

OUR COMMITMENT TO GOOD CORPORATE GOVERNANCE

6

- 63 Sustainability Statement
- 160 Corporate Governance Overview Statement
- 176 Audit Committee Report
- 181 Board Risk Committee Report
- 184 Statement on Risk Management and Internal Control
- 188 Directors' Responsibility Statement for the Audited Financial Statements
- 189 Additional Compliance Information Disclosures



SUSTAINABILITY STATEMENT



- 1 Introduction
- 2 Building on Past Achievements
- 3 Sustainability Strategy
- 4 Risks and Opportunities
- 5 Sustainability Governance
- 6 Stakeholder Engagement
- 7 Materiality Assessment
- 8 Sustainability Management
- 9 IFRS S2 Climate-Related Disclosures Index
- 10 Independent Assurance of Sustainability Statement
- 11 Independent Assurance of Sustainability-Linked Loan
- 12 Independent Assurance of Social Loan Indicator

Feedback & Contact Point

We welcome feedback, comments and suggestions for improvement, which can be shared with us via:



OVERVIEW

BOARD APPROVAL

This Sustainability Statement ("Statement") has been reviewed by the Board of Directors and approved for publication to provide an objective and fair view of AEON Credit's sustainability performance for the year under review. The Board exercised oversight over the preparation of this Statement in line with good governance practices and ensured adherence and reference to prevailing sustainability reporting frameworks and standards.

BOARD FORWARD-LOOKING STATEMENTS

This Statement includes forward-looking statements intended to provide stakeholders with insights into our perspectives and plans moving forward. These statements are not guarantees or definitive predictions of AEON Credit's future performance and users are advised to interpret them with caution and avoid placing undue reliance on them.

EXTERNAL ASSURANCE

In addition to rigorous internal processes throughout the preparation of this Statement, AEON Credit also conducted the following independent third party external assurance, further attesting to the credibility and veracity of selected key sustainability disclosures:

Assurance Scope	External Third Party Assurer
Independent Assurance of Sustainability Statement	Bureau Veritas Certification (M) Sdn. Bhd.
Independent Assurance of Sustainability-Linked Loan	Bureau Veritas Certification (M) Sdn. Bhd.
Independent Assurance of Social Loan Indicator	LRQA Malaysia Sdn. Bhd.

STAKEHOLDERS



UN SDGs



SUSTAINABILITY PRIORITIES AND SUPPORTING MATERIAL MATTERS

- Sustainability Priority 1: Value Creation**
 - Data Security, IT Infrastructure and Digital Transformation
 - Excellent Ethics, Governance, Risk Management and Compliance
 - Transparency in Procurement Process
- Sustainability Priority 2: Competitive Strength**
 - Business Innovation, Responsible Marketing, Product and Service Design
- Sustainability Priority 3: Customer Focus**
 - Excellent Customer Experience, Support and Access
- Sustainability Priority 4: Caring for AEON People**
 - Employee Benefits, Employee Engagement Programmes
 - Employee Health, Safety and Well-being
- Sustainability Priority 5: Environmental Stewardship**
 - Climate Action
 - Environmental Management
 - Financial Performance, Sustainable Finance and Financial Inclusion
- Sustainability Priority 6: Societal Development and Prosperity**
 - Strategic Community Investment

INTRODUCTION

This Sustainability Statement (“Statement”) is prepared as an integral part of and for inclusion in AEON Credit Service (M) Berhad’s (“AEON Credit” or “the Group”) Integrated Annual Report for the financial year ended 28 February 2026. This Statement covers the period from 1 March 2025 to 28 February 2026, and details the sustainability agenda of AEON Credit. It highlights our efforts in managing material sustainability matters, goals, performance, and notable achievements, as well as plans for the future.

The Group recognises the critical importance of sustainability in ensuring our continued resilience and capacity to create value for our stakeholders. Beyond commercial returns, we acknowledge our collective responsibility to support sustainability for society at large and to maintain environmental integrity. We take these responsibilities to heart and have always placed sustainability at the centre of our business strategies and operations. In FYE2023, we established a three-year Sustainability Roadmap. Throughout its tenure, we have worked in earnest to implement its initiatives. This has resulted in a stronger and more focused sustainability orientation.

Our sustainability efforts have also burnished the Group’s credentials. This helped us secure a RM500 million social loan that supports our efforts to extend financing to underserved communities, including low-income groups in new growth areas. It also advances financial inclusion in line with Bank Negara Malaysia’s Financial Inclusion Framework 2023-2026.

Our sustainability agenda and efforts align with those of our immediate holding company, AEON Financial Service Co., Ltd., and our ultimate holding company, AEON CO., LTD. This strengthens the collective global impact of the AEON Group, as all entities join together to build a more sustainable world and realise our shared vision of creating a future lifestyle that brings a smile to everyone.

▶ BASIS OF PREPARATION

This Statement has been prepared with reference to the following internationally recognised frameworks, principles, standards and sustainability-related metrics:

Global Goals and Principles

- ④ United Nations Sustainable Development Goals (“UN SDGs”)
- ④ The Ten Principles of the UN Global Compact

Reporting Frameworks and Standards

- ④ National Sustainability Reporting Framework (“NSRF”)
- ④ Bursa Malaysia Sustainability Reporting Guide (Third Edition)
- ④ Main Market Listing Requirements (“MMLR”) of Bursa Malaysia Securities Berhad
- ④ Global Reporting Initiative (“GRI”) Standards
- ④ International Financial Reporting Standards (“IFRS”) S1 and S2
- ④ Greenhouse Gas (“GHG”) Protocol: Corporate Accounting and Reporting Standard
- ④ Financial Education Measurement and Evaluation (“FEME”) Framework, Financial Education Network (“FEN”)

A Note on IFRS Adoption

AEON Credit is adopting IFRS Disclosure Standards for the first time in the current year and has applied the transition reliefs articulated in Bursa Securities’ Practice Note 9A, namely permitted to:

- ④ Disclose information only on climate-related risks and opportunities (in accordance with IFRS S2 *Climate-related Disclosures*) and consequently apply the requirements of IFRS S1 *General Requirements for Disclosure of Sustainability-related Financial Information* only to the extent as they relate to the disclosure of information on climate-related risk and opportunities;
- ④ Focus on providing disclosure of information on climate-related risks and opportunities in respect of its principal business segments; and
- ④ Not disclose Scope 3 greenhouse gas emissions, except for categories already required by regulators.

In addition, as prescribed by both IFRS S1 and S2, in preparing disclosures about the anticipated financial effects of climate-related risk or opportunity, AEON Credit has used:

- ④ All reasonable information and data that is available at reporting date without undue cost or effort; and
- ④ An approach that commensurates with the skills, capabilities and resources that are available for preparing the disclosures

AEON Credit appreciates the important role the disclosures required under the IFRS standards play in enhancing users’ understanding of our report and their contribution to decision making which imposes an obligation on us to ensure completeness and accuracy of information. In this regard, AEON Credit is progressing towards building the resource capacity and capabilities needed to ensure full compliance of the disclosures required. This includes a clear strategy and developing the necessary data capture and processing infrastructure to facilitate derivation of the disclosures. Accordingly, where we are unable at this time to provide quantitative information, we have provided the qualitative information to benchmark against global best practices.

AEON Credit commits to implement according to the National Sustainability Reporting Framework (“NSRF”) timeline and is working towards attaining full compliance.

▶ PERFORMANCE METRICS

AEON Credit tracks our performance by reference to the globally recognised sustainability performance measurement frameworks listed below. This facilitates benchmarking against established international standards to drive continuous improvement while delivering on our commitment to transparency and accountability for our investors and stakeholders.

- ▶ S&P Global Corporate Sustainability Assessment (“CSA”)
- ▶ FTSE4Good ESG Ratings
- ▶ Morningstar Sustainalytics ESG Ratings
- ▶ Morgan Stanley Capital International’s (“MSCI”) ESG Ratings
- ▶ Bloomberg Environmental, Social and Governance (“ESG”) Score

FYE2026 ESG RATINGS PERFORMANCE

<div style="border-bottom: 1px solid #ccc; padding-bottom: 10px;"> <h3 style="margin: 0;">S&P Global Ratings</h3> <p>▶ S&P Global score has improved to 46 in line with the disclosures in IAR FYE2025.</p> <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr> <th style="padding: 5px;">2022</th> <th style="padding: 5px;">2023</th> <th style="padding: 5px;">2024</th> <th style="padding: 5px;">2025</th> </tr> </thead> <tbody> <tr> <td style="padding: 5px;">20</td> <td style="padding: 5px;">24</td> <td style="padding: 5px;">35</td> <td style="padding: 5px;">46</td> </tr> </tbody> </table> </div> <div style="padding-top: 10px;"> <h3 style="margin: 0;">SUSTAINALYTICS</h3> <p>▶ Sustainalytics (Morningstar) results improved by 0.9.</p> <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr> <th style="padding: 5px;">2022</th> <th style="padding: 5px;">2023</th> <th style="padding: 5px;">2024</th> <th style="padding: 5px;">2025</th> </tr> </thead> <tbody> <tr> <td style="padding: 5px;">27.0</td> <td style="padding: 5px;">23.6</td> <td style="padding: 5px;">22.3</td> <td style="padding: 5px;">21.4</td> </tr> </tbody> </table> </div>	2022	2023	2024	2025	20	24	35	46	2022	2023	2024	2025	27.0	23.6	22.3	21.4	<div style="border-bottom: 1px solid #ccc; padding-bottom: 10px;"> <h3 style="margin: 0;">FTSE Russell</h3> <p>▶ FTSE4Good ESG Ratings to 4-star since we stepped up our environmental disclosures.</p> <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr> <th style="padding: 5px;">2022</th> <th style="padding: 5px;">2023</th> <th style="padding: 5px;">2024</th> <th style="padding: 5px;">2025</th> </tr> </thead> <tbody> <tr> <td style="padding: 5px;">3.3</td> <td style="padding: 5px;">2.9</td> <td style="padding: 5px;">2.9</td> <td style="padding: 5px;">4.0</td> </tr> </tbody> </table> </div> <div style="padding-top: 10px;"> <h3 style="margin: 0;">MSCI</h3> <p>▶ MSCI was maintained at AA.</p> <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr> <th style="padding: 5px;">2022</th> <th style="padding: 5px;">2023</th> <th style="padding: 5px;">2024</th> <th style="padding: 5px;">2025</th> </tr> </thead> <tbody> <tr> <td style="padding: 5px;">A</td> <td style="padding: 5px;">AA</td> <td style="padding: 5px;">AA</td> <td style="padding: 5px;">AA</td> </tr> </tbody> </table> </div>	2022	2023	2024	2025	3.3	2.9	2.9	4.0	2022	2023	2024	2025	A	AA	AA	AA
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<h2 style="margin: 0;">Bloomberg</h2> <p>▶ Bloomberg’s rating of 7.5 is significantly above the average score of Malaysian companies (2.8).</p> <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr> <th style="padding: 5px;">2023</th> <th style="padding: 5px;">2024</th> <th style="padding: 5px;">2025</th> </tr> </thead> <tbody> <tr> <td style="padding: 5px;">3.9</td> <td style="padding: 5px;">5.0</td> <td style="padding: 5px;">7.5</td> </tr> </tbody> </table>		2023	2024	2025	3.9	5.0	7.5																										
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BUILDING ON PAST ACHIEVEMENTS

The Group has recorded significant, wide-ranging, and enduring achievements through the implementation of our 3-year Sustainability Roadmap.



CONCERTED EFFORTS AT FINANCIAL LITERACY – Advancing social impact for community through financial inclusion

Delivered four nationwide financial inclusion programmes reaching over 1,300 students, achieving a 25.3% knowledge gain and outperforming national benchmarks. Investment amounted to RM530,000 with beneficiaries spanning 852 children and 595 families.



SUSTAINABLE FINANCE GAINING STRENGTH – Expanding inclusive social lending

Secured a Social Loan facility of RM500 million out of which RM300 million was rapidly deployed. At the end of the current financial year, total financing to customers amounted to RM526.9 million, which is beyond the facility amount, and this has brought financial inclusion to 48,094 low income individuals.



COASTLINE PRESERVATION – Sustained commitment to marine conservation

Mobilised 528 volunteers across five locations, removing 1.22 tonnes of debris and over 11,000 cigarette butts to protect marine ecosystems. In addition, volunteers planted 2,000 mangrove tree saplings in Selangor and Pahang, supporting ecosystem restoration and coastal resilience initiatives.



SUSTAINABILITY REPORTING – Advancing GHG transparency and Scope 3 expansion

Established a Greenhouse Gas ("GHG") inventory aligned with the IFRS Foundation. This has been extended to include Scope 3, where financed emissions account for 95% of our total carbon emissions, strengthening our value chain accountability.



CONTRIBUTING TO ENVIRONMENTAL INTEGRITY – Transitioned to biodegradable credit cards

Issued nearly 20,000 polylactic acid ("PLA")-based biodegradable cards, reducing approximately 89 kg of plastic and advancing sustainable material use.

We fully appreciate that building and maintaining sustainability is a continuous unrelenting endeavour, hence, notwithstanding the conclusion of the Sustainability Roadmap in the 2025, we continue to leverage the resultant momentum and awareness to build-on and fortify the sustainability platform created. In the year under review, the Group continues to implement initiatives to deepen sustainability, these efforts are articulated in the following pages and serves to emphasise the Group's management of its material sustainability matters.



BIODIVERSITY AFFORESTATION – Kinta Nature Park

On-going maintenance and monitoring for 10,000 trees planted in 2024 at Kinta Nature Park, achieving a 91% survival rate and average growth performance rate of 43.6% from initial planting.



INSTITUTIONALISATION OF CLIMATE AWARENESS – Strengthening governance and risk capability


Embedded climate risk management competencies through Board and management training, scenario analysis, financial impact assessments, and the Group's first double materiality assessment.



▶ RECOGNITIONS

The Group continues to be recognised for excellence in sustainability by authoritative external third parties. In the year under review, we were accorded the following awards:



 Company of the Year (Financial Services) for Environmental Stewardship and Community Care at the Sustainability & CSR Malaysia Awards 2025. This marks the second consecutive year of recognition, underscoring the Group's commitment to Environmental, Social and Governance ("ESG") excellence and the associated purpose-driven initiatives executed which benefited both the environment and society. Amongst others, the initiatives include large-scale reforestation, coastline conservation, green financing solutions and digital empowerment through education.



 Malaysia's Company of the Year in the Responsible Business and ESG Champion category at the Top Asia Corporate Ball 2025, a gathering of corporate leadership and distinguished personalities across Asia. This represents the Group's first receipt of the recognition, underscoring its strong dedication and commitment to ESG excellence.

Beyond a sharp focus on ESG, these awards demonstrates commitment towards integration of ESG considerations across all aspects of the Group's business and operations.

SUSTAINABILITY STRATEGY

AEON Credit's Sustainability Principle is to strive to ensure growth while helping to realise a sustainable society. This aligns with our fundamental principle of “pursuing peace, respecting humanity, and contributing to local communities, always with the customer’s point of view at its core.” We achieve this by thinking globally and acting locally, actively promoting initiatives that involve both environmental and social aspects with our many stakeholders.

Given the heightened criticality of sustainability, not only for the Group, but also for the larger global fraternity, we have revisited AEON Credit's approach to sustainability in the year under review to enhance alignment to the changing operating environment and its associated sustainability challenges and opportunities in order to contribute more effectively to national commitments. In this regard, in FYE2026, the Group conducted its first ever comprehensive Double Materiality Assessment, engaging with 10 key internal and external stakeholders, covering customers, employees, regulators, investors, suppliers, and community representatives. Insights gained

guided the refinement of the Group's sustainability strategy, prioritisation of sustainability initiatives and highlighted key sustainability risks and opportunities as well as how these are effectively addressed.

In conjunction with the assessment, we have reframed our overall sustainability strategy for greater focus and alignment to current circumstances within the operating environment and most importantly, to facilitate more targeted management of material sustainability matters as and when the risks and opportunities arise. The reframed approach is illustrated below.

Sustainability Priorities	Material Sustainability Matters	
<i>Key determinants of sustainability that demand focus and dedicated actions</i>	<i>Matters foundational to realising Sustainability Priorities and attainment of sustainability objectives</i>	
 Value Creation	 Data Security, IT Infrastructure and Digital Transformation  Transparency in Procurement Process	 Excellent Ethics, Governance, Risk Management and Compliance
 Competitive Strength	 Business Innovation, Responsible Marketing, Product and Service Design	
 Customer Focus	 Excellent Customer Experience, Support and Access	
 Caring for AEON People	 Employee Benefits, Employee Engagement Programmes  Employee Health, Safety and Well-being	
 Environmental Stewardship	 Climate Action  Financial Performance, Sustainable Finance and Financial Inclusion	 Environmental Management
 Societal Development and Prosperity	 Strategic Community Investment	

In order to remain a sustainable, responsible and ethical business practice, the Group has determined that six Sustainability Priorities above require sharp focus to ensure that efforts are constantly expended to realise them. These Priorities relate directly to elements critical to the continuing viability and growth of our business:

- resilience and compliant value creation;
- passionate and engaged workforce;
- environmental protection and conservation; and
- uplifting societal status and well-being.

Sustainability Priorities give rise to Material Sustainability Matters for which attention and management are critical. Contributors lend to the proper and astute management of Material Sustainability Matters, by facilitating the targeting of efforts and resources.

Material Sustainability Matters and their respective Contributors are detailed below.

Core to the Group's sustainability strategy is the continual integration of sustainability considerations into all aspects of business to create stakeholder value while ensuring long-term resilience, competitiveness and relevance in a rapidly evolving financial and regulatory landscape. The sustainability strategy, sets a clear pathway to becoming a preferred provider of responsible and inclusive financial solutions, underpinned by robust governance, continuous innovation and relentless customer-focus while also contributing meaningfully to the nation's socio-economic development and fortifying environmental protection.

Contributors	Linkage to United Nations Sustainable Development Goals
<i>Focus areas that shape targeted actions to drive and manage sustainability matters</i>	
<p>C1 Economic Results C2 Ethics and Integrity C3 Risk Management</p> <p>C4 Cybersecurity C5 Procurement Management</p>	
<p>C6 Products and Services C7 Ecosystem Collaboration and Leverage</p>	
<p>C8 Customer Focus C9 Institutional Reinforcement</p>	
<p>C10 Diversity, Equity and Inclusivity C11 Human Capital Management C12 AEON People Health, Safety and Well-Being</p>	
<p>C13 Climate Protection C14 Environmental Stewardship C15 Sustainable Finance</p>	
<p>C16 Community Well-being C17 Financial Literacy</p>	

RISKS AND OPPORTUNITIES

Sustainability-related risks and opportunities play a pivotal role in shaping our sustainability strategy and the underlying initiatives needed to realise the strategy. In particular, these risks and opportunities exert influence over the Group’s financial performance, cash flow and cost of capital, both impacting and contributing to our ability and capacity to create value.

We manage these risks and opportunities in an integrated manner due to their interdependencies. For instance, physical climate risks have implications for workforce safety and health, while transition risks impact our customers. These linkages are also evident in our opportunities; for example, diversifying into financing environmentally friendly modes of mobility in response to global warming is a clear case in point. Importantly, this integrated management fosters a holistic approach that covers all aspects, thereby improving value creation opportunities and the effectiveness of our actions. It also optimises resource allocation, leading to greater cost efficiencies and effectiveness.

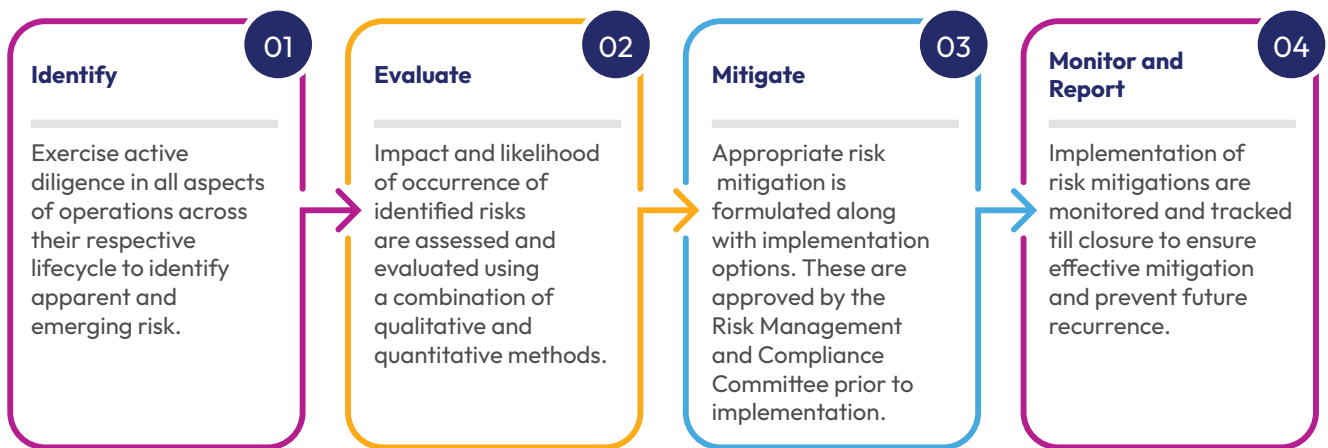
▶ ENTERPRISE RISK MANAGEMENT FRAMEWORK

AEON Credit’s Enterprise-wide Risk Management Framework ("ERMF") sets out the Group-specific approach to managing risks arising and anticipated in the course of our business and operations. Sustainability-related risks including climate-related, have a formal place in the ERMF which ensures that all relevant and material considerations

arising therefrom are embedded directly into our corporate strategies and operational plans. This also provides comfort that sustainability, considerations will receive the warranted attention when the strategies and plans are progressed to implementation.

▶ RISK MANAGEMENT IN PRACTICE

The Group’s risk management value chain has 4 key steps that are commonly followed in best practice risk management processes.



Sustainability-related Opportunities

Opportunities do surface in the course of managing sustainability-related risks. These opportunities are evaluated for economic benefits and impact through stringent cost-benefit analysis. Furthermore, we conduct market studies when capitalising on an opportunity requires the introduction of new products or services. As with all investment decisions, we apply our standard, stringent assessment and approval processes to all proposals to leverage sustainability-related opportunities, including Board review and approval.






The most apparent business model impacting the leverage of sustainability-related opportunities is the diversification of our financing portfolio to fund low-emission, environmentally friendly modes of mobility, systems and green energy generation mechanisms.





This shift is also apparent among our competitors, which demonstrates that supporting sustainability can be economically positive. Significantly, leveraging this opportunity has driven refinements to the Group’s strategies, as well as adjustments to our advertising and promotion approaches and their underlying budgets.

Another compelling example of leveraging sustainability-related opportunities is our successful securing of sustainability-based funding. We were the first non-bank financial institution in Malaysia to be granted sustainability-linked loans in FYE2023, and in the current year, we were granted the country’s largest social loan to date. These loans help AEON Credit further our sustainability aspirations while contributing to the nation’s development and environmental preservation agenda. The strategic and operational impacts were similar to those articulated above.

In FYE2026, AEON Credit conducted an assessment to identify sustainability-related risks and opportunities (“SROs”) that could reasonably be expected to affect our operations. The assessment identified 31 sustainability-related risks, categorised into Critical (5), Medium (14) and Low (12). The most significant risks were concentrated in the area of governance, emphasising the importance of strong operational controls, digital resilience and ethical business conduct.

The assessment also identified high-impact sustainability-related opportunities that can strengthen our competitive positioning, support long-term financial resilience and enhance value creation for stakeholders. The table below summarises the key takeaways from the assessment.

Critical Risks	Responses
 Operational process inefficiencies and control weaknesses	Stringent internal controls, operational monitoring and risk management
 Inadequate IT infrastructure to support operations	Continuous assessment and fortification to ensure uninterrupted service, forecast requirements and address any arising gaps
 Revenue volatility arising from macroeconomic fluctuations	Relentlessly build resilience and conduct scenario planning to formulate effective responses
 Budgeting and financial planning inaccuracies	Continuously investigate and resolve variances as well as refine budgetary and planning assumptions
 High dependency on vendors and external systems	Continuously build self-sufficiency, and contractually impose vendors' transfer of skills and technology

High-Impact Opportunities	Responses
 Continuous digitalisation and modernisation	Continuous leverage of digitalisation and expansion of digital services/service provisioning
 Develop innovative and sustainable financial solutions	Develop and market sustainability-based solutions leveraging on sustainability-linked and social funding
 Strategic partnerships	Leverage collaboration opportunities to complement portfolio of financial solutions, and obtain green/sustainability-based funding
 Investment in technology and green solutions	Adopt low emission, energy saving technologies to decarbonise operations which also appeals to changing customer sentiments towards sustainability

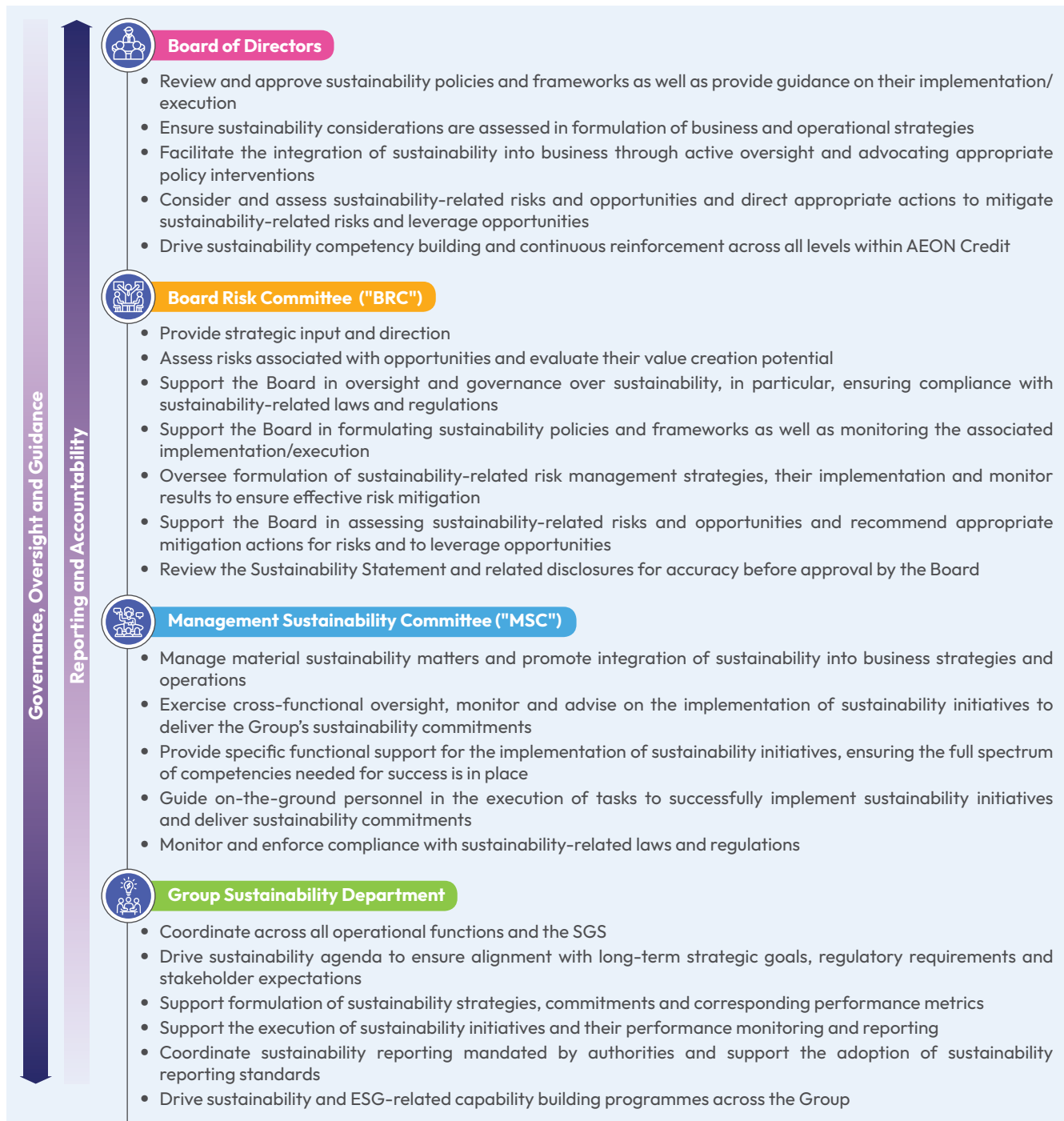
More granular elaborations of sustainability-related risks and opportunities appear in the Section on *Management of Material Sustainability Matters on pages 70 to 71*.

In addition, recognising that climate-related risks have gained importance in recent years as climate change became more apparent and existential in nature, the Group conducted a Climate Scenario Analysis in Q4 FYE2026 using 3 core NGFS (Network of Central Banks and Supervisors for Greening the Financial System) aligned scenarios, the results are presented in the Sub-Section on Climate Action under the *Environmental Stewardship* Sustainability Priority on pages 120 to 125.

This analysis, together with the results of the flood risk profiling exercise conducted last year, has collectively provided critical input to inform AEON Credit's response to the potential risks of climate change and formulate the appropriate mitigations to infuse resilience into our service delivery so as to avoid significant adverse effects.

SUSTAINABILITY GOVERNANCE

AEON Credit exercises stringent oversight and management of sustainability through a robust Sustainability Governance Structure ("SGS") that is constituted of representatives from all levels across the Group, from the Board through to the Management and AEON people. All members of the Governance Structure play active roles in shaping our sustainability agenda to ensure that our sustainability commitments are effectively delivered. Acting in unison, the members continuously promote the integration of sustainability into the business and enforce compliance with sustainability-related regulations and commitments. The Sustainability Governance Structure is illustrated below alongside associated roles and responsibilities.



The BRC reports to the Board on sustainability matters during Board meetings. In turn, it receives updates from the MSC at scheduled meetings to stay abreast of the progress of sustainability initiatives and material sustainability-related developments. Sustainability-related information is captured and disseminated across the SGS by the Sustainability Department, which also oversees the execution of sustainability initiatives.

▶ SUSTAINABILITY COMPETENCIES

The Board and members of the MSC have deep experience in managing sustainability acquired from a significant tenure in previous leadership and management roles, in addition, they also possess specific functional expertise that are foundational to managing sustainability. In relation to climate-related expertise, competency building for the Board and management through learning and development is on-going and continues apace to keep them updated on latest developments, including on geopolitical events, its potential impacts and effects on the Group's risk analysis and mitigations.

The Group has embarked on a number of exercises to determine climate-related risks, including climate scenario analysis and flood risk profiling. These have developed and reinforced the Board's and management's climate-related competencies and provided a strong platform for well-considered and informed decision making. Collectively, their experiences coupled with competencies built ensures that the Board and management make assured and informed decisions related to sustainability in general and climate in particular, especially as it relates to strategies, operational plans, investments, and capital allocation.

An Independent Non-Executive Director with sustainability expertise has been appointed to the Board in the year under review and specifically tasked with oversight of sustainability-related risks, integration of sustainability considerations into enterprise risk management. This appointment further strengthens sustainability governance and avails the Board and AEON Credit leadership to deep sustainability expertise to better address the sustainability strategies, challenges and value creation opportunities.

▶ LINKAGE TO REMUNERATION

To effectively integrate and drive sustainability, it is critical to enforce the right behaviours across all levels of the workforce. To this end, sustainability-based Key Performance Indicators ("KPI") for economic results, risk management and compliance are an integral part of performance measurement with influence on compensation. Recognising the importance of a more expansive coverage of sustainability-related KPIs, in particular climate action, the Group is working actively to widen the range of relevant performance measures. As a precursor to creating awareness and promoting early consideration of potential implementation approaches, senior and middle management members participated in a workshop on the importance of incorporating climate-related KPIs, including progress on emissions reduction, as part of the remuneration framework.

▶ REPORTING INTEGRITY AND TRANSPARENCY

As an integral part of sustainability governance – in this case, exercised by external parties and relevant authorities – and corporate accountability, the Group adopts a transparent approach to reporting, providing mandated disclosure, including those that are sustainability-related following sustainability-based reporting standards. The Group also secures independent external assurance for relevant material sustainability disclosures to attest to the veracity, credibility and reliability of the sustainability disclosures. The external assurance statements are presented on pages 148 to 153.

▶ GOVERNANCE IN ACTION

The Board is ultimately responsible for sustainability and embedding it as an integral component of the Group's strategy, including integrating sustainability across all aspects of our operations. The Board is supported in its oversight and governance of sustainability by the BRC and receives their updates on material sustainability-related matters at Board meetings. The BRC also supports the formulation of sustainability strategies which include climate-related strategies and oversees their implementation, providing advice and guidance as required.

Decision-making is a collective Board process entailing the requisite deliberations and subject-matter input from Board members. The Board receives on-the-ground input as well as functional expertise from the MSC to ensure that sustainability-related decisions consider data and information that are well-rounded and balanced and further informed by the necessary subject matter expertise.

The MSC has "eyes and ears" on the frontlines given its proximity to our operations and external stakeholders. As such, it is a critical conduit for unblemished, honest and critical perspectives, lending strongly to sustainability interventions that are feasible, well-targeted and aligned with AEON Credit's sustainability agenda. The MSC receives significant support from our dedicated Group Sustainability Department in all aspects of sustainability. This Department also stays updated on changes to the sustainability regulatory landscape, in particular the reporting requirements which have change significantly, over the recent past.

Stakeholders play a central role in shaping our sustainability direction. Their perspectives guide the identification and validation of material sustainability matters and highlight critical focus areas requiring management and attention. Of greater significance, stakeholders provide much-needed balance and objectivity in identifying material sustainability matters, ensuring broad and inclusive perspectives.

STAKEHOLDER ENGAGEMENT

STAKEHOLDER PRIORITISATION

As a significant financial services provider, AEON Credit has a multitude of stakeholders. To ensure stakeholders are allocated resources that correspond to their significance, the Group conducts Stakeholder Prioritisation Workshops ("SPW") involving internal representatives across key functions. The SPW assesses stakeholders across two principal criteria:

- 1 Stakeholders' influence on our business and operations; and
- 2 Their reliance on AEON Credit for desired financial, economic, or social outcomes and to appropriately address impacts and risks arising from our operations.

The interplay of these two criteria determines the priority of each stakeholder group, which in turn determines the level and frequency of engagement with them. In addition to the criteria above, special consideration is given to marginalised groups that do not have effective representation but to whom the Group can make effective contributions, for instance, students in the case of financial literacy.

In addition to formally scheduled official engagements, e.g. analysts briefings and shareholders' General Meetings, AEON Credit engages on an ad-hoc basis, acknowledging that issues and concerns can arise at any time and may require urgent attention. To this end, we adopt an open-door policy which is facilitated by publicly available communication channels. Given reasonable notice, we are easily accessible to stakeholders for constructive and meaningful discussions.

The table below lists the stakeholders by order of priority and provides more granular details of engagements conducted across FYE2026 as well as the value derived by both parties.

STAKEHOLDER ENGAGEMENT PROCESS

The Group's stakeholder engagement process is illustrated in the diagram below.



Customers

<p>Why Significant</p> <ul style="list-style-type: none"> Principal source of revenue and sustains the Group's growth and value creation Critical to the Group's continuous strengthening and enforcement of the Group's value creation capacity and resilience <p>Why Engage</p> <ul style="list-style-type: none"> Maintain and reinforce loyalty which promotes customer retention Invaluable to understanding customers' expectations and demands and facilitates formulation of strategies and approaches to achieve greater customer intimacy Vital to elevating the Group's ability to anticipate their changing expectations <p>The Group's Response</p> <ul style="list-style-type: none"> Constantly striving for a greater level of customer intimacy and continuous engagements Established multiple convenient channels for customer interaction with continuously improving service levels and turnaround times Designed and offered products and services that align to customers' requirements Strict adherence to responsible and ethical business practices <p>Engagement Mechanisms</p> <ul style="list-style-type: none"> Interactions through multiple customer service and engagement channels Formal customer surveys and voluntary customer feedback 	<p>Areas of Interest</p> <ul style="list-style-type: none"> Delightful customer experience Continuous improvement in customer service levels, responsiveness and turnaround times Continuous improvement in products and service features meeting customers' expectations, for enhanced value, convenience, timeliness and ease of access Product and service parameters including fair pricing, delivery channels and, importantly in light of the changing sentiments, alignment and support for environmental sustainability and alignment to expectations <p>Value for the Group</p> <ul style="list-style-type: none"> Sustained profitability and positive economic results Strong customer base generating sustained and quality earnings to supports growth and resilience Strong market standing and brand reputation with positive customer endorsements Build strong foundation for future revenue <p>Value for Stakeholders</p> <ul style="list-style-type: none"> Assurance of constant positive experiences from a trusted and stable financial services provider A diverse range of products and services that meet expectations and requirements Continuously improving convenience, access and availability Expeditious and satisfactory issue resolution
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Board and Senior Management

Why Significant

- Responsible for oversight and execution of strategies and embedding sustainability into business operations and decision-making
- Ensure alignment with national goals and regulatory environment
- Formulate initiatives to deliver on the Group's sustainability commitments and to monitor implementation to achieve desired strategic objectives and performance targets

Why Engage

- Provide clarity on the Group's business and sustainability strategies, the desired outcomes and specific implementation requirements
- Facilitate 2-way clear and concise communications between decision makers and execution personnel
- Creates a channel for constant management monitoring and provision of input/advise for time, successful implementation of sustainability initiatives
- Obtain guidance and approval for reporting and mandated disclosures

The Group's Response

- Formed sustainability-related committees and conducted meetings to ensure integration of ESG into strategies and operations
- Provided/facilitated training to build and enhance sustainability-related competencies

Engagement Mechanisms

- Formal project management meetings
- Ad-hoc interactions

Areas of Interest

- Strategic intent, direction and desired outcomes are clearly communicated and understood
- Appropriate risk management and mitigation to secure timely implementation and achievement of desired results
- Astute management of the Group's material sustainability matters to contribute to reinforcing the Group's sustainability

Value for the Group

- Enhanced sustainability across the Group, including in qualitative and non-financial performance
- Drive successful implementation of the Group's sustainability strategies, achievement of desired objectives and delivery of sustainability commitments
- An important platform for continuous improvement in sustainability

Value for Stakeholders

- Successful and impactful contribution to building and reinforcing the Group's sustainability
- Meeting sustainability-related KPIs



Shareholders and Investors

Why Significant

- Provide capital to support and sustain growth to continue creating stakeholder value
- Contribute to ensuring the Group's long-term financial sustainability
- Crucial to building and reinforcing the confidence of the financial markets

Why Engage

- To inform of the Group's financial and sustainability performance and key material corporate developments
- Convey the Group's future prospects, risk and opportunities and key business strategies
- Provide assurance of the proper use of the capital invested to generate quality and sustainable shareholder/stakeholder value

The Group's Response

- Timely disclosures and transparent reporting in line with prescribed reporting standards
- Investor engagement programmes to disseminate financial results/performance and corporate developments

Engagement Mechanisms

- Annual General Meetings/General Meetings
- Investor and analyst briefings and analyst meetings
- Formal investor relations channels
- Corporate publications and social media

Areas of Interest

- Business prospects and strategies
- Financial performance
- Corporate governance, ethics, integrity and compliance with governing legislations
- Sustainability performance
- Sustainability and climate-related risks and opportunities

Value for the Group

- Continued confidence and trust of shareholders and investors
- Assurance of market confidence
- Ease of access to and support from shareholders and investors, in particular, in relation to calls for additional investment
- Continuous enhancement in reporting and improved investor confidence

Value for Stakeholders

- Sustained positive returns from investment, assurance of sustained strong dividend pay outs
- Safe and secure investment with resilience to mitigate economic challenges and uncertainties

STAKEHOLDER ENGAGEMENT



Government and Regulators

Why Significant

- Provide legal sanction for the conduct of business and operations
- Establish laws, policies and guidelines to regulate market and enforce market discipline

Why Engage

- Keep abreast of changes in legislations governing business and operations
- Access to guidance and an authoritative body of knowledge on interpretation and implementation of legislative changes
- Facilitate constant compliance with legislative requirements and responsibilities
- Build and maintain strong bonds to facilitate collaboration and reduce red-tape

The Group's Response

- Stringent compliance with regulatory guidelines coupled with accurate, timely and transparent reporting and disclosures
- Disciplined self-regulation and strict adherence to ethical and responsible practices
- Accountability through independent scrutiny
- Diligent risk management and mitigation

Engagement Mechanisms

- Consultations, briefings and formal meetings
- Regulatory examinations/inspections
- Financial services industry forums

Areas of Interest

- Sustained economic growth supported by a strong and resilient financial system
- Orderly, disciplined and responsible conduct of business in financial services
- Regulatory compliance and reporting
- Financial consumer equity and protection
- Data privacy and confidentiality and cybersecurity

Value for the Group

- Expeditious updates on changes in legislation enabling constant compliance and turnaround
- Effective and impactful contribution to resilience and stability of the financial system
- Reinforced market confidence and customers' trust in the Group's resilience and capacity
- Secure explicit and authoritative acknowledgment of the Group's proper discharge of fiduciary responsibilities

Value for Stakeholders

- A continuously strong and stable financial system which contributes effectively to national economic growth and resilience
- Reaffirms Malaysia's financial and economic standing on the global stage
- Strong culture of compliance and discipline signifies market maturity, which provides confidence to implement policies to drive greater maturity in financial services industry



Lenders and Financial Institutions

Why Significant

- Source of funds to support business expansion and growth as well as to further the Group's sustainability agenda, for instance sustainability-linked funds

Why Engage

- Show/inform of compliance with loan covenants
- Communicate financial performance, business prospects and strategies
- Secure a pool of supportive lenders to meet arising funding requirements
- Explore/leverage opportunities to collaborate for mutual benefit

The Group's Response

- Regular communication of financial performance, business prospects and strategies
- Formal meeting to show compliance with loan covenants and, where applicable, to report on performance measures attached to secured loans
- Dialogues with lenders and financial institutions to understand and explore their offerings
- Ad-hoc exploratory discussions to discover collaboration opportunities

Engagement Mechanisms

- Formal meetings
- Business interactions via various communication channels
- Financial industry association forums and gatherings

Areas of Interest

- Compliance with loan covenants
- Financial performance, business prospects and strategies
- Corporate governance, ethics, integrity and compliance to relevant legislations
- Sustainability performance
- Opportunities to provide funding to the Group and collaborate/partner

Value for the Group

- Access to a pool of supportive and responsive lenders
- Continuously strong relationships which are mutually beneficial
- Accommodative lending terms and conditions

Value for Stakeholders

- Compliant and responsible borrower that is committed to discharging responsibilities
- Borrower of impeccable creditworthiness with business stability and resilience



Rating Agencies

Why Significant

- Provide independent assessments of the Group's creditworthiness, which exert significant influence on the ability to secure funding and associated terms and conditions

Why Engage

- Keep rating agencies informed on a timely basis of the Group's financial and sustainability performance business prospects and strategies
- Ensure full and relevant information is provided to generate a fair and reflective rating e.g. unique, specific perspectives that may exert influence

The Group's Response

- Full and transparent disclosure of all relevant information that are foundational to generating a rating
- Constant update to keep rating agencies informed on a timely basis of events/transactions that may have a bearing on rating

Engagement Mechanisms

- Formal meetings
- Interactions via various communication channels

Areas of Interest

- Business prospects and strategies
- Financial performance including stability and quality of earnings, asset quality, risks attached and risk mitigations in effect/planned
- Corporate governance, ethics, integrity and compliance to governing legislation

Value for the Group

- A strong credit rating is fundamental to strengthening with confidence of lenders/funders
- Affords the Group continuing access to funds on better, more accommodative terms

Value for Stakeholders

- Pertinent, clear and timely information eases the assessment process and allows for greater accuracy
- Upholds independence of rating agencies and their responsibilities to provide reliable assessments



Employees

Why Significant

- Entrusted to conduct operations which generate and sustain long-term value
- Indispensable to sustaining revenue generation and protecting the Group's interests

Why Engage

- Recognise and appreciate AEON people's dedication and contributions to the Group's growth and sustainability
- To give voice to AEON people to solicit honest and objective feedback
- An invaluable mechanism for the Group to explicitly show care
- Leverage the opportunity to lead and provide visible leadership

The Group's Response

- Regular formal meetings with AEON people across all levels of seniority
- On-the-ground collaboration on events/activities between AEON people and the Group's senior leadership

Engagement Mechanisms

- Formal and townhall meetings
- Training programmes and team-building activities
- Corporate Social Responsibility events/activities
- Employee engagement surveys
- Target setting and performance appraisals

Areas of Interest

- Group performance and outlook
- Career progression, KPIs, learning and development opportunities
- Culture, diversity, equity and inclusion
- Health, safety and well-being
- Grievances and resolutions

Value for the Group

- Dedicated, passionate and competent workforce to support business growth and generate sustainable stream of quality earnings
- Ideas for innovation and continuous improvement
- Delivery of excellent customer experiences leading to elevated customer satisfaction
- Loyalty and high employee retention rate

Value for Stakeholders

- Respect for employees' rights with zero tolerance for discrimination
- Competitive remuneration and benefits
- Continuous learning and development
- Recognition for dedication and exemplary service
- Sincerity and responsiveness in addressing concerns
- Conducive and safe workplace

STAKEHOLDER ENGAGEMENT



Merchants and Business Partners

Why Significant

- Avenue for collaboration which potentially enriches and enhances earnings and customer value propositions

Why Engage

- To surface and establish strategic alliances/collaborations for mutual benefit
- Access to and leverage of respective customer base to form value propositions that can better fulfil customer requirements

The Group's Response

- Ongoing engagement to strengthen business relationships and heighten service delivery capabilities and customer service levels
- Constant exploration of collaboration opportunities for mutual benefit

Engagement Mechanisms

- Merchant service discussions
- Support channels
- Partnership programmes
- Business alliances and networking

Areas of Interest

- Business opportunities
- Innovation and continuous improvement
- Operational clarity and issue resolution
- Leveraging complementary strengths to achieve business and operational objectives

Value for the Group

- Enhancement of customer value propositions to better meet requirements and expectations
- Strategic alliances/collaborations that leverage complementary strengths
- Revenue enhancement
- Enhanced customer retention capabilities and leverage to increase customers' share of AEON Wallet

Value for Stakeholders

- Business and revenue growth through alliances and collaborations
- Improvement in customer retention capabilities and opportunities to increase revenue
- Access to the Group's customer base as an additional source of revenue
- Strong and enduring relationship with a major financial services provider



Suppliers

Why Significant

- Provide goods and services essential for the conduct of business operations from which the Group creates value
- Avenue to widen the Group's positive sustainability impact through the leverage of bargaining power to influence and promote sustainable and responsible practices

Why Engage

- Avenue to drive cost efficiency to lower cost of operations
- Tap into pool of expertise and domain knowledge to enhance efficiency
- Drive and infuse greater sustainability across the Group's value chain
- Access to new technologies and methods which contribute to cost effectiveness and operational efficiency

The Group's Response

- Constantly strengthen business relationships to transform them into collaborations where both parties reap mutual benefits both commercial and otherwise
- Fair, equitable and transparent procurement practices

Engagement Mechanisms

- Formal meetings e.g. information exchange sessions, discussions to explore tighter collaboration
- Supplier assessment sessions

Areas of Interest

- Sustainability-infused supply chain
- Supply chain transparency and risk management and resilience
- Supplier assessment incorporating sustainability considerations
- Efficient, fair and responsible procurement processes
- Quality, reliability and timeliness of supplies and services
- Compliance to terms and conditions
- Opportunities for collaboration

Value for the Group

- Supply chain resilience
- Quality, reliable and timely supplies and services
- Compliance to terms and conditions
- Embedding greater sustainability across the supply chain

Value for Stakeholders

- Reliable and constant source of business and assurance of a stream of revenue
- Access to markets/test new products/services
- Collaboration/partnership for mutual benefit
- Promote and infuse greater sustainability in suppliers' operations leading to better compliance with regulatory requirements



Local Communities and Non-Governmental Organisations (“NGO”)

Why Significant

- Critical to realising the Group’s commitment to contribute to societal prosperity and development
- Brings to the fore the human side of the Group
- Communities and NGOs exert significant influence over Government policies in particular as they relate to the environment

Why Engage

- Realise the Group’s commitment to share and give back meaningfully to the community
- Facilitate support from the local community and NGOs when needed
- Principal avenue for the Group to show care for and support vulnerable segments of society and help the underprivileged realise their aspirations
- Access to specific expertise of NGOs in executing sustainability initiatives

The Group’s Response

- Constantly strengthen business relationships to transform them into collaborations where both parties reap mutual benefits both commercial and otherwise
- Fair, equitable and transparent procurement practices

Engagement Mechanisms

- CSR activities
- Assistance in a variety of manners, e.g. financial aid, major festivals celebrations, sponsorship of meaningful causes

Areas of Interest

- Community support, aid and assistance
- Collaborative volunteering to address various concerns e.g. environmental protection, road safety
- Uplifting the status of society, its capabilities and prosperity
- Education, including financial literacy

Value for the Group

- Continued assurance of support and assistance to realise societal and environmental support goals
- Explicitly emphasises the Group’s duty of care for society and environment
- Builds and reinforces the Group’s brand reputation

Value for Stakeholders

- Financial aid and support for the betterment of society and the preservation of environmental integrity
- Support for the realisation of aspirations that are otherwise challenging to attain
- Mitigate the impact of marginalisation resulting from lack of funds and resources
- A significant and reputable financial institution to champion and support worthy causes



Media

Why Significant

- The media exerts significant influence over public perception and can potentially impact the Group’s reputation, market standing and attractiveness to current and potential customers

Why Engage

- Ensure and obtain assurance of fair and accurate reporting to the public at large
- Eases access to information dissemination channels that possess broad reach and extensive readership across all levels

The Group’s Response

- Inculcate and sustain good relationships across platforms for balanced and objective coverage
- Encourage open and transparent communication
- Ensure prompt responses to inquiries on corporate developments

Engagement Mechanisms

- Press conferences, press releases and briefings
- Interviews
- Press enquiries and the associated responses

Areas of Interest

- Corporate announcements
- Operational and financial performance
- Sustainability agenda, initiatives and related performance
- Corporate governance, risk management and related matters

Value for the Group

- Cultivates a positive impression which influences opinions expressed/ and reported in the media
- Access to cost effective avenue to disseminate information broadly across the public domain
- Leverage to reinforce the Group’s brand

Value for Stakeholders

- Accurate information for reporting/publication
- Access to expert opinions from industry specialists and seasoned management professionals

MATERIALITY ASSESSMENT

AEON Credit conducts Materiality Reviews annually and a comprehensive Materiality Assessment every three years. These facilitate the identification of sustainability matters of significance, the determination of their internal and external impacts and the evaluation of the materiality of those impacts.

In FYE2026, we conducted our first-ever comprehensive double materiality assessment, which considers the Group's influence on our stakeholders and the extent of their reliance on us. The process is illustrated below.

Identification



Identification of material sustainability matters through engagements with key internal and external stakeholder groups. The engagements focused on the Group's influence on stakeholders and the extent of their reliance on us.

Assessment and Assimilation



Consider stakeholders' views on sustainability concerns, and objective insights received across all engagements. These views serve as valuable input to infuse objectivity and balance into the assessment process.

Prioritisation



Management critically assesses the quantitative and qualitative inputs from the previous two steps to compile a list of prioritised material sustainability matters and the corresponding Materiality Matrix, which are then endorsed for Board approval.

MATERIAL SUSTAINABILITY MATTERS

Double Materiality Assessment Results

AEON Credit conducted a Double Materiality Assessment to identify and prioritise sustainability matters that are most significant from both a financial perspective (impact on business value creation) and an impact perspective (impact on society and the environment).

The prioritised material sustainability matters generated from the assessment are summarised in the following page. They represent key areas critical to achieving AEON Credit's Sustainability Priorities and supporting long-term resilience and stakeholder trust.

In FYE2026, we refined our approach by clustering material topics into broader subject matter contributors, enabling clearer prioritisation and more effective allocation of resources across strategic sustainability themes.

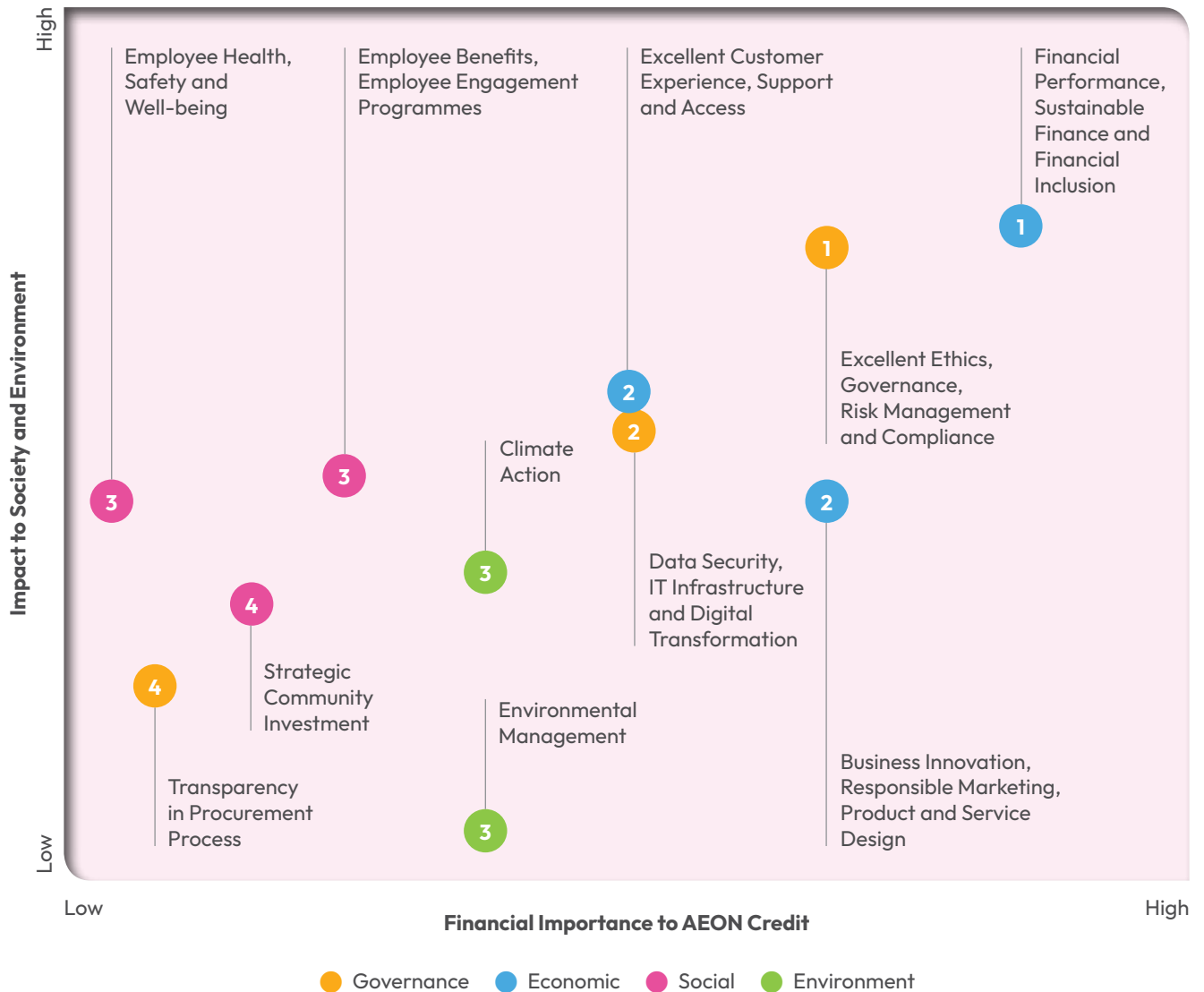
The Group's FYE2026 Double Materiality Assessment has been realigned to our Sustainability Priorities, ensuring that material matters are directly linked to the Group's long-term value creation strategy, stakeholder expectations, and sustainability commitments.

The assessment confirms core elements that collectively define the Group's sustainability agenda:

- ① The Group's six Sustainability Priorities;
- ② Critical matters that warrant management attention to realise these Priorities; and
- ③ Focus areas for targeted action to support proper management of material sustainability matters

The Group's material sustainability matters are listed in the following page together with their respective priority ranking, with 1 being the highest priority.

The Double Materiality Matrix below was developed using internal and external stakeholders' inputs derived from workshops and a stakeholder engagement survey. It shows the Group's Material Sustainability Matters alongside their respective priorities. Matters of highest priority are consistent with our core focus as a financial services organisation. The priority rankings remain consistent with those of the previous year.



<p>High Priority (1 & 2)</p> <p>Matters with both high financial importance and high impact to society and the environment. These are core to strategy, risk management, and stakeholder trust.</p>	<p>Medium Priority (3)</p> <p>Matters that are important but show either medium financial importance or medium societal impact. These require monitoring and integration into sustainability strategy but may not be urgent risks.</p>	<p>Emerging Priority (4)</p> <p>Matters with relatively lower financial or societal impact but are important to track for future developments or compliance.</p>
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SUSTAINABILITY MANAGEMENT

AEON Credit adopts a strategic approach to managing our sustainability to ensure tight alignment to our strategies and tactical plans. The Material Sustainability Matters support realisation of AEON Credit's six Sustainability Priorities that are, individually and collectively, crucial to AEON Credit attaining greater maturity in sustainability as we relentlessly strive to create stakeholder value.

Each Sustainability Priority has a significant impact on the prosperity and growth, and, significantly, our ability to make impactful contributions to the nation's socio-economic development and global efforts at sustaining environmental integrity. All core sustainability areas, namely Governance, Economic, Social and Environment are represented across the Priorities.



Governance

Value Creation – to sustain value creation, as a financial institution our governance and control mechanisms must operate with excellence to protect AEON Credit's interests



Economic

Competitive Strength – innovation and technology leverage are critical to sustaining competitiveness and value creation

Customer Focus – relentless customer focus is core to sustaining revenues and ensure our capacity to create value remains strong



Social

Caring for AEON people – our people are foundational to sustaining value creation, explicit care and concern build and reinforce a passionate and motivated workforce

Societal Development and Prosperity – uplifting society and improving its stature promotes national development and builds an environment conducive to business expansion and growth



Environment

Environmental Integrity – protecting the environment is our responsibility as a responsible corporate citizen, it also secures business resilience through assuring that economic activities can continue in tandem with environmental resilience

As we integrate and deepen sustainability across AEON Credit, we also make conscious efforts to contribute alongside the global fraternity to a resilient and sustainable planet for future generations, guided by the aspirations of the UN SDGs.

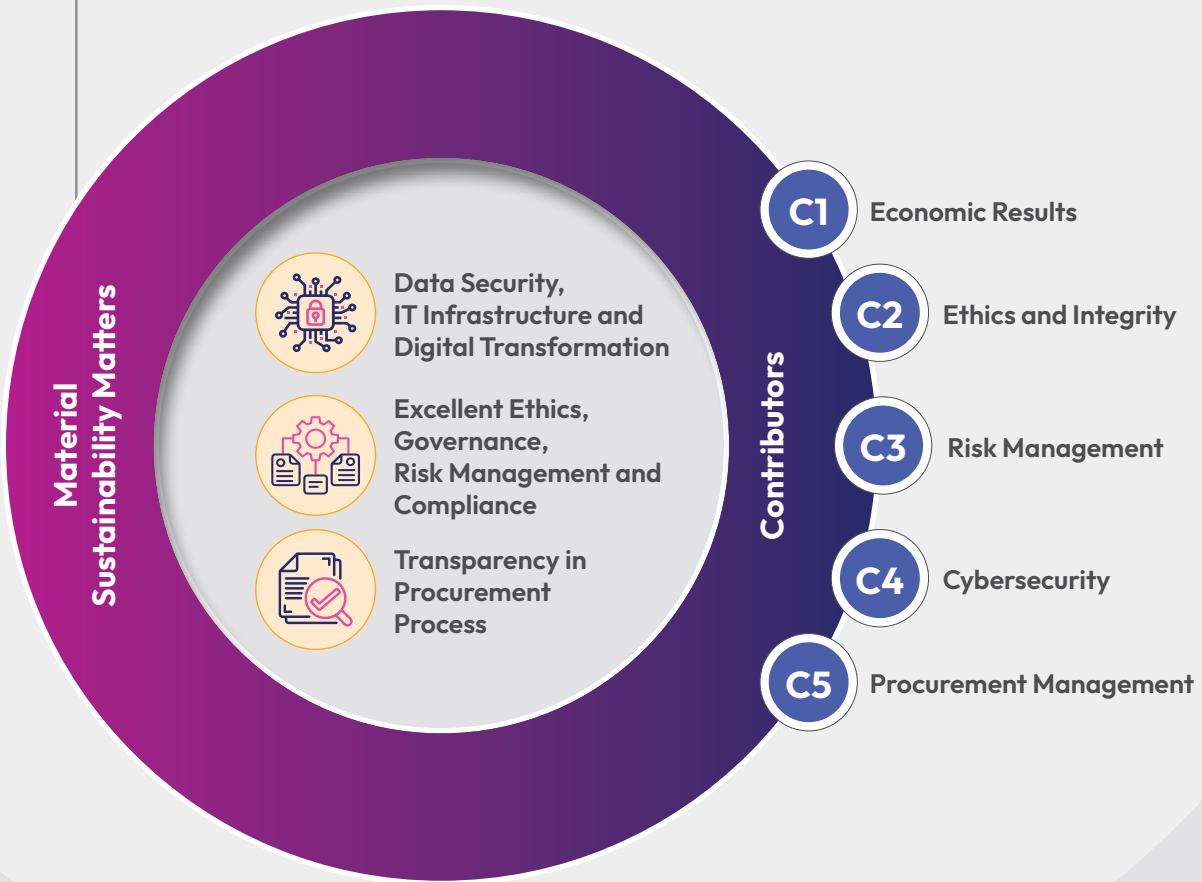


VALUE CREATION

As a financial services group, it is paramount that our governance mechanisms are comprehensive and operate to keep us and our customers' interests protected, while maintaining the stability of the nation's financial system.

Effective governance is essential to our regulatory licence to operate. It is also vital for earning and maintaining the trust of our customers, funders, and investors.

Collectively, AEON Credit's governance mechanisms support the management and delivery of integrity and resilience.



SUSTAINABILITY MANAGEMENT

C1 Economic Results

Positive financial results provide funds to support and execute our sustainability initiatives. This supports the fulfilment of our goals and commitments. These funds are a core part of the Group’s financial capital. They are continuously transformed into other capitals to enhance our value creation capacity and fortify our resilience.

Strategy

Unrelenting focus on:

- Revenue enhancement
- Cost management, including widening digitalisation and automation
- Operational efficiency
- Asset protection
- Prudent, risk-managed credit granting

Governance

- Direct oversight and monitoring from the Board, Audit Committee and leadership
- Independent scrutiny by Internal Audit and External Audit
- Competent and qualified Finance function leadership and key personnel

Management of Risks and Opportunities

Identification of risks to economic results is a constant process across the Group as we are exposed to a multitude of risks, beyond financial-related ones, for instance reputational risk can affect our value creation capacity

Risk Management

- Governance bodies’ oversight
- Independent examinations
- Budgetary control
- Prudent lending practices
- Financial reserves to weather adverse market fluctuations and address eventuality of risks including climate-related risks
- Large and growing customer base as a stable source of revenue and address eventuality of risks including climate-related risks

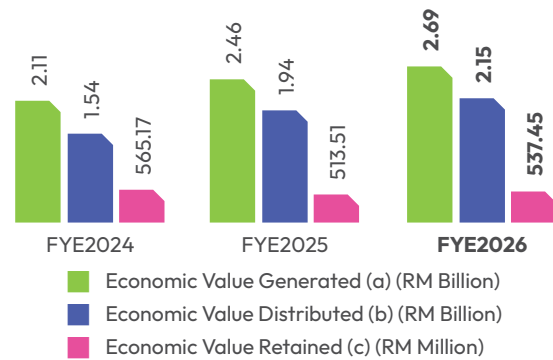
As a profit-oriented entity, the Group constantly seeks opportunities to enhance value creation.

Opportunity Leverage

- Thorough assessments by relevant subject matter specialists, including stringent due-diligence
- Considered, deliberated and approved by the Board
- Tight monitoring during implementation

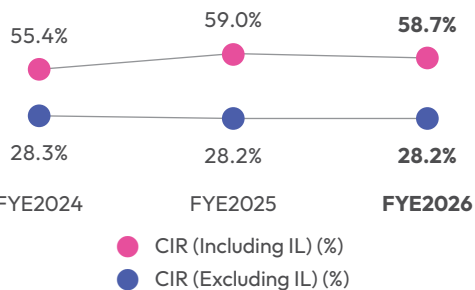
Performance

Our financial results have improved for the past 3 years while Cost-to-Income ratio remained relatively stable, reflecting disciplined cost management.



- (a) Refers to revenue and other operating income generated by the Group
- (b) Refers to impairment losses, personnel expenses, interest expenses, other operating expenses and share of results in an associate
- (c) Refers to Economic Value Generated minus Economic Value Distributed

Cost-to-Income Ratio ("CIR")



Taxation

As a good corporate citizen, AEON Credit dutifully discharges our responsibilities to pay taxes as assessed completely and in a timely manner. In keeping with this commitment, we adhere strictly to all taxation legislation including timely, transparent and accurate filing of returns and provision of all information and documentation as required. To maximise economic returns, we actively manage our tax position and exposure through diligent tax planning.

On taxation matters, AEON Credit is guided by our Policy of Tax Governance which prescribes a structured approach to ensure that all tax affairs are managed responsibly, transparently and in compliance with applicable tax laws and regulations.

C2 Ethics and Integrity

Gaining and maintaining the trust of our stakeholders, in particular customers, the regulators, our funders and shareholders, are of paramount importance to ensure the Group's value creation capacity continues to remain strong and resilient. Trust is foundational to the Group. Our business relies on the assurance that we will uphold our fiduciary responsibilities. We maintain and constantly reinforce impeccable ethics and integrity to demonstrate our steadfast dedication to earning trust.

Strategy

- Stringent compliance and enforcement of policies and regulatory requirements
- Constant strengthening and upkeep of systems of control
- Comprehensive knowledge and understanding of relevant statutes and guidelines
- Training and competency upgrades

Governance

- Direct oversight and monitoring from Board and Leadership
- Independent scrutiny by Internal Audit, External Audit and regulatory examinations

Management of Risks and Opportunities

The Group has a variety of mechanisms to ensure that trust is maintained and remains unblemished.

Risk Management

- Mandatory Anti-Bribery and Corruption Pledge and Integrity Declaration
- Formal whistleblowing avenues with statutory whistle-blower protection
- Immediate action to rectify identified weakness(es)
- Constant assessment and strengthening of systems control

Independent scrutiny is a source of improvement opportunities, along with feedback/suggestions from AEON people.

Opportunity Leverage

- Acting on recommendations to improve/strengthen controls
- Ensuring compliance with changes in relevant statutes/guidelines

Policies/Certifications



Policies

- Framework of Electronic Know-Your-Customer
- Policy of Code of Ethics & Conduct
- Policy of Whistle-Blowing
- Policy of Gift and Entertainment
- Policy of Anti-Money Laundering, Countering Financing of Terrorism, Countering Proliferation Financing and Targeted Financial Sanctions
- Policy of Anti-Bribery and Corruption Management System
- Policy of Conflict of Interest
- Treat Customers Fairly Charter
- Policy of Personal Data Governance
- Policy of Fraud Management
- Policy of Tax Governance



Certification

- ISO 37001:2016 – Anti-Bribery Management Systems ("ABMS")

Performance

- Element
- Objective

- Anti-Bribery Management System (ISO 37001)
- Maintain ABMS framework, audits, continuous monitoring, and employee risk assessments

Result

Zero confirmed corruption incidents; full risk assessment coverage

- Anti-Corruption Training
- Mandatory training for all employees; risk awareness and assessment exercises

Result

100% employee training completion

- Whistleblowing Mechanism
- Anonymous reporting channel with structured escalation to management and Board

Result

All reported cases were addressed promptly via the escalation process

- Governance Oversight and Reporting
- Multi-tier governance exercised by appointed Committees across the Governance Structure with periodic committee reporting

Result

Timely escalation of incidents; audit findings reviewed and satisfactorily closed

SUSTAINABILITY MANAGEMENT

Performance

● Element ● Objective

● ISO Certification Framework
 ● Maintain integrated management system (ISO 9001, 27001, 14001, 37001); internal and independent external audits (SIRIM, TÜV Nord)

Result
 Successful surveillance audits; zero major non-conformities; continued certification status

● Supplier Selection and Ethics
 ● Supplier due diligence, ethical code of conduct, ESG criteria in sourcing

Result
 Vendor Code of Conduct in place; all major vendors reviewed via supplier audits

● Contract & Payment Governance
 ● Standardised contracts with clauses for compliance of ESG, and safety obligations

Result
 All contracts aligned with policy; monitored by Procurement team

● Supplier Risk Assessment
 ● Periodic risk assessment of critical vendors; supplier performance monitoring

Result
 Supplier risk register maintained; high-risk suppliers identified

Notable Initiatives in Current Year

● Initiative ● Action

● Full Employee Anti-Corruption Training (ISO 37001)
 ● Conducted comprehensive training sessions, refresher courses, and assessments

Objective
 ● Promote ethical conduct and reinforce zero-tolerance for corruption culture

Metrics/Lessons Learned
 ● 100% employee coverage; Improved audit readiness

● ISO Awareness & Internal Auditor Training
 ● Structured ISO training, internal audit briefings, and ISO 37001 refreshers

Objective
 ● Strengthen governance and internal control culture

Metrics/Lessons Learned
 ● 100% completion; Increased audit compliance and control awareness

● Whistleblowing Mechanism Enhancement
 ● Anonymous and secure reporting system with defined escalation and resolution workflow

Objective
 ● Timely detection and mitigation of unethical practices

Metrics/Lessons Learned
 ● All reported cases escalated and resolved according to protocol

● ISO Certification Maintenance & Audits
 ● Ongoing internal and external audits across HQ and credit operations

Objective
 ● Ensure continuous compliance and governance excellence

Metrics/Lessons Learned
 ● Surveillance audits successful; Zero major non-conformities; Improved operational discipline

● Procurement & Supplier ESG Integration
 ● Integrate ESG, climate, and labour compliance into procurement evaluation
 ● Vendor performance monitoring with KPIs tracked and corrective actions recorded

Objective
 ● Ensure ethical, sustainable procurement practices

Metrics/Lessons Learned
 ● Support readiness for the planned ESG scoring in FYE2027

● Capacity Building for Vendor Engagement
 ● Invite and train vendors in management of GHG to facilitate future emissions data collection

Objective
 ● Build capabilities in vendors to realise prerequisites for procurement from sustainable sources

Metrics/Lessons Learned
 ● Early vendor engagement sets the platform to secure quality emissions data

Notable Initiatives in Current Year

● Initiative ● Action

- Contract & Risk Governance in Procurement
- Standardised contracts with ESG and compliance clauses; conduct of periodic risk assessment


Objective

- Protect company from legal/financial exposure

Metrics/Lessons Learned

- All contracts aligned; High-risk suppliers monitored; Supplier risk register maintained



 The Official Launch of AEON Credit’s Biker Card, Malaysia’s first-ever credit card tailored specifically for the biking community, developed in collaboration with Visa. This initiative reflects AEON Credit’s commitment to “Bringing “Finance” Closer to Everyone” by offering financial solutions that support the evolving lifestyle and needs of modern riders, while enhancing convenience, rewards, and accessibility for the biking community.

C3 Risk Management

Astute risk management is imperative in financial services, as poor management invariably proves disastrous. The Group faces a wide range of operational risks. We have implemented comprehensive controls and mitigation measures to prevent and manage these risks. Our risk management mechanisms leverage our extensive experience and knowledge of customer behaviour, specifically recognising the unique risk profiles of our customers.

Strategy

- Stringent compliance and enforcement of policies and regulatory requirements
- Constant strengthening and upkeep of systems of control
- Technology application for greater efficiency and to leverage vast amount of granular data for greater risk management precision
- Institutionalise risk awareness and prudence
- Training and competency upgrade

Governance

- Board, Board Risk Committee and Leadership oversight
- Dedicated Risk Management function staffed with required competencies
- Independent scrutiny - Internal Audit, External Audit and regulatory examinations

Management of Risks and Opportunities

Risk management mechanisms are in place to address risks. In particular core risks related to our business – credit, funding, interest rate risks

Risk Management

- Constant review and assessment of risk exposure
- Periodic stress testing, scenario analysis and modeling across the entire spectrum of risk exposures including emerging risks such as climate-related risks

- Refinement of risk management policies and mechanisms in response to changes in risk profile
- Diligence to new and emerging risks, in particular, risks triggered by geopolitical tensions and climate-related risks
- Regular conduct of stress testing, scenario analysis and simulations
- The application of technology can provide deeper customer insights from our large granular customer database. This coupled with the extensive risk knowledge already resident can further improve accuracy and efficiency of risk management

Opportunity Leverage

- Greater effectiveness and efficiency in risk management:
 - Speedier and more targeted responses, and at a more granular level
 - More intimate understanding of risk profiles and characteristics
 - Enhancement in cost effectiveness as digitalisation reduces need for human intervention while enhancing accuracy
 - Lends to more targeted products and services, based on risk profiles of different customer segments

SUSTAINABILITY MANAGEMENT

Policies



Policies

- Policy of Enterprise Risk Management
- Policy of Credit Risk Management
- Policy of Operational Risk Management
- Policy of Crisis Management

Performance

The Group adopts prudent risk management practices underpinned by a robust and comprehensive Risk Management Framework which enables effective identification, assessment and mitigation of various types of risks arising in the ordinary course of businesses. The key business risks and mitigation strategies are summarised below:



CREDIT RISK

Credit risk is defined as the risk of financial loss arising from a borrower, counterparty or issuer failing to meet contractual obligations.

1 Potential Impact on Value

- Potential surge in impairment losses and non-performing loans which may adversely affect asset quality
- Lower profitability and growth performance arising from elevated credit losses
- Potential impact on the Group's capital position due to higher provisioning requirements

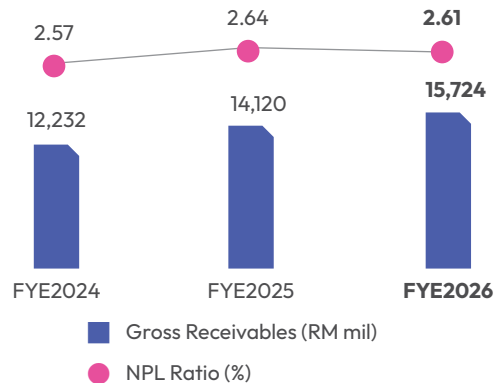
2 Mitigation Strategies

- Implement a robust and effective Policy of Credit Risk Management
- Implement e-KYC to improve processing turnaround time and strengthen customer due diligence and risk profiling
- Establish and monitor appropriate Key Risk Indicators (“KRIs”) i.e. Non-Performing Loans (“NPL”) ratio and Net Credit Cost (“NCC”) ratio
- Adopt risk-based approach to identify potential distress early and take prompt recovery actions
- Set aside adequate provisions for credit losses whilst achieving acceptable risk versus reward performance
- Conduct credit risk stress testing to assess portfolio resilience under adverse economic scenarios

3 FYE2026 Results

- NCC ratio remained within the “Satisfactory” threshold
- NPL ratio remained within the “Alert” threshold. Management is addressing this through a strategic shift in portfolio composition towards the middle-income group, supported by intensified collection activities. Our efforts have kept the NPL ratio stable over the past 3 years

Non-Performing Loan (NPL)



- The credit risk stress testing results remain within the established tolerance limits across all scenarios

Performance



FINANCIAL RISK

Financial risk refers to the potential adverse impact on the Group’s financial position arising from fluctuations in financial market conditions or the inability to meet financial obligations. Key components of financial risk include liquidity risk and interest rate risk.

Liquidity risk refers to the risk that the Group may be unable to meet our financial obligations as they fall due, or fund asset growth and operational requirements without incurring unacceptable costs. Interest rate risk refers to the potential adverse impact on earnings, capital or economic value arising from movements in market interest rates.

1 Potential Impact on Value

- Inability to secure sufficient funding to support and sustain business growth and operations
- Insufficient liquidity to meet financial obligations
- Potential adverse impact on capital position and financial performance

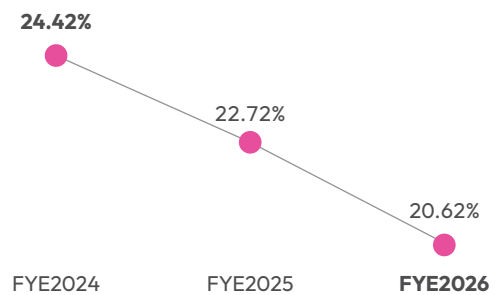
2 Mitigation Strategies

- Implement a sound and effective Policy of Financial Risk Management
- Maintain a diversified and balanced funding portfolio to reduce concentration risk
- Apply prudent capital management practices to ensure adequate capital buffers
- Establish and monitor appropriate KRIs i.e. capital adequacy ratio and profitability ratios
- Conduct regular liquidity and interest rate risk stress testing to assess resilience under adverse scenarios

3 FYE2026 Results

- The capital adequacy and profitability ratios remain within the “Satisfactory” threshold and well above the regulatory requirements
- Liquidity and interest rate stress testing results remain within the established risk tolerance limits across all tested scenarios

Capital Adequacy Ratio



OPERATIONAL RISK

Operational risk is defined as the risk of loss resulting from inadequate or failed internal processes, people, systems and/or external events.

1 Potential Impact on Value

- Financial loss due to fraud, bribery or corruption
- High staff attrition rate
- Regulatory penalties and fines from non-compliance
- Loss of productivity and performance
- System/service disruption affecting business operations

- Maintain strict health and safety standards to prevent injury or loss of life
- Establish KRIs to monitor fraud, bribery and corruption risk, staff attrition rate, regulatory breaches, health and safety incidents, and systems uptime
- Adhere to Business Continuity Plan (“BCP”) and Disaster Recovery Plan (“DRP”) to ensure operational resilience

2 Mitigation Strategies

- Implement and maintain an effective Policy of Operational Risk Management
- Adopt zero tolerance approach to internal fraud, bribery and corruption supported by strong controls to effectively detect and prevent external fraud
- Manage staff attrition through effective human resource policies, employee engagement and retention programmes
- Adhere to the applicable laws and regulations
- Conduct risk evaluation for all new products, services and business initiatives to identify and mitigate operational risks

3 FYE2026 Results

- Fraud, bribery and corruption risks remained within satisfactory thresholds
- Staff attrition rate and regulatory compliance were effectively managed and remained within acceptable limits
- Health and safety risk were controlled, and within the “Satisfactory” threshold with no major incidents reported
- Systems uptime was maintained within the “Satisfactory” operational standards

SUSTAINABILITY MANAGEMENT

Performance



TECHNOLOGY AND CYBER RISK

Technology risk refers to the risk of operational disruption or failures arising from inadequate, failed or disruption in information and communication technology (“ICT”) systems and processes, including internal systems, outsourced services and third-party service providers. This includes but is not limited to, system downtime, failed system changes or upgrades, software or hardware malfunctions and deficiencies in vendor or service provider management that may impact the availability, integrity or performance of critical systems.

Cyber risk refers to the risk of financial loss, operational disruption or reputational damage resulting from cyber threats or malicious activities targeting information assets and ICT environments. It encompasses threats such as unauthorised access, cyberattacks, malware, phishing, ransomware and denial-of-service attacks that may compromise the confidentiality, integrity and availability of information systems and data.

Further details on Cybersecurity can be found under the sub-section on Cybersecurity below.

Notable Initiatives in Current Year:

Theme:

Systemisation of Risk and Incident Management - digitalisation of risk monitoring and management to accelerate accurate identification, assessment, and response to risks and incidents across the Group.

Focus Areas:

- Digitisation of risk monitoring and management systems
- Strengthening end-to-end risk identification, assessment, and response capabilities across AEON Credit

Key Initiatives:

- Transition from manual risk management processes to a system-based digital risk framework
- Integration of risk and incident tracking into structured digital workflows

Key Outcomes (KPI Achievement):

- 50% systemisation of manual risk management processes achieved
- Greater accuracy of risk information and faster availability
- Improved consistency and standardisation in risk reporting
- Enhanced traceability of risk events and incident resolution
- Faster escalation and response time for risk incidents

Key Benefits:

- Improved accuracy in risk identification and assessment
- Increased operational efficiency through reduced manual handling
- Strengthened governance and oversight of risk-related activities
- Enhanced visibility of risk exposure across business units

Moving Forward:

- 1 Implementation of new risk system/Refinement in process

During the financial year under review, the Group further strengthened our Enterprise Risk Management Framework (“ERMF”) by systemising key risk assessment processes, namely the Risk and Control Self Assessment (“RCSA”), Anti-Bribery and Corruption Management System (“ABCMS”) risk assessment and climate risk assessment through the implementation of the Governance, Risk and Compliance (“GRC”) system

- 2 Climate-Related Risks

The Group conducted a Climate Scenario Analysis with reference to the Network for Greening the Financial System (“NGFS”) scenarios. Through this exercise, a set of climate risks relevant to the Group’s business and operations were identified, encompassing both physical and transition risks, facilitating informed formulation of risk management and mitigation measures

- 3 Continuing Refinements

In FYE2026, the Group continued to prioritise incident management, particularly incidents with potential impact on customers or operational and service disruptions. All key incidents were addressed promptly through thorough investigations, with appropriate corrective and preventive action plans developed and implemented in a timely manner. All incidents were duly documented and reported to the relevant stakeholders, including the Board, and where applicable, to the regulators, namely Bank Negara Malaysia (“BNM”). For the financial year under review, the Group reported zero incidents relating to data breaches and bribery

Notable Initiatives in Current Year:

Initiatives planned for FYE2026:

Continued systemisation of Risk and Incident Management, to cover:

- Expansion of system coverage to remaining manual processes
- Progress toward a fully integrated digital risk management ecosystem
- Enabling real-time risk monitoring and data-driven decision-making across the Group

ESTABLISH A NEW-FUTURE-FOCUSED RISK MANAGEMENT FRAMEWORK

"Creating a risk management system that is not only effective for current challenges but also anticipates future risks and opportunities"



Focus

- Establish a solid foundation and conducting a comprehensive risk assessment exercise benchmarked against industry standards
- Establish an AI Risk Management Framework that ensures AI technologies are safe, ethical, reliable and compliant to regulations
- Validation of end-to-end risk management processes
- New risk management system that is able to reflect and comply with New Future-Focused Risk Management Framework

Outcomes

- Using AI to Anticipate Emerging Risks
- Documented Controls and Decisions

STANDARDISE RISK MANAGEMENT REPORTING AS A GROUP

"Creating standardisation of risk management reporting"



Focus

- Establish common risk reporting requirements by subsidiary or country level
- Collection and reporting of risk requirements
- Analysis and monitoring of risk portfolio by subsidiary and country level
- Effectiveness of risk portfolio

Outcomes

- Completion of Portfolio-Level Risk Management



 AEON Credit Data Storytelling Training on Risk Management empowers teams to transform data into meaningful insights that support better risk monitoring and informed decision-making.

SUSTAINABILITY MANAGEMENT

C4 Cybersecurity

Online transactions are essential to meet customer demand for convenience and availability. We have a responsibility to provide customers with peace of mind when they transact online. We achieve this by protecting our technology infrastructure and applications from cyber-attacks. Accordingly, the Group continuously strengthens its cybersecurity capabilities to ensure resilience and constant preparedness.

Strategy

- Stringent compliance and enforcement of policies and regulatory requirements
- Constantly strengthening cybersecurity capabilities and infrastructure for adequacy and relevance
- Active diligence on new and emerging threats and associated mitigation
- Institutionalise cyber risk awareness and speed of response
- Training and competency upgrade

Governance

- Board, Board Risk Committee and Leadership oversight
- Dedicated Risk Management function staffed with required competencies
- Independent scrutiny - Internal Audit, External Audit, regulatory examinations and appointed cyber security specialists e.g. penetration testing

Management of Risks and Opportunities

Risk of potential financial loss, operational disruption, regulatory non-compliance, loss of trust and reputational damage

Risk Management

- Implement an appropriate and effective Policy of Cyber Security
- Implement Cyber Security Programme, including vulnerability assessments, penetration testing and incident response planning to proactively identify, assess and mitigate cyber threats and vulnerabilities and ensure timely detection and response to security incidents

- Implement an Information Security Management System ("ISMS") to protect critical information, enhance resilience against cyber threats, and optimise costs associated with information security
- Conduct ongoing cyber security awareness programmes and training for employees such as phishing email attack tests and e-learning modules
- Monitor KRIs to track and manage technology and cyber risk exposure
- Regularly review and conduct of tests on business continuity and disaster recovery plans to ensure timely recovery from system disruptions or cyber incidents
- Constant communication of customer to promote responsible safe behaviours in use of online facilities

Opportunity

- Active and regular customer education to create awareness and embed responsible conduct
- A strong cybersecurity stance gives customers peace of mind when transacting, collectively contributing to securing their trust

Opportunity Leverage

- Comfort to conduct online transactions and trust in data protection are pivotal to customer retention and acquisition
- Strong cyber security lends significantly to successful realisation of collaboration between AEON Group entities

Policies/Certifications



Policies

- Policy of Personal Data Governance
- Policy of Information Technology
- Policy of Cyber Security



Certification

- ISO 27001 Information Security Management System
- Payment Card Industry Data Security Standard ("PCI DSS")

Performance

Technology and cyber risks were maintained within the “Satisfactory” threshold AEON Credit continues to place strong emphasis on cybersecurity and IT risk management, in line with the increasing reliance on digital platforms and technology-driven financial services across our operations.

As part of our ongoing commitment to ensure cyber security, AEON Credit continues to strengthen cyber security stance and IT governance framework in line with industry best practices and regulatory expectations.

Cybersecurity controls and processes remained operational and effective, supported by:

- continuous monitoring;
- independent assessments; and
- active management oversight.

Observations identified in internal assessments and regulatory reviews were satisfactorily addressed through formal action plans, further strengthening cyber resilience and reducing potential attack surfaces, and enhancing overall compliance posture.

To evaluate the robustness of our IT infrastructure and incident response readiness, we conduct:

- regular vulnerability assessments;
- penetration testing; and
- simulated cyber-attack exercises.

These enabled timely identification and remediation of potential vulnerabilities before they are exploited.

Immediate corrective actions were implemented where material issues are identified, including system enhancements, patch management, strengthened access controls, and improvements to cybersecurity protocols. Our continuous fortifications have contributed to a more resilient and secure IT environment.

AEON Credit is guided by a structured governance framework aligned with BNM requirements. All controls are regularly reviewed to ensure effectiveness and adherence. In payment card operations, we comply with the Payment Card Industry Data Security Standard (“PCI DSS”) with certification evidenced through the PCI Attestation of Compliance (“AoC”).

Cybersecurity remains a key sustainability and enterprise risk priority for AEON Credit, given its critical role in ensuring uninterrupted financial services and sustaining stakeholder confidence in an increasingly digital financial ecosystem.

Notable Initiatives in Current Year

In the year under review, key cybersecurity initiatives focused on strengthening governance, risk management and operational resilience. These included enhancing:

- cybersecurity policies and controls for alignment with regulatory and industry standards;
- conducting regular penetration testing;
- independent security assessments;
- executing simulation and recovery exercises to validate incident response readiness; and
- reinforce data protection measures to meet evolving regulatory expectations.


During the year cybersecurity and related training continued apace through:

- PCI DSS and IT security training for 10,111 employees;
- a wider pool of 33,083 employees were trained across governance subjects such as Personal Data Protection Act 2010 (“PDPA”), Anti-Money Laundering (“AML”), fraud prevention and data governance.

220 employees obtained professional certifications in specialised areas such as IT governance, AI governance, and digital risk management, reflecting AEON Credit’s focus on developing deeper technical expertise.

These initiatives have collectively reinforced our cybersecurity governance, regulatory compliance, and data protection resilience, supporting the secure and sustainable growth of our digital financial services.



 A Digital Safety Awareness session was conducted for 653 students at 3 MARA Junior Science Colleges (“MRSM”) nationwide under AEON Credit Young Financial Wellness Programme 2026 in support of FEN Strategic Outcome No. 7-S07: Able to use DFS safely and avoid falling prey to financial scams.

SUSTAINABILITY MANAGEMENT

C5 Procurement Management

Stringent oversight is placed on the Group’s procurement processes to ensure our vendors are protected, treated fairly and provided with process transparency. This is especially critical in the evaluation of major procurement bids. In addition to equitable vendor treatment, strong oversight also acts to protect the Group’s reputation by ensuring procurement integrity and safeguarding against misconduct.

Strategy

- Stringent compliance and enforcement of policies

Governance

- Board, Board Risk Committee and Leadership oversight
- Dedicated Tender Committee with appropriate competencies and subject matter familiarity established to evaluate major tenders
- Independent scrutiny - Internal Audit and External Audit

Management of Risks and Opportunities

Procurement is a sensitive area where astute risk management and strong control are extremely critical. Weaknesses can lead to financial losses and reputational damage. From a service delivery perspective, lack of stringency in vendor due diligence and oversight can compromise anticipated results of major investments

Risk Management

Operational efficiency in risk management:

- Constant review of effectiveness, and where necessary, strengthening of procurement controls
- Regular vendor due diligence, including coverage of compliance to anti-corruption and integrity requirements
- Safeguards against document falsification through robust controls, audit trails, segregation of duties
- Mitigating against risks of project disruptions and poor/non-delivery through robust governance infused with requisite functional expertise, vendor due diligence (before engagement) and oversight (during project)
- Reduce vendor dependency by building self-sufficiency through imposing and securing technology and skills transfer from vendors and subjecting vendors to clear and stringent support requirements

Procurement can yield improve operational efficiency and cost effectiveness. As well, there are opportunities for collaboration and to promote wider sustainability.

Opportunity Leverage

- Strengthen relationships with vendor to extract cost savings
- Technical collaboration to improve operational efficiency leveraging on vendors’ technical expertise
- Collaboration/partnership can enhance our value proposition to customer, for instance packaging vendors’ products with our financing
- The Group can leverage strong vendor relationships and bargaining power as a buyer to promote adoption of sustainability practices by vendor

Policies



Policies

- Policy of Purchasing
- Vendor Code of Conduct

Performance

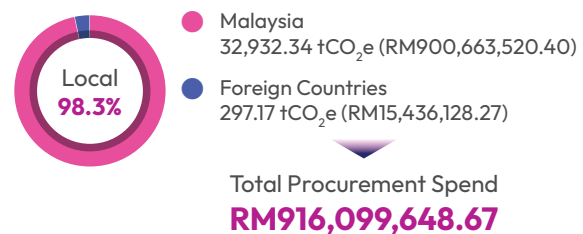
Supporting the Domestic Economy

FYE2026 saw a significant increase in procurement spend from RM514 million last year to RM916 million, due to robust business growth and expanded operational requirements.

Local sourcing is prioritised to support domestic economic development, enhance supply chain stability and reduce reliance on external markets. This local bias, evident in previous years, is also the case in the current year with local spend amounting to RM901 million, against RM15 million in foreign spend.

In current year, AEON Credit expanded vendor engagement to include ESG training to inculcate and promote ethically and environmentally responsible practices. This move supports our broader sustainable procurement objectives and is integral to our efforts to infuse sustainability across our supply chain.

The Group has an obligation to contribute to national economic development, one key way we discharge this obligation is to direct our procurement spend, to the extent possible to local vendors. The proportion of local spend have remained consistently high over the past 3 years.



● Malaysia
32,932.34 tCO₂e (RM900,663,520.40)

● Foreign Countries
297.17 tCO₂e (RM15,436,128.27)

Performance

Procurement Governance

We continue to emphasise strong procurement governance, in which vendor evaluation is an important mechanism to ensure performance, compliance and continuous value-add. In FYE2026:

- All new vendors were subjected to vendor qualification and due diligence based on pre-defined criteria such as business legitimacy, financial stability, operational capability, compliance, and risk management;
- 100% adoption of approved procurement system was achieved, improving efficiency, transparency, and auditability across procurement activities and ensuring strong governance, traceability, and control; and
- Procurement cycle time remained efficient at an average of 7–30 days, depending on procurement type and value.

Vendor Evaluation

Vendor assessments were conducted using structured evaluation forms covering performance, compliance, and risk dimensions, salient results/observations from the FYE2026 Vendor Evaluation were:

- Majority of vendors rated “Good”, meeting expectations across delivery, quality, compliance, and service;
- A smaller proportion were rated “Average”, indicating areas for improvement while still meeting minimum requirements; and

- No vendor was rated “Poor” or failed onboarding, due to robust upfront screening and due diligence (including MACC, CTOS, and AMLA checks).

These results indicate that AEON Credit’s pool of vendors possess a strong baseline in quality and compliance.

Current State in Integration of Sustainability

Sustainability considerations are, at present, partially integrated into vendor management through:

- Vendor self-declaration in relation to sustainability and ethical labour practices during onboarding
- Vendor Code of Conduct, that is mandated for all vendors, which covers:
 - Ethics and anti-corruption
 - Labour and human rights
 - Health and safety
 - Environmental protection
 - Data protection and fair competition

In addition, the Group has strengthened supply chain sustainability by training to vendors, enhancing their awareness and capability in ESG practices. In tandem, AEON Credit is actively encouraging vendors to improve ESG reporting by referencing the Bursa CSI Platform, supporting future decarbonisation efforts and emissions data readiness.

Notable Initiatives in Current Year

In relation to procurement, in FYE2026, the following key initiatives were conducted to continuously strengthen governance, enhance value to the organisation and further embed sustainability.

1 Strengthening Governance and Vendor Standards

- Reinforced the Policy of Purchasing and Vendor Code of Conduct by embedding ESG-related expectations across procurement practices.
- Continued enforcement of anti-bribery, conflict of interest, and transparency controls

2 Enhancing Vendor Evaluation Framework

- Expanded evaluation criteria to include risk management, compliance, and data security considerations

3 Advancing Supplier ESG Capability and Engagement


- Conducted vendor training to build ESG awareness and readiness
- Promoted the use of the Bursa CSI Platform to guide suppliers in ESG disclosures and emissions-related reporting
- Initiated preliminary steps towards supplier decarbonisation tracking, including preparing for future collection of supplier-specific emissions data

4 Laying the Foundation for ESG Integration

- Introduced vendor self-declaration on sustainability practices as a baseline ESG screening mechanism
- Identified gaps in ESG and climate-related procurement data, forming the basis for future ESG metrics, supplier classification, and performance tracking

SUSTAINABILITY MANAGEMENT



 AEON's next big leap: AEON360 will power a more connected membership ecosystem and transforming procurement through greater integration, efficiency, and data-driven collaboration across partners and suppliers.

Moving Forward

Summary of Key Sustainability Indicators for Suppliers

AEON Credit is progressively enhancing its supplier evaluation framework to include key sustainability indicators such as:

- Governance: ethics, anti-corruption, regulatory compliance
- Social: labour practices, human rights, health and safety
- Environmental: emissions awareness and control, resource use, environmental management
- Operations: risk management, business continuity, data security

How This Supports AEON Credit

- Strengthens supply chain resilience and reduces operational and reputational risks
- Going beyond organisation borders to expand sustainability - leverage our influence as buyer to promote and build sustainability across the supply chain
- Enhances regulatory compliance and ESG alignment

- Improves transparency and governance across procurement
- Supports decarbonisation readiness through better supplier data and engagement

How This Supports Suppliers

- Builds ESG awareness and reporting capability, including use of the Bursa CSI Platform
- Enhances competitiveness and eligibility for future business opportunities
- Prepares suppliers for decarbonisation and emissions reporting requirements
- Aligns suppliers with evolving regulatory and market expectations

Notably, where suppliers do not meet required standards we provide on-going support to implement and monitor improvement plans which may include enhanced monitoring. Persistent non-compliance may result in a vendor's disqualification, suspension, or termination.

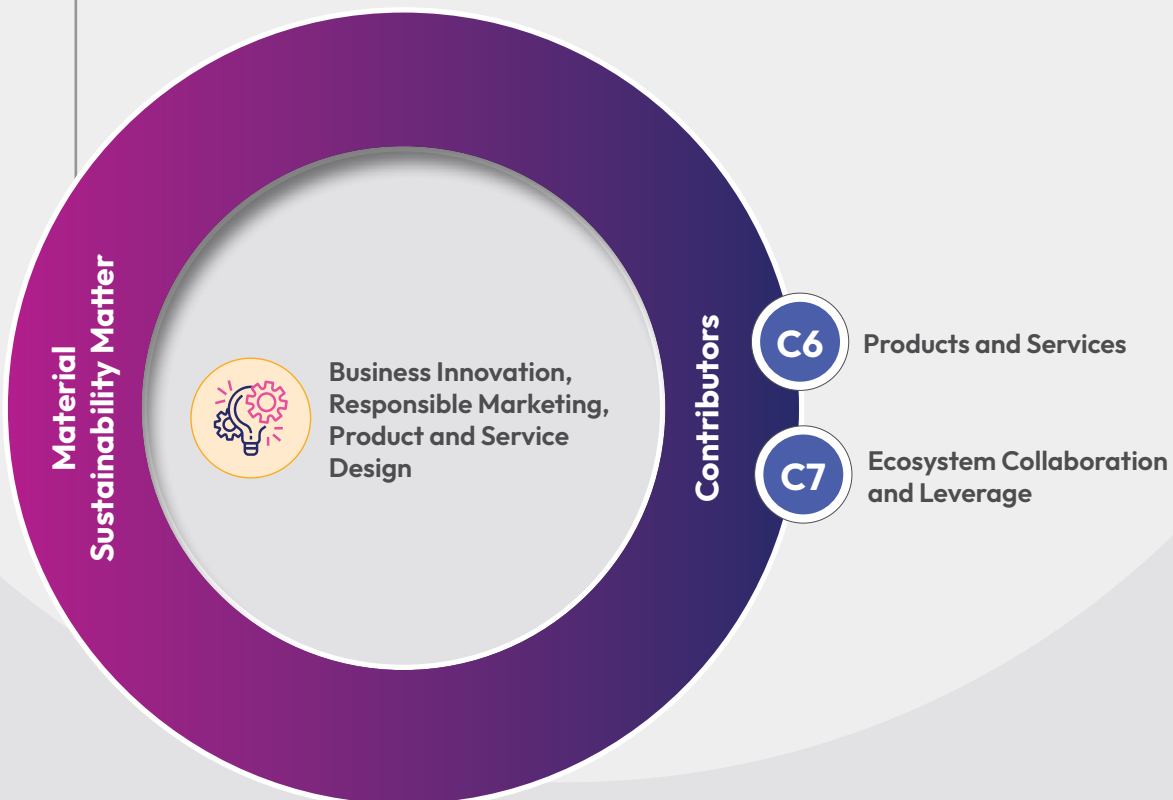


COMPETITIVE STRENGTH

Innovation and digitalisation are vital to sustaining the Group’s competitiveness and value creation. In the financial services industry, they are key drivers to survival and long-term prosperity. We relentlessly focus on innovation to meet rapidly evolving customer demands. This applies to product features, as well as convenience, accessibility, and availability. Our digital transformation has been pivotal in this regard.

Capabilities afforded by digital transformation have been wide-ranging, from continuous enhancements to our AEON Wallet features through to the application of AI voice bot technology, shifting to non-human operations and reducing manpower dependency.

AEON ecosystem, a notable innovation and digitalisation-driven initiative leveraging collaboration across AEON Group entities in Malaysia, has the potential to be a significant differentiator. A concrete step was taken in realising this initiative through the establishment of AEON360 Sdn. Bhd. ("AEON360"), a joint venture with AEON CO. (M) BHD. AEON360 will serve as the AEON Group’s central intelligence for membership, data, and digital engagement, aggregating customer data to achieve a complete 360 degree view.



SUSTAINABILITY MANAGEMENT

C6 Products and Services

The financial services industry has always been intensely competitive, especially so for the Group as we have to compete against more established players with stronger legacies and larger capacities. Nevertheless, the Group has made significant inroads into the industry and built a strong network as is evident from our sustained positive financial results. Constant innovations in products and services and their features have been instrumental in the Group attaining an enviable market standing.

Strategy

- Sharp focus on innovation and competitiveness
- Ensure relevance of offerings in meeting customers' needs and demands
- Constant attention on evolving customer sentiments and competitors' moves – "finger on the market's pulse"
- Astute application of technology in the front and back offices

Governance

- Board, Board Risk Committee and Leadership oversight
- Vetting of new products and services to ensure compliance to regulators' guidelines

Management of Risks and Opportunities

Products and services comes attached with risks across their lifecycle from origination through to conclusion

Risk Management

- Direct oversight and monitoring from Board and Leadership
- Independent scrutiny by Internal Audit, External Audit and regulators
- Stringent compliance to and enforcement of relevant policies – credit, risk appetites, funding, interest rate

- Stringent compliance to regulatory guidelines in relation to product and service offerings
- Development of responsible products and services
- Clear articulation and description of products' and services' underlying details
- Stringent cybersecurity protocols in place for all online products and services

Exploration and discovery of revenue enhancement and expansion opportunities is a constant in the Group and comes in a variety of forms ranging from collaborative partnerships to new products and services driven by market liberalisation and changing customer sentiments.

Opportunity Leverage

- Partnership with the entities within the larger AEON Group in Malaysia
- Partnerships with vendors for more comprehensive holistic customer offerings
- Expansion and enhancements to products and services features to better meet customers' requirements
- Development and offering of sustainability-based financing:
 - Environmental-friendly financing appealing to customers' sustainability inclinations
 - Societal uplift financing which further the Group's sustainability agenda as well as that of our funder

Policies



Policies

- Policy of Fair Treatment of Financial Consumer

Performance

- 1 Easy Payment Schemes and Personal Financing Schemes
- 2 Vehicle financing
- 3 Credit card and payment solutions

Total Revenue Growth

FYE2024	FYE2025	FYE2026
RM1.91 billion	RM2.20 billion	RM2.47 billion

Observation

Steady revenue growth over three years, indicating consistent expansion across business

Revenue Composition:

Easy Payment & Personal Financing + Vehicle Financing

dominant contributors, driving ~85%–87% of total revenue

Declining/Flat Areas:

Objective Financing, SME Business – may require review for strategic relevance or product enhancement

High Growth Areas:

Personal Financing, Super Bike, Credit Card Purchase – suggesting focus areas for product development and marketing

Year-on-Year Fluctuations:

- FYE2025 saw higher growth from financing and vehicles;
- FYE2026 maintained growth but at a slightly lower rate overall, except for Super Bike and Credit Card Purchase showing strong acceleration

Following the introduction of AEON Wallet under AEON Credit's FinPlus initiative, total users reached **1,067,696**, with **796,824 applications** received and **440,132 successfully onboarded users**, reflecting an approval conversion rate of approximately **55.2%**, indicating strong customer adoption and onboarding efficiency.

The Group's relentless efforts to continuously enhance our products and services have yielded year-on-year increases across our asset portfolio and revenue.

Operationally, the Group has a sharp focus on delivering on projects – cutting across new products and services and delivery channels through to supporting systems – on time, at budgetary estimates and to specifications/requirements:

- On the overall, variances of actual spend on digital investment against budgetary estimates have been well managed with disciplined capital allocation. Early identification of potential cost overruns and immediate implementation of remedial measures have contributed to achieving satisfactory project success rates as have strict project governance over timelines along with scope management and strong stakeholder participation.

The Group's operating model, as with those across the financial services industry, has taken on an increasingly digital orientation. This change in orientation is in keeping with market demands and entails significant investment, accordingly to realise expected return on investment and yield the anticipated gains in cost effectiveness and operational efficiency we track our performance across key metrics.

SUSTAINABILITY MANAGEMENT

Notable Initiatives in Current Year

Product and service development is a continuous effort as we respond innovatively to meet changing customer demands and increase market appeal. Notable products launched in FYE2026 were:

1 AEON Biker Visa Cards

A credit card tailored for Malaysia’s biking community, integrating lifestyle benefits with secure credit access. This new offering exemplifies our collaborative spirit as it was developed in partnership with AEON Group entities and external vendors to deliver holistic offerings to capitalise on market demand from a niche customer segment.

2 AEON Member Plus Credit Card

A consolidated next-generation credit card offering benefits across the Classic, Gold, and Platinum tiers. It comes integrated with AEON membership allowing access to retail rewards. The expanded product features bring added value to customers to enhance their experience and promote customer loyalty, critically from a strategic standpoint, this product integrates AEON Group services to create a seamlessly unified retail-finance ecosystem.

3 Sustainability-Based Financing Initiatives

We introduced environmentally-friendly and societal uplift financing products to appeal to sustainability-conscious customers. These products are aligned to the Group’s sustainability agenda and translate into action our commitment for environmental protection and social-economic development, at the same time, they facilitate leverage of the market’s increasing inclination towards sustainability. Importantly, the Group also strengthens our sustainability credentials enhancing our appeal to secure sustainability-based funds.

In terms of our continuing digital transformation journey, the following were conducted in FYE2026:

1 Development of Integrated Digital Ecosystem

Integration of Customer Data Platform, Loyalty Management System and Customer Management System into a single unified system to facilitate better leverage of customer information and associated analytics. This initiative will be instrumental in supporting another notable initiative in the current year which is transitioning from a transactional to relationship-based ecosystem.

2 AEON Wallet Expansion

Enhancement from basic e-wallet into central hub for the Group’s "Continuous Commerce" strategy, featuring seamless digital onboarding, the launch of DuitNow Transfer and the integration of AEON Loyalty Programme i.e Scan & Earn, SARA campaign, creating a unified, frictionless ecosystem for retail and financial services.

3 Partner Ecosystem Enablement (Partners Portal)

Creation of a Partners Portal to streamline partner onboarding and enable end-to-end integration with merchants to enhance collaboration across the ecosystem.

4 In-sourcing of critical infrastructure, for example our points issuance system

Aimed at strengthening data ownership and control, this initiative facilitates ease of implementing measures related to data, for instance, analytics and compliance requirements mandated by relevant authorities.



The AEON Credit roadshow featuring the AEON Wallet and the Biker Card brought innovative, accessible financial solutions closer to customers.

C7 Ecosystem Collaboration and Leverage

AEON Group operates in Malaysia across a range of businesses from lifestyle and consumer products through to financial services. The collective presence, customer base and reach of AEON Group entities is substantial and presented as a united front, can potentially become a significant competitive barrier and differentiator. This united front will be realised through the AEON ecosystem which will further enhance our collective value creation capacity and further strengthen our market positioning.

Strategy

Combine and leverage complementing strengths:

- Across AEON Group entities with vendors to form holistic customer value proposition

Leverage technology for:

- Seamless collaboration data aggregation to obtain more complete view of customers
- Leverage partners' core strengths to better fulfil customers' needs
- Complement and combine with partners' offerings

Governance

- Board, and Leadership oversight
- Formal, agreed and endorsed rules of engagement
- Formal and established dispute resolution authorities and channels, in particular for conflicts of interest
- Formal and established communications and issue escalation channels

Management of Risks and Opportunities

Risks in collaborations primarily result from unclear/lack of rules of engagement and conflicts of interest that may arise in the course of the collaboration.

Risk Management

- Agree and establish clear rules of engagements
- Clear communication of rules of engagement to all impacted parties
- Establish formal communications channels including naming liaison parties
- Clear definition of critical processes – communication, reporting, issue escalation and resolution
- Senior leadership from all parties participating in oversight and issue resolution/arbitration bodies
- Opportunities will arise and change in form over time as the collaborative partnerships mature and the market recognises the benefits afforded by the collaborations

Opportunity Leverage

- Aggregate unified AEON Group customer to uncover and leverage revenue optimisation opportunities
- Form joint product offering which combines financing facilities
- Package green financing with green, environmental friendly product vendors
- Jointly fund reward programmes that enhances customer loyalty and promotes greater share of wallet for parties in collaboration

Notable Initiatives in Current Year

- The AEON360 joint venture was incorporated and commenced operations. This new venture will unify digital membership services, data intelligence and customer engagement across AEON Group platforms, enabling seamless collaboration and digital product innovation, for instance, cross-functional customer solutions and digital-first products.
- AEON Wallet expansion entailing the enhancement of wallet capabilities through:
 - o Creation of a Mini App ecosystem
 - o Improved user interface, user experience and customer journeys
- Shift to Relationship-Driven Business Model. Integral to the Group's efforts to develop greater customer intimacy, we transitioned from transactional to relationship-based ecosystem. In this regard, a key initiative was the in-sourcing of critical infrastructure, for example the points issuance system which will strengthen data ownership and afford the Group greater and direct control over our data.
- Continued collaboration with partners, for instance, Japan Airlines and the onboarding of new merchants, supports ecosystem growth under AEON360.

Initiatives planned for FYE2027

- Expanding use of AEON Points (e.g., 2X-5X points, rebates, discounts) as a key mechanism to drive spending and loyalty
- Continuous strengthening of technology foundation through development of core infrastructure to enable a unified and secure AEON360 ecosystem
- Expanding ecosystem collaboration - active expansion at KL Midtown, including merchant onboarding and partnership coordination
- Capability building with a focus on training of personnel to support execution and growth of AEON360 initiatives.

SUSTAINABILITY MANAGEMENT

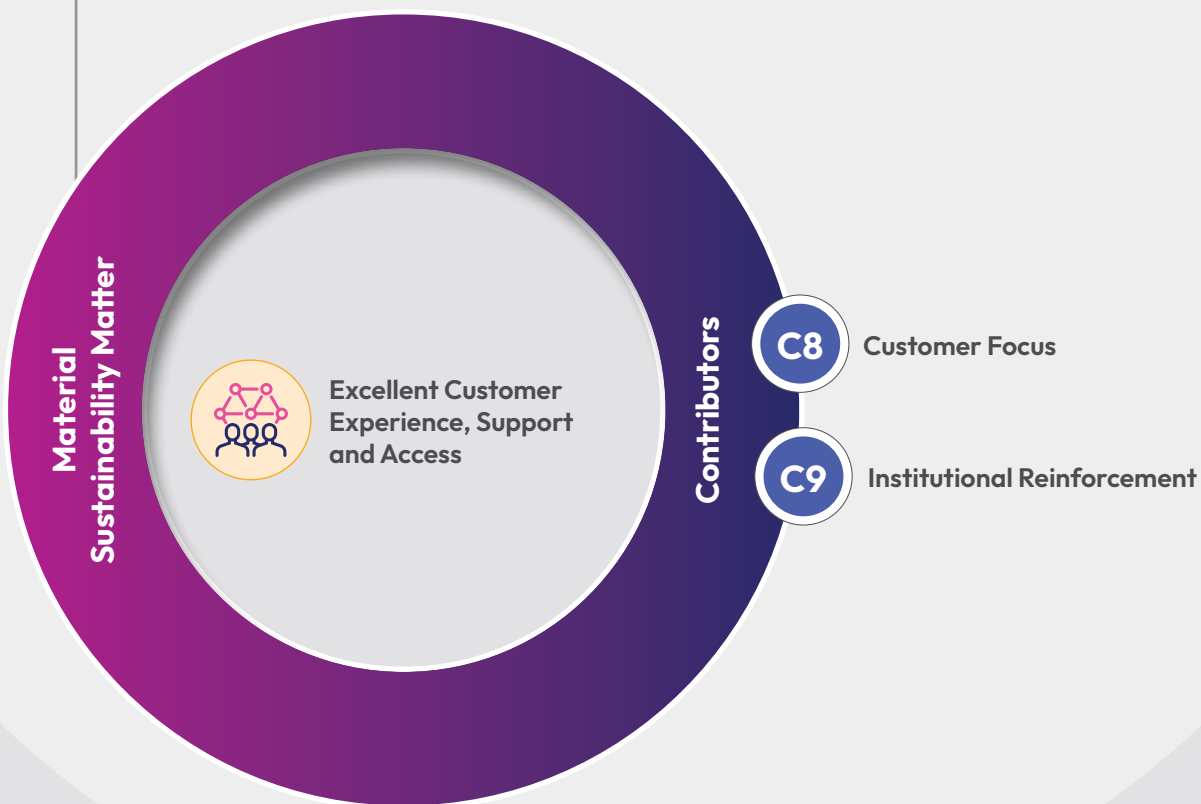


CUSTOMER FOCUS

The Group places intense focus on continually delighting our customers and leaving them with enduring positive experiences. AEON people bring to life, everyday, in all that we do, our “Customer First” philosophy.

We acutely recognise that our customers are the Group’s principal source of revenue on which we depend for prosperity, continuing growth and continuous value creation. Hence our dedication and unrelenting efforts at always giving our customers pleasant experiences.

The Group’s deeply ingrained customer centricity ensures that fulfilling our customers’ needs and providing excellent service is always top of mind across all customer touchpoints and interactions. We spare no effort in retaining our valued customers and work passionately to increase our customer base so as to continually generate greater value for a sustainable and resilient business.



C8 Customer Focus

Like all financial services organisations, the Group places intense focus on customer retention and acquisition to overcome the challenge of customer churn which is prevalent in retail financial services. As a key mechanism to secure customer “stickiness”, intense customer focus is infused into all aspects of our operations. In practice this translates to customer service excellence in operations encompassing both customer-facing activities as well as the supporting back-office functions.

Strategy

- Constant unrelenting focus on customers
- Embedment and continuous reinforcement of “Customer First” culture
- Constant attention on evolving customer sentiments and their needs and expectations
- Continuously enhancing customer responsiveness
- Fair treatment for all customers complemented by responsible product and service offerings
- Astute application of technology for customer ease and convenience

Governance

- Board and Leadership oversight
- Competent and experienced Customer Service function supported by an established customer management infrastructure

Management of Risks and Opportunities

Customer churn is a major risk, as is the degradation of customer quality.

Risk Management

- Direct oversight and monitoring from the Board and Leadership
- Astute customer lifecycle management, in particular maintaining customer focus and high service levels post-acquisition

- Strive for greater customer intimacy by optimising customer data to obtain deeper and more granular insights and strategically acting on those insights
- Continuous leveraging of technology to enhance customer value proposition, service and responsiveness
- Ensure acquisition efforts are focused on securing quality customers with low propensity to default
- Stringent compliance to regulatory guidelines in relation to product and service offerings
- Constant training and skills/competency upgrades of customer service personnel
- Customer focus brings about opportunities that can be leveraged to retain valued customers, acquire new ones and gain a larger share of their wallet

Opportunity Leverage

- Develop new products and services to meet new and emerging customer needs (e.g. energy saving, reduced emission modes of mobility and appliances)
- Constantly improve access and availability through new delivery channels, including widening locations
- Continuously strengthen cybersecurity to provide greater customer confidence and peace of mind
- Collaborative partnerships with complementary vendors to leverage each other’s strengths and offer enhanced customer value propositions

Policies/Certifications



Policies

- Policy of Fair Treatment of Financial Consumer
- Policy of Personal Data Governance
- Procedure of Customer Service (Complaint Handling)



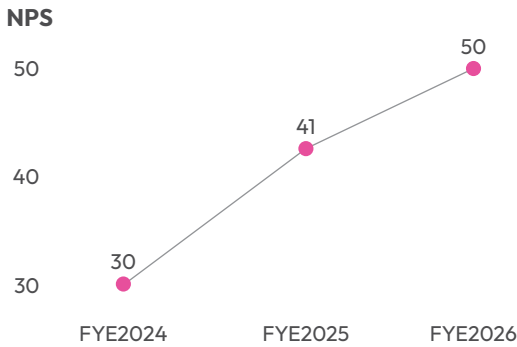
Certification

- ISO 9001:2015 Quality Management System

SUSTAINABILITY MANAGEMENT

Performance

Net Promoter Score (“NPS”) continued on an upward trend, indicative of continuous positive customer experiences which left them with lasting good impressions. A significant improvement of +42 was recorded from FYE2023 (+8) to FYE2026 (+50) highlighting a strong increase in customer satisfaction and advocacy.



Increased NPS underscores the Group’s continuing strong customer engagement and responsiveness supported by high service quality, timely complaint resolution and digital accessibility garnering customer loyalty and satisfaction. Although the Group does not compile customer retention and acquisition rates, the NPS is a good proxy to emphasise good performance in both perspectives.

Complaint Management

100% of customer complaints were resolved within committed service levels indicating stringent complaint handling governance and effective resolution processes and responsiveness.

Notable Initiatives in Current Year

1 Operational Efficiency

Contact Centre efficiency is reflected in the average handling time (“AHT”) of 5 minutes and abandonment rate of 1%, these statistics are evidence of accessibility and responsiveness in handling customer enquiries effectively.

2 Service Culture

A total of 904 compliment achievers were recognised, reflecting a strong service culture and commitment to service excellence.



Putting customers at the heart of everything we do, AEON Credit continues to enhance engagement through innovative solutions and personalised services, delivering greater convenience, accessibility, and value across every touchpoint.

C9 Institutional Reinforcement

Customer sophistication is constantly increasing. This leads to higher expectations for products, services, responsiveness, and relevance. Continuous training and skills upgrading are essential. This ensures our frontliners have the knowledge and competencies to serve customers better and meet their evolving needs.

Strategy

- Pertinent and targeted training and skills upgrades
- Capabilities development and, if needed, acquisition of new capabilities (e.g. when skills are not resident internally or cannot be developed in time)

Governance

- Board and Leadership oversight

Management of Risks and Opportunities

In retail financial services, the risk of customer churn is real, and apparent, hence, customer service excellence is of great significance and can be a powerful differentiator.

Risk Management

- Pertinent and targeted training of right personnel
- Constant recognition and reinforcement for customer service excellence
- Benchmark service levels against industry players, especially leaders and peers

- Constant focus on process improvement to improve turnaround times
- Focused application of technology and automation to support continuous service improvements

As with all functions, adequate and pertinent training and skills upgrades bring significant benefits not only in value creation but also to secure business sustainability through assured delivery.

Opportunity Leverage

- Optimise delivery of customer service to heighten service levels and responsiveness
- Improve quality of interactions with customers and leave lasting positive impressions
- Develop deeper and broader customer insights for input into customer and product strategies
- Better interactions lend to compilation of quality information that are useful in planning:
 - o Motivations and expectations
 - o Competitors' offerings and perceived advantages
 - o The Group's perceived weakness(es)

Policies/Certifications



Policies

- Treat Customers Fairly Charter
- Policy of Fair Treatment of Financial Consumer



Certification

- ISO 9001:2015 Quality Management System

Performance

Enhanced training and culture-building

- 751 employees trained on customer service skills, service consistency, accountability and customer experience quality. The training reflects the Group's commitment to upskilling and growing competencies as we strive towards greater customer centricity and service excellence;
- Conferred 755 service excellence awards (Gold: 97, Silver: 270, Bronze: 388) to recognise service delivery excellence. This annual awards programme has been instrumental in building the Group's strong customer-first culture. While reinforcing positive service behaviours, it also provides the impetus for continuous self improvement amongst our customer service personnel.

SUSTAINABILITY MANAGEMENT

Notable Initiatives in Current Year

1 Unified Communicator & Telephony System (“UCTS”) Omnichannel Customer Service

Implemented to provide **seamless, secure, and efficient digital engagement** across multiple channels. This initiative contributed to improved NPS and lowered operational inefficiencies.

2 Customer Service Governance and Complaint Management

Strengthened complaint resolution and risk monitoring which enabled proactive tracking of regulatory complaints, leading to 100% compliance to committed service levels.

3 Digital-First & Paperless Service

Promoted adoption of digital channels for customer interaction, including meeting documentation requirements, improving operational efficiency and cost effectiveness, while also affording sustainability-related benefits.

4 Customer-Centric Innovations

Enhanced secure digital authentication, optimised workflow and cross-functional collaboration to improve service reliability and responsiveness.

5 Sustainability Alignment

Conducted initiatives around fair treatment, inclusive access, financial inclusion, and sustainability-aligned products to strengthen customer trust and build long-term loyalty.



 The new AEON Credit flagship branch at IOI Mall Putrajaya is designed to deliver a more seamless and customer-centric experience. A modern space built to serve customers with greater efficiency, convenience, and accessibility for all financial solutions.



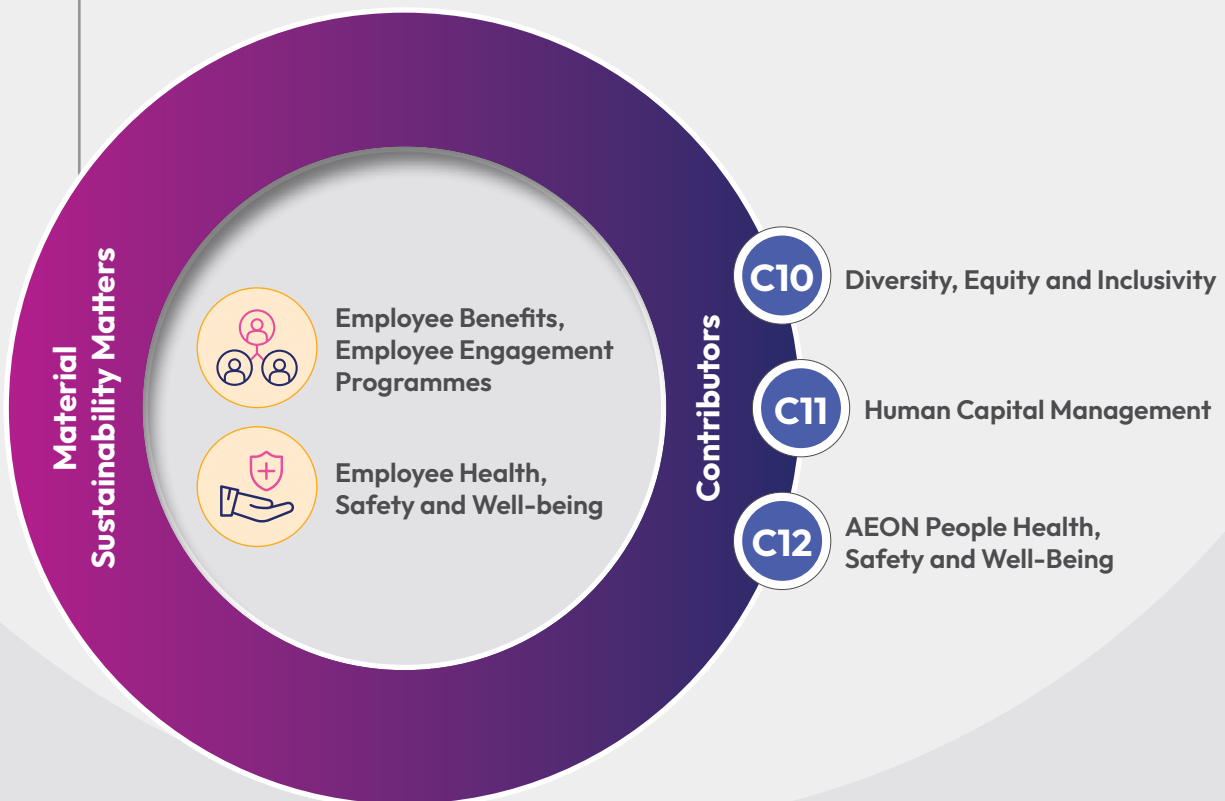
CARING FOR AEON PEOPLE

AEON people are the backbone of the Group. Our strong reputation, brand equity and market standing have been achieved on the back of their dedicated efforts and contributions.

We recognise that a skilled and competent workforce is central to business sustainability, and we are committed to provide AEON people with a conducive and supportive environment where they can deliver excellence.

The Group is acutely aware of the war for talent in the marketplace and has in place employee arrangements that go beyond providing competitive compensation to also encompass psychological comfort, peace of mind, and sense of well-being. These reciprocate their efforts and are a gesture of our appreciation.

As a case in point, we invested substantially to transform our Head Office and Operations Centre to provide a more modern and dynamic work environment in FYE2025. This was aimed at boosting employee morale and promoting work comfort by optimising positive physical and psychological benefits.



SUSTAINABILITY MANAGEMENT

C10 Diversity, Equity and Inclusivity

The Group recognises that beyond financial considerations, psychological factors also play an important role in motivating employees and facilitating high performance. Embracing Diversity, Equity and Inclusivity (“DEI”) principles are important in explicitly articulating to AEON people that we share core values important to them. In addition, supporting these principles express the Group’s solidarity with the global fraternity’s upholding and protection of human rights.

Strategy

- Value AEON people, show care and concern in action and in deed
- Afford fair treatment to all AEON people across all levels
- No discrimination is practiced, zero-tolerance for any form of discrimination
- Respect and afford the requisite dignity to all AEON People
- Build talent pool that is infused with diversity

Governance

- Direct oversight and monitoring from the Board, Board Nomination and Remuneration Committee and Leadership
- Competent and qualified Human Resources and Administration function leadership and key personnel

Management of Risks and Opportunities

DEI values are close to the hearts of all employees. Lack of visibility in upholding and respecting these values can lead to a lack of motivation and passion to deliver, poor performance, low employee retention and ultimately, diminished value creation capacity.

Risk Management

- Governance bodies’ oversight
- Constant employee engagement
- Explicit show of support for DEI-principles – walking the talk
- Clear and sincere communications especially from Leadership
- Embedding DEI principles into formal policies and guidelines and their stringent enforcement
- The motivational aspects of DEI embrace can build a strong sense of belonging within the workforce and motivate them to constantly deliver high performance thereby enhancing value creation efforts and capacity

Opportunity Leverage

Optimising platform of trust within the workforce created through embrace of DEI principles to:

- Strengthen workforce motivation and passion for high performance
- Encourage open contribution of ideas and feedback for continuous improvement
- Reinforce the workforce’s sense of belong and ownership to fortify organisational resilience
- Create a cadre of committed change agents to drive positive change

Policies



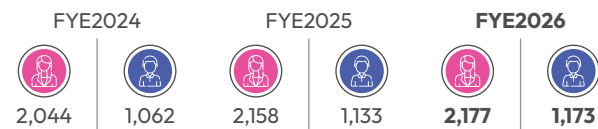
Policies

- Policy of Human Rights
- Guiding Pronouncements
- UN Universal Declaration of Human Rights
- International Labour Organisation core conventions
- The 10 principles of the UN Global Compact

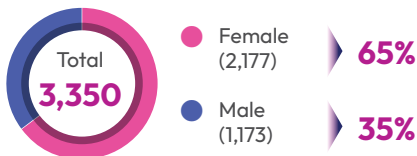
Performance

Workforce gender composition has remained consistent over the past three years. AEON Credit recognises the strong representation of female employees, who make up 65% of the workforce, and continues to enhance efforts toward achieving a more balanced gender composition across all levels.

Workforce Gender Composition



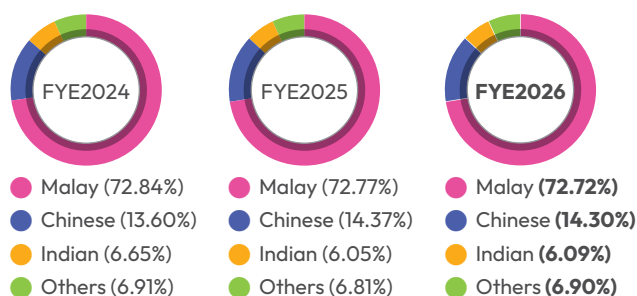
Total Workforce (FYE2026)



Staff Composition by Designation and Gender



Workforce by Ethnicity

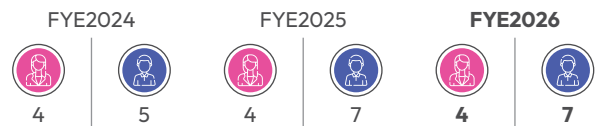


Board and Senior Management Gender Composition

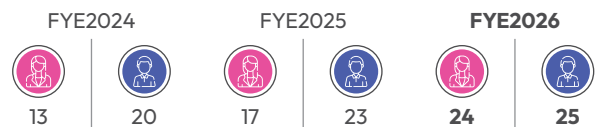
Gender composition of the Board and senior management has remained relatively stable. Notably the gender composition of AEON Credit's senior management has improved and is approaching parity.

The Board's age profile remains unchanged, it should be stressed that the effective discharge of Board duties require the depth and breadth of experience and exposure gathered across a significant number of years.

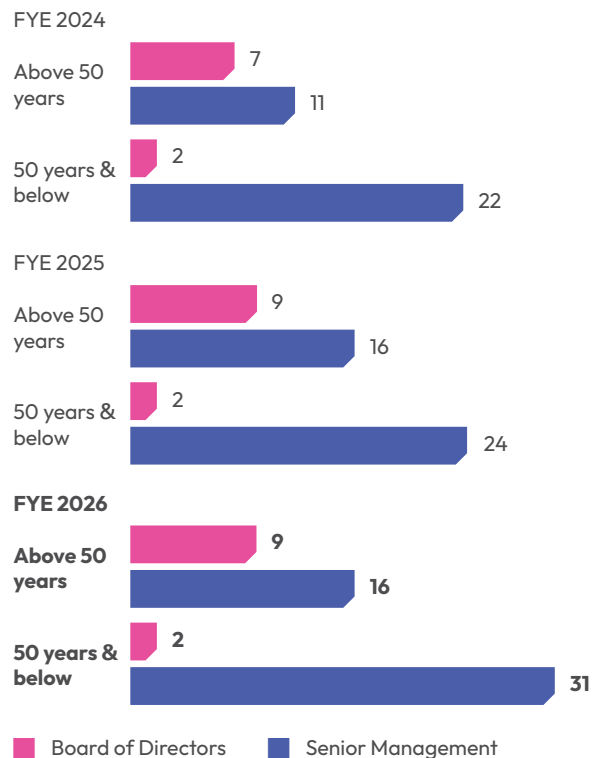
Board Gender Composition



Senior Management Gender Composition



Age Composition of Board of Directors and Senior Management

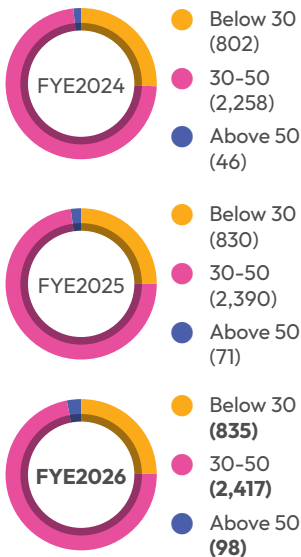


SUSTAINABILITY MANAGEMENT

Performance

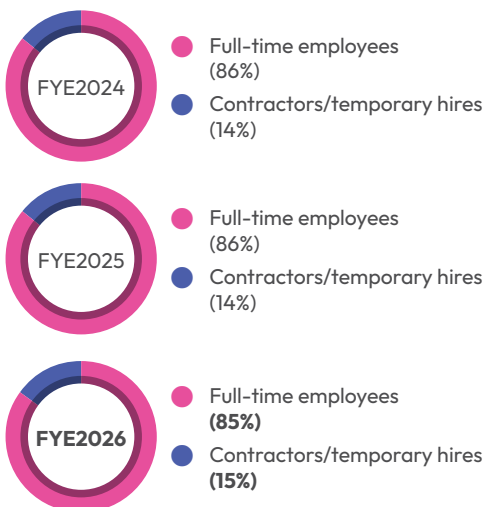
Workforce by Age Groups

Workforce age composition has remained stable with a large majority in the 30 - 50 years age group - when they are most productive.



AEON Credit's workforce is substantially full-time, contractors and temporary employees are hired on a needs basis as we understand the stability needed by employees and appreciate the operational assuredness that full-time employees provide in maintaining value creation momentum. The proportion of employees by employment type has been consistent across the past 3 years.

Workforce by Employment Type

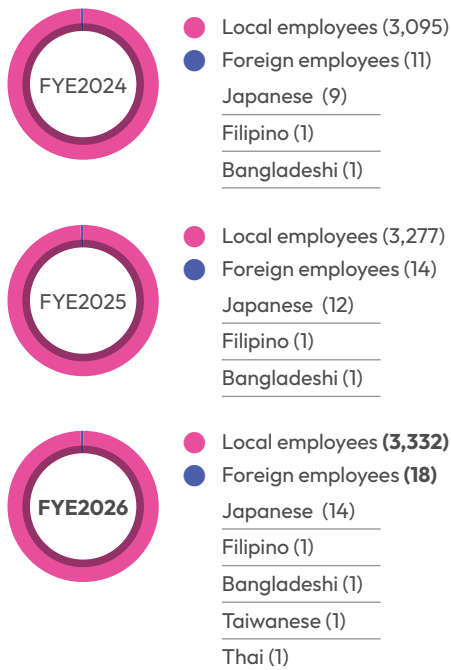


Note: New hires are reported at the company level.

The distribution of our workforce across levels of seniority is as would be expected in any organisation, with a larger proportion at the lower levels with increasing numbers at the lower rungs of the seniority ladder. The relative proportions have remained relatively stable across the past 3 years.

We primarily recruit from the local market, and hence, the locals make up, by far, the majority of our workforce. However, we do have a small number of foreign employees in strategic and key operational roles to facilitate skills and knowledge transfer from more developed markets. Our foreign workforce comprises individuals from Japan, the Philippines, Bangladesh, and Thailand, contributing diverse perspectives and expertise to AEON Credit.

Workforce Nationality Composition

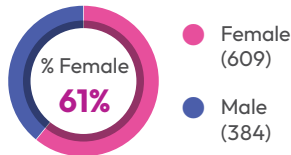


In support of diversity and inclusivity, the Group employs two differently-abled individuals, one with a visual disability and the other with a physical disability. Both employees acquired their disabilities during their tenure with the Group and have continued to serve in their roles with dedication and resilience. Their continued contributions reflect not only their commitment, but also our inclusive culture and ongoing support for employees of all abilities.

Notable Initiatives in Current Year:

- 1 Strengthened gender diversity across all levels, achieving near parity in leadership
- 2 Introduced structured pay benchmarking and salary ranges
- 3 Began formal pay gap monitoring (gender ratio: 0.87)
- 4 Promoted inclusive hiring:
 - Youth hiring (71%)
 - Initial OKU inclusion (2 employees):
 - 1 staff disability in physical;
 - 1 staff disability in visual (0.1% of total employees)
- 5 Continued ethnic diversity balance across workforce
- 6 Revenue-Generating Functions

Female representation in revenue generating roles provide deeper insights into AEON Credit’s embrace of diversity, equity and inclusivity. As is evident from the diagram, female representation in revenue generating roles is significant, although this can be attributable to the larger proportion of females in our workforce it is also compelling testimony that we value delivery capabilities without being influenced by gender.



Indicates strong female participation in core business functions, not limited to support roles.

A revenue-generating department is a business unit directly responsible for activities that generates revenue, primarily through sales, marketing, or customer service (like upselling), focused on acquiring, converting, and retaining customers to boost income, often working as a unified "revenue team" with shared goals.



 Diversity in action at AEON Credit Service - different perspectives, one shared vision for inclusive growth.

SUSTAINABILITY MANAGEMENT

C11 Human Capital Management

Astute human capital management plays a significant role in AEON Credit's continuously strengthening capacity to generate value. There is an established co-relation between an organisation's resilience and longevity and a thriving and high-performing workforce. A well-managed workforce gives the Group the assurance and ability to weather market fluctuations, economic uncertainties and impacts from unforeseen events that could adversely affect our operations.

Strategy

- Established human capital management mechanisms that are constantly renewed for relevance
- Ensure alignment of employment terms and conditions to ensure talent pool equitable treatment
- Commit to continuous development of workforce from both the personal and professional perspectives

Governance

- Direct oversight and monitoring from Board, Board Nomination and Remuneration Committee and Leadership Competent and qualified
- Human Resources and Administration function leadership and key personnel

Management of Risks and Opportunities

The absence of and weaknesses in human capital management will degrade the Group's talent pool with attendant adverse impacts on value creation and organisational resilience

Risk Management

- Formal human management capital management mechanisms are in place and working as intended
- Formal succession planning to ensure continuity with minimal disruption
- Ensure rewards structure that is competitive and aligned to market
- Regular benchmarking to gain insights into core aspects of human capital management in the market and at competitors - this allows for the formulation of informed interventions to keep talent pool intact
- Establish communication channels to give voice to the workforce and solicit ideas for improvements
- Human capital lies at the core of value creation, it is pivotal to continuous generation of quality revenue while keeping the Group's assets protected

Opportunity Leverage

- Adopt pertinent best practice human capital management approaches to build a committed workforce to fortify business sustainability and resilience
- The able management of human capital gives psychological comfort to the workforce, which can be leverage to:
 - build workforce dedication and strengthen the inclination to contribute
 - secure high-performance and delivery excellence
 - encourage for open and honest communications, including grievances which are critical input for continuous improvement
 - encourage sharing of ideas and feedback on areas of improvement to further fortify value creation

Policies



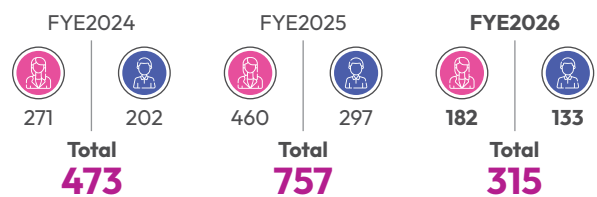
Policies

- Policy of Human Rights
- Guiding Pronouncements
- UN Universal Declaration of Human Rights
- International Labour Organisation core conventions
- The 10 principles of the UN Global Compact

Performance

AEON Credit's workforce has achieved the stability that comes with operational familiarity. There has been no variation in staffing levels across the past 3 years. Minor increases are attributable to business expansion.

Our hiring is targeted to ensure that we have the full complement of competencies and experience needed to remain competitive and ensure value creation is unimpeded. We have a specific focus on youth-hiring, appreciating their vigour, energy and innovativeness. In FYE2026 45% of our new hires consisted of young talent under the age of 30.

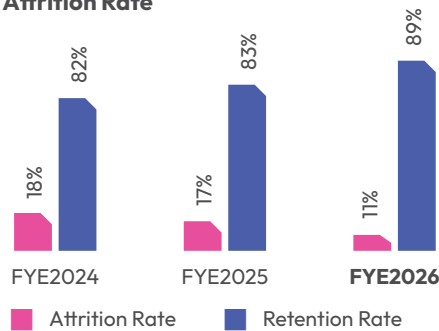


Note: New hires data reported at company level.

Performance

Staff turnover continues to be maintained at a manageable level, with an attrition rate of 11%, supporting operational stability and contributing to AEON Credit's resilience. This remains a key area of focus for AEON Credit, given the increasingly competitive landscape for talent in the market.

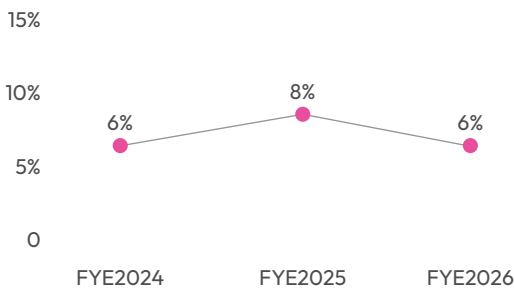
Attrition Rate



Note: Attrition and retention rate data covers AEON Credit Service (M) Berhad only.

There is a strong focus across AEON Credit for internal mobility as we appreciate the operational familiarity and competencies built internally that are aligned to the unique nuances of our operating environment and market. In addition, this focus also affords AEON people the opportunity to continue developing and grow in tandem with AEON Credit.

Internal Hiring Rate



Employee Engagement Surveys ("EES") is a key mechanism AEON Credit applies to gain insights into workplace climate and employee sentiment. To ensure confidentiality and encourage candid feedback, the FYE2026 EES was conducted by an external consultant, Towers Watson.

The survey covered key dimensions of employee experience, including engagement, leadership effectiveness, communication, career development, wellbeing, and rewards. The FYE2026 survey achieved a strong participation rate of 90% (FYE2025: 84%), reflecting a high level of employee involvement. The overall engagement score was maintained at 79%, consistent with FYE2025, indicating stable employee sentiment across the organisation.

In addition to the EES, the Group also has in place various employee engagement platforms amplify employees' voices and facilitate meaningful interaction with the Group's leadership. These platforms include hybrid town halls, digital applications, the corporate intranet platform, newsletters, and regular social and wellness programmes. The Workplace Environment Development Committee ("WEDC") also serves as a dedicated for employee representatives to raise concerns, suggest improvements, and engage in open dialogue with the management on workplace-related matters. Notably, AEON people have expressed appreciation for the transparency and effectiveness of communication demonstrated by the Group's leadership through these engagement initiatives.

The Group complies with the statutory minimum wage requirement. Our compensation packages ensure fair remuneration that is aligned to general market levels. In FYE2026 the Group conducted a structured salary benchmarking exercise for all levels of seniority across our workforce and observed that there is no systemic wage inequality.

Our remuneration packages across all seniority levels are aligned to market levels and are set at levels that commensurate with performance, qualifications and experience. The Group also provide and extensive range employment benefits that include:

- Employees' Provident Fund ("EPF") contributions above the statutory prescribed rates, i.e. 15% for employees with up to and including 8 years of service, and 16% for those with more than 8 years of service
- Flexible work arrangements to support employees in managing personal commitments
- Flexible working hours for non-shift employees, depending on their base of operations
- A flexible benefits scheme that allows employees to tailor their benefits package according to their individual needs
- Comprehensive healthcare and medical coverage, including outpatient care, dental, optical, traditional and complementary medicine, gym membership, and health screening
- Insurance coverage, including hospitalisation and surgical, term life, critical illness, and personal accident benefits
- Performance-based bonuses and/or incentive schemes
- Additional compassionate leave provisions, including bereavement leave, calamity/tragedy leave, family care leave, marriage leave, examination leave, birthday leave, and parental leave
- Compassionate contributions for significant life events, including childbirth, death of immediate family members, calamities, and marriage
- Employee Personal Financing, as well as General and Motorcycle Easy Payment Schemes

SUSTAINABILITY MANAGEMENT

Performance

A formal Performance Measurement Framework is in place to evaluate performance of our workforce against defined Key Performance Indicators aligned to AEON Credit’s strategic and operational goals. Annual goal setting and performance appraisal are foundational element in this Framework, the former to set clear performance goals and expectation and the latter to evaluate results achieved which provides the basis for rewards and performance improvements. In the year under review, all members of our workforce received performance appraisals.

To ensure operational continuity, we have in place a formal succession plan to identify and groom suitably qualified candidates to eventually assume leadership positions. The succession plan is supported by our Young Talent Development Programme and Promotee Development Programme to ensure a healthy pipeline of potential future leaders.

AEON Credit recognises AEON People’s efforts through the following awards, celebrating excellence in delivery as well as loyalty and dedication:

- Senior Management Excellence Award (3)
- Management Excellence Award (5)
- Staff Excellence Award (20)
- Team Excellence Award (3)
- Long Service Awards (10 Years: 247, 15 Years: 42, 20 Years: 19, 25 Years: 3)

Performance Management Framework (“PMF”)

AEON Credit implemented a formal PMF which will be integral to driving unified focus and efforts towards meeting our strategies. The PMF enables goal setting through definition of Key Performance Indicators to drive desired behaviours and achievements while ensuring accountability for measurable tangible results. Notably, we integrate succession planning inputs into expected performance outcomes to support structured talent identification and development.

Structured Talent Development

AEON Credit Implemented the Young Talent Development Programme (“YTDP”) to develop future leaders through a structured assess-develop-evaluate approach, focusing on early identification and development of high-potential employees. Integral to realising the intent of YTDP are:

- the Promote Development Programme which supports transitions into higher roles with targeted leadership development tailored to job next-level requirements; and
- job rotation programmes to enhance cross-functional exposure, broaden business understanding, and reduce silo-based operations.

Succession Planning Framework

We established a Succession Planning Framework to support continuity for critical leadership roles, including Division, Group, and Department Heads. This Framework focuses on identifying and developing internal talent to strengthen leadership continuity and organisational resilience. Individual Development Plans are formulated and executed to address capability gaps and support readiness progression for identified successors.

Training Investment

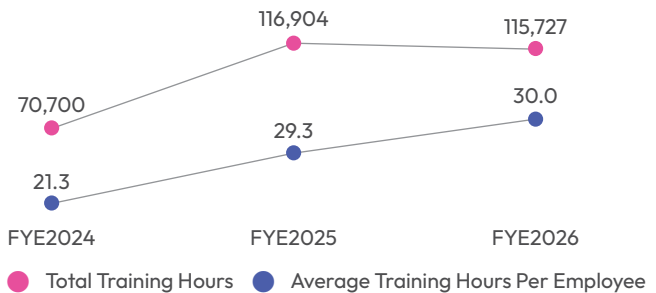
Training investment rose to RM4.29 million in FYE2026 from RM3.12 million in FYE2025, reflecting the Group’s highest level of commitment to capability building to date. This significant increase reflects a deliberate enhancement of training initiatives, reinforcing the Group’s commitment to long-term talent development following a measured moderation in the previous year.

Training Scale and Coverage

In FYE2026, AEON Credit continued to strengthen its human capital development efforts, with notable improvements in investment, training scale, and digital learning adoption compared to FYE2025.

The Group recognises that learning and development are critical to equipping its workforce with the capabilities required to support sustainable growth, enhance competitiveness, and uphold strong regulatory and governance standards. In FYE2026, the Group continued to invest in workforce training, with total training hours broadly in line with the previous year, averaging approximately 30 hours per employee. Focus areas included IT, data, digitalisation, innovation and analytics, alongside regulatory and governance-related training, reflecting a balanced approach to capability building. This sustained investment underscores the Group’s commitment to developing a skilled, compliant and future-ready workforce.

Training Hours



The training programmes focused on areas closely aligned with the Group’s operations, including governance and compliance, workplace safety and ESG-related subjects. In FYE2026, AEON employees achieved 220 professional certifications across key specialisms such as project management IT governance, and occupational health and safety, reinforcing the Group’s commitment to operational excellence and capability development.

Performance

Total training hours decreased by 1% from 116,904 hours in the previous year to 115,727 hours in the current year, while driven by the redesign of programmes into more focused and time-efficient formats without compromising learning outcomes. The number of employees trained grew to 3,856 (FYE2025: 3,692), marking a 4% increase and reinforcing the Group’s emphasis on inclusive and continuous learning. Non-management employees was the largest group trained, increasing from 2,541 to 3,311 employees. The growth witnessed was driven primarily by expanded frontline workforce training, reinforcing operational capability.

Training Intensity by Employee Level

Increases were observed across all levels of our workforce:

- Non-management: increased from 64,812 hours to 93,338 hours (+44%)
- Senior management: increased from 1,241 hours to 1,809 hours (+46%)
- Top management: increased from 157 hours to 471 hours (+200%, from a low base)

The above underscores that AEON Credit treats training as vital and dispensable irrespective of seniority. The above highlights the Group’s unwavering commitment to embedding training as a fundamental priority across all tiers of the organisation, regardless of seniority.

Training Delivery Model

AEON Credit adopted a blended approach to training delivery, utilising both digital and physical formats based on the target audience and desired learning outcomes. Details in respect of each mode are:

- E-learning hours nearly doubled:
 - o from 20,740 hours to 40,529 hours (+95%)
- Classroom training decreased slightly:
 - o From 82,621 hours to 72,880 hours (-12%)

The Group continues to accelerate its shift towards digital learning, strengthening scalability, accessibility, and flexibility in training delivery. This enables broader nationwide reach, ensuring all employees have equal access to training opportunities regardless of location or constraints.

Performance

Skills Development

The Group actively promotes competency building and continuous upskilling, particularly in digital and data-related technical areas, with professional certifications reflecting validated skill development. In FYE2026, approximately 220 employees held certifications across key domains including IT, AI governance, project management and safety, reinforcing the Group’s commitment to a future-ready workforce.

Notable Initiatives in Current Year:

- 1 Implemented structured workforce planning framework
- 2 Enhanced employee engagement ecosystem: Multi-channel (townhalls, WEDC, surveys, digital platforms)
- 3 Introduced retention-focused strategies: Career progression pathways
- 4 Recognition and rewards
- 5 Established people analytics capability: Full workforce visibility and KPI tracking
- 6 Strengthened HR governance and remuneration oversight
- 7 Implemented formal PMS framework linked to KPIs and development
- 8 Rolled out leadership pipeline programmes: YTDP
- 9 Promotee Development
- 10 Succession Planning
- 11 Expanded learning and development ecosystem: 115k training hours
- 12 Adopted digital HR and analytics dashboards
- 13 Established human capital Return on Investment tracking methodology



Striking the perfect balance between work and fun bowling team bonding through bowling as part of employee engagement at AEON Credit.

SUSTAINABILITY MANAGEMENT

C12 AEON People Health, Safety and Well-Being

An important means of reciprocating our employees is to ensure their continued health, safety and welfare. We thus maintain a keen focus on their overall physical and mental well-being. Giving AEON People a conducive environment and the comfort to deliver on their tasks is of extreme importance to the Group as it emphasises our concern and brings to the fore the Group’s human side. Importantly, this also affords AEON People with the peace of mind to focus on value creation, free from distractions.

Strategy

- Established policies and guidelines for employees health and workplace safety
- Compliance to statutes and regulatory guidelines on occupational health and safety

Governance

- Direct oversight and monitoring from Board, and Leadership
- Competent and qualified Human Resources and Administration function leadership and key personnel
- Formal Occupational Safety and Health (“OSH”) Committee

Management of Risks and Opportunities

Detrimental consequences of lack of care for the workforce are well documented, amongst the more material ones are poor workforce morale, high turnover, reduced productivity, poor morale, and increased legal risks from non-compliance

Risk Management

- Well-rounded employee welfare benefits which, importantly, include mental well-being support
- Compliance to relevant statutes and guidelines
- OSH Committee with participation from both management – expressing senior level attention – and AEON People – to give voice to directly impacted parties

- Formal Hazard Identification and Risk Assessment Methodology
- Periodic safety examinations of workplace to identify and rectify potential risks

As with all other aspects of human capital, caring for the welfare of the workforce brings benefits from improved employee morale, a dedicated and committed workforce as well as a higher propensity for high performance

Opportunity Leverage

- Implement feasible OSH improvements based on feedback from AEON People
- Rectify weaknesses identified through workplace examinations, giving priority to time critical and material weaknesses
- Explore feedback from AEON People representative in OSH Committee for potential implementation
- Optimise trust gained from delivering on commitment for workforce welfare to solicit improvement feedback to further strengthen OSH

Policies



Policies

- Policy of Human Rights
- Occupational Safety and Health Policy
- Guiding Pronouncements
- UN Universal Declaration of Human Rights
- International Labour Organisation core conventions
- The 10 principles of the UN Global Compact

Performance

All members of our workforce is covered under AEON Credit’s OSH Framework. A dedicated annual budget is also allocated for OSH-related initiatives, further emphasizing AEON Credit’s commitment to care for AEON people. In the current year, RM123,292 was invested in OSH training and equipment and upgrades.

Specifically in relation to OSH training, this was conducted across all regions with the training agenda covering OSH awareness, emergency response, ergonomics. This assures widespread awareness and understanding of OSH requirements and responses across AEON people.

The OSH Committee met 4 times in the current year to consider OSH-related matters, in particular the adequacy and currency of OSH measures in place as well as compliance to the Occupational Safety and Health Act 1994.

Risk and Safety Assessments is a constant activity in AEON Credit. In the year under review, 12 such assessments were conducted in which 419 issues were identified. 60% of the issues were satisfactorily resolved within stipulated service levels, active resolution efforts are on-going for the remainder.

FYE2026 recorded 4 incidents, 3 lost time injuries and 1 first aid case. Notably AEON Credit experienced zero fatalities. Lost Time Injury Frequency Rate (“LTIFR”) in FYE2026 was 0.43 (FYE2025: 0.06, FYE2024: 0). The LTIFR across all 3 years were below regulatory levels.

Key Metrics

Metric	Result (FYE2026)	Notes
OSH Committee Meetings	4	Oversight across HQ, branches, and field teams
Risk Assessments Conducted	14	Covering all locations and job functions
OSH Issues Reported	419	60% resolved within SLA
Total Incidents	4	3 lost-time injuries, 1 first aid case
Lost Time Injury Frequency Rate (LTIFR)	0.43 per million hours worked	Below regulatory thresholds
Lost Days	99	-
Emergency Drill Participation	HQ 76%, NRO 97%	Reflects operational preparedness
Training & Awareness Investment	RM123,292	Covers OSH, emergency response, ergonomics
Safety Equipment Investment	RM6,896	Workplace safety upgrades

Governance & Coverage

- 100% employee coverage under the OSH framework which is overseen by OSH Committee
- Structured governance ensuring consistent implementation across all operational levels

Risk & Safety Management

- Comprehensive risk assessments conducted organisation-wide
- Timely identification and management of workplace safety issues, with a majority of identified issues addressed within defined service levels
- Maintenance of a low incident rate, reflecting effectiveness of preventive controls

Preparedness & Capability Building

- Regular emergency drills conducted across regions to strengthen response readiness
- Continuous OSH training and awareness programmes embedded into operations

Employee Well-being & Support

- Implementation of Employee Assistance Programme
- Flexible working arrangements to support work-life balance
- Ongoing employee engagement initiatives, including retreats and team-building activities
- Introduction of monthly wellness and social programmes
- Integration of psychosocial and climate-related risk considerations into OSH practices

SUSTAINABILITY MANAGEMENT

Performance

Engagement, Benefits & Culture

- Workplace safety assessments conducted across operational footprint
- Maintained LTIFR below regulatory levels
- Emergency drills conducted across all regional offices with satisfactory results
- Enhanced employee benefits, including expanded medical coverage and lifestyle-related support
- Structured communication and engagement platforms (e.g. town halls, newsletters, surveys with strong participation rates)

Outcomes

- Sustained low LTIFR (0.29), indicating strong safety performance
- Strengthened organisational resilience through proactive safety management and employee well-being initiatives

Notable Initiatives in Current Year

During the reporting year, AEON Credit conducted four emergency response drills across its key operational regions to strengthen workplace safety preparedness and response capability, with an additional drill scheduled post-June 2026.

The drills were carried out at HQ, East Malaysia Regional Office (“EMRO”), Southern Region Office (“SRO”), and Northern Region Office (“NRO”) locations, achieving participation from over 1,000 employees in total. Participation rates ranged from 60% to 97%, with the highest engagement recorded at NRO, reflecting strong awareness and commitment to emergency readiness. HQ and EMRO also demonstrated solid participation levels at 76% and 71% respectively, while SRO recorded 60% participation, indicating ongoing opportunities to further enhance coverage.

The encouraging participation levels augurs well for AEON Credit’s state of preparedness to address emergencies.



 Building a safer workplace together - OSH Coordinator Program at AEON Credit under AEON People, Safety and Health.



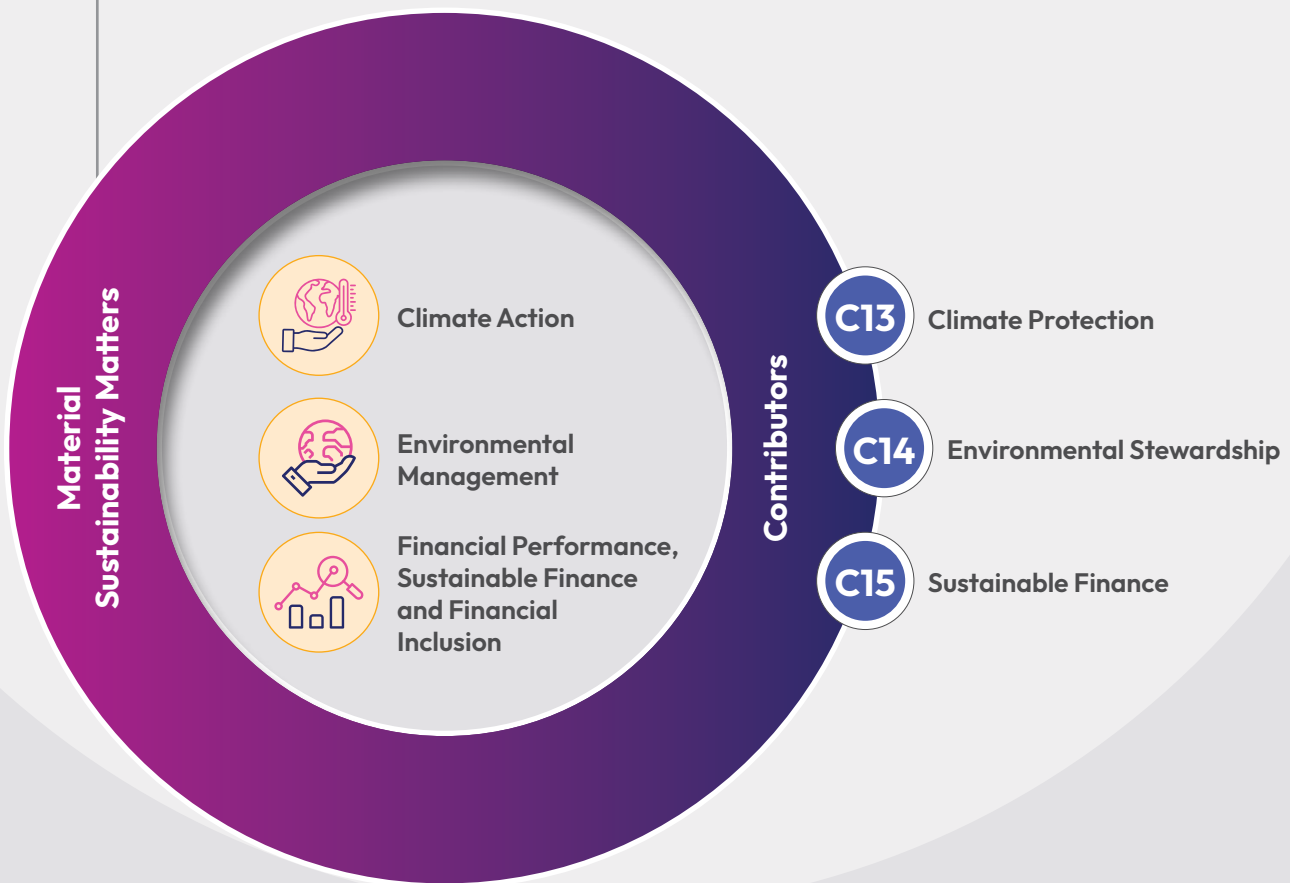
ENVIRONMENTAL STEWARDSHIP

AEON Credit joins the global community in efforts to preserve environmental integrity. As a responsible corporate citizen, we believe we have a duty to protect the environment. We must safeguard it from harm and degradation.

A healthy environment is vital for all living organisms. It is also essential for corporate success. Environmental damage can hinder business operations. Such damage also obstructs value creation. Negative effects within the value chain will spread throughout the entire business ecosystem.

Our business sustainability is linked to the health of our planet. Consequently, we focus intensely on environmental stewardship. We actively manage our operational emissions. We are refining our business model to support emission reduction. We also promote responsible practices throughout our supply chain.

The Group aims to help Malaysia reach net-zero by 2050. We support the Nationally Determined Contribution under the Paris Agreement.



SUSTAINABILITY MANAGEMENT

C13 Climate Protection

The existential threat of global warming has been widely acknowledged across the globe. The call to manage emissions and reduce global warming to meet the Paris Agreement target of well below 2°C, preferably to 1.5°C, above pre-industrial levels has gained increased urgency. The Group heeds this call and is committed to do our utmost to contribute to the global collective efforts to stave off global warming, conscious, as well, of the negative effects on our business and value creation ability.

Strategy

- Board is supported by expertise from sustainability-credentialed Independent Non-Executive Director
- Climate-related matters has a formal place in Board deliberation agenda
- Board decision making considers climate impact of business and operational strategies
- Continuously strengthen Board and Leadership competency on climate-related matters through focused training, in particular on technical concepts and methodologies

Governance

- Direct oversight and monitoring from Board and Leadership
- Develop climate-specific competencies to manage climate-related risks and opportunities effectively
- Climate risks are embedded into the Group's Enterprise Risk Management Framework ("ERMF") to ensure they receive the warranted attention, mitigation, and management
- Scenario analysis conducted to identify climate-related risks and opportunities, ensuring effective and informed data-driven governance.

Management of Risks and Opportunities

Risks Identification

We identify climate-related risks and opportunities using forward-looking climate scenario analysis. We apply Network for Greening the Financial System ("NGFS") pathways up to the year 2050. This evaluation considers policy stringency, carbon pricing trajectories, technological developments, and market behaviour.

The results are tabulated on the following pages. Once identified, we assess the nature, likelihood, and magnitude of these risks and opportunities.

- **Nature:** Risks are mapped to traditional enterprise risk categories (such as credit, operational, compliance, reputational, and market/funding risks) to identify transmission channels
- **Magnitude (Impact):** Impacts are mapped to key financial drivers including revenue, operating expenditure and capital expenditure, and cost of capital. For less readily quantifiable impacts, appropriate qualitative criteria are applied (eg: employee morale, customer impression)
- **Likelihood:** Net probability of occurrence after factoring in existing controls, utilising historical incident data, regulatory trends, and industry experience

The scenario analysis results supplement information derived from the flood risk profiling we conducted in FYE2025, recognising that the impact of climate change on the Group will primarily manifest through floods of increasing frequency and severity. The exercise identified flood risk associated with different customer segments within our assets portfolio based on their location and product types.

Opportunity Identification

Climate-related opportunities are surfaced from NGFS-driven scenario analysis, market demand analysis, and regulatory developments, they are assessed based on revenue generation potential, risk-adjusted returns, operational feasibility, and alignment to decarbonisation targets. Financially material and feasible opportunities are prioritised and integrated into our business strategies and translated into capital allocation plans, and product development pipeline.

Results of the Climate Scenario Analysis in Q4 FYE2026 using the following 3 NGFS aligned scenarios:

- Net Zero 2050 (“NZ 2050”) - Orderly transition with early, coordinated global policies
- Disorderly transition (“DT”) - Rapid, uncoordinated policies from 2030
- Nationally Determined Contributions (“NDC”) - No additional policies beyond current pledges

Risk Category: Physical

Impact Area/Description

Flood occurrence - adverse affects on operational stability, ease of access to operating locations, and resource availability

Scenario/Impact/Explanatory Note

NZ 2050	DT	NDC
Medium	High	High
Floods will persist but impacts are manageable and damages limited through proactive coordinated protection and mitigation	Impact and severity of floods are amplified through delayed action and lack of coordination on concerted collective mitigation/prevention	Persistent floods although not as severe in magnitude as under disorderly transition as effects of mitigation actions will take significant time to set-in and take effect

Risk

- Asset impairment/damage
- Economic activities constrained/prevented both on the part of customers and the Group
- Increased cost of maintenance for equipment
- Increased operational costs arising from fortifications against floods and securing workforce safety and health

Anticipated:

- Annual climate risk assessment
- Enhanced diligence through identification of emerging risks
- Periodic monitoring of impact of changes in climate patterns on the customers forecast

Risk Management

In place:

- Timely customer communications across business ecosystem
- Regular monitoring, testing, and simulations
- Business continuity planning including backup call arrangements across regional offices

- Redeploy staff to support resumption of operations at recovery site(s)
- Trigger work-from-home arrangements as needed
- Insurance policies covering expected losses

Opportunity

Opportunity in this area lies primarily through the different forms of support and aid that the Group is able to dispense to ease the additional and unexpected financial burden.

Opportunity Leverage

In place:

- Flood relief support programmes:
 - o for customers: Product-related accommodations (e.g. payment holidays, time-bound financing rate reductions)
 - o for the wider community: Direct financial aid (e.g. donations)

Anticipated:

- Explore new financing products and services to meet potential future demands that surface as a results of climate change
- Sustainable investment opportunities to diversify earnings base and to balance portfolio from climate-related exposures

SUSTAINABILITY MANAGEMENT

Risk Category: Physical

Impact Area/Description
Health and safety – workplace safety and employee well-being

Scenario/Impact/Explanatory Note

NZ 2050	DT	NDC
Low	Low	Medium
Limited health impacts	Minor health impacts	Emerging workforce health impacts

Risk

- Low morale and productivity
- Higher instances of absence due to ill health
- Increased employee health support costs

Risk Management

Current:

- Early preventive-focused climate action

Anticipated:

- Widen health insurance coverage to include climate-related ill health and climate change-induced workplace hazards

Opportunity

Explicit proactive action to address the potential occurrence of climate change-induced ill health and workplace hazards can uplift confidence and morale of the workforce.

Opportunity Leverage

Greater workforce morale and confidence boosts loyalty and productivity.

Risk Category: Physical

Impact Area/Description
Operational Stability - operational disruption and asset damage

Scenario/Impact/Explanatory Note

NZ 2050	DT	NDC
Low	Low	Low
Established and tested business continuity plans, as well as ongoing digitalisation and upcoming cloud adoption efforts improve our operational resilience. These measures help mitigate potential operational instability caused by climate change.		

Risk

Service disruptions are a major issue resulting in customer defections and regulatory sanctions and penalties.

Risk Management

Mitigation measures that are currently in place provide assurance of business continuity and effectiveness in addressing foreseeable climate change-induced risks.

Opportunity

Mitigation measures also lead to enhanced resilience, operational efficiency and cost effectiveness.

Opportunity Leverage

Optimise and continuously strengthen mitigation measures to reap enhancements in resiliency, operational efficiency gains and more cost effective operations.

Risk Category: Physical

Impact Area/Description

Customers – adverse effects on repayment capacity and timeliness of repayments

Scenario/Impact/Explanatory Note

NZ 2050	DT	NDC
Medium	Medium	Medium

Customers are financially vulnerable under all scenarios

Risk

Adverse impacts of climate change is transmitted across value chains and translates into impaired capacity to carry out economic activities and, consequently affect ability to service financing.

Risk Management

- Integrating climate exposure into credit risk assessments
- Monitoring climate-sensitive geographic concentrations
- Constantly reviewing portfolios to limit exposure to climate change susceptible financing
- Enhancing liquidity stress testing

Opportunity

Diligence to credit weaknesses arising from climate change will strengthen resilience and potentially open up profitable avenues to diversify credit portfolios.

Opportunity Leverage

Optimise climate change diligence to continually fortify resilience while also leveraging portfolio diversification possibilities that surface, for instance, moving towards green and sustainable assets as exemplified by electric vehicle financing, both for cars and motorbikes.

Risk Category: Physical

Impact Area/Description

Technology – the timeliness and relevance of our technology and infrastructure.

Scenario/Impact/Explanatory Note

NZ 2050	DT	NDC
Critical	Medium	Medium

Rapid technological evolution which increases obsolescence risk

Moderate impact on technological obsolescence

Risk

- Technology obsolescence and ineffective IT transition
- Cybersecurity vulnerabilities
- Asset impairment

Risk Management

- Accelerate digitalisation and cloud leverage
- Embed technology assets lifecycle reviews into capital planning
- Continuous investments in cybersecurity

Opportunity

Technology renewal and digitalisation can enhance competitiveness, as well as yield benefits in operational efficiency and cost effectiveness.

Opportunity Leverage

Leverage on better speed to market and customer experience

SUSTAINABILITY MANAGEMENT

Risk Category: Transition

Impact Area/Description
Policy and Legal - environmental legislation and regulatory compliance

Scenario/Impact/Explanatory Note

NZ 2050	DT	NDC
Medium	Low	Low
Faster regulatory tightening	Less stringent regulatory tightening	

Risk

- Non-compliance with evolving environmental legislation
- Inability to develop competencies and resource capacity needed for compliance

Risk Management

- Keep updated on environment-related legislation
- Develop the capacity and competencies needed
- Draw reference from current and new environmental legislations, related developments, and other relevant jurisdictions

Opportunity

Opportunity to develop and adapt to new/amended environment-related laws and guidelines can provide the impetus to strengthen governance and improve on operational processes .

Opportunity Leverage

Assess new/tightened compliance requirements with a wider lens to also include enhancing governance, implementation of improved processes and data captures, and processing mechanisms (for reporting).

Risk Category: Transition

Impact Area/Description
Market - changing customer behaviour

Scenario/Impact/Explanatory Note

NZ 2050	DT	NDC
Low	Low	Low
Given our focus on the B40 target market, customer behaviour is expected to remain stable across scenarios		

Risk

- Continued support from investors compromised
- Group good standing within investment community degraded
- Negative flow-on effect on funders

Risk Management

Constantly reinforcing sustainability credentials with the investment community, by leveraging on analysts to reinforce the message.

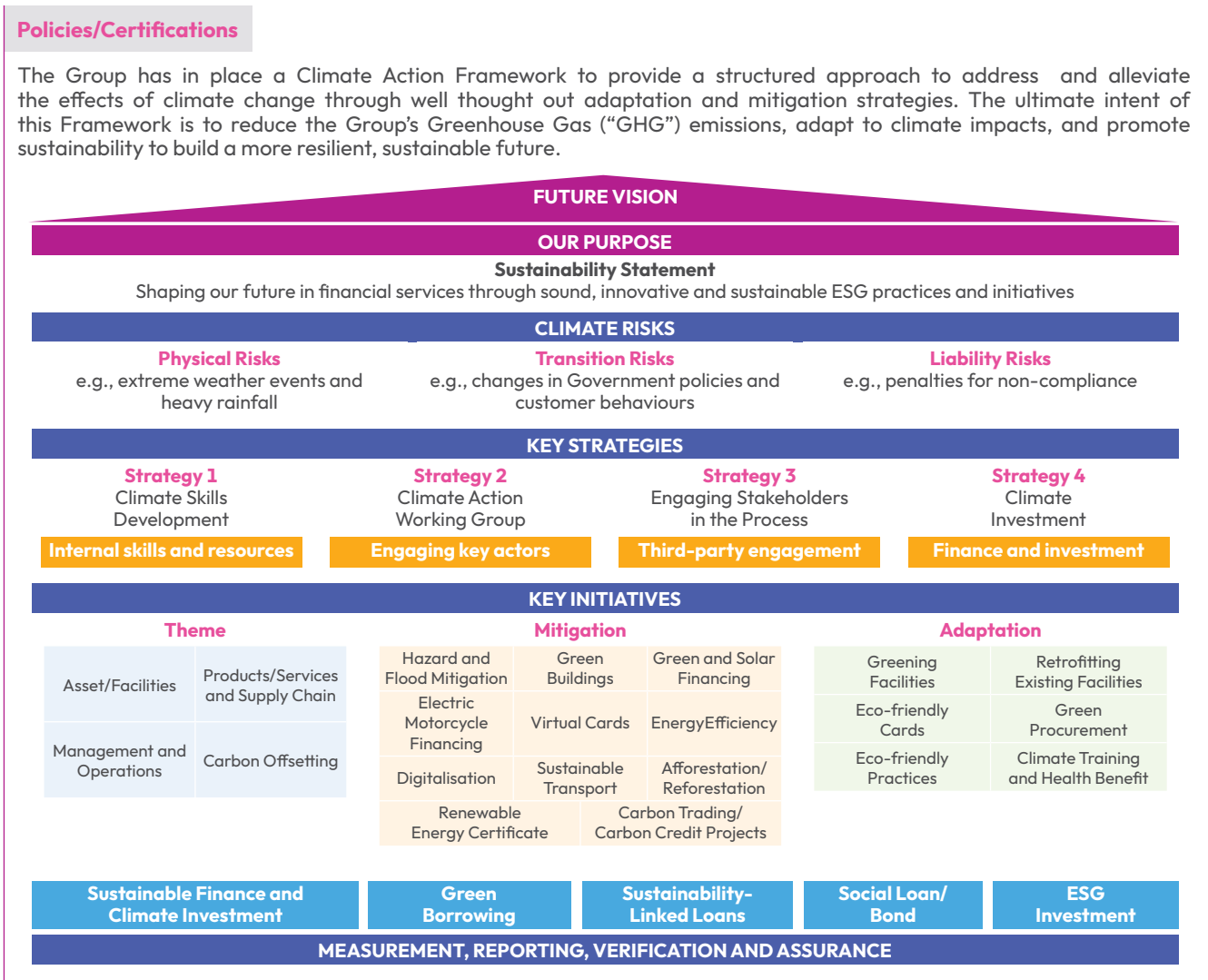
Opportunity

Averting negative perception is also a public relations opportunity. Familiarity is a precursor to relationship building. Strong ties with the investment community and other communities help build confidence in the Group. It also eases access to funding for growth and expansion.

Opportunity Leverage

Strengthen relationships with the investment and funds provider community through constant interaction and transparent.

Risk Category: Transition		
Impact Area/Description		
Reputation - Negative investor and public perception		
Scenario/Impact/Explanatory Note		
NZ 2050	DT	NDC
Medium	Medium	Medium
Stakeholder expectations will elevate perception risks compounded by portfolio and decarbonisation limitations		
<p>Risk</p> <ul style="list-style-type: none"> Continued support from investors compromised Group good standing within investment community degraded Negative flow-on effect on funders <p>Risk Management</p> <p>Constantly reinforcing sustainability credentials with the investment community, by leveraging on analysts to reinforce the message.</p>	<p>Opportunity</p> <p>Averting negative perception is also a public relations opportunity. Familiarity is a precursor to relationship building. Strong ties with the investment community and other communities help build confidence in the Group. It also eases access to funding for growth and expansion.</p> <p>Opportunity Leverage</p> <p>Strengthen relationships with the investment and fund providers through constant interaction and transparent communications</p>	



SUSTAINABILITY MANAGEMENT

Performance

Direct and Indirect GHG Emissions (Scope 1 & Scope 2)

1 Climate Reporting Framework and Approach

AEON Credit's climate-related disclosures are prepared in accordance with IFRS S2 Climate-related Disclosures, which requires disclosure of material climate-related risks and opportunities that may affect our financial position, performance, and cash flows.

We report greenhouse gas ("GHG") emissions across the Scopes below to comply with prevailing sustainability disclosure requirements and facilitate performance tracking:

- Scope 1 – direct emissions from owned or controlled sources (company cars and fuel card)
- Scope 2 – indirect emissions from purchased electricity

Improvement in our emissions has been achieved through:

- Operational efficiency improvements
- Use of Renewable Energy via Renewable Energy Certificates ("RECs")
- Enhanced emissions data management systems

RECs are applied under a market-based approach and represent contractual instruments associated with renewable electricity generation and hence, in the context of AEON Credit, use of renewable energy.

2 Scope 1 & Scope 2 Emissions Performance

Year	Scope 1 (tCO ₂ e)	Scope 2 (tCO ₂ e)	Gross Emissions (tCO ₂ e)	RECs (tCO ₂ e)	Net Emissions*** (tCO ₂ e)
FYE2022*	108.00	2,255.00	2,363.00	-	2,363.00
FYE2023*	172.00	2,295.00	2,467.00	-	2,467.00
FYE2024*	200.00	2,317.00	2,517.00	877.50	1,639.50
FYE2025*	172.00	2,162.00	2,334.00	561.00	1,773.00
FYE2026**	213.14	2,613.14	2,826.28	2,119.36	706.92

* Using the old emissions factor.

** Using the current emissions factor.

*** Net emissions incorporate Scope 2 offset using RECs.

3 Sustainability-Linked Loans ("SLL") Context

AEON Credit's SLL have Sustainability Performance Targets ("SPT") of which SPT 2 relates to GHG emissions reduction. FYE2022 is used as the baseline year for the purposes of performance tracking.

It should be noted that SLL reporting distinguishes between 2 SPTs: SPT 1 is linked to financing performance, while SPT 2 relates to emissions reduction performance.

SPT Performance (Contractual Basis – Old Methodology*)

Year	Net Emissions	vs Baseline
FYE2022	2,363.00	Baseline
FYE2023	2,467.00	+4.4%
FYE2024	1,639.50	-30.6%
FYE2025	1,773.00	-25.0%
FYE2026	670.64	-71.6%

Conscious of the environmental impact of GHG, AEON Credit has put focused efforts to reduce our emissions which have resulted in a 71.6% reduction in the current year emissions level against the baseline.

An old methodology was used to compute our emissions from FYE2022 to FYE2025, details of which are elaborated on the next page.

Performance

4 Methodology Change

In FYE2026, AEON Credit enhanced our emissions methodology to reflect updated scientific and regional data to improve the quality of our emissions disclosures through greater scientific accuracy and alignment to evolving international standards. Key areas updated were the adoption of:

- Global Warming Potential ("GWP") values from the Intergovernmental Panel on Climate Change's ("IPCC") Sixth Assessment Report (2023) ("AR6")
- Malaysia grid emission factors (2022–2024 provisional data)

Applying the new methodology FYE2026 Emissions were:

- Scope 1: 213.14 tCO₂e
- Scope 2: 2,613.14 tCO₂e
- Gross emissions: 2,826.28 tCO₂e
- Net emissions: 706.92 tCO₂e

5 Methodology Transition Impact

The transition from old to new methodology has resulted in the following differences in reported emissions:

- Old methodology offset using REC: 1,675.44 tCO₂e
- New methodology offset using REC: 2,119.36 tCO₂e

Regardless of the change in methodology, the SPT remains anchored to FYE2022 contractual baseline embedded in the SLL agreements.

7 Carbon Intensity

A. Revenue-Based Carbon Intensity

Year	Intensity (tCO ₂ e/RM mil)
FYE2022	1.55
FYE2023	1.45
FYE2024	1.19
FYE2025	0.90
FYE2026	1.15

Overall, a 26% reduction in AEON Credit's carbon intensity was recorded over the period FYE2022 to FYE2026 underscoring our intense efforts at carbon management.

B. Scope 2 Operational Intensity (Floor Area-Based)

Year	Intensity (tCO ₂ e/m ²)
FYE2022	0.0761
FYE2023	0.0776
FYE2024	0.0783
FYE2025	0.0716
FYE2026	0.0917

AEON Credit will continue refining our emissions methodology to align with evolving international standards, including updated GWP values and national grid emission factors. These enhancements will continuously improve transparency and disclosure quality in our sustainability reporting.

Notwithstanding the above, SPT measurement under the SLLs will continued to be baselined on FYE2022 emissions levels in compliance to contractual provisions.

8 Emissions Calculation Methodology

A. Old Methodology (FYE2022 – FYE2025)

Scope 1 (Emissions)

- Based on 2006 IPCC Guidelines for National Greenhouse Gas Inventories (Volume 3: Energy)
- Emission factors applied:
 - CO₂: 69,300
 - CH₄: 33
 - N₂O: 3.2
- Applies GWP values published in the IPCC's Fifth Assessment Report (2014) ("AR5"):
 - CH₄: 28
 - N₂O: 265

Scope 2 (Indirect emissions – electricity)

- Based on location-specific grid emission factors for Malaysia:
 - Peninsular Malaysia: 0.585
 - Sabah: 0.525
 - Sarawak: 0.33

Sources:

- Institute for Global Environmental Strategies ("IGES")
- National Greenhouse Accounts Factors (Malaysia, 2019)

SUSTAINABILITY MANAGEMENT

Performance

B. New Methodology (FYE2026 Disclosure Basis & New Baseline)

In FYE2026, AEON Credit enhanced our emissions methodology to improve accuracy and align with the latest available scientific and national data.

Scope 1 (Direct emissions)

- Updated to IPCC Sixth Assessment Report (“AR6”) GWP:
 - CH₄: 27
 - N₂O: 273
- Maintains the same emission factors, with full alignment to updated AR6 climate science

Scope 2 (Indirect emissions – electricity)

- Based Malaysia Grid Emission Factors 2022 - 2024 (Provisional):
 - Peninsular Malaysia: 0.74
 - Sabah: 0.539
 - Sarawak: 0.199

Sources:

- Energy Commission of Malaysia (Suruhanjaya Tenaga)
- Malaysia national greenhouse gas inventory technical dataset
- Malaysia Grid Emission Factor 2022–2024 provisional publication

Summary of Methodology Changes

Key changes made were intended to improve scientific accuracy, data relevance and transparency and comparability with evolving standards, they include:

- Transition from AR5 to AR6 GWP values (Scope 1)
- Continued application of IPCC 2006 inventory framework (Scope 1 structure maintained)
- Adoption of updated Malaysia grid emission factors (Scope 2)
- Use of latest national provisional dataset for electricity emission factors

The updated methodology will be applied for disclosures from FYE2026 which will be the new baseline year for future emissions tracking and target setting. In the case of SLLs, reporting, historical methodology will continue to be applied for ensure consistency and comparability with contractual requirements.

Energy Consumption and Efficiency Management

Energy consumption is a key operational driver of AEON Credit's GHG emissions, particularly Scope 1 (direct fuel combustion) and Scope 2 (indirect purchased electricity). We continue to strengthen energy management practices as part of our long-term objective to achieve operational carbon neutrality by 2030.

A structured energy efficiency approach is embedded across operations, supported by continuous optimisation initiatives and digital transformation efforts that reduce both energy demand and reliance on physical infrastructure.

Energy Efficiency Strategy and Key Mechanisms

The Group manages energy consumption through a combination of operational, technological, and structural initiatives:

- Deployment of energy-efficient technologies across offices and operational facilities
- Prioritisation of green-certified buildings for branch locations where feasible
- Expansion of digital servicing platforms, reducing reliance on physical travel and infrastructure
- Implementation of structured energy efficiency programmes across operations
- Continuous operational optimisation and process efficiency improvements

These initiatives collectively support reductions in energy intensity and contributed directly to lower Scope 1 and Scope 2 emissions.

Performance

Energy Consumption Performance

A. Operational Energy Consumption

Category	Fuel purchased (litres)	Energy Equivalent (GJ)*	Electricity consumed (kWh)	Energy Equivalent (GJ)*
FYE2024	83,151.00	2,754.22	3,836,307.00	13,810.71
FYE2025	24,278.00	804.16	4,043,505.00	14,556.62
FYE2026	91,491.92	3,030.50	3,796,412.04	13,667.08

* To enable comparability and alignment with sustainability reporting standards, energy consumption is converted into gigajoules (“GJ”) using standard conversion factors sourced from the UK Department for Environment, Food & Rural Affairs:

- Fuel: Density: 1,348.00 litre/tonne, Calorific value: 44.65 GJ/tonne
- Electricity: 1 kWh = 0.0036 GJ

Key Observations

- The fluctuations noted in fuel consumption on year-to-year basis is due to variations in operational activity levels, levels, however, active management is exercised throughout to ensure fleet efficiency and operational controls over fuel usage;
- Electricity consumption reduced in FYE2026, reflecting energy efficiency gains and benefits gained from our continuing digitalisation;
- Overall energy profile indicates a stable consumption trend, despite business operations and footprint variations; and
- Energy efficiency improvements has contributed directly to reductions in Scope 1 and Scope 2 emissions.

Indirect GHG Emissions: Scope 3
Category 1: Purchased Goods and Services

For the current reporting period, AEON Credit is disclosing Purchased Goods and Services emissions for the first time. This marks an important milestone in improving the coverage of the Group’s Scope 3 emissions. The inclusion of this category reflects the Group’s ongoing efforts to progressively expand the completeness of our carbon footprint reporting in line with the GHG Protocol.

Emissions Results and Intensity

For the reporting year, total vendor spend and associated emissions are as follows:

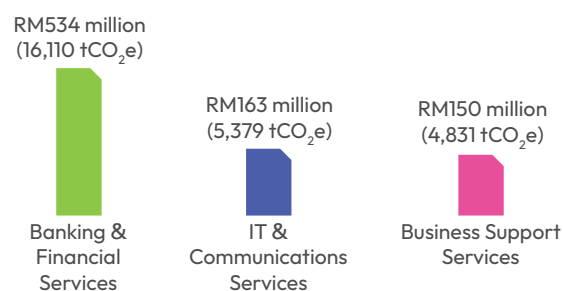
Total vendors spend RM916,099,648	Associated emissions 33,229.51 tCO₂e
of which emissions associated with:	
local spend 32,932.34 tCO₂e	foreign spend 297.17 tCO₂e

Based on total spend, the emissions intensity is approximately 36.27 tCO₂ per RM1 million spent.

Analysis of the emissions profile shows that Malaysian-based procurement activities account for the vast majority of emissions, reflecting the structure of the Group’s supplier base and local procurement concentration.

Key Emissions Drivers

The largest contributors to Purchased Goods and Services emissions are:



Collectively, these categories represent nearly 40% of total emissions in this scope.

SUSTAINABILITY MANAGEMENT

Performance

Methodology Overview

We use GHG Protocol's spend-based method - prescribed for much of Scope 3 computations - to compute emissions associated with purchased goods and services.

Key formula:

Scope 3 emissions = Spend amount x Emission Factor (EF)

- Spend amount from financial records
- Emission factor is emissions per monetary unit of spend

This method translates financial procurement data into estimated emissions associated with our procurement.

Emission Factor Approach and Data Sources

The calculation applies Multi-Regional Input-Output-based ("MRIO") emission factors, derived from Multi-Regional Input-Output models. These emission factors represent upstream emissions intensity per unit of economic output and are expressed in kt CO₂e per monetary unit.

Key characteristics of MRIO-based emission factors:

- Cover global supply chains across multiple sectors and countries
- Reflect sector-specific carbon intensity
- Provide improved accuracy through enhanced geographic and sector resolution

The methodology is supported by 3 key datasets:

- AEON Credit's financial data - expense data mapped to procurement categories
- MRIO supply chain database - AEON Credit's financial data - expense data mapped to procurement categories
- Environmental impact database - provides emissions intensity data linked to economic sectors

Calculation Process

Purchased Goods and Services emissions are derived through the following structured steps:

- Mapping procurement spend to economic sectors
- Tracing upstream supply chains using MRIO modelling
- Applying sector- and region-specific emission factors
- Calculating emissions using Spend-based method
- Aggregating results across all procurement categories

Key Insight

This spend-based MRIO methodology enables AEON Credit to capture embedded upstream emissions across its full supply chain, including indirect impacts beyond immediate suppliers. Unlike traditional supplier-only approaches, MRIO modelling provides a more comprehensive representation of global supply chain emissions by accounting for inter-industry linkages and international trade flows.

As this is the Group's first-year disclosure of Purchased Goods and Services emissions, it establishes a baseline for future tracking, comparison, and targeted emissions reduction initiatives within Scope 3.

Indirect GHG Emissions: Scope 3 Category 6: Business Travel

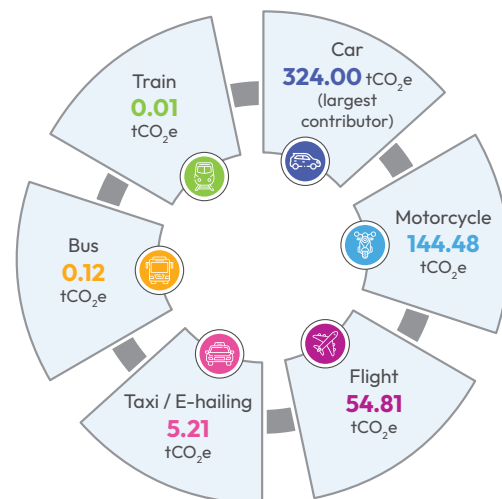
In FYE2025 the Group commenced disclosure of Scope 3 emissions, specifically emissions from business activities but emanating from sources not owned or directly controlled by the Group. The disclosure was for categories which are relevant, in the context of our operations and where we have an impact, namely Category 6: Business Travel.

Emissions Trend

Year	Emissions (tCO ₂ e)	Change	% Change
FYE2025	350.72	-	-
FYE2026	528.63	+177.91	+50.7%

Business travel emissions increased to **528.63 tCO₂e**, reflecting a **50.7% year-on-year rise** driven by higher mobility activity following operational normalisation and increased business engagement.

Emission Breakdown by Mode of Travel (FYE2026)



Performance

Methodology

Business travel emissions were calculated using a distance-based approach:

- Land transport emission factors sourced from the UK Department for Environment, Food & Rural Affairs
- Flight emissions calculated using the ICAO Carbon Emissions Calculator
- Activity data based on mode-specific travel distances

Key Insights

- Business travel emissions increased significantly (+50.7%), driven by higher travel activity
- Car travel remains the dominant source, followed by motorcycles
- Flights contribute a smaller share but are emissions-intensive, requiring continued monitoring
- Despite the increase, this category remains a relatively small component of total Scope 3 emissions
- Road-based travel is the primary driver of emissions intensity

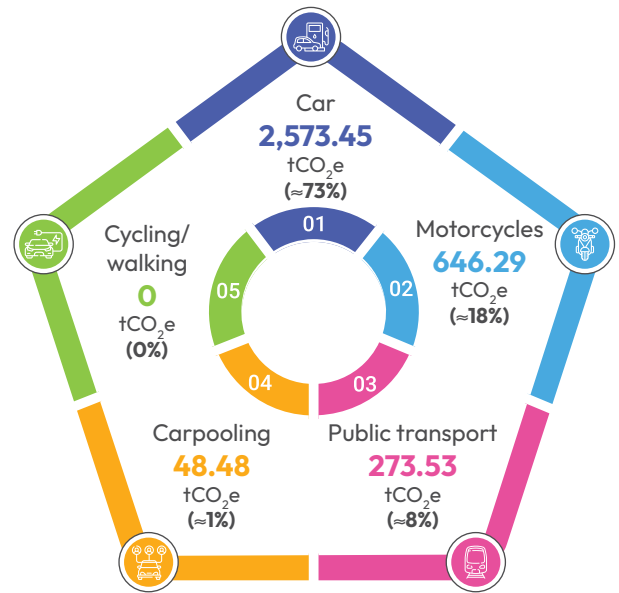
**Indirect GHG Emissions: Scope 3
Category 7: Employee Commuting**

In FYE2025, AEON Credit commenced disclosure of Scope 3 emissions, specifically emissions from business activities but emanating from sources not owned or directly controlled by us. The disclosure was for categories which are relevant, in the context of our operations and where we have an impact, namely Category 7: Employee Commuting.

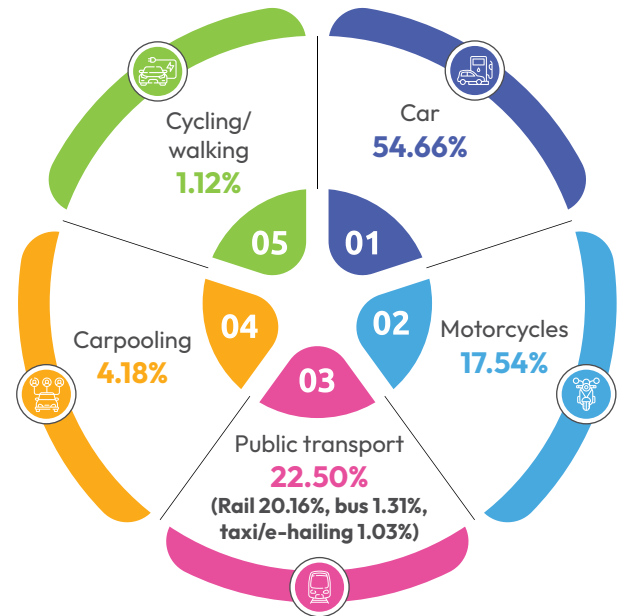
Year	Emissions (tCO ₂ e)	Change (tCO ₂ e)	% Change
FYE2025	3,252.34	-	-
FYE2026	3,541.74	289.40	9

The increase noted is due a higher employee participation in the current year survey.

Emission Breakdown by Mode of Commute



Transport Mode Profile by Employee Usage



Methodology

- Activity data derived from employee commuting survey (97% response rate)
- Emissions calculated using mode-specific distance-based method
- Standard conversion aligned with recognised carbon accounting practices

SUSTAINABILITY MANAGEMENT

Performance

Key Insights

- Commuting emissions increased due to expanded data coverage and detailed reporting granularity.
- Cars are still the dominant emission driver (~73%).
- Motorcycles form the second-largest contributor.
- Public transport usage provides partial emissions mitigation but is not yet dominant.
- Carpooling and low-carbon mobility options remain emerging.
- Clear opportunity exists to accelerate modal shift to lower-carbon transport.
- Key decarbonisation levers include:
 - Modal shift (from internal combustion engine driven cars to public transport or Electric Vehicles)
 - Travel optimisation and digital substitution
 - Commuting decarbonisation programmes
 - Increased carpooling and low-carbon mobility adoption

Indirect GHG Emissions: Scope 3 Category 15: Financed Emissions

AEON Credit recognises that our financing activities give rise to indirect GHG emissions, primarily through our automobile and motorcycle financing portfolios. These emissions arise from the use of financed vehicles and are classified as Scope 3 Category 15 (Investments) under the Greenhouse Gas Protocol.

In FYE2026, we conducted our inaugural financed emissions assessment for our motor vehicle financing portfolio. This foundational information will provide greater clarity and informational granularity to support our on-going portfolio monitoring, risk management, and future climate-related disclosures.

Scope and Methodology

The assessment covers our automobile and motorcycle financing portfolios, selected based on their material contribution to total financing exposure and linkage to emissions-intensive activities.

Financed emissions are calculated in accordance with the Partnership for Carbon Accounting Financials (“PCAF”) methodology, using an attribution approach based on the proportion of outstanding financing relative to the value of the underlying vehicles.

Finance emissions are estimated using:

- Vehicle-level data for automobiles, supplemented by proxies where required
- Segment-based assumptions for motorcycles
- Standardised distance travelled based on Malaysian transport statistics
- Emission factors based on IPCC 2006 Guidelines and updated Malaysia electricity grid emission factors

Performance Overview

Table 1: Portfolio-Level Financed Emissions

Portfolio	Outstanding Exposure (RM mil)	Financed Emissions (tCO ₂ e)	Emissions Intensity (tCO ₂ e / RM mil)	PCAF Data Quality Score
Automobile Financing	4,018	292,273	73	3
Motorcycle Financing	4,988	442,357	89	4
Total	9,006	734,630	82	-

Notes

- Outstanding exposure represents the period-end loan balance within the financed emissions scope.
- Emissions intensity is calculated as total financed emissions divided by total outstanding exposure.

Performance

Table 2: Financed Emissions by Vehicle Type

Portfolio	Vehicle Type	Outstanding Exposure (RM mil)	Financed Emissions (tCO ₂ e)	Emissions Intensity (tCO ₂ e/RM mil)	PCAF Data Quality Score
Automobile Financing	Internal Combustion Engine (ICE)	3,964	289,706	73	3
Automobile Financing	Hybrid (ICE-dominant assumption)	54	2,567	48	3
Motorcycle Financing	ICE	4,950	441,313	89	4
Motorcycle Financing	Electric	38	1,044	27	4
TOTAL	-	9,006	734,630	82	-

Notes

- Hybrid vehicle emissions are estimated using a conservative assumption of full internal combustion engine usage.
- Emissions for electric vehicles include indirect emissions associated with electricity consumption.
- Weighted PCAF Data Quality Scores reflect the relative confidence in underlying data inputs.
- Totals are consistent with the portfolio-level disclosure in Table 1.

Portfolio Insights

The financed emissions profile is largely driven by internal combustion engine vehicles, reflecting their predominance within the current financing portfolio. Electric vehicles remain limited in scale and contribute proportionately lower emissions.

Motorcycle financing exhibits higher emissions intensity relative to automobile financing, primarily due to differences in data granularity and estimation assumptions. Based on the portfolio composition presented in Table 2, internal combustion engine vehicles account for the majority of financed emissions, while electric vehicles represent a comparatively small share.

Estimation Uncertainty and Data Limitations

Financed emissions are estimated using standardised assumptions in the absence of customer-specific data on vehicle usage. Actual emissions may vary depending on driving behaviour, vehicle condition, and geographic factors.

AEON Credit will continue to enhance data collection processes and improve the granularity and accuracy of emissions estimates over time.

Outlook

The establishment of a financed emissions baseline represents an important step in strengthening the Group's understanding of its climate-related exposures.

Moving forward, the Group intends to enhance monitoring of portfolio-level emissions, identify opportunities to support lower-emission mobility solutions, integrate climate considerations into financing activities, and strengthen data governance and reporting practices.

The results provide an initial view of the emissions profile of AEON Credit's financing portfolio, and also highlight areas for further refinement as data quality and availability improves.

SUSTAINABILITY MANAGEMENT

Notable Initiatives in Current Year:

In August 2025, we initiated a vendor and supplier GHG training programme in collaboration with Bursa Malaysia and the Malaysian Green Technology and Climate Change Corporation (“MGTC”) under the Bursa CSI platform, involving a total of 10 key suppliers. The purpose of this training is to strengthen supplier capability in greenhouse gas accounting and enhance awareness of emissions reporting requirements across the value chain.

This initiative serves as a foundational step towards improving Scope 3 data quality, particularly for Category 1 (Purchased Goods and Services). By equipping suppliers with the necessary knowledge and tools to measure and disclose their emissions, AEON Credit aims to progressively obtain more accurate primary emissions data in future reporting cycles. This will enable more robust calculation of upstream emissions, reduce reliance on estimates, and enhance the accuracy and completeness of the Group’s overall carbon footprint.

The programme represents the first phase of a structured supplier engagement approach, with further training and capacity-building sessions planned in FYE2027 to expand participation and strengthen supply chain emissions transparency.



 The Group’s volunteers in collaboration with local partners planted 2,000 mangrove trees in Selangor and Pahang under the Group’s Coastline Preservation initiative.

C14 Environmental Stewardship

Investing in environmental care and conservation is a consistent commitment for the Group. Over the years, we have invested significant funds and effort into preserving the integrity of our natural environment for future generations, ensuring that biodiversity and local ecosystems continue to thrive. As an integral part of our operations, we have adjusted our consumption patterns in areas within our control to improve sustainability. In addition, we actively practice circularity across all aspects of our business.

Strategy

- Board and Leadership lead by example by subscribing and practicing sustainability
- Constant communications and reinforcement through formal Group-wide programmes

Governance

- Direct involvement of Board and Leadership
- Experienced functional personnel with requisite exposure who have experience collaborating with aid organisations

Management of Risks and Opportunities

Environmental protection is important to fulfil commitment for preservation and conservation however there is always a risk that expected results are not achieved and investments are either underestimated or unable to generate required returns. In addition, poor organisational ownership and high dependency on third parties to achieve desired results and misalignment to sustainability strategy are also risks.

Risk Management

- All initiatives are backed by comprehensive proposals containing all the pertinent information required for informed decision-making.
- Proposals are subject to stringent vetting by the management who are supported by relevant functional expertise and subsequently deliberated and approved by the Board
- Adequate Group representation at the decision making and execution levels to steer programmes/projects to success

Environmental preservation is an acknowledged "worthy cause" that benefits society present and future. Investing in this cause will enhance reputation and strengthen sustainability credentials.

Opportunity Leverage

- Capitalise on environment-related investments to burnish sustainability credentials
- Use as platform to build and sustain an environmentally conscious culture within the Group

Policies



Policies

- ISO 14001 Environmental Management System

Performance

The Group continues to embed environmental responsibility into its operations through efficient resource management, guided by principles of circularity and the 3Rs – **Reduce, Reuse and Recycle**. Continuous digitalisation and process optimisation have contributed to a clear downward trajectory in paper while water usage remains controlled and non-intensive.

Water Usage

Year	Water Usage (m ³)	Change
FYE2024	19,457	-
FYE2025	23,831	+22.5%
FYE2026	13,385	-43.8%

Water usage in FYE2026 declined significantly reflecting improved operational efficiency and continued efforts to minimise the use of natural resources. Water usage remains primarily limited to essential cleaning activities, as no material water-intensive operations are required by the nature of our operations.

Paper Usage

Year	Paper Usage (Sheets)	Paper Weight (kg) *
FYE2024	0	0
FYE2025	3,948,324	~19,741 kg
FYE2026	919,016	~4,012 kg

Note:

The conversion basis for paper usage is based on the assumption that all paper usages is 70gsm A4 paper.

SUSTAINABILITY MANAGEMENT

Performance

In terms of paper reduction impact, the Group achieved a significant year-on-year decline in usage. Between FYE2025 to FYE2026, approximately 3,029,308 sheets of paper were avoided, equivalent to an estimated reduction of about 15,729 kilograms, or 15.73 tonnes, of paper usage.

The associated carbon emissions avoided are estimated using recognised emission factors from the UK Department for Environment, Food & Rural Affairs. Based on a standard office paper emission factor, whereby 1 kilogram of paper is equivalent to approximately 1.3 kilograms of CO₂e (cradle-to-gate, recycled/FSC - adjusted average), the reduction in paper usage translates into an estimated avoidance of carbon emissions.

Carbon Impact



Sustainability Interpretation

The significant reduction in paper usage testifies to the success of the Group's ongoing digitalisation strategy, including the adoption of electronic documentation, paperless workflows, and digital customer engagement channels. This transition has delivered dual benefits; environmental conservation and operational efficiency by reducing both resource extraction and associated carbon emissions.

Water usage trends further reinforce AEON Credit's commitment to resource efficiency, with the reduction in FYE2026 demonstrating improved operational control and reduced environmental dependency.

Overall Insight

Collectively, these outcomes demonstrate a clear decoupling of operational growth from resource consumption, supported by structural shifts towards digital processes and more efficient resource utilisation. The Group continues to advance its circularity agenda by reducing dependency on physical materials and embedding sustainability into core operational practices.

E-Waste Management

In AEON Credit's waste management efforts, e-waste management remains a key focus area and continues to receive sustained attention. The results of these initiatives have been encouraging, as reflected in the consistent year-on-year reduction in e-waste volumes over the past three years.

From FYE2024 to FYE2026, e-waste collected and recycled has demonstrated a clear downward trajectory, declining from 6.25 MT in FYE2024 to 4.79 MT in FYE2025, and further to 3.47 MT in FYE2026. This represents a total reduction of 2.78 MT over the three-year period, confirming a continuous and sustained improvement rather than a one-off fluctuation.

Year-on-year, the Group recorded a reduction of 1.46 MT (-23.4%) between FYE2024 and FYE2025, followed by a further reduction of 1.32 MT (-27.6%) between FYE2025 and FYE2026. While the absolute reduction remains relatively consistent at approximately 1.3-1.5 MT per year, the percentage decline has occurred at an increasing rate, indicating a deepening awareness responsible waste disposal and circularity.

This pattern suggests structural rather than incidental change, potentially driven by improved asset lifecycle management, increased refurbishment and reuse practices, and stronger upstream waste prevention measures. It may also reflect lower generation of e-waste internally, supported by enhanced equipment efficiency and more effective resource optimisation strategies.

A core circularity principle of the Group's approach is the prioritisation of reuse and resource optimisation. All e-waste are first assessed for its suitability for restoration, refurbishment, or reuse. Only equipment deemed irreparable is responsibly disposed of through certified and environmentally sound channels, ensuring minimal environmental impact.



Coastal Preservation and Community Engagement

Complementing our internal waste management practices, AEON Credit also undertakes an Annual Coastal Clean-up Programme under its broader Coastline Preservation Programme. Through this initiative, employee volunteers actively participate in the collection, segregation, and responsible disposal of coastal waste, with recyclables identified and directed to appropriate recycling channels wherever possible.

Since 2018, these collective clean-up efforts have removed more than 19.8 tonnes of waste from Malaysia's coastlines. This ongoing commitment supports the preservation of coastal ecosystems and contributes to maintaining a healthier environment where marine and coastal biodiversity can continue to thrive. This is a legacy that the Group is truly proud of.

Performance

Coastal Conservation Effort

Complementing the Group’s broader environmental stewardship efforts, the Group’s ongoing maintenance of 10,000 trees planted under our Biodiversity Afforestation Project at Kinta Nature Park achieved a 91% survival rate and 43.6% average growth as of FYE2026. In addition, 2,000 mangrove trees were planted in Selangor and Pahang while over 20 tonnes of waste have been removed and recycled from Malaysia’s coastlines through volunteer-led clean-up efforts since 2018.

In the current year, the Group continued to advance its environmental stewardship agenda through targeted biodiversity and ecosystem restoration initiatives, focusing on coastal protection and long-term ecological resilience.

1. Nationwide Coastal Clean-Up Programme
 - Investment: RM80,976
 - Volunteers (Group): 174 participants
 - Environmental Impact:
 - o 751.25 kg of non-recyclable waste removed
 - o 522.11 kg of recyclable waste recovered
 - o 11,345 cigarette butts collected
 - o Cumulative impact: over 20 tonnes of waste removed to date
 - o Partnered with 4 local partners and university students body (Black Eye Scuba Team, Malaysia Biotechnology Students Association – MYBIOSA, Pristine Vier of University Teknologi Petronas and Yayasan Sukarelawan Siswa)

The Nationwide Coastal Clean-Up Programme, implemented across Terengganu, Selangor, Johor, Sarawak, and Perak, demonstrates strong commitment to marine ecosystem protection and pollution reduction. Through collaboration with local communities and university students, the initiative fosters shared environmental responsibility while directly improving coastal cleanliness and marine habitat quality.

Impact Outcome: Strengthens coastal ecosystem health and marine biodiversity protection through large-scale waste removal and community engagement.

2. Mangrove Tree Planting Initiative
 - Investment: RM49,243
 - Volunteers: 91 participants
 - Environmental Impact:
 - o 2,000 mangrove saplings planted in Selangor and Pahang

The Mangrove Tree Planting Initiative supports long-term coastal ecosystem restoration and climate resilience. Mangrove ecosystems play a critical role in carbon sequestration, shoreline stabilisation, and biodiversity preservation. This initiative complements coastal clean-up efforts by addressing both pollution removal and ecosystem regeneration.

Impact Outcome: Enhances coastal protection, carbon absorption capacity, and biodiversity conservation through nature-based solutions.

Collectively, these initiatives reflect a dual approach to environmental stewardship:

- Immediate impact: Reduction of marine and coastal pollution through large-scale clean-up activities
- Long-term impact: Restoration of natural ecosystems via mangrove saplings planting and habitat regeneration

Together, they reinforce the Group’s commitment to biodiversity protection, climate resilience, and community-driven environmental action, contributing to healthier ecosystems and more sustainable coastal environments.

Biodiversity Afforestation Initiatives

In February 2024, AEON Credit restored and rehabilitated 20 hectares of degraded land at Kinta Nature Park, Perak, under its Biodiversity Afforestation Project. The site, previously used for agriculture and tin mining, is currently in the ongoing second year maintenance phase, with RM340,317 invested in FYE2026 to support its continuing resilience. This initiative represents the Group’s continuous effort to reduce planted trees mortality and monitoring effort as commitment to biodiversity conservation.

The Group has planted a total of 10,000 trees across more than 20 hectares, using a 100% indigenous tree species from Dipterocarps and species which includes The project in FYE2026 recorded a tree survival rate exceeding 90% within the first three years, equivalent to at least 9,000 surviving trees.

Moving forward, the Group will enter into an agreement with the Perak State Parks Corporation to ensure the long-term stewardship and preservation of the planted trees as well as to obtain certification verifying the project’s potential carbon sink.

SUSTAINABILITY MANAGEMENT

Notable Initiatives in Current Year:

Species & Biodiversity Health

The project incorporates a diverse mix of indigenous trees, all of which are native to the area. Notably, *Hopea odorata* and *Shorea roxburghii* are listed under the IUCN Red List, highlighting the project’s role in conserving vulnerable species. While changes in species richness have not yet been measured due to the site’s previously degraded condition, early indicators suggest improving habitat quality and ecological recovery.

Afforestation Progress

- 91%** survival rate with strong regrowth
- 43.6%** average tree growth from initial planting height (0.5m)
- 30** indigenous species

Marine & Coastal Conservation

During FYE2026, the Group expanded our environmental efforts to coastal and marine ecosystems. across 5.1 km of coastline in Terengganu, Selangor, Johor, Sarawak and Perak.

Collected

- 751.25 kg** of non-recyclable waste
- 522.11 kg** of recyclable waste
- 11,345** cigarette butts

72 kg of marine debris was also removed in the “Dive Against Debris” at Pulau Perhentian, a collaboration with Black Eye Scuba Team (an environmental NGO in Pulau Perhentian). This effort saw the participation of 284 volunteers from our partners including university students, local community and Government agencies.



Through the efforts of 174 volunteers, 1.27 tonnes of waste including 11,345 cigarette butts were collected across 5.1 km of coastline in FYE2026, bringing total waste removed since 2018 to over 20 tonnes.

C15 Sustainable Finance

Sustainability, specifically climate action and environmental preservation has driven a significant change in the lending direction of financial institutions globally. There has been a gradual move toward sustainable finance, AEON Credit's sustainability-linked loans and social loan granted by global names in finance are strong testimony of this move. AEON Credit, similarly, has also refined our lending direction for a more pronounced inclination towards sustainable finance, balancing our portfolio with environmentally friendly, green financing and providing financing to underserved communities.

Performance

Social Loan

Under the Group's Framework of Social Financing, target populations for social financing are defined in alignment with national financial inclusion frameworks issued by BNM and the Social Loan Principles issued by the Loan Market Association, Asia Pacific Loan Market Association, and Loan Syndications and Trading Association. Eligible beneficiaries for Social Loans are "underserved customers" which refers to low-income individuals earning RM2,500 and below per month, and individuals with limited geographical access to financial services. These areas include rural, remote, and hard-to-reach locations, as well as locations where financial access points are situated more than 10 kilometres travelling distance away, in accordance with the Financial Inclusion Framework 2023–2026.

As a use-of-proceeds instrument, the Social Loan does not carry Sustainability Performance Targets ("SPT"). Instead, it requires that proceeds are allocated to eligible social purposes, with reporting on utilisation and beneficiary reach provided to lenders on a periodic basis.

Social Loan Performance

In September 2025, the Group secured a Social Loan facility from Mitsubishi UFJ Financial Group ("MUFG"). The reporting for this Social Loan facility is based solely on the income criterion (\leq RM2,500 per month), in accordance with contractual requirements. As such, all disclosed metrics for Social Loan FYE2026 reflect financing extended to low-income individuals and do not incorporate geographical classification.

Following its initial drawdown in October 2025, the Social Loan facility was deployed rapidly. Between October 2025 and February 2026, RM300 million was drawn down while total approved and disbursed social financing reached RM526.9 million, benefiting 48,094 individuals.

The scale of approved social financing exceeded the facility limit within five months, indicating strong demand from low-income customer segments. Disbursement volumes increased steadily over the reporting period, and the facility was fully utilised with no unallocated proceeds as at February 2026.

MUFG Social Loan Facility	
Total social financing approved and disbursed: RM526.9 million	Number of beneficiaries: 48,094
FYE2026 Allocation Status: Fully disbursed	

Sustainability-Linked Loans

Group utilises funding from SLLs and a Social Loan. SLLs differ structurally from the Social Loan in that financing costs are linked to the achievement of predefined SPTs. These targets are designed to incentivise the expansion of financing activities that deliver environmental and social outcomes.

The Group's SLL framework includes two primary target areas:

SPT1 – this category covers green and social financing for loans related to the purchase of energy-efficient appliances, low-emission mobility products such as bicycles, e-scooters and electric bikes, and financing to low-income individuals.

SPT2 – this category tracks progress against the Group's Scope 1 and Scope 2 emissions targets. Please refer to GHG emissions on page 126 to see our performance against the SPT emission target.

While financing for energy-efficient and low-emission products is expected to contribute to reduced emissions, the quantification of avoided emissions remains subject to estimation uncertainty, as it depends on end-user behaviour. Accordingly, such impacts are not currently reported as quantified metrics.

SUSTAINABILITY MANAGEMENT

Performance

Sustainability-Linked Loans SPT1 FYE2026 Performance

SPT1 – FYE2026		
Green Financing Energy Efficiency, Bicycle, E-scooter RM 4,487,745*	Green Financing EV Bike RM 1,251,906	Social Financing RM 373,387,010

Note: * Inclusive of extended warranty.

SPT1 Performance & Growth Trend

1 SPT1 Financing Progression (FYE2024–FYE2026)

Year	Green Financing (RM mil)	Social Financing (RM mil)	Sustainable Performance Target (“SPT”)
FYE2024	7.82 (energy-efficient appliances & bicycles) 0.01 (electric bikes)	-	RM5 million of green and social financing disbursed
FYE2025	7.06 (energy-efficient appliances) 0.72 (electric bikes)	30.53	RM20 million of green and social financing disbursed
FYE2026	5.74 (green mobility & energy efficiency)	373.39	RM50 million of green and social financing disbursed

Over the three financial years from FYE2024 to FYE2026, the Group’s SPT1 portfolio has evolved from a primarily green financing initiative into a broader financing approach incorporating both environmental and social elements.

In FYE2024, activities were limited to green consumer financing, with relatively low volumes reflecting early-stage market development. In FYE2025, the introduction of social financing marked a transition towards a more balanced portfolio, contributing RM30.53 million and expanding the Group’s reach to underserved segments.

This trajectory continued into FYE2026, where social financing increased significantly to RM373.39 million, becoming the dominant component of the SPT1 portfolio. Green financing continued to support energy-efficient appliances and low-emission mobility, although its relative share declined as overall volumes expanded.

During the year, AEON Credit’s core criteria for social financing was refined to focus exclusively on individuals earning RM2,500 and below per month. In the previous year, the definition for social financing was for individuals earning RM2,500 and below per month as well as residing in underserved geographical areas. This refinement improves targeting of low-income segments but affects year-on-year comparability of reported figures.

Overall, the portfolio demonstrates a shift from a green-focused financing approach to one increasingly driven by financial inclusion, reflecting both market demand and the Group’s evolving priorities.

Notable Initiatives in Current Year:

Social Loan Publicity & Collaborative Partnership

A cornerstone of the Group’s sustainability and financial inclusion strategy was the signing of a RM500 million Social Loan facility with MUFG to address financial inclusion gaps by providing accessible financing to underserved and vulnerable segments. The facility has enabled the Group to effectively realise our commitment to financial inclusion and societal uplift.

Importantly, the facility is aligned with the Bank Negara Malaysia Financial Inclusion Framework 2023–2026, demonstrating strong regulatory alignment and national relevance.

Key Insights and Patterns Observed

1 Strong Growth Trajectory

Strong market reception was experienced soon after the securing of the Social Loan facility, resulting in approved financing exceeding the RM500 million facility amount within a short period of 5 months demonstrating strong demand and rapid scaling of sustainability financing

The combined use of Social Loan and SLLs demonstrates the Group’s maturing sustainability strategy. This approach underscores the Group’s leadership in embedding sustainability into our core financing products, and in the process, balancing sustainability impact and long-term value creation.



AEON Credit’s RM500 million Social Loan, recognised as Malaysia’s Best Sustainable Finance Deal, driving inclusive growth and expanding access to responsible financing for underserved communities.

Moving Forward

The year under review has seen AEON Credit gaining greater sustainability maturity across all material areas. We continue to achieve positive economic results supported by good loan growth testifying to sustainability on the economic front.

Sustainability considerations which are continuously integrated into all aspects of our operations have largely become routine and business as usual, indicating that sustainability consciousness is infused into our corporate DNA. Notwithstanding, we will continue to embed sustainability across operations as the specific nuances are constantly evolving.

On climate, the Group continues to gain substantial exposure which has been instrumental to capability building. Climate is a relatively new subject, while its impact and effects are not difficult to grasp and physically evident from events worldwide, decision making is different – it requires a foundation and appreciation of standards and methodologies which can be complex.

In this regard, the Group has intensified building and strengthening climate-related competencies for the Board, management and impacted personnel in the current year and will continue to do so moving forward.

As with all previous years, focus will continue to fall on delicately balancing the Group’s value creation and economic targets while ensuring our social and economic responsibilities receive the requisite attention. The Group is conscious that the resources available at our disposal are finite. Hence, in allocating resources, we will continue to strive to ensure long-term interests over short-term gains and our sustainability commitments, especially those that do not generate financial returns, are not compromised.

SUSTAINABILITY MANAGEMENT



SOCIETAL DEVELOPMENT AND PROSPERITY

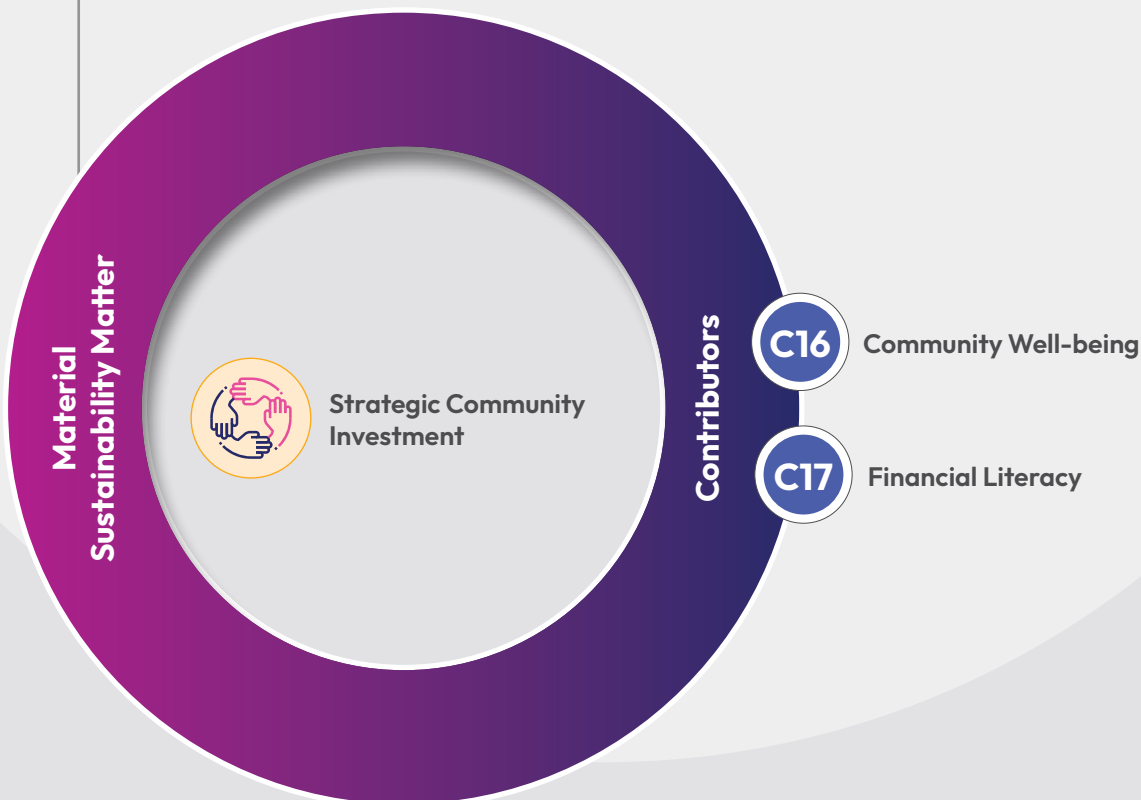
The Group is committed to share the fruits of our success for the benefit the community and society at large. This explicitly displays the Group’s humanity showing that we are not driven by commercial considerations but also by concern for the underprivileged and vulnerable.

Giving back is a hallmark of the Group. We make substantial community investments each year and this goes beyond our borders. For instance, over the past 3 consecutive years, the Group, through Malaysian AEON Foundation, has made donations to support earthquake victims in Türkiye, Japan and Myanmar.

We also lend a hand to community members in need to tide them through difficult times and to allow them to share joy on major festivals. Through these efforts, the Group has built enduring bonds with the community.

Beyond traditional philanthropy, the Group places a priority on levelling the playing field for the less privileged to afford them access to opportunities and support the achievement of their aspirations.

At a national level, due to our involvement in financial services, the Group also actively promotes and embeds financial literacy in youths and lesser exposed communities.



C16 Community Well-being

Pursuing peace, respecting humans, and contributing to local communities, always with customers as our starting point, is the first AEON Foundation Ideal. The Group takes this ideal to heart and constantly brings it to life through carefully curated programmes aimed at supporting the community, in particular the lower income and vulnerable segments. Every year we set aside funds for community investment which is channelled through the Malaysian AEON Foundation (“MAF”) and our own Corporate Social Responsibility (“CSR”) initiatives.

Strategy

- Share returns with the community through support of worthy causes
- Target contributions at:
 - communities in distress, particularly, when the need is dire and urgent, for instance during natural disasters
 - societal support and uplift to level the playing field to help the underprivileged

Governance

- Direct oversight and monitoring from Board and Leadership
- Experienced functional personnel with requisite exposure who have experience collaborating with aid organisations

Management of Risks and Opportunities

Sharing is the hallmark of a responsible corporate citizen and its absence has implications beyond financial impact, these include lack of reciprocity from the community when support is needed. Of greater significance is loss of esteem and regard within industry and with the authorities which adversely impacts reputation and ease of doing business

Risk Management

- Active sharing and consistency in sharing
- Target sharing to meet relevant and generally acknowledged needs
- Ensure sharing is visible and personal – through beneficiaries goes much further to exhibit care
- Build and maintain good track record
- Improve esteem in the community and with regulators
- Community care has impactful brand enhancing value, it also improves the Group’s reputation within the corporate world and with customer

Opportunity Leverage

- Optimise brand value create to appeal to customer sentiments
- Leverage positive image/impression to strengthen relationship with authorities and regulators
- Explore collaborative opportunities to further business interests while also supporting common community-based agendas

Policies

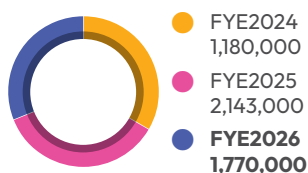


Policies

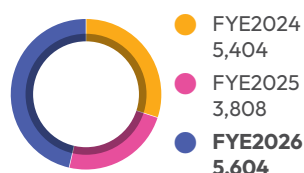
- Framework of Sustainability
- Procedure of Corporate Social Responsibility Activities

Performance

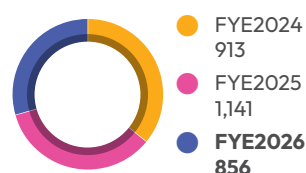
Total Investment (RM)



Beneficiaries (No. of Pax)



Volunteers (No. of Employees)



- In FYE2026, investment in Community Well-being decreased from RM2.14 million (FYE2025) to RM1.77 million, largely due to **reduction in high-cost one-off donations** like the Türkiye Earthquake support in 2025.
- Despite the lower investment, the **number of beneficiaries increased** from 3,808 pax in FYE2025 to 5,604 pax in FYE2026, reflecting a **strategic shift toward broader community-based programmes** such as the Nationwide Bubur Lambuk (2,800 servings) and monsoon relief programmes via Malaysian AEON Foundation (“MAF”) (446 families).
- Volunteer participation decreased from 1,141 to 856, due to fewer large-scale events but higher focus on **smaller, distributed initiatives**.

SUSTAINABILITY MANAGEMENT

Performance

Community & Stakeholder Engagement

Community engagement remains central to AEON Credit's sustainability efforts. During the year, we established 7 partnerships with organisations focused on community development education, and environmental conservation. While no formal training sessions were conducted, ongoing sustainability awareness initiatives were delivered through social media platforms and the corporate website to promote sustainability practices and outreach.

Long-Term Impact & National Contribution (bold)

AEON Credit continues to support development of national sporting talents through sponsorship of Malaysian motorsports rider Hakim Danish, who is competing in the MotoGP 2026 season under AEON Credit-MT Helmets-MSi Racing Team. This initiative reflects the Group's commitment to nurturing local talent from diverse backgrounds and affording them international exposure.

Notable Initiatives in Current Year:

FYE2026 saw a **shift from fewer, high-value donations toward multiple smaller-scale, high-impact community initiatives, achieving greater reach (beneficiaries)** while optimizing investment efficiency.

AEON Credit conducted the following community engagements which are yearly constants in our efforts to share and give back to society.

AEON Credit Nationwide Bubur Lambuk 2025

Investment (RM)	Beneficiaries	Volunteers
23,520	2,800 servings	54

Narrative

Increased community engagement with multi-location service; direct impact on local families surrounding business operations.

Blood Donation Drives Nationwide

Investment (RM)	Beneficiaries	Volunteers
4,348	366 blood pints	360

Narrative

On-going blood donation drives are conducted with local government blood banks to support blood supply sufficiency and promote positive values among employees and the community

Notable Initiatives in Current Year:

Road Safety Advocacy Programmes with MMSDA and Motorcycle Manufacturers

Investment (RM)	Beneficiaries	Volunteers
45,000	500 riders	N/A

Narrative

Collaborated with the Malaysian Motorcycle and Scooters Dealers Association ("MMSDA") and motorcycle manufacturers to support festive road safety advocacy through the replacement of non-roadworthy helmets with SIRIM-certified helmets

Annual Grant Contribution for Malaysian AEON Foundation

Investment (RM)	Beneficiaries	Volunteers
500,000	N/A	N/A

Narrative

Annual grant contributions to support the Foundation's charitable initiatives and programmes in the area of medical assistance, community development, education, disaster relief and donation activities

MAF AEON Bantu 2025 - Pahang Flood Relief

Investment (RM)	Beneficiaries	Volunteers
N/A	466 families	19

Narrative

Provided financial aid to affected families as emergency relief and to tide them through difficulties in the face of uncertainties

MAF AEON Mesra Ramadan, Deepavali, Christmas, Chinese New Year

Investment (RM)	Beneficiaries	Volunteers
N/A	804 children & 129 families	108

Narrative

Consolidated annual festive programmes; supported underprivileged children across multiple locations



 MAF AEON Mesra Chinese New Year 2026 at AEON Mall Bukit Tinggi, Selangor benefitting 50 children with disabilities.

C17 Financial Literacy

An integral part of the Group’s societal uplift agenda is support for Financial Literacy. As a major financial services organisation and, critically, one that operates in the retail space it is incumbent on us to support the nation’s financial literacy goals. The Government has outlined its intent and seriousness through the launch of the National Strategy for Financial Literacy 2026-2030 (“NS2.0”), the Group fully intends to pull our weight and contribute.

Strategy

- Formulate effective, fit-for-purpose financial literacy programmes
- Target less exposed segments that will reap significant benefits from financial management skills
- Start them young – engage students and youths to develop skills during their formative years
- Leverage Group’s collective expertise and deep understanding of customer behaviour

Governance

- Direct oversight and monitoring from Board and Leadership

Management of Risks and Opportunities

Financial literacy contributes strongly to making better informed financial decision. The lack of financial literacy adversely affects the quality of loans resulting in increased credit costs and efforts in managing and collecting non-performing loans

Risk Management

- Over and above developing financial literacy programmes to enhance customer knowledge and use of financial services, to protect our interests, the Group has credit policies, guidelines and processes developed based on our significant practical credit experience across a large number of customers of different characteristics and behaviours
- Financial literacy programmes are useful avenues to share the Group wealth of experience as it relates use of financial services, they present opportunities to shape customer behaviours to intelligently and responsibly use financial services

Opportunity Leverage

- Shape customer behaviour on use of financial services for mutual benefit
- Embed the good habits early so that they last into adulthood
- Provide exposure to consequences as a deterrent
- As part of a wider collection of industry players make positive and impactful contributions to societal and national development

Policies

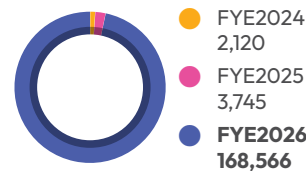


Policies

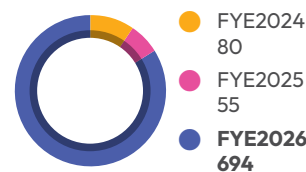
- Financial Inclusion Framework

Performance

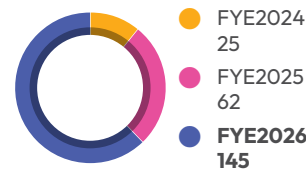
Total Investment (RM)



Beneficiaries (No. of Pax)



Notable Volunteers (No. of Employees)



- FYE2026 investment in financial inclusion programmes grew substantially from RM3,745 in FYE2025 to RM168,566 in FYE2026, reflecting a strategic push for **financial inclusion programs** nationwide.
- Beneficiaries also increased significantly from 55 to 694, covering **MRSM students in Muadzam Shah, Batu Pahat, and Tun Abdullah Ahmad Badawi, Penang,** and a primary school in Pulau Perhentian.
- Year on year growth demonstrates the Group’s **commitment to expanding financial literacy among youth and students**, aligning with AEON Credit’s Financial Inclusion Framework.
- AEON Credit’s Young Financial Wellness Programme empowered 653 MRSM students aged from 15 to 16 years old across 3 locations, achieving a 73.3% score in post-assessment which is 25.3% higher than the national financial literacy average.

SUSTAINABILITY MANAGEMENT

Notable Initiatives in Current Year:

Initiative

AEON Credit Young Financial Wellness – MRSM Muadzam Shah (Pahang), Batu Pahat (Johor), Tun Abdullah Ahmad Badawi (Penang)

Investment (RM)	Beneficiaries	Volunteers
163,548.56	653 students	42

Narrative
The programme expanded nationwide with workshops focused on financial and digital literacy. The year marked the largest cohort engagement to date.


AEON Credit Young Financial Savvy – SK Pulau Perhentian

Investment (RM)	Beneficiaries	Volunteers
5,017	41 students	14

Narrative
Provided continued foundational financial literacy, prioritising awareness at primary school level.

FYE2026 saw a **strategic increase in both funding and programme coverage for financial literacy**, with emphasis on **secondary school students** and **MARA Junior Science Colleges ("MRSM") nationwide workshops**. The programmes not only improved financial understanding among youth but also contributed to **broader community engagement**, complementing Community Well-being initiatives.



 653 students aged from 15 to 16 years old participated in AEON Credit Young Financial Wellness Programme held at three MARA Junior Science Colleges ("MRSM") nationwide.

IFRS S2

CLIMATE-RELATED DISCLOSURES INDEX

Date & Time: 2026-05-14_11:33:14
Main Market | Group 1 | FYE 28/02/2026

AEON CREDIT SERVICE (M) BHD
IFRS S2

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
GHG emissions	Scope 1	Metric tonnes of carbon dioxide equivalents (tCO2e)	57	21314	—	External (Limited)
GHG emissions	Scope 2 Location-based	Metric tonnes of carbon dioxide equivalents (tCO2e)	2,162	2,61314	—	External (Limited)
GHG emissions	Scope 3 Cat.1: Purchased goods and services	Metric tonnes of carbon dioxide equivalents (tCO2e)	N/A	33,229,51	—	External (Limited)
GHG emissions	Scope 3 Cat.6: Business travel	Metric tonnes of carbon dioxide equivalents (tCO2e)	350.72	528.63	—	External (Limited)
GHG emissions	Scope 3 Cat.7: Employee commuting	Metric tonnes of carbon dioxide equivalents (tCO2e)	3,252.34	3,541.74	—	External (Limited)
GHG emissions	Scope 3 Cat.15: Investments	Metric tonnes of carbon dioxide equivalents (tCO2e)	N/A	734,630	—	External (Limited)
Energy	Fuel purchased	litres	24,278	91,491,92	—	External (Limited)
Energy	Electricity consumed	kWh	3,836,307	3,796,412.04	—	External (Limited)

INDEPENDENT ASSURANCE OF SUSTAINABILITY STATEMENT



INDEPENDENT ASSURANCE STATEMENT

To: The Board of Directors and Stakeholders of AEON CREDIT SERVICE (M) BERHAD

Introduction and Objectives of Work

AEON Credit Service (M) Berhad ("AEON Credit") is dedicated to transparently communicating its environmental, social, and governance (ESG) performance to its stakeholders. To ensure the integrity of this commitment, AEON Credit has engaged Bureau Veritas Certification (M) Sdn. Bhd. ("Bureau Veritas") to deliver independent assurance on specific sustainability information and greenhouse gas (GHG) information presented in their Sustainability Statement for the Integrated Annual Report FYE2026 ("the Report").

This assurance engagement aims to enhance the objectivity, credibility, and reliability of the selected disclosed information in the Report, providing stakeholders with greater confidence in AEON Credit's sustainability performance. The scope of assurance is designed to evaluate the adherence of the disclosed information to international standards, including but not limited to, the Global Reporting Initiative (GRI), ISAE 3000 within the scope of work described below for the period from 1 March 2025 to 28 February 2026.

Responsibilities

The preparation and presentation of the selected sustainability disclosures are the sole responsibility of the management of AEON Credit. Bureau Veritas was not involved in the preparation of any part of the Report.

Our responsibilities were to:

- Perform **limited assurance** procedures to determine whether the selected information has been prepared accurately and in accordance with the reporting criteria;
- Form an independent conclusion based on the evidence gathered and the assurance procedures that were conducted; and
- Communicate our findings to the management of AEON Credit.

Scope of Assurance Work

The scope of this assurance engagement covered the following selected sustainability disclosures disclosed in AEON Credit's Sustainability Statement for the Integrated Annual Report FYE2026:

Environmental:

- **Emissions Management:** This comprises:
 - **Scope 1 Emissions** (tCO₂e): This indicator measures the direct greenhouse gas emissions from sources owned or controlled by AEON Credit, specifically fuel consumption from its company vehicles and fleet cards.
 - **Scope 2 Emissions** (tCO₂e): This indicator measures the indirect greenhouse gas emissions from the generation of purchased electricity consumed by AEON Credit offices and branches
 - **Scope 3 Emissions** (tCO₂e): This measures other indirect emissions that occur in the value chain during the reporting period. For this engagement, the scope was limited to purchased goods and services, business travel, employee commuting, and financed emissions.
- **Energy Consumption:** This comprises:
 - **Fuel Purchased** (litres): This measures the purchased fuel consumed within the organisation during the reporting period.
 - **Electricity Consumed** (kWh): This measures the electricity consumed within the organisation during the reporting period.
- **Water Management:** This comprises:
 - **Water Usage** (m³): This measures the total volume of water used by AEON Credit HQ and its regional offices during the reporting period.
- **Waste Management:** This comprises:
 - **Paper Consumption** (kg): This measures the total amount of paper consumption by AEON Credit HQ and its regional offices during the reporting period.



Social:

- **Community/Society:** This comprises community investments such as number of beneficiaries external to the organisation, number of volunteers and volunteering hours, and total amount invested made to benefit communities through social, environmental, and educational programmes by the organisation during the reporting period.
- **Health and Safety:** This comprises proportion of employees covered under occupational safety and health (OSH) framework and number of OSH issues at the organisation, total amount invested in OSH for training and awareness and safety equipment and upgrades, Lost Time Incident Frequency Rate (LTIFR) (LTIs/Million Man-hours), and lost days at AEON Credit HQ and regional offices during the reporting period.
- **Labour Practices and Standards:** This comprises hiring, retention, and attrition rates at AEON Credit HQ and its regional branches, total training hours by employee category, number of employees trained, and total investment in training at the organisation during the reporting period.
- **Diversity, Equity, and Inclusion:** This comprises board diversity, workforce cost, and CEO-to-employee pay ratio at AEON Credit and its regional branches and number of employees across different employee categories (gender, age group, employment type, ethnic diversity) and gender pay ratio at the organisation during the reporting period.

Economic & Governance:

- **Data Privacy and Security:** This comprises total number of employees trained, total training hours, and total investment in cybersecurity at AEON Credit HQ and regional offices during the reporting period.
- **Supply Chain Management:** This comprises proportion of spending on local suppliers by AEON Credit HQ and regional offices during the reporting period.
- **Anti-Corruption:** This comprises proportion of employees receiving training on anti-corruption at the organisation during the reporting period.

Assessment Standard

This assurance engagement was conducted in accordance with the following standards:

- **ISAE 3000 (Revised):** *Assurance Engagements Other Than Audits or Reviews of Historical Financial Information.* This standard was applied for the assurance of the non-GHG disclosures listed above.
- **ISAE 3410:** *Assurance Engagements on Greenhouse Gas Statements.* This standard was applied for the assurance of a company's greenhouse gas (GHG) Emissions reports,
- **GHG Protocol:** *A Corporate Accounting and Reporting Standard.* This protocol provided the framework for the quantification and reporting of GHG emissions.
- **Global Reporting Initiative (GRI) Standards:** The principles and disclosures from these standards were referenced for the assurance of the relevant disclosures.

Methodology

Bureau Veritas' assurance procedures for the selected disclosures included the following:

- Developed an assurance plan that outlined the scope, objectives, and criteria for the engagement. This included identifying key risks of material misstatement and determining the nature, timing, and boundaries of our procedures.
- Reviewed relevant documentation provided by AEON Credit including data collection methodologies (data sources, data process flow, etc.), internal policies and procedures, and supporting evidence for the reported data.
- Performed procedures to verify the accuracy and completeness of the reported data. This included:
 - **Environmental Disclosures:** Reviewing GHG emissions inventories, emission factors, and underlying activity data (e.g., employee commuting data, business travel claims, energy consumption logs). Assessing the methodology, measurement techniques, and scientific models used for quantifying GHG emissions for financed emissions.
 - **Social Disclosures:** Reviewing risk assessment reports and HIRARC forms, employee diversity breakdown, and training and learning hours records from a sample of training scopes. Examining expense monitoring sheets to trace community investment and volunteer tracking sheets to quantify internal and external contributions, including media evidence of AEON Credit's community contributions.
 - **Economic Disclosures:** Reviewing ISO 37001:2016 certificate for anti-bribery and supplier performance evaluation form to confirm their status as local or foreign companies. Analysing onboarding process (e.g., induction procedure and pledges undertaken) for anti-corruption.

INDEPENDENT ASSURANCE OF SUSTAINABILITY STATEMENT



- Conducted interviews with management and relevant personnel (data owners) responsible for collecting, processing, and reporting the selected sustainability disclosures.
- Performed analytical procedures to identify any unusual trends or discrepancies in the reported data. This included comparing the reported data to prior periods and industry benchmarks, where available.

Limitations & Exclusions

This assurance engagement is subject to certain inherent limitations:

- The accuracy and completeness of the reported data depend on the quality of the underlying data management systems and internal controls implemented by AEON Credit. Our assurance does not extend to the design or effectiveness of these systems and controls.
- Our assurance is limited to the specific disclosures requested in the scope of this engagement. We have not provided assurance on other sustainability disclosures or the overall sustainability performance of AEON Credit.
- The quantification of some sustainability disclosures, particularly Scope 3 GHG emissions, involves estimations, scientific models, and judgments.
- Our assurance is designed to detect material misstatements. A misstatement is considered material if it could reasonably influence the decisions of a user of the Report. The determination of materiality involves our professional judgment.
- This assurance was designed to provide a limited assurance on whether sustainability disclosures and GHG emissions are presented fairly, in all material aspects, and in accordance with the reporting criteria. It was not intended to provide assurance of AEON Credit's ability to achieve its climate-related targets or ambitions.

Conclusion

On the basis of our methodology and the activities described above for the agreed work scope, nothing has come to our attention to indicate that the reviewed statements of the sustainability disclosures are inaccurate, and the information therein is not fairly stated.

From the assurance of the GHG emissions and sustainability disclosures for each indicator, it can be confirmed that the use of the methodologies above are reasonable to minimise uncertainty and yield accurate, consistent, and reproducible results. The selection and collection of GHG data were also consistent with the requirements of the selected quantification methodology, at the materiality of the professional judgement of the verifiers.

Statement of Independence, Integrity and Competence

Bureau Veritas is an independent professional services company that specialises in Quality, Health, Safety, Social and Environmental management with almost 200 years history in providing independent assurance services.

Bureau Veritas has implemented a Code of Ethics across the business to maintain high ethical standards among staff in their day-to-day business activities. We are particularly vigilant in the prevention of conflicts of interest. No member of the assurance team has a business relationship with AEON Credit Service (M) Berhad, its directors, or managers beyond that required of this assignment. We have conducted this assurance engagement independently, and there has been no conflict of interest.

The assurance team has extensive experience in conducting assurance over environmental, social, ethical, health and safety information, systems, and processes and has an excellent understanding of the Bureau Veritas Group's standard methodology for the assurance of sustainability reports and greenhouse gas emissions data.

For and on behalf of Bureau Veritas Certification (M) Sdn. Bhd, Kuala Lumpur, Malaysia

Issue Date: 30 April 2026

Ng Sheng Wa
Southeast Asia Certification & Sustainability
Manager

Nurizul Azlia Ibrahim
Lead Assessor cum Sustainability Technical
Manager
Bureau Veritas Certification (M)



Appendix 1: Summary of AEON Credit's Key Disclosures for FYE2026

Key Disclosures	Value	Units
Emissions Management		
Scope 1 Emissions	213.14	tCO ₂ e
Scope 2 Emissions	2,613.14	tCO ₂ e
Scope 3 GHG Emissions		
Category 1: Purchased Goods and Services	33,229.51	tCO ₂ e
Category 6: Business Travel	528.63	tCO ₂ e
Category 7: Employee Commuting	3,541.74	tCO ₂ e
Category 15: Investments (Financed Emissions)	734,630	tCO ₂ e
Energy Management		
Fuel Purchased	91,491.92	litres
Electricity Consumed	3,796,412.04	kWh
Water Management		
Water Usage	13,385	m ³
Waste Management		
Paper Consumption	4,012	kilograms
Community/Society		
Number of beneficiaries	5,604	pax
Number of AEON Credit Service (M) Berhad volunteers	856	pax
Number of external volunteers [NOT DISCLOSED]	464	pax
Total volunteering hours [NOT DISCLOSED]	3,424	hours
Total amount invested in financial inclusion programmes	168,566	RM
Health and Safety		
Proportion of employees covered under OSH framework	100	%
Number of OSH issues	419	Number
Total amount invested in OSH	123,292	RM
LTIFR	0.43	Rate
Lost days	99	Days
Labour Practices and Standards		
Youth-hiring rate (Below 30 years old)	45	%
Internal hiring rate	6	%
Retention rate	89	%
Attrition rate	11	%

INDEPENDENT ASSURANCE OF SUSTAINABILITY STATEMENT



Total training hours	115,727	hours
Average training hours per employee	30	hours
Number of employees trained	3,856	Number
Total amount invested in training	4,291,445.71	RM
Diversity, Equity, and Inclusion		
Gender pay ratio	0.87	Ratio
Board diversity		
Male	7	Number
Female	4	Number
Number of employees by;		
Gender		
Male	1173	Number
Female	2177	Number
Age group		
Below 30 years old	835	Number
Between 30 to 50 years old	2,417	Number
More than 50 years old	98	Number
Employment status		
Permanent	85	%
Contract	15	%
Nationality		
Local	3,332	Number
Foreign	18	Number
Gender (Employment category)		
Senior management		
Male	25	Number
Female	24	Number
Middle management		
Male	123	Number
Female	143	Number
Junior management		
Male	96	Number
Female	189	Number
Non-management		



Male	929	Number
Female	1821	Number
Data Privacy and Security		
Number of employees trained in PCI DSS and IT security	10,111	Number
Number of employees trained across governance subjects	33,083	Number
Number of employees obtaining professional certificates in specialised areas	220	Number
Supply Chain Management		
Proportion of spending on local suppliers	98.3	%
Proportion of spending on foreign suppliers	1.7	%
Total procurement spend		
Malaysia	900,663,520.40	RM
Foreign countries	15,436,128.27	RM
Anti-Corruption		
Proportion of employees receiving training on anti-corruption	100	%

INDEPENDENT ASSURANCE OF SUSTAINABILITY-LINKED LOAN



INDEPENDENT ASSURANCE STATEMENT

To: The Board of Directors and Stakeholders of AEON CREDIT SERVICE (M) BERHAD

Introduction and Objectives of Work

AEON Credit Service (M) Berhad ("AEON Credit") is dedicated to transparently communicating its sustainability-linked loans (SLL) performance to its stakeholders. To ensure the integrity of this commitment, AEON Credit has engaged Bureau Veritas Certification (M) Sdn. Bhd. ("Bureau Veritas") to deliver independent assurance on specific sustainability-linked loans information presented in their Sustainability Statement for the Integrated Annual Report FYE2026 ("the Report").

This assurance engagement aims to enhance the objectivity, credibility, and reliability of the disclosed information in the Report, providing stakeholders with greater confidence in AEON Credit's sustainability-linked loans performance. The scope of assurance is designed to evaluate the adherence of the disclosed information to international standards, including but not limited to, the Loan Market Association (LMA) Sustainability-linked Loan Principles and Bank Negara Malaysia Climate Change & Principles-based Taxonomy (CCPT), within the scope of work described below for the period from 1 March 2025 to 28 February 2026.

Responsibilities

The preparation and presentation of the selected sustainability-linked loans performance disclosures are the sole responsibility of the management of AEON Credit. Bureau Veritas was not involved in the preparation of any part of the Report.

Our responsibilities were to:

- Perform **limited assurance** procedures to determine whether the selected information has been prepared accurately and in accordance with the reporting criteria;
- Form an independent conclusion based on the evidence gathered and the assurance procedures that were conducted; and
- Communicate our findings to the management of AEON Credit.

Scope of Assurance Work

The scope of this assurance engagement covered the following sustainability-linked loans indicators disclosed in AEON Credit's Sustainability Statement for the Integrated Annual Report FYE2026:

Green Financing:

- **Green Financing Volume (RM)**: This indicator measures the volume for energy-efficient appliances, bicycles, and e-scooters funded by AEON Credit as a method of diversifying its green portfolio and mitigating its concentration towards less environmental-friendly products.
- **E-Bike Financing (RM)**: This indicator comprises the financing for e-bikes by AEON Credit, reinforcing its commitment to financial inclusion and sustainable development.

Social Financing:

- **Underserved/Unbanked Customers (RM)**: This indicator represents the financing provided to underserved and unbanked customers of AEON Credit, reflecting the social impact achieved towards low-income groups.

Emissions Management:

- **Scope 1 Emissions (tCO₂e)**: This indicator measures the direct greenhouse gas emissions from sources owned or controlled by AEON Credit, specifically fuel consumption from company vehicles and fleet cards.
- **Scope 2 Emissions (tCO₂e)**: This indicator measures the indirect greenhouse gas emissions from the generation of purchased electricity consumed by AEON Credit offices and branches.



Assessment Standard

This assurance engagement was conducted in accordance with the following standards:

- **Loan Market Association (LMA):** *Sustainability-Linked Loan Principles*. This principle was applied as a guideline for structuring sustainability-linked loans to promote environmentally and socially sustainable economic activities.
- **Bank Negara Malaysia:** *Climate Change and Principle-based Taxonomy (CCPT)*. This principle provided the framework for financial institutions to classify economic activities based on the contribution to climate objectives and support the transition to a low-carbon economy.

Methodology

Bureau Veritas' assurance procedures for the selected disclosures included the following:

- Developed an assurance plan that outlined the scope, objectives, and criteria for the engagement. This included identifying key risks of material misstatement and determining the nature, timing, and boundaries of our procedures.
- Reviewed relevant documentation provided by AEON Credit including data collection methodologies (data sources, data process flow, etc.), internal policies and procedures, and supporting evidence for the reported data.
- Performed procedures to verify the accuracy and completeness of the reported data. This included:
 - **Green Financing Indicators:** Reviewing energy-efficient appliances, bicycles, EV bikes, e-scooters applications (e.g., green features, registration information, total financing price). Assessing the financing details, registration requirements, and model details to qualify for green financing.
 - **Social Financing Indicators:** Sampling applicants documents and registration details to confirm criterion for underserved and unbanked customers. Cross-referencing reported financing amount with application forms to verify the threshold for low-income groups.
 - **Emissions Indicators:** Reviewing GHG emissions inventories, emission factors, and underlying activity data (fuel consumption records). Assessing the methodology, measurement techniques, and operational logs used for quantifying GHG emissions for electricity consumption at selected offices and branches.
- Conducted interviews with management and relevant personnel (data owners) responsible for collecting, processing, and reporting the selected sustainability disclosures.
- Performed analytical procedures to identify any unusual trends or discrepancies in the reported data. This included comparing the reported data to prior periods and industry benchmarks, where available.

Limitations & Exclusions

This assurance engagement is subject to certain inherent limitations:

- The accuracy and completeness of the reported data depend on the quality of the underlying data management systems and internal controls implemented by AEON Credit. Our assurance does not extend to the design or effectiveness of these systems and controls.
- Our assurance is limited to the specific sustainability-linked loans indicators requested in the scope of this engagement. We have not provided assurance on other sustainability indicators or the overall sustainability performance of AEON Credit.
- Our assurance is designed to detect material misstatements. A misstatement is considered material if it could reasonably influence the decisions of a user of the Report. The determination of materiality involves our professional judgment.
- This assurance was designed to provide a limited assurance on whether the sustainability-linked loans indicators are presented fairly and in accordance with the reporting criteria. It was not intended to provide assurance of AEON Credit's ability to achieve its climate-related targets or ambitions.

Conclusion

On the basis of our methodology and the activities described above for the agreed work scope, nothing has come to our attention to indicate that the reviewed statements of the sustainability-linked loans are inaccurate, and the information therein is not fairly stated.

From the assurance of the sustainability-linked loans, it can be confirmed that the use of the methodologies above are reasonable to minimise uncertainty and yield accurate, consistent, and reproducible results. The selection and collection of sustainability-linked loans data were also consistent with the requirements of the selected quantification methodology. Hence, it can be concluded that the calculation of sustainability-linked loans has been carried out in accordance with the quantification methodology, at the materiality of the professional judgement of the verifiers.

INDEPENDENT ASSURANCE OF SUSTAINABILITY-LINKED LOAN



Statement of Independence, Integrity and Competence

Bureau Veritas is an independent professional services company that specialises in Quality, Health, Safety, Social and Environmental management with almost 200 years history in providing independent assurance services.

Bureau Veritas has implemented a Code of Ethics across the business to maintain high ethical standards among staff in their day-to-day business activities. We are particularly vigilant in the prevention of conflicts of interest. No member of the assurance team has a business relationship with AEON Credit Service (M) Berhad, its directors, or managers beyond that required of this assignment. We have conducted this assurance engagement independently, and there has been no conflict of interest.

The assurance team has extensive experience in conducting assurance over environmental, social, ethical, health and safety information, systems, and processes and has an excellent understanding of the Bureau Veritas Group's standard methodology for the assurance of sustainability statements and greenhouse gas emissions data.

For and on behalf of Bureau Veritas Certification (M) Sdn. Bhd, Kuala Lumpur, Malaysia

Issue Date: 30 April 2026

Ng Sheng Wa
Southeast Asia Certification & Sustainability
Manager

Nurizul Azlia Ibrahim
Lead Assessor cum Sustainability Technical
Manager
Bureau Veritas Certification (M)

Appendix 1: Summary of AEON Credit's Key Disclosures for FYE2026

Key Disclosures	Value	Units
Green Financing		
Energy efficiency, bicycle, e-scooter	4,487,745.00	RM
EV bike	1,251,906.00	RM
Social Financing		
Underserved/unbanked customers	373,387,010.00	RM
Emissions Management		
Scope 1 emissions	213.14	tCO _{2e}
Scope 2 emissions	2,613.14	tCO _{2e}

INDEPENDENT ASSURANCE OF SOCIAL LOAN INDICATOR



LRQA Group Independent Assurance Statement

Relating to AEON Credit Service (M) Berhad’s Social Loan Indicators

This Assurance Statement has been prepared for AEON Credit Service (M) Berhad in accordance with our contract.

Terms of Engagement

LRQA INSPECTION MALAYSIA SDN. BHD. (LRQA) was commissioned by AEON Credit Service (M) Berhad (AEON Credit) to provide independent assurance of the Social Loan Indicators reported in the AEON Credit’s Integrated Annual Report 2026 for the period 10 October 2025 to 28 February 2026 (hereafter referred to as “the Report”).

The assurance engagement covered Social Loan Indicators relating to financing provided to low-income individuals, defined as applicants with monthly gross income of RM2,500 or below, under the following eligible financing categories:

- Automotive Financing;
- Motorcycle Financing (excluding superbike financing);
- Personal Financing; and
- Objective Financing.

The assurance engagement was performed against the assurance criteria listed below, using LRQA’s verification procedures conducted in accordance with ISAE 3000 (Revised), *Assurance Engagements Other than Audits or Reviews of Historical Financial Information*.

Our assurance engagement excluded data and information relating to AEON Credit’s suppliers, contractors and any third parties mentioned in the Report.

LRQA’s responsibility is only to AEON Credit. LRQA disclaims any liability or responsibility to others as explained in the end footnote. AEON Credit is responsible for collecting, aggregating, analysing, and presenting all data and information contained within the Social Loan Report, and for maintaining effective internal controls over the systems from which the reported information is derived.

Ultimately, the Social Loan Report has been approved by and remains the responsibility of AEON Credit.

LRQA’s Opinion

Based on LRQA’s approach, nothing has come to our attention that would cause us to believe that AEON Credit has not, in all material respects:

- met the requirements of the criteria listed above; and
- disclosed accurate and reliable Social Loan Indicator data and information for the reporting period 10 October 2025 to 28 February 2026 as summarized below:

Social Loan Indicators	Verified Result
Number of financings to low-income individuals* (≤RM 2,500 monthly income);	48,094
Total financings amount extended to low-income individuals (≤RM 2,500 monthly income).	RM 526,893,034
* An individual may obtain more than one financing facility, provided they meet the income threshold and satisfy AEON Credit’s credit assessment criteria.	

INDEPENDENT ASSURANCE OF SOCIAL LOAN INDICATOR



The opinion expressed in this Assurance Statement is formed on the basis of a limited level¹ of assurance and at the materiality of the professional judgment of the verifier.

LRQA's Approach

LRQA's assurance engagements are carried out in accordance with our verification procedure. The following tasks were undertaken as part of the evidence gathering process for this assurance engagement:

- conducted a strategic analysis and risk analysis to identify sample transactions and financing categories for verification;
- verified the selected datasets for conformity with SUS-POL-SOC-A01- Framework for Social Financing, including:
 - definition of low-income population (monthly gross income \leq RM2,500);
 - eligible financing categories; and
 - reporting boundary and cutoff requirements
- reviewed applicant income eligibility for sampled data against the defined low-income threshold;
- verified reconciled financing amounts to supporting documentation and system records;
- verified disbursement (and delivery, where applicable) dates used for indicator recognition;
- assessed aggregation and consolidation logic from transaction level through to consolidated Social Loan Indicators;
- interviewed key personnel responsible for loan origination, eligibility assessment, data extraction, consolidation, and reporting.

Verification activities were conducted through a combination of onsite and remote procedures.

LRQA's Competence and Independence

LRQA implements and maintains a comprehensive management system that meets accreditation requirements for ISO 14065:2020 General principles and requirements for bodies validating and verifying environmental information and ISO/IEC 17021-1:2015 Conformity assessment – Requirements for bodies providing audit and certification of management systems that are at least as demanding as the requirements of the International Standard on Quality Control and comply with the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants.

¹ The extent of evidence-gathering for a limited assurance engagement is less than for a reasonable assurance engagement. Limited assurance engagements focus primarily on analytical procedures and selective testing. Consequently, the level of assurance obtained in a limited assurance engagement is lower than that which would have been obtained had a reasonable assurance engagement been performed.



LRQA ensures the selection of appropriately qualified individuals based on their qualifications, training and experience. The outcome of all verification and certification audits is then internally reviewed by senior management to ensure that the approach applied is rigorous and transparent.

Signed

dated: 07 May 2026

A handwritten signature in black ink, appearing to read 'Hery Sahrir', is written over a faint, light-colored signature line.

Hery Sahrir
Lead Verifier

LRQA GROUP LIMITED

On behalf of LRQA INSPECTION MALAYSIA SDN. BHD.,
Level 25, Naza Tower, Platinum Park, No.10,
Persiaran KLCC, 50088 Kuala Lumpur

LRQA GROUP LIMITED reference: KLR0001096

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CORPORATE GOVERNANCE OVERVIEW STATEMENT


This Corporate Governance Overview Statement (“CGOS”), made pursuant to Paragraph 15.25(1) of the MMLR and in accordance with the MCCG, provides an overview of the Group’s CG practices across FYE2026, with specific reference to the application of The three (3) Key Principles:

1 PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

2 PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT

3 PRINCIPLE C: INTEGRITY IN CORPORATE REPORT AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS

This CGOS should be read together with the Corporate Governance Report (“CG Report”) which expresses in greater detail AEON Credit’s application of MCCG’s prescribed practices.

 The CG Report is available on our corporate website via this link: <https://aeoncredit.com.my/about-us/corporate-governance/business-code-of-conduct/>

or by scanning the QR Code below:



The Board of AEON Credit holds the conviction that strong corporate governance (“CG”) is critical and indispensable to AEON Credit in order to safeguard our assets and contribute to the assured generation of sustainable long-term value. Adoption and adherence to best practice CG processes is critical for the Group to secure continuing trust of all our stakeholders. This trust is foundational to sustaining our capacity to generate value, given that the Group’s business is fiduciary in nature.

The Board of AEON Credit diligently promotes strong CG across the Group and has taken pains to create, maintain and reinforce ethical business conduct infused with integrity, responsibility and transparency. The Board’s relentless efforts on this front has contributed to growing the Group into a reputable, thriving financial services organisation with a strong market presence. Good CG is now firmly embedded across all aspects of our operations, under the oversight and guidance of functional specialists who continuously incorporate improvements to reflect changing circumstances and for continual alignment with the regulatory landscape.

The Board has put in place a comprehensive CG framework to support effective corporate governance, oversight and control of the Group’s business. Supporting the Board in applying this Framework are functional experts across a diverse range of operational areas, they collectively work to ensure the orderly and prudent conduct of business, safeguard the Group’s interests and preserve our reputation.



The CG framework is premised on the relevant statutes, authoritative guidelines and industry best practices, amongst which include:

- Main Market Listing Requirements of Bursa Malaysia Securities Berhad (“MMLR”);
- Malaysian Code on Corporate Governance (“MCCG”) issued by the Securities Commission Malaysia (“SC”);
- Policy Document on Corporate Governance issued by Bank Negara Malaysia (“BNM”);
- Corporate Governance Guide (4th Edition) published by Bursa Malaysia (“Bursa CG Guide”);
- Companies Act 2016; and
- Malaysian Anti-Corruption Commission (“MACC”) Act 2009.

The Board is supported by dedicated Board Committees in discharging its duties. Specifically in the context of CG, support is provided by the Board Risk Committee (“BRC”) on risk management and sustainability and by the Audit Committee (“AC”) on internal controls. Both Committees regularly review CG policies and processes for adequacy, relevance, effectiveness and currency. They also solicit input from functional specialists to continually strengthen CG so as to ensure that material changes impacting CG are given due consideration and appropriately addressed.

1

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

BOARD RESPONSIBILITIES AND SENIOR LEADERSHIP OVERSIGHT

The Board exercises oversight over the conduct of the Group's business to create sustained, long-term shareholder value for which it holds ultimate accountability. In this regard, the Board formulates the Group's strategies and oversees the Management in implementing those strategies to achieve the desired outcomes.

The Board also ensures the integration of good CG policies and practices and enforces full compliance of all legislation and guidelines which are applicable to the Group. The Board is of the view that cohesive integration of sound business strategies and CG practices drives successful implementation of the Group's objectives and enhances the likelihood of achieving desired results.

In discharging its duties, the Board acts with a strong sense of responsibility, in good faith, and with due care and diligence in the best interests of the Group and its shareholders. The principal roles and responsibilities of the Board, broadly, are:

- i) Review and approve business plans, risk appetite/ tolerance, and other corporate initiatives that have a material impact on the Group's risk profile and profitability;
- ii) Oversee implementation of the Group's CG framework and systems of risk management and internal control, conduct periodical reviews to ensure continuing relevance, sufficiency and effectiveness, in light of changes in the size, nature and complexity of the Group's operations and supporting technologies;
- iii) Promote, jointly with Senior Management, a sound corporate culture within the Group which reinforces integrity, ethical and professional behaviour;
- iv) Integrate environmental, social and governance ("ESG") considerations into the Group's strategies and operations; ensure and facilitate the achievement of sustainability performance targets ("SPT"). This includes any targets mandated under the terms and conditions of sustainability-based loans granted to the Group and our net-zero ambition;
- v) Oversee the effectiveness and continuous integration of sustainability considerations into all aspects of operations and ensure that associated reporting requirements are complied with;

- vi) Review and approve business continuity plans and oversee recovery and resolution actions to secure the Group's continuing resilience, ensuring uninterrupted delivery of critical operations and services at all times and through challenging circumstances;
- vii) Promote timely and effective communications between the Group and shareholders or regulators on matters affecting or that may affect the safety and soundness of the Group;
- viii) Oversee and monitor the implementation of digitalisation initiatives and the associated technology investment to ensure targeted capabilities and benefits are realised and investment costs associated with digitalisation projects are well managed;
- ix) Exercise the requisite governance and oversight to ensure the Group's cyber security stance is sufficiently strong and updated to address potential cyber threats as well as to ensure the continuing security, confidentiality and privacy of data under the Group's custody; and
- x) Exercise Board-level oversight necessary for the financial performance and well-being of the Group's major investee companies.

A Board Charter is in place to guide the Board in discharging its duties. The Board Charter documents the Board's roles, responsibilities, powers and matters that the Board may delegate to Board Committees and the Management. The Board Charter and Board Committees' Terms of Reference ("TOR") are periodically reviewed and updated to incorporate changes in policies, statutory provisions, MCCG requirements and to align with best practices.

The Board Charter is accessible on the Company's website under Board Charter section at:

 <https://aeoncredit.com.my/about-us/corporate-governance/board-charter-2/>

or by scanning the QR Code below:



CORPORATE GOVERNANCE OVERVIEW STATEMENT

Matters specifically reserved for the Board's deliberation and approval include:

- i) Business strategies and annual business plan/budget;
- ii) Enterprise Risk Management Framework ("ERMF") and risk strategies;
- iii) Raising or restructuring of equity or debt capital and borrowings;
- iv) New investments, divestments, establishment of subsidiaries or joint ventures, and any other corporate exercise which requires approval of shareholders;
- v) Acquisition or disposal of significant assets outside the ordinary course of business;
- vi) Acquisition of equipment or assets exceeding management approval threshold;
- vii) Resolution of any conflict of interest related to a substantial shareholder or a Director;
- viii) Approval of related party transactions, subject to approval of shareholders where necessary;
- ix) Unaudited quarterly financial results and audited annual financial statements;
- x) Sustainability reports/statements;
- xi) Appointment of new Directors, their appointment as members of Board Committees, including setting the Terms of Reference and remuneration, subject to approval of shareholders where necessary;
- xii) Directors' performance and effectiveness, including any changes in Board Committee appointment;
- xiii) Material regulatory matters and reports mandated by regulatory authorities; and
- xiv) Declaration of dividends, subject to approval of shareholders where necessary.

The Board delegates responsibility for the management of day-to-day business operations to the Managing Director and Chief Executive Officer ("MD and CEO") and two (2) Deputy Chief Executive Officers ("DCEOs") who, while overseeing designated portfolios, also collectively share governance responsibilities.

They are assisted by a Top Management team of competent functional specialists (collectively "the Management") to ensure that the Group operates within a framework of prudent and effective controls guided by the requisite functional skills.

The Top Management, in turn, exercises oversight and governance over execution at the operational level and reports to the Board and Board Committees on a regular basis to provide updates on significant events and emerging developments. Critically, the Top Management supports the Board through the provision of specialised functional expertise to enable informed, data-based decision-making.

Separation of Roles of Non-Executive Chairman and Managing Director and Chief Executive Officer

The roles and responsibilities of the Chairman and Managing Director and Chief Executive Officer are distinct and clearly segregated. This segregation strengthens oversight and instils a balance of authority and accountability, thereby avoiding unfettered powers in decision-making. The Chairman, who is not a member of any Board Committees, has responsibility for the orderly and effective conduct of Board meetings, ensuring efficacy of the Board and managing the interface between the Board and Management.

Roles of Chairman, Managing Director and Chief Executive Officer, Deputy Chief Executive Officers and Non-Executive Directors

The Chairman has responsibility for ensuring the adequacy and effectiveness of the Board's governance processes and leads the Board in overseeing the proper conduct and management of the Group's affairs. Based on the outcome of the Board Effectiveness Evaluation ("BEE") exercise conducted for financial year ended 2026, the Chairman demonstrated an effective leadership process and is regarded as an excellent and open facilitator of boardroom discussions.

The Managing Director and Chief Executive Officer and Deputy Chief Executive Officers ensure effective implementation of the Group's strategic plans, policies and decisions which have been duly approved by the Board. They are also responsible for leading and managing the Group's operations and making business decisions with support from the Top Management within mandates and limits of authorities delegated by the Board. Specific authorities are further delegated to the Top Management team based on the Group's Authority Matrix, which is subject to periodic reviews to align to changes in business circumstances and requirements to facilitate efficient and effective decision-making.

The Non-Executive Directors' fundamental responsibility is to strengthen stewardship of the Group, lending their expertise and experience to steer the Group to achieve strategic goals in a well-governed, legally compliant and prudent manner while preserving the interests of our stakeholders. Critically, they constructively challenge the Management to ensure all material perspectives are considered and effectively addressed. To facilitate efficacy and effectiveness in the discharge of their duties, Non-Executive Directors have free and open access to all levels of Management.

Independent Non-Executive Directors ("INED") infuse independence into the stewardship of the Group in keeping with best CG practices and act to provide comfort to stakeholders, in particular our customers, investors, regulatory authorities and lenders, that independent and objective views are given due recognition in Board deliberations to ensure the Board's decision-making is balanced, unbiased and subject to scrutiny without fear or favour.

The Board has appointed a Senior Independent Director from amongst the INEDs to serve as the designated point of contact between shareholders and other stakeholders including the Chairman and other Independent Directors, to whom shareholders' and stakeholders' concerns or queries may be raised, especially on sensitive issues.

BOARD MEETINGS AND ACCESS TO INFORMATION

Board and Board Committee meetings are pre-scheduled to take place on a monthly basis to facilitate deliberations and decision-making on matters of strategic and operational significance. These meetings also enable members to stay current on emerging areas requiring attention and facilitate follow-up of on-going matters.

Ahead of any meetings, a formal agenda and related information are provided to all Directors at least five (5) business days in advance to allow time for review and obtain further clarification, if needed. Special Board or Board Committee meetings may be convened at short notice when urgent decisions are required.

Attendance of Management member(s) will be called for, where necessary, to articulate more detailed information and provide specialist perspectives to support the Board or Board Committees in making informed decisions. Where deeper technical expertise is needed to supplement internal functional input to arrive at data-based decisions, the Board may seek the counsel of independent subject matter expert(s), at the Group's expense in accordance with procedures established in the Board Charter.

Board members have unrestricted access to the advice and services of the appointed Company Secretary who is a qualified member of the Malaysian Institute of Chartered Secretaries and Administrators ("MAICSA"). The Company Secretary is equipped with the skills and expertise to provide effective support to the Board to ensure compliance with procedures, regulatory requirements and guidelines, including those in relation to CG.

In addition to making arrangements for Board, Board Committees and general meetings and drawing up the meeting agenda, the Company Secretary also has an advisory capacity in monitoring and advising on developments in the CG domain. The Company Secretary also assists the Board in applying best practices to meet the Board's needs and stakeholders' expectations.

The Board is also alerted to and advised by the Top Management of any material change(s) in regulatory and compliance requirements, including their associated implications and impact on the Board and Group. As part of the regular reporting regime, the Top Management also provides on-going regulatory compliance updates to the Board.

During FYE2026, the Board met fifteen (15) times. Matters reviewed and deliberated at each Board meeting were:

- i) Group business and financial performance, including business plan and budget;
- ii) Significant developments locally and overseas and their impact on the business as well as the required mitigating actions;
- iii) Governance, risk management and mitigation, and compliance;
- iv) Sustainability updates;
- v) Major investments, borrowings, and related matters; and
- vi) Introduction of new products and services and assessment of their related risk and compliance requirements.

All proceedings of Board meetings are minuted and the minutes circulated to Board members ahead of the next Board meeting together with updates on follow-up action items. Where necessary, in between scheduled Board meetings, Board decisions may also be effected by way of circular resolutions.

During Board meetings, the Chairman of each Board Committee will brief the Board on the deliberations of their respective Board Committee. This includes salient facts of matters and issues discussed, recommendations, conclusions and decisions taken which require the Board's attention, approval or direction. Details of Directors' attendance at the Board meetings are set out below:

Name of Director	Designation	Attendance
Ng Eng Kiat	Chairman/ Non-Independent Non-Executive Director	15/15
Daisuke Maeda¹	Managing Director/ Chief Executive Officer	14/15
S Sunthara Moorthy A/L S Subramaniam	Independent Non-Executive Director	15/15
Datuk Adinan bin Maning²	Senior Independent Non-Executive Director	12/15
Chin Pik Yuen	Independent Non-Executive Director	15/15
Farah Suhanah binti Ahmad Sarji³	Independent Non-Executive Director	14/15
Wan Chee Keong	Independent Non-Executive Director	15/15
Tsutomu Omodera	Non-Independent Non-Executive Director	15/15

CORPORATE GOVERNANCE OVERVIEW STATEMENT

Name of Director	Designation	Attendance
Lee Tyan Jen	Executive Director	15/15
Shareen Shariza binti Abdul Ghani <i>(Appointed on 1 October 2025)</i>	Independent Non-Executive Director	5/5
Naoya Okada <i>(Resigned on 28 February 2026)</i>	Non-Independent Non-Executive Director	15/15
Datin Yasmin Ahmad Merican⁴ <i>(Resigned on 23 June 2025)</i>	Independent Non-Executive Director	3/4

¹ Unable to attend 1 meeting due to oversea engagement

² Unable to attend 3 meetings due to medical reasons

³ Unable to attend 1 meeting due to oversea engagement

⁴ Unable to attend 1 meeting due to medical reason

Board Size and Competency Composition

The Board is committed to ensuring that members collectively possess the diversity of skills, knowledge and experience pivotal to steering the Group on a steady course forward. This commitment also extends to embracing diversity within the Board. The Board holds the conviction that varied perspectives enrich deliberations and contribute to balanced decision-making, drawing upon the members' collective wealth of expertise and experience.

The Board considers diversity from a number of different aspects, including skills, background, knowledge, international and industry experience, culture, independence, age, ethnicity, gender and other relevant factors which the Board thinks fit. Of particular significance, the Board constantly seeks to ensure the Board possesses the full complement of skills to sustain value creation and the Group's continued growth.

As of the end of FYE2026, members of the Board collectively possess the following skills:

- Management and leadership – all members of the Board have held leadership positions both functional and in general management gained in significant corporations;
- Depth of experience in financial services which aligns to the Group's business, of significance, this experience were gained through tenures leading entities engaged in retail/consumer finance, local financial institutions, and entities within AEON Group's financial arm;
- Expertise in finance, taxation, internal controls, law and risk management, both generally and within the specific context of financial services;

- Of particular note and given the prominent position of IT in financial services both as a competitive necessity and an enabler of operational efficiency, the Board has the benefit of contribution from Wan Chee Keong who has extensive IT experience in financial services; and
- In response to emerging needs, Shareen Shariza binti Abdul Ghani was appointed to the Board. Not only is she credentialed in sustainability, but she is also an active practitioner who will contribute specialised expertise in the identification, prioritisation and ongoing management of material sustainability risks, including climate-related issues.

Sourcing the right Board member is a continuing priority and is always conducted in accordance with the objectives of ensuring that the required capabilities and competencies are in place to ably guide the Group forward.

FYE2026 saw the following changes in the Boardroom:

- Datin Yasmin Ahmad Merican resigned on 23 June 2025;
- Naoya Okada resigned on 28 February 2026; and
- Shareen Shariza binti Abdul Ghani was appointed as an INED on 1 October 2025.

Prior to the appointment of the new Board member a thorough and comprehensive search was conducted across multiple trusted and reputable sources to determine suitably qualified candidates. As with all new Board appointments, the new appointee to the Board was made after the conduct of a stringent due diligence process which includes:

- a review of the Board composition, including the skills mix, by the Board Nomination and Remuneration Committee ("NRC");
- a thorough due diligence assessment of qualified candidates across all criteria in the Board Charter, BNM guidelines and the MMLR in relation to Board appointments, including the Fit and Proper criteria; and
- consideration by the NRC and subsequent recommendation to the Board.

The Board approved the recommended appointment after having reviewed the proposed candidate's character, integrity, experience, competence, ability to satisfactorily fulfil the required time commitment, independence as well as the additional depth of expertise and experience afforded to the Board. The new appointment continues to reinforce the strong representation of INEDs on the Board.

Re-election to the Board

The NRC reviewed the Directors’ re-election to the Board, and in accordance with the Company’s Constitution, all Directors are subject to retirement at the Annual General Meeting (“AGM”) every year.

Board Balance and Diversity

As at the end of FYE2026, the Board consists of eleven (11) members, comprising three (3) Non-Independent Non-Executive Directors (“NINED”), one of whom is the Chairman, six (6) INEDs, and two (2) Executive Directors, including the Managing Director and Chief Executive Officer.

Naoya Okada, a NINED who served throughout the financial year, resigned from the Board with effect from 28 February 2026.

Strongly reinforcing a commitment to independence, 54.5% of the Board members are INEDs. The current composition of INEDs on the Board exceeds that prescribed in BNM’s Guidelines on Corporate Governance for Licensed Institutions – a minimum of one-third (1/3) of the Board – and the MMLR – at least two (2) directors or one-third (1/3) of the Board, whichever is higher. While in terms of gender diversity, 36.4% of the Board members are female, meeting the MCCG’s guideline target of 30% female board representation.

In terms of gender, as at the end of the year under review four (4) Board members are female and seven (7) are male. There are two (2) Directors below the age of 50 and the remaining nine (9) Directors in the age group of 50 and above. The ethnicity breakdown of the Board is illustrated below:

Ethnicity

Malay 3	Chinese 4	Indian 1	Japanese 3*
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* includes Naoya Okada who resigned on 28 February 2026.

The present size and composition of the Board is considered optimum and well balanced. Board members bring a diverse blend of in-depth experience across disciplines relevant to the Group’s business and operations testifying to their ability to effectively contribute to the Group’s continued growth and long-term value creation.

Furthermore, the diversity inherent within the Board facilitates the ventilation of a broad range of views and ideas which make for fruitful and effective deliberations leading to informed decision-making. In addition, this diversity adds balance to the decision-making process as the wealth of experience and exposure of Board members lends to consideration of issues from multiple angles.

Board deliberations are open and frank and dissenting views are encouraged and recognised. No individual Director or group of Directors dominates the deliberations and the decision-making process. A summary of the Board composition and competencies resident as at the date of this CG Overview Statement is set out below:

• Financial Services	• Corporate Governance
• Strategic Planning	• Accounting and Finance
• Business Transformation	• Taxation
• Customer Management	• Technology
• Risk Management	• Legal and Compliance
• Human Capital Management	• Branding and Image
	• Sustainability

POLICY FOR DIRECTORS

The NRC considers the following in assessing the fitness and propriety of a person identified for potential appointment or for re-appointment/re-election as a Director:

- i) the persons’ ability to supplement the collective skill sets of the Board and bring different perspectives to the Board, with a focus on skills that are of particular relevance to the current operating environment; and
- ii) his/her fitness and propriety to be considered for appointment/re-appointment/re-election based on the factors specified in the Policy of Director’s Fit and Proper.

The Policy of Director’s Fit and Proper sets out the process of appointing and removing Key Responsible Persons and specifies the stringent assessment candidates are subject to, which criteria, amongst others, cover:

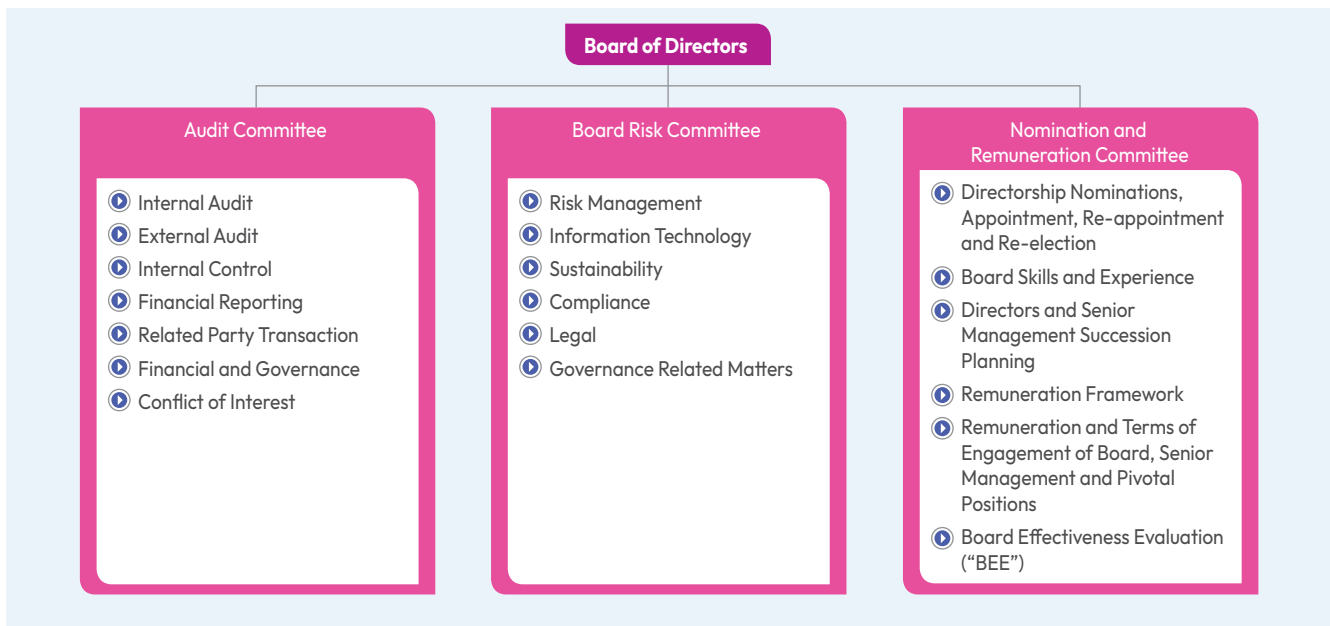
- Probity, personal integrity, honesty, ethical behaviour and independence;
- Experience, competencies and capabilities;
- Financial soundness and solvency;
- Commitment and ability to devote the requisite time to serve; and
- Character.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

BOARD COMMITTEES

The Board is assisted by dedicated Board Committees, formed under their respective Term of Reference (“TOR”), in accordance with the MMLR and best practices prescribed by MCCG, to assist the Board in discharging their responsibilities. Board Committees examine specific issues and report to the Board with their recommendations. The ultimate responsibility for decision-making lies with the Board.

Board Committees as at the end of the year under review are depicted below, along with a brief description of their respective core oversight areas:



The functions and TOR of the Board Committees and their delegated authorities have been approved by the Board and are reviewed periodically to ensure continuing relevance and in alignment with the prevailing operating environment. In FYE2026, the TOR of the NRC was reviewed and a revised TOR was issued which took effect on 15 May 2025.

REMUNERATION OF DIRECTORS AND TOP MANAGEMENT

The Board recognises that an attractive, comprehensive and fair remuneration package is fundamental to attracting and retaining talented, high performing Directors and Top Management. Hence, a Policy of Directors and Top Management Remuneration is in place to guide compensation structuring to ensure competitiveness and appropriateness.

The NRC is responsible for formulating and reviewing remuneration policies and packages to ensure they are competitive, appropriate and commensurate with the individual’s experience, skills and level of responsibilities, and are aligned to industry benchmarks. The aggregate remuneration paid or payable to all Directors of the Company for FYE2026 is listed on a named basis along with a detailed breakdown in the CG Report under Practice 8.1.

All NRC members are independent directors, they support and assist the Board in implementing the Remuneration Policy and all other related matters. The NRC is chaired by Datuk Adinan bin Maning, the Senior Independent Non-Executive Director.

The NRC’s TOR is available in the Company’s website under Terms of Reference section at:

 <https://aeoncredit.com.my/about-us/corporate-governance/board-risk-charter/>

or by scanning the QR Code below:



During the year under review, the Board, via the NRC, performed the annual assessment on the composition, TOR and performance of the NRC collectively and each of its members individually. After considering the results of the assessment, the Board was satisfied that the NRC collectively and each of its members have discharged their responsibilities and duties and contributed effectively in accordance with the NRC’s TOR. Details of NRC meetings in the year under review, are set out below:

Director	Designation	Attendance
Datuk Adinan bin Maning	Senior Independent Non-Executive Director	4/4
S Sunthara Moorthy A/L S Subramaniam	Independent Non-Executive Director	4/4
Chin Pik Yuen <i>(Appointed on 1 October 2025)</i>	Independent Non-Executive Director	1/1
Datin Yasmin Ahmad Merican <i>(Resigned on 23 June 2025)</i>	Independent Non-Executive Director	1/1

Key activities of the NRC during FYE2026, include:

- i) Reviewed the Board Effectiveness Evaluation (“BEE”) Report and made appropriate recommendations on matters arising from the Report for the Board’s consideration;
- ii) Reviewed and recommended suitable orientation programmes for new Directors and training for Directors’ continuous learning and development;
- iii) Conducted assessment and due diligence on qualified candidates for appointment to the Board and subsequently made recommendation to the Board for appointment of the new member;
- iv) Reviewed and recommended for the Board’s approval, the proposed organisation structure and its effective date, for the Board, Board Committees, Executive Directors and Executive Officers, including the Managing Director and Chief Executive Officer and Deputy CEOs of the Group;
- v) Reviewed and updated the Board on the progress of the Company’s Management succession planning;
- vi) Evaluated and recommended to the Board for approval, the re-election of Directors who will be retiring at the upcoming AGM of the Company;
- vii) Discussed and proposed to the Board for approval, the Directors’ emoluments for Non-Executive Directors of the Group;

- viii) Discussed and proposed to the Board for approval, Executive Directors’ and Executive Officers’ remuneration and annual performance bonus; and
- ix) Discussed and reviewed the report on Conflict of Interest and Potential Conflict of Interest of Directors and Management.

BOARD EFFECTIVENESS EVALUATION

The effectiveness of the Board is critical to delivering impactful leadership and driving value-focused stewardship for the Group. As an integral part of the Board’s commitment to accountability and to sustain a high performing Board, the Board conducts a rigorous BEE process annually to assess the performance of the Board, Board Committees and each individual Board member.

The BEE evaluates the performance and contributions of individual Directors across the period covered by the BEE in discharging their duties and meeting the expectations of their roles on the Board. Notably the BEE also has a principal focus on the Directors’ continuing learning and development to sustain high performance and alignment to the constantly changing external environment.

Once every three (3) years, an independent firm of consultants will be appointed to infuse independence and enhance the objectivity of the BEE process. The BEE for FYE2026 was conducted by an external consultant. Overall, the results demonstrate that the Board’s effectiveness remains strong against market benchmarks, exceeding the financial services sector average and aligning with the performance of leading organisations in other sectors. The assessment also indicates that the Board operates effectively, supported by an appropriate composition, a broad and complementary mix of skills and experience, and clear leadership.

Details of the latest BEE are set out in the CG Report available on the Company’s website and accessible via:

 <https://aeoncredit.com.my/about-us/corporate-governance/business-code-of-conduct/>

or by scanning the QR Code below:



CORPORATE GOVERNANCE OVERVIEW STATEMENT

DIRECTORS' TRAINING

The Board recognises the importance of continuous learning and development and acknowledges that training is critical to ensure that Directors are constantly kept relevant and abreast of the latest corporate regulatory developments and emerging topics impacting our business and operations. Training also equips the Directors with the necessary skills and knowledge to guide the Group in addressing the challenges of a constantly changing environment.

The Board has delegated the role of reviewing the training and development needs of Directors to the NRC. A comprehensive induction programme is provided to ease new Directors into their role and assist them in understanding the Group's business, challenges, issues and strategies. All new Directors are also provided with information packs containing the Board Charter, Code of Ethics and Conduct ("the Code"), TOR of Board Committees, the previous year's Integrated Annual Report and relevant Board materials to facilitate an understanding of the expectations of their roles.

As part of their continuous learning and development, Directors attended training on a range of topics relevant to their roles and responsibilities during the year under review. Of particular significance, the Board has received intensified training on climate-related matters, this includes exposure to the technical methodologies that are applied in this space. This has significantly raised the Board awareness on climate-related matters and strengthened their ability to interpret climate-related data to support informed decision-making.

The list of training programmes attended by the members of the Board in FYE2026 is set out below:

▶ NG ENG KIAT

Training Attended

- 2026 Budget/Tax Proposals
- Artificial Intelligence Compliance and Regulation & Deepfake Demo Session
- Ensuring Control, Accountability and Oversight for AI
- Introduction to Anti-Money Laundering ("AML")/Countering Financing of Terrorism ("CFT"), Sanctions
- Updates to Personal Data Protection Act ("PDPA")
- Navigating the National Sustainability Reporting Framework ("NSRF")
- Fraud Awareness Training
- Double Materiality Assessment Training
- Mandatory Accreditation Programme Part II: Leading for Impact ("LIP")
- Governance Programme
- AEON Bank Board Offsite Retreat
- MFRS 15 – Revenue from contracts with customers

▶ S SUNTHARA MOORTHY A/L S SUBRAMANIAM

Training Attended

- 2026 Budget/Tax Proposals
- Artificial Intelligence Compliance and Regulation & Deepfake Demo Session
- Ensuring Control, Accountability and Oversight for AI
- Introduction to Anti-Money Laundering ("AML")/Countering Financing of Terrorism ("CFT"), Sanctions
- Updates to Personal Data Protection Act ("PDPA")
- Navigating the National Sustainability Reporting Framework ("NSRF")
- Fraud Awareness Training
- Double Materiality Assessment Training
- AEON Bank Board Offsite Retreat
- 13th Colloquium: Sensible Regulation and Sensible De-regulation
- 14th Colloquium: Geo-economic Risk in a Fractured World

▶ DAISUKE MAEDA

Training Attended

- 2026 Budget/Tax Proposals
- Artificial Intelligence Compliance and Regulation & Deepfake Demo Session
- Ensuring Control, Accountability and Oversight for AI
- Introduction to Anti-Money Laundering ("AML")/Countering Financing of Terrorism ("CFT"), Sanctions
- Updates to Personal Data Protection Act ("PDPA")
- Navigating the National Sustainability Reporting Framework ("NSRF")
- Fraud Awareness Training
- Double Materiality Assessment Training
- Mandatory Accreditation Programme Part II: Leading for Impact ("LIP")

▶ DATUK ADINAN BIN MANING

Training Attended

- 2026 Budget/Tax Proposals
- Artificial Intelligence Compliance and Regulation & Deepfake Demo Session
- Ensuring Control, Accountability and Oversight for AI
- Introduction to Anti-Money Laundering ("AML")/Countering Financing of Terrorism ("CFT"), Sanctions
- Updates to Personal Data Protection Act ("PDPA")
- Navigating the National Sustainability Reporting Framework ("NSRF")
- Fraud Awareness Training
- Double Materiality Assessment Training

CHIN PIK YUEN

Training Attended

- 2026 Budget/Tax Proposals
- Artificial Intelligence Compliance and Regulation & Deepfake Demo Session
- Ensuring Control, Accountability and Oversight for AI
- Introduction to Anti-Money Laundering (“AML”)/Countering Financing of Terrorism (“CFT”), Sanctions
- Updates to Personal Data Protection Act (“PDPA”)
- Navigating the National Sustainability Reporting Framework (“NSRF”)
- Fraud Awareness Training
- Double Materiality Assessment Training
- Governance Programme
- Risk Assessment Workshop

WAN CHEE KEONG

Training Attended

- 2026 Budget/Tax Proposals
- Artificial Intelligence Compliance and Regulation & Deepfake Demo Session
- Ensuring Control, Accountability and Oversight for AI
- Introduction to Anti-Money Laundering (“AML”)/Countering Financing of Terrorism (“CFT”), Sanctions
- Updates to Personal Data Protection Act (“PDPA”)
- Navigating the National Sustainability Reporting Framework (“NSRF”)
- Fraud Awareness Training
- Double Materiality Assessment Training
- Mandatory Accreditation Programme Part II: Leading for Impact (“LIP”)
- Governance Programme

TSUTOMU OMODERA

Training Attended

- 2026 Budget/Tax Proposals
- Artificial Intelligence Compliance and Regulation & Deepfake Demo Session
- Ensuring Control, Accountability and Oversight for AI
- Introduction to Anti-Money Laundering (“AML”)/Countering Financing of Terrorism (“CFT”), Sanctions
- Updates to Personal Data Protection Act (“PDPA”)
- Navigating the National Sustainability Reporting Framework (“NSRF”)
- Fraud Awareness Training
- Double Materiality Assessment Training
- Mandatory Accreditation Programme Part II: Leading for Impact (“LIP”)

NAOYA OKADA

Training Attended

- 2026 Budget/Tax Proposals
- Introduction to Anti-Money Laundering (“AML”)/Countering Financing of Terrorism (“CFT”), Sanctions
- Updates to Personal Data Protection Act (“PDPA”)
- Navigating the National Sustainability Reporting Framework (“NSRF”)
- Fraud Awareness Training
- Double Materiality Assessment Training
- Governance Program
- ACCP-Alignment Strategic Workshop
- NRF 2025: Retail’s Big Show Asia Pacific
- Nikkei Forum Medini
- CGF Asia Retail CEO: The Consumer Goods Forum and Central Retail Group
- Japan Compliance Training
- Japan Policy Meeting & 56th AEON Top Seminar
- AEON Responsible Suppliers Forum 2025

FARAH SUHANAH BINTI AHMAD SARJI

Training Attended

- 2026 Budget/Tax Proposals
- Artificial Intelligence Compliance and Regulation & Deepfake Demo Session
- Ensuring Control, Accountability and Oversight for AI
- Introduction to Anti-Money Laundering (“AML”)/Countering Financing of Terrorism (“CFT”), Sanctions
- Updates to Personal Data Protection Act (“PDPA”)
- Navigating the National Sustainability Reporting Framework (“NSRF”)
- Double Materiality Assessment Training
- Building Sustainable Credibility: Assurance, Greenwashing and the Rise of Green-hushing
- E-Invoicing and its Impact on Directors
- Climate Change and the Impact to Our Net Zero Journey
- Sunway Leaders Conference 2025
- Driving Sustainable Organizations: Empowering Boards for Lasting Impact
- Independent Directors & Tax Exposure: Clearing the Air
- Artificial Intelligence (AI) related topic
- AOB Conversation with Audit Committee
- Maximizing the Value of Advanced Technology for Governance: AI, Blockchain, Crypto & Quantum Computing

SHAREEN SHARIZA BINTI ABDUL GHANI

Training Attended

- 2026 Budget/Tax Proposals
- Artificial Intelligence Compliance and Regulation & Deepfake Demo Session
- Ensuring Control, Accountability and Oversight for AI
- Double Materiality Assessment Training
- Mandatory Accreditation Programme Part II: Leading for Impact (“LIP”)
- Mandatory Accreditation Programme Part I
- Special Lecture - “China’s Business Models and Innovations and Their Global Implications”
- Module 1: Governance 101 – Duties, Roles & Legal Risks
- Module 2: Board Process & Decision Making
- Module 3: Financial Fluency – What Every Director Must Know
- Module 4: Governing with Integrity – Managing Grey Areas & Conflicts of Interest

LEE TYAN JEN

Training Attended

- 2026 Budget/Tax Proposals
- Artificial Intelligence Compliance and Regulation & Deepfake Demo Session
- Ensuring Control, Accountability and Oversight for AI
- Introduction to Anti-Money Laundering (“AML”)/Countering Financing of Terrorism (“CFT”), Sanctions
- Updates to Personal Data Protection Act (“PDPA”)
- Navigating the National Sustainability Reporting Framework (“NSRF”)
- Fraud Awareness Training
- Double Materiality Assessment Training
- Mandatory Accreditation Programme Part II: Leading for Impact (“LIP”)
- MasterCard Malaysia Customer Forum @ Bangkok
- Visa Client Connect
- AFS Relationship Conference
- Digital Finance Asia: Malaysia Edition 2025
- AI Governance Masterclass
- AFS Group Executive and Management Training

CORPORATE GOVERNANCE OVERVIEW STATEMENT

STRENGTHENING CORPORATE GOVERNANCE CULTURE

The Group has established the following policies to ensure that activities are carried out responsibly, ethically and with integrity:

AEON Foundational Ideals and Code of Ethics and Conduct

The Board, Management and employees of the Group are guided by the AEON Foundational Ideals (previously known as Code of Conduct) of pursuing peace, respecting humans, contributing to local communities, always with customers as our starting point, aligned with the objective of realising a sustainable society.

These basic principles take into consideration the interests of the Group’s customers, shareholders, employees, business partners and the broader community to ensure the Group operates its business with integrity, transparency and accountability.

All employees are briefed on the AEON Foundational Ideals upon commencement of employment and attend refresher training on an annual basis. Directors, management and employees are expected to observe high standards of integrity and fair dealing in relation to customers, business partners and regulators.

The AEON Foundational Ideals is accessible at the Company’s website at:

 <https://aeoncredit.com.my/about-us/our-purpose/>

or by scanning the QR Code below:



Policy of Whistle-Blowing and Procedure of Whistle-Blowing

The Group’s Policy of Whistle-blowing and Procedure of Whistle-blowing provide a transparent mechanism and avenue for all stakeholders to report or raise genuine concerns anonymously and confidentially on any misconduct without fear of retaliation and be afforded the requisite protection.

The Procedure of Whistle-blowing sets a clear procedural guide for stakeholders to raise concerns and to ensure that issues are directed to the appropriate authority so that definitive action can be taken accordingly where the ensuing investigations find the concerns raised to be valid. All whistle-blowing reports have to be made in good faith with a reasonable belief that the information and allegation is true and not made frivolously and maliciously. Issues raised are subject to thorough reviews, impartial investigations and resolutions with strict confidentiality.

The Policy of Whistle-blowing is accessible via the Company’s corporate website at <https://aeoncredit.com.my/about-us/corporate-governance/whistle-blowing-policy/>. All disclosures are further managed by authorised personnel with strictest confidentiality.

The Senior Independent Director who is also Chairman of the Board Risk Committee has been appointed to oversee the effective implementation of this Policy. The list of whistle-blowing channels provided by the Group is as follows:

<p>Whistle-Blowing Channel</p> <p>Email to: eSID@aeoncredit.com.my</p> <p><i>Note: For bribery, false claim, or abuse of power/position issue only.</i></p> <p>Designated Recipient</p> <ul style="list-style-type: none"> i. Senior Independent Director ii. Audit Committee Chairman iii. Chief Risk Officer (“CRO”) 	<p>Direct Report</p> <p>Board of Directors</p>
<p>Whistle-Blowing Channel</p> <p>Send letter to: Chief Risk Officer AEON Credit Service (M) Berhad Level 18, UOA Corporate Tower Avenue 10, The Vertical Bangsar South City No. 8, Jalan Kerinchi 59200 Kuala Lumpur Malaysia</p> <p>STRICTLY PRIVATE & CONFIDENTIAL</p> <p><i>Note: For bribery, false claim, or abuse of power/position issue only.</i></p> <p>Designated Recipient Chief Risk Officer</p>	<p>-</p>
<p>Whistle-Blowing Channel</p> <p>Report to Malaysian Anti-Corruption Commission via: https://www.sprm.gov.my/</p> <p><i>Note: For bribery, false claim, or abuse of power/position issue only.</i></p> <p>Designated Recipient Malaysian Anti-Corruption Commission</p>	<p>-</p>

Policy of Anti-Bribery and Corruption Management System

The Group's Policy of Anti-Bribery and Corruption Management System ("ABCMS") puts into action the Group's commitment to conduct business responsibly, ethically with integrity and sincerity. Anti-bribery and anti-corruption programmes, placing emphasis on critical requirements and providing clear guidance to safeguard the Group against bribery and corruption risk, are essential for ensuring adherence to a strong anti-bribery and anti-corruption culture. In upholding the commitment to anti-bribery and anti-corruption, the Group:

- i) Adopts zero tolerance of all forms of bribery and corruption;
- ii) Complies with and adheres to the provisions of the Malaysian Anti-Corruption Commission Act 2009 (Act 694) and other applicable laws and regulations, rules, policies and procedures;
- iii) Promotes and inculcates an anti-bribery and Anti-Corruption culture which is continuously reinforced, improved and monitored;
- iv) Upholds the values of transparency and provides whistle-blowing channels along with the mandated whistle-blower protection to encourage reporting of any bribery and corruption practices in good faith; and
- v) Establishes an independent compliance function to oversee the implementation of anti-bribery programmes.

The Group strictly does not tolerate any act of bribery and corruption and requires all our business associates (including its employees, directors, agents, representatives and sub-contractors) to be aware of and adhere to the Group's policies in relation to anti-bribery and anti-corruption. Any instances or suspicions of corruption, bribery, conflicts of interest or other unethical behaviour must be reported via the designated whistle-blowing channels, reinforcing the Group's commitment to eliminate bribery and corruption of all forms in the Group's operations.

The Policy of Anti-Bribery and Corruption Management System ("ABCMS") was revised and updated in FYE2026 to align with latest regulatory expectations from BNM, Malaysia Institute of Integrity ("MI") and ISO updated requirements. Key changes were:

- i) Appointment of the Chief Integrity Officer to strengthen integrity oversight and reinforce the Group's ethical governance framework; and
- ii) Extend the use of the Integrity Declaration Form to business associates, namely vendors and merchants to support consistent application of ABCMS controls across Business Units.

Policy of Gift and Entertainment

The Group continuously promotes and reinforces impeccable business ethics, an integral part of this is a rigorous emphasis on compliance with the Group's Policy of Gift and Entertainment which requires all employees to demonstrate the highest standards of ethics and comply with AEON Foundational Ideals when dealing with potential and existing business partners and stakeholders. All employees must practice fair treatment, unbiased professionalism and non-discriminatory actions, and the following is strictly prohibited:

- i) Acceptance of any form of entertainment and hospitality from business partners;
- ii) Acceptance/offer of any kind of cash from/to business partners;
- iii) Acceptance/offering of any kind of gift from/to business partners, provided where the receipt of gift from business partners is unavoidable, in which case, it must be reported to an immediate supervisor along with completion of the Declaration of Acceptance Form;
- iv) Personally receiving product samples from business partners; and
- v) Receiving transportation arrangements from business partners.

Under no circumstances may an employee take a gift home. All employees are required to professionally inform business partners, stakeholders and other relevant parties of the Group's Policy of Entertainment and Gift and request them to adhere to this Policy by not providing any gift to our employees, at any time, for any reason.

The Policy of Entertainment and Gift was revised and updated in FYE2026 to align with the latest regulatory expectations from BNM, MI and ISO updated requirements.

ISO37001: 2016 Anti-Bribery Management System ("ABMS")

The Group's certification in ISO37001: 2016 Anti-Bribery Management Systems testifies to the robustness of the governance and underlying processes in place to prevent, detect and address events of bribery. First certified in 2020, the Group was successfully recertified in March 2023 for an additional three (3) years. The Group strives to ensure all employees act professionally and ethically, consistent with our AEON Foundational Ideals in all business dealings. Similarly, the Group requires our suppliers and agents to uphold the highest standards of integrity in their dealings with the Group.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Group conducts regular anti-bribery and anti-corruption training for all employees and business associates to reinforce the importance of integrity and good conduct. Our employees are required to undergo regular assessments to test their level of understanding of the Group's anti-bribery and anti-corruption requirements, in particular Section 17A of the Malaysian Anti-Corruption Commission Act 2009.

Annually, all employees, business associates and suppliers are required to commit to an Anti-Bribery Pledge by signing-off on an Integrity Declaration to explicitly demonstrate their commitment towards creating a transparent and fair business environment that is free from bribery and corruption.

2

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT

In keeping with the practice of good corporate governance, which are intrinsic and critical to our business as a financial services provider and in compliance with requirements of our regulators, AEON Credit has instituted a strong and comprehensive system of internal controls. The controls ensure that risks inherent in our business and other emerging risks are appropriately identified, managed and mitigated to support the achievement of the Group's goals and objectives within defined risk appetites.

The Board acknowledges the criticality of managing and mitigating risks arising in our business given its dynamic nature, the intensely competitive and evolving landscape, and the risk profiles that are extremely sensitive to economic fluctuations, to ensure continued resilience.

The Board also takes cognisance of its overall responsibility to establish a sound risk management and internal control system, review their adequacy and effectiveness from time to time, and to institute remediation measures where needed. As part of its overall risk governance, the Board recognises the importance of climate-related risks within the Group's Enterprise Risk Management Framework and considers them alongside other business risks. The BRC oversees sustainability reporting to ensure compliance with applicable reporting requirements as they become relevant to the Group, including the National Sustainability Reporting Framework.

In keeping with overall industry direction, the Group has experienced increasing and growing IT ubiquity across operations from the front customer-facing office through to the operational support functions at the back office. Significant benefits have been realised from the Group's many digitalisation initiatives, in tandem, risks associated with IT applications have also increased and with this, heightened regulatory scrutiny. Accordingly, the Board has strengthened its focus on IT governance and cybersecurity to ensure, foremost, that customers' interests are protected and, equally important, the Group's assets and data are secured.

This focus also extends to overseeing the conduct of significant IT projects to ensure implementations are successful and completed within budgetary and time estimates and anticipated value creation capabilities are not compromised.

The BRC supports the Board in fulfilling its responsibilities for risk governance, management and oversight, so as to manage the overall risk exposure of the Group as well as to support sustained value creation.

The Board, supported by the AC, regularly evaluates the adequacy and effectiveness of the Group's system of internal controls through diligent oversight, conduct of internal and external audits and reviews of the resulting internal and external audit reports.

The Board is of the view that the systems of internal control and risk management in place during the financial year under review, in addition to being sound, are functioning effectively as intended to safeguard the Group's assets, shareholders' investments and the interests of stakeholders.

AUDIT COMMITTEE

The Board is assisted by the AC in fulfilling its statutory and fiduciary responsibilities of overseeing, monitoring and assessing the reliability of the Group's financial management, accounting processes, financial reporting practices and system of internal controls. Additionally, the AC is responsible for assessing the independence and effectiveness of both the external and internal audit functions as well as providing direction, governance and oversight over these functions on behalf of the Board.

The AC regularly interacts with both the internal auditor and external auditor to understand their independent assessment and objective views with regards to the strengths and weaknesses and efficacy of the systems of risk management and internal controls. All major audit findings are given due consideration and the associated management responses are independently and critically assessed and monitored to ensure desired outcomes are achieved.

The AC comprises three (3) members, all of whom are Independent Non-Executive Directors, which meets the requirements of Paragraphs 15.09 and 15.10 of the MMLR and the requirement set out in Practice 9.4 (Step Up) under Principle B of the MCGG. The Chairman of the AC, S Sunthara Moorthy A/L S Subramaniam is a Fellow Member of the Association of Chartered Certified Accountants ("ACCA") and a member of the Malaysian Institute of Accountants ("MIA"). Chin Pik Yuen is also a member of the MIA and Malaysian Institute of Certified Public Accountants ("MICPA"). All AC members are conversant with finance and accounting, and they collectively possess the relevant skills, knowledge and experience to support the effective discharge of their duties.

The AC Chairman is appointed by the Board and is not the Chairman of the Board. Having different individuals chair the Board and AC enhances the independence and objectivity and enables the Board to objectively review the AC’s findings and recommendations. During the year under review, the Board, via the NRC, performed the annual assessment of the performance and contributions of the AC and each of its members pursuant to Paragraph 15.20 of the MMLR. The Board was satisfied with the overall effectiveness of the AC in that the AC and each of its members have discharged their functions, duties and responsibilities in accordance with the AC’s TOR.

The composition, authority as well as the duties and responsibilities of the AC are set out under its TOR which has been approved by the Board.

This TOR is available on the Company’s website under Terms of Reference section at:

 <https://aeoncredit.com.my/about-us/corporate-governance/board-risk-charter/>

or by scanning the QR Code below:



11 AC meetings were held during FYE2026. Details of the AC members’ meeting attendance are set out below:

Director	Designation	Attendance
S Sunthara Moorthy A/L S Subramaniam	Independent Non-Executive Director	11/11
Chin Pik Yuen	Independent Non-Executive Director	11/11
Farah Suhanah binti Ahmad Sarji	Independent Non-Executive Director	11/11

The Company Secretary, as the Secretary of the AC, the Chief Financial Officer (“CFO”) and Head of Internal Audit Division, were in attendance at all AC meetings held during the financial year. Upon invitation, the Managing Director and Chief Executive Officer, Executive Director, Executive Officers, related management personnel and representatives of the External Auditors also attended specific meetings for matters that required their input.

The AC Chairman reports to the Board on matters deliberated during AC meetings and submits any recommendation(s) arising for the Board’s consideration and approval. Minutes of each AC meeting are recorded and circulated to all members of the Board and tabled at Board Meetings for notation.

The details of AC activities in FYE2026 are set out in the Audit Committee Report on pages 176 to 180 of this Integrated Annual Report.

BOARD RISK COMMITTEE

The BRC is established to support the Board in discharging its governance and oversight responsibilities pertaining to risk management. The BRC’s primary responsibilities include reviewing the adequacy and effectiveness of risk management strategies, risk tolerance levels, risk appetites, as well as the risk management framework, processes and practices. Additionally, the BRC oversees key sustainability-related matters, including the Sustainability Framework, material sustainability risks and opportunities, material sustainability matters, sustainability performance metrics and reporting.

The BRC comprises three (3) Independent Non-Executive Directors and is chaired by Datuk Adinan bin Maning, Senior Independent Non-Executive Director. The composition, authority as well as the duties and responsibilities of the BRC are set out under its TOR which has been approved by the Board.

This TOR is available on the Company’s website under Terms of Reference section at:

 <https://aeoncredit.com.my/about-us/corporate-governance/board-risk-charter/>

or by scanning the QR Code below:



The BRC is vested with the following authorities by the Board:

- i) To investigate any matters within its terms of reference;
- ii) To obtain any information it requires from employees who are obligated to cooperate;
- iii) Full and unrestricted access to any information it requires to properly and effectively discharge its duties;
- iv) To engage with the internal and external auditors, through the AC, as well as the Management and personnel of the Group;
- v) To secure adequate resources required to fulfil its duties and responsibilities including legal or other independent professional advice as it considers necessary, at the expense of the Group; and
- vi) To report to Bursa Securities any matter that has not been satisfactorily resolved resulting in a breach of the MMLR, after the matter has been reported to the Board.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

The BRC Chairman maintains regular engagement with the Chairman of the Board and Senior Management including the Managing Director and Chief Executive Officer and Chief Risk Officer (“CRO”) in order to be kept informed of matters affecting the Group. On an annual basis, a private session will be held between the BRC and CRO, without the presence of any Management members including the Managing Director and Chief Executive Officer or any executive member of the Board, to discuss and resolve any sensitive issues independently, transparently and objectively.

Reviews of the BRC composition and performance are conducted annually and subject to approval by the Board. During the year under review, the Board, via the NRC, performed the annual assessment of the performance and contributions of the BRC and each of its members. The Board was satisfied that the BRC and each of its members have discharged their responsibilities and duties in accordance with the BRC’s TOR.

The BRC is mandated under its TOR to meet at least four (4) times a year and additional meetings may be called by the BRC Chairman if necessary. Six (6) BRC meetings were held in FYE2026 which include a Special BRC meeting. Details of the BRC members’ meeting attendance during FYE2026 are set out below:

Director	Designation	Attendance
Datuk Adinan bin Maning¹	Senior Independent Non-Executive Director	4/6
Wan Chee Keong	Independent Non-Executive Director	6/6
Shareen Shariza binti Abdul Ghani <i>(Appointed on 1 October 2025)</i>	Independent Non-Executive Director	2/2
Datin Yasmin Ahmad Merican² <i>(Resigned on 23 June 2025)</i>	Independent Non-Executive Director	1/2

¹ Unable to attend 2 meetings due to medical reasons

² Unable to attend 1 meeting due to medical reason

The details of BRC activities in FYE2026 are set out in the Board Risk Committee Report on pages 181 to 183 of this Integrated Annual Report.

3

PRINCIPLE C: INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS

COMMUNICATION WITH STAKEHOLDERS

AEON Credit is committed to ensuring that its communications with shareholders and various stakeholders, both internal and external are effective, clear, transparent, timely, regular and with quality information. The Group continuously discloses and disseminates comprehensive and relevant material information to the public through various channels to keep the relevant parties informed of business activities, strategies, financial performance and other material information that warrant their attention. This will enable various stakeholders, in particular shareholders and investors to make data-based informed decisions.

Corporate Website

- i) The Corporate website (www.aeoncredit.com.my) contains updated information on corporate announcements, corporate identity information, including Purpose and Beliefs, Whistle-Blowing channels, and other pertinent information;
- ii) Corporate Governance-related information including Board Charter, Board Committees’ TOR, CG Report and corporate policies;
- iii) Announcements to Bursa Securities on the quarterly/annual financial performance and corporate developments in the Group as well as quarterly analyst briefings; and
- iv) Integrated Annual Report and CG Report, containing comprehensive information on the financial results, operations, prospects, activities conducted, sustainability statement and developments in corporate governance.

Consumer Website

- i) The Consumer website (www.myaeoncredit.com.my) is updated with the latest product campaigns and product disclosure sheet that provides relevant information to facilitate customers in decision-making. Notably, there are also advisories for our customers in relation to protection against scams and malicious activities to raise their awareness and diligence.

Investor Relations

The Group's investor relations activities incorporate regular, effective and transparent communication with shareholders, analysts, fund managers and stakeholders, amongst others, these cover:

- i) Briefing sessions are conducted for analysts and fund managers after announcements of quarterly/annual financial performance and corporate developments in the Group to Bursa Securities.
- ii) Updates of the Group's activities, product launches and significant corporate announcements from time to time; and
- iii) A dedicated investor relations e-mail contact: ir_info@aeoncredit.com.my for shareholders to submit queries or comments on any issues of concern.

Other Stakeholder Engagement

Meetings, engagements and participation in events involving regulators, industry associations, business partners, merchants, and local community, etc.

CONDUCT OF GENERAL MEETINGS

AGM is the principal platform for dialogue and direct interaction between the shareholders, the Board and the Management. In line with best practice and in compliance with the MCCG, the notice of AGM, setting out the agenda together with the Integrated Annual Report is sent to shareholders at least twenty-eight (28) days prior to the date of the AGM.

The 28th AGM of the Company was convened physically on 25 June 2025 at Grand Ballroom, Level 2, InterContinental Kuala Lumpur. The CFO, Company Secretary and the Engagement Partner representing the external auditors, Deloitte Malaysia PLT, were also present.

The Chairman and Managing Director and Chief Executive Officer delivered separate presentations to shareholders on various pertinent topics including the Group's FYE2025 performance review, significant milestones and initiatives, dividend pay-out, FYE2026 prospects and strategies, following which the CFO addressed questions received from the Minority Shareholders Watch Group ("MSWG") and from shareholders prior to the AGM. Subsequently, the floor was opened for an open Question and Answer ("Q&A") session during which shareholders posed questions which were addressed by the Chairman, Managing Director and Chief Executive Officer and CFO.

The meeting minutes were published within thirty (30) business days from the 28th AGM on AEON Credit's corporate website at <https://aeoncredit.com.my/wp-content/uploads/MINUTES-OF-28TH-AGM.pdf>.

KEY FOCUS AND FUTURE PRIORITIES

As a leading financial services provider, it is obligatory for the Group to contribute to and uphold the stability of the country's financial system. Strong CG will be instrumental and indeed critical. As always, the future focus will remain on reinforcing and continually embracing strong CG practices. Alongside, priority will be accorded to emerging risk perspectives that are not traditionally viewed as significant risk areas, these include sustainability and the newer aspects of IT, in particular Artificial Intelligence. In these areas the Group will continue to strengthen competencies and build capabilities for effective and impactful governance and oversight.

Risk management will continue to take centre stage, the nature of our business mandates a relentlessly intense focus on risk management. Accordingly, the Group will continue to maintain a sharp focus on strengthening credit risk management through enhanced underwriting standards and proactive portfolio monitoring to safeguard asset quality amid evolving economic conditions. In parallel, the Group will further deepen the integration of ESG considerations into our business and risk management frameworks, including deepening compliance to reporting requirements of IFRS S1 and IFRS S2 and other relevant global sustainability reporting frameworks to increase transparency in sustainability reporting.

We will also prioritise investments in cybersecurity and digital resilience to enhance the security, stability and robustness of our technology infrastructure, ensuring continued protection of customer data and uninterrupted service delivery in an increasingly digitalised operating environment.

This Corporate Governance Overview Statement was approved by the Board of Directors on 7 May 2026. The Board takes cognisance of MCCG's Practice 8.2, however in the interests of the Group, the Board has taken the decision not to disclose the top five (5) Senior Management members' remuneration in bands of RM50,000 as the Board is of the opinion that the disclosure on a named basis for the Senior Management would not serve the Group well in light of confidentiality concerns as well as the intense competition for good talent.

AUDIT COMMITTEE REPORT

COMPOSITION OF THE AUDIT COMMITTEE (“AC”)

The AC members are appointed by the Board from amongst its non-executive members. The AC comprises of three (3) members, all of whom are Independent Non-Executive Directors.

The AC composition meets the requirement of Paragraphs 15.09 and 15.10 of the Main Market Listing Requirements (“MMLR”) of Bursa Securities, which sets out that the AC must be composed of not fewer than three (3) members, all of whom must be non-executive directors, with the Chairman and a majority of the members being independent directors and at least one (1) member of the AC must be a member of the Malaysian Institute of Accountants, and no alternate director is appointed as a member of the AC. The AC Chairman, S Sunthara Moorthy A/L S Subramaniam and Chin Pik Yuen are members of the Malaysian Institute of Accountants.

The AC composition also meets the requirement set out in Practice 9.4 (Step Up) under Principle B of the Malaysian Code on Corporate Governance (“MCCG”) that the AC should comprise solely of independent directors.

MEETING AND ATTENDANCE

During the financial year ended 28 February 2026, the AC convened eleven (11) meetings. The attendance of each AC member at the AC Meetings during the financial year is as set out in the Table below:

Name/Status of Directorship	Number of Meetings	
	Held During Tenure in Office	Attendance
S Sunthara Moorthy A/L S Subramaniam Chairman/Independent Non-Executive Director	11	11
Chin Pik Yuen Member/Independent Non-Executive Director	11	11
Farah Suhanah binti Ahmad Sarji Member/Independent Non-Executive Director	11	11

The Company Secretary, being the Secretary of the AC, the Chief Financial Officer and Head of Internal Audit Division attended all the meetings held during the financial year for the purposes of recording the minutes of each AC Meeting, briefing the AC on the developments and clarification of issues relating to their respective areas of responsibilities. The Managing Director and Chief Executive Officer, Deputy Chief Executive Officers, Executive Officers were invited to attend the AC Meetings, and other management personnel and representatives of the External Auditors also attended specific meetings for matters that require their input.

At the Board Meetings, the AC Chairman reports to the Board on matters deliberated during the AC Meetings, summarising key discussions and the recommendations of the AC for the Board’s consideration and approval. The minutes of each AC Meeting were circulated to all members of the Board and tabled at the Board Meetings for notation.

REVIEW OF THE AC’S TERM OF OFFICE AND PERFORMANCE

Pursuant to Paragraph 15.20 of the MMLR of Bursa Securities, the Board, through the Nomination and Remuneration Committee (“NRC”) had on 13 May 2025, reviewed the term of office and performance of the AC and each of its members.

Having considered the NRC’s evaluation along with the results of the Board Evaluation Exercise for the financial year ended 28 February 2025, which was facilitated by the Company Secretary, and the AC members’ Self & Peer Evaluation tabled to the Board on 13 May 2025, the Board was satisfied with the overall effectiveness of the AC, in which the AC and each of its members have discharged their functions, duties and responsibilities in accordance with the AC’s Terms of Reference. The AC’s Terms of Reference is available on the Company’s corporate website under the Terms of Reference section at <https://aeoncredit.com.my/about-us/corporate-governance/>.

SUMMARY OF ACTIVITIES OF THE AC

The AC in discharging its functions and duties as set out in its Terms of Reference had carried out the following main activities:

Financial Reporting

- At the scheduled quarterly AC Meetings, reviewed and discussed with Management, the quarterly unaudited financial results for the year under review before recommending the same to the Board for consideration and approval for release to Bursa Securities.
- At the AC Meeting held on 22 April 2025, reviewed the Audited Financial Statements of the Group and of the Company for the financial year ended 28 February 2025 and key audit matter presented by the External Auditors, Messrs. Deloitte Malaysia PLT prior to its recommendation to the Board for consideration and approval.

The AC had also reviewed the unaudited financial results for the fourth quarter ended 28 February 2026 at the AC Meeting held on 2 April 2026 and the draft Audited Financial Statements of the Group and of the Company for the financial year ended 28 February 2026 at the Special AC Meeting held on 21 April 2026.

Internal Control Over Financial Reporting (“Japanese Sarbanes-Oxley” or “J-SOX”)

- a) Reviewed and deliberated the J-SOX Internal Control Audit Report for the financial year ended 28 February 2025 issued by Messrs. Deloitte Malaysia PLT on the findings and Management’s action plan to address the issues raised arising from the independent assessment on the effectiveness of the internal control over financial reporting, which covered the areas of Entity Level Control, Financial Closing Reporting Process, Process Level Control and General IT Control.

External Audit

- a) Reviewed and deliberated the report issued by Messrs. Deloitte Malaysia PLT, on audit findings and remedial actions taken by Management to address the issues raised arising from the statutory audit at the AC Meeting held on 3 April 2025.
- b) Reviewed and deliberated on the progress of remedial measures taken to address the findings reported in the Management Letter issued by Messrs. Deloitte Malaysia PLT in connection with the audit for the financial year ended 28 February 2025.
- c) Reviewed and evaluated with Management the performance, competency and professionalism demonstrated by the External Auditors and recommended to the Board on the re-appointment of the External Auditors, Messrs. Deloitte Malaysia PLT for the financial year ended 28 February 2026. Input/feedbacks obtained from the relevant Management personnel, who had substantial contact and dealings with the External Auditors throughout the year, were also considered and assessed covering areas, such as professional reputation and independence of the external auditors, its quality control processes/performance, the competence of the audit partner and the audit team members assigned to the engagement, adequacy of the audit scope and planning as well as maintaining active communication with the AC and Management during the audit process and their responsiveness in attending to issues. Accordingly, the AC was satisfied with Messrs. Deloitte Malaysia PLT’s overall performance and technical competency and the AC also took note of Messrs. Deloitte Malaysia PLT’s 2024 Transparency Report.
- d) Reviewed and recommended to the Board for consideration the proposed audit and non-audit fees for the External Auditors, Messrs. Deloitte Malaysia PLT in respect of the statutory audit and other non-audit services.
- e) Reviewed and discussed with the External Auditors, Messrs. Deloitte Malaysia PLT on their terms of engagement, proposed audit remuneration and audit plan setting out the proposed scope of work, audit methodology, timeline and areas of audit focus prior to commencement of the annual statutory audit for the financial year ended 28 February 2026.

- f) Reviewed and deliberated the Independent Auditors’ Limited Assurance Report issued by Messrs. Deloitte Malaysia PLT on the adequacy of controls for the Company’s Trust Account in accordance with Paragraph 16 (Safeguarding of Funds) of the Bank Negara Malaysia’s Policy Document on Electronic Money (“E-Money”).
- g) During the financial year, the AC had two (2) private sessions with the Engagement Partner of Messrs. Deloitte Malaysia PLT, without the presence of the Executive Board members, Management and Internal Auditors on 3 April 2025 and 18 September 2025, to discuss any areas of audit concerns in relation to their work, ensure audit issues were addressed on a timely basis and to obtain their feedback for improvements. This is to ensure that the External Auditors can freely discuss and express their opinions on any matter to the AC and the AC can be sufficiently assured that the External Auditors have been fully provided with all relevant information and responses to all queries from the Management.

Related Party Transactions (“RPT”)

- a) Reviewed the annual circular to shareholders in respect of the proposed renewal of existing Shareholders’ Mandate for recurrent related party transactions and the proposed new Shareholders’ Mandate for additional recurrent related party transactions of a revenue or trading nature, which were necessary for the day-to-day operations and recommended the same to the Board for consideration prior to obtaining the approval from the Shareholders.
- b) Reviewed the report on recurrent related party transactions at the scheduled quarterly AC Meetings taking into account the nature and amount of the transactions in ensuring that the transactions were conducted at arm’s length basis and on normal commercial terms, and not detrimental to the interests of the minority shareholders and are in the best interest of the Company. To ensure proper reporting and disclosure, the aggregate value of the recurrent related party transactions are individually tracked and monitored against the estimated value set out in the Shareholders’ Mandate.
- c) Reviewed and recommended to the Board for approval the following proposed Related Party Transactions and Recurrent Related Party Transactions to ensure that the terms and conditions of the transactions are commercially driven and at arm’s length basis:
- Renewal of contract with AEON Delight (M) Sdn. Bhd. for placement of advertisement at its vending machines.
 - Renewal of recruitment counter space rental agreement with AEON CO. (M) BHD.
 - Renewal of advertisement space rental agreement with AEON CO. (M) BHD.

AUDIT COMMITTEE REPORT

- Renewal of advertisement space rental agreement with AEON BiG (M) Sdn. Bhd.
- Business Advisory Fee and Brand Royalty Fee Agreement with AEON Financial Service Co., Ltd. for the financial year ended 28 February 2026.
- AEON Insurance Brokers (M) Sdn. Bhd. – Business Advisory Fee for the financial year ended 28 February 2025 payable to AEON Financial Service Co., Ltd.
- The proposed Joint Venture and Shareholders' Agreement with AEON CO. (M) BHD. to set up the AEON Living Zone.
- Establishment of the Business Management Services Agreement between the Company and AEON360 Sdn. Bhd.
- Establishment of the Insourced Resource Agreement between the Company and AEON360 Sdn. Bhd., whereby AEON360 Sdn. Bhd. shall be responsible for supporting the operations of the AEON Point Programme on behalf of the Company.
- Establishment of collaboration programme with AEON Bank (M) Berhad.

Conflict of Interest (“COI”)

- a) Reviewed the semi-annual declaration of any COI/potential COI situations received from the Directors and Key Senior Management of the Company and the subsidiary companies, AEON Insurance Brokers (M) Sdn. Bhd. and AEON360 Sdn. Bhd. for the First-Half Year Ended 31 August 2025 and Second Half-Year Ended 28 February 2026 at the AC Meetings held on 18 September 2025 and 2 April 2026 respectively. Save for the declaration received from the Managing Director and Chief Executive Officer of the Company, there was no COI or potential COI situation, including interest in any competing business with the Group being declared by the Key Senior Management of the Group.

In respect of the Managing Director and Chief Executive Officer, Non-Independent Directors and Independent Non-Executive Director of the Company, who hold current roles and/or directorships within the AEON Group of Companies with which the Company has related party transactions, the AC has accordingly reviewed the recurrent related party transactions. The Company will continue to address the COI where the Non-Independent Directors will abstain from voting on these transactions and shareholders' approval is sought, details of which are provided in the circular to shareholders. The AC has also received assurance from the Management that any related party transactions or recurrent related party transactions were conducted at arm's length basis and on normal commercial terms, and not detrimental to the interests of the minority shareholders and are in the best interest of the Company.

During the year under review, the AC received and reviewed one (1) instance of potential COI as disclosed by one (1) Independent Non-Executive Director, Chin Pik Yuen, for holding directorship as an Independent Non-Executive Director of Bonds Supermarket Sdn. Bhd. (“Bonds Supermarket”), where a related company, i.e. iFast Global Bank Limited (“iFAST Bank”) is offering digital personal banking services in the United Kingdom, and another related company, i.e. iFast Pay Sdn Bhd (“iFAST Pay”) has received an approval-in-principle from Bank Negara Malaysia to operate as an Electronic Money Issuer to hold a Money Services Business Class A license. Chin Pik Yuen has declared that no impact is expected from her directorship in Bonds Supermarket. While Bonds Supermarket, iFAST Bank and iFast Pay are within the same group, there are no direct shareholdings among the companies, and they remain separate and distinct in operations, board and senior management control.

Accordingly, the AC reviewed the reported potential COI situation and resolved that the following measures be taken to mitigate any potential COI situation that may arise from her appointment as an Independent Non-Executive Director of Bonds Supermarket:

- In the event any COI matters are anticipated or may arise from the change of her status of directorship and/or change of shareholding structure/nature of business of Bonds Supermarket or its group of companies, a declaration shall be made and notified to the Company Secretary immediately after the relevant facts have come to her knowledge.
- Half-yearly declarations to the AC and the Board of the Group until such potential/perceived COI is no longer relevant.

Internal Audit

- a) At the scheduled quarterly AC Meetings, reviewed and deliberated the internal audit reports, which highlighted the audit findings, recommendations and root causes as well as Management's action plan thereto, to ensure that appropriate actions had been taken by Management to improve the systems of internal controls and the processes on the areas highlighted.
- b) Reviewed the status report on the progress of remedial actions taken or to be taken to resolve the outstanding audit issues along with the implementation status of the Management's remedial actions at the scheduled quarterly AC meetings, to ensure that the remedial measures are implemented promptly and appropriately.
- c) At the AC Meeting held on 3 April 2025, the AC evaluated the performance and effectiveness of the Internal Audit function pursuant to Paragraph 15.12 of the MMLR of Bursa Securities, which include the adequacy of the scope, functions, competency and

resources of the Internal Audit Division, and that it has the requisite authority to carry out its work independently. In this relation, the AC is of the view that the Internal Audit Division is independent, effective and adequately resourced.

- d) During the financial year, the AC had two (2) private sessions with the Head of Internal Audit Division, on 1 July 2025 and 11 December 2025, without the presence of the Executive Board members and Management to enable the Head of Internal Audit Division to discuss any issues or significant matters with the AC privately.
- e) At the AC Meeting held on 11 December 2025, reviewed and approved the Annual Audit Plan of the Internal Audit Division for the financial year ending 28 February 2027, ensuring comprehensiveness and adequacy of the audit scope and plan, and resources of the internal audit function.

Integrated Annual Report

- a) Reviewed and recommended for Board's approval, the AC Report, Statement on Risk Management and Internal Control, and Directors' Responsibility Statement in relation to the Audited Financial Statements for inclusion in the Integrated Annual Report for year 2025.

Other Matters

- a) Reviewed and deliberated the audit report issued by Management Audit Department, AEON Financial Service Co., Ltd. pursuant to its audit conducted on the Company and the remedial actions taken by Management in respect of the reported findings and the committed timeline to rectify the gaps highlighted. The progress of the remedial measures taken and implementation status were also reported to the AC regularly to ensure that all matters highlighted in the report are adequately addressed by the Management.
- b) Reviewed the proposals presented by Management on the declaration and distributions of interim and final dividends to shareholders, taking into consideration the solvency tests performed by Management before recommending such proposals to the Board for consideration.
- c) Reviewed and recommended to the Board for approval the proposed capital injection of RM125 million into AEON Bank (M) Berhad.
- d) Reviewed with Management the proposed Policy of Tax Governance, and recommended the same to the Board for consideration and approval.

- e) Reviewed and recommended to the Board for approval the Management's proposal for refinement of the Expected Credit Loss ("ECL") Model on Agensi Kaunseling dan Pengurusan Kredit ("AKPK") staging.
- f) Reviewed and recommended to the Board for approval, the appointment of consulting firms:
- To carry out Transfer Pricing Documentation update for financial year ended 28 February 2025 in respect of tax filing for Year of Assessment 2025;
 - To provide advisory services to carry out the implementation of the Tax Corporate Governance Framework;
 - To provide technical advisory support on the Malaysian Financial Reporting Standards ("MFRS") 9 Expected Credit Loss model enhancement;
 - To carry out a stamp duty health check for the Group;
 - To produce a defence file on brand royalty fee deductibility; and
 - To determine the fair value of the Loyalty Management System.

INTERNAL AUDIT FUNCTION

The Internal Audit Division provides independent and objective assurance to the Group, guided by a philosophy of adding value and improving operations. It supports the Group in achieving its objectives through a systematic and disciplined approach to evaluating and improving the effectiveness of the risk management, internal control, anti-corruption, whistleblowing and governance processes as implemented by Management.

The Internal Audit Division comprises eighteen (18) personnel, including five (5) in managerial roles, and the team possesses an appropriate mix of experience and qualifications to effectively discharge its responsibilities. The internal audit function is headed by the Head of Internal Audit Division, Phang Chee Chong, who has more than thirty (30) years of experience in internal auditing across the financial and non-financial services sectors. He holds a Master of Business Administration ("MBA"), and is a Chartered Member of the Institute of Internal Auditors Malaysia ("CMIIA"). He also holds several professional certifications, including Certified Internal Auditor ("CIA"), Certified Information Systems Auditor ("CISA"), Certified Fraud Examiner ("CFE"), Certified Financial Services Auditor ("CFSA"), Certified Bank Auditor ("CBA"), Certified ISO/IEC27001 Lead Auditor, Certified ISO37001 Lead Auditor, Certification in Risk Management Assurance ("CRMA"), Certified in Risk and Information Systems Control ("CRISC"), Certified in the Governance of Enterprise IT ("CGEIT"), and Quality Assessor certificate.

AUDIT COMMITTEE REPORT

In accordance with Practice 11.1 of the MCCG, the Internal Audit Division reports functionally to the AC and administratively to the Managing Director and Chief Executive Officer to maintain its impartiality and objectivity. Through this reporting structure, the AC also provides oversight and ensures that the Internal Audit Division is adequately resourced and accorded the necessary authority to discharge its responsibilities effectively and independently.

The internal audit functions are guided by the Global Internal Audit Standards issued by the Institute of Internal Auditors, and are carried out in accordance with the Internal Audit Charter approved by the AC, as well as the Internal Audit policy and procedures, and the AC's Terms of Reference. The Internal Audit Division has no direct operational responsibilities or authority over any of the activities audited and maintains unrestricted access to the AC in the discharge of its duties. In line with Practice 11.2 of the MCCG and Standard 7.1 (Organisational Independence) of the Global Internal Audit Standards, the Head of Internal Audit Division and all internal auditors have confirmed to the AC in December 2025 via the annual declaration that they were free from any relationships or conflict of interest which could impair their objectivity and independence in their audit engagements.

The Internal Audit Division adopted a risk-based audit approach in developing its annual audit plan, which was reviewed and approved by the AC. The scope of Internal Audit Division's mandate was unrestricted, encompassing all key activities across the Group, including business and support functions, region offices and branches, mandated regulatory reviews, outsourced activities, J-SOX assessment, ISO internal audits and subsidiaries. All auditable areas were risk ranked using a structured risk-based audit planning methodology to prioritise the audit coverage, with emphasis on higher risk areas, and the resulting audit coverage, scope, priorities and resources were incorporated into the Annual Audit Plan for the financial year ended 28 February 2026, which was approved by the AC in December 2024.

During the year under review, the Internal Audit Division conducted the internal audit engagements in accordance with the approved Annual Audit Plan to review the adequacy and effectiveness of the risk management, internal control, anti-corruption, whistle-blowing, and governance processes implemented by the Management as well as to evaluate compliance with relevant policies, procedures and regulations, which encompassed auditing the Group's business and support functions (including the regional offices and branches), information systems, IT operations & security, J-SOX assessments, and the subsidiary company, AEON Insurance Brokers (M) Sdn. Bhd.

Accordingly, the Internal Audit Division also reviewed the recurrent related party transactions on a quarterly basis, and participated as an independent observer during the Business Continuity Plan test, Disaster Recovery Plan tests, and Cyber Security Drill Exercise. Other key focus areas audited by Internal Audit Division during the year under review included the following:

- Conducted regulatory audit reviews based on policy documents and guidelines issued by the regulatory authority in the areas of Management of Customer Information and Permitted Disclosure, Managing Risks Associated with Payment Instruments, Credit Card, Payment Card Framework, Responsible Financing, Fair Treatment of Financial Consumers, Product Transparency & Disclosure, Complaint Handling Management, Guideline on AKPK - Roles of Financial Service Providers, and Policy Document on Anti-Money Laundering, Countering Financing of Terrorism, Countering Proliferation Financing and Targeted Financial Sanctions for Financial Institutions.
- Performed thematic internal audit reviews on areas such as Anti-Bribery Management System (ISO37001:2016), Information Security Management System (ISO27001:2022), Quality Management System (ISO9001:2015) and Environmental Management System (ISO14001:2015).

Control deficiencies/gaps and areas for improvements noted from these audits were highlighted to the appropriate level of Management for action plans in addressing control gaps identified. Root causes of issues noted were assessed to enable relevant recommendations and ensure remedial measures are taken to address the audit issues in a timely manner. Internal Audit Division also tabled the audit issues, root causes and remedial action plans thereto, as well as the progress of remedial actions taken on open audit issues, for discussion and deliberation at the monthly Internal Audit Meetings attended by the Managing Director and Chief Executive Officer, Deputy Chief Executive Officers and Executive Officers and Chief Risk Officer of the Group.

The Internal Audit Division also provided the report to the AC at each quarterly AC Meeting, regarding the results of the audit reviews in the preceding quarter, findings from the audit reviews, root causes and Management's rectification actions plans to address the audit findings. Follow-up reviews on open audit issues were conducted by Internal Audit Division and status updates were provided to the AC on the progress of remedial measures, which have been or will be taken to address the audit findings.

The total cost incurred in respect of the internal audit function for the financial year under review was approximately RM2.82 million (FYE2025: RM2.51 million).

BOARD RISK COMMITTEE REPORT

INTRODUCTION

The Board Risk Committee (“BRC”) is a governing body appointed by the Board of Directors (“the Board”), in fulfilling its oversight responsibilities in relation to the Group’s risk management, internal control functions, and sustainability related matters as embodied in the Group’s Risk Management and Sustainability frameworks.

The BRC also provides strategic guidance and oversight to the Management on the Group’s risk appetite, strategy and key risks that have an impact on its long-term objectives. In addition, the BRC oversees the Group’s sustainability strategy and sustainability reporting and ensures this permeates throughout the organisation.

COMPOSITION AND MEETING ATTENDANCE

The BRC members are appointed by the Board from amongst its non-executive members. The BRC consists of three (3) members, all of whom are Independent Non-Executive Directors.

All of them possess sound judgement, independent attitude, management experience, professionalism, integrity and knowledge of the industry. None of the BRC members have appointed alternative directors.

The BRC composition meets the requirement set out in Practice 10.3 (Step Up) under Principal B of the Malaysian Code on Corporate Governance (“MCCG”) whereby the BRC should comprise a majority of independent directors to oversee the Company’s risk management framework and policies.

The appointment or termination of any BRC member is at the discretion of the Board, upon recommendation by the Nomination and Remuneration Committee. The Secretary to the BRC is the Company Secretary. The Secretary shall, in conjunction with the Chairman, draw up an agenda, which shall be circulated together with relevant support papers, at least one (1) week prior to each meeting, to the BRC members.

To facilitate discussions on risk-related matters, the Managing Director and Chief Executive Officer (“MD and CEO”), Executive Director, Executive Officers, other Board members, Management, consultants or other advisors may be invited to attend the BRC meetings as and when required, to provide input, advice, relevant information, and clarifications on agenda items.

The quorum for the meeting consists of two (2) and the majority of members present must be independent directors. In the absence of the Chairman, the members present shall elect a Chairperson for the meeting from amongst the members present.

The BRC shall meet at least once a year with the Chief Risk Officer to discuss any matters without the presence of the Management and any executive members of the Board. The BRC may conduct its meetings to include participation by any member or invitee.

The Chairman of the BRC shall attend the Annual General Meeting to respond to any shareholders’ queries on the BRC’s activities, roles and responsibilities.

For the FYE2026, six (6) BRC meetings were held and the attendance of the BRC members was recorded as follows:

Name/Status of Directorship	Number of Meetings	
	Held During Tenure in Office	Attendance
Datuk Adinan bin Maning Chairman/ Senior Independent Non-Executive Director	6	4
Wan Chee Keong Member/Independent Non-Executive Director	6	6
Shareen Shariza binti Abdul Ghani <i>(Appointed on 1 October 2025)</i> Member/Independent Non-Executive Director	2	2
Datin Yasmin Ahmad Merican <i>(Resigned on 23 June 2025)</i> Member/Independent Non-Executive Director	2	1

During the financial year, Shareen Shariza binti Abdul Ghani was appointed as a member of the BRC on 1 October 2025, succeeding Datin Yasmin Ahmad Merican, who resigned as Director of the Company on 23 June 2025.

In respect of Sustainability, the BRC ensures that the Group obtains precise and pertinent data regarding Environment, Social, and Governance (“ESG”) matters. It oversees compliance with the reporting processes to promote transparency and consistency in ESG disclosures. The BRC works closely with Management to develop impactful ESG reports and disclosures and makes sure these disclosures are in line with the Group’s overarching strategy and mission. The BRC closely monitors the Group’s ESG performance, tracks progress towards sustainability goals and oversees the management of ESG risks, proactively identifying potential risks and opportunities.

BOARD RISK COMMITTEE REPORT

SUMMARY OF BRC ACTIVITIES DURING THE FYE2026

For the FYE2026, the BRC in the discharge of its functions and duties as set out in its terms of reference, have carried out the following principal activities:

Risk Management

- a) Reviewed and discussed the quarterly risk management report of the Group:
 - Company Level Key Risk Indicator (“KRI”);
 - Reported Incidents;
 - External Fraud Cases/Trend;
 - Customer Complaints;
 - Business Continuity Management;
 - Stress Testing; and
 - Whistleblowing Cases/Complaints Resolution.
- b) Reviewed and deliberated market/environment and emerging risks.
- c) Reviewed the subsidiary companies’ risk management related issues.
- d) Discussed matters arising from risk management reports and resolution of matters addressed.

Compliance

- a) Reviewed and discussed the regulatory, anti-money laundering and compliance matters.
- b) Reviewed and recommended the proposed revisions of the compliance related framework and policies to the Board for approval:
 - Framework of Compliance;
 - Policy of Anti-Money Laundering, Countering Financing of Terrorism, Countering Proliferation Financing and Targeted Financial Sanctions (“AML/CFT/CPF and TFS”);
 - Policy of Personal Data Governance;
 - Policy of Fair Treatment of Financial Consumers (“FTFC”); and
 - Policy of Gift and Entertainment.
- c) Reviewed Bank Negara Malaysia (“BNM”)’s Payment Services Providers’ Self-Assessment Questionnaire (“PSAQ”) and recommended to the Board for approval before submission to BNM.

Sustainability

- a) Reviewed the Group’s Sustainability Framework, 3-year Sustainability Roadmap and key ESG initiatives.
- b) Reviewed the Sustainability-Linked Loan (“SLL”)’s performance targets.
- c) Reviewed the Climate Action Initiatives.
- d) Reviewed the Financial Inclusion Plan Initiatives.
- e) Reviewed the Corporate Social Responsibility (“CSR”) activities.
- f) Reviewed and recommended the proposed adoption of the Social Financing Framework to the Board for approval.

Integrated Annual Report

- a) Reviewed the following statement and reports for inclusion in the Integrated Annual Report:
 - Board Risk Committee (“BRC”) Report;
 - Statement on Risk Management and Internal Control;
 - Sustainability Statement;
 - Corporate Governance Overview Statement; and
 - Corporate Governance Report.

Others

- a) Reviewed the money lending operation of the Group and the release of the necessary quarterly announcements.
- b) Reviewed the Policy of Anti-Bribery and Corruption Management System (“ABCMS”) and recommended to the Board for approval.
- c) Reviewed the report on ABCMS Management Review.

RESPONSIBILITIES

Risk Management

- Assessing the Group’s processes relating to its risks and control environment.
- Reviewing and recommending risk management strategies, policies, and risk tolerance for the Board’s approval.
- Reviewing the adequacy of the Group’s risk management framework, monitoring principal risks that affect the Group and ensuring that the evaluation of risk management and mitigation measures are in place in order to safeguard stakeholder interests and the Group’s assets.

- Conducting annual review on the adequacy and effectiveness of risk management processes and practices.
- Reviewing the Group's stress test procedures including test scenarios, parameters, key assumptions and results.
- Reviewing Management's periodic report on risk appetite, risk exposure, risk portfolio composition, and risk management activities to ensure that the risk reports are provided with appropriate risk responses.
- Reviewing the Group's Business Continuity Management Framework and policy for dealing with extreme internal/external events and disasters.
- Reviewing and recommending corrective and preventive measures undertaken to remedy failings and/or weaknesses in the risk management processes and practices.
- Reviewing the risk management report and whether appropriate actions are taken by Management on the recommendations made.
- Reviewing the appointment, transfer and dismissal of the Chief Risk Officer as well as to evaluate the adequacy of the risk management function.
- Reviewing the Integrated Annual Report and recommending it to the Board for approval.

Compliance

- Reviewing and approving legal, regulatory and compliance frameworks and policies.
- Discussing and deliberating legal, regulatory and compliance risk issues regularly to ensure the issues are resolved effectively and in timely manner.
- Evaluating the effectiveness of the Group's compliance function and overall management of compliance risk.

Sustainability

- Facilitating and promoting integration of sustainability considerations into business strategy and operations.
- Overseeing the framing of sustainability initiatives.
- Supporting formulation of sustainability policies.
- Overseeing, governing and monitoring performance in relation to execution of sustainability initiatives.
- Reviewing sustainability related matters including the Sustainability Framework, material sustainability risk, material sustainability matters, sustainability performance and reporting.

Other responsibilities

- Reviewing governance related matters that may be considered/requested by the Board from time to time.
- Carrying out such other assignments as may be agreed upon or delegated by the Board.
- Reviewing the Integrated Annual Report prior to Board's approval.
- Reviewing the subsidiary company's risk and compliance issues.
- Providing reasonable oversight over the implementation and effectiveness of the Group's Anti-Bribery compliance programs.

AUTHORITY

The BRC has the following authority as empowered by the Board:

- Investigate any matter within its terms of reference.
- Seek any information it requires from employees who are required to cooperate with any request made by the BRC.
- Have full and unrestricted access to any information pertaining to the Group.
- Have communication channels with internal and external auditors, through the Audit Committee, and with Senior Management of the Group.
- Have access to adequate resources required to perform its duties including legal or other independent professional advice as it considers necessary, at the expense of the Group.
- Report to Bursa Securities any matter that has not been satisfactorily resolved resulting in a breach of the MMLR of Bursa Securities, after the matter has been reported to the Board.

The Chairman of the BRC shall engage on a continuous basis, with the Chairman of the Board and Senior Management including the Managing Director and Chief Executive Officer and the Chief Risk Officer in order to be kept informed of matters affecting the Group.

PERFORMANCE

On an annual basis, the Board via the Nomination & Remuneration Committee will review and evaluate the term of office and performance of the BRC and its members to determine whether the BRC and its members have carried out their duties in accordance with their terms of reference.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

INTRODUCTION

In line with Paragraph 15.26(b) of Bursa Malaysia Securities Berhad (“Bursa Securities”) Main Market Listing Requirements (“MMLR”), the Board of Directors (“the Board”) of a listed issuer is required to include in its Integrated Annual Report a Statement on Risk Management and Internal Control. This statement which outlines the nature and the key features of risk management and internal control systems within AEON Credit Service (M) Berhad and its subsidiaries (“the Group”) for the financial year ended 28 February 2026 (“FYE2026”), has been prepared in accordance with:

- a) Section 7 of Statement on Risk Management and Internal Control (“SORMIC”); Guidelines for Directors of Listed Companies which was endorsed by Bursa Securities; and
- b) Malaysian Code on Corporate Governance (“MCCG”) issued by Securities Commission Malaysia.

Board’s Responsibilities

The Board reaffirms its commitment and holds overall responsibility for the establishment, oversight and effectiveness of the Group’s risk management and internal control framework. This includes reviewing and approving the Group’s overall risk strategy, risk appetite, risk tolerance as well as overseeing its implementation to support the sustainability initiatives of the Group. The Board has always placed significant emphasis on maintaining sound risk management and internal control systems that are necessary in safeguarding the Group’s assets and shareholders’ interest, as well as to ensure compliance with applicable laws and regulations. In light of the above, the Board ensures that there are appropriate risk management processes in place to identify, evaluate, review and manage significant or emerging risks that could derail the Group’s aim in meeting its objectives.

The Board recognises that the Group’s risk management and internal control systems are designed to manage and mitigate, rather than to eliminate the risk of failure in the achievement of goals and corporate objectives of the Group. The system can therefore only provide reasonable but not absolute assurance against the occurrence of material misstatement, fraud or losses, and that the risk management processes are designed to proactively minimise or mitigate such risks.

In acknowledging that having sound risk management and internal control systems are crucial, the Group has a governance structure in place to ensure effective oversight of risks and internal controls in the Group. For this, the Board is assisted by the Audit Committee (“AC”) and Board Risk Committee (“BRC”) to provide primary effective oversight responsibilities on the Group’s risk management and internal control activities. The Board remains responsible for the governance of the risk and internal controls with regard to the execution of the delegated oversight responsibilities.

For the FYE2026, six (6) BRC meetings were conducted to oversee the Group’s risk management, compliance and sustainability processes, with particular emphasis on their adequacy and effectiveness of these processes.

The BRC provides strategic direction on risk-related roles, responsibilities and reporting structures across the Group. Periodic reporting on the risk management activities undertaken by the Management are reported by the BRC to the Board. The BRC is also responsible to review the Group’s sustainability related matters, including Sustainability Framework, material matters covering Environment, Social and Governance (“ESG”) risks, and sustainability reporting. For more details on the function of the BRC, please refer to BRC Report on pages 181 to 183.

Management Responsibilities

The Management is responsible to assist the Board in implementing the Group’s frameworks, policies and procedures on risk and control by:

- Formulating and reviewing relevant frameworks, policies and procedures to manage risks in accordance with the Group’s strategic goals.
- Identifying, assessing, monitoring and reporting risks and internal control as well as taking proper actions. In identifying and mitigating or minimising the risks, it is essential for the Group to ensure the achievement of its business objectives and goals.
- Implementing remedial action to address deficiencies that were being identified and tracked for closure. Thereafter, to report to the Board for deliberation.
- Reviewing the changes in the market environment, be it economic, environmental, political or social and the impact of any emerging risks that can affect the Group and its businesses.
- Reporting in a timely manner to the Board on any changes in risks or emerging risks and the corresponding corrective actions taken.

The Management has provided assurance to the Board that the Group’s risk management and internal control systems are operating adequately and effectively in all material aspects with the necessary processes being implemented.

RISK MANAGEMENT AND INTERNAL CONTROL SYSTEM

The key functions and processes overseen by the Board to review the adequacy and effectiveness of the Group’s risk management and internal control systems include the following:

Risk Management

The Enterprise Risk Management Framework (“ERMF”) serves as a fundamental driver to address the risks the Group inevitably faces in delivering its objectives while balancing the appropriate level of risk taken without exposing itself to unacceptable potential losses or reputational damage. The ERMF has strengthened the risk management process through its integration with sound business practices for better decision making and ultimately enhance business performance to preserve the Group’s long-term value.

The key features of the ERMF include:

Risk Appetite

The Group's risk appetite is defined as the amount and types of risk that the Group is willing to accept, in pursuit of its business and strategic objectives.

It is an integral component of the Group's robust risk management framework. The risk appetite also provides a structure in understanding risk and is embedded in the day-to-day business activities.

Risk Governance and Oversight

Risk governance provides a formalised structured, and transparent framework that promotes involvement and accountability from the Board and Management in the risk management processes to ensure a uniform view of risk across the Group.

The three lines of defence address specific duties and responsibilities related to risk and control functions coordinated within the Group:

• 1st Line of Defence – Risk Taking

The first line of defence shall be managed by Business Units ("BUs") who have day-to-day ownership and management over risks and controls.

• 2nd Line of Defence – Risk Controlling

The second line of defence, managed by Risk Operation & Strategy Group and Compliance Group, supports senior management to monitor and review the first line of defence to ensure risks and controls are properly managed. Essentially, this is a management and oversight function that owns aspects of the risk management and compliance processes.

• 3rd Line of Defence – Assurance Party

The third line of defence provides assurance to senior management and the Board that the first and second lines efforts are consistent and meet expectations. This assurance function is performed by Internal Audit Division.

In providing effective oversight function, BRC is supported by the Risk & Compliance Committee ("RCC") to review the effectiveness of risk management, compliance, legal, sustainability and other governance related matters. The RCC comprises the key management team of the Group which include the Managing Director and Chief Executive Officer ("CEO") as Chairman, Top Management as the RCC members and the Group/Business Unit Heads as invitees including representatives from the Group's subsidiaries.

The RCC meetings, coordinated by the Group Risk Operation & Strategy Group and Group Compliance Group, are held on a monthly basis to address risk management, compliance, legal, ISO and other related matters together with mitigating measures and deliberating emerging issues that possibly impact the Group. Any new or amended frameworks and policies related to risk management, compliance and other related matters are reviewed by the Group Executive Committee ("GEC"), recommended by the BRC and subsequently approved by the Board.

During the financial year under review, the Group further strengthened its enterprise risk management framework by systemising key risk assessment processes, namely the Risk and Control Self-Assessment ("RCSA"), Anti-Bribery and Corruption Management System ("ABCMS") risk assessment and climate risk assessment through the adoption of the Governance, Risk and Compliance ("GRC") system.

With regard to climate-related risks, the Group conducted a Climate Scenario Analysis with reference to the Network for Greening the Financial System ("NGFS") scenarios. Through this exercise, a set of climate risks relevant to the Group's business and operations were identified, encompassing both physical and transition risks.

In FYE2026, the Group continued to prioritize incident management, particularly incidents with potential impact on customers or operational and service disruptions. All key incidents were addressed promptly through thorough investigations, with appropriate corrective and preventive action plans developed and implemented in a timely manner. All incidents were duly documented and reported to the relevant stakeholders, including the Board, and where applicable, to the regulators, namely Bank Negara Malaysia ("BNM"). For the financial year under review, the Group had zero incident reported relating to data breaches and bribery, reflecting the effectiveness of the Group's risk management, control environment, and governance practices.

During FYE2026, the Group established a Data & AI Governance Policy to strengthen governance practices, accountability structures and standards, while enhancing organisational readiness for emerging data and artificial intelligence use cases. In addition, the Policy on Personal Data Governance was reviewed and revised to ensure alignment with the Personal Data Protection Act (Amendment) Act 2024 ("PDPA"). The revision included the appointment of a Chief Data Officer ("CDO") and a Data Protection Officer ("DPO"). The Group also revised its ABCMS Policy to align with BNM's regulatory expectations by adopting the Corporate Integrity System Malaysia ("CISM") seven principles. As part of this enhancement, a Chief Integrity Officer ("CIGO") was appointed to further strengthen the Group's anti-bribery and integrity framework.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

Additionally, the Group successfully underwent recertification for ISO 37001:2016 Anti-Bribery Management System (“ABMS”) in January 2026, conducted by the appointed external certification body, SIRIM. The recertification affirms that the Group has reviewed and assessed the performance of its ABMS to ensure continued suitability, adequacy, effectiveness and alignment with the Group’s strategic direction. The Group also completed surveillance maintenance audits for ISO 9001:2015 Quality Management System (“QMS”), ISO/IEC 27001:2022 Information Security Management System (“ISMS”) and ISO 14001:2015 Environmental Management System (“EMS”) in December 2025, thereby maintaining its certifications and demonstrating continued compliance with internationally recognised standards.

In ensuring the Board’s and Management’s roles and responsibilities are adequately discharged, the Group has established a comprehensive structure of Management committees in place to assist and support the Board. Generally, there are two (2) meeting categories which are the Board Level Meeting and Company Level Meeting. The Board Level Meeting is supported by three (3) committees whereas the Company Level Meeting is supported by thirteen (13) committees. The committees have specific roles and mandates to provide comprehensive oversight and control functions within the Group.

The Group has been identified as a significant subsidiary of the immediate holding corporation, AEON Financial Service Co., Ltd. (“AFS”), Japan. As a significant subsidiary, the Group is required to comply with the AFS’s Framework of Internal Controls over Financial Reporting (“Japanese Sarbanes-Oxley” or “J-SOX”). Pursuant to this, the Management through Internal Audit Division, regularly conducts evaluation of internal controls in the Group to identify any significant impact on internal controls and financial reporting.

Risk and Compliance Culture

Risk Operation & Strategy Group and Compliance Group continuously seek to build a strong risk management and compliance culture by promoting awareness, ownership and accountability. Training, e-learning and awareness are being emphasised in order to promote the risk management and compliance culture. The risk management and compliance related frameworks, policies and procedures are reviewed on a periodic basis to meet changes in the business environment, as well as the requirements of applicable laws and regulations.

As part of fostering a strong risk and compliance culture, the Group has instilled a culture where the Board, management and all employees of the Group are committed to adhere to the requirement of relevant laws and regulations. This commitment is clearly demonstrated through the enhancement and strengthening of the Group’s policies, processes and controls in managing and preventing non-compliance.

Risk Management Process

There is a structured risk management process in place, ensuring that significant risks are identified and treated accordingly. The key elements of the Group’s risk management process are as follows:

a) Risk Identification

It is a process of identifying, understanding and assessing inherent risk for relevant products, new products or processes and business initiatives. It enables early detection of risk and ensures sound risk management practices are in place.

b) Risk Evaluation and Treatment

A combination of qualitative and quantitative methods is used by the Management to assess and evaluate the risk identified from two perspectives – risk likelihood and impact parameters. Management will then decide, in consultation with RCC on the necessary risk treatment options for subsequent implementation. Treatment options are being monitored and tracked till closure in order to mitigate the identified risk effectively from future occurrence.

c) Risk Monitoring and Reporting

Monitoring early warnings and key indicators are crucial in alerting the management on any potential risk events, and to put in place timely action to mitigate the potential risk. The results are then being reported and communicated at the appropriate platforms for further required actions.

d) Communication

The Group, through the RCC, continuously communicates and engages with stakeholders to identify possible risks in addition to the events and circumstances that could affect the objectives which includes the realisation of the opportunities.

Internal Control Systems

The Board is responsible for managing the key business risks of the Group and implementing an appropriate internal control system to manage those risks. The AC, assisted by the Internal Audit Division, provides the Board with the assurance it requires on the adequacy and integrity of the system of internal controls. The AC has an oversight function of all activities carried out by the Internal Audit Division.

To ensure that a sound system of controls is in place, the Group has upheld primary processes in reviewing the adequacy and integrity of the system of internal controls. The primary processes include:

- An annual business plan and budget which are submitted to the Board for approval. Actual performances are reviewed against the targeted results on a monthly basis for Management responses and actions, where applicable. Board reviews monthly reports from the management on the key operating statistics, and feedback on actions required are furnished to the senior management team.


- The AEON Foundational Ideals and AEON Group Future Vision share core values for all its people to practice and drive the Group as a market leader in enriching lives through innovative and sustainable solutions. AFS's "The Purpose" is a philosophy that reflects our commitment to delivering trusted financial services that promote prosperity for everyone.
- Built on these shared values and philosophy, the Group has established the Code of Ethics and Conduct which serves as a fundamental guide to ethical decision-making, ensures compliance with legal and regulatory frameworks, and protects the interests of the stakeholders of the group.
- The corporate decision authority matrix, corporate purchasing authority matrix and respective business units' authority matrix with defined empowerment and authority serves as a framework in regulating all business activities and decisions within the Group.
- The Group has in place written operating procedures in various areas of operations, which also incorporate risk management issues and updated as and when necessary to improve on the control environment and operational efficiency.

All the above mentioned processes are in place with the aim of providing reasonable assurance as to the accuracy of financial information, non-financial disclosures, the Group's compliance with applicable laws and regulations, and the effectiveness of the internal control systems. The Board will conduct reviews on a continuous basis to ensure the effectiveness, adequacy and integrity of the system of internal controls in safeguarding the Group's assets and stakeholders' interests.

Internal Audit Function

The Group has an adequately resourced in-house internal audit function. The primary responsibility of the Internal Audit Division is to provide independent and objective assessment on the adequacy and effectiveness of the risk management, internal control, anti-corruption, whistle-blowing and governance processes implemented by Management. The Internal Audit Division adopts a risk-based audit planning methodology to plan and prioritise the audit work focusing on high risk auditable areas, which encompassed auditing the Group's business and support functions, information systems, IT operations & security, J-SOX assessment, outsourced service providers and the subsidiaries.

These are guided by an annual internal audit plan, which is approved by the AC and internal audit reports are tabled at the AC Meetings for review and deliberation. Where applicable, the Internal Audit Division provides recommendations to improve the management of risks, control, anti-corruption, whistle-blowing and governance processes. The AC regularly reviews the status of rectification actions on the findings or recommendations by the Internal Audit Division.

 For more details on the function of the Internal Audit Division, please refer to pages 176 to 180, Audit Committee Report.

Associate

The Board's review of the Group's risk management and internal control systems excludes the operations of its material associate as the Group does not exercise direct management or operational control over this entity. However, the Group's interests are protected through Board representation and the review of relevant management accounts and performance reports.

Assessment of Risk Management and Internal Control Systems

The Board is satisfied with the adequacy and effectiveness of the Group's risk management and internal control systems. The Board has received assurance from the Managing Director and Chief Executive Officer and the Chief Financial Officer who represent the Management team of the Group that the Group's risk management and internal control systems, in all material aspects, are operating adequately and effectively. For the financial year under review, there were no material control failures or adverse compliance events that have directly resulted in any material loss to the Group.

Review of Statement by External Auditors

The external auditors have reviewed this Statement in accordance with Audit and Assurance Practice Guide 3 ("AAPG3"), Guidance for Auditors on Engagements to Report on the Statement on Risk Management and Internal Control included in the Annual Report issued by the Malaysian Institute of Accountants for inclusion in the annual report of the Group for the year ended 28 February 2026, and reported to the Board that nothing has come to their attention that causes them to believe that this statement is not prepared, in all material aspects, in accordance with the disclosures required to be set out by section 7 of the SORMIC GUIDE 2025 to be set out, nor it is factually inaccurate.

AAPG3 does not require the external auditors to consider whether the Directors' Statement on Risk Management and Internal Control covers all risks and controls, or to form an opinion on the adequacy and effectiveness of the Group's risk management and internal control system including the assessment and opinion by the Board of Directors and management thereon. The auditors also are not required to assess whether the approach described to managing material internal control aspects of any significant problems disclosed in the annual report and financial statements will, in fact, remedy the problems.

DIRECTORS' RESPONSIBILITY STATEMENT FOR THE AUDITED FINANCIAL STATEMENTS

The Directors are required by the Companies Act 2016 ("CA") to prepare the financial statements for each financial year which have been made out in accordance with the applicable Malaysian Financial Reporting Standards ("MFRSs"), the International Financial Reporting Standards ("IFRSs"), the requirements of the CA and the MMLR of Bursa Securities.

The Directors are responsible to ensure that the financial statements of the Group and of the Company are prepared with reasonable accuracy from the accounting records so as to give a true and fair view of the state of affairs of the Group and of the Company at the end of the financial year, and of the results and cash flows of the Group and of the Company for the financial year then ended.

In preparing the financial statements, the Directors have:

- adopted appropriate and relevant accounting policies and applied them consistently;
- made judgements and estimates that are reasonable and prudent; and
- prepared the annual audited financial statements on a going concern basis.

The Directors also have overall responsibility for taking such steps necessary to safeguard the assets of the Group and of the Company and to prevent and detect fraud and other irregularities.

ADDITIONAL COMPLIANCE INFORMATION DISCLOSURES

1. MATERIAL CONTRACTS OR LOANS INVOLVING DIRECTORS AND SUBSTANTIAL SHAREHOLDERS

There were no material contracts or loans entered into by the Group and the Company (not being contracts entered into in the ordinary course of business) involving the interests of Directors' and major Shareholders which were still subsisting as at the end of the financial year ended 28 February 2026 under review or which were entered into since the end of the previous financial year.

2. AUDIT AND NON-AUDIT FEES

The details of the audit and non-audit fees paid or payable for the financial year ended 28 February 2026 to the External Auditors are set out below:

	Group RM'000	Company RM'000
Audit Fees		
- Statutory audit	477	424
- J-SOX Audit	145	145
Total Audit Services	622	569
Non-Audit Fees		
- Statement of Risk Management and Internal Control review	12	12
- Regulatory reporting review	35	35
Total Non-Audit Services	47	47
Total Fees	669	616

3. UTILISATION OF PROCEEDS RAISED FROM CORPORATE PROPOSALS

There were no proceeds raised from corporate proposals during the financial year.

4. RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING NATURE

At the Twenty-Eighth (28th) Annual General Meeting ("AGM") held on Wednesday, 25 June 2025, the Company obtained a shareholders' mandate to allow the Company to enter into recurrent related party transactions of a revenue or trading nature. The disclosure of the recurrent related party transactions conducted during the financial year ended 28 February 2026 is set out on pages 239 to 242 of the Integrated Annual Report.

5. DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING

Pursuant to Paragraph 9.25A of the MAIN Market Listing Requirements, below are the financial data that are relevant for purpose of Shariah screening by the Shariah Advisory Council of the Securities Commission Malaysia. These include financial data on Shariah non-permissible income arising from the Group's business activities and interest-based financial position.

(a) Group Total Income and Total Assets

	Group	
	2026 RM'000	2025 RM'000
Revenue	2,471,668	2,200,723
Other income	214,219	256,569
Share of results of associate	(85,221)	(68,331)
Total income	2,600,666	2,388,961
Total assets	16,070,517	14,343,858

ADDITIONAL COMPLIANCE INFORMATION DISCLOSURES

(b) Business Activities

	Group	
	2026 RM'000	2025 RM'000
Shariah Non-Compliant Activities		
Conventional banking & finance and related services	397,252	381,189
Insurance income	13,630	11,296
Interest income	2,765	2,692
Total	413,647	395,177

(c) Component of Financial Position

(i) Cash Component

	Group	
	2026 RM'000	2025 RM'000
Islamic Account/Instruments		
Cash at bank	2,449	1,405
Deposits with licensed bank	262,344	494
Total	264,793	1,899
Conventional Account/Instruments		
Cash at bank	88,871	79,198
Deposits with licensed bank	38,944	35,403
Total	127,815	114,601

(ii) Debt Component

	Group	
	2026 RM'000	2025 RM'000
Islamic Financing		
Current		
Sukuk	299,881	199,994
Islamic Commercial Papers	148,092	247,268
Revolving credit and financing	300,000	250,000
Non-Current		
Sukuk	3,746,128	2,147,682
Term financing	249,180	-
Total	4,743,281	2,844,944
Conventional Borrowing		
Current		
Term loans	3,185,845	3,180,470
Revolving credit and loans	-	105,000
Bank overdrafts	-	23
Non-Current		
Term loans	4,009,558	4,653,032
Total	7,195,403	7,938,525