viva leisure

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The Viva Leisure Story

2025 Edition

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Contents

Executive Summary 4
Introduction 6
The Vivaverse 22
Investments 56
The Fitness Industry 62
The Wellness Industry 68
Competitive Landscape 72
Future Objectives 82

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Executive Summary

Viva Leisure is not just operating gyms – we are shaping the future of fitness through technology, innovation, and strategic market positioning.

Company Overview

Viva Leisure is Australia's second-largest fitness network and the only listed health club business on the ASX, operating 480+ locations across Australia, New Zealand, and India with 600,000+ members. Since listing in 2019 with 29 locations, the company has transformed from a traditional gym operator into a vertically integrated fitness technology platform.

The Vivaverse: Our Competitive Advantage

Unlike competitors who rely on third-party systems, Viva Leisure owns and operates its entire technology stack through proprietary platforms:

- **The Hub:** Integrated member management system powering all operations
- **Viva Pay:** PCI-DSS Level 1 certified payments gateway processing $300M+ annually
- **Access Control:** Custom hardware/software enabling 24/7 unstaffed operations
- **Fling Pass:** Revolutionary casual access app serving hundreds of locations (launched June 2025)

Multi-Brand Portfolio Strategy

Our diversified approach serves all market segments:

- **Club Lime:** 130+ corporate-owned locations (Australia's largest non-franchised network)
- **Plus Fitness:** 200+ franchised locations across Australia, New Zealand, India, with expansion into UK, Singapore, Hong Kong, and Philippines
- **Premium Brands:** GROUNDUP, Rebalance, hiit republic targeting boutique segments
- **Strategic Investments:** 34% stake in Boutique Fitness Studios, 25% stake in World Gym Australia

Financial Performance & Growth

- **Revenue Growth:** Expanded from 29 locations at IPO to 480+ locations by CY2024
- **Member Growth:** From 47,500 members at IPO to 600,000+ today
- **Technology Revenue:** Viva Pay processing volume expected to exceed $500M annually with Boutique Fitness Studios and World Gym integration
- **High-Margin Ancillary Revenue:** Digital signage ($600K+ FY2025), vending ($3M+ annual), supplements, and wellness services

Market Position & Opportunity

Operating in a fragmented $4B+ Australian fitness market with 16% adult penetration (vs. 22% in US, 20%+ in Europe), Viva Leisure is uniquely positioned for consolidation and growth. Our hub-and-spoke deployment strategy and proprietary technology create significant barriers to entry for competitors.

Strategic Differentiators

1. **Vertical Integration:** Complete ownership of technology stack eliminates third-party dependencies
2. **Scalable Platform:** Proprietary systems enable rapid acquisition integration and franchise expansion
3. **Multiple Revenue Streams:** Membership, technology services, payments processing, media, retail
4. **Global Expansion:** Proven international franchise model with established markets in Asia-Pacific
5. **Investment Strategy:** Strategic equity positions in franchise networks provide technology deployment opportunities without capital intensity

Key Certifications & Compliance

- ISO 9001 (Quality Management)
- ISO 27001 (Information Security)
- ISO 14001 (Environmental Management)
- ISO 45001 (Occupational Health & Safety)
- PCI-DSS Level 1 (Payment Security)

Investment Thesis

Viva Leisure represents a unique investment opportunity combining:

- **Defensive Growth:** Essential wellness services with recurring revenue model
- **Technology Upside:** Proprietary fintech and operational platforms with industry agnostic expansion potential
- **Market Consolidation:** Positioned to capture market share in fragmented industry
- **International Expansion:** Scalable franchise model in high-growth markets
- **Multiple Monetisation:** Diverse revenue streams beyond traditional membership fees

Introduction

Hiit Republic Canberra City ACT

At Viva Leisure, we are not just operating gyms, we are shaping the future of fitness. Our new tagline, “Shaping the Future of Fitness,” reflects the evolution of our purpose and the ambition that drives us forward. We exist to make fitness more accessible, more engaging, and more personalised for everyone, no matter where they are in their journey. By combining a diverse portfolio of brands with our own integrated technology ecosystem, we are delivering smarter, more connected experiences in club, online, and everywhere in between. We believe the future of fitness is flexible, inclusive, and deeply personal, and we are building it.

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Why, What and How

Our 'why' drives every decision, every product, and every member experience.

And at the heart of it all is our people.

Our progress is powered by a passionate team, from our frontline club staff and franchisees to engineers, analysts, marketers, and operational leaders. Their commitment, talent, and energy fuel our ability to scale, innovate, and deliver outstanding member experiences every day. Viva Leisure's technology and strategy are only as effective as the people behind them and we are proud to have the best in the industry.

Why we do it

We exist to make health and fitness truly accessible for everyone. Our purpose is to improve lives by removing barriers – financial, geographic, or personal – to living well. We believe everyone deserves the opportunity to feel stronger, healthier, and more connected, and we're here to make that possible.

What we do

Viva Leisure delivers a full spectrum of fitness experiences – across affordable gyms, premium boutique studios, franchised clubs, and digital platforms. With over 480 locations and 600,000+ members, we operate a unique multi-brand model that serves every fitness need, from casual users to committed athletes.

How we do it

We operate on a fully owned tech and operational stack – managing access, billing, data, and payments. This end-to-end control gives us speed, efficiency, and consistency across every location. Our hub-and-spoke deployment strategy places multiple brands in close proximity, giving members choice while consolidating market presence. With real-time data insights and a model built for scalability, we expand rapidly, adapt quickly and measure performance instantly – locally and internationally.

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A Quick History

We are a dynamic and diversified operator in the health and leisure industry, with a growing presence in technology and payments. Established in 2004, we have evolved from our humble beginnings into a leading player in the fitness sector, offering services across multiple segments of the market.

In 2019, Viva Leisure listed on the Australian Securities Exchange (ASX:VVA) with 29 locations. Since then, we have experienced rapid growth, now operating over 200 corporate-owned clubs and more than 280 franchised locations across our portfolio of brands and investments. This expansion has cemented Viva Leisure's position as the second largest and only listed health club business on the ASX, providing investors with unique exposure to the health and leisure industry.

Our network expansion began in 2020 with the acquisition of Plus Fitness, providing not only a strong national and international footprint but also a scalable pipeline of future acquisitions. This acquisition allowed us to embed our proprietary technology stack – including Viva Pay, Access Control, and The Hub – into a wide-reaching franchise network that we own and influence, unlocking new recurring revenue streams and optimised operational performance.

Building on this foundation, we've made further strategic investments to diversify our offering and extend our platform. These include a stake in Boutique Fitness Studios (BFS), the Australian and New Zealand Master Franchisee for Xponential Fitness (NYSE: XPOF) brands such as Club Pilates, Rumble, Stretch Lab, and CycleBar.

In December 2024, we expanded our portfolio further with the acquisition of a 25 percent stake in the World Gym Australia Master Franchisor, enhancing our presence in the premium segment and reinforcing our position as a vertically integrated leader in fitness and wellness.

With a combined network of over 600,000 members across 480 locations in Australia, New Zealand, and India, we continue to strengthen our footprint. In 2024, Viva Leisure's Plus Fitness division announced major international expansion plans, signing agreements to enter Singapore, Hong Kong, the Philippines, and the United Kingdom. These developments were complemented by the renewal of our India Master Franchise agreement for an additional 10 years, reinforcing Viva Leisure's commitment to global growth.

Today, Viva Leisure stands as a leader in the health and leisure industry. We continue to leverage our expertise, scale, and innovation to deliver lasting value to our members, franchisees, and shareholders.

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Our Vision and Mission

At Viva Leisure, our mission is to make health and fitness accessible to as many people as possible. We achieve this by offering affordable, high-quality facilities that are designed to inspire and cater to a wide range of fitness preferences.

Unlike many of our competitors who focus on specific segments of the fitness market, we take a holistic approach. Recognising that no single solution meets everyone's needs, we operate across all segments of the industry. This allows us to connect with a diverse audience and ensure that our offerings are within reach of people from all walks of life.

Through innovation, inclusivity, and a commitment to excellence, Viva Leisure continues to break down barriers and bring the benefits of fitness to more communities, both locally and globally.

Club Lime Parramatta NSW

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Plus Fitness Manly NSW

ISO and Other Certifications

Viva Leisure is committed to maintaining the highest standards of operational excellence, environmental responsibility, and data security. As one of the few global health club businesses to hold multiple ISO certifications, we ensure our processes are industry-leading and externally validated on an annual basis. These certifications reflect our dedication to quality, sustainability, and innovation across all aspects of our operations.

ISO 9001

This certification highlights Viva Leisure's commitment to quality management systems. It ensures that our processes are consistently designed to meet customer expectations, enhance satisfaction, and drive continuous improvement.

ISO 14001

Focused on environmental management, this certification demonstrates Viva Leisure's dedication to minimising our environmental impact. By implementing sustainable practices, we aim to reduce waste, conserve resources, and contribute to a greener future.

ISO 45001

This standard underscores Viva Leisure's commitment to workplace health and safety. It ensures that we provide a safe and healthy environment for our employees, members, and stakeholders, while proactively managing risks and promoting well-being.

ISO 27001

As a leader in data security, Viva Leisure holds this certification for information security management. It guarantees that we have robust systems in place to protect sensitive data, ensuring confidentiality, integrity, and availability of information across our operations.

PCI-DSS Level 1

For our payments business, Viva Pay, this certification is the highest level of compliance for payment card industry data security. It ensures that all financial transactions are processed securely, safeguarding our customers' payment information against fraud and breaches.

These certifications reinforce Viva Leisure's position as a trusted and responsible operator in the health and leisure industry. By adhering to globally recognised standards, we ensure that our services not only meet but exceed the expectations of our members, partners, and regulators.

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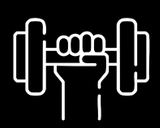
Our Unique Model

Viva Leisure's success is underpinned by its innovative multi-brand, multi-modality approach, which recognises that one size does not fit all in the health and leisure industry. Unlike many competitors who focus on a single segment or modality, Viva's strategy embraces diversity, catering to a wide range of member preferences and needs.

This unique model incorporates:

Small and large health clubs, offering flexibility in size and service to suit different communities.



High-value-low-price (HVLP) health clubs, providing affordable fitness solutions without compromising on quality.

Boutique studios, including functional training, cycling, Pilates, and yoga, appealing to niche markets seeking specialised experiences.

This diversified approach allows Viva to quickly deploy a variety of health clubs and boutique studios across multiple demographics and geographic locations. By strategically placing multiple brands in close proximity - a strategy known as the 'hub and spoke' model - Viva establishes itself as the dominant player in key markets. This model not only strengthens Viva's presence but also ensures it meets the diverse fitness needs of communities, making it a leader in the health and leisure industry.

Through this unique combination of offerings, Viva Leisure continues to set itself apart from competitors, delivering tailored solutions that resonate with members and drive long-term growth.

A robust **franchise network** through Plus Fitness and World Gym, enabling rapid expansion and local market penetration while diversifying brand offerings.

Strategic investments in **Boutique Fitness Studio** brands such as Club Pilates, Rumble, Stretch Lab, and CycleBar, further expanding Viva's reach into premium and specialised fitness markets.

Advanced **technology and payments solutions** via Viva Pay, enhancing operational efficiency and customer experience.

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Growth Strategy

From one location in 2004 to nearly 500 today, Viva Leisure's unparalleled growth strategy combines greenfield innovation, strategic acquisitions, and a self-sufficient, tech-driven approach – solidifying our position as a global fitness industry trailblazer.

Since our inception in 2004 with a single location, Viva Leisure has experienced remarkable growth, evolving into a global leader in the health and leisure industry. By the time of our listing on the ASX in 2019, Viva Leisure operated 29 locations. Today, our company boasts nearly 500 locations across our corporate and franchised networks, underscoring our rapid expansion and strategic execution.

Our growth strategy for corporate clubs has been driven by a balanced approach, with nearly equal emphasis on greenfield developments and strategic acquisitions. To date, we have successfully completed over 100 separate club acquisitions – a feat made possible by our unique, integrated business model. Unlike many competitors, we manage technology, access control, and billing systems in-house, eliminating reliance on third parties and mitigating risks associated with external dependencies. This self-sufficient approach ensures seamless operations, scalability, and consistency across all locations.

Our innovative and holistic business model positions Viva Leisure as a truly unique player in the global fitness industry, setting us apart from peers and enabling sustained growth in an increasingly competitive market.

More than just a Gym Business

Viva Leisure is more than just a gym operator. We offer a broad range of health and wellness experiences designed to inspire healthier, happier lives.

With a unique multi-brand, multi-modality approach, we cater to the full spectrum of fitness needs, from affordable gyms to premium boutique studios. Beyond our physical locations, Viva integrates cutting-edge technology, secure payment solutions through Viva Pay, and sustainable practices certified by global standards. Our self-sufficient operational model, commitment to innovation, and strategic investments in franchises and international expansion set us apart as a leader in the industry.

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Our History and Progress

2004

- The Club Group launched as the original Viva Leisure
- First location CISAC opened in Belconnen ACT

2006

- Opened second location, at Gold Creek Country Club, ACT

2008

- Opened third location in Tuggeranong, ACT

2009

- 10,000 members

2010

- First acquisition of four locations, ACT
- Total locations: 7
- 15,000 members

2012

- First interstate acquisition, NSW
- Total locations: 12
- 20,000 members

2018

- Two acquisitions (ACT & NSW)
- 40,000 members

2019

- Rebrand to Viva Leisure
- IPO
  - Total locations: 29 at IPO
  - 47,500 members at IPO
- 15 locations acquired post IPO
- Total locations: 60
- 70,886 members

2020

- Plus Fitness Master Franchisor acquired
- 16 locations acquired
- Total locations: 95
- 102,908 members

2021

- 29 locations acquired, including Rebalance Pilates & Yoga brand
- Total locations: 132 owned / 325 including franchises
- 132,190 members / 297,211 including franchises

2022

- 18 locations acquired
- Total locations: 162 Owned / 338 including franchises
- 172,406 members / 333,423 including franchises

2023

- 6 locations acquired
- Total locations: 168 Owned / 345 including franchises
- 180,071 members / 345,317 including franchises

2024

- Investments:
  - Boutique Fitness Studios 34% acquisition
  - World Gym Australia, 25% acquisition
- 25 locations acquired
- Total locations: 197 owned / 476 including franchises
- 238,565 members / 593,697 including franchises

**Years represent calendar years*

The Vivaverse

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The Vivaverse is the integrated ecosystem that powers every aspect of Viva Leisure's operations – an innovation rarely seen in an industry that has historically lagged in technology adoption.

Supp Society

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In the same way Apple's ecosystem connects everything together - the Vivaverse and our proprietary hardware, software, payment and app solutions do this for fitness.

Looking ahead, the next two years will see the Vivaverse evolve even further. With the launch of new member-facing applications and advanced technologies, we will unify the gym experience with a broader ecosystem of wellness, health, recovery and longevity. Members will experience a seamless journey across physical fitness and lifestyle, with fully integrated access to programs, partners and insights.

This is the Vivaverse.

Products inside the Vivaverse

The Core includes Viva's foundational platforms, Hub, Viva Pay, and Viva Access—which power the Vivaverse. These systems enable access, payments, and integrations across our network. Future additions, like AI tools and licensing, will strengthen this foundation.

Transactional products generate direct financial returns. This includes Fling, Flex, Supp Society, vending machines, digital signage, and radio. Future pipeline projects—like loyalty programs, retention systems, and AI analytics, will unlock further value.

Brands Brands are our customer-facing fitness identities. This layer also represents our club network and key investments. Each corporate-owned brand is treated as a distinct product within Viva Leisure's portfolio.

① Part of Boutique Fitness Studios

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Introduction – Our diverse and growing product range

Viva Leisure operates a diverse portfolio of health, fitness, wellness, and lifestyle brands, spanning multiple market segments and service models. While some brands are wholly owned and operated, others form part of strategic investments or franchise partnerships – each contributing to our unique multi-brand, multi-modality approach.

This section provides an overview of each brand within the Viva Leisure network, outlining their current scale, positioning within the market, pricing strategies, and growth outlook. From high-volume commercial clubs to premium boutique experiences, each brand plays a distinct role within the broader Vivaverse, supporting Viva Leisure's vision of delivering health and wellness solutions for all Australians.

Our product-led ecosystem

At Viva Leisure, we operate with a product-led mindset. Every initiative – whether physical, digital, service-based, or strategic – is treated as its own Product with a clear purpose, audience, and performance focus.

This approach allows us to move faster, stay focused, and innovate with intent. Each Product:

- Solves a real problem for a defined customer,
- Is managed independently for growth and impact,
- Can be launched, improved, or retired based on data and feedback.

By thinking this way, we operate as a dynamic portfolio of high-performing, customer-driven Products – each contributing to a stronger, more agile Viva Leisure. It gives us the clarity to prioritise, the structure to scale, and the freedom to adapt as opportunities emerge.

Corporate-owned products

Corporate-owned Products are wholly owned and operated by Viva Leisure, with no franchised locations. These include branded offerings that Viva Leisure controls end-to-end – spanning operations, technology integration, pricing, member experience, and strategic direction.

Each corporate-owned brand is treated as a distinct Product within Viva Leisure's portfolio, with its own growth objectives, performance measures, and innovation roadmap. This structure allows us to deliver a consistent, high-quality experience across all locations, respond quickly to market shifts, and deploy new features or services without third-party constraints.

It also ensures Viva Leisure captures the full revenue and margin potential of these Products, driving operational leverage and scalability. This direct-ownership model is a core pillar of our growth strategy – enabling us to build bold, recognisable brands with the flexibility to evolve fast and deliver long-term value.

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Core Platforms of the Vivaverse

The Vivaverse is built on a foundation of proprietary technology solutions, each developed in-house to serve a specific function – yet engineered to work as one. These core platforms are not just tools; they are strategic enablers of scale, consistency, and member experience across every Viva Leisure brand and location. Together, they form the digital spine of our business, and an integral part of the expanding Vivaverse.

Each of these pillars is built with scalability, reliability, and user experience at the forefront. But it's their seamless integration – and the data they generate collectively – that gives Viva Leisure a strategic edge in the health and leisure industry.

hub.

The Hub

Business management, redefined

At the heart of the Vivaverse is The Hub, Viva Leisure's fully integrated member management system. Designed specifically for the complexities of a multi-brand, multi-location and franchise operation, The Hub handles everything from member onboarding and billing to class bookings, attendance tracking, and customer engagement. Unlike generic third-party systems, The Hub provides real-time visibility across the entire network, ensuring seamless interactions between members, staff, and systems – no matter the brand or location while maintaining data integrity and separation between franchise locations and corporate locations.

Key capabilities:

- Real-time reporting and analytics across all sites
- Multi-brand member management with centralised control
- Member on-boarding through Viva's unique streamlined online joining wizard
- Integrated CRM functionality for personalised communications
- Automated workflows for staff efficiency

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pay

Viva Pay

Payments made powerful

Viva Pay is Viva Leisure's enterprise-grade payment platform, developed to meet the demands of a large-scale, diversified fitness business. It supports recurring membership billing, online transactions (for joining), and in-app purchases for Viva's various apps, while ensuring security and compliance at every step. As a PCI DSS Level 1 certified platform – the highest level of data security certification – Viva Pay provides a seamless and secure payment experience for both members and franchise partners.

Viva Pay is currently processing over $300 million of Total Transaction Volume (TTV), and as further recent Viva investments are transitioned to Viva Pay, this will exceed $500 million per annum.

Key capabilities:

- Recurring and one-time payments across all locations
- Transparent financial reconciliation for corporate and franchise sites
- Payment data insights to support pricing and promotion strategies
- Integrated with The Hub and Access Control for real-time control

access

Access Control

Intelligent entry for a 24/7 world

Access Control is Viva Leisure's proprietary entry solution, developed to ensure secure, unstaffed 24 hour access across thousands of doors, turnstiles, and entry points within its network. This system is fully integrated with The Hub and Viva Pay, allowing real-time verification of membership status, payment compliance, and time-based access permissions. It powers 24/7 club operations without the need for constant staffing, enabling higher margins and unmatched member convenience.

Access Control – Seamless integration at scale
Viva's Access Control solution is a fully integrated system – both hardware and software – developed entirely in-house by our internal engineering teams. It plays a critical role in the smooth integration of newly acquired locations. Unlike conventional approaches that require immediate system overhauls, Viva's solution allows existing access infrastructure to remain operational while membership and payment data are seamlessly migrated in the background to The Hub and Viva Pay.

Each of these platforms is built with scalability, reliability, and user experience at the forefront. But it's their seamless integration – and the data they generate collectively – that gives Viva Leisure a strategic edge in the health and leisure industry.

Key capabilities:

- Real-time entry validation linked to membership and payments
- Custom access rules by brand, tier, or promotional offer
- Event logging and security alerts across all locations
- Scalable infrastructure to support rapid club deployment

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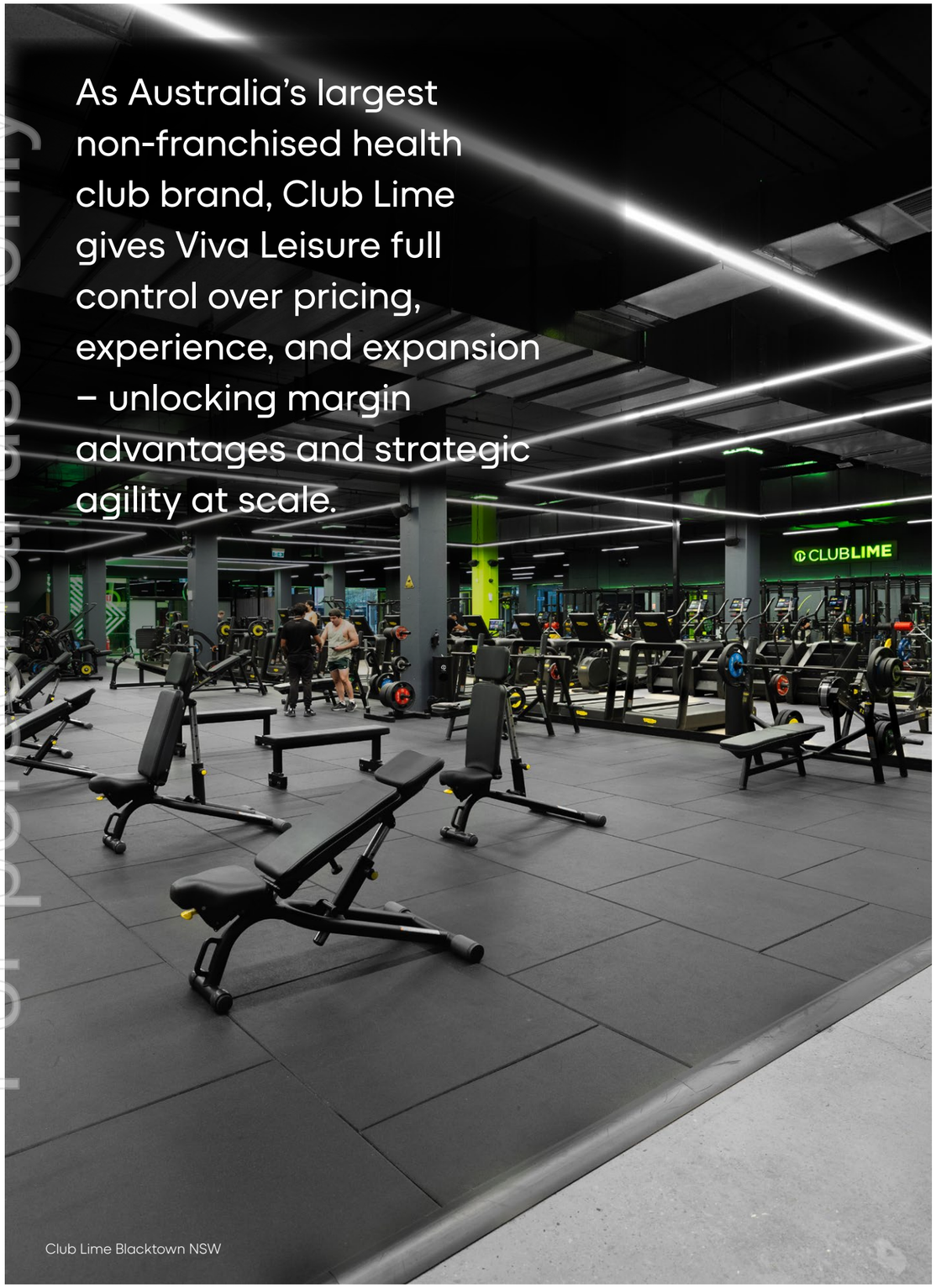

As Australia's largest non-franchised health club brand, Club Lime gives Viva Leisure full control over pricing, experience, and expansion – unlocking margin advantages and strategic agility at scale.

Club Lime Blacktown NSW

CLUBLIME

Club Lime is a foundational Product within the Viva Leisure portfolio and remains one of the most recognisable and fastest-growing health club brands in Australia. With over 130 corporate-owned locations across six states and territories, it is the largest non-franchised health club network in the country – and the first (and currently only) brand of its kind to surpass 100 locations.

As a wholly owned and operated Product, Club Lime is not subject to the limitations of a franchised model. This structure gives us full control over brand execution, technology integration, pricing strategy, and the member experience – enabling a consistent and high-quality offering at scale.

Club Lime continues to play a critical role in Viva Leisure's expansion strategy, serving as both a growth engine and a proving ground for innovation across the broader ecosystem.

Paired with dynamic pricing, this model gives Club Lime a strategic edge – enabling responsive adjustments to market trends, competitor moves, and local demand. Pricing changes can be made at the individual club or region level without disrupting the brand's broader positioning.

clublime.com.au

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Global locations of Plus Fitness

PLUS FITNESS

Plus Fitness is a franchised Product within Viva Leisure's portfolio, acquired in 2020 to expand national and international reach while serving as a platform for Viva Leisure's proprietary technologies. It now operates under Viva Leisure's unified ecosystem – powered by The Hub, Access Control, and Viva Pay.

With over 200 locations across Australia, New Zealand, and India – including 33 corporate-owned sites operated directly by Viva Leisure – Plus Fitness is scaling globally through a capital-light franchise model. New international agreements in the UK, Singapore, Hong Kong, and the Philippines further position the Product for sustained expansion across key global markets.

The Product's EBITDA has grown from $2.5 million at acquisition to a forecast $9.0 million in FY2025. This figure includes revenue from technology and payments services delivered to the franchise network – demonstrating the value of Viva Leisure's vertically integrated model. With additional services like the Fling Pass and a corporate membership offering now embedded, Plus Fitness continues to evolve as a scalable, tech-enabled Product within our broader Viva Leisure ecosystem.

plus.fitness

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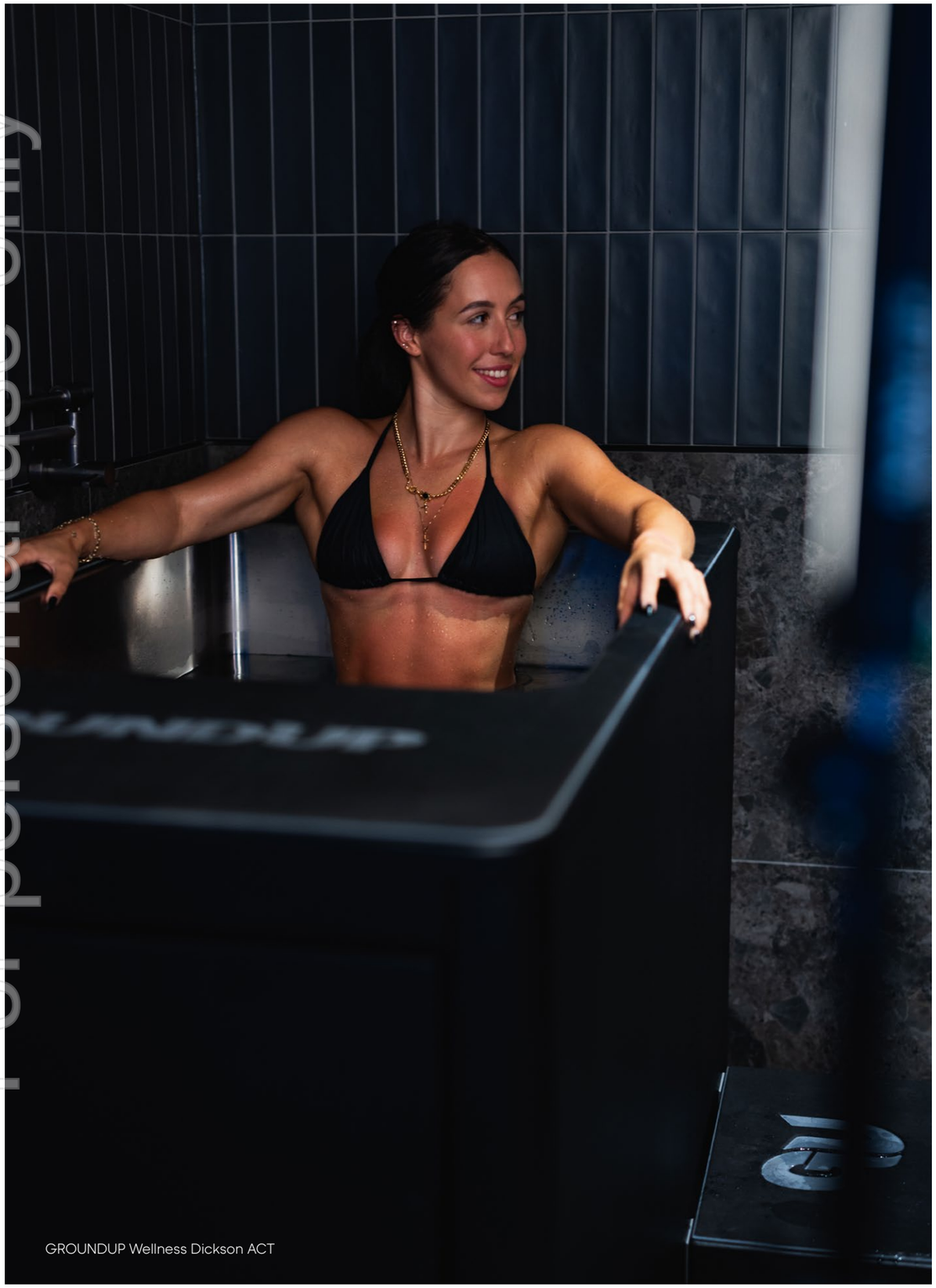

GROUNDUP Wellness Dickson ACT

GROUNDUP

GROUNDUP is Viva Leisure's premium boutique Product, delivering high-end strength, conditioning, and mobility training in curated, service-driven environments. Currently operating in the ACT and New South Wales, it caters to members seeking a holistic, elevated fitness experience.

The brand has recently expanded into wellness through GROUNDUP Wellness, offering infrared saunas, ice baths, red-light therapy, and more. Early results from the first location have been strong, with a second site underway and further rollout planned across select clubs.

With weekly pricing between $59.90 and $100+, GROUNDUP stands as a premium-tier Product within our portfolio – targeted at members seeking both performance and recovery in a boutique format.

groundup.studio

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Hiit Republic Woden ACT

hiit republic

Hiit Republic is Viva Leisure's high-intensity 24/7, class-based training Product, delivering functional workouts in a community-driven environment. While originally launched as a standalone boutique concept, market trends and internal performance data have shown greater success when integrated alongside Club Lime locations.

As a result, hiit republic is transitioning to a 'club-within-a-club' model – operating inside select Club Lime facilities. This shift enhances member value, improves space utilisation, and maintains brand visibility without expanding standalone sites.

hiitrepublic.com.au

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rebalance

Rebalance Pilates & Yoga offers a boutique experience at a more accessible price point, with memberships starting around $40 per week. Positioned as a value-focused alternative to Viva Leisure's premium offerings, it delivers high-quality Pilates and yoga in a refined, specialist format.

With eight corporate-owned locations, Rebalance maintains full control over service, programming, and member experience – aligned with Viva Leisure's broader operational standards.

rebalance.studio

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Technology

Our strategy isn't just to own the network – it's to power it. By embedding Viva Labs' technology into every business we invest in, we create permanent platforms for scale, integration, and long-term revenue.

Technology isn't just a support function at Viva Leisure – it's a core Product category and strategic growth engine. While most fitness operators rely on off-the-shelf platforms, we have taken a different path: building our own technology division, Viva Labs, to create tailored digital and hardware solutions that power the entire network.

Viva Labs designs, develops, and manages a fully integrated tech ecosystem – covering everything from membership apps and access control systems to digital signage, payment processing, and operational dashboards. These aren't just tools; they're Products in their own right, purpose-built to scale, tightly integrated, and owned end-to-end. Importantly, these Technology Products already generate significant recurring revenue for our business, particularly through payments and franchising infrastructure – proving their value not only operationally, but commercially.

In addition to owning large parts of the network, our strategy is to embed our Technology Products across the businesses we invest in – ensuring consistent platform adoption and long-term revenue from tech services. The acquisition of Plus Fitness established a permanent customer base for our technology stack, and this approach is now being replicated through recent investments in World Gym Australia and Boutique Fitness Studios – extending the reach and monetisation potential of Viva Labs.

This vertical approach enables faster innovation, seamless member experiences, and real-time insights that drive smarter decisions in pricing, club design, marketing, and member engagement. From casual visit apps to VivaPay – our proprietary payments platform – Viva Leisure's technology suite gives us a competitive edge across every business unit.

Looking ahead, we are exploring how these systems can be offered to external operators – unlocking new SaaS revenue opportunities and bringing "built by operators, for operators" technology to a broader market.

What follows is a snapshot of the key Technology Products currently deployed or actively scaling across the Vivaverse.

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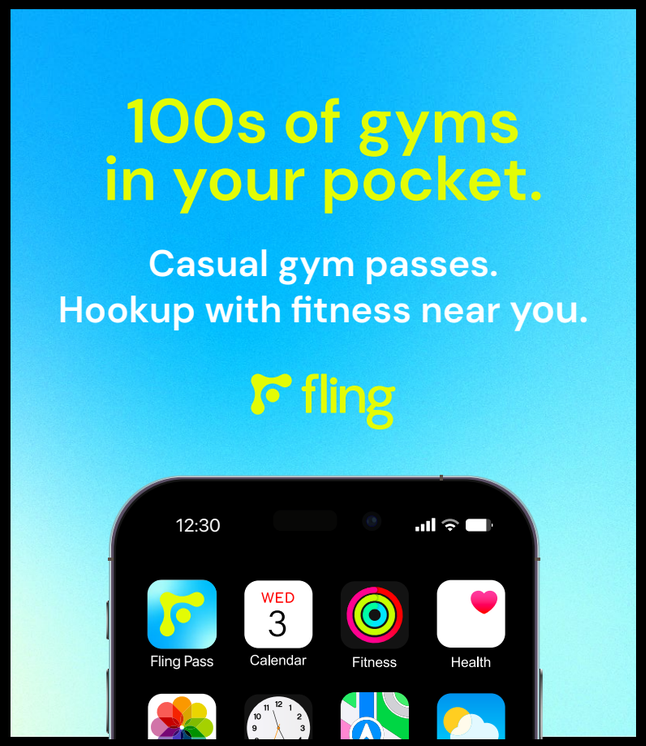
Fling Pass

flingpass.app

GET IT ON Google Play

Download on the App Store

Fling is the Uber Eats of fitness – one app, hundreds of gyms, and 24/7 access without a membership. No one else in the world is doing this at scale, and with every club already plugged into the Viva Leisure ecosystem, we're just getting started.



Fling Pass is our newest digital Product – launched in June 2025 – and already redefining casual fitness access in Australia. Designed as the Uber Eats of the fitness industry, Fling gives users instant, app-based entry to hundreds of gyms across Club Lime and Plus Fitness, with World Gym locations joining soon as access control rollout completes.

Unlike traditional gym access models, Fling doesn't require a membership. Users simply download the app, choose a location, and purchase a single, 3, 7, 14, or 30-day pass – with pricing and availability set dynamically by each participating club. Thanks to Viva Leisure's vertically integrated tech ecosystem, including its proprietary access control system, Fling uniquely supports 24/7 entry – even during unstaffed hours.

This is more than just convenience – Fling is a platform product that few can replicate. While other multi-location offerings may exist, none combine a unified app, flexible pricing, real-time access, and a growing national footprint. For competitors to match this, they would need to onboard hundreds of clubs individually; Viva Leisure, by contrast, simply "switches them on" within our existing ecosystem.

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Club Lime Flex App

Flex is the digital dream realised – a fully automated Product generating over $100,000 a month with zero staff involvement. It sells, verifies, and unlocks doors –24/7, with no friction and no overhead.

Club Lime Flex (or simply Flex) is a breakthrough Product in the fitness industry – giving non-members instant, app-based access to any Club Lime location, 24 hours a day. Built entirely on Viva Leisure's vertically integrated technology stack, Flex removes the traditional barriers that prevent casual access to 24/7 gyms.

Users can download the app, create an account, and purchase a single visit, 7, 14, or 30-day pass – with the entire process taking less than 60 seconds. Unlike typical gyms that limit casual visits to staffed hours, Flex enables secure entry at any time by turning the user's smartphone into a digital access control device. Once a pass is purchased, access is granted instantly – with no wait time, no paperwork, and no human interaction required.

Download on the App Store

GET IT ON Google Play

MemberID

MemberID isn't just an app – it's the gateway to the Vivaverse. From signup to entry, it's seamless, secure, and entirely staff-free.

MemberID was Viva Leisure's first digital Product – laying the foundation for its vertically integrated technology ecosystem. Available for Club Lime, Hiit Republic, and Plus Fitness, the app enables seamless access control, booking, and membership management – all from the device members use most: their smartphone.

Built to reduce reliance on physical cards and prevent access sharing, MemberID leverages Viva Leisure's proprietary Access Control system to allow members to open gym doors or turnstiles directly via the app or by installing a digital wallet pass linked to their profile photo.

The app's performance reflects its success: the Club Lime MemberID app holds a 4.7-star rating and boasts nearly 7,000 reviews on the Apple App Store alone – making it one of the highest-rated fitness access apps in the industry.

Download on the App Store

GET IT ON Google Play

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Digital Signage

With 500+ screens and near-100% margin, our digital signage network is more than media – it's a national, revenue-generating platform built for scale.

Viva Leisure operates one of the largest centrally managed and owned digital screen networks in Australia, with over 500 screens installed across Club Lime locations nationwide. This network is a powerful, high-margin media Product, offering unlimited advertising potential within a premium, health-focused environment.

Advertising sales are managed by a specialist third-party agent, enabling a low-cost, high-reward model. Viva Leisure receives a commission on every campaign sold – creating a near 100% margin revenue stream without requiring in-house sales infrastructure. our commission revenue from the network is expected to exceed $600,000 in FY2025, with forecasts surpassing $1 million in FY2026 and beyond.

Vending Machines

Vending may be overlooked by others, but for us, it's a high-margin, capital-light Product – because behind every machine is a profitable, automated micro-retail model, delivering to a captive, health-focused market and growing fast.

Viva Leisure operates a fast-growing vending machine network, currently spanning over 150 machines and generating more than $3 million in annual revenue – with strong margins exceeding 40%. Designed as a low-risk, high-reward Product, the network uses a just-in-time (JIT) fulfilment model, with stock delivered directly to each location – eliminating warehousing requirements and keeping overheads low.

Major partners that have secured vending faces include Coca-Cola, Red Bull, Musashi, and My Muscle Chef – with some paying for category exclusivity across the network. Importantly, revenue from face rental agreements is incremental and not included in the $3 million vending figure – representing a valuable additional revenue stream.

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Supp Society

SUPP SOCIETY

suppsociety.com.au

Supp Society turns supplements into a seamless, scalable business – zero inventory, strong margins, and full brand control from click to delivery.

Supp Society is Viva Leisure's dedicated supplements Product – an online store offering hundreds of health and performance supplements through a fully branded, low-risk, high-reward model. Built on a drop-shipping foundation, Supp Society partners with wholesale suppliers who manage inventory, fulfilment, and shipping – allowing us to scale rapidly without carrying stock or managing logistics.

All orders are delivered in Supp Society-branded packaging, reinforcing brand identity and enabling a seamless, direct-to-consumer experience. The platform is also expanding through additional supplier partnerships, offering a growing catalogue of products while maintaining the drop-ship model. With product margins ranging between 40–50%, Supp Society represents a strong commercial addition to Viva Leisure's portfolio.

Supp Society also stands out in the supplements market through its flexible and inclusive payment options. Customers can choose from traditional cards, Buy Now Pay Later services such as Afterpay, ZIP Pay, and Klarna, international options like AliPay, and even Bitcoin – making it one of the few online supplement stores to support digital currency payments. This flexibility aligns with our broader digital innovation strategy and expands appeal to younger, tech-savvy consumers.

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Club Lime Radio / Plus Fitness Radio

We've turned gym music into a branded media platform streamed, scalable, and soon, revenue-generating.

Launched in 2019, Club Lime Radio is a licensed DAB+ digital radio station – one of only a handful of non-traditional brands in Australia using this broadcast technology (alongside names like Chemist Warehouse and Coles). Broadcasting across Canberra and surrounding areas, and streamed nationally via iHeartRadio, it delivers a consistent, high-energy audio experience in and beyond Club Lime locations. Club Lime Radio has also been a multiple-time finalist at the Australian Commercial Radio Awards (ACRAs), further cementing its credibility and creative quality in the national broadcasting landscape.

The station ensures a standardised in-club environment, reduces licensing costs, and extends brand presence outside the gym – making it both a branding and operational asset.

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Vivaverse Ecosystem

Viva Leisure is creating a fully integrated fitness ecosystem, with Club Lime leading the way as the benchmark for a complete, connected member experience. We've proven the model, uniting access, payments, member ID, retail, and engagement tools into a single platform that powers both operational efficiency and member value.

Now, that ecosystem is being rolled out across the broader Viva product family. The diagram outlines a 6 to 24 month roadmap, showing where each brand is positioned and what's coming next. This next phase is about scaling the model.

Brand	The Hub	Viva Pay	Access Control	Flex Pass	Fling Pass	Supp Society	Member ID/ Wallet	Vending Machines	Digital Signage	Radio
Club Lime	●	●	●	●	●	●	●	●	●	●
Plus Fitness	●	●	●		◔	●	●	●	◑	◑
Hiit Republic	●	●	●			●	●	●	●	
GROUNDUP	◕		◔		◑	●	◔		◑	
Rebalance	◕	◑	◕		◕	●	◕		◑	
World Gym	◑	○	◔		◔		◔	●	◔	
Boutique Fitness Studios • **Rumble** • **Club Pilates** • **StretchLab** • **CycleBar**	◕	◑	◕		◕	◑	◕			

- ● In Use
- ◔ < 6 months
- ◑ < 12 months
- ◕ < 18 months
- ○ > 2 years

Investments

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In 2024, we expanded our aquisition strategy to include strategic equity investments in franchise groups. This model provides Viva Leisure with significant upside: access to fast-growing networks, deep operational influence, and full technology integration rights – without the capital intensity of owning and scaling every site directly.

The first two investments under this strategy – **Boutique Fitness Studios (34%) and World Gym Australia (25%)** - demonstrate the model's potential. Both include options for full ownership at Viva Leisure's discretion, but more importantly, they come with exclusive rights to deploy core Viva Leisure technologies such as Viva Pay, The Hub, and Access Control – creating immediate recurring revenue streams.

As these franchise groups continue to grow their footprint, Viva Leisure's value grows with them – at no additional cost to us beyond the initial investment. This structure also opens the door for new tech Products like Fling Pass, further expanding our ecosystem across brands we don't fully own.

This approach delivers high-margin, scalable growth, combining the efficiency of a tech platform with the reach of distributed franchise networks – and it's a model we expect to continue leveraging into the future.

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Boutique Fitness Studios

In October 2024, we acquired a strategic stake in Boutique Fitness Studios (BFS), the Australian and New Zealand master franchisee for four globally recognised brands owned by Xponential Fitness (NYSE: XPOF)

boutiquefitnessstudios.com.au

BOUTIQUE X FITNESS STUDIOS

Viva Leisure ownership in master franchisee

34%

Acquired in

Oct 2024

RUMBLE

CYCLEBAR

CLUB PILATES

STRETCH LAB

As of May 2025, there are 62 operating locations, with another 57 secured – positioning the network to exceed 100 sites in the near future.

Viva Leisure holds an option to acquire the remaining equity in the master franchisee, providing a clear path to full ownership. As part of the investment, Viva Pay and other proprietary technologies will be deployed across the network – unlocking recurring, high-margin revenue and streamlining operations for franchisees.

In addition, we see strong potential for BFS brands to join the Fling Pass network, further expanding Fling's reach and offering casual access to a broader audience through a unified platform.

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World Gym

In December 2024, Viva Leisure entered a strategic partnership with World Gym Australia, acquiring three high-performing franchised locations and becoming a franchisee within the network. As part of the broader deal, we also secured a 25% equity stake in the Australian master franchisor, with an option to acquire the remaining 75% over the next three years.

worldgym.com.au

Viva Leisure ownership in master franchisee

25%

Acquired in

Dec 2024

World Gym operates with a distinct model from Club Lime – featuring large-format clubs (typically over 2,000m²) and a strong retail presence, including supplements, apparel, and smoothie bars. This investment has given us direct exposure to high-volume, full-service club operations, along with valuable insights into retail integration and non-dues revenue strategies.

With over 50 locations nationally, World Gym is a major player in the Australian fitness landscape. Viva Leisure's dual role as operator and investor positions us uniquely to influence the brand's future direction, while also applying learnings to enhance Club Lime's in-club retail footprint starting in CY25.

This partnership gives us strategic access to a premium, high-engagement fitness segment – while keeping the door open for full ownership and platform-wide innovation.

The Fitness Industry

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Club Lime Camberwell VIC

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The fitness industry, both in Australia and globally, is undergoing rapid transformation – driven by shifting consumer expectations, rising health awareness, and increased demand for flexible, tech-enabled fitness experiences. Accessibility is the market edge. Understanding this landscape is critical to appreciating the strategic position Viva Leisure holds within it.

Plus Fitness Warilla NSW

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Fitness in Australia: a fragmented yet growing market

Australia is home to over 6,000 fitness businesses, a category that includes commercial gyms, boutique studios (such as Pilates, yoga, functional training), and personal training studios, essentially any facility offering fitness services for a fee.

Despite this large number, the industry is highly fragmented. The top 20 operators account for over 50% of the total market, leaving thousands of single-location independents making up the rest. This fragmentation creates both challenges and opportunities: while brand loyalty is limited, members habits are more driven by convenience and access, which Viva provides with its multiple modalities. Member experiences vary widely, it also opens the door for well-resourced, multi-brand operators like Viva Leisure to gain market share through consistent service, technology, and strategic consolidation.

Market segmentation: from budget to luxury

The Australian fitness market can be segmented into six distinct categories, primarily differentiated by price point, amenities, and service depth, as shown below.

Viva Leisure's multi-brand approach allows us to compete across all segments, adapting to changing trends while capturing a broad demographic.

This also allows Viva to provide a unified membership experience, giving members the flexibility to engage in multiple training modalities like pairing general gym access with Pilates sessions, all under one membership.

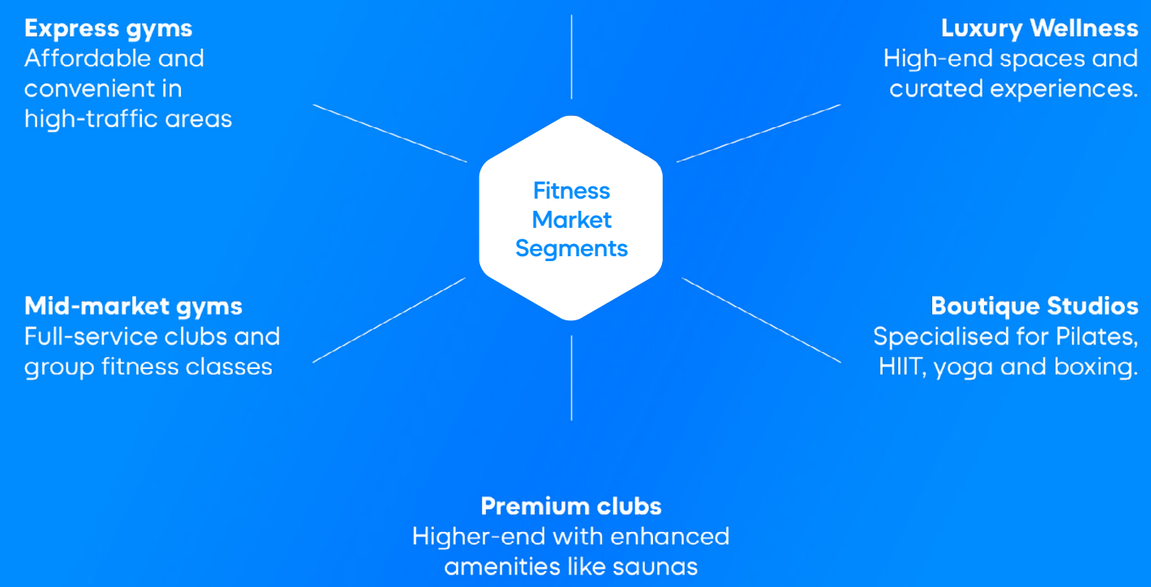
Market penetration: growth and potential

Approximately 16% of Australian adults currently hold a gym membership (or multiple memberships), which places Australia behind countries like:

- The United States ~22% penetration
- European countries often exceeding 20% (e.g., Sweden, the Netherlands, the UK)

In contrast, many Southeast Asian countries sit at only 2% to 7% penetration, making them emerging high-growth markets. These regions, where Viva Leisure is expanding through the Plus Fitness brand, present major long-term opportunities as urbanisation, income growth, and lifestyle shifts drive demand for structured fitness. Viva Leisure's ability to scale means it is best placed to grow this Total Addressable Market.

Viva Leisure is the only operator in the market to operate in each of the segments via it's multi-brand, multi-modality approach.



The Wellness Industry

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The Wellness Industry

The global wellness industry is rapidly emerging as one of the most dynamic and influential sectors within the broader health and fitness landscape. Driven by growing consumer awareness and the prioritisation of holistic health – particularly among younger generations – wellness is no longer a niche trend but a core component of the fitness experience.

Wellness services span both innovative new therapies and long-standing recovery solutions, including:

- **Ice baths** – Cold exposure for improved circulation, inflammation reduction, and enhanced recovery.
- **Infrared and traditional saunas** – Promoting relaxation, detoxification, and cardiovascular health.
- **Red light therapy** – A non-invasive treatment supporting skin health, muscle recovery, and cellular regeneration.
- **Compression boots** – Aiding muscle recovery and reducing soreness through targeted pneumatic pressure.

These offerings are increasingly sought after by members who wish to complement their physical training routines – whether through commercial gyms or boutique studios – with recovery, regeneration, and overall wellness practices.

We recognise this evolution and are actively integrating wellness into our core member experiences. These services are offered across select locations and form a dedicated part of our GROUNDUP Wellness program – delivered through our premium GROUNDUP boutique brand. This positions Viva Leisure not only as a provider of fitness, but as a holistic health and wellness partner, able to meet the full spectrum of member needs.

As the line between fitness and wellness continues to blur, Viva Leisure's early adoption and investment in this space present a compelling opportunity for growth, differentiation, and enhanced member value.

GROUNDUP Wellness Dickson ACT

Competitive Landscape

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The fitness industry is often perceived as highly saturated – fuelled by the visibility of gyms on seemingly every corner. However, this perception does not reflect the nuanced reality of the sector. While there are over 6,000 fitness businesses across Australia, competition is far more segmented than it appears on the surface.

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Each gym or studio operates within a specific market segment – from budget and express gyms to mid-market, boutique, and emerging luxury spaces. As a result, each offering serves a different audience, with distinct price points, services, and expectations. What may seem like a crowded market is, in fact, a landscape of specialised service models, each addressing different needs.

Capacity realities: not overcrowded – just misunderstood

Contrary to popular belief, most gym businesses are already operating near full capacity. The average commercial gym in Australia supports approximately 1,000 to 1,200 members – a figure that aligns closely with physical space constraints and consumer behaviour patterns.

At Viva Leisure, we define 100% capacity as two members per square metre of usable floor space. For example, a 700m² location would accommodate roughly 1,400 members at capacity. By this measure, many facilities, especially in suburban and metro environments, are already full – or near to it.

This reality dispels the myth of oversupply. In truth, Australia's current penetration rate of 16% (the proportion of adults with at least one gym membership) still lags behind global benchmarks:

- United States: ~22%
- United Kingdom and Europe: >20%

Reaching similar penetration levels in Australia will require significant growth in both club volume and diversity of offerings – not fewer facilities.

Boutiques: high in number, low in population coverage

Boutique fitness studios, while growing in popularity, typically operate with 150 to 250 members per location. While this contributes to the perception of market density, it does not equate to deep market penetration. The limited member base of these offerings means that even in highly saturated areas, the overall reach to the population remains minimal.

Understanding this is crucial when evaluating the true nature of competition: it's not just how many gyms exist, but what role they play, how many members they serve, and which segment they target.

"As the industry continues to mature and member expectations evolve, Viva Leisure stands at the intersection of convenience, innovation, and growth – uniquely positioned to thrive, not just survive, in a changing competitive landscape."

Location, convenience, and member behaviour

Location remains a critical factor in the success of any fitness business. Our data consistently shows that:

- Members are unlikely to travel more than 15 minutes or 5 km to attend a facility.
- Most consumers will not drive past multiple gyms to reach a location – unless they're seeking a very specific offering, such as Pilates, functional training, or boutique recovery services.

This reinforces Viva Leisure's hub-and-spoke model, which places multiple brands and modalities within a geographic cluster – maximising local saturation while catering to a variety of member preferences.

Viva Leisure's advantage in a segmented market

Where many competitors operate within a single segment or format, Viva Leisure's multi-brand, multi-modality strategy provides a key advantage:

- We can tailor offerings to suit different demographics and price points.
- We optimise floor space, pricing, and service mix based on location-specific demand.
- We leverage our technology infrastructure to run efficient, data-driven operations at scale.

"Put simply, no single model suits every gym member. Each individual has unique needs, preferences, experiences and price sensitivities – and Viva Leisure is leading the way in delivering flexible, tailored solutions to meet them all."

Our ability to offer flexible memberships, integrate wellness and boutique services, and scale rapidly through corporate and franchise channels allows Viva Leisure to compete across all segments simultaneously, not just within one niche.

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Positioning Viva Leisure across all market segments

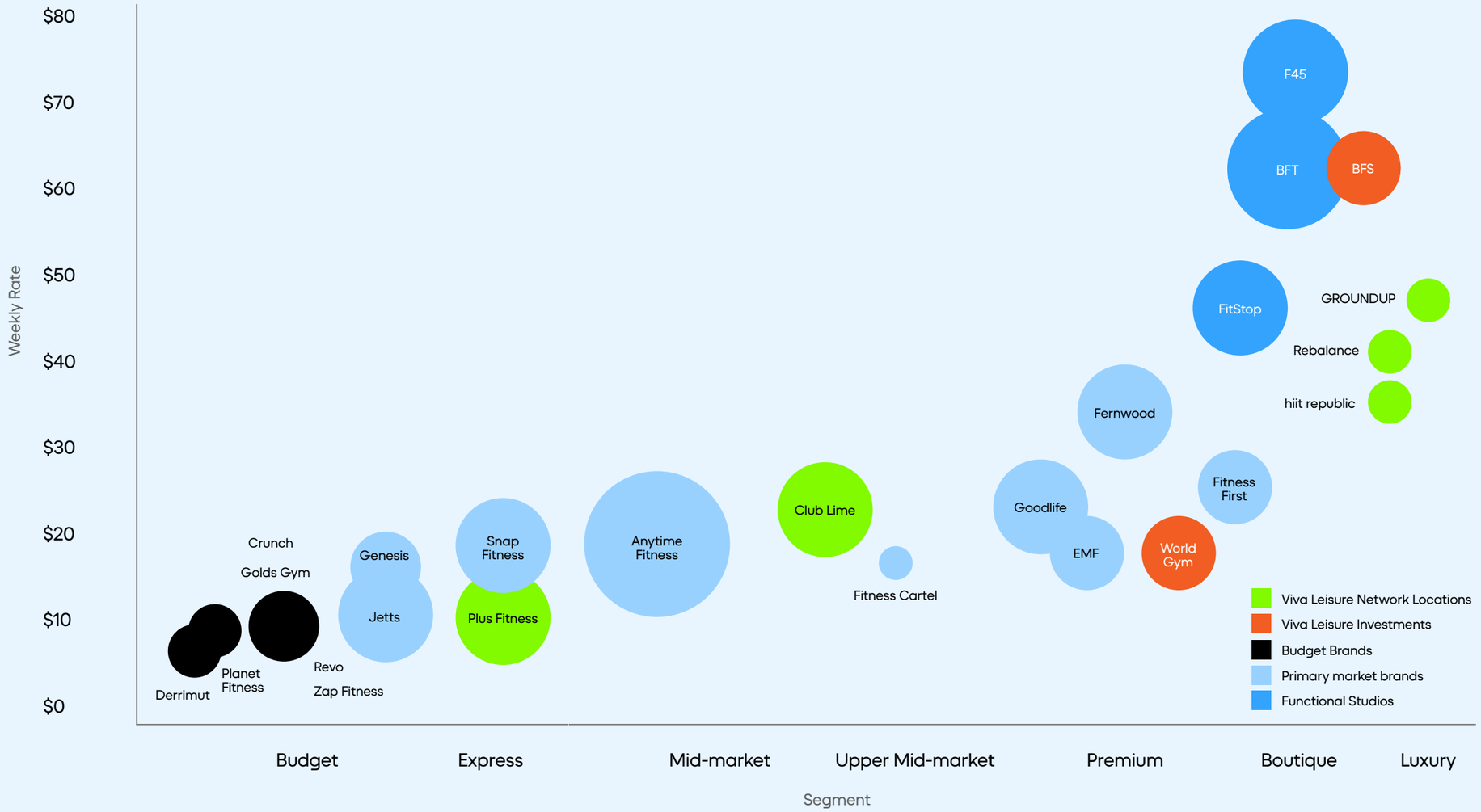
This chart clearly illustrates Viva Leisure's presence across every major segment of the Australian fitness market – from Budget and Express gyms through to Premium, Boutique, and the emerging Luxury segment. The vertical axis reflects average weekly price, while the horizontal axis maps the market segments by service tier.

Each bubble represents a fitness brand, with size indicating relative scale, and colour signifying Viva Leisure's role – either as a direct operator (light green), investor (red), or non-affiliated competitor (blue). Our key brands, including Plus Fitness, Club Lime, Hiit Republic, Rebalance, GroundUp, and our investment in Boutique Fitness Studios (BFS), and World Gym Australia demonstrate how our group is not confined to a single category, but strategically embedded throughout the entire pricing and experience spectrum.

The visual underscores Viva Leisure's strength in providing a diverse, integrated offering, catering to a wide range of member preferences – clearly validating the statement: "The fitness industry where one size does not fit all."

Brands and markets

Viva Leisure now a significant player in all market segments



- *Australian only locations*
- *As at December 2024*
- *Management opinion on market segments and price point ranges*

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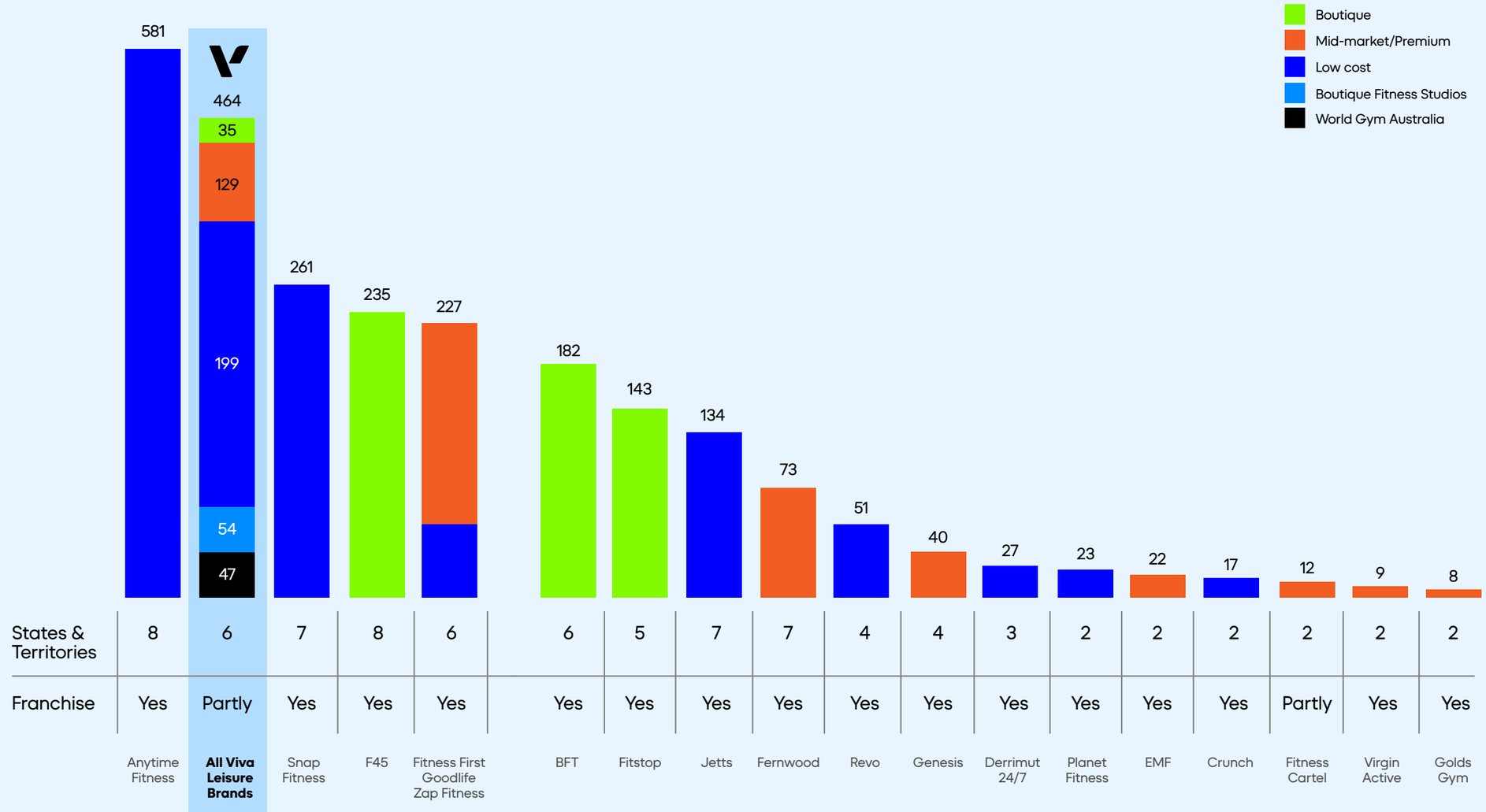
A leading operator in a fragmented market

This chart outlines the competitive landscape within the Australian fitness industry, showcasing the number of locations operated by leading fitness groups. Viva Leisure stands as the second-largest network in Australia, with 464 locations as of December 2024 – trailing only Anytime Fitness by raw location count, but uniquely positioned as a hybrid operator (part-corporate owned, part-franchised).

The visual also emphasises Viva Leisure's broad national presence, with operations in six states and territories, and a strategic mix of corporate clubs and franchise models. The inclusion of our extensive brand portfolio – ranging from Club Lime, hiit republic and Plus Fitness to GROUNDUP, Rebalance, Rumble, and World Gym – demonstrates how we have built a scalable, multi-brand platform unlike any other competitor.

This diagram also highlights a key insight: while the market appears crowded, no other operator competes with Viva Leisure's breadth of offering, national reach, and segment versatility – further reinforcing our differentiated value proposition.

Competitive landscape
Significant operator in the market



- *Australian locations only*
- *As at December 2024*
- *Franchise 'partly' means the operator has both corporate owned and franchised locations*
- *Source: Company websites and Gapmaps data*

Competitors

This table showcases a strategic comparison of Viva Leisure against the top 10 fitness industry competitors, highlighting operational scale, digital infrastructure, and commercial diversification.

It clearly illustrates Viva's unique market position, with unmatched capabilities across proprietary systems, multi-brand execution, and integrated revenue channels, ranging from app-based access and payment gateways to large-scale vending, signage, and radio networks. The table reveals Viva as the only operator delivering end-to-end control and innovation at scale, setting a new benchmark in fitness industry vertical integration.

	Viva Leisure	Anytime Fitness	Snap Fitness	F45	FLG[1]	BFT	Fitstop	Jetts Fitness	Fernwood Fitness	Revo Fitness
Franchised Locations Operator manages/owns a franchise network	●	●	●	●		●	●	●	●	
Corporate Locations Operates corporate owned locations	●				●			●	●	●
>100,000 Members Operator has >100,000 active (AU) members	●	●	●		●					●
>250,000 Members Growing scale with >250,000 (AU) members	●	●	●		●					
>500,000 Members Significant scale with >500,000 (AU) members	●	●								
>250 Location Network Significant scale with >250 locations	●	●	●							
Multi-Modality / Multi-Brand Strategy Focuses on one brand/on modality or multiple	●		◐		◐					
Internal Hardware/Software/App Developers Employs a team of internal hardware/software and app developers, designing proprietary solutions	●									
Proprietary Membership System Internally developed Member management system	●					◐				
Owned Payment Gateway PCI-DSS Level 1 Certified Gateway owner/ operator	●									
Access Control with App and Digital Wallet Allows access with an App and/or Digital Wallet	●	●						◐		◐
24hour Non-Member Access Pass System Offers a solution for Non-Members to access 24/7 by purchasing a pass with instant access	●									
Supplement Store Operates an Online or in-club Supplement Store	●									
Owned >150 Vending Machine Network Owns and Operates an Extensive >150 vending machine network	●									
Owned >500 Screen Digital Signage Network Owns and Operates an extensive >500 screen digital advertising network	●									
DAB & Streamed Radio Network Owns and Operates its own DAB and/or Streamed Radio Network so same music plays in all locations simultaneously	●									

● Yes

◐ Partly

- *Note: Management opinion & publicly available information*
- *As at December 2024*
- *All brands mentioned are owned by their respective trademark owners*
- *1 Fitness & Lifestyle Group includes Fitness First, Goodlife Fitness & ZAP Fitness in Australia*

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Future Objectives

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Club Lime Dickson ACT

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Future Objectives

As Viva Leisure enters its next evolution, our strategy is rooted in deepening integration, accelerating scale, and expanding global influence. Building on the strength of our proprietary technology and diversified brand portfolio, we are focused on initiatives that will redefine the future of fitness, wellness, and franchise innovation.

1. Global Franchise Expansion and Ownership Growth

Our franchise model is a proven engine for expansion, and we will continue leveraging it to establish Viva's presence in high-growth international markets including the UK, Singapore, Hong Kong, the Philippines, and India. A core focus will be on transitioning from minority investor to majority or full owner in key franchise groups.

Specifically:

World Gym Australia:
Viva Leisure currently holds a 25% stake, with the option to acquire the remaining 75% over the next three years.

Boutique Fitness Studios (BFS):
With 34% ownership and a clear path to full acquisition, BFS presents a strategic opportunity to scale premium Xponential Fitness brands across Australia and New Zealand, while integrating Viva Pay and Fling Pass to unlock new revenue channels.

2. Vivaverse as a Platform for the Industry

The expansion of The Hub, Viva Pay, and Access Control into external businesses is a strategic priority. By offering these as SaaS solutions, we position Viva as a technology partner to fitness operators globally, enabling seamless entry into new markets without physical presence. Our goal is to become the leading fitness infrastructure platform across the Asia-Pacific region.

3. Accelerated Wellness Integration

With consumer demand for holistic wellbeing on the rise, Viva will expand its wellness offerings through GROUNDUP Wellness and Club Lime's premium clubs. New locations will feature purpose-built recovery zones with ice baths, saunas, red light therapy, and compression services, integrated into core membership tiers to deliver higher value and differentiation.

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4. Growth of High-Margin Adjacent Platforms

We will continue to scale ancillary businesses including:

- Supp Society, with expanded eCommerce and in-club retail footprint.
- Digital Signage, growing toward $1M+ annual revenue.
- Vending and Audio Media, as fully automated, low-cost channels delivering commercial returns with no staffing overhead.

5. Smarter, Personalised Experiences Through Data

Leveraging our real-time analytics and AI capability, Viva will deliver hyper-personalised fitness and wellness experiences, from goal-specific content and habit tracking to adaptive pricing and location recommendations. This data-led personalisation will drive higher engagement, lower churn, and enhanced member lifetime value.

6. Responsible Growth with Impact

We remain committed to ISO-certified standards in sustainability, security, and safety. Future infrastructure investments will prioritise low-emissions design, digital-first operations, and inclusive accessibility across all markets.

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Key Initiatives for CY2025 and beyond

Initiative	Related Products	Impact
MemberID App Upgrade • AI based Coaching • Improved wearables integration	CLUBLIME, hiit republic, PLUS FITNESS, WORLD GYM	• Enhanced member engagement and retention through personalisation of fitness guidance • Future monetisation opportunity
Corporate Memberships • Launch of a self-service corporate membership offering	CLUBLIME	• New revenue stream targeting B2B market with streamlined onboarding process • Opportunity for program to expand into Affiliate program
In Club Supp Society stores & Smoothie bars • Target 40 locations in club	CLUBLIME	• Continued diversification of revenue through retail expansion and improved member experienced without overhead of additional rent
Vending Machines • Doubling of vending machine network	CLUBLIME, hiit republic, PLUS FITNESS, WORLD GYM	• Increased ancillary revenue and enhanced member experience • Together with Supp Society rollout provide better volume buying opportunity
International Expansion • Opening of first international locations in SE Asia and UK	PLUS FITNESS	• Geographical diversification and brand presence in new markets provides further technology and payments upside and low cost of expansion
Access Control Commercialisation • Licencing of Viva's access control solution to software providers	access	• Technology monetisation through B2B licensing partnership
Fling Pass • Launch of Fling Pass within existing Viva network • Expanding to third party gyms and studios	fling	• Public Launch of program • Expansion to third party gyms and studios will provide market differentiation through flexible membership model and new strategic partnerships
Hub Rollout • Migrate World Gym locations to the Hub in preparation for VivaPay implementation in CY2027	WORLD GYM, hub.	• Provide World Gym franchisees with operational efficiency and payment system integration readiness • Increased Viva Pay revenue once implemented
Digital Signage • Expansion and roll-out of additional screens, and implementation into Plus Fitness	CLUBLIME, PLUS FITNESS	• Enhanced marketing capabilities and additional advertising revenue opportunities

viva leisure

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