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

FY2025
IR Presentation Material

April 8, 2026

AEON Financial Service

Stock Listing: Tokyo Stock Exchange, Prime Market

Code No: 8570

目次

1 Outline of Financial Reports for FY2025

2 Medium-term Management Plan FY2026–2030

Appendix

The Highlights of the Consolidated Results

	Consolidated	YoY	Domestic	YoY	Overseas	YoY	FY2025 Forecast	Rate of achievement
Operating revenue	¥569.3 bn	107%	¥331.6 bn	106%	¥240.4 bn	108%	¥570.0 bn	100%
Operating profit	¥60.6 bn	99%	¥18.5 bn	83%	¥41.8 bn	108%	¥57.0 bn	106%
Ordinary profit	¥60.6 bn	97%	–	–	–	–	¥57.0 bn	106%
Profit attributable to owners of parent	¥21.0 bn	135%	–	–	–	–	¥21.0 bn	100%

The Highlights of Consolidated Results 4Q Accounting Period(3 months)

	Consolidated	YoY	Domestic	YoY	Overseas	YoY
Operating revenue	¥147.8 bn	102%	¥83.2 bn	96%	¥65.2 bn	112%
Operating profit	¥18.9 bn	80%	¥4.9 bn	50%	¥13.9 bn	104%
Ordinary profit	¥18.4 bn	78%	–	–	–	–
Profit attributable to owners of parent	¥6.6 bn	115%	–	–	–	–

Summary of FY2025 Consolidated Financial Results

Number of valid IDs reached 59.51 million (an increase of 3.79 million from the beginning of the term), contributing to the expansion of transaction volume and securitized receivables.

Operating profit remained at the same level as the previous year due to the absence of securitization gains and increased procurement costs, but net profit increased due to a reduction in one-time expenses.

Improvement of asset profitability

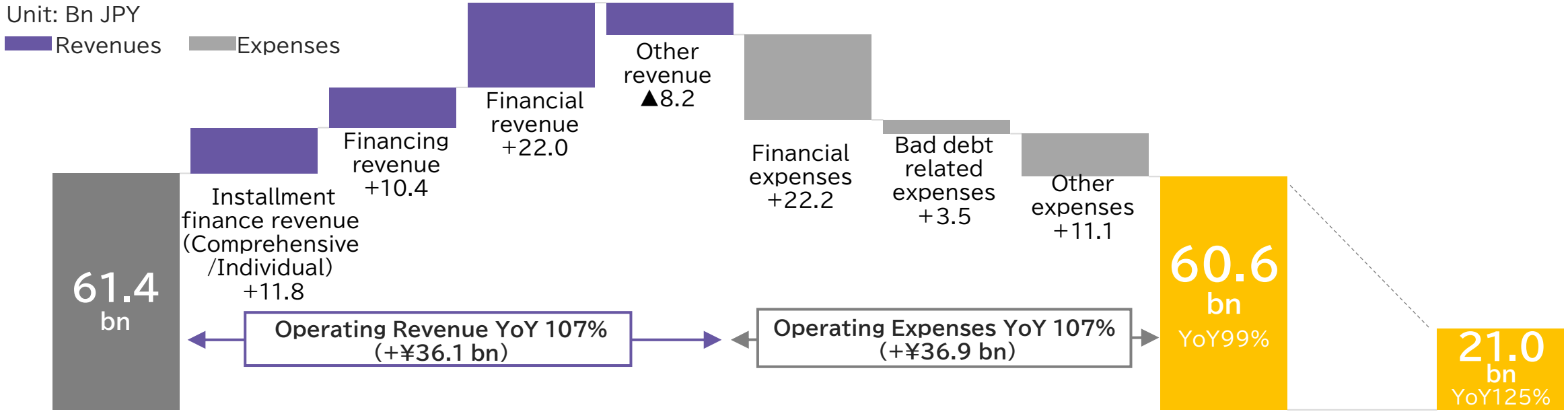
・Expanding the balance of high-yield receivables※1 to build a revenue base that does not rely on securitization gains
Domestic: ¥788.1 bn (YoY 109%)
Overseas: ¥1,210.4 bn (YoY 118%)

Improved profitability

・While revenue decreased after the transfer of AEON Allianz Life Insurance Co., Ltd., fees and commissions increased due to increased financial revenue resulting from changes in the domestic interest rate environment and E-money/points businesses, both domestically and overseas.

Cost control

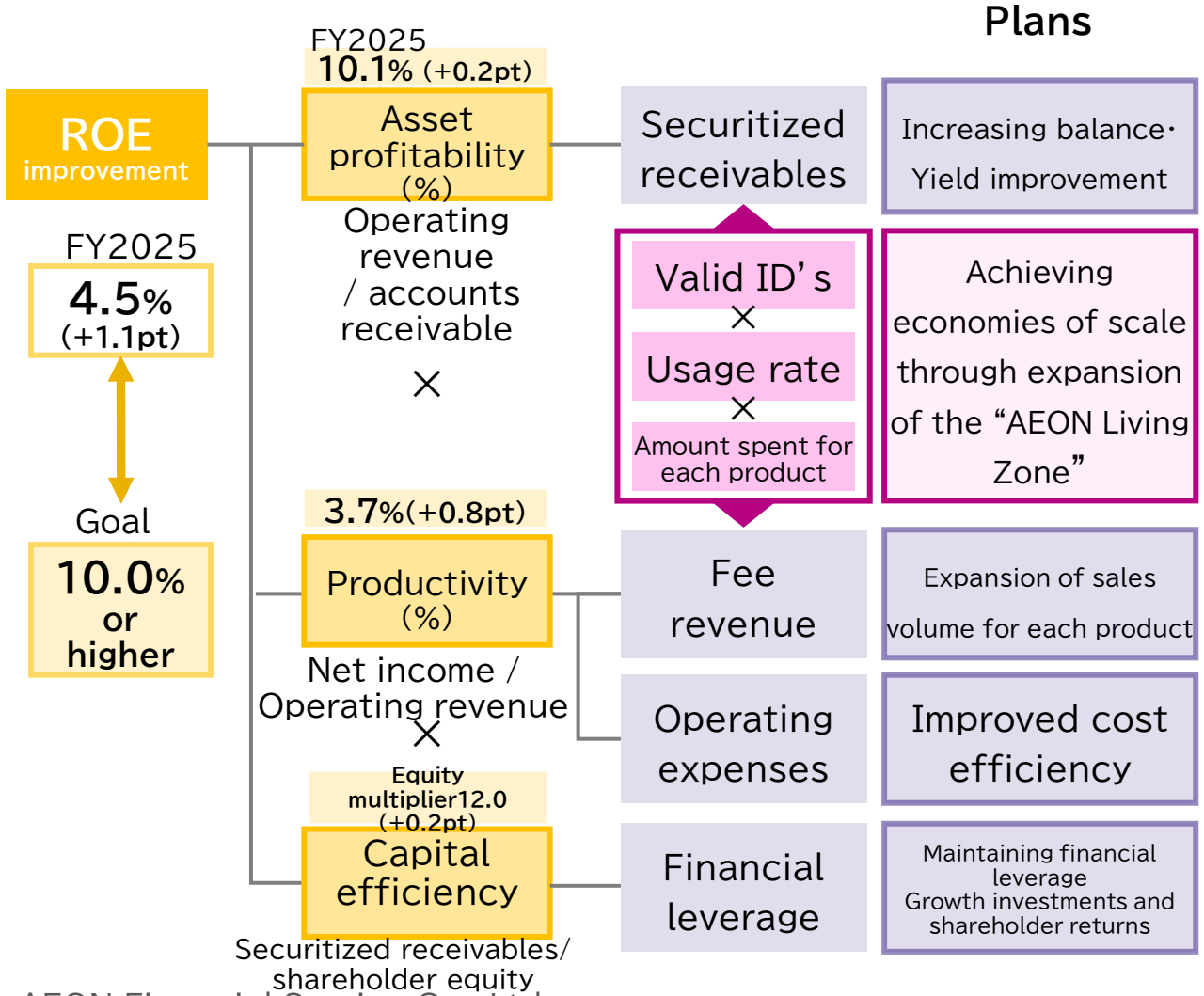
・Increased financial expenses due to the expansion of domestic deposits
・Suppression of increases in bad debt related expenses and personnel expenses by improving credit assessment and collection accuracy through the use of AI, etc.



*High-yield receivables: Domestic revolving/installment payments, cash advances, unsecured loans, and receivables from overseas operations. Receivable balances reflect post-securitization figures.

[ROE Improvement] Progress of Initiatives for FY2025

- Building a growth foundation, starting with acquiring AEON Pay members domestically, is progressing steadily.
- ROE is 4.5%(YoY+1.1pt). While this represents a recovery from the previous period, it is still significantly behind the target level, and the goal is to achieve it within the medium-term corporate plan period.



Initiatives for FY2025

High-yield receivables balance Consolidated 1,998.4bn (+248.8bn)、Domestic balance ratio 17.8%

・Domestic:Installment payment balances increase due to new feature release, revision of revolving credit interest rates

・Overseas:In Malaysia, accounts receivable balance increased by double digits in percentage,, mainly due to installment payments for mid-sized and large motorcycles, as well as used cars.

No. of valid ID's 59.51 million (+3.79 million)

・Strengthening the customer base centered on smartphones (wallets), improving UI/UX to increase usage rates and promote cross-selling.

・Domestic:Expanding the number of「AEON Pay」charge payment members
・Overseas:Launching finance business in Vietnam, launching business-to-business services at a digital bank in Malaysia, etc., to expand the customer base to new locations.

Credit card transaction volume Consolidated 8,354.2bn(+4.5%)

・In addition to settlements in each country of operation, expanding the volume of fee-based businesses, such as insurance agency services.

・ Domestic: Expansion of financial revenue due to changes in the interest rate environment.

Consolidated operating profit margin 10.7%(▲0.9pt)、Domestic 5.6%(▲1.5pt)、Overseas 17.4%(+0.0pt)

・Domestic:Strengthening efforts to reduce the rate of personnel expenses through the use of AI and reviewing cost structures

・Overseas: Progress in the use of AI and digital technologies, including AI credit scoring

Equity multiplier 17.4(+0.6pt)

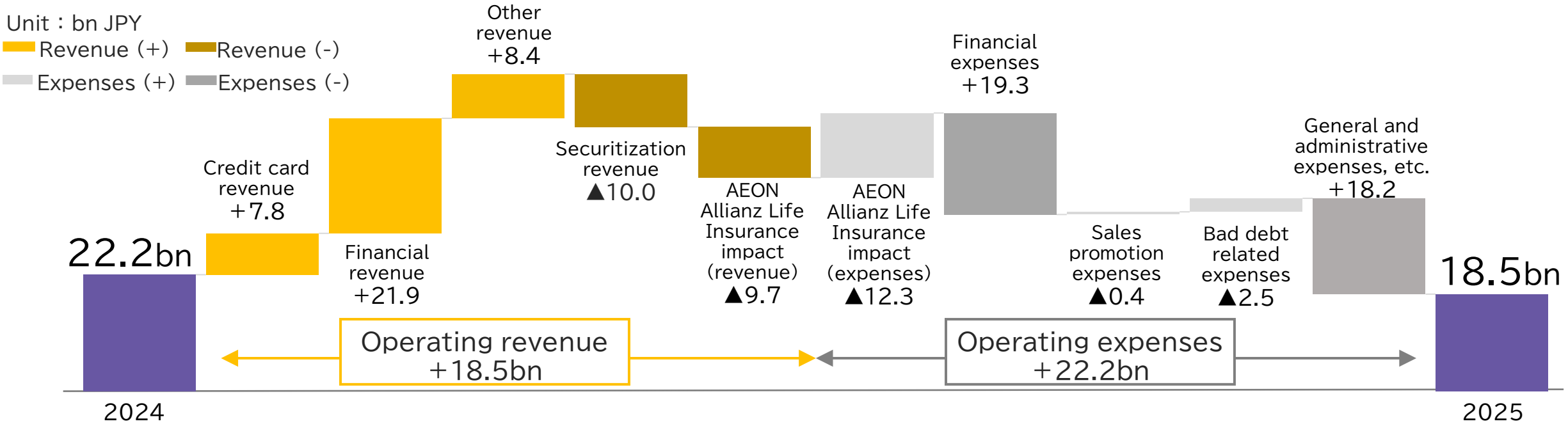
・Continue to review business portfolio and reallocate resources to core and growth areas.

※()Numbers indicate comparison to previous period

Domestic Business

[Domestic] Breakdown of operating profit for FY2025 and differences from last year

- While credit card revenue and financial revenue increased, profits decreased due to the absence of gains from the securitization of revolving credit receivables implemented last year (-9.9 bn).



Main factors

[Operating revenue]

- Credit card revenue +7.8bn
  (Credit card business +6.0bn、Cash advance business+1.8bn)
- Financial revenue +21.9bn
  (Interest and dividends +12.4bn、Loan interest +5.3bn、Bank of Japan account interest +1.7bn、Sales on securities +1.0bn)
- Other revenue +8.4bn
  (Fees and commissions +6.7bn)

[Operating expenses]

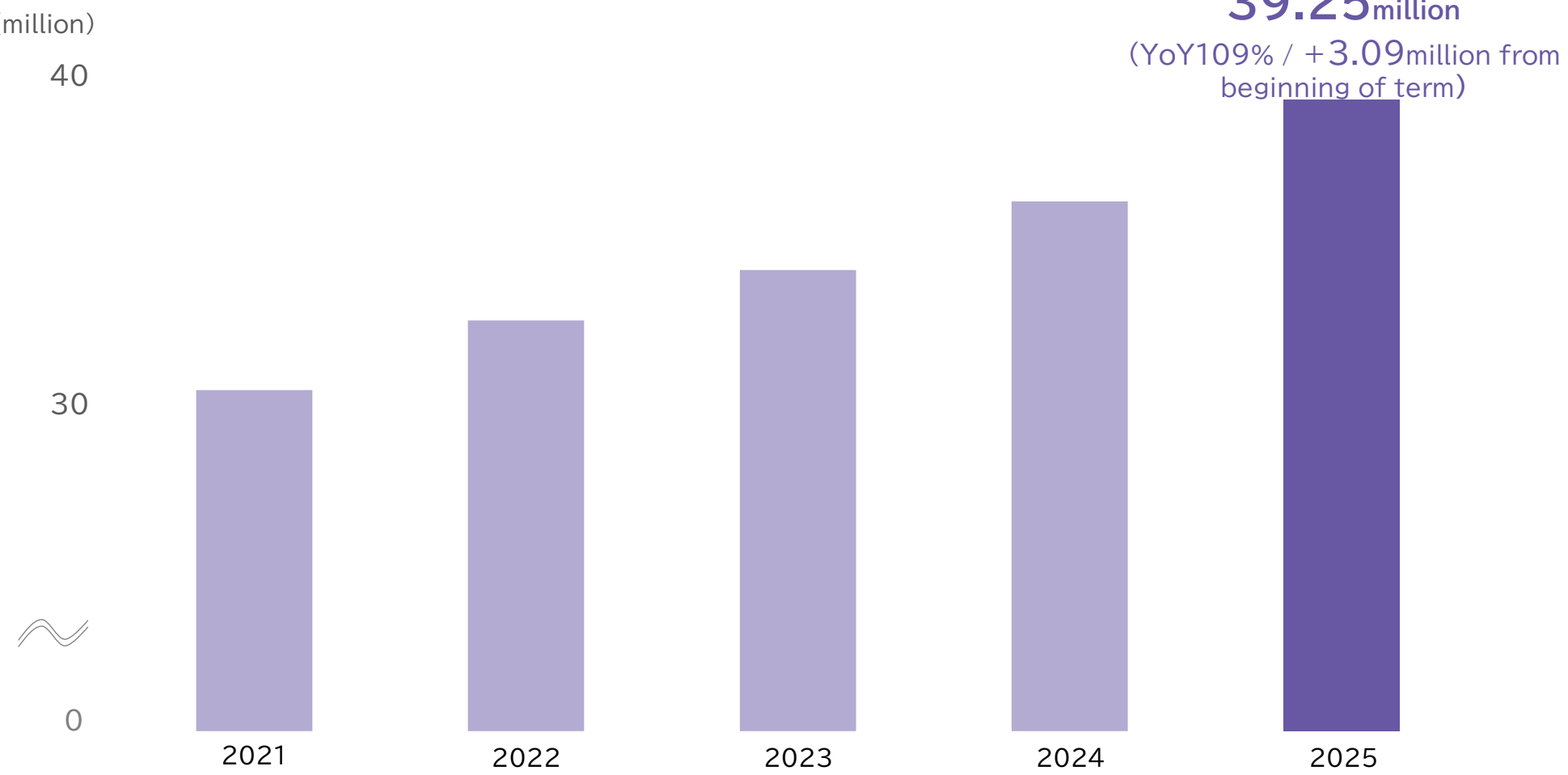
- Financial expenses +19.3bn
  (Deposit interest+11.9bn、Rebalancing of government bonds +4.0bn、Interest rate swaps +1.9bn)
- Sales promotion expenses ▲0.4bn (Excluding impact in changes of calculation method ※ +3.4bn)
- General and administrative expenses +18.2bn
  (Excluding impact in changes of calculation method ※ +14.3bn)
  (Payment fees +5.0bn、System costs +4.8bn、Goodwill+0.9bn)

※Starting this period, some sales promotion expenses have been reclassified as general and administrative expenses

[Domestic] Valid ID Status

Productivity
(Increasing revenue)

- Increase in number of valid IDs, mainly among members who use the ”AEON Pay” code payment service.



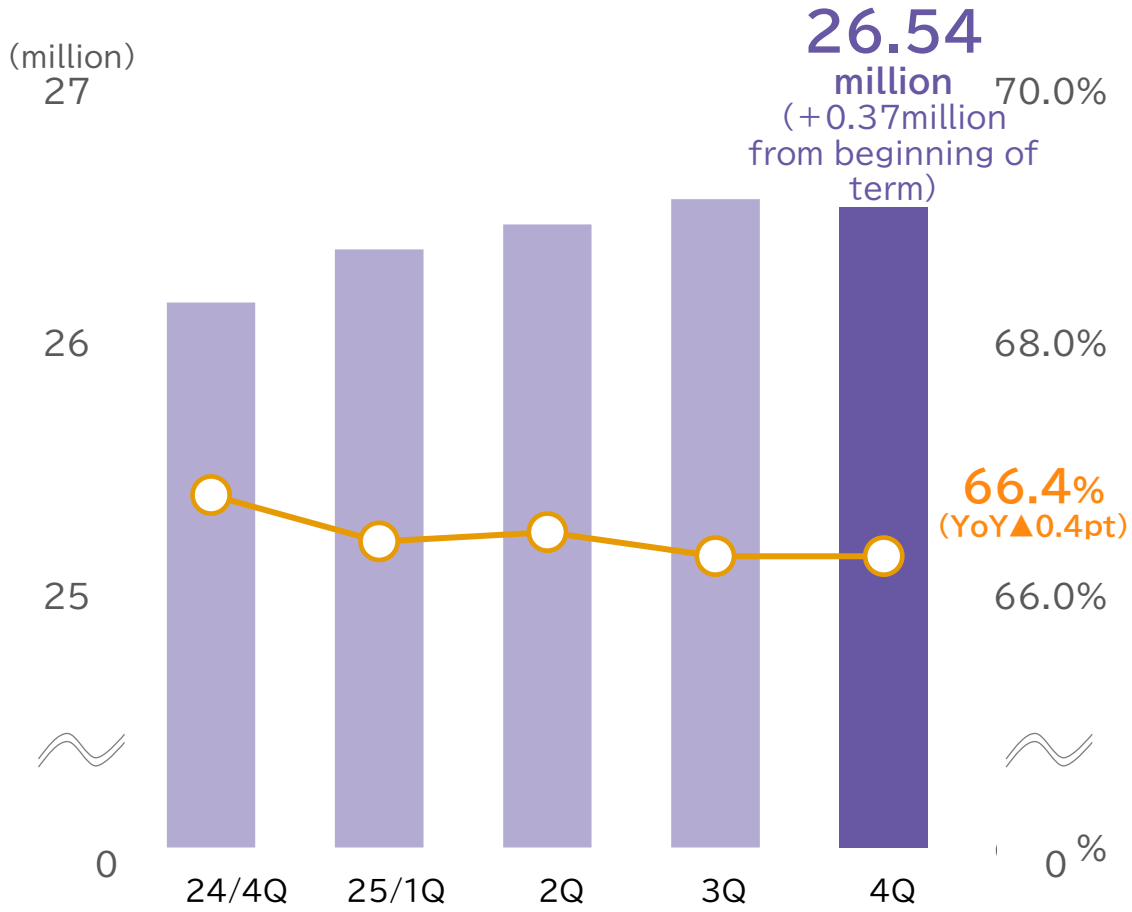
*Valid ID: Number of customers using our services such as AEON Card, AEON Pay, AEON Bank accounts
* Members with duplicate IDs are consolidated for counting method

[Domestic] Customer Base <AEON Card, AEON Pay>

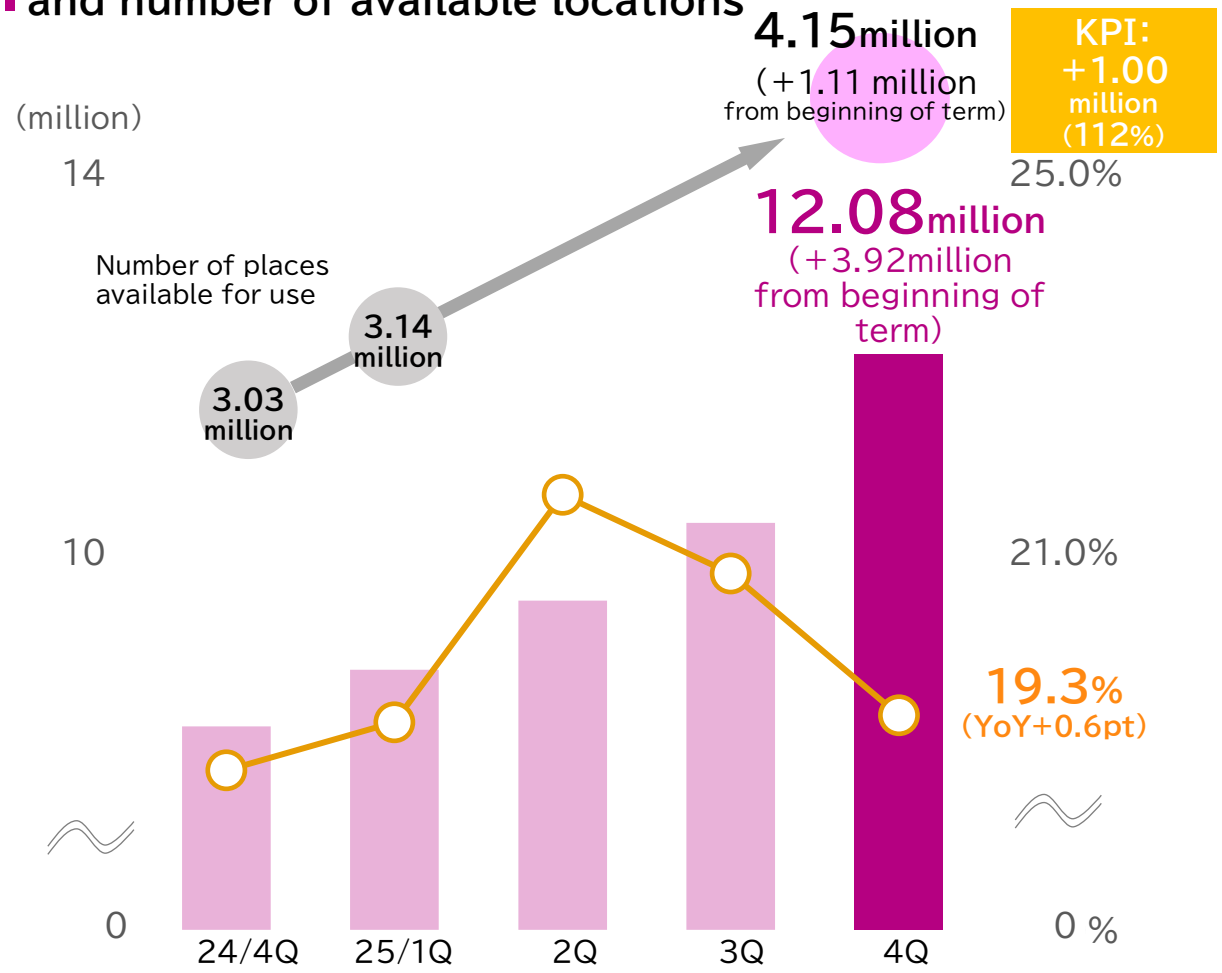
Productivity (Increasing revenue)

- Number of active card members increased by 0.37 million from the beginning of the term.
- AEON Pay has expanded both its membership and the number of locations where it can be used, and the number of locations where it can be used has met its KPI.

Number of valid card holders, card-use rate



AEON Pay ID registered members, utilization rate, and number of available locations

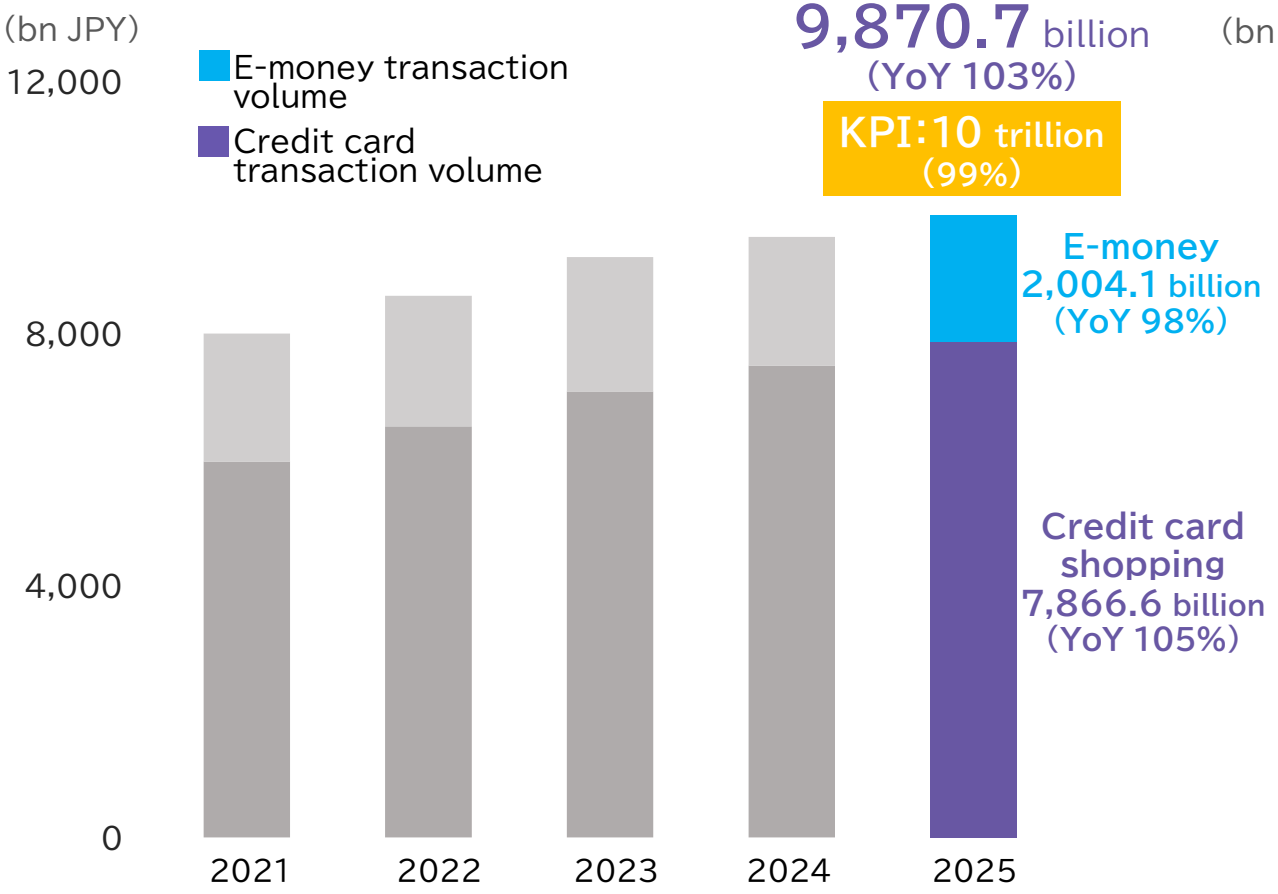


[Domestic] In-House Payment Transaction Volume

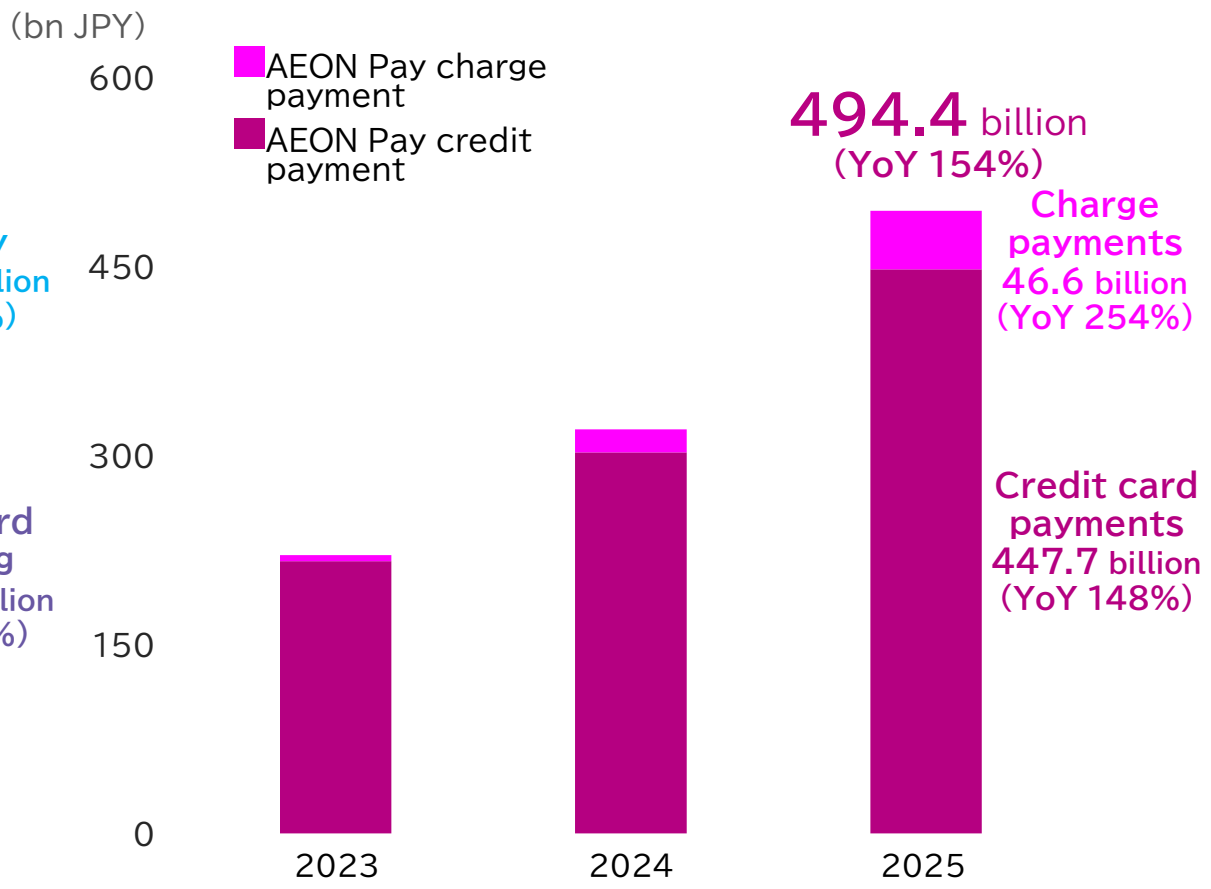
Productivity (Increasing revenue)

- Amidst a continued focus on saving money, the company fell just short of its own payment transaction volume KPI (10 trillion JPY).
- AEON Pay is steadily expanding as it promotes usage both within and outside the AEON Group.

In-House transaction volume



AEON Pay transaction volume



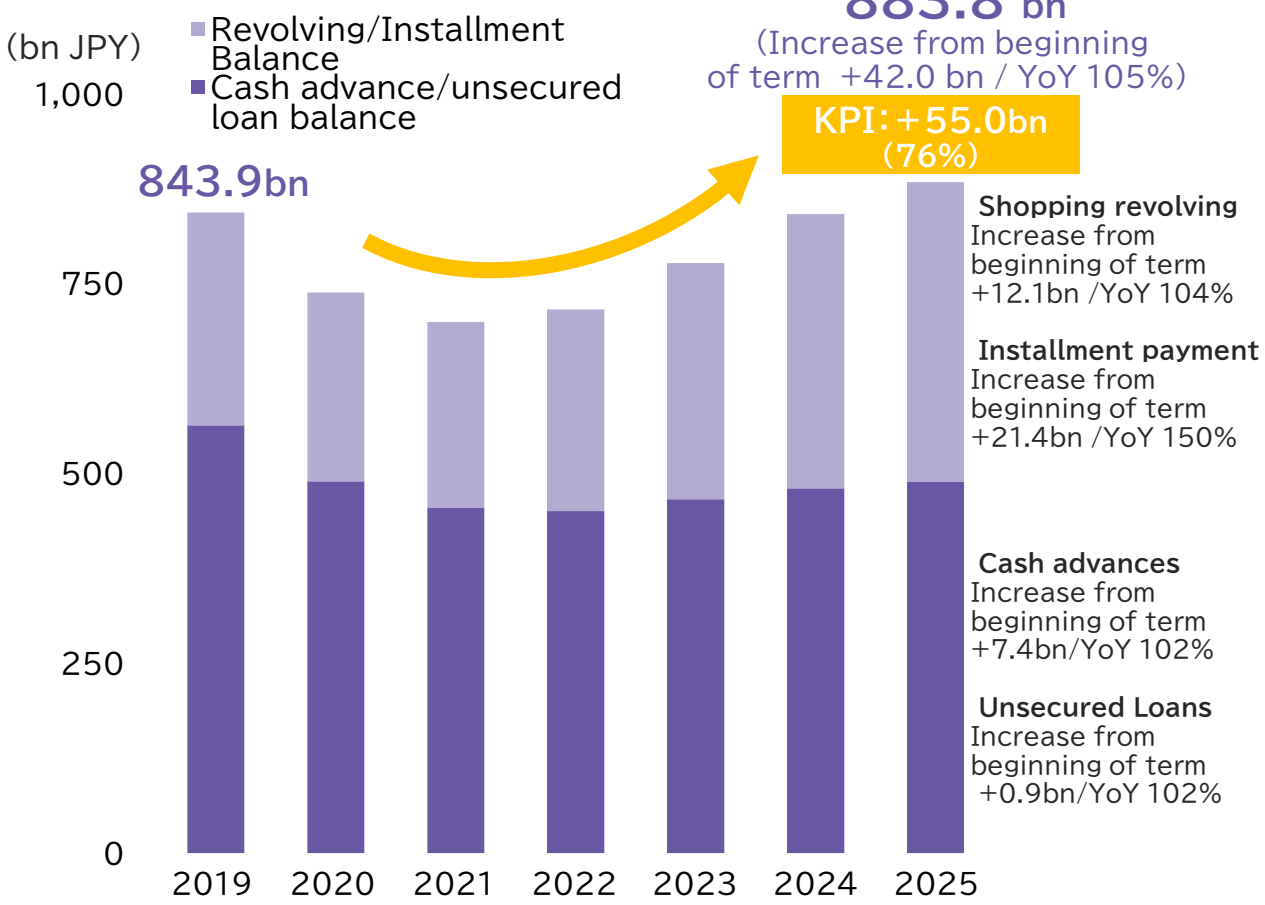
*E-money transaction volume includes AEON Pay charge payments.

[Domestic] Status of high-yield receivables balance

Improvement of asset profitability

- While cumulative growth fell short of the KPI, the expansion of revolving credit and installment loans led to a record-high balance of high-yield receivables.
- The proportion of high-yield receivables in total operating receivables also increased by 1.3 percentage points YOY, contributing to improved asset profitability.

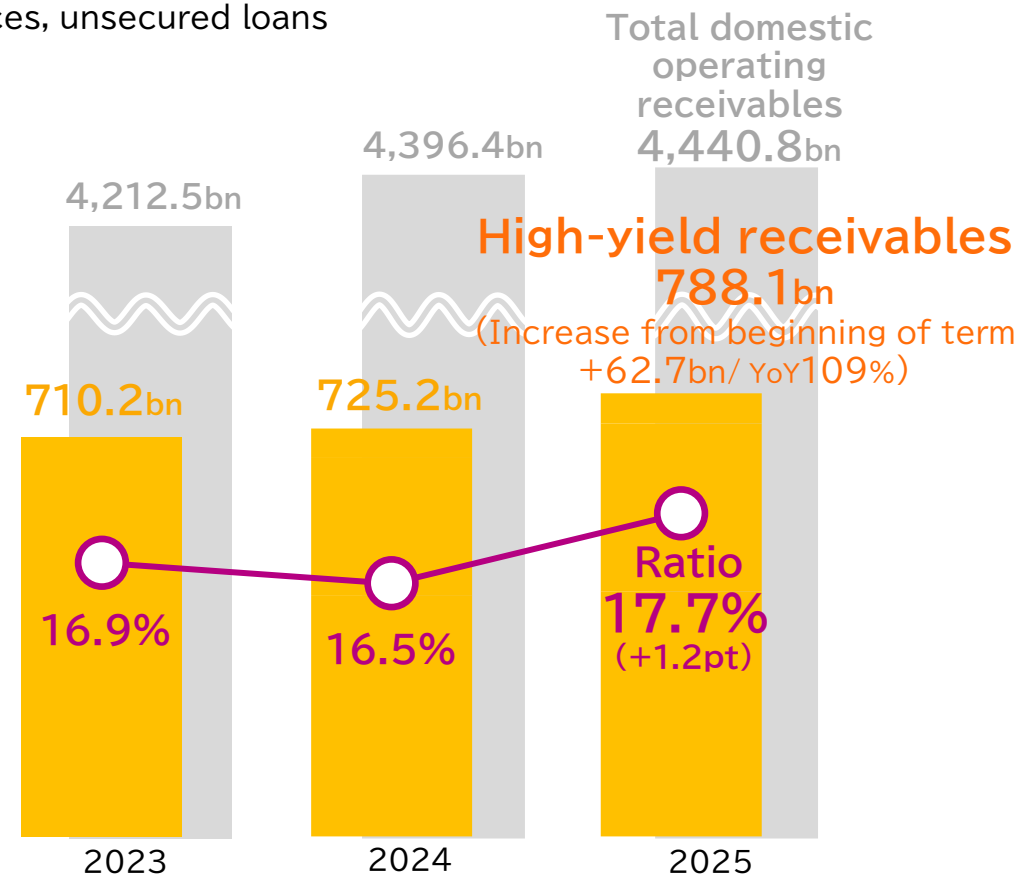
Balance before securitization of receivables



High-yield receivables ratio and balance trends

(After securitization)

*High-yield receivables: Revolving/installment payments, cash advances, unsecured loans

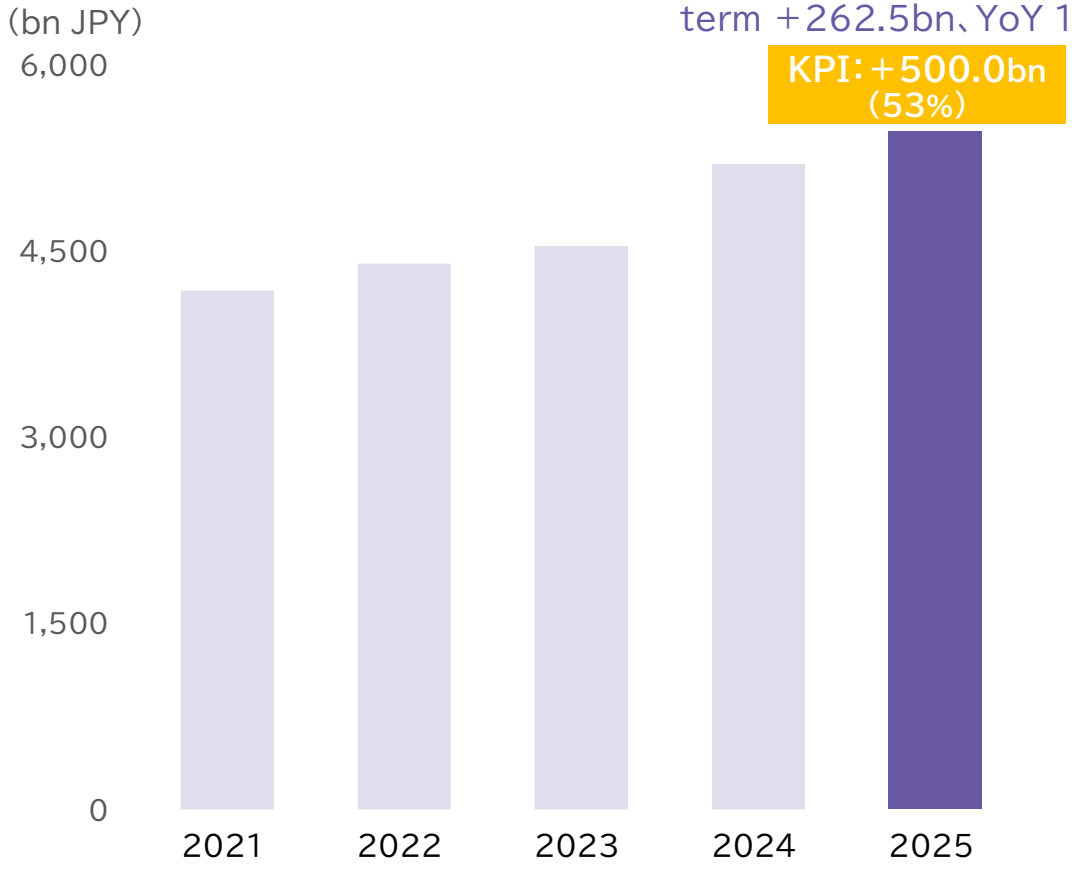


[Domestic] Bank Deposits

- Although the pace of deposit acquisition has slowed, the account maintains stable growth, with a difference of +262.5 billion yen from the beginning of the period and a YoY increase of 105%.
- The account is being promoted as a lifestyle account by consolidating daily transactions such as salary receipts and payments.

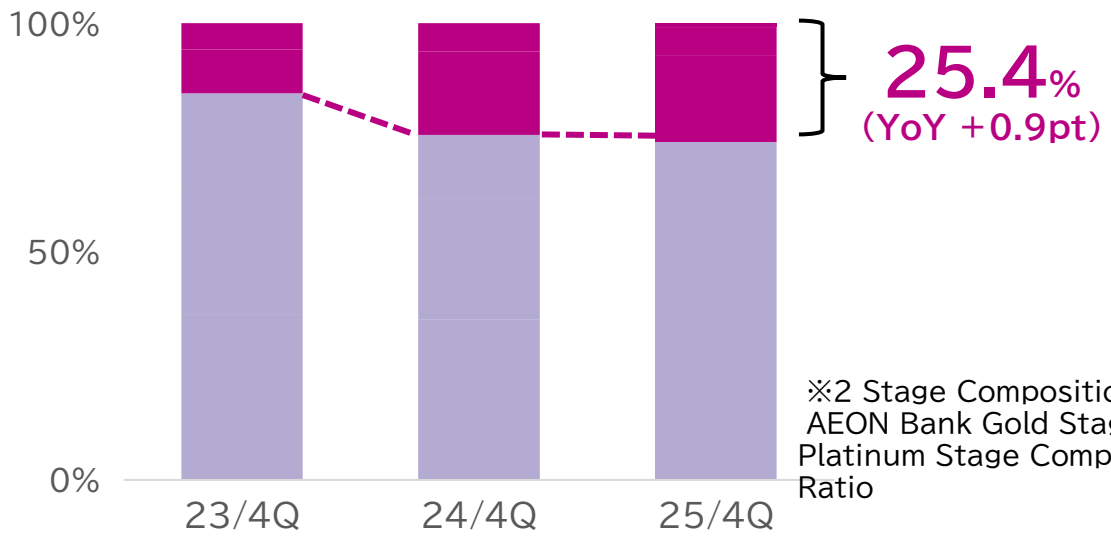
AEON Bank Deposit Balance

5,464.1bn
(Increase from beginning of term +262.5bn、YoY 105%)



Promoting accounts for everyday use

"AEON Bank My Stage ※1" Rankings※2Composition Ratio



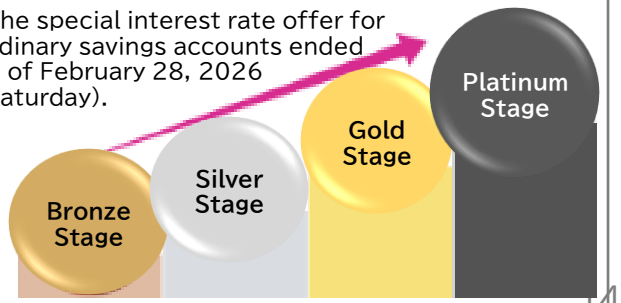
※2 Stage Composition Ratio
AEON Bank Gold Stage + Platinum Stage Composition Ratio

※1 AEON Bank My Stage

Preferential treatment system based on transaction details

①Credit and WAON usage history
②Housing loans/Unsecured Loans
③Salary/Pension Account etc...

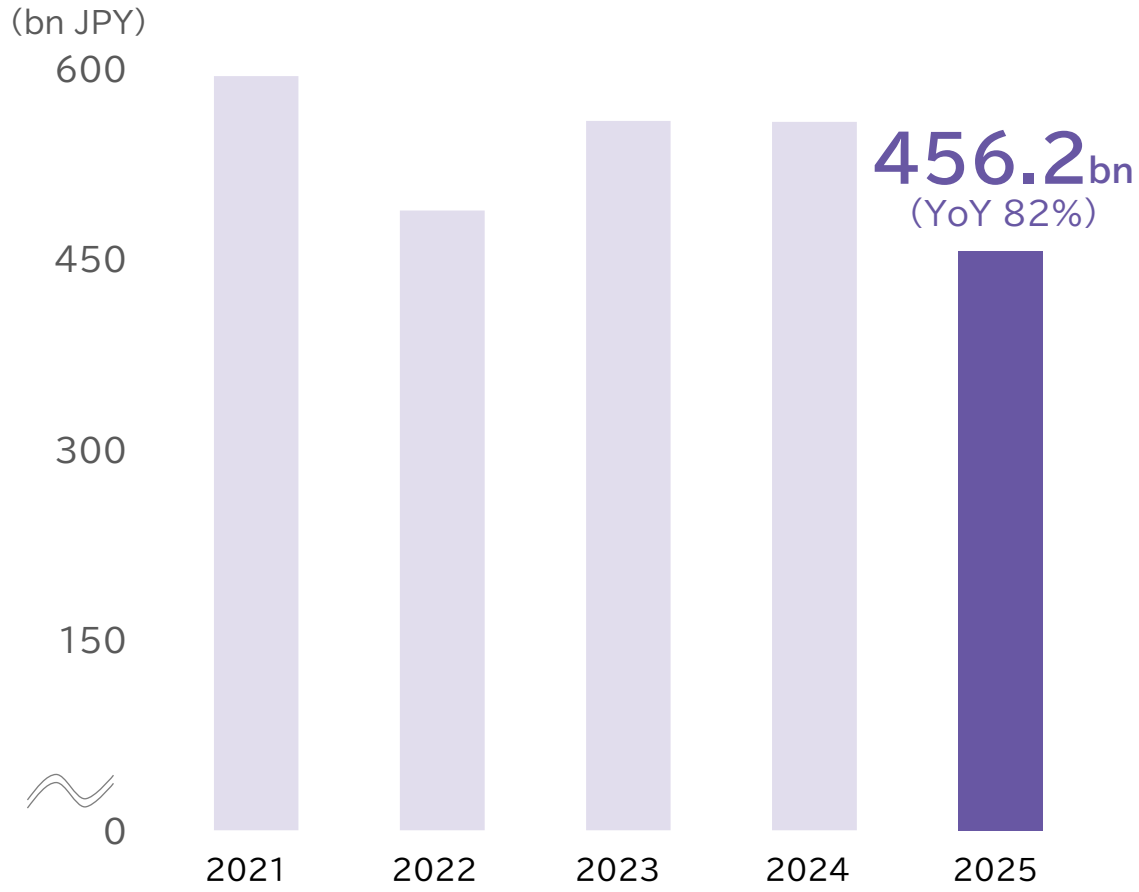
*The special interest rate offer for ordinary savings accounts ended as of February 28, 2026 (Saturday).



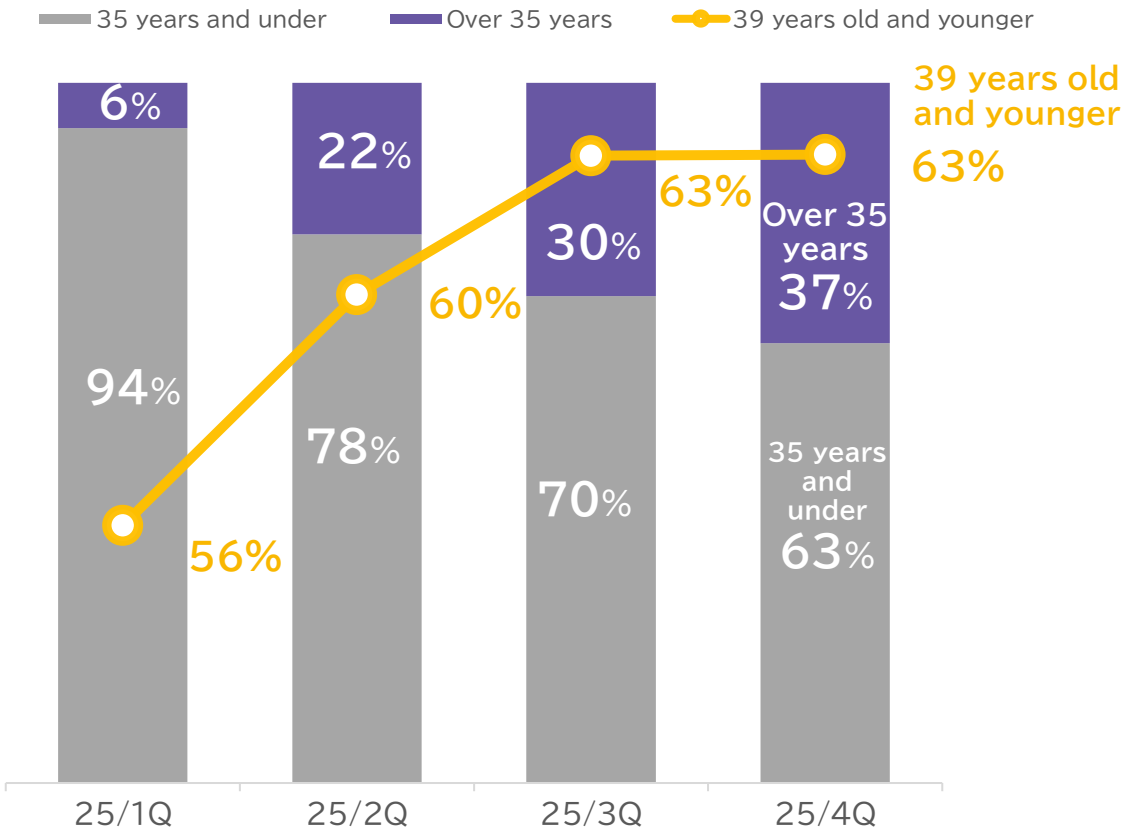
[Domestic] Housing-related Loans

- Housing loan volume gradually recovering with each quarter. (Compared to previous year 1Q:53%、2Q:83%、3Q:100%、4Q:106%)
- Expansion of long-term loans over 35 years which started in April, as well as a rise in the proportion of borrowers 39 years old and younger.

Housing loan volume



Ratio of over 35-year loans and borrowers aged 39 and under to total mortgage volume*



*Residential mortgage

[Domestic] Funding through deposits and investment returns

Productivity

- Leveraging AEON Bank's low-cost funding capabilities to expand high-yield assets and strengthen profitability

Investment yields

Average yield*1

Housing-related loans *2
1.01%(+0.23pt)

Cash advance
14.76%(+0.01pt)

Unsecured loan
8.93%(+0.07pt)

Revolving/Installment
16.29%(+1.37pt)

Securities from banking business
1.84%(+0.68pt)

()Indicates YoY change

Loans 3.3tr
YoY+177.6bn

Accounts receivable installment 1.1tr
YoY▲132.5bn

Securities 1.0tr
YoY+321.8bn

Cash deposit 0.6tr

Other assets 0.8tr

Deposits 5.4tr
YoY+264.0bn

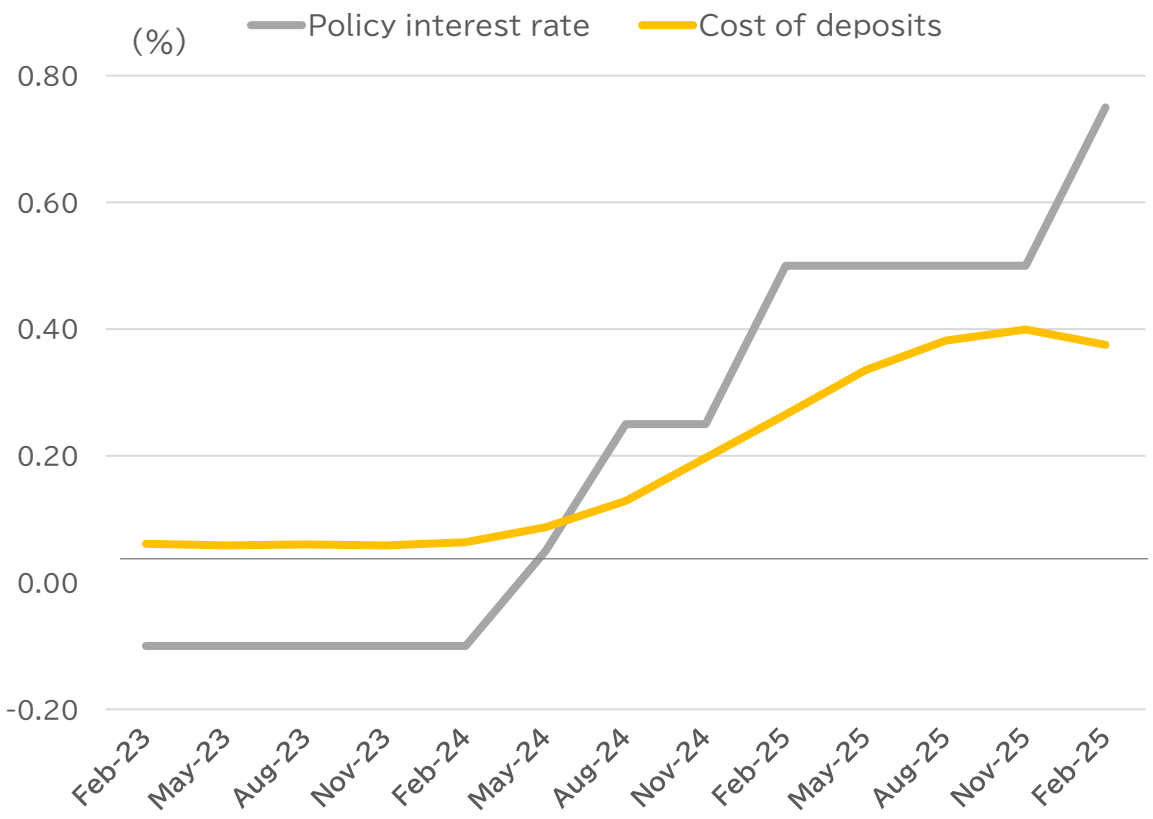
Average deposit interest rate *1
0.38%
(YoY+0.16pt)

Other liabilities 1.3tr

Net assets 0.2tr

*1 Quarterly revenue or expense (December, January, February) ÷ Average balance for the period (December, January, February) × 4
*2 Loans for residential mortgages and investment condominium mortgages

Trends in Policy Interest Rates and Deposit Funding Costs



※Data for AEON Bank only; deposit balances are compiled as of the end of the month.
※Policy interest rates are based on figures published by the Bank of Japan.

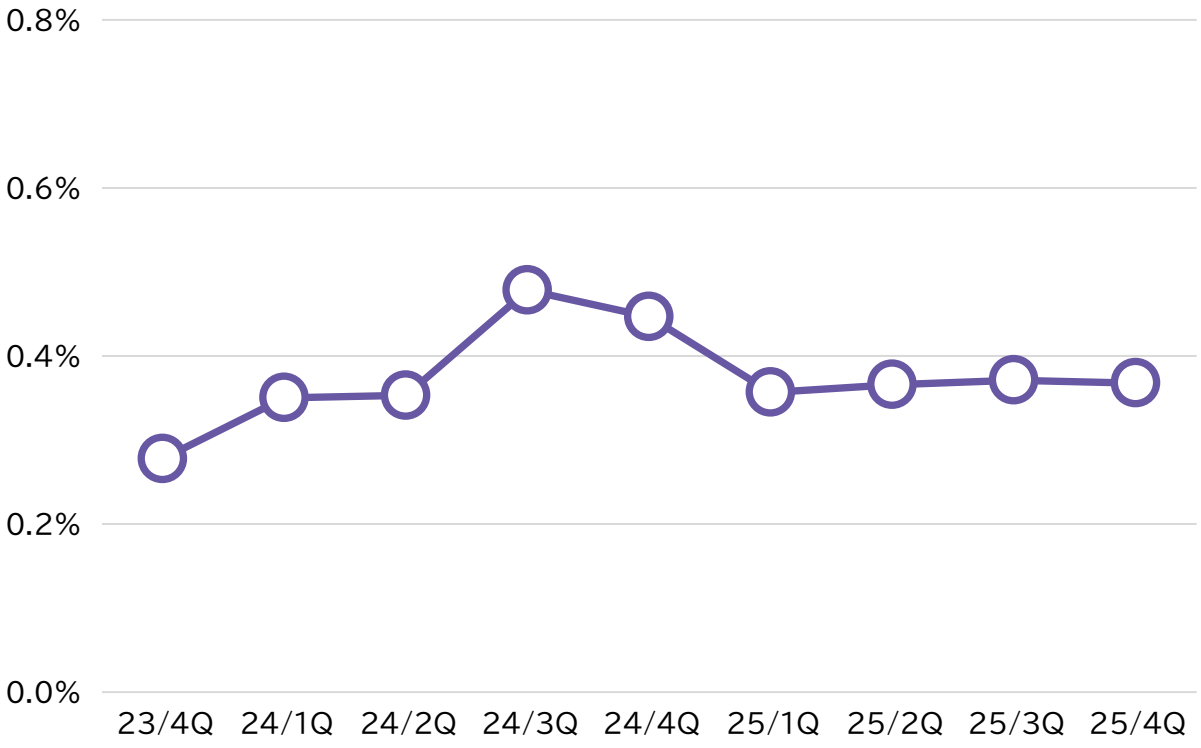
[Domestic] Trends in bad debt-related expense ratios and personnel expense ratios

Productivity (Cost control)

- The ratio of bad debt expenses to securitized receivables remains low and stable.
- The personnel expense ratio improved by 1.3 percentage points compared to the previous fiscal year. Productivity improvements through efficiency measures and a review of the business portfolio largely contributed to this improvement.

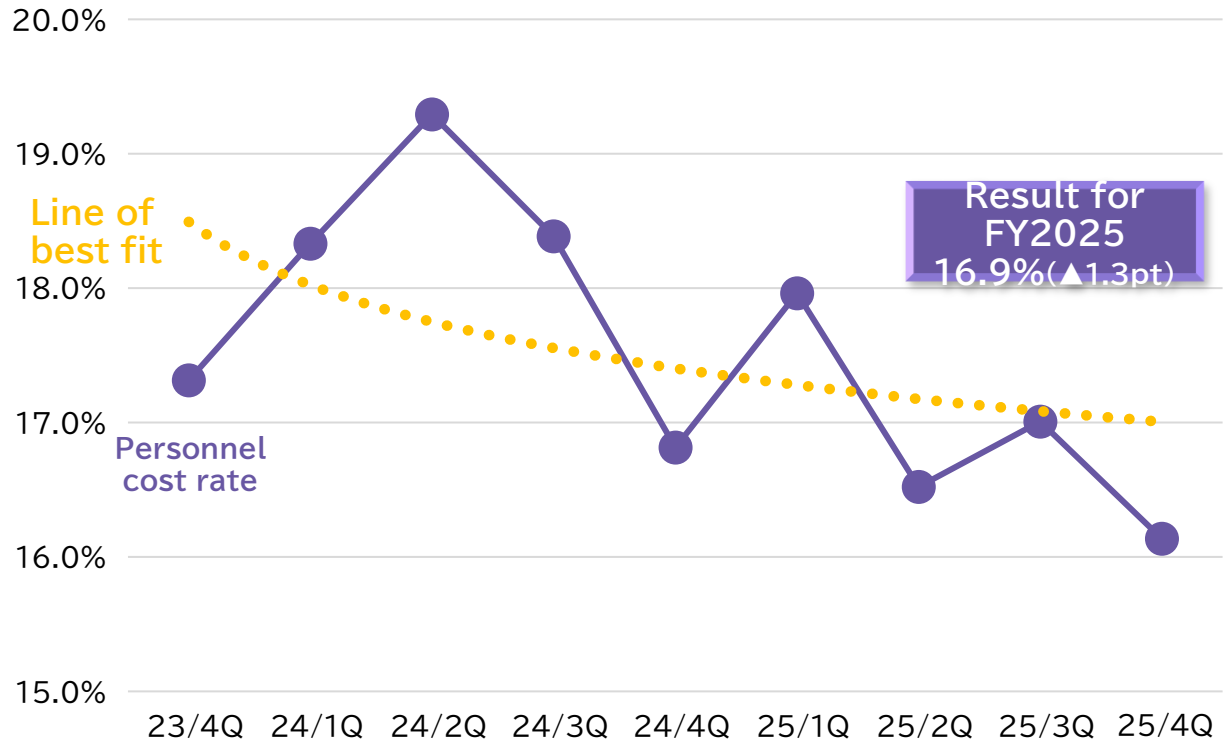
Quarterly trends in bad debt-related expense ratio

※Bad debt-related expense ratio to the total balance of operating loans and installment receivables



Quarterly personnel cost rate

※ Personnel expenses / Operating revenue



Achievement rate of KPI's for FY2025

- Excluding locations available to use AEON Pay, results fell short of the KPI's
- Expanding the securitized receivables balance, which forms the revenue base, and utilizing low-interest financing options contributed to achieving the announced values.

Objective	Domestic KPI's			
	Indicator	Goal for FY2025	Result	Rate
Achieving economies of scale by expanding the "AEON Living Zone"	AEON Pay locations available for use	+1.00 million locations	+1.11 million locations	112%
Expanding transaction volume of each product	In-house payment transaction volume	10tr(+0.5tr) Credit card:8.0tr E-money:2.0tr	9.87tr Credit card:7.8tr E-money:2.0tr	99%
Increased balance and improved yields	High-yield receivables balance	+55.0bn	+42.0bn	76%
	Bank deposit balance	+ 500.0bn	+ 262.5bn	53%

Overseas Business

[Overseas] Segment Performance Highlights

- For the cumulative term, operating revenue reached record highs across all regions.
- In the fourth quarter, profits increased in the Malay area but decreased in the China and Mekong areas due to increased bad debt-related expenses.

(bn JPY)

FY2025	Overseas business	YoY	China area	YoY	Mekong area	YoY	Malay area	YoY
Operating revenue	240.4 bn	108%	35.9 bn	101%	102.8 bn	107%	101.7 bn	112%
Operating profit	41.8 bn	108%	10.8 bn	116%	16.0 bn	100%	14.9 bn	111%
<Reference> Bad debt-related exp.	75.1 bn	109%	8.1 bn	93%	35.5 bn	112%	31.5 bn	110%
4Q accounting period (3 months)	**Overseas business**	**YoY**	**China area**	**YoY**	**Mekong area**	**YoY**	**Malay area**	**YoY**
Operating revenue	65.2 bn	112%	9.5 bn	100%	28.0 bn	116%	27.6 bn	112%
Operating profit	13.9 bn	104%	2.7 bn	93%	5.1 bn	90%	6.0 bn	129%
<Reference> Bad debt-related exp.	17.8 bn	115%	2.2 bn	110%	9.5 bn	155%	6.0 bn	82%

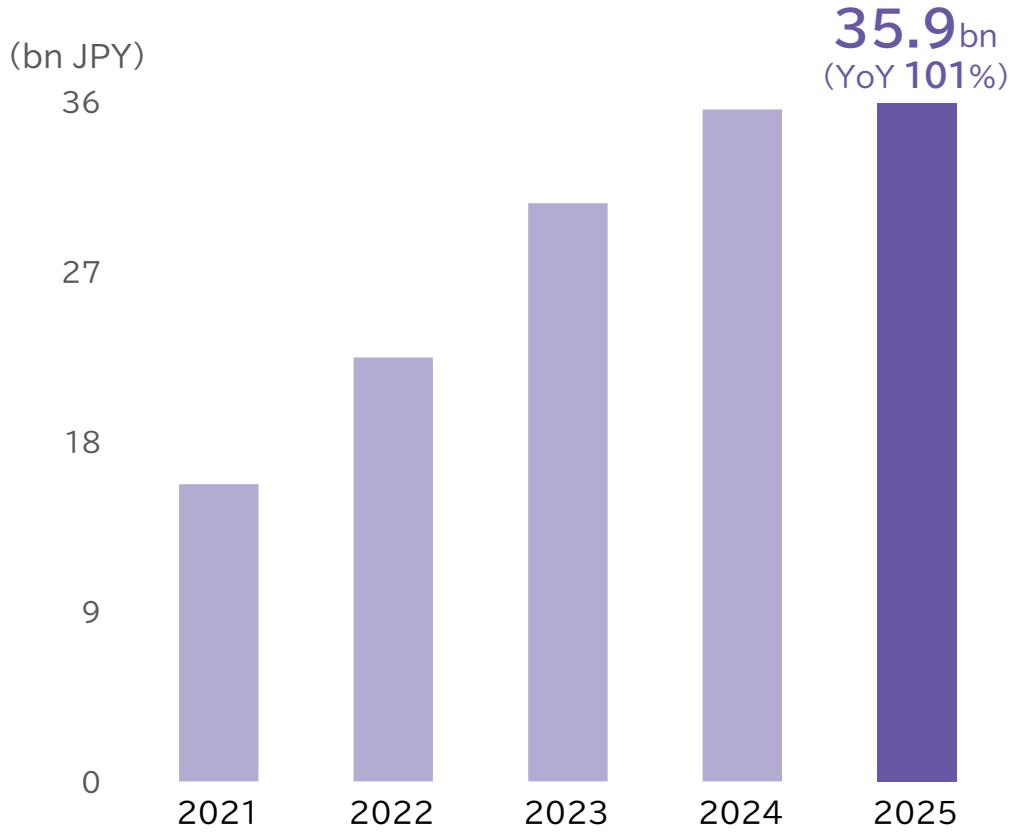
Average exchange rate ※( ) indicates year-on-year change

HKD: ¥19.25 (1.6% stronger yen)　THB: ¥4.62 (6.0% weaker yen)　MYR: ¥35.88 (6.3% weaker yen)

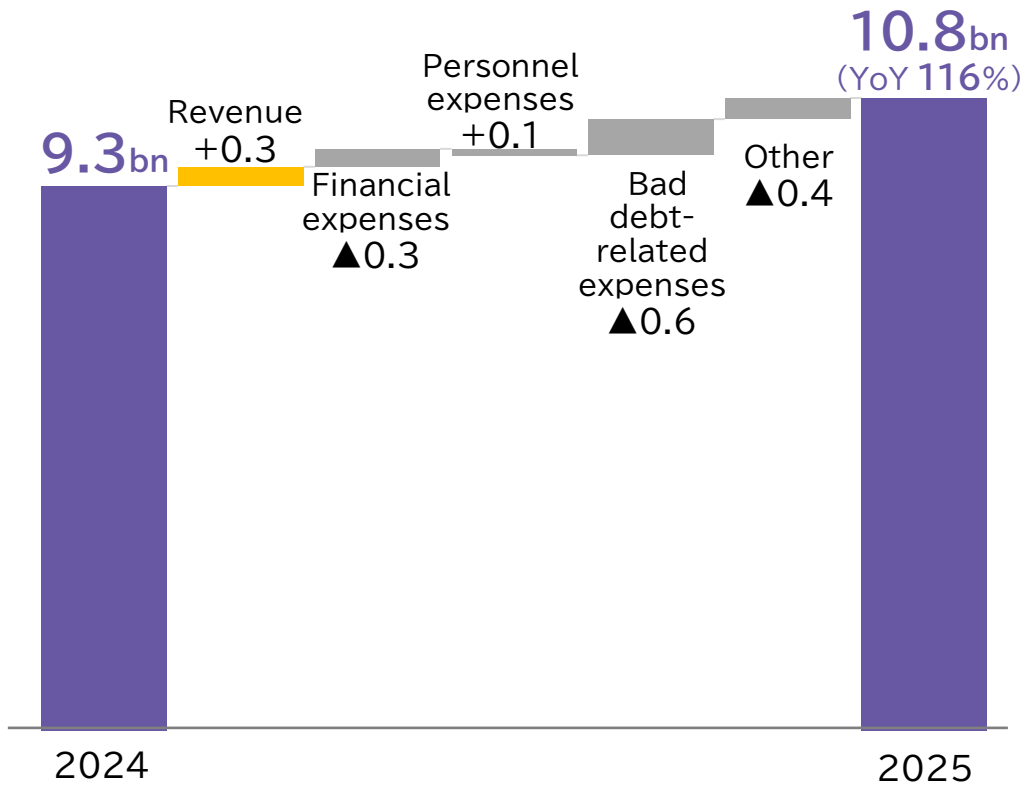
[Overseas] Highlights of Performance in China Area

- While revenue remained flat due to strengthened screening and ongoing credit assessment, record profits were achieved through cost reductions in bad debt-related expenses and sales promotion expenses.

Operating revenue



Breakdown of operating profit difference from previous FY



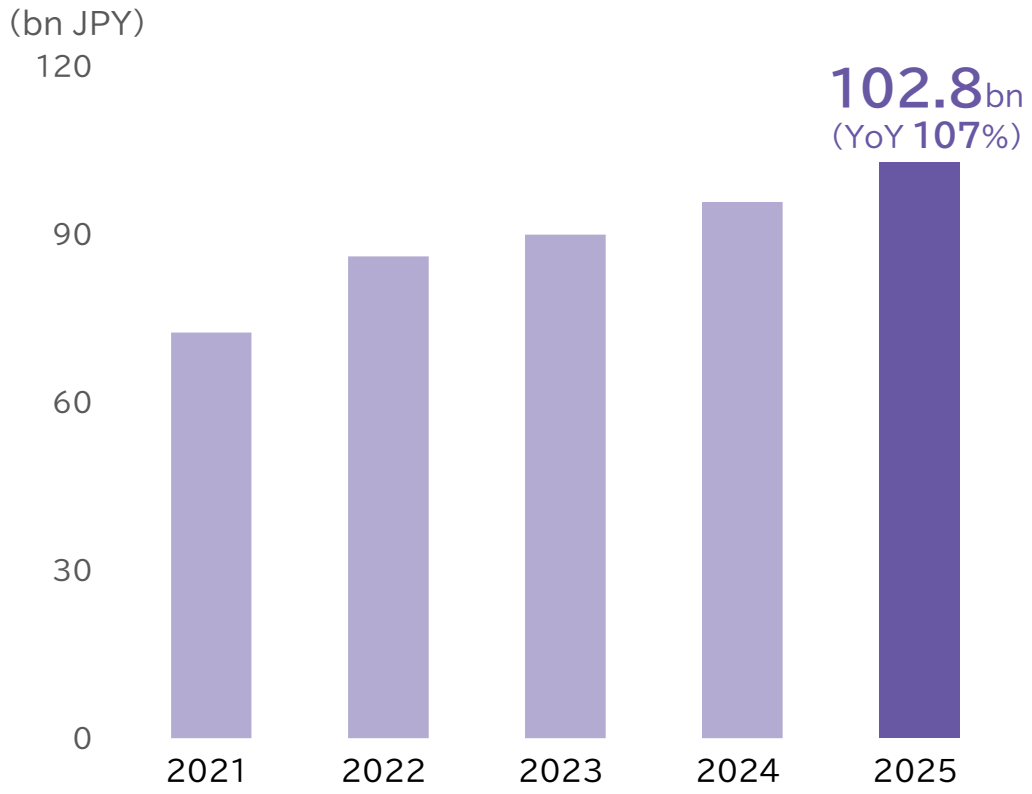
Average exchange rate ※( ) indicates year-on-year change

HKD: ¥19.25 (1.6% stronger yen)　THB: ¥4.62 (6.0% weaker yen)　MYR: ¥35.88 (6.3% weaker yen)

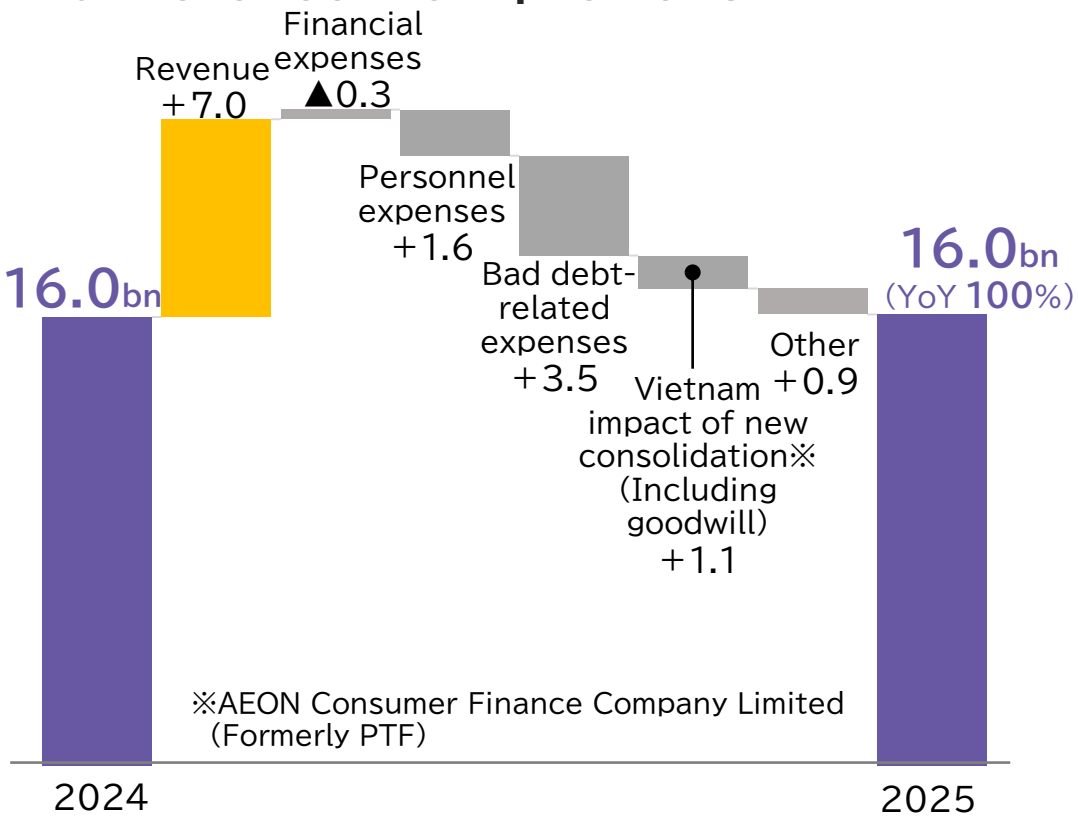
[Overseas] Highlights of Performance in Mekong Area

- Despite the stagnant macroeconomic environment in Thailand and increased loan loss provisions due to flooding, as well as the recording of goodwill (900 million yen expense) related to the acquisition of a Vietnamese subsidiary, profits continued to grow.

Operating revenue



Breakdown of operating profit difference from previous FY



※AEON Consumer Finance Company Limited (Formerly PTF)

Average exchange rate ※( ) indicates year-on-year change

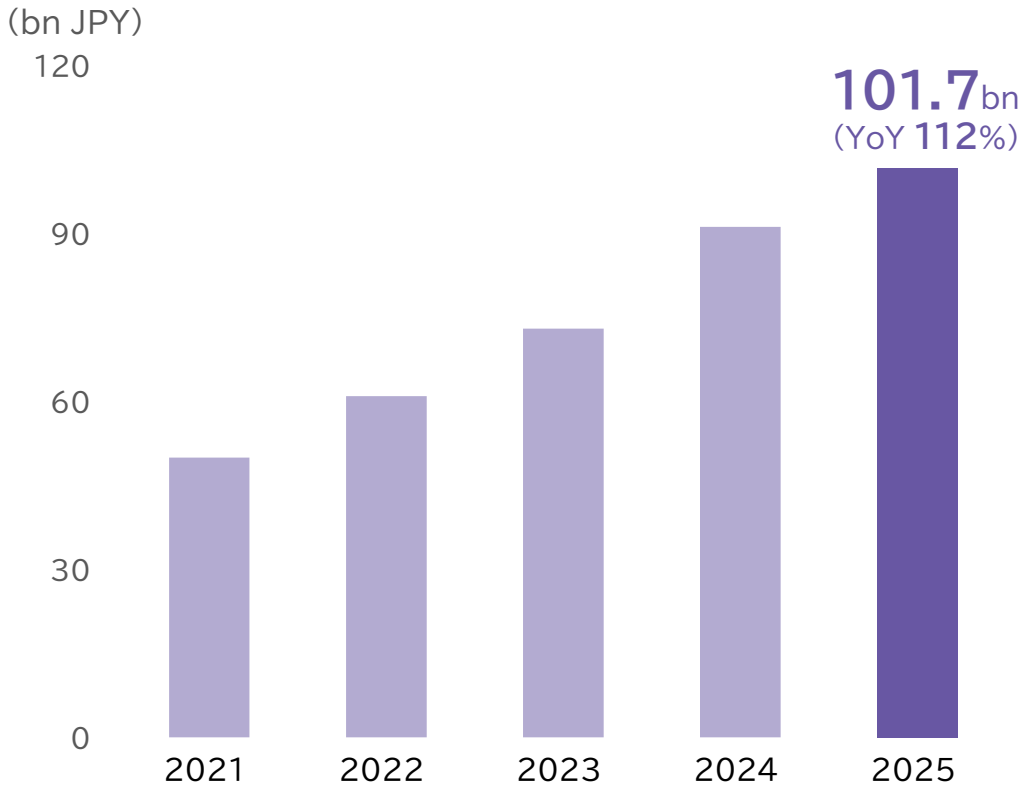
HKD: ¥19.25 (1.6% stronger yen)　THB: ¥4.62 (6.0% weaker yen)　MYR: ¥35.88 (6.3% weaker yen)

[Overseas] Highlights of Performance in Malay Area

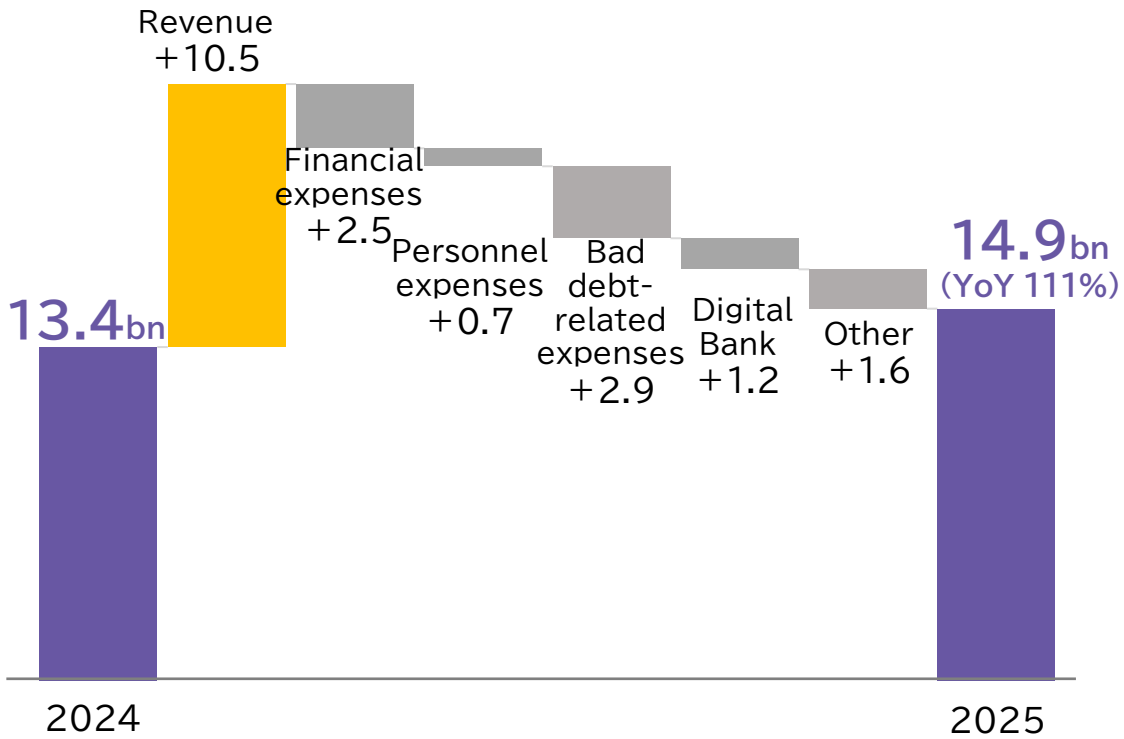
- The volume and outstanding balances of installment sales for mid-sized and large motorcycl increased, sustaining double-digit revenue growth in percentage.
- Operating profit grew by over a billion JPY due to stricter screening and strengthened coll systems to address the increase in bad debts, particularly among younger customers.

リード文未了

Operating revenue



Breakdown of operating profit difference from previous FY



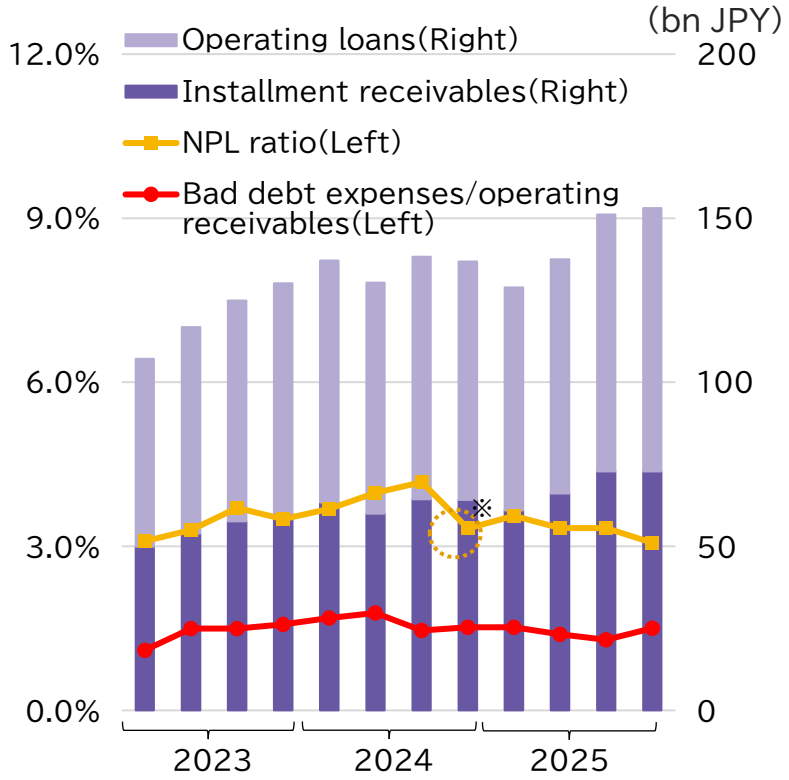
Average exchange rate ※( ) indicates year-on-year change

HKD: ¥19.25 (1.6% stronger yen)　THB: ¥4.62 (6.0% weaker yen)　MYR: ¥35.88 (6.3% weaker yen)

[Overseas] Balance of Receivables and NPL of Listed Subsidiaries

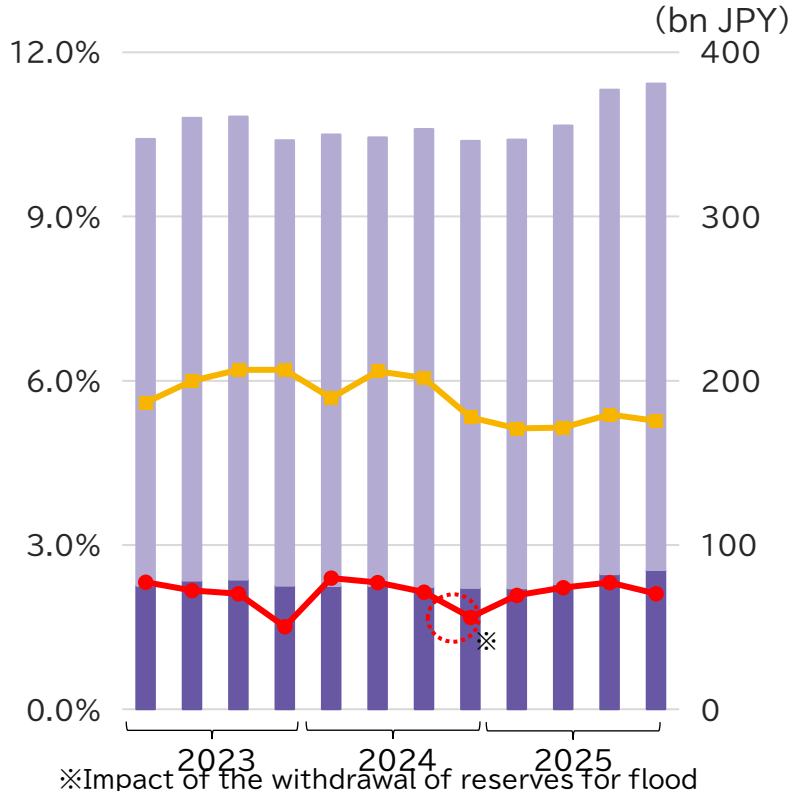
- Hong Kong: Improved credit assessment and early delinquency measures suppressed the increase in delinquent loans, resulting in a decline in the NPL ratio and expense ratio throughout the year.
- Thailand: Despite additional provisions due to the worsening situation in the Middle East, recovery rates for delinquent loans improved, resulting in stable NPL ratios and expense ratios.
- Malaysia: While the NPL ratio rose, recovery rates, including ordinary loans, improved. A review of loan classifications reduced loan loss-related expenses.

■ ACSA (Hong Kong)



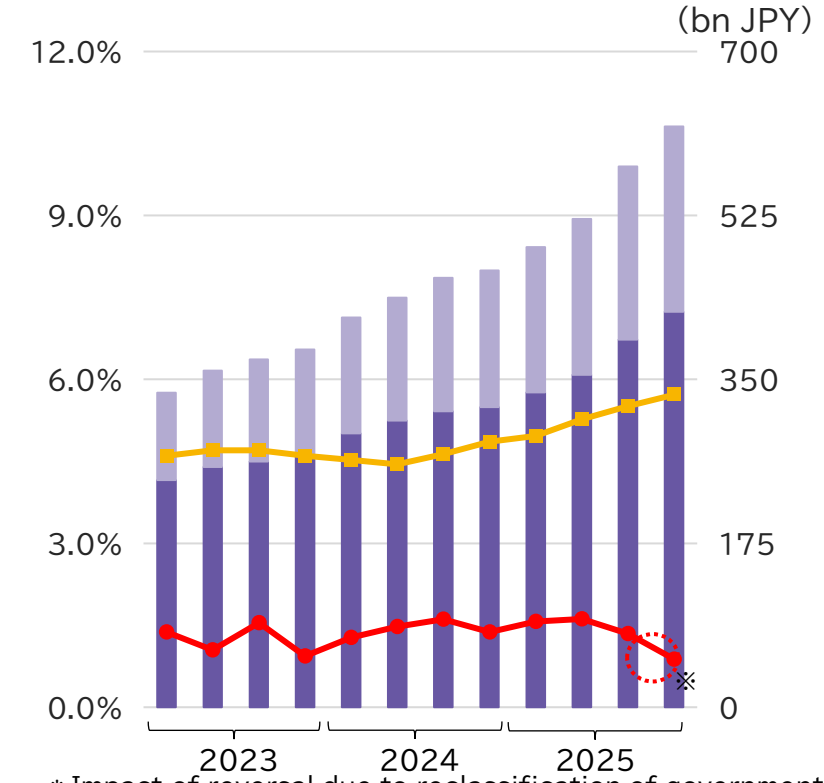
*Impact of revision to NPL recognition criteria for restructured loans

■ AEONTS (Thailand)



※Impact of the withdrawal of reserves for flood damage that occurred in the second quarter of 2024

■ ACSM (Malaysia)



* Impact of reversal due to reclassification of government support program (AKPK) applicable receivables

Year-end rate ※Figures in () are the diff from the previous quarter

HKD: ¥19.91 (1.1% stronger yen)　THB: ¥5.02 (3.5% weaker yen)　MYR: ¥40.06 (5.6% weaker yen)

Medium-Term Management Plan
(Fiscal Years 2026–2030)

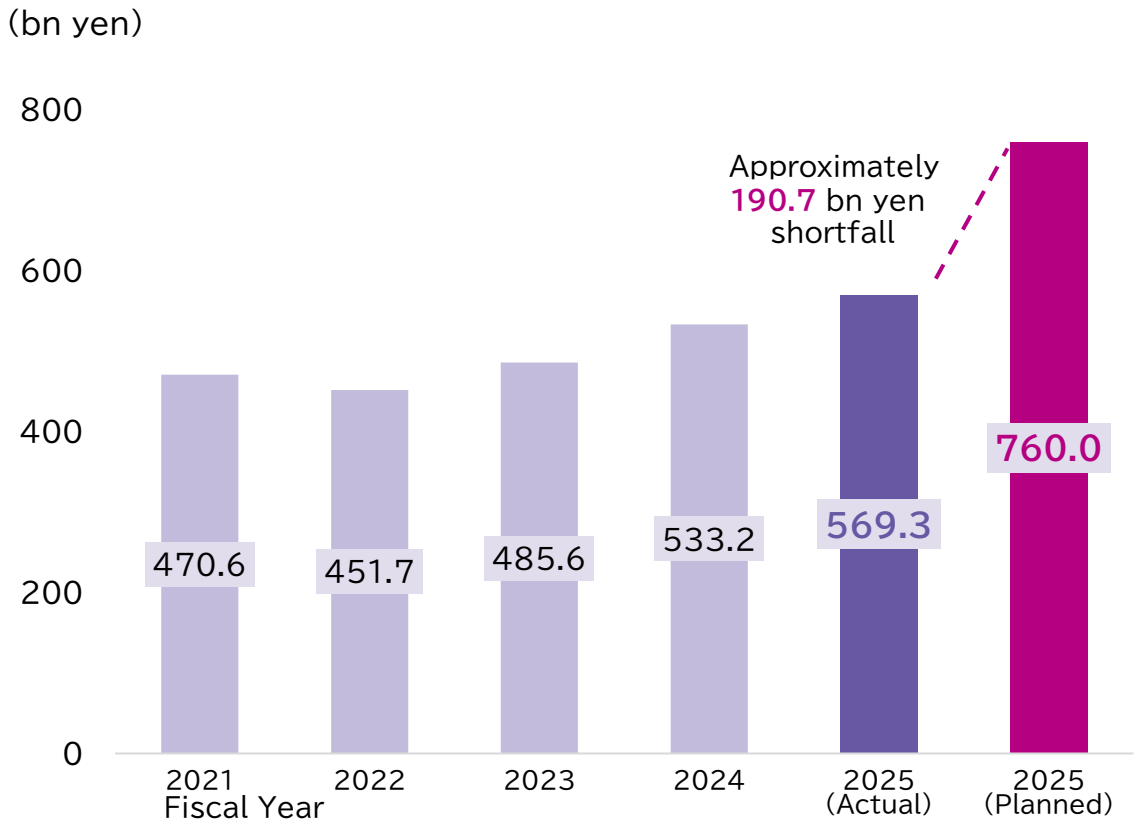
AEON Financial Service

Review of the Previous Medium-Term Management Plan
(Fiscal Years 2021–2025)

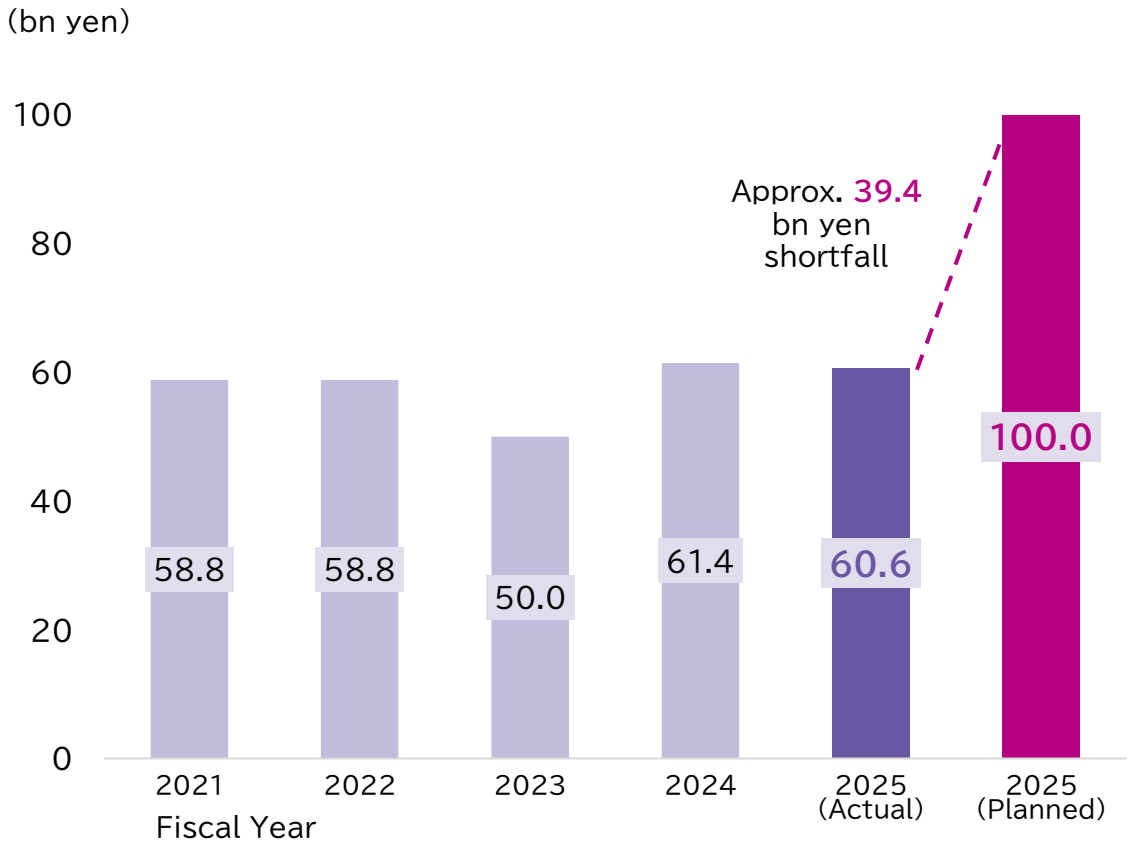
Performance of Key Financial Indicators | Operating Revenue and Operating Profit

- Operating revenue : 569.3 bn yen, Operating profit : 60.6 bn yen, both falling significantly short of targets

Operating Revenue※



Operating Profit



ROE: 4.5%

＊Effective from FY2022, the "Accounting Standard for Revenue Recognition" has been adopted.

Status of Key Performance Indicators | Reasons for Missing Targets

- In addition to “insufficient response to customer needs“ and “entrenched high-cost structure” in Japan, the ”limitations of the conventional growth model” overseas compounded these issues, resulting in falling short of planned targets.

	Reasons for shortfall	Key Performance Indicators	Detailed Factors
Domestic	Insufficient response to customer needs	Domestic Active IDs: 39.25 million (▲21% of targets) Outstanding high-yield debt: 788.1 bn yen (+10% of FY20) *After securitization	- Delayed in developing payment services and benefits tailored to customer needs • Due to the suspension of product development coinciding with the overhaul of the credit system infrastructure, delays in providing services and benefits tailored to customer needs - Insufficient cross-selling of loan products to meet funding needs • Insufficient UI/UX improvements for cross-selling to the customer base acquired through payment services • Existing loan products are unable to capture demand for customers’ immediate funding needs
	Entrenched high-cost structure	Personnel expenses: 56.0 bn yen (+8% from FY20) Management fees: 102.8 bn yen (+35% from FY20)	- Continued reliance on labor-intensive operations • Continued reliance on labor-intensive operations has kept the labor cost ratio high - Fixed operational costs due to delays in revising or discontinuing services･benefits • Infrastructure costs required for services and benefits, such as systems, remain high and fixed
Overseas	Limitations of the conventional growth model	Operating revenue: 240.4 bn yen (+8% of FY20) Unlisted overseas subsidiaries Operating profit: ▲8.4 bn yen	- Delayed in changing business model • While competitors have been making large-scale digital investments, continued conventional business model

Governance | Recognition of Issues Following the Occurrence of Major Incidents

- Recognized deficiencies in risk management and governance systems across the entire group

Major incidents that occurred during the previous medium-term management plan period



Recognition of challenges for the new Medium-term management plan

1. Weaknesses in risk assessment capabilities and proactive response capabilities

- Issues with organizational functions, including insufficient quality and quantity of second-line functions and a lack of ownership among first-line departments within the three lines of defense
- Risk management across the Group is fragmented, and its effectiveness is an issue

2. Inadequate management framework for subsidiaries

- Business strategy and risk management are not aligned, resulting in an incomplete three-line defense
- Risk management is not optimized for each subsidiary

3. Insufficient ongoing response to increasingly sophisticated threat

- Continuous and prompt assessment and implementation of countermeasures are insufficient to increasingly sophisticated threat, eg, cyber attack, fraudulent utilization, money laundering etc

Challenges to Address in Implementing Medium-Term Management Plan

- In preparation for the new Medium-term management plan, identified the following as key management challenges: responding to customer needs in line with market changes, fundamentally reviewing the domestic cost structure, and prioritizing ”safety and security”

Environmental Awareness

Internal Environment

Achievements

- Major Organizational and Business Transformation
  - Review of ”Diversified Portfolio and Unprofitable Businesses
  - New Business Ventures and Market Entry Overseas
- Launch of AEON Pay and Development of Supporting Infrastructure

Challenges

- Inadequate response to customer needs
- Slowing growth of overseas operations
- Insufficient improvement of high-cost corporate structure (domestic)
- Inadequate capacity to address major risks

External Environment Forecast

- Changes in payment structures
  - Development and deployment of next-generation payment systems
- Further Advancements in AI Technology
  - Expansion of AI-driven operational efficiency
  - Increasing sophistication of cyberattacks
- From Zero Interest Rates to a “World with Interest Rates” in Japan

Challenges

Responding to Customer Needs against Market Change

- Delivering new value that meets customer needs
- Real-time response to evolving payment structures and opportunities in ”Finance x AI”
- Evolving business models for overseas operations

“Fundamental” Review of Domestic Cost Structure

- Reviewing cost structures for products, services, transactions, and operations
- Improving operational efficiency through the utilization of AI

Prioritizing ”Safety and Security“

- Group-wide strengthening integrated risk management and governance responding to major incidents
- Advancement of measures in relation to business related risk

Medium-Term Management Plan
(Fiscal Years 2026–2030)

Basic Policies of the Medium-Term Management Plan (FY2026–FY2030)

Our Vision for 2030

A Community-based global company that brings "Finance Closer to Everyone"

Demonstrating Profitability

Maximize the strength as AEON's financial entity

Key Strategy①

Expansion of Customer base centered on AEON Pay

Key Strategy②

Strengthening Lending Services by utilizing Data

Key Strategy ③

Establishment of the "Retail x Finance x Digital" Business Model in Key Asian Countries

Transition to High-Efficiency Management

Building a foundation that enables growth investments

Key Strategy④

Domestic Cost Structure Reform

Safety and Security First

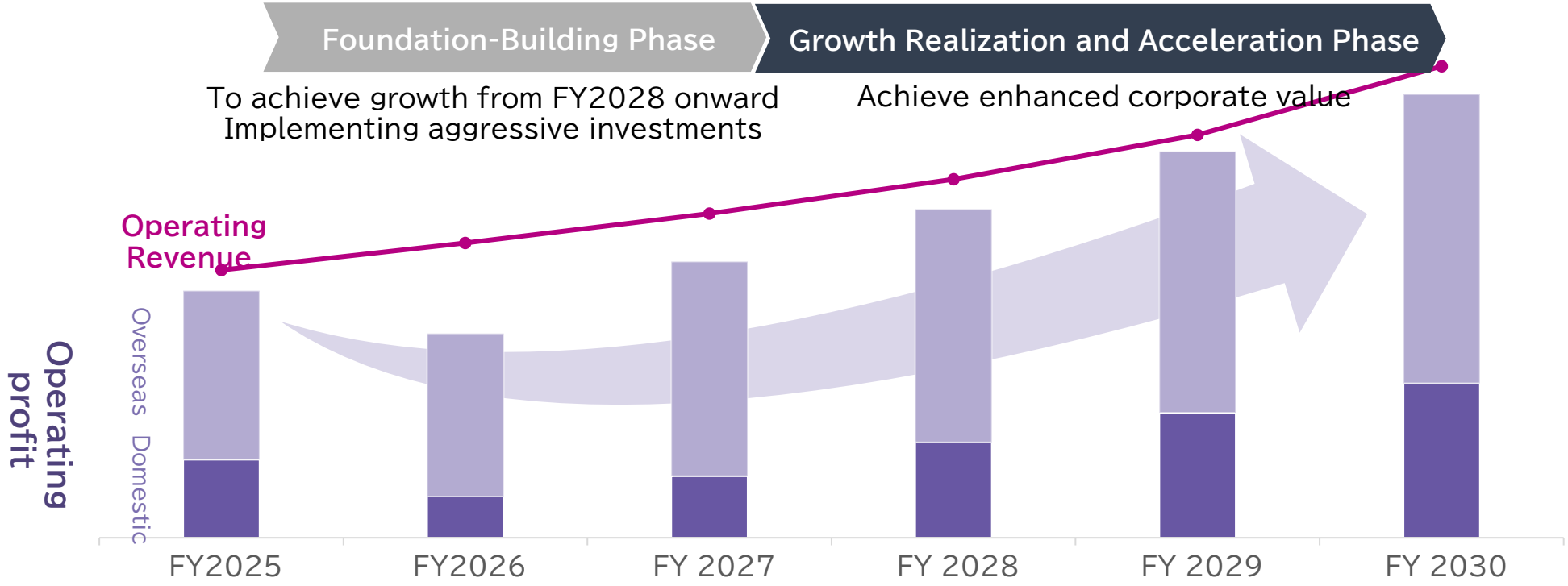
Preventing recurrence and incidents proactively

Key Strategy⑤

Realization of Robust Corporate Governance

Targets | Operating Revenue, Operating Profit, ROE

- While revenue growth with profit decline in FY 2026 because of the renovation of credit card system, aiming at record high profit in FY 2028, and Operating Profit of 100 bn in FY 2030



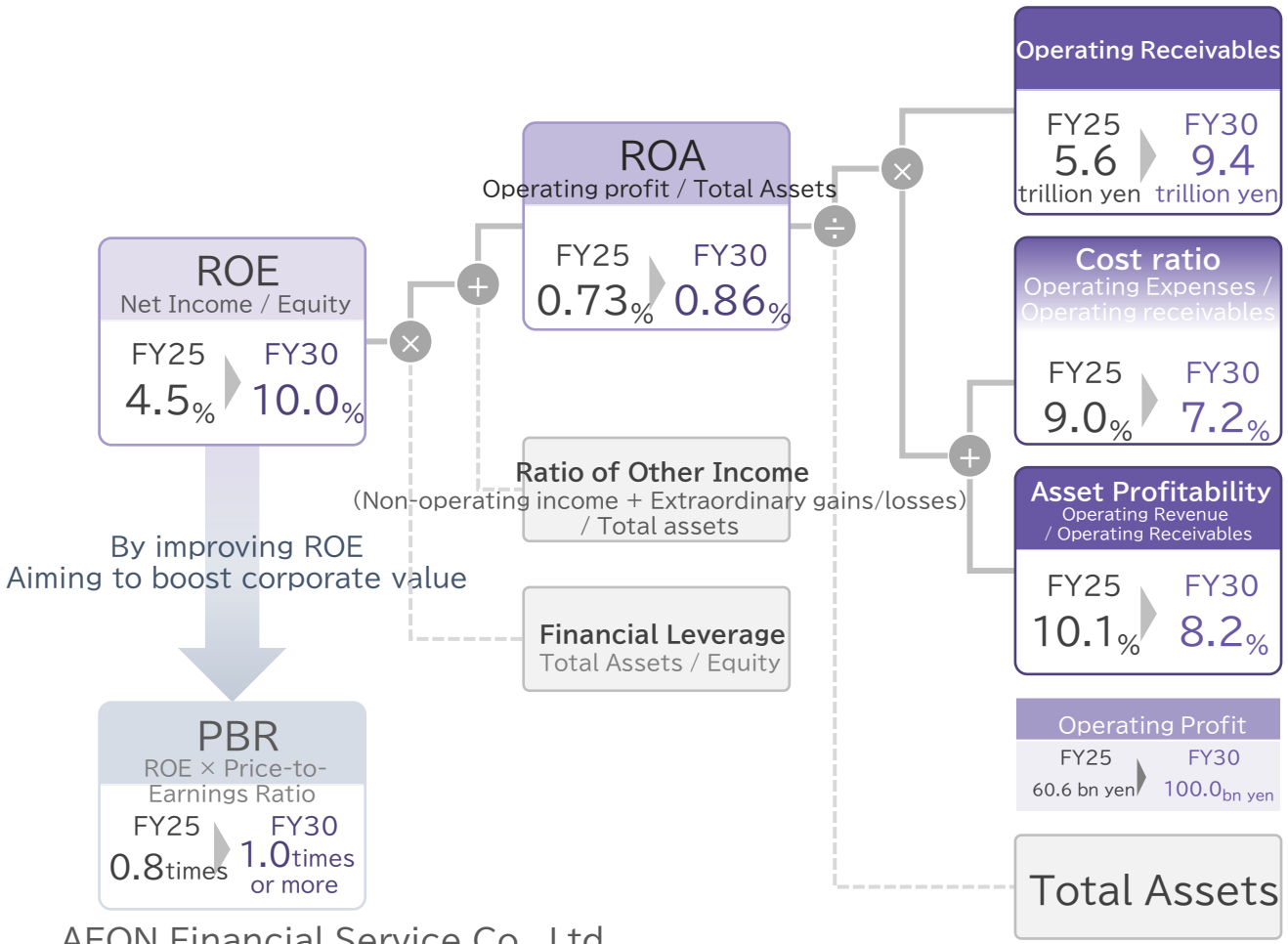
	FY2025	FY2026	FY 2027	FY 2028	FY 2029	FY 2030
Operating Revenue	569.3 bn yen	600.0 bn yen		665.0 bn yen		780.0 bn yen
Operating profit	60.6 bn yen	45.0 bn yen		74.0 bn yen		100.0 bn yen
ROE	4.5%	3.2%		7.1%		10.0%

PBR 1.0x or more

Approach to Enhancing Corporate Value

- Diversify the portfolio through new products such as digital lending, alongside the expansion of account receivables
- Aiming for a 10.0% ROE while improving efficiency

KGI Tree



KPI

FY30 Target (Difference from FY25)

Domestic

Operating Receivables※ (After securitization)

Retail (High Yield)	+380.0 bn yen
Corporate	+200.0 bn yen

Number of AEON Pay members

+48 million person

2030 Target 60 million

Cost Restructuring

▲36 bn yen (5-year cumulative)

Balances of ordinary deposits

+2.4 trillion yen

＊Additionally, we aim to expand the outstanding balance of receivables by 2.0 trillion yen through mortgage loans and other products.

Overseas

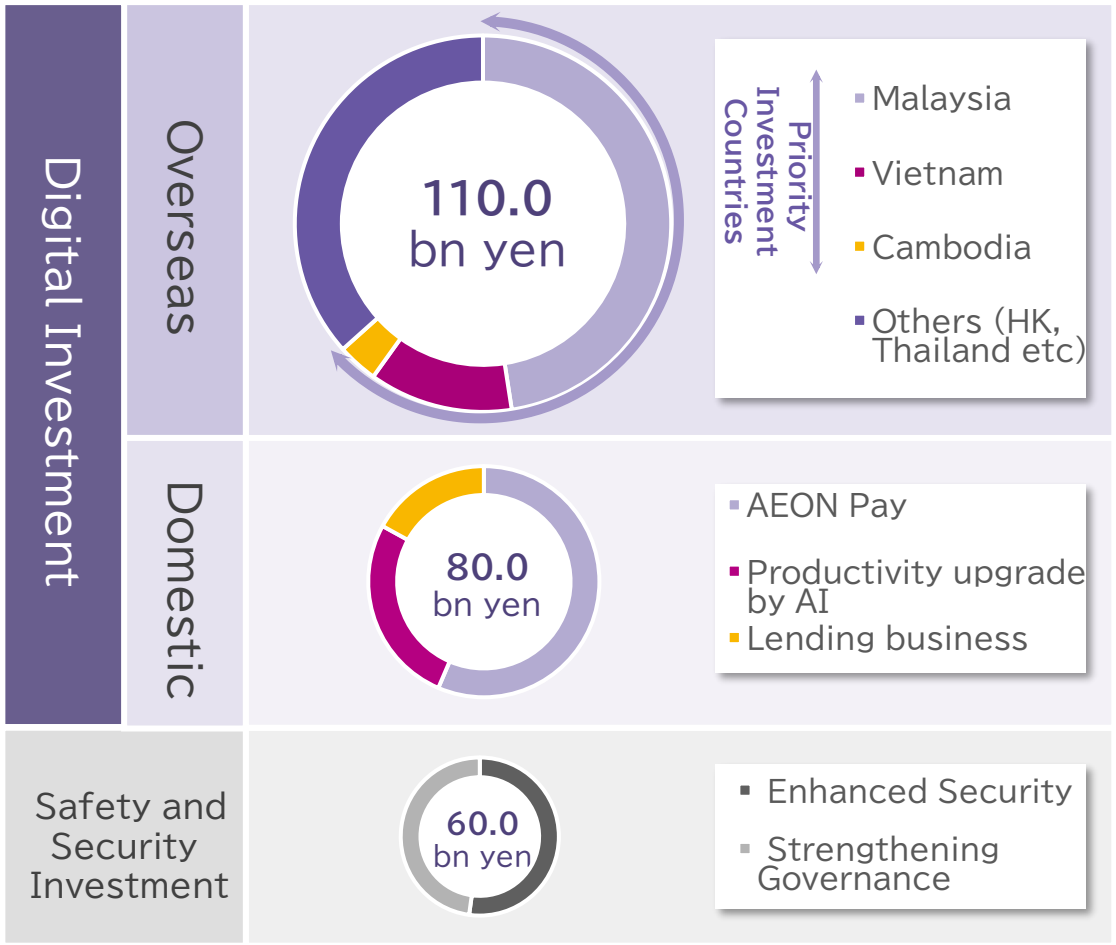
Operating receivables (Main 5 countries)

Three listed countries	Thailand, Malaysia, Hong Kong	+600 bn yen
Priority countries	Vietnam, Cambodia	+170 bn yen

Five-Year Investment Plan

- Through digital investments of 250.0 bn yen, advancing business model in Japan and in overseas as well as demonstrating competitive advantage

Investment Amount (5-Year Total)



Investment Policy and Objectives

✓ By establishing the foundation for retail x finance business model in each country, aiming to grow new revenue generating pillars next to three listed subsidiaries

✓ Designate **Malaysia, Vietnam** and **Cambodia** as **priority investment countries** and execute aggressive investments

---

✓ Aiming for profit growth by focusing investments on **AEON** Pay, which will serve as a new domestic revenue base, and AI that enhances productivity

✓ Realizing migration of the financial infrastructure to the cloud to **accelerate product development,** and enable more **high-capacity data storage and utilization** securely

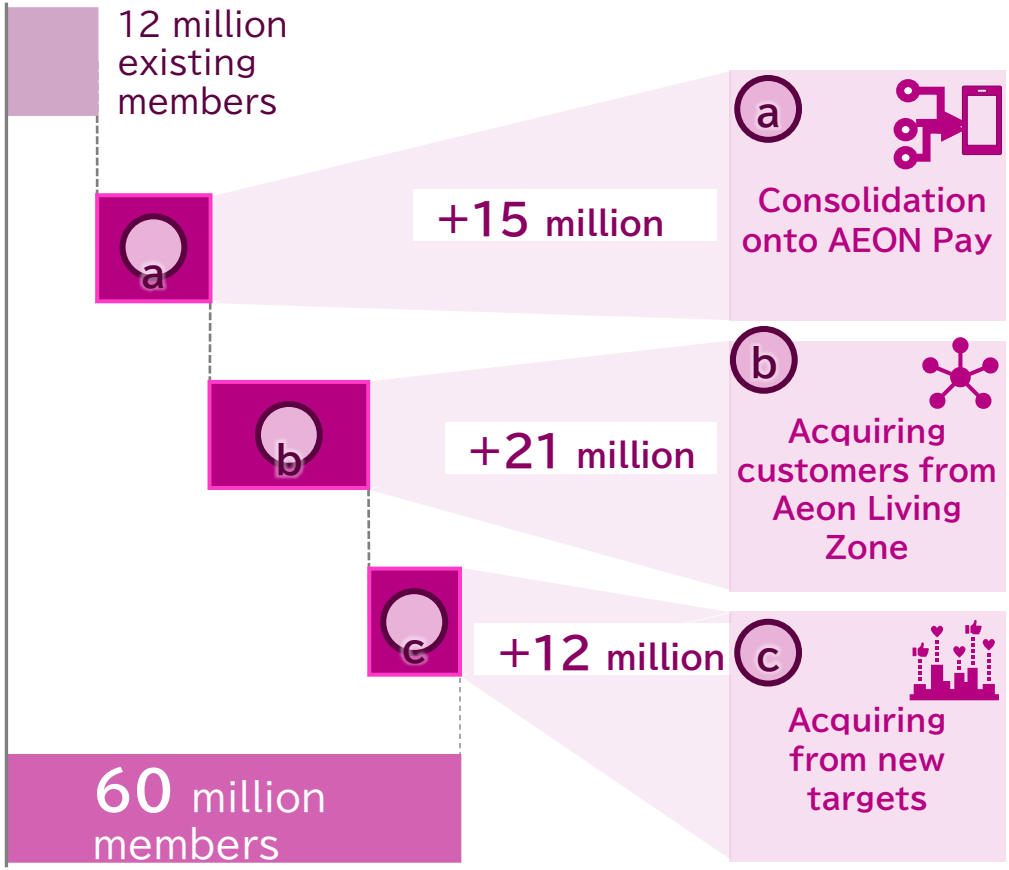
---

✓ To strengthen the foundation for safeguarding our customers' safety and peace of mind, making investments

Expansion of Customer Base centered on AEON Pay

- Actively promoting the migration of users from existing users of AEON Card and WAON, stiving to acquire new customers from group and partner companies and from younger generations, and achieving 60 million members by 2030

Membership Growth Plan



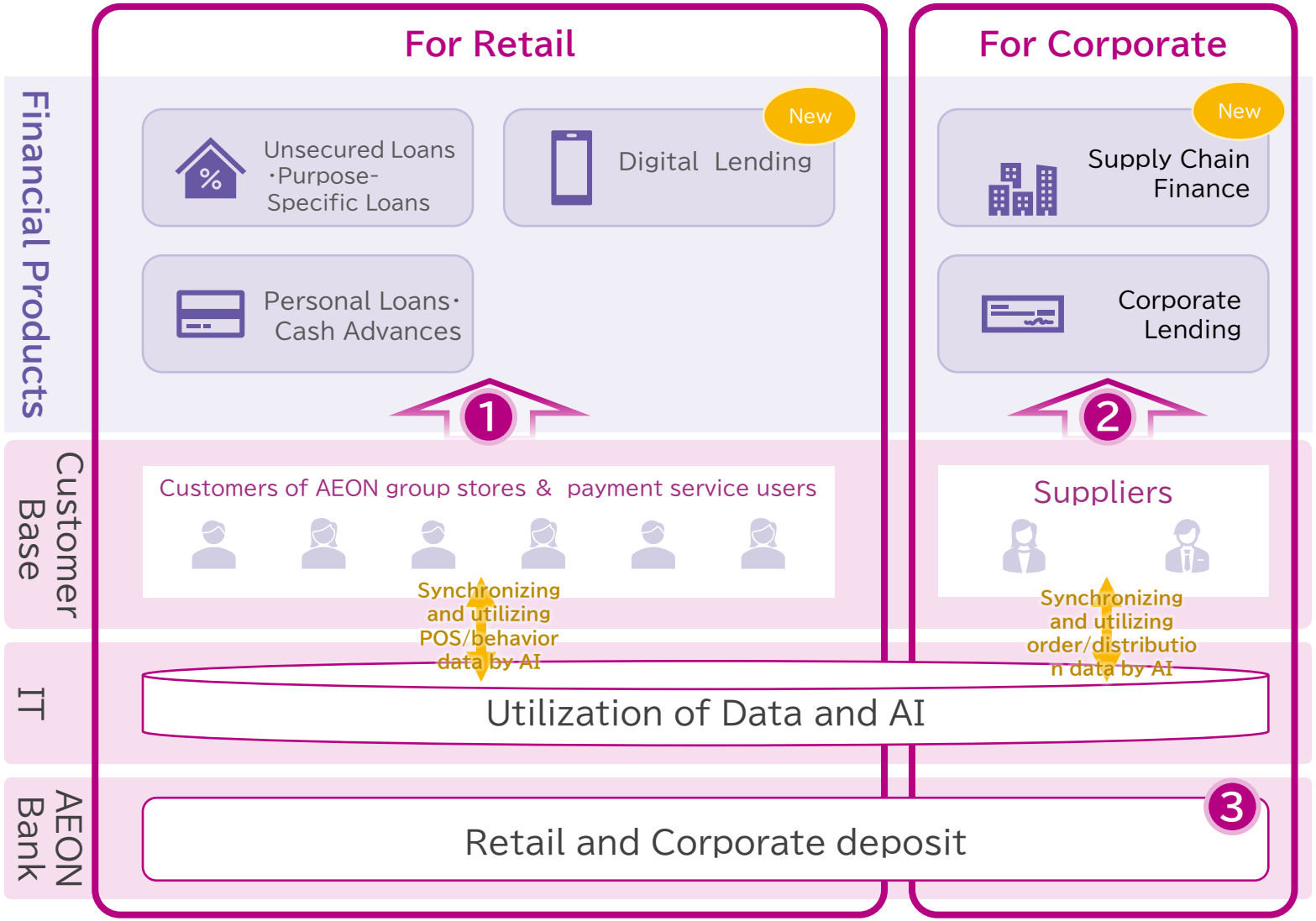
How to Approach to acquire members

	Target	Initiatives
a	• Customers who already use AEON Card, WAON, or an AEON Bank account	» **Consolidating** existing, scattered services **into a single app** to **enhance convenience** » Expand **benefits** to encourage the shift to AEON Pay
b	• Customers using other payment services at Group companies, partners, and affiliated stores	» Offering AEON Pay function through app of group and partner companies » Appealing **"AEON Pay offers the best value"** through **rewards such as points**, prompting utilization of app by customers
c	• Family members of AEON Pay users • People in the Tokyo metropolitan area, university students, and those with limited contact with the AEON Group	» By leveraging features such as parent-child money transfers and allowance management, **reaching out to customers' families** » Collaborate **with local governments and universities, primarily in the Tokyo metropolitan area,** to raise awareness among new demographics and appeal our service's convenience

Growth Investment: Make aggressive investments totaling 45.0 bn yen over the next five years

Expansion of Data- & AI-driven Lending Service

Domestic Business Model



Roadmap of Strengthening Lending business

1 Expansion of Retail Lending

- ✓ By leveraging **POS/behavioral analytics data and AI** to enhance credit assessment and providing lending service tailored to specific needs, enabling **cross-selling across financial products** to boost revenue
- ✓ On top of the expansion of existing services, launching **new products and services (digital lending)** to strengthen **profitability of lending business**

2 Expansion of Corporate Lending

- ✓ On top of our existing corporate lending services, expanding our **supply chain finance (SCF) offerings** for AEON's business partners and key regional suppliers by utilizing transaction and distribution data
- ✓ Using SCF as a gateway **to expand corporate accounts and balances of lending**

3 Creating an economic cycle through efficient fundraising and lending

- ✓ Consolidating payment and banking touchpoints
- ✓ **Establishing a presence as a lifestyle account** linked to payments by providing added value such as household financial counseling

Evolution of ”Retail × Finance x Digital ” Model in Key Asian Countries

- Investing strategically into Vietnam, Malaysia and Cambodia -economies experiencing significant growth and considered to have great potential within our group- to realize “Retail x Finance x Digital” business model through region-specific growth strategies

	Growth Potential	Growth Strategy
Vietnam	• Nominal GDP growth per capita (*): +6.7% • Consumer finance market will be expanded approx. 30 trillion yen equivalent by 2030	• Evolution of credit business through app • Expansion of economic zone in line with the growth of AEON stores ➡see next page for details
Malaysia	• Nominal GDP growth per capita(*): +4.7% • Largest no. of overseas stores of AEON(256 stores) • Active ID members: 6.3 million	• Evolution of a business model integrating **payments, banking, and retail, centered on the AEON Wallet app** - Integrating financial services centered on the digital bank, analyzing customer usage trends, and proposing personalized personal loans - Leveraging retail data to develop loans for SMEs • As a new success story for the ”Retail x Finance” business model, **standardizing the model and rolling it out across other countries**
Cambodia	• Nominal GDP growth per capita(*): +5.6% • Active credit card members: 60,000 (top level among peers)	• **Expanding the payment customer base** in both the metropolitan area and regional areas - Expand credit card membership in the metropolitan area centered on AEON Malls - Rolling out BNPL services in regional areas • **Expanding financial services** in collaboration with AEON - Expanding lending services for individuals and corporations by leveraging the Group’s network

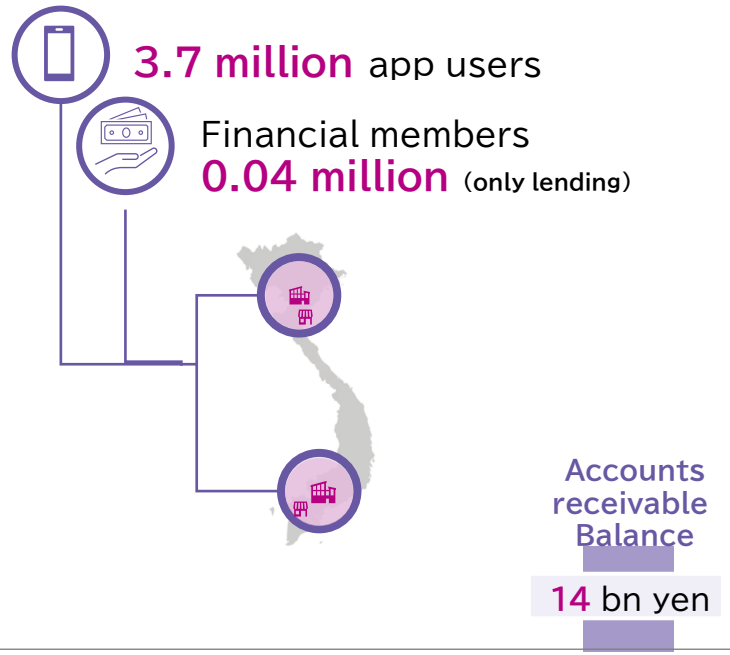
(*) Each Nominal GDP growth per capita is calculated based on the International Monetary Fund’s projections for 2025–2030 (as of Oct 2025).

Expansion in Vietnam

Aeon store expands **more than three times** in 2030 nation-wide

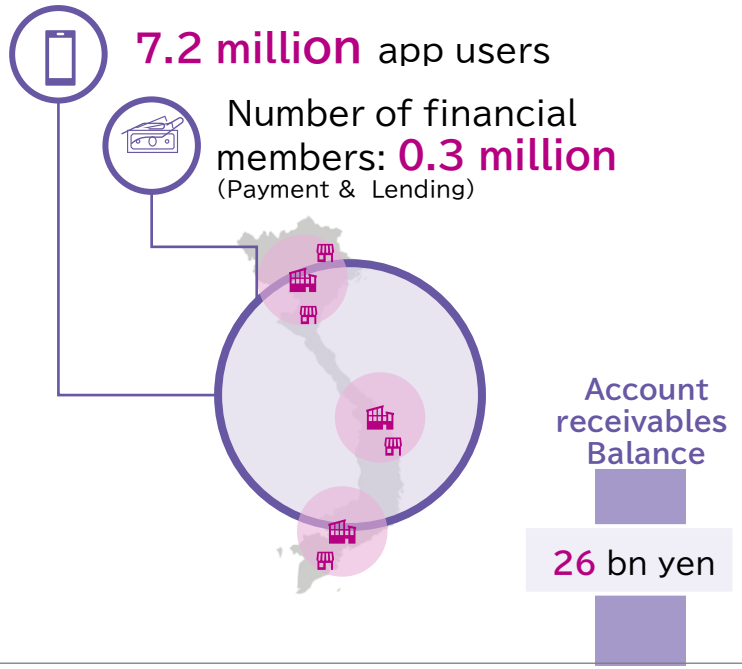
FY2026 (Current) Building a Credit Business Foundation

- Establish the foundation for the credit business (IT system etc)



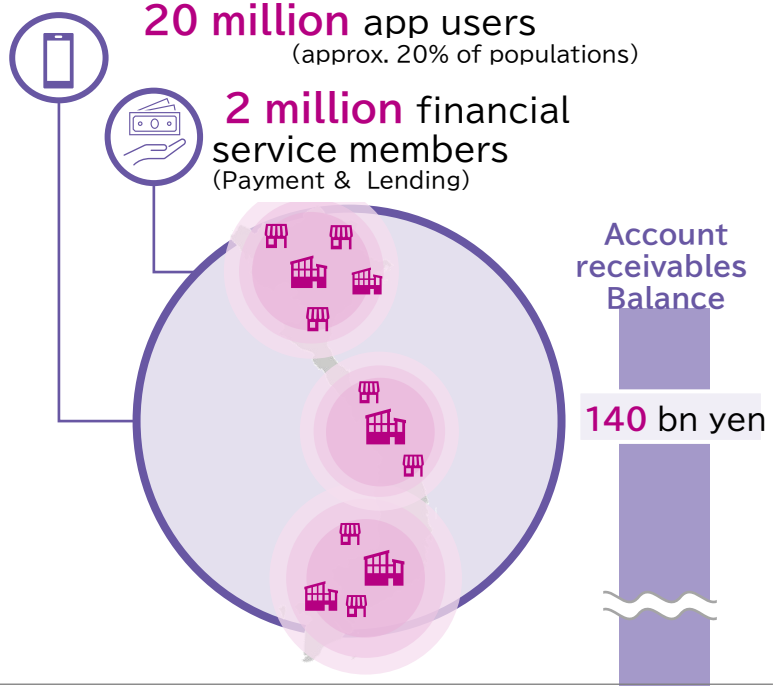
FY2027 Expansion of the credit business

- Expand credit functions via the app to realize seamless financial services starting from retail



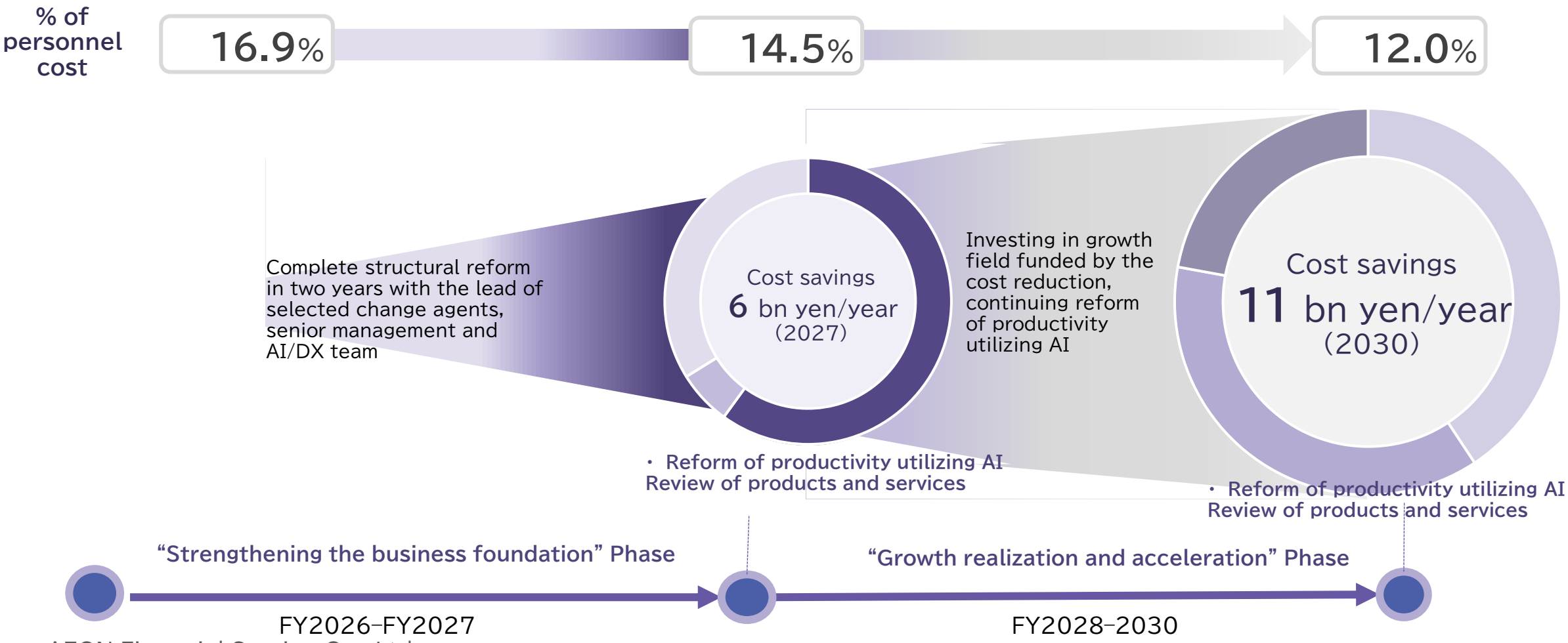
FY2030 Enhancing our presence in Vietnam by maximizing Aeon Group Synergies

- Expanding our economic sphere by capitalizing on AEON's store expansion
- Pursue further growth by developing new customers through alliances



Domestic Cost Structure Reform

- By the end of FY 2027, fundamentally reform our cost structure to build a lean and agile organization, while aiming to expand operating profit through growth investments funded by cost savings



Realizing Resilient Corporate Governance

- Restructuring resilient management foundation promptly, and strive to evaluate and improve it thereafter

Achieving No. 1 in Safety and Security

Strengthening Internal Control

×

Advancement of risk management, preventive measures

Advancement of group company administration	**Improving the effectiveness of governing bodies and ensuring proper information flow** Reorganizing the roles of the Board of Directors and related bodies and clarify them across the entire group. Improve effectiveness by establishing a structured information dissemination process.	**Fundamental Improvement of Subsidiary Management Systems and Operations** Under a three-line defense framework, clarify the roles and risk management functions of the first, second, and third lines across the entire group.
Advancement of risk management function	**Visualizing Risks and Building Proactive Response Capabilities** Proactively manage and monitor the activities of various functions. Autonomously control risks and enhance management in business operations.	**Strengthening the Group's Cybersecurity** Appointing personnel and strengthening the organizational structure. Visualize the current state of cyber risks and clarify action and response priorities. Introduce anti-fraud tools to enhance monitoring.
Fostering talent portfolio and better organizational culture	**Clarification of Roles and Responsibilities and Optimization of Assignments** Clarify roles and responsibilities within each company and organization. Visualize talent portfolio and place appropriate persons in each roles.	**Fostering a Healthy and Sustainable Organizational Culture** Aim to enhance the knowledge level of executives and employees through education and training. Embed a risk and compliance culture.

Human Capital Strategy

- With the goal of ”empowering every employee,” we will enhance engagement through systems designed to improve the quality of human capital and achieve numerical targets

Upgrading quality of human capital

Accuracy of internal job postings

- Boosting motivation through self-directed career development

➡ **Aiming to identify and develop talent for transformation**

Global Rotation

- Establishing mechanisms to facilitate mobility of international talent

➡ **Promoting active participation of talent across national borders**

Expand benefits to attract diverse talent

- Establishing a competitive compensation system in the labor market
- **Recruiting talent capable of adapting to changes in the business environment**

Realization of demonstrating the required ability in the right place

Optimal placement of talent

Talent in need

Transformational Talent

- In fields where there are no precedents or clear answers, formulating hypotheses and **designing and** implementing **concepts from scratch**

Specialists Talent

- Having deep specialties in a specific area and able to solve highly complex challenges by **leveraging the expertise**

✓ Matching the required talent profiles aligned with each business’s growth strategy to the portfolio, and allocating them to strategically prioritized areas

✓ Redeploying talent from operation’s areas to strategic priority areas through reskilling

Realization of environment where everyone can thrive, achieving the goal of Medium-term Management Plan

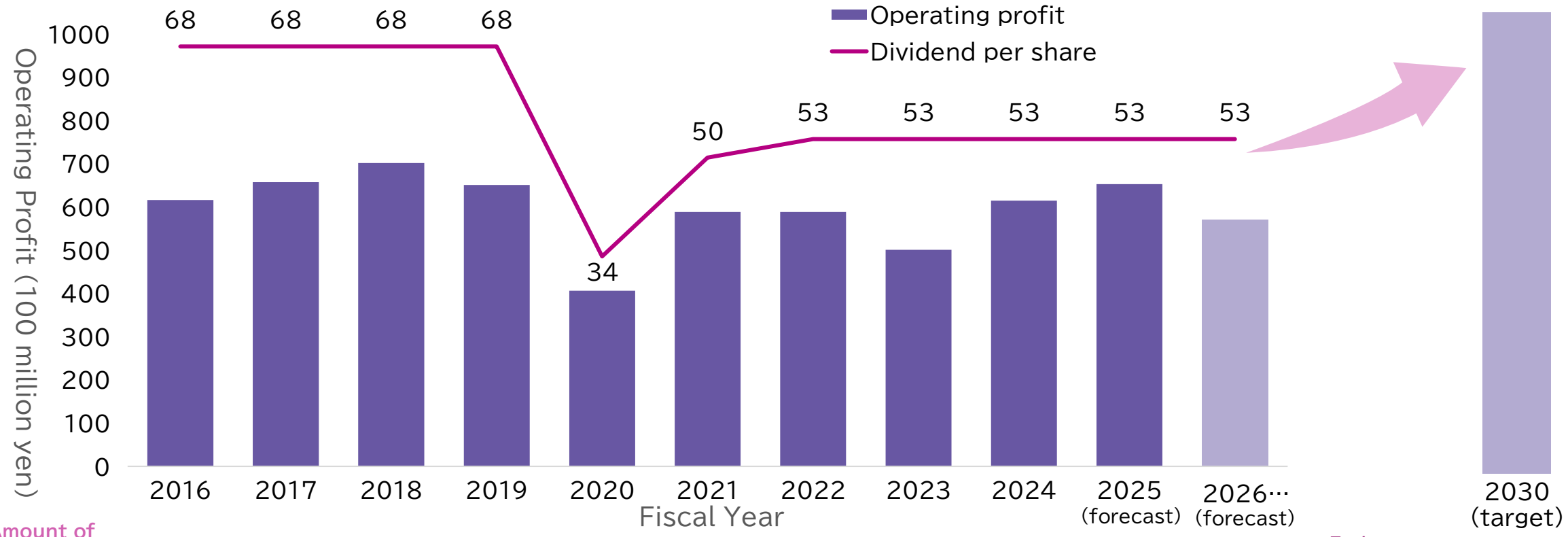
Sustainability

- Establish targets to be achieved by 2030 for four key materiality, and strive to address them to realize sustainable growth.

Materiality		Key Indicators (2030)	
Human Rights	Pursuit of happiness through innovative financial services	✓ Digital provision of all financial products and services, and continuous updates to security measures to ensure customers can use them with peace of mind ✓ Providing cross-border (borderless) ✓ Developing and securing talent to drive digital transformation ✓ Promoting financial inclusion initiatives	✓ Collaboration with local regions and communities ✓ Disaster response support through financial services ✓ Total number of financial education participants: 500,000 (Japan: 350,000, Overseas: 150,000) ✓ Review of Sustainable Investment and Financing Policy ✓ Implementation of Sustainable Finance
	Diversity and realization of potentials	✓ Percentage of Women in Management: 30% at Executive Officer level and above, 30% in Department Head positions ✓ Employment rate of people with disabilities: 3% (Japan) ✓ PRIDE Index certification (Japan)	✓ 100% Men's paternity leave uptake rate (Japan) ✓ Enhanced Employee Training ✓ Improving employee engagement
Establishment of resilient business foundation		✓ Compliance with Laws and Regulations ✓ Number of business interruptions due to incidents ✓ Consideration of incorporating sustainability metrics into executive offices' compensation ✓ Improvement in external ESG ratings	✓ In the event of a business crisis caused by a disaster or other emergency, minimizing damage, maintaining business operations, and ensuring rapid recovery through prompt and appropriate responses (BCP) ✓ Fostering a culture of governance
Addressing climate change and environmental issues		✓ Environmental Conservation Promotion of Sustainability Initiatives ✓ Reducing greenhouse gas emissions through energy conservation	✓ Providing environmentally friendly products and services

Shareholder Return Policy

- Aim to maintain a dividend payout ratio of 30–40% and balance investments for sustainable growth with shareholder returns
- Anticipate cumulative shareholder returns of approximately 70 bn yen over the five-year period from 2026 to 2030



Amount of Shareholder Return (5 year cumulative)

68.6 bn yen

55.4 bn yen

Approx. 70.0 bn yen

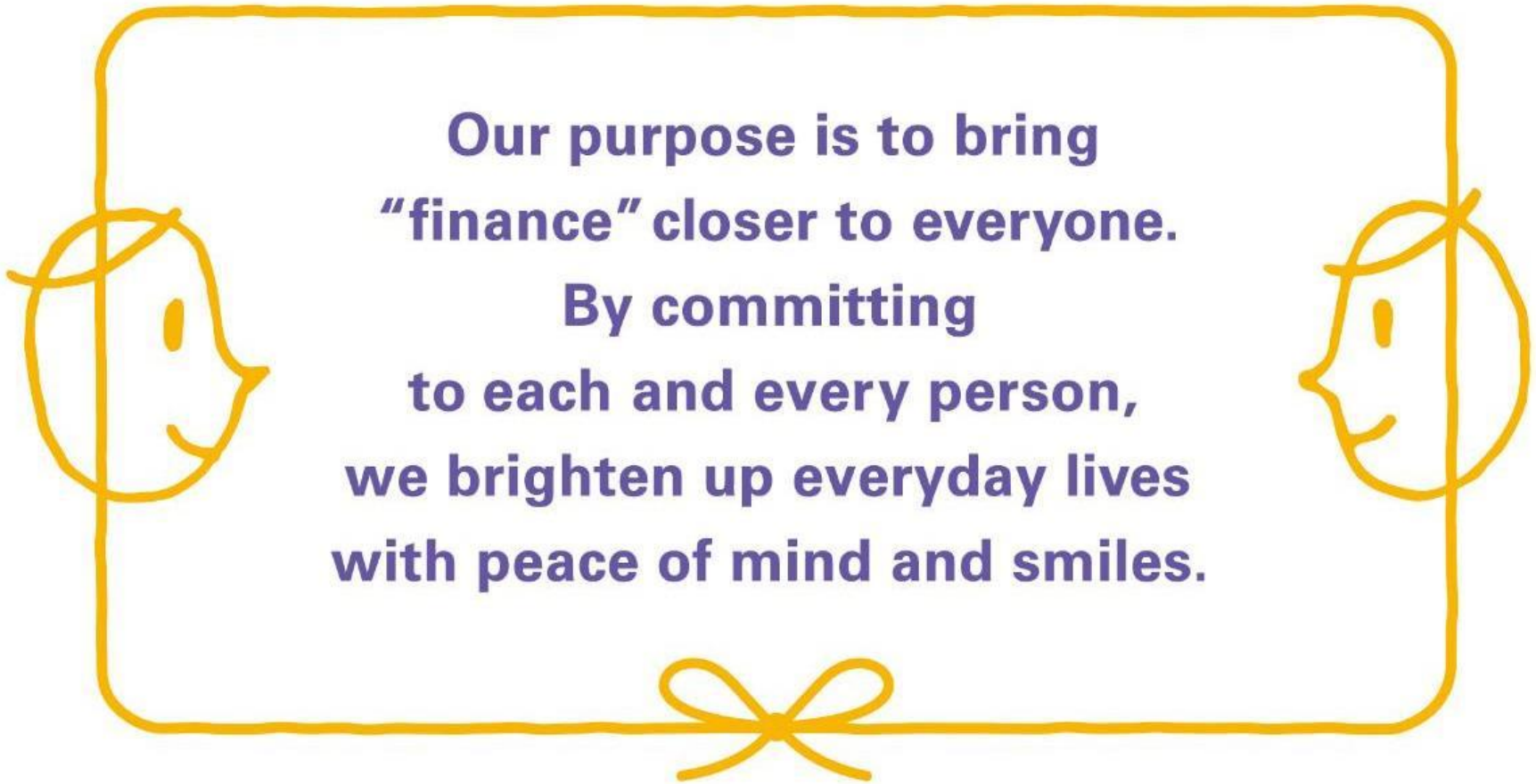
＊Please note that the return policy and dividend amounts are subject to change in the future depending on future business performance, financial conditions, investment plans, and changes in economic conditions.

FY 2026 Earnings Forecast

	FY2025 Results	FY2026 Forecast				2030 Target
						Unit: bn yen unless stated
	Consolidated	Consolidated	YoY	Domestic	Overseas	Consolidated
Operating Revenue	569.3	600.0	+30.7	355.0	245.0	780.0
Operating income	60.6	45.0	▲15.6	5.0	40.0	100.0
Operating Profit Margin	10.7%	7.5%	▲2.7pt	1.4%	16.3%	12.8%
Ordinary income	60.6	45.0	▲15.6	—	—	100.0
Net income	21.0	15.0	▲6.0	—	—	58.0
Dividend per share (Annual, yen)	53	53	±0	—	—	—
ROE	4.5%	3.2%	▲1.3pt	—	—	10.0%

[Our Purpose]

Our Purpose



Appendix

List of KPIs Managed Under the Medium-Term Management Plan

KPI for		Unit	2025	2026	2027	2028	2029	2030
Domestic	Number of Active AEON Pay ID	(10,000 persons)	1,208	3,000	4,000	4,700	5,500	6,000
	Outstanding Balance of Current Deposit	(trillion yen)	3.2	3.4	3.7	4.1	4.7	5.6
	Transaction volume of cashless transactions	(trillion yen)	9.8	11.0	12.0	14.0	16.0	19.0
	Outstanding Account Receivables for individual customers (High-yield)(*1)	(bn yen)	883.8	950.0	1,020.0	1,110.0	1,190.0	1,260.0
	Outstanding Account Receivables for corporate customers	(bn yen)	3,37.8	370.0	400.0	430.0	480.0	530.0
	Personnel cost against operating revenue	(%)	16.9	15.5	14.5	14.0	13.0	12.0
Overseas	Outstanding trade receivables (※2)	(bn yen)	1,157.7	1,290.0	1,400.0	1,550.0	1,630.0	1,750.0
	Outstanding trade receivables (※3)		41.1	59.0	76.0	100.0	150.0	200.0

*1 Before securitization *2 Total of three overseas listed subsidiaries and AEON Bank (Malaysia) *3 Total of subsidiaries in Vietnam and Cambodia

[Domestic] Customer Base

Domestic Valid IDs

39.25 million

(YoY 109%, Increase from beginning of term+3.09 million)

AEON Pay members	Card members ※1	No. of AEON bank accounts	E-money WAON ※2



12.08 million

(Increase of 3.92 million from beginning of term)



26.54 million

(Increase of 0.37 million from beginning of term)



8.91 million

(Increase of 0.16 million from beginning of term)

6.30 million

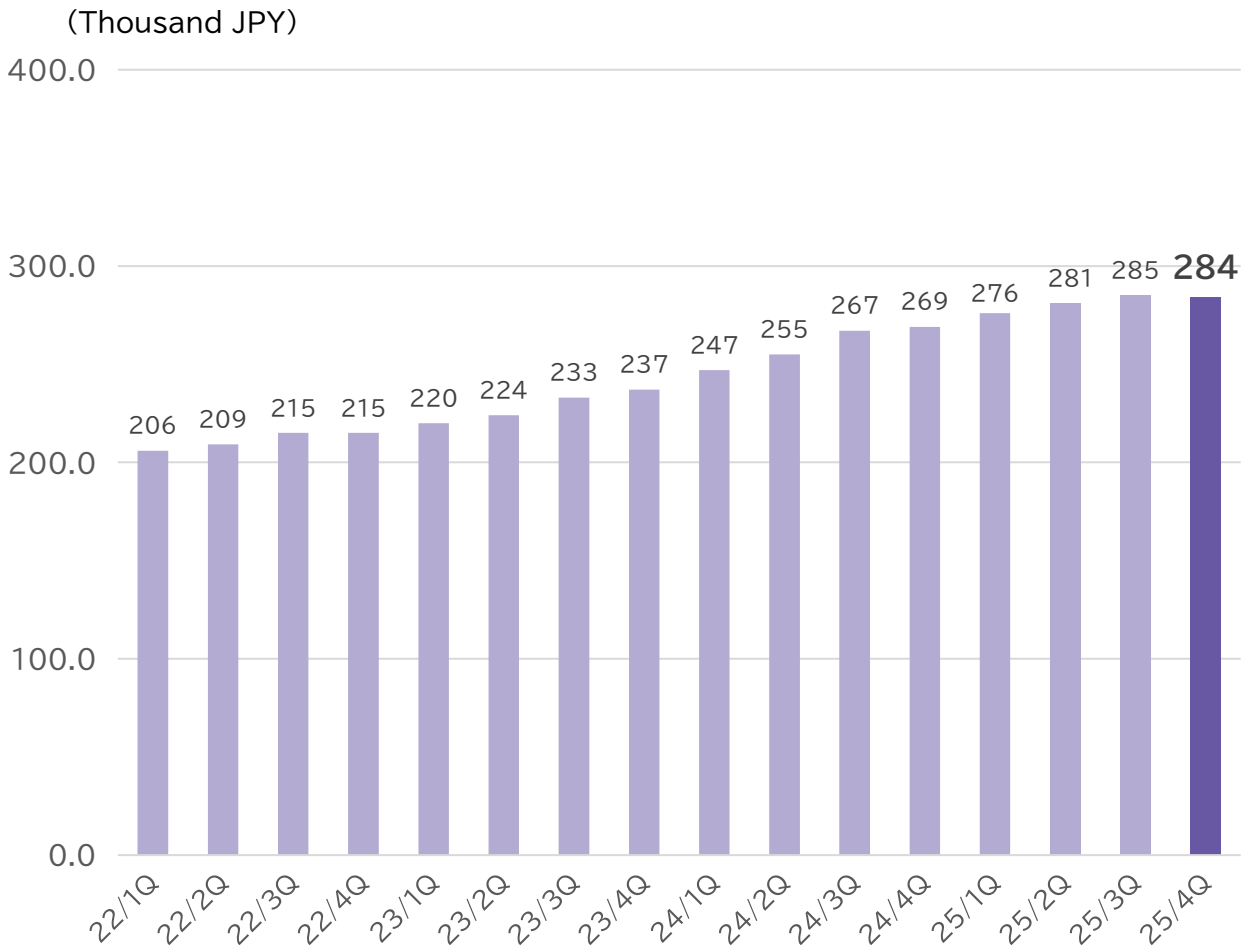
(Increase of 0.79 million from beginning of term)

*Total number of WAON electronic money cards issued: 110.26 million

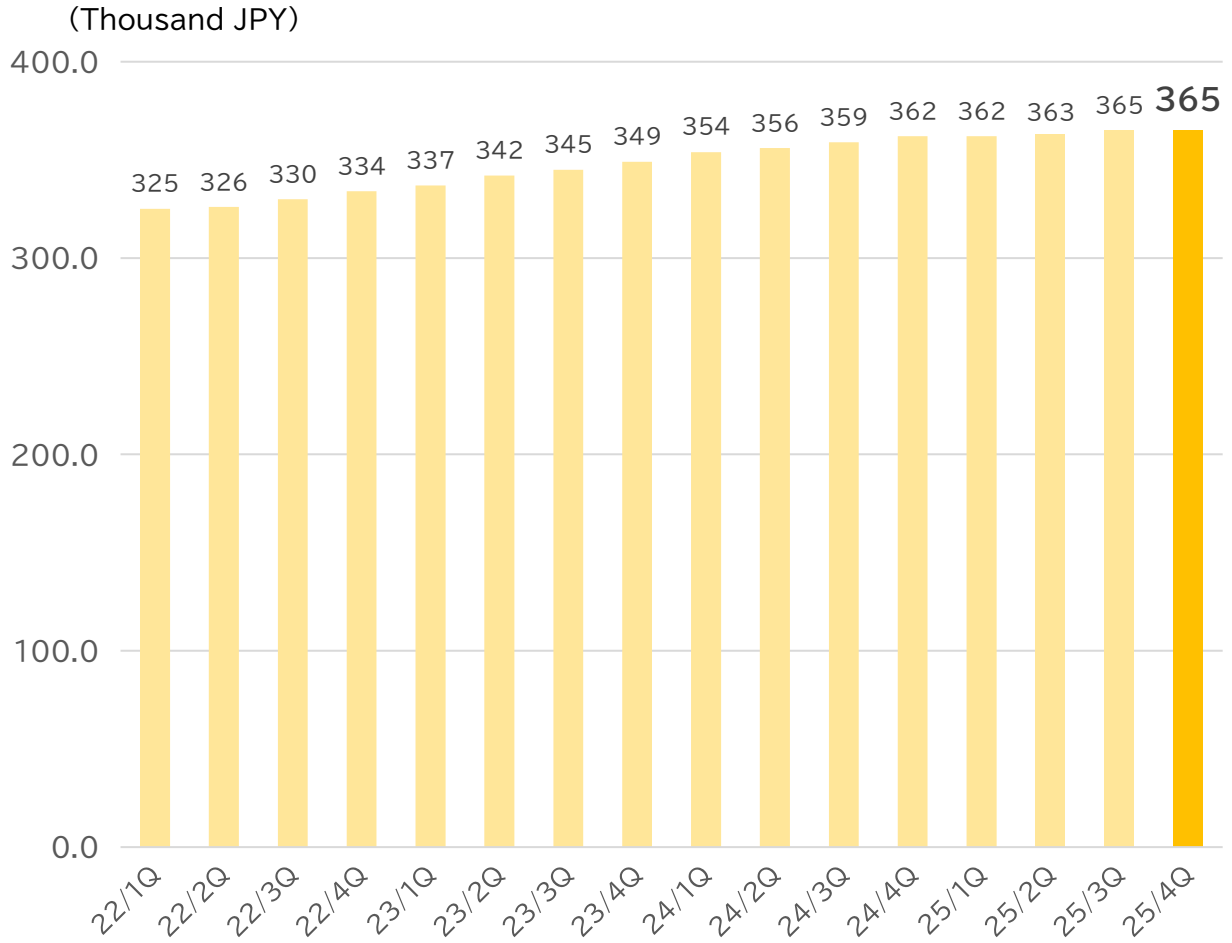
※1 Cardholders include family cardholders.
※2 Mobile WAON members who can be reached via apps, etc.

[Domestic] Securitized Receivables Balance Trends Per-Person

Shopping revolving/Installment loans



Cash Advance Receivables



※This slide will only be presented this time and will be included in the FACT BOOK starting this term.

[Domestic] Fourth Quarter Balance Sheet Status

- Most domestic funding comes from bank deposits. We aim to reduce funding costs by increasing the proportion of demand deposits
- Increase the proportion of high-yield receivables* in assets to enhance asset profitability

*High-yield receivables: Revolving/installment payments, cash advances, unsecured loans

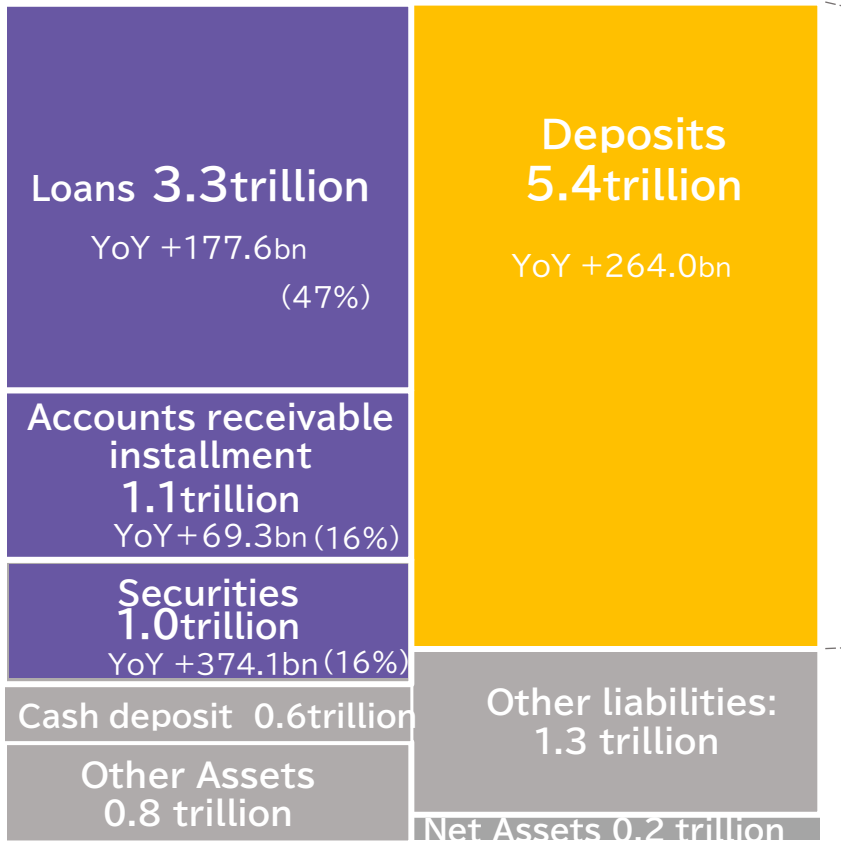
Loans		Average Yield*1
Housing-related loans *2	(45%)	1.01% (YoY+0.23pt)
Cash advances	(13%)	14.76%(YoY+0.01pt)
Corporate lending	(10%)	1.70%(YoY+0.27pt)
Unsecured loans	(2%)	8.93%(YoY+0.07pt)

Installment Accounts Receivable		Average Yield
Revolving/ Installment	(27%)	16.29% (YoY +1.37pt)

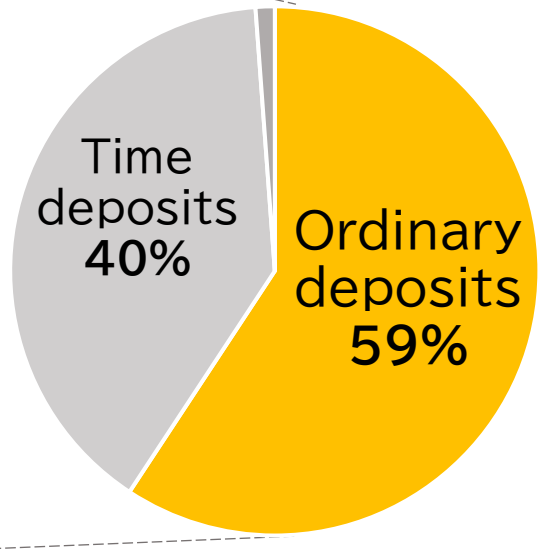
( ) indicates the composition ratio of loans or installment receivables as of the end of the period.

Securities	
securities for banking business	1.84% (YoY +0.68pt)

(bn JPY)



( ) indicates composition ratio of assets



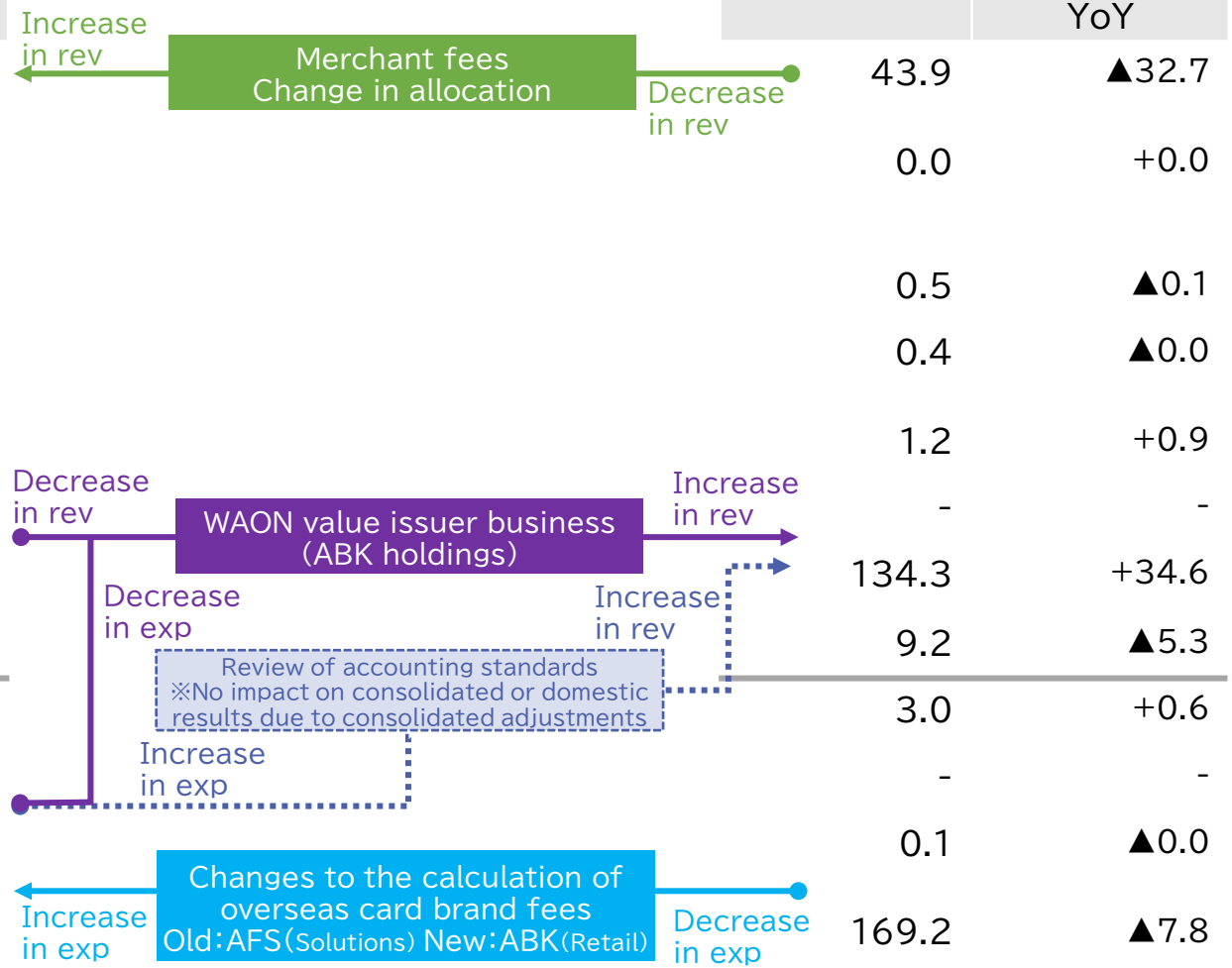
Average Deposit Interest Rate *1
0.38%
(YoY +0.16 pts)

*1 Quarterly Revenue (December, January, February) ÷ Period Average Balance (December, January, February) × 4
*2 Loans for residential mortgages and investment condominium mortgages

Impact of partial changes to transactions in the domestic segment

- Due to the acquisition of the WAON Value Issuer business and a partial review of internal transactions, there has been a partial change in the accounting of revenues and expenses between ABK(retail) and AFS(solutions). This is a change in accounting between segments, and there is no impact on domestic operating profit.

(Unit: Bn JPY)		Retail	YoY	Solutions	YoY
Rev.	Revenue from credit card business	64.1	+49.5	43.9	▲32.7
	Revenue from installment sales finance business	0.2	+0.0	0.0	+0.0
	Financing revenue	65.7	+2.2	0.5	▲0.1
	Recoveries of written off receivables	0.0	+0.0	0.4	▲0.0
	Financial revenue	63.3	+21.1	1.2	+0.9
	Insurance revenue	4.6	▲8.3	-	-
	Fees and commissions	30.9	▲2.1	134.3	+34.6
	Others	13.9	▲3.5	9.2	▲5.3
Exp.	Financial expenses	28.8	+18.7	3.0	+0.6
	Insurance expenses	3.9	▲8.4	-	-
	Fees and commissions payments	107.9	+27.4	0.1	▲0.0
	Administrative expenses	96.8	+17.0	169.2	▲7.8
	Others	0.2	+0.1	3.7	+0.0



＊AFS : AEON Financial Services　ABK:AEON Bank

Cumulative Results of Overseas Listed Companies (Local Currency)

		FY 2024	FY 2025	
		Full year results	Full year Results	YoY
AEON CREDIT SERVICE (ASIA)	Revenue	1,759,316	1,825,357	104%
	Profit before tax	476,816	561,844	118%
HK$' 000	Profit for the term	400,478	468,199	117%
AEON THANA SINSAP (THAILAND)	Revenue	22,101,767	21,775,075	99%
	Profit before tax	3,847,634	3,920,092	102%
BAHT' 000	Profit for the term	2,950,505	3,130,213	106%
AEON CREDIT SERVICE (M)Berhad	Revenue	2,200,723	2,471,668	112%
	Profit before tax	581,838	537,452	105%
RM' 000	Profit for the term	370,611	383,173	103%

Cumulative Results of Overseas Listed Companies (Yen conversion)

		FY 2024	FY 2025		Exchange rates
		Full year results	Full year results	YoY	
AEON CREDIT SERVICE (ASIA)	Revenue	34.4bn	35.1bn	102%	(JPY/ HKD) ・FY2024：¥19.57 ・FY2025：¥19.25
	Profit before tax	9.3bn	10.8bn	116%	
	Profit for the term	7.8bn	9.0bn	115%	
AEON THANA SINSAP (THAILAND)	Revenue	96.3bn	100.6bn	104%	(JPY/ THB) ・FY2024 ：¥4.36 ・FY2025 ：¥4.62
	Profit before tax	16.7bn	18.1bn	108%	
	Profit for the term	12.8bn	14.4bn	112%	
AEON CREDIT SERVICE (M)Berhad	Revenue	74.2bn	88.6bn	119%	(JPY/ MYR) ・FY2024 ：¥33.74 ・FY2025 ：¥35.88
	Profit before tax	19.6bn	19.2bn	111%	
	Profit for the term	12.5bn	13.7bn	110%	

Transaction Volumes and Operating Receivables of Overseas Business

(Unit：Bn JPY)		China Area (Hong Kong)	YoY (Change)	Mekong Area (Thailand)	YoY (Change)	Malay Area	YoY (Change)	Overseas Business	YoY (Change)
Credit card	Transaction volume	**280.8**	106%	**294.7**	85%	**102.9**	129%	**678.5**	98%
	Operating Receivables	**118.2**	+12.8	**167.8**	+7.2	**47.8**	+12.7	**333.9**	+32.8
Installment finance	Transaction volume	-	-	**30.0**	107%	**141.7**	101%	**171.7**	102%
	Operating Receivables	-	-	**53.6**	+12.2	**386.2**	+82.0	**439.8**	+94.2
Personal loans	Transaction volume	**30.7**	102%	**102.9**	90%	**82.9**	106%	**216.5**	97%
	Operating Receivables	**34.7**	+3.3	**202.9**	+3.1	**200.7**	+54.2	**438.4**	+60.7
Total	Transaction volume	**311.5**	105%	**427.7**	88%	**327.6**	110%	**1,066.9**	99%
	Operating Receivables	**153.0**	+16.2	**424.3**	+22.5	**634.8**	+149.1	**1,212.2**	+187.9

Balance Sheet Status

(Unit: Bn JPY)	FY 2025	
	Results for the year	YTD
Cash and deposits	676.8	▲ 137.9
Operating Loans	1,059.2	+79.2
Loans and bills discounted for banking business	2,840.7	+170.3
Accounts receivables-installment	1,730.4	▲ 16.9
Allowance for doubtful accounts	▲ 136.6	▲12.2
Other	2,143.3	+474.9
Total assets	8,313.9	+557.4

	FY 2025	
	Results for the year	YTD
Deposits	5,482.0	+275.8
Accounts payable-trade	392.8	+75.0
Interest-bearing debt (excl. deposits)	1,439.3	+130.1
Other	374.4	+36.9
Total liabilities	7,688.7	+518.0
Total net assets	625.2	+39.4
Total liabilities and net assets	8,313.9	+557.4

Segment Performance

(Unit：Bn JPY)	Domestic Total ※	Retail	Solutions	Overseas Total ※	China Area	Mekong Area	Malay Area	Consol. Total ※
Operating Revenue	331.6	242.9	189.8	240.4	35.9	102.8	101.7	569.3
YoY	106%	126%	99%	108%	101%	107%	112%	107%
Operating Profit	18.5	5.1	13.5	41.8	10.8	16.0	14.9	60.6
YoY	83%	49%	138%	108%	116%	100%	111%	99%
Operating Profit Ratio	5.6%	2.1%	7.1%	17.4%	30.1%	15.6%	14.7%	10.7%
Change	▲1.5pt	▲3.3pt	+2.0pt	+0.0pt	+4.0pt	▲1.1pt	+0.0pt	▲0.9pt

(Reference) The impact on revenue due to securitization ¥13.5bn (▲10.0bn compared to the same period of the previous FY)

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

Results by Area

(Unit:Bn JPY)		Transaction volume	YoY	Operating receivables (Before securitization)	YTD
Domestic	Credit card	8,241.6	105%	1,929.3	+68.9
	Credit card shopping	7,866.6	105%	1,494.0	+61.4
	(Of which, revolving and installment)	-	-	395.1	+33.6
	Cash advance	375.0	101%	435.3	+7.4
	Housing loan	457.1	82%	4,046.5	+181.7
	Other	-	-	1,257.6	▲30.4
	Total	-	-	7,233.5	+220.2
Overseas	Credit Card	678.5	98%	333.9	+32.8
	Credit card shopping	487.5	97%	177.3	+21.3
	Cash advance	191.0	101%	156.5	+11.5
	Installment finance	171.7	102%	439.8	+94.2
	Personal loans	216.5	97%	438.4	+60.7
	Other	-	-	1.7	+1.2
	Total	-	-	1,214.0	+189.1

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

【Allowance for doubtful accounts】

(Unit: Bn JPY)	Domestic Total	Retail	Solutions	Overseas Total	China Area	Mekong Area	Malay Area	Consol. Total
Opening allowance for doubtful accounts	57.2	1.7	55.9	66.3	5.0	32.9	28.3	124.4
Bad debt related expenses (allowance for doubtful accounts and losses)	26.2	0.0	26.2	75.1	8.1	35.5	31.5	101.4
Bad debt written off (including transferred debt)	28.1	0.1	27.9	61.1	7.6	26.8	26.5	90.1
Ending balance of allowance for doubtful accounts	55.3	1.6	54.2	80.3	5.5	41.6	33.2	135.6

※Balance at end of period for domestic subsidiaries

<Retail>	AEON Bank:	¥1.9bn
<Solutions>	AEON Financial Service:	¥53.5bn
	AEON Housing Loan Service:	¥0.8bn

【Provision for loss on interest repayment】

(Unit: Bn JPY)	FY2024	FY2025
Beginning of term	2.5	0.9
Provision	-	-
Interest repayment	1.5	0.4
End of period	0.9	0.4

AEON Bank's progress in response to the business improvement order

- AEON Bank's improvement plan is progressing without delay
- For completed items, continue enhancing operational sophistication through measures like introducing external services to strengthen the frameworkTraining for responsible departments (February 2026)

Details of the business improvement order

Foster a sound risk culture that places emphasis on anti-money laundering and terrorist financing measures, establish an effective anti-money laundering and terrorist financing risk management system, and establish appropriate business operations regarding the reporting of suspicious transactions.

Responses

1. **Strengthening governance regarding anti-money laundering and anti-terrorist financing**
2. **Establishing a system for timely and appropriate reporting of suspicious transactions**
3. **Dealing with transactions that were detected by the transaction monitoring system but left unattended without determining whether they were suspicious**
4. **Early resolution of outstanding matters in the guidelines**
5. **Early release of new system and start of new business operations**

Details of the progress of the business improvement plan can be found on the AEON Bank website.(Japanese only)
https://www.aeonbank.co.jp/company/release/2025/

Main progress during the 4th Quarter

Strengthening of governance

・Continue conducting employee training and awareness surveys (from December 2025)

・Continue verifying the effectiveness of measures based on the annual plan by the department in charge of anti-money laundering and risk management (February 2026)

Building a response system

・Reporting and analysis of Key Risk Indicator (KRI) performance and trends on a monthly basis (from January 2025).

Education/Training

・Implement training based on the program

- ▸ Training for all employees (from December 2025)
- ▸ Training for responsible departments (February 2025)

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.

ÆON Financial Service