

Enriching people’s lives

The starting point is the desire from
our founding to make it possible for businesspersons
to afford to own a variety of suits.

We will contribute to the happiness of all our stakeholders
through diverse businesses designed to help people celebrate
their lives in various settings.

AOKI Group Philosophy

Business Integrity

Business integrity means contributing to society through our businesses.
In other words, we make every effort to pursue customer satisfaction.

Social Responsibility

Social responsibility means, on top of pursuing business integrity,
balancing realistic price and appropriate profit.
In other words, we further contribute to society through paying taxes.

Community Service

Community service means contributing to society in non-commercial ways,
for instance, by sponsoring charities, supporting cultural activities which is
beneficial to local communities, and encouraging employees to volunteer.

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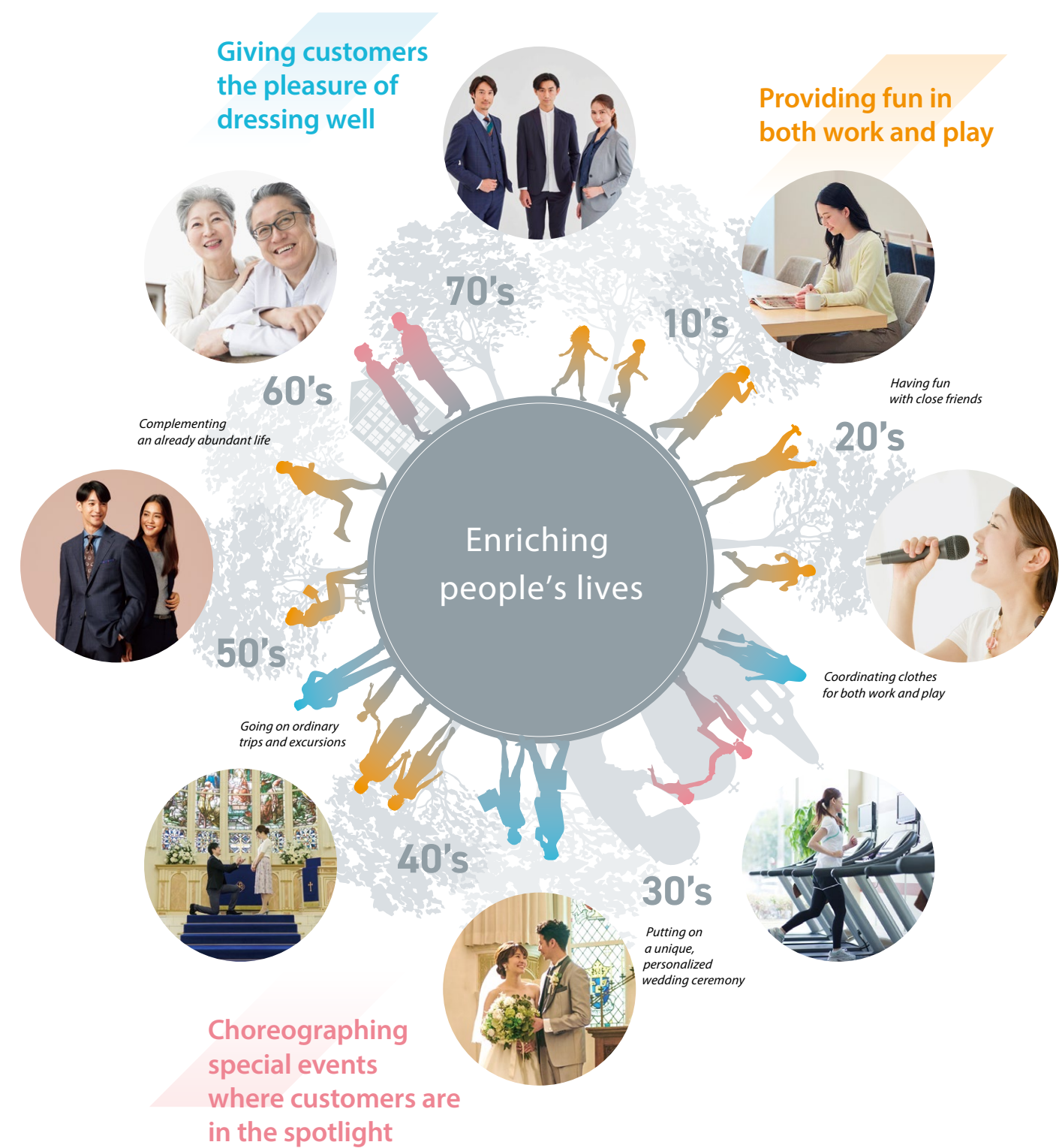
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Editorial Policy
The Integrated Report 2026 provides business results and financial information for the AOKI Group and includes our approach to resolving social issues through business activities and achieving sustainable growth through environmental, social and governance (ESG) activities. We hope that our shareholders, investors and other stakeholders will use it to better understand the AOKI Group. Scope: AOKI Holdings and its five consolidated subsidiaries Period: FY3/2026 (April 1, 2025 to March 31, 2026) Also includes some content from after April 1, 2026.

Who is the AOKI Group?

Enriching people’s lives in a variety of occasions



Store Development Capabilities Number of Group stores/locations 1,394 stores	Customer Base Total Group customer members Approx. 48 million *End May 2026	Human Resources Capabilities Number of Group employees (contract employees, part-time and casual employees) 3,226 (5,984)
Customer Service Capabilities Number of certified stylists Approx. 2,700	Strengths and Features BY THE NUMBERS: AOKI Group Strengths and Key Features (FY3/2026)	Merchandise Sales Capabilities Total yearly suit sales Approx. 740,000
Product and Service Planning Capabilities Total sales of popular KAIKATSU CLUB and COTE D'AZUR "Kin-no-Potato" series products Approx. 730,000 meals *Nov. 2023 to March 2026	Store Operating Capabilities Number of KAIKATSU CLUB stores/locations No.1 in the café complex industry	Service Quality and Production Capabilities Number of weddings produced Approx. 110,000

Fashion Business



We aim to have our business format evolve as "LIFE&WORK STYLE AOKI and ORIHICA" to meet the needs of the new era.

Characteristics of AOKI

- Stores: We are leveraging our brand power and know-how in developing chain stores to build a nationwide network including suburban stores and stores in city centers.
- Merchandise: We develop products in line with the trends of the times and based on customer feedback.
- Customer service: AOKI established the stylist system in 2004. At stores, certified AOKI Customer Stylists offer customers ideas for apparel that best match their preferences and lifestyles.

Characteristics of ORIHICA

- Stores: Different store types, depending on the location and customer base, are being opened with a focus on shopping centers.
- Merchandise: The concept is "Key to the new lifestyle."We position ourselves as a brand that provides simple and practical items in line with the times.
- Customer service: At ORIHICA stores, customers are assisted by Style Navigators who offer ideas about new ways to enjoy different fashions.



Entertainment Business



We aim to improve the business in response to the times and help our customers achieve a life of relaxation and vitality.

Characteristics of KAIKATSU CLUB

- Overview: Inspired by the image of a hotel in Bali, one of Asia's leading resort islands, these are nationwide members-only café complexes.
- Services: As well as fully private rooms with locks—popular for meetings due to their high confidentiality—these also feature a range of seating types and content such as booths, karaoke, and darts.

Characteristics of COTE D'AZUR

- Overview: This communication space offers a relaxing setting for music and conversation and is named after the luxury Côte d'Azur region in southern France.



Characteristics of Space Create JIYU KUKAN

- Overview: In 2022, the AOKI Group including RUNSYSTEM worked together to operate directly and through franchises nationwide the Space Create JIYU KUKAN café complex—a free space for play and relaxation.

Characteristics of FIT24

- Overview: 24/7 fitness gym. RECOVERY & BODYMAKE GYM with the concept of "Guiding you toward your true self."We support member's fitness goals with a comfortable training environment and comprehensive services available 24 hours a day.



Anniversaire and Bridal Business



We focus on proposals for weddings and receptions to meet increasingly diversified wedding styles and needs and are developing our business centered around "anniversaries."

Characteristics of Bridal Business

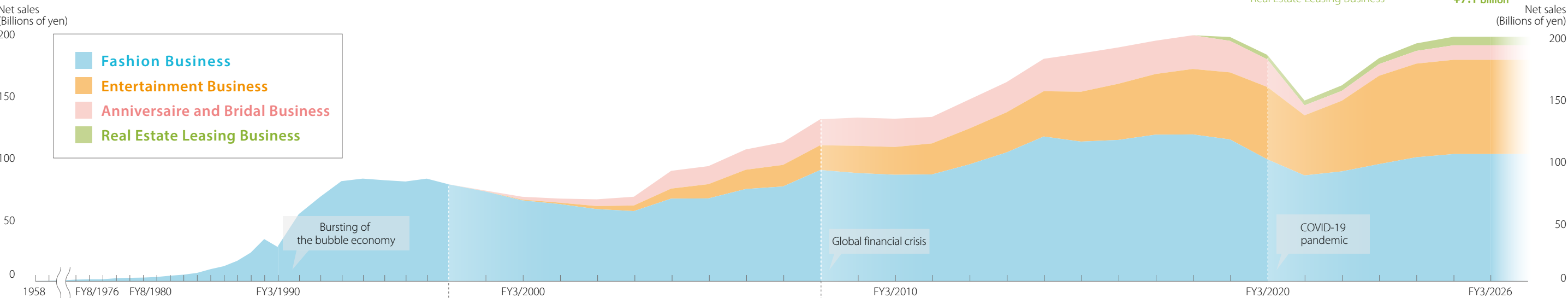
- Wedding halls: It is a European-inspired guesthouse-style wedding venue featuring a chapel that stages a moving ceremony and an elegant residence with a flower-filled garden for the reception.
- Style: A wedding producer is assigned to each ceremony, and there are specialists to assist with the menu, wedding attire, makeup, overall presentation, and other aspects to realize the ultimate wedding.

Characteristics of Core Store Brand Business (Banquets and Cafés)

- Banquets: With their prime locations and elegant wedding-venue ambiance, these spaces are the preferred choice for a range of business events such as meetings, celebrations, and exhibitions.
- Cafés: Our ANNIVERSAIRE OMOTESANDO and ANNIVERSAIRE MINATO MIRAI YOKOHAMA each also feature ANNIVERSAIRE Café. Connecting the spaces and experiences of weddings and banquets with everyday life, we offer a variety of plans for important milestones such as birthdays and wedding anniversaries.



We are reforming our business portfolio in line with the changing times, ensuring ongoing growth.



FY3/2026 Consolidated net sales¥194.5 billion

Table with 2 columns: Business Segment and Net sales (Billions of yen). Rows include Fashion Business (¥102.8 billion), Entertainment Business (¥76.7 billion), Anniversaire and Bridal Business (¥12.4 billion), and Real Estate Leasing Business (¥7.1 billion).

1958~
Creating a manufacturing and retail model and rolling out a high-quality, reasonably-priced original brand

Chain stores were rolled out in earnest to expand the scale of the business. A proprietary vertical merchandising system, which integrates everything from manufacturing to retail, was established by securing the production volume, allowing AOKI Holdings to provide high-quality suits at reasonable prices. Furthermore, AOKI Holdings focused on developing a private brand and actively developed new suit functions and proposed new styles.

1998~
Creating new businesses for various daily life scenes against a backdrop of lifestyle diversification

AOKI Holdings began promoting business diversification, including entertainment and bridal, in the late 1990s when people's interests shifted from the tangible to the intangible.

2008~
Delivering innovations for solving new social issues such as addressing the digital society and promoting women's advancement

AOKI Holdings transitioned to a pure holding company structure. As people's lives and environments changed, we pursued enhanced mobility and greater efficiency in order to provide valuable products and services.

2020~
Creating new value according to the new normal

We will create new value according to the new normal. This will include planning and improving products corresponding to changes in business styles, strengthening online customer service, proposing new wedding styles, and introducing various content and new services.

1958 Founded
1965 Shinonoi-Ekimae store is opened
1971 Nagano-Ekimae store is opened
1979 Full-scale chain store development is started

1981 Partnership is established with haute couture designer in Milan, Italy
1986 Yokohama Kohoku Main Store, one of the largest in the metropolitan area, is opened
1991 Listed on the First Section of the Tokyo Stock Exchange
1996 Wool recycling system is developed

1998 Entertainment Business is launched
First COTE D'AZUR karaoke facility is opened
1998 Anniversaire and Bridal Business is launched
ANNIVERSAIRE OMOTESANDO is opened
2002 Ladies' suits are rolled out at some stores (custom orders)

2003 First KAIKATSU CLUB café complex is opened
2003 Launched sales of the first product developed through joint industry-academia R&D
2003 First ORIHICA store is opened as a new line of fashion business

2008 AOKI Holdings transitions to a pure holding company structure
2009 Sales of washable suits (Premium Wash Suit) are launched
2013 Group reaches 1,000 stores
2014 Flagship ANNIVERSAIRE MINATO MIRAI YOKOHAMA is opened
2018 Construction of new head office is completed
2019 First FIT24 24/7 fitness gym is opened
2019 Real Estate Leasing Business is launched

2020 Pajama Suits® is planned and developed
2020 New wedding style is proposed
2022 Transferred to Tokyo Stock Exchange Prime Market
2022 Capital and business alliance is entered into with RUNSYSTEM CO., LTD., which becomes AOKI Holdings subsidiary
2022 Indoor golf is fully launched
2023 Complete renovation of ANNIVERSAIRE OMOTESANDO
2024 Medium-Term Management Plan FY2024–2026 is formulated and announced

Creation and transformation of businesses that encompass consumers' entire life stage

Business Environment

- Dwindling birthrate and aging population
- Entrenchment of new lifestyles
- Sudden climate change
- Diversification of work styles
- Increase in eco-awareness
- Heightened health consciousness
- DX throughout society

Strengths and Capital

Enriching people's lives

Human Capital

Customer Service Capabilities/ Human Resources Capabilities

Development of professional human resources who can fulfill the Group philosophy of enhancing customer satisfaction and contributing to society

Production Capital

Store Development and Operating Capabilities

Efficient management through utilization of development and operations data from around 1,400 Group stores

Intellectual Capital

Product and Service Planning Capabilities

Research and planning capabilities cultivated in each business and structure for creation of new products and services utilizing them

Social Capital

Customer Base

Broad customer base from cultivated brand loyalty and development of three businesses

RISING 2026

Medium-Term Management Plan FY2024-2026

Demonstrating synergies and strengthening governance utilizing Group shared know-how and assets

Store and capital investments ¥30 billion

Fashion Business

Conversion/Redesign from the current business model

Entertainment Business

Evolution of store models and expansion of the customer base

Anniversaire and Bridal Business

Branching out into brand businesses in addition to physical store operations

Desired State for FY2033

Continue sustainable growth through the creation and transformation of businesses that encompass consumers' entire life stage

Operating profit target

¥18 billion → ¥30 billion

ROE target

7.0% → 10% or more

EPS target

¥120 → ¥180 or more

Long-term policy

- 1. Establish new businesses in consideration of mergers and acquisitions, etc.
- 2. Achieve an overseas expansion of existing and new businesses
- 3. Achieve partnerships and collaborations in products and services

Promoting sustainability based on six key issues

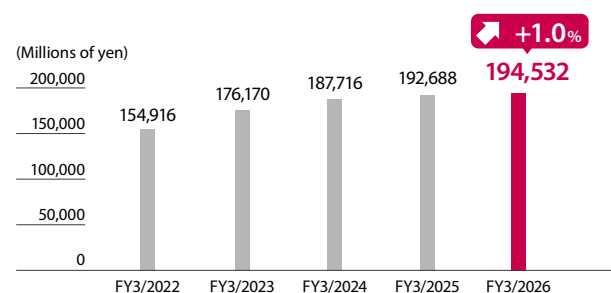
Business development/Innovation	Human resources	Environment	Local communities	Human rights	Governance
Provide new value through products and services	Ensure a comfortable and motivating work environment for all	Be kind to the environment	Revitalize and develop each region	Enable a responsible supply chain	Create a healthier management structure

Profile

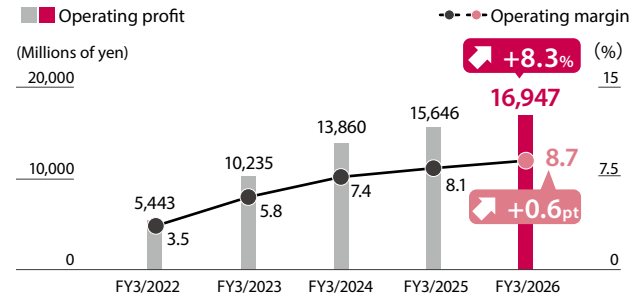
Financial and Non-financial Highlights

Financial

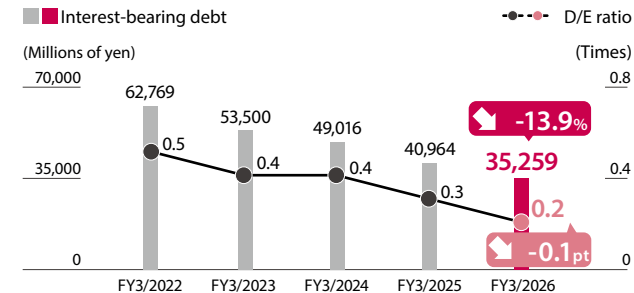
Net sales



Operating profit and operating margin

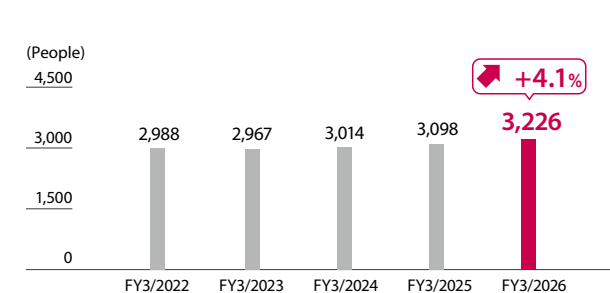


Interest-bearing debt and debt-to-equity ratio (D/E ratio)



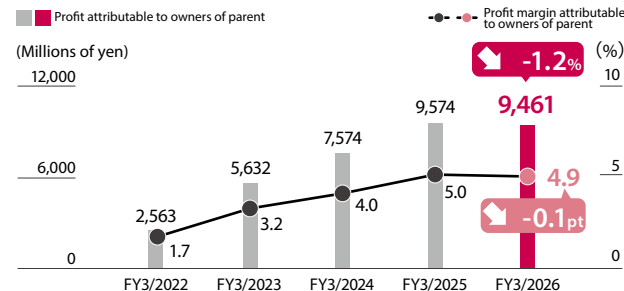
Non-financial

Number of full-time employees

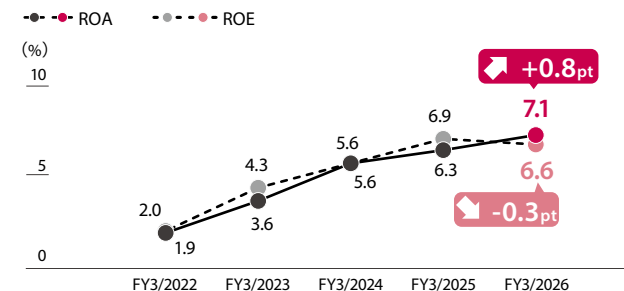


* This figure includes results from the consolidated second quarter of fiscal 2022 due to the acquisition of RUNSYSTEM CO., LTD. in June 2022.

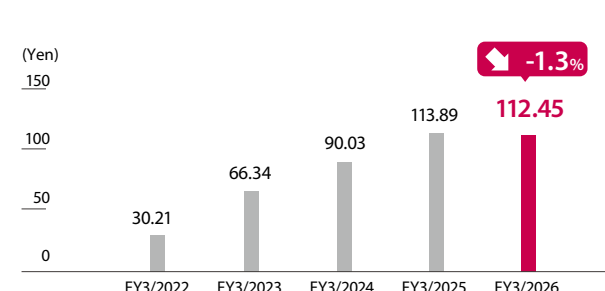
Profit attributable to owners of parent, profit margin attributable to owners of parent



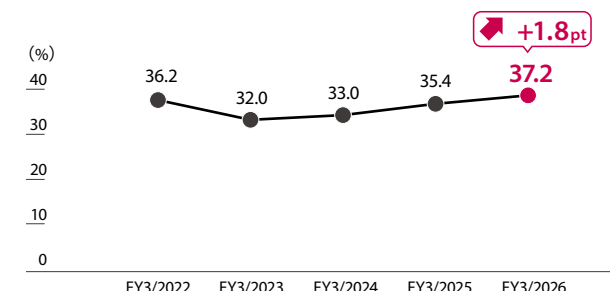
Return on assets (ROA)/Return on equity (ROE)



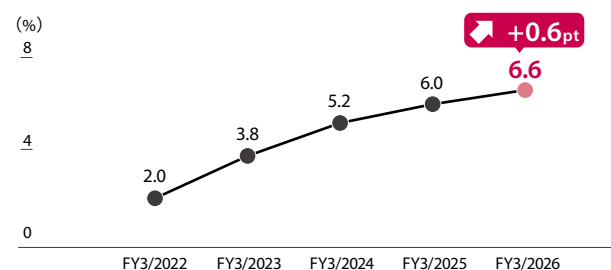
Earnings per share (EPS)



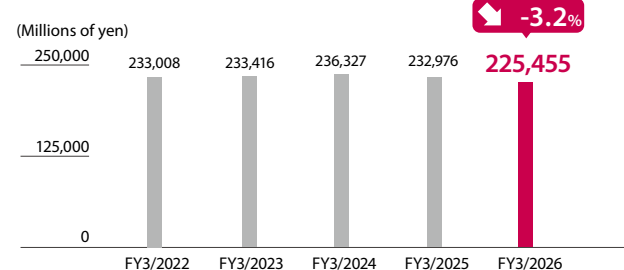
Ratio of female employees



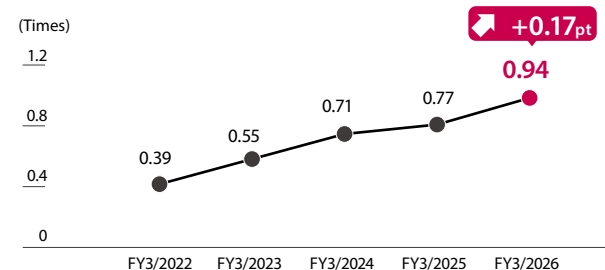
Return on invested capital (ROIC)



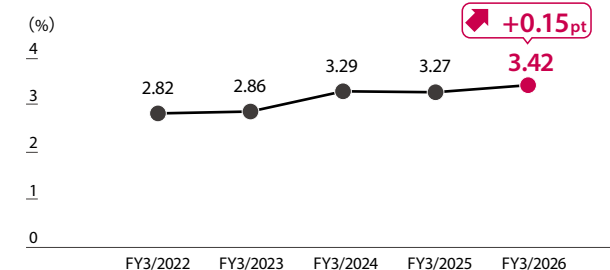
Total assets



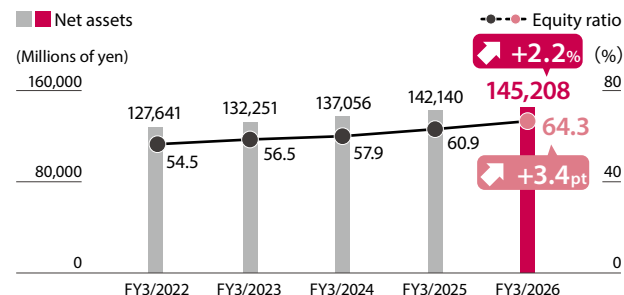
Price book-value ratio (PBR)



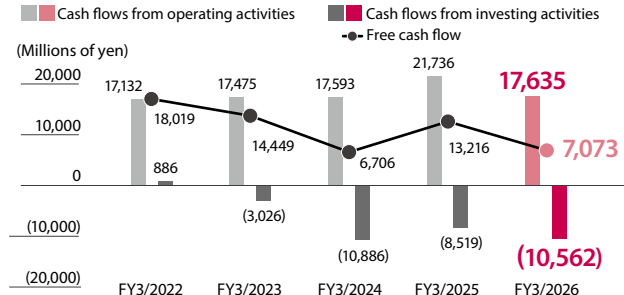
Percentage of employees with disabilities



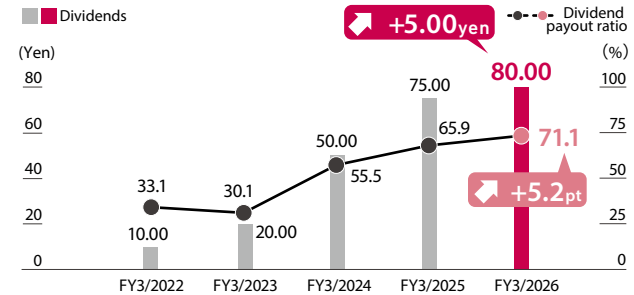
Net assets and equity ratio



Free cash flow



Dividends and dividend payout ratio



Number of stores/locations

