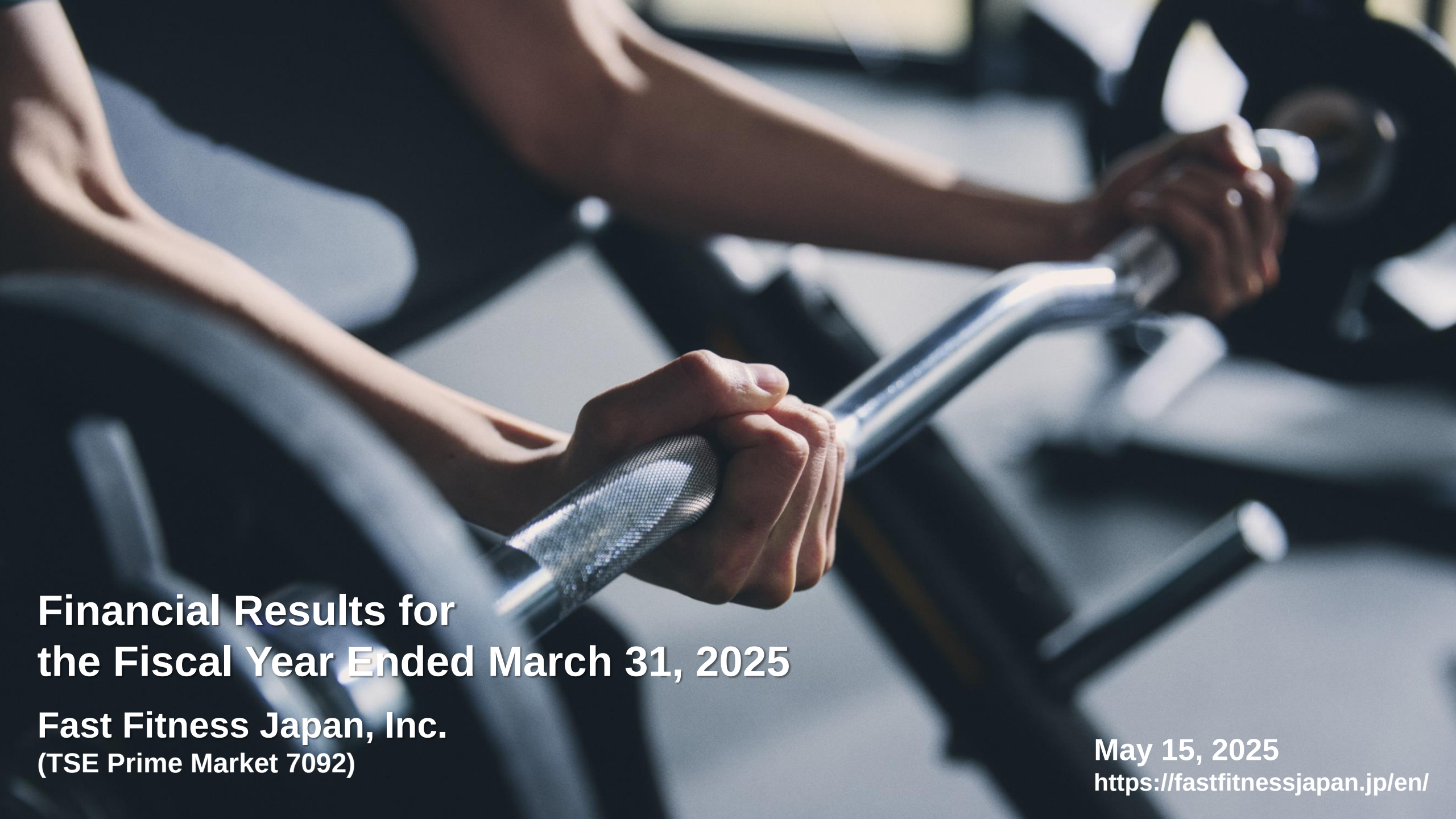

Financial Results for the Fiscal Year Ended March 31, 2025

Fast Fitness Japan, Inc.

(TSE Prime Market 7092)

May 15, 2025

https://fastfitnessjapan.jp/en/



AF Gummersbach club, opened in April 2025

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Corporate Philosophy: Purpose, Mission, Vision, Values (PMVV)

- In April 2025, we codified our corporate philosophy (PMVV) as follows:
  https://www.fastfitnessjapan.jp/en/

Purpose

Get to a healthier place*

*A “healthier place” is a concept that embodies an emotionally fulfilling society in which everyone can enjoy a healthy life.

Mission

To make fitness a part of people’s everyday lives and help create a vibrant and emotionally fulfilling society

Vision

To be an essential partner in society, supporting the lifestyle of every individual

Values

We believe that each of us must first embody the concept of a “healthier place.” Only through this action can our Purpose—“Get to a healthier place”—be brought to life, allowing us to deliver good health and smiles to as many people as possible. We strive to achieve this by embracing the following values:

- **Keep a “healthier place” at heart**
  Let’s always remember to ask ourselves: “Is this befitting of a healthier place?” Let integrity guide each of us in our actions and decisions.
- **Turn differences into strength**
  We all think differently—and that diversity helps us achieve goals we couldn’t reach alone. Let’s respect one another, collaborate, and continue growing together as a team.
- **Enjoy the challenge**
  Embrace change and enjoy challenges first and foremost. Facing failures head-on provides valuable lessons and opens doors to new opportunities. Stay curious, value excitement and new ideas, and approach every challenge boldly.
- **Creativity Starts with Imagination**
  Stay attuned to the voices and changes around us. What do people truly want, and how do they really feel? Creating new value always begins by putting ourselves in others' shoes.
- **Learn with Humility**
  Growth and opportunities never come to those who are proud and boastful. Each of us learns through our work and supports one another in mutual improvement. Always aim to go one step further, one step deeper.

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AF Akasaka Prudential Tower club opened in January 2025

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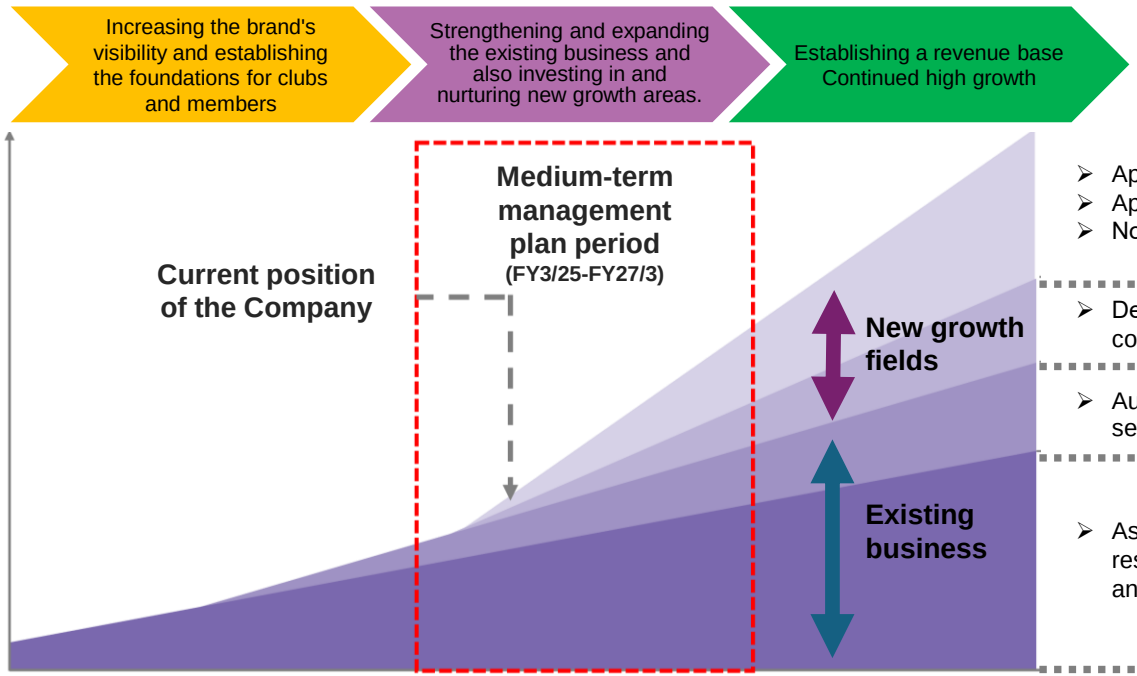
1. Financial Highlights and Progress in Medium-Term Management Plan

FY3/25 Highlights

- FY3/25, the first year of the medium-term management plan (FY3/25–FY3/27), was positioned as a year to further expand and strengthen the core domestic Anytime Fitness business (the existing business) and make growth investments in new growth areas, namely “Overseas,” “New brand,” and “E-commerce Merchandise Sales” businesses.
- Because strengthening growth investment entails upfront expenses, we anticipated a YoY decrease in profit.
- Investments in new growth areas based on the growth strategy were executed as planned, resulting in the launch of each business. We continue to invest in strengthening each growth area, shifting them to the nurturing phase.
- To achieve sustained and stable growth, we will strengthen and expand the existing business and also invest in and nurture new growth areas.



- April 2024: Acquired the AF master franchise rights in Germany; Started operation of one directly operated club.
- April 2024: Acquired a firm operating two AF franchise clubs in Singapore.
- November 2024: Opened the first directly operated club under the new brand “The Bar Method"
- December 2024: Opened an official online shop “A PROP” aiming for full-scale implementation of the E-commerce Merchandise Sales businesses.
- August 2024: Launch of AF app in Japan, aiming to build a foothold for recurring revenue by providing services optimized for the individual attributes of members based on communication with them.
- As of the end of March 2025: The AF clubs in Japan and their members amounted to 1,194 and 974,000, respectively. The core domestic AF business continues to achieve steady growth in both the number of clubs and members.

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Highlights for FY3/2025: Consolidated Results

Net sales

18.00 billion yen

+13.8% YoY

Operating profit

3.33 billion yen

-4.7% YoY

Operating profit margin

18.5%

-3.6pt YoY

EBITDA

4.42 billion yen

+1.1% YoY

EBITDA margin

24.6%

-3.0pt YoY

Ordinary profit

3.32 billion yen

-8.5% YoY

Profit attributable to owners of parent

2.02 billion yen

-4.5% YoY

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Highlights for FY3/2025: Anytime Fitness

Number of domestic AF clubs

1,194 clubs

+60 clubs YoY

Number of domestic AF members

974,000 members

+133,000 people YoY

Number of overseas AF clubs

3 clubs

+3 clubs YoY

Franchise clubs

1,010 clubs

+53 clubs YoY

Directly operated clubs

184 clubs

+7 clubs YoY

Franchise clubs

836,000 members

+117,000 people YoY

Directly operated clubs

138,000 members

+16,000 members YoY

Germany 1 club

+1 club YoY

Singapore 2 clubs

+2 clubs YoY

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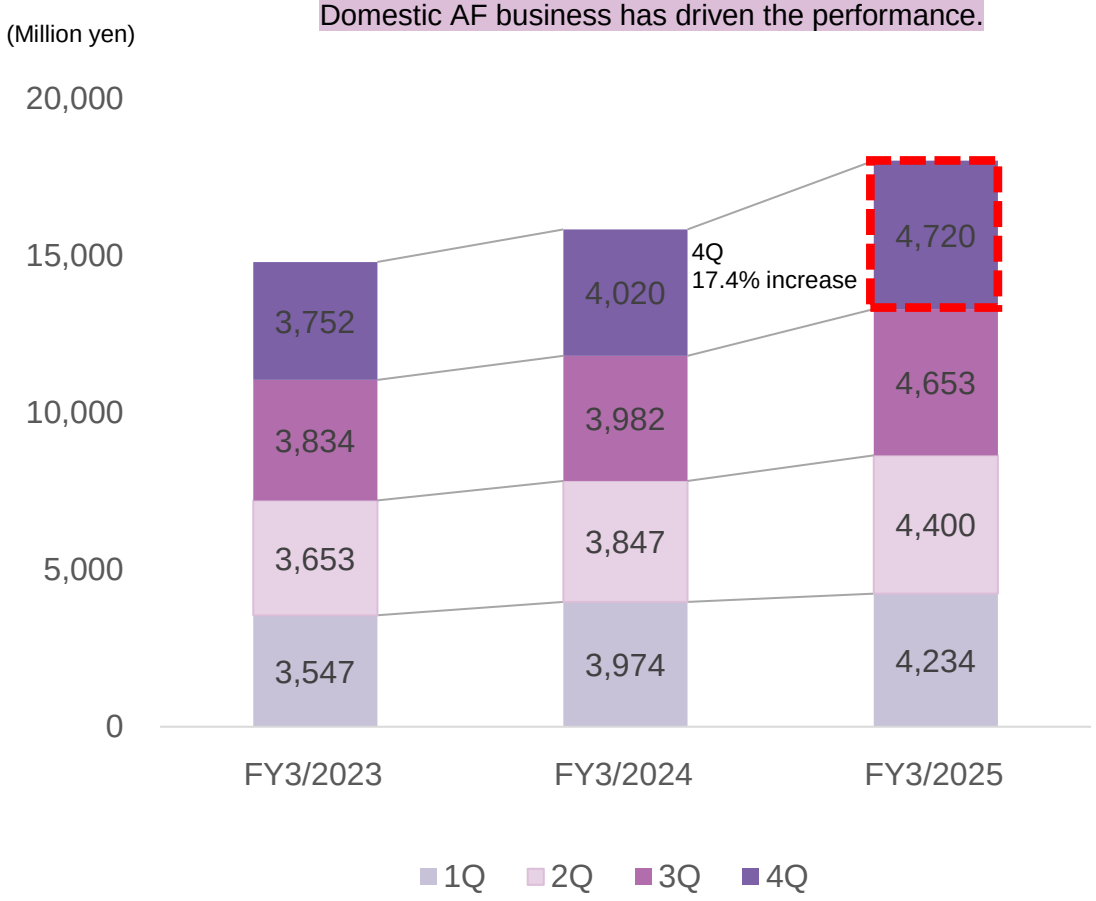
Highlights for FY3/2025

Steadily implemented growth investments in line with the medium-term management plan while further strengthening the core domestic Anytime Fitness business. In 1H, operating profit decreased YoY because of upfront expenses associated with investment and because the comparative period saw bumper profit from system fees. In 2H, operating profit returned to YoY growth after we strengthened cost control in conjunction with business growth in new growth fields.

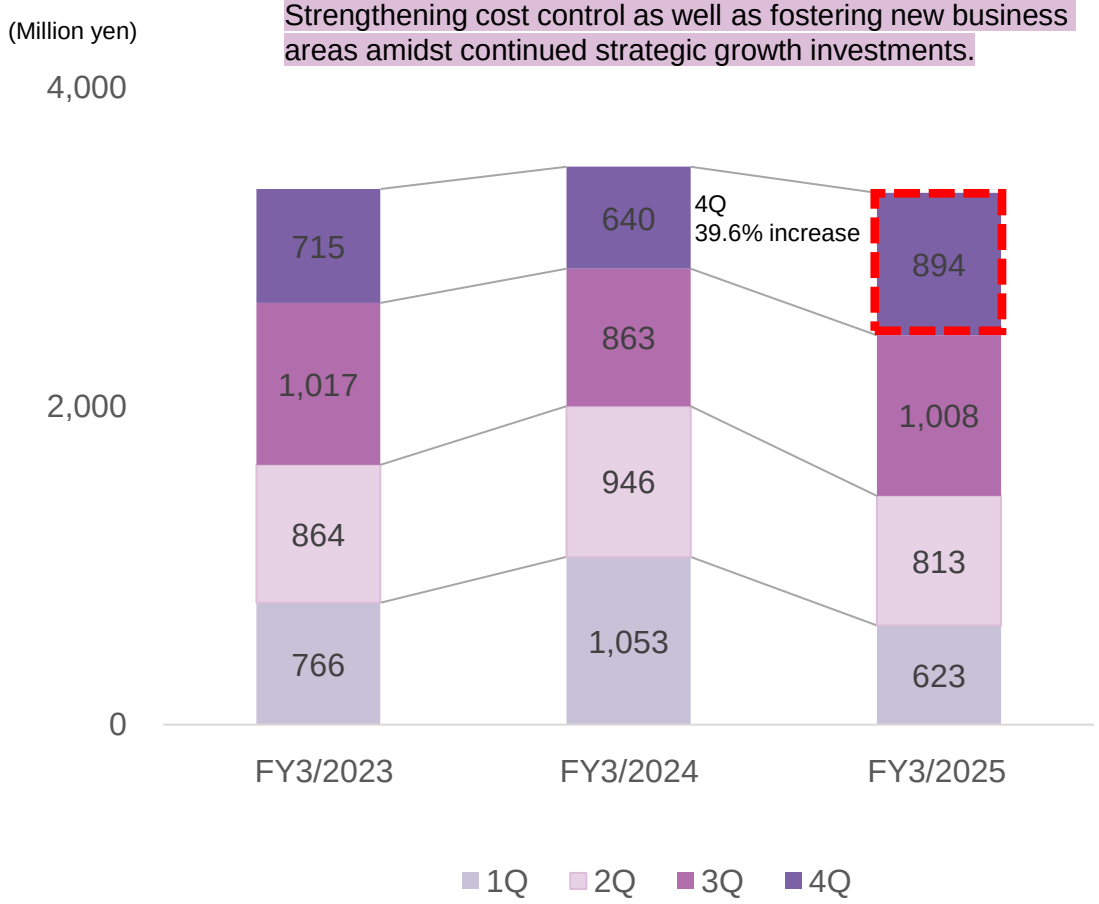
Net sales (quarterly trends)

Domestic AF business has driven the performance.



Operating profit (quarterly trends)

Strengthening cost control as well as fostering new business areas amidst continued strategic growth investments.



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Highlights for FY3/2025

Net sales*	FY3/24 result	Period-start target (lower limit)	FY3/25 result	% of previous period's result	% of period-start target	Evalu-ation	Factors
Existing business • Domestic AF business	15,825	17,727	17,715	111.9%	99.9%	△	71 clubs opened, which was largely as planned (4 fewer than planned because these openings fell outside the FY3/2025 period)
						◎	Nationwide promotions proved very effective in increasing membership of directly run clubs, resulting in higher membership fee revenue
						◎	Sales of merchandise and commission income increased with franchised clubs gaining more members and with more clubs being opened
						×	The planned insourcing of club services was put on hold because the terms were not right
New growth fields • Overseas business • TBM business • E-commerce Merchandise Sales business	–	1,073	293	–	27.4%	○/×	Overseas business • The German and Singaporean companies became our subsidiaries as planned • German business acquired master license (at time of takeover it had one directly run club) • At the start of the period, we expected the German business to open directly run and franchised clubs, but the openings will now be in FY3/26 because it will take time to establish a local organizational infrastructure and process for clubs and franchising
						○/×	TBM business The first store opened in November 2024 as planned, but net sales fell short of the period-start target because more time was needed to establish a profit model
						△/×	E-commerce merchandise sales business Net sales fell short of the period-start target because the site opening was moved from October to December
Total	15,825	18,800	18,009	13.8%	95.8%	×	Net sales fell short of the lower limit of the period-start target

Operating profit*	FY3/24 result	Period-start target (lower limit)	FY3/25 result	% of previous period's result	% of period-start target	Evalu-ation	Factors
Existing business	3,504	3,146	3,771	107.6%	111.9%	◎	Domestic AF business achieved growth in operating profit (and in net sales) and set a new record
New growth fields	–	-146	-432		–	×	Growth investments were made as planned, resulting in the launch of overseas, TBM, and E-commerce Merchandise Sales, but more time was needed for the new businesses to get on track
Total	3,504	3,000	3,339	95.3%	111.3%	○	Reflecting cost control measures in light of progress in new growth areas, results were within the forecast range and near the upper end.

* As the Group operates under a single segment of the Fitness Club Operation Business, the breakdown into the existing Domestic AF business and the newly designated growth areas launched in FY3/2025, namely "Overseas Operation," "TBM" (new brand), and "E-commerce Merchandise Sales," is provided solely for reference purposes."

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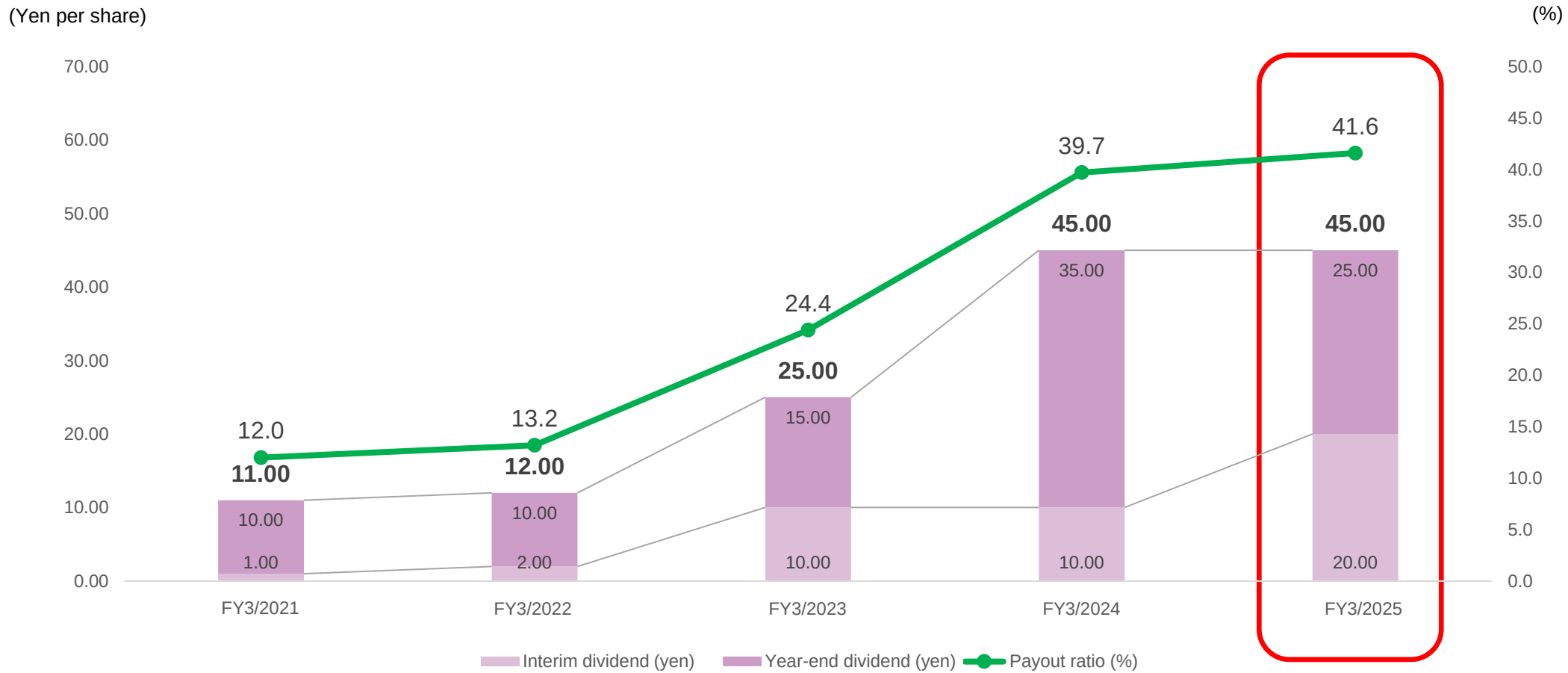
Shareholder Returns: Dividends

- Year-end dividend for FY3/25 is 25 yen per share
- With the interim dividend of 20 yen per share, the annual dividend amounts to 45 yen per share

Dividend Policy:
Target a consolidated payout ratio of 40% and set a minimum DOE of 4.5%, aiming for a higher and more stable dividend payments.



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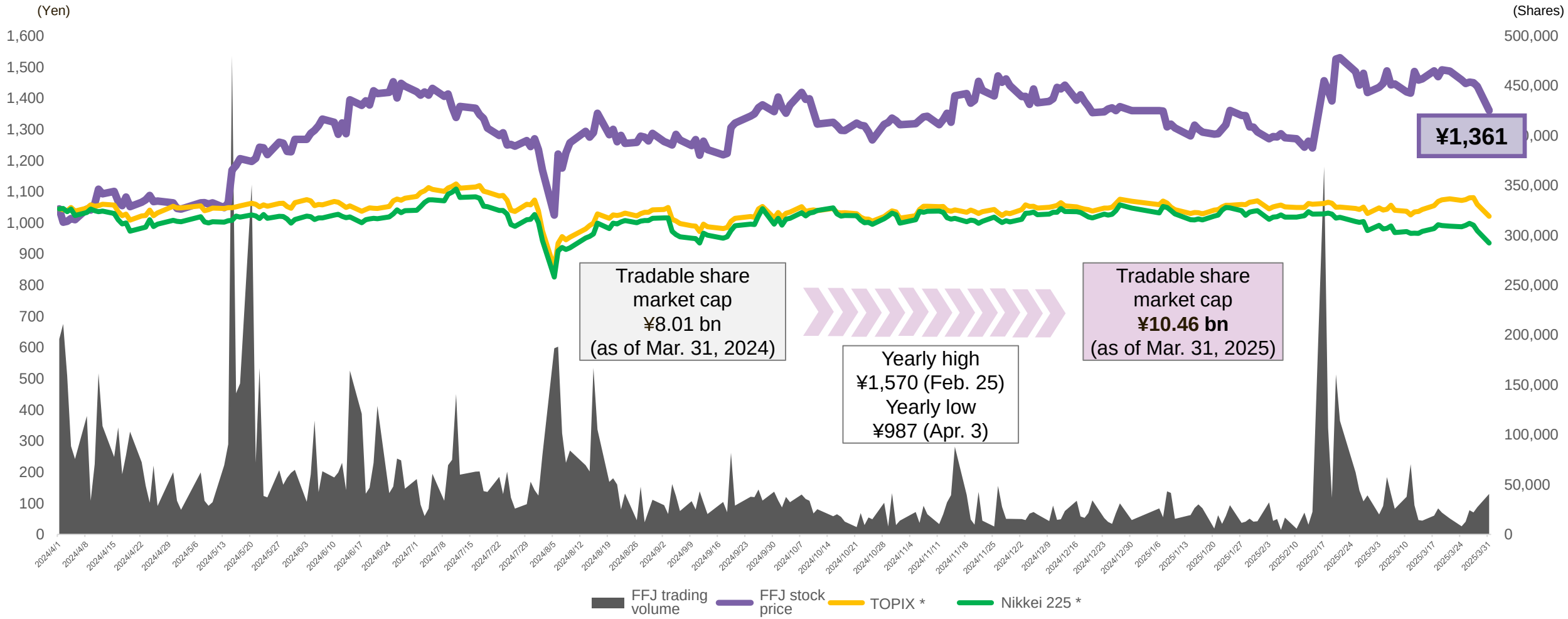
Our Stock Price During the Year Under Review (April 2024 to March 2025)

- We worked on two strategies for ensuring sustained business growth: strengthening and expanding existing businesses and investing in and developing new growth areas. Consequently, our stock price consistently outperformed the market average (TOPIX, Nikkei 225) throughout the year under review, indicating that we performed well despite an adverse business environment.



* TOPIX and the Nikkei 225 are shown for relative comparison, based on the Company's closing share price as of April 1, 2024.

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Satisfying the Continued Listing Criteria on TSE Prime

- We were concerned that our tradable share ratio was below the level specified in the tradable share market capitalization criteria for remaining listed on the TSE Prime index. In an effort to address this issue, we tried to persuade Akira Okuma (Director, Chairman, and major shareholder) to sell some of his shares in the Company. However, Okuma declined to sell his shares owing the low stock price and other market circumstances.
- Nonetheless, we now (as of March 31, 2025) satisfy all items of the continued listing criteria on the TSE Prime Market as a result of implementing actions set out in our plan to conform to the listing criteria and our medium-term management plan, including actions to achieve sustainable business growth, actions to reinforce investor-relations activities and improve market recognition, and actions to enhance shareholder returns.

		Number of tradable shares	Tradable shares market cap	Tradable share ratio	Daily average trading value
Our compliance status and its progress over time	As of reference date: June 30, 2021	39,671 units	¥25.47 bn	33.0%	¥0.654 bn
	As of March 31, 2023	69,294 units	¥9.02 bn	37.0%	¥0.136 bn
	As of March 31, 2024	75,612 units	¥8.01 bn	40.3%	¥0.097 bn
	As of March 31, 2025*1	**75,911 units**	**¥10.46 bn**	**40.4%**	**¥0.079 bn***2
Continued listing criteria (on TSE Prime)		≥20,000 units	≥¥10.0 bn	≥35%	≥¥0.02 bn
Compliance status as of March 31, 2025		**Yes**	**Yes**	**Yes**	**Yes**

*1 Our compliance status was calculated based on the distribution of our shares and other relevant information as of the reference date (March 31, 2025), as recognized by TSE.

*2 This price is stated in accordance with the TSE's Criteria for Remaining Listed: Criteria on Trading Value.

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AF Akasaka Prudential Tower club, opened in January 2025

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2. FY3/25 Results

FY3/25 Results Summary

- 1Q saw a decline in royalty income due to the renewal of the membership management system (until 1Q of the previous year, fees were collected for use of the new and old membership systems). However, in 3Q and 4Q, the core domestic Anytime Fitness business achieved a double-digit YoY increase in royalty fees, resulting in a double-digit net sales growth of 13.8% YoY.
- While we continued to incur upfront costs associated with growth investments outlined in our medium-term management plan, profit, as measured by EBITDA, remained on par with last year.
- Although profits declined YoY, they were within range anticipated at the beginning of the period, with growth investments as expected.

(Million yen)	FY3/24 results		Q1 FY3/25 results		Q2 FY3/25 results		3Q FY3/25 results		4Q FY3/25 results		FY3/25 full-year forecast		YoY change	
	Results	Ratio	Results	Ratio	Results	Ratio	Results	Ratio	Results	Ratio	Results	Ratio	Amount	%
Net sales	15,825	100%	4,234	100%	4,400	100%	4,653	100%	**4,720**	100%	**18,009**	100%	+2,184	13.8%
Gross profit	7,259	45.9%	1,847	43.6%	1,970	44.8%	2,119	45.5%	**2,086**	44.2%	**8,023**	44.5%	+764	10.5%
Operating profit	3,504	22.1%	623	14.7%	813	18.5%	1,008	21.7%	**894**	18.9%	**3,339**	18.5%	-165	-4.7%
EBITDA	4,375	27.6%	850	20.1%	1,067	24.3%	1,289	27.6%	**1,217**	25.6%	**4,425**	24.6%	+49	1.1%
Ordinary profit	3,635	23.0%	629	14.9%	835	19.0%	1,019	21.9%	**842**	17.8%	**3,326**	18.5%	-309	-8.5%
Profit attributable to owners of parent	2,123	13.4%	375	8.9%	520	11.8%	575	12.4%	**554**	11.8%	**2,026**	10.9%	-96	-4.5%

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Net Sales Breakdown

- 85.9% of sales were from recurring revenue (+2,166 million yen YoY).
- Recurring revenue steadily increased by 16.3% YoY, driven by recurring revenue from franchise sales and sales at clubs operated by the Group.

(Million yen)

Sales fields	Item	Revenue model	FY3/24		FY3/25		YoY Change	
			Results	% of total	Results	% of total	%	Amount
Franchise sales	Royalty income	Recurring	4,200	26.5%	5,012	27.8%	19.3%	+812
	Sales of merchandise	Non-recurring	1,212	7.6%	1,080	6.0%	-10.9%	-132
	Sales from participation fees	Non-recurring	308	1.9%	325	1.8%	5.5%	+17
	Other	Non-recurring	66	0.4%	50	0.3%	-24.2%	-16
Sales at clubs operated by the Group (Directly operated clubs)	Membership fee revenue	Recurring	9,096	57.5%	10,450	58.0%	14.9%	+1,354
	Other	Non-recurring	298	1.9%	335	1.9%	12.4%	+37
Other sales	Commission income	Non-recurring	641	4.1%	753	4.2%	17.5%	+112
Total			15,825	100.0%	18,009	100.0%	13.8%	+2,184

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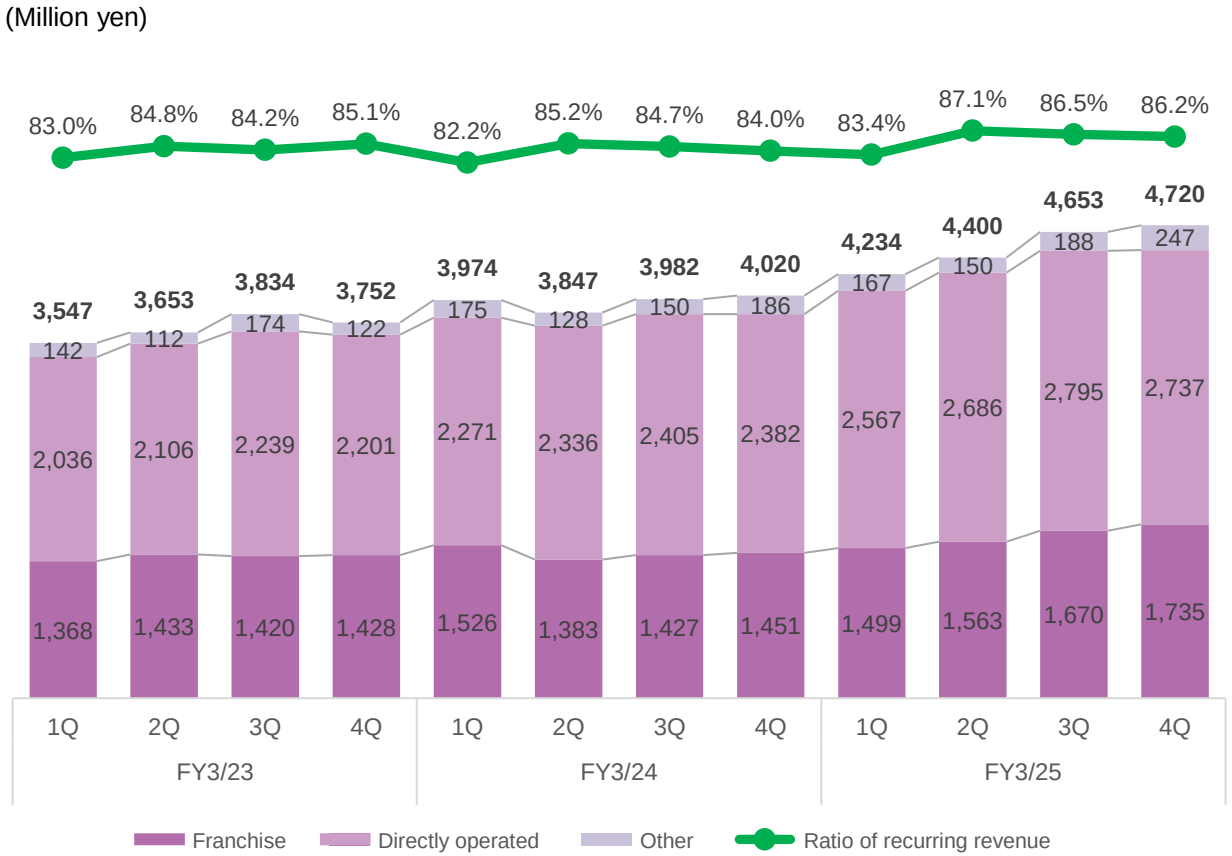
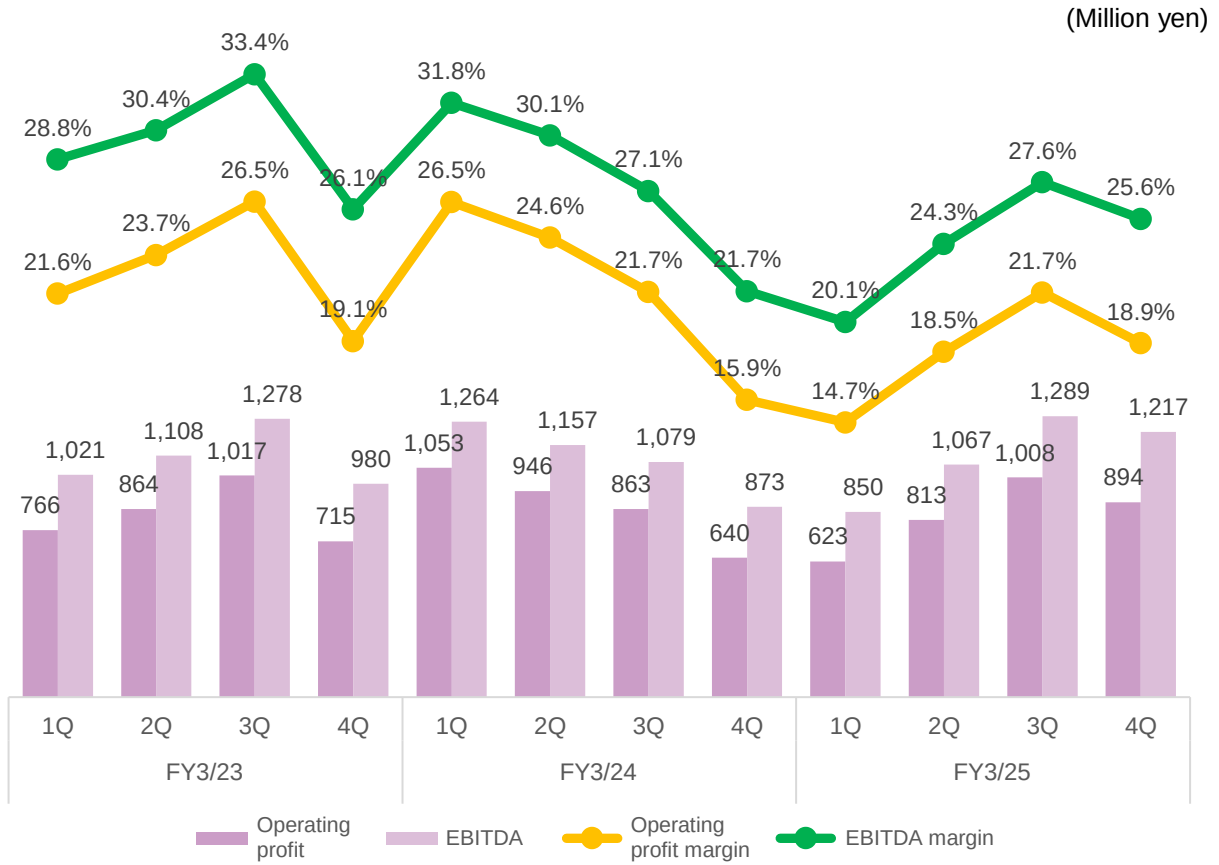
Quarterly Changes: Net Sales, Operating Profit/EBITDA

- Quarterly sales growth was strong. On a full-year basis, the ratio of recurring revenue to total sales increased 1.9pt YoY to 85.9%.
- We incurred upfront expenses in the year under review due to the steady implementation of growth investments outlined in the medium-term management plan. However, strong performance in the domestic Anytime Fitness business led to YoY growth in operating profit during 2H. Operating profit for the year as a whole was 18.5% (down 3.6pts YoY).

Changes in net sales



Changes in operating profit/EBITDA



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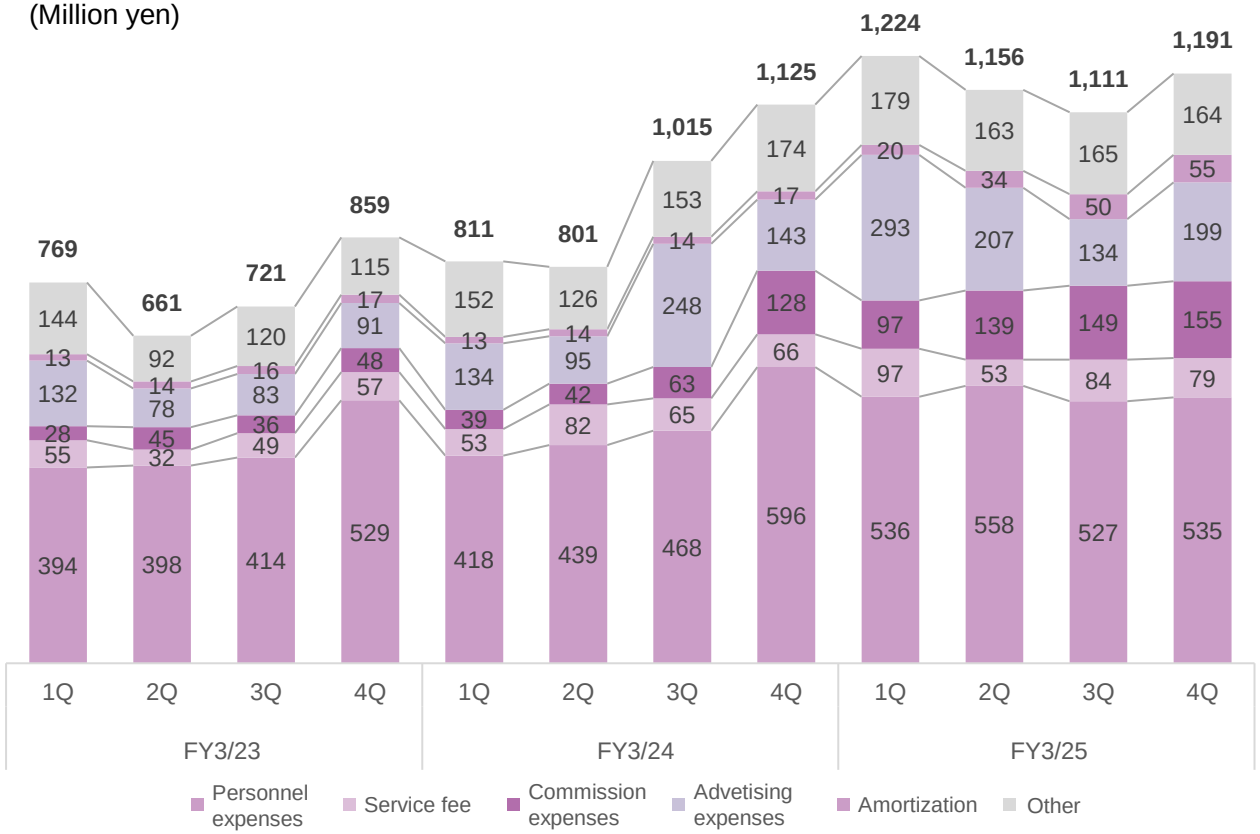
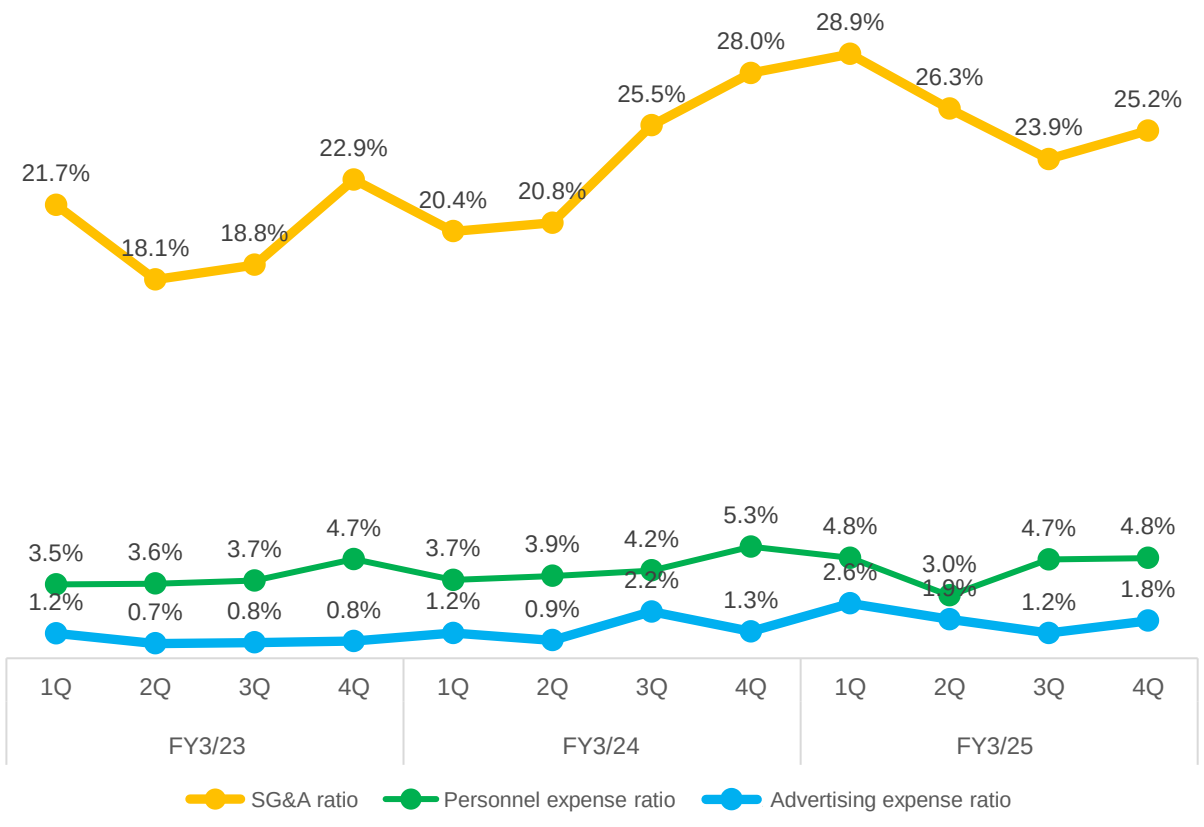
Quarterly Changes: SG&A Expenses

- For the year as a whole, SG&A ratio was up YoY as a result of upfront investments specified in the medium-term management plan (i.e., marketing and investment in new growth areas).
- In H2, however, SG&A ratio was down YoY, as sales growth in the core Anytime Fitness business in Japan outpaced the above increases in expenditure and also absorbed promotion expenditure in Q4.

(Million yen)





(Note) The data for FY3/23 and FY3/24 have been reclassified to reflect the change in breakdown of SG&A expenses adopted in Q1 FY3/25.

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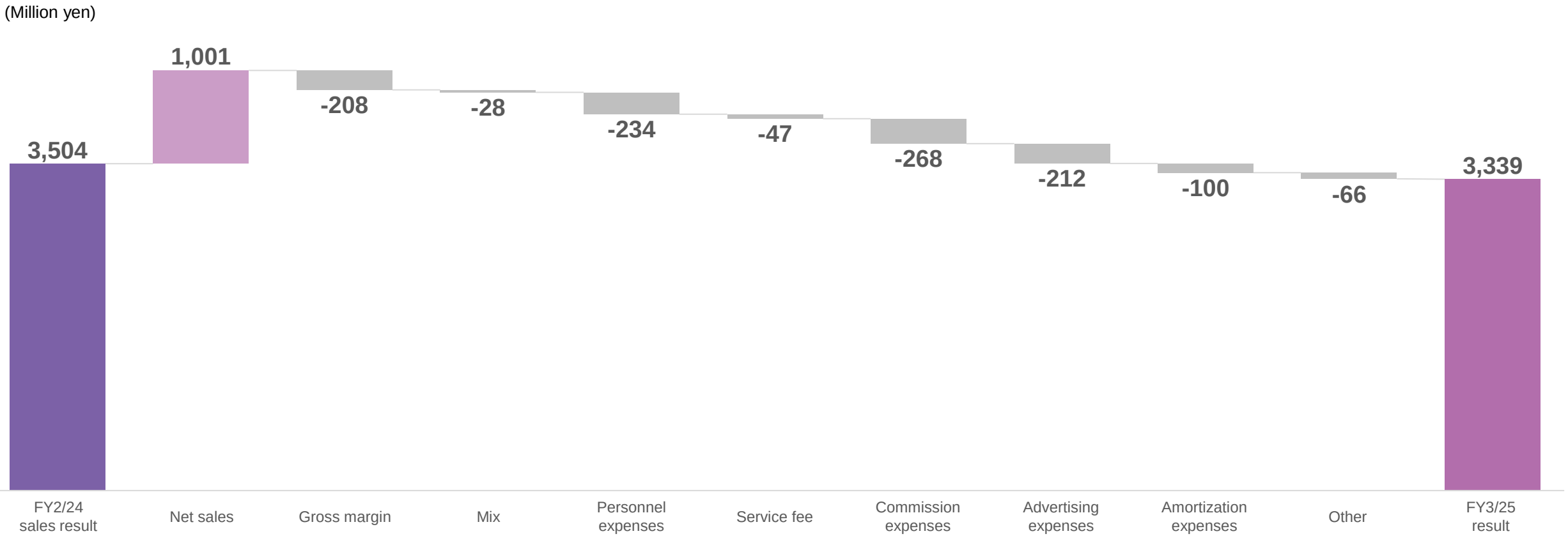
Operating Profit Change Analysis

- Despite the impact of the decrease in royalty revenue in 1Q, which was related to the usage fees for the membership management system, we secured a significant increase in revenue due to the steady business growth of its core Anytime Fitness business in Japan. The increase was sufficient to cover upfront expenditure.
- Upfront expenditures on strategic growth investments aligned with the medium-term management plan were largely as expected, as were other key expense items (personnel costs, upfront payments for AF app usage fees, new brand launch costs, and e-commerce site construction costs). As a result, operating income was 3,339 million yen, a decrease of 165 million yen YoY.



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Progress in Investment Plan

- The investment amount during the medium-term management plan (MTMP) period (FY3/25 to FY27/3) is 9.6 billion yen.
- During the year under review, we invested 3.7 billion yen as planned, including initial investment in opening directly operated clubs and renovation investment accompanying remodeling.
- We also spent some of the budget allocated to unlocking further growth. Specifically, we invested in a new directly operated club overseas and in brand promotion in Japan.

(Billion yen)

Investment plan	Investment item	Investment amount during MTMP period (FY3/25 to FY27/3)	Amount spent for FY3/25: 3.7 billion yen (% spent: 38.5%)		
			Amount spent	% spent	Detail
9.6 billion yen MTMP period FY3/25 to FY27/3	Further Expansion of AF Business in Japan	6.6	2.61	39.5%	New directly operated clubs: 1.17 bn yen Renovation investment: 0.59 bn yen Nationwide promotion: 0.63 bn yen Headquarters relocation: 0.18 bn yen
	Creation of new added value through utilization of AF's club and membership base	0.4	0.04	10.0%	Merchandise sales/EC business
	Investment in new growth areas	1.8	0.86	41.1%	Overseas club expansion: 0.71 bn yen Domestic new brand expansion: 0.15 bn yen
	IT and DX Investment	0.6	0.18	25.0%	Infrastructure building
	Human capital investment	0.2	0.01	5.0%	Securing human resources in specialized fields

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Balance Sheet Outline

- Financial soundness is stable, with an equity ratio of 63.4% (59.2% as of FY3/2024-end) and ROE of 15.1% (17.6% as of FY3/2024-end)

(Million yen)	Mar. 31, 2024	Mar. 31, 2025	YoY change
Current assets	12,389	10,747	-1,642
Cash and deposits	10,199	8,085	-2,114
Non-current assets	9,408	11,170	1,762
Total assets	21,798	21,918	119
Current liabilities	5,762	5,344	-418
Non-current liabilities	3,134	2,667	-467
Interest-bearing debt (incl. current portion)	3,239	1,868	-1,371
Net assets	12,900	13,906	1,006
Shareholders' equity	12,900	13,920	1,021
Equity ratio (%)	59.2	63.4	+4.2

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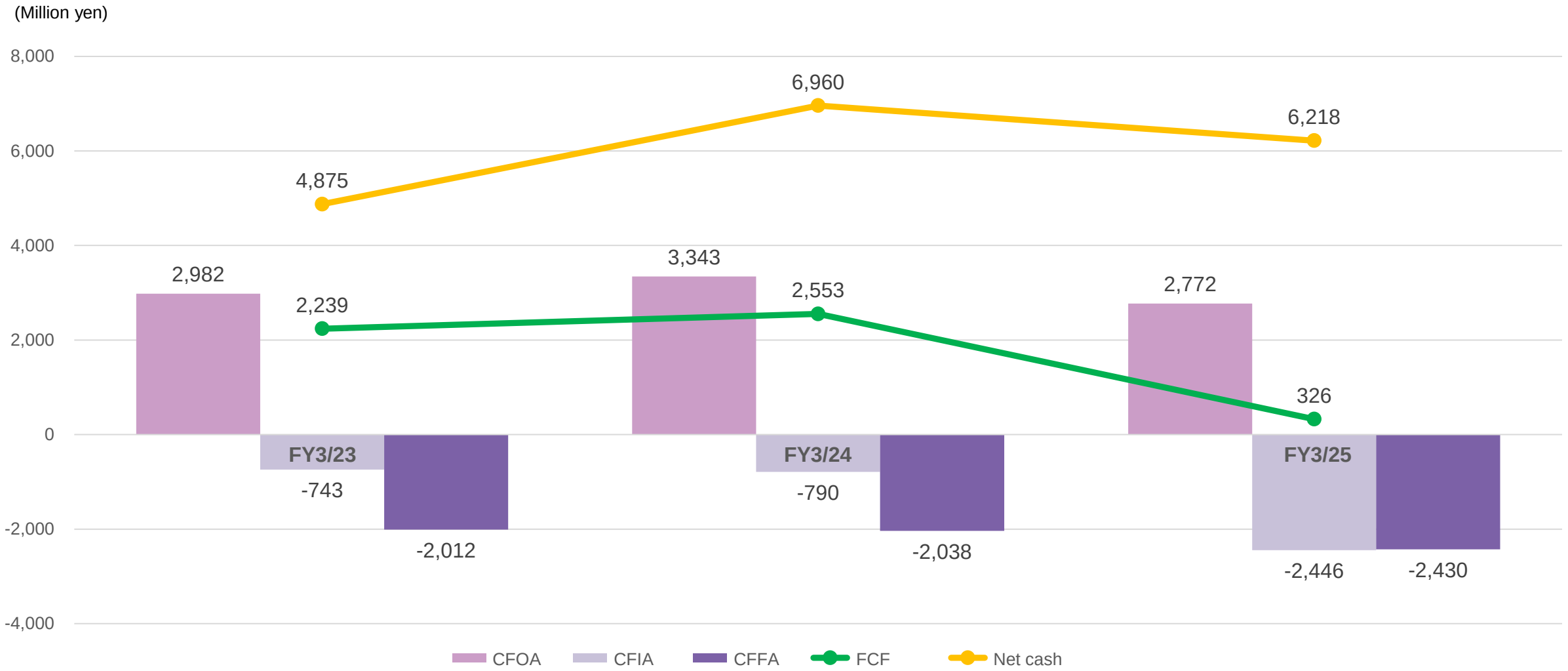
Cash Flow Analysis

- Free cash flow was 326 million yen (down 2,227 million yen YoY) because of upfront expenses that resulted from growth investments made in line with the medium-term management plan.



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AF Kawasaki Nishiguchi club opened in February 2025

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3. Overview of Anytime Fitness in Japan

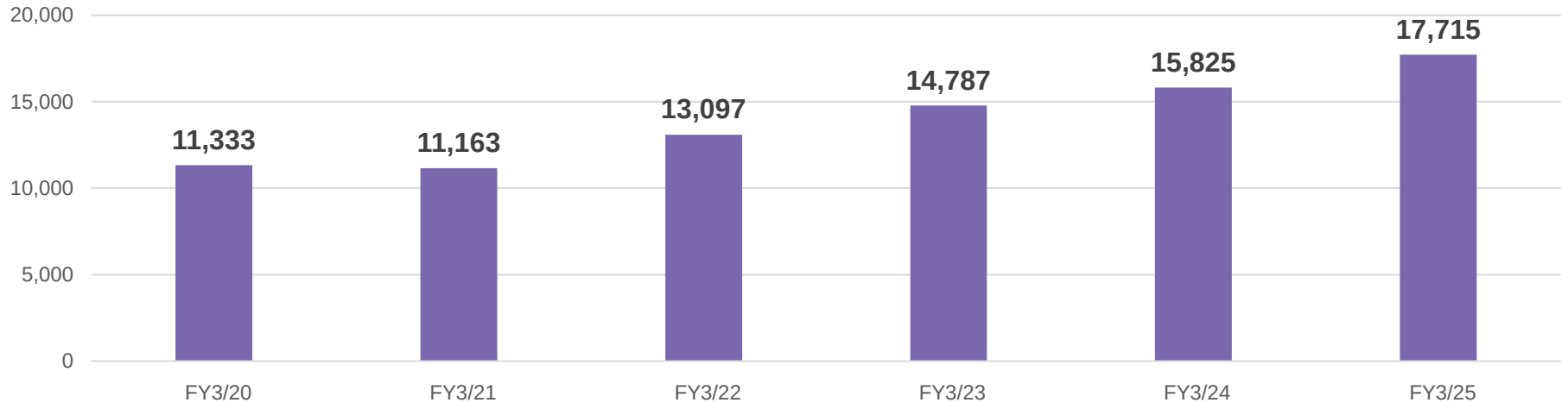
ANYTIME FITNESS

Highlights for FY3/2025: Domestic Anytime Fitness Business

- The domestic Anytime Fitness Business delivered outstanding performance, achieving both sales and profit growth, with operating profit reaching a record high.

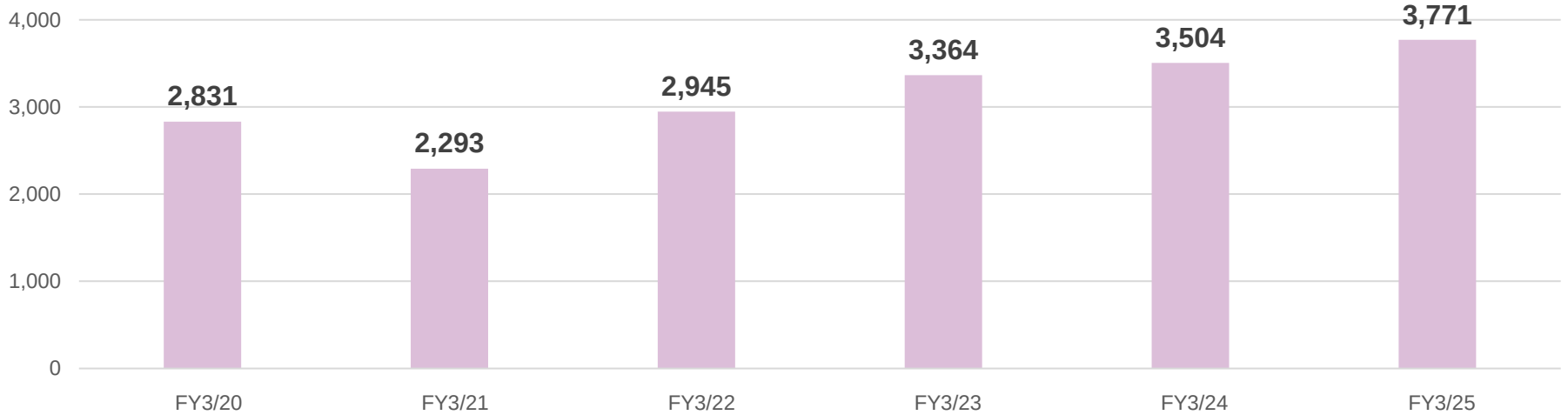
Changes in net sales

(Million yen)



Changes in operating profit

(Million yen)



Note: For the years FY3/20 to FY3/24, the results are the consolidated results because the domestic Anytime Fitness business was our only business in those years. For FY2025/3, the results are the consolidated results minus results pertaining to businesses other than the domestic Anytime Fitness business (namely, “Overseas,” “New brand,” and “E-commerce Merchandise Sales” businesses)

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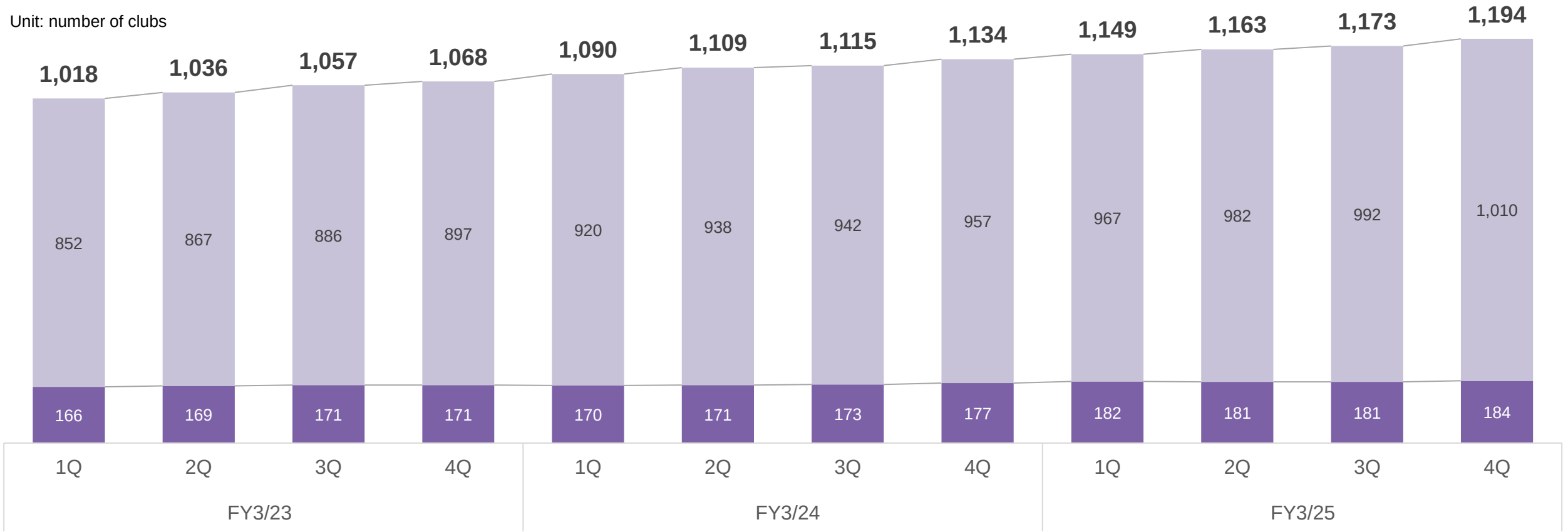
Quarterly Changes: Number of Clubs

- In the year under review, we opened 71 new clubs (directly operated: 14 clubs; franchise: 57 clubs) and closed 11 clubs (directly operated: 3 clubs; franchise: 8). Among the directly run clubs and franchised clubs, a number of clubs were transferred to build dominance, taking club efficiency into account.
- Consequently, number of clubs is as follows: +60 clubs on a year-on-year basis (directly operated: +7 clubs; franchise: +53 clubs), +21 clubs compared with the end of the previous fiscal year (directly operated: +3 clubs; franchise: +18 clubs).
- The number of new clubs was a little short of the period-start target (4 fewer than planned because these openings fell after the start of April), but new club openings was largely as planned.
- In the domestic Anytime Fitness clubs, directly operated clubs and franchised clubs account for 15.4% and 84.6%, respectively.

Unit: number of clubs



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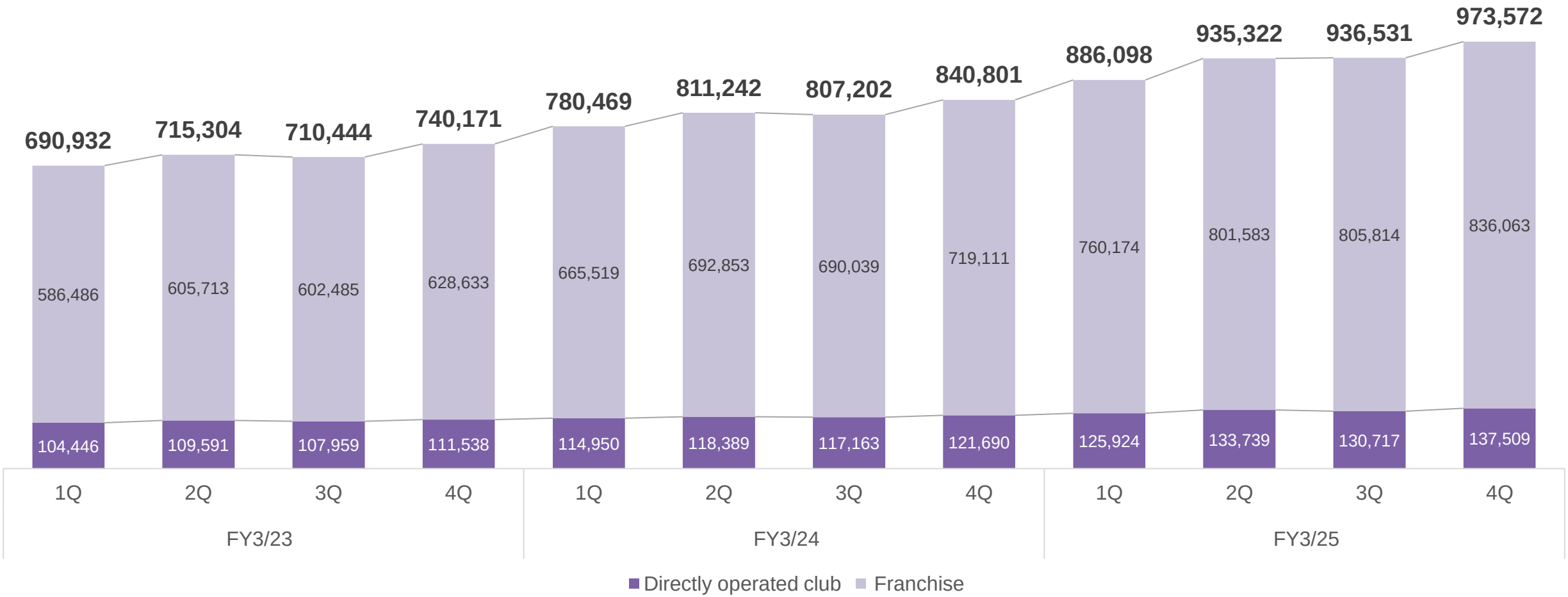
Quarterly Changes: Number of Members

- In 4Q, the number of members was up 37,041 QoQ (vs 3Q) and up 132,771 YoY. This growth followed a campaign of nationwide promotions in June and July, another campaign in December and January, and a slick online marketing campaign.
- In the domestic Anytime Fitness members, directly operated clubs and franchised clubs account for 14.1% and 85.9%, respectively.

Unit: number of members



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No. of members to break the 1 million mark
Special promotional campaign, Anytime Year

- The number of club members is set to break the 1 million mark in late May this year.
- To commemorate this achievement, we have organized a special promotional campaign and made this year the Anytime Year. The special promotional campaign will run throughout the year to express our gratitude.



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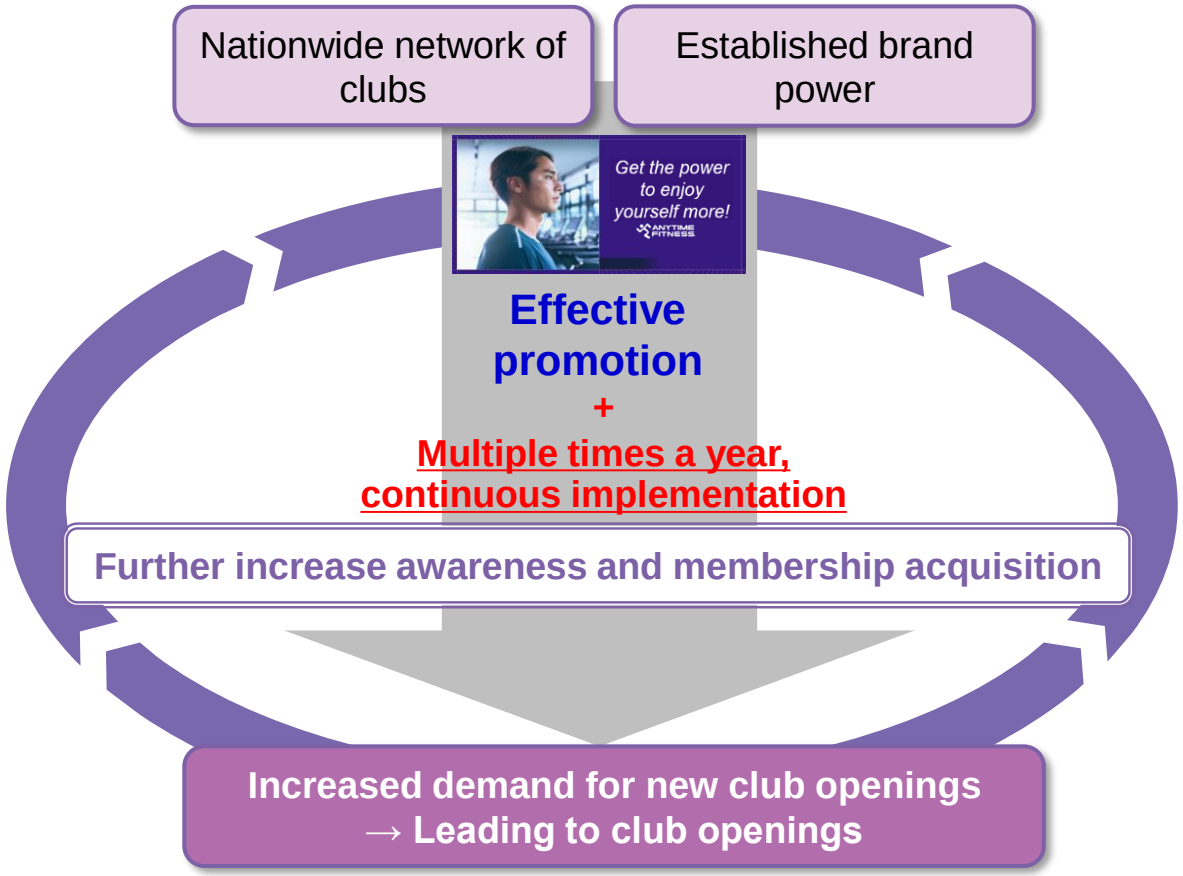
Nationwide Promotion Rollout (TV Ads, Online Ads, Social Media)

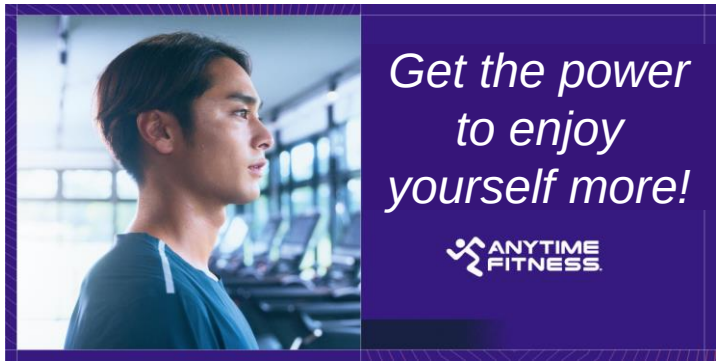
- In the year under review, we conducted two nationwide promotion campaigns, utilizing our competitive advantage of operating Anytime Fitness clubs in all 47 prefectures in Japan. The campaigns mark the start of an ongoing program.

Positioning of strategic marketing investment

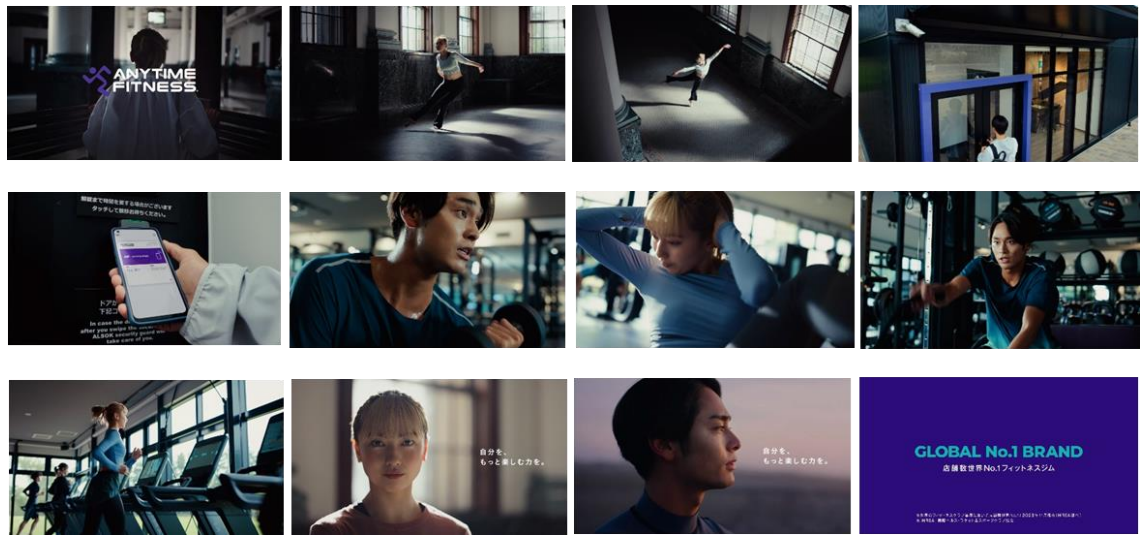
Establish a virtuous cycle that maximizes recognition and membership acquisition and leads to new club openings by conducting the program multiple times per year on an ongoing basis.



Catch phrase for FY3/25



We develop advertisements through connected TV ads, online ads, social media, etc.



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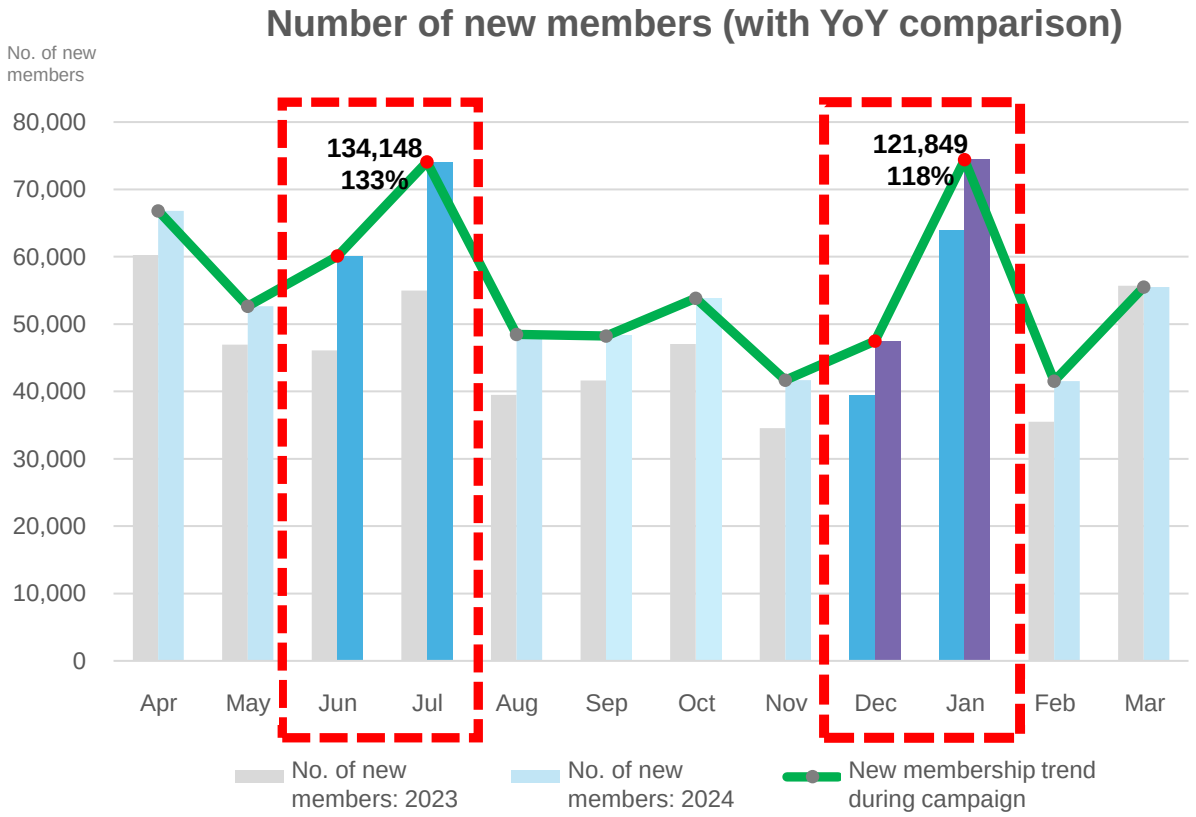
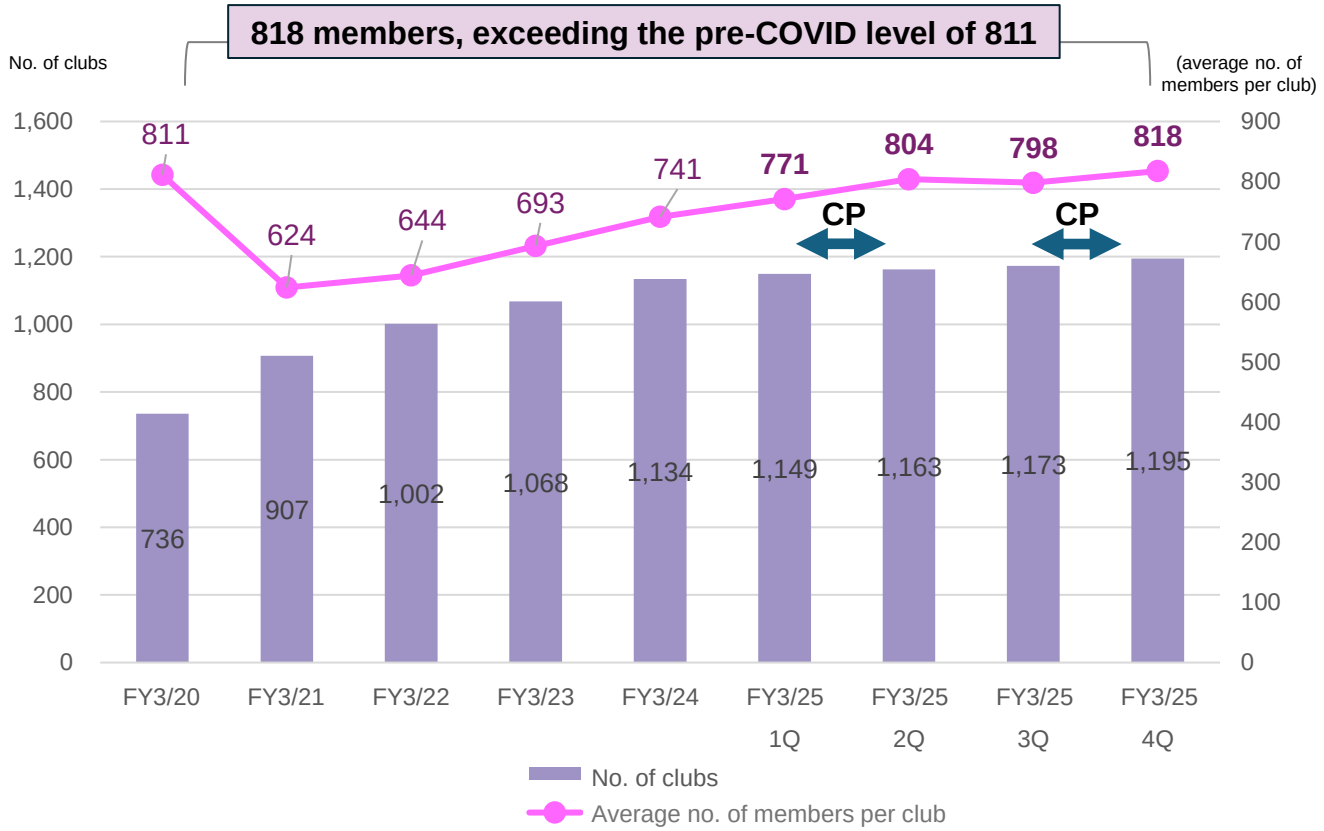
Nationwide Promotion Rollout In Review 1

- In the year under review, we had two promotion campaigns, one in summer (June and July 2024) and the other in winter (December 2024 and January 2025).
- In the summer campaign, the number of new club members reached 134,148 (+33% YoY). In the summer campaign, it reached 121,148 (+18% YoY).
- The average number of members per club recovered to the pre-COVID level. The average number of members per club in March 2025 reached 818, exceeding the pre-COVID level of 811.





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Nationwide Promotion Rollout In Review 2

- The two campaigns in the period under review became a key contributor to the record result for profit in the domestic Anytime Fitness business.
- The three campaigns in the previous year improved brand awareness and differentiation in the market, winning Anytime Fitness more fans among the core target audience (people aged 20–39).
- Further nationwide promotions will be held in FY2026/3, utilizing economies of scale. Drawing on the insights we gained from running an efficient nationwide promotions between December 2024 and January 2025, we will roll out optimally localized marketing strategies and invest in strategic marketing to rectify regional differences in brand recognition and growth.

Strategy outline

Goal

Positive cycle: Higher earning power

Market

Many latecomer brands have entered the market ⇒ Differentiation is crucial

Market strategy

Encourage differentiation with ad strategy compatible with economies of scale

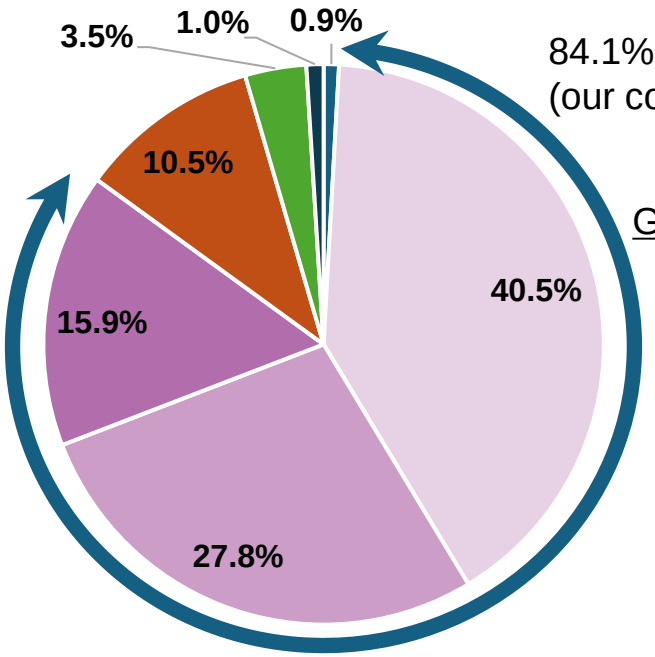
Metric

Awareness rate / Favorability / No. of members / Mind share

Result

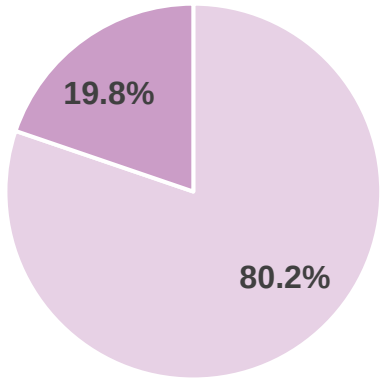
Three promotions conducted (compared to before promotion)
Awareness: 57% (7.1pts up)
Favorability: 26% (2pts up)
Avg no. of members: 818 (some 100 more per club)
Over 25% of people considering joining a fitness gym, and over 30% of men in their 20s.

Age composition of AF club members



84.1% of members are aged 20–49 (our core target audience)

Gender composition of AF club members



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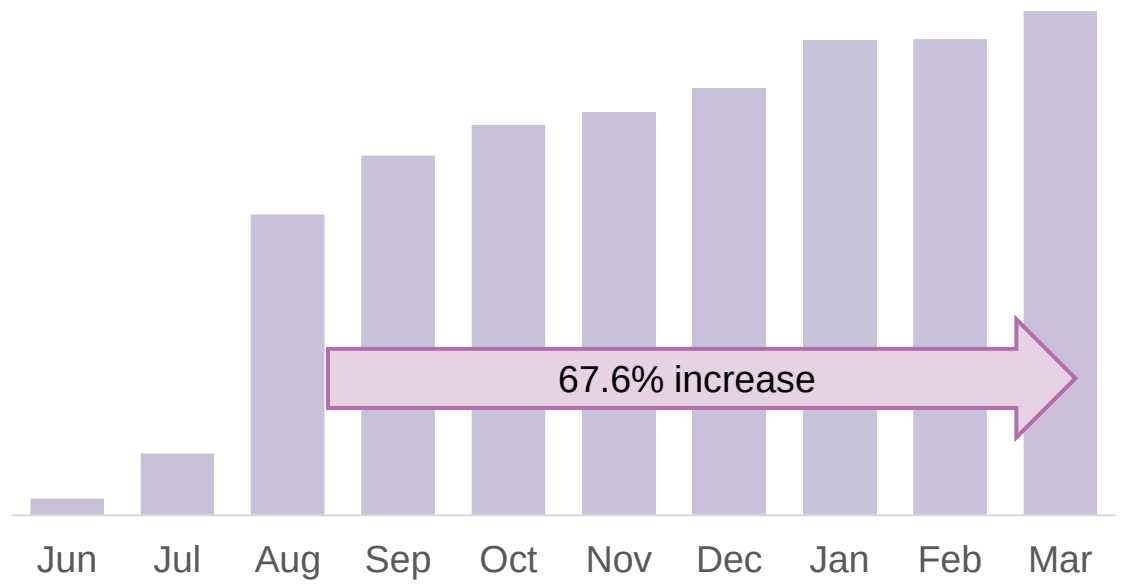
Promoting Use of AF App

- **Released** the official app for Anytime Fitness, which is used globally, **on August 1, 2024.**
- Support making exercising a habit by creating and providing workout plans, and recording activities outside the club, such as at home, for both AF members and non-members.
- Strengthened the promotion of downloading and using the AF app by AF members, increasing MAU by 67.6% compared to time of introduction to all clubs
- Between time of introduction to all clubs and March 31, 2025, rate of entry using Access Pass increased to 37.0%. In April, it topped 40%.
- Promote use of the app's booking service and chat functions to encourage use of paid services at clubs such as personal training.

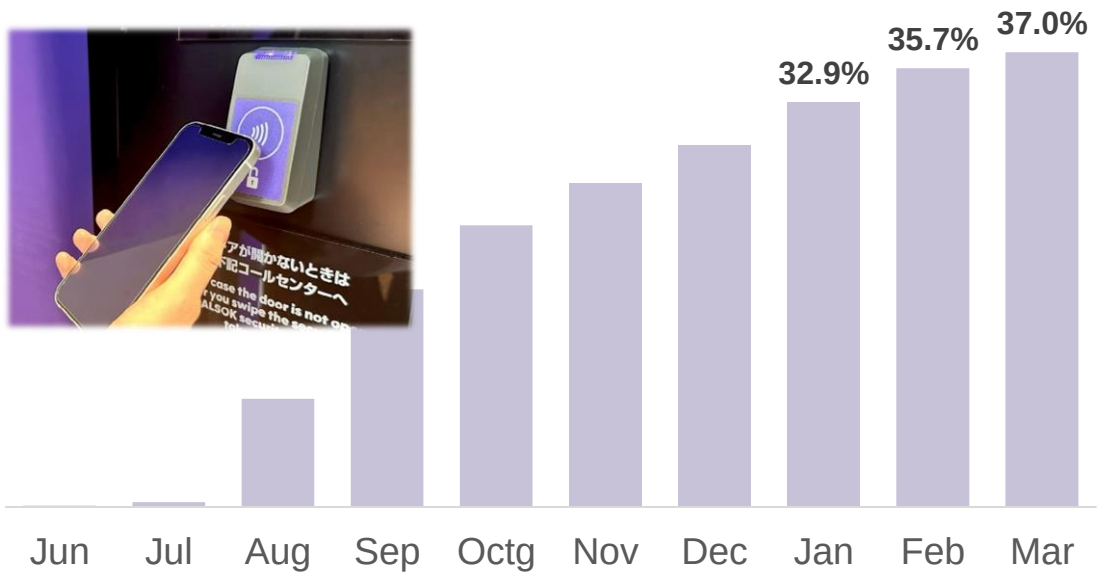
MAU*



Trial introduction at directly operated clubs → Introduction to all clubs

* MAU: Monthly active users

Rate of entry using Access Pass



Trial introduction at directly operated clubs → Introduction to all clubs

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AF Koshigaya-Laketown Ekimae club opened in March 2025

4. Overview of Other Businesses

ANYTIME FITNESS the bar method A PROP

Overseas Operation: Germany

- We aim to grow the Anytime Fitness operation as a master franchisee in Germany, as in Japan.
- The pace of club openings was much slower than expected at the start of the period; in FY3/25, number of new openings was 0. However, having undergone the preparation phase, we have completed the process of establishing a system for club and franchise development. In FY3/26, we will open multiple directly run and franchised clubs. Specifically, in addition to opening the second directly operated club in April, the third and fourth clubs are scheduled to open in August and October, respectively. A new franchise agreement has also been concluded with one company.

Fast Fitness Japan Inc.

85%*

Fast Fitness Brands B.V. *1
Regional headquarters (The Netherlands)

100%

Fast Fitness Brands GmbH *2
The master franchisee of Anytime Fitness in Germany

100%

AF Gütersloh GmbH *3
Company that operates directly operated clubs (Germany)

100%

Fast Fitness Brands WEST *4
Company that operates directly operated clubs (Germany)

Sub-franchisee (Franchise)





Gütersloh club (1st directly operated club)
*Operated by AF Gütersloh GmbH



Gummersbach club (2nd directly operated club)
*Operated by Fast Fitness Brands WEST

*Acquisition date of shares: April 30, 2024 (deemed acquisition date: June 30, 2024)

*1: Formerly known as Eighty 8 Health & Fitness B.V.
*2: Formerly known as Eighty 8 Health & Fitness GmbH
*3: Formerly known as Eighty 8 First Club GmbH
*4: Acquired in January 2025

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Overseas: Second Directly Operated Club in Germany

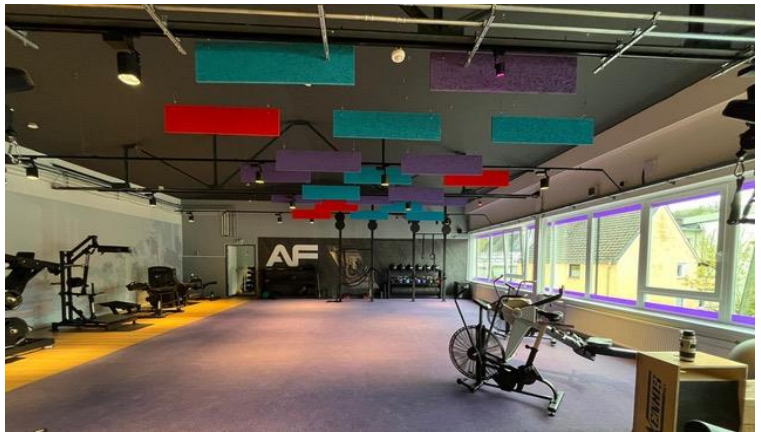
- We opened the club after the previous tenant's fitness gym closed down. The club, named AF Gummersbach, opened on April 16 following a renovation. It is a large club, measuring 708 m^2. Because there was no time interval between the closure of the previous tenant's fitness gym and the opening of the AF club, the members of the previous gym switched membership to AF smoothly, such that the new AF club's membership at the time of opening was more than 2,000, marking a strong start.
- The first floor has a physiotherapy clinic. Patients at the clinic are advised to join the fitness gym as a wellness strategy, contributing to an increase in membership. Thus, the new club has strong growth prospects.













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Overseas: Singapore

- Keeping an eye on expanding our overseas operation in the future, with a background of experience in the operation and development of Anytime Fitness clubs in Japan, we have operated two franchise clubs with the aim of securing a base for overseas operation, acquiring know-how in the operation of overseas clubs, and training overseas staff.
- We plan to open a third franchise club in Singapore in July to secure a certain scale and operational experience in different commercial areas in order to acquire globally-oriented Anytime Fitness club operation and multi-club operation know-how entirely different from Japan, and to improve member and franchise owner satisfaction by returning this know-how to the Anytime Fitness business in Japan and Germany.

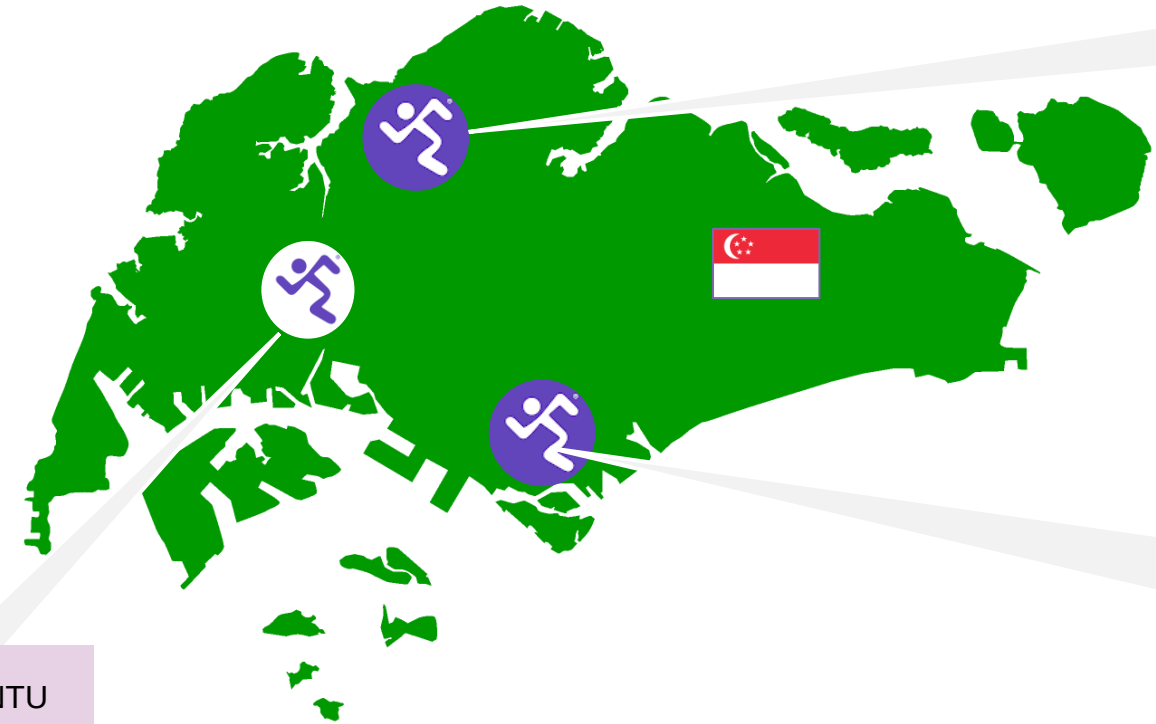
Fast Fitness Japan Inc.

100% *

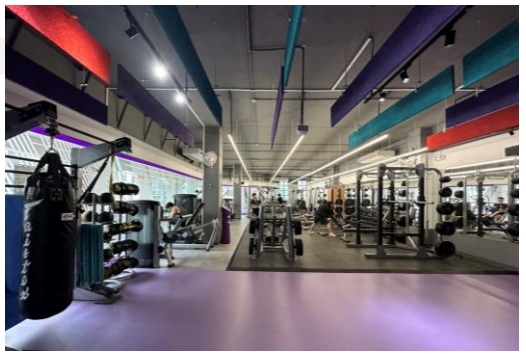
SAYA PTE Ltd.

Franchise club operator (Singapore)

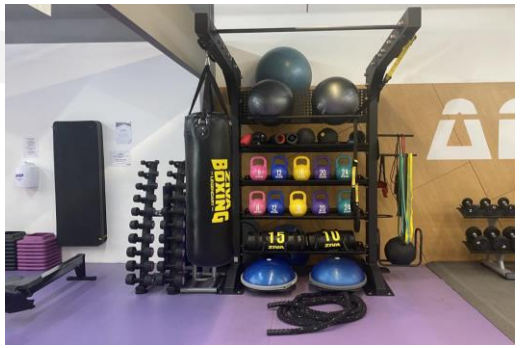
*Acquisition date of shares: April 1, 2024



The third franchised club, AF NTU (Nanyang Technological University), is due to open on July 1



Woodgrove club (franchise)



Harbourfront club (franchise)

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New Brand Development: The Bar Method

- As part of our growth strategy to expand and diversify our business portfolio, we opened our first directly operated club, “The Bar Method* Jiyugaoka club,” on November 15, 2024. This was the brand’s first territory outside North America.
- While utilizing our cub and franchise development know-how cultivated in the core “Anytime Fitness” operation, we will take on new challenges such as studio workout club operations and marketing to potential members, mainly women, to cultivate new markets and members, aiming to establish a business model for multiple club and franchise development as soon as possible.

The first directly operated club opened in Jiyugaoka → **Multi-club operation** → **Franchise development phase**

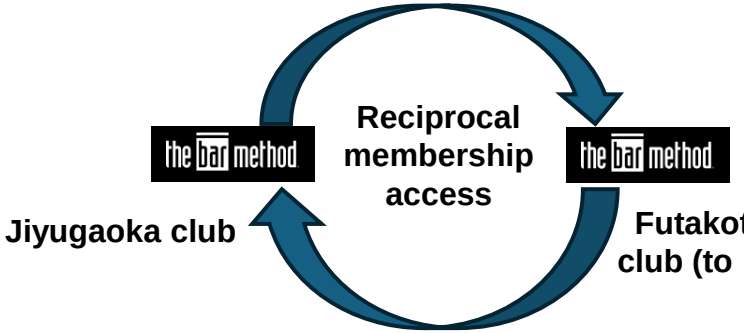
- ✓ Establishing a club profit model as soon as possible by training instructors and building studio operations per club
- ✓ Accumulating and putting into practice know-how



2-11-20 Mduex 3rd floor, Jiyugaoka, Meguro-ku, Tokyo

- ✓ Establishing and verifying studio operations at multiple clubs
- ✓ Establishing an instructor training program in Japan

Second directly operated club scheduled to be opened in June



* We concluded a master franchisee agreement for Japan with The Bar Method Franchisor, LLC. The Bar Method Franchisor, LLC is a wholly owned subsidiary of Purpose Brands, LLC, the parent company of the master franchiser of Anytime Fitness, which is operated by us.
* The bar method consists of ballet barre exercises that have been designed as high-repetition, low resistance training. It is metabolism-boosting endurance training that fuses the elements of Pilates, yoga and other strength training workouts into a ballet-inspired barre workout.

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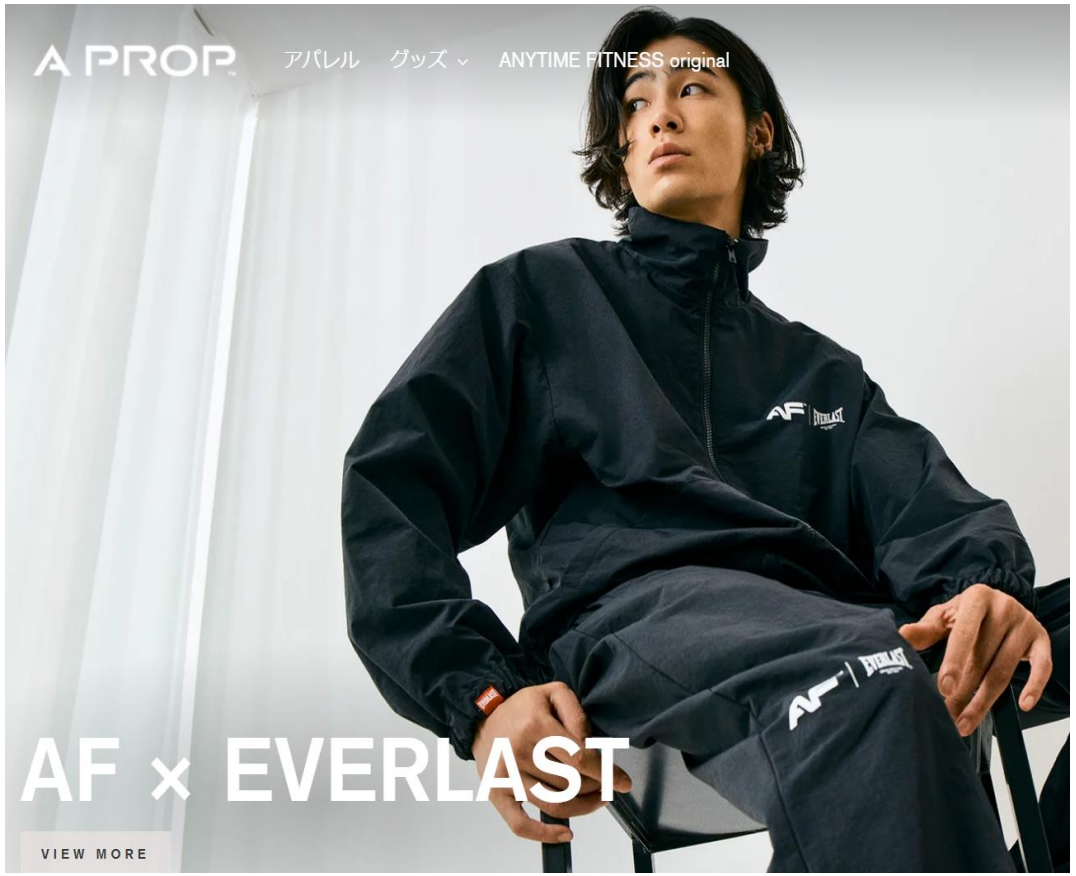
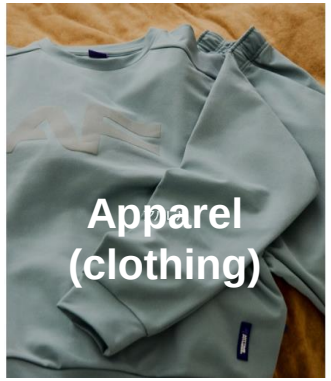
EC/Merchandise Sales Business: Launching of Official Online Store A PROP

- As part of growth strategy to expand and diversify our business portfolio, the official online store “**A PROP**” (URL:https://aprop.jp/) opened on December 18, with the concept of “a place where you can find high-quality items to support your lifestyle.”
- In FY3/26, we will build a product lineup including subscription products and, on the system front, we will strengthen system investments to develop a function that remunerates franchised clubs in an amount commensurate with the sales to AF club members whom the club directed toward A PROP.

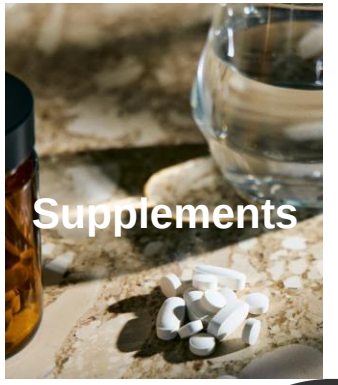


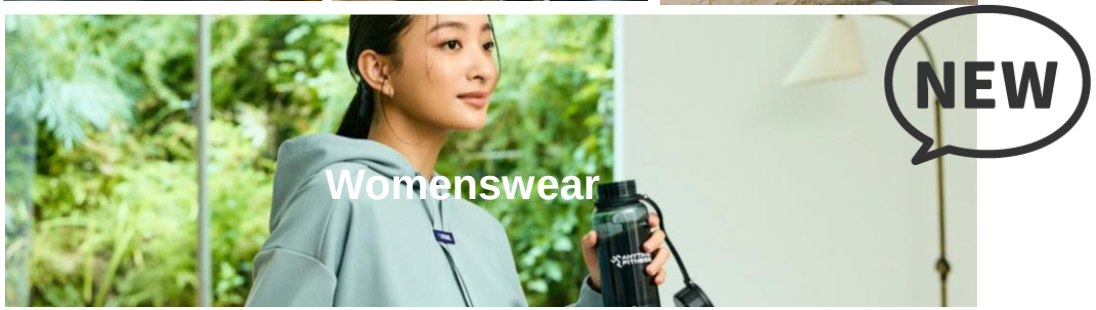
Product categories

From training wear to daily use	From training-related items to household goods	Supplements and proteins to be introduced in 1H









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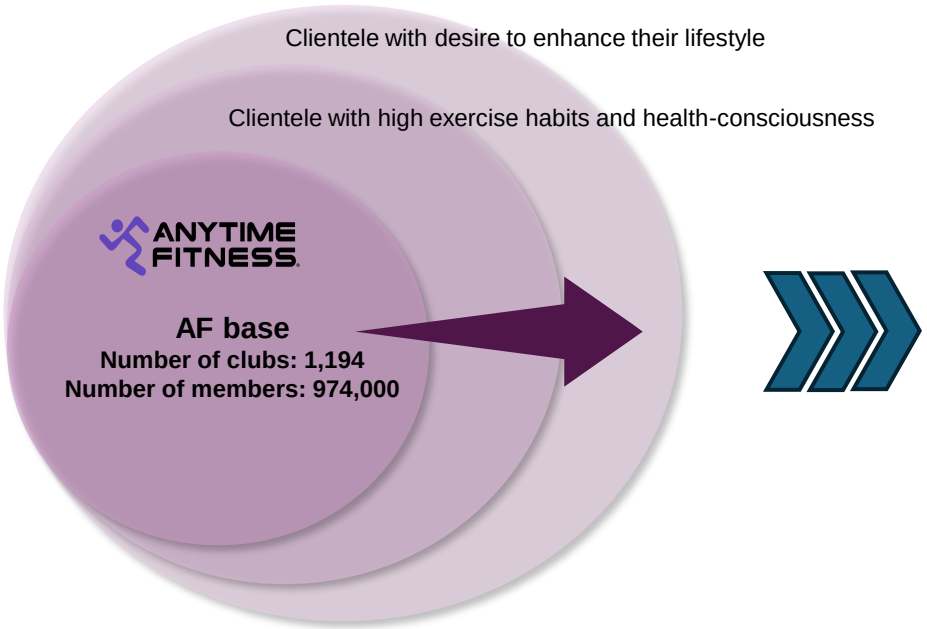
EC/Merchandise Sales Business: Launching of Official Online Store A PROP

- In March and April, some directly run clubs ran a pop-up store to promote sales of A PROP merchandise among AF club members.
- Some directly run clubs installed an in-store vending machine stocking A PROP merchandise.

Target clientele

Build long-term touchpoints





Pop-up stores at 6 stores between March 17 and April 4



AF Ebisu club



AF Akasaka Prudential Tower club



Until now
Merchandise consisting mainly of amenity goods and local AF towels



From now on
Wider lineup, A PROP merchandise to be introduced in stages



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AF Kagoshima Chuo club opened in March 2025

Fast Fitness Japan

ANYTIME FITNESS　the bar method　A PROP

5. FY3/26 Forecast

FY3/26 Forecast Summary

- We intend to maintain the basic policies, strategies, and numerical targets set forth in the medium-term management plan announced in May 2024, covering FY2025 to FY2027.
- In FY3/2025, the core and existing Domestic Anytime Fitness business continued to perform steadily, while growth investments aligned with the medium-term management plan were steadily executed.
- Meanwhile, although the businesses positioned as new growth areas took longer than initially planned to launch and gain traction, we have begun to see promising signs, such as in the Germany AF business, where, following a one-year preparation period, progress has been made toward club expansion. Given the potential short-term impact on performance—including external factors—associated with the growth of each business, we have provided a forecast in the form of a range.

(Million yen)	FY3/24		FY3/25		YoY change	FY3/26 forecast		YoY
	Results	% of net sales	Results	% of net sales	%	Forecasted results	Component ratio	%
Net sales	15,825	100.0%	18,009	100.0%	+13.8%	**19,708–21,320**	100.0%–100.0%	109.4-118.4%
Operating profit	3,504	22.1%	3,339	18.5%	-4.7%	**3,705–3,960**	18.8%–18.6%	111.0-118.6%
EBITDA	4,375	27.6%	4,425	24.6%	+1.1%	**4,979–5,550**	25.3%–26.0%	112.5-125.4%
Ordinary profit	3,635	23.0%	3,326	18.5%	-8.5%	**3,690～3,945**	18.7%-18.5%	110.9-118.6%
Profit attributable to owners of parent	2,123	13.4%	2,026	11.3%	-4.5%	**1,963–2,020**	10.0%–9.5%	96.8-99.7%
Dividend (interim / year-end)	45 yen (10 yen /35 yen)	Payout ratio: 39.7%	45 yen (20 yen / 25 yen)	Payout ratio: 41.6%	±0 yen	**45 yen (20 yen / 25 yen)**	Payout ratio: 41.7%～42.9%	±0 yen

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AF Miyaginohagi-Odori club reopened in March 2025

Fast Fitness Japan

ANYTIME FITNESS the bar method A PROP

6. Appendix

Corporate Profile



Kiyoaki Yamabe
CEO, Representative Director

Company name	Fast Fitness Japan, Inc.
Listing	TSE Prime Market 7092
Established	May 21, 2010
Business	Planning and management of sports facilities Management of fitness franchises Fitness business consultation
Head office	Shinjuku Island Wing 10F, 6-3-1 Nishi-Shinjuku, Shinjuku-ku, Tokyo
Fiscal year end	March
Share capital	2,035 million yen (as of March 31, 2025)
Subsidiaries	AFJ Project, Inc. Saya Pte. Ltd. Fast Fitness Brands B.V.*1 Fast Fitness Brands GmbH*2 AF Gütersloh GmbH*3 Fast Fitness Brands West*4

*1: Formerly known as Eighty 8 Health & Fitness B.V.
*2: Formerly known as Eighty 8 Health & Fitness GmbH
*3: Formerly known as Eighty 8 First Club GmbH
*4: Acquired in January 2025

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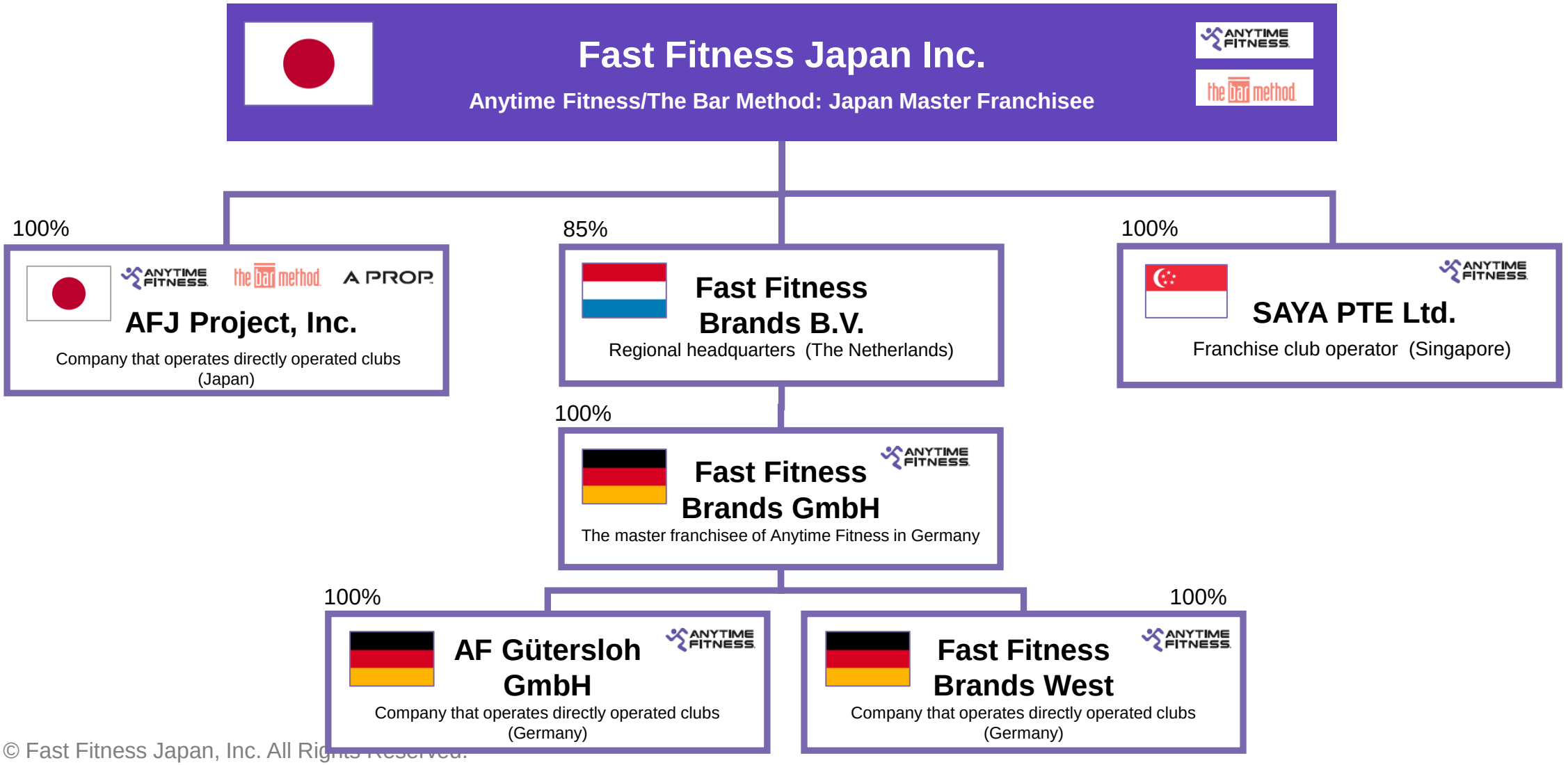
Group Structure Chart

- For Fast Fitness Brands, the balance sheet (BS) has been consolidated since 1Q of this fiscal year, and the profit and loss statement (PL) since 2Q.
- For SAYA PTE Ltd., both the BS and the PL have been consolidated since 1Q of this fiscal year.



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Shareholder Returns: Shareholder Benefits Program

- To return profits to shareholders, we have introduced a shareholder benefits program.*
- Shareholders receive a shareholder voucher (15% discount voucher) once a year, depending on the number of shares held.
- Shareholder vouchers (15% discount vouchers) are exclusively for use by shareholders shopping on the Company's official online store A PROP https://aprop.jp/.

Eligible shareholders	Shareholders holding 100 shares (1 trading unit) or more of the Company's stock entered or recorded in the Company's Register of Shareholders as of the record date, which is the end of March each year * Shareholder vouchers are valid from the time they are presented (June each year) until the end of June of the following year.

Number of shares held	Details
100 shares (1 trading unit) or more	**Two shareholder vouchers (15% discount vouchers)**
200 shares (2 trading units) or more	**Four shareholder vouchers (15% discount vouchers)**
500 shares (5 trading units) or more	**Six shareholder vouchers (15% discount vouchers)**
1,000 shares (10 trading units) or more	**Ten shareholder vouchers (15% discount vouchers)**



A PROP's official online store

A PROP（ア プロップ）https://aprop.jp/



Sample of a complimentary voucher for shareholders

*When shopping on A PROP, shareholders can use one voucher against the value of one purchase (total amount of EC card payment). Each voucher can only be used once.
*Vouchers cannot be redeemed at Anytime Fitness gyms or The Bar Method studios.
*The discount cannot be combined with other coupons or offers.
*Other important information about the use of the shareholder vouchers will be provided at the time the vouchers are presented.

* See the "Notice Concerning Establishment of New Shareholder Benefit Program" dated November 14, 2024.

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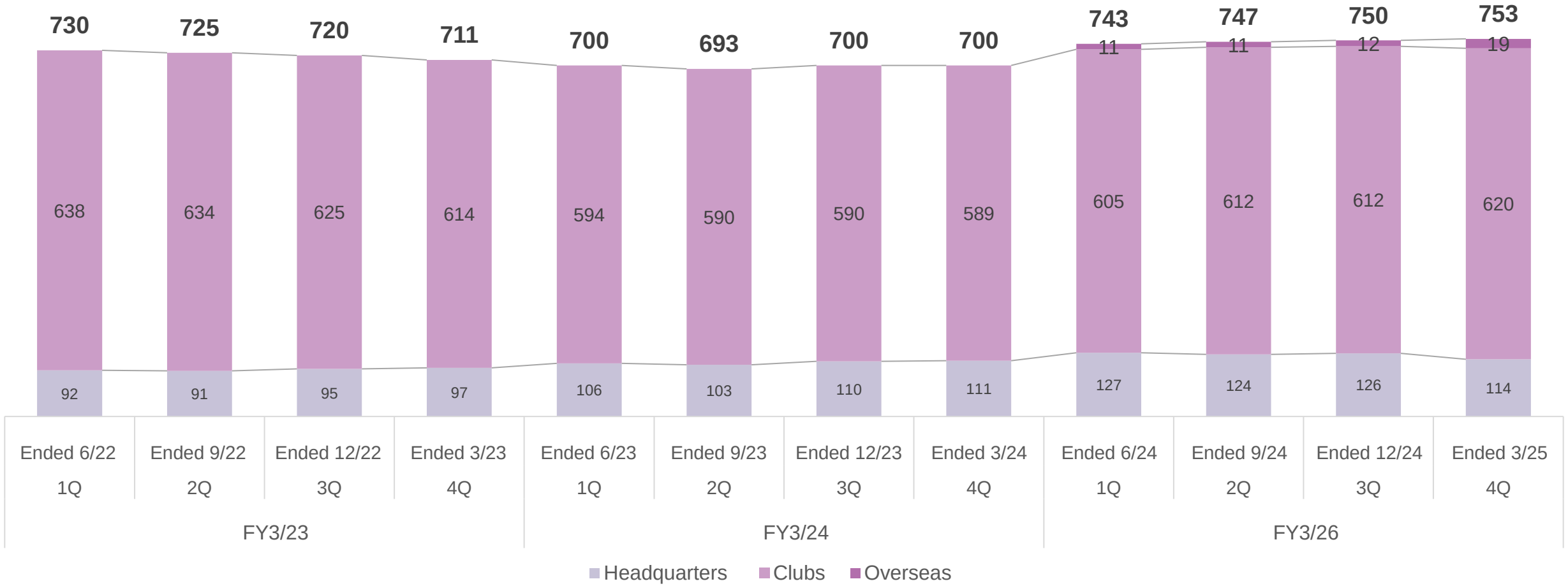
Number of Employees (Consolidated)

- In line with "Transformation into a New Growth Stage," we are increasing the number of headquarters personnel and personnel for the overseas Anytime Fitness business, and are proceeding with the implementation of an optimal human capital management system.

Unit: no. of employees



*Both Headquarters and clubs exclude part-time employees.

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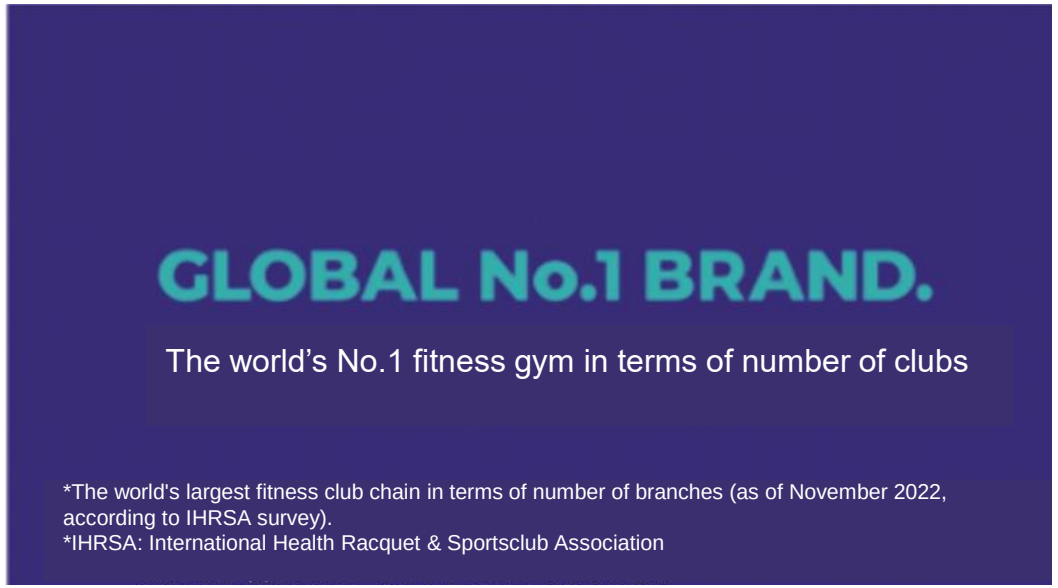
Anytime Fitness

- After the first club was opened in Minneapolis in 2002, Anytime Fitness expanded all over the United States, with the number of clubs reaching the 2,000 milestone in only ten years. Since then, Anytime Fitness has been expanding globally, becoming the world's No. 1* fitness gym in terms of number of clubs.
- In addition to the brand power, it is characterized by a “value-appealing model” that focuses on improving the quality of services and member satisfaction through the provision of high-quality gym facilities and services by staff.



Global 5,572 clubs
(29 countries and regions)

As of March 2025

US & Canada	2,565
Japan	1,194
Australia	582
United Kingdom & Ireland	185
Philippines	170
Other	875

The number of clubs in Japan of Anytime Fitness, the world's No. 1 fitness gym in terms of number of clubs

$$\frac{\text{1,194 clubs*}}{\text{5,572 clubs*}} = \text{21.7\%}$$

Share

*As of March 2025

WHY PEOPLE CHOOSE ANYTIME FITNESS

01 OPEN 24H/7
Fits into your lifestyle

02 THE GLOBAL BRAND
The world's largest number of clubs You can use it in anywhere!

03 PERFORMANCE MACHINE
Well-equipped and high-quality machines and facilities

04 COMFORTABLE PLACE
Safe, secure and comfortable training

05 GOOD PRICE
Reasonable monthly membership fee

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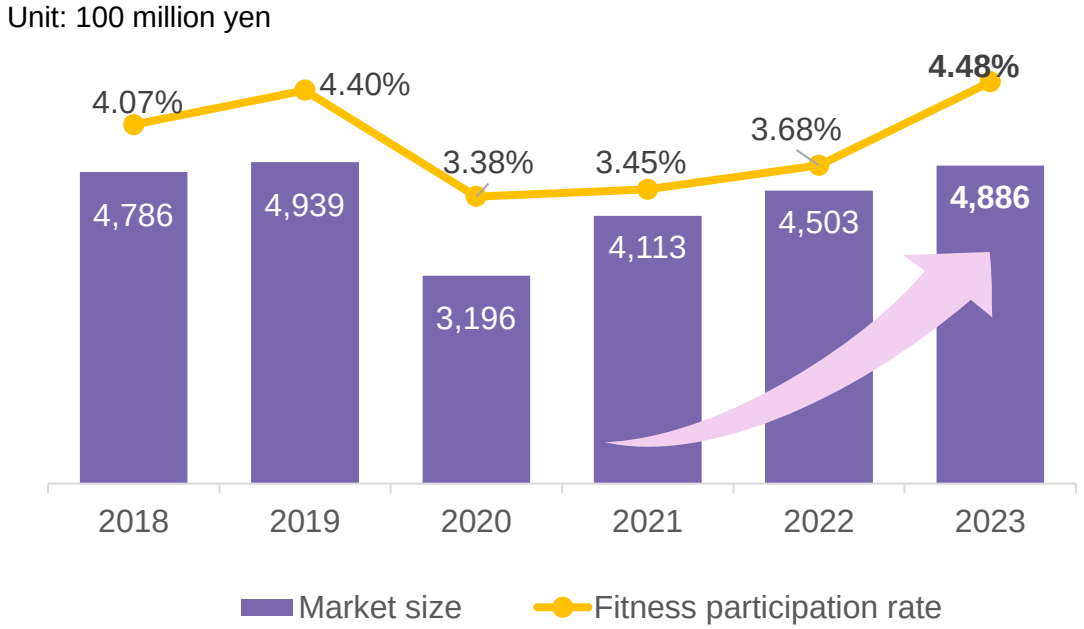
Market Conditions in the Fitness Industry in Japan

- The fitness gym market, which shrank temporarily due to the pandemic, has recovered steadily since its normalization, due in part to growing health consciousness.
- While many categories have emerged, the 24-hour gym category has grown through the opening of franchise format. In response to the rise of “price-oriented” club models, AF, the pioneer of this category, has sought to differentiate itself from competitors through a thorough “value-oriented” approach, and has established a competitive advantage.

Domestic fitness market size and participation rate



Share of the Anytime Fitness brand*1 in the fitness market of Japan in terms of net sales

82.3 billion yen*2 / **488.6** billion yen*3

(Reference) Share **16.8**%

*1 Directly operated clubs + Franchise clubs
*2 A value for reference that was obtained by multiplying the average sales per member for March 2025 at *1 by the number of members as of the end of December and then multiplying the value by 12 (months)
*3 Source: “Trends in Japan’s Fitness Club Industry 2023”

Fitness market size: **488.6** billion yen (+8.5% YoY), fitness penetration rate: **4.48%***
For every 1% increase in fitness participation, **1.24 million** fitness participants are added in Japan

*Source: “Trends in Japan's Fitness Club Industry 2023”

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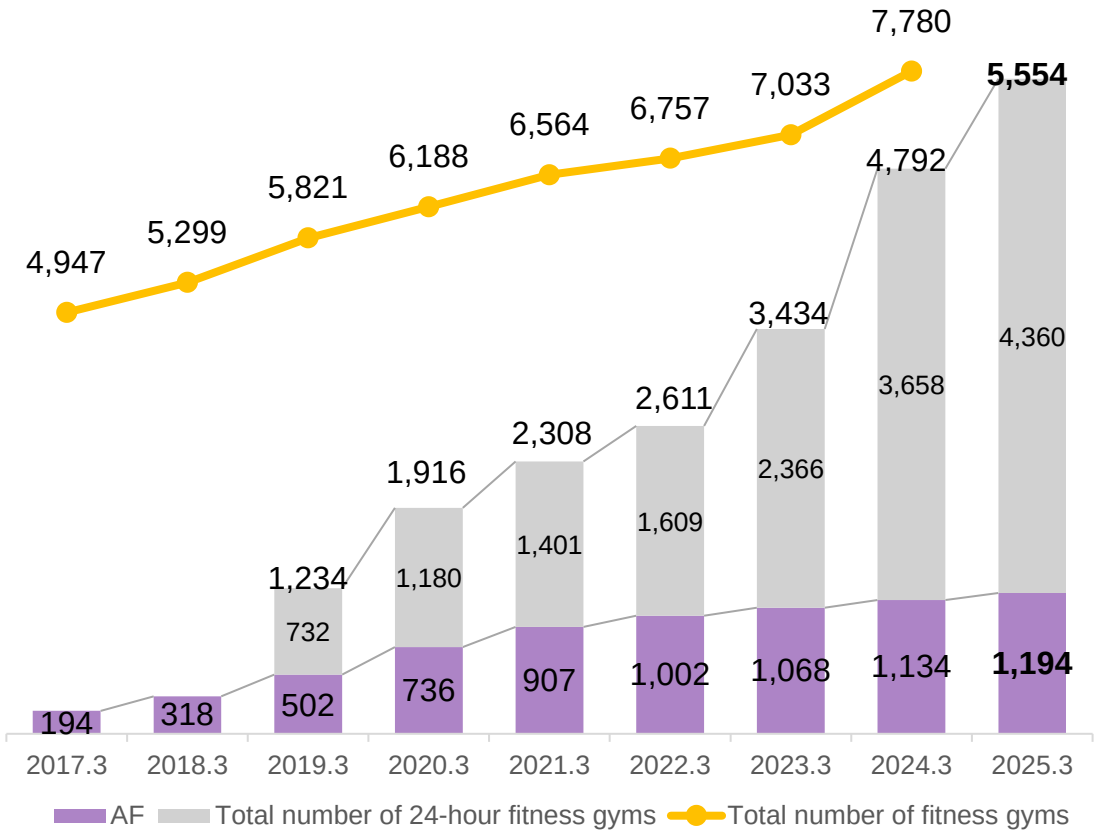
Anytime Fitness's Club Network in Japan

- The Company started to enter regional towns in FY2016, operating clubs in 47 prefectures across Japan.
- Despite a sharp increase in the number of fitness gyms in the domestic market, we have continued to open clubs, establishing a network of 1,194 clubs nationwide as of the end of March. Anytime Fitness holds a 21.5% share of the 24-hour gym market, with 5,554 clubs.
- We have achieved strong customer numbers in regional cities, and the domestic Anytime Fitness club network is steadily expanding..

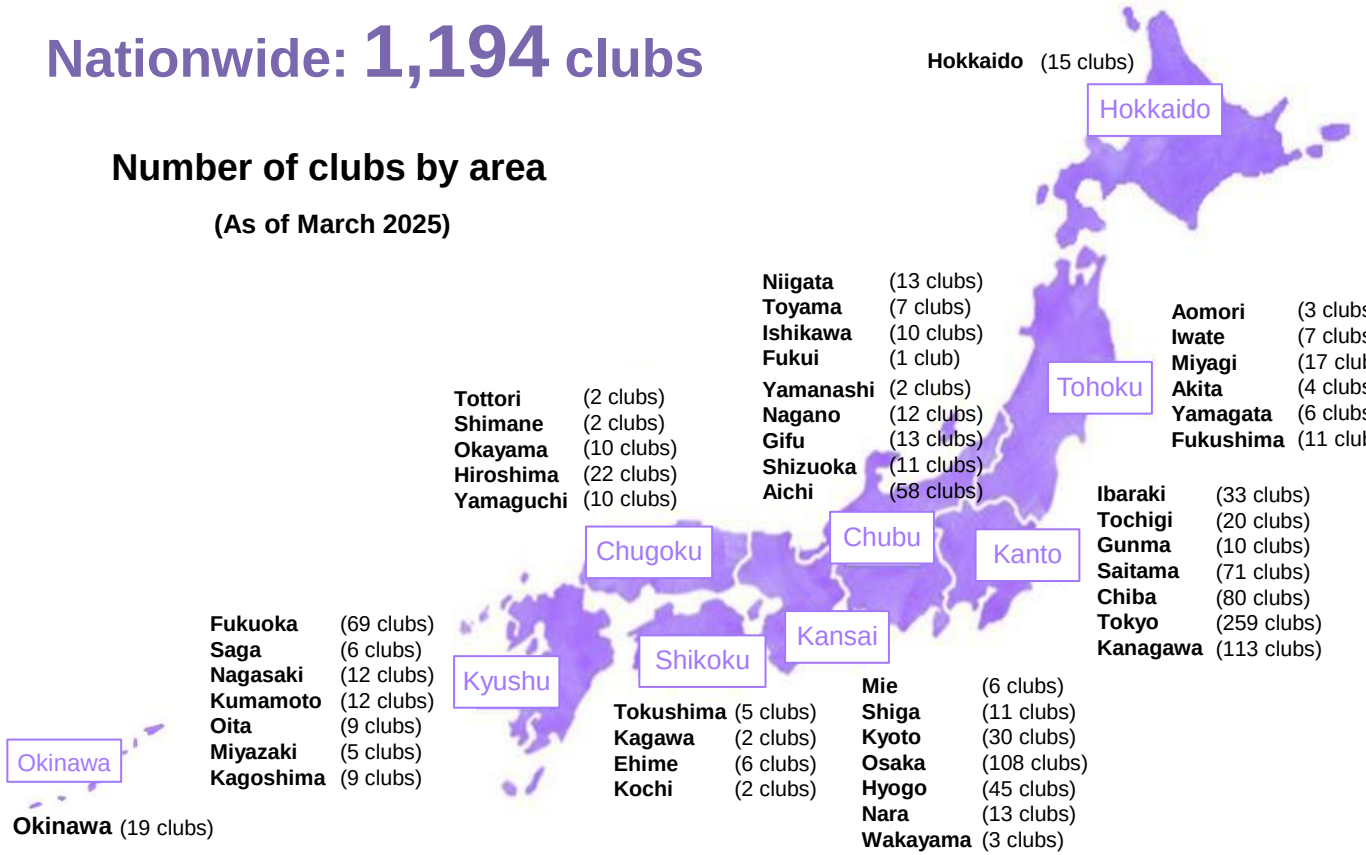
Number of fitness gyms in Japan*



Nationwide: 1,194 clubs

Number of clubs by area

(As of March 2025)



Hokkaido (15 clubs)

Tohoku
- Aomori (3 clubs)
- Iwate (7 clubs)
- Miyagi (17 clubs)
- Akita (4 clubs)
- Yamagata (6 clubs)
- Fukushima (11 clubs)

Kanto
- Ibaraki (33 clubs)
- Tochigi (20 clubs)
- Gunma (10 clubs)
- Saitama (71 clubs)
- Chiba (80 clubs)
- Tokyo (259 clubs)
- Kanagawa (113 clubs)

Chubu
- Niigata (13 clubs)
- Toyama (7 clubs)
- Ishikawa (10 clubs)
- Fukui (1 club)
- Yamanashi (2 clubs)
- Nagano (12 clubs)
- Gifu (13 clubs)
- Shizuoka (11 clubs)
- Aichi (58 clubs)

Kansai
- Mie (6 clubs)
- Shiga (11 clubs)
- Kyoto (30 clubs)
- Osaka (108 clubs)
- Hyogo (45 clubs)
- Nara (13 clubs)
- Wakayama (3 clubs)

Chugoku
- Tottori (2 clubs)
- Shimane (2 clubs)
- Okayama (10 clubs)
- Hiroshima (22 clubs)
- Yamaguchi (10 clubs)

Shikoku
- Tokushima (5 clubs)
- Kagawa (2 clubs)
- Ehime (6 clubs)
- Kochi (2 clubs)

Kyushu
- Fukuoka (69 clubs)
- Saga (6 clubs)
- Nagasaki (12 clubs)
- Kumamoto (12 clubs)
- Oita (9 clubs)
- Miyazaki (5 clubs)
- Kagoshima (9 clubs)

Okinawa (19 clubs)

* Source: Total number of fitness gyms: Created by our company from "Trends in Japan's Fitness Club Industry 2023."
Total number of 24-hour gyms: Created by our company

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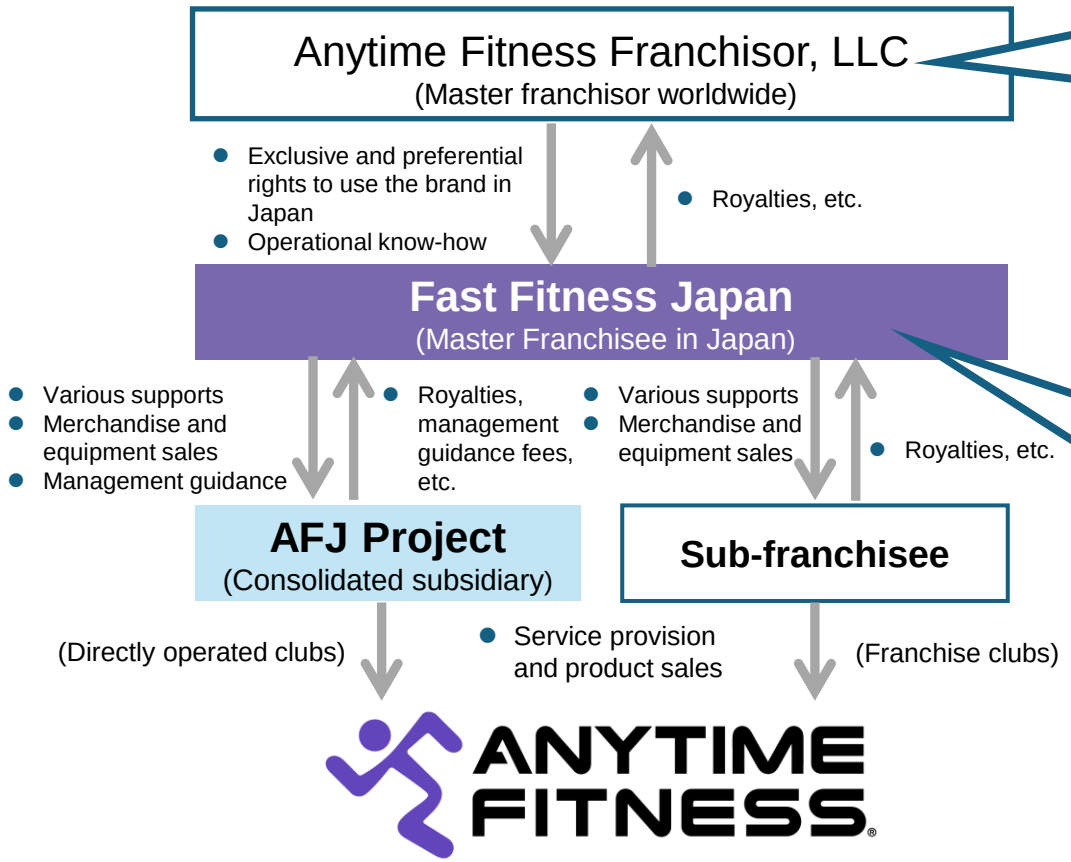
Anytime Fitness's Business Model in Japan

- As the master franchisee of "Anytime Fitness" in Japan, we operate a chain of 24-hour fitness clubs specializing in machine gyms.



- Fitness chain with over 5,000 clubs globally

- The world's No. 1 fitness gym in terms of number of clubs

*Gender-neutral gyms worldwide (IHRSA survey, 2022)

- Pioneer of "24-hour fitness" in Japan

- Top-class market share and reputation in Japan in terms of number of clubs and customer satisfaction

*Company research

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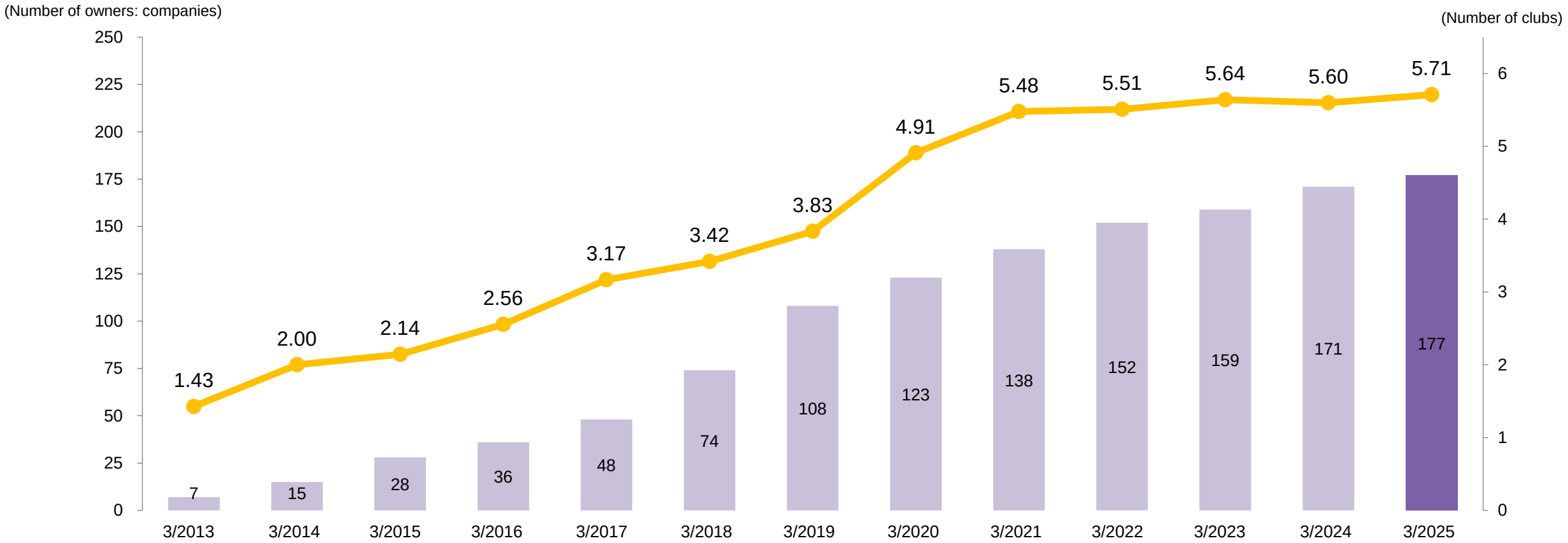
Characteristics of Anytime Fitness Franchise Development in Japan

- We are developing franchises exclusively for franchise owners (corporations) with solid corporate management and financial foundations, thanks to brand power as a pioneer of 24-hour gyms specialized in machines in Japan as well as established highly profitable franchise revenue model, including fixed royalties.
- Our high profitability has attracted the development of multiple clubs by a single franchise owner, and the number of clubs in Japan has expanded dramatically.
- Statistics show that franchise owners operate an average of 5.71 clubs. 10 or more stores are operated by 24 franchise owners (an increase of 2 compared to the end of FY3/24), i.e. the total number of 550 clubs account for 54.5% (an increase of 41 compared to the end of FY3/24). *Excludes directly operated clubs



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Our Company’s Net Sales Composition

- In the rollout of franchises, which is the most important factor in building a strong club and membership base for Anytime Fitness, the company's strength is its low break-even point due to fixed royalties, making it an attractive business model for franchise owners

Sales fields	Item	Revenue model	Contents
Franchise sales	Royalty income	Recurring*	The fixed royalty, the fee for using the member management system, etc., sales promotion support funds, and other amounts increases in proportion to the number of franchise clubs
	Sales of merchandise	Non-recurring*	Sales from goods offered at clubs Sold mainly when a club is opened
	Sales from participation fees	Non-recurring	An identical amount of fees is collected from each club at the time of concluding the participation contract
	Other	Non-recurring	Fees including fees for supervising the opening are collected after each club is opened *The amount of fees for supervising the opening differs depending on the number of clubs that have been opened by each franchise owner
Club sales operated by the Group (Directly operated clubs and overseas sales)	Membership fee revenue	Recurring	Monthly sales from hydrogen water servers, rental lockers, and others, in addition to membership fee revenue Increases in proportion to the number of members at directly operated clubs *Includes overseas AF sales
	Other	Non-recurring	Sales from personal training tickets and one-time uses by non-members *Includes overseas AF sales
Other sales	Commission income	Non-recurring	Marketing fees for training machines, etc.

*Monthly membership fees and other monthly sales are considered recurring, while one-time sales other than recurring are considered non-recurring

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Medium-Term Management Plan: Policy

- We will make strategic investments in the following themes to transform our business into a new growth stage, thereby delivering business growth and increase profitability.

1. Further Expansion of AF Business in Japan

- Stable new club openings

2. Expansion of Revenue Base of Domestic Business by Leveraging AF Clubs and Membership Base (Creation of New Added Value)

- AF app rollout
- Cultivation and rollout of EC/goods sales

3. Developing New Growth Areas and Establishing a Revenue Base

- Overseas business expansion
- Cultivation and rollout of new brands

Leverage

4. Promotion of ESG Management

- Advancement of governance
- Human capital management practices

5. Leverage of M&A and alliances

- Continuation of M&A
- Collaboration with local governments, corporations, etc.

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Medium-Term Management Plan: Numerical Plan

- We intend to maintain the basic policies, strategies, and numerical targets set forth in the medium-term management plan announced in May 2024, covering FY2025 to FY2027.
- In FY3/2025, the core and existing Domestic Anytime Fitness business continued to perform steadily, while growth investments aligned with the medium-term management plan were steadily executed.
- Meanwhile, although the businesses positioned as new growth areas took longer than initially planned to launch and gain traction, we have begun to see promising signs, such as in the Germany AF business, where, following a one-year preparation period, progress has been made toward club expansion. Given the potential short-term impact on performance—including external factors—associated with the growth of each business, we have provided a forecast in the form of a range. (See page 39)

As announced on May 14, 2024

(Million yen)	FY3/25	FY26/3	FY27/3
Net sales	18,800–19,500	21,320	23,960
Operating profit	3,000–3,500	3,960	4,530
Operating profit margin (%)	16.0%–17.9%	18.6%	18.9%

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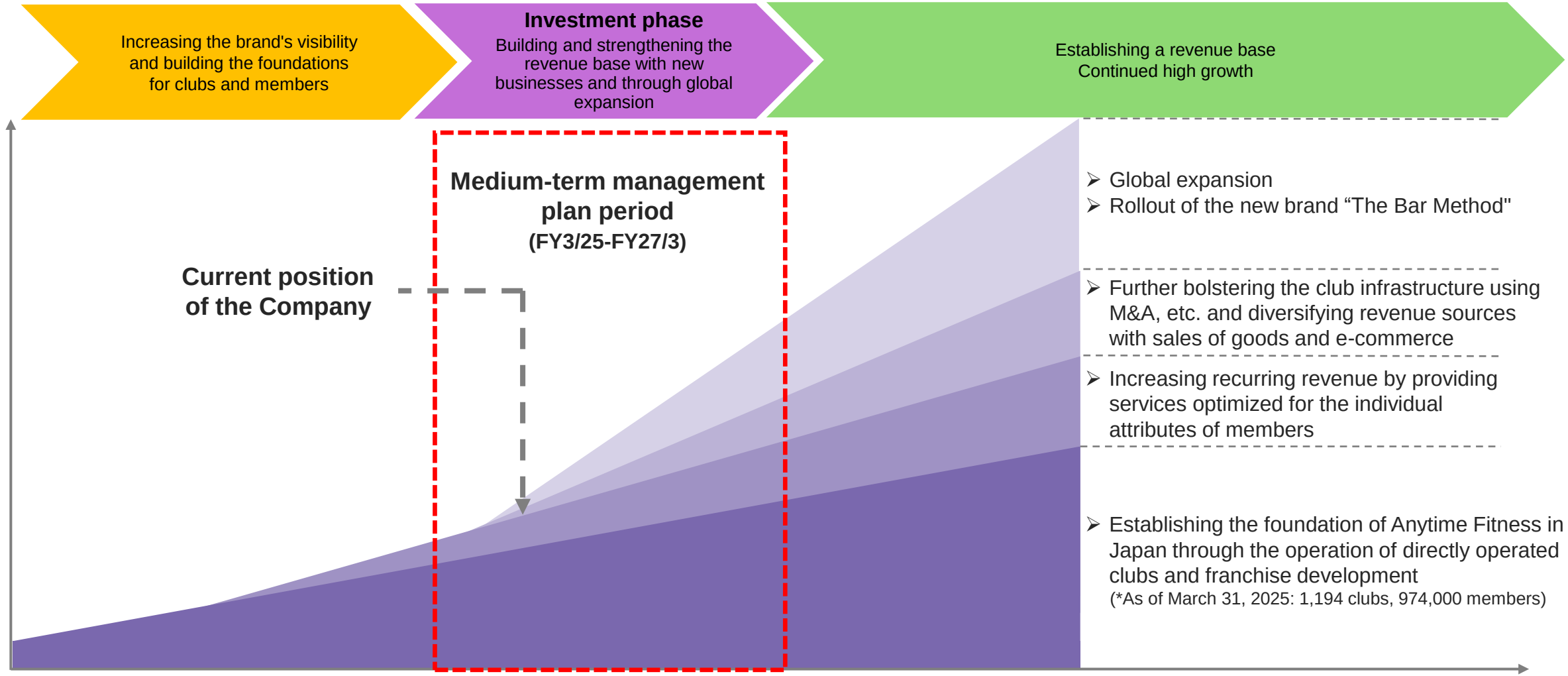
Medium-Term Management Plan:
Positioning of the Same Period and Sales Growth Image

- To achieve sustainable growth, we will pursue growth strategies in the medium term while strengthening existing businesses, and in the long term, we will make strategic investments with a view to expanding markets and business areas



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ESG Highlights:
Community Contribution—Bringing Wellness and Joy to Communitiese

We are committed to making positive socioenvironmental impacts as well as pursuing business success.
To help people “get to a healthier place,” we support health, social welfare, and community care in many ways.

Partnerships for rural regeneration

- Continued comprehensive partnerships and individual agreements for delivering wellness and fitness support (Shiga, Hamamatsu, Himeshima)
  - ➠Ran classes on using AEDs, deployed fitness instructors, and ran fitness classes for elementary students
  - ➠Activities included issuing athlete passes and running cleanups
- We conducted PR activities across a wider geographic area with a view to concluding more agreements (Saitama among others)



Ceremony to mark conclusion of comprehensive partnership with Nara Prefecture
Pictured: Kiyoaki Yamabe (CEO of the Company) and Makoto Yamashita (Nara governor)



Booth at Saitama Sports Festival in Kumagaya
Saitama Prefecture asked us to attend the festival.
It was the first time we exhibited in Saitama.

Fundraising for inclusive communities

- Sponsored and exhibited at inclusive events (local buddy walks)
  - ➠Ran 5 charity squats (with each squat raising 10 yen for a local charity)
- Donated to Special Olympics Nippon (SON)
- Donated to Children’s Cancer Association of Japan (CCAJ)
- Donated machines to Nishi Highschool in April and to Nozawaonsen in December



Ceremony to donate to SON
Pictured: Kiyoaki Yamabe (CEO of SON), Mikami (SON ambassador and employee of the Company at the time), Kiyoaki Yamabe (CEO of the Company)



Yoka Walk (Fukuoka) was one of the walks we sponsored and exhibited at
It was the first Yoka Walk in five years. We resumed our sponsorship.

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ESG Highlights:
Supporting the Low-Carbon Transition, Examples of Initiatives

As an organization that wants to support a healthier, happier world through fitness, we place importance on our socioenvironmental impacts. As part of our CSR, we support a low-carbon transition.

- In 2021, we ran our first climate scenario analysis in line with the TCFD recommendations. Since then, we have periodically estimated our GHG emissions at scopes 1 and 2.
- In the year under review, we prepared data and structures for estimating and disclosing emissions at scope 3 (we are still preparing to disclose some of the scope 3 and other data).
- In an example of our efforts to reduce GHG emissions, a directly run club is piloting the use of a solar panel system.
- In FY3/26, we will start disclosing emissions in some of the scope 3 categories. Over the medium and longer term, we will disclose emissions across an increasing number of scope 3 categories and with increasing precision, with third-party verification.

A new green-energy initiative (pilot)

- Toyokawa-Zoshi club (Toyokawa, Aichi) installed a solar panel system (24 10.68kW solar panels).
- The renewable energy generated is consumed by the club under a power purchase agreement.
- In this way, the club is piloting the use of green energy.
- During power outages, the system will serve as a simple 100V power source.



Anytime Fitness Toyokawa-Zoshi club


The club's solar panel system

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Certified as one of the "Excellent Corporations for Health Management 2025 (Large Corporation Category)" for the third consecutive year

- We were listed among the Excellent Corporations for Health Management 2025, marking the third consecutive year of such a listing. The listing honors our commitment to employee health management, as promoted by the Ministry of Economy, Trade and Industry. Specifically, it honors our commitment to integrating employee health management into corporate strategy and implementing practices that encourage health-promoting behaviors.
- We will continue working toward our goal of building an emotionally fulfilling society in which club members, along with employees, trading partners, and all other stakeholders, live healthy lives. As an organization that operates in the wellness industry, we will do all we can to discharge our corporate social responsibility to help people lead healthy lifestyles.



Specific practices

1. **Organizational framework for employee health management**
   The President acts as Chief Health-Management Officer. The Health Committee holds monthly meetings attended by employees from each division and an occupational therapist. During each gathering, the attendees share information about employee health, discuss health-promoting policies, and hold workshops
2. **Enforcing health screenings**
   Employees aged 40 or older undergo health checkups (ningen dock) using an online booking system. Depending on the results, we may recommend employees to undergo a follow-up checkup. In FY3/24, we achieved a 100% health checkup attendance rate. All employees aged 40 or older underwent a health checkup at the company’s expense.
3. **Rectifying of working hours**
   For head office staff, we have introduced flextime and a one-month variable working hours system to allow flexible working arrangements that accord with the realities of job roles. We use a time and attendance system to tightly manage work schedules and restrict long working hours
4. **Encouraging take-up of paid leave**
   We encourage employees to take at least five days of paid leave a year and have maintained a 100% take-up rate for such. In April 2022, we introduced a system of time off for volunteering, encouraging employees to use their free meaningfully.
5. **Encouraging employees to make exercise a habit**
   One employee benefit we provide is free membership of Anytime Fitness clubs across Japan. This measure is designed to encourage employees across the company to engage in exercise and to make exercise a habit.

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IR Information

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Fast Fitness Japan at Official X Account



*You will receive information about Fast Fitness Japan Group, with a focus on IR/PR information.

IR Interview Request for Institutional Investors (May 19 to June 30)

IR Interview Request for Institutional Investors

*IR requests for institutional investors will be redirected to an external site.
*For IR interview requests, please use the interview calendar provided by Minsetsu, Inc.
*In addition to the above application, we also accept your applications from contacting our IR officer or making inquiries about IR.

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Get to a healthier place®

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In addition, this material may contain future assumptions and projections as of the date of its publication and forecasts based on a plan. However, these forward-looking statements are based on information currently in the Company's possession and certain assumptions judged to be rational. They do not represent a firm commitment by the Company.

The forecast may differ greatly from financial results due to a number of causes over the year, including changes in economic conditions, changes in member needs and tastes, competition with other companies, and changes to laws and regulations.

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