

Last update May 19, 2025

AEON DELIGHT CO., LTD.

Kazumasa Hamada, President & CEO, Group CEO

Contact: President's Office, PR & IR Group

+81-3-6895-3892

9787

<https://www.aeondelight.co.jp/english>

**This document describes corporate governance at
AEON DELIGHT CO., LTD ("AEON delight" or "the Company").**

I. Basic Views on Corporate Governance, Capital Structure, Corporate Profile and Other Basic Information Update

1. Basic Views

Based on our Management Principle, "We pursue the creation of 'environmental value' for our customers and for the local communities," we fulfill our responsibilities to our stakeholders through sustainable growth of the company and by increasing the value of our company, and implement an optimal corporate governance system designed to best meet the needs of society and the business environment.

In AEON delight Corporate Governance Guidelines (hereafter the "the Company's Guidelines"), we have defined our corporate governance system as "a mechanism that helps to bring about sustainable growth of the company by maintaining balance between 'offense' and 'defense' in the four areas as follows":

- 1) Means for integrating the business activities of the members (executives and employees) of our enterprise under one policy or vector and then utilizing managerial resources to the maximum degree.
- 2) Basic promises that underpin the trusting relationships with stakeholders who support the company
- 3) Preparedness for unexpected ordinary or extraordinary events
- 4) Rules each enterprise should follow for surviving as a member of society

[Management Principle]

We Pursue the Creation of "Environmental Value" for our Customers and for the Local Communities.

[Code of Conduct]

- 1 I am always grateful to the many other individuals who provide help and support, and I never forget to act with humility.
- 1 I always act with integrity and sincerity in every situation.
- 1 I always work to improve myself so as to offer services that exceed customer expectations.
- 1 I continually challenge myself, without hesitation, to help AEON delight to create environmental values.
- 1 I always act as a good corporate citizen in serving local communities.
- 1 I always seek to improve and maintain a delightful workplace and to respect my fellow employees.

[Basic Policies for Sustainability]

AEON delight's management philosophy is "We Pursue the Creation of 'Environmental Value' for our Customers and for the Local Communities."

Based on this management philosophy, we will contribute to solving social issues and achieving a sustainable society by creating "environmental value" in all aspects of our business together with our many stakeholders.

- We will strive to create a safe, secure, hygienic, and healthy usage environment in and around our facilities.
- By providing solutions that meet society's expectations, we will contribute to achieving a decarbonized society, conserving biodiversity, and promoting recycling.
- We will comply with laws and social norms, build relationships of mutual trust with our business partners, and conduct fair business activities throughout the supply chain.
- We will respect the human rights of each individual and create a vibrant organizational culture in which diverse human resources can demonstrate their abilities.
- As a corporate citizen, we will engage in social contribution activities that aim for a better environment and society.

For further details, please refer to the AEON delight website.

[AEON delight Corporate Governance Guidelines] [Corporate Governance]

<https://www.aeondelight.co.jp/english/sustainability/governance/corporate.html>

[Basic Policies for Sustainability]

<https://www.aeondelight.co.jp/sustainability/management/policy.html>

[Reasons for Non-Compliance with the Principles of the Corporate Governance Code]

The following information is based on the Corporate Governance Code as revised in June 2021.

[Supplementary Principle 4-11-1: Views on balance, diversity, and size of the Board of Directors as a whole] Please refer to Article 13 "Systems for the boards of directors and auditors" and Article 27 "Selection of candidate directors and auditors" of the Company's Guidelines.

The skills (experience, insight, expertise, etc.) possessed by each director and the reasons for their appointment are disclosed in the notice of annual general meeting.

[Disclosure Based on the Principles of the Corporate Governance Code] Update

[Principle 1-4: Strategically held shares]

Please refer to Article 7 "Strategically held shares" of the Company's Guidelines

In fiscal 2024, we sold one cross shareholdings after reviewing our purpose for holding them.

[Principle 1-7: Related party transactions]

Please refer to Article 9 "Prevention of transactions that go against shareholders' interests" of the Company's Guidelines.

[Supplementary Principle 2-4-1: Ensuring Diversity in Core Personnel Hiring]

Please refer to page 19 "Other" under "3. Measures to Ensure Due Respect for Stakeholders" found in the "III. Implementation of Measures for Shareholders and Other Stakeholders" section.

[Principle 2-6: Performance of Function as an Owner of Corporate Pension Asset]

Please refer to Article 35 "Corporate Pension Fund" of the Company's Guidelines.

[Principle 3-1: Full Disclosure]

- (1) Management principle and code of conduct are disclosed on the AEON delight website.
- (2) AEON delight guidelines are disclosed on the AEON delight website.
- (3) Please refer to page 13 "Disclosure of Policy on Determining Remuneration Amounts and Calculation Methods" in this report.
- (4) Please refer to Article 27 "Selection of candidate directors and auditors" of the Company's Guidelines.
- (5) The reasons for the election and dismissal of individual directors shall be disclosed in the reference materials for the general meeting of shareholders.

[Principle 3-1-3: Sustainability Initiatives]

In order to fulfill our social responsibilities as a corporate citizen and promote ESG management that aims to solve social issues through business activities, we formulated the Basic Policies for Sustainability in August 2021 based on our Management Principle. In addition, we established the Sustainability Committee in April 2022 as a group-wide promotion body for ESG management to solve social issues through our business activities based on our Basic Policies for Sustainability and Material Issues.

Sustainability

<https://www.aeondelight.co.jp/english/sustainability/>

<Disclosure under TCFD>

Please refer to our website for disclosure based on TCFD recommendations.

In addition, with regard to GHG emissions generated through business activities, we have calculated Scope 1 and 2 emissions, and have begun working on calculating Scope 3 emissions in fiscal 2024.

Disclosure based on TCFD recommendations

<https://www.aeondelight.co.jp/english/sustainability/environmental/tcf.html>

< Investment in human capital and intellectual property, etc.>

In the ESG management described above, we identified materiality for issues that need to be addressed as a priority. The five areas of materiality include "safety and security," "labor force shortage," "environment," "technology utilization," and "corporate governance." In the area of "labor force shortage," we are promoting measures to invest in human capital and intellectual property.

<Investment in human capital and intellectual property>

We are investing in the development of true "experts" who possess both "technical" and "human" capabilities to achieve sustainable growth. We believe that developing professionals is an important management strategy to accumulate human capital and boost our invisible assets, and we are working to secure specialized personnel in both business and management departments, such as those with advanced public qualifications and digital marketing skills, while also developing global personnel with the aim of strengthening our competitiveness.

Through a combination of practical training at the AEON delight ACADEMY Nagahama, a specialized training facility owned by the Group, as well as internal recruitment and overseas training programs, we are able to secure personnel through internal training and external recruitment.

(Reference) FY24 Human capital data

Number of trainees per year: 14,765

Total training hours per year: 118,120 hours

Average training hours per trainee: 26 hours

Total training and education expenses: ¥474,519 thousand

Education/training cost per person: ¥104 thousand

< Basic views on respecting human rights >

Based on the Basic Policies on Sustainability and AEON Basic Human Rights Policy, we respect human rights by complying with the human rights standards set out in the ILO Declaration on Basic Principles and Rights in Labor of the International Labor Organization (ILO) and by supporting and practicing the United Nations Guiding Principles on Business and Human Rights. Starting in 2024, we newly established the AEON delight Supplier Code of Conduct and launched initiatives related to human rights due diligence, clearly demonstrating our commitment to respecting the human rights and occupational health and safety of workers throughout our entire supply chain, including our partner companies.

< Promotion of fair business activities >

For our suppliers, we have established a "Supplier Hotline" and conducted supplier questionnaires to ensure compliance with the Subcontract Act and other laws and regulations, as well as to foster fair transactions and a relationship of mutual trust.

< Promotion of health management >

We are practicing health management based on the Aeon Health Management Declaration. To realize the health and happiness of our employees and customers, and to contribute to the local community, we are promoting health management as a foundation for our diverse personnel to demonstrate their abilities and continue to perform effectively, based on our belief that people are our greatest asset. By improving our employees' health, both physically and mentally, we will drive interest and knowledge in health to promote health and wellness, improve work productivity by creating a healthy and dynamic workplace, maintain and improve the health of our employees and their families, and enhance employee satisfaction by enriching their families and communities. In March 2025, we were recognized by the Nippon Kenko Kaigi as a company that practices excellent health management and included in the 2025 Health & Productivity Management Outstanding Organizations list under the large enterprise category.

[Supplemental Principle 4-1-1: Outline of the Scope of Delegation from the Board of Directors to Executive Officers]

Please refer to Article 16 "Business operation systems" and Article 17 "Roles, duties, etc. of the board of directors" of the Company's Guidelines.

[Principle 4-8: Effective use of independent outside directors; Supplementary Principle 4-8-3: Majority independent outside directors]

Article 13 "Systems for the boards of directors and auditors" of the Company's Guidelines stipulates that the Company shall have at least two independent and impartial outside directors. Currently, the Company's Board of Directors is composed of seven directors, of which three are independent outside directors who meet the independence standards of the Tokyo Stock Exchange. At present, we believe that the composition of the Board of Directors is appropriate for supervising management and conducting effective deliberations. In addition, at the Board of Directors meeting held in May 2022, we resolved to establish a special committee to deliberate and examine material transactions and actions that may involve conflicts of interest between the controlling shareholder and minority shareholders. In fiscal 2024, we received a proposal from AEON Co., Ltd., our parent company, regarding a tender offer for the Company's shares to take the Company private. The special committee convened a total of 11 times between January and February 2025 to review the proposal.

[Principle 4-9: Independence Standards for Independent Outside Directors]

Please refer to Article 21 "Criteria for judging the independence of external directors" of the Company's Guidelines.

[Supplementary Principle 4-10-1: Views on independence of committee composition, authority, role, etc.]

Please refer to page 9 "Establishment of an optional committee, members of the committee, and attributes of the chairperson of the committee" and "Supplementary Explanation" under the "II Business Management Organization and Other Corporate Governance Systems regarding Decision-making, Execution of Business, and Oversight in Management" section of this report.

[Supplemental Principle 4-11-2: Concurrent Service by Board Directors and Members of the Audit & Supervisory Board]

Please refer to Article 31 "Whether directors and auditors are part-time" of the Company's Guidelines. In addition, the status of concurrent positions held by officers is disclosed in the Annual Securities Report and the Notice of Convocation of the Ordinary General Meeting of Shareholders.

[Supplemental Principle 4-11-3: Ensuring the Effectiveness of the Board of Directors]

< Evaluation Process >

The Evaluation Advisory Committee, a voluntary advisory body to the Board of Directors, administered a self-evaluation based on a questionnaire* in March 2025, and analyzed and evaluated the results. Based on the results of the analysis and evaluation by the Evaluation Advisory Committee and an opinion from the Company's legal counsel, the Board of Directors assessed the effectiveness of the Board of Directors at a meeting held on April 24, 2025, with the presence of the legal

[Supplemental Principle 4-11-3: Ensuring the Effectiveness of the Board of Directors]

<Evaluation Process>

The Evaluation Advisory Committee, a voluntary advisory body to the Board of Directors, administered a self-evaluation based on a questionnaire* in March 2025, and analyzed and evaluated the results. Based on the results of the analysis and evaluation by the Evaluation Advisory Committee and an opinion from the Company's legal counsel, the Board of Directors assessed the effectiveness of the Board of Directors at a meeting held on April 24, 2025, with the presence of the legal counsel and their expert opinion.

* Self-evaluation based on a questionnaire: All directors and corporate auditors responded to a questionnaire regarding the effectiveness of the Board of Directors.

<Evaluation items>

1. Composition of the Board of Directors, 2. Operation of the Board of Directors, 3. Agenda of the Board of Directors, 4. Structure to support the Board of Directors, 5. Roles and responsibilities of the Board of Directors, 6. Others

<Overview of evaluation results>

We evaluated that the effectiveness of decision-making and supervision of business execution by the Board of Directors is being maintained in line with the Company's basic approach to corporate governance.

The composition of the Board of Directors is designed to ensure the effective operation of the Board of Directors, with half of the members being outside directors, in consideration of its role as a supervisory function for management, and the appointment of female directors to embrace diversity. In terms of operations, we saw improvements in managing the agenda of the Board of Directors meetings based on an annual plan, and in ensuring that outside directors are briefed on the agenda in advance according to a schedule, which helps facilitate effective discussions at the Board of Directors meetings. On the other hand, we recognize the need to continue improving existing issues, such as carrying out discussions on important management issues such as business portfolios, reporting on the status of business execution, and succession planning.

[Supplemental Principle 4-14-2: Training Policy for Directors and Auditors]

Please refer to Article 30 "Policy for the training of directors and auditors" of the Company's Guidelines. The Company conducts the following training and seminars for officers of the Company and its subsidiaries.

- Training for newly appointed officers
- Compliance seminars
- Top Seminars (Seminar for executives)

[Principle 5-1: Policy for Constructive dialogue with Shareholders]

The basic policies are listed in Article 10 "Dialogue with Shareholders" of the Company's Guidelines.

In order to promote constructive dialogue with shareholders, the Board of Directors appoints a director or executive officer as the person in charge of handling information and designates the President's Office and ESG Promotion Office, PR & IR Group as the department in charge of investor relations. The person in charge of information handling ensures organic collaboration, including ensuring that information is shared among departments that assist in the dialogue. Financial results briefings are held twice a year for investors, and video and audio of the briefings are distributed via the internet. In addition, telephone interviews and investor relations meetings are conducted as needed. Regular feedback is provided to directors based on the advice of external consultants. In order to prevent unauthorized disclosure of insider information during dialogue, information management is thoroughly implemented in accordance with the "Regulations on Insider Trading Prevention and Insider Information Management" and the "Regulations on Information Disclosure Management".

[Actions to implement cost of capital and stock price conscious management (under deliberation)]

Based on the "2Q Supplementary Financial Summary (FY02/2025) and Medium-term 3-Year Management Plan (FY02/25-FY02/27)" published on October 8, 2024, our company aims to improve corporate value by aiming for a ROE of 12% by improving business profitability through growth investments and further shareholder returns. In addition, we will continue to hold discussions at meetings of the Board of Directors regarding capital costs and stock prices. For details, please refer to the "Financial Policy and Capital Policy (Section 21 to 22)" in the "2Q Supplementary Financial Summary (FY02/2025) and Medium-term 3-Year Management Plan (FY02/25-FY02/27)" published on our website.

【2Q Supplementary Financial Summary (FY02/2025) and Medium-term 3-Year Management Plan (FY02/25-FY02/27)】

<https://www.aeondelight.co.jp/english/sustainability/governance/corporate.html>

2. Capital Structure

Foreign Shareholding Ratio	Above 10% and below 20%
----------------------------	-------------------------

[Status of Major Shareholders] Update

Shareholders	Number of Shares Owned	Percentage(%)
AEON CO., LTD.	27,613,050	57.72
The Master Trust Bank of Japan, Ltd. (Trust account)	2,797,700	5.85
AEON delight Business Partner Stock Ownership Association	1,354,800	2.83
Custody Bank of Japan, Ltd. (Trust account)	890,200	1.86
Nomura Securities Co., Ltd. (Self-Transfer Account)	800,000	1.67
AEON delight Employee Stockholding Association	730,830	1.53
NOMURA PB NOMINEES LIMITED OMNIBUS-MARGIN (CASHPB)	557,127	1.16
GOLDMAN SACHS INTERNATIONAL	525,759	1.10
STATE STREET BANK AND TRUST CLIENT OMNIBUS ACCOUNT OM02 505002	521,323	1.09
The Nomura Trust and Banking Co., Ltd. (Trust account)	490,300	1.02

Controlling Shareholder (Except for Parent Company)	— — —
Parent Company	Aeon Co., Ltd. (Listing: TSE, Code: 8267)

Supplementary Explanation Update

The major shareholder data above is current as of February 28, 2025. Separate from the number of shares listed above, the Company holds 627,047 shares of treasury stock (1.29% of the total number of shares issued). In addition, percentages have been rounded to the third decimal place.

3. Corporate Overview

Listed Stock Market and Market Section	Tokyo Stock Exchange, Prime
Fiscal Year End	February
Type of Business	Services
Number of Employees (Consolidated) as of the End of the Previous Fiscal Year	More than 1,000 people
Sales (Consolidated) as of the End of the Previous Fiscal Year	Between ¥100 billion and ¥1 trillion
Number of Consolidated Subsidiaries as of the End of the Previous Fiscal Year	Between 10 and 50

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

AEON delight belongs to a corporate group consisting of Aeon Co., Ltd. (pure holding company; “Aeon Co. Ltd.” and Aeon Co., Ltd. consolidated subsidiaries and equity-method affiliates.

The Company makes its own independent management decisions related to daily business operations, and confers with or reports to Aeon Co. Ltd. concerning key management issues. The growth of Aeon Co., Ltd. and its group companies leads to more business opportunities for the Company.

Therefore, the Company believes that collaboration and maximization of synergies with Aeon Group companies will contribute to the expansion of minority shareholders' interests, and the Company has made efforts to ensure the economic rationality of transaction terms from the perspective of protecting minority shareholders, in accordance with Article 9 "Prevention of transactions that go against shareholders' interests" of the Company's Guidelines.

Furthermore, as disclosed in the "Notice regarding Expression of Opinion in Favor of the Tender Offer for the Company Share Certificates by AEON Co., Ltd., our parent company, and Recommendation to Tender Shares" dated February 28, 2025, and subsequent related disclosure documents, we have undergone the necessary procedures and are scheduled to be delisted from the stock exchange and become a wholly-owned subsidiary of AEON Co., Ltd.

5. Other Special Circumstances which may have Material Impact on Corporate Governance Update

The Company's parent company is Aeon Co., Ltd. and Aeon Co., Ltd. holds 27,613,000 shares (57.78% of voting rights) of the Company's stock as of February 28, 2025.

Furthermore, as disclosed in the "Notice regarding Expression of Opinion in Favor of the Tender Offer for the Company Share Certificates by AEON Co., Ltd., our parent company, and Recommendation to Tender Shares" dated February 28, 2025, and subsequent related disclosure documents, we have undergone the necessary procedures and are scheduled to be delisted from the stock exchange and become a wholly-owned subsidiary of AEON Co., Ltd.

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

1. Organizational Structure and Operation Update

Organization Form	Company with Audit & Supervisory Board Members
-------------------	--

[Directors]

Maximum Number of Directors Stipulated in Articles of Association	20
Term of Office Stipulated in Articles of Association	1 Year
Chairperson of the Board	President
Number of Directors	7
Status of Appointment of Outside Directors	Appointed
Number of Outside Directors	3
Number of Independent Directors	3

Outside Director Relationship with the Company (1) Update

Name	Attribute	Relationship with the Company*										
		a	b	c	d	e	f	g	h	i	j	k
Keiji Yoshikawa	From another company											
Asako Takada	Scholar											
Toshio Shimada	From another company											

* Categories for “Relationship with the Company”

* “○” 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;

“▲” when a close relative of the director fell under the category in the past

a. Executive of the Company or its subsidiaries

b. Non-executive director or executive of a parent company of the Company

c. Executive of a fellow subsidiary company of the Company

d. A party whose major client or supplier is the Company or an executive thereof

e. Major client or supplier of the listed company or an executive thereof

f. Consultant, accountant or legal professional who receives a large amount of monetary consideration or other property from the Company besides compensation as a director

g. Major shareholder of the Company (or an executive of the said major shareholder if the shareholder is a legal entity)

h. Executive of a client or supplier company of the Company (which does not correspond to any of d, e, or f) (the director himself/herself only)

i. Executive of a company, between which and the Company outside directors/ are mutually appointed (the director himself/herself only)

j. Executive of a company or organization that receives a donation from the Company (the director himself/herself only)

k. Others

Name	Designation as Independent Officer	Supplementary Explanation of the Relationship	Reasons for Appointment
Keiji Yoshikawa	○	———	<p>Keiji Yoshikawa has management experience as the representative executive officer and president and CEO of a company listed on the first section of the Tokyo Stock Exchange (currently Prime Market), as well as experience as the top of a global corporation based in Japan. The Company therefore judges that he is able to continue to supervise management execution as a Director by contributing to improve the Company's management and corporate governance, not only in the Company's domestic business but also its overseas business management, and play an adequate role in deciding on important matters, and has therefore selected him as an Outside Director.</p> <p>Mr. Yoshikawa has no special interest in the Company, and has been appointed as an independent officer based on the judgment that his role and function of overseeing the Company from an independent standpoint are fully secured.</p>
Asako Takada	○	———	<p>Asako Takada has insight and knowledge in the areas of organization theory and innovation, which are her research fields as a university professor. The Company judges that she is able to continue to supervise management execution as a Director by drawing on these to contribute to promote organizational culture reforms for improving the Company's corporate value, improving the Company's corporate governance, and promoting diversity, and play an adequate role in deciding on important matters, and has therefore selected her as an Outside Director. Ms. Takada has no special interest in the Company, and has been appointed as an independent officer based on the judgment that her role and function of overseeing the Company from an independent standpoint are fully secured.</p>

Name	Designation as Independent Officer	Supplementary Explanation of the Relationship	Reasons for Appointment
Toshio Shimada	○	———	<p>Toshio Shimada has served in the corporate planning department and as a representative director of an IT company listed on the First Section of the Tokyo Stock Exchange (currently Prime Market). We have appointed him as an outside director because we believe that his experience and knowledge of corporate management, as well as his extensive knowledge and expertise in digital technology, will enable him to contribute to our digital transformation promotion activities, supervise management execution as a director, and play a substantial role in decision-making on important matters. Mr. Shimada has no special interest in the Company and has been appointed as an independent officer based on our judgment that his role and function of supervision from an independent standpoint are sufficiently guaranteed.</p>

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

Established

Establishment of an optional committee, members of the committee, and attributes of the chairperson of the committee

	Committee Name	Total Number of Members	Number of Full-time Members	Number of Inside Members of the Board of Directors	Number of Outside Members of the Board of Directors	Number of Outside Experts	Other	Chairperson
Optional Committee Corresponding to the Nominating Committee	Nomination and Compensation Advisory Committee	5	0	2	3	0	0	Outside Director
Optional Committee Corresponding to the Compensation Committee	Nomination and Compensation Advisory Committee	5	0	2	3	0	0	Outside Director

Supplementary Explanation **Update**

The Nomination and Compensation Advisory Committee provides advice and reports to the president/CEO on matters related to nominations for board of director and Audit & Supervisory Board candidates to ensure transparency and objectivity in these processes.

The Committee is chaired by an independent outside director and consists of two independent outside directors and two internal directors. The independent outside directors comprise of one male and one female, with an experienced corporate manager and an academic researcher. After the Ordinary General Meeting of Shareholders in 2022, the majority of the Board members will be independent outside directors.

In principle, meetings are held on a quarterly basis with the Group Personnel and General Affairs Department serving as the secretariat, and extraordinary meetings are also held as necessary to address specific topics.

(Committee meeting dates and main topics for fiscal 2024)

March 25, 2024: Appointment of officers

April 24, 2024: Appointment of officers of affiliated companies and basic compensation and performance-linked compensation for directors

June 28, 2024: Appointment of Group company presidents

November 25, 2024: Appointment of executive officers and General Managers and Branch Managers

December 12, 2024: Appointment of executive officers and officers of affiliated companies

January 27, 2025: Appointment of officers of affiliated companies and General Managers and Branch Managers

February 25, 2025: Appointment of executive officers and appointment of Group company presidents

[The composition of the committee]

Committee Chairman: Asako Takada, Outside Director

Committee members: Kazumasa Hamada, President; Keiji Yoshikawa, Outside Director; Toshio Shimada, Outside Director, Tetsuya Akutsu, Director

All committee members have attended all meetings to date.

[Audit & Supervisory Board Members]

Establishment of Audit & Supervisory Board	Established
Maximum Number of Audit & Supervisory Board Members Stipulated in Articles of Association	5
Number of Audit & Supervisory Board Members	3

Cooperation among Audit & Supervisory Board Member, Accounting Auditors and Internal Audit Departments Update

Auditors hold meetings periodically and as required with the Accounting Auditor to exchange information. AEON delight has concluded an audit agreement with Deloitte Touche Tohmatsu LLC as the Accounting Auditor and receives audits based on the Company Act and the Financial Instruments and Exchange Act.

The Office of Corporate Audit has been established as the Group Corporate Audit Department to conduct planned audits, objectively evaluate the effectiveness of internal controls, and make recommendations and follow up on improvements for any deficiencies or issues identified, thereby striving to preserve and enhance Group value, and conducts assessments and audits in a planned manner to enhance appropriateness and efficiency of internal control across all business operations with efforts made to ensure smooth management and control of business affairs.

The corporate auditors exchange information and opinions with the Group Corporate Audit Department on a regular and daily basis, and as necessary, and also organizes three-way audit meetings to ensure mutual cooperation.

Election status of Outside Auditor	Elected
Number of Outside Auditors	2
Number of Outside Auditors designated as Independent Executive Officer	2

Outside Auditors' Relationship with the Company (1) Update

	Attribute	Relationship with the company*												
		a	b	c	d	e	f	g	h	i	j	k	l	m
Kiyonori Suzuki	From another company					●		△						
Mari Ebusui	Certified Public Accountant													

* Categories for “Relationship with the Company”

* “○” 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;

“▲” when a close relative of the director fell under the category in the past

a. Executive of the Company or its subsidiaries

b. Non-executive director or accounting advisor of the Company or its subsidiaries

c. Non-executive director or executive of the parent company of the Company

d. Audit & Supervisory Board Member of the parent company of the Company

e. Executive of a fellow subsidiary company of the Company

f. A party whose major client or supplier is the Company or an executive thereof

g. Major client or supplier of the Company or an executive thereof

h. Consultant, accountant, or legal professional who receives a large sum of monetary consideration or other assets from the Company in addition to compensation as an Audit & Supervisory Board member

i. Major shareholder of the Company (or an executive of the said major shareholder if the shareholder is a legal entity)

j. Executive of a client or supplier company of the Company (not corresponding to any of f, g, or h; applies only to the Audit & Supervisory Board member himself/herself)

k. Executive of a company, between which and the Company outside directors/Audit & Supervisory Board Members are mutually appointed (applies only to the Audit & Supervisory Board member himself/herself)

l. Executive of a company or organization that receives a donation from the Company (applies only to the Audit & Supervisory Board member himself/herself)

m. Other

Name	Designation as Independent Officer	Supplementary Explanation of the Relationship	Reasons for Appointment
Kiyonori Suzuki	○	Kiyonori Suzuki was previously an Executing Person of AEON delight's business partner, Mizuho Bank, Ltd. In addition, his close relative currently serves as an Executing Person of AEON Bank, Ltd, a sister company and business partner of AEON delight.	<p>Kiyonori Suzuki has held key positions at Mizuho Bank, Ltd. He retains a wealth of experience and in-depth knowledge gained through his career, as well as his experience as a director at Mizuho Capital Co., Ltd. Based on this, the Company judges that he will contribute to the further enhancement of the Company's audit operations, and has selected him as an Outside Auditor.</p> <p>There are no special interests between Mr. Suzuki and the Company, and he has been appointed as an independent director based on the Company's judgment that his supervisory role and function from an independent standpoint are sufficiently secured.</p>
Mari Ebisui	○	———	<p>Mari Ebisui has carried out consulting for a large number of corporations over many years, drawing on her abundant experience and deep knowledge as a U.S. CPA and certified fraud examiner. The Company judges that she will also contribute to further enhance the Company's audit operations from an independent standpoint using her experience as the independent outside director of a listed company and her expert knowledge and wide-ranging experience, and has selected her as an Outside Auditor.</p> <p>Ms. Ebisui has no special interest in the Company and has been appointed as an independent officer based on the judgment that his role and function of auditing the Company from an independent standpoint are fully secured.</p>

[Independent Officers] [Update](#)

Number of independent officers	5
--------------------------------	---

Matters Relating to Independent Officers

The Company designates all outside directors and auditors who meet the qualifications for independent directors and auditors as independent officers.

[Incentives] [Update](#)

Incentive Policies for Directors	
----------------------------------	--

Supplementary Explanation [Update](#)

Recipients of Stock Options	
-----------------------------	--

Supplementary Explanation [Update](#)

As announced in the “Notice Regarding the Results of the Tender Offer for the Company’s Shares by the Parent Company, AEON Co., Ltd.,” dated April 25, 2025, since the Tender Offer has been successfully completed and the Company’s shares are scheduled to be delisted following the required procedures, the Company will cancel the issuance of the 18th series of stock acquisition rights (stock-based compensation-type stock options), which was announced on May 17, 2024, in the notice titled “Issuance of the 18th Series of Stock Acquisition Rights (Stock-Based Compensation-Type Stock Options)” (only available in Japanese).

[Director Remuneration]

Disclosure of Individual Director Remuneration	No Individual Disclosure
--	--------------------------

Supplementary Explanation [Update](#)

Note that compensation of individual executives is not disclosed, as no director or auditor received a total executive compensation of ¥100 million or more on a consolidated basis.

The total executive compensation for directors and auditors in the fiscal year ended February 28, 2025, was as shown below.

Number of compensated directors: 3 (excluding outside directors)
Amount of compensation: ¥97 million
Number of compensated auditors: 0 (excluding outside corporate auditors)
Amount of compensation: ¥- million
Number of outside directors and corporate auditors: 8
Amount of compensation: ¥68 million

Policy on Determining Remuneration Amounts and Calculation Methods	Established
--	-------------

The Company has resolved to adopt a policy for determining the method of calculation of remuneration for each individual director at a meeting of the Board of Directors held on February 26, 2021.

The Company's policy for determining the details of remuneration, etc. for each individual director is as follows

(a) Basic concept of the director remuneration system

The Company stipulates the compensation of the Company's directors in its regulations on director compensation as follows.

A. The remuneration system shall be designed to strongly motivate directors to practice the Company's management philosophy, "We pursue the Creation of "Environmental Value" for our Customers and for the Local communities," and to actively work on environmental issues and social contribution, as well as to execute management strategies that contribute to improving business performance.

B. The remuneration system shall have a high level of transparency and fairness, and be acceptable to and supported by stakeholders (customers, shareholders, employees, etc.).

In addition, the regulations stipulate that corporate auditors shall receive the prescribed remuneration regardless of the Company's performance.

(b) Policy and process for determining remuneration, etc. of directors and corporate auditors

Remuneration for directors is determined by the Board of Directors within the range of the total amount of remuneration resolved at the Ordinary General Meeting of Shareholders, based on recommendations from the Nomination and Compensation Advisory Committee and other factors. In addition, the President, who is delegated by the Board of Directors to determine the individual remuneration of each director, prepares the amount of basic compensation for each director and an evaluation and allocation plan for performance-linked compensation based on the performance of the business for which each director is responsible, and makes decisions based on the report of the Nomination and Compensation Advisory Committee and other factors.

Remuneration for corporate auditors is determined through discussions among the corporate auditors within the range of the total amount of remuneration resolved at the Ordinary General Meeting of Shareholders. Remuneration for outside directors and corporate auditors is limited to basic compensation that is not linked to business performance due to the nature of their roles. Remuneration for internal directors (directors who are not outside directors, hereinafter the same meaning) consists of basic compensation, performance-linked compensation, and stock options, as follows.

A. Basic compensation

Basic compensation shall consist of a fixed monthly compensation paid within the standard amount set for each position, which is determined based on individual evaluations.

B. Performance-linked compensation

Performance-linked compensation shall consist of company performance evaluation and medium-term plan progress evaluation. The percentage of performance-linked compensation shall be 100% of the base amount upon achievement of the target set at the beginning of the fiscal year, and shall vary between 0% and 200% based on the Company's performance and each individual's evaluation during the fiscal year. Performance-linked compensation shall be paid at a specified time each year. The same indicators shall be used for both performance-linked compensation and stock options.

a. Company performance-linked compensation

Company performance-linked compensation shall be calculated based on the achievement rate of company performance relative to the standard amount for each position, and determined after comprehensively evaluating performance.

In addition to the previously included ordinary income, operating revenue shall be added as an indicator.

b. Medium-term plan progress-linked compensation

Medium-term plan progress-linked compensation shall be determined by introducing a management by objectives (MBO) system, clarifying individual targets and evaluation criteria, and qualitatively evaluating non-financial initiatives.

C. Stock options (non-monetary compensation)

Stock acquisition rights are allocated to directors as stock options, with the aim of increasing their motivation and ambition to continuously boost business performance and enhance corporate value by linking stock price and business performance with compensation and sharing with shareholders not only the benefits of a rise in stock price but also the risks associated with a decline in stock price.

The number of stock acquisition rights to be granted shall be determined by the Board of Directors based on the average stock price over a certain period of time and the performance of the relevant fiscal year against the base amount for each position, following a recommendation by the Nomination and Compensation Advisory Committee.

Stock acquisition rights are granted at a specified time in each fiscal year in accordance with the terms and conditions stipulated in the Regulations for Director and Corporate Auditor Remuneration.

(c) Target indicators and results related to performance-linked compensation

As an indicator of overall profitability, the Company uses the level of achievement of consolidated ordinary income as the main indicator for the payment of performance-linked compensation and stock options, and considers the percentage of achievement of the budget for consolidated net income and consolidated operating income, as well as the year-on-year change in each income item and the nature of the change. For the current fiscal year, the forecasted consolidated operating income was ¥16.0 billion and the actual consolidated operating income was ¥16.4 billion.

(d) Reasons the Board of Directors has determined that the individual director remuneration for this fiscal year is in line with the relevant policy.

Kazumasa Hamada, President, who was delegated this task by the Board of Directors, has prepared an evaluation and allocation plan for performance-linked compensation based on the amount of base compensation for each director and the performance of the business for which each director is responsible, and based on recommendations from the Nomination and Compensation Advisory Committee and other factors, we believe that the individual director compensation for the current business year is in line with the relevant policy.

[Supporting System for Outside Directors (External Auditors)] Update

When Board of Directors meetings are held, all officers, including outside directors and outside auditors, are provided with materials in advance.

The Strategy Department, which serves as the secretariat for the Board of Directors, provides support for outside directors, while full-time corporate auditors and staff associated with full-time corporate auditors provide support for outside corporate auditors. In addition, we promote the exchange of information and sharing of understanding through participation in management meetings and the use of voluntary advisory committees.

2. Corporate Governance Systems Update

[Corporate Governance Structure]

In AEON delight Corporate Governance Guidelines, we have defined our corporate governance system as "a mechanism that helps to bring about sustainable growth of our company by maintaining balance between 'offense' and 'defense' in the four areas as follows":

- 1) Means for integrating the business activities of the members (executives and employees) of our enterprise under one policy or vector and then utilizing managerial resources to the maximum degree.
- 2) Basic promises that underpin the trusting relationships with stakeholders who support our enterprise
- 3) Preparedness for unexpected ordinary or extraordinary events
- 4) Rules each enterprise should follow for surviving as a member of society

[The Board of Directors]

The Board of Directors plays the second most important role after the general meeting of shareholders in our company's corporate governance system. It makes important decisions on business management as well as provides effective oversight over the senior management team, including the directors and executive officers.

In principle, the Company holds regular meetings of the Board of Directors once a month, as well as extraordinary meetings as necessary. A total of 19 meetings were held (excluding one resolution in writing) during the fiscal year ended February 28, 2025. Since July 2019, half of our directors had been independent outside directors as defined by the Tokyo Stock Exchange, Inc. to ensure transparency in management. In addition, by clearly separating the supervisory functions of the directors from those of the executive officers, the Board of Directors are able to focus on important decisions and supervisory functions, such as setting the management framework.

[Corporate Auditors, Board of Corporate Auditors]

Corporate auditors attend Board of Directors meetings and other important meetings to monitor decision-making and execution of duties by the Board of Directors and directors.

[Nomination and Compensation Advisory Committee]

The Nomination and Compensation Advisory Committee was set up voluntarily by the Board of Directors to advise the Board on the nomination and selection of directors and corporate auditors, succession planning of the President and other senior executives, and incentive plans and compensation of directors.

Similarly, the Nomination and Compensation Advisory Committee also advises the Board on the nomination and dismissal of the President and directors of each Group company. The dates of committee meetings in fiscal 2024 and the main topics and member composition are as described in page 6, Section II Business Management Organization and Other Corporate Governance Systems regarding Decision-making, Execution of Business, and Oversight in Management, Part 1: Organizational Structure and Operation of this report.

[Evaluation Advisory Committee]

The Evaluation Advisory Committee is a voluntary advisory body to the Board of Directors, established to strengthen the independence and objectivity of the Board of Directors. It analyzes and evaluates the effectiveness of the Board of Directors as a whole and provides advice and recommendations to the Board of Directors. The committee is composed of directors and corporate auditors, including several independent outside directors, and the chairperson is appointed from among the independent outside directors as a general rule. In principle, the committee meets once a year. The Evaluation Advisory Committee meeting regarding the Board of Directors for fiscal 2024 was held once in February 2025.

Composition of the Committee

Committee Chairman: Yoshiaki Hongo, Independent Outside Director

Committee Members: Kazumasa Hamada, President; Keiji Yoshikawa, Independent Outside Director; Kiyonori Suzuki, Independent Outside Director*; Tetsuya Akutsu, Director

Mr. Suzuki will be a new committee member (effective May 17, 2024).

[Special Committee]

The Special Committee is an advisory body to the Board of Directors and was established in May 2022 for the purpose of appropriately reflecting the opinions of minority shareholders and other stakeholders in the Board of Directors from a standpoint that is independent of management executives and controlling shareholders. The committee is chaired by an independent outside director and all committee members are independent outside directors. Meetings are held when there is a concern about a conflict of interest between controlling shareholders and minority shareholders. In fiscal 2024, we received a proposal from AEON Co., Ltd., our parent company, regarding a tender offer for the Company's shares to take the Company private. The special committee convened a total of 11 times between January and February 2025 and once in fiscal 2025 (March onward) to review the proposal.

Composition of the Committee: *All independent outside directors

Committee Chairman: Keiji Yoshikawa, Independent Outside Director

Committee Members: Independent Outside Directors Yoshiaki Hongo, Asako Takada, Toshio Shimada

[Board of Executive Officers]

The Board of Executive Officers consists of Executive Officers and members appointed by the President and CEO, the chairperson, and discusses management policies, management strategies, and other important management matters. In addition, outside directors and corporate auditors are allowed to attend meetings as observers on a voluntary basis to share information on the status of important business operations. In principle, the Board of Executive Officers meets at least once a month.

[Other voluntary committees]

As part of our governance initiatives to prevent misconduct at Group companies, the Group Governance Enhancement Promotion Committee regularly discusses the Group's compliance system and the internal control status of the entire Group, and implements necessary measures as needed. In fiscal 2024, the committee convened four times. Additionally, in March 2021, we established the Corporate Culture Committee, which is responsible for instilling the Group's common philosophy and Delight Way as a mindset for all Group employees, as well as for creating a fulfilling workplace environment. In fiscal 2024, we conducted an engagement survey aimed at improving employee engagement, and achieved a 100% response rate within the parent company after thoroughly promoting the survey within the Company. Subsequently, the initiative was constructively dissolved and transferred to the newly established Group Human Resources Strategy Officer in 2024, with the objective of identifying challenges and developing countermeasures to enhance employee engagement, as well as formulating a human resources strategy to achieve management targets. In addition, the Risk Management Committee identifies misconduct at Group companies as a material risk and engages in risk management and implements recurrence prevention measures to mitigate risks. The Group Governance Enhancement Promotion Committee and Risk Management Committee are comprehensively involved in Group-wide monitoring and activities to promote measures to strengthen internal controls in the areas under the responsibility of headquarter departments including Finance and Accounting, Personnel and General Affairs, IT Infrastructure, Compliance, Internal Controls, and Legal Affairs. Furthermore, in April 2022, we established the Sustainability Committee, which is chaired by the President and CEO, as a company-wide promotion body for ESG management to solve social issues through our business activities. In fiscal 2024, the committee convened five times, following a resolution at the Board of Directors meeting in March 2024 to update materiality as part of its activity policy, with executive officers and senior managers appointed by the committee chair serving as committee members.

[Group Governance]

In response to the discovery of accounting problems at our consolidated subsidiary in the past, we established the 3 pillars of group governance (1. the growth strategy of each company; 2. budget control; and 3. compliance and internal control system) to accelerate the overall growth strategy of the AEON delight Group and strengthen the Group governance system. Our Board of Directors and the AEON delight Group Company President's Committee, to which authority has been transferred, monitor whether these three pillars of Group governance are functioning systematically and make decisions on resource reallocation for each company.

[Internal Audit]

The Group Corporate Audit Department, as a department independent of the business execution division and the risk management division, conducts internal audits by risk, including those of subsidiaries, and reports the results to the President and CEO, the Board of Directors, and others to provide objective assurance, advice, and insight to preserve and enhance the value of the Group.

[Accounting Auditor]

AEON delight has elected Deloitte Touche Tohmatsu LLC as its Accounting Auditor and receives accounting audits from the company. There is no special vested interest between AEON delight and Deloitte Touche Tohmatsu LLC or any of the public accountants engaging in the auditing work.

The accounting audit system for the fiscal year under review is as follows.

Name(s) of the certified public accountant(s) who performed the audit

CPAs that performed the audit: Taiyo Ikeda and Seiji Oguchi
Composition of assistants for audit work

16 certified public accountants, 20 others

[Limited Liability Agreement]

The Company has entered into agreements with outside directors Mr. Masaaki Fujita, Mr. Yoshiaki Hongo, Mr. Keiji Yoshikawa, Ms. Asako Takada, and Mr. Toshio Shimada and outside corporate auditors Mr. Kiyonori Suzuki, Ms. Mari Ebisui to limit their liability to the Company under Article 423, Paragraph 1 of the Company Law to the extent that they have performed their duties in good faith and without gross negligence. In addition, the Company had a similar agreement with Mr. Takashi Kuroda, who resigned from his position as full-time auditor on January 9, 2025.

3. Reasons for Adoption of Current Corporate Governance System

The Company is a company with a Board of Corporate Auditors, and the Corporate Auditors and the Board of Corporate Auditors audit the execution of duties by the Directors and the Board of Directors. The Board of Directors of the Company has both executive and supervisory functions. However, in order to speed up decision-making related to execution, the Board of Directors has introduced an executive officer system and delegated the execution of specific areas of business to executive officers.

III. Implementation of Measures for Shareholders and Other Stakeholders Update

1. Measures to Ensure Active General Shareholder Meetings and the Smooth Exercise of Voting Rights

	Supplementary Explanations
Scheduling Meetings to Avoid Peak Meeting Day	<p>The Company's fiscal year ends in February and the Ordinary General Meeting of Shareholders is held in May of each year. Most recently, the 52th Ordinary General Meeting of Shareholders was held on May 16, 2025.</p> <p>The meeting is held as a hybrid interactive virtual shareholder meeting, and the deliberations at the meeting venue is streamed live via the internet so that more shareholders can attend the meeting.</p> <p>In addition, this year we introduced a system that enables us to accept questions from shareholders in advance and answer them on the day of the event.</p>
Allowing Electronic Exercise of Voting Rights	<p>The Company uses the "Smart Exercise (trademark registered)" system, which enables shareholders to easily exercise their voting rights by scanning a two-dimensional code from their smartphones.</p>
Participation in Electronic Voting Platform	<p>The Company participates in the "Platform for Electronic Voting Rights Exercise" operated by the Japan Exchange Group.</p>
Providing Convocation Notice in English	<p>The English version of the convocation notice (summary) is disclosed on the Tokyo Stock Exchange and the Company's website for shareholders and investors. https://www.aeondelight.co.jp/english/ir/stock/meeting.html</p>
Others	<p>In accordance with a change to the Articles of Incorporation last year and the introduction of electronic disclosure this year, the full text of the convocation notice is posted on three websites (the Tokyo Stock Exchange, the investor relations page of our website, and a website for shareholder meetings) at least three weeks prior to the date of the meeting.</p> <p>(Content of the Notice of Convocation of the 52th Annual General Meeting of Shareholders)</p> <p>In accordance with laws and regulations and Article 14 of the Articles of Incorporation of our company, we have provided information on the content of the reference documents for the Ordinary General Meeting of Shareholders, etc. (hereinafter referred to as the "items provided electronically"). The Notice of Convocation of the 52th Ordinary General Meeting of Shareholder" is posted on the following websites on the Internet, so please access each of the following websites to review the content.</p> <p>[Our website] URL: https://www.aeondelight.co.jp/ir/stock/meeting.html [Shareholder meeting website] URL: https://d.sokai.jp/9787/teiiji/ Tokyo Stock Exchange Website (TSE Listed Company Information Service) URL: https://www2.jpx.co.jp/tseHpFront/JJK010010Action.do?Show=Show</p>

2. IR Activities Update

	Supplementary Explanations	Explanation by Representative
Preparation and Publication of Disclosure Policy	The disclosure policy is posted on the Company's website https://www.aeondelight.co.jp/english/ir/policy.html	
Regular Investor Briefing for Individual Investors	We introduce our company and explain the status of our business performance by participating in IR events for individual investors. In fiscal 2024, we participated in the Nikkei IR & Individual Investor Fair 2024 event, one of the largest IR events in Japan, and provided a company briefing.	No
Regular Investor Briefings for Analysts and Institutional Investors	Semi-annual briefings are held by representatives of the company. The briefing was held as part of the financial results briefing for the fiscal year ending February 28, 2025 on April 10, 2025.	Provided
Regular Investor Briefings for Overseas Investors	The Company strives to further strengthen efforts to distribute information to overseas investors by posting materials necessary for investment decisions in English, mainly on the IR page of the Company's website. In addition, the Company held in Japan once a year, and holds quarterly IR meetings with institutional investors, including overseas investors.	Provided
Posting of IR Materials on Website	The Company's website contains financial results, materials for financial results briefings, annual securities reports, quarterly securities reports, corporate governance report, and research reports by external research organizations. English versions of financial results, financial results briefing materials, and research reports by external research organizations are also available. In addition, videos of financial results briefings, general meetings of shareholders, and briefings for individual investors are posted on the IR/ investor information portal site, "IRSTREET," along with the above materials. Company website: https://www.aeondelight.co.jp/english/ir/library/ IRSTREET: https://www.irstreet.com/new/en/	
Establishment of Department and/or Manager in Charge of IR	President's Office, PR & IR Group	

	Supplementary Explanations
Stipulation of Internal Regulations for Respecting the Position of Stakeholders	AEON delight has established the AEON delight Corporate Governance Guidelines, AEON delight Code of Conduct, and AEON delight My promise, and has defined them as its approach to stakeholders and criteria for making decisions.
Implementation of Environmental Activities, CSR Activities etc.	<p>The Company is a member of the AEON Social Welfare Fund and the AEON 1% Club, and the Company and its employees are working together on a variety of environmental and social contribution activities.</p> <p>Every December, the Company uses the AEON Social Welfare Fund program to donate gifts to 12 social welfare facilities and conduct volunteer activities such as cleaning the facilities.</p> <p>Furthermore, through the AEON 1% Club, the Company contributed ¥155 million in fiscal 2024 to support the National Children's Cafeteria Support Fund, the Myanmar School Construction Support Fund, the Shuri Castle Support Fund, and participated in tree planting activities and other environmental conservation initiatives through the AEON Environmental Foundation.</p> <p>In addition, the Group has been hosting SPOGOMI* in Indonesia since 2022, organized by a local subsidiary. In fiscal 2024, the fourth event was held in Indonesia in September, and in November, the Group held its first SPOGOMI event in Malaysia.</p> <p><small>*SPOGOMI is a sports event aimed at enhancing environmental beautification in communities while fostering participation and awareness of social contribution activities. Participants form small teams and compete to earn points based on the quantity and types of trash collected within a specified time limit. The name SPOGOMI is registered with the Social Sports Initiative, a general incorporated association.</small></p> <p>Details of the Company's sustainability activities are disclosed in the Integrated Report and on the Company's website.</p> <p>Integrated Report https://www.aeondelight.co.jp/ir/data/integrated/</p> <p>Sustainability Page https://www.aeondelight.co.jp/sustainability/</p>

<p>Development of Policies on Information Provision to Stakeholders</p>	<p>In addition to disclosing information appropriately in accordance with laws and regulations, the Company will actively disclose the following items from the perspective of ensuring transparency and fairness in corporate decision making and achieving effective corporate governance.</p> <ul style="list-style-type: none"> - Basic management policies, including management strategies, management plans, and capital policies - Basic approach and basic policies regarding corporate governance - Quantitative and qualitative information that is meaningful for understanding the Company's business conditions, including information that is strongly sought for disclosure through dialogue with investors - We will make efforts to disclose and offer information in English within a reasonable range as much as possible, from the viewpoint of international information disclosure. <p>In addition, from the perspective of international information disclosure, the Company discloses and provides IR materials and other necessary information in English.</p>
<p>Other</p>	<p>The Company has stated in its Basic Policies for Sustainability that it will "create a vibrant organizational culture in which diverse human resources can demonstrate their abilities". In addition, the Company and its group have grown through multiple mergers and consolidations since its establishment, and its employees and managers all come from a diverse range of companies. For AEON delight (non-consolidated), the ratio of mid-career hires in management positions is already about 50% as of FY2021. In addition, the Company has received the Eruboshi (level 3) certification and the Leading Companies with Actively Participating Women in Osaka City certification based on the Act on Promotion of Women's Participation and Advancement in the Workplace, and is making efforts to create an environment where women can thrive, such as by dispatching employees to Aeon Group's "Daimanzoku" College, an initiative to promote diversity, to develop female management candidates.</p> <p>The Company also strives to recruit the best possible personnel regardless of nationality, country of origin, or gender.</p> <p>The Company also strives to recruit the best possible personnel regardless of nationality, country of origin, or gender. It hires employees of various nationalities and countries of origin, mainly from China and the ASEAN region where the Company has business operations. In fiscal 2024, 60 foreign workers with specified skills from Indonesia joined the Company (non-consolidated). Of the Company's (non-consolidated) new graduate hires for fiscal 2025, 18.6% were women and 4.7% were non-Japanese. As for the ratio of mid-career hires in management positions, we have not set a specific target as nearly half of our hires are mid-career hires, as mentioned above. As for the appointment of non-Japanese nationals to management positions, we have not set a specific target for the AEON delight Group as a whole as we are expanding our business in China and ASEAN countries, and our overseas operations are mainly led by non-Japanese management executives. In Japan, we will place emphasis on training management candidates by bringing in not only new university and postgraduate hires, but also mid-career non-Japanese hires. We will continue to promote personnel utilization that emphasizes skills and results regardless of nationality, country of origin, gender, or employment category.</p> <p>< Fiscal 2030 targets for ensuring diversity > *Group includes overseas companies Ratio of female managers (site manager or above) Non-consolidated: 10.0% (7.1% in fiscal 2024) Group: 30.0% (21.2% in fiscal 2024)</p> <p>Ratio of female university graduates and postgraduates hires (new graduate hires) Non-consolidated: 50.0% (27.9% for fiscal 2025 hires)</p> <p>Ratio of employees Ratio of women in Group: 28.0% (32.9% in fiscal 2024)</p> <p>For more information, please refer to the Company's website below. Promoting Diversity and Inclusiveness https://www.aeondelight.co.jp/sustainability/social/diversity.html</p>

IV. Matters Related to the Internal Control System Update

1. Basic Views on Internal Control System and the Progress of System Development

On May 17, 2024, the Board of Directors adopted a resolution on the basic policy related to systems for ensuring that directors execute their duties in compliance with laws and regulations and with the Articles of Incorporation, and systems necessary to ensure the appropriateness of the Company's operations and the operations of the corporate group consisting of the Company and its subsidiaries, as follows.

Basic Policy on Internal Control Systems (Updated May 17, 2024)

(1) The system to ensure that the execution of duties by its directors and employees complies with laws and regulations and with the Company's Articles of Incorporation (compliance system)

- ① In addition to complying with laws and regulations and with its Articles of Incorporation, the Company always adheres to its Management Principle and Code of Conduct and acts with high ethical standards, while always being mindful of its "My Promise" that define its corporate compliance.
- ② The Company will implement a system to ensure that the execution of duties by its directors and employees complies with laws and regulations and with its Articles of Incorporation, as follows:
 - (a) The Board of Directors will make decisions on matters of importance as prescribed by the Board of Directors rules and standards on deliberations as well as provide oversight over the execution of the Company's business operations. Directors will mutually exercise checks and balances within the Board and will ensure that decisions of the Board and the Company's execution of its business comply with laws and regulations and with its Articles of Incorporation;
 - (b) The Board of Directors will appoint an officer in charge of compliance, and the Group Personnel and General Affairs Department overseeing internal control and compliance will be placed under this officer's control. The officer in charge of compliance and Group Personnel and General Affairs Department will be responsible for ensuring that the Company and its subsidiaries (hereinafter referred to as the "Group") implement necessary measures to strengthen compliance.
 - (c) The Company's Group Personnel and General Affairs Department will appoint compliance committee members who do not concurrently serve as directors or officers at Group companies. Under the supervision of the officer in charge of compliance, it will evaluate the appropriateness of their activities and nominate and dismiss committee members.
 - (d) The Company will require all employees to adhere to laws, regulations, company rules, etc. in the Company's working rules and will organize compliance training periodically or whenever necessary to raise compliance awareness of Group company directors' and employees' compliance awareness;
 - (e) The Company shall collect and identify laws and regulations applicable to its businesses, including any amendments, and disseminate the details to relevant departments to establish a foundation for compliance with regulatory requirements. In addition, the risk management department shall manage risks and strive to prevent risk events from occurring and minimize losses. In particular, the Company shall ensure thorough compliance with the Antimonopoly Act, Subcontract Act, environmental laws and regulations, labor laws, Construction Business Act, and other relevant laws and regulations.
 - (f) The Company will conduct human rights training and awareness programs for officers and all employees working for the Company in order to widely disseminate the Aeon Human Rights Policy in the workplace and put it into practice in business operations.
 - (g) The Company will establish a whistleblower system for early detection and remedy of inappropriate corporate activities and prevention of similar incidents from happening again;
 - (h) The Group Corporate Audit Department, as an internal audit department, will examine and assess the effectiveness of the compliance system.

(2) The system for preservation of information related to execution of duties by the directors (information preservation system)

- ① The Company will implement a system to appropriately store and preserve documents such as the minutes of the general meetings of shareholders and of the Board of Directors, the preservation of which is a statutory requirement, and other important information, as follows:
 - (a) In accordance with laws and regulations as well as the internal regulations on document management and other internal regulations, the Company will appropriately store and preserve important documents and electromagnetic records relating to execution of business by its directors;
 - (b) The Company will respond immediately to requests from directors and auditors to examine those documents and media; and
 - (c) The Company will establish a basic policy for information security, comply with internal regulations such as the AEON delight Group Information Security Management Regulations and the Regulations on Protection of Personal Information, strengthen information security and protect against cyber-attacks, and prevent the leakage of confidential and personal information.

(3) The regulations and systems for management of risk of loss (risk management system)

- ① The Company will establish a basic risk management policy and develop and implement the following systems based on the AEON delight Group Basic Regulations for Risk Management to make necessary decisions and take necessary steps in response to various risks that may arise during the course of business activities.
- (a) As for risk management during the normal course of business, risk management departments, assigned for each risk, will manage risk to prevent risk-related incidents and reduce loss;
- [Basic Risk Management Policy]
- The Company will manage various risks that may have a significant impact on the Group's business activities and cause losses in a centralized and continuous manner.
 - The Company will determine and analyze risks, identify major risks, discuss risk countermeasures (avoidance, mitigation, transfer, and retention), and develop measures to reduce the losses that the Group may incur in the event that a major risk materializes. In the event that a risk materializes, the Company will take appropriate and prompt action as an organization to minimize damage to customers and other related parties, and strive for a rapid recovery.
 - The entire AEON delight Group will implement PDCA activities and promote risk management.
- (b) The Risk Management Committee, with the Group Personnel and General Affairs Department serving as its secretariat, shall oversee the evaluation and analysis of risks and proposed countermeasures implemented by the department in charge of each risk, and shall report the results of such evaluation and analysis to the Board of Directors on a regular basis. In addition, the risk management officers of each Group company shall monitor the management status of their own major risks and report the results to the Chief Risk Management Officer of the Company. If risk becomes actualized and substantial damage can be expected, directors must promptly report it to the Corporate Auditors; and
- (c) In times of emergencies, the Disaster Response Headquarters will be established, with the President acting as the head, to enable quicker decision making and execution than during normalcy. In addition, it will prepare the basic regulations and manuals for business continuity in times of crisis (BCP basic regulations), BCP detailed regulations, disaster recovery handbook, etc, periodically revise regulations and manuals, and plan and conduct disaster drills.
- (d) Among the business risks, with regard to the risk of human rights violations, the Company will conduct human rights due diligence under the Aeon Human Rights Policy and promote initiatives to avoid or mitigate negative impacts related to human rights.
- (e) The Group Management Audit Department will evaluate the effectiveness of risk management through audits of the departments in charge of risk.
- ② The Company, with its commitment to quality of its operations as a way to concretize "creation of environmental value" enshrined in its Management Principle, will implement a system for maintaining and improving quality so as to continue to win the support of its customers, as follows:
- (a) The Company will establish an Integrated Manual on Quality and Environment and review its contents as needed.
- (b) The Company shall provide ISO internal auditor qualification training to all Area managers and Site managers to ensure that operations are conducted in accordance with business management regulations and manuals. In addition, mutual audits will be conducted by ISO internal auditors to confirm the effectiveness of such audits.

(4) The system for ensuring that directors are executing their duties efficiently (system to ensure efficiency)

① The Company will implement a system to ensure that directors are executing their duties with efficiency, as follows:

- (a) The Company will set out the rules of the Board of Directors and identify those issues that require the resolution of the Board and those issues that must be reported to the Board. As for other issues before the Board, the company will demarcate decision-making authority based on regulations on decision-making and on responsibilities and authority of the directors. It will also set out clearly the division of labor for executing business operations within the organization and the boundaries of jobs and responsibilities;
- (b) The Board of Directors shall devote sufficient deliberation to important management decision-making and supervision of management and business execution. In addition, the Company shall improve the efficiency of business execution under the executive officer system, and shall utilize such meeting bodies as the Board of Executive Officers, Regional Office Management Committee, and AEON delight Group Company President's Committee to ensure efficient management of the Group.
- (c) The Company shall establish a system that ensures management efficiency by including multiple independent outside directors on the Board of Directors, examining management proposals from various perspectives, providing highly effective supervision of directors, and supporting prompt and decisive decision-making.

The Board of Directors shall establish the Nomination and Compensation Advisory Committee and the Evaluation Advisory Committee as voluntary advisory committees for the purpose of supervising the fairness of the execution of duties and evaluating their appropriateness, and shall appoint an independent outside director as the chairman of these committees.

- (d) The basic concepts of the Company's corporate governance, which have been outlined above, will be set down in writing and disclosed in AEON delight Corporate Governance Guidelines.

(5) The system to ensure fair business transactions within the corporate group consisting of the Company, its parent company and subsidiaries (internal control within the corporate group)

① Transactions between AEON delight and any of parent company AEON Co., Ltd., AEON Group companies, or AEON delight subsidiaries will be based on the market price. Measures will be implemented to prevent conflict of interest and to ensure fair transaction.

② Material transactions that may cause conflicts of interest between controlling shareholders and minority shareholders shall be deliberated and reviewed by a Special Committee consisting of independent outside directors.

③ AEON delight Group will implement a system for sharing its basic philosophy and principles and reinforcing internal control within the Group, as follows:

- (a) The Company will set down the basic framework of governance of subsidiaries by parent companies in the regulations on management of affiliated companies and the regulations on duties and responsibilities of each group company, by stipulating matters that subsidiaries must report to the parent company and matters requiring prior approval of the parent company. The Company will also dispatch its directors and auditors to its subsidiaries to supervise management of the subsidiaries;
- (b) In addition to receiving monthly performance reports from its subsidiaries, the Company will organize the Domestic Group Company Presidents' Committee, the China Group Company Presidents' Committee, and the ASEAN Group Company Presidents' Committee, which include the Company's executive officers and general managers in charge, as well as the Presidents of subsidiaries as members. Through this, the Company will take stock of the performance of its subsidiaries, and establish individual growth strategies, budget performance management, and internal control systems as a part of Group governance.
- (c) The AEON delight Group will operate its compliance and whistleblower system under a common, unified framework. The Company will conduct annual compliance training for officers and employees of the Group to foster compliance awareness. The Group Personnel and General Affairs Department will work with the Compliance Committee members appointed for each Group company to carry out activities that raise compliance awareness among the management and employees of each company. In addition, the Company will ensure that all employees are aware of the Group's whistleblower system and will operate it independently of the management of each Group company.
- (d) As for internal control related to financial reporting, risk management, and internal audits, AEON delight will have basic policies implemented across the Group. On the other hand, it will also consider the nature, scope and complexity of the businesses of its subsidiaries so that it can determine the reporting and management systems of each of its subsidiaries; and
- (e) The Group Corporate Audit Department will regularly inspect the subsidiaries. In conducting business operation audits, the Corporate Audit Department will place under close scrutiny those subsidiaries that are considered high risk in light of past performance audits and whistleblower incidents.

(6) Matters related to employees assisting the Corporate Auditors (assignment of auditor staff)

① The Company shall assign dedicated employees to assist the Corporate Auditors at the request of the Corporate Auditors.

② Such employees will follow the instructions of the Corporate Auditors and assist their work.

(7) Matters related to the independence of employees assisting the Corporate Auditors (independence of auditor staff)

① The Company shall obtain approval from the full-time Corporate Auditor or the Board of Corporate Auditors in advance for matters related to personnel affairs, such as the hiring, selection, and transfer of employees to assist the Corporate Auditor's Office, and the full-time Corporate Auditor shall make personnel evaluations of such employees.

② The Company must obtain prior approval of full-time Corporate Auditors or of the Board of Auditors before initiating disciplinary action against employees working in the Audit Office.

(8) The System for enabling directors and employees to report to the Corporate Auditors and other matters related to making reports to the Corporate Auditors (auditor reporting system)

- ① The directors and employees of AEON delight Group must report immediately to the Corporate Auditors or the Board of Auditors if they discover or come to have knowledge of any fact that will have a significant impact on the Group's business or business performance, or if they discover or come to have knowledge of any breach of laws and regulations or other compliance-related issues.
- ② The Group Corporate Audit Department and Group Personnel and General Affairs Department will regularly report the statuses of internal audits, compliance, and risk management to the Corporate auditors.
- ③ The Corporate Auditors may attend the Board of Directors meetings and other important meetings related to the management of the Company's business and freely express their views.
- ④ The Group Personnel and General Affairs Department will be the office responsible for AEON delight Group's whistleblower system. This department will report the status of whistleblower reports from AEON delight Group's directors and employees to the Corporate Auditors periodically or as needed.
- ⑤ The Company prohibits anyone from unfavorably treating or taking retaliatory action against any director or employee of AEON delight Group or any user of the whistleblower system for having made a report to a Corporate Auditor or for having used the whistleblower system. The Company will ensure that directors and employees of AEON delight Group are made fully aware of this prohibition.

(9) Other systems for ensuring that the Corporate Auditors can execute their duties effectively (system for ensuring effective audit by auditors)

- ① The Company will implement a system to ensure that the Corporate Auditors can conduct their audits effectively, as follows:
 - (a) The President will meet regularly with the Board of Corporate Auditors and full-time Corporate Auditors as requested to exchange views on issues that need to be dealt with and other important issues related to audits. In addition, outside directors will regularly attend meetings of the Board of Corporate Auditors to exchange opinions and communicate with each;
 - (b) To enable effective execution of audit duties, the Corporate Auditors will work in close collaboration with the Corporate Audit Department;
 - (c) If requested by the Corporate Auditors to make a report or submit related documents and other materials on matters within the remit of the Corporate Auditors, the directors and employees of AEON delight Group will comply with the request promptly and in good faith.
- ② The Company will meet reasonable requests made by the Corporate Auditors for payment of expenses required for execution of their duties, as follows:
 - (a) If requested by the Corporate Auditors to make advance payment of costs related to execution of their duties pursuant to the provisions of the Companies Act, Article 388, the Company will promptly settle such expenses or debt; and
 - (b) The Company will allocate a budget for expenses that the Company deems necessary for the Corporate Auditors to execute their duties. Contingencies paid by the Corporate Auditors will be settled based on a claim made by the Corporate Auditors.

(10) System for eliminating anti-social forces

- ① The Company will sever any and all ties with anti-social forces. If unfair claims are made against the Company by anti-social forces, the Company will work with specialist outside organizations to take legal steps as an organization.
- ② If it comes to light that a business partner of the Company is an anti-social force, has business dealings with anti-social forces, or has resorted to a violent and intimidating anti-social behavior, the Company will immediately rescind all transactions and agreements with such a business partner.
- ③ The Company will appoint the Group Legal Affairs Department to handle requests from anti-social forces, actively collect information from external organizations, and strive to eliminate anti-social forces.

(11) Internal control system for financial reporting

- ① The Company will set out the Regulations on Internal Control Related to Financial Reporting based on the Company's internal control and reporting system. The Company will work towards ensuring the accuracy and reliability of financial reporting of AEON delight Group through education, supervision, and evaluation.

2. Basic Views on Eliminating Anti-Social Forces

The Company will sever any and all ties with anti-social forces. If unfair claims are made against the Company by anti-social forces, the Company will work with specialist outside organizations to take legal steps as an organization.

Please refer to “1. Basic Views on Internal Control System and the Progress of System Development

(10) System for eliminating anti-social forces”.

V. Matters Related to the Internal Control System

1. Adoption of Anti-Takeover Measures

Adoption of Anti-Takeover Measures	Not Adopted
------------------------------------	-------------

Supplementary Explanation

The Company does not adopt any anti-takeover measures. As needed, the Company might consider adopting the measures.

2. Other Matters Concerning to Corporate Governance System

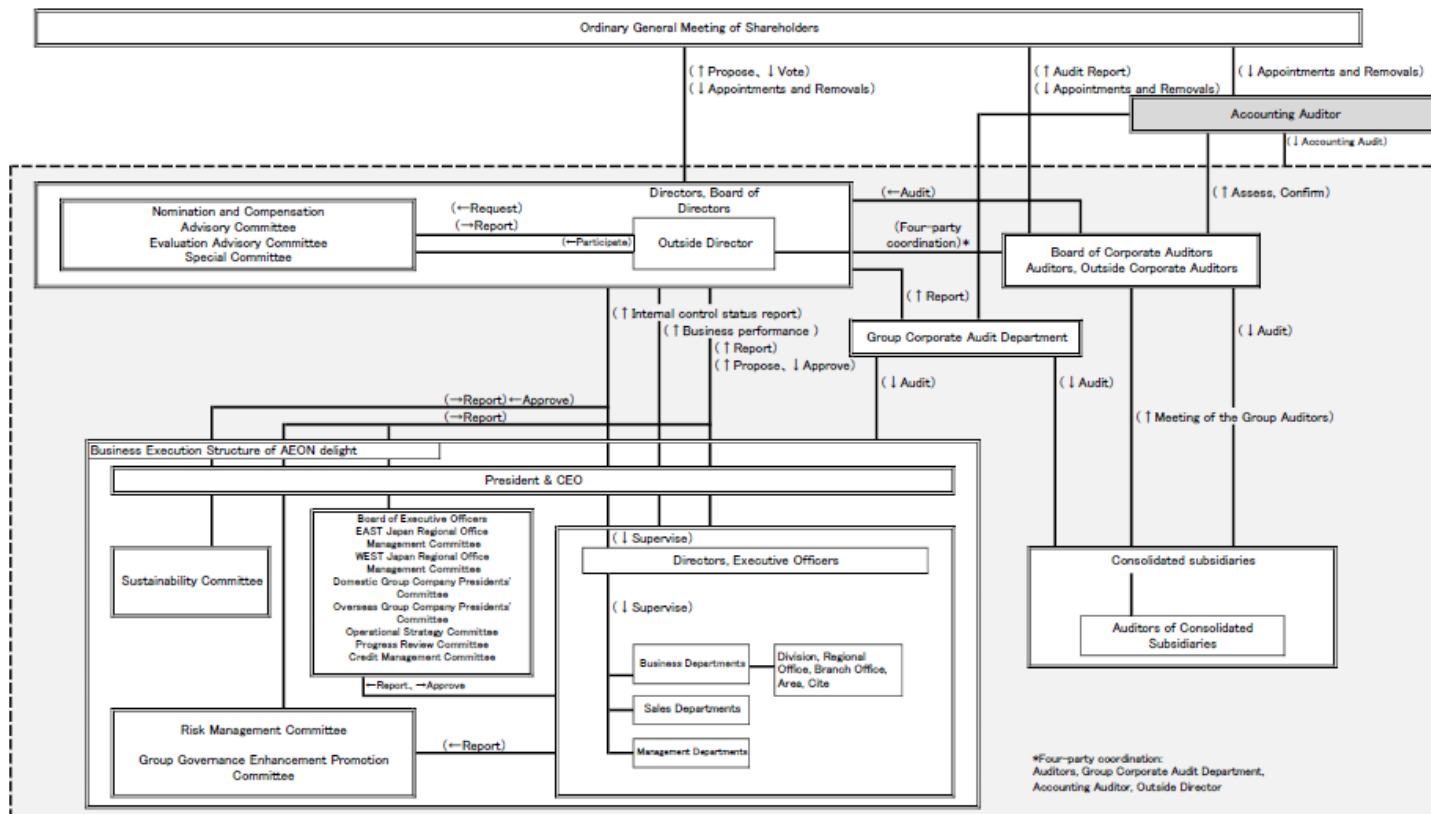
① Basic policy for timely disclosure

On information disclosure and transparency, it is stated as follows in the Company's Guidelines, Article 11 "Disclosure and transparency of information".

② Corporate System for timely disclosure

Important management information (facts that have been determined, facts that have occurred, financial information, etc.) shall be disclosed in a timely and appropriate manner using TDnet by the President's Office PR & IR Group in charge of PR and IR based on direction of the information handling officer.

■ Corporate Governance Structure Chart Update



■ Flow Chart of Internal System of timely disclosure

