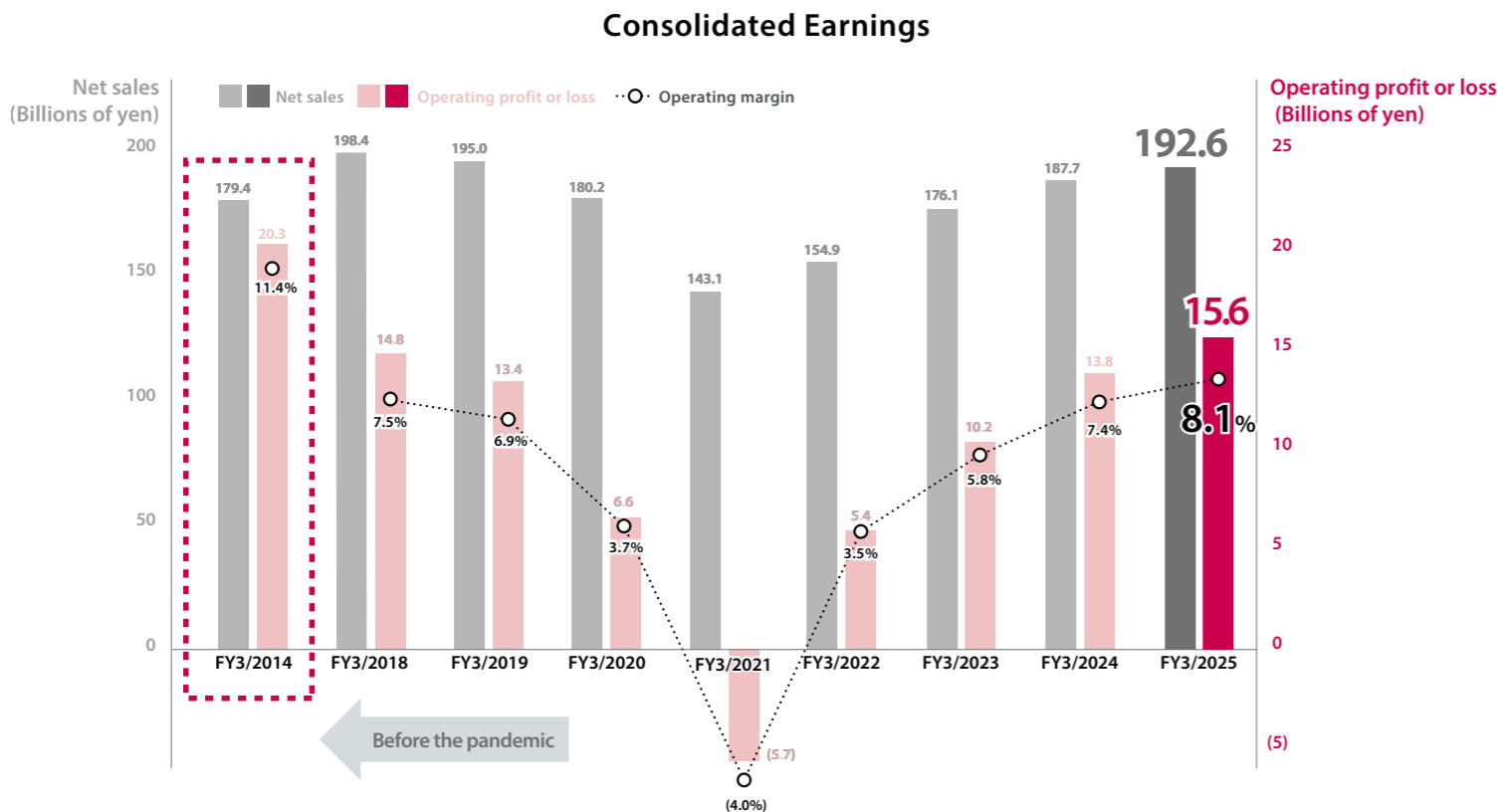
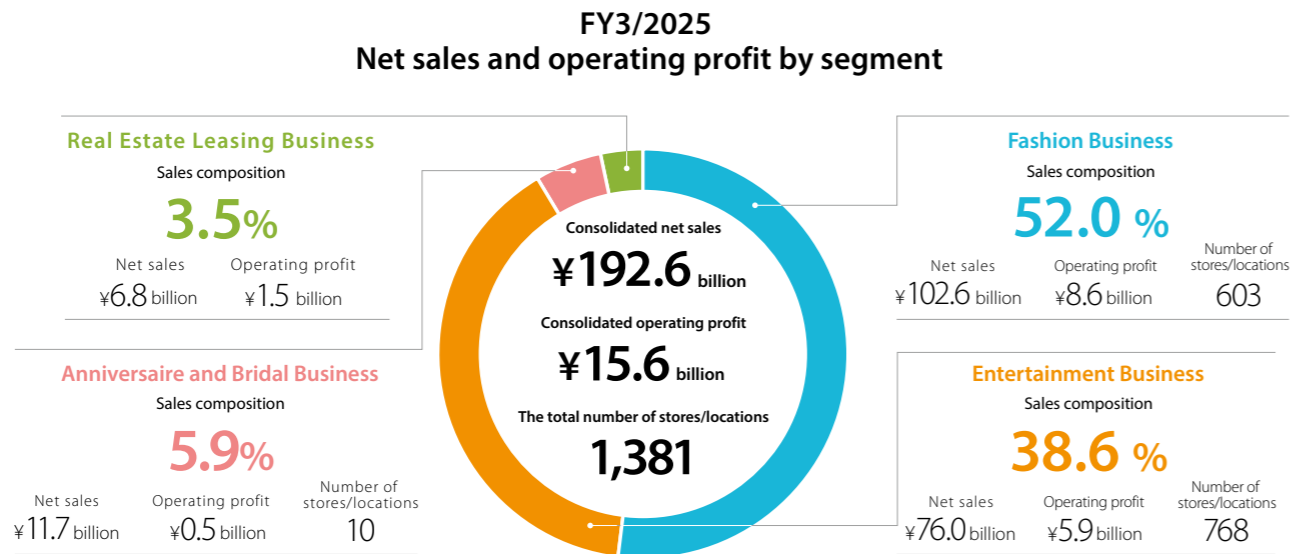


Business Overview

Highlights

Sales and income increased for the fourth consecutive year, supported by strong performances at existing stores 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 improving the store environment.



* FY3/14 was the year of highest-ever full-year profit. Figures are provided for reference.

Performance Review for Each Business

Fashion Business

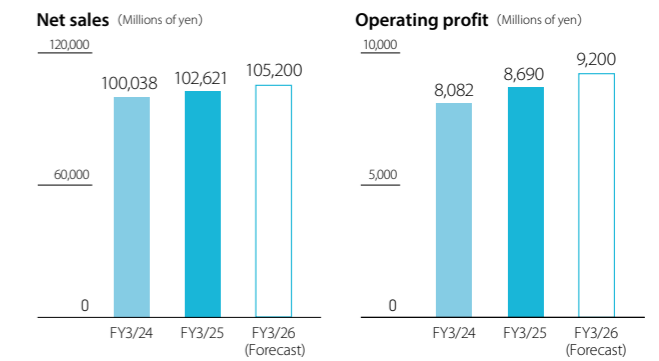
Initiatives in fiscal year ended March 31, 2025

AOKI continued to offer high value-added products and Quick Order Suits (QOS), as well as holding the Freshers Support Fair for “freshers,” who are young people starting college or a new job. In casual products, we expanded our lineup in the Pajama Suits® series and strengthened our marketing. For the high-performance women’s wear brand MeWORK, we launched versatile new suits suitable for various occasions, enhancing our product range and proposals. At ORIHICA, we are actively opening new stores, including in previously underserved areas, to increase recognition and expand market share, as well as expanding the lineup for “BIZSPO®,” a line of sporty business casual wear, further enriching its product offerings.

These moves along with increased average customer spending have contributed to stable performance in existing stores, resulting in increased sales and profits.

(Forecast as of May 9, 2025)

Results for FY3/2025 and Forecasts for FY3/2026



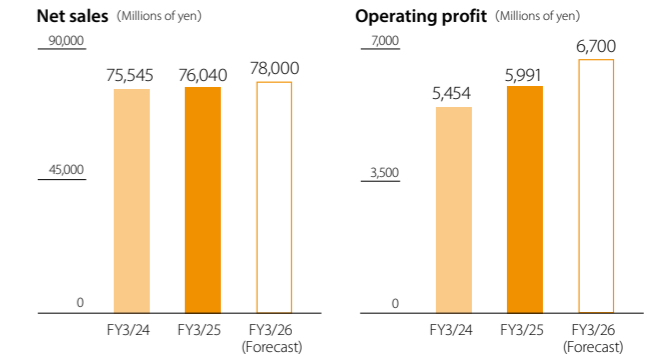
Entertainment Business

Initiatives in fiscal year ended March 31, 2025

At KAIKATSU CLUB, we continued to expand the number of fully private rooms with locks by introducing popular content tailored to each store and carrying out renovations to improve store environments. By focusing on these detailed, customer-focused measures, we boosted customer acquisition and raised the average spend per customer. At COTE D’AZUR, we introduced various discount services, including student-only discount menus and all-you-can-drink courses limited to our corporate members. Additionally, we enhanced our food and beverage offerings with the release of a new white truffle flavor for our popular “Kin-no-Potato” line. At FIT24, a 24/7 self-directed fitness gym, our focus was on initiatives including hosting free trial events, offering referral discounts and transfer discounts to attract new members while expanding training support across all locations.

These moves and stable performance in existing stores have resulted in increased sales and profits.

Results for FY3/2025 and Forecasts for FY3/2026



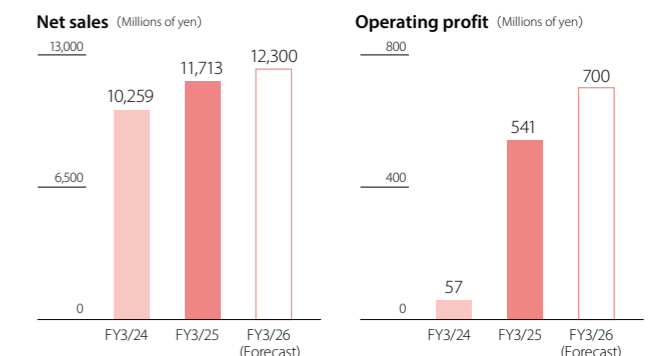
Anniversaire and Bridal Business

Initiatives in fiscal year ended March 31, 2025

We continued to strengthen our sales activities by enhancing our bridal fairs and participating in customer-attraction events while also focusing on raising the per-wedding price through stronger proposals for various items such as food and beverages, attire, and floral decorations. Furthermore, on September 14 we reopened ANNIVERSAIRE MINATO MIRAI YOKOHAMA, one of Japan’s largest guesthouse-style wedding venues, to mark its 10th anniversary. This let us respond to increasingly diverse needs, including the steadily growing demand for meetings, incentives, conferences, and exhibitions. In ANNIVERSAIRE Cafés in OMOTESANDO and MINATO MIRAI YOKOHAMA, we offered seasonal limited menus as well as gift items.

These moves, along with the full-year operation of ANNIVERSAIRE OMOTESANDO, which had been closed until mid-September in the previous fiscal year, coupled with an increase in the number of ceremonies held, resulted in increased sales and profits.

Results for FY3/2025 and Forecasts for FY3/2026



Fashion Business



Basic strategy for the Medium-Term Management Plan

Conversion/Redesign from the current business model

Business Environment Awareness and Themes

The proliferation of teleworking and the establishment of the Cool Biz style have continued to shrink the market for suits, and lifestyle changes driven by climate change are accelerating this trend. At the same time, external conditions remain uncertain amid surging energy costs, rising raw material prices, and higher labor costs. On the other hand, the diversification of business attire has increased demand for men's business casual wear, and

legal reforms supporting the empowerment of women have expanded the market for women's business fashions. In response to these market changes, the Fashion Business has reaffirmed the belief that "status quo = decline" and has set "speeding up reform and growth" as its top priority, aiming to evolve into "LIFE&WORK STYLE AOKI and ORIHICA."

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 the standardization of store operations

The Fashion Business, under the Medium-Term Management Plan "RISING 2026," has adopted "conversion/redesign from the current business model" as its core strategy and is promoting three key initiatives: store initiatives, product initiatives, and digital transformation (DX) initiatives.

In FY2024, growth in casual apparel, along with improvements in gross profit margin through restrained discounting and appropriate pricing, contributed to achieving the planned operating profit. In terms of store-related measures, renovation to improve sales floor efficiency was carried out, and the opening of ORIHICA stores (15 stores) was accelerated. On the product side, Quick Order Suits were rolled out at all stores; the Pajama Suit® series lineup was expanded; and the women's brand "MeWORK" was promoted, resulting in an expanded item lineup and increased sales of women's apparel. DX initiatives included promoting stable operations by leveraging RFID (electronic price

tags) introduced at all ORIHICA stores in FY2023 to streamline store operations.

However, given the continuously shrinking market for suits, we recognize that it will be essential to engage in ongoing product development and service enhancements that provide value to customers. Looking to FY2025, we anticipate further growth in casual and women's apparel, accelerating the evolution of our brands to realize "LIFE&WORK STYLE." At the same time, ORIHICA will continue opening stores toward achieving a 200-store network, aiming to increase brand recognition and expand market share through new area development while AOKI will prepare to introduce RFID.

The Fashion Business will continue to address changes in the market and society and strive for sustainable growth by taking on the challenge of creating new value that meets the diverse lifestyles of our customers.

FY2026 Strategic Targets and Progress			
	Target	FY2024 results	Achievement rate
Percentage of stores located in shopping centers	28%	25.5%	91.1%
Sales floor efficiency (gross profit per square meter)	¥680,000	¥700,000	102.9%

Main policies for FY2025



Store

- Renovate to improve sales floor efficiency

Product

- Continue measures to increase sales of casual apparel, including expansion of the Pajama Suit® lineup and new TV commercials
- Reinforce sales activities for women's apparel, mainly the "MeWORK" brand

Digital transformation

- Preparation for updating the POS system and for starting the use of RFID

Store

- Open stores as progress continues for reaching 200 stores
- Locations in new areas to raise awareness of ORIHICA and increase market share

Product

- Enlarge/Upgrade lineup of business-casual merchandise
- Merchandise series that reflect increasingly longer summer weather
- Numerous collaborations with various partners

Digital transformation

- More use of digital technologies to serve customers
- Training programs to create internal influencers

Topics for FY2024

Expansion of products for both men and women to accommodate changing lifestyles

In women's apparel, AOKI launched the MeWORK project in 2021 with the desire to "support working women." In October 2024, MeWORK officially debuted as a high-performance women's wear brand designed to support working women. In March 2025, it released a new spring collection of mix-and-match setups with simple designs that are easy to wear as sets or as separate pieces, featuring high functionality such as washable fabrics, wrinkle resistance, and stretch. In men's apparel, AOKI expanded its casual and business-casual offerings. This included the Pajama Suits® series, based on the concept "suit-like appearance, pajama-like comfort," and ORIHICA's BIZSPO®, hybrid business-casual wear that can be worn with a sporty feel. Going forward, both the men's and women's lines will continue to expand with products that accommodate lifestyle changes and diverse working styles.



Strengthening ORIHICA's store opening strategy



ORIHICA is carrying out an aggressive store-opening strategy with the goal of expanding to 200 locations nationwide. In October 2024, we opened our first store in Kyushu, "ORIHICA Aeon Mall Fukutsu," at the Aeon Mall Fukutsu shopping center in Fukutsu City, Fukuoka Prefecture. We then opened two more stores back to back: our 10th store in Saitama Prefecture and our 12th store in Aichi Prefecture. In March 2025, we opened "ORIHICA SMARK Isesaki" at the SMARK Isesaki shopping center in Isesaki City, Gunma Prefecture, and "ORIHICA Yodobashi Hakata," our second store in Kyushu, in Fukuoka City, Fukuoka Prefecture. These stores feature ORIHICA's new design, which combines a sense of nostalgia with a contemporary feel, creating a welcoming space for customers of all ages. We will continue to pursue an aggressive store-opening strategy, aiming to expand our market share and increase brand recognition.

Entertainment Business



Basic strategy for the Medium-Term Management Plan

Evolution of store models and expansion of the customer base

Business Environment Awareness and Themes

Although the leisure market is showing signs of recovery following the reclassification of COVID-19 as a Class 5 infectious disease, conditions continue to vary across different sectors. Although the café complex market has been undergoing a slight decline due to the closure of competing stores caused by market consolidation, KAIKATSU CLUB maintains the No. 1 market share. The karaoke market is showing a slight upward trend but has not yet returned to pre-pandemic levels. The fitness market is expanding,

particularly in 24-hour gyms, but competition is intensifying. There are also a number of external factors affecting all industries of concern, including heightened cost-consciousness due to rising raw material prices and a medium- to long-term contraction of the domestic market due to Japan's declining birthrate and aging population. In response to these market changes, addressing a broad range of customer needs and acquiring new customers remain key challenges.

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

The Entertainment Business, under the Medium-Term Management Plan "RISING 2026," is advancing initiatives based on the core strategy of "evolution of store models and expansion of the customer base" through both company-wide measures and business-specific initiatives.

In FY2024, the plan was met in terms of operating profit thanks to higher sales driven by the growth of KAIKATSU CLUB and profit improvements achieved by closing unprofitable stores. This marked the fourth consecutive year of revenue and profit growth, with record-high earnings once again achieved. On the other hand, the Entertainment Business continues to face a difficult market environment and new challenges. Specifically, late-night demand in the karaoke business continues to stagnate, requiring further adaptation to changing customer behavior patterns. In the fitness market, intensifying competition makes it essential to strengthen differentiation strategies.

Taking these issues into account, in FY2025 the Entertainment Business will continue to pursue initiatives based on the strategy of "evolution of store models and expansion of the customer base." KAIKATSU CLUB will expand

its urban stores (featuring fully private rooms with locks) while developing services, seating and room types, and food and beverage menus to meet diverse customer needs, along with promotional activities that leverage synergies across different business types. For COTE D'AZUR, karaoke aims to broaden its customer base through opening new-format stores and introducing room layouts and menus tailored to changing usage scenarios. At FIT24, we will introduce pricing plans designed to match different life stages as part of an effort to take a more finely tuned response to customer needs.

As the growth driver of the AOKI Group, the Entertainment Business is scheduled to receive around 70% of the ¥30 billion in store opening and capital investment planned under the Medium-Term Management Plan. Going forward, the Entertainment Business aims to achieve sustainable growth by generating solid investment returns, accurately capturing market changes, and continuing to take on the challenge of creating new value that meets diverse customer needs.

FY2026 KAIKATSU CLUB Strategic Targets and Progress			
	Target	FY2024 results	Achievement rate
Utilization rate of KAIKATSU CLUB urban stores	60%	49.8%	83.0%
Ratio of KAIKATSU CLUB urban stores	21%	11.5%	54.8%
Female customer ratio at KAIKATSU CLUB urban stores	35%	24.5%	70.0%

Main policies for FY2025



KAIKATSU CLUB

Continue to install fully private rooms with locks; open locations and remodel locations

Services to meet a diverse array of customer needs; new ideas for seats, room formats and menu items

Marketing activities using synergies with other businesses in this segment and use of entertainment content



COTE D'AZUR

Open locations using the model for new stores

Develop and start using room designs and menu items that reflect changes in how customers use COTE D'AZUR

Continue joint campaigns with partners



FIT24

Open locations using the new model and remodel

More added value content, such as protein serving machines and pelvic floor muscles chairs

Fee plans that match different stages of life

Topics for FY2024

Expanding KAIKATSU CLUB locations with fully private rooms with locks

Since opening its first location in 2003, KAIKATSU CLUB has operated under the concept of "offering supreme relaxation in a more casual space," providing comfortable spaces primarily to meet leisure demand. In recent years, however, as lifestyles have diversified, demand for business and study use has also been growing. In response to these diverse needs, we have recently accelerated the opening of stores featuring fully private rooms with locks, mainly in central Tokyo and around train stations. In December 2024, we



opened a new store inside the LA CITTADELLA complex in front of JR Kawasaki Station.

Designed as a space to be used for either leisure or work, it allows customers

to drop by for shopping or a work break. This location also features fully private rooms with locks. Looking ahead, we will continue to raise awareness of the convenience of these facilities by introducing more fully private rooms with locks and opening more stores in popular shopping centers, further broadening our customer base.

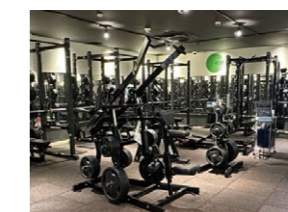
Cumulative sales of "Kin-no-Potato" surpassed 300,000 servings in January 2025

The matsutake-flavored French fries "Kin-no-Potato," sold at KAIKATSU CLUB and COTE D'AZUR, surpassed 300,000 servings in January 2025, after surpassing 200,000 servings in November 2024. To celebrate reaching 200,000 servings, KAIKATSU CLUB offered a limited-time value set menu called "Potekara," pairing the fries with "Goku Karaage." Marking the 300,000 servings milestone, the second campaign launched at all COTE D'AZUR locations and offered customers a white truffle flavor that combines truffle seasoning with white truffle oil.



Fit24 introduces new concept

Fit24, a 24-hour self-service fitness gym with locations nationwide, introduced a new concept in June 2024: "Navigate to the New You." Alongside this, it has been evolving its store interiors and customer service while opening new locations and renovating existing ones. While its main target audience had traditionally been intermediate



and advanced users in their 20s to 40s, under the new concept the gym is broadening its reach, expanding services for beginners, and supporting the health of a wider range of people.

Anniversaire and Bridal Business



Basic strategy for the Medium-Term Management Plan

Branching out into brand businesses in addition to physical store operations

Business Environment Awareness and Themes

Although the bridal market is showing signs of recovery from the COVID-19 pandemic, the number of marriages is declining (falling below 500,000 in 2023 for the first time since World War II), and the market is expected to shrink over the medium to long term. On the other hand, the average spend per wedding ceremony and reception is on the rise, which we see as an opportunity for Anniversaire, with its strong brand power, to expand market share. Looking ahead, while remaining mindful of

intensifying competition with luxury hotels, our business theme is “Branching out into brand businesses in addition to physical store operations.” Our key priorities include greatly strengthening our core stores (OMOTESANDO and MINATO MIRAI YOKOHAMA locations), providing wedding services tailored to diverse needs, and establishing new revenue streams by expanding our corporate banquet business (such as corporate events).

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 FY2024, the Anniversaire and Bridal Business contributed to the AOKI Group revenue growth and achieved its operating profit targets. Specific initiatives included strengthening flagship venues and expanding the corporate banquet business. ANNIVERSAIRE OMOTESANDO, which underwent a full renovation in September 2023, has seen a significant increase in bookings for parties and exhibitions by luxury brand companies, demonstrating promising results. Likewise, ANNIVERSAIRE MINATO MIRAI YOKOHAMA made facility upgrades to strengthen its banquet offerings and bolstered its readiness to capture growing banquet demand. As a result of these initiatives, the non-wedding sales ratio rose from 2.6% in FY2023 to 5.2% in FY2024, progressing steadily toward our FY2026 target of 7%. At the same time, under the theme of “enhancing the customer experience and operational efficiency,” we launched the Project for Moving Weddings to further improve customer satisfaction while also carrying out measures such as providing head office staff support for stores and centralizing ingredient preparation. These efforts streamlined operations and reduced the burden on individual venues.

FY2026 Strategic Targets and Progress

	Target	FY2024 results	Achievement rate
Non-wedding sales ratio	7%	5.2%	74.3%

Looking ahead to FY2025 and beyond, the Anniversaire and Bridal Business will focus on addressing the long-term contraction of the bridal market while establishing the corporate banquet business as a new pillar of revenue. This will involve strengthening promotional activities and expanding corporate sales efforts to improve weekday facility utilization while further reinforcing organizational structures. For the eight venues outside our core stores, we will continue to improve management efficiency by making appropriate investments tailored to each area and store characteristics, along with standardizing operations. We will also keep developing products and services to meet the increasingly diverse needs of our customers.

Despite a challenging market environment, the Anniversaire and Bridal Business progressed its transformation in line with the Medium-Term Management Plan and achieved concrete results in FY2024. Guided by our philosophy of “Enriching people’s lives,” we will continue to aim for sustainable growth by expanding into areas other than weddings while keeping the wedding business at the core.

Main policies for FY2025

Bridal Business



Larger variety of wedding services and plans for meeting a broader range of needs

Create new wedding plans that reflect market trends and customers’ needs and continue raising sales per wedding

Core Store Brand Business

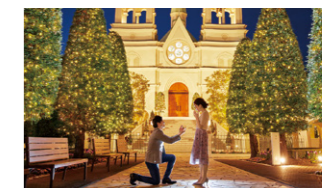


Collaborative projects that leverage prime locations

More seasonal beverage and dessert items

With more growth of the MICE market expected, strengthen marketing activities by using unique strengths as a wedding service provider

Production Business



Prepare for the start of the production business

Trial operation of the production business

Topics for FY2024

ANNIVERSAIRE MINATO MIRAI YOKOHAMA reopens after renovation



ANNIVERSAIRE MINATO MIRAI YOKOHAMA, Japan’s largest guesthouse since its opening in 2014, celebrated its 10th anniversary with a grand reopening on September 14, 2024. This renovation, themed “Brand New Scenery - Creating a New Landscape for Weddings,” involved a significant refurbishment of the main entrance and four banquet halls to adapt to evolving wedding styles. The main entrance, befitting Japan’s largest guesthouse with two chapels and seven banquet halls, blends various elements symbolizing the port city of Yokohama. The banquet halls were also renovated: “Atelier” was newly established as a dedicated floor for small groups of 10 or more while the top-floor “Episode” was remodeled to feature an open kitchen within

the venue, allowing guests to enjoy the chef’s live performance alongside the night view. “Glass” and “Ray” have been renovated into high-quality, stylish banquet halls to meet evolving guest needs. Going forward, the facility aims not only to host weddings but also to become a “venue open to the community,” contributing further to revitalizing the Minatomirai 21 district by accommodating the growing demand for MICE* and promoting regional events.



* An acronym for Meeting (corporate conferences and training), Incentive (rewards, invitations, and awards ceremonies), Convention (international conferences and academic meetings), and Event/Exhibition, it refers to events held by national and local governments to promote integrated tourism.