

planet fitness[®]

INVESTOR DAY

2 0 2 5

planet fitness
INVESTOR DAY
2 0 2 5

STACEY CARAVELLA
VP, INVESTOR RELATIONS

PRESENTATION OF FORWARD-LOOKING STATEMENTS & FINANCIAL MEASURES

This presentation contains “forward-looking statements” within the meaning of the federal securities laws, which involve risks and uncertainties. Forward-looking statements include the Company’s statements with respect to expected future performance, the Company’s expected revenue, sales and club growth, club development costs, capital structure and investments, share repurchases and the timing thereof, ability to deliver future shareholder value, and other statements, estimates and projections that do not relate solely to historical facts. Forward-looking statements can be identified by words such as “anticipate,” “believe,” “envision,” “estimate,” “expect,” “intend,” “may,” “might,” “goal,” “plan,” “prospect,” “opportunity,” “predict,” “project,” “target,” “potential,” “enhance,” “accelerate,” “drive,” “expand,” “deliver,” “return,” “guide,” “go-forward,” “ahead,” “exceed,” “outlook,” “runway,” “assumption,” “will,” “would,” “could,” “should,” “continue,” “ongoing,” “contemplate,” “future,” “strategy” and similar references to future periods, although not all forward-looking statements include these identifying words. Forward-looking statements are not assurances of future performance. Instead, they are based only on the Company’s current beliefs, expectations and assumptions regarding the future of the business, future plans and strategies, projections, anticipated events and trends, the economy and other future conditions. Because forward-looking statements relate to the future, they are subject to inherent uncertainties, risks and changes in circumstances that are difficult to predict and many of which are outside of the Company’s control. Actual results and financial condition may differ materially from those indicated in the forward-looking statements. Important factors that could cause our actual results to differ materially include competition in the fitness industry, the Company’s and franchisees’ ability to attract and retain members, the Company’s and franchisees’ ability to identify and secure suitable sites for new franchise clubs, changes in consumer demand, changes in equipment costs, the Company’s ability to expand into new markets domestically and internationally, operating costs for the Company and franchisees generally, availability and cost of capital for franchisees, acquisition activity, developments and changes in laws and regulations, our substantial increased indebtedness as a result of our refinancing and securitization transactions and our ability to incur additional indebtedness or refinance that indebtedness in the future, our future financial performance and our ability to pay principal and interest on our indebtedness, our corporate structure and tax receivable agreements, failures, interruptions or security breaches of the Company’s information systems or technology, general economic conditions and the other factors described in the Company’s annual report on Form 10-K for the year ended December 31, 2024 and the Company’s quarterly report on Form 10-Q for the quarter ended June 30, 2025, as well as the Company’s other filings with the Securities and Exchange Commission. In light of the significant risks and uncertainties inherent in forward-looking statements, investors should not place undue reliance on forward-looking statements, which reflect the Company’s views only as of the date of this press release. Except as required by law, neither the Company nor any of its affiliates or representatives undertake any obligation to provide additional information or to correct or update any information set forth in this release, whether as a result of new information, future developments or otherwise.

The financial information presented in this presentation includes non-GAAP financial measures such as Adjusted EBITDA, Segment Adjusted EBITDA and Adjusted net income per share, diluted to provide measures that we believe are useful to investors in evaluating the Company’s performance. These non-GAAP financial measures are supplemental measures of the Company’s performance that are neither required by, nor presented in accordance with GAAP. These financial measures should not be considered in isolation or as substitutes for GAAP financial measures such as net income or any other performance measures derived in accordance with GAAP. In addition, in the future, the Company may incur expenses or charges such as those added back to calculate these non-GAAP measures. The Company’s presentation of these non-GAAP measures should not be construed as an inference that the Company’s future results will be unaffected by similar amounts or other unusual or nonrecurring items. Same club sales refers to year-over-year sales comparisons for the same club sales base of both corporate-owned and franchisee-owned clubs, which is calculated for a given period by including only sales from clubs that had sales in the comparable months of both years. We define the same club sales base to include those clubs that have been open and for which monthly membership dues have been billed for longer than 12 months. We measure same club sales based solely upon monthly dues billed to members of our corporate-owned and franchisee-owned clubs. The non-GAAP financial measures used in our long-term growth targets will differ from their most directly comparable GAAP measures in ways similar to those in reconciliations the Company has previously provided in its disclosure with the Securities and Exchange Commission (SEC). We do not provide a reconciliation of growth targets for Adjusted EBITDA or Adjusted net income per share, diluted to the most directly comparable GAAP measure because we are not able to predict with reasonable certainty the amount or nature of all items that will be included for the applicable period. Accordingly, a reconciliation of the Company’s growth targets for these non-GAAP measures to the most directly comparable GAAP measure cannot be made available without unreasonable effort. These items are uncertain, depend on many factors and could have a material impact on our Adjusted EBITDA and Adjusted net income per share, diluted for the applicable period.

AGENDA

Colleen Keating, CEO

- Capitalizing on unique moment

Brian Povinelli, CMO

- Evolving our brand to drive growth

Bill Bode, COO

- Executing a high value member experience

Chip Ohlsson, CDO

- Accelerating new club growth

Jay Stasz, CFO

- Bringing it all together with long-term growth outlook

Q&A

planet fitness®
INVESTOR DAY
2 0 2 5

planet fitness
INVESTOR DAY
2 0 2 5

COLLEEN KEATING
CHIEF EXECUTIVE OFFICER

planet fitness[®]

INVESTOR DAY

2 0 2 5



planet
fitness

10 YEARS

OF TREMENDOUS GROWTH



2,800
CLUBS
from 1,000



planet
fitness

10 YEARS

OF TREMENDOUS GROWTH



Nearly

21M

MEMBERS

from 7M+



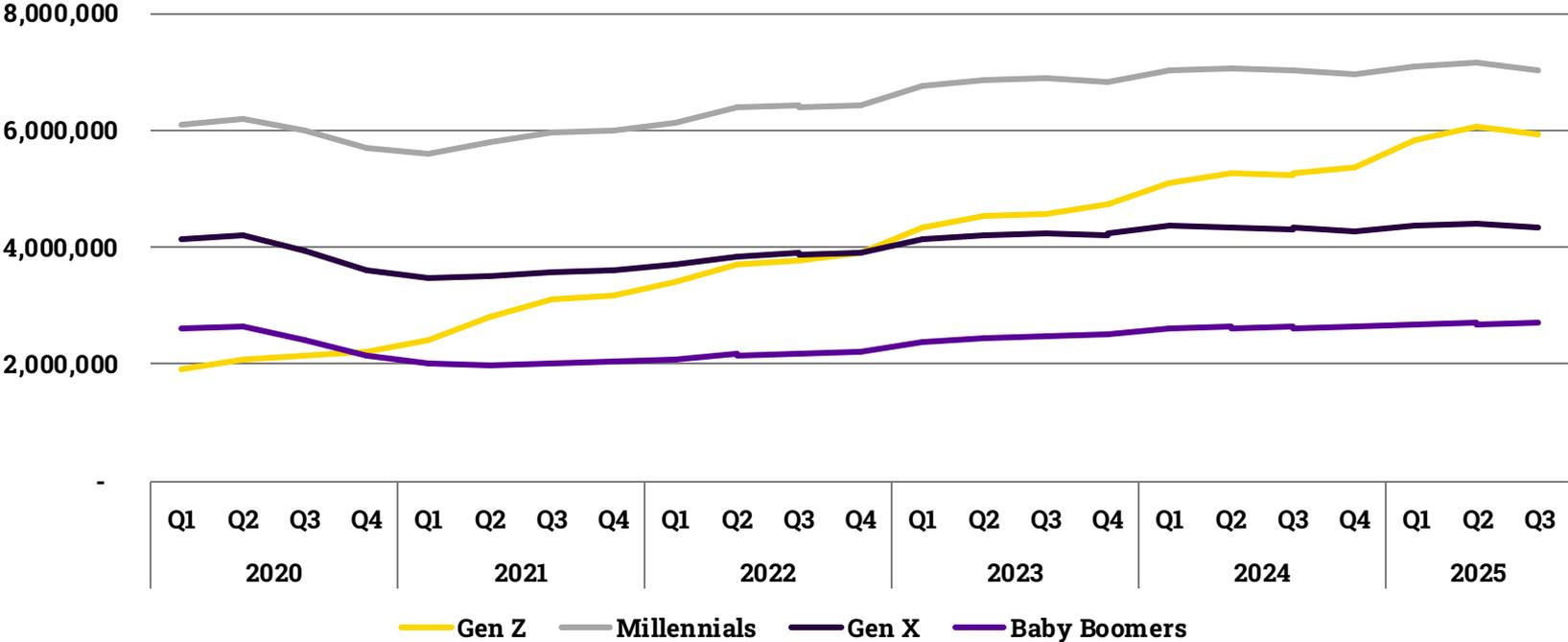
With social prescribing, hanging out, movement and arts are doctor's order.

For more than 30 years, Frank Frost worked as a long-distance truck driver, ferrying industrial chemicals across the United Kingdom. "I worked away from home six days a week, working up to 12-15 hours a day," says Frost, now 76. "My only exercise was looking for a fast food outlet in the evening when I'd parked up." He

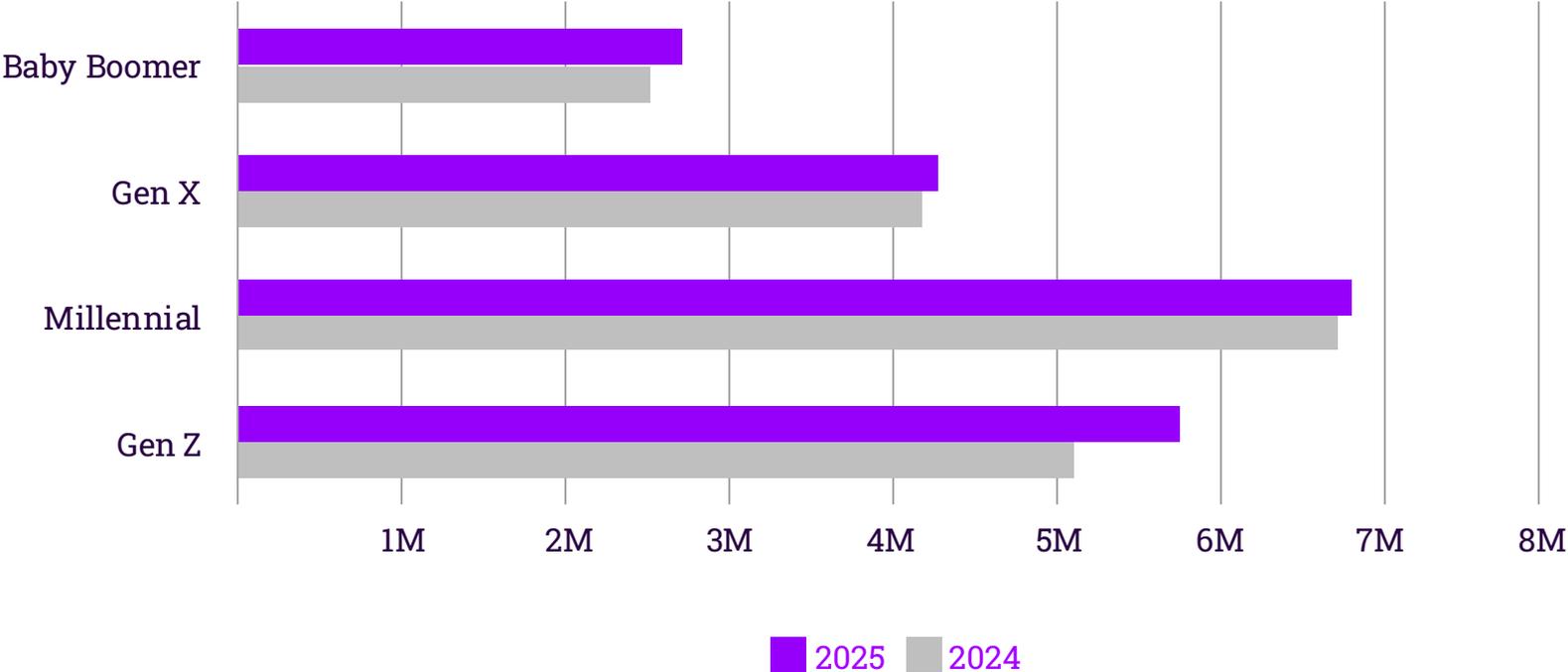


GEN Z IS OUR FASTEST GROWING DEMOGRAPHIC

Total Membership by Age Generation 2020-2025



WE ARE GROWING ACROSS ALL GENERATIONS



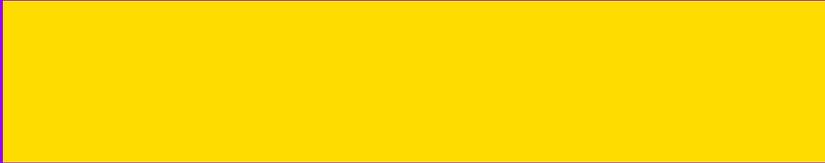
RISE IN RETAIL BANKRUPTCIES

2025



9,900²

2024



6,200¹

2023



5,600¹

1. Sources: 2023 and 2024: CNN: [cnn.com https://www.cnn.com/2024/10/25/business/the-retail-apocalypse-is-back](https://www.cnn.com/2024/10/25/business/the-retail-apocalypse-is-back)
2. Jones Lang LaSalle: <https://www.jll.com/en-us/guides/retail-closures-should-free-up-140-million-square-feet-of-much-needed-retail-space>



**REDEFINING OUR
BRAND PROMISE**



**ENHANCING OUR
MEMBER
EXPERIENCE**



**REFINING OUR
PRODUCT &
OPTIMIZING OUR
LAYOUT**



**ACCELERATING
NEW CLUB
GROWTH**

planet fitness
INVESTOR DAY
2025

STRATEGIC IMPERATIVE #1: REDEFINING OUR BRAND PROMISE

functional training



+1 MILLION

NET NEW MEMBERS THROUGH Q3 2025



ACTIVE MEMBER VISITS

5%
INCREASE*

*Through Q3 2025



**STRATEGIC
IMPERATIVE #2:
ENHANCING OUR
MEMBER EXPERIENCE**





**STRATEGIC
IMPERATIVE #3:
REFINING OUR PRODUCT &
OPTIMIZING OUR FORMAT**





**STRATEGIC
IMPERATIVE #4:
ACCELERATING NEW
CLUB GROWTH**



judgement free zone





**REDEFINING OUR
BRAND PROMISE**



**ENHANCING OUR
MEMBER
EXPERIENCE**



**REFINING OUR
PRODUCT &
OPTIMIZING OUR
LAYOUT**



**ACCELERATING
NEW CLUB
GROWTH**

EXECUTIVE LEADERSHIP TEAM

planet fitness[®]
INVESTOR DAY
2 0 2 5



Paul Barber
CHIEF INFORMATION
OFFICER



Bill Bode
CHIEF OPERATING
OFFICER



McCall Gosselin
CHIEF CORPORATE
AFFAIRS OFFICER



Chip Ohlsson
CHIEF DEVELOPMENT
OFFICER



Ed Welsh
SVP, PEOPLE &
CULTURE



Brian Povinelli
CHIEF MARKETING
OFFICER



Sarah Powell
GENERAL
COUNSEL*



Jennifer Simmons
CHIEF STRATEGY
OFFICER



Jay Stasz
CHIEF FINANCIAL
OFFICER



Stacey Caravella
VP, INVESTOR
RELATIONS

*Starts on 11/17/2025

planet fitness[®]

INVESTOR DAY

2 0 2 5

planet fitness®

INVESTOR DAY

2 0 2 5

BRIAN POVINELLI

CHIEF MARKETING OFFICER

planet fitness[®]

INVESTOR DAY

2 0 2 5

**EVOLVING
THE BRAND
TO DRIVE
GROWTH**



**WHY
EVOLVE
NOW?**





CHANGING CONSUMER

INCREASINGLY CROWDED MARKETPLACE

Boutiques

HVlp 2.0/3.0



planet
fitness

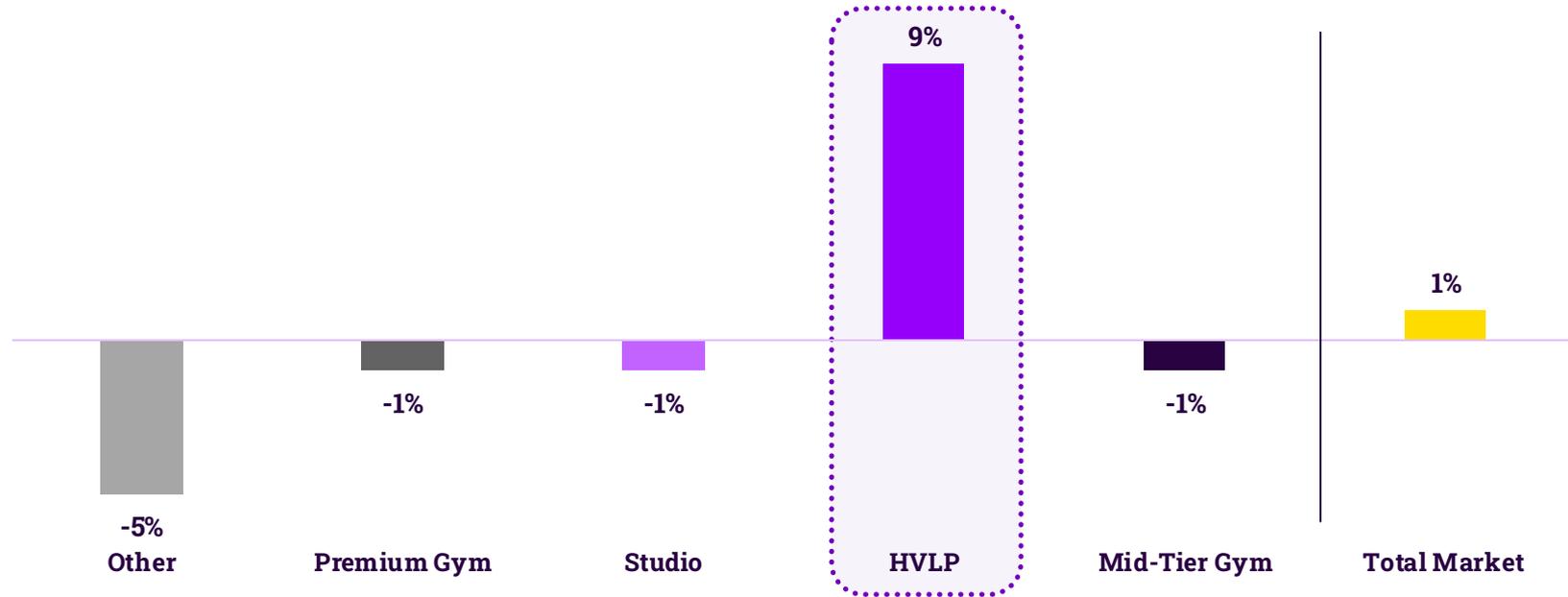
Digital offerings

Social content

TREMENDOUS OPPORTUNITY AHEAD

9% HVLP GROWTH OUTPACING TOTAL U.S. GYM MEMBER GROWTH OF 1% SINCE 2019²

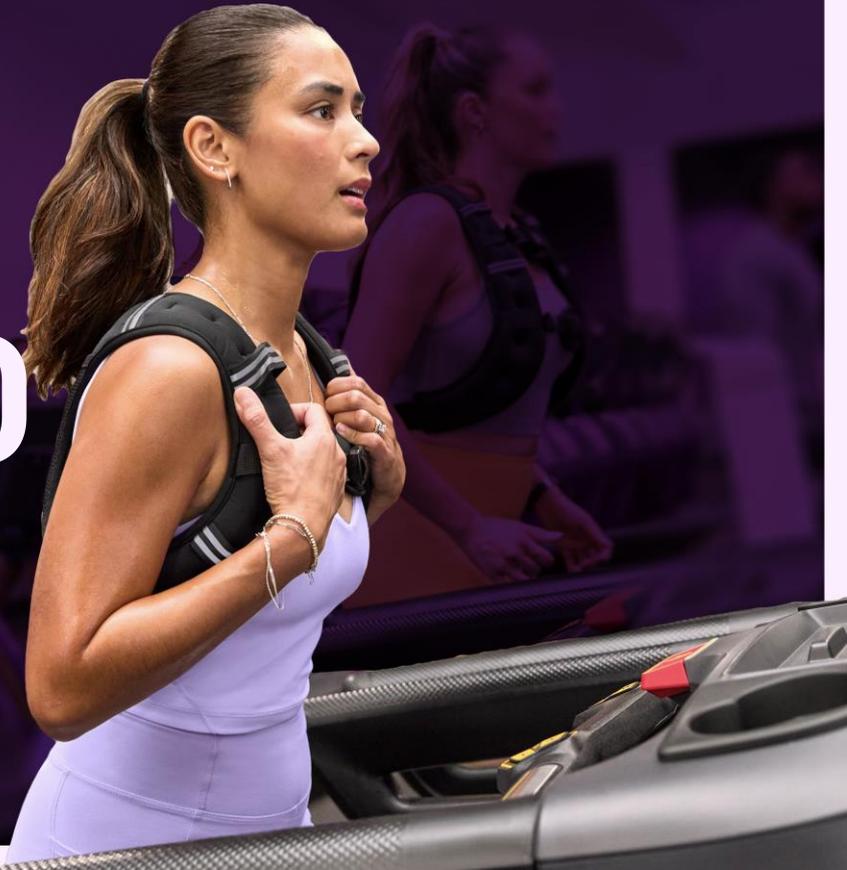
Market CAGR (%) 2019-2024¹



1. IHRSA data includes studios, fitness-only, multi-purpose, YMCA/YWCA/JCC, other non-profits, and business/corporate; 2. Member defined as someone who used a health club, gym, and/or fitness studio within the past 12 months

Source: Company data; IHRSA; U.S. Bureau of Labor Statistics; Entrepreneur.com; FDDs; SEC Filings; BCG analysis

**OUR
APPROACH TO
EVOLUTION...**



KEY PRINCIPLES

1

ENHANCE CUSTOMER-FIRST MENTALITY WITH DATA & INSIGHTS

2

BUILD MORE EMOTIONAL CONNECTION WITH CONSUMERS

3

LEVERAGE OUR SCALE TO DRIVE EFFICIENCIES & EFFECTIVENESS

4

CREATE MORE SYNERGY WITH LOCAL & NATIONAL AD FUNDS

5

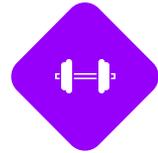
IMPROVING MEMBER EXPERIENCE AND LOYALTY

**INVEST IN
DATA/INSIGHTS TO
DRIVE A CUSTOMER-
FIRST MINDSET**

**DEMAND
CENTERED
GROWTH
CONSUMER
INSIGHTS
RESEARCH
STUDY**



Understanding today's
market landscape



Where to play



How to win

IT WILL SUPPORT...



**Map our
demand &
position**



**Set our
growth
strategy**



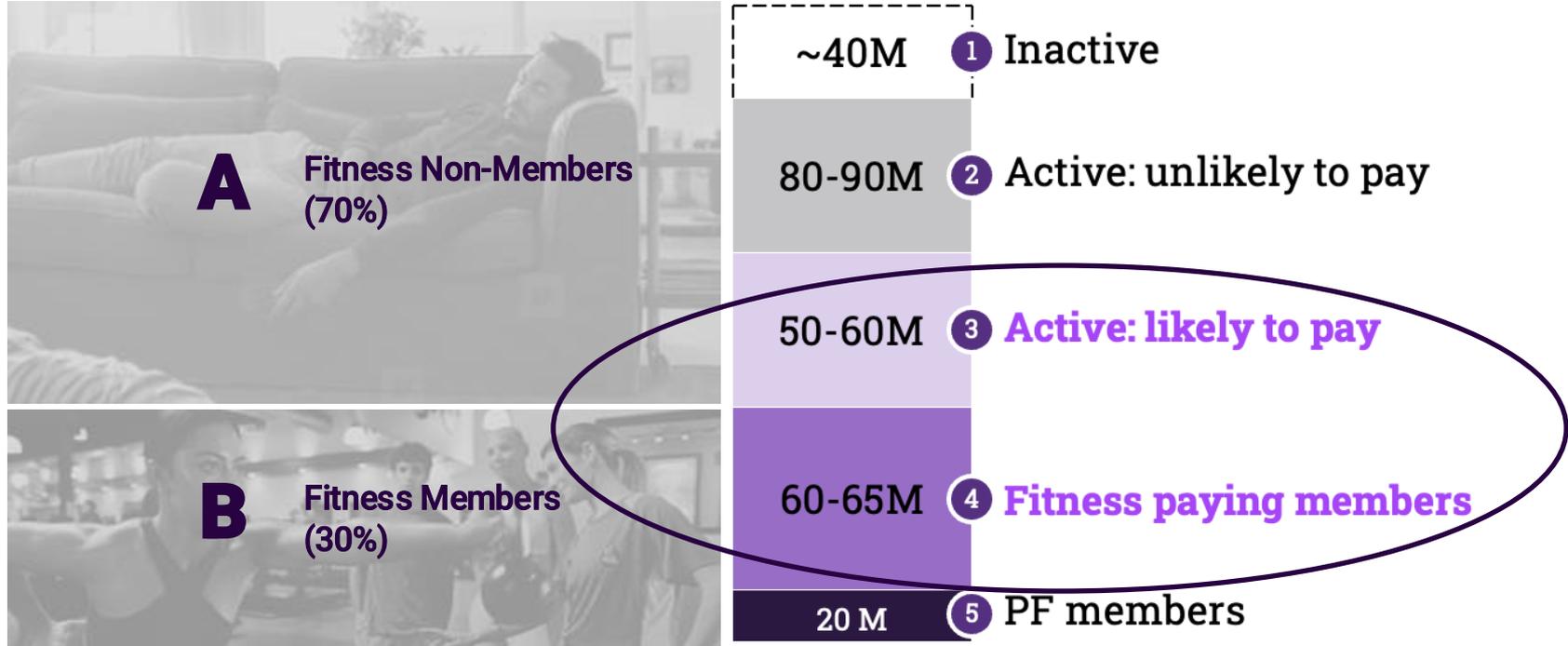
**Build
integrated
plans**



**Drive
action**

TWO KEY GROUPS STAND OUT

265 M # of people (U.S. adult population)

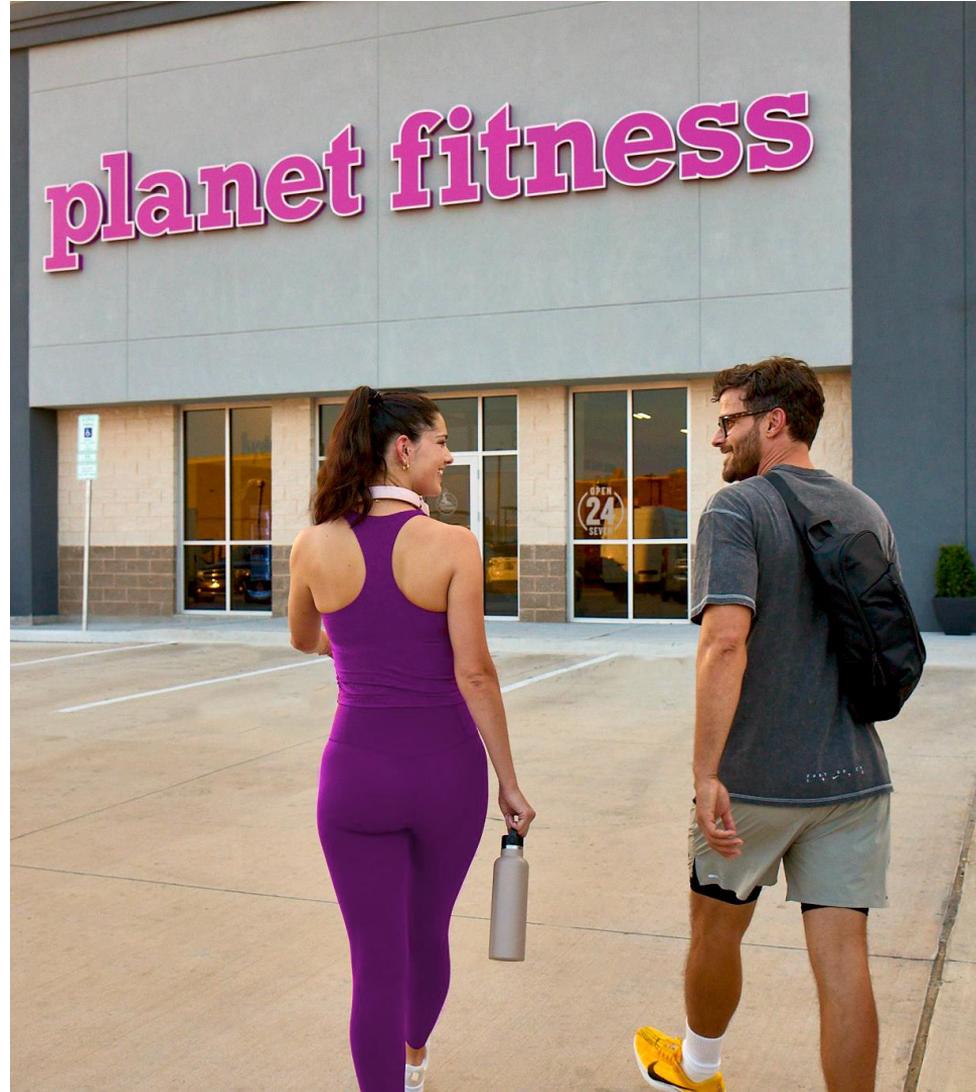


LAPSED MEMBERS ARE A KEY OPPORTUNITY

2X

MORE LIKELY THAN NON-MEMBERS TO
ENGAGE IN PAYING FITNESS MARKET*

*PF data



CUSTOMER SEGMENTATION

DEFEND

ENHANCE

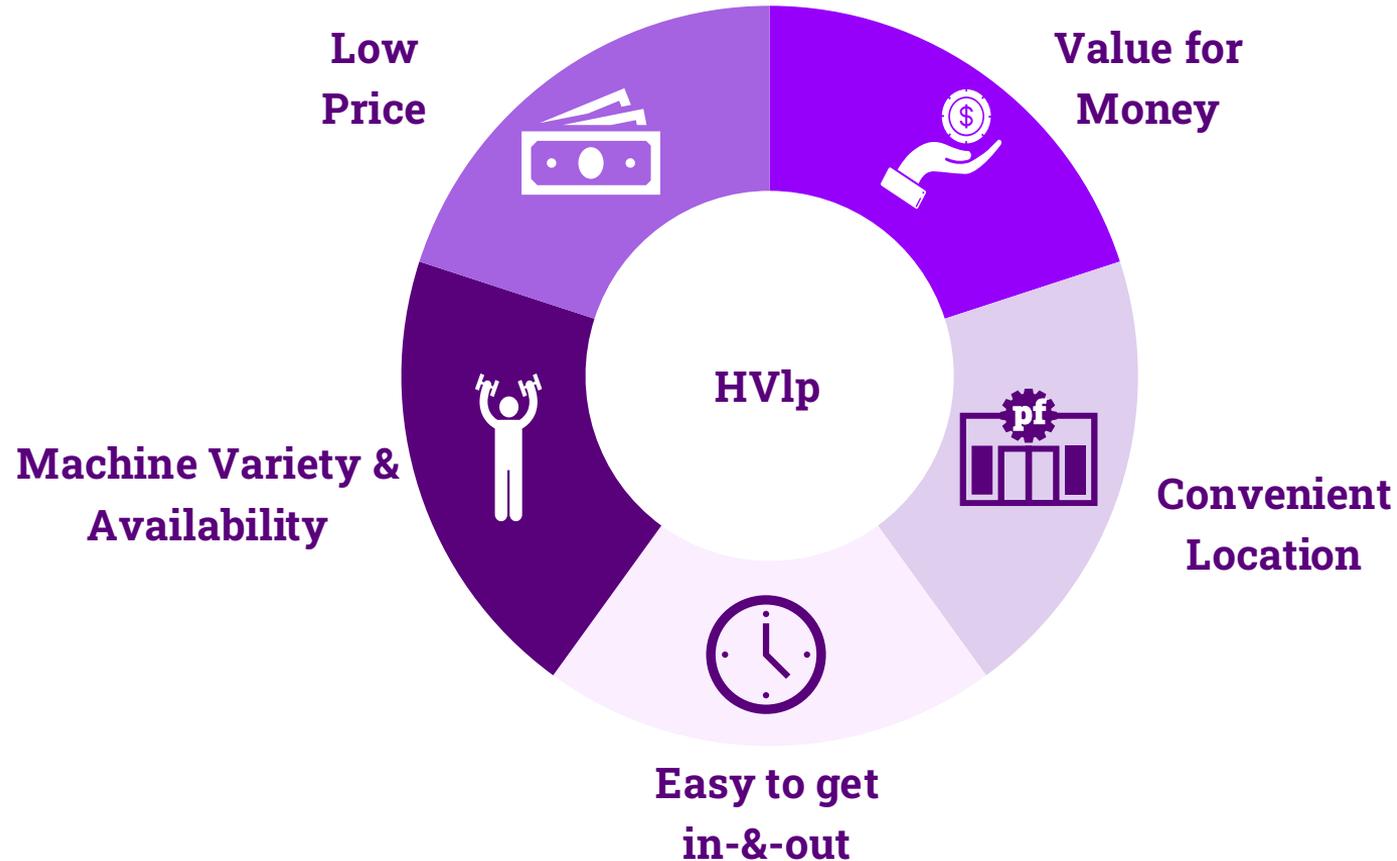


DE-PRIORITIZE

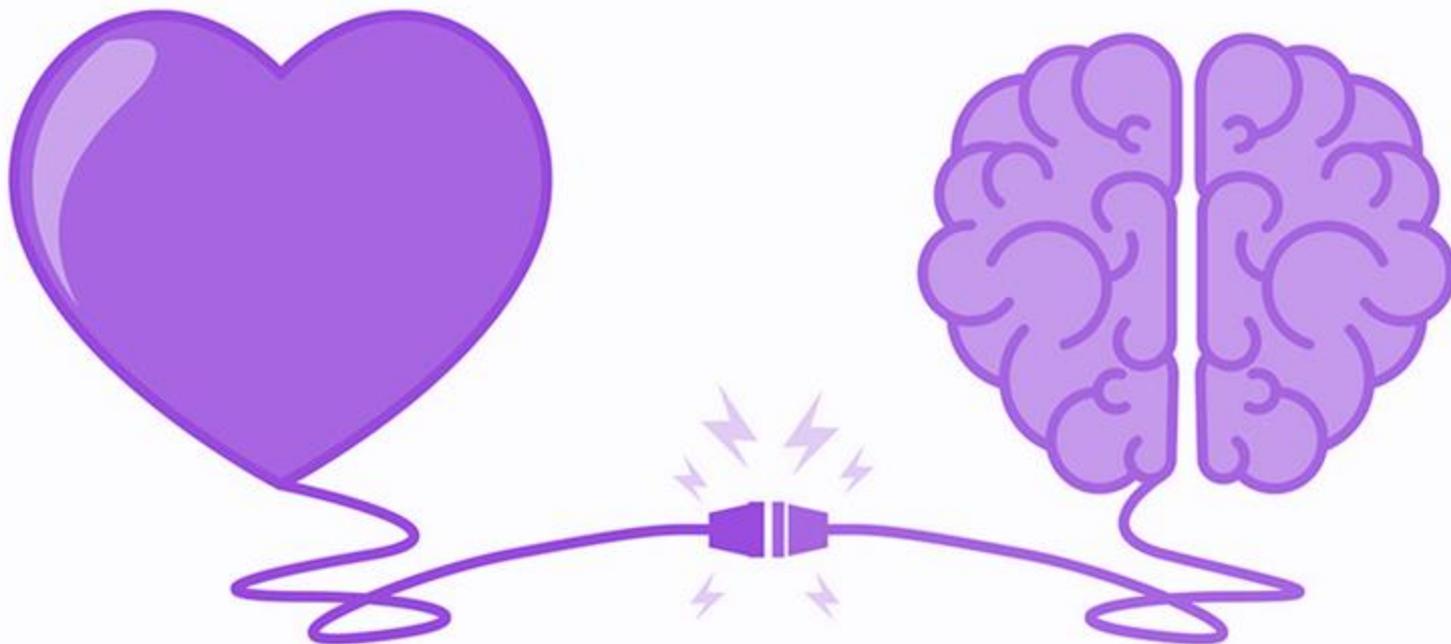
**BUILD MORE
EMOTIONAL EQUITIES**

EMOTIONAL
+ FUNCTIONAL

FUNCTIONAL NEEDS



EMOTIONAL NEEDS





**BEST-IN-CLASS
EQUIPMENT**



EVOLVED BRAND ID COMING IN 2H 2026



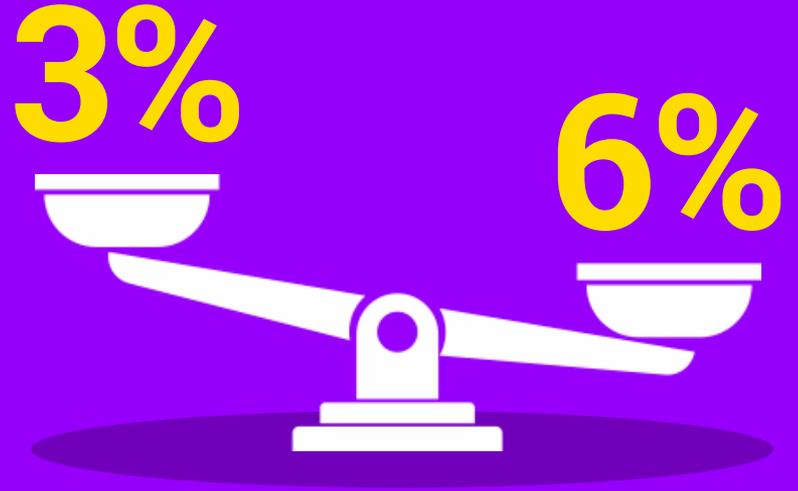
**LEVERAGE
OUR SCALE**

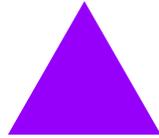


~\$400M
US AD FUND

~2,800 CLUBS

1% SHIFT FROM LOCAL AD FUND TO NATIONAL AD FUND





WORKING MEDIA

~10%
savings
in local agency fees



INVESTING IN DCO

**DYNAMIC
CREATIVE
OPTIMIZATION**



planet fitness

JOIN FOR
\$1 Down
\$24⁹⁹ a Month
CANCEL ANYTIME
DEAL ENDS SOON

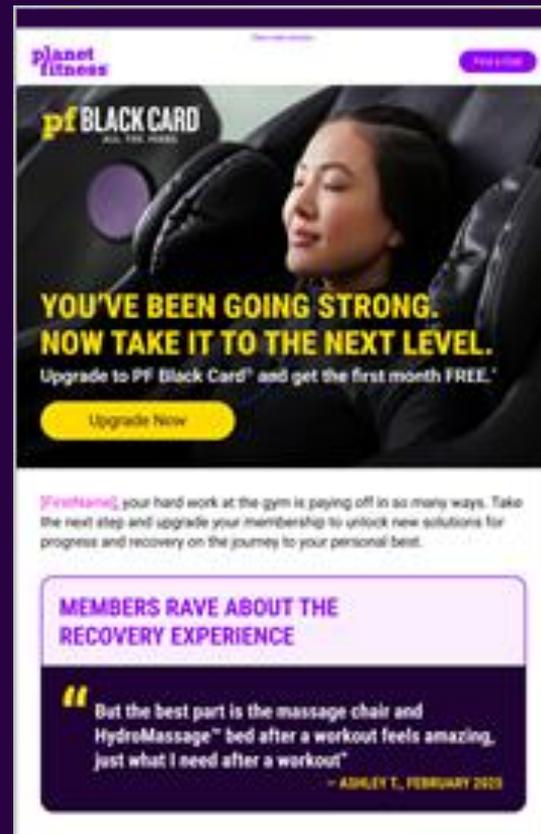
- RECOVER IN THE BLACK CARD SPA*
- ACCESS TO 2,700+ LOCATIONS
- BRING A FRIEND ANYTIME

pf BLACK CARD

ADDITIONAL FEES AND RESTRICTIONS MAY APPLY. SEE CLUB FOR DETAILS.

INVESTING IN CRM

CUSTOMER RELATIONSHIP MANAGEMENT



The advertisement features a woman relaxing in a massage chair. The Planet Fitness logo is in the top left, and a 'Free trial' button is in the top right. The main headline reads 'pf BLACK CARD ALL THE PERKS'. Below it, the text says 'YOU'VE BEEN GOING STRONG. NOW TAKE IT TO THE NEXT LEVEL. Upgrade to PF Black Card® and get the first month FREE.*' A yellow 'Upgrade Now' button is positioned below the text. A testimonial section follows, starting with '[@rethand], your hard work at the gym is paying off in so many ways. Take the next step and upgrade your membership to unlock new solutions for progress and recovery on the journey to your personal best.' The testimonial is titled 'MEMBERS RAVE ABOUT THE RECOVERY EXPERIENCE' and includes a quote: '“ But the best part is the massage chair and HydroMassage™ bed after a workout feels amazing. Just what I need after a workout”'. The testimonial is attributed to '—ASHLEY T., FEBRUARY 2023'.

planet fitness

Free trial

pf BLACK CARD
ALL THE PERKS

YOU'VE BEEN GOING STRONG.
NOW TAKE IT TO THE NEXT LEVEL.
Upgrade to PF Black Card® and get the first month FREE.*

Upgrade Now

[@rethand], your hard work at the gym is paying off in so many ways. Take the next step and upgrade your membership to unlock new solutions for progress and recovery on the journey to your personal best.

MEMBERS RAVE ABOUT THE RECOVERY EXPERIENCE

“ But the best part is the massage chair and HydroMassage™ bed after a workout feels amazing. Just what I need after a workout”

—ASHLEY T., FEBRUARY 2023

UNLOCKING NEW MEDIA OPPORTUNITIES

NETFLIX

prime video

twitch

**NEW
HEIGHTS**
WITH JASON & TRAVIS KELCE

**CALL HER DADDY
PODCAST**

UNLOCKING NEW MEDIA OPPORTUNITIES

STRAVA



**BARSTOOL
SPORTS®**



**ALL NATIONAL PROMOS NOW
SUPPORTED BY**

**NAF MEDIA
DOLLARS**

A woman with long blonde hair, wearing a white long-sleeved top and a gold necklace, is shown in profile, looking towards a man. The man has dark curly hair and is wearing a purple polo shirt. He is gesturing with his hands as if explaining something. They are in a gym setting with various exercise machines visible in the background. The overall color palette is dominated by purple and white.

MEMBER EXPERIENCE

MEMBER-CENTERED JOURNEY MAPPING

DAY
1

DAY
100



LEVERAGING AI



AI PILOT

When looking at the concept below, which **benefits are most important** to you? Select all that apply.



- Increase energy levels
- Dial In focus
- Increase vitamin C
- Boost immune system
- Reduce # of pills



On-demand Research



Customized AI Agents



Innovation Workflows

UPLIFTER CUSTOMER PANEL



NEW CHANNELS



NEW OPPORTUNITIES



KEY PRINCIPLES

1

ENHANCE CUSTOMER-FIRST MENTALITY WITH DATA & INSIGHTS

2

BUILD MORE EMOTIONAL CONNECTION WITH CONSUMERS

3

LEVERAGE OUR SCALE TO DRIVE EFFICIENCIES & EFFECTIVENESS

4

CREATE MORE SYNERGY WITH LOCAL & NATIONAL AD FUNDS

5

IMPROVING MEMBER EXPERIENCE AND LOYALTY

planet fitness[®]

INVESTOR DAY

2 0 2 5

planet fitness®
INVESTOR DAY
2 0 2 5

BILL BODE
CHIEF OPERATING OFFICER

planet fitness[®]

INVESTOR DAY

2 0 2 5

**EXECUTING A
HIGH VALUE
MEMBER
EXPERIENCE**

PLANET FITNESS VISION

Build the largest, most
inspiring fitness
community
where all members are
proud to belong.

1 **FIRST 100 DAYS**

2 **FORMAT-OPTIMIZED CLUB**

3 **BLACK CARD SPA EVOLUTION**

you belong

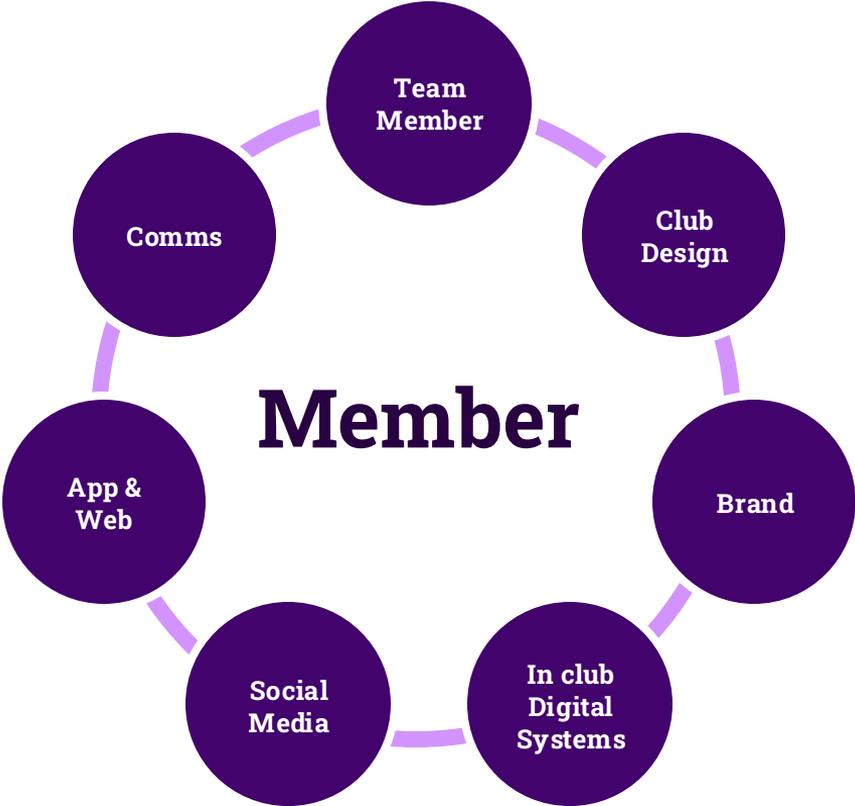
FIRST 100 DAYS



Strengthen the
WELCOME
experience.



CONNECT KEY ELEMENTS



BEST-IN-CLASS MEMBER EXPERIENCE

Recognition: 'I feel seen'

Connected: 'I fit in'

Continuous Value: 'I keep getting more'

Lightly Gated: 'I feel special'

Seamless: 'It's intuitive'

Clear Purpose: 'I'm part of something that matters'

Format- Optimized Club



STATE OF STRENGTH



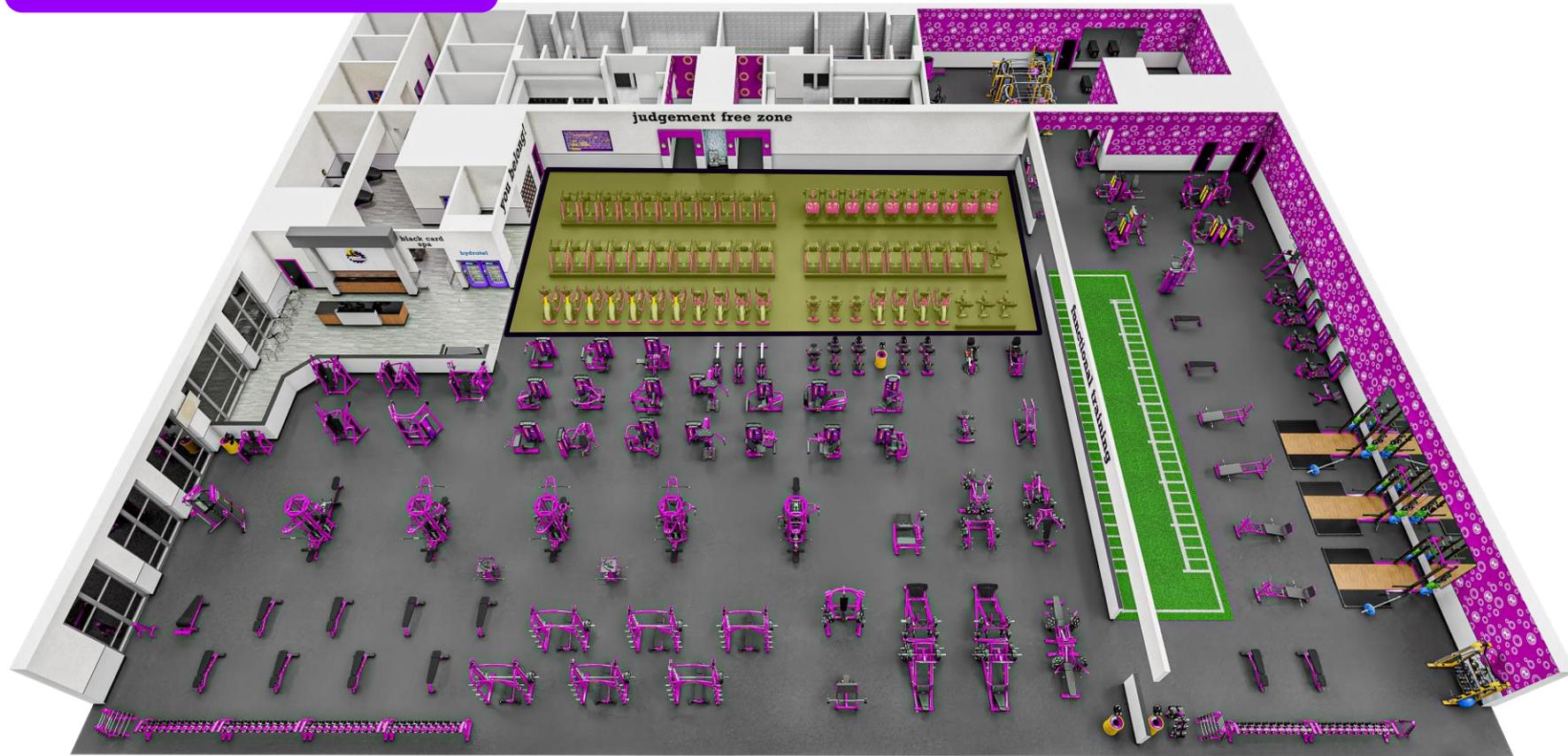
CURRENT CLUB

planet fitness[®]
INVESTOR DAY
2 0 2 5

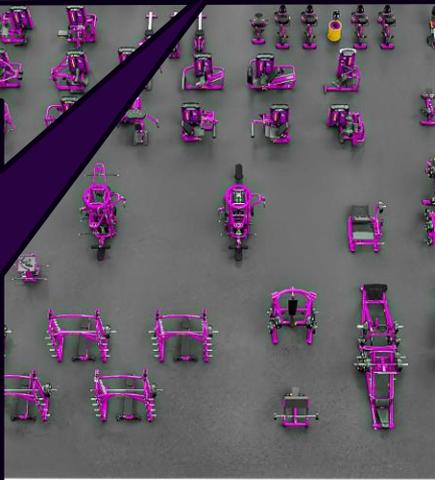


Reduced Cardio

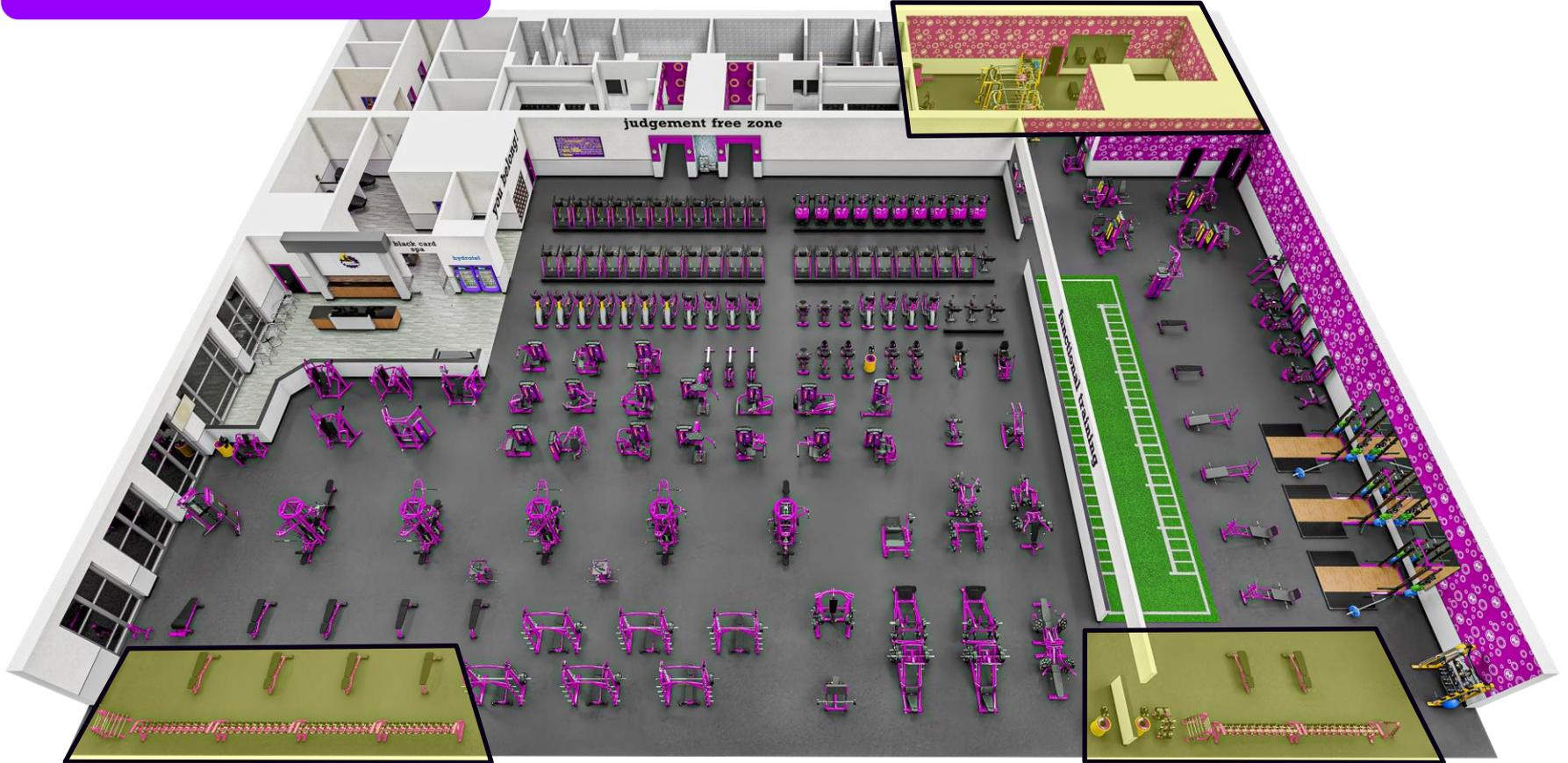
planet fitness[®]
INVESTOR DAY
2025



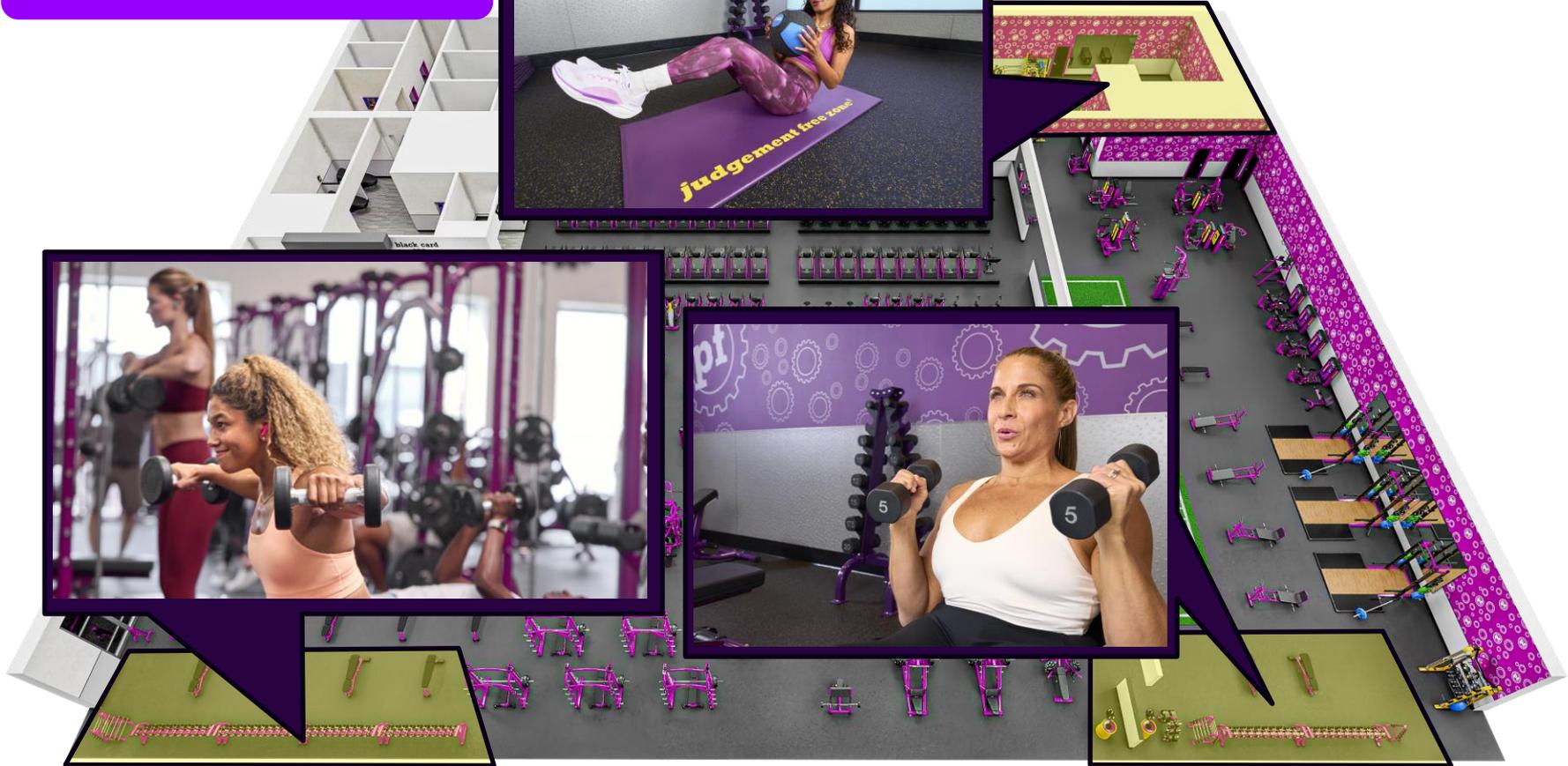
Reduced Cardio



Expanded Free Weights



Expanded Free Weights

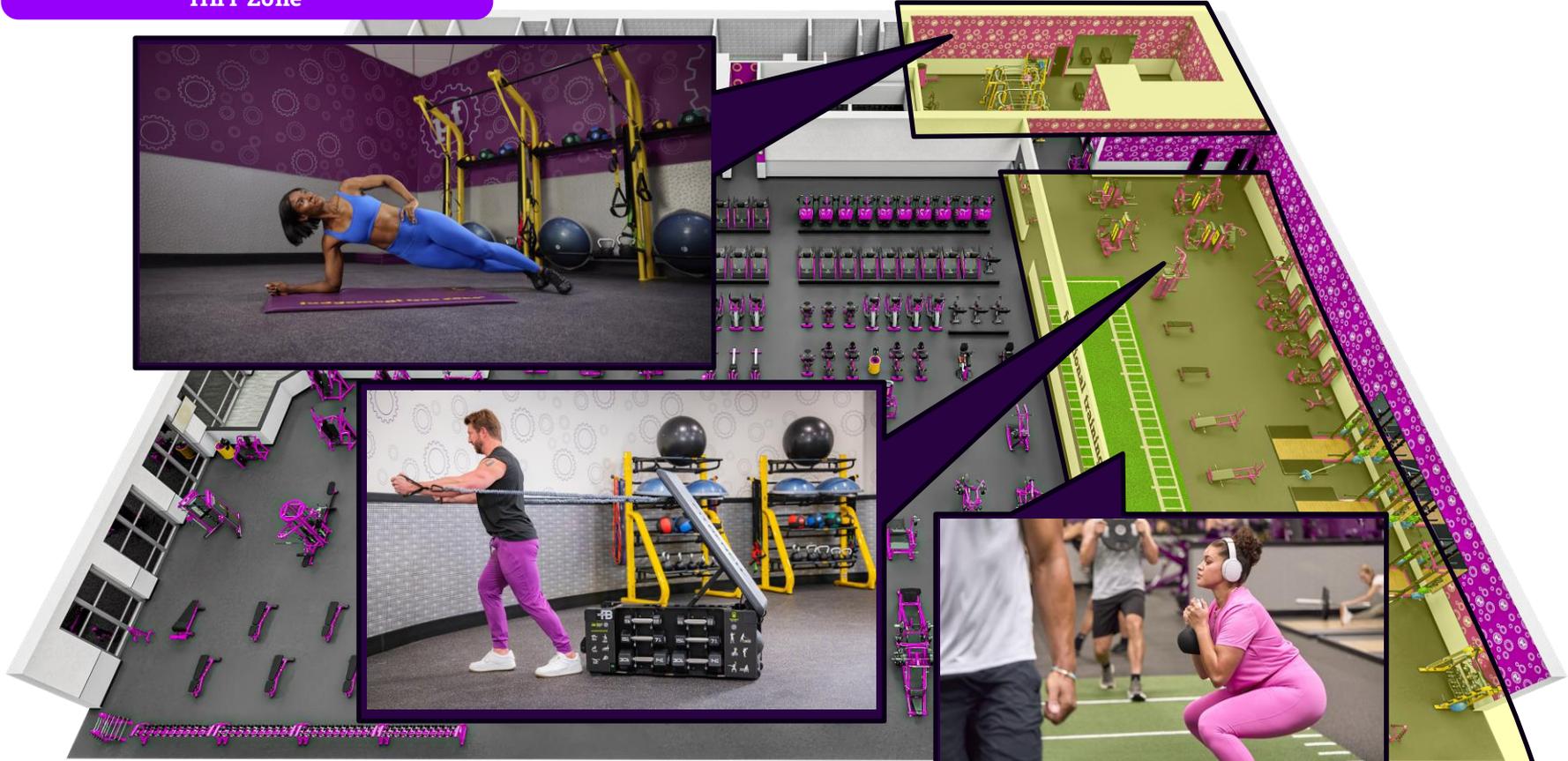


Mobility and Stretching
Fit Benches
HIIT Zone

planet fitness[®]
INVESTOR DAY
2025



Mobility and Stretching
Fit Benches
HIIT Zone



Additional Plate Loaded Machines

planet fitness[®]
INVESTOR DAY
2025



Additional Plate Loaded Machines

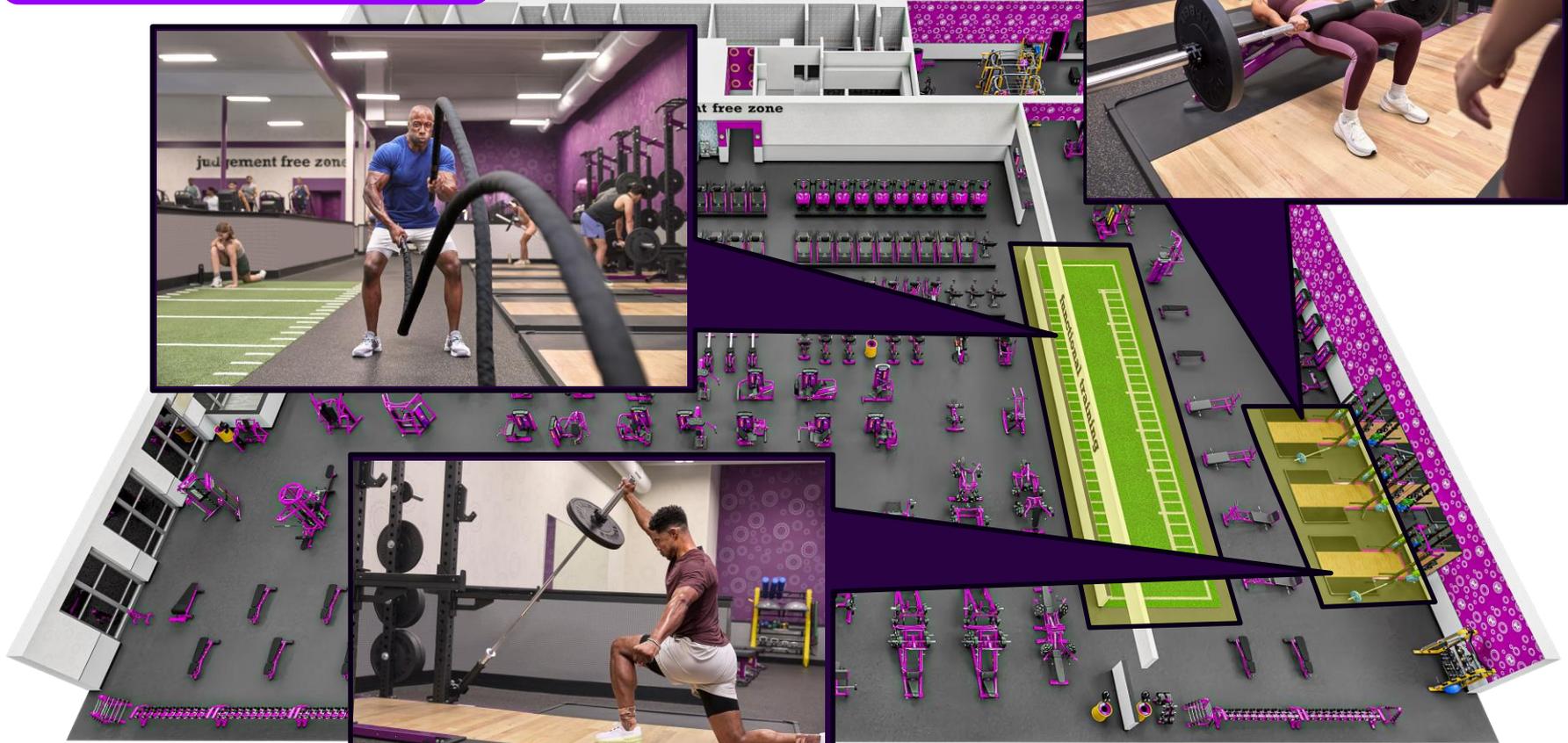


Half Racks – Platforms
Turf (optional)

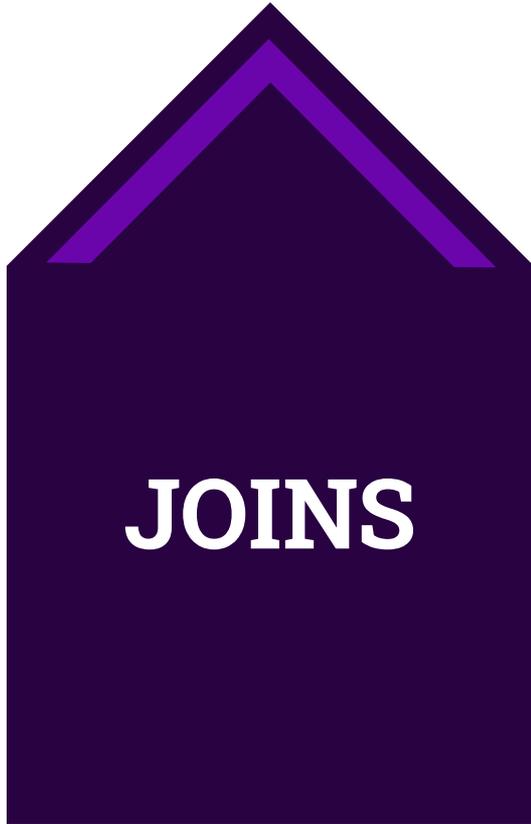
planet fitness[®]
INVESTOR DAY
2025



Half Racks – Platforms
Turf (optional)



NEW CLUB PERFORMANCE

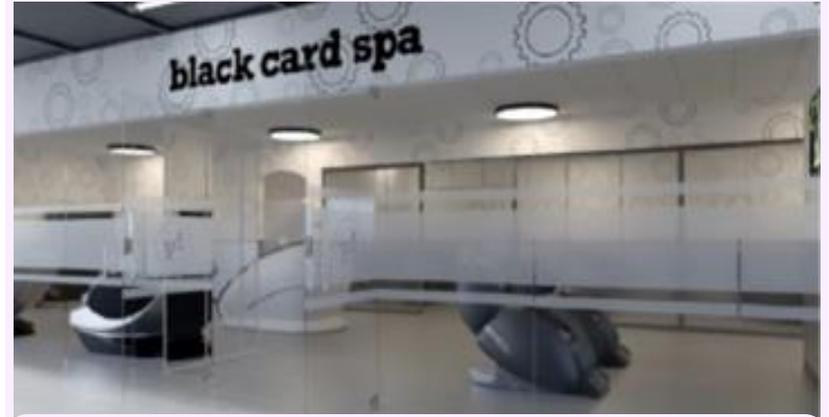


Black Card Spa Evolution

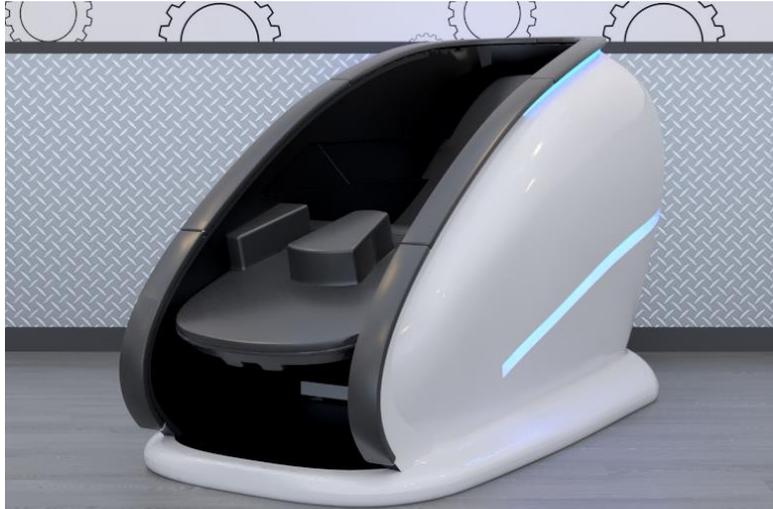




CURRENT STATE



FUTURE STATE



DRY PLUNGE



HYPERICE RECOVERY



RED LIGHT INFRARED SAUNA



WELLFIT SKIN HYDRATION



RED LIGHT RECOVERY PRO



TEST & LEARN IN 2026

BLACK CARD SPA AMENITIES FEEDBACK



**Members try
new amenities**



**Scan QR code
OR email link**



**Immediate
Member feedback**



**Assess usability
Gather feedback
Influence marketing
Influence training**

PLANET FITNESS VISION

Build the largest, most
inspiring fitness
community
where all members are
proud to belong.

1 FIRST 100 DAYS

2 FORMAT-OPTIMIZED CLUB

3 BLACK CARD SPA EVOLUTION

planet fitness
INVESTOR DAY
2 0 2 5

CHIP OHLSSON
CHIEF DEVELOPMENT OFFICER

planet fitness[®]

INVESTOR DAY

2 0 2 5

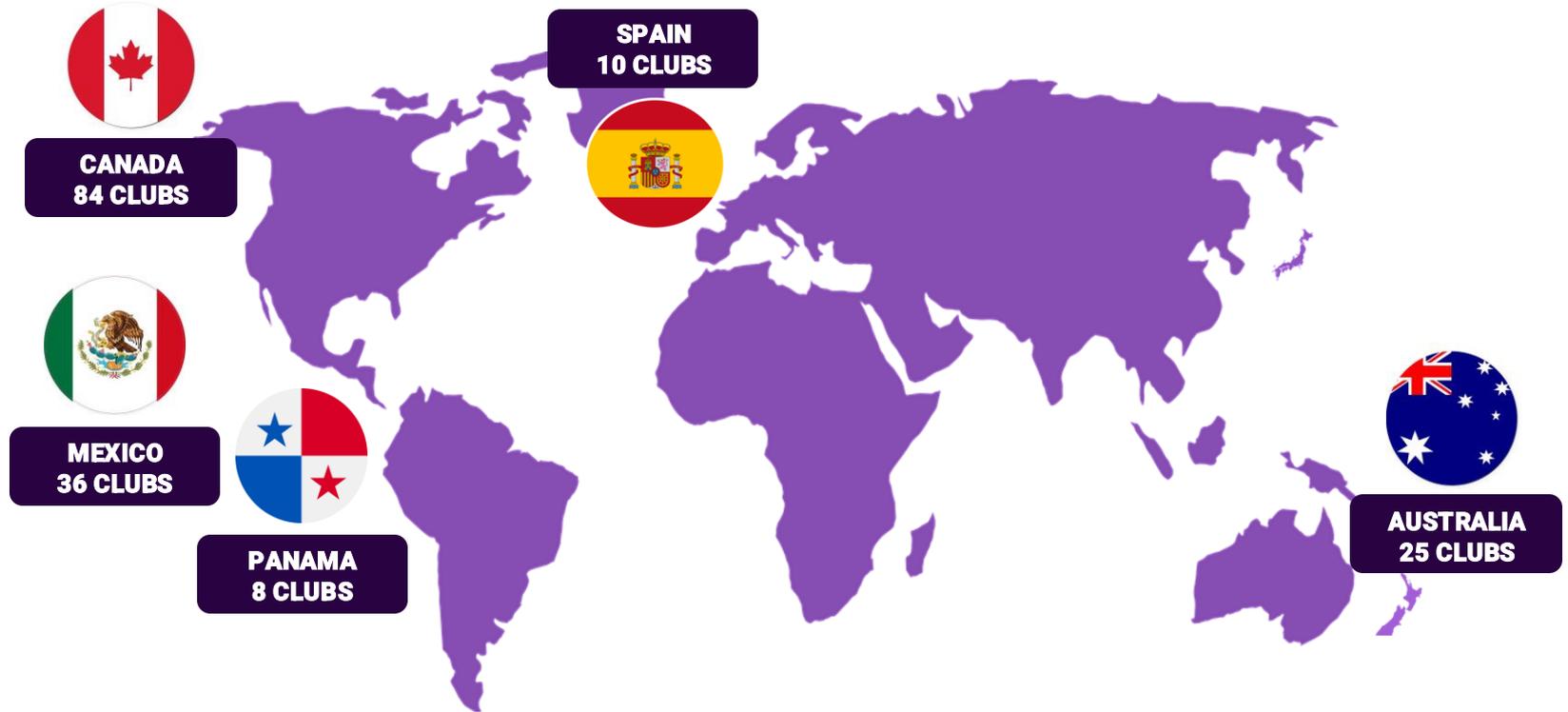
ACCELERATING CLUB GROWTH

INTERNATIONAL GROWTH

1 MILLION+ MEMBERS

Across our international markets

GROWING OUR BRAND INTERNATIONALLY



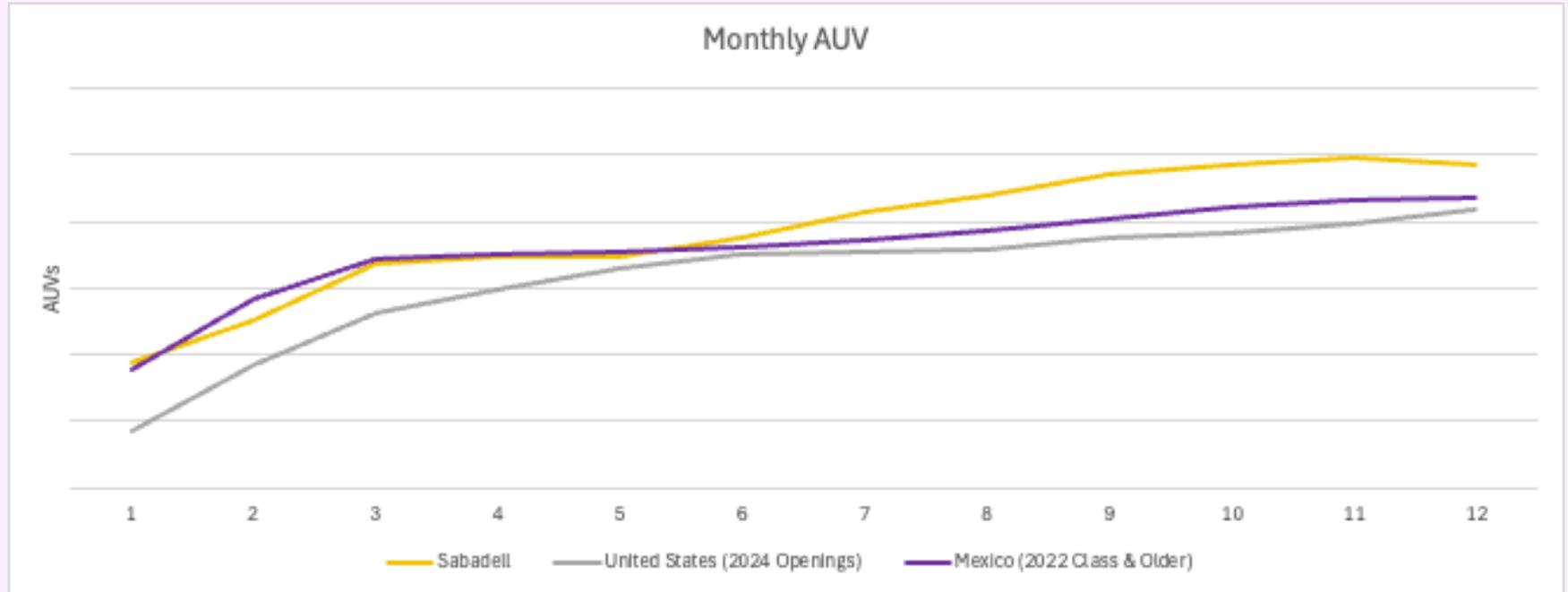
**September 30, 2025*

GROWING IN SPAIN

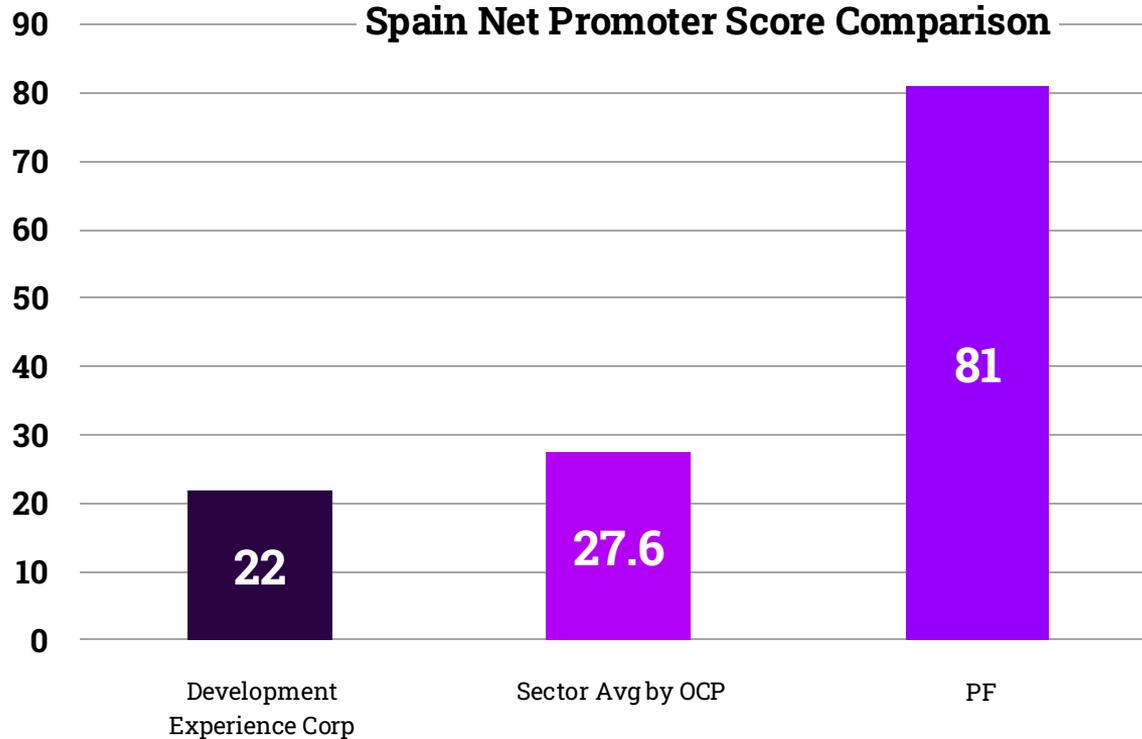




STRONG AUV RAMPS



STRONG VALUE PROPOSITION





A DISCIPLINED APPROACH TO GLOBAL GROWTH

PRIORITIZING
NEW MARKET
OPPORTUNITIES

RECRUITING
WELL-ESTABLISHED
LOCAL OPERATORS

SUCCESSFULLY
OPEN NEW
MARKETS

Target: 1-2 new markets per year

**DOMESTIC
GROWTH**

Q2 2025 U.S. RETAIL REAL ESTATE

- Record low of new supply at 6.98M SF – lowest since 2000
- Negative absorption amid retail bankruptcies – likely extend into 2026
- Availability tight at 5.3%

Source: MarketsGroup <https://www.marketsgroup.org/news/us-retail-leasing-volume-declines-in-q2-2025-amid-uncertainty-lack-of-prime-supply>

STRATEGIES TO UNLOCK REAL ESTATE OPPORTUNITIES

PARTNERING WITH
FRANCHISEES

RELATIONSHIPS WITH
LANDLORDS

CONVERSION
OPPORTUNITIES

PARTNERING WITH FRANCHISEES

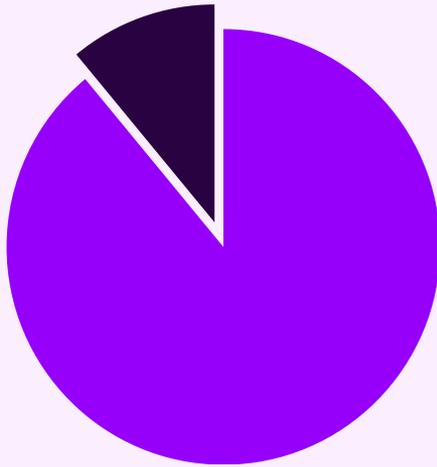
- **Consents and Approvals**
- **Negotiations**
- **Leases**
- **Brand Favorability Data**
- **Portfolio Reviews**
- **Landlord and Retailer Decks**
- **Co-Tenancy**
- **Multiple Deals**

WHY WE'RE THE RIGHT CHOICE FOR LANDLORDS

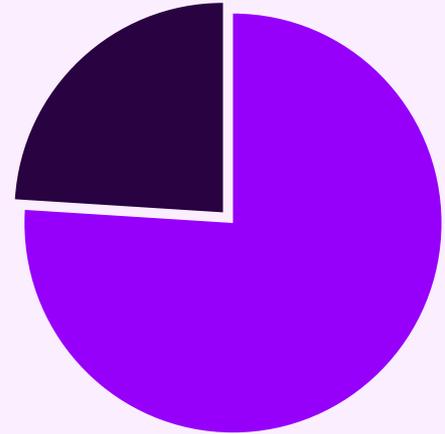


PLANET FITNESS DRIVES TRAFFIC TO CO-TENANTS

89% of PF Members
Shop at Retailers
Within Club's Center

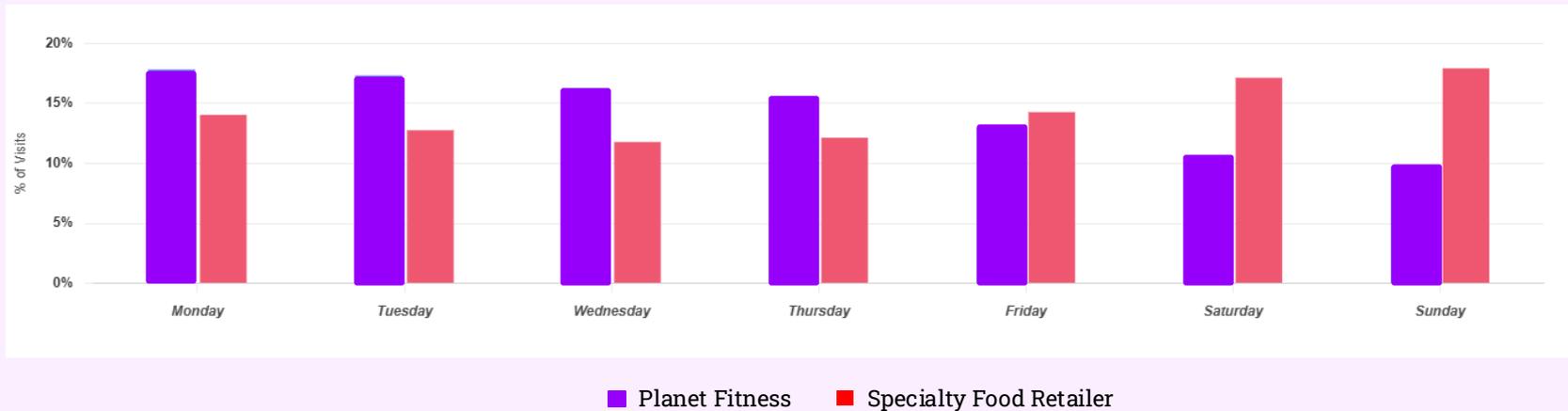


76% of PF Members
Combine Gym Visits
w/ Other Shopping



DAILY VISIT DISTRIBUTION

Specialty
Food
Retailer



Source: Placer

CONVERSION OPPORTUNITIES

BEFORE

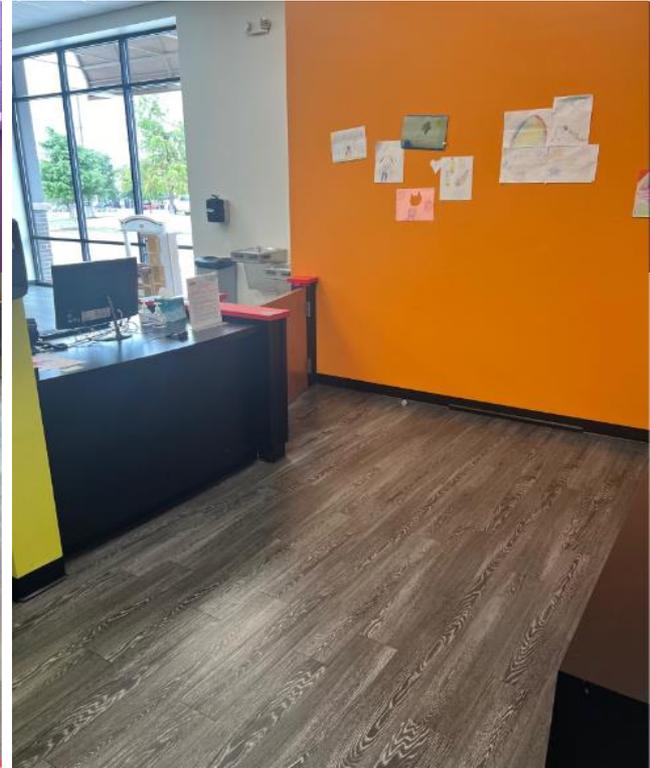


AFTER



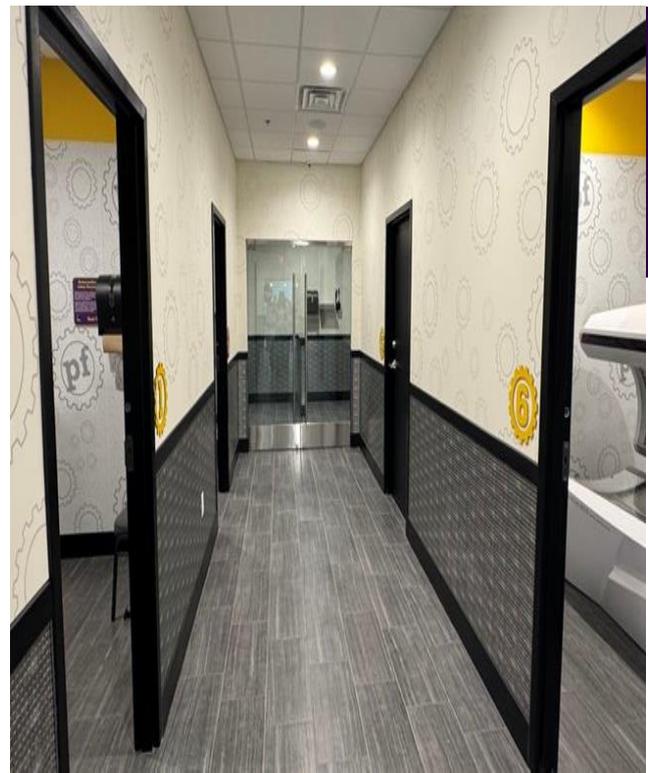
TEXAS FAMILY FITNESS BLACK CARD SPA

BEFORE



TEXAS FAMILY FITNESS BLACK CARD SPA

AFTER



TEXAS FAMILY FITNESS - CARDIO AND STRENGTH

BEFORE



AFTER



TEXAS FAMILY FITNESS - CARDIO AND STRENGTH

BEFORE



AFTER



CONSTRUCTION EFFICIENCIES

**AVERAGE CLUB
COST***
~\$3.0M

planet fitness



*Actual 2025 construction cost depends on market, size of club, and other external factors.

INNOVATIONS SUMMARY

LOBBY

- Remove standalone counter
- Reduce size
- Integrate iPads into front desk

LOCKER ROOMS

- Move behind front desk
- Reduce size
- Explore open ceiling
- Explore shower partition

BLACK CARD SPA

- Reposition
- Recovery modalities
- Enhance visibility

CONSTRUCTION COST TARGET REDUCTION

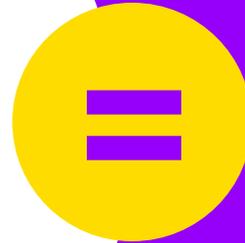
Category:

Walls & Finishes

Ceilings & Structural

Fixtures

Signage, Glass & Branding



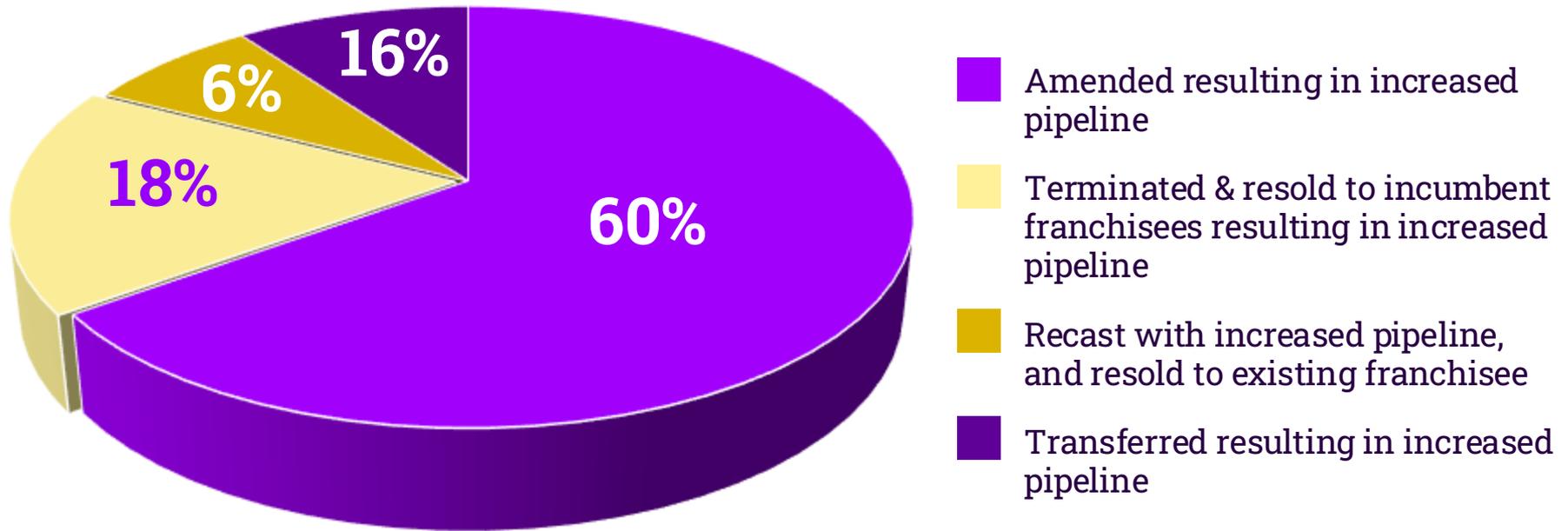
> 10%
savings

UNLOCKING TERRITORY FOR GROWTH

PROACTIVE ADA OPTIMIZATION

Right Territory - Right Real Estate - Right Franchisee

INCREASED THE PIPELINE BY **28%** ACROSS A SUBSET OF RECENTLY REVIEWED ADAs*



ESTABLISH FRANCHISE SALES FUNCTION

Key actions to drive accelerated growth:

DEDICATED SALES LEADER

- Diversify and augment franchisee base
- Qualify and close on new franchisee leads
- Identify and close new/expanded ADAs with existing franchisees
- Cultivate expanded broker network
- Educate major landlords on PF value proposition as a tenant

FRANCHISE SALES TOOLS

- Smaller ADAs, shorter timeframes with local owner/operators
- Create digital marketing plan (SEO & SEM)
- Calibrate real estate data and analytics

planet fitness[®]

INVESTOR DAY

2 0 2 5

planet fitness®
INVESTOR DAY
2 0 2 5

JAY STASZ
CHIEF FINANCIAL OFFICER

planet fitness®

INVESTOR DAY

2 0 2 5

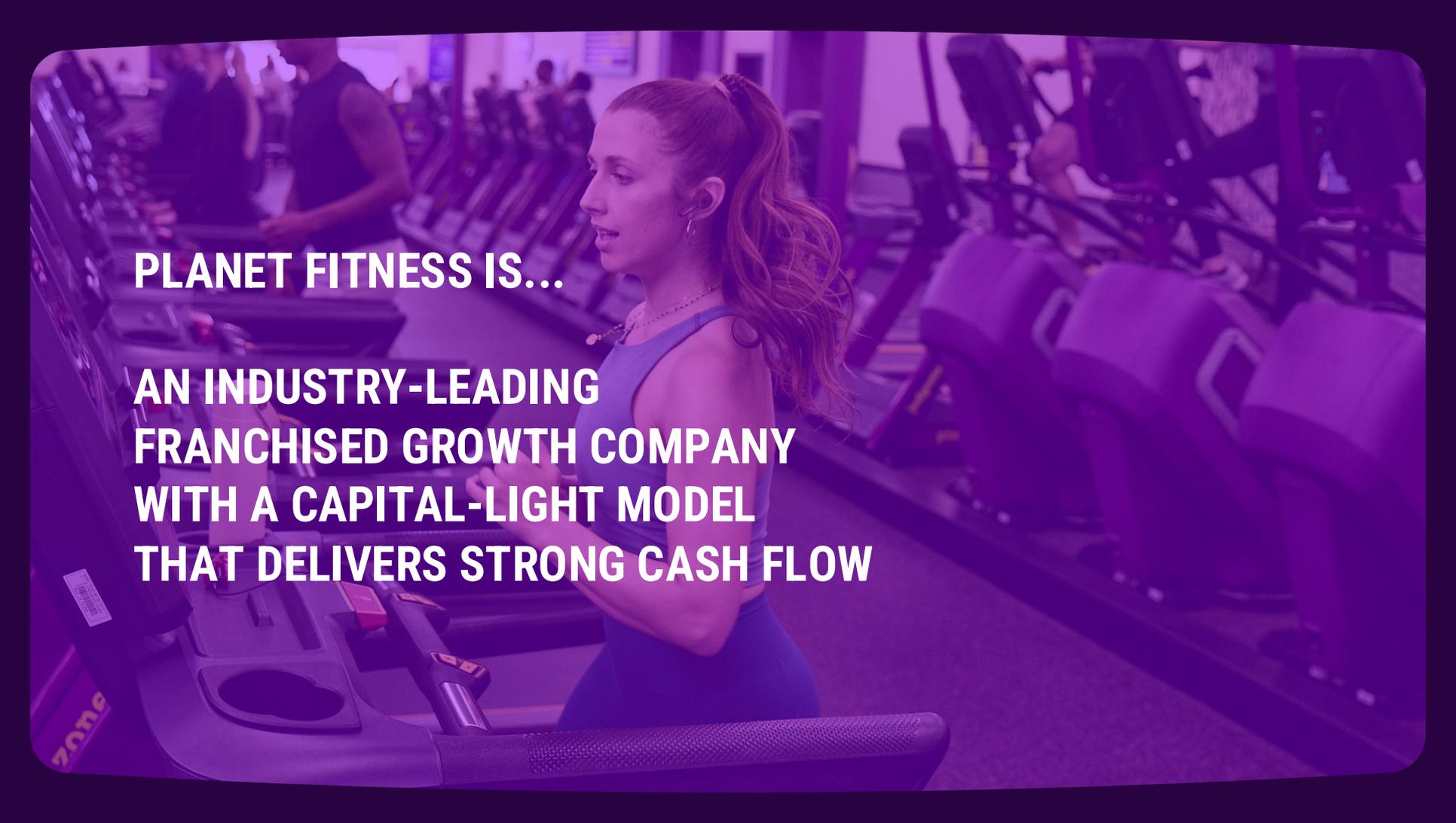


WE'RE LEVERAGING OUR SCALE TO:

DRIVE PROFITABLE GROWTH

EXPAND OUR COMPETITIVE EDGE

STRENGTHEN OUR INDUSTRY LEADERSHIP



PLANET FITNESS IS...

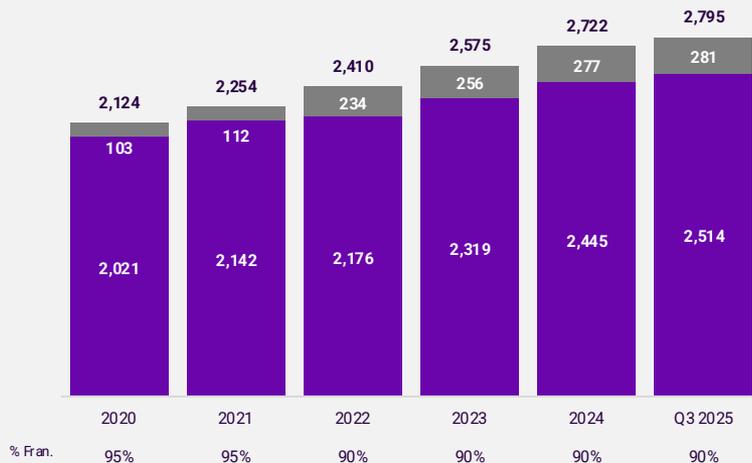
**AN INDUSTRY-LEADING
FRANCHISED GROWTH COMPANY
WITH A CAPITAL-LIGHT MODEL
THAT DELIVERS STRONG CASH FLOW**

CONSISTENT TRACK RECORD OF GROWTH

Total Units

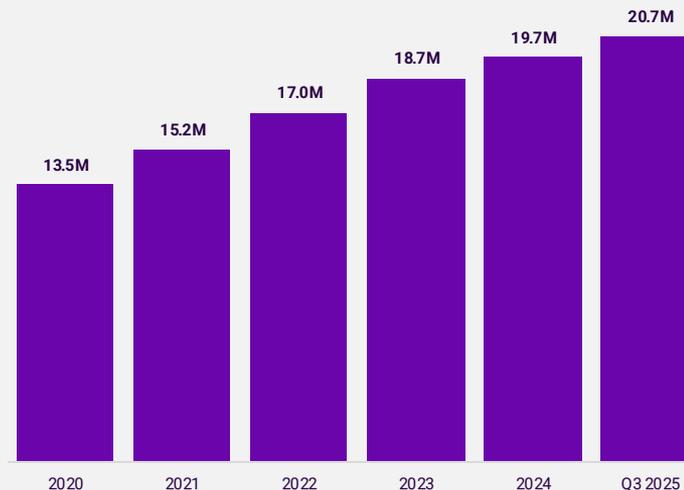
■ Franchised
■ Corporate-owned

CAGR: 5.9%



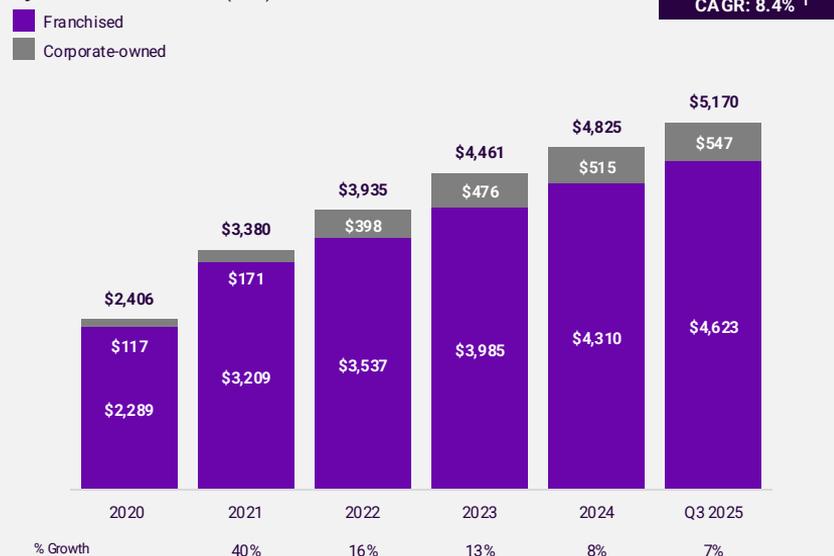
Total Members

CAGR: 9.4%

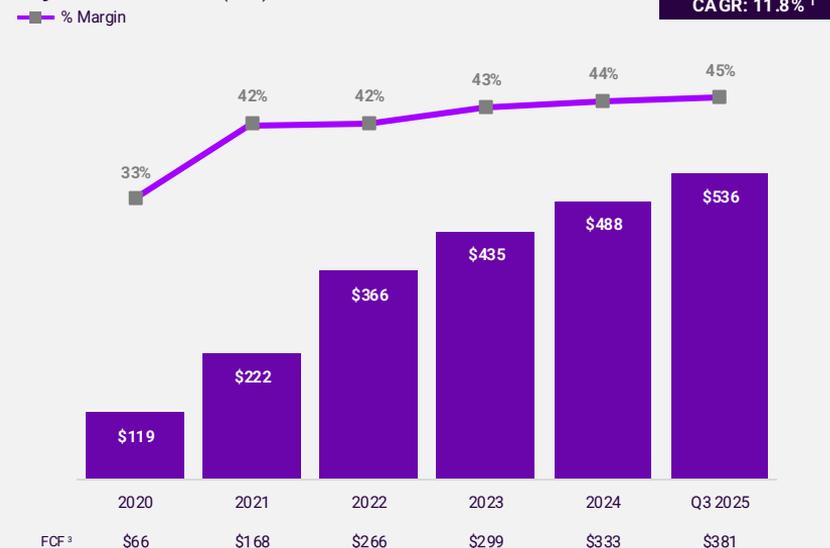


CONSISTENT TRACK RECORD OF GROWTH

System-wide Sales (\$M)



Adjusted EBITDA² (\$M)



1. See the appendix at the end of the presentation

2. Reflects 2019 to LTM Q3 2025 CAGR excludes impact of COVID-19 pandemic in 2020

3. Free cash flow (FCF) defined as Adjusted EBITDA less Capital Expenditures.

CONSISTENT TRACK RECORD OF SCS GROWTH



Pre-COVID:

53

straight quarters

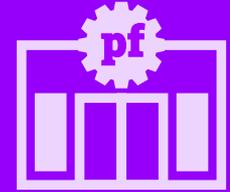
Current:

17

straight quarters¹

1

CLUB LEVEL RETURNS



2

CAPITAL ALLOCATION STRATEGY



3

3 YEAR GROWTH ALGORITHM



1 CLUB LEVEL RETURNS

STRENGTHENING CLUB RETURNS

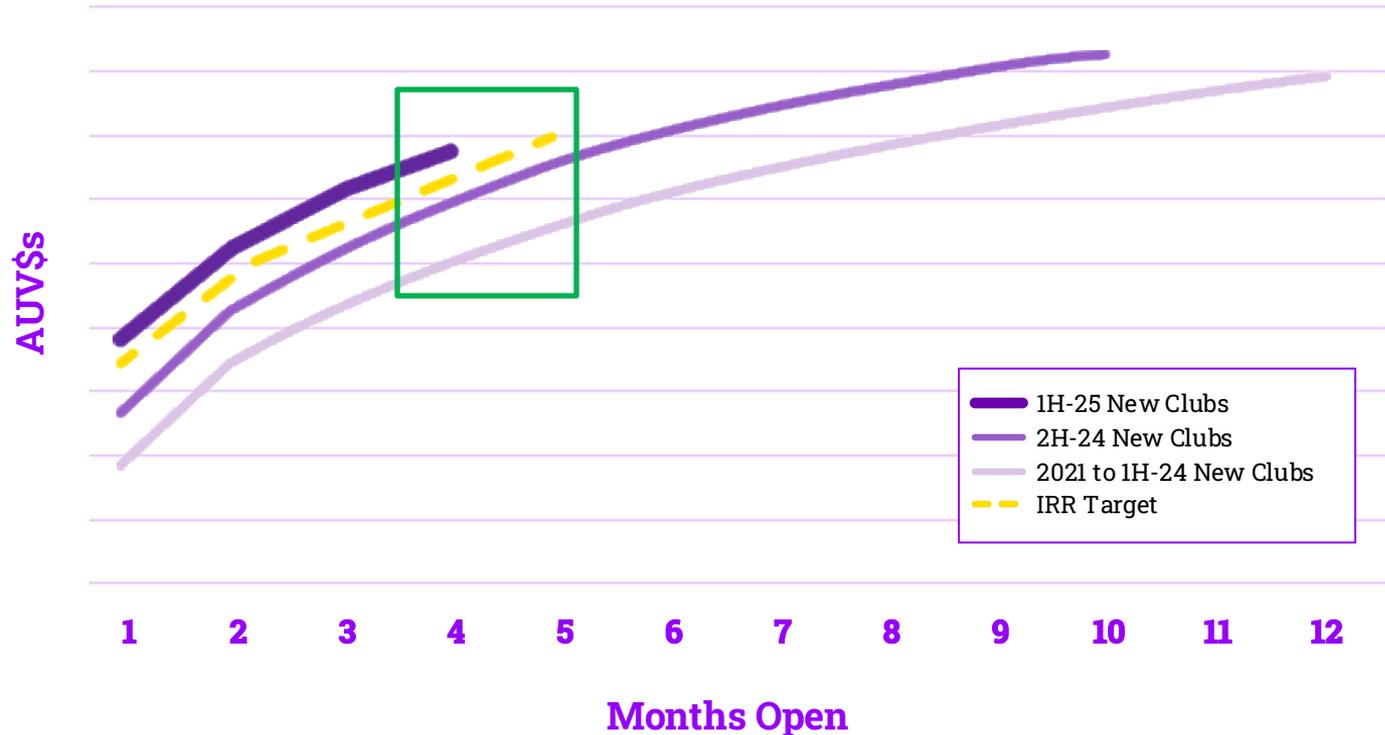


- New growth model
- CC and BC price increase
- Blue Ribbon team
- Strategic imperatives
- Value engineering
- Procurement

SUCCESSIVE COHORTS RAMPING FASTER IN FIRST YEAR OPEN

Monthly AUV Ramp by Cohort

New clubs opened in U.S. since 2H 2024 benefitting from New Growth Model and Classic Card price increase



2 CAPITAL ALLOCATION

CAPITAL ALLOCATION PRIORITIES

planet fitness[®]
INVESTOR DAY
2 0 2 5

1

**Invest in the
Business**



**Investing in
growth**

2

**Shareholder
Return**



**Committed to
share buyback
program**

3

**Optimized Capital
Structure**



**Operating
within target
leverage levels**

DISCIPLINED INVESTMENT IN BUSINESS FOR GROWTH



Focused on highest return opportunities:

- Scalable technology
- Innovation
- Corporate clubs
- Opportunistic

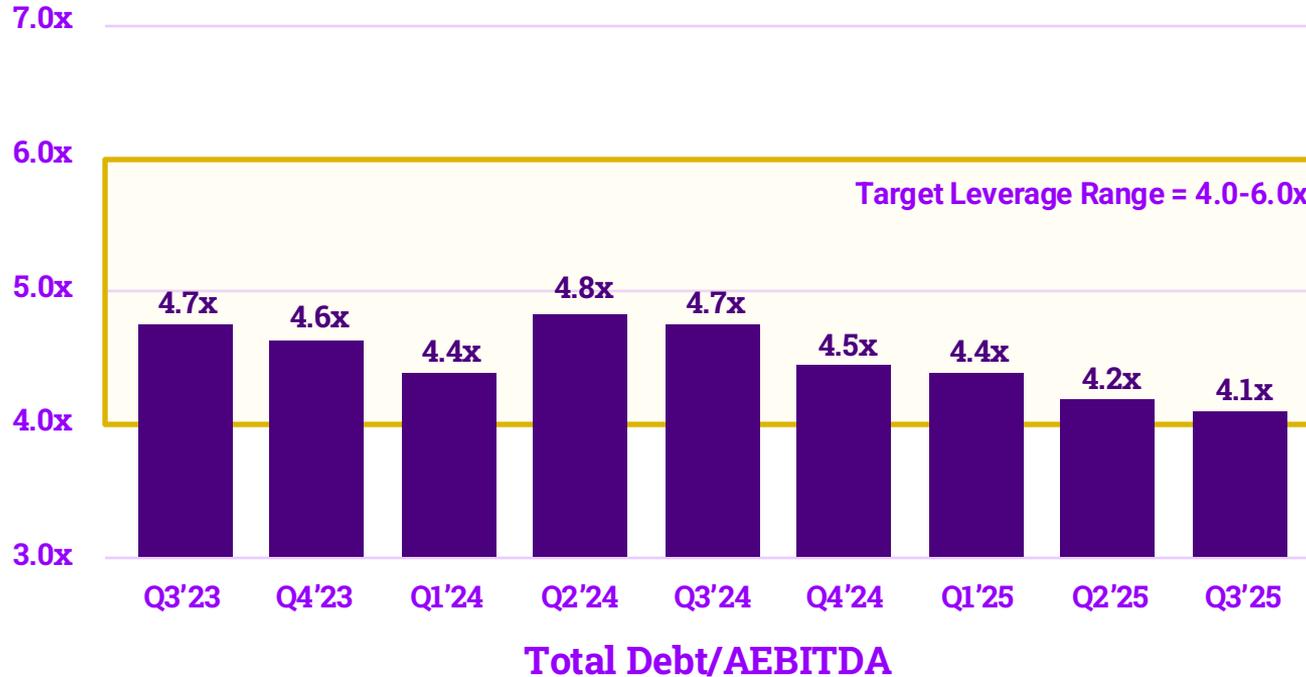
RETURNED

\$1.5B

**TO SHAREHOLDERS
VIA SHARE REPURCHASES
SINCE 2018**

OPTIMIZED CAPITAL STRUCTURE

Gross Leverage Ratio



Drivers

High End of Range

- Lower rate environments
- Strategic Investments

Low End of Range

- Higher rate environments
- Maintain debt capacity

Debt structure and capacity allows for capital efficiency and reasonable leverage ratios

3 YEAR GROWTH ALGORITHM

2026 - 2028 GROWTH ALGORITHM

**Low-Double Digit %
CAGR**

Revenue

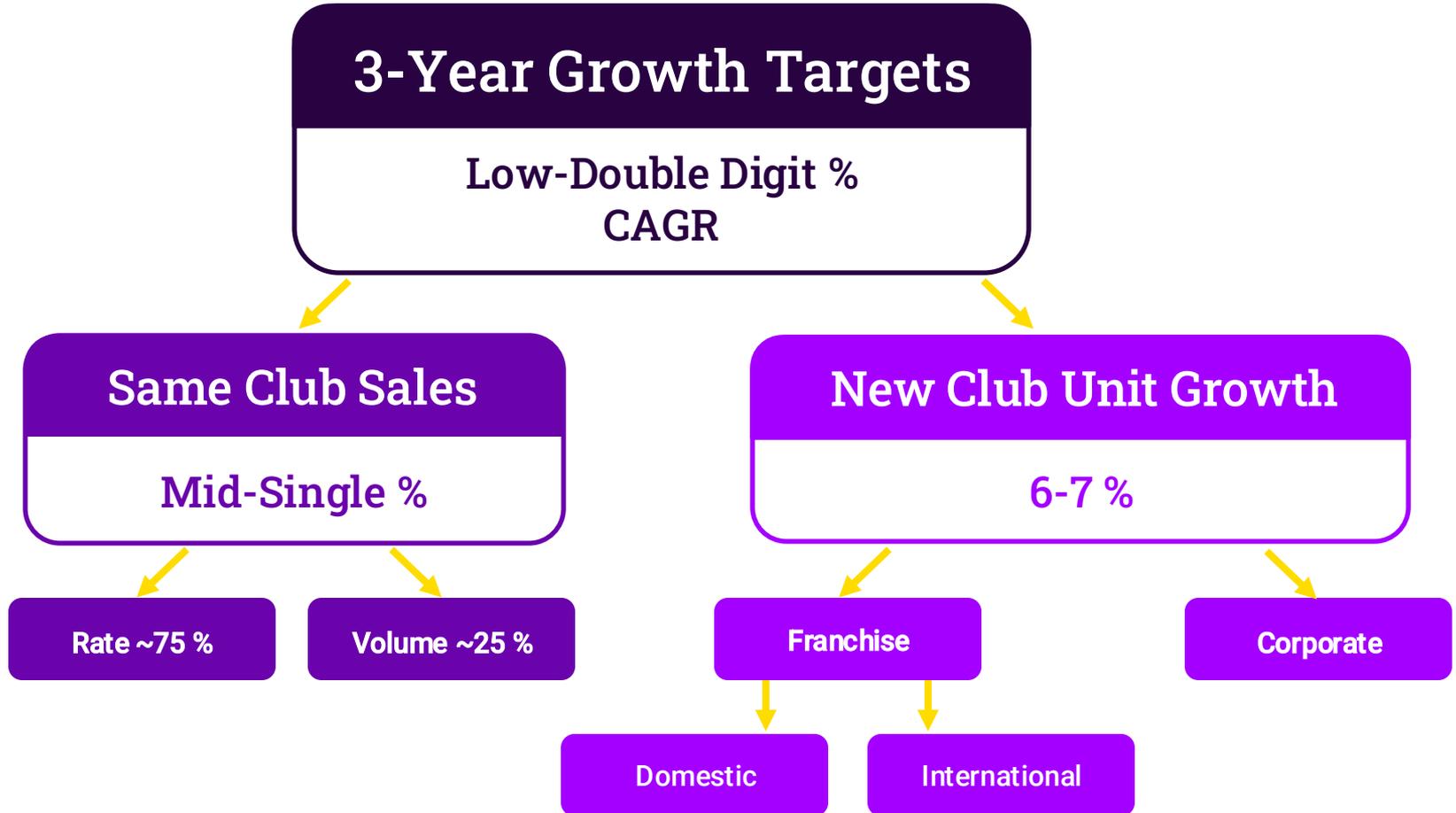
**Mid-Teens %
CAGR**

**Adjusted
EBITDA**

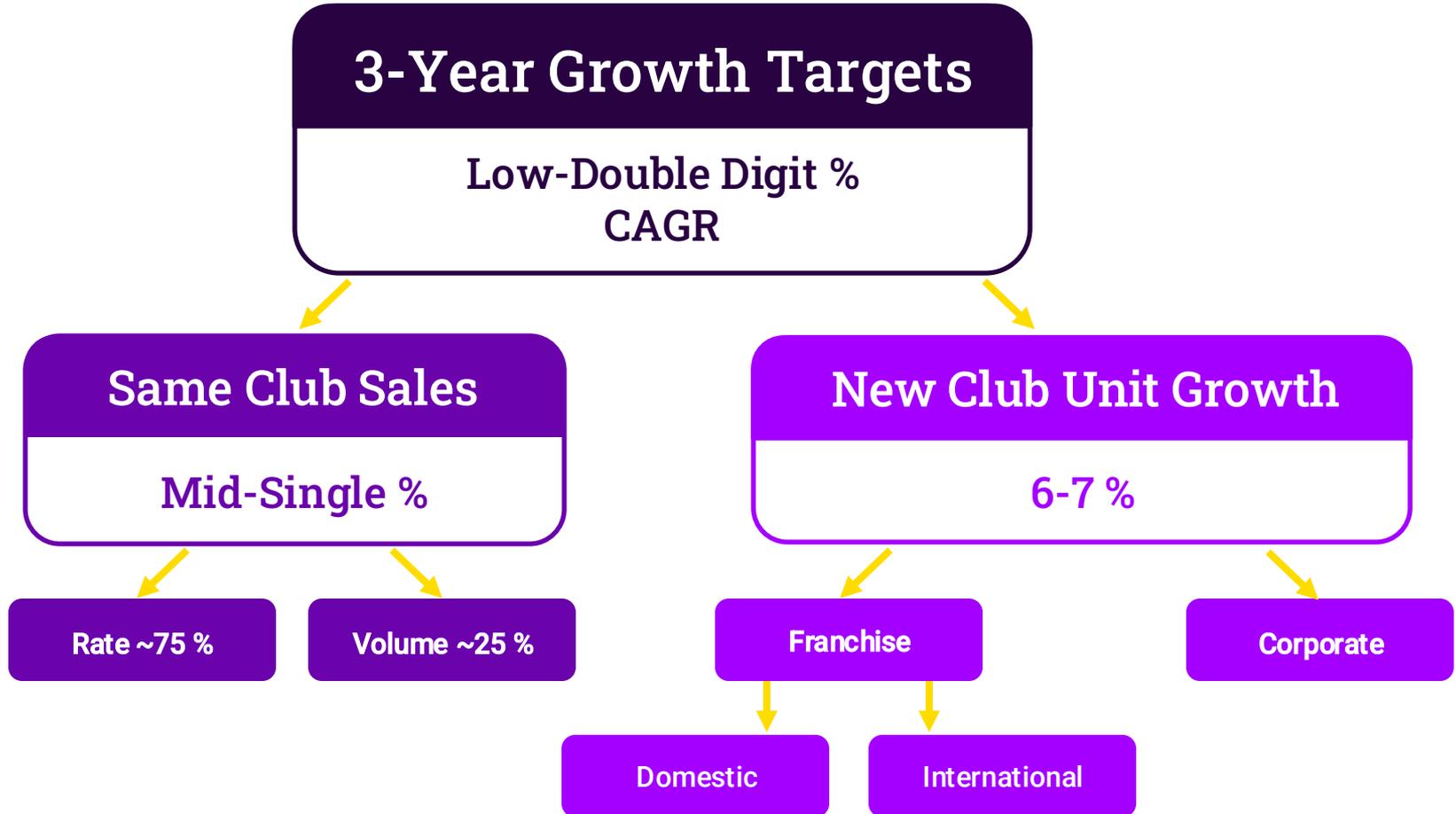
**Mid-to-High
Teens %
CAGR**

**Adjusted
EPS**

REVENUE



REVENUE



ADJ. EBITDA



ADJ. EPS



2026 - 2028 GROWTH ALGORITHM

**Low-Double Digit %
CAGR**

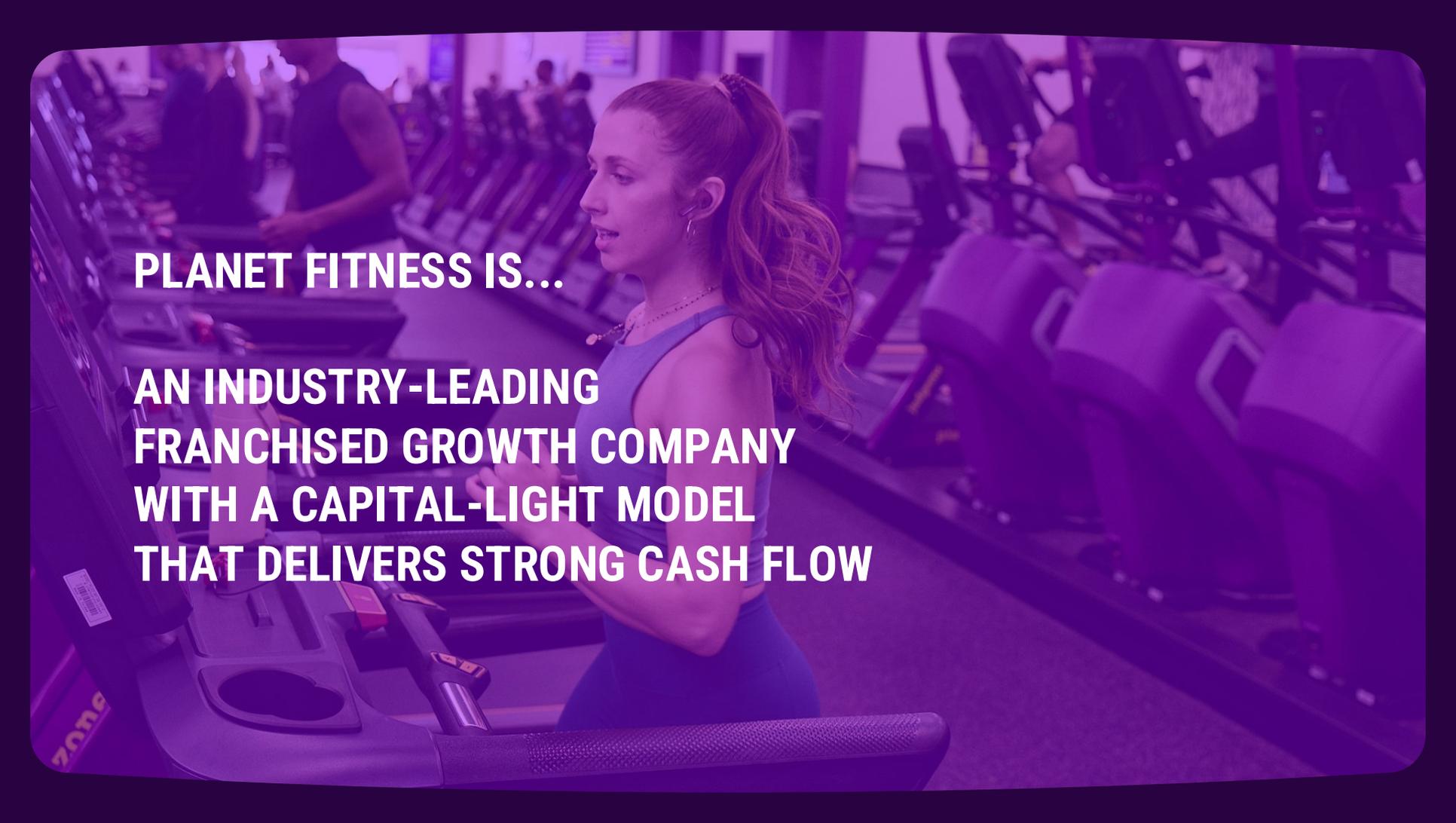
Revenue

**Mid-Teens %
CAGR**

**Adjusted
EBITDA**

**Mid-to-High
Teens %
CAGR**

**Adjusted
EPS**



PLANET FITNESS IS...

**AN INDUSTRY-LEADING
FRANCHISED GROWTH COMPANY
WITH A CAPITAL-LIGHT MODEL
THAT DELIVERS STRONG CASH FLOW**

planet fitness[®]

INVESTOR DAY

2 0 2 5