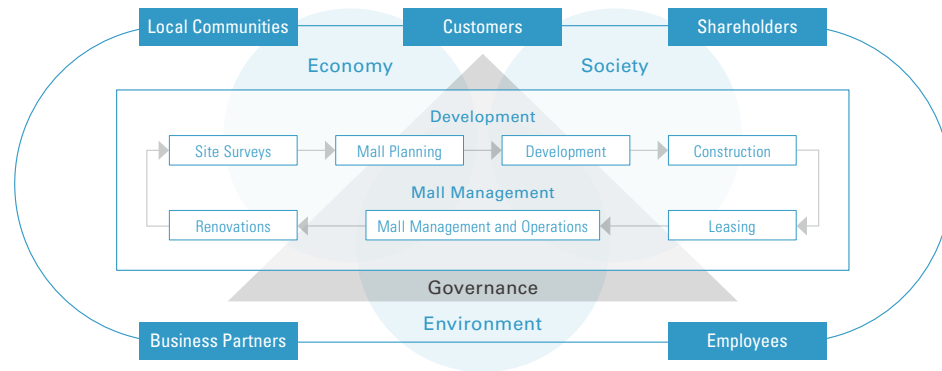


Sustainability Strategy

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

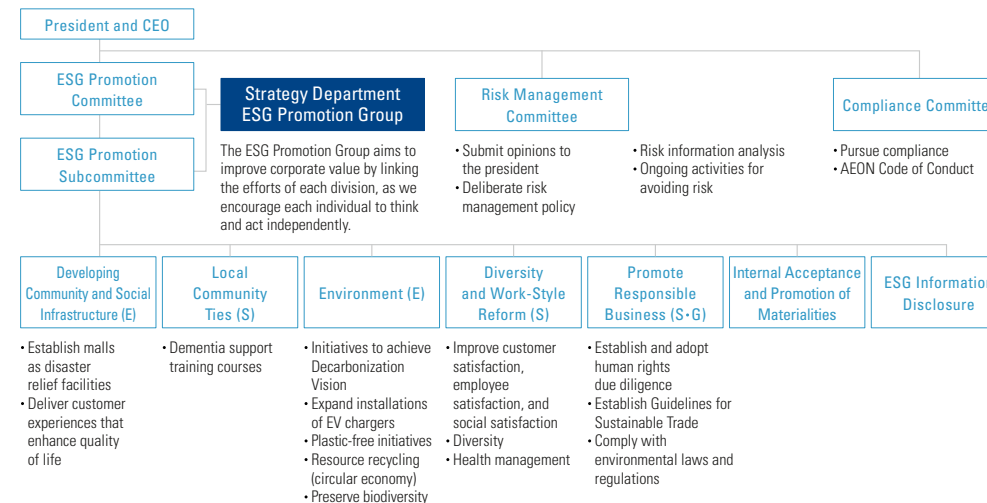
In strengthening ESG management, we established our 2019 materialities and KPIs, as well as set our action guidelines through 2030. We introduced the ESG Awards, an internal system to recognize employees who have made outstanding achievements during the fiscal year. In doing so, we ensure that the entire 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.



ESG Promotion Committee Meetings Held

Date	Agenda
6th Meeting	Responsible business
7th Meeting	Achieving circular malls
8th Meeting	Direction of EV chargers in 2030
9th Meeting	Biodiversity
10th Meeting	Progress of circular economy measures
11th Meeting	Sustainable apps

Value Creation Strategy

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