



The power to amaze yourself.®

——— 明日の自分にきっと驚く

**Supplementary Material:
Consolidated Results of Operations
for 3Q of FY ending August 31, 2021**

July 9, 2021

TSE Sec 1: 7085

CURVES HOLDINGS Co., Ltd.

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Consolidated Results of Operations for 3Q of FY 8/2021

Consolidated Statement of Income

4

(million yen)

	FY 8/2021(current) Nine Months(Sep-May)Actual	FY 8/2020(previous) Nine Months(Sep-May)Actual	Year on year	FY 8/2021(current) 3Q(Mar-May)Actual
Sales	18,170	19,559	92.9%	6,278
Cost of Sales	10,503	12,163	86.4%	3,575
(Cost of Sales Ratio)	57.8%	62.2%		56.9%
SGA	6,352	5,667	112.1%	2,260
incl. Amortization for goodwill and trademarks	805	825	97.6%	271
Operating Profit	1,314	1,728	76.1%	443
(Operating Ratio)	7.2%	8.8%		7.1%
Ordinary Profit	1,421	1,732	82.0%	751
Etraordinary Income	-	-	-	-
Extraordinary Loss	1	4	35.4%	1
Net Profit	824	1,122	73.5%	477
(Net Profit Ratio)	4.5%	5.7%		7.6%

Consolidated Statement of Income (by region)

5

(million yen)

	FY 8/2021(current)		FY 8/2020(previous)		Year on year	FY 8/2021(current)	
	Nine Months(Sep-May)Actual	To Sales	Nine Months(Sep-May)Actual	To Sales		3Q(Mar-May)Actual	To Sales
Sales	18,170	100.0%	19,559	100.0%	92.9%	6,278	100.0%
Domestic	17,990	99.0%	19,147	97.9%	94.0%	6,214	99.0%
International	180	1.0%	411	2.1%	43.7%	64	1.0%
Operating Profit	1,314		1,728		76.1%	443	
Domestic	2,680		2,899		92.5%	920	
International	-390		-192		-	-136	
Adjustments	-975		-978		-	-341	

* 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

6

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

7

(million yen)

	FY 8/2021(current)		FY 8/2020(previous)		Year on year	FY 8/2021(curr
	Nine Months(Sep-May)Actual	To Sales	Nine Months(Sep-May)Actual	To Sales		3Q(Mar-May)Actual
Sales	18,170	100.0%	19,559	100.0%	92.9%	6,278
Domestic	17,990	99.0%	19,147	97.9%	94.0%	6,214
Spot	382	2.1%	586	3.0%	65.3%	112
Base	17,607	96.9%	18,560	94.9%	94.9%	6,102
Royalty,etc	4,125	22.7%	4,027	20.6%	102.5%	1,420
Franchisees other	1,250	6.9%	1,310	6.7%	95.4%	406
Merchandise	10,637	58.5%	10,787	55.2%	98.6%	3,728
Corporate clubs	1,522	8.4%	1,295	6.6%	117.5%	522
Other	71	0.4%	65	0.3%	108.9%	24
Ad funds*	-	-	1,073	5.5%	-	-
International	180	1.0%	411	2.1%	43.7%	64

* Ad funds which was included in the Base Income up to FY 8/2020 is not recognized in Sales as from FY 8/2021.
Marketing costs exceeding Ad funds collected from franchisees are recognized 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)	3Q (3-5)
Sales	7,335	7,096	5,127	5,523	5,719	6,172	6,278
Domestic	7,200	6,979	4,967	5,474	5,679	6,096	6,214
Spot	233	186	167	194	141	128	112
Base	6,967	6,793	4,800	5,280	5,537	5,968	6,102
Royalty, etc.	1,676	1,611	738	1,182	1,346	1,359	1,420
Franchisees other	560	453	296	253	485	358	406
Merchandise	3,376	3,892	3,518	3,246	3,193	3,716	3,728
Corporate clubs	555	567	173	401	488	511	522
Other	21	28	15	18	23	23	24
Ad funds	776	239	57	177	-	-	-
International	134	117	159	49	40	75	64

Active members end period	864K	832K	545K	600K	689K	641K	681K
Club count	2,008	2,014	2,019	2,020	2,000	1,988	1,974

* Ad funds which was included in the Base Income up to FY 8/2020 is not recognized in Sales as from FY 8/2021.

Marketing costs exceeding Ad funds collected from franchisees are recognized as SGA expenses.

Consolidated Statement of Income - Topics

9

Comparison to 2Q

	Sales	Operating Profit	Ordinary Profit	Net Profit
3Q (Mar-May)	6,270 M yen (+ 100 M yen to 2Q)	440 M yen (-430 M yen to 2Q)	750 M yen (- 20 M yen to 2Q)	470 M yen (-10 M yen to 2Q)
2Q (Dec - Feb)	6,170 M yen	880 M yen	770 M yen	490 M yen

Sales

① Royalty Fee incomes are in recovery trend

- Royalty fee income and corporate club sales are steady with recovery of total actual members.
- Media mix marketing with TV CM and Web advertisements was enhanced in Apr/May, new sign-ups were steady even under the State of Emergency declared, attrition rate came in lower than pre-Covid 19 level, and actual members increased by 39K from 2Q end, reaching 681K members.

② Merchandise sales saw growth from 2Q with higher per-customer sales

- In merchandise sales, the subscription rate slightly dropped with no active campaign for new subscriptions done under the State of Emergency. Overall sales, however, grew strong with higher per-customer sales resulting from existing subscribers having switched to new high-function products.

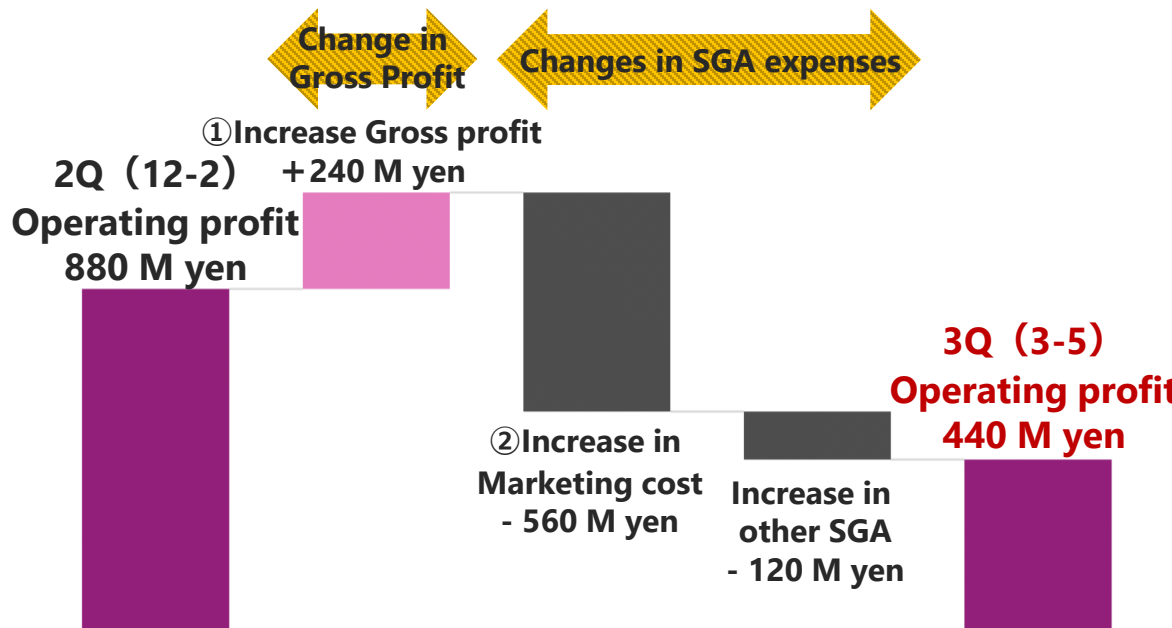
Consolidated Statement of Income - Topics

10

Profit

[Operating Profit]

Changes in 3Q (Mar-May) from 2Q (Dec-Feb)



① Gross profit increased with higher sales and lower cost of goods sold.

② SGA expenses increased due to enhanced marketing including TV CM etc.

[Ordinary Profit]

In 3Q (Mar-May), we had 80 million yen of currency exchange gain (non-operating incomes) from the yen-based loans to overseas subsidiaries due to weaker yen (compared to 100 million yen loss in 2Q). No effects in cash flows.

Consolidated Balance Sheet

11

(million yen)

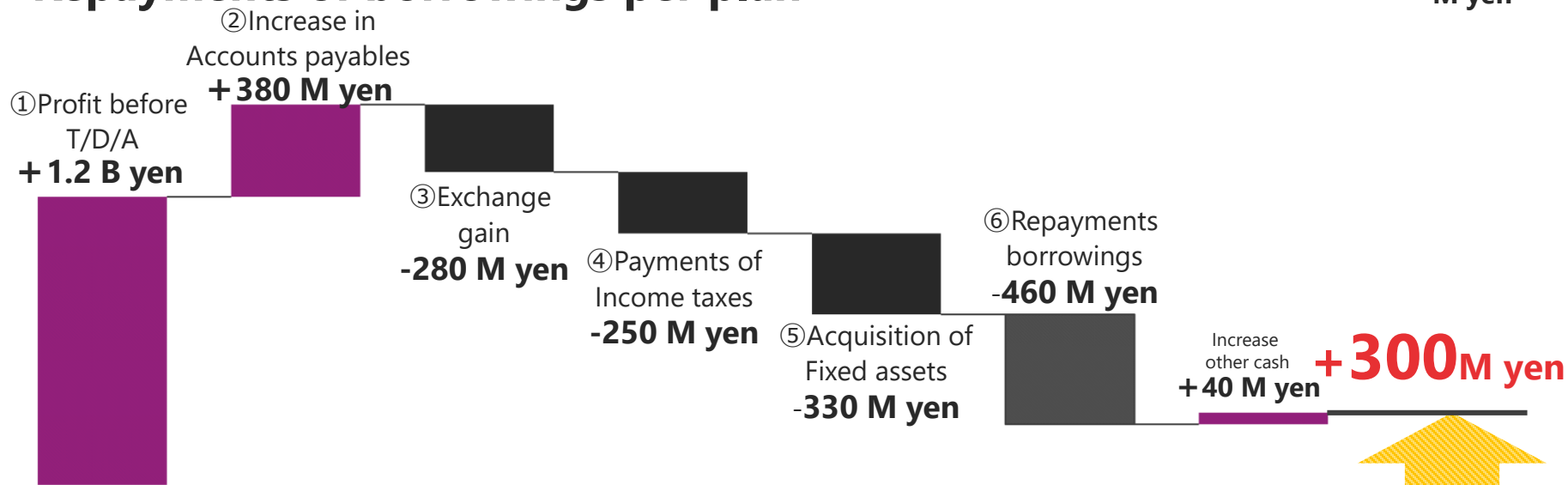
	FY 8/2021 End 3Q	FY 8/2020 End fiscal year	Changes
Current assets	14,970	15,275	-304
Cash and deposits	9,819	9,533	285
Notes and accounts receivable	3,662	3,243	419
Merchandise	1,231	1,511	-279
Income taxes refunds receivable	26	480	-454
Non-current assets	21,518	21,562	-44
Property, plant and equipment	491	326	164
Intangible assets	20,449	20,789	-339
Goodwill	1,368	1,392	-24
Trademark rights	17,711	17,997	-285
Software	783	666	117
Investments and other assets	577	446	130
Total assets	36,488	36,837	-349
Current liabilities	8,552	7,262	1,289
Current portion of long term borrowings	2,777	1,840	937
Non-current liabilities	19,065	21,432	-2,367
Long-term borrowings	15,102	17,420	-2,317
Total liabilities	27,617	28,695	-1,077
Interest-bearing debts	17,880	19,260	-1,380
Total net assets	8,871	8,142	728
Shareholders' equity	8,360	8,005	355
Total liabilities and net assets	36,488	36,837	-349

Changes in Cash Flows

Cash and cash equivalents increased by 300 million yen in 3Q (Mar-May),

Balance at end period 9.8 billion yen

① Profit before tax/depreciation/amortization	+ 1.2 _B yen
② Increase in accounts payables	+ 380 _M yen
③ Currency exchange gain due to weaker yen	- 280 _M yen
④ Payments of income taxes	- 250 _M yen
⑤ Acquisition of fixed assets	- 330 _M yen
⑥ Repayments of borrowings per plan	- 460 _M yen



Business Outline and Updates for 3Q

Effects of the COVID State of Emergency

14

State of Emergency issued in Tokyo/Osaka since April 25

No direct requirement to close Curves

- Except, some Curves clubs were closed inside large retail facilities like shopping centers exceeding 1000 m2 that were required to close (including Sat/Sun only).
- Since June 1, sports clubs were not required to close regardless of sizes as “essential services”, but hours were limited until 8 pm. (No effects on Curves because no clubs are open after 8 pm.)

Period	Closed	Area
Sun 4/25 – Tue 5/11	Up to 31 clubs closed all day	Tokyo, Osaka, Kyoto, Hyogo
Wed 5/12 – Mon 5/31	Up to 6 clubs closed all day	Tokyo, Osaka
Wed 6/1 – Sun 6/20	No clubs closed all day	

* Up to 34 clubs after 5/12 and up to 7 clubs after 6/1 were closed on Saturday only.

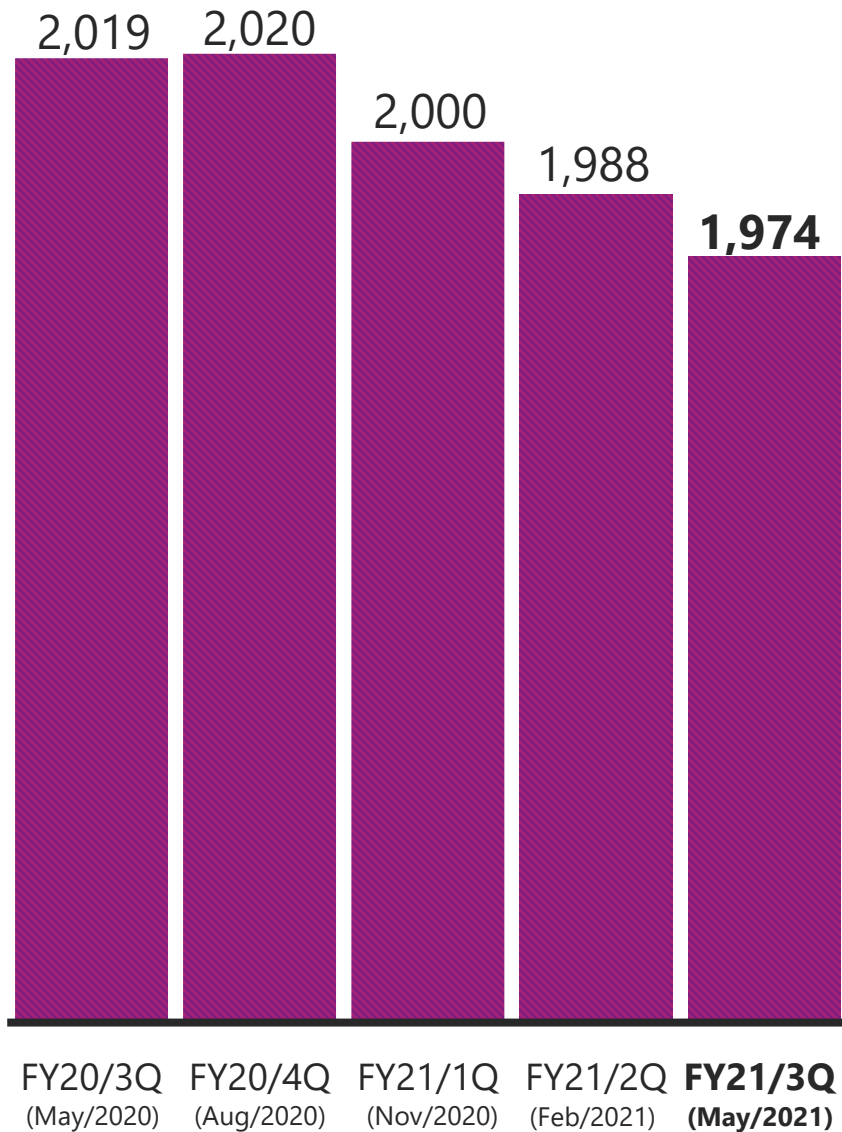
Relief measures taken for members during closures

- Recommended special plans to allow members to use other clubs or Online Fitness “Ouchi-de-Curves” to encourage them to continue their exercise habit.
Approx. 70% members have registered.
- Refunded fees for closed days to those members not registering special plans.
- Clubs closed Saturday only opened alternative days in following months.

Total Club Count

15

(clubs)



1,974 clubs in Japan

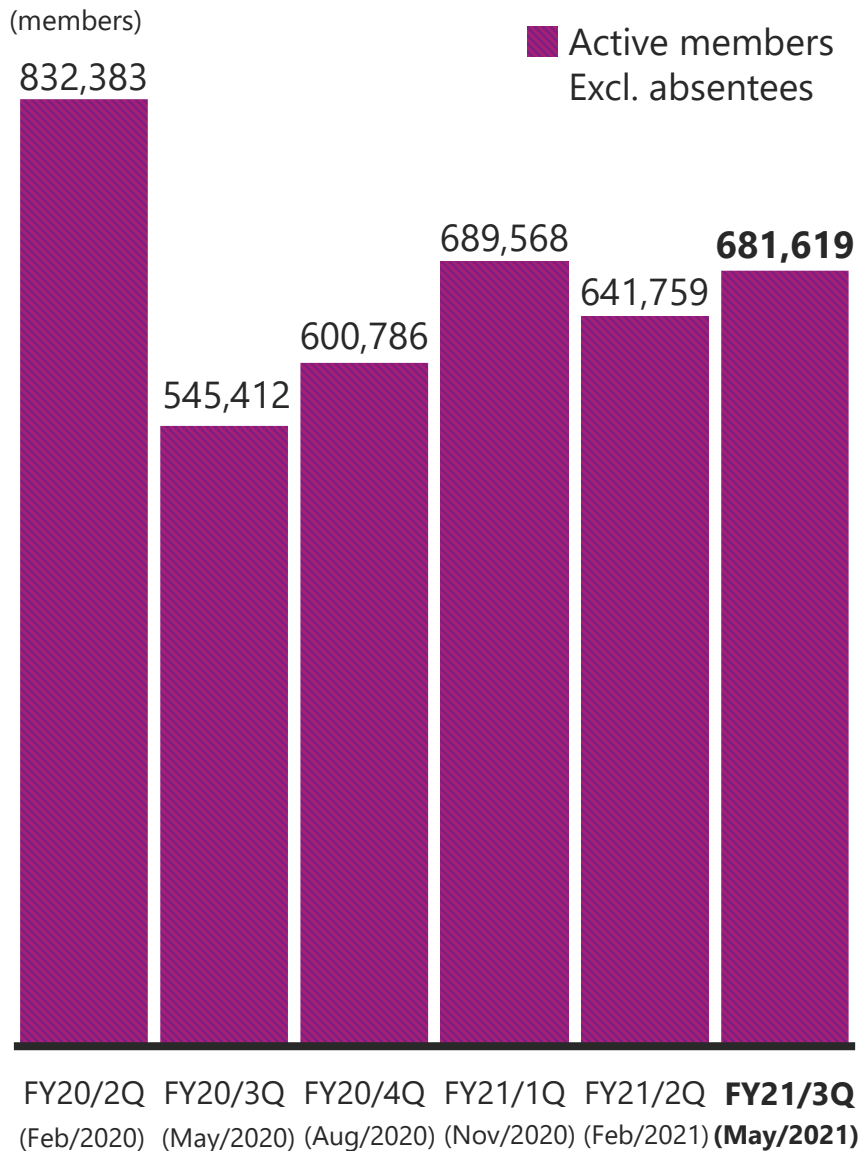
3Q (March-May)

New open 3 clubs
Closed 17 clubs
Net increase -14 clubs

- Continued to close/merge clubs financially affected by COVID.
- Over 70% of members in clubs closed in 3Q have transferred to near-by clubs.

Total Active Members

16



681K active members
excl. absentees

Compared to end 2Q
FY 2021

+ **39K**

Compared to end 2Q
FY 2020

- **150K**

- Special Absentee Program ended in March – about 50% of absentees returned.
- New sign-ups increased with membership drive in Apr/May.
- Attrition rate stayed low (2.4% for March/May)

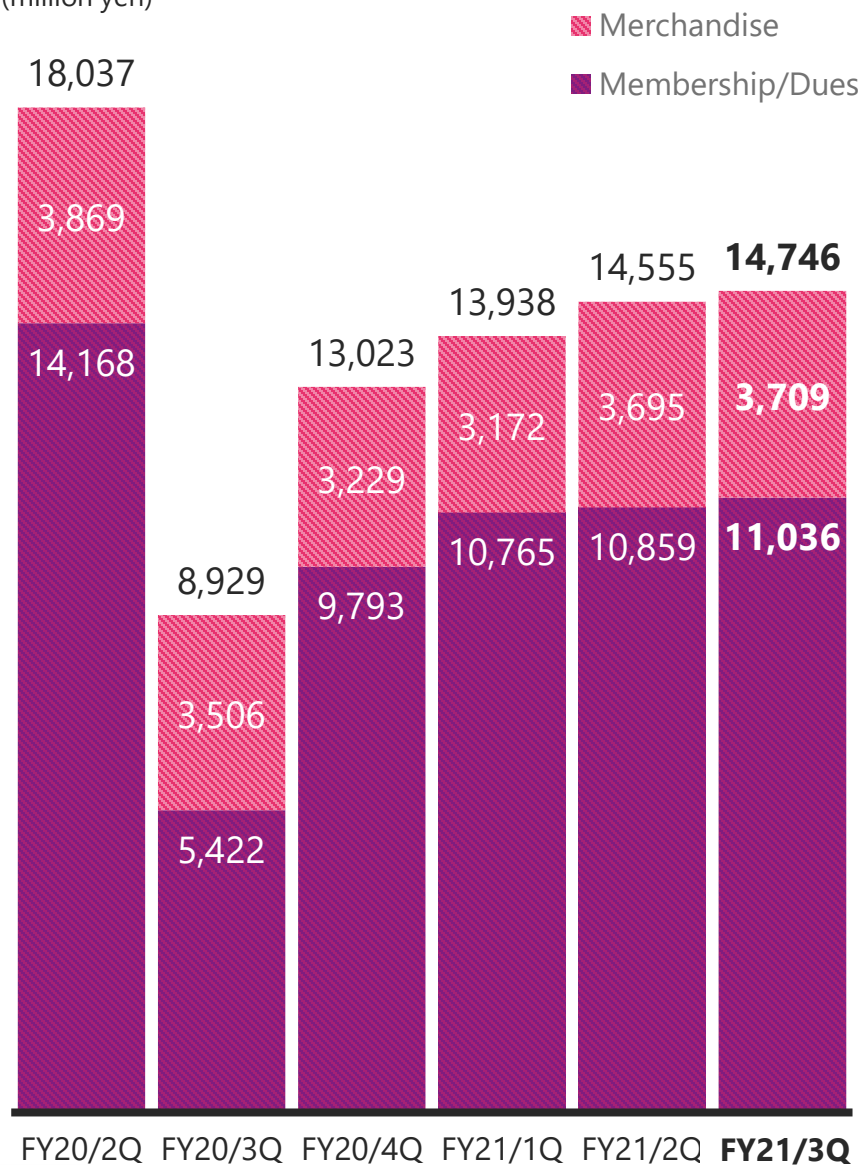


Have achieved net growth each month March thru May. Still in the process of returning back to the pre-COVID level.

Chain-wide Sales

17

(million yen)



3Q FY 8/2021

Actual

14.74 Billion yen

Compared to end
2Q FY 2021

101.3%

Compared to end
2Q FY 2020

81.8%

Merchandise Sales

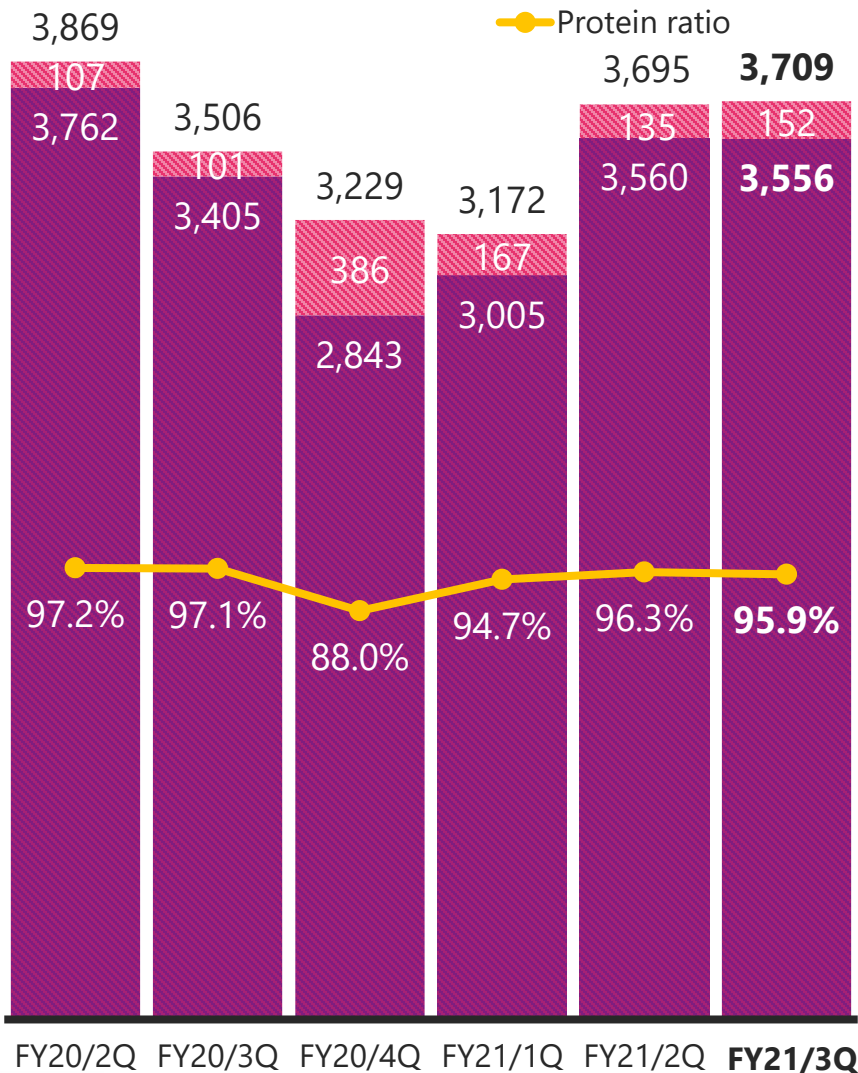
18

(million yen)

Other Merchandise

Protein

Protein ratio



3Q FY 8/2021

Actual

3.7 Billion yen

Compared to end
2Q FY 2021

100.4%

Compared to end
2Q FY 2020

95.9%

(Protein ratio)

95.9%

Framework of 2nd Half Strategies

19

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**

Membership Drive Campaign

20

1.Enhanced marketing with TV CM and membership drive campaign in Apr/June

- April: “5 workouts free for ‘try and compare!’ campaign”
- May/June: “2-week trial for body shapeup” free ticket campaign
 - ➡ Under the impacts of the State of Emergency, new sign-ups exceeded the pre-COVID level in 2019.

[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 <3分>
② お体についてのお話 <10分>
③ 体力測定 (体脂肪・筋肉量・脂肪量など) <15分>
④ お体にあった運動の指導 <15分>
⑤ 継続利用をする際の割引特典や入会のご案内

※カープ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。
※お申し込み・登録時、身体測定の結果を基にさせていただきます。
※初回のご来店時にカウンセリングが必要となります (要予約)
※キャンセルは1週間前までにお願いします。
※チケットの譲渡はできません。

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係」とお伝えください

WEB 2021年3月1日 (月) ~
カープス 検索

https://www.curves.co.jp/cmp/

女性だけの30分フィットネス カープス

試せる! 5回無料 チケット

使い放題!

1回目 /
2回目 /
3回目 /
4回目 /
5回目 /

カープス無料チケット

カープス無料チケット

カープス無料チケット

カープス無料チケット

カープス無料チケット

体重 お腹 肩 腰 運動不足 が増える方

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>

2.Updates of Protein sales

- Over 30% of current Protein subscribers have switched to the new product, “Super Protein Premium Plus”.
 - ➡ Per-customer sales increased compared to 2Q.

3. Updates of “Ouchi-de-Curves”

- **Started enrolling new users in mid April**
 - **About 13K members were registered at end May.**
-
- **Introduced new price plans offering flexible options to meet a variety of lifestyles and needs of members.**

“Ouchi” Plan

Members can use Online only.

Dual Plan

Both in-club and online are available.

In-Club Plan

In-club only as is in the regular membership

4. Updates on “Men’s Curves”

- **Men’s Curves Hachinohe Lapia opened in May. (Hachinohe, Aomori)**

First Men’s Curves in Tohoku,
Currently 7 clubs nation-wide



5. Updates of International Operations

- **As of end 3/2021 in Europe, our key market, 51 only out of total 159 clubs are open.**
 - * In the territories directly operated by the group franchisors only. 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 4Q and Beyond

Positioning of FY 8/2021

24

【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

Enhanced Marketing Continued 25

Media-mix marketing tied with TVCM rolled out in June/July

- “Word-of-mouth referral promotion marketing” is combined simultaneously, effectively supported by TVCM.
- Focusing on media-mix advertising including the web marketing and local promotion flyers.



“Diet Counseling Month” in July

- “Diet Counseling Month” in July offers counseling to members for achieving healthier diet and nutrition balance, tied with the promotion of dietary supplements such as Protein products.

Collaboration with Fujii Megumi, popular dietitian ²⁶

15 min. easy and professional cooking
Healthy Protein Recipes, Tasty and Lean

June 1, 2021

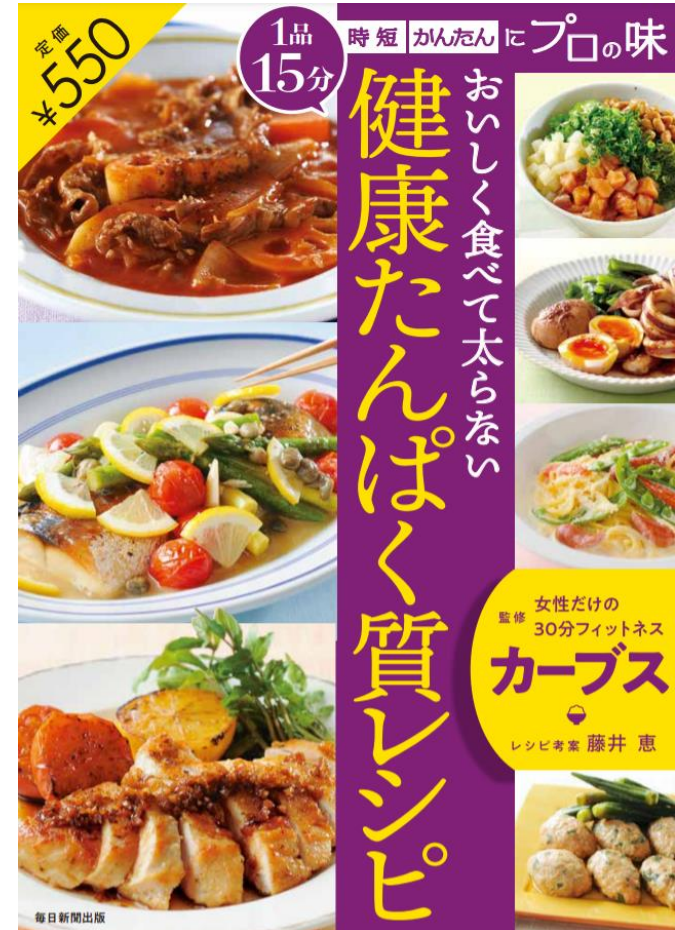
Delivers a message of
“Curves gets you both
Exercise + Diet”.

80,000 copies released

Amazon ranking
in 5 categories of “Easy recipes”, “Nutrition”, etc

No.1 (6/2/2021)

Also ranked #1 in total monthly sales in
many bookstores nation-wide



Revisions of Forecasts

27

Forecasts are revised reflecting operation results in 3Q and the current business environments

	9 months FY 8/2021	Annual FY 8/2021		
	Actual	Revised forecast	Previous forecast	Difference
Sales	18,170 Mil yen	24,400 Mil yen	24,000 Mil yen	+ 400 Mil yen
Operating profit	1,310 Mil yen	1,500 Mil yen	1,300 Mil yen	+ 200 Mil yen
Ordinary profit	1,420 Mil yen	1,590 Mil yen	1,100 Mil yen	+ 490 Mil yen
Net profit	820 Mil yen	950 Mil yen	720 Mil yen	+ 230 Mil yen
Total active members end period	681K members	680K members	700K members	-20K members
Club count	1,974 Clubs	1,958 Clubs	1,940 Clubs	+ 18 Clubs

Revision of Dividend Forecast

28

Our basic policy on the dividends is to achieve the consolidated payout ratio at 50%, while ensuring to maintain sufficient reserves needed for future operations and the optimization of financial strength.

Based on the basic policy and the revised forecasts of operations, the dividend forecast for FY 8/2021 is revised:

Annual dividend 4.0 yen (previous forecast 3.0 yen)
(Net earning per share: 10.15 yen, Consolidated payout ratio 39.4%)



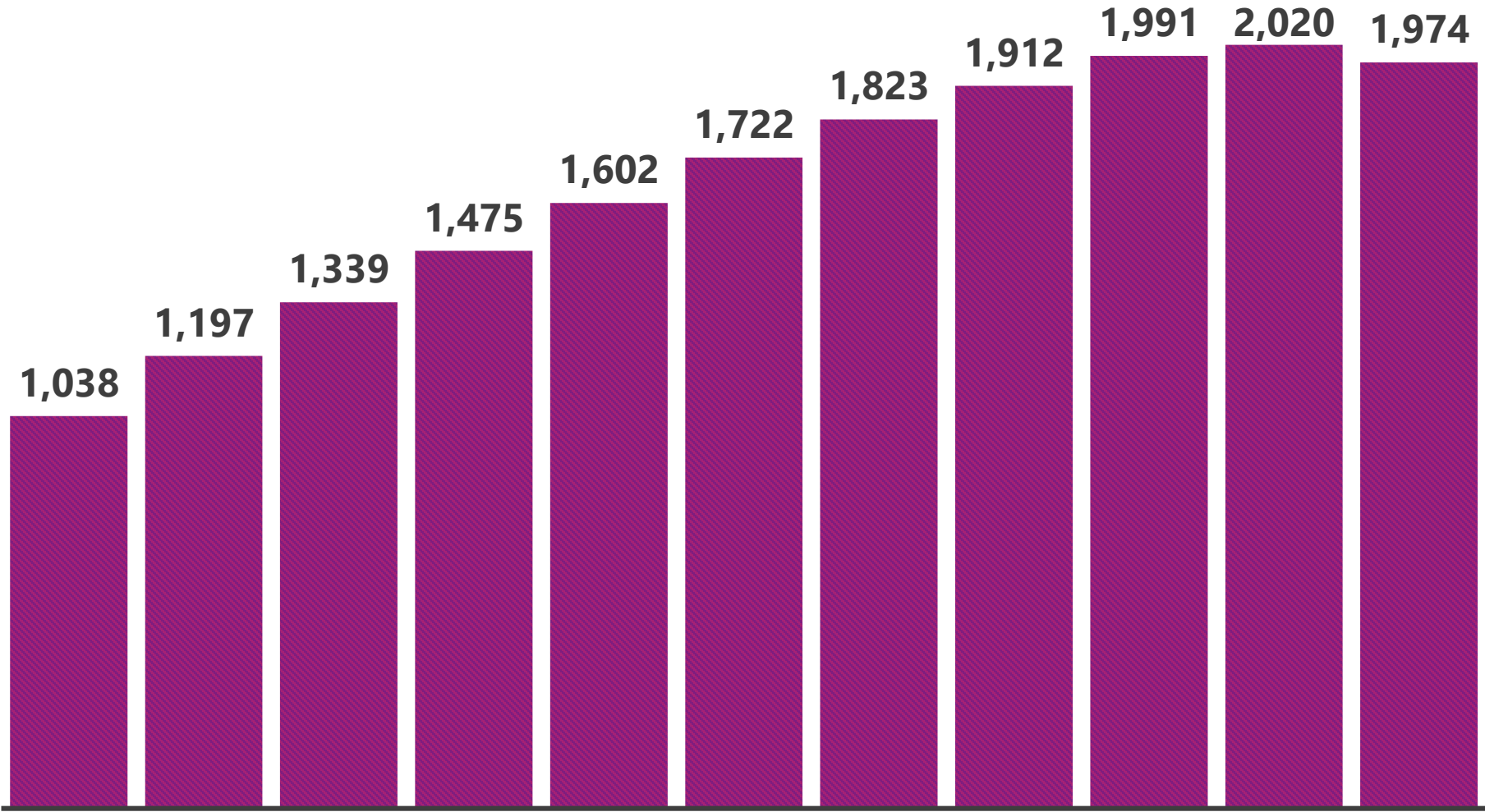
Appendix

| History of Curves Business

Trends in Club Count

31

(clubs)



11/08

12/08

13/08

14/08

15/08

16/08

17/08

18/08

19/08

20/08

21/05

11/08

12/08

13/08

14/08

15/08

16/08

17/08

18/08

19/08

20/08

21/05

1,038

1,197

1,339

1,475

1,602

1,722

1,823

1,912

1,991

2,020

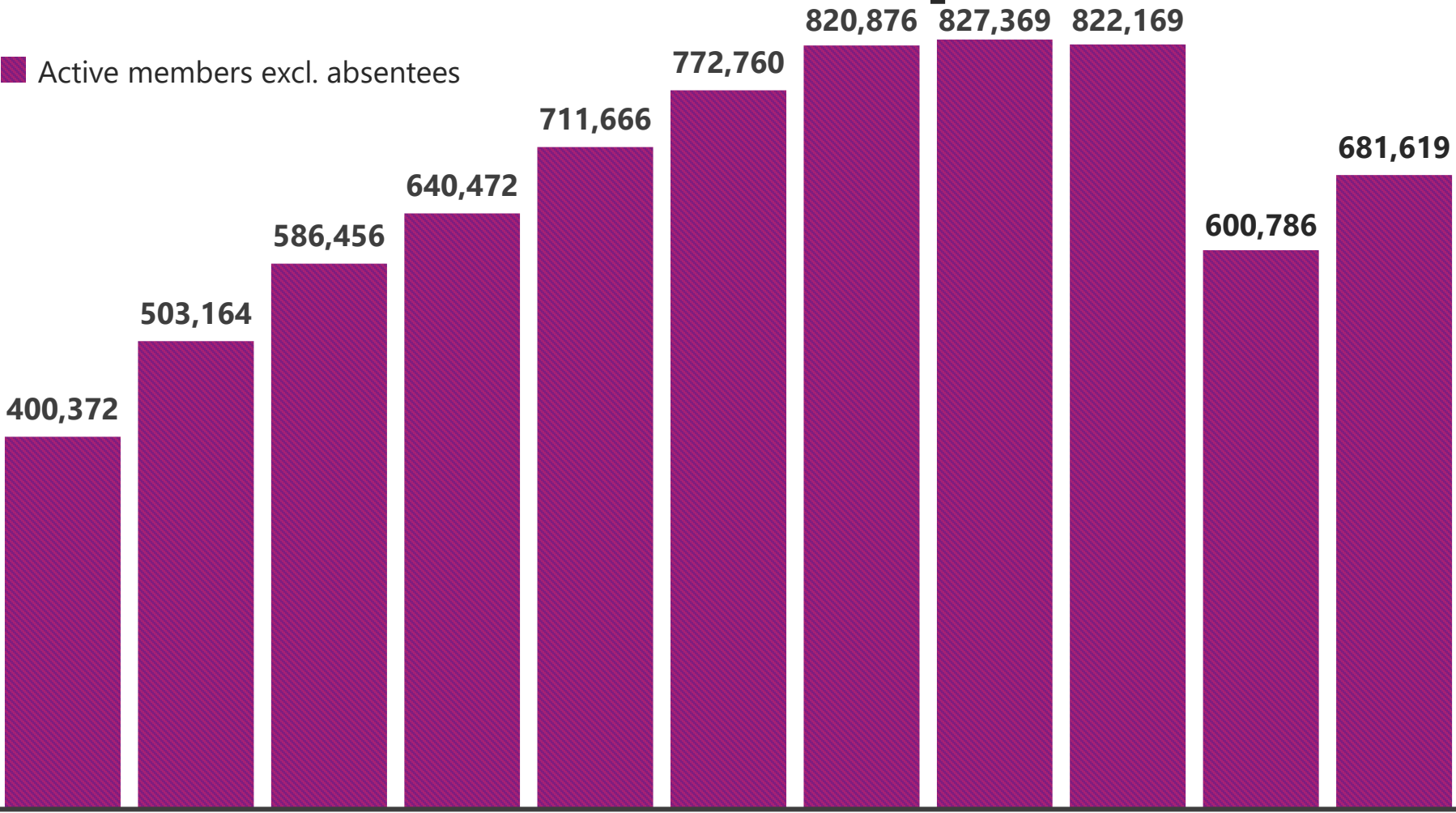
1,974

Trends in Membership

32

(members)

Active members excl. absentees



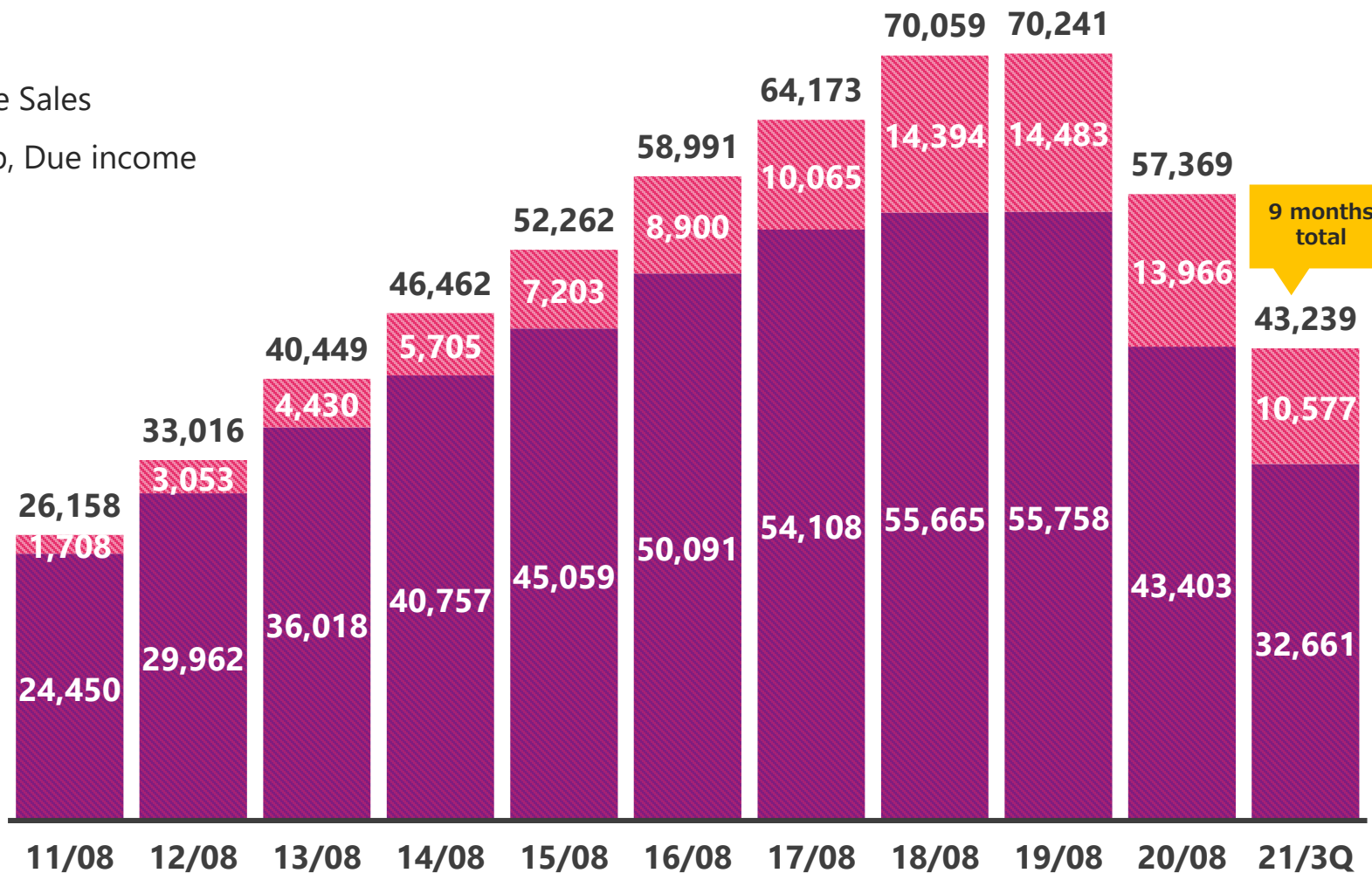
11/08	12/08	13/08	14/08	15/08	16/08	17/08	18/08	19/08	20/08	21/05
400,372	503,164	586,456	640,472	711,666	772,760	820,876	827,369	822,169	600,786	681,619

Trends in Chain-wide Sales

33

(million yen)

- Merchandise Sales
- Membership, Due income

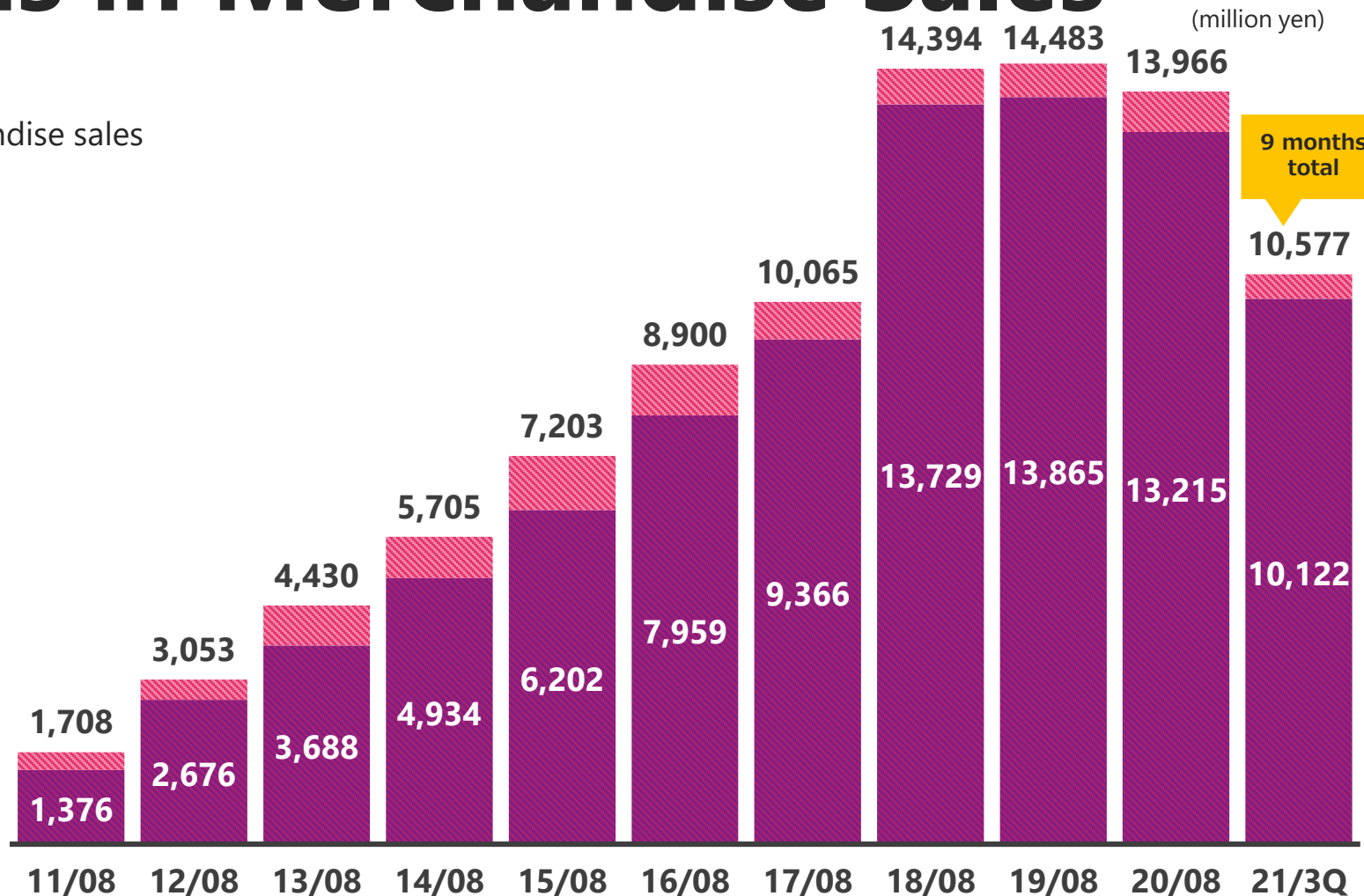


	11/08	12/08	13/08	14/08	15/08	16/08	17/08	18/08	19/08	20/08	21/3Q
Chain-wide Sales	26,158	33,016	40,449	46,462	52,262	58,991	64,173	70,059	70,241	57,369	43,239
Merchandise Sales	1,708	3,053	4,430	5,705	7,203	8,900	10,065	14,394	14,483	13,966	10,577
Membership, dues	24,450	29,962	36,018	40,757	45,059	50,091	54,108	55,665	55,758	43,403	32,661

Trends in Merchandise Sales

34

Other merchandise sales
Protein sales



	11/08	12/08	13/08	14/08	15/08	16/08	17/08	18/08	19/08	20/08	21/3Q
Merchandise sales	1,708	3,053	4,430	5,705	7,203	8,900	10,065	14,394	14,483	13,966	10,577
incl. Protein sales	1,376	2,676	3,688	4,934	6,202	7,959	9,366	13,729	13,865	13,215	10,122
Protein ratio	80.6%	87.6%	83.3%	86.5%	86.1%	89.4%	93.1%	95.4%	95.7%	94.6%	95.7%
Protein y-o-y	-	194.4%	137.8%	133.8%	125.7%	128.3%	117.7%	146.6%	101.0%	95.3%	-

Trends in Consolidated Income Statement

35

(million yen)

	20/08				21/08		
	1Q	2Q	3Q	4Q	1Q	2Q	3Q
Sales	7,335	7,096	5,127	5,523	5,719	6,172	6,278
Domestic	7,200	6,979	4,967	5,474	5,679	6,096	6,214
Spot	233	186	167	194	141	128	112
Base	6,967	6,793	4,800	5,280	5,537	5,968	6,102
Royalty, etc	1,676	1,611	738	1,182	1,346	1,359	1,420
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Ad funds	776	239	57	177	-	-	-
International	134	117	159	49	40	75	64
Gross profit	3,031	3,071	1,292	1,772	2,507	2,455	2,703
Operating profit	1,603	1,384	-1,259	-561	-10	882	443
Ordinary profit	1,592	1,453	-1,314	-567	-103	772	751
Net profit	1,099	956	-933	-358	-143	490	477
Active members end period	864K	832K	545K	600K	689K	641K	681K
Club count	2,008	2,014	2,019	2,020	2,000	1,988	1,974

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Marketing costs exceeding Ad funds collected from franchisees are recognized as SGA expenses.

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 lifelong.**
- **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”
- 1,974 clubs in Japan (75 corporate owned, 1,899 Franchisees)
(as of the end May 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 :

CURVES HOLDINGS Co., Ltd.

TEL : +81 (0)3-6453-8752

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

URL : <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 9months of the fiscal year ending August 31, 2021. This is not a solicitation to purchase securities issued by CURVES HOLDINGS Co., Ltd.

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