

Value Creation Process

Used as management resources (INPUT) for the next fiscal year

INPUT

FY2021 Results

Executed a management resource strategy that leveraged our unique strengths

Our Strengths ▶ P.17

Funds Generated and Raised to Support Growth

Financial Capital

- EBITDA: 101.9 billion yen
- Equity ratio: 28.5%
- Net D/E ratio: 1.6
- ESG bond issuance amount: ¥20 billion

Unparalleled Business Scale and Ability to Attract Customers

Manufactured Capital

- Number of locations: 172 Domestic, 36 Overseas
- Gross Lease Area (GLA): 10,351 thousand m²
- Capital investment: ¥122.2 billion

Diversity of Human Resources for Growth

Human Capital * Non-Consolidated

- No. of employees: 1,939
- Ratio of women in management positions: 19.4%

Sustainable Malls in Harmony With Communities

Intellectual Capital

- Local information, purchasing information, commercial facility management expertise, and networking with the community

Strong Network to Meet the Needs of Communities

Social and Relationship Capital

- Domestic annual customer traffic: approx. 1 billion
- Number of tenant companies: approx. 8,000 (Network with tenant companies, mall operation expertise)
- AEON MALL App
- Number of downloads: approx. 7.5 million

Conservation of the Global Environment

Natural Capital

- Energy consumption: 127,251 kl (crude oil equivalent kl)

Business activities

Conduct business from development to operation, rooting in and developing with communities through co-creation

Japan



China



ASEAN



AEON MALL Business Model

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Stakeholder

Customers	Local Communities	Business Partners
Employees	Shareholders and Investors	NPOs and NGOs

Co-Creation



AEON MALL

Develop malls that precisely meet customers' needs	Operate malls that provide diverse values
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2023-2025 Three-Year Medium-Term Management Plan ▶ P.23

Corporate Governance

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Materialities ▶ P.18

Community and Social Infrastructure Development

Local Community Ties

Environment (Climate Change and Global Warming)

Diversity and Work-Style Reform

Responsible Business Promotion

OUTPUT

FY2022 Results

Established medium- to long-term quantitative targets and implemented measures for sustainable growth

Financial Capital

- Operating income: ¥43.9 billion
- ESP growth rate: -27.6%
- EBITDA ratio: 6.0
- ROIC: 2.5%

Manufactured Capital

- Number of disaster relief facilities: 43 malls
- Acquisition of WELL Health-Safety Rating
- GRESB Real Estate Assessment 4 Star Award

Human Capital

- Achieved work-life balance
- Ratio of women in management positions: 20.4% (up 1.0% year on year)

Intellectual Capital

- Services and operations: Safe, secure, and comfortable malls
- Certified shopping center management professionals: 53

Social and Relationship Capital

- CS survey results
- Supplier surveys
- Regional revitalization: 1,714 cumulative regional localization projects

Natural Capital

- Local Renewable Energy: 79,887MWh
- Energy consumption reduction rate: 97.6% (year on year)
- Number of malls with 100% renewable energy: 11
- Number of Association for Business Innovation in Harmony with Nature and Community (ABINC®) certified malls: 15

2030 Vision

 ▶ P.09

OUTCOME

Leveraged our strong comprehensive capabilities cultivated as a Life Design Developer to co-create and develop with communities

Economic Value

- Profits generated through regional co-creation
- Contribution to the local economy (generation of employment and tax revenue)

Social Value

- Resolution and dissemination of regional issues
- Self-actualization of each person in our communities
- Safety net for anxiety and loneliness

Environmental Value

- Harmonious coexistence with the global environment and the formation of regional infrastructure

Value Creation

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