



February 10, 2022 AEON Co., LTD.

Staff Reassignment of Representative Executive Officers and Structural Reforms

Through the Board of Directors, the Company has made the following decisions regarding the staff reassignment of representative executive officers and structural reforms, and hereby provides notice.

1. Structural Reforms (as of March 1, 2022)

- (1) A "Special Mission" will be assigned under the Chairman and Representative Executive Officer.
- (2) The Chief Financial Officer, Business Management will be reorganized, and a "Business Management Officer," a "Finance Department," an "Affiliated Company Management Department," and an "Overseas Company Management Department" will be assigned under the Chief Financial Officer, Business Management. A "Corporate Control Department" and an "Accounting Department" will be assigned.
- (3) A "Business Development" a "Public Relations and Customer Service," and a "Secretary and Liaison" will be assigned under the Chief Human Resources and Administration Officer.

2. Changes in Representative Executive Officers (as of March 1, 2022)

[New role]	[Current role]	[Name]
Director	Director, Executive Vice President and Representative Executive Officer Chief Financial Officer, Business Management	Akinori Yamashita
Executive Officer and Vice Chairman Special Mission	Executive Vice President and Representative Executive Officer Chief SM Officer	Motohiro Fujita

3. Changes in Executive Officers (as of March 1, 2022)

[New role]	[Current role]	[Name]
Executive Vice President and Executive Officer Chief Human Resources and Administration Officer, Supervisor of Risk Management	Executive Officer Chief Human Resources and Administration Officer, Supervisor of Risk Management	Hiroyuki Watanabe
Executive Officer Chief Officer of SM and Representative Director and President, Maxvalu Tokai Co., Ltd.	Representative Director and President Maxvalu Tokai Co., Ltd.	Keiji Kamio (*)
Executive Officer Chief Merchandising Officer	Director, Senior Executive Officer Aeon Retail Co., Ltd. Kinki Company Branch President	Mitsuko Tsuchiya (*)
Executive Officer Business Development	Advisor	Tsukasa Ojima (*)
Executive Officer Chief Financial Officer Business Management	Chief Officer Affiliated Company Management	Hiroaki Egawa(*)
Executive Officer Chief Strategy Officer	Chief Officer Corporate Strategy	Motoyuki Shikata(*)
Executive Officer Chief Logistics Officer	Chief Officer Logistics	Daisuke Tezuka(*)

4. Chief Officers (as of March 1, 2022)

[New role]	[Current role]	[Name]
Chief Officer	Chief Officer	Takeshi Miyazaki
Business Management	Finance and Accounting	rakesiii wiiyazaki
Chief Officer	General Manager	Chuichi Kogo (*)
CSR	Corporate Strategy Department	Shuichi Kogo (*)

Those marked with (*) are newly appointed.

5. Profile of newly appointed Executive Officers

Name Keiji Kamio Birthdate July 11, 1957

Career

March 1980 Joined Yaohan Co., Ltd. (now Maxvalu Tokai Co., Ltd.)
February 1998 General Manager of the Sales Coordinator Dept..
March 2003 Dairy Manager of the Product Control Department.
Division Manager of the Store Management Department.

May 2004 Director.

May 2008 Executive Director.

May 2011 Division Manager of the Product Control Department.

May 2013 Representative Director and President.(current position)

Name Mitsuko Tsuchiya Birthdate December 9, 1963

Career

April 1986 Joined JUSCO Co., Ltd. (now Aeon Co., Ltd.)

March 2001 General Manager, Customer Service Dept. of Marketing HQ. May 2003 Head of Customer Service, and General Manager of CS.

May 2006 Executive Officer.

September 2007 Group Head of Customer and Product Management.

March 2008 Group Environment Manager.

May 2010 Representative Director and President, Aeon Fantasy Co., Ltd.

March 2013 Senior Executive Officer and Food Product Planning Division Manager, AEON Retail

Co., Ltd.

May 2013 Director, Aeon Retail Co., Ltd.

June 2016 Representative Director and President, Bio c' Bon Japon Co., Ltd.

March 2019 Director, Executive Vice President and Executive Officer, and Kinki Company Branch

President, Aeon Retail Co., Ltd.

March 2020 Director, Senior Executive Officer, and Kinki Company Branch President, Aeon Retail

Co., Ltd. (current position)

Name Tsukasa Ojima Birthdate August 24, 1963

Career

April 1986 Joined Sanwa Bank, Limited (now MUFG Bank, Ltd.)

January 2005 General Manager of the Financial Corporation Group, Investment Banking

Headquarters, Lehman Brothers Japan Inc.

October 2008 Managing Director of the Investment Banking Department, Nomura Securities Co.,

Ltd.

June 2012 Executive Officer in charge of Investment Banking and Merchant Banking, Nomura

Securities Co., Ltd.

July 2014 Executive Officer in charge of Wealth Management, Nomura Securities Co., Ltd.

June 2017 Director, Wealth Management, Inc.

June 2018 Director, Vice President and Executive Officer, Wealth Management, Inc.

June 2020 Director, OOTOYA Holdings Co., Ltd.

June 2021 Joined Aeon Co., Ltd.

Name Hiroaki Egawa Birthdate May 3, 1966

Career

April 1989 Joined Dai-Ichi Kangyo Bank (now Mizuho Bank, Ltd.)

July 2009 Counselor of the Americas Audit Office, Business Audit Department, Mizuho

Corporate Bank, Ltd.

January 2010 Deputy General Manager of the Americas Business Administration Department,

Mizuho Corporate Bank

July 2013 Deputy General Manager of the Americas Business Department

April 2014 General Manager of the Yokohama Sales Department, Mizuho Bank, Ltd.

April 2015 Manager of the Yokohama Bank, Mizuho Bank, Ltd.

April 2017 General Manager of the Twelfth Sales Department, Mizuho Bank, Ltd.

April 2019 General Manager of the First Sales Department, Mizuho Bank, Ltd.

June 2021 Joined Aeon Co., Ltd.

September 2021 Chief Affiliate Companies Officer, Aeon Co., Ltd. (current position)

Name Motoyuki Shikata Birthdate November 20, 1973

Career

April 1996 Joined Aeon Delight Co., Ltd.

September 2006 Strategy Department, Aeon Delight Co., Ltd.

January 2009 General Manager of the International Business Department, and General Manager of

the Steering Committee Management Department, Aeon Delight Co., Ltd.

May 2009 Chairman, Aeon Delight (China) Comprehensive Facility Management Service Co.,

Ltd.

September 2010 Division Manager of the International Division, Aeon Delight Co., Ltd. May 2012 Executive Officer, China Division Chief Officer, Aeon Delight Co., Ltd.

May 2016 Director and Executive Officer, Aeon Delight Co., Ltd.

October 2018 Group Chief Strategy Officer and Division Manager of the Group Strategy

Division, Aeon Delight Co., Ltd.

July 2019 Director, Senior Executive Officer, Group Strategy and Digital Solutions Management

and Manager of the Group Strategy Division, Aeon Delight Co., Ltd.

March 2020 Chief Strategy Officer, Aeon Co., Ltd. (current position)

Name Daisuke Tezuka
Birthdate September 19, 1975

Career

September 2002 Joined Aeon Credit Service, Co., Ltd. June 2006 Aeon Financial Project Co., Ltd.

November 2007 General Manager of the Planning Department, Aeon Bank, Ltd.

July 2011 Strategy Department, Aeon Co., Ltd.

March 2014 General Manager of the Strategy Department, Aeon, Co., Ltd.
May 2016 Representative Director, United Super Markets Holdings Inc.
March 2017 Representative Director and President, Maxvalu Kanto Co., Ltd.

March 2019 Representative Director and Executive Vice President (Currently) of United

Super Markets Holdings Inc. (current position)

March 2021 Chief Logistics Officer, Aeon Co., Ltd. (current position)

6. Profile of newly appointed New Chief Officer

Name Shuichi Kogo Birthdate June 16, 1972

Career

April 1996 Joined Daiei, Inc.

March 2013 General Manager of the Merchandising Strategy Department, Daiei, Inc.

March 2014 General Manager of the Operations Strategy Department, Daiei, Inc.

September 2014 General Manager of the Kinki Business Department, General Manager of the

Hanna-Keiji SM Business Department, Daiei, Inc.

May 2018 Executive Officer, Division Manager of the Management Division, Daiei, Inc.

May 2019 Director, Executive Officer, Division Manager of the Management Division, Daiei, Inc. May 2020 Director, Executive Officer, Division Manager of the Business Management Division,

General manager of the Strategy Planning Department, Daiei, Inc.

March 2021 General Manager of the Strategy Department, Aeon Co., Ltd. (current position)

(Reference) Structure from March 1, 2022 onward Executive Officer

[Position]	[Area of responsibility]	[Name]
Director, Chairman and Representative Executive Officer		Motoya Okada
Director, President and Representative Executive Officer		Akio Yoshida
Executive Officer and Vice Chairman	Special Mission	Motohiro Fujita
Executive Vice President and Executive Officer	Digital Business	Yuki Habu
Executive Vice President and Executive Officer	Human Resources and Administration, Supervisor of Risk Management	Hiroyuki Watanabe
Executive Officer	Supermarket Business	Keiji Kamio(*)
Executive Officer	Discount Store Business	Manabu Oike
Executive Officer	ASEAN Business	Soichi Okazaki
Executive Officer	Merchandising	Mitsuko Tsuchiya(*)
Executive Officer	Business Development	Tsukasa Ojima(*)
Executive Officer	Finance and Business Management	Hiroaki Egawa(*)
Executive Officer	Strategy	Motoyuki Shikata(*)
Executive Officer	Logistics	Daisuke Tezuka(*)

Chief Officer

[Position]	[Area of responsibility]	[Name]
Chief Officer	Business Management	Takeshi Miyazaki
Chief Officer	Health & Wellness Business	Hiroyuki Namba
Chief Officer	ICT Promotion	Hirofumi Sakuraba
Chief Officer	Services & Specialty Stores	Nobuyuki Fujiwara
Chief Officer	CSR	Shuichi Kogo(*)

Those marked with (*) are newly appointed