



# AEON Financial Service

Stock Listing : Tokyo Stock Exchange, Prime Market  
Code No. : 8570

## ***About Us*** *(ENG)*

Update date: November 26, 2025

# Company Information

## ■Company Information

Establishment	20 June, 1981
Consolidated Operating revenue	533.2 Bn JPY(FY2024)
Consolidated Operating profit	61.4 Bn JPY(FY2024)
Total Assets /Net Assets	7,756.4Bn JPY/ 585.7Bn JPY(FY2024)
Market capitalization / Share Price	282.5 Bn JPY/ 1,308 JPY(Oct 31, 2025)
Dividend per share/ Dividend yield	53 JPY/ 4.1%(Oct 31, 2025)
Number of Employees	15,547 (FY2024)

## ■Bond Credit Ratings

Rating Institution		Rating
JCR	Short Term	J-1
	Long Term	A(Stable)
R&I	Short Term	A-1
	Long Term	A-(Stable)

## ■Dividend Policy



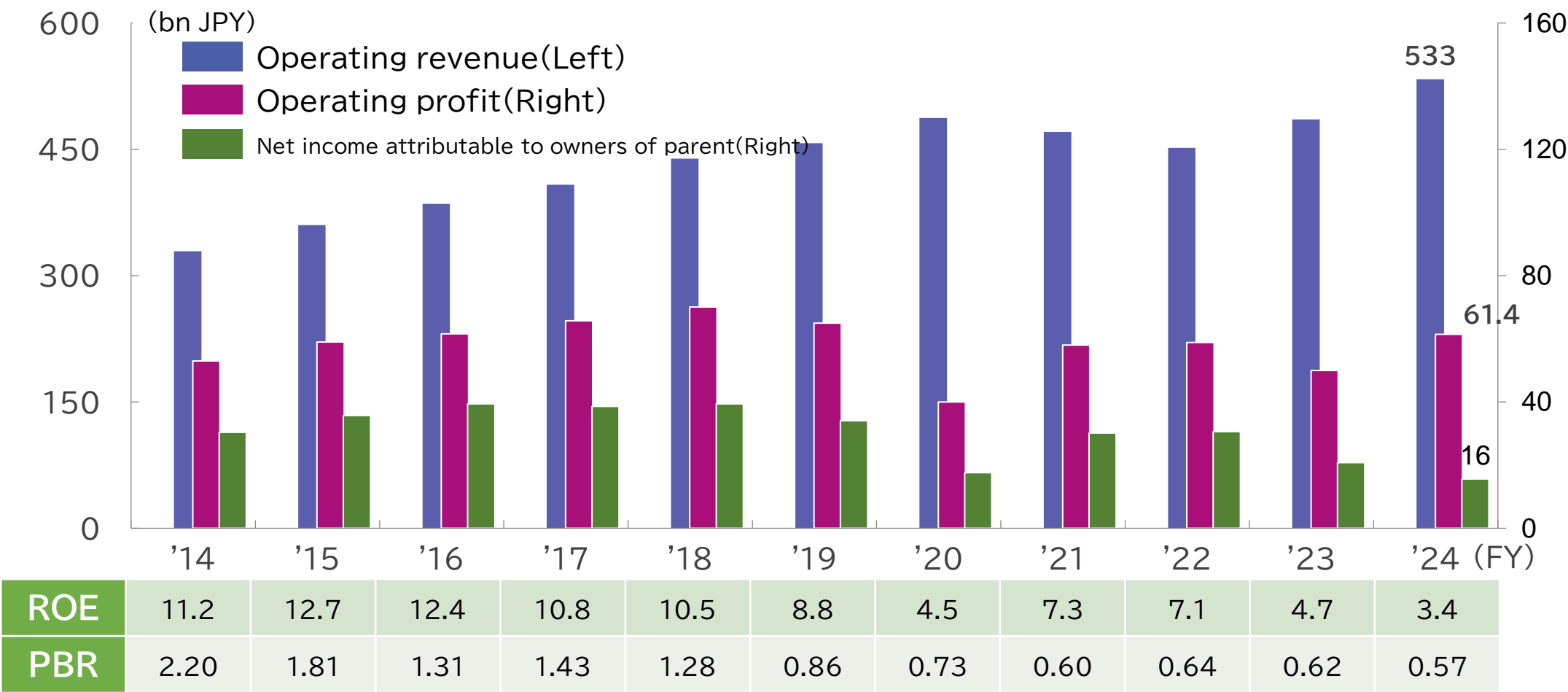
- Dividend payout ratio of 30-40%
- Stable and sustainable dividend

# Consolidated Financial Results over 10 years(FY2014-FY2024)

Expanding business performance while responding to changes in the external environment.  
Aiming to surpass the performance in pre-COVID-19 period as soon as possible.

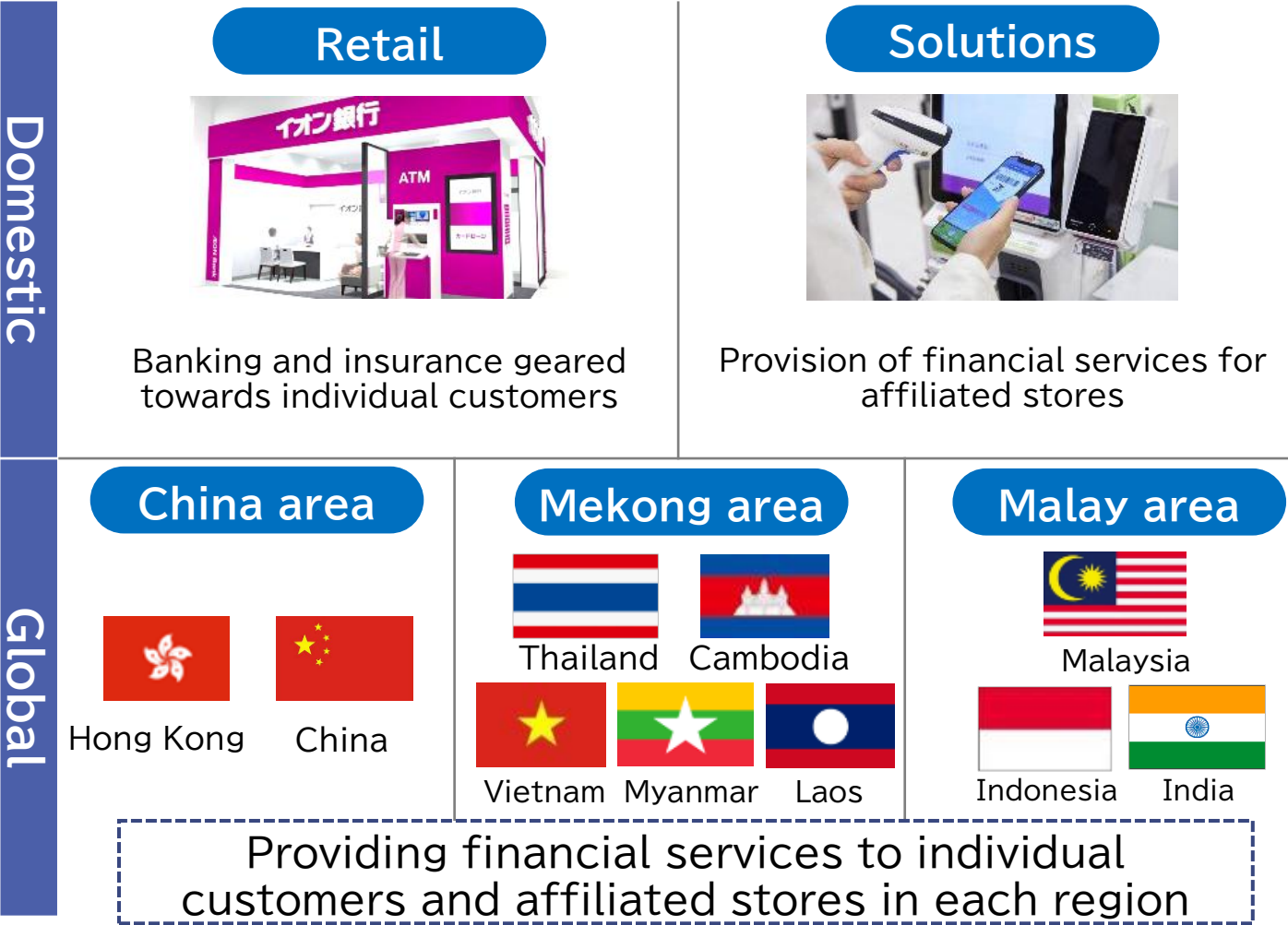
External environment

▶ 2014:Consumption tax hike(5%→8%) ▶ 2016:BOJ introduced low interest rates policy  
▶ 2019:Demo in HK & Consumption tax hike(8%→10%), COVID-19 ▶ 2024: Transitioning to a world with interest rates

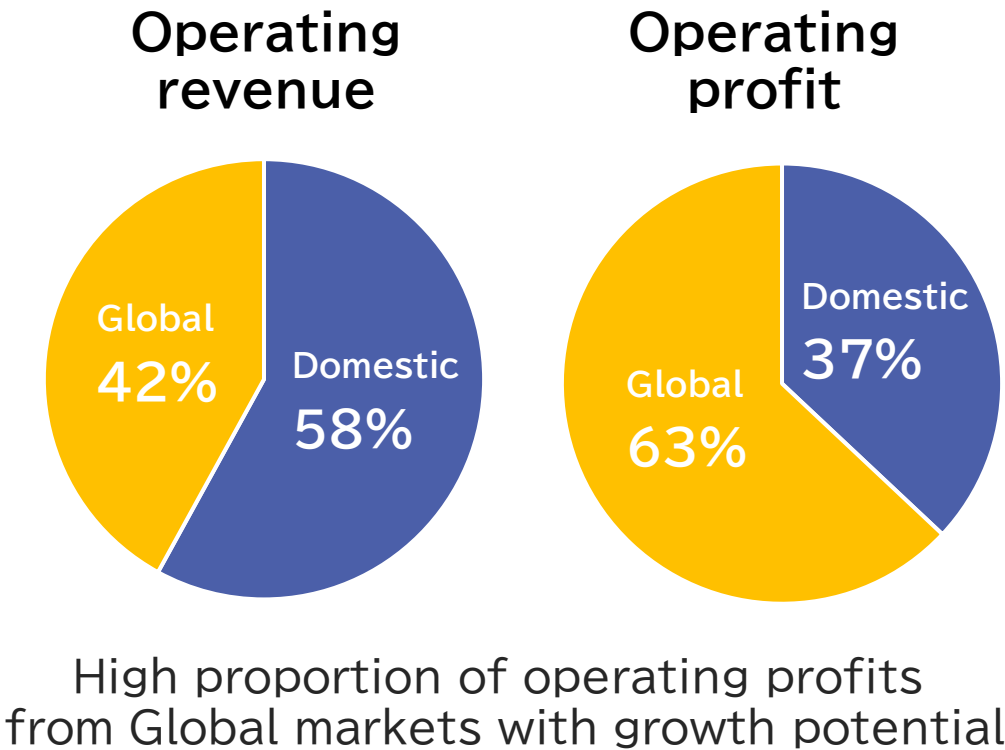


# Business Segment

## ■ Business Segment



## ■ Composition of Domestic and Global



# AEON Group touch points across the country

One of the top retail groups in Japan



Number of Group employees: About **620,000**

Number of stores: About **18,000**

Number of countries: **14 countries**

Operating revenues(Consolidated)

About 10 trillion yen

Touch points across the country



Card shopping transaction volume(Consolidated): About **8 trillion yen**

Number of locations: **421**

Number of countries: **11 countries**

Number of valid IDs(Consolidated)

55.72 million

# [Domestic] Providing innovative financial services

The company has grown by offering innovative services that go beyond conventional frameworks, such as issuing the industry's first gold card with no annual fee and introducing credit card payments at food counters that do not require signatures.



**In 1991**

**Industry's first signature-less payment at food counters**



**In 2003**

**Industry's first gold card with no annual fees**

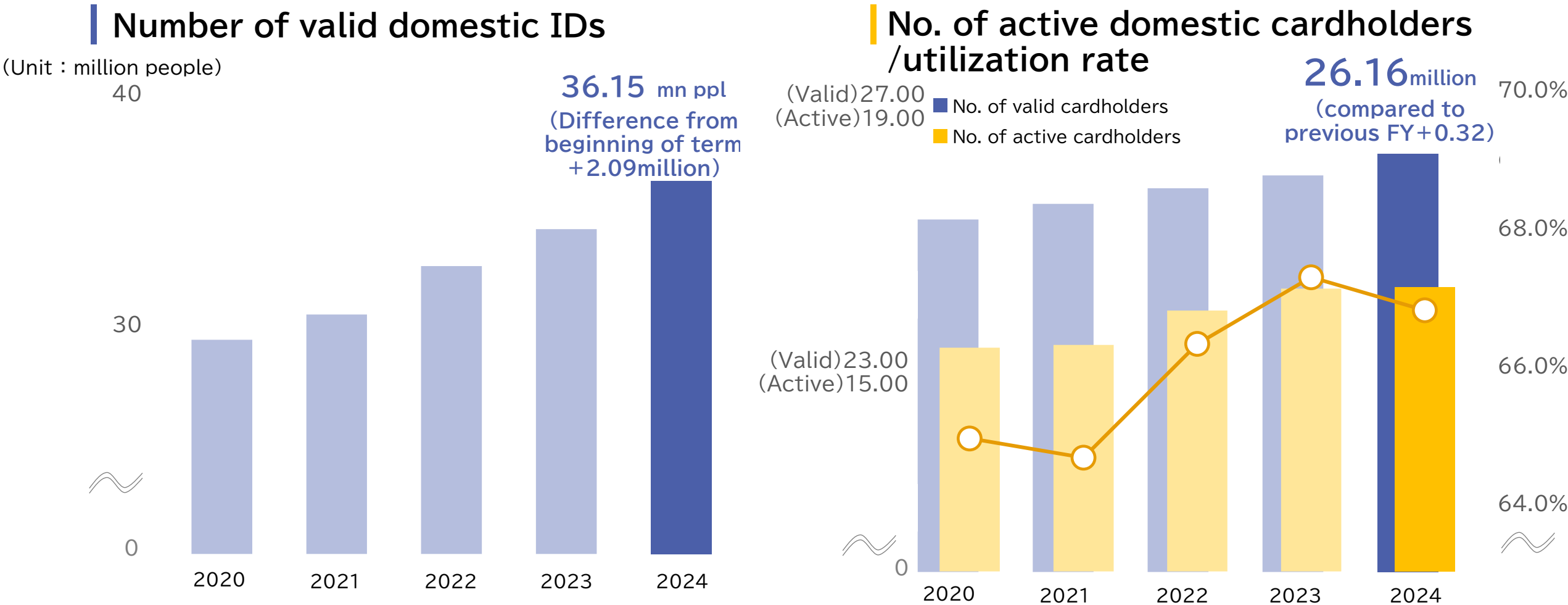


**In 2007**

**A bank you can stop by while shopping open 365 days a year**

# [Domestic] Number of valid domestic IDs (FY2020~FY2024)

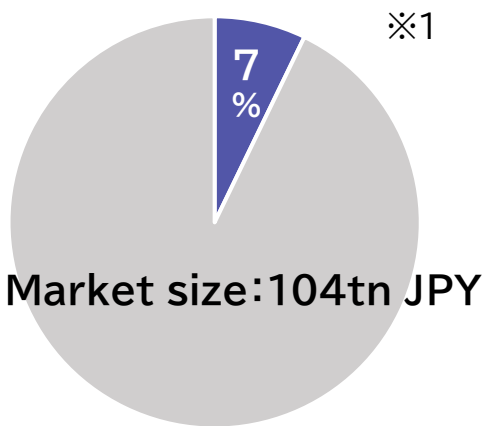
Expanding the number of cardholders by offering no annual membership fee as well as preferential points and discounts at AEON group stores.



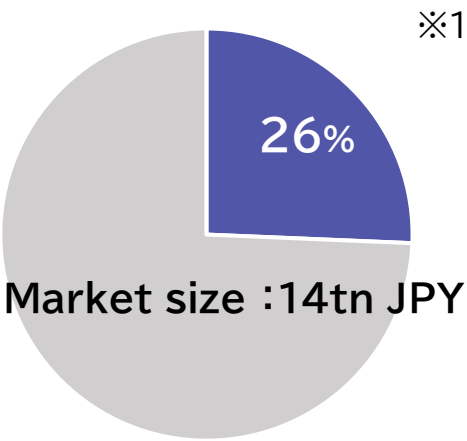
# [Domestic] Market Share of Payment Business

## 《Market Share》

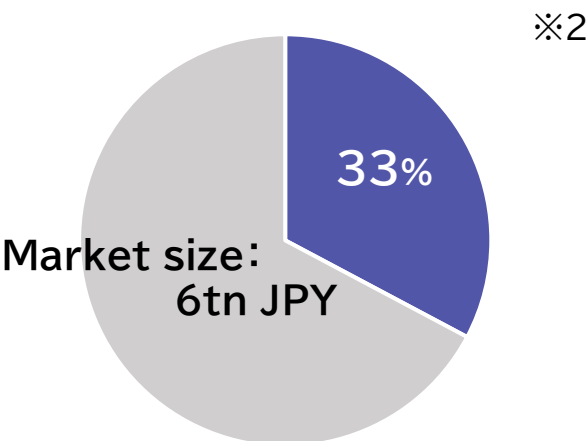
Card shopping transactions



Card cashing transactions

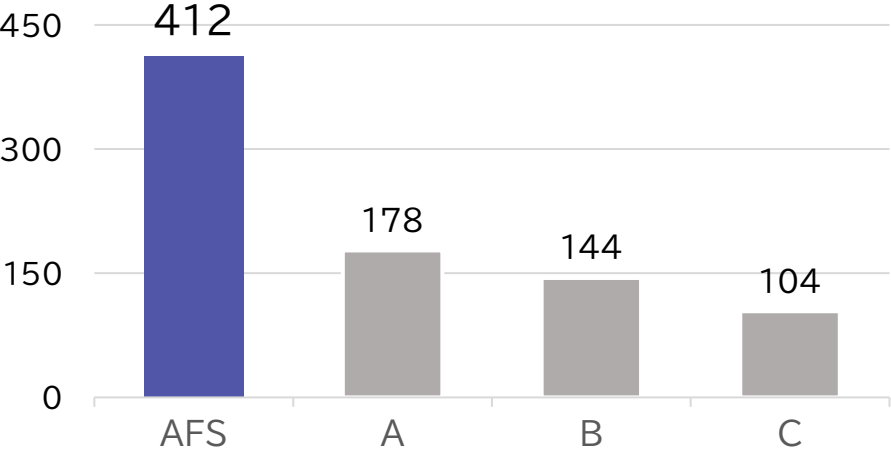


E-money transactions

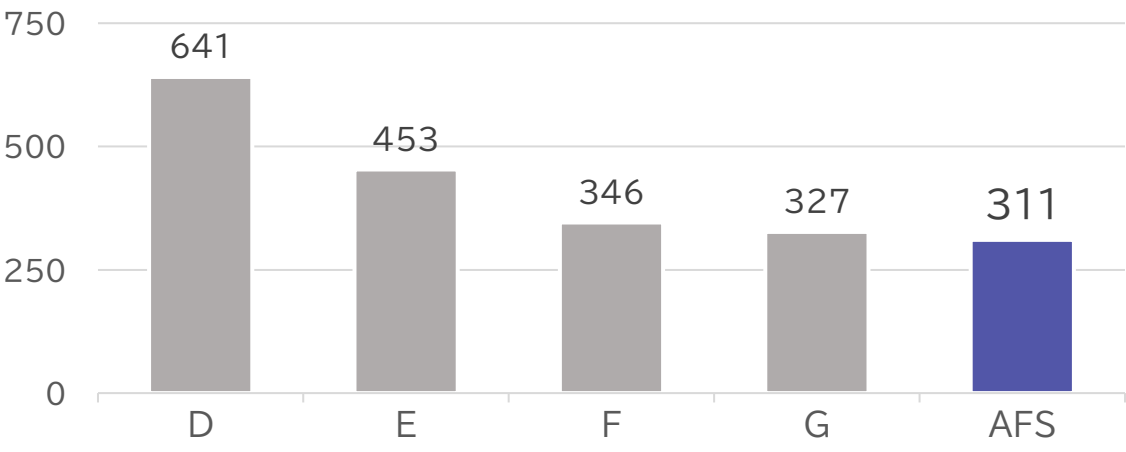


## 《Balance of receivable》

(bn JPY) Cash advance ※3



(bn JPY) Credit purchase ※3

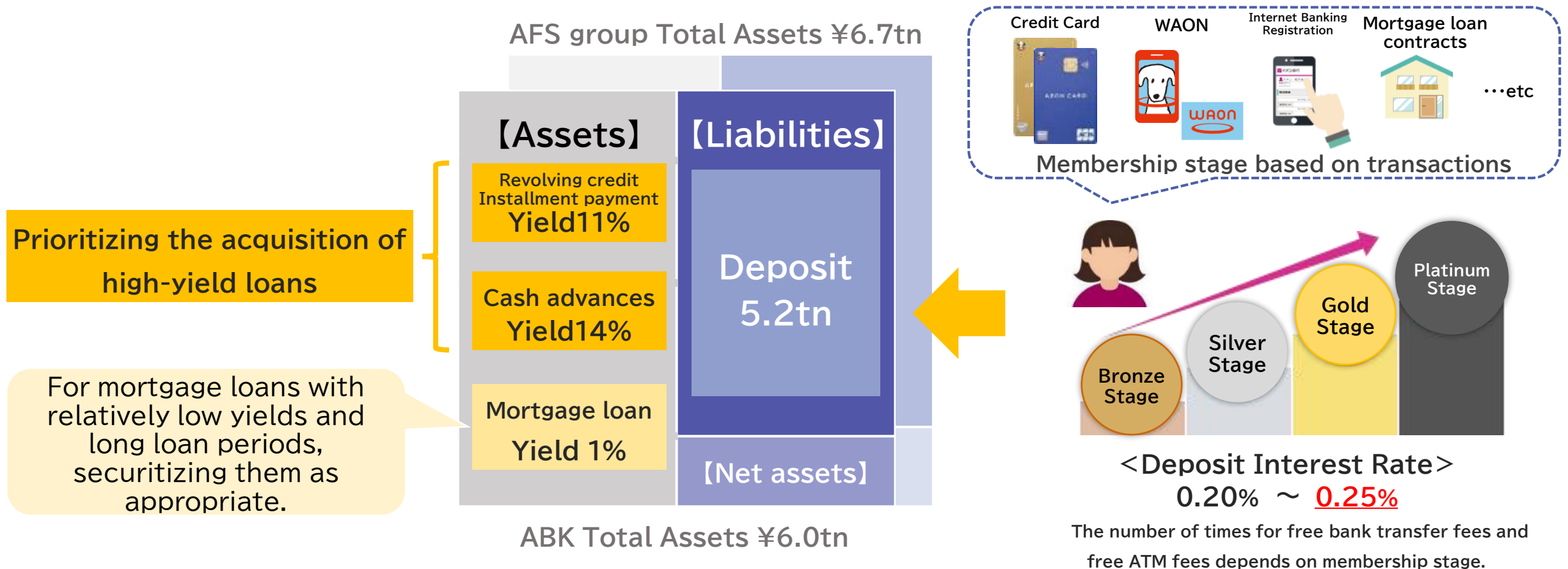




# [Domestic] Unique advantages due to owning a bank

Low-interest funding cost allows for high yields.

Offering customers high interest rates on savings accounts depending on transactions.

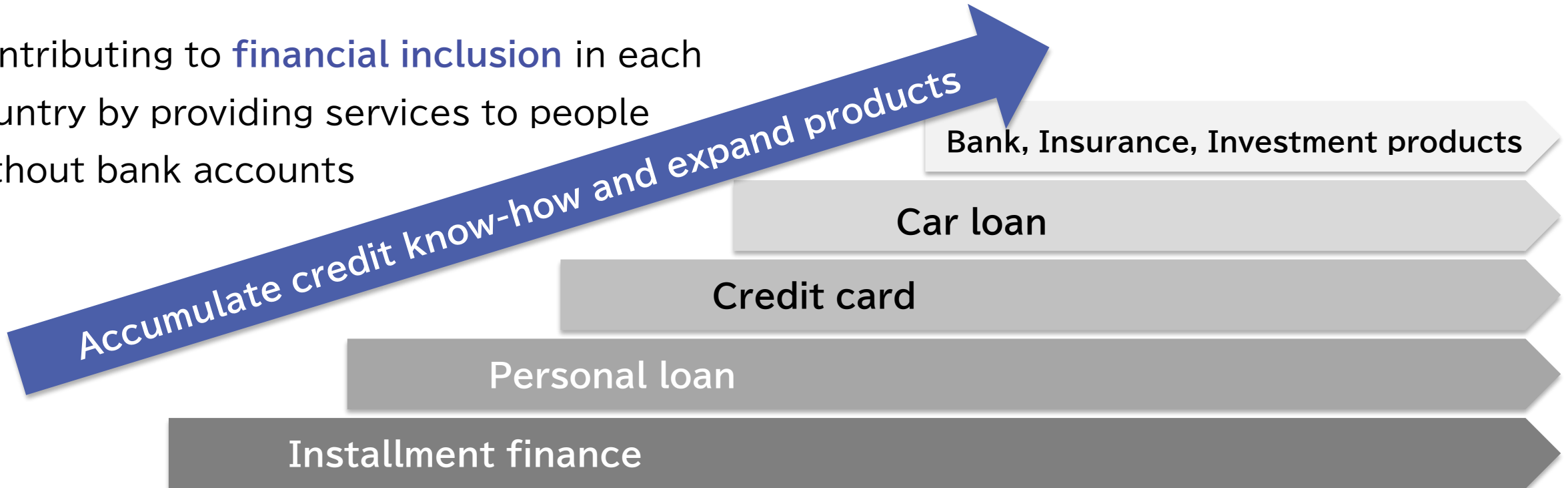


※FY2024













# [Global] History of Overseas Expansion and Business Models

History	1980s	1990s	2000s	2010s	2020s
	•1987 Hong Kong	•1992 Thailand •1996 Malaysia	•2000 China •2006 Indonesia •2008 The Philippines Vietnam	•2011 India Cambodia •2012 Laos Myanmar	•2024 Opening of a digital bank in Malaysia <i>*Country's first Islamic digital bank</i>

Contributing to **financial inclusion** in each country by providing services to people without bank accounts

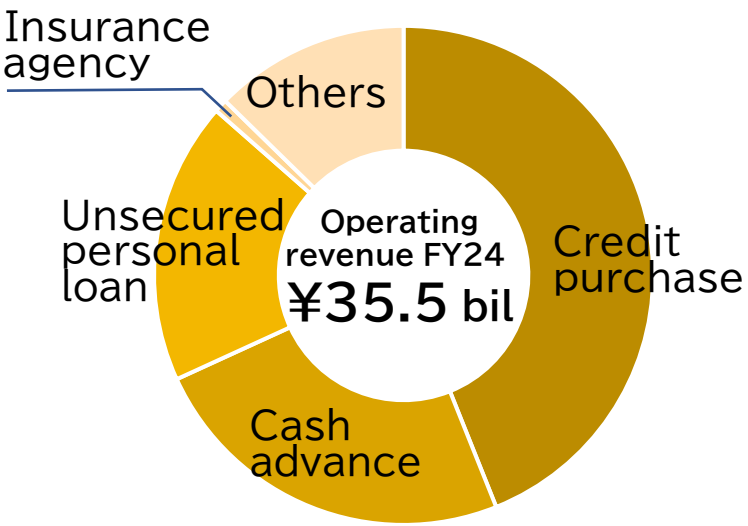


# Business operation of each area

	Domestic	Mekong area					Malay area				China area	
	Japan	Thailand	Cambodia	Vietnam	Myanmar	Laos	Malaysia	The Philippines	Indonesia	India	Hong Kong	China
												
AEON Group stores	●	●	●	●	●		●	●	●		●	●
Credit card	●	●	●	■			●		●		●	
Bank	●						●					
E-money (Prepaid)	●		●	■			●				■	
Installment finance	●	●	●	●	●	●	●		●	●		●
Personal loan	●	●	●	●	●		●			●	●	●
Insurance agency	●	●		●			●			●	●	●
Servicer (Third party's finance receivable)	●	●										●
Shared points system				●			●				■	
BNPL									●			
System								●				

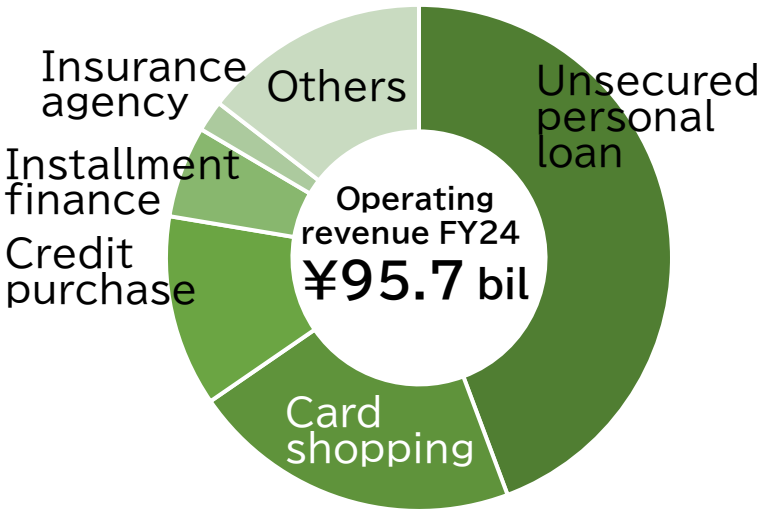
# [Global] Feature of Global Business

## ■ China Area



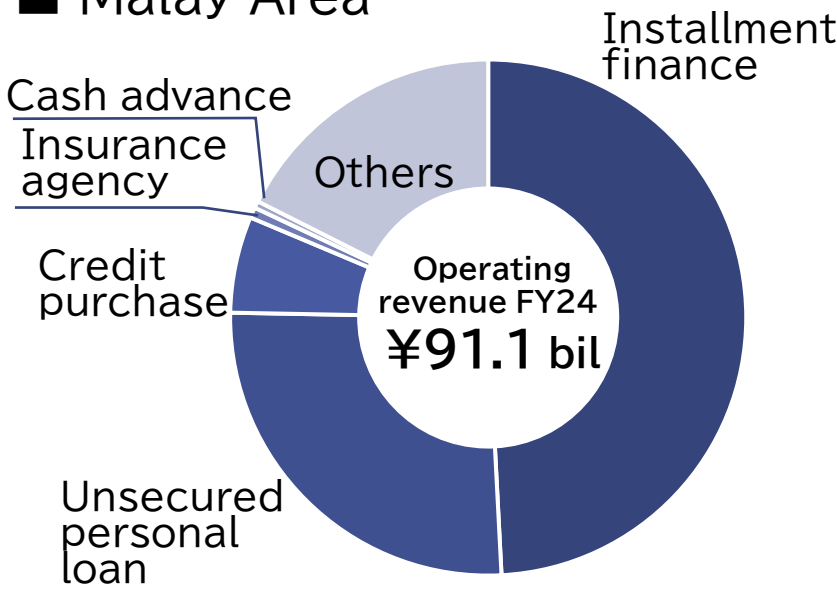
Offering financing mainly through credit cards in Hong Kong.

## ■ Mekong Area



High market share in Thailand among local non-banks in unsecured personal loans and credit cards.

## ■ Malay Area



Mainly installment sales for motorcycles, which have the largest market share in Malaysia

Operating Country

Listed company



Hong Kong



China

Operating Country

Listed company




Thailand



Cambodia



Vietnam



Myanmar



Laos

Operating Country

Listed company



Malaysia



The Philippines



Indonesia



India

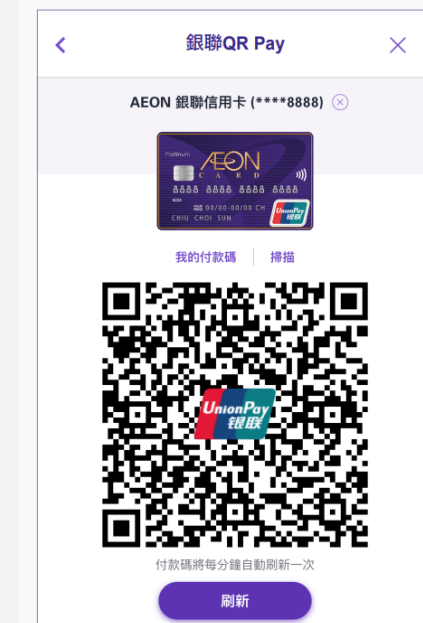
## [Global] China Area – Business in Hong Kong

In addition to collaboration with local AEON retailers, issue credit cards with benefits for use in Japan. Integrated the code payment “UnionPay QR” offered by UnionPay International into ACSA’s smartphone app.

### 《Collaboration with Aeon Stores Hong Kong》



### 《Dealing with tourists traveling to China and Japan》



Provides credit cards for tourists visiting Japan and the code payment “UnionPay QR” for tourists visiting China.



# [Global] Mekong Area–Business in Thailand

- Personal loan and credit card and business are both among the top 3 local non-banks.

## 《Examples of alliances with local companies》



Credit card  
with mileage function



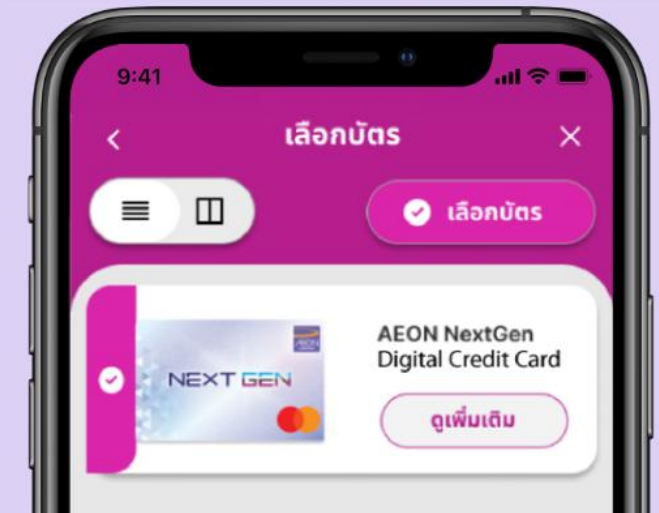
Credit card  
with IC ticket function



Credit card  
with discount shopping



## 《Digitalization》

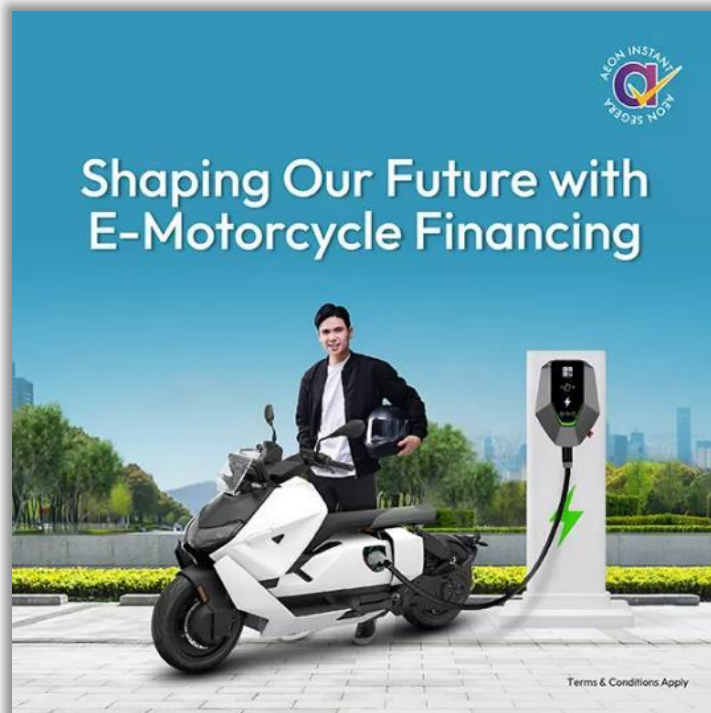


"Next Gen" fully digitalized credit card issued via ATS smartphone app.

# [Global] Malay Area—Business in Malaysia

- Largest local non-bank with No.1 share in motorcycle loan business (Approx. 30% of newly registered vehicles).
- Full online application process, eliminating the need to visit a branch and making it available to customers away from the branch.

## 《Collaboration with dealer》



## 《 Digitization of the application process 》

### Before



Online application



Verification by visiting the store

Approved



Signing at the store

### After



Online application



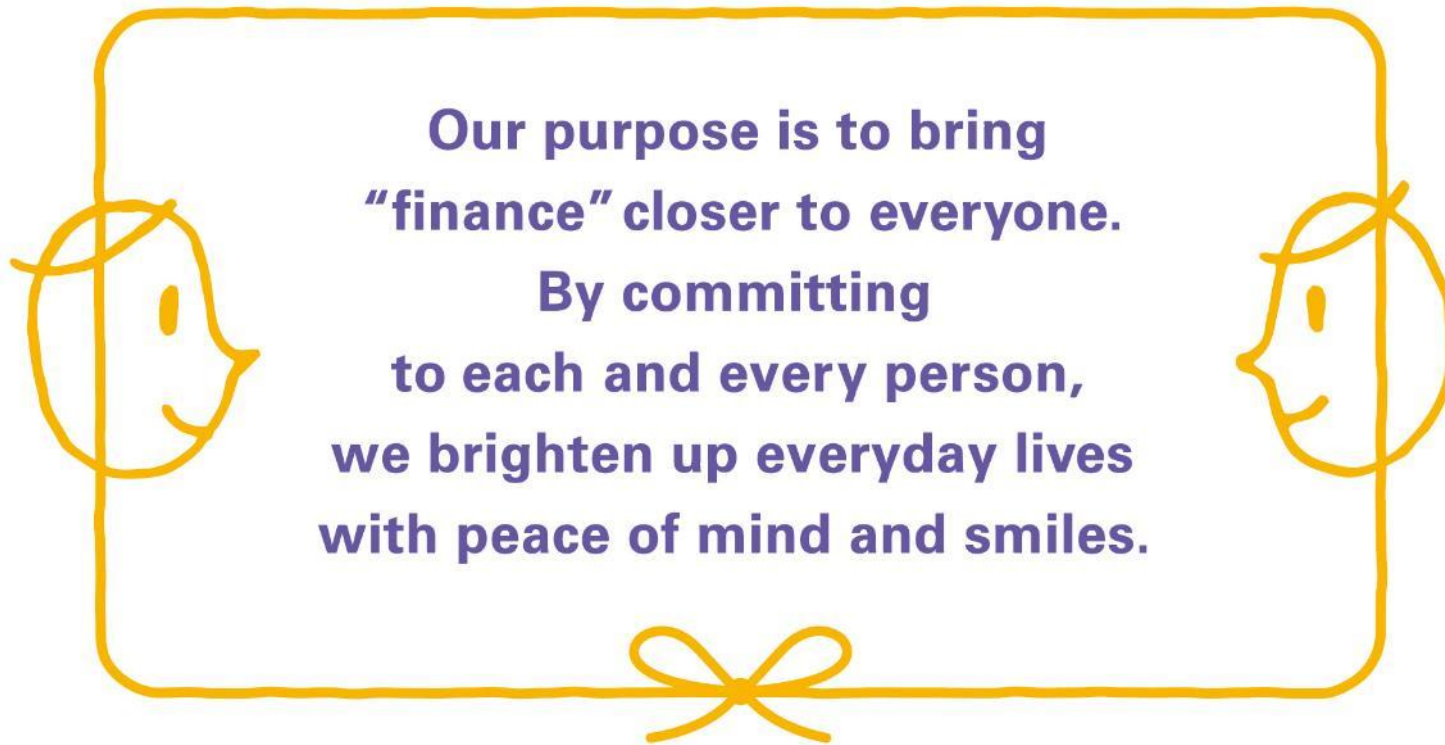
•Online verification  
•Temporary credit

Approved



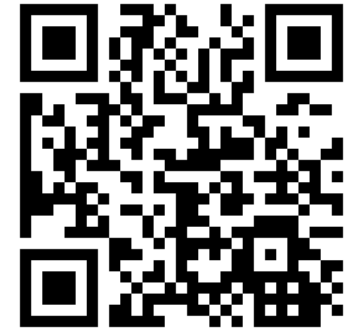
Digital signature

## Our Purpose



- Common decision-making policy of AFS Group to maximize the value provided to customers and enhance corporate value

## Our Purpose QR code



<https://www.aeonfinancial.co.jp/en/purpose/>






Includes background on the formulation of the Purpose and the thoughts behind the Purpose.



# AFS Sustainability Policy and Materiality Map

Established our "Sustainability Policy" in November 2021.

Identified four material issues and set 2030 targets for each.

Contributing to peace through the creation of a sustainable society					Initiatives	Key Indicators (2030)
Human Rights	Pursuing happiness through innovative financial services	We are committed to enriching the lives and happiness of our customers by providing safe, secure, and innovative financial services, by building an infrastructure that enables access to financial services for everyone, and by promoting the improvement of financial literacy.	<ul style="list-style-type: none"><li>• Customer Responsibility</li><li>• Financial Inclusion and Financial Education</li><li>• Technological Innovation</li><li>• Sustainable Finance</li><li>• Contribution to Local Communities</li></ul> 	<ul style="list-style-type: none"><li>Providing a safe, secure, and accessible financial infrastructure</li><li>Promoting DX to Improve Customer Experience</li><li>Contributing to the development of local communities through financial services.</li><li>Enriching the lives of customers, business partners, and employees through financial education.</li><li>Managing and procuring funds in consideration of social and environmental changes</li></ul>	<ul style="list-style-type: none"><li>• Digital provision of all financial products and services, along with continuous updates of security measures ensures that customers can feel safe using them.</li><li>• Provision of payment services that are borderless in the countries where we operate.</li><li>• Developing and securing human resources for DX promotion</li><li>• Promoting financial inclusion initiatives</li><li>• Cooperation with communities and local areas</li><li>• Support for disaster measures using financial services</li><li>• Total number of participants in the financial education program: 500,000 Domestic: 350,000 Overseas: 150,000</li><li>• Consideration of sustainable investment and loan policies</li><li>• Implementing sustainable finance</li></ul>	
	Exerting diversity and the potential of our people	We are committed to achieving our goals as a team by respecting the humanity and diversity of our employees and by creating a work environment where everyone feels fulfilled and where individual abilities are maximized.	<ul style="list-style-type: none"><li>• Diversity &amp; Inclusion</li><li>• Securing and Maintaining Human Resources/Human Resources Development</li><li>• Labor Practice</li><li>• Occupational Health and Safety</li></ul> 	<ul style="list-style-type: none"><li>Respecting the diversity of employees and creating a flexible and rewarding work environment.</li></ul>	<ul style="list-style-type: none"><li>• Percentage of managerial positions filled by women Directors: 30%; Divisional heads and higher : 30% (Domestic)</li><li>• Employment rate of persons with disabilities: 3% (Domestic)</li><li>• PRIDE Index Recognition (Domestic)</li><li>• Rate of male employees taking childcare leave: 100% (Domestic)</li><li>• Enhancement of employee training</li><li>• Improvement in employee engagement</li></ul>	
Establishing organizational resilience		We are committed to developing highly ethical and disciplined human resources and enabling quick and flexible decision-making by transferring authority to frontline operations. We are also committed to evolving our governance structure and building a strong corporate culture through the supervisory function exercised by the Board of Directors, risk management throughout the value chain , and business management enhancement.	<ul style="list-style-type: none"><li>• Corporate Ethics and Compliance</li><li>• Information Security</li><li>• Corporate Governance</li><li>• Risk Management</li><li>• Business Model Resilience</li><li>• Supply Chain Management</li><li>• Stakeholder Engagement</li></ul> 	<ul style="list-style-type: none"><li>Building a governance structure that improves stakeholder trust</li></ul>	<ul style="list-style-type: none"><li>• Compliance with laws and regulations</li><li>• Number of operation suspensions due to incidents</li><li>• Consideration of the inclusion of sustainability indicators into officer compensation</li><li>• Improvement in external ESG rating assessment</li><li>• In times of business crisis, such as during a natural disaster, a prompt and appropriate response is necessary for minimizing damage, ensuring business continuity, and facilitating early recovery (BCP).</li><li>• Fostering governance awareness</li></ul>	
Addressing climate change		We aim to solve global issues by working toward decarbonization together with our customers and local communities through the products and services that the Group provides, transforming our business model, and effectively using resources in our business activities.	<ul style="list-style-type: none"><li>• Response to Climate Change</li><li>• Effective Use of Resources</li></ul> 	<ul style="list-style-type: none"><li>Providing financial services that contribute to a decarbonized society</li></ul>	<ul style="list-style-type: none"><li>• Addressing climate change</li><li>• Promotion of sustainability activities for environmental conservation</li><li>• Reduction of greenhouse gas emissions by promoting energy conservation</li><li>• Provision of environmentally responsible products and services</li></ul>	

# Materiality1: Pursuing happiness through innovative financial services

## Initiatives

Contributing to the development of local communities through financial services

### 《Business Growth through Financial Inclusion》



Providing motorcycle financing to help people get the means of transportation to work in the city since the establishment of the company in Malaysia

## Initiatives

Enriching the lives of customers, business partners, and employees through financial education

### 《Financial Education and Experience Events》



Financial education for children from preschool to university students to ensure correct and convenient use of cashless payments

# Materiality1: Pursuing happiness through innovative financial services

**Initiatives** Managing and procuring funds in consideration of social and environmental changes

## 《Issuance of sustainability-linked loans overseas (Hong Kong and Malaysia)》

Hong Kong (started 2022)



# Materiality2: Exerting diversity and the potential of our people

## Initiatives Promotion of Health and Productivity Management

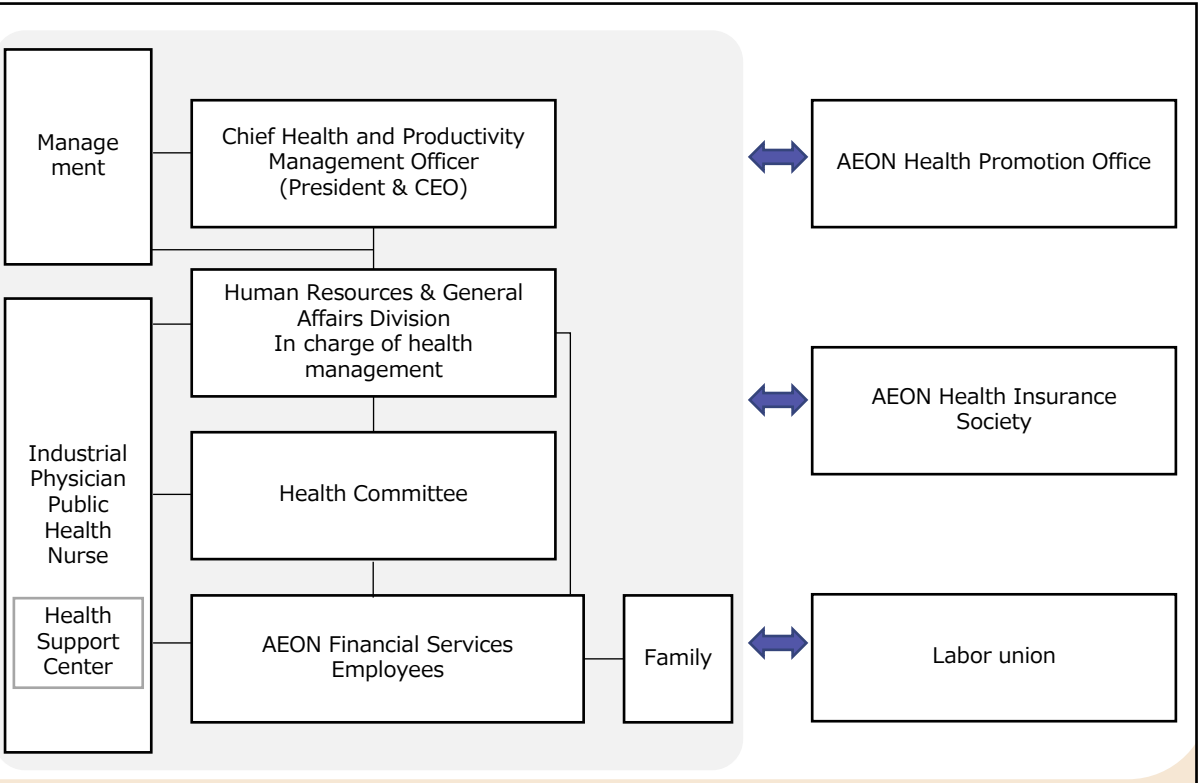
We have established the Health and Productivity Management Declaration and are promoting health management with the aim of ensuring that employees and their families are physically and mentally healthy and that human resources who continue to grow can continue to work for a long time.

**「Aeon Health Management Declaration」**  
**Aeon supports the health of employees and their families.**  
**Together with our employees, we will realize the health and happiness of the local community.**

### Four Action Guidelines

- ① We will strive to prevent diseases through health checkups and follow-ups based on the results of health checkups.
- ② We will strive to promote mental health through the four types of care (care by oneself, care by superiors, care by occupational health staff in the workplace, and care through external functions).
- ③ We will comply with the action guidelines of the Declaration of the Eradication of Long Working Hours and the Declaration of the Eradication of Harassment, and strive to foster a psychologically safe and secure organizational culture and a vibrant workplace.
- ④ Through our products and services, we contribute to the health of our customers and local communities.

### Promotion System





# Materiality3: Establishing organizational resilience

Initiatives

## Building a governance structure that improves stakeholder trust

### 《 History of Corporate Governance 》

2022 • Established Transaction-Judging Committee (entirely made up of independent directors)

2021 • Assigned independent director as chairperson of the Nomination and Compensation Committee

2019 • Introduced executive officer system  
• Assigned additional independent director  
• Ratio of independent directors increased to one-third

2018 • Nomination and Compensation Committee established  
• Formulated Corporate Governance Guidelines

2017 • Assigned additional independent director

2015 • Established Management Policy Committee  
• Assigned independent directors and external corporate auditors

2014 • Established Internal Control Committee

### Members (Director/ Auditors)

	Director	Auditor
Number of member	11	4
independent director	4 (female:1)	3 (female:1)
Independent	4 (female:1)	2 (female:1)

# Materiality4:Addressing climate change／ External ESG rating

## Initiatives

### Task Force on Climate-related Financial Disclosures(TCFD)

- Based on the TCFD framework, disclosed assessments and targets for the impact of climate change on the Group's businesses



#### ■ Governance System

The Company's sustainability enforcement system

#### ■ Strategy

Analyze risks and opportunities associated with climate change by scenario

#### ■ Risk Management

Risk management process

#### ■ Metrics and Goals

Main climate-related indicators and GHG emissions in the Group

## External ESG evaluation and index inclusion status

- Promote ESG initiatives in Japan and overseas, aiming to enhance external evaluations and to be included in major ESG indices

**2025** CONSTITUENT MSCI日本株  
女性活躍指数 (WIN)



**FTSE Blossom  
Japan Sector  
Relative Index**

**S&P/JPX  
カーボン  
エフィシエント  
指数**

<Overseas ESG evaluations(examples)>

■ AEON Credit Service (Malaysia)

MSCI ESG Rating : AA

■ AEON Thana Sinsap (Thailand)

MSCI ESG Rating : A

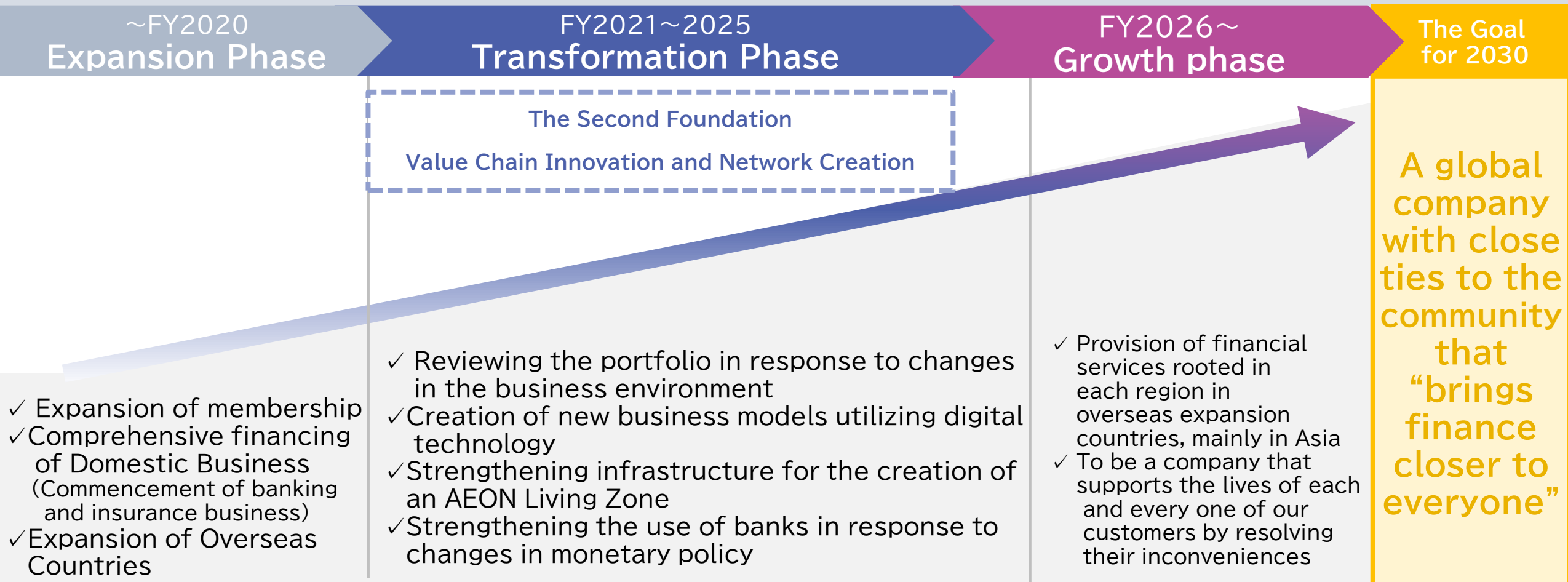


# Medium-Term business plan and Dividend Policy

# Positioning of the mid-term management plan “Second Foundation: Value Chain Innovation and Network Creation”

## Our Purpose

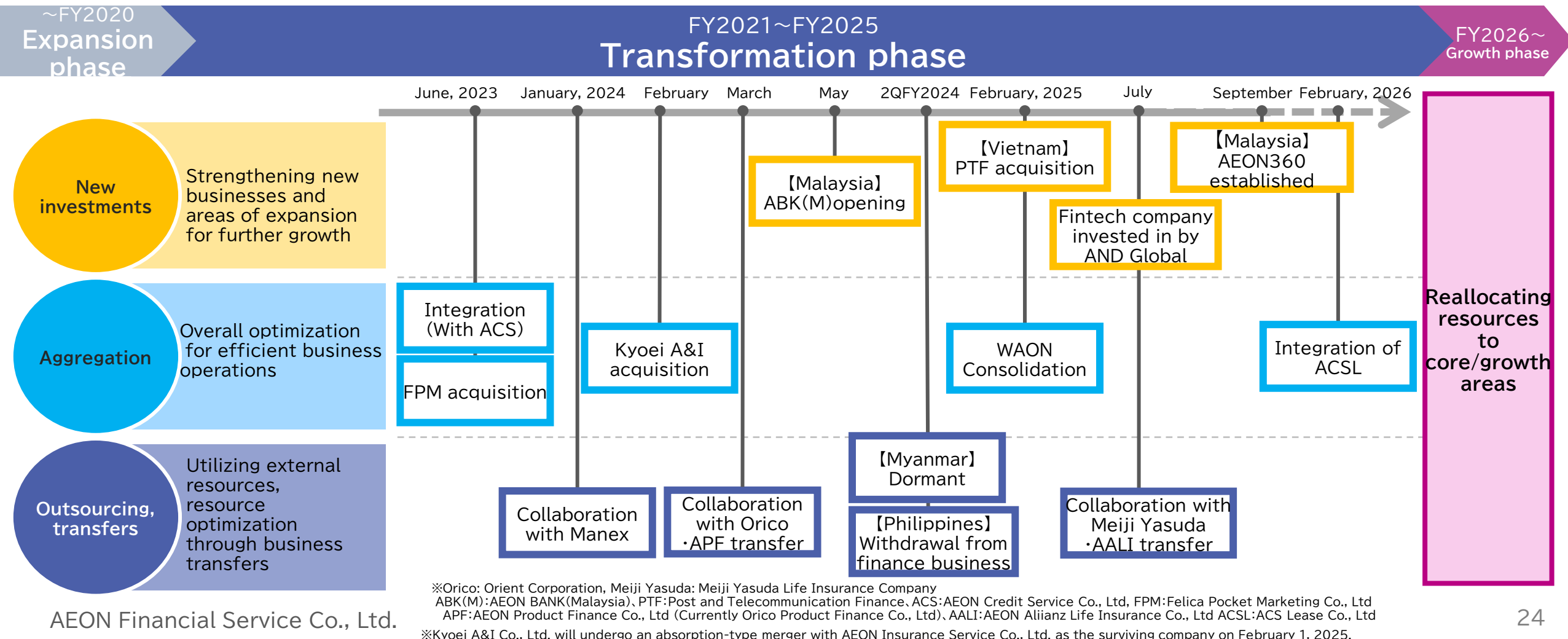
Our purpose is to bring “finance” closer to everyone.  
By committing to each and every person, we brighten up  
everyday lives with peace of mind and smiles.





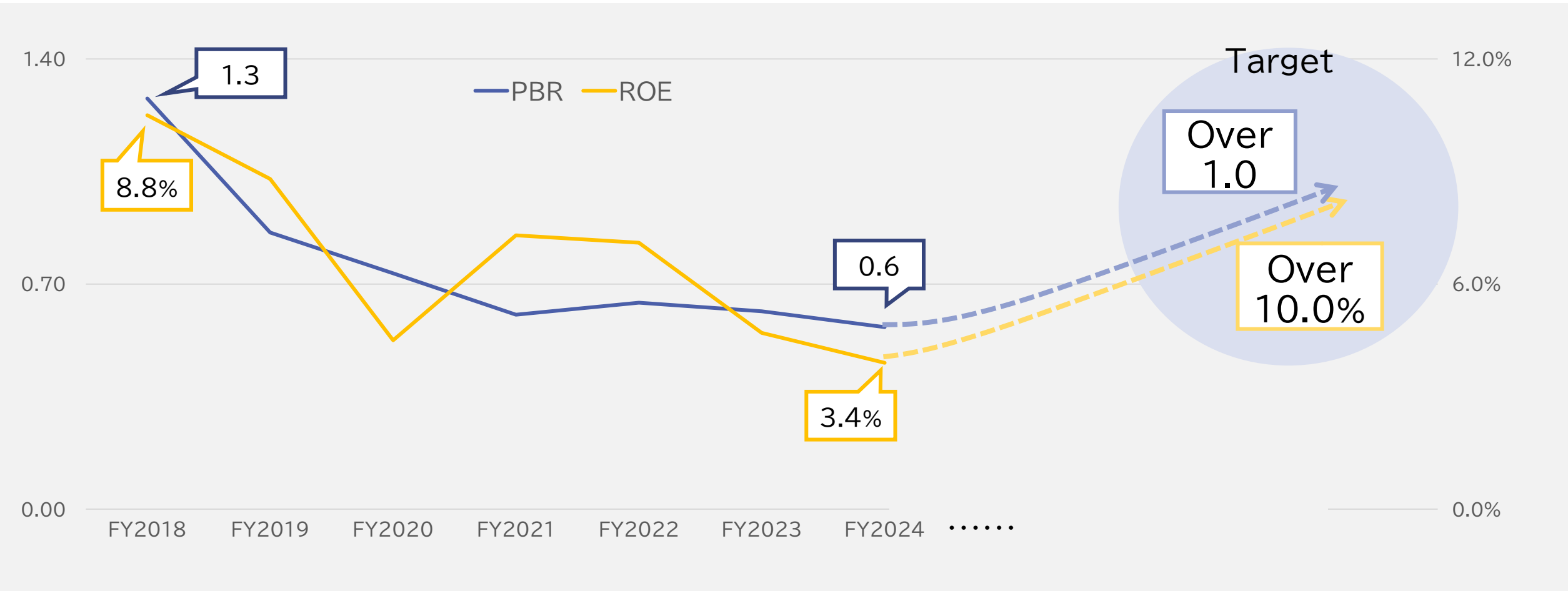
# [Review of the business portfolio] Efforts so far

- Accelerating the review of our domestic and international business portfolio to achieve further growth
- 【Malaysia】 Establishing a new data marketing company that integrates retail with shared ID and AI



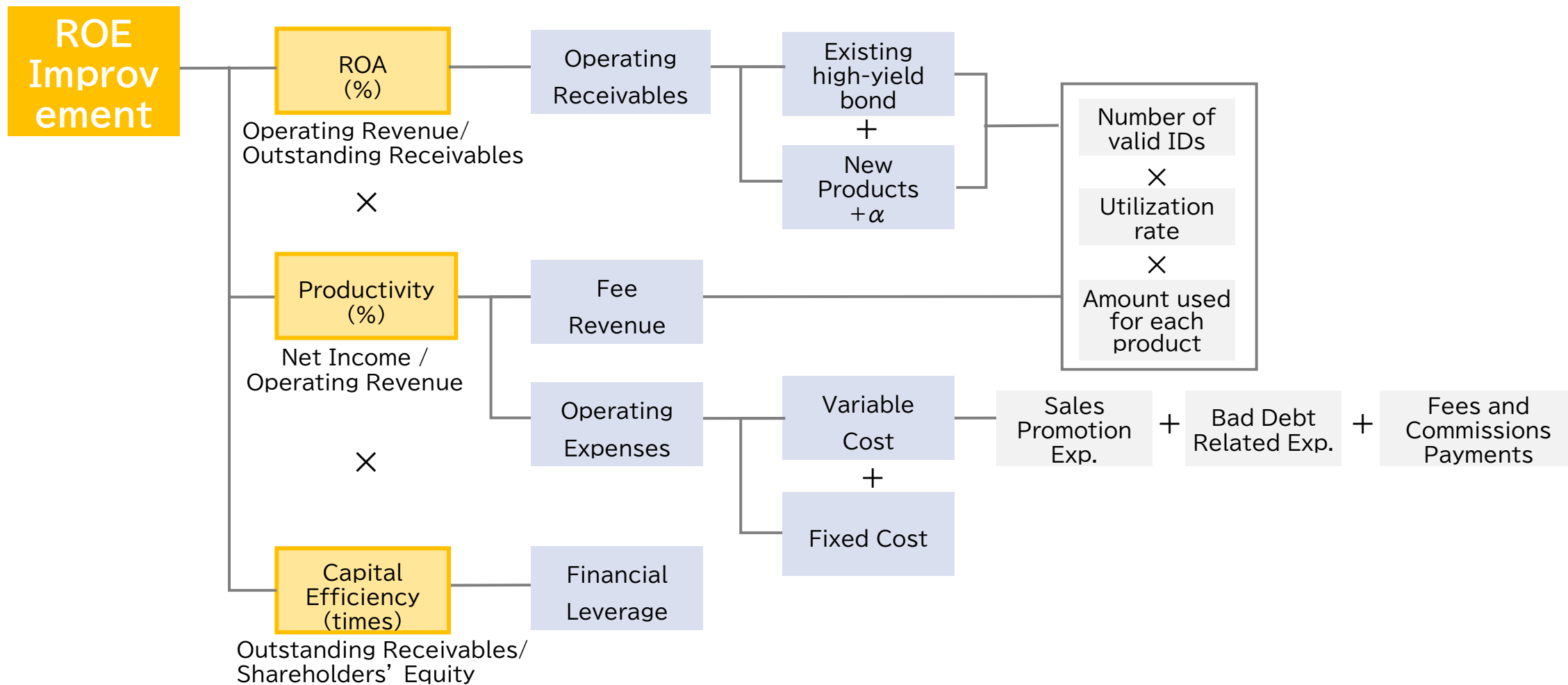
# Recognition of current status and establishment of management indicators

- ROE and PBR have declined since the pandemic, slowing recovery.
- Aim to achieve and maintain ROE of 10% or more above cost of capital, with ROE and PBR as management indicators.



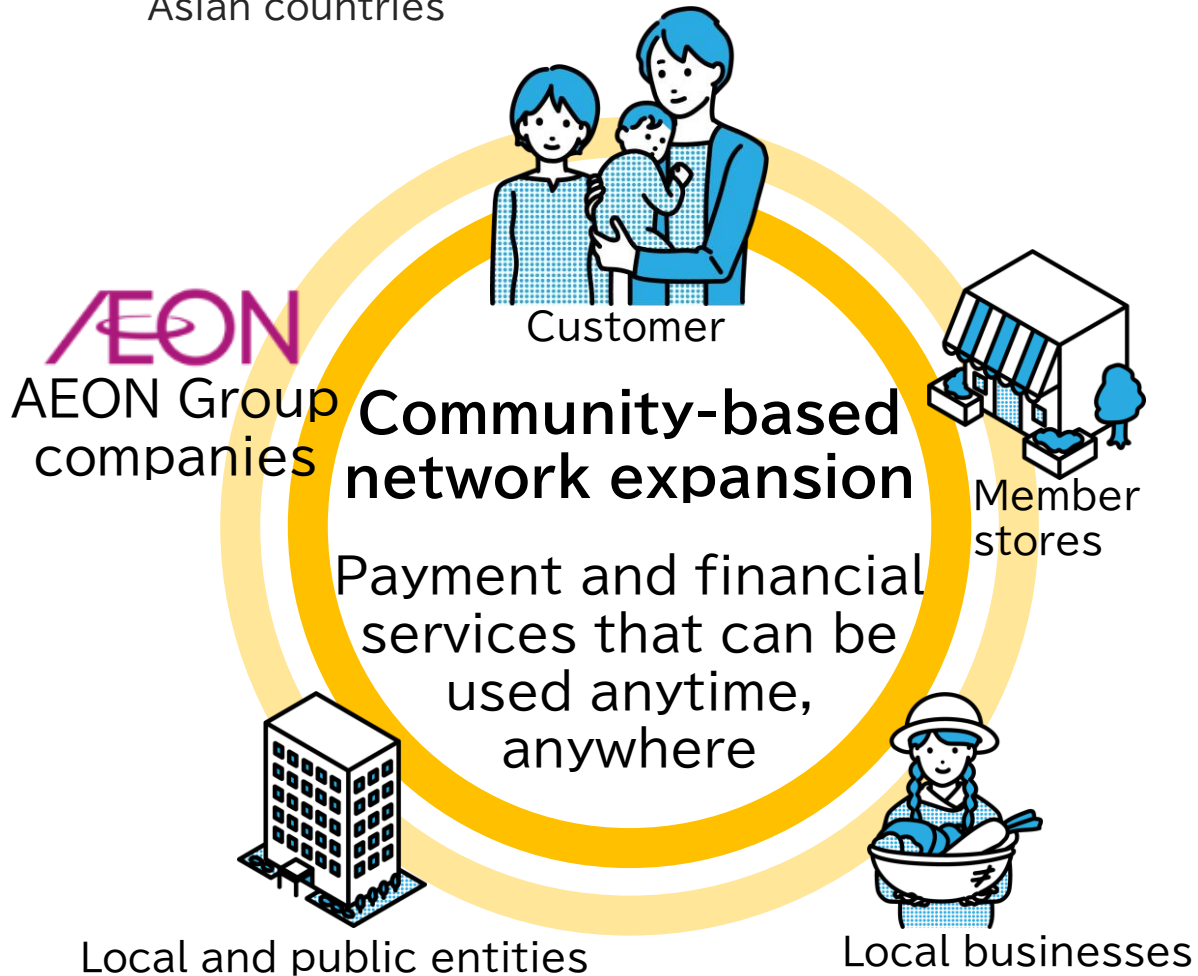
# Approach to ROE Improvement

The basic policy will be to build up the balance of operating receivables toward improving “return on assets” and to expand revenue from fees toward improving “productivity.”



# Expansion of AEON Living Zone

- To be an infrastructure that connects communities, member stores, and business partners by providing financial services that are rooted in the community in each country where we operate
- Build an AEON Living Zone that creates a borderless customer experience through collaboration in Japan and other Asian countries



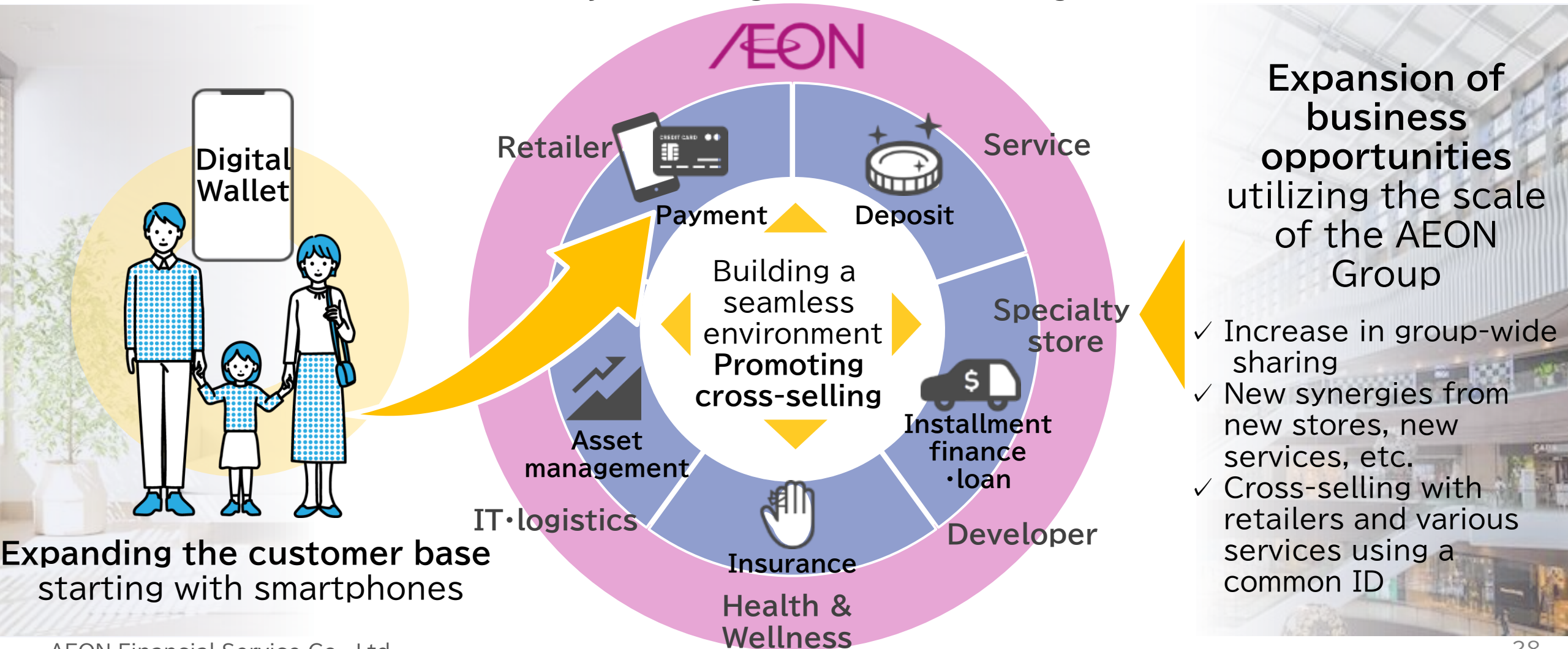
## Payment Network Connecting Asia

Collaborate in each country to create a seamless customer experience across countries



# Building touchpoints starting with a digital wallet (smartphone)

- Starting with the familiar point of contact of the digital wallet (smartphone app), we will expand our customer base and promote cross-selling of various financial services by creating a seamless usage environment

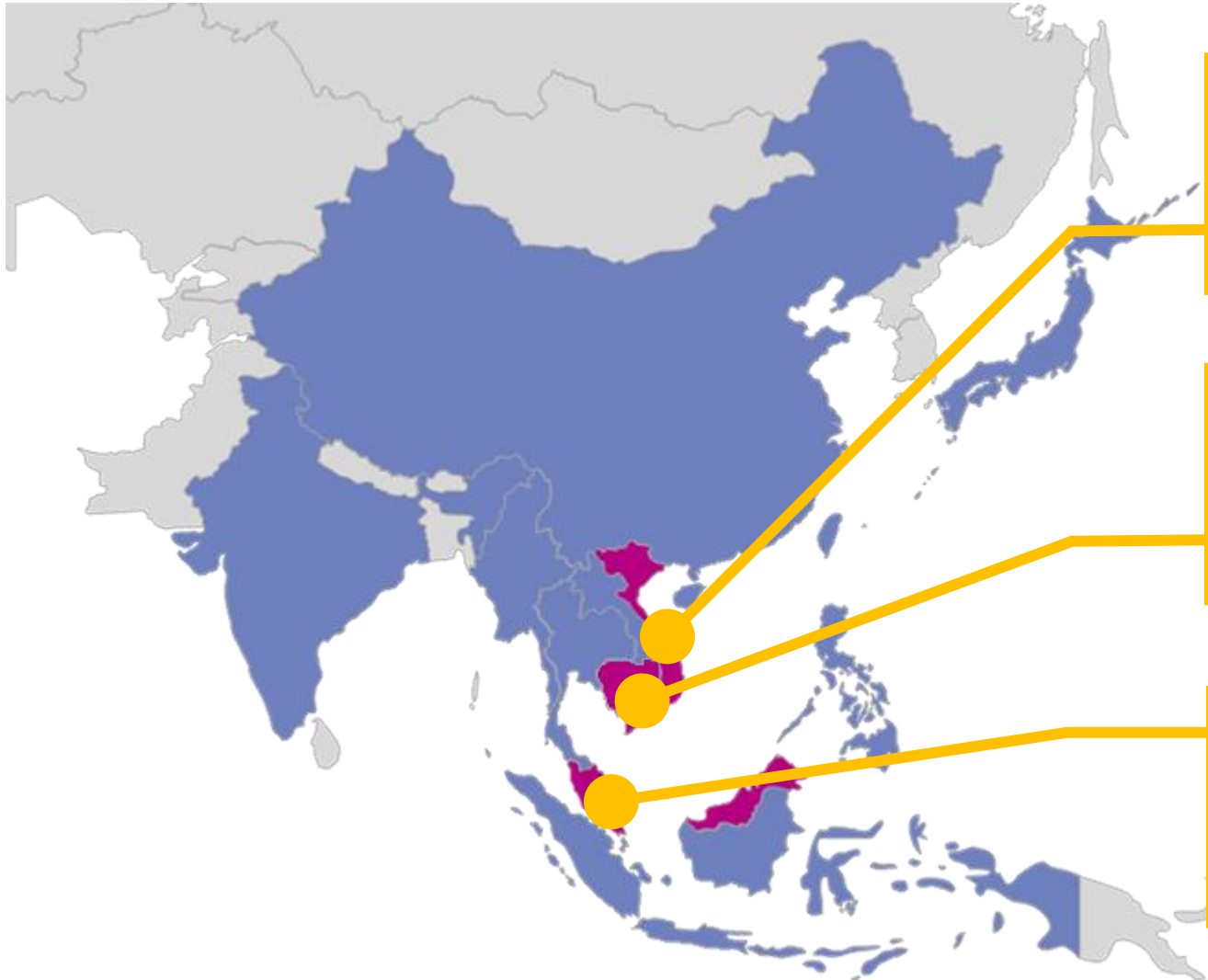




# [Global] Business development in new business and new areas

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- In our overseas operations, we will pursue further growth through M&A and new business ventures.



**Vietnam** (Consumer finance business, including personal loans)

▶ **Business expansion through M&A in the Aeon Group's most focused countries**

**Cambodia** (Credit card and other payment business)

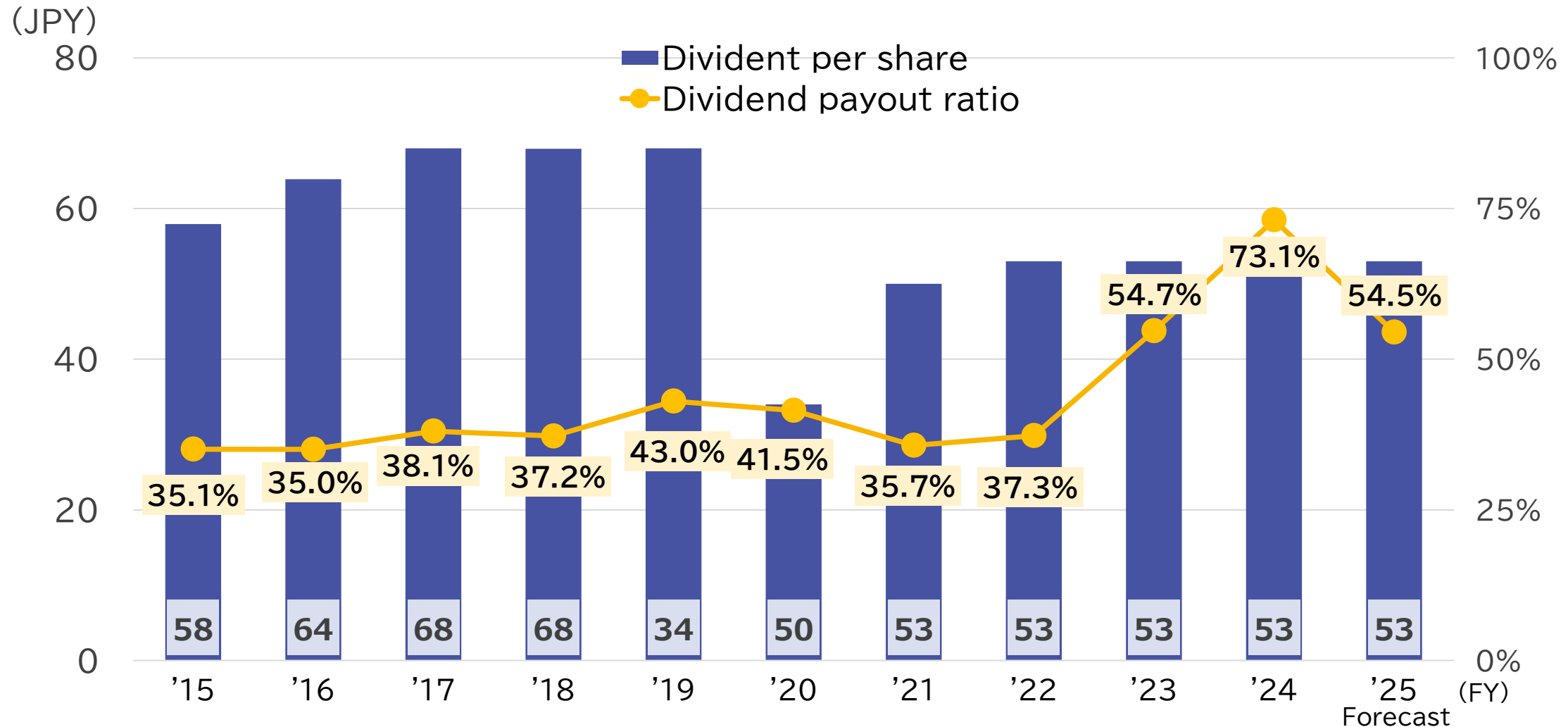
▶ **Expanding payments linked to "Bakong" the digital currency issued by the central bank**

**Malaysia** (New business)

▶ **Launching a digital bank and expanding cross-selling through joint ventures with retailers**

# Dividends and Dividend Payout Ratio

- Based on the dividend policy (a stable and sustainable dividend with a payout ratio of approximately 30-40%), we plan to pay an annual dividend of 53 yen in FY2025.





# Appendix



## APPENDIX / Our History

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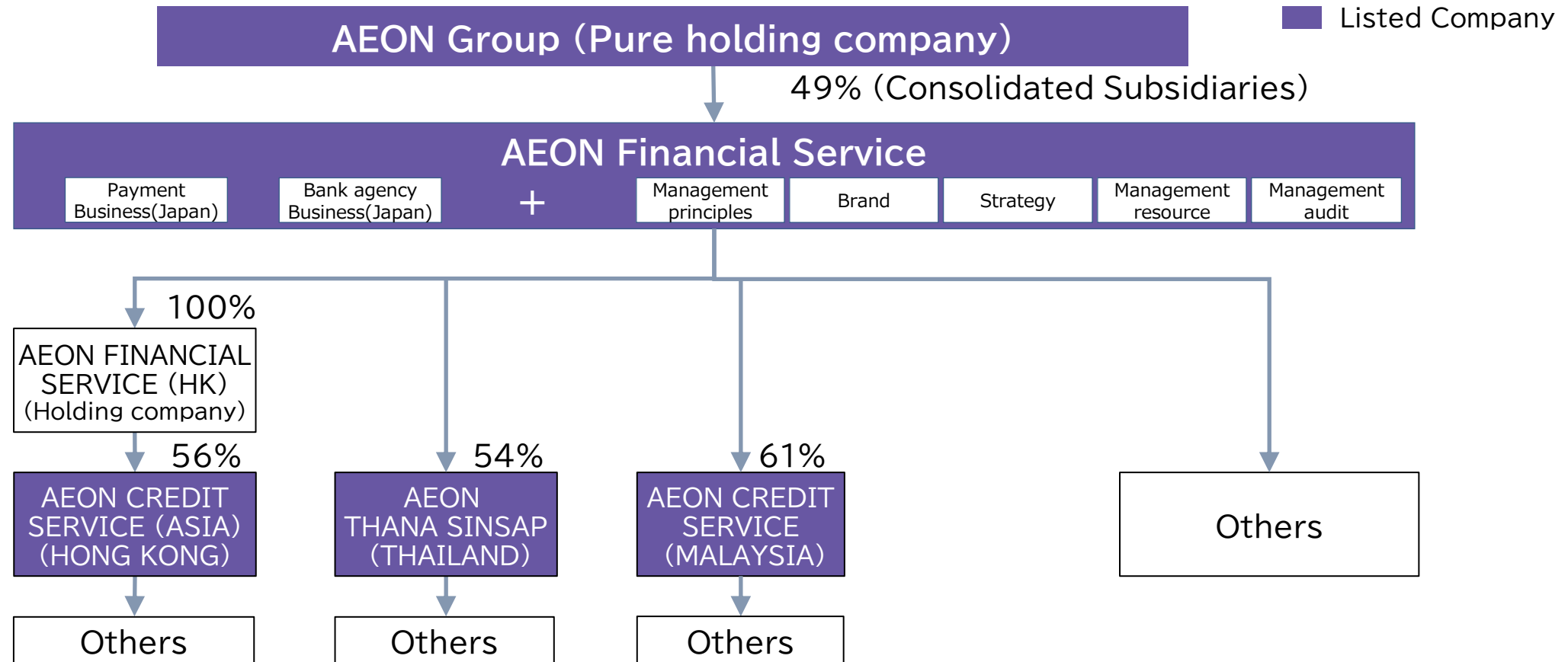
1981	Company established (as Nihon Credit Service Co., Ltd.)
1987	A branch opened in Hong Kong, marking commencement of overseas operations
1992	A subsidiary established in Thailand
1996	Listed on TSE 2nd Section / A subsidiary established in Malaysia
1998	Listed on TSE 1st Section
2003	AEON gold card issued as a first credit card company in Japan without annual membership fee
2007	AEON Bank established
2009	Commenced issuing “AEON Card Select” that combines cash card and WAON
2013	Management integrated with AEON Bank to be a bank holding company Company name changed to AEON Financial Service Co., Ltd.
2016	AEON Card official app “AEON Wallet” service started
2019	AEON Financial Service Co., Ltd. changed from a bank holding company to a business company
2021	AEON’s official app “iAEON” equipped with code payment function “AEON Pay”
2023	AEON Credit Service Co., Ltd. Merges into AEON Financial Service Co., Ltd. FeliCa Pocket Marketing Inc. becomes a consolidated subsidiary
2024	Opening Malaysia’s First Digital Bank Using Islamic Financial Method
2025	Acquisition of equity stake in PTF, a finance company operating in Vietnam

# APPENDIX / Financial Highlights

		'14	'15	'16	'17	'18	'19	'20	'21	'22	'23	'24
Operating revenue (*1)	Bil JPY	3,290	3,596	3,751	4,079	4,390	4,572	4,873	4,706	4,517	4,856	5,332
Operating profit (*1)	Bil JPY	530	593	616	657	701	650	406	588	588	500	614
Operating profit ratio (*1)	%	16.1	16.5	16.4	16.1	16.0	14.2	8.3	12.5	13.0	10.3	11.5
Profit attributable to owners of parent	Bil JPY	304	357	394	386	394	341	176	302	306	208	156
Return on equity	%	11.2	12.7	12.4	10.8	10.5	8.8	4.5	7.3	7.1	4.7	3.4
Return on assets	%	1.6	1.6	1.6	1.5	1.4	1.2	0.7	1.0	1.0	0.8	0.9
Equity ratio (*2)	%	8.1	7.4	8.5	8.3	7.3	6.8	6.6	6.8	6.5	6.6	5.9
Book value per share	JPY	1,377	1,465	1,604	1,714	1,764	1,823	1,860	1,965	2,014	2,123	2,136
Earnings per share	JPY	152.04	180.00	183.96	170.02	173.20	154.15	81.97	139.97	142.12	96.80	72.47
Dividend per share	JPY	60	66	68	68	68	68	34	50	53	53	53
Payout ratio	%	39.3	36.6	35.8	37.9	37.2	43.0	41.5	35.7	37.3	54.7	73.1
Number of shares outstanding	Mil JPY	208	208	225	225	225	216	216	216	216	216	216
Fiscal year end Stock price	JPY	3,035	2,656	2,097	2,445	2,253	1,568	1,364	1,188	1,293	1,307	1,209

※Ordinary profit ratio for FY2013 to FY2018.

# APPENDIX / Group Management Structure



## Advantages of affiliation with AEON Group

- Exclusive utilization of AEON Group's platform expanding both domestically and globally.
- Generating synergies by deep understanding the financial industry and the retail industry through personnel exchange.

## Advantages of listed overseas subsidiaries

- Listed on a stock exchange in a local market leads to superiority in sales, recruitment and funding.

# APPENDIX / IFRS9 Definition of allowance for bad debts

- Overseas countries are applying the IFRS 9 loan loss provisioning standards. Provisions are required for 12 months of credit risk on performing receivables. A rapid increase in receivables balances leads to increased bad debt expenses, so fluctuations in balances are also an important factor in the amount of provisions.

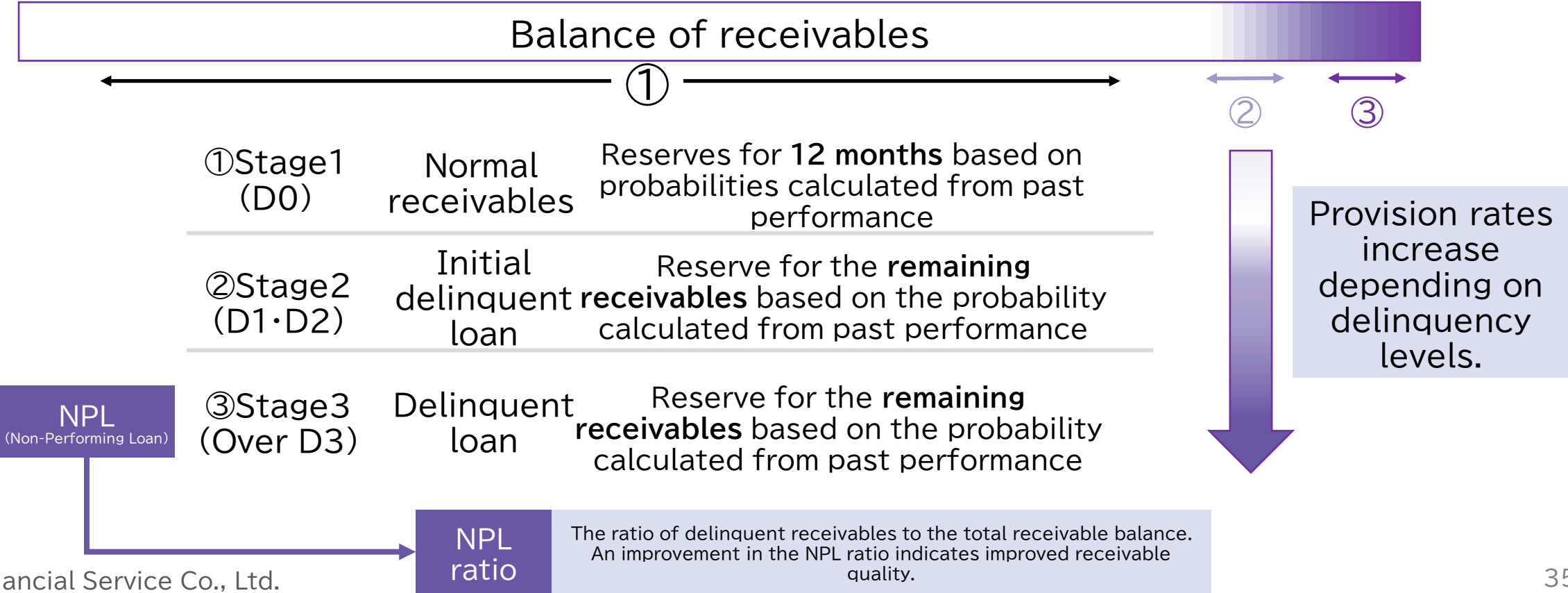
$$\text{ECL} = \text{PD} \times \text{LGD} \times \text{EAD}$$

Expected credit loss

Probability of default

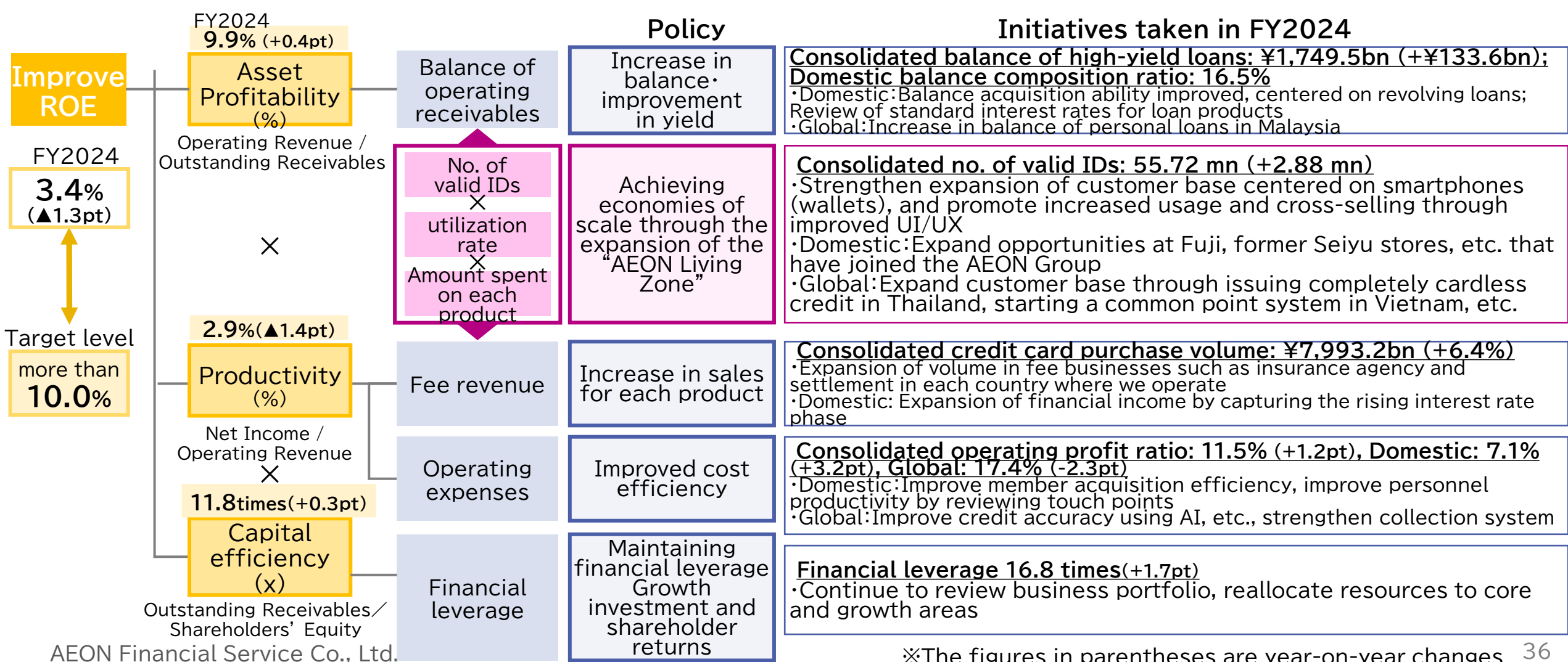
Loss given default

Exposure at default



# APPENDIX / [ ROE improvement] Progress of initiatives in FY2024

- ROE was 3.4% (YoY -1.3 pt). There is a gap with the target level, and it is urgent to recover to the growth trajectory
- To improve “valid IDs”, “usage rates” and “usage amounts”, which contribute to improving asset profitability and productivity, we will further strengthen the expansion of the “AEON Living Zone”



Statements contained in this report with respect to the Company's management strategies, business policies and results forecasts are forward-looking statements about the future performance of the Company, which are based on the assumptions and beliefs in light of the information currently available. These forward-looking statements involve various uncertain factors including known and unknown risks such as economic trends, industry competition, market demand, exchange rates, tax and other systems that may cause the Company's actual results, performance or achievements to differ materially from the expectations expressed herein.



# **AEON Financial Service**