



Financial Results for the Three Months Ended October 31, 2026

**Securities Code: 212A
FIT EASY Inc.
March 13, 2026**

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FIT-EASY Shibuya Store: Pre-opening on July 24, 2025, in Q3 of the current fiscal year
A major flagship store directly connected to Shibuya Station

MISSION

TO HEART,
TO BODY...

Changing the world by creating a new fitness culture

ΤΙ ΟΤ ΔΗΝΤΟΝ Τ'ΗΙΑ

FIT-EASY AEON MALL Yokkaichi Kita Store: Grand opening on June 3, 2024
Opening in a 108-year-old brick building, a Registered Tangible Cultural Property of the Agency for Cultural Affairs

When you suddenly feel like it, it's an "Easy Time."

FIT-EASY offers multiple styles that allow you to use our facilities in various aspects of your life. We provide diverse services to become a place that is there for you in the small, sudden moments of your daily life, such as when you want to train or when you want to relax.



- To train while travelling
- To relax
- To lose weight
- Get organized
- Focus on studying
- To look good
- To race
- Online meeting
- Golf tournament tomorrow
- To bat

Amusement Fitness Club serves as the "Third Place" that is essential for various aspects of daily life

About Our Business (2): Amusement Fitness Club

You can have fun while getting healthy and achieving your goals. That's FIT-EASY

AI face recognition
Members can enter empty-handed at all stores nationwide using AI facial recognition.

FIT-GOLF
Develop your ideal swing in luxurious time unaffected by the weather.

FIT-SAUNA
A luxurious space just for you. Perfect for post-workout care and refreshing.

FIT-LOUNGE
Get in shape and work more efficiently. Achieve your ideal work-life balance here.

GYM-AREA

O₂ ROOM
Cutting-edge physical care, loved by top athletes.

FIT-CHAIR
Just sit with your clothes on. A very popular pelvic floor muscle training machine!

FIT-BASEBALL
Visualize everything, from pitching to batting. Use a scientific approach to surpass your yesterday's self.

SELF ESTHE
An all-in-one, professional-grade, high-end machine that can be used on the whole body!

H₂ ROOM
You can absorb health-protecting hydrogen and energy-generating oxygen simultaneously throughout your body in a high-pressure environment!

FIT-WHITENING
Achieve the white teeth you've always dreamed of with self-whitening.

FIT-AERO
Virtual lessons allow you to have the best time away from your daily routine. Face-to-face lessons with instructors are also available!

FIT-BASKETBALL

FIT-RACE

TANNING MACHINE

BOULDERING MACHINE

FIT-PILATES

FIT-LAUNDRY

FIT-SHAPE

FIT-HYPOXIC

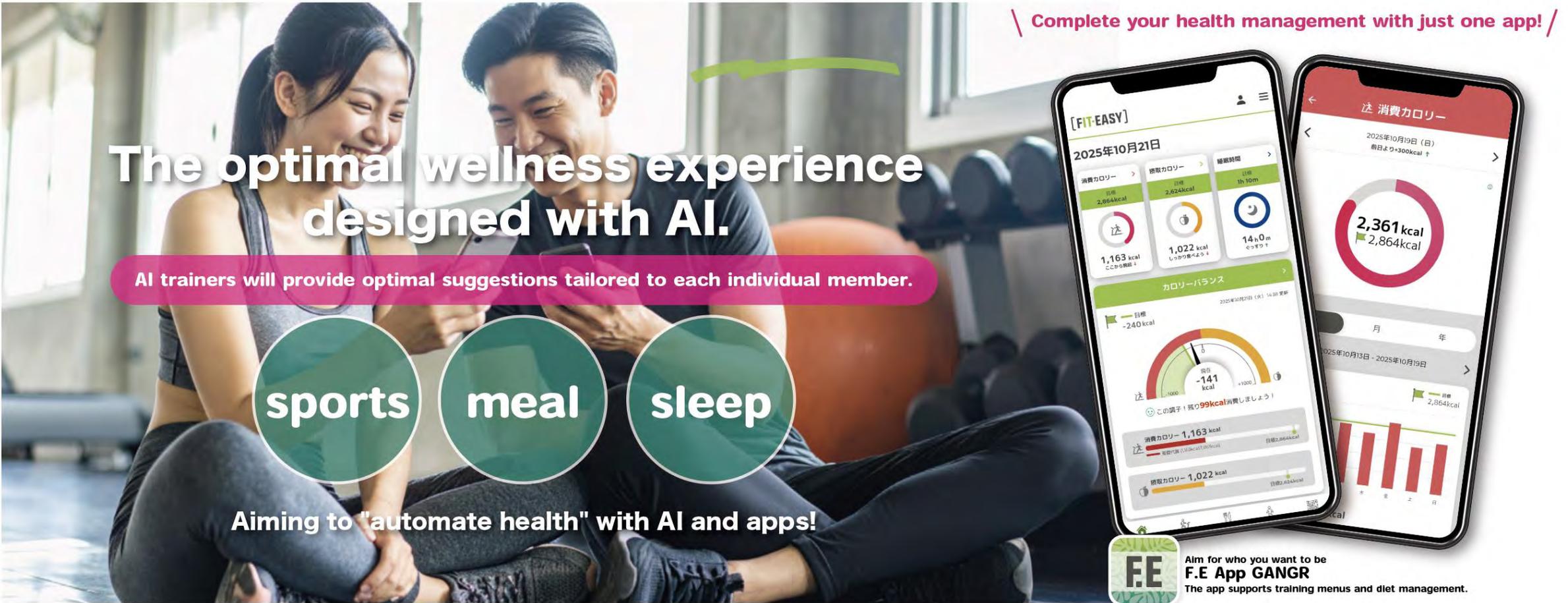
FIT-TENNIS

FIT-RIDE

FIT-FUTSAL

HYDROGEN WATER-SERVER
PROTEIN-SERVER

26 new services introduced one after another in the eight years since its founding



The optimal wellness experience designed with AI.

AI trainers will provide optimal suggestions tailored to each individual member.

sports

meal

sleep

Aiming to "automate health" with AI and apps!



Aim for who you want to be
F.E App GANGR
The app supports training menus and diet management.

Main functions

- ① AI facial recognition body composition analyzer data linkage
- ② AI training menu generation
- ③ Real-time AI motion analysis
- ④ AI dietary analysis and PFC balance suggestions
- ⑤ Calorie balance and progress visualization
- ⑥ Sleep data linkage

About Our Business (4): The Seven Features of FIT-EASY

(1) Amusement Fitness Club

Registered Trademark No. 6724824.

Creating a Future Fitness Culture, AI-Driven,
with Comprehensive Services Beyond Physical Spaces

(2) AI Healthcare Automation

"Health automation" = "A world where you can become healthy
Without having to think about it."

AI facial recognition allows us to propose the optimal
wellness experience for each individual,
focusing on exercise, diet, and sleep.

(3) Standardized Store Opening & Operation

- (1) Standardized Opening Strategy
- (2) Standardized Operation Strategy

(4) Labor saving through AI x DX

- (1) Smart Enrollment
- (2) FOS Management System
- (3) WEB Reservation
- (4) FE App
- (5) AI Staff

(5) Trust and Security

- (1) FIA Membership
- (2) P-Mark Certification Registration No. 19001498(01)

(6) Space Appealing to Five Senses

Providing an extraordinary space that appeals to sight,
hearing, smell, taste, and touch

(7) The Third Place

Providing the "third place"
—neither home nor workplace

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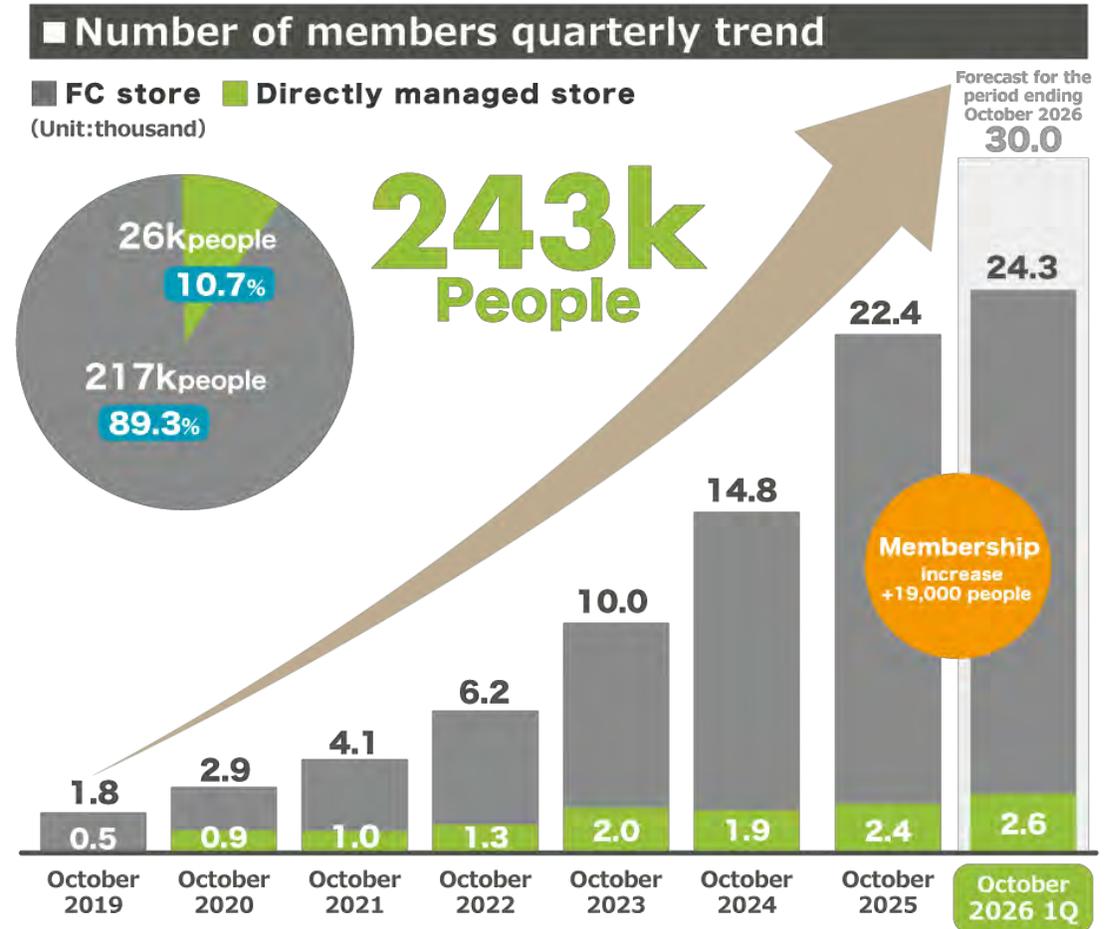
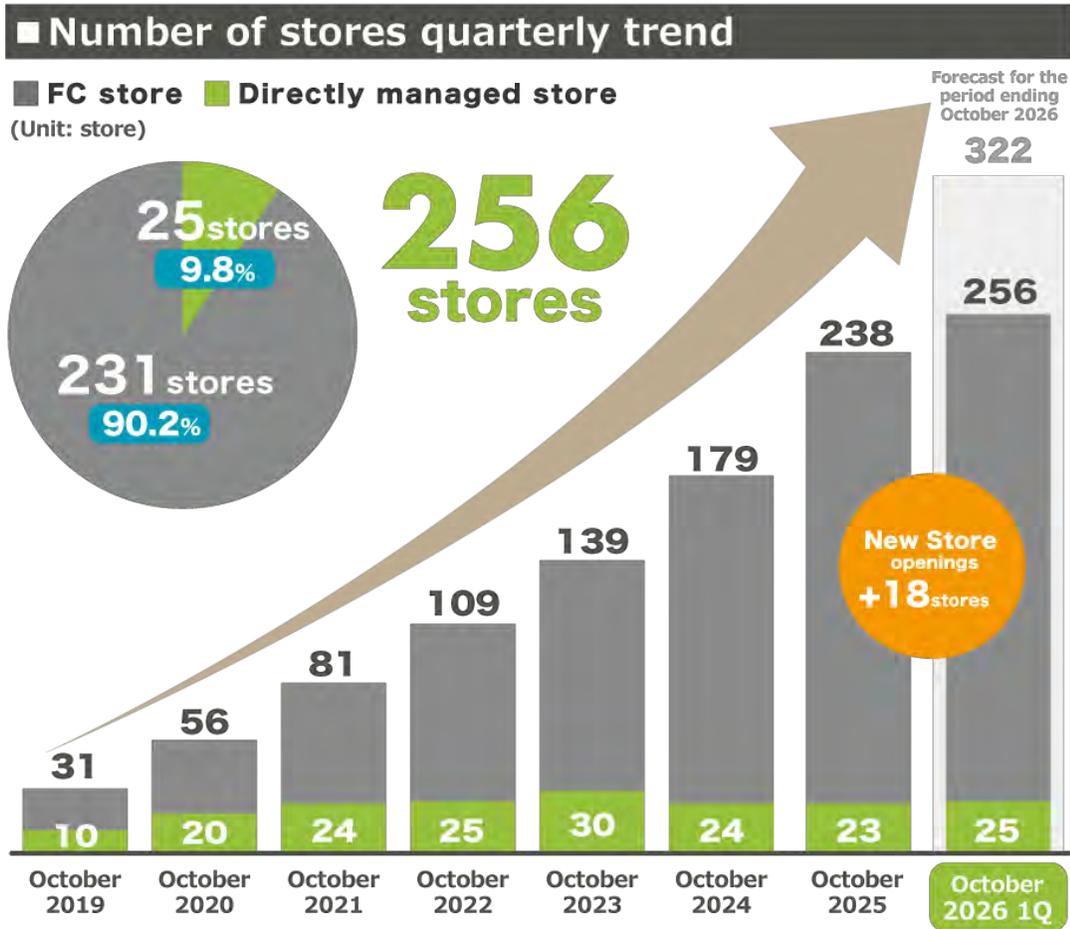
Financial Highlights of the 1Q of the Fiscal year Ended October 31, 2026

- We opened 18 new stores in 1Q, recording Net sales of ¥3.11 billion, an increase of 150.6% YoY
- Driven by the growth in Net sales, Operating profit increased to 131.7% YoY to ¥0.72 billion, Ordinary profit increased to 132.6% YoY to ¥0.72 billion, and Profit increased to 135.5% YoY to ¥0.49 billion
- Chain-wide sales, including Franchise Membership Income, amounted to ¥6.62 billion



Key KPIs

- We opened 18 new stores in 1Q, bringing the total to 256 stores.
- Member count grew by 19thousand to 243thousand, driven by new store openings and existing store membership growth.



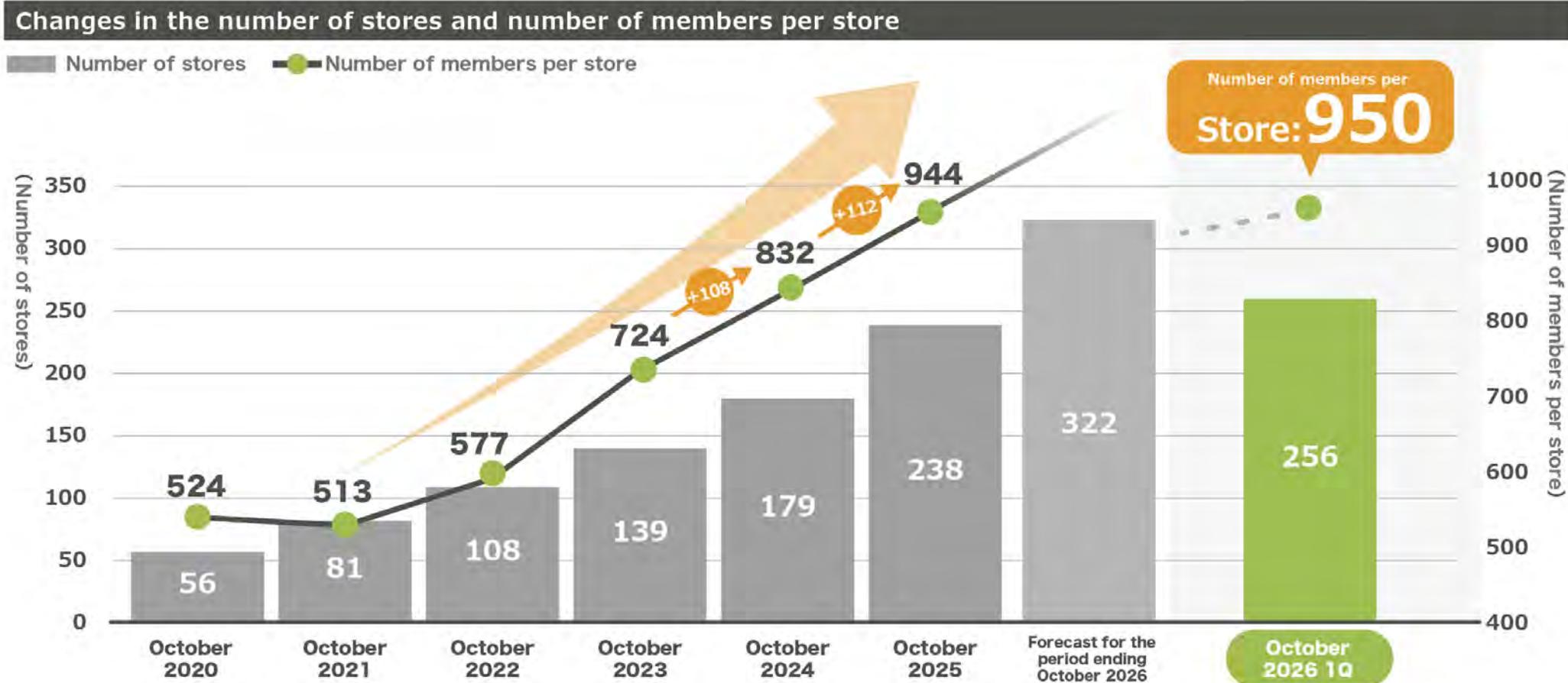
Membership trends for existing stores (excluding new store openings)

- Membership at existing stores increased, driven by our machine, amusement, and dominant area strategies, as well as the implementation of nationwide campaigns.
- The growth in membership at both directly operated and FC stores drove an increase in recurring revenue, such as membership fees and royalties.



Membership per Store Trend

- The average number of members per store showed strong performance, reaching a record high of 950 members.
- Both new store openings and new membership sign-ups at existing stores are progressing smoothly.
- Against this backdrop, franchise owners also have a strong appetite for opening new stores.



Statement of income

- Thanks to steady store development, net sales grew significantly to 150.6% YoY^①, and profit increased to 135.5% YoY^②.
- Operating margin reached 23.1%^③ and profit margin reached 15.9%, significantly exceeding the plan^④.

■ Year-on-Year (Unit : Millions of Yen)

	1Q of FY Oct 2025	1Q of FY Oct 2026	YoY
Net sales	2,067	3,114	<u>① 150.6%</u>
Operating profit (Operating Margin)	546 (26.4%)	720 (23.1%)	131.7%
Ordinary profit (Ordinary Margin)	547 (26.5%)	725 (23.3%)	132.6%
Profit (Profit margin)	364 (17.6%)	493 (15.9%)	<u>② 135.5%</u>

■ vs. Plan (Unit : Millions of Yen)

	1Q of FY Oct 2026 Plan	1Q of FY Oct 2026 Actual	vs. Plan
Net sales	2,937	3,114	106.0%
Operating profit (Operating Margin)	649 (22.1%)	720 <u>③ (23.1%)</u>	110.8%
Ordinary profit (Ordinary Margin)	650 (22.2%)	725 (23.3%)	111.5%
Profit (Profit margin)	442 (15.1%)	493 <u>④ (15.9%)</u>	111.6%

Sales Composition

- Stock revenue (operational sales) grew significantly to 155.5% YoY, due to the increase in FC stores and growth in member count. ①
- Flow revenue (wholesale) grew significantly by 194.4% YoY, driven by new store openings as planned. ②
- Other flow revenue surged to 182.6% due to an increase in advertising revenue. ③

(Unit : Millions of Yen)

Sales Category	revenue Model	Item	1Q of FY Oct 2025		1Q of FY Oct 2026		Increase/Decrease		YoY Growth by Sales Category
			Actuals	Share	Actuals	Share	Amount	YoY	
Directly Operated Store Sales	Stock	Membership Fee	345	16.7%	492	15.8%	147	142.9%	142.5%
		Others	2	0.1%	2	0.1%	△0	96.0%	
Operational Sales	Stock	Royalty	234	11.3%	386	12.4%	152	165.0%	① 155.5%
		Agency Fee	139	6.8%	209	6.7%	69	149.5%	
		Others	69	3.4%	94	3.0%	24	135.5%	
Development Sales	Flow	Franchise Income	16	0.8%	22	0.7%	5	136.1%	151.2%
		Wholesale	797	38.6%	1,550	49.8%	752	② 194.4%	
		Sale of Stores	265	12.8%	—	0.0%	△265	—	
		Others	191	9.2%	349	11.2%	157	③ 182.6%	
Other Sales			5	0.2%	6	0.2%	1	121.2%	—
Total			2,067	100.0%	3,114	100.0%	1,046	150.6%	—

Balance Sheet

- Net assets increased by ¥80 million^① compared to the end of FY Oct 2025. Driven by the recording of ¥493 million in profit, offset by ¥413 million in dividend payments.
- The equity ratio by 3.1% compared to the end of FY Oct 2025, reaching 61.5%.^②

(Unit : Millions of Yen)	End of FY Oct 2025	1Q of FY oct 2026	Increase/Decrease
Current assets	6,021	5,154	△866
Non-current assets	4,042	4,531	489
Total assets	10,063	9,685	△377
Current liabilities	2,872	2,239	△632
Non-current liabilities	1,310	1,485	174
Total liabilities	4,183	3,724	△458
Net assets	5,880	5,960	^① 80
Total liabilities and net assets	10,063	9,685	△377
Equity Ratio (%)	58.4%	^② 61.5%	3.1%

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Initiatives in the Fiscal Year Ended October 2026

(1) Nationwide Expansion: Introduction to 18 New Stores Opened in Q1

1. Kiyosu Shinkawabashi store (Aichi)

Pre-opening on November 28
149-1 Tokinomotoyama, Kiyosu City, Aichi



78th store in Aichi

2. Saga Northern Bypass Store (Saga)

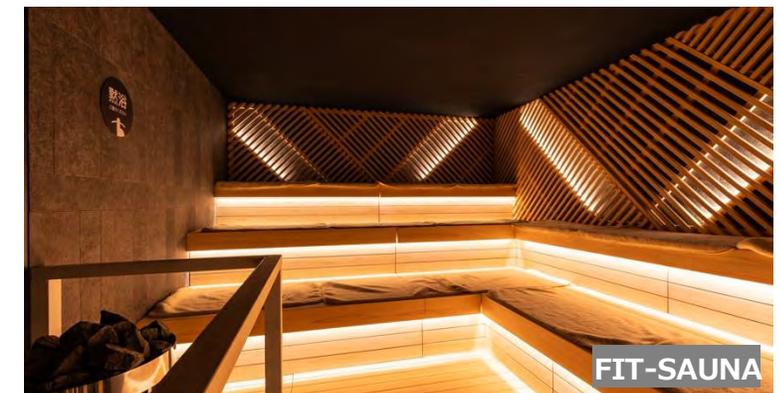
Pre-opening on November 28
6-12-35 Kaisei, Saga City, Saga
First store in the prefecture



First store in Saga

3. Gifu Masaki store / SAUNA (Gifu)

Pre-opening on December 5
2-7-13 Masaki Naka, Gifu



Opening of the first sauna-specialized store

Initiatives in the Fiscal Year Ended October 2026

(1) Nationwide Expansion: Introduction to 18 New Stores Opened in Q1

4. Nakamura Kamejima (Aichi)

Pre-opening on December 11
9 Sakomaecho, Nakamura-ku, Nagoya City, Aichi



79th store in Aichi

5. Izumi Wake Store (Osaka)

Pre-opening on December 12
1-30-41 Wakecho, Izumi City, Osaka



5th store in Osaka

6. Fukuyama Ekiya Store (Hiroshima)

Pre-opening on December 19
141-1 Kuramitsu, Ekiyacho, Fukuyama City, Hiroshima



3rd store in Hiroshima

Initiatives in the Fiscal Year Ended October 2026

(1) Nationwide Expansion: Introduction to 18 New Stores Opened in Q1

7. Nagahama store (Shiga)

Pre-opening on December 24

473-1 Yawata Nakayamacho, Nagahama City, Shiga



2nd store in Shiga

8. Toyokawa Yawata Store (Aichi)

Pre-opening on January 23

49-1 Miyamae, Yawata-cho, Toyokawa City, Aichi



80th store in Aichi

9. Aeon Town Tomigusuku Store (Okinawa)

Pre-opening on January 23

259-10 Nakaji, Tomigusuku City, Okinawa



3rd store in Okinawa

Initiatives in the Fiscal Year Ended October 2026

(1) Nationwide Expansion: Introduction to 18 New Stores Opened in Q1

10. Akita Kyokunan Store (Akita)

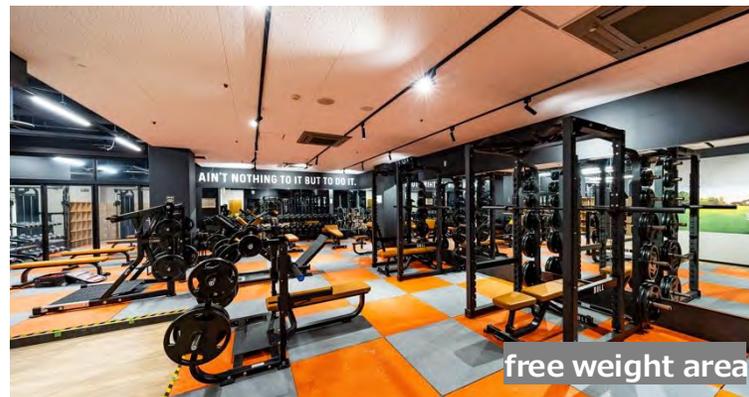
Pre-opening on January 28
3-1-32 Asahiminami, Akita City, Akita



3rd store in Akita

11. P's Square Urasoe Store (Okinawa)

Pre-opening on January 30
2-4-1 Nishihara, Urasoe City, Okinawa



4th store in Okinawa

12. Gujo Hachiman Store (Gifu)

Pre-opening on January 30
4-4-4 Yawatacho Gocho, Gujo City, Gifu



31st store in Gifu

Initiatives in the Fiscal Year Ended October 2026

(1) Nationwide Expansion: Introduction to 18 New Stores Opened in Q1

13. Gifu Godo Store (Gifu)

Pre-opening on January 30
3-37-38 Kawado, Gifu City, Gifu



32nd store in Gifu

14. Nagayoshi Nagahara Store (Osaka)

Pre-opening on January 30
4-19-12 Nagayoshi Nagahara, Hirano Ward, Osaka



6th store in Osaka

15. Fujisawa Ekimae Store (Kanagawa)

Pre-opening on January 30
460-1 Fujisawa, Fujisawa City, Kanagawa



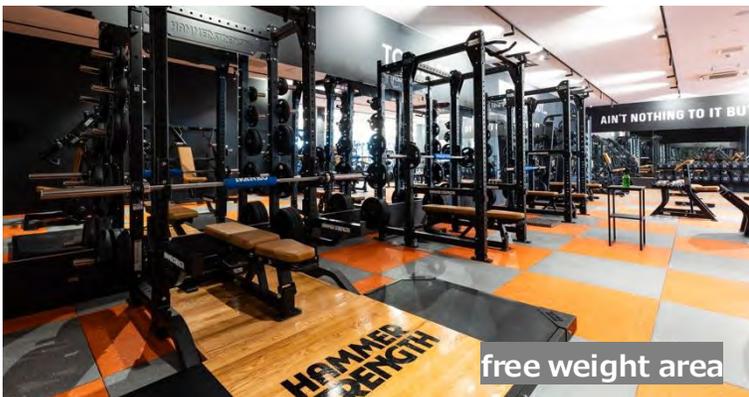
4th store in Kanagawa

Initiatives in the Fiscal Year Ended October 2026

(1) Nationwide Expansion: Introduction to 18 New Stores Opened in Q1

16. Toyohashi Imura Store (Aichi)

Pre-opening on January 30
2-22-2 Iimuraminami, Toyohashi City, Aichi



81st store in Aichi

17. Frespo Saku Inter Store (Nagano)

Pre-opening on January 30
1-22-3 Iwamuratakita, Saku City, Nagano



12th store in Nagano

18. Ichinomiya Nakajima-dori Store (Aichi)

Pre-opening on January 30
1-26 Nakajimadori, Ichinomiya City, Aichi



82nd store in Aichi

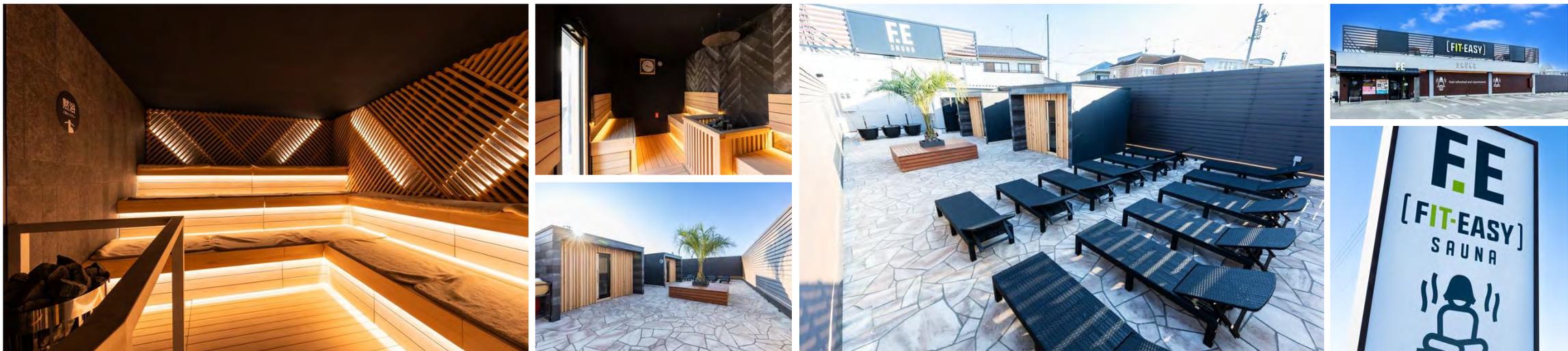
Initiatives in the Fiscal Year Ended October 2026

(2) Opening specialized stores

- In December 2025, we will open a sauna-specialized store in response to the growing demand for saunas and the diversification of lifestyles.
- Leveraging the benefits of AI facial recognition, a platform that can be used by all stores, and speedy in-house one-stop system development, the company will continue to strategically open specialized stores offering a variety of services.

[FIT-EASY] SAUNA

We provide a high-quality environment by utilizing the know-how and attention to detail in spatial design that contributes to the creation of third places, which we have cultivated since our founding.



The purpose of specialized stores and three benefits

①Acquisition of market opportunities

②Deepening dominant strategies

③Diversifying brand value

Initiatives in the Fiscal Year Ended October 2026

(3) Development of new amusement services

- Development of two new services completed: "FIT-BEAUTY," which pursues inner beauty, and "FIT-VOICE," which provides physical and mental care based on scientific evidence
- The system will be gradually introduced to stores from the second quarter onwards, aiming to strengthen the revenue base by improving member satisfaction and attracting new members

"Polishing" promotes a sense of fulfillment for the mind and body and stimulates the body from within



FIT-BEAUTY

POINT

Using high-quality, high-performance equipment, you can enjoy a premium beauty experience at your own salon.

[Introduction content]

- ① IPL facial beauty device
- ② Beauty steamer
- ③ Multi-functional facial beauty device
- ④ Facial beauty device specialized for lift care
- ⑤ Total Lift Care Electric Brush
- ⑥ Head spa

By providing a space that combines "training and conditioning," we provide services that lead to continued use and increased satisfaction.

Further enhancing appeal through the introduction of beauty-focused content

Utilizing the medical and health-promoting effects of singing



FIT-VOICE

POINT

Singing reduces stress hormones, while abdominal breathing strengthens the core and cardiopulmonary function at the same time.

Healthy Karaoke

Stress reduction and aerobic exercise effects through diaphragmatic breathing and abdominal vocalization



LIVEDAM wAO!

Introducing Daichi Kosho's latest flagship machine

In addition to training facial muscles and preventing aspiration through vocalization, recalling rhythm and lyrics contributes to maintaining cognitive function.

Using the familiar pastime of karaoke as an entry point to attract a wide range of new members

Initiatives in the Fiscal Year Ended October 2026

(5) Collaboration with other industries: Conclusion of franchise agreement with Chugoku Shimbun Co., Ltd.

- In January, we signed a franchise agreement with Chugoku Shimbun Co., Ltd., which has overwhelming media power and a regional network in the Chugoku region.
- By combining the company's high level of trust in the local community with our high-value-added store management know-how, we aim to maximize corporate value by generating various synergies.

About the store opening area and period

Plans to open a store in the Chugoku area in 2026



N a m e	Chugoku Shimbunsha Co., Ltd.
Head office address	7-1 Dobashicho, Naka-ku, Hiroshima City
First issue	May 5, 1892 (Meiji 25)
Representative	Tetsuya Okabata, President and CEO
C a p i t a l	300 million yen
S a l e s	19.8 billion yen (fiscal year ending December 2024)
Number of employees	388 people (December 1, 2025)
Number of copies published	454,098 copies (average circulation for ABC magazines from January to June 2025)
B a s e	3 headquarters, 3 branches, 2 general offices, 25 branch offices

*Quoted from the Chugoku Shimbun website

Three synergistic effects expected from the franchise agreement

① Promoting community-based marketing

Leveraging the Chugoku Shimbun's information dissemination capabilities, we will quickly increase awareness and trust among local residents as a third place. As a partner company of Sanfrece Hiroshima, our strong connection with the company through sports support will enable us to achieve strong collaboration, including media coverage.

② Utilizing an excellent store network

We will accelerate store openings in highly convenient locations by leveraging the Chugoku Shimbun's network, which is deeply rooted in the Chugoku region.

③ Contributing to solving local issues

Together with the Chugoku Shimbun, we will carry out health promotion and community Revitalization initiatives through fitness in the area, contributing to the promotion of vibrant communities.

(6) Obtaining a specific construction business license

- In January, in order to further expand our business and strengthen our profit structure, we obtained a special construction business license in accordance with Article 3, Paragraph 1 of the Construction Business Law, with the aim of establishing an in-house construction management system.

Four benefits of obtaining a specific construction business license

① Significant improvement in sales and profits

By carrying out the construction in-house, outsourcing costs can be directly converted into our own sales and profits, which will definitely lead to a significant increase in sales and profits.

② Cost reduction

Cost reductions are possible through optimization by shortening construction time and bulk ordering and management of construction materials.

③ Establishing a seamless business model

We will establish a "one-stop" business model in which we handle everything from planning and design to construction and actual store operation in-house.

④ Providing even higher quality store spaces

Because we can control everything from the design stage to construction in-house, we can consistently provide high-quality store spaces.



Initiatives in the Fiscal Year Ended October 2026

(7) Introduction of AI staff

- In February, development for the service release was completed and the rollout began.
- By having members use the service at any time as a guide in place of staff, we aim to improve customer service and further optimize our personnel.

Three benefits of introducing AI staff

① Immediate and accurate response 24 hours a day, 365 days a year

We can answer members' questions in real time even during unmanned times such as at night.
By providing standardized and accurate information using AI, we can eliminate variations in answers due to differences in staff knowledge and maintain a consistently high level of service quality.

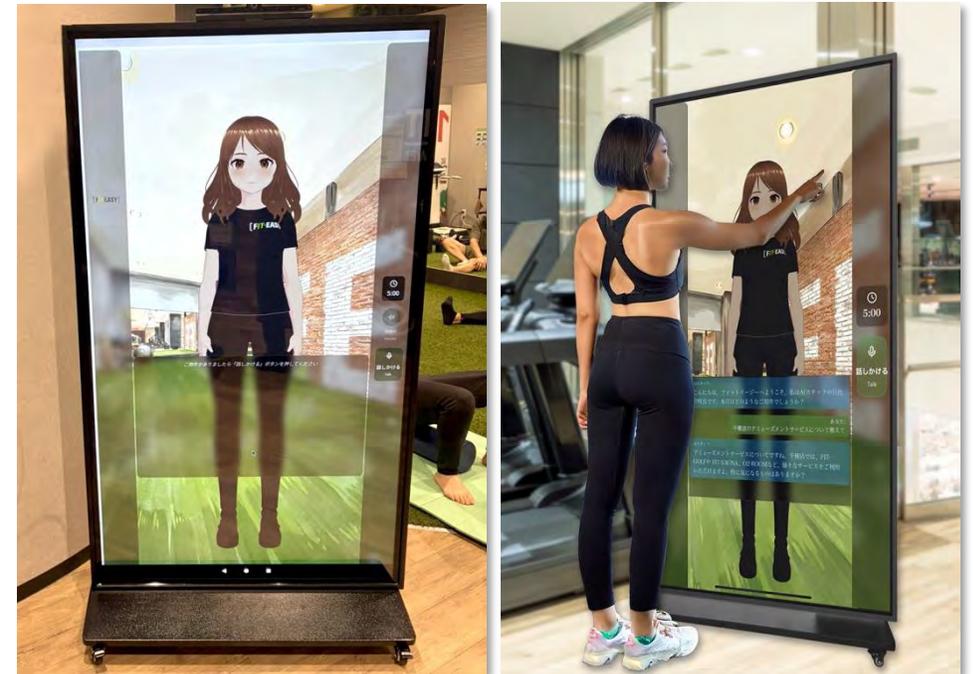
② Optimizing labor costs and achieving efficient store operations

By using AI to replace staff working hours, operational burdens are significantly reduced.
This will simultaneously reduce labor costs and improve the working environment.

③ A hospitality experience unique to our company

A friendly AI avatar provides communication that feels almost face-to-face.
As a service that symbolizes "store management using AI," it provides high added value and satisfaction.

AI staff image



*The image is a sample under development.

Initiatives in the Fiscal Year Ended October 2026

(8) Ranked #1 overall in the 2026 Oricon Customer Satisfaction® Survey "24-Hour Gym" rankings

- It received high praise from many users from various perspectives and was ranked number one overall
- We will continue to strive to expand innovative services that anticipate ever-changing needs, contribute to the health promotion of as many people as possible through active store expansion, and aim to maximize corporate value and achieve sustainable growth in the medium to long term



■ Survey Overview (2026 Oricon Customer Satisfaction Survey 24-Hour Gyms)

S u r v e y f o r m	Internet research
Survey respondents	3,438 people
Number of surveyed companies (services)	9
Investigation agency	2025/10/20~2025/11/07 2024/09/17~2024/09/30 2023/10/27~2023/11/06
S u r v e y t a r g e t	Gender: Not specified Age: 18-84 Region: Nationwide
C o n d i t i o n	Those who have used a 24-hour gym within the past three years and know the fees (excluding those who only used it for a trial period)
D e f i n i t i o n	<p>Facilities that meet all of the following conditions</p> <p>1) A self-service training gym that is available 24 hours a day</p> <p>2) Either a or b applies</p> <p>a) Of the eight regional divisions: Hokkaido, Tohoku, Kanto, Koshinetsu-Hokuriku, Tokai, Kinki, Chugoku-Shikoku, and Kyushu-Okinawa, Operating in four or more regions</p> <p>b) Operating in two or more of the three major regions of Kanto, Tokai, and Kinki</p> <p>However, the following cases will not be included in the ranking:</p> <p>1) Services provided alongside regular fitness clubs</p> <p>2) Over 90% of store distribution and response data for the past three years is concentrated in areas outside the Kanto region.</p> <p>*3) The stores are located in seven prefectures: Saitama, Chiba, Tokyo, Kanagawa, Aichi, Osaka, and Hyogo.</p> <p>Of these, there are four or fewer prefectures.</p> <p>※Regional rankings do not apply.</p>

Initiatives in the Fiscal Year Ended October 2026

(9) Introduction of "AI Unmanned Sales" utilizing AI facial recognition system

- After entering the facility using AI facial recognition, members can purchase products currently being developed for sale, such as protein, training gear, and apparel, 24 hours a day, simply by picking them up, without the need for staff, with a smooth checkout process
- Maximize profits by using AI to propose products tailored to each member and AI-powered unmanned sales

Three benefits of introducing AI unmanned sales

① Seamless purchasing experience

By linking with the AI facial recognition entrance system, members can be instantly identified, allowing them to enjoy smart shopping at their own pace between or after training sessions without the need for staff.

② 24-hour monetization possible

The AI unmanned sales system operates 24 hours a day, even during times when staff are not present, such as at night. 24-hour operation contributes to increasing sales and profits.

③ High synergy with our own products

We are able to offer direct product suggestions for our in-house developed protein, training gear, and apparel products tailored to each individual member.

Purchasing process with AI unmanned sales



Maximize profits by using AI to propose products +AI unmanned sales tailored to each member

Product lineup currently under development



*Image is for illustrative purposes only

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Company Profile

Company Name

FIT EASY Inc.

Representative Director

Hisashi Kunie

Securities Code

212A

Tokyo Stock Exchange Prime / Nagoya Stock Exchange Premier

Head Office Location

3-2-1 Honmachi, Gifu-shi, Gifu

Establishment

July 2018

Number of Employees

304(as of October 1, 2025, including part-time workers)

Capital Stock

1,356,005 thousand yen

Number of Issued Shares

16,520,250 shares

MISSION

Changing the world through
the creation of a new
fitness culture

VISION

FIT YOUR STYLE

FIT-EASY aims to be the world's best amusement fitness club, providing a safe, secure, and enjoyable training environment to become an integral part of your life.

A professional with a global perspective and deep expertise in real estate and construction



Hisashi Kunie, President

Having started his career in construction and real estate, Mr. Kunie has cultivated a deep understanding of ideal commercial areas and locations by gaining diverse experience across various businesses, including nursing care services, power generation, food and beverage, and retail, adapting to the needs of the times. He also has extensive experience in sourcing building materials and products from overseas and conducting business internationally. Drawing on this background, he decided to introduce an overseas fitness business model in Japan, where demand is high. Anticipating rising demand for fitness amid increasing health consciousness, he is actively pursuing new businesses development.

A franchise business professional and an innovator

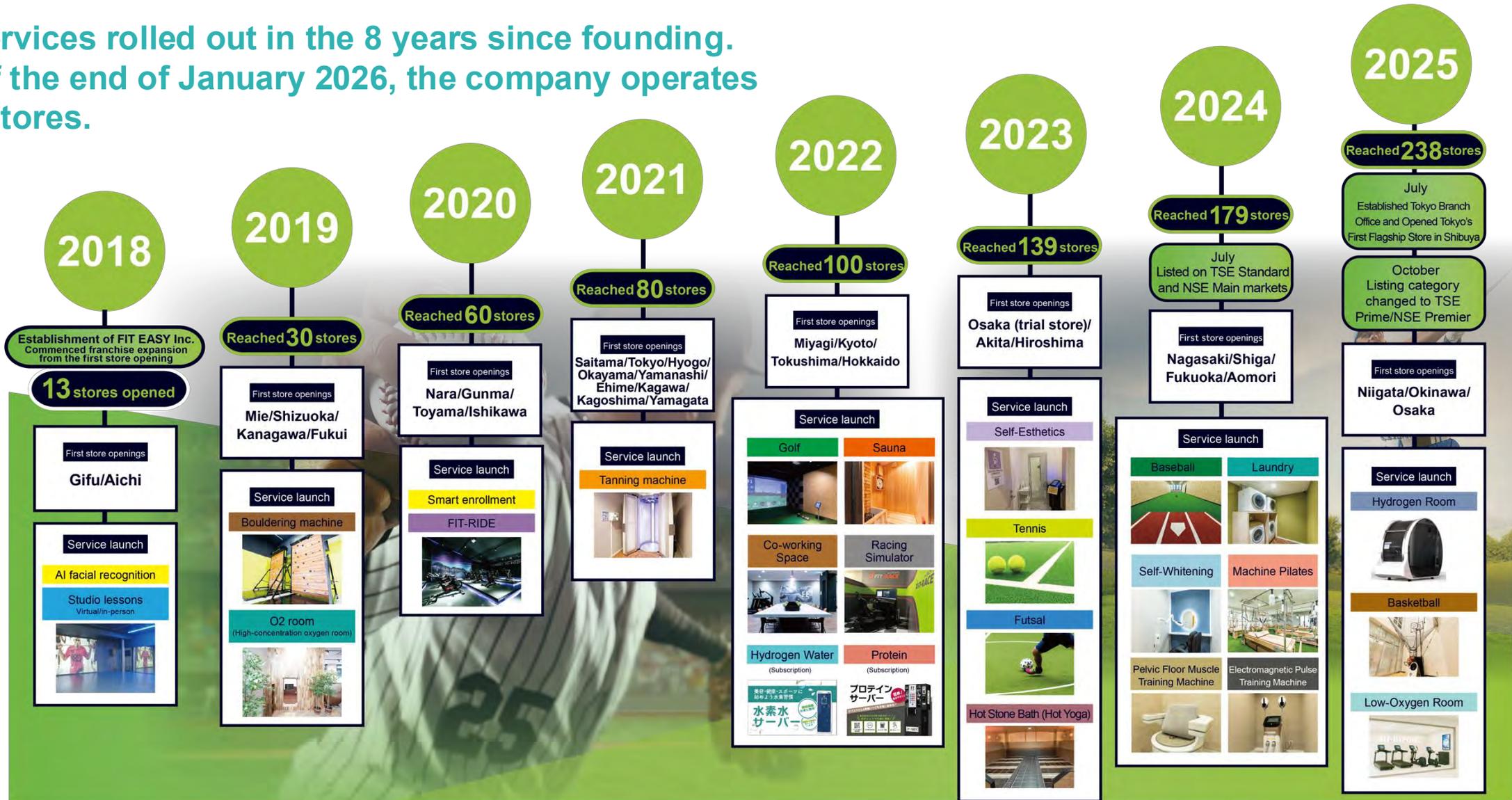


Yuki Nakamori, COO

Mr. Nakamori has served as COO of FIT EASY since August 2021. In his previous position, he successfully transitioned a video rental business into a reuse business format and expanded it through franchising. He is also well-versed in franchising across different business categories, business transformation, and launching new ventures. Over a 25-year period, he served as a director at a company that expanded its reuse business nationwide, contributing to the development of more than 500 stores. With expertise in building proprietary franchise models and managing headquarters operations, he has enhanced profitability and growth potential through the development of personnel training tools and business management tools.

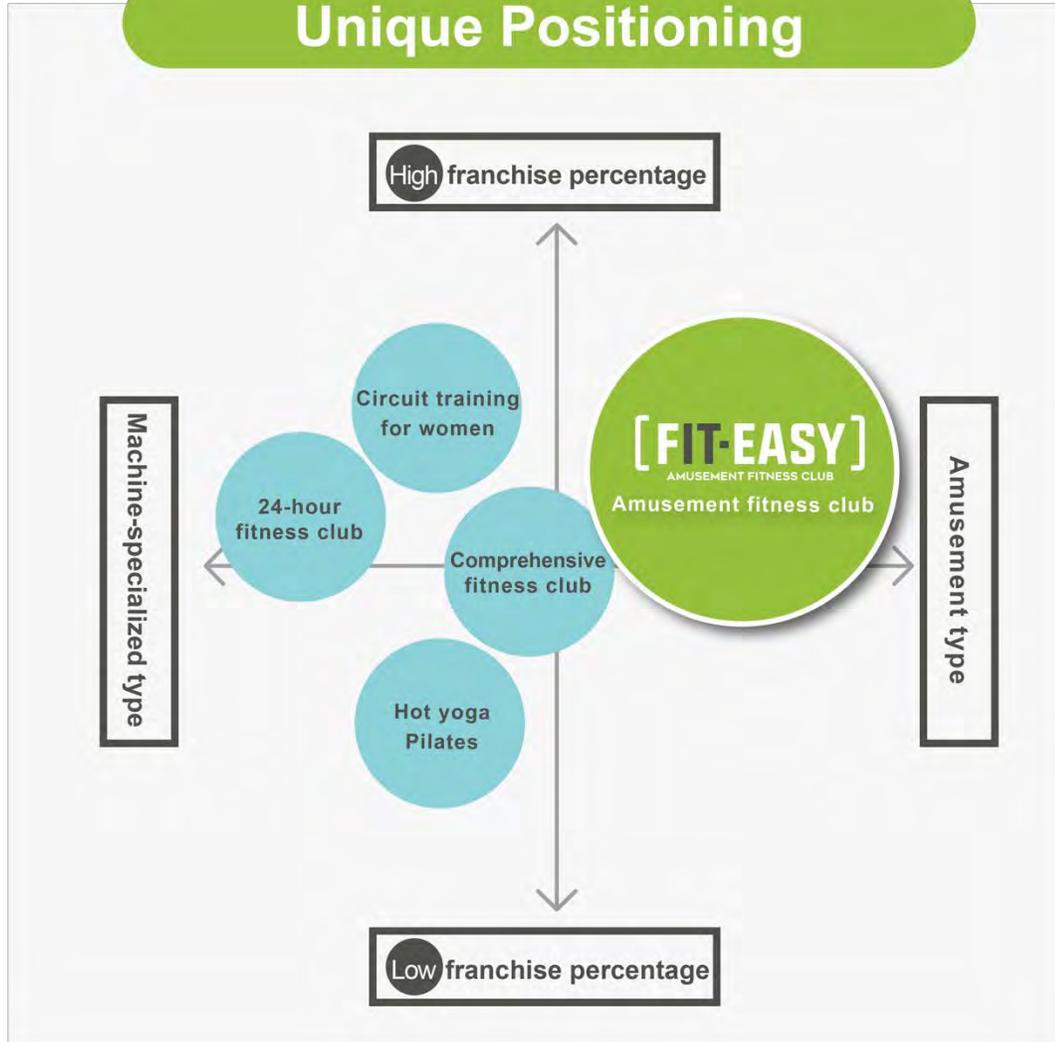
About FIT-EASY's Business (1) Growth Trajectory

26 services rolled out in the 8 years since founding.
As of the end of January 2026, the company operates 256 stores.



Our Business (2): Unique Positioning and Target Segments

Unique Positioning

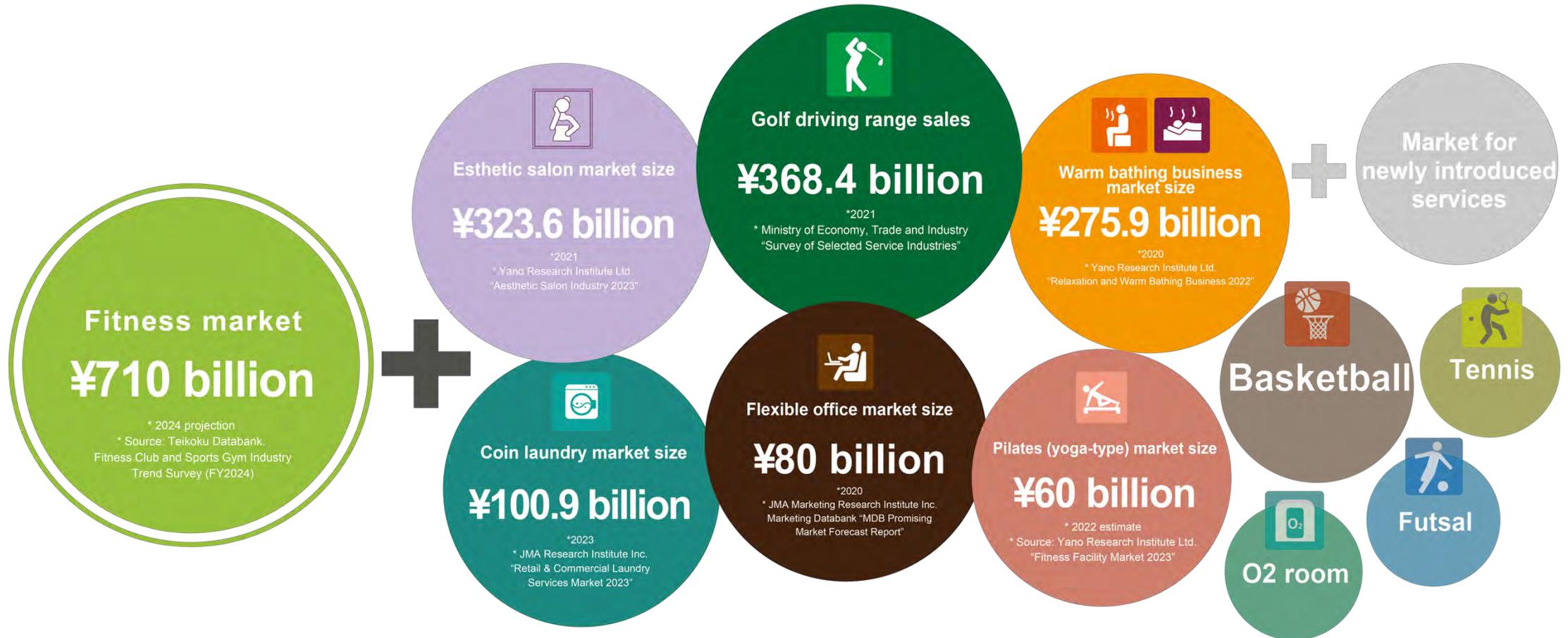


Targeting All Users



Our Business (3): Combined Potential of Fitness and Amusement Markets

Aiming to reach markets beyond fitness
by introducing new services.



Dramatically Higher Management Efficiency Through Lower Construction Costs and Reduced Operational Risks—Outperforming Competitors

System (1)

High-quality design and construction system at overwhelmingly low cost through reduction of intermediary margins

- (1) Cost reduction through store openings primarily utilizing turnkey properties
- (2) Cost reduction through overseas bulk direct purchasing and inventory stockpiling of building materials and equipment
- (3) Cost reduction through reuse of existing store floors, walls, ceilings, and equipment
- (4) Acceleration through in-house design and construction management, and cost reduction

System (2)

Reduction of management risk through standard lease agreements (short-term agreements)

High Profitability Enabled by Established Franchise Headquarters Functions

(1) Membership fee management system

Optimization of royalty management

Aggregation of all membership fees from franchised stores at headquarters

(2) Property management system

Optimization of rent management

Centralized management through subleasing of properties by headquarters

Through the management systems in (1) and (2)

- Maintain better relationships with franchised stores
- Establish a system that simplifies accounting operations, allowing franchised stores to focus on store management

Result

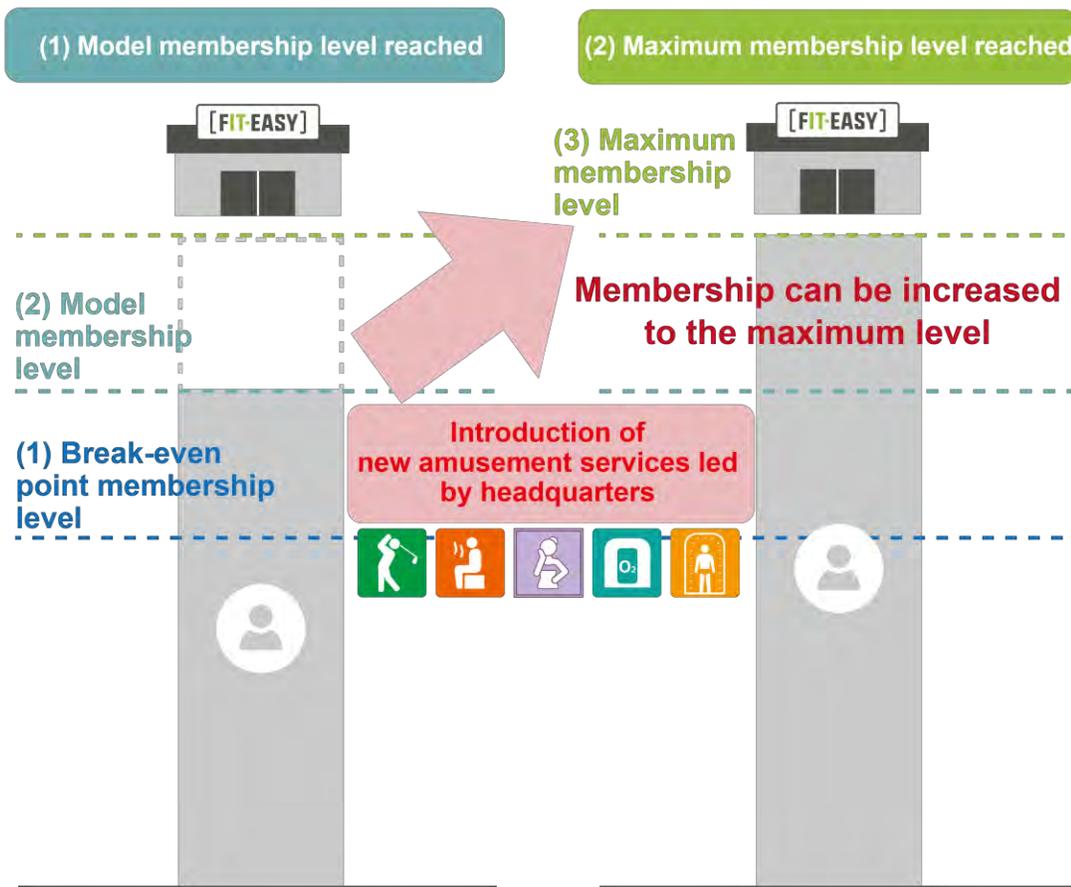
System for opening multiple stores by a single owner

Reducing the effort required for store setup costs
Accelerating human resource development

Creating a plan for opening multiple stores by a single owner

Our Business (6): Significant Upside Potential in Existing Stores

■ Introduction of new amusement services led by headquarters to increase membership



■ Increasing membership through dominant store openings

● Catchment area of existing store ○ Catchment area of new store

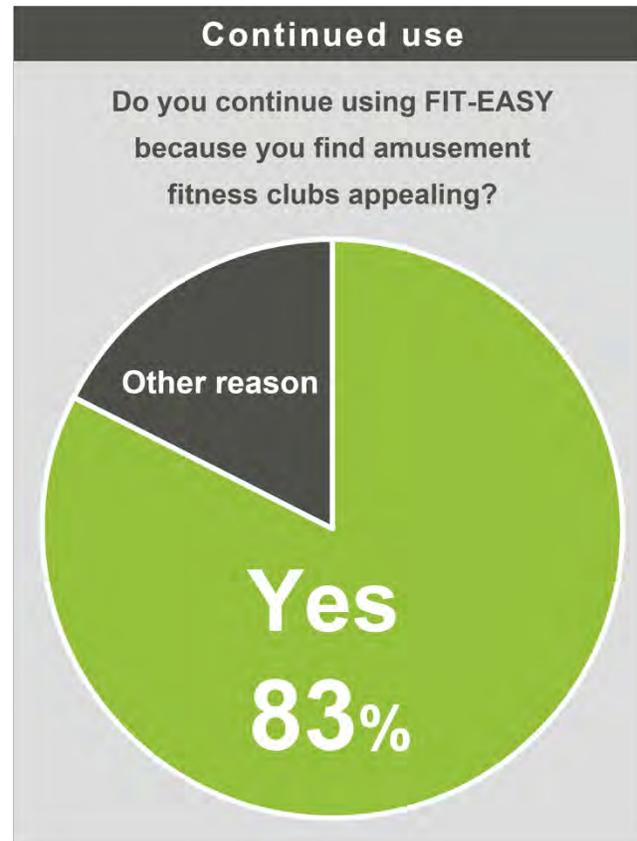
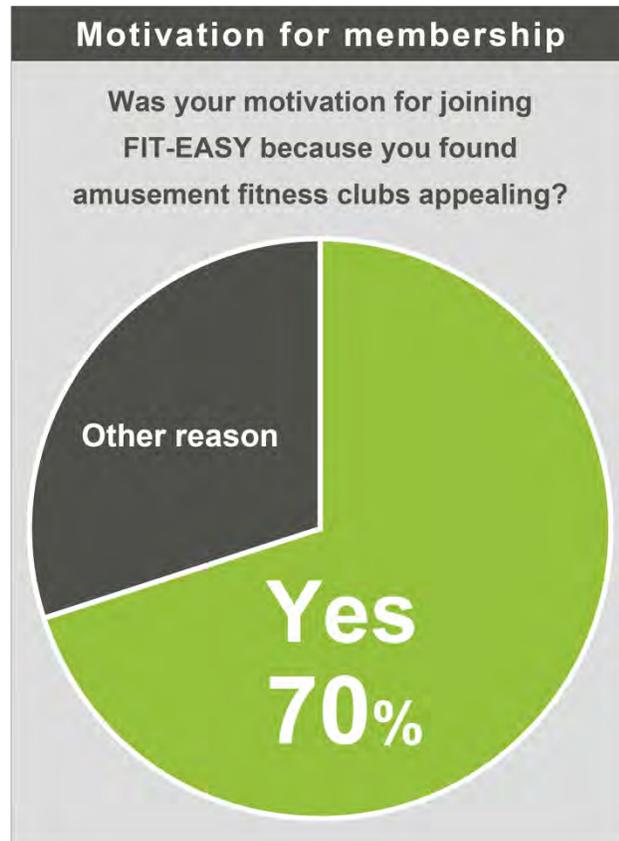


Synergistic effect of increased membership
through the introduction of different amusement services,
and changes in machine manufacturers and lineup

Dominant store openings are possible without cannibalization

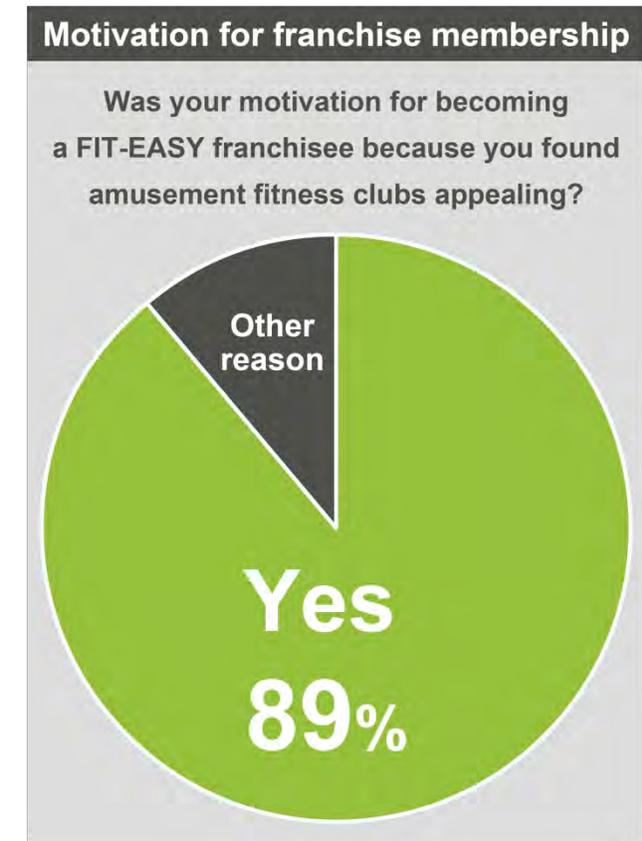
Survey results demonstrate that amusement fitness clubs serve as a key driver for member enrollment and retention, and further motivate franchise owners to join the network

Member survey results



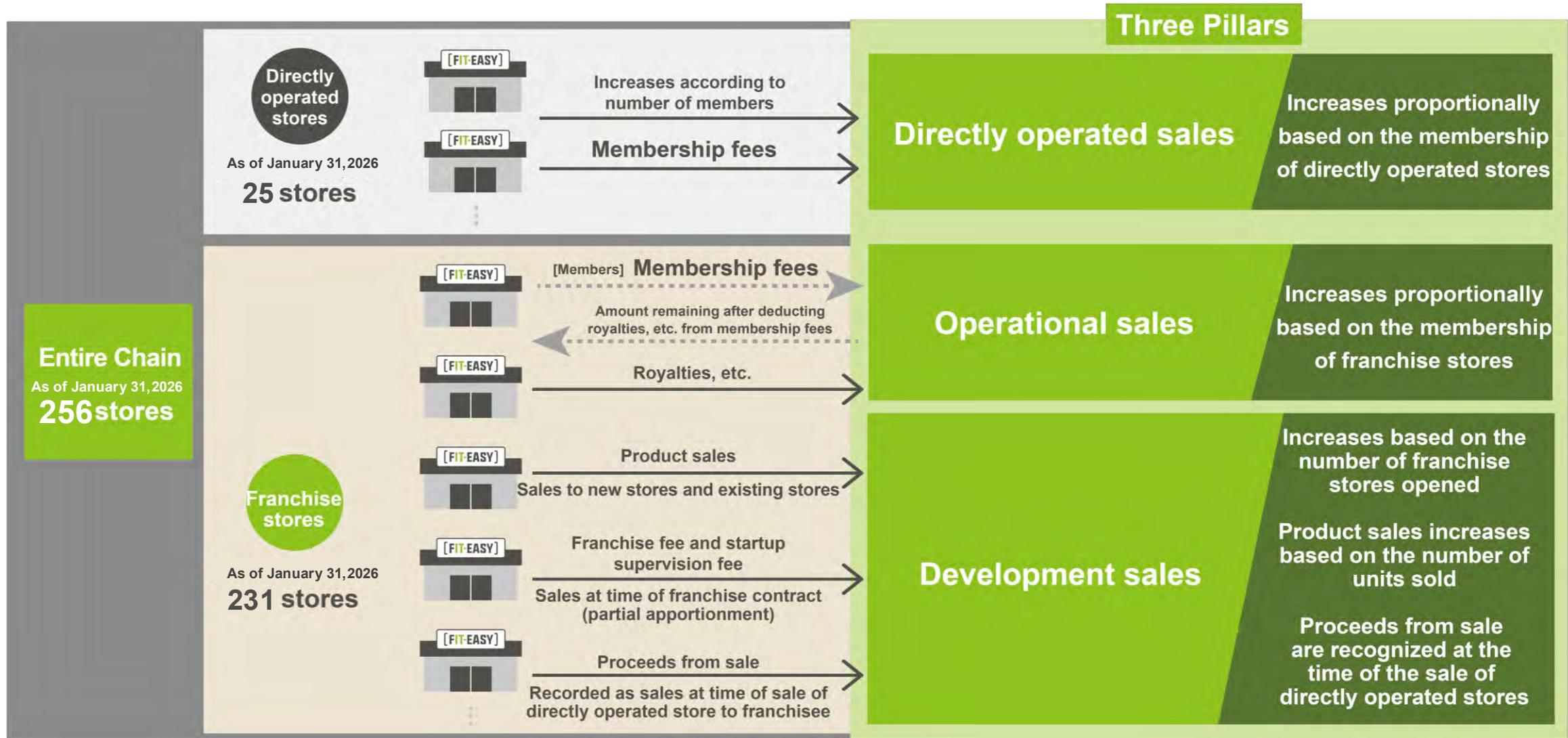
Survey from January 27, 2024 to February 4, 2024

Franchised stores survey results



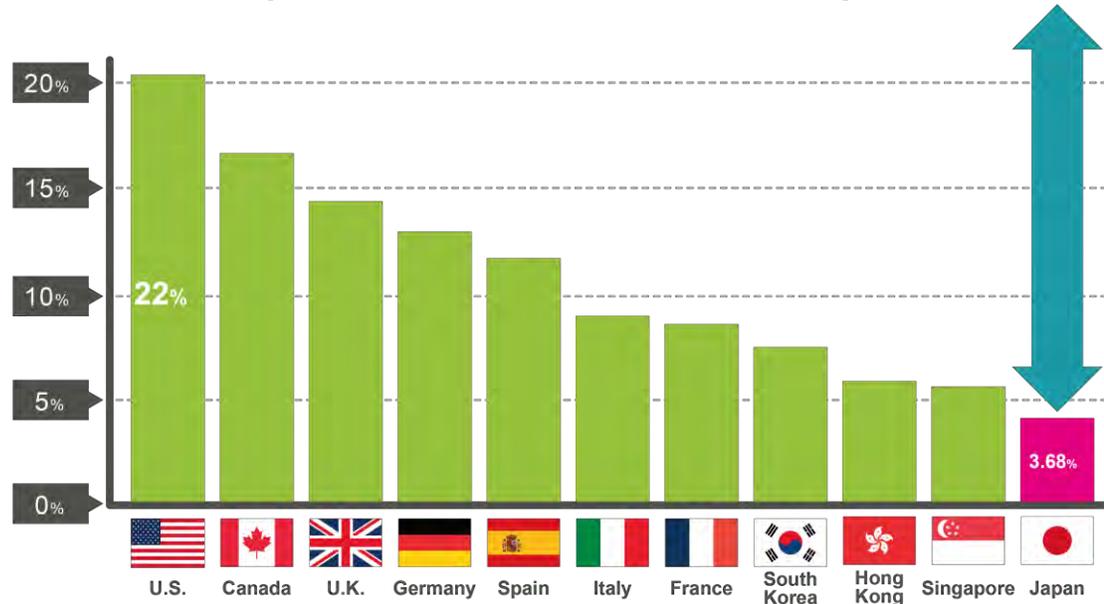
Survey of newly joined owners in the 6th fiscal year ended 2023 conducted on January 30, 2024

Business Model Overview



International Comparison of Fitness Club Membership Rates and Japan's Current Situation

International Comparison of Fitness Club Membership Rates



Compared to advanced fitness nations, Japan still has ample room for growth.

Source: "Trends in Japan's Fitness Club Industry 2022 Edition" published by Fitness Business 2022 IHRSA Global Report

Background of Fitness in Japan



It Is Time to Break the Status Quo and Raise Japan's Wellness Level!

Amusement Fitness Clubs with Strong Barriers to Entry

Reasons competitors cannot follow suit

(1) Acquired trademark registration
“Amusement Fitness Club”

Registered Trademark No. 6724824



(2) Streamlined UI/UX one-stop solution

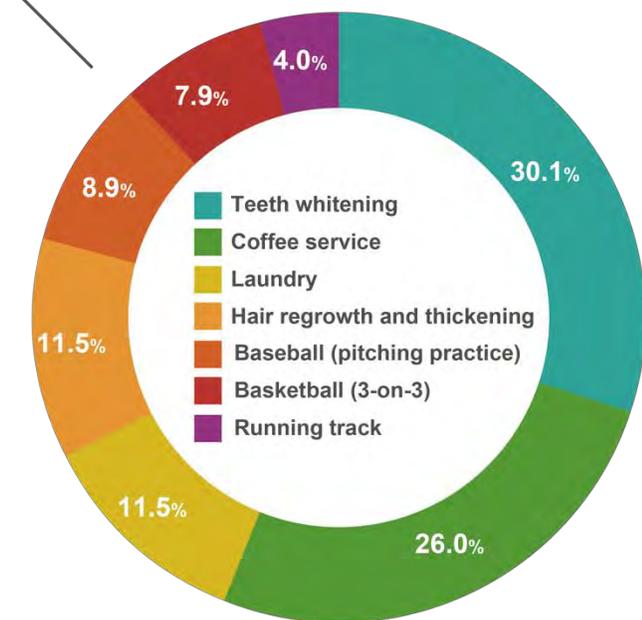
(Rapid implementation and cost reduction through in-house service development)



(3) Accumulated expertise & feedback and data from 243,000 people

Introduction of new amusement services based on feedback from members

Survey on services members want introduced



April 22 to April 30, 2024 survey

26 services have been introduced since FIT-EASY was founded in 2018. The introduction of services has led to a steady stream of new customers.

Three strategic systems based on results

(1) Amusement strategy

(2) Machine strategy

(3) Dominant strategy

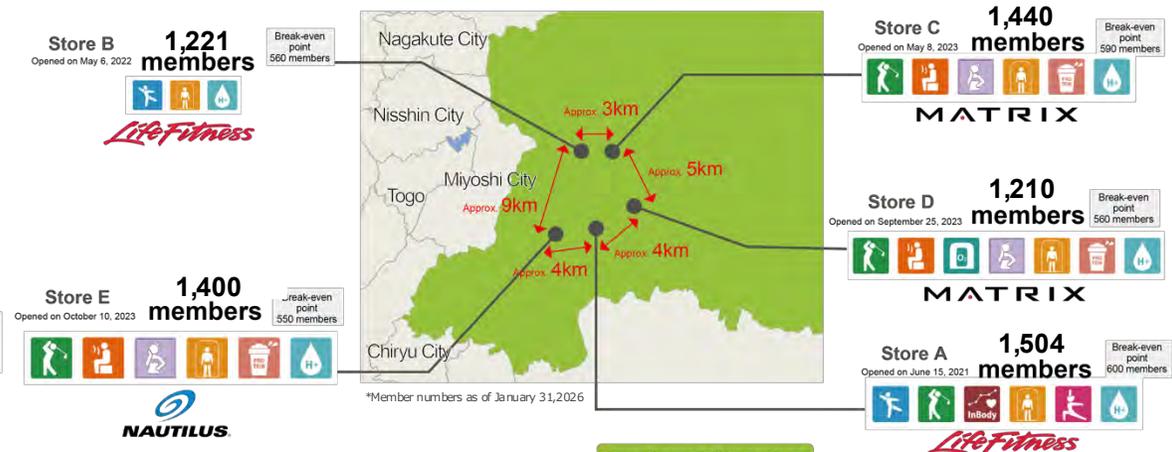
Introduced the machines of nine manufacturers introduced in countries worldwide

Reasons and benefits for implementing multiple machine manufacturers

- ✓ Gain support from our core user base by positioning the ability to use diverse machines as a value proposition
- ✓ Gain broad support because the effective points for different body parts vary depending on the machine manufacturer
- ✓ Enhancing the machine lineup in the area for dominant store openings
- ✓ Enables procurement under better terms

Achievements in dominant store openings through two strategies in Toyota City, Aichi

Using three strategies, we acquired 6,645 members across five stores without cannibalizing sales



Provides all 10 services

List of services introduced in Toyota City

By strategically offering amusement services, machine lineups from machine manufacturers, and dominant store openings, a large number of members can be acquired even in areas where we are a latecomer

Extensive Store Opening Options

(1) Roadside



(2) Residential area (along a local street)



(3) Inside a complex (mall/town)



(4) Inside a commercial building (department store)



(5) Near a terminal station



(6) Station-area shopping street



As part of the customer acquisition strategy from business launch to the opening day, promotions tailored to the location are implemented starting two months prior to opening

Online advertising

Social media posts and advertising LINE distribution and listing etc...

Offline advertising

Insert flyers and posting Free newspapers etc...

Campaign events

Membership sign-up, referral, and switch campaigns Trial sessions and free admission etc...

Example Store S, Kanagawa

Opened on November 7, 2022



Secured **850** memberships by opening day

* Break-even point: 640 members

1,105 members
(Target: 800 members)

*As of January 31, 2026

Equipment installed



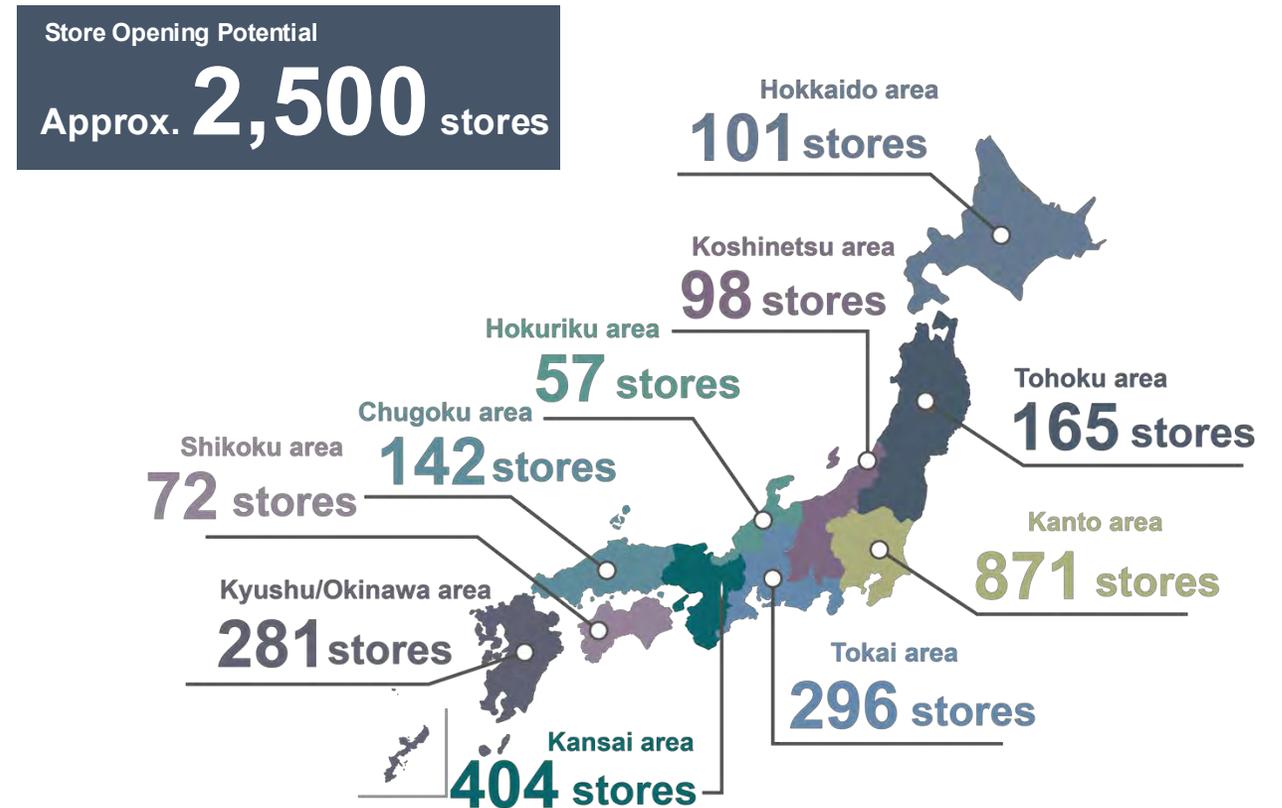
Within two months from membership launch to opening day, we significantly exceeded the break-even point and secured 850 memberships. 1,105 memberships have been acquired as of January 31, 2026

Long-term Store Opening Potential

|| Nationwide Store Opening Potential



|| Nationwide Store Opening Potential Map



Source of population data by prefecture: e-Stat
The potential number of store openings is calculated by assuming a trade area population of 50,000 per store and using municipalities with populations of 50,000 or more as the basis.

Aiming to open approximately 2,500 stores as a long-term goal

Disclaimer

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