



Get the power to enjoy yourself more.

自分を、もっと楽しむ力を。

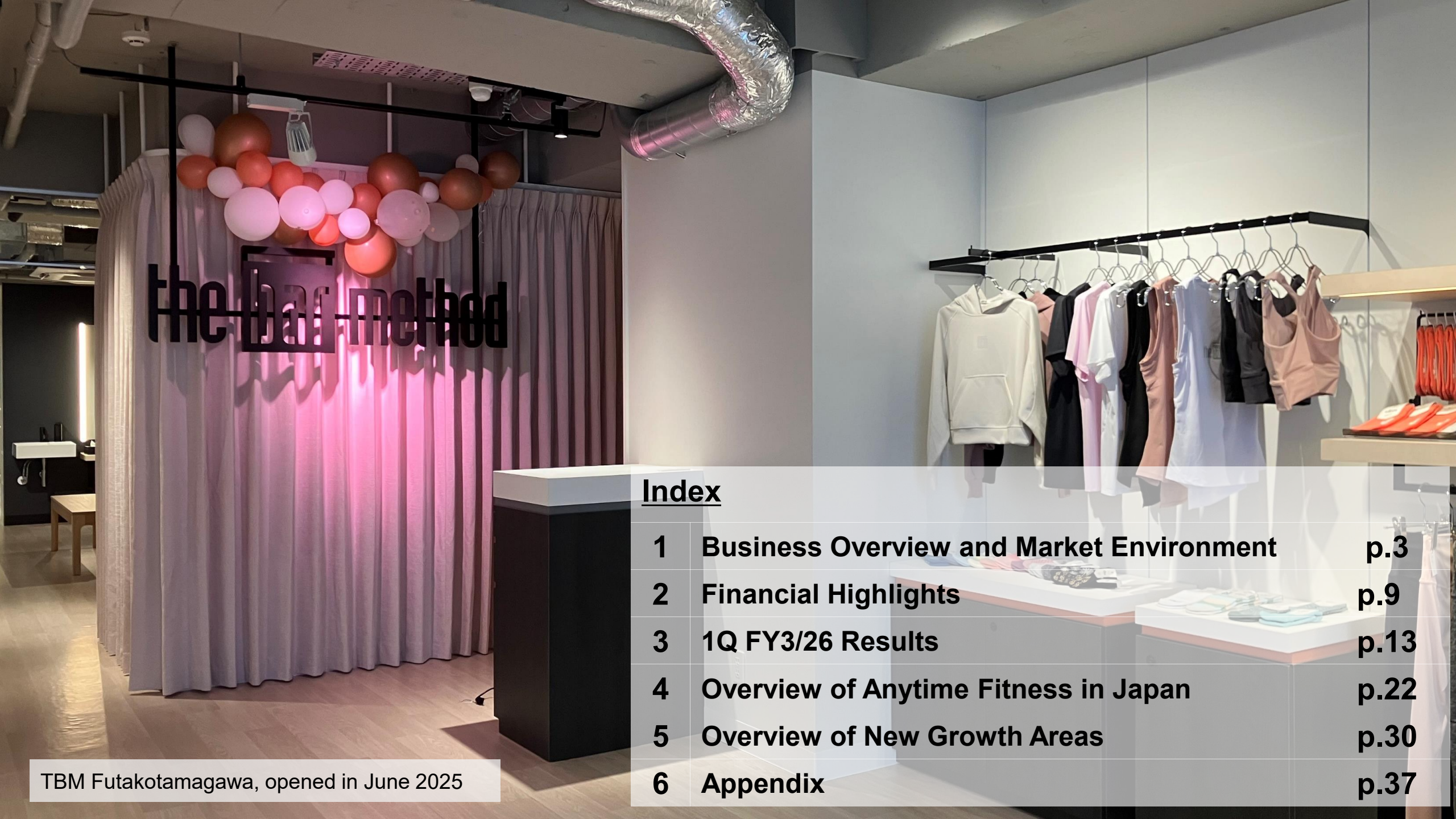


**Financial Results for the First Quarter of the Fiscal Year
Ending March 31, 2026**

Fast Fitness Japan, Inc.
(TSE Prime Market 7092)

Fast Fitness Japan **15TH**

August 14, 2025
<https://fastfitnessjapan.jp/en/>



TBM Futakotamagawa, opened in June 2025

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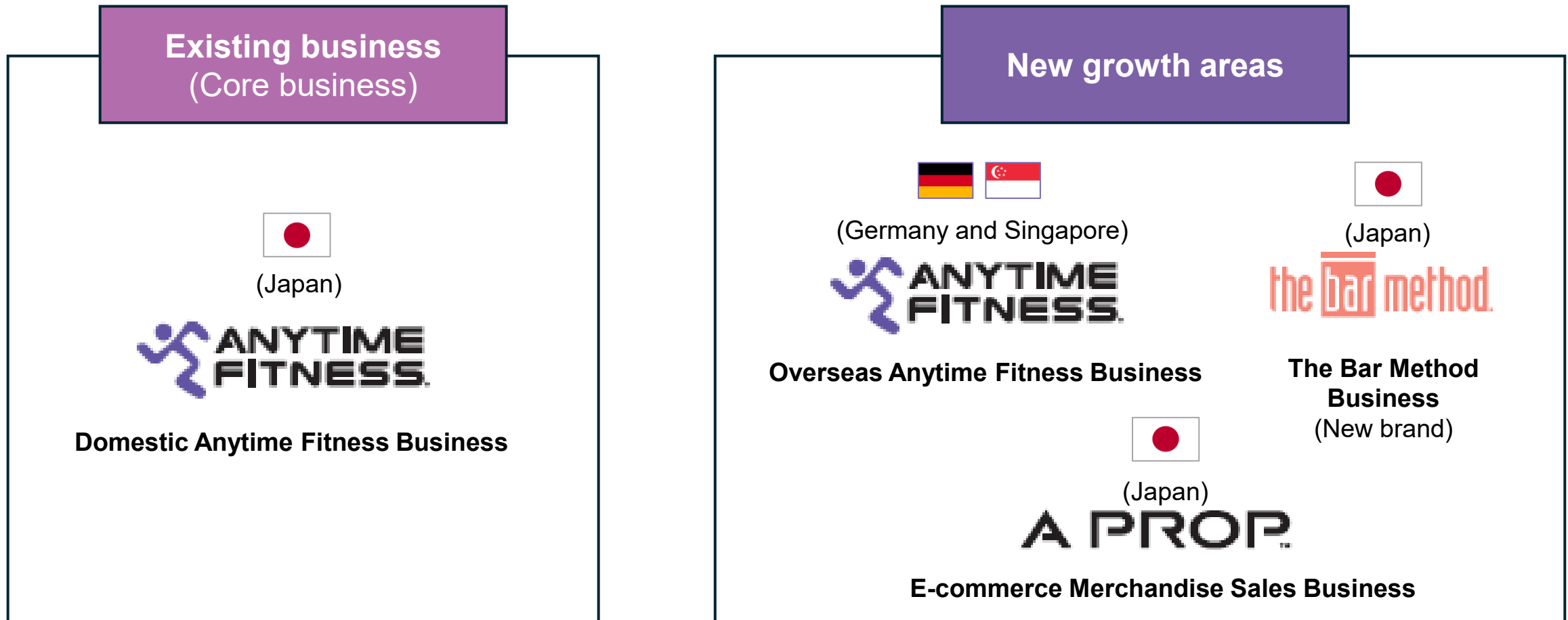
1. Business Overview and Market Environment



AF Katase Enoshima, opened in June 2025

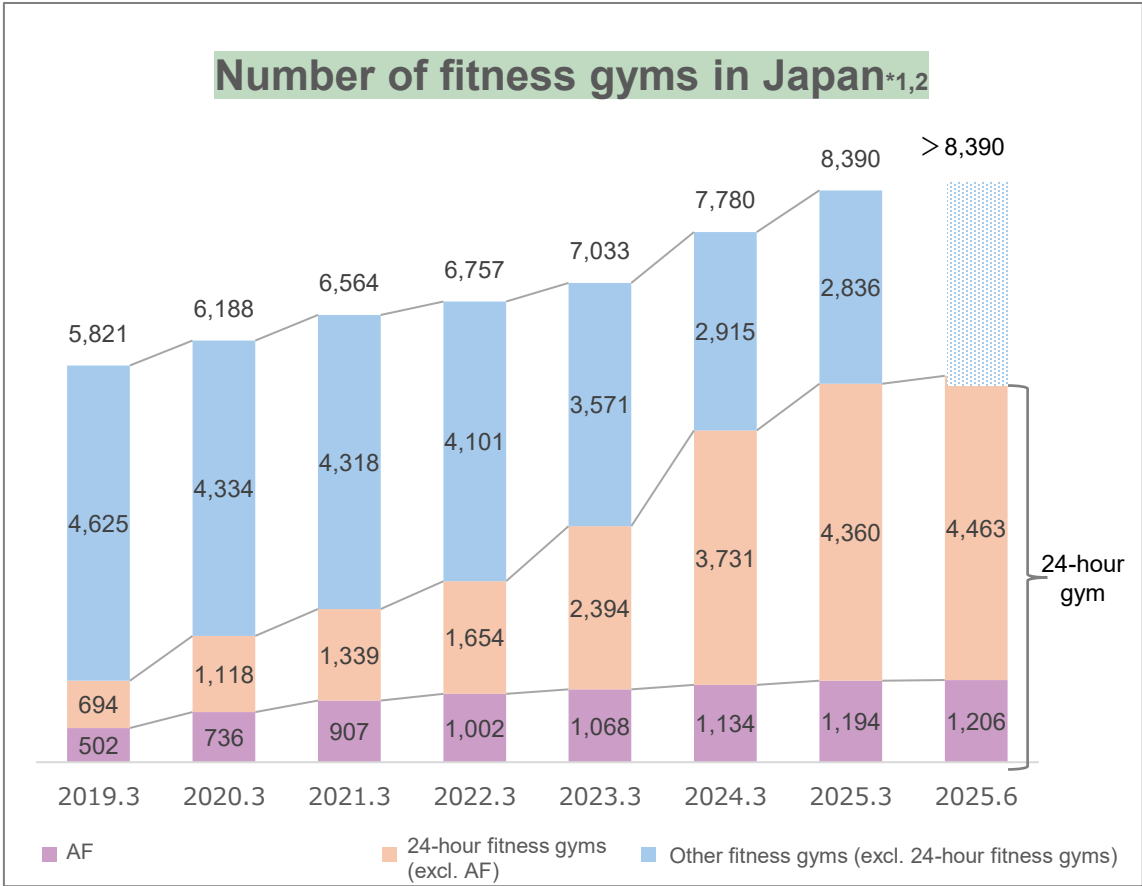
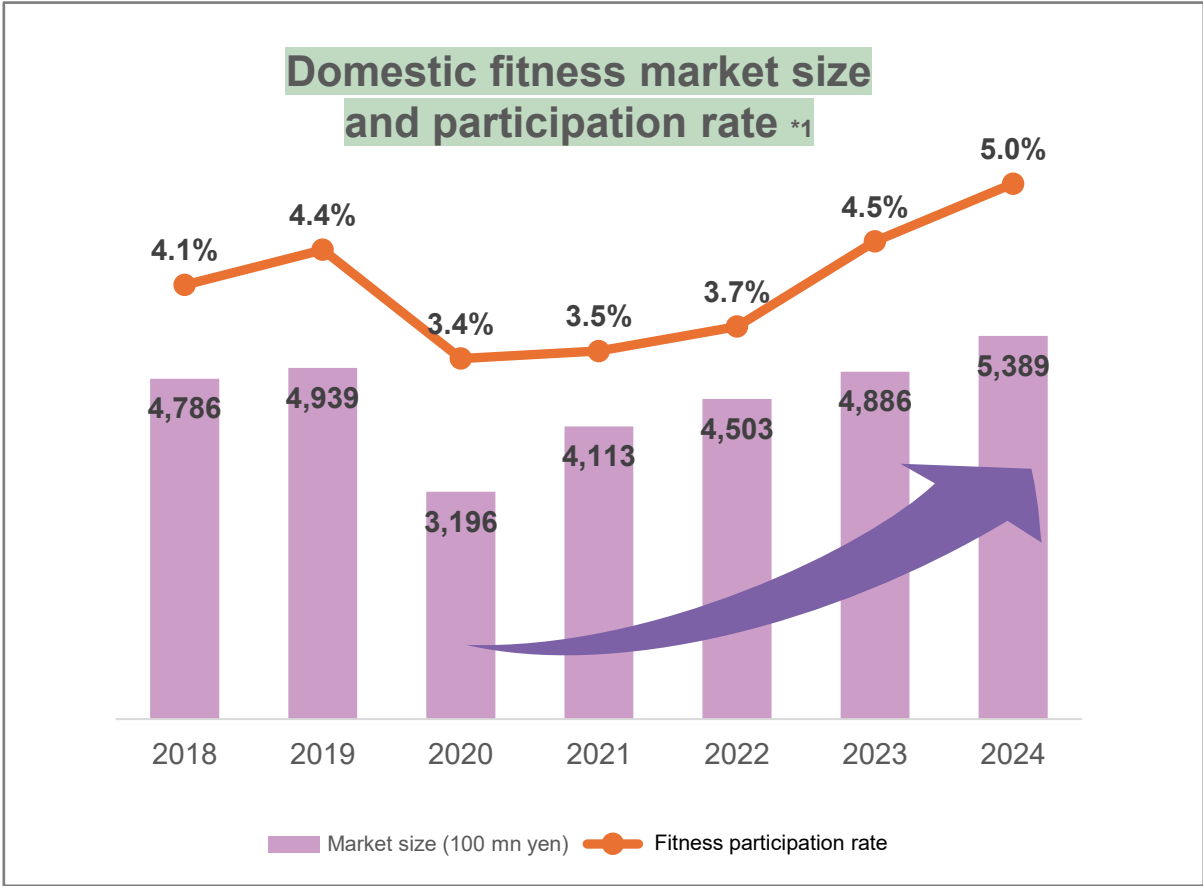
Business Overview

- Having operated solely the domestic Anytime Fitness Business to date, we began developing three new growth areas in FY3/25 under the medium-term management plan: “Overseas,” “New brand (the bar method),” and “E-commerce Merchandise Sales” businesses.
- We aim to drive sustainable growth through a dual approach—further expanding and strengthening our core domestic Anytime Fitness Business while investing in and nurturing the three new growth areas.



Market Environment for the Core Domestic Fitness Business

- The domestic fitness market, which shrank temporarily due to the pandemic, has recovered steadily since its normalization, due in part to growing health consciousness.
- The fitness market size reached ¥538.9 billion (10.3% increase YoY), and fitness participation rose to the 5% range (+0.5pt YoY). (Each 1% increase in participation equals an additional 1.24 million fitness participants in Japan.)
- While many categories have emerged, the 24-hour gym category has grown through the opening of a franchise format. Anytime Fitness, the pioneer of this category, has sought to differentiate itself from competitors through a thorough “value-oriented” approach in response to the rise of “price-oriented” club models, and has established a competitive advantage.



*1 Prepared by the Company based on “Trends in Japan’s Fitness Club Industry 2025.”

*2 Total number of 24-hour gyms: Prepared by the Company

Core Domestic Anytime Fitness Business

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

GLOBAL No.1 BRAND.

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

*The world's largest fitness club chain in terms of number of branches (as of November 2022, according to IHRSA survey).
*IHRSA: International Health Racquet & Sportsclub Association

Global 5,572 clubs (29 countries and regions) <small>As of March 2025</small>	
US & Canada	2,566
Japan	1,194
Australia	582
United Kingdom & Ireland	185
Philippines	170
Other	875

WHY PEOPLE CHOOSE ANYTIME FITNESS

01

OPEN
24^h/7

Fits into your lifestyle

02

THE GLOBAL
BRAND

The world's largest number of clubs
You can use it in anywhere!

03

PERFORMANCE
MACHINE

Well-equipped and high-
quality machines and facilities

04

COMFORTABLE
PLACE

Safe, secure and
comfortable training

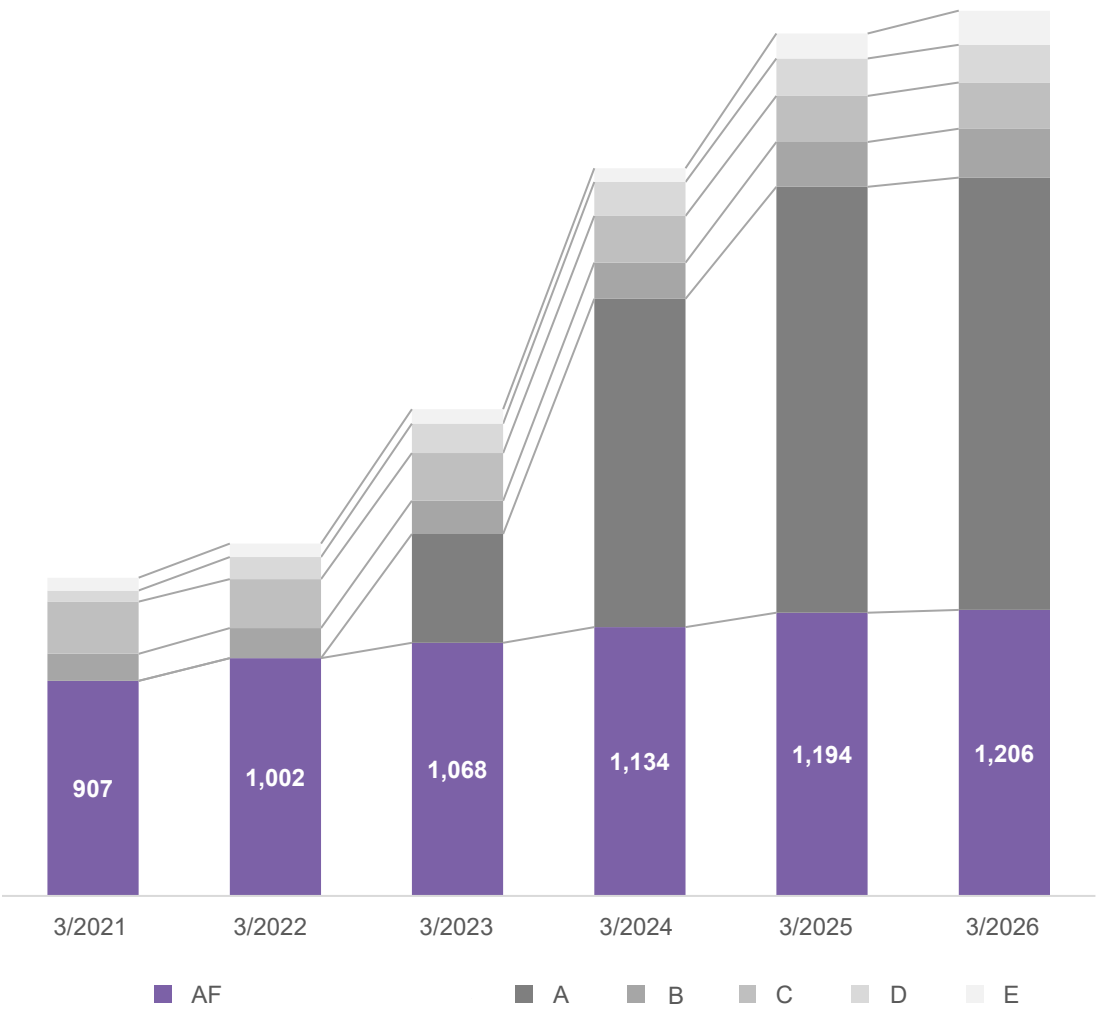
05

GOOD
PRICE

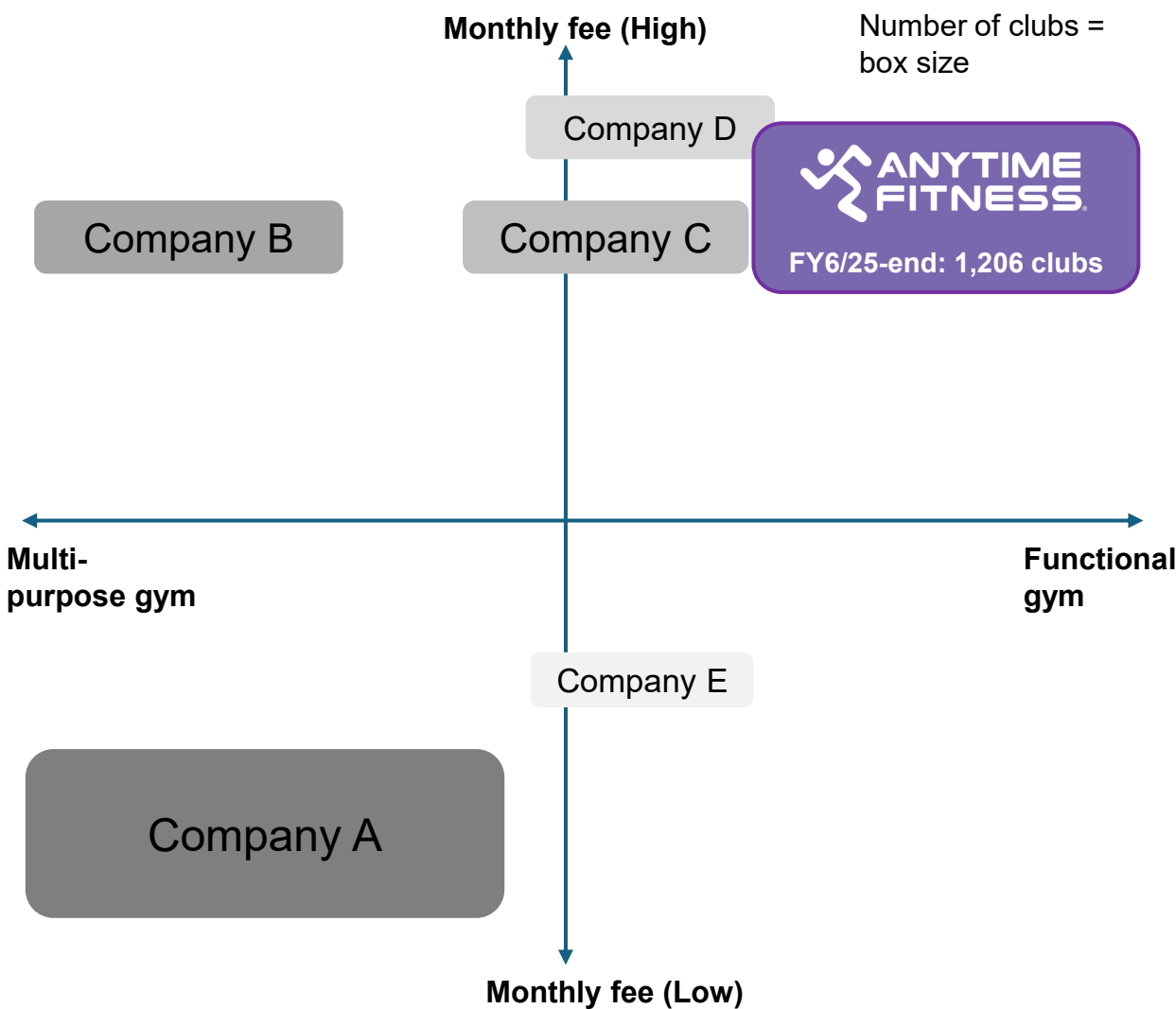
Reasonable monthly
membership fee

Leading Gyms in the Growing 24-Hour Gym Category and Industry Positioning

Number of clubs: AF + top 5 competitors

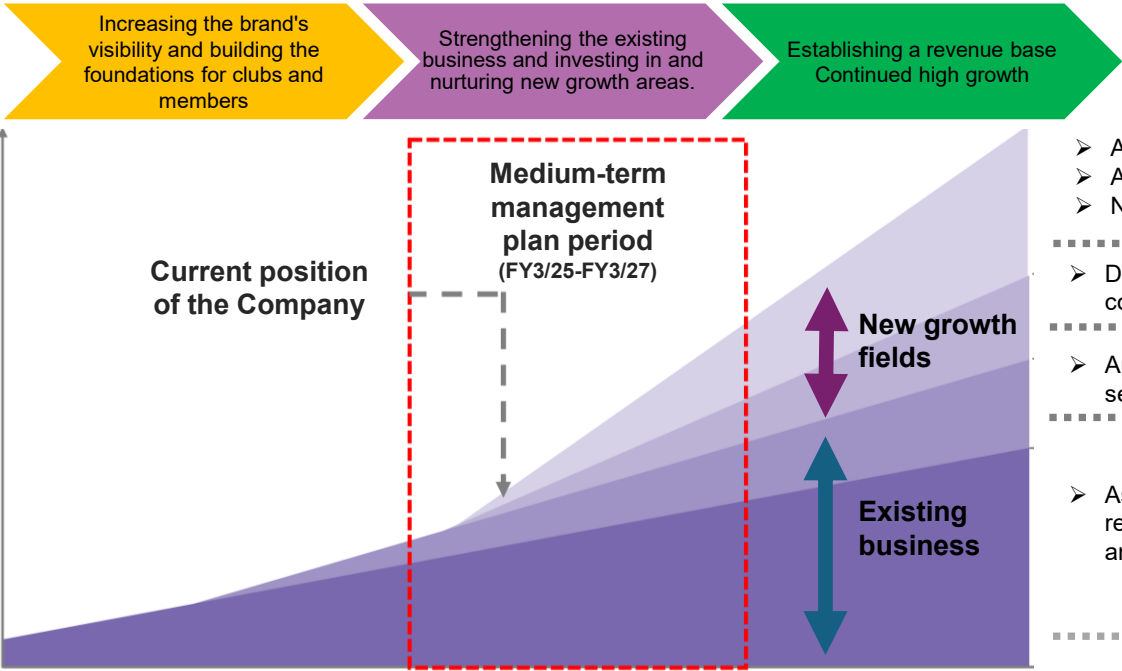


Source: Prepared by the company



Sales Growth Image

- FY3/26, the second year of the medium-term management plan (FY3/25–FY3/27), was positioned as a year to further expand and strengthen the core domestic Anytime Fitness business (the existing business) and make growth investments in and nurturing new growth areas, namely “Overseas,” “New brand,” and “E-commerce Merchandise Sales” businesses.
- Investments in new growth areas based on the growth strategy were executed as planned, resulting in the launch of each business.
- To achieve sustained and stable growth, we will strengthen and expand the existing business and also invest in and nurture new growth areas.



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

2. Financial Highlights

AF Daitabashi club, opened in June 2025

Highlights for FY3/2026: Consolidated Results

Net sales

4.90 billion yen

+15.9% YoY

Operating profit

0.87 billion yen

+40.8% YoY

Operating profit margin

17.9%

+3.2pt YoY

EBITDA

1.15 billion yen

+35.7% YoY

EBITDA margin

23.5%

+3.4pt YoY

Ordinary profit

0.93 billion yen

+48.8% YoY

Profit attributable to
owners of parent

0.52 billion yen

+38.8% YoY

Highlights for 1Q FY3/2026: Anytime Fitness

Number of domestic
AF clubs

1,206 clubs

+57 clubs YoY

Number of domestic
AF members

1,027,000

members
+ 141,000 people YoY

Number of overseas
AF clubs

4 clubs

+1 club YoY

Franchise clubs

1,025 clubs

+58 clubs YoY

Directly operated clubs

181 clubs

-1 club YoY

Franchise clubs

888,000 members

+128,000 people YoY

Directly operated clubs

139,000 members

+14,000 members YoY

Germany **2** club

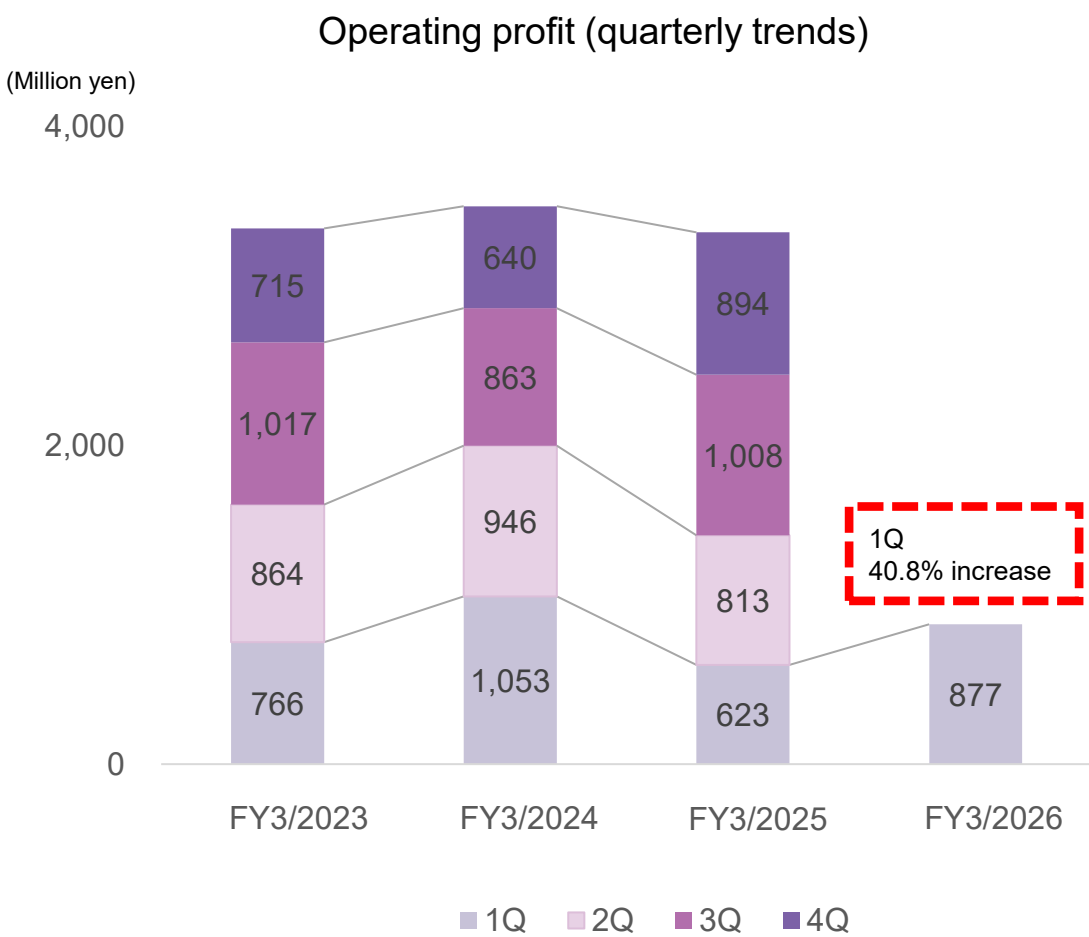
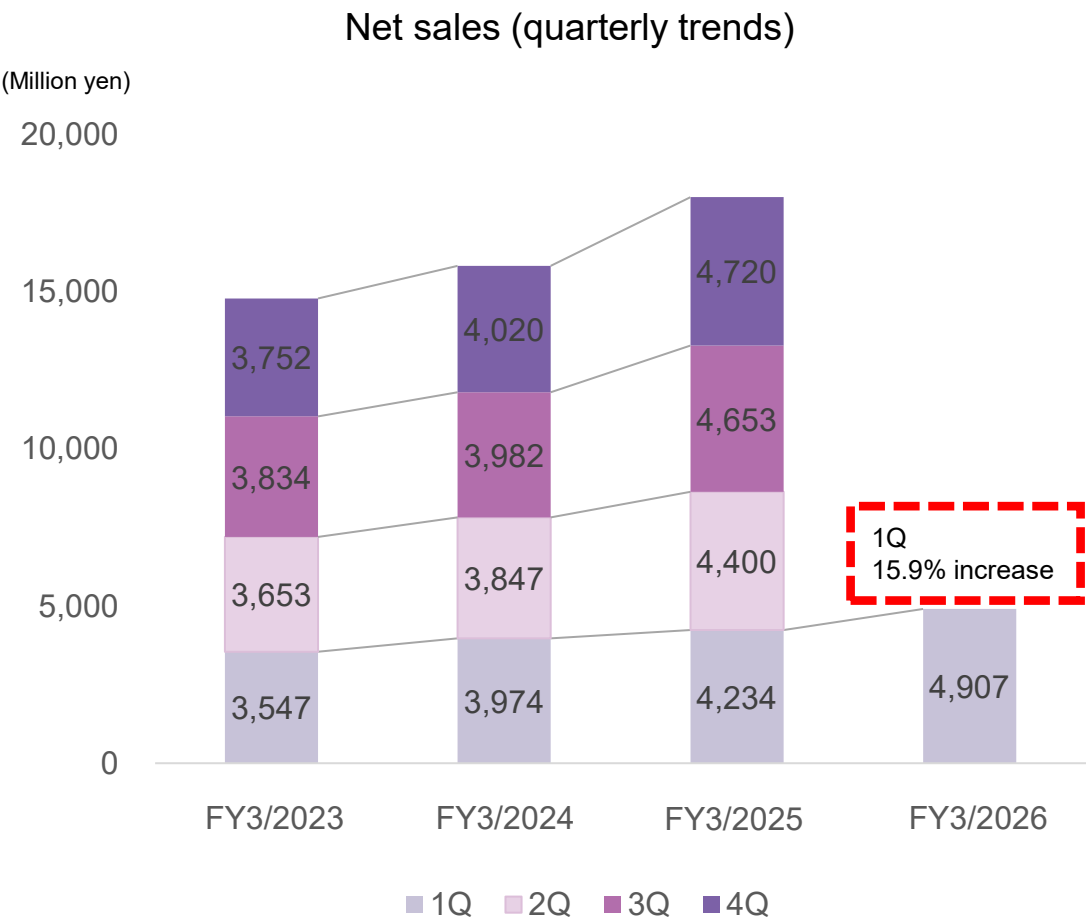
+1 club YoY

Singapore **2** clubs

+0 clubs YoY

Highlights for 1Q FY3/2026

- The core domestic Anytime Fitness business contributed to earnings through steady growth in both the number of clubs and members.
- Operating profit increased significantly compared to 1Q FY3/25, as investments in new growth areas had peaked. Compared with 1Q FY3/24, we conducted our fourth nationwide promotion (nationwide promotions have been implemented strategically and continuously since 3Q FY3/24).



3.1Q FY3/26 Results

AF Akashishimizu club, opened in June 2025

1Q FY3/2026 Results Summary

- Benefiting from nationwide promotions such as TV commercials aimed at enhancing brand value, membership in the core domestic Anytime Fitness business surpassed 1 million in late May, with performance remaining strong and resulting in higher revenue and profit.
- Despite upfront expenses for new growth areas (Overseas, TBM, EC/Merchandise Sales) and increased personnel and promotion expenses, these were absorbed, leading to a significant YoY increase in operating profit of +40.8%.

(Million yen)	1Q FY3/25 results		1Q FY3/25 results		YoY change		Full-year forecast	
	Results	Ratio	Results	Ratio	%	Amount	Announced figures	Progress rate (%) (vs. lower limit)
Net sales	4,234	100.0%	4,907	100.0%	+15.9%	+673	19,708–21,320	24.9%
Gross profit	1,847	43.6%	2,191	44.6%	+18.6%	+344		
Operating profit	623	14.7%	877	17.9%	+40.8%	+254	3,705–3,960	23.7%
EBITDA	847	20.0%	1,153	23.5%	+35.7%	+303	4,979–5,550	23.2%
Ordinary profit	628	14.8%	936	19.1%	+48.8%	+308	3,690–3,945	25.4%
Profit attributable to owners of parent	375	8.9%	521	10.6%	+38.8%	+146	1,963–2,020	26.5%

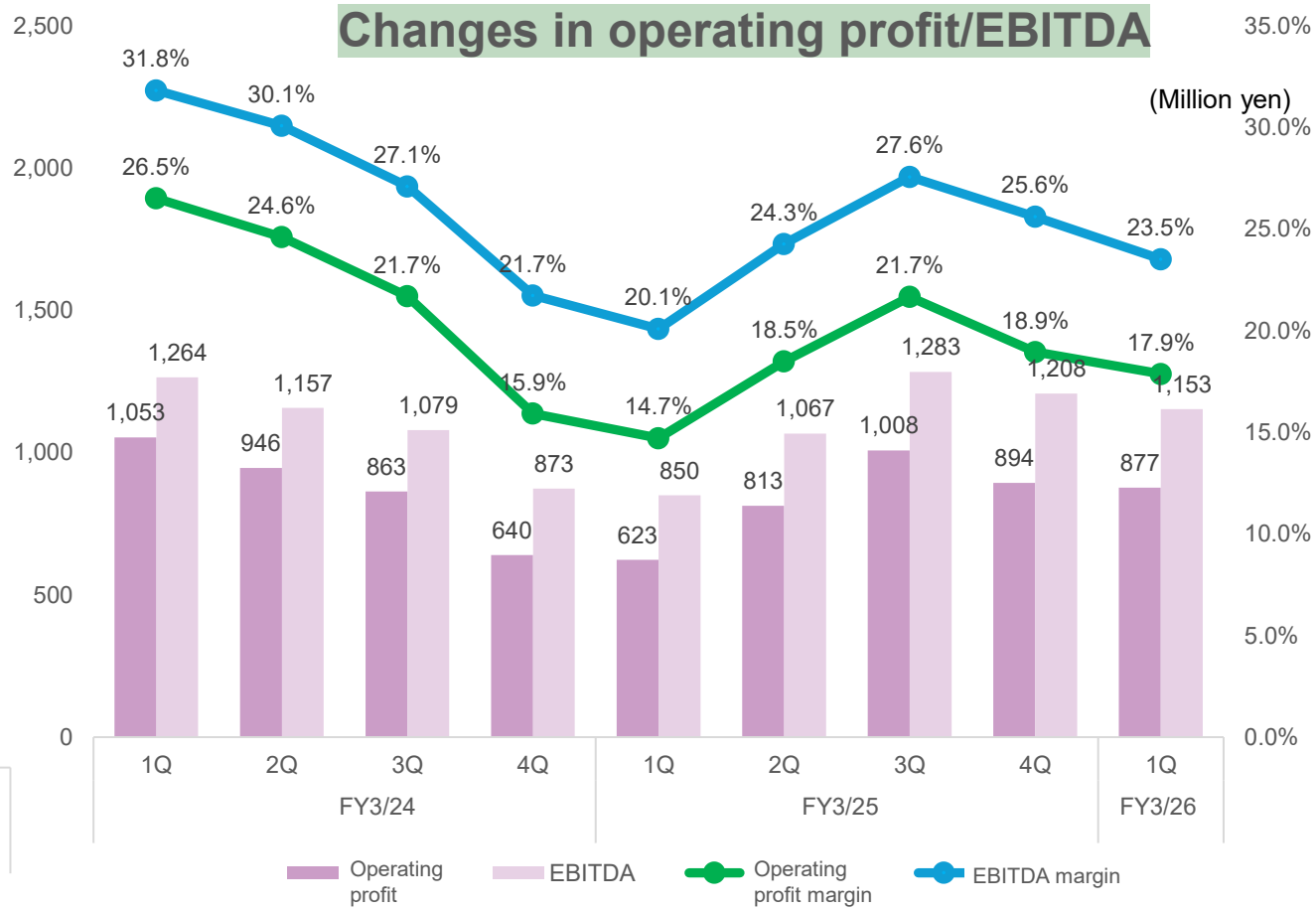
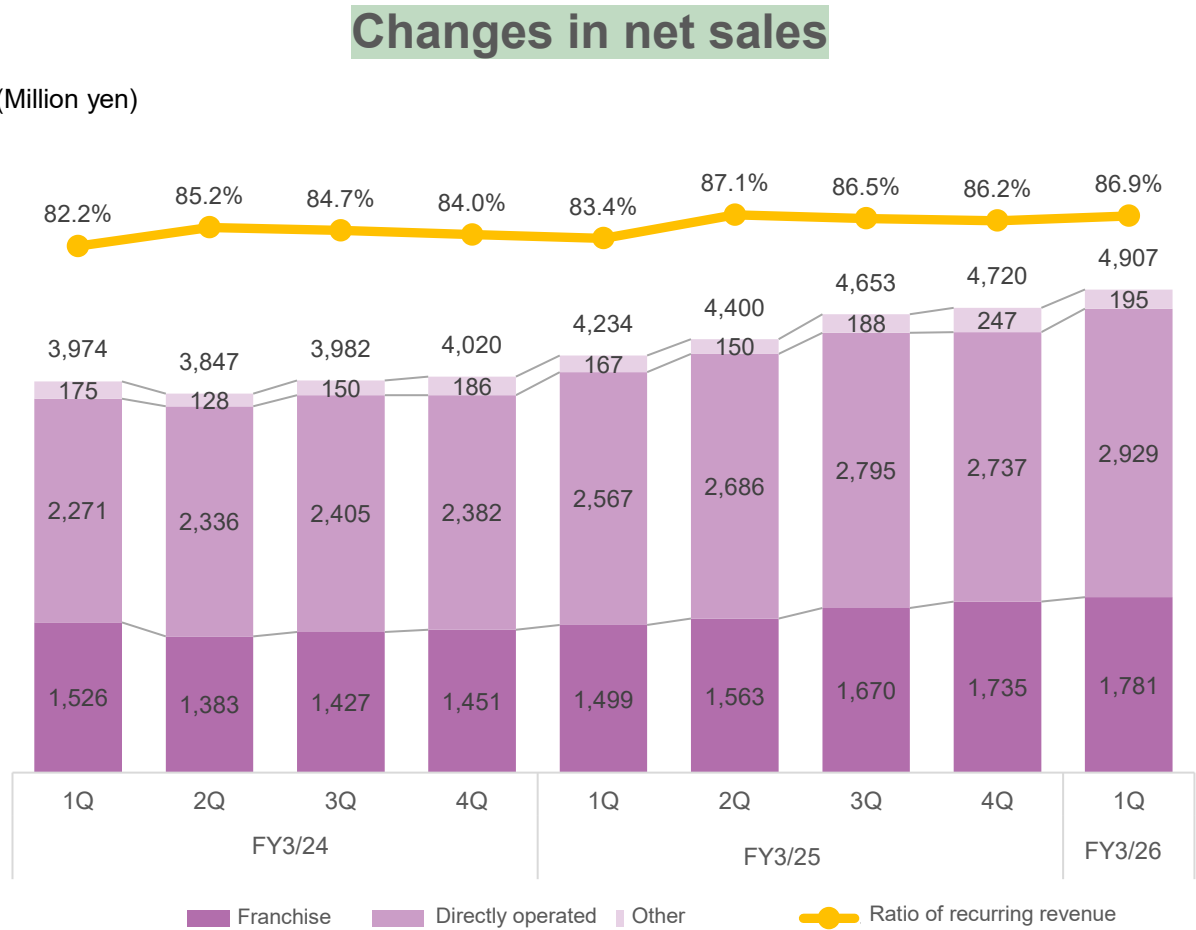
Net Sales Breakdown

- 86.9% of sales were from recurring revenue (+¥733 million vs. FY3/25 1Q).
 - Recurring revenue from both franchise and at clubs operated by the Group drove overall growth, with double-digit increases in both segments.
- (Million yen)

Sales fields	Item	Revenue model	1Q FY3/25		1Q FY3/26		YoY Change	
			Results	% of total	Results	% of total	%	Amount
Franchise sales	Royalty income	Recurring	1,072	25.3%	1,456	29.7%	+38.5%	+384
	Sales of merchandise	Non-recurring	336	7.9%	235	4.8%	-30.1%	-101
	Sales from participation fees	Non-recurring	78	1.8%	83	1.7%	6.4%	+5
	Other	Non-recurring	11	0.3%	6	0.1%	-45.5%	-5
Sales at clubs operated by the Group (Directly operated clubs)	Membership fee revenue	Recurring	2,460	58.1%	2,809	57.2%	14.2%	+349
	Other	Non-recurring	106	2.5%	119	2.4%	12.3%	+13
Other sales	Commission income	Non-recurring	167	3.9%	195	4.0%	16.8%	+28
Total			4,234	100.0%	4,907	100.0%	15.9%	+673

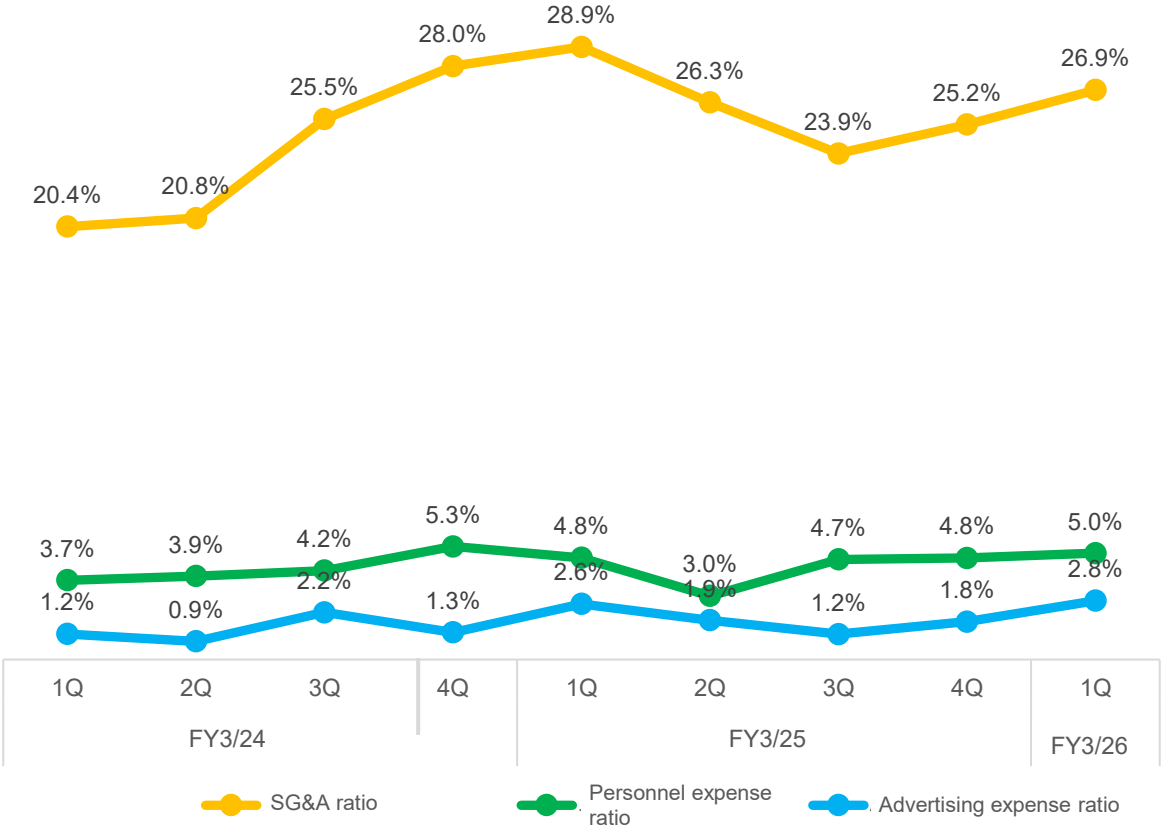
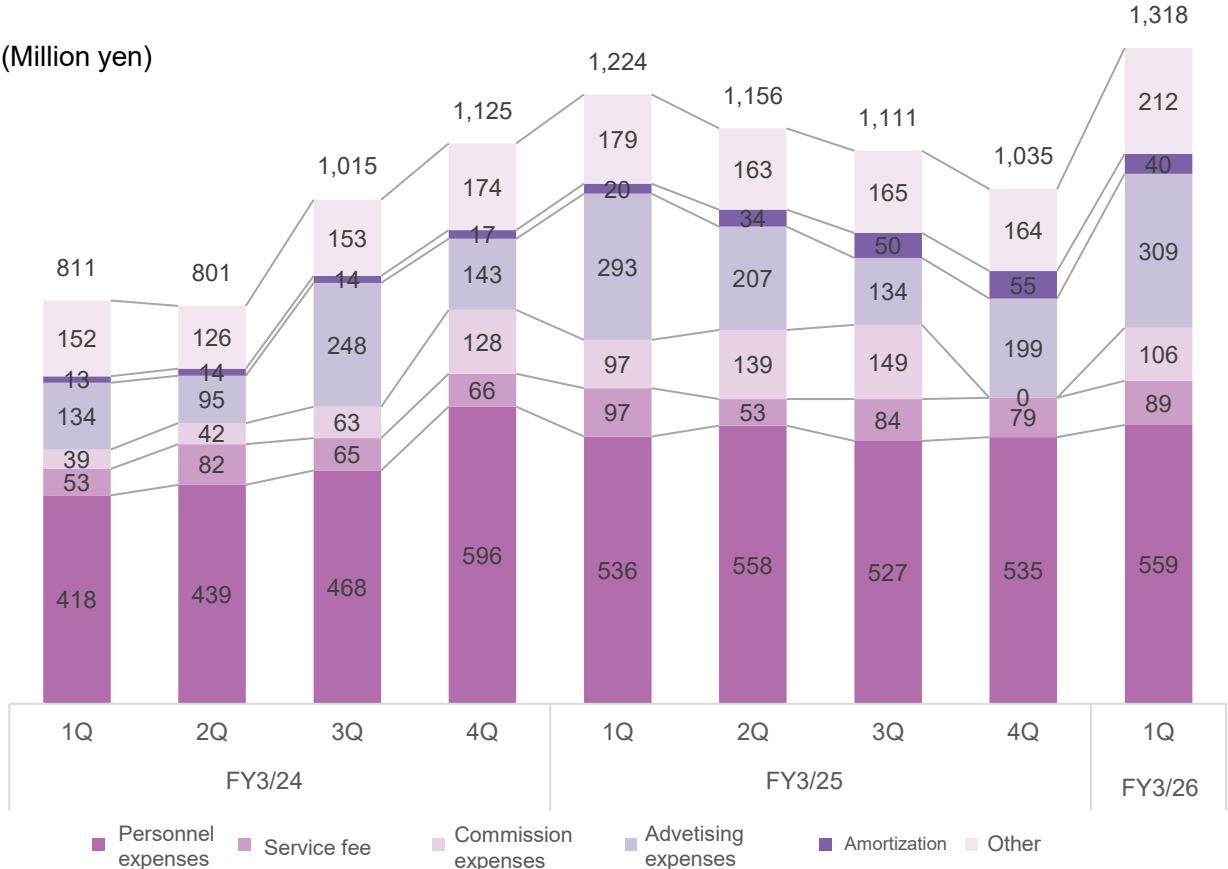
Quarterly Changes: Net Sales, Operating Profit/EBITDA

- Quarterly sales growth was strong, and the ratio of recurring revenue to total sales increased 3.5pt YoY to 86.9%.



Quarterly Changes: SG&A Expenses

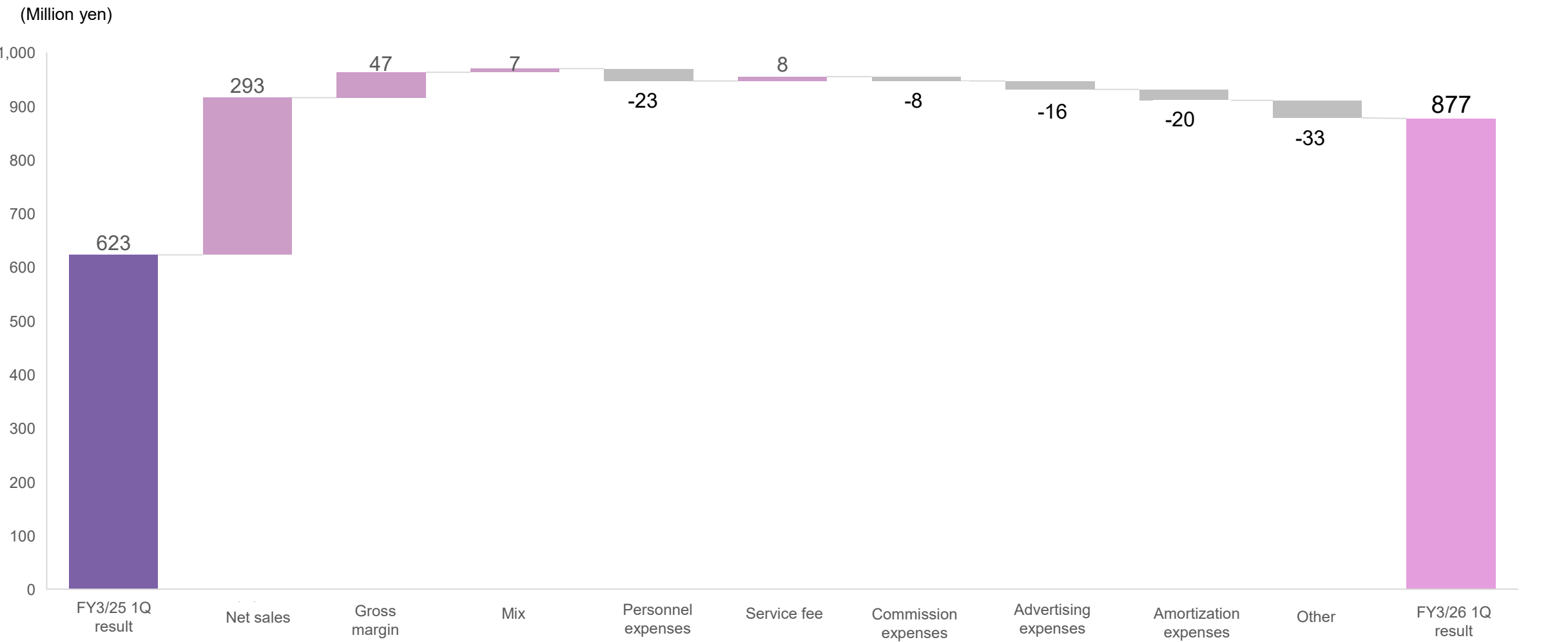
- From June to July, conducted the fourth nationwide promotion for Anytime Fitness since Q3 FY3/24.
- With investments in new growth areas having peaked and transitioning into the development phase, personnel and commission expenses increased, resulting in SG&A expenses rising 7.7% YoY to 1,318 million yen.



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

Operating Profit Change Analysis

- Higher net sales and improved gross margin offset increases in personnel, commission, advertising, amortization, and other expenses. As a result, operating profit was 877 million yen, up 40.8% YoY (up 254 million yen).



Progress in Investment Plan

- The investment amount during the medium-term management plan (MTMP) period (FY3/25 to FY3/27) is 9.6 billion yen.
- During the year under review, we invested 3.7 billion yen as planned, including initial investment in opening directly operated clubs and renovation investment accompanying remodeling.
- We also spent some of the budget allocated to unlocking further growth. Specifically, we invested in a new directly operated club overseas and in brand promotion in Japan.

Investment plan 9.6 billion yen MTMP period FY3/25 to FY3/27	Investment item	Investment amount during MTMP period (FY3/25 to FY3/27)	FY3/25	FY3/26	Cumulative	% spent	
			Amount spent	1Q Amount spent			
	Further Expansion of AF Business in Japan	6.6	2.61	0.68	3.29	49.9%	New directly operated clubs Renovation investment Nationwide promotion Headquarters relocation
	Creation of new added value through utilization of AF's club and membership base	0.4	0.04	0.01	0.05	14.1%	Merchandise sales/EC business
	Investment in new growth areas	1.8	0.86	0.16	1.02	57.1%	Overseas club expansion Domestic new brand expansion
	IT and DX Investment	0.6	0.18	0.004	0.18	30.2%	Infrastructure building
	Human capital investment	0.2	0.01	0.01	0.02	11.3%	Securing human resources in specialized fields
	Total	9.6	3.70	0.87	4.58	47.8%	

Balance Sheet Outline

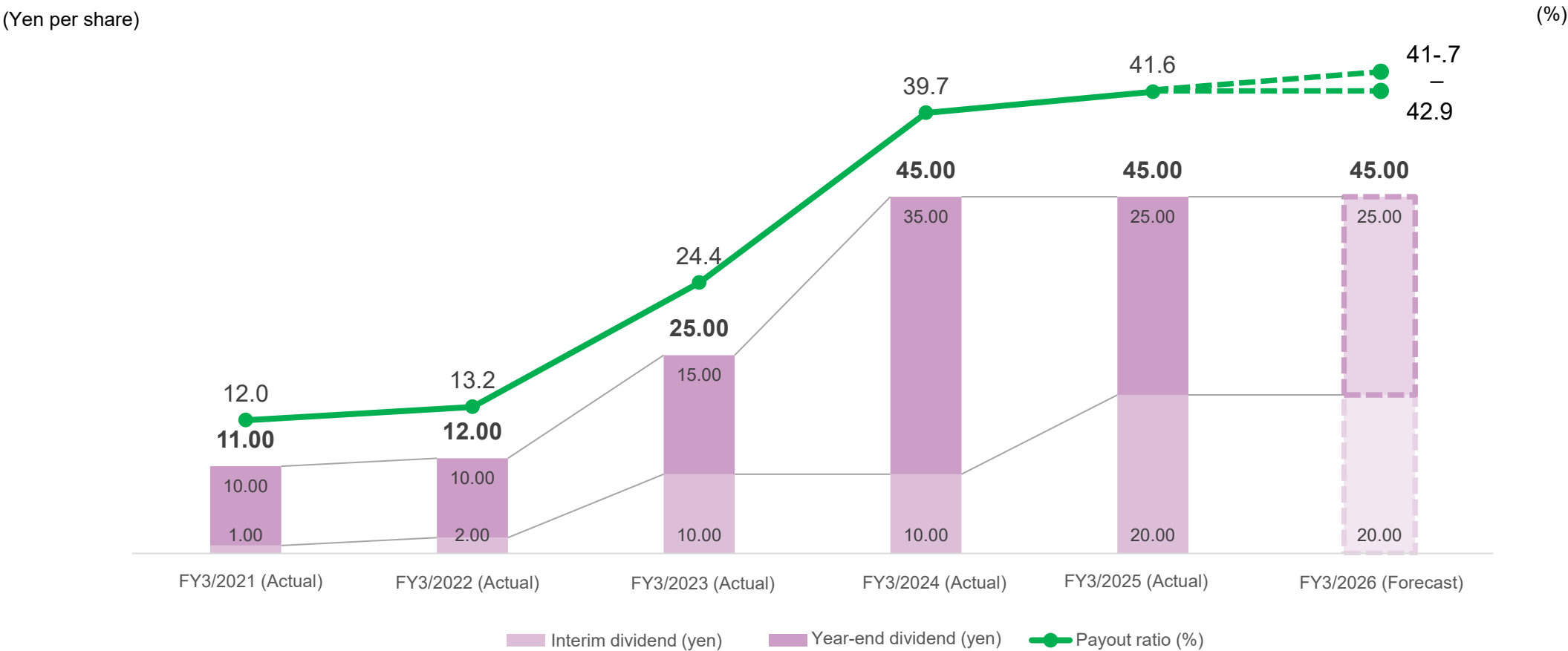
- Financial soundness is stable, with an equity ratio of 64.5% (63.4% as of FY3/2025-end)

(Million yen)	Mar. 31, 2025	Mar. 31, 2026 1Q	YoY change
Current assets	10,747	10,450	-297
Cash and deposits	8,085	7,801	-284
Non-current assets	11,170	11,185	+15
Total assets	21,918	21,636	-282
Current liabilities	5,344	5,199	-145
Non-current liabilities	2,667	2,477	-190
Interest-bearing debt (incl. current portion)	2,142	1,829	-313
Net assets	13,905	13,959	+53
Shareholders' equity	13,919	13,971	+52
Equity ratio (%)	63.4	64.5	+1.1

1Q net income: 521
Dividends of Surplus : -468

Shareholder Returns: Dividends

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

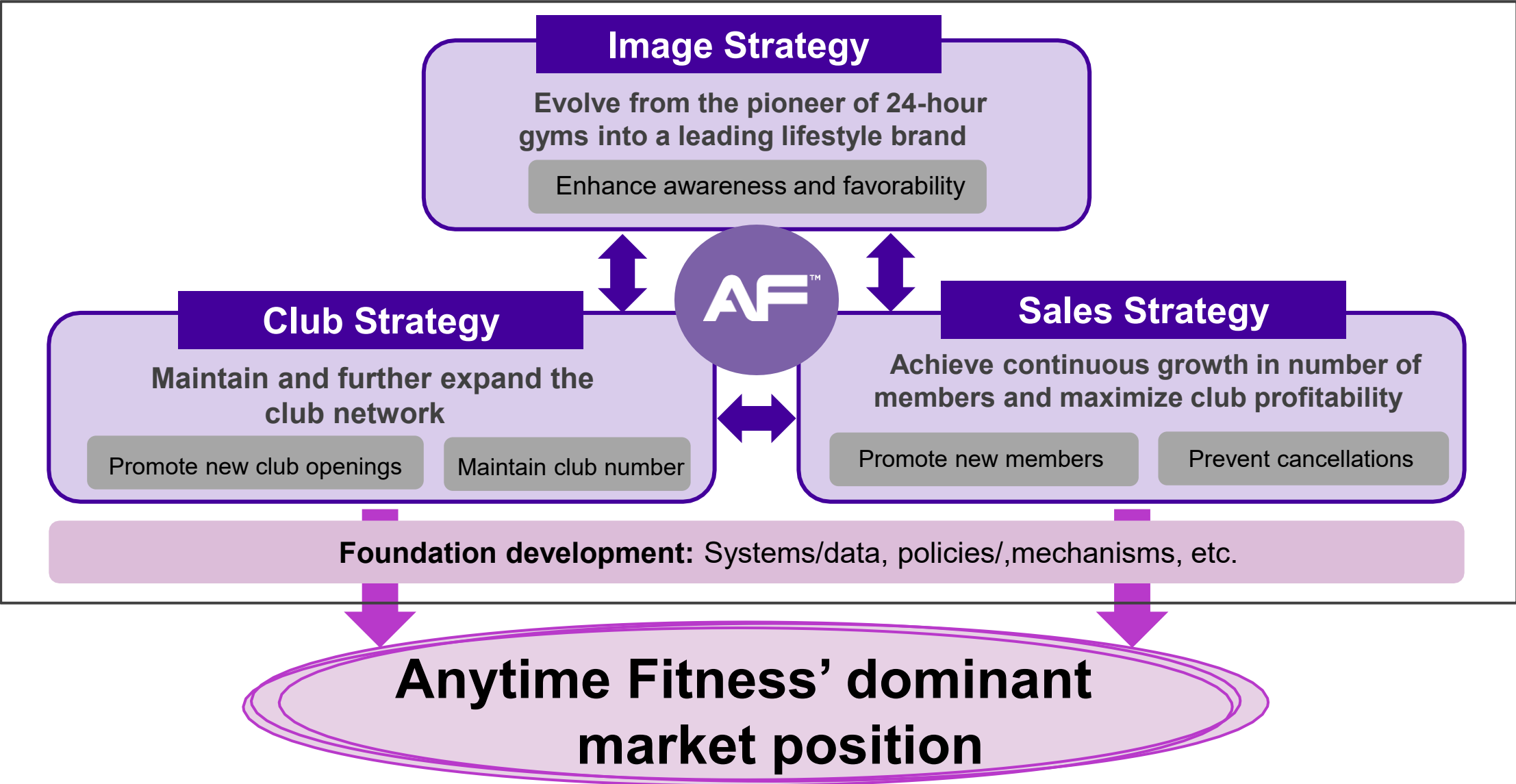


4. Overview of Existing Business (Anytime Fitness in Japan)



AF Nishikawaguchi club, reopened in June 2025

Three Growth Drivers for Realizing a “Gym Chosen Time and Again”

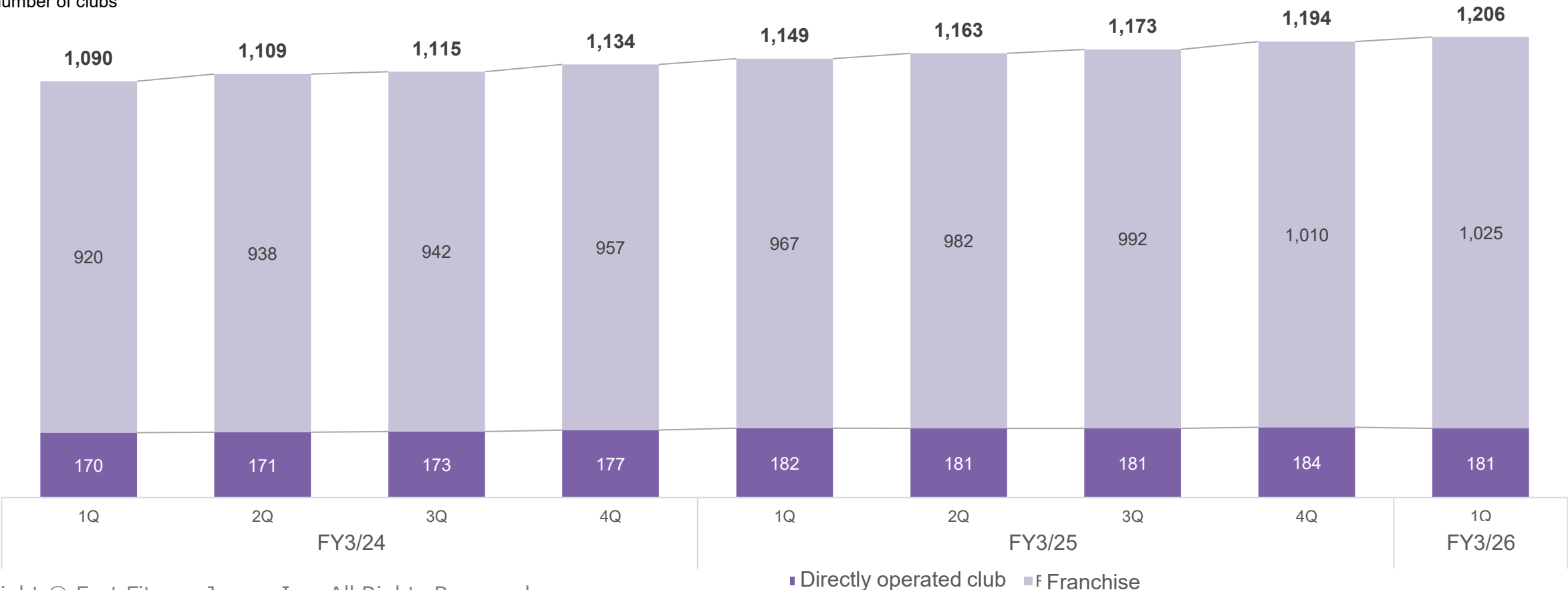


Quarterly Changes: Number of Clubs



- Of the full-year plan for 71 new club openings (directly operated: 11 clubs; franchise: 60 clubs), 15 clubs (directly operated: 2; franchise: 13) were opened in 1Q.
- Six clubs were closed (directly operated: 5, of which 3 were transferred to franchise; franchise: 1) due to reasons such as contract expirations.
- As a result, the number of clubs increased by 57 YoY (directly operated: -1 club; franchise: +58 clubs), and by 12 compared to the end of the previous fiscal year (directly operated: -3 clubs; franchise: +15 clubs).
- In the domestic Anytime Fitness clubs, directly operated clubs and franchised clubs account for 15.0% and 85.0%, respectively.

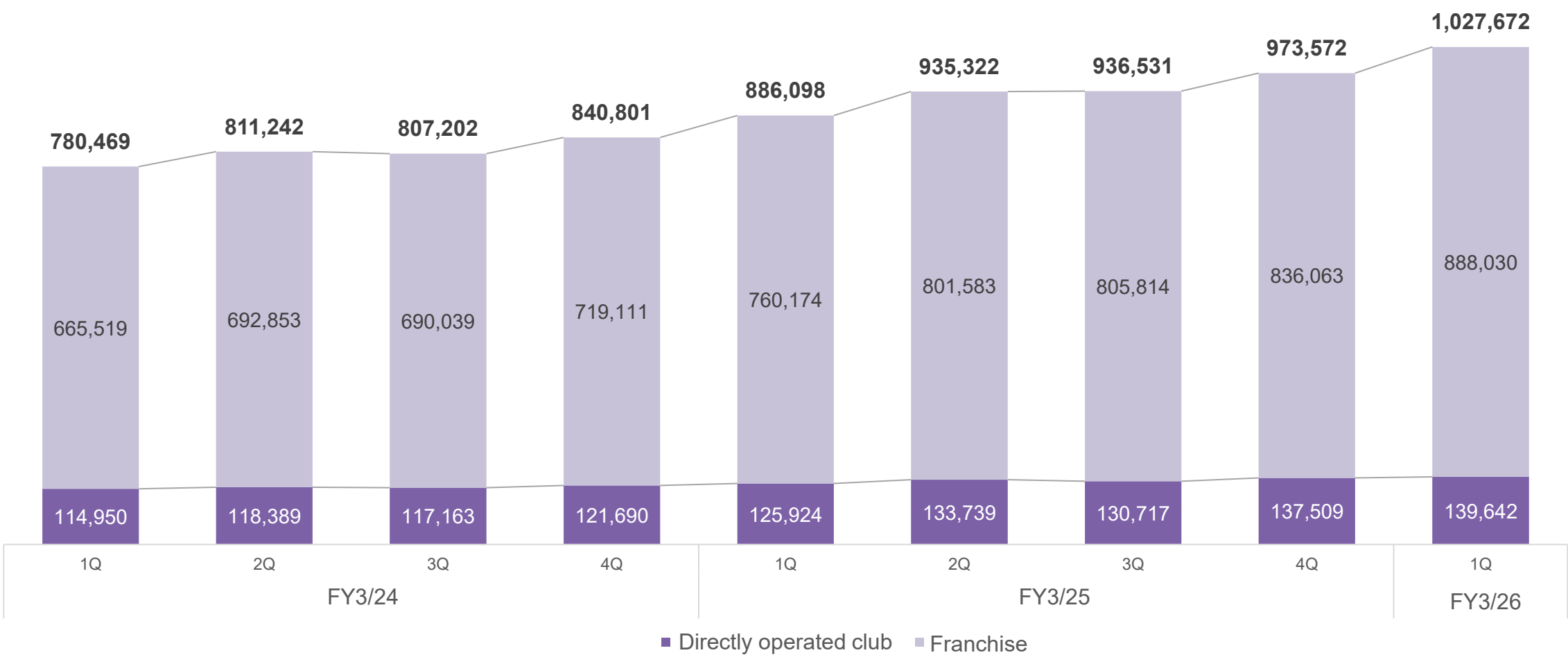
Unit: number of clubs



Quarterly Changes: Number of Members



- The number of domestic Anytime Fitness members surpassed 1 million in late May, reaching 1.028 million at the end of 1Q—an increase of 141,574 members YoY.
 - In the domestic Anytime Fitness members, directly operated clubs and franchised clubs account for 13.6% and 86.4%, respectively.
- Unit: number of members



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

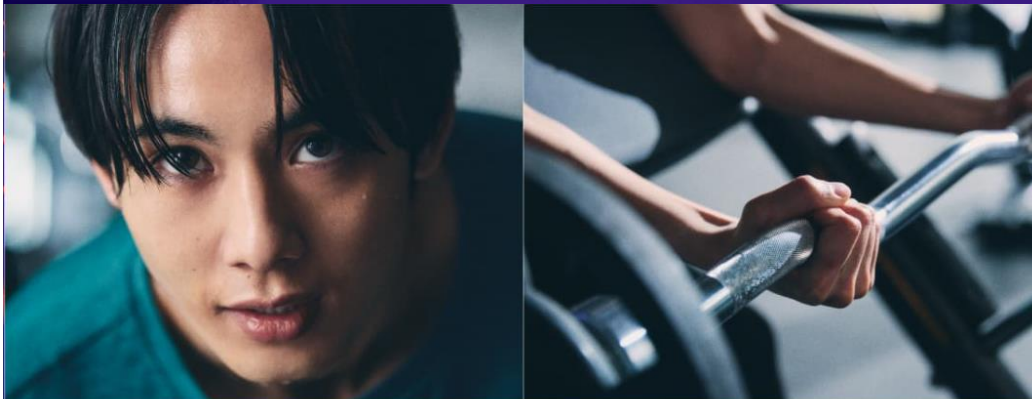


- Leveraging nationwide presence across all 47 prefectures, we launched a strategic nationwide promotion from June to July. (fourth campaign, continuing from FY3/24)
- Advertising was deployed across TV commercials, connected TV, web ads, and social media platforms.

Catch phrase for FY3/26 June & July



Get the power to enjoy yourself more!



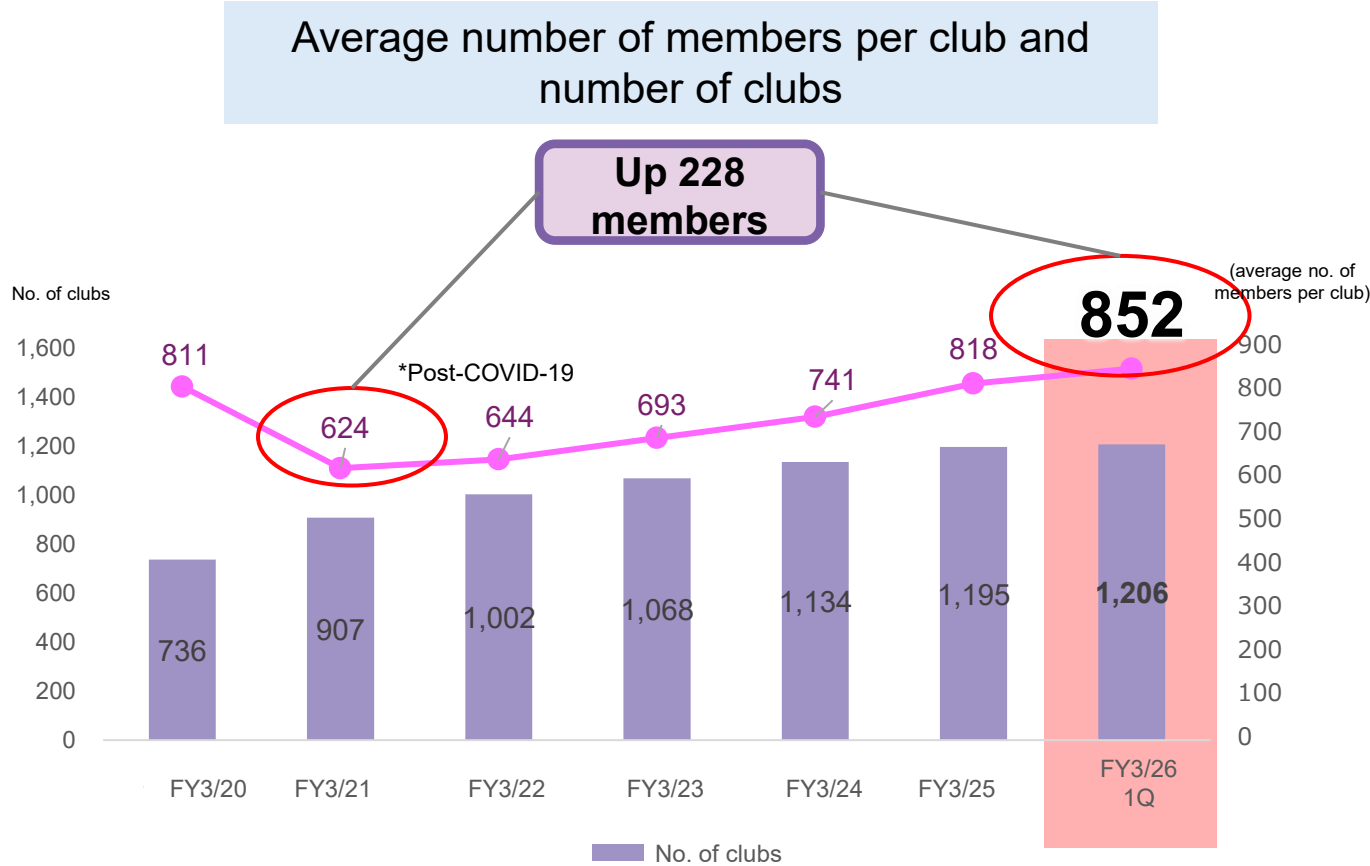
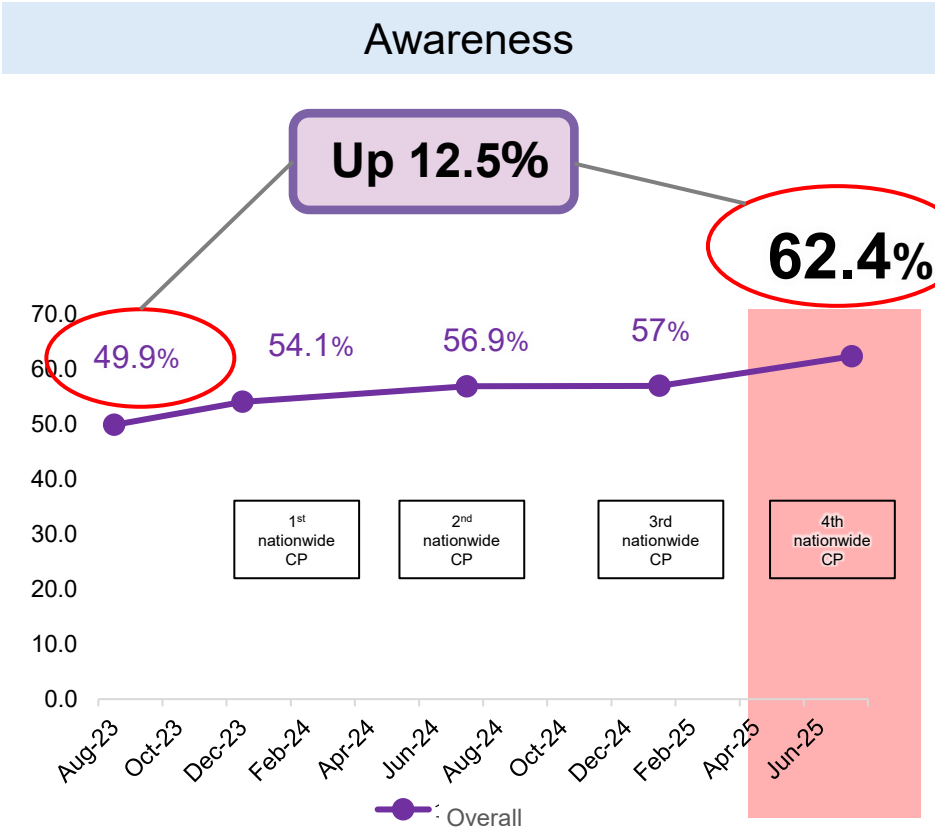
Get the power to enjoy yourself more!

Positioning of strategic marketing investment

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



- Through four cumulative nationwide campaigns, brand awareness exceeded 60%, and the average number of members per club surpassed 850.
- In June, new club members exceeded 75,000, surpassing the previous record of 74,000 in January 2025. (+25% YoY)
- July also remained strong, with double-digit YoY growth expected.



Celebrating 1 Million Members and 1,200 Clubs—“Anytime YEAR!” Launch



- Launched the “Anytime YEAR!” campaign to commemorate domestic Anytime Fitness members surpassing 1 million in late May and 1,200 clubs in June.
- A year-long special campaign in collaboration with Anytime Fitness members and fans.



May 28: Campaign launched following the 1 million member milestone. Within four hours of launch, the campaign ranked among top trending topics on X (formerly Twitter).

The first phase features user-generated content based on Anytime member stories.

Applications quickly reached capacity and closed. Selected episodes will be released sequentially from August onward.



Goal of “Anytime YEAR!”

Generate brand advocacy among the more than 1 million Anytime Fitness members and fans nationwide
= strengthening this “economy of scale” built on fan support—something no other brand can easily replicate—we aim to create a positive growth cycle.

Integrated Branding Beyond Advertising and Fan Acquisition Initiatives



- To strengthen branding beyond traditional advertising and attract new fans, we are sponsoring the BS Fuji drama “Aoi-kun, You’re Going to the Gym Again?” airing on September 14. The drama explores why people train at fitness gyms and delivers small, uplifting insights through exercise—aligning with Anytime Fitness’s brand message of supporting those striving for dreams and self-fulfillment.
- An Anytime Fitness club served as the filming location, with related campaigns held at nearby clubs. In coordination with our official social media and the “1 Million Members – Anytime YEAR!” campaign, this initiative reinforces integrated branding across multiple channels while expanding our fan base.

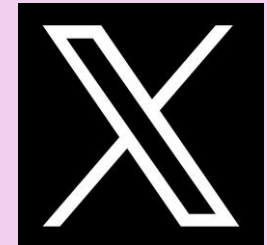


Branding & new fan acquisition

Campaigns at
Filming
locations



Support
messages and
other content
via official
social media



Linked with the “1
Million Members –
Anytime YEAR!”
campaign





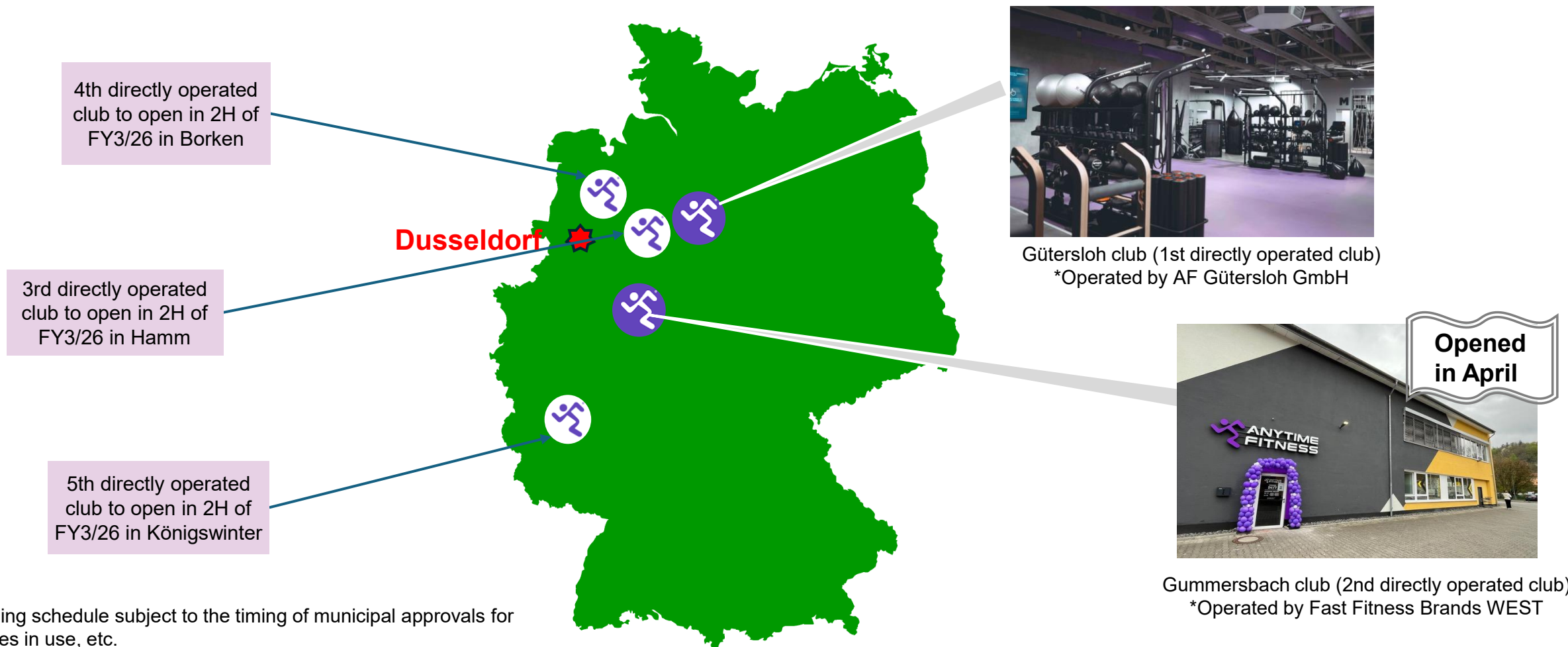
5. Overview of New Growth Areas (Overseas AF Business, TBM Business, E-commerce Merchandise Sales Business)



Overseas: Germany



- We aim to grow the Anytime Fitness operation as a master franchisee in Germany, as in Japan.
- Following a preparation period to establish the systems for club and franchise development, in April, we opened the second directly operated club, the Gummersbach club (the first opening since joining the Group).
- We have also decided to open the third directly operated club (Hamm club); the fourth (Borken club); and the fifth (Königswinter club), within the current fiscal year.*
- Signed three new franchise agreements, targeting new club openings within this fiscal year.



*Opening schedule subject to the timing of municipal approvals for changes in use, etc.

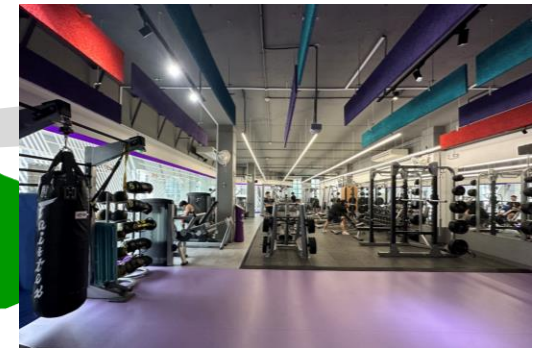
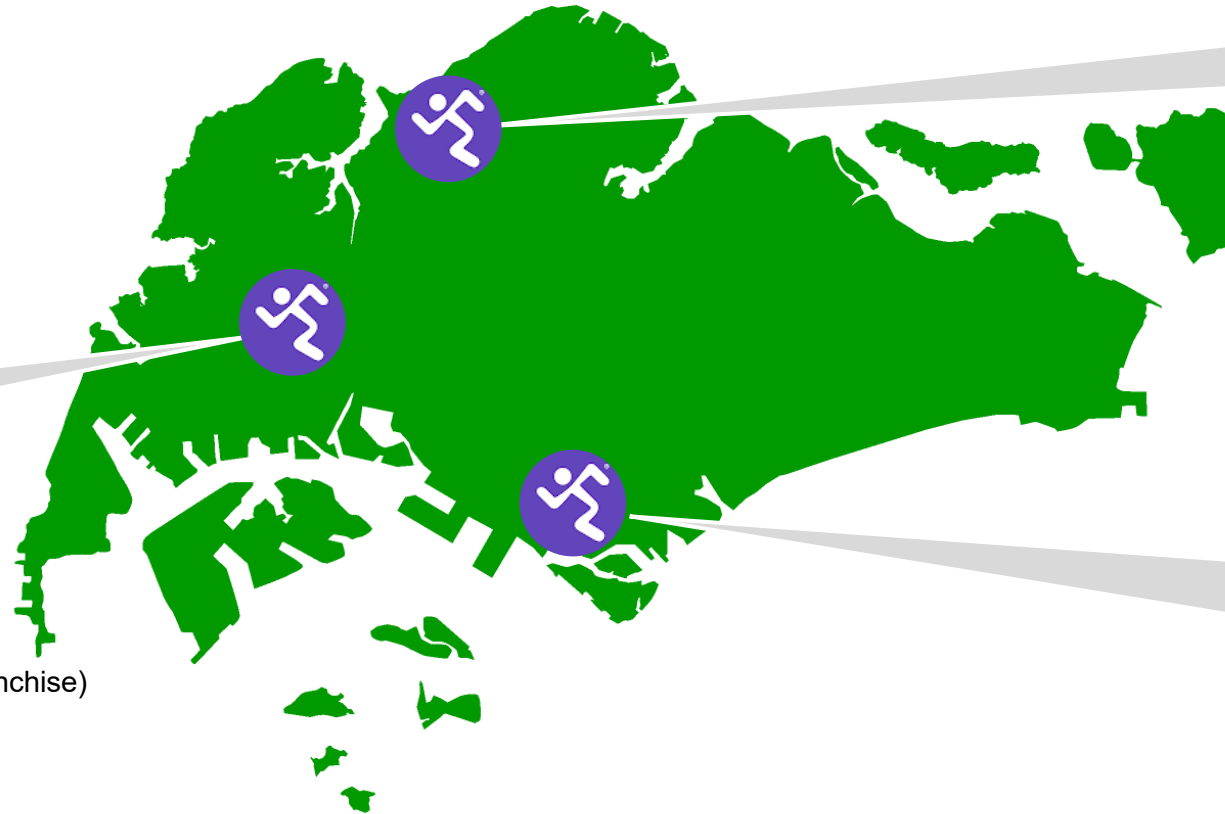


- Keeping an eye on expanding our overseas operation in the future, with a background of experience in the operation and development of Anytime Fitness clubs in Japan, we have operated two franchise clubs with the aim of securing a base for overseas operation, acquiring know-how in the operation of overseas clubs, and training overseas staff.
- We opened a third franchise club in Singapore on July 1st, to secure a certain scale and operational experience in different commercial areas in order to acquire globally-oriented Anytime Fitness club operation and multi-club operation know-how entirely different from Japan, and to improve member and franchise owner satisfaction by returning this know-how to the Anytime Fitness business in Japan and Germany.

Opened
in July



NTU (Nanyang Technological University) club (franchise)



Woodgrove club (franchise)



Harbourfront club (franchise)

New Brand Development: The Bar Method

- While utilizing our club and franchise development know-how cultivated in the core “Anytime Fitness” operation, we will take on new challenges such as studio workout club operations and marketing to potential members, mainly women, to cultivate new markets and members, aiming to establish a business model for multiple club and franchise development as soon as possible.

* The bar method consists of ballet barre exercises that have been designed as high-repetition, low resistance training. It is metabolism-boosting endurance training that fuses the elements of Pilates, yoga, and other strength training workouts into a ballet-inspired barre workout.

The first directly operated club opened in Jiyugaoka on November 15, 2024

The second directly operated club opened in Futakotamagawa on June 14, 2025

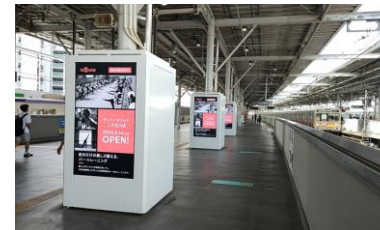
Multi-club operation

Franchise development phase

- ✓ Establishing a club profit model as soon as possible by training instructors and building a single- and multi-club operations
- ✓ Accumulating and putting into practice know-how
- ✓ Reciprocal membership access between the Jiyugaoka club and the Futakotamagawa club has been launched
- ✓ Establishing an instructor training program in Japan



● Futako-tamagawa station signage



● Jiyugaoka station signage



● Ad on destination display at Futako-tamagawa Station



● Toyoko Line / Oimachi Line digital ad



- We are building a product lineup including subscription products and, on the system front, continuing system investments to develop a function that remunerates franchised clubs in an amount commensurate with the sales to AF club members whom the club directed toward A PROP.

Product categories

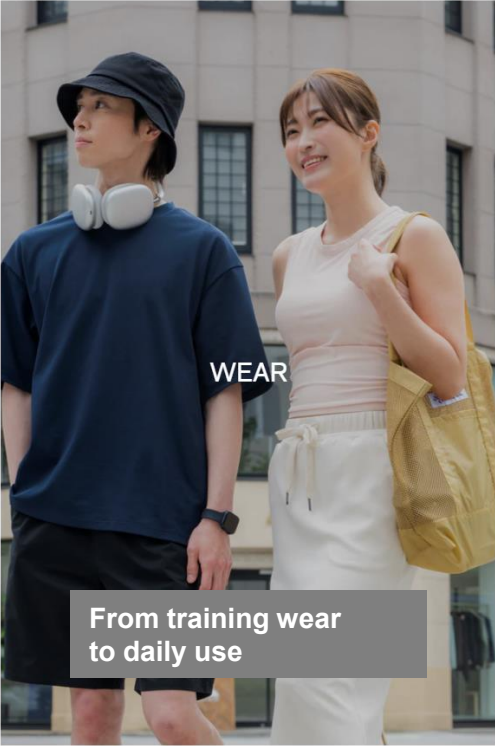
Best-selling products this summer

A PROP

WEAR ▾ OTHER ▾ NUTRITION ▾ BRAND ▾ COVEROSS® SALE

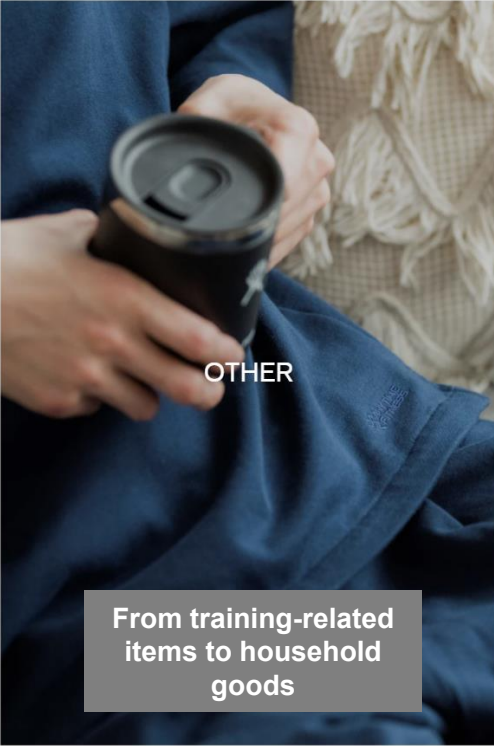
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NEW



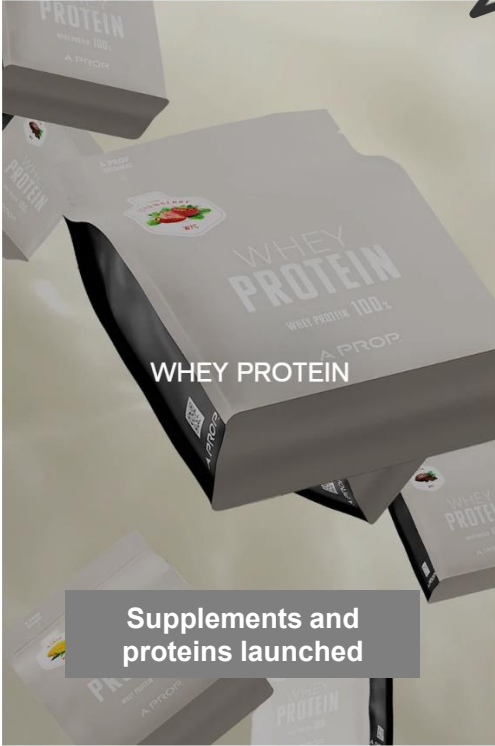
WEAR

From training wear to daily use




OTHER

From training-related items to household goods



WHEY PROTEIN

Supplements and proteins launched



24H ACTIVATED WEAR

24時間、すべてを快適に変える服。

“Activated Wear” — a collaboration product between Anytime Fitness and COVEROSS®

<What is COVEROSS®?>
A post-processing technology developed by hap Co., Ltd. that adds comfort-enhancing functions to natural fibers. It uses sustainable materials and is applied to a wide range of items, including clothing and footwear. An eco-friendly, next-generation material that adds comfort to everyday life.

- On July 25, we launched sales of six types of “A PROP WHEY PROTEIN,” developed under the concept of “something you’ll want to drink 24 hours a day.”
- To support continued use, a value-added subscription plan was also introduced alongside the product launch.

**“A protein you’ll want to
drink 24 hours a day”
Now available.**



Subscription Plan to Support Continued Use

Key Benefits

**Free shipping on
every order**

**10% off each
delivery**

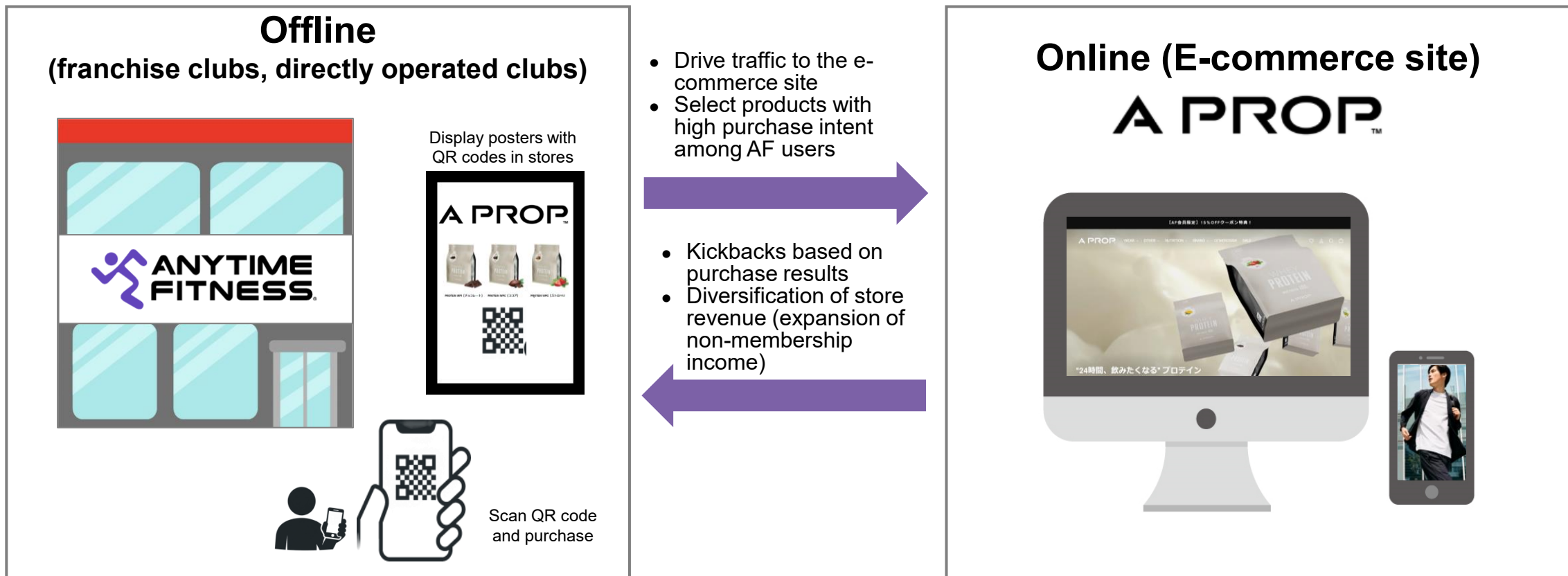
**Flavor changes
available**

**Adjustable
delivery schedule**

**Option to skip a
delivery anytime**

**Easy cancellation
any time**

- From 2H of the fiscal year, implement initiatives to guide Anytime Fitness members to purchase from the official online store “A PROP”
- Convert franchise and directly operated clubs into affiliates, building a kickback system that returns a set percentage to franchise clubs based on purchase results
- Support the expansion of EC merchandise sales using Anytime Fitness clubs as touchpoints and diversify club revenue (non-membership income)



6. Appendix



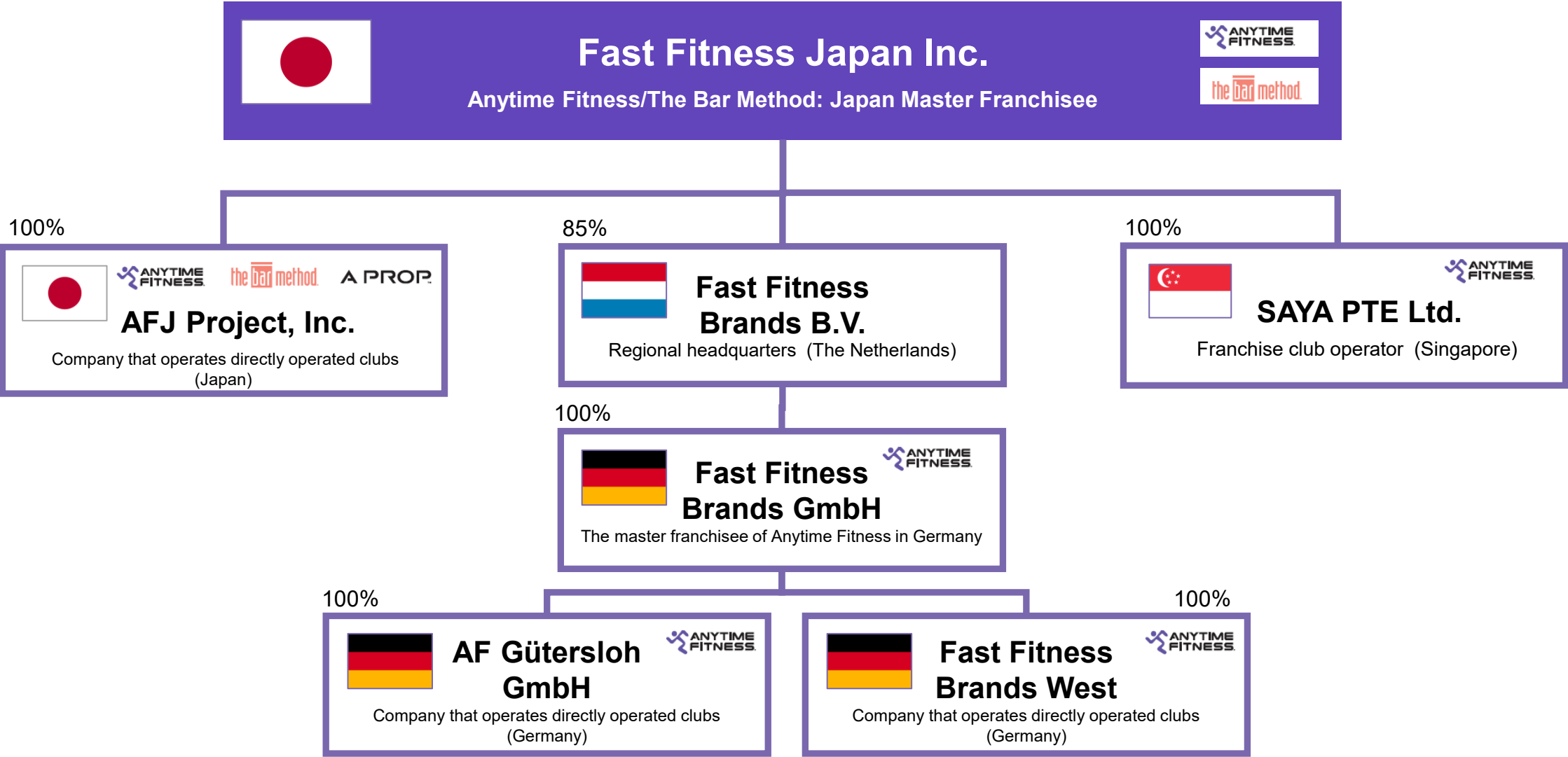
Corporate Profile



Kiyooki Yamabe
CEO, Representative Director

Company name	Fast Fitness Japan, Inc.
Listing	TSE Prime Market 7092
Established	May 21, 2010
Business	Planning and management of sports facilities Management of fitness franchises Fitness business consultation
Head office	Shinjuku Island Wing 10F, 6-3-1 Nishi-Shinjuku, Shinjuku-ku, Tokyo
Fiscal year end	March
Share capital	2,207 million yen (as of June 30, 2025)
Subsidiaries	AFJ Project, Inc. Saya Pte. Ltd. Fast Fitness Brands B.V. Fast Fitness Brands GmbH AF Gütersloh GmbH Fast Fitness Brands WEST

Group Structure Chart



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

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

Purpose

Get to a healthier place*

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

Mission

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

Vision

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

Values

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

● Keep a “healthier place” at heart

Let’s always remember to ask ourselves: “Is this befitting of a healthier place?” Let integrity guide each of us in our actions and decisions.

● Turn differences into strength

We all think differently—and that diversity helps us achieve goals we couldn’t reach alone. Let’s respect one another, collaborate, and continue growing together as a team.

● Enjoy the challenge

Embrace change and enjoy challenges first and foremost. Facing failures head-on provides valuable lessons and opens doors to new opportunities. Stay curious, value excitement and new ideas, and approach every challenge boldly.

● Creativity Starts with Imagination

Stay attuned to the voices and changes around us. What do people truly want, and how do they really feel? Creating new value always begins by putting ourselves in others' shoes.

● Learn with Humility

Growth and opportunities never come to those who are proud and boastful. Each of us learns through our work and supports one another in mutual improvement. Always aim to go one step further, one step deeper.

Shareholder Returns: Shareholder Benefits Program

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

Eligible shareholders

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

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



A PROP's official online store

[A PROP \(アプロップ\) https://aprop.jp/](https://aprop.jp/)



Sample of a complimentary voucher for shareholders

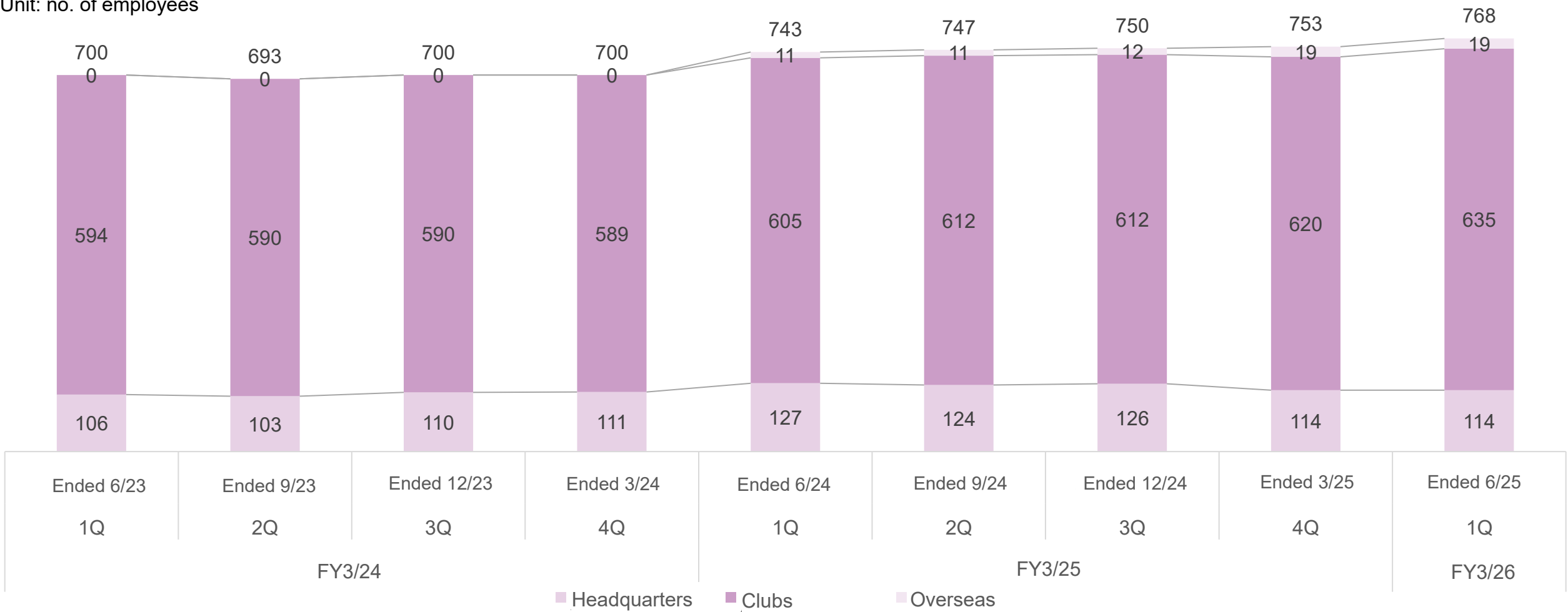
- *When shopping on A PROP, shareholders can use one voucher against the value of one purchase (total amount of EC card payment). Each voucher can only be used once.
- *Vouchers cannot be redeemed at Anytime Fitness gyms or The Bar Method studios.
- *The discount cannot be combined with other coupons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

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

Number of Employees (Consolidated)

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

Unit: no. of employees



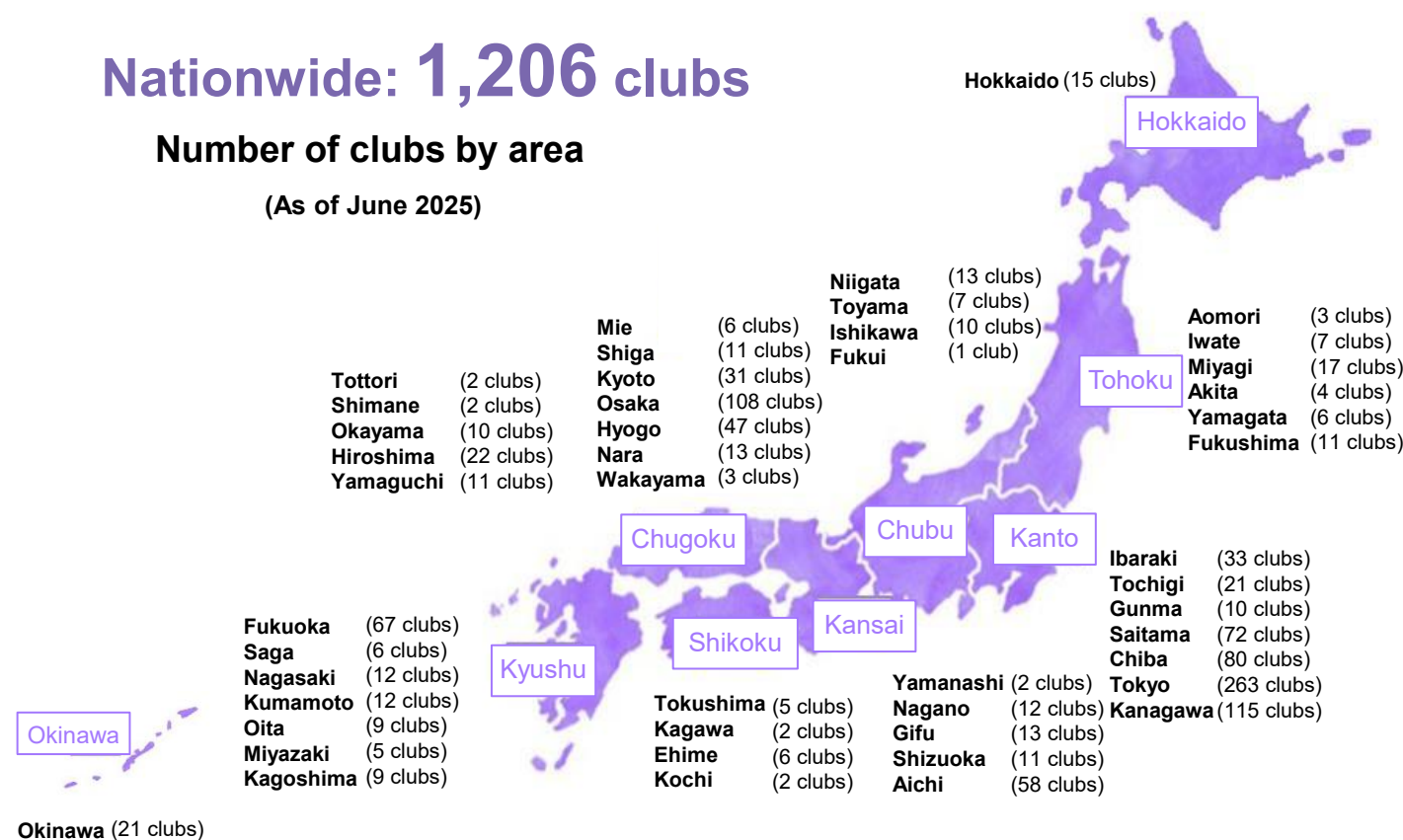
Anytime Fitness's Club Network in Japan

- The Company started to enter regional towns in FY2016, operating clubs in 47 prefectures across Japan.
- Despite a sharp increase in the number of fitness gyms in the domestic market, we have continued to open clubs, establishing a network of 1,206 clubs nationwide as of the end of June. Anytime Fitness holds a 21.3% share of the 24-hour gym market, with 5,669 clubs.
- We have achieved strong customer numbers in regional cities, and the domestic Anytime Fitness club network is steadily expanding..

Nationwide: **1,206** clubs

Number of clubs by area

(As of June 2025)



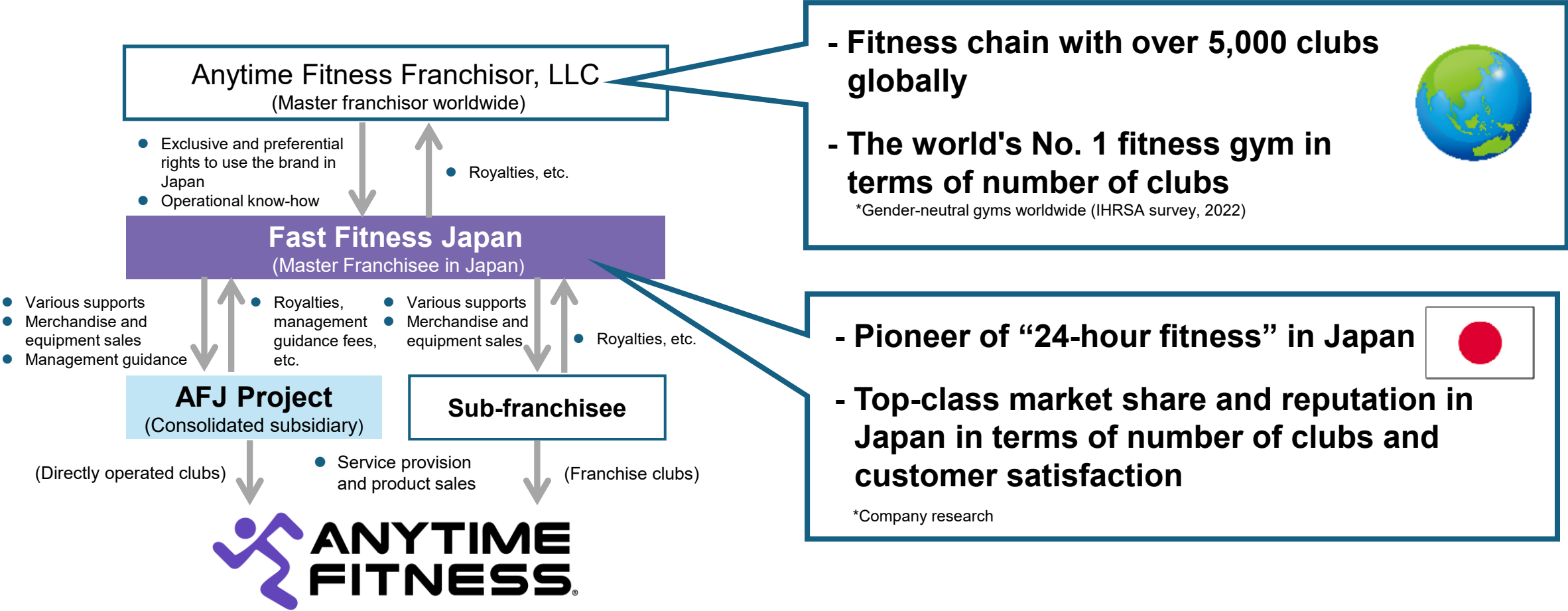
Share of the Anytime Fitness brand*1 in the fitness market of Japan in terms of net sales

82.3 billion yen*2
538.9 billion yen*3
15.3% (Reference) Share

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

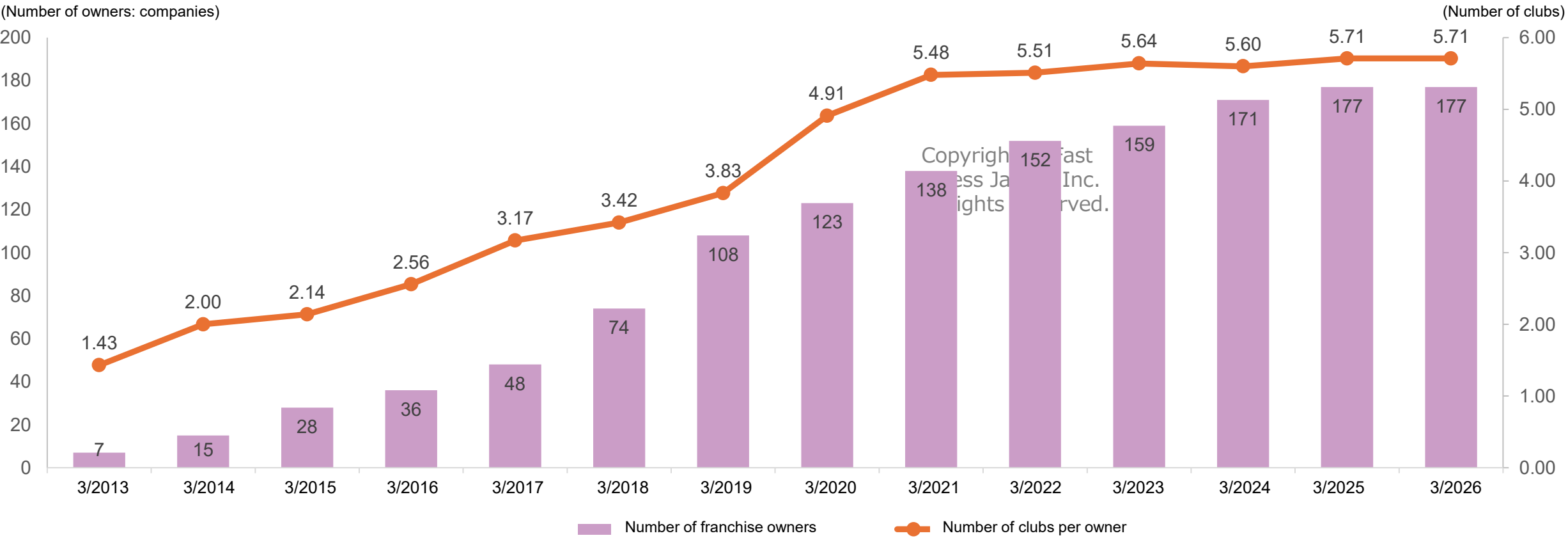
Anytime Fitness's Business Model in Japan

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



Characteristics of Anytime Fitness Franchise Development in Japan

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



Our Company's Net Sales Composition

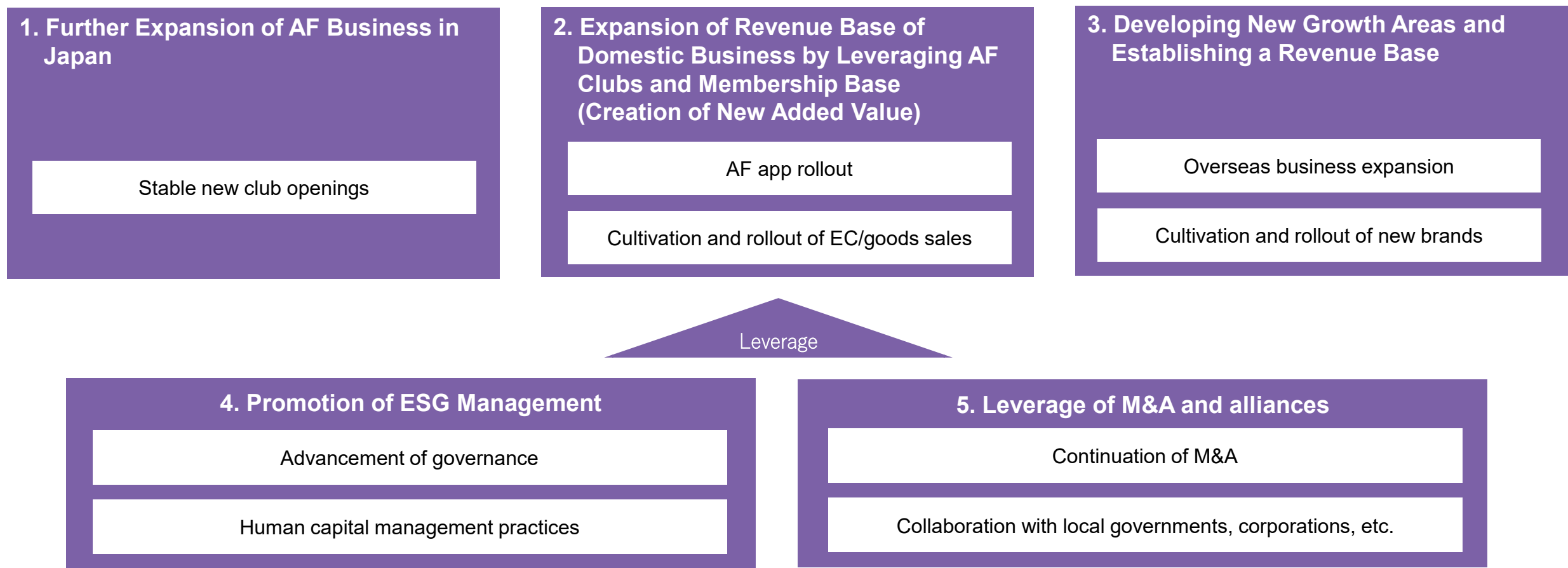
- In the rollout of franchises, which is the most important factor in building a strong club and membership base for Anytime Fitness, the company's strength is its low break-even point due to fixed royalties, making it an attractive business model for franchise owners

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

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

Medium-Term Management Plan: Policy

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



Medium-Term Management Plan: Numerical Plan

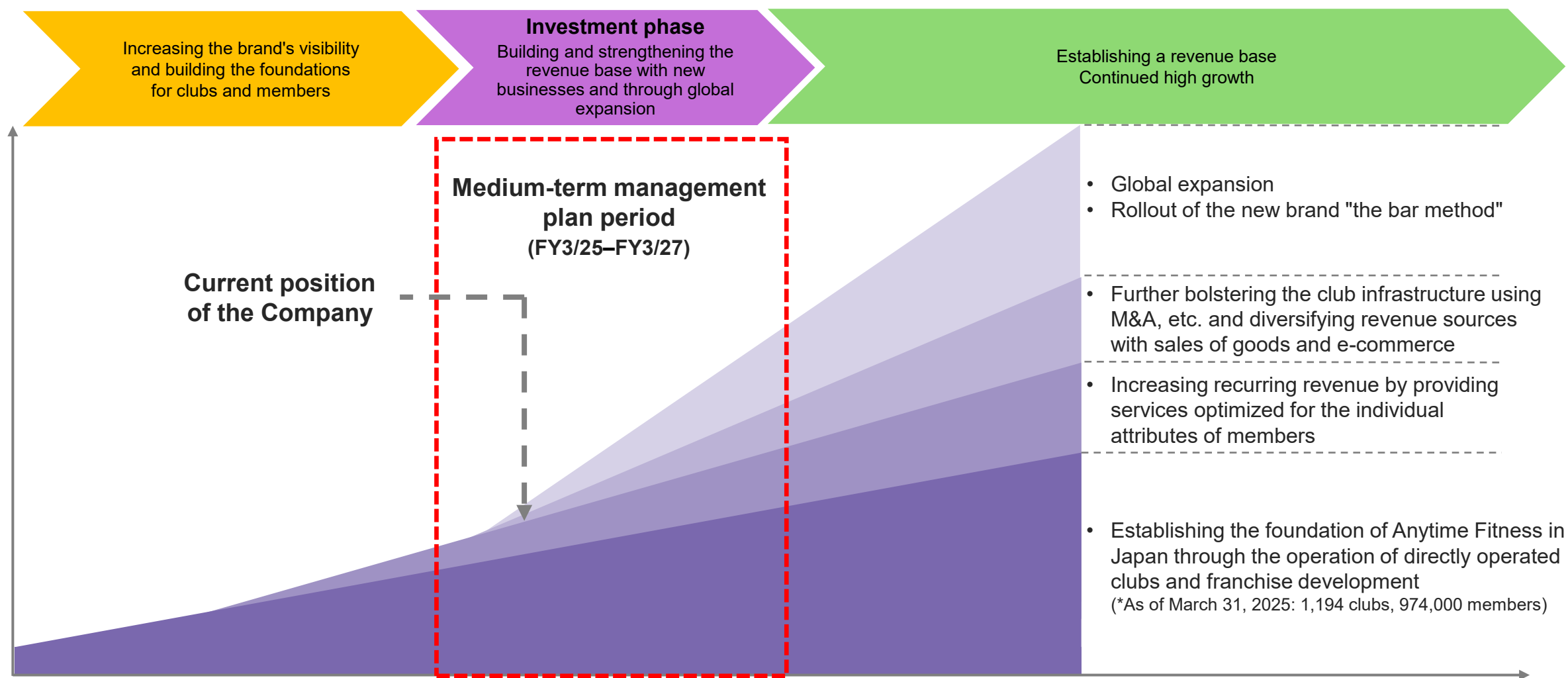
- We intend to maintain the basic policies, strategies, and numerical targets set forth in the medium-term management plan announced in May 2024, covering FY2025 to FY2027.
- In FY3/2025, the core and existing Domestic Anytime Fitness business continued to perform steadily, while growth investments aligned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

As announced on May 14, 2024

(Million yen)	FY3/25	FY3/26	FY3/27
Net sales	18,800–19,500	21,320	23,960
Operating profit	3,000–3,500	3,960	4,530
Operating profit margin (%)	16.0%–17.9%	18.6%	18.9%

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

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



ESG Highlights: Materiality

- Redefined materiality based on the new corporate philosophy framework (PMVV), considering both the Company's strengths and societal demands
- Reassessed integration into business strategy, as well as priorities and balance, in line with international standards such as GRI and the PMVV



Materiality and action plan

E 環境 Environment	Materiality	Action plan
	Clean & Green club operations	Initiatives to reduce CO ₂ emissions Shift to renewable energy Reduce electricity consumption Reduce water consumption Install renewable energy generation equipment Initiative to reduce microplastics

S 社会・人 Social	Materiality	Action plan
	Expand fitness participation	Build community-based integrated care systems Provide exercise opportunities for high school students
	Co-creation with local communities	Implement, cooperate with, and support various social contribution activities Expand support for people with disabilities
	Strengthen human capital	Create safe, secure, and healthy workplaces

G 企業統治 Governance	Materiality	Action plan
	Enhance and strengthen corporate governance	Enhance Board of Directors diversity, independence, and objectivity Establish a health and productivity management declaration Formulate a human rights policy
	Ensure compliance	Strengthen compliance training Ensure thorough information security management Revise and promote use of the code of conduct
	Promote responsible supply chain management	Establish trading partner guidelines

ESG Highlights:

Social Contribution and Community Collaboration

We are dedicated to promoting FFJ-style social contribution activities to help people “get to a healthier place.” By fostering active participation by employees and franchise companies, establish a PDCA cycle driven by engagement, understanding, and feedback

Fundraising, support, and awareness initiatives for inclusive communities

Support for Children with Cancer (Children's Cancer Association of Japan)

[April]

- Held charity squats and fundraising activities at Fortune Dream 10
* 17 participants / ¥138,000
donated

[June]

Donation presentation ceremony with Mr. Kenta Kobashi, followed by a special three-way discussion



Sports support for individuals with intellectual disabilities (Special Olympics Nippon)

[May]

- Participated in the Hakata Dontaku Parade to support SON Fukuoka
34 participants / provided 100 uniforms
- Sponsored the B.LEAGUE FINALS

Held the UNIFIED SPORTS® Basketball Game and supported an exhibition match between individuals with intellectual disabilities and B.League players



Support for individuals with down syndrome (Local buddy walks)

[April]

- Exhibited charity squat booth at Buddy Walk Tokyo (Ikebukuro)
*23 participants / 131,060 yen
donated
- Exhibited charity squat booth at Tsunagari Walk (Yokohama)
*15 participants / 150,940 yen
donated



Partnership Agreements and Community Contribution Activities

[April]

- Exhibited at ISONOURA MARKET (Wakayama Prefecture)
12 participants over two days

[May]

- Participated in Hikone lakeshore cleanup (Shiga Prefecture)
3 participants
- Conducted AED training at Asahinomori Elementary School after-school program (Shiga Prefecture)
4 participants

[June]

- Participated in National Sports / Para Sports cleanup activities (Shiga Prefecture)
3 participants
- Participated in the “Lake Biwa Day” event (Shiga Prefecture)
4 participants

[Monthly]

Dispatch fitness instructors (Oita, Himeshima)



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IR Information

IR Information







IR-related Inquiries

IR-related Inquiries







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Fast Fitness Japan at Official X Account



Fast Fitness Japan 公式X
@FastFitness_jp
IR/PRに関する情報を中心に、Fast Fitness Japanグループの情報を発信します。



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

IR Interview Request for Institutional Investors (August 19 to September 30)

IR Interview Request for
Institutional Investors







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

Fast Fitness Japan



A PROP.

Get to a healthier place®

The Company created this material by relying on and assuming the accuracy and completeness of information available to the Company.

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

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

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