Note : This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

Last Update: June 24, 2025

Fast Fitness Japan, Inc.
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The state of corporate governance of Fast Fitness Japan, Inc. ("the Company") is described below.

I. Fundamental Views on Corporate Governance, Capital Structure, Corporate Attributes, and Other Key Information

1. Basic Views Updated

The Group, guided by the corporate philosophy embodied in its Purpose: "Get to a healthier place," and driven by its Mission: "To make fitness a part of people's everyday lives and help create a vibrant and emotionally fulfilling society," as well as its Vision: "To be an essential partner in society, supporting the lifestyle of every individual," is committed to conducting business aimed at realizing an emotionally fulfilling society in which everyone can enjoy a healthy life. We recognize that it is important to maximize its corporate value sustainably, contribute to society, and build sound and lasting trust-based relationships with all of its stakeholders.

Based on this understanding, the Company has set up a Board of Directors, an Audit & Supervisory Committee and an Accounting Auditor as its corporate organs, and strives to ensure transparency of its management decision-making and the supervision of its execution of business. In addition, a voluntary Nominating and Compensation Committee has been established under the Board of Directors, and an Executive Officer System has been introduced to more clearly separate the decision-making and supervisory functions of the Board of Directors.

The Company will continue to ensure that information is appropriately disclosed and that its management decision-making and supervision of the business execution is highly transparent in its efforts to maintain and improve the effectiveness of its corporate governance.

[Reasons for Non-compliance with the Principles of Japan's Corporate Governance Code] Updated

[Supplementary Principle 2-4-1]

Recognizing the importance of ensuring the diversity of human resources in corporate management, the Company actively promotes the appointment of women and non-Japanese employees. With regard to the appointment of women to management positions, given the overall young age of our staff, we are striving to create a workplace environment in which women and non-Japanese employees can play an active role, with a medium-term target of 20%.

The current results of female and non-Japanese employees appointed to management positions is as follows. (As of March 31, 2025)

Number of female managers: 3; Ratio of female managers: 7.1%

Number of non-Japanese managers: 3; Ratio of non-Japanese managers: 7.1%

On the other hand, as mid-career hires are recruited as managers when necessary, we do not recognize any particular differences in their promotion and we have not set targets for their promotion to manager positions.

[Principle 4-9]

The Company has not established any particular criteria or policy regarding independence for the appointment of Outside Directors; however, in making appointments, the Company makes determinations based on the assumption that the Outside Director has sufficient independence to perform their duties as Outside Director independently of the Company's management team, taking into consideration their career history and relationship with the Company.

[Disclosure Based on the Principles of Japan's Corporate Governance Code] Updated

[Principle 1-4]

As of the date of submission of this Report, the Company sold all of its previously held cross-shareholdings and currently holds no such shares. The Company has no plans to hold new cross-shareholdings at this time. Should the need to hold such shares arise in the course of future business strategies, the Company will establish policies regarding their acquisition and holding, as well as criteria for exercising voting rights, and will make appropriate disclosures as necessary.

[Principle 1-7]

In principle, the Group's policy is not to engage in related party transactions. However, when it is necessary to do so in the course of business operations, the Board of Directors makes decisions on the rationality of transactions and the appropriateness of transaction terms based on objective and fair determinations. In addition, in order to monitor the status of related party transactions, the Company has established a system to manage related party transactions by conducting periodic investigations into their status.

[Principle 2-6]

Since the Company has adopted a defined contribution pension plan and not a corporate pension fund, this principle is not applied.

[Principle 3-1]

(i) The Group, guided by the corporate philosophy embodied in its Purpose: "Get to a healthier place," and driven by its Mission: "To make fitness a part of people's everyday lives and help create a vibrant and emotionally fulfilling society," as well as its Vision: "To be an essential partner in society, supporting the lifestyle of every individual," is committed to conducting business aimed at realizing an emotionally fulfilling society in which everyone can enjoy a healthy life.
Specific management strategies are explained at financial results briefings and in financial results presentation materials in a timely manner.

(ii) Basic views on corporate governance are described in "I. 1 Basic Views" of this Report.

(iii) Regarding determination of the calculations for remuneration amounts, etc. for officers, the Company has a policy of determining the total amount of remuneration for directors (excluding directors who are Audit & Supervisory Committee members) by a resolution of the General

Meeting of Shareholders. Based on the recommendations of the Nomination and Remuneration Committee, the Board of Directors then establishes the Remuneration Regulations for Officers and Performance-Linked Remuneration Regulations by a resolution of the Board of Directors The Company's policy is to determine the amount of remuneration in accordance with the role and position of each director. In the resolution of the Board of Directors, the Company will determine the remuneration of directors, respecting the report of the Nomination and Remuneration Committee to the maximum extent possible.
The remuneration of Directors who are Audit & Supervisory Committee members is not linked to business performance to ensure their independence, but is a fixed base remuneration, which is stipulated in the Officer Remuneration Regulations.
Remuneration, etc. of part-time directors is determined individually by the Board of Directors at the time of their appointment.

(iv) Candidates for directors and Audit & Supervisory Committee members shall be selected without distinction as to gender, age, or nationality, and with due consideration of their personalities and insights, and those who can fulfill their duties and contribute to the enhancement of corporate value over the medium to long term.

(v) The reasons for the election of individual directors are disclosed in the notice of convocation. Reasons for dismissal of individual directors will be disclosed as appropriate.

[Supplementary Principle 3-1-3]

(1) Sustainability initiatives

The Group, guided by the corporate philosophy embodied in its Purpose: "Get to a healthier place," and driven by its Mission: "To make fitness a part of people's everyday lives and help create a vibrant and emotionally fulfilling society," as well as its Vision: "To be an essential partner in society, supporting the lifestyle of every individual," is committed to conducting business aimed at realizing an emotionally fulfilling society in which everyone can enjoy a healthy life. Guided by a code of conduct for achieving sustainability, all employees are committed to addressing social issues through business.

Specifically, in order to contribute to the achievement of each of the SDGs goals through an ESG perspective, we have published an "Open Fitness Declaration" since 2018 so that fitness can become more connected to society and we can solve various social issues together.

In addition, in order to further accelerate our sustainability efforts, an ESG Committee chaired by the CEO and Representative Director was newly established in September 2021, and a system has been established to appropriately promote reporting and discussion of important ESG-related issues while managing the progress of each initiative.

(2) Impact of climate change-related risks and opportunities on the Company's business activities, earnings, etc.

The Company conducts analysis and discloses information based on the framework of TCFD recommendations regarding the impact of climate change-related risks and opportunities on its business activities, earnings, etc.

Please refer to our website for the results of the scenario analysis based on the TCFD framework.

https://www.fastfitnessjapan.jp/en/esg/environment/tcfd/

(3) Investment in human capital and intellectual property, etc.

We have built a human capital database to visualize human capital, and are working to understand each individual's distinct qualities and utilize them in personnel policies, as well as to create an environment where each individual can grow.

Regarding intellectual property, we ensure the registration of trademarks, etc., and also work with the Anytime Fitness Headquarters in the U.S. to prevent the outflow of intellectual property, including various technologies.

[Supplementary Principle 4-1-1]

The Company has introduced an Executive Officer System for the purpose of building a system that can respond quickly and appropriately to changes and challenges in the management environment, and to more clearly separate the decision-making and supervisory functions of management.

The Board of Directors is building a stronger governance structure by separating its role as a management supervisory function.

[Supplementary Principle 4-8-3]

The Company has a controlling shareholder. In order to further protect the interests of minority shareholders, the Board of Directors has appointed seven of the nine directors as independent outside directors to ensure independence from the controlling shareholder and strengthen corporate governance.

[Supplementary Principle 4-10-1]

The Company has established a voluntary Nominating and Compensation Committee. The committee consists of five or more directors selected by a resolution of the Board of Directors, with a majority of Independent Outside Directors, and its independence is ensured by having an Outside Director as its chairperson.

The Nomination and Compensation Committee, in consultation with the Board of Directors, has the role and responsibility to deliberate mainly on the following matters and report back to the Directors, ensuring fairness, transparency and objectivity of the procedures. (1) Matters regarding the appointment and dismissal of Directors

(1) Matters regarding the selection and dismissal of Directors
(2) Matters regarding the selection and dismissal of Representative Directors
(3) Matters regarding remuneration, etc. of Directors
(4) Succession planning (including training) for directors
Matters related to succession planning (including training) of directors, etc.

[Supplementary Principle 4-11-1]

Candidates for directors and Audit & Supervisory Committee members are selected without distinction as to gender, age, or nationality, and with due consideration of their personalities and insight.

We select individuals who can fulfill their duties and contribute to the enhancement of corporate value over the medium to long term. We believe that our current executive structure is well-balanced in terms of personnel with qualifications in each field, and is capable of appropriately handling future company operations.

The details of the knowledge, experience, and abilities (skill matrix) that the Company's directors should possess in light of the management strategy are disclosed in the "Notice of the 15th Ordinary General Meeting of Shareholders in 2025 and Materials for the General Meeting of Shareholders".

https://contents.xj-storage.jp/xcontents/AS08582/5d98fa0a/af37/45e2/8529/a7d498214e1e/20250603090144013s.pdf

[Supplementary Principle 4-11-2]
Concurrent positions with officers of other companies are limited to those that do not affect the execution of the Company's duties. The status of important concurrent positions is disclosed in the Notice of Convocation of the General Meeting of Shareholders and in the Annual Securities Report.

[Supplementary Principle 4-11-3]
With the aim of improving the effectiveness of the Board of Directors, the Company conducts an evaluation of the effectiveness of the Board of Directors and utilizes a third-party organization to analyze and assess the effectiveness of the Board of Directors. These activities are carried out to identify substantive issues, clarify the Board's issues and policies, and to resolve them through analysis of the current situation.

In March 2025, we conducted a questionnaire survey of all directors to assess their effectiveness in the five areas of "board composition and operation," "management and business strategy," "corporate ethics and risk/crisis management," "performance monitoring and management evaluation," and "dialogue with shareholders and other stakeholders" in fiscal 2024. Based on the results of this analysis, opinions were exchanged at the Board of Directors meeting held in May 2025.

In the results of the effectiveness evaluation, the Board of Directors of the Company was highly evaluated as being composed of members with diverse backgrounds, and each director actively participated in discussions, asking necessary questions and making constructive suggestions based on their knowledge and experience, thereby contributing to the functioning of the Board of Directors. In addition, a sufficient ratio of independent outside directors was ensured, and the Board's supervisory function with regard to conflict-of-interest risks was highly evaluated.

Regarding the operation of a highly objective and transparent nomination and evaluation process for the management team (including succession planning), which was an issue identified in the previous fiscal year, there were some improvements, but it was recognized as an issue that should be addressed continuously. The need to further develop and advance concrete discussions—particularly regarding the clarification of required skill sets for successors, selection methods, and the composition of the talent pool—has been newly reaffirmed. On the other hand, with regard to promoting communication with stakeholders and general shareholders, strengthened IR activities on institutional investors and general individual shareholders have resulted in some improvements. As for the agenda-setting and time allocation of the Board meetings in light of the materiality of matters discussed, there were some improvements as an Executive Officer System introduced in April 2024 has facilitated a clearer separation between the supervisory and executive functions of the Board.

Future challenges included formulating and operating a management succession plan, providing information required for deliberation of key matters, and the enhancement of communication with major shareholders and at the management level.

To address these challenges, efforts will continue to be made to enhance the effectiveness of the Board of Directors through various initiatives. These include advancing concrete discussions on succession planning, primarily through the Nomination and Compensation Committee; examining the operation of the Board of Directors with respect to the deliberation of key issues; and strengthening relationships of trust—both with major shareholders and between executive and supervisory functions—through improved information-sharing processes and a shared understanding of respective roles.

[Supplementary Principle 4-14-2]
When appointing directors and Audit & Supervisory Committee members, the Company considers their experience and insight, and appoints those who can appropriately fulfill the roles and responsibilities expected of them. In addition, the Company provides directors (including Audit & Supervisory Committee members) with opportunities for training and other necessary studies to enable them to fully fulfill their roles and responsibilities.

[Principle 5-1]
The Company considers improving corporate value in the medium and long term through constructive dialogue with shareholders and investors as an important management issue. The general supervisor for the dialogue is an officer in charge of IR, and proper information disclosure and response are conducted mainly by the Public/Investor Relations Office in cooperation with Finance and Planning Division. We strive to disclose appropriate information to shareholders and investors by holding financial results briefings at least twice a year on a regular basis, and by posting financial results presentation materials and archived videos of the briefings on our website as a means of providing information. Dialogue with shareholders and investors is supervised by the Executive Officer and CFO, who is in charge of IR, with the President or CFO participating in meetings as necessary.
To promote understanding of the Company's management strategy and business plans, the Company actively engages in individual meetings, earnings briefings, IR events hosted by securities firms and other organizations, as well as interviews with institutional investors.
Opinions obtained through dialogue with shareholders are reported to the Board of Directors and other bodies and used for management improvement.
For dialogue, the Company ensures proper control of insider information and strives for fair information disclosure.

[Action to Implement Management That Is Conscious of Cost of Capital and Stock Price]

Content of Disclosure Updated	Disclosure of initiatives (Update)
Availability of English Disclosure Updated	Available
Date of Disclosure Update Updated	June 24, 2025

Explanation of Action Updated

The Company is promoting effective IR activities and working to earn market valuation and improve the cost of capital, under the assumption that the Company will maintain or further improve return on capital through steady implementation of growth strategy announced in the "Notice Regarding the Rolling of the Medium-Term Management Plan" on May 14, 2024.

Note: For details, refer to the "Financial Results for the Fiscal Year Ended March 31, 2024" and the "Notice Regarding the Rolling of the Medium-Term Management Plan," both of which were released on May 14, 2024.
- "Financial Results for the Fiscal Year Ended March 31, 2024": https://contents.xj-storage.jp/xcontents/AS08582/fb5633dc/3b51/4cb9/aa94/78736d21ea86/20240606121402896s.pdf
- "Notice Regarding the Rolling of the Medium-Term Management Plan": https://contents.xj-storage.jp/xcontents/AS08582/844ecba9/bec2/4256/a68e/9cd373735045/20240516123405775s.pdf

(1) Further improving return on capital

(i) Profitability enhancement

With the three years from the fiscal year ended March 31, 2025 regarded as the period for transformation into a new growth stage to achieve an operating profit of ¥4.53 billion for the fiscal year ending March 31, 2027, which is set as a management index, the Company will try to expand business areas centering on the domestic Anytime Fitness business, its core business, through expansion of business scale, global development, and development of new brands while making strategic investments in order to pursue sustainable growth. As growth targets, the Company sets the annual sales growth average to 14.8% and the operating profit margin to approximately 18.9% and will strengthen profitability.

(ii) Strategic investment in growth

The Company sets ¥9.6 billion as a strategic investment quota for the three years from the fiscal year ended March 31, 2025, ¥6.6 billion as investments for further expanding the scale of the domestic Anytime Fitness business, ¥0.4 billion as investments for creating new added value through the use of the gyms and member base of the domestic Anytime Fitness, ¥1.8 billion as investments in new growth areas, ¥0.6 billion as investments in IT or digital transformation, and ¥0.2 billion as human capital investments.

(iii) Shareholder returns

During the period of the current medium-term management plan, regarded as the period for transformation into a new growth stage, the Company makes aggressive investments to realize growth strategy. Therefore, spending comes first, and profits may remain weak depending on the progress. With this risk in mind, the Company changed its dividend policy as announced in the “Notice Concerning (Upward) Revision of Full-Year Consolidated Financial Results Forecast, Changes in Dividend Policy (Payout Ratio and Introduction of DOE) and Revision of Dividend Forecast (Dividend Increase)” on March 11, 2024.

While improving internal reserves, the Company will make growth investments for business expansion and business efficiency improvement, pursue financial improvements, and give comprehensive consideration to the status of ROE and capital adequacy ratio, which are key indicators. To reduce the effect of short-term changes in earnings performance that are associated with aggressive growth investments during the period of the medium-term management plan and to clearly express a policy of stable and continuous dividends, the Company sets a consolidated payout ratio of 40% as a target for dividends and a DOE of 4.5% as the lower limit during the period and determines more high-level and stable dividends.

(2) Earning market valuation

For improvement of market valuation, the Company is strengthening its IR activities with a focus on measures for improving the recognition of the Company and deepening understanding of the Company. While continuing the measures, the Company will seek to improve disclosure, such as KPIs that help grasp the background to earnings performance changes and the progress of the medium-term management plan, in order to foster expectations for growth potential.

(3) Improving the cost of capital

By improving predictability for investors, the Company will lower risk premiums among the cost of capital in order to win trust in the Company's management. To realize this, the Company will strive for appropriate and effective communication with capital markets by implementing the medium-term management plan steadily and improving the accuracy of earnings forecasts.

As a result of these efforts, for the fiscal year ended March 31, 2025, the ROE decreased by 2.5 percentage points from the end of the previous fiscal year because it was a phase of investment in new growth areas and spending came first. However, both the PER and PBR improved thanks to improvement of IR activities for increasing the recognition of the Company and making sure that the growth potential of the Company receives fair evaluation.
Although ROE is lower than at the end of the previous fiscal year for the reasons stated above, it remains above the WACC of 12.0%.

- PER: 12.5x (compared with 9.7x at the end of the previous fiscal year)
- PBR: 1.83x (compared with 1.59x at the end of the previous fiscal year)
- ROE: 15.1% (compared with 17.6% at the end of the previous fiscal year)
- Dividend: ¥45 per share (consolidated payout ratio: 41.6%)

The Company will continue to promote efforts for sustainable growth by strengthening and expanding the existing businesses and investing in and developing new growth areas. At the same time, the Company will maintain stable shareholder return and strengthen IR activities in order to realize appropriate corporate value.

“Action to Implement Management that is Conscious of Cost of Capital and the Stock Price” on June 26, 2024
Japanese: https://contents.xj-storage.jp/xcontents/AS08582/fbc5a6cd/844c/462c/9c11/8e0f36234ea3/140120240626537702.pdf
English: https://contents.xj-storage.jp/xcontents/AS08582/626effe7/1c4a/4e42/a968/a2c606f9eff7/20240702111941916s.pdf

2. Capital Structure

Percentage of Foreign Shareholders	10% or more and less than 20%

[Status of Major Shareholders] Updated

Name	Number of shares owned (shares)	Percentage (%)
OAK Co., Ltd.	9,108,900	48.72
RM Japan, LLC	1,443,000	7.71
HIKARI TSUSHIN, INC.	966,600	5.17
The Master Trust Bank of Japan, Ltd. (Trust account)	953,900	5.10
Trustee for specified securities trust: Nomura Trust and Banking Co., Ltd. (Trust account 2052248)	702,000	3.75
Trustee for specified securities trust: Nomura Trust and Banking Co., Ltd. (Trust account 2052249)	702,000	3.75
Jun Takashima	428,680	2.29
Akira Okuma	402,400	2.15
Takayuki Maeda	260,000	1.39
Custody Bank of Japan, Ltd. (Trust account)	226,000	1.20

Controlling Shareholder (except for Parent Company)	Akira Okuma
Parent Company	None

Supplementary Explanations Updated

(1) The "Status of Major Shareholders" is the status of the shareholders' register as of March 31, 2025.
(2) As of March 31, 2025, the Company held 16,528 treasury shares, which were excluded from the Status of Major Shareholders.
(3) OAK Co., Ltd. is an asset management company in which all voting rights are owned by Akira Okuma, Chairman of the Board of Directors of the Company, and Shota Okuma and Ayako Okuma, close relatives of Akira Okuma.
(4) Akira Okuma is listed as a controlling shareholder because he holds a majority of the Company's voting rights when the number of shares held by OAK Co., Ltd. are included.

3. Corporate Attributes

Listed Exchange and Market Division	Tokyo Stock Exchange, Prime Market
Fiscal year end	March
Type of Business	Services
Number of Employees (consolidated) as of the End of the Previous Fiscal Year	From 100 to less than 500
Revenue (consolidated) for the Previous Fiscal Year	From ¥10 billion to less than ¥100 billion
Number of Consolidated Subsidiaries as of the End of the Previous Fiscal Year	Less than 10

4. Policy on Measures to Protect Minority Shareholders in Conducting Transactions with Controlling Shareholder Updated

As for the Company's executive structure, all of the six independent outside directors are appointed by the Company and have no relationship with the controlling shareholder or its surroundings, and the Company has established a system that provides checks and balances related to transactional activities.

In the event of a transaction with a controlling shareholder, the Board of Directors shall fully deliberate on the details of the transaction and the appropriateness of the transaction before making a decision, taking into consideration compliance with laws and regulations and that the transaction terms do not differ significantly from those of ordinary transactions with third parties, so that the Company and its minority shareholders will not be disadvantaged. Furthermore, the Company strives to ensure the fairness of transactions and protect the rights of minority shareholders by seeking the opinions of outside experts, such as lawyers and accounting auditors, as necessary.

In addition to the business relationship between the Company and the controlling shareholder in the granting of restricted stock awards, on April 1, 2024, the Company acquired shares in Saya Pte. Ltd. held by a company (Okuma Corporation) of which the controlling shareholder is a major shareholder and representative. This translation was properly executed in accordance with the above policy. For details, please refer to the "Notice Concerning Overseas Expansion Following Acquisition of Shares in Saya Pte. Ltd. (Making it a Subsidiary)" released on March 14, 2024.

5. Special Circumstances which may have Material Impact on Corporate Governance

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II. Business Management Organization and Other Corporate Governance Systems regarding Decision Making, Execution of Business, and Oversight

1. Organizational Composition and Operation

Organization form	Company with an Audit & Supervisory Committee

[Directors]

Number of Directors as set forth in the Articles of Incorporation	No upper limit on the number of employees
Term of office of the Director as set forth in the Articles of Incorporation	1 year
Chairperson of the Board of Directors	President
Number of Directors Updated	8
Appointment of Outside Directors	Appointed
Number of Outside Directors Updated	6
Number of Outside Directors designated as independent officers Updated	6

Relationship with the Company (1) Updated

Name	Type	Relationship with the Company*										
		a	b	c	d	e	f	g	h	i	j	k
Mitsuhiko Uehira	From another company											
Sachiko Ohi	From another company											
Hirofumi Kubota	Certified Public Accountant											
Masami Hamaoka	From another company											
Daisuke Sakai	Lawyer											
Masahiro Tanida	From another company											

* Categories for "Relationship with the Company"

* "□" indicates that the director currently falls under the category, or did so recently, and "△" indicates that the director fell under the category in the past.

* If a close relative falls under each item in the "current/recent" category, the answer is "●"; if a close relative falls under each item in the "past" category, the answer is "▲".

a. An executive of the listed company or its subsidiary

b. An executive or non-executive director of the parent company of the listed company

c. An executive of a brother company of the listed company

d. A person whose main customer is the listed company or its executive

e. A major business partner of the listed company or its executive person

f. A consultant, accounting professional or legal professional who receives a large amount of money or other assets from the listed company other than remuneration as a director

g. A major shareholder of the listed company (if such major shareholder is a corporation, an executive person of such corporation)

h. A business partner of the listed company (not falling under d, e or f) (not falling under any of d, e, and f) (only the person himself/herself)

i. An executive of a party with which the listed company has a relationship of mutual appointment of outside officers (only the person himself/herself)

j. An executive of a party to which the listed company makes a donation (only the person himself/herself)

k. Other

Relationship with the Company (2) Updated

Name	Audit & Supervisory Committee Members	Independent Director	Supplementary explanation of the relationship	Reasons for appointment
Mitsuhiko Uehira		○	———	Mr. Mitsuhiko Uehira has a wealth of knowledge and experience as a corporate manager, and we expect that he will provide useful insights to the Company from his position as Outside Director, and have therefore decided to appoint him as Outside Director. There are no personal, capital, or significant business relationships or other interests between the Company and Mr. Uehira, and there is no risk of a conflict of interest with general shareholders; therefore, he is positioned as an "independent director" with independent status.

Sachiko Ohi		○	———	Having many years of experience in investment banking, asset-backed securities credit rating, and bond markets in Japan and the United States, Ms. Sachiko Ohi has a wide range of connections in financial, economic and political circles in Japan and the United States and is well versed in international financial information. Expecting her to provide useful knowledge to the Company from a broad perspective, we have therefore decided to nominate her as an Outside Director. There are no personal, capital, or significant business relationships, or other interests between the Company and Ms. Oi, and there is no risk of a conflict of interest with general shareholders; therefore, she is positioned as an “independent director” with independent status.
Hirofumi Kubota	○	○	———	We have determined that Mr. Hirofumi Kubota will appropriately perform his duties properly as an Outside Director based on his extensive knowledge and experience at an auditing firm. We have also appointed him with the expectation that he will work to audit and supervise management from an objective perspective independent of the management team that executes business operations. There are no personal, capital, or significant business relationships, or other interests between the Company and Mr. Kubota, and there is no risk of a conflict of interest with general shareholders; therefore, he is positioned as an “independent director” with independent status.
Masami Hamaoka	○	○	———	We have determined that Mr. Masami Hamaoka will appropriately perform his duties properly as an Outside Director based on his experience and knowledge gained at the Bank of Japan and extensive experience as a corporate executive and an auditor. We have also appointed him with the expectation that he will work to audit and supervise management from an objective perspective independent of the management team that executes business operations. There are no personal, capital, or significant business relationships, or other interests between the Company and Mr. Hamaoka, and there is no risk of a conflict of interest with general shareholders; therefore, he is positioned as an “independent director” with independent status.

Daisuke Sakai	○	○	———	We believe that Mr. Daisuke Sakai will be able to appropriately perform his duties as Outside Director based on his extensive experience and professional insight as an attorney at law in Japan and abroad. We have also appointed him with the expectation that he will work to audit and supervise management from an objective perspective independent of the management team that executes business operations. There are no personal, capital, or significant business relationships, or other interests between the Company and Mr. Sakai, and there is no risk of a conflict of interest with general shareholders; therefore, he is positioned as an "independent director" with independent status.
Masahiro Tanida	○	○	———	Mr. Masahiro Tanida has extensive experience and knowledge of capital markets and international deals and also has a wealth of experience as a manager, primarily in the finance, accounting and administrative departments of franchise businesses and prime listed companies. Expecting him to help improve our governance and promote appropriate risk taking based on such a knowledge. There are no personal, capital, material business, or other interests between the Company and Mr. Tanida. Although he is from a financial institution with which the Company has business dealings, he has been retired for more than 20 years and does not meet the "independence criteria" established by the Tokyo Stock Exchange, and there is no risk of a conflict of interest with general shareholders; therefore, he is positioned as an "independent director" with independent status.

[Audit & Supervisory Committee]

Member Composition and Chairperson's Attribute Updated

	All Committee Members (Persons)	Full-time Members (Persons)	Internal Directors (Persons)	Outside Director (Persons)	Chairperson
Audit & Supervisory Committee	4	1	0	4	Outside Director

Directors or Employees Responsible for Assisting the Audit & Supervisory Committee in Fulfilling Its Duties Updated	None

Reasons for Adoption of Current System Updated

If the Audit & Supervisory Committee Member requests that an employee be assigned to assist him or her in the performance of their duties, the Company will assign an employee to assist him or her in the performance of those duties.

■ Supplementary Explanations
The Audit & Supervisory Committee is chaired by an Outside Director (Audit & Supervisory Committee Member) and consists of four Outside Directors (Audit & Supervisory Committee Members), including a full-time Audit & Supervisory Committee Members.

Cooperation among the Audit & Supervisory Committee, Accounting Auditors and Internal Audit Department

The and the Audit & Supervisory Committee hear audit policies and plans from the accounting auditors, receive reports and explanations of audit results from time to time, and otherwise cooperate with the accounting auditors. In addition, the Internal Audit Office, the Audit & Supervisory Committee, and the accounting auditor meet regularly to exchange information and communicate with each other.
In conducting internal audits, audits by the Audit & Supervisory Committee, and accounting audits, the Company holds regular meetings with the Internal Audit Dept. to hear necessary information and receive reports, thereby conducting appropriate audits.

[Voluntary Committees]

Voluntary Establishment of Committee(s) Corresponding to Nominating Committee or Compensation Committee	Yes

Voluntary Establishment of Committee(s), Composition of Committee Members and Attributes of Committee Chairpersons

	Committee's Name	All Committee Members (Persons)	Full-time Members (Persons)	Outside Director (Persons)	Outside Director (Persons)	Outside Experts (Persons)	Others (Persons)	Chairperson
Committee Corresponding to Nominating Committee	Nominating and Compensation Committee	5	1	2	3	0	0	Outside Director
Committee Corresponding to Compensation Committee	Nominating and Compensation Committee	5	1	2	3	0	0	Outside Director

Supplementary Explanations

The Nominating and Compensation Committee shall consist of at least five directors selected by resolution of the Board of Directors, with the Outside Directors (including directors who are a member of the Audit & Supervisory Committee) constituting the majority, and the chairperson shall be selected by resolution of the Nominating and Compensation Committee from among its members who are Independent Outside Directors. As of June 2024, the Committee consists of a total of five members: the CEO and Representative Director, Chairman and Director, and three Outside Directors (including Audit & Supervisory Committee Members). The purpose of the Committee is to ensure the fairness, transparency, and objectivity of procedures related to the nomination and compensation of directors and to further enhance corporate governance.

[Independent Directors/Auditors]

Number of Independent Directors/Auditors Updated	6

Matters Related to Independent Directors/Auditors

The Company designates all outside directors and auditors who satisfy the requirements for independent directors and auditors as independent directors and auditors, with reference to the criteria for determining the independence of independent directors and auditors stipulated by the Tokyo Stock Exchange.

[Incentives]

Implementation of Measures to Provide Incentives to Directors and/or Executive Officers	Performance-linked Remuneration, Other

Supplementary Explanation Updated

Introduction of a Performance-linked Compensation System
The Company has introduced a performance-linked compensation system for its Representative Directors to motivate them to improve the Company's performance and corporate value.

Other
(Introduction of a restricted stock compensation plan)
The Company reviewed its compensation system for directors and auditors, and at the Ordinary General Meeting of Shareholders held on June 24, 2021, the Company introduced a restricted stock compensation plan for directors (including outside directors and directors who are Audit & Supervisory Committee members). The purpose of the plan is to provide incentives for the sustainable enhancement of the Company's corporate value and to promote greater value sharing with shareholders.

Recipients of Stock Options	Internal Director, Outside Director, Others

Supplementary Explanation

Stock options have been granted in the past to internal directors, outside directors and external collaborators, but no stock options have been introduced in the current compensation plan.

[Remuneration for Directors]

Disclosure of Individual Directors' Remuneration	No individual disclosure

Supplementary Explanation

The information is omitted because no officers receive remuneration, etc. of 100 million yen or more.
The total amount of remuneration, etc. of directors is disclosed for each director category.

Policy on Determining Remuneration Amounts and Calculation Methods	Yes

Disclosure of Policy on Determining Remuneration Amounts and Calculation Methods

With respect to determining remuneration amounts and calculation methods, etc. for directors and auditors of the Company, the total amount of remuneration for directors (excluding directors who are Audit & Supervisory Committee members) and the total amount of remuneration for directors who are Audit & Supervisory Committee members are determined by a resolution of the General Meeting of Shareholders. The Company's policy is to determine the amount of remuneration in accordance with the role and position of each director by establishing the Remuneration Regulations for Directors and the Performance-Linked Remuneration Regulations by a resolution of the Board of Directors based on the report of the Nominating and Remuneration Committee.
In the resolution of the Board of Directors, the Company will determine the remuneration of directors, respecting the report of the Nomination and Remuneration Committee to the maximum extent possible.

[Supporting System for Outside Directors] Updated

In order to establish a system that allows part-time outside directors to supervise and audit from a neutral standpoint and to strengthen the management oversight function, the following environment and systems have been established.

1. The Corporate Planning Division and the Legal Department are responsible for disseminating information to Outside Directors, including the distribution of materials and explanations in advance of Board of Directors meetings, to ensure that Outside Directors have sufficient time to consider the information.
2. Advance briefing sessions are held in accordance with the details of the agenda items for the Board of Directors meetings.
3. At Board of Directors meetings, executive directors provide detailed explanations based on materials and engage in lively discussions and exchanges of opinions.
4. At meetings of the Audit & Supervisory Committee, full-time Audit & Supervisory Committee members provide detailed explanations based on materials and exchange information and opinions.

2. Matters on Functions of Business Execution, Auditing, Oversight, Nomination, and Compensation Decisions (Overview of Current Corporate Governance System) Updated

The following is a summary of the meetings and other activities undertaken to fulfill the Company's business execution functions.

a. Board of Directors

The Board of Directors makes decisions on matters stipulated by laws and regulations and important matters related to the Company's management and business operations, and supervises the execution of duties by the Directors. The Board of Directors holds extraordinary meetings as necessary in addition to the regular monthly meetings to enable prompt decision-making.

b. Audit & Supervisory Committee

In principle, the Audit & Supervisory Committee meets once a month. Audit & Supervisory Committee members attend meetings of the Board of Directors, inspect important documents based on the audit plan, and audit the execution of duties by directors through on-site inspections of each department.

To strengthen the audit and supervisory functions of the Audit & Supervisory Committee, the Company has appointed one full-time member to the committee. This full-time member facilitates thorough communication and coordination between the directors (excluding Audit & Supervisory Committee members) and the Internal Audit Office, which is the Company's internal audit division. Centered around this full-time member, the committee strives to establish effective communication and a robust information-gathering and auditing environment with the directors, administrative departments, and other internal control divisions.

c. Executive Officer Meeting

Consisting of the president and representative director and executive officers in various fields, an Executive Officer Meeting serves as a body for prior consultation on matters related to important business execution of the Company, such as items brought up to the Board of Directors and items requiring president's approval, in order to respond quickly to changes in the business environment surrounding the Group and carry out flexible management. It also reports on and shares other important matters.

d. Nominating and Compensation Committee

The Nominating and Compensation Committee is composed of at least five directors selected by resolution of the Board of Directors, and is chaired by an Outside Director, with Outside Directors including directors who are members of the Audit & Supervisory Committee constituting a majority of committee members. The purpose of the Committee is to ensure the fairness, transparency, and objectivity of procedures related to the nomination and compensation of directors and to further enhance corporate governance.

e. Internal Audits

In accordance with the internal audit plan, the Company conducts audits of the overall operations of the Company and its subsidiaries to ensure the appropriateness of business operations.

f. Accounting Auditors

The Company has entered into an audit contract with PwC Japan LLC.

3. Reasons for Adoption of Current Corporate Governance System Updated

An Executive Officer System has been introduced to more clearly separate the decision-making and supervisory functions of the Board of Directors. The Company has established Board of Directors, Audit & Supervisory Committee, Executive Officer Meeting, and Accounting Auditor as corporate bodies and functions to ensure transparency in management decision-making and supervision of business execution. In addition, a voluntary Nominating and Compensation Committee has been established under the Board of Directors.

The Company will continue to ensure that information is appropriately disclosed and that its management decision-making and supervision of the execution of business is highly transparent in its efforts to maintain and improve the effectiveness of its corporate governance.

III. Implementation of Measures for Shareholders and Other Stakeholders

1. Measures to Vitalize the General Shareholders Meeting and Smooth Exercise of Voting Rights Updated

	Supplementary Explanations
Early Notification of General Meeting of Shareholders	The Company endeavors to send out the convocation notices at the earliest possible date. The Company discloses the information by electronic means on the TDnet service of the Tokyo Stock Exchange and on the Company's website prior to the dispatch of convocation notices.
Scheduling the General Meeting of Shareholders Avoiding the Peak Day	The Company endeavors to schedule General Meetings of Shareholders by avoiding days on which many such meetings are held. The 15th Ordinary General Meeting of Shareholders was held on June 24, 2025.
Allowing Electronic Exercise of Voting Rights	Exercise of voting rights by electromagnetic means was introduced starting with the General Meeting of Shareholders held in June 2022.
Participation in Electronic Voting Platform and Other Initiatives to Enhance the Environment for Institutional Investors to Exercise Their Voting Rights	The Company has participated in the Electronic Voting Platform starting with the General Meeting of Shareholders held in June 2022.
Providing Convocation Notices in English	The Company has provided convocation notices in English starting with the General Meeting of Shareholders held in June 2022.

2. IR Activities Updated

	Supplementary Explanations	Explanation by Representative
Preparation and Publication of Disclosure Policy	This information is also displayed on the Company website. https://fastfitnessjapan.jp/ir/policy/	
Regular Investor Briefings for Individual Investors	The Company makes a speech at seminars for individual investors that are held under the sponsorship of IR support companies, etc. and strive to improve stock recognition. Videos of the financial results briefings for institutional investors and analysts are made available on the Company's website. For the briefings, explanation of financial results is disclosed as "Transcription by logmi Finance" on the Company's website below in order to create more connections with investors and help correct information gaps and deepen understanding of the Company's business. https://contents.xj-storage.jp/xcontents/AS08582/0596d956/66ad/4f6c/aab6/dea470581cc5/140120250520559379.pdf (Available in Japanese Only)	Yes
Regular Investor Briefings for Analysts and Institutional Investors	The Company holds briefings (for full-year and quarterly financial results) four times a year to explain a summary of financial results, future business development, and other information. The Company also holds small meetings twice a year and a facility tour to suit needs as appropriate and tries to improve dialogue through personal interviews, etc.	Yes
Regular Investor Briefings for Overseas Investors	The Company believes that holding such briefings is a matter to be considered, depending on the status of the investor base in the future. Individual interviews are available at any time.	None
Posting of IR Materials on Website	The Company has established an IR site (Japanese and English) on its website, and in addition to posting quarterly and annual financial results, it strives to disclose information so that investors can understand the current status of the Company and make an appropriate evaluation through IR results briefing materials, press releases, and other information. The Company posts financial results, timely disclosure, IR news, and other information. Japanese: https://fastfitnessjapan.jp/ir/ English: https://www.fastfitnessjapan.jp/en/ir/	
Establishment of Department and/or Manager in Charge of IR	The officer in charge of IR is the Executive Officer and CFO, and the department in charge of IR is the Public/Investor Relations Office in order to respond to analysts, institutional investors, and individual investors.	

3. Measures to Ensure Due Respect for Stakeholders Updated

	Supplementary Explanations
Internal Rules Stipulated for Respecting the Position of Stakeholders	The Company has established the "Group Timely Disclosure Rules" for the purpose of providing timely and appropriate corporate information to all shareholders, investors, and other stakeholders of the Group, to deepen their understanding of the Group, to enhance public trust, and to facilitate appropriate evaluation.
Implementation of Environmental Activities, CSR Activities, etc.	The Group under the corporate philosophy (Purpose) of "Get to a healthier place," has established its Mission to "Make fitness a part of everyday life to foster a vibrant and fulfilling society" and its Vision to "Become a partner who supports lifestyle of each and every individual as a commonplace for society." The Group, guided by the corporate philosophy embodied in its Purpose: "Get to a healthier place," and driven by its Mission: "To make fitness a part of people's everyday lives and help create a vibrant and emotionally fulfilling society," as well as its Vision: "To be an essential partner in society, supporting the lifestyle of every individual," is committed to conducting business aimed at realizing an emotionally fulfilling society in which everyone can enjoy a healthy life. To this end, the Public/Investor Relations Office which is responsible for ESG activities is playing a central role in efforts to reduce the environmental impact of our business activities and to engage proactively in CSR activities. With regard to CSR activities, we actively donate machines to municipalities and universities where it is difficult for us to conduct business due to their potential customer base, and conduct support activities through external organizations. ESG Website Japanese: https://fastfitnessjapan.jp/esg/ English: https://www.fastfitnessjapan.jp/en/esg/
Development of Policies on Information Provision to Stakeholders	Our basic policy is to seek to extensively communicate with society, such as shareholders, investors, and other stakeholders of the Group, disclose corporate information in an active and fair manner, and manage information appropriately.

IV. Matters Related to the Internal Control System Updated

1. Fundamental Views on Internal Control System and the Progress of System Development

The Company has established various internal rules and regulations to clarify the responsibilities of officers and employees. Not only do directors and managers themselves take the initiative in complying with the internal rules and regulations, but they also ensure that all other employees are informed of their duties in accordance with the internal rules and regulations.
In addition, the Board of Directors has adopted a resolution to establish a "System for Ensuring the Appropriateness of Operations and the Status of its Implementation," and the Company operates in accordance with this basic policy.

a. System to ensure the adherence to laws, regulations, and the articles of incorporation by directors and employees in their execution of duties
Board of Directors meetings are held in accordance with the Board of Directors Regulations, and resolutions are made on matters stipulated by law and the Articles of Incorporation, as well as on important business matters such as basic management policies.

b. System for storage and management of information related to the execution of duties by directors
Information related to the execution of duties by directors is recorded in documents and stored in accordance with the Document Management Regulations. The Human Resources Dept. and the Legal Dept. appropriately record information related to the execution of duties by directors, and store and manage such information strictly for the period stipulated in accordance with the retention periods required by laws and regulations. In addition, the documents are available to the directors and Audit & Supervisory Committee members at all times.

c. Regulations and other systems concerning management of risk of loss
Directors and employees execute their duties within the scope of their authority in accordance with the Regulations on Administrative Authority, and manage the respective risks inherent in each duty.
The Human Resources and Administration Division and the Internal Audit Office , which are responsible for internal control functions, monitors the risks of each department, promptly reports any increase in risk to the directors and Audit & Supervisory Committee members, and implements countermeasures.

d. System to ensure the efficient execution of duties by directors
The Board of Directors establishes the division of duties for each director, clarifies where responsibilities and authority lie, and ensures the efficient execution of duties in accordance with the Regulations on Administrative Authority. In addition, the Board of Directors manages the progress of the business plan in comparison with the monthly financial statements in order to monitor the achievement of the business plan, and analyzes and evaluates the efficiency of operations in order to achieve the goals of the business activities.

e. System to ensure that the execution of duties by employees complies with laws and regulations and the Articles of Incorporation
Employees faithfully execute their duties within the scope stipulated by internal regulations. Authority and responsibility for the execution of duties are clearly stipulated in the Regulations on Division of Duties, Regulations on Administrative Authority, and other internal regulations, and duties are executed in a timely and appropriate manner.

f. System to ensure the appropriateness of operations of the corporate group consisting of the Company and its subsidiaries
The Board of Directors makes decisions to ensure the soundness, legal compliance, and transparency of the operations of the entire Group, thereby ensuring the appropriateness of operations.

g. Matters concerning employees to assist Audit & Supervisory Committee Members in the event that they request the appointment of employees to assist them in their duties, and matters concerning the independence of such employees from Directors
In the event that Audit & Supervisory Committee members request that employees be assigned to assist them in their duties, the Company will assign such employees to assist them in their duties.
Assistant employees may serve concurrently, but shall not be subject to the direction and orders of directors or other employees when performing such duties.

h. Matters concerning ensuring the effectiveness of instructions given by Audit & Supervisory Committee Members to employees who are to assist them in the performance of their duties
Directors (excluding Directors who are Audit & Supervisory Committee Members) and employees shall cooperate in the development of the audit environment to facilitate the smooth performance of the duties of assistant employees.

i. System for Directors and Employees to Report to Audit & Supervisory Committee Members of the Company
Audit & Supervisory Committee members may attend meetings of the Board of Directors and other important meetings, hear from Directors and employees about the status of business execution, and inspect related materials. Directors and employees promptly report to Audit & Supervisory Committee Members any violations of laws, regulations, and the Articles of Incorporation, as well as any facts that may have a significant impact on the Company's operations or business performance.

j. System to ensure that a person who makes a report as described in the preceding item will not be treated disadvantageously because of such a report
With respect to the transfer, evaluation, and disciplinary action imposed on employees who have made a report, the Company may request disclosure of the reasons for such action.

k. Matters concerning procedures for prepayment or reimbursement of expenses incurred in the performance of Audit & Supervisory Committee Member's duties and other matters concerning policies for the treatment of expenses or liabilities incurred in the performance of said duties
When an Audit & Supervisory Committee Member requests advance payment of expenses incurred in the performance of their duties, reimbursement of expenses paid or reimbursement of debts incurred, the Company shall comply with such request, unless it can be demonstrated that such expenses are not incurred in the performance of their duties as an Audit & Supervisory Committee Member.

l. Other systems to ensure that the audits of Audit & Supervisory Board Members are conducted effectively
The Audit & Supervisory Board Members maintain close contact with the Internal Audit Office, and may request the Internal Audit Office to conduct investigations as necessary. An Audit & Supervisory Committee Member may, at their discretion, engage attorneys or other outside experts other than the Company's legal counsel when deemed necessary to conduct an audit.

m. System for preventing damage caused by antisocial forces
The Company firmly rejects antisocial forces that threaten the order and safety of civil society and takes resolute company-wide action against such

forces. In addition, the Legal Office has been designated as the department responsible for handling legal risks, and a system is in place to cooperate with legal counsel on a regular basis. In the unlikely event of unreasonable demands from antisocial forces, the Company will consult with the police department or other relevant authorities with jurisdiction at an early stage and respond with appropriate guidance.

n. System to ensure the reliability of financial reporting
To ensure the reliability of financial reporting, the Company takes necessary corrective measures while receiving reviews from auditing firms and tax accountants.

2. Fundamental Approach to Eliminating Anti-Social Forces and State of Related Efforts

a. Fundamental Approach to Eliminating Anti-Social Forces
The Company has established a "Basic Policy for the Elimination of Antisocial Forces" in the "Group Regulations to Eliminate Relationships with Antisocial Forces" and has declared that no director or employee of the Group shall engage in business negotiations or transactions with a party that they know to be an antisocial force, nor shall they provide funds or other benefits to such party.

b. Basic Approach to the Elimination of Antisocial Forces and State of Readiness
(a) Status of Internal Regulations
The Group has established the "Group Regulations to Eliminate Relationships with Antisocial Forces" and the "Antisocial Forces Check Manual," and all officers and employees comply with these regulations and work to eliminate antisocial forces.

(b) Department in Charge of Responses to Antisocial Forces and Person in Charge of Preventing Unjustified Demands
The department in charge of responding to antisocial forces (department in charge of general affairs) is the General Affairs Department, and the person in charge of responding (person in charge of general affairs) is the General Manager of the General Affairs Department.
In the event of an unreasonable demand by antisocial forces, the person or department that has received the unreasonable demand shall not be left to deal with it; the general manager of a department who has received a report to that effect shall immediately report the matter to the CEO and Representative Director as well as Audit & Supervisory Committee Members. The general manager, under the direction of the CEO and Representative Director, shall take necessary measures to ensure the safety of personnel who may come into contact with antisocial forces, and shall provide necessary support, such as cooperation with outside professional organizations.

(c) How to eliminate antisocial forces
(i) Regarding officers, employees, new business partners, and shareholders, the Group conducts investigations to eliminate antisocial forces when appointing all officers, when employees join the Group, when dealing with new customers, and for shareholders, and no special interested parties, shareholders, or business partners of the Group have any relationship with antisocial forces.

(ii) In addition to paying attention to existing business partners, etc., as is normally considered necessary, the Company conducts annual surveys and checks with a certain scope.

(iii) In the event that an officer, employee, or existing business partner is found to be an antisocial force, the Company has a system in place to promptly terminate any delegation, employment, or business relationship with such forces.

(d) Status of Cooperation with External Experts
When necessary, a general manager shall promptly consult with an external expert organization of the Special Violence Prevention Measures Association (Tokubouren) under the control of the Tokyo Metropolitan Police Department in order to take appropriate measures with regard to information on antisocial forces obtained or reported by the general manager.

(e) Status of collection and management of information on antisocial forces
The department in charge of supervision shall strive to build a relationship of trust with external organizations, actively participate in workshops, etc., and collect information.

V. Other

1. Adoption of Anti-Takeover Measures

Adoption of Anti-Takeover Measures	None

Supplementary Explanation

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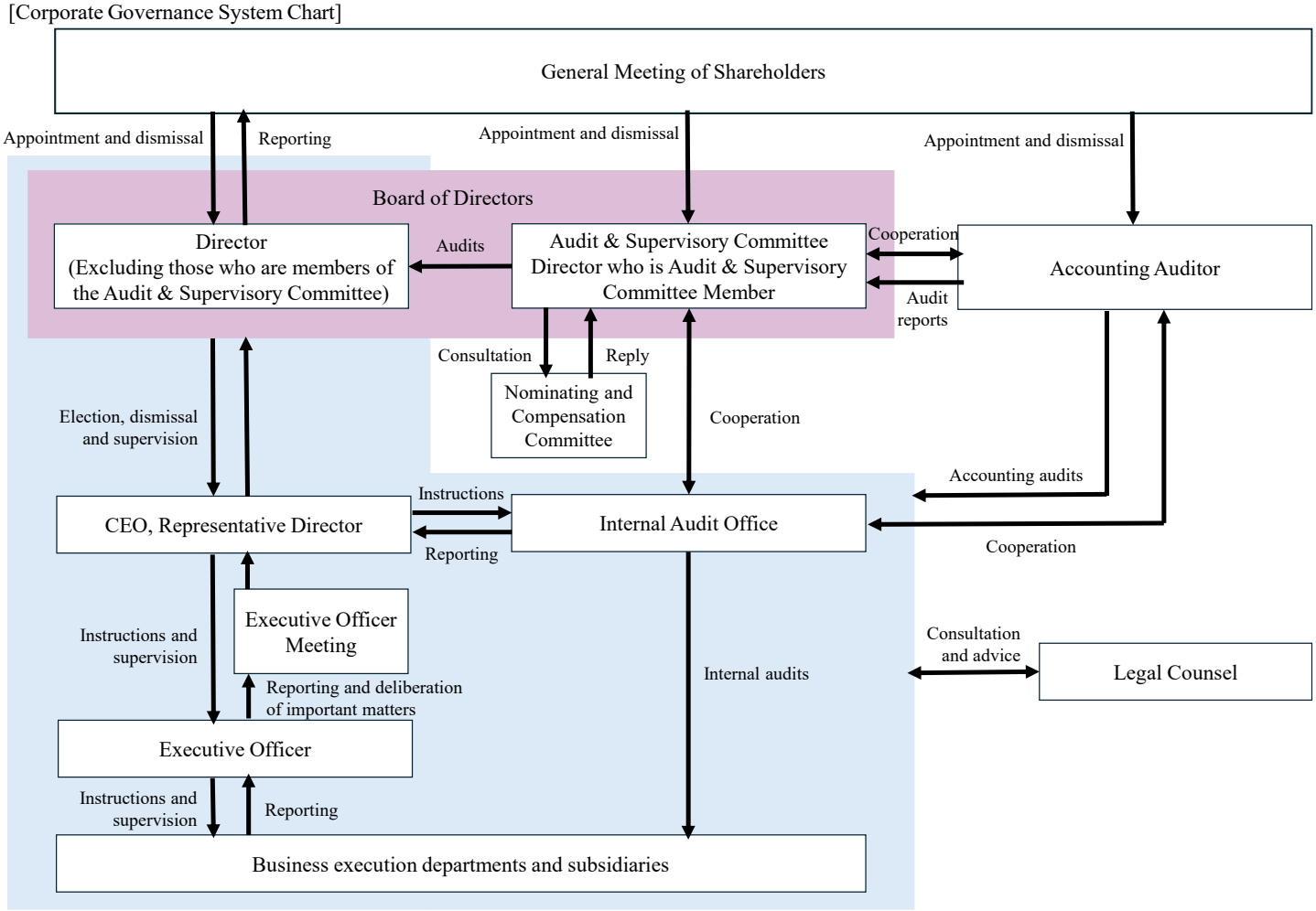
2. Other Matters Concerning the Corporate Governance System Updated

A schematic diagram of the Company's corporate governance system and timely disclosure system is attached for reference.

[Corporate Governance System Chart]



[Overview of the Timely Disclosure System (Diagram)]

