Integrated Report 2025

Integrated Report for the Year Ended February 28, 2026

















U.S.M.Holdings
United Super Markets Holdings Inc.

maruetsu マルエツ　KASUMI　いなげや　FoodStyle from AEON

Core Philosophy, Business Vision and Mission

BASIC PHILOSOPHY

Core Philosophy

We:

Offer customers healthy, valuable choices in food

Cultivate deep relationships

to build prosperous local communities

Constantly pursue innovation

and move with the times

VISION

Business Vision

In our business, we aim to:

- Offer products and services tailored to various lifestyles that give customers access to a range of healthy, valuable foods
- Create a corporate culture that supports employee self-fulfillment by providing skills training and encouraging people to achieve their potential
- Continually develop and grow over time while seeking to maximize the enterprise value of member companies
- Create new value by dealing fairly with our business partners for customer benefit
- Welcome new companies into the Group to help us meet the needs of local communities and engage in fair, transparent corporate governance while respecting the management of each member company of U.S.M.Holdings

MISSION

Mission

We will:

- Create new value by mobilizing the collective strength of the Group across company and business categories, while respecting the managerial autonomy of our operating companies
- Live up to the trust and expectations of our customers and maximize corporate value by constantly pursuing improved scale and quality
- Pledge to remain an open Group that welcomes new member companies

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Editorial Policy

Integrated Report 2025 has been produced by referencing the value creation process in the Integrated Reporting Framework recommended by the International Integrated Reporting Council (IIRC, now IFRS Foundation), and the pursuit of corporate sustainability and social sustainability as proposed by the Ministry of Economy, Trade and Industry's Study Group on Approaches to Making More Substantial the Dialogues for Creation of Sustainable Corporate Value. It also acts as a communication tool that systematically summarizes our Basic Sustainability Policy, which sets out our goals of maximizing medium- to long-term corporate value and achieving lasting growth. We will work to enhance the content of future Integrated Reports to give a wide range of readers, from shareholders and other investors to residents of local communities, including our employees, a deeper understanding of the U.S.M.H Group.

Reporting Period

March 1, 2025 to February 28, 2026
Note: Some information is from outside the reporting period.

Forward-Looking Statements

The Company's current plans, forecasts, strategies and other statements in this report include forward-looking statements based on management's judgment in light of information available at the time the report was prepared. Various factors could cause actual results in the future to differ significantly from these forward-looking statements. Risks and uncertainties that could affect results include, but are not limited to, the economic conditions in the Company's business environment, market competition, foreign exchange rates, and tax and other systems.

Scope

United Super Markets Holdings Inc. (hereinafter, "the Company" or "U.S.M.H") and its operating companies (hereinafter collectively, "the Group" or "the U.S.M.H Group")

Note: Figures in this document (such as monetary values) are rounded down to the unit of measurement shown, and percentages are rounded to one decimal place.

Our Path to Value Creation / U.S.M.Holdings at a Glance

U.S.M.H was established in 2015 through the business integration of Maruetsu, Kasumi, and MaxValu Kanto. Joined by Inageya on November 30, 2024, the new U.S.M.H comprises four companies. We will further advance the value that the four operating companies have generated to date, and create new value by taking advantage of economies of scale represented by our net sales of one trillion yen in the greater Tokyo area.

1900–	2015	2024–
Social background	**Post-war period of chain store development and expansion**	**Diversification of values, technological progress, and intensifying competition**
▶ Response of the Company	▶ Each company developed its own strengths through its history	▶ Companies combined their strengths to seek ways to cope with changes in environment



maruetsu マルエツ

Established in 1945. Operates Maruetsu, which focuses on fresh food; Maruetsu Petit, an urban-format supermarket; and Lincos, a supermarket that offers high-quality products and services, in Tokyo and five prefectures.



KASUMI

Founded in 1961. Operates BLANDE, a new type of supermarket where people, food, lifestyles and culture interact through the products and services offered; Food Square, a specialty food store; Food Market, a store that mainly offers fresh food; and Food Off Stocker, a store that appeals to customers with low prices, in Tokyo and five prefectures.



MaxValu マックスバリュ関東株式会社

Founded in 2009. Operates MaxValu, which offers customers maximum value in daily groceries, and MaxValu Express, which is based on the concept of offering everyday convenience, competitive prices and surprising variety, in Tokyo and three prefectures.

March 2015

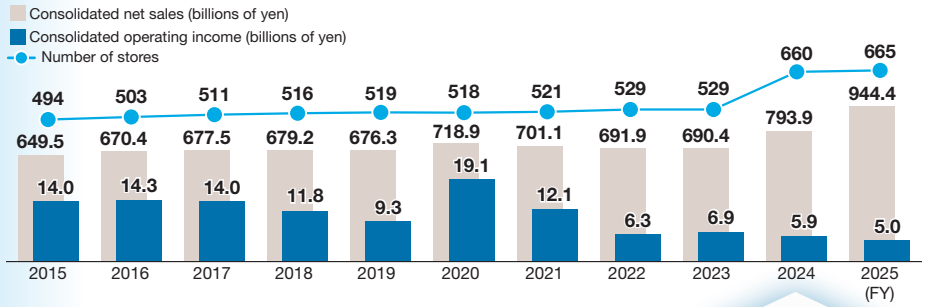
The U.S.M.H Group was formed through integration of the three companies

U.S.M.Holdings

United Super Markets Holdings Inc.

United Super Markets Holdings Inc. (U.S.M.H) was established in March 2015 as a joint holding company for three supermarkets—Maruetsu, Kasumi and MaxValu Kanto—operating in the greater Tokyo area.
In November 2024, the Group took another step forward as the new U.S.M. Holdings by welcoming Inageya, a supermarket that shares its aspirations. We will continue to take on challenges in order to make improvements in such aspects as offering our customers healthy, valuable choices in food, cultivating deep relationships with local communities, and being a company that moves with the times.

Consolidated Net Sales, Consolidated Operating Income, and Number of Stores since the Establishment of U.S.M.H in March 2015





いなげや

Established in 1900. Operates Inageya, which has an extensive product lineup centered on fresh food and prepared foods; ina21, a small-store format that offers fun and convenient everyday shopping experience; and bloomingbloomy, situated in commercial facilities around train stations where customers can experience fun and richness of food, in Tokyo and three prefectures.

November 2024

Joined the U.S.M.H Group

Our Path to Value Creation / U.S.M.Holdings at a Glance

2025–

Accelerating inflation and increasing competition in the greater Tokyo area

March 2026

MaxValu Kanto was joined by two other companies to become AEON FOOD STYLE

MaxValu マックスバリュ関東株式会社 → FoodStyle from AEON

As part of the reorganization of AEON Group's food supermarket business: Seek further economies of scale in the greater Tokyo area

Kanto operations of Daiei

Daiei: Founded in 1957 as "Daiei Pharmacy, a store for housewives." Became a fully-owned subsidiary of AEON Group in 2015 and concentrated its business areas on supermarkets. Currently operates 62 stores in the greater Tokyo area.

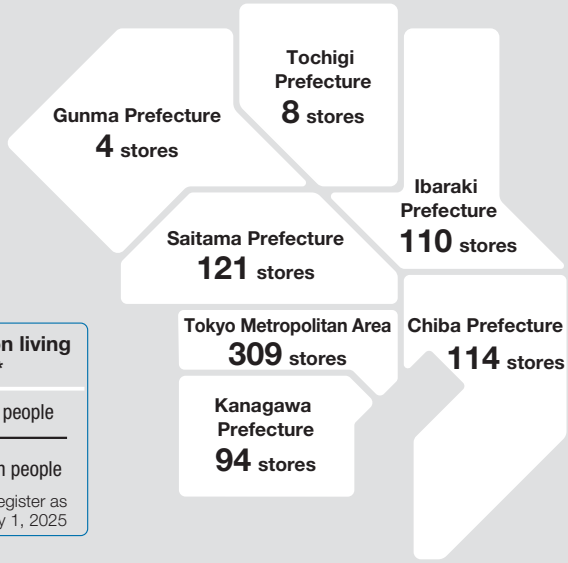
AEON MARKET

AEON MARKET: Founded in 1951 as Daimaru Shokuhin Kogyo Co., Ltd. Became part of the AEON Group in 2013, and currently operates 33 stores in the greater Tokyo area.

Store Network

Maruetsu	308
Kasumi	198
Inageya	129
AEON FOOD STYLE	125
Group total:	760 stores

Note: As of March 1, 2026



Percentage of Japan's population living in the greater Tokyo area*

35.0% = 43.55 million people / 124.33 million people

*Data taken from the Basic Resident Register as of January 1, 2025

Number of Employees

Group total 40,316

Maruetsu	15,460	Kasumi	10,512
Inageya	7,406	AEON FOOD STYLE	6,423

Notes: 1. The numbers of employees are as of February 28, 2026, to which the number of AEON FOOD STYLE employees as of March 1, 2026 is incorporated.
2. Part-time employees are calculated based on an 8-hour work day and the average number of employees during the period.
3. The Group total includes employees of U.S.M.Holdings.

Results for Fiscal 2025 (Year Ended February 28, 2026) (Consolidated Results of U.S.M.H)

Net sales	Operating income
944.4 billion yen	5.0 billion yen

Strive to offer value to our customers as one of the largest supermarket groups in the greater Tokyo area

Message from the President



Based on clearly defined integration policies and an awareness of our challenges, we will leverage the strengths of the U.S.M.H Group to remain competitive and further enhance our corporate value.

Takemi Ide President and Representative Director

The U.S.M.H Group continues to expand its business in the greater Tokyo area through business integration. Our current challenges are to strengthen our “earning power” in response to changes in the inflationary era and to promote standardization and integrated management to fully demonstrate the Group’s strengths. Here, I will present our future growth strategy, which builds on the “100-Day Reform” undertaken immediately after I assumed the role of President and clearly defines the direction and policies we will take going forward.

Message from the President

Review of Fiscal 2025

Revenue increased in a harsh business environment but fell short of projections. We acknowledged the delay in the realization of the synergies brought by business integration.

A year has passed since I took the helm of management of the U.S.M.H Group as President and Representative Director. During my first year as President, I moved swiftly to address the challenges facing the U.S.M.H Group while clearly defining the direction and policies that we should take going forward.

First, I would like to report on the status of our business operations. In fiscal 2025, the business environment surrounding the retail industry remained harsh, as rising inflation further strengthened consumers' focus on protecting their household budgets, leading to more cautious purchasing behavior. Against this backdrop, we posted increases in revenue, thanks to growth in the number of customers and average spend per customer at existing stores, mainly Maruetsu stores, as well as the full-year contribution to earnings from Inageya Co., Ltd., which was integrated into the U.S.M.H Group in November 2024. However, operating revenue and profit at every level fell short of projections, and we are yet to achieve a full recovery in business performance. We raised our price competitiveness as part of our sales initiatives, which led to a decline in profitability. On the other hand, we were unable to control costs due to delays in realizing the synergies expected from operational efficiencies and the launching of pricing that leverages the scale created by the business integration.

As a result, the U.S.M.H Group's consolidated financial results for fiscal 2025 were as follows: operating revenue of 963,762 million yen (up 18.8% year on year), operating income of 5,050 million yen (down 15.5% year on year), ordinary income of 4,911 million yen (down 20.0% year on year), and loss attributable to owners of parent of 3,185 million yen. I acknowledge that, due to insufficient sharing of the specific scope, schedule, and future vision for the integration, we were unable to fully harness the unity and momentum of the integrated organization.

Going forward, the U.S.M.H Group will need to stake its survival on responding to changes in the inflationary era and enhancing its earning power. Under the Fourth Medium-Term Business Plan (FY2025–FY2027), which is currently in progress, we have been refining our initiatives since the second half of the first year, and we will further strengthen our efforts to generate outcomes. In light of the challenges identified through the 100-Day Reform process, which I will explain next, and based on the clearly defined policies, we will work to realize our vision for the Group's management.

Identification of Challenges Through the 100-Day Reform

By facing our own challenges head-on and acknowledging its problems, we built understanding and shared commitment throughout the U.S.M.H Group

Immediately after assuming office as President, I declared a 100-Day Reform and launched initiatives to quickly share awareness of the challenges across the Group and the direction and policies for addressing them. One of the difficulties in implementing reforms is the need for senior management to face their own company's challenges head-on, notice the problems for themselves, and work together to fully acknowledge them. Setting a short-term goal of 100 days is an effective way to dispel any resistance, establish a reform narrative, set an order of priority, and incorporate it into strategies.

My role is to chart that course. However, even if this process is properly organized, it would have no real meaning if I were the only one who is convinced of the way forward. I held candid, face-to-face discussions with our senior executives and made steady efforts to gain their understanding and a shared commitment.

As we advanced the 100-Day Reform, we came to recognize that our integration policies as U.S.M.H had not been clearly defined. Because of that lack of clarity, our efforts were limited to initiatives that could be implemented jointly, which led to delays in addressing the fundamental challenges. If we want each Group company and every employee to share in the vision that we should aim toward and to head in the same direction, we need to clarify what kind of company the U.S. M.H is, what its purpose is, and what we want it to become. Through the 100-Day Reform process, we have firmly established the answers to these questions and presented them to the entire U.S.M.H Group.

Another area that we emphasized was the frontlines of the individual Group companies, which are the points of contact with customers. It could be said that the true corporate culture, advantages and disadvantages, and strengths and weaknesses of each company are all apparent at the frontlines. To feel the "wind" that blows through those frontlines and capture their "smell," I devoted as much time as I could to visiting many sites, accompanied by the management team.

Following the process of identification and clarification through the 100-Day Reform, we determined that fiscal 2026 would be a year for the firm establishment of standardization. Following that, we will begin the integrated management of the U.S.M.H Group in fiscal 2027. I will explain this process in detail later in this article.

Recognition of Business Environment and Medium- to Long-Term Outlook

Cost-push inflation is accelerating industry restructuring. We will strengthen our business development in the greater Tokyo area in view of medium- to long-term population shrinkage risk.

The U.S.M.H Group is currently operating in an increasingly challenging environment. Costs are rising in all areas, including purchasing costs, energy prices, and personnel expenses, amid ongoing cost-push inflation, while consumer spending has become increasingly restrained. There is a growing trend toward restructuring and consolidation through M&As across the retail industry, as companies without sufficient scale face difficulties in achieving profitability and are constrained in their ability to invest.

Under such circumstances, the U.S.M.H Group has a significant advantage. With 762 stores (as of the end of March 2026), mainly in urban areas where room for opening new stores is shrinking, we have the largest scale in terms of store numbers in the industry. In addition, from the perspective of industry restructuring, the Group's structure, which has the AEON Group as its backbone and four operating subsidiaries, should allow us to leverage many synergies as strengths. At present, however, we recognize that we have not been able to fully harness these advantages.

On the other hand, given the medium- to long-term outlook as the decline in the birthrate and aging of the population

advance, an increased risk of population decline is inevitable. Under such circumstances, the Group's foremost priority is to maintain its competitive advantage in the greater Tokyo area. In particular, in urban areas where consumers are diverse and highly sensitive, we must create stores that can compete successfully by becoming the store of choice for our customers. To address the challenge of a stagnant population, we will adopt a full-target retail strategy by expanding our value proposition to appeal to all customers, regardless of age or income level, so that our stores will become the preferred shopping destination for each and every customer.

I believe that this vision can only be achieved by supermarkets with a certain level of floor space. Moreover, as a location-based service industry, we believe it is important for supermarkets that operate physical stores to create attractive spaces and pursue services that will make customers feel that it is worth spending time in those stores.

Ultimately, the driving force behind our initiatives is the power of our people. To ensure that store employees can demonstrate their strengths and abilities and enhance the value they provide to customers, we will improve the efficiency of our back-end infrastructure, including procurement functions, logistics functions, and systems. The key to this is standardization. We will encourage the exchange of personnel among Group companies through standardization and support teamwork for the gathering and sharing of knowledge.

Goals of Standardization

We will create a uniform and repeatable framework, build the foundation for integrated management, and maximize the generation of synergies.

As mentioned above, in fiscal 2026, we will swiftly implement measures to firmly establish standardization. With that achieved, we then plan to implement integrated management from fiscal 2027. Standardization will lay the foundation for integrated management by establishing Group-wide common standards for decision-making, product and service quality, and incident response procedures, thereby creating consistent, repeatable frameworks across the Group. Through integrated management, we will realize significant cost reductions and ease the operational burden on our stores, while also returning profits to customers through better prices and improved quality. In other words, standardization and integrated management are the means for generating maximum synergies as a chain store.

We have defined the key implementation themes for standardization as "merchandise and sales floor reforms," "store and area strategies," "marketing strategies," and "structural reforms" and defined concrete measures for each of those themes.

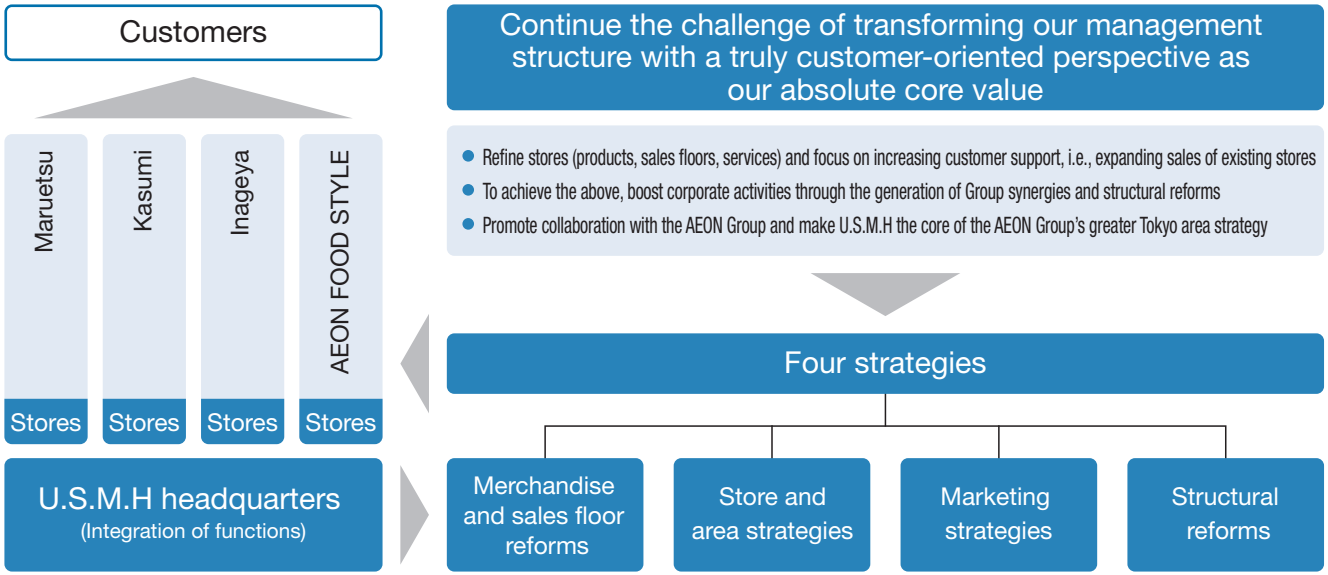
Of these, the merchandise and sales floor reforms could be described as the first and most fundamental step toward standardization, and initiatives are already in progress in this area. In terms of sales strategies, we will increase customer numbers by raising awareness of Key Value Items (KVIs), products for which customers are highly price-aware, and Key Value Categories (KVCs), product categories that shape customers' overall price perception. At the same time, we will roll out joint priority products, joint sales promotions of private-label brands, and priority sales of fresh foods and delicatessen products, and support these initiatives through the integration of purchasing.

Purchasing is the single largest expense for stores, and improving its efficiency is the most important profit strategy. As part of the standardization process, we have set Gross Margin Return on Investment (GMROI) as a standard indicator of investment efficiency. Our aim is to maximize gross profit by thoroughly managing gross profit margin and inventory turnover.

In this way, by standardizing the indicators and operational methods that have previously been different for each operating company, it will be possible to improve the efficiency of purchasing and optimize personnel exchanges and placements. In addition, while using standardized sales strategies as a baseline, individual stores will be asked to operate with a greater focus on their local customers. The role of the holding company is to guide these initiatives of the individual companies and provide support for them to put such initiatives into practice.

In our area and store strategies, we have divided the greater Tokyo area into three broad area categories, "Downtown," "Urban," and "Rural," based on factors such as demographics and consumer sensitivity, and further subdivided those three areas into a total of 15 areas. Using a matrix that combines these areas with store size, we will pursue winning strategies by

• The U.S.M.H Group's Management Structure to Realize Its Vision



sharpening our focus on what kind of value we will provide to customers.

In each area, rather than unifying the operating companies and store names, we will retain them to maintain brand strength and relationships with customers, while developing standardized store models for the Group. Changes in each area identified through these initiatives will be shared among the operating companies and reflected in the Group's strategies to achieve results through a team effort.

Structural Reforms for Integrated Management

We will prioritize the integration of information systems ahead of investment in new store openings. We will also link the development of personnel systems to Group growth.

As part of the structural reforms for integrated management, we will begin integrating systems related to back-end infrastructure functions, including company-wide divisions, logistics, purchasing and inventory control, and marketing, from fiscal 2026. Our highest priority in this regard is the integration of information systems. This is because it is the fastest way to reach standardization, and we can expect to see early benefits such as labor savings. As the entry point for structural reforms, we expect that this will significantly improve work efficiency and enable employees to use their time more effectively.

Over the next three years, we will focus on completing the development of infrastructure functions. In particular, we plan to prioritize investment in information systems ahead of investments in new store openings. We believe that putting the infrastructure in place before opening new stores will increase the probability of investment recovery.

The other elements of structural reforms are the organization and our people. As reorganizing personnel systems across the entire Group will take time, this will be a medium-term initiative. Rather than merely unifying the existing systems of each company, we will work with the goal of creating a better, next-generation personnel system together. From the perspective of human capital management as well, our aim is to be an organization that offers greater freedom of working styles and career plans, one in which every employee can make the most of their respective individuality and abilities to actively participate in the workplace. This will lead to the growth of the Group.

Launch of AEON FOOD STYLE

The company served as a precedent for standardization and the integration of functions, enabling us to gain strength as the largest supermarket group in the greater Tokyo area.

On March 1, 2026, MaxValu Kanto Co., Ltd. absorbed Daiei's Kanto operations and AEON MARKET CO., LTD., and a new company, AEON FOOD STYLE Co., Ltd. was launched. The U.S.M.H Group now consists of four operating companies, The Maruetsu, Inc., Kasumi Co., Ltd., Inageya Co., Ltd., and AEON FOOD STYLE Co., Ltd. This has brought the Group's net sales as a whole to over one trillion yen, giving it an overwhelming market share in the greater Tokyo area. That market share represents a significant strength for the Group.

This business integration is positioned as a precedent for standardization and the integration of functions that the Group will advance to establish the systems necessary for expanding chain store development. Members from the holding company were also involved in the integration project, where they gained valuable insights through their participation in individual task teams covering areas such as development, merchandise, and personnel.

In addition to AEON MARKET, MaxValu Kanto, and Daiei already had close relationships with the AEON Group, which likely helped facilitate a smooth integration. Recognizing that standardization and the integration of functions throughout the U.S.M.H Group is also a response to the standardization of the AEON Group, we will make strategic use of AEON's assets, including shared services and infrastructure.

With the trend of industry restructuring expected to progress in the years ahead, there is no small possibility that the Group will aim for further expansion by adding new partners in the medium to long term. To build the frameworks needed for such a future, advancing standardization now and turning it into a strength could be described as a prerequisite for the Group's sustainable growth.

At the same time, as a corporate citizen, we must continue to be a sustainable entity and contribute to society. Based on this approach, we will revise our current material issues in line with the new vision for U.S.M.H and firmly meet the expectations of all stakeholders.

Note: For more information on AEON FOOD STYLE, please see the separate article on P.9.



FoodStyle Mita Store,
the first store under the new AEON FOOD STYLE brand
(opened in March 2026)

To Our Valued Stakeholders

To respond to stakeholders' expectations and support, we will link the Group's strengths to profit growth and expand corporate value.

As I mentioned at the beginning, although the Group's business performance is showing signs of improvement, our earning power has declined due to factors such as delays in responding to inflation. As a result, we are currently lagging behind our industry peers. On the other hand, our share price has remained relatively stable, and I feel that this largely reflects the expectations that shareholders and investors have for the future growth potential of the U.S.M.H Group.

Taking these expectations and the evaluation of the capital market seriously, the Group has positioned a shift toward management that is conscious of generating profits in excess of capital costs as a key issue. Recognizing that current ROE and ROIC levels have not yet exceeded the cost of capital sufficiently we will first prioritize the recovery of profitability, while aiming to enhance corporate value by improving these capital efficiency indicators over the medium to long term.

Message from the President



Based on this recognition, we will link our strengths as the largest supermarket company in the greater Tokyo area to profit growth and expand our corporate value. We aim to achieve operating income of 10 billion yen by promoting company-wide cost reductions through the integration of headquarters functions, the liquidation of underperforming stores and unprofitable businesses, and the strengthening of control functions. At the same time, we recognize the importance of strengthening our ability to communicate clearly the progress and results of our growth strategies and our future prospects, and intend to focus on investor relations activities more than ever.

The ultimate objective of the Group's standardization efforts is to make our customers happy by delivering high-quality products to all customers at low prices. We also aim to build a foundation on which all Group employees can play an active role in creating that value. In fiscal 2026, when we will complete the establishment of standardization, the Group will be called on to unite in the truest sense of the word.

We will continue to be an open and honest corporate group, both internally and externally, steadily addressing each of our shared challenges while moving forward with strength and vigor.

Welcoming new colleagues to the Group

Launch of AEON FOOD STYLE, a new company where "Delightful Is New"

AEON FOOD STYLE, which was created through the business integration of MaxValu Kanto Co., Ltd., Daiei's Kanto operations, and AEON MARKET CO., LTD., will roll out "FoodStyle," a brand of value-proposition supermarkets with enhanced fresh food and delicatessen sections in all stores. With the concept of "freshness, vitality, fun, and low prices" in store design, FoodStyle will constantly deliver new "delight" to customers through products, services, and sales floor environments that are focused on families and double-income households. By combining the collective strengths of the three integrated companies, including their food processing technologies, product development capabilities, and sales floor development expertise, AEON FOOD STYLE aims to create the best stores in the area that respond flexibly to customers' lifestyles and daily living needs.

On March 7, 2026, FoodStyle Mita Store (Minato-ku, Tokyo) opened as the first store under the new brand. The new company intends to revitalize 125 stores that it operates in Tokyo and the three prefectures of Kanagawa, Chiba, and Saitama over the five years through fiscal 2030. In the first fiscal year, the plan is to renovate just over 20 stores, with priority given to those in Tokyo's 23 wards.

We hope you will watch with anticipation as the Group takes a new leap forward with the addition of AEON FOOD STYLE.

FoodStyle from AEON



The second store under the brand, FoodStyle Daikanyama Store (Shibuya-ku, Tokyo) opened in April 2026.

Value Creation Model

Business Resources P.11, P.12

Human Capital
Diverse talents who mutually improve each others' individual skills and abilities

Financial Capital
The financial foundation to support proactive investment

Stores / Manufactured Capital
Store network and manufacturing and logistic bases covering the greater Tokyo area

Intellectual Capital
Know-how and training/ education systems of the four operating companies and the AEON Group

Social and Relationship Capital
Cooperation with local customers, local authorities and within the AEON Group

Natural Capital
Our connection with resources and forests that supply food, including water and biological resources

Strengthening Allocation of Resources

- New store models
- Development and manufacture of our own unique products
- Network of business partners in Japan and abroad
- Joint sales promotion and joint services
- Exchange of personnel and sharing and implementation of ideas among employees

Growth Strategy (Business Model) Please refer to P.13 "Medium-Term Business Plan."

Customers, region/communities, business partners

Further creation of value we provide

Creation of value we provide

Creation of value we provide

maruetsu / KASUMI / いなげや / FoodStyle from AEON

U.S.M.H Medium-Term Business Plan
Merchandise and sales floor reforms, area and store strategies, marketing strategies, structural reforms

Human resources, stores/processing centers/logistics, AEON Group platform

Material Issues P.28

- Decarbonization and a circular economy
- Creation of healthy, valuable lives through our foods and services
- Food safety and security
- Pursuit of diverse human resources and job satisfaction
- Sustainable food value chain
- Enhancing corporate governance

The Value We Provide

Customers
Ensure food safety and security, and enable enjoyable, valuable lifestyles through food

Employees
A motivating workplace
Diversity

Local Communities
Local development and community connections

Business Partners
A fair, equitable and sustainable supply chain

Shareholders and Investors
Maximization of business value through highly transparent management

Natural Environment
Carbon neutrality and a circular economy

Our Goal

To achieve community development and prosperity through healthy, valuable eating habits
(Wellbeing)

External environment Societal Changes

- Changes in consumer awareness and behavior
- Declining population and aging society
- Intensifying competition that transcends industries
- Societal changes caused by AI
- Increased corporate responsibility for climate change
- Human rights issues
- Restrictions on import/export and immigration and rise in price indices due to policies of other countries

Sources of Value Creation (Capitals and Strengths)

We will take on the challenge of creating new value by making the most of our accumulated business resources.

Stores / Manufactured Capital

Store network and manufacturing and logistic bases covering the greater Tokyo area

- Stores: **760**
- Mobile supermarket vehicles: **134**
- Unstaffed stores in offices: **239**
- Processing centers: Maruetsu Soka Delicatessen Center, Kasumi Meat Processing Center, Rose Corporation (a subsidiary of Kasumi), SUN FOOD JAPAN (a subsidiary of Inageya)
- Special subsidiary for the employment of persons with disabilities: Kasumi Mirai (processing and packaging of vegetables, and wholesale of fruit and vegetables)
- Joint delivery center: Yachiyo Grocery Center (started operation in 2023)
- Distribution centers of operating companies: **17**



Maruetsu Soka Delicatessen Center

Our strengths

The Company has a network of 760 physical stores. We utilize the feedback we receive from many points of contact with customers to improve our products, sales floors, and services.
Through the shared use of infrastructure such as processing centers and logistics bases held by each operating company, we are working to improve productivity and operational efficiency.

Challenges and strategies

Challenges
- Revitalization of aging stores
- Development of store formats tailored to each area
- Creation of logistics network across operating companies

Strategies
- Aggressive investment in store revitalization
- Policy, measures, effectiveness, and verification for the three areas of “Downtown,” “Urban,” and “Rural”
- Shared use of existing ambient temperature distribution centers

Please refer to P.17 “Logistics Reform: Advancement of Initiatives for Reform of Logistics Structures.”

Human Capital / Intellectual Capital

Diverse talents who mutually improve each others’ individual skills and abilities Know-how and training/education systems of the four operating companies and the AEON Group

Human capital
- Employees (calculated based on an 8-hour work day): **35,614**
  ▸Full-time employees: **9,309** ▸Part-time employees: **26,305**
- Ratio of female managers: **10.0**%
- Foreign technical intern trainees: **1,195**
- Ratio of employees with disabilities: Maruetsu **3.2**%, Kasumi **4.2**%, Inageya **4.1**%, AEON FOOD STYLE **3.9**%*
  *Figure for MaxValu Kanto, the forerunner

Intellectual capital
- Original private label brand products of the Company, expertise of the AEON Group
- Education and training systems of the AEON Group and each operating company



Our strengths

In addition to the supermarket talents developed at each operating company, U.S.M.Holdings is also driving the recruitment of specialist talents. Members with a variety of knowledge and experience are playing active roles. The percentage of female employees is as high as 67.8%, and personnel exchanges are active between companies within the Group.

Challenges and strategies

Challenges
- Addressing shortage of human resources, realizing various career paths
- Successor training, standardization of back-office operations at the head office
- Sharing and standardization of know-how held by each operating company

Strategies
- Active exchange of personnel among operating companies
- Functional integration of back-office operations at the head office
- Expansion of TOPVALU and BESTPRICE by TOPVALU products

Please refer to P.32 “Human Resources.”

Sources of Value Creation (Capitals and Strengths)

Social and Relationship Capital

Cooperation with local customers, local authorities, and within the AEON Group

- Total number of U.S.M.H Group customers per year: **500** million
- Card members and loyalty point program members: **4,552** thousand
- Number of stores conducting food drive and food bank: **378** stores
- Volume of recyclable resources collected at stores: **5,484** tons
- Number of partner local authorities for Regional Comprehensive Cooperation Agreements: **29** (Kasumi)
- Number of partner local authorities for Disaster Relief Supply Agreements: **116**

Note: The number of partner local authorities for Disaster Relief Supply Agreements is an aggregate of the number of partner local authorities with which each operating company has concluded an agreement.



Our strengths

Initiatives unique to supermarkets

- Joint initiatives with local customers: Implementation of food drive and in-store collection of recyclable resources at all stores
- Product procurement within the AEON Group: TOPVALU, TOPVALU Green Eye, BESTPRICE by TOPVALU

Joint initiatives with local authorities

- Conclude Comprehensive Cooperation Agreements with local authorities aimed at solving issues in local communities and improving customer service
- Cooperation as a base store: Collection of waste oil and small home appliances
- Collaboration with social welfare councils in conducting food drive
- Participation in local social welfare councils



Signing ceremony of Regional Comprehensive Cooperation Agreement with Sugito Town

In order to make the most of the Company's strengths stated above, we are working to strengthen relationships with local governments (food drive activities, cooperation by serving as base for collection of recyclable resources), expand sales floors for and component ratio of TOPVALU, TOPVALU Green Eye, and BESTPRICE by TOPVALU brand products on the AEON Group level, and enhance digital measures to promote cashless payment systems such as WAON points and iAEON.

Challenges and strategies

Challenges

- Food drive and collection of recyclable resources at small stores
- Standardization of initiatives that are conducted independently at each operating company
- Conclusion of Comprehensive Cooperation Agreements with local authorities with whom an agreement has not been concluded
- Increasing the proportion of products procured jointly by the Group

Strategies

- Establishing and promoting a social contribution format for small stores
- Promoting introduction of iAEON and WAON as common digital service platforms
- Expansion of AEON-wide sales promotion campaigns in the U.S.M.H Group (Company-wide campaign to commemorate the 100th anniversary of AEON's incorporation, "Black Friday," fairs and other initiatives)

Please refer to P.35 "Creation of Connections with Local Communities through Our Food and Services."

Natural Capital

Our connection with resources and forests that supply food, including water and biological resources

- Water consumption in fiscal 2025: **2,611** thousand m^3
- Food waste recycling loop: Implemented at **3** locations
  - Kasumi: All stores in Gunma Prefecture
  - Inageya: Some stores in Tokyo (Nerima-ku, others)
  - AEON FOOD STYLE: Some stores in Tokyo (Edogawa-ku)
- Venues of the Company's tree-planting program: **3** locations
  - Maruetsu: Maruetsu Forest (Hidaka City, Saitama Prefecture)
  - Kasumi: Kasumi Sympathetic Forest of Creation (Kasama City, Ibaraki Prefecture)
  - Inageya: Sukoyakeku no Mori (Hinode Town, Nishitama County, Tokyo)



Our strengths

Utilization of waste as a food supermarket • We are turning food residuals (scraps, unsold goods) into feed and fertilizer to utilize them as nourishment for biological resources and soil.

Tree planting • Increase in CO_2 absorption due to tree-planting activities at operating companies

• Cooperation in water source management (Kanagawa Prefecture and Tokyo)

Challenges and strategies

Challenges

- Establishment of water circulation system (utilization of rainwater, etc.)
- Creation of food waste recycling loops at Maruetsu
- Permanent use of the land where we are planting trees through regular tree-growing activities and monitoring

Strategies

- Implementing comprehensive decarbonization and resource recycling initiatives as the AEON Group

Please refer to P.31 "Circular Economy."

Financial Capital

The financial foundation to support proactive investment

- Net sales: **944.4** billion yen
- Total assets: **379.2** billion yen
- Operating cash flow: **25.6** billion yen
- Equity ratio: **52.9**%

Challenges and strategies

Challenges

- Improvement of ROE and capital efficiency
- Upfront investment for future growth
- Response to the rise in interest rates

Strategies

- Optimization of capital allocation and tightening of financial discipline through ROIC management

Please refer to P.18 "Financial Strategy."

Fourth Medium-Term Business Plan

FY2025–FY2027

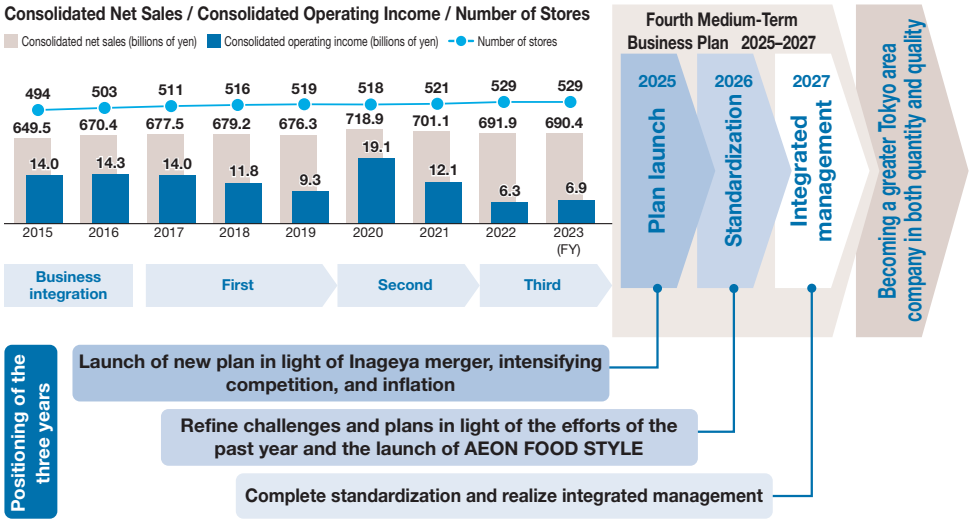
Positioning of the Fourth Medium-Term Business Plan

Since its establishment, U.S.M.H has secured stable earnings in the greater Tokyo area. On the other hand, we have long recognized that a major challenge is the improvement of efficiency and profitability by making full use of U.S.M.H's advantages in scale and accumulated capital.

Furthermore, the business environment has become increasingly harsh due to heightened geopolitical risks since 2022, the progress of cost-push inflation, and intensifying competition resulting from the entry of various supermarkets and different business entities into the greater Tokyo area market.

In light of these circumstances and the changes in preconditions, such as the integration with Inageya Co., Ltd. in fiscal 2024, we recognized the need for fundamental management reforms. On that basis, we reviewed the Third Medium-Term Business Plan formulated in 2023 ahead of schedule and launched the Fourth Medium-Term Business Plan covering fiscal 2025 through fiscal 2027. In this plan, U.S.M.H, as the holding company, has formulated strategies from the perspective of overall optimization, in a shift away from the individual optimization of each operating company. We have established priority strategies centered on the generation of Group synergies and fundamental structural reforms to adapt to changes in the business environment.

In fiscal 2025, the first fiscal year of the plan, we worked on priority transformation measures, while further clarifying management challenges and sharing them across the entire Group. In fiscal 2026, Daiei's Kanto operations and AEON MARKET CO., LTD. were integrated with MaxValu Kanto Co., Ltd., further expanding the Group. While maintaining the direction of the Fourth Medium-Term Business Plan, we have refined the plan in fiscal 2026 with standardization as a keyword, with a view to realizing integrated management in fiscal 2027.



Basic Policies and Priority Strategies

We adopted a basic policy of "continuing the challenge of transforming our management structure with a truly customer-oriented perspective as our absolute core value" in the Fourth Medium-Term Business Plan. In fiscal 2025, the first year of the plan, we made progress in the improvement of back-office efficiency by integrating purchasing operations and consolidating headquarters functions. In line with this policy, we focused on expanding existing store sales in order to regain customer support, while also engaging in product and service innovations, including the roll-out of joint priority products and the enhancement of the fresh food and delicatessen sections. We will strive to support the operating companies' activities through the creation of Group synergies and structural reforms and to promote cooperation with AEON, so that U.S.M.H will become the core of AEON's strategy for the greater Tokyo area.

We have established the following four priority strategy areas and have been advancing actions for transformation since fiscal 2025.

Continue the challenge of transforming our management structure with a truly customer-oriented perspective as our absolute core value

Four strategies	Actions taken	Future directions
Merchandise and sales floor reforms	• Expanded recognition of KVC/KVI • Purchased and sold joint priority products • Conducted joint sales promotions	• Begin centralized procurement of fresh foods and delicatessen products • Conduct joint development of delicatessen products • Increase frequency of joint sales promotions
Store and area strategies	• Formulated area priorities and investment allocation plans • Developed new-format stores	• Eliminate barriers of operating companies and store names and implement operations in accordance with area characteristics • Develop new models for each store size
Marketing strategies	• Standardized Group payment and points initiatives • Formulated Retail Media Promotion Plan	• Further adopt and develop Group-wide shared services • Begin adoption of new retail media and of sales promotions through projects linked to sales floors
Structural reforms	• Reduced logistics costs and planned shared use initiatives • Reviewed unprofitable businesses • Optimized Group headquarters personnel	• Development for shared use of logistics • Integrated development of commercial distribution, logistics, and core operation systems • Further optimal allocation through standardization of headquarters operations

Numerical Targets and Investment Plans

This fiscal year, however, taking into account the challenging earnings environment resulting from inflation-induced consumer frugality and other factors, along with the integration of the new company, we have revised the plan targets for fiscal 2026. Targets and plans will be reviewed and reformulated in fiscal 2027 and beyond.

	FY2025 (Plan)	FY2025 (Actual)	FY26 (Revised)
Operating revenue	979,800	963,762	1,133,200
Operating income	11,000	5,050	10,000
Investment plan (FY2025 figures are actual results)	——	28,063	34,342

(Millions of yen)

Message from the General Manager of Corporate Strategy Headquarters

Raise the quality of management through standardization to enhance corporate value



Masaharu Homma

Vice President and Representative Director, and General Manager of Corporate Strategy Headquarters

Promoting standardization in light of the changes of fiscal 2025

After the Fourth Medium-Term Business Plan was launched in fiscal 2025, in the first half of the year, we implemented a "100-Day Reform" process to visualize and identify management challenges across the entire Group. Through this process, in which we took stock of the 10 years since the Company's founding in 2015, we shared a sense of crisis about our current situation and established the direction and priorities of initiatives.

In our fiscal 2025 performance, the effects of the integration with Inageya and growth in sales at existing stores allowed us to secure our highest operating revenue on record. However, amid a continued challenging environment, operating income decreased due to the implementation of price response measures and an increase in selling, general and administrative expenses, resulting in the recording of a net loss. After the 100-Day Reform, having reconfirmed our management challenges and clarified our position of advancing structural reforms as a member of the AEON Group, we believe that we have achieved a significant change.

In the second half of the fiscal year, we refined the Fourth Medium-Term Business Plan in light of the changes resulting from the 100-Day Reform. While carrying forward the plan's fundamental policy of "continuing the challenge of transforming our management structure with a truly customer-oriented perspective as our absolute core value," we will step up our initiatives in fiscal 2026 with a focus on standardization. As part of this effort, we will accelerate the consolidation of headquarters functions in fiscal 2026 by aligning organizational restructuring across all Group operating companies for the furthering of organizational optimization. The focus of these standardization efforts is to raise management efficiency by establishing common infrastructure such as shared Group business processes and systems. In doing so, we will transcend the various boundaries among Group operating companies, facilitate smoother communication, and generate resources to enhance our competitiveness. By allocating the funds generated to the improvement of on-site competitiveness and investment in revitalization, the individual operating companies will be able to concentrate on developing stores that are even more focused on local communities and customers. Based on standardization, we will raise the quality of the Group's management and enhance customer value.

Executing priority strategies to build the foundation for standardization

Among the priority strategies for standardization, in the "merchandise and sales floor reforms" and "marketing strategies," U.S.M.H's leadership and the leveraging of the various infrastructures of the AEON Group will be key. In addition to integrating purchasing and materials procurement, consolidating private-label brand products, and expanding sales of TOPVALU products, we will work to strengthen price appeal. At the same time, we will enhance product competitiveness through joint procurement and development of fresh foods and delicatessen products and streamlining of processing centers at the Group level. We will also roll out shared services across the Group and leverage the data obtained for marketing initiatives to further enhance customer value.

Under the "store and area strategies," we will shift from the traditional model of operations by individual operating companies toward a more rational approach of classifying areas based on regional characteristics and adopting store models tailored to store size. With this approach, we will make strategic investment decisions based on area profitability and the competitiveness environment across the entire Group. We will also develop new store formats with the aim of achieving 30% sales growth. As well as increasing top-line growth, by closely linking all of the Group's functions and infrastructure, we will establish a structure that will enable the expansion of profits, including in the supply chain.

Under the "structural reforms" strategy, we will consolidate and integrate back-office functions other than the operating companies' store operations at U.S.M.H headquarters, implement systems integration based on operational standardization as a priority, and streamline logistics through joint use of the various centers. In addition, after the logistics reforms, we will move onto the accounting, POS, and personnel systems in turn, adopting the AEON Group's standard specifications, to transition to a management structure in which we can demonstrate economies of scale.

A year of increasing our pace and thorough execution

For our business performance forecasts for fiscal 2026, we have revised our numerical targets for the second year of the Medium-Term Business Plan and set our forecasts at operating revenue of 1,133.2 billion yen and operating income of 10.0 billion yen. This revision is based on our fiscal 2025 financial results and reflects our decision to prioritize the reinforcement of our management foundations in the immediate term. We have set customer numbers and labor share as KPIs for the plan's execution, as well as number of items sold in light of the inflationary environment, and merchandise turnover ratio with a focus on operational efficiency.

In our fiscal 2026 investment plan, we will invest a total of approximately 34.3 billion yen. Approximately 4.5 billion yen of that total will be allocated to new store openings, while approximately 6.5 billion yen will be invested in store revitalization and approximately 10.2 billion yen in repairs and maintenance. These figures show the shift toward a higher weight on investment allocated to existing store revitalization. We will also make digital-related investments of about 8.4 billion yen.

To further strengthen cooperation between U.S.M.H headquarters and the operating companies, as well as establish an executive structure that is both fast and effective, we have changed the operation of the meeting bodies involved in management decision-making. Fiscal 2026 will be a year in which our execution abilities will be critical to the achievement of the plans that we have articulated. We will increase our pace to ensure that we achieve everything that we set out to do with certainty.

Strategies for Creating Synergies as a Group

Merchandise and Sales Floor Reforms

In the environment surrounding the supermarket industry, the impact of cost-push inflation is causing all manner of costs to rise. Also, the entry of new players has intensified competition in the greater Tokyo area, where the majority of our stores are located. To address these challenges, in addition to efforts to reduce purchasing costs through merchandise procurement that takes advantage of the size of the four operating companies, we are working to strengthen our competitiveness in the fresh food and delicatessen sections, which are critical to differentiating ourselves in the supermarket sector. We will also make effective use of the AEON Group's infrastructure and advance merchandise and sales floor reforms to increase their effectiveness.

Norio Yokoyama **Executive Officer, General Manager of Product Strategy Headquarters**

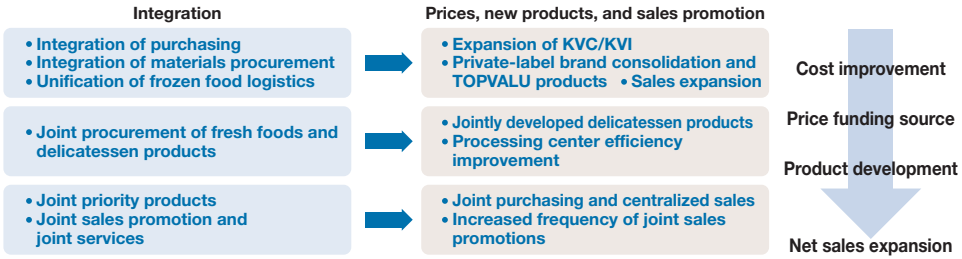
Basic Approach

The Japanese supermarket industry faces a harsh business environment of increases in costs and decreases in sales volumes. This reflects rising production costs at manufacturers and procurement costs due to cost-push inflation, as well as slow growth in customer numbers and a decline in the number of items sold due to sluggish consumer sentiment. Other factors that are placing pressure on profitability at U.S.M.H include the high ratio of SG&A expenses associated with store development centered in the greater Tokyo area, and the intensifying competitive environment.

In such a challenging environment, if we are to realize the kinds of products and prices that customers demand, as well as stores that they will support, it is essential that we maximize economies of scale by leveraging the Company's business scale through standardization and integrated management, and in doing so, strive for both price competitiveness and differentiation. Specifically, we will improve operational efficiency by using joint procurement and collaboration with the AEON Group to reduce purchasing costs, adopting joint sales promotion strategies, and improving stock keeping unit (SKU) productivity. We will also strengthen our competitiveness by enhancing the appeal of high-value-added fresh foods, delicatessen products, and other merchandise and by expanding KVC/KVI products*, which are price-sensitive products for customers.

*KVC/KVI (Key Value Category / Key Value Item): Product categories and items for which customers are particularly price-sensitive.

Promote integration through standardization and use cost improvements to fund competitive pricing and expand sales



Priority Measures: Demonstration of Group Synergies Through Merchandise and Sales Floor Reforms

To realize price competitiveness and product value that will be supported by customers, we are expanding joint procurement and joint purchasing as a core measure to fund those efforts. Specifically, by consolidating the merchandising functions that were previously dispersed across our operating companies into U.S.M.H headquarters, we are advancing integrated purchasing and unified management of merchandise strategies. In fiscal 2025, we expanded the scope of these initiatives to include grocery items and daily-delivered chilled foods in the first half of the year and fresh foods and delicatessen products in the second half, and we worked on the promotion of joint product development. Further, in fiscal 2026, we plan to integrate commercial distribution and logistics for frozen foods.

Parallel with these efforts to generate funding for pricing measures, we are also prioritizing the strengthening of sales of fresh foods and delicatessen products, which are central to our differentiation strategy. With regard to processing centers, which are a key foundation for these initiatives, we are leveraging AEON's expertise to move away from operations at an individual operating company level toward the optimization of operations at the Group level. In March 2026, a dedicated staff member in charge of reform was appointed to strengthen the implementation structure. Further, we will improve inventory investment efficiency and increase gross margins by sharing KVCs/KVIs, thoroughly implementing a sales floor composition that emphasizes SKU productivity, and optimizing the allocation of resources such as shelf composition and sales floor space. In addition, by adopting AEON shared services and advancing joint sales promotion activities across the U.S.M.H Group, we aim to attract customers more efficiently while controlling SG&A expenses to improve profitability.

We are also strengthening the development of governance monitoring systems to ensure the steady implementation of these priority measures. At sales meeting held twice a month, the presidents and merchandising executives of each operating company share progress updates. Also, through regular monthly meetings with the operating companies' merchandising executives, we share our recognition of the challenges in implementing measures and discuss matters requiring decisions in advance, enabling timely and continuous improvements.

Priority measures	Main actions	Targets and KPIs
Increasing competitiveness and recognition of KVCs/KVIs	• Establish common KVC/KVI product definitions across the four operating companies • Reduce costs through joint purchasing and implement centralized sales through joint sales promotions • Maintain price competitiveness by monitoring competitors' prices	Increase in customer numbers and frequency of visits (2% increase in customer numbers year on year)
Strengthening fresh food and delicatessen sections	• Expand joint procurement and central procurement • Strengthen product competitiveness and deployment capabilities through joint product development • Improve quality and productivity through development and use of processing centers	Sales expansion and profitability improvement (to account for over 50% of sales by 2028)
Increasing SKU productivity	• Optimize SKUs based on sales data • Strategically allocate sales floor resources to high-turnover products and growth categories • Establish cross-divisional framework for considering optimization	Improved inventory investment efficiency and maximization of gross margins (merchandise turnover ratio by category)
Making use of AEON Group resources	• Consolidate private-label brands and expand TOPVALU/BESTPRICE by TOPVALU brands (Fiscal 2026 target: over 10% of net sales) • Promote introduction of shared services such as WAON, AEON Pay, and iAEON	Winning customer support by curbing SG&A expenses, improving efficiency, and enhancing customer convenience

Increasing customer numbers and number of items sold through KVC/KVI standardization and generate synergies through integration of the four companies



KVCs/KVIs
Standardize items among the four companies



Joint priority products
Implement joint purchasing and centralized sales across the four companies



Joint sales promotions
Conduct monthly by the four companies

Strategies for Creating Synergies as a Group

Area Strategy

In our new store opening and renovation strategy, due to environmental changes, including rising land prices and construction costs, our greatest challenges are securing even stricter returns on investment while reducing construction costs. To pursue maximum efficiency at the Group level, we will move away from the conventional approach of new store opening plans implemented by individual operating companies to an area strategy based on three area categories across the entire Group, regardless of store name.

In addition, given the increase in store numbers resulting from the integration, another immediate priority challenge is the revitalization of existing stores. To establish a competitive store model, we will clearly define concepts for each store size (by floor area) and set quantitative KPIs. We will also incorporate elements that will enhance the value for customers in visiting the store, such as their environmental ambience.

Yuki Shimizu **Executive Officer, General Manager of Development Division**

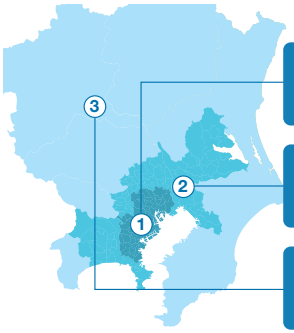
Approach to Area and Store Strategies in Standardization Process

Previously, new store openings and renovations were based on the respective store name and store concepts of each operating company. Under the Group's standardization policy, we have established location area categories and store models based on floor area as common frameworks and is advancing new store opening and renovation plans that lead to optimal capital allocation across the entire Group.

Basic approach to area strategy

- Establish three broad area categories, further divided into 15 areas
- In each area, **plan, execute, and evaluate initiatives on an area-wide basis** without differentiating by store name
- **Consolidate store formats into three size-based models, namely 100 tsubo (approx. 330 m²), 300 tsubo (approx. 990 m²), and 500+ tsubo (approx. 1,650+ m²), and develop store models that achieve both competitiveness and efficiency**

Our Business Areas and Categories



Area name	Area details
① Downtown area	Tokyo's 23 wards, Yokoyama, Kawasaki 179 existing stores: Accounting for 36% of net sales
② Urban area	Tama East, Saitama Outer Loop & Omiya region, Keiyo-Tokatsu region 297 existing stores: Accounting for 40% of net sales
③ Rural area	Area along and north of National Route 16 179 existing stores: Accounting for 24% of net sales

Area Policies and Store Models

In light of the competitive environments of each area, we have established policies for new store opening and store revitalization and corresponding store models. With the objective of harnessing our respective competitive strengths in each area, we have established and are pursuing area market share targets for 2030.

	Recognition of area environment	Area policy	Investment plan (2026–2027)	Store models
Downtown area	Differentiation amid intensifying competition in large commercial area Market share: 6.8%	• Develop a new 100 tsubo store model • Expand market share by revitalizing 300 tsubo stores, primarily in Tokyo's 23 wards 2030 target: 9% market share	15 new stores Approx. 4.5 billion yen	• 100 tsubo model Sales floor model offering customers a selection of everything they need for their daily meals • 300 tsubo model Value-proposition model that delivers "freshness, vitality, fun, and low prices" by strengthening fresh food and delicatessen sections
Urban area	Clarification of locations' strengths/ weaknesses and customers Market share: 7.7%	• Expand new supermarket model stores to compete against competitors • Increase customer recognition and expand market share through concentrated roll-out 2030 target: 10% market share	86 existing stores Approx. 8.8 billion yen	
Rural area	Expansion of commercial areas due to low population density Market share: 5.4%	• Lift sales and expand market share through revitalization of existing large flagship stores 2030 target: 8% market share		• 500+ tsubo model Model that focuses on expansion of fresh food and delicatessen sections, stronger prices, nurturing of destination categories and specialty products

Specific Initiatives

- **Reorganization of Store Development Meeting** From fiscal 2025, the Store Development Meeting has been reorganized into a meeting body that makes decisions on the new store opening and revitalization strategies and manages and advances those strategies from the perspective of Group investment strategy. Frequency of meetings has also been doubled. We have in place a framework that includes the divisions responsible for construction and design to pursue investment returns related to new store openings and revitalization from a comprehensive perspective.
- **Establishment of quantitative KPIs for each store model** As well as qualitative concepts, we have established quantitative KPIs to evaluate the appropriateness of the models, thereby enhancing the effectiveness of the PDCA cycle.
- **Pursuit of environmental ambience** As a key factor in store competitiveness, we are incorporating store design that is conscious of environmental ambience (spatial design) into new store development.

Please refer to P.26 "FoodStyle Mita Store."

Model	Qualitative concepts	Quantitative KPIs
100 tsubo	Specialization in food	Fresh food and delicatessen composition ratio Personnel expenses ratio
300 tsubo	Unique, value-proposition model	Fresh food and delicatessen composition ratio Sales growth rate Personnel expenses ratio
500 tsubo	Stronger prices Nurturing of destination categories and specialty products	Fresh food and delicatessen composition ratio Sales growth rate Gross profit margin SG&A ratio

Strategies for Creating Synergies as a Group

Logistics Reform: Advancement of Initiatives for Reform of Logistics Structures

In the environment surrounding the logistics industry, many issues such as driver shortages have turned into social problems, requiring the building of a stable and sustainable logistics system. To address logistics challenges, U.S.M.H. launched the U.S.M.H Yachiyo Grocery Center in September 2023 and began operating a joint distribution center for Maruetsu and Kasumi. This was the start of our reform of logistics structures aimed at resolving these issues. Going forward, we will promote the shared use of our subsidiaries' existing ambient temperature centers and restructure the centers to improve the efficiency of our logistics network. In this way, we will pursue the optimization of U.S.M.H's overall operations.

Soichiro Suzuki **Executive Officer, General Manager of Logistics Headquarters**

Logistics Integration and Structural Reforms Roadmap

Achievements and future challenges

U.S.M.H's achievements to date

2017
Launched Logistics Lab, which explores new technologies in the logistics field

2020
Formed a task force for establishment of new center

2023
U.S.M.H Yachiyo Grocery Center began operation

Future initiatives

2027 Commence shared use of existing ambient temperature centers

2029 Commence shared use of existing cold temperature centers

2030 Commence shared use of AEON Group centers

Plans and expected effects from fiscal 2026

2026 → *2027–*

Fiscal 2026 initiatives

Shared use preparation year
- Continue to improve efficiency of existing distribution centers
- Advance plans for shared use of existing ambient temperature centers
- Consider plans for shared use of existing cold temperature centers
  - ▶ **System upgrades in lead-up to integration, SKU reduction plans, etc.**

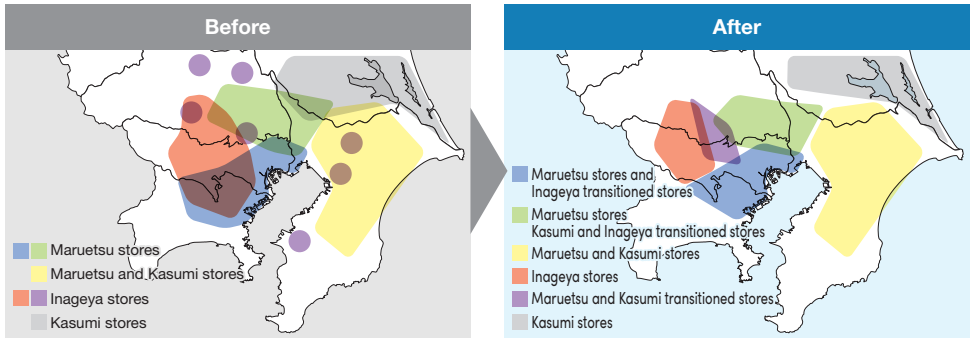
Fiscal 2027 initiatives

Full implementation year
- Begin shared use of three ambient temperature centers

Benefits of logistics structural reforms
- Fewer delivery vehicles
- Shorter delivery distances
- Reduction of CO_2 emissions
- Reduction of centers' operating expenses

Improvements in operational efficiency expected in a wide range of areas

Before-and-After Comparison and Impacts of Advancement of Shared Use Plan



Note: Images are conceptual illustrations of consolidation.

Achieve significant reductions in delivery costs by consolidating centers

Initiatives to Achieve Optimal Logistics

Promotion of shared use and standardization of existing ambient temperature distribution centers

As part of the U.S.M.H Group's logistics system, begin shared use of three ambient temperature distribution centers in fiscal 2027

Objective Improve logistics costs by shortening store delivery distances and optimizing delivery vehicles

Initiatives
- Advancement of shared use plans through formation of a task force
- Collaboration with existing centers on U.S.M.H shared system infrastructure
- Promotion of inventory optimization by consolidating bases for low-turnover products
- Selection of stores for transition
- Coordination and consultation for the optimization of overall supply chain management in the supply of products from chilled foods, fruits and vegetables, and fresh food processing centers (PCs)

Approach to Next-generation Centers: Toward the Future

As the core company of the AEON Group's greater Tokyo area vision, U.S.M.H. will work with AEON to develop a blueprint for the future, including collaboration with AEON Group companies, toward the building of a sustainable and stable logistics system.

❶ Address shared use issues at existing distribution centers

❷ Resolve issues associated with cold temperatures (daily-delivered items, delicatessen products, PCs, etc.)

❸ Promote optimization through collaboration with the AEON Group

Financial Strategy

External Environment

As area characteristics become increasingly diverse, even within the greater Tokyo area, there is a strong need for “area adaptability” to obtain an accurate picture of the market environment of each area and respond promptly. In March 2026, MaxValu Kanto Co., Ltd., a subsidiary of the U.S.M.H Group, absorbed Daiei’s Kanto operations and AEON MARKET CO., LTD. to launch a new company, AEON FOOD STYLE Co., Ltd. With this, U.S.M.H aims to achieve sales of over 1 trillion yen in the food retail industry and capture an overwhelming market share in the greater Tokyo area. In addition, by advancing the integration of functions and systems to maximize synergies, we will leverage economies of scale to establish a competitive advantage and accelerate investment in existing stores, leading to further growth of the Group.

Financial Policy

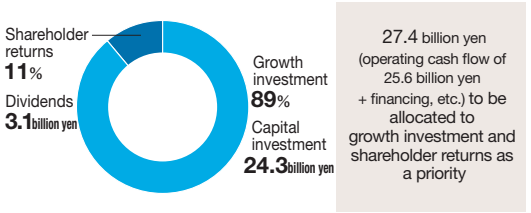
Since U.S.M.H was established, it has maintained financial stability based on its ability to firmly maintain an equity ratio of at least 50%, and by taking a medium- to long-term perspective in financing our operations. We will continue to strengthen infrastructure investment in shared centers such as processing and distribution centers, in addition to organic investments (in our stores, etc.). With this approach, we will maintain our financial soundness while balancing investments with shareholder returns.

Cash Allocation

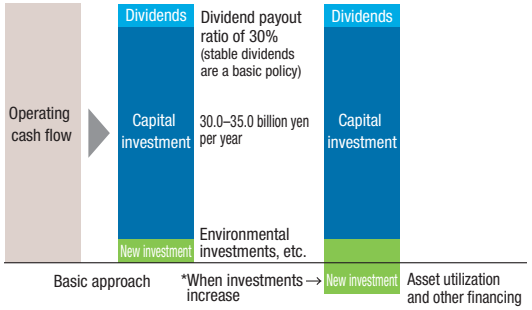
We allocate generated operating cash flows to investment for the maintenance of infrastructure, including the revitalization of existing stores, as well as investment for sustainable growth infrastructure, such as new stores and shared centers. In addition, with an emphasis on management indicators centered on ROIC (return on invested capital), we are working to improve the effectiveness and efficiency of our investments from both a profitability and capital-efficiency perspective.

Fundamentally, we allocate funds within the scope of cash flow allocation, set those allocations after categorizing them by investment purpose, and determine the investment amount for the entire Group. If the amount exceeds our operating cash flows, we make efforts to improve capital cost efficiency, such as making use of existing assets. As interest rates continue to rise, we will scrutinize our investments more closely than ever and make investments in ways that will not significantly increase interest-bearing debt.

Allocation of Operating Cash Flow (Results)



Investment Strategy

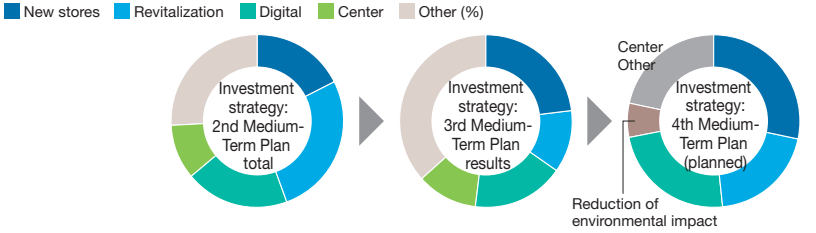


Growth Investment Strategy

Under the policy of “Realizing true growth by continuing the challenge of transforming our management structure with a customer-oriented perspective as our absolute core value” set forth in the Fourth Medium-Term Business Plan that started in fiscal 2025, we will make investments to realize medium- to long-term initiatives such as the following:

1. Developing a common infrastructure with AEON by integrating information and logistics, and promoting speedy management
2. Establishing a competitive advantage by leveraging economies of scale
3. Investing in existing stores

Such investments will lead to the next stage of growth.

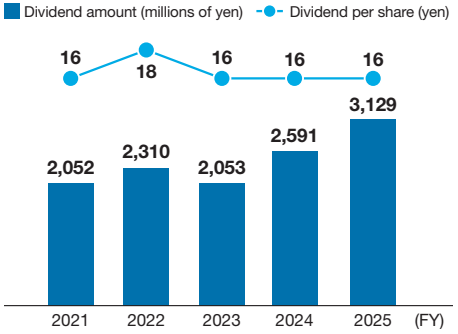


Shareholder Return Policy

Returning profits to shareholders is one of our key policies. Taking future business development and our operating environment into consideration, we seek to maintain stable dividends based on a payout ratio of 30%, at the same time strengthening our financial base by increasing profitability and enhancing retained earnings.

We will also work to enhance our dividend policy in combination with dividends, such as the shareholder benefit scheme. We will continue working to strengthen our returns to shareholders while enhancing corporate value.

Changes in Dividend Amount and Dividends per Share



Policy for Dialogue with Investors and Shareholders

We place importance on dialogue with shareholders and investors and seek it out through regular initiatives. This includes dialogue with shareholders at the General Meeting of Shareholders, semi-annual financial results briefings, informal gatherings for shareholders, etc.

We will continue to strengthen these initiatives and increase opportunities for such dialogue with shareholders and investors. In this way, we will build a framework to ensure that feedback received will be put to use in management.

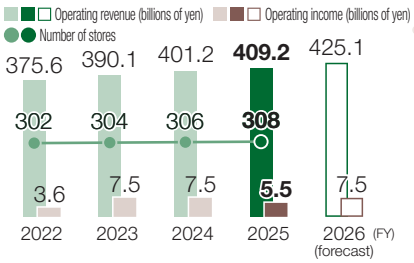
Strategies for Executing the Value Creation Story

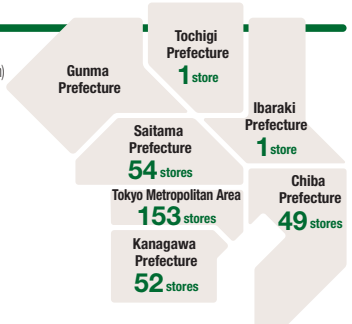


maruetsu マルエツ

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With a brand message of "Shiawaseikatsu (Happy Life)," we deliver a little happiness to our customers in their everyday lives.





Note: Number of stores as of April 30, 2026

Message from the President



Masaharu Homma
The Maruetsu, Inc.
President and
Representative Director

As theme for the 80th anniversary of our founding, "Succession and Metamorphosis," described, fiscal 2025 was a year in which all our employees reaffirmed our 80-year history and the values we have long cherished, while remaining fully committed to the pursuit of our goals. With the continued commitment to our customers and employees that is embodied in "Shiawaseikatsu (Happy Life)," we shared the resolve that this is the time for change at Maruetsu in every sense, and we transformed our mindset and actions. As a result of company-wide efforts to express our gratitude to our customers for the past 80 years, customer numbers and average spend per customer exceeded those of the previous year, and operating revenues rose 2% to a record high. Renovated stores that embraced the challenge of the "new store model" being advanced by U.S.M.H performed well, contributing to sales.

Under U.S.M.H's area and store strategies, our operations are focused mainly on our stores in "Downtown" area, centered on Tokyo, where half of our stores are located, as well as in "Urban" area in Saitama Prefecture, where Maruetsu was first founded, and other regions. Maruetsu Petit, which has 76 stores in central Tokyo, plays a central role in U.S.M.H's "Downtown" store opening strategy, pursuing convenience and originality with small-format, central Tokyo stores under the 100 tsubo model. Meanwhile, establishing a new store model in "Urban" area, where competition is intensifying, is a matter of urgency. In fiscal 2025, we conducted a trial at three existing stores, which resulted in growth in the number of customers and sales. In fiscal 2026, we will continue to work as one with the Group to build a new store model that combines competitiveness and profitability.

After celebrating its 80th anniversary, Maruetsu's theme for fiscal 2026 is "N.E.X.T.*" In the face of major changes in the business environment, we must never be passive. Instead, every one of our employees must be proactive in the way they think and act. I believe that such proactive thoughts and actions by the operating companies will serve to maximize the benefits of the standardization being advanced by U.S.M.H. What is important is to first enhance efficiency and effectiveness, which are the foundation of management, through standardization, and then to pursue originality at our stores, which are the points of customer contact, in ways that will reinforce customers' association with the Maruetsu brand. For example, we will continue to focus on our Uoetsu Sushi brand by enhancing quality and expanding in-store offerings, to achieve top-of-mind recognition among customers for Maruetsu as the best when it comes to supermarket sushi. Based on our objective of "We will contribute to a healthy and rich dietary life by offering safe and good products," which is the meaning of Maruetsu's existence, we are committed to ensuring the transparency of necessary information to our employees. Please look forward to the "80th anniversary + 1 year" of Maruetsu, when every one of our employees will put N.E.X.T. into practice while building relationships of mutual trust.

*Besides its inherent meaning of "next," N.E.X.T. also represents our action guidelines of new (N), exchange (E), exit (X), and team (T).

Strengths and Challenges

Strengths

- Approximately 300 stores in Tokyo and three other prefectures with large populations, purchase data for 2.6 million customers
- Store assets developed in the central Tokyo area with high location value and expertise in operation of the small-store format
- Trust from customers built up over our 80-year history and highly experienced employees
- Abundant infrastructure: Ambient, cold, and fresh food processing centers, delicatessen center, and personnel dispatch company

Challenges

- Rising land prices and labor costs in the central Tokyo area, the main area in which our stores are located
- Further intensifying competition in "Downtown" and "Urban" areas
- Aging of stores

Vision and Strategies for Fiscal 2026

"Downtown" strategy: Establish the small-store format in the 100 tsubo model in central Tokyo

We will establish a format for small, central Tokyo stores under the 100 tsubo model with the Maruetsu Petit brand and build a framework for the expansion of new store openings in "Downtown" area. Based on the concept of "a sales floor where customers can choose what they need for their daily meals," we will increase the proportion of fresh foods and delicatessen products in our product mix and pursue convenience and high frequency of store visits within a limited commercial area.



Maruetsu Petit

"Urban" strategy: Expand market share through intensive roll-out of new store model

In "Urban" area, where the competitive environment is intensifying, we will establish a new format that emphasizes fresh foods and delicatessen products and roll it out intensively in the commercial area. In addition to satisfying customers in terms of price, product selection, and quality, we will also improve store design issues, such as convenient parking environments, in our efforts to increase recognition and market share as a store of choice.

Please refer to P.16 for the Group's area strategy.



Maruetsu BLiX Chigasaki Store, opened in November 2025

Strategies for Executing the Value Creation Story

Priority Strategies

Maruetsu Brand Strategy to Capture Top-of-Mind Recognition

Strengthen Maruetsu branding

As the competitive environment further intensifies in both the “Downtown” and “Urban” areas, for Maruetsu to remain a presence of choice, it is essential to establish clear value that captures top-of-mind recognition among customers in the vein of “Maruetsu, the best when it comes to XX.” We regard enhancing Maruetsu’s distinctive brand value through the refinement of our products and services as a key management issue.

Pursuit of quality of fresh foods and delicatessen products

For fresh foods and delicatessen products, which are major drivers of customer traffic, we are pursuing a balance between ingredients for which seasonality and freshness are requirements, and delicious products that can be chosen as an alternative to eating out. In particular, Uoetsu, our fresh-fish sushi brand developed by the fresh seafood division, is a flagship product that draws on the strengths of Maruetsu’s beginnings as a fresh seafood store. We aim to achieve quality that can be recognized as “Maruetsu, the best when it comes to supermarket sushi,” and we are thoroughly particular about our production methods. Our Daimyo Saba (vinegared mackerel pressed sushi), which is carefully prepared in each store, has gained greater recognition following media coverage in May 2025, leading to increased customer support.





Leveraging Group synergies to offer shopping proposals with good value

Centered on grocery items, we are promoting product lineups that leverage the U.S.M.H Group’s strength in standardization. Through the expansion of TOPVALU, the Group’s private-label brand, and KVIs that reflect the price advantage of joint procurement, we offer more affordable products in our efforts to improve price competitiveness.

In addition, we have implemented a unique campaign that offers shoppers a 5% discount every Sunday. This service was previously limited to Maruetsu Card holders, but in September 2025, it was expanded to include credit cards with the AEON mark, which led to an increase in the number of customers taking advantage of the discount.



Store Introduction

Maruetsu BLiX Chigasaki Store

**Maruetsu’s next-generation flagship store, with a focus on freshness and local ingredients.
New store opened in November 2025.**



Store overview

- **Location:** 11-8 Shin’eicho, Chigasaki, Kanagawa Prefecture
- **Opened** in November 2025
- **Opening hours:** 9:00 a.m. to 10:00 p.m.
- **Sales floor area:** 1,843 m²
- **Parking spaces:** 428
- **Annual sales target:** 3.0 billion yen

Commercial area characteristics

- Located about 170 meters north of Chigasaki Station in a residential area, with primarily single-person households within a 700-meter radius and families within a two-kilometer radius.
- In addition to shoppers from single-person households and customers on their way home from work, young families from a wider area also patronize the store.

Concept / Vision

A next-generation flagship store that combines fresh foods and delicatessen products of the highest quality the area with price competitiveness that leverages Group synergies. The store aims to remain the supermarket of choice as a presence that is closest to the daily lives of local residents, by leveraging the deliciousness of local ingredients and freshly prepared food, along with the high convenience of digital and delivery services.







(Left) fresh seafood delivered directly from the markets of Odawara and Enoshima are sold face-to-face. (Center) Fried and simmered fish dishes prepared in-store using locally sourced fish from the fresh seafood section offer a unique product lineup that can only be found in Chigasaki. (Right) The popular Korean-style rice bowl, “Bibimbap DON, featuring Yuyumegyu Beef.” Through whole-carcass purchasing and hand-cutting in-store, we provide high quality beef at reasonable prices.

Store Manager’s Comment

Maruetsu BLiX Chigasaki Store is a flagship store specializing in fresh foods, offering an abundance of locally sourced ingredients at affordable prices. In particular, our delicatessen products made with locally sourced fish have been highly praised by customers as something that is not available in competing stores.

We place importance on day-to-day communication to create stores where employees find it easy to express their opinions and work comfortably. Together with our employees, we plan and implement events on weekends and public holidays. One of the most popular events was the “Where’s Maruppi?,” which was attended by about 160 customers in one day.

We aim to create a store where both customers and employees can enjoy themselves, so that customers will feel glad that BLiX Chigasaki Store’s exists in this community.

Strategies for Executing the Value Creation Story

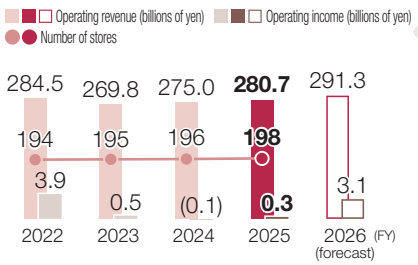


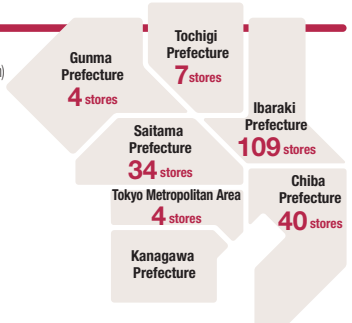
KASUMI

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Aiming to remain a company that stays close to and contributes to the community

We will stay close to our customers and support their better lives by offering new value.





Note: Number of stores as of April 30, 2026

Message from the President



Fumitaka Orimoto
Kasumi Co., Ltd.
President and
Representative Director

Since its establishment in 1961, Kasumi has operated supermarkets primarily in Ibaraki Prefecture, as well as in Tokyo and four other prefectures, with a strong focus on locally sourced fresh foods. Throughout those years, our aim has been to create stores that are most needed by the community, while building close relationships of trust with producers. Our founding principle, "Everything is for our customers," serves as the cornerstone for our employees, and today, at the milestone of our 65th anniversary, I regularly confirm that principle with them.

Most of Kasumi's business developments in U.S.M.H's area and store strategies are the 500 tsubo model spread across "Urban" and "Rural" areas. Recognizing that our challenge is to strengthen efficiency, we focused on low-cost operations at the nine stores that were renovated according to the new supermarket model in fiscal 2025. At the same time, we have had success in our strategy to cut prices by streamlining the number of items handled, which has resulted in growth from the previous year. On the other hand, in environments where Kasumi is the only supermarket in the area, streamlining the merchandise available runs the risk of inconveniencing customers. For this reason, we are currently identifying the issues and pursuing models that are tailored to those areas.

In fiscal 2025, average spend per customer was higher than the previous year. Operating revenue grew by 4.5%, and while further reduction of SG&A expenses remains a challenge, an increase in operating income was achieved. The favorable impact of the renovated stores that have already adopted the new supermarket model, as well as the success of measures to strengthen the fresh food and delicatessen sections, contributed to particular growth in the delicatessen section. We view this as a result of firm responses to peak times. Through the "reallocation of store operations" strategy that we engaged in as a priority, we shifted in-store work hours, which had been streamlined due to the introduction of self-checkout registers and other means, to delicatessen production.

This fiscal year, we will further advance low-cost operations in stores and simplify operations by performing an inventory of tasks. We will also work to remove barriers between departments and build a framework in which other departments can follow up with each other. This is based on the idea that every single employee in our stores belongs not to their individual departments but to the store where they work. At the Kasumi Matsugaoka Store (P.22), where we have already implemented this approach, we are working on reducing prices through task efficiencies and on strengthening the fresh food and delicatessen sections, which has resulted in significant growth in fresh seafood and fresh meat sales. Employees whose workloads have been lightened due to the streamlining of items handled and efficiency improvements have praised this approach, saying that it has made their jobs easier. This has also led to increased employee satisfaction.

The "Rural" area served by Kasumi within U.S.M.H face challenges such as population decline. On the other hand, this area has great appeal with rich food cultures embedded in local communities. We recognize that Kasumi's raison d' être is to deeply understand the area and create the best stores in the region, and to extend those efforts to U.S.M.H. For this reason, uniting our intentions with our employees, we will strive to "the best local supermarkets" that make our customers lives' richer and happier.

Strengths and Challenges

Strengths
- The community's trust, built up over 64 years of doing business
- Abundant human resources and stores, diverse contact points with customers
- Strong relationships with local stakeholders

Challenges
- Intensification of competition and diversification of the "Urban" and "Rural" areas
- Realization of low-cost operations company-wide

Vision and Strategies for Fiscal 2026

"Rural" strategy: Adopt a new supermarket model tailored to the local environment



We are continuing with the challenge of establishing a new format for the 500+ tsubo model in our prefectures of responsibility, Ibaraki and Chiba. On the other hand, in "Rural" area, which encompasses a vast region, demographic trends and the competitive environment differ greatly from one region to another. For this reason, while adopting the new supermarket model as a baseline, we will conduct highly detailed analysis of commercial areas and adjust the product lineups and number of items handled on a store-by-store basis.

Returning to our beginnings to become the "best local supermarkets"

To be the supermarket that is most needed in the community, each individual store will be more considerate of the community than ever and pursue store development that is able to provide services that are tailored to local customers' needs. By thoroughly implementing "customer-first" product lineups, displays, cleanliness, and kind customer service, which Kasumi has long held dear, and nurturing a culture that respects the self-direction and independence of our employees, we will aim to be the "best local supermarkets" that can deeply understand the region and be the region's greatest supporters.

Strategies for Executing the Value Creation Story

Priority Strategies

Operational Reforms and Low-cost Model

To be the “best local supermarkets”

Many of Kasumi’s stores are located in “Rural” area. To create highly sustainable stores in anticipation of medium- to long-term population decline, we are promoting low-cost operations that realize high value and low prices by enhancing working conditions for employees.

Our aim is to be the “best local supermarkets” that make both customers and employees happy.

The challenge of low-cost operations

To realize low-cost operations, we reduced the number of products handled, which cut down on tasks such as ordering and replenishment, and reduced backroom inventory. Tasks are assigned on a weekly basis, departmental boundaries have been eliminated, and the necessary tasks are managed on a store-wide basis. This shift to operations that can be performed by any staff member when they are free has reduced workloads, making it a popular change among employees.

We are also proactively installing fixtures such as sliding shelves that increase replenishment efficiency. In addition, freezer fixtures, which allow inventory to be kept in drawers underneath the shelves, have also helped to reduce the burden on staff when replenishing the freezers.





Passing efficiency improvements onto prices

With the simplification of sales floor tasks, personnel costs have fallen, resulting in lower costs. Taking advantage of the close proximity to production areas, centering on Ibaraki Prefecture, we will further strengthen the fresh food and delicatessen sections and deliver high-quality merchandise at affordable prices.

Our delicatessens sell a variety of reasonably priced merchandise, including large-volume items and low-priced bento products. We have also expanded the range of bento products, which offer high production efficiency through a combination of in-store preparation and PC processing, leading to improved freshness while also reducing the production workload.





Store Introduction

Kasumi Matsugaoka Store

Renovated and re-opened in October 2025 as the first store to adopt the new supermarket model with strengthened pricing.



Store overview

- **Location:** 6-6-1 Matsugaoka, Moriya, Ibaraki Prefecture
- **Opened** in April 2006
- **Opening hours:** 9:00 a.m. to 9:45 p.m.
- **Sales floor area:** 2,333 m²
- **Parking spaces:** 800
- **Annual sales target:** 2.0 billion yen

Commercial area characteristics

- Located inside a shopping center, approximately 1.5 km from Moriya Station.
- The store is surrounded by residential areas that are home to a variety of customers, from single-person households to families in their twenties to fifties.
- Coinciding with the renovation, the number of items handled was reduced, and convenience and ready-to-eat products were expanded in line with customer needs.

Concept / Vision

A store that strengthened pricing by incorporating elements of the new supermarket model when it was renovated. It aims to be a store that is loved by the community for a product lineup that is able to meet diverse needs. This includes a focus on locally sourced fresh foods such as fruit and vegetables, fish and eggs, as well as bulk-pack fresh meat offerings targeting weekend family shopping and stock-up demand, all while delivering everyday low prices.





(Left) Easy-to-understand price appeal with the use of large POP displays. Also, with the introduction of bulk display fixtures, replenishment frequency has been reduced, lightening the burden on employees. (Right) Loose sales of seasoned marinated fish that has been marinated in store. These products meet demand for both freshness and convenience.

Store Manager’s Comment

Our store underwent renovations with the aim of building a new supermarket model designed to win in the highly competitive market environment of the Moriya area. We have streamlined the number of items handled down to around 8,000 items from the approximately 12,000 items of the average store, in our efforts to both reduce the workload and provide sales floors where customers can easily find what they need. We have received positive feedback from customers, including that our prices are clear and easy to understand, and the streamlining of items handled has made shopping easier. We have enhanced the freshness of our perishable foods by focusing on purchasing and selling out on the same day, reinforcing our image as a store that offers fresh products every day.

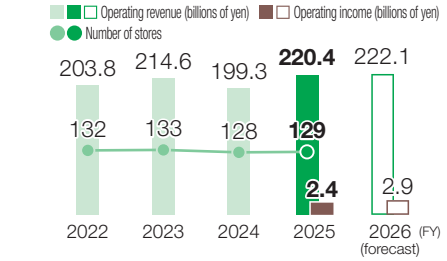
We will continue to offer value tailored to the local community that is unique to Kasumi in our goal to be a store that supports our customers’ day-to-day meals with prices, freshness, and product lineups.

Strategies for Executing the Value Creation Story

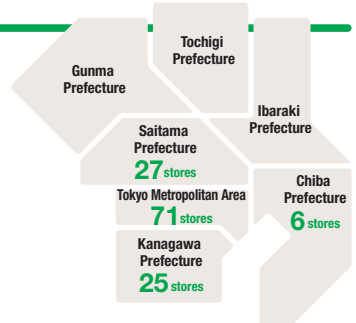


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Freshness at low prices and with heart
With a vision of contributing to society as a "community service provider," we will contribute to the healthy, rich, and warm lifestyles of our customers and to the realization of a sounder society.



*FY2024: April 2024 to February, 2025 FY2025: March 2025 to February 2026



Note: Number of stores as of April 30, 2026

Message from the President



Yoshikazu Motosugi
President and Representative Director, Inageya Co., Ltd.

Since it was founded in the Tama district of Tokyo in 1900, Inageya has focused on the management of stores that are rooted in the community. We now operate three store formats in Tokyo and three other prefectures: our standard "Inageya" stores, the low-cost operation format "ina21," and "blooming bloomy" tenant stores primarily located inside commercial buildings and shopping centers. In addition to the Tama area, where the company was first founded, we have positioned Kawasaki and Yokohama as priority areas, and in addition to focusing on freshness, quality, customer service, and price responses, we have enhanced our competitiveness through the revitalization of existing stores. In fiscal 2025, we achieved steady progress, with operating revenue increasing by 4.6% year on year and both operating and ordinary income also increasing. While recognizing that cost control remains a challenge, growth in customer numbers contributed to the improvement in figures, underpinned by the strengthening of price competitiveness and the revitalization of existing stores. Focusing on merchandise with a high frequency of purchase, we redesigned our price positions at the category and single-item levels in conjunction with U.S.M.H's priority merchandise and sales floor strategy. As a result, we achieved both a greater sense of reasonable prices and an improvement in gross profit, and it also led to an increase in customer traffic. The "BESTPRICE by TOPVALU" brand also contributed significantly to the expansion of customer support as a price-response private-label brand.

In the area of revitalization of existing stores, we are continuing with store renovations at a rate of 10 stores a year. Conscious of younger customers who will be our main customer group going forward, we are advancing layout enhancements for fresh meat products and expanding the range of pre-prepared foods and convenience items. As a result of these efforts, sales at renovated stores are showing stable growth of 2–3% per annum on average. In addition, with the adoption of a demand-forecast ordering system and labor-saving fixtures, we are exploring ways to balance labor savings and workforce optimization with the maintenance of service standards and productivity improvements. Leveraging these achievements and experiences going forward, while coordinating with U.S.M.H's area and store strategies, we will pursue the development of optimal store formats that take into account the characteristics and competitive environment of the areas where we open stores. By optimizing product mix and personnel structure, we will aim to create stores that are the most supported in the community.

Amid the integration with U.S.M.H functions, I have asked our employees to view this change as an opportunity to learn and grow and to aim for Inageya to be No. 1 in the Group not in scale but in results. I believe that taking the lead in terms of work styles, productivity, and the number of customers, which is an indicator of customer assessment, will raise individual motivation and become a driving force that boosts the competitiveness of the entire company. As all our employees work together to realize store development with customer-first as an absolute value, we will strive to contribute to society as a "community service provider."

Strengths and Challenges

Strengths
- Relationships of trust with local customers rooted in 126 years of history
- 129 stores in Tokyo and three other prefectures that have stable population demographics
- Product range with strong brand power, including frozen tuna that is defrosted in warm salted water with proprietary technology
- Proprietary cold chain developed through operation of our own logistics centers, for strong supply of fresh foods

Challenges
- Potential for cost increases due to rising rents, as the company owns only a limited number of properties
- Delays in the schedule for upgrading of full self-checkout registers due to change in core system integration plan.
  Also, careful explanation of service transitions to existing customers.

Vision and Strategies for Fiscal 2026

Balancing price and value, exploring "stores that are the most supported in the community"



By synchronizing with U.S.M.H's area and store strategies, we will continue to strengthen our price response measures to enable us to compete in an increasingly competitive market environment. At the same time, we will focus our efforts on the creation of new value to appeal to younger customers and strive for sustainable growth in customer numbers. We will also pursue a balance between price and value that will existing customers will also welcome, in our aim to become customers' favorite stores in the area.

Operational reforms: The path to improving operating income margin

With our operating income margin remaining at a low level, we recognize that our potential for growth rests with the reduction of losses through the use of our centers and the improvement of our stores' operation efficiency. Processing of fresh seafood and fresh meat into saleable products is conducted at processing centers in our efforts to reduce the workload of the stores. Currently, production and display operations are integrated for each section, such as fruits and vegetables, fresh meat, and pre-prepared foods. Going forward, we are considering separating the work into production and display operations. Through these reforms, we will aim to achieve both price competitiveness and added value and to improve our operating income margin through the optimization of store operations.

Please refer to P.16 for the Group's area strategy.

Strategies for Executing the Value Creation Story

Priority Strategies

Development of Stores as "Community Service Providers"

Product lineups that satisfy both price and value

As the cost of living continues to rise and more competitive stores open, we are actively strengthening our price appeal in addition to our traditional value proposition. In recent times, as well as polarization based on generation and income, there is a growing tendency for both high-quality little luxuries and frugality to coexist within the same consumers. This requires responses from all directions. By balancing products in affordably priced product ranges with high value-added product lineups, we will dispel the conventional image of high prices and cater to our customers' diverse shopping scenarios.

We will also aim to further increase the value of our presence in the areas where we open our stores and, as a "community service provider," develop stores where customers can enjoy shopping with peace of mind.

Realizing "Always Affordable"

By leveraging the Group's assets, including the introduction of BESTPRICE by TOPVALU and joint procurement at U.S.M.H, primarily in the grocery section, we have achieved prices that are on par with our competitors and are contributing to the expansion of customer numbers. POP signs displaying "Always Affordable" have been attached to the mainstay products in each category, creating sales floors that convey a sense of value at a glance.



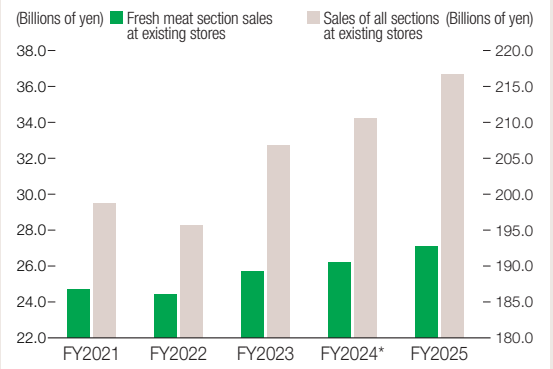
FY	Number of TOPVALU items handled annually	Daily average customers
2021	—	253,653
2022	159	249,572
2023	1,253	258,039
2024	1,693	260,029
2025	1,844	266,582

Increasing sales through layout changes

To respond to the needs of customers in the areas where we open stores, we have made changes to store layouts and reviewed the number of products handled. In store renovations of the past several years, we have changed our approach from "fruit and vegetables → Japanese daily-delivered foods → fresh seafood → fresh meat" to "fruit and vegetables → fresh meat → fresh seafood," establishing a "fresh zone" that responds to the growing demand for fresh meat of recent years. The results of this change have contributed to an increase in sales not only for the fresh meat section but for the stores as a whole.



Sales Growth Data for Existing Stores Overall and Fresh Meat Sections



*Reference figures assuming the 11-month results are converted to a 12-month basis due to the change in the fiscal year-end

Store Introduction

Inageya Kawagoe Asahicho Store

Strengthened countermeasures to competing stores with price responses and value propositions. Renovated and re-opened in August 2025.



Store overview

- **Location:** 2-11-5 Asahicho, Kawagoe, Saitama Prefecture
- **Opened** in November 2009
- **Opening hours:** 9:30 a.m. to 9:30 p.m.
- **Sales floor area:** 2,149 m²
- **Parking spaces:** 300
- **Annual sales target:** 1.66 billion yen

Commercial area characteristics

- Located 1 km southwest of Kawagoe Station.
- The surrounding area is primarily residential, with many middle-aged and senior citizens aged in their fifties and over living in the immediate commercial area and many young families within a 1-kilometer radius.
- It operates in a highly competitive zone, with 12 competing stores located within a 2-kilometer radius.

Concept / Vision

With many low-priced competitors in the surrounding area, making price responses essential, the store is focusing its efforts on price responses that leverage initiatives in the new format model. On the other hand, because there are also many customers seeking products that offer value, it is taking advantage of its large size to offer a wide variety of products that meet customers' diverse needs.







(Left and Center) Returning fresh meat processing from center processing to in-store, primarily for beef has enabled the store to offer high-quality products at lower prices. The active participation of employees with processing skills has increased motivation and led to the expansion of sales. (Right) Local growers bring their produce and POP signs directly to the local vegetables section, helping to develop the sales floor together with the store.

Store Manager's Comment

Renovations resulted in product lineups, prices, and freshness to rival those of competing stores, leading to growth in sales of over 30% compared with before the renovations. At the same time, positive conversations among employees have increased, restoring a lively atmosphere to the store. In particular, the fresh meat products that are processed in store have become highly popular with customers, who say that our beef tastes better and is of good quality even at affordable prices.

Our store was originally a small store that opened in 1979 and became a large store in a scrap-and-build in 2009. We have been popular with the area's customers over the years. Our entire staff will continue to make every effort to make our store an integral part of the local community.

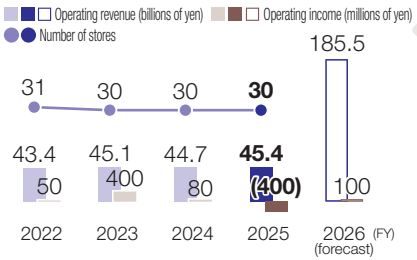
Strategies for Executing the Value Creation Story



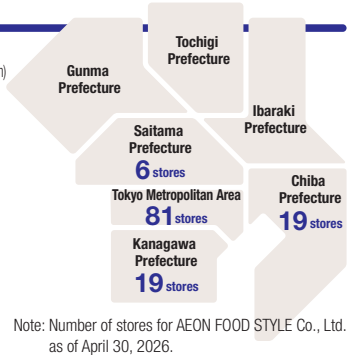
FoodStyle from AEON

FY2025
Financial Results
Reference Materials

Offering "freshness, vitality, fun, and low prices," we will help enrich the everyday dining tables and daily lives of our customers.



*Figures for FY2022–2025 are for MaxValu Kanto Co., Ltd.
FY2026 figures are forecasts for AEON FOOD STYLE Co., Ltd.



Note: Number of stores for AEON FOOD STYLE Co., Ltd. as of April 30, 2026.

Message from the President



Atsushi Hirata
President and Representative Director, AEON FOOD STYLE Co., Ltd.

AEON FOOD STYLE was launched as a new company on March 1, 2026 with the business integration of MaxValu Kanto, Daiei's Kanto operations, and AEON MARKET. It operates 125 stores in Tokyo and three other prefectures in the greater Tokyo area, with approximately half of them taking maximum advantage of their superior locations in Tokyo's 23 wards to embrace the challenge of developing stores with the new supermarket model in the central Tokyo area.

In fiscal 2025, MaxValu Kanto recorded revenue growth on the back of increased customer numbers, while profit decreased due to a slight fall in gross profit on sales. In addition to the impact of a temporary fall in the number of items sold, which was the result of a shift away from a discount sale-focused sales structure to a price appeal strategy of marketing priority products as single items, cost increases caused by the merger also contributed. However, these investments were all necessary to establish the foundation for the new company, and a path toward recovery is steadily being laid.

In terms of commercial area, 70% of stores are located in "Downtown" area and 30% in "Urban" area. In particular, within Tokyo's 23 wards, the ratio of supermarkets to population density is low, making it easy to attract customers regardless of market share. However, most of our stores have seen little refurbishment over the years, resulting in an accumulation of issues to be addressed, including the value that they provide. For this reason, under the slogan, "Let's build supermarkets once more," we began discussing integration by aligning our viewpoints on what to aim for after the integration of the three companies. Addressing the question of what kind of value supermarkets should offer, the resulting answer was the new value-proposition brand, "FoodStyle," which offers "freshness, vitality, fun, and low prices," centered on the strengthening of the fresh food and delicatessen sections. In March, we opened the FoodStyle Mita Store (P.26) as a supermarket where "Delightful Is New," offering fresh discoveries and deliciousness beyond expectations. The brand is gaining support among younger customers, which had not been adequately targeted until now, and sales have grown by 50% compared with the old store, with freshness being particularly well received.

The experience of accomplishing integration and launching the FoodStyle brand after six months of preparation has instilled confidence in our employees. As I understand it, in many respects, that experience will serve as the foundation for future integration efforts by U.S.M.H. Leveraging this insight, FoodStyle will play a central role in U.S.M.H's "Downtown" strategy, accelerate growth to become a brand that will drive AEON's strategies for the greater Tokyo area, and demonstrate maximum synergies from the integration. We will also provide food that will enrich people's lives and support their vitality.

Strengths and Challenges

Strengths
- Owns many superior assets in highly valuable locations in Tokyo's 23 wards
- Use of the expertise and infrastructure of AEON and U.S.M.H
- Purchasing data analysis using payment data of AEON Card members

Challenges
- Most stores are old, making revitalization an urgent task
- Further strengthening of competitiveness in the area

Vision and Strategies for Fiscal 2026

"Downtown" strategy: Establishment of 300 tsubo model format in central Tokyo



Our aim is to establish the 300 tsubo model format in the "Downtown" area for stores that we will operate under the FoodStyle brand. In the central Tokyo area, where only a small percentage of supermarkets specialize in fresh foods and delicatessen products, AEON FOOD STYLE will focus its efforts on differentiation with overwhelming freshness and on optimization of product lineups, sales floor appearance, and operations. We will grow as a brand that is able to propose new value and advance the expansion of our stores.

Thoroughly implementing the basics at all stores and bringing all employees to the same summit

To maximize the effects of the integration, we are working to establish frameworks in which all employees stand at the same starting point and aim to reach the same summit. As a major premise, we are thoroughly implementing cleanliness not only on the sales floor where customers are welcomed, but also in backroom areas. By implementing these initiatives at all stores, not only a select few, the plan is to align the viewpoints of all employees and elevate the overall value of the entire store network. The enhancement of the workplace environment is also boosting employees' motivation and building morale.

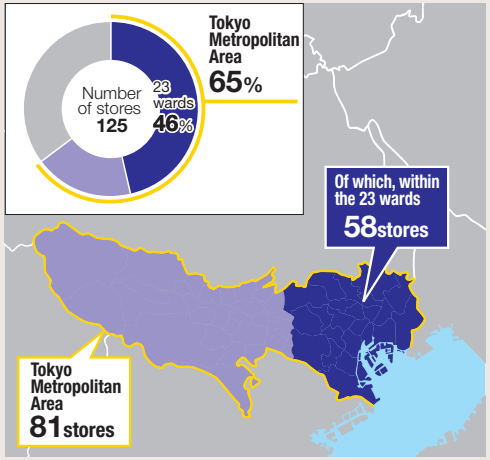
Strategies for Executing the Value Creation Story

Priority Strategies

To Deliver New Value

FoodStyle, a supermarket offering value propositions

AEON FOOD STYLE is advancing the roll-out of FoodStyle supermarkets with the concept of “freshness, vitality, fun, and low prices” by strengthening the fresh food and delicatessen sections. With a priority on Tokyo’s 23 wards, we plan to convert all stores to the FoodStyle brand by 2030. Leveraging the strengths of our stores’ locations primarily in “Downtown” area, we aim to build value-proposition supermarkets that will help realize rich, healthy diets, with a focus on families and dual-income households.



Strengthening of fresh food and delicatessen sections

In fresh products, vegetables with high consumption frequency are carefully selected and delivered directly from markets and production areas to stores, thus creating a lineup of fresh products. Sales floors that emphasize high-volume displays of single products create impact and make it easy for customers to see at a glance what products offer both freshness and good value.

In addition, we will offer a wide variety of products that are both distinctive and unexpected, such as bento meals and rice bowls that are the main feature of the dining table, unique fish and chips, and desserts made with in-season fruits sold in our stores.





Review of sales promotion systems and strengthening of prices

We are strengthening our prices with a new promotional structure designed to showcase price appeal. By establishing and promoting four clear categories, namely “Special Price,” which offers carefully selected products weekly at special prices, “Power Price,” in which certain products are offered continuously at bargain prices for up to a month, “Value Price” for standard products available all year round, and “Saving Price” for EDLP products that are offered at the same low prices every day, we will support our customers’ daily lives with all our might.



Store Introduction

FoodStyle Mita Store

Opened in March 2026 as the first store under the FoodStyle brand.



Store overview

- **Location:** 4-9-7 Mita, Minato-ku, Tokyo
- **Opening hours:** 9:00 a.m. to 11:00 p.m.
- **Parking spaces:** 41
- **Opened** in February 2007
- **Sales floor area:** 1,154 m²
- **Annual sales target:** 2.1 billion yen

Commercial area characteristics

- Located on the first floor of a condominium building seven minutes from Shirokane-takanawa Station, which could be described as the center of the “Downtown” area. A large-scale renovation of the Peacock Store Mita-Isarago Store that opened in 2007.
- Approximately 30,000 households, mainly in their thirties and forties, live within a one-kilometer radius, and demand from families is also high.

Concept / Vision

Targeting families in central Tokyo, it offers fresh foods and delicatessen products, as well as frozen food products that meet the need for quick meals and convenience, at affordable prices. Lighting through the entire store has been enhanced, creating a brighter sales floor that highlights freshness. The aim is to become customers’ favorite store in the area as the first store under the FoodStyle brand.







(Left) Cut fruit and desserts that can be purchased in any combination. They give a sense of deliciousness at affordable prices and offer the fun of choosing. (Center and right) Production of bakery products in a combination of in-store baking and the use of company factories, achieving high quality at affordable prices.

Store Manager’s Comment

If you count its previous incarnation, our store is now in its 19th year. Previously, customers were mainly in their fifties to seventies, but since the renovations, the number of customers in their thirties to forties has increased. Customer numbers increased by 40% year on year one month after opening and sales were up 50%. These higher numbers have boosted employees’ motivation. Because the store opened immediately after the business integration in March, it was challenging for employees to share a common understanding under the new rules and to materialize them as a store. However, through ongoing communication, they have gradually taken root.

Going forward, we will increase our proposal-based product lineups by taking advantage of our location close to railway stations in central Tokyo and aim to become a store where local customers can shop with a smile and find supermarkets fun.

Basic Sustainability Policy (Established in April 2023)

The Group recognizes the need to innovate the concept of supermarkets and their business models, and believes that it is tasked to pursue sustainability both for business and society. In order to maximize long-term corporate value and achieve lasting growth, we have formulated the Basic Sustainability Policy, which organizes the basic views as the first step to responding to global environmental issues and regional issues, developing relationships with stakeholders, and creating new value.

Basic Approach

As a key element of our Core Philosophy, we are committed to contributing to "healthy, valuable choices in food" and "prosperous local communities." As a company that moves with the times, we strive for both corporate and social sustainability through our businesses, with the aim of maximizing medium- to long-term corporate value and achieving lasting growth.

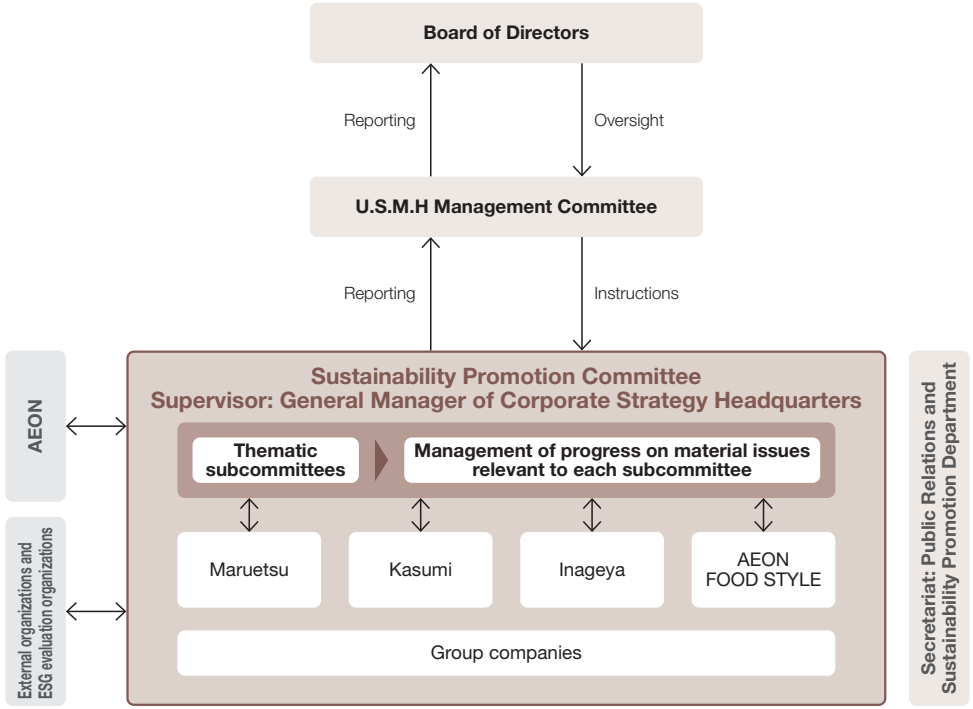
To that end, we will deepen our connections with all of our stakeholders, including customers, local communities, employees and business partners, and thoroughly satisfy their expectations and confidence in us. We will also contribute to a sustainable, recycling-oriented society, and unify our Group strengths for the creation and innovation of food-related businesses that can offer wellbeing, enjoyment, health and other new value.

Relationship Between Our Core Philosophy, Vision and Basic Sustainability Policy



Sustainability Promotion System

In order to manage the progress of sustainability, we established the Sustainability Promotion Committee, with the Public Relations and Sustainability Promotion Department serving as its secretariat. The Committee comprises the presidents of each operating company, Executive Officers of the Company, general managers of each department under the Corporate Strategy Headquarters, and departments relevant to each of the thematic subcommittees. The Committee hears progress reports from each thematic subcommittee and promotes initiatives on matters decided by the Committee, while the secretariat repeats monitoring. Going forward, the Company will set up more subcommittees themed on issues of high priority beyond the range of existing ones and promote initiatives on sustainability issues, particularly those aimed at solving material issues.



Material Issues

Material Issues for the U.S.M.H Group

The Company believes that resolving material issues is the most important aspect of its goal of achieving wellbeing.

Positioning of Material Issues

We recognize material issues as the issues directly connected to management and the initiatives for creating new value. They form the foundation for our value creation model. As the holding company, we selected issues material to the Group, the details of which were discussed at the Board of Directors meetings of each operating company, and progress has been made in the initiatives.

Process Adopted in the Company's Initial Selection of Material Issues

STEP 1
Identified issues from ESG evaluation indicators, disclosure frameworks, SDGs and other social issues
→ Longlisted all 87 items

STEP 2
Narrowed down topics to those with a significant impact on value creation
→ Shortlisted all 15 items

STEP 3
Surveyed 14 outside experts and the Company's three Outside Directors. Requested their opinions on the material issues shortlist and their evaluations of the importance of each issue.

STEP 4
Based on the survey results, reduced items down to those with particularly high importance
→ Selected six themes and 14 material items

2022–

Consistency Check Following Corporate Integration and Re-examination

STEP 5
Examined the consistency with Inageya's material issues with regard to integration with Inageya. Confirmed that the four companies will promote initiatives in line with the U.S.M.H's materiality

2024–

STEP 6
Examined and revised material issues by the Sustainability Promotion Committee

2026–

Identification of Material Issues

In 2022, the Company examined the impact on society (stakeholders) and impact on the Company caused by its business activities, and identified 14 material issues. Subsequently, we examined the consistency with Inageya's material issues following the integration in 2024, and have since been working on the material issues for U.S.M.H. We plan to review the material issues that have been in place for three years as of the end of fiscal 2025.

Practicing of Material Issues in Management

In fiscal 2026, the Company established the Sustainability Promotion Committee. The Committee confirms the ideal way of promoting sustainability in management and manages the progress in addressing material issues, unlike in the past when the progress was managed on the secretariat level. In this way, we strive to spread the understanding of initiatives and results at each operating company and eventually standardize measures concerning material issues across all companies.

In addition, subcommittees focusing on the Company's material issues in the areas of the environmental (E) and social (S) were established under the Committee and began operation, with the General Manager of the Headquarters as the leader.

Theme	Material issues	Reason for selection	Targets / KPIs	Main initiatives
E (Environmental)	① Carbon neutrality	Response to global warming issues, social responsibility	Emissions reduction of 300,000 tons of CO_2 from 2013 level by 2030	Introduction of renewable energy and replacement of R22 refrigerants
	② Waste reduction and promotion of reuse and recycling	Responsibility as a food company, such as reducing food loss	50% reduction in waste and use of plastics from 2020 levels by 2030	Expansion of food drives and PET bottle collection machine installations
S (Social)	③ Food safety compliance	Food safety first and provision of reliable products and services to customers are our top priority.	Zero food incidents and complaints regarding food safety	Establishment of management system
	④ Responsible marketing and labeling	Raising awareness of marketing and labeling to increase business transparency	Zero violations regarding marketing and labeling, zero accidents	Establishment of management system
	⑤ Safe procurement and supply of food	Response to the impacts of geopolitical risks and other factors on food	Stable supply of products by transitioning into a specialty store retailer of private label foods and restructuring our logistics network	Expansion of range of original products
	⑥ Respect for human rights	Demand of society and customers for respect of human rights throughout the supply chain	Pervasive understanding of human rights among the Company's employees and suppliers	Spread of human rights initiatives as the AEON Group
	⑦ Proposal of enjoyable, valuable lifestyles	Achievement of better customer satisfaction and co-creation by making customers' dining tables rich and providing enjoyment of food	Improvement of customer satisfaction with products and services	Expansion of the range of value-added products at stores
	⑧ Contributions to people's health	Rising health awareness among customers and employees	Increase in the sales ratio of health-related products and services	Food and nutrition education activities, health support activities at stores
	⑨ Coexistence with communities	The Company's Core Philosophy is to "cultivate deep relationships to build prosperous local communities."	Expansion of cooperation agreements and joint programs with local authorities	Expansion of mobile supermarkets and other initiatives
	⑩ Connections with customers	The Company's mission is to connect individuals, local communities, and society through its business.	Increase in repeat customer rate	Building recognition as part of the regional infrastructure
	⑪ Motivating and rewarding work	Creating work environment and systems, as well as cultivating a corporate culture that supports employee self-fulfillment, are necessary for a company to grow.	Improvement in satisfaction with work environment and human resources development	Creation of workplace environment where employees can take various types of paid leave, etc.
	⑫ Diversity and inclusion	Creation of a group of human resources with a broad perspective and capabilities to realize flexible management that enables them to make the most of their individuality	Increase in the ratio of female managers at head office and the ratio of employees who have career experience outside the Company	Creation of a platform for collecting human resources data, etc.
G (Governance)	⑬ Corporate governance and risk management	It is the responsibility of a listed company to check whether the Board of Directors is appropriately supervising management and to have a governance system in place for the purpose.	Realization of corporate governance code in accordance with the listing criteria for the Prime Market	Strengthening of the effectiveness of the Board of Directors
	⑭ Privacy protection and data security	Strengthening of handling of customers' personal information, privacy protection, and data security are important initiatives.	Strengthening of management system through acquisition of public certifications	Strengthening of IT governance

Environment

Environmental Management

Basic Approach

In line with our Basic Environmental Policy, we have identified two environment-related material issues (carbon neutrality, waste reduction and promotion of reuse and recycling). We are committed to resolving both issues, with the aim of reducing the environmental impact of our business activities and leaving a sustainable, recycling-oriented society for the next generation.

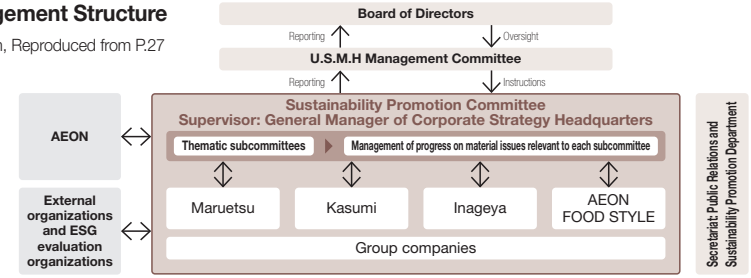
Our Six Basic Environmental Policies

- Conserve resources and energy
- Develop environmentally friendly products and materials
- Promote waste reduction and the 3Rs (reduce, reuse, recycle)
- Contribute to local environmental conservation activities
- All employees to participate and engage in environmental activities
- Publicize our efforts in environmental activities

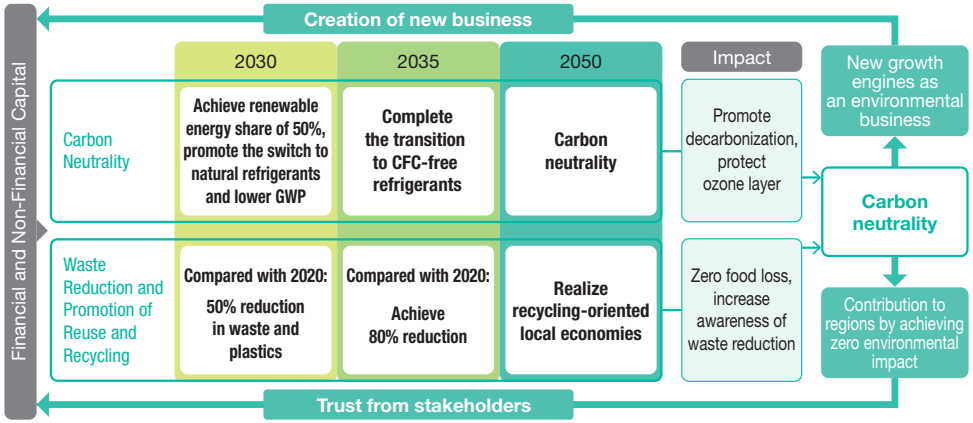
Environmental Management Structure

Sustainability Promotion System, Reproduced from P.27

As a structure for environmental management, the Company has established the Sustainability Promotion Committee, with the Public Relations and Sustainability Promotion Department serving as the secretariat. The Committee consists of subcommittees that focus on environmental issues.



Cycle of Impacts Created by Solving Environmental Material Issues



Response to Climate Change in Accordance with the TCFD Framework

Basic Approach

The Company regards climate change as an important issue that has a significant impact on economic activities and people's lives, and is also related to the future survival of humankind. Recognizing that responding to climate change is an important element in resolving issues, we are committed to disclosing the impact of climate change in line with the TCFD framework and working toward achieving carbon neutrality.

Governance

Progress of TCFD-compliant disclosure is managed by the Company's Public Relations and Sustainability Promotion Department. The status is shared at the Sustainability Promotion Committee, while important matters are reported to the Board of Directors.

Note: Please refer to the diagram "Environmental Management Structure" on the left for the management structure.

Strategy (Scenario Analysis)

We examined the impact of climate change using the future temperature increase scenarios of 1.5°C and 4°C. Under the 1.5°C scenario, we assumed that the impact of policies and regulations will be significant, and under the scenario of 4°C or more, we assumed that physical risks will become greater.

Temperature rise of 1.5°C or less	Strengthening of policies and regulations toward carbon neutrality ・Progress in global climate change countermeasures ▶ Rise in costs of climate change measures Customers' preference for low or zero carbon products and services ・Increase in reputation risk due to delay in response to government policies and laws and regulations ・Customer loss due to delay in rolling out environmentally friendly products **We estimate that increase in the severity of natural disaster will be contained to some extent, and physical risks to business activities will be relatively low.**
Temperature rise of 4°C or more	Increase in abnormal weather events ・Increase in physical risks such as rising sea levels and greater severity of natural disasters ▶ Suspension of store operations, increase in repair and renovation costs ・Concern for cost and equipment failure of air conditioning ・Concern for decline in production capacity due to water shortages **We estimate that policies and regulations aimed at greenhouse gas reduction will make little progress, and transition risks will be low.**

Identification of Risks/Opportunities (Financial Impact Assessment)

We narrowed down risks and opportunities to be identified from the perspective of "stores," "products and logistics," and "customers," and examined the impacts based on scenario analysis according to the level of temperature increases.

Climate Change Risks/Opportunities, Impact Assessment and Targets in Accordance with the TCFD Framework

Climate Change Impact Assessment

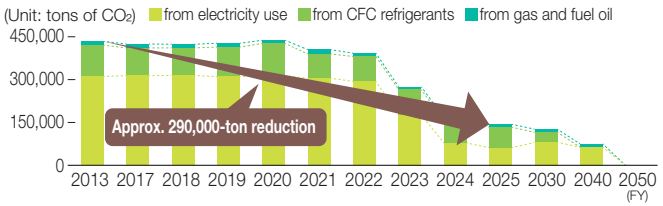
	Risk items	Risk category	Details of risks	Stores	Products	Customers	Financial impact (100 million yen) up to 1.5°C	Financial impact (100 million yen) 4°C	Basis for calculation of the degree/ value of impacts
Risks associated with transition	Cost of achieving carbon neutrality	Policy/ regulations	Rise in carbon prices	○	○	—	Carbon tax: 34.3	0.48	• Estimated based on IEA WEO 2025, carbon price of US$130/$CO_2$ tons, US$=¥160, and the Company's estimated remaining CO_2 emissions of 165,000 tons in 2030. The amount for 4°C scenario is calculated on the assumption that carbon price in Japan remains at the current 289 yen/ton.
							Emissions trading: 10.7	8.3	• Based on the status of J-Credit trading in February 2026. Assuming 6,500 yen/ton: 165,000/ton CO_2× 6,500 yen. The amount for 4°C scenario is estimated based on the assumption that credit price will be maintained at about the current 5,000 yen.
			Increase in capital investment costs	○	—	—	Large	Small	• IEA WEO 2025. Estimated based on a carbon price of US$130/$CO_2$ tons, US$=¥160, and the Company's estimated remaining CO_2 emissions of 165,000 tons in 2030
	Regulation of CFC substitutes		Refrigerant replacement cost	○	○	—	130	130	• Ministry of the Environment "Global Environment and CFC" and web portal on the Fluorocarbon Emissions Control Act *Estimation assuming that the Company's remaining R-22 refrigerant is replaced with natural refrigerant
	Recycling regulations		Increase in waste disposal and recycling costs	○	○	○	10	10	• Waste disposal: 20,379 tons of combustibles in FY2025 × 10 yen rise in disposal costs by 2030 assumed → 0.2 billion yen 0.2 billion yen × 5 years = 1 billion yen
	Energy prices	Market	Rise in energy price per unit	○	○	—	39.2	39.2	• Assuming an increase of 5 yen/kWh in unit price from the current level in 2030
	Logistics costs		Increase in costs of trucks in logistics, switch to electric vehicles	○	○	—	Large	Large	• IEA WEO 2025
	Changes in customer behavior and investor reputations	Reputation	Deterioration of reputation due to lack of expansion of environmentally friendly products	○	○	○	Large	Small	• Boston Consulting Group "Consumer Survey on the Realization of a Sustainable Society"
Physical risks	Worsening of abnormal weather events (typhoons, floods, etc.)	Acute	Suspension of operations, inability to operate, increase in repair and renovation costs	○	○	○	8.33	100	• Summary of IPCC AR6 WG1
			Concern for cost increase and breakdown of air conditioning	○	○	○	Small	Large	• Summary of IPCC AR6 WG1
	Water shortage due to drought	Acute	Decline in production capacity	○	○	○	Small	Large	• World Meteorological Organization (WMO), World Resources Institute
Opportunities	CFC regulations	Policy/ regulations	Ozone layer protection, prevention of global warming, improvement in corporate valuation	○	○	—	Small	Large	• Ministry of the Environment "Global Environment and CFC"
	Recycling regulations		Improvement of corporate valuation through appropriate disposal and recycling	○	○	○	Small	Large	• Clean Authority of TOKYO "Regional Plan for Establishing a Sound Material-Cycle Society"
	Changes in customer behavior and investor reputations	Reputation	Increase in the number of environmentally friendly products sold	○	○	○	Large	Large	• Boston Consulting Group "Consumer Survey on the Realization of a Sustainable Society"
	Spread of energy saving and renewable energy technologies	Technology	Decline in prices for equipment installation due to the spread of energy saving equipment	○	—	—	Large	Large	• IEA WEO 2025
	Environmentally friendly products		Increase in investor evaluation due to sales of environmentally friendly products	○	○	○	Large	Large	• Boston Consulting Group "Consumer Survey on the Realization of a Sustainable Society"

CO_2 Emissions and Initiatives for Decarbonization

The Group's business activities (providing products and services to customers) produce greenhouse gas emissions (GHG emissions in CO_2 equivalent) from its use of electricity, gas and CFC refrigerants. AEON has set a target of reducing CO_2 emissions from stores to zero by 2035. Based on this and the government's target, we will work to reduce our CO_2 emissions by introducing renewable energy, replacing CFC refrigerants, and other means. In August 2024, Inageya also began introducing renewable energy. As a result, in fiscal 2025, we achieved a reduction of approximately 290,000 tons of CO_2 emissions compared to fiscal 2013 level.

We will continue working toward carbon neutrality through our efforts to save energy, create energy, and prevent CFC refrigerant leaks.

CO_2 Emissions



Metrics and Targets in Accordance with TCFD Recommendations

Initiatives to Reduce Environmental Burdens (CO_2 Reduction)

- Energy savings and renewable energy
  - Energy-saving operations at stores
  - Switch to energy-saving equipment
  - Increase solar power generation, switch to green power
- Shift away from CFC
  - Switch to natural refrigerants, CFC substitutes and CFC-free equipment and facilities
- Reduce burden by resource collection, food recycling and other offsetting efforts



Solar power generation



Switch to non-CFC

Environmental Targets and Progress up to Fiscal 2025

Progress up to FY2025

- Reduction resulting from approx. 78% use of renewable energy and energy savings **-216,000 tons**
- Effect of CFC reduction **-38,000 tons**
- Total CO_2 emissions reduction **-290,000 tons**
- Remaining CO_2 emissions **143,000 tons**

2030

Emissions reduction of 300,000-tons of CO_2 from 2013 level

- CO_2 emissions reduction resulting from continued energy savings and expanded energy savings and renewable energy use
- Continue switching to CFC-free equipment
- Promote reduction of gas (natural gas and LPG) usage

2050

Carbon neutrality

Circular Economy

Basic Approach

Our vision of a circular economy is based on: ❶) reducing the amount of waste we generate, and ❷) recycling any waste generated (representing the “reduce” and “recycle” aspects of the 3Rs, respectively). Using these two points as the foundation of our approach, and working together with customers, we will reduce the amount of CO_2 produced when incinerating waste and prevent environmental pollution.

Targets and Initiatives

1. Plastics reduction initiatives

Targets
FY2030: Reduce waste and use of plastics by 50% compared with FY2020 levels
FY2050: Realize recycling-oriented local economies

Results
FY2025: Collected 5,484 tons of recyclable resources at stores (PET bottles, paper cartons, aluminum cans, steel cans, foam trays, clear containers, bottle caps)
FY2025: Recycled 54,900 tons of recyclable resources generated by stores (Cardboards, used copier/printer paper and other waste paper, polystyrene foam packaging, etc.)
FY2025: Used 9,113 tons of containers and packaging (95.9% of the previous year’s level)



The U.S.M.H Group, in its effort toward effective utilization of recyclable resources in cooperation with its customers, collects recyclable resources at its stores and turns food trays and other plastics to effective use. We are also promoting the introduction of automatic PET bottle collection machines, which are currently installed in more than 30 stores. In fiscal 2025, a total of 2,540 tons of PET bottles were collected at all stores to be reused at recycling facilities. Operating companies are also driving efforts to turn collected PET bottle caps into shopping baskets.



Recycling station



Automatic PET bottle collection machine

2. Food loss reduction initiatives

Reducing food loss has become a pressing issue for the food retail industry. We recognize food loss initiatives as being linked to both a circular economy and carbon neutrality. Our employees are united in driving these initiatives forward.

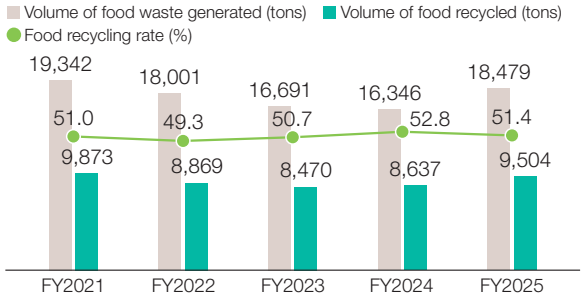
Targets
FY2030: Increase the food waste recycling rate to 50%
FY2050: Achieve a food waste recycling rate of 100%

Main initiatives
❶ Reduce food waste during sales and manufacturing
❷ Increase stores with food waste recycling loop certification
❸ Expand food drive initiatives

Results
FY2025: Food recycling rate (volume of total food waste generated / volume of food recycled) of 51.4%
FY2025: Expanded the number of stores conducting food drive to 364 stores

The U.S.M.H Group has introduced waste weighing scales at approximately 280 stores to measure combustible waste, non-combustible waste, kitchen garbage, and other waste generated, in an effort to raise employees’ awareness of waste reduction. In addition, we sort as much as possible the kitchen garbage we generate, which is then brought by our transport contractors to recycling facilities to be processed into feed, compost, and biogas through methanization, as part of our recycling efforts.

U.S.M.H Group: Food Recycling Rate



The food recycling rate has been in the 50% range for the past five years. As we are already sending food waste to recycling plants where this is possible, we need to take a next step in order to further increase food recycling in the future. We will reduce food loss by curbing generation of food waste and expanding the range of food residuals to be recycled.


Example of waste weighing scale installed: Scales are installed in front of waste storage cabinets, and weight is taken by category and item, without omission.

Human Resources

Creating Healthy Work Environment That Is Motivating and Rewarding

Approach to Creating Motivation and Rewarding Work

We believe that it is important for everyone to be fulfilled in both their work and personal lives so that each person, regardless of position or employment status, can tell their family that they are proud of their job. In order to create time for them to balance childcare or nursing care with work, we promote the improvement of work productivity that leads to increasing their private time. We believe that for each worker to feel motivated and be keen to grow, they need such experience as success at work, collaboration with diverse members, and demonstration of teamwork, and we actively encourage each individual to gain these experiences.

The Group aims for a work environment where employees can continue to work in their own way and in good health over a longer period of time, thereby fostering their mastery of work and retention at the workplace. To this end, we will continue working to improve work environments by promoting initiatives to enhance the physical and mental fitness of each and every employee, respecting diverse personalities and values, and nurturing a corporate culture of mutual support.

Human Capital Data

Item		Maruetsu	Kasumi	MaxValu Kanto	Inageya
Ratio of female managers		10.6%	13.1%	13.0%	2.9%
Paternity leave	Utilization rate	100.0%	72.5%	100.0%	46.2%
	Average number of leave days taken	66.3 days	134.0 days	31.5 days	61.5 days
Gender wage gap (employees on monthly wage schedule)		80.5%	84.0%	69.4%	76.4%
Employee engagement survey results	Rating	B	B	BB	B
	Overall score	50.9	48.3	52.0	50.0

PICK UP Initiatives to Create Motivation and Rewarding Work

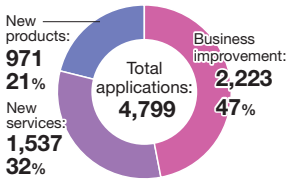
The 1st Joint Idea Grand Prix: 50,000 Voices United as One

A Group-wide initiative engaging all 50,000+ employees

With the aim of channeling the voices and ideas of every employee into business improvement and new value creation, we held the “Joint Idea Grand Prix,” an initiative involving approximately 52,000 employees across 17 Group companies. By inviting ideas broadly from employees regardless of employment category, we received 4,799 proposals. We are expanding opportunities for employees to take on new challenges while advancing initiatives that channel diverse ideas emerging from the frontlines into the Group’s overall growth.

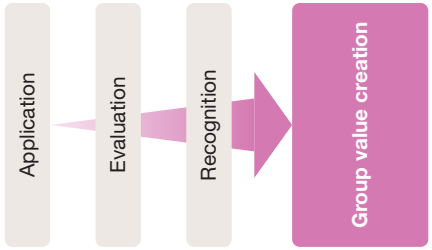






Cross-group process from application to implementation

The ideas submitted are not only reviewed and awarded in cooperation with each company and division, but also linked to business improvement and new initiatives based on their feasibility. By ensuring that employee voices lead to concrete actions rather than ending with collection alone, we promote a Group-wide process that accelerates value creation.



Building a culture of mutual learning and recognition

By recognizing outstanding proposals and broadly sharing award-winning ideas and initiatives, we are cultivating a culture where employees celebrate each other’s challenges. By expanding opportunities for employees to learn from one another across companies and divisions, we are enhancing individual motivation and energizing the organization as a whole.



Grand Prix | Mobile sales at various facilities

I made this proposal based on my own experience of raising three children while working. Ideas like this come only when you truly enjoy your work, so I feel grateful to my husband, who always supports me, to my three children, and to everyone at the Nodananakodai Store.

Eating well is essential to life. I hope to continue offering delicious products to our customers and help make our company one that is truly loved by both customers and employees.



Ms. Ayae Shimomura
Deputy store manager, MaxValu Nodananakodai Store

Human Resources

Creating an Open Organization in Which Diverse Talents Can Actively Participate

Policy on Diversity, Equity, and Inclusion

We view the promotion of diversity not only as a response to social issues, but also as part of our management strategy. The Company's basic approach to personnel affairs is to rule out discrimination based on nationality, gender, age, physical or mental disabilities, sexual orientation, etc., and to thoroughly implement personnel management based on capabilities and performance. The Company aims to fully utilize the capabilities of a diverse range of talents, respond to changes in the social environment, and become an organization that constantly and flexibly renews itself to meet customer needs.

Initiatives to Ensure Diversity of Human Resources

At each of the operating companies, efforts are being made to develop support systems for employees with childcare or nursing care responsibilities, etc., from the perspective of work-life balance, and to thoroughly familiarize employees with these systems. In particular, efforts are being made to develop an environment in which female employees can work cheerfully, and to actively promote female employees to management positions. Together with management team, we have pledged to achieve a 30% ratio of female managers by 2030, with mid-term targets set for 2024 and 2025. In promoting the appointment and development of female managerial talent, each operating company has formulated its own roadmap based on its unique history and past initiatives. These roadmaps are being shared with management team to accelerate progress.

In fiscal 2024, we established a DE&I Promotion Meeting for the persons in charge of diversity, equity, and inclusion at each operating company, providing a forum to share the status of initiatives and challenges, and to engage in dialogue on fundamental organizational issues. In addition to sharing within our Group, we visited AEON Fantasy Co., Ltd., a company recognized for its advanced DE&I initiatives within the AEON Group, to learn about the development of promotion frameworks and the cultivation of an inclusive corporate culture. We aim to apply these insights to further enhance DE&I efforts across the Company.

PICK UP Initiatives to Create Work Environment in Which Diverse Talents Can Actively Participate

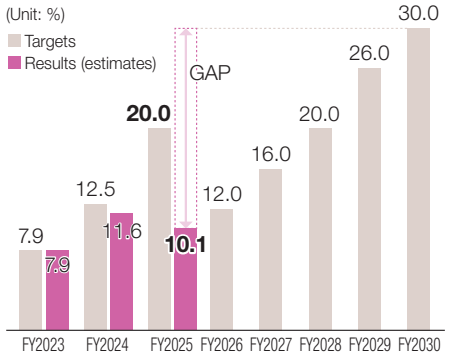
Initiatives to Promote Active Participation of Women

After Inageya joined the Group in fiscal 2025, the ratio of female managers across the five Group companies became 10.1%. Given the significant gap between the current situation and the 30.0% target set for 2030, we have revised our annual targets accordingly. We will continue to advance the creation of a workplace where both men and women can thrive, leveraging not only initiatives within our Group but also collaboration with external companies and broader engagement with society.



Kirameki Future Seminar (Maruetsu)

Ratio of Female Managers







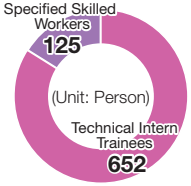


Tokyo Network for the Advancement of Women Business Leaders
Corporate networking program
Since November 2025, the HR Department has taken part in this corporate networking program, using it as an opportunity to share our initiatives, challenges, and concerns, and to learn collaboratively.

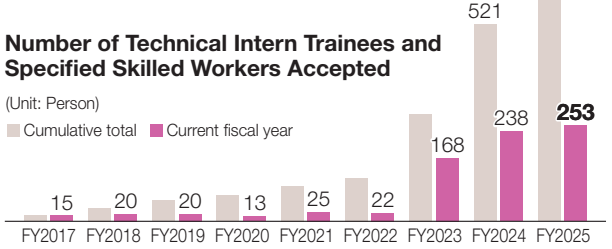
Initiatives for Recruiting and Retaining Foreign Technical Intern Trainees and Specified Skilled Workers

In fiscal 2025, our Group welcomed a total of 253 Foreign Technical Intern Trainees and Specified Skilled Workers, 164 at Maruetsu, 58 at Kasumi, 12 at MaxValu Kanto, and 19 at Inageya, who are now playing active roles across our operations. Today, they play a vital role in supporting our operations, and we also provide opportunities for cultural exchange with local communities and for learning about Japanese culture beyond their work responsibilities.

Number of Foreign Technical Intern Trainees and Specified Skilled Workers in the Group
(As of February 28, 2026)



Number of Technical Intern Trainees and Specified Skilled Workers Accepted





A WORKPLACE WHERE EVERYONE CAN THRIVE: FOREIGN TECHNICAL INTERN TRAINEES FROM VIETNAM (MARUETSU)



Moving toward their dreams:
Fiscal 2025 welcoming ceremony for the eighth cohort of Vietnamese Technical Intern Trainees (Kasumi)

Acquisition and Development of Human Resources

Policy on Acquisition and Development of Human Resources

The Group plays an essential role in supporting the regional food infrastructure through its supermarket operations. We continue to refine our employee development framework including training in product knowledge and merchandising skills and our support system for store operations, which we regard as key organizational strengths. On the other hand, in this time when customers' values and mindsets toward daily life are diversifying, we are required to continuously provide new value such as stores, products, and services.

With the addition of Daiei's Kanto operations and AEON MARKET to the Group as AEON FOOD STYLE, the total number of stores has exceeded 760, creating a structure in which securing and developing a more diverse workforce is essential for AEON's greater Tokyo area strategy. Amid the ongoing decline in the working-age population, we are working to secure talent sustainably by combining various recruitment methods—including hiring new graduates as full-time employees, mid-career recruitment, promoting part-time and hourly employees to full-time positions, and accepting foreign personnel such as Technical Intern Trainees and Specified Skilled Workers.

In fiscal 2025, in order to respond to these changes in the recruitment and development environment, the recruitment and human resource development staff of each operating company were seconded to U.S.M.H, and certain HR functions were consolidated within the Holdings. This has enabled us to streamline overlapping tasks—such as recruitment, talent development, and labor and payroll management—and accelerate the utilization of the expertise accumulated within each company across the entire Group. As key initiatives, we advanced discussions toward establishing a unified Group-wide human resource development framework and a unified HR system, thereby promoting the integration of talent management within U.S.M.H. Going forward, we will continue to leverage AEON's talent development programs and expand opportunities for individual growth and contribution through talent exchange within the Group, aiming to achieve sustainable talent acquisition and development as a unified U.S.M.H Group.

PICK UP Human Resource Development Initiatives That Drive the Creation of New Value for Customers

Inageya (Second-Year Employee Training)

Young frontline employees take on the challenge of product development

Since 2023, Inageya has incorporated a program into its second-year employee training that enables participants to understand the structure of product cost, including the cost and markup composition of raw materials and packaging materials, in order to enable creating products that delight customers. It also provides an opportunity for young employees working close to customers in our stores to demonstrate their creativity and ingenuity.

New product development steps for the joint project between Bakery Group and Sukoyakeku Creative Workshop

Step1	Step2	Step3	Step4	Step5	Step6
Understand cost structure	Propose product Calculate cost	Develop, commercialize, and present product	Revise and adjust with merchandising staff	Photograph product Launch sales	Formulate and verify sales plan

Experience process to sales





Phase 1 Wednesday, January 14–Sunday, January 18 | Phase 2 Wednesday, January 21–Sunday, January 25



¥199 before tax / ¥214.92 after tax



¥240 before tax / ¥259.20 after tax



¥150 before tax / ¥162.00 after tax



¥199 before tax / ¥214.92 after tax

Cross-Company Talent Exchange within the AEON People Community

Fostering Group cohesion and embedding AEON's philosophy through joint participation in the AEON Onboarding Program

The Group positions the AEON Onboarding Program as an essential shared foundation and has promoted joint participation by the four operating companies. Through this initiative, we aim to deepen understanding of the Group's scale and diversity, thereby strengthening the foundation of our human capital. In addition, by reinforcing the understanding of our corporate philosophy through messages from top management, we seek to foster a sense of ownership, enhance unity as U.S.M.H, and contribute to medium- to long-term corporate value enhancement.

Initiatives in fiscal 2025 toward the AEON Onboarding Program for fiscal 2026

Step1	Step2	Step3	Step4	
Share U.S.M.H companies' entrance ceremonies	Collaborate with AEON Group	Plan program and select instructors	Create operation procedures and hold program briefing	AEON Onboarding Program for fiscal 2026 U.S.M.H Group joint orientation



AEON Group entrance ceremony, with approximately 3,600 participants from across Japan



U.S.M.H Group joint orientation attended by 250 new employees

Implemented in a joint format across the four companies as one team. Through each program, participants reflected on the connection between their own values and AEON's values, clarified what they should be mindful of in their work, and formulated their individual action declarations.

Social

Creation of Connections with Local Communities Through Our Food and Services

U.S.M.H aims to be a community-favorite supermarket valued by local residents, providing services tailored to customer needs so that all customers can enjoy shopping with peace of mind and look forward to visiting us again.

We also contribute to the realization of a sustainable society by offering opportunities for both customers and employees to participate easily in social contribution activities and by deepening our connections with local communities together.

Initiatives Advanced Together with Our Customers

Food Drive and Food Bank Initiatives

We promote food drive and food bank initiatives that donate unused food items received from customers, as well as food products that remain safe in quality but have become difficult to sell in stores, to local food bank organizations, social welfare councils, and other community groups. As of the end of March 2026, a total of 367 stores across the Group are participating in these initiatives.

To donate food more efficiently and across a wider range of communities, we will continue expanding the number of participating stores and promoting these activities throughout the entire Group.



Permanent food drive collection box installed in stores



Donating unsellable rice that remains safe for consumption to local children's cafeterias

Support Guide Dog Training Initiatives

We support guide dog training initiatives by donating funds collected from customers at our store counters, along with contributions from our operating companies, to guide dog training organizations. These donations help support the training of guide dogs and assist individuals with visual impairments.

In fiscal 2025, our Group donated a total of 73.1 million yen.





AEON Cheers Club (Kasumi)

At Kasumi, children from elementary through junior high school participate in experiential learning on environmental and social themes through the AEON Cheers Club. In fiscal 2025, under the theme of "fermentation and agriculture," we collaborated with the University of Tsukuba, a national university corporation, to cultivate rice and soybeans. The children then used the harvested soybeans, along with rice malt, to take on the challenge of making miso.





Creating an Environment Accessible to All Customers

Expansion of Mobile Supermarkets

Since 2013, each operating company has been conducting mobile sales to deliver products to areas with limited access to shopping. As of the end of March 2026, a total of 134 vehicles were in operation across the Group, serving not only as a means of providing shopping opportunities but also as a place for customers to engage in communication with one another.





Home Delivery Service

Each operating company offers an in-store delivery service that brings products purchased at the store to customers' homes on the same day. This service is highly valued, especially by elderly customers, expectant mothers, customers with small children, and those who wish to purchase items in bulk.



Providing Safe and Secure Products

Food Safety Compliance

The Group believes that, as a food provider, it has a duty to deliver on product safety and security for customers, and is committed to providing products in compliance with applicable laws and regulations. To further strengthen our efforts going forward, we aim to establish a framework in which all employees maintain a high awareness of food safety and security and can reliably manage these aspects.

Currently, each operating company strives to ensure uncompromising product quality management based on our certification in international management systems, and to maintain and improve quality and safety management.

Main Initiatives

- Implementation of the ISO 22000 standard for food safety management systems (The Maruetsu, Inc.)
- Implementation of the ISO 9001 standard for quality management systems (Kasumi Co., Ltd.)
- Monthly HACCP Committee Meetings (Inageya)
- Survey on the certification status of food management system standards among selected suppliers (AEON FOOD STYLE)
- Disclosure of independent radiation inspection results
- Measures to prevent errors in food labeling

Case Example: Measures to Prevent Errors in Food Labeling

At AEON FOOD STYLE, to prevent input errors in in-store labeling data, we have jointly developed with Research Institute for Quality Living (RIQL) a system that automatically registers labeling data created at head office and distributes it to all stores without manual intervention. This system is now in operation.

At Inageya, a function that reads aloud product names and prices was added to label printers at all stores in March 2024. Through multiple layers of checks including on-screen visual confirmation and cross-checking after labels are applied, we ensure thorough operations to prevent mislabeling.



Label printer for delicatessen products introduced at Inageya. Designed for multiple-step verifications throughout the process.

Initiatives for Ensuring a Stable Supply Chain for Procurement and Sales

Amid growing impacts on food supply caused by geopolitical risks and environmental issues, the Company believes that ensuring a stable and efficient supply chain—through not only procurement from producers and manufacturers but also the expansion of proprietary and private-brand products—is essential to continuously provide customers with a reliable supply of food.

Human rights risk management across the entire supply chain, which underpins these efforts, is conducted based on the AEON Supplier Code of Conduct (CoC). In addition to displaying posters introducing the Supplier Hotline in negotiation rooms at head office and operating companies, we also request suppliers of our in-house developed eatime products to display them in their workplaces and factories. Furthermore, these suppliers are asked to sign the AEON Supplier CoC Compliance Declaration to ensure understanding and dissemination of its contents.

What Is the AEON Supplier CoC?

The AEON Supplier CoC is a code of conduct independently established by AEON in 2003 to ensure that social responsibilities are fulfilled throughout the product manufacturing process. It clearly sets out the standards we expect suppliers to follow in order to address social issues together, including the prohibition of child labor and forced labor, considerations for working hours, working conditions, and occupational health and safety.

We request our suppliers to comply with these standards so that products are manufactured in safe and healthy working environments where employees' human rights are protected, and where appropriate consideration is given to stakeholders and the environment.



Poster introducing the Supplier Hotline

Each operating company handles products, centered on TOPVALU Green Eye items, which are produced with consideration for environmental conservation and the safety of producers. Currently, Green Eye products span 120 categories with 1,309 items, and sales reached 115% year-on-year, reflecting strong customer acceptance.

We will continue striving to provide products that are safe and reliable for everyone involved in the value chain.



Governance

Enhancing Corporate Governance

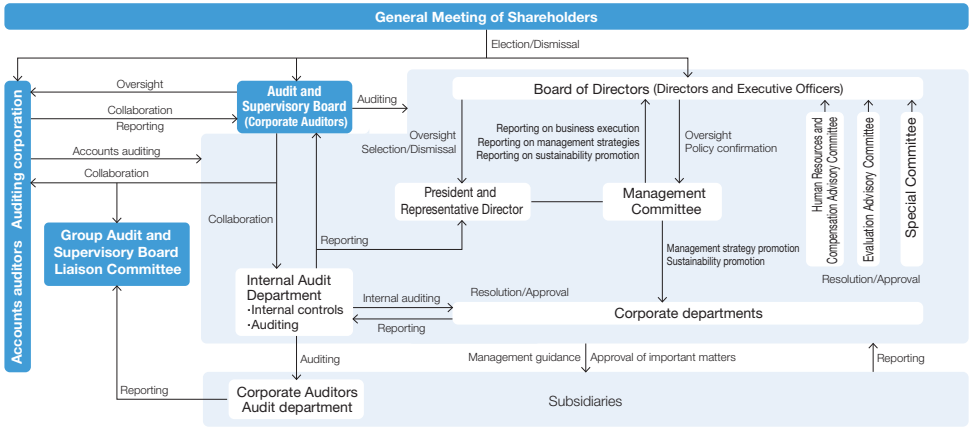
Corporate Governance

Basic Approach

(1) We respect the independence and autonomy of our operating companies, based on each company offering customers healthy, valuable choices in food and contributing to the development and prosperity of local communities, as stated in our Core Philosophy.
(2) We will ensure transparency and fairness in our decision-making in order to facilitate appropriate cooperation with shareholders and other stakeholders.
(3) We will build a structure that enables us to incorporate the feedback we receive from customers in the course of their day-to-day shopping and from constructive dialogue with shareholders and other stakeholders into our operations.
(4) We will ensure the rationality of management's decision-making process, demonstrate a sound entrepreneurial spirit, and make prompt, bold decisions to enable the Company to achieve sustainable growth and increase medium- to long-term corporate value.

Corporate Governance Structure

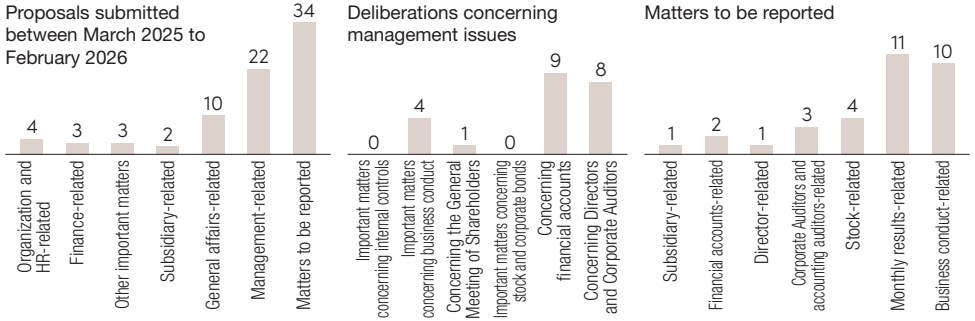
The Company has adopted a corporate governance structure as a company with an Audit and Supervisory Board. Since fiscal 2024, we have introduced an Executive Officer system to further strengthen the supervisory function of the Board of Directors and to clarify the operational execution structure under Executive Officers. The Executive Officers consist of a total of nine (9) members, including four (4) responsible for execution at each operating company and five (5) responsible for execution at the respective headquarters of the holding company. This structure further clarifies responsibilities for business execution as well as for plan implementation and performance accountability.



Composition of Major Meetings for Fiscal 2025

Body	Board of Directors	Audit and Supervisory Board	Human Resources and Compensation Advisory Committee		Board of Directors Effectiveness Evaluation Advisory Committee
Composition (Male / Female)	Outside: 3 Inside: 4	Outside: 2 Inside: 2	Outside: 4 Inside: 4		Outside: 4 Inside: 1
Board/ Committee chair	Takemi Ide President and Representative Director	Takeshi Nemoto Chair	Shigekazu Torikai Independent Outside Director		Shigekazu Torikai Independent Outside Director
Purpose/ Function	The basic policy of the Board of Directors is to increase management efficiency and transparency, and to maximize the Company's sustainable growth and medium- to long-term corporate value. At the Annual General Meeting of Shareholders held in May 2025, the composition of Directors was revised to further promote diversity and the effectiveness of corporate governance.	The Audit and Supervisory Board receives reports, holds discussions, and makes decisions on important matters related to audits. The Audit and Supervisory Board provides timely explanations to the Representative Director and the Board of Directors regarding the audit policy, audit plan, and the status and results of audits.	The Human Resources and Compensation Advisory Committee reviewed the revisions to the executive compensation system in April 2025, ensuring the appropriateness of compensation and the transparency of the decision-making process. The Committee deliberated on matters related to compensation and submitted its recommendations to the Board of Directors. In addition, the Committee appropriately deliberated on the background and skills of candidates for Representative Director and Directors, and submitted its recommendations on the nomination to the Board of Directors.		The Board of Directors Effectiveness Evaluation Advisory Committee conducts annual questionnaire surveys to evaluate the effectiveness of the Board of Directors. Drawing on third-party analyses and past evaluations of board effectiveness, the Committee appropriately deliberates on identifying further issues and improving operational aspects, and reports its findings to the Board of Directors.
Meetings held	13 meetings	13 meetings	Human Resources: 1 meeting	Compensation: 1 meeting	2 meetings
Attendance rate	99.3%	100%	100%	100%	100%

Status of Deliberations and Discussions by the Board of Directors in Fiscal 2025



For more detailed information on our corporate governance, please refer to our Corporate Governance Report and our website.
https://www.usmh.co.jp/company/governance (Japanese only)

Effectiveness Evaluation

Board of Directors Effectiveness Evaluation

The Company conducts an annual Board of Directors Effectiveness Evaluation Survey every March for Directors and Corporate Auditors, led by the Board of Directors Effectiveness Evaluation Advisory Committee (hereinafter, the "Evaluation Advisory Committee"), which consists of four independent Outside Directors and one internal Executive Officer, with the aim of strengthening corporate governance. Based on the results of the evaluation, we identify key issues and implement improvement measures to enhance the effectiveness of the Board of Directors.

For the Effectiveness Evaluation Survey, a third-party organization collects and analyzes the responses, comparing results with the past three years, examining differences between internal and Outside Directors, and analyzing free-form comments for each question. Through this process, we identify and specify issues and strive to maintain a meaningful and non-formalistic evaluation process.

The Evaluation Advisory Committee discusses the issues to be addressed for improving board effectiveness and submits its recommendations to the regular Board of Directors meeting held in June, thereby promoting initiatives to further enhance board effectiveness.

Annual Evaluation Process

December	January	February	March–April	May	June
Discussion of questions	Determination of questions	Survey conducted	Analysis of collected results	Issues identified	Report to Board of Directors

Evaluation Survey Overview

- Participants: 10 members (Directors and Corporate Auditors, including outside members)
- Evaluation items: 20 questions covering themes 1 to 6 below, plus an open-ended comment section
- Response method: Anonymous format; rating scale from 3 (satisfied) to 1 (dissatisfied), plus free-form comments

	Scores (Past 3 years)				FY2025	Deviation from 3-year average
	FY2022	FY2023	FY2024	Average		
1. Roles and functions of Board of Directors	2.7	2.7	2.6	2.7	2.7	0.0
2. Composition and size of Board of Directors	2.8	2.9	2.8	2.8	2.9	0.1
3. Operation of Board of Directors	2.8	2.9	2.8	2.8	2.9	0.1
4. Cooperation with auditing organizations	2.7	3.0	2.8	2.8	3.0	0.1
5. Communication with managers	2.6	2.8	2.7	2.7	2.6	-0.1
6. Relationships with shareholders and investors	2.6	2.9	2.8	2.8	2.8	0.0

Note: Figures are rounded to the nearest tenth.

Issues Concerning the Board of Directors Based on the Results of Fiscal 2024 Survey (Recommendation to the Board of Directors in June 2025)

Issues

- **Development of a promotion framework for material issues**
  1. Discussion on corporate value
  2. Succession planning
  3. Review of Board composition
- **Establishment of a system for sharing important matters appropriately**
  1. Clarification of U.S.M.Holdings roles and functions
  2. Long-term strategic discussions and information sharing

Issues based on the result for FY2024	Initiatives for Board and governance operations in FY2025
Discussion on corporate value	• Implemented intensive discussions to strengthen organizational functions under the new structure from May 2025 • Finalized the "100-Day Reform" for early issue identification and execution of countermeasures
Clarification of U.S.M.Holdings roles and functions	• Promoted functional and operational integration from each operating company to U.S.M.Holdings
Long-term strategic discussions and information sharing	• Conducted discussions to refine and revise the Medium-Term Business Plan in light of environmental changes

Status and Future Issues Based on the Fiscal 2025 Effectiveness Evaluation Survey Results

In fiscal 2025, the Board of Directors organized and clarified the direction for enhancing medium- to long-term corporate value, including strengthening organizational functions through functional integration under the new structure and refining the Medium-Term Business Plan. As a result, in fiscal 2025 Effectiveness Evaluation Survey conducted in February 2026, improvements in multiple areas compared with the previous year were confirmed. We recognize that the 100-Day Reform implemented in fiscal 2025 functioned effectively and contributed to these outcomes.

At the same time, we recognize that the talent development plan for future growth, the promotion of organizational restructuring, and medium- to long-term strategic discussions and information sharing remain important challenges. Based on these results, we intend to focus on these areas as key priorities in fiscal 2026.

Officer Nomination and Compensation

Nomination Policies and Procedures for Director and Corporate Auditor Candidates

At present, the Company has not established policies and procedures for the nomination of Director and Corporate Auditor candidates in its internal rules and regulations. However, it makes a comprehensive assessment from the viewpoint of whether the candidate can be expected to contribute to the Company's Core Philosophy and the further development of the Group as a whole, taking into account certain personal requirements as well as the candidate's knowledge and insight. (For further details, please see "Principle 3-1. Full Disclosure" in the Corporate Governance Report.) (Japanese only)

For dismissal proposals submitted to the General Meeting of Shareholders, if the person's behavior violates, or may violate, the law or the Articles of Incorporation, or if the person is deemed unable to perform their duties for any reason, the Human Resources and Compensation Advisory Committee deliberates on whether the dismissal criteria apply, and then reports its findings to the Board of Directors.

Policy on Officer Compensation

The Company's basic policy is to reflect medium- to long-term business performance in compensation and facilitate the Company's sustainable growth and increase corporate value by having its Directors demonstrate a sound entrepreneurial spirit. As such, officer compensation is structured so that a higher percentage is linked to business performance. In addition, the Company uses "performance achievement points," which are calculated based on the achievement rates of the consolidated ordinary income budget and the consolidated operating revenue budget, as its performance indicators.

Process of Determining Officer Compensation

The Company sets compensation amounts according to role, as shown in the tables on the right. The Company maintains a Human Resources and Compensation Advisory Committee, comprised mainly of independent Outside Directors and meets constantly, under the Board of Directors. This committee works with objectivity and transparency when confirming the previous year's business results for each operating company (in April every year), and when verifying the appropriateness of compensation levels.

Partial Revision of Officer Compensation System (April 2025)

In response to the addition of new operating companies to the Group, we have established unified Group-wide standards for the compensation. Under these standards, basic compensation shall be the same amount regardless of position, while compensation by position shall be paid to Representative Directors in title (Managing Directors and above). In addition, with regard to compensation levels across the operating companies, the Company revised the system to ensure fairness by adopting indicators that reflect socially recognized and economically reasonable measures of corporate scale.

Overview of Compensation System for Directors (Excluding Outside Directors)

Board member type	Corporate profile
Director	Determined by resolution of the Board of Directors, within the compensation limits set by resolution of the General Meeting of Shareholders, based on reports by the Human Resources and Compensation Advisory Committee.
Outside Directors	Consists solely of monthly compensation. The level of compensation is determined by resolution of the Board of Directors, within the compensation limits set by resolution of the General Meeting of Shareholders, based on reports by the Human Resources and Compensation Advisory Committee, using compensation levels at other companies in Japan (according to an independent third party) as reference.
Corporate Auditors	Consists solely of monthly compensation. The level of compensation is set through deliberations by the Audit and Supervisory Board, within the compensation limits approved by the General Meeting of Shareholders, using compensation levels at other companies in Japan (according to an independent third party) as reference.

Compensation	Plan		Description	Compensation type	Deliverables	Scope of evaluation
Monthly compensation	Per-month compensation	Basic compensation	Cash compensation paid monthly as a fixed amount set according to the Director's position	Fixed	Cash	—
		Position-based compensation				
	Annual performance-based compensation (updated monthly)		Performance-based compensation with the payment amount determined by the business performance achievement rate in the previous fiscal year and evaluation of each individual Director	Performance-based		Short term
Equity compensation	Restricted stock unit compensation (RSU)		Predetermined stock compensation linked to the medium-term business plan and granted for each year of the period covered by the plan		Stock	Medium term
	Stock-based compensation stock options (SO)		Company stock compensation granted according to the business performance achievement rate in the previous fiscal year		Stock acquisition rights	

Compensation by position	Composition (%)				Total
	Fixed compensation	Performance-based compensation			
	Cash compensation	Cash compensation	Stock-based compensation stock options (SO)	Restricted stock unit compensation (RSU)	
(Representative Directors) Chairman and President	55	35	5	5	100
(Representative Director) Vice President	59	31	5	5	
(No right of representation) Chairman and Vice President	63	27	5	5	
Senior Managing Director	65	25	5	5	
Managing Director	69	21	5	5	
Concurrent Director	73	19	4	4	

Governance

Group Governance

Policy on Group Governance

With the perspective of maximizing the corporate value of the Group as a whole, the Company is working to continuously strengthen group governance, and has been applying the Regulations on the Management of Subsidiaries and Affiliates it has established as the basic guidelines. The aim of the regulations is for the Company to appropriately manage its subsidiaries and affiliates, which will allow the Company to smoothly provide guidance and support to the subsidiaries and affiliates, and contribute to the stable growth of the Group, the efficiency of management, and internal control. Some of the Company's Directors concurrently serve as officers of major Group companies to ensure effective governance and smooth collaboration.

Relationship with the Parent Company

One Director of AEON Co., Ltd., the parent company of U.S.M.H, concurrently serve as a Company Director. However, U.S.M.H's business operations are based on independent management. In addition, U.S.M.H has a corporate governance system that places importance on sustainable growth, development and improvement of business performance. U.S.M.H maintains a collaborative relationship with AEON Co., Ltd. based on mutual respect for each other's autonomy, and has secured independence from AEON Co., Ltd.

With this in mind, we, as one of the AEON Group companies, believe that collaborating and maximizing our synergy with AEON Group companies will benefit minority shareholders.

Exercise of Group Governance

The Company's four major Group operating companies, namely, The Maruetsu, Inc., Kasumi Co., Ltd., MaxValu Kanto Co., Ltd., and Inageya Co., Ltd. have adopted the following systems and measures to ensure autonomy and speed in the execution of management by each Group company, smooth cooperation as a Group, and the establishment of effective internal controls and supervisory systems.

1. **Ownership ratio:** U.S.M.H holds all shares of the four companies, and the holding company holds all voting rights.
2. **Interlocking officers:** Officers and employees of U.S.M.H concurrently serve as officers of operating companies, and monitor and supervise the management of each company. [The Maruetsu, Inc.: 4 out of 8 persons, 50.0%; Kasumi, Co., Ltd.: 3 out of 12 persons, 25.0%; MaxValu Kanto Co., Ltd.: 3 out of 6 persons, 50.0%; Inageya Co., Ltd.: 5 out of 10 persons, 50.0%]
3. **Management based on subsidiary management regulations:** These regulations require the consolidated subsidiaries and affiliated companies to report to the Company, on a regular basis, on their business performance, financial position, and other important information.
4. **Loan of funds:** U.S.M.H provides loans for the business funds, etc. of the four major Group companies.

Compliance

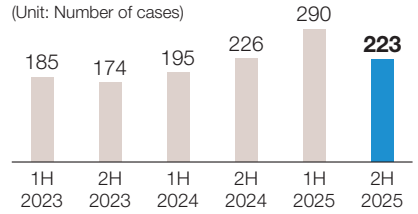
Basic Approach to Compliance

The Company's Core Philosophy is to offer customers healthy, valuable choices in food, and to cultivate deep relationships to build prosperous local communities. The Company is working to ensure that the U. S.M.H Code of Conduct is fully understood across the Group and to continuously educate people in positions of responsibility through various training programs to enhance awareness of compliance, and share our Core Philosophy.

From the perspective of human rights protection, the AEON Compliance Hotline is available as an internal reporting contact point. Our subsidiaries have also established helplines in line with the Group's structure, and provide consultation services through their respective HR departments. We ensure that users of these systems are aware that they will not be treated unfavorably. In the event of a violation, we take necessary measures based on internal regulations, formulate measures to prevent a recurrence, or have the department where the violation occurred formulate such measures by themselves, and implement them Group-wide.

Internal Reporting System

Number of Internal Reports



To let the internal reporting system work effectively, we have established the Whistleblower Protection Regulations. These regulations prohibit any unfavorable treatment of whistleblowers as a result of reporting acts such as those that violate laws or regulations, acts that violate corporate ethics, or acts that infringe on the interests of customers. Upon receiving a report, the relevant departments promptly take action to identify the root cause, ensure understanding, and prevent recurrence, with the involvement of all concerned parties, thereby working to improve the workplace environment. Internal reporting results are presented semiannually at the Management Committee. The trend in the number of reports, the details and trends of reports, and response outcomes are reviewed to share insights into the effectiveness and challenges of the compliance system. As for the second half of fiscal 2024, the figures have increased due to the inclusion of three months' data for Inageya Co., Ltd. following the merger, while in the second half of fiscal 2025, they have turned to a decline.

Initiatives to Prevent Wrongdoing and Misconduct

In accordance with the U.S.M.H Code of Conduct, all executives and employees of the Group share the position that they shall not seek to benefit from improper means under any circumstances. To this end, we distribute handbooks, have the employees submit consent letters, and continue to provide opportunities for regular awareness-raising and education.

〈Examples of activities to inform and educate the executives and employees〉

- **Compliance training for Group officers (Fiscal 2025; 81 participants)**
  Inviting an external attorney as the guest speaker, participants learned about the Directors' duty of care in light of recent cases.
- **Compliance training for Group managers (Fiscal 2025; 808 participants)**
  Inviting an external attorney as the guest speaker, participants learned about the impact of misconduct, the fraud triangle (motivation, opportunity, and rationalization), and case studies of misconduct at other companies.

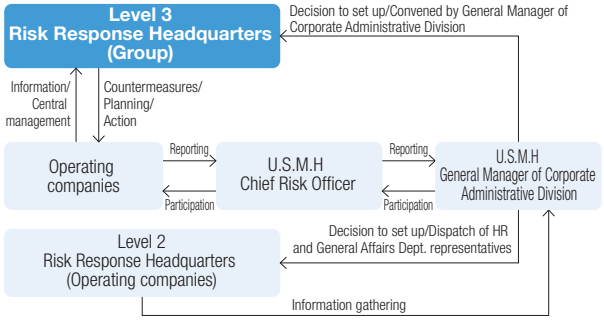
Governance

Risk Management

Risk Management System and Initiatives

The Group has positioned risk management as a material issue, and we will protect our business resources by understanding, assessing and examining risks. In the event of a natural disaster or other emergency, we will fulfill our social and humanitarian responsibilities by giving due consideration to maintaining the safety and health of our customers, employees and their families. We have also established systems to minimize the risk of business interruption in case of accidents or other incidents, and we ensure that all employees are fully aware of these systems. In addition, we familiarize everyone concerned with the U.S.M.H Code of Conduct, and we regularly report the status of internal audits and internal controls to the Management Committee.

Risk Management System



Principal Risks

Risk classification	Main risk items
Product incidents, defective products	Food poisoning, mislabeling, expiry date falsification, product tampering or foreign objects, expired products
In-store incidents	In-store accidents, robberies, customer falls
Human issues	Crime by or arrest of employees, employee wrongdoing, employee drunk-driving incidents
Labor issues	Sexual harassment, abuse of power, employee suicide, work-related accidents, death from overwork
Corporate negligence	Fire, food poisoning, product tampering or foreign objects, discovery of insider trading, leaks of personal information, serious environmental pollution
Corporate crime	Misrepresentation, cover-ups, tax evasion, fraudulent accounting, illegal acts (violation of the Antimonopoly Act, fair trade laws, insider trading or waste disposal regulations), bribery, online accusations
Threats or crimes against the Company	Threats of needle contamination, etc., threats from malicious claims and complaints, product contamination, robbery/theft, blackmail from antisocial forces, etc., trespassing by suspicious persons, bomb threats, inappropriate use of social media, ransom demands made through ransomware
Natural disasters	Earthquakes, typhoons/floods, tornados, sudden downpours, river flooding due to heavy rain, water supply outages, delay of product deliveries due to heavy snow, inability to trade merchandise due to typhoons or heavy rain, power outages due to damaged power lines
Credit uncertainty or bankruptcy of business partners	Bankruptcy of developers, business partners or tenants
Litigation or disputes	Accusations, criminal cases, damage claim cases, shareholder derivative lawsuits

Business Continuity Plan to Respond to Disaster Risks

In the event of the occurrence of a large-scale earthquake or other natural disaster in the greater Tokyo area, we will act in accordance with the business continuity plan that we have developed to cooperate with each operating company, give the safety of customers and employees our highest priority, and take measures to quickly resume business at affected stores and prevent any impact on unaffected stores. We will also cooperate with local authorities to support people unable to return home due to mass transit disruptions in the greater Tokyo area or other issues.

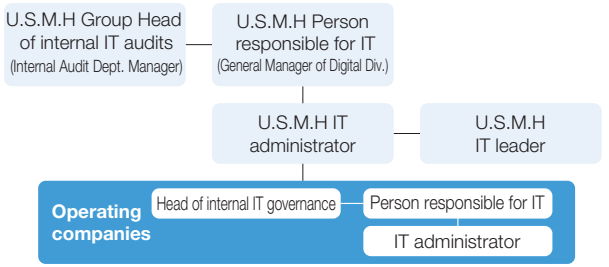
Agreements with Local Authorities for Cooperation Regarding Measures Against Disasters

The Group has signed Comprehensive Cooperation Agreements with local governments in Tokyo and other prefectures that cover a wide range of fields of cooperation, including regional revitalization. In addition, the Company has a system in place that enables it to cooperate with local governments in a prompt and appropriate manner in the event of a large-scale disaster that affects the region's residents, having concluded agreements with local governments and other entities to provide food and daily necessities on a priority basis at the request of the authorities in case of such disasters.

IT Governance and Information Security

In addition to promoting DX, the Group has established IT governance guidelines as a shared policy with the AEON Group, and is working to strengthen management. In managing our IT investments, procurement, and other matters, we identify audit items through self-checks and regularly monitoring.

IT Governance Management System



Initiatives in Fiscal 2025

- Further strengthening of IT governance and cybersecurity management across the Group
  - In addition to the company-wide rollout of Endpoint Detection and Response (EDR) and Multi-Factor Authentication (MFA), we newly introduced Attack Surface Management (ASM) to further strengthen our detection and protection capabilities against external threats. We also ensure the effectiveness of these measures through regular monitoring and continuous corrective actions.
- Reorganization of information security policies and standards in line with the AEON Group templates
  - We strengthened our governance framework centered on the Information Security Committee.
  - Through tier-based security training for all employees and the implementation of internal IT audits, we are promoting the continuous improvement of information security levels across the Group.

Messages from Independent Outside Directors

Monitoring the Transition to Integrated Management from an External Standpoint



Shinobu Okamoto
Independent Outside Director

Positive and frank discussions that look toward the future

President Ide, who was appointed in May, has become the new chair of the Board of Directors for fiscal 2025. Following on from the previous fiscal year, with its series of major developments, including the business integration with Inageya, fiscal 2025 was also a year of forward-looking discussions on topics such as the refinement of the Medium-Term Business Plan after the 100-Day Reform, the restructuring of the operating companies with the establishment of AEON FOOD STYLE, the integration of head office functions, and U.S.M.H's position in AEON's supermarket business strategy.

While much of the agenda concerned immediate improvements in business performance, thanks in part to President Ide's cheerful personality, I had the impression that, whatever the topic, opinions were exchanged in a frank and forward-looking manner. Having recognized the negative legacies of the past as such, through the 100-Day Reform process, we clarified how to make use of them and how to improve. This made it possible to align the directions of the individual operating companies toward the realization of integrated management.

On the other hand, I recognize that accelerating the pace of transformation while clearly communicating and embedding the directions for each branch and frontline operation will be a challenge this fiscal year and beyond, and I will make this a key point in my monitoring efforts.

Special committee's recommendations on new company's establishment

For the conclusion of the absorption-type merger agreement for the establishment of AEON FOOD STYLE, a special committee was formed, comprising the three Outside Directors and one Outside Corporate Auditor, all independent members. This committee's role was to provide a response to the Company's inquiry about the reasonableness of the transaction's objectives, the validity of transaction terms and conditions, the fairness of procedures, and other matters. The committee determined that this matter would not be disadvantageous to minority shareholders, and to confirm the possibility of realizing synergies, it received briefings from the external organizations that handled the due diligence and third-party calculations of U.S.M.H and MaxValu Kanto, followed by question-and-answer sessions.

To avoid disadvantages to minority shareholders, the committee's discussions focused particularly on deliberation of the share exchange ratio. To this end, the committee met 10 times over the course of three months. We were thorough in the independent verification and oversight that we performed, and I am proud to say that we fulfilled our responsibilities properly.

Going forward, to make the leap toward its next stage of growth as a member of the AEON Group, the U.S.M.H Group will transition to integrated management after the promotion of standardization and bring a truly "United" organization to life. In my position as an Outside Director, I will closely monitor the speedy transformations of headquarters and the frontlines and support them in this challenge.

Toward Group Management from a True Customer-Oriented Perspective



Naoko Makino
Independent Outside Director

Group area strategy for integrated management

Looking back, fiscal 2025 was a year in which we took a major step toward transforming the Group's vision from optimization of individual companies to integrated management. In particular, in terms of future policy, I believe that it is significant that the Group shifted from strategies organized by operating company and store names toward a Group area strategy tailored to the characteristics of individual areas.

This represents the realization of integrated management after 10 long years. Although President Ide and the other members of the management team genuinely recognize the significance of this milestone, that sense of unity is yet to be fully communicated to the frontlines. It has not yet resonated with individual employees or become a shared understanding across the entire Group.

The challenges going forward will be to ensure that the direction that U.S.M.H will take as integrated management is understood and embraced by frontline employees and to deliver its value to customers.

Meanwhile, in terms of the effectiveness of the Board of Directors, I do feel that information is being shared and responses made by the executive side more promptly under President Ide, who has a wealth of frontline experience. However, the Board of Directors still seems to have difficulty listening to and responding to customers' voices. As I have conveyed to the Board, there needs to be a greater focus on marketing and appealing to the media.

To strengthen market presence

U.S.M.H has conducted Retail Chef Academy (RCA) training courses for store staff at Group companies, providing opportunities to gain food preparation knowledge and skills. I supported the RCA in my position as a culinary researcher. What impressed me most was the feedback from many employees, who viewed it as extremely significant as an opportunity for people from the Group companies, who would not ordinarily interact, to come together and exchange information.

In the integrated management process involving the adoption of a Group area strategy, information exchanges among operating companies will become increasingly important, and I believe that we will need to establish mechanisms and functions to facilitate closer cooperation. In this context, our role as Outside Directors is to understand the state of management of the individual companies while maintaining a broader perspective on the entire Group.

For the U.S.M.H Group to have a true customer-oriented perspective, it will need to consider what kind of value is demanded of it and to whom it will deliver that value. While expanding marketing capabilities and information-gathering functions, which will serve as an antenna for that purpose, I hope that the Company will actively communicate and promote its appeal to the market and strengthen its market presence.

Governance

Directors and Corporate Auditors (As of May 22, 2026)







Name	Takemi Ide	Masaharu Homma	Hideo Ozaki	Hiroaki Egawa	Shinobu Okamoto
Position	President and Representative Director	Vice President and Representative Director	Director	Director	Independent Outside Director
Career summary	Mar. 1985 Joined JUSCO Co., Ltd. (currently AEON Co., Ltd.) Sep. 2001 General Manager of Fishery Product Development Department, SSM Merchandising Division, JUSCO Co., Ltd. Feb. 2003 General Manager of Sales Floor Development, Delicatessen Merchandising Division, JUSCO Co., Ltd. Mar. 2004 General Manager of Fishery Products Department, SSM Merchandising Division, JUSCO Co., Ltd. Sep. 2008 General Manager of Delicatessen Products Department, Food Merchandising Division, AEON Retail Co., Ltd. May 2011 Director and Manager of Product Division, MaxValu Tohoku Co., Ltd. May 2014 President and Representative Director, Sanyo Marunaka Co., Ltd. Apr. 2016 Director, Managing Executive Officer, and Food Product Planning Division Manager, AEON Retail Co., Ltd. Mar. 2017 Senior Managing Executive Officer and Minamikanto Company Branch President, AEON Retail Co., Ltd. Mar. 2018 Executive Officer, Director, Vice President and Chief Officer of Sales, AEON Retail Co., Ltd. Mar. 2019 President and Representative Director, AEON Retail Co., Ltd. Mar. 2024 Executive Officer and Chief Officer of GMS, AEON Co., Ltd. Mar. 2025 Executive Officer and Chief Supermarket Business Officer, AEON Co., Ltd. Advisor, the Company May 2025 President and Representative Director, the Company (to present) May 2025 Director, FUJI CO., LTD. (to present) Mar. 2026 Executive Officer responsible for the Supermarket Business and Capital Region Strategy, AEON Co., Ltd. (to present) May 2026 Director, MINISTOP Co., Ltd. (to present)	Mar. 1992 Joined The Maruetsu, Inc. Mar. 2010 Manager, Corporate Planning Department, Corporate Planning Division, The Maruetsu, Inc. May 2013 Executive Officer; Manager, Corporate Planning Department, Corporate Planning Division, The Maruetsu, Inc. May 2015 Director, MaxValu Kanto Co., Ltd. Mar. 2017 Executive Officer responsible for administration; General Manager, Corporate Planning Division, The Maruetsu, Inc. Mar. 2019 Executive Officer; General Manager, Corporate Planning Division, The Maruetsu, Inc. May 2019 Managing Executive Officer; General Manager, Corporate Planning Division, The Maruetsu, Inc. May 2020 Director and Managing Executive Officer, General Manager, Corporate Planning Division, The Maruetsu, Inc. May 2021 Director, the Company Mar. 2023 President and Representative Director, The Maruetsu, Inc. (to present) May 2023 Vice President and Representative Director, the Company Mar. 2025 Vice President and Representative Director; General Manager, Corporate Strategy Headquarters, the Company (to present)	Mar. 1976 Joined FUJI CO., LTD. May 2000 General Manager, Shikoku Development Department, FUJI CO., LTD. May 2001 Director; General Manager, Shikoku Development Department, FUJI CO., LTD. May 2003 Director, Executive Officer responsible for Development, FUJI CO., LTD. Apr. 2005 Director, Managing Executive Officer; General Manager, FUJI GRAND Business Division, FUJI CO., LTD. May 2006 Representative Director, Senior Managing Executive Officer; General Manager, Store Operations Business Division, FUJI CO., LTD. Jul. 2006 President and Representative Director, FUJI CO., LTD. May 2018 Chairman and Representative Director, FUJI CO., LTD. May 2019 Outside Director, MaxValu Nishinihon Co., Ltd. (currently FUJI CO., LTD.) Mar. 2022 Chairman and Representative Director, FUJI CO., LTD. Mar. 2022 Chairman and Representative Director, Fuji Retailing Co., Ltd. (currently FUJI CO., LTD.) Mar. 2024 Chairman and Representative Director, FUJI CO., LTD. May 2026 Advisor, FUJI CO., LTD. (to present) Director, the Company (to present)	Apr. 1989 Joined The Dai-Ichi Kangyo Bank, Ltd. (currently Mizuho Bank, Ltd.) Apr. 2014 General Manager, Yokohama Sales Department, Mizuho Bank, Ltd. Apr. 2015 Manager, Yokohama Bank, Mizuho Bank, Ltd. Apr. 2017 General Manager, Twelfth Sales Department, Mizuho Bank, Ltd. Apr. 2019 General Manager, Americas First Sales Department, Mizuho Bank, Ltd. Sep. 2021 Head of Affiliate Companies, AEON Co., Ltd. Mar. 2022 Executive Officer in charge of Finance and Business Management, AEON Co., Ltd. Mar. 2026 Executive Officer, Finance and Accounting, AEON Co., Ltd. (to present) May 2026 Corporate Auditor, FUJI CO., LTD. (to present) Director, the Company (to present)	Apr. 1977 Co-ordination Division, Management and Co-ordination Department, Tokyo Regional Taxation Bureau Jul. 2005 Special Officer (Planning and Co- ordination), First Taxation Department, Tokyo Regional Taxation Bureau Jul. 2006 District Director, Kawashima Tax Office, Takamatsu Regional Taxation Bureau (Tokushima Prefecture) Jul. 2007 Chief Examiner, Third Large Enterprise Examination Department, Tokyo Regional Taxation Bureau Jul. 2008 Director, Planning Division, Management and Co-ordination Department, Tokyo Regional Taxation Bureau Jul. 2009 Director, First Personnel Division, Management and Co-ordination Department, Tokyo Regional Taxation Bureau Jul. 2012 Chief Internal Inspector, Commissioner's Secretariat, National Tax Agency Jun. 2013 Assistant Regional Commissioner (Management and Co-ordination), Nagoya Regional Taxation Bureau Jul. 2014 Regional Commissioner, Kumamoto Regional Taxation Bureau Oct. 2015 Representative, Shinobu Okamoto Tax Accountant Office (to present) May 2016 Independent Outside Corporate Auditor, the Company Jun. 2016 Corporate Auditor, RIKENGREEN Co., Ltd. Jun. 2019 Outside Audit & Supervisory Board Member, Yamaichi Electronics Co., Ltd. Jun. 2022 Outside Director (Audit and Supervisory Board Member), Yamaichi Electronics Co., Ltd. (to present) May 2024 Director, the Company (to present)
Term of office	One year	One year	One year	One year	One year
Attendance at Board of Directors meetings	13/13	13/13	—	—	13/13
Committee to which the Director/ Corporate Auditor belongs					Nomination and Compensation, Board of Directors' Advisory, Human Resources Advisory
Skills matrix: Corporate management	●	●	●		
Skills matrix: Human resources/ Organizational development	●	●	●		●
Skills matrix: Finances and accounting/ Investment strategy		●		●	●
Skills matrix: Legal/Governance				●	●
Skills matrix: Business transformation	●	●	●		
Skills matrix: Global perspective				●	
Skills matrix: Consumer perspective	●	●	●		

Governance

Directors and Corporate Auditors (As of May 22, 2026)







Name	Naoko Makino	Takeshi Kitaguchi	Takeshi Nemoto	Michiyuki Irie	Satoshi Mitsui
Position	Independent Outside Director	Independent Outside Director	Corporate Auditor (Standing)	Outside Corporate Auditor	Independent Outside Corporate Auditor
Career summary	Apr. 1990 Joined Asako Aramaki Office Co., Ltd. Dec. 1995 Resigned from Asako Aramaki Office Co., Ltd. Jan. 1996 Freelance (Member of Association of Freelance Dieticians in Nakano Ward) Mar. 2004 Representative Director, Studio Ku Ltd. (to present) May 2007 Councilor and Member of Editorial Committee, Japanese Society of Shokuiku Apr. 2013 Councilor, Japanese Society of Shokuiku; Member of Editorial Committee, Japanese Society of Shokuiku Jan. 2016 Member of Planning Committee, Japanese Society of Shokuiku (to present) May 2016 Director, the Company (to present) Jan. 2022 Councilor, Japanese Society of Shokuiku (to present)	Apr. 2003 Joined Sumitomo Dainippon Pharma Co., Ltd. (currently Sumitomo Pharma Co., Ltd.) Mar. 2010 Graduated from Law School, Osaka City University Dec. 2011 Registered as Attorney Dec. 2011 Joined Torikai Law Office May 2019 Registered as Small and Medium Enterprise Consultant Jan. 2022 Partner Attorney, Torikai Law Office (to present) Apr. 2022 Representative Director, PMI Partners Limited (to present) May 2026 Director, the Company (to present)	Apr. 1984 Joined The Maruetsu, Inc. Mar. 2008 General Manager, Eastern Kanagawa Area Department, Kanagawa Sales Division, The Maruetsu, Inc. Mar. 2009 General Manager, Urban Stores Supporting Department, Urban Sales Division, The Maruetsu, Inc. Mar. 2010 General Manager, Department Supervising Western Kanagawa Area, Sales Supervision Division, The Maruetsu, Inc. Mar. 2011 General Manager, Sales Supervision Training Department, The Maruetsu, Inc. Apr. 2013 General Manager, Human Resources Development and Education Department, Education and Personnel Affairs Division, The Maruetsu, Inc. Mar. 2014 Store Profit Improvement Project Leader, Corporate Planning Division (Treated as Department Manager), The Maruetsu, Inc. Mar. 2015 General Manager, Training Department, Sales Supporting Division, The Maruetsu, Inc. Mar. 2019 General Manager of Training Department, Low-Cost Operation Promotion Division, The Maruetsu, Inc. Mar. 2020 General Manager Assisting President, The Maruetsu, Inc. May 2020 Full-time Corporate Auditor, The Maruetsu, Inc. May 2023 Standing Corporate Auditor, the Company (to present)	Mar. 1987 Joined JUSCO Co., Ltd. (currently AEON Co., Ltd.) Sep. 2011 General Manager, Human Resources Planning Department, AEON Retail Co., Ltd. Mar. 2014 General Manager, Corporate Planning Department, AEON Retail Co., Ltd. Feb. 2015 General Manager, Kinki/Hokuriku Company Human Resources and General Affairs Department, AEON Retail Co., Ltd. Mar. 2018 Special Assignment Officer, AEON Retail Co., Ltd. Mar. 2020 General Manager, General Affairs Department, AEON Co., Ltd. May 2024 Full-time Corporate Auditor, AEON Big Co., Ltd. (to present) May 2026 Outside Corporate Auditor, the Company (to present)	Dec. 2004 Joined ChuoAoyama Audit Corporation Jul. 2007 Joined Ernst & Young ShinNihon Nov. 2010 Joined Hongo Tsuji Tax & Consulting Jan. 2014 Mitsui CPA and Tax Accountant Office Sep. 2018 Representative Partner, Futaba Tax Accountant Corporation May 2024 Independent Outside Corporate Auditor, the Company (to present)
Term of office	One year	One year	Four years	Four years	Four years
Attendance at Board of Directors meetings	13/13	—	13/13	—	13/13
Committee to which the Director/ Corporate Auditor belongs	Nomination and Compensation, Board of Directors' Advisory, Human Resources Advisory	Nomination and Compensation, Board of Directors' Advisory, Human Resources Advisory			Nomination and Compensation, Board of Directors' Advisory, Human Resources Advisory
Skills matrix: Corporate management		●			
Skills matrix: Human resources/ Organizational development			●	●	
Skills matrix: Finances and accounting/ Investment strategy		●			●
Skills matrix: Legal/Governance		●	●	●	●
Skills matrix: Business transformation					
Skills matrix: Global perspective					
Skills matrix: Consumer perspective	●				

11-Year Highlights

(Millions of yen)

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Profit and loss										Note: Inageya was integrated into the Company in November 2024.	
Operating revenue	663,799	684,806	692,248	694,323	691,660	733,850	716,407	708,690	706,657	811,273	**963,762**
Operating income	14,024	14,320	14,068	11,811	9,357	19,124	12,155	6,384	6,907	5,978	**5,050**
Ordinary income	13,862	14,185	14,188	12,253	9,627	19,433	12,474	6,536	6,929	6,142	**4,911**
Profit attributable to owners of parent	5,329	7,350	7,452	5,308	1,636	8,845	5,374	1,336	1,008	810	**(3,185)**
Financial position											
Net assets	131,664	137,518	139,539	142,326	141,695	148,797	152,238	150,022	150,250	203,328	**200,671**
Total assets	254,006	256,043	262,047	258,315	261,478	285,090	280,741	278,729	285,505	382,604	**379,211**
Total equity ratio (%)	51.6	53.6	53.1	54.9	54.0	52.0	54.0	53.7	52.5	53.1	**52.9**
Interest-bearing debt	30,814	32,036	33,727	31,163	29,635	35,828	40,564	43,246	44,876	63,315	**54,228**
Cash flows											
Cash flows from operating activities	16,107	16,682	21,060	18,309	16,290	29,919	16,016	15,210	21,496	14,485	**25,603**
Cash flows from investing activities	(16,897)	(20,294)	(16,238)	(13,153)	(18,476)	(15,935)	(24,324)	(22,805)	(25,552)	(16,256)	**(16,632)**
Cash flows from financing activities	(3,910)	(608)	(4,270)	(4,561)	(4,007)	4,137	2,391	495	(442)	6,943	**(12,294)**
Cash and cash equivalents at end of period	29,470	25,169	25,708	26,238	20,018	38,118	32,498	25,632	21,134	35,736	**32,411**
Share information											
Basic net income per share (Yen)	40.47	55.82	57.32	41.38	12.76	68.97	41.89	10.41	7.85	5.44	**(16.29)**
Net assets per share (Yen)	996.17	1,041.49	1,084.53	1,105.74	1,100.33	1,155.18	1,180.56	1,167.15	1,168.73	1,038.62	**1,024.88**
Cash dividends per share (Yen)	14	14	16	16	16	18	16	18	16	16	**16**
Dividend payout ratio (%)	34.6	25.1	27.9	38.7	125.4	26.1	38.2	172.9	203.8	294.1	—
Price earnings ratio (PER) (Times)	23.6	18.2	19.2	28.7	67.0	15.4	25.3	107.6	127.3	143.4	—
Closing share price (Yen)	956	1,014	1,100	1,187	855	1,064	1,060	1,120	999	780	**909**
Price book-value ratio (PBR) (Times)	0.96	0.97	1.01	1.07	0.78	0.92	0.90	0.96	0.85	0.75	**0.89**
Financial indicators											
Return on equity (ROE) (%)	4.1	5.5	5.4	3.8	1.2	6.1	3.6	0.9	0.7	0.5	—
Return on assets (ROA) (%)	5.5	5.6	5.5	4.7	3.7	7.1	4.4	2.3	2.5	1.8	**1.3**
Return on invested capital (ROIC) (%)	5.61	5.49	5.28	4.43	3.55	6.73	4.10	2.15	2.30	1.46	**1.29**
Other											
Total number of shares issued at end of period (thousands)	131,681	131,681	131,681	131,681	131,681	131,681	131,681	131,681	131,681	199,100	**199,100**
Total number of employees*	27,864	29,192	29,597	29,237	28,905	29,184	29,527	28,375	27,905	35,510	**35,614**
Number of new stores opened during the period	30	22	15	13	10	9	8	15	5	8	**12**
Number of stores at end of period	494	503	511	516	519	518	521	529	529	660	**665**

*Part-time employees are calculated based on an 8-hour work day and the average number of employees during the period.

Non-Financial Data

Environment

Major item	Sub-item	Non-consolidated / Consolidated	Unit	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
GHG emissions	Scope 1 emissions	Consolidated	t-CO_2e	124,217	100,368	101,261	98,635	86,618	**81,730**
	Of which: Emissions from leakage of refrigerant fluorocarbons	Consolidated	t-CO_2e	113,090	85,087	89,750	88,089	76,632	**71,632**[*4]
	Of which: Emissions from city gas and LP gas	Consolidated	t-CO_2e	11,127	15,281	11,511	10,546	9,986	**10,098**
	Scope 2 emissions (market-based)	Consolidated	t-CO_2e	357,070	347,206	343,777	249,347	78,503	**61,680**
	Scope 1 + 2 (market-based) total	Consolidated	t-CO_2e	481,287	447,574	445,038	347,982	166,463	**143,410**
	GHG emissions reduction rate [Base year: FY2020]	Consolidated	%	—	7.0	7.5	27.7	65.4	**70.2**
	Scope 1 + 2 emissions per unit of net sales	Consolidated	t-CO_2e/million yen	0.656	0.625	0.628	0.492	0.205	**0.152**
Energy	Total energy consumption	Consolidated	GJ	8,325,496	8,222,458	7,981,957	6,439,904	6,883,910	**6,691,601**
	Gas (City gas, LPG)	Consolidated	Thousand m^3	3,729	4,425	3,554	3,211	3,329	**3,366**
	Heavy oil	Consolidated	Kl	0	0	0	0	0	**0**
	Electric power	Consolidated	MWh	803,234	786,967	754,252	737,505	756,531	**754,685**
	Of which: Renewable energy obtained by private power generation (including on-site PPA)	Consolidated	MWh	816	1,791	5,221	6,790	8,100	**10,933**
	Of which: Renewable energy procured through off-site PPA	Consolidated	MWh	—	—	—	—	—	—
	Of which: Electricity purchased with non-fossil certificate[*2]	Consolidated	MWh	—	—	—	179,193	543,068	**587,075**
	Percentage of stores introducing renewable energy power	Consolidated	%	—	—	—	25.2	72.9	**75.8**
Resource recycling	Total amount of waste	Consolidated	t	34,678	31,558	30,068	26,961	25,673	**24,877**
	Of which: Hazardous waste[*3]	Consolidated	t	0	0	0	0	0	**0**
	Of which: Industrial waste	Consolidated	t	4,585	5,868	5,103	4,207	4,168	**4,498**
	Of which: General waste	Consolidated	t	30,093	25,690	24,965	22,754	21,505	**20,379**
	Waste reduction rate: Base year = FY2020	Consolidated	%	—	9.0	13.3	22.3	26.0	**32.4**
	Use of plastic containers and packaging, etc.	Consolidated	t	8,501	8,755	8,363	8,077	8,378	**8,787**
	Volume of recycled resources collected at stores	Consolidated	t	4,959	4,607	4,489	4,357	5,347	**5,198**
	Volume of food waste generated	Consolidated	t	18,915	19,342	18,001	16,691	16,346	**18,479**
	Volume of food recycled	Consolidated	t	9,070	9,873	8,869	8,470	8,637	**9,504**
	Volume of food not recycled	Consolidated	t	9,845	9,469	9,132	8,221	7,709	**8,975**
	Food recycling rate	Consolidated	%	48.0	51.0	49.3	50.7	52.8	**51.4**
	Number of stores with food waste recycling loop certification	Consolidated	Stores	0	1	4	4	14	**14**
	Water consumption (intake from water supply and groundwater)	Consolidated	Thousand m^3	3,285	3,059	2,920	2,882	2,871	**2,611**
	Number of business sites with environmental management system certification	Consolidated	Business site	298	299	299	303	303	**303**
	Number of cases of violation of environmental laws and regulations	Consolidated	Case	0	0	0	0	0	**0**

*1 The above environmental data includes figures from the previous fiscal years from FY2020 for Inageya, which was integrated into the Company in November 2024. The use of plastic containers and packaging, etc. and the volume of food recycled were calculated based on figures reported to the national government on a regular basis (administrative year period). *2 Non-fossil certificate refers to a certificate that certifies the environmental value of electricity generated without using fossil fuels. *3 Specially controlled general waste and specially controlled industrial waste under the Waste Management and Public Cleansing Act, which have the potential to cause harm to human health and the living environment. *4 Figures for FY2025 are estimates because some calculations are in progress.

Non-Financial Data

Environmental / Social Contribution Activities

Major item	Sub-item	Non-consolidated / Consolidated	Unit	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Collection of resources at stores	Carton	Consolidated	t	1,177	1,132	1,109	1,082	1,050	**1,045**
	Foam tray	Consolidated	t	606	589	553	491	503	**515**
	Transparent containers (collected only in Kasumi)	Non-consolidated	t	414	349	325	306	307	**332**
	PET bottle	Consolidated	t	2,541	2,834	2,526	2,479	2,495	**2,540**
	PET bottle cap	Consolidated	t	182	213	264	248	229	**281**
	Aluminum can	Consolidated	t	906	764	683	657	652	**654**
	Steel can	Consolidated	t	211	145	120	108	113	**117**
	Total volume of resources collected at stores	Consolidated	t	6,037	6,026	5,580	5,371	5,349	**5,484**
Collection of resources generated in-store	Cardboard	Consolidated	t	61,862	59,062	56,261	52,601	49,762	**50,164**
	Styrofoam	Consolidated	t	1,739	1,688	1,469	1,332	1,252	**1,217**
	Wastepaper: OA paper and cardboard	Consolidated	t	352	418	436	417	359	**394**
	Stretch film	Consolidated	t	9	7	7	9	10	**10**
	Fish scraps	Consolidated	t	3,088	3,569	2,935	2,722	2,359	**2,056**
	Waste cooking oil	Consolidated	t	1,399	1,379	1,258	1,109	937	**1,059**
	Total volume of resources collected in stores	Consolidated	t	68,449	66,123	62,366	58,190	54,679	**54,900**
Tree-planting and tree-nurturing activities	Number of trees planted	Consolidated	Tree	520	100	94	1,500	540	**483**
	Number of participants	Consolidated	Person	0	12	54	451	366	**258**
Cleanup activities	Number of participants in cleaning activities	Consolidated	Person	118	64	283	436	421	**115**
Social contribution activities	Total amount of donations (total of store collection and in-house contribution)	Consolidated	Thousand yen	105,873	96,007	87,411	90,185	82,217	**73,100**
	Donation for training guide dogs (including contributions)	Consolidated	Thousand yen	21,693	24,116	24,517	23,808	25,517	**20,652**
	Support for children's cafeterias	Consolidated	Thousand yen	23,139	33,416	20,104	20,114	21,606	**19,125**
	Disaster relief	Consolidated	Thousand yen	1,316	903	17,414	22,708	8,641	**8,043**
	Regional social welfare support	Consolidated	Thousand yen	4,491	4,129	4,147	4,036	4,076	**4,197**
	Support for vaccines for children around the world	Consolidated	Thousand yen	2,603	2,940	3,203	3,306	3,597	**3,450**
	Support for environmental protection activities	Consolidated	Thousand yen	12,991	10,366	10,063	9,872	12,853	**11,515**
	Others (COVID-19 medical support, 24-hour TV, etc.)	Consolidated	Thousand yen	39,640	20,137	7,963	6,341	5,927	**6,118**
	Number of stores supporting food drive and food bank activities	Consolidated	Store	111	156	219	262	330	**378**
	Donations to food drive and food bank activities	Consolidated	kg	16,900	23,661	37,862	37,162	39,344	**40,550**
Food and nutrition education activities	Number of customer participants	Consolidated	Person	9,353	11,430	14,690	16,731	18,380	**18,673**[*5]
Specific health guidance	Number of employee participants (Kasumi)	Non-consolidated	Person	—	16	111	173	152	**119**

*5 This includes 1,237 Kasumi employees.

Non-Financial Data

Social

Major item	Sub-item		Non-consolidated / Consolidated	Unit	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Human capital	Total number of employees (headcount)	Male	Consolidated	Person	17,430	17,082	16,534	16,449	16,336	**16,036**
		Female	Consolidated	Person	36,684	36,242	35,052	34,615	34,238	**33,706**
		Total	Consolidated	Person	54,114	53,324	51,586	51,064	50,574	**49,742**
	Number of regular employees (headcount)	Male	Consolidated	Person	6,519	6,444	6,444	6,318	6,192	**6,050**
		Female	Consolidated	Person	1,716	1,823	1,935	1,925	1,951	**1,981**
		Total	Consolidated	Person	8,235	8,267	8,379	8,243	8,143	**8,031**
	Number of managers*6	Male	Consolidated	Person	1,069	1,038	1,038	1,009	1,008	**885**
		Female	Consolidated	Person	57	70	70	75	107	**99**
		Total	Consolidated	Person	1,126	1,108	1,108	1,084	1,115	**984**
	Ratio of female employees		Consolidated	%	67.8	68.0	67.9	67.8	67.7	**67.8**
	Ratio of female managers		Consolidated	%	5.1	6.3	6.3	6.9	9.6	**10.0**
	Number of new graduates hired (annual)	Male	Consolidated	Person	178	175	169	143	124	**217**
		Female	Consolidated	Person	120	176	193	105	100	**101**
		Ratio of women	Consolidated	%	40.3	50.1	53.3	42.3	44.6	**31.8**
	Number of mid-career hires (annual)	Male	Consolidated	Person	38	34	28	65	121	**89**
		Female	Consolidated	Person	4	43	13	16	42	**41**
		Ratio of women	Consolidated	%	9.5	55.8	31.7	19.8	25.8	**31.5**
	Ratio of mid-career hires to regular employees		Consolidated	%	0.5	0.9	0.5	1.0	2.0	**0.016**
	Number of persons appointed as regular employees		Consolidated	Person	14	13	12	9	19	**116**
	Average years of service (regular employees)	Male	Consolidated	Year	16	17	16	17	18	**17**
		Female	Consolidated	Year	10	11	11	11	11	**11**
	Ratio of employees with disabilities	Maruetsu	Non-consolidated	%	2.9	3.0	3.0	3.3	3.3	**3.2**
		Kasumi	Non-consolidated	%	3.1	3.3	3.6	3.6	3.9	**4.2**
		MaxValu Kanto	Non-consolidated	%	2.6	2.6	2.4	2.5	3.5	**3.9**
		Inageya	Non-consolidated	%	3.8	3.7	3.7	3.8	4.1	**4.1**
		U.S.M.H	Non-consolidated	%	0.0	0.0	0.0	0.0	0.0	**1.8**
	Average annual income (regular employees)	Male	Consolidated	Yen	—	—	—	—	5,988,844	**6,079,950**
		Female	Consolidated	Yen	—	—	—	—	4,712,860	**4,856,927**
		Average	Consolidated	Yen	—	—	—	—	5,350,852	**5,468,438**

*6 A manager is defined as a person who holds a position equivalent to a store manager at a store or a chief merchandiser, section manager, or general manager at the head office.

Non-Financial Data

Major item	Sub-item		Non-consolidated / Consolidated	Unit	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
	Gender wage gap	Regular employees	Consolidated	%	—	—	—	—	78.7	**79.9**
		Non-regular employees	Consolidated	%	—	—	—	—	94.4	**79.9**
	Percentage of male and female employees taking childcare leave (including leave for childcare purposes)	Maruetsu		%	—	—	—	7.8	100.0	**100.0**
		Kasumi		%	—	—	—	26.5	58.3	**67.6**
		MaxValu Kanto		%	—	—	—	100.0	100.0	**100.0**
		Inageya		%	—	—	—	—	35.3	**46.2**
	Ratio of employees undergoing health checks	Maruetsu		%	100.0	100.0	100.0	100.0	100.0	**100.0**
		Kasumi		%	99.2	97.8	99.1	98.7	98.8	**98.1**
		MaxValu Kanto		%	95.7	97.6	97.0	98.4	82.6	**94.5**
		Inageya		%	80.2	97.3	99.0	98.0	97.5	**98.9**
		U.S.M.H		%	100.0	100.0	100.0	100.0	100.0	**92.6**

Governance

Major item	Sub-item		Non-consolidated / Consolidated	Unit	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Directors (U.S.M.H)	Number of Directors	Male		Person	8	8	8	8	8	**6**
		Female		Person	1	1	1	1	1	**1**
		Total		Person	9	9	9	9	9	**7**
	Number of independent Directors			Person	3	3	3	3	3	**3**
	Ratio of independent Directors			%	33.3	33.3	33.3	33.3	33.3	**42.9**
	Ratio of female Directors			%	11.1	11.1	11.1	11.1	11.1	**14.3**
	Number of Corporate Auditors			Person	5	5	5	5	4	**4**
	Number of Executive Officers	Male		Person	—	—	—	—	7	**7**
		Female		Person	—	—	—	—	0	**0**
	Number of Board of Directors meetings held			Meeting	13	12	12	12	14	**13**
	Attendance at Board of Directors meetings			%	99.6	99.5	98.2	100.0	99.3	**99.3**
Compliance	Number of cases of legal violation resulting in fines, etc.		Consolidated	Case	0	0	0	0	0	**0**
	Number of information security accidents and incidents such as data leakage		Consolidated	Case	0	0	0	0	0	**0**
	Number of internal reports		Consolidated	Case	263	267	361	360	421	**513**

Company Data / Stock Information (As of February 28, 2026)

Corporate Profile

Established: March 2015

Capital: 10 billion yen

Business: Management of supermarket business

Head office address: 1 Kanda-Aioicho, Chiyoda-ku, Tokyo

Office: 2-9-17 Kanda-Surugadai, Chiyoda-ku, Tokyo

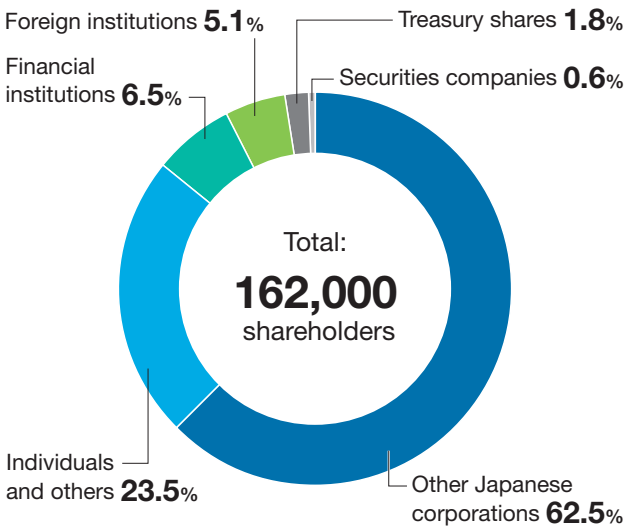
Share Information

Number of shares authorized: 500,000,000 shares

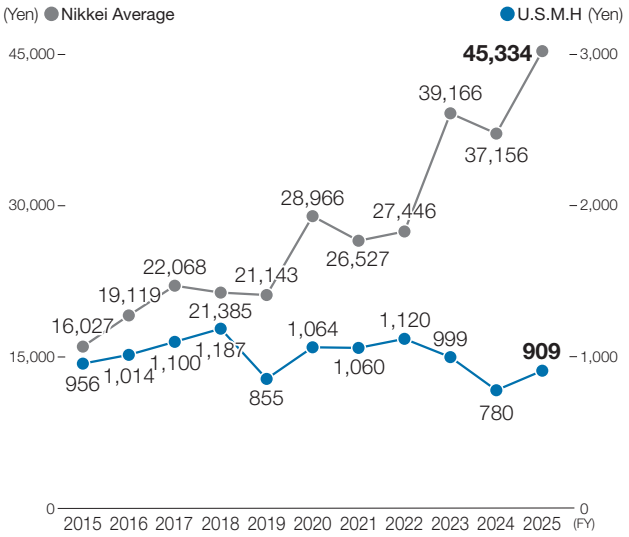
Number of shares issued: 199,100,691 shares

Number of shareholders: 162,185

Share Ownership by Shareholder Type



Stock Chart

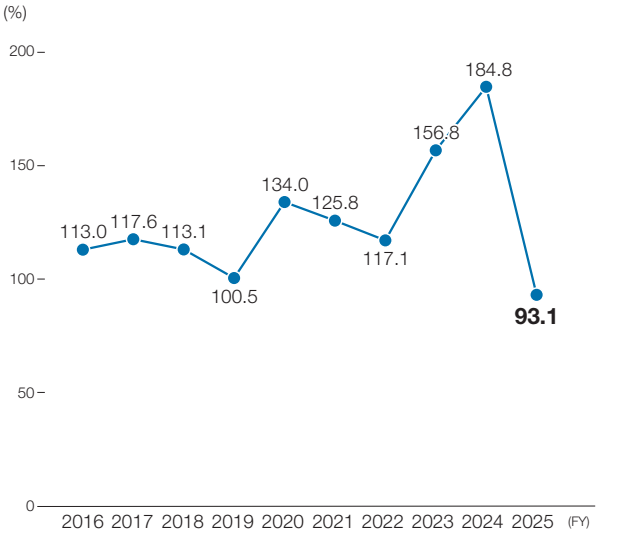


Major Shareholders

Name	Number of Shares Held (Thousands)	Ratio of Shares Held (%)
Aeon Market Investment Inc.	67,159	34.33
AEON Co., Ltd.	36,065	18.44
The Master Trust Bank of Japan, Ltd. (Trust Account)	8,379	4.28
U.S.M.H Group Business Partners Shareholding Association	3,009	1.53
Custody Bank of Japan, Ltd. (Trust Account)	2,467	1.26
The Kambayashi Scholarship Foundation	2,300	1.17
Mitsubishi Shokuhin Co., Ltd.	1,733	0.88
KOKUBU GROUP CORP.	1,717	0.87
NIPPON ACCESS, INC.	1,541	0.78
STATE STREET BANK AND TRUST COMPANY 505001	1,282	0.65

Note: Ratio of shares held is calculated excluding treasury shares (3,516,035 shares).

Total Shareholder Returns (Including Dividends)



U.S.M.Holdings

United Super Markets Holdings Inc.



United Super Markets Holdings Inc.

Head Office address: 1 Kanda-Aioicho, Chiyoda-ku, Tokyo, 101-0029, Japan

Office: 2-9-17 Kanda-Surugadai, Chiyoda-ku, Tokyo 101-0062, Japan

TEL: (+81) 3-5577-3011 (Representative)

https://www.usmh.co.jp/en