



Interim Financial Results for the Fiscal Year Ending February 2027

October 13, 2026

Agenda

- 1 Consolidated Results
- 2 Progress of Profit Growth Drivers
- 3 Revenue Structure Reform
for the Recovery of the Food Retail Business
- 4 Progress of Business Structure Reform
- 5 Outlook for Fiscal Year 2026

- Driven by Health & Wellness, Developer Entertainment, and ASEAN, which are positioned as profit growth drivers, operating revenue increased by 13.8% year-on-year. Operating profit increased by 10.7% year-on-year. Both operating revenue and operating profit reached record highs.

Consolidated Results		1st Half of Fiscal 2026			(Billion yen)
	FY2026 1H	FY2025 1H	YoY %	YoY change	
Operating revenue	5,904.1	5,189.9	13.8%	+714.1	
Operating profit	130.7	118.1	10.7%	+12.6	
Ordinary profit	108.2	106.4	1.7%	+1.8	
Profit attributable to owners Of the parent company	13.3	4.0	229.1%	+9.2	

1st Half of Fiscal 2026

		Operating revenue		Operating profit		(Billion yen)
		Amount	YoY % Change	Amount	YoY Diff.	YoY % Change
S e g m e n t	Health & Wellness ^{*1}	1,277.8	87.4%	59.6	+36.9	162.9%
	(Simple Aggregation Excl. Tsuruha Group Results ^{*2})	707.0	3.6%	33.3	+7.7	30.0%
	Developer & Entertainment ^{*3}	354.2	8.2%	54.2	+13.2	32.3%
	International	315.1	12.1%	5.6	+0.7	15.0%
	Supermarket ^{*3}	1,526.3	-1.2%	-0.1	-13.0	-
	Discount Store	218.6	0.7%	0.4	-3.2	-87.7%
	GMS	1,865.3	2.6%	-12.6	-12.4	-
	Financial Services	307.6	11.3%	26.0	-0.8	-3.3%
	Service & Specialty Store ^{*3}	314.2	1.6%	7.1	-1.6	-19.1%
	Others	47.4	22.9%	-7.5	-2.2	-
Adjustment amount ^{*3}		-323.0	-	-2.0	-4.8	-
Consolidated Total		5,904.1	13.8%	130.7	+12.6	10.7%

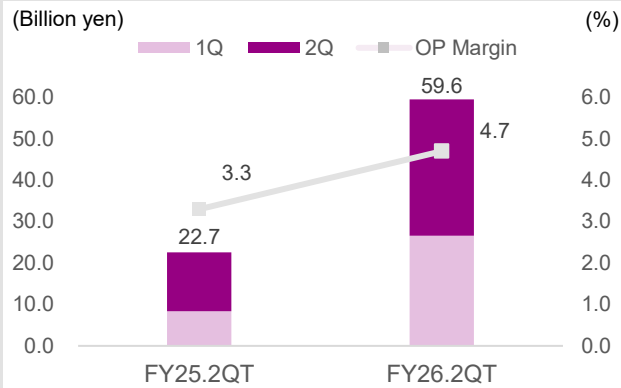
^{*1} Amortization expenses for goodwill, etc. due to Tsuruha HD becoming a consolidated subsidiary: including 4.4 billion yen ^{*2} Comparison of similar scale excluding consolidated adjustments ^{*3} Previous fiscal year results are adjusted for segment moving companies

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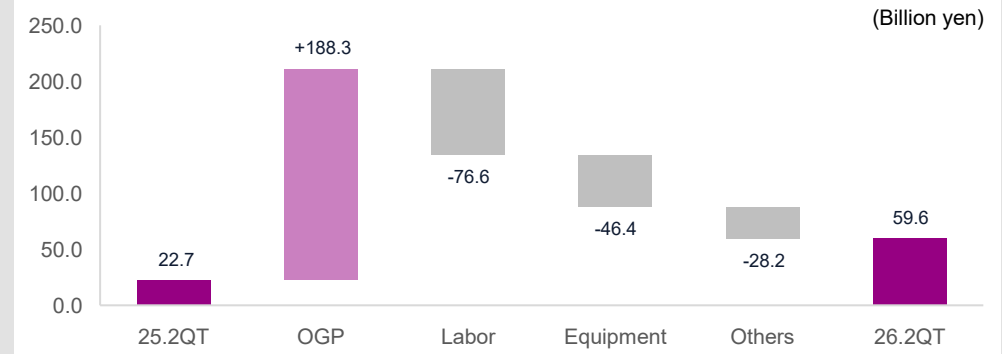
- The consolidation of Tsuruha Holdings, undertaken in anticipation of the long-term growth potential of the Health & Wellness business, contributed significantly to earnings growth, resulting in record-high earnings.
- Sales remained in line with plan, resulting in revenue growth. In the second quarter, despite a decline in seasonal product demand due to unfavorable weather, strong dispensing sales supported overall performance.
- Integration synergies exceeded plan, improving profitability at both the Tsuruha Group and the Welcia Group and driving record-high earnings at both companies.

Segment operating profit

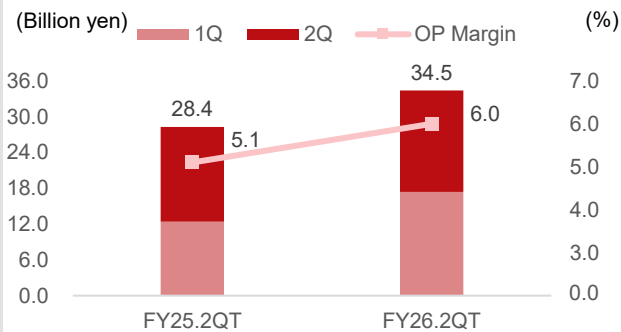


	Operating profit	Year-on-year comparison
H&W Business	59.6 billion yen	162.9% increase
Tsuruha G	34.5 billion yen	21.4% increase
Welcia G	31.3 billion yen	27.1% increase

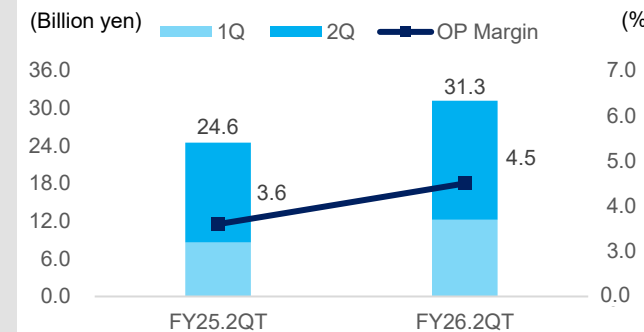
Segment operating profit +/- factors



● Tsuruha Group



● Welcia Group^{*1}



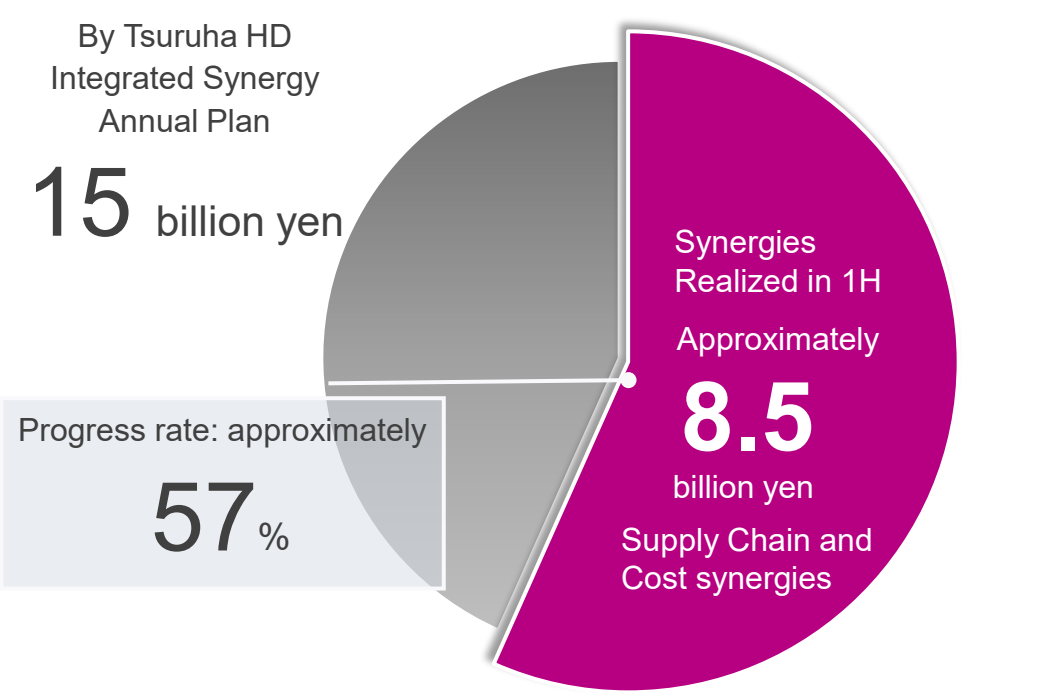
Same-Store Sales & Customer Traffic (YoY)^{*2}

(%)	March	April	May	June	July	August	1H
Sales	3.3	5.0	4.6	-1.1	1.7	1.5	2.5
Products	1.5	3.8	4.8	-3.8	0.0	0.3	1.0
Dispensing	11.2	10.0	3.9	11.4	9.0	7.0	8.8
Customer Traffic	0.4	1.0	2.4	-4.2	-1.8	-2.0	-0.7

^{*1} Welcia Group's FY25 operating profit results are retrospectively revised accounting standards after integration with the Tsuruha Group and Welcia Group management)

^{*2} Figures from Tsuruha HD consolidated (after the merger of Tsuruha Group

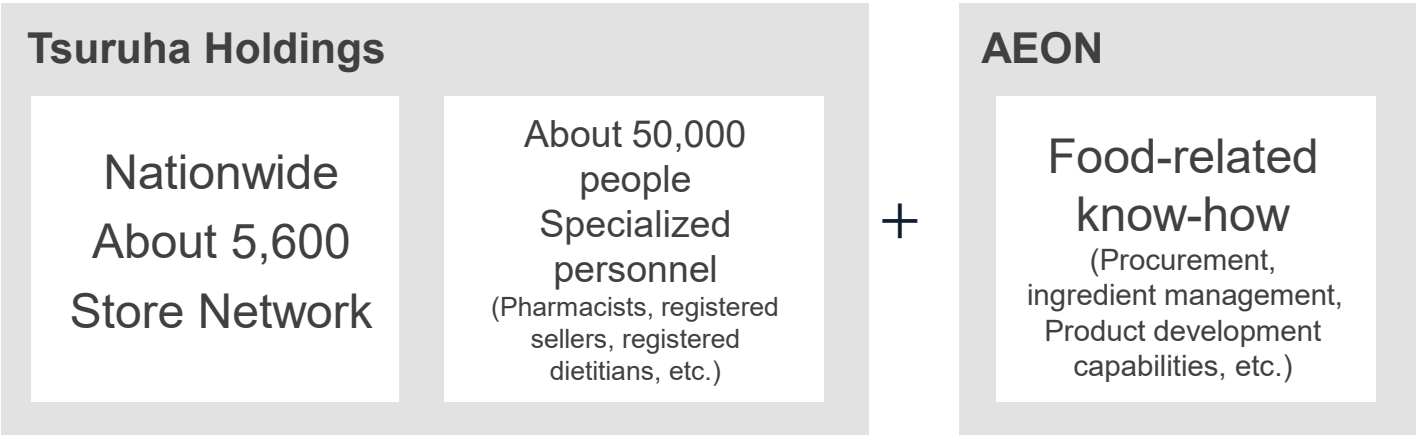
Progress of Integration Synergies in 1H



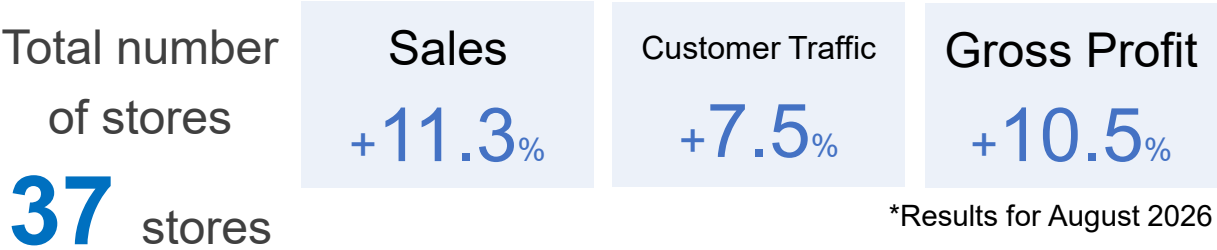
Efforts for Maximizing Synergies and Early Realization
in the Second Half

- H&BC+ Some Foods: Supplier Integration, Shelf Layout, and Unification of Featured Items
- Food: Negotiations Begin for Supplier Integration
- Strengthening PB sales expansion, including Topvalu (Tsuruha HD's sales about 1.3 times year-on-year) that performed well in the first half

Drug & Food Model



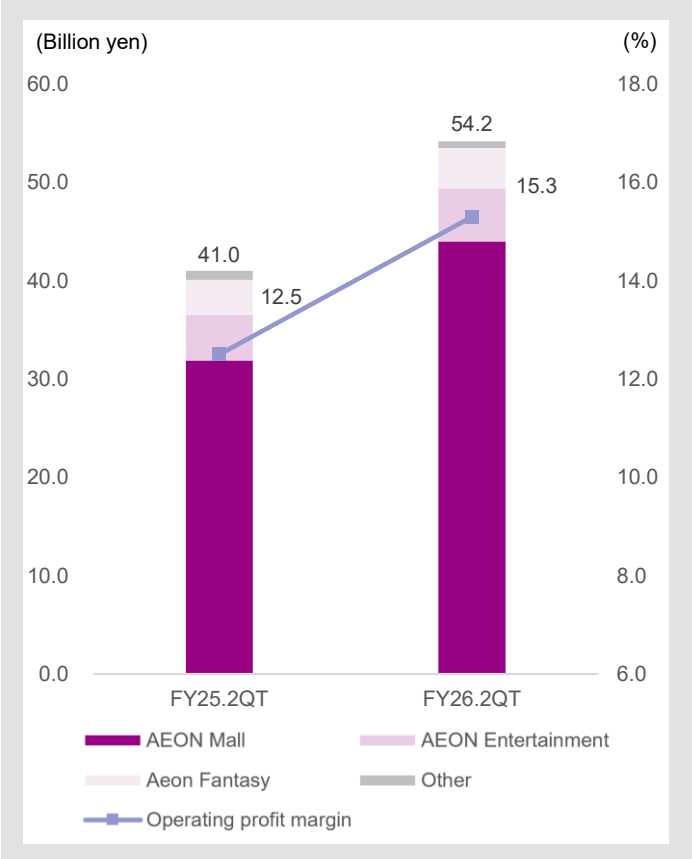
Developing a drug and food model that supports the health of local residents, including food.



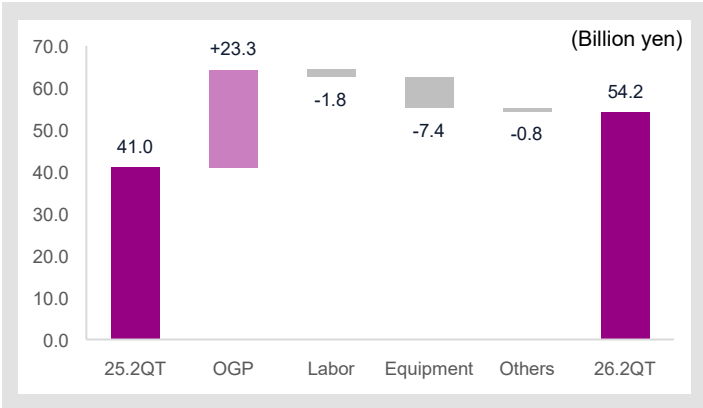
From the second half onward, **we will strengthen our product supply and store operations to accelerate our expansion.**

- AEON Mall delivered higher revenue and profit and achieved record-high earnings. Significant profit growth was recorded both in Japan and overseas. In Japan, tenant sales were driven by experiential and time-consumption content that captured consumers’ preference for affordability, proximity and convenience. Revitalization initiatives aimed at enhancing the value of existing assets as destinations for experiences, interaction and entertainment, together with contributions from revitalized malls, supported earnings growth.
- At AEON Entertainment, the expansion of non-movie content and the improvement in food and beverage purchase rates paid off, resulting in double-digit earnings growth and record-high earnings
- AEON Fantasy posted double-digit profits and achieved record-high earnings thanks to strong performance in its main prize division. New business format 'Crane Yokochō Kiwami' is performing well

Segment operating profit



Segment operating profit +/- factors



AEON Entertainment YoY attendance etc.

	YoY(%)
YoY of Attendance	98.5
of which, YoY of ODS*1 Attendance	115.8
YoY of Concessions & Merchandise Sales	118.6

* Other Digital Stuff. Incl. live-viewing and other non-film content

Existing Aeon Mall specialty stores sales in Japan YoY

	YoY(%)
Large-scale	105.4
Apparel	99.6
Accessories	101.2
Miscellaneous goods	107.5
Dining	105.4
Amusement	107.7
Service	105.9
Specialty stores total	104.6
Total	104.7

FY25-26.1H
Domestic renewal: 32 malls
Specialty store sales YoY
106.8%
(For malls that have not yet been renovated +3.2%)

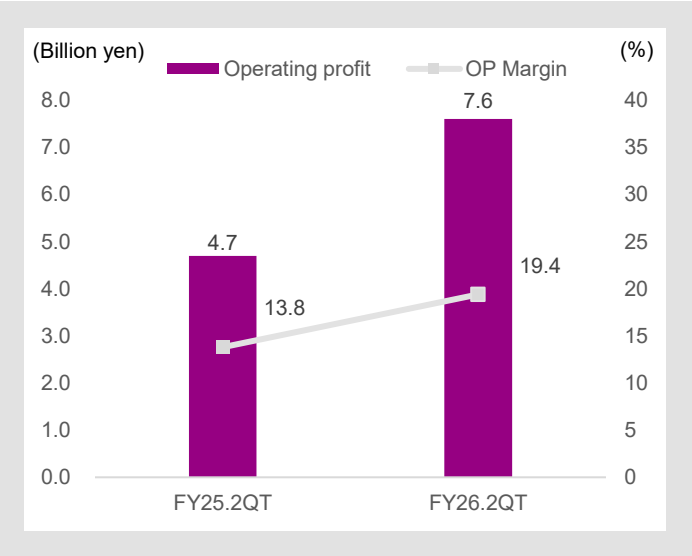
AEON Fantasy
Accelerating the Rollout of New Store Formats
Giving daily necessities and food as prizes
New business format 'Crane Yokochō Kiwami' is a hit among households



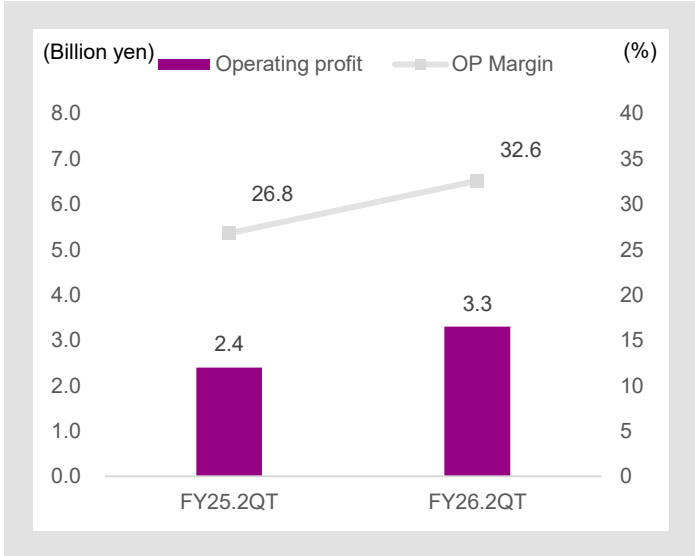
- AEON Mall posted stronger profit growth in both China and Vietnam than in Japan.
- In China, revitalizing existing malls to meet consumer needs has succeeded, leading to increased customer numbers. In Vietnam, business expansion continued to benefit from the country’s economic growth.
- At AEON Fantasy, the playground business performed well in ASEAN, where indoor amusement facilities are widespread. Overseas business also saw increased revenue and profit.

AEON Mall Overseas Operating Profit

● China



● Vietnam



AM Da Nang Thanh Khe, which opened in July as the 8th store in Vietnam

AM Da Nang Thanh Khe on the lower floors of the complex opened stores under the master lease system. A light-asset development model enabling early opening while limiting investment In Vietnam, further Two malls scheduled to open



"Kizooona Safari" First Store in Vietnam

At AEON Fantasy, in ASEAN Playground business is performing well

At AEON Entertainment, operating three cinemas in Vietnam In July, in Indonesia entered the film distribution business

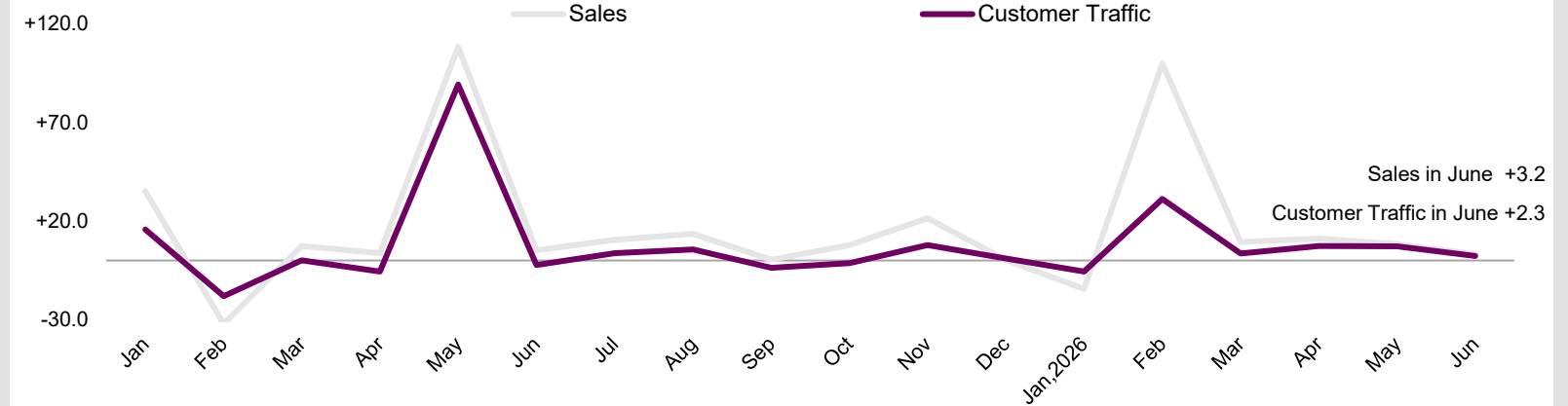
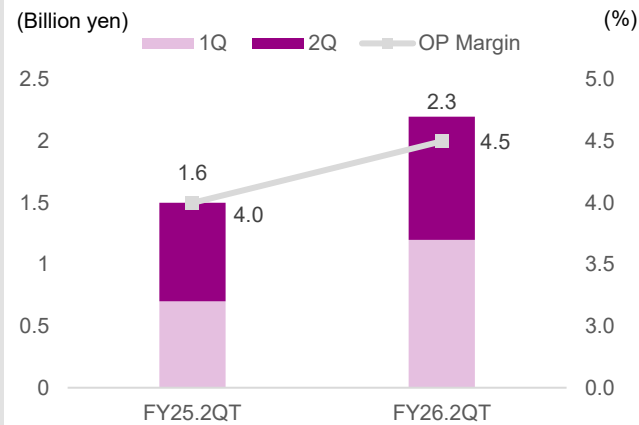
Domestic	30.4% increase
China	60.3% increase
Vietnam	36.8% increase

- Three malls were revitalized in China during the first half. Strengthening the purpose of visits, such as expanding dining zones, achieving results and contributing to increased revenue
- Sales at existing specialty stores in Vietnam reached 122.1% of the prior-year level

- At AEON Vietnam, despite the decline in consumer sentiment caused by rising prices in the Middle East, customer attraction strategies proved effective, resulting in significant earnings growth and record-high earnings.
- Expanding customer touchpoints and market area further by opening stores in specialized business formats at other companies' shopping centers
- Aiming to form an "AEON Living Sphere," expanding business across multiple formats including retail and H&W, DV & ENTERTAINMENT, and finance

Operating Profit*1

Same-store Sales and Customer Traffic (YoY) *1



Opened "Glam Beautique," the latest H&BC store format developed within domestic GMS operations, at third-party shopping centers

Expanding customer touchpoints and trade areas through diverse store formats and channels



Tsuruha currently operates two stores
Joint store openings planned for the second half with AEON Vietnam

With market expansion in mind, Even in the drugstore market, Expanding Market Share

*1 Managerial accounting figures. These are the performance figures for the Vietnam retail business (December fiscal year-end); Vietnam businesses such as developer and finance do not include

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Difficulties in the Food Retail Business in the First Half of the Year

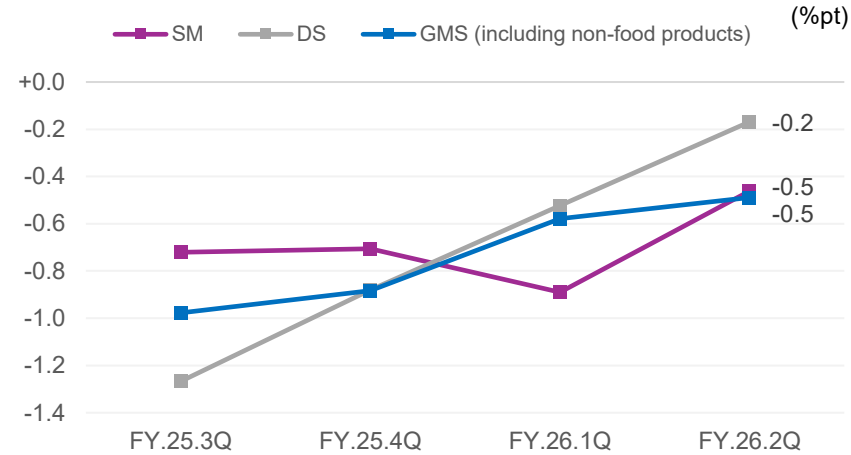
External factor

- Due to the impact of government rice reserves in the previous period, decline of rice demand
- Rising costs due to Middle East developments and other factors
- Against the backdrop of prolonged inflation, consumers adopted a more cautious spending mindset.

Internal Factors (Challenges)

- (1) Selection and concentration of pricing policies
- (2) Operation and management of promotional initiatives
- (3) Recovery of existing store customer numbers

Trend in Operating Gross Profit Margin Compared to the Same Period Last Year



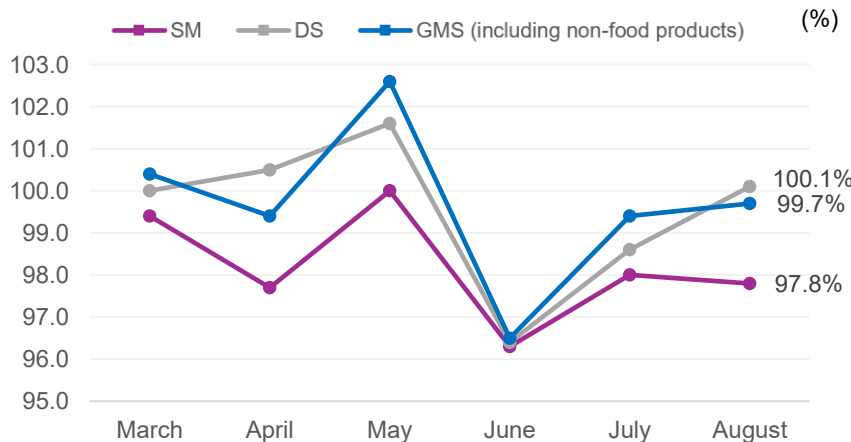
From the second quarter onward,

- Restructuring pricing policies and promotional measures
- Strengthening value proposition (fresh food and deli)

As a result of working on this,

Both gross margin rates and customer traffic have shown signs of improvement.

FY26 Same-Year Visitor Trends in Existing Store Customers



Customer traffic declined sharply in June due primarily to unfavorable weather conditions.

From July onward, there will be some variation.

Customer traffic has shown a recovery trend since July.

(1) Restructuring Pricing Policy

- Expanding sales of Top Valu centered on the "Best Price," Promoting the switch from NB to PB
- Focusing on NBs with high price elasticity that help attract customers, strengthening pricing

(2) Highly effective promotional measures

- Enhancing customer trust in prices through sales floor development that conveys "great deals," consistent promotional strategies, and EDLP implementation
- Strengthening the appeal of Topvalu

(3) Creating Reasons to Visit and Strengthening value-added products

- Product development and sales that motivate customers to visit
- Improving the quality and differentiation of fresh produce, which are purchased frequently, Strengthen deli offerings that meet growing demand for convenience and ready-to-eat meals

(4) Cost Structure Reform

- Optimization of 'Facility Costs' through Stricter Investment Discipline and 'Promotional Expenses'
- Reducing fixed costs through energy conservation and suppression of utility costs, implementing expense structure reforms of the same scale as in the second half of fiscal 2024

Recovery in Customer traffic

Improved Gross Margin Mix

Enhanced Profitability

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- Steadily promoting business structure reforms to optimally allocate management resources to key business areas, enhance overall group profitability, and enhance capital efficiency.

Improvement in net profit due to eliminating loss-making companies

- G-FOOT was delisted and made a wholly owned subsidiary (June)
 - Efforts to **rebuild by strengthening collaboration with GMS**
- Sale of shares in AEON Thailand (Thai retail) (September)
 - **Allocate management resources to Vietnam**, the top priority area in ASEAN, In Thailand, we focus on finance, entertainment, health & wellness, Continue to improve profitability
- Resolution to dissolve and liquidate AEON Fantasy China's consolidated subsidiary

Improving capital efficiency through business and functional consolidation

- At Maxvalu Tokai, we are working to **further strengthen Delica and improve management efficiency**, absorbed wholly owned subsidiary Delica Foods (September)
- At AEON Mall, we are expanding our customer base by opening stores **in urban and densely populated areas. Absorbed OPA through merger to concentrate management resources and improve operational efficiency** (March 2027)

Measures completed

More than **40** companies

Withdrawal or sale, business or function consolidation or restructuring
Resolution of Negative Net Worth, Improving the Group's Capital Efficiency

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- No change in full-year earnings forecast
- Growth drivers such as Health & Wellness, Developer Entertainment, and ASEAN are accelerating growth, Aiming to achieve full-year earnings forecasts through the implementation of profit structure reforms in the food retail business

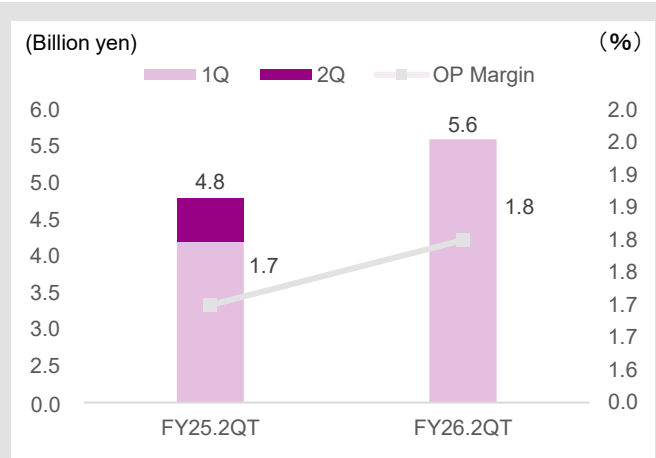
(Billion yen)					
Fiscal Year 2026					
	Forecast	YoY	Change	1H Results	Progress
Operating revenue	12,000.0	+12.0%	+1,284.7	5,904.1	49.2%
Operating profit	340.0	+25.7%	+69.5	130.7	38.4%
Ordinary profit	290.0	+19.3%	+47.0	108.2	37.3%
Profit attributable to owners of the parent	73.0	+0.4%	+0.3	13.3	18.2%

Appendix

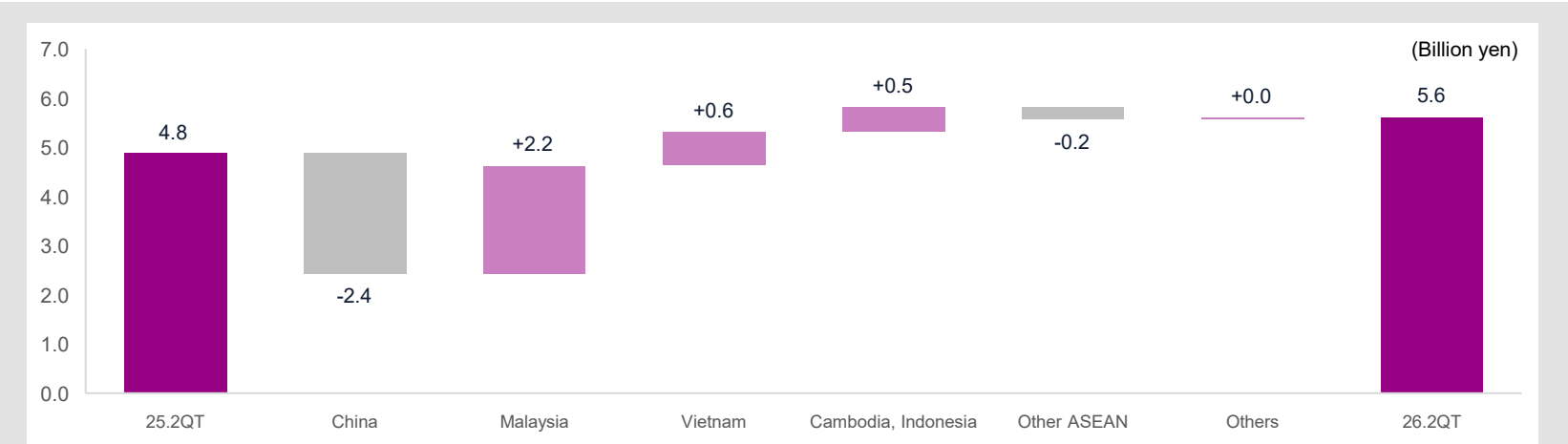
- Overview of results by Segment
- Consolidated Balance Sheet
- Consolidated Results – 5-Year Trend
- Dividends

- ASEAN: Led by Malaysia and Vietnam, operating profit increased approximately 1.5 times year-on-year, offsetting difficulties in China business and achieving double-digit profit growth for international business
- In Vietnam, our top-priority market, customer acquisition initiatives proved effective despite softer consumer sentiment amid rising prices resulting from the Middle East situation, driving significant earnings growth
- As part of business restructuring aimed at optimal allocation of management resources to key areas and improving the group's capital efficiency, the transfer of AEON Thailand was decided

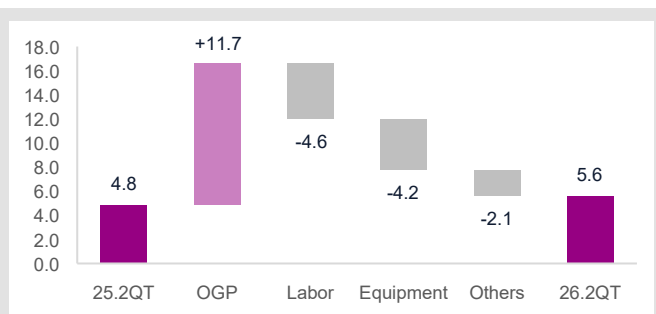
Segment operating profit



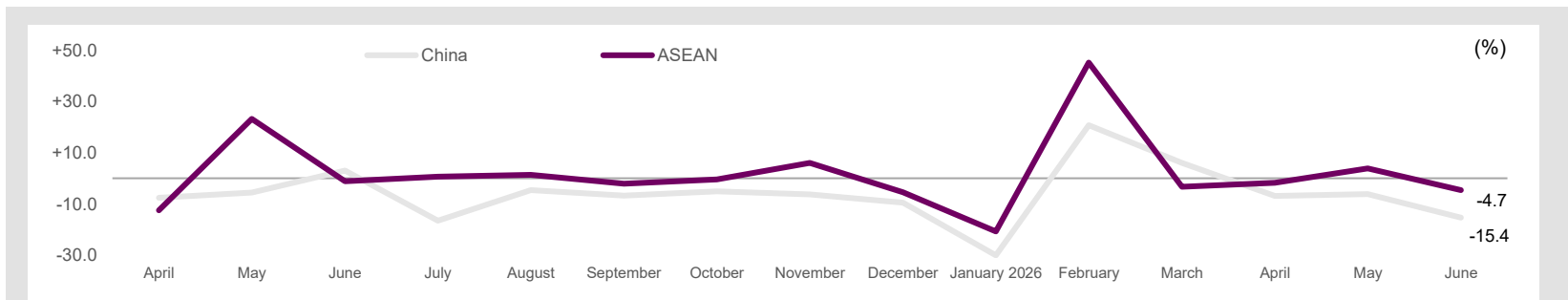
Operating profit change by area



Segment operating profit +/- factors



Same-store sales YoY*2



*1 The reportable segment "International Business" comprises retail operations in the ASEAN region and China, does not include overseas businesses such as the Developer Business and Financial Services Business.

*2 Managerial accounting. China: AEON Hong Kong, AEON East China, AEON Qingdao, AEON Guangdong, AEON Beijing, AEON South China, and AEON Hubei ASEAN: AEON Malaysia, AEON BiG Malaysia, AEON Thailand, and AEON Vietnam

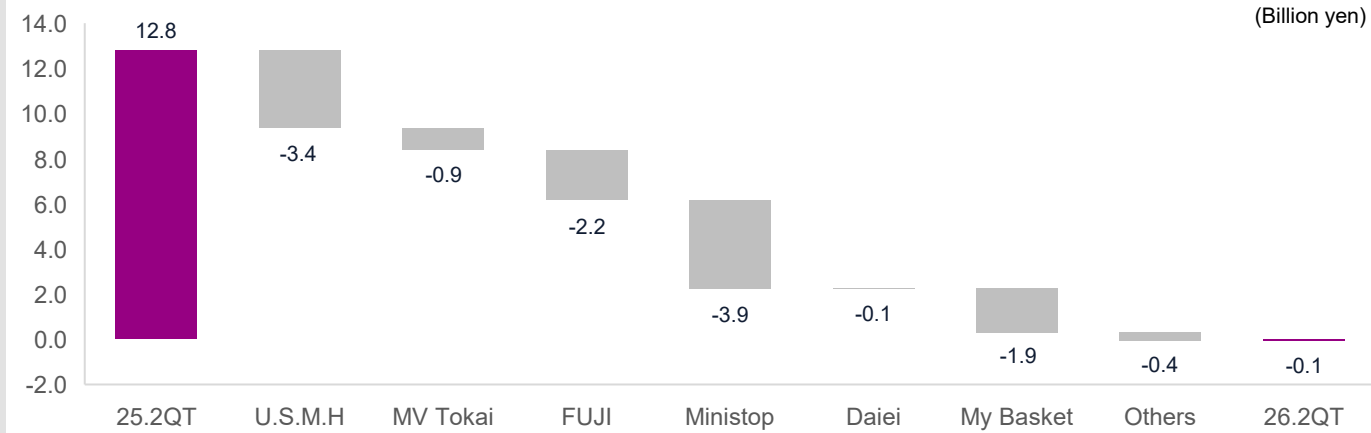
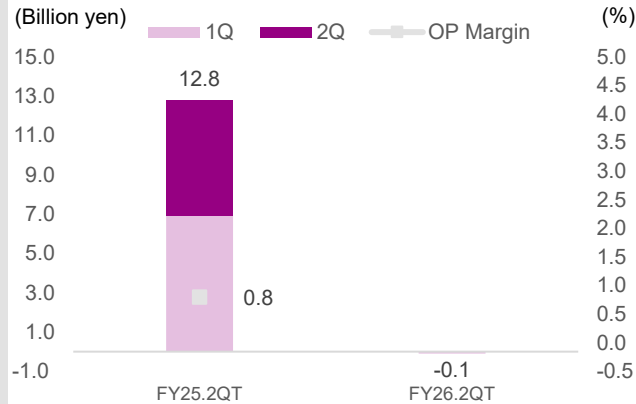
Transform the food retail profit structure | Supermarket



- In addition to external factors such as the collapse of rice demand due to government rice reserves last year, challenges remain in pricing policies and promotional measures, resulting in decreased revenue and profit.
- My Basket steadily expanded its number of stores (cumulative to 1,374 stores). Average daily sales at existing stores increased by 1.1 percentage points year-on-year to 737,000 yen
- At U.S.M.H, efforts have begun to integrate headquarters functions and make effective use of assets, aiming for optimal optimization from individual companies to group optimization, and creating synergies in product policy.

Segment Operating Profit

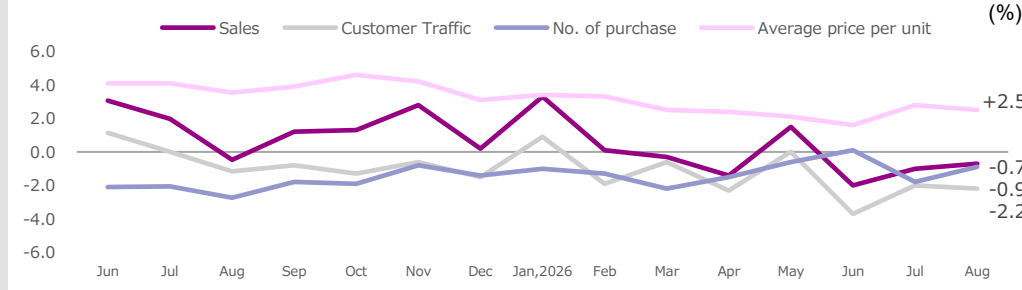
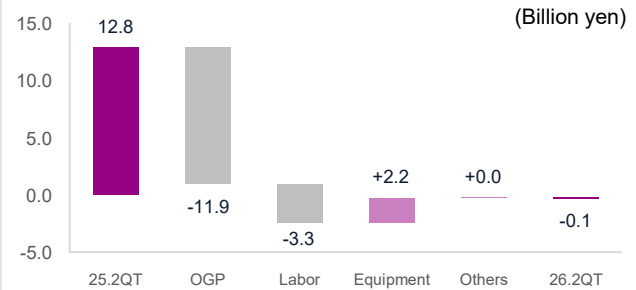
Operating profit change by company*1



Segment operating profit +/- factors

Same-store Sales, etc. (YoY)*1

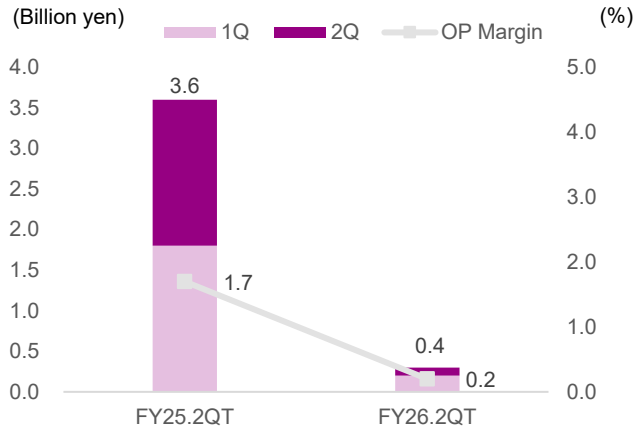
Same-store Labor Productivity, etc. (YoY)*2



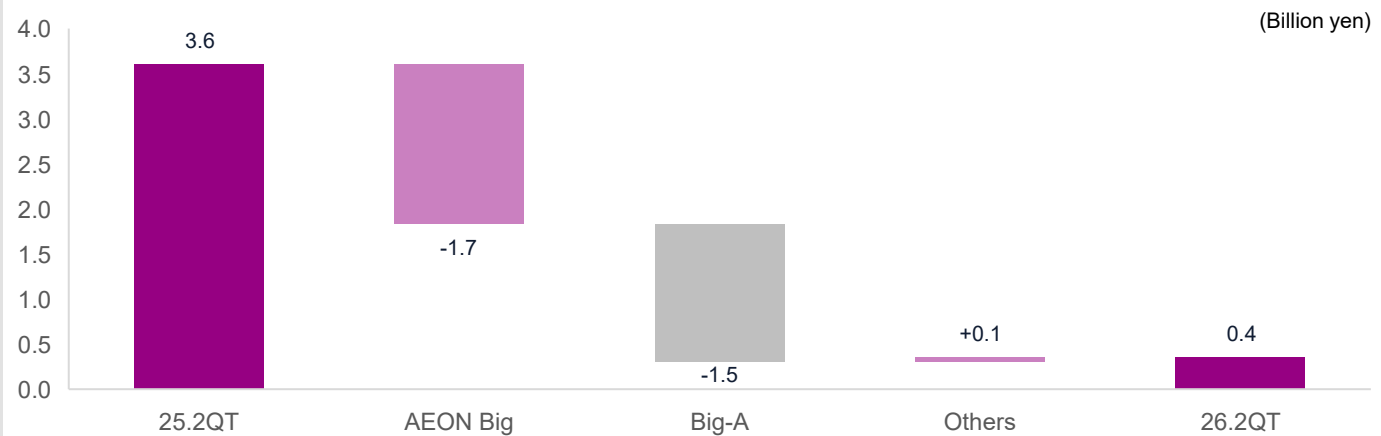
*1 Management Accounting: 13 major supermarket companies *2 Management Accounting: 9 major supermarket companies

- Amid intensified competition, topline lines struggled to grow, unable to absorb costs such as labor, electricity, and delivery fees, resulting in increased revenue and decreased profits.
- The Big Konandai, which opened in Yokohama's fiercely competitive area as a fresh food and delica-enhanced DS through a review of existing assets, is performing well.
- By utilizing microPCs, expanding PC networks, and utilizing group assets, we aim to improve management efficiency and strengthen price competitiveness.

Segment Operating Profit



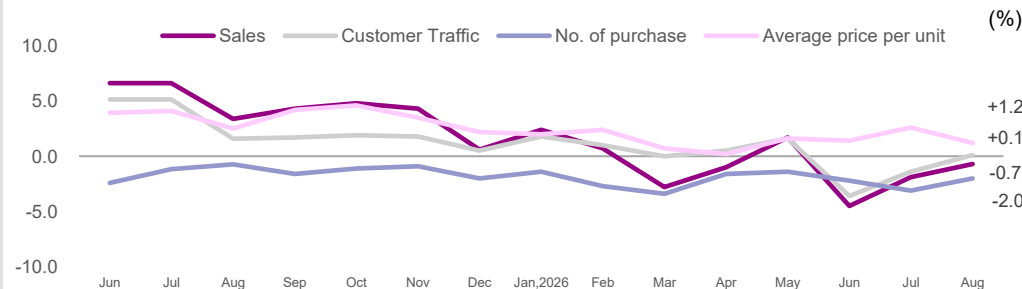
Operating profit change by company*1



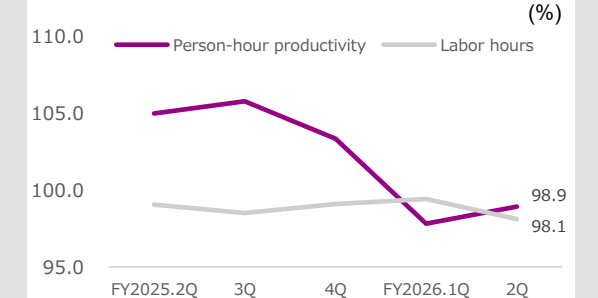
Segment operating profit +/- factors



Same-store Sales, etc. (YoY)*1

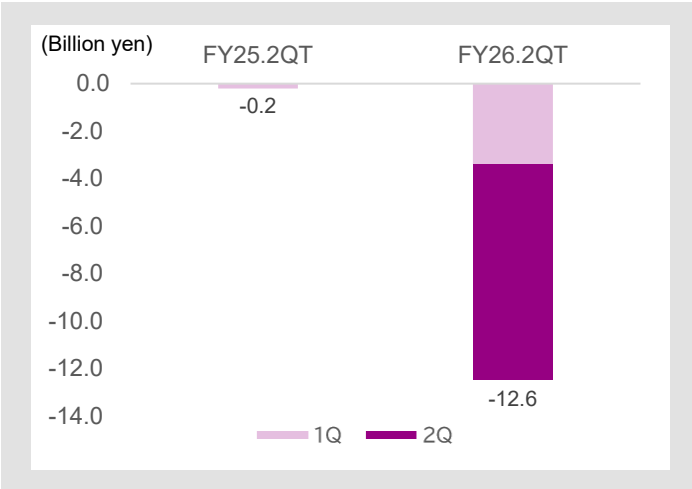


Same-store Labor Productivity, etc. (YoY)

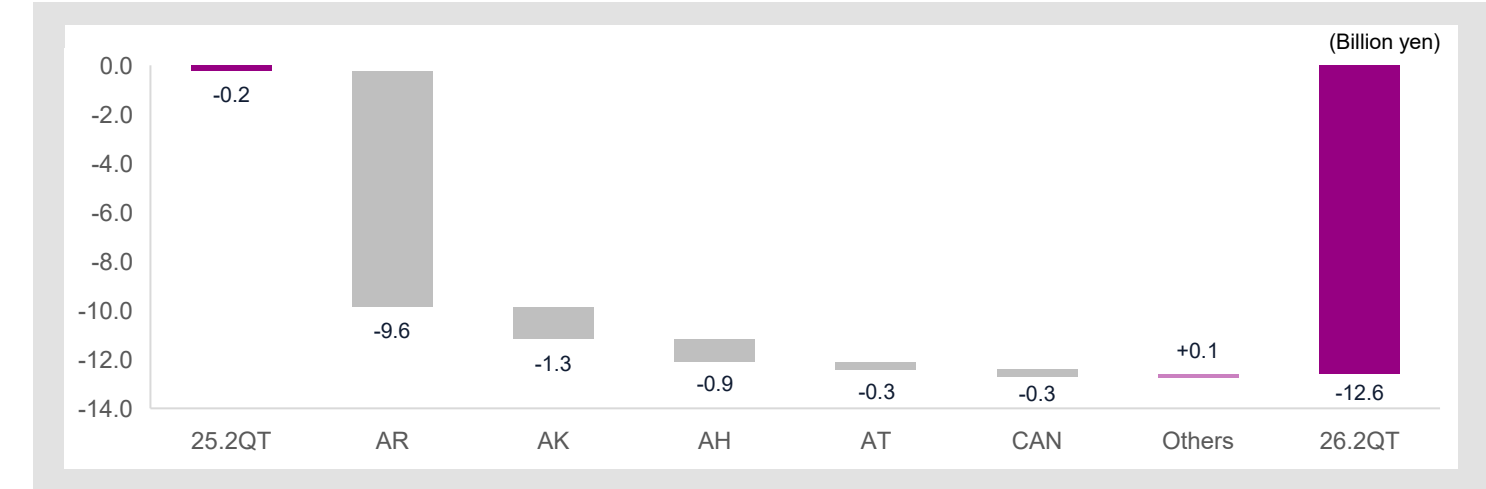


- Operating losses increased mainly due to sluggish food sales growth and difficulties in clothing, housing, and leisure due to unfavorable weather.
- From the second half onward, alongside measures to improve profitability in food retail, the company will aim to recover by strengthening items in clothing that are less affected by climate and reviewing MD

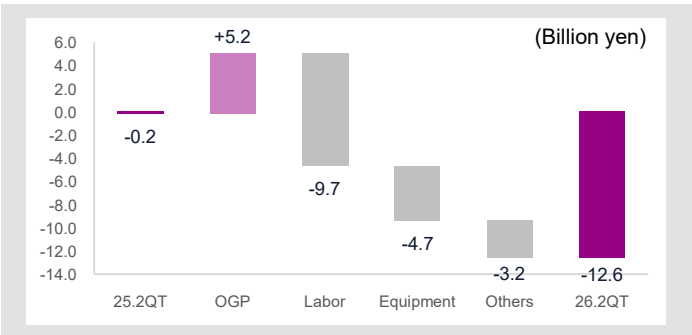
Segment Operating Profit



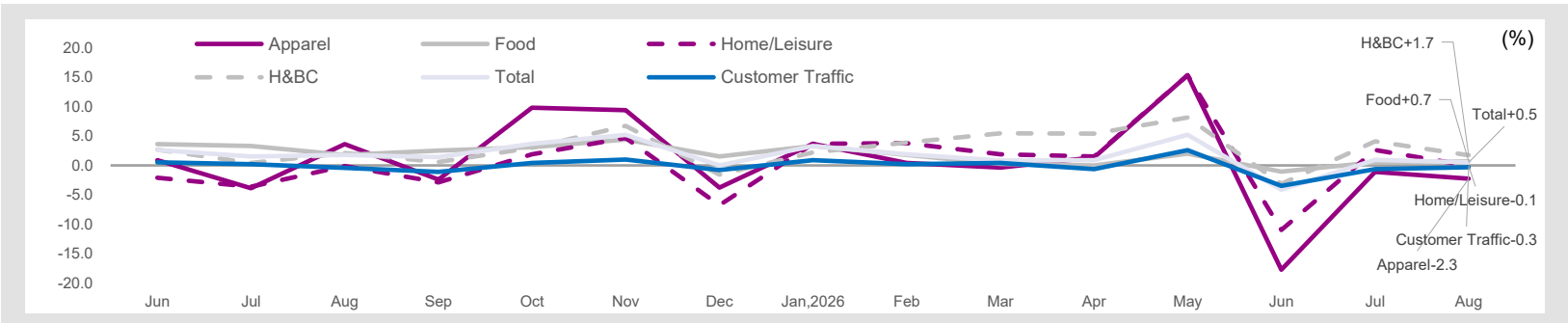
Operating profit change by company*1



Segment operating profit +/- factors



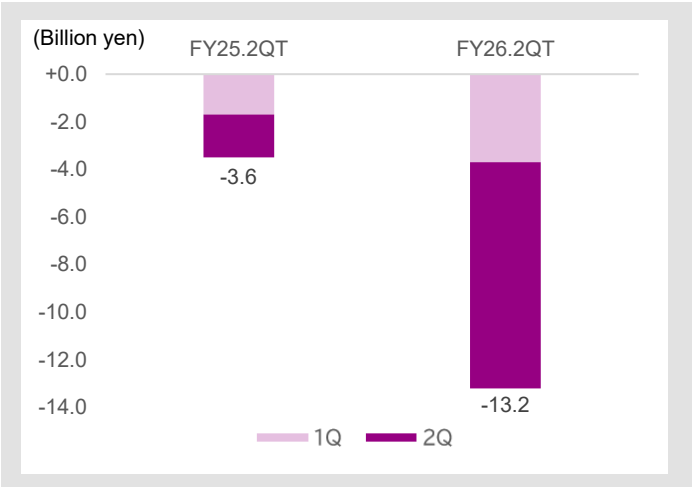
Same-Store Sales by Product Line and Customer Traffic (YoY)*2



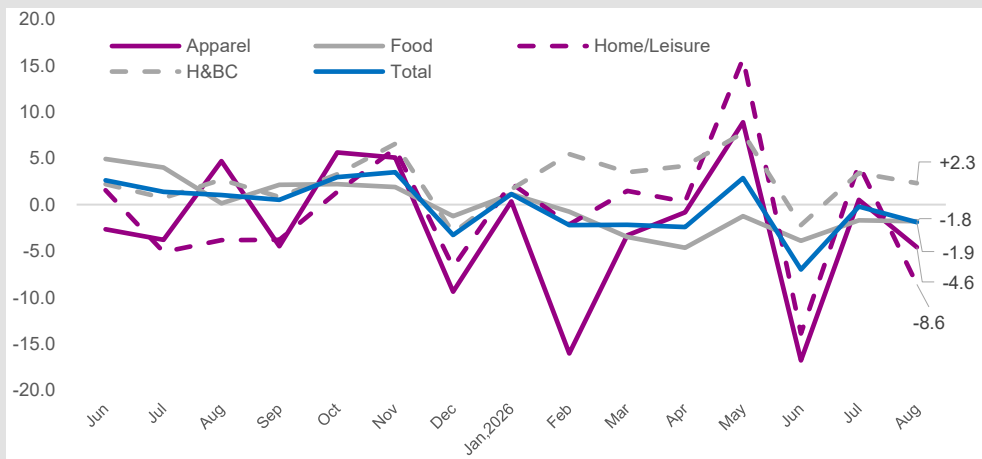
*1 AR: AEON RETAIL (separate),AK: AEONKYUSHU (cons.),AH: AEON Hokkaido (separate),AT: AEON Tohoku (separate),CAN: CANDO (cons.) *2 Managerial accounting figures from 12 major GMS companies

- Gross profits from food and clothing declined, leading to increased operating losses. Housing and leisure and H&BC secured increased gross profits.
- Home & Leisure delivered gross profit growth, supported by successful sales-floor model initiatives, including entertainment-focused formats, contributing to customer base expansion and higher gross profit.
- In the 'Retail Media Business,' which aims to become a new pillar of revenue, operating profit increased by double-digit growth due to increased alliances with manufacturers.

Operating profit



YoY Trend in Gross Profit by Product Line*1



Apparel

Promoting "specialty stores" and "SPA transformation"

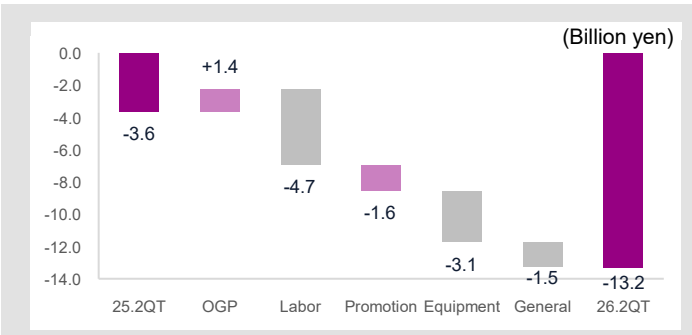
- In specialty store development, the youth-oriented "Double Focus" is performing well, contributing to **expanding the customer base**
- With the promotion of SPA transformation, **TOP Valu's 'Best Price' sales more than doubled compared to the same period last year.**

Home/Leisure

Pilot reforms underway at 11 stores

- The entire floor was turned into entertainment, "**Wondergate**" achieves **double-digit sales growth compared to the same period last year**, aiming to accelerate deployment

Operating loss +/- factors



Other Key Performance Indicators

Same-Store Sales (YoY)	100.6%	Same-Store Customer Traffic (YoY)	99.5%
TOPVALU Sales (YoY)	102.2%	Food TOPVALU Sales (YoY)	103.2%
Labor Productivity per Labor Hour (YoY)*1	100.9%	Inventory Change vs. Fiscal Year-End	130.4 billion yen -2.9 billion yen
Labor Cost Change vs. Prior Year	+4.7 billion yen	Utilities Expense Change vs. Prior Year	+30 million yen

Establishing New Earnings Pillars

Retail Media Business

Operating profit: 118.8% year-on-year

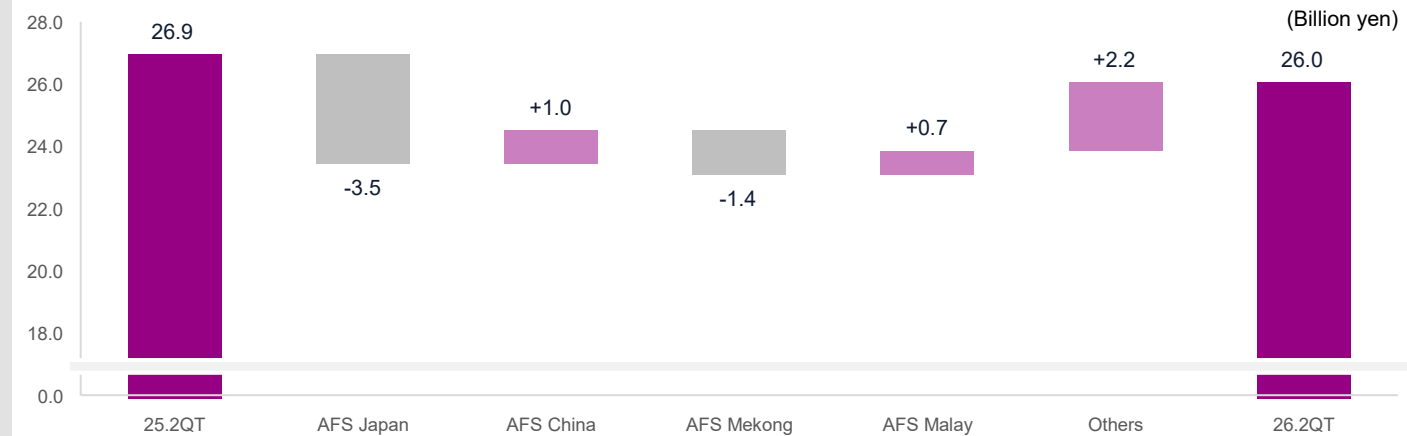
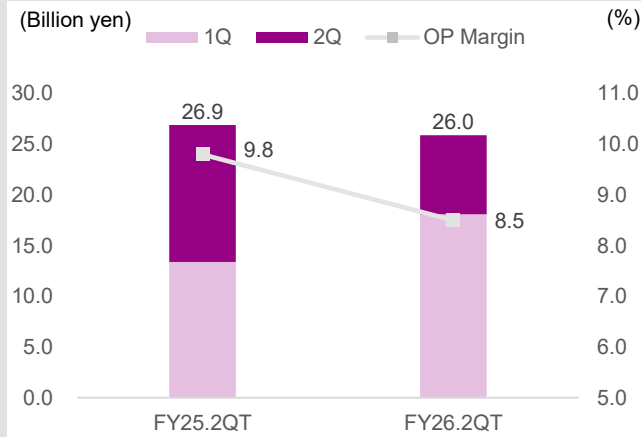
- Leveraging the customer base of over 15 million members of the "AEON Shopping App," linking media and the real world
- Increased alliances with manufacturers through product promotion effects

*1 Management Accounting

- Increased sales by expanding handling volume both domestically and internationally.
Profit declined due to one-off expenses and other factors related to the operation of new domestic core systems as initially expected
- Domestically, credit card revenue expanded against the backdrop of an increase in installment receivables.
AEON Pay membership increased by 2.74 million to 14.83 million at the beginning of the fiscal year.
- Overseas, preemptive investments in key areas such as Vietnam and Cambodia led to profit declines in the Mekong region, but double-digit gains in the Malaysian and Greater China regions for the first half

Segment operating profit

Operating profit change by area*¹



Transaction volumes and balance of operating receivables YTD*²

AEON Financial Service Co., Ltd.: YTD results by area*¹

(Billion yen)		Transaction volumes	YoY	Balance of operating receivables	+/- in YTD
Japan	Shopping	4,003.7	102%	1,590.9	+96.9
	Cash advance transaction	178.1	93%	429.4	+5.9
	Mortgage Loans	213.2	100%	4,035.4	+11.1
Global	Shopping	253.8	108%	175.6	-1.7
	Cash advance transaction	99.1	104%	150.7	-5.8

(Billion yen)	Japan	YoY	China	YoY	Mekong	YoY	Malay	YoY
Operating profit	5.9	63%	6.3	120%	6.4	82%	6.3	114%
Bad debt Related expenses	13.8	104%	4.3	111%	19.0	115%	21.3	124%

*1 AFS stands for AEON Financial Service China: China, Hong Kong, Mekong: Thailand, Vietnam, Cambodia, Laos, Myanmar, Malay: Malaysia, Indonesia, Philippines, India

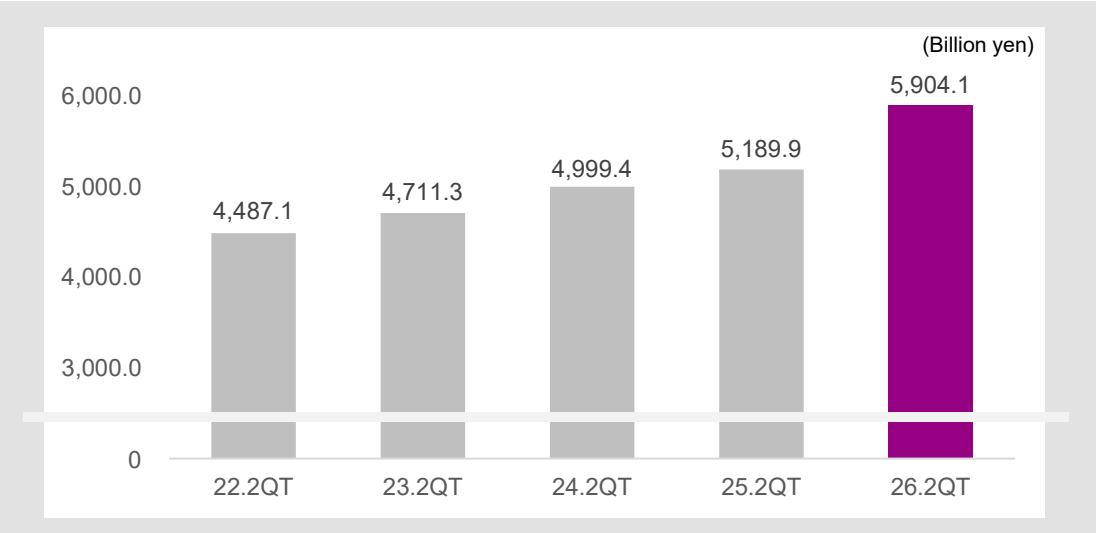
*2 The balance of operating receivables is the value before liquidation

Consolidated Balance Sheet at the End of August 2026

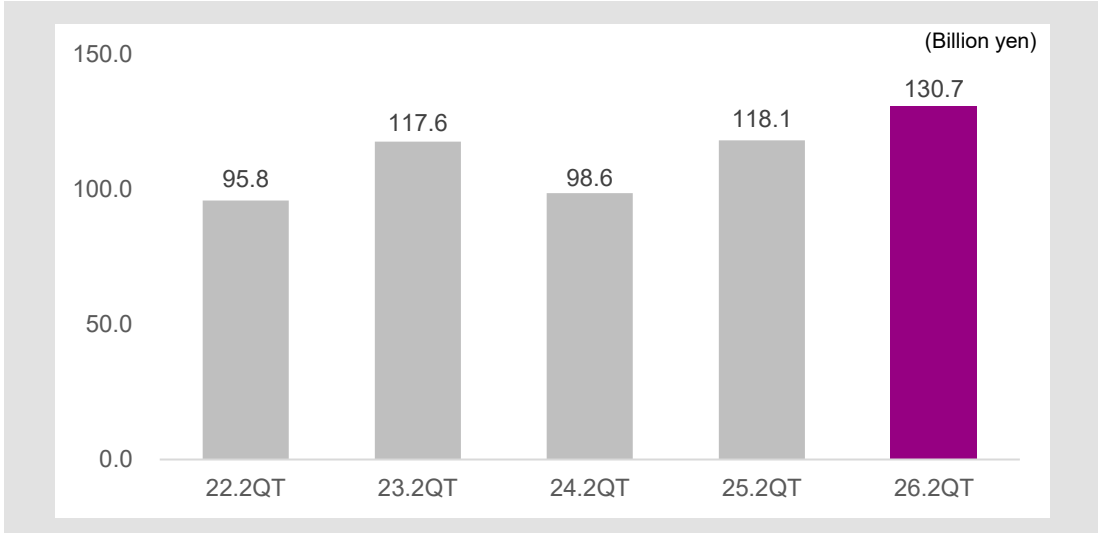


Assets (main items only)				Liabilities and net assets (main items only)			
	Feb. 2026	Aug. 2026	(Billion yen) Change		Feb. 2026	Aug. 2026	(Billion yen) Change
Cash & deposits	1,350.0	976.5	-373.4	Notes and accounts payable	1,475.9	1,319.0	-156.8
Notes and accounts receivable-trade (incl. installment receivables)	1,887.6	2,015.9	+128.3	Interest-bearing debt(excl. financial subsidiaries)	3,026.4	3,276.7	+250.2
Inventories	829.5	815.4	-14.1	Interest-bearing debt (financial subsidiaries)	1,438.9	1,451.5	+12.6
Operating loans and loans & bills discounted for banking business	3,861.3	4,026.0	+164.7	Deposits for banking business	5,474.0	5,430.8	-43.2
Property, Plant and equipment	3,941.5	4,081.6	+140.0	Total liabilities [excl. financial subsidiaries]	13,165.3 [5,897.9]	13,234.2 [5,952.2]	+68.8 [+54.2]
Investments and other assets	1,154.0	1,163.6	+9.5	Shareholders' equity	1,025.6	1,014.7	-10.9
Total assets [excl. financial subsidiaries]	15,369.6 [7,605.8]	15,435.3 [7,673.2]	+65.7 [+67.4]	Total net assets [excl. financial subsidiaries]	2,204.2 [1,707.8]	2,201.1 [1,721.0]	-3.1 [+13.1]
				Total net assets and liabilities [excl. financial subsidiaries]	15,369.6 [7,605.8]	15,435.3 [7,673.2]	+65.7 [+67.4]

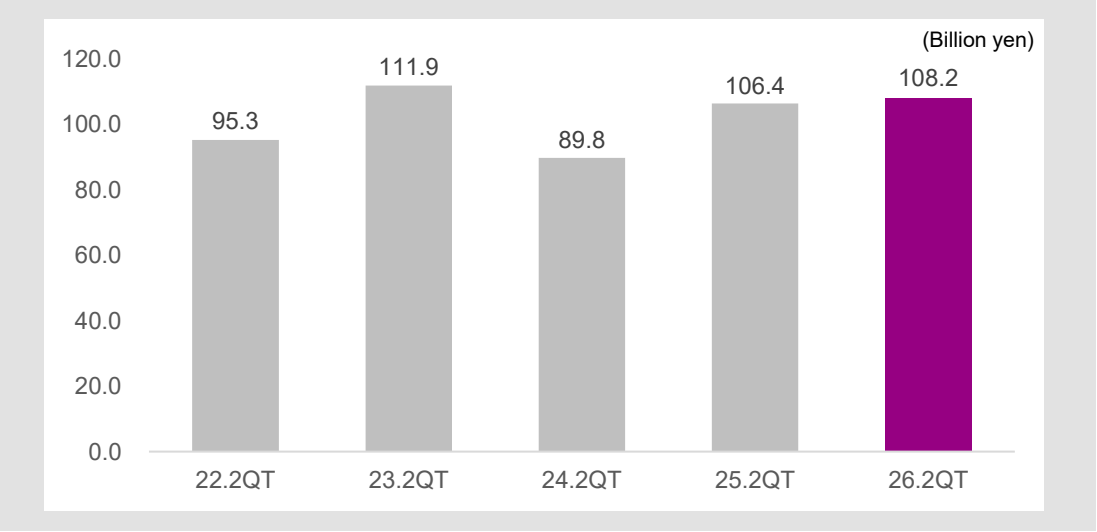
Operating revenue



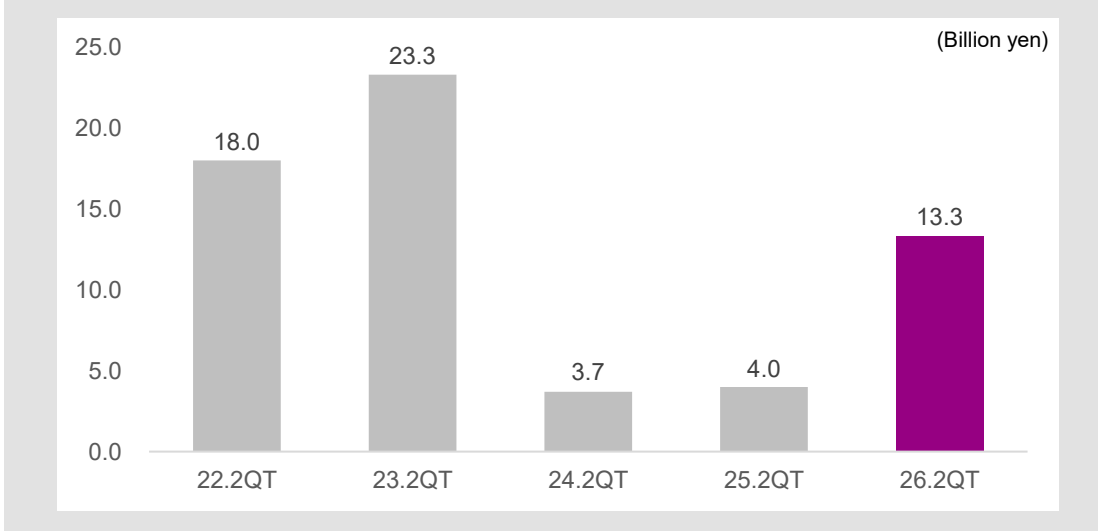
Operating profit



Ordinary profit



Profit attributable to owners of the parent



	FY2025* (Figures Before Stock Split Adjustment)	FY2026 Forecast (Figures Before Stock Split Adjustment)
End of the second quarter	6.67 yen (20 yen)	7.5 yen Regular dividend: 7 yen, Commemorative dividend: 0 yen 50 sen (22.5 yen)
Fiscal year-end	7 yen (21 yen)	7.5 yen Regular dividend: 7 yen, Commemorative dividend: 0 yen 50 sen (22.5 yen)
Total	13.67 yen (41 yen)	15 yen (45 yen)

* On September 1, 2025, a stock split was carried out at a ratio of 3 shares per common share.
The "cash dividend per share" for fiscal year 2025 is calculated assuming the stock split was conducted at the beginning of the fiscal year.