



The power to amaze yourself.®

——— 明日の自分にきっと驚く

**Supplementary Material:
Consolidated Results of Operations
for 2Q of FY ending August 31, 2021**

April 16, 2021

TSE Sec 1: 7085

CURVES HOLDINGS Co., Ltd.

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Consolidated Results of Operations for 1st Half of FY 8/2021

Consolidated Statement of Income

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(million yen)	FY 8/2021 (current) 1H (Sep-Feb) Actual	FY 8/2020 (previous) 1H (Sep-Feb) Actual	Year on year	FY 8/2021 (current) 1H (Sep-Feb) Forecast	To Forecast
Sales	11,891	14,431	82.4%	11,100	+791
Cost of Sales	6,928	8,328	83.2%		
(Cost of Sales Ratio)	58.3%	57.7%			
SGA	4,092	3,115	131.4%		
incl. Amortization for goodwill and trademarks	533	549	97.2%		
Operating Profit	871	2,988	29.2%	0	+871
(Operating Ratio)	7.3%	20.7%		-	
Ordinary Profit	669	3,046	22.0%	-27	+696
Extraordinary Income	-	-	-		
Extraordinary Loss	0	2	8.3%		
Net Profit	347	2,056	16.9%	-34	+381
(Net Profit Ratio)	2.9%	14.2%		-	

Year on year : Sales **82.4%**, Operating Profit **29.2%**

Difference from Forecasts : Sales **+791** million yen, Operating Profit **+871** million yen

Consolidated Statement of Income (by region)

5

(million yen)	FY 8/2021 (current)		FY 8/2020 (previous)		Year on year	FY 8/2021 (current)	
	1H (Sep-Feb) Actual	To Sales	1H (Sep-Feb) Actual	To Sales		2Q (Dec-Feb) Actual	To Sales
Sales	11,891	100.0%	14,431	100.0%	82.4%	6,172	100.0%
Domestic	11,775	99.0%	14,179	98.3%	83.0%	6,096	98.8%
International	116	1.0%	251	1.7%	46.1%	75	1.2%
Operating Profit	871		2,988		29.2%	882	
Domestic	1,759		3,791		46.4%	1,281	
International	-253		-143		-	-86	
Adjustments	-634		-660		-	-312	

* Sales and Operating Profit for the International segment

The international segment comprises of the global franchise business and European franchiser operations by 2 subsidiaries (Curves International, Inc. and Curves Europe B.V.). Sales and operating profit for the international segment do not include incomes from royalty fees and equipment sales from the domestic business to Curves International, as well as the costs for management fee payments from the 2 subsidiaries to the Japanese entity.

* Adjustments for operating profit

Expenses not attributable to specific regions, including amortizations for goodwill and trademark rights.

Composition of Sales

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Spot Income: One time incomes from franchise sales and renewal of FA

- Income from license fee and new equipment sales for new club opening
- Income from Franchise Agreement renewal for equipment sales, etc.

Base Income: Ongoing incomes associated with numbers of clubs and members

Domestic
(Japan)

Royalty fee, etc.

Royalty fees and membership administrative fees etc received from franchisees

Franchisees other

Other incomes from franchisees

Merchandise for members

Merchandise sales for members. Direct sale by the group to members and sales commission paid to franchisees.

Corporate-owned clubs

Income from operating corporate clubs

Others

Others

International

Breakdown of Sales

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(million yen)	FY 8/2021 (current)		FY 8/2020 (previous)		Year on year	FY 8/2021 (current)	
	1H (Sep-Feb) Actual	To Sales	1H (Sep-Feb) Actual	To Sales		2Q (Dec-Feb) Actual	To Sales
Sales	11,891	100.0%	14,431	100.0%	82.4%	6,172	100.0%
Domestic	11,775	99.0%	14,179	98.3%	83.0%	6,096	98.8%
Spot	270	2.3%	419	2.9%	64.5%	128	2.1%
Base	11,505	96.8%	13,760	95.4%	83.6%	5,968	96.7%
Royalty, etc.	2,705	22.8%	3,288	22.8%	82.3%	1,359	22.0%
Franchisees other	843	7.1%	1,014	7.0%	83.2%	358	5.8%
Merchandise	6,909	58.1%	7,269	50.4%	95.0%	3,716	60.2%
Corporate clubs	1,000	8.4%	1,122	7.8%	89.1%	511	8.3%
Other	46	0.4%	50	0.3%	93.2%	23	0.4%
Ad funds*	-	-	1,016	7.0%	-	-	-
International	116	1.0%	251	1.7%	46.1%	75	1.2%

* As from FY 8/2021, Ad Funds is not listed in Sales. Marketing costs exceeding Ad Funds collected from franchisees are accounted for as SGA expenses.

Breakdown of Sales by Quarter

8

(million yen)	20/08				21/08	
	1Q (9-11)	2Q (12-2)	3Q (3-5)	4Q (6-8)	1Q (9-11)	2Q (12-2)
Sales	7,335	7,096	5,127	5,523	5,719	6,172
Domestic	7,200	6,979	4,967	5,474	5,679	6,096
Spot	233	186	167	194	141	128
Base	6,967	6,793	4,800	5,280	5,537	5,968
Royalty, etc.	1,676	1,611	738	1,182	1,346	1,359
Franchisees other	560	453	296	253	485	358
Merchandise	3,376	3,892	3,518	3,246	3,193	3,716
Corporate clubs	555	567	173	401	488	511
Other	21	28	15	18	23	23
Ad funds	776	239	57	177	-	-
International	134	117	159	49	40	75
Active members end period	864K	832K	545K	600K	689K	641K
Club count	2,008	2,014	2,019	2,020	2,000	1,988

Consolidated Statement of Income – Topics

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Sales: Royalty, etc.

Steady recovery to 82.3% year-on-year in 1Half with active members 641K (Increase by 40K from previous FY end)

- Achieved net increase in active members by 88K during Membership Drive in 1Q.
- 2Q saw larger membership drop than usual, but ended with total exceeding initial forecast.

Sales: Merchandise

Have recovered to 95.0% y-o-y with Protein new subscriptions increase

- Increased Protein new subscribers in “Diet Counseling Month” (12/2020)
- Projecting higher per customer spending after 3Q with introducing upgraded products
 - * No change in per customer spending in 2Q with campaign “New products at no extra cost”.
 - * COS ratio temporarily rises with the said campaign.

SGA Expenses

Increased by 976 mil yen in 1st Half, 131.4% compared to the same period the previous FY.

- Temporary increases in expenses for “Ouchi-de-Curves” development (340 mil yen), COVID financial aids to franchisees (160 mil yen), etc.
- Advertising expenses (660 mil yen) were reclassified from Cost of Sales to SGA expenses, etc.

Consolidated Statement of Income – Topics (Comparison to Forecasts)

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(million yen)	FY 8/2021 (current)			FY 8/2021 (current) Forecast 1Half (9-2)	Compare to Forecast	
	1Q (9-11)	2Q (12-2)	1Half (9-2)		%	Difference
Sales	5,719	6,172	11,891	11,100	107.1%	+791
Cost of Sales	3,211	3,716	6,928			
(COS ratio)	56.2%	60.2%	58.3%			
SGA Expenses	2,518	1,573	4,092			
Operating Profit	-10	882	871	0	-	+871
(Operating ratio)	-	14.3%	7.3%	-		
Ordinary Profit	-103	772	669	-27	-	+696

Sales

To Forecasts +791 mil yen (107.1%)

- Sales exceeded forecasts in Royalty and Merchandise.

Profit

Operating Profit +871 mil yen

- Sales exceeded the forecast, and
- SGA expenses ended lower than forecast.
 - Financial aids to franchisees with COVID decreased.
 - Have reduced advertising expenses temporarily considering market conditions in 2Q (Dec-Feb).

Ordinary Profit +696 mil yen

- Non-operating expenses such as currency exchange loss without cash-out were recognized in 230 mil yen.

Consolidated Balance Sheet

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(million yen)	FY 8/2021 End 2Q	FY 8/2020 End fiscal year	Changes
Current assets	14,676	15,275	-598
Cash and deposits	9,515	9,533	-18
Notes and accounts receivable	3,540	3,243	297
Merchandise	1,279	1,511	-232
Income taxes refunds receivable	24	480	-455
Non-current assets	20,346	21,562	-1,215
Property, plant and equipment	324	326	-1
Intangible assets	19,459	20,789	-1,329
Goodwill	1,299	1,392	-93
Trademark rights	16,801	17,997	-1,195
Software	753	666	87
Investments and other assets	562	446	115
Total assets	35,023	36,837	-1,814
Current liabilities	7,832	7,262	569
Current portion of long term borrowings	2,465	1,840	625
Non-current liabilities	19,638	21,432	-1,794
Long-term borrowings	15,875	17,420	-1,545
Total liabilities	27,471	28,695	-1,224
Interest-bearing debts	18,340	19,260	-920
Total net assets	7,552	8,142	-590
Shareholders' equity	7,883	8,005	-121
Total liabilities and net assets	35,023	36,837	-1,814

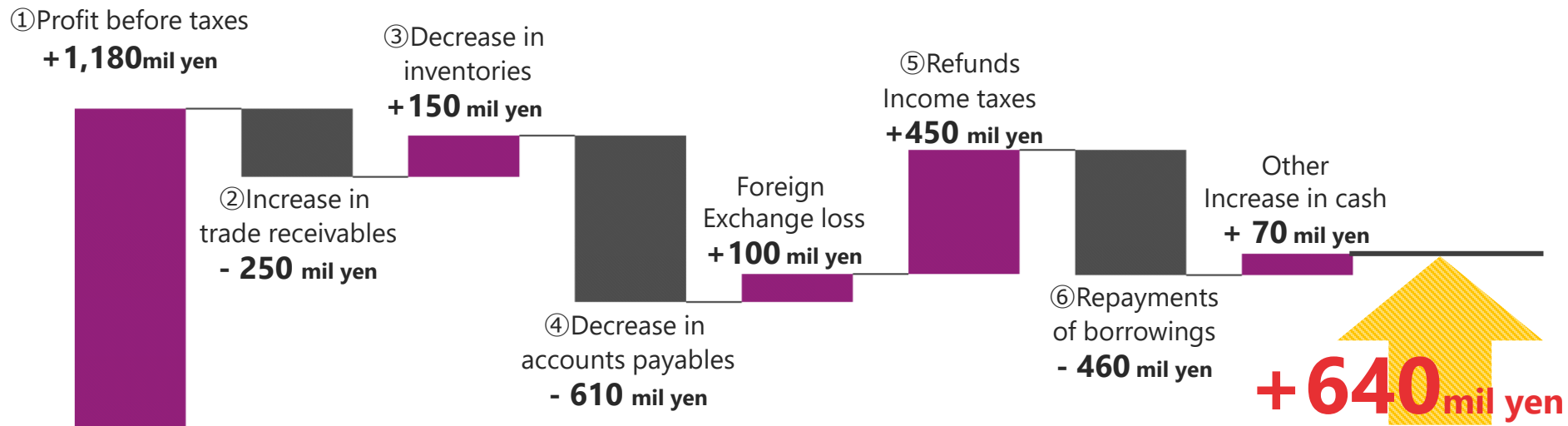
Consolidated Statements of Cash Flows ¹²

(million yen)	FY 8/2021 (current) 1st 6 mos (9-2) Actual	FY 8/2020 (previous) 1st 6 mos (9-2) Actual	Differences
Cash flows from operating activities	1,628	2,189	-560
Profit before income taxes	669	3,044	-2,375
Depreciation/Amortization goodwill, trademark right	818	837	-19
Decrease (increase) in trade receivables	-313	-330	16
Decrease (increase) in inventories	226	-235	461
Increase (decrease) in trade payables	92	-363	455
Increase (decrease) in accounts payable - other	-334	-246	-88
Other	471	-517	989
Cash flows from investing activities	-251	-291	40
Purchase of property, plant and equipment	-46	-80	34
Purchase of intangible assets	-189	-206	17
Other	-16	-4	-11
Cash flows from financing activities	-1,389	-2,936	1,547
Repayments of long-term borrowings	-920	-920	-
Dividends paid	-469	-2,016	1,547
Effect of exchange rate change on cash and cash equivalents	-6	5	-12
Net increase (decrease) in cash and cash equivalents	-18	-1,033	1,014
Cash and cash equivalents at beginning of period	9,533	5,350	4,183
Cash and cash equivalents at end of period	9,515	4,316	5,198

Changes in Cash Flows

Cash and cash equivalents increased by 640 mil yen in 2Q (12-2), Balance at end period 9.5 bill yen

① Profit before income taxes	+ 1,180 _{Mil yen}
② Increase in trade receivables due to increase in sales	- 250 _{Mil yen}
③ Decrease in inventories due to increase in Protein sales	+ 150 _{Mil yen}
④ Payments for development cost of "Ouchi-de-Curves", fall campaign marketing costs, etc.	- 610 _{Mil yen}
⑤ Refunds of income taxes overpaid in previous FY	+ 450 _{Mil yen}
⑥ Repayments of borrowings made on plan	- 460 _{Mil yen}





Business Outline and Updates for 2Q

Effect of COVID State of Emergency¹⁵

The State of Emergency issued in Kanto area on Jan 8, 2021

Curves operations not directly affected

- Special Act did not require fitness clubs to temporarily close.
- Fitness clubs were recommended to close after 8 pm daily.
⇒ No effects were seen on Curves as no clubs are open after 8 pm.

Company's policy was to continue club operations with fullest implementation of preventive measures to continue offering place for exercise to members.

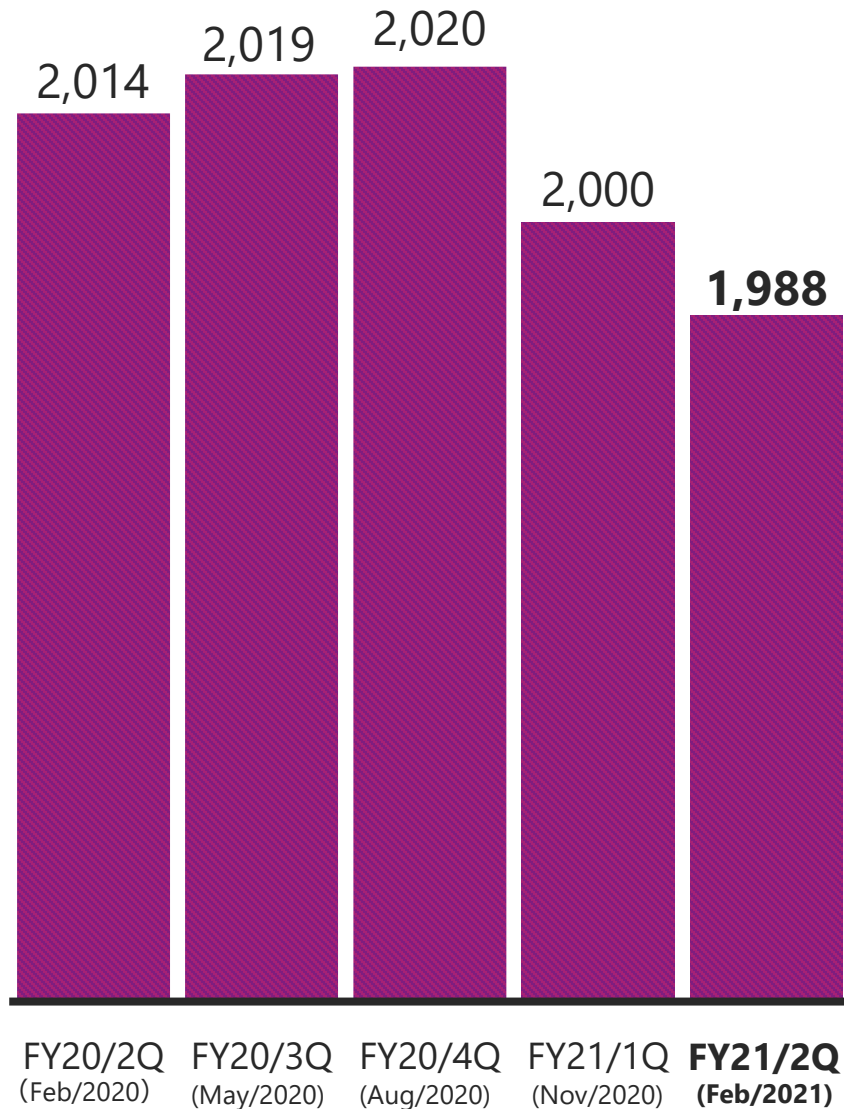
- Minister of Labor and Welfare publicly recommended to “exercise to combat the secondary health impacts* under appropriate preventive measures” on Jan 8, 2021.
* Secondary health impacts include exacerbation of underlying diseases or arthralgia, cognitive decline, lower immune system, etc., resulting from reduced physical and social activities.

However,

We experienced indirect effects such as decrease in new member acquisition and rise in absentees, etc.

Total Club Count

16



1,998 Clubs in Japan

2Q (Dec – Feb)

New open **2** clubs

Closed **14** clubs

Net decrease **-12** clubs

• Continued to close/merge clubs financially affected by COVID.

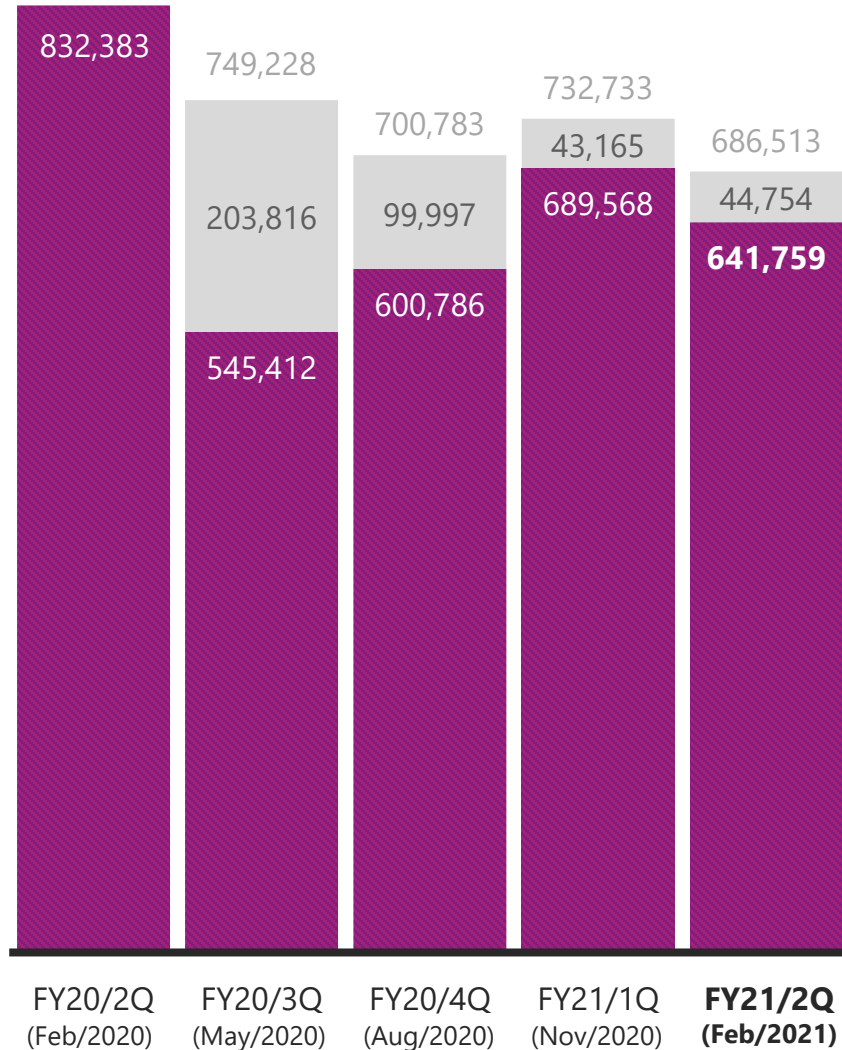
• Over 70% of members from closed clubs were transferred to neighboring clubs in 2Q.

Total Active Members

17

(members)

■ Absentee members
■ Active members excl. absentees



641K

Active Members
excl. Absentees

Compared to End FY 8/2020 **+ 40K**

Compared to End 1Q FY 8/2021 **- 47K**

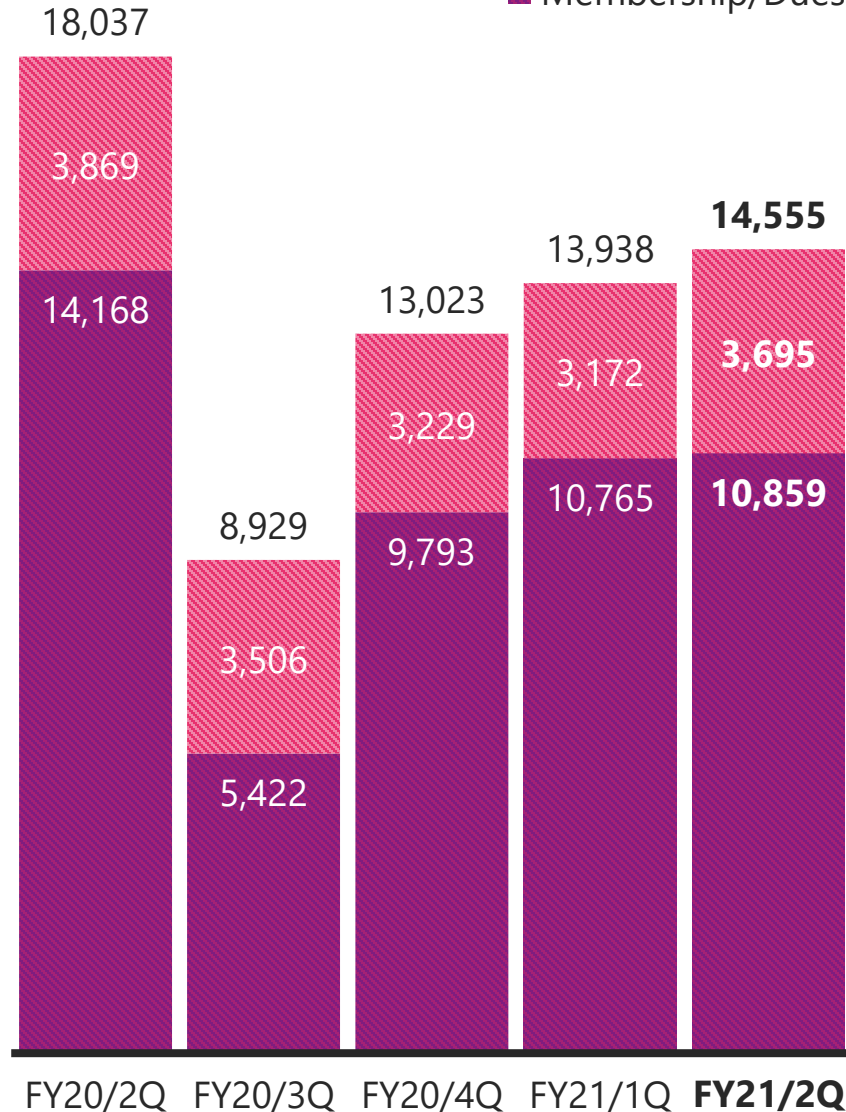
- Membership Drive in 1Q was successful.
→ Net increase from End FY 8/2020
- Seasonal factors and effects of State of Emergency in 2Q
→ Net decrease from End of 1Q

Chain-wide Sales

18

(million yen)

■ Merchandise
■ Membership/Dues



2Q FY 8/2021

Actual

14,550 million yen

Year on year

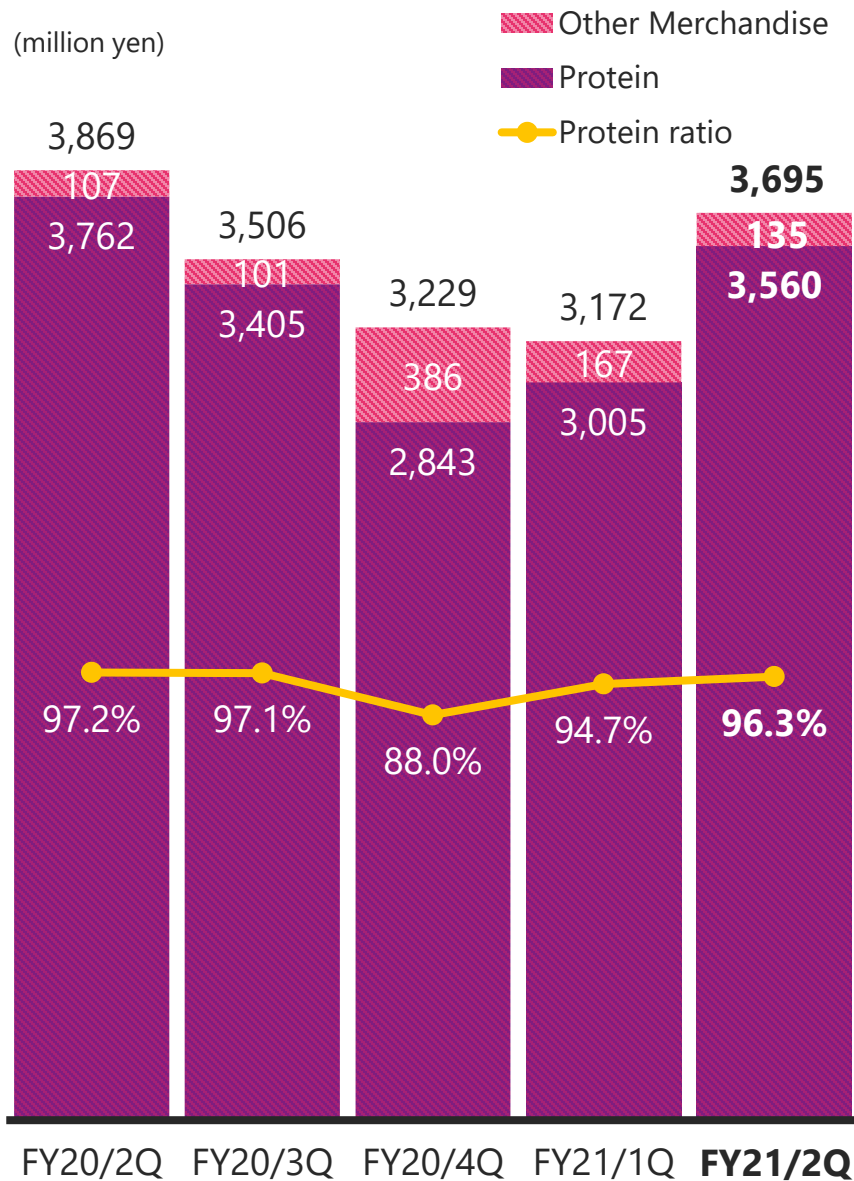
80.7 %

Compared to 1Q
FY 8/2021

104.4 %

Merchandise Sales

19



2Q FY 8/2021

Actual

3,690 Million yen

Year on year **95.5 %**

To 1Q FY 8/2021
(Protein ratio) **116.5 %**
96.3 %

Membership Trends for 3/2020 – 2/2021

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Y-o-Y comparison	3Q 8/2020 (Mar-May)	4Q 8/2020 (June-Aug)	1Q 8/2021 (Sep-Nov)	2Q 8/2021 (Dec-Feb)	Dec	Jan	Feb
Sign-ups	11.8%	57.5%	90.3%	64.8%	61.1%	53.8%	88.0%
Active members excl. absentees	545K	600K	689K	641K	676K	656K	641K
Net increase	-286K	55K	88K	- 47K	- 13K	- 20K	- 14K
Special absentees	203K	99K	43K	44K	40K	45K	44K
Total Membership	749K	700K	732K	686K	716K	701K	686K

- 2Q has started with total members exceeding the projection due to successful Membership Drive in 1Q.
- Normally 2Q sees net decrease in total membership compared to 1Q due to seasonal factors.
- In addition, the State of Emergency issued in January led to lower new members and a rise in absentees for staying home.
- Attrition rate of existing members was kept low (2.4% in 2Q).

1. Raising Service Quality and Member Satisfaction

- Every year during Dec-Feb when new member acquisition slows down, we focus on the inner campaign to review and improve Service basics to raise Service quality and member satisfaction level.
- We have maintained low attrition rate in 2% range.



カーブス 安心安全対策 10のお約束

<p>コーチは健康管理を徹底し、常にマスクを着用しています</p>	<p>メンバーさんにも来るとき、帰るときはマスクを着用いただいています</p>	<p>体調が悪い方には運動をご遠慮いただいています</p>
<p>ソーシャルディスタンス</p> <p> MAX 24</p> <p>24人までの人数制限をしています</p>	<p>ソーシャルディスタンス</p> <p> マシンとマシンの距離をあけて営業しています</p>	<p>ソーシャルディスタンス</p> <p> 立ち位置の目印、ロッカーを開くなど人と人との距離をあけて営業しています</p>
<p>手指や共有部分の消毒を徹底しています</p>	<p>30分に1回換気をしています</p>	<p>感染予防のためおしゃべりを控えていただいています</p>
<p> 30 min.</p> <p>滞在時間は30分～35分以内にしていただくようご協力をお願いします</p>		
<p>安心安全に通っていただけるよう コーチ同、感染予防対策を徹底してまいります</p>		

2. Enhancing Protein Sales

- During the “Diet Counseling Month” (Dec), we recommended taking supplements like protein for promoting healthy diet and nutrition balance of members.
- Have introduced “Super Protein Premium Plus” to existing Protein subscribers. 180K members tried the “1st month at no extra cost” and 120K members signed up to continue (as of 4/1/2021), projecting higher per user spending after 3Q.

● Introducing “Super Protein Premium Plus”

Subscription price: 5,900 Yen (+tax)/month * “Protein” 4,900 Yen (+tax)/month



Protein+ **Barley**
(Barley+ 200mil probiotics)



Protein + **Blueberry polyphenol**



Protein + **Glucosamine**
(Chondroitin collagen)

3. Updates on “Ouchi-de-Curves”

As of the end of February, the program is offered to those absent or cancelled, with approx. **10,000** members participating.



Offering opportunities to absentees and cancelled members to return to workout

2Q Topics

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Social contribution starts with 1 can of food in local community.

4. The 14th "Curves Food Drive"

Results of the month (1/15 – 2/15/2021)

Participated by : Approx. **131** K people

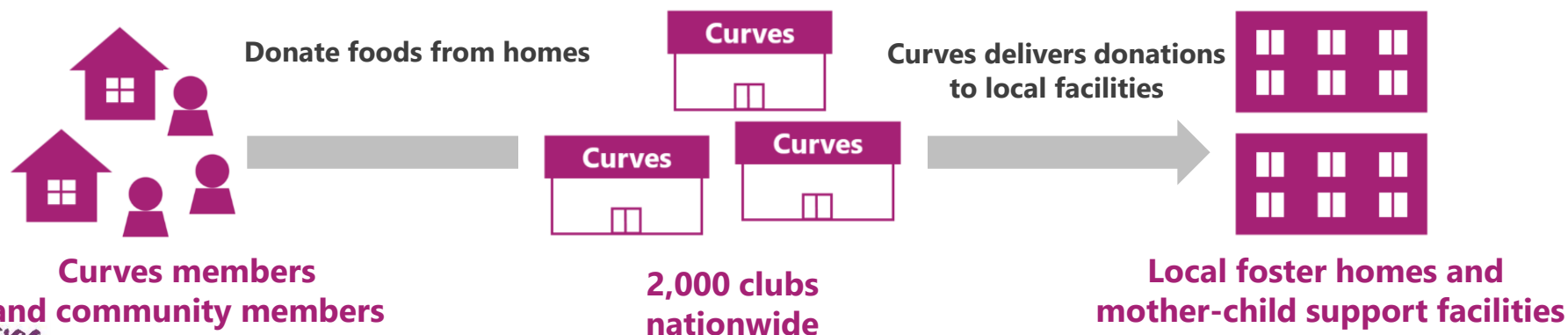
Food Collected : Approx. **178** metric tons

Donated to : Approx. **749** facilities and organizations



14th year
since 2007

[About Food Drive]



5. Updates of International Operations

As of end 12/2020, in Europe, our key market, 40 only out of total 161 clubs are open due to the COVID lockdown.

The rest is expected to reopen in Spring 2021 and after.

* In the territories directly operated by the group franchisors only (8 countries including Spain, Italy and UK). Other territories, including Holland, Greece, East Europe, Russia, Ukraine are operated by master licensees as franchisors.

* Operation results in international markets are consolidated in reports 2 months late due to the fiscal year ends.



Forecasts and Strategies for 2nd Half and beyond

Positioning of FY 8/2021

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【Changes in market environments】

- Expansion of health-related markets
(Weight loss, improve immune system, prevent underlying illnesses)
- Rising demands for services requiring no physical contact (COVID After Effects)



Growth with new business model of in-club/online integration



Pursuing strong earnings recovery and establishing new business model by the end of 2022



FY 8/2021: Create a solid path to goals

Framework of 2nd Half Strategies

28

Offering opportunities to start and make habit of exercising to more people in communities

**Top priority strategy for 2nd Half of FY 8/2021:
Fast recovery of active members**

**Restore and
solidify
business
foundations**

**-Raise member
Satisfaction**

**-Recover and
Stabilize franchisee
earnings**

**Enhance
marketing
activities**

**-Word-of-mouth
referral marketing
-Media-mix
marketing**

**Membership Drive
(Apr-June)**

**New business
model
goes in full
speed**

**Full roll-out of
“Ouchi-de-Curves”
online workout program**

Forecast revisions and Projections for 2nd Half

29

	6 months FY 8/2021	Annual FY 8/2021		
	Actual	Revised forecast	Previous forecast	Difference
Sales	11,890 Mil yen	24,000 Mil yen	23,500 Mil yen	+ 500 Mil yen
Operating profit	870 Mil yen	1,300 Mil yen	1,000 Mil yen	+ 300 Mil yen
Ordinary profit	660 Mil yen	1,100 Mil yen	940 Mil yen	+ 160 Mil yen
Net profit	340 Mil yen	720 Mil yen	610 Mil yen	+ 110 Mil yen
Total active members end period	641K members	700K members	660K members	+ 40.0K members
Club count	1,988 clubs	1,940 clubs	1,940 clubs	+ 0 clubs

Will pursue active strategic investments for fast business recovery and establishing new business model under new management environments

- Enhancing marketing activities and fast recovery of active members
- Establish new business model, such as "Ouchi-de-Curves" online workout program
- Raise C/S level and enhance business foundations with stabilized franchisee earnings

Have revised forecast of active members to 700K at end of FY supported by marketing enhancement

Upgrading Membership Drive

Membership Drive in April-June, 2021

- April – “5 Workouts Free Ticket” for New Member Promotion Campaign
- May-June – “2 Week Free Trial Ticket” Campaign

Nation-wide TV Commercials Campaign and Media-mix marketing

- Intensified On-air of TV commercials for 7 to 10 days every month during April – June.
- Simultaneously, promoting word-of-mouth referral marketing supported effectively by TVCM.
- Intensify advertising campaign with the media-mix strategy combining Web marketing and local promotions.

[5回無料チケットのご利用について]

申込期限 4/30 (金) 初回来店は5/31 (月) まで

1 初回来店予約をする (申込は4/30まで)

2 初回来店時の流れ (初回来店は5/31まで)

① 店内のご案内 <5分>
 ② お体についてのお話 <10分>
 ③ 体力測定 (体年齢・筋肉量・脂肪量など) <15分>
 ④ お体にあった簡単な体操 <15分>
 ⑤ 無料利用をする際の割引特典や入会のご案内

※カーブスは月会費制の女性専用の体操教室です。
 ※他のキャンペーン・特典との併用はできません。
 ※21人まで1回限り、来店費の方向転換とさせていただきます。
 ※初回から来店時にカウンセリングが必要となります (要予約)。
 ※チケットの残数は店舗によって異なります。

3月 4月

お申し込み・お近くの店舗を知りたい方はこちらへ

電話 24時間受付 フリーダイヤル
0120-010-614
 ※「キャンペーン3倍」とお伝えください

WEB 2021年3月1日 (月) ~
 カーブス 検索
<https://www.curves.co.jp/cfp.html>

女性だけの30分フィットネス
カーブス
5回無料
チケット
 使い放題!

<切り離し無効>
 1回目チケット使用から
 12営業日以内有効

1回目 /
 カーブス無料チケット
 1回目のみ初回来店から
 の来店日以内に必ず有効

2回目 /
 カーブス無料チケット

3回目 /
 カーブス無料チケット

4回目 /
 カーブス無料チケット

5回目 /
 カーブス無料チケット

体重 お腹 肩 腰 運動不足
 が気になる方

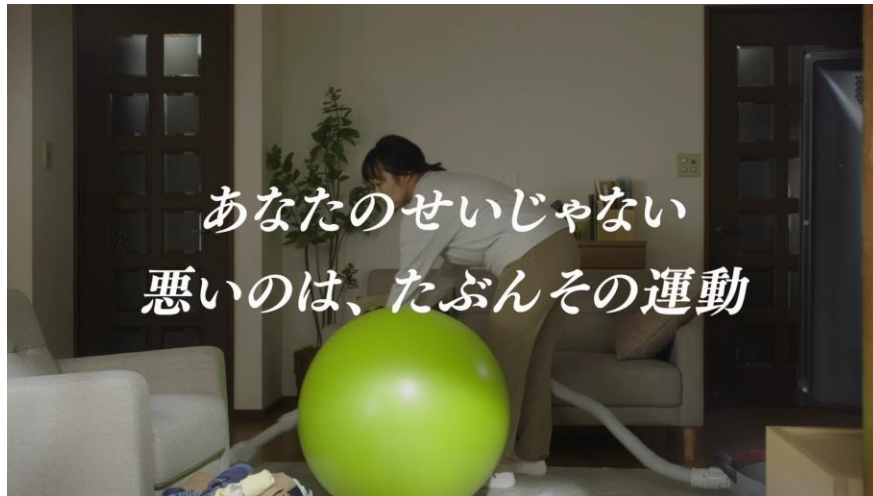
申込期限: 4/30 (金) 初回来店は 5/31 (月) まで
3・4月 各月各店舗 先着30名様
 定員になり次第、受付終了となります

<関係者用>

30 second TV CM in early April

31

TVCM image



Rolling out “Ouchi-de-Curves” for new users in April

- Women busy with housekeeping, work or parent care can easily enjoy Curves **workout at home**
- **As effective as fitness machines** using unique tools.
- Online program that **motivates users to continue**
- Available on your **own smartphone or tablet.**
- Rental tablet available (for fee).



For prevention of Secondary Health Impacts³³

“Secondary Health Impacts Prevention Consortium”

The consortium disseminates information to general public about COVID prevention and activities for leading healthy living. Participated by medical doctors, academia, local governments and private sectors.

Curves participates in the consortium as one of the private sectors supporting the public health.





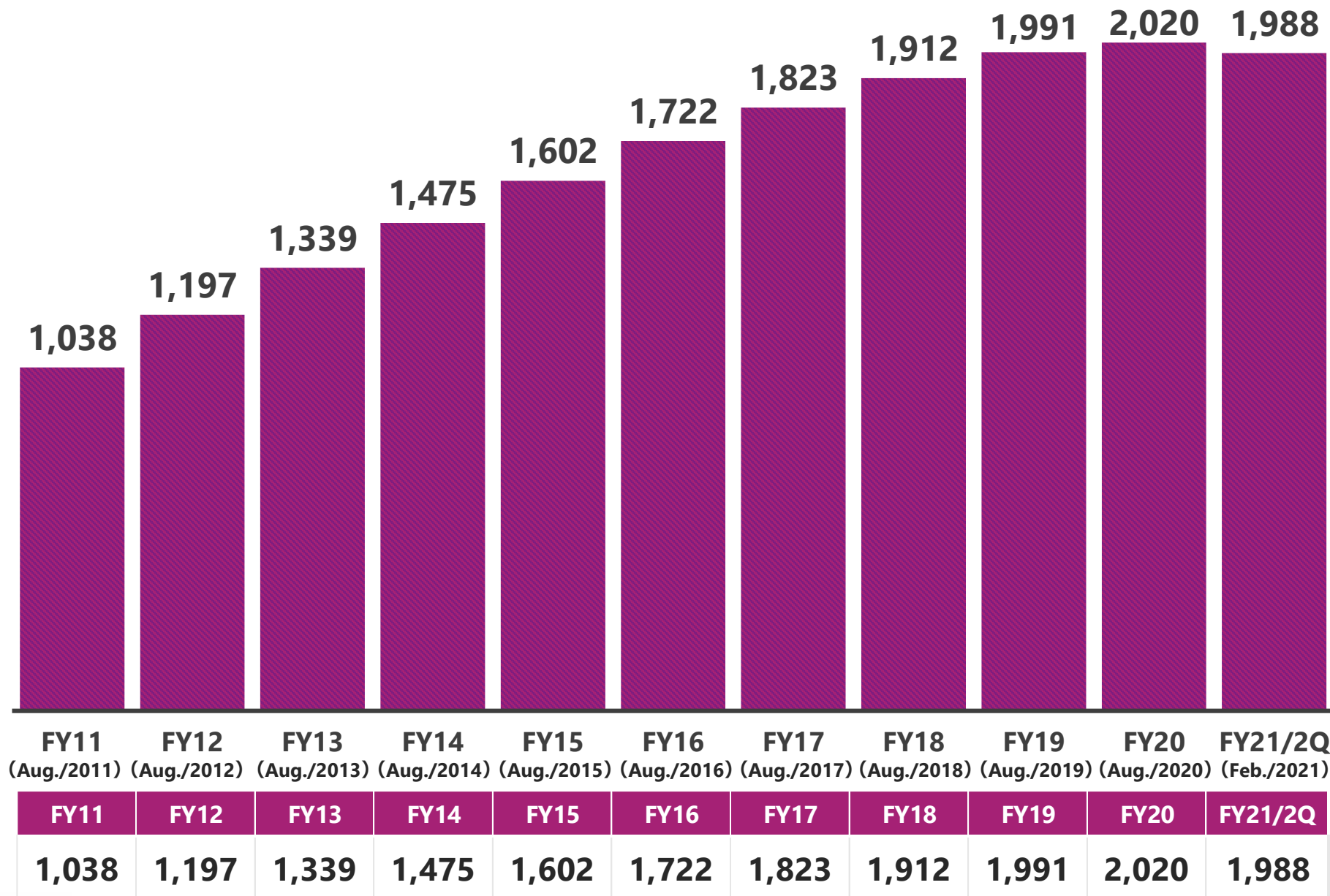
Appendix

History of Curves Business

Trends in Club Count

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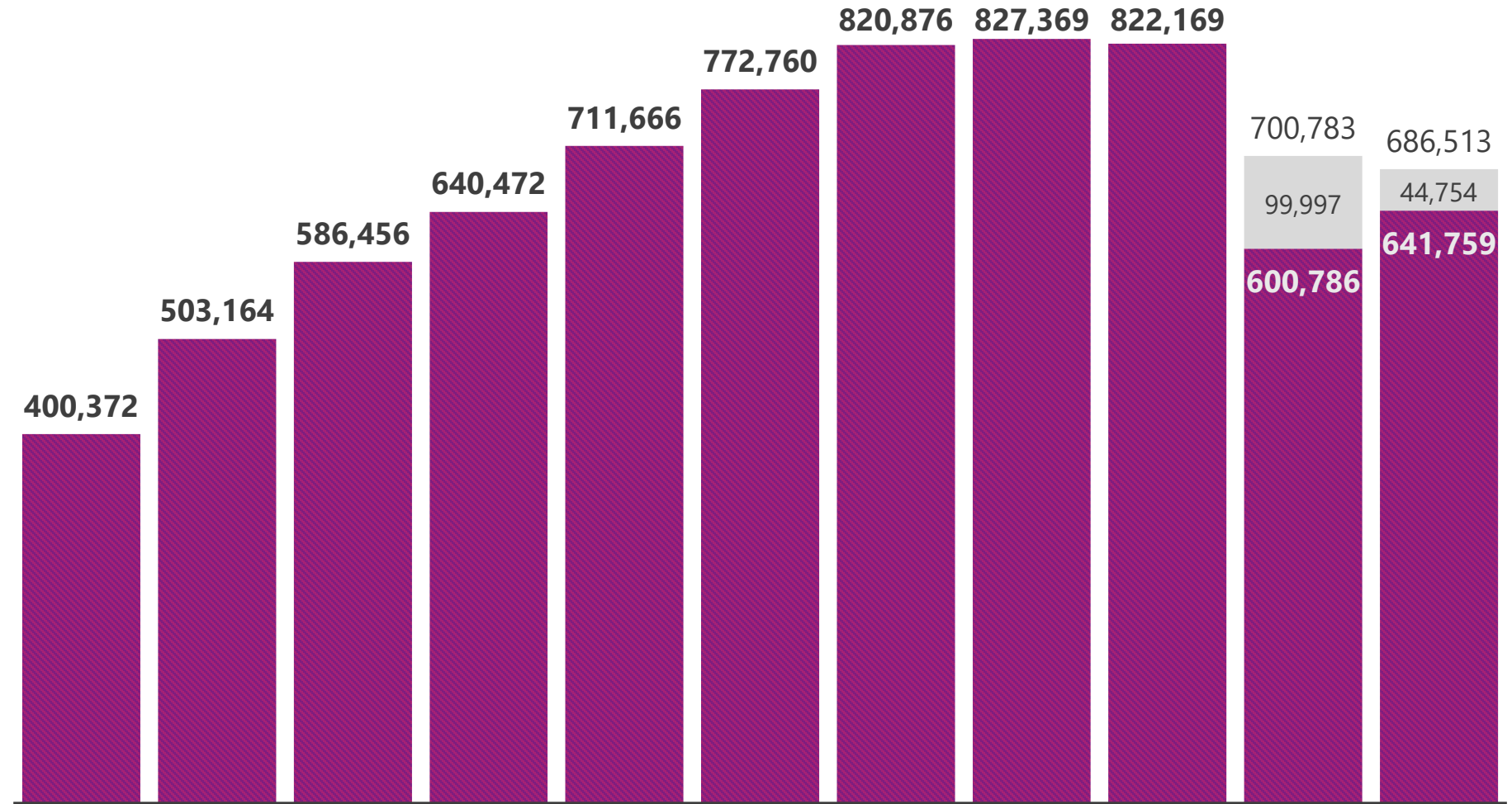
(clubs)



Trends in Membership

37

(members)



FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21/2Q
(Aug./2011)	(Aug./2012)	(Aug./2013)	(Aug./2014)	(Aug./2015)	(Aug./2016)	(Aug./2017)	(Aug./2018)	(Aug./2019)	(Aug./2020)	(Feb./2021)

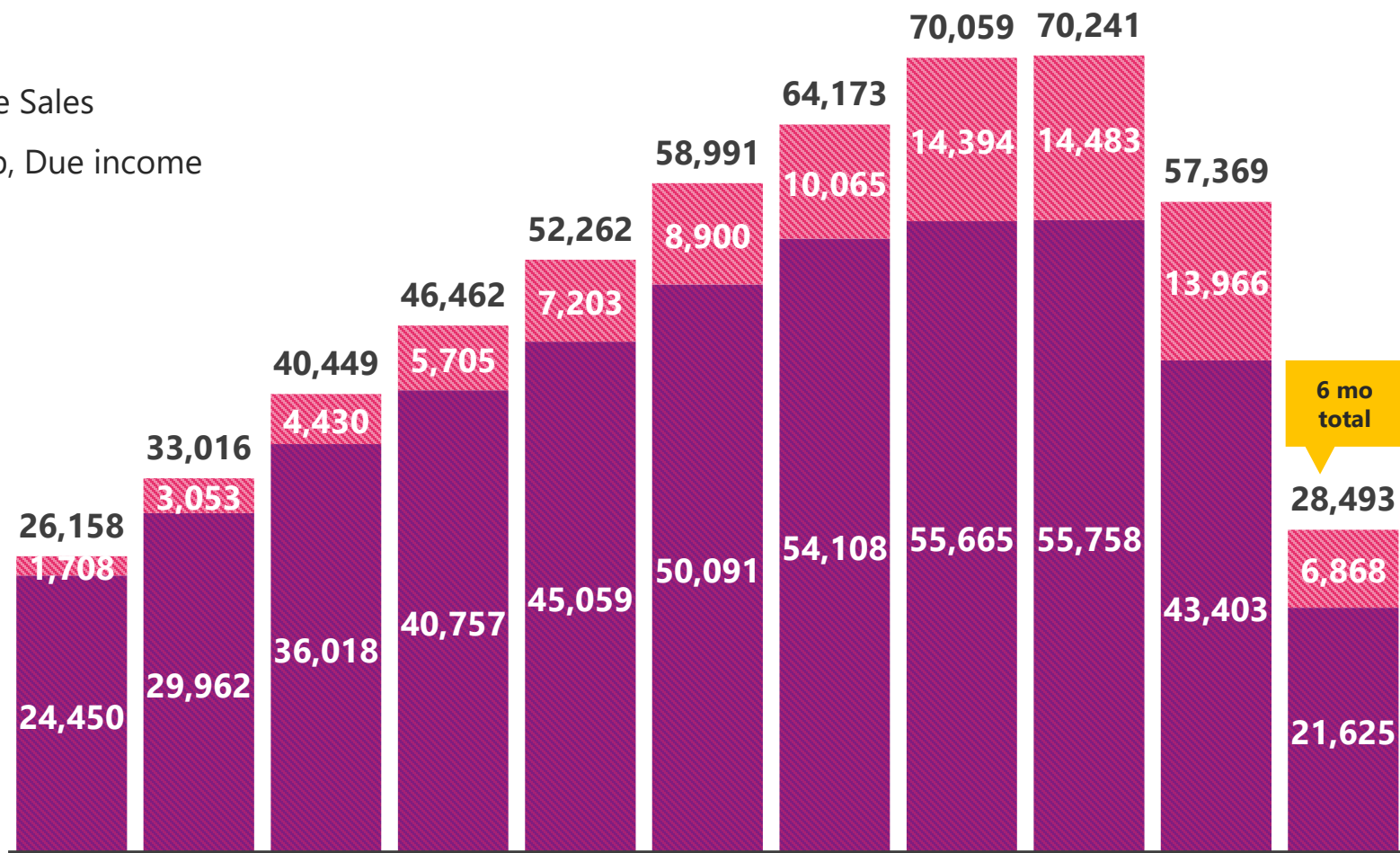
FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21/2Q
400,372	503,164	586,456	640,472	711,666	772,760	820,876	827,369	822,169	600,786	641,759

Trends in Chain-wide Sales

38

(million yen)

- Merchandise Sales
- Membership, Due income



	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21/2Q
Chain-wide Sales	26,158	33,016	40,449	46,462	52,262	58,991	64,173	70,059	70,241	57,369	28,493
Merchandise Sales	1,708	3,053	4,430	5,705	7,203	8,900	10,065	14,394	14,483	13,966	6,868
Membership, Dues	24,450	29,962	36,018	40,757	45,059	50,091	54,108	55,665	55,758	43,403	21,625

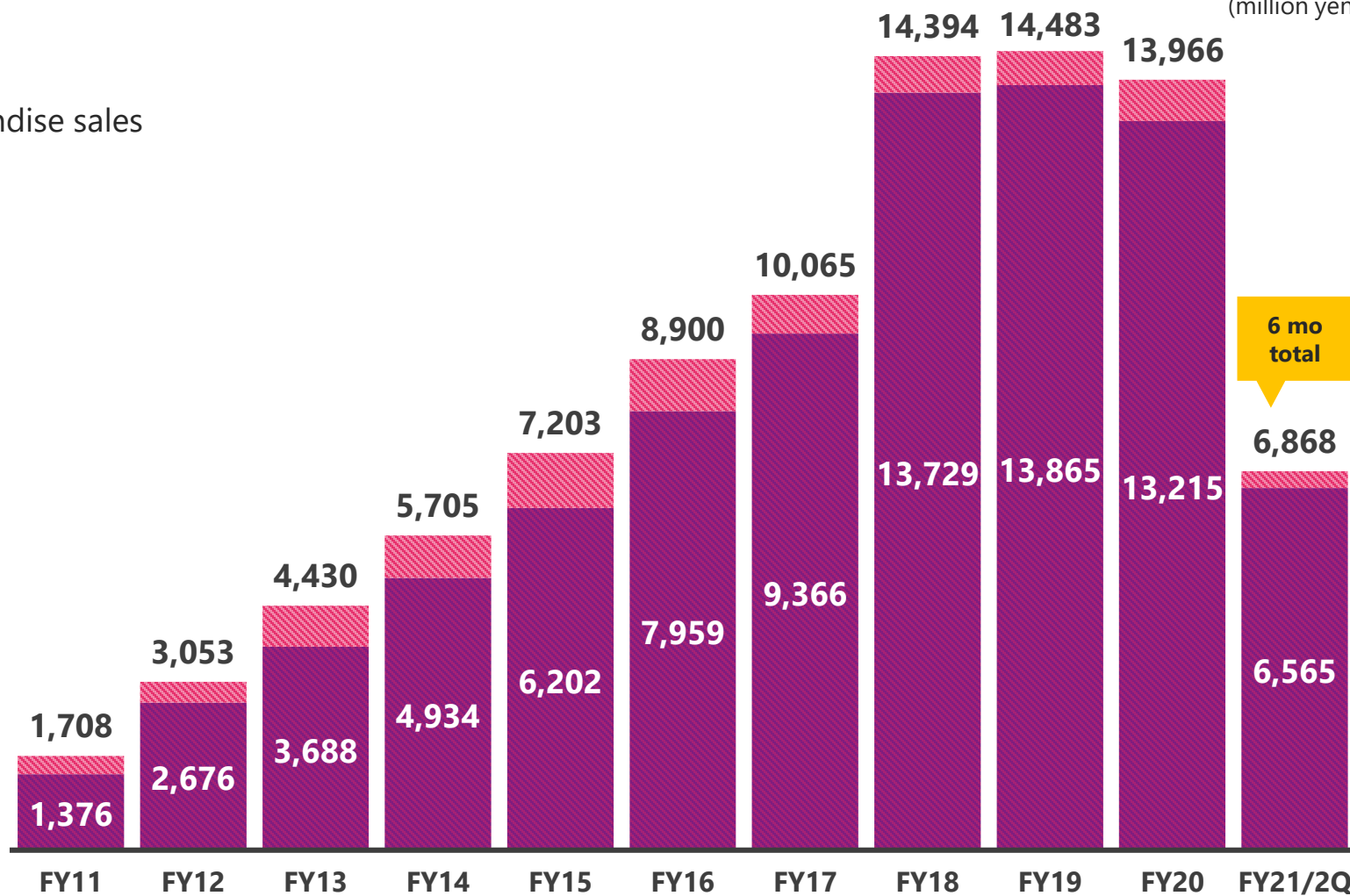
Trends in Merchandise Sales

39

(million yen)

Other merchandise sales

Protein sales



	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21/2Q
Merchandise Sales	1,708	3,053	4,430	5,705	7,203	8,900	10,065	14,394	14,483	13,966	6,868
incl. Protein Sales	1,376	2,676	3,688	4,934	6,202	7,959	9,366	13,729	13,865	13,215	6,565
Ratio of Protein	80.6%	87.6%	83.3%	86.5%	86.1%	89.4%	93.1%	95.4%	95.7%	94.6%	95.6%
Y-o-Y Protein Sales	-	194.4%	137.8%	133.8%	125.7%	128.3%	117.7%	146.6%	101.0%	95.3%	-

Trends in Consolidated Income Statement

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(million yen)	20/08				21/08	
	1Q	2Q	3Q	4Q	1Q	2Q
Sales	7,335	7,096	5,127	5,523	5,719	6,172
Domestic	7,200	6,979	4,967	5,474	5,679	6,096
Spot	233	186	167	194	141	128
Base	6,967	6,793	4,800	5,280	5,537	5,968
Rotaylty, etc.	1,676	1,611	738	1,182	1,346	1,359
Franchisee other	560	453	296	253	485	358
Merchandise	3,376	3,892	3,518	3,246	3,193	3,716
Corporate clubs	555	567	173	401	488	511
Other	21	28	15	18	23	23
Ad funds	776	239	57	177	-	-
International	134	117	159	49	40	75
Gross profit	3,031	3,071	1,292	1,772	2,507	2,455
Operating profit	1,603	1,384	-1,259	-561	-10	882
Ordinary profit	1,592	1,453	-1,314	-567	-103	772
Net profit	1,099	956	-933	-358	-143	490
Active members end period	864K	832K	545K	600K	689K	641K
Club count	2,008	2,014	2,019	2,020	2,000	1,988

Curves Group Profile

**By spreading the habits of
correct exercise,
we will help ourselves and
our members have a better life,
and resolve problems in our society.**

Strengths of Curves Group

Essential value offered to our customers

“Making Habit of Healthy Lifestyle”

- **Workout in club is not our essential value.**
- **Our essential value is to create the “habit of exercise” for those people with no experiences to start and continue exercises for life.**
- **The group’s true strengths are to provide a space for the “exercise habit”, communications and community.**

We are currently reinventing the business model based on this principle.

Strengths of Curves Group

Our (Invisible) Assets

5 Engagements

(Strong bonds beyond simple customer satisfaction)

- ① Engagement with customers
- ② Engagement with franchisees
- ③ Engagement with employees
- ④ Engagement with society and community
- ⑤ Engagement with shareholders

Will continue to enhance the 5 engagements in the COVID preventive measures.

Strengths of Curves Group

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Management Technology

We have created new fitness market for elderly populations with franchisees

【Experimental Thinking, Collective Wisdom, Management with Science 】

Speeding up the development of new business models and services.

Group Companies

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CURVES HOLDINGS Co., Ltd.
(Holding company for Curves operations)

Curves Japan Co., Ltd.

Franchiser operations in Japan

HIGH STANDARD Co., Ltd.

Operation of directly
operated clubs in Japan

Curves International, Inc.

Global franchiser operations

Curves Europe B.V.

European franchiser
operations

Company Profile

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Business Profile

- Operations of “Curves 30-min fitness clubs for women only”
- 1,988 clubs in Japan (75 corporate owned, 1,913 Franchisees)
(as of the end February 2021)

Basic Data

- Corporate Address: 11F, Shibaura Renasite Tower, 3-9-1
Shibaura, Minato-ku, Tokyo
- Founded(1) : Feb 2005
- Sales (2) : 25.0 billion Yen
- Capital (2) : 800 million Yen

Note:

(1) Shows date of incorporation of Curves Japan Co., Ltd. Curves Holdings was founded in October 2008.

(2) Results of the FY August 31, 2020.

History

2/2005

Curves Japan founded by Venture Link Co. Ltd.
(Acquired master license from Curves International)

3/2006

Rollout in Japan in franchising

6/2006

Opened 100 clubs

10/2008

Becomes Koshidaka Holdings' subsidiary

6/2011

Reached 1,000 clubs

6/2015

Opened 'Prevention Center Curves Odawara', the 1st
Prevention Center certified by Kanagawa Pref

3/2018

Acquired Curves International, Inc. (global franchisor)

11/2018

Started Men's Curves (Chino)

7/2019

Acquired CFW International Management B.V.
(currently Curves Europe B.V., European franchisor)

10/2019

Topped 2,000 clubs

3/2020

Listed in Tokyo Stock Exchange Section 1 with Stock
Allocation Spin-off

For more information

► For IR related inquiries :

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e-Mail : curves-ir@curves.co.jp

U R L : <https://www.curvesholdings.co.jp/>

TSE Code : 7085

The purpose of this presentation is to provide information about the Curves Group based on results of operations for the 1st Half of the fiscal year ending August 31, 2021. This is not a solicitation to purchase securities issued by Curves Holdings Co., Ltd.

This presentation is based on information available as of April 9, 2021. Opinions, forecasts and other information represent the judgments of management at the time this presentation was prepared. Curves Holdings provides no guarantee or other assurance that the information in this presentation is accurate or complete and may revise information without prior notice.

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