AOKI Holdings

Integrated Report 2025

Enriching people's lives













AOKI Holdings Inc.

Head office: 6-56 Kuzugaya, Tsuzuki-ku, Yokohama,
Kanagawa 224-8588, Japan
Tel: +81-45-941-1888
https://www.aoki-hd.co.jp/en/

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.

INDEX

Profile
01 Concept
03 Group Overview
05 Business Introduction
07 Value Creation and Our History of Growth
09 Value Creation Process
11 Financial and Non-financial Highlights

Growth Strategy
13 Message from the Chairman
15 Message from the President
19 Progress of the Medium-Term Management Plan

Business Overview
23 Highlights
25 Fashion Business
27 Entertainment Business
29 Anniversaire and Bridal Business

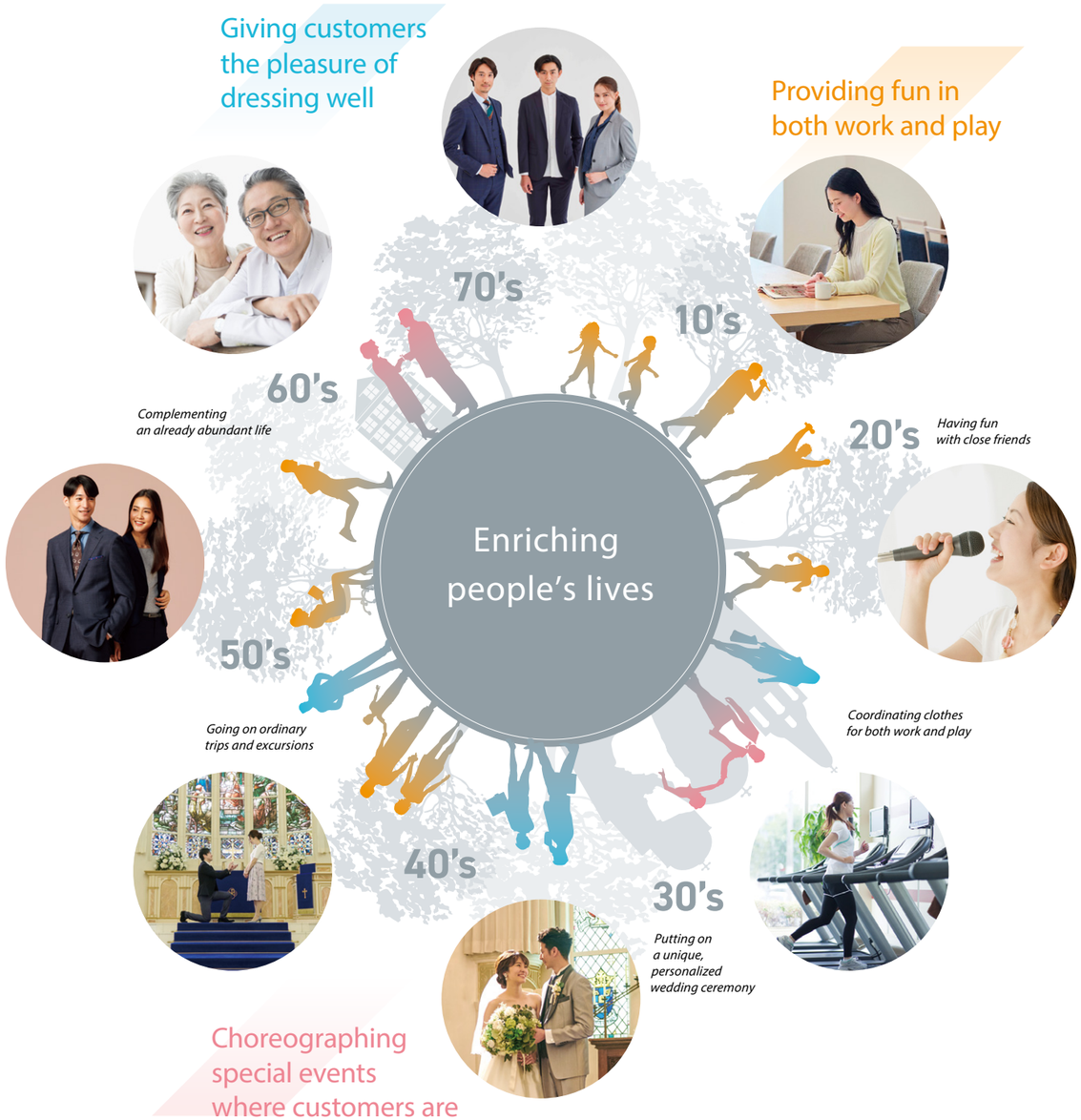
The Basis of Sustainability Management
31 Sustainability Vision
32 AOKI Group Philosophy and Approach to Sustainability
33 Materiality and KPIs
35 Case Examples of Materiality Initiatives
39 Environment
41 Social
43 Governance
47 Officers
49 Corporate Information

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**

Profile

Business Introduction

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 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. This is also achieving efficiencies in store operations by introducing systems for unmanned and remote customer services.

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.

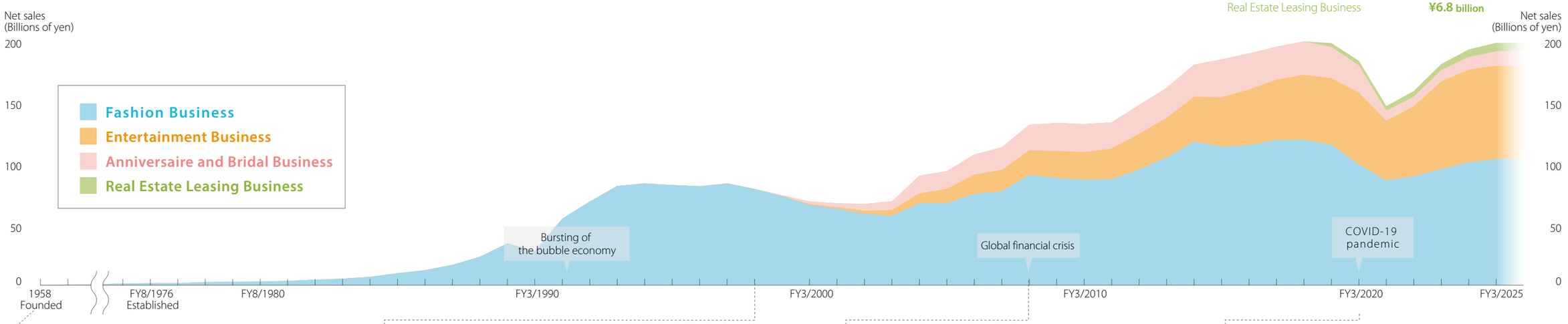




We are reforming our business portfolio in line with the changing times, ensuring ongoing growth.

FY3/2025 Consolidated net sales ¥192.6 billion

Fashion Business	¥102.6 billion
Entertainment Business	¥76.0 billion
Anniversaire and Bridal Business	¥11.7 billion
Real Estate Leasing Business	¥6.8 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.

1958
Founded

1965
Shinonoi-Ekimae store is opened



1971
Nagano-Ekimae 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~

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.

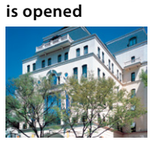
1998
Entertainment Business is launched

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~

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.

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~

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.

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

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

Store and capital investments ¥30 billion





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

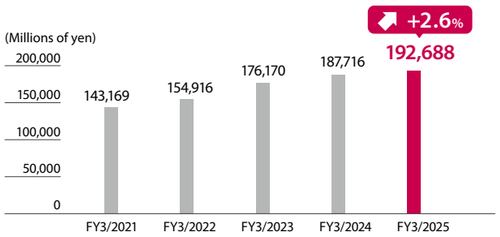
Business development/Innovation	Human resources	Environment	Local communities	Human rights	Governance
Provide new value through products and services	Ensure a comfortable and motivating work environment for all	Be kind to the environment	Revitalize and develop each region	Enable a responsible supply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

Profile

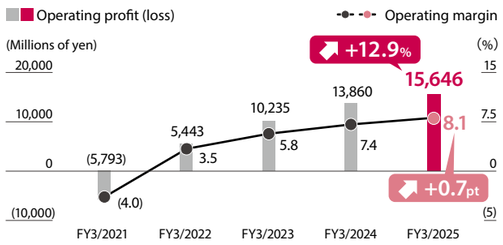
Financial and Non-financial Highlights

Financial

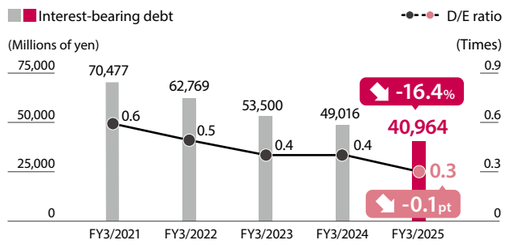
Net sales



Operating profit (loss) and operating margin

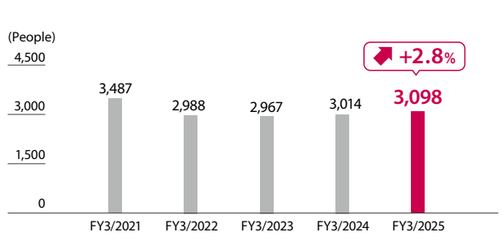


Interest-bearing debt and debt-to-equity ratio (D/E ratio)



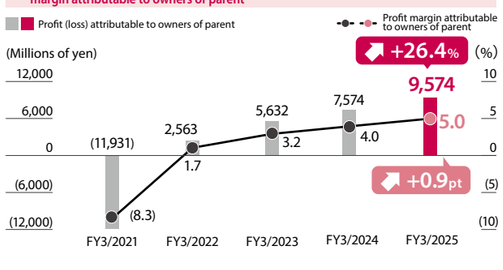
Non-financial

Number of full-time employees

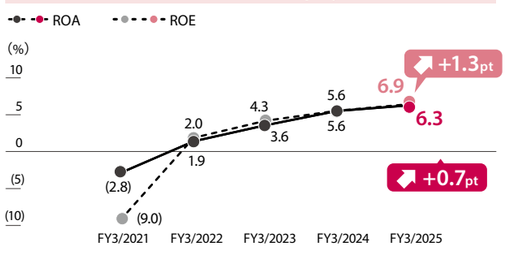


* This figure includes results from the consolidated second quarter of fiscal 2022 due to the acquisition of RUNSYSTEM CO., LTD. in June 2022.

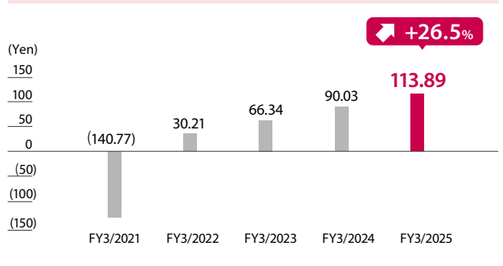
Profit (loss) attributable to owners of parent and profit margin attributable to owners of parent



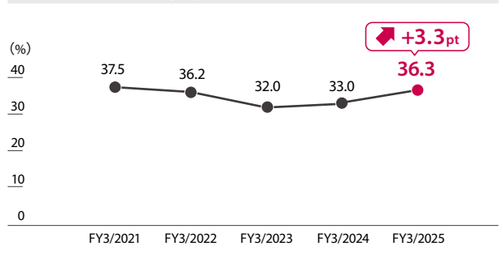
Return on assets (ROA)/Return on equity (ROE)



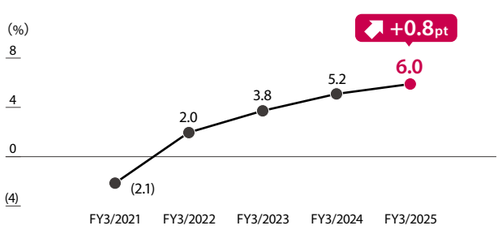
Earning per share (EPS)



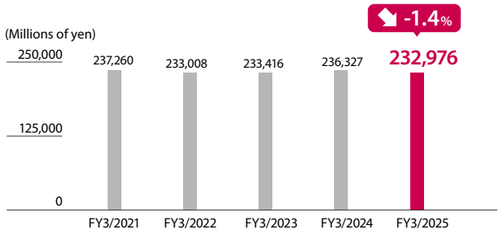
Ratio of female employees



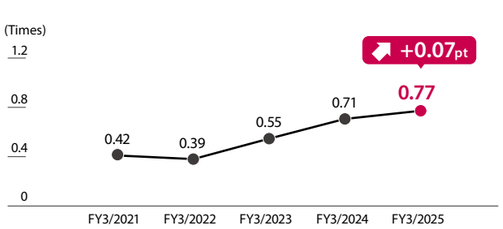
Return on invested capital (ROIC)



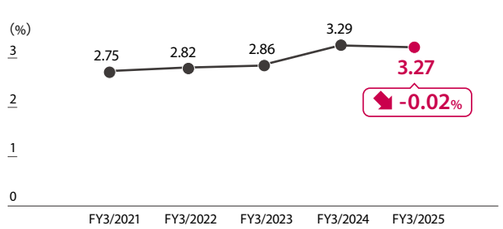
Total assets



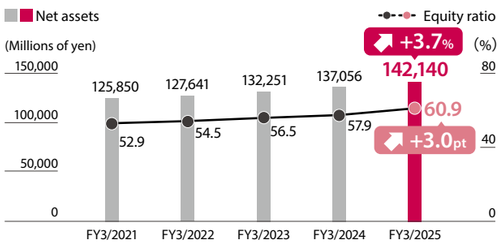
Price book-value ratio (PBR)



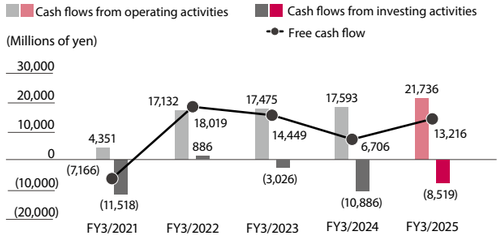
Percentage of employees with disabilities



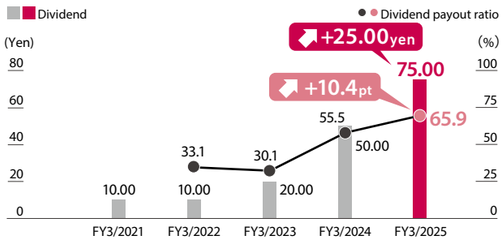
Net assets and equity ratio



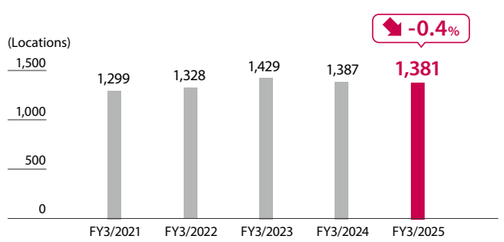
Free cash flow



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.

Becoming a corporate group that further "Enriches People's Lives" ten years hence



Akihiro Aoki

AOKI Holdings Inc.
Chairman and Representative Director

I would like to express my appreciation to all of our stakeholders for their continued support of the AOKI Group.

The AOKI Group's desire from our founding to make it possible for businesspersons to afford to own a variety of suits led us to start as specialty men's clothing stores in 1958, from which we developed our Fashion Business. Since the 1990s, we have advanced portfolio management in anticipation of changes in the times and business environment. Guided by our business concept of "Enriching people's lives," we have expanded beyond Fashion into the Entertainment and Anniversaire and Bridal businesses.

In an era where the business environment changes daily, we recognize the need to sustainably enhance corporate value. Accordingly, in May 2024 we formulated and publicly announced the Medium-Term Management Plan FY2024-2026 (hereinafter the "Management Plan") based on the RISING 2026 concept. In this phase, while fully leveraging group synergies, we position this as a stage for rebuilding our business portfolio through transformation of our business model under the banners of "Conversion," "Redesign," and "Evolution" in our three core businesses. At the same time, it is also essential that we persistently refine the value we offer.

In the first year of the Management Plan, FY2024, we implemented the initiatives set forth across all businesses, thereby achieving a solid start.

Beyond the Management Plan, our vision for the future of the Group is to create new markets that cover the entire life stages of an even broader range of customers. United as the AOKI Group, we will pursue business developments that contribute to growth for the next generation, setting a target of ¥30 billion in operating profit by FY2033.

Looking ahead as "the AOKI Group, Enriching People's Lives" for all stakeholders, we will continue striving to achieve our goals for realizing a new stage of growth by providing valuable goods and services to customers in various life scenarios.

As representative of our founding Fashion Business

To further enhance the brand value and profitability of our founding Fashion Business, which is aiming for a target of ¥30 billion in operating profit by FY2033, in June 2025 I assumed the role of Chairman, Representative Director, and President of AOKI Inc.

After launching ORIHICA in 2003, in 2008 I also served as President and Representative Director of ORIHICA Inc. (which merged with AOKI Inc. in 2010) and have subsequently been engaged in the management of the Fashion Business. Drawing on that experience, I will devote myself to further enhancing AOKI Inc.'s corporate value. You can expect great things from the Fashion Business going forward.

Desired State for FY2033

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

Operating profit target ¥30 billion　ROE target 10 % or more　EPS target ¥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

The First Year: A Smooth Start to the Medium-Term Management Plan
Continuing with business model reform, fostering the creation of new businesses



Haruo Tamura

AOKI Holdings Inc.
President and Representative Director

Reaction to the first Medium-Term Management Plan and its permeation among employees

In May 2024, we announced our first-ever three-year Medium-Term Management Plan since our founding (hereafter the "Management Plan"), covering FY2024 to FY2026. Fortunately, this has received favorable feedback from shareholders and investors, who call it "clear and easy to understand." With a sense of relief, we are renewing our determination to achieve the Management Plan so that we do not fall short of such expectations.

In formulating the Management Plan, we listened to the voices of young and mid-career employees and reflected their strong aspiration to inherit the AOKI Group's DNA of taking on new challenges and to create a new growth story that goes beyond a mere extension of the past. To ensure thorough adoption among the employees who will lead these initiatives, we are taking steps such as holding company-wide afternoon assemblies where the plan is explained to all AOKI Holdings employees. While maintaining and enhancing the motivation of our most important management resource, namely our "human resources," we are pushing forward toward achieving our targets.

Our current business performance and recognition of the business environment

The business environment during the fiscal year ended March 2025 remained uncertain due to prolonged geopolitical risks and monetary policies in other countries, as well as domestic concerns over rising prices caused by surging raw material costs from higher energy expenses and the weaker yen. However, supported by improvements in employment and income, the economy trended toward a moderate recovery. The AOKI Group implemented various measures in all business segments to address customer needs and improve profitability, marking a firm start to the first year of the Management Plan.

In the Fashion Business, sales at existing stores remained strong, supported by an increase in sales per customer. By product category, growth was seen in ladies' and casual wear, both of which were growth areas, and in the fourth quarter, the important freshers' market, which accounts for a high share of annual sales, exceeded the previous year's results. As a result, we achieved our fourth consecutive year of increased sales and profit. In this way, we succeeded in generating solid profitability in the AOKI Group's foundational business.

The Entertainment Business also saw steady performance at existing stores thanks to an increase in the number of customers and sales per customer . Particularly notable were the opening of highly profitable urban "fully private rooms with locks" and consumer demand for cooler venues in the summer heat; together these contributed to a fourth consecutive year of revenue growth and record-high segment profit.

The Anniversaire and Bridal Business recorded increased sales and profit as its OMOTESANDO and MINATO MIRAI YOKOHAMA flagship stores operated year-round after completing banquet hall renovations to better meet corporate demand. Actively promoting corporate meetings and parties on weekdays and holidays without reservations resulted in improved occupancy and a higher proportion of non-wedding business.

Although overall prices and procurement costs rose, effective pricing strategies ensured profits; Group-wide net sales grew by 2.6% year-on-year to ¥192.6 billion; operating profit rose by 12.9% to ¥15.6 billion; and ordinary profit rose by 11.7% to ¥14.7 billion, marking our fourth consecutive year of increased sales and profit.

Medium-Term Management Plan "RISING 2026" First-year progress and future outlook

With a desired 10-year corporate state of "Continue sustainable growth through the creation and transformation of businesses that encompass consumers' entire life stage," this Management Plan is positioned as the stage for restructuring our business portfolio, so we are aiming for profit growth of around 10% per year over three years. Meanwhile, as a financial indicator, we aim to achieve a PBR (Price Book-value Ratio) of 1.0 by the fiscal year ending 2026, the last year of the Management Plan, and AOKI Holdings is taking the lead in measures to improve capital efficiency and investment efficiency.

During its first year, all business segments steadily executed planned store openings and closures of unprofitable stores, with both net sales and operating profit exceeding initial plans. Capital efficiency indicators such as ROIC (Return On Invested Capital) and ROE (Return On Equity), as well as market evaluations such as PBR, are continuing on an upward trend.

I believe there are two key points for achieving the Management Plan going forward.

The first is our "pricing strategy." Given how significantly political and economic developments such as recent changes in U.S. tariff policies can impact the market, these will inevitably affect consumer sentiment and the resulting behavior.

At present, consumers appear to be carefully assessing the situation, with signs of somewhat stagnant consumption. On the other hand, the AOKI Group's products and services are reasonably priced, which means that if the economic environment worsens, demand may actually increase. We will continue to closely monitor consumer trends, capturing demand through optimal pricing while balancing rising procurement costs.

The second point is "the steady execution of store expansion plans." Under the Management Plan, we expect sales and profit growth over the next three years, with a focus on ORIHICA and KAIKATSU CLUB, based on the assumption of opening 20 to 30 new stores annually for each brand. Progress so far has been smooth; however rising construction costs mean we are making detailed adjustments such as reviewing store floor area to reliably achieve the opening plans of each business.

The operating profit forecast for the fiscal year ending March 2026 is ¥17 billion, just short of the final-year target of ¥18 billion. Naturally, the Management Plan is subject to rolling revisions, but if profits exceed these projections, we intend to prepare for the next three-year period with investments and other measures. While no new or growth investments have yet materialized, multiple themes are under consideration with each being carefully evaluated. We remain focused on sowing the seeds toward achieving an operating profit of ¥30 billion by FY2033.

The Management Plan prioritizes profit growth through business model reform, rather than sales growth. We will continue to improve underperforming existing stores and steadily execute profit-building measures across all business formats.

Financial indicators and shareholder returns

In terms of enhancing capital efficiency toward achieving a PBR of 1.0x, we have compressed total assets by improving sales floor efficiency and store utilization rates, as well as by selling idle real estate and investment securities. This fiscal year, ROE exceeded the cost of equity due to improved profitability combined with these measures.

Both PBR and ROE have been trending upward in a similar manner driven by post-COVID rebound demand, improved profit margins, and growth expectations. Our shareholder return policy is to set a total payout ratio of 70% on average across the three years of the Management Plan, by choosing the higher of either a dividend payout ratio of 50% or more or a Dividend on Equity (DOE) of 3% or more. For the fiscal year ended March 2025, reflecting strong business performance, we raised the annual dividend by ¥25, resulting in a dividend payout ratio of 65.9%. For the next fiscal year, we anticipate a dividend payout ratio of around 70%. In addition to reinforcing shareholder returns, we will continue initiatives to promote sustainability, strengthen corporate governance, and enhance IR/SR activities, all aimed at raising PBR.

With respect to capital allocation, three-year cumulative targets are ¥30 billion for store openings and capital expenditure, ¥20 billion for shareholder returns, and ¥10 billion for investment in new businesses. Store openings and capital investment also include DX investments such as introducing RFID across all AOKI stores to reduce staffing requirements in the Fashion Business. At KAIKATSU CLUB, we have trialed the introduction of cashless payment terminals and installed sliding bookshelves to increase book storage capacity. Efforts such as these aim to improve store profitability, enhance earnings efficiency, and drive further rationalization, and we are continuing investments in line with the plan.

Progress of management foundation initiatives

In this Management Plan, we clearly state the need to strengthen and utilize the management base necessary to support Group growth including human resources, store networks, IT infrastructure, and customer data. To this end, we will pursue and realize synergies by utilizing shared know-how and assets, further strengthening governance.

As part of enhancing governance, the composition of the Board of Directors has been revised, with a majority of them now being external directors. We will continue with separating management and execution functions and strengthening AOKI Holdings' supervisory function. In addition, we are working to enhance the effectiveness of the Board of Directors by having independent third-party conduct evaluations, addressing identified issues, and implementing improvements through the PDCA cycle. With respect to strengthening the effectiveness and authority of the Nomination and Compensation Committee, we will review the skills matrix to reinforce the functions of the Board of Directors and further enhance corporate value.

With respect to human resources, we have implemented measures to flexibly allocate employees across Group companies during peak periods as part of our human resource exchange between businesses. Moreover, new recruits hired by AOKI Holdings are also assigned to subsidiaries, creating an environment where they can contribute on the front lines. First, in terms of human resources, we position their development and utilization as the AOKI Group's top priority and will work on the stable recruitment and development of talented individuals, along with creating an environment in which they can thrive.

For our store network, we are expanding flexible utilization methods that transcend the boundaries of individual operating companies, such as converting AOKI stores into other business formats within the AOKI Group. Furthermore, in order to maximize the effectiveness of these measures, the Group continues to invest in IT infrastructure, introducing a unified internal system across the Group and enabling all employees to share information, thereby improving operational efficiency.

In customer data utilization, we are working to make effective use of data from all 45 million Group members. However, in January 2025, KAIKATSU CLUB experienced an unauthorized access incident. At present, while no leaks of personal information or secondary damage related to the incident have been confirmed, we deeply regret the significant concern caused to our stakeholders. Cyber-attacks are becoming increasingly sophisticated, requiring us to constantly keep apprised of the most up-to-date information and enhance our security levels. We have established group-wide compliance, risk management, and information security committees, and are working to manage risks across the Group. First, we will align efforts across each company and work to raise the overall level of the AOKI Group.

Results and challenges of sustainability management

The AOKI Group has formulated and is working to achieve six material issues (materialities) as well as key performance indicators (KPIs) and numerical targets for FY2030 based on the vision we are aiming for as a Group.

Among these, we place particular emphasis on human resources, with an increase in employee engagement scores, a measure of satisfaction. In increasing the ratio of female managers, we are conducting study sessions for management candidates, directors, and managers while also promoting greater uptake of paternity leave among male employees.

On the environmental front, we had set an ambitious KPI of halving CO_2 emissions per store by FY2030 compared with FY2017 levels. However, as we are now working toward obtaining Science Based Targets (SBT) certification, we are reviewing and considering revisions to this KPI. From FY2022, we have calculated and disclosed the CO_2 emissions of the entire supply chain, including Scope 3. In this fiscal year, we received a CDP "Climate Change" score of "B-". For the next year, we are aiming for a "B" rating and will continue to enhance our measures.

Message to shareholders and investors

The AOKI Group operates three business segments, but many consumers are unaware that KAIKATSU CLUB and ANNIVERSAIRE are also operated by the AOKI Group. I would like the corporate image that everyone thinks of with regard to the AOKI Group to be a positive one—something like "The AOKI Group has various businesses, and anything managed or developed by the AOKI Group can be trusted and used with confidence." This will also foster a sense of pride, enabling each employee to hold their head high as a member of the AOKI Group.

To all of our stakeholders, including employees, shareholders, investors, customers, and business partners, we will continue striving to achieve "RISING 2026" with the hope that you will continue to experience the AOKI Group as a company enriching people's lives in a variety of occasions.



Special Feature

Progress of the Medium-Term Management Plan

RISING 2026

The RISING2026 plan, covering the three-year period ending in March 2027, has the goal of business operations for growth 10 years from now and for the next generation.

Medium-Term Management Plan Framework

Business Environment

Digital

- Falling birthrate and aging population
  - ▶ Reduction working-age population
- Changes in consumer behavior
  - ▶ Adoption of e-commerce
- Globalization
- Increased requirements for service level

Green

- Measures to counter global warming
- Global efforts toward a decarbonized society
- Spread of circular economy
- Renewable energy and energy savings

Diversity

- Diversifying values, personalities, work styles, and careers, etc.
- Enhancing awareness of equity (fairness) in response to diversification of race, gender, age, etc.

Medium-Term Management Policy

Taking this change in management structure as an opportunity, we will review our existing business models and develop businesses that contribute to future growth.

Fashion Business	Entertainment Business	Anniversaire and Bridal Business
Conversion/Redesign from the current business model	Evolution of store models and expansion of the customer base	Branching out into brand businesses in addition to physical store operations

Human resources — **Store network** — **IT infrastructure** — **Customer data**

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

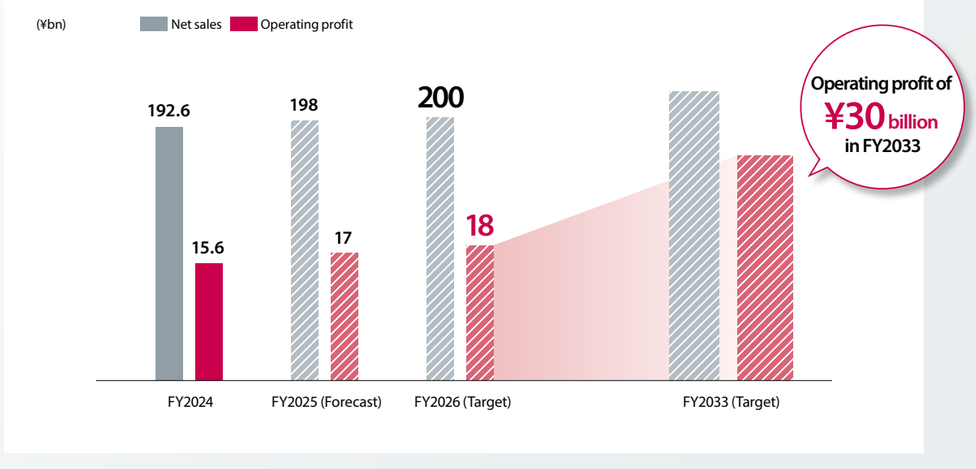
Group-wide Measures

Demonstrating synergies utilizing Group shared know-how and assets

Human resources	**Human resource development and utilization Human resource exchange between businesses**	●Implement job rotations between these three businesses (utilizing human resources in accordance with busy and slack periods) ●New ideas and discoveries gained from experience in different businesses ●Foster management candidates with the skills to manage the entire Group
Store network	**Create synergies and new revenue opportunities between businesses utilizing the national store network**	●Efficient management through utilization of development and operations data from around 1,400 stores ●Utilize idle space, and implement complex stores together with subleasing within the Group ●Sublease to other companies and effective use of parking lots
IT infrastructure	**Improve IT infrastructure and operational efficiency across the Group**	●Group-wide introduction of collaboration workflow system for taking core business operations online ●Streamline store operations through the utilization of digital transformation
Customer data	**Acquire a broad customer base and data utilization through the development of the three businesses**	●Utilize data from all 45 million Group members ●Develop advertising business utilizing the Group directory

Consolidated Earnings Target

Grow profits by approximately 10% annually to achieve an operating profit of ¥18 billion in FY2026



Special Feature

Progress of the Medium-Term Management Plan

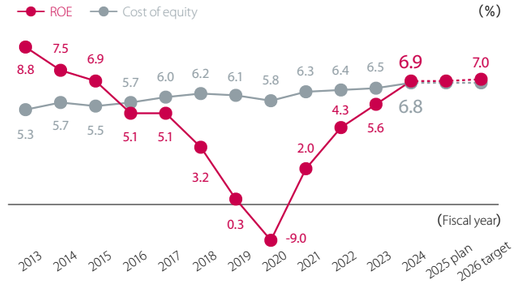
Progress on management indicators

- In FY2024, the plan's first year, sales and operating profit surpassed the plan.
- Forecast more sales and profit growth in FY2025 as progress toward the FY2026 target continues.
- Improvements in the return on equity and stock price valuation are continuing.

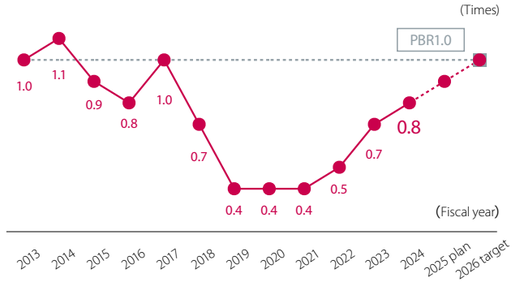
	FY2023 results	FY2024 results	FY2025 plan	FY2026 target	FY2023 ▶ FY2026
Net sales	¥187.7 billion	¥192.6 billion	¥198.0 billion	¥200.0 billion	+2.2%/yr
Operating profit	¥13.8 billion	¥15.6 billion	¥17.0 billion	¥18.0 billion	+10.0%/yr
Operating margin	7.4 %	8.1 %	8.6 %	9.0 %	+1.6 pt
Return on invested capital (ROIC)	5.2 %	6.0 %	—	6.7 %	+1.5 pt
Return on equity (ROE)	5.6 %	6.9 %	—	7.0 %	+1.4 pt
Earnings per share (EPS)	90.0 yen	113.9 yen	—	120.0 yen	+30.0 yen
Price book-value ratio (PBR)	0.7 ×	0.8 ×	—	1.0 ×	+0.3 pt
Group overall store numbers (directly managed stores)	1,334 stores	1,332 stores	1,358 stores	1,434 stores	+100 stores

Implementing management that is conscious of cost of capital and stock price

Trends in ROE and Cost of equity*1



PBR*2 trends



ROE analysis and actions

- Record profits in FY2013, ROE was above the cost of equity
- Subsequently declined due to business climate changes and the COVID-19 pandemic
- ROE is now increasing due to post- COVID-19 upturn and shifts in lifestyles
- In FY2024, the first year of RISING2026, the improvement continued as profitability and asset efficiency increased; ROE is above the cost of equity

Continuing to aim for the RISING2026 ROE target of 7.0% by further increasing profitability and using assets more efficiently

The cost of equity targets may be reexamined as needed by using input from securities analysts, institutional investors and others

PBR analysis and actions

- All-time high in FY2013 when the PBR was above 1.0
- Since then, the PBR has declined due to the COVID-19 pandemic and falling profitability
- Currently moving up because of the post-COVID-19 upturn, higher profitability and expectations for Entertainment Business growth
- In FY2024, the first year of RISING2026, still below 1.0 despite four consecutive years of sales/profit growth and rising expectations for more growth

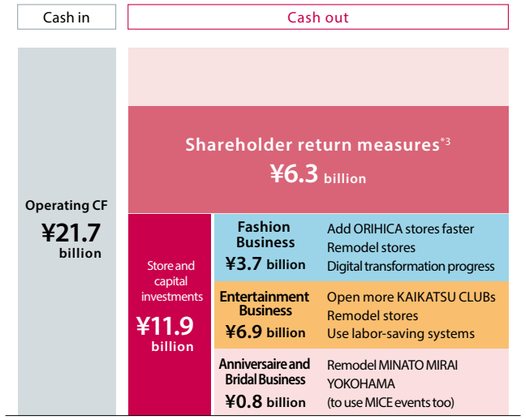
Aiming for a further improvement in the stock valuation by achieving the RISING2026 targets, increasing shareholder distributions, implementing sustainability measures, reinforcing corporate governance, upgrading investor/shareholder relations activities, and other actions.

*1 Cost of equity: Calculated by the company using CAPM (Capital Asset Pricing Model)

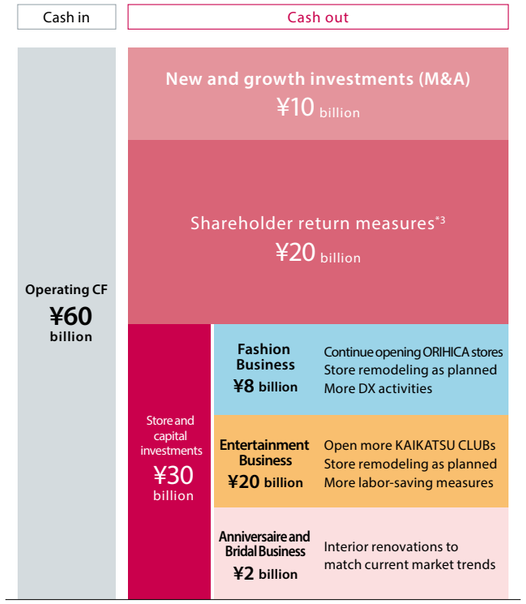
*2 PBR (Price-to-Book Ratio): Year-end stock price divided by year-end net assets per share

Capital allocation and investment status

FY2024 results



Cumulative plan for FY2024-2026



*3 The shareholder return includes the total amount of interim and year-end dividends for each fiscal year.

Shareholder return policy and trends in total return ratio

Basic policy: Continue to maintain

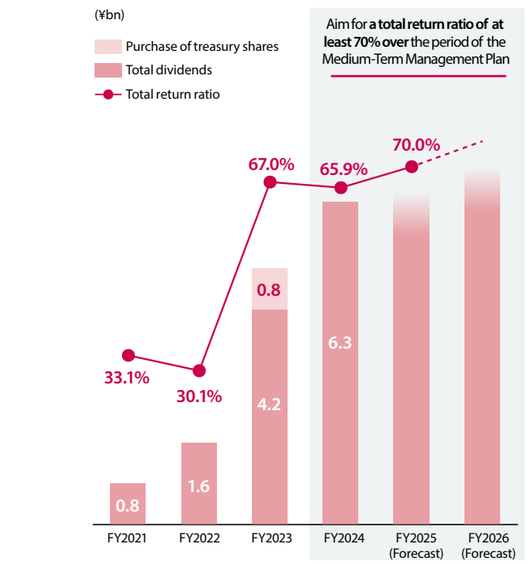
Dividend payout ratio **30% or more**

Total return ratio **50% or more**

Dividend payout ratio **50% or more** — Select whichever is higher — DOE (Dividend on Equity) **3% or more**

Total return ratio 70% or more in target period

We recognize shareholder returns as one of our key management priorities. Taking into consideration future business development and the strengthening of our financial structure while maintaining our existing basic policy, our goal during the period of this Medium-Term Management Plan is either a dividend payout ratio of 50% or higher or a DOE (Dividend On Equity) of 3% or higher, whichever is higher, with the aim of achieving a total return ratio of 70% or higher over the target period.



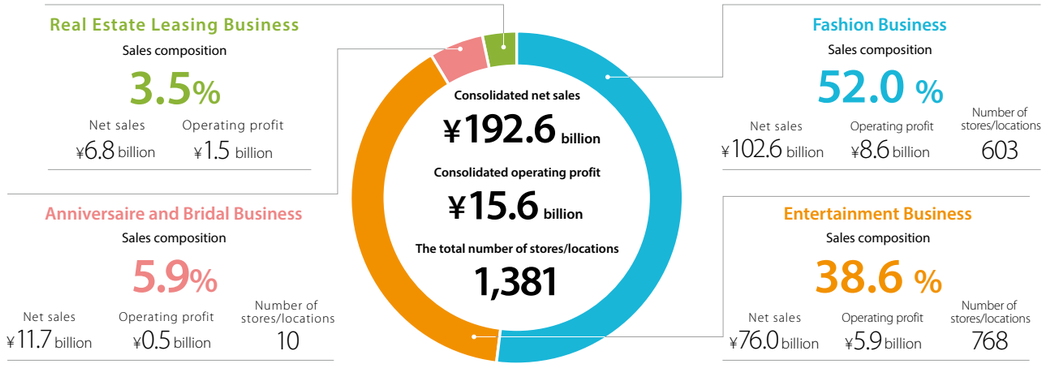
Annual dividend per share	¥10	¥20	¥50	¥75	¥80

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.

FY3/2025
Net sales and operating profit by segment



Consolidated Earnings



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

Performance Review for Each Business

Fashion Business

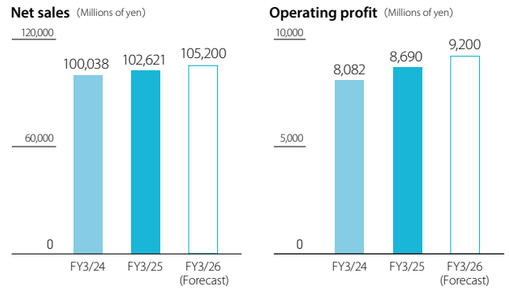
(Forecast as of May 9, 2025)

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.

Results for FY3/2025 and Forecasts for FY3/2026



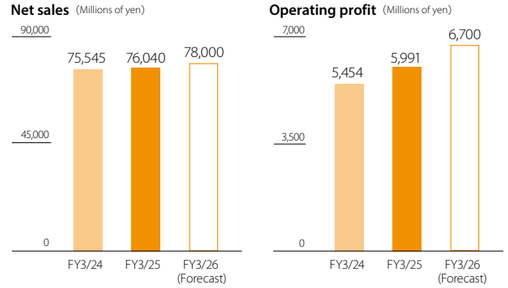
Entertainment Business

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



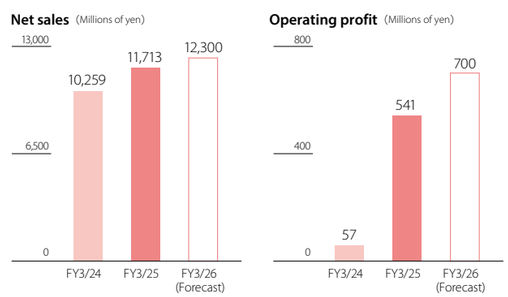
Anniversaire and Bridal Business

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

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%

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.

Main policies for FY2025

AOKI

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

ORIHICA

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

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%

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 Bisiness 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.

Main policies for FY2025

KAIKATSU CLUB	COTE D'AZUR	FiT24
Continue to install fully private rooms with locks; open locations and remodel locations	Open locations using the model for new stores	Open locations using the new model and remodel
Services to meet a diverse array of customer needs; new ideas for seats, room formats and menu items	Develop and start using room designs and menu items that reflect changes in how customers use COTE D'AZUR	More added value content, such as protein serving machines and pelvic floor muscles chairs
Marketing activities using synergies with other businesses in this segment and use of entertainment content	Continue joint campaigns with partners	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.

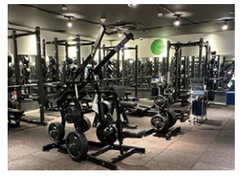
Cumulative sales of "Kin-no-Potato" surpassed 300,000 servings in January 2025

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

FY2026 Strategic Targets and Progress

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

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.

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.






The AOKI Group was founded in 1958,
during a period of rapid economic growth in Japan.
By making business wear more affordable so that every office worker in Japan could own a variety of suits,
the AOKI Group invented a new type of fashion business
in which formality and social convention were replaced by the joy of dressing.
The same spirit continues to this day as we look for ways
to enrich people's lives through each new venture that we pursue.
Innovation and a willingness to break the mold are part of the AOKI Group's DNA.

Sustainability Vision

Enrich lives by innovating new joy

We are living in a time of great change,
from falling birthrates and aging populations to digital technologies and climate issues.
The AOKI Group acknowledges these risks but also sees them as opportunities
for further growth together with our customers and other stakeholders.
Changing times can be a driving force for innovation that brings more joy and well-being to people's lives.
This, above all else, is the AOKI Group's reason for being.

The AOKI Group is dedicated to making life happier for all.
By "innovating new joy" and creating value with our diverse stakeholders,
we will continue to enrich lives, grow as a Group,
and work to realize the possibility of a sustainable society.





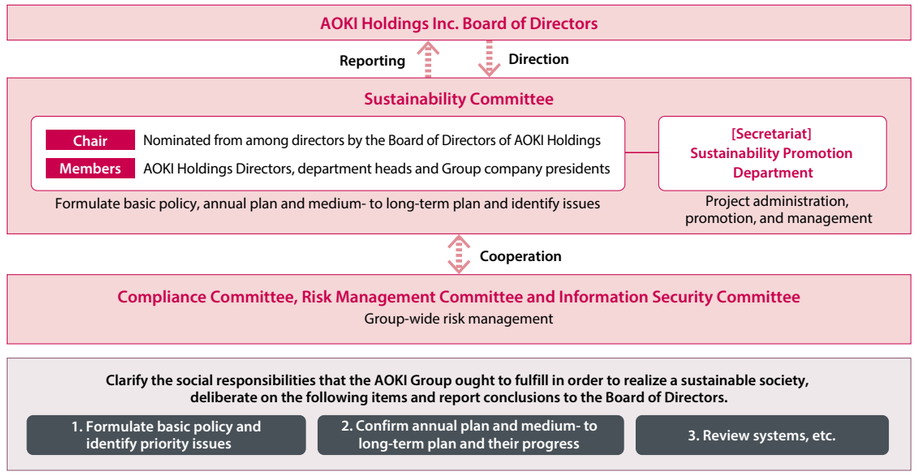

AOKI Group Philosophy and Approach to Sustainability

Since our founding in 1958, the AOKI Group has worked to resolve management issues by implementing the three elements of our philosophy, namely business integrity, social responsibility and community service.
Looking forward, based on the AOKI Group philosophy, we aim to both resolve social issues and enhance corporate value through business that enriches people's lives under our Sustainability Policy.

Sustainability Policy

1. We shall create social value by providing products and services that enhance customer satisfaction and contribute to the resolution of social issues.
2. We shall respect diversity and provide an environment in which everyone engaged in corporate activities can work with peace of mind.
3. We shall aim to drive sustainable growth through strong relationships with stakeholders and give back to society.
4. We shall maintain good relationships with customers and business partners by complying with laws and regulations and conducting fair transactions in accordance with standards.
5. We shall contribute to the development of local communities through cooperation with local schools and universities and by nurturing the next generation of human resources.
6. We shall contribute to minimizing environmental burden and preserving the global environment by recycling resources and reducing loss from waste through our products and services.
7. We shall earn the trust of shareholders and investors through timely and appropriate disclosure of corporate information and dialogue.

Sustainability Management Framework



Sustainability

Materiality and KPIs

The AOKI Group has formulated and is working to achieve six material issues (materialities) as well as key performance indicators (KPIs) and numerical targets based on initiatives conducted in Japan and overseas in such areas as the SDGs, expectations from all of our stakeholders, and the vision we are aiming for as a Group. Going forward, we will continue to undertake further efforts through our business activities based on these factors to enhance the medium- to long-term value of the AOKI Group and contribute to the sustainable growth of society as a whole.

Materiality		KPI	Main initiatives	FY2024 results	FY2030 target
Business development/Innovation Provide new value through products and services	The AOKI Group has always been one step ahead of the times, continuing to take on the challenge of developing new business and driving innovation based on the concept of "Enriching people's lives." We will carry on with the development of new lines of business, products and services with a view to resolving social issues such as the diversifying needs of customers and environmental problems.	Number of environmentally friendly products developed and sold	● Fashion Business: Expand development of AOKI ECO FRIENDLY® products ● Entertainment Business: Develop environmentally friendly and energy-efficient location formats, including kitchen-less locations ● Anniversaire and Bridal Business: Begin using paper items made with FSC® certified paper	Group overall Total of 37	Total of 50
Human resources Ensure a comfortable and motivating work environment for all	We believe in the importance of building an environment in which employees feel motivated and can truly shine in order to create products and services unique to the AOKI Group. To that end, we will focus on each person's unique characteristics and support career development based on orientation and ability. At the same time, we will strive to foster an organizational culture that maximizes the diversity of our human resources.	Women in management positions within the Group	● Formulate the plan for promoting the advancement of women with a view to 2030 ● Hold diversity and inclusion study sessions ● Share case examples to promote update of paternity leave among male employees	Group overall 5.8%	At least 20% (Section manager equivalent or above)
		Education and training expenses per full-time employee	● Expand and improve grade-based and goal-based training ● Promote acquisition of official qualifications through financial assistance	Average for full-time employees group-wide ¥93,000 per person	At least ¥80,000
		Employee engagement score	● Conduct surveys and analysis using the engagement survey system, and hold briefings ● Hold training for managerial personnel ● Hold dialogues between executives and employees	Group-wide average 59%	At least 65%*
		Result of stress test	● Report results among each department, and conduct individual follow-ups with long-hour workers and high-stress individuals ● Conduct mental health study sessions ● Disseminate healthcare information	High stress rate Group-wide average 9.1%	Under 6.0%
Environment Be kind to the environment	While enhancing the quality of customer service and other services to maximize customer satisfaction, the AOKI Group will actively work to reduce CO_2 emissions such as by introducing energy-saving initiatives in our stores, which will lead to happier communities and a better earth. We will work together with customers and business partners to reduce environmental impacts by such means as recycling clothing that people no longer wear.	CO_2 emissions (Scope 1+2)	● Calculate and disclose Scope 3 emissions ● Install solar carports ● Reduce electricity usage by installing energy-saving equipment such as LEDs and air conditioner filters ● CDP response	Per store compared with FY2017 15.5% reduction (CO_2 emissions 83.7t-CO_2/store)	50% reduction (49.5 t-CO_2)
Local communities Revitalize and develop each region	For the AOKI Group, with a store network spanning Japan, the development and vitality of local communities are critical to sustainable growth. While actively supporting cultural activities and promoting sports, the AOKI Group will also focus on environmental conservation efforts with the aim of becoming a corporate group that grows together with the community.	Implement community contribution activities	● Cultural project sponsorships, sports sponsorships, and charity activities ● Provide "Children's Emergency Shelter" support, agricultural support, etc. ● Donate emergency supplies to food banks and suits to orphanages	Promote cultural activities such as the AOKI Group Harmony Concert	Ongoing
Human rights Enable a responsible supply chain	In order to promote the resolution of global social challenges such as climate change and human rights issues, the AOKI Group will focus on sustainability by collaborating with material makers, manufacturing subcontractors and logistics companies in areas ranging from product planning and development to procurement, manufacturing and sales.	CSR standards agreements concluded	● Establish and announce AOKI Group Human Rights Policy ● Conduct CSR audits through questionnaires for suppliers	Contracts concluded 197 factories	Over 100 factories
Governance Create a healthier management structure	The AOKI Group positions corporate governance that ensures sound and prompt decision-making, efficiency and transparency as the basis for sustainable growth as a company. To that end, we are working to raise employee awareness of compliance in addition to constantly bolstering our systems. Moving ahead, we will keep striving to improve our decision-making framework and information disclosure through dialogue with shareholders and investors.	Number of participants in compliance workshops	● Hold compliance study sessions for directors and managers ● Provide e-learning-based compliance training for all employees	Attendance rate 60.4%	All Group employees
		Awareness of hotline	● Develop measures to increase awareness of this through internal newsletters, etc.	Recognition 75.9%	100%

* KPI changed in June 2024 with the introduction of a new engagement survey system

Business development/ Innovation

Provide new value through products and services

Developing AOKI ECO FRIENDLY® products

AOKI ECO FRIENDLY® products are environmentally friendly items developed under the concept of "taking small, steady steps toward solving environmental issues, starting with what can be done." Through our products, we aim to work together with our customers to realize a sustainable society.

As part of these efforts, we have established strict standards for the use of recycled materials, and products that meet these standards are labeled with an AOKI ECO FRIENDLY® tag.

For example, we are developing dress shirts and women's shirts that use TEIJIN FRONTIER CO., LTD.'s ECOPET®, recycled fiber that comes from used plastic bottles, clothes, and fiber waste, and ITOCHU Corporation's RENU®, a recycled polyester material made using fiber from used clothing and waste scraps generated during production. Along with suits that can be washed in home washing machines, we are expanding our line-up of aircool® series of suits, jackets, and business shirts which allow you to stay comfortable even in offices with reduced air conditioning during the hot summer. For Warm Biz options, we offer suits, vests, and cardigans made of warm materials.

AOKI' ECO FRIENDLY





Food loss related services

At KARAOKE COTE D'AZUR, we have implemented the mottECO project as part of our efforts to reduce food loss. This initiative allows customers to take home leftovers in a paid for container provided by us upon request. mottECO is a nickname promoted by the Ministry of the Environment for the initiative to let customers take home unfinished food from restaurants at their own discretion. The term plays upon the Japanese words for "more eco-friendly" and "take it home."

In addition, COTE D'AZUR is working to reduce fresh vegetable waste while KAIKATSU CLUB, COTE D'AZUR, and ANNIVERSAIRE are recycling used cooking oil.

ANNIVERSAIRE also reduces food waste by using "food loss reduction recipes," such as turning onions that would normally be discarded into purée to thicken sauces. Through these initiatives, we meet the standards set in the annual periodic reports submitted to the relevant government ministries.

コート・ダジュールの
サステナビリティ
mottECO



Dish from ANNIVERSAIRE using a sauce made with a food loss reduction recipe

Human resources

Ensure a comfortable and motivating work environment for all

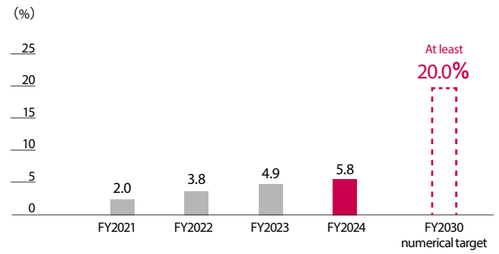
Promoting diversity & inclusion and increasing the ratio of women in management positions

The AOKI Group's Sustainability Promotion Department and Human Resources Department, along with representatives from each company, are working together to achieve a ratio of women in management positions of at least 20% by FY2030 as part of their various diversity and inclusion efforts.

Specifically, we are continuing initiatives that will lead to concrete actions, such as inviting external advisors and formulating promotion plans, as well as holding meetings where female employees can exchange opinions with each other and conducting dialogue meetings between the president and female employees to gather opinions.

The AOKI Group is also focusing on holding diversity and inclusion study sessions for managers and employees and promoting the use of paternity leave (65% of male employees in the AOKI Group took such leave in FY2024), among other measures.

Women in management positions within the Group





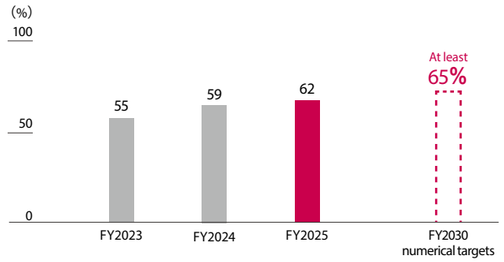
Efforts to improve employee engagement

The results of the FY2025 engagement survey, which was newly introduced in 2023 and is now in its third year, showed that the employee engagement score (the percentage of respondents selecting positive options in five-choice questions) was 62% for the Group overall. We are currently identifying issues and considering improvement measures in light of these results. Specifically, these include facilitating dialogues between supervisors and subordinates, including career support such as 1-on-1 meetings, briefings for employees to better communicate management policies, and small-group meetings with management.

Recognizing creating an environment in which every employee can fully demonstrate their abilities as an important management issue, we have decided to increase the number of annual holidays from the current 110 days to 120 days, starting in FY2026. This increase is part of our initiatives to encourage employees to refresh their minds and bodies, thereby leading to greater productivity and the expression of creativity. As a result, employees will have more opportunities to enrich their private time—we expect this measure to further enhance motivation at work.

Furthermore, we are developing and continuously reviewing systems to enhance job satisfaction and support career development, such as an in-house licensing system, an open recruitment system, and education and training programs.

Employee engagement score





Sustainability

Case Examples of Materiality Initiatives

Environment — Be kind to the environment

Expansion of EV charging equipment installation at AOKI stores

As a measure to combat climate change, AOKI, which operates nationwide, is designing and renovating locations to be more environmentally friendly and is building a supply chain for this purpose. As part of this initiative, in 2023 AOKI installed EV charging equipment at 11 stores.

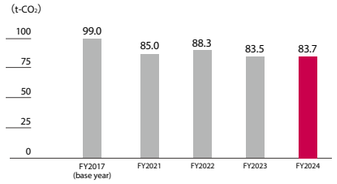
Many AOKI stores are in suburban areas and many customers drive to these locations, shopping for relatively long periods of time. This makes AOKI stores ideal for "destination charging" (recharging an EV away from home), which improves customer convenience. This charging equipment has been installed at a total of 45 stores, and by further expanding this in stages, we are promoting this as an initiative that will help bring about a post-carbon society.



Promotion of CO_2 emissions reductions

The AOKI Group has long adopted LED (white light-emitting diode) lighting and implemented power-saving measures. In addition, we are promoting energy conservation and working to reduce CO_2 emissions through measures such as installing demand controllers to monitor and regulate power usage. Furthermore, in FY2024 we installed solar carports at three AOKI stores in collaboration with a third party that provides total energy solutions. At the stores where these are installed, this has enabled us to replace about 30% of the electricity used annually per store with renewable energy.

Per-store CO_2 Emissions



Local communities — Revitalize and develop each region

26th AOKI Group Harmony Concert held

The "AOKI Group Harmony Concert" has been held many times since 1973 as part of activities in pursuit of community service. For the 26th concert, held in October 2024, approximately 2,000 guests were invited free of charge to Suntory Hall in Akasaka, Tokyo, for a special moment to experience beautiful music. Additionally, in December of the same year, we also held a chapel concert at the ANNIVERSAIRE OMOTESANDO chapel. Both events supported charity activities by setting up donation boxes for a fund that addresses the issue of child poverty.



26th AOKI Group Harmony Concert (©Michiharu Okubo)

Sports sponsorship

We have sponsored the Nagano Marathon ever since it was started in 1999. The marathon carries on the principles of the Nagano Winter Olympics, which were held in 1998 in Nagano Prefecture where the AOKI Group was founded. We also contribute to the promotion of sports through uniform sponsorship, including support for student sports and providing official suits for the J1 League KAWASAKI FRONTALE team and B1 League YOKOHAMA B-CORSAIRS team.

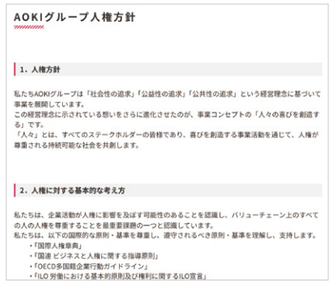


26th Nagano Marathon
(©The Shinano Mainichi Shimbun)

Human rights — Enable a responsible supply chain

Formulation of a human rights policy

The AOKI Group's business concept is "Enriching people's lives"—the people here include all stakeholders such as customers, business partners, and employees. We have formulated the AOKI Group Human Rights Policy in order that the rights of everyone in the value chain are respected and will continue initiatives to respect human rights under the supervision of the Board of Directors.



AOKIグループ人権方針

1. 人権方針

私たちAOKIグループは「社会性の追求」「公益性の追求」「公共性の追求」という経営理念に基づいて事業を展開しています。
この経営理念に示されている想いをさらに進化させたのが、事業コンセプトの「人々の喜びを創造する」です。
「人々」とは、すべてのステークホルダーの皆様であり、喜びを創造する事業活動を通じて、人権が尊重される持続可能な社会を共創します。

2. 人権に対する基本的な考え方

私たちは、企業活動が人権に影響を及ぼす可能性のあることを認識し、バリューチェーン上のすべての人の人権を尊重することを最重要課題の一つと認識しています。
私たちは、以下の国際的な原則・基準を尊重し、遵守されるべき原則・基準を理解し、支持します。
・「国際人権章典」
・「国連 ビジネスと人権に関する指導原則」
・「OECD多国籍企業行動ガイドライン」
・「ILO 労働における基本的原則及び権利に関するILO宣言」

Formulation of supply chain CSR action guidelines and implementation of monitoring and reporting

In its Fashion Business, AOKI has established indicators to assess whether factories and partner companies provide appropriate working environments.

We are carrying out the formulation of standards and the monitoring and reporting of conditions with the purpose of preventing child labor, harassment, and discrimination, ensuring fair wages and guaranteeing and verifying workplace safety.

The Fashion Business will work with its suppliers to ensure transparency throughout the supply chain and contribute to social sustainability.



Governance — Create a healthier management structure

Holding compliance workshops

Based on a postmortem concerning a governance incident that occurred in 2022, we are promoting initiatives to reinforce governance with a strong commitment from top management. Continuing into FY2024, we conducted two compliance training sessions, which were completed by all Group executives and managers. We also provide compliance education for all employees through e-learning. Through efforts such as these, we will continue to further strengthen our internal control and compliance systems.



Thorough dissemination through internal newsletters

Each issue of the AOKI Group's internal newsletter, published quarterly, provides compliance-related information useful in employees' daily work.

In addition, to ensure employees can consult their company's compliance officers or other support channels without struggling alone with questions or concerns about compliance, each issue lists the contact details for company-specific harassment hotlines, compliance hotlines, healthcare support, and internal consultation hotlines.



Environment

The AOKI Group supports TCFD recommendations, and we are working to further promote information disclosure and reduce environmental impact.

TCFD Recommendation-based Information Disclosure

Governance

Discussing and Responding to Climate Change via the Sustainability Committee

In December 2021, AOKI Holdings established the Sustainability Committee consisting of the directors of AOKI Holdings, department heads and the presidents of the Group companies. In general, the Committee meets twice a year. The Committee assesses the business risks and opportunities climate change poses and also discusses annual and medium- to long-term plans with an eye on the sustainable growth of the Group as a whole, reporting its findings to the Board of Directors.

In response to the reports of the Sustainability Committee on the important matters it discusses as well as on the progress of its plans, the Board of Directors monitors the status of initiative implementation and also drafts and implements business plans taking into consideration climate change matters.

Strategy

Climate Change Risks and Opportunities, Their Effects on Businesses, and Measures

The AOKI Group conducted scenario analyses based on TCFD recommendations to consider its business strategy and organizational resilience in light of the impacts of climate change. We assume both a 1.5°C scenario in which the transition to a low-carbon economy advances and a 4°C scenario in which GHG emission reductions fall short and global warming accelerates. Based on an analysis of how the business environment would change under each scenario, we identify and assess climate-related risks and opportunities and consider countermeasures. The risks and opportunities that are currently expected to have a large impact are shown in the table on the next page.

Risk Management

Managing Climate Change Risks through Four-Committee Cooperation

Group-wide risks are managed by the Compliance Committee, Risk Management Committee, and Information Security Committee. With regard to risks from climate change, the Sustainability Committee assesses the degree of impact they will have on businesses and determines appropriate policies. The advancement of these policies is shared between the Compliance Committee, Risk Management Committee and Information Security Committee. The Sustainability Committee informs the Board of Directors about major risks it has identified and proposes responses to these risks. In turn, with the approval of the Board of Directors, the Sustainability Promotion Department, the Sustainability Committee's secretariat, plays a central role in said responses.

Metrics and Targets

Promote Reduction of CO_2 Emissions to Curb Environmental Impact

The AOKI Group is promoting the reduction of greenhouse gas (CO_2) emissions in order to reduce its environmental impact. The AOKI Group is aiming to reduce its per-store Scope 1 and Scope 2 emissions by 50% in comparison to FY2017 (ended March 31, 2018) levels by FY2030. In addition, as of FY2022 the Group is also carrying out Scope 3 disclosure. Furthermore, starting in FY2024, we are responding to the corporate questionnaire from CDP (on climate change) and have received a score of "B-".

CO_2 Emissions

		FY3/2018 (base year)	FY3/2021	FY3/2022	FY3/2023	FY3/2024	FY3/2025
Entire AOKI Group (Scope 1+2)	($t\text{-}CO_2$)	124,381	113,818	112,989	119,324	111,430	111,562
Numbers of corresponding AOKI Group stores	(Locations)	1,257	1,300	1,329	1,352	1,335	1,333
Per-store CO_2 emissions	($t\text{-}CO_2$)	99.0	87.6	85.0	88.3	83.5	83.7

Greenhouse Gas Emissions (Unit: $t\text{-}CO_2$)

	FY3/2018 (base year)	FY3/2021	FY3/2022	FY3/2023	FY3/2024	FY3/2025
Scope 1	2,370	2,775	2,890	3,178	2, 996	2,931
Scope 2(market base)	122,011	111,043	110,099	116,146	108,434	108,631
Scope 3	-	-	-	325,079	373,410	371,824
Scope 1+2+3	-	-	-	444,403	484,840	483,386

Environment

1) Transition risks (1.5°C scenario)

Type	Drivers	Impacts of climate change	Businesses concerned	Time frame	Magnitude of impact	Solution
Regulations and policies	Introduction of a carbon tax	Carbon tax impositions on a company will increase costs	All businesses	Medium term	High*	・Reduce emissions by promotion renewable energy ・Reduce costs through the use of offset programs and credits ・Implement planned GHG reductions based on medium- to long-term targets (currently working toward obtaining Science Based Targets)
	Contracted obligations and regulations related to existing products and services	In case stricter regulations or new regulations concerning plastic use and product recycling are introduced, compliance costs will be incurred		Medium term to long term	Medium	・Reduce plastic consumption ・Waste reduction ・Implement 3R initiatives and zero-emission activities ・Monitor policy trends
Markets	Changing customer behavior	Consumers will prioritize environmentally friendly products and services, reducing demand for conventional products			Medium	・Develop and strengthen sales of environmentally friendly products ・Make active use of renewable and recycled materials ・Enhance information dissemination concerning sustainable products
		Declining demand for existing products like heavy clothing and delayed product development in response to warming temperatures will cause customer attrition	Fashion		High	・Introduce functional products suitable for high-temperature environments ・Review product mix and optimize inventory ・Achieve both environmental sustainability and enhanced product functionality by adopting sustainable materials
	Rising raw material costs	As the proportion of renewable energy in the energy mix increases, electricity costs will rise	All businesses		High	・Reduce procurement costs through competitive comparison of multiple power company contracts ・Reduce energy consumption by installing energy-saving equipment in our facilities ・Ensure stable electricity prices through non-fossil certificates and long-term contracts
		Increased costs due to food procurement instability and higher food ingredient costs	Entertainment		Medium	・Practice local production for local consumption and diversify suppliers ・Ensure a stable supply structure through the use of freezing and preservation technologies

2) Physical risks (4°C scenario)

Type	Drivers	Impacts of climate change	Businesses concerned	Time frame	Magnitude of impact	Solution
Acute	Increased severity of extreme weather events such as cyclones and floods	Sales will decrease due to stagnation/ suspension of business activities at our company's locations	All businesses	Short term to long term	High	・Decide on new store openings based on locational conditions and reassess the risks of existing locations ・Minimize damage through natural disaster insurance and infrastructure investment
Chronic	Rising average temperatures	Warmer winters will reduce demand for winter products, increasing inventory management costs	Fashion		High	・Implement flexible sales periods and conduct more precise real-time demand forecasts ・Strengthen promotional activities to reduce inventory turnover ・Develop products that can be worn all year round
		Increased air conditioning usage in the summer will increase the company's air conditioning costs	All businesses		High	・Install high-efficiency air conditioning equipment ・Optimize temperature and humidity control using EMS and IoT ・Improve insulation within stores and create energy-saving operation manuals
		Winter clothing sales will decrease (coats, down jackets, sweaters, etc.) due to shorter autumn and winter seasons	Fashion		High	・Balance the product lineup with seasonal items outside of autumn and winter ・Develop multi-functional products (e.g., combining warmth and breathability) ・Develop new sales channels

3) Opportunities

Type	Drivers	Impacts of climate change	Businesses concerned	Time frame	Magnitude of impact	Solution
Resource efficiency	Using more efficient transportation methods (modal shift)	Shift to more fuel-efficient transportation to reduce environmental impact and delivery costs	All businesses	Medium term to long term	High	・Review transport routes and vehicles and formulate modal shift plans ・Design optimal transport schedules in collaboration with logistics companies and IT companies
	Using more efficient production and distribution processes	Introduce energy-saving equipment to use less energy and reduce costs		Short term to long term	Medium	・Introduce cutting-edge energy-saving technology ・Energy efficiency monitoring
	Recycling	Actively promote the collection of used products to establish a brand image as an environmentally conscious company	Fashion	Short term	Medium	・Introduce recycling acceptance and incentive systems at stores ・Build a resource-recycling business based on refurbishing collected products
	Using more efficient production and distribution processes	Introduce demand response to reduce costs by optimizing energy usage	Fashion/ Entertainment	Short term to long term	High	・Optimize peak power consumption through participation in demand response programs ・Establish an electricity monitoring system
Energy sources	Using lower-emission energy sources	Reduce the impact of rising fossil energy prices by using low-carbon energy sources	All businesses	Medium term to long term	High	・Expand electricity procurement using renewable energy options and non-fossil certificates ・Diversify procurement by adopting power purchase agreements (PPAs)
	Using new technologies	Manage energy consumption and achieve efficient operations by utilizing IoT-based energy consumption visualization and optimization technologies		Short term to long term	High	・Optimize store energy consumption through air conditioning and lighting control using IoT-enabled smart buildings
Products and services	Developing and/or expanding low-emission products and services	Increase sales through the expansion of eco-friendly products	Fashion/ Bridal	Medium term to long term	Medium	・Expand lineup of environmentally conscious products that reflect market trends ・Introduce product tags and certification displays from an ESG perspective
Markets	Accessing new markets	Demand for summer products will increase due to rising temperatures	Fashion	Short term to long term	High	・Optimize inventory through improved demand forecast accuracy ・Expand summer products and develop product strategies tailored to warm regions
Resilience	Participating in renewable energy programs and implementing energy efficiency measures	Using renewable energy sources to reduce our greenhouse gas emissions and lower the costs of combating climate change. Implementing energy efficiency measures to reduce wasteful energy consumption and result in cost savings	All businesses		Low	・Introduce renewable energy ・Upgrade to high-efficiency equipment (LEDs, air conditioning systems, etc.) ・Optimize energy consumption through energy monitoring

*The impact of introducing a carbon tax is estimated to be approximately ¥1.3 to ¥1.5 billion

【Scenario analysis settings】
・Time frame　Short term: 1 to 3 years, Medium term: 3 to 10 years, Long term: 10 to 30 years
・Impact　High: Matters that could significantly reduce revenue from the company's own business, result in costs that could substantially strain management, and cause major financial losses to the business, potentially making its continuation difficult
Medium: Moderate financial losses may occur and could affect business operations
Low: Will have a slight impact on sales or profits but will not significantly affect business operations
・Usage scenarios: 1.5°C scenario (IEA WEO 2023 Net Zero Emissions by 2050, etc.), 4°C scenario (IPCC AR6 SSP5-8.5 scenario, etc.)

Social

As a public instrument of society, the AOKI Group contributes to social progress by building partnerships and relationships of trust in order to create happiness for all our stakeholders, including our customers, shareholders, investors, business partners, and employees.

Dialogue with Shareholders and Investors

The AOKI Group is engaged in activities based on our investor relations policy to notify our shareholders and investors promptly and accurately of management policies, business strategies, business results, and financial information.

In the fiscal year ended March 31, 2025, we held two online performance briefings for institutional investors and distributed transcripts and videos of these. Furthermore, the President and investor relations team also held one-on-one meetings with investors on an as-needed basis. We also advanced preparations and measures toward making simultaneous disclosures of financial results in English and the timely disclosure of information mandatory. We will continue to deepen dialogue through semiannual performance briefings and briefings for investors as well as communication of information via our website.

For Customers

The AOKI Group is working to improve product development and location environments by listening to feedback from customers at each location, taking note of valuable opinions received over the phone, e-mail, apps, etc., aiming to deliver products and services that exceed our customers' expectations with the hope of creating even greater customer satisfaction.

■ Ensuring customer satisfaction

In our Fashion Business, we have established a Customer Hotline, which we use to develop high-quality products and stores by sharing customer feedback received daily with each department.

The "Chat Styling Service" introduced in 2021 enables staff with styling skills to respond to customers' concerns and misgivings about online shopping via chat in real time, just as they would in a physical store, thereby providing customers with a more comfortable shopping experience. Additionally, we launched a contact center service in May 2022 and took all call center operations in-house. We provide ever higher levels of customer satisfaction by having experienced staff operate the call center.

We conduct online and in-store surveys in the Entertainment Business in an effort to enhance service based around customer feedback.

In the Anniversaire and Bridal Business, we conduct bride and groom questionnaire surveys after the wedding, and customer feedback on the staff's service, products, facilities, and other aspects of the event is shared between our facilities and used in daily improvement activities.

■ Ensuring reliable quality and service

We are working to enhance education on product quality, including promoting Textiles Evaluation Specialist certification in the Fashion Business. By doing so, we seek to continually manage and improve quality by enlisting the support of our Quality Control Department and outside agencies.

For service, we hold a customer service role-playing competition in the Fashion Business to test the service skills of employees.

In the Anniversaire and Bridal Business, our active participation in the Young Professionals category of the HRS Service Competition held by the Japan Hotel and Restaurant Service Development Association helped improve the hospitality skills of our staff. In addition, we host a SKILLS CUP to measure hospitality skills, and we also hold cooking competitions every year to test the skills and expressive abilities of our chefs and dessert chefs, positioning these not only as contributions to improving service but also as important educational opportunities.



For Employees

At the AOKI Group, we understand that the importance of enriching the lives of everyone who works in the AOKI Group is tied to increasing customer satisfaction.

For employees, we have introduced a system that allows individuals to adjust their working styles to best suit their life stages so that each employee can express their individuality and play an active role. We are also accelerating various initiatives including promoting communication on themes such as diversity and work-life balance.



With Trading Partners

We believe that it is important to develop cooperative relationships with our business partners in order to deliver valuable products and services to our customers. For that reason, in the Fashion Business, we hold meetings with our suppliers covering quality improvements to share customer feedback and get them involved in product development. We are also working to build relationships on-site through regular visits with suppliers.



With Local Communities

The AOKI Group, which has the pursuit of community service as one of the pillars of its management philosophy, believes that it is important to contribute to society in non-commercial ways as well. In addition to promoting cultural activities in local communities and engaging in efforts such as sports sponsorship and training of the next generation, we are also advancing a broad range of social contribution activities.

For example, the Fashion Business provides free suits to children's welfare facilities, sells products incorporating donations, and holds seminars on how to wear suits. KAIKATSU CLUB café complexes are making donations of comic books. At ANNIVERSAIRE, we collaborate with farmers facing labor shortages, with staff regularly providing assistance with agricultural work. This not only promotes food education among employees but also contributes to revitalizing local communities.



Please see pages 33 to 38 for our social initiatives.

Governance

Having transitioned to a company with an Audit and Supervisory Committee on June 29, 2023, the company will further strengthen the supervisory and auditing functions of the Board of Directors, further enhancing our corporate governance.

Basic Approaches and Changes in Initiatives to Strengthen Governance

The AOKI Group philosophy is based on the three pillars of business integrity, social responsibility, and community service. We recognize the importance of corporate governance in pursuing this philosophy, and in increasing corporate value. Our basic approach is to strengthen the administrative organization to increase the transparency and fairness of management and to conduct sound and efficient management in practice.

To this end, we are improving our internal control system, including reviewing organizational structures and strengthening our risk management framework while also promoting appropriate information disclosure, safeguarding shareholder rights and engaging in dialogue, and collaborating with other stakeholders in order to further enhance corporate governance.

AOKI Holdings is a company with an Audit and Supervisory Committee, the majority of whose members are External Directors. The committee is responsible for auditing and supervising the legality and appropriateness of business execution, and by granting voting rights on the Board of Directors to Directors who also serve as Audit and Supervisory Committee members, we strengthen the Board's supervisory and auditing functions and maintain a framework that further enhances corporate governance.

	Changes in organizational design and measures	Changes in board members and its composition		
		Member composition	Ratio of External Directors excluding auditors	Ratio of female directors excluding auditors
FY2008	■Transition to a pure holding company as a company with a Board of Auditors ■Establishment of Compliance Committee ■Establishment of Risk Management Committee	■Directors: 10 ■Auditors: 3 (3 external auditors) ■Executive Officers: 9 * Executive officer system introduced from 1991		
FY2014		■Appointment of 1 External Director * First external director	6.7%	
FY2015		■Appointment of 2 External Directors (increase of 1) * First female Director	13.3%	6.7%
FY2019	■Establishment of Nomination and Compensation Committee ■Introduction of stock options as a stock-type remuneration	■Appointment of 2 External Directors	15.4%	7.7%
FY2021	■Establishment of Sustainability Committee	■Appointment of 3 External Directors (increase of 1)	21.4%	7.1%
FY2022	■Establishment of Corporate Governance Inspection and Reform Committee ■Establishment of Governance Task Force ■Establishment of Compliance Office	■Appointment of 5 External Directors (increase of 2)	41.7%	16.7%
FY2023	■Transition to a company with an Audit and Supervisory Committee ■Establishment of Risk Management and Information Security Committee ■Utilization of external organizations to evaluate the effectiveness of the Board of Directors	■Appointment of 6 External Directors ■Appointment of 3 Directors on Audit and Supervisory Committee (including 2 External Directors) ■Appointment of 3 female Directors (including 2 External Directors)	46.2%	23.1%
FY2024	■Establishment of Risk Management Committee ■Establishment of Information Security Committee	■Appointment of 6 External Directors ■Appointment of 3 female Directors (including 2 External Directors) * Directors on Audit and Supervisory Committee have a 2-year term.	46.2%	23.1%
FY2025		**■Appointment of 7 External Directors** **■Appointment of 3 Directors on Audit and Supervisory Committee (including 2 External Directors)** **■Appointment of 2 female Directors**	**53.8%**	**15.4%**

Initiatives to Strengthen the Supervisory Function of the Board of Directors and Evaluation of Its Effectiveness

From March 2025, we conducted an evaluation of the effectiveness of the Board of Directors.

The method of evaluation consisted of an anonymous questionnaire for all Directors, commissioned by an external agency regarding the composition, operation, and discussions of the Board of Directors, with its purpose explained in advance at a Board of Directors meeting. These results were reported and deliberated at the May Board of Directors meeting.

The evaluation results determined that after the transition to a company with an Audit and Supervisory Committee, the Board of Directors has become more active in discussions and overall is functioning effectively. On the other hand, (1) Opportunities for exchanges of opinion among external directors were not sufficiently secured. (2) Discussions on medium- to long-term issues and strategies were insufficient. (3) Some expressed the view that additional support, such as training sessions for officers, were needed to further enhance their knowledge. In response, we will (1) Hold regular opinion exchange meetings among external directors before and after Board of Directors meetings; (2) Set aside time during Board of Directors meetings to discuss specific themes such as progress on the Medium-Term Management Plan, DX, and sustainability; and (3) Conduct training sessions tailored to Directors' needs, based on hearings regarding developments in the digital field as well as economic and social conditions.

Reasons for Skill Matrix Selection

Key Skills	Reasons for Selection
Corporate Management	In our Board of Directors, we believe that decisions based on open and active discussions regarding medium- to long-term strategies are necessary and therefore selected knowledge of diverse corporate management as a required item.
Industry Expertise/Marketing	We selected items deemed necessary to capture the business environment of the industries in which the AOKI Group operates and consumer trends in order to generate further growth.
IT/DX	In our business activities, we selected as indispensable knowledge expertise in creating new business models, improving customer convenience and service quality, and enhancing operational standards.
Finance/Accounting	To realize our business strategy, we have designated as required items knowledge and experience in the fields of finance and accounting, together with the ability to assess their appropriateness.
Compliance/Risk Management	To realize our corporate philosophy through the execution of appropriate business activities, we have designated risk management related to business operations as an essential area of expertise.
ESG/Sustainability	To pursue our corporate philosophy, we have designated as required items an understanding of and engagement with social issues, together with initiatives aimed at resolving such issues through our business activities.
Human Resources Development	For the Group's sustainable growth, we have designated the development of employees' potential as a priority item, recognizing it as an important management theme.

Skill Matrix

Name (Gender)	Current Position	Expected Areas of Expertise						
		Corporate Management	Industry Expertise/ Marketing	IT/DX	Finance/ Accounting	Compliance/ Risk Management	ESG/ Sustainability	Human Resources Development
Akihiro Aoki (M)	Chairman and Representative Director	●	●					●
Haruo Tamura (M)	President and Representative Director	●	●		●		●	
Norio Terui (M)	Director, Executive Vice President, Executive Officer	●	●	●				
Masamitsu Aoki (M)	Director, Senior Managing Executive Officer	●	●					●
Keita Nagemoto (M)	Director, Senior Managing Executive Officer	●	●			●		●
Mitsuo Takahashi (M)	Director, Nomination and Compensation Chairman	●	●		●	●		
Eiichi Nakamura (M)	Director	●	●					
Keiko Sasao (F)	Director	●					●	
Susumu Miyamoto (M)	Director	●			●	●		
Kaoru Yokomise (F)	Director						●	
Mitsuji Minemura (M)	Director, Full-Time Audit and Supervisory Committee Member					●		
Yosuke Uehira (M)	Director, Audit and Supervisory Committee Members				●			
Satoru Kanai (M)	Director, Audit and Supervisory Committee Members					●		

Note: * This skill matrix covers skills and experience where individuals can utilize their professional knowledge and is not intended to encompass all of the knowledge of these individuals.
* "Industry expertise refers to the retail, services, manufacturing and supply chain sectors, which are key categories for the businesses of the AOKI Group.
* In categories that are priorities for the AOKI Group, the goal is to maintain the proper balance among all Directors with regard to their experience, professional skills and other characteristics. Categories of experience and professional skills that are currently insufficient are supplemented by capabilities of individuals other than Directors.

Initiatives to Grant More Authority to the Nomination and Compensation Committee

By resolution of the Board of Directors following the Ordinary General Meeting of Shareholders held on June 27, 2025, the number of Nomination and Compensation Committee members was increased from three to five. Four of them are highly independent External Directors, with the chairman being selected from among them to ensure independence.

This committee serves as a voluntary advisory body to the Board of Directors. In response to requests from the Board, it deliberates and reports on the following matters: (1) Appointment and dismissal of directors and their remuneration, (2) Appointment and dismissal of representative directors and directors with titles, (3) Appointment and dismissal of executive officers and their remuneration, (4) Appointment and dismissal of executive officers with titles, (5) Policies for determining individual compensation of directors and individual compensation itself, (6) Succession planning (including development), (7) Matters relating to director and auditor candidates of important subsidiaries, (8) Matters relating to representative directors of important subsidiaries, (9) Other matters deemed necessary by the Board of Directors. The committee also has the authority to make recommendations to the Board of Directors.

Reasons for Appointment of New External Directors

Keiko Sasao	Ms. Keiko Sasao has experience in leading roles in the broadcasting industry and subsequently had positions involving investor relations, corporate planning, compliance, internal controls and audits, Director and Managing Executive Officer of a subsidiary, and other roles. Shareholders are asked to elect Ms. Sasao because she can use her broad range of business experience and insight to supervise the management of business operations from an objective and neutral perspective. If elected, Ms. Sasao will be an External Director who will be expected to use her experience for activities for the advancement of women and for providing oversight and advice concerning the AOKI Group's management.
Susumu Miyamoto	Mr. Susumu Miyamoto was involved with the privatization of Japan Post. After privatization, he worked at Japan Post Insurance Co., Ltd. in roles concerning corporate planning, governance and other activities. Shareholders are asked to elect Mr. Miyamoto because he can use his broad range of business experience and insight to supervise the management of business operations from an objective and neutral perspective. Although Mr. Miyamoto is an External Director candidate because he is expected to use his experience involving governance and other activities at Japan Post Insurance for providing oversight and advice concerning the AOKI Group's management.
Kaoru Yokomise	Ms. Kaoru Yokomise has considerable experience and knowledge, including in ESG management at a large chemical and cosmetics manufacturer, practical experience with public-sector consumer policies, and experience as an external director of other companies. Shareholders are asked to elect Ms. Yokomise because she can supervise the management of business operations from an objective and neutral perspective. Although Ms. Yokomise has no direct corporate management experience, she is an External Director candidate because she is expected to use her broad range of experience to provide oversight and advice concerning the AOKI Group's management.

Message from New External Directors



Keiko Sasao
External Director

By promoting diversity management and pioneering a new future by advancing the empowerment of women, I hope to continue creating new value.

I am Keiko Sasao, and I have recently been appointed as an External Director.

AOKI Holdings began with the vision of "making it possible for businesspersons to afford to own a variety of suits." Today, however, its business extends far beyond that, encompassing women's suits in the Fashion Business, Entertainment Business such as café complexes and fitness, and the Bridal Business. We recognize that the concept of diversity has become increasingly important, both for our customers and for the company.

Diversity refers to "a situation in which diverse employees recognize one another and carry out business activities that make use of each individual's unique qualities." Diversity management refers to "management that makes use of diverse human resources, provides opportunities for them to fully demonstrate their abilities, fosters innovation, and leads to value creation." In today's rapidly changing and increasingly diverse market, in order to succeed it is imperative that companies take on board perspectives from a wide variety of human resources, especially those who are closer to consumers.

I believe that by building on the strong DNA cultivated as a menswear company and further advancing diversity, we can drive additional evolution and innovation, continue to evolve as a corporation, and demonstrate even stronger competitiveness.

In recent years, the term DE&I—Diversity, Equity & Inclusion—has come to the fore. Equity translates into Japanese as kōhei, or fairness. The key point here is fairness, rather than equality. Equality and fairness are similar, yet actually have distinct meanings. Whereas equality means giving the same tools or resources to everyone without considering their individual circumstances, fairness means preparing resources and tools tailored to each individual's situation, thereby creating opportunities in which everyone can better succeed. With a perspective of fairness, women are better able to thrive in the workplace. Furthermore, by ensuring more women succeed, this leads to uncovering new customer needs in a society with an increasing number of women working. With women's empowerment, which we have cultivated over many years as a key theme, we would be honored to contribute to the AOKI Group's philosophy of "enriching people's lives."



Susumu Miyamoto
External Director

My aim is to take on the challenge of strengthening governance and help realize sustainable growth.

I am Susumu Miyamoto, and I have recently been appointed as an External Director.

Drawing on my long-cultivated expertise in corporate governance and risk management, I will work to enhance the effectiveness of the Board of Directors and contribute to the sustainable growth of the AOKI Group.

To strengthen the supervisory function of the Board of Directors, the AOKI Group utilizes specialized committees including the Nomination and Compensation Committee, thereby enhancing management independence and the transparency of decision-making. In addition, steady progress has been made in integrated risk management across diversified businesses, and I believe the Group's autonomous initiatives to reinforce internal controls should be commended. The RISING 2026 Medium-Term Management Plan formulated and announced in May 2024 demonstrates management's strong will to directly link governance enhancement with the improvement of corporate value, and I expect that to foster a corporate culture that emphasizes transparency and accountability.

That said, preparation for new risks remains a key issue going forward. These include changing market needs, digitalization, and responsibilities within the supply chain. To address this, corporate governance and risk management should not just be defensive mechanisms, but be refined into mechanisms that support management in taking on challenges. I believe it essential that the Board's discussions evolve into more strategic and forward-looking deliberations.

I will take an objective perspective in supervising to ensure that the AOKI Group's reforms take root in substance while working together with stakeholders to maximize the collective interests of shareholders. At the same time, I will support the challenges faced by each Group company so that the AOKI Group continues to pursue business integrity, social responsibility, and community service, remaining an organization that enriches its customers.



Kaoru Yokomise
External Director

I intend to focus on activities that contribute to the evolution of ESG management toward the further enhancement of corporate value.

I am Kaoru Yokomise, and I have recently been appointed as an External Director.

I have been engaged primarily in non-financial fields (ESG, sustainability, and SDGs) during my time at a major consumer goods manufacturer and at the Consumer Affairs Agency. Since then, I have also served as an external director at both B-to-B and B-to-C companies.

I recognize that my appointment reflects expectations that I will provide advice and monitoring from a broad perspective, based on my experience in both the public and private sectors and my track record as an external director at multiple companies.

Looking at AOKI Group's activities in non-financial areas, I understand that the company has already established a Sustainability Committee, formulated materialities and KPIs, and is advancing specific initiatives.

Recently, more companies are quantifying non-financial activities and clarifying their correlation with improvements in corporate value (PBR). These insights are increasingly being incorporated into management. At the same time, there is a growing trend toward introducing "sustainability assurance" in which the accuracy of data and reports is verified by a third party. To earn the trust of all stakeholders, including shareholders, it is essential that non-financial activities are organically integrated into business strategy and that they are disclosed concretely and accurately. I look forward to seeing the AOKI Group further refine its activities in this area.

As an external director, what I place the greatest importance on is listening attentively to the views of not only management but also employees on the front lines and striving to understand the corporate culture that underlies management decision-making. Only then can constructive discussions take place and effective monitoring of management truly be achieved. The AOKI Group has formulated its medium- to long-term management policies that set forth ambitious numerical targets and describe the company's desired state ten years from now. From my independent position, I will devote my efforts to helping realize this vision.

Officers

(As of June 27, 2025)

Directors



Chairman and Representative Director

Akihiro Aoki

Apr. 1994 Joined the Company
May 2003 Launched the ORIHICA business
Jun. 2005 Executive Officer
Apr. 2008 President and Representative Director of ORIHICA Inc.
Jun. 2009 Managing Director of the Company
Jun. 2010 President and Representative Director of the Company Executive Vice President of ANNIVERSAIRE HOLDINGS INC. (current position)
Oct. 2018 Chairman and Representative Director of AOKI Inc.
Jun. 2022 Chairman and Representative Director of the Company (current position)
Dec. 2024 Chairman and Director of AOKI Inc.
Jun. 2025 Chairman, Representative Director, and President of AOKI Inc. (current position)



President and Representative Director

Haruo Tamura

Apr. 1980 Joined The Bank of Yokohama, Ltd.
Jul. 1999 Yokohama City Branch Manager of The Bank of Yokohama, Ltd.
Apr. 2003 Joined ANNIVERSAIRE INC. Director, General Manager of Administration Division of ANNIVERSAIRE INC.
Oct. 2004 Executive Managing Director of ANNIVERSAIRE INC.
Jun. 2006 Joined the Company Executive Officer of the Company in charge of Group Finance
Jun. 2007 Director of the Company
Apr. 2008 Managing Director of the Company
Apr. 2010 Director of the Company in charge of Group Administration and Finance
Jun. 2010 Executive Vice President of the Company
Dec. 2022 President and Representative Director of the Company (current position)



Director, Executive Vice President, Executive Officer

In charge of Group Business Strategy, Digital Technologies, and Public Relations

Norio Terui

Feb. 2003 Joined Starbucks Coffee Japan, Ltd.
Apr. 2008 Vice President, General Manager of IT System Division of Starbucks Coffee Japan, Ltd.
Nov. 2015 Joined the Company Executive Officer, Deputy General Manager of IT System Division of the Company
Jun. 2018 Managing Director of the Company
Jun. 2019 Director in charge of Group IT Systems of the Company
Jun. 2021 Director of the KAIKATSU FRONTIER Inc.
Jun. 2022 Executive Vice President of the Company Director of RUNSYSTEM CO., LTD. (current position)
Jan. 2023 Executive Vice President, Director in charge of Group Human Resources and IT Systems of the Company
Jun. 2023 Director, Executive Vice President, Executive Officer in charge of Group Business Strategy and IT Systems of the Company (current position) Director, Executive Officer, KAIKATSU FRONTIER Inc. (present position)
Jun. 2025 Director, Executive Vice President, Executive Officer in charge of Group Business Strategy, Digital Technologies, and Public Relations of the Company (current position)



Director, Senior Managing Executive Officer

In charge of Overseeing Group Brand

Masamitsu Aoki

Apr. 1993 Joined the Company
Jun. 2004 Executive Vice President of ANNIVERSAIRE INC.
Jun. 2010 Managing Director of the Company President and Representative Director of ANNIVERSAIRE HOLDINGS INC. (current position)
Apr. 2017 Chairman of ANNIVERSAIRE INC.
Jun. 2020 Director in charge of Group Branding of the Company
Jun. 2022 Senior Managing Director of the Company
Jun. 2023 Director, Senior Managing Executive Officer in charge of Group Brands (current position)



Director, Senior Managing Executive Officer

In charge of Group Human Resources, General Affairs and Compliance

Keita Nagemoto

Apr. 1985 Joined the Company
Jun. 2007 Executive Officer, General Manager of Strategic Planning Office of the Company
Apr. 2010 Director of ANNIVERSAIRE INC.
Sep. 2016 Executive Officer, General Manager of President's Office of the Company
Jun. 2019 Managing Director in charge of Group Strategy and General Manager of President's Office of the Company
Jun. 2020 Chairman and Representative Director of ANNIVERSAIRE INC.
Jun. 2022 Senior Managing Director in charge of Group Strategy and General Manager of President's Office of the Company
Jun. 2023 Director, Senior Managing Executive Officer in charge of Group General Affairs and Compliance of the Company
Feb. 2025 Director, Senior Managing Executive Officer in charge of Group Human Resources, General Affairs and Compliance of the Company (current position)



External Director

Mitsuo Takahashi

Apr. 1977 Joined the Company
Jun. 1990 Director of the Company
Jun. 1997 Resigned as Director of the Company
Jul. 1997 Joined Don Quijote Co., Ltd. (now Pan Pacific International Holdings Corporation) General Manager of Administration Headquarters of Don Quijote Co., Ltd.
Sep. 1997 Director of Don Quijote Co., Ltd.
Sep. 2005 Senior Managing Director and CFO of Don Quijote Co., Ltd.
Sep. 2019 Senior Managing Executive Officer and CFO of Pan Pacific International Holdings Corporation
Oct. 2020 Advisory Member of Pan Pacific International Holdings Corporation
Jun. 2021 Director of the Company (current position)



External Director

Eiichi Nakamura

Apr. 1979 Joined Itoman Co., Ltd. (now NIPPON STEEL TRADING CORPORATION)
Apr. 2005 Executive Officer, General Manager of Men's Wear Department 2 of Sumikin Bussan Corporation (now NIPPON STEEL TRADING CORPORATION)
Apr. 2010 Managing Executive Officer, Representative in China, Sumikin Bussan Corporation
Jun. 2015 Director and Managing Executive Officer of NIPPON STEEL & SUMIKIN BUSSAN CORPORATION (now NIPPON STEEL TRADING CORPORATION)
Apr. 2018 Director and Senior Managing Executive Officer of NIPPON STEEL & SUMIKIN BUSSAN CORPORATION
Jun. 2020 Advisor of NIPPON STEEL TRADING CORPORATION
Jun. 2021 Resigned as Advisor to NIPPON STEEL TRADING CORPORATION
Jun. 2022 Director of the Company (current position)
Mar. 2023 Task Force Manager of SCM Reform of BAROQUE JAPAN LIMITED
May 2023 Executive Vice-President of Baroque Japan Limited



External Director

Keiko Sasao

Apr. 1981 Joined Nippon Television Network Corporation
Jun. 2016 Director and Managing Executive Officer of TIPNESS Limited.
Apr. 2020 Director of National Center for Global Health and Medicine
Jun. 2020 Executive Director of The Association for Promotion of Advanced Broadcasting Services
Apr. 2023 Auditor of Secure Broadcasting Authorization and Research Center
Aug. 2024 Director of Japan Women Foundation (current position)
Jun. 2025 Director of the Company (current position)



External Director

Susumu Miyamoto

Apr. 1993 Joined Ministry of Posts and Telecommunications (now Ministry of Internal Affairs and Communications)
Oct. 2007 Joined JAPAN POST INSURANCE Co., Ltd.
Jan. 2014 Senior General Manager, Listing Preparation Office, Corporate Planning Department of JAPAN POST INSURANCE Co., Ltd.
Nov. 2015 Senior General Manager, IR Office, Corporate Planning Department of JAPAN POST INSURANCE Co., Ltd.
Apr. 2018 Senior General Manager, Corporate Planning Department and Affiliated Business Office of JAPAN POST INSURANCE Co., Ltd.
Apr. 2019 Executive Officer and Senior General Manager, Corporate Planning Department of JAPAN POST INSURANCE Co., Ltd.
Jan. 2021 Executive Officer (Secretary, Risk Management) of JAPAN POST INSURANCE Co., Ltd.
May 2024 External Auditor of NEO CAREER CO., LTD. (current position)
Jun. 2025 Director of the Company (current position)



External Director

Kaoru Yokomise

Apr. 1981 Joined Kao Soap Co., Ltd. (now Kao Corporation)
Oct. 2013 General Manager, Sustainability Promotion Department, Corporate Communications Division of Kao Corporation
Dec. 2014 General Manager, Indirect Material Department, Procurement Division of Kao Corporation
Apr. 2018 Joined the Consumer Affairs Agency
Oct. 2019 Assistant Director for Policy Planning to Director of the Cabinet Office
Jun. 2021 Outside Director (Audit and Supervisory Committee Member) of Matsuda Sangyo Co., Ltd.
Jun. 2022 Outside Director of SAN HOLDINGS, INC. (current position)
Jun. 2025 Director of the Company (current position)

Directors and Audit and Supervisory Committee Members



Director

Mitsuji Minemura

Apr. 1983 Joined the Company
Apr. 2010 General Manager of Business Management Office of the Company
Nov. 2022 General Manager of Compliance Office of the Company
Jun. 2023 Director of the Company (current position)



External Director

Yosuke Uehira

Nov. 2008 Passed the Certified Public Accountant Examination
Dec. 2008 Joined PricewaterhouseCoopers Arata LLC (now PricewaterhouseCoopers Japan LLC)
Sep. 2012 Registered as a certified public accountant
Jul. 2014 Joined PricewaterhouseCoopers (now PwC Tax Japan)
Oct. 2014 Registered as a certified tax accountant
Jun. 2023 Director of the Company (current position)
Jun. 2024 External Corporate Auditor of Totsu Sangyo Co., Ltd (now Totsu Corporation) (current position)



External Director

Satoru Kanai

Oct. 2003 Registered as an attorney at law Joined Asahi Koma Law Offices (now Nishimura & Asahi (Gaikokuho Kyodo Jigyo))
May 2012 Founded Shinju Law Offices
May 2013 Founded Daichi Law Offices Representative Partner (current position)
Jun. 2016 Supervisory Director of NIPPON LIFE PRIVATE REIT Inc. (current position)
Jun. 2023 Director of the Company (current position)

Executive Officers

Seiichi Sakimura
Kenji Sunaga
Nobuyuki Tachikawa
Osamu Kobayashi
Noboru Ishimatsu
Koichi Nakamaki
Takeshi Sugawara
Muneaki Sakamoto

Corporate Information

Corporate Overview (As of March 31, 2025)

Company name AOKI Holdings Inc.

Business description Management and administration of Group companies and related operations

Established August 21, 1976

Capital ¥23,282 million

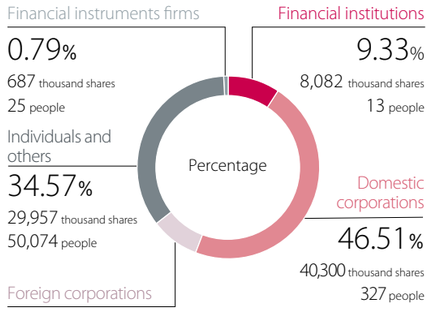
Number of employees 3,098 (6,076) (consolidated)
The number in parentheses indicates the number of contract and part-time workers (yearly average), calculated based on an eight-hour workday for each employee.

Stock Information (As of March 31, 2025)

Shares

Total number of authorized shares 133,679,900
Total number of outstanding shares 86,649,504
(Including 2,551,777 treasury shares)
Number of shareholders 50,661

Share distribution by type of shareholders

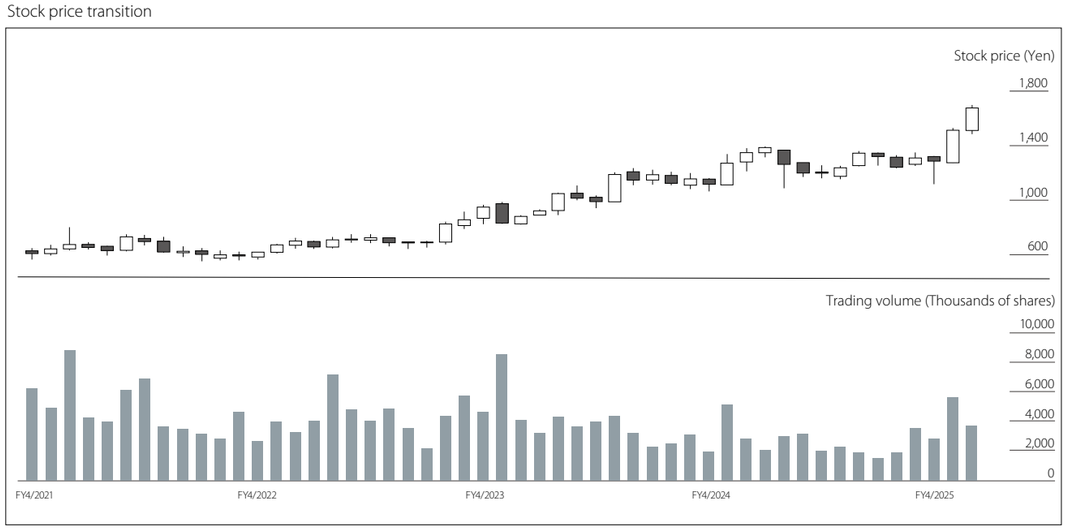


Major shareholders (top 10)

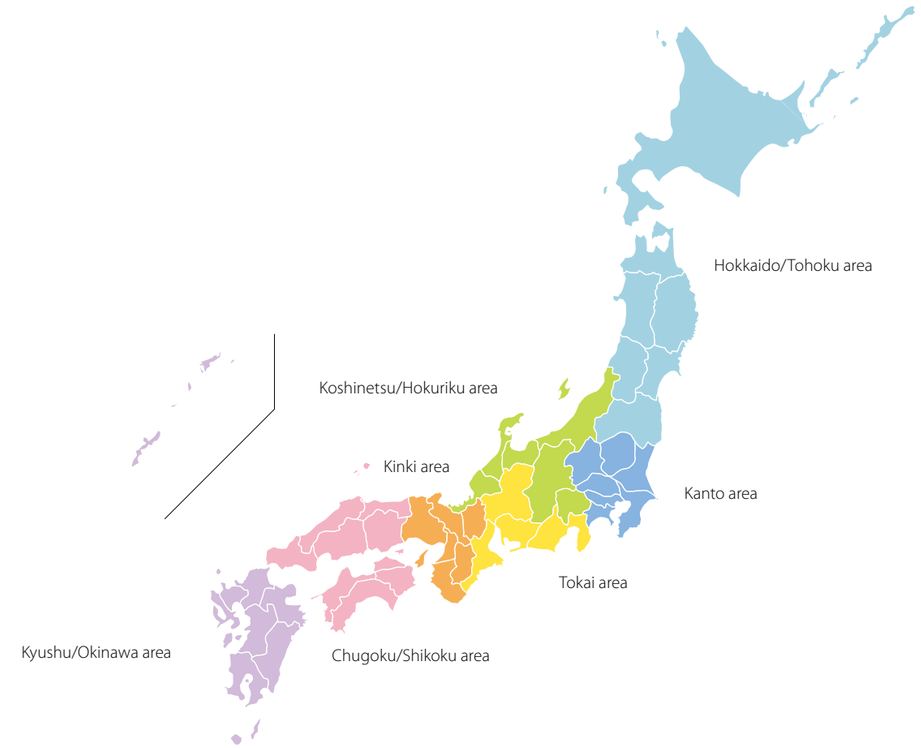
Shareholder name	Number of shares (thousands)	Percentage (%)
ANNIVERSAIRE HOLDINGS INC.	32,415	38.54
The Master Trust Bank of Japan, Ltd. (trust account)	5,946	7.07
TREIDEALI INC.	4,300	5.11
Akihiro Aoki	2,593	3.08
Masamitsu Aoki	2,568	3.05
AOKI Holdings Employee Stock Ownership Association	1,958	2.32
AOKI Holdings Business Partner Stock Holding Association	1,867	2.22
Takahisa Aoki	1,846	2.19
Hironori Aoki	1,843	2.19
Custody Bank of Japan, Ltd. (trust account)	1,755	2.08

* 1. Holdings percentages are calculated excluding treasury shares.
2. The holdings of The Master Trust Bank of Japan, Ltd. (trust account) and Custody Bank of Japan, Ltd. (trust account) are all in relation to fiduciary services.

Stock price transition



Number of Stores/Locations by Area (As of March 31, 2025)



	Hokkaido/ Tohoku	Kanto	Koshinetsu/ Hokuriku	Tokai	Kinki	Chugoku/ Shikoku	Kyushu/ Okinawa	Total
Fashion	48	270	57	105	81	6	36	603
Entertainment	82	318	62	83	90	52	81	768
Anniversaire and Bridal	0	6	1	1	2	0	0	10
Total	130	594	120	189	173	58	117	1,381

Inquiries

6-56 Kuzugaya, Tsuzuki-ku, Yokohama,
Kanagawa 224-8588, Japan
Tel: +81-45-941-1888
https://www.aoki-hd.co.jp/en/

[Inquiry Form (in Japanese only)]
https://support.aoki-style.com/holdingscontact?company=holdings

[AOKI Group Official Media (in Japanese only)]
AOKI GROUP STORIES
https://www.aoki-hd.co.jp/stories/