

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	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 communities.	<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 build partnerships through smooth communications, and pursue compliance, human rights, and environmental initiatives through co-creation.	<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 the greatest management capital for sustainable growth. Based on this policy, we are promoting investment in our human capital, 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 • Pursuing health management 	
Shareholders and Investors	Shareholders and investors financially support our sustainable growth. We will strive to disclose information, engage in positive 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"> • Consistent and complete systems and ventilation against COVID-19 infections • Utilize digital technology to provide services (Smart Malls, AEON MALL app, Live Shopping) • Strengthen mall initiatives aimed at CX creation (open-space design, localization, new business categories)
	<ul style="list-style-type: none"> • Solve issues with local governments • Malls where people can always feel safe and secure • Disaster-response functions in the event of a disaster • Build circular economies for sustainable societies 	<ul style="list-style-type: none"> • Pursue decarbonization initiatives (pursue 100% renewable energy in malls, create renewable energy in local production for local consumption, pursue plastic-free initiatives) • Pursuing circular economies • Obtain global rating for WELL Health-Safety Rating • 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"> • Communication for fair trade • 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 • Develop guidelines for sustainable business transactions
	<ul style="list-style-type: none"> • Life-stage based work styles • Balancing job satisfaction with improved productivity • Impartial performance evaluation • Appropriate remuneration 	<ul style="list-style-type: none"> • Recruit diverse human resources to respond to changes in the business environment • Review mall management systems • Change organizational structures to improve operational efficiencies • Support employees in work styles that facilitate growth and lifestyles
	<ul style="list-style-type: none"> • Adequate and prompt 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 IR Meetings (approx. 250 cases a year, including ESG meeting) SR Meetings (commencing FY2021) • Disclose information in English (financial results, convocation notices, integrated reports) • Publish voting results • Adopt an electronic voting platform (ICJ, etc.) • Raise funds through Sustainable Finance
	<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 for UNICEF • Set up membership recruitment booths for UNICEF, UNHCR • Sponsor blood donation activities for the Japanese Red Cross Society