



AEON CO. (M) BHD.

4th Quarter FY2025 Results

26 February 2026

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1. Key Financial Highlights

Financial Performance



Revenue

Q4 FY2025

RM1,049.3m ↓ 2% YoY

Q4 FY2024
RM1,070.2m



Profit Before Tax

Q4 FY2025

RM62.7m ↑ 51% YoY

Margin: 6.0%

Q4 FY2024
RM41.5m | Margin: 3.9%



Profit After Tax

Q4 FY2025

RM38.8m ↑ 62% YoY

Margin: 3.7%

Q4 FY2024
RM24.0m | Margin: 2.2%



Net Assets

As at 31 Dec 2025

RM2,002.9m ↑ 3%

As at 31 Dec 2024
RM1,937.1m



Borrowings

As at 31 Dec 2025

RM790.0m ↑ 27%

As at 31 Dec 2024
RM620.0m

FY2025

RM4,288.9m ↑ 1% YoY

FY2024
RM4,261.5m

FY2025

RM210.6m ↑ 1% YoY

Margin: 4.9%

FY2024
RM207.7m | Margin: 4.9%

FY2025

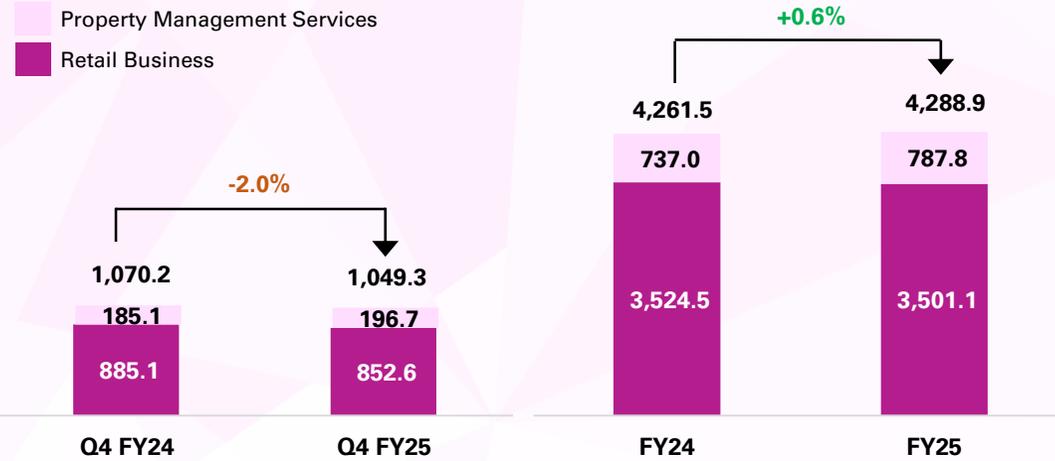
RM133.8m ↑ 5% YoY

Margin: 3.1%

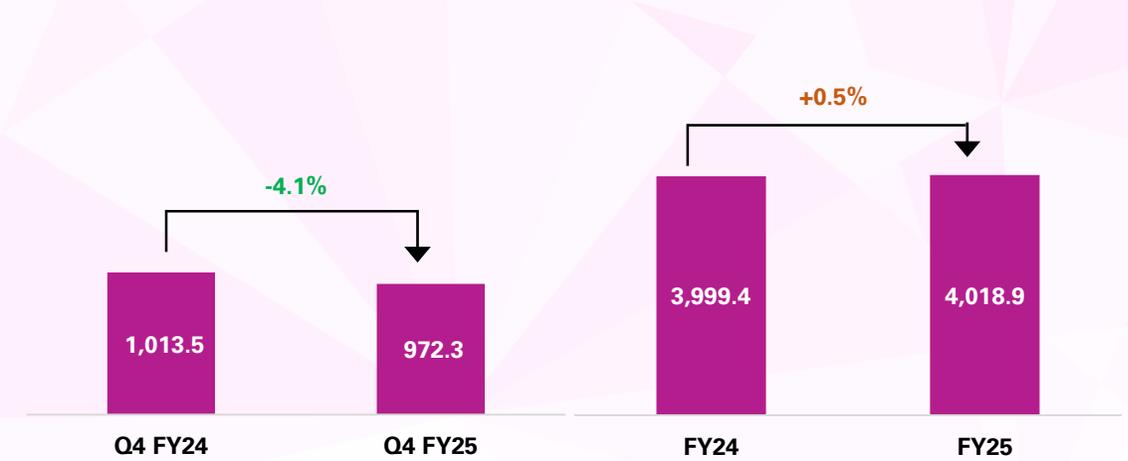
FY2024
RM128.0m | Margin: 3.0%

1. Segmental Financial Performance

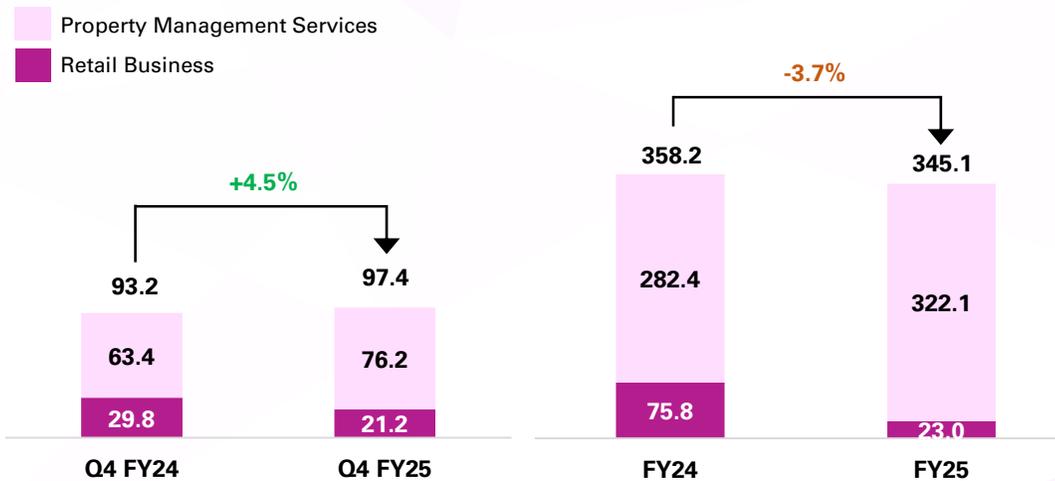
Segmental Revenue (RM million)



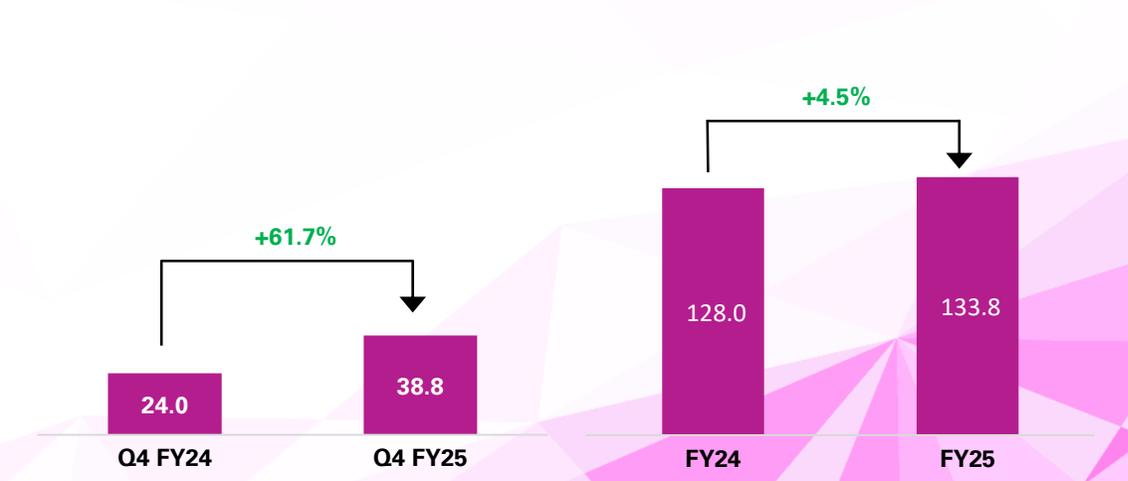
Operating Expenses (RM million)



Segmental Profit (RM million)

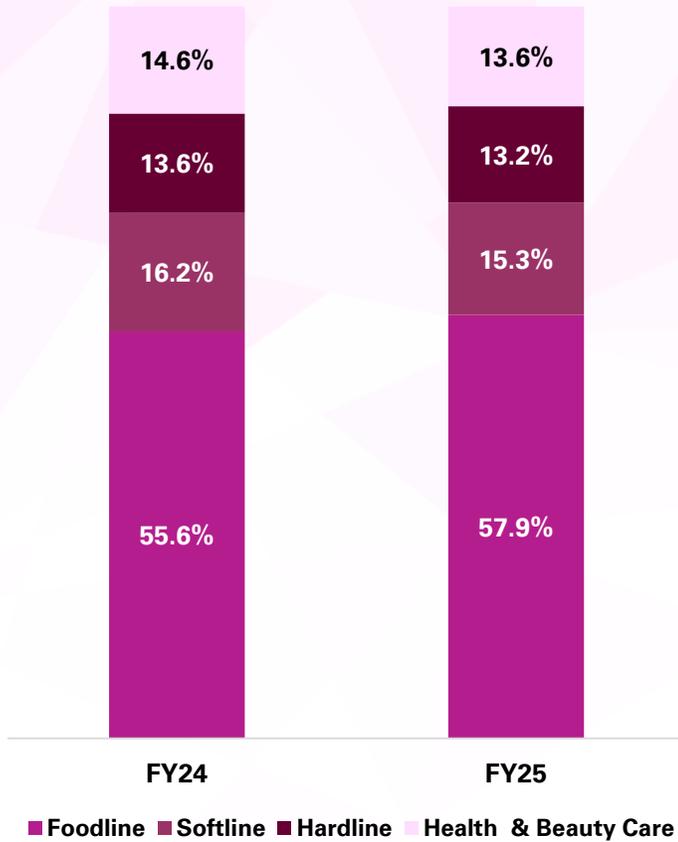


Profit After Tax (RM million)

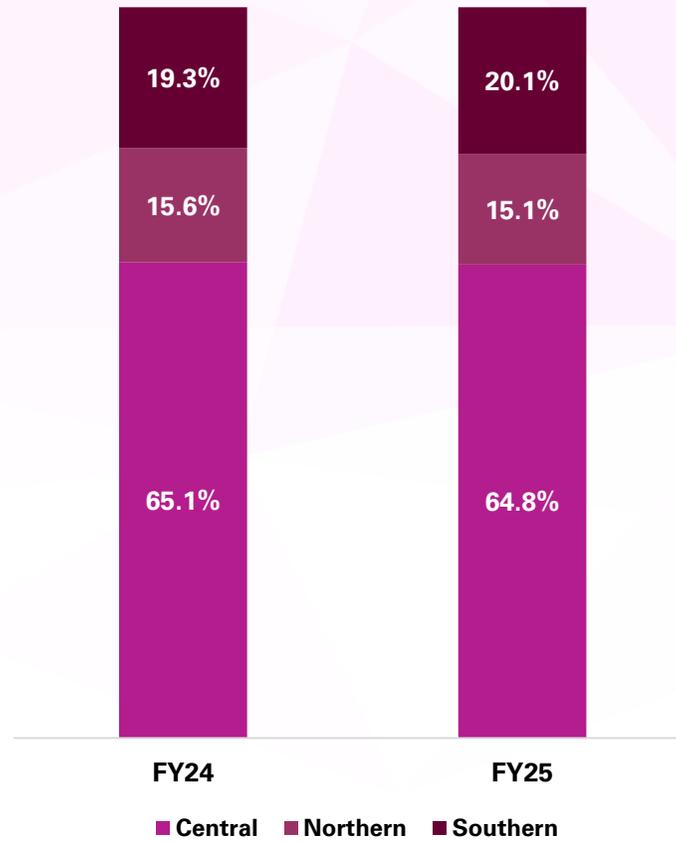


2. Business Highlights: Retail Business

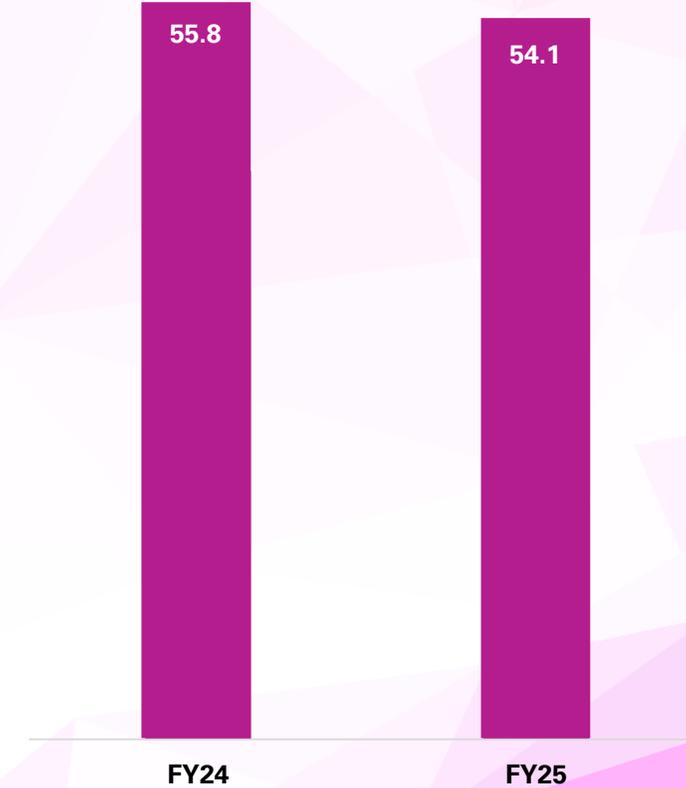
Revenue Contribution (By Categories)



Revenue Contribution (By Region)



Average Basket Size (RM)



2. Business Highlights: Property Management Services

Occupancy Rate



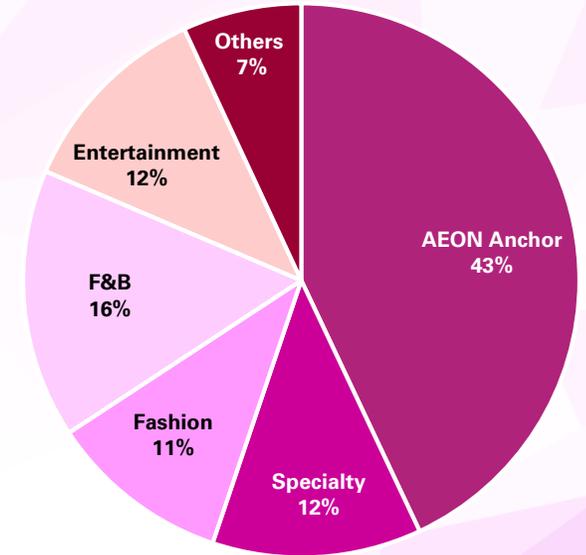
Tenant Sales



Car Count



Tenant Mix (by NLA)



3. FY2025 Dividend

FY2025 Final Dividend

The Board of Directors of AEON CO. (M) BHD. has proposed a final dividend of **4.5 sen per share** for FY2025, subject to shareholders' approval at the upcoming AGM in May 2026.

4. Customer Engagement: Targeted Campaigns to Drive Foot Traffic



PROSPERITY BLOSSOMS

EXCLUSIVELY FOR AEON MEMBERS

EVERY SATURDAY

3 JAN 10 JAN 17 JAN 24 JAN 31 JAN 7 FEB 14 FEB

GET RM 5 E-VOUCHER

with every RM80 spent in a single receipt storewide*

THANK YOU DAY

Every Saturday in December 2025

GET RM 5 E-VOUCHER

with every RM80 spent in a single receipt storewide*

Meet us this Saturday!

DECEMBER

S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

The FINAL ROUND to grab your RM5 e-vouchers!

Exclusively for AEON Members

BLACK FRIDAY

26 - 30 November 2025

Exclusively for AEON Members

28 - 30 NOVEMBER 2025

GET RM 5 E-VOUCHER

with every RM80 spent in a single receipt storewide*

DOUBLE REWARD

ELECTRIFYING SAVINGS

GET RM 5 E-VOUCHER

with every RM100 spent in a single receipt on electrical items*

BACK TO SCHOOL

Check It, Pack It, Ace It!

Now until 14 DECEMBER 2025

Buku Latihan Activity Book

This promotion is available at selected AEON stores.

41 YEARS

AEON myAEON 2go

EVERYDAY FRESH EVERYDAY LOW PRICE

Now until 31 October 2025

*T&C Apply

THURSDAY is better than Friday

THURSDAY is better than Friday

Redeem! Mystery Blind Envelope

With any purchase above RM50 in a single receipt*

SCAN TO REDEEM

Merriest Christmas Ever

15 NOV 2025 - 1 JAN 2026

Santa Gathering

Ho-Ho-Happening Soon: Catch the Santas as They March Into AEON Mall!

Participating AEON MALLS:

20 Dec 2025 (SAT)	Shah Alam
21 Dec 2025 (SUN)	Bukit Indah & Kinta City

Ignite the Light

HAPPY Deepavali

7 - 26 OCT 2025

DEEPAVALI Dance Performance

Shah Alam	:12 Oct 2025 (2pm)
Rawang	:12 Oct 2025 (6pm)
Bukit Tinggi	:18 Oct 2025 (8pm)
Bukit Indah	:19 Oct 2025 (3pm)
Ipoh Station 18	:25 Oct 2025 (2pm)
Bukit Mertajam	:25 Oct 2025 (6pm)

4. Customer Engagement: Growing Private Brands

Supermarket



General Merchandise Store (Hardline)



General Merchandise Store (Softline)



Private Brands Account for

c.18%

of Retail Sales

5. Expanding Our Footprint

AEON Malls



27

AEON Malls

1 planned for FY26

AEON Stores



35

AEON Stores

1 planned for FY26
1 addition YTD FY26

Specialty Outlets



123

Specialty Outlets

4 additions in FY25
1 addition YTD FY26, with more to come

5. Expanding Our Footprint: Introducing AEON STYLE Supermarket



AEON STYLE SUPERMARKET



5. Expanding Our Footprint: AEON Kuantan Now Open



Mohh Pakat Mari
AEON Kuantan
@ EAST COAST MALL
DIBUKA 15 JANUARI 2026

ANC02,
ARAS 2
WAKTU OPERASI:
10PAGI - 10MALAM

The banner features a smiling family of three—a man, a woman in a blue hijab, and a young girl—standing behind a pink shopping cart filled with groceries like frozen mixed vegetables, french fries, and fresh produce. The background is a soft-focus indoor setting.



5. Expanding Our Footprint: More Specialty Stores To Come In FY2026



6. FY2025 Reflections: Four Specialty Outlets Added



6. FY2025 Reflections: Renovations Completed



6. FY2025 Reflections : AEON Bukit Indah Reopened

AEON

Re-Opening Celebration

AEON BUKIT INDAH

1 DAY SPECIAL
18 DECEMBER 2025

A family of four (father, mother, and two children) is smiling and posing in front of the AEON Bukit Indah store. The father is giving a thumbs up, and the mother is waving. The children are also smiling. The background shows the store's entrance with the AEON logo.



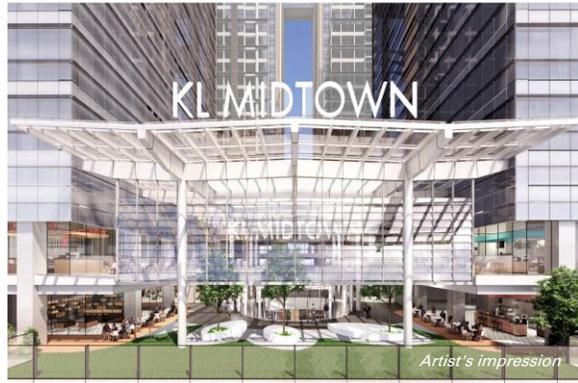
7. Development Plans: AEON Mall KL MIDTOWN



400,000 sq. ft.
Net Lettable Area
(Estimated)

Organic Flow Concept
Art, Nature, People

A Neighbourhood Space
Dining, Shopping, Entertainment



Artist's impression



Artist's impression



Artist's impression



Artist's impression

7. Development Plans: AEON Mall Expansion Plans



AEON MALL Seremban 2

Artist's impression



impression



AEON MALL Kinta City



AEON MALL KINTA CITY EXPANSION

8. ESG: Reducing Carbon Footprint



12
Malls with energised Solar PV

2 malls pending energisation & 4 malls commenced installations



28%
Renewable energy contribution
(FY2025)



64
EV charging bays across 18 Malls

... and continue expanding to other malls



11%
Waste diverted from Landfill
(vs 11% in FY2024)

Target: To achieve 15% by 2030

8. ESG: #AEONResponsible Suppliers Program

Engaging more AEON suppliers to drive common ESG goals



02 December 2024

Launch of #AEONResponsible Suppliers Program



12 September 2025

Breakfast Talk Series 1

- Supplier's Role in AEON's Sustainability Journey
- ESG Maturity Assessment



23 October 2025

Virtual ESG Dialogue

- CSI Climate Assessment Workshop
- Calculating Scope 1 and 2 emissions



7 November 2025

Breakfast Talk Series 2

- Carbon Footprint vs Profit Margin
- Peer Insights Sharing
- Decarbonisation Solutions
- Green Financing



8 December 2025

#AEONResponsibleSuppliers Forum

- Responsible Suppliers Recognition Ceremony
- Peer Insights Sharing
- Supply Chain Scaling

#AEONResponsible Suppliers Program

FY2025 Engagement

45
Companies

204
Participants

20
Award Recipients

8. ESG: FY2025 Recognitions and Accolades



UN Global Compact Malaysia & Brunei
Inclusion in the ESG Select List 2025 as a 4 Star Lister



FTSE4Good

4.2

FTSE Russell ESG Rating
(FY2024: 4.0)

ESG Grading: 4-star

FTSE4Good Bursa Malaysia ESG Rating
FY2025: 4.2 (FY2024: 4.0)



MOST IMPROVED ESG PERFORMANCE OVER THREE YEARS
RM800M TO RM5B MARKET CAPITALISATION
GOLD
AEON CO. (M) BHD



The Edge ESG Awards 2025
Most Improved ESG Performance over 3 Years



National Energy Awards 2025
Green Energy Stewardship Gold Award



MSWG NACGSA 2025
Overall Excellence Award 2025 (Rank 31/50)

THANK YOU

www.aeonretail.com.my



AEON MALL

AEON STYLE
SUPERMARKET



myAEON 2go



SUSTAINABLE DEVELOPMENT GOALS