

Pursuing ESG-Based Management

ESG Initiatives

Stakeholder Engagement

AEON MALL will work thoroughly and strategically on management based on the ESG perspective of creating economic value, social value, and environmental value for all stakeholders.

Stakeholders	Relationship with Stakeholders	Value Provided to Stakeholders	
Customers	As a company that operates from a retail perspective under the basic principle of the customer comes first, we see and consider life from customers' perspectives so that we can share the best, most memorable moments of life with those customers.	<ul style="list-style-type: none"> ● Provide daily wellbeing, enjoyment, safety, and peace of mind 	
Communities	We aim to operate community-based malls and contribute to the creation of a vibrant society for our customers.	<ul style="list-style-type: none"> ● Achieve decarbonized societies ● Contribute to local communities through local development and expansion of public functions ● Support education in collaboration with local educational institutions 	
Partner Companies	We maintain relationships through smooth communication and give consideration to compliance, human rights, and the environment.	<ul style="list-style-type: none"> ● Strengthen partnerships through fair trade activities ● Generate new ideas and business opportunities through co-creation 	
Employees	For us, human resources are a key management resource for sustainable growth. Based on this policy, we are promoting investment in our human resources, aiming to be a company that fosters diverse human resources who are healthy and have the opportunity to exercise their talents.	<ul style="list-style-type: none"> ● Engage in appropriate personnel assignments ● Pursue diversity and work-style reform ● Foster the next generation of employees 	
Shareholders and Investors	Shareholders and investors financially support our sustainable growth. We will strive to disclose information, engage in dialogue, and provide appropriate returns to shareholders and investors.	<ul style="list-style-type: none"> ● Stable shareholder returns ● Ensure a sound financial position ● Respect the exercise of voting rights ● Provide fair and timely information disclosure 	
NPO, NGO	Through communication, we are strengthening our support for non-profit organizations that align with the direction of our ESG management and exchanging ideas on how to solve social issues.	<ul style="list-style-type: none"> ● Provide a PR environment for non-profit business activities ● Cooperate in non-profit business activities 	

	Stakeholder Concerns	Initiatives
	<ul style="list-style-type: none"> ● Comfortable, safe and secure malls ● New experiences and excitement ● A community space for people to gather 	<ul style="list-style-type: none"> ● Hold events at Happiness Mall ● Thorough prevention measures to combat COVID-19 ● Utilize digital technology to provide services (AEON MALL app, Live Shopping) ● Strengthen mall initiatives aimed at CX creation (localization, new business categories)
	<ul style="list-style-type: none"> ● Solve issues with local governments ● Malls where local people can always feel safe and secure 	<ul style="list-style-type: none"> ● Pursue decarbonization initiatives (pursue 100% renewable energy in malls, pursue plastic-free initiatives) ● Provide vaccination sites ● Sign disaster-prevention agreements ● Organize traditional and cultural events ● Enter into industry-academia collaboration agreements with local educational institutions
	<ul style="list-style-type: none"> ● Compliance and communication with the Aeon Supplier Code of Conduct ● Create synergies through collaboration 	<ul style="list-style-type: none"> ● Maintain and improve mall operations through collaboration with business partners ● Conduct sales support activities through communication with partner companies
	<ul style="list-style-type: none"> ● Life-stage based work styles ● Balancing job satisfaction with improved productivity ● Impartial performance evaluation ● Appropriate compensation 	<ul style="list-style-type: none"> ● Recruit diverse human resources to respond to changes in the environment ● Review mall management systems ● Change organizational structures to improve operational efficiencies
	<ul style="list-style-type: none"> ● Appropriate information disclosure ● Appropriate share price and shareholder returns ● Medium- and long-term corporate value improvement ● Strengthen and enhance corporate governance 	<ul style="list-style-type: none"> ● Enhance information dissemination capabilities (disclosure of integrated reports, ESG data books) ● Conduct dialogue <ul style="list-style-type: none"> IR Meetings (approx. 250 cases a year) SR Meetings (commencing FY 2021) ● Disclose information in English (financial results, convocation notices, integrated reports) ● Publish voting results ● Adopt a voting platform ● Raise funds through Sustainability Bonds
	<ul style="list-style-type: none"> ● Solutions for organization issues ● Publicize our activities through our malls 	<ul style="list-style-type: none"> ● Sponsor donation drives at AEON MALL locations (UNICEF) ● Set up membership recruitment booths (UNICEF, UNHCR) ● Sponsor blood donation activities (Japanese Red Cross Society)