This is an abridged translation of the original Japanese document and is provided for informational purposes only. If there are any discrepancies between this and the original, the original Japanese document prevails.

# FY2024 3Q IR Presentation Material

January 9, 2025



Stock Listing: Tokyo Stock Exchange, Prime Market

Code No: 8570

# Financial summary

# Domestic and overseas sales receivables are steadily increasing Revenue and profits are continuing to increase.

## Business results are progressing favorably

※Excluding securitized receivables

Consolidated operating revenue is increasing steadily (YoY 109%), and consolidated operating profit is expanding to ¥37.9 bn (YoY 145%)

- Domestic: Absorption of the impact of the transfer of installment finance sales due to an increase in settlement and banking revenues. Continued improvement in cost efficiency, including sales promotion expenses
- ➤ Global: Record-high operating revenue in all 3 areas. Excluding the cost of opening the digital bank, overall the Global Business saw increased revenue and profit

Improvement in asset profitability: The balance of high-yield operating receivables (%) reached a record high

The ratio of high-yielding receivables continued to increase (Japan: 17.4% YoY +1.2pt), and the Global increased to 1 trillion yen

➤ Domestic: ¥794.3bn (YoY 111%/+¥84bn YTD), Global: ¥1,017bn (YoY 111%/+¥96bn YTD)

Extraordinary losses include compensation costs for credit card fraud Although cases of credit card fraud using special methods have increased, measures are currently being taken to prevent further damage.

## The Highlights of the Consolidated Results

All profits increased, despite the recording of compensation expenses (¥2.8 bn) for credit card fraud using special methods in extraordinary losses, due to the recovery of domestic operations

							FY2024	Rate of
	Consolidated	YoY	Domestic	YoY	Global	YoY	Forecast	progress
Operating Revenue	¥388.7 bn	109 %	¥226.4 bn	106 %	¥164.0 bn	114 %	¥520.0 bn	75 %
Operating Profit	¥37.9 bn	145 %	¥12.2 bn	- % (+12.8)	¥25.3 bn	96 %	¥55.0 bn	69 %
Ordinary profit	¥38.9 bn	144 %	_	_	_	_	¥55.0 bn	71 %
Profit attributable to owners of parent	¥13.7 bn	155 %	_	_	_	_	¥21.0 bn	66 %

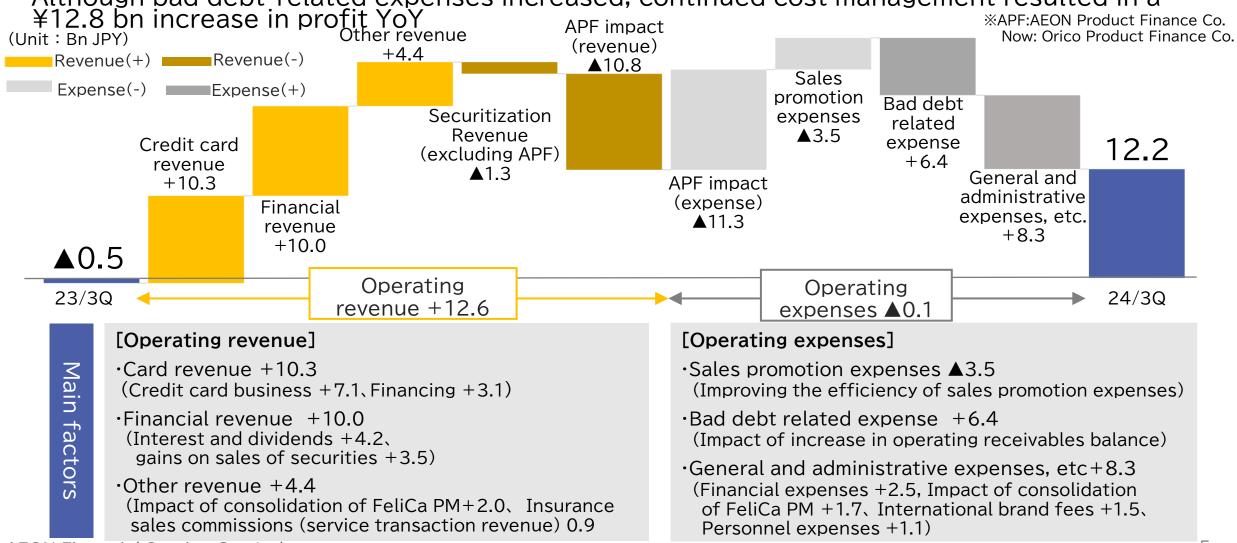
## The Highlights of the Consolidated Results 3Q Accounting Period (3 months)

	Consolidated	YoY	Domestic	YoY	Global	YoY
Operating Revenue	¥132.9 bn	112 %	¥78.0 bn	112 %	¥55.5 bn	113 %
Operating Profit	¥10.7 bn	185 %	¥2.7 bn	- % (+ <b>4.</b> 9)	¥7.8 bn	98 %
Ordinary profit	¥11.8 bn	205 %	_	_	_	_
Profit attributable to owners of parent	¥3.5 bn	219 %	_	_	_	_

# [Domestic] Breakdown of Operating Profit

 Due to steady growth in credit card revenue and the recording of financial revenue, operating revenue excluding the impact of APF increased by ¥23.5 bn

· Although bad debt-related expenses increased, continued cost management resulted in a



AEON Financial Service Co., Ltd.

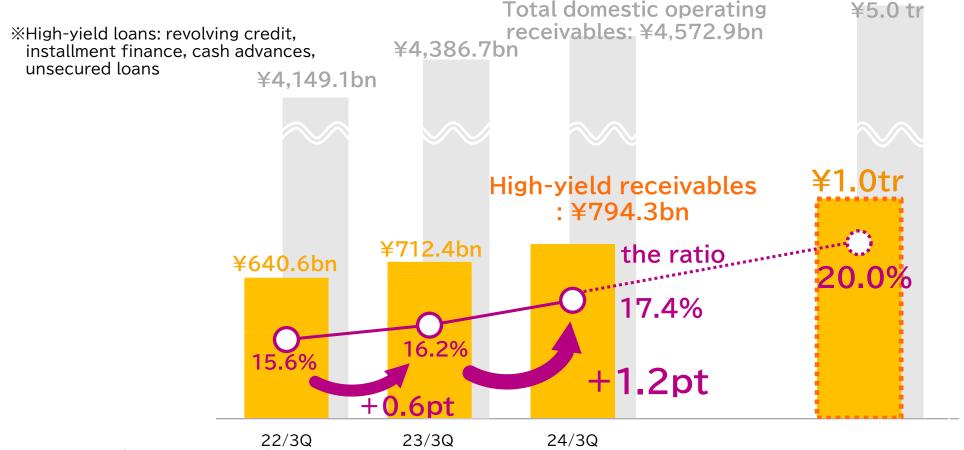
5

# [Domestic] Building a foundation for stock income



- The ratio of high-yield receivables to total domestic operating receivables improved, leading to an increase in asset profitability
- The ratio also improved compared to the first half of the year (17.1%), and efforts are being made to build a stronger earnings base

Ratio of high-yielding loans and changes in balance (excluding securitization)

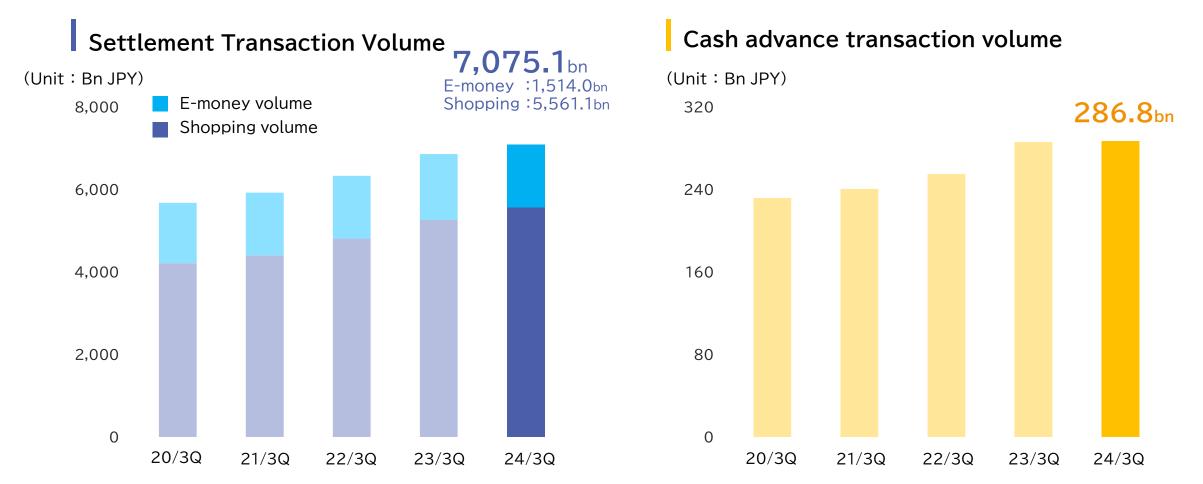


6

# [Domestic] Credit cards, E-money



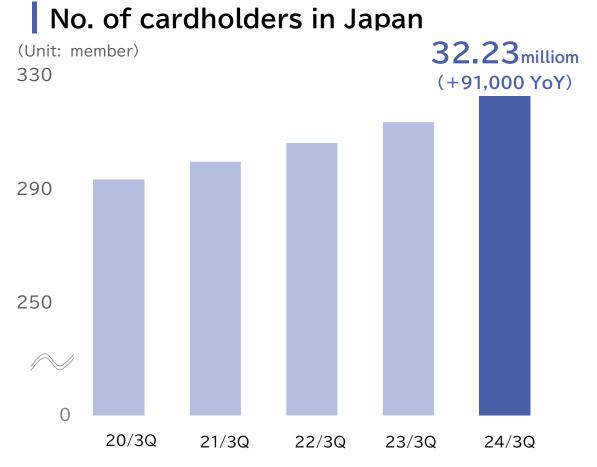
- Shopping transaction volume was up 106% YoY, due to the popularity of Gold Appreciation Day and the promotion of AEON Pay
- Cash advance transaction volume was up on the previous year (100.3% YoY) despite a
  decline in the market transaction volume, due to improvements to the app, etc.



# [ Domestic] Status of members



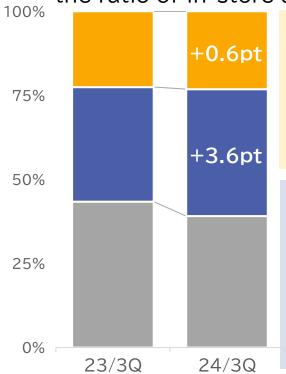
- •Expand customer base while focusing on acquisition efficiency through acquisition channel and operational reviews
- •Total number of card members acquired was 1.19 million (YoY 96%), with growth in in-store acquisition



#### Member Composition by Channel

■In-store ■ Online

➤ Focusing on acquisition efficiency, improving the ratio of in-store and partner channel



Partner

#### Partner

Welcia has improved its new customer acquisition rate (YoY +17%) by strengthening collaboration, such as by offering new benefits and actively promoting them at the checkout.

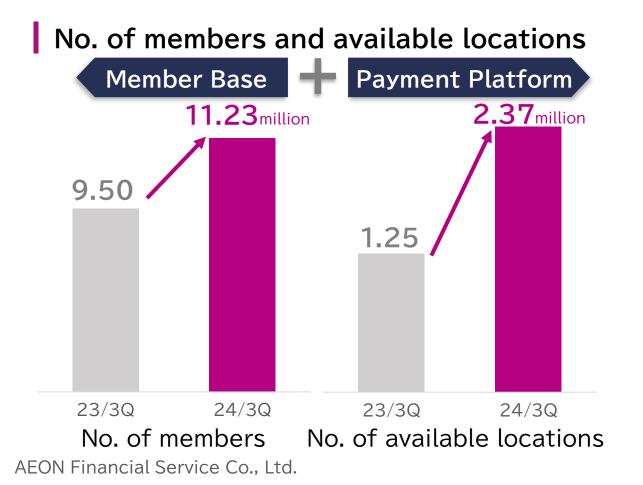
#### In-store

Acquisition increased, especially among young people, due to the strengthening of benefits such as the 5% discount for one month after new membership at AEON MALL and the special offers on Thank You Day(in-store acquisition YoY +5%)

# [Domestic] AEON Pay



- •The no. of available locations is expected to reach the initial target of 2.9 million locations
- •By installing it in the group app, the aim is to make it more widely used as a payment function within the AEON Group



Expanding use through collaboration with the AEON Group

Amount spent per member YoY + 25%



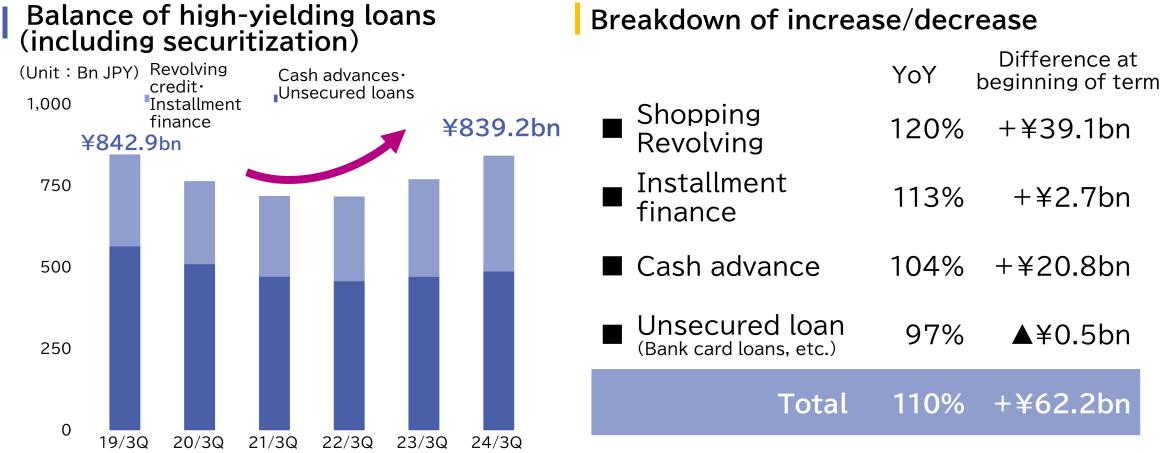
Promoting the use of the app in stores and at cash registers through integrated promotion with group apps (iAEON, etc.) has also been successful.

# [Domestic] Status of acquisition of high-yield loans

AEON Financial Service Co., Ltd.



- The balance of receivables has been steadily increasing due to improvements in the app UI/UX and personalized approaches based on AI
- The balance of revolving credit has been steadily increasing, and the target balance of receivables of ¥810.0 bn at the end of FY2024 will be achieved early



10



- The ratio of bad debt-related expenses, excluding the impact of unauthorized use, has remained below 1%, and is stable
- The cost per member has stabilized due to the review of investment from the second half of last year, and efficiency improvements continue

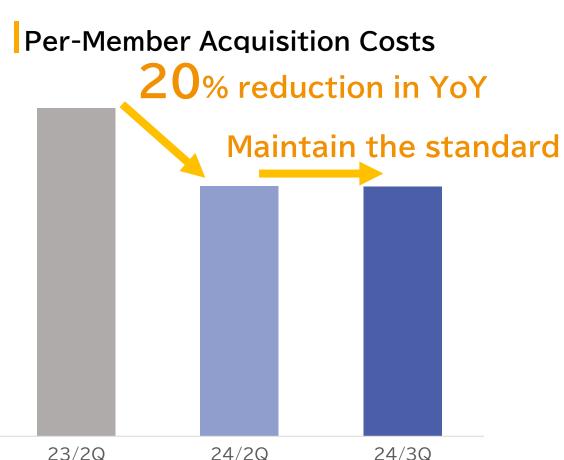
## Quarterly Trends in Bad Debt Related **Expense Ratio**

\*Ratio of bad debt expenses to the total balance of revolving, installment finance, cash advances,

and unsecured loans 1.5%







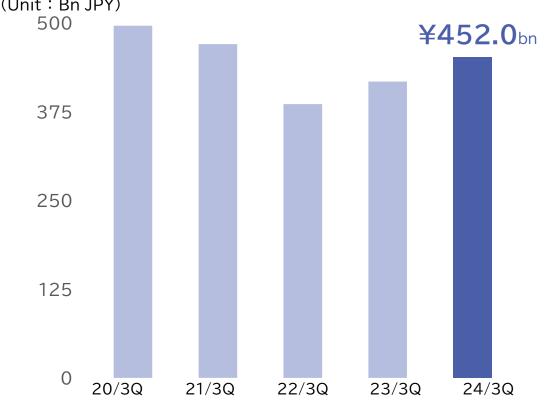
# [Domestic] Housing Loan

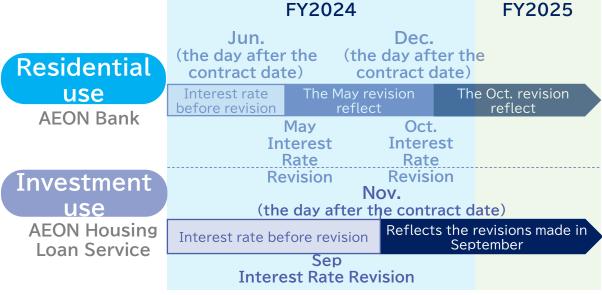


- By continuing to promote unique benefits other than interest rates in collaboration with retailers, transaction volume was 108% YoY
- Interest rates were revised in May and October for residential use and in September for investment use, and we expect future revenue growth

#### Housing loan volume

Revision of housing loan interest rates and their impact on earnings (Unit: Bn JPY) 500 ¥452.0bn FY2024

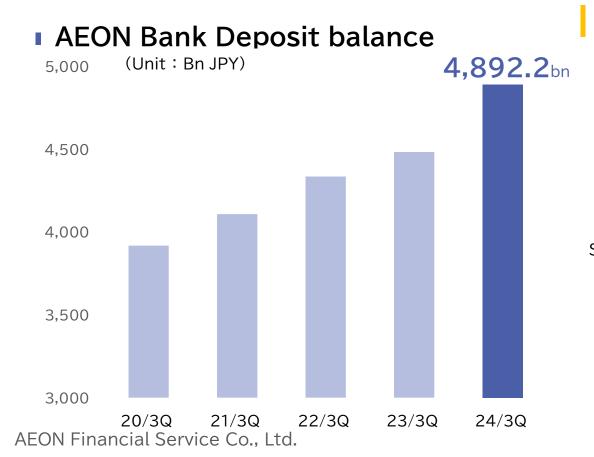




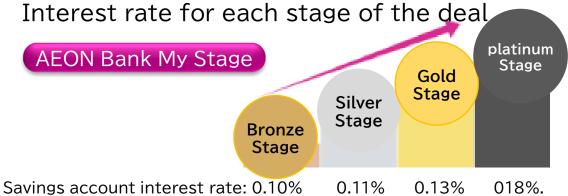
The effect of the interest rate revision will increase from the 4th quarter to the next fiscal year

# [Domestic] Bank Deposit

- ·Aiming to strengthen deposit acquisition through campaigns such as term deposit campaigns, increase of 109% YoY, increase of ¥352.8 bn from the beginning of the term
- Offering preferential interest rates based on transaction status, both the no. of accounts in the higher stages and the balance of deposits increased



Promotion of deposit acquisition and cross-selling



#### Expanding the share of higher stages

 Contributes to cross-selling for various transactions (monthly credit card usage, investment trusts, etc.)

No. of accounts at Gold  $_{YoY} + 61\%$ Stage or above

# [Global] Performance Highlights by Segment

- Operating revenue was the highest ever in all three areas
   Excluding the of the digital bank in the Malay region, profits increased
- In the accounting period (3 months), profits in the Chinese Area turned around

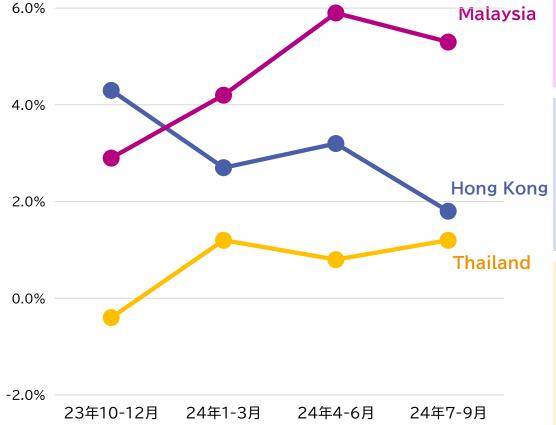
Interim period	Global business		China Area		Mekong Area		Malay Area	
(9 months)		YoY		YoY		YoY		YoY
Operating revenue	164.0 bn	114 %	26.0 bn	117 %	71.5 bn	106 %	66.4 bn	124 %
Operating profit	25.3 bn	96 %	6.4 bn	101 %	10.2 bn	100 %	8.7 bn	88 %
<reference> Bad debt-related exp.</reference>	53.4 bn	118 %	<b>6.6</b> bn	139 %	25.4 bn	104 %	21.3 bn	133 %
	Global busines							
3Q accounting period	Global bu	siness	China	Area	Mekons	Area	Malay	Area
3Q accounting period (3 months)	Global bu	siness YoY	China	Area YoY	Mekons	Area YoY	Malay	Area YoY
	Global bu  55.5 bn		China 8.7 bn		Mekons 23.9 bn		Malay 22.9 bn	
(3 months)		YoY		YoY		YoY		YoY

#### Average exchange rate during the period

# [Global] Environment by area

- In Malaysia, economic growth has remained high, and private consumption has been strong
- Meanwhile, in Hong Kong, domestic demand has continued to decline, and the number of personal bankruptcy filings has remained high, and in Thailand, GDP growth has also stagnated

#### Changes in real GDP growth rate



#### Malay Area (Malaysia)

- Although it was lower than the previous quarter, the government raised its annual growth forecast. Private consumption continued to be strong, and major industries also grew
- The unemployment rate hit a post-corona low (3.2%), and employment was stable.

#### China Area (Hong Kong)

- Growth has slowed due to factors such as a decrease in domestic demand as a result of increased consumption in China (consumption moving north) and the low cost of living there
- The upward trend in the number of personal bankruptcy applications remains unchanged

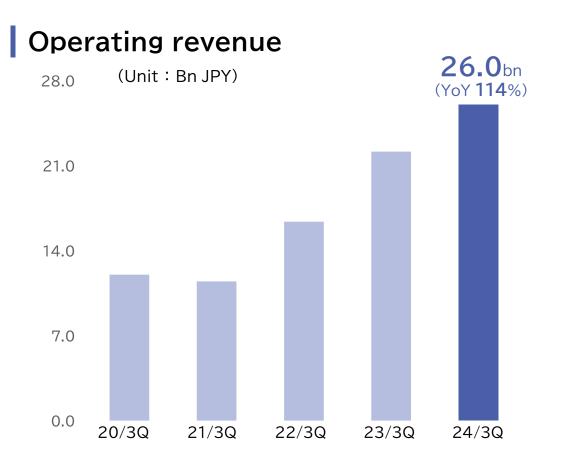
#### Mekong Area(Thailand)

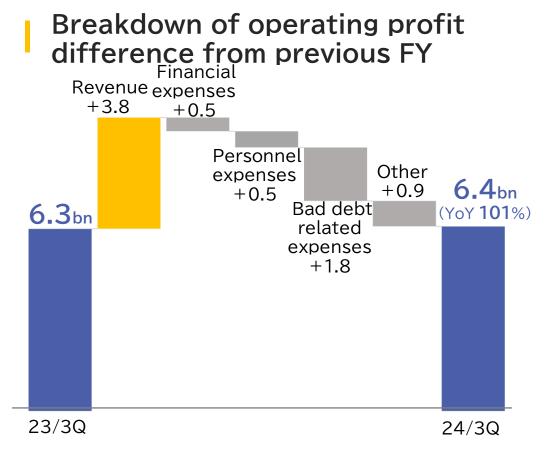
- Growth in private consumption has slowed due to rising prices and stricter screening by financial institutions. Exports have recovered in both the agricultural and manufacturing sectors
- The minimum wage will be increased from Jan. and 10,000 baht will be distributed in cash to those aged 60 and over. (For those under 60, the distribution is scheduled from April to June 2025

15

# [Global] China Area Performance Highlights

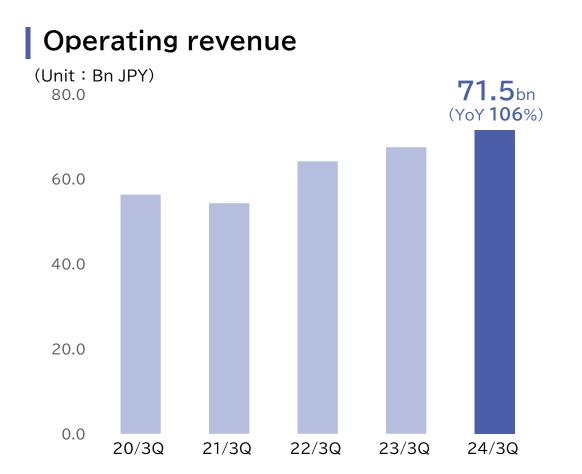
- Capturing consumer demand in the "Kitakami" area and other measures to respond to changes in the environment have been successful, and shopping transaction volume reached a record high in the third quarter
- By strengthening credit screening and credit monitoring through the use of scores, bad debt-related expenses were reduced compared to the previous quarter, and profits increased



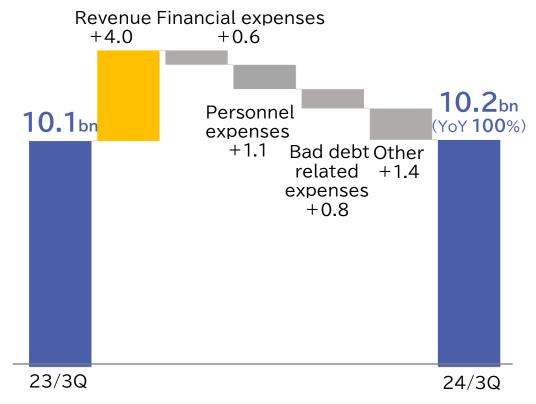


# [Global] Mekong Area Performance Highlights

- Expansion of the member base and increase in transaction volume centered on credit card shopping
- Operating revenue increased, but operating profit was almost the same as the previous year due to increases in personnel expenses and bad debt-related expenses



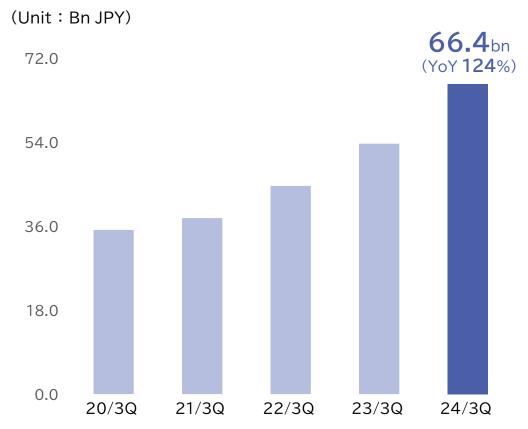
# Breakdown of operating profit difference from previous FY



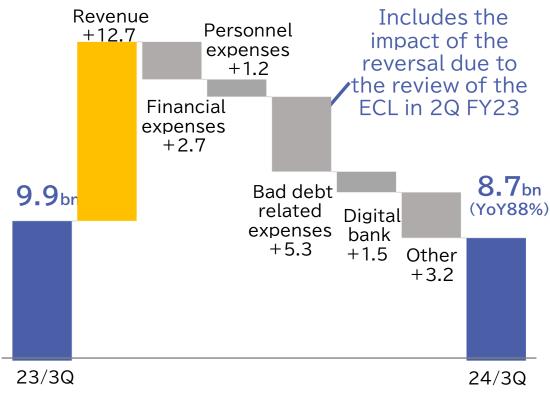
# [Global] Malay Area Performance Highlights

- In addition to the mainstay installment finance, the volume and balance of personal loans increased, and profits continued to grow by more than 20%
- Bad debt-related expenses increased due to the impact of the reversal of the previous fiscal year and the increase in the balance of personal loans. Excluding the increase in digital bank expenses, profits increased

#### Operating revenue



# Breakdown of operating profit difference from previous FY

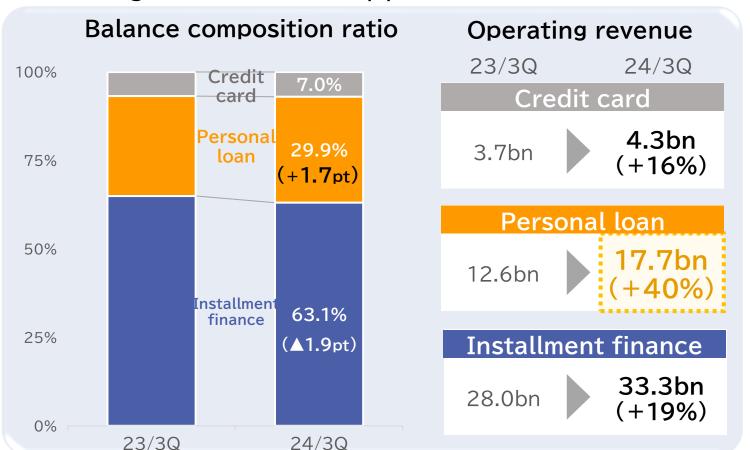


# [Global] Expansion of business in the Malay Area

• Increase the ratio of personal loan balances. Promote the construction of a credit portfolio that is resilient to changes in the economic environment

• Contribute to revenue growth by improving customer convenience, such as

through full online support



Initiatives to expand personal loans

August 2024
Start of marketing using the new member system linked to payment history, etc.

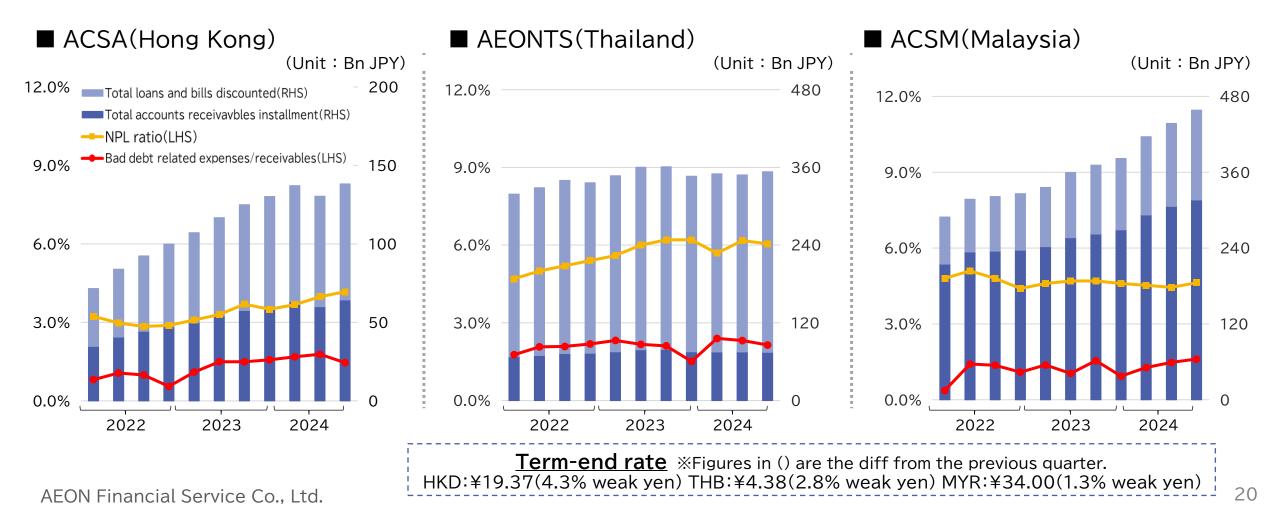
July 2024
Improvements to application flow

October 2023
Fully online individual loans

#### [Global] Balance of Receivables and NPL of Listed Subsidiaries

ACSA: NPL ratio increased due to restructuring agreement, but bad debt expense ratio decreased AEONTS: Bad debt expenses decreased due to reversal of provisions from the 2Q floods, NPL ratio remained stable

ACSM: NPL ratio remained stable despite strong growth in outstanding loans



# Sustainability Initiatives

#### **Promoting DE&I**

Working to create a corporate environment where all employees can work in a way that is true to themselves and find fulfillment in their work, and we are promoting the diversification of decision-making levels as a priority issue.



- Established the DE&I Promotion Office to accelerate initiatives
- Implemented unconscious bias training, etc.
- Launched a cross-departmental women's network

#### Improving external ESG evaluations

ACS Malaysia Winner of the "Sustainability & CSR Malaysia Hour 2024"Grand Prize (Financial Services Category)



Received the "Best Company Award (Financial Services Category)" for contributing to socioeconomic change in Malaysia and for outstanding community engagement.



# Priority Measures

# [Review of business portfolio]

# Consolidation of the financial business of the AEON Group

- Consolidate the e-money WAON value issuer business \*1 Leverage economies of scale to strengthen competitiveness
- Integrate with AEON Pay to provide a seamless payment experience starting from your smartphone

**Expanding the** customer base

47.23 million

AEON Pay members : 11.23 million

WAON named members

: 36 million

※Total number of WAON cards issued : 105.26 million

Improving and utilizing data accuracy

# WAON

(contactless payment)



# **AEON Pay**

(mobile payment)



Increase in partner stores/merchants

No. of available locations

3.83 million

AEON Pay 2.37 million WAON 1.46 million

Collaboration with the local community, etc.

Local WAON 189 types

I love football 50 types

Providing even more attractive payment services

- \*1 WAON Value Issuer: Issuing business for the e-money WAON
- \*2 The no. of members and locations of AEON Pay and WAON are the totals as of Nov. 2024 23

# [Review of business portfolio] Business expansion in Vietnam

• On October 7, 2024, the group-wide loyalty program "WAON POINT" was launched in Vietnam

• The acquisition of a finance company has further expanded the customer and rechant base, and is promoting the creation of an AEON Living Zone

Development of a common infrastructure as \_\_\_\_ an expansion of the living sphere

Issuing common points at ACS Trading Vietnam Promoting the use of a common ID for the group and building a data utilization platform

Expanding
the AEON Living
Zone through
the use of shared
IDs and digital
technology

Finance company acquisition (FY24Q4 planned)

Expansion of the foundation through the start of the finance business

On December 30, 2024, approval was received from the State Bank of Vietnam to acquire a stake in the company. After acquiring the company, plans are in place to develop financial products such as credit cards in addition to personal loans.

Start of common points

# [Domestic] Reorganizing real touch points



- In collaboration with Monex Inc., respond to customer investment needs while reducing administrative operations
- Strengthen insurance products, which have high face-to-face consultation needs, and further improve productivity by integrating branches

Increased efficiency through the use of external resources

Partnership with Monex, Inc.



Expansion of product list

Conventionally, there were about 300 investment trust products

Reduction of administrative operations

including stocks, bonds, ETFs, etc. aprrox.

1,700 products

Reduce the time spent on in-store administrative operations by half

Reorganizing the role of stores to meet customer needs • Further improving productivity

Improving productivity
by providing
"one-stop" services
Consolidating bank and
insurance branches



Consolidating bases within shopping centers

Conventionally, there were 147 bank branches and 105 insurance branches, for a total of 252 branches

Expansion of opportunities to serve customers

182 branches

Improving employee skills to increase labor productivity

# [Domestic] Maximizing Group Synergy



- In the Chugoku and Shikoku area, 110,000 new customers were acquired through the issuance of a new co-branded card with Fuji
- In Hokkaido, the company is aiming to capture demand for payments at former Seiyu stores and acquire new members



Issuing a new co-branded card with Fuji



Former EFCA credit card members : 110,000



Former SEIYU

9 stores in Sapporo city

Acquiring customers at former Seiyu stores (Hokkaido)





Former Seiyu store annual sales

¥26.1bn

FY ending Dec.2022

## [Global] Measures taken by various countries to improve productivity



- As a measure to increase profits from the 4th quarter onwards, in addition to providing new products in each overseas area, Indonesia will work with new companies to advance credit operations using AI
- China Area(ACSA)



Adding a virtual card function to our own app to improve convenience on EC

■ Mekong Area(AEONTS)



The second installment of the fully digital credit card, the "PRiMO Digital Card" is being issued for young people

■ Malay Area(Indonesia)



Enhancing credit operations through AI scoring in collaboration with an AI tech company in Mongolia



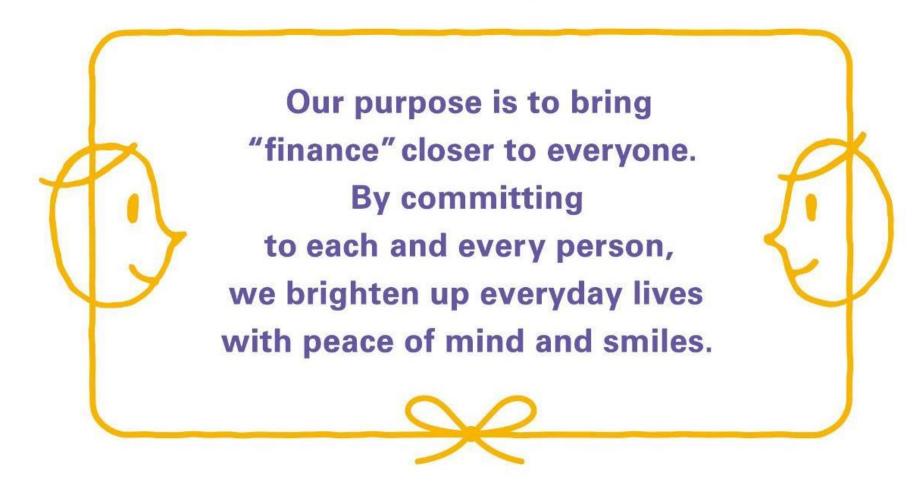
# Earnings and Dividend Forecasts

# FY2024 earnings forecast, dividend forecast

(Unit: JPY)

	Consolidated	YoY	Domestic	YoY	Globa	l	YoY	
Operating Revenue	520.0 bn	107 %	310.0 bn	105 %	210.0	bn	108 %	
Operating Profit	55.0 bn	110 %	15.0 bn	129 %	41.0	bn	107 %	
Ordinary Profit	55.0 bn	107 %	Dividen	d per sh	are		ayout atio	
Profit	Δnnual: <sup>β</sup>		Annual: 53		erim: 25	5.	4.5 %	
attributable to owners of parent	21.0 bn	100 %	, unidati 33		Year-end: 28		J4.J %	

# Our Purpose



30

# Appendix

 Domestic: Demonstrate the strength of funding, which is centered on bank deposits Global: Assume an improvement in interest margins due to a decrease in borrowing rates

#### **Domestic**

### Global

Interest Rate Environment (External Environment)

Outlook for continued interest rate hikes due to changes in the Bank of Japan's monetary policy

Outlook for lower interest rates in developing countries following interest rate cuts in the US

**Fundraising** 

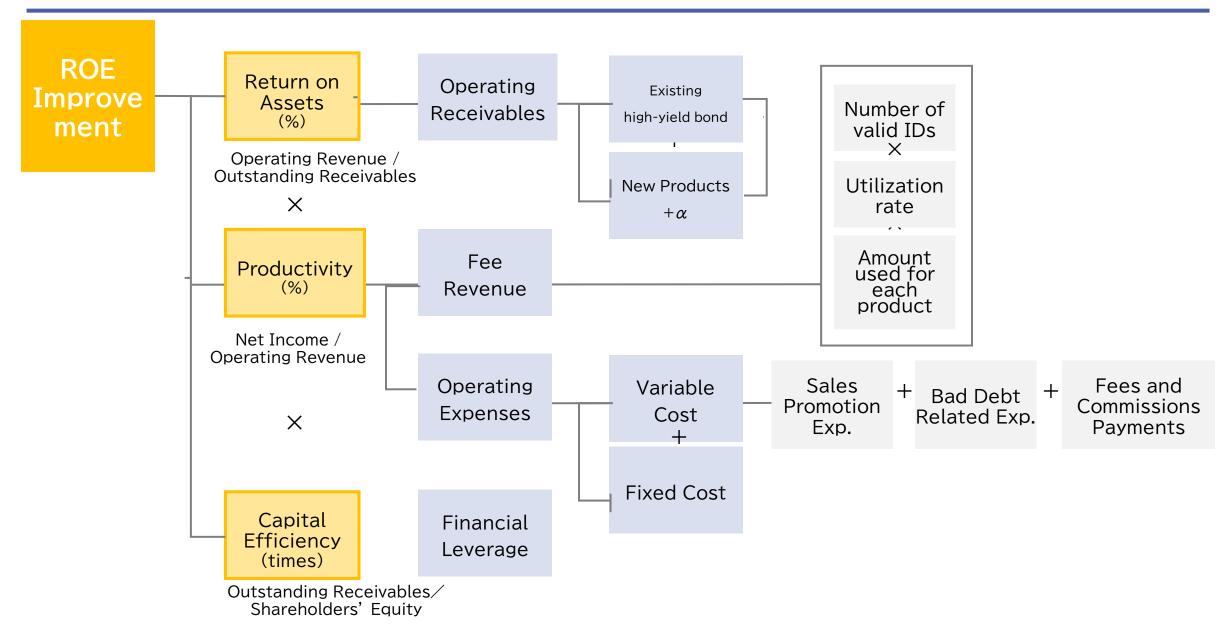
Raising funds centered on deposits at AEON Bank

Borrowing from local financial institutions is the main source

Impact on our company

Although financing costs have increased, interest income on assets with variable interest rates has increased, and mediumto long-term income and expenditure have improved

Improvement in income and expenditure due to a decrease in the interest rate on borrowings



# Consolidated Balance Sheet

(Unit: Bn JPY)

					(OIIIL : DIT JE I)
	FY 20	)24		FY 2	024
	3Q Results	YTD		3Q Results	YTD
Cash and deposits	533.7	<b>▲</b> 131.7	Deposits	4,898.7	+360.4
Operating Loans	994.2	+75.4	Accounts payable-trade	415.7	+147.2
Loans and bills discounted for banking business	2,705.1	+365.9	Interest-bearing debt (excl. deposits)	1,267.6	<b>▲</b> 45.4
Accounts receivables- installment	1,854.6	+ 11.1	Other	219.8	<b>▲</b> 31.4
Allowance for doubtful accounts	<b>▲</b> 123.6	<b>▲</b> 2.9	Total liabilities	6,802.0	+430.8
Other	1,420.3	+121.1	Total net assets	582.5	+8.2
Total assets	7,384.6	+439.0	Total liabilities and net assets	7,384.6	+439.0

# Results by Segment

(Unit: Bn JPY)	Domestic Total *1	Retail	Solutions	Global Total **1	China Area	Mekong Area	Malay Area	Consol. Total *1
Operating Revenue	226.4	144.9	137.6	164.0	26.0	71.5	66.4	388.7
YoY	106%	114%	99%	114%	117%	106%	124%	109%
Operating Profit	12.2	9.9	2.2	25.3	6.4	10.2	8.7	37.9
YoY	-%	-%	227%	96%	101%	100%	88%	145%
Operating Profit Ratio	5.4%	6.8%	1.6%	15 5 <sub>0</sub> /	24.6%	1/1 20/	13.2%	0.90/
FIUIII Natio	<b>3.4</b> %	0.0%	1.0%	15.5%	24.0%	14.3%	13.4%	9.8%
Change	+5.7pt	+7.1pt	+0.9pt	<b>▲</b> 3.0pt	<b>▲</b> 3.9pt	<b>▲</b> 0.8pt	<b>▲</b> 5.4pt	+2.4pt

(Reference) The impact on revenue due to securitization ¥7.8bn (▲¥3.9bn compared to the same period of the previous FY) %2

X1 Domestic and Global figures are after elimination of intersegment transactions in each business segment. Consolidated figures include headquarters, functional companies, and consolidated eliminations.

 $<sup>\</sup>times$ 2 From FY23, the method of recording revenue from securitization has been partially changed. The impact on revenue under the previous method was  $\pm$ 7.0 bn (a decrease of  $\pm$ 2.7 bn from the previous FY).

# Results by Area

	(Unit: Bn JPY)	Transaction volume	YoY	Operating receivables (Before securitization)	YTD
	Credit card	5,848.0	106%	1,909.2	+192.8
	credit card shopping	5,561.1	106%	1,476.0	+171.9
On On	(of which, revolving and installment)	-	_	352.6	+41.9
Domestic	cash advance	286.8	100%	433.1	+20.8
sti	Housing loan	452.0	108%	3,843.2	+282.6
C	Other	_	_	1,258.8	+82.4
	Total	_	_	7,011.3	+557.9
	Credit card	521.1	123%	304.3	+8.4
	credit card shopping	377.7	120%	155.8	+4.6
<u>G</u>	cash advance	143.4	131%	148.4	+3.8
Global	Installment finance	125.9	121%	338.2	+49.3
a	Personal loans	172.5	111%	358.9	+38.0
	Other	-	_	0.1	+0.1
	Total	-	_	1,001.7	+96.0

## Cumulative Results of Overseas Listed Companies (Local Currency)

		FY 2023	FY 2	024
		3Q Results	3Q Results	YoY
AEON CREDIT	Revenue	1,192,889	1,304,551	109%
SERVICE (ASIA)	Profit before tax	339,443	328,748	97%
HK\$'000	Profit for the period	282,263	275,307	98%
AEON THANA	Revenue	16,540,572	16,747,306	101%
SINSAP (THAILAND)	Profit before tax	2,767,690	2,644,652	96%
BAHT' 000	Profit for the period	2,217,651	2,191,205	99%
AEON CREDIT	Revenue	1,410,917	1,625,683	115%
SERVICE (M)Berhad	Profit before tax	402,579	333,811	83%
RM' 000	Profit for the period	305,098	239,644	79%

## Cumulative Results of Overseas Listed Companies (Yen conversion)

(1	In:t I Die IDW)	FY 2023	FY 202	24	
()	Jnit: Bn JPY)	3Q Results	3Q Results	YoY	Exchange rates
AEON	Revenue	21.6	25.4	117%	(JPY / HKD)
CREDIT SERVICE	Profit before tax	6.1	6.4	104%	
(ASIA)	Profit for the period	5.1	5.3	105%	
AEON	Revenue	67.1	72.1	107%	(IDV / TIID)
THANA SINSAP	Profit before tax	11.2	11.3	101%	(JPY / THB) • FY2023Q3 : ¥4.06 • FY2024Q3 : ¥4.31
(THAILAND)	Profit for the period	9.0	9.4	105%	11202403 144.31
AEON	Revenue	43.7	54.3	124%	
CREDIT SERVICE	Profit before tax	12.4	11.1	90%	(JPY / MYR) • FY2023Q3 : ¥30.98 • FY2024Q3 : ¥33.46
(M)Berhad	Profit for the period	9.4	8.0	85%	11202740

## Transaction Volumes and Operating Receivables of Global Business

(Unit: Bn JPY)		China Area (Hong Kong)		Mekong Area (Thailand)		Malay Area		Global Business	
(Offic - E	711 31 17		YoY (Change)		YoY (Change)		YoY (Change)		YoY (Change)
Credit card	Transaction volume	197.0	121%	266.6	122%	57.5	129%	521.1	123%
	Operating Receivables	105.7	+9.8	165.2	<b>▲</b> 14.5	33.3	+6.9	304.3	+2.1
Installment	Transaction volume	-	-	20.8	131%	105.1	120%	125.9	121%
finance	Operating Receivables	-	-	36.7	+8.0	301.5	+48.4	338.2	+56.5
Personal	Transaction volume	24.6	97%	89.5	111%	58.2	120%	172.5	111%
loans	Operating Receivables	32.4	+3.4	183.3	+3.7	143.1	+33.1	358.9	+40.3
Total	Transaction volume	221.6	118%	377.0	120%	220.9	122%	819.6	120%
Total	Operating Receivables	138.2	+13.3	385.4	▲2.5	478.0	+88.5	1,001.5	+99.0

#### Allowance for Doubtful Accounts and Provision for Loss on Interest Repayment by Segments

#### [Allowance for Doubtful Accounts]

(Unit: Bn JPY)	Domestic Total	Retail	Solutions	Global Total	China Area	Mekong Area	Malay Area	Consol. Total
Opening balance of allowance for doubtful accounts	55.6	3.0	53.0	64.3	4.7	35.8	23.7	120.7
Bad debt related expenses (Allowance for doubtful accounts	21.2	0.0	21.2	53.4	6.6	25.4	21.3	77.4
and losses) Bad debt written-off (including transferred debt)	23.7	0.5	23.1	48.0	6.2	24.7	17.1	74.5
Ending balance of allowance for doubtful accounts	53.0	2.4	51.1	69.7	5.1	36.5	27.9	1,23.6

\*Balance at end of period of domestic subsidiaries

<Retail> AEON Bank: 2.4

<Solutions> AEON Financial Service:49.7 AEON Housing Loan Service:1.2

Including the impact of transfer of installment finance business ¥9.2 bn

#### [Provision for Loss on Interest Repayment]

	FY2023 3Q	FY2024 3Q
Beginning of period	4.8	2.5
Provision	-	-
Interest Repayment	2.2	1.3
End of period	2.5	1.1

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.

