

**Special Feature** Implementation of Measures to Prevent the Spread of COVID-19

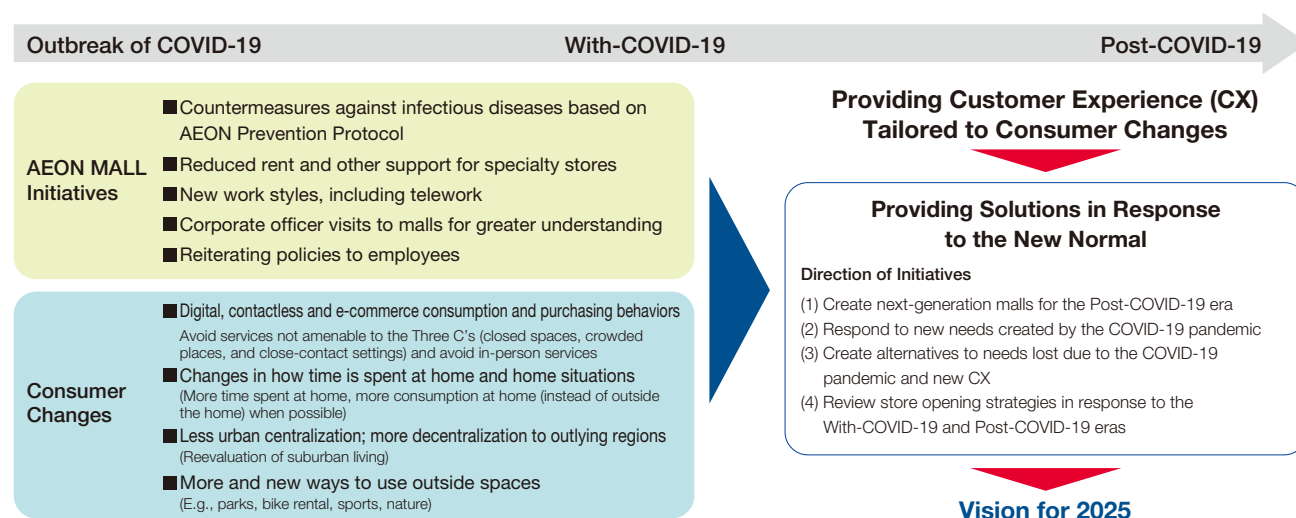
**We recognize that COVID-19 is a serious incident and will permanently take measures to prevent the spread of infectious diseases.**

## Response and Management Policies in a Changing Environment (New Normal)

The global spread of COVID-19 forced malls in Japan, China and ASEAN to reduce operating hours or close temporarily. In addition, due to the increase in telecommuting and staying at home, the value our customers place on location and time in their daily lives changed dramatically.

In accordance with the AEON COVID-19 Prevention Protocol, a standard for preventative measures established by AEON to protect the health

and livelihoods of customers and employees, as well as the safety and security of customers and the local community, we will continue to improve the mall environment and mall operations with thorough infection prevention measures. In this era of the new normal, we also see this as a good opportunity to reinvent our business model by offering new mall concepts and service functions. We will work to create malls that respond to social changes in Japan and overseas.



**In pursuit of our management philosophy, we strive to achieve sustainable growth and improve corporate value by solving social issues through our businesses**

(Management philosophy: AEON MALL is a Life Design Developer, creating the future of community living.)

## Event Response Going Forward

The global spread of COVID-19 forced malls in Japan, China and ASEAN to reduce operating hours or close temporarily. In response to the declaration of emergency in Japan, we temporarily closed malls and urban shopping centers in seven prefectures beginning April 8th, 2020, and on the 18th of the same month, we temporarily closed all 164 malls across Japan. As Japan phased out of its state of emergency, we began

reopening our businesses on May 13. In light of these restrictions, rents for specialty stores were reduced or exempted at AEON MALLS nationwide for two months starting March 2020. In August, we established the COVID-19 Response Team as a specialized department to work on preventing the spread of infection in malls and within the company.

### Creating Mall Environments for the New Normal

By setting up the COVID-19 Response Team, we are creating a safe and secure environment through the implementation and improvement of preventative measures. We have installed hand sanitizers at all entrances and exits, disinfected all areas of the building that come into contact with large numbers of visitors, and facility ventilation systems are on maximum setting to increase air flow. We have ensured food courts and other restaurants are well ventilated and seats are separated. We have installed acrylic panels, etc. to help prevent airborne infection when directly serving customers. In addition to advertising entry restrictions such as fever and other

symptoms, we have implemented a system of entry control, limiting the number of customers who can be in our facilities at any one time. To manage the health of our employees, we also conducted temperature checks when entering our facilities, noting the results on a check sheet.

#### Provide safe and secure environments by implementing infection prevention measures

— Initiatives at AEON MALL Kawaguchi (Saitama Prefecture) —



We are measuring CO<sub>2</sub> concentration levels in facilities. This indicates whether the ventilation rate is sufficient to maintain good indoor air quality.



We maintain a certain amount of distance between seats in food courts. In the kids' area, we have created a safe environment for families to use.



We have placed benches in facility rest areas that are shaped to ensure customers keep sufficient distance from each other to prevent infection.

### Creating Malls for the New Normal

We are striving to improve Brick-and-Mortar Mall Value Through Localization and Digital Transformation. As part of the localization initiative, AEON MALL Ageo (Saitama Prefecture), which opened in December 2020, is located on the former site of KOSÉ Corporation, which operated locally for 43 years. To honor this, we have included four KOSÉ supervised powder rooms. In addition, AEON and Ageo City signed a comprehensive regional revitalization agreement to further



revitalize the region and improve services for citizens. To promote digitization, we are digitizing customer feedback, introducing delivery robots with

floor guides and disseminating information using large signage, among other measures. In addition, as part of our latest preventative measures, circulators and pressure fans have been used in all atrium areas to enhance air circulation, and guidance signs have been displayed on floors. As a result, we are the first commercial facility in Japan to receive the WELL Health-Safety Rating from a third-party verification organization.



### Sales Measures for the New Normal

We are promoting new business development in malls in each country. In Japan, in addition to offering featured products through AEON MALL Black Friday, we are implementing new projects such as holding live commerce and lotteries in which customers can participate via the AEON MALL app. In Indonesia, in addition to enhancing the functions of the AEONMALL Mobile app, we offer in-mall communications through digital signage and other measures creating greater convenience through the integration of real stores and digital technologies. In China, we launched our ALIVE WINTER PLAN across all 21 AEON MALL shopping facilities in China. We tailored this special campaign for the year-end and New Year holidays. In addition to the discount sales campaign, we leveraged the latest in

digital promotions, live commerce, and more. In addition, we are implementing a program that combines a real and digital experience, such as running Gekimuzu Challenge, a sports experience content planned and operated by Mizuno Corporation, and distributing sports experience content using websites and apps.

