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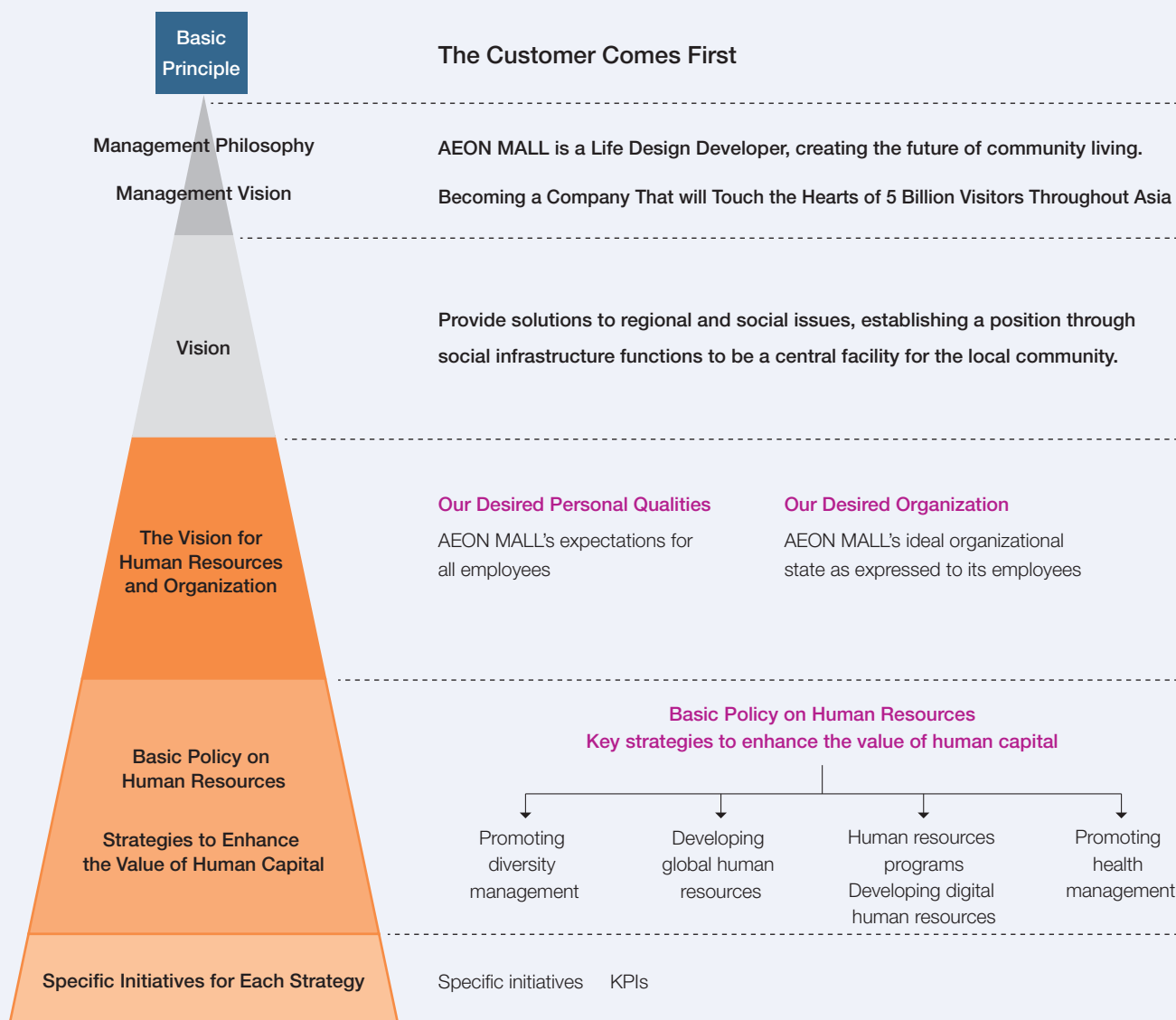
Linking Management and Human Resource Strategies with an Eye to the Future

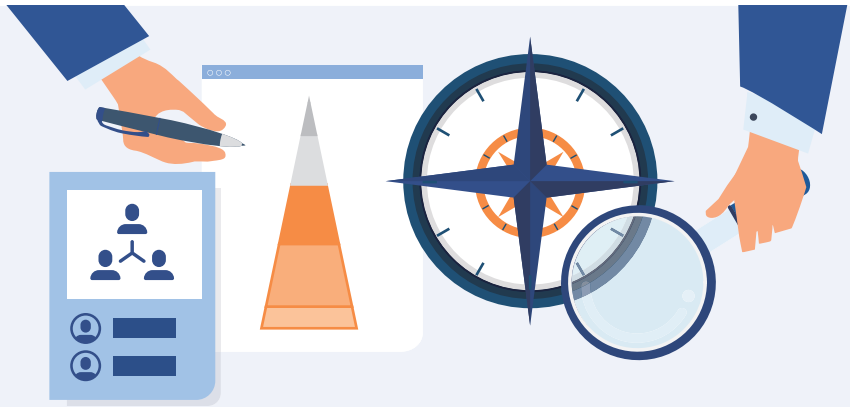
In the interest of realizing our management philosophy and achieving our management strategy, we formulated our Vision for Human Resources and Organization, as well as our Basic Policy on Human Resources, by backcasting from our ideal state. We regard human resources as the most important kind of capital in our management, and implement various measures based on a human resource strategy tied to our management strategy.

Human Resource Development to Create the Future of AEON MALL

As a company that operates from a retail perspective under the basic principle of the customer comes first, we maintain a never-ending commitment to see and consider life from customers' perspectives so that we can share the best, most memorable moments of life with those customers. Furthermore, we are working to achieve sustainable growth and increase our corporate value by adding more functions to our shopping malls and providing greater added value to our customers and the communities in which we operate.

We believe that the most important factor in achieving this goal is the growth of human resources that have diversity, creativity, and the ability to drive transformation. With this, we are working to realize our management philosophy by promoting ESG management through proactive human resources development, strategic recruitment activities, and increased employee engagement.





Enacting the Vision for Human Resources and Organization

In May 2022, we enacted the new Vision for Human Resources and Organization, based on our management philosophy to determine the ideal human resources and organization that will support AEON MALL's sustainable growth into the future.

The kind of human resources we seek are Life Design Producers, challenge-oriented individuals who are capable of empathizing with the needs of the community, society, customers,

and business partners, and who can link these desires and consider independently what kind of value they can create.

Also, our future ideal for the organization is a company of professionals that continue to innovate, creating and sharing the values we want to provide to society and the society we want to realize.

Vision for Human Resources and Organization	Our Desired Human Resources Life Design Producer <ol style="list-style-type: none"> (1) Human resources who can express themselves from the viewpoint of <i>good for the customer, good for the community, and good for the future</i> (2) Human resources who create and nurture connections (3) Human resources who can harness their own individuality and envision their ideal state 	Our Desired Organization A company of professionals that continue to innovate <ol style="list-style-type: none"> (1) An organization that always generates customers and pioneers new business domains (2) An organization that can expand and deepen connections (3) An organizational culture with respect for each employee and that allows employees to fully demonstrate their abilities
Basic Policy on Human Resources	<ul style="list-style-type: none"> • Create an environment that encourages challenge in order to contribute to customers, the community and society • Trust and expand the potential of the individual to achieve both organizational and individual growth • Provide a variety of options respecting diversity and life plans in order to create an environment where employees can enjoy long careers with peace of mind 	

Key Strategies to Enhance the Value of Human Capital → See P.67 - 72

AEON MALL believes that the growth of human resources equipped with diversity, creativity, and the ability to drive transformation will lead to the realization of the AEON MALL Vision. Therefore, we promote education and training programs enabling employees to take on new challenges, as well as diversity management and health management.

