



January 25, 2024

Company name: AEON CO., LTD.  
 Name of representative: Akio Yoshida, President and Representative Executive Officer (Securities code: 8267; Tokyo Stock Exchange (Prime Market))  
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## Notice of Termination of Business and Capital Alliance Agreement

AEON CO., LTD. (the “Company”) hereby announces that today we terminate the business and capital alliance agreement with TAKA-Q CO., LTD. (Securities code 8166, Tokyo Stock Exchange Standard Market, hereinafter “TAKA-Q”), which was concluded on August 27, 1992.

### 1. Reason and details of the termination

On August 27, 1992, we established a business and capital alliance with TAKA-Q. Operating within the framework of this agreement, we have actively collaborated to enhance mutual corporate value in the fashion specialty store business. This collaboration involves the deployment of directors and the effective utilization and complementation of each other's management resources.

Nevertheless, owing to the widespread impact of COVID-19 and other contributing factors, TAKA-Q has faced insolvency since the conclusion of the fiscal year ending February 2022.

In light of these circumstances, TAKA-Q has chosen to seek support from the Organization for Regional Economy Vitalization Corporation of Japan to undertake essential management reforms, including recapitalization.

The Company acknowledges and respects TAKA-Q's decision to embark on fundamental management reforms for future growth with the rehabilitation support decision of the Regional Economy Vitalization Corporation of Japan. Recognizing that it is in TAKA-Q's best interest to pursue management improvement and revitalization under such rehabilitation support decision, both parties have mutually agreed to terminate the existing agreement.

While the business and capital alliance agreement will be terminated, we intend to sustain our business collaboration, including maintaining occupancy in the Group's shopping centers.

As of today, the Company holds 8,098,000 shares of TAKA-Q's common stock, and the treatment of these shares is yet to be determined. Additionally, as of today, TAKA-Q holds 177,900 shares of the Company's common stock, representing 0.02% of the total number of shares issued and outstanding as of November 30, 2023.

### 2. Overview of TAKA-Q as of August 31, 2023

(1) Name	TAKA-Q CO.,LTD.
(2) Location	3-9-7 Itabashi, Itabashi-ku, Tokyo
(3) Job title and name of representative	Takaaki Ohmori, President, Director of Sales, Representative Director
(4) Description of business	Planning and sales of men's and women's clothing and related accessories
(5) Share capital	100 million yen
(6) Date of establishment	June 30, 1950
(7) Number of shares outstanding	24,470,822 shares
(8) Fiscal year-end	The end of February
(9) Number of employees	440 as of February 28, 2023
(10) Major shareholders and ownership ratios (Treasury stock excluded)	AEON CO., LTD. 33.23% KK M Tsu 10.26% The Master Trust Bank of Japan, Ltd. (Trust Account) 3.03% TAKA-Q Company Ltd. Customers 2.73% TAKA-Q Kokusai Shogaku Zaidan Foundation 1.02% Monex Inc. 0.81% SBI Securities Co., Ltd. 0.77% Takaku (Masako) 0.67% Isoyama (Koichi) 0.67% Fujiyoshi (Nobutaka) 0.61%

(11) Relationship between the companies			
Capital relationship	TAKA-Q holds 177,900 shares of common stock of the Company (0.02%, as of November 30, 2023)		
Personnel relationship	Three of our consolidated subsidiaries have accepted employees on secondment from TAKA-Q.		
Business relationship	TAKA-Q enters the Group's shopping centers under lease agreements and sells mainly men's and women's clothing.		
Status as a related party	TAKA-Q is an equity-method affiliate and a related party of the Company. In addition, the Company and TAKA-Q entered into this business and capital alliance agreement.		
(12) Financial positions and consolidated operating results for the last three years, in thousands of yen unless otherwise specified			
	Fiscal year ended February 2021	Fiscal year ended February 2022	Fiscal year ended February 2023
Net assets	1,339,802	(876,926)	(1,933,923)
Total assets	9,264,008	8,009,077	6,406,769
Net assets per share (yen)	54.99	(35.99)	(79.37)
Revenue	14,601,957	12,139,686	11,975,883
Operating loss	(3,400,098)	(2,153,649)	(785,167)
Ordinary loss	(3,107,797)	(1,919,871)	(706,684)
Net loss	(3,139,010)	(2,146,235)	(1,050,386)
Net loss per share (yen)	(128.83)	(88.09)	(43.11)
Dividend per share (yen)	-	-	-

### 3. Schedule

(1) Date of the agreement to terminate the business and capital alliance agreement	January 25, 2024
(2) Date of termination of the business and capital alliance agreement	January 25, 2024

### 4. Future prospects

The termination of this business and capital alliance will not impact the consolidated business results for the current fiscal year of the Company. We commit to promptly disclosing any pertinent information that should be made public in the future.

END