

April 18, 2024

FOR IMMEDIATE RELEASE

Company Name: Polaris Holdings Co., Ltd.

Representative: Takahiro Tsujikawa

President & CEO

Stock Listing: Tokyo Stock Exchange, Standard Section

Stock Code: 3010

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Director and CFO (TEL: 03-5822-3010)

**Polaris Announces Strategic Organizational and Personnel Changes
in the Real Estate Business**

Polaris Holdings Co., Ltd. (hereinafter “Polaris” or the “Company”) today resolved to make strategic organizational change and personnel change in the Company’s Real Estate Business (hereinafter the “Organizational Change”).

1. Details of Organizational Change

As shown in the Appendix, the Real Estate Business Division will be combined with the Hotel Business Division to further optimize operation and management efficiencies to promote further growth.

2. Purpose of Organizational Change

The Real Estate Business Division, in close cooperation with its sponsor group, Star Asia Group, has supported the growth of the hotel business by leading the business of investing in hotel assets and acquiring new hotel operation mandates, as well as by supporting the management and opening of the hotels operated by Polaris Group.

In order to further accelerate the growth of the hotel business, the Real Estate Department will be combined with Hotel Business Division to strengthen cooperation with and to concentrate management resources on the hotel business.

After the Organizational Change, the Real Estate Department will continue to be in charge of the Company's real estate business and, in cooperation with the Star Asia Group, will continue to actively make strategic investments focused on premier hotel assets.

3. Date of Implementation of Organizational Change

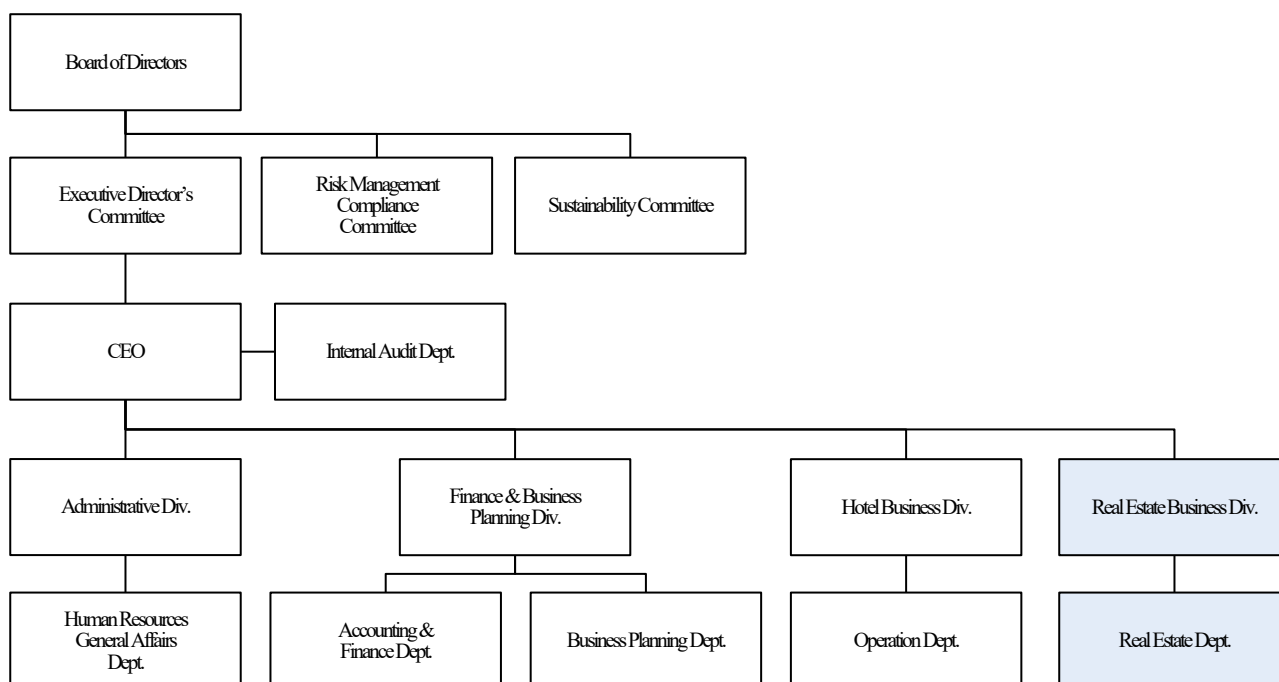
May 1, 2024 (scheduled)

4. Personnel Change due to Organizational Change

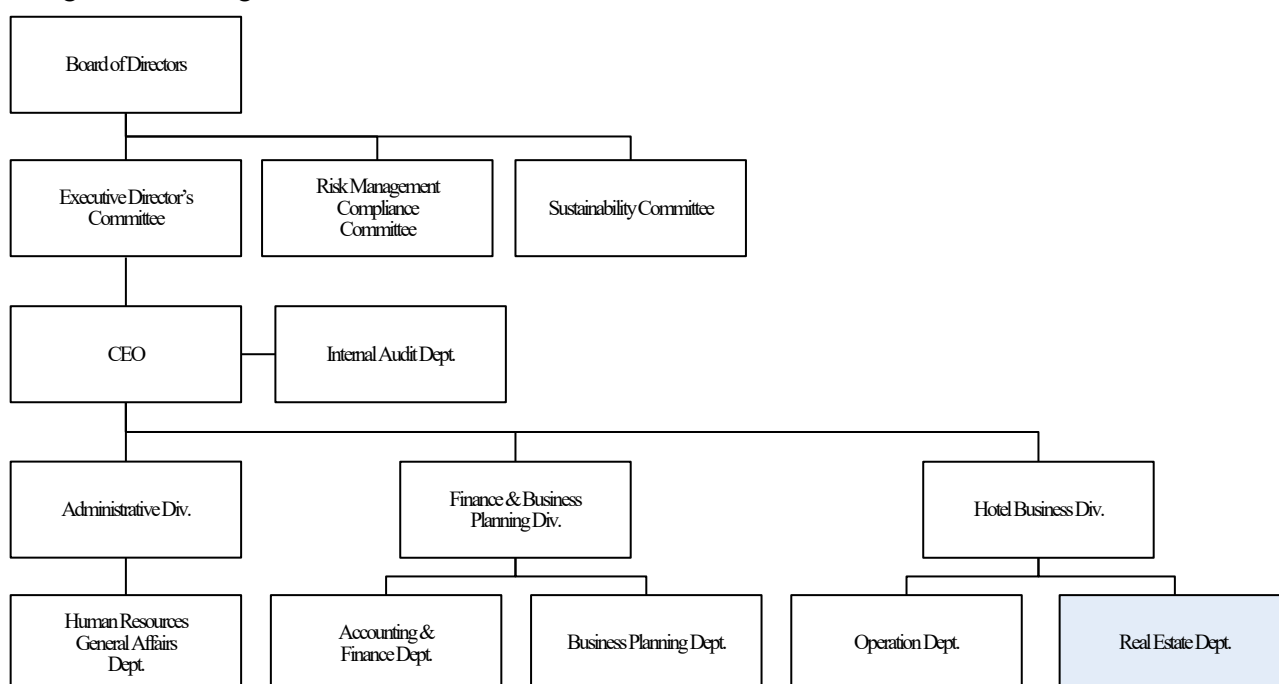
New Position	Name	Appointment Date	Current Position
Director, Vice Chairman	Atsuo Umeki	May 1, 2024 (scheduled)	Director, Vice Chairman Head, Real Estate Business Div.
Hotel Business Div. Manager, Real Estate Dept.	Kazuki Sakamoto	Same as above	Real Estate Business Div. Manager, Real Estate Dept.

<Appendix>

Before Organizational Change



After Organizational Change



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.