

Overview and Progress of the Three-Year Medium-Term Plan

We will steadily implement our business strategy to achieve our Vision for 2025 by pursuing objectives such as building a portfolio consisting of multiple businesses and capturing growing markets overseas.

		2014 Medium-Term Management Plan FY2014-FY2016			2017 Medium-Term Management Plan FY2017-FY2019		
Growth Policies		Accelerate store openings in Japan and overseas in preparation for a growth takeoff <ol style="list-style-type: none"> 1. Expansion of new business bases in Japan 2. Improve profitability 3. Establish business foundations in China and the ASEAN region 4. Omni-channel support 5. Ensure financial discipline 			Generating profit and setting a path for stable growth in our overseas businesses <ol style="list-style-type: none"> 1. Capture Asian growth opportunities 2. Develop latent sources of domestic demand 3. Become the overwhelmingly dominant mall in each region 4. Capture urban growth opportunities 5. Build a financing mix and organizational structure supporting growth 		
Quantitative Goals		2014-2016 Three-Year Medium-Term Plan			2017-2019 Three-Year Medium-Term Plan		
		2014	2015	2016	2017	2018	2019
Consolidated Results	Operating Revenue (¥100 million)	2,039	2,297	2,697	2,881	3,129	3,241
	Operating Income (¥100 million)	418	438	449	492	529	607
Operating Income by Market Segment	Domestic Mall Business (¥100 million)	463	493	475	497	527	526
	Urban Shopping Center Business (¥100 million)	—	—	12	3	△ 3	△ 2
	Overseas Business (¥100 million)	△ 44	△ 54	△ 37	△ 8	5	83
Target Performance Indicators	EPS Growth Rate (%) *1 *2	—	—	—	—	—	—
	Net Interest-Bearing Debt/EBITDA (times) *1	—	—	—	—	—	—
	ROIC (%)	4.9	4.5	4.4	4.6	4.4	4.3
*1 Adopted as a target performance indicator from FY2020. *2 Annual growth rate from FY2019.							
Results		<ul style="list-style-type: none"> • We have opened a total of 31 malls, 15 in Japan and 16 overseas • In Japan, we opened new malls based on new concepts, such as those that support consumer spending and locations in front of stations • Overseas, we promoted the expansion of new store openings and the search for properties in China and ASEAN, which will become our new growth drivers 			<ul style="list-style-type: none"> • We have opened a total of 21 malls, 10 in Japan and 11 overseas • The number of overseas malls opened exceeded that of domestic malls. The shift overseas is in full swing and we achieved profitability overseas in FY2018 • In Japan, we promoted the expansion and renovation of existing malls to strengthen their profitability (8 malls), and the consolidated profit growth in three years was 10.6% on average per year, getting back on the path to growth 		
Issues		<ul style="list-style-type: none"> • Overseas, net loss increased (¥5.4 billion in FY2015) due to the expansion of new store openings • In Japan, the investment efficiency of new malls decreased due to soaring construction unit prices • As a result, profit growth for three years slowed to an average of 2.1% per year, and both operating margins and asset efficiency declined 			<ul style="list-style-type: none"> • Performance was sluggish due to the lack of progress in reforming OPA's business model in the urban business • Overseas business operating margins and asset efficiency improved 		

2020 Medium-Term Management Plan

FY2020-FY2022

Strengthening our business portfolio, which is centered around overseas profit growth

1. Achieve high profit growth overseas
2. Achieve stable growth in Japan
3. Build a financing mix and governance structures supporting growth
4. Pursue ESG-based management

2020-2022 Three-Year Medium-Term Plan

2020	2021	2022 (Initial target)	2022 (Revised target)
2,806	3,168	3,600	4,040 ^{*4}
343	382	680	555
318	334	527	470
△ 12	△ 15	8	△ 15
37	62	145	100
— ^{*3}	△ 25.0	5.0	△ 12.4
6.2	6.6	Within 5.0	6.1
2.2	2.4	At least 4.0%	3.2

^{*3} Not calculated due to net loss per share.

^{*4} The "Accounting Standard for Revenue Recognition" (Corporate Accounting Standards, No. 29) will be applied starting in FY2022.

Vision for 2025

1. Build a portfolio of multiple business models, rather than rely on domestic malls as a single source of profit generation
2. Put AEON MALL in the same class as the top global commercial developers, aiming for consolidated operating income of ¥90 billion
3. Conduct floor space expansions and renovations in Japan to become the dominant mall in each area
4. Secure growth markets overseas, expand overseas business to 50 malls, and record operating income of ¥27 billion (25% profit margin)

2025 Quantitative Goals

4,900

900

618

12

270

At least 7%

Within 4.5

At least 5.0%

Progress of the 2020 Medium-Term Management Plan

- Income growth was sluggish during the two years of the COVID-19 pandemic, and income targets were revised
- 5 malls were opened in Japan, and 4 were opened overseas
- Despite severe results in terms of business performance, we have made progress in laying the groundwork for new measures that will lead to future growth

Management issues on the way to achieving growth measures

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|---|--|-----|
| 1 | Achieve profit growth and accelerate new mall openings in our overseas business | P25 |
| 2 | Maximize the appeal of brick-and-mortar malls through the customer experience (CX) | P27 |
| 3 | Build next-generation malls and pursue the urban shopping center business | P29 |
| 4 | Pursue DX (Digital Transformation) | P31 |
| 5 | Pursue medium- to long-term strategies, accelerate reforms based on ESG perspectives | P35 |

1 Achieve Profit Growth and Accelerate New Mall Openings in Our Overseas Business

Our overseas business is the pillar of our growth strategy. Here, we aim to create a 52-mall overseas network by accelerating new mall openings while continuing to increase the value of existing malls that are entering the profit growth stage. We will accelerate the opening of new malls in fiscal 2023 and beyond by securing new properties in our priority areas of inland China and Vietnam.

FY2021 Results

Opened Two Malls and Conducted Multiple Mall Renovations Amid the Ongoing Pandemic

COVID-19 infections remained uncontained during the fiscal year, although differences were evident among various countries and regions. Amid the pandemic, certain malls were forced to shorten operating hours or close temporarily. Meanwhile, we opened a fourth mall in Guangdong Province, China, AEON MALL Guangzhou Xinjiang (Guangzhou City) in May. We opened certain sections of our fourth mall in Indonesia, AEON MALL Tanjung Barat (South Jakarta) in November, holding the grand opening in May 2022. We will



AEON MALL Guangzhou Xinjiang



AEON MALL Tanjung Barat

continue to evolve our existing malls through renovations and localization programs, developing specialty stores and facilities that meet the lifestyles of our customers. At the same time, we will engage in initiatives that highlight the attractiveness of our local communities. We evolved in both physical and intangible aspects, renovating one mall in Indonesia and seven malls in China.

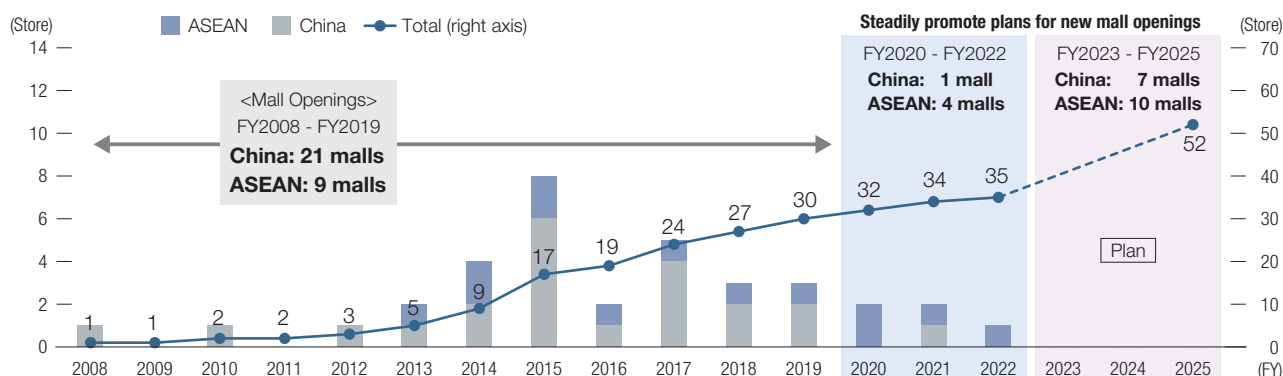
Future Plans

Aiming for a 52-Mall Network Overseas by Fiscal 2025

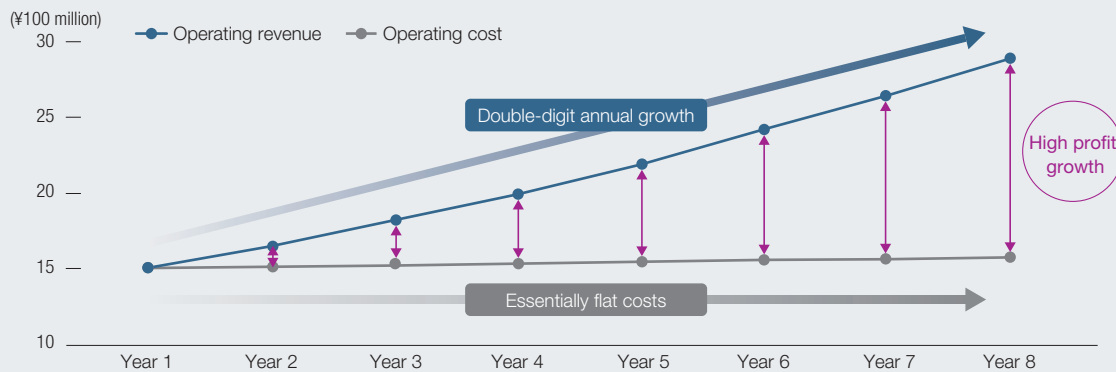
We will continue to open new malls at a steady pace over the next three-year period between fiscal 2023 and fiscal 2025, aiming to create a 52-mall network by the end of fiscal 2025. We view Vietnam as our top priority, and we plan to enter a

phase of accelerating mall openings by investing management resources to the country in a clear manner. We also plan to open seven malls in China, mainly in inland areas with high economic growth potential.

Changes in Number of New Malls Opened Overseas



Profit Growth Model



- Costs remain essentially fixed over time, as the majority of operating costs are real estate costs.
- Grow operating revenue through commission rental income tied to store sales growth.
- Activation measures for tenants reaching the end of a three-year lease lead to projected profit growth; stores forecast to reach same profitability levels as tenants in Japan beginning in year seven or eight.

CHINA

Expand Site Selection Areas, Mainly in Inland Areas where Market Growth is High

We pursue area-dominant mall openings in four areas of China: (1) Beijing, Tianjin, Hebei, and Shandong, (2) Jiangsu and Zhejiang, (3) Hubei, and (4) Guangdong. We currently operate 22 malls in China. To reach 29 malls by 2025, we will continue to secure potential sites, focusing particularly on Hunan Province and other inland areas with remarkable economic development. We will also revitalize existing malls on an aggressive schedule, including floor space expansions and renovations. In this way, we plan to upgrade the freshness of the malls and enhance mall profitability.



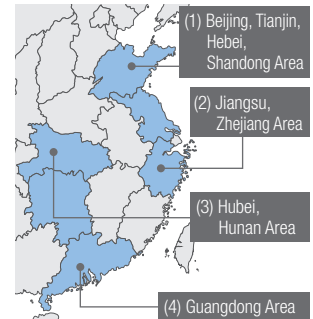
AEON MALL Wuhan Jiangxia
(tentative name) (Hubei Province)
Scheduled to open in 2023



AEON MALL Changsha Tiantang
(tentative name) (Hunan Province)
Scheduled to open in 2024



AEON MALL Hangzhou Qiantang
New Area (Zhejiang Province)
Scheduled to open in 2024

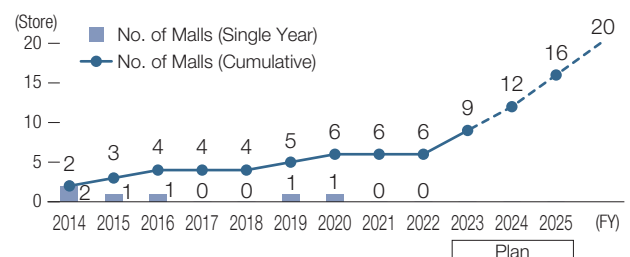


ASEAN

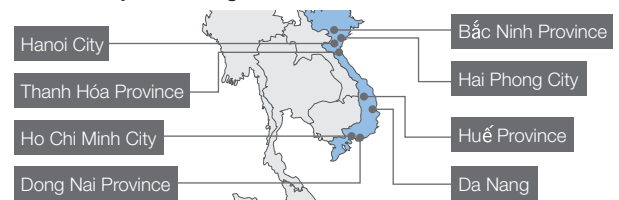
Treating Vietnam as a Top Priority Area, Aiming to Have 20 Malls in Operation

We see Vietnam as one of the most promising markets in ASEAN over the medium to long term, and we are treating this market as our No. 1 priority in the region. Since opening our first mall in 2014, we have contributed to the economic development of the country by opening malls in cooperation with local governments. We are receiving an increasing number of invitations from local governments, the process of securing land for properties in the northern, central, and southern regions of the country moves forward in support with the goal of opening 16 malls in Vietnam by the year 2025. To solve regional and social issues in ASEAN countries, we strive to develop new businesses that go beyond the framework of retail, utilizing our accumulative of expertise.

Vietnam Mall Opening Plan



Mutual Cooperation Agreements with Local Governments



2 Maximize the Appeal of Brick-and-Mortar Malls Through the Customer Experience (CX)

Amid the dramatic changes in customer purchasing behavior following the COVID-19 crisis, we are focusing on creating “value that can only be felt and experienced through a visit” by leveraging the strengths of a physical store. We are working to increase the number of mall enthusiasts on various fronts, developing spaces that appeal to the five senses, in which people can relax and the community can interact.

Convenience

Digitally Create New Value for Our Customers Both Before and During Their Visits to Our Malls

By utilizing digital technology, AEON MALL aims to create new value in all aspects of our customers' lives, both before and during their visits to our malls.

Creating customer contacts through the use of apps



We developed the AEON MALL app with the goal of enhancing the customer shopping experience. The app had been downloaded a total of around 7.5 million times (as of the end of February 2022). We aim to strengthen our connection with customers and increase the frequency of their visits by providing up-to-date information that is relevant to each customer segment.

Encouraging the use of food delivery services



We have reserved parking spaces at our malls that are used exclusively by food delivery services

We formed a partnership with Demae-can and Uber Eats that will create contact points between malls and customers and raise public awareness by increasing the number of sales channels for restaurants.

Comfort

Sharing and Co-Creating New Value That is Unique to AEON MALL, which Strives to Create Comfortable Malls in which People Enjoy Spending Longer Periods of Time

Creating spaces that people want to visit, and in which they can use all five senses to experience the interaction between people, time, and space

By creating welcoming spaces in which customers can relax and enjoy spending time, we will provide value that can only be derived from a brick-and-mortar mall. We hope to create a comfortable environment that appeals to the five senses through a design that incorporates elements of nature, scent and sound.

Promoting the creation of facility environments that will become a place of relaxation for our customers

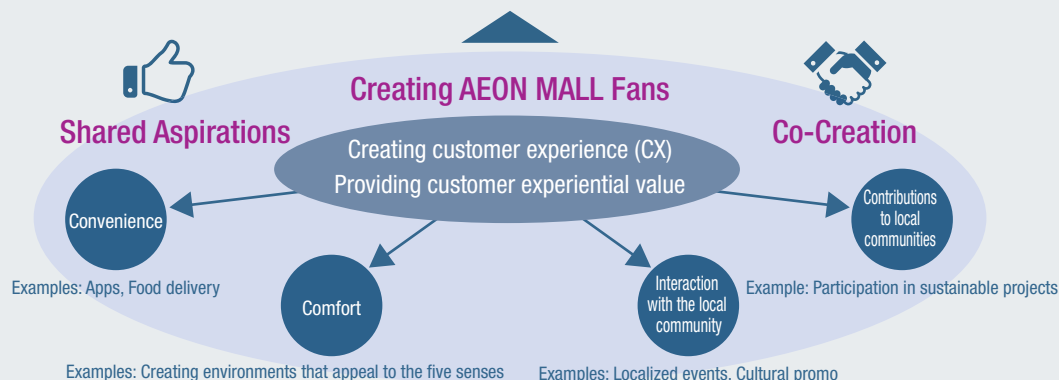


Co-existing with the natural environment, creating a place for relaxation, and providing an open, comfortable atmosphere

Pursuing the Value of the Customer Experience

Create Spaces in which Customers can Gather, Increase the Number of Devoted AEON MALL “Fans”

Attract more customers, increase the frequency of visits, and capture market share in the market area



Promote initiatives to create customer experiences from a variety of perspectives in order to provide our customers with experiential value

Interaction with local communities**Becoming a Center for Local Communities Through Ongoing Interactions**

We position our malls to be places where the local community can interact, and through events, places where we can offer our customers a variety of experiences through which they can make new discoveries and gain a new appreciation for the local attractions whenever they visit our malls.

National calligraphy performance competition sponsor

We sponsored the final of the 1st National High School Calligraphy Performance Grand Prix Final at AEON MALL Makuhari Shintoshin in January 2022. Creating spaces for expression to share excitement, nurture the future, and inspire dreams.

Hosting official table tennis T-League matches

In December 2021, AEON MALL Okayama hosted an official table tennis T-League match. This marked the first time this type of event was held at a commercial facility in Japan and it helped support not only the local Okayama Rivets team, but also promoted sports in general.

Contributions to local communities**Contributing to Local Communities Through Sustainable Activities at Each of Our Malls**

Each of our malls aims to become a member of the local community through sustainable activities. To help create a sustainable society, each mall will formulate and implement initiatives aimed at solving local and societal issues from an ESG perspective.

Implementation of the Happy Clothes Relay! World clothing drive

By leveraging our business expansion in Japan and overseas, we are implementing the Happy Clothes Relay! World, an initiative through which we distribute clothing we collect in Japan to local children in Cambodia. We will conduct clothing drives at seven malls in Japan (Reduce), and donate the clothes to children living on the outskirts of Phnom Penh in Cambodia (Reuse).

3 Build Next-Generation Malls and Pursue the Urban Shopping Center Business

We pursue the development of next-generation malls, offering new value by diversifying development models based on location characteristics and regional issues. We engage in business portfolio reform by proposing new lifestyles and by solving regional issues through initiatives for regional innovative outlets and urban shopping centers.

Hiratsuka Project Image Pass (tentative name), scheduled to open in spring 2023

Office Complex Development

An Office Complex Answering Needs of the Next Generation

AEON MALL Nagoya Noritake Garden (Aichi Prefecture) opened in October 2021. This is the first of our malls in a business format that integrates commercial facility development with offices that support the growth of workers and companies. The neighboring BIZrium Nagoya, which is the first-ever AEON MALL office building, connects work and life seamlessly, offering more relaxed lifestyles and flexible work styles. Located in the heart of the city, yet blessed with abundant greenery, this complex provides space in which people can be themselves, spending time in a natural way, embodying the concept, *to be a place for nature and to be natural*.



BIZrium Nagoya



AEON MALL Nagoya Noritake Garden



Precertification of Well Building Standards Obtained in December 2020

Planning a Next-Generation Multi-Use Commercial Facility to Solve Social Issues

The Hachioji Interchange North (Tokyo; tentative name), scheduled to open in fiscal 2025, will feature a Customer Fulfillment Center (CFC)*¹ developed by AEON Next Co., Ltd.*² in cooperation with the Ocado group of the U.K. By developing new lifestyle facilities that integrate online and offline, the CFC will provide convenience to people living in the community. Through these plans, we intend to create a next-generation multi-use commercial facility that will continue to contribute solutions to local social issues, including the aging population, labor shortages, shopping refugees, childcare support, and disaster-response measures.

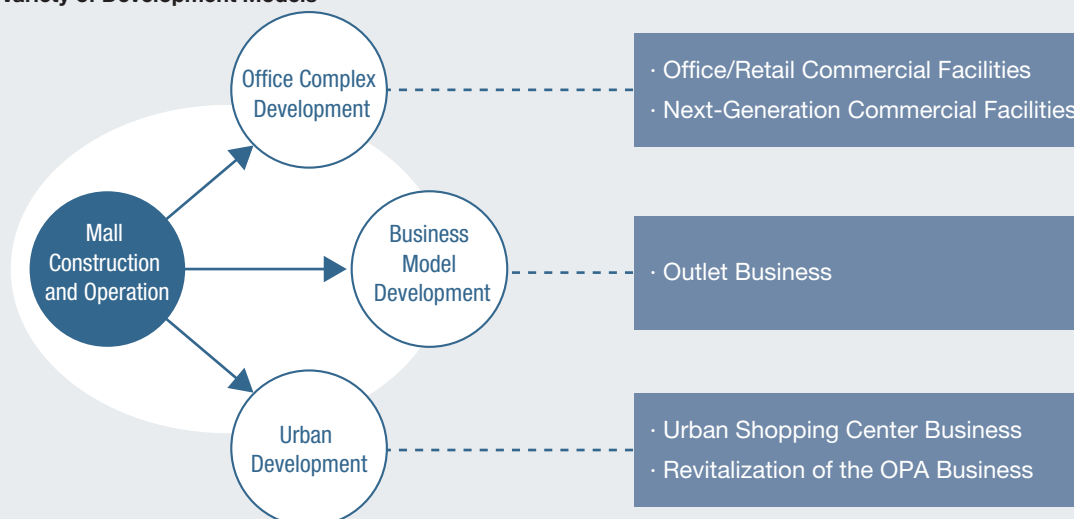


Hachioji Interchange North (tentative name), exterior concept

*1 Customer Fulfillment Center (CFC): A state-of-the-art facility that uses the latest AI and robot technologies to perform a series of processes, from receiving product orders to placing orders for products.

*2 AEON Next Co., Ltd.: An AEON Group company that aims to build Japan's first CFC equipped with state-of-the-art AI and robotics. The company plans to begin full-scale operations of its online supermarket business in 2023.

A Variety of Development Models



Business Model Development

Contributing to the Revitalization of Local Cultures and Economies Through Community Creation

Apart from our traditional mall model, we are designing our THE OUTLETS model as another approach to retail space for regional revitalization. These facilities serve as a hybrid of full-fledged outlet malls combined with entertainment and spaces for harmony with local communities. And in collaboration with local communities, THE OUTLETS will contribute to economic revitalization, attracting customers from a wide area who see the appeal of culture and lifestyle rooted in the local community.

In April 2022, we opened the second THE OUTLETS facility, THE OUTLETS KITAKYUSHU. In addition to an outlet shopping experience, the facility is working with local companies to secure a position as a community learning center, highlighting local culture and attractions to become a focus of tourism from inside and outside Japan.



Urban Development

Revitalization Business Enhances the Attractiveness of Urban Areas, Creating New Value

AEON MALL creates new value for shopping centers in the with-COVID-19 era by enhancing the attractiveness and value of urban areas, improving the convenience of daily life. Specifically, we pursue a revitalization business in which we

purchase properties owned by third parties and redevelop them. The OPA business is engaged in reform to restructure its urban SC business, pursuing the revitalization of existing stores. In 2021, OPA renovated the Kanazawa FORUS facility.

Utilize Group-Owned Properties

Jiyugaoka 2-Chome Plan (tentative name), scheduled to open in Fall 2023



AEON MALL Yokohama Nishiguchi (tentative name), scheduled to open in Fall 2023



OPA Business Restructuring

AEON MALL reorganized its urban shopping center business through an absorption-type merger of its subsidiary OPA. At the same time, among the 21 domestic facilities operated by OPA, eight urban facilities centered on terminal locations were split and transferred to a new company (OPA Co., Ltd.).

OPA Co., Ltd. 8 facilities (terminal locations)

- Specialize in the management and operations of urban facilities, mainly located in transportation terminals
- Create new value by focusing management resources



AEON MALL Co., Ltd. OPA 13 facilities (daily needs)

- Transform OPA facilities to meet the daily needs of the community by leveraging tenant leasing capabilities
- Each area business unit will implement its own sales structure
- Improve profitability and efficiency through the measures above

4 Pursue DX (Digital Transformation)

Our vision for digital transformation (DX) is to achieve DX centered on individual sensibilities. In our pursuit, we will assign dedicated departments under which we will continue to develop businesses that create new value according to the life stages of our customers, create new business models via co-creation with local communities and partners using digital technology and data, and establish operating systems for the next generation. Through associated mindset reform, we will link DX with the next stage of growth.



DX Promotion Overview

Reaching Beyond the Commercial Facility Framework to Provide Lifestyle Solutions Through Digital Technologies

We defined a number of steps reflecting a medium- to long-term perspective to achieve the Ideal Vision for AEON MALL through digital transformation. Next Service for customers will be Phase 1 of this project. Next Solution for specialty store businesses and Next Business for local communities will

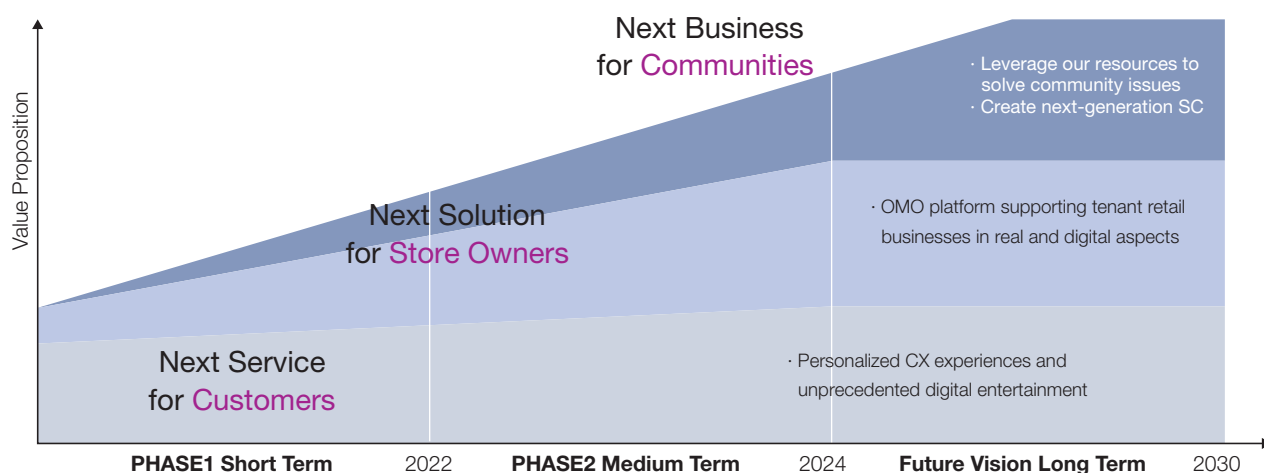
represent Phase 2. Our goal is to not stop at selling products and services, but to also provide new value that solves regional issues, utilizing big data and technology, while working together with co-creation partners.

Develop the “NEXT VALUE”

We will design the future of community living and continue to deliver new value.

We will create new services, new relationships, and new ways of doing business by combining brick-and-mortar malls with DX.

Three Perspectives and Steps to DX Promotion



Foundation

- Review business platforms, systems configuration, and business processes independent of work styles or locations
- Address IT security and IT governance
- Expand our digital organization, recruit and develop DX human resources

Our DX Vision Achieve People-Centered Digital Transformation (DX)

Goals (KGI)	Customer Interactions	Improve customer convenience and satisfaction by combining the knowledge gained from real assets at approximately 200 facilities in Japan and overseas with digital technologies to propose new, personalized value attuned to customer life stages and interests.
	Cooperation with Local Communities and External Entities	Create new business domains and serve as a platform for solutions to regional issues by co-creating with communities and external partners through data collaboration and the use of digital technologies.
	Support for Tenants	Use the latest in digital equipment and big data to reduce the workload (work hours) in connection with store operations. Provide management support and create new business opportunities that contribute to the sales of tenant companies.
	Strengthen Our Own Company	Pursue operational efficiencies through digital technologies and a review of IT infrastructure. Create an environment in which we can focus on creating new added value based on mindset reform and the development of DX-fluent human resources.
Action Indicators (Major KPIs)	Customer Interactions	<ul style="list-style-type: none"> • AEON MALL App Number of downloads, active use rate, number of coupons used • Live Shopping Number of malls offering live shopping, live shopping sales • Food Delivery Number of participating specialty stores, food delivery sales
	Support for Tenants	AEON MALL WORKS Number of locations, tenant ES, reduction in paper-based applications

Goals at Each Step

Become an Entity that Delivers New Value to Solve Community Issues

PHASE 1 Short Term -FY2022	<ul style="list-style-type: none"> · Develop infrastructure for customer behavior data analysis · Support specialty store businesses 	<ul style="list-style-type: none"> · Establish OMO platform · Develop new digital entertainment
PHASE 2 Medium Term -FY2024	<ul style="list-style-type: none"> · Create personalized customer experiences (CX) based on collected data · Create a new revenue model that leverages data resources 	
Our Ideal Future Long Term	<ul style="list-style-type: none"> · AEON MALL will not stop at selling products and services, but will become an entity that provides new value that solves regional issues, utilizing big data and technology, while working together with co-creation partners. 	

TOPICS 1

AEON MALL Co-Creation Program for a New Future of Living

The AEON MALL Co-Creation Program is designed to create innovative businesses and services in collaboration with a variety of companies. With a view to the challenges of local communities and major changes in the consumption environment, this program invites start-up companies to join us in creating businesses together for a new future of living through the combination of our management resources with external technologies and networks. From the 123 applications received, we conducted repeated cycles of screening and deliberations, selecting three companies we believe have the highest business potential and synergies with AEON MALL. We will work with these companies to prepare for proof-of-concept tests and examine the impact of these new businesses.

*See P.33 to P.34 for more.

TOPICS 2

DX Certified Business Operator Certification

In January 2022, we obtained certification as a DX Certified Business Operator under the DX Certification System established by the Ministry of Economy, Trade and Industry. The DX Certification System is based on the Act on Facilitation of Information Processing and aims to promote DX throughout Japan by having the government certify companies demonstrating excellent management and systems governance.



5 Pursue Medium- to Long-Term Strategies, Accelerate Reforms Based on ESG Perspectives

Amid growing social demands for sustainability, we position ESG clearly in our growth strategy, identifying materialities, and pursuing maximum economic and social value. We accelerate our pursuit of materiality by raising awareness within the company through a strengthened implementation program, as well as a new evaluation and commendation system.

Roadmap Toward ESG

Toward a Stage in Which Every Person Acts Independently, Motivated by Materiality to Solve Community Issues

In 2021, we implemented organizational reforms to create social and economic value through ESG-Based Management and collaborative growth with local communities. We established the ESG Promotion Group as the entity responsible to accelerate company-wide initiatives to achieve materiality KPIs. In addition, we divided the CSR Committee, which functioned to suggest and report on social contribution

and environmental activities, etc., into the ESG Promotion Committee, responsible for CSR and ESG issues, and the ESG Promotion Subcommittee. To strengthen our organizational structure and raise the awareness of every employee, we strive to communicate our materialities throughout the company, including the addition of ESG elements in annual personal goals.

Identify Materialities (2019)

Establish KPIs (2020)

Thinking and Act Independently (2021 -)

Solve Local Issues (2030)

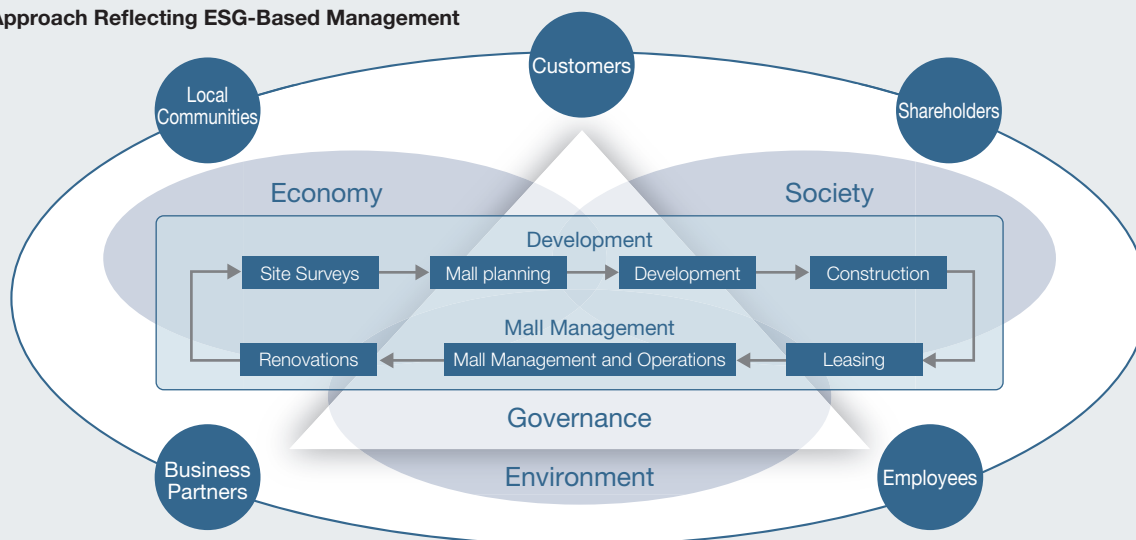
The Ideal Vision for Society (2050)

The Materiality Analysis Process

Step 1	Identify Topics We identified relevant social issues by referencing sources including DJSI ^{*1} , FTSE ^{*2} , GRI, generally accepted industry issues, etc. The AEON MALL Group defined 34 topics related to our business in Japan and overseas, reflecting SDGs and issues specific to Japanese society. <small>*1 Sustainability indicators jointly selected by S&P Dow Jones Indices (US) and RobecoSAM (Switzerland). *2 The London-based FTSE calculates and manages stock indices.</small>
Step 2	Importance to Stakeholders We used SASB* and other guidelines, as well as categories used by ESG benchmarking organizations, to assess the importance to stakeholders. <small>* US-based Sustainability Accounting Standards Board</small>
Step 3	Importance to AEON MALL We used our management philosophy and medium-term management plan to evaluate the importance of these topics to AEON MALL.
Step 4	Confirm Relevance Finally, we confirmed the relevance (materiality analysis process and results) of these topics from the standpoint of our outside independent directors and in consideration of the unique AEON MALL business model. We revised group-wide materiality based on these opinions and then confirmed the topics in a meeting of the CSR Council (currently the ESG Promotion Committee).

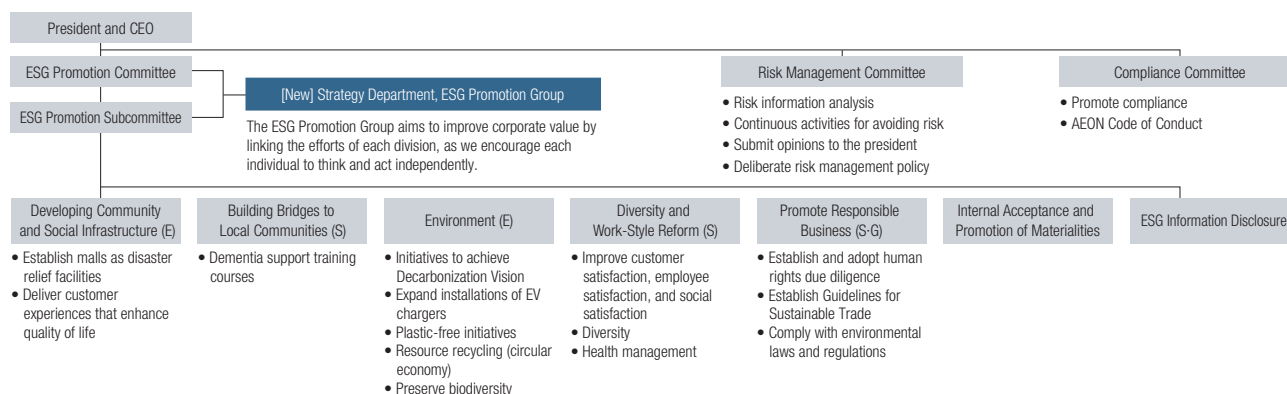
Materialities → P41

Developing community and social infrastructure	Developing sustainable and resilient infrastructure
	Production and consumption formats
Build community relationships	Cultural preservation and inheritance
	Low birth rates, aging society
Environment	Climate change, global warming
	Protecting biodiversity, resources
Diversity and workstyle reform	Health and welfare
	Diversity, work-styles
Promote responsible business	Human rights
	Bribery

Approach Reflecting ESG-Based Management**Strengthen ESG Promotion Structure****Reinforce ESG-Based Management Through Organizational Reform to Accelerate Materiality Initiatives**

The ESG Promotion Committee is a subordinate body of the Management Council. The committee consults with the president in response to his or her inquiries, advising or reporting to the president on related matters. In addition, the ESG Promotion Subcommittee will be established for the

purpose of reviewing and discussing specific measures for policies or reports made by the ESG Promotion Committee. The ESG Promotion Committee will promptly publicize initiatives on ESG issues throughout the company regarding decisions that have been made by the committee.

**Measures to Communicate ESG to Employees****Incorporate ESG Perspectives into Personnel Evaluations and Establish a New Internal Award System to Promote ESG Throughout the Company****Incorporate ESG Perspectives into Personnel Evaluations**

Every employee must understand their role from an ESG perspective, learning why their role is important, as well as how to think, act, and take responsibility for their part in ESG at AEON MALL. To this end, in fiscal 2021, we began establishing targets based on ESG perspectives as part of our personnel evaluation managed targets (assigning a target weight of 30% or more).

Establish ESG Awards

As we strengthen ESG management, we established materialities and KPIs through 2030, setting action indicators. To achieve these goals through a united, company-wide effort, we established a new internal system in fiscal 2021, the ESG Awards, to recognize employees for outstanding performance. In this way and others, we encourage aspirational ESG activities and accelerate our efforts toward ESG.