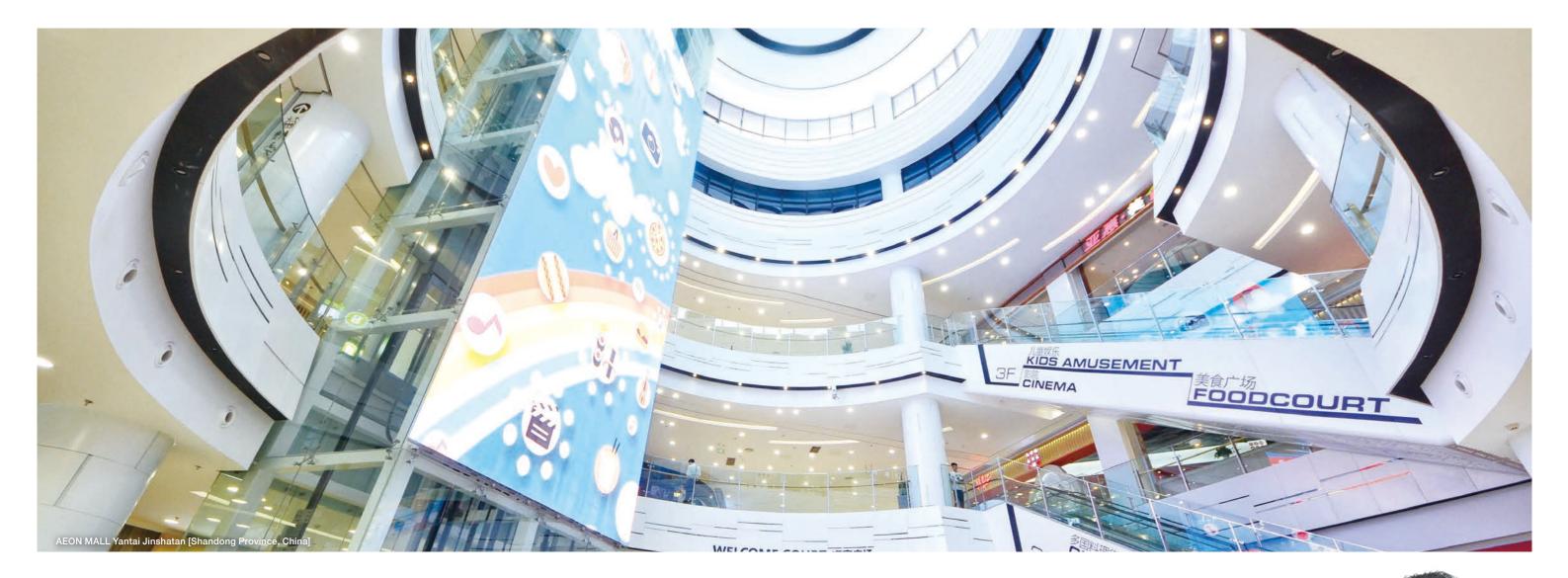
Aiming for a Shopping Mall where Value is Provided to All Relevant People



AEON MALL, as a core company of AEON group, we develop and manage 203 shopping malls in Japan, China and ASEAN countries. (as of February 2019)

Not only with ESG (environment, social and governance), our mall business depends largely on our customers satisfaction. We have been working hard to meet customers' high expectations throughout the technology evolution and rapid change of our life styles. As a Life Design Developer, we never cease adding more values to our existing malls by renovations and creating new values with our Happiness Mall concept. We also try to offer comfortable work environments for employees of the specialty stores through discussions with the members of the AEON Association Shops Committee.

In order for an enterprise to continue to take on such new challenges, it is absolutely essential to promote diversity management capable of making the best use of diverse human resources. One of the key elements to achieve those goals is the diversity among our employees (human resources). We are now hiring employee with various nationalities and equal chances for any genders. 30% of our entire employees are in their 20s also we boast more than 150 employees with overseas work experiences. Together with our work forces we strive for new mall possibilities. In this report you will learn much more about how we proceed our plans with actual examples and hopefully provide you with our essential principals along the way. Thank you so much for your continuous support and understanding.

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