



FY2024 2Q (First Half)

Presentation Materials

AEON CO., LTD

October 14, 2025

Consolidated Results (First Half of Fiscal 2025)



- Operating revenue and operating profit both reached record highs
- Sales growth was driven by the successful expansion of "TOPVALU" and strategic deployment of group assets to deliver heat-relief solutions during the extreme summer conditions
- Profitability improved through a pricing strategy aligned with customer needs, enhanced labor productivity enabled by store-level digital transformation and structural cost optimization

Consolidated Results*1

(Billion yen)

1st Half of Fiscal 2025

	FY2025 1H	FY2024 1H	YoY %	YoY change
Operating revenue	5,189.9	4,999.4	3.8%	+190.5
Operating profit	118.1	98.6	19.8%	+19.5
Ordinary profit	106.4	89.8	18.5%	+16.6
Profit attributable to owners of the parent company	4.0	3.7	9.1%	+0.3

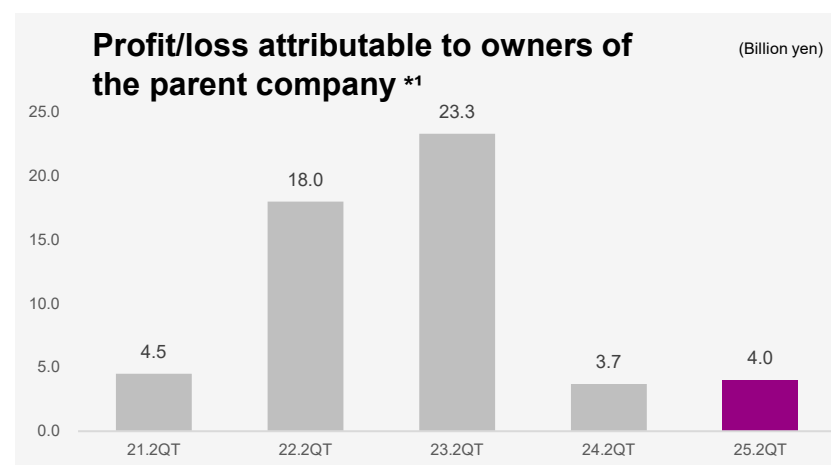
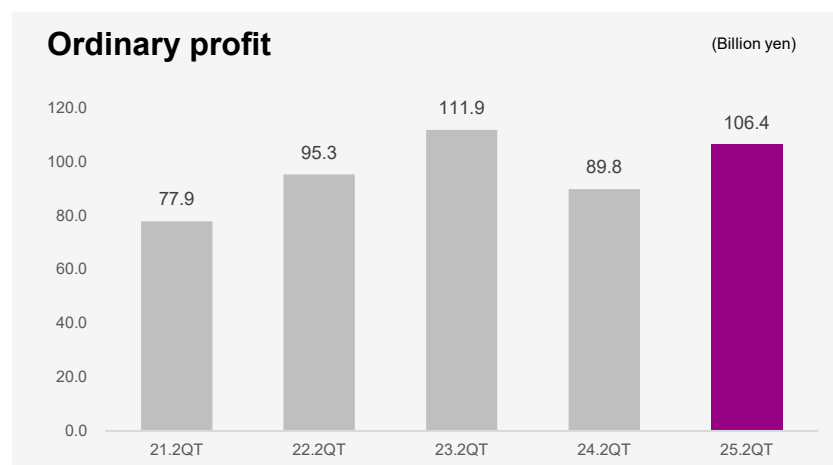
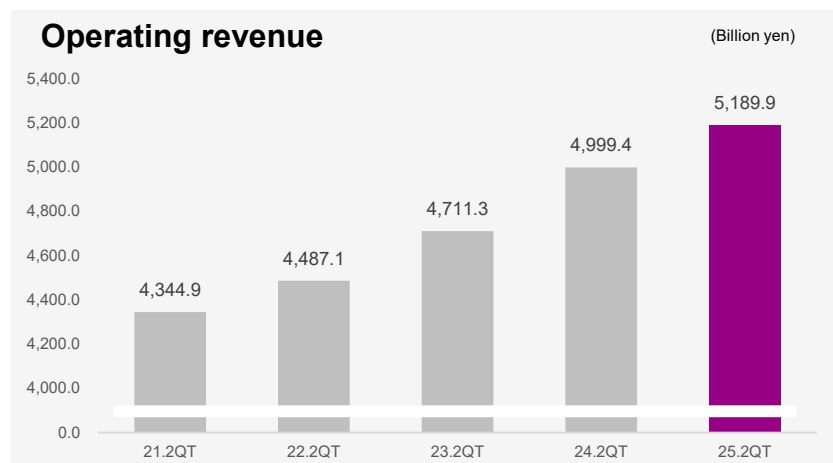
General Note (for all slides): OGP stands for Operating Gross Profit. H&BC stands for Health & Beauty Care.

*1 Figures for the previous year have been retrospectively adjusted following the application of the Accounting Standard for Income Taxes from the beginning of the current interim period.

Consolidated Results (First Half of Fiscal 2025)



- Operating revenue exceeded ¥5 trillion, marking a record high for the fifth consecutive fiscal period
- Operating profit reached a new record for the first time in two periods
- Net income (parent) turned positive from the previous quarter, recovering from a net loss, and posted year-on-year growth



*1 FY2024 figures have been retrospectively adjusted following the adoption of the Accounting Standard for Income Taxes from the beginning of the current interim period.

- Operating revenue increased across all reporting segments
- Operating profit was boosted by a significant reduction in losses in the GMS business, while all four segments—Supermarket, Health & Wellness, Shopping Center Development, and Services & Specialty Stores—achieved double-digit profit growth, contributing to record-high earnings

Results by Segment

(Billion yen)

1st Half of Fiscal 2025

		Operating revenue		Operating profit		
		Amount	YoY % Change	Amount	YoY Diff.	YoY % Change
S e g m e n t	General Merchandising Store (GMS)	1,818.6	3.6%	-0.2	+8.0	-
	Supermarket (SM)	1,544.7	3.2%	12.9	+2.8	28.0%
	Discount Store (DS)	217.0	6.3%	3.6	-0.2	-7.5%
	Health & Wellness	681.9	3.7%	22.7	+4.2	22.8%
	Financial Services	276.3	8.3%	26.9	-0.5	-1.9%
	Shopping Center Development	257.9	4.5%	32.8	+5.5	20.1%
	Services & Specialty Stores	381.8	3.2%	16.8	+2.4	16.7%
	International	281.2	2.7%	4.8	-0.0	-1.3%
Others		38.6	18.3%	-5.3	-1.0	-
Adjustment amount		-308.4	—	2.7	-1.5	-35.3
Consolidated total		5,189.9	3.8%	118.1	+19.5	19.8%

Expanding “TOPVALU” to Support the Daily Lives of Customers

- Amid rising prices and growing consumer frugality, we strengthened the expansion of TOPVALU—centered on the price-focused “BEST PRICE” line—to support household budgets and stay closely aligned with customer needs
- The combination of competitive pricing and trusted quality drove strong performance, with group-wide sales reaching **111.7%** of the prior-year level
- This contributed significantly to both top-line growth and improvement in gross profit margin

YoY Sales by Segment

Segment	YoY
General Merchandizing Store (GMS)	108.5%
Supermarket (SM)	111.9%
Discount Store (DS)	119.2%
Health & Wellness (H&W)	120.3%
Group Total	111.7%

YoY Sales by Category

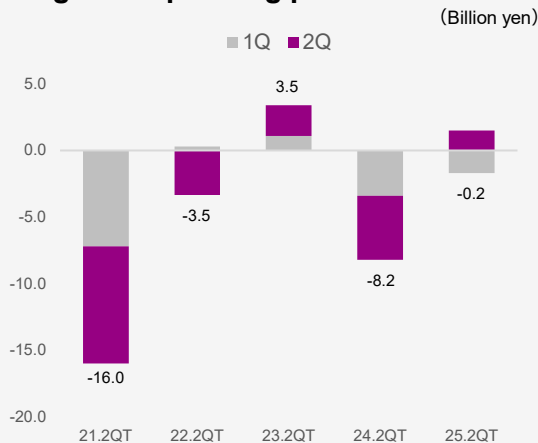
Price-focused		113.9%
Value-focused		109.1%
		108.9%

Results by Segment

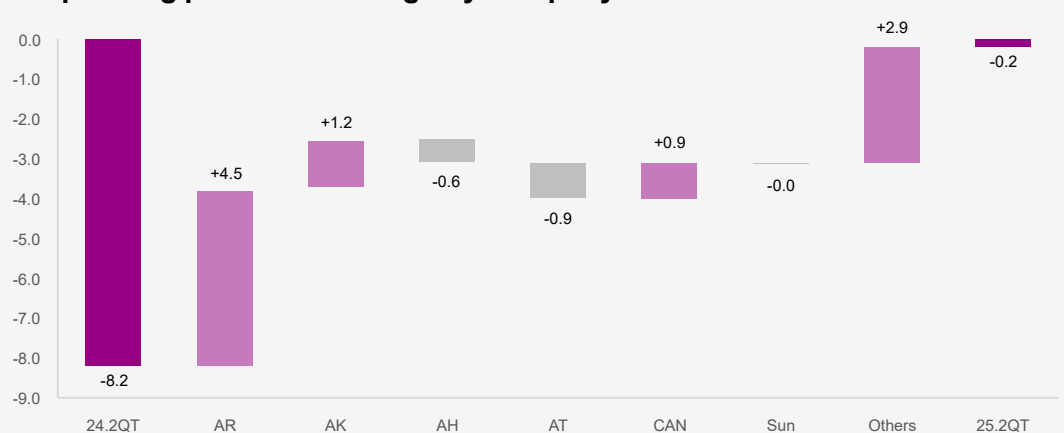
General Merchandising Store (GMS) Business

- Store-level digital transformation and progress in cost structure reforms led to a significant reduction in operating losses.
- At the corporate level, AEON RETAIL, AEON KYUSHU, and CAN DO were key contributors to the improvement in profitability.
- In addition to strong performance in food, we continued to strengthen non-food categories, including the expansion of specialty store formats

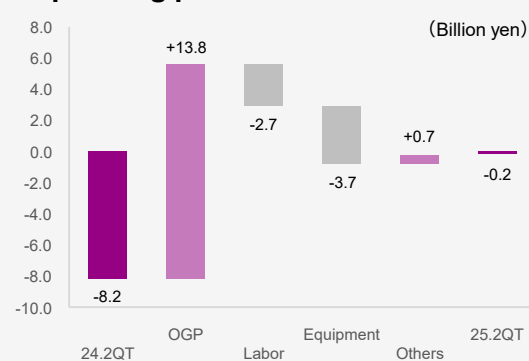
Segment operating profit/loss*1



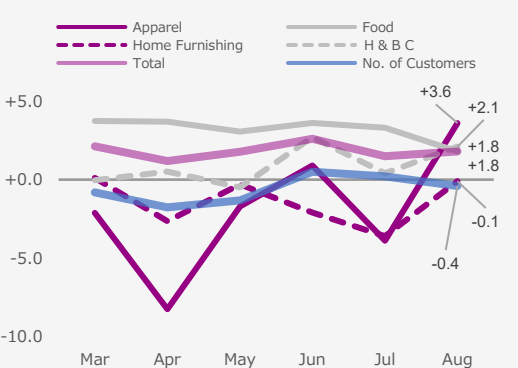
Operating profit/loss change by company*2



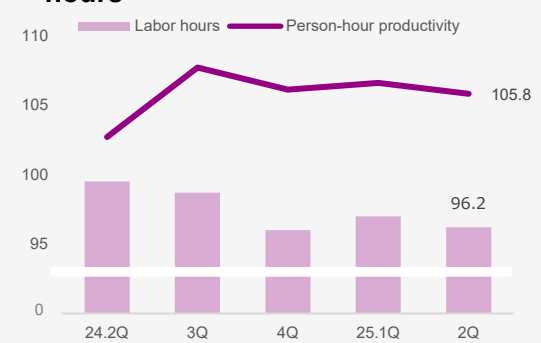
Operating profit/loss +/- factors



Same-store & related YoY*3



Person-hour productivity & total hours*4



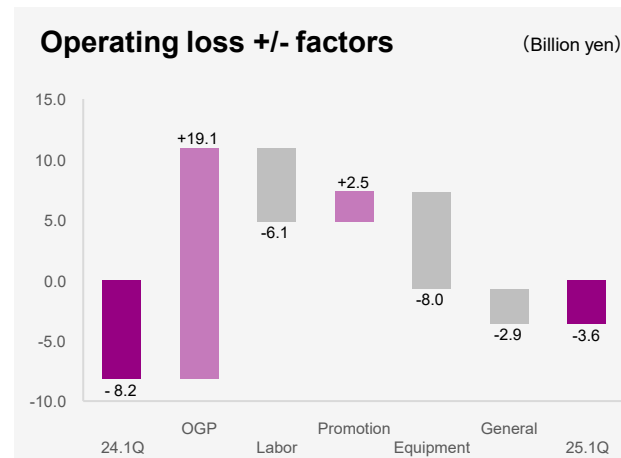
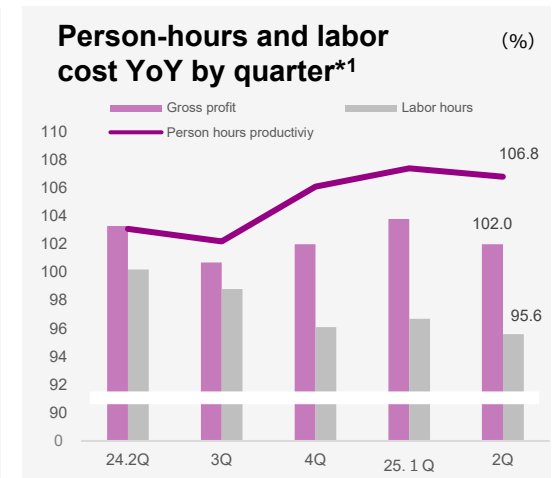
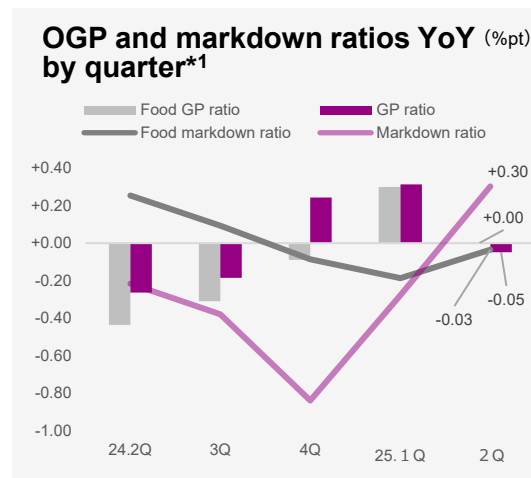
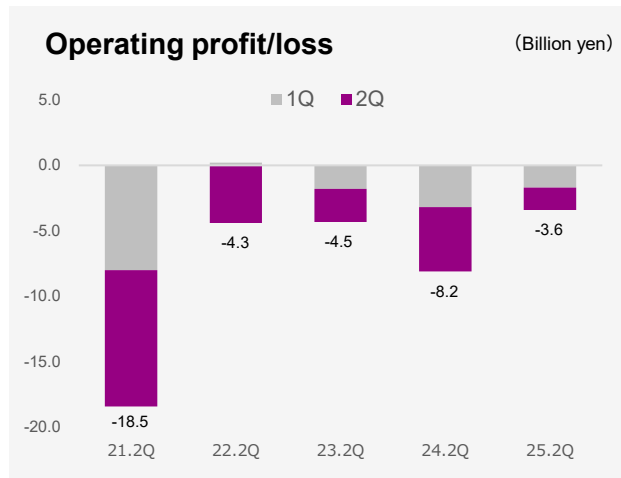
*1 Prior year results were adjusted for reportable segment transfers
AT:AEON Tohoku (separate), CAN:CANDO (cons., segment changed),

*2 AR:AEON RETAIL (separate), AK:AEON KYUSHU (cons.), AH:AEON Hokkaido (separate),
Sun: SUNDAY (separate)

*3 Managerial accounting figures from 12 major GMS companies

*4 Managerial accounting figures from the 4 major GMS companies

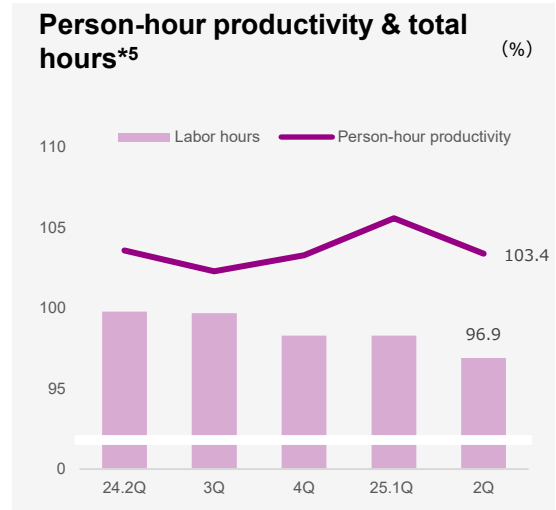
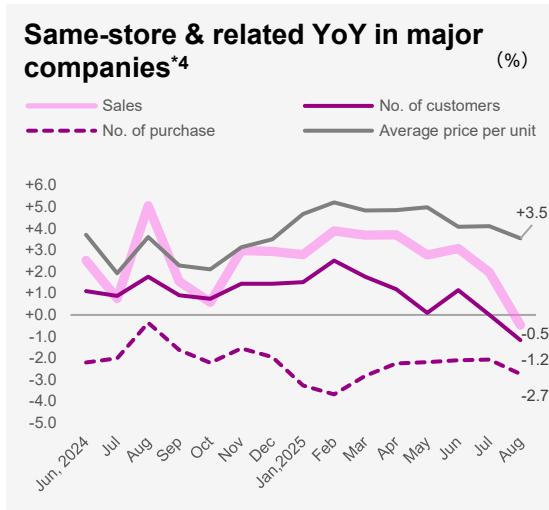
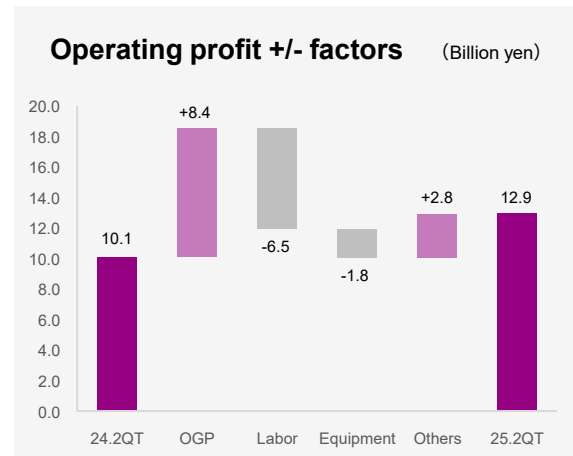
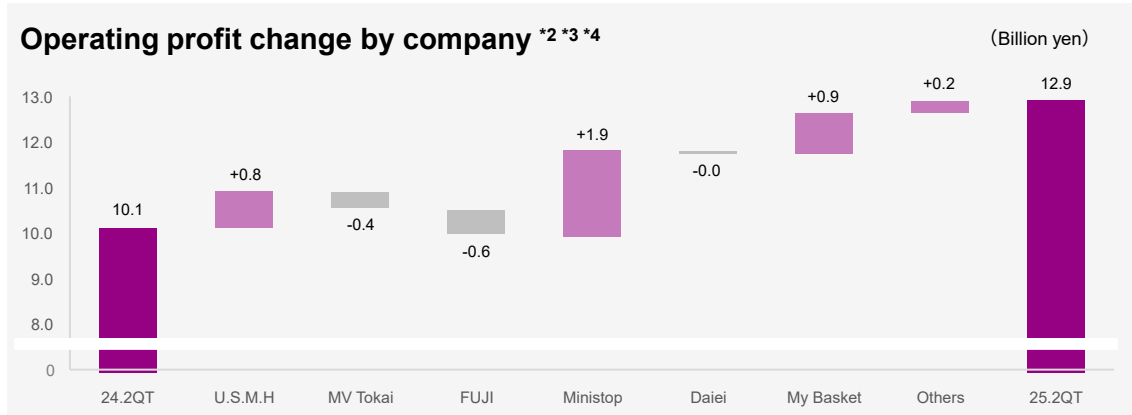
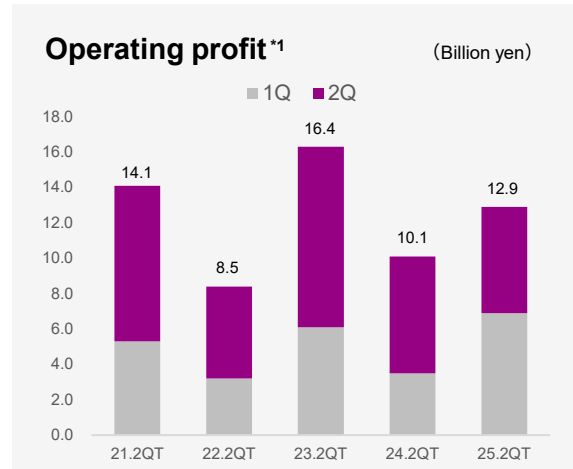
- Revenue increased and operating losses were significantly reduced through strengthened pricing strategies in response to inflation and continued progress in cost structure reforms
- Operational efficiency was enhanced and frontline capabilities reinforced through workforce reallocation following the reorganization of the regional offices structure from six areas to four
- Labor productivity improved through initiatives such as the rollout of self-checkout systems for non-food items and the expanded use of AI-based ordering “AI order”



Progress in MTMP and structural reforms, Impact of cost increase YoY (1H)

Same-store sales	102.1%	TOPVALU sales	106.5%
Number of customers	99.9%	of which, Food	107.0%
Inventory*2	123.7bn	Person-hour productivity	107.0%
Chg. from prev. year-end	+1.7bn	Impact of wage increases on personnel expenses after cost-cutting measures*4	-0.2bn
Tenant rent revenue	+1.3bn	Utility cost increase	+1.4bn
Sales in EC Channel of which, online SM	106.2% 109.7%	Electronic Shelf Labels	231 stores
Regi-Go (Full self-checkout)	287 stores	AI order*3	370 stores
AI order*3	370 stores	AI Kakaku (AI price)	Delica, Seafood, and Meat: 368 stores Daily : 344 stores

- Operating profit reached ¥12.9 billion, a double-digit increase year-on-year
- Growth was driven by the expansion of TOPVALU, effective pricing of Key Value Items, structural cost reforms, and improved labor productivity through digital transformation
- My Basket expanded to 1,262 stores as of the end of August, steadily gaining support from urban consumers



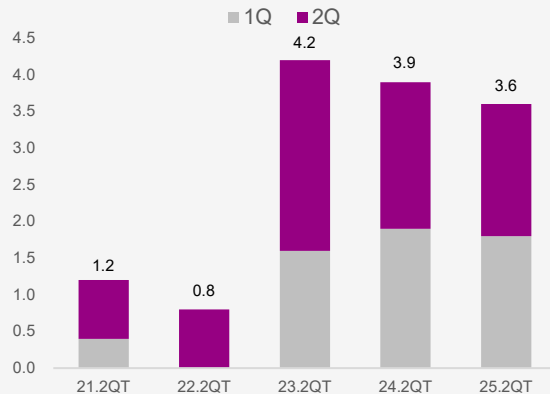
*1 Prior year results were adjusted for transfers between reportable segments *2 Results of FUJI, U.S.M.H, Maxvalu Tokai, and MINISTOP are consolidated results in each group. Data of Daiei, and My Basket are non-consolidated results *3 Managerial accounting figures from 13 major SM companies included

*4 Managerial accounting figures from 10 major SM companies included

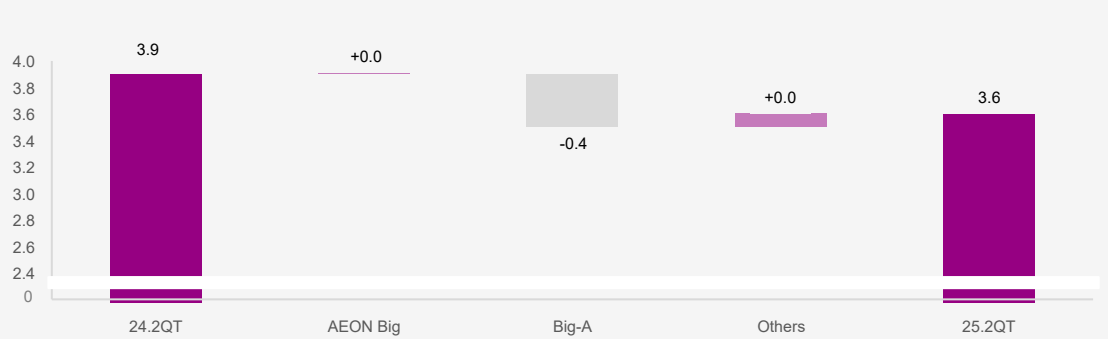
Discount Store (DS) Business

- Existing store sales and customer traffic remained solid, supported by strong price competitiveness through expanded sales of TOPVALU and DS-exclusive private brands
- Revenue increased 6.3% year-on-year, but operating profit declined due to temporary cost increases associated with growth investments
- Efforts to enhance price competitiveness—centered on private brands—and improve store operations are underway in the second half

Segment operating profit (Billion yen)



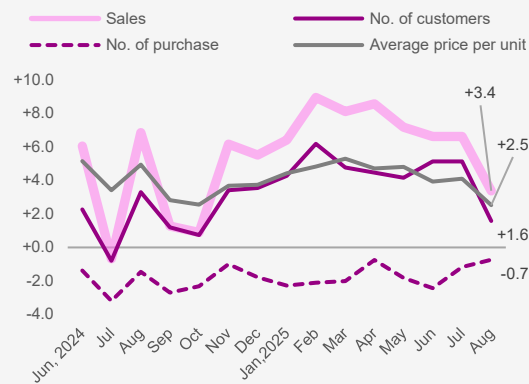
Operating profit change by company *1 (Billion yen)



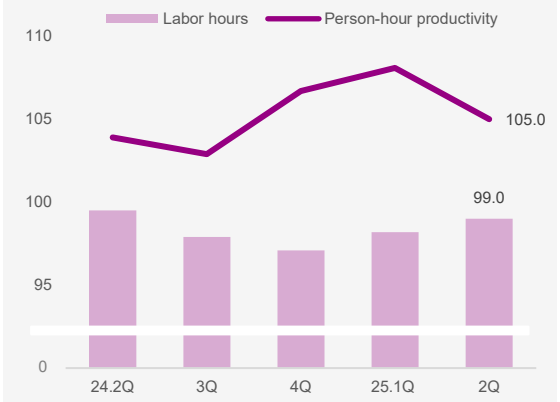
Operating profit +/- factors (Billion yen)



Same-store & related YoY in major companies (%)



Person-hour productivity & total hours*1 (%)

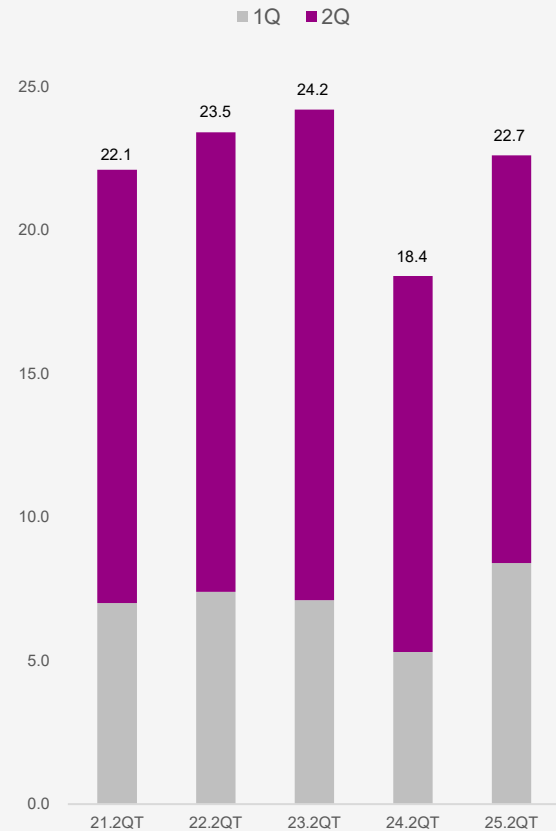


*1 Managerial accounting

- Revenue increased as both the retail category—led by food—and the dispensing pharmacy category—with steady growth in prescription volume—performed strongly
- Double-digit profit growth fueled by private brand expansion and operational efficiency improvements

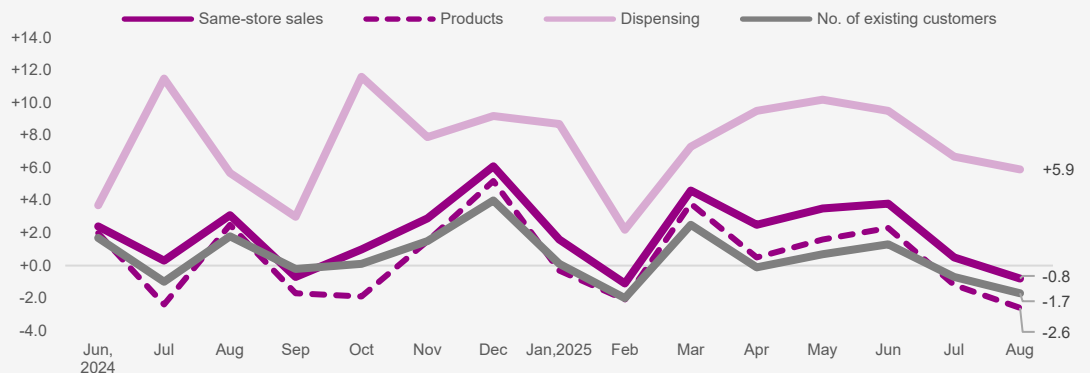
Segment operating profit

(Billion yen)



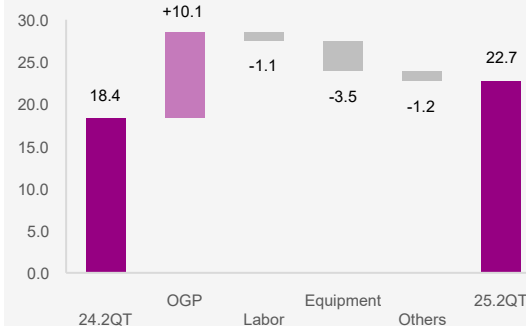
WELCIA HD : Same-store YoY Sales Change *1

(%)



Operating profit +/- factors

(Billion yen)



*1 Managerial accounting

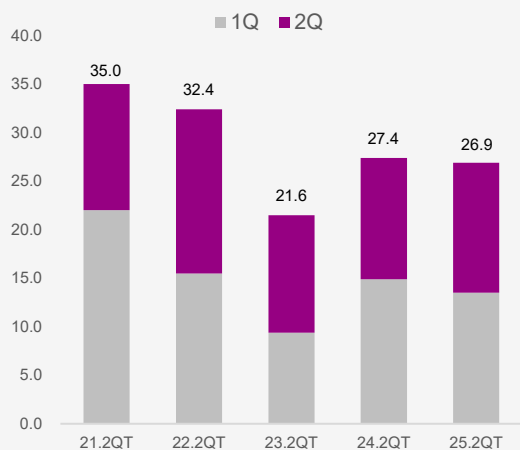
WELCIA HD : All-store YoY Sales by Category

(%)

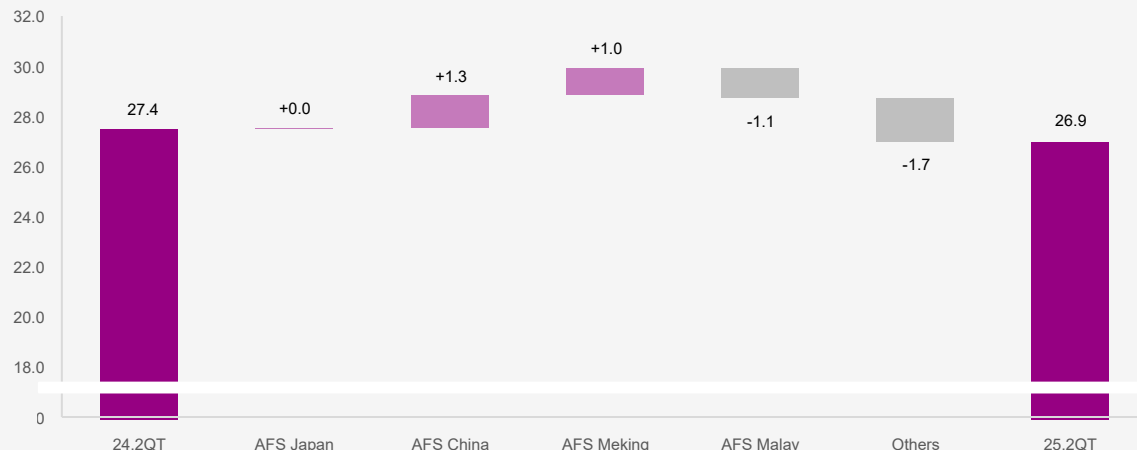
Category	YoY
OTC products	103.5
Cosmetics	107.9
Household goods	106.3
Food products	109.6
Others	103.2
Total sales of products	106.7
Dispensing	111.2
Subtotal	107.6

- Revenue increased, driven by growth in transaction volumes and receivables balances, while operating profit slightly declined due to higher costs associated with receivables balance expansion in the Malay region
- AEON Pay membership continued to grow steadily, reaching 9.48 million – an increase of 1.32 million from the beginning of the fiscal year
- Advanced credit assessment and strengthened collection framework promoted through AI and other digital technologies

Segment operating profit*1 (Billion yen)



Operating profit change by company*2 (Billion yen)



Transaction volumes and balance of operating receivables YTD*3 (Billion yen, %)

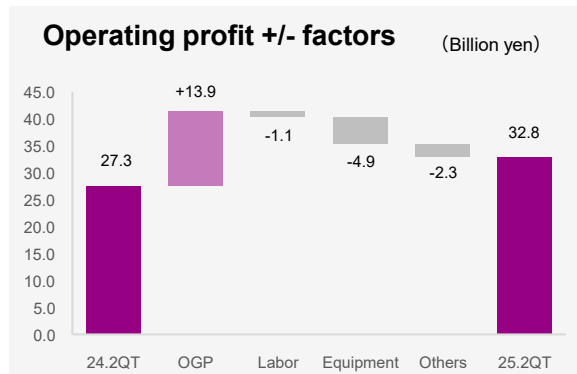
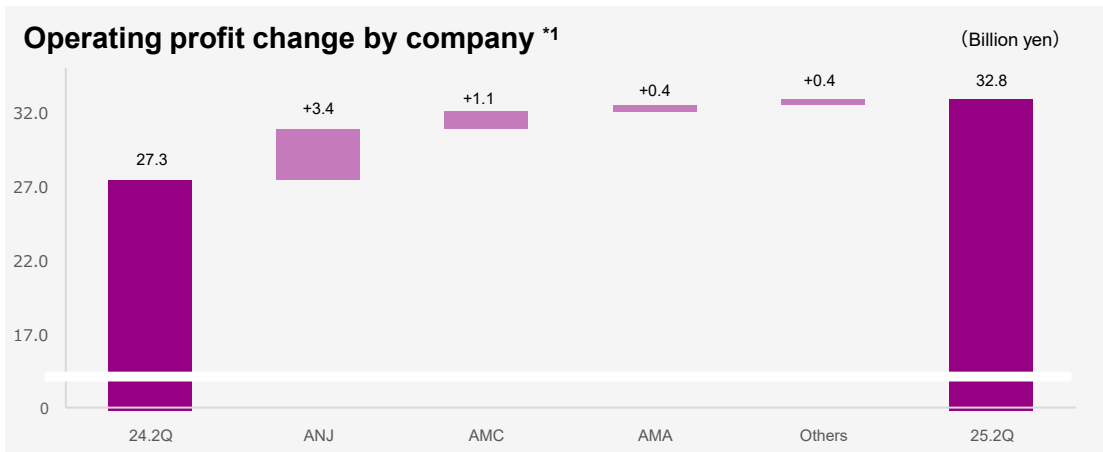
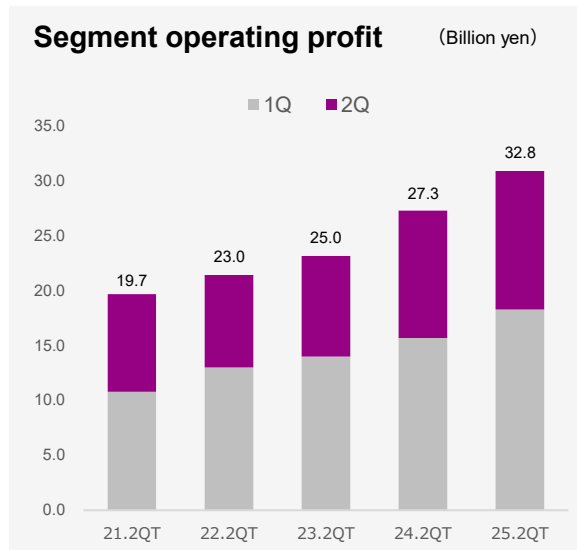
		Transaction volumes	YoY	Balance of operating receivables	+/- in YTD
Japan	Shopping	3,906.5	105%	1,552.8	+120.3
	Cash advance transaction	192.5	102%	435.1	+7.2
Global	Shopping	234.2	91%	159.9	+3.9
	Cash advance transaction	95.7	101%	147.6	+2.7

AEON Financial Service Co., Ltd.: YTD results by area*2 (Billion yen, %)

	Japan	YoY	China	YoY	Mekong	YoY	Malay	YoY
Operating profit	9.5	100%	5.2	133%	7.9	116%	5.5	82%
Bad debt related expenses	13.2	107%	3.8	83%	16.5	95%	17.2	131%

*1 Prior year results were adjusted for reportable segment transfers. *2 AFS stands for AEON Financial Service China: China, Hong Kong, Mekong: Thailand, Vietnam, Cambodia, Laos, Myanmar, Malay: Malaysia, Indonesia, Philippines, India *3 The balance of operating receivables is the value before liquidation

- AEON Mall achieved record-high operating revenue, operating profit, and ordinary profit, delivering both top-line and bottom-line growth
- Japan: Revenue boosted by revitalization through refurbishment and seasonal cooling initiatives; duty-free sales rose 1.5 times year-on-year on strong demand from foreign visitors
- Overseas: Solid specialty store sales in China and ASEAN markets drove revenue and profit growth through higher percentage rent income



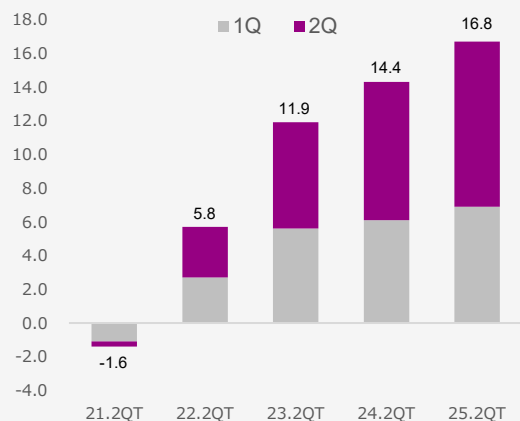
Specialty store sales YoY		(%)	
Existing malls by area	YoY	Existing malls in Japan by business category	YoY
Japan	105.5	Large-scale	109.4
China	103.3	Apparel	100.9
Vietnam	108.5	Accessories	103.2
Cambodia	108.6	Miscellaneous goods	104.1
Indonesia *2	102.1	Dining	107.0
		Amusement	121.2
		Service	103.5
		Specialty stores total	104.9

*1 AMJ refers to AEON Malls' operating segment in Japan, while AMC represents the same segment in China. Similarly, AMA denotes the equivalent segment in ASEAN.

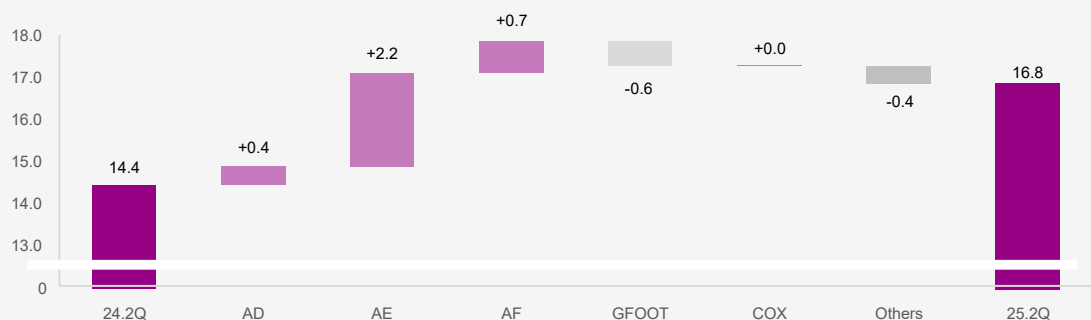
*2 Number of visitors to existing malls

- AEON DELIGHT: Operating profit increased, driven by new facility management contracts and expanded orders for energy-saving and refurbishment-related projects
- AEON ENTERTAINMENT: Operating profit significantly increased, driven by strong attendance for hit domestic, international, and animated films
- AEON Fantasy: Revenue and profit growth supported by increased demand for indoor play facilities during extreme heat and strong performance in the kids' prize segment

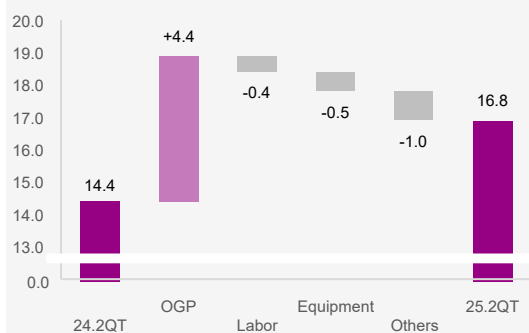
Segment operating profit*1 (Billion yen)



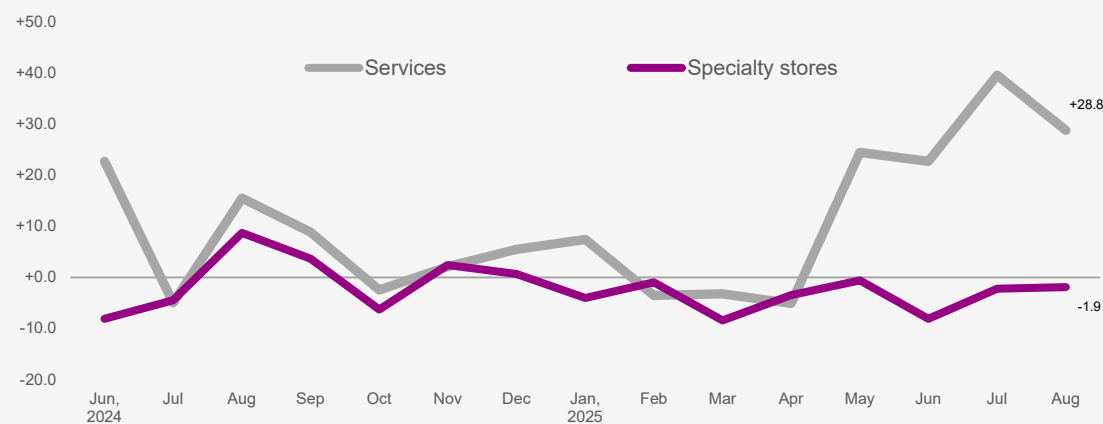
Operating profit change by company*2 (Billion yen)



Operating profit +/- factors (Billion yen)

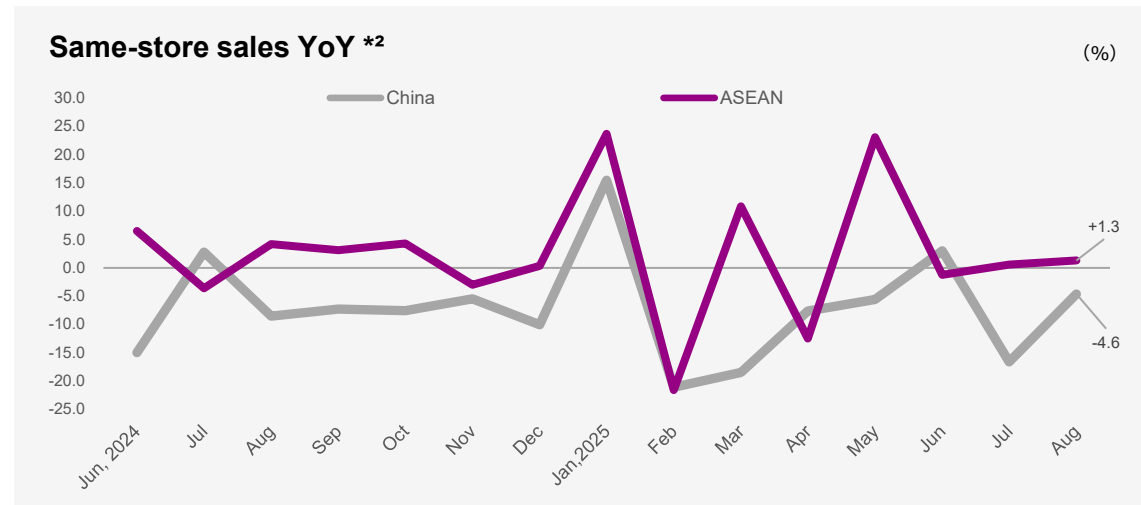
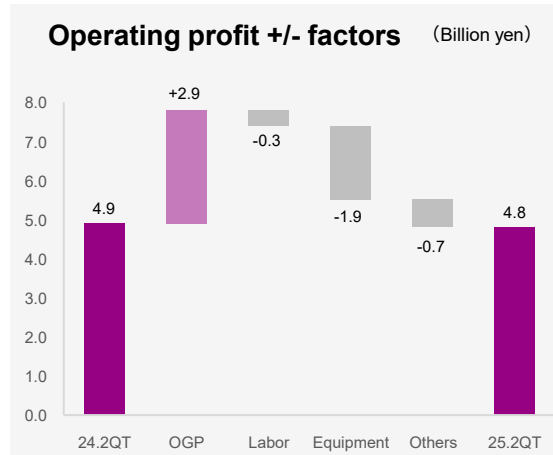
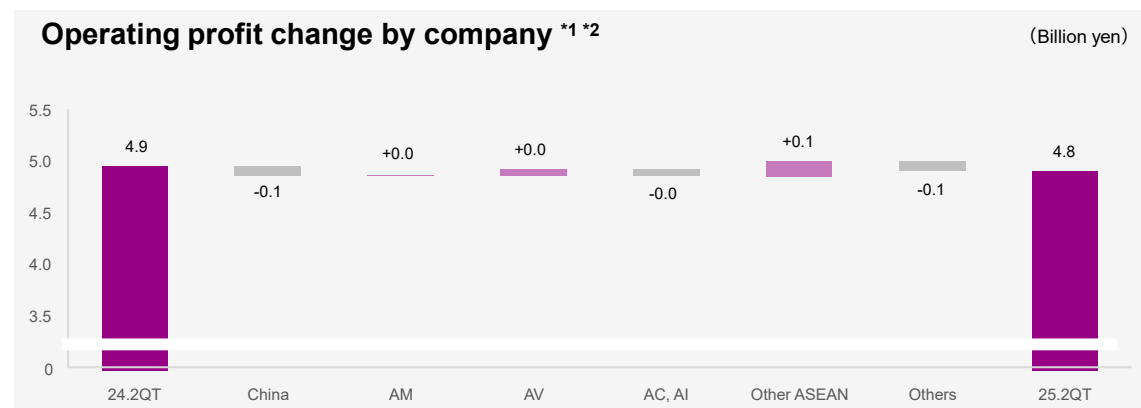
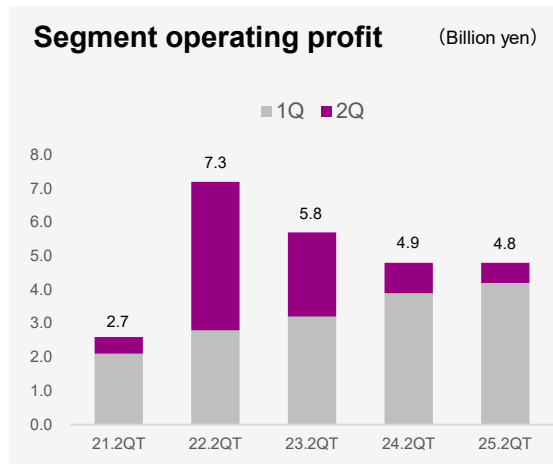


Same-store sales YoY in major companies*3 (%)



*1 Prior year results were adjusted for reportable segment transfers. *2 AD:AEON DELIGHT (cons.), AE: AEON ENTERTAINMENT (separate), AF: AEON Fantasy (cons.). Figures of GFOOT and COX are consolidated in each group. *3 Managerial accounting, Services include 5 major companies and Specialty stores includes 7 major companies

- AEON Malaysia: Revenue increased through promotions and events, while operating profit remained flat due to higher costs from growth investments and store revitalization
- AEON Vietnam: Revenue and profit growth supported by solid sales at both existing and new stores amid continued economic expansion
- China: Despite weak consumer sentiment, profit increased in Hubei against the backdrop of urbanization



^{*1} China: Business in China, AM: AEON Malaysia (cons.), AV: AEON Vietnam, AC: AEON Cambodia, AI: AEON Indonesia, Other ASEAN: Other 4 companies in ASEAN ^{*2}: Managerial accounting. China: AEON Hong Kong, AEON East China, AEON Qingdao, AEON Guangdong, AEON Beijing, AEON South China, and AEON Hubei ASEAN: AEON Malaysia, AEON BiG Malaysia, AEON Thailand, and AEON Vietnam

Forecast for FY2025

- Record-high operating revenue and profit achieved in the first half, continuing the positive trend from Q1
- From the second half onward, further accelerate price strategies centered on private brands, productivity improvements through DX, and cost structure reforms to achieve the full-year earnings forecast
- The impact of full ownership and planned consolidation of subsidiaries through business integration not reflected in full-year forecast

(Billion yen)

	FY2025				
	Forecast	YoY	Change	1H	Progress
Operating revenue	10,500.0	+3.6%	+365.1	5,189.9	49.4%
Operating profit	270.0	+13.6%	+32.2	118.1	43.7%
Ordinary profit	250.0	+11.5%	+25.7	106.4	42.6%
Profit attributable to owners of the parent	40.0	+47.2%	+12.8	4.0	10.1%

*1 FY2024 figures have been retrospectively adjusted following the adoption of the Accounting Standard for Income Taxes from the beginning of the current interim period.



Consolidated Balance Sheet at the End of August 2025



Assets (main items only)				(Billion)	Liabilities and net assets (main items only)				(Billion yen)
	Feb. 2025	Aug. 2025	Change			Feb. 2025	Aug. 2025	Change	
Cash & deposits	1,258.3	1,360.5	+102.1		Notes and accounts payable	1,082.5	1,405.6	+323.0	
Notes and accounts receivable-trade (incl. installment receivables)	1,856.3	2,040.7	+184.4		Interest-bearing debt(excl. financial subsidiaries)	2,535.5	2,597.9	+62.3	
Inventories	649.9	637.3	-12.6		interest-bearing debt (financial subsidiaries)	1,308.8	1,315.3	+6.4	
Operating loans and loans & bills discounted for banking business	3,618.3	3,671.5	+53.1		Deposits for banking business	5,196.9	5,505.4	+308.4	
Property, Plant and equipment	3,599.6	3,691.5	+91.9		Total liabilities [excl. financial subsidiaries]*	11,698.0 [4,906.2]	12,481.0 [5,323.1]	+783.0 [+416.9]	
Investments and other assets	1,124.0	1,144.0	+19.9		Shareholders' equity	941.7	1,083.5	+141.7	
Total assets [excl. financial subsidiaries]	13,833.3 [6,570.2]	14,498.8 [6,884.5]	+665.5 [+314.2]		Total net assets [excl. financial subsidiaries]*	2,135.2 [1,664.0]	2,017.8 [1,561.3]	-117.4 [-102.6]	
					Total net assets and liabilities [excl. financial subsidiaries]	13,833.3 [6,570.2]	14,498.8 [6,884.5]	+665.5 [+314.2]	

*1 FY2024 figures have been retrospectively adjusted following the adoption of the Accounting Standard for Income Taxes from the beginning of the current interim period.

Reference

- A 3-for-1 stock split of common shares was implemented on September 1, 2025
- Interim dividend of ¥20 and year-end dividend of ¥7 are planned, based on the pre-split record date
- Without considering the stock split, the year-end dividend would be ¥21, bringing the annual dividend to ¥41 — an increase of ¥1 from the previous fiscal year

	FY2024	FY2025 (Figures Before Stock Split Adjustment)
End of the second quarter	Ordinary dividend 18 yen Commemorative dividend 2 yen	Ordinary dividend 20 yen
Fiscal year-end	Ordinary dividend 18 yen Commemorative dividend 2 yen	Ordinary dividend 7 yen (Ordinary dividend 21 yen)
Total	Ordinary dividend 36 yen Commemorative dividend 4 yen	Ordinary dividend 27 yen (Ordinary dividend 41 yen) *Forecast

Disclaimer regarding Forecast Statement

- These materials are intended to provide information, not to encourage any specific actions. The company has prepared these materials (including business plans) based on available information believed to be reliable, but there are risks and uncertainties. The company bears no liability for the accuracy or completeness of the information
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