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**AEON Financial Service Co., Ltd.**

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

The corporate governance of AEON Financial Service is described below.

## I. Basic Views on Corporate Governance, Capital Structure, Corporate Attributes, and Other Key Information

### 1. Basic Views

The Group's approach to corporate governance is as follows.

- (1) We will instill the basic philosophy of AEON Co., Ltd. (hereinafter "AEON"), our parent company, and the AEON Group Future Vision into our company and our group.

[AEON Foundational Ideals]

Pursuing peace, respecting humans, and contributing to local communities, always with customers as our starting point.

AEON firmly believes that retailing is an industry to promote peace, humanity, and local communities. To remain a thriving corporate group that fulfills this mission, we are committed to continuous innovation, with customers as our starting point.

- AEON Foundational Ideals <https://www.aeon.info/en/company/concept/>
- AEON Group Vision Statement

Create a future lifestyle that leads to a smile for each and every person:

[https://www.aeon.info/en/company/code\\_of\\_conduct/](https://www.aeon.info/en/company/code_of_conduct/)

- (2) In order to realize and put Our Purpose into practice, we will respect the independence and autonomy of our officers, employees, and Group companies, and thoroughly implement our basic management policy.

[Our Purpose]

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

[Basic management policies]

Our basic policies are to put customers first, provide financial services that are closely attuned to customers' lives, earn the trust of society and meet its expectations, and maintain a corporate culture that encourages our people to excel.

- (3) To return profits to shareholders, to promote the generation of mutual benefits with other stakeholders, and to promote social contribution, all officers and employees of the AFS Group shall strive to work in unison in accordance with the following:

- (a) When making a decision, endeavor to make an optimal decision by: following proper procedures and complying with laws and regulations and other social norms; collecting sufficient information regarding the advantages, disadvantages and risks; and engaging in unfettered discussions from multilateral viewpoints to identify the gains and losses expected from the decided action. This applies to all parties involved in the decision, from the Board of Directors to the relevant departments.
- (b) Pursue the improvement of operational efficiency and business innovation for the purpose of enriching the lives of our customers and strive for continuous growth by maximizing Group synergies.
- (c) Develop employees who think and act autonomously and maximize their abilities by treating them fairly and providing them with appropriate opportunities to demonstrate their skills as well as by conducting fair performance evaluations.
- (d) Strive for social contribution through business activities and sustainable business management.

Our business strategies and medium-term management plan are established based on the Basic Policies stated above, and we implement appropriate business management for Group companies to achieve them. For overseas subsidiaries that hold important positions in terms of our growth strategy, we will build an effective governance system reflecting specific features of each country such as the economic environment, government, and laws and regulations.

We will strive to ensure that the Principles and Policies stated above are widely enforced and complied with across all business activities of AFS Group companies, including overseas subsidiaries, and fulfill our social responsibility.

We believe that the essence of corporate governance comprises respecting the rights of our shareholders, securing fairness and transparency of management, and increasing the vigor of management, and will endeavor to realize effective and best corporate governance with on-going reviews.

### **Reasons for Non-compliance with the Principles of the Corporate Governance Code**

We comply with all principles of the Corporate Governance Code.

### **Disclosure Based on each Principle of the Corporate Governance Code**

We disclose based on Principles of the Corporate Governance Code.

[Principle 1.4: Cross-Shareholdings (strategic shareholdings)]

#### **(1) Policy on Strategic Shareholdings**

Our basic policy is not to engage in strategic shareholdings except when it is considered to have significance based on comprehensive consideration of business and economic rationale such as maintenance of business partnerships as a financial institution originating from retail business, and status of individual business transactions.

#### **(2) Standard for Exercise of Voting Rights Concerning Strategic Shareholdings**

When exercising voting rights for strategic shareholdings, we will carefully determine how to vote on each agenda by considering perspectives such as enhancement of the corporate value of the issuing company over the medium to long term and improving shareholder returns, and the issuing company's status of business.

[Principle 1.7: Related party transactions]

We have established the following framework to ensure that transactions with our directors or major shareholders do not harm the interests of the company or the common interests of our shareholders:

- With respect to transactions with the parent company AEON Co., Ltd., and AEON Group companies, we established and operate the “Detailed Rules on Management of AFS Group Transactions” to enforce the arms-length rules for transactions with related parties. In addition, significant transactions with the parent company, etc., and AFS Group (the Company and its subsidiaries) must be thoroughly deliberated in advance by the Transaction Review Committee comprising of all independent outside directors, and approval of the Board of Directors based on the response from the Committee.
- We expressly require an approval by the Board of Directors for competing transactions and conflicting interest transactions between AFS and our directors pursuant to the Companies Act, in principle. Furthermore, the strict procedure prohibits the director engaging in such transactions from taking part in the resolution as a special interested party.
- Transactions with directors, corporate auditors and major shareholders, etc., are confirmed periodically.

[Supplementary Principle 2.4.1: Ensuring diversity in the promotion to core human resources, etc.]

- (1) The Group recognizes that, in order to achieve sustainable growth, it is important to leverage the diverse knowledge, experience, and values of each employee and to create new value as an organization. To this end, the Group promotes the development of an organizational culture in which diverse talent mutually respects one another and can fully demonstrate their respective abilities. Regardless of nationality, age, gender, or other attributes, the Group respects the individuality, dignity, and autonomy of all employees and seeks to provide opportunities for growth through work and learning.

In addition, the Group recognizes that, in order to realize a workplace where all employees can fully demonstrate their capabilities, it is important to enhance employee engagement so that each employee can remain motivated to work, while also fostering well-being that enables employees to maintain both physical and mental health. Accordingly, the Group is developing its internal environment from both perspectives. To support this, the Group promotes flexible working arrangements that are not bound by time or location, provides support measures for balancing work with childcare and caregiving responsibilities, implements consecutive leave systems, and encourages the planned use of annual paid leave, thereby advancing work-life balance initiatives.

- (2) Goal for ratio of female managers

The Group recognizes that, as it provides financial services to a diverse range of customers, increasing the proportion of women in decision-making positions enables management decisions, strategy formulation, and the development of products and services that reflect diverse perspectives, thereby contributing to the enhancement of corporate value.

Accordingly, as a measure to promote diversity in decision-making positions, the Group has set a target to increase the ratio of women in managerial positions at the general manager level and above, and aims to achieve a ratio of 30% women among its officers and general managers by fiscal year 2030.

- (3) Goal for ratio of foreign nationals

Both the ratio of foreign nationals in Japan and ratio of dispatch from Japan to overseas are low. We have consistently endeavored to develop local resources and respected local management. To promote global cross-border resource exchange, we will continue to provide education programs for excellent employees

from various countries (e.g., AFS Management Course, AFS Global Course) and implement the appointment of management regardless of nationality.

(4) Goal for ratio of midcareer hires

We have not adhered strictly to regular recruitment practices and have instead hired employees with diverse backgrounds. As a result, we believe that there are various perspectives and values within the company.

[Principle 2.6: Roles of corporate pension funds as asset owners]

We do not have fund-type or contract-type defined benefit corporate pension plans as assumed under the Corporate Governance Code. In addition, AEON Corporate Pension Fund is operated in order to secure over the long term the total returns considered necessary, within an acceptable range of risk, for the purpose of reliably paying pension benefits and making lump-sum payments to beneficiaries into the future. In light of the pension fund's financial status, the policy asset mix is determined and periodically reviewed after listening to the opinions of outside experts. The fund has an Asset Management Committee, which selects investment products and monitors fund performance quarterly, and decisions are made by the Board of Representatives so as to maximize the interests of beneficiaries and appropriately manage conflicts of interest. We have a representative in the Board of Representatives. Also, the Asset Management Committee includes the Chief Financial Officer and external experts.

[Principle 3.1 Full disclosure]

(1) We disclose Our Purpose and Medium-Term Management Plan on our corporate website, etc.

- Our Purpose: <https://www.aeonfinancial.co.jp/en/purpose/>
- Medium-Term Management Plan: <https://www.aeonfinancial.co.jp/en/ir/strategy/medium/>

(2) Our basic views and basic policy on corporate governance are stated on the “Basic Views” section of this Report.

(3) The Board policies and procedures in determining the remuneration of the senior management and directors are as stated below:

- With respect to the directors' remuneration, the Nomination and Compensation Committee references the Regulations on Remuneration of Directors and engages in discussions and exchanges opinions concerning the payment of remuneration (cash, stocks, etc.) and the appropriateness of the amount to be paid. In accordance with the internal rules, and within the limit of total remuneration for directors and corporate auditors as resolved by the General Meeting of Shareholders, the directors' remuneration is determined by the resolution of the Board of Directors, and the corporate auditors' remuneration is determined by the discussion at the Board of Corporate Auditors, taking into consideration the business performance and management of the Company, and the state of economy, etc.
- Details of the policies are stated in the “Matters Relating to Directors' Remuneration” section of this Report.

(4) Policies and procedures for appointment of senior management and nominations of candidates for Directors/Corporate Auditors by the Board of Directors are as stated below:

- Nomination of candidates for Directors is determined by the Board of Directors based on the discussion and exchange of opinions concerning the candidates for Representative Director and other Directors, skills development policy, development plan, and appropriateness of Director's remuneration by the Nomination and Compensation Committee.
- Directors are removed if they are deemed unfit to execute duties as a director where there are objective and reasonable grounds that they do not meet the following criteria:

1. Understands principles and policies of the Company.
  2. Has extensive knowledge and experience necessary to deliberate agendas at the meetings of the Board of Directors, or has a track record and insight necessary to exercise management supervisory function.
  3. Has outstanding management sense and leadership.
  4. Has the character and insight appropriate for a director, and a high level of integrity.
  5. Has been nominated by an existing Director (in case of newly appointed Directors).
  6. Performance evaluation (in case of existing Directors).
- The nomination of candidates for Corporate Auditors is proposed by the Representative Director in accordance with the following criteria. Following discussion and approval by the Board of Corporate Auditors, the proposal to appoint auditors for submission to the General Meeting of Shareholders is determined by the Board of Directors.
    1. Has appropriate experience/ability, and necessary knowledge regarding finance, accounting, and legal matters. One of the nominees for Corporate Auditors must have sufficient knowledge in finance and accounting.
    2. Does not have interests or transactional relationships that may affect management decisions for the Company.
    3. Capable of ensuring soundness and transparency of company management by performing audit from neutral and objective perspective.
    4. Capable of ensuring effectiveness of compliance and governance.
- (5) Reasons for appointment of candidates for Directors and Corporate Auditors are disclosed in the Notice of the General Meeting of Shareholders.

[Supplementary Principle 3.1.3: Sustainability initiatives]

- In order to promote sustainability management that achieves both the economic value generated through its business activities and the social value enjoyed by local communities, the Group formulated the “AFS Sustainability Basic Policy” in 2021.\*1 This policy sets forth the principles by which the Group, together with its stakeholders—including local communities, customers, and business partners—proactively and actively advances sustainability initiatives. It also establishes as a fundamental policy the integration of sustainability perspectives into all business decisions, as well as the pursuit of long-term value creation in harmony with the natural environment and social systems.

We identify the sustainability issues we should address as medium- and long-term key issues (materiality)\*2 based on the analysis of the degree of their importance for both our stakeholders and the AFS Group. Some of the materiality for our business management include pursuing happiness through innovative financial services, exerting diversity and the potential of our people, establishing organizational resilience, and addressing climate change. Based on these we have defined key initiatives and performance indicators to be achieved by 2030. We have entered a phase in which each company and department executes and promotes initiatives and have begun disclosing the results of these efforts. We will continue to enhance their effectiveness going forward.

In addition, in its Mid-Term Management Plan for the period from fiscal year 2026 to fiscal year 2030, the Group has set forth its desired vision as becoming a community-based global company that brings “finance” closer to everyone. The Group aims to evolve into a corporate group that contributes to the realization of a sustainable society by supporting customers in their daily lives through financial services.

In addition, in November 2021, we expressed our support for the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), an international framework for climate-related information disclosure.\*3 Based on our analysis and recognition of risks and opportunities in our business, we are working to reduce greenhouse gas emissions through our business activities. We have established the Sustainability Committee to promote our sustainability issues, and together with management strategies, and to engage in deliberation, decision-making, and monitoring of Group-based activities. The Committee reports regularly to the Board of Directors.

\*1 Sustainability Policy: <https://www.aeonfinancial.co.jp/en/activity/policy/>

\*2 Materiality: <https://www.aeonfinancial.co.jp/en/activity/materiality/>

\*3 Climate Change Initiatives: <https://www.aeonfinancial.co.jp/en/activity/environment/climate/>

[Principle 4.1.1: Scope of delegation to management]

We have established the “Rules on Board of Directors” and set forth the matters to be deliberated by the Board of Directors pursuant to laws and regulations as matters to be referred to the Board of Directors. In addition, the “Organizational Regulations” has been established to clarify the scope of execution by senior management, and we have built a framework for on-going review corresponding to organizational change, etc.

[Principle 4.9: Independence Standards and Qualification for Independent Directors]

- Our “Independence Standards for Outside Directors” is stated in the “Matters Relating to Independent Directors, “Other Matters Relating to Independent Directors” section of this Report.

[Supplementary Principle 4.10.1: Roles and authorities of the Nomination and Compensation Committee]

We have established the Nomination and Compensation Committee as an advisory body to the Board of Directors to ensure that the decisions on the nomination and compensation of directors are made according to objective, transparent, and independent procedures.

The Nomination and Compensation Committee comprises three to seven members nominated from the directors by the Board, with outside directors comprising the majority. The chair of the Committee is elected by mutual election among members who are outside directors.

The Committee deliberates on matters related to appointment and dismissal of directors, corporate auditors, or executive officers; human resource development and other human resources related matters; and matters related to compensation and may submit its opinion to the Board of Directors.

[Supplementary Principle 4.11.1: Approach on the diversity of the Board of Directors]

(1) Structure of the Board of Directors

- The Board shall be composed of appropriate number of directors with emphasis on flexibility and to enable prompt decision-making.
- The Board of Directors shall have individuals who meet the conditions stated below for independent outside directors, who compose at least half of the Board.

(2) Policy and procedures for appointment of directors

- We contribute to the various life stages and life styles of our customers, we appoint individuals that have high integrity (ethics and honesty) and management abilities; who share the basic philosophy of AEON Corporation and “Our Purpose” have abundant practical experience and expertise to play a leadership role in corporate management, global, financial, retail, legal, and accounting matters; and

are capable of appropriate business management decision-making and supervision as directors, with consideration to diversity including age and gender.

- For outside directors, we emphasize independence, and appoint individuals who meet the requirements of an “independent directors/auditors” as defined by the Tokyo Stock Exchange, Inc., who have played a leadership role in relevant areas or have experience in the policy decision-making level and can be expected to contribute to increase of our corporate value, with consideration to diversity including the balance of expertise, age, and gender.
- The Company has established the Nomination and Compensation Committee with the majority of its members comprising of independent outside directors and chaired by an independent outside director to serve as an advisory body to the Board of Directors. The Board of Directors shall determine the candidates for the Board with the result of deliberation by the Committee respected to the extent possible.

[Principle 4.11.2: Information on directors and auditors who have concurrent posts]

- We disclose the significant concurrent posts of Directors and candidates for Directors annually on information disclosure documents such as the Business Report section of the Notice of the General Meeting of Shareholders.

[Principle 4.11.3: Evaluation of the Effectiveness of the Board of Directors]

We perform analysis and evaluation of the effectiveness of the Board of Directors to enhance corporate governance for the purpose of contributing to sustainable growth and improving corporate value.

We have conducted an evaluation of the effectiveness of our Board of Directors for FY2025 and have identified issues to be addressed for further enhancing its effectiveness. Accordingly, we hereby disclose an overview of the evaluation as follows.

(1) Method of evaluation

In FY2025, we conducted a survey of all directors (10 in total) and all corporate auditors (4 in total) on topics such as board composition and operation status. Major items in the survey are as follows:

Overall assessment of the Board of Directors; board composition; preparations for and operation of the Board; discussions at the Board; self-evaluation of their contribution to committees (the Nomination and Compensation Committee, and the Transaction Review Committee), Board of Corporate Auditors, and the Board of Directors; response to the issues identified in FY2024; gap analysis of the importance of agenda items and the time spent on their discussions (gap analysis using a five-scale evaluation).

(2) Results

No significant issues were identified in the current corporate governance structure or its operation, and the Board of Directors was evaluated as functioning appropriately as a whole.

During the previous Mid-Term Management Plan period (fiscal years 2021 to 2025), several significant incidents occurred, including the issuance of a business improvement order to a consolidated subsidiary, an increase in fraudulent credit card transactions, and revisions to prior period financial statements related to the acquisition of an overseas subsidiary. In light of these incidents, the Company has implemented measures to prevent recurrence and strengthen its management framework. As a result, in this year’s evaluation of the effectiveness of the Board of Directors, it was confirmed that improvements have been made in the Board’s oversight and monitoring of internal control and risk management systems, reflecting the effects of various measures taken in response to risk and compliance-related issues.

On the other hand, the Company recognizes that further enhancement of Board discussions, optimization of agenda setting, improvement of the effectiveness of its supervisory function, and the composition of the Board from the perspective of protecting minority shareholders remain issues to be addressed.

### (3) Future key issues

Based on the issues identified above, the Board of Directors will work to enhance its effectiveness by addressing the following priority areas, including those carried over from the previous fiscal year, with the aim of realizing a more effective Board.

- Deepening of discussions on the medium-term management plan and the growth strategy at the Board of Directors:

In order to further enhance discussions on mid- to long-term strategies, the Company will continue to optimize the Board agenda and review the criteria for matters to be submitted to the Board.

- Review of the composition of the Board of Directors:

As a listed subsidiary, the Company recognizes that securing outside directors is an important issue from the perspective of enhancing the effectiveness of the Board's supervisory function and protecting minority shareholders. Accordingly, the Company has reviewed the composition of the Board, and for the election of director candidates to be submitted to the Annual General Meeting of Shareholders to be held on May 22, 2026, has determined a composition of five internal directors and five outside directors (with outside directors accounting for 50% of the Board).

- Development of next-generation management talent for sustainable growth and enhancement of discussions on nomination and remuneration:

The Company recognizes that the development of next-generation management talent and the enhancement of the effectiveness of succession planning are important supervisory matters for the Board in building a management structure that supports sustainable growth. The Company will continue to enhance discussions on nomination and remuneration, while ensuring appropriate monitoring by the Board of the development status of successor candidates, and will work to establish a framework that contributes to the long-term stability of management and the enhancement of corporate value.

#### [Principle 4.14.2: Support for Directors]

- We offer education and training programs periodically to Directors and Corporate Auditors, such as corporate governance, management strategy, risk management, internal control, and compliance, for the purpose of equipping Directors and Audit & Supervisory Board Members with the knowledge necessary for their roles and responsibilities, and to study appropriate updates, etc.
- In addition, we offer opportunities to independent Outside Directors to observe sales offices, etc., as part of the orientation program upon appointment. We continue to provide necessary information such as business related knowledge after the appointment.

#### [Principle 5.1: Policy for Constructive Dialogue with Shareholders]

- We believe it is important to deepen the shareholders' understanding of AFS and our understanding of the shareholders' positions through constructive dialogue with shareholders and investors, and to work towards an appropriate response based on such dialogue.
- The Company has designated the Corporate Communications and IR Department as the investor relations contact point and responsible department, and promotes dialogue with investors and shareholders as well as IR activities. In addition, a Director or Executive Officer in charge of the Corporate Planning or Finance and Accounting function is appointed as the Disclosure Officer. In cooperation with the Corporate Planning Department, the Corporate Communications and IR Department, and the Accounting Department, the Company carries out disclosure-related operations.

Furthermore, through the Disclosure Committee chaired by the Disclosure Officer, the Company conducts multifaceted and comprehensive discussions and has established a system to ensure timely and appropriate disclosure.

- We report and share information obtained from shareholders and investors through IR activities to the Board of Directors as appropriate.
- Dialogue with shareholders and investors is held based on public information, and we ensure its fairness and strive to enforce control of insider information.
- As an initiative to promote deeper mutual understanding between the Company and our shareholders/investors, we hold quarterly meetings on financial results and disclose information through our website and Integrated Report. In addition, we actively accept individual interviews from domestic and overseas institutional investors, and we are working to set small meetings between investors and top management, as well as enhance information disclosure for individual investors.

### Action to Implement Management That Is Conscious of Cost of Capital and Stock Price

Content of Disclosure	Disclosure of Initiatives (Update)
Availability of English Disclosure	Available
Date of Disclosure Update	March 27, 2026

#### Explanation of Actions

- The Company recognizes its cost of capital and has set return on equity (ROE) as an important indicator for achieving capital profitability exceeding its cost of capital. By strengthening earnings power and improving capital efficiency for sustainable growth, the Company aims to achieve and maintain an ROE level of 10.0% for the fiscal year ending February 2031.
- To achieve this target, the Company has set forth its desired vision for 2030 as becoming a community-based global company that brings financial services closer to customers. Looking beyond Japan to Asia as a whole as its market, the Company provides locally rooted financial services in each country and, as a retail-origin financial services provider, supports each customer by addressing and resolving their unmet needs, thereby working toward the realization of its desired vision.
- By leveraging the strengths of the AEON Group—combining retail customer touchpoints both in Japan and overseas with financial data and digital technologies, including AI—the Company aims to seamlessly connect and provide a wide range of financial services, from payments and lending to asset formation. Through customer-centric financial services across the Asian markets in which it operates, the Company seeks to achieve sustainable growth and enhance corporate value.
- To enhance corporate value, the Company is promoting structural reforms toward an optimal business portfolio. While expanding its outstanding balance of operating receivables through diversification of its product portfolio both domestically and internationally, the Company will improve profitability by reducing the operating expense ratio relative to operating receivables and balance this with financial soundness. At the same time, the Company will make investments in growth areas and productivity improvement, while providing stable and sustainable returns to shareholders.
- For an overview of these initiatives, please refer to the FY2025 full-year earnings presentation materials (pp. 6, 24–43).

Japanese: FY2025 Full-Year Earnings Presentation Materials

Japanese (with script): FY2025 Full-Year Earnings Presentation (script and Q&A)

<https://www.aeonfinancial.co.jp/ir/library/setsumeil/>

English: FY2025 IR Presentation Material

English (with notes): IR Presentation Material with notes

<https://www.aeonfinancial.co.jp/en/ir/library/setsumeil/>

## 2. Capital Structure

Foreign Shareholding Ratio	10% or more but less than 20%
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### Status of Major Shareholders

Name or Company Name	Number of Shares Owned	Percentage (%)
AEON Co., Ltd.	104,001	48.17
The Master Trust Bank of Japan, Ltd (Trust account)	14,891	6.89
CGML PB CLIENT ACCOUNT/COLLATERAL	4,423	2.04
Custody Bank of Japan, Ltd (Trust account)	4,420	2.04
State Street Bank and Trust Company 505223	3,205	1.48
JPMorgan Securities Japan Co., Ltd.	3,106	1.43
Nomura Securities Co., Ltd.	2,766	1.28
FUJI CO., LTD.	2,646	1.22
MLI for Client General Omni Non-Collateral – PB	2,546	1.17
Brown Brothers Harriman (Luxembourg) SCA, Custodian for Arcus Fund SICAV – Arcus Japan Fund	2,320	1.07

Name of Controlling Shareholder, if applicable (excluding Parent Companies)	—
Name of Parent Company, if applicable	AEON Co., Ltd. (Listed Stock Exchange: Tokyo) (Code) 8267

### Supplementary Explanation

1. The number of shares held is rounded down to the nearest thousand shares.
2. The ratio of shares held is calculated after deducting treasury shares (125,955 shares), and figures are truncated to the third decimal place.

### 3. Corporate Attributes

Listed Stock Exchange and Market Segment	Tokyo Stock Exchange, Prime Market
Fiscal Year-End	February
Business Sector	Other Financial Services
Number of Employees (Consolidated) as of the End of the Previous Fiscal Year	1,000 or more
Net Sales (Consolidated) for the Previous Fiscal Year	¥100 billion or more but less than ¥1 trillion
Number of Consolidated Subsidiaries as of the End of the Previous Fiscal Year	10 or more but fewer than 50

### 4. Policy on Measures to Protect Minority Shareholders in Conducting Transactions with Controlling Shareholder

AEON Co., Ltd. (pure holding company) is our parent company, holding 49.99% of our voting rights (including indirect ownership by AEON Group companies as of February 28, 2026).

We have established the following framework to protect minority shareholders, ensuring that transactions with our officers or major shareholders do not harm the interests of the Company or the common interests of our shareholders:

- With respect to transactions with the parent company AEON Co., Ltd., and AEON Group companies, we established and operate the “Detailed Rules on Management of AFS Group Transactions” to enforce the arms-length rule for transactions with related parties. In addition, significant transactions with the parent company, etc., and AFS Group (the Company and its subsidiaries) will be deliberated in advance by the Transaction Review Committee comprising of all Independent Outside Directors, and approval by the Board of Directors will be required based on the response of the Committee.
- We expressly require an approval by the Board of Directors for competing transactions and conflicting interest transactions between AFS and our directors pursuant to the Companies Act, in principle. Furthermore, the strict procedure prohibits the director from engaging in such transactions to take part in the resolution as a special interested party.
- Transactions with directors, corporate auditors and major shareholders, etc., are confirmed periodically. The Board of Directors comprises a total of ten Directors, including five independent Outside Directors who constitute half of all the Directors.

We recognize the importance of the ratio of independent outside directors in ensuring the effectiveness of the Board of Directors’ supervisory function as well as the transparency and objectivity of decision-making, and will continue to maintain and enhance this framework.

### 5. Other Special Circumstances which May have a Material Impact on Corporate Governance

We belong to a corporate group consisting of more than 300 companies led by AEON Co., Ltd. (pure holding company). AEON Group organically combines retail business including the general merchandise store AEON, supermarkets, drugstores, and specialty stores; financial services business; shopping center development business; and service business, creating synergies with ever-lasting innovative spirit. We conduct AEON Group’s financial business as the operating holding company of domestic and overseas subsidiaries that operate credit card purchase contracts centering on credit card business, loan business, banking business, etc. Whereas AEON is responsible for preparation of overall strategies, optimal allocation of management resources, enforcement and control of the Management Philosophy and Basic Principles, and provision of shared services

and functions for the AEON Group, the subsidiaries including AFS aim to further improve customer satisfaction by enhancing our expertise and engaging in business operation that is closely aligned with local communities.

We will cooperate with the AEON Group in Japan and overseas to resolve environmental and social issues, while also promoting unique financial inclusion initiatives utilizing our financial framework. We apply our own management decision making to routine business operations and consult with or report to AEON on significant issues regarding business management. We endeavor to achieve sustainable growth and development and improve our business performance in close cooperation with AEON and AEON Group companies while maintaining sufficient respect for mutual autonomy. At present, AEON Group including AEON holds 49.99% (as of February 28, 2026) of our voting rights and AEON has the rights of a major shareholder of AFS. To deepen cooperation with the AEON Group and incorporate its broad management perspective, two Executive Officers of AEON have been appointed as a Director of AFS. However, considering that the five independent Outside Directors comprise half of the ten Directors at present, we believe it does not hamper our independent management decision making. In addition, significant transactions with the parent company, etc., and AFS Group (the Company and its subsidiaries) will be deliberated in advance by the Transaction Review Committee comprising only of Independent Outside Directors, and approval by the Board of Directors will be required based on the response of the Committee.

We have overseas listed subsidiaries AEON Credit Service (Asia) Co. Ltd. (Hong Kong), AEON THANA SINSAP(THAILAND)PCL. (Thailand), and AEON CREDIT SERVICE (M) BERHAD (Malaysia), and we will aim to maximize the corporate value of AFS Group as a whole and to achieve sustainable growth and development, while respecting their autonomy and independence.

AFS Group endeavors to establish compliance and risk management framework and enhance corporate governance and aim to become a corporate group that provides safer, more comfortable, convenient and beneficial financial products and services from the customers' perspective. In addition, as a general financial services group originating from the retail industry, we will optimize and effectively use management resources including the financial know-how, system infrastructure and sales network developed in Japan and overseas, and further strengthen our management platform.

AEON's "Policy on Governance of Listed Subsidiaries" is as stated below:

AEON has, under the Basic Principles of pursuing peace, respecting humanity, and contributing to local communities, always with the customer's point of view at its core, implemented since our foundation a decentralized Group management with emphasis on autonomy and independence of management of the Group companies, based on the belief that this will improve the corporate value of the whole Group.

As the parent company, AEON implements various management measures to enhance synergies across the Group, as seen by quickly becoming a Company with a Nominating Committee, etc., in 2003 to improve the transparency of Group governance and the speed of business operation; and becoming a pure holding company in 2008 to enhance Group-based management that does not focus excessively on specific businesses.

Group companies are listed where autonomous management aligned with the attributes of the region and the business operation is deemed to promote sustainable growth; and capital market disciplines are expected to improve the quality of management. From the perspective of protecting minority shareholders of listed subsidiaries, we request appointment of independent Outside Directors and establishment of Advisory Committee by independent officers.

As stated above, we believe that maximizing cooperation and synergies with AEON Group companies will lead to benefits for the minority shareholders.

## II. Business Management Organization and Other Corporate Governance Systems Regarding Decision-making, Execution of Business, and Oversight

### 1. Organizational Composition and Operation

Corporate Governance System	Company with Audit and Supervisory Board*
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\*Referred to as "Company with *Kansayaku* Board" in the Corporate Governance Code reference translation

#### Directors

Number of Directors Stipulated in Articles of Incorporation	15 persons
Directors' Term of Office Stipulated in Articles of Incorporation	1 year
Chairperson of the Board	Chairperson (excluding those concurrently serving as President)
Number of Directors	10 persons
Election of Outside Directors	Elected
Number of Outside Directors	5 persons
Number of Independent Directors	5 persons

#### Outside Directors' Relationship with the Company (1)

Name	Attributes	Relationship with the Company*										
		a	b	c	d	e	f	g	h	i	j	k
Kotaro Yamazawa	From another company											
Tatsuya Sakuma	Lawyer											
Takashi Nagasaka	CPA											
Saeko Arai	CPA											
Hiroyuki Ogata	From another company											

\*Categories for "Relationship with the Company".

(Use "○" when the director presently falls or has recently fallen under the category; "△" when the director fell under the category in the past; "●" when a close relative of the director presently falls or has recently fallen under the category; and "▲" when a close relative of the director fell under the category in the past.)

- Person who executes business for the Company or its subsidiary
- Person who executes business for or a non-executive director of the Company's parent company
- Person who executes business for a fellow subsidiary
- Person/entity for which the Company is a major client or a person who executes business for said person/entity
- Major client of the Company or a person who executes business for said client
- Consultant, accounting expert, or legal expert who receives large amounts of cash or other assets from the Company in addition to remuneration as a director/Audit and Supervisory Board Member
- Major shareholder of the Company (in cases where the shareholder is a corporation, a person who executes business for the corporation)
- Person who executes business for a client of the Company (excluding persons categorized as any of d, e, or f above) (applies to director him/herself only)
- Person who executes business for another company that holds cross-directorships/cross-auditor positions with the Company (applies to director him/herself only)

- j. Person who executes business for an entity receiving donations from the Company (applies to director him/herself only)
- k. Other

Outside Directors' Relationship with the Company (2)

Name	Designation as Independent Director	Supplementary Explanation of the Relationship	Reasons for Appointment
Kotaro Yamazawa	○	Concurrently serving the following posts: - Outside Director of WingArc1st Inc. - Outside Director of HiJoJo Inc. - Outside Director of SBI Global Asset Management Co., Ltd.	He does not breach the criteria under the Securities Listing Regulations and maintains high degree of independence. He does not have special interest in AFS and is being appointed to receive opinions reflecting the broad perspectives leveraging on his financial and accounting related knowledge and corporate governance knowledge acquired through working for the Bank of Japan and the stock exchange as well as by utilizing his wide network in the financial industry, and we do not believe the concurrent posts will create conflict of interest with general shareholders.
Tatsuya Sakuma	○	Concurrently serving the following posts: -Attorney-at-law of Aoyama TS Law Office - Outside Director of PowerX Inc. -Outside Director of NPR-RIKEN CORPORATION	He does not breach the criteria under the Securities Listing Regulations and maintains high degree of independence. He does not have special interest in AFS and is being appointed to seek assistance in enhancing our internal control framework centering on compliance with his abundant experience and knowledge in the legal community acquired through significant past positions including the Director of the Special Investigation Department of the Tokyo District Public Prosecutors Office, and we do not believe the concurrent post will create conflict of interest with general shareholders.
Takashi Nagasaka	○	Concurrently serving the following posts: - Representative of Takashi Nagasaka CPA Office - Outside Auditor of Tokushu Tokai Paper Co., Ltd. - Outside Director and Independent Officer and Audit	He does not breach the criteria under the Securities Listing Regulations and maintains high degree of independence. He does not have special interest in AFS and is being appointed to receive advice on the promotion of strengthening corporate governance and improving corporate value with his abundant practical experience as an accounting expert being a certified public accountant, and we do not believe the

		and Supervisory Committee Member of Park24 Co., Ltd.	concurrent posts will create conflict of interest with general shareholders.
Saeko Arai	○	<p>Concurrently serving the following posts:</p> <ul style="list-style-type: none"> <li>- Representative of Acuray Co., Ltd.</li> <li>- Adjunct Professor, Hakuoh University</li> <li>- Outside Audit &amp; Supervisory Board Member, YKK Corporation</li> <li>- Outside Audit &amp; Supervisory Board Member, Kao Corporation</li> <li>- Outside Director, Konica Minolta, Inc.</li> </ul>	<p>She does not breach the criteria under the Securities Listing Regulations and maintains high degree of independence.</p> <p>She does not have special interest in AFS and possesses extensive knowledge of accounting and finance cultivated through experience as a certified public accountant, as well as extensive experience in corporate management. We have nominated her in order to receive appropriate advice on our management and do not believe that such appointment will create a conflict of interest with general shareholders.</p>
Hiroyuki Ogata	○	-	<p>He does not breach the criteria under the Securities Listing Regulations and maintains high degree of independence.</p> <p>He does not have special interest in AFS and possesses extensive knowledge gained through his involvement in global financial and management strategies, as well as rich experience cultivated through overseas assignments and service as an outside director. In addition, through his service as an Audit &amp; Supervisory Board Member and a member of the Audit Committee, he has accumulated substantial experience. We have nominated him in order to receive appropriate advice, particularly on the execution of management strategies for the Company's sustainable growth, and do not believe that such appointment will create a conflict of interest with general shareholders.</p>

Voluntary Establishment of Committee(s) equivalent to Nomination Committee or Remuneration Committee

Established

Status of Voluntarily Established Committee(s), Attributes of Members Constituting the Committee and the Committee Chairperson

	Committee's Name	All Members	Full-time Members	Inside Directors	Outside Directors	Outside Experts	Other	Chairperson
Voluntarily Established Committee Equivalent to Nomination Committee	Nomination and Compensation Committee	5	0	2	3	0	0	Outside Director
Voluntarily Established Committee Equivalent to Remuneration Committee	Nomination and Compensation Committee	5	0	2	3	0	0	Outside Director

#### Supplementary Explanation

The Nomination and Compensation Committee is an advisory committee established by the Board of Directors as a body that engages in discussions/consultations regarding the candidates of Directors for the next fiscal year and the remuneration of Directors. The Committee serves the functions of both the nomination committee and remuneration committee and is expected to be held on at least annual basis, in principle. The members comprise of two Inside Directors, including the Representative Director, and three Outside Directors, and is chaired by Outside Directors.

#### Audit and Supervisory Board Member\*

\*Referred to as "*kansayaku*" in Corporate Governance Code reference translation

Establishment of Audit and Supervisory Board	Established
Number of Audit and Supervisory Board Members Stipulated in Articles of Incorporation	4 persons
Number of Audit and Supervisory Board Members	4 persons

#### Cooperation among Audit and Supervisory Board Members, Accounting Auditors and Internal Audit Departments

The Board of Corporate Auditors holds meetings with our Accounting Auditor Deloitte Touche Tohmatsu LLC on a periodic and as necessary basis, cooperates by exchanging opinions and information on the overview of the audit plan, matters relating to performance of duties by the Accounting Auditor, matters relating to quarterly reviews and interim reviews, and results of the year-end audit, with sufficient time spent on each topic. The Internal Audit Department also attends the meeting, sharing the audit results and exchanging opinions under a three-way audit system (i.e., audits by Corporate Auditors, audits by accounting auditors, and internal audits). The Internal Audit Department exchanges opinions and information with the Corporate Auditors and the Accounting Auditors on periodic and as necessary basis from the perspective of effectiveness and efficiency of audits.

Appointment of Outside Audit and Supervisory Board Members	Appointed
Number of Outside Audit and Supervisory Board Members	3 persons
Number of Independent Audit and Supervisory Board Members	3 persons

Outside Audit and Supervisory Board Members' Relationship with the Company (1)

Name	Attributes	Relationship with the Company*												
		a	b	c	d	e	f	g	h	i	j	k	l	m
Shinichiro Tani	From another company													
Yasuko Ono	From another company													
Akio Kobayashi	CPA													

\*Categories for "Relationship with the Company".

(Use "○" when the director presently falls or has recently fallen under the category; "△" when the director fell under the category in the past; "●" when a close relative of the director presently falls or has recently fallen under the category; and "▲" when a close relative of the director fell under the category in the past.)

- a. Person who executes business for the Company or its subsidiary
- b. A non-executive director or an accounting advisor of the Company or its subsidiaries
- c. Person who executes business for or a non-executive director of the Company's parent company
- d. An Audit and Supervisory Board Member of a parent company of the Company
- e. Person who executes business for a fellow subsidiary
- f. Person/entity for which the Company is a major client or a person who executes business for said person/entity
- g. Major client of the Company or a person who executes business for said client
- h. Consultant, accounting expert, or legal expert who receives large amounts of cash or other assets from the Company in addition to remuneration as a director/ Audit and Supervisory Board Member
- i. Major shareholder of the Company (in cases where the shareholder is a corporation, a person who executes business for the corporation)
- j. Person who executes business for a client of the Company (excluding persons categorized as any of f, g, or h above) (applies to the auditor him/herself only)
- k. Person who executes business for another company that holds cross-directorships/cross-auditor positions with the Company (applies to the director/auditor him/herself only)
- l. Person who executes business for an entity receiving donations from the Company (applies to the person him/herself only)
- m. Other

Outside Audit and Supervisory Board Members' Relationship with the Company (2)

Name	Designation as Independent Audit and Supervisory Board Member	Supplementary Explanation of the Relationship	Reasons for Appointment
Shinichiro Tani	○	—	<p>He does not breach the criteria under the Securities Listing Regulations and maintains high degree of independence.</p> <p>He does not have special interest in AFS, and he has been engaged in business management and internal audits/audits by corporate auditors for banks and group companies, and possesses abundant experience and knowledge in the financial industry regarding development of a group management structure, general practical operations and framework enhancement for internal audits, and so forth.</p> <p>He is being appointed as he is expected to appropriately perform a role of ensuring the soundness and appropriateness of business management and decision making of AFS, and we do not believe the concurrent posts will create conflict of interest with general shareholders.</p>
Yasuko Ono	○	<p>Concurrently serving the following posts:</p> <ul style="list-style-type: none"> <li>- Outside Director of MIRARTH HOLDINGS, Inc.</li> </ul>	<p>She does not breach the criteria under the Securities Listing Regulations and maintains high degree of independence.</p> <p>She does not have special interest in AFS and possesses abundant experience in the financial industry, including experience as the president of an overseas company.</p> <p>She particularly excels in the global governance field and also has experience as corporate auditor.</p> <p>She is being appointed based on her abundant experience to play a role in securing appropriateness and adequacy of business operations for AFS, and we do not believe the concurrent posts will create conflict of interest with general shareholders.</p>
Akio Kobayashi	○	<p>Concurrently serving the following posts:</p> <ul style="list-style-type: none"> <li>- Representative of</li> </ul>	<p>He does not breach the criteria under the Securities Listing Regulations and maintains high degree of independence.</p>

		<p>Akio Kobayashi CPA Office</p> <ul style="list-style-type: none"> <li>- Outside Director and Audit and Supervisory Committee Member of Toho Titanium Co., Ltd.</li> <li>- Outside Director and Audit and Supervisory Committee Member of ANRITSU CORPORATION</li> </ul>	<p>He does not have special interest in AFS, and, as an expert in the corporate governance field, possesses abundant experience and insights in financial accounting, audits, corporate information disclosure, corporate restructuring (integration, acquisition and merger), foreign financing, investigation of fraud, establishment and enhancement of internal control.</p> <p>Although he has no experience in being involved in company management, he is being appointed as he is expected to appropriately fulfill duties as External Corporate Auditor based on the above experience and insights, and we do not believe the concurrent posts will create conflict of interest with general shareholders.</p>
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### Matters Concerning Independent Directors and Independent Audit and Supervisory Board Members

Number of Independent Directors and Independent Audit and Supervisory Board Members	8 persons
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#### Other Matters Concerning Independent Directors and Independent Audit and Supervisory Board Members

Criteria for independence of candidates for Outside Directors are as set forth below.

- 1.1 Is not a person belonging to the Company or a subsidiary of the Company in the capacity of executive director, vice president, corporate executive or other employee (hereinafter, collectively, “business executive”) and was not a business executive at the Company or a subsidiary of the Company within the last 10 years prior to the appointment.
- 1.2 Is not a person who, at any time in the 10 years prior to the appointment, was a director, accounting advisor, or corporate auditor (excluding business executive) of the Company or a subsidiary of the Company who, during the 10 years prior to that appointment as director, accounting advisor, or corporate auditor was a business executive at the Company or a subsidiary of the Company.
- 2.1 Is not a person who has a business relationship with the Company or a major subsidiary of the Company (Note 1) whereby the Company or a major subsidiary of the Company is its major transacting counterparty (Note 2), or a person who is not currently or has not been in the last three years a business executive at such business partner that is an incorporated entity, etc. (Note 3).
- 2.2 Is not a person who has a business relationship with the Company or a major subsidiary of the Company who is a major transacting counterparty, or a person who is not currently or has not been in the last three years a business executive at such major transacting counterparty that is an incorporated entity, etc.
3. Is not a person who is a consultant, accounting expert or legal expert, etc. receiving a large sum (Note 4) of money or other financial asset other than the remuneration for Directors and Corporate Auditors from the Company.
4. Is not an employee, etc. of a consulting firm, accounting firm, legal firm, etc. that has the Company as a major transacting counterparty.

5. Is not a person who receives a donation, etc. of a large sum from the Company, or who is a business executive of an incorporated entity, etc. receiving such donation.
6. Is not a person who is a major shareholder of the Company or a business executive of an incorporated entity, etc. that is a major shareholder of the Company.
7. Is not a person falling under the following categories (excluding persons who are not important persons (Note 5)) or a close relative (Note 6) of such person:
  - (a) Person falling under the above criteria 1 to 6.
  - (b) Person who is a director, corporate auditor, corporate executive, and important employee, etc.

(Note 1) Major subsidiary: AEON Bank, Ltd.

(Note 2) Major transacting counterparty: Judged by the criterion of at least 1% of consolidated net sales (ordinary income in the case of the Company) in the most recent business year.

(Note 3) Incorporated entity, etc.: Includes organizations other than incorporated entities.

(Note 4) Large sum: At least 10 million yen per year based on an average of the past three years.

(Note 5) Persons who are not important persons: An “important person” refers to a person with a position in the class of company officer or general manager, and in the case of persons belonging to an accounting firm or law firm, etc., it refers to a certified public accountant or lawyer, etc.

(Note 6) Close relative: Spouse or relative within the second degree of kinship

## Incentives

Implementation Status of Measures related to Incentives Granted to Directors

Introduction of Performance-linked Remuneration Scheme / Introduction of Stock Options Scheme

### Supplementary Explanation for Applicable Items

AFS abolished the Officer’s Retirement Benefit System in May 2004, limiting the Director’s annual remuneration to within 300,000,000 yen, and newly introducing a share-compensation-type stock option of up to 100,000,000 yen and 20,000 shares per annum. The purpose was to share the stock price benefits and risks with shareholders, and to enhance motivation towards improving business performance and increasing corporate value. The program has been approved at the 26th Annual General Meeting of Shareholders. At the 34th Annual General Meeting of Shareholders held in June 2015, the Director’s annual remuneration was revised to within 550,000,000 yen. Of which, cash remuneration shall be within 400,000,000 yen per annum (of which, remuneration for Outside Directors shall be within 50,000,000 yen per annum) and the fair value of the share-compensation-type stock option shall be up to 150,000,000 yen per annum.

The person with authority to determine the amount and calculation method for AFS Directors’ remuneration for 2025 was the Representative Director Tomoharu Fukayama, and the scope of his authority and discretion is as stated in the part related to the individual remuneration (cash) for each Director, based on the resolution of the Board of Directors held on May 23, 2025 Performance-linked compensation has been determined based on the performance of AFS and individual performance of each Director, within the scope determined by the budget achievement ratio. Furthermore, determining these remunerations requires prior advice from the Nomination and Compensation Committee.

Achievement ratio for operating revenue and ordinary profit is the main indicator related to performance-linked compensation, and the actual payment amount is determined reflecting extraordinary profit, changes in business environment during the fiscal year, and revision of the terms of internal transactions.

Persons Eligible for Stock Options

Inside Directors

Supplementary Explanation for Applicable Items

To secure independence, remuneration for Outside Directors and Corporate Auditors do not include performance-linked compensation and share-compensation-type stock options and is limited to fixed monthly compensation.

## Director Remuneration

Status of Disclosure of Individual Director's Remuneration

No Disclosure for any Directors

Supplementary Explanation for Applicable Items

Officers' remuneration for AFS Directors and Corporate Auditors for FY2025 is as stated below:

Total annual Directors' remuneration: 168,000,000 yen

Total annual Corporate Auditors' remuneration: 34,000,000 yen

Total: 202,000,000 yen

of which, outside Officers' remuneration: 90,000,000 yen

(Notes)

1. Above stated remuneration includes 19,000,000 yen of expenses for payment of bonuses to four Directors, and 7,000,000 yen of expenses for the stock acquisition rights (stock compensation-type stock options) granted to six Directors.
2. As of the end of the fiscal year, there were ten Directors and four Corporate Auditors. Of which, two Director and one Corporate Auditor are serving without compensation.

Policy on Determining Remuneration Amounts and Calculation Methods

Established

Disclosure of Policy on Determining Remuneration Amounts and Calculation Methods

- Director's remuneration is paid to promote strong motivation to execute management strategies and is linked with performance, with consideration to fairness and transparency.
- Director's remuneration comprises base remuneration, performance-based remuneration, and share-compensation-type stock options. Base remuneration is paid on a monthly basis to the Directors. Performance-based remuneration is paid to the Directors after the close of the fiscal year based on the annual performance and is the sum of corporate performance-based remuneration and personal performance-based remuneration. Corporate performance-based remuneration is calculated by applying the consolidated financial performance-based conversion factor to the base amount. Personal performance-based remuneration is calculated by applying the personal performance evaluation-based conversion factor to the base amount. Share-compensation-type stock options are granted to the Directors in the form of subscription rights after the close of the fiscal year based on annual performance.

## Support System for Outside Directors (and/or Outside Audit and Supervisory Board Members)

- Support to Outside Directors is provided through the Corporate Governance Department, serving as the secretariat for the Board of Directors. It provides necessary support to enable the Outside Directors and External Corporate Auditors to make appropriate decisions, including advanced distribution of materials and explanation of agenda ahead of the Board of Directors meetings.
- Support to Audit & Supervisory Board members is provided through the Audit & Supervisory Board Office, a dedicated organization to which four full-time staff members are assigned.

## Status of Persons who have Retired as Representative Director and President, etc.

Information on Persons Holding Advisory Positions (*Sodanyaku, Komon*, etc.) after Retiring as Representative Director and President, etc.

Name	Job title/ position	Responsibilities	Terms and Conditions of Employment (Full/part time, with/without remuneration, etc.)	Date when former role as president/ CEO ended	Term
—	—	—	—	—	—

Number of Persons Holding Advisory Positions (*Sodanyaku, Komon*, etc.)  
After Retiring as Representative Director and President, etc.

—

Other Related Matters

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## 2. Matters Concerning Functions of Business Execution, Auditing and Supervision, Nomination, and Remuneration Decisions (Overview of Current Corporate Governance System)

### (1) Board of Directors

We are engaging in on-going enhancement of management monitoring and internal control functions by holding monthly meetings of Board of Directors chaired by the President & CEO.

Periodic meetings are held on a monthly basis, and extraordinary meetings are held as necessary. A total of twenty meetings were held in FY2025, with 100% attendance by Outside Directors and 100% attendance by External Corporate Auditors.

### (2) Management Policy Committee

As a decision-making institution for the business execution, it deliberates and makes decisions on important matters related to the business operations of the Company and its Group, comprehensively and professionally discusses and determines matters concerning the development of the internal control system, and reports and makes recommendations to the Board of Directors.

### (3) Risk and Compliance Committee

The Committee comprehensively and professionally examines and deliberates on all matters related to risk management and compliance (including information management) of the Company and its Group. Within the

scope delegated by the Board of Directors, it makes necessary decisions and reports and makes recommendations to the Board of Directors. In principle, it meets at least once a month and, whenever necessary, is convened on an ad hoc basis.

#### (4) Sustainability Committee

As an institution entrusted by the Board of Directors, the Sustainability Committee comprehensively and expertly discusses and reviews matters regarding the sustainability of the Company and the Group, provides necessary guidance and advice to relevant parties, makes resolutions, and makes reporting and recommendations to the Board of Directors. Meetings are held on quarterly basis, in principle, and where necessary.

#### (5) Nomination and Compensation Committee

As an advisory institution for the Board of Directors, the Nomination and Compensation Committee deliberates on matters related to the appointment, dismissal, development and compensation of Directors, Audit & Supervisory Board Members, and Executive Officers. Meetings are held at least annually, in principle, and where necessary.

#### (6) Transaction Review Committee

As an advisory institution for the Board of Directors, the Transaction Review Committee deliberates on the appropriateness of significant transactions or acts that create conflict of interest between the controlling shareholder and minority shareholders of the company from the perspective of protection of minority shareholders' interest. Meetings are held as necessary.

#### (7) Internal meeting bodies for each specialized field

In addition to the above, AFS has established meetings for specialized discussion and deliberation in various areas such as business strategy, customer success, products and services, sales and marketing, investment and financing, information disclosure, digital transformation (DX) promotion, and subsidiary management. The content of discussions held within the business execution organization is regularly reported to the Board of Directors.

#### (8) Board of Corporate Auditors

AFS is a Company with a Board of Corporate Auditors, and the Board of Corporate Auditors comprises a total of four (4) Corporate Auditors, i.e., three (3) External Corporate Auditors (of which three (3) are independent officers) and one (1) internal Corporate Auditor, one of whom has considerable knowledge on finance and accounting. Meetings are held on monthly basis, in principle, and as necessary. The Board of Corporate Auditors met 22 times in FY2025 with attendance rates of 99% for outside corporate auditors and 100 percent for corporate auditors.

#### <Status of Accounting Audit>

AFS has commissioned Deloitte Touche Tohmatsu LLC for accounting audit pursuant to the Companies Act and Financial Instruments and Exchange Act for AFS, and pursuant to the Companies Act, etc., for domestic subsidiaries. There is no special interest involved between AFS and domestic subsidiaries ("AFS, etc." hereinafter) and the engagement partner of Deloitte Touche Tohmatsu LLC, and the engagement partner will not be involved in the accounting audit of AFS, etc., beyond certain period. The name of certified accountant who was the engagement partner during the continuous audit period during the consolidated accounting period and the composition of assistants in the audit operation are as stated below.

- Continuous audit period  
29 years  
(Note) Due to the extreme difficulty of investigation, above stated period is the result of investigation for the period after listing of AFS, and the actual continuous audit period may exceed such period.
- Names of Certified Accountants who were engagement partners:  
Designated Limited Liability Partner, Engagement Partner:  
Kensuke Yamasaki, Tetsuya Ito, Mikihiko Okabe, Hiroko Inagaki  
(Note) Number of years of continuous audit has been omitted, as it is within seven years for all parties.
- Composition of assistants for accounting audit  
Certified public accountants: 29    Other: 48

#### <Details of Audit Compensation>

The amount of compensation paid by AFS and domestic subsidiaries to Deloitte Touche Tohmatsu LLC is as stated below.

Fees for audit certification: 623,000,000 yen (excluding tax)

\* Fees for audit certification services for the current fiscal year include additional fees of 95,000,000 yen related to the amended securities report for the previous fiscal year under the Financial Instruments and Exchange Act, as well as additional fees of 48,000,000 yen related to audit certification services for the previous fiscal year.

#### <Summary of the limited liability agreement>

To enable recruitment of competent personnel, AFS enters into limited liability agreements with the Outside Directors and External Corporate Auditors that limit their liability for damages payable to AFS as stipulated in Article 427, paragraph 1 of the Companies Act to the higher of two million yen or the minimum liability amount prescribed by law and exempt the Outside Directors and External Corporate Auditors from liability for damages exceed the limit, where they acted in good faith and without gross negligence in performing their duties.

#### <Summary of Officers Liability Insurance>

AFS has purchased an officers liability insurance policy with all Directors (including Outside Directors) and Corporate Auditors (including External Corporate Auditors) as the insured (“D&O Insurance” hereinafter), covering damages, etc., incurred by the officers arising from performance of their duties (excluding liabilities falling under the indemnification clause of the insurance policy). AFS is liable for the full amount of the D&O Insurance premiums. Insurance period of the D&O Insurance is one year, which will be renewed subject to resolution of the Board of Directors prior to expiry.

### 3. Reasons for Adoption of Current Corporate Governance System

AFS has appointed a total of eight independent officers as prescribed in the Tokyo Stock Exchange Securities Listing Regulations, comprising of five Outside Directors (of which, five are independent officers) and three External Corporate Auditors (of which, three are independent officers). Three of the four Corporate Auditors are Outside Corporate Auditors as prescribed in Article 2, paragraph 16 of the Companies Act, attending the Board of Directors meetings and other major meetings, and implementing initiatives to enhance corporate governance in cooperation with the Internal Audit Department. The current structure has been selected as it provides sufficient framework for objective and neutral management monitoring function from outside to operate. We will continue to implement improvements to further enhance our corporate governance.

### III. Implementation of Measures for Shareholders and Other Stakeholders

#### 1. Measures to Vitalize General Meeting of Shareholders and Facilitate Exercise of Voting Rights

	Supplementary Explanation
Early Posting of Notice of the General Meeting of Shareholders	For 2026, the notice was dispatched twenty-one days before the date of the General Meeting of Shareholders.
Scheduling of the General Meeting of Shareholders on a Non-Peak Day	For 2026, the date of the General Meeting of Shareholders is May 22nd.
Electronic Exercise of Voting Rights	Electronic voting is allowed. We inform the shareholders in the Notice of the General Meeting of Shareholders that their voting rights can be exercised using an electronic method, together with the website for voting.
Participation in a Platform for the Electronic Exercise of Voting Rights and Other Initiatives to Enhance Environment for Institutional Investors to Exercise Voting Rights	We are participating in the electronic voting platform.
Provision of Notice (or Summary of Notice) of the General Meeting of Shareholders in English	We provide convocation notices (narrow definition and reference documents) in English language.
Other	We use narrated business report video and PowerPoint presentation materials for easy to understand reporting at the General Meeting of Shareholders and livestream the event online.

#### 2. Status of IR-related Activities

	Supplementary Explanation	Explanation by a representative director or a representative executive officer
Formulation and Publication of Disclosure Policies	We have established a Disclosure Policy and published the Basic Policy, Information Disclosure Standards, Information Disclosure Methods, and IR Silent Period.	
Regular Investor Briefings held for Individual Investors	We hold regular briefings for individual investors to introduce AFS and provide explanation on our business performance. In addition, we have created pages for individual investors on our website to provide easy-to-understand communication including our history and business overview.	Not held
Regular Investor Briefings held for Analysts and Institutional Investors	We hold earnings briefings on a quarterly basis following each quarterly earnings announcement. These briefings are generally held online on the same day as the earnings release. At the briefings, our management team (the President and/or the officers in charge of finance & accounting and	Held

	<p>corporate planning) provide explanations on the business environment, financial results, earnings forecasts, and the progress of our management strategy.</p> <p>Approximately 100 participants, including institutional investors and securities analysts, attend each session. A Q&amp;A session is conducted after the presentation, and we strive to engage in constructive dialogue with investors.</p>	
<p>Regular Investor Briefings held for Overseas Investors</p>	<p>We regularly make an explanation to overseas investors about financial results, forecasts, and progress in management strategies by holding briefings for overseas investors and participating in conferences hosted by securities brokers, among other things.</p>	<p>Held</p>
<p>Online Disclosure of IR Information</p>	<p>We have established a dedicated page for shareholders and investors on our website and strive to provide appropriate information disclosure (<a href="https://www.aeonfinancial.co.jp/ir/">https://www.aeonfinancial.co.jp/ir/</a>).</p> <p>On the website, in addition to earnings summaries (tanshin) and annual securities reports, we publish various materials, including earnings-related documents such as supplementary financial materials and earnings presentation materials, as well as corporate governance reports and integrated reports. We also provide audio and video recordings of earnings briefings, together with summaries of the Q&amp;A sessions held on the day of the briefings.</p> <p>Furthermore, we disclose monthly information around the middle of each month.</p> <p>In addition, we have developed an English version of our IR website for overseas investors (<a href="https://www.aeonfinancial.co.jp/en/ir/">https://www.aeonfinancial.co.jp/en/ir/</a>), where various financial materials and integrated reports are also available in English.</p>	
<p>Establishment of Department and/or Placement of a Manager in Charge of IR</p>	<p>The officer in charge of corporate planning serves as the executive officer responsible for IR, and the Public Relations &amp; Investor Relations Department is established under his supervision. Within the department, multiple dedicated IR staff members are assigned, and they are responsible for information disclosure to and dialogue with shareholders and investors.</p>	

Other	Individual meetings with the President & CEO, Director, Executive officer and Corporate Communication & Investor Relations Department are held with domestic and overseas investors and securities analysts.
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### 3. Status of Measures to Ensure Due Respect for Stakeholders

	Supplementary Explanation
Establishment of Internal Rules Stipulating Respect for the Position of Stakeholders	In accordance with the AEON Group's philosophy and policies, the Company stipulates its way of thinking and judgment standards for customers and other stakeholders.
Implementation of Environmental Preservation Activities and CSR Activities, etc.	<p>We are actively and continuously committed to fulfilling our mission as a good corporate citizen and engage in volunteer activities closely aligned with the communities and global environmental activities.</p> <ul style="list-style-type: none"> <li>• Financial literacy education <p>The Group focuses on activities toward the realization of a sustainable society, particularly initiatives to improve financial literacy. While communicating the importance of acquiring knowledge on finance and increasing financial literacy to our customers, we continued offering on-site lessons and donation-based lectures on asset building and risks of financial transactions for young people such as high school students, and university students, to help improve their financial literacy.</p> <p>In addition, we supported the “Waku Waku Cashless Experience” event hosted by Public Interest Incorporated Foundation AEON 1% Club* (“AEON 1% Club” hereinafter) to make the convenience of cashless payment widely known, and also held events to inspire children to think about the future of money at various AEON Malls.</p> <p>We will continue working to realize a cashless society where people can live in a “safe, comfortable, convenient and beneficial” way for a social infrastructure.</p> <p>We support the activities of the AEON 1% Club, which operates based on four pillars: “sound development of children,” “promotion of international friendship and goodwill,” “contribution to regional development,” and “support for disaster recovery.” Together with five other financial group companies, we contribute an amount equivalent to 1% of our pre-tax income.</p> <p><a href="https://aeon1p.or.jp/1p/">https://aeon1p.or.jp/1p/</a></p> </li> <li>• Cashless Donations <p>In collaboration with other AEON Group companies, we accept cashless donations through code-based payment services such as “AEON Pay” and “WAON POINT.”</p> </li> </ul>

	<p>We also accepted donations through cashless methods for initiatives such as the “Emergency Relief Fund for the Myanmar Earthquake” and the “Emergency Relief Fund for the Heavy Rain Disaster on Sumatra Island, Indonesia,” and have utilized these funds to support recovery and reconstruction efforts.</p> <ul style="list-style-type: none"> <li>• AEON Heartful Volunteer To achieve the AEON Foundational Ideals “Pursuing ‘peace,’ respecting ‘humans,’ and contributing to “local communities,” always with customers as our starting point,” we promote volunteer activities toward the resolution of regional social issues, using various resources obtained by AEON people through business management activities. In FY2025, employees of our group actively participated in marine debris cleanup activities held across Japan. In addition, we have continued to support regions affected by natural disasters through various initiatives, including volunteer activities for the recovery and reconstruction of areas impacted by the Noto Peninsula Earthquake and the Oku-Noto torrential rain disaster, cotton harvesting in Iwaki City, Fukushima Prefecture, and the “Reconstruction Cleaning Cloth Project,” through which towels are donated for reuse as cleaning cloths.</li> <li>• Participation in AEON Forest Program We participate in tree planting activities in cooperation with AEON Environmental Foundation and AEON Co., Ltd., to promote tree-planting by employees, environmental education, and to promote and educate on AEON Hometown Forests Program, through activities such as sapling planting and undergrowth clearing carried out by employees.</li> </ul> <p>Additionally, information on our activities is posted on our website and Annual Report. <a href="https://www.aeonfinancial.co.jp/activity/social/community/">https://www.aeonfinancial.co.jp/activity/social/community/</a></p>
Formulation of Policies, etc. on Provision of Information to Stakeholders	We prepare and distribute our integrated report, and shareholder report and post them on our website.
Other	<p>Promoting the advancement of women is one of our key priorities in ensuring diversity within the decision-making layer. In addition to increasing the ratio of female employees, we believe it is essential to create an environment in which individuals with diverse experience and expertise can participate in decision-making.</p> <p>Based on this approach, we have introduced a mentoring program involving executive officers and female managers, established a women’s network to provide female employees with opportunities to explore diverse career paths and broaden their perspectives, and</p>

dispatch candidates for female management positions to external training programs. Through these initiatives, we support the enhancement of perspectives, the creation of connections with both internal and external role models, and the development of professional networks.

Furthermore, we are working to expand employment opportunities for persons with disabilities by opening “Peace Farm,” an agricultural initiative that provides new workplaces tailored to individuals with diverse disabilities, and by developing supportive work environments that take into account the characteristics of disabilities.

#### **IV. Matters Concerning the Internal Control System**

##### **1. Basic Views on Internal Control System and Status of Development**

(1) Framework to ensure that performance of duties by Directors and employees comply with laws, regulations, and the Articles of Incorporation

- AFS Group's officers and employees shall base their appropriate decisions and actions on the "AEON Foundational Ideals" in line with social norms and corporate ethics. To notify matters that AFS Group's officers and employees should comply with, and to respond to the latest revisions of laws and regulations and the Articles of Incorporation, we will conduct periodic and timely compliance education for AFS Group officers and employees.
- AFS Group Compliance Policy will be established to clarify our basic stance towards compliance, together with Compliance Regulations and Compliance Manual to notify laws and regulations to be complied with by officers and employees, specific points to note, and actions to take when a violation is discovered.
- To develop and establish AFS Group's compliance framework, the Risk and Compliance Committee shall conduct comprehensive and expert review and deliberation on compliance related matters concerning the AFG Group, provide necessary instructions to relevant parties, and make necessary reports and proposals to the Board of Directors.
- Basic Policy for Responding to Anti-social Forces will be established, with AFG and subsidiaries to expressly state our firm position to eliminate and sever all ties with antisocial forces to our officers and employees pursuant to the Basic Policy, and stipulate the same in the Regulations Concerning Prevention of Damage from Anti-social Forces.
- AFS and subsidiaries will establish regulations on management of Customers' personal information pursuant to our Privacy Policy, and thoroughly enforce protection of customer information.
- As a method for employees to directly report information on suspicious acts under laws and regulations, etc., AEON Compliance Hotline as well as Whistleblower Hotline at AFS and each subsidiary will be established and notified to the officers and employees of the AFS Group. Contents of the reported matter shall be treated as confidential information under laws, regulations, and internal rules, and the whistleblower shall not be treated disadvantageously.
- Internal Audit Division independent from other business execution divisions is established and will conduct audits from an independent and objective position in collaboration and cooperation with the AFG Corporate Auditors and Accounting Auditors and make periodic reports to the Board of Directors.
- AFS shall establish the Regulations on Internal Control Concerning Financial Reporting, and to secure credibility for our consolidated financial reporting, establish a framework concerning the

establishment, operation, and evaluation of internal control for AFS Group's financial reporting, and establish necessary structures for AFS and subsidiaries.

- (2) Framework for storage and management of information concerning execution of duties by the Directors  
Records concerning the resolution by the Board of Directors and decision making by the Directors shall be prepared, managed, and stored in accordance with internal rules including the Rules concerning the Board of Directors, Regulations on Application for Authorization, and Regulations on Document Management. Directors and Corporate Auditors shall have regular access to view these documents, etc.
- (3) Rules on management of risk of loss and other frameworks
  - Basic matters concerning the management of business-related risks, etc., for the AFS Group shall be stipulated in the Risk Management Regulations. A risk management organization and structure independent from the revenue producing divisions will be established to manage the business risks for the AFS Group.
  - To promote management of AFS Group's business risks, the Risk and Compliance Committee shall conduct comprehensive and expert review and deliberation on matters relating to the risk management for the AFS Group, provide necessary instructions to relevant parties, and make necessary reports and proposals to the Board of Directors.
  - Each subsidiary shall document the method of management concerning regulations such as the capital ratio under local laws and regulations, and secure appropriate capital and capital ratio.
  - Prepare a framework in advance to respond to the occurrence or likelihood of unexpected event that has significant impact on AFS Group's business operation, establish a Regulation on Business Crisis Response to quickly respond to an emergency, and maintain appropriate and effective measures and business continuity framework from normal times.
- (4) Framework to ensure effective performance of duties by Directors
  - Important matters concerning management of AFS and AFS Group shall be determined by the Board of Directors subject to deliberation by the Management Policy Committee and Risk and Compliance Committee, from the perspective of business efficiency and effectiveness.
  - Authority for business execution based on the decision by the Board of Directors, etc., shall be delegated in accordance with the Organizational Regulations and Regulations on Division of Duties and Authorization for efficient execution by each Division. Subsidiaries shall establish standards concerning organization, division of duties and authorization in accordance with the AFS regulations.
  - To ensure efficient execution of business by the subsidiaries, establish common platforms for accounting and systems, etc., with AFS to provide appropriate support for finance, public relations, human resource management, and legal operations.
- (5) Framework to ensure appropriate business operation by the corporate group comprising of AFS, its parent company and subsidiaries
  - Subsidiaries and Affiliates Management Regulations shall be established for the purpose of smooth business operation and appropriate management for AFS subsidiaries and affiliates (hereinafter "Subsidiaries") and to instruct and develop the Subsidiaries, and AFS shall manage and instruct the Subsidiaries to ensure they can achieve business purposes in accordance with the Regulations. AFS shall require the Subsidiaries to report their business performance, financial status and other important information to AFS in accordance with the Subsidiaries and Affiliates Management Regulations and business management agreements directly or indirectly executed with the Subsidiaries, and to implement important matters concerning business management and internal control subject to prior consultation with AFS, to ensure appropriate business operation by the Subsidiaries.
  - AFS shall establish an internal Audit Division that supervises the internal audit function of AFS Group. By monitoring the status of internal audits by AFS Group companies and conducting Group company

audits as necessary, we will review the appropriateness and effectiveness of the internal control and internal audit frameworks.

- Transactions with companies belonging to the AEON Group comprising of the parent company AEON Co., Ltd., and its consolidated subsidiaries and equity-method subsidiaries may involve conflict of interest, and such transactions will require careful deliberation and decision making by the Board of Directors, etc., to ensure that such transactions, etc., are necessary and that the terms and conditions are not extremely inappropriate.
- (6) Matters on independence of the staff who assists the duties of the Corporate Auditor and ensuring effectiveness of instructions to the staff
- To ensure the effectiveness of audits by the Audit & Supervisory Board Members, the Company assigns dedicated full-time staff to assist them (Audit & Supervisory Board staff) in accordance with the “Audit & Supervisory Board Auditing Standards.
  - The assistant staff shall perform duties strictly under the orders of the Corporate Auditor and shall not receive orders from Directors and other executive organizations, and matters related to the transfer, performance evaluations, and disciplinary actions, etc., of the assistant staff shall require consent of the full-time Corporate Auditor.
- (7) Framework for reporting by Directors and employees to Corporate Auditors and framework for other reporting to Corporate Auditors
- Directors and employees of AFS Group companies shall immediately report matters that may cause significant damage to AFS and AFS Group to the Corporate Auditors.
  - Corporate Auditors may request Directors and the Officer in charge of Compliance for a report on compliance related information as necessary.
  - Full-time Corporate Auditor may attend the Board of Directors, the Management Policy Committee, the Risk and Compliance Committee and other important meetings, receive reports on the status of establishment and operation of risk management, compliance, and other internal control at the subsidiaries, and receive a report from the subsidiaries where necessary.
  - AFS prohibits disadvantageous treatment of officers and employees of AFS and subsidiaries who reported to the Corporate Auditor for the reason of such report, stipulate the same in AFS and subsidiaries’ whistle-blower related regulations, and notify to officers and employees of AFS and subsidiaries.
- (8) Other frameworks to ensure effectiveness of audit by the Corporate Auditor
- Full-time Corporate Auditor may attend the Board of Directors, the Management Policy Committee, the Risk and Compliance Committee and other important meetings, and state necessary opinions at deliberation of the agendas, and have constant access to important documents including the record of the meetings and authorization documents.
  - Internal Audit Division shall contribute to ensuring the effectiveness of the audit by making timely reports to the Full-time Corporate Auditor on the status of internal audit on AFS and subsidiaries and building a collaborative framework such as exchange of opinions and information.

AFS shall be liable for making advance payments of expenses arising from the performance of duties by the Corporate Auditors including where the Corporate Auditor requests employment of independent external experts for investigation, etc., and processing the expenses arising from performance of duties by the Corporate Auditors including repayment procedures unless the company proves that they are unnecessary for the performance of duties by the Corporate Auditor, allocate necessary budget, and designate a department for processing.

## 2. Basic Views on Measures for Eliminating Anti-Social Forces and Status of Development

AFS deems measures against anti-social forces by AFS Group as one of the important compliance items and have established the following Basic Policy from the perspective of preventing damages and firmly eliminating and severing all ties with anti-social forces and established a designated department to gather and manage information.

- (1) AFS Group shall not have any ties with anti-social forces.
- (2) AFS Group shall cooperate with external expert organizations including the police, the Center for Removal of Criminal Organizations, and attorneys to prevent damage from anti-social forces and take appropriate organizational measures.
- (3) AFS Group shall not respond to any undue demands by anti-social forces and implement resolute legal measures.
- (4) AFS Group shall not provide any funds or engage in secret deals with anti-social forces.

AFS Group shall secure safety of officers and employees who respond to undue demands from anti-social forces. Major Group companies have established a department in charge of response and Officer in charge of prevention of undue demands, endeavor to establish frameworks including manuals and trainings, and have implemented measures against anti-social forces in cooperation with external expert organizations where necessary.

## V. Other

### 1. Adoption of Anti-Takeover Measures

Adoption of Anti-Takeover Measures	Not Adopted
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Supplementary Explanation for Applicable Items

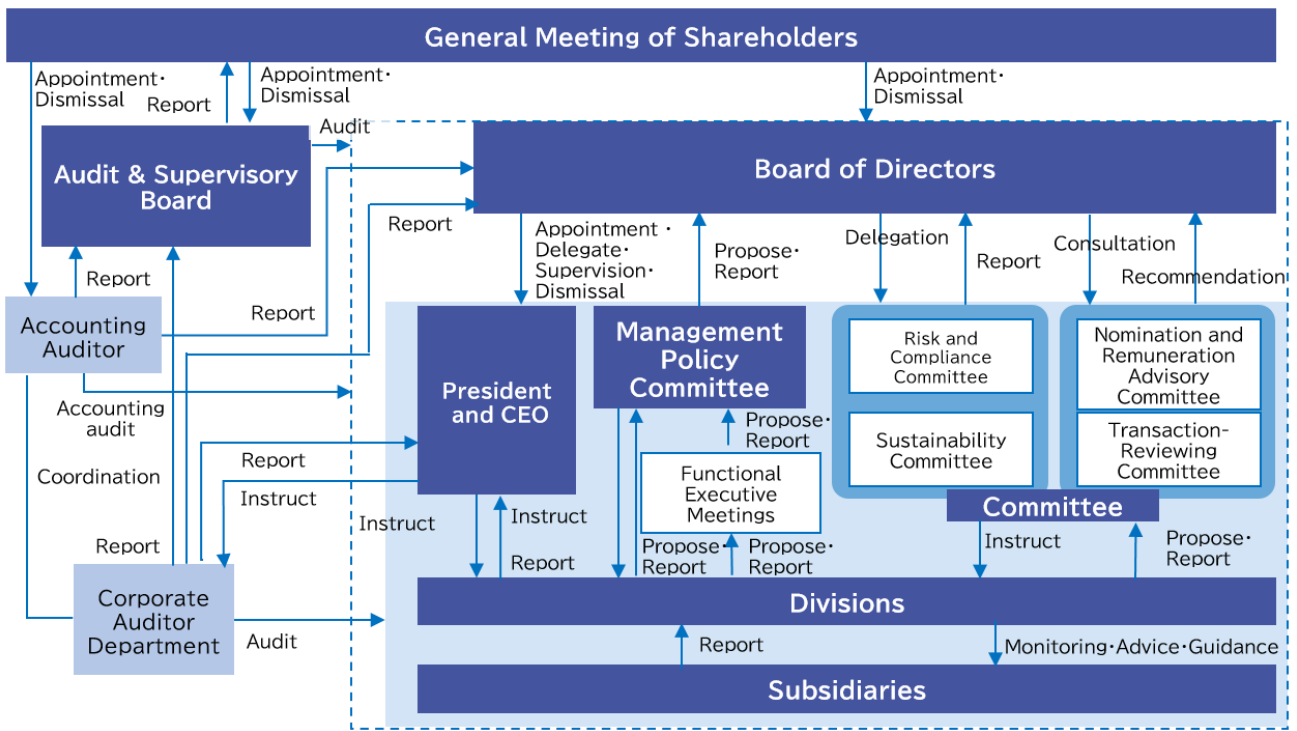
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Not applicable. We will continue on-going review according to the circumstances.

### 2. Other Matters Concerning the Corporate Governance System

AFS has established a dedicated Public Relations and Investor Relations (PR/IR) department responsible for disclosure, and endeavors to make timely and clear disclosure including with various information disclosure through news releases and financial data book, as well as through timely interviews and meetings with the media, investors, and securities analysts. We will continue our efforts to meet the trust from society and fulfill our corporate social responsibility, and to realize “customer first,” “provide financial services that are closely attuned to customers’ lives,” “earn the trust of society and meet its expectations,” and “maintain a corporate culture that encourages our people to excel.”

【Corporate Governance Structure】



Corporate Governance Structure of AFS  
 【Timely Disclosure System Diagram】

