

2024 ANNUAL REPORT

AEON



Planting Seeds of Growth

We are AEON



ធនាគារឯកទេស អ៊ីអេស (ខេមបូឌា) ភីអិលស៊ី
AEON SPECIALIZED BANK (CAMBODIA) PLC.

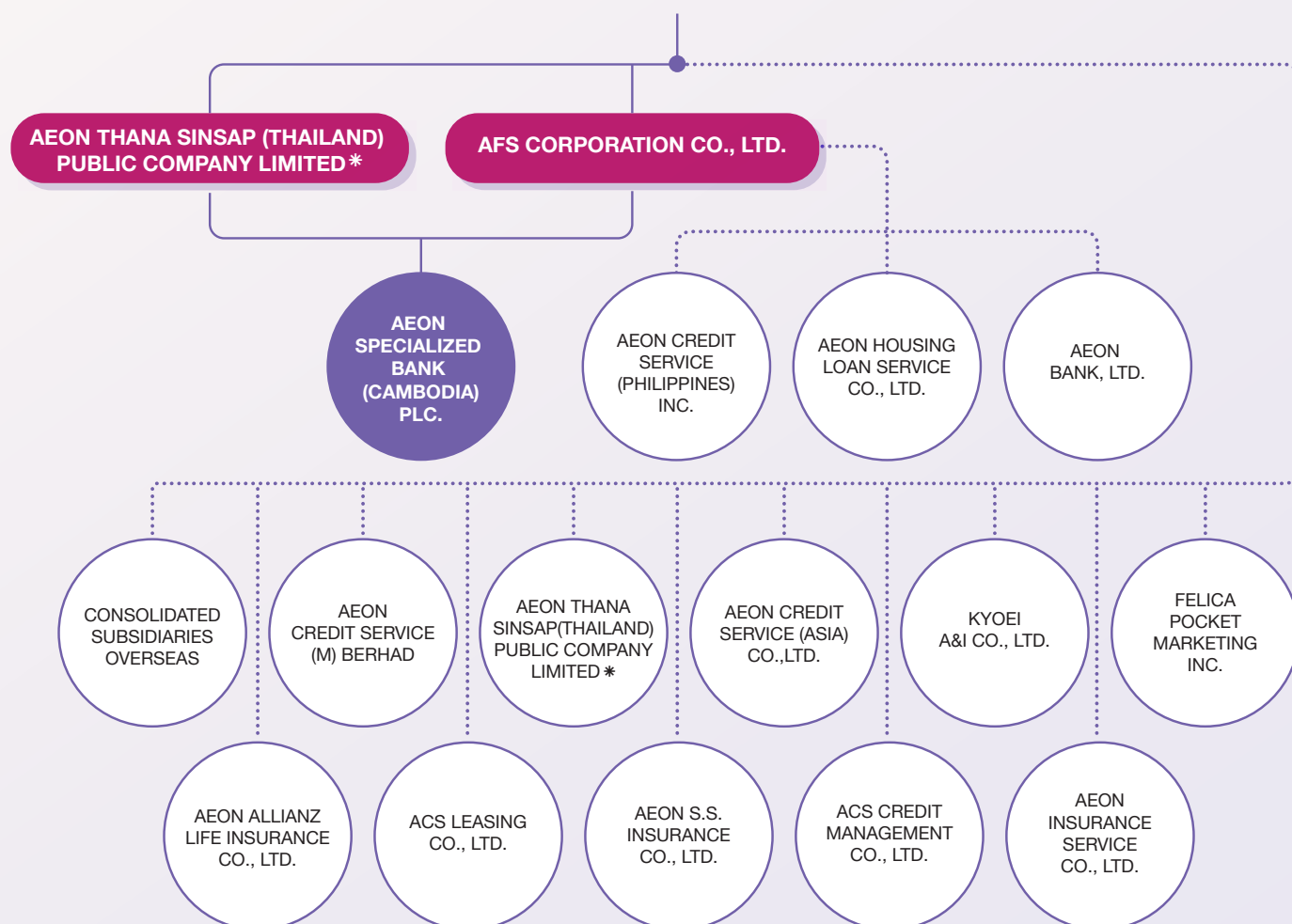
AEON SPECIALIZED BANK (CAMBODIA) PLC. ANNUAL REPORT 2024

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CHART OF AEON GROUP/AFS GROUP



AEON FINANCIAL SERVICE CO., LTD.



Note: both AEON THANA SINSAP (THAILAND) PUBLIC COMPANY LIMITED as shown above with "" symbol are the same company.

OUR BACKGROUND

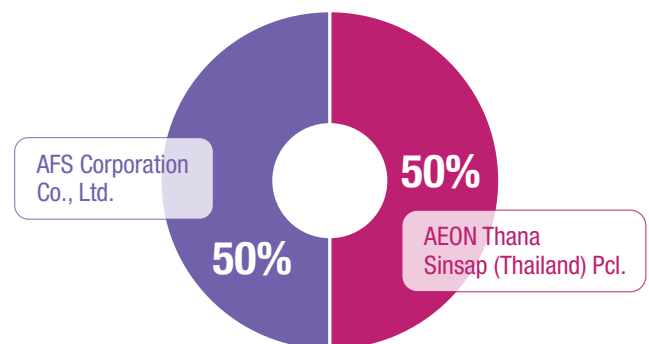


AEON Specialized Bank (Cambodia) Plc., (the “Company”), was incorporated as a public limited company in Cambodia which initially registered with Ministry of Commerce (“MOC”) on 5th October 2011 under Registration No. Co. 2380 E/2011 and has re-registered through online business registration with the new Registration Number 00006388. On 7th October 2011, the Company obtained its license as a micro-finance institution from National Bank of Cambodia (“NBC”). As a microfinance institution, the company was the first to offer unsecured Installment Service such as home appliances, motorbike, mobile phone, personal loan, and agriculture machinery.

On 26th October 2015, the Company obtained a specialized bank’s license from NBC. Since then, the Company has transformed into a specialized bank and started issuing Credit Card, AEON Wallet, AEON Card Mobile (m-Visa) as our business expansion.

In 2019 AEON Thana Sinsap (Thailand) Pcl. (“ATST”), a listed company in Thailand, owns 50% shares of the company while another 50% is owned by AFS Corporation Co., Ltd. (“AFSC”) a private company 100% owned by AEON Financial Service Co., Ltd. (“AFS”) which is listed in Tokyo Stock Exchange.

Ownership Structure of Company (2024)



CORPORATE HISTORY

2011

- Oct: Established AEON Microfinance (Cambodia) Co., Ltd
- Nov: Obtained the Microfinance Institution License
- Dec: Launched Installment Service



Capital: 1 Million USD

2012

- Jan: Launched Mobile Phone Installment Service
- Jul: Launched Motorcycle Installment Service

2013

- Apr: Positive Turnaround in Monthly Basis
- Jun: Siem Reap Branch Opening
- Sep: Launching Member Card
- Dec: Chamkamon Branch Opening

Capital: 4 Million USD

2014

- Mar: Launched Personal Loan Service
- May: Battambang Branch Opening
- May: Phnom Penh Head Office Relocation
- Jun: AEON Mall Branch Opening
- Oct: Kampong Cham Branch Opening

2015

- May: Banteay Meanchey Satellite Office Opening
- Oct: Obtain the Specialized Bank License
- Nov: Launched Tablet Application

Capital: 10 Million USD

2016

- Feb: Transformed to AEON Specialized Bank (Cambodia) Plc.
- Apr: Renovation of AEON Mall Branch
- Apr: Started Issuing Gold Credit Card
- Jul: Started Issuing Classic Credit Card



2017

- Jan: Pochentong Branch Opening
- Dec: VISA Award 2017

2018

- Apr: Launched Electronic Money (AEON Wallet)
- Apr: Launched Car Loan
- Jun: AEON Mall Sen Sok Branch Opening
- Aug: Takeo Branch Opening
- Aug: Banteay Meanchey Branch Opening
- Dec: Launched AEON Card Mobile (Scan to Pay)

Capital: 20 Million USD

2019

- Apr: Head Office Relocation
- Nov: Chbar Ampov Branch Opening

2020

- Dec: VISA Award 2020

2021

- Dec: VISA Award 2021

2022

- Jan: Launched AEON Rohas App
- Oct: Launched New FIFA Card Face
- Dec: VISA Award 2022

2023

- Feb: AEON Mall Mean Chey Branch Opening
- Feb: Kompong Speu Branch Opening
- Sep: Kompong Thom Branch Opening
- Nov: Kampot Branch Opening
- Dec: VISA Award 2023

2024

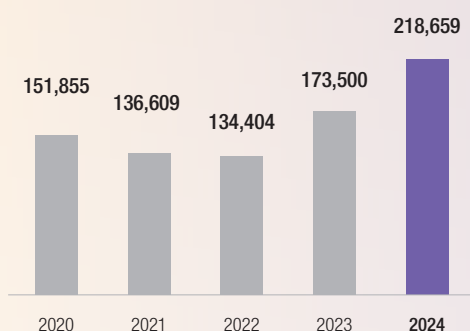
- Sep: Capital Injection 20 Million USD ATST and AFSC each raised 10 million USD in capital, increasing the total to 40 million USD.
- Dec: VISA Award 2024



FINANCIAL HIGHLIGHT

Total Sales

(Unit: '000 USD)



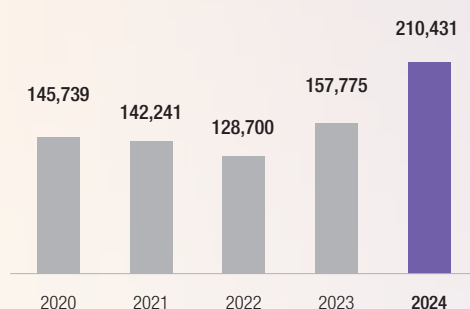
Total Revenue

(Unit: '000 USD)



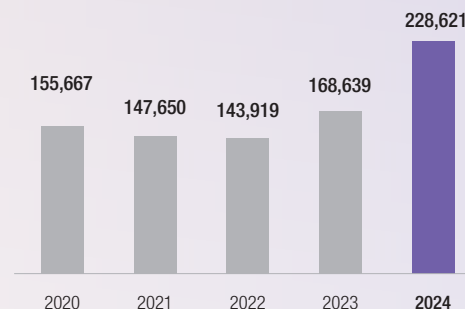
Total Receivable

(Unit: '000 USD)

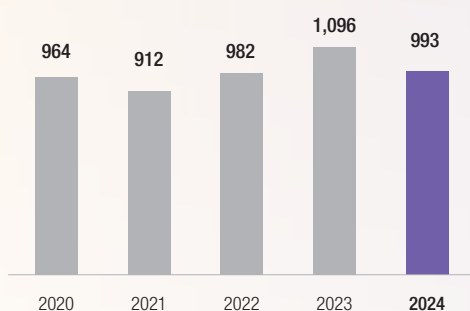


Total Assets

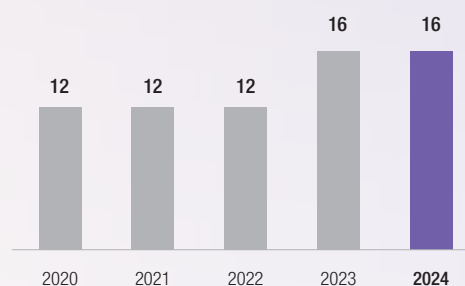
(Unit: '000 USD)



Manpower



Branch



The financial statements for the year ended 31 December 2024 have been prepared in accordance with Cambodian International Financial Reporting Standards ("CIFRSs") which are consistent report with previous year presented.

MESSAGE FROM MANAGEMENT

Mr. Junji Noda

Vice Chairman of the Board and
Managing Director

野田 潤史



Dear readership,

We were established in Cambodia in October 2011 as Microfinance institution which offered the first product of unsecured installment service. We have obtained a specialized bank license from NBC in October 2015 and started to issue credit cards in the following year. As a company of the AEON Group, we collaborate with AEON (Cambodia) Co., Ltd., AEON MALL (Cambodia) Co., Ltd. and AEON Delight Cambodia to expand our business.

After the economy recovered from the pandemic, it continued to grow every year by the expansion of key industries and a strong recovery in the tourism sector in Cambodia. In addition, the use of QR code payments has been popular and continued to expand strongly to meet customer convenience.

In 2024, the customer demand has expanded the financial market. Following this expansion, our receivable has been increased compared to last year. In addition, the digital shift in the service also has been accelerated. In response to this change, we were developing new digital services and planned to provide one application that combines multiple financial functions and support one stop services to AEON customers in the future.

We have been continuously recognized with the VISA Awards – Leadership in Credit Payment Volume since 2020, and we also have once again received this award in 2024 which reflects the enduring trust and support from our valued customers. In addition, we have received the Visa Awards – Champion of Security Award which recognizes “Good balance between managing fraud & enhancing customer payment experience”.

In 2025, we will continue to invest in system implementation and enhancement to seize digital shift opportunities. Through these initiatives, we focus on improving not only our customer service but also the back-office operation.

Finally, as part of the AEON Group, we collaborate with AEON (Cambodia) Co., Ltd., AEON MALL (Cambodia) Co., Ltd., and AEON Delight Cambodia to differentiate our products and services from other financial institutions, and we will contribute to financial inclusion in Cambodia through improving our products and services.

We extend our sincere gratitude to customers, business partners, employees, and relevant authorities for their continuous support and contribution to our development.

BOARD OF DIRECTORS



Mr. Toshiya Shimakata

Chairman of the Board of Directors

Bachelor of Arts in Law,
Nanzan University, Japan



Mr. Junji Noda

Vice Chairman of the Board of Directors and Managing Director of AEON Specialized Bank (Cambodia) Plc.

Bachelor's Degree in Economics, Kansai University, Japan



Mr. Shuji Taniguchi

Executive Director

Bachelor's Degree of Law,
Seikei University, Japan



Ms. Ryoko Yaoi

Executive Director

Bachelor Degree of Modern Social Studies, Otemae University, Japan

2024 – Present

Chairman of the Board of Directors, AEON Specialized Bank Plc.

2024 – Present

Managing Director, AEON Thana Sinsap (Thailand) Pcl.

2023 – 2023

Director and Managing Executive Officer, General Manager of Corporate Management

Division, AEON Financial Service Co., Ltd.

2023 – 2023

Non-executive Director AEON Product Finance Co., Ltd.

2021 – 2023

Director and Managing Executive Officer, Head of Corporate Management Division AEON Credit Service Co., Ltd.

2019 – 2021

Director and Executive Officer, Head of Credit Management Division, AEON Credit Service Co., Ltd.

2018 – 2019

Independent Director, Japan Credit Information Reference Center Corp. (Japan)

2017 – 2018

Executive Officer and General Manager of Credit Management Department and Head of Credit Risk Management Department, AEON Credit Service Co., Ltd.

2016 – 2017

General Manager of Credit Assessment and Collection Management Department, AEON Credit Service Co., Ltd.

2022 – Present

Vice Chairman of the Board and Managing Director of AEON Specialized Bank (Cambodia) Plc.

2021 – 2022

Executive Director of AEON Specialized Bank (Cambodia) Plc.

2015 – 2021

Executive Vice President, AEON Thana Sinsap (Thailand) Pcl.

2013 – 2015

Senior Manager, AEON Credit Service (ASIA) Co., Ltd.

2000 – 2013

General Manager, AEON Credit Service Co., Ltd.

2022 – Present

Executive Director, AEON Specialized Bank (Cambodia) Plc.

2021 – 2022

General Manager of Group Corporate Sales Promotion Department, AEON Credit Service Co., Ltd.

2018 – 2021

Branch Manager, AEON Credit Service Co., Ltd.

2002 – 2018

Staff of Customer Finance Industry, Acquiring Business, AEON Credit Service Co., Ltd.

2023 – Present

Executive Director, AEON Specialized Bank (Cambodia) Plc.

2021 – 2023

General Manager, Group Operations Planning Department, Group Operation Planning Headquarters of AEON Financial Service Co., Ltd.

2020 – 2021

General Manager, Operation Planning Department, AEON Financial Service Co., Ltd.

2018 – 2020

Senior Executive Vice President, Contact Center Department, AEON Thana Sinsap (Thailand) Pcl.

2012 – 2018

Senior Executive Vice President, Customer Service Department, AEON Thana Sinsap (Thailand) Pcl.

2009 – 2012

Vice President, Customer Service Dept, AEON Thana Sinsap (Thailand) Pcl.

2005 – 2009

Assistant Vice President, Customer Service Department, AEON Thana Sinsap (Thailand) Pcl.

BOARD OF DIRECTORS



Mr. Ryuichiro Hanajiri

Non-Executive Director

Master of Business Administration from Boston University, USA;
Faculty of Law from The University of Tokyo, Japan.



Mr. Sophean Chettra

Independent Director

Master of Business Administration from Tohoku University



Ms. Thai Sochanna

Independent Director

Bachelor of Business Administration, Accounting, National Institute of Management

2024 – Present

Non-Executive Director, AEON Specialized Bank (Cambodia) Plc.

Director, AFS Corporation Co., Ltd.

2022 – 2024

General Manager of Management Audit Department, AFS Corporation Co., Ltd.

2021 – 2022

General Manager of Group Management Audit Department, AEON Financial Service Co., Ltd.

2020 – 2021

Head of Audit Division and General Manager of Management Audit Department AFS Corporation Co., Ltd.

2018 – 2020

Executive officer, General Manager of Audit Department, AEON Bank, Ltd. and General Manager of Management Audit Department, AEON Financial Service Co., Ltd.

2017 – 2018

Executive Officer, General Manager of Audit Department, AEON Bank, Ltd.

2015 – 2017

Executive Officer, Executive Manager of Credit Management Division and General Manager of Loan Planning Department, AEON Bank, Ltd.

2014 – 2015

Executive Officer, Executive Manager of Credit Management Division and General Manager of Credit Department 1, AEON Bank Co., Ltd.

2014

Executive Officer, Executive Manager of Credit Management Division and General Manager of Credit Department 1, AEON Bank, Ltd.

2023 – Present

Independent Director, AEON Specialized Bank (Cambodia) Plc.

2022 – Present

Independent member, CPA Cambodia Program under Accounting and Auditing Regulator of Cambodia (ACAR)

2020 – Present

Chairman of Board and Present, Cambodia Accounting Club (CAC)

2019 – Present

Independent member of Board and Chairman of Risk Committee, Mohanokor MFI Plc.

2023 – 2024

Financial Analyst, HGB Group Co. Ltd.

2020 – 2024

Advisor and consultant to its clients, Acclime Cambodia Co. Ltd.

2015 – 2020

Financial Consultant, L.Y.P Group Co. Ltd, Phnom Penh

2015 – 2020

Financial Consultant, World Bank, Water & Sanitary Program, Phnom Penh

2012 – 2015

Managing Director/Chief Executive Officer, Own Companies (GROW GREENS Pte. Ltd. and SREDAL Co. Ltd.), Phnom Penh

2011 – 2012

Chief Financial Officer, Daun Penh (Cambodia) Group Co., Ltd., Phnom Penh, Cambodia

2023 – Present

Independent Director, AEON Specialized Bank (Cambodia) Plc.

2021 – Present

Chief Financial Officer, FWD Life Insurance (Cambodia) PLC.

2012 – 2021

Financial Controller, Manulife (Cambodia) Plc.

2010 – 2012

Head of Finance, Wing (Cambodia) Ltd.

2009 – 2010

Financial Advisor, Corporate Social Responsibility Program (Volunteer Work), Cambodian National Volleyball League (Disabled)

2006 – 2010

Internal Auditor and Quality Assurance Tester, ANZ Royal Bank (Cambodia) Ltd.

2001 – 2006

Senior Auditor, KPMG Cambodia Ltd.

BOARD OF DIRECTORS



Mrs. Sophat Chanleakhena

Independent Director

A Corporate and Commercial Lawyer holding Juris Doctor Degree in International and American Laws from Handong International Law School, Republic of Korea, LL.M Degree in American Law Jurisprudence from Regent University School of Law, Virginia, United States of America. LL.B from Royal University of Law and Economics and Bachelor Degree in Education from Institute of Foreign Languages (IFL), Royal University of Phnom Penh (RUPP).

2024 – Present

Independent Director, AEON Specialized Bank (Cambodia) Plc.

2023 – Present

Ambassador in Cambodia, ASEAN ACCESS Ambassador

2022 – Present

An authorized Trade Mark Agent in Cambodia

2019 – Present

National Focal Point of Cambodia, ASEAN ACCESS/ ASEAN Access Match

2019 – Present

Founder/Managing Partner/Licensed Lawyer, Anna & Associates Law Office

2016 – Present

A member of Bar Association of Kingdom of Cambodia

2014 – Present

A member of Cambodia Women Entrepreneurs Association

2018 – 2019

Director of Legal, Risk and Compliance, Pi Pay Plc., Phnom Penh, Cambodia

2016 – 2018

Legal Affairs Manager (in-house counsel), ANZ Royal Bank (Cambodia) Ltd. Phnom Penh, Cambodia

2012 – 2016

Legal advisor, Bun & Associates Law Office as Attorney at law

2013 – 2018

Part Time Professor, Pannasastra University of Cambodia (PUC), Phnom Penh, Cambodia



Mrs. Khieu Mealy

Advisor (Appointed on 1st July 2024)

Double Master Degree from University Libre de Bruxelles (ULB) and Royal University of Law and Economics in collaboration with University of Montreal, and University of Geneva (LLM) and LLB from Royal University of Law and Economics; Bachelor of Law at National Institute of Management and Royal University of Law and Economic.

2024 – Present

Advisor, AEON Specialized Bank (Cambodia) Plc.

2023 – Present

Independent Director of AIA Cambodia

2023 – Present

Advisor to the President of the National Assembly

2023 – Present

Independent Director of Maybank (Cambodia) Plc.,

2022 – Present

Accredited Mediator of CEDR

2019 – Present

Founding member of NCAC.

2017 – Present

Member of APAA and Council Member of APAA-Cambodian Group.

2016 – Present

Member of ASEAN IPA- of Cambodian Group.

2014 – 2024

Independent Director, AEON Specialized Bank (Cambodia) Plc. (Resigned on 30th June 2024)

2010 – Present

Partner of Sok Siphana Sethalay, in collaboration with Kinstella.

2009 – Present

Authorized Trade Mark Agent.

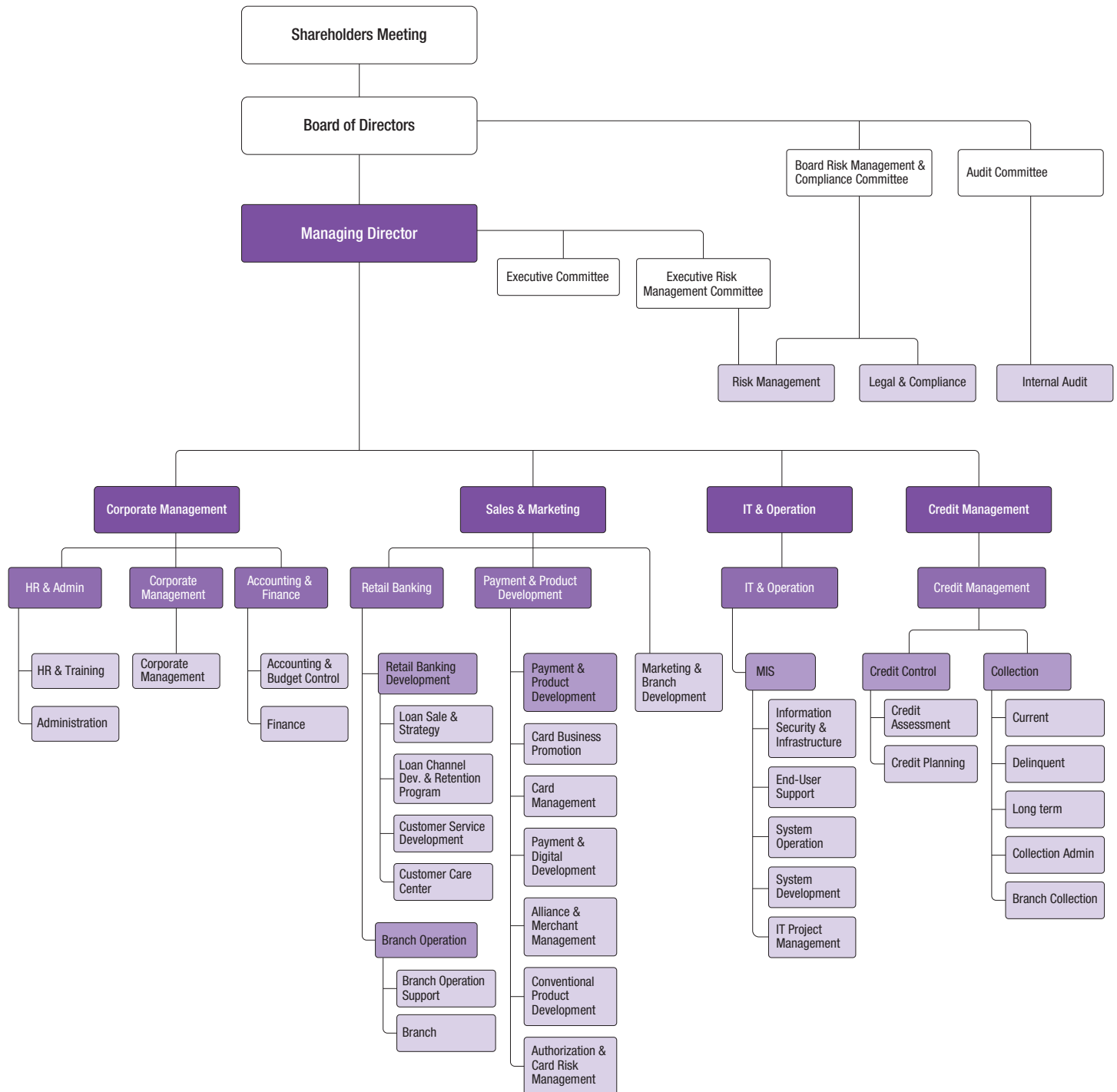
2009 – Present

Founding Member of Intellectual Property Association of Cambodia (IPAC).

2004 – Present

Member of Bar Association of the Kingdom of Cambodia

ORGANIZATION CHART



Director
 Department
 Group
 Section

ACCOMPLISHMENT 2024



No. of Dealer
2,800+



No. of Accumulated
Alliance Partner
660+ Brands



Khmer Riel Loan
was at **15%**
of Total Portfolio



Personal Loan
Sales Achieved
USD 46 million,
120% YoY



Purpose Loan
Sales Achieved
USD 28 million,
138% YoY



Motor Loan
Sales Achieved
USD 30 million,
144% YoY



Car Loan
Sales Achieved
USD 35 million,
151% YoY



Top VISA
Credit Card Issuance
33%



Credit Card Sales
Achieved
USD 81 million,
112% YoY

BUSINESS HIGHLIGHT 2024 & PERSPECTIVE 2025

Looking back on 2024

Based on the economic recovery since the pandemic and the continuous growth of the financial markets, we have continued to focus on expanding topline especially for loan products. In responding to the needs of our customers and business partners, we have speeded up our application and judgement process by minimizing our application form.

For credit card, we have improved our card benefit and privilege by the privileged agreement with approximately 450 outlets such as a lounge in airport, restaurant, hotel, and hospital.

In addition to this, we increased our capital by 20 million USD, bringing the total capital to 40 million USD in order to provide more attractive service to customers and to become a more sustainable company.



Privileges at
450 Outlets



Capital Increased by
\$20M

Action plan and priority implementation for 2025

Since the economy continue to grow, we will focus on expanding topline especially for Loan product. In responding to the needs of our customers and business partners, we will speed up our application and judgement process by systemization and digitalization. In addition, we will implement the low interest rate promotion to support their purchase.

For credit card, we will review the card benefit, privilege, and promotion scheme to be more attractive for customers considering the privilege for young generations.

Finally, since we commit the implementation of the system on plan, we have established a new department for promoting system implementation and digitalization.



**Focus on Expanding
Loan Product**



**Speed Up Application
via Systemization &
Digitalization**

INTERNAL CONTROL

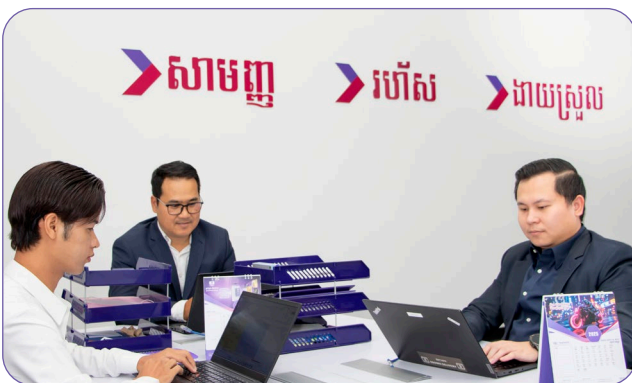
Legal & Compliance



Effective internal controls are the foundation of safe and sound banking. A properly designed and consistently enforced system of operational and financial internal control assists the Company's Board of Directors and Management to safeguard the Company's resources, produce reliable financial reports, and comply with laws and regulations. Also, Effective internal control reduces the possibility of significant errors and timely detect irregularities. Meanwhile, Compliance Function takes part and plays a very crucial role in the Company's permanent control activities. Acting as the second line of defense, the Compliance Function, which is separated from other internal

control functions, is independent and does not involve in any business operation to prevent from potential conflicts of interests. The main function of Compliance is to ensure the Company complies with prevailing laws and regulations, professional and ethical standards, specific regulations issued by market authorities related to banking and financial activities and with policies and instructions issued by the decision-making body. In 2024, Compliance has updated the Policies, Regulations and Procedures relevant with Compliance Framework and reviewed other Policies, Regulations and Procedures to align with the development of the Company's Products, Services, the market trend and especially the laws and regulations. Moreover, the new training materials were developed, and refreshment training has been conducted to existing employees to ensure that their knowledge and understanding will minimize the non-compliance risk, legal issue and money laundering and financing of terrorism. In 2025, we have planned to establish the full compliance program including updating all related compliance Policies, Regulations and Procedures, establish the Compliance Checklist with monitoring plan, training program and reporting mechanism to strengthen our Compliance Function to support our Company's internal control more effectively.

Risk Management



The Company considers risk management as an important element of the business and embeds strong risk culture in its day-to-day business operations. Understanding the importance of risk management to sustainable growth, the Risk Management team is involved in all stages of the risk management process to provide an independent view and input including overseeing, planning, and conducting its own risk management. The company has been conduct monthly regional risk management meeting amongst Japan, Thailand, Myanmar and Laos which are AEON group companies.

CORPORATE SOCIAL RESPONSIBILITY ACTIVITIES

In 2024, the Company executed Corporate Social Responsibility activities through various community and sustainability projects.



Study Tool Donation (February, 2024)
590 primary school students in Tbong Khmom Province received study material.



NBC's Financial Education (February, December 2024)
Donated 5,000USD towards NBC's Initiative.



Clean City (April, July, September, December, 2024)
Totally, 480 staffs participated in clean city activities in Phnom Penh.



Water Well Digging (May, 2024)
2 staffs volunteered with Federation of AEON Group Worker's Unions at Takeo Province.



Computer Donation (October, 2024)
Donated 20 end of use computers to monks and improvised students in Battambang Province.



Donation to Monduliri Province (November, 2024)
Donated educational materials and second-hand supplies to locals in Monduliri Province.



Blood Donation (June, 2024)
37 staffs participated in blood donation.



AEON 1% Club Scholarship Award (December, 2024)
5 students of Royal University of Phnom Penh and National University of Management each received scholarship.



AEON Japanese Speech Contest (December, 2024)
5 students competed in Japanese Speech Contest.

STATEMENT OF FINANCIAL POSITION

AS AT 31 DECEMBER 2024

"These figures from page 16 to 20 are extracted from audited financial statements for the year ended 31 December 2024, of which the auditor, Ernst & Young (Cambodia) Ltd., rendered a true and fair view in accordance with CIFRSs dated 27 March 2025".

	2024		2023	
	US\$	KHR'000	US\$	KHR'000
ASSETS				
Cash on hand	1,354,986	5,453,819	1,261,159	5,151,835
Balances with the NBC	2,020,301	8,131,712	1,989,121	8,125,559
Balances with other banks	11,052,220	44,485,186	2,403,327	9,817,591
Loans to customers	200,468,502	806,885,721	151,530,526	619,002,199
Other assets	3,476,765	13,993,979	3,490,697	14,259,497
Property and equipment	3,398,884	13,680,508	3,044,071	12,435,030
Intangible assets	2,065,886	8,315,191	2,255,025	9,211,777
Right-of-use assets	2,898,825	11,667,770	1,272,979	5,200,119
Deferred tax assets	1,884,425	7,584,811	1,392,437	5,688,105
TOTAL ASSETS	228,620,794	920,198,697	168,639,342	688,891,712
EQUITY AND LIABILITIES				
EQUITY				
Share capital	40,000,000	161,000,000	20,000,000	81,700,000
Retained earnings	22,661,665	92,465,056	18,041,306	73,655,574
Cumulative translation differences	-	(1,251,854)	-	43,161
TOTAL EQUITY	62,661,665	252,213,202	38,041,306	155,398,735
LIABILITIES				
Current income tax liabilities	1,334,719	5,372,244	420,012	1,715,749
Other liabilities	2,635,191	10,606,644	3,333,110	13,615,754
Provision for off-balance sheet items	294,883	1,186,904	250,765	1,024,375
Borrowings	154,662,806	622,517,794	119,542,505	488,331,133
Subordinated debts	4,075,699	16,404,689	5,699,903	23,284,104
Lease liabilities	2,874,579	11,570,181	1,263,285	5,160,519
Employee benefit obligations	81,252	327,039	88,456	361,343
TOTAL LIABILITIES	165,959,129	667,985,495	130,598,036	533,492,977
TOTAL EQUITY AND LIABILITIES	228,620,794	920,198,697	168,639,342	688,891,712

STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 31 DECEMBER 2024

	2024		2023	
	US\$	KHR'000	US\$	KHR'000
Interest income	40,151,497	163,456,744	30,215,905	124,187,370
Interest expense	(9,219,392)	(37,532,145)	(5,537,725)	(22,760,050)
Net interest income	30,932,105	125,924,599	24,678,180	101,427,320
Fee and commission income	2,774,858	11,296,447	2,299,975	9,452,897
Other income - net	244,167	994,004	84,545	347,480
Operating profit	33,951,130	138,215,050	27,062,700	111,227,697
Personnel expenses	(9,706,400)	(39,514,754)	(9,681,084)	(39,789,255)
Depreciation and amortisation	(2,020,723)	(8,226,363)	(2,195,650)	(9,024,122)
Other operating expenses	(8,093,779)	(32,949,774)	(7,449,501)	(30,617,449)
Impairment losses on financial assets	(8,268,827)	(33,662,395)	(2,344,660)	(9,636,552)
Profit before tax	5,861,401	23,861,764	5,391,805	22,160,319
Income tax expense	(1,241,042)	(5,052,282)	(1,190,834)	(4,894,328)
Profit for the year	4,620,359	18,809,482	4,200,971	17,265,991
Other comprehensive income (loss):				
Currency translation differences	-	(1,295,015)	-	(547,915)
Total comprehensive income for the year	4,620,359	17,514,467	4,200,971	16,718,076

STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED 31 DECEMBER 2024

	Share capital		Retained earnings		Currency translation differences	Total	
	US\$	KHR'000	US\$	KHR'000	KHR'000	US\$	KHR'000
Balance as at 1 January 2024	20,000,000	81,700,000	18,041,306	73,655,574	43,161	38,041,306	155,398,735
Profit for the year	-	-	4,620,359	18,809,482	-	4,620,359	18,809,482
Other comprehensive income - currency translation differences	-	-	-	-	(1,295,015)	-	(1,295,015)
Total comprehensive income	-	-	4,620,359	18,809,482	(1,295,015)	4,620,359	17,514,467
Capital injection	20,000,000	81,420,000	-	-	-	20,000,000	80,500,000
Currency translation difference	-	(2,120,000)	-	-	-	-	(2,120,000)
Balance as at 31 December 2024	40,000,000	161,000,000	22,661,665	92,465,056	(1,251,854)	62,661,665	252,213,202
Balance as at 1 January 2023	20,000,000	82,340,000	13,840,335	56,389,583	591,076	33,840,335	139,320,659
Profit for the year	-	-	4,200,971	17,265,991	-	4,200,971	17,265,991
Other comprehensive income - currency translation differences	-	-	-	-	(547,915)	-	(547,915)
Total comprehensive income	-	-	4,200,971	17,265,991	(547,915)	4,200,971	16,718,076
Currency translation difference	-	(640,000)	-	-	-	-	(640,000)
Balance as at 31 December 2023	20,000,000	81,700,000	18,041,306	73,655,574	43,161	38,041,306	155,398,735

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 DECEMBER 2024

	2024		2023	
	US\$	KHR'000	US\$	KHR'000
Cash flows from operating activities				
Profit before tax	5,861,401	23,861,764	5,391,805	22,160,319
Adjustments for:				
Employee benefit obligations	(7,204)	(29,327)	(14,063)	(57,799)
Depreciation and amortisation	2,020,723	8,226,363	2,195,650	9,024,122
Impairment losses on financial assets	8,268,827	33,662,395	2,344,660	9,636,552
Gains on disposals and write-off of property and equipment	(1,742)	(7,092)	(2,050)	(8,426)
Interest income	(40,151,497)	(163,456,744)	(30,215,905)	(124,187,370)
Interest expense	9,219,392	37,532,145	5,537,725	22,760,050
Effect of currency translation of monetary items	158,008	643,251	131,452	540,268
	(14,632,092)	(59,567,245)	(14,630,726)	(60,132,284)
Changes in:				
Balances with the NBC	(1,000,000)	(4,071,000)	5,194,775	21,350,525
Loans to customers	(54,088,315)	(220,193,530)	(33,435,914)	(137,421,606)
Other assets	13,932	56,717	(266,229)	(1,094,201)
Other liabilities	(697,919)	(2,841,228)	(222,561)	(914,726)
Cash used in operations	(70,404,394)	(286,616,286)	(43,360,655)	(178,212,292)
Interest received	37,111,487	151,080,864	30,127,698	123,824,839
Interest paid	(8,995,704)	(36,621,511)	(5,410,758)	(22,238,215)
Income tax paid	(818,323)	(3,331,393)	(834,705)	(3,430,638)
Net cash used in operating activities	(43,106,934)	(175,488,326)	(19,478,420)	(80,056,306)
Cash flows from investing activities				
Purchases of property and equipment	(1,026,488)	(4,178,833)	(2,386,024)	(9,806,559)
Purchases of intangible assets	(156,712)	(637,975)	(738,285)	(3,034,351)
Proceeds from disposals of property and equipment	2,135	8,692	3,837	15,770
Net cash used in investing activities	(1,181,065)	(4,808,116)	(3,120,472)	(12,825,140)

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 DECEMBER 2024

	2024		2023	
	US\$	KHR'000	US\$	KHR'000
Cash flows from financing activities				
Proceeds from borrowings	87,104,877	354,603,954	69,311,016	284,868,276
Repayments of borrowings	(52,390,476)	(213,281,628)	(46,375,153)	(190,601,879)
Repayments of subordinated debts	(1,600,000)	(6,513,600)	(1,600,000)	(6,576,000)
Proceeds from issuance of share capital	20,000,000	81,420,000	-	-
Payments of lease liabilities	(1,018,142)	(4,144,856)	(932,535)	(3,832,719)
Net cash from financing activities	52,096,259	212,083,870	20,403,328	83,857,678
Net increase (decrease) in cash and cash equivalents	7,808,260	31,787,428	(2,195,564)	(9,023,768)
Cash and cash equivalents at the beginning of the year	4,679,330	19,115,063	6,874,894	28,303,938
Currency translation differences	-	(639,940)	-	(165,107)
Cash and cash equivalents at the end of the year	12,487,590	50,262,551	4,679,330	19,115,063

AEON FOUNDATIONAL IDEALS

Pursuing peace, respecting humans, and contributing to local communities, always with customers as our starting point.

AEON firmly believes that retailing is an industry to promote peace, humanity, and local communities. To remain a thriving corporate group that fulfills this mission, we are committed to continuous innovation, with customers as our starting point.

Peace cannot be achieved without active and conscious engagement, whether it be in recovering from war and disaster or in maintaining and promoting living in peace. Our conviction is grounded in the real-life experience of Takuya Okada, Honorary Chairman and Senior Advisor to the President. After the Second World War, Mr. Okada witnessed a customer in line at a store, holding a flyer and weeping tears of joy, saying, “The war is really over,” and he came to realize that the existence of retailing was a symbol of peace. From this realization, he decided that peace was a prerequisite for retailing to exist, and that retailing must contribute to the maintenance of peace.

Peace is more than just the absence of war and violence. It encompasses not only peace of mind but also resilience in the face of wars, disasters, and other hardships. Even in the 21st century, we continue to witness wars and face natural disasters such as earthquakes and extreme weather events more frequently than ever. This calls for us to rethink the value of peace now. Peace cannot be given by itself. Peace can only be maintained through our active and conscious engagement. AEON will never do anything that contradicts peace. AEON will never take part in any such actions or activities. Our aim is to make a positive contribution to peace.

As for humans, by believing in and respecting each person, their abilities and aspirations will flourish, and by connecting with others, they feel much happier in their lives.

Honorary Chairman Okada called the retailing sector a “humanistic industry.” This means respecting the “human way,” which includes having respect for each person’s individuality, dignity, and autonomy. It also means believing in their potential and encouraging them to grow and become better humans through work and learning. However, it is difficult for humans to grow alone, and it is through “human connections” that we can become better humans together with others. It is both a realization of happiness and a pursuit of norms among people. In short, retailing is an industry of people’s happiness and norms.

Enriching local communities requires us to respect the diversity and independence of each region, and to constantly meet and care for their specific needs.

Retailing is by nature a region-based industry that flourishes with the local communities. To maintain the richness and well-being of regions and the local communities within them, it is vital to take care of them continuously. This is one of the important roles of retailing. As regions and local communities increasingly become more important in the future, AEON will actively contribute to their prosperity by developing products tailored to each region and promoting the welfare of the local people.

AEON is committed to actively engaging in peace efforts, supporting human happiness and norms, and contributing to the prosperity of local communities. These ideals form the foundation of putting “customers as our starting point,” which places the needs and preferences of our customers first at the center of our operations.

Putting our customers first means that we do not put ourselves first, that is, we do not think and act for our own convenience. On the contrary, we always put our customers first and act with the highest standards of integrity, which is the foundation of AEON. We will use this as a mirror to reflect ourselves and as the standard for every decision and action made by all AEON People. Even when it becomes tempting to prioritize our company’s or personal interests or convenience, we must firmly resist and overcome such temptations to preserve our unwavering dedication to our customers.

To achieve this, AEON must be a corporate group that continues to innovate.

Ensuring a company’s growth and survival is of paramount importance, but without constant innovation, it will decline and eventually perish. Even if maintaining the status quo is stable and comfortable, a company should not be complacent but continuously change and improve itself. Having the foresight and insight to constantly look ahead to changes in our customers and various social changes, it is essential for us to continue innovating. All AEON People are dedicated to anticipating the evolution and changes in our customers’ lifestyles and the needs of society.

AEON has transformed from a family business to a corporation, and then to an industry. It has always preserved a dynamic corporate culture. However, as society changes faster and faster, we are most worried about losing the required innovative and entrepreneurial spirit and becoming stagnant like many large companies. We understand that static equilibrium, where the status quo continues without change, will not last at all. The only way to avoid being overtaken by newer innovators is for AEON to remain the largest and most advanced innovator. It is our firm determination to be an organization that constantly renews itself by keeping its founding spirit and staying ahead of its time.

AEON will act with the firm belief that by embodying and practicing these ideals, we can contribute to the maintenance and development of peace, humans, and local communities.

AEON GROUP FUTURE VISION



Vision Statement

Create a future lifestyle that leads to a smile for each and every person



The Future that the AEON Group Wishes to Realize

When customers can feel “a brighter society” and “happiness that is uniquely their own”,
their future will be fulfilling and full of smiles

The Attitudes and Vow that We Cherish

Three Attitudes
“Act spontaneously and follow your aspirations”
“Keep learning to create new values”
“Build relationships, nurture them, and create together”

One Vow
“Always act with integrity and sincerity”

How the AEON Group Wishes to Be

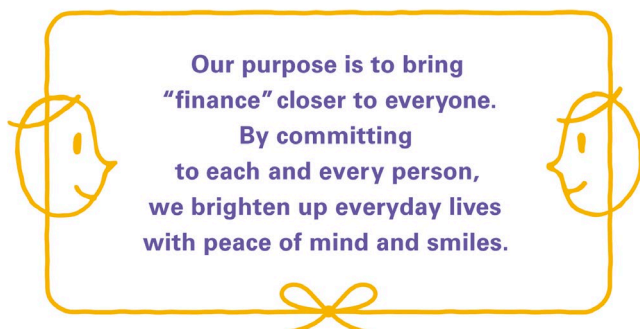
A Group that leads the co-creation of lifestyles, enriching each individual and society as a whole



AFS STORY

Background to Purpose-formulation

Our Purpose



The AEON Financial Services Group (the AFS Group) started business in 1981 as an issuer of credit cards and related finance to customers shopping at Jusco general merchandise stores. The opening of our Hong Kong branch in 1987 marked the beginning of operation in other Asian countries. We offer services tailored to local conditions, including provision of installment payment for customers who have difficulty accessing financial services.

AEON Bank, founded in Japan in 2007, responded to customer feedback and reinvigorated the banking industry through new initiatives such as 365-day opening and no-passbook accounts. The AFS Group now brings convenience and prosperity to the lives of its customers in 11 countries.

In recent years, changes in the business environment have accelerated at an increasing pace. They include the entry of players from other industries into the financial sector, the advance of digitalization driven by technological innovation, and the diversification of customer values. Moreover, there has been a rising sense of crisis about global issues including climate change and human rights, and society has faced increasing uncertainty and complexity.

To survive and thrive in such an unpredictable era, firstly we need to be a company that can gather diverse talents and enable them to play active roles. To this end, will and values are necessary for these diverse human resources as an anchor. Guided by these principles, we must bring about changes by having Group employees independently consider what they can do to enrich our customers' lives and act autonomously.

We have therefore formulated a Purpose to define the aims of the AFS Group and our reasons for existence.

To bring “finance” closer to everyone.

As the financial services business of the AEON Group, we provide convenient and easy-to-understand financial services by adopting a consumer perspective. We also promote financial education for all generations and bring financial mechanisms closer to everyone through financial inclusion that responds to diverse financing needs.

By committing to each and every person

We commit sincerely with each consumer to provide financial services tailored to changing life stages and living environments. We also generate new value by cooperating with various business partners in local communities, including participating merchants and local authorities. Acting empathetically from a customer perspective is one of our core values.

We brighten up everyday lives with peace of mind and smiles.

As a financial institution supporting customers' everyday lives, we enrich their lives and help them to experience happiness. We respect our colleagues' diversity and value the environment and corporate culture that allow us to work with pride and a spirit of freedom and open-mindedness.

Through these, we provide value by filling everyday lives with peace of mind and smiles and by brightening up their minds with uplifting feelings and excitement.



ធនាគារឯកទេស អ៊ីអន (ខេមបូឌា) ភីអិលស៊ី
ÆON SPECIALIZED BANK (CAMBODIA) PLC.

អំពីយើង
ABOUT US

