

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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The Basis of Sustainability Management

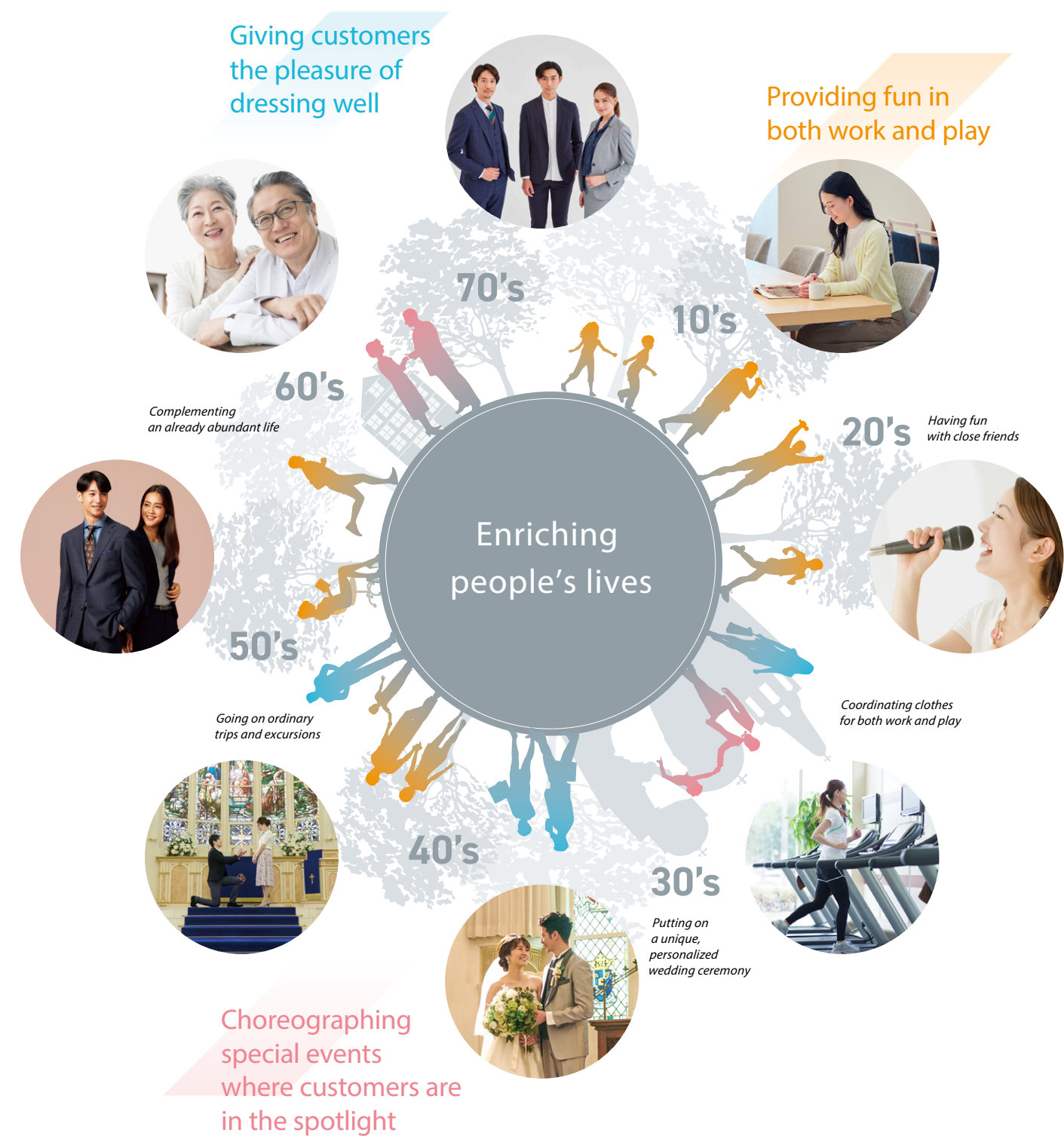
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Editorial Policy

The Integrated Report 2025 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: FY3/2025 (April 1, 2024 to March 31, 2025)
Also includes some content from after April 1, 2025.

Who is the AOKI Group?
Enriching people’s lives
in a variety of occasions



Store Development Capabilities  Number of Group stores/locations 1,381 stores	Customer Base  Total of Group customer members Approx. 45 million	Human Resources Capabilities  Number of Group employees (contract employees, part-time and casual employees) 3,098 (6,076)
Customer Service Capabilities  Number of certified stylists Approx. 2,600 *End Jun. 2025	Strengths and Features BY THE NUMBERS: AOKI Group Strengths and Key Features (FY3/2025)	Merchandise Sales Capabilities  Total yearly suit sales Approx. 790,000
Product and Service Planning Capabilities  Total sales of popular KAIKATSU CLUB and COTE D'AZUR "Kin-no-Potato" series products Approx. 560,000 meals *Nov. 2023 to end May 2025	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. We are operating our Size MAX specialty stores for larger sizes both as stand-alone stores and within some AOKI stores.
- Merchandise

We develop products in line with the trends of the times and based on customer feedback. We have created products that can be worn both at work and at play, such as “Pajama Suits” created with the concept of “The look of a suit with the comfort of pajamas,” as well as “MeWORK” brands products to support working women.
- 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. Training gives stylists knowledge about fashion, styling, and communicating with customers.

Characteristics of ORIHICA

- Stores

Different store types, depending on the location and customer base, are being opened with a focus on shopping centers. We are expanding in new areas that include underserved regions and in fashion buildings in city centers, aimed at increasing our market share.
- Merchandise

The concept is “Key to the new lifestyle,” in other words, the key to lifestyles for the next generation. We position ourselves as a brand that provides simple and practical items in line with the times, freely “edited” beyond conventional categories. Guided by our British creative director, we deliver collections spanning business apparel, casual clothing, and women’s fashions.
- Customer service

At ORIHICA stores, customers are assisted by Style Navigators who offer ideas about new ways to enjoy different fashions. These customer service experiences are shared company-wide with employees at each store, with this being connected to higher customer satisfaction.



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 where members can spend time as they wish. Their usage is expanding beyond just for relaxation during time off to also include teleworking and study.
- 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 to satisfy a range of needs. Content here is constantly being updated, from comic books through to videos and study materials.

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, which is known worldwide for its breathtaking scenery and is called heaven on earth. This offers a variety of different rooms depending on the occasion, including the latest karaoke machine, family rooms, and live rooms, where you can enjoy authentic cuisine made with care.



Characteristics of FIT24

- Overview

RECOVERY & BODYMAKE GYM is a self-directed fitness gym open 24/7 with the concept of “Navigate to the New You.” We support member’s fitness goals with a comfortable training environment and comprehensive services available 24 hours a day, every day, helping members become the best versions of themselves.



Anniversaire and Bridal Business



We offer proposals for weddings and receptions to meet increasingly diversified wedding styles and needs and are developing our business based 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. The originality of these events and the spectacular cuisine with hospitality make the day even more memorable for everyone, with a private space that feels like welcoming important guests into your own home. We have 10 wedding halls in Japan, including our venue in trendsetting ANNIVERSAIRE OMOTESANDO and ANNIVERSAIRE MINATO MIRAI YOKOHAMA, one of the largest wedding facilities in Japan.
- Style

A wedding producer is assigned to each ceremony, and there are specialists to assist with the menu, apparel, makeup, overall presentation, and other aspects to realize the happiest wedding. Whether your desire is for family focused, pageant-style, or casual weddings, your wishes for a uniquely personal wedding will be fulfilled at the venue you choose.

Characteristics of Core Store Brand Business (Banquets and Cafés)

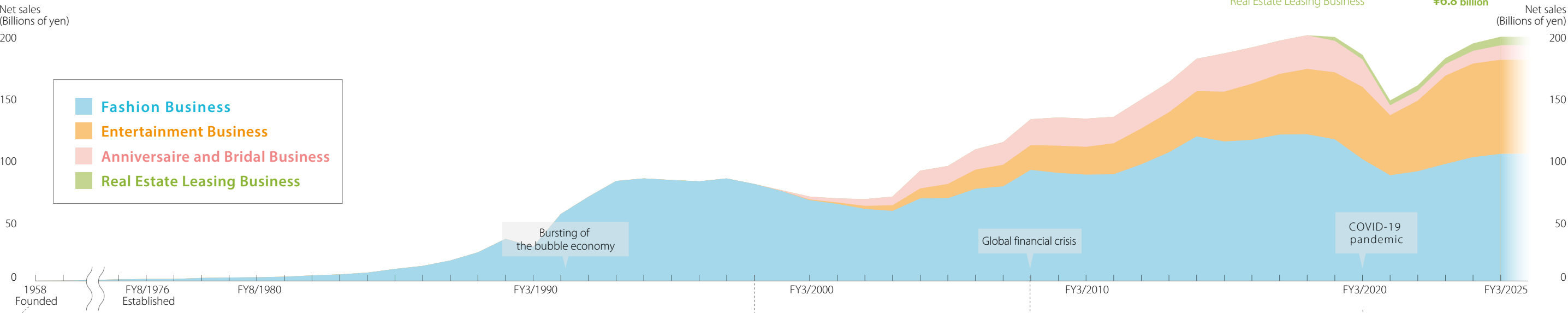
- Banquets

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. Drawing on the hospitality and personalization skills refined in our wedding services, we offer memorable experiences and unique proposals to accommodate a wide range of needs spanning from prestigious conferences through casual dining.
- Cafés

Our ANNIVERSAIRE OMOTESANDO and ANNIVERSAIRE MINATO MIRAI YOKOHAMA each also feature ANNIVERSAIRE Café. There are various special menus that make these places where customers can return anytime to celebrate special days and make new memories. Seasonal fairs are also held for special days like Valentine’s Day and Christmas.



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



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
Shinonoi-Ekimaie store is opened
1965
Shinonoi-Ekimaie store is opened
1971
Nagano-Ekimaie store is opened
1979
Full-scale chain store development is started
Nagano Minami Takada store is opened
1981
Partnership is established with haute couture designer in Milan, Italy
Original brand is rolled out
1986
Yokohama Kohoku Main Store, one of the largest in the metropolitan area, is opened
Head office is relocated to Yokohama
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
2003
First KAIKATSU CLUB café complex is opened
2003
Launched sales of the first product developed through joint industry-academia R&D
1998
Anniversaire and Bridal Business is launched
ANNIVERSAIRE OMOTESANDO is opened
2002
Ladies' suits are rolled out at some stores (custom orders)

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 designed
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

Continue sustainable growth through the 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
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 2033

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

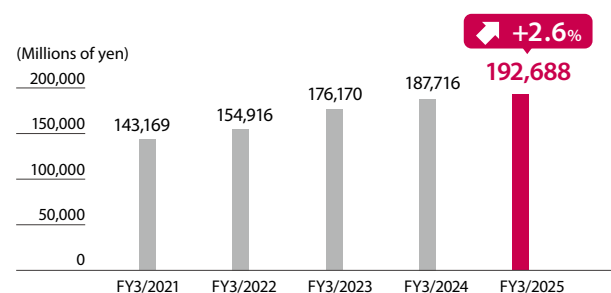
- 1. Establish new businesses in consideration of mergers and acquisitions, etc.
- 2. Achieve an overseas expansion of existing and new businesses
- 3. Achieve partnerships and collaborations in products and services

Promoting sustainability based on six key issues

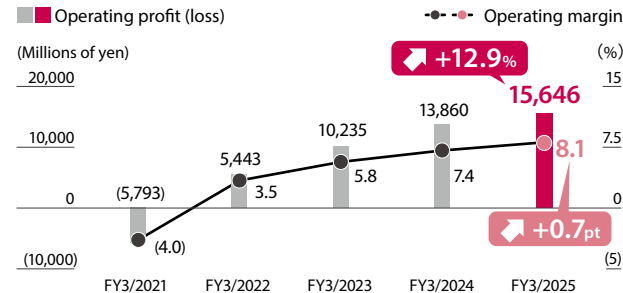
Business development/Innovation	Human resources	Environment	Local communities	Human rights	Governance
Provide new value through products and services	Ensure a comfortable and motivating work environment for all	Be kind to the environment	Revitalize and develop each region	Enable a responsible supply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

Financial

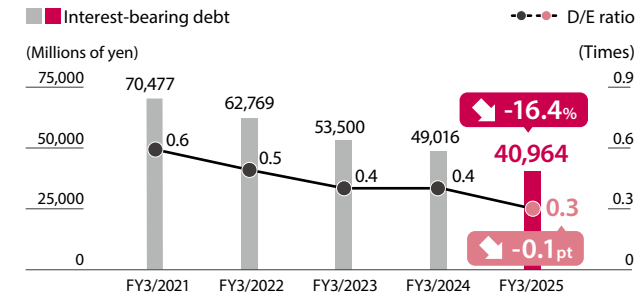
Net sales



Operating profit (loss) and operating margin

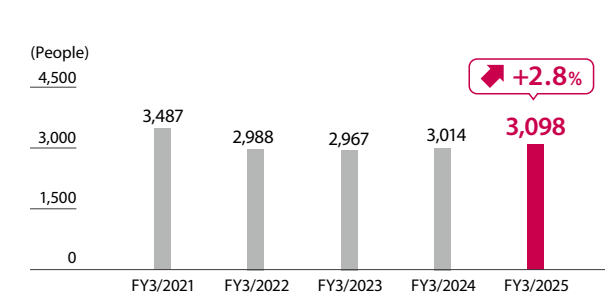


Interest-bearing debt and debt-to-equity ratio (D/E ratio)



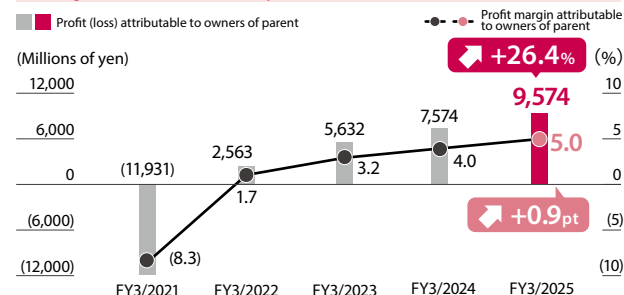
Non-financial

Number of full-time employees

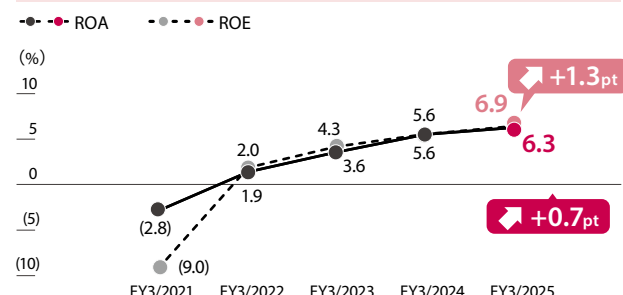


* This figure includes results from the consolidated second quarter of fiscal 2022 due to the acquisition of RUNSYSTEM CO., LTD. in June 2022.

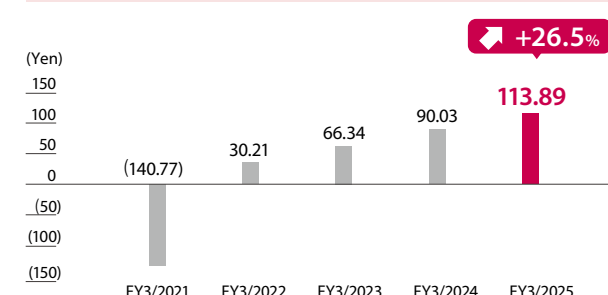
Profit (loss) attributable to owners of parent and profit margin attributable to owners of parent



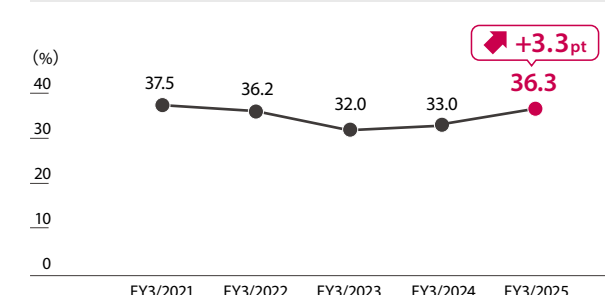
Return on assets (ROA)/Return on equity (ROE)



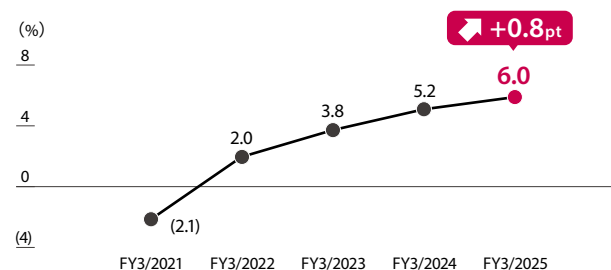
Earning per share (EPS)



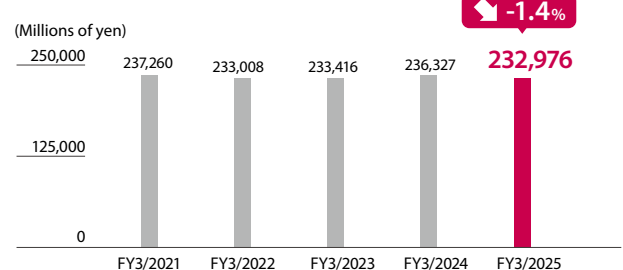
Ratio of female employees



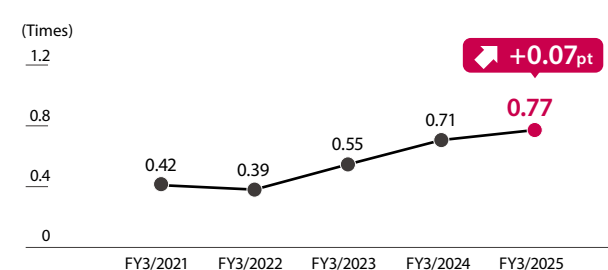
Return on invested capital (ROIC)



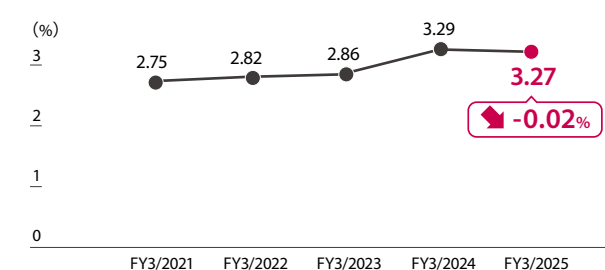
Total assets



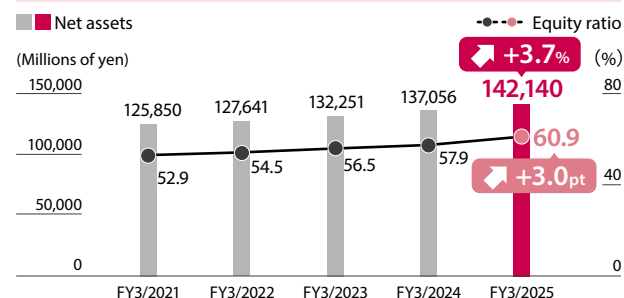
Price book-value ratio (PBR)



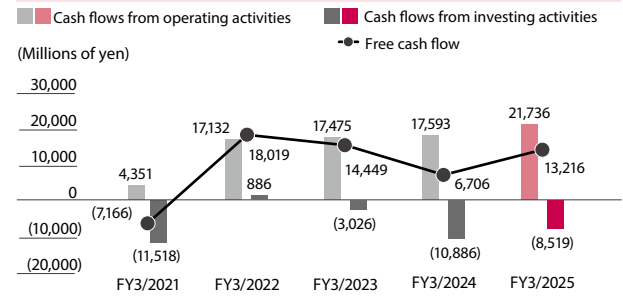
Percentage of employees with disabilities



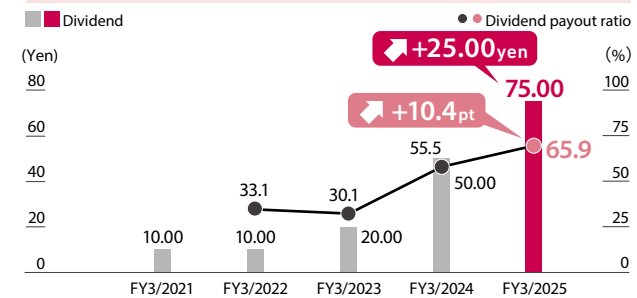
Net assets and equity ratio



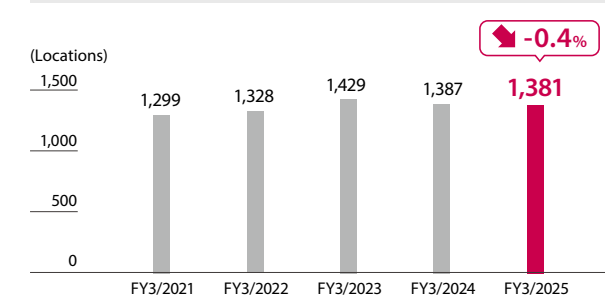
Free cash flow



Dividends and dividend payout ratio



Number of stores/locations



* Due to net loss, the dividend payout ratio for the fiscal year ended March 31, 2021, is not listed.