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NEWS RELEASE

Planting Seeds of Growth
We are ÆON

November 5, 2026
AEON CO., LTD.
AEON RETAIL CO., LTD.
G-FOOT CO., LTD.

AEON RETAIL CO., LTD. and G-FOOT CO., LTD.
Notice Regarding the Signing of a Basic Merger Agreement

We are pleased to announce that AEON RETAIL CO., LTD. (hereinafter "AEON RETAIL"), a consolidated subsidiary of AEON CO., LTD., and G-FOOT CO., LTD. (hereinafter "G-FOOT") have signed a basic agreement on a merger today.

Details of the Merger

1. Purpose of the Merger
AEON RETAIL CO., LTD. is responsible for the AEON Group's GMS (General Merchandise Store) business and engages in the retail business and the management of shopping centers. G-FOOT is responsible for the AEON Group's services and specialty store business and operates the "ASBee" shoe specialty store chain, among others. Viewing the diversification of local customers' preferences and lifestyles, as well as changes in the competitive environment, as new growth opportunities, the two companies will combine the strengths they have cultivated. We aim to enhance the appeal of our products and store environments, provide customers with new shopping experiences, and drive business growth.

Through this merger, AEON RETAIL CO., LTD. will promote the development of new formats that meet customer needs from both the GMS and specialty store business perspectives.

In the GMS sector, we will leverage G-FOOT's expertise in the footwear business and its know-how in specialty store operations to enhance product assortments and expand sales floors tailored to the characteristics of each store. Additionally, we will deepen collaboration with apparel and general merchandise departments to develop highly specialized sales floors that propose total outfits, including footwear. By advancing cross-departmental product and sales floor development, we will further evolve AEON RETAIL CO., LTD.'s apparel reform.

In the specialty store business, we will focus on developing new store formats that combine fashion and functionality. We will enhance our product assortment based on themes such as trends, basics, running, and outdoor activities. By leveraging AEON RETAIL CO., LTD.'s management resources and customer base to strengthen our product sourcing and sales capabilities, we will create specialty stores with unique appeal distinct from GMS shoe departments, aiming to build a business model that drives sustainable growth.

Furthermore, we will establish a structure that allows specialized personnel from both companies in the product and sales fields to fully utilize their expertise, while consolidating overlapping administrative and indirect functions. This will enable us to prioritize the allocation of management resources toward product and sales floor reforms, thereby accelerating the growth of AEON RETAIL CO., LTD.'s apparel business. By leveraging the expertise and management resources of both companies, we will strive to create stores that customers choose and enhance corporate value.

2. Overview of the Merger

- **Merger Method:** Absorption-type merger with AEON RETAIL CO., LTD. as the surviving company
- **Effective Date:** February 1, 2027

3. Overview of Both Companies (as of February 2026)

[AEON RETAIL CO., LTD.]

- **Company Name:** AEON RETAIL CO., LTD.
- **Headquarters:** 1-5-1 Nakase, Mihama-ku, Chiba City, Chiba Prefecture
- **Representative:** Yasuyuki Furusawa
- **Number of Stores:** 395
- **Number of Employees:** 18,613 full-time employees; 55,398 hourly employees
  (As of the end of February 2026; calculated based on an 8-hour workday)

[G-FOOT CO., LTD.]

- **Company Name:** G-FOOT CO., LTD.
- **Headquarters:** Kokukan Building, 1-14-1 Shinkawa, Chuo-ku, Tokyo
- **Representative:** Naohisa Kinoshita
- **Number of Stores:** 586
- **Number of Employees:** 726 full-time employees; 2,650 hourly employees
  (As of the end of February 2026; calculated based on an 8-hour workday)