

# A Report for the Future

Realizing our desire to connect

# AEON MALL CSR REPORT 2018





We are becoming “Happiness Mall”, where people gather and communicate with smiles.



**Akio Yoshida**  
President and CEO  
AEON MALL CO., LTD.

AEON MALL is the leading company of AEON group to develop and manage shopping malls, and we have successfully developed 195 shopping malls in Japan, China, and ASEAN countries as of February 2018. In Japan, we have been continuing to meet new needs of our customers by concentrating on floor expansions and large-scale renovations of our existing malls while simultaneously opening new malls. Also, we believe that a commercial property for the future should play a role as a place for local community where interaction and memories are born through real experiences, and with that in mind, we have been aggressively making efforts to realize a “Happiness Mall” since the beginning of this fiscal year. We will continue to create new value which can only be obtained in our malls where local residents gather and their needs can be satisfied.

In China and ASEAN countries, we have steadily boosted brand value of our company through our dominant strategy to focus on opening malls by carefully selecting areas. People look forward to AEON MALLS in various regions because our properties are always directed from perspective of customers, and consequently local people and specialty stores give credit to our detailed management and operation. In addition, like malls in Japan, the utilization of natural energy on which we have consistently worked, our response to the dissemination of electric vehicles, and our creation of lush green environment are some of elements that enhance social trustworthiness of our company in the area. Furthermore, each of specialty stores and AEON MALL resolve issues by building strong partner-

ships that transcend conventional framework, such as sharing issues about securing employment of specialty store employees and improving work environment, and by aggressively exchanging opinions and making quick responses.

By focusing primarily on these activities, this report introduces our efforts on regional, social, and environmental fronts, which are inseparable from AEON MALL's original corporate activities. I would like you to read through the report, and I am looking forward to your continued support and cooperation.



## Company Profile

As a leading company of the AEON Group, AEON MALL is engaged in development and operation of shopping malls throughout Japan and Asian regions.

### Company Profile

<b>Company name</b>	AEON MALL Co., Ltd.
<b>Established</b>	November, 1911
<b>Capital</b>	42,271 million yen (as of the end of February 2018) Large scale community development and shopping mall development and operation Real estate sales, rentals, brokerage [Minister of Land, Infrastructure and Transport (2) No. 7682] 4,653 (as of the end of February 2018)
<b>Employees</b>	4,653 (as of the end of February 2018)
<b>[Editorial Policy]</b>	This report describes objectives and performance results of corporate social responsibility that AEON MALL Co., Ltd. should accomplish, reports on town development we are engaged in, and challenges in the future.
<b>[Scope of Report]</b>	
<b>Scope</b>	<b>AEON MALL Co., Ltd.</b> Including Group companies that belong to AEON MALL Co., Ltd. and properties we manage. Regarding Environmental Index, 70 malls AEON MALL Co., Ltd. entrusted by AEON Retail Co., Ltd., mozo wondercity, Kobe Harborland umie, QUALITE PRIX, and OPA's properties are excluded.
<b>Target Period</b>	<b>From March 1, 2017 to February 28, 2018</b> Notice shall be given regarding information outside reporting period in each case. Positions of employees are as of the end of February 2018.
<b>Publication</b>	<b>May 2018</b>

### Our Vision

#### Basic Philosophy

### Customer First

#### Management Philosophy

**AEON MALL is a life design developer that works with communities and produces ways of living for the future.**

#### \* What is Life Design?

Life Design involves producing ways for people to live in the future — work that drives AEON MALL to create and nurture opportunities for people to meet and engage in cultural activities. Beyond the development of commercial facilities, this work requires our company to expand ways for us to serve people throughout various stages of their lives.

#### Management Vision

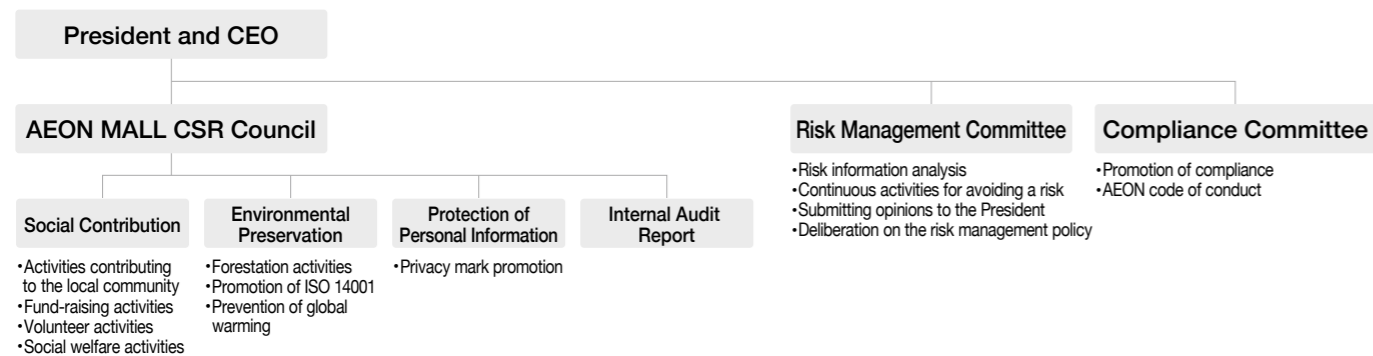
### Becoming a company that will touch the hearts of 5 billion people throughout Asia

- Ultimately, our challenge is to be consistent in localization to enhance the attractive aspects of various regions by working in tandem with partners.
- As Life Design Producers, we will go beyond working in a conventional commercial context and keep our company growing by opening up business opportunities to produce future ways of living.
- We will solidify and strengthen our financial and business foundations by taking full advantage of our company's assets, including our worldwide malls and capabilities to continue our growth.
- We are a company of professionals that continue to innovate.
- We see and consider life from customers' perspectives so that we can share the best, most memorable moments of life with those customers.

#### Corporate Slogan

Sharing a sense of lively participation

### CSR Management



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#### SDGs (Sustainable Development Goals)

While conducting CSR activities conforming to ISO26000, AEON MALL as a whole is working on corporate activities that contribute to the achievement of the "Sustainable Development Goals" consisting of 17 items which are described in "Transforming our world: the 2030 Agenda for Sustainable Development" that was adopted as a development goal of international community as a whole at the United Nations Summit held in September 2015. The CSR report of this fiscal year introduces AEON MALL's efforts on these development goals with description of respective marks.





## CSR TOPICS ① Malls in Asia

In China and ASEAN countries, the dominant strategy leads to strong brand position and establishment of competitive advantage. We offer new experiences and lifestyles to customers by developing highly entertaining malls.



AEON MALL Foshan Dali [China]



AEON MALL Jakarta Garden City [Indonesia]

### AEON MALL Tianjin Jinnan

[Tianjin City, China] Opened in October 2017

About 10 km southeast of central part of the city, the 4th mall in Tianjin City was opened in the area where population growth is expected to continue. Comprising 9 concept zones with respective themes on each floor, the mall offers a “place where everyone can play a leading role”. It is also putting a lot of efforts into developing people and environment-friendly shopping malls with installations such as a solar power generation system and chargers for EV (electric vehicles).

### AEON MALL Nantong Xinghu

[Jiangsu Province, China] Opened in December 2017

Concept of the 1st mall in Nantong City is “near-future destination mall where everyone gathers”. The largest entertainment mall in the area has an indoor 400-meter long racing kart circuit, a cinema complex with 7 screens, and approximately 100 restaurants, and it provides comfortable and exciting spaces and new experiences.

### AEON MALL Wuhan Jinqiao

[Hubei Province, China] Opened in December 2017

The 3rd mall in Wuhan City opened in the Hankou area which is commercial center. By having food stores accounting for approximately 40% of total number of stores, the mall offers the region’s largest food entertainment in a comfortable space integrating urbane design and greenery.

### AEON MALL Foshan Dali

[Guangdong Province, China] Opened in December 2017

With the concept of “Your New Life”, the mall opened in Nanhai District, Foshan City, with a full time residential population of about 2.7 million people. By, for example, setting a lush green terrace on each floor, the mall is designed complied with regional development plans.

### AEON MALL Jakarta Garden City

[Indonesia] Opened in September 2017

The 2nd mall in Indonesia is the latest entertainment mall with the concept “Smile Of Life”. It provides new experiences to local people by, for example, having a giant Ferris wheel which is the largest in the country on the rooftop.



## CSR TOPICS ② Domestic Malls in Japan

In FY2017, we opened five new malls in Japan, and implemented floor expansion and large-scale renovations at existing malls. In addition, we are developing our properties into malls that can satisfy needs of local people even more.

### Floor expansions and renovations

#### AEON MALL Koufushowa [Yamanashi Prefecture]



### Making our malls as "the third place" through large-scale renovation

AEON MALL Koufushowa which opened in March 2011 reopened after renovation including the expanded building in November 2017. By having highly requested fashion trend and lifestyle proposal specialty stores and expanding the area where people can enjoy their hobbies and leisure, the mall has evolved into "the third place" that meets various needs of local people.

#### Introduction of lush green environmental design

A welcome garden is set up in front of the main entrance "Welcome Gate". The mall provides a space where people can enjoy the change of the seasons with arrangement of various kinds of trees around the symbol tree exceeding 12 meters in height.



#### Enhanced earthquake resistance

The Great East Japan Earthquake in March 2011 occurred 6 days before grand opening of AEON MALL Koufushowa. The renovation has further improved aseismic performance to ensure high level of security.

#### Reinforced ceilings

To reduce damage due to a ceiling fall, the mall completed reinforcement work for satisfying current earthquake resistance standards by reinforcing the ceilings from conventional suspended ones to strong steel framed ones.

#### Elevator/escalator aseismic reinforcement

To enhance safety of the elevators and escalators, the mall implemented reinforcement work to meet new earthquake resistance standards.

#### Enhanced function as a restoration base in disaster

During a disaster, the mall will quickly transmit information to customers by switching the 150-inch large-size digital signage terminal newly installed in the building into emergency television broadcasting.

### Floor expansions and renovations

#### AEON MALL Miyazaki [Miyazaki Prefecture]

### Evolution into the largest shopping mall in the Kyushu region

AEON MALL Miyazaki which opened in May 2005 was reborn in March 2018 as the largest shopping mall in the Kyushu region. We constructed a new building for floor expansion on the southern side of the site, and implemented large-scale renovations in the existing building. The mall strives to turn into a mall in which local customers and visitors are more satisfied by our offering urban lifestyles and providing specialty food as well as creating a place where people can spend time comfortably.

#### Created a new bustling place

There is a lawn courtyard called "hinata TERRACE" between the existing building and the expanded building, as well as a play area with playground equipment for children. This place is expected to be a bustling place for people to enjoy seasonal events at the Event Plaza and to connect with each other.



#### Effectively supporting health promotion

Having constructed walking courses in the building and adopted the space design urging awareness about health, the mall provides various programs, such as "Step walking" by which stride length can be checked, "Climb Walking" by which indoor stairs can be enjoyed, and "Balance walking" by which walking age can be estimated using walking posture measurement system. In addition, it has created an environment where people can easily practice their health improvement through linkage with "SALKO" that is Miyazaki Prefecture's official walking smartphone application.

### New opening

#### AEON MALL Shinkomatsu [Ishikawa Prefecture]

Opened in March 2017

With the concept of "a lively mall filled with smiles", the mall opened near Komatsu Airport, the main aviation gateway to the Hokuriku region. We are working on spreading the charms of the region, such as Kutani-ware and local agricultural products.

#### AEON MALL Tokushima [Tokushima Prefecture]

Opened in April 2017

The concept of the 1st mall in Tokushima Prefecture is "Hikarimachi Bayfront". A new town was established, in which goods, services, and various contents are integrated.



#### AEON SENRITO Special Mall [Osaka Prefecture]

Opened in April 2017

Our company master-leased the 1st through the 4th floors of the 2nd-phase commercial part of "SENRITO Yomiuri" in front of Senri Chuo Station in Toyonaka City. The mall provides a convenient and comfortable shopping environment.

#### AEON MALL Kobe Minami [Hyogo Prefecture]

Opened in June 2017

The concept of the mall adjacent to the Kobe City Central Wholesale Market is "Enjoy eating happiness!" The mall has been creating a new bustle in collaboration with local communities mainly through offering experience of tasting various foods.

#### AEON MALL Matsumoto [Nagano Prefecture]

Opened in September 2017

The mall opened as an excursion base in Matsumoto that is a sightseeing city in the Japan Alps. By adopting designs in harmony with the quaint streets, the mall has constructed facilities where culture and history can be felt.



## CSR TOPICS ③ External Recognition

AEON MALL has introduced advanced efforts from both tangible ways and intangible ways aiming for "the creation of environment-friendly shopping malls in harmony with local community". In this fiscal year, we also received high evaluation from certification organizations inside and outside of Japan.



AEON MALL KYOTO

### Acquired certifications

#### Two malls acquired "DBJ Green Building Certification"

In January 2018, AEON MALL KYOTO (Kyoto Prefecture) and AEON MALL Mito Uchihara (Ibaraki Prefecture) acquired the DBJ Green Building certification from the Development Bank of Japan, Inc. Both malls got certified as "Five Star", the top-class evaluation rank in Japan. This certification is granted through evaluation of a real estate which gives consideration to the environment and society, based on a comprehensive evaluation system including consideration for social requirements from various stakeholders that surround the property in addition to the environmental performance of the target property.



#### Expanding ABINC certified malls

AEON MALL Matsumoto (Nagano Prefecture) which opened in September 2017 acquired the "ABINC certification". This certification is a system in which efforts in the creation of biodiversity-friendly green areas are objectively evaluated and certified by the Association for Business Innovation in Harmony with Nature and the Community, based on the "Guideline for Offices Promoting Symbiosis with Life Forms" created and registered by Japan Business Initiatives for Biodiversity (JBIB).

#### Conducted pre-verification for compliance with "WELL certification" at our 2 facilities

The pre-verification for compliance with "WELL Building Standard (WELL certification)" was conducted as domestic commercial facilities at our two facilities: AEON MALL Makuhari New City (Chiba Prefecture) and "AEON Yume-mirai (Dreams for the Future) Nursery School Nagoya Chaya" of AEON MALL Nagoya Chaya (Aichi Prefecture). "WELL certification" is the world's first building certification system developed in the United States, which specializes in the evaluation of human health and comfort, and this certification is given based on the seven categories.



### Received ratings

#### Received "Green Star", the highest rating of GRESB

Global Real Estate Sustainability Benchmark (GRESB) is an international benchmark for measuring environmental, social and governance considerations for real assets including the real estate portfolio and infrastructure. our company received "Green Star", the highest rating among 4 ranks as a result of our activities concerning environmental consideration and sustainability which were highly evaluated for excellence in both "Management and Policy" and "Implementation and Measurement". We acquired 80 points, the highest-ever score (the average among participating companies being 63 points). We also received the highest "Five Star" in the GRESB rating among all Green Star counterparts.



#### Selected as members of stock index component stocks for ESG investment

The criteria to judge corporate value for "ESG investment" purposes is made based not only on financial information but also on efforts for solving environmental, social, and governance issues (non-financial information). As this investment method rapidly expands, AEON MALL has been selected as a composite of various indexes with high ESG evaluation by institutions providing investment information for investors.

- MSCI Japan ESG Select Leaders Index
- MSCI Japan Empowering Women Index
- SNAM Sustainability Index
- Morning Star Social Responsibility Investment Stock Price Index
- Nadeshiko Brand 2018 (for 2 years in a row / selected as only one in the real estate industry)



#### Received awards from municipalities of our efforts to prevent global warming

AEON MALL has actively worked on reductions in greenhouse gas emissions by introducing air conditioning energy saving systems and LED lighting, and achieved good results. In 2017, we were awarded a prize as a superior operator by Kyoto City and Osaka Prefecture.

- "Kyoto City Operator Emission Reduction Plan Regulations" excellent performer
- "Osaka Stop Global Warming" Award

Our three malls in Kyoto were recognized as excellent performers granted with the overall evaluation "S evaluation" because they achieved a 13.5% (compared to FY2013) of the greenhouse gas emission reduction rate (total amount-based).

Our six malls in Osaka Prefecture received the Award for three years in a row because they recorded an 8.3% (compared to FY2015) of the greenhouse gas emission reduction rate (intensity-based).

### Solution to environmental issues

#### Participated in the equipment subsidy project of the Joint Crediting Mechanism (JCM)

"Joint Crediting Mechanism" is a system in which two countries strive to reduce greenhouse gas emissions in cooperation through carbon technologies, and achievements are shared by two countries. AEON MALL Jakarta Garden City (Indonesia) which opened in September 2017 installed a solar cell module with a total generating capacity of 507 kWh on the rooftop and a storage battery facility with a capacity of 110 kWh on the ground to reduce CO<sub>2</sub> emission by about 550 tons a year. These are being adopted for FY2014 JCM equipment subsidy project of Ministry of the Environment, Japan.





Feature 1

Mall of "Happiness"

# ① "Happiness Mall" Project

New events of domestic malls in Japan



## To a place where wonderful memories are made

イオンモールは  
ハピネスモ...ルへ

<p><b>Health</b> Make mind and body happy and refreshed</p>	<p><b>Wellness</b> Create excitement and healing spaces</p>	<p><b>Community</b> Realize a place filled with local people's smiles</p>	<p><b>Opportunity</b> Provide opportunity to experience goods and services for an affluent life</p>
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Customers are excited whenever they visit and always smile when leaving – Such a commercial property is what we envision as a "Happiness Mall". Amid the rise of e-commerce, I hope our mall is a place where all customer can accumulate wonderful memories of actual experiences each time they visit AEON MALL, and hold a special place in their heart for the mall. With such hope, we started activities for realizing a Happiness Mall in FY2017 and they are in full swing.

Although each of our malls has implemented various projects so far to allow customers to enjoy themselves, all specialty stores and employees at the Happiness Mall, with the 4 pillars: "Health", "Wellness", "Community", and "Opportunity", work together as one toward further comprehensive approach-

es so that customers can feel happy with their experiences during their stay at the mall. Because customers are more health-conscious and want to be satisfied mentally in recent years, each mall holds various events using wide spaces and halls, and provides opportunities for local residents to deepen exchanges and expand their hobbies at workshops in cooperation with specialty stores. The whole company is working to realize a true Happiness Mall where all people who are involved in AEON MALL including local residents, administrative officers, and employees can become happy.

**Mamoru Hiyama**  
General Manager  
Marketing Department



### "Happiness Mall" model store

#### A new mall in pursuit of "happy time"

AEON MALL Matsumoto [Nagano Prefecture] Opened in September 2017

Matsumoto City in Nagano Prefecture is a mountainous, academic, and music city which is rich in nature and culture. AEON MALL Matsumoto that opened in the central urban area of Matsumoto City, Nagano Prefecture has been actively promoting its efforts to realize a Happiness Mall under the mall concept of "Happy time in the center of Shinshu" to realize an exchange space filled with unique character and activity.



#### Wellness "Music City Matsumoto Live" started

Matsumoto City and citizens' volunteer group cooperatively hold "Music City Matsumoto Live", which had been held in the square in front of Matsumoto Station in the past, now in the event space "Kirameki Court" in the mall on a regular basis. Customers of many generations can freely enjoy live music in a broad range of genres performed by local artists.

Our idea was to give many people the opportunity to listen to a street concert performed at AEON MALL. I hope these live performances will become an opportunity to enjoy various genres of music.

**Masanori Fukasawa**  
Secretary  
International Music festival Promotion Section  
Matsumoto City Culture and Sports Department



It is a blessed environment for performers to play music indoors in front of customers who are spending a relaxing time at the mall. We would be grateful for your continued cooperation.

**Hiroki Miyajima**  
Team Leader  
Music City Matsumoto Produce



I played music with woodwind instrument players for the first time here, and I could easily get customers' responses because distance from customers was close. I hope this event will be continuously held.

**Shuji Maruyama**  
Matsumoto Symphony Orchestra



#### Health Mall walking event



We hold a mall walking event every week by inviting a lecturer from "Matsumoto Health lab" established by Matsumoto City which is aiming to become a city with increased healthy life expectancy. In order to give people motivation to continue participating, we have been holding stamp rally events.

#### Community Child-raising event



In a tie-in with regional child-raising support magazine "IKUJII", we hold seminar-based events and cooking classes, where participants can learn how to raise children. These are also places where mothers can become acquainted with each other and broaden their exchanges.

#### Opportunity "Herbarium" workshop



This workshop was organized by the specialty store "Hana Glass" in the mall, and customers who participated in this event could enjoy herbarium where dried flowers and preserved flowers are dipped into preservative liquid and enjoyed as interior objects, and customers took home their works.



Feature 1

Mall of "Happiness"

# ① "Happiness Mall" Project

New events of domestic malls in Japan

## Health

Contribute to daily health habits, and support building healthy bodies.



Yoga class

## Wellness

Offer healing and excitement through culture and art experiences that enrich people's lives.



AEON MALL Rakugo

## Community

Create a place where people gather and connect with each other, to become an indispensable place.



National "Shogi" championship match

## Opportunity

Give opportunities and hints to enrich lifestyle.



Let's learn secrets of eye - Miruiku workshop

### New sense of yoga "Sup Yoga" trial event

We hold yoga classes in various places in Japan and carry out not only regular classes but also trial events such as "Sup Yoga" that cannot be experienced.

### AEON MALL Walking

We hold the "AEON MALL Walking" event at more than 140 malls for people to walk in the site for the purpose of promoting health. We hold lessons on how to walk on a regular basis by scheduling special courses and displaying distance and calorie consumption. This event has gained a good reputation because participants can exercise regardless of weather or season.



### Running class

We hold events of "Running attack" at multiple malls in cooperation with Japan Running Association and "Sports Authority". We provided support to make children think "running is fun".



### AEON MALL Rakugo

Since 2013, we have been holding an event where people can enjoy sign language rakugo (comic storytelling) and classical rakugo, both of which are performed by Fukudanji Katsura shisho (master) school. We held this event at 31 malls throughout Japan in FY2017.

### Opera appreciation event

AEON MALL Nagakute and AEON MALL Tokoname (both in Aichi Prefecture) held an opera appreciation event by using cinema complex in the building. Participants could enjoy opera, as well as videos in the same time.



### Premium Live & Beauty Fest

AEON MALL Okazaki (Aichi Prefecture) held an event for women combining a jazz band's live performance and a beauty experience in cooperation with specialty stores. This provided a healing time to more than 70 customers.



### National "Shogi" Championship Match

AEON MALL Tendo in Tendo City, Yamagata Prefecture, which is known as a famous production area of "shogi" (Japanese chess) pieces, held "The 1st AEON MALL Tendo Cup Battle National Shogi Championship Match". Recommended players invited from across Japan and players selected by Tendo City competed with each other. (Cosponsored by: Public Interest Incorporated Foundation AEON 1% Club)

### Promoted local production for local consumption

AEON MALL Shinkomatsu (Ishikawa Prefecture) promoted local production for local consumption by having each restaurant develop original menus drawn from locally produced Komatsu tomatoes as the campaign featuring health promotion.



### Local PR event

AEON MALL Hinode (Tokyo Metropolis), in cooperation with 8 neighboring municipalities, held the PR event "Discover! Nishitamatebako" crammed full of attractiveness of the region. This event became a venue for exchange between local residents and administrative officers while conveying attractiveness of rich natural environment in the Nishitama region to participants.



### Let's learn secrets of eye - Miruiku workshop

AEON MALL Chiba NEW TOWN (Chiba Prefecture) and AEON MALL Musashi Murayama (Tokyo Metropolis) held a joint project with JINS and Gakken Kids Net "Let's learn secrets of eye - Miruiku workshop -" for elementary school students to enjoy learning structure of eyes and good things for eyes. This event not only explained mechanism by which we can see things and eyesight and near-sightedness mechanisms, but also provided manual work experience on 3D glasses.

### Gift event

AEON MALLS throughout Japan strengthened events for gifts throughout the year under theme "Present, More!". During Christmas period, we launched a "Christmas special website for giving our good wishes" and provided wonderful shopping experiences through various Christmas gifts.





Feature 1

Mall of "Happiness"

## ② Also a "Happiness" working place

Partnership with specialty stores



Rest space for employees (AEON MALL Nagakute)

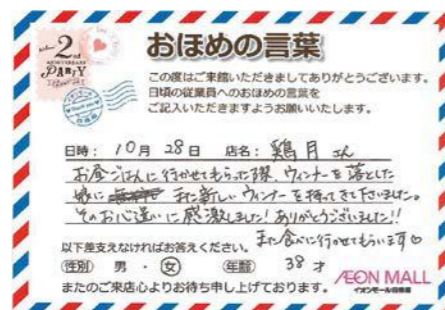
Nowadays, labor shortages have become a social problem in Japan, such as difficulty in hiring employees and higher employee turnover, so we are striving to improve ES (employee satisfaction) at specialty stores which joined AEON MALLs by improving work environment where staff can work long in malls.

### Established best practice "ES Section"

AEON MALL has been giving awards to activities at each mall as the "best practice" and trying to expand them to other malls. The "ES Section" newly established in FY2017 selected following activities as an activity which lead to improvement of work environment for employees of specialty stores.

### Collecting "compliments"

Believing that complaints lead to increase of motivation, AEON MALL Shijonawate (Osaka Prefecture) has been collecting "compliments" which were given to specialty stores in the mall. 94 heartwarming messages were gathered in ten days, for which staff members were very pleased.



### Reducing work burden after closing of stores

AEON MALL Okazaki (Aichi Prefecture) has been improved work environment by adding money depositing machines, allowing use of cargo elevators, distributing bus timetables, and making clean work of restaurants consignable to malls, so that employees of specialty stores can leave the mall quickly after closing.

### From Diversity Promotion Working Group

By holding working group's meeting on a regular basis, "Diversity Promotion Working Group" that is made up of specialty stores and related departments of each AEON group company has been creating a pleasant work environment incorporating opinions of the specialty store staff members who work at the property. When selecting the best practice "ES Section", committee members of Diversity Promotion Working Group also participated as a jury member.

At the work group's meeting in February 2018 (The man second from the right is Akio Mishima, Managing Director and General Manager of Sales Division.)



### Focusing on ES for customers also

I have had many frank discussions since about 2 years ago as the committee representative of Diversity Promotion Working Group. Nowadays, the biggest problem of specialty stores is human resource shortage. Improving ES is important because customers can have a pleasant experience when employees are satisfied with their workplaces and proud of their works. We would like to continue making proposals also from view-

point of women so that everyone can feel rewarded and keep working in his or her own way.

**Chieko Inoue**  
Vice President  
Happiness & D Co., Ltd.



### Working together as one

In the case of AEON MALL Shijonawate, I think it is wonderful that words of thanks from customers are visualized and pleasures of being engaged in customer service are shared. In the case of AEON MALL Okazaki, we evaluated that problems are identified from employees and speedily improved. I think that each mall has different issues and things it can do, and I hope that all staff members of the mall will work together to widely spread importance of working together as one.

**Shinichi Sakaguchi**  
Managing Director  
SEIHA NETWORK Co., Ltd.



### Teamwork beyond border of stores

In the applied cases, there was a report that employees of mall and employees of specialty stores are engaged in club activities beyond border of stores such as futsal and English conversation lessons. Employees of specialty stores tend to suffer loneliness, for example, because days off from work do not match with their friends and colleagues, but there are actually many friends at the mall. I believe that it is possible to create an environment where everyone can work with more energy and vigor if people of various types of businesses gather and a sense of unity in the mall is obtained.

**Akira Morita**  
President  
Morita Co., Ltd.



### Providing WAON points corresponding to work days

As one of the efforts in ES, we have started providing employees of the specialty stores with WAON points corresponding to number of work attendances (one WAON point per work attendance) at our 23 malls in stage since May 2017. This is well-received as staff of stores can obtain economic benefits. We will further increase the number of malls that introduce this system.





Feature 2

New initiatives in Japan

# Creating properties contributing to regional revitalization

THE OUTLETS HIROSHIMA [Hiroshima Prefecture] / AEON MALL Tokoname [Aichi Prefecture]



## Realizing an outlet mall, rooted in local community, promoting regional attractiveness

THE OUTLETS HIROSHIMA [Hiroshima Prefecture] Opened in April 2018

“THE OUTLETS”, the first regional revitalization-type commercial property, a full-fledged outlet mall with specially selected stores and a high-quality entertainment, was opened in Saeki Ward, Hiroshima City.

“Naminowa Garage” which is a “living” and “service” style proposal zone provides a selection of miscellaneous goods produced by companies and creators in Setouchi and San-in areas to enable visitors to experience firsthand the “monozukuri” (manufacturing) culture and real charm. In addition, the food zone “Yorimichi Marche” not only meets customers’ needs but also lets local residents rediscover attractiveness of area by providing a selection of locally produced fresh foodstuffs and sweets of popular stores.



Furthermore, the mall will continue efforts to improve revitalization and attractiveness of region from various perspectives, for example, not only by introducing various goods such as specialty goods in the area and transmitting sightseeing information at the information transmission base “V BASE” of the Hiroshima wide-area urban district composed of 24 cities and towns, but also by performing presentations incorporating “Kagura” (Shinto music and dancing) that is traditional culture on the large LED Vision.



Naminowa Garage



Nishikaze Diner



Hoshikage City

## Contributing to vitalization of area in cooperation with airport and local groups

AEON MALL Tokoname [Aichi Prefecture] Opened in December 2015

AEON MALL Tokoname has been promoting “CHITA CAT Project” since its joint opening with Chubu Centrair International Airport, Tokoname City, and Tokoname Chamber of Commerce and Industry to vitalize Chita Peninsula. The mall seeks to create consumption opportunities throughout the entire area by operating free shuttle buses to connect the airport and AEON MALL and appealing for attractiveness of Tokoname City and Chita Peninsula in the mall building that receive about 8 million customers a year. Because we make stores easier to participate in regardless of size of type, various projects across peninsula were executed, and tours for overseas visitors were made, and consequently number of tourists which had been on a decline has turned upwards. This project is attracting widespread attention as an advanced case of local-based regional revitalization, and it is enrolled in “7th Commendation for Town Development Corporation by the Minister of Land, Infrastructure and Transport” based on recommendation of governor of Aichi Prefecture.



Regional excursion project "Lucky Cat Present" pamphlet



Free shuttle bus terminal at Chubu Centrair International Airport



Distributing area excursion coupons in the arrival lobby



Hospitality tour offering sightseeing the city attended by a tour guide



Feature 3

Case report from ASEAN countries

# Deepened partnership with regions

AEON MALL BSD CITY [Indonesia]



## Marche event "Farm to Table" for farm-fresh organic vegetables and fruits in cooperation with the government

AEON MALL BSD CITY (Tangerang Prefecture, Banten Province), which opened in 2015 as the first mall in Indonesia, plays an active role as a platform for transmitting information and communicating.

In cooperation with Indonesia Department of Agriculture, the mall sold rare vegetables and fruits which have become difficult to be obtained in the city directly from producers to customers in Marche "Farm to Table" held in October 2017.

This event enjoyed a good reputation from customers and contributed to expansion of distribution channels for retailers because chances of business meetings are created. The mall received words from the Acting Agent of the Minister of Department of Agriculture and the Chairperson of Organic Association, who both participated in the press conference, expressing their wish to hold this event regularly in the future.

## Traditional dance contest



Neighboring kindergarten and elementary school students wearing colorful ethnic costumes showed traditional dances they had been practicing. This contest contributed to spread of culture.

## "Origami" hunting event



The mall held an event in which children hunt and collect animals created with "Origami" (folding paper) that symbolizes culture of Japan. This event impressed local customers with the presence of a Japanese mall.

## Donations to orphanage



The mall invited 100 children from a neighboring orphanage after the month of Ramadan (Islamic fasting). They enjoyed a dinner party with employees of the mall and the mall presented donations for the orphanage.

## Thorough implementation of environment and safety measures



Water from mall is discharged into the river after being treated by septic tank equipment using bacteria. Mall conduct water quality inspection once a month and have confirmed that local effluent standard which is said to be stricter than Japanese standards is cleared.



A total of 1,656 people including employees of the specialty stores and partner companies, and security guards participated in large-scale fire evacuation drill implemented jointly with fire department. Based on the assumption that a fire has occurred, the mall carried out drills such as confirmation of chain of command, evacuation guidance, and evacuating of injured people.

Our business cannot operate in any country without connections with local communities. Taking climate and natural features, diversity of religions, and localities into accounts, we plan and implement a wide variety of projects which can motivate customers to visit our mall. We have also challenged ourselves in joint sales promotion and succeeded in increasing the number of visitors by 7% over the previous year. We are promoting differentiation from our competitors by trying to enhance the value of mall experience.

In addition, we are striving for creation of a pleasant, safe and secure, comfortable mall environment through our efforts toward establishing systems to deal with contingencies such as terrorism and disasters by performing vehicle and baggage security checks at the entrance to the mall and preparing manuals.

**Takeshi Sanno**  
General Manager  
AEON MALL BSD CITY



Indonesia with a population of more than 250 million people and an average age of people in their twenties is an extremely important base among ASEAN countries, and is actively promoting the dominant strategy in urban areas surrounding Jakarta, the capital of Indonesia. Two malls we have thus far opened are highly supported by a wide range of customers because of large parking lots, barrier-free properties, and a wide variety of restaurants, in addition to mall operations which AEON MALL and specialty stores are jointly working on.

From an environmental standpoint, we continue to introduce equipment and systems which come ahead of local commercial properties and focus on guiding and training local staff members who will pass on these AEON MALL values.

**Daisuke Isoe**  
President Director  
PT AEON MALL INDONESIA  
(overseas subsidiary)



## Efforts in China

Environmental awareness of citizens and companies is rapidly increasing in China, and environmental impact reduction initiatives AEON MALL has been working on are attracting attention. We held a tree-planting ceremony with participation of 500 to 600 customers at each of the four malls which opened in 2017. Furthermore, we have installed a total of 155 EV chargers in preparation for the further dissemination of electric vehicles.





## Our work is to produce ways of living for the future along with the communities through shopping malls.

### ■ AEON MALL's stakeholders



As our corporate activities are closely related to CSR, our employees of all departments are requested to fulfill their responsibilities to society through their daily duties such as building firm relationships of trust with local communities, considering environmental conservation, and further enhancing safety.

With this way of thinking and based on ISO26000 that is the first international standard regarding social responsibility, AEON MALL has been promoting CSR activities based on the Five Pillars.

### ■ The 7 core themes set down in ISO26000

1. Organizational governance
2. Human rights
3. Labor practices
4. The environment
5. Fair operating practices
6. Consumer issues
7. Community involvement and development

### Structure of the Five Pillars of AEON MALL CSR

Based on the Five Pillars in compliance with ISO26000, we are fulfilling our corporate social responsibility.

**Together with local communities**  
Continuous contribution to local communities

Related to participation and development of the community

P24

**Cooperation with partners**  
Building good partnership

Related to fair business practice

P28

**Work environment for employees**  
Realization of work environment with high vitality

Related to organizational governance, human rights, and labor practice

P30

**Safety Management in Malls**  
Constant pursuit of safety

Related to consumer issues

P32

**Environmental consideration**  
Implementation of environmental conservation

Related to the environment

P34



## Continuous contribution to local communities

We keep close contact with local communities to share and solve issues, and make a commitment to meet needs of local residents.



"AEON Union" participating in Awa Dancing Festival

### Opened polling stations

At the 48th election of the House of Representatives held in October 2017, we opened early polling stations at 31 AEON MALLs and AEON Shopping Center in Japan (30 early polling stations and 1 same-day polling station). We created an environment where not only customers could cast a vote in a comfortable environment, but also provided employees working at our malls with convenience of being able to vote easily.



### Clean & Green Activities

On the 11th of each month, designated as "AEON Day", we have been cleaning up sidewalks, parks, tree-planting zones and other areas around our malls, with cooperation of specialty store staff. In December 2017, designated as "Asaminami Clean Communication", AEON MALL Hiroshima Gion (Hiroshima Prefecture) conducted cleanup activities with Asaminami Ward Office and Sanfrece Hiroshima.

### AEON Happy Yellow Receipt Campaign

Yellow receipts are issued at the time of payment on the 11th of each month. If receipts are put in a special box with local welfare organization names on it, we donate items equivalent to 1% of total revenue shown on the receipts to organization.

#### FY2017 Fund-raising Activity Results (AEON MALLs throughout Japan)

Disabled person manufacturing support fund-raising (Feb. 11 - Mar. 12, 2017)	JPY 2,629,830
Myanmar school construction support fund-raising (Apr. 1 - May 28, 2017)	JPY 6,105,924
24-hour TV program charity fund-raising (Jun. 16 - Sep. 3, 2017)	JPY 31,851,765
Kyushu heavy rainfall disaster emergency support fund-raising (Jul. 10 - Jul. 23, 2017)	JPY 2,412,934
AEON UNICEF safe water campaign fund-raising (Oct. 1 - Oct. 31, 2017)	JPY 2,521,231
Asia disabled person support fund-raising (Nov. 4 - Dec. 3, 2017)	JPY 2,888,248
<b>Total</b>	<b>JPY 48,409,932</b>

### Support of traditional events and festivals

With assistance of AEON 1% Club, during the period of Awa Dancing Festival in 2017, AEON MALL Tokushima (Tokushima Prefecture) invited regional famous unions and had them perform in the mall, and "AEON Union" composed of our employees plus the idol group STU48 performed dancing at a theater in the city.

### "Ultimate localization" for enhancing regional attractiveness

To realize "ultimate localization" that is one of our management visions, we are seeking original plans for promoting regional attractiveness from young employees and flextime employees (part-time workers) of each mall. In our third year, this time we executed 12 plans which were carefully selected from 244 ideas we have received from all over Japan.

#### FY2017 "Ultimate localization" executed plans

- New! au lait! QUALITE PRIX [Hokkaido Prefecture]
- August 10 (Hat day) AEON MALL Kasukabe [Saitama Prefecture]
- GO! GO! Bicycle kingdom Saitama AEON LakeTown mori [Saitama Prefecture]
- Discover! Nishitama casket AEON MALL Hinode [Tokyo Metropolis]
- - Make our town Hino a stage for masterpieces - Location panel caravan AEON MALL Tamadaira Woods [Tokyo Metropolis]
- Become more familiar with Jazz - Music spread from Jazz - AEON MALL Okazaki [Aichi Prefecture]
- Large book "Kakamigahara Walk" AEON MALL Kakamigahara [Gifu Prefecture]
- The 1st Goldfish Fest in AEON MALL Yamatokoriyama AEON MALL Yamatokoriyama [Nara Prefecture]
- Wakayama Sake x Women Fest AEON MALL Wakayama [Wakayama Prefecture]
- mt - Masking Tape - de Asobo - Make AEON MALL Kurashiki fun and exciting - AEON MALL Kurashiki [Okayama Prefecture]
- Industrial City Monozukuri Fest - COOL NIIHAMA - AEON MALL Niihama [Ehime Prefecture]
- Toushibi Week AEON MALL Okinawa Rycom [Okinawa Prefecture]

#### Industrial City Monozukuri Fest - COOL NIIHAMA - AEON MALL Niihama [Ehime Prefecture]

Niihama City is supporting Japanese industries as an industrial city. We promoted joy of manufacturing by offering on-stage presentations, experience-based classes, and exhibits for three days, including "Amazing monozukuri technique competition" where local companies and students compete for their monozukuri (manufacturing) techniques, and "Genba Danshi ON/OFF Mitemima Show" fashion show by employees working in a manufacturing company.



We were involved from making proposals on content of "Amazing monozukuri technique competition". Each company manufactured exhibits by displaying their technique, and our company repeated trial production for 50 times. I hope this competition will promote PR activities and help recruitment of each company by conveying joy of manufacturing to everyone.

**Hironori Hagio**  
President  
Hagio High Pressure Containers Co., Ltd.



Because of competing techniques in a place where a lot of people gather, this festival became a good opportunity for elementary and junior high school students to know Niihama National College of Technology. It also became an opportunity for students to learn a lot by having close relationships with staff of companies, and think of what they will do after they graduate.

**Professor Shinya Shiga**  
Department of Environmental and Materials Engineering  
Niihama National College of Technology



By setting up a venue at AEON MALL, we were able to convey fun to citizens who are not so familiar with the industry. We will continue to promote nationwide recognition of manufacturing city Niihama which is celebrating the 80th anniversary of city government.

**Toru Ishikawa**  
Deputy Section Manager  
Industry Promotion Section  
Economic Affairs Department  
Niihama City



At my first year in AEON MALL, I myself planned the project while gaining knowledge of the region. Although I was a bit worried, I was somehow able to give shape to my commitment thanks to cooperation from local residents as well as help from my bosses and seniors. This experience is very important for me.

**Miho Nagashima**  
Sales staff, AEON MALL Niihama





## Continuous contribution to local communities

We keep close contact with local communities to share and solve issues, and make a commitment to meet needs of local residents.



"World Refugee Day" related event (at AEON MALL Makuhari New City)

AEON MALL has continued to support activities at AEON MALLs in various parts of Japan for many years by building partnerships with various groups which are working to solve social problems.

### Supporting refugee relief activities UNHCR Association

We provide a space free of charge as an official point of contact for UNHCR (Office of the United Nations High Commissioner for Refugees) operating in approximately 130 countries worldwide so that the UNHCR Association can introduce their activities to customers and call for support in the mall building. In July 2017, at AEON MALL Makuhari New City (Chiba Prefecture), we cooperated in an event to recreate the dance workshop held by choreographing director Sasuga Minami with Syrian refugees in Jordan in the Middle East were.



### Cooperating with blood-donation activity Japanese Red Cross Society

We provided blood donation venues at our malls throughout Japan and received cooperation from approximately 149,000 people throughout the nation in FY2017. AEON MALL Akita (Akita Prefecture), where a total of 88,000 people have donated blood since its opening in 1993, won a Silver Medal for Merit from the Japanese Red Cross Society in the 53rd Blood-donation Activity Promotion National Convention In July 2017. In December, student blood donation promotion volunteers led the way in calling for blood donation at our 30 malls.



### Supporting children around the world Japan Committee for UNICEF

To protect children's lives and rights, we have been providing continuous support since 2010 for Japan Committee for UNICEF that has established a cooperation agreement with the United Nations Children's Fund (UNICEF) which is active all over the world. In 2017, we provided a space at our 18 malls to solicit participation in the fund-raising program.



### Actively accepting usage by disabled persons' groups

AEON MALL KIDSDREAM LLC., a subsidiary wholly owned by AEON MALL and managed by AEON MALL Makuhari New City (Chiba Prefecture), has been actively accepting disabled children's groups such as special support schools and special support classes from Chiba Prefecture and other prefectures, and two or three groups use "Kandu", a work experience theme park where families that span three generations can enjoy, every month.



This park is wonderful because the children can look over the entire facility, easily move around even in wheelchairs, and be naturally helped by the staff. We have been continuing to use the park because children whom we came last year were very excited and pleased. This will give the children an opportunity to think about their future and become interested in various jobs that they see adults engage in.

Kawasaki City Oda Elementary School Teacher **Mie Maeda** (left)  
Kawasaki City Oshima Elementary School Teacher **Sachiko Sato** (right)



Although there are still few facilities to accept people with disabilities as a group, we express our welcome by saying, "Don't worry. Please come to us without any worries." The other day, we accepted 230 children of the entire special support school at one time and provided them with a pleasant time. I am really happy to hear the words like, "I was able to find a dream about my future for the first time after I came here."

**Kosuke Maruyama**  
Sales Planning Group, Sales Division  
AEON MALL KIDSDREAM LLC.



What is important for us is not to give people with disabilities special treatment but to give them opportunities to spend an enjoyable time with able-bodied people. Our staff members are flexibly treating a variety of children while observing each individual person. "Kandu" is well supported by sponsor companies who provide work experiences because they believe that their good wishes are being delivered to customers.

**Akiko Nakarai**  
Representative Duties Enforcer  
AEON MALL KIDSDREAM LLC.



### Continuing our support for Higashimatsushima City

Since 2013, we have been continuing support for Higashimatsushima City, Miyagi Prefecture, which suffered enormous damage in the Great East Japan Earthquake. We held caravan events for supporting the production and sales of "Onokun" sock monkeys created in emergency temporary housing at AEON MALL Miyazaki (Miyazaki Prefecture) and AEON MALL Shijonawate (Osaka Prefecture) in FY2017, and we have been donating socks and cotton which are used for making sock monkeys through the cooperation from customers by installing collection boxes for these materials at our malls throughout Japan.





# Building good partnership

Based on universal ethics, we will continue to build good partnerships with our partners while considering business practices of various countries.



AEON Association Shops Role Playing Contest

## “Cooperation project” with specialty stores

AEON MALL is promoting the “cooperation project” for producing results through close and equal communication by sharing objectives and issues with specialty stores. We want to introduce the cooperation project that started among persons in charge of divisions in FY2017 which is currently being spread to malls by employees of the specialty stores and our staff members.

## Aiming for the No.1 mall by “connecting hearts”

AEON MALL Dainichi (Osaka Prefecture) launched a project in which not only six specialty store managers and mall staff members but also personnel from specialty store headquarters and our division participated, and thoroughly exchanged opinions with the keyword, “Let's connect hearts” after considering efforts to promote gifts as a theme. We reviewed strengths and issues of the mall and held “Cherry Blossom Festival” with entire mall joining forces in March 2018 with the target to become the No.1 mall.



## Zone activation by bouncing ideas off each other

AEON MALL Hiroshima Fuchu (Hiroshima Prefecture) and four specialty store managers formed a project team to further enhance the attractiveness of “Mama Toko TOWN”, a huge kids zone, which was created during the renovation in 2016. Thanks to our Chugoku and Shikoku Business Division in charge of the area which supported proposals created through active discussions, we wore original T-shirts at the collective sales venue to create a sense of unity.



## Aiming to improve customer service skills

All our malls are working on improving customer service skills as a developer professional in retail business. The “Customer Service Role Playing Contest” is held for specialty stores covering a wide variety of business. The contest contributes to raising awareness of customer services and sharing excellent cases and know-how.



The 7th Nationwide AEON Association Shops Role Playing Contest (November 8, 2017)

In one of the Japan's largest role-playing contest for staff members of about 30,000 stores from about 8,000 companies nationwide 30 participants advanced to the final from seven district contests. In this contest, we invited 220 students from fashion design schools, who will soon start job hunting, and offered them chances of experiencing attractiveness and depth of customer service business.

## “Hospitality” spreading abroad

In China, “The 2nd AEON MALL China Nationwide Customer Service Role-playing Contest” was held in August 2017 after holding preliminary contests in which about 30,000 employees participated. Employees who achieved excellent results were also invited to the contest held in Japan. In Cambodia, we are striving to realize an exhibition competition in cooperation with Asian countries in 2020 because the improvement of overall service has become particularly noticeable through mall-wide customer service trainings and role-playing contests.



## Creating attractive sales spaces

### 2017 AEON Association Shops Committee VP contest

Excellent works for the display section and the POP section are commended in the VP (visual presentation) contest held by the AEON Association Shops Committee to promote the creation of more attractive sales spaces. We have been managing the contest via websites since 2017, making it easy for applying and making it possible to search and browse high-ranking cases. We hope this endeavor will lead to further improvements across Japan.



Grand Prize in Display Section, INOBUN, AEON MALL Kyoto Katsuragawa [Kyoto Prefecture]



Grand Prize in POP Section CAYHANE AEON MALL Odaka [Aichi Prefecture]



## Realization of work environment with high vitality

We respect human rights and strive to build organizations and workplaces where all employees can contribute to company's growth and fully demonstrate their abilities regardless of gender or nationality.



### Realizing a company where diversified employees can play an active role

The number of our employees has increased along with the expansion of our business, and personnel exchanges among the group companies have become more active. We have been working on creating a workplace where employees from various backgrounds can work while sharing common values as AEON people.

#### Employee data: Consolidated (as of the end of February 2018)

	FY2016	FY2017
Number of employees (of which part time)	2,871 (1,569)	3,091 (1,562)

#### Employee data: Non-consolidated (as of the end of February 2018)

	FY2016	FY2017
Number of employees (of which part time)	1,596(1,299)	1,682(1,335)
Male	1,098(194)	1,131(190)
Female	498(1,105)	551(1,145)
New employees (male / female)	85 (32/53)	105 (47/58)
Managers	884	959
Women among the above	121(13.7%)	136(14.2%)
Directors	15	17
Women among the above	2(13.3%)	3(17.6%)
Employees who have received childcare leave (of which male)	49 (1)	55 (0)

### Globalization of organizations and human resources

The basic policy of our bases in countries outside Japan is to have local staff members who deeply understand our vision to manage in each local community. We have already promoted staff members of our overseas subsidiaries to general managers who are chief executive officers at the seven malls in China, and we are also aggressively promoting local staff to managerial positions in ASEAN countries.

#### Number of local staff members in overseas subsidiaries (as of the end of February 2018)

	FY2016	FY2017
<b>Total</b>	894	1,040
China	527	611
ASEAN	367	429

### Expanding childcare facilities as “company-driven childcare services”

“AEON Yume-mirai (Dreams for the Future) Nursery School” established in our malls and AEON group is an employer-provided childcare facility where children of employees of the AEON group and specialty stores, whose age is from zero to preschool, are cared for. We are managing and operating 20 nursery schools\* nationwide including partnerships with child-rearing operators (as of the end of February 2018) to support employees who work while raising their children. AEON Yume-mirai (Dreams for the Future) Nursery Schools in AEON MALL Shinkomatsu (Ishikawa Prefecture), AEON MALL Tokushima (Tokushima Prefecture), AEON MALL Kobe Minami (Hyogo Prefecture), and AEON MALL Matsumoto (Nagano Prefecture), that opened in and after March 2017 are recognized by the Cabinet Office as “company-driven childcare services” that solve the issue of children on waiting lists for nursery schools, and support the balance between work and child rearing.



\* Includes six “AEON Yume-mirai (Dreams for the Future) Nursery School” facilities which have been installed at the AEON group and two facilities entered into a partnership by AEON MALL with a general child-rearing operator regarding the childcare use by employees.

### Introduction of “Lively leave system”

We revised the rules of employment and introduced a “Lively leave system” (a maximum of 2-day leaves per year) to replace conventional “Anniversary leave system” in February 2017. By expanding reasons for taking leave more than before such as family care, child care, anniversary, birthday, school or community event, and homecoming, we are encouraging employees to value time available to refresh their body and heart.

### Enhanced human resources development system

Having various training systems, AEON MALL provides many opportunities to study for qualifications and positions in accordance with the degree of growth required. To realize AEON's basic philosophy “Customer-First”, we have been implementing wide-ranging education programs such as training to share common values, different levels of practical trainings to enhance knowledge and skills required as a commercial developer and “AEON Business School” for staff who want to challenge in new positions to acquire knowledge and skills.

### Global trainee system

We send overseas trainees to China and ASEAN countries to develop human resources who will be in charge of growing overseas business. Through the development program of about one year, we aim to have participants develop leadership skills in an environment where cultural and historical backgrounds are different, and acquire knowledge and skills required outside Japan.

### From the AEON MALL Labor Union

Flexitime employees who work for a short time newly joined the union, which increased the number of labor union members to 2,669 (as of February 28, 2018). Because small-scale offices are scattered across our malls throughout Japan, we carry out labor-management consultations by trying to identify and solve problems at each branch office and forming a special committee to establish company-level systems. In

a work environment with different positions and ways of working, we believe communication and exchanges through labor union activities will exert a favorable influence upon our daily operations.

**Kenichi Watanabe**  
Chairman of the Central Executive Board  
AEON MALL Labor Union





## Constant pursuit of safety

We continue to provide safe environment of shopping we are involved with and promote town development with various safety measures.



Disaster drill

### Protection project

100 disaster-prevention bases throughout Japan

“AEON eco Project” started in 2012 aiming to establish 100 commercial properties nationwide by FY2020, which can function as a disaster-prevention base equipped with a private power generation facility.

Current disaster-prevention bases at malls owned and managed by AEON MALL 28

## Strengthened building

### Enhancing earthquake resistance

At our malls opened in recent years, we have taken ceiling collapse preventive measures in the event of an earthquake by carrying out construction based on the “Notice of Technical Standards Pertaining to Ceiling Collapse Prevention Measures of Ministry of Land, Infrastructure, Transport and Tourism Public”, such as adopting light-weight materials in open ceiling spaces. In addition, we have been enhancing the safety of our properties, for example, by installing hanging smoke barriers adopting transparent nonflammable sheet in place of conventional glass to suppress occurrence of secondary damages due to damages or scatters.



AEON MALL Tokushima

### Flood countermeasures

AEON MALL Shinkomatsu (Ishikawa Prefecture) that opened in March 2017 reduces the possibility of flooding into the building by locating the mall at a higher position than assumed flood level based on the “Komatsu City Flood Hazard Map” with the assumption of damages due to heavy rainfall which may occur once in 50 to 100 years.

## Strengthening disaster prevention systems with local communities

### Conclusion of disaster-prevention agreements

Most of AEON MALLs in Japan have agreements with local governments on disaster prevention and relief activities. Tokushima City and AEON MALL have concluded an agreement that AEON MALL Tokushima (Tokushima Prefecture) that opened in April 2017 will open the mall for evacuees as a temporary evacuation shelter and provide facilities such as toilets in case of a large-scale disaster occurring in Tokushima City or around the mall.

### Joint disaster drills in cooperation with various groups

We regularly carry out practical disaster drills at all our malls with participation of employees of specialty stores. AEON MALL Hiroshima Gion (Hiroshima Prefecture) held a large-scale joint disaster prevention event for six days in May 2017. This event included training drills by exhibiting special-purpose vehicles of the Self-Defense Force, fire station, police station, and Ministry of Land, Infrastructure, Transport and Tourism, experiencing simulated disasters, and building temporary evacuation shelters (balloon shelter).



AEON MALL Hiroshima Gion

### Implemented national disaster-prevention caravan

From March to December 2017, the Scout Association of Japan, AEON, and AEON MALL jointly held “National Disaster-Prevention Caravan” in about 70 commercial properties of the AEON group in 47 prefectures. Under the slogan of “Always be ready just in case”, we implemented practical programs such as making a simple stretcher, experiencing transportation, and creating disaster prevention goods with newspaper.

## As a restoration base at the time of emergency

### Business continuity in case of a disaster

Some of our malls are ready, when a large-scale power outage occurs, to securely supply power generated by private power generation facility and emergency generators, both of which use gas infrastructure, to disaster-prevention center, AEON MALL office, and food sections in comprehensive supermarket, and other facilities. In addition, these malls have installed emergency water supply outlets on water receiving tank for supplying drinking water even during water supply cutoff or power outage.



## Universal design

Our firm introduced full-fledged universal design in 2005 so that all our customers can enjoy their time in our malls comfortably. Moreover, even after introducing universal design, we listen to our customers by periodically carrying out surveys to continuously tackle areas in need of improvement in both infrastructure and management aspects.

AEON MALL Matsumoto (Nagano Prefecture) that opened in September 2017 has introduced an interactive information system equipped with artificial intelligence (AI) for the first time as a commercial property in Japan. When any question is raised to the character, it will recognize the question and provide the questioner with the optimal instruction.





## Implementation of environmental conservation

Through thorough implementation of energy-saving and waste control policies, we will develop a town in harmony with nature by introducing the latest technologies to minimize environmental burden and creating a mechanism to protect ecosystem.



EV station (AEON MALL Imabari New City)

**Reduction project**  
50% reduction in energy usage

Our target in the "AEON eco Project" that started in 2012 is to reduce energy usage by 50% compared to FY2010 in FY2020.

**Reduction rate** at malls owned and managed by AEON MALL in FY2017 (compared to FY2010) **46.0%**

**Generation project**  
Renewable energy 200,000 kW

We are striving to build 200,000 kW of electricity generation capacity by FY2020 by expanding installation of solar panels.

**Current electricity generation capacity** at malls owned and managed by AEON MALL **About 14,397 kW**

### Energy-saving / utilization of natural energy

#### LED Lighting

For malls opened in recent years, 100% of public areas is equipped with LED lights. We are also encouraging specialty stores to adopt LED lighting when a new mall is opened or when existing stores are renovated since, colors and brightness of lights can now be chosen by stores. As a result, a steady progress is being made in the switch to LED lighting. Additionally, LED lighting with lower power consumption is being adopted for exterior electric signs.

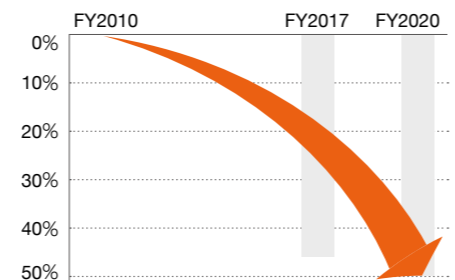
#### Introduction of an air-conditioning ventilation energy saving system

We have achieved remarkable energy-saving by introducing an air-conditioning ventilation energy saving system and managing energy of entire properties using an advanced IT technology. This system optimizes energy efficiency using IT by always monitoring outside air temperature, room temperature and humidity, and humidity and CO<sub>2</sub> concentration, and controlling electric equipment, air conditioning equipment, water supplying and draining equipment, and the like.

#### Solar Power Generation

Moving ahead of other commercial properties, we have introduced solar power generation systems in stages to create electricity by utilizing natural energy. In addition, some malls have introduced systems where power generated by solar panels can be used in the event of a power outage due to disasters etc.

#### Target reduction rate by 2020 (compared to FY2010)



### Completed to install EV chargers at all our malls in Japan

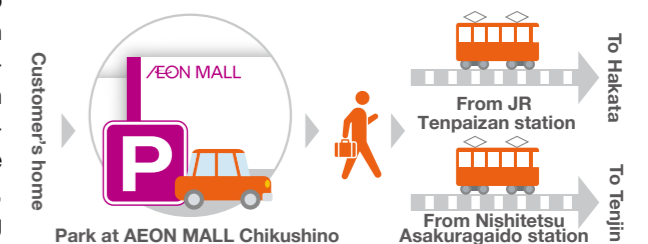
This fiscal year, a total of 142 malls\* managed and operated by AEON MALL completed the installation of 1,476 EV (electric vehicle) chargers. We have also installed 461 EV chargers at 10 malls in China where EV vehicles have been rapidly spreading. In addition, in November 2017, we officially participated in "EV100", an international business initiative, to promote use of electric vehicles by enterprises as the first Japanese company.

\* Excludes some property management (the building management and operation being commissioned by the owner) malls.



### Promoting use of public transportation

AEON MALL is trying to make it easy for customers to be able to visit mall by using public transportation, and some of our malls within walking distance of station is doing much more, for example, by offering benefits to customers who come by train in cooperation with railroad company and transportation bureau. AEON MALL Chikushino (Fukuoka Prefecture) started full-fledged operation of Park & Ride in October 2017 in cooperation with Chikushino City, Fukuoka City, Fukuoka Prefecture, JR Kyushu, Nishitetsu. By preparing parking spaces for 70 cars on weekdays, the mall supports customers who visit the mall by car so that they can transfer from the closest station to Hakata and Tenjin by train.



### Implemented "Light Down Campaign 2017"

We are participating in the "CO<sub>2</sub> Reduction / Light Down Campaign" advocated by the Ministry of the Environment, and we turned off some outdoor lights from 20:00 to 22:00 on the summer solstice June 21 and on the Cool Earth Day July 7 in 2017. About 1,700 facilities including stores and distribution centers belonging to the nationwide AEON group participated in this campaign and implemented simultaneously. In addition, as part of this campaign, AEON MALL Makuhari New City (Chiba Prefecture) held a workshop where participants create luminous paper strips and penlights using magnesium batteries and attracted attention from the viewpoint of environmental load reduction.



### Cool sharing project "Suzumall"

As one of our efforts for the national campaign "COOL CHOICE" to take global warming countermeasures which the AEON group supports, we implemented the cool sharing project "Suzumall" at each mall just like last fiscal year. Each mall held various events such as opening our study rooms to the public and holding water events. Purpose of this event was to offer an opportunity for reduction of home air conditioner use by providing customers with an enjoyable and comfortable time at all malls.





## Implementation of environmental conservation

Through thorough implementation of energy-saving and waste control policies, we will develop a town in harmony with nature by introducing the latest technologies to minimize environmental burden and creating a mechanism to protect ecosystem.



AEON Hometown Forests Program (THE OUTLETS HIROSHIMA)

### Smart AEON development

We have been working on “Smart AEON” since September 2012 to implement the “AEON eco Project” which was formulated from five criteria that incorporate our efforts in cooperation with local communities (smart energy / electronic money and usage of Internet / traffic environment / biodiversity and landscape / disaster-prevention and regional infrastructure), in addition to conventional efforts to create properties with less environmental burden.



### Creating lush green malls

#### Wall Greening / Planting

Not only does greening of mall roofs and walls improve the scenery but it also suppresses rising of temperature within mall during summer, thus leading to reduction of energy consumption by air conditioners. In addition, we produce pleasant and relaxing spaces by arranging rich green plants around each mall.



AEON MALL Kobe Minami

### AEON Hometown Forests Program

“AEON Hometown Forests Program” started in 1991 in Malaysia. Upon the opening of a new mall, we plant trees that are the most suitable to region’s natural environment together with our customers. The cumulative number of planted trees reached 11.6 million trees (Group total) as of the end of February 2018.

### Reduction of waste and recycling

To reduce waste discharged from malls, it is important to gain cooperation from specialty stores and have them clarify “what, where, and how much waste is disposed of”, and increase awareness. Each mall has introduced a system where waste is separated into 18 categories and weighed accordingly. After weighing waste of each category, specialty stores paste a sticker indicating weight of waste and collectively dispose of them at specified storage place for each category. We recycle separated garbage as much as possible and keep track of recycling rate for each category. Recycling rate for FY2017 was 86.1%.

### Promoting resource recovery and recycling

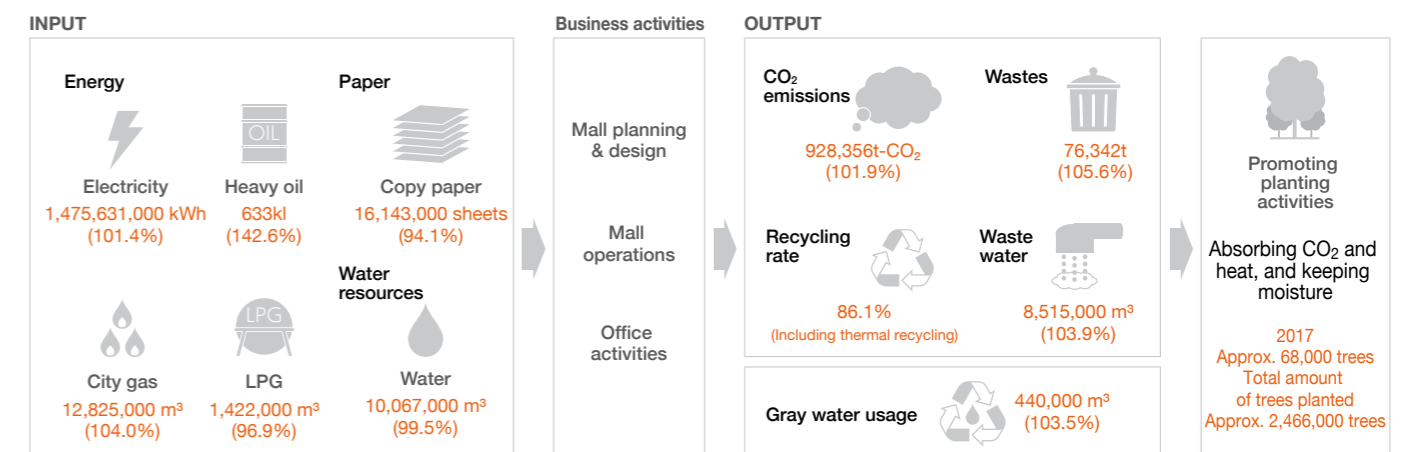
Some AEON MALLs have been promoting used paper recycling through introduction of a system where customers receive recycle points for the corresponding weight of old newspapers and old magazines they bring in. When a certain amount of points is accumulated, they can be exchanged for AEON gift coupons. This system is well received by customers because used paper is collected in dedicated boxes installed in malls, and customers can bring their used paper on the way to shopping at any time. Additionally, we are implementing a system where customers can bring their PET bottles to be collected in exchange for WAON points that we give out in some AEON MALLs.



### Total amount of waste discharge and recycling rate in FY2017

Company recycling rate (including thermal recycling)		86.1%
Amount of waste discharge and recycling rate		
No.	Waste Category	Recycling Rate
1	Garbage	16,660t / 90.2%
2	Cardboard	21,383t / 100.0%
3	Miscellaneous refuse	21,293t / 64.1%
4	Waste plastic	3,365t / 95.0%
5	PET bottle	624t / 100.0%
6	Bottles	445t / 96.4%
7	Can	647t / 100.0%
8	Expanded polystyrene	123t / 100.0%
9	Waste oil	1,919t / 100.0%
10	Paper	2,794t / 100.0%
11	Bulky refuse	254t / 87.0%
12	Other incombustible refuse	1,300t / 75.4%
13	Waste fluorescent lamp	22t / 80.3%
14	Waste battery	10t / 82.4%
15	Disposable chopsticks	114t / 92.5%
16	Waste alkali peeling liquid	27t / 59.1%
17	Sludge	5,361t / 86.0%
18	Waste engine oil	2t / -

### FY2017 Inputs/Outputs (77 malls in Japan)



Note 1: For the whole mall including common use spaces, AEON and specialty stores. However, waste and the recycling rate apply to specialty stores and AEON MALL office, and copy paper applies to AEON MALL office only.  
 Note 2: Figures in parentheses are percentages over the previous year.



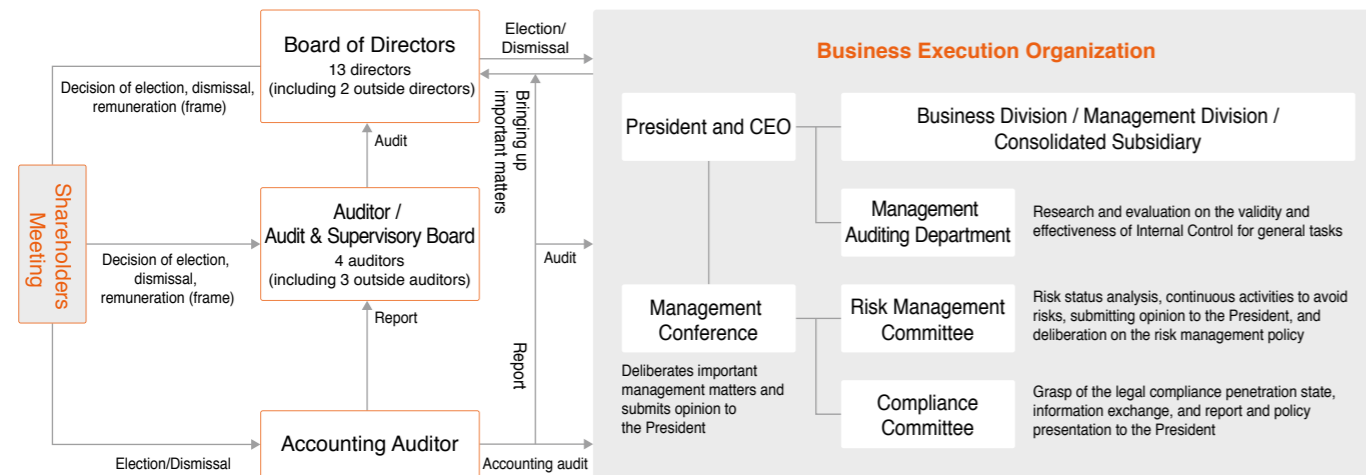
## Corporate Governance

To be continuously supported by customers as a commercial facility rooted in the local community, our company recognizes corporate governance as one of the most important matters in corporate management.

### Management Structure

Our company has adopted an Audit & Supervisory Board system. We are working on maintaining and enhancing soundness in management by strengthening the function of statutory auditors, as well as maintaining and improving management efficiency by composing our Board of Directors with directors who are well versed in our business.

### Corporate Governance Organization Chart (As of February 28, 2018)



#### Board of Directors

A board meeting chaired by the President is held at least once a month with the attendance of auditors to strengthen the management oversight function. (2 directors and 2 auditors are independent directors)

#### Audit & Supervisory Board

Mutual information and opinion exchange between accounting auditors and Management Auditing Department that is an internal audit department to improve the validity and effectiveness of auditing.

### Internal Control System (Part of important matters)

#### Information storage and management

We store and manage documents such as settlement documents and meeting minutes in a high searchability state which is appropriate and secure in accordance with the storage medium, maintain the browsability state as necessary, and the relevant department specified in the "Document Management Regulations" prevents leakage outside the company.

#### Risk management

We will endeavor to reduce risks and damage by formulating "Managerial Crisis Management Rules" (risk management regulations) to prevent occurrence of risks and minimize damage when a crisis occurs. If an urgent and serious loss risk occurs, accurately handle the loss through appropriate transmission of information and decision-making based on these rules.

#### Pointing out problems and improvement

By establishing a "Compliance Committee" chaired by the General Manager of Administration Division, we report the minutes of the committee to the management council and report the important matters to the Board of Directors. We also establish a help line AEON MALL "Personnel Dial 110" ("Labor Union Dial 110" in the Labor Union of our company) as an internal whistle blowing contact point to prevent whistleblowers from being put at a disadvantage. When any report or notification has been made, the department in charge carefully examines the contents and takes necessary measures based on our internal rules if there is an act of violation, before formulating measures to prevent a recurrence and report them to the "Compliance Committee".

## AEON MALL Data

FY2018 data of each shopping mall (as of February 2018)

Note: Comprehensive partnership agreements and mutual cooperation partnership agreements AEON Co., Ltd. has concluded are included in the disaster-prevention agreement column.

### Hokkaido

	Opening Day	Gross Leasable Area (m <sup>2</sup> )	Parking (cars)	Planted Trees	Mall Employees	Disaster Prevention Agreement	AED Installations	Blood Donors	Disabled Parking Lot	Solar panel capacity (kW)	Air-condition ventilation energy-saving	Normal Charger (EV)	Quick Charger (EV)
1. AEON MALL Around Asahikawa Station	Mar. 2015	28,800	900	400	1,768	Jan. 2015	3	15,411	6	—	—	2	—
2. QUALITE PRIX	Dec. 2016	13,200	1,750	—	827	Jan. 2015	1	—	—	—	—	—	—

### Tohoku

	Opening Day	Gross Leasable Area (m <sup>2</sup> )	Parking (cars)	Planted Trees	Mall Employees	Disaster Prevention Agreement	AED Installations	Blood Donors	Disabled Parking Lot	Solar panel capacity (kW)	Air-condition ventilation energy-saving	Normal Charger (EV)	Quick Charger (EV)
3. AEON MALL Tsugaru Kashiwa	Nov. 1992	40,000	2,600	72,000	842	Aug. 2006	3	663	—	—	—	7	1
4. AEON MALL Shimoda	Apr. 1995	59,000	4,000	50,000	1,455	Jul. 2006	4	847	—	—	—	4	1
5. AEON MALL Morioka	Aug. 2003	46,000	2,600	26,020	1,720	Aug. 2006	4	431	—	—	○	8	1
6. AEON MALL Moriokaminami	Sep. 2006	42,000	2,400	17,044	1,806	Aug. 2006	3	457	—	—	—	8	1
7. AEON MALL Natori	Feb. 2007	67,000	3,900	20,000	2,588	Jan. 2007	4	1,633	25	460	—	10	—
8. AEON MALL Rifu	Apr. 2000	33,000	2,200	25,016	1,205	Aug. 2006	2	448	21	—	—	12	1
9. AEON MALL Tomiya	Mar. 2003	27,000	1,400	8,592	1,017	Jun. 2006	4	656	—	—	—	13	1
10. AEON MALL Ishinomaki	Mar. 2007	42,000	2,600	19,205	1,534	Nov. 2006	3	1,571	16	50	—	9	1
11. AEON MALL Akita	Sep. 1993	58,000	3,200	43,000	2,240	May 2006	6	1,008	—	—	—	1	1
12. AEON MALL Omagari	Oct. 2008	48,000	2,900	15,208	1,036	Oct. 2008	1	613	12	—	—	1	1
13. AEON MALL Tendo	Mar. 2014	47,000	2,600	15,000	1,786	Jun. 2015	4	369	17	—	—	12	2
14. AEON MALL Yamagataminami	Nov. 2000	26,000	1,700	21,027	859	Oct. 2010	2	225	—	—	—	7	1
15. AEON MALL Mikawa	Jul. 2001	40,000	3,300	27,662	667	Jul. 2006	3	766	—	—	—	11	1
16. Shopping Mall FESTA	Apr. 1996	32,000	3,800	26,000	939	May 2006	3	—	—	—	—	—	—

### Kanto

	Opening Day	Gross Leasable Area (m <sup>2</sup> )	Parking (cars)	Planted Trees	Mall Employees	Disaster Prevention Agreement	AED Installations	Blood Donors	Disabled Parking Lot	Solar panel capacity (kW)	Air-condition ventilation energy-saving	Normal Charger (EV)	Quick Charger (EV)
17. AEON MALL Mito Uchihara	Nov. 2005	78,000	4,500	49,000	3,591	Aug. 2006	4	1,215	11	131	○	13	—
18. AEON MALL Tsukuba	Mar. 2013	64,000	4,000	15,000	2,096	Oct. 2011	6	396	15	460	○	12	1
19. AEON MALL Shimotsuma	Nov. 1997	36,000	3,100	16,473	1,002	Sep. 2006	2	—	14	65	—	14	1
20. AEON MALL Tsuchiura	May 2009	58,000	3,300	20,000	2,162	Jun. 2009	2	583	20	130	—	10	1
21. AEON MALL Oyama	Apr. 1997	30,300	1,500	19,493	1,011	Jul. 2006	3	740	—	50	○	11	1
22. AEON MALL Sanoshintoshi	Apr. 2003	32,000	2,300	11,827	1,211	Jul. 2006	4	1,073	12	—	—	11	1
23. AEON MALL Ota	Dec. 2003	62,000	4,200	54,000	2,430	Jul. 2006	5	361	14	—	○	13	—
24. AEON MALL Takasaki	Oct. 2006	59,000	4,200	50,000	2,199	Nov. 2007	4	2,114	12	—	○	12	—
25. AEON MALL Kawaguchi	Apr. 1984	34,000	1,400	250	791	Nov. 2006	5	—	—	—	—	—	—
26. AEON MALL Kawaguchi Maekawa	Nov. 2000	66,000	2,400	20,000	2,590	Nov. 2006	4	150	—	—	—	11	1
27. AEON MALL Hanyu	Nov. 2007	75,000	5,000	90,000	3,416	Oct. 2007	7	1,792	21	100	—	8	1
28. AEON LakeTown kaze	Oct. 2008	59,000	2,350	28,000	3,886	Oct. 2008	5	—	32	253	○	9	1
29. AEON LakeTown mori	Sep. 2008	99,000	6,100	50,000	5,448	Aug. 2006	6	25,492	20	241	—	22	2
30. AEON LakeTown outlet	Apr. 2011	23,000	1,100	1,000	927	Aug. 2006	1	—	10	10	—	15	1
31. AEON MALL Kasukabe	Mar. 2013	56,000	2,900	15,000	2,359	Aug. 2006	6	1,047	17	203	○	13	—
32. AEON MALL Kitatoda	Nov. 2004	44,000	2,600	12,627	2,346	Jul. 2006	3	—	7	—	—	8	1
33. AEON MALL Yono	Dec. 2004	41,000	3,000	16,371	2,178	Aug. 2006	3	354	6	—	—	12	1
34. AEON MALL Urawamisono	Apr. 2006	62,000	3,000	25,641	2,906	Aug. 2006	4	136	16	100	—	10	1
35. AEON MALL Futtsu	Sep. 1993	28,000	1,000	32,000	778	Aug. 2006	6	186	16	—	○	1	1
36. AEON MALL Narita	Mar. 2000	65,000	3,600	46,000	850	Aug. 2006	6	3,070	16	—	○	11	1



**Kanto (Continued)**

	Opening Day	Gross Leasable Area (m <sup>2</sup> )	Parking (cars)	Planted Trees	Mall Employees	Disaster Prevention Agreement	AED Installations	Blood Donors	Disabled Parking Lot	Solar panel capacity (kW)	Air-condition ventilation energy-saving	Normal Charger (EV)	Quick Charger (EV)
37. AEON MALL Chiba NEW TOWN	Apr. 2006	79,000	4,000	14,000	2,444	Mar. 2007	5	2,120	17	—	○	12	1
38. AEON MALL Makuhari New City	Dec. 2013	128,000	7,300	50,000	5,295	Jan. 2007	18	237	43	1,798	○	35	4
39. AEON MALL Kisarazu	Oct. 2014	84,000	4,000	61,570	2,407	Jun.2015	3	1,464	11	1,334	○	12	2
40. AEON MALL Tsudanuma	Sep. 2003	27,000	1,300	1,549	2,076	Jul. 2006	2	—	9	—	—	8	1
41. AEON MALL Yachiyomidorigaoka	Mar. 2005	42,000	2,500	11,535	2,210	Jul. 2006	3	468	—	50	—	11	1
42. AEON MALL Kashiwa	May 2006	30,000	2,000	7,896	1,625	Aug. 2006	2	26	—	12	—	6	1
43. AEON MALL Choshi	Mar. 2010	31,000	3,200	35,000	1,069	Mar. 2010	2	1,044	11	20	○	9	1
44. AEON MALL Funabashi	Apr. 2012	36,000	2,300	17,346	2,033	Mar. 2012	2	40	20	100	—	8	2
45. Yumiru Kamatori SC	Mar. 1994	28,000	1,400	4,461	1,598	Jan. 2007	3	—	—	—	○	—	—
46. AEON Marinpia Senmonkan	Oct. 2003	11,000	300	—	349	Jan. 2007	1	—	4	—	—	—	—
47. AEON MALL Musashi Murayama	Nov. 2006	78,000	4,000	45,000	3,448	Sep. 2006	4	671	49	—	○	12	1
48. AEON MALL Hinode	Nov. 2007	64,000	3,650	58,000	2,701	Nov. 2007	4	964	16	100	○	8	1
49. AEON MALL Tamadaira Woods	Nov. 2014	24,000	980	600	1,945	Sep. 2014	3	129	—	—	○	1	1
50. AEON MALL Higashikurume	Apr. 2013	31,000	1,600	20,000	1,736	Apr. 2013	4	442	9	10	—	14	—
51. AEON Itabashi SC	May 2000	35,000	900	—	930	Sep. 2007	1	324	—	6	—	11	1
52. AEON MALL Yamato	Dec. 2001	35,000	1,900	20,000	1,951	Apr. 2006	4	2,361	—	—	—	12	—
53. AEON Ebina SC	Nov. 1979	32,000	1,500	—	985	Apr. 1994	1	—	16	—	—	6	—
54. AEON Sagamiyama SC	Aug. 1993	27,000	1,500	34,001	1,572	Apr. 1992	3	46	—	—	—	7	1
55. AEON Hadano SC	Nov. 1995	28,000	1,900	6,625	1,444	Aug. 2006	3	1,674	—	50	—	1	1

**Chubu**

	Opening Day	Gross Leasable Area (m <sup>2</sup> )	Parking (cars)	Planted Trees	Mall Employees	Disaster Prevention Agreement	AED Installations	Blood Donors	Disabled Parking Lot	Solar panel capacity (kW)	Air-condition ventilation energy-saving	Normal Charger (EV)	Quick Charger (EV)
56. AEON MALL Shibata	Apr. 2005	33,000	1,650	14,210	996	Jul. 2006	3	96	10	—	—	11	1
57. AEON MALL Niigataminami	Oct. 2007	51,000	4,000	30,396	2,498	Jul. 2008	6	1,010	14	—	—	11	1
58. AEON MALL Takaoka	Sep. 2002	62,000	3,600	44,000	1,971	Dec. 2007	3	2,025	—	—	○	9	1
59. AEON MALL Tonami	Jul. 2015	32,000	1,700	7,000	1,044	Jun.2015	2	149	—	—	—	12	2
60. AEON MALL Kahoku	Oct. 2008	62,000	3,300	29,391	1,361	Oct. 2008	2	176	12	73	—	11	1
61. AEON MALL Shinkomatsu	Mar. 2017	63,000	3,400	18,371	2,234	Mar. 2017	3	—	16	—	—	12	1
62. AEON Okyozuka SC	Mar. 1998	33,000	1,700	—	801	Mar. 2012	3	82	—	—	—	8	1
63. AEON MALL Koufushowa	Mar. 2011	45,000	3,300	20,000	2,832	Feb. 2011	4	611	9	—	—	3	2
64. AEON MALL Sakudaira	Apr. 1999	25,000	2,000	19,247	1,001	Sep. 2011	2	461	23	—	—	13	1
65. AEON MALL Matsumoto	Sep. 2017	49,000	2,300	6,758	2,540	Feb. 2008	4	—	11	—	—	2	2
66. AEON MALL Ogaki	Apr. 2007	43,000	2,500	29,253	1,425	Mar. 2007	3	841	10	50	○	11	1
67. AEON MALL Kakamigahara	Jul. 2007	77,000	5,700	62,643	4,088	Jul. 2007	3	863	20	80	—	9	1
68. AEON MALL Hamamatsu Shitoro	Aug. 2004	65,000	3,500	38,000	2,466	Dec. 2011	5	402	58	91	—	9	1
69. AEON MALL Fujinomiya	Dec. 2001	40,000	2,500	24,231	1,766	Sep. 2006	3	1,146	45	—	—	11	1
70. AEON MALL Hamamatsuichino	Jun. 2005	63,000	4,000	19,299	3,174	Sep. 2006	3	790	67 (incl.16 preparas)	50	—	11	1
71. AEON MALL Okazaki	Sep. 2000	80,000	4,300	48,050	3,627	Mar. 2007	9	1,105	42	—	—	13	—
72. AEON MALL Higashiura	Jul. 2001	55,000	5,000	25,000	2,175	Jul. 2006	7	291	—	—	—	13	—
73. AEON MALL Kisogawa	Jun. 2004	66,000	4,400	15,000	3,035	Sep. 2014	2	2,270	16	—	—	8	1
74. AEON MALL Aratamabashi	Mar. 2010	38,000	1,700	5,000	1,900	Feb. 2010	6	138	22	69	—	9	—
75. AEON MALL Nagoya Chaya	Jun. 2014	75,000	4,100	18,956	2,450	Jan. 2012	3	407	8	266	○	11	2
76. AEON MALL Tokoname	Dec. 2015	67,700	4,000	12,000	2,357	Nov. 2015	3	1,007	20	—	—	12	2
77. AEON MALL Nagakute	Dec. 2016	59,000	2,600	8,134	3,302	Dec. 2016	7	—	13	362	—	12	2
78. AEON MALL Nagoyaminato	Nov. 1999	44,000	3,000	36,484	1,235	Oct. 2006	2	91	—	—	—	11	1
79. AEON MALL Atsuta	Jul. 2003	47,000	3,700	12,331	2,821	Jul. 2006	4	365	—	—	—	11	1

**Chubu (Continued)**

	Opening Day	Gross Leasable Area (m <sup>2</sup> )	Parking (cars)	Planted Trees	Mall Employees	Disaster Prevention Agreement	AED Installations	Blood Donors	Disabled Parking Lot	Solar panel capacity (kW)	Air-condition ventilation energy-saving	Normal Charger (EV)	Quick Charger (EV)
80. AEON MALL Fuso	Aug. 2003	34,000	2,800	17,887	1,446	Jul. 2006	1	256	31	50	○	11	1
81. AEON MALL Around Nagoya Dome	Mar. 2006	48,000	2,800	12,736	2,887	May 2009	3	—	16	—	—	11	1
82. AEON MALL Odaka	Mar. 2008	65,000	4,000	25,000	4,074	Feb. 2008	2	—	12	50	—	21	1
83. AEON Kasugai SC	Apr. 1991	33,000	1,590	—	940	Jul. 2009	1	89	20	—	○	1	1
84. mozo wondercity	Apr. 2009	101,000	5,000	20,000	4,575	—	3	533	14	—	—	1	1

**Kinki**

	Opening Day	Gross Leasable Area (m <sup>2</sup> )	Parking (cars)	Planted Trees	Mall Employees	Disaster Prevention Agreement	AED Installations	Blood Donors	Disabled Parking Lot	Solar panel capacity (kW)	Air-condition ventilation energy-saving	Normal Charger (EV)	Quick Charger (EV)
85. AEON MALL Suzuka	Nov. 1996	70,000	4,200	36,000	2,731	Aug. 2006	4	1,712	16	—	—	10	1
86. AEON MALL Toin	Nov. 2013	58,000	2,300	15,000	2,308	Oct. 2013	3	174	15	322	—	7	2
87. AEON MALL Yokkaichikita	Jan. 2001	42,000	3,000	38,478	1,376	Aug. 2008	1	797	26	50	—	1	1
88. AEON MALL Meiwa	Jul. 2001	34,000	3,100	39,467	1,088	Mar. 2012	2	—	52	50	—	10	—
89. AEON MALL Kuwana	Mar. 1995	38,000	4,000	—	1,402	Mar. 2004	2	—	—	—	—	11	—
90. AEON Tsu SC	Sep. 1978	34,000	1,200	141	832	Dec. 2006	2	—	—	—	—	—	—
91. AEON MALL Kusatsu	Nov. 2008	78,000	4,300	20,000	3,044	Oct. 2008	5	1,324	48	200	○	11	2
92. AEON Oumihachiman SC	Apr. 1991	35,000	2,100	—	863	Mar. 1996	4	169	—	—	—	10	—
93. AEON MALL Kyoto Gojo	Mar. 2004	36,000	1,600	11,000	2,140	Sep. 2010	4	338	—	—	—	9	1
94. AEON MALL KYOTO	Jun. 2010	50,000	1,100	—	2,940	Sep. 2011	5	423	—	—	○	1	1
95. AEON MALL Kyoto Katsuragawa	Oct. 2014	77,000	3,100	10,553	4,444	Oct. 2014	5	899	23	339	—	13	4
96. AEON MALL Kumiyaama	Jun. 1999	39,000	3,000	22,191	1,683	Sep. 2011	2	678	7	30	—	1	1
97. AEON MALL Takanohara	May 2007	44,000	2,000	17,158	2,533	Sep. 2011 Kyoto Mar. 2011 Nara	3	168	15	100	—	—	1
98. AEON Rakunan SC	Jul. 1998	26,000	1,800	8,233	1,229	Sep. 2011	2	172	—	—	—	11	1
99. AEON MALL Sakai Kitahanada	Oct. 2004	72,000	2,800	6,000	2,708	Jan. 2015	5	699	6	50	—	11	1
100. AEON MALL Rinku Sennan	Nov. 2004	76,000	4,300	66,000	3,410	Sep. 2005	5	1,591	—	83	○	11	2
101. AEON MALL Tsurumi Ryokuchi	Nov. 2006	53,000	2,200	12,000	2,334	Jun. 2010	5	130	—	—	—	10	1
102. AEON MALL Shijonawate	Oct. 2015	75,000	4,300	20,000	3,803	Oct. 2015	6	723	13	815	—	12	2
103. AEON MALL Sakai Teppouchou	Mar. 2016	56,000	2,600	10,000	2,611	Mar. 2016	4	59	13	473	○	10	2
104. AEON MALL Hineno	Apr. 1995	29,787	2,000	32,781	1,219	Apr. 2011	2	356	42	—	—	10	1
105. AEON MALL Dainichi	Sep. 2006	56,000	2,400	15,416	3,651	Aug. 2008	1	892	16	14	—	11	2
106. AEON MALL Osaka Dome City	May 2013	34,000	670	4,200	1,660	Jan. 2014	5	—	16	54	—	4	—
107. AEON MALL Ibaraki	Jan. 2001	46,000	2,400	—	2,675	Sep. 2008	4	151	36	—	—	11	1
108. AEON SENRITO Special Mall	Apr. 2017	9,100	400	—	534	—	—	—	—	—	—	—	—
109. AEON MALL Itami	Oct. 2002	57,000	2,800	30,000	3,243	Feb. 2012	4	294	—	102	—	8	1
110. AEON MALL Kobe Kita	Nov. 2006	55,000	4,000	56,000	2,745	Oct. 2006	7	892	40	—	—	10	1
111. AEON MALL Kobe Minami	Jun.2017	39,000	1,400	3,000	3,106	Sep. 2017	3	55	14	—	—	2	2
112. AEON MALL Himeji River City	Nov. 1993	36,000	2,600	11,817	1,607	Mar. 2013	2	556	32	—	—	11	1
113. AEON MALL Inagawa	Apr. 1998	21,000	2,000	38,818	1,303	Feb. 2012	2	75	9	—	—	1	1
114. AEON MALL Himejiotsu	Dec. 2004	34,000	2,600	16,151	1,705	Feb. 2012	2	460	35	100	—	11	1
115. AEON MALL Kasaihojyo	Nov. 2008	33,000	2,100	11,864	1,122	Feb. 2012	4	381	14	55	—	8	1
116. AEON MALL Itamikoya	Mar. 2011	48,000	2,400	10,300	2,605	Feb. 2012	6	284	23	1,160	—	14	1
117. AEON Akashi SC	Oct. 1997	58,000	3,500	—	1,406	Feb. 2012	2	332	—	—	—	8	—
118. Kobe Harborland umie	Apr. 2013	85,000	3,000	—	4,571	—	4	—	—	—	—	—	2
119. AEON MALL Kashihara	Apr. 2004	80,000	5,000	25,000	3,390	Nov. 2010	5	5,317	15	59	○	9	1
120. AEON MALL Yamatokoriyama	Mar. 2010	67,000	4,200	20,000	2,860	Mar. 2010	4	939	11	—	○	8	1
121. AEON MALL Naratomigaoka	Jul. 2006	31,000	1,560	15,118	1,342	Jun. 2007	2	323	3	—	—	11	1
122. AEON MALL Wakayama	Mar. 2014	69,000	3,500	20,000	3,041	Mar. 2014	5	1,058	17	454	—	12	4



Chugoku - Shikoku

	Opening Day	Gross Leasable Area (m <sup>2</sup> )	Parking (cars)	Planted Trees	Mall Employees	Disaster Prevention Agreement	AED Installations	Blood Donors	Disabled Parking Lot	Solar panel capacity (kW)	Air-condition ventilation energy-saving	Normal Charger (EV)	Quick Charger (EV)
123. AEON MALL Hiezu	Mar. 1999	47,000	2,900	25,486	1,475	Aug. 2006	2	8,086	11	100	—	1	1
124. AEON MALL Tottorikita	Apr. 2000	48,000	3,100	9,000	1,130	Mar. 2007	2	513	10	—	—	17	1
125. AEON MALL Izumo	May 2016	32,000	2,000	9,000	1,013	Jan. 2009	2	278	12	50	—	11	2
126. AEON Matsue SC	May 1994	32,000	1,800	—	1,089	Oct. 1997	2	369	20	—	—	10	—
127. AEON MALL Kurashiki	Sep. 1999	83,000	4,700	70,000	2,661	Aug. 2006	6	8,667	29	20	—	11	4
128. AEON MALL Okayama	Dec. 2014	92,000	2,500	7,898	6,610	Nov. 2014	5	28	12	306	—	9	2
129. AEON MALL Tsuyama	Dec. 1996	30,000	2,000	18,668	945	Mar. 1998	2	790	10	—	—	1	1
130. AEON MALL Hiroshima Fuchu	Mar. 2004	76,698	5,000	64,000	4,345	Apr. 2007	4	123	7	519	—	12	2
131. AEON MALL Hiroshima Gion	Apr. 2009	50,000	2,800	20,000	2,113	Sep. 2009	6	426	14	68	—	8	1
132. Hiroshima Danbara SC	Sep. 2011	24,000	800	—	571	Oct. 2012	1	—	—	—	—	—	—
133. AEON MALL Tokushima	Apr. 2017	50,000	3,100	4,300	2,564	Jan. 2016	5	46	5	—	—	11	2
134. AEON MALL Takamatsu	Apr. 2007	47,000	3,000	12,500	1,135	Jun. 2007	2	263	16	50	—	9	1
135. AEON MALL Ayagawa	Jul. 2008	57,000	4,000	49,044	1,757	Jun. 2008	3	509	16	140	—	8	1
136. AEON MALL Niihama	Jun. 2001	67,000	3,500	35,000	1,563	Aug. 2006	5	1,068	10	30	—	11	1
137. AEON MALL Imabari New City	Apr. 2016	54,000	2,900	10,000	1,382	Jul. 2017	3	531	34	—	—	12	2
138. AEON MALL Kochi	Dec. 2000	57,000	2,700	23,000	2,145	Sep. 2007	6	1,379	—	109	○	1	1

Kyusyu - Okinawa

	Opening Day	Gross Leasable Area (m <sup>2</sup> )	Parking (cars)	Planted Trees	Mall Employees	Disaster Prevention Agreement	AED Installations	Blood Donors	Disabled Parking Lot	Solar panel capacity (kW)	Air-condition ventilation energy-saving	Normal Charger (EV)	Quick Charger (EV)
139. AEON MALL Fukuoka	Jun. 2004	90,000	5,000	14,000	2,799	Apr. 2012	6	1,659	21	—	—	6	1
140. AEON MALL Nogata	Apr. 2005	58,000	3,400	39,000	2,083	Aug. 2006	4	155	20	—	○	9	1
141. AEON MALL Chikushino	Dec. 2008	80,000	3,800	20,000	3,098	Apr. 2009	6	2,939	17	110	○	11	1
142. AEON MALL Omuta	Mar. 2011	57,000	4,800	20,000	1,786	Sep. 2011	3	1,107	16	590	—	11	—
143. AEON MALL Fukutsu	Apr. 2012	61,000	3,500	27,000	2,639	Mar. 2012	4	1,444	25	—	○	12	—
144. AEON MALL Yahatahigashi	Nov. 2006	44,341	2,200	19,242	1,690	Aug. 2007	2	713	10	204	—	2	—
145. AEON MALL Uki	Nov. 1997	63,000	3,300	50,000	785	Nov. 2007	2	32	—	1,409	—	10	—
146. AEON MALL Kumamoto	Oct. 2005	73,000	4,800	27,000	2,190	Oct. 2006	3	1,965	—	—	—	12	—
147. AEON MALL Sankoh	Dec. 1996	40,000	2,500	36,000	803	Feb. 2006	3	1,005	—	—	—	1	1
148. AEON MALL Miyazaki	May 2005	70,000	4,000	56,000	2,317	Sep. 2006	6	682	12	50	○	11	—
149. AEON MALL Around Miyakonojo Station	Dec. 2008	28,000	1,700	8,000	1,060	Nov. 2008	3	566	—	90	—	9	1
150. AEON MALL Okinawa Rycom	Apr. 2015	78,000	4,000	26,000	3,315	—	6	595	—	259	—	14	4

China

	Opening Day	Gross Leasable Area (m <sup>2</sup> )	Parking (cars)	Planted Trees	Mall Employees	LED	Solar-Power (kW)	Auto control (electricity/air-condition)	Freezer Inverter Control	Curtain Wall Shading/heat shield Film	Biotop	Gray Water Usage (green zone watering)	EV charge station
151. AEON MALL Beijing International Mall	Nov. 2008	53,000	3,000	8,000	Approx. 1,760	○	—	—	—	○	—	—	—
152. AEON MALL Beijing Fengtai	Sep. 2015	58,000	2,000	3,969	Approx. 1,140	○	65	○	○	○	—	○	16
153. AEON MALL Tianjin TEDA	Oct. 2010	55,000	2,500	8,000	Approx. 720	○	—	○	—	○	—	○	—
154. AEON MALL Tianjin Zhongbei	Apr. 2012	62,000	3,700	10,000	Approx. 2,090	○	—	○	—	○	—	○	—
155. AEON MALL Tianjin Meijiang	Jan. 2014	63,000	2,400	10,000	Approx. 1,360	○	—	○	○	○	—	○	—
156. AEON MALL Tianjin Jinnan	Oct. 2017	70,000	2,600	6,000	Approx. 2,360	○	85	○	○	○	—	○	75
157. AEON MALL Hebei Yanjiao	Nov. 2016	70,000	3,000	6,000	Approx. 2,500	○	85	○	○	○	—	○	98
158. AEON MALL Suzhou Wuzhong	Apr. 2014	75,000	3,100	6,000	Approx. 3,300	○	50	○	○	○	○	—	—
159. AEON MALL Suzhou Yuanqu Hudong	May 2015	75,000	3,000	3,300	Approx. 2,920	○	43	○	○	○	○	○	8
160. AEON MALL Suzhou Xinqu	Jan. 2016	74,000	3,200	3,817	Approx. 3,960	○	60	○	○	○	○	○	132
161. AEONMALL Nantong Xinghu	Dec. 2017	77,000	3,000	6,000	Approx. 2,800	○	360	○	○	○	○	—	60
162. AEON MALL Hangzhou Liangzhu Xincheng	Nov. 2015	66,000	2,500	4,000	Approx. 1,020	○	30	○	○	○	○	○	15

China (Continued)

	Opening Day	Gross Leasable Area (m <sup>2</sup> )	Parking (cars)	Planted Trees	Mall Employees	LED	Solar-Power (kW)	Auto control (electricity/air-condition)	Freezer Inverter Control	Curtain Wall Shading/heat shield Film	Biotop	Gray Water Usage (green zone watering)	EV charge station
163. AEON MALL Wuhan Jinyintan	Dec. 2014	74,000	2,900	3,000	Approx. 3,210	○	—	○	○	—	—	—	—
164. AEON MALL Wuhan Jinqiao	Dec. 2017	54,700	1,700	2,500	Approx. 2,000	○	—	○	—	○	○	—	—
165. AEON MALL Wuhan Jingkai	Dec. 2015	105,000	4,000	5,000	Approx. 2,372	○	520	○	○	—	—	○	20
166. AEON MALL Guangzhou Panyu Square	Dec. 2015	65,000	1,700	3,500	Approx. 2,350	○	—	—	—	○	—	—	17
167. AEON MALL Foshan Dali	Dec. 2017	69,000	2,700	4,000	Approx. 1,370	○	190	○	○	—	—	—	20

Vietnam

	Opening Day	Gross Leasable Area (m <sup>2</sup> )	Parking (cars)	Planted Trees	Mall Employees	Disabled Parking Lot	LED	Solar-Power (kW)	High-efficiency air-conditioner	Human Sensor Lighting ON/OFF Control	Automatic Escalator Operation Control	Mur-muring River	Wastewater Purification Facility
168. AEON MALL Tan Phu Celadon	Jan. 2014	49,900	Motorcycle 4,000 Car: 500	10,000	Approx. 2,830	—	○	—	—	—	○	—	○
169. AEON MALL Binh Tan	Jul. 2016	59,000	Motorcycle Approx. 4,000 Car Approx. 1,500	10,000	Approx. 3,000	17	○	320	○	○	○	—	○
170. AEON MALL Binh Duong Canary	Nov. 2014	46,000	Motorcycle Approx. 6,000 Car Approx. 1,000	10,000	Approx. 2,000	—	○	—	—	—	○	—	○
171. AEON MALL Long Bien	Oct. 2015	72,000	Motorcycle Approx. 10,000 Car Approx. 1,000	11,300	Approx. 2,200	8	○	—	○	○	○	○	○

Cambodia

	Opening Day	Gross Leasable Area (m <sup>2</sup> )	Parking (cars)	Planted Trees	Mall Employees	Disabled Parking Lot	LED	Solar-Power (kW)	High-efficiency air-conditioner	Human Sensor Lighting ON/OFF Control	Automatic Escalator Operation Control	Mur-muring River	Wastewater Purification Facility
172. AEON MALL Phnom Penh	Jun. 2014	66,300	Motorcycle Approx. 1,600 Car Approx. 2,300	10,000	Approx. 2,500	9	○	225	○	○	○	○	○

Indonesia

	Opening Day	Gross Leasable Area (m <sup>2</sup> )	Parking (cars)	Planted Trees	Mall Employees	Disabled Parking Lot	LED	Solar-Power (kW)	High-efficiency air-conditioner	Human Sensor Lighting ON/OFF Control	Automatic Escalator Operation Control	Mur-muring River	Wastewater Purification Facility
173. AEON MALL BSD CITY	May 2015	77,000	Motorcycle Approx. 2,300 Car Approx. 2,100	20,000	Approx. 3,000	—	○	24	—	○	○	—	○
174. AEON MALL Jakarta Garden City	Sep. 2017	63,000	Motorcycle Approx. 1,400 Car Approx. 3,000	8,000	Approx. 2,500	20	○	510	○	○	○	○	○

OPA

	Opening Day	Gross Leasable Area (m <sup>2</sup> )	Parking (cars)	Site Area (m <sup>2</sup> )	Total Floor Area (m <sup>2</sup> )	Number of specialty stores
175. AKITA OPA	Oct. 2017	11,000	3,000	2,800	19,800	58
176. MITO OPA	Mar. 2017	12,500	1,500	3,500	25,500	58
177. TAKASAKI OPA	Oct. 2017	26,000	7,000	7,400	42,000	161
178. SEISEKI-SAKURAGAOKA OPA	Sep. 1999	16,100	400	9,000	23,400	60
179. SHINYURIGAOKA OPA	Nov. 1997	12,100	100	5,000	22,290	94
180. FUJISAWA OPA	Mar. 1996	9,000	800	2,100	19,000	64
181. KAWARAMACHI OPA	Nov. 1998	9,800	—	2,700	18,900	107
182. UMEDA OPA	Apr. 2013	2,200	—	—	3,300	20
183. SHINSAIBASHI OPA	Nov. 1994	10,500	—	2,800	27,000	85
SAIBASHI OPA Kirei-kan	Aug. 1998	2,300	—	1,000	4,900	11
184. SANNOMIYA OPA2	Feb. 2017	11,700	1,700	4,700	17,600	47
185. CANAL CITY OPA	Jul. 1996	13,300	2,400	—	26,000	115
186. VIVRE GENE LakeTown	Sep. 2008	2,900	8,300	—	4,300	23
187. YOKOHAMA VIVRE	Oct. 1978	17,800	100	6,000	44,800	137
188. WORLD PORTERS VIVRE	Sep. 1999	18,100	1,100	20,000	35,300	93
189. NAGOYA WONDER CITY VIVRE	Apr. 2009	2,700	5,100	—	3,600	13
190. KITAOJI VIVRE	Mar. 1995	22,180	500	17,600	76,200	94
191. SANNOMIYA VIVRE	Nov. 1969	5,700	—	1,500	10,800	35
192. AKASHI VIVRE	Oct. 1997	16,400	700	11,700	53,200	70
193. TENJIN VIVRE	Nov. 1976	9,770	1,100	2,400	23,900	84
194. SENDAI FORUS	Nov. 1984	14,600	4,500	4,300	32,000	117
195. KANAZAWA FORUS	Nov. 2006	26,100	4,200	100,300	60,300	197

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AEON MALL has been identifying costs of environmental conservation and social community contribution activities and using them as indices for CSR management. Sum of investments and expenses for environmental conservation activities was 10,214 million yen, accounting for 99.4% compared to FY2016.

Investment in FY2017 was made to introduce the latest technologies to minimize environmental load. We realized drastic reduction in power consumption by introducing air-conditioning ventilation energy saving systems in our 11 malls.

Amount of investment in energy-saving & resource-saving decreased from FY2016 because we have started large-scale installations of electric vehicle charging facilities since FY2016, and we increased the number of electric vehicle chargers in a planned manner in FY2017.

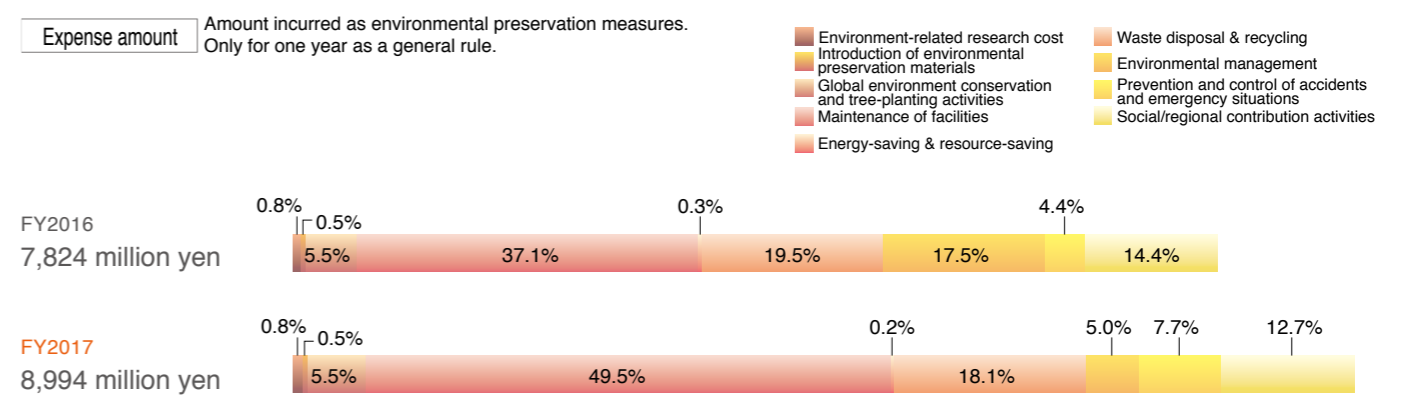
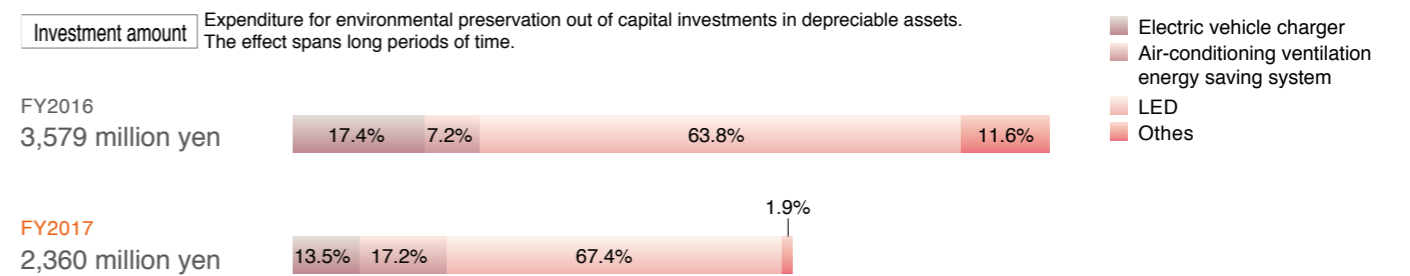
Sum of investments and expenses for social community contribution activities was 1,139 million yen, accounting for 101.1% compared to FY2016.

We implemented regional contribution activities throughout Japan followed by a subsidy project of Public Interest Incorporated Foundation AEON 1% Club. As a result, number of employer-provided facility "AEON Yume-mirai (Dreams for the Future) Nursery School" expanded to 20 schools as the result of the AEON group's expansion effort as of the end of previous fiscal year. We will continue to make efforts to support balancing work and child care for employees of our group companies and many other people, and work to eliminate children on waiting lists.

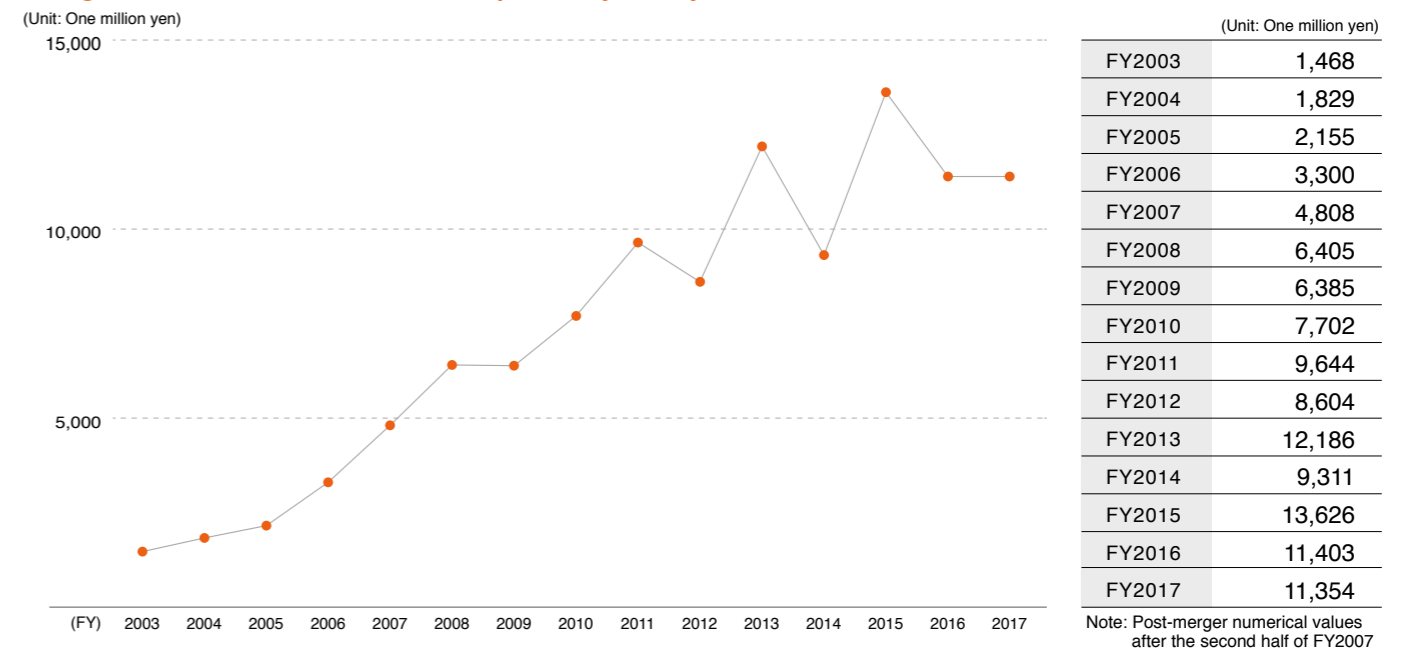
As a result, total expense of FY2017 was 99.6% of expense in FY2016.

Major breakdown of environmental conservation cost

	Investments			Costs			Total (Unit: One million yen)		
	FY2016	FY2017	Year-to-year comparison	FY2016	FY2017	Year-to-year comparison	FY2016	FY2017	Year-to-year comparison
Environment-related research cost	—	—	—	60	69	115.0%	60	69	115.0%
Introduction of environmental preservation materials	—	—	—	42	49	116.7%	42	49	116.7%
Global environment conservation and tree-planting activities	—	—	—	432	493	114.1%	432	493	114.1%
Maintenance of facilities	—	—	—	2,899	4,447	153.4%	2,899	4,447	153.4%
Energy-saving & resource-saving	3,579	2,360	65.9%	20	20	100.0%	3,598	2,381	66.2%
Charging stands for electric vehicles	622	319	51.3%	—	—	—	622	319	51.3%
Air-conditioning ventilation energy-saving system	259	405	156.4%	—	—	—	259	405	156.4%
LEDs	2,283	1,590	69.6%	—	—	—	2,283	1,590	69.6%
Other	415	45	10.8%	20	20	100.0%	435	65	14.9%
Waste disposal & recycling	—	—	—	1,531	1,629	106.4%	1,531	1,629	106.4%
Environmental management	—	—	—	1,366	452	33.1%	1,366	452	33.1%
Prevention and control of accidents and emergency situations	—	—	—	346	691	199.7%	346	691	199.7%
Total of environmental conservation activities	3,579	2,360	65.9%	6,697	7,854	117.3%	10,275	10,214	99.4%
Social/ regional contribution activities	—	—	—	1,127	1,139	101.1%	1,127	1,139	101.1%
<b>Total</b>	<b>3,579</b>	<b>2,360</b>	<b>65.9%</b>	<b>7,824</b>	<b>8,994</b>	<b>115.0%</b>	<b>11,403</b>	<b>11,354</b>	<b>99.6%</b>



Changes in total cost of investments & expenses by fiscal year



Period: March 1, 2017 to February 28, 2018 Scope: Within the applicable scope of ISO 14001 of AEON MALL Co., Ltd.  
 (1) Joint costs: As a general rule, the full amount is appropriated even if the cost joins with costs other than the purpose of environmental objectives.  
 (2) Personnel expenses: As a general rule, personnel expenses for AEON MALL employees are not appropriated. However, personnel expenses for "facility maintenance" and "waste disposal & recycling" are appropriated.  
 (3) Investments: Appropriated as investment in equipment and facilities to the reduction of environmental load occurring during the period. (Appropriated as expenses for the leasing contract.) Appropriated as investment if the amount at the time of implementation is clear for those items which have changed or has been transferred after implementation. (Ice Thermal Storage System, etc.)  
 (4) Depreciation and amortization: Depreciation and amortization are not recorded.



## Third Party's Opinion

### Ms. Mika Takaoka

Professor of Rikkyo University, College of Business

[Profile]

Graduated from Aoyama Gakuin University, School of Business. Received a doctorate degree from the University of Tokyo, Graduate School of Economics. Worked as an assistant professor at Osaka City University and as an assistant professor at Rikkyo University, College of Business, before assuming the present post in April 2009. Major research themes are Distribution theory, CSR and brand value, Retail management and consumer behavior. Her writings include "Sustainable Lifestyle Navigation" (Japanese Union of Scientists and Engineers Publishing Company, 2007).



#### ■ Contents that I give credit for

■ This is the fourth time for me to express a third party's opinion to the AEON MALL CSR report. This report describes multi-faceted corporate activities of AEON MALL with its management philosophy of "Life design developer that works with communities and produces ways of living for the future" along with the AEON MALL's Five Pillars of CSR based on ISO 26000. This report shows relationship between individual efforts and SDGs (Sustainable Development Goals), which is in line with global standards. Furthermore, report can be considered excellent in terms of CSR communication because it carries many voices of various stakeholders.

■ As mentioned in "Top Message", a commercial property for the future is strongly required to play a role as a place for local community where interaction and memories are born through real experiences. EC market scale of domestic B to C (for consumers) in FY2016 was 15,135.8 billion yen, a 9.9% increase over the previous year. Appealing for the value that does not exist in e-commerce will become more important in the future. Feature 1 (refer to pages 12 to 15) introduces the fact that AEON MALL has embarked on "Happiness Mall" activities in earnest as a "place where wonderful memories of life are created" since this fiscal year. The holding of "Music City Matsumoto Live", health-promoting mall walking activities, rakugo (comic storytelling) performance and opera appreciation gatherings, promotion of local production for local consumption, and local PR events are individual efforts that match local history and characteristics. Making these efforts to attract more visitors to our malls is vitally important not only from the perspective of having a favorable effect on AEON MALL's original business activities but also from the perspective of continuing to contribute to local communities. I would like to highly appreciate efforts of creating value in collaboration with local communities promoting activities from the point of view of CSV (Creating Shared Value) that aims for sustainable growth.

■ What I highly evaluate is that "creation of environment-friendly shopping malls in harmony with local community" has been steadily making progress both in Japan and overseas. As described in CSR TOPICS (refer to pages 10 and 11), two AEON MALL properties conducted pre-verifications for compliance with the "WELL certification" which is evaluation of human health and comfort in November 2017. In addition, AEON MALL was recognized by Kyoto City and Osaka Prefecture as an excellent performer in 2017 as the result of its active efforts to reduce greenhouse gas emissions. AEON MALL has also achieved satisfactory results in terms of environmental conservation, such as adoption of

100% LED lighting in public areas, and completion of electric vehicle charger installations at all malls managed and operated by AEON MALL. Similarly, AEON MALL has been thoroughly considering safety and environment at its malls in Indonesia, China, and other foreign countries (refer to page 21). AEON MALL has successfully developed 180 shopping malls in Japan, China, and ASEAN countries as of April 2018. As a large corporation engaged in planning, construction, management, and operation of malls with a value system that "a mall should consider both people and environment", AEON MALL may have a great influence on mall business companies around the world. I hope that AEON MALL will continue to lead the industry as one of multiple leaders selected as a member of stock index component stocks, in which companies with excellent ESG evaluation are selected and calculated.

For AEON MALL's CSR activities of this fiscal year, promotion of diversity has made steady progress, continuing from the previous financial year (Refer to page 30). Moving forward to become "a company where diversified employees can play an active role" both number and ratio of female managers have further increased. Furthermore, globalization of organizations and human resources can be seen, for example, number of local staff members in overseas subsidiaries has increased, and staff members in overseas subsidiaries are serving as chief executives at seven malls in China. Progress is being made in improvements for a comfortable work environment for diversified human resources, such as expanding childcare facilities as a company taking the initiative in childcare services and introducing "Lively leave system". In order for an enterprise to grow continuously, it is indispensable to utilize diversified human resources who rejuvenate organization. I would like to highly evaluate AEON MALL's stance of sincerely making efforts concerning human resource diversity and work-life balance.

#### ■ My Request to AEON MALL

■ I made the same request in the last fiscal year, and I think that AEON MALL is positioned at the highest level in developing environment-friendly malls both in Japan and abroad, and has reached a high level in terms of contribution to communities and consideration towards working people. I hope that plans for action will be included in this report of the next fiscal year. Among CSR items summarized as the "Five Pillars", note which items and to what extent they are to be implemented. Implementing the PDCA (Plan, Do, Check, Act) cycle including setting goals for each one separately, showing outline of activities that have been carried out, and checking degree of achievement of goals will certainly be useful for further promotion of the CSR activities of AEON MALL.



As part of "Light Down Campaign (refer to page 35)", we held a workshop where participants assemble penlights using magnesium batteries with less environmental load and draw a picture in the night sky. (AEON MALL Makuhari New City)

Thank you for reading our report.

Information on our CSR activities will be uploaded on our website in a timely manner.

Please access the information whenever required.

AEON MALL CSR

Search





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