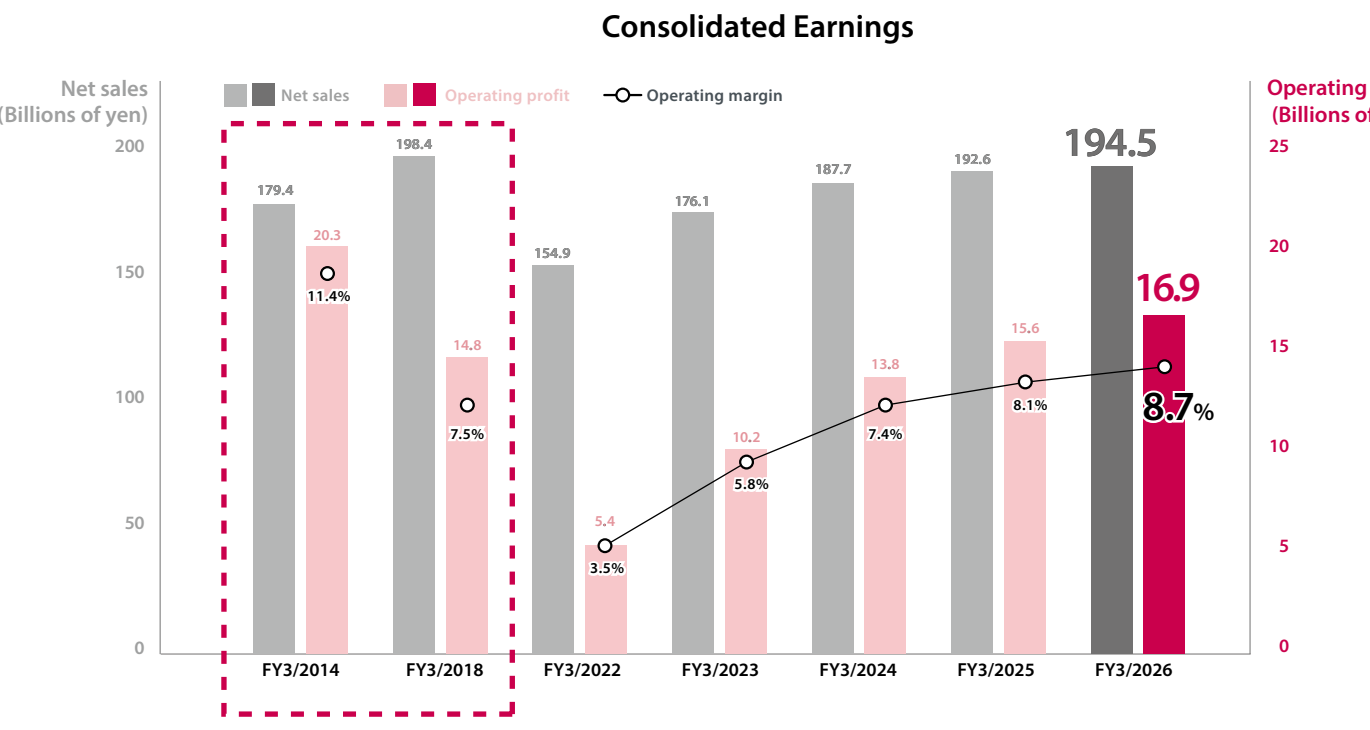
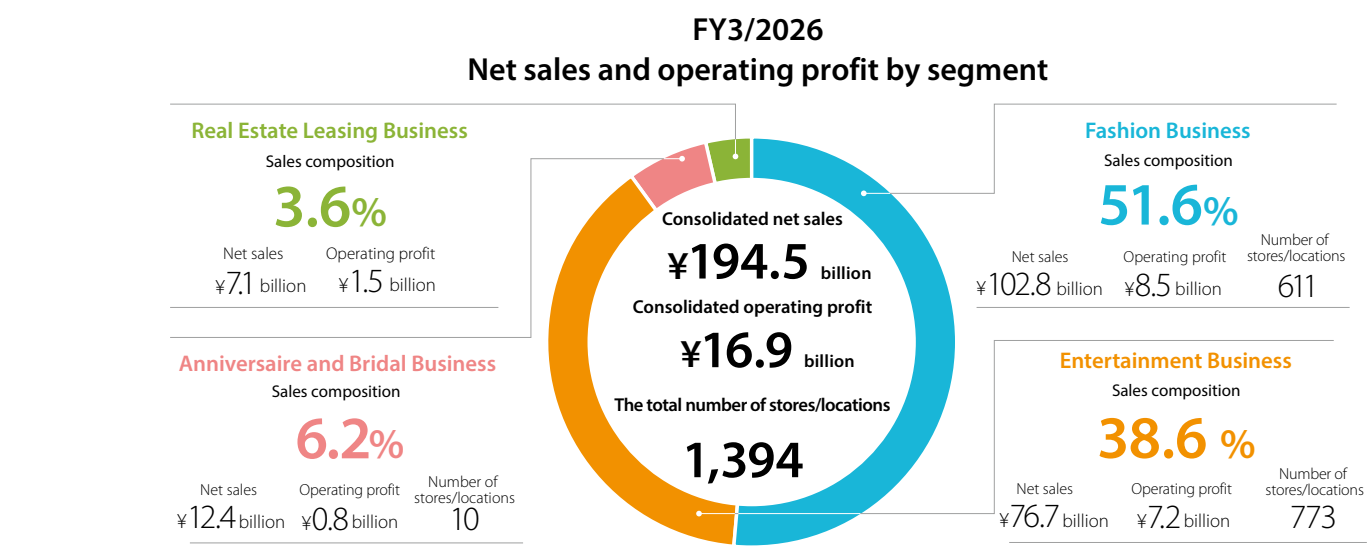


Business Overview

Highlights

Sales and profit increased for the fifth consecutive year, supported by strong performances in all businesses through initiatives such as introducing new products and services in response to changes in the market environment and lifestyles, as well as opening new stores and conducting renovations to improve store environments.



* FY3/2014 was the year of highest-ever full-year profit, and FY3/2018 was the year of highest-ever net sales, so they are provided for reference.

Performance Review for Each Business

Fashion Business

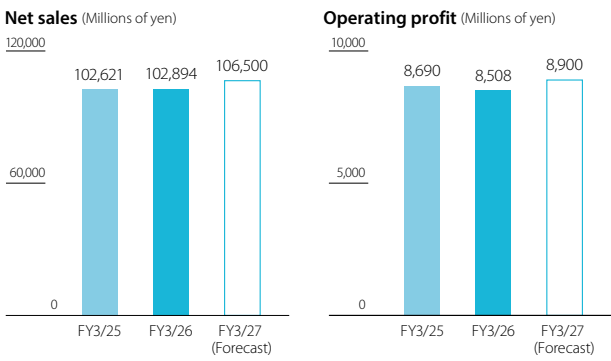
(Forecast as of May 12, 2026)

Initiatives in fiscal year ended March 31, 2026

At AOKI, we held the Freshers Support Fair for customers starting a new stage in life, featuring campaign characters who enjoy strong support among both men and women. In casual products, we expanded our “RECOVERY CARE+” series of fatigue-recovery wear in response to growing customer needs. For the MeWORK line of functional apparel for women, we collaborated with a popular magazine for working women to strengthen the development and proposal of numerous items combining current trends with functionality. At ORIHICA, as well as working to expand market share and increase brand recognition through planned new store openings, we also expanded our product lineup, including by adapting popular men’s business-casual products for women.

While these measures and new store openings contributed to increased sales, profits declined due to increases in costs, including higher purchasing costs and store-opening expenses.

Results for FY3/2026 and Forecasts for FY3/2027



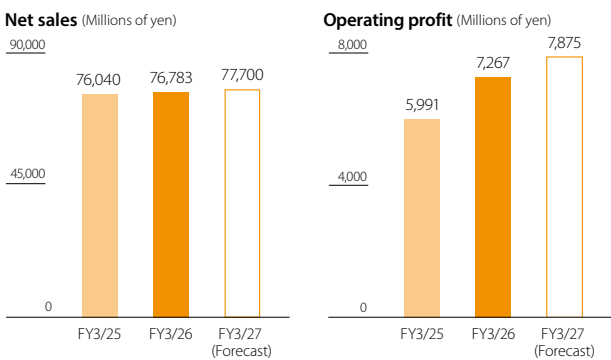
Entertainment Business

Initiatives in fiscal year ended March 31, 2026

At KAIKATSU CLUB, we continued to expand locations with fully private rooms with locks while strengthening food and beverage offerings through measures such as developing original KAIKATSU and enhancing popular content, with the aim of raising sales per customer, as well as bringing in more customers. At COTE D’AZUR, we focused on attracting a broad range of customers by expanding our food and beverage offerings through initiatives such as the “ICHIGO FAIR (Strawberry Fair),” held in collaboration with a premium ice cream brand, and by offering party courses timed to coincide with the welcome and farewell party season. At FIT24, our 24-hour fitness gym, we focused on attracting new members through initiatives such as membership campaigns offering discounted monthly fees while also working to provide a comfortable training environment that satisfies everyone from beginners to advanced users by strengthening the “START SUPPORT” training support program and introducing new machines.

As a result of these initiatives and solid performance at existing stores, sales increased for the fifth consecutive year and the business achieved record-high profit.

Results for FY3/2026 and Forecasts for FY3/2027



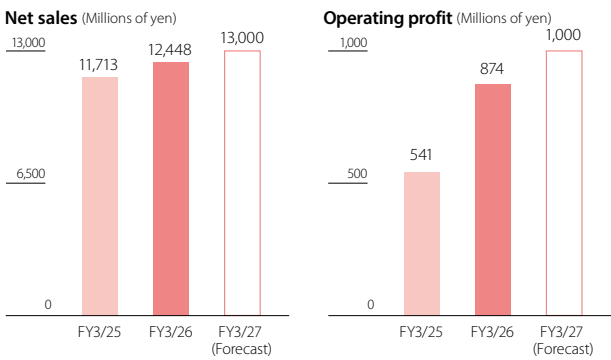
Anniversaire and Bridal Business

Initiatives in fiscal year ended March 31, 2026

We continued to strengthen our wedding sales activities while focusing on increasing the sales per couple through appropriate pricing in response to changes in the market environment and improvements in customer-service skills. Additionally, centered on the new concept “A wedding true to you is, we believe, never just for the two of you,” we differentiated ourselves by offering weddings that meet contemporary needs, including by responding to changing times and increasingly diverse values. Furthermore, in initiatives outside of weddings, we worked to capture demand for corporate banquets such as company exhibitions and parties, thereby raising our facility utilization rate while responding to a variety of usage needs. At ANNIVERSAIRE Cafés, we offered seasonal limited menus and gifts, including through collaboration fairs with well-known companies.

As a result of these initiatives, the number of ceremonies held and the sales per couple increased, particularly at our flagship OMOTESANDO and MINATO MIRAI YOKOHAMA locations, resulting in increased sales and profits.

Results for FY3/2026 and Forecasts for FY3/2027





Fashion Business

Business Environment

External Environment	Initiatives Policy
- Increasingly casual work styles and changes in purchasing behavior accompanying more diverse ways of working - Increasing tendency to save and polarization of consumption due to rising prices - Rising raw material and logistics costs due to geopolitical risks and other factors - Longer summers and warmer winters due to climate change - Shrinking domestic market and rising labor costs due to labor shortages	- Expand casual and women's apparel - Review store locations and convert store formats - Reduce inventory and space requirements through promotion of OMO - Strengthen development and proposals for functional products - Improve operational efficiency through DX

Basic Strategy for the Medium-Term Management Plan

Conversion/Redesign from the current business model

Business strategy for the Medium-Term Management Plan

- Store initiatives
- Improve sales floor efficiency and strengthen store openings in regions where ORIHICA is not yet established
- Product initiatives
- Expand into the wellness and sportswear market, and increase collaboration partners
- Digital transformation initiatives
- Strengthen e-commerce by utilizing AI, and promote consistency in store operations

In FY2025, net sales increased due to factors including growth in casual apparel and contributions from new store openings, but operating profit declined due to higher costs, including increased purchasing prices and store-opening expenses. On the store side, we carried out renovations to improve sales floor efficiency and continued planned store openings at ORIHICA (20 stores); on the product side, we expanded the lineup of the Pajama Suit® series, strengthened sales of the RECOVERY CARE+® series of fatigue-recovery wear, and launched products including the Kamiraku Setup, offering even greater functionality, under the MeWORK line of functional apparel for women. We also moved forward with preparations to introduce RFID (electronic tags), already installed

Strategic Targets and Progress		
	FY2026 target	FY2025 results
Percentage of stores located in shopping centers	28%	26.5%
Sales floor efficiency (gross profit per tsubo (3.3 sq. meters))	¥680,000	¥700,000

at all ORIHICA stores, at all AOKI stores in order to improve the efficiency of store operations.

On the other hand, in response to changes in the market environment and lifestyles, including the continuing decline of the suit market, changes in business styles, and diversification of customer needs, in FY2026 we will accelerate growth in casual and women's apparel as part of our further evolution toward "LIFE&WORK STYLE AOKI and ORIHICA." AOKI will also continue converting and redesigning its store formats from the conventional suburban model to the shopping-center format, while ORIHICA will continue planned store openings to increase market share and brand recognition.

Key Initiatives for FY2026

Key Initiatives for FY2026		
AOKI	Store	ORIHICA
Open shopping-center-format stores	Store	Continue selective store openings to increase market share
Renovate to improve sales floor efficiency		Increase the number of small store openings
Expand the RECOVERY CARE+® fatigue-recovery wear series	Product	Expand the BIZSPO® line of sporty apparel
Strengthen sales of the MeWORK women's brand		Develop collaborative products with external partners
Improve operational efficiency by introducing RFID at all stores	Digital transformation	Further promote OMO
Create store environments that allow employees to focus on customer service		Strengthen online customer service

Topics for FY2025

Roll out new format stores toward "LIFE&WORK STYLE AOKI"

AOKI is promoting the conversion of our store formats as we evolve from "AOKI—Suit Specialists" to "LIFE&WORK STYLE AOKI." As a symbolic initiative, we opened a new shopping-center-format store at LaLa terrace MUSASHIKOSUGI, a commercial facility in Kawasaki, Kanagawa Prefecture. By offering a well-balanced selection of business, casual, and women's apparel, the store responds to increasingly diverse customer needs while expanding points of contact with new customer segments.



Expanding business-casual category centered on BIZSPO®

At ORIHICA, we position BIZSPO®, which combines business and sports, as a growth driver and are expanding the product lineup. In addition to women's setup attire, we have introduced new products such as down vests and fleece-lined slacks, strengthening style proposals that seamlessly bridge work and other times. By responding to the diversification of work styles and business attire, we aim to raise recognition in the business-casual and office-casual markets.





Entertainment Business

Business Environment

External Environment	Initiatives Policy
- Growing demand for “third places” - Entrenched cost-consciousness and greater price sensitivity due to rising prices - Rising costs in a wide range of areas, including construction and fuel - Structural labor shortages and rising labor costs	KAIKATSU CLUB - Continue to expand fully private rooms with locks - Expand introduction of labor-saving systems and improve store operating efficiency KAIKATSU CLUB COTE D'AZUR - Increase the added value of products and services through collaborations with well-known companies - Refine pricing strategies according to local characteristics and periods of demand

Basic Strategy for the Medium-Term Management Plan

Evolution of store models and expansion of the customer base

Business strategy for the Medium-Term Management Plan

- Reduce store opening costs and improve investment efficiency for all businesses
- Consolidate and reorganize unprofitable stores in accordance with our standards

In FY2025, net sales increased due to solid performances at existing stores and contributions from new store openings. Furthermore, measures such as appropriate pricing and improvements in store operations meant operating profit also increased. This marked the fifth consecutive year of increased sales and profits and a new record high for profits. At KAIKATSU CLUB, we worked to increase sales per customer and to attract more customers by expanding urban stores solely comprising fully private rooms with locks and by enhancing content. At COTE D'AZUR, we focused on attracting a broad range of customers by expanding our food and beverage menus and conducting various campaigns. At FIT24, in addition to strengthening efforts to attract new members and expanding the START SUPPORT training support program, we worked to provide a

KAIKATSU CLUB Strategic Targets and Progress		
	FY2026 target	FY2025 results
Utilization rate of KAIKATSU CLUB urban stores	60%	47.9%
Ratio of KAIKATSU CLUB urban stores	21%	15.9%
Female customer ratio at KAIKATSU CLUB urban stores	35%	23.7%

comfortable training environment.

Going forward, we will promote initiatives toward the “evolution of store models and expansion of the customer base” in anticipation of sustainable growth in response to rapid changes in the market environment, including diversification in customers’ lifestyles and leisure activities, as well as the need for differentiation amid intensifying competition. KAIKATSU CLUB will continue expanding urban stores and responding to diverse usage needs. COTE D'AZUR will work to broaden the customer base by proposing a variety of usage occasions beyond karaoke. FIT24 will expand new store openings while offering plans and services that satisfy everyone from beginners to advanced users, thereby increasing membership and differentiating FIT24 from competitors.

Key Initiatives for FY2026

快活 CLUB	カラオケ COTE D'AZUR コート・ダジュール	FIT 24
Continue opening urban stores solely comprising fully private rooms with locks	Propose a wider range of usage scenarios beyond karaoke	Strengthen acquisition of new members through offering free trial sessions and various plans
Introduce and replace content according to customer bases	Evolve room formats in line with changing usage scenarios	Reduce membership cancellations by strengthening the START SUPPORT training support program
Collaborate with well-known companies	Expand food and beverage menus and conduct collaboration campaigns	Build strong market areas through store expansions

Topics for FY2025

Expand KAIKATSU CLUB stores, centered on urban areas

KAIKATSU CLUB continues to roll out urban stores solely comprising fully private rooms with locks in response to increasingly diverse usage needs. In FY2025, we enhanced openings in highly accessible urban areas, including Higashi-Ginza and in front of Asakusa Station. By providing comfortable spaces for a wide range of scenarios, including taking a break while away from home, teleworking, and serving as a base during sightseeing or business trips, we are expanding our customer base and strengthening our earnings foundation.



FIT24: Increasing added value through the introduction of PANATTA

FIT24 has introduced Italian-made PANATTA training machines to further enhance its training environment in line with the objectives and ability levels of individual members. Their ergonomic design and fine adjustability support safe and effective training for everyone from beginners through to advanced users. Through this differentiation in equipment, we are working to develop gyms that members will want to keep returning to.





Anniversaire and Bridal Business

Business Environment	
External Environment	Initiatives Policy
Weddings	
- Declining population and decrease in the number of couples married - Shrinking market for wedding ceremonies, receptions, and parties - Diversification of wedding and reception styles along with customer needs	- Strengthen proprietary promotional activities, including in-house customer attraction events - Increase the conversion rate by improving and standardizing customer service capabilities - Increase sales per couple by providing high-value-added services - Maintain high-quality facilities and equipment
Non-weddings	
- Expanding the corporate events market - Growing demand for diverse facilities suited to different types of events	- Strengthen the sales structure to acquire new customers and convert them into repeat customers - Develop new plans and services - Deliver event management that offers high levels of customer satisfaction

Basic Strategy for the Medium-Term Management Plan

Branching out into brand businesses in addition to physical store operations

Business strategy for the Medium-Term Management Plan

- Improve profit/loss through more refined and efficient investment in existing stores
- Taking on new business challenges using bridal know-how

In FY2025, we increased the number of ceremonies held along with improving the customer experience, particularly at our flagship OMOTESANDO and MINATO MIRAI YOKOHAMA locations; as a result, the number of weddings held and sales per couple increased, resulting in increased sales and profits. In the Wedding Business, wedding bookings remained solid due to factors including enhanced promotional activities and the effects of facility renovations. Additionally, based on the newly announced concept, “A wedding true to you is, we believe, never just for the two of you,” we differentiated the ANNIVERSAIRE brand by offering weddings that meet contemporary needs, including by responding to changing times and increasingly diverse values. In the Non-wedding Business, which includes corporate banquets such as company events and parties, we strengthened our

Strategic Targets and Progress		
	FY2026 target	FY2025 results
Non-wedding sales ratio	7%	6.5%

* The non-wedding sales ratio is based on sales before application of the revenue recognition standard.

sales structure in response to expanding demand and developed more appealing products and services by leveraging strengths such as the know-how cultivated in the Bridal Business. As a result, the non-wedding sales ratio increased from 2.8% in FY2023 to 6.5% in FY2025, representing steady progress toward the FY2026 target of 7%. In FY2026, we will strengthen wedding booking activities by expanding proprietary promotional initiatives and further capture demand for corporate banquets. With an eye to long-term structural changes in the bridal market, we will work to improve location productivity and strengthen our earnings base through the twin pillars of enhancing the competitiveness of the wedding business and growing the non-wedding business.

Key Initiatives for FY2026		
Bridal Business	Core Store Brand Business	Production Business
Larger variety of wedding services and plans for meeting a broader range of needs	Strengthen efforts to capture growing corporate banquet demand and develop new products and services	Verify the market potential and business viability of new businesses
Strengthen booking activities by expanding customer acquisition channels and implement measures to increase sales per couple	Offer seasonal dessert and beverage menus (ANNIVERSAIRE Cafés)	Verify the potential for commercialization through trials of contracted businesses

Topics for FY2025

A new wedding concept for realizing “A wedding true to you”

Japan’s wedding market is currently undergoing a major transition. While there is growing demand for weddings that reflect couples’ own values without being bound by conventions or customs, there are also many cases in which couples choose not to hold a wedding because they find it difficult to make their ideal wedding a reality when constrained by conventional formats. Recognizing these changes, ANNIVERSAIRE developed a new wedding concept that enables couples to express their feelings and individuality: “A wedding true to you is, we believe, never just for the two of you.” We propose weddings in which the couple’s feelings are conveyed directly to their guests, allowing everyone who attends to share in the joy and sense of togetherness. Under the new concept, we place particular importance on expressing what makes each couple unique and on their connection with their guests, proposing weddings that reflect the individual wishes of each customer in everything from attire and coordination through to staging. We are also focusing on designing the flow of wedding programs to allow couples to spend more meaningful time with their guests, including time for conversation and photographs. While continuing to draw on the hospitality and service quality we have cultivated since our founding, we will create warm

connections between people that can only be experienced at a wedding through products and services that respond to the values of today. Through these efforts, we will enhance customer experience value and strengthen the competitiveness of the Bridal Business, thereby increasing brand value and contributing to sustainable business growth.

