



**Second Quarter of Fiscal Year Ending March 31, 2024  
Financial Results Briefing Materials**

**RENAISSANCE INCORPORATED**

November 10, 2023

(Tokyo Stock Exchange Prime Market: 2378)

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# 1. Financial Highlights

# Consolidated/Non-Consolidated Income Statements



(Millions of yen)

<b>Consolidated</b>	<b>Six Months Ended September 30, 2022</b>	<b>Six Months Ended September 30, 2023</b>	<b>Year-on-Year</b>
Net sales	19,889	21,155	+6.4%
Operating income	96	281	+191.6%
Ordinary income	24	214	+763.9%
Net income attributable to owners of the parent company	6	150	-

(Millions of yen)

<b>Non-consolidated</b>	<b>Six Months Ended September 30, 2022</b>	<b>Six Months Ended September 30, 2023</b>	<b>Year-on-Year</b>
Net sales	19,635	20,863	+6.3%
Operating income	134	275	+104.2%
Ordinary income	105	189	+79.1%
Net income (loss)	87	126	+45.1%

# Differences between the Second Quarter Earnings Forecast and Actual Results

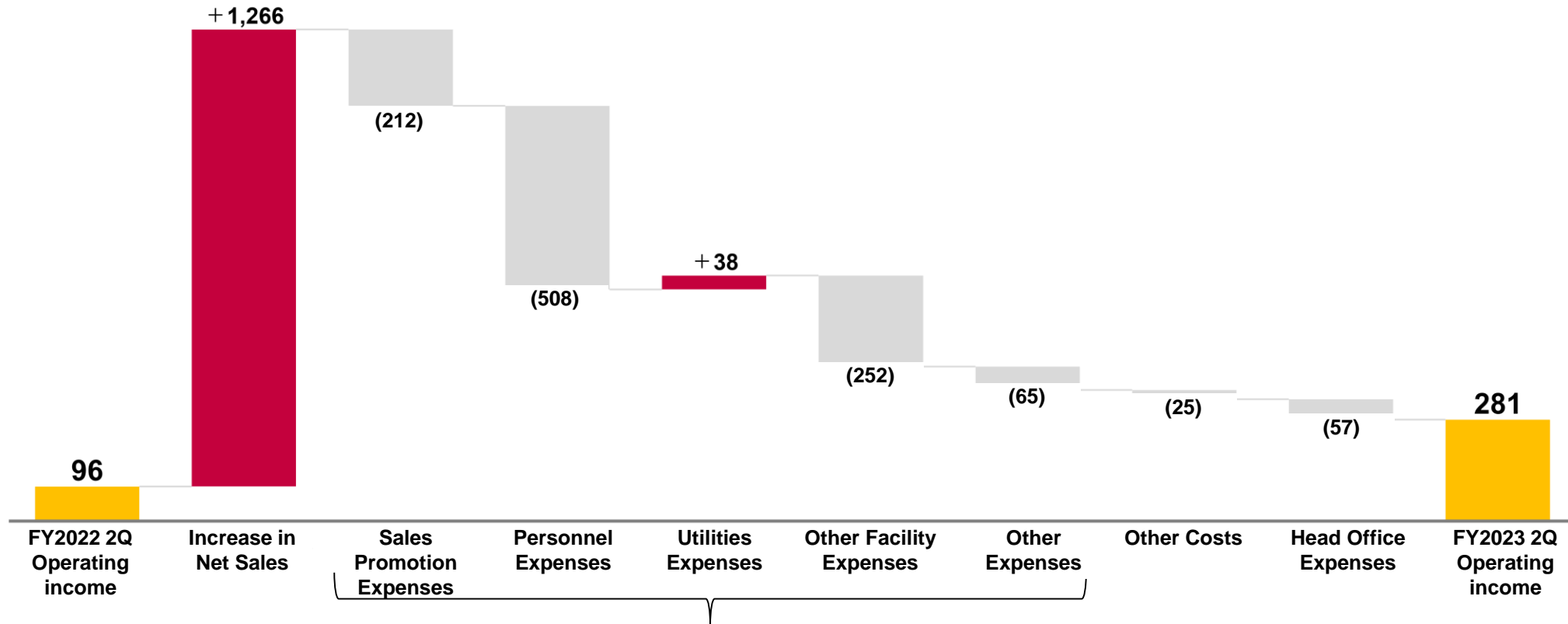


	Second Quarter (Forecasts)	Second Quarter (Actual Results)	Differences between Earnings Forecast and Actual Results	Factors for Differences between Earnings Forecast and Actual Results
Net sales	21,000	21,155	+0.7% +155	Remained generally in line with plans
Operating income	170	281	+65.8% +111	Improvement in heating and lighting expenses, etc.
Ordinary income	0	214	- +214	Increase in share of profit of entities accounted for using equity method (Tokyu Sports Oasis), foreign exchange gains, etc.
Net income attributable to owners of the parent company	(100)	150	- +250	
Basic earnings per share (yen)	(5.29)	7.46		
Dividend per share (yen)	3.0	3.0		
Operating income to net sales	0.8%	1.3%		

# Factors for Increase and Decrease in Consolidated Operating Income (Year-on-Year)

In addition to the increase in net sales due to an increase in the number of members of sports clubs, including new stores, and the price revision of fitness membership in July, the curbing of heating and lighting expenses through projects to mitigate drastic changes in such expenses, etc., profit increased

(Millions of yen)



Breakdown of Cost of Sales for Sports Clubs

# Consolidated Net Sales by Division



(Millions of yen)

	Six Months Ended September 30, 2022	Composition ratio	Six Months Ended September 30, 2023	Compositio n ratio	Year-on-Year
<b>Fitness Division Total</b>	<b>8,694</b>	<b>43.7%</b>	<b>9,540</b>	<b>45.1%</b>	<b>+9.7%</b>
Swimming school	4,808	24.2%	4,959	23.4%	+3.2%
Tennis school	1,961	9.9%	2,015	9.5%	+2.7%
Other schools	630	3.2%	646	3.1%	+2.5%
<b>School Division Total</b>	<b>7,399</b>	<b>37.2%</b>	<b>7,621</b>	<b>36.0%</b>	<b>+3.0%</b>
<b>Shop Division Total</b>	<b>434</b>	<b>2.2%</b>	<b>435</b>	<b>2.1%</b>	<b>+0.2%</b>
<b>Other Income Total</b> <small>(beauty salon, massage, etc.)</small>	<b>1,838</b>	<b>9.2%</b>	<b>1,874</b>	<b>8.9%</b>	<b>+1.9%</b>
<b>Total Net Sales - Sports Facilities</b>	<b>18,367</b>	<b>92.3%</b>	<b>19,471</b>	<b>92.0%</b>	<b>+6.0%</b>
<b>Entrusted Management</b>	<b>364</b>	<b>1.8%</b>	<b>346</b>	<b>1.6%</b>	<b>(5.1%)</b>
<b>Nursing Care and Rehabilitation</b>	<b>815</b>	<b>4.1%</b>	<b>922</b>	<b>4.4%</b>	<b>+13.1%</b>
<b>Other Net Sales</b>	<b>341</b>	<b>1.7%</b>	<b>416</b>	<b>2.0%</b>	<b>+21.8%</b>
<b>Other Net Sales Total</b>	<b>1,156</b>	<b>5.8%</b>	<b>1,338</b>	<b>6.3%</b>	<b>+15.7%</b>
<b>Total Net Sales</b>	<b>19,889</b>	<b>100.0%</b>	<b>21,155</b>	<b>100.0%</b>	<b>+6.4%</b>

# Consolidated Balance Sheet



(Millions of yen)

	Fiscal Year Ended March 31, 2023 (as of March 31, 2023)	As of September 30, 2023	Year-on-Year	Major Factors for Increase and Decrease
Current assets	8,784	8,166	(7.0%)	Decrease in cash and deposits, etc.
Fixed assets	33,461	34,738	+3.8%	Increase in leased assets due to new store openings, etc.
Deferred assets	27	22	(16.6%)	Amortization on issuance of Class A shares and convertible bond-type bonds with share acquisition rights
<b>Total Assets</b>	<b>42,272</b>	<b>42,927</b>	<b>+1.5%</b>	
Current liabilities	10,341	10,199	(1.4%)	Decrease in short-term borrowings, etc.
Fixed liabilities	20,939	21,739	+3.8%	Increase in lease liabilities due to new store openings, etc.
<b>Total Liabilities</b>	<b>31,281</b>	<b>31,939</b>	<b>+2.1%</b>	
<b>Total Net Assets</b>	<b>10,991</b>	<b>10,987</b>	<b>(0.0%)</b>	
<b>Total Liabilities and Net Assets</b>	<b>42,272</b>	<b>42,927</b>	<b>+1.5%</b>	



# Consolidated Statement of Cash Flows



(Millions of yen)

	Six Months Ended September 30, 2022	Six Months Ended September 30, 2023	Highlights of Six Months Ended September 30, 2023
Cash flows from operating activities	(81)	1,986	Increase in net income before income taxes, depreciation and amortization, and long-term accounts payable - other, decrease in accrued consumption taxes, etc.
Cash flows from investing activities	(1,672)	(1,772)	Purchase of property, plant and equipment, etc.
Cash flows from financing activities	1,150	(331)	Changes in long-term and short-term borrowings, proceeds from sale and leaseback transactions, etc.
Net increase (decrease) in cash and cash equivalents, etc.	(713)	(198)	
Cash and cash equivalents at beginning of period	4,855	5,532	
<b>Cash and Cash Equivalents at End of Period</b>	<b>4,141</b>	<b>5,334</b>	

## 2. Overview of the Sports Club Business

# Number of Members by Division

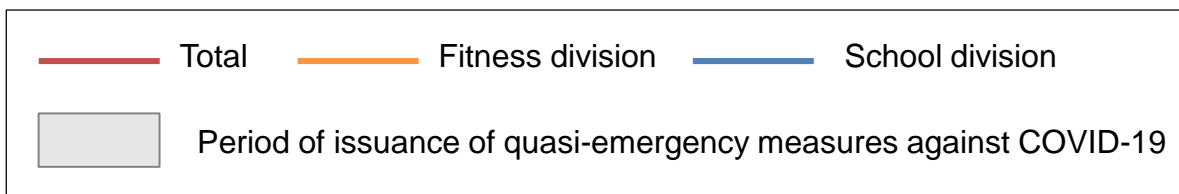
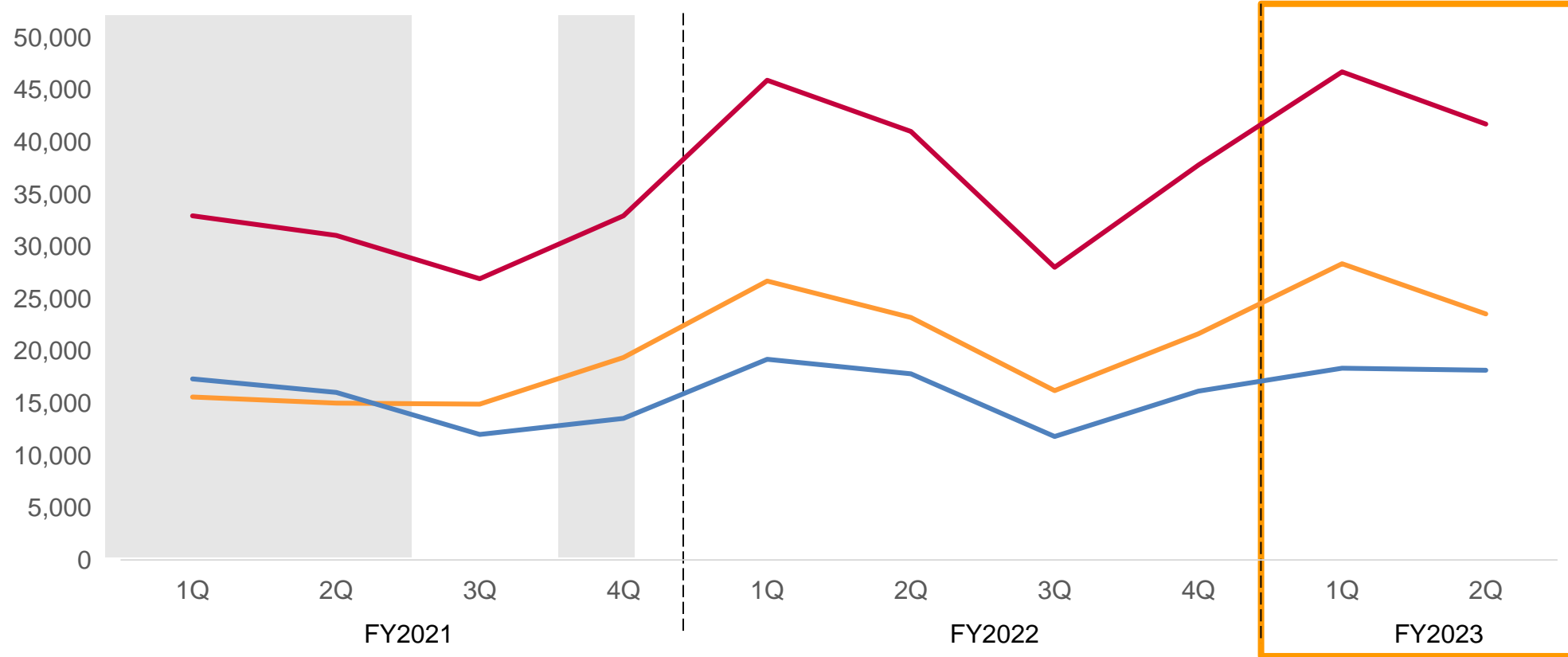
(Number of Members)

	September 30, 2022	Composition ratio	September 30, 2023	Composition ratio	Year-on-Year
<b>Fitness Division Total</b>	<b>176,637</b>	<b>49.0%</b>	<b>185,477</b>	<b>47.4%</b>	<b>+5.0%</b>
Swimming school	105,136	29.1%	106,550	27.3%	+1.3%
Tennis school	34,037	9.4%	33,573	8.6%	(1.4%)
Other schools	19,733	5.5%	19,698	5.0%	(0.2%)
<b>School Division Total</b>	<b>158,906</b>	<b>44.0%</b>	<b>159,821</b>	<b>40.9%</b>	<b>+0.6%</b>
<b>Online Total</b>	<b>25,305</b>	<b>7.0%</b>	<b>45,620</b>	<b>11.7%</b>	<b>+80.3%</b>
<b>Total Number of Members</b>	<b>360,848</b>	<b>100.0%</b>	<b>390,918</b>	<b>100.0%</b>	<b>+8.3%</b>

- \* Number of members in the fitness and school divisions include members of directly managed facilities in Japan
- \* Other schools include school-based fitness programs
- \* Including those who have put their membership on freeze

# Number of New Members

(Number of Members)



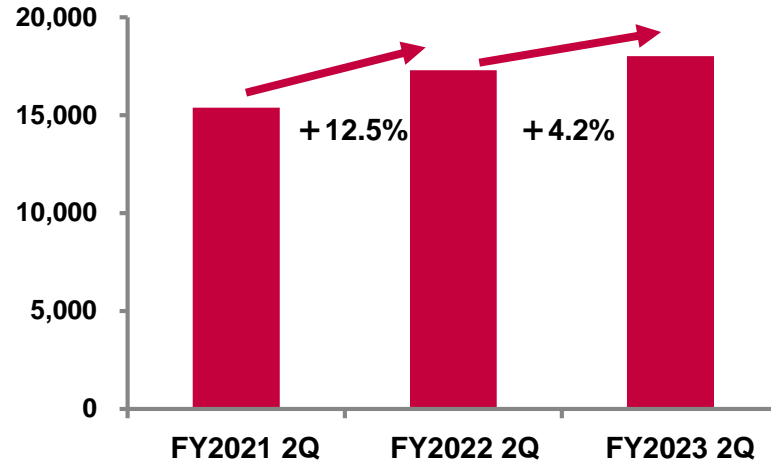
- While the price of fitness membership was revised in July, the number of new members generally remained steady

\* Only directly managed facilities in Japan

# Trends in Existing Clubs

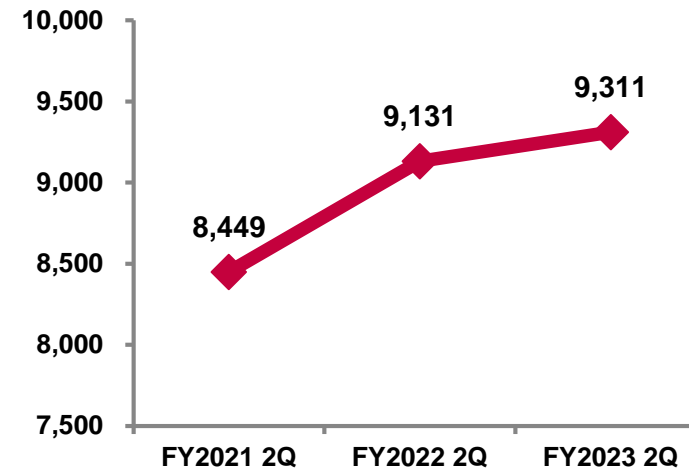
## ■ Net sales

(Millions of yen)



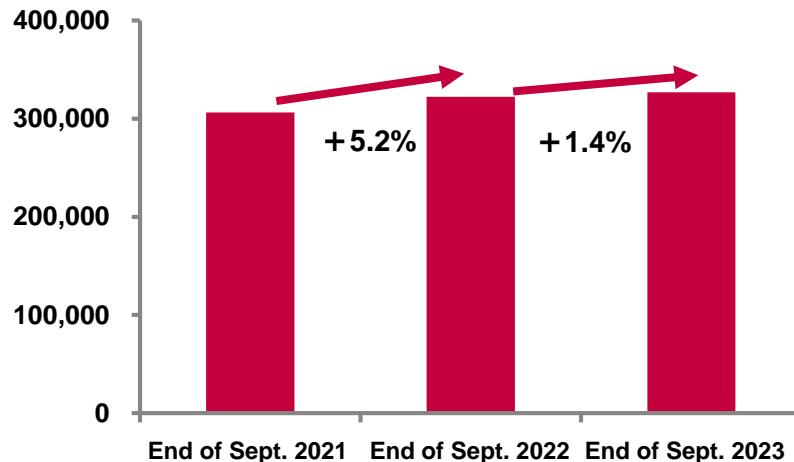
## ■ Fee per membership (cumulative total for Q2)

(Yen)



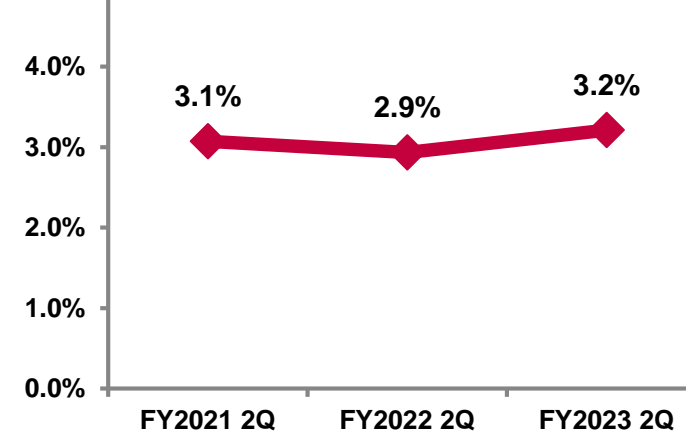
## ■ Number of members at end of September

(Number of Members)



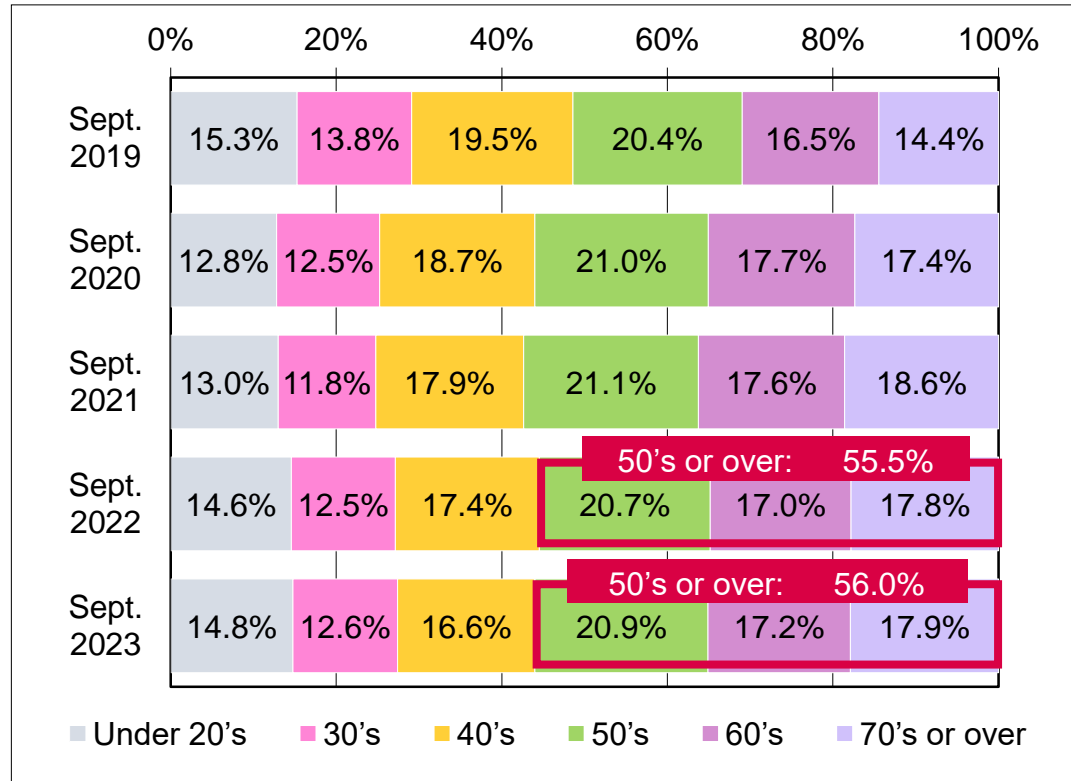
## ■ Withdrawal rate (cumulative total for Q2)

5.0%

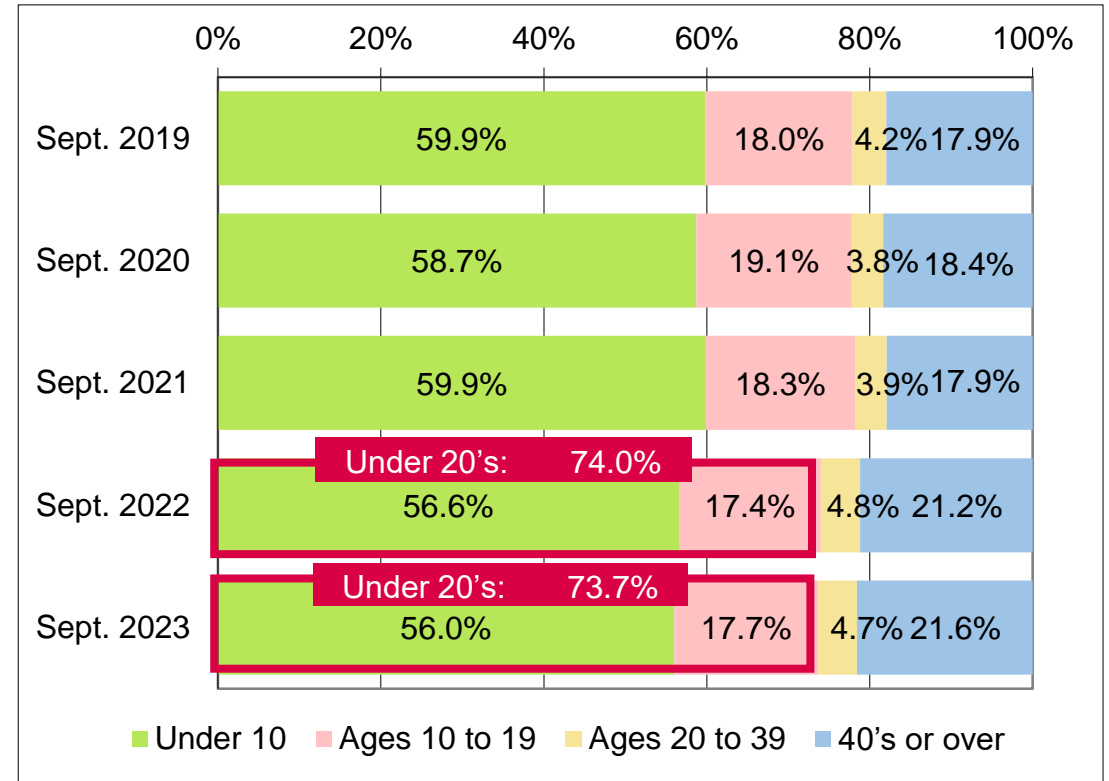


# Membership Age Breakdown

## Fitness division



## School division



School membership: swimming, tennis, other schools (golf, soccer, fitness school, etc.)

## **3. Major Topics for Second Quarter**

# Sports Club Business

## New opening of “Sports Club Renaissance Sendai Oroshimachi 24”

The fifth large-scale facility in the Sendai area, equipped with a fitness gym (open 24 hours), studio, swimming pool, tennis court, and hot bath facilities



- Sports Club Renaissance Sendai Oroshimachi 24  
(Sendai-shi, Miyagi)



# Sports Club Business

## New opening of “Sports Club & Spa Renaissance Imazato 24”

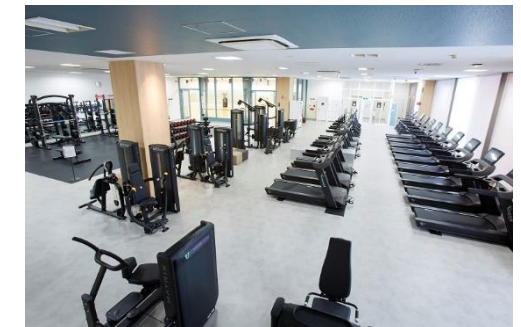
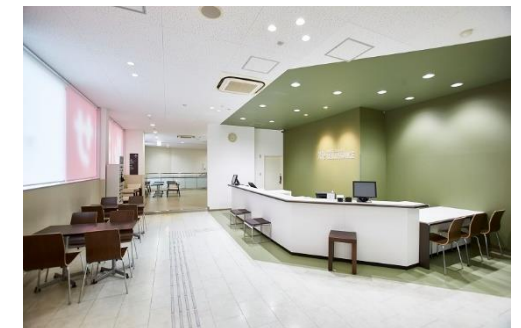
Renovated and opened training gyms, swimming pools, baths, and other facilities that were previously operated by other companies, utilizing our expertise in facility development and facility maintenance



<<BEFORE>>



<<AFTER>>



- Sports Club & Spa Renaissance Imazato 24  
(Osaka-shi, Osaka)

## Launched “KIDS FIT®” that nurtures children’s motor and non-cognitive skills

In an effort to solve the social problem of children’s disengagement from exercise and to foster a sense of self-affirmation, we have developed a fitness school that enables children to develop a healthy lifestyle from an early age through exercise while also nurturing their minds



- Exciting lessons using video and music



- Combine a variety of movements to enhance basic exercise skills



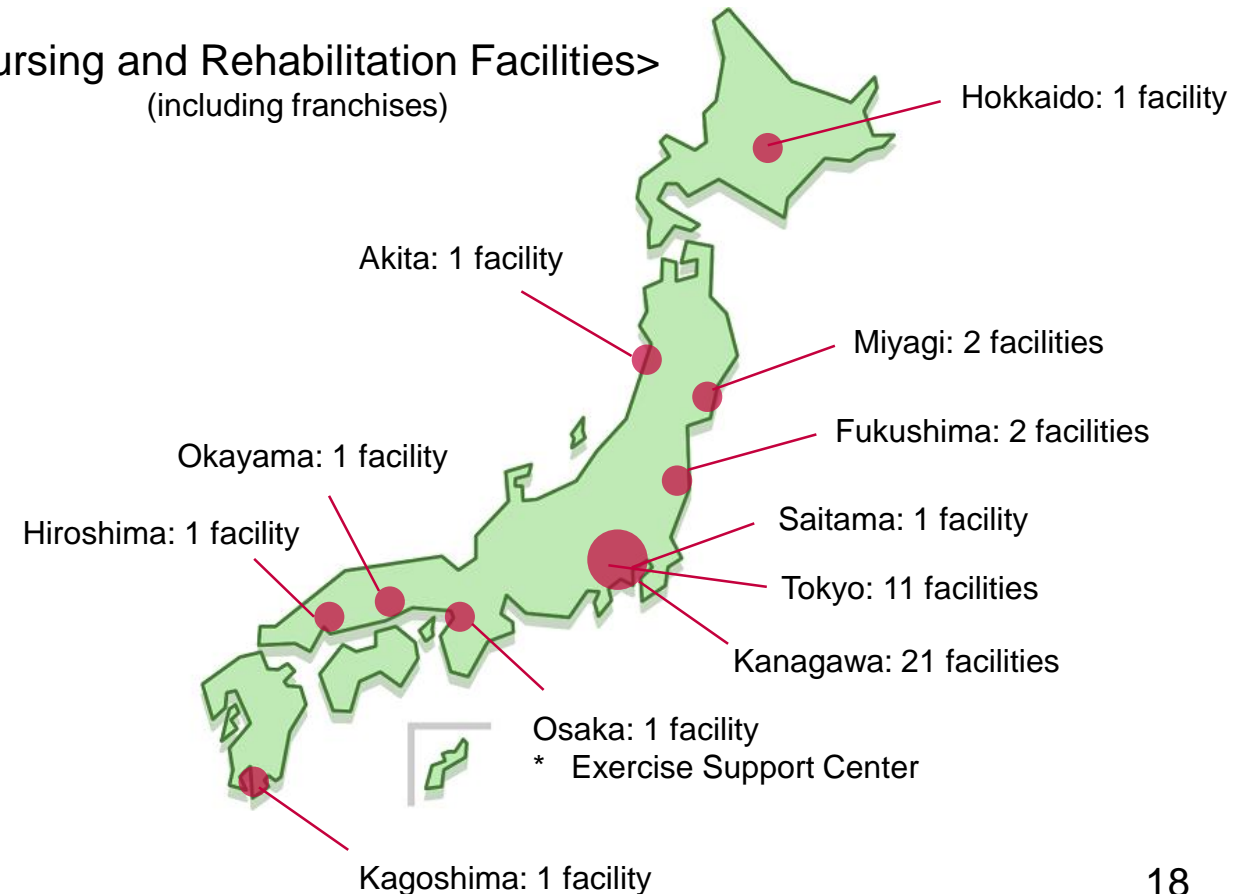
# Nursing Care and Nursing/medical Care Peripheral Business

Expansion of “Genki Gym,” a daycare service specializing in rehabilitation  
Newly opened “Genki Gym Musashi-Seki (franchise)” in August in Nerima-ku, Tokyo.  
The number of facilities in the nursing and rehabilitation business reached 43 as of the end of September



- Genki Gym Musashi-Seki (franchise)  
(Nerima-ku, Tokyo)

## <Nursing and Rehabilitation Facilities> (including franchises)



# Nursing Care and Nursing/medical Care Peripheral Business

## Support for cancer survivors to improve their quality of life

Training and certification of qualified exercise instructors and support through online programs to improve the quality of life of cancer survivors through exercise rehabilitation before, during, and after treatment



- Enhance the training and certification program for “Osaka International Cancer Institute Certified Cancer Exercise Specialists” who provide exercise guidance based on the medical details of cancer and the needs of cancer patients. Began placement at Renaissance sports clubs and Genki Gyms nationwide

- Launched “Cancer Survivorship Support Plan,” a new pricing plan for cancer survivors for “RENAISSANCE Online Livestream,” an online lesson streaming service

# Health Promotion Business for Companies and Health Insurance Associations

## Growth of online lesson streaming services

Expanded health promotion support for companies' customers and employees utilizing our "RENAISSANCE Online Livestream" online lesson streaming service

### RENAISSANCE Online Livestream (📡)



<Target of Online Lessons>

Health promotion of Renaissance members and general members

Health promotion of employees and insurers of companies and health insurance associations

Support for health services provided by companies to their customers



# Development and Production of Health Promotion Programs and Original Contents

## Health promotion support for companies and their customers

Provide original programs for companies engaged in Kenkokeiei\* (Health and Productivity Management), utilizing our expertise in exercise and health promotion, and development of original exercises to create opportunities for health promotion for company employees and customers



- Providing a “Fall Accident Prevention Program” aimed at preventing workplace accidents which are increasing year by year



- Consulted by Square Enix Co., Ltd. and cooperated in the production of “Eorzea Aerobics” based on “Final Fantasy XIV (FF14).”

# Health Promotion Business for Local Communities and Municipalities

Expand collaboration with local governments to resolve social issues faced by local residents and businesses in the region

Utilize Renaissance's expertise and resources to solve social issues through collaboration with local governments and local businesses



- Signed a trilateral Memorandum of Understanding with Obu-shi and Toyota Systems Corporation, concerning the “Sleep Improvement Project Targeting the Working Generation of Obu-shi,” a health promotion initiative launched by Obu-shi, Aichi



- Signed a “Comprehensive Collaboration Agreement on Health Promotion, etc.” with Zama-shi, Kanagawa. Set “Sports Club Renaissance Aeon Mall Zama 24” (opened in October 2023) as a base for health promotion support

# Health Promotion Business for Local Communities and Municipalities

## Actively offering swimming lessons at elementary and junior high schools on consignment

To ensure that children have opportunities to learn swimming, we provide support for swimming lessons in cooperation with neighborhoods of our sports clubs, local governments that dispatch community revitalization entrepreneurs, and schools. The number of contracts increased 1.5 times from the previous year to 25 municipalities and 50 schools

### <<Issues faced by schools>>

- Improvement of children's swimming ability and physical fitness
- Aging pools and increased maintenance costs
- Fewer number of classes due to extreme heat and heavy rain
- Teachers' burden related to class preparation, etc.



Aiming to resolve issues by utilizing the know-how and resources of our approximately 100 swimming schools nationwide



# Initiatives with Tokyu Sports Oasis Corporation

## Strong performance in sports clubs and home fitness business (product sales)

Performance is improving as a result of initiatives with Tokyu Sports Oasis Corporation, which became an equity-method affiliate in the fiscal year under review



### <<Status of Initiatives>>

Company Name	Tokyu Sports Oasis Corporation
Address	Ryogoku City Core, 4th floor, 2-10-14 Ryogoku, Sumida-ku, Tokyo
Representative	Michiyasu Yamagishi, Representative Director, President and CEO
Share Capital	100 million yen
Established	March 31, 2023
Number of Outstanding Shares	400
Fiscal Year End	March
Major Shareholders and Shareholding Ratio	Tokyu Land Corporation : 60% Renaissance Inc. : 40%

Three employees from Renaissance joined management in April

Established a new management structure

Initiatives and collaborations to improve added value of services

# Human Capital Management Initiatives

## Increased salary levels for employees and part-time staff

We raised the salary level by an average of 5% in July in order to stabilize the lives of employees and enable them continue performing to their ability in the face of recent price hikes

<<Renaissance’s Approach to Human Capital Management>>

### Corporate Philosophy

RENAISSANCE, “a company for creating purpose in life (*ikigai* in Japanese)”, propose a healthy and comfortable lifestyle to our guests.

**Employees are the key starting point for the realization of our corporate philosophy**

Promotion of health management

Promotion of DE&I

Review of working styles, etc.

## Outline of Salary Level Increase

Target	Employee	Part-time staff working at sports clubs
Implementation Items	Increase monthly salary	Increase hourly wages
Details of Revision	Average salary increase of 5% (depending on job description and rank)	Increase of 30 yen
Timing of Implementation	From July 2023 payment	From November 2023 payment

## 4. Store Openings and Closings

# New Store Openings and Closings

## ■ New store openings

Opening date	Facility name	Address	Type
April 2023	<b>Takeo Civic Baseball Stadium (and 26 other facilities)</b>	Takeo-shi, Saga	Designated management
April 2023	<b>Five Ozu-machi athletic park facilities (and eight others)</b>	Ozu-machi, Kikuchi-gun, Kumamoto	Designated management
April 2023	<b>BEACHTOWN OND PARK</b>	Takeo-shi, Saga	Outdoor fitness (entrusted management)
May 2023	<b>Outdoor Fitness Wakayama</b>	Wakayama-shi, Wakayama	Outdoor fitness (entrusted management)
May 2023	<b>Outdoor Fitness Edogawa</b>	Edogawa-ku, Tokyo	Outdoor fitness (entrusted management)
July 2023	<b>Sports Club &amp; Spa Renaissance Imazato 24</b>	Osaka-shi, Osaka	Sports club
July 2023	<b>Sports Club Renaissance Sendai Oroshimachi 24</b>	Sendai-shi, Miyagi	Sports club
August 2023	<b>Renaissance Genki Gym Musashi-Seki</b>	Nerima-ku, Tokyo	Nursing care and rehabilitation (FC)

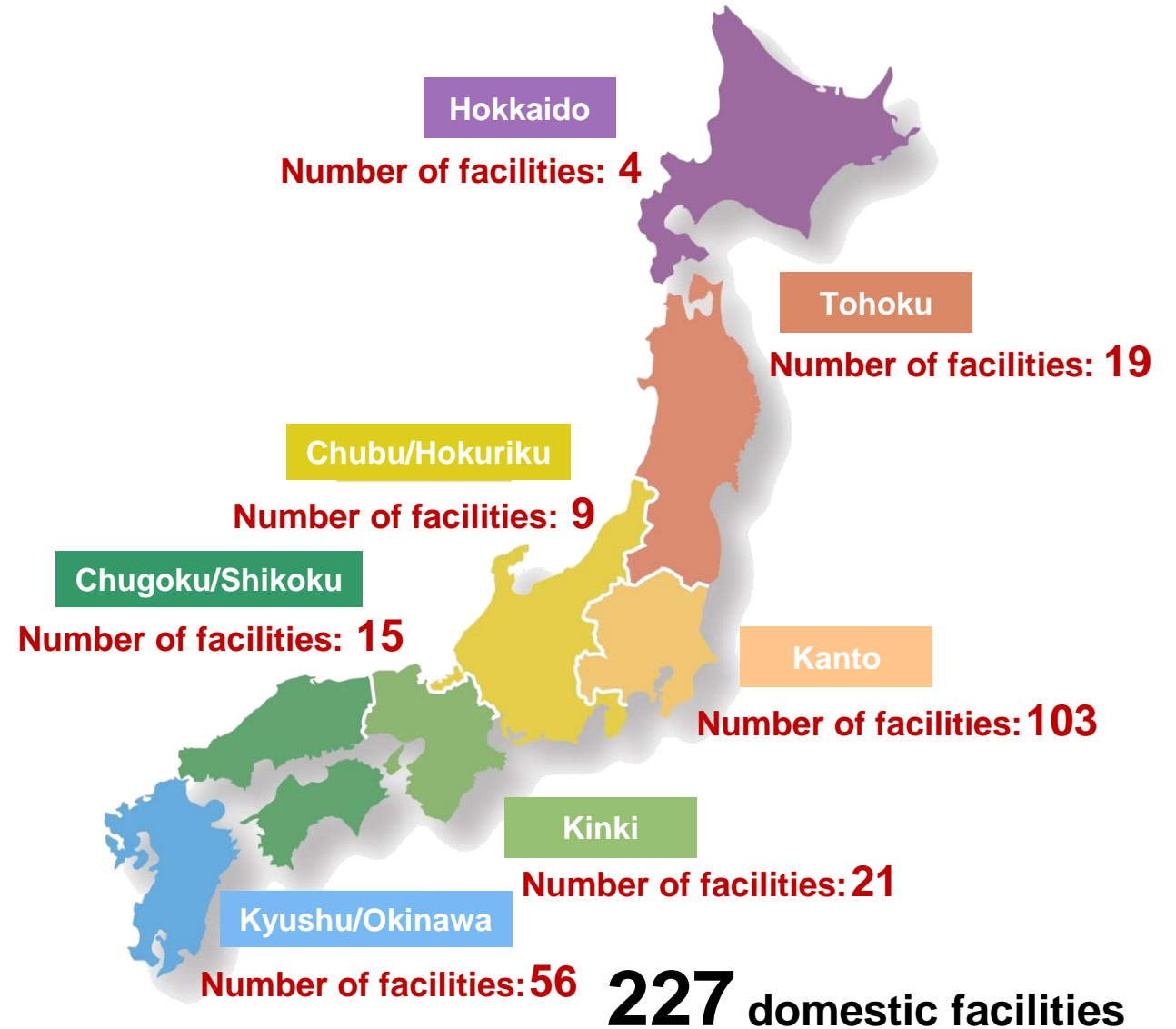
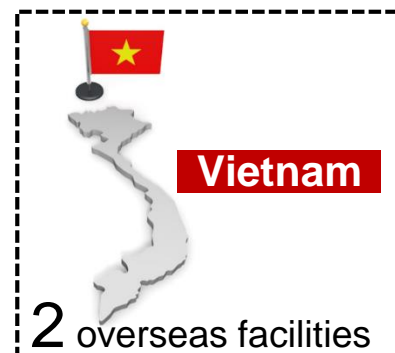
## ■ Store closings and termination of entrusted management

Time of store closure / termination of management contract	Facility name	Address	Type
End of April 2023	<b>Community Park Okegawa</b>	Okegawa-shi, Saitama	Outdoor fitness (directly managed)
End of June 2023	<b>Sports Club Renaissance Sagami-Ono</b>	Sagamihara-shi, Kanagawa	Sports club
End of July 2023	<b>Outdoor Fitness Wakayama</b>	Wakayama-shi, Wakayama	Outdoor fitness (entrusted management)

# Number of Facilities (as of September 30, 2023)

Group total of **229** facilities

			End of September 2023
Domestic	Renaissance	Sports club facilities	105
		Entrusted management facilities	62
		<b>Total sports club facilities</b>	<b>167</b>
		Total studio facilities	2
		Rehabilitation facilities (directly managed)	32
		Rehabilitation facilities (FC)	11
	<b>Total rehabilitation facilities</b>	<b>43</b>	
	BEACH TOWN	Outdoor fitness facilities	4
		Entrusted management facilities	11
		<b>Total outdoor fitness facilities</b>	<b>15</b>
<b>Subtotal</b>		<b>227</b>	
Overseas	Renaissance Vietnam	Sports club facilities	2
		<b>Total sports club facilities</b>	<b>2</b>
	<b>Subtotal</b>		<b>2</b>
<b>Total</b>			<b>229</b>

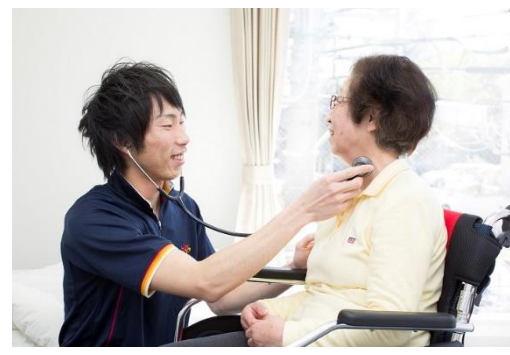


# **5. Initiatives for the Second Half of the Fiscal Year**

# Creating Synergies Between Businesses

New home nursing station “Renaissance Rehabilitation Station Fujimidai” to open in November  
Our first initiative to set up a home nursing station inside a sports club.  
Sports clubs and home nursing stations work together to improve community health in terms of both exercise and nursing care

## <<Home-nursing station>>



- Opened in “Sports Club Renaissance Fujimidai 24”



# Initiatives of BEACH TOWN CORPORATION

Participated in a mixed-use development near Seiseki Sakuragaoka Station on the Keio Line  
Produced a membership outdoor fitness facility in Seiseki Sakuragaoka as a business partner of Keio Corporation. Opened as “RIVER PARK Seiseki-Sakuragaoka” in October





# New Store Openings and Entrusted Management Scheduled for Third Quarter and Beyond

## ■ Scheduled to be newly opened

Opening date	Facility name	Address	Type
October 2023	<b>Sports Club Renaissance Kumamoto Hikari no Mori 24</b>	Kikuyo-machi, Kikuchi-gun, Kumamoto	Sports club
October 2023	<b>Sports Club Renaissance Aeon Mall Zama 24</b>	Zama-shi, Kanagawa	Sports club
October 2023	<b>RIVER PARK Seiseki Sakuragaoka</b>	Tama-shi, Tokyo	Outdoor fitness (entrusted management)
November 2023	<b>Renaissance Rehabilitation Station Fujimidai</b>	Nerima-ku, Tokyo	Nursing Care and Rehabilitation



● Sports Club Renaissance  
Kumamoto Hikari no Mori 24



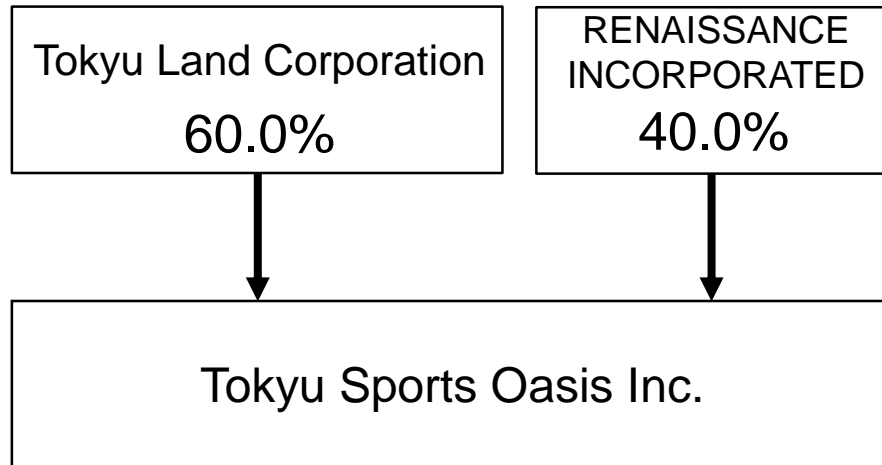
● Sports Club Renaissance  
Aeon Mall Zama 24

# Expansion of Number of Locations Through M&A and Business/Facility Succession

## Tokyu Sports Oasis to become a consolidated subsidiary

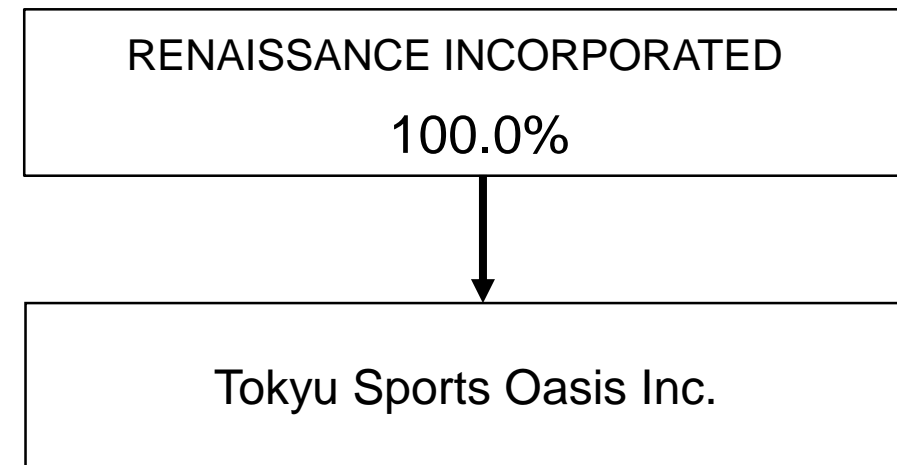
The Company has decided to acquire all of the shares of Tokyu Sports Oasis Inc. held by Tokyu Land Corporation at the end of March 2024

<<As of November 13, 2023>>



**Status: Equity method affiliate**

<<As of March 31, 2024 (planned) >>



**Status: Consolidated subsidiary**

# Expansion of Number of Locations Through M&A and Business/Facility Succession



We see many opportunities for synergies, such as strengthening our sales and project development capabilities, by bringing together the strengths of the two companies, which are close in directionality in terms of our corporate philosophies



## Direction to head in

Support the wellbeing of modern people, whose lifestyles differ from one another, by helping them to “be active and live healthy and vigorously every day, throughout their lives”



With the long-term vision of being a “health solution company that enriches the age of the 100-year life span,” we aim to help people in all stages of their lives stay healthy and fulfilled in mind, body, and spirit with a purpose in life (*ikigai* in Japanese)

## Advantages in the development of sports clubs

Scale benefits for both companies by becoming the largest corporate group in the fitness industry, with a combined total of approximately 140 directly managed sports clubs in Japan

Store development centered on the Tokyo metropolitan area and central Kinki region



Store development centered on residential locations in the suburbs of the Tokyo metropolitan area and core regional cities

## Strengths

- Development of home fitness products
- Mail order and e-commerce of home fitness products
- Digital health design utilizing apps such as “WEBGYM” and “weltag”



- Operational know-how and facility management of sports clubs
- School business that company has been engaged in since its establishment
- Extensive business development in areas of nursing care and nursing medical care, B2B domains, B2G domains, etc.

# Expansion of Number of Locations Through M&A and Business/Facility Succession

Position business succession and facility succession as a key strategy for new store openings

Formulate store opening strategies in light of recent changes in the business environment

Decided to take over “KSC wellness Fitness Club Kanamachi and Kanamachi Swimming Club” in March 2024

## <<Outline of the Business Acquisition>>

(1) Counterparty	Ryoshi Co., Ltd.
(2) Name of Facility	KSC wellness Fitness Club Kanamachi and Kanamachi Swimming Club
(3) Address	1-1-1 Higashikanamachi, Katsushika-ku, Tokyo
(4) Project	Fitness club, swimming school
(5) Facility Structure	Gym, studio (3), swimming pool (25 × 7 m, 25 × 5 m) Lockers, hot tubs, water baths, saunas, bicycle parking (approximately 260 spaces), etc.
(6) Acquisition Date (Scheduled)	March 28, 2024

Through this acquisition, aim for KSC Wellness, which has been the symbol of the community and has engaged in community-based business activities over a long period of time, will develop continuously as a health solution base

## **6. Outlook for Fiscal Year Ending March 31, 2024**

# Forecast of Consolidated Results and Dividends for Fiscal Year Ending March 31, 2024



Taking into account the impact of the consolidation of Tokyu Sports Oasis at the end of the current fiscal year and the effect of foreign exchange rates, etc., the consolidated earnings forecast for the full year is as follows

(Millions of yen)

	Fiscal year ending March 31, 2024 (Forecast before revision)	Fiscal year ending March 31, 2024 (Forecast after revision)	Difference between the initial forecast and the revised forecast	Fiscal year ended March 31, 2023 (Actual)	Year-on-Year Increase/decrease
Net sales	44,000	44,000	-	40,760	+7.9% +3,239
Operating income	900	1,000	+11.1% +100	680	+47.0% +319
Ordinary income	350	350	-	311	+12.4% +38
Net income attributable to owners of the parent company	100	100	-	(1,141)	- +1,241
Basic earnings per share (yen)	5.29	5.29		(60.44)	
Dividend per share (yen)	8.0 (Interim 3.0/ Fiscal year end 5.0)	8.0 (Interim 3.0/ Fiscal year end 5.0)		8.0 (Interim 4.0/ Fiscal year end 4.0)	
Operating income to net sales	2.0%	2.3%		1.7%	

# 7. Medium- to Long-Term Direction



## Health solution company that enriches the age of the 100-year life span





# Our Key Social Challenges and Growth Opportunities

## Social changes and major social issues

### Revealing health issues

Due to changes in the social context, health concerns and lifestyle-related diseases are increasing in all generations, and social security costs are also going up

### Discrepancy between average life expectancy and healthy life expectancy

Although life expectancy is among the highest in the world, healthy life expectancy is about nine years shorter for men and about 12 years shorter for women, leaving many people with health concerns and anxieties

### Lack of rehabilitation and other services

While the number of people who need assistance to live independently is increasing, the supply of personalized services (solutions) is lacking

### Decline of local communities

Due to the increasing number of people living alone or in nuclear families, there are fewer opportunities to participate in the community and more people with physical and mental issues



## Our view of growth opportunities

Realization of a society in which all generations can live healthy and comfortable lives through enjoyable physical activity



Achieving a “healthy and long-lived society” full of health and vitality through exercise and interaction with others



Realization of a society in which everyone, even those with illnesses or those who need support such as nursing care, can live a life and lead a life that is uniquely their own



Building a community around “health”  
Realization of local communities where people can live actively

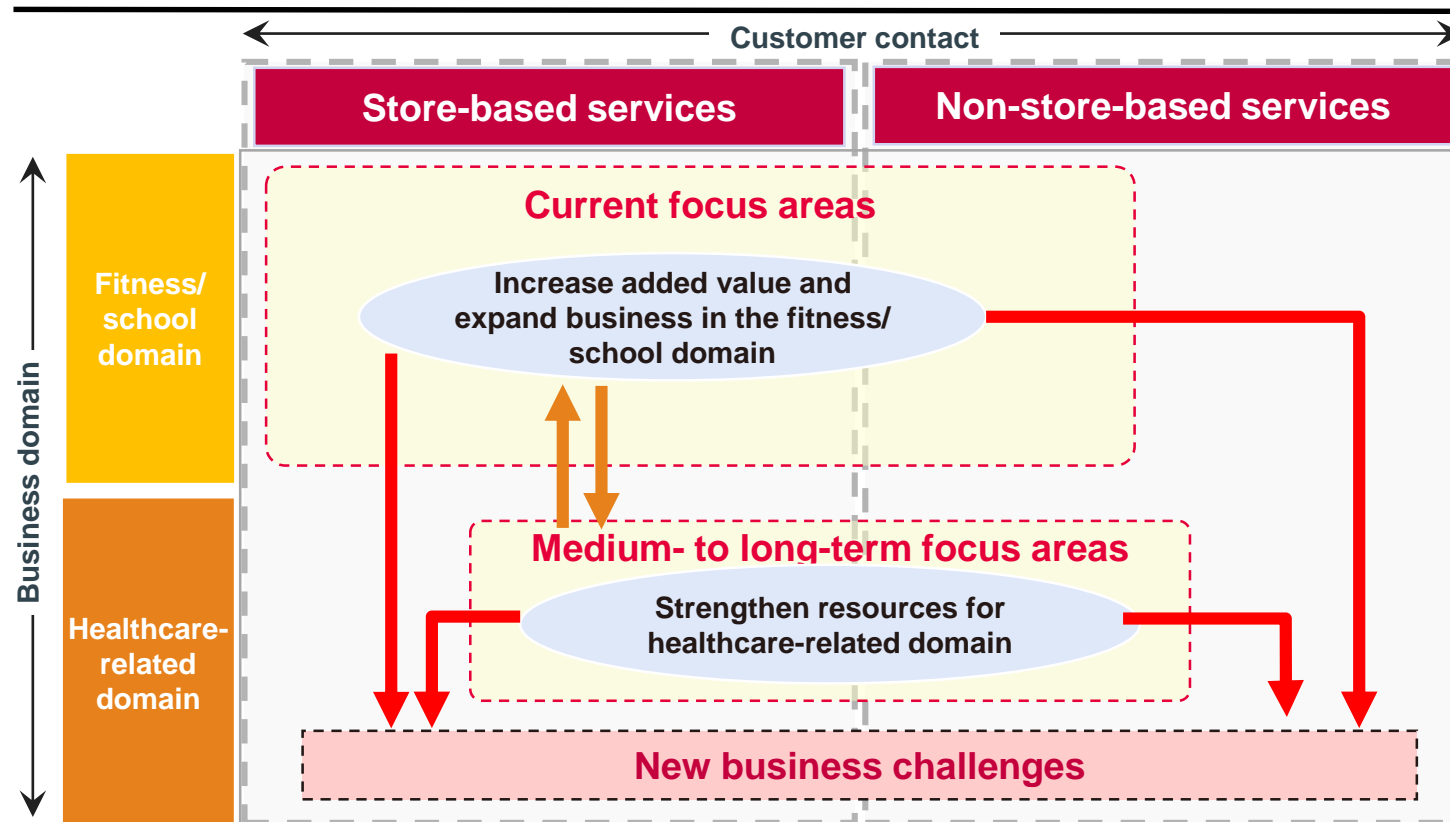
We will contribute to solving social issues as a “health solution company that enriches the age of the 100-year life span”

# Business Growth Through Collaboration Among Our Company's Business Domains

Expanding our business domain by linking the various types of know-how acquired through sports club management to other markets

We will continue to combine our expertise in social issues related to health to solve these issues and achieve growth

## Our Business Domain and Future Prospects

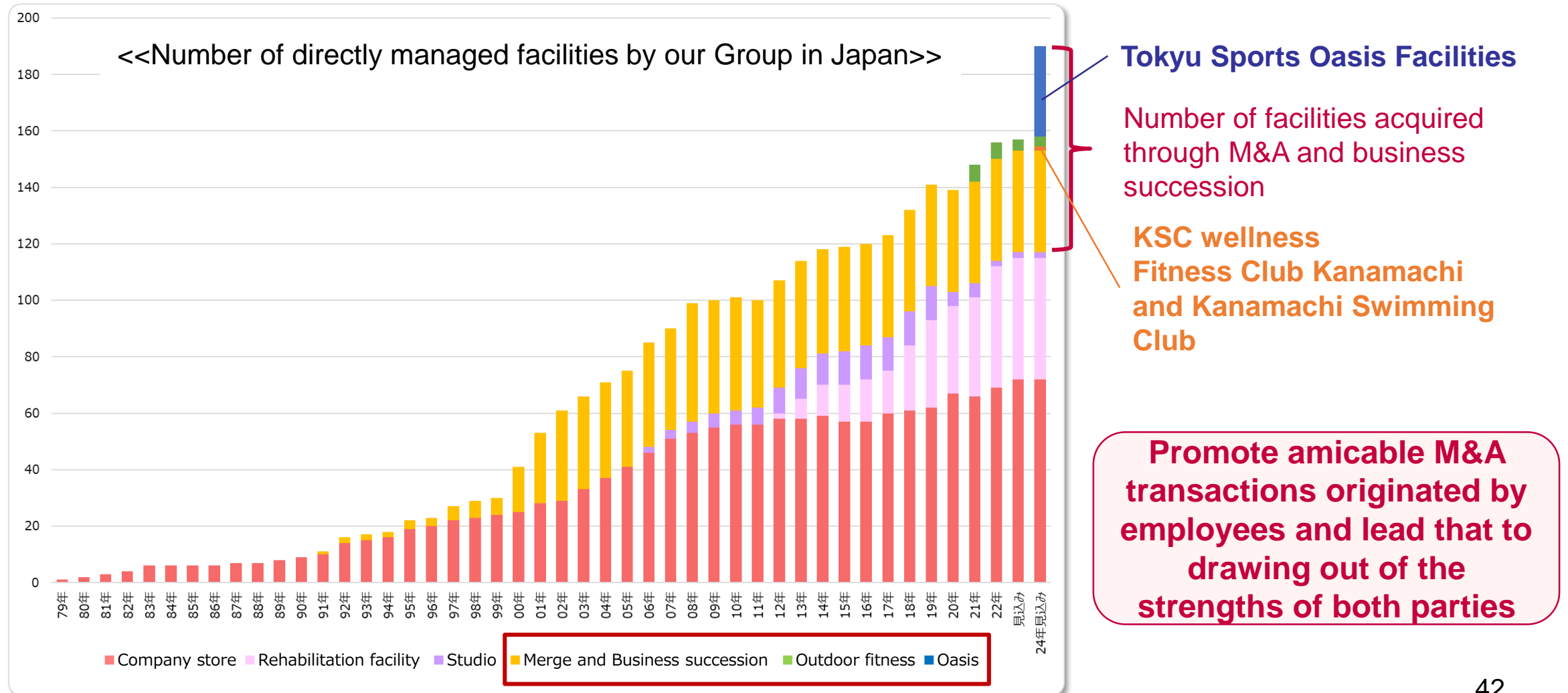


[Healthcare-related domain already addressed by our Company]

- Nursing care and nursing/medical care
- Health promotion business for companies and health insurance associations
- Health promotion business for local communities and municipalities

# Promotion of M&A

M&A is also positioned as an important strategy for business growth, with plans to acquire 100% of the shares of Tokyu Sports Oasis and to take over the business of KSC wellness Fitness Club Kanamachi and Kanamachi Swimming Club in fiscal 2024



# Achieving Medium- to Long-Term Growth

Aim to achieve record profits over the next five years by “creating purpose in life (*ikigai* in Japanese) ”and making social contributions to living healthy

[FY2029] 50th anniversary of establishment  
Contribute to a Well-Being society as a health solution company

[FY2027]  
Aim to achieve record profits

[FY2025] [FY2026]  
Resume sports club openings and allocate management resources according to new scenarios

[FY2024]  
The addition of Tokyu Sports Oasis and KSC wellness Fitness Club Kanamachi and Kanamachi Swimming Club will redefine the value of integrated sports clubs and increase the contribution of healthcare-related businesses to overall performance

[FY2023]  
Reinvest funds from sports club price revision into future growth areas, preparing for earnings recovery  
Identify social issues to be addressed by our Company.

## Expansion of health solution bases.

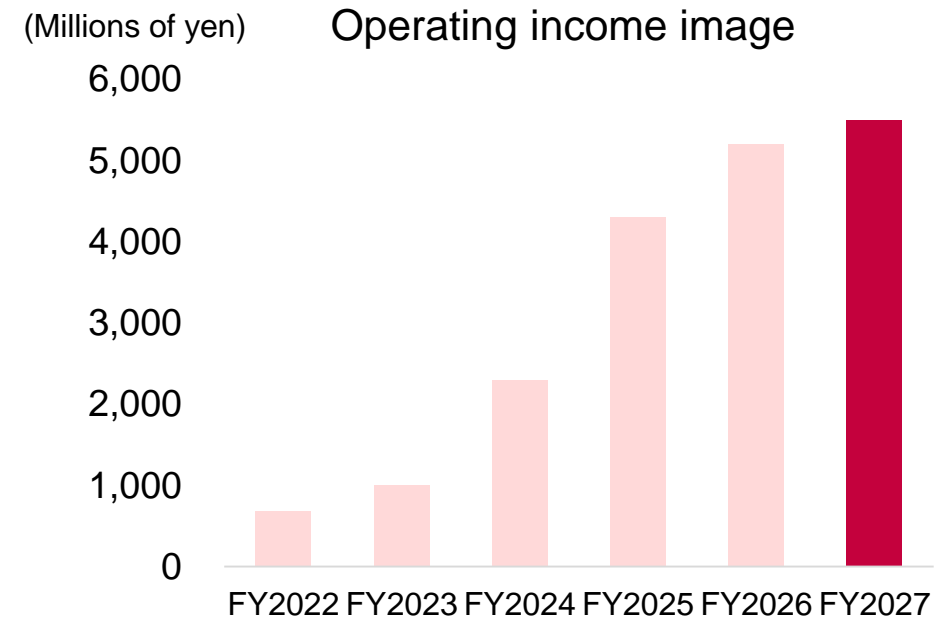
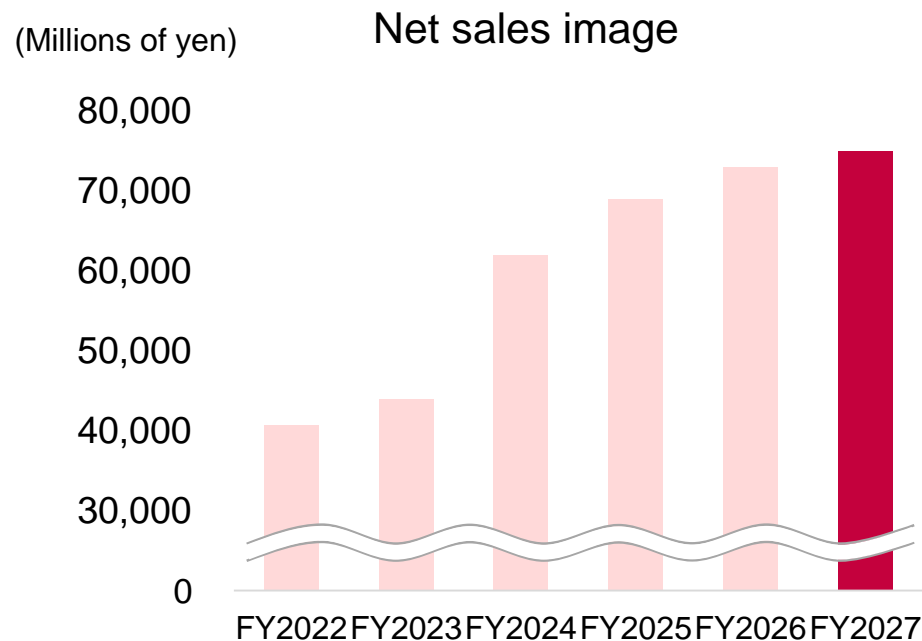
With the addition of Tokyu Sports Oasis and KSC wellness Fitness Club Kanamachi and Kanamachi Swimming Club to the Group in fiscal 2024, we will become the largest corporate group in the fitness industry in terms of net sales



**Become Japan's leading health solution  
company with a focus on sports clubs**

Revised target based on growth in business scale through M&A, etc.

**Aim to achieve net sales of 75 billion yen and record-high operating income of over 5.5 billion yen in fiscal 2027**



**We plan to announce the Renaissance long-term vision and medium-term management plan at the time of the announcement of our full-year financial results (scheduled for May 2024)**

**We at Renaissance will continue to propose healthy and comfortable lifestyles to our customers as a “company for creating purpose in life (*ikigai* in Japanese)”**



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This presentation material contains projections based on future assumptions, outlooks and plans as of November 10, 2023. Actual results may differ from these forecasts due to risks and uncertainties associated with the global economy, currency fluctuations, competitive conditions, and other factors.