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May 8, 2026

To Whom It May Concern

Company Name: R E N A I S S A N C E , I N C O R P O R A T E D

Misao Mochizuki,

Representative: Representative Director, President and  
Corporate Officer

(TSE Code: 2378)

Yoshitsugu Anzawa,

C o n t a c t : Senior Managing Director, Chief Financial Officer,  
General Manager of Management Division

(Tel: 03-5600-7811)

## Notice Concerning Revision and Formulation of Medium-Term Management Plan

Our company Corporation (the "Company") hereby announces that it has revised the contents of the "2024 -2027 Medium-Term Management Plan" announced in May 2024 and has formulated a new "2026 -2030 Medium-Term Management Plan," with the resolution of the Board of Directors meeting held today. Details are as follows.

### Notice

#### 1. Background of Revision of Medium-Term Management Plan

In May 2024, our company announced its Medium-Term Management Plan, the final year of which is FY 2027, and has been working on a variety of measures under the following key themes: (1) Leading the industry as a leading comprehensive sports club company, and (2) Creating medium- to long-term growth drivers that transcend the boundaries of the fitness industry.

However, given the significant changes in the business environment, such as the continued high levels of various costs, including utilities and personnel expenses, we have determined that it is necessary to revise the Medium-Term Management Plan in light of the progress made thus far. The Company has newly formulated the "2026 -2030 Medium-Term Management Plan" and will work on business structural reforms, while aiming to recover and strengthen its financial position and re-grow its business through appropriate investment allocation.

#### 2. Overview of Medium-Term Management Plan

##### (1) Period covered

FY 2026 to FY 2030 (5 years)

(2) Important management indicators (FY 2030 target)

Net sales	77 billion yen	ROIC	6.0%
Operating income	3.5 billion yen	Dividend payout ratio	40.0%
Operating income ratio	4.5%	Equity ratio	20.5%
ROE	10.0%		

3. Other

Please refer to the attached document for details.

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RENAISSANCE, INCORPORATED

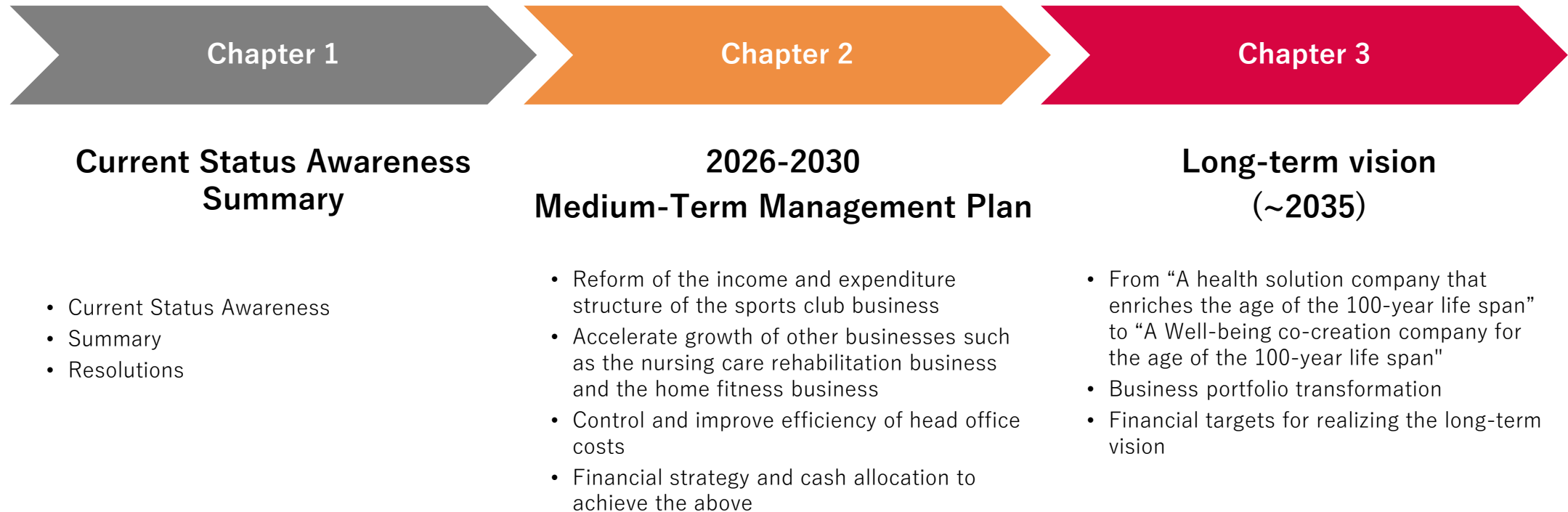
# 2026-2030 Medium-Term Management Plan

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# Contents

This document is organized as follows



# CHAPTER 1

## RECOGNIZING THE CURRENT SITUATION AND SUMMARIZING

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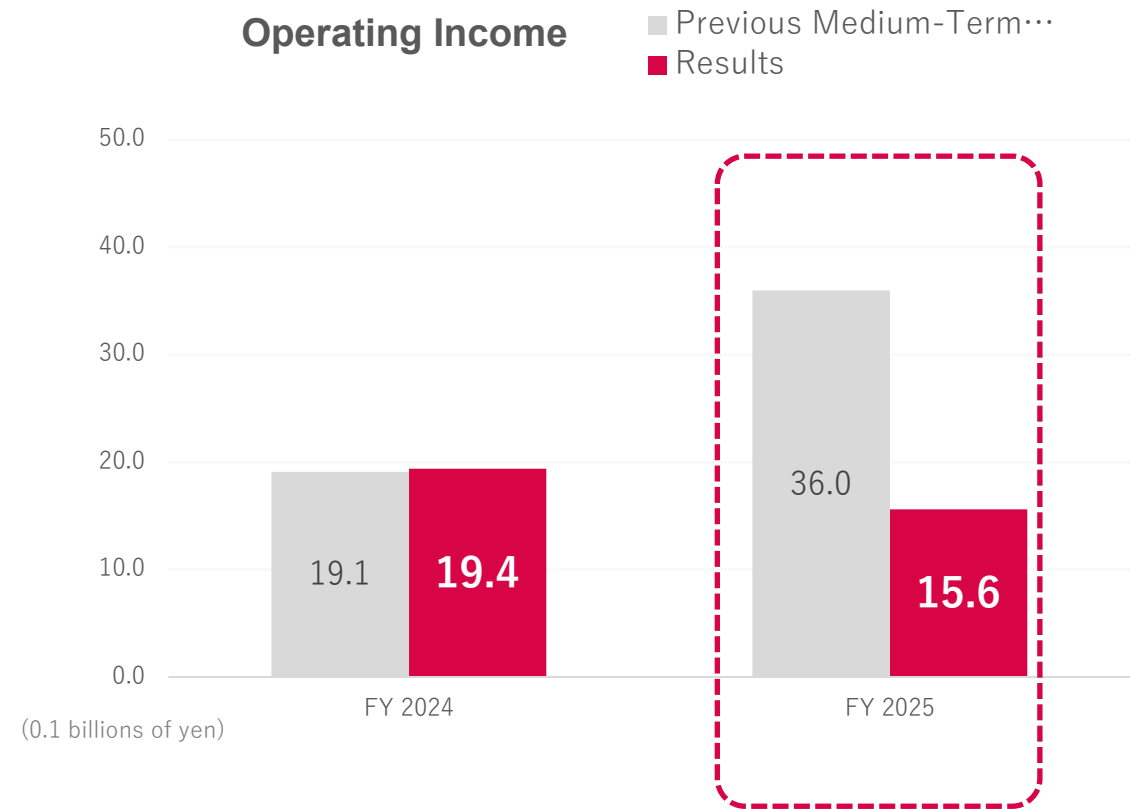
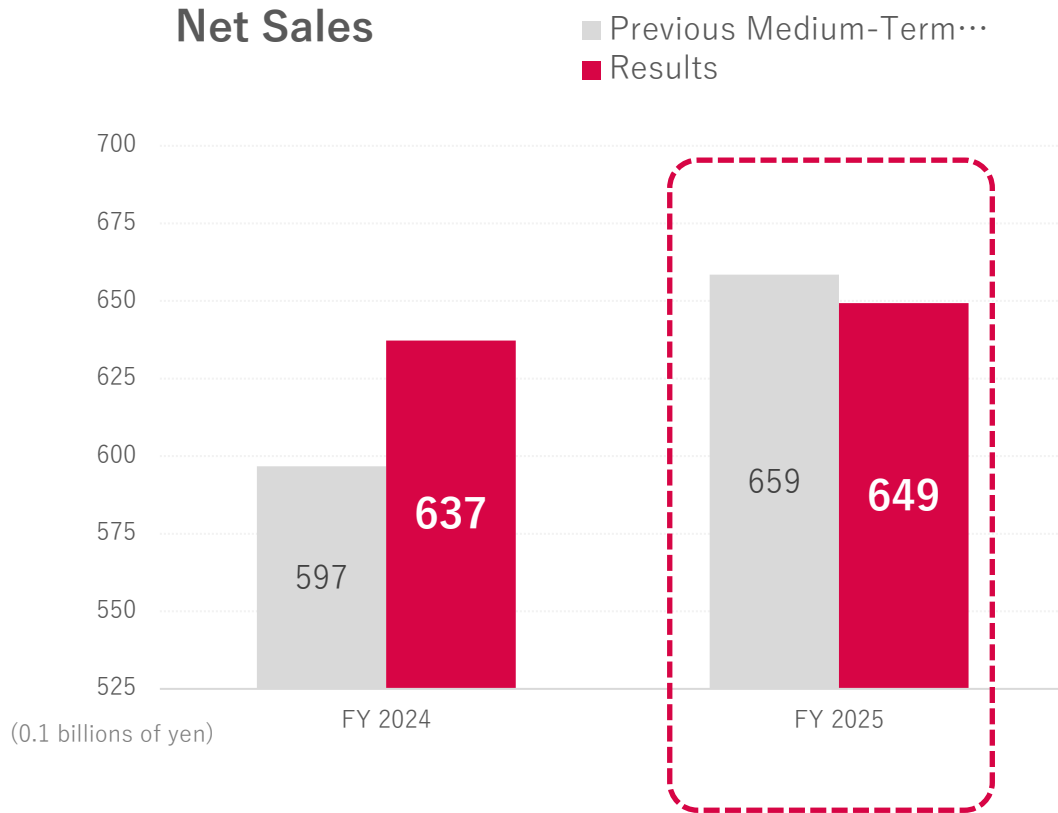
# Chapter 1 Summary

## Preparations for achieving new growth based on past reviews



# Current Status

In fiscal 2025, both sales and profits increased and decreased from the previous fiscal year, resulting in a widening divergence from the previous medium-term management plan.



# Awareness of the current situation

Over the past two years, we have achieved a certain level of success, but we have also identified structural issues.

	Achievements	Structural issues
<b>Leading comprehensive sports club company</b>	<ul style="list-style-type: none"> <li>Acquisition of the industry's No. 1 in sales through M &amp; A of Sports Oasis</li> <li>Building a foundation for providing value outside of sports</li> </ul>	<ul style="list-style-type: none"> <li>Struggling to cope with upward pressure on social costs (Rising rents and utility costs)</li> <li>Polarization of club profits (Profitable clubs and low-profit/unprofitable clubs)</li> <li>Delayed profitability of new stores, M &amp; As, and inherited stores</li> </ul>
<b>Beyond the framework of fitness Creation of growth drivers</b>	<ul style="list-style-type: none"> <li>Acquisition of home fitness business</li> <li>Establishment of foundation for nursing care rehabilitation business through acquisition of all shares of Kaede no Kaze and the Myrehab business</li> </ul>	<ul style="list-style-type: none"> <li>Growth of existing sports clubs is slowing faster than that of new BtoB and BtoG businesses</li> </ul>

The company's business structure is not fully adaptable to changes in the business environment

# Summary

## Analysis of Root Causes: Mismatch between Business Environment and Profit Structure

The premise behind the management decision was to maintain the number of sports club facilities—which serve as local hubs for health—to the greatest extent possible through operational efforts.



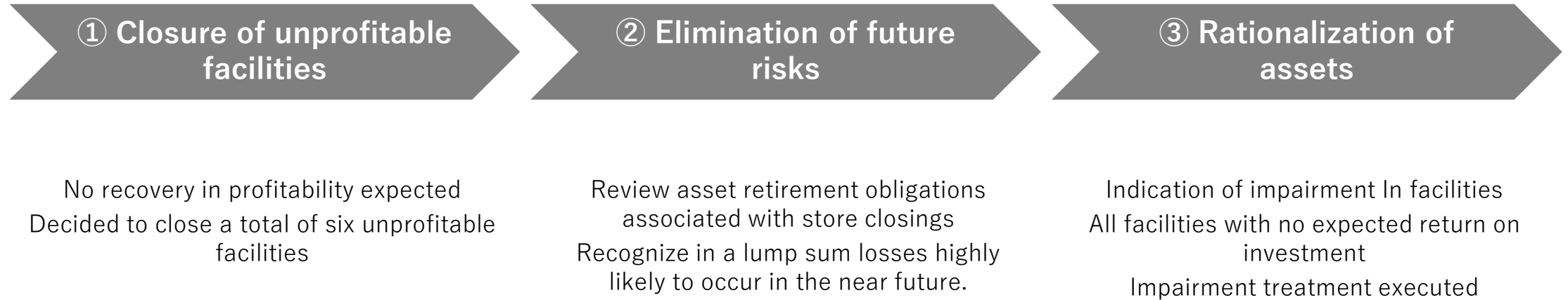
**Rising Social Costs > Speed of Change in Profit Structure**



**We have reached the conclusion that a recovery in profitability is impossible unless we take drastic measures to break free from the pattern where the increase in expenses outpaces the growth in sales.**

# Resolutions

## Drastic elimination of future risks identified in fiscal 2025



**Settle anticipated future losses and move toward next growth**

# CHAPTER 2

## 2026-2030 MEDIUM-TERM MANAGEMENT PLAN

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# Chapter 2 2026-2030 Medium-Term Management Plan Summary

## 2026-2030 Medium-Term Management Plan

### Sports Club Business Revise income and expenditure structure

Through fundamental strategic changes  
Make all facilities profitable

### Home fitness business and Nursing care rehabilitation business, etc.

### Accelerate growth of other businesses

Aim to eliminate dependence on sports clubs  
Aggressively invest in other businesses

### Control and improve efficiency of headquarters costs

Through active use of digital and AI  
By transforming the way operations are conducted  
Control and improve efficiency of headquarters costs

### Strengthen financial structure in anticipation of new lease accounting

Improve impaired financial structure by carefully selecting investments and reducing interest-bearing debt

FY 2030 Financial targets	Net sales	Operating income	Operating income margin	ROE	ROIC	Dividend payout ratio	Equity ratio
	<b>77</b> Billion yen	<b>3.5</b> billion yen	<b>4.5%</b>	<b>10%</b>	<b>6.0%</b>	<b>40%</b>	<b>20.5%</b>

# Position in each period

**FY 2025**

- Rationalization of assets through impairment of unprofitable facilities and decision to close

**FY 2026 – 2027  
[Phase (1)]**

- Careful selection of investments in business
- Reduction of interest-bearing liabilities
- Response to new lease accounting adaptation
- Reform of income and expenditure structure of sports club business
- Operational reform and efficiency improvement at headquarters

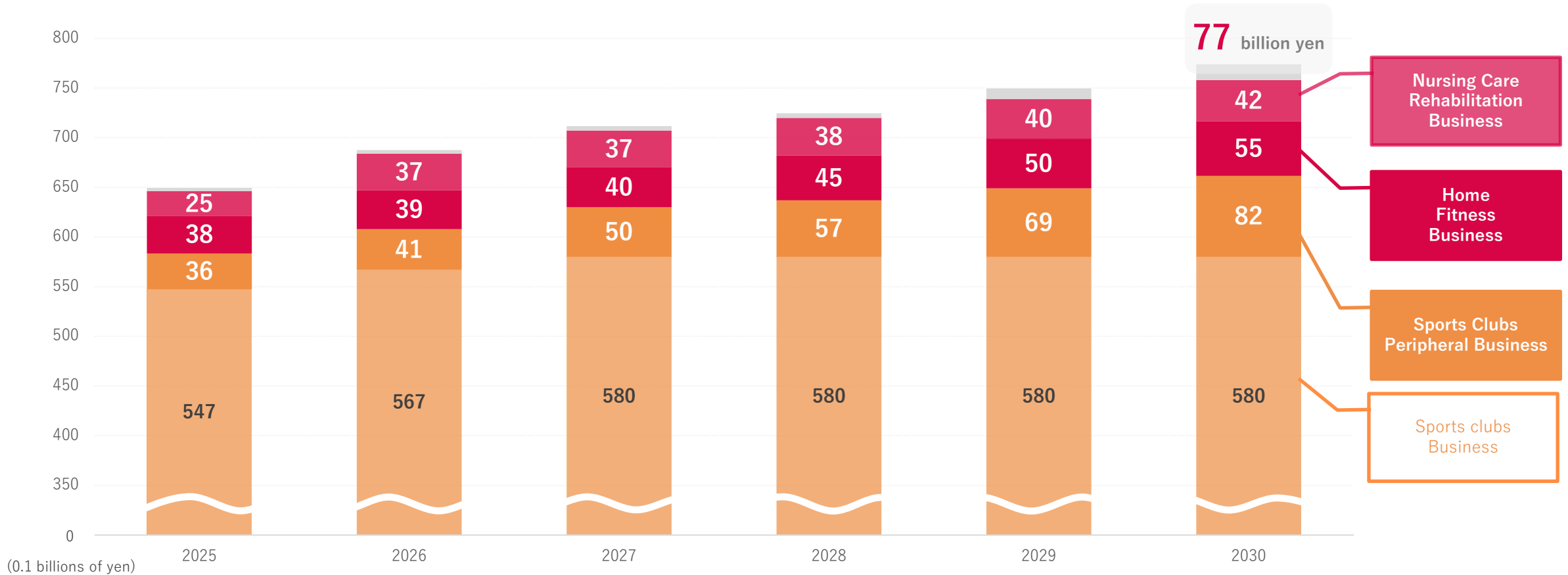
**FY 2028 – 2030  
Phase (2)**

- Investing in Renewed Growth
- Aggressive Shareholder Returns

# Performance Targets (Sales 2025-2030)

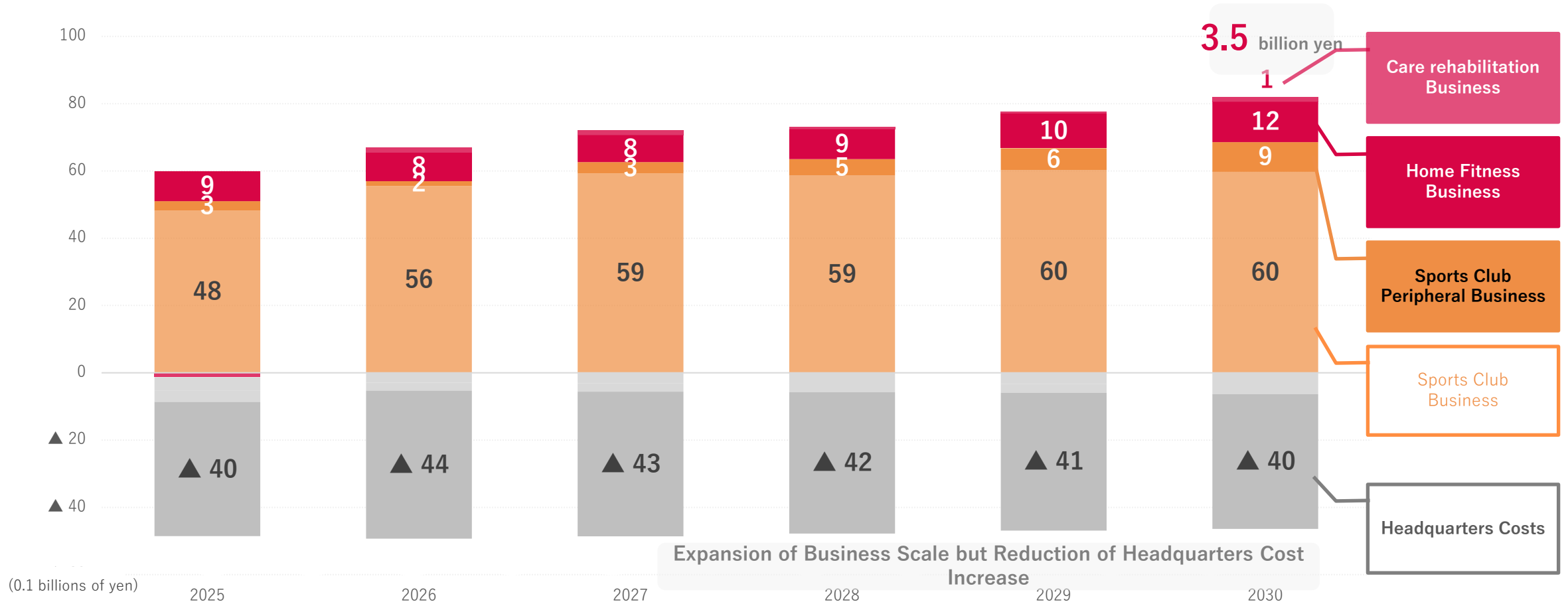
While Maintaining the Scale of the Sports Club Business

Growth centered on business around sports clubs, home fitness business, and nursing care rehabilitation business







# Performance Target (Operating Income 2025-2030)

Amid rising cost pressures, the sports club business generates a source of profit and invests in growth businesses



# Business Environment

## Objective assessment of macro factors

 <p><b>Political</b>          Promotion of policies to promote health and control medical costs          Penetration of work style reforms</p>	 <p><b>Economic</b>          Rising fuel costs and prices/Rising construction costs          Interest rate fluctuations/Economic recovery</p>
 <p><b>Technological</b>          Accelerating digitalization          Rapid spread of AI technology</p>	 <p><b>Social</b>          Advent of the "eight-fold society" (decline in working population)          Changes in consumer values (further increase in health consciousness and changes in needs due to rising prices)</p>

# Sports Club Business Strategy (1)



Performance Target	FY 2025	→	FY 2030
Sales	54.7 billion yen	→	58 billion yen
Operating income	4.8 billion yen	→	<b>6 billion yen</b>

## [Maintenance of Condition]

End of FY 2025

Planned closure of unprofitable and low-profit facilities  
Recording of impairment loss



## [Value improvement]

Evolving revenue models and expanding the target audience—transforming from a "place to exercise" into a "place that enriches life."



## [Cost reduction]

Elimination of unprofitable facilities, areas, and services and review of personnel and operations utilizing DX to reduce total personnel costs

# Sports Club Business Strategy (2)



[Value improvement]

[Cost reduction]

Redefine the raison d'etre of sports clubs and set a new growth path

**Select and focus on investment priority clubs**

For growth expectation clubs  
 Invest in improving customer experience value  
 Prioritize price review as a set  
 Dramatically improve profitability by implementing

**Redesign existing services**

Utilize data × AI  
 Strengthen initial continuity

Enhance customer experience value  
 Maximize customer lifetime value (LTV)

**Expansion of revenue sources**

By establishing a pay-as-you-go fee system

Revenue from light users  
 Diversification of monetization, including new revenue from effective use of unused space with low usage rates

**Expansion of customer targets**

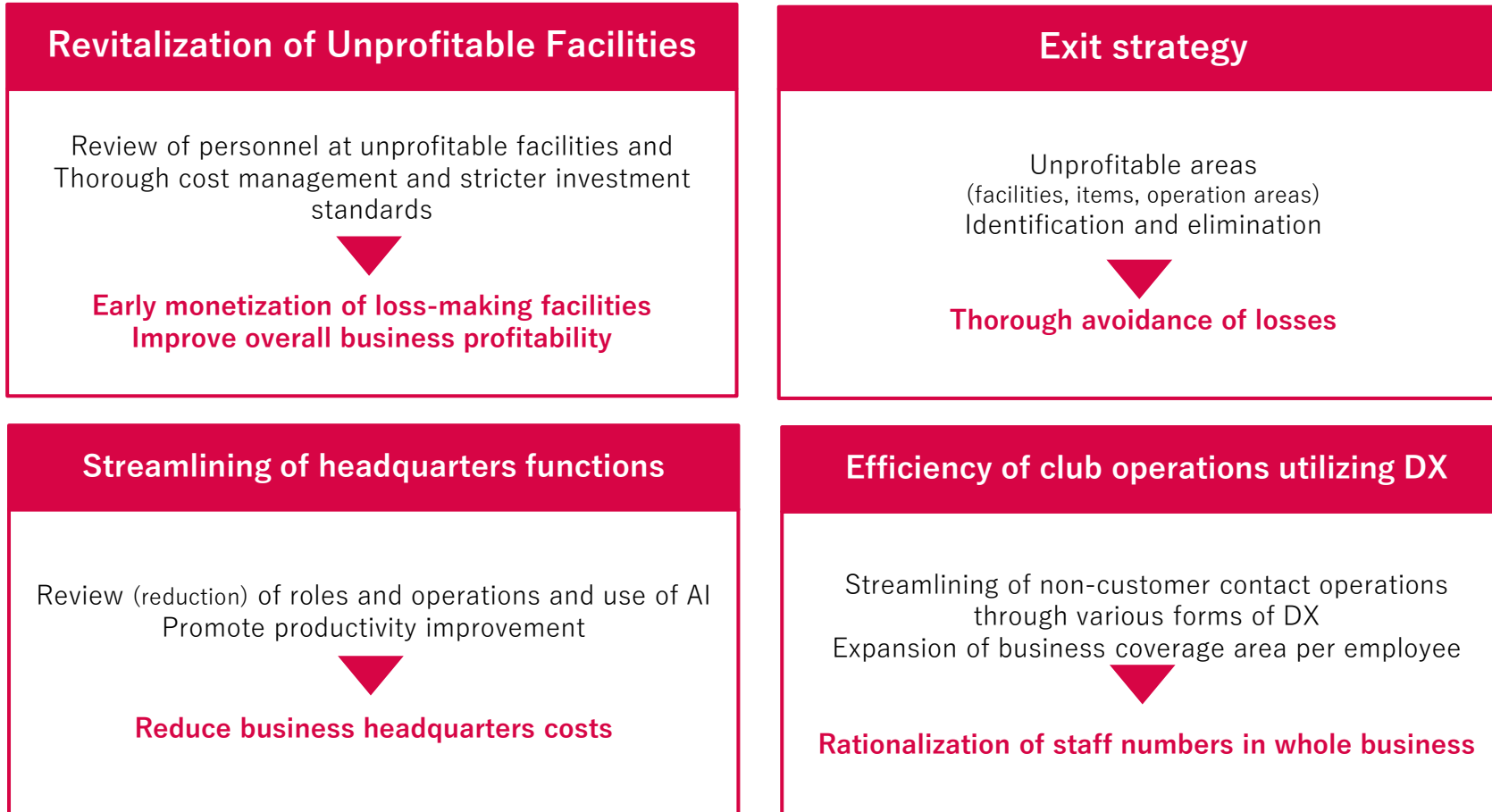
Redefining clubs from "places for exercise" to "places to enrich people's lives" that provide refreshment, recovery, and social connections  
 Redefining clubs as "places to enriches your life"  
 Redefine Club

# Sports Club Business Strategy (3)



[Value Improvement]  
[Cost Reduction]

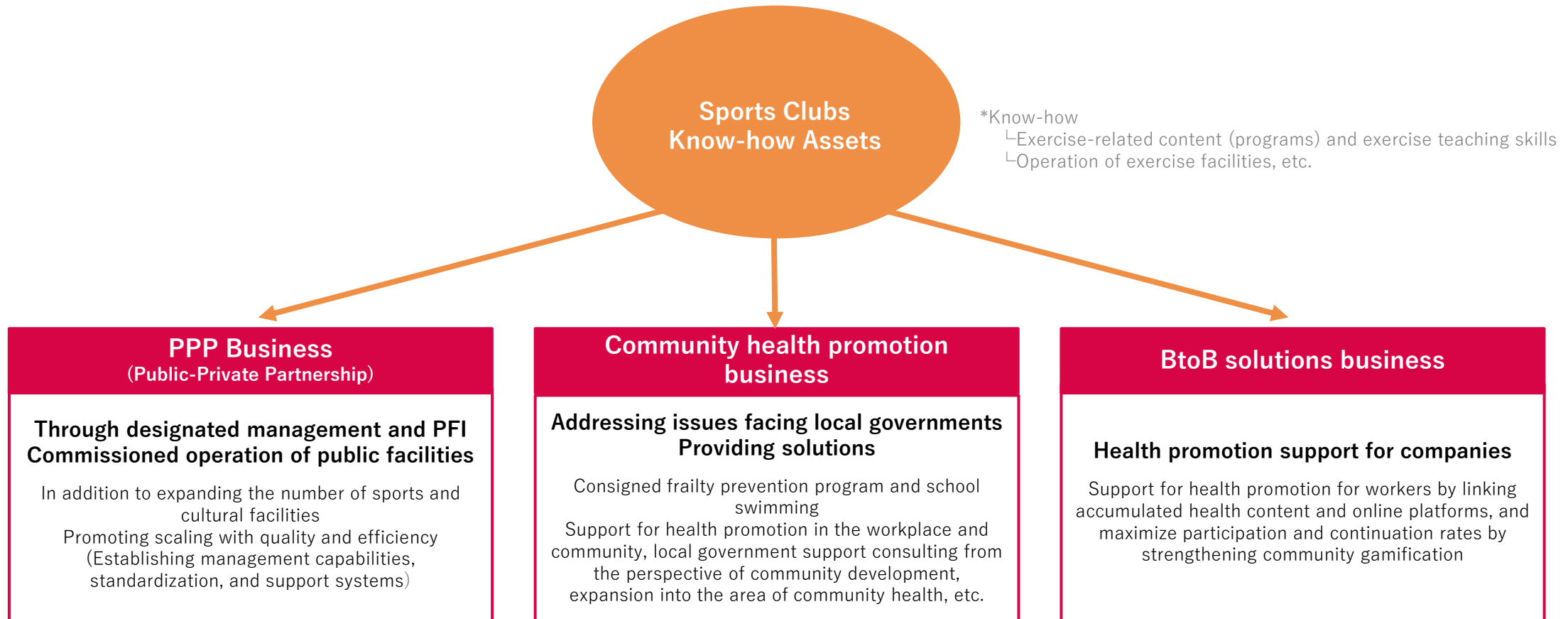
Review the overall income and expenditure structure of the sports club business without sanctuary



# Strategies for areas surrounding sports clubs

Utilizing the know-how and assets of sports clubs to grow peripheral businesses

Performance targets	FY 2025	→	FY 2030
Net sales	3.6 billion yen	→	8.2 billion yen
Operating income	300 million yen	→	<b>900 million yen</b>



# Home Fitness Business Strategy



Performance Targets	FY 2025	→	FY 2030
Net Sales	3.8 billion yen	→	<b>5.5 billion yen</b>
Operating Income	¥900 million	→	¥1.2 billion

Expanding the range from exercise equipment to rest, beauty, and nutrition, and expanding target customers

**Expansion of Target Customers**

Inactive to Exercise Approach to (meet potential health challenges)

**Expanding Product Range**

From Traditional Exercise Equipment In the field of rest, beauty, and nutrition Product development and sales

**Building a business base**

Strengthening backyard functions to strengthen sales management operations and compliance in line with sales growth

**Building a customer base**

Able to approach customers directly Building a customer base

# Long-term care rehabilitation business strategy



Performance targets	FY 2025	→	FY 2030
Net sales	2.5 billion yen	→	<b>4.2 billion yen</b>
Operating income	▲130 million yen	→	100 million yen

## Evolution of business model and expansion of domains

### Expansion of light to medium range



#### Expansion of day-care facilities centered on "Genki Gym"

- Strengthening business bases through acquisition of Miliha business
- Evolution of business model
- Actively resumed opening new stores in FY 2027 (Open about 4 stores per year)

### Expansion into severe areas



#### Kaede no Kaze becomes a consolidated subsidiary

- Providing services to people with higher levels of nursing care
- Acquiring know-how and expanding domains



#### Continuing to actively consider M & A

\*Depending on the deal, there is a possibility that performance targets may be significantly exceeded

# Efforts to reduce headquarters costs

<b>Performance targets</b>	<b>FY 2025</b>	<b>→</b>	<b>FY 2030</b>
Ratio to sales	6.1%	→	<b>5.2%</b>
Operating income	▲4 billion yen	→	▲4 billion yen

## Diversify operations as business scale grows, but maintain headquarters organization and cost levels

### Revenue and expenditure management by business unit

### Performance monitoring and personnel optimization by business unit

- Review the functions of the sales floor and headquarters, and develop a system that will lead to the most profit and allocate personnel
- Based on the organizational reform implemented in fiscal 2025, maximize profit at each business unit by thoroughly implementing revenue and expenditure management at each business unit rather than at each headquarters unit

### Early acquisition of the effects of Oasis integration

### Integration of various systems to unify operations

- Following the integration of performance management systems (April 2025), core accounting systems (April 2026), and personnel information systems (scheduled for October 2026), Accelerate the integration of customer management systems (scheduled for fiscal 2027 to fiscal 2028) and integrate various operations and systems to improve operational efficiency

### Promote the use of AI in management operations

### Use AI to transform management operations and reduce related costs

- Separate the functions of the management headquarters into corporate functions and service functions, and redesign operations for service functions, in particular, based on the use of AI.
- Optimize operations and personnel by reassigning business support functions to business divisions from a company-wide perspective.

# Overall Financial Strategy Policy

## Strict financial discipline and structural reforms

**Investments are made within the scope of cash flow generated.**

Strictly restrained to shift from pursuit of sales scale to **profit and cash flow management focused on flow**

Planned closure of unprofitable facilities  
Loss that had an impact on management has been written off

## Adaptation to new accounting standards and top policy

**Adoption of the new lease accounting system (FY 2027)**  
Even if business performance recovers  
**the equity ratio** is expected to **fall to around 10%**

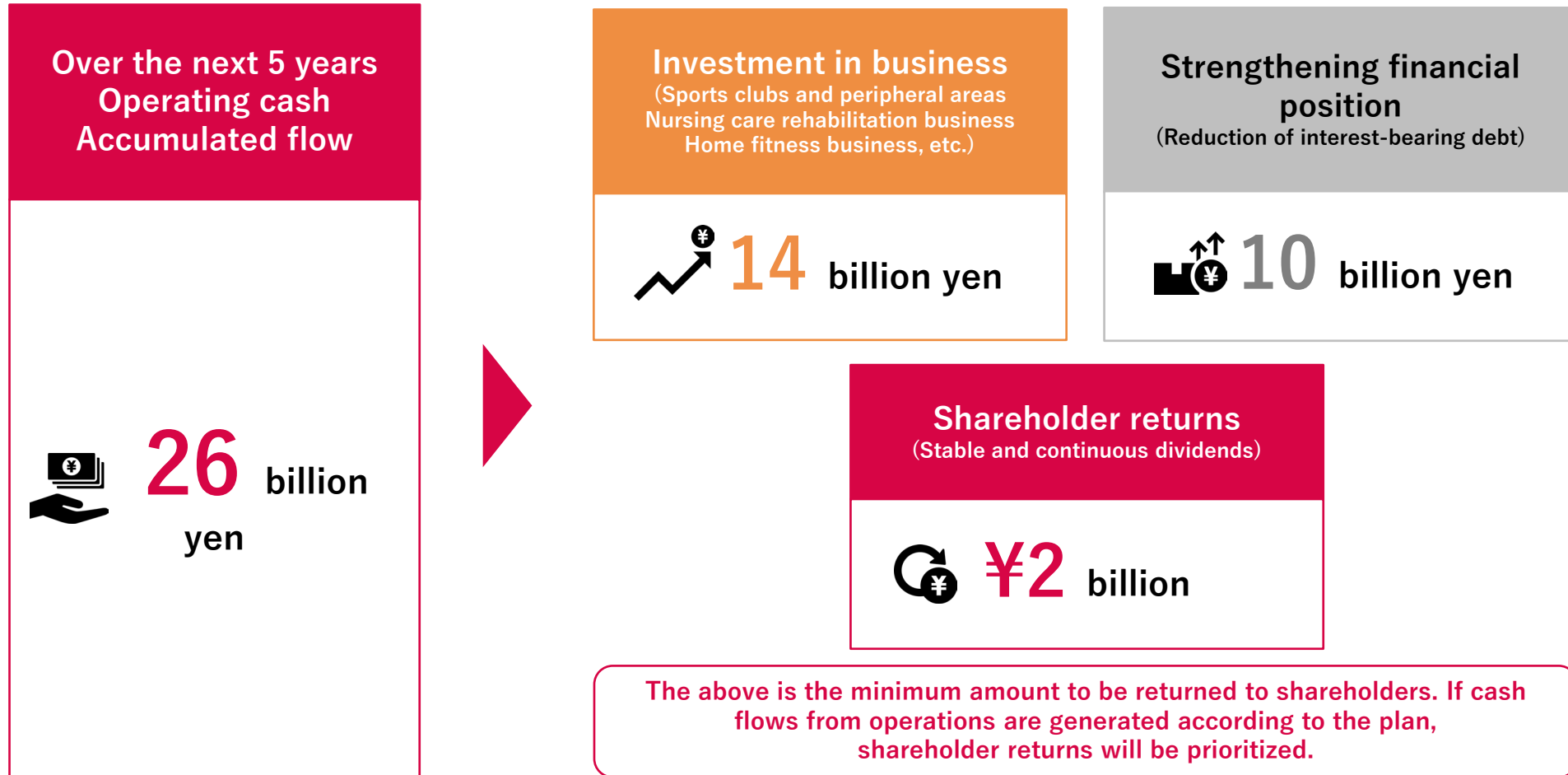
We will give **top priority to restoring our impaired financial position**

**We will invest in businesses that do not require large investments**

We will implement

**The top priority for fiscal 2026 – 2027 is to restore our financial position.**

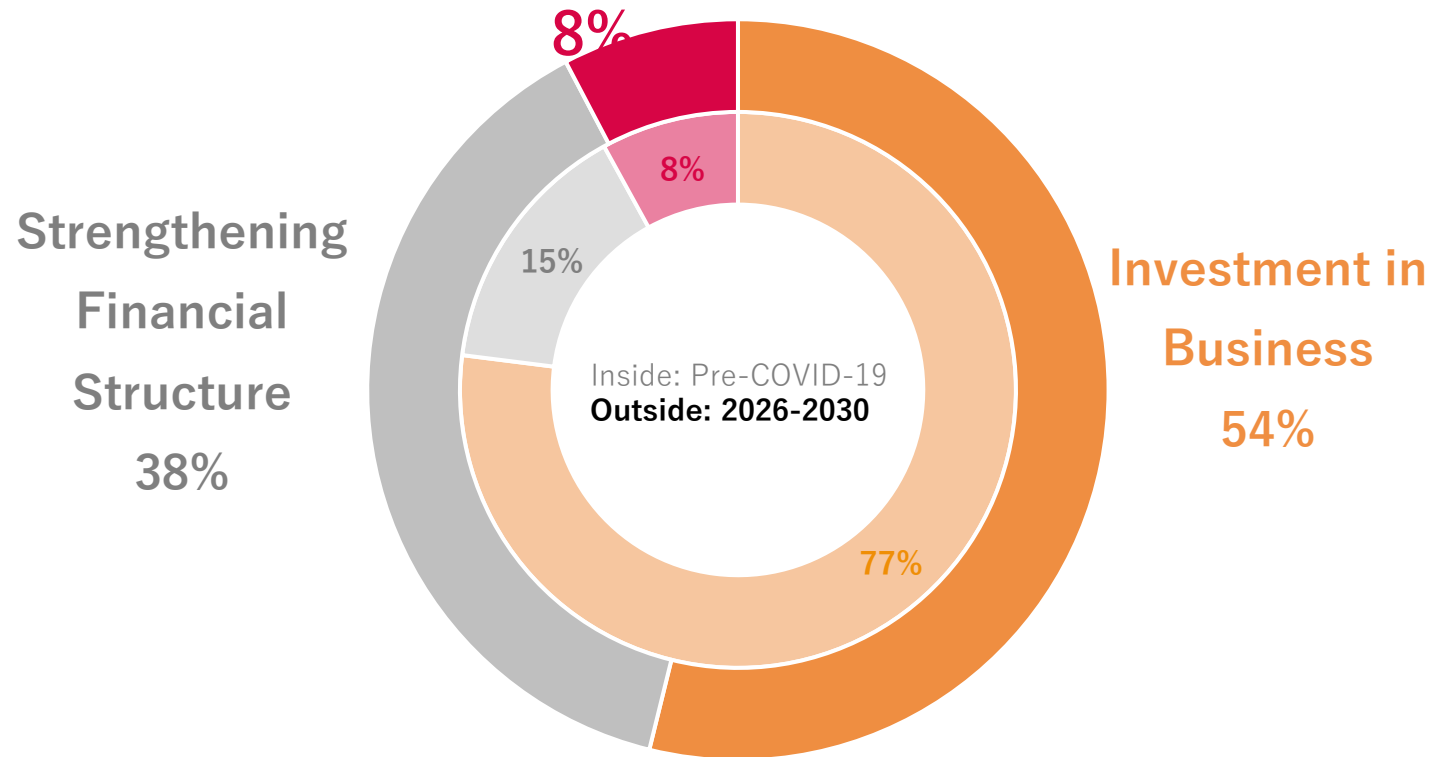
# Cash allocation



# Investment allocation policy

Strengthen financial position and provide stable returns to shareholders after carefully selecting investments in business

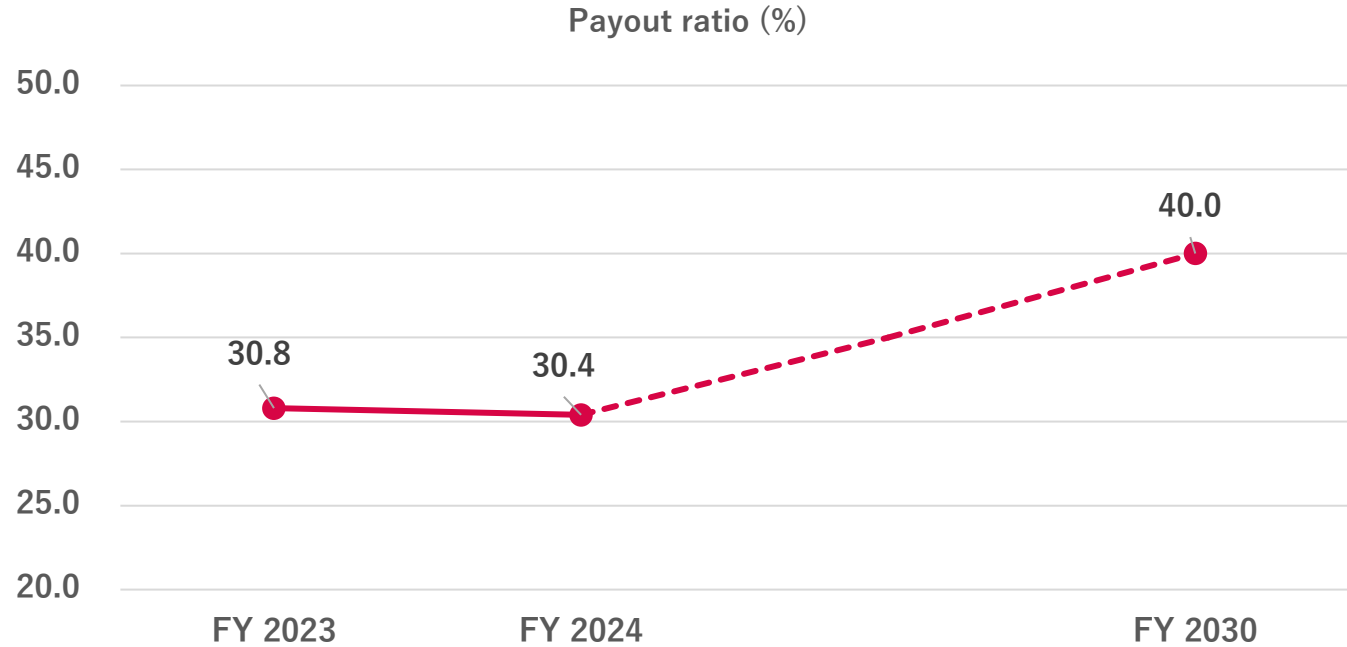
## Return to Shareholders



# Shareholder Return Policy

## Shareholder Return and IR Strategy

- Stable and continuous dividends
- Expansion of shareholder benefit system
- Strengthening IR activities for individual investors

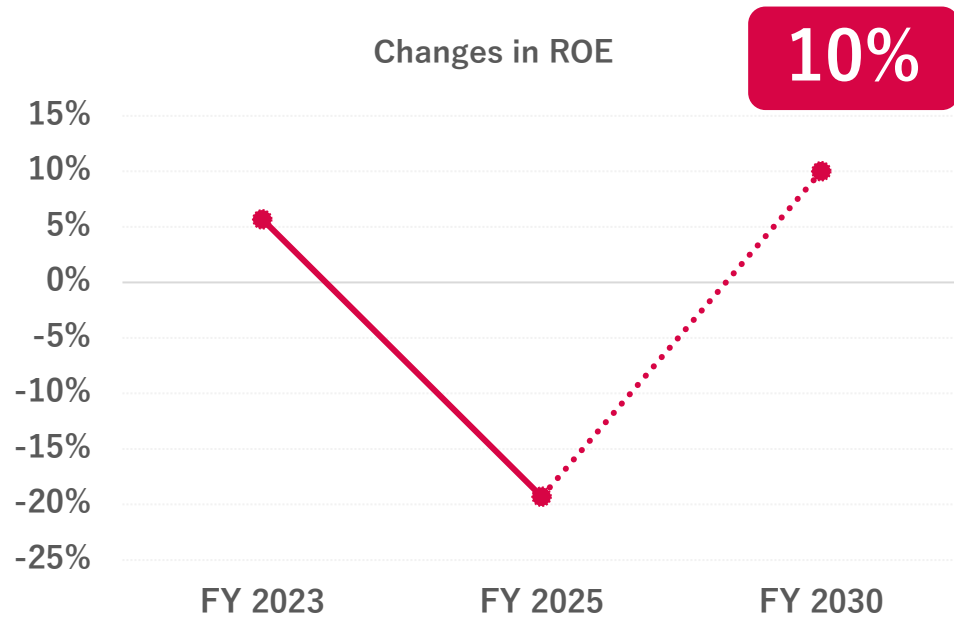


Target dividend payout ratio of **40% in fiscal 2030** We aim for a level of

# Management Aware of Capital Cost and Stock Price

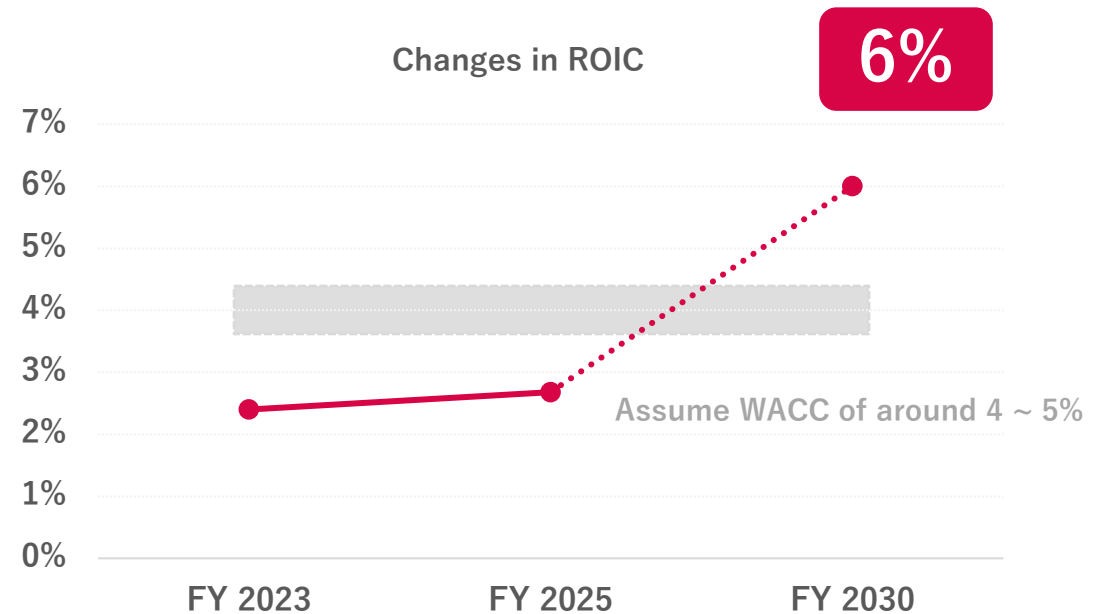
## 【ROE】

Revised income and expenditure structure and business portfolio, aim for ROE of 10%



## 【ROIC】

Aim for ROIC of 6% and pay attention to capital profitability execute management



# CHAPTER 3

## ACHIEVING THE LONG-TERM VISION (2035)

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# What we aim for

From A health solution company to Wellbeing Co-Creation Company





The Past
<p>A health solution company that enriches the age of the 100-year life span</p>
<p>Toward a healthy and long-lived society            Through our business activities            the physical, mental, and social aspects of society            Contribute to solving health issues</p>



The Future
<p>A Well-being co-creation company in the age of the 100-year life span</p>
<p>Connecting people through sports and healthcare, and co-creating purpose in life.</p>

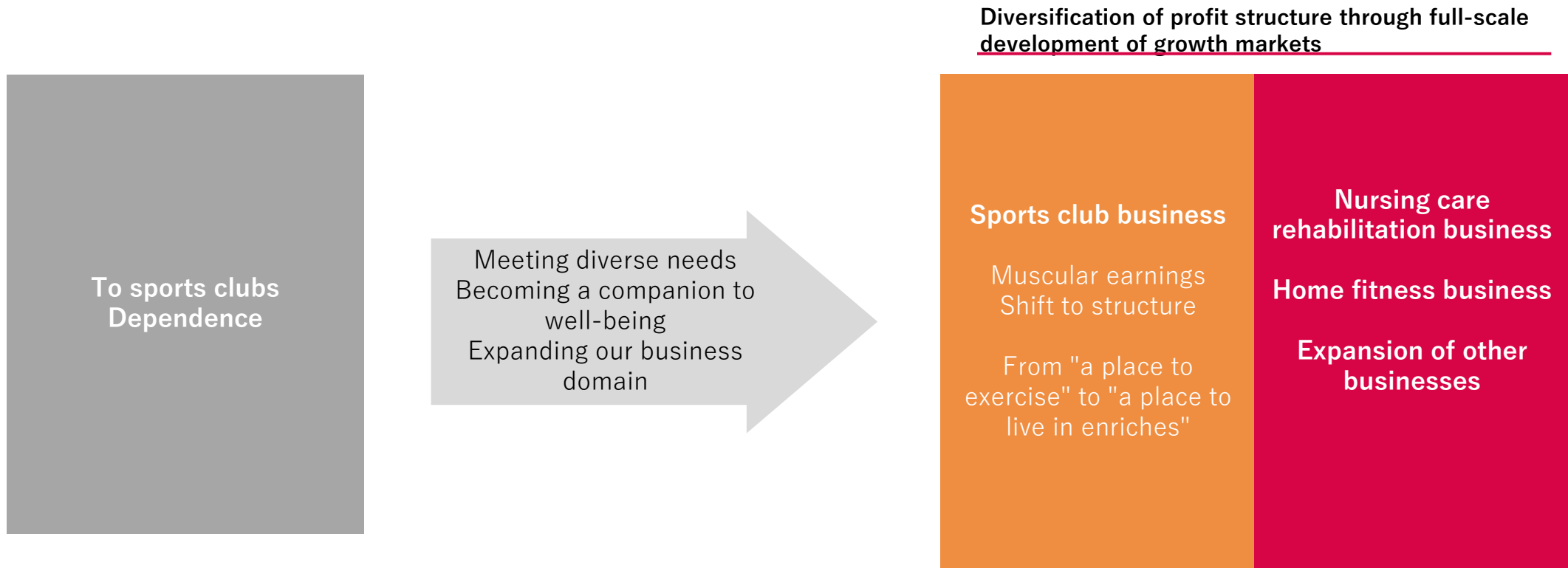
# Solving Social Issues and Creating Value in the age of the 100-year life span

We will work to solve four issues and create value toward a society in which all people can shine as they themselves.

 <p><b>[All generations]</b>  <b>Realizing a society in which all generations can live in good health and comfort.</b></p>	 <p><b>[Seniors and longevity]</b>  <b>Through exercise and contact with people.          Building a healthy and long-lived society full of vitality.</b></p>
 <p><b>[Nursing care and medical care]</b>  <b>Even for those who need treatment or nursing care, everyone supports a society where they can lead their own lives and lives</b></p>	 <p><b>[Community]</b>  <b>People actively participate in local communities.          Creating a society where people can participate</b></p>

# Business portfolio transformation

We will strategically shift our business portfolio from our previous structure to achieve sustainable growth



# Links between businesses

Aiming to become a "Well-being Co-Creation Company" through mutual links between businesses



# Financial Targets for Achieving the Long-Term Vision

2026-2030 By completing the Medium-Term Management Plan, we aim to enhance corporate value and maximize shareholder value.

## [2026-2030]

### Fiscal 2030 Financial Targets

Net Sales **77** billion yen

Operating Income **3.5** billion yen

Operating income margin **4.5%**

ROE **10%** ROIC **6.0%** (2.5%)

Dividend payout ratio **40%** Equity ratio **20.5%** (11.5%)

\*Figures in parentheses include the impact of the new lease accounting system

We will focus on reducing liabilities and enhancing capital through fiscal 2030 as a recovery period.

We will restructure our financial position and prepare for sustainable growth.

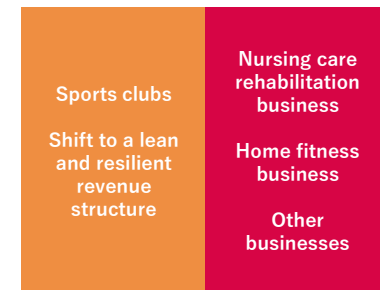
## [2031-2035]

### Fiscal 2035 Financial Targets

Net Sales **100** billion yen

Operating Income **5** billion yen

In 2035, the ratio of sales between the Sports Club Business and the non-Sports Club Business will be 50%:50%.



**Well-being co-creation company in the age of the 100-year life span**

-Connecting people through sports and healthcare, and co-creating purpose in life-

# Management Targets under the Medium-Term Management Plan (Non-Financial Targets)

In its Sustainability Policy, our company clearly states that we will contribute to the purpose of life for all stakeholders through our business activities



# Corporate Philosophy and Long-Term Vision



## Corporate Philosophy

**A company for creating purpose in life (ikigai in Japanese)**

## Long-Term Vision

**A Well-being co-creation company in the age of the 100-year life span**

- Connecting people through sports and healthcare, and co-creating purpose in life -

# Cautionary Statement on Forecasts

- This document contains forward-looking statements including forecasts, plans and strategies for our company's future performance. These statements have been prepared based on currently available information and certain assumptions deemed reasonable. Actual results may differ materially from these forecasts due to various factors.
- These factors include, but are not limited to, fluctuations in economic conditions, changes in the market environment, intensified competition, changes in laws and regulations, fluctuations in foreign exchange rates and interest rates, disasters and infectious diseases, etc.
- Although the information contained in this document has been deemed reasonable at the time of preparation, its accuracy and completeness are not guaranteed. It is subject to change without notice.
- Our company assumes no obligation to update or revise any forward-looking statements contained in this document, except as required by laws and regulations.