

Notice of the 101st Ordinary General Meeting of Shareholders

AEON CO., LTD.

Stock code: 8267

(Translation for reference purposes only)

Greetings

We would like to express our sincere gratitude to you, our shareholders, for your continued support.

In today's world, although high-value consumption is supported by rising asset prices, real wages continue to decline and wealth polarization is intensifying. These trends risk widening disparities in opportunities, including for the next generation. Variances in tax revenue between the Tokyo metropolitan area and other regions have resulted in significant variances in the administrative services and support that can be offered by local governments. It used to be said that 100 million Japanese regarded themselves as middle-class, but various disparities have begun to emerge. As a company operating a business that is closely associated with the daily lives of our customers, we aim to devote ourselves to providing products and services that result in even small improvements in their day-to-day lives.

Over the course of its existence, AEON has taken as its mission the resolution of various social issues that have changed with each era. During this process, it has transformed its business by identifying opportunities within these solutions and pursuing growth as a company. There will be no change in this stance in the AEON Group Medium-term Management Plan (FY2026-FY2030) that starts this year. Under the Plan, the Group will leverage its diverse businesses and scale to address essential needs-food, health, enjoyment-so that customers can live with confidence despite rising prices and social disparities. We also believe that becoming an essential presence in local communities by balancing “addressing of social issues” with “growth as a company” is what opens the way to sustainable management.

Regarding future growth investment, we will continue to invest in processing and logistics centers that underpin profitability, while prioritizing capital allocation to growth areas such as Vietnam and the online market.

AEON became a stock company in 1926 and celebrates its 100th year this year. At the time it became a stock company, 21 of the 25 shareholders were employees, thus embodying a modern philosophy of employees participating in management rather than the company being the property of the store owner. Today, one hundred years later, we have grown into a company supported by more than one million customer shareholders. The values and lifestyles of our customers continue to change unceasingly along with changes in the environment. We seek to balance flexible, innovative management that responds to change with management philosophy that remains enduring. We will work with our shareholders, who are our partners in management, to further enhance corporate value going forward.

We appreciate your continued support.



April 2026
Akio Yoshida
Director, President and
Representative Executive Officer

(Translation for reference purposes only)

■ AEON Foundational Ideals

Pursuing peace, respecting humans, and contributing to local communities, always with customers as our starting point.

AEON firmly believes that retailing is an industry to promote peace, humanity, and local communities. To remain a thriving corporate group that fulfills this mission, we are committed to continuous innovation, with customers as our starting point.

Peace cannot be achieved without active and conscious engagement, whether it be in recovering from war and disaster or in maintaining and promoting living in peace. Our conviction is grounded in the real-life experience of Takuya Okada, Honorary Chairman and Senior Advisor to the President. After the Second World War, Mr. Okada witnessed a customer in line at a store, holding a flyer and weeping tears of joy, saying, “The war is really over,” and he came to realize that the existence of retailing was a symbol of peace. From this realization, he decided that peace was a prerequisite for retailing to exist, and that retailing must contribute to the maintenance of peace.

Peace is more than just the absence of war and violence. It encompasses not only peace of mind but also resilience in the face of wars, disasters, and other hardships. Even in the 21st century, we continue to witness wars and face natural disasters such as earthquakes and extreme weather events more frequently than ever. This calls for us to rethink the value of peace now. Peace cannot be given by itself. Peace can only be maintained through our active and conscious engagement.

AEON will never do anything that contradicts peace. AEON will never take part in any such actions or activities. Our aim is to make a positive contribution to peace.

As for humans, by believing in and respecting each person, their abilities and aspirations will flourish, and by connecting with others, they feel much happier in their lives.

Honorary President Okada called the retailing sector a “humanistic industry.” This means respecting the “human way,” which includes having respect for each person’s individuality, dignity, and autonomy. It also means believing in their potential and encouraging them to grow and become better humans through work and learning. However, it is difficult for humans to grow alone, and it is through “human connections” that we can become better humans together with others. It is both a realization of happiness and a pursuit of norms among people. In short, retailing is an industry of people’s happiness and norms.

Enriching local communities requires us to respect the diversity and independence of each region, and to constantly meet and care for their specific needs.

Retailing is by nature a region-based industry that flourishes with the local communities. To maintain the richness and well-being of regions and the local communities within them, it is vital to take care of them continuously. This is one of the important roles of retailing. As regions and local communities increasingly become more important in the future, AEON will actively contribute to their prosperity by developing products tailored to each region and promoting the welfare of the local people.

AEON is committed to actively engaging in peace efforts, supporting human happiness and norms, and contributing to the prosperity of local communities. These ideals form the foundation of putting “customers as our starting point,” which places the needs and preferences of our customers first at the center of our operations.

(Translation for reference purposes only)

Putting our customers first means that we do not put ourselves first, that is, we do not think and act for our own convenience. On the contrary, we always put our customers first and act with the highest standards of integrity, which is the foundation of AEON. We will use this as a mirror to reflect ourselves and as the standard for every decision and action made by all AEON People. Even when it becomes tempting to prioritize our company's or personal interests or convenience, we must firmly resist and overcome such temptations to preserve our unwavering dedication to our customers.

To achieve this, AEON must be a corporate group that continues to innovate.

Ensuring a company's growth and survival is of paramount importance, but without constant innovation, it will decline and eventually perish. Even if maintaining the status quo is stable and comfortable, a company should not be complacent but continuously change and improve itself. Having the foresight and insight to constantly look ahead to changes in our customers and various social changes, it is essential for us to continue innovating. All AEON People are dedicated to anticipating the evolution and changes in our customers' lifestyles and the needs of society.

AEON has transformed from a family business to a corporation, and then to an industry. It has always preserved a dynamic corporate culture. However, as society changes faster and faster, we are most worried about losing the required innovative and entrepreneurial spirit and becoming stagnant like many large companies. We understand that static equilibrium, where the status quo continues without change, will not last at all. The only way to avoid being overtaken by newer innovators is for AEON to remain the largest and most advanced innovator. It is our firm determination to be an organization that constantly renews itself by keeping its founding spirit and staying ahead of its time.

AEON will act with the firm belief that by embodying and practicing these ideals, we can contribute to the maintenance and development of peace, humans, and local communities.

■ AEON Group Future Vision

Create a future lifestyle that leads to a smile for each and every person

<Three attitudes>

- **Act spontaneously and follow your aspirations**

With our customer's viewpoint at our core, we will hold our own aspirations, express ourselves, and act proactively. Our innovation will be powered by dialogue and cooperation that comes from our own initiative.

- **Keep learning to create new values**

Continuous learning is what expands the potential of our actions. Through practice, we will accumulate wisdom, sharpen our professional skills, and continuously create new values.

- **Build relationships, nurture them, and create together**

We will overcome the boundaries between corporations, groups, and organizations so we can build and nurture diverse connections. These connections will accelerate the cycles of mutual learning and value creation so we can co-create the future lifestyle.

(Translation for reference purposes only)

[One vow]

“Always act with integrity and sincerity”

It is integrity and sincerity that allows people to trust in our actions and empathize with our aspirations. Empathy from our customers and allies is the starting point of co-creation. Going forward, we will cherish our vow to always act with integrity and sincerity.

AEON seeks to ensure an unwavering commitment to its Foundational Ideals with corporate value at the core, and accordingly stipulated this aim in its Articles of Incorporation, effective from 2006 with the approval of its shareholders.

As such, we will help create a better society by embodying and practicing the Foundational Ideals.

(Translation for reference purposes only)

Stock code: 8267

April 28, 2026

AEON CO., LTD.

1-5-1 Nakase, Mihama-ku

Chiba-shi, Chiba

Director, President and Representative Executive Officer: Akio Yoshida

To the Shareholders of AEON CO., LTD.:

Notice of the 101st Ordinary General Meeting of Shareholders

You are cordially notified of the 101st Ordinary General Meeting of Shareholders of AEON CO., LTD., which will be held as described below. You may attend this General Meeting of Shareholders in person or virtually via the Internet. You must register in advance to attend virtually via the Internet. If you wish to attend, please register in advance. Moreover, we ask that you register as an attendee if you attend the meeting in person. If you wish to attend, please register. If you will not be attending the meeting in person, you can exercise your voting rights beforehand on the Internet or by mail. Please cast your vote by 6:00 p.m. on Tuesday, May 26, 2026, after reviewing the Reference Documents for the General Meeting of Shareholders.

When convening this General Meeting of Shareholders, the Company takes measures for providing information that constitutes the content of Reference Documents for the General Meeting of Shareholders, etc. (items subject to measures for electronic provision) in electronic format and posts this information on the websites. Please access either of the following websites by using the Internet address shown below to review the information.

The Company's website: <https://www.aeon.info/en/ir/>

* Click "Notice for Shareholders" on the website.

Website for posting informational materials for the General Meeting of Shareholders:

<https://d.sokai.jp/8267/teiji/> (in Japanese)

[For those voting on the Internet]

To exercise your voting rights beforehand on the Internet, please access the online voting site designated by the Company (<https://www.web54.net> (in Japanese)). Using the voting code and password shown on the Form for Exercising Voting Rights sent out with this notice, follow the on-screen instructions, and enter your vote for each agenda item by 6:00 p.m. on Tuesday, May 26, 2026.

For details, please refer to "For those voting on the Internet" on page 10.

[For those voting by mail]

Those voting in writing should indicate "for" or "against" for each agenda item and return the completed Form for Exercising Voting Rights by postal mail to reach us by 6:00 p.m. on Tuesday, May 26, 2026.

(Translation for reference purposes only)

101st Ordinary General Meeting of Shareholders

1. Date and Time: 10:00 a.m., Wednesday, May 27, 2026

2. Place: Makuhari Messe International Exhibition Halls, Hall No. 5
2-1 Nakase, Mihama-ku, Chiba-shi, Chiba

3. Objectives of Meeting

- Matters to be reported:**
1. Business Report, Consolidated Financial Statements, and Nonconsolidated Financial Statements for the 101st business year (from March 1, 2025 to February 28, 2026)
 2. Reports of the Independent Auditors and Audit Committee on audit results for the Consolidated Financial Statements

Matter to be resolved:

Agenda Item: Election of eight (8) members of the Board of Directors

4. Matters Determined Concerning the Convocation

- (1) Among the items subject to measures for electronic provision, in accordance with the provisions of laws and regulations and the Articles of Incorporation of the Company, the following items are not provided in the paper-based documents delivered to shareholders who have made a request for delivery of such documents. The Audit Committee and Independent Auditors audit documents subject to audit, including the following items.

Items Related to the Company's Subscription Rights to Shares, etc., Company Structure and Policies (Systems to Ensure Proper Conduct of Operations and Their Management Status), Basic Policy Regarding Control of the Company, Consolidated statement of changes in equity, Notes to the consolidated financial statements, Nonconsolidated statement of changes in equity, Notes to the nonconsolidated financial statements
- (2) If you have exercised your voting rights both via the Internet and in writing, those exercised via the Internet will be considered valid. If you have exercised your voting rights multiple times on the Internet, the final vote will be considered valid.
- (3) If a vote for or against is not indicated for the agenda item on the returned Form for Exercising Voting Rights, we will treat it as an indication of approval.
- (4) If you have exercised your voting rights beforehand and you attend the meeting on the day, the vote cast while attending the meeting on the day will be considered valid. If you have exercised your voting rights beforehand and you attend the meeting virtually, the vote cast beforehand will remain valid. However, in cases where you newly exercise your voting rights up until the time that the proposals are put forward for approval on the day, in that case only, your vote cast beforehand shall be considered as revoked.

- * **We are preparing a splendid present for all shareholders who exercise their voting rights.**
 - * **If you wish to attend, please register in advance and complete other such procedures upon having reviewed the documents sent out with this notice.**
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(Translation for reference purposes only)

Notes:

1. *This English version is a translation of points summarized from an original notice written in Japanese. When discrepancies in interpretation arise, the content of the Japanese notice shall take precedence.*
2. *The financial statements shown in this English-language notice are summaries of financial statements that are prepared in Japanese.*
3. *The Company's financial statements are prepared on the basis of generally accepted accounting principles in Japan.*
4. *Please note that Internet voting is not available to such persons as those who are not residents of Japan and who have appointed a custodian in Japan for handling their shares according to the Rules for the Handling of Shares of the Company.*
5. *AEON CO., LTD.'s ordinary share issue*

Local code: 8267

SEDOL# 6480048 JP

ISIN# JP 3388200002

(Translation for reference purposes only)

[Electronic Voting Platform for Institutional Investors]

Institutional shareholders, including standing proxies such as master trust banks, who have applied in advance to the ICJ Proxy e-Voting Platform Service (the Platform Service) offered by ICJ Inc., a joint venture established by Tokyo Stock Exchange, Inc., Japan Securities Dealers Association and Broadridge Financial Solutions, Inc., are entitled to use the Platform Service to exercise their votes, in addition to the above-described means of voting on the Internet.

(Translation for reference purposes only)

Reference

Process for AEON's General Meeting of Shareholders

Before General Meeting of Shareholders

If using the livestream

1) View documents

In accordance with the system for providing information in electronic format stipulated in the Companies Act, the provision of informational materials for the General Meeting of Shareholders will, in principle, be posted online. However, as was done previously, the Company will provide paper-based documents of portions of the reference documents and business report to shareholders this year.

You can view the main content of the convocation notice on your smartphone.

<https://p.sokai.jp/8267/>

If attending in person

2) Exercise voting rights beforehand

Deadline

By 6:00 p.m. on Tuesday, May 26, 2026

[Notes] We recommend that shareholders attending virtually via the Internet exercise their voting rights in advance in order to prepare for the possibility of telecommunications failures, PC problems, etc.

We recommend that you exercise your voting rights via smartphone, which can be utilized easily.

3) Register in advance (Required)

Please confirm the instructions on the website below and register. When registering in advance, please enter your ID and password as indicated in the attached "Notice of How to Attend the General Meeting of Shareholders Virtually via the Internet."

Application deadline

By 6:00 p.m. on Wednesday, May 13, 2026

Register in advance from this URL

<https://www.aeon.info/ir/stock/meeting/>

* Please visit the website above if you wish to ask questions in advance.

* **Advance registration is not necessary if you only wish to view the stream.**

2) Register in advance

We request that you register in advance so that we will be able to confirm the number of meeting attendees. We appreciate your cooperation.

Register in advance from this URL <https://www.aeon.info/ir/stock/meeting/>

When registering in advance, please enter your ID and password as indicated in the attached "Notice of How to Attend the General Meeting of Shareholders Virtually via the Internet."

We will also accept phone calls for registering.

0120-149-276 (Hours: 9:00 a.m. to 5:00 p.m. (JST)) *9:00 a.m. to 6:00 p.m. (JST) for the last day only

Application deadline: By 6:00 p.m. on Wednesday, May 13, 2026

To institutional investors

In addition to exercising your voting rights via the Internet, you can also use the platform for exercising voting rights electronically operated by ICJ, Inc., provided that you have applied in advance.

(Translation for reference purposes only)

The day of General Meeting of Shareholders

1) Attending virtually via the Internet

Start time: 10:00 a.m., Wednesday, May 27, 2026

* The livestream will begin from 9:00 a.m.

How to attend: Access the livestream via the URL for attending that will be sent separately after registering in advance.

* You may submit questions in your own voice (only when called upon by the chairman).

[Note] Shareholders attending virtually via the Internet need to register in advance.

2) Exercise voting rights

* You can exercise your voting rights via the website for attending.

* Please note that there may be some differences in procedures from those when you attend the meeting in person at the venue.

Place: Makuhari Messe International Exhibition Halls, Hall No. 5

2-1 Nakase, Mihama-ku, Chiba-shi, Chiba

Start time: 10:00 a.m., Wednesday, May 27, 2026

* Reception will open at 9:00 a.m.

[Note] We ask that shareholders who attend the meeting in person register in advance.

If you are not attending on the day of the meeting
(Please exercise your voting rights in advance using one of the methods below)

For those voting on the Internet

Please access the online voting site (<https://www.web54.net> (in Japanese only)) and enter your vote for each agenda item.

Deadline

To be exercised by 6:00 p.m. on Tuesday, May 26, 2026

For those voting by mail

Those voting in writing should indicate “for” or “against” for each agenda item and return the completed Form for Exercising Voting Rights by postal mail.

Deadline

To arrive by 6:00 p.m. on Tuesday, May 26, 2026

* We recommend that shareholders attending virtually via the Internet exercise their voting rights in advance in order to prepare for the possibility of telecommunications failures, PC problems, etc.

Voting rights are an important right of shareholders to participate in the Company’s management. Exercising your voting rights enables you to have your say as a shareholder reflected. Please exercise your voting rights. The voting results for this General Meeting of Shareholders are scheduled to be published on the Company’s website on Friday, May 29, 2026.

(Translation for reference purposes only)

Reference Documents for the General Meeting of Shareholders

Agenda and Reference Items

Agenda Item: Election of eight (8) members of the Board of Directors

The terms of office of all Directors will expire at the conclusion of this General Meeting of Shareholders. Accordingly, management submits the following nominees for the election of eight (8) Directors based on a resolution of the Nomination Committee. Of the eight (8) nominees, five (5) of them, constituting a majority, are candidates for the post of outside director. All candidates for outside directors satisfy the conditions for an independent director as stipulated by the Tokyo Stock Exchange. Furthermore, the Company stipulates the following items as conditions of eligibility for a director. All candidates for director fulfill these conditions.

[Nomination criteria for candidates for inside directors]

1. The inside director shall have the personality and insight appropriate for being a director.
2. The inside director shall have sufficient experience and knowledge in the Company's business as well as in the Group's business and the outstanding ability for business judgment and execution.
3. The inside director shall be an executive officer of the Company, or chairman or president of one or more subsidiaries, who is able to take responsibility for the basic policy, strategic planning, and business execution of the Company and Group, and fulfill accountability for the Board of Directors; provided however, that this shall not be applied when electing inside directors who do not concurrently serve as an executive officer.

[Nomination criteria for candidates for outside directors]

1. The outside director shall have the personality and insight appropriate for being a director.
2. The outside director shall subscribe to the Company's Foundational Ideals, etc.
3. The outside director shall have extensive experience as a chief executive officer or other corporate executives or shall have comparable experience, knowledge, and insight.
4. The outside director shall have rich insight and extensive experience that can guide and oversee the promotion of management strategies, strengthening of corporate governance, legal compliance management, etc., for the Company's management.

* In relation to outside directors, in addition to the above items, they must fulfill the independence criteria mentioned on the next page.

(Translation for reference purposes only)

[Independence criteria for outside directors]

The Company's outside director shall satisfy the conditions stated below to maintain his or her independence.

1. The outside director does not presently serve or has not served for the past ten (10) years as executive director, executive officer, manager, or employee (hereafter referred to as "Executing Person") of the Company or its subsidiaries.
2. The subject person is someone to whom the conditions stated below are not presently applicable, or have not been applicable for the past three (3) years:
 - (1) Major shareholder of the Company (those who directly or indirectly hold 10% or more of voting rights), or its Executing Person.
 - (2) Partner of the independent auditors of the Company or employees who conduct the Company's audit.
 - (3) Executing Person of the Company's principal creditors (creditors who have lent to the AEON Group an amount that exceeds 2% of the AEON Group's consolidated total assets).
 - (4) Executing Person of the Company's major vendors (vendors where the amount of AEON Group transaction exceeds 2% of their annual consolidated sales in the most recent business year of the said vendors).
 - (5) Attorney at law, certified public accountant, certified public tax accountant, or other consultant who receives remuneration in the amount exceeding 10 million yen annually from the AEON Group other than the director's remuneration.
 - (6) Executing Person of a nonprofit organization where the donation from the AEON Group exceeds 10 million yen and where the amount of such donation exceeds 2% of the organization's total revenue or ordinary profit.
 - (7) Spouse or a relative within the second degree of kinship of 1. and (1) through (6) above.

* Provided, however, if any of the items (1) through (7) above is applicable, and if it is judged that the said person is substantially independent in view of personality, insight, etc., then the Company may propose him or her as a candidate for outside director on the condition that explanation is publicly made.

(Translation for reference purposes only)

■ Candidates for Director

| Candidate no. | Name | Positions and areas of responsibility in the Company | Attendance at Board of Directors meeting during the 101 st business year |
|---------------|-------------------|--|---|
| 1 | Motoya Okada | Director; Chairman of the Board; Nomination Committee member; Compensation Committee member; Chairman and Representative Executive Officer | 7/7 |
| 2 | Akio Yoshida | Director; President and Representative Executive Officer | 7/7 |
| 3 | Mitsuko Tsuchiya | Director; Executive Vice President and Executive Officer; Merchandising and Logistics | 7/7 |
| 4 | Takashi Tsukamoto | Director; Chairman of the Nomination Committee; Chairman of the Compensation Committee; Audit Committee member | 7/7 |
| 5 | Peter Child | Director; Nomination Committee member; Compensation Committee member | 7/7 |
| 6 | Carrie Yu | Director; Audit Committee member | 7/7 |
| 7 | Makoto Hayashi | Director; Chairman of the Audit Committee | 7/7 |
| 8 | Richard Collasse | Director; Audit Committee member | 7/7 |

* Positions and areas of responsibilities of candidates for director are at the time of the resolution at the Board of Directors meeting held in relation to the convocation of this shareholders' meeting (as of April 9, 2026).

Outside

Candidates for Outside Director

Independent

Independent Director to be notified to the Tokyo Stock Exchange

(Translation for reference purposes only)

1. Motoya Okada

Reelection

Date of birth: Jun. 17, 1951
The number of the Company's shares owned:
6,479,839 shares



Career summary, position, and areas of responsibility in the Company, and significant concurrent positions outside the Company

Mar. 1979 Joined the Company
May 1990 Appointed Director of the Company
Jun. 1997 Appointed President and Representative Director of the Company
May 2003 Appointed Director, President, and Representative Executive Officer of the Company
Mar. 2012 Appointed Director, President and Representative Executive Officer, and Group CEO of the Company
Mar. 2020 Appointed Director, Chairman, and Representative Executive Officer of the Company (current position)

(Positions and areas of responsibility in the Company)

Attendance during the 101st business year

Board of Directors:
100% (7/7)

Nomination Committee:
100% (2/2)

Compensation Committee:
100% (3/3)

Director
Chairman of the Board
Nomination Committee member
Compensation Committee member
Chairman and Representative Executive Officer

(Significant concurrent positions outside the Company)

Director and Advisor of AEON Mall Co., Ltd.
Director and Advisor of AEON RETAIL CO., LTD.
Director and Advisor of United Super Markets Holdings Inc.
Director of WELCIA HOLDINGS CO., LTD.

<Reason for nomination as a candidate for director and expected roles>

Motoya Okada has, since assuming office as President and Representative Director in 1997, demonstrated strong leadership as a manager, realized business expansion by developing existing businesses, M&A, etc., and helped the Group grow into a top domestic distribution corporate group. We are nominating him as a candidate as we have judged that he can implement sustainable management that achieves both growth for the Group going forward and the realization of a sustainable society as he is familiar with the businesses of the Group, such as the retail industry, and has extensive experience and insight for managing the overall operation of the Group.

(Translation for reference purposes only)

2. Akio Yoshida

Reelection

Date of birth: May 26, 1960
The number of the Company's shares owned:
191,332 shares



Career summary, position, and areas of responsibility in the Company, and significant concurrent positions outside the Company

Apr. 1983 Joined the Company
Mar. 2011 Appointed General Manager of China Development Management Department, China Division of AEON Mall Co., Ltd.
May 2014 Appointed Managing Director, General Manager of Sales Division, and Chief China Business Officer of AEON Mall Co., Ltd.
Feb. 2015 Appointed President and CEO of AEON Mall Co., Ltd.
Mar. 2016 Appointed Executive Officer, Shopping Center Development Business of the Company
Mar. 2019 Appointed Executive Vice President and Representative Executive Officer, Shopping Center Development Business and Digital Business of the Company
Mar. 2020 Appointed President and Representative Executive Officer of the Company
May 2020 Appointed Director, President, and Representative Executive Officer of the Company (current position)

Attendance during the 101st business year

Board of Directors:
100% (7/7)

(Positions and areas of responsibility in the Company)

Director

President and Representative Executive Officer

(Significant concurrent positions outside the Company)

Director of CAN DO CO., LTD.

<Reason for nomination as a candidate for director and expected roles>

Akio Yoshida has extensive management experience and track records, such as serving as the person in charge of the Shopping Center Development Business and Digital Business as well as President and CEO of the Company's main subsidiary. We are nominating him as a candidate as we have judged that he can implement the growth of the Group going forward and the medium- to long-term improvement of corporate value as he makes important decisions and appropriately supervises the Board of Directors, such as by formulating the medium-term management plan and promoting growth strategy as President and Representative Executive Officer since March 2020.

(Translation for reference purposes only)

3. Mitsuko Tsuchiya

Reelection

Date of birth: Dec. 9, 1963
The number of the Company's shares owned:
59,141 shares



Attendance during the 101st business year

Board of Directors:
100% (7/7)

Career summary, position, and areas of responsibility in the Company, and significant concurrent positions outside the Company

- Apr. 1986 Joined the Company
- May 2006 Appointed Executive Officer (Head of Customer Service and General Manager of CS) of the Company
- Mar. 2008 Appointed Executive Officer (Group Environment Manager) of the Company
- May 2010 Appointed President and Representative Director of AEON Fantasy Co., Ltd.
- Mar. 2013 Appointed Senior Executive Officer and Food Product Planning Division Manager of AEON RETAIL CO., LTD.
- Jun. 2016 Appointed President and Representative Director of Bio c' Bon Japon Co., Ltd.
- Mar. 2019 Appointed Director, Executive Vice President, Executive Officer, and Kinki Company Branch President of AEON RETAIL CO., LTD.
- Mar. 2022 Appointed Executive Officer, Merchandising of the Company, and President and Representative Director of AEON TOPVALU CO., LTD. (current position)
- Mar. 2023 Appointed Executive Vice President and Executive Officer, Merchandising of the Company
- May 2024 Appointed Director, Executive Vice President, and Executive Officer, Merchandising of the Company
- Mar. 2025 Appointed Director, Executive Vice President, and Executive Officer, Merchandising and Logistics of the Company (current position)

(Positions and areas of responsibility in the Company)

Director

Executive Vice President and Executive Officer, Merchandising and Logistics

(Significant concurrent positions outside the Company)

Outside Director of YaMaYa CORPORATION

<Reason for nomination as a candidate for director and expected roles>

Mitsuko Tsuchiya has extensive management experience and track records, such as serving as the person in charge of merchandising of the Company and the Group as well as President and Representative Director of the Company's main subsidiaries.

She has striven to increase PB product sales as Executive Officer, Merchandising since March 2022. She has been in charge of the Merchandising and Logistics Business since March 2025, managing consistent process from product development to logistics and advancing supply chain management reforms. We are nominating her as a candidate as we have judged that she can facilitate the Group's medium- to long-term growth and improvement of corporate value.

(Translation for reference purposes only)

4. Takashi Tsukamoto

Reelection

Date of birth: Aug. 2, 1950
The number of the Company's shares owned:
0 shares

| | |
|---|------------------------------------|
| Candidate for outside director | Candidate for independent director |
| Number of years served as outside director: 9 years | |



Attendance during the 101st business year

Board of Directors:
100% (7/7)
Audit Committee:
100% (7/7)
Nomination Committee:
100% (2/2)
Compensation Committee:
100% (3/3)

Career summary, position, and areas of responsibility in the Company, and significant concurrent positions outside the Company

Apr. 1974 Joined The Dai-Ichi Kangyo Bank, Ltd. (now Mizuho Bank, Ltd.)
Apr. 2002 Appointed Executive Officer of Mizuho Corporate Bank, Ltd. (now Mizuho Bank, Ltd.)
Mar. 2003 Appointed Managing Executive Officer of Mizuho Financial Group, Inc.
Apr. 2004 Appointed Managing Executive Officer of Mizuho Corporate Bank, Ltd.
Mar. 2006 Appointed Executive Managing Director of Mizuho Corporate Bank, Ltd.
Apr. 2007 Appointed Deputy President of Mizuho Corporate Bank, Ltd.
Apr. 2008 Appointed Deputy President & Executive Officer of Mizuho Financial Group, Inc.
Jun. 2008 Appointed Deputy President of Mizuho Financial Group, Inc.
Apr. 2009 Appointed President of Mizuho Financial Group, Inc.
Jun. 2011 Appointed Chairman of Mizuho Financial Group, Inc.; President & CEO of Mizuho Bank, Ltd.
Jul. 2013 Appointed Chairman of Mizuho Bank, Ltd.
Apr. 2014 Appointed Senior Advisor of Mizuho Financial Group
Jun. 2016 Appointed Chairman of The Japan-British Society
Jul. 2016 Appointed Outside Director of Asahi Mutual Life Insurance Company (current position)
Apr. 2017 Appointed Honorary Advisor of Mizuho Financial Group
May 2017 Appointed Outside Director of the Company (current position)
Jun. 2017 Appointed Outside Director of Internet Initiative Japan Inc. (current position)
Jun. 2021 Appointed Outside Director of Furukawa Electric Co., Ltd. (current position)
Jul. 2023 Appointed Senior Advisor of Mizuho Financial Group, Inc. (current position)

(Positions and areas of responsibility in the Company)

Director
Chairman of the Nomination Committee
Chairman of the Compensation Committee
Audit Committee member

(Significant concurrent positions outside the Company)

Senior Advisor of Mizuho Financial Group, Inc.
Outside Director of Asahi Mutual Life Insurance Company
Outside Director of Internet Initiative Japan Inc.
Outside Director of Furukawa Electric Co., Ltd.

<Reason for nomination as a candidate for outside director and expected roles>

Takashi Tsukamoto has served as a corporate manager at major financial institutions, has been internationally active, and has rich insights and extensive experience in the financial field. Accordingly, we recommend his election as an outside director to benefit from the advice and guidance that he would be able to provide in order to maintain and enhance the transparency and soundness of overall management, and to enhance corporate governance. After his election, it is planned that he will carry out activities as a member of the Audit Committee, Nomination Committee, and Compensation Committee.

(Translation for reference purposes only)

5. Peter Child

| |
|------------|
| Reelection |
|------------|

Date of birth: Mar. 25, 1958
The number of the Company's shares owned:
0 shares

| | |
|---|------------------------------------|
| Candidate for outside director | Candidate for independent director |
| Number of years served as outside director: 8 years | |



Career summary, position, and areas of responsibility in the Company, and significant concurrent positions outside the Company

Sep. 1976 Joined United Kingdom Atomic Energy Authority
Jun. 1980 Joined Michelin Tire Company
Jan. 1984 Joined McKinsey & Co., London
Aug. 1987 Appointed Manager of McKinsey & Co., Los Angeles
Aug. 1988 Appointed Partner of McKinsey & Co., London
Aug. 1990 Appointed Senior Partner of McKinsey & Co., Paris
Apr. 2007 Appointed Senior Partner of McKinsey & Co., London
Mar. 2015 Appointed Senior Partner of McKinsey & Co., Hong Kong
May 2018 Appointed Outside Director of the Company (current position)

(Positions and areas of responsibility in the Company)

Director

Nomination Committee member

Compensation Committee member

(Significant concurrent positions outside the Company)

No significant concurrent positions.

Attendance during the 101st business year

Board of Directors:

100% (7/7)

Nomination Committee:

100% (2/2)

Compensation Committee:

100% (3/3)

<Reason for nomination as a candidate for outside director and expected roles>

Peter Child has expertise in the retail sector gained primarily from serving as a leader of consumer goods and retail group at a major consulting firm. Accordingly, we recommend his election as an outside director to benefit from the advice and guidance that he would be able to provide in the area of promoting global management of the Company. After his election, it is planned that he will carry out activities as a member of the Nomination Committee and as a member of the Compensation Committee.

(Translation for reference purposes only)

6. Carrie Yu

| | | | |
|------------|---|--|---------------------------------------|
| Reelection | Date of birth: Sep. 30, 1958 The number of the Company's shares owned: 0 shares | Candidate for outside director | Candidate for independent director |
| | | Number of years served as outside director: 6 years | |



Attendance during the 101st business year

Board of Directors:
100% (7/7)
Audit Committee:
100% (7/7)

Career summary, position, and areas of responsibility in the Company, and significant concurrent positions outside the Company

Jul. 1982 Joined Levy Gee, Chartered Accountants, London
 Jan. 1987 Joined Coopers & Lybrand (now PricewaterhouseCoopers (PwC)), Hong Kong
 Sep. 1991 Appointed Manager of PwC Vancouver
 Nov. 1996 Appointed Partner of PwC Hong Kong
 Dec. 1996 Appointed Graduate Recruitment Partner of PwC Hong Kong
 Jul. 2002 Appointed Retail & Consumer Leader of PwC China & Hong Kong
 Jul. 2004 Appointed "We Care" Program Lead Ambassador of PwC China & Hong Kong
 Jan. 2006 Appointed Retail & Consumer Leader of PwC Global
 Mar. 2008 Appointed Board Member of PwC Global Governance Board
 Jul. 2009 Appointed Retail & Consumer Leader of PwC China & Asia Pacific
 Jul. 2019 Appointed Senior Advisor of PwC Hong Kong (current position)
 May 2020 Appointed Outside Director of the Company (current position)
 Jul. 2025 Appointed Consumer Markets Industry Leader of PwC China (current position)

(Positions and areas of responsibility in the Company)

Director
Audit Committee member

(Significant concurrent positions outside the Company)

Consumer Markets Industry Leader of PwC China
Senior Advisor of PwC Hong Kong

<Reason for nomination as a candidate for outside director and expected roles>

Carrie Yu belongs to professional accounting bodies in the UK, Hong Kong, and Canada. She has international expertise in accounting and the retail sector gained primarily from previously serving as a leader of retail and consumer group in the Asia Pacific region at a major professional services firm. Accordingly, we recommend her election as an outside director to benefit from the advice and guidance that she would be able to provide in the area of promoting global management of the Company. After her election, it is planned that she will carry out activities as Audit Committee member.

(Translation for reference purposes only)

7. Makoto Hayashi

Reelection

Date of birth: Jul. 30, 1957
The number of the Company's shares owned:
0 shares

| | |
|---|------------------------------------|
| Candidate for outside director | Candidate for independent director |
| Number of years served as outside director: 3 years | |



Attendance during the 101st business year

Board of Directors:
100% (7/7)
Audit Committee:
100% (7/7)

Career summary, position, and areas of responsibility in the Company, and significant concurrent positions outside the Company

Apr. 1983 Appointed Public Prosecutor of Tokyo District Public Prosecutors Office
Jun. 2001 Appointed Director of International Affairs Division of the Criminal Affairs Bureau of Ministry of Justice
Apr. 2003 Appointed Director of General Affairs Division of the Correction Bureau of Ministry of Justice
Jul. 2006 Appointed Director of General Affairs Division of the Criminal Affairs Bureau of Ministry of Justice
Jan. 2008 Appointed Director of Personnel Division of the Minister's Secretariat of Ministry of Justice
Apr. 2011 Appointed Public Prosecutor of Supreme Public Prosecutors Office
Apr. 2012 Appointed Director-General of the General Affairs Department of Supreme Public Prosecutors Office
Jul. 2013 Appointed Chief Prosecutor of Sendai District Public Prosecutors Office
Jan. 2014 Appointed Director-General of the Criminal Affairs Bureau of Ministry of Justice
Jan. 2018 Appointed Superintending Prosecutor of Nagoya High Public Prosecutors Office
May 2020 Appointed Superintending Prosecutor of Tokyo High Public Prosecutors Office
Jul. 2020 Appointed Prosecutor-General
Jun. 2022 Retired as Prosecutor-General
Aug. 2022 Appointed Special Counsel of Mori Hamada & Matsumoto (current position)
May 2023 Appointed Outside Director of the Company (current position)
Jun. 2023 Appointed External Audit & Supervisory Board Member of MITSUI & CO., LTD. (current position) and Outside Audit and Supervisory Board Member of Central Japan Railway Company (current position)
Jun. 2024 Appointed Outside Director of SBI Shinsei Bank, Limited (current position)
Feb. 2026 Appointed Outside Audit & Supervisory Board Member of ONODERA Food Service Holdings Co., Ltd. (current position)

(Positions and areas of responsibility in the Company)

Director
Chairman of the Audit Committee

(Significant concurrent positions outside the Company)

Special Counsel of Mori Hamada & Matsumoto
External Audit & Supervisory Board Member of MITSUI & CO., LTD.
Outside Audit and Supervisory Board Member of Central Japan Railway Company
Outside Director of SBI Shinsei Bank, Limited
Outside Audit & Supervisory Board Member of ONODERA Food Service Holdings Co., Ltd.

<Reason for nomination as a candidate for outside director and expected roles>

Makoto Hayashi is an attorney at law who has successively filled posts of Superintending Prosecutor of Tokyo High Public Prosecutors Office and Prosecutor-General. Therefore, he has rich experience and insights in legislation and legal compliance. Accordingly, we recommend his election as an outside director to benefit from the advice and guidance that he would be able to provide in the area of promoting legal compliance management such as risk management and legal compliance. After his election, it is planned that he will carry out activities as Audit Committee member.

(Translation for reference purposes only)

8. Richard Collasse

| | | | |
|------------|---|--|---------------------------------------|
| Reelection | Date of birth: Jul. 8, 1953 | Candidate for outside director | Candidate for independent director |
| | The number of the Company's shares owned: 0 shares | Number of years served as outside director: 2 years | |



Career summary, position, and areas of responsibility in the Company, and significant concurrent positions outside the Company

- Oct. 1975 Joined Protocol Division of Ambassade de France au Japon
- Aug. 1979 Joined GIVENCHY, Inc.
- Apr. 1981 Established GIVENCHY Co., Ltd. (Japan Office). Appointed Representative Director
- Sep. 1985 Appointed General Manager of the Perfume and Cosmetics Division of Chanel Co., Ltd.
- Aug. 1993 Appointed Managing Director of Chanel Ltd. (Hong Kong)
- Aug. 1995 Appointed Representative Director and President of Chanel Co., Ltd. (Japan Office)
- Dec. 2018 Appointed Director of Chanel Co., Ltd. (London), Chief Officer of Travel and Retail Business of Chanel Co., Ltd. (Switzerland), and Director and Chairman of Chanel Co., Ltd. (Japan Office)
- May 2024 Appointed Outside Director of the Company (current position)
- Mar. 2026 Appointed Director and Global CEO & Global President of TASAKI Holdings, Inc. (current position)

Attendance during the 101st business year

Board of Directors:
100% (7/7)
Audit Committee:
100% (7/7)

(Positions and areas of responsibility in the Company)
Director
Audit Committee member

(Significant concurrent positions outside the Company)
Director and Global CEO & Global President of TASAKI Holdings, Inc.

<Reason for nomination as a candidate for outside director and expected roles>

Richard Collasse has expertise regarding global management in the retail sector, which includes serving as Chief Officer of global companies in Europe and Asia, and as President of the Japan Office. Accordingly, we recommend his election as an outside director to benefit from the advice and guidance that he would be able to provide in the area of promoting global management of the Company. After his election, it is planned that he will carry out activities as Audit Committee member.

(Translation for reference purposes only)

- (Note 1) *The number of years served as an outside director is the number of years as of the end of this General Meeting of Shareholders.*
- (Note 2) *Although Takashi Tsukamoto successively held the posts of Executive Officer, Executive Managing Director, and President & CEO at Mizuho Bank, Ltd. from 2002 to 2013, more than ten years have passed since he retired from the said bank in 2013, and currently he is not involved in the business execution of Mizuho Bank, Ltd. Also, Mizuho Bank, Ltd. is one of the primary lenders to the Company, but it is not a business connection that has a significant effect on the Company's decision-making. The balance of borrowings of the Company from Mizuho Bank, Ltd. as of the end of the most recent business year is less than 2% of the consolidated total assets.*
- (Note 3) *Peter Child has served as a Senior Partner at multiple branch offices of McKinsey & Co., and the Company has transactions with the said company. The monies paid to McKinsey & Co. represent less than 0.1% of the Company's total consolidated SG&A expenses.*
- (Note 4) *Carrie Yu serves as Consumer Markets Industry Leader of PricewaterhouseCoopers (PwC) China and Senior Advisor of PwC Hong Kong. The Company has transactions with multiple member firms of PwC, and the monies paid to PwC represent less than 0.1% of the Company's total consolidated SG&A expenses.*
Carrie Yu's legal name is "Carrie Ip."
- (Note 5) *The Company has transactions with Mori Hamada & Matsumoto of which Makoto Hayashi is the Special Counsel. The monies paid to Mori Hamada & Matsumoto represent less than 0.1% of the Company's total consolidated SG&A expenses.*
- (Note 6) *With respect to the responsibilities stipulated under Article 423, paragraph 1 of the Companies Act, the Company has entered into agreements with each of its outside directors, Takashi Tsukamoto, Peter Child, Carrie Yu, Makoto Hayashi, and Richard Collasse which limit the liability of these directors for damage to the Company. These agreements state that, when outside directors carry out their duties in good faith and with no serious negligence, their liability to compensate the Company is limited to 15,000,000 yen or to an amount stipulated by applicable laws and regulations, whichever is higher, and that they are exempt from an outside director's obligation to compensate the Company for any amounts that exceed these limits. The Company also plans to enter into agreements with each of the elected outside directors upon the approval of this proposal.*
- (Note 7) *The views on the balance of knowledge, experience and capabilities, diversity, and scale of the Board of Directors as a whole are as follows:*
·The Company has set the maximum number of members of the Board of Directors to 12 in the Articles of Incorporation, and composes the Board of Directors in accordance with the matters stated below for effective and stable operation. Furthermore, procedures for selecting candidates for Director of the Company shall be determined by the Nomination Committee where outside directors hold the majority and one serves as chairman for the purpose of high transparency and fairness.
As stated on pages 11 to 12 persons who satisfy the conditions of the nomination criteria for candidates for inside directors and outside directors as well as the conditions of the independence criteria for outside directors shall be selected.
·The Board of Directors shall be managed by persons who have a high level of insight and extensive experience in management, international relations, risk management, legal compliance, finance and accounting, banking, IT, digital, environment, and other fields, in order to sufficiently perform the supervisory function.
- (Note 8) *The Company has entered into a directors and officers liability insurance contract ("D&O insurance policy") with an insurance company as stipulated in Article 430-3, paragraph 1 of the Companies Act. The D&O insurance policy covers, costs for compensation for damages and litigation costs incurred by the insured persons arising from claims for compensation of damages arising from actions (including negligence) carried out pursuant to the company position of the relevant director or officer. However, the D&O insurance policy has an established excess amount, whereby damages within that excess are not covered by the policy. Furthermore, insured persons in this policy are directors and executive officers of the Company as well as any person who performs important duties, such as directors of the Company's subsidiaries. The Company will bear the entire amount of insurance premiums. In the event that this proposal is approved, all elected directors will be included as insured*

(Translation for reference purposes only)

persons under the D&O insurance policy. The Company intends to continue the D&O insurance policy even after the expiration of the contract period. When the policy is next due for renewal, the Company will consider appropriate revisions to the contents of the policy, as necessary, after taking into account the business environment and other factors.

(Note 9) No conflict of interest exists between the Company and each candidate.

(Translation for reference purposes only)

ATTACHED DOCUMENTS

Business Report for Fiscal 2025

(March 1, 2025 – February 28, 2026)

1. Consolidated Business Review

During the fiscal year under review, price increases continued while real wages remained negative. Rising energy costs, including utilities and fuel, further increased the burden on household budgets. As a result, consumers' purchasing behavior has shown a tendency toward frugality, including restrained purchasing.

The AEON Group has made efforts to offer products at great value, centered on the private brand "TOPVALU," while also working to respond to changing customer needs in the Health & Wellness and Shopping Center Development Businesses by expanding the business scope and enhancing services, leading to stronger support from customers. As a result, consolidated operating revenue reached 10,715.3 billion yen and operating profit amounted to 270.4 billion yen, representing an increase in both revenue and profit and a new record high. Profit attributable to owners of the parent amounted to 72.6 billion yen, up 167.5% year on year.

In FY2025, the AEON Group implemented the "five reforms" set out in the Medium-Term Management Plan, aiming for "sustainable, circular economy-focused management in which AEON's growth leads to the enrichment of local community life."

In terms of "Digital," the number of members for the Group Total App "iAEON" has grown to approximately 22 million, while the customer base for the online supermarket "Green Beans" has also grown to 900,000, as we continued initiatives to enhance the shopping experience through digital platforms.

Under "Products and supply chains," TOPVALU continued its double-digit growth to reach a scale of 1.2 trillion yen. Our affordable prices, achieved through relentless corporate efforts, combined with the unique value found only at AEON, have continued to be supported by customers.

Under "Health & Wellness," we completed the management integration with TSURUHA HOLDINGS INC., forming the largest drugstore chain in Japan. WELCIA HOLDINGS CO., LTD. has also begun developing a "drugstore and food" business model as part of a new growth strategy.

Under the "AEON Living Zone," we worked to restructure regional supermarkets with the aim of becoming No. 1 in each region. In the Tokyo metropolitan and Kinki areas, we have completed our nationwide regional shift through the establishment of AEON FOOD STYLE Co., Ltd. and the reorganization involving the newly formed The Daiei, Inc.

(Translation for reference purposes only)

We have also completed the process of making AEON Mall Co., Ltd. and AEON DELIGHT CO., LTD., which serve as the Group's platform functions, into wholly owned subsidiaries, thereby establishing a foundation for optimizing Group assets and enhancing the value of our facilities. Under "Asian shift," we have focused on Vietnam, a rapidly growing market, to accelerate store openings across multiple formats such as shopping centers, GMS, supermarkets, and convenience stores, producing a network of 302 stores. By expanding broadly from major cities to regional areas, we are strengthening our business foundation with an eye toward future growth. We will build upon the business foundation established through these efforts to drive further reforms in our business structure and strive to achieve sustainable growth.

(Translation for reference purposes only)

Financial highlights

| FY | FY2022 | FY2023 | FY2024 | FY2025 |
|---|------------|------------|------------|------------|
| Operating revenue (Millions of yen) | 9,116,823 | 9,553,557 | 10,134,877 | 10,715,342 |
| Operating profit (Millions of yen) | 209,783 | 250,822 | 237,747 | 270,459 |
| Ordinary profit (Millions of yen) | 203,665 | 237,479 | 224,223 | 243,031 |
| Profit attributable to owners of the parent (Millions of yen) | 21,381 | 44,692 | 27,168 | 72,677 |
| Earnings per share (Yen) | 8.37 | 17.42 | 10.57 | 26.87 |
| Total assets (Millions of yen) | 12,341,523 | 12,940,869 | 13,833,319 | 15,369,658 |
| Net assets (Millions of yen) | 1,970,232 | 2,087,201 | 2,135,271 | 2,204,267 |
| Net assets per share (Yen) | 387.04 | 410.53 | 411.65 | 440.40 |

(Note 1) The “Accounting Standard for Income Taxes” (ASBJ Statement No. 27, issued on October 28, 2022) and other related standards have been adopted from the beginning of FY2025. Accordingly, the consolidated operating results and financial position for FY2024 reflect retrospective adjustments.

(Note 2) The Company implemented a three-for-one stock split of its common stock, effective September 1, 2025. “Earnings per share” and “Net assets per share” have been calculated on the assumption that the stock split had been conducted at the beginning of FY2022.

Business segment information

| Business segment | Operating revenue (Millions of yen) | YOY (%) | Operating profit (Millions of yen) | YOY (%) |
|--------------------------------------|-------------------------------------|---------|------------------------------------|---------|
| GMS Business | 3,691,864 | 103.7 | 21,430 | 131.0 |
| SM Business | 3,085,749 | 101.0 | 29,870 | 91.8 |
| DS Business | 430,512 | 104.6 | 7,233 | 90.5 |
| Health & Wellness Business | 1,633,318 | 123.5 | 52,368 | 145.4 |
| Financial Services Business | 567,544 | 107.0 | 60,871 | 99.5 |
| Shopping Center Development Business | 522,428 | 105.3 | 70,916 | 133.7 |
| Services & Specialty Store Business | 759,617 | 103.3 | 27,002 | 115.7 |
| International Business | 568,284 | 103.5 | 10,228 | 107.7 |
| Reportable Segments Total | 11,259,319 | 105.6 | 279,923 | 116.7 |
| Other Business | 80,621 | 118.2 | (14,134) | – |
| Total | 11,339,940 | 105.7 | 265,788 | 115.6 |
| Adjustment | (624,598) | – | 4,670 | 59.2 |
| Consolidated | 10,715,342 | 105.7 | 270,459 | 113.8 |

(Note) The main activities in each business segment are as follows:

GMS Business

General merchandise stores (GMS), flat-rate discount store business, etc.

SM Business

Supermarkets, convenience stores, small-scale supermarkets

DS Business

Discount stores

Health & Wellness Business

Drugstores, pharmacies, etc.

Financial Services Business

Credit card business, fee business, banking business

(Translation for reference purposes only)

Shopping Center Development Business

Development and leasing of shopping centers

Services & Specialty Store Business

*Comprehensive facility management services, amusement services, food services, specialty stores, etc.
selling family casual apparel, footwear, etc.*

International Business

Retail stores in the ASEAN region and China

Other Business

Mobile marketing business, digital business, etc.

(Translation for reference purposes only)

(1) Review of Operations

GMS (General Merchandise Stores) Business

AEON RETAIL CO., LTD. continues to reform its revenue structure with a focus on “maximizing gross profit,” “improving shopping center profitability,” and “enhancing productivity through digitalization.” We expanded our TOPVALU and SPA product lines to secure gross profit, reviewed our product mix, and implemented initiatives to improve inventory turnover. Additionally, the use of digital transformation (DX) to streamline operations and reduce the workload of back-office functions contributed to an increase in labor-hour productivity. We balanced cost structure reforms and the enhancement of sales capabilities by redeploying the labor-hours saved to growth areas among other measures, working to strengthen our business foundation to improve future profitability.



SM (Supermarkets) Business

In order to gain customer support and regional shares in response to rising inflation and intensified competition, we actively promoted new store openings and store revitalization nationwide. In particular, we implemented strengthened pricing initiatives across the entire company. In the Tokyo metropolitan area, MAXVALU Kanto Co., Ltd. has integrated Daiei's Kanto business and AEON MARKET CO., LTD. and commenced operations as the newly formed AEON FOOD STYLE Co., Ltd. Meanwhile, in the Kinki area, The Daiei, Inc. has absorbed KOHYO Co., Ltd., and restarted operations as the new Daiei.



Additionally, My Basket CO., LTD. has been building an operational model that balances rapid store expansion with effective store management in the Tokyo metropolitan area, achieving a record number of new store openings while also increasing average daily sales per store and advancing efforts to expand market share.

DS (Discount stores) Business

AEON BIG CO., LTD. improved its gross profit by developing and expanding private brand products dedicated to the DS format and by revising its product mix. In addition, labor-saving initiatives including the completion of self-checkout system installations at all stores and the promotion of digitalization in operations, contributed to the control of selling, general and administrative expenses. BIG-A CO., LTD. increased sales by strengthening its low-price appeal through price reductions on key items and the expansion of outlet product sales. In addition, the company has continued efforts to improve productivity by enhancing operational efficiency through the digitalization of store operations and by improving business processes at both store and headquarters levels, thereby promoting sustainable reforms to its cost structure.



(Translation for reference purposes only)

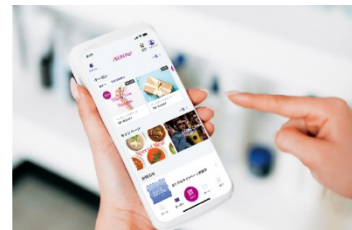
Health & Wellness Business

WELCIA HOLDINGS CO., LTD. achieved increases in revenue and profit, supported by steady performance in both its merchandising division strengthened food offerings, and the dispensing division, which expanded through the growth of stores with dispensing pharmacies. Additionally, the management integration of TSURUHA HOLDINGS INC. and WELCIA HOLDINGS CO., LTD. was completed, resulting in the establishment of Japan's largest drugstore chain with sales exceeding 2 trillion yen. Going forward, the company aims to contribute to the extension of healthy life expectancy by addressing "pre-disease care," "prevention," "treatment," and "nursing care," and thereby realize a higher level of health and wellness for local communities.



Financial Services Business

AEON Financial Service Co., Ltd. provides financial services in Japan and overseas that respond to changes in customers' life stages and living environments, based on a consumer-centric perspective, which is strength as a financial group originating from retail. In Japan, the company promoted the expansion of its customer base and usage locations for the QR code-based payment service "AEON Pay." Overseas, the company advanced initiatives to further develop the AEON Living Zone, including the launch of corporate deposit services at digital banks and establishment of a marketing services company in Malaysia, as well as provisions of loans through a newly acquired finance company in Vietnam.



Shopping Center Development Business

AEON Mall Co., Ltd. carried out renovations at 21 malls in Japan during the year. Reviewing tenant mix and introducing experiential content (such as indoor and outdoor recreational facilities) enhanced visitor circulation and shopping opportunities, thereby advancing initiatives to improve the profitability of existing assets. Non-retail business formats, such as food and beverage, amusement, and services, performed particularly well. In China, the successful implementation of measures to stimulate consumption led to increased sales at specialty stores in existing malls, while in Vietnam, sales grew against the backdrop of robust private consumption.



(Translation for reference purposes only)

Services & Specialty Store Business

AEON DELIGHT CO., LTD. achieved increases in both revenue and profit, driven by expanded share with existing customers and growth in newly contracted properties, as well as responses to rising costs and operational reforms. In addition to strong box office revenue, AEON Entertainment Co., Ltd. strengthened its retail operations by expanding its food offerings and developing original merchandise. At AEON Fantasy Co., Ltd., the kids' prize division continued to perform well within the core prize division, while membership and sales also expanded in the medal and immersive attraction division. COX CO., LTD. sought to strengthen brand communication and increase sales through tie-up initiatives.



International Business

In Vietnam, the Company focused on opening new GMS and supermarket stores and strengthening the operational capabilities of existing stores. In particular, efforts to expand our product lineup centered on food as well as large-scale promotional measures proved successful, while online sales also grew centered on food, with the Health & Beauty Care and kids' areas seeing growth. In Malaysia, the Company increased sales of private brand products for food and apparel, contributing to steady growth in the retail business. In China, the Company prioritized increasing sales of developed products, including TOPVALU, while focusing on key categories and rigorously controlling expenses to restore profitability.



(Translation for reference purposes only)

(2) Environmental and Social Initiatives

Based on the AEON Sustainability Principle, which reconciles the realization of a sustainable society and Group growth, AEON works to resolve various environmental and social issues through its business activities.

In light of the changing social and environmental landscape surrounding its business, AEON has defined key focus areas to achieve both sustainable growth and the creation of social value. These priorities clarify the relationship between business activities and social issues, defining the themes that management will prioritize addressing. For each key focus area, in addition to recognizing the current situation, AEON has organized its approach, including policies, systems, and implementation methods, and is promoting highly effective and transparent initiatives by disclosing results.

| | | | |
|--|--|--|---|
| <p>1991- Tree-planting activities</p> <p>Cumulative total of trees planted Approx. 12.84 million trees</p>  | <p>1991- Bring Your Own Shopping Bag Campaign</p> <p>Average annual reduction of plastic shopping bags (The past five years) Approx. 3.5 billion pieces</p>  | <p>1991- Collection of recyclable resources at stores</p> <p>Cumulative total of PET bottles collected Approx. 596 million bottles</p>  | <p>1996- “AEON Cheers Club”</p> <p>505 clubs Cumulative total 119,861 members</p>  |
| <p>2001- “AEON Happy Yellow Receipt Campaign”</p> <p>Cumulative donation amount Approx. 5.8 billion yen</p>  | <p>2004- Solar panel installation</p> <p>Number of stores installed 1,554 stores</p>  | <p>2020- AEON Children’s Cafeteria Support Group</p> <p>Cumulative total donated Approx. 250 million yen</p>  | <p>2024- AEON Noto Support Project</p> <p>Total number of Noto Support volunteers 1,084 people</p>  |

Restoring and regenerating biodiversity

AEON continues to advance initiatives that consider its dependence on and impact on nature throughout its entire business. Whenever a new store is opened, we plant trees on the premises together with customers as part of the AEON Hometown Forests Program. In addition, the AEON Environmental Foundation carries out tree-planting activities around the world with the aim of restoring forests devastated by natural disasters and other causes. At the end of FY2025, we have planted a cumulative total of approximately 12.84 million trees with the help of approximately 1.29 million participants (estimated).

Furthermore, in both store and product development, we take into account the conservation and creation of ecosystems. The AEON Group is striving to obtain environmental certifications for its buildings from third-party organizations, such as “CASBEE,” “DBJ Green Building Certification,” and the “WELL Health-Safety Rating,” and is promoting urban development that harmonizes with nature.

Realization of a decarbonized society

AEON is promoting initiatives that combine a review of energy use, introduction of energy-saving equipment, expanded utilization of renewable energy, and other measures across its entire business, including stores, logistics, and supply chains. We have stepped up the installation of solar power generation systems at our stores, adding new installations to 81 stores in 2025. As a result of these efforts, the proportion of renewable energy used in our business activities will reach approximately 73%. In addition, we are on track to meet our target of sourcing 100% of the electricity used at AEON Malls in Japan from renewable energy by FY2025.

Realizing a circular economy

Amidst worsening resource constraints and waste problems, retailers handling goods are required to play a role in promoting resource recycling. AEON positions plastics and food waste as key focus areas and is driving initiatives in resource recycling at every stage from product design and sales to collection. We have expanded our in-store efforts for resource collection and recycling, and the amount of PET bottles collected at stores to date has reached a total of approximately 85 thousand tons. Going ahead, we will expand our efforts to collect and recycle clothing, thereby further accelerating our initiatives to collect, reuse, and recycle finite resources.

Collaboration with communities

The challenges surrounding local communities are diversifying. AEON is building on its community-based business development to foster collaboration with local communities, working to establish ongoing partnerships aimed at addressing local challenges and providing support

(Translation for reference purposes only)

during disasters. In 2024, we launched the AEON Noto Support Project, aimed at contributing to the recovery of the Noto region through the three key pillars of volunteer support, community and cultural revitalization support, and livelihood revitalization support.

TOPICS

We have launched a Library page where information on all of AEON’s sustainability initiatives can be viewed in one place

We have launched a Library page where documents and videos related to all of AEON’s sustainability initiatives can be viewed in one place. Environmental Storybook—the book about the future we can all create together—presents AEON’s environmental and social initiatives in a story format, providing accessible explanations accompanied by illustrations of initiatives such as tree-planting activities and resource recycling. In addition, the 30-second video series “ESG Grandpa on the Go!” provides simple explanations of ESG initiatives, briefly introducing activities such as the AEON Forest Creation and Bottle to Bottle projects. Be sure to check them out.



<https://www.aeon.info/sustainability/library/>

2. Prospective Challenges for the AEON Group

The business environment surrounding the Group is undergoing significant change, characterized by the persistence of inflation that outpaces wage growth, rising pressure on all costs, the intensification of labor shortages, and instability in the procurement of raw materials and energy due to climate change and geopolitical factors.

In this rapidly changing environment, the AEON Group’s “adaptability” derived from its multi-format business development and its “well-balanced business portfolio strategy” achieved through disciplined capital allocation across the Group can be considered significant strengths.

Looking ahead to changes in the business environment and the accompanying shifts in consumer needs, the Group will work to enhance the quality of its portfolio and establish a business foundation for attaining sustainable growth through the five key initiatives outlined below.

(Translation for reference purposes only)

(1) Food Retailing Business Profit Structure Reform

[Products]

To meet the increasingly diverse needs of customers, we will leverage the scale advantages of the AEON Group to supply private brand “TOPVALU” and national brand items. By building an efficient, integrated supply chain from production to sales, the Group will review its cost structure and provide products that customers choose based on both price and value.



[Store format and infrastructure]

The Group will step up investments in process and logistics centers that enable us to offer high-quality prepared foods at reasonable prices, and accelerate the transition to a business model equipped with structural competitive advantages.

(2) Evolution of New Health & Wellness Businesses

In pursuit of synergies resulting from the merger between TSURUHA HOLDINGS INC. and WELCIA HOLDINGS CO., LTD., the Group will steadily implement initiatives such as joint procurement and the supply of private brand products.



In addition, by leveraging the Group’s management resources (such as our product procurement network and retail technology), efforts are underway to establish a “drugstore and food” business model with an expanded food offering in drugstores. Going forward, the business will be developed into a comprehensive health and wellness business encompassing a diverse range of services centered on health, leveraging both online and offline customer touchpoints.

(3) Fusion of Development and Entertainment

The Shopping Center Development Business is positioned as a business that can provide solutions to social issues, such as supplementing social infrastructure—including parks and libraries—that is lacking in local communities and providing spaces and opportunities for play that are being lost due to climate change. The Group will continue to remodel spaces along the two axes of “strengthening functionality as community infrastructure” and “enhancing experiential and entertainment features,” to become more than mere shopping venues.



In particular, by incorporating the entertainment domain as a growth content into Japan’s largest-scale malls and shopping centers, efforts will be made to diversify customer motivations for visiting and enhance customer attraction and asset value. At the same time, this will contribute to the evolution of the Group’s brand image and the expansion of new customer segments.

(Translation for reference purposes only)

(4) Accelerating Growth of Overseas Operations

In view of the future domestic market environment, the Group positions its overseas operations as next-generation growth drivers and are expanding our business foundation with a focus on retail and shopping center development operations, particularly in Vietnam, which has been experiencing significant growth.



Over the medium term, the Group will accelerate multi-format growth including financial services, entertainment and other service businesses, by leverage the Group's customer base through formation of dominant market positions in major metropolitan areas as well as in key regional urban centers.

(5) Decisive Action on Business Structural Reforms

In order to improve profitability, the Group is pursuing business structural reforms more decisively than ever before and working toward a transition to a more competitive business structure.

In parallel with capital strategies aimed at revitalizing existing businesses such as AEON Mall Co., Ltd., AEON DELIGHT CO., LTD., SUNDAY CO., LTD., and GFOOT CO., LTD., the Group is identifying unprofitable companies within the Group and proceeding with internal reorganizations and business restructuring. Going forward, management efficiency will be improved through these initiatives, and the quality of the Group's portfolio will be enhanced by prioritizing the allocation of funds generated to growth areas.

(Translation for reference purposes only)

■ Public interest incorporated foundations that embody the AEON Foundational Ideals

In addition to initiatives through our business activities, we are also promoting environmental and social contribution activities in cooperation with the AEON 1% Club Foundation, the AEON Environmental Foundation, and The Cultural Foundation of Okada.

These three foundations, each specializing in a specific field, embody the AEON Foundational Ideals in concrete ways.

AEON 1% Club Foundation

The foundation was declared in 1989 and established in 1990. The major companies of the AEON Group contribute an amount equivalent to 1% of their pre-tax profit to the AEON 1% Club Foundation from a desire to “support society using profits received from customers,” and support the foundation’s main areas of focus: the healthy upbringing of children; friendship and goodwill with other countries; contributing to regional development; and sustainable development of the local community.

Healthy Development of Children

AEON Cheers Club
Cumulative total number of members: 119,861 members

We nurture children’s abilities to think independently about issues in their own regions, on environmental and social themes, while learning about social rules.

The AEON Cheers Club provides hands-on learning activities related to the environment and society, based at AEON Group stores and facilities nationwide. The Company has also opened the Cheers Farm at three locations in Ibaraki, Miyagi, and Hyogo Prefectures with the aim of allowing children to experience the hard work and joy of growing crops while learning about agriculture systematically.



Friendships with Other Countries

AEON Scholarship
Cumulative total number of scholarships awarded: 9,923 students



We provide students with opportunities for international cultural and interpersonal exchange, and strengthen the bonds of friendship between Japan and various countries by deepening mutual understanding.

Since 2006, AEON has implemented the AEON Scholarship with the hope that Asian university students—including Japanese students—will be active in building bridges between Japan and their home countries in the future. To date, we have awarded scholarships to approximately 10,000 college students and provided opportunities for scholarship recipients from different universities to engage with one another.

(Translation for reference purposes only)

Local Development Contributions

We support the succession of traditional events and culture firmly rooted in local regions, which need to be passed down to the next generations. Additionally, we tackle various issues in local communities and provide opportunities for local people to strengthen their bonds.

Hometown Future Support



Disaster Recovery Support

At times of natural disasters, both within Japan and overseas, we swiftly award emergency funds and provide support for recovery and reconstruction so that survivors can resume normal daily life as quickly as possible.

Shuri Castle Reconstruction Support Project



(Translation for reference purposes only)

AEON Environmental Foundation

The Foundation was established in 1990 by Honorary Chairman Takuya Okada (Honorary Chairman and Senior Advisor to the President of AEON CO., LTD.) as Japan's first private-company foundation focused on the global environment. It was established against a backdrop of intensifying challenges on a global scale and promotes environmental conservation activities both domestically and internationally. Currently, the Foundation is working to create new *Satoyama* in cooperation with local communities, with the goal of realizing a sustainable society.

Satoyama: Traditional rural landscapes in Japan where people live in close connection with nature, often maintaining a balance between farmland, forests, and biodiversity.

(Translation for reference purposes only)

Tree Planting

We plant trees together with local volunteers around the world, mainly in Asia, with the aim of regenerating forests that have been lost due to natural disasters or logging, restoring disaster-resistant forests, and addressing climate change. We are also helping forests grow through pruning, brush clearing and other activities.

Countries where tree planting is conducted:

11



AEON Nature Park, Angkor, Cambodia

Environmental Grant Program



Organization receiving grant:
CHARCOAL&AXE

We provide grants totaling approximately 100 million yen annually to non-profit organizations around the world that are actively engaged in environmental activities.

Total number of grantees
3,657 organizations

Total amount of grants
3,292.35 million yen

Environmental Education and Joint Research



Third AEON SATOYAMA Forum,
Tokyo

In cooperation with international specialized institutions and major universities in Asia, we are conducting joint research on *Satoyama* and developing green human resources who will become leaders in the global environmental field.

Cumulative total number of participants in the youth program
16 countries
796 people

Award



Award ceremony, Cali, Colombia

“The MIDORI Prize for Biodiversity” is awarded to individuals and organizations who have made outstanding contributions to the conservation and use of biodiversity, aiming to expand environmental activities.

Cumulative total number of award recipients
20 countries
21 people and 38 organizations

(Translation for reference purposes only)

The Cultural Foundation of Okada

<https://okadabunka.or.jp/> (in Japanese only)

It was established in 1979 with the objectives of fostering and supporting artistic and cultural activities in Mie Prefecture, as well as preserving and repairing cultural assets. In 2005, the museum began its art gallery project, and it now holds exhibitions featuring its diverse collection of works and a wide range of appealing special exhibitions.

It also provides grants, sponsorships and scholarships, and launched a new “Sakura Project” in March 2023 to create a new local tourist attraction, and as of March 2026, approximately 4,000 cherry tree saplings have been planted across 48 locations in Mie Prefecture.



(Translation for reference purposes only)

3. Overview of AEON and the AEON Group (as of February 28, 2026)

(1) Share-related Information

- 1) Number of shares authorized: 7,200,000,000 shares
- 2) Number of shares issued: 2,783,529,021 shares
(including treasury shares)
- 3) Minimum share-trading unit: 100 shares
- 4) Number of shareholders at year-end: 1,145,081
- 5) Ten largest shareholders:

| Name | Number of shares held (Thousands of shares) | Ratio of shares held (%) |
|---|--|--------------------------------|
| The Master Trust Bank of Japan, Ltd. (Trust Account) | 353,095 | 12.75 |
| Custody Bank of Japan, Ltd. (Trust Account) | 108,353 | 3.91 |
| Mizuho Bank, Ltd. | 102,023 | 3.68 |
| The Cultural Foundation of Okada | 66,210 | 2.39 |
| AEON Environmental Foundation | 65,454 | 2.36 |
| The Norinchukin Bank | 56,545 | 2.04 |
| JP MORGAN CHASE BANK 385781 | 36,495 | 1.32 |
| AEON 1% Club Foundation | 34,899 | 1.26 |
| STATE STREET BANK AND TRUST COMPANY 505001 | 33,514 | 1.21 |
| AEON Mutual Benefit Society (Nomura Securities account) | 33,465 | 1.21 |

(Note 1) Calculations of the ratio of shares held exclude treasury shares (14,337,847 shares) and have been rounded.

(Note 2) The number of shares held by Mizuho Bank, Ltd. includes its contribution of 28,134 thousand shares to the retirement benefit trust (the holder of said shares, as listed in the shareholder registry, is "Custody Bank of Japan, Ltd. as trustee for Mizuho Bank Retirement Benefit Trust Account re-entrusted by Mizuho Trust and Banking Co., Ltd.").

6) Other important matters concerning shares

- In connection with the share exchange with AEON Mall Co., Ltd., effective July 1, 2025, the total number of shares outstanding increased by 55,918,435 to 927,843,007.
- The Company implemented a three-for-one stock split of its common stock, effective September 1, 2025. As a result, the total number of shares authorized increased by 4,800,000,000 to 7,200,000,000, and the total number of shares outstanding increased by 1,855,686,014 to 2,783,529,021.

(Translation for reference purposes only)

(2) Directors and Executive Officers of the Company

- Total remunerations paid to the Company's directors and executive officers

Directors

(Unit: Millions of yen, rounded down)

| | Basic remuneration | Of which, outside directors |
|------------------------|--------------------|-----------------------------|
| Number of persons paid | 5 | 5 |
| Amount paid | 102 million yen | 102 million yen |

Executive officers

(Unit: Millions of yen, rounded down)

| Position | Number of persons | Basic remuneration | Performance-based remuneration | Non-monetary remuneration, etc. (Remuneration through share compensation-type stock options) | Total |
|---|-------------------|--------------------|--------------------------------|--|-------------------|
| Chairman and Representative Executive Officer Motoya Okada | 1 | 54 million yen | 38 million yen | 40 million yen | 133 million yen |
| President and Representative Executive Officer Akio Yoshida | 1 | 64 million yen | 52 million yen | 54 million yen | 172 million yen |
| Executive Vice President and Executive Officer Yuki Habu | 1 | 36 million yen | 16 million yen | 23 million yen | 75 million yen |
| Executive Vice President and Executive Officer Mitsuko Tsuchiya | 1 | 41 million yen | 26 million yen | 35 million yen | 103 million yen |
| Executive Vice President and Executive Officer Jerry Black | 1 | 39 million yen | 25 million yen | 33 million yen | 98 million yen |
| Executive Vice President and Executive Officer Hiroyuki Watanabe | 1 | 33 million yen | 17 million yen | 24 million yen | 75 million yen |
| Executive officers | 11 | 264 million yen | 109 million yen | 152 million yen | 526 million yen |
| Total | 17 | 534 million yen | 285 million yen | 363 million yen | 1,184 million yen |

(Note 1) Remuneration through share compensation-type stock options for executive officers was resolved at the Compensation Committee meeting and the Board of Directors meeting held on April 9, 2026, based on performance during the 101st business year. In regard to the share compensation-type stock options, the subscription rights to shares will be allocated on June 21, 2026. The above amounts to be allocated are calculated based on the closing price of the Company's share on the Tokyo Stock Exchange on or around the last day of February 2026.

(Note 2) The amount of basic remuneration will be the amount after reductions due to the application of disciplinary measures based on internal regulations.

(Translation for reference purposes only)

(3) Group Status

Major subsidiaries

| Name | Capital | Voting rights (Note 1) (%) | Main businesses |
|---|-----------------|----------------------------------|-----------------------------------|
| <u>GMS Business</u> | | | |
| AEON Hokkaido Corporation | ¥6,100 million | 67.22 | General merchandise store |
| AEON KYUSHU Co., Ltd. | ¥4,915 million | 70.18 | General merchandise store |
| SUNDAY CO., LTD. | ¥3,253 million | 76.87 | Home center |
| CAN DO CO., LTD. | ¥3,028 million | 51.07 | Flat-rate discount store business |
| AEON RETAIL CO., LTD. | ¥100 million | 100.00 | General merchandise store |
| <u>SM Business</u> | | | |
| United Super Markets Holdings Inc. | ¥10,000 million | 52.90 | Management in supermarket |
| Maxvalu Tokai Co., Ltd. | ¥2,267 million | 64.55 | Supermarket |
| FUJI CO., LTD. | ¥22,000 million | 51.49 | General merchandise store |
| MINISTOP Co., Ltd. | ¥7,491 million | 54.11 | Convenience store |
| <u>Health & Wellness Business</u> | | | |
| TSURUHA HOLDINGS INC. | ¥12,300 million | 50.47 | Management in drug store |
| <u>Financial Services Business</u> | | | |
| AEON Financial Service Co., Ltd. | ¥45,698 million | 49.99 | Financial services |
| AEON CREDIT SERVICE (ASIA) CO., LTD. | HK\$269 million | 70.42 | Financial services |
| AEON CREDIT SERVICE (M) BERHAD | M\$541 million | 63.32 | Financial services |
| AEON THANA SINSAP (THAILAND) PCL. | THB 250 million | 63.76 | Financial services |
| AEON BANK, LTD. | ¥51,250 million | 100.00 | Banking services |
| <u>Shopping Center Development Business</u> | | | |
| AEON Mall Co., Ltd. | ¥42,430 million | 100.00 | SC development |
| <u>Services & Specialty Store Businesses</u> | | | |
| COX CO., LTD. | ¥4,503 million | 71.53 | Casual apparel specialty store |
| GFOOT CO., LTD. | ¥3,764 million | 66.87 | Specialty shoe store |
| AEON DELIGHT CO., LTD. | ¥3,238 million | 100.00 | Facilities management services |
| AEON Fantasy Co., Ltd. | ¥1,829 million | 63.14 | Amusement services |
| <u>International Business</u> | | | |
| AEON CO. (M) BHD. | M\$702 million | 52.03 | General merchandise store |
| AEON STORES (HONG KONG) CO., LTD. | HK\$115 million | 60.59 | General merchandise store |

(Note 1) Voting rights percentages include indirect ownership.

(Note 2) No specified wholly-owned subsidiary is present as of the fiscal year-end.

(Translation for reference purposes only)

(4) Policy Regarding Decisions on Dividends of Surplus

The Company sets dividends in consideration of its consolidated earnings results while striving to maintain an optimal balance between paying dividends and improving corporate value through medium- to long-term growth as a key management priority of its policy on returns to shareholders.

Specifically, the Company has set a target of maintaining its annual dividend payment at or above the previous year's payment and implementing a dividend payout ratio of 30% as it endeavors to increase earnings and return even more to shareholders in coming years.

The Company pays dividends twice a year for the purpose of enhancing the opportunities for profit distribution to shareholders. In accordance with the provisions of Article 459 of the Companies Act, the Board of Directors can resolve the year-end dividend payment from surplus to shareholders.

[Dividends of surplus for the fiscal year under review]

Based on a resolution passed at the Board of Directors meeting held on April 9, 2026, the year-end dividend from the surplus for the fiscal year under review is an ordinary dividend of 7 yen per share.

The Company implemented a three-for-one stock split of its common stock, effective September 1, 2025. Regarding the dividend per share prior to the stock split conversion, the annual dividend, which includes the interim dividend of 20 yen, amounts to 41 yen per share, representing a 1-yen increase per share compared to the previous fiscal year. The starting date for dividend payments (effective date) is Thursday, April 30, 2026.

(Translation for reference purposes only)

The following details have been made available on the websites so they have not been included in this notice. Please check the websites below to confirm such details.

● Matters that can be confirmed via the websites

▪ **Business Report**

Activities of the Board of Directors and each committee, etc., Empowering Employees and Promoting Diversity, Main Business, Number of Stores, Financing and Capital Investments, Directors and Executive Officers of the Company (Directors and executive officers, Items related to outside directors, Summary of agreements limiting liability, Summary of directors and officers liability insurance contract, Policies on personal remuneration for directors and executive officers, etc.), Independent Auditors, Employees, Principal Creditors

Items Related to the Company's Subscription Rights to Shares, Company Structure and Policies, Basic Policy Regarding Control of the Company

▪ **Consolidated Financial Statements / Nonconsolidated Financial Statements**

Consolidated balance sheet, Consolidated statement of income, Consolidated statement of changes in net assets, Notes to the consolidated financial statements

Nonconsolidated balance sheet, Nonconsolidated statement of income, Nonconsolidated statement of changes in equity, Notes to the nonconsolidated financial statements

▪ **Audit reports**

Independent Auditor's Report on Consolidated Financial Statements, Independent Auditor's Report on Nonconsolidated Financial Statements, Audit Report of the Audit Committee

● The Company's website: <https://www.aeon.info/en/ir/>

* Click "Notice for Shareholders" on the website.

● Website for posting informational materials for the General Meeting of Shareholders:
<https://d.sokai.jp/8267/teiji/> (in Japanese)

(Note 1) The amounts and numbers of shares shown in this Business Report have been rounded down to the appropriate units used in the document.

(Note 2) Figures shown for sales, etc. do not include consumption taxes.

(Translation for reference purposes only)

Consolidated Financial Statements (Summary)

| Consolidated balance sheet | | | Consolidated statement of income | | |
|---|-------------------------------|-------------------------------|---|------------------------------------|------------------------------------|
| (Unit: Millions of yen, rounded down) | | | (Unit: Millions of yen, rounded down) | | |
| | As of February 28, 2026 | As of February 28, 2025 | | Year ended February 28, 2026 | Year ended February 28, 2025 |
| Assets | | | Operating revenue | 10,715,342 | 10,134,877 |
| Current assets | 9,677,706 | 8,693,526 | Net sales | 9,355,439 | 8,829,564 |
| (of which, Inventories) | 829,524 | 649,955 | Operating revenue from financial services business | 486,237 | 467,023 |
| Non-current assets | 5,691,952 | 5,139,792 | Other operating revenue | 873,665 | 838,289 |
| Property, plant, and equipment | 3,941,556 | 3,599,604 | Operating cost | 6,804,966 | 6,380,141 |
| Intangible assets | 596,336 | 416,147 | Cost of sales | 6,706,260 | 6,313,968 |
| Investments and other assets | 1,154,058 | 1,124,039 | Operating cost from financial services business | 98,705 | 66,173 |
| Assets | 15,369,658 | 13,833,319 | Operating gross profit | 3,910,376 | 3,754,736 |
| Liabilities | | | Selling, general and administrative expenses | 3,639,916 | 3,516,989 |
| Current liabilities | 9,285,550 | 8,443,663 | Operating profit | 270,459 | 237,747 |
| Non-current liabilities | 3,879,840 | 3,254,384 | Non-operating income | 37,577 | 39,634 |
| Liabilities | 13,165,391 | 11,698,047 | Non-operating expenses | 65,005 | 53,158 |
| Net assets | | | Ordinary profit | 243,031 | 224,223 |
| Shareholders' equity | 1,025,696 | 941,779 | Extraordinary income | 91,933 | 35,798 |
| Capital stock | 220,007 | 220,007 | Extraordinary losses | 127,507 | 96,328 |
| Capital surplus | 338,309 | 298,350 | Profit before income taxes | 207,457 | 163,693 |
| Retained earnings | 473,986 | 436,709 | Income taxes | | |
| Treasury shares | (6,607) | (13,288) | Current | 101,442 | 102,159 |
| Accumulated other comprehensive income | 192,725 | 121,495 | Deferred | (18,521) | (8,189) |
| Subscription rights to shares | 1,751 | 1,321 | Profit | 124,536 | 69,722 |
| Non-controlling interests | 984,094 | 1,070,674 | Profit attributable to non- controlling interests | 51,858 | 42,553 |
| Net assets | 2,204,267 | 2,135,271 | Profit attributable to owners of the parent | 72,677 | 27,168 |
| Liabilities and net assets | 15,369,658 | 13,833,319 | | | |

(Translation for reference purposes only)

**Informational Materials for the 101st Ordinary General Meeting of Shareholders
(Additional Paper-Based Documents Provided for Shareholders
Who Request Their Delivery)**

(Translation for reference purposes only)

● Consolidated Business Review

Corporate Governance

History of corporate governance reforms

The Company continually works to reform its corporate governance in an effort to create a foundation for continuous enhancement of corporate value. In 2003, the Company transitioned to a company with committees (currently, a company with a nomination committee and other committees) in order to separate the management supervision function and business execution function of the Board of Directors. In addition, by having outside directors form a majority of directors and making outside directors the chairpersons of the Nomination, Compensation, and Audit Committees, the transparency and fairness of management are further enhanced. In 2016, the Group formulated its Basic Policy on Corporate Governance and AEON Group Future Vision in 2023, which presents the Group's basic stance on corporate management and corporate governance and serves as its policy in corporate activities. Looking ahead, we will continue to undertake reforms to optimize the corporate governance system.

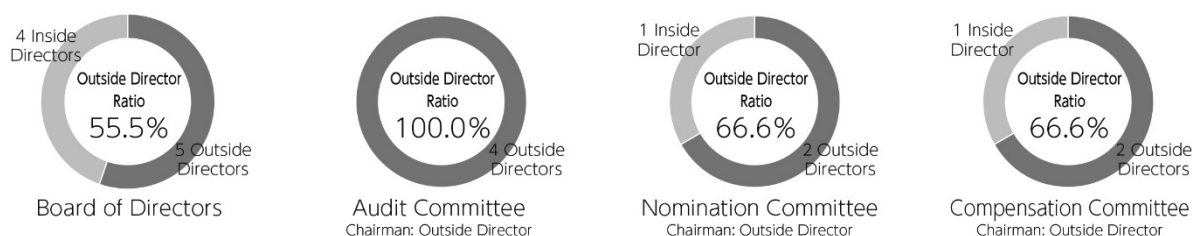
Corporate governance highlights

| | 2000 | 2001– | 2003– | 2007 | 2008 | 2009– | 2013– | 2016– | 2018 | 2019 | 2020– | 2022 | 2023 | 2024– |
|--|-----------------------------------|----------------------------------|---|------|--|-------|-------|-------|---|---------------------------------|-------|------|--|---------------------------------|
| Trade name | JUSCO Co., Ltd. | AEON CO., LTD. (since Aug. 2001) | | | | | | | | | | | | |
| Organization form | Operating holding company | | | | Pure holding company (since Aug. 2008) | | | | | | | | | |
| Corporate governance system | Company with a Board of Directors | | Company with a Nomination Committee and Other Committees (since May 2003) | | | | | | | | | | | |
| Committees | – | | Nomination Committee (Chairman: outside director) | | | | | | | | | | | |
| | | | Compensation Committee (Chairman: outside director) | | | | | | | | | | | |
| | | | Audit Committee (Chairman: outside director) | | | | | | | | | | | |
| Number of Directors | 23 | 8 | 7 | 7 | 9 | | | | | 8 | 7 | | | 9 |
| (Of which, outside directors) | – (Note) | 4 (half of directors) | 3 | 3 | 5 (more than half of directors) | | | | | 4 (more than half of directors) | | | | 5 (more than half of directors) |
| (Of which, female directors) | | | | | | | 1 | | | | | 2 | | 3 |
| (Of which, foreign nationals) | | | | | | | | | 1 | | | 2 | | 3 |
| Operations of the Board of Directors, etc. | | | | | | | | | Assessment of the effectiveness of the Board of Directors | | | | | |
| | | | | | | | | | Outside Directors' Meeting | | | | | |
| Principles and policies | AEON Foundational Ideals (1989–) | | | | | | | | | | | | | |
| | | | | | | | | | Established Basic Policy on Corporate Governance | | | | | |
| | | | | | | | | | | | | | Established AEON Group Future Vision → | |

(Translation for reference purposes only)

(Note) The outside director system was introduced with the revision of the Commercial Code in 2003. AEON had already invited outside officers prior to this.

Composition of the Board of Directors & the 3 Committees



* All five outside directors meet the requirements for independent directors as stipulated by the Tokyo Stock Exchange and the Company has accordingly registered them as independent directors with the exchange.

Main Roles and Meeting Status of Corporate Bodies

| | Meeting status | Principal roles |
|------------------------|----------------|---|
| Board of Directors | Met 7 times | - Supervision the performance of duties by directors and executive officers - Decisions on matters that require resolution by the Board of Directors under the provisions of Article 416 of the Companies Act and that cannot be delegated to executive officers |
| Audit Committee | Met 7 times | - Auditing of the performance of duties by directors and executive officers - Decisions pertaining to the content of motions to be introduced at shareholders' meetings concerning the appointment, dismissal, or non-reappointment of independent auditors |
| Nomination Committee | Met 2 times | - Decisions pertaining to the content of motions to be introduced at shareholders' meetings concerning the appointment or dismissal of directors |
| Compensation Committee | Met 3 times | - Decisions concerning the content of remuneration, etc. received by individual directors and executive officers |

* In addition to the number of Board of Directors meetings described above, there was one written resolution that was deemed to be a Board of Directors resolution in accordance with Article 370 of the Companies Act and the provisions of the Articles of Incorporation.

* In addition to the activities of the Board of Directors and Committees described above, the Company held outside directors' meetings and policy deliberation meetings, and furthermore conducted visits to offices, etc.

Activities of the Board of Directors

During the fiscal year under review, the Board of Directors convened seven times with a 100% attendance rate. In addition to voting on resolutions and reporting on matters as required by the Companies Act and other laws, the Board of Directors held vigorous discussions from a long-term perspective on important matters concerning the management, with the aim of achieving

(Translation for reference purposes only)

sustainable growth for the Company and increasing its corporate value. In FY2025, we held discussions about governance, including risk and compliance, and discussions about the formulation of the Medium-term Management Plan, which will start in FY2026. In addition to the Board of Directors, the Medium-Term Management Plan and important policies of the Company were discussed in more depth at policy deliberation meetings held three times a year and which are attended by outside directors.

In order to enhance these discussions, we continuously shared a wide range of information through preliminary briefings for outside directors and monthly reports, and followed up on the status of progress. Furthermore, opportunities for outside directors to visit the Group's business were enhanced, and we incorporated diverse perspectives not bound by preconceived notions, which is reflected in the discussion at the Board of Directors from a medium- to long-term perspective. FY2026 is the year when the new Medium-term Management Plan will start. We will strengthen monitoring toward medium- to long-term increase in corporate value and further enhance the effectiveness of the Board of Directors.

Activities of the Audit Committee

During the fiscal year under review, the Audit Committee convened seven times with a 100% attendance rate for each of the Committee members. The main matters to be resolved at the Audit Committee have included preparing the fiscal year audit policy and audit reports, reappointing the Independent Auditors, and gaining approval regarding the remuneration of the Independent Auditors. Furthermore, the Committee receives audit plans and quarterly review reports of the Independent Auditors, audit reports of the Group Management Audit Office, as well as reports on matters such as the status of operations involving risk management initiatives and the internal notification system by the operating units, the status of addressing customer feedback, and the status of financial affairs and accounting. The Committee also engages in dialogue with the aim of achieving a more extensive understanding regarding executive officers in their performance of duties and internal control systems. In addition, with the aim of ensuring the independence of the Independent Auditors, it was confirmed that the basic policy on pre-approval, in regard to Independent Auditors and others providing non-assurance services aligned with standards of the International Ethics Standards Board for Accountants (IESBA) in relation to the provision of non-assurance services, has been followed and is being implemented appropriately.

Activities of the Nomination Committee

During the fiscal year under review, the Nomination Committee convened twice to deliberate and make decisions on the election of new director candidates and agenda items for the election of directors. The Committee also discussed the appropriate number and composition of directors as well as succession planning.

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Activities of the Compensation Committee

During the fiscal year under review, the Compensation Committee convened three times for the purpose of deliberating and deciding on amounts to be paid as performance-based remuneration for executive officers and the number of share compensation-type stock options to be issued for FY2025, and deliberating and deciding on amounts of remuneration for directors and executive officers for FY2026.

Promoting Empowerment of Talent and Diversity

Promoting Diversity, Equity and Inclusion - Aiming for Group's further growth and expansion

AEON positions the promotion of diversity, equity and inclusion (DE&I) not as one of its responses to social issues but as one of its important management strategies leading to the Group's sustainable growth and improved corporate value. In March 2024, we changed the name of the body to the DE&I Promotion Office, with the objective of becoming an organization that is more closely aligned with individual needs and that leverages diverse talent and values, and realizing a corporate culture that takes on challenges. The Company is engaged in activities aimed at bringing satisfaction to three parties: employees and their families, customers, and the Company itself. We call this idea "*daimanzoku*" (which means "very satisfied" in Japanese), and promote a series of such activities throughout the Group. In addition to working to embed decision-making and organizational operation that takes DE&I into account by promoting understanding among management and managers, we are taking steps to create an environment in which diverse human resources can fully demonstrate their capabilities, such as by promoting active roles for women, realizing diverse work styles, employing employees with disabilities, and supporting assimilation into the workplace.

We are also moving forward with the promotion of understanding regarding LGBTQ+ issues and initiatives aimed at realizing inclusive facilities and services that everybody can use with confidence.

Through programs for sharing and disseminating various initiatives among Group companies, we provide backing for policies that reflect the unique characteristics of each company, and are promoting measures to link diversity with competitiveness.

As above, by incorporating diverse perspectives into management and business, we will contribute to the realization of value creation from diversity.

(Translation for reference purposes only)

Investment in human capital

AEON believes in the potential of each and every employee, and strives to create workplace environments in which they can all demonstrate their capabilities to the full. As well as strengthening the hiring and development of management, specialist, and global talent to support sustainable growth, we are also promoting greater investment in training, reinforcing support for careers, and enhancing our recruitment strategy. Moreover, based on the idea that it is actually the employees responsible for creating value for customers that are the most important form of management capital, we have set the improvement of employee motivation (engagement) as a key performance indicator, implemented surveys covering 600,000 people in Japan and overseas, and are working to make improvements. We are also focusing on creating an environment where diverse personnel can work flexibly. We will increase wages by 7% for the fourth consecutive year for the roughly 480,000 part-timers, who account for 80% of our employees in Japan. As a continually innovating corporate group, AEON aims for sustainable growth by creating a virtuous cycle of improving productivity and investing in human capital.

● Overview of AEON and the AEON Group (as of February 28, 2026)

(1) Main Business

The AEON Group comprises the Company (a pure holding company), 312 consolidated subsidiaries, and 21 equity-method affiliates. The Group is engaged in various business operations, including the Group's core retail store operations together with businesses such as Financial Services, Shopping Center Development, and Services.

(2) Number of Stores

1) Head Office

1-5-1, Nakase, Mihama-ku, Chiba-shi, Chiba

2) Number of stores and facilities by format

| Format | Number of stores | Format | Number of stores | Format | Number of stores |
|----------------------------|------------------|--------------------|------------------|--------------------|------------------|
| General merchandise stores | 623 | Home centers | 113 | Other retail | 3,035 |
| Supermarkets | 2,333 | Convenience stores | 1,968 | Financial services | 392 |
| Supercenters | 25 | Specialty stores | 3,109 | Other services | 2,234 |
| Discount stores | 616 | Drugstores | 5,809 | Total | 20,257 |

(3) Financing and Investment

Focused on the Shopping Center Development Business, which continues to demonstrate growth, the AEON Group directed capital spending to investment in new stores in growth markets in Asia and on the refurbishment of existing domestic retail stores, as well as on digitalization of stores aimed at improving labor-hour productivity and on the digital field, including online supermarkets

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and e-commerce. Total capital spending on such projects as stores and digital initiatives amounted to 528.5 billion yen, which was financed by internal cash flows and new borrowings.

(4) Directors and Executive Officers of the Company

1) Directors and executive officers

Board of Directors

| Name | Area of responsibility | Significant concurrent positions outside the Company |
|-------------------|--|---|
| Motoya Okada | Chairman of the Board; Nomination Committee member; Compensation Committee member | |
| Akio Yoshida | | |
| Yuki Habu | | |
| Mitsuko Tsuchiya | | |
| Takashi Tsukamoto | Chairman of the Nomination Committee; Chairman of the Compensation Committee; Audit Committee member | Senior Advisor of Mizuho Financial Group, Inc. Outside Director of Asahi Mutual Life Insurance Company Outside Director of Internet Initiative Japan Inc. Outside Director of Furukawa Electric Co., Ltd. |
| Peter Child | Nomination Committee member; Compensation Committee member | |
| Carrie Yu | Audit Committee member | Consumer Markets Industry Leader of PwC China Senior Advisor of PwC Hong Kong |
| Makoto Hayashi | Chairman of the Audit Committee | Special Counsel of Mori Hamada & Matsumoto External Audit & Supervisory Board Member of MITSUI & CO., LTD. Outside Audit and Supervisory Board Member of Central Japan Railway Company Outside Director of SBI Shinsei Bank, Limited Outside Audit & Supervisory Board Member of ONODERA Food Service Holdings Co., Ltd. |
| Richard Collasse | Audit Committee member | |

(Note) In addition to their positions as directors, Motoya Okada, Akio Yoshida, Yuki Habu, and Mitsuko Tsuchiya concurrently hold positions as executive officers. Area of responsibility and significant concurrent positions are stated under the Executive Officer summary.

(Translation for reference purposes only)

Executive officers

| Position | Name | Area of responsibility and significant concurrent positions outside the Company |
|--|-------------------|---|
| Chairman and Representative Executive Officer | Motoya Okada | Director and Advisor of AEON Mall Co., Ltd. Director and Advisor of AEON RETAIL CO., LTD. Director and Advisor of United Super Markets Holdings Inc. Director of WELCIA HOLDINGS CO., LTD. |
| President and Representative Executive Officer | Akio Yoshida | Director of CAN DO CO., LTD. |
| Executive Vice President and Executive Officer | Yuki Habu | China |
| Executive Vice President and Executive Officer | Mitsuko Tsuchiya | Merchandising and Logistics Outside Director of YAMAYA CORPORATION |
| Executive Vice President and Executive Officer | Jerry Black | Digital President and CEO of AEON Smart Technology Co., Ltd. Director of AEON Next Co., Ltd. |
| Executive Vice President and Executive Officer | Hiroyuki Watanabe | Human Resources, Promotion of Living Zone & Risk Management Director of AEON Financial Service Co., Ltd. Director of AEON DELIGHT CO., LTD. |
| Executive Officer | Takemi Ide | SM President and Representative Director of United Super Markets Holdings Inc. Director of The Maruetsu, Inc. Director of Kasumi Co., Ltd. Director of Inageya Co., Ltd. Director of FUJI CO., LTD. Director of My Basket CO., LTD. |
| Executive Officer | Yasuyuki Furusawa | GMS President and Representative Director of AEON Retail Co., Ltd. Director of AEON Hokkaido Corporation Director of AEON KYUSHU Co., Ltd. Director of AEON TOHOKU Co., Ltd. |
| Executive Officer | Manabu Oike | DS |
| Executive Officer | Motoyuki Shikata | Operation Restructuring |
| Executive Officer | Tsukasa Ojima | Business Development, Branding Director of AEON Financial Service Co., Ltd. |
| Executive Officer | Hiroaki Egawa | Finance and Accounting, Business Management Director of AEON CO. (M) BHD. Audit & Supervisory Board Member of AEON RETAIL CO., LTD. |
| Executive Officer | Naoya Okada | Malaysia Director and President of AEON CO. (M) BHD. |
| Executive Officer | Daisuke Tezuka | Vietnam |
| Executive Officer | Toshiya Goto | President of AEON (CHINA) CO., LTD. |
| Executive Officer | Takuya Ota | Customer Creation |

(Note 1) Takashi Tsukamoto, Peter Child, Carrie Yu, Makoto Hayashi, and Richard Collasse are all outside directors as stipulated under the Companies Act. In accordance with the rules of the Tokyo Stock Exchange, the Company has registered the names of all its outside directors as independent directors.

(Note 2) All Audit Committee members are to be independent outside directors (part-time) in the Company in order to maintain full independence of the Audit Committee and conduct highly transparent audits. Furthermore, the Group Management Audit Office has been set up independently of the business execution department. The Office ensures the effectiveness of the audit by gathering information through attendance of important meetings or interviews with executive officers while also assisting the duties of the Audit Committee by cooperating with the internal audit of the Group management and independent auditors.

(Translation for reference purposes only)

(Note 3) The following personnel change occurred during the year ended February 28, 2026:

- On March 1, 2025, Jerry Black was newly appointed as Executive Officer and assumed the position.
- On April 11, 2025, Takuya Ota was newly appointed as Executive Officer and assumed the position.

(Note 4) As a result of a restructuring effective March 1, 2026, the organizational responsibilities for executive officers are now as follows.

| Position | Name | Area of responsibility |
|--|-------------------|--|
| Chairman and Representative Executive Officer | Motoya Okada | |
| President and Representative Executive Officer | Akio Yoshida | |
| Executive Vice President and Executive Officer | Yuki Habu | China Business |
| Executive Vice President and Executive Officer | Mitsuko Tsuchiya | Merchandising and Logistics |
| Executive Vice President and Executive Officer | Motoyuki Shikata | Business and Financial Strategy |
| Executive Officer | Takemi Ide | Supermarket Business and Capital Region Strategy |
| Executive Officer | Keiji Ohno | Shopping Center Development Business |
| Executive Officer | Yasuyuki Furusawa | GMS Business |
| Executive Officer | Naoya Okada | Human Resources and Sustainability |
| Executive Officer | Hiroaki Egawa | Finance and Accounting |
| Executive Officer | Daisuke Tezuka | Vietnam Business |
| Executive Officer | Takuya Ota | Digital |
| Executive Officer | Kazumasa Hamada | Service and Specialty Store Business |
| Executive Officer | Tsugutoshi Seko | Malaysia Business |

(Note 5) Effective March 1, 2026, Keiji Ohno, Kazumasa Hamada, and Tsugutoshi Seko were newly appointed as Executive Officers and assumed their positions.

2) Items related to outside directors

a. Significant concurrent positions held at other organizations and the relationships between these organizations and the Company

- Takashi Tsukamoto held the position of President & CEO of Mizuho Bank, Ltd., a group company of Mizuho Financial Group, Inc. at which he now concurrently serves as Senior Advisor. However, more than ten years have passed since his retirement from Mizuho Bank, Ltd. in 2013, and he currently has no involvement with the execution of business at the said bank. Even though the said bank is one of several principal lenders of the Company, it is not a business partner which has a significant impact on the Company's decision-making. The Company's borrowings from the said bank at the end of the most recent fiscal year were below 2% of the consolidated total assets of the Company.

(Translation for reference purposes only)

- Peter Child has served as a Senior Partner at multiple branch offices of McKinsey & Co., and the Company has transactions with the said company. The monies paid to McKinsey & Co. represent less than 0.1% of the Company's total consolidated SG&A expenses.
- Carrie Yu serves as Consumer Markets Industry Leader of PricewaterhouseCoopers (PwC) China and Senior Advisor of PwC Hong Kong. The Company has transactions with multiple member firms of PwC, and the monies paid to PwC represent less than 0.1% of the Company's total consolidated SG&A expenses.
- The Company has transactions with Mori Hamada & Matsumoto of which Makoto Hayashi is the Special Counsel. The monies paid to Mori Hamada & Matsumoto represent less than 0.1% of the Company's total consolidated SG&A expenses.

b. Attendance at Board/committee meetings (attendances/meetings) during the year under review

| | Board of Directors | Audit Committee | Nomination Committee | Compensation Committee |
|-------------------|--------------------|-----------------|----------------------|------------------------|
| Takashi Tsukamoto | 7/7 | 7/7 | 2/2 | 3/3 |
| Peter Child | 7/7 | – | 2/2 | 3/3 |
| Carrie Yu | 7/7 | 7/7 | – | – |
| Makoto Hayashi | 7/7 | 7/7 | – | – |
| Richard Collasse | 7/7 | 7/7 | – | – |

c. Major activities during the year under review

< Overview of participation at the Board of Directors meetings and duties performed with regard to the expected role >

- Based on his ample experience and deep insight as a manager of a major financial institution, Takashi Tsukamoto actively participates in discussions relating to the maintenance and improvement of transparency and soundness throughout management as a whole, and the improvement of corporate governance. He provides advice to the Company's management from an objective and expert perspective and appropriately supervises its business execution. In addition, as Chairman of the Nomination Committee, he led necessary deliberation on the details of the proposal for the election of directors to be resolved at the general meeting of shareholders. Furthermore, as Chairman of the Compensation Committee, he led deliberation on individual remunerations, etc.

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- Peter Child has expertise in the retail sector gained primarily from serving as a leader of consumer goods and retail group at a major consulting firm, and actively participates in discussions relating to matters such as the promotion of global management. He provides advice to the Company's management from an objective and expert perspective and appropriately supervises its business execution.
- Carrie Yu belongs to professional accounting bodies in the UK, Hong Kong, and Canada. She has international expertise in accounting and the retail sector gained primarily from previously serving as a leader of retail and consumer group in the Asia Pacific region at a major professional services firm. She actively participates in discussions relating to the improvement of corporate governance including internal controls. She provides advice to the Company's management from an objective and expert perspective and appropriately supervises its business execution.
- Based on his ample experience and insight with regard to law and compliance, Makoto Hayashi actively participates in discussions relating to the promotion of compliance management such as risk management and legal compliance. He provides advice to the Company's management from an objective and expert perspective and appropriately supervises its business execution. Furthermore, as Chairman of the Audit Committee, he led deliberation on agendas for resolutions at the Committee, including monitoring the Company's internal control systems and auditing the Company's financial statements.
- Richard Collasse has expertise regarding global management in the retail sector, which includes serving as Chief Officer of global companies in Europe and Asia, and as President of the Japan Office. He provides advice to the Company's management from an objective and expert perspective, including active participation in discussions relating to matters such as the promotion of global management, and appropriately supervises its business execution.

3) Summary of agreements limiting liability

- To ensure an ability to attract persons capable of contributing as outside directors, the Company has entered into agreements that limit the liability of each outside director. For damages as outlined in Article 423, paragraph 1 of the Companies Act, these agreements state that when outside directors carry out their duties in good faith and with no serious negligence, their liability to compensate the Company is limited to 15 million yen or to an amount stipulated by laws and regulations, whichever is higher; and that they are exempt

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from an outside director's obligation to compensate the Company for any amounts that exceed these limits.

4) Summary of directors and officers liability insurance contract

a. Scope of insureds

- Directors and executive officers of the Company, and directors, Audit & Supervisory Board Members, executive officers, etc., of certain domestic subsidiaries

b. Summary of the insurance contract

- The Company has entered into a directors and officers liability insurance contract ("D&O insurance policy") with an insurance company as stipulated in Article 430-3, paragraph 1 of the Companies Act. The D&O insurance policy covers costs for compensation for damages and litigation costs incurred by the insured persons arising from claims for compensation of damages arising from actions (including negligence) carried out pursuant to the company position of the relevant director or officer.

However, the D&O insurance policy has an established excess amount, whereby damages within that excess are not covered by the policy. Insurance premiums are paid in full by the Company.

5) Policies on personal remuneration for directors and executive officers

The basic policy of the remuneration system and the details of remuneration for officers of the Company shall be determined by the Compensation Committee where outside directors hold the majority and one serves as chairman for the purpose of high transparency and objectivity.

a. Remuneration policy

- Based on the basic philosophy, with its ever-lasting innovative spirit, the Company's directors and executive officers will contribute to the sustainable growth of the Group, boldly rising to the challenges.
- The Company's directors and executive officers receive remuneration based on their roles as directors and executive officers and the degree of achievement of the management target.

Remuneration structure basic policy

- i. The remuneration structure shall be highly fair so that it will be understood and endorsed by customers, employees, and shareholders, and shall be decided using transparent, appropriate criteria.
- ii. The structure shall link remuneration with the medium- to long-term management strategy and performance of the Group which will create strong incentives toward the execution of the management strategy.

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- iii. Remuneration shall be at a level that leads to the security and maintenance of the human resources responsible for the Group's management.
 - iv. The remuneration structure and levels shall be revised appropriately as needed based on economic and social conditions and the Group's management environment and performance.
- b. Remuneration to directors
- i. Basic remuneration shall be paid to directors.
 - ii. Remuneration to directors shall not be paid for directors who concurrently perform executive duties.
- c. Remuneration to executive officers
- i. Basic remuneration
It shall be determined in accordance with their individual evaluation within the standard amounts set for each position.
 - ii. Performance-based remuneration
The percentage weight of the performance-based remuneration of executive officers to the total monetary remuneration (basic remuneration + performance-based remuneration) shall be to the extent of 30% to 50%.
 - iii. Share compensation-type stock options
Share compensation-type stock options shall be granted in the form of subscription rights to shares for the purpose of enhancing morale and motivation to continuously improve performance and increase corporate value. Such shall be done by strengthening the linkage between the stock price and performance with the remuneration.
The number of subscription rights to shares granted shall be determined according to the standard number for each position.
 - iv. Composition of performance-linked remuneration
Performance-based remuneration and the share compensation-type stock options shall be composed of corporate performance-based remuneration and personal performance-based remuneration. For Chairman and President, however, such remuneration shall be evaluated based on corporate performance and the progress of the Medium-term Management Plan.
 - a) Corporate performance-based remuneration

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It shall be determined by calculating from the multiple based on the degree of achievement in AEON's consolidated performance to the standard amounts set and the number of stock options allocated for each position in consideration of the overall performance.

b) Personal performance-based remuneration

It shall be determined by calculating from the multiple based on the evaluation of the individual performance based on the degree of achievement of the management target linked to the Medium-term Management Plan to the standard amounts set and the number of stock options allocated for each position.

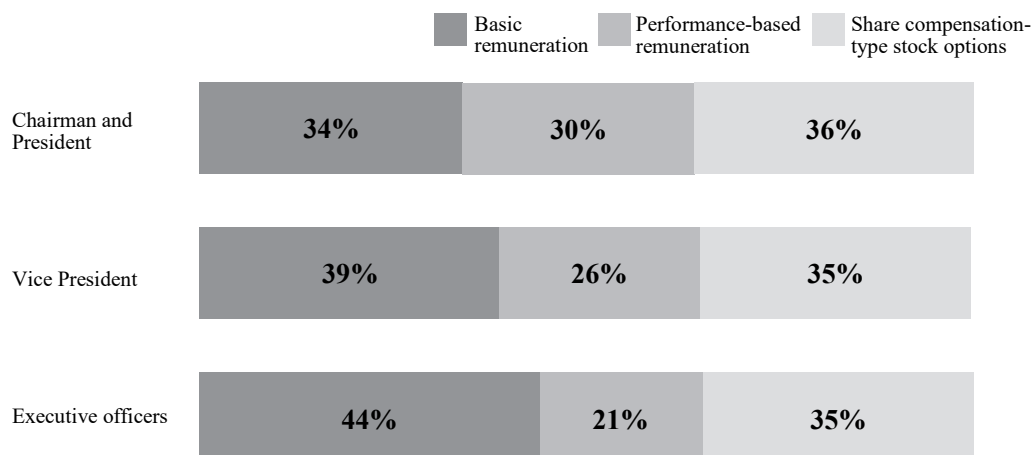
v. Indicators for performance-linked remuneration and the actual result

The main indicators for the payment of performance-based remuneration and share compensation-type stock options shall consist of the consolidated operating revenue, which represents the growth of the overall business, and the degree of achievement with regard to consolidated ordinary profit, as an overall pointer to profitability. The payment ratio that is applied to the performance-linked remuneration shall be 100% of the standard amount if the targets set at the beginning of the business year are achieved. This payment ratio shall vary within the range of 0% to 200% based on business performance and individual evaluation in the relevant fiscal year.

For the result of the fiscal year under review, the Compensation Committee deliberated on and determined the payment ratio based on a consolidated operating revenue of 10,715.3 billion yen and a consolidated ordinary profit of 243.0 billion yen.

(Translation for reference purposes only)

Composition of remuneration to executive officers



Note: The remuneration weighting shown is for an estimated achievement ratio of 100%.

Payment standards for executive officers

| Items | Payment method | Payment standards | | | |
|---|--|---|-----------------------------|---|--------|
| Basic remuneration | Every month | Determined based on the table of remuneration set for each position | | | |
| Performance-based remuneration / Share compensation | Once per year | Chairman and President | | | |
| | | Contents | | | Weight |
| | | Quantitative evaluation | Annual financial indicators | Operating revenue | 30% |
| | | | | Ordinary profit | 40% |
| | | Qualitative evaluation | Medium-term Management Plan | Evaluation of the progress of the Medium-term Management Plan | 30% |
| | | Vice President and Executive officer | | | |
| | | Contents | | | Weight |
| | | Quantitative evaluation | Annual financial indicators | Operating revenue | 20% |
| | | | | Ordinary profit | 30% |
| Qualitative evaluation | Target linked to the Medium-term Management Plan | Evaluation of the degree of achievement of the target | 50% | | |

(Translation for reference purposes only)

6) Details of Compensation Committee activities during the process of determining the amounts of remuneration, etc. for directors and executive officers

As the Company is a company with a nomination committee and other committees, the content of individual remuneration, etc. for directors and executive officers is deliberated and determined based on the basic policy and calculation method for the remuneration system as determined by the Compensation Committee, in which the chairperson is an outside director and outside directors form a majority of committee members. The procedure and content of this deliberation and determination are deemed to have been in accordance with the determination policy.

From the standpoint of ensuring objectivity and transparency, the Compensation Committee reports the remuneration determined for directors and executive officers to the Board of Directors.

The activities of the Compensation Committee for determining the amounts of remuneration for directors and executive officers during the fiscal year under review were as follows.

| | | |
|-------------------|--------|---|
| April 11, 2025 | FY2024 | Deliberation on and resolution of payment amount of performance-based remuneration for executive officers |
| | FY2024 | Deliberation on and resolution of the issuance of share compensation-type stock options |
| | FY2025 | Deliberation on and resolution of prescribed amounts of personal basic remuneration and performance-based remuneration for executive officers |
| May 28, 2025 | FY2025 | Deliberation on and resolution of basic remuneration for outside directors |
| | FY2025 | Deliberation on and resolution of the number of share compensation-type stock options to allocate |
| February 10, 2026 | FY2026 | Deliberation on the revision of the remuneration system for directors and executive officers |
| | FY2026 | Deliberation on introduction of a share compensation system for directors and executive officers of Group companies |
| April 9, 2026 | FY2025 | Deliberation on and resolution of payment amount of performance-based remuneration for executive officers |
| | FY2025 | Deliberation on and resolution of the issuance of share compensation-type stock options |
| | FY2026 | Deliberation on and resolution of prescribed amounts of personal basic remuneration and performance-based remuneration for executive officers |

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(5) Independent Auditors

1) Name: Deloitte Touche Tohmatsu LLC

The financial statements of the Company's overseas consolidated subsidiaries are audited by other auditing firms.

2) Amount of compensation

| | |
|--|-------------------|
| i. Amount of compensation paid for services rendered as independent auditors during the fiscal year under review | 182 million yen |
| ii. Total cash and other compensation paid by AEON and its subsidiaries to their independent auditors | 2,816 million yen |

(Note 1) Since the auditing services contract between the Company and the independent auditors does not make a clear distinction between the amounts of remuneration payable to the independent auditors with respect to auditing services rendered under the Companies Act and those amounts payable for auditing services rendered under the Financial Instruments and Exchange Act, the "Amount of compensation paid for services rendered as independent auditors during the fiscal year under review" equals the sum of the amounts for these two categories.

(Note 2) Payments by the Company and its subsidiaries to the independent auditors are for consulting services related to the new lease accounting standard, which are defined as services other than those provided under Article 2, paragraph 1 of the Certified Public Accountants Act.

(Note 3) Auditing firms other than the independent auditors of AEON provide auditing services to AEON CREDIT SERVICE (ASIA) CO., LTD. and four other major subsidiaries of the Company.

(Note 4) The Company's Audit Committee has confirmed the validity of the audit hours and the estimated amount of remuneration payable to the independent auditors through interviews conducted with independent auditors on the personnel structure, audit plans, audit situation, quality management of audit, etc., and opinions received from related divisions on the independence and expertise of the auditing team as well as its work performance. After reviewing, the Audit Committee has agreed with the matters relating to the remuneration of independent auditors.

3) Policy regarding decisions to dismiss or not to reappoint independent auditors

The Company will make such decisions if it is deemed that actions by independent auditors violate or conflict with provisions of the Companies Act or other laws and regulations, or that a significant event has occurred resulting in a loss of trust in independent auditors.

(Translation for reference purposes only)

(6) Employees

| Business segment | Number of employees (Note 1) | Number of hourly employees (Note 2) |
|--------------------------------------|--|---|
| GMS Business | 34,470 | 104,124 |
| SM Business | 26,209 | 89,190 |
| DS Business | 1,848 | 9,583 |
| Health & Wellness Business | 28,105 | 47,949 |
| Financial Services Business | 14,942 | 4,608 |
| Shopping Center Development Business | 4,295 | 2,068 |
| Services & Specialty Store Business | 32,880 | 21,593 |
| International Business | 30,683 | 6,937 |
| Other Business | 2,275 | 548 |
| Pure Holding Company, etc. | 3,523 | 4,001 |
| Total | 179,230 | 290,601 |

(Note 1) Figures refer to employees on the full-time payroll of AEON Group companies (excluding any employees seconded to companies outside the AEON Group, but including any external workers on temporary loans to AEON Group companies).

(Note 2) The numbers of hourly employees represent the average number during the term (calculated on the basis of eight working hours/day). In addition, the actual number of individuals working on an hourly basis is approximately 496,000 employees. Accordingly, the actual number of individuals working for the AEON Group is approximately 675,000 employees.

(7) Principal Creditors

| Creditors | Amount (Millions of yen) |
|-------------------------------------|------------------------------------|
| Mizuho Bank, Ltd. | 102,300 |
| Sumitomo Mitsui Banking Corporation | 73,300 |
| MUFG Bank, Ltd. | 67,300 |
| The Norinchukin Bank | 62,400 |
| Development Bank of Japan Inc. | 43,500 |
| Resona Bank, Limited | 27,600 |
| Sumitomo Mitsui Trust Bank, Limited | 19,000 |
| The Chiba Bank, Ltd. | 17,500 |

(Note) The amounts in this Business Report have been rounded down to the appropriate units used in the document.

(Translation for reference purposes only)

Consolidated balance sheet

(Unit: Millions of yen, rounded down)

| As of February 28, 2026 | | | |
|---|-------------------|---|-------------------|
| Assets | | Liabilities | |
| Current assets | 9,677,706 | Current liabilities | 9,285,550 |
| Cash and deposits | 1,350,037 | Notes and accounts payable – trade | 1,475,963 |
| Call loans | 1,396 | Deposits for banking business | 5,474,093 |
| Notes and accounts receivable – trade | 1,887,611 | Short-term loans payable | 370,857 |
| Securities | 1,289,102 | Current portion of long-term loans payable | 469,807 |
| Inventories | 829,524 | Current portion of bonds | 170,517 |
| Operating loan | 663,896 | Commercial papers | 5,932 |
| Loans and bills discounted for banking business | 3,197,412 | Lease obligations | 75,278 |
| Other | 598,660 | Income taxes payable | 71,703 |
| Allowance for doubtful accounts | (139,936) | Contract liabilities | 241,631 |
| | | Provision for bonuses | 50,817 |
| | | Provision for loss on store closing | 17,273 |
| | | Provision for point card certificates | 7,967 |
| Non-current assets | 5,691,952 | Notes payable – facilities | 56,013 |
| Property, plant, and equipment | 3,941,556 | Other | 797,694 |
| Buildings and structures, net | 1,880,897 | Non-current liabilities | 3,879,840 |
| Tools, furniture and fixtures, net | 319,675 | Bonds payable | 1,105,261 |
| Land | 1,138,073 | Long-term loans payable | 1,845,194 |
| Leased assets, net | 126,718 | Lease obligations | 406,360 |
| Construction in progress | 114,055 | Deferred tax liabilities | 27,223 |
| Other, net | 362,136 | Provision for directors' retirement benefits | 183 |
| | | Provision for loss on store closing | 9,149 |
| | | Provision for contingent loss | 26 |
| | | Provision for loss on interest repayment | 698 |
| Intangible assets | 596,336 | Net defined benefit liability | 19,346 |
| Goodwill | 270,803 | Asset retirement obligations | 142,367 |
| Rights of trademark | 37,134 | Long-term guarantee deposited | 275,444 |
| Software | 215,412 | Reserve for insurance policy liabilities | 97 |
| Leased assets, net | 25,837 | Other | 48,487 |
| Other | 47,148 | | |
| Investments and other assets | 1,154,058 | Liabilities | 13,165,391 |
| Investment securities | 263,609 | | |
| Net defined benefit asset | 100,707 | Net assets | |
| Deferred tax assets | 174,536 | Shareholders' equity | 1,025,696 |
| Guarantee deposits | 426,906 | Capital stock | 220,007 |
| Deposits for stores in progress | 4,116 | Capital surplus | 338,309 |
| Other | 188,323 | Retained earnings | 473,986 |
| Allowance for doubtful accounts | (4,140) | Treasury shares | (6,607) |
| | | Accumulated other comprehensive income | 192,725 |
| | | Valuation difference on available-for-sale securities | 1,583 |
| | | Deferred gains or losses on hedges | 12,764 |
| | | Foreign currency translation adjustment | 151,417 |
| | | Remeasurements of defined benefit plans | 26,959 |
| | | Subscription rights to shares | 1,751 |
| | | Non-controlling interests | 984,094 |
| | | Net assets | 2,204,267 |
| Assets | 15,369,658 | Liabilities and net assets | 15,369,658 |

(Translation for reference purposes only)

Consolidated statement of income

(Unit: Millions of yen, rounded down)

| Year ended February 28, 2026 | |
|---|-------------------|
| Net sales | 9,355,439 |
| Operating revenue from financial services business | 486,237 |
| Other operating revenue | 873,665 |
| Operating revenue | 10,715,342 |
| Cost of sales | 6,706,260 |
| Operating cost from financial services business | 98,705 |
| Operating cost | 6,804,966 |
| Gross profit | 2,649,178 |
| Operating gross profit | 3,910,376 |
| Selling, general and administrative expenses | 3,639,916 |
| Operating profit | 270,459 |
| Non-operating income | |
| Interest income | 5,451 |
| Dividend income | 3,513 |
| Share of profit of entities accounted for using equity method | 9,143 |
| Penalty income from leaving tenants | 1,904 |
| Reversal of allowance for doubtful accounts | 735 |
| Other | 16,830 |
| | 37,577 |
| Non-operating expenses | |
| Interest expenses | 51,376 |
| Other | 13,629 |
| | 65,005 |
| Ordinary profit | 243,031 |
| Extraordinary income | |
| Gain on sales of non-current assets | 1,272 |
| Gain on sales of investment securities | 1,164 |
| Gain on sales of stock of subsidiaries and affiliates | 16,024 |
| Gain on step acquisition | 69,086 |
| Other | 4,385 |
| | 91,933 |
| Extraordinary losses | |
| Impairment loss | 97,486 |
| Provision for loss on store closing | 9,567 |
| Loss on retirement of non-current assets | 4,707 |
| Loss on store closing | 3,153 |
| Loss on sales of stock of subsidiaries and affiliates | 9,387 |
| Other | 3,205 |
| | 127,507 |
| Profit before income taxes | 207,457 |
| Income taxes | |
| Current | 101,442 |
| Deferred | (18,521) |
| | 82,921 |
| Profit | 124,536 |
| Profit attributable to non-controlling interests | 51,858 |
| Profit attributable to owners of the parent company | 72,677 |

(Translation for reference purposes only)

Nonconsolidated balance sheet

(Unit: Millions of yen, rounded down)

| As of February 28, 2026 | | | |
|---|------------------|---|------------------|
| Assets | | Liabilities | |
| Current assets | 420,060 | Current liabilities | 364,286 |
| Cash and deposits | 18,949 | Current portion of long-term loans payable | 35,300 |
| Short-term loans receivable to subsidiaries | 368,934 | Accounts payable – other | 8,975 |
| Accrued income | 20,355 | Accrued expenses | 6,088 |
| Accounts receivable – other | 7,323 | Income taxes payable | 395 |
| Other | 4,497 | Accrued consumption taxes | 731 |
| | | Deposits received | 310,887 |
| Non-current assets | 1,996,648 | Provision for bonuses | 389 |
| Property, plant, and equipment | 15,532 | Other | 1,516 |
| Buildings, net | 11,018 | Non-current liabilities | 1,140,753 |
| Structures, net | 79 | Bonds payable | 440,000 |
| Tools, furniture and fixtures, net | 449 | Long-term loans payable | 589,900 |
| Land | 3,984 | Allowance for investment loss, etc. | 110,657 |
| | | Other | 196 |
| Intangible assets | 2,996 | Liabilities | 1,505,039 |
| Rights of trademark | 358 | | |
| Other | 2,637 | Net assets | |
| | | Shareholders' equity | 878,665 |
| Investments and other assets | 1,978,120 | Capital stock | 220,007 |
| Investment securities | 121,334 | Capital surplus | 593,819 |
| Stock of subsidiaries and affiliates | 1,784,000 | Legal capital surplus | 564,054 |
| Investments in capital of subsidiaries and affiliates | 72,771 | Other capital surplus | 29,765 |
| Deferred tax assets | 10,157 | Retained earnings | 70,700 |
| Other | 3,357 | Legal retained earnings | 11,770 |
| Allowance for doubtful accounts | (61) | Other retained earnings | 58,930 |
| Allowance for investment loss, etc. | (13,440) | Reserve for advanced depreciation of fixed assets | 3,416 |
| | | General reserve | 15,500 |
| | | Retained earnings brought forward | 40,014 |
| | | Treasury shares | (5,862) |
| | | Valuation and translation adjustments | 32,340 |
| | | Valuation difference on available-for-sale securities | 30,366 |
| | | Deferred gains or losses on hedges | 1,973 |
| | | Subscription rights to shares | 663 |
| | | Net assets | 911,668 |
| Assets | 2,416,708 | Liabilities and net assets | 2,416,708 |

(Translation for reference purposes only)

Nonconsolidated statement of income

(Unit: Millions of yen, rounded down)

| Year ended February 28, 2026 | |
|--|---------------|
| Operating revenue | |
| Dividends from subsidiaries and affiliates | 56,719 |
| Commissions from subsidiaries and affiliates | 33,389 |
| Other | 970 |
| | <hr/> |
| | 91,079 |
| Operating gross profit | 91,079 |
| Selling, general and administrative expenses | 29,113 |
| | <hr/> |
| Operating profit | 61,965 |
| Non-operating income | |
| Interest and dividend income | 11,549 |
| Other | 614 |
| | <hr/> |
| | 12,163 |
| Non-operating expenses | |
| Interest expenses | 16,143 |
| Provision of allowance for investment loss, etc. | 23,129 |
| Other | 2,782 |
| | <hr/> |
| | 42,055 |
| Ordinary profit | 32,074 |
| Extraordinary income | |
| Gain on sales of investment securities | 99 |
| Gain on sales of stock of subsidiaries and affiliates | 7,499 |
| Other | 41 |
| | <hr/> |
| | 7,640 |
| Extraordinary losses | |
| Provision of allowance for investment loss, etc. | 241 |
| Loss on valuation of shares of subsidiaries and associates | 209 |
| Loss on valuation of investment securities | 85 |
| | <hr/> |
| | 537 |
| Profit before income taxes | 39,177 |
| Income taxes | |
| Current | 5,776 |
| Deferred | 8,429 |
| | <hr/> |
| | 14,205 |
| Profit | 24,972 |

(Translation for reference purposes only)

Reference

Composition of Committee Members and Executive Officers Following Conclusion of General Meeting of Shareholders (Planned)

Committee Members (planned effective date May 27, 2026)

| Committee | Name | * Chairperson |
|------------------------|---|---------------|
| Audit Committee | *Makoto Hayashi, Takashi Tsukamoto, Carrie Yu, Richard Collasse | |
| Nomination Committee | *Takashi Tsukamoto, Peter Child, Motoya Okada | |
| Compensation Committee | *Takashi Tsukamoto, Peter Child, Motoya Okada | |

Executive Officers (planned effective date May 27, 2026)

| Position | Name | Area of responsibility |
|--|-------------------|--|
| Chairman and Representative Executive Officer | Motoya Okada | |
| President and Representative Executive Officer | Akio Yoshida | |
| Executive Vice President and Executive Officer | Mitsuko Tsuchiya | Merchandising and Logistics |
| Executive Vice President and Executive Officer | Yuki Habu | China Business |
| Executive Vice President and Executive Officer | Motoyuki Shikata | Business and Financial Strategy |
| Executive Officer | Takemi Ide | Supermarket Business and Capital Region Strategy |
| Executive Officer | Keiji Ohno | Shopping Center Development Business |
| Executive Officer | Yasuyuki Furusawa | GMS Business |
| Executive Officer | Naoya Okada | Human Resources and Sustainability |
| Executive Officer | Hiroaki Egawa | Finance and Accounting |
| Executive Officer | Daisuke Tezuka | Vietnam Business |
| Executive Officer | Takuya Ota | Digital |
| Executive Officer | Kazumasa Hamada | Service and Specialty Store Business |
| Executive Officer | Tsugutoshi Seko | Malaysia Business |

**The above are the plans in the event the agenda for the election of members of the Board of Directors is approved in full. Motoya Okada, Akio Yoshida, and Mitsuko Tsuchiya are expected to hold concurrent positions as directors.*

** The voting results for this General Meeting of Shareholders are scheduled to be published on the Company's website on Friday, May 29, 2026. Items reported on the day of the General Meeting of Shareholders and so forth are scheduled to be updated on the Company's website on Tuesday, June 9, 2026, for your viewing.*

The Company's website: <https://www.aeon.info/ir/stock/meeting/> (in Japanese)

(Translation for reference purposes only)

Informational Materials for the 101st Ordinary General Meeting of Shareholders (Items Not Provided in Paper-Based Documents Provided to Shareholders Who Request Their Delivery)

● Items Related to the Company's Subscription Rights to Shares

- 1) Subscription rights to shares delivered as consideration for execution of duties and held by the Company's executive officers as of the final day of the business year under review

| Issues of stock options (Issuance resolution date) | Exercise period | Number of subscription rights to shares | Number of shares subject to the rights (Common stock) | Number of persons holding the rights | Issuing price | Amount of capital contributed upon exercise |
|--|--------------------------------|---|---|--------------------------------------|---------------------|---|
| No. 15 subscription rights to shares (June 21, 2017) | July 21, 2017 to July 20, 2032 | 2 | 600 shares | 1 | 505 yen per share | 1 yen per share |
| No. 16 subscription rights to shares (June 21, 2018) | July 21, 2018 to July 20, 2033 | 13 | 3,900 shares | 1 | 725 yen per share | 1 yen per share |
| No. 17 subscription rights to shares (June 21, 2019) | July 21, 2019 to July 20, 2034 | 42 | 12,600 shares | 2 | 540 yen per share | 1 yen per share |
| No. 18 subscription rights to shares (June 21, 2020) | July 21, 2020 to July 20, 2035 | 41 | 12,300 shares | 3 | 742 yen per share | 1 yen per share |
| No. 19 subscription rights to shares (June 21, 2021) | July 21, 2021 to July 20, 2036 | 37 | 11,100 shares | 3 | 885 yen per share | 1 yen per share |
| No. 20 subscription rights to shares (June 21, 2022) | July 21, 2022 to July 20, 2037 | 127 | 38,100 shares | 5 | 667 yen per share | 1 yen per share |
| No. 21 subscription rights to shares (June 21, 2023) | July 21, 2023 to July 20, 2038 | 172 | 51,600 shares | 6 | 856 yen per share | 1 yen per share |
| No. 22 subscription rights to shares (June 21, 2024) | July 21, 2024 to July 20, 2039 | 429 | 128,700 shares | 9 | 1,049 yen per share | 1 yen per share |
| No. 23 subscription rights to shares (June 21, 2025) | July 21, 2025 to July 20, 2040 | 322 | 96,600 shares | 11 | 1,415 yen per share | 1 yen per share |

* As subscription rights to shares are issued as compensation to executive officers, etc. that corresponds to accounting fair value on the allotment date, monetary payment is not required in return for subscription rights to shares.

* The Company implemented a three-for-one stock split of its common stock, effective September 1, 2025, and has included figures reflecting the stock split.

(Translation for reference purposes only)

There are no subscription rights to shares issued to directors (including outside directors) as compensation for the execution of their duties.

Conditions for exercising subscription rights to shares (same for all issues)

- The person receiving subscription rights to shares must be an executive officer of the Company (or an executive officer of a Group company whose position is deemed the equivalent of such by the Compensation Committee of AEON) at the time that the rights are exercised. However, even if a person retires from his/her position as executive officer of the Company, etc., he or she may exercise those rights within a period of five years from the date of his/her retirement.
- When exercising subscription rights to shares, the executive officer must exercise the entire number of the rights in his/her possession and may not exercise them in installments.

2) New deliveries of subscription rights to shares in the business year under review as consideration for execution of duties to employees of the Company and officers and employees of Group subsidiaries and affiliates

a. Employees of the Company

None.

b. Officers and employees of Group subsidiaries and affiliates

| Issues of stock options (Issuance resolution date) | Exercise period | Number of subscription rights to shares | Number of shares subject to the rights | Number of persons to whom the rights have been delivered | Issuing price | Amount of capital contributed upon exercise |
|--|--------------------------------|---|--|--|---------------------|---|
| No. 23 subscription rights to shares (June 21, 2025) | July 21, 2025 to July 20, 2040 | 42 | 12,600 shares | 4 | 1,415 yen per share | 1 yen per share |

Conditions for exercising subscription rights to shares are the same as item 1) above.

(Translation for reference purposes only)

● Company Structure and Policies

(1) Basic Concept of AEON's Corporate Governance

AEON places its Foundational Ideals of “Pursuing peace, respecting humanity, and contributing to local communities, always with the customer’s point of view as its core.” to all of its policies in corporate activities, and has pursued its business based on such policies.

Our ideal corporate governance based on these values is set forth under the Basic Policy on Corporate Governance with the following five basic stances as its core.

i. Value creation through customer orientation and frontline focus

At AEON, we consider the realization of a sense of well-being for customers our most important mission. We pursue optimal value creation adapted to changing customer needs by focusing tightly on the frontline of the business, our point of contact with customers, and by always thinking with customers as the starting point.

ii. Respect for people, our most important management resource

By respecting employees, placing importance on diversity, and actively providing education opportunities in keeping with the conviction that people are the most important management resource, AEON aspires to be a company made up of employees who strive for self-growth, are linked by strong bonds, and find their greatest pleasure in contributing to customers.

iii. A posture of developing together with local communities

As a member of local communities and a caring corporate citizen, AEON seeks to develop together with our fellow community members, namely our customers, employees, shareholders, and business partners, and to contribute to the prosperity of local communities, sustainability of the natural environment, and peace.

iv. Sustained growth based on a long-term perspective and ceaseless innovation

To continue to meet the expectations of customers and local communities, AEON strives for sustained growth accompanied by value creation from a long-term perspective, and management focused on sustained value enhancement for the entire group by undertaking ceaseless innovation to cope with a changing business environment.

(Translation for reference purposes only)

v. Pursuit of transparent, disciplined management

AEON strives for transparent and disciplined management by seeking proactive dialogue with customers and other stakeholders, taking their evaluations seriously, and being self-disciplined at all times.

(2) Matters Necessary for the Performance of Duties by the Audit Committee, Systems to Ensure That the Execution of Duties by Executive Officers Complies with Laws and Regulations and the Articles of Incorporation, and Other Systems Necessary to Ensure Proper Conduct of the Company's Operations

[Summary of Resolutions by the Board of Directors]

1) Matters related to auditing

The approval of the Audit Committee is required for any personnel changes within the Internal Audit Division, which assists the Audit Committee in its work.

Regular reports are provided to the Audit Committee on the status of internal auditing/control activities covering the Group as a whole and on messages that have been received through the Company's internal notification system, which is accessible by all the Group's employees.

In addition to participating in important meetings, the members of the Internal Audit Division receive reports from executive officers and others on their execution of duties and pass this information on to the Audit Committee.

2) Preservation and management of information

The minutes of all meetings are prepared by the Secretariat Division, which also stores the minutes; documentation of the decisions reached at the meetings is also stored and managed by the individuals drafting the resolutions.

3) Risk management

AEON has established a post of Administration & Risk Management, which convenes the Risk Management Committee, as well as AEON's risk management system and governance system under the AEON Management Committee (the Group's top-level management body), while the Internal Audit Division monitors its operating status.

AEON is committed to opposing antisocial forces in every aspect of its business. Any related matters are handled at the organizational level, and the Group's readiness in this area is maintained by providing internal regulations, conducting an investigation, and

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keeping close relations with external specialist organizations as well as investigative and other institutions.

The Company and all its Group member companies are committed to the ongoing construction and development of internal controls related to financial reporting (as required by the so-called “J-SOX Act”).

4) System for efficient execution of duties

Job descriptions and the authority allotted to each position within the Company are determined by regulations which spell out responsibilities and authority. In addition to promoting the organized and efficient operation of the Company’s business, this structure also functions as a checking mechanism by stipulating which departments may be consulted.

5) Compliance system

The Company has formulated a compliance system in accordance with the latest revisions of laws and regulations that entails the adoption and strict enforcement of the norms which all of the Group’s employees are expected to follow, and periodic training sessions for employees.

6) Management of Group companies

While conducting deliberations on management plans for the Group member companies at meeting bodies that are organized according to business-specific or function-specific purposes, etc., the Company operates as a Group head office aimed at promoting integrated management by having its divisions provide guidance on business operations to the individual Group member companies while allowing each company to retain its operational independence and autonomy.

[Management Status]

The Company strives to ensure transparency and fairness and practice sustainable and stable management through pursuing management based on its Foundational Ideals that incorporate a group-wide perspective. To provide a framework to support this, the Company is constantly ensuring the systems for internal controls are in place and working to advance the compliance and risk management of those internal controls. Moreover, the Company has chosen a company with a nomination committee and other committees system as the optimal corporate governance system to implement those objectives. The Company clearly segregates management oversight and business execution and has instituted a governance system that realizes expeditious management decision-making through delegation of significant authority

(Translation for reference purposes only)

to executive officers while having established the Nomination Committee, Audit Committee, and Compensation Committee, each consisting of a majority of outside directors, to ensure management transparency and objectivity.

By making all the Audit Committee members independent outside directors, the Company is ensuring a maximum level of independence of the Audit Committee and carrying out audits with a high degree of transparency. In addition, the Company has established the Group Management Audit Office (30 dedicated personnel) as a department responsible for internal audits that is independent of other execution of business. Additionally, for the auditing activities of each Group company, the Company has a system in which the Group Management Audit Office provides guidance and support based on the audit results and the report of the Control Self Assessment (CSA) by the internal audit department of each Group company.

For the purpose of contributing to the effective achievement of the Company's and each Group company's management targets, the Group Management Audit Office operates pursuant to the Internal Audit Rules to conduct internal audits of the Company and each Group company while monitoring the status of the implementation of internal audits at each Group company to confirm that the internal control systems are properly functional. The Group Management Audit Office introduces auditing methods that conform to the standards of The Institute of Internal Auditors, an international organization relating to internal auditing, and conducts risk-based auditing while deploying those methods to each Group company. Audit results are reported to the Audit Committee. Moreover, in addition to receiving reports on the audit results and the status of auditing from independent auditors, the Group Management Audit Office has strengthened communication with independent auditors for the purpose of conducting appropriate audits by exchanging information on a fortnightly basis.

In addition to establishing a code to be followed for the compliance structure, and strictly enforcing that code on all employees of the Group, AEON regularly implements training designed to instill and foster compliance awareness. Furthermore, an internal notification system, which provides direct contacts with the Company and external contacts, for the prevention and early discovery of violations against laws and regulations and code of ethics, has been in operation since 2004 as part of efforts to promote and solve problems regarding the compliance of the entire Group. In 2020, as part of the improvement and expansion of the Group's internal notification system, AEON established the AEON Code of Conduct Lawyer's Office Hotline (a dedicated hotline for misconduct involving officers) for Group companies in Japan and expanded the hotline to cover Group companies overseas (including China and ASEAN countries) in 2021. AEON has also established a hotline for suppliers and has built a compliance system for them.

(Translation for reference purposes only)

In the information storage management structure, AEON makes efforts in information management and the prevention of leakage of confidential information by establishing various in-house regulations such as “Regulation on internal information management and insider trading control” for the purpose of appropriate storage and management of information along with the prevention of leakage of the aforesaid.

In the risk management structure, a post of Administration & Risk Management has been created, and meetings of the Risk Management Committee are held. The Risk Management Committee extracts high-priority risks through risk assessment and other ways and then implements progress management of the measures for the risks and effects of the measures. Furthermore, risk management status and measures are reported and proposed to AEON’s Executive Officers. In addition, AEON launched the Human Rights Due Diligence Committee as a subcommittee of the Risk Management Committee and has promoted strengthening of the effectiveness of measures taken to identify and assess serious human rights issues surrounding the AEON Group and mitigate the likelihood of serious human rights issues from arising. Recognizing that our countermeasures for cyberattacks, which could have a significant impact on business continuity, are a serious issue, AEON established the Group Information Security Office, and this office is leading efforts to combat business continuity risks such as system outages caused by cyberattacks. We will strive to anticipate, predict, and preclude particular risks with the potential for grave impact by assembling interdivisional task forces.

In the exclusion of antisocial forces, the Company responds as an organization through the development of internal regulations such as crime prevention rules and carrying out investigations, in close cooperation with investigative agencies, etc., including in transactions.

In regard to the construction and development of internal controls related to financial reporting, the Company and all its Group member companies are committed to efforts including clearly describing policies related to the management’s preparation of reliable financial reports and developing a system for transmitting policies and instructions to consolidated subsidiaries involved in preparing financial reports. As for the management status, it is reviewed by the Group Management Audit Office.

In the management of the Group member companies, important issues common to the entire Group regarding policies and budgets for each business that AEON manages are discussed and information is shared at meeting bodies that are organized according to business-specific or function-specific purposes. In addition, AEON established the Subsidiary Governance Committee as a subcommittee of the Risk Management Committee and conducts management across the Group of operating companies that have subsidiaries. Particularly important deals are discussed by AEON’s Executive Officers, decisions as the holding company are made, and

(Translation for reference purposes only)

management of policies and numerical progress is conducted. Furthermore, meetings relating to business practice and exchange of information are held by the auditors of major Group member companies in Japan on a regular basis. Group-wide meetings are held to promote integrated management while allowing each company to retain its operational independence and autonomy.

(Translation for reference purposes only)

● Basic Policy Regarding Control of the Company

1) Management practice based on the Foundational Ideals

AEON enlists the fundamental notion that increasing the corporate value of the Group overall hinges on a management approach of coexistence with its communities and society from a long-term perspective based on its Foundational Ideals, while also hinging on broad and multi-faceted business expansion. As such, AEON embraces sincere proposals that align with its Foundational Ideals and accordingly seeks to achieve management oriented toward embodying such Foundational Ideals. On the other hand, changes to management policy call for prudent consideration given that any such changes that are inconsistent with the Foundational Ideals would substantially affect the Group and could furthermore give rise to concerns about the effects of such changes on local communities.

Regarding any changes made to management policy, for more than 900,000 shareholders, the Company believes it must ensure that they have access to sufficient and accurate information so that they are able to make appropriate decisions. The Company also bears responsibility in regard to fulfilling its role involving community infrastructure functions.

The Company therefore believes that the people composing the management of the Group must not only be able to maintain the Group's financial capital and the relationships built up with numerous stakeholders but also sufficiently understand the value of the Group in terms of its human capital, its social relationship capital and its nature related capital, which are also important resources for the management.

2) Policy for responding to a Large-Scale Share Acquisition

This policy is a policy for responding to purchases of the Company's shares and other securities by a group of shareholders (tokutei-kabunushi group) with the intent of increasing their voting rights to 20% or more, or purchases of the Company's shares and other securities that would result in a group of shareholders (tokutei-kabunushi group) holding 20% or more of the Company's voting rights (such purchases are referred to hereinafter as "Large-Scale Share Acquisitions," and a party carrying out or attempting to carry out a Large-Scale Share Acquisition is referred to as a "Large-Scale Share Acquirer"), and the policy consists of rules regarding the provision of information as well as the triggering of countermeasures by the Company.

The rules regarding the provision of information 1) require a Large-Scale Share Acquirer to provide the Board of Directors with necessary and sufficient information prior to a Large-Scale Share Acquisition and 2) allow a Large-Scale Share Acquirer to commence a Large-

(Translation for reference purposes only)

Scale Share Acquisition only after the passage of a designated evaluation period required for the Board of Directors to examine said information.

If the Large-Scale Share Acquirer is not in compliance with the rules, the Board of Directors may oppose the Large-Scale Share Acquisition by allocation of stock acquisition rights without contribution or taking other countermeasures permitted under other laws, as well as the Company's Articles of Incorporation, for the purpose of protecting the interests of the Company and its all shareholders. The specific steps to be taken shall be those deemed most appropriate by the Board of Directors at the time.

In order for the rules to be carried out transparently and fairly, the Board of Directors shall establish an Independent Committee upon receipt of the declaration of intent for a Large-Scale Share Acquisition from the Large-Scale Share Acquirer, and the Independent Committee shall present to the Board of Directors their comprehensive evaluation and decision, with opinions and reasoning as to whether the acquisition would damage the interests of all shareholders of the Company. The Board of Directors shall give maximum consideration to the opinion of the Independent Committee, seek advice from outside specialists including attorneys at law and certified public accountants, and carefully formulate and announce its evaluation, decision, and opinion, etc.

If the Large-Scale Share Acquirer is in compliance with the rules, there shall, in principle, be no countermeasures implemented against the Large-Scale Share Acquisition. However, if the Board of Directors or the Independent Committee's evaluation is that the Large-Scale Share Acquisition "would cause significant damage to the interests of all shareholders of the Company," the same will apply as in the case where the Large-Scale Share Acquirer does not comply with the rules.

Also, this policy, including the rules, shall remain in effect until the conclusion of the Ordinary General Meeting of Shareholders to be held in 2027 in order to review the response policy regularly. No special restrictions have been established regarding the abolishment of this policy. In the event that the Company's Board of Directors makes changes to this policy that have a substantive effect on the shareholders of the Company, such changes shall again be proposed as an agenda item for approval of the shareholders at a General Meeting of Shareholders of the Company.

(Note 1) A group of shareholders (tokutei-kabunushi group) is:

- (i) A holder, including a holder deemed as a holder pursuant to Article 27-23(3) of the Financial Instruments and Exchange Act (the same shall apply hereinafter), and a joint holder (a joint holder prescribed in Article 27-23(5) of the same Act, including a party deemed as a joint holder pursuant to paragraph 6 of the same Article) of the Company's shares, etc. (share certificates, etc. prescribed in Article 27-23(1) of the same Act), or*
- (ii) A party that performs purchase, etc. (as prescribed in Article 27-2(1) of the same Act, including those made on a financial instruments exchange market) of the Company's shares, etc. (share certificates, etc. as prescribed*

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in Article 27-2(1) of the same Act), and a party in special relationship with the party conducting such purchase, etc. (a party in special relationship as prescribed in Article 27-2(7) of the same Act.)

(Note 2) *The percentage of voting rights is:*

- (i) *In cases where the group of shareholders (tokutei-kabunushi group) is as described in Note 1(i), the holding ratio of shares, etc. (holding ratio of share certificates, etc. prescribed in Article 27-23(4) of the Financial Instruments and Exchange Act; in this case the number of shares, etc. held by the joint shareholder (number of share certificates, etc. prescribed in the same paragraph), shall be added) of the shareholder, or*
- (ii) *In cases where the group of shareholders (tokutei-kabunushi group) is as described in Note 1(ii), the total holding ratio of shares, etc. (holding ratio of share certificates, etc. prescribed in Article 27-2(8) of the same Act) of the Large-Scale Share Acquirer and the party in a special relationship. In calculating each holding ratio of shares, etc., the total number of voting rights (as prescribed in Article 27-2(8) of the same Act) and the total number of shares issued (as prescribed in Article 27-23(4) of the same Act) may be found in the most recent issue of the Annual Securities Report, Semiannual Securities Report, Quarterly Securities Report, or the Share Buyback Report.*

(Note 3) *“Share certificates, etc.” prescribed in Article 27-23(1) of the Financial Instruments and Exchange Act.*

The term “Large-Scale Share Acquirer” applies regardless of the specific purchasing method, whether by market transactions or tender offers, or other means, with the exception of purchases agreed to in advance by the Board of Directors.

(Note 4) *Such determination that a Large-Scale Share Acquisition “would cause significant damage to the interests of all shareholders of the Company” is expected to be made if there is an objective and rational basis for determining that the Large-Scale Share Acquirer would be inappropriate as the Company’s controlling shareholder from the standpoint of public order and morals, specifically in cases where 1) a Large-Scale Share Acquirer purchases the Company’s shares simply to force parties affiliated with the Company to buy them back at a higher price, for example, although those concerned do not intend to actually participate in the Company’s management, 2) the Large-Scale Share Acquirer purchases the Company’s shares for purposes of so-called “scorched-earth” management, by temporarily taking control of the Company in order to gain intellectual assets, experience, confidential corporate information, vendors, or customers essential to the Company’s management, 3) the Large-Scale Share Acquirer purchases the Company’s shares with the intention of using the Company’s assets as collateral for or source of repayment of its own liabilities after taking control of management, 4) the Large-Scale Share Acquirer purchases the Company’s shares to gain temporary control of management and sell high-value assets or the like such as real estate and securities not immediately related to the Company’s business, in order to use the profit from the sale to pay a high dividend temporarily, or to use a temporary high dividend as a device to sharply raise the share price and sell its shares at a profit, 5) the purchase method proposed by the Large-Scale Share Acquirer is a two-tiered structure with second-tier purchase conditions that are less favorable than the first-tier conditions, or it is determined that there is a concern that the opportunity and freedom of shareholders to make decisions is restricted, or that they may virtually be forced to sell the Company’s shares to their disadvantage, 6) the handling scheme and stock acquisition methods regarding the purchase of the Company’s shares proposed by the Large-Scale Share Acquirer are extremely unreasonable from the standpoint of the common interests of shareholders, such as the price being very disadvantageous to shareholders or option rights carrying high risk, or 7) it is determined that any person of the management or major shareholders of the Large-Scale Share Acquirer has a relationship with antisocial elements, including organized crime groups or their (Translation for reference purposes only) members, as defined in Article 2 of the Act on Prevention of Unjust Acts by Organized Crime Group Members.*

(Translation for reference purposes only)

- 3) Determinations by the Board of Directors regarding the consistency of this policy with the basic policies, etc.

After much discussion, including the need to provide sufficient information and a period for consideration for the benefit of shareholders when changing management policies, and the impact of changes in management policies on local communities, AEON decided unanimously at a meeting of the Board of Directors held on April 10, 2024 to submit “Approval of policy concerning large-scale acquisitions of the Company’s shares” to the 99th Ordinary General Meeting of Shareholders held on May 29, 2024, and obtained the approval of shareholders. In addition, the Board of Directors once again comprehensively evaluated this policy at the Board of Directors meeting held on April 9, 2026.

The Board of Directors, in which the majority of the members are independent outside directors therefore believes that the policy vis-à-vis prospective large-scale acquisitions is aligned with the Company’s basic policy and with the interests of shareholders, and believes that this policy has not been adopted to maintain the status of the Company’s directors.

(Translation for reference purposes only)

Consolidated statement of changes in equity

(Unit: Millions of yen, rounded down)

| Year ended February 28, 2026 | Shareholders' equity | | | | Total shareholders' equity |
|---|----------------------|-----------------|-------------------|-----------------|----------------------------|
| | Capital stock | Capital surplus | Retained earnings | Treasury shares | |
| Balance as of March 1, 2025 | 220,007 | 298,350 | 422,664 | (13,288) | 927,734 |
| Cumulative effects of changes in accounting policies | | | 14,045 | | 14,045 |
| Restated balance as of March 1, 2025 | 220,007 | 298,350 | 436,709 | (13,288) | 941,779 |
| Changes of items during the period | | | | | |
| Dividends of surplus | | | (35,683) | | (35,683) |
| Profit (loss) attributable to owners of the parent company | | | 72,677 | | 72,677 |
| Purchase of treasury shares | | | | (844) | (844) |
| Disposal of treasury shares | | 19,364 | | 7,525 | 26,889 |
| Issuance of new shares | | 247,159 | | | 247,159 |
| Change in ownership interest of parent due to transactions with non-controlling interests | | (226,564) | | | (226,564) |
| Change in retained earnings due to a decrease in the number of consolidated subsidiaries | | | 282 | | 282 |
| Net changes of items other than shareholders' equity | | | | | |
| Total changes of items during the period | – | 39,959 | 37,276 | 6,680 | 83,916 |
| Balance as of February 28, 2026 | 220,007 | 338,309 | 473,986 | (6,607) | 1,025,696 |

| Year ended February 28, 2026 | Accumulated other comprehensive income | | | | | | | | Total net assets |
|---|---|------------------------------------|---|---|--|-------------------------------|---------------------------|-----------|------------------|
| | Valuation difference on available-for-sale securities | Deferred gains or losses on hedges | Foreign currency translation adjustment | Remeasurements of defined benefit plans | Total accumulated other comprehensive income | Subscription rights to shares | Non-controlling interests | | |
| Balance as of March 1, 2025 | 7,199 | 788 | 98,415 | 15,091 | 121,495 | 1,321 | 1,070,674 | 2,121,226 | |
| Cumulative effects of changes in accounting policies | | | | | | | | 14,045 | |
| Restated balance as of March 1, 2025 | 7,199 | 788 | 98,415 | 15,091 | 121,495 | 1,321 | 1,070,674 | 2,135,271 | |
| Changes of items during the period | | | | | | | | | |
| Dividends of surplus | | | | | | | | (35,683) | |
| Profit (loss) attributable to owners of the parent company | | | | | | | | 72,677 | |
| Purchase of treasury shares | | | | | | | | (844) | |
| Disposal of treasury shares | | | | | | | | 26,889 | |
| Issuance of new shares | | | | | | | | 247,159 | |
| Change in ownership interest of parent due to transactions with non-controlling interests | | | | | | | | (226,564) | |
| Change in retained earnings due to a decrease in the number of consolidated subsidiaries | | | | | | | | 282 | |
| Net changes of items other than shareholders' equity | (5,616) | 11,975 | 53,001 | 11,867 | 71,229 | 429 | (86,579) | (14,920) | |
| Total changes of items during the period | (5,616) | 11,975 | 53,001 | 11,867 | 71,229 | 429 | (86,579) | 68,995 | |
| Balance as of February 28, 2026 | 1,583 | 12,764 | 151,417 | 26,959 | 192,725 | 1,751 | 984,094 | 2,204,267 | |

(Translation for reference purposes only)

Nonconsolidated statement of changes in equity

(Unit: Millions of yen, rounded down)

| Year ended February 28, 2026 | Shareholders' equity | | | | | | | | |
|---|----------------------|-----------------------|-----------------------|-----------------------|-------------------------|---|-----------------|-----------------------------------|-------------------------|
| | Capital surplus | | | | Retained earnings | | | | |
| | Capital stock | Legal capital surplus | Other capital surplus | Total capital surplus | Legal retained earnings | Other retained earnings | | | Total retained earnings |
| | | | | | | Reserve for advanced depreciation of fixed assets | General reserve | Retained earnings brought forward | |
| Balance as of March 1, 2025 | 220,007 | 316,894 | 10,400 | 327,295 | 11,770 | 3,581 | 15,500 | 50,559 | 81,411 |
| Changes of items during the period | | | | | | | | | |
| Reversal of reserve for advanced depreciation of fixed assets | | | | | | (165) | | 165 | – |
| Dividends of surplus | | | | | | | | (35,683) | (35,683) |
| Profit | | | | | | | | 24,972 | 24,972 |
| Purchase of treasury shares | | | | | | | | | |
| Disposal of treasury shares | | | | 19,364 | 19,364 | | | | |
| Issuance of new shares | | 247,159 | | 247,159 | | | | | |
| Net changes of items other than shareholders' equity | | | | | | | | | |
| Total changes of items during the period | – | 247,159 | 19,364 | 266,523 | – | (165) | – | (10,545) | (10,710) |
| Balance as of February 28, 2026 | 220,007 | 564,054 | 29,765 | 593,819 | 11,770 | 3,416 | 15,500 | 40,014 | 70,700 |

| Year ended February 28, 2026 | Shareholders' equity | | Valuation and translation adjustments | | | | | Total net assets |
|---|----------------------|----------------------------|---|------------------------------------|---------------------------------------|-------------------------------|----------|------------------|
| | Treasury shares | Total shareholders' equity | Valuation difference on available-for-sale securities | Deferred gains or losses on hedges | Valuation and translation adjustments | Subscription rights to shares | | |
| Balance as of March 1, 2025 | (13,270) | 615,444 | 18,939 | 903 | 19,843 | 588 | 635,876 | |
| Changes of items during the period | | | | | | | | |
| Reversal of reserve for advanced depreciation of fixed assets | | | – | | | | – | |
| Dividends of surplus | | (35,683) | | | | | (35,683) | |
| Profit | | 24,972 | | | | | 24,972 | |
| Purchase of treasury shares | (117) | (117) | | | | | (117) | |
| Disposal of treasury shares | 7,525 | 26,889 | | | | | 26,889 | |
| Issuance of new shares | | 247,159 | | | | | 247,159 | |
| Net changes of items other than shareholders' equity | | | 11,427 | 1,069 | 12,496 | 74 | 12,571 | |
| Total changes of items during the period | 7,407 | 263,220 | 11,427 | 1,069 | 12,496 | 74 | 275,792 | |
| Balance as of February 28, 2026 | (5,862) | 878,665 | 30,366 | 1,973 | 32,340 | 663 | 911,668 | |