

# CSR / ESG Report 2019

Value for Tomorrow

More and more!  
What we are doing  
for the future



## Giving shape to value

Today we are expected not only to strive for profit but also to give back to our society.

Without continuous support from our customers, local communities, partner companies, investors and employees, it would be very difficult to survive this mall operating business.


In this CSR/ESG annual report you will see how much we value all these important assets and appreciate if this booklet helps you understand more about our vision.

People who visit our shopping malls, people who work in the malls, and people who support the malls. We would appreciate it if all those who are involved in AEON MALL will read this report.

Note: AEON MALL's value creation model introduced in this report conforms to the "AEON MALL Integrated Report (scheduled to be issued in May 2019)".



AEON MALL Sen Sok City [Cambodia]

Basic Philosophy	<b>Customer First</b>
Management Philosophy	<b>Life design developer / To produce local communities bright future</b>
Management Vision	<b>Fascinate all 5 billion Asian communities</b>
Corporate Slogan	 <b>Sharing a sense of lively participation</b>

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<b>Company Name</b>	AEON MALL Co., Ltd.
<b>Date Established</b>	November 1911
<b>Capital Stock</b>	42,313 million yen (as of the end of February 2019)
<b>Business Activities</b>	Large scale community development and shopping mall development and operation Real estate sales, lease, brokerage [Minister of Land, Infrastructure and Transport (3) No. 7682]
<b>Number of Employees</b>	4,857 (as of the end of February 2019)

<b>Editorial Policy</b>	This booklet has been produced for better understanding for our business development with actual case examples. We introduce case examples as specifically as possible from among our corporate activities in FY2018.
<b>Organizations</b>	AEON MALL Co., Ltd. Includes group companies and facilities / Regarding Environmental index exclude 70 malls that AEON MALL Co., Ltd. entrusted by AEON Retail Co., Ltd., mozo wondercity, Kobe Harborland umie, QUALITE PRIX, AEON SENRITO SENMONKAN and OPA's commercial facilities.
<b>Reporting Period</b>	From March 1, 2018 to February 28, 2019 Notice shall be given regarding information outside reporting period on each occasion. Positions of employees are as of the end of February 2019.
<b>Publication</b>	May 2019

**SDGs** (Sustainable Development Goals)

Along with our ISO26000 CSR (Corporate Social Responsibility), we are also working on SDGs (Sustainable Development Goals) which consists of 17 articles for sustainable goals which are described in “Transforming our world: the 2030 Agenda for Sustainable Development” that was adopted as a development goal of the entire international community at the United Nations Summit held in September 2015.

This report introduces AEON MALL's efforts on these development goals with a description of respective marks.

**SUSTAINABLE DEVELOPMENT GOALS**  
17 GOALS TO TRANSFORM OUR WORLD



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



AEON MALL Yantai Jinshatan [Shandong Province, China]

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.

# Strengths of AEON MALL

AEON MALL has fostered six strengths throughout its history of continuous growth with regional development. We will work on further strengthening our management base by improving these strengths.

## Strength 1 Fund creation and procurement



AEON MALL Yantai Jinshatan [Shandong Province, China]

## Strength 2 Scale dominance and ability to attract customers



AEON MALL Jakarta Garden City [Indonesia]

## Strength 3 Human resource diversity



AEON MALL BSD CITY [Indonesia] Office

## Strength 4 Sustainable shopping malls with local community



AEON MALL Walking

## Strength 5 Community network



AEON Association Shops Role-Playing Contest

## Strength 6 Environmental conservation



EV Charging Station

AEON MALL maintains a sound financial status with cash flow obtained by managing and operating shopping malls and creates funds by debt funding capacity (Net D/E ratio is about one time). We are accelerating investment recovery speed and enhancing asset efficiency from sales of assets such as land and buildings of shopping malls to REIT and by using development-type tenant leasing.

- EBITDA: 101.7 billion yen (Overseas business: 14.7 billion yen)
- Capital adequacy ratio: 31.9%
- Net D/E ratio: 1.1 times

We manage more than 150 shopping malls in Japan and attract approximately 1.2 billion customers a year. We have cultivated retail-orientated, localized expertise that also accelerates our expansion in foreign countries particularly in China and ASEAN countries.

- Number of malls: 153 in Japan, 27 in overseas countries
- Number of urban shopping centers: 23 in Japan
- Gross leasable area: Approx. 9,982,000 m<sup>2</sup> in Japan, 8,154,000 m<sup>2</sup> in overseas countries

AEON MALL has work environment where employees, regardless of gender, age, or nationality, can maximize their potentials. We are actively promoting the appointment of local staff to high managerial positions as well as giving Japanese employees experience with business overseas. Interactions between these personnel will lead to our growth.

- Female manager ratio: 15.1%
- Number of local staff members in overseas subsidiaries: 1,227

By using know-how from more than 200 bases, AEON MALL develops and manages comfortable, safe and secure shopping malls for various customers. We are aiming to become sustainable malls chosen by customers and specialty store companies by promoting community efforts for Happiness Mall and by expanding public services.

- Happiness Mall events: Held in all malls
- Number of malls that have concluded disaster prevention agreements with local governments: 150
- Number of malls that are designated as a disaster prevention base: 37

AEON MALL keeps close relationship in the community through our tight partnerships with specialty store companies nationwide. Also, we are striving to raise the overall level of AEON MALL customer services through the "Customer service role-playing contest" and sharing excellent case examples and skills which work across industries.

- Number of specialty store companies: About 8,000
- Nationwide contest\* participants: Employees of about 30,000 stores from about 8,000 companies

\* Employees of specialty stores compete in customer service skills they have been using in their jobs at this contest, which is held not only in Japan but also in China, Cambodia, Vietnam, and Indonesia.

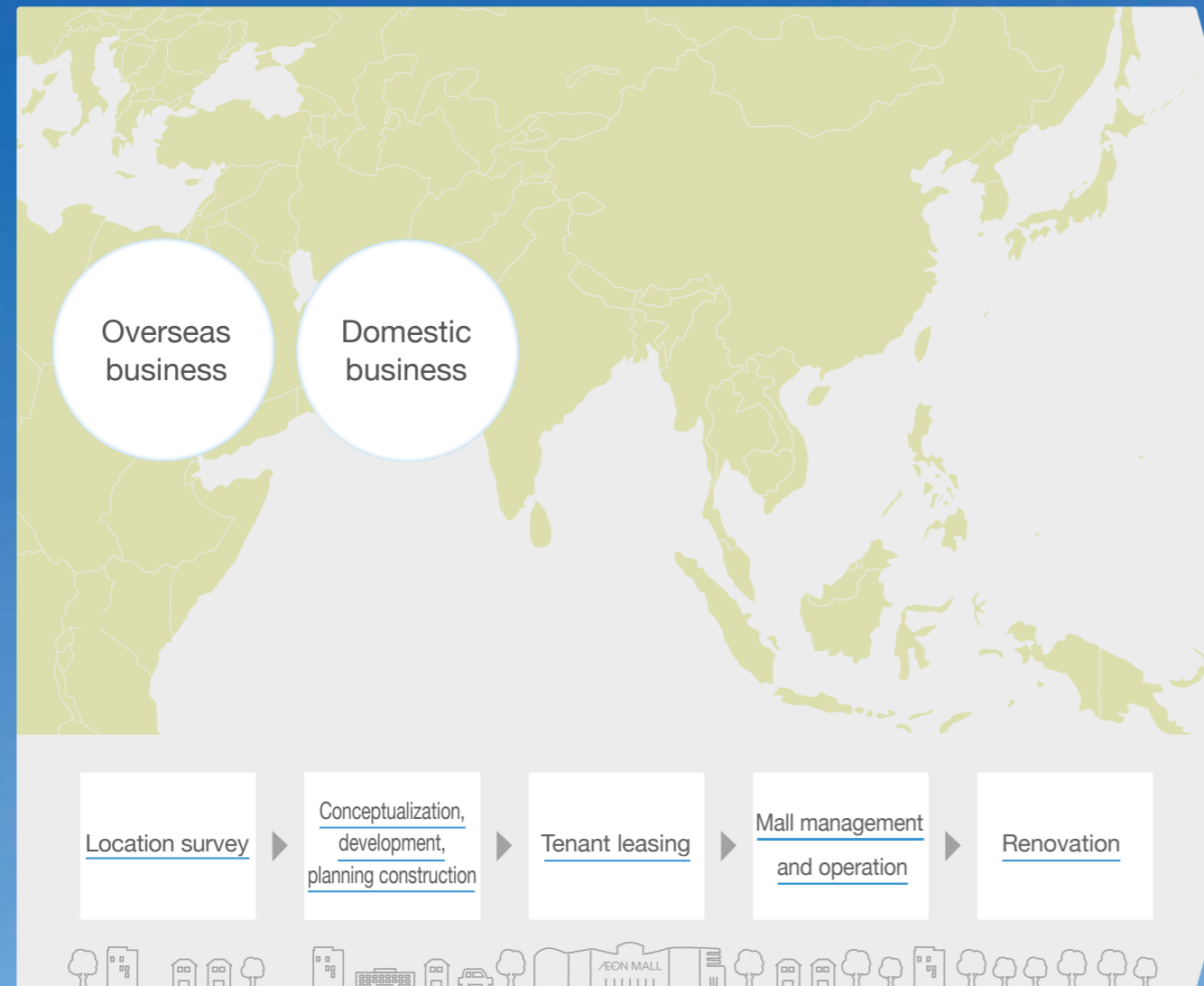
With installations such as LED illumination devices, solar power generation systems, EV (electric vehicle) chargers, and garbage recycling systems, AEON MALL is working on saving energy, reducing CO<sub>2</sub> emissions, and reducing the amount of waste. AEON MALL is also promoting environmental management as a local community center, for example, by acquiring ISO14001 certification as well as holding activities for customers and conducting social studies field trips for elementary schools.

- LED adoption rate: 100% (public spaces in shopping malls)
- Number of installed EV chargers: Japan: 1,829 (146 malls), China: 503 (12 malls)

# Value Creation Model

With all-around capabilities we have accumulated as a commercial developer, AEON MALL will present new values through our domestic and overseas business developments.

Business activities (Businesses and services contributing to local customers' lives)



Outcome (Value provided to enterprises and stakeholders)

<u>Customers</u>	<p><b>Providing daily fulfillment, fun, safety, and security</b></p> <ul style="list-style-type: none"> <li>Year-to-year comparison of the number of purchasing customers: 101.6%</li> <li>Number of Happiness Mall activity participants: About 4 million people</li> </ul>
<u>Local Communities</u>	<p><b>Contribution to local communities by expanding regional revitalization and public services</b></p> <ul style="list-style-type: none"> <li>Number of malls that have taken up the challenge of ultimate localization: All shopping malls</li> <li>Expansion of public services: Administrative service office, polling station, post office, coming-of-age ceremony venue, library</li> </ul>
<u>Partner Companies</u>	<p><b>Provision of growth opportunities based on partnership</b></p> <ul style="list-style-type: none"> <li>Number of AEON association shops role-playing contest participants: [Japan] About 10,000 people / [Overseas] 4,000 people from China, 800 people from ASEAN countries</li> </ul>
<u>Employees</u>	<p><b>Realization of work environment with high vitality</b></p> <ul style="list-style-type: none"> <li>Number of employer-provided childcare facilities: 18 (Fixed total number of school children: 535) Note: Out of 25 commercial facilities of the AEON group</li> </ul>
<u>Shareholders / Investors</u>	<p><b>Stable profit return</b></p> <ul style="list-style-type: none"> <li>Profit growth rate: 11.3% (FY2017 - FY2019 average annual growth rate)</li> <li>Payout ratio: 25.8%</li> </ul>



AEON MALL Kofu Showa [Yamanashi Prefecture]

## Aiming for AEON MALL that Puts More Smiles on the Faces of Customers ①

To make each and every customer happier we keep on trying new challenges to provide a fulfilling time and experience.



### ハピネスモ...ルを目指して。

#### Health

Make mind and body happy and refreshed

We help and support people to acquire healthy habits for their physical well-being.

#### Wellness

Create exciting and relaxing spaces

We provide relaxation and excitement through experiences of culture and art that enrich people's lives.

#### Community

Create a place filled with the smile of people in the local community

To become the hub for local community where people can gather and connect with each other.

#### Opportunity

Providing customers with the opportunity to experience goods and services for a fulfilling life

We offer opportunities and suggestions on rich lifestyle.

### Taking on challenges that uniquely applies to the mall by focusing on the regional characteristics

We have been working hard for the past 2 years and we feel the ideal image of Happiness Mall has steadily spread to customers as a new value of commercial facilities.

Besides activities that are commonly carried out by all our shopping malls like "AEON MALL Walking" which promotes a healthy lifestyle by walking inside the building, we also hold many events and festivals unique to each shopping mall with an emphasis on regional characteristics and customer needs. This is a great opportunity for employees who are still new to the company and part-time employees to realize original projects, and they are working hard to get the cooperation of the relevant administrative organs and various organizations with their enthusiasm to contribute to the local regions.

It is important to develop projects by continuously involving more people, and to not only be satisfied with giving shape to the project. From now on, we would like to take on the challenge of making activities across all areas, for example, holding qualifying competitions for certain competitions all over Japan, by utilizing our nationwide network of 150 shopping malls in Japan.

**Akio Mishima**  
Managing Director and  
General Manager of Sales Division



## Aiming for AEON MALL that Puts More Smiles on the Faces of Customers ②



### Health

#### AEON MALL Walking x Fun + Walk Project

To support customers' healthy lifestyles, AEON MALL offers AEON MALL Walking through which anyone can enjoy shopping and physical exercise without being influenced by season, weather, or time. We endorse "FUN + WALK PROJECT", a public and private partnership project, "Make walking more enjoyable, make fun things healthier" promoted by Japan Sports Agency. Towards this end, our shopping malls all over Japan are working on the creation of mechanisms capable of motivating people to walk indoors. Mr. Daichi Suzuki who is Director General of Japan Sports Agency, Ms. Kaya Kiyohara who serves as an image character of "Happiness Mall", and Akio Yoshida who is President of AEON MALL attended the press conference held in September 2018. Director General Daichi Suzuki commented, "Anybody can easily take a walk while shopping without being influenced by season or weather and enjoy a comfortable walk even in a hot region or a snowy region. I would like people all over Japan to learn this AEON MALL Walking and become aware of walking in a familiar place."



On January 25 and 26, 2019, AEON MALL Hiroshima Fuchu (Hiroshima Prefecture) held an event "FUN + HEALTH FESTA" in cooperation with three ministries and agency: Ministry of Health, Labor and Welfare, Ministry of Economy, Trade and Industry, and Japan Sports Agency. We made a concerted effort to increase customers' health consciousness by creating a "Healthy Gourmet Guide" booklet which includes healthy menus of restaurants collected in collaboration with local university students, and exhibiting "FUN + WALK STYLE" commuting shoes and clothes focused on walkability with the cooperation of specialty stores.

### Wellness

#### Illuminated picture book exhibition "POUPELLE OF CHIMNEY TOWN"

"POUPELLE OF CHIMNEY TOWN", a picture book of Akihiro Nishino who is also active as a comedian, displaying the original pictures of "POUPELLE OF CHIMNEY TOWN" and the panels of his past works at our malls in various places since 2017. In 2018, exhibitions were held at AEON MALL Kurashiki (Okayama Prefecture), AEON MALL Fukutsu (Fukuoka Prefecture), AEON MALL Kofu Showa (Yamanashi Prefecture), and AEON MALL Morioka (Iwate Prefecture). By displaying the pictures illuminated by LEDs of "POUPELLE OF CHIMNEY TOWN", we gave many customers an opportunity to discover the attraction of the works.



### Community

#### Let's do radio gymnastic exercises with 1,000 people!

At AEON MALL Higashi Kurume (Tokyo Metropolis), around 1,300 local customers did radio gymnastic exercises in the parking lot of the mall at 8 o'clock in the morning. In 2018, because it was a milestone year marking the 90th anniversary of the radio gymnastic exercise broadcasting, we conducted the exercises by expanding the scale of the event that Higashi Kurume City Radio Gymnastic Exercise Club had been holding up until then. The Governor of Tokyo and the Mayor of Higashi Kurume City also participated in this event. All participants enjoyed and got refreshed under clear skies, and a multi-generational crowd interacted with each other. (Organizer: Lively Health Bonding Association)



### Opportunity

#### AEON MALL Cup High School "Calligraphy Performance" Grand Prix Chugoku-Shikoku Contest

"Calligraphy Performance" Grand Prix is carried out to create and develop new culture through calligraphy and promote interregional exchange of artistic culture. At the 4th contest, 44 high schools from 9 prefectures in the Chugoku and Shikoku regions participated and competed in calligraphy performance. Qualifying competitions had been conducted since September 2018, and the final contest was held with the participation of nine schools that won the contests at AEON MALL Okayama (Okayama Prefecture) on January 12, 2019. We created opportunities for many customers who visit AEON MALL to encounter new experiences by providing members of participating schools with a place to present their everyday activities.





# Aiming for AEON MALL that Can Further Contribute to Local Communities ①

Our aim is to create shopping malls that are always needed as an infrastructure base for local residents.



Muko-shi coming-of-age ceremony [AEON MALL Kyoto Katsuragawa]

## Introducing strong public facilities and services

AEON MALL is dedicating efforts to improve life services by providing various facilities that local residents need, including not only shopping, food and beverage, and amusement facilities, but also medical institutions, government offices, banks, and post offices. In addition, we provide commercial facilities that are indispensable for local residents by encouraging the members of local governments and various organizations to use the multipurpose event spaces "AEON Hall" and "AEON Cinema" on the premises.



Post office  
AEON MALL Zama [Kanagawa Prefecture]



General clinic  
AEON MALL Makuhari New City [Chiba Prefecture]



Public library  
AEON MALL Tsugaru Kashiwa [Aomori Prefecture]



Employment agency  
THE OUTLETS HIROSHIMA [Hiroshima Prefecture]



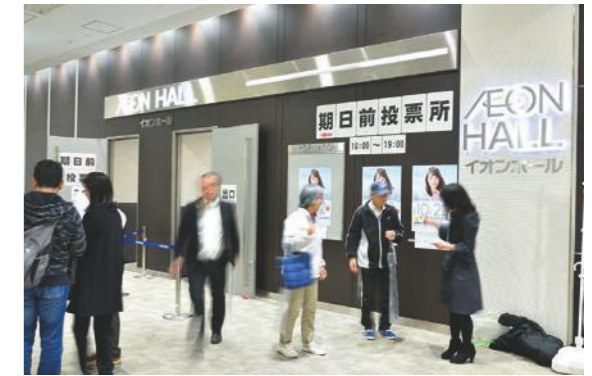
Government office  
AEON MALL Higashiura [Aichi Prefecture]



Prayer room  
AEON MALL Okinawa Rycom [Okinawa Prefecture]

## Installation of polling stations

At the 19th nationwide local elections held in April 2019, we installed early polling stations at 44 AEON MALLs and AEON Shopping Centers in Japan (Some are also same-day polling stations). We provided a convenient voting environment not only for customers but also for employees working at our malls with easy access to buses stopping at the mall or to the large parking lot for those coming by car. At the election of Tsugaru city council members held in January 2019, the number of votes at the polling station installed in AEON MALL Tsugaru Kashiwa (Aomori Prefecture) was more than 50 percent of the total number of votes at all early polling stations, which attested to the convenience of the polling station and led to the improvement of the voting rate. We plan to actively promote the installation of polling stations for future elections.



## Promoting the popularization and use of EV

Since 2008, AEON MALL has been advancing the installation of EV chargers at each shopping mall for environmental conservation and the realization of a sustainable society, and for promoting the popularization of CO<sub>2</sub> emission-free electric vehicles and plug-in hybrid vehicles. As of the end of February 2019, we have built a charger network with a total of EV chargers at 146 shopping malls in Japan, and have installed 503 EV chargers at 12 shopping malls in China. In 2017, we were the first Japanese company to participate in the international business initiative "EV100" the goal of which is for enterprises to popularize electric vehicles and promote environmental improvements.



## Universal design

AEON MALL is working on continuous improvement by introducing quality universal design for our customers to lead a comfortable life and by listening to our customers such as conducting surveys periodically. Moreover, we are actively introducing cutting-edge technologies such as the installation of digital signages that have voice-recognition functions to understand customers' questions and provide suitable advice.



## Promoting the use of public transportation

Some of our shopping malls within walking distance of stations are rewarding customers who visit malls by train. Also, we are working with railroad companies and transportation bureaus to create a better environment where customers can visit the malls by using public transportation including shuttle buses we operate to connect the mall and station or the mall and airport.



## Aiming for AEON MALL that Can Further Contribute to Local Communities ②

We are creating shopping malls that can grow and develop with local cultures and regional industries. AEON MALL provides experiences for customers to rediscover local attractions and preserve cultural traditions.



### Achieved Guinness World Record® based on relationships of trust built through "Ultimate localization"

The "Ultimate localization" plan started in 2015 to gather original plans for spreading the charms of the region from individual malls and carry out excellent plans that are selected. In the first year, AEON MALL Tendo (Yamagata Prefecture) that planned and executed "National Child Shogi Championship Match" has contributed to the development of shogi (Japanese chess) culture with Tendo City and relevant organizations since then. In October 2018, AEON MALL Tendo achieved Guinness World Record for the number of simultaneous games at "2,000 Shogi Tournament 2018" held at the mall as an event commemorating the 60th anniversary of Tendo City. After engaging in preparations with members of more than 40 organizations for over 8 months, players from across generations gathered from all over the country at the special venue in the parking lot of the mall, and about 4,700 players competed in games simultaneously, resulting in successfully breaking the record.

### Aiming for a mall having roots in the local community through the accumulation of regional contributions

We feel that having built relationships of trust with local residents through various community contribution activities such as continuing to hold "National Shogi Championship Match", led to the success of the "2,000 Shogi Tournament 2018". We wanted to succeed in activities to which local residents have strong devotion so we took the lead in participating in Executive Committee meetings and holding repeated discussions. Many players participated from all over Japan as a result of proactive PR activities such as handing out fliers at the qualifying competition venue for "National Child Shogi Championship Match" held at our nationwide shopping malls. As a venue with a capacity of 5000 people, we were relieved to finish the match without any trouble by adjusting the date of the championship match in consideration of shoppers, improving efficiency of admissions on that day, and pursuing smooth and safe operations. Through the "2,000 Shogi

Tournament 2018", I believe that we were able to deepen our bonds with the people of Tendo City and evolve into a mall rooted in the local community. In the future, we will cooperate in the birth of a professional shogi player from Tendo City, which local residents are waiting for, and revitalize Tendo City by making the best use of many outstanding attractive tourist attractions.

**Kazuya Kodera**  
General Manager  
AEON MALL Tendo  
**Nanami Seino**  
Sales Representative  
AEON MALL Tendo



### Working with citizens on cultural development

We requested cooperation from AEON MALL for the "2,000 Shogi Tournament 2018", knowing their past proactive effort toward the dissemination of shogi culture, and received various kinds of support from AEON MALL including the use of the venue. To have more fun with the citizens on the occasion of Tendo City's 60th anniversary, we took on the challenge of holding the "2,000 Shogi Tournament 2018" with the desire to increase the number of people who can play shogi. We had difficulty attaining results because it was hard to gather participants; however, thanks to AEON MALL's advertising capabilities and the local residents' affection for shogi, the number of participants exceeded our expectations. Because of the sense of accomplishment that the local community united to break the record, each individual's attachment to shogi was deepened. Above all, I am happy that we were able to promote the shogi culture throughout Japan beyond Tendo City. I hope that AEON MALL will continue to provide us with various supports including dissemination and promotion of shogi.

**Hidekazu Murayama**  
Division manager  
Commerce and Tourism Division  
Economy part, Tendo city



### Project to spread of "shogi" culture

In order to live up to the reputation of Tendo City as the city of shogi, we had a strong wish to make "2,000 Shogi Tournament 2018" a success. To achieve the record, we took various measures such as holding temporary classes in cooperation with relevant administrative organs in various places in the city to teach rules including the way of moving shogi pieces. There were many people who hesitated to play because they had never played shogi before to lower the bar we allowed people to decide the game opponent beforehand and participate with their families and friends. The "2,000 Shogi Tournament 2018" provided a great opportunity to disseminate the culture of Tendo City, with the participation of many children and people who had not been interested in shogi, thanks to AEON MALL's efforts of holding a pre-event before the actual performance. We will pass on the tradition, in cooperation with AEON MALL, of playing shogi games and making shogi pieces to future generations, and make the tradition known not only in Japan but overseas as well with Tendo City serving as a base.

**Yoshimi Oizumi**  
Tendo Branch President  
Japan Shogi Association  
(Public Interest Incorporated Association)



### Continuing efforts to disseminate the shogi culture throughout Japan

#### ● National Child Shogi Championship Match

The "National Child Shogi Championship Match" has been held once a year. With the full support of AEON MALL, qualifying competitions for this 4th championship match were held with the participation of 1,132 players. Participants are continuing to expand. And 12 finalists gathered at AEON MALL Tendo : to participate in the final match held in October 2018.



The National Child Shogi Championship Match provided an opportunity to make Tendo City better known as the city of shogi because qualifying competitions were held in various places throughout Japan. I am happy if many people become aware of Tendo City as a place that is the goal for elementary schoolchildren who play shogi across the country. I hope the finals will continue to be held in Tendo City in the future too. Tendo City has a variety of tourist attractions other than shogi-related attractions. We will further promote the revitalization of regional communities in cooperation with AEON MALL.

**Masayoshi Takahashi**  
Managing Director  
Tendo City Tourism Products Association  
(General Incorporated Association)



## Aiming for More Disaster-resistant AEON MALL ①

We will promote community development to gain high evaluation of the safety of our malls and make our malls safe for everybody from both hard and soft aspects.



AEON MALL Iwaki Onahama [Fukushima Prefecture]

### Aiming for malls as a local disaster prevention base

The safety of our customers is the top priority in daily mall operations. We are working as a local disaster prevention base at each shopping mall by conducting drills simulating disasters such as earthquakes and typhoons with employees of the specialty stores. We are also aiming to play an important role as a restoration base when a certain region is extensively damaged by disaster by securing as much electric power and drinking water as possible to maintain functions of the facility.

AEON MALL Iwaki Onahama (Fukushima Prefecture) which opened in June 2018 is prepared to temporarily accept evacuees by adopting the piloti column construction on the first floor, installing major facilities in a higher place than the expected maximum height of tsunami, and opening mall's paths, rooftop, etc. to the public at any time during the day or night.



We have been creating shopping malls on the basis of disaster simulations, for example, based on our experiences in the Great Eastern Japan Earthquake, installing power receiving facilities, etc. in a higher place assuming damage caused by tsunami or flood, and installing an emergency valve capable of draining drinking water from the water receiving tank. We have also been enhancing aseismic performance, for example, by changing smoke-proof hanging walls from glass to transparent, nonflammable sheets to prevent a secondary disaster when an earthquake occurs. Almost all our shopping malls in Japan have a system that functions as a disaster prevention base in emergencies by entering into an agreement of co-operation in disaster-prevention activities with the local administration.

**Kaoru Iwamoto**  
Vice President and Development Officer  
Note: His position at the interview on February 18, 2019 was Senior Managing Director and General Manager of Development Division.



### Main disaster response case examples

In FY2018, because there were more natural disasters than usual, we responded in a variety of ways to ensure the safety of customers and employees of the specialty stores and to function as a local infrastructure.

#### 2018 July Heavy Rain (June 28 - July 8, 2018)

- AEON MALL Kurashiki (Okayama Prefecture)

Takahashi River near the mall reached an alarming level that could trigger floods at midnight, July 6, and we immediately made our multistory parking lot available to the evacuees as a temporary evacuation area in accordance with the disaster-prevention agreement with Kurashiki City. Security guards and our six employees came to the mall and opened the parking lot and some restrooms in the building for the evacuees. We received such information via Disaster Information (area e-mail) sent from Kurashiki City, and we accepted about 2,300 vehicles until 1:00 a.m. on July 7.



Area e-mail actually transmitted

- AEON MALL Hiroshima Fuchu (Hiroshima Prefecture)

When the river near the mall reached a dangerous water level that could trigger floods due to heavy rain on July 6, we received a request from Fuchu-cho Disaster Risk Management Division for our customers not to exit the mall. We opened the food court at 20 o'clock to the public for customers who have trouble returning home, and provided drinking water and opened the restrooms to the public by assigning security guards overnight. 93 customers took refuge until the morning.

#### 2018 Typhoon No. 21 (Aug. 28 - Sep. 5, 2018)

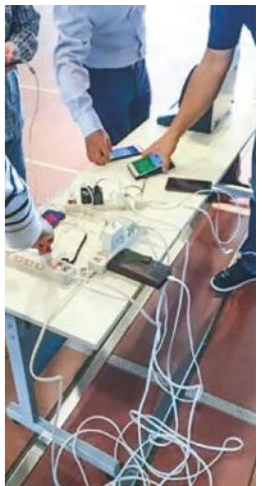
- AEON MALL Tokoname (Aichi Prefecture)

On September 4, nearly 100 foreign tourists visiting Japan got stuck at the mall because the connecting bridge between Chubu Centrair International Airport and Tokoname town area became closed to vehicular traffic. The mall arranged two special buses because many customers were in a hurry, and took the customers to the airport immediately after vehicles were allowed to go to the airport.

#### 2018 Typhoon No. 24 (Sep. 21 - Oct. 1, 2018)

- AEON MALL Hamamatsu Shitoro (Shizuoka Prefecture)

At midnight on September 30, a storm developed with a maximum wind velocity exceeding 40 meters per second, and a power failure occurred in areas covering a wide range of Hamamatsu City. On October 1, AEON MALL Hamamatsu Shitoro provided 20 charging cables in the mall and opened the AEON Hall to the public as a study room. AEON MALL Hamamatsu Ichino (Shizuoka Prefecture) also provided a charging space and opened part of the parking lot to the public.



#### Hokkaido Eastern Iburi Earthquake (September 6, 2018)

- AEON MALL Asahikawa Ekimae (Hokkaido)

In Asahikawa where a seismic intensity of 4 was recorded, and the entire area including our mall facilities lost power. In consultation with JR Asahikawa Station that recovered from the power failure earlier, we provided battery chargers by bringing all extension cords and mobile phone power taps in the mall into the concourse of the station. We also made some of our restrooms available by carrying water from the water receiving tank and conducted over-the-counter sales of groceries and daily necessities.

## Aiming for More Disaster-resistant AEON MALL ②

(General manager discussion)

Persons in charge in case examples described on the previous page gathered and exchanged their opinions on how we should be prepared and act to protect the safety of our customers and employees of the specialty stores in case of an emergency.



(From left) Osamu Kanemori [AEON MALL Kurashiki], Hirotsugu Yamaguchi [AEON MALL Hiroshima Fuchu], Takuya Okada [AEON MALL Tokoname], Ken-ichi Hirama [AEON MALL Hamamatsu Shitoro], Tomoyuki Iwade [AEON MALL Asahikawa Ekimae]

### —What are your determination criteria in case of an emergency?

**Okada:** As a company, all our employees share the awareness that "safety and security take precedence over everything" through our experiences of various disasters. Our group's strength is to be able to take cross-field measures such as AEON Retail for products and AEON Delight for facilities.



**Iwade:** At AEON MALL Asahikawa Ekimae where a power failure occurred due to Hokkaido Eastern Iburi Earthquake, our staff started to take actions to help people who are in need, such as conducting wagon sale of foods in cooperation with AEON (GMS). I think everyone observes what our seniors have been doing.

**Hirama:** It is important to observe not only things which are in front of us but also the overall situation of the area and customer trends. When we were hit by Typhoon No. 24 last year, two shopping malls in Hamamatsu City took similar measures as a result, so I thought that this was AEON MALL's DNA.



**Yamaguchi:** After suffering from heavy rain and flood damage, it is necessary to make a careful decision about when to resume business. I think that verification is necessary regarding our responses to the heavy rain in July 2018 by conducting sufficient hearings with customers and specialty stores.

**Kanemori:** At AEON MALL Kurashiki, we received complaints about why we opened the mall from parents of employees of the specialty store. It is difficult to judge while viewing the entire community. I involve various people to build relationships of trust and make a decision after obtaining various opinions. If I fail, I will reflect honestly and make improvements. I believe I can grow after failure.

### —What are you always aware of?

**Hirama:** When I am transferred to a new shopping mall, the first thing I do is to check the situation concerning the location of the shopping mall and past case examples. I believe that if you think more, you can make better judgments.

**Iwade:** I think it is important to build relationships of trust by communicating with our staff. It is also necessary to have my judgment accepted.

**Hirama:** Even if we make various requests to specialty stores in case of an emergency, it is difficult to have such requests accepted. I think it is important to activate communication, for example, by make the rounds of the stores on a regular basis.

**Okada:** I often talk with the store manager of AEON (GMS) and the center manager of AEON Delight. Training is necessary as a matter of course. We are building a culture in which priority is given to the protection of safety above all else by involving not only employees of the specialty stores but also fire department and local businesses.



**Kanemori:** Other malls' case example reports are very helpful. I read these reports while simulating what I would do.

### —How about collaborating with the Head Office?

**Kanemori:** Based on my experiences in the Great Eastern Japan Earthquake, I asked the department in charge to set up a restroom in the parking lot of each upcoming new mall. It is very difficult to open restrooms in the building to the public outside business hours for security reasons. Therefore, we need a restroom outside the mall and on floors with a height that will not be flooded in a disaster.

**Yamaguchi:** AEON MALL Hiroshima Fuchu has sometimes been flooded in the site; therefore, we carried out a bypass construction of part of the site. As we were able to concentrate on our core business without worrying this time, I felt that hardware investment is important.



**Hirama:** AEON MALL Hamamatsu Shitoro will soon mark its 15-year anniversary. I would like to listen to suggestions of the department in charge about what kind of disaster prevention facilities can be renewed in the next renovation.



**Kanemori:** Although we struggle to gather information in an emergency, information available on the Internet such as live cameras monitoring river conditions is also very useful. I hope that these tools can be shared in the company.

**Okada:** If we have something like an information gathering team, general manager's judgment will be easier.

**Iwade:** It is important to control information. Although information such as false rumors about this earthquake was spreading quickly and widely through SNS, there was no way to confirm the facts locally. In such a case, I would appreciate it if the head office could investigate and verify the information and give us feedback.



### —What are the issues to be addressed in the future?

**Kanemori:** Although there are implementation examples at other malls, we are asking the relevant administrative organ to hold an event to increase local residents' awareness of disaster prevention and have the residents acquire knowledge. From now on, we would like to contribute not only to responding to disasters but also to creating disaster-resistant communities.

**Okada:** Natural disasters are not the only risk. Because Tokoname is located near the airport, I think it is necessary for us to anticipate every possibility including terrorism by involving the entire community.

—Thank you everyone.

## Aiming for AEON MALL that can Offer More New Proposals

In response to diversified needs, AEON MALL is working to create shopping malls required by local customers.



### Opened the first regional revitalization type commercial facility “THE OUTLETS”

THE OUTLETS HIROSHIMA (Hiroshima Prefecture) that is completely different from existing malls opened in April 2018 as a regional revitalization type commercial facility. With the concept of "Encounters with the local community" such as the largest "full-scale outlet mall" with about 120 different brands in the Chugoku and Shikoku regions, "Entertainment" which keeps all generations excited, foods and local specialties in the Seto Inland Sea and San-in areas including Hiroshima, we want to get closer to daily lives of local residents and widely respond to domestic and overseas demands for tourism. We strive to strengthen our capability to respond to the inbound demand, for example, by installing bulk duty-free counter, and introducing a barcode settlement service at about 60 stores, and to consider the traffic environment, for example, by operating public buses arriving at and departing from Hiroshima Station on weekends. We have received a large number of customers since our mall opened, and we were selected for Nikkei MJ Award (Excellence Award) of the "2018 Nikkei Superior Products and Services Awards".

### Birth of a base where there is information about 24 neighboring cities and towns

"Hiroshima regional urban area" is composed of 24 cities and towns within an approximately 60 km radius of the central area of Hiroshima City including Mihara City area in the east and Yanai City area in Yamaguchi Prefecture in the west. Collaboration and interaction are being facilitated to sustain the population of more than two million people within the area. We opened "V BASE" at THE OUTLETS HIROSHIMA, regional revitalization type commercial facilities, as a base for dispatching information for conveying the charms of a wide variety of specialties and various tourist attractions within the area to local people and domestic and foreign tourists. It was our first attempt to place our base within commercial facilities. Our staffs who is stationed at the base receives many inquiries about specialties and sightseeing spots of individual cities and towns, and new exchanges

have taken place in various regions through the "Tour digital touch rally" project in which nearly 3,000 people took part to visit 10 touch points within the area. We want to continuously hold the PR event, etc. in the building in cooperation with individual cities and towns.

**Norio Shiotani**  
 Manager,  
 Economic Planning  
 Division  
 Economic Affairs  
 and Tourism Bureau



### Handcrafted item shop for local artisans is gaining popularity

"SAKKA ZAKKA" is a specialty store where a wide range of handmade items are sold and workshops are held with the cooperation of artisans and craftsmen in the Seto Inland Sea and San-in areas. We decided to start a shop that is in line with the concept of regional revitalization of commercial facilities. It was our first experience to operate and manage a shop, and we received a lot of advice from AEON MALL. We have built relationships with nearly 200 handmade artisans and we display works to reflect their uniqueness. They sometimes sell directly to the customers on the sales floor to feel the charms that cannot be felt from online sales by both makers and customers. The Outlets attracts many customers as a commercial facility, and artisans with no experience can get a great chance to succeed. We will try our best to enable as many artisans makers as possible to make a living with their craftsmanship occupation.

**Hirokazu Shimosada**  
 CEO  
 SAKKA ZAKKA  
 BRAVE UP Co., Ltd.



## Aiming for More Nature-friendly AEON MALL

AEON MALL promotes town development in harmony with nature by creating a system capable of protecting the ecosystems of local communities, suppressing environmental loads to be minimum, and promoting energy saving and proper waste management.



### AEON Hometown Forests Program

“AEON Hometown Forests Program” that started in 1991 in Malaysia. AEON conducts tree-planting activities to realize the basic principle of “dedication to the pursuit of peace, respect for human dignity and contribution to local communities by focusing on customers”. When opening a new mall in Japan and overseas, we hold the tree-planting ceremony where we plant trees that are the most suitable to region’s natural environment together with our customers. In FY2018, AEON MALL planted about 124,000 trees at 7 shopping malls (including about 10,000 trees at overseas malls). The cumulative number of planted trees of our group reached about 11.9 million as of the end of February 2019.

### Aiming for malls familiar to customers through tree-planting activities

We conduct the location survey with experts about half a year before a new mall opens, and select tree species to be planted. The tree-planting ceremony is a place where specialty stores and AEON MALL communicate with local customers for the first time, and I believe the ceremony will provide an opportunity for our customers to know us and our facilities before the mall opens and feel attachment to the mall for a long time by planting seedlings. We hold various events after the opening of the mall, such as tree-nursing festivals, so that our customers will become more familiar with our facilities rich in greenery, and we will continue to provide more opportunities for customers to utilize the forests.

**Megumi Sasaki**  
Manager of Construction Planning Department



### Creating a forest taking advantage of the characteristics of each community

We have been cooperating in AEON’s Hometown Forests Program since 2015. We are aiming for a forest similar to a natural forest by conducting the location survey of neighboring forests, selecting tree species from trees naturally growing in the region, and preferentially select seedlings that have grown locally and are adapted to the surrounding environment. This ensures that the forest will have an excellent disaster prevention function resistant to earthquakes, typhoons and tsunamis, thereby playing a multi-faceted role. At AEON MALL Tsu Minami (Mie Prefecture) which opened in November 2018, we planted 79 species of trees that were far more than conventional species and provided a village-vicinity forest area rich in variation due to changes in the ambient environment including deciduous trees, resulting in the increase in the number of contact points between biodiversity and people. In addition, by planting seedlings that will grow to a forest near the entrance where many customers pass through so that they can feel the growth of the

trees whenever they visit the malls, and by introducing the modeled forest using panel displays, we exercised our ingenuity to make customers feel familiar with AEON’s activities. In the future, I would like to make proposals such as providing opportunities for customers to come in contact with forest, and building biotopes that creates an environment for various living creatures.

**Yuhide Murakami**  
Senior Researcher,  
Japanese center for International studies in Ecology Institute for Global Environmental Strategies



## Aiming for the Expansion of AEON MALL into the World

We share the same corporate philosophies and values with our local staff in developing and managing malls in China and ASEAN countries.



AEON MALL Sen Sok City [Cambodia]

### Sharing the same values in various countries and regions



Since the first overseas mall opened in Beijing 10 years ago in 2008, AEON MALL has developed 19 shopping malls in China and 8 shopping malls in the ASEAN countries of Indonesia, Vietnam and

Cambodia. Each of these malls is very popular among customers of various generations and they are recognized as providing value to commercial facilities because the mall is designed for people and the environment in mind and is managed carefully with the specialty stores. In May 2018, “AEON MALL Sen Sok

City”, the largest entertainment complex in Cambodia, opened in the suburbs of Phnom Penh, the capital of Cambodia. Our two shopping malls in Phnom Penh area are highly rated as having greatly influenced the lifestyles and the development of business practices in Cambodia. In accordance with our basic policy that overseas malls are managed by local staffs who deeply understand AEON MALL’s philosophies, we are actively promoting them for managerial posts, as well as focusing on nurturing human resources. We will continue working to create value that only AEON MALL can provide while respecting customs and cultures in various countries and regions.

### Local staff inheriting AEON MALL’s philosophies

I learnt the philosophy of “Customer First” from the general manager. When guiding and training my local staff, I had some difficulties to make them understand initiatives that were not part of Indonesian culture such as garbage separation, and make the staff strongly recognize the philosophies. By teaching the staff with AEON MALL’s ideas through new communication methods such as using words and pictures to explain reasons, we are making efforts to ensure customers’ safety and security.

**Timotius Nurtanio**  
 Manager, Facility Management Department  
 PT. AEON MALL INDONESIA  
 (Indonesian local subsidiary)



### To improve customer service skills

To improve awareness of customer services, we hold the “Customer service role-playing contest” not only in Japan but also overseas, where employees of the specialty store compete for the supremacy of skills they have been enhancing in their daily work. In China, we held the third national contest for about 45,000 employees of about 3,300 stores from 17 malls. We also held the role-playing contest in Cambodia, Vietnam, and Indonesia, thus we are enlarging the scope of activities.



## Aiming for More Worker-friendly AEON MALL

We are working to create a comfortable work environment to motivate people who work for specialty stores and employees of AEON MALL to extend their employment period at AEON MALL.



### Expansion of "AEON Yume-mirai Nursery School"

As of the end of February 2019, there are 25 AEON Yume-mirai (Dreams for the Future) Nurseries nationwide in the AEON group, which support employees with small children. 18 of them are operated within AEON MALL's commercial facilities and, are open to employees of AEON group companies, specialty stores as well as local residents. The nursery schools are used by many people, with the utilization rate as of November 2018 being 84% on average, because the schools satisfy the needs of people working for our commercial facilities by operating seven days a week throughout the year in accordance with the business hours of each mall. The schools create an environment where each specialty store can employ staff members who balance work and childcare and encourage them to continue working on a long term basis. They also contribute to solving the problem of children on waiting lists for nursery schools.

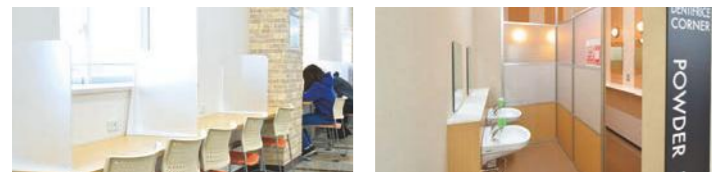


### Creating a comfortable work environment for specialty store employees

As labor shortages are a social issue, we see it as one of our responsibilities as a developer to improve ES (employee satisfaction) by improving our work environment where employees for specialty stores that open in AEON MALL's commercial facilities can play an active part for a long time. Among ES improvement measures on which each mall is working, we give awards to excellent case examples as the "Best Practice" and expand them horizontally.

#### ● Renovating employee resting rooms

We carried out the renovation work of resting rooms at AEON MALL Fukutsu (Fukuoka Prefecture) so that employees of specialty stores can feel refreshed comfortably. Based on hearings with the employees, we increased the number of private seats with sufficient privacy, installed charging outlets, and enhanced the powder rooms. After such renovations, we received high evaluation from 88% of the employees who said, "It has become easier to use the resting room than before". These renovations are in progress at AEON MALLS throughout Japan.



#### ● Offering exclusive menus for employees

At AEON MALL Ayagawa (Kagawa Prefecture), good value menus for the employees were offered by the restaurants in addition to usual employee benefits. The purpose of this attempt is to improve the ES and reduce food loss by using foods which tend to be left over. A total of 411 employees enjoyed the menus for 8 days and this trial also contributed to an increase in sales at each store.



### Introduction of "Lively leave system"

AEON MALL is encouraging employees to value time spent with their family by introducing "Lively leave system" for employees to be able to take a maximum of 2-day leaves per year due to family care, childcare, anniversary, birthday, school or community event, homecoming and other purposes.

### Publication of employee guidebook

AEON MALL publishes and distributes a guidebook "Ikunabi" (child-raising navigation) for employees who want to balance work and childcare and concentrate on childbirth and child-raising so that they can subsequently return to work smoothly. The guidebook gives information about systems and allowances applied at each stage with the theme of "Raise children and nurture careers". It is effectively being used at various departments for work life management.



### Enhanced human resource development system

AEON MALL provides various training systems depending on qualifications and job positions. We have been conducting wide-ranging educational programs to instill the values of AEON's basic philosophy "Customer-First", practical training to enhance knowledge and skills required as a commercial developer, and "AEON Business School" for highly motivated staff members who want to acquire knowledge and skills for challenging new positions.

### Overseas trainee system

We have been dispatching overseas trainees to China and ASEAN countries to continuously develop human resources who will be in charge of our growing overseas business. Through human resource development programs of about one year, we aim to have participants develop leadership skills in an environment with different cultural and historical backgrounds, and acquire knowledge and skills required outside of Japan.



# The Latest Domestic and Overseas Mall Trends

In FY2018, we opened 7 new shopping malls in Japan and overseas and carried out floor expansion and renovation at existing shopping malls. We made efforts to create shopping malls that further satisfy the needs of local residents.



AEON MALL Miyazaki [Miyazaki Prefecture]

## [Japan] Floor expansions / renovations

**AEON MALL Miyazaki** [Miyazaki Prefecture]  
Opened on March 16, 2018

At AEON MALL Miyazaki, we built a new building “South Mall” composed of more than 60 specialty stores and significantly renovated existing buildings. AEON MALL Miyazaki has evolved into one of the largest shopping malls, equipped with tropical-style open space.

**AEON MALL Kumamoto** [Kumamoto Prefecture]  
Opened on July 20, 2018

At AEON MALL Kumamoto, we built a new building “West Square” in the semi-core area damaged by the 2016 Kumamoto Earthquake. AEON MALL Kumamoto has improved and evolved services as a hub for the community to be loved by customers more than ever.

## [Japan] Newly opened malls

**AEON MALL Zama** [Kanagawa Prefecture]  
Opened on March 16, 2018

The concept is “My Living Style Factory”. AEON MALL Zama proposes smart and cool lifestyles as commercial facilities that serve as a new joyful hub for the community.

**AEON MALL Iwaki Onahama** [Fukushima Prefecture]  
Opened on June 15, 2018

A lifestyle mall was born, which functions as a "disaster prevention mall" to protect the local community by adopting the pilot column construction on the first floor based on the assumption of the flood damage from tsunami, and proposes new value to enrich people's lives.

**THE OUTLETS HIROSHIMA** [Hiroshima Prefecture]  
Opened on April 27, 2018

Based on the concept of full-scale outlet mall, entertainments, and encounters with the local community, THE OUTLETS HIROSHIMA opened as the first regional revitalization type commercial facilities. We will get closer to daily lives of local residents and respond to domestic and overseas tourism demands.



**AEON MALL Tsu Minami** [Mie Prefecture]  
Opened on November 9, 2018

AEON MALL Tsu Minami was opened by reconstructing “AEON MALL Tsu Minami Shopping Center Sun Valley” that had been patronized by customers for about 40 years. A new landmark in the region was born as a renewed smart mall.



## [Overseas] Renovations

**AEON MALL Wuhan Jinyintan** [Hubei Province, China]  
Opened on May 13, 2018

We carried out a large-scale renovation of the first mall in Wuhan City whose number of visitors had increased since the opening in December 2014. Through the renovation of 40 percent of the total space incorporating the latest trends, AEON MALL Wuhan Jinyintan will pursue greater customer satisfaction.



## [Overseas] Newly opened malls

**AEON MALL Yantai Jinshatan**

[Shandong Province, China] Opened on May 25, 2018

The first AEON MALL in Shandong Province opened in Yantai Economic & Technological Development District. We integrated futuristic design based on town development that places importance on environmental conservation. AEON MALL Yantai Jinshatan is focused especially on families by providing the Concept Zone rich in variety including Health & Beauty Zone where the world of hobbies is integrated into beauty and health.



**AEON MALL Guangzhou Jinsha**

[Guangdong Province, China] Opened on November 9, 2018

The concept of the 3rd shopping mall in Guangdong Province which opened in Baiyun District, Guangzhou with about 2.4 million inhabitants is “Share the Oasis”. With a contemporary design and spaces for relaxing, an AEON MALL was born as an oasis for local residents. AEON MALL Guangzhou Jinsha, providing an integrated concept zone as the largest and the first mall in the region, proposes various lifestyles such as “dining” and “playing”.

**AEON MALL Sen Sok City**

[Cambodia] Opened on May 30, 2018

The second shopping mall in Cambodia opened in the northern part of Phnom Penh. AEON MALL Sen Sok City proposes the largest amusement complex in Cambodia, which include water park, aquarium, and indoor amusement park. The mall incorporates the latest technologies such as the first megawatt solar power generation among commercial facilities in Cambodia in addition to highly convenient administrative functions such as passport issuance center.





## Environment (Efforts for improving environment)

We are promoting the development of towns that harmonize well with the local environment through the utilization of natural energy and the introduction of the latest technologies for reducing environmental loads.



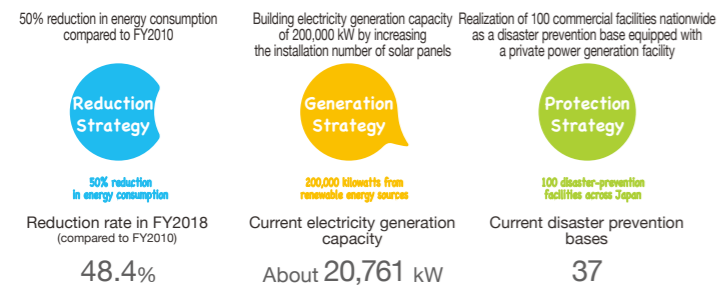
Solar walls [AEON MALL Zama]

### Promoting "AEON Decarbonation Vision 2050"

In March 2018, we announced "AEON Decarbonation Vision 2050" as a new challenge of the AEON group. We will strive to realize a "carbon-free society" towards 2050 through various activities such as the utilization of renewable energy and the promotion of energy conservation. Now there are 11 stores of "Smart AEON", a model environmentally friendly type store on which we have been working, in the AEON group (out of which 10 stores are managed by AEON MALL). We are also working on the development of more advanced "Next-generation Smart AEON" from the decarbonation perspective, and AEON MALL Zama (Kanagawa Prefecture) reduced CO<sub>2</sub> emissions by 30% compared to AEON's standard stores.

### Promoting "AEON eco Project"

Having set specific quantitative goals for our global environment and living environments under the "AEON eco Project" on which the AEON group is working, we are striving to achieve the goals by 2020. <FY2018 actual results at shopping malls owned and managed by AEON MALL>



### Energy conservation / natural energy utilization

#### Adoption of LED lighting

We have achieved almost 100% adoption rate in common areas of our shopping malls all over Japan. As we are calling on the specialty stores to adopt LED lighting when a new mall opens or the store is renovated, switching to LED lighting is in progress at the specialty stores.



#### Solar power generation

Earlier than other commercial facilities, we have been generating electricity while utilizing natural energy by installing solar power generation systems in phases, and some malls adopt a system capable of utilizing electricity even during a power failure.



### Participation in the equipment subsidy project of the Joint Crediting Mechanism

We are a member of the Joint Crediting Mechanism (JCM) whereby we contribute to the reduction of greenhouse gas emissions in cooperation with other countries and share the results through the dissemination of excellent low-carbon technologies. At AEON MALL Sen Sok City (Cambodia) which opened in May 2018, a solar power generation facility is installed on the rooftop. It has been adopted as FY2016 JCM equipment subsidy project of Ministry of the Environment, Japan.



## Social (Efforts for improving society)

To achieve real contribution that people are seeking, we will deepen our interactions with local communities and various organizations, share the problems, and try to solve them.



Clean & Green Activities [Vietnam]

### 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 the total revenue shown on the receipts to organization. AEON MALL's total amount of the donation in FY2018 was 38,277,327 yen.

### Cooperation in an exchange event for children with disabilities and parents

AEON MALL KIDS DREAM, LLC, 100% subsidiary of AEON MALL, that manages the work experience theme park "Kandu" at AEON MALL Makuhari New City (Chiba Prefecture) carried out "On-site Kandu" in the event held by the developmental disability portal site LITALICO Development Navigation in March 2019. Many children with disabilities enjoyed work experiences.



### Clean & Green Activities

On the 11th of each month designated as "AEON Day", we clean sidewalks, parks, tree-planting zones and other areas around our malls with the cooperation of employees of the specialty stores.



### Cooperation in blood-donation activities

AEON MALL has been promoting blood donation activities and received cooperation from approximately 183,408 people throughout the nation in FY2018. In December 2018, student blood donation promotion volunteers of the Japanese Red Cross Society called for blood donation at our 40 shopping malls and encouraged each age group especially young people to gain an understanding of blood donation and donate their blood.



### FY2018 fund-raising activity results (AEON MALLS throughout Japan)

■ Tohoku disabled person manufacturing support fund-raising	Feb. 10 – Mar. 11, 2018	JPY 2,847,686
■ Myanmar school construction support fund-raising	Apr. 1 – May 27, 2018	JPY 4,547,240
■ AEON UNICEF safe water campaign fund-raising	Oct. 1 – Nov. 11, 2018	JPY 3,114,663
■ Asian disabled person support fund-raising	Nov. 15 – Dec. 16, 2018	JPY 3,100,405
■ 24-hour TV program charity fund-raising	Jun. 8 – Sep. 2, 2018	JPY 16,940,680
■ West Japan heavy rain disaster emergency support fund-raising	Jul. 9 – Jul. 31, 2018	JPY 22,261,835
■ West Japan heavy rain disaster emergency support fund-raising (second)	Aug. 1 – Aug. 31, 2018	JPY 16,373,698
■ 2018 Typhoon No. 21 / 2018 Hokkaido Eastern Iburi Earthquake emergency support fund-raising	Sep. 7 – Sep. 24, 2018	JPY 8,176,516
■ 2018 Sulawesi (Indonesia) earthquake and tsunami damage emergency support fund-raising	Oct. 10 – Oct. 21, 2018	JPY 257,397
<b>Total</b>		<b>JPY 77,620,120</b>



## Governance (Efforts for improving governance)

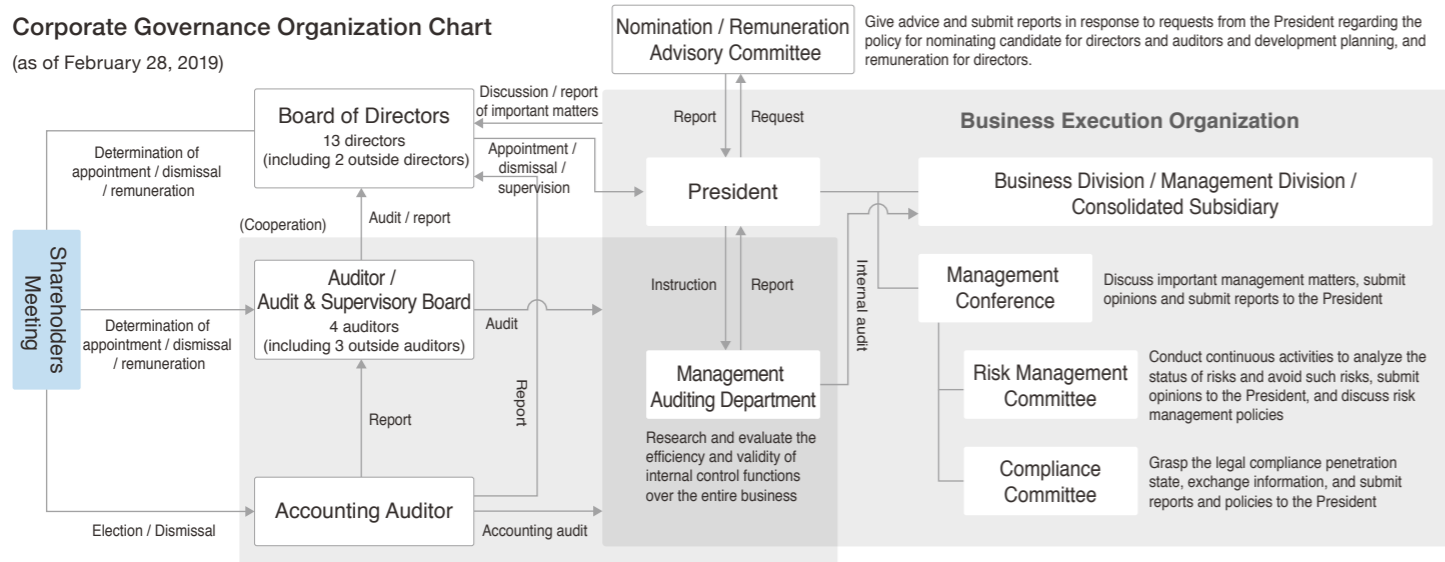
We are striving to become commercial facilities that are rooted in local communities and always loved by customers. AEON MALL regards corporate governance as one of the most important matters in corporate management

### Management Structure

AEON MALL has adopted the Audit & Supervisory Board system. While working on maintaining and improving management efficiency by composing the Board of Directors with directors who are well versed in our business, we are maintaining and enhancing sound management by enhancing auditing functions.

### Corporate Governance Organization Chart

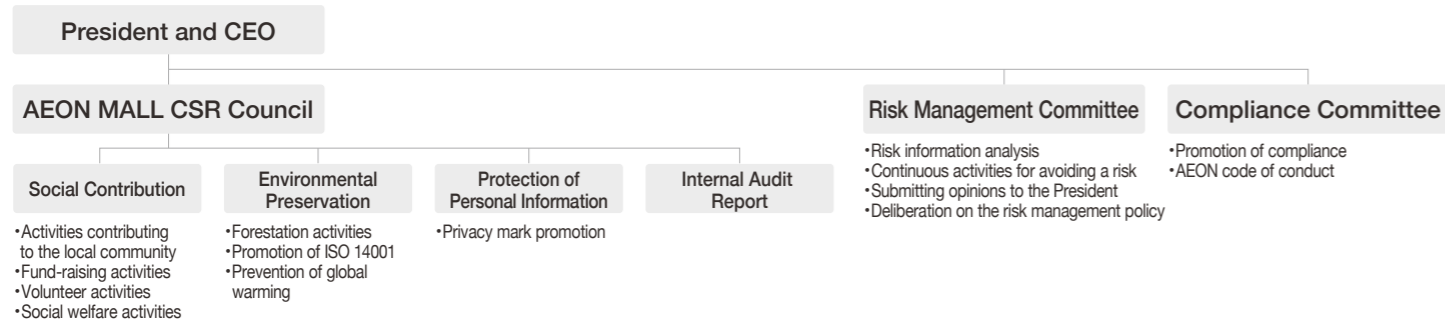
(as of February 28, 2019)



**Board of Directors**  
Hold meetings of the Board of Directors chaired by the President at least once a month to strengthen the management oversight function, with the attendance of auditors. (2 directors and 2 auditors are independent directors)

**Audit & Supervisory Board**  
Exchange information and opinions with the accounting auditors and the Management Auditing Department which is an internal audit department to raise efficiency and effectiveness of audits.

### CSR Implementation Framework Diagram



### 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 highly retrievable state which is appropriate and secure in accordance with the storage medium, maintain the browsability state as necessary, and take precautions that the relevant department specified in the "Document Management Regulations" prevents leakage outside the company.

**Risk management**  
We will endeavor to reduce risks and by formulating "Business Risk Management Regulations" to prevent crises and minimize damage in the event of a crisis. If an urgent and serious loss risk occurs, we will accurately handle the loss through appropriate transmission of information and decision-making based on these regulations.

**Pointing out and improving problems**  
By establishing a "Compliance Committee" chaired by the General Manager of Administration Division, we report the minutes of the committee to the Management Meeting and report important matters to the Board of Directors. We also establish a help line AEON MALL "Personnel Dial 110" ("Workers' Union Dial 110" in the Workers' Union of AEON MALL) as an internal whistle blowing contact point to prevent whistleblowers from being put at a disadvantage. Upon receipt of any report or notification, the department in charge will carefully examine the contents and take necessary measures based on our internal rules to assess if there is an act of violation, formulate measures to prevent a recurrence and report them to the "Compliance Committee".



## Certification and Evaluation by an External Organization

We have made advanced efforts from both tangible and intangible ways for the "creation of a shopping mall designed for people and with the environment in mind". This fiscal year we have received high evaluations again from certification organizations inside and outside of Japan.

### External ratings

#### Earned the rating of "Green Star" from GRESB Survey

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. AEON MALL earned the rating of "Green Star" 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 obtained 80 points (the average among participating companies being 68 points)., We also received the highest evaluation "A" in the "GRESB disclosure evaluation (ESG information disclosure level)" which is rated based on the disclosed information.



#### Acquired Score B from CDP

CDP is an international environment evaluation NGO that investigates climate change measures and promotes the disclosure of corporate environmental information. Due to our efforts in climate change and information disclosure thereof, we were given the third highest grade "Score B" on an eight-grade evaluation by CDP.



#### Selected as a stock price index constituent for ESG investment

The criteria to judge corporate value for "ESG investment" purposes is made based not only on financial information but also on the 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 calculated after the selection of companies with a high ESG evaluation by the institution providing investment information for institutional investors.

- MSCI Japan ESG Select Leaders Index
- MSCI Japan Empowering Women Index
- SNAM Sustainability Index (selected 7 years in a row)
- Nadeshiko Brand 2019 (selected 3 years in a row)



### Acquired certifications

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

In January 2019, AEON MALL Kurashiki (Okayama Prefecture), AEON MALL Morioka (Iwate Prefecture) and AEON MALL Nogata (Fukuoka Prefecture) acquired the "DBJ Green Building Certification". AEON MALL Kurashiki earned the five-star rating, the highest level among five levels, and AEON MALL Morioka and AEON MALL Nogata acquired the four-star rating. As a result, 9 facilities have acquired this certification. The Development Bank of Japan, Inc. (DBJ) performs certification 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

THE OUTLETS HIROSHIMA (Hiroshima Prefecture) and AEON MALL Zama (Kanagawa Prefecture) acquired the "ABINC" certificate in March 2019. 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). AEON MALL's 9 facilities have now acquired the certification.



**AEON MALL Data** (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 Asahikawa Ekimae	Mar. 2015	29,000	900	400	1,767	Jan. 2015	3	18,569	6	—	○	2	—
2.	QUALITE PRIX	Dec. 2016	13,000	1,800	—	759	Jan. 2015	1	—	—	—	—	—	—
<b>Subtotal</b>			42,000	2,700	400	2,526	2	4	18,569	6	0	1	2	0

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	811	Aug. 2006	3	775	—	—	—	12	1
4.	AEON MALL Shimoda	Apr. 1995	59,000	4,000	50,000	1,491	Jul. 2006	4	966	—	—	○	17	1
5.	AEON MALL Morioka	Aug. 2003	52,000	2,600	26,000	1,720	Aug. 2006	4	474	—	—	○	12	1
6.	AEON MALL Morioka Minami	Sep. 2006	42,000	2,400	17,000	1,804	Aug. 2006	3	518	—	—	—	8	1
7.	AEON MALL Natori	Feb. 2007	67,000	3,900	49,900	2,599	Jan. 2007	4	1,841	25	460	—	10	—
8.	AEON MALL Rifu	Apr. 2000	33,000	3,000	25,000	1,145	Aug. 2006	2	391	21	—	—	12	1
9.	AEON MALL Tomiya	Mar. 2003	28,000	2,400	8,600	1,017	Jun. 2006	4	911	—	—	—	13	1
10.	AEON MALL Ishinomaki	Mar. 2007	40,000	2,600	19,200	1,561	Nov. 2006	3	1,745	16	50	—	9	1
11.	AEON MALL Akita	Sep. 1993	58,000	3,200	43,000	2,232	May 2006	6	906	54	—	—	16	1
12.	AEON MALL Omagari	Oct. 2008	48,000	2,900	15,200	882	Oct. 2008	1	813	12	—	—	1	1
13.	AEON MALL Tendo	Mar. 2014	47,000	3,000	15,000	1,673	Jun. 2015	4	463	17	—	—	12	2
14.	AEON MALL Yamagata Minami	Nov. 2000	26,000	1,700	21,000	859	Oct. 2010	2	193	—	—	—	7	1
15.	AEON MALL Mikawa	Jul. 2001	40,000	3,300	27,700	680	Jul. 2006	3	946	—	—	—	11	1
16.	AEON MALL Iwaki Onahama	Jun. 2018	50,000	1,300	7,000	1,629	Jun. 2018	4	57	88	—	—	2	2
17.	Shopping Mall FESTA	Apr. 1996	32,000	3,800	26,000	946	May 2006	3	—	—	—	—	—	—
<b>Subtotal</b>			662,000	42,700	422,600	21,049	15	50	10,999	233	510	2	142	15

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)
18.	AEON MALL Mito Uchihara	Nov. 2005	78,000	4,100	49,000	3,160	Aug. 2006	4	1,566	11	131	○	25	—
19.	AEON MALL Tsukuba	Mar. 2013	64,000	4,000	15,000	2,534	Apr. 2012	6	415	15	460	○	17	1
20.	AEON MALL Shimotsuma	Nov. 1997	36,000	3,100	16,500	1,238	Sep. 2006	2	100	14	65	—	14	1
21.	AEON MALL Tsuchiura	May 2009	58,000	3,300	20,000	2,076	Jun. 2009	2	1,237	20	130	—	10	1
22.	AEON MALL Oyama	Apr. 1997	30,000	1,900	19,500	994	Jul. 2006	3	1,243	—	50	○	11	1
23.	AEON MALL Sano Shintosh	Apr. 2003	32,000	2,300	11,800	1,211	Jul. 2006	4	1,296	12	—	—	11	1
24.	AEON MALL Ota	Dec. 2003	62,000	4,200	54,000	2,406	Jul. 2006	5	463	14	—	○	13	1
25.	AEON MALL Takasaki	Oct. 2006	59,000	3,700	50,000	2,439	Nov. 2007	4	2,289	12	—	○	12	—
26.	AEON MALL Kawaguchi Maekawa	Nov. 2000	66,000	2,400	20,000	2,967	Nov. 2006	4	178	—	—	—	11	1
27.	AEON MALL Hanyu	Nov. 2007	75,000	5,000	17,100	3,350	Oct. 2007	7	2,078	21	100	○	21	1
28.	AEON LakeTown kaze	Oct. 2008	61,000	2,300	28,000	4,220	Feb. 2012	5	—	16	253	○	14	1
29.	AEON LakeTown mori	Sep. 2008	99,000	6,100	50,000	6,561	Aug. 2006	6	29,036	20	241	—	22	2
30.	AEON LakeTown outlet	Apr. 2011	23,000	1,100	1,000	1,052	Aug. 2006	1	—	10	10	—	15	1
31.	AEON MALL Kasukabe	Mar. 2013	56,000	2,900	20,400	2,359	Aug. 2006	6	1,234	17	203	○	13	1
32.	AEON MALL Kita Toda	Nov. 2004	44,000	2,600	12,600	2,278	Jul. 2006	3	66	7	—	—	8	1
33.	AEON MALL Yono	Dec. 2004	41,000	3,000	16,400	2,261	Aug. 2006	3	409	6	—	—	12	1
34.	AEON MALL Urawa Misono	Apr. 2006	62,000	3,000	25,600	3,393	Aug. 2006	4	39	16	100	—	10	1
35.	AEON MALL Futtu	Sep. 1993	28,000	1,400	32,000	761	Aug. 2006	4	286	20	—	—	6	1
36.	AEON MALL Narita	Mar. 2000	65,000	4,000	46,600	2,429	Aug. 2006	3	3,862	16	—	○	17	1
37.	AEON MALL Chiba NEW TOWN	Apr. 2006	79,000	4,000	14,000	2,568	Mar. 2007	4	2,309	—	—	○	20	1
38.	AEON MALL Makuhari New City	Dec. 2013	128,000	7,300	50,000	5,579	Oct. 2005	18	323	43	1,798	○	35	4
39.	AEON MALL Kisarazu	Oct. 2014	84,000	4,000	30,000	2,407	Jun. 2015	3	2,124	11	1,334	○	17	2
40.	AEON MALL Tsudanuma	Sep. 2003	27,000	1,300	1,500	2,076	Jul. 2006	2	—	9	—	—	8	1
41.	AEON MALL Yachiyo Midorigaoka	Mar. 2005	42,000	2,500	11,500	2,252	Jul. 2006	3	621	—	50	—	11	1
42.	AEON MALL Kashiwa	May 2006	30,000	2,000	7,900	1,596	Aug. 2006	2	—	—	12	—	6	1
43.	AEON MALL Choshi	Mar. 2010	31,000	3,200	35,000	1,091	Mar. 2010	3	1,308	11	20	○	9	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)
44.	AEON MALL Funabashi	Apr. 2012	36,000	2,300	17,300	2,038	Mar. 2012	2	—	20	100	—	8	2
45.	Yumiru Kamatori SC	Mar. 2000	28,000	1,600	4,500	1,408	Jan. 2007	3	—	11	—	—	—	—
46.	AEON Marinpia Senmonkan	Oct. 2003	11,000	300	—	329	Jan. 2007	1	—	4	—	—	—	—
47.	AEON MALL Musashi Murayama	Nov. 2006	78,000	4,000	45,000	3,555	Sep. 2006	6	697	49	—	○	20	1
48.	AEON MALL Hinode	Nov. 2007	64,000	3,600	58,400	2,701	Nov. 2007	4	922	39	100	○	15	1
49.	AEON MALL Tamadairanomori	Nov. 2014	24,000	1,000	600	1,946	Sep. 2014	3	146	9	—	○	6	1
50.	AEON MALL Higashi Kurume	Apr. 2013	31,000	1,700	20,000	1,733	Apr. 2013	4	398	9	10	—	14	—
51.	AEON Itabashi SC	May 2000	35,000	900	—	2,038	Sep. 2007	1	318	—	6	—	11	1
52.	AEON MALL Zama	Mar. 2018	50,000	2,500	25,600	3,009	Feb. 2018	2	102	8	1,001	—	8	2
53.	AEON MALL Yamato	Dec. 2001	35,000	1,900	20,000	1,900	Apr. 2006	4	2,380	—	—	○	12	1
54.	AEON Ebina SC	Nov. 1993	32,000	1,500	—	994	Apr. 1994	1	—	16	—	—	6	—
55.	AEON Sagamiyama SC	Aug. 1993	27,000	1,500	34,000	1,514	Apr. 1992	3	62	—	—	—	7	1
56.	AEON Hadano SC	Nov. 1995	28,000	1,900	6,600	1,405	Aug. 2006	3	1,699	—	50	—	1	1
<b>Subtotal</b>			1,939,000	109,400	887,400	89,828	39	148	59,206	486	6,224	17	476	40

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)
57.	AEON MALL Shibata	Apr. 2005	33,000	1,700	14,200	961	Jul. 2006	3	294	10	—	—	11	1
58.	AEON MALL Niigata Minami	Oct. 2007	51,000	4,000	30,400	2,506	Jul. 2008	6	861	14	—	—	11	1
59.	AEON MALL Takaoka	Sep. 2002	62,000	3,600	44,000	1,917	Dec. 2007	3	2,211	—	—	○	15	1
60.	AEON MALL Tonami	Jul. 2015	33,000	1,800	7,000	1,007	Jun. 2015	2	—	—	—	—	12	2
61.	AEON MALL Kahoku	Oct. 2008	62,000	3,300	29,400	1,463	Oct. 2008	2	199	12	73	—	11	1
62.	AEON MALL Shinkomatsu	Mar. 2017	63,000	3,400	10,000	2,361	Mar. 2017	6	333	16	—	—	20	1
63.	AEON Okyozuka SC	Mar. 1998	33,000	1,700	—	801	Mar. 2012	3	94	—	—	—	8	1
64.	AEON MALL Kofu Showa	Mar. 2011	70,000	3,500	20,800	2,651	Feb. 2011	5	858	17	—	○	16	2
65.	AEON MALL Sakudaira	Apr. 1999	25,000	2,000	17,900	1,047	Sep. 2011	2	982	—	—	○	13	1
66.	AEON MALL Matsumoto	Sep. 2017	49,000	2,300	6,800	2,632	Feb. 2008	4	—	11	—	—	12	2
67.	AEON MALL Ogaki	Apr. 2007	43,000	2,500	29,300	1,397	Mar. 2007	3	1,064	10	50	○	11	1
68.	AEON MALL Kakamigahara	Jul. 2007	77,000	5,500	62,600	4,077	Jul. 2007	3	1,799	20	80	—	9	1
69.	AEON MALL Hamamatsu Shitoro	Aug. 2004	65,000	3,500	38,000	2,273	Sep. 2006	5	350	19	91	—	15	1
70.	AEON MALL Fujinomiya	Dec. 2001	40,000	2,500	24,200	1,755	Sep. 2006	3	1,474	45	—	—	11	1
71.	AEON MALL Hamamatsu Ichino	Jun. 2005	63,000	4,000	19,300	2,929	Sep. 2006	3	1,099	73	50	—	11	1
72.	AEON MALL Okazaki	Sep. 2000	80,000	4,300	48,100	3,890	Mar. 2007	4	1,210	20	—	—	13	1
73.	AEON MALL Higashiura	Jul. 2001	55,000	5,000	25,000	2,197	Jul. 2006	5	—	—	—	—	10	—
74.	AEON MALL Kisogawa	Jun. 2004	66,000	4,400	15,000	3,036	Sep. 2014	2	2,423	16	—	—	17	1
75.	AEON MALL Aratamabashi	Mar. 2010	38,000	1,700	5,000	1,900	Mar. 2010	6	41	22	69	○	9	—
76.	AEON MALL Nagoya Chaya	Jun. 2014	75,000	4,100	20,000	2,238	Jun. 2014	5	929	8	266	○	15	2
77.	AEON MALL Tokoname	Dec. 2015	87,000	4,000	12,000	2,498	Nov. 2015	5	1,577	20	98	○	17	2
78.	AEON MALL Nagakute	Dec. 2016	59,000	2,600	8,000	3,353	Dec. 2016	7	—	13	362	—	12	2
79.	AEON MALL Nagoya Minato	Nov. 1999	44,000	3,000	36,500	1,084	Oct. 2006	2	46	—	—	—	11	1
80.	AEON MALL Atsuta	Jul. 2003	47,000	3,800	12,300	2,632	Jul. 2006	4	57					

<b>Chubu (Continued)</b>													
	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)
91. AEON Tsu SC	Sep. 1978	34,000	1,200	100	782	Dec. 2006	2	—	—	—	—	—	—
92. AEON MALL Tsu Minami	Nov. 2018	60,000	3,400	10,000	2,405	Oct. 2018	4	112	13	—	—	2	2
<b>Subtotal</b>		<b>1,937,000</b>	<b>116,800</b>	<b>765,700</b>	<b>78,567</b>	<b>35</b>	<b>129</b>	<b>24,495</b>	<b>562</b>	<b>1,661</b>	<b>10</b>	<b>405</b>	<b>39</b>

<b>Kinki</b>													
	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)
93. AEON MALL Kusatsu	Nov. 2008	78,000	4,500	68,600	3,220	Oct. 2008	5	1,547	48	200	○	18	2
94. AEON Omi Hachiman SC	Apr. 1991	35,000	3,000	—	864	Mar. 1996	4	173	—	—	—	10	—
95. AEON MALL Kyoto Gojo	Mar. 2004	36,000	1,700	11,000	1,982	Sep. 2010	4	685	—	—	—	9	1
96. AEON MALL KYOTO	Jun. 2010	51,000	1,100	—	2,897	Sep. 2011	5	747	—	—	○	6	1
97. AEON MALL Kyoto Katsuragawa	Oct. 2014	77,000	3,100	10,600	4,462	Oct. 2014	5	1,178	23	339	○	13	4
98. AEON MALL Kumiyama	Jun. 1999	29,000	2,500	22,200	1,636	Sep. 2011	2	684	7	30	—	1	1
99. AEON MALL Takanoohara	May 2007	44,000	2,100	17,200	2,492	Sep. 2011 Kyoto Mar. 2011 Nara	3	216	15	100	—	—	1
100. AEON Rakunan SC	Jul. 1998	26,000	1,800	8,200	711	Sep. 2011	2	230	—	—	—	11	1
101. AEON MALL Sakai Kitahanada	Oct. 2004	72,000	2,800	6,000	3,424	Jan. 2015	4	1,017	6	50	—	16	1
102. AEON MALL Rinku Sennan	Nov. 2004	76,000	4,300	66,000	3,277	Sep. 2005	5	2,401	—	83	○	11	2
103. AEON MALL Tsurumi Ryokuchi	Nov. 2006	54,000	2,200	12,000	2,254	Jun. 2010	5	213	—	—	—	10	1
104. AEON MALL Shijonawate	Oct. 2015	75,000	4,100	20,000	3,805	Oct. 2015	6	1,002	13	815	—	17	2
105. AEON MALL Sakai Teppocho	Mar. 2016	56,000	2,600	10,000	2,682	Mar. 2016	4	—	13	473	—	10	2
106. AEON MALL Hineno	Apr. 1995	29,000	2,000	32,800	1,247	Apr. 2011	2	445	42	—	—	10	1
107. AEON MALL Dainichi	Sep. 2006	56,000	2,400	15,400	3,816	Aug. 2008	1	662	16	14	—	11	2
108. AEON MALL Osaka Dome City	May 2013	34,000	700	4,200	1,675	Jan. 2014	5	—	16	54	—	4	—
109. AEON MALL Ibaraki	Jan. 2001	46,000	2,000	—	2,675	Sep. 2008	4	346	36	—	—	11	1
110. AEON SENRITO Senmonkan	Apr. 2017	9,000	400	—	469	—	2	—	—	—	—	—	—
111. AEON MALL Itami	Oct. 2002	57,000	2,800	30,000	3,243	Feb. 2012	4	120	—	102	—	13	1
112. AEON MALL Kobe Kita	Nov. 2006	55,000	4,000	56,000	2,859	Oct. 2006	7	1,098	40	—	○	17	1
113. AEON MALL Kobe Minami	Sep. 2017	39,000	1,400	4,000	3,106	Sep. 2017	4	99	14	—	—	8	2
114. AEON MALL Himeji River City	Nov. 1993	36,000	2,600	11,800	1,603	Mar. 2013	2	358	32	—	—	11	1
115. AEON MALL Inagawa	Apr. 1998	29,000	2,000	38,800	1,222	Feb. 2012	2	219	9	—	—	1	1
116. AEON MALL Himeji Otsu	Dec. 2004	34,000	2,600	16,200	1,696	Feb. 2012	2	808	35	100	—	11	1
117. AEON MALL Kasai Hojo	Nov. 2008	33,000	2,100	11,900	1,039	Feb. 2012	4	403	14	55	—	8	1
118. AEON MALL Itami Koya	Mar. 2011	48,000	2,400	10,300	2,658	Feb. 2012	6	487	23	1,160	—	14	1
119. AEON Akashi SC	Oct. 1997	58,000	3,500	—	1,438	Feb. 2012	2	271	—	—	—	8	—
120. Kobe Harborland umie	Apr. 2013	85,000	3,000	—	4,678	—	4	—	—	—	—	—	2
121. AEON MALL Kashihara	Apr. 2004	80,000	5,000	25,000	3,317	Nov. 2010	5	6,883	15	59	○	22	1
122. AEON MALL Yamato Koriyama	Mar. 2010	67,000	4,100	20,000	2,647	Mar. 2010	6	819	11	—	○	18	1
123. AEON MALL Nara Tomigaoka	Jul. 2006	31,000	1,300	15,100	917	Jun. 2007	2	641	3	—	—	11	1
124. AEON MALL Wakayama	Mar. 2014	69,000	3,500	52,900	3,041	Mar. 2014	5	1,967	17	454	—	12	4
<b>Subtotal</b>		<b>1,604,000</b>	<b>83,600</b>	<b>596,200</b>	<b>77,052</b>	<b>30</b>	<b>123</b>	<b>25,719</b>	<b>448</b>	<b>4,088</b>	<b>7</b>	<b>322</b>	<b>41</b>

<b>Chugoku – Shikoku</b>													
	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)
125. AEON MALL Hiezu	Mar. 1999	47,000	2,900	25,500	1,480	Aug. 2006	2	9,487	55	100	—	1	1
126. AEON MALL Tottori Kita	Apr. 2000	48,000	3,100	9,000	1,157	Mar. 2007	2	637	10	—	—	17	1
127. AEON MALL Izumo	May 2016	32,000	2,000	9,000	1,053	Jan. 2009	2	423	14	50	—	11	2
128. AEON Matsue SC	May 1994	32,000	1,800	—	1,097	Oct. 1997	2	395	20	—	—	10	—
129. AEON MALL Kurashiki	Sep. 1999	83,000	4,700	70,000	3,295	Aug. 2006	7	11,181	29	20	—	16	4

<b>Chugoku – Shikoku (Continued)</b>													
	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)
130. AEON MALL Okayama	Dec. 2014	92,000	2,500	7,900	6,723	Mar. 2014	5	73	12	306	○	9	2
131. AEON MALL Tsuyama	Dec. 1996	30,000	2,000	18,700	998	Mar. 1998	2	916	10	—	—	1	1
132. AEON MALL Hiroshima Fuchu	Mar. 2004	98,000	5,000	6,400	5,029	Apr. 2007	7	1,043	7	519	—	21	2
133. AEON MALL Hiroshima Gion	Apr. 2009	50,000	2,800	20,000	2,113	Sep. 2009	6	883	14	68	—	13	1
134. Hiroshima Danbara SC	Sep. 2011	24,000	800	—	613	Oct. 2012	2	—	—	—	—	—	—
135. THE OUTLETS HIROSHIMA	Apr. 2018	53,000	4,000	9,300	3,196	Oct. 2012	5	—	24	—	—	8	4
136. AEON MALL Tokushima	Apr. 2017	50,000	3,100	3,600	2,565	Jan. 2016	5	—	5	—	—	11	2
137. AEON MALL Takamatsu	Apr. 2007	47,000	3,000	12,500	1,107	Jun. 2007	2	401	16	50	—	9	1
138. AEON MALL Ayagawa	Jul. 2008	57,000	4,000	49,000	1,768	Jun. 2008	3	898	16	140	—	8	1
139. AEON MALL Niihama	Jun. 2001	66,000	3,500	35,000	1,570	Jun. 2006	6	1,412	21	30	—	16	1
140. AEON MALL Imabari Shintoshi	Apr. 2016	54,000	2,900	10,000	3,110	Jul. 2017	5	862	9	—	—	12	2
141. AEON MALL Kochi	Dec. 2000	57,000	2,800	23,000	2,207	Sep. 2007	6	1,336	—	109	○	5	1
<b>Subtotal</b>		<b>920,000</b>	<b>50,900</b>	<b>308,900</b>	<b>39,081</b>	<b>17</b>	<b>69</b>	<b>29,947</b>	<b>262</b>	<b>1,392</b>	<b>2</b>	<b>168</b>	<b>26</b>

<b>Kyusyu – Okinawa</b>													
	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)
142. AEON MALL Fukuoka	Jun. 2004	90,000	5,300	14,000	3,844	Apr. 2012	6	1,187	21	—	—	22	1
143. AEON MALL Nogata	Apr. 2005	58,000	3,400	39,000	2,102	Dec. 2006	3	453	20	—	○	14	1
144. AEON MALL Chikushino	Dec. 2008	80,000	3,800	20,000	3,088	Apr. 2009	6	3,709	17	110	○	16	1
145. AEON MALL Omuta	Mar. 2011	57,000	4,800	20,000	1,654	Sep. 2011	3	1,641	16	590	—	11	—
146. AEON MALL Fukutsu	Apr. 2012	63,000	3,500	27,000	2,809	Mar. 2012	4	1,771	25	250	○	12	—
147. AEON MALL Yahata Higashi	Nov. 2006	41,000	2,200	19,200	1,879	Aug. 2007	3	638	10	204	—	2	—
148. AEON MALL Uki	Nov. 1997	63,000	3,300	50,000	829	Nov. 2007	2	87	32	1,409	—	10	—
149. AEON MALL Kumamoto	Oct. 2005	84,000	5,000	27,000	2,872	Oct. 2006	4	1,995	20	—	—	12	—
150. AEON MALL Sanko	Dec. 1996	40,000	2,500	36,000	831	Feb. 2006	3	1,213	—	—	—	11	1
151. AEON MALL Miyazaki	May 2005	84,000	4,300	25,000	4,196	Sep. 2006	5	282	12	50	○	11	—
152. AEON MALL Miyakonojo Ekimae	Dec. 2008	28,000	1,700	8,000	1,052	Nov. 2008	3	731	—	90	—	9	1
153. AEON MALL Okinawa Rycom	Apr. 2015	78,000	4,000	8,300	3,277	Jun. 2016	6	766	—	259	—	14	4
<b>Subtotal</b>		<b>766,000</b>	<b>43,800</b>	<b>293,500</b>	<b>28,433</b>	<b>12</b>	<b>48</b>	<b>14,473</b>	<b>173</b>	<b>2,962</b>	<b>4</b>	<b>144</b>	<b>9</b>
<b>Domestic Mall Total</b>		<b>7,870,000</b>	<b>449,900</b>	<b>3,274,700</b>	<b>336,536</b>	<b>150</b>	<b>571</b>	<b>183,408</b>	<b>2,170</b>	<b>16,837</b>	<b>43</b>	<b>1,659</b>	<b>170</b>

<b>China</b>														
	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	Two star green building (Design)
154. AEON MALL Beijing International Mall	Nov. 2008	54,000	3,000	8,000	1,509	○	—	—	—	○	—	—	—	—
155. AEON MALL Beijing Fengtai	Sep. 2015	62,000	2,500	4,000	1,632	○	65	○	○	○	—	○	16	—
156. AEON MALL Tianjin TEDA	Oct. 2010	55,000	2,500	8,000	1,039	○	—	○	—	○	—	○	—	—
157. AEON MALL Tianjin Zhongbei	Apr. 2012	65,000	3,900	10,000	2,541	○	—	○	—	○	—	○	—	—
158. AEON MALL Tianjin Meijiang	Jan. 2014	62,000	2,400	10,000	3,840	○	—	○	○	○	—	○	—	—
159. AEON MALL Tianjin Jinnan	Oct. 2017	70,000	2,600	6,000	2,217	○	85	○	○	○	—	○	75	○
160. AEON MALL Yantai Jinshatan	May 2018	72,000	2,700	2,500	1,328	○	320	○	○	○	—	○	22	○
161. AEON MALL Hebei Yanjiao	Nov. 2016	70,000	2,700	6,000	1,148	○	85	○	○	○	—	○	98	—
162. AEON MALL Suzhou Wuzhong	Apr. 2014	75,000	3,100	6,000	2,292	○	50	○	○	○	—	○	—	—
163. AEON MALL Suzhou Yuanqu Hudong	May 2015	75,000	3,000	3,300	1,890	○	43	○	○	○	—	○	8	○
164. AEON MALL Suzhou Xinqu	Jan. 2016	74,000	3,300	3,800	1,804	○	60	○	○	○	—	○	132	○
165. AEON MALL Nantong Xinghu	Dec. 2017	77,000	3,000	6,000	1,671	○	360	○	○	○	—	○	60	—
166. AEON MALL Hangzhou Liangzhu Xincheng	Nov. 2015	68,000</												

**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	Biotope	Gray water usage (Green zone watering)	EV charge station	Two star green building (Design)
171. AEONMALL Guangzhou Jinsha	Nov. 2018	65,000	3,000	6,000	1,669	○	—	○	○	○	○	—	20	—
172. AEON MALL Foshan Dali	Dec. 2017	69,000	2,700	4,000	1,524	○	190	○	○	—	—	—	20	—
<b>China Total</b>		<b>1,307,000</b>	<b>53,200</b>	<b>101,600</b>	<b>36,302</b>	<b>19</b>	<b>1,808</b>	<b>18</b>	<b>14</b>	<b>16</b>	<b>7</b>	<b>11</b>	<b>503</b>	<b>7</b>

**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	Murmuring river	Wastewater purification facility
173. AEON MALL Tan Phu Celadon	Jan. 2014	47,000	Motorcycle 4,000 Car 500	10,000	2,537	—	○	—	—	—	○	—	○
174. AEON MALL Binh Tan	Jul. 2016	60,000	Motorcycle 4,000 Car 1,500	10,000	3,300	17	○	320	○	○	○	—	○
175. AEON MALL Binh Duong Canary	Nov. 2014	49,000	Motorcycle 6,000 Car 1,000	10,000	1,840	—	○	—	—	—	○	—	○
176. AEON MALL Long Bien	Oct. 2015	72,000	Motorcycle 10,000 Car 1,000	11,300	3,122	8	○	—	○	○	○	○	○
<b>Vietnam Total</b>		<b>228,000</b>	<b>Motorcycle 24,000 Car 4,000</b>	<b>41,300</b>	<b>10,799</b>	<b>25</b>	<b>4</b>	<b>320</b>	<b>2</b>	<b>2</b>	<b>4</b>	<b>1</b>	<b>4</b>

**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	Murmuring river	Wastewater purification facility
177. AEON MALL Phnom Penh	Jun. 2014	68,000	Motorcycle 1,600 Car 2,300	10,000	2,661	9	○	225	○	○	○	○	○
178. AEON MALL Sen Sok City	May 2018	85,000	Motorcycle 3,000 Car 2,300	12,000	4,072	9	○	1,037	○	○	○	○	○
<b>Cambodia Total</b>		<b>153,000</b>	<b>Motorcycle 4,600 Car 4,600</b>	<b>22,000</b>	<b>6,733</b>	<b>18</b>	<b>2</b>	<b>1,262</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

**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	Murmuring river	Wastewater purification facility
179. AEON MALL BSD CITY	May 2015	77,000	Motorcycle 2,300 Car 2,100	20,000	5,024	—	○	24	—	○	○	—	○
180. AEON MALL Jakarta Garden City	Sep. 2017	63,000	Motorcycle 1,400 Car 3,000	8,000	3,222	20	○	510	○	○	○	○	○
<b>Indonesia Total</b>		<b>140,000</b>	<b>Motorcycle 3,700 Car 5,100</b>	<b>28,000</b>	<b>8,246</b>	<b>20</b>	<b>2</b>	<b>534</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>2</b>

**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
181. AKITA OPA	Oct. 2017	11,500	3,000	2,800	19,800	287
182. MITO OPA	Mar. 2017	12,100	1,500	3,500	25,500	379
183. TAKASAKI OPA	Oct. 2017	25,600	7,000	7,400	42,000	1,215
184. SEISEKISAKURAGAOKA OPA	Sep. 1999	16,000	400	9,000	23,400	747
185. HACHIOJI OPA	Nov. 2018	6,200	1,300	4,000	10,100	489
186. SHINYURIGAOKA OPA	Nov. 1997	12,100	100	5,000	22,300	1,114
187. SHONAN FUJISAWA OPA	Mar. 1996	8,800	800	2,100	19,000	642
188. KAWARAMACHI OPA	Nov. 1998	9,700	—	2,700	18,900	580
189. UMEDA OPA	Apr. 2013	2,200	—	—	3,300	138
190. SHINSAIBASHI OPA	Nov. 1994	10,500	—	2,800	27,000	638
SHINSAIBASHI OPA KIREIKAN	Aug. 1998	2,300	—	1,000	4,900	98
191. SANNOMIYA OPA2	Feb. 2017	11,700	1,700	4,700	17,600	552
192. CANALCITY OPA	Apr. 1996	13,300	2,400	—	26,000	1,021
193. NAHA OPA	Oct. 2018	5,200	500	12,800	7,600	417
194. VIVRE GENE LakeTown	Sep. 2008	2,900	8,300	—	4,300	179
195. YOKOHAMA VIVRE	Oct. 1978	18,300	100	6,000	44,800	917
196. WORLD PORTERS VIVRE	Sep. 1999	18,100	1,100	20,000	35,300	851
197. NAGOYA WONDER CITY VIVRE	Apr. 2009	2,700	5,100	—	3,600	91
198. KITAOJI VIVRE	Mar. 1995	22,000	500	17,600	76,200	1,411
199. SANNOMIYA VIVRE	Nov. 1969	6,100	—	1,500	10,800	240
200. AKASHI VIVRE	Oct. 1997	16,400	700	11,700	53,200	717
201. TENJIN VIVRE	Nov. 1976	9,900	1,100	2,400	23,900	508
202. SENDAI FORUS	Nov. 1984	14,500	4,500	4,300	32,000	465
203. KANAZAWA FORUS	Nov. 2006	26,100	4,200	100,300	60,300	1,466
<b>OPA Total</b>		<b>284,200</b>	<b>44,300</b>	<b>221,600</b>	<b>611,800</b>	<b>15,162</b>

Employee data: Consolidated (as of the end of February 2019)

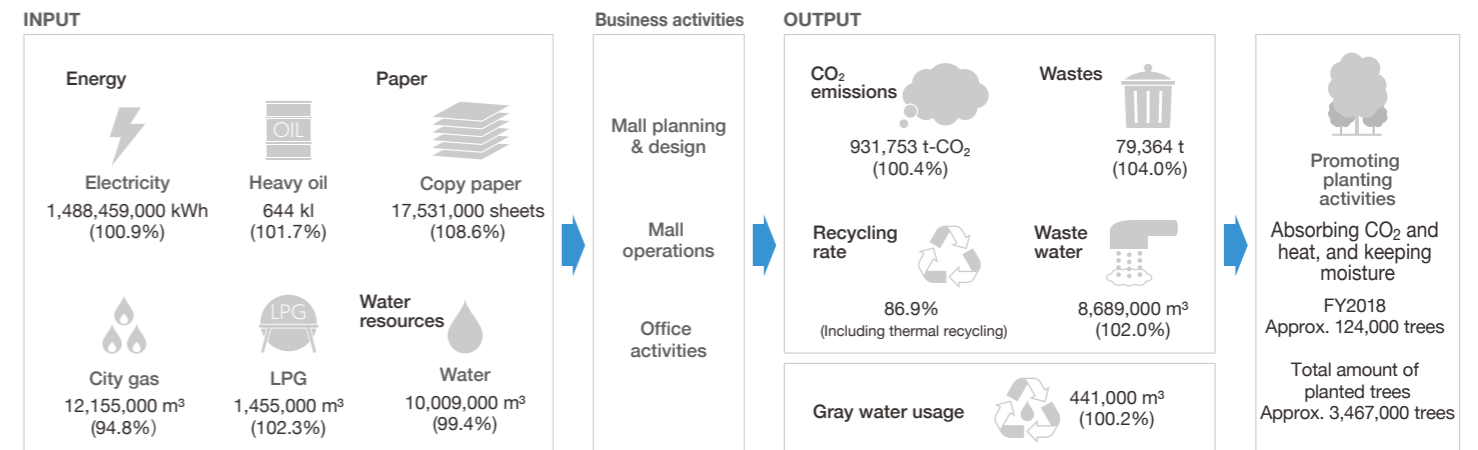
	FY2017	FY2018
Number of employees (of which part time)	3,091 (1,562)	3,303 (1,554)
New employees (male / female)	105 (47 / 58)	110 (49 / 61)
Managers Women among the above	959 136 (14.2%)	999 151 (15.1%)
Directors Women among the above	17 3 (17.6%)	17 4 (23.5%)
Employees who have received childcare leave (of which male)	55 (0)	44 (3)

Employee data: Non-consolidated (as of the end of February 2019)

	FY2017	FY2018
Number of employees (of which part time)	1,682 (1,335)	1,792 (1,342)
(1) Male (2) Female	(1) 1,131 (190) (2) 551 (1,145)	(1) 1,191 (173) (2) 601 (1,169)
Total	1,040	1,227
China	611	737
ASEAN	429	490

Number of local staff members in overseas subsidiaries (as of the end of February 2019)

FY2018 Inputs / Outputs (79 malls in Japan)



Note 1: For the whole mall including common use spaces, AEON and speciality stores. However, waste and the recycling rate apply to speciality 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.

Total amount of waste discharge and recycling rate in FY2018

Company recycling rate (including thermal recycling) <b>86.9%</b>			
Amount of waste discharge and recycling rate			
1	Garbage	17,475t	89.2%
2	Cardboard	22,324t	100.0%
3	Miscellaneous refuse	22,659t	68.2%
4	Waste plastic	3,371t	96.5%
5	Waste plastic (valuable)	116t	100.0%
6	Plastic bottle	575t	100.0%
7	Other bottles	376t	97.9%
8	Can	640t	100.0%
9	Expanded polystyrene	131t	100.0%
10	Waste oil	1,913t	100.0%
11	Paper	2,789t	100.0%
12	Bulky refuse	272t	88.9%
13	Other non-combustible refuses	1,286t	71.2%
14	Fluorescent lamp	18t	87.1%
15	Waste battery	9t	81.7%
16	Disposable chopsticks	119t	98.2%
17	Waste alkali / peeling liquid	21t	40.7%
18	Sludge	5,265t	86.0%



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AEON MALL Co., Ltd. is  
ISO 14001 certified, an  
international standard  
on environmental  
management system.

