FUJITA KANKO

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FUJITA KANKO INC.

Financial Results for the Nine Months Ended September 30, 2026

November 5, 2026
(Code number: 9722)







From top: Hotel Gracery Sapporo; Hotel Chinzanso Tokyo; Hakone Kowakien Ten-yu

Consolidated Statements of Income

FUJITA KANKO

Net sales rose by ¥1,240 million while operating profit fell by ¥930 million, year on year
(Profit effectively grew year on year if the impacts of major renovations are excluded)

- Despite the impact of temporary guestroom closures for major renovations, sales increased year on year as a result of the offering of high value-added products, the capture of inbound demand (particularly visitors from Europe, the U.S., and Australia), and price setting aligned with demand trends
- Increases in the number of ceremonies and sales per ceremony in the wedding business helped drive the year-on-year rise in net sales
- Profit declined due to higher costs, including one-time costs and depreciation associated with renovations, and labor costs tied to improvements in employee compensation/benefits

Unit: Million yen

	2Q Cumulative actual Jan. to Jun.	3Q Actual Jul. to Sep.	2026 3Q Cumulative actual	2025 3Q Cumulative actual	YoY
Net sales	40,755	19,134	59,890	58,646	+1,243
Operating profit	6,270	1,589	7,860	8,798	(937)
Ordinary profit	6,072	1,456	7,528	8,631	(1,103)
Extraordinary income	5,999	-	5,999	25	+5,973
Extraordinary losses	-	29	29	83	(54)
Income taxes	4,056	421	4,477	2,837	+1,640
Profit attributable to owners of parent	8,015	1,005	9,020	5,735	+3,284

Net Sales & Operating Profit Breakdown by Business

FUJITA KANKO

Net sales climbed, driven by increases in WHG Business's ADR and Luxury & Banquet Business's number of ceremonies

- The WHG Business's net sales rose with higher ADR (average daily rate), but operating profit shrank due to temporary guestroom closures related to renovations
- The Luxury & Banquet Business's net sales and operating profit climbed, buoyed by increases in the Wedding segment's number of ceremonies and sales per ceremony, and by the Restaurant segment's number of users
- The Resort Business increased both net sales and operating profit with a rise in ADR

Unit: Million yen	2Q Cumulative actual Jan. to Jun.	3Q Actual Jul. to Sep.	2026 3Q Cumulative Actual	2025 3Q Cumulative Actual	YoY
Net sales	40,755	19,134	**59,890**	58,646	+1,243
WHG Business	24,370	11,384	**35,755**	35,717	+38
Luxury & Banquet Business	10,444	3,867	**14,312**	13,638	+674
Resort Business	5,219	3,535	**8,754**	8,351	+402
Other (including adjustments)	720	347	**1,067**	939	+128
Operating profit (loss)	6,270	1,589	**7,860**	8,798	(937)
WHG Business	5,273	1,569	**6,842**	7,932	(1,089)
Luxury & Banquet Business	956	(561)	**394**	260	+133
Resort Business	68	605	**673**	641	+32
Other (including adjustments)	(27)	(23)	**(50)**	(35)	(14)

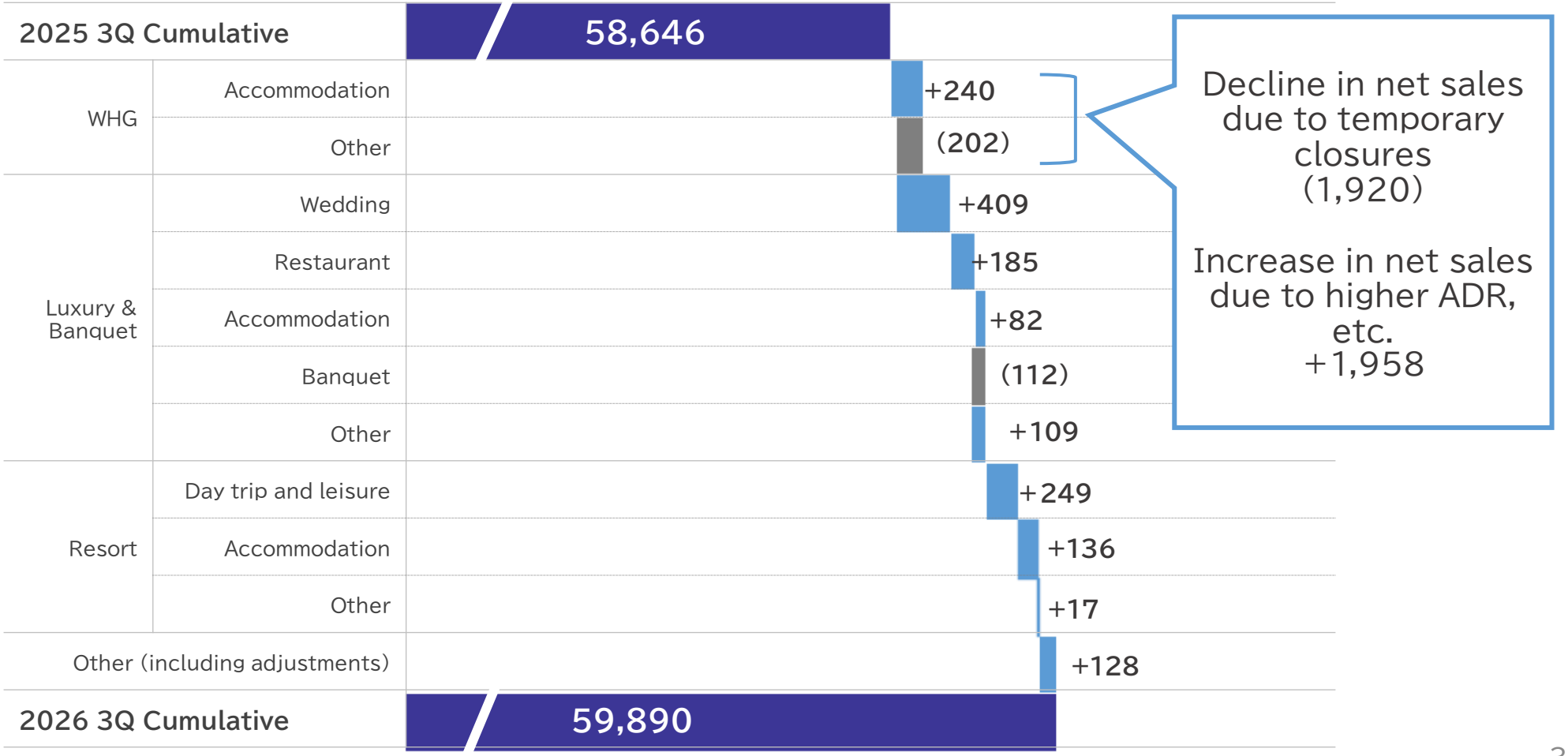
Net Sales: Increase/Decrease by Business

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Net sales climbed by ¥1,240 million YoY, driven by growth of accommodation and wedding sales

- Despite a revenue loss of ¥1,900 million due to temporary guestroom closures, net sales grew as a whole, pushed up by increases in ADR and wedding users and sales per ceremony

Unit: Million yen



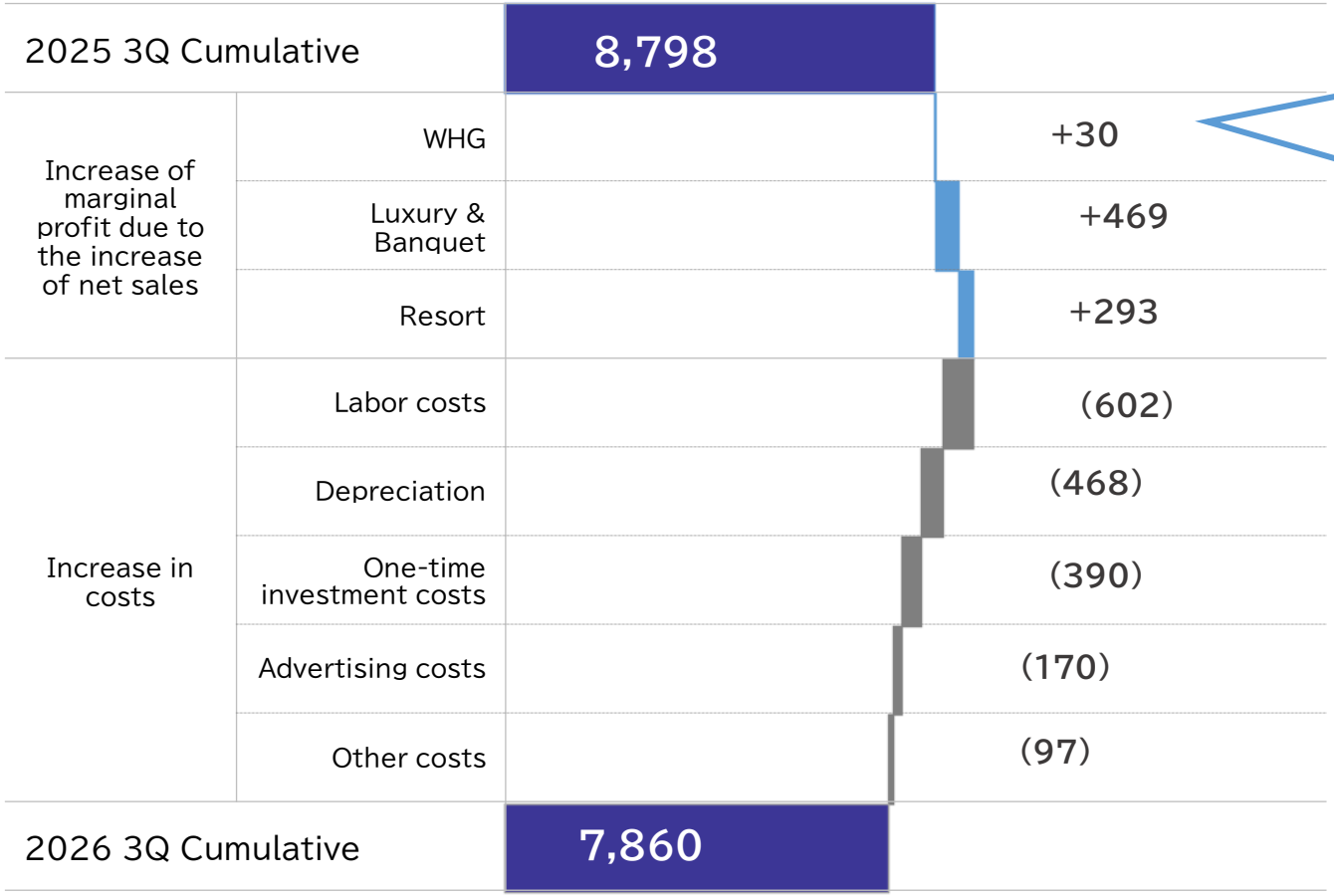
Operating Profit: Increase/Decrease by Factor

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Operating profit fell by ¥930 million YoY as increase in costs outpaced increase of marginal profit

- Operating profit shrank due to increases in depreciation and one-time investment costs associated with renovations carried out as part of enhancements to add value
- Our foundation for growth was strengthened through continued proactive investments in talent and in facility improvements such as guestroom renovations

Unit: Million yen



Decline in profit due to temporary closures (1,447)

Increase in profit due to higher ADR, etc. +1,477

WHG Business

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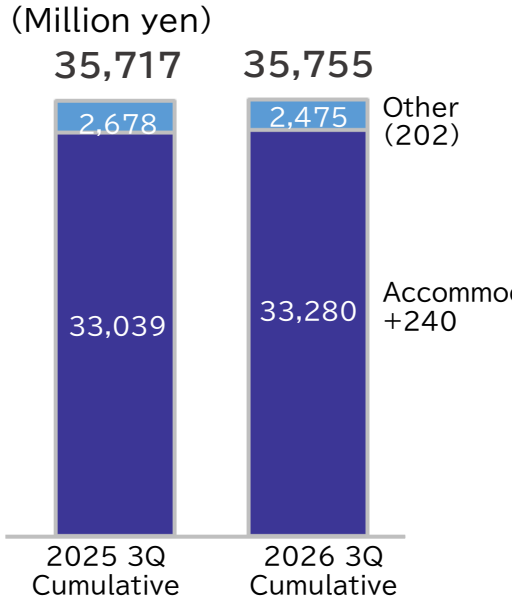
Renovations were carried out at multiple facilities to enhance product competitiveness
ADR rose by 7% YoY, and efforts to improve value added and strengthen overseas sales steadily produced results
Net sales rose by 30 million yen and operating profit fell by 1,080 million yen, YoY

- Actions for stepping up overseas sales enabled the capture of inbound demand, particularly visitors from Europe, the U.S., and Australia
- The capture of inbound demand and renovations for functional improvements paid off with a rise in number of guests per room
- Yield functions were strengthened to enable price setting aligned with demand trends

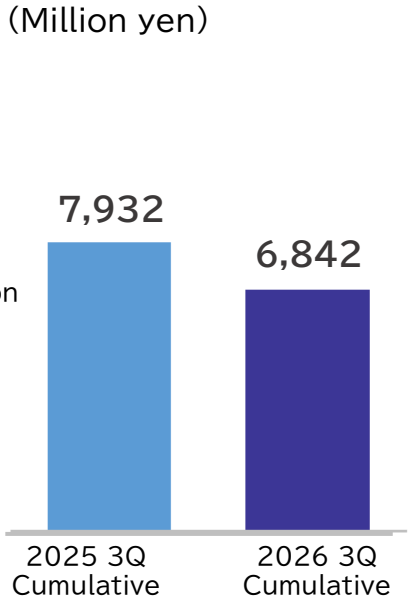
} Higher ADR

<State of renovation closures>
Approx. 150,000 guestrooms in total were closed during Jan.-Sep. 2026 at properties such as Canal City Fukuoka Washington Hotel, Tokyo Bay Ariake Washington Hotel and Hotel Gracery Sapporo

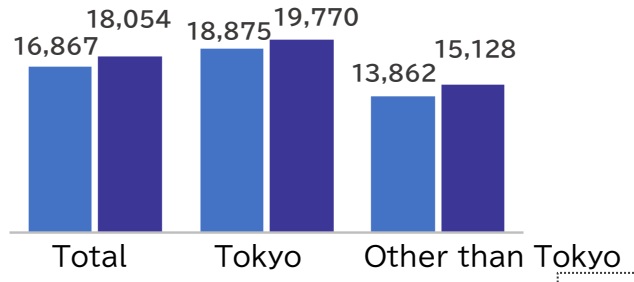
Net sales



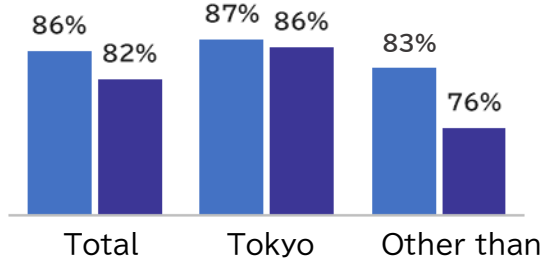
Operating profit



ADR (Yen)



Occupancy Rate



＊Occupancy Rate excluding guestrooms temporarily closed for renovations

Total: 89% (+2%pt YoY)

＊Operational indicator data excludes WHG Hotels franchise/management contract properties and ISORAS CIKARANG serviced apartments

Luxury & Banquet Business

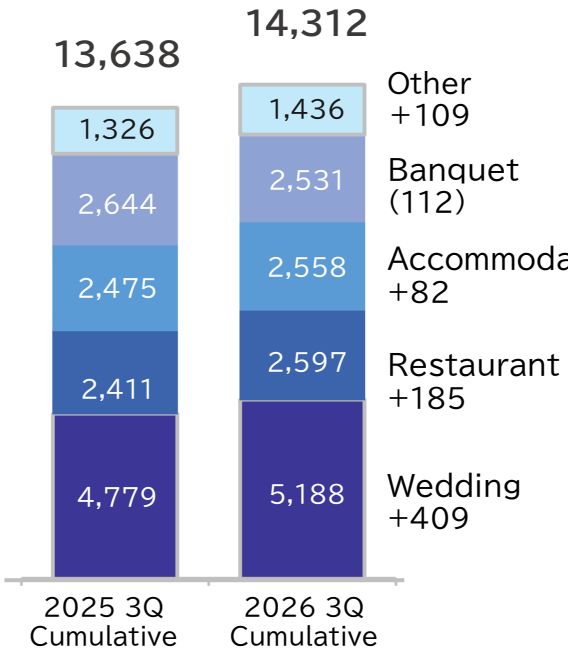
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The number of ceremonies and sales per ceremony were expanded through tangible and intangible improvements to value added in the wedding business
As a result, net sales and operating profit grew by ¥670 million and ¥130 million YoY, respectively

Hotel Chinzanso Tokyo
- Wedding: The number of ceremonies and sales per ceremony increased as a result of actions for strengthening product competitiveness, including banquet hall renovations and enhancements to food/beverage service and floral decorations
- Restaurant: Sales were buoyed by the capture of celebrations-related demand and the offering of afternoon tea service
- Accommodation: The continuation of overseas promotion enabled the capture of inbound demand from regions such as Europe, the U.S., and Australia

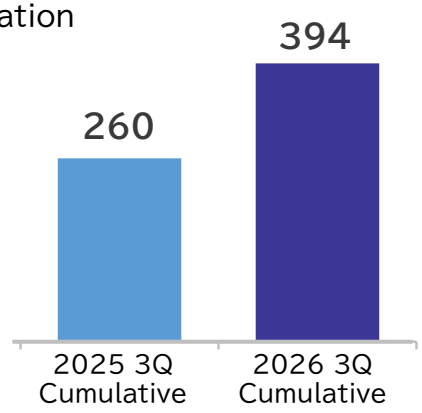
Net sales

(Million yen)



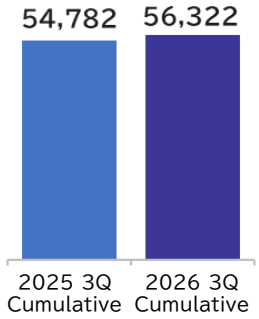
Operating profit

(Million yen)

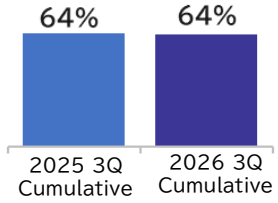


Hotel Chinzanso Tokyo

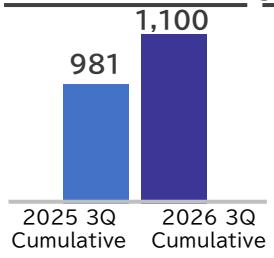
ADR (Yen)



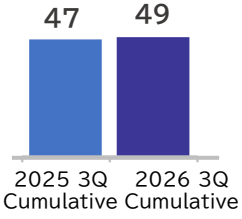
Occupancy Rate



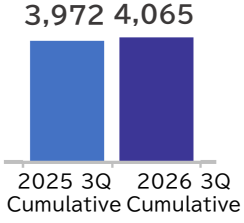
Wedding Number of ceremonies



Wedding Average number of guests per ceremony



Wedding Sales per ceremony (thousand yen)



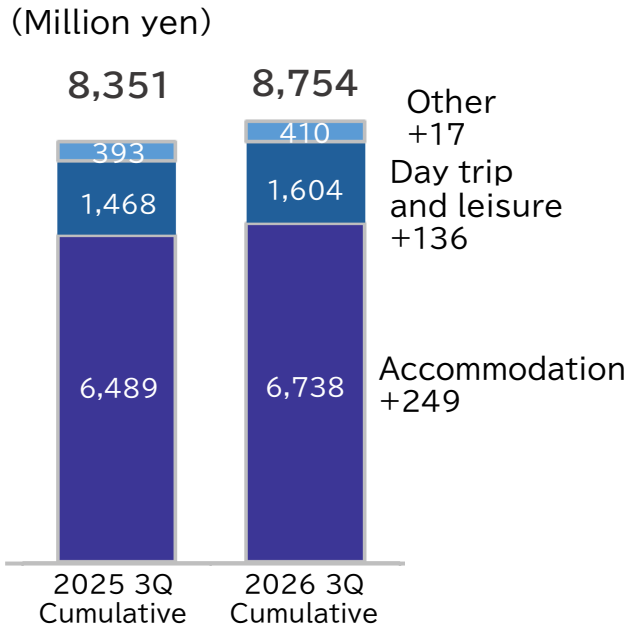
* Calculation of these three metrics did not include cases where only a ceremony was held

Resort Business

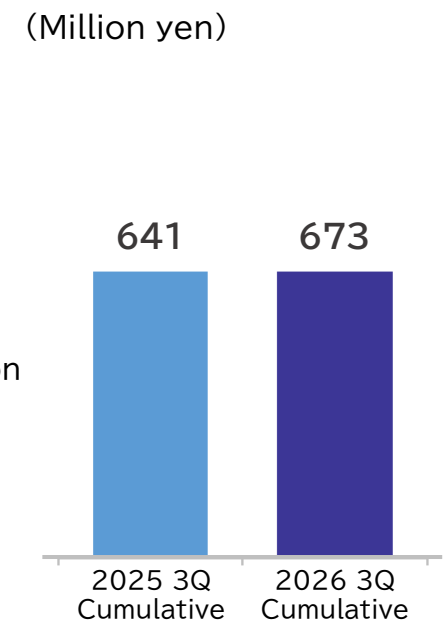
ADR rose by 7% YoY at Hakone Kowakien Ten-yu and Hakone Kowakien Hotel
Initiatives for enhancing value added, such as the hosting of events, continued to be carried out as part of a Hakone Kowakien tourism development strategy
Net sales and operating profit increased by 400 million yen and 30 million yen YoY, respectively

- Hakone Kowakien Ten-yu: ADR rose while occupancy remained high, backed by the capture of inbound demand through actions to strengthen overseas promotion
- Hakone Kowakien Hotel: Efforts such as the strengthening of sales through the Company's website facilitated the capture of domestic family demand in the summer; ADR was boosted through price-setting aligned with trends in supply and demand
- Hakone Kowakien Yunessun: The number of users was increased through initiatives such as corporate/IP collaborations and events hosted as part of the tourism development strategy

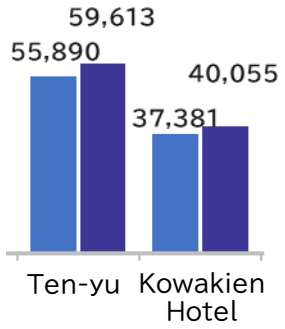
Net sales



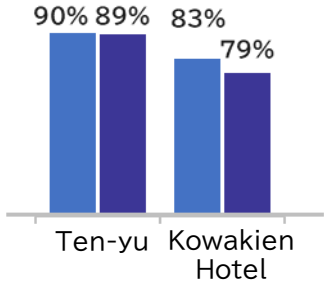
Operating profit



ADR (Yen)

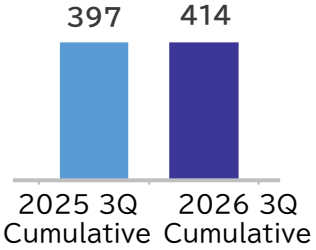


Occupancy Rate





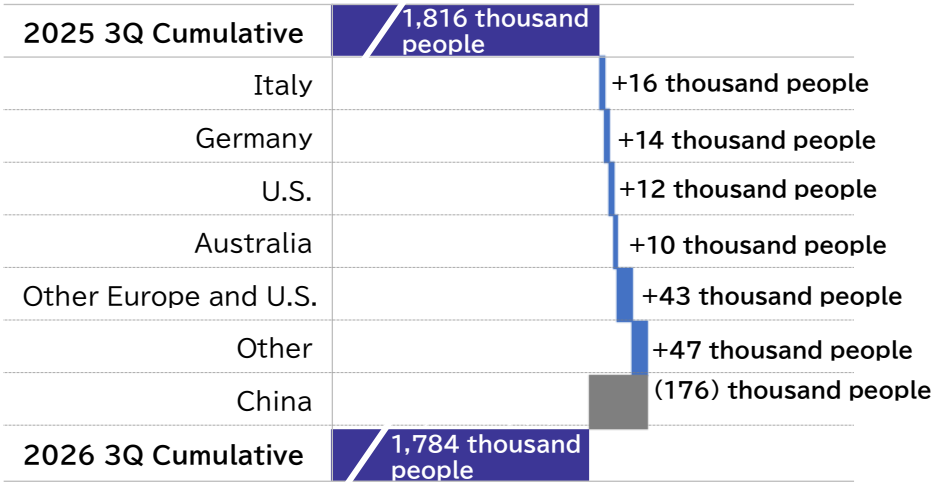
Yunessun Visitors (thousand people)



Status of Inbound Tourism

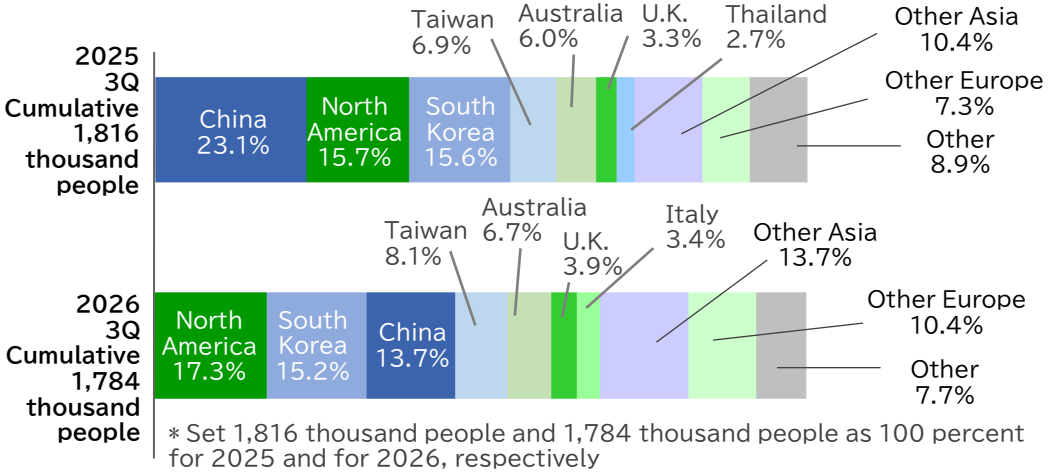
	2026 3Q Cumulative Actual	YoY
Number of inbound accommodation guests (at domestic facilities only)	1,784 thousand people	(1.8)%
Total number of accommodation guests (at domestic establishments only)	3,055 thousand people	(5.3)%
Ratio of inbound guests	58.4%	+2.1%pt
WHG Total	61.2%	+2.6%pt
Hotel Gracery Shinjuku	94.7%	+0.1%pt
Shinjuku Washington Hotel (Main building and ANNEX)	74.3%	+0.9%pt
Hotel Chinzanso Tokyo	36.6%	(0.0)%pt
Hakone Kowakien Ten-yu	51.2%	+0.5%pt
Hakone Kowakien Hotel	14.0%	(5.7)%pt

Number of inbound accommodation guests Increase/Decrease by country



Despite the decrease in the number of guests from China, ADR rose due to an increase in guests from Europe, the U.S., and Australia.

Number of inbound accommodation guests Breakdown by country



* Set 1,816 thousand people and 1,784 thousand people as 100 percent for 2025 and for 2026, respectively

Share of guests from Europe, the U.S., and Australia expanded to approximately 40%

*Figures for China include guests from Hong Kong
*North America: U.S. and Canada

Consolidated Balance Sheets

- Non-current assets shrank by ¥1.57 billion compared to the end of the previous year due to factors such as the sale of investment securities
- Borrowings fell by ¥6.46 billion to ¥21.19 billion compared to the end of the previous year
- Net assets increased by ¥7.05 billion to ¥43.87 billion compared to the end of the previous year

Unit: Million yen	End of September 2026	End of December 2025	Change
Current assets	21,448	20,676	+771
Non-current assets	76,577	78,157	(1,579)
Total assets	98,026	98,834	(807)
Current liabilities	25,466	29,366	(3,900)
Non-current liabilities	28,688	32,648	(3,960)
Total liabilities	54,154	62,015	(7,861)
Total net assets	43,871	36,818	+7,053
Total liabilities and net assets	98,026	98,834	(807)
Equity ratio	44.8%	37.3%	+7.5%pt
Total borrowings	21,194	27,655	(6,461)

Topics

➢ Expand locations of WHG Hotels through new openings

Hotel Gracery Ise (tentative name) to be opened in fall 2028; 128 rooms planned

We plan to build and directly operate this hotel on land acquired in Ise City in Mie Prefecture. The first WHG-operated property to feature large hot-spring baths and dry saunas, this project will serve as a new model of development that will further enhance the appeal of the Hotel Gracery brand as an ideal gateway for tourism and leisure.

We are also using franchises to make new openings

We have decided to open, as the 15th and 16th franchises, Tachikawa Washington Hotel WEST WING (tentative name; to be opened in Tachikawa City, Tokyo in winter 2028) and SPA Yoko-no-yu Washington Hotel Sasebo Ekimae (tentative name; to be opened in Sasebo City, Nagasaki Prefecture in spring 2028). Going forward, we will continue increasing convenience for guests through further expansion of our chain.



Hotel Gracery Ise (tentative name)
(artist's impression)

➢ WHG Hotels renovation updates

Canal City Fukuoka Washington Hotel
(reopened in September 2026; work to be completed in November)

This property was reopened following a 5-month full closure that began in April 2026 and completely renovated the guestrooms and lobby. The various improvements—including the creation of bunk-bed guestrooms to serve the needs of families and group travelers—are intended to increase guest satisfaction by responding to increasingly diverse lodging demand.

Hotel Gracery Shinjuku (work completed in August 2026)

Comfort was enhanced in selected guestrooms through changes to bed size and the expansion of living space by converting the bathroom to a shower booth. This strengthening of product competitiveness in line with strong inbound demand is aimed at increasing value added.



Bunk bed-equipped Superior Bank Force Room at Canal City Fukuoka Washington Hotel

Topics

➢ Leveraging Hotel Chinzanso Tokyo's property, plant and equipment

New banquet hall "FORESTA" (work completed in October 2026)

This new banquet hall, offering a panoramic view of the hotel garden through large windows stretching to the ceiling, was built in spaces previously used as waiting rooms. The hall features an adjoining kitchen, a foyer that looks out onto the woods and sky of Tokyo, and a dedicated bride's room. This facility serves not only weddings but also a wide range of banquet needs while creating a one-of-a-kind experience through its stunning vista and full lineup of amenities, and thus promises to increase the profitability of the wedding and banquet businesses.



View of Tokyo's woods and sky



Foyer overlooking the garden



Adjoining kitchen



Dedicated bride's room

➢ Remercier Motoujina renovation update

Renovations to Remercier Motoujina's chapel and waiting rooms (work to be completed in November 2026)

The facility's chapel, waiting rooms, and bride's room are being renovated. The addition of lighting and video effects enables a wider range of choices for staging originally designed secular wedding ceremonies, a long-popular attraction of this facility, and thus increases the value added to the ceremony experience, with the aim of strengthening product competitiveness and other competitiveness.



The chapel utilizes natural light and the warm look of wood

Note: All photos are artist's impressions

Operational Indicators

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		2025				2026		
		1Q	2Q	3Q	4Q	1Q	2Q	3Q
WHG Total	Occupancy Rate	86%	87%	85%	83%	83%	81%	83%
	ADR	¥16,597	¥17,821	¥16,127	¥20,095	¥18,088	¥19,342	¥16,782
WHG Tokyo	Occupancy Rate	89%	89%	84%	84%	86%	86%	87%
	ADR	¥18,933	¥20,237	¥17,387	¥22,794	¥20,358	¥21,438	¥17,563
WHG other than Tokyo	Occupancy Rate	83%	85%	85%	82%	79%	72%	77%
	ADR	¥13,029	¥14,179	¥14,311	¥15,952	¥14,376	¥15,582	¥15,462
Hotel Chinzanso Tokyo	Occupancy Rate	56%	75%	63%	80%	56%	76%	59%
	ADR	¥57,535	¥55,483	¥51,567	¥55,853	¥57,439	¥55,852	¥55,880
Hakone Kowakien Ten-yu	Occupancy Rate	93%	87%	89%	95%	90%	89%	89%
	ADR	¥54,503	¥57,992	¥55,262	¥60,255	¥53,875	¥61,811	¥63,122
Hakone Kowakien Hotel	Occupancy Rate	76%	79%	93%	83%	76%	73%	87%
	ADR	¥36,829	¥34,568	¥40,179	¥37,267	¥32,562	¥38,728	¥47,584
Hotel Chinzanso Tokyo	Wedding: number of ceremonies	263	444	274	600	335	493	272
	Wedding: sales per ceremony	¥4,127 thousand	¥3,980 thousand	¥3,808 thousand	¥4,182 thousand	¥4,086 thousand	¥4,044 thousand	¥4,078 thousand
	Wedding: average number of guests per ceremony	50	47	45	50	50	48	47
Hakone Kowakien Yunessun	Visitors	99 thousand people	104 thousand people	194 thousand people	105 thousand people	105 thousand people	99 thousand people	209 thousand people

*Operational indicator data excludes WHG Hotels franchise/management contract properties and ISORAS CIKARANG serviced apartments

List of Facilities (As of November 5, 2026)

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WHG Business

≪Lodging facilities≫ 34 properties, 10,841 rooms

■Washington Hotel (19 properties, 6,476 rooms)		■Hotel Gracery (10 properties, 3,165 rooms)	
Sendai	223 rooms	Sapporo	407 rooms
Shinjuku (Main building, ANNEX)	1,618 rooms	Ginza	270 rooms
Akihabara	366 rooms	Tamachi	216 rooms
Tokyo Bay Ariake	830 rooms	Asakusa	125 rooms
Yokohama Sakuragicho	553 rooms	Shinjuku	970 rooms
Hiroshima	266 rooms	Kyoto Sanjo (North/South)	225 rooms
Canal City, Fukuoka	422 rooms	Osaka Namba	170 rooms
Yamagata Nanokamachi [FC]	213 rooms	Naha	198 rooms
Yamagata Eki Nishiguchi [FC]	100 rooms	Seoul	336 rooms
Aizu Wakamatsu [FC]	154 rooms	Taipei	248 rooms
Koriyama [FC]	184 rooms		
Iwaki [FC]	148 rooms	■Hotel Fujita (1 property, 354 rooms)	
Tachikawa [FC]	170 rooms	Fukui [FC]	354 rooms
Kisarazu [FC]	146 rooms		
Tsubame Sanjo [FC]	103 rooms	■HOTEL TAVINOS (3 properties, 656 rooms)	
Kansai Airport [FC]	504 rooms	Hamamatsucho	188 rooms
Kanku Izumiotsu [FC]	151 rooms	Asakusa	278 rooms
Takarazuka [FC]	135 rooms	Kyoto	190 rooms
Sasebo [FC]	190 rooms		
		■Serviced apartments (1 property, 190 rooms)	
		ISORAS CIKARANG (Indonesia)	190 rooms

Resort Business

≪Lodging facilities≫11 properties, 554 rooms

Hakone Kowakien Ten-yu	150 rooms
Hakone Kowakien Hotel	150 rooms
Hakone Kowakien Mikawaya Ryokan	25 rooms
Hakone Kowakien Miyama Furin	15 rooms
Ito Kowakien	50 rooms
Ito Ryokuyu	7 rooms
Fujino Kirameki Fuji Gotemba	25 rooms
Hakujukan, Shinzen-no-yado, Eihei-ji Temple	18 rooms
Yugawara Onsen Chitose [MC]	38 rooms
Hotel Yamanami [MC] (Yamanashi Pref.)	26 rooms
Towada Hotel [Business alliance]	50 rooms

≪Restaurants≫ 3 properties

- Akashiatei (Akita Pref.)
- Hakone Kowakien Soba Kihinkan
- Hakone Kowakien Teppan Shabu Geihinkan

≪Leisure facilities≫ 5 properties

- Hakone Kowakien Yunessun
- Hakone Kowakien Mori No Yu
- Hakone Kowakien Camp & Spa Yama No Ne
- Fuji Camp Base Kirameki (within premises of Fujino Kirameki Fuji Gotemba)
- Shimoda Aquarium

Luxury & Banquet Business

≪Lodging facilities≫ 1 property, 265 rooms

Hotel Chinzanso Tokyo	265 rooms

≪Weddings≫ 2 properties

- Remercier Motoujina (Hiroshima Pref.)
- The South Harbor Resort (Hiroshima Pref.)

≪Leisure facilities≫ 1 property

- Camellia Hills Country Club (Chiba Pref.)

≪Restaurants≫ 2 properties

- University of Tokyo Ito International Research Center Restaurant [MC]
- Meiji University Shikonkan Foresta Chinzanso [MC]

FC: Franchising model
Ownership, management and operation all belong to owner companies. The Company licenses the brand usage rights and gives instruction on facility operation.

MC: Management contracting model
Ownership and management belong to owner companies. The Company is entrusted with facility operation.

New openings planned

- Osaka Izumi-chuo Ekimae Washington Hotel (Feb. 2027)
- SPA Yoko-no-yu Washington Hotel Sasebo Ekimae (spring 2028)
- Hotel Gracery Ise (fall 2028)
- Tachikawa Washington Hotel WEST WING (winter 2028)

Note: All facility names are tentative.

Major owned properties

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Hotel Chinzanso Tokyo

【Data】

Location:	Bunkyo-ku, Tokyo
Site area:	49,000 m² (roadside land price: ¥1,210,000/m², published by National Tax Agency on July 1, 2026)
Zoning:	Category 2 residential district as defined under the City Planning Act Bunkyo City Ordinance on Scenic Districts (15 m height restriction; designated in 1971)
Designated building coverage ratio:	60%
Designated floor area ratio:	300%

Hakone Kowakien
(Hakone Kowakien Ten-yu, Hakone Kowakien Hotel, Hakone Kowakien Yunessun, etc.)

【Data】

Location:	Hakone-machi, Ashigarashimo-gun, Kanagawa-ken
Site area:	795,000 m² (roadside land price: ¥54,000/m², published by National Tax Agency on July 1, 2026)
Zoning:	Class II special zone, type C as defined under the National Parks Act *A portion is designated as accommodation service land Category 1 residential district and Category 3 tourism district as defined under the City Planning Act
Designated building coverage ratio:	National Parks Act Class II special zone, type C, 30%
Designated floor area ratio:	National Parks Act Class II special zone, type C, 90%

Company Overview

Listed exchange	Tokyo Stock Exchange Prime Market
Company name	FUJITA KANKO INC.
Stock code	9722
Share unit	Ordinary shares: 100 shares
Fiscal year	January 1 to December 31 of each year
Record date	December 31
Ex-dividend dates (ordinary shares)	December 31, and June 30 when interim dividends are issued
Annual shareholders meeting	March of each year
Total number of issued shares	Ordinary shares: 61,037,120 shares
Total number of authorized Shares	Ordinary shares: 220,000,000 shares
Fiscal term	December 31 of each year