June 12, 2025

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(Securities code: 8267; Tokyo Stock change (Prime Market))
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Notice regarding Stock Split, Partial Amendment to the Articles of Incorporation, Revision of Dividend Forecast, and Enhancement of Shareholder Benefit Program

AEON CO., LTD. (hereinafter "AEON") hereby announces that its Representative Executive Officer, acting under the authority delegated by the Board of Directors, has resolved today to implement a stock split, a partial amendment to the Articles of Incorporation in connection with the stock split, a revision of the dividend forecast, and an enhancement of the Shareholder Benefit Program.

1. Stock Split

(1) Purpose of the stock split

The purpose of this stock split is to enhance the liquidity of AEON's shares and to broaden its shareholder base by lowering the investment amount required per trading unit.

(2) Overview of the stock split

(i) Method of the stock split

The record date for the stock split is set for August 31, 2025. However, as this date falls on a non-business day for the shareholder registry administrator, the effective record date will be August 29, 2025. Each share of AEON's common stock held by shareholders listed or recorded in the shareholder registry as of the record date will be split into three shares.

(ii) Number of shares to be increased through the stock split

Total number of issued shares before the stock split	871,924,572 shares
Number of shares to be increased as a result of the stock split	1,743,849,144 shares
Total number of issued shares after the stock split	2,615,773,716 shares
Total number of authorized shares after the stock split	7,200,000,000 shares

Note: The total number of issued shares above is current as of May 31, 2025.
The total number of issued shares and the number of shares to be increased may change prior to the record date due to the issuance of new common shares in connection with the share exchange with AEON Mall Co., Ltd., scheduled to take effect on July 1, 2025, or the exercise of acquisition rights (stock options).

(3) Schedule of the stock split

Public notice of the record date	August 15, 2025
Record date	August 31, 2025
Effective date	September 1, 2025

(4) Others

There will be no increase in AEON's share capital as a result of the stock split.

2. Amendment to the Articles of Incorporation (Total number of authorized shares)

(1) Reason for the amendment

In connection with the stock split, AEON will partially amend its Articles of Incorporation effective September 1, 2025, pursuant to a resolution under Article 184, Paragraph 2 of the Companies Act.

(2) Details of the amendment

The details of the amendment are as follows. (The underlined portion below indicates the change)

Current Articles of Incorporation	Amended Articles of Incorporation
Chapter 2: Share (Authorized number of shares and number of shares per unit) Article 7. The total number of AEON's authorized shares shall be 2,400,000,000 shares	Chapter 2: Share (Authorized number of shares and number of shares per unit) Article 7. The total number of AEON's authorized shares shall be <u>7,200,000,000</u> shares

(3) Amendment schedule

Effective Date: September 1, 2025

3. Revision of Dividend Forecast (Dividend Increase)

In connection with the stock split, AEON has revised upward its dividend forecast for the fiscal year ending February 2026, originally announced on April 11, 2025, as follows. Specifically, the year-end dividend is now forecast at seven yen per share (equivalent to 21 yen per share on a pre-split basis), representing an increase of one yen per share from the previous forecast.

Dividend per share (yen)	End of 2Q (Interim)	Year-end	Annual
Previous forecasts [on a pre-stock-split basis]	[20.00]	[20.00]	[40.00]
Revised forecasts [on a pre-stock-split basis]	[20.00]	7.00 [21.00]	[41.00]

*The interim dividend as of August 31, 2025 will be calculated based on the number of shares outstanding before the stock split.

*The year-end dividend as of February 28, 2026 will be calculated based on the number of shares outstanding after the stock split.

4. Changes to Shareholder Benefit Program

To incorporate feedback from our shareholders -who are also our valued customers- into our store operations and services, AEON has implemented a Shareholder Benefit Program that can be used at AEON Group stores. In conjunction with the upcoming stock split, the program will be revised as outlined below. (Underlined portions indicate the changes, portions that are both underlined and bolded represent newly added content.)

(1) Details of the Changes

i) Semiannual Return based on purchase amount

Program	Current criteria		Revised criteria	
Semiannual Return	-Cash back will be provided on a semiannual basis at the rates indicated below, calculated based on the total amount of purchases.		-Cash back will be provided at the following rates semiannually based on the purchase amount.	
	3,000- 1,000-2,999 500-999 100-499	7% 5% 4% 3%	9,000- 3,000-8,999 1,500-2,999 300-1,499 **200-299** **100-199**	7% 5% 4% 3% **2%** **1%**

ii) Return for Long-Term Shareholders (Once a year)

Program	Current criteria		Revised criteria	
Return for Long-Term Shareholders (Once a Year)	-Shareholders who have continuously held 1,000 or more shares for at least three years as of the end of February each year will be eligible to receive a gift card.		- Shareholders who have continuously held 1,500 or more shares for at least three years as of the end of February each year will be eligible to receive a gift card.	
	5,000- 3,000-4,999 2,000-2,999 1,000-1,999	10,000 yen 6,000 yen 4,000 yen 2,000 yen	15,000- 9,000-14,999 6,000-8,999 3,000-5,999 **1,500-2,999**	10,000 yen 6,000 yen 4,000 yen 2,000 yen **1,000 yen**

iii) Other Shareholder Benefit Programs

For shareholders who will hold 300 shares or more after the stock split (equivalent to at least one trading unit), there will be no changes to the terms of other shareholder benefit programs including discount privileges on Customer Appreciation Day, checkout discounts, and preferential pricing benefits, or to the conditions for using the AEON Lounge, after the stock split takes effect.

For shareholders whose holdings will fall below 300 shares after the stock split, information regarding the treatment of these benefits will be provided once finalized.

(2) Schedule of Implementation

The revised criteria for the Shareholder Benefit Program will apply to shareholders listed or recorded in the shareholder registry as of February 28, 2026, based on the number of shares held after the stock split.

*For the shareholder Benefit Program with a record date of August 31, 2025, the current criteria will apply, based on the number of shares held prior to the stock split, as the effective date of the stock split is set for September 1, 2025.

END