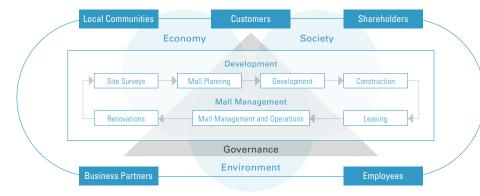
Sustainability Strategy

Amid growing social demands for sustainability, we position ESG in our growth strategy clearly, identify materialities, and pursue the maximization of economic and social value. We accelerate specific initiatives by raising awareness within the Company through a strengthened promotion system and a new evaluation and commendation system.

ESG-Based Management Approach



Roadmap Toward ESG

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 in to the ESG Promotion Committee and the ESG Promotion Subcommittee. Whereas the CSR Conference previously functioned to suggest and report on matters such as social contribution and environmental activities, the ESG Promotion Committee and ESG Promotion Subcommittee now address CSR and ESG issues. These bodies work to instill materialities throughout the Company by including ESG elements in annual personal goals. In doing so, we aim to strengthen our organizational structure and raise awareness among each employee.

Please refer to P.18 for information on materialities, such as their reasons for selection and policies, etc.

Measures to Communicate ESG to Employees

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In strengthening ESG management, we established our 2019 materialities and KPIs, as well as set our action guidelines through 2030. We introduced the ESG Awards, an internal system to recognize employees who have made outstanding achievements during the fiscal year. In doing so, we ensure that the entire Company acts in accordance with these guidelines to achieve its goals. We encourage ambitious ESG activities and are accelerating our efforts. Our initiatives are also discussed in our ESG report.

https://www.aeonmall.com/en/sustainability/pdf/

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.

President and	CEO										
ESG Promotion Committee		Strategy Department ESG Promotion Group		Risk Management Committee				Com	ipliance C	ommittee	
ESG Promot Subcommit	iee	improve corp the efforts of	notion Group aims to orate value by linking each division, as we ach individual to think bendently.	 Submit opinions the president Deliberate risk management po 		Risk information Ongoing activities avoiding risk			ue complian N Code of C		
Developing Community and Soc Infrastructure (E)			Environment (E)	Diversity and Work-Sty Reform (S)	le R	Promote Responsible Business (S•G)		Internal Acceptance and Promotion of Materialities		ESG Information Disclosure	
		Pementia support raining courses • Initiatives to achieve Decarbonization • Expand installations of EV chargers • Plastic-free initiatives • Resource recycling (circular economy) • Preserve biodiversity		 Improve customents satisfaction, employee satisfaction, and social satisfaction Diversity Health management 	huma due d • Estab n Susta • Comp ent enviro	Establish and adopt human rights due diligence Establish Guidelines for Sustainable Trade Comply with environmental laws and regulations					

ESG Promotion Committee Meetings Held

	Date	Agenda * Only representative agenda items are listed				
6th Meeting	April 2022	Responsible business				
7th Meeting	June 2022	Achieving circular malls				
8th Meeting	August 2022	Direction of EV chargers in 2030				
9th Meeting	October 2022	Biodiversity				
10th Meeting	December 2022	Progress of circular economy measures				
11th Meeting	February 2023	Sustainable apps				

E ④ ▷ ♀ Value Creation

Introduction

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) Message

2030 Vision

Value Creation

Value Creation Strategy

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Value Creation Strategy