided to transfer the land and property (Taiko-En: banquet halls, restaurants, the Guest House OUEN) held by the Company and terminate the business of Taiko-En, OUEN and OPÉRA DOMAINE KOURAIBASHI.

Although the Group had deliberated various methods of fund-procurement and capital reinforcement, with no prospects in sight for the situation being brought under control, it has had to make the difficult decision of selling these assets in order to rebuild the Company.

> Extraordinary income in conjunction with the transfer of these fixed assets

Extraordinary income: Approx. ¥32.9 billion



Expected to be reported in the financial statements for the 1st quarter of the fiscal year ending December 31, 2021

To be transferred on March 31, 2021 (Planned)

\*Taiko-En, OUEN, and OPÉRA DOMAINE KOURAIBASHI will continue to operate until June 30, 2021

Taiko-En opened in April 1959 and has been welcoming guests from Japan and overseas, as a banquet and wedding hall representing the Kansai area. We would like to express our gratitude to our customers for their long years of patronage.





### **Company Overview**



Listed exchange	Tokyo Stock Exchange First Section
Company name	FUJITA KANKO INC.
Stock code	9722
Share unit	100 shares
Fiscal year	January 1 to December 31 of each year
Record date	December 31
Ex-dividend dates	December 31, and June 30 when interim dividends are issued
Annual shareholders meeting	March of each year
Total number of issued shares	12,207,424 shares
Total number of authorized shares	44,000,000 shares
Fiscal term	December 31 of each year

### List of Facilities (As of February 12, 2021)



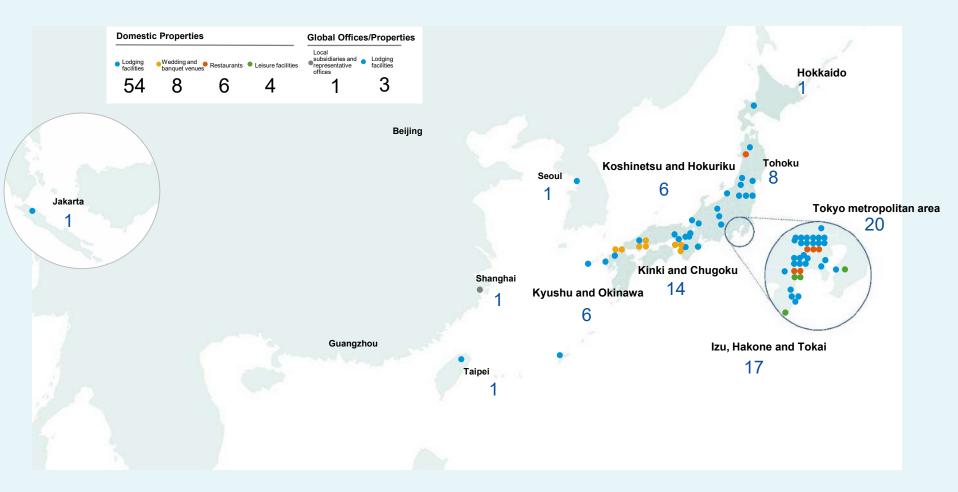
FUJIIH KHNKU									
	WHG Business					Luxury & Banquet Business			
< <lodging facilities="">&gt;</lodging>	36 properties, scheduled	11,075 rooms (including <sup>r</sup> to open)	1 property	< <lodging facilities="">&gt; 12 properties, 556 rooms</lodging>		< <lodging facilities="">&gt; 1 property, 267 rooms</lodging>			267 rooms
■ Washington Hotel		■ Hotel Gracery		(including 1 property scheduled to	open)	Hotel Chinz	anso Tokyo		267 rooms
(21 properties, 6,867 rooms)		(11 properties, 3,198 rooms)		Hakone Kowakien Ten-yu	150 rooms	< <weddings and="" banquets="">&gt; 8 prop</weddings>		roperties	
Sendai	223 rooms	Sapporo	440 rooms	Hakone Kowakien Miyama Furin	15 rooms		UEN, OPÉRA		
Shinjuku (Main Building)	1,280 rooms	Ginza	270 rooms	Hakone Kowakien Mikawaya Ryokan	25 rooms	KOURAIBA 2021)	SHI (Schedule	ed to close o	on June 30,
Akihabara	369 rooms	Tamachi	216 rooms	Hakone Hotel Kowakien (Tentative name) (Scheduled to	150 rooms	Marryaid	Reme	rcier Motouj	ina
Tokyo Bay Ariake	830 rooms	Asakusa	125 rooms	òpen in January 2023)		The South I	Harbor Resort		
Yokohama Sakuragicho	553 rooms	Shinjuku	970 rooms	Ito Kowakien	50 rooms	Maricolle W	edding Resort		
Yokohama Isezakicho	399 rooms	Kyoto Sanjo (North)	97 rooms	Ito Ryokuyu	7 rooms	Sayagatani	Garden Aglass	\$	
Urawa	140 rooms	Kyoto Sanjo (South)	128 rooms	Fujino Kirameki Fuji Gotemba	19 rooms	<< Leisure facilities>> 1 property		erty	
Kansai Airport	504 rooms	Osaka Namba	170 rooms	Nordisk Village Goto Islands	8 rooms	Camellia Hills Country Club			
Hiroshima	266 rooms	Naha	198 rooms	Hakujukan, Shinzen-no-yado, Eihei-ji Temple	18 rooms	<restaurants> 3 propertie</restaurants>		s	
Canal City Fukuoka	423 rooms	Seoul	336 rooms	Yugawara Onsen Chitose [MC]	38 rooms	Civic Sky Restaurant Chinzanso			
Yamagata Nanokamachi [FC]	213 rooms	Taipei (Scheduled to open in 2021)	248 rooms	Hotel Yamanami [MC]	26 rooms	,	f Tokyo Ito Inte taurant [MC]	rnational R	esearch
Yamagata Eki Nishiguchi [FC]	100 rooms			Towada Hotel [Business alliance]	50 rooms	Meiji University Shikonkan Foresta Chinzanso [MC]			inzanso
Aizu Wakamatsu [FC]	154 rooms	■ Hotel Fujita (1 propert	y, 354 rooms)	< <restaurants>&gt; 3 prope</restaurants>	erties	Marie	h anabin b as a	d December	tolo
Koriyama [FC]	184 rooms	Fukui [FC]	354 rooms	Akashiatei			bership-base		
Tachikawa [FC]	170 rooms	■ HOTEL TAVINOS (3 properties, 6	656 rooms)	Hakone Kowakien Soba Kihinkan		< <loag< td=""><td>ing facilities&gt; room</td><td></td><td>les, 460</td></loag<>	ing facilities> room		les, 460
Kisarazu [FC]	146 rooms	Hamamatsucho	188 rooms	Hakone Kowakien Teppan Shabu Sh Geihinkan	nabu	■Wisterian	Life Club		
Tsubame Sanjo [FC]	103 rooms	Asakusa	278 rooms	< <leisure facilities="">&gt; 3 pro</leisure>	perties	Verde No M	lori 100 rooms		
Takarazuka IECI	125 rooms	Kyoto (Scheduled to	190 rooms	Hakone Hotel Yunessun		Hakone	18 rooms	Atami	54 rooms
Takarazuka [FC]	135 rooms	open in the summer of 2021)	190 1001118	Hakone Kowakien Mori No Yu		Usami	58 rooms	Toba	76 rooms
Sasebo [FC]	190 rooms	Local subsidiarion representative of		Shimoda Aquarium		Nojiriko	64 rooms		
lwaki [MC]	148 rooms	Shanghai		Other Businesses	n. 244 va	Prominent h	Kurumayama K	ogen 90 roo	oms
Shinjuku (Annex Building) [MC]	337 rooms	Ü		<< Lodging facilities>> 1 propert ISORAS CIKARANG 214	rooms		,	-	25

### **FUJITA KANKO Group Properties**

(As of February 12, 2021, including scheduled openings)



The FUJITA KANKO Group operates various brands with a wide range of price points according to the purpose of use. In addition, we are expanding our locations in Asia and establishing the Fujita Kanko brand outside Japan, which will also help attract inbound guests to our properties.



For all inquiries regarding IR, please contact:

Accounting, Finance and IR Department, Planning Division, FUJITA KANKO INC.

TEL: 03-5981-7727

https://www.fujita-kanko.co.jp/ir/index.html

#### Note:

The purpose of this material is to provide information on business performance and future management strategy of the FUJITA KANKO Group, and not to attract investment in the Company's securities. Unless otherwise notified, the material has been created based on data available as of December 31, 2020. Projections and estimates listed in this material are made by the Company at the time of compiling the material and are subject to change due to changes in the management environment. All rights reserved.