



**Financial Results
FY2026 Third Quarter**

**Securities Code : 212A
FIT EASY Inc.
September 14, 2026**

AMUSEMENT FITNESS CLUB

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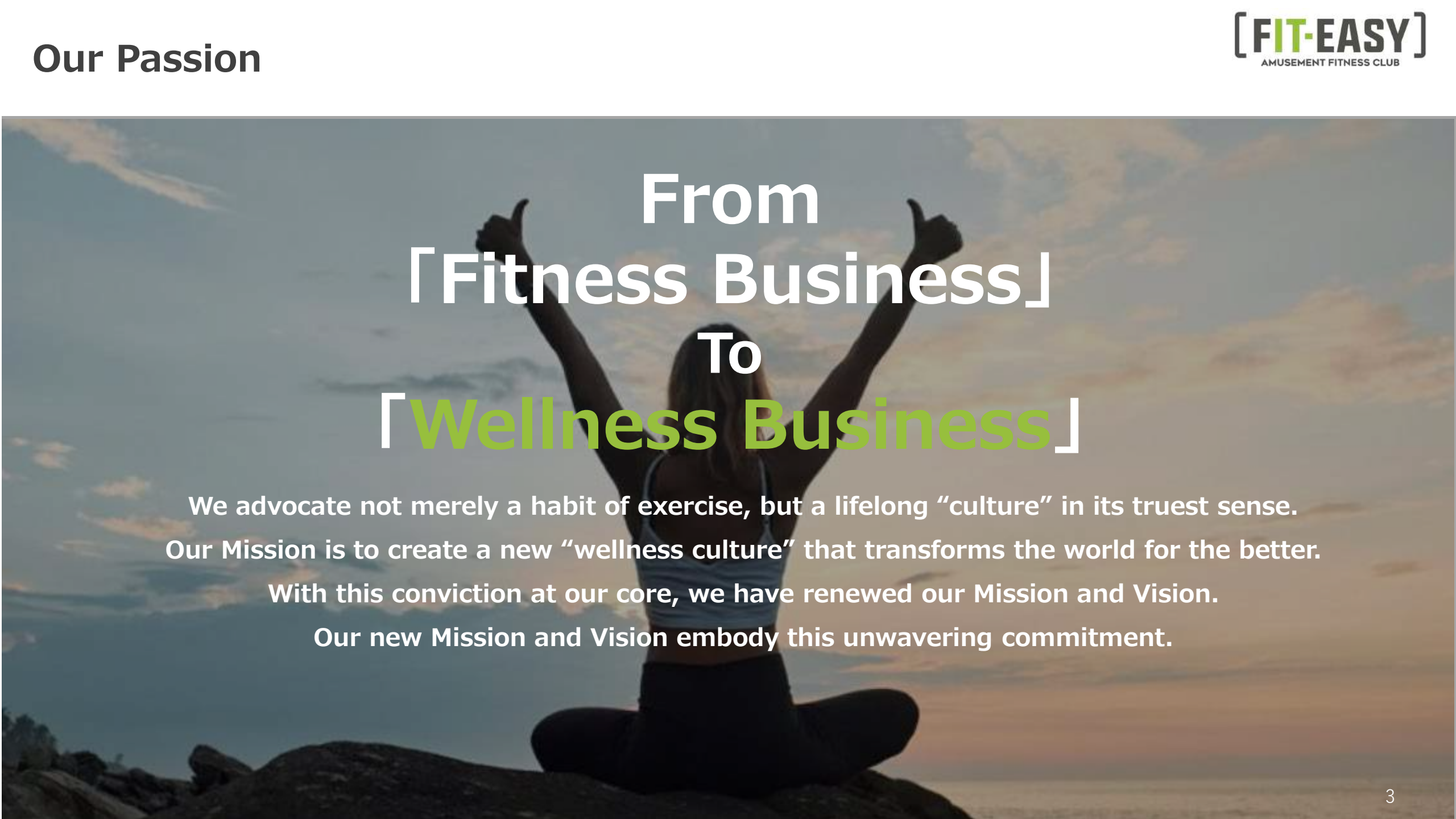
4. FY2026 Shareholder Benefit Program

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[FIT-EASY]
AMUSEMENT FITNESS CLUB

From the new TV commercial airing since Jan, 2026

**AIN'T NOTHING TO IT
BUT TO DO IT.**

A person is shown from behind, sitting in a lotus position on a dark, rocky outcrop. Their arms are raised high, with thumbs pointing up, in a gesture of triumph or achievement. The background is a vast, open landscape under a sky with soft, wispy clouds, suggesting a sunset or sunrise. The overall mood is one of peace, accomplishment, and connection with nature.

From 「Fitness Business」 To 「Wellness Business」

We advocate not merely a habit of exercise, but a lifelong “culture” in its truest sense.
Our Mission is to create a new “wellness culture” that transforms the world for the better.
With this conviction at our core, we have renewed our Mission and Vision.
Our new Mission and Vision embody this unwavering commitment.

MISSION

Changing the world
By creating a new wellness culture

VISION

FIT YOUR STYLE

We aim to become the world's wellness chain by combining Amusement Fitness clubs with AI Healthcare Automation, providing a unique experience where health meets entertainment.

Business Overview ① Amusement Fitness Club

FIT-BEAUTY launched in April (2Q), followed by FIT-VOICE in May (3Q).
The Company now offers 28 amusement services across its locations.

FIT-BEAUTY
A Self-Service beauty experience with Beauty Devices
Launch April 2026

FIT-VOICE
Health Karaoke designed to help reduce stress and promote cardiovascular Activity.
Launch May 2026

FIT-SAUNA
Your exclusive space to recovery and refreshment

FIT-CHAIR
The highly popular pelvic training machine

FIT-WHITENING
Achieve your dream white smile with self-whitening

H₂ ROOM
Absorb health-protecting hydrogen and oxygen in a high-pressure environment

SELF-ESTHE
All-in-one professional-grade machine

FIT-GOLF
Perfect your swing in luxury.

FIT-BASEBALL
Every Pitch, Every Swing. Fully visualized

FIT-AERO
Escape the everyday Virtual and live instructor led lessons available

O₂ ROOM
Cutting-edge physical care trusted by athletes

FIT-LOUNGE
Exercise. Excel at work. Find your ideal work-life balance at FIT-EASY

FIT-BASKETBALL

FIT-RACE

TANNING MACHINE

BOULDERING MACHINE

FIT-PILATES

FIT-TENNIS

FIT-FUTSAL

BLOCK SPA

FIT-LAUNDRY

FIT-SHAPE

FIT-HYPOXIC

FIT-RIDE

HYDROGEN WATER-SERVER

PROTEIN-SERVER

GYM-AREA

AI facial recognition enables members to visit any locations nationwide, hands-free

FIT your style

Complete health management, all in one app

Designing Your Optimal Wellness Experience with AI

AI trainer delivers tailored recommendations for every member

Exercise

Nutrition

Sleep

Combining our stores and FE app to create a world where
Staying healthy requires no effort – automating wellness



なりたい自分を目指す
F.E アプリ 会員様専用
トレーニングメニューや食事管理をアプリでサポート。

App store
4.5 ★★★★★

Key Features

- ① AI body Composition Data Integration
- ② AI-Generated Training Program
- ③ AI Exercise Analysis
- ④ AI Dietary Analysis PFC Recommendations
- ⑤ Calorie balance & Program Visualization
- ⑥ Sleep Data Integration

Membership sign-ups driven by app
Feature utilization are also on the rise

Received a Decision to Grant a patent from the Japan Patent Office for the AI-powered Health Management System “AI Healthcare Automation”(※1)

Benefits of Obtaining a Patent

Overview of this patent

- ▶ Enhancing Uniqueness through Integrated Digital and Physical total wellness support
- ▶ Covering both “Health Method” and “Program” beyond System architecture.
- ▶ A key foundation supporting ongoing R&D initiatives and enhancing app convenience for members

※1 Decision to grant a patent
Indicates that the Japan Patent Office has judged the claimed invention eligible for a patent. Patent rights take effect upon payment of the required registration fee.

① Auto-Data Logging	Biometric Auto-Identification	Biometric User identification via camera
	User motion & Machine Operation Recognition	Detects machine and user motions via camera footage
	Auto-ID of Areas & Machine Categories	Uses pre-registered machine locations and user positioning to identify the active machine and log workout data automatically
② AI-generated Advice & Notifications	(1) Input Data Scope	
	Video & Exercise Data	Face, Body Motion, Activation, Speed, Exercise Type, Reps
	Body Metrics & Goals	Weight, Body fat %, Muscle Mass, Bone Mass, Visceral fat, target goals
	Lifestyle Data	Calorie Intake, Active Calories Burned, Sleep Duration
	(2) Output Advice Contents	
	Training Guidance	• Recommendation based on motion data feedback • reps, load, & speed (expected Spring 2027) • form guidance (expected Spring 2027)
	Healthcare Recommendation	• Sleep Recommendations (Autumn 2027) • Dietary Recommendations (Winter 2027)
③ Multi-faceted Patent Strategy	Beyond system architecture, this technology covers both the “health management method” (defining the processing flow) and the “health management program” (executing the computer operations).	

AMUSEMENT FITNESS CLUB

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[FIT-EASY]
AMUSEMENT FITNESS CLUB

From the new TV commercial airing since Jan, 2026

AIN'T NOTHING TO IT
BUT TO DO IT.

Financial highlights for the 2Q of the FY2026

- In 3Q, 22 new stores opened, with net sales of ¥10.62B(154.4%YoY)
- Operating profit was ¥2.50B (141.3%YoY), ordinary profit ¥2.53B (142.7%YoY), and interim net profit ¥1.72B(145.7%YoY)
- Total chain-wide sales, including FC membership fees, reached ¥22.28B(156.0%YoY)

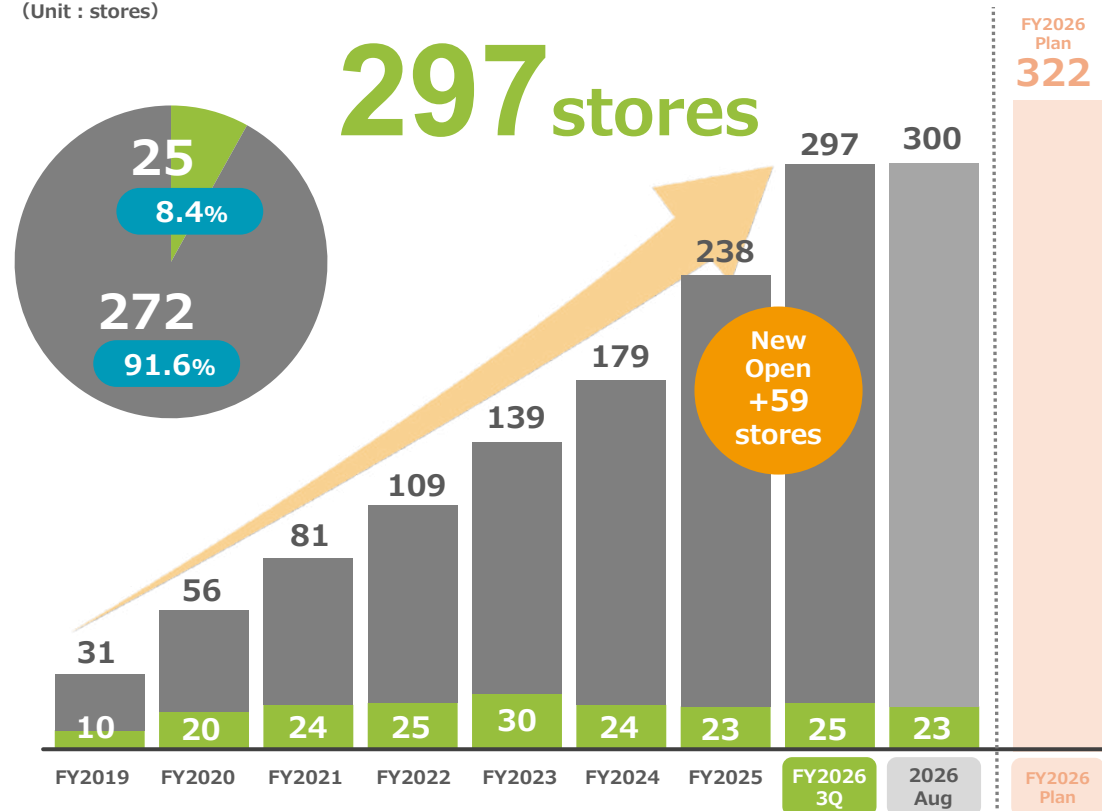
Net sales	Operating Profit	Ordinary Profit	Quarterly Net Profit	FC Membership Fees	Total Chain Sales
10.62 Billion yen	2.50 Billion yen	2.53 Billion yen	1.72 Billion yen	11.66 Billion yen	22.28 Billion yen Total Sales incl. FC Membership Fee
YoY 154.4%	YoY 141.3%	YoY 142.7%	YoY 145.7%	YoY 157.5%	YoY 156.0%

Key KPI

- In 3Q, 22 new stores opened, bringing the total to 297 locations
- Increased by 68,000 to 292,000, fueled by new store openings and existing store growth
- Aug 2026 membership reached 302,000, outpacing the full-year target of 300,000 for FY2026

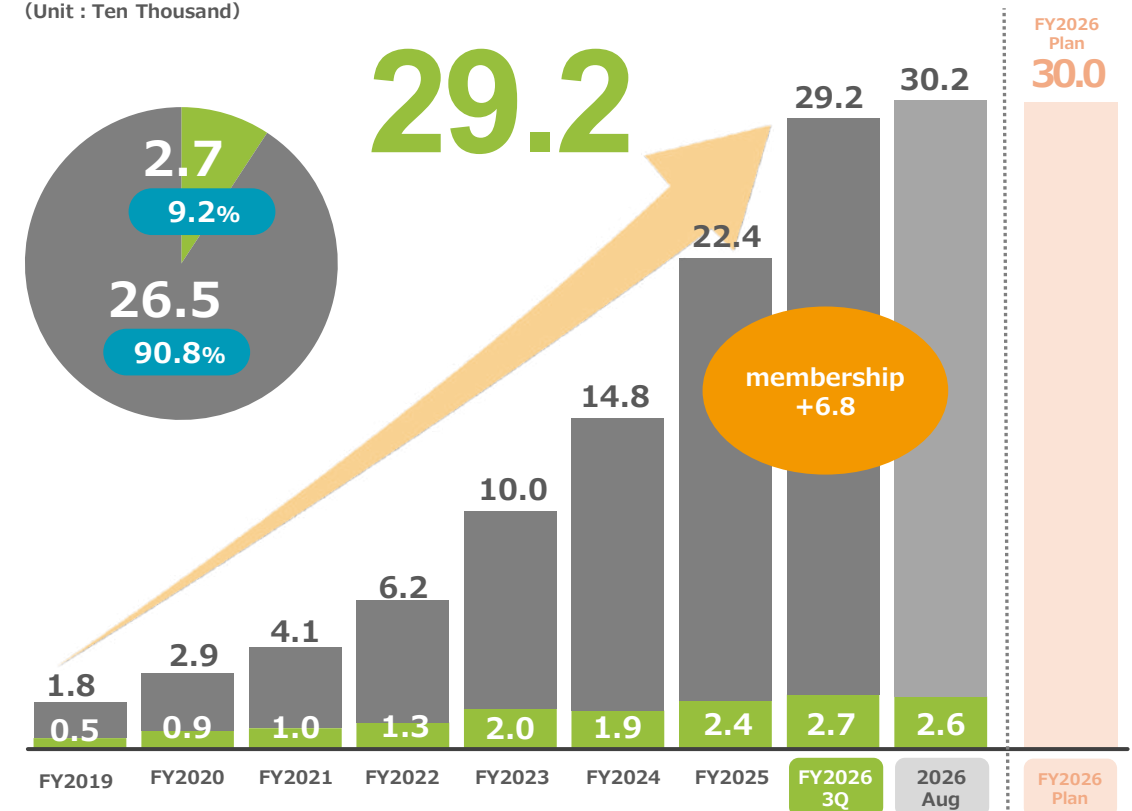
Store counts

■ FC ■ Company-owned
(Unit : stores)



Membership counts

■ FC ■ Company-owned
(Unit : Ten Thousand)



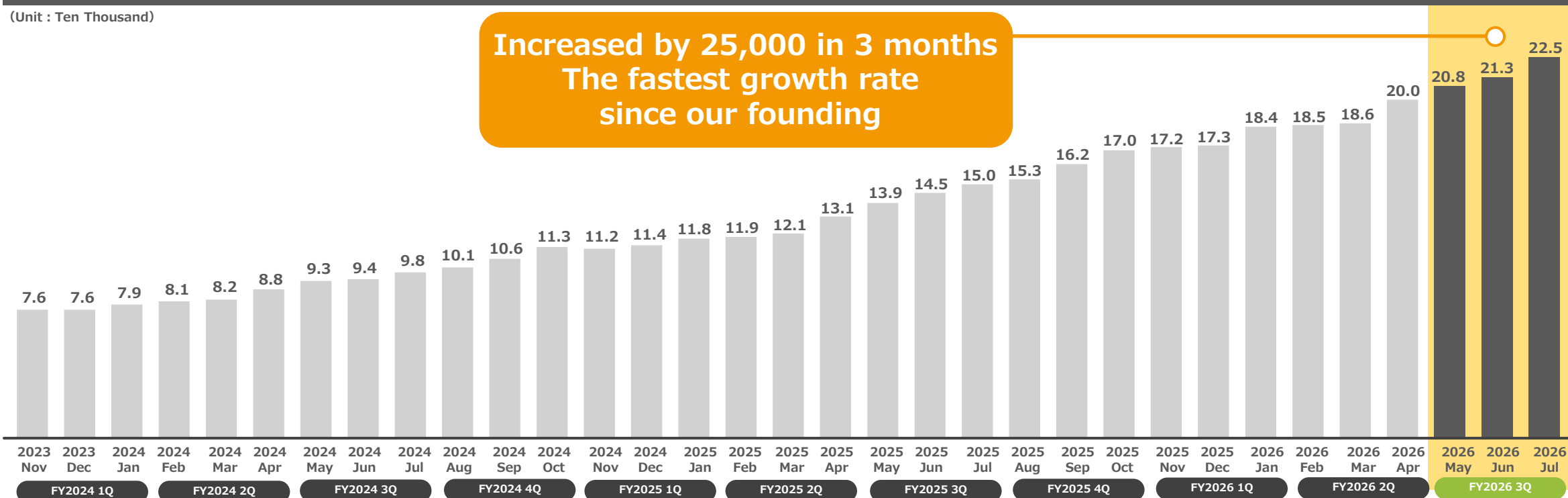
Existing store membership Trend (excl. New stores)

- Membership at existing stores grew via machine, amusement, and dominant strategies, along with chain-wide campaigns and PR in Kanto and Kansai Areas.
- This drove higher recurring revenue from membership fees and royalties across company-owned and FC stores.

■ existing store membership trend

(Unit : Ten Thousand)

Increased by 25,000 in 3 months
The fastest growth rate
since our founding



※Existing store definition: locations pre opened by the same month of the previous year

Profit and Loss Statement

- Progression is proceeding as planned, with 3Q net sales reaching 103.0%^① and quarterly net profit attaining 100.3%^② of target projections, driven by scheduled new store openings and steady growth in membership.

■ Vs. Full-year Plan

(Units : Millions of yen)

	FY2026 Plan (Revised Upward)	FY2026 3Q Results	Vs. Plan
Net Sales	14,322	10,623	74.2%
Operating Profit (Operating Margin)	3,506 (24.5%)	2,507 (23.6%)	71.5%
Ordinary Profit (Ordinary Margin)	3,558 (24.8%)	2,535 (23.9%)	71.3%
Quarterly Net profit (Quarterly net margin)	2,473 (17.3%)	1,725 (16.2%)	69.8%

■ Vs. 3Q Plan

(Units : Millions of yen)

	FY2026 Plan (Revised Upward)	FY2026 3Q Results	Vs. Plan
Net Sales	10,315	10,623	^① 103.0%
Operating Profit (Operating Margin)	2,504 (24.3%)	2,507 (23.6%)	100.1%
Ordinary Profit (Ordinary Margin)	2,529 (24.5%)	2,535 (23.9%)	100.3%
Quarterly Net profit (Quarterly Net margin)	1,720 (16.7%)	1,725 (16.2%)	^② 100.3%

Revenue Breakdown

- Royalty revenue grew significantly to 175.3% YoY, driven by an increase in FC stores and member count ①
- FC wholesale revenue surged to 168.7% YoY, in line with new store opening targets ②
- Other flow-based revenue rose to 163.0% YoY, supported by increased advertising sales③

(Unit : Millions of Yen)

Revenue Category	Revenue model	Item	FY2025 3Q		FY2026 3Q		Change		YoY by Revenue Category
			Actual	% of Total	Actual	% of Total	Amount	YoY	
Owned store sales	Stock	Membership fee Revenue	1,090	15.9%	1,500	14.7%	469	143.1%	143.1%
Operational Revenue	Stock	Royalty Revenue	793	11.6%	1,391	13.1%	597	① 175.3%	162.2%
		Agency Fee Revenue	460	6.7%	695	6.6%	235	151.0%	
		Other	224	3.3%	310	2.9%	86	138.5%	
Development Revenue	Flow	Franchise Fee Revenue	51	0.7%	73	0.7%	21	142.6%	154.7%
		FC wholesale	3,014	43.8%	5,085	47.9%	2,071	② 168.7%	
		Store sale Revenue	461	6.7%	234	2.2%	△226	50.9%	
		Other	768	11.2%	1,252	11.8%	484	③ 163.0%	
Other Revenue			15	0.2%	17	0.2%	2	112.8%	—
Total			6,881	100.0%	10,623	100.0%	3,741	154.4%	—

Balance sheet

- Net assets increased by ¥881M compared to the end of FY2025^①, driven by quarterly net profit of ¥1,725M, partially offset by dividend payments of ¥847M

(Unit : Millions of yen)

	End of FY2025	FY2026 3Q	Change
Current Assets	6,021	6,202	180
Fixed Assets	4,042	5,375	1,333
Total Assets	10,063	11,577	1,514
Current Liabilities	2,872	3,141	268
Non-current Liabilities	1,310	1,674	363
Total Liabilities	4,183	4,816	632
Net Assets	5,880	6,761	^① 881
Total Liabilities and Net Assets	10,063	11,577	1,514
Equity Ratio (%)	58.4%	58.4%	0%

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Key Initiatives

(1) New Store Openings Nationwide – 22 stores

1. Hamamatsu Kamoe (Shizuoka)

Pre-opening May 29, 2026
2-57-28 Chuo-ku Kamoe, Hamamatsu



In-store

16th store in Shizuoka
5th store in Hamamatsu

2. Kariya Fujimatsu (Aichi)

Pre-opening May 29, 2026
418-1 Kojiyama, Higashisakai, Kariya

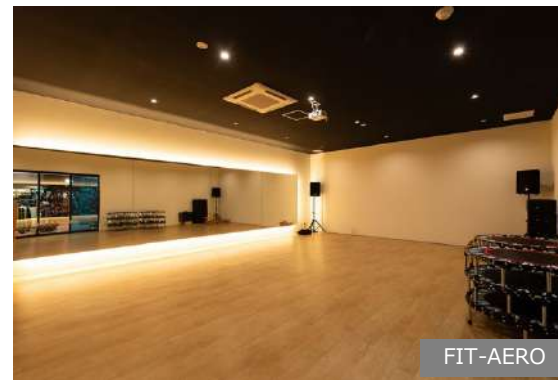


Machine Area

90th store in Aichi

3. Takayama Ishiura (Gifu)

Pre-opening May 29, 2026
2-396 Ishiura, Takayama



FIT-AERO

2nd store in Takayama

4. Motosu Monju (Gifu)

Pre-opening May 29, 2026
1006-1 Aza-Amabe, Monju, Motosu



FIT-VOICE

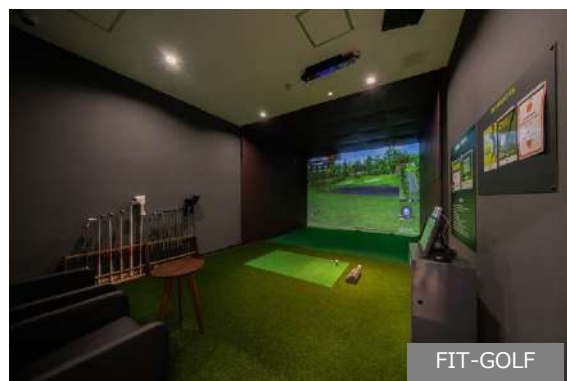
1st FIT-VOICE introduction
Collaboration store with Sanyodo

Key Initiatives

(1) New Store Openings Nationwide – 22 stores

5. Matsusaka Mikumo (Mie)

Pre-opening May 30, 2026
1174-13 Kume-cho, Matsusaka



3rd store in Matsusaka-shi
Large-format store(~990m²)

6. Takamatsu Ota (Kagawa)

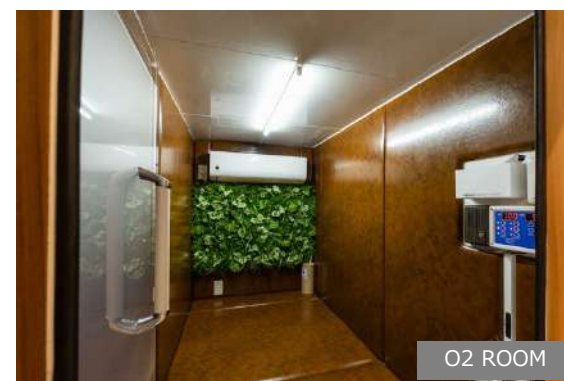
Pre-opening May 30, 2026
170-4 Kanotsuno-cho, Takamatsu



Operated by SBH Inc.
Otsuka Pharmaceutical Group

7. Nagano Tokuma (Nagano)

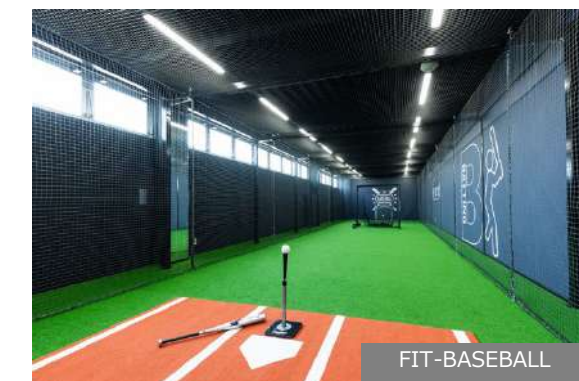
Pre-opening June 25, 2026
3139 Tokuma, Nagano



13th store in Nagano

8. Tokushima Okihamo (Tokushima)

Pre-opening June 30, 2026
2-5 Okihamo, Tokushima-shi



First Shikoku flagship store
Approx. 1,650m²

Key Initiatives

(1) New Store Openings Nationwide – 22 stores

9. Shinshiro (Aichi)

Pre-opening June 30, 2026
2-2-1 Ichibadai, Shinshiro



FIT-SAUNA

1st store in Shinshiro, Aichi

10. Kitanagoya Nishiharu (Aichi)

Pre-opening June 30, 2026
3450-2 Shikata, Kitanagoya



FIT-SAUNA

Luxury store utilizing
Existing facility

11. Hashimafukuju (Gifu)

Pre-opening June 30, 2026
3-54 Chiyoda, Fukuju, Hashima



Terrace Gym Area

First outdoor terrace gym area

12. Mizunami (Gifu)

Pre-opening June 30, 2026
2-92 Yakushiji, Mizunami



FIT-BEAUTY

1st store in Mizunami, Gifu

Key Initiatives

(1) New Store Openings Nationwide – 22 stores

13.Setonaeba (Aichi)

Pre-opening July 24, 2026
130-1 Naeba, Seto

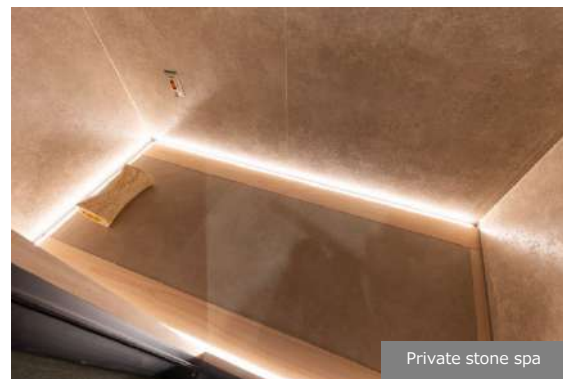


Outdoor Sauna

93rd store in Aichi

14.Kobekita (Hyogo)

Pre-opening July 30, 2026
4-8-12 Arinonaka, Kita-ku, Kobe



Private stone spa

First private stone spa facility

15.Takatsuji Minami (Aichi)

Pre-opening July 31, 2026
3-7 Ninono, Mizuho, Nagoya

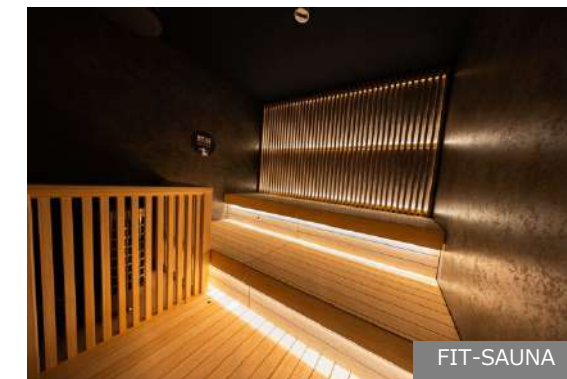


FIT-BEAUTY

94th store in Aichi
1st store in Mizuho-ku

16.Haebaru (Okinawa)

Pre-opening July 31, 2026
602 Kanegusuku, Haebaru



FIT-SAUNA

First Large Sauna in Okinawa

Key Initiatives

(1) New Store Openings Nationwide – 22 stores

17. Tsubame Sanjo (Niigata)

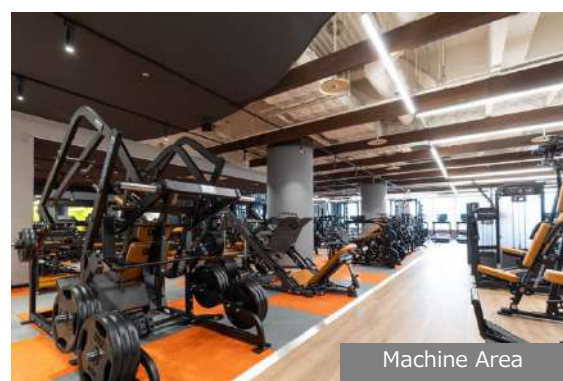
Pre-opening July 31, 2026
2-225 Somaki, Tsubame



Large Amusement store
Spanning Approx. ~1,150m²

18. Kinshicho (Tokyo)

Pre-opening July 31, 2026
4-27-14 Kotobashi, Sumida-ku



16th store in Tokyo and 2nd flagship store

19. Numazu Bypass (Shizuoka)

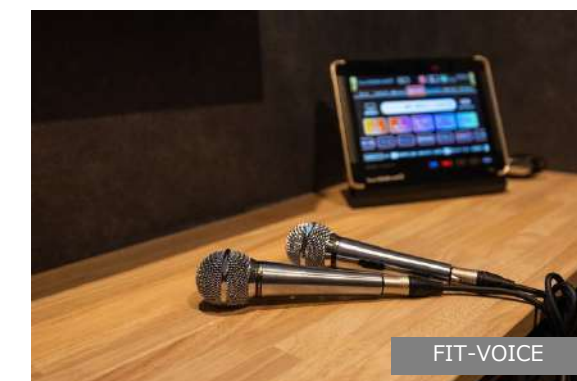
Pre-opening July 31, 2026
479 Nishisawada, Numazu



Collaboration store with
Arigaen Golf

20. Higashi Kariya (Aichi)

Pre-opening July 31, 2026
1-9-6 Higashi Kariya, Kariya



1st introduction of FIT-VOICE and
Outdoor Sauna in Kariya

Key Initiatives

(1) New Store Openings Nationwide – 22 stores

21. Ena (Gifu)

Pre-opening July 31, 2026
2-6-1 Osage, Osashima, Ena



H2 ROOM

1st store in Ena

22. Otagawaekimae (Aichi)

Pre-opening July 31, 2026
1158 Ushiroda, Ota, Tokai



FIT-GOLF

96th store in Aichi

Key Initiatives

(2) Introduction of new amusement services

- Introduced 3D rhythm-based “4D stretch” conditioning machines and private stone spa for deep recovery.
- Enhancing member satisfaction and driving new sign-ups to reinforce the revenue.



4D-STRETCH

Condition before training

3D Motion & Rhythm machine : Restores natural movement without heavy load, using springs and body weight.



Gifumotosu



Kinshicho



Kitanagoya Nishiharu



Rollout starting at Gifumotosu, Kinshicho, Kitanagoyanishiharu



Private Stone Spa

Introducing first private stone spa

Private Recovery Environment : Delivers deep relaxation and effective fatigue relief in a private space



Kobekita



Pre-opening July 30, 2026
Rollout starting at Kobekita

Key Initiatives

(3) Introduction of Unattended store service

- Launched unattended store service in August to boost customer satisfaction, operational efficiency, and new revenue.
- Driving sustainable growth by increasing customer retention and average spend per user

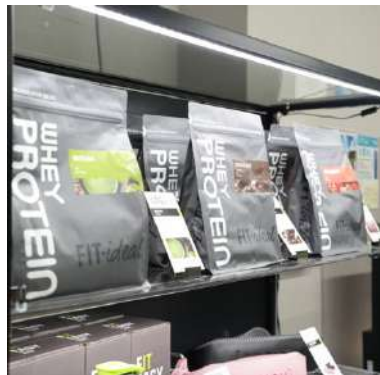
AI Facial Recognition Payment



Simplifies checkout with
AI facial recognition technology

24/7 unattended sales
Round-the-clock
automated retail service

Proprietary Products



High-quality, Original protein and
Original training gear available

In-store experience value
Offers a hands-on “try before buy”
Store experience



Key Initiatives

(4) Wellness App Update & Feature Expansion

- Updated workout and meal logging features, including the launch of user rank and point systems
- Added health checkup logging and visualization in September, with ongoing updates planned

User rank and Point systems



Membership Tier System

Points earned via app logins, store visits etc.

Redeemable for in-store purchases and promotions;
Third-party exchange planned for the future.

Update of workout logging



① Custom workout creation

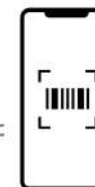
② Save and easily access preferred training routines

③ Exercise History Tracking

④ Graphs weight trends and training history over time

Update of meal logging

アプリのカメラで
食品のバーコードを
かざすだけ!
カロリーや栄養素を
自動で記録できるように
なりました!



Barcode scanning
for Meal Logging



Release in
September 2026

Health Checkup Data Logging & Visualization Features

Visual Progress Tracking : Graphing of historical health data to monitor personal changes at a glance.



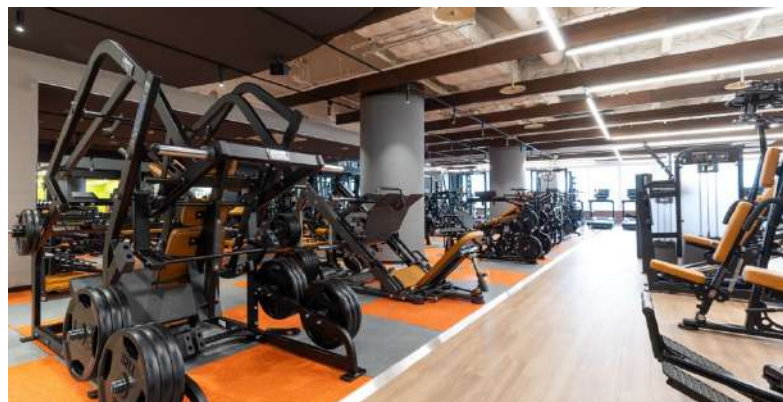
Future Update

- Condition check feature via facial recognition at check-in
[Motion analysis updates]
- Speed and range of motion feedback during training,
Form stability feedback, Automated rep counting for free weight

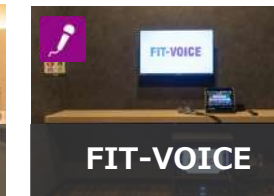
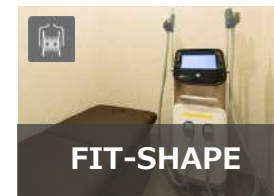
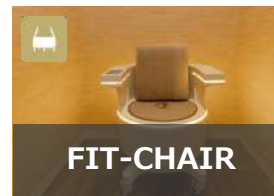
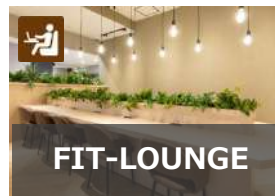
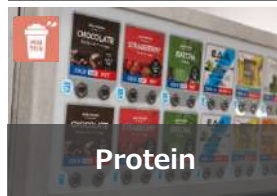
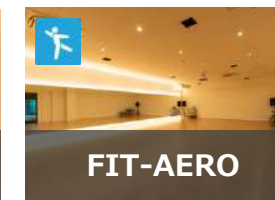
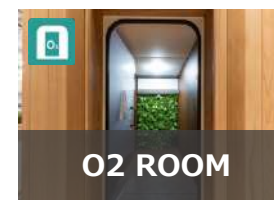
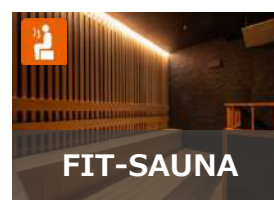
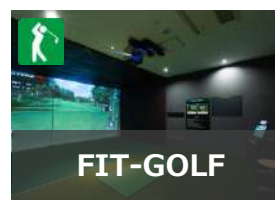
Key Initiatives

(5) Flagship store ①

- Kinshicho Flagship store Opening (July): Launched on top floor of PARCO (1,650m²)
- Introduced 15 amusement services alongside the “ZOZOCOSME” beauty experience booth, launched in partnership with ZOZOTOWN.



15
services



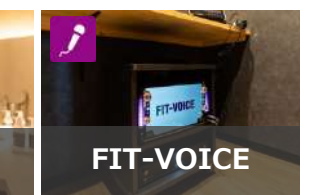
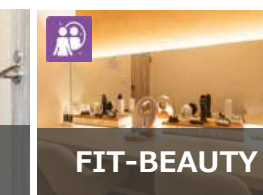
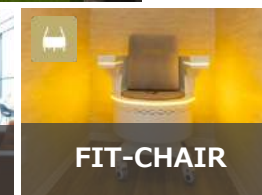
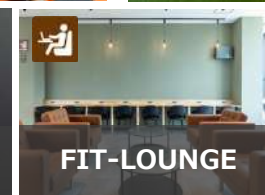
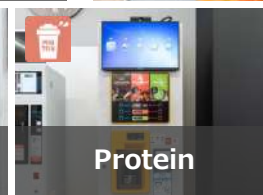
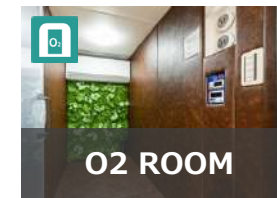
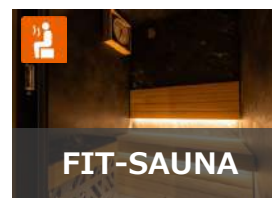
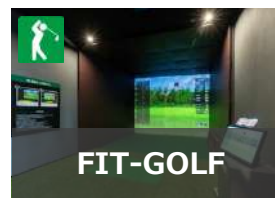
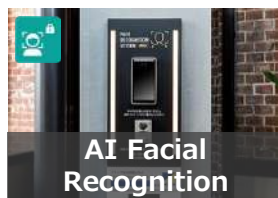
Key Initiatives

(5) Flagship store ②

- Tokushima Okinohama Opening (June): 1st Shikoku flagship store and 9th in shikoku region
- Full features suite including large sauna, FIT-BASEBALL, and FIT-VOICE
- Dominant Strategy Impact: Boosted new member acquisition at both the target facility and nearby network stores.



16
services



Key Initiatives

(6) FIT-EASY CUP 2026

- In August, held “FIT-EASY CUP 2026” in Gifu City
- Featured the “My Ideal”^(※) – a wellness-focused division unique to our brand- alongside a “Dance performance” where members demonstrated the results of their studio lessons.

※ Platform for members to present life-changing stories and personal dreams achieved through FIT-EASY

Strategic Significance of the Event

1. Visualizing effort and boosting long-term motivation

Celebrates member's ongoing hard work and dedication.

2. Fostering community engagement and elevating CS

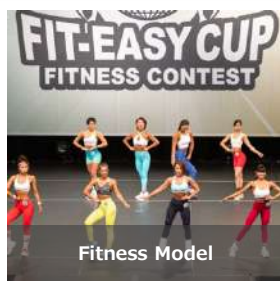
Builds cross-facility member connections to strengthen brand trust

3. Further expanding and embedding the “Amusement Fitness Club” culture

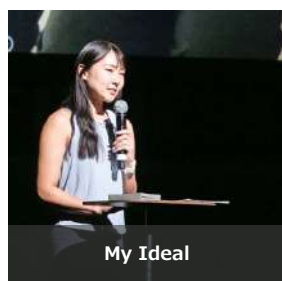
Drives “Amusement Fitness ” culture via high-quality yet accessible competition.



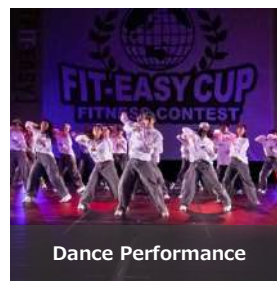
High-energy audiences
Filling the venue



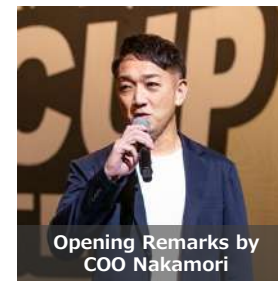
Fitness Model



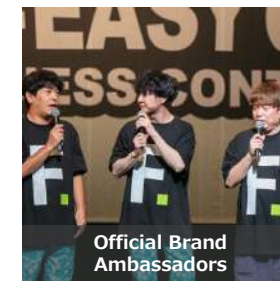
My Ideal



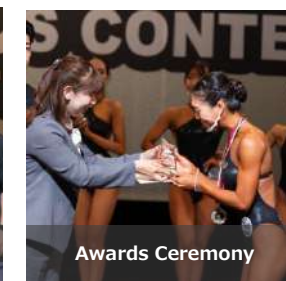
Dance Performance



Opening Remarks by
COO Nakamori



Official Brand
Ambassadors



Awards Ceremony



Men's Overall

AMUSEMENT FITNESS CLUB

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1. Business Overview

2. Financial Results Summary : 3Q FY2026

3. Key Initiatives

✓ 4. FY2026 Shareholder Benefit Program

5. Appendix

[FIT-EASY]
AMUSEMENT FITNESS CLUB

From the new TV commercial airing since Jan, 2026

AIN'T NOTHING TO IT
BUT TO DO IT.

FY2026 Shareholder benefit program

Expansion of shareholder benefit program

- To enhance stock attractiveness and foster long-term shareholders, we expand our shareholder benefit program
 - Introduced a flexible system letting shareholders preferred rewards.
 - Established new bonus perks for multi-year shareholders.

■ Post Expansion

Record date	Number of Shares Held	Before Change	After Change	
Every end of Oct	100 shares (1 unit) or more	QUO card ¥1,000 1 year membership discount: ¥500/m 1 Day pass : 2 (Available after registration each pass)	Selectable	QUO card ¥6,000 or 1 year membership discount: ¥1,000 + 1 Day pass : 4 (Present pass for seamless entry)
	200 shares (2 units) or more	QUO card ¥5,000 1 year membership discount: ¥1,000/m 1 Day pass : 4 (Available after registration each pass)	Selectable	QUO card ¥12,000 or 1 year membership discount: ¥2,000 + 1 Day pass : 8 (Present pass for seamless entry)
	500 shares (5 units) or more	QUO card ¥10,000 1 year membership discount: ¥3,000/m 1 Day pass : 8 (Available after registration each pass)	Selectable	QUO card ¥25,000 or 1 year membership discount: ¥4,000 + 1 Day pass : 16 (Present pass for seamless entry)

■ Long-term shareholder benefits

	Contents
Long-term Shareholder (held for 1+ years and owning 500+ shares)	Selectable QUO card ¥10,000 Or FE Original Body Composition Monitor (Company product worth ¥20,000)

※For details, please refer to “Notice of Expansion of the Shareholder Benefit Program” disclosed on September 14, 2026.

AMUSEMENT FITNESS CLUB

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1. Business Overview

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5. Appendix

[FIT-EASY]
AMUSEMENT FITNESS CLUB

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AIN'T NOTHING TO IT
BUT TO DO IT.

Company Overview

Company Name

FIT EASY Inc.

Representative Director & President

Hisashi Kunie

Securities Code

212A

Tokyo Stock Exchange Prime Market/
Nagoya Stock Exchange Premier Market

Director & Executive Vice President

Yuki Nakamori

Date of Incorporation

July 2018

Head Office

3-2-1, Honmachi, Gifu-shi, Gifu, Japan, 500-8034

Capital Stock

¥1,357,449 thousand

Number of Employees

360 employees

※As of July 31, 2026, including part-time and temporary staff

Shares Outstanding

16,694,240 shares

MISSION

Changing the world
by creating a new wellness culture

VISION

FIT YOUR STYLE

We aim to become the world's wellness chain by combining Amusement Fitness Club with AI Healthcare Automation, providing a unique experience where health meets entertainment.

Management Team

Global perspective with deep expertise
in real estate & construction



Representative

Director & President

Hisashi Kunie

Beginning his career in the construction and real estate sectors, he gained extensive experience in identifying business opportunities and strategic locations in response to changing market demands. He later expanded into nursing care, power generation, food service, and retail, while also developing international business expertise through overseas sourcing and procurement. Leveraging this experience, he launched an international fitness business to meet growing demand in Japan. Recognizing the increasing focus on health and wellness, he continues to pursue new business opportunities in the fitness industry.

Franchise professional & Innovator



Director &

Executive Vice President

Yuki Nakamori

Since August 2021, he has served as Vice President of FIT EASY, Inc.. In his previous role, he successfully launched a reuse business and expanded franchise operations from a video rental business. He has extensive expertise in franchise development, business transformation, and new business creation. Over the past 25 years, he has contributed to the development of more than 500 stores while serving as a director of a nationwide reuse business company. He is highly experienced in franchise system development and headquarters management, driving profitability and growth through effective human resource training and business management systems.

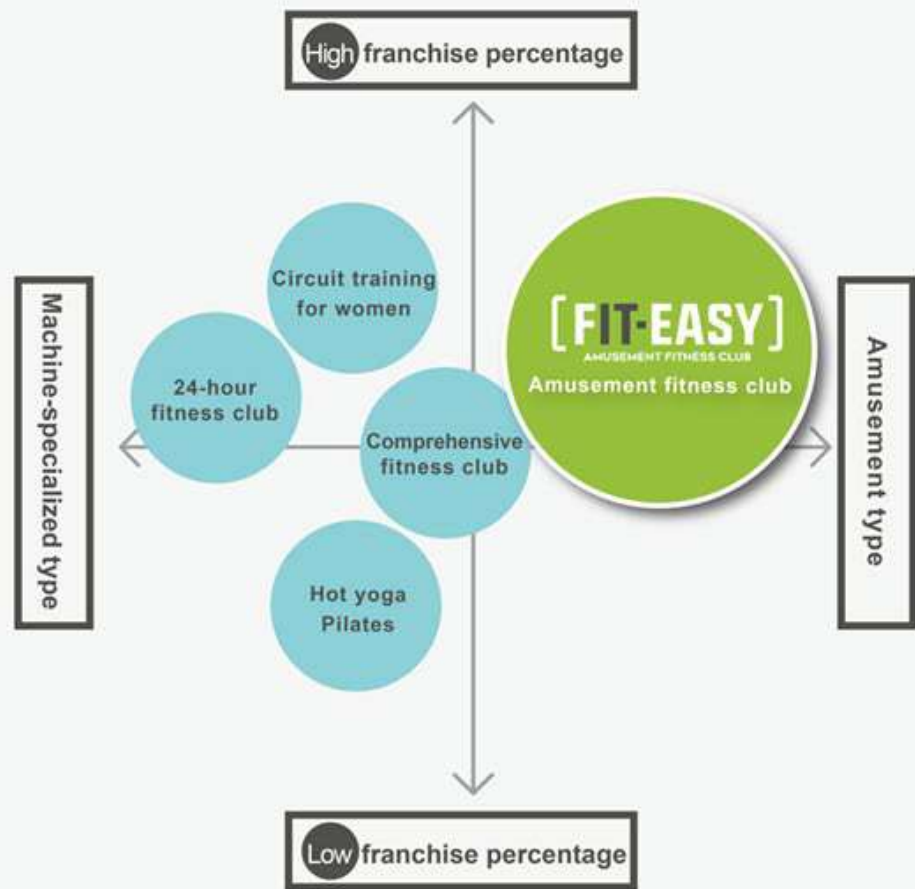
Company Overview ① Company History

Introduced 28 Services in 9 Years since founding. Expanded to 297 stores as of the end of July 2026.

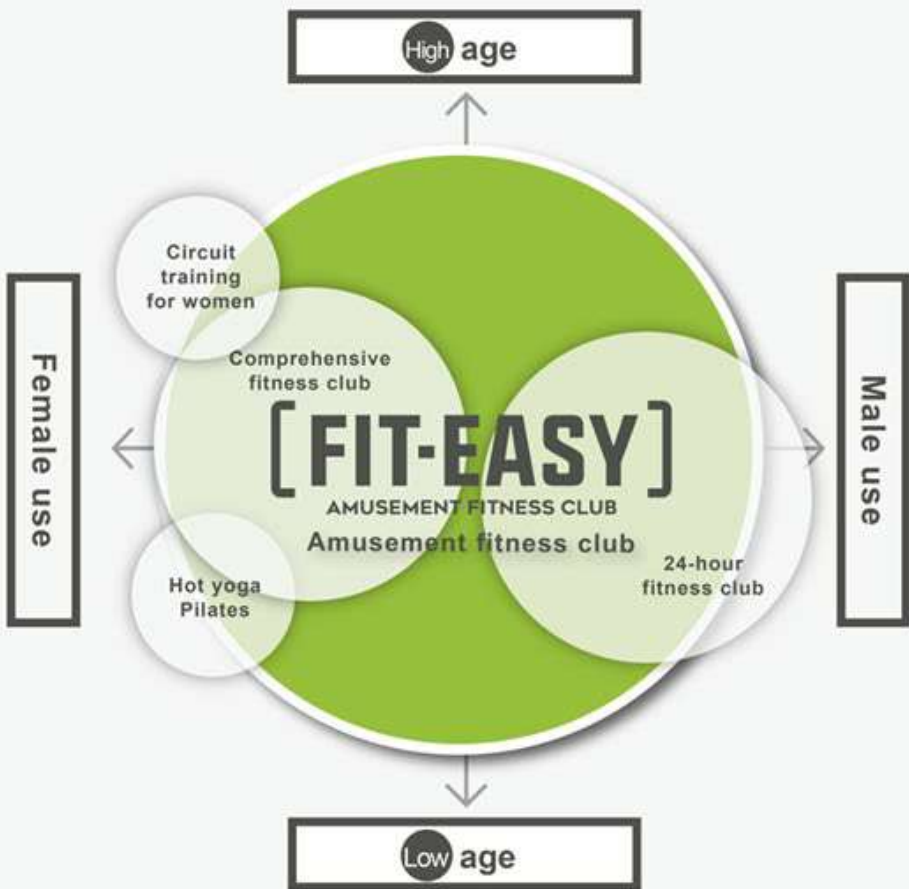


Company Overview ② Unique Positioning and Target Audience

Unique Positioning



Targeting All Users



By launching new services,
we aim to expand our market share in the rapidly growing mobile health



Limitless Market Potential

A Proven, High-Profit Business Model as a Franchise HQ

(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

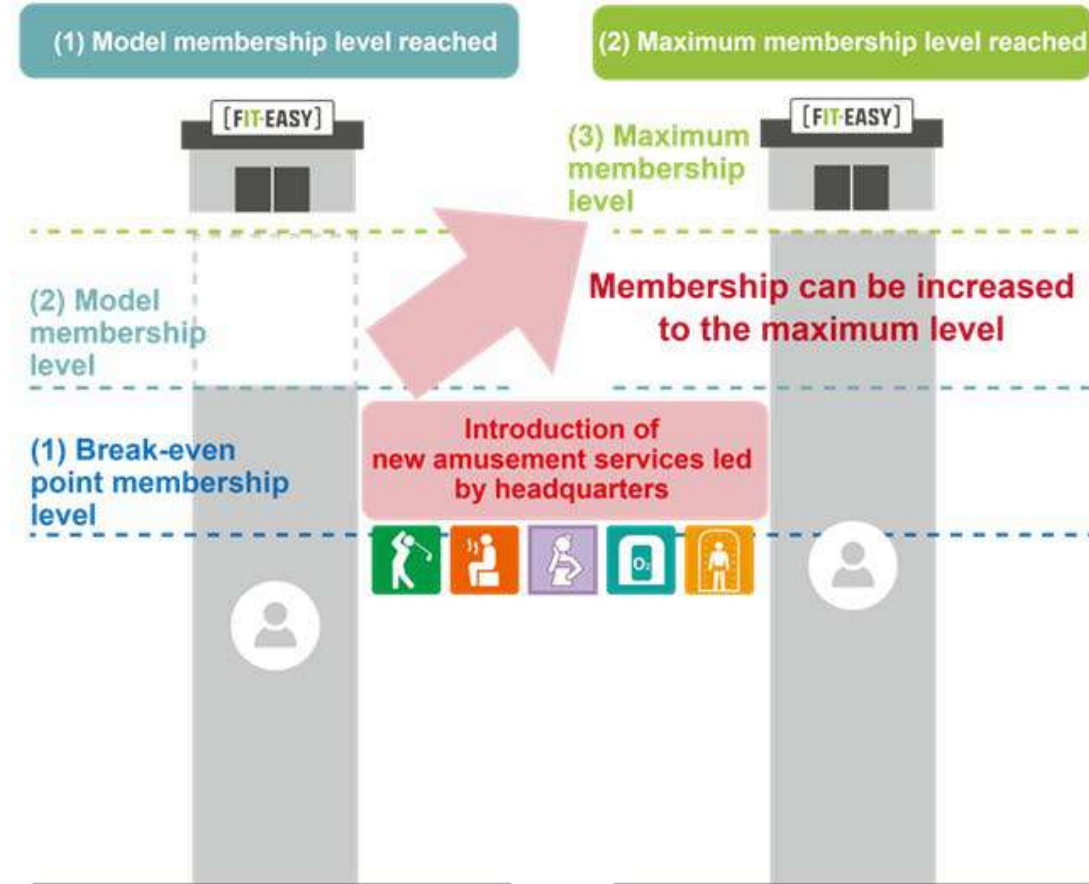
Result

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

■ 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**

Key Initiatives

(2) introduction of New Amusement Services

- Two new services launching sequentially: FIT-BEAUTY and FIT-VOICE
- To enhance member satisfaction and drive new membership growth, strengthening the revenue base.



FIT-BEAUTY

Fostering inner vitality and well-being through self-improvement

Premium self-directed beauty experience

Powered by YA-MAN Ltd.'s premium beauty devices



[Installed Devices]



Following the pre-opening launch at Gifu Godo on Jan 30, 2026, the service is now live at the following 6 locations



FIT-VOICE

Health Karaoke – harnessing the proven wellness benefits of singing

Stress relief, aerobic benefits via diaphragmatic breathing, and sublingual prevention

Featuring the latest flagship model from Daiichi Kosho Co.,Ltd. **LIVEDAM WAO!**



Motosu Monju

Pre-opening Mar 29, 2026
Launching at Motosu Monju, with further rollouts
Planned across additional locations



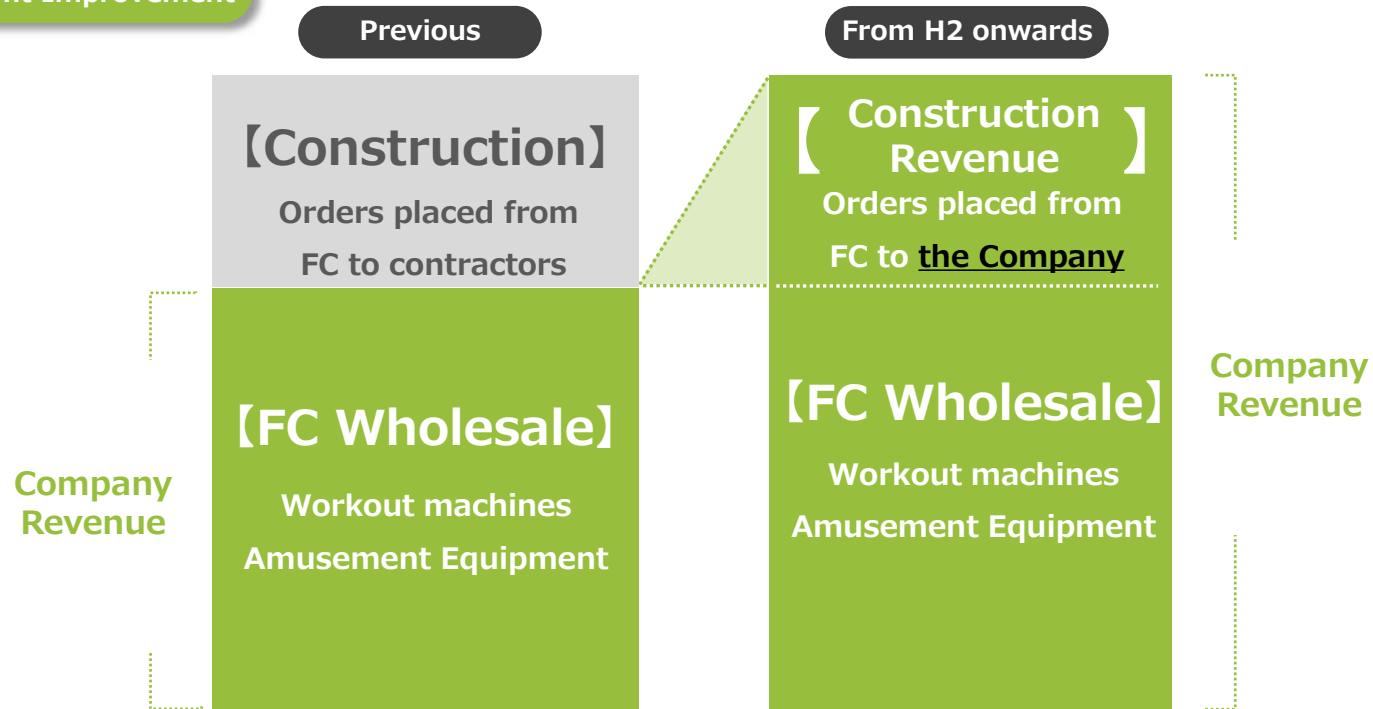
Key Initiatives

(3) Establishment of Construction Management Framework through Special Construction Business License

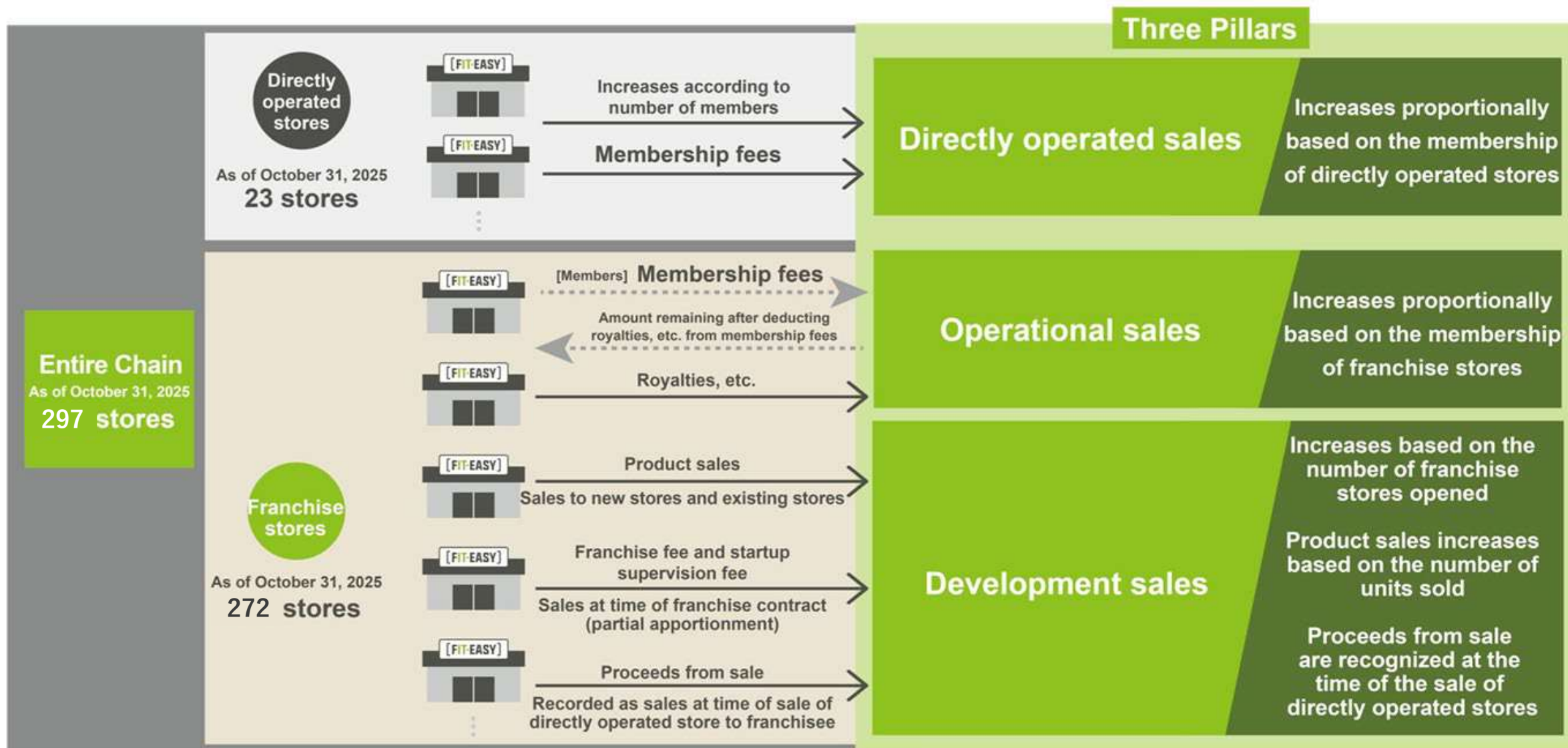
- Following the acquisition of the license, we commenced general contracting and separate procurement in the second half of FY2026.*
- Outsourced costs can now be converted into in-house revenue and profit, directly to higher revenue and profit.

*Separated procurement: Direct contracting with specialized trades instead of a single general contractor.

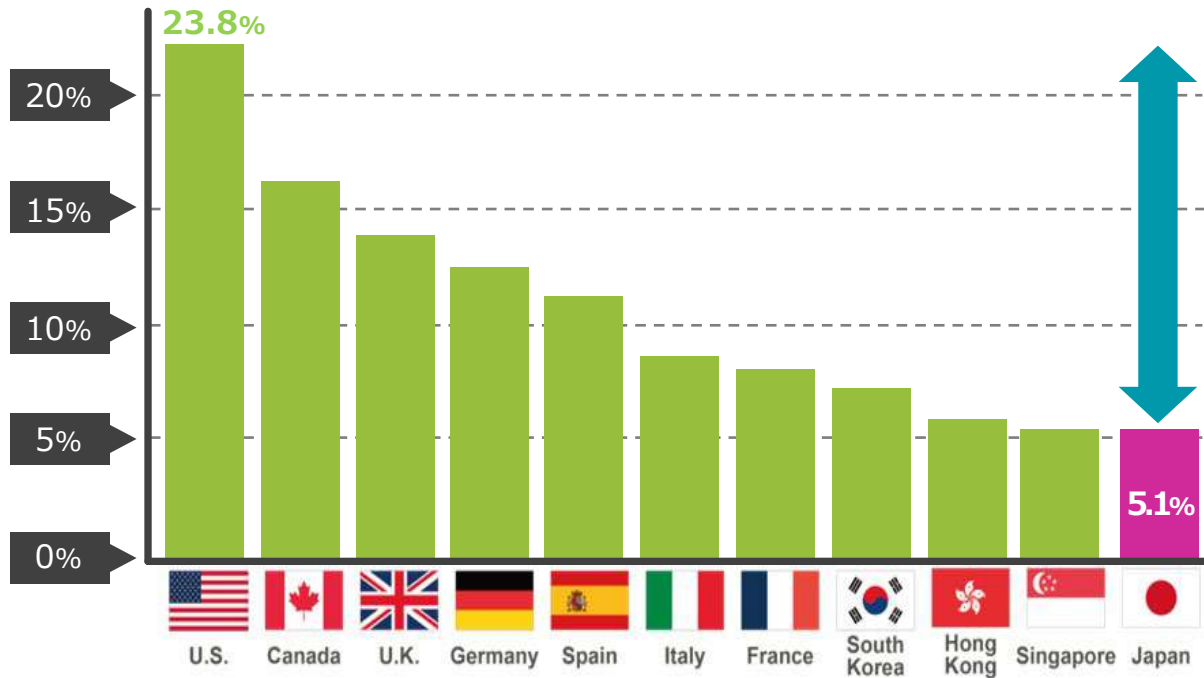
Revenue & Profit Improvement



Business Model



Global Fitness Participation & Japan Market Overview



Compared with leading fitness markets, Japan remains a largely untapped growth opportunity.

Reference :
Global Data : Health & Fitness Association (HFA / IJHRSA) 「2025 HFA Global Report」
Japan Date : 一般社団法人 日本フィットネス産業協会 (FIA) 「2025年版 業界トレンド調査」および各社IRデータを基に推計

Background of Fitness in Japan

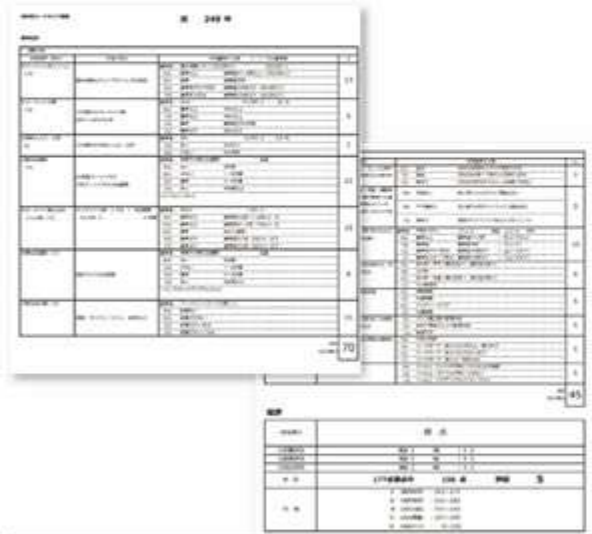


Driving Change to Improve wellness Levels

Store Expansion Strategy System①

Highly precise membership forecasting system utilizing performance-based trade area, traffic flow, and location evaluation (marketing research) alongside proprietary multiple regression analysis tools

(1) Trade area, traffic flow, and location evaluation (marketing research)



Properties are evaluated from three perspectives: trade area, traffic flow, and location
Only properties that meet the criteria are considered for store openings

(2) Forecasting membership acquisition using proprietary multiple regression analysis tools



Highly precise membership forecasts are calculated based on accumulated data

(3) Survey of local competitors



Real-time analysis of competitors' initiatives and gathering information on-site

Acquired over 1,400 members despite being an area where we were a latecomer

FIT-EASY M Store, Gifu Opened in September 2022



Equipment installed



1561 members * As of October 31, 2025



Opened a new store in an area already served by a 24-hour type competitor A, a comprehensive type competitor B, and a small-scale type competitor C. Reached 1,000 members on June 26, 2023 as a result

3 Proven Strategic Systems

① Amusement Strategy

② Machine Strategy

③ Dominant Strategy

Equipped with machines from 12 companies and 16 brands



Why Multiple Brands

- ✓ Driving user engagement with a rich equipment selection
- ✓ Partnering with multiple machine brands to target distinct muscle activation points for broader appeal.
- ✓ Elevating machine options across local store clusters through multi-location coverage
- ✓ Leveraging business scale to secure highly advantageous purchasing 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



Strategic services, machine lineups, and dominant-area expansion enable strong member acquisition, even in late-entry markets

Wide Range of Location Options

① Roadside



② Residential Area



③ Mall



④ Commercial Building



⑤ Near Terminal Station



⑥ Station-Front Shopping St.



Implementing a diversified and strategic store Expansion through four distinct store

01

Amusement Fitness Club (330 – 990 m²)



02

Flagship Stores (990+ m²)



03

Machine-Specialized clubs (~330m²)



04

Specialty-Focused Clubs



Opening Traffic Strategy

Targeted promotions tailored to each locations are launched two months prior to opening to maximize foot traffic from pre-opening

Online Ads

SNS Posts & Ads
LINE/Search Listing Ads
etc...



Offline Ads

Brochure Inserts
Flyer Distribution
etc...



Campaign Event

Referral/Switch Campaign
Trial Events/Free Access Day
etc...

Proven Success Store B in Aichi

Grand Opening Nov 4, 2025



Members Acquired by
Opening Day:

1,628

※Break-Even:850

Total
Members: **2,044**

(Membership Target:1,050)

※As of July 31,2026



1,628 members acquired by opening day – well above the break-even,
Within just two months of launch. Total memberships reached 2,044 as of July 31,2026.

Long-Term Expansion Potential

|| Nationwide expansion Potential



|| MAP of Nationwide expansion Potential



Reference : e-Stat
Expansion potential calculated from municipalities with 50,000+ population, at one store per 50,000 residents.

Long-term target of approx. 2,500 stores nationwide

Disclaimer

The information in this document is based on economic and market conditions and assumptions deemed reasonable by the Company as of the date of preparation and is subject to change without notice.

This document contains forward-looking statements that involve risks and uncertainties. Actual results may differ materially due to various factors, including changes in market conditions, economic trends, interest rates, and foreign exchange rates.

The Company assumes no obligation to update or revise any forward-looking statements.

While every effort has been made to ensure the accuracy of the information provided, the Company does not guarantee its completeness or accuracy.

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