



# ESG REPORT 2022

*Our Hearts for “Life Design Developer”*

Build up ways of living for the future by everyone’s heart.





# Every action of every person, for a sustainable future.

We at AEON MALL move forward, step by step, toward the creation of sustainable societies.

Safe and secure facilities at all times.

Supporting healthy and active lifestyles.

Communicating the traditions and culture unique to each area.

Living in harmony with nature in an environmentally friendly way.

Every person at AEON MALL is a Life Design Developer. We do everything we can for our communities and take on the challenge of new initiatives.

And we will continue to strive for a sustainable future by working together with all people involved in AEON MALL, including members of the local community and employees of specialty store tenants.



Our Vision

Basic  
Philosophy

Customer first

Management  
Philosophy

.....

**AEON MALL is a Life Design Developer that works with communities and produces ways of living for the future.**

.....

Management  
Vision

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

Corporate Slogan



**Sharing a sense of lively participation**

Corporate Profile

Company Name	AEON MALL Co., Ltd.
Date Established	November 1911
Capital Stock	42,374 million yen (as of the end of February 2022)
Business Activities	Large scale community development and shopping mall development and operation Real estate sales, lease, brokerage [Minister of Land, Infrastructure and Transport (3) No. 7682]
Number of Employees	5,338 (as of the end of February 2022)

About this Report

Editorial policy	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 FY2021.
Organizations	AEON MALL Co., Ltd. Includes group companies and facilities / Regarding Environmental index exclude 49 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.
Reporting Period	From March 1, 2021 to February 28, 2022 Notice shall be given regarding information outside reporting period on each occasion. Positions of employees are as of the end of February 2022.
Publication	June 2022

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## 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.





## We are committed to creating At the same time, we strive to

As a core company of the AEON Group, we develop and operate commercial facilities. As of the end of February 2022, we operate a total of 196 locations in Japan, China, and ASEAN, and as a Life Design Developer, we are involved deeply in the daily lives of local residents whose patronage we enjoy. As a company that operates large-scale facilities, we strive ceaselessly to provide a safe and comfortable environment for local residents and employees working at our facilities. This is particularly true amidst an increasing number of serious disasters such as the COVID-19 pandemic, abnormal weather caused by climate change, and earthquakes.

In today's rapidly changing social environment, lifestyles are changing in dramatic ways. In this environment, we use digital



AEON MALL Co., Ltd.  
President and CEO

**Yasutsugu  
Iwamura**

**岩村 康次**



AEON MALL Hakusan (Ishikawa Prefecture)

## value only available through brick-and-mortar malls. solve local community and social issues.

technology to analyze changes in customer consumption and purchasing behavior. This technology helps us maximize the value of the customer experience as brick-and-mortar malls, while taking into account customer lifetime value. Our entire company backs the Happiness Mall concept, creating spaces of happiness not only for our customers, but also for local communities. In these spaces, we support healthy lifestyles and enrich the quality of life, helping energize customers and create smiles when they visit with their beloved families and friend.

In addition, we endeavor for social value and economic value as a sustainable company, contributing to sustainable societies. To this end, we pursue *Heartful Sustainable*

in our activities that contribute to the development and revitalization of local community societies. We also strive to create an organization in which every employee share in the “why” of AEON MALL, deciding for themselves what they can do for us to achieve the essence of ESG management practices.

This document reports on our activities during FY 2021, along with the thoughts of our employees in connection with the Important Subjects (Materiality) we have established for AEON MALL. We hope you read this report and continue to support and cooperate with the AEON MALL Group.

The Ideal Future  
of AEON MALL

To create a sustainable future for people,  
society, and the Earth



The Heartful, Sustainable initiative is created under the Management Philosophy of Life Design Developer and refers to the measures that we take as an enterprise citizen to contribute to and revitalize local community and society, with the goal of realizing sustainable society. The Company will work with customers, local community and society, partner enterprises, shareholders and investors together to build a better society.

We created badges using the Heartful Sustainable logo, distributing the badges to all employees to create a sense of ownership in the development and operation of our malls, as well as to foster an awareness of the need to create sustainable societies. We chose thinned wood as the material used for the badge in consideration of the environment. This effective use of wood maintains healthy forests and encourages the growth of trees.



**For the safety and security of all**  
Measures against infectious diseases **P12~**  
Apply to disaster prevention sites **P16~**

**Circular economy**  
Resource circulation mechanisms **P26~**

**Decarbonized societies**  
Energy conservation in facilities **P28~**

**Biodiversity**  
Protection of the rich natural environment **P29**

Every other initiative that contributes to  
Local community societies

See our corporate website for more details.  
<https://www.aeonmall.com/business/SDGs.html>





communities and produces ways of living for the future.

The Ideal Mall

AEON MALL means excitement

AEON MALL means happy faces

# The Happiness Mall and you

A new vision of the future for our communities

Whether it's just another day or a special occasion, we always draw closer to our communities and create personal connections.

AEON MALL creates experiences that lead to fond memories.

A place of happiness.

The Happiness Mall and you.

## HEALTH & WELLNESS

Abundant lives, with health in body and mind

The secret of health is AEON MALL.



## EXPERIENCE

New experiences through live and digital interactions

The real education is outside the classroom.



## COMMUNITY

Co-creation with customers, store association members, local governments, and other companies

At AEON MALL, time passes in the blink of an eye.



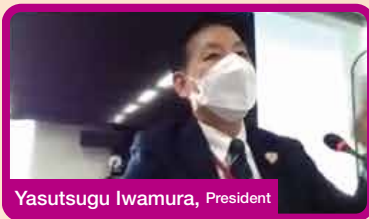
## SUSTAINABILITY

Long-term sustainability

What we offer the future is surprisingly close at hand.



# It is our employees who create the future societies and values to which AEON MALL aspires by the year 2030



Yasutsugu Iwamura, President



Yukari Yamakita



**Q** What does the president think of the future of AEON MALL?



**A** We want to be a company that interacts with customers not only in our malls, but in their daily lives in many ways, large and small.

## In-house project: studio LIFE DESIGN

studio LIFE DESIGN is a project to reform our corporate culture through actions based on a future vision of our company and a vision for the future of consumers, customers, and society. Looking ahead to 2040 and 2050, this project engages in free-form backcasting to consider the kind of presence and role of AEON MALL in the year 2030, not only as a commercial facility, but also as a member of our local communities and societies. The discussions are recorded using graphic recording technology that visualizes the content of the discussions with diagrams and illustrations. We then disclose the content internally in a timely manner to enhance transparency.

### Our Ideal Future

As a Life Design Developer that works with communities and produces ways of living for the future, our business is to provide solutions to the issues faced by local communities and society, serving as a core facility and social infrastructure for local communities.

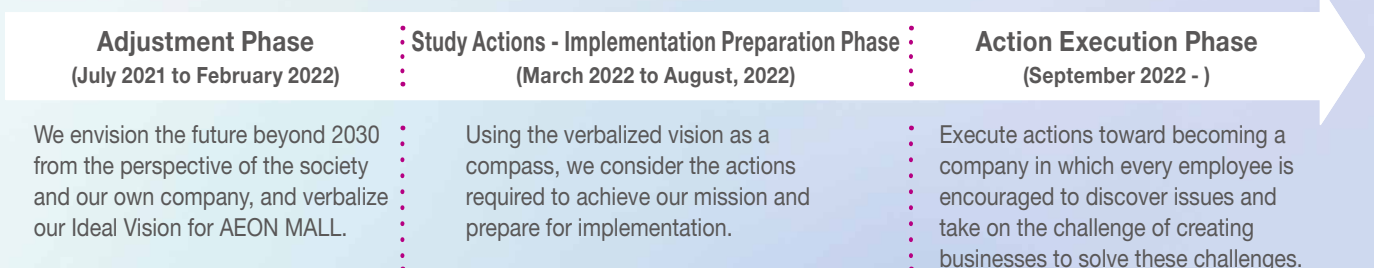
### The corporate culture required to achieve this vision

Ability to provide solutions to local communities and society through our businesses

### Creativity built on pioneering efforts

As an employee	Employees who backcast, rather than think in terms of current business	A proactive attitude to take on new challenge	A willingness to discover issues, and turn solutions into businesses
As a company	An organization that executes toward our ideal future	A structure that encourages positive action	A culture that takes on new challenges

## Activity Phase



## Producer Highlights

Twenty-one producers were selected for the project through an open recruitment process. During the phase in which we summarized internal perspectives, discussions were divided into four themes to gain a multifaceted understanding of the Ideal Vision for AEON MALL.

**theme A The Ideal Vision for AEON MALL as a Business Partner**

We want to work with a diverse range of partners, including individuals, leveraging their strengths and identities as we pursue common goals. To achieve this ideal, we believe we must create a new structure for our partnerships.



Manager, First Development Planning Department  
**Yuri Shinkai**



Manager, Kanto & Niigata Leasing Department  
**Tomofumi Kokubun**



AEON MALL Fukutsu  
**Emi Tatesawa**



Marketing Department  
**Hiroshi Koriki**

**theme B The Ideal Vision for AEON MALL in Community Development (Economic Zone Formation)**

We want to create systems that foster the ongoing vitality of cities and local communities, and that provide lifestyles reflecting happiness in a variety of ways. To create vibrant cities, we must produce mechanisms to discover and resolve issues and possibilities from regional perspectives.



Manager, AEON MALL Tamadaira Woods  
**Yukari Yamakita**



Manager, AEON MALL Tendo  
**Takahito Suzuki**



Kinki & Hokuriku Development Department  
**Ryosuke Mori**



Complex Development Planning Department  
**Sagako Kon**



Manager, Shinsaibashi OPA  
**Yuko Yamamoto**

**theme C The Ideal Vision for AEON MALL marketing, brand, and corporate communications**

We want to be recognized as a company that stands by our customers and solves problems together. To accomplish this ideal, we must achieve co-creation marketing that builds value together with consumers and partners, as well as two-way communications that generates resonance with the value created.



Manager, Marketing Department  
**Shinobu Takeda**



Manager, Chushikoku Business Department  
**Ryo Kashine**



Business Management Department, Overseas Business Promotion Department  
**Mariya Tanaka**



AEON MALL Matsumoto  
**Kanae Komatsu**



New Store First Leasing Department  
**Shunsuke Sato**

**theme D The Ideal Vision for AEON MALL employees and organization**

We want our employees to inspire a diverse range of stakeholders, and our company to be an organization that nurtures and evaluates employees fairly, fostering long-term career relationships. To achieve this ideal, we must create a corporate culture, human resources development, and evaluation systems accepting of a variety of values and allowing individuals to express their true selves.



Manager, Recruiting Group, Personnel Management Department  
**Kanako Masubuchi**



Manager, Aichi Business Department  
**Nobuaki Ohuchi**



Personnel Department  
**Yui Sugano**



Sales Planning Department  
**Tetsuo Isshi**



AEON MALL Iwaki Onahama  
**Kohei Ohkawa**



Regional Sustainability Promotion Office  
**Ayumi Fujimoto**

## Conceptualizing the values and lifestyles of consumers in the year 2030, and considering the value we will provide

We considered perspectives of the social environment and the consumer, envisioning what life will be like for consumers in the year 2030. Imagining the changes in values and lifestyles, as well as the value we want to deliver as a company, we settled on the element of self-actualization, or the value of doing what one wants in both career and private life. We projected that various behaviors will change as a result of this value. We then discussed how to best support the self-actualized “refugees” who may be unsure of what they want, all while technological innovation continues to expand their options.

### Examples of consumer lifestyles in the year 2030, by age group



# Special Feature: Preventing Infectious Diseases

When operating major facilities for large numbers of visitors, nothing is more important than the safety and security of our customers.

We engage in company-wide efforts to combat not only COVID-19, but endemic diseases as well.



## Ongoing Efforts to Fight Infectious Diseases

Our basic approach to preventing infectious disease is to go beyond temporary measures assuming that COVID-19 will eventually subside, but to take permanent measures assuming conditions will never return to “normal.” Based on the AEON COVID-19 Prevention Protocol established in June 2020, we will continue consistent and comprehensive measures against infectious diseases, implementing systems throughout the entirety of our entire facilities. These measures will include basic measures, from disinfection, social distance, and visualization to ease congestion, to other measures in connection with mall and backyard operations. We continue to review operations and evolve infection control measures, approaching these conditions as the “new normal.”



## Joint Research with the Waseda University Faculty of Science and Engineering

Over a one-year period beginning April 2021, AEON MALL conducted joint research on infectious disease prevention measures in AEON MALL facilities together with the laboratory of Professor Shinichi Tanabe, Ph.D., Professor of Engineering at the Waseda University Faculty of Science and Engineering (specialist in building environment studies). By acquiring and

analyzing data from actual store operations, we evaluated the potential and effectiveness of the measures we adopted to reduce the risk of infectious diseases. In the course of this research, we also introduced new initiatives, including a new system that monitors CO<sub>2</sub> concentration to and ventilation conditions, visualizing the data for customer viewing.

### Quantifying Effectiveness and Visualizing Peace of Mind

Quantifying the effectiveness of infection control measures taken in our facilities, Professor Tanabe offered his expert views, praising AEON MALL for the quick implementation of the AEON COVID-19 Prevention Protocol standards and for consistent air circulation throughout our malls. Based on the results of this research, we feel confident that we can continue to provide safety and security to our customers and employees at our facilities. When operating malls, ensuring the comfort of customers is as important as avoiding the risk of infection. We will continue to provide more multifaceted value through our spaces, including resilience and comfort, as well as consistent and comprehensive measures based on the results of our research.

Construction Planning Department **Shuhei Takahashi**



## SDGs

Sustainable  
Development  
Goals



## WELL Health-Safety Rating

AEON MALL Shinrifu (Miyagi Prefecture), AEON MALL Kawaguchi (Saitama Prefecture), and AEON MALL Hakusan (Ishikawa Prefecture), which all opened in FY2021, have acquired the WELL Health-Safety Rating, a global certification that evaluates buildings from a wellness perspective. This rating is a global standard conducted by a third-party verification organization to ensure facilities are managed and operated in consideration of the health and safety of visitors, employees, and others, particularly in terms of infection prevention.



## Vaccination Centers

To protect the safety and security of local communities, AEON MALL works with local governments and medical institutions to provide AEON Halls (multipurpose halls), parking lots, and other facilities at approximately 30 malls in Japan as COVID-19 vaccination centers. Similar initiatives have been implemented overseas. Aeon Mall Binh Duong Canary (Vietnam) opened a large-scale vaccination site in July 2021 in consultation and collaboration with local disease prevention and control centers and medical institutions. Approximately 3,300 people working at factories and commercial facilities in the city were vaccinated at a rate of approximately 650 doses per day.



## Overseas Mall Initiatives

### ★ Approximately 57,000 Vaccinations in AEON MALL Facilities (Vietnam)

In summer 2021, in cooperation with the national and local governments, we helped vaccinate an approximately 57,000 local residents at our mall in three phases. We ensured social distance in the midst of the large number of visitors who gathered every day, and worked closely with medical institutions to prepare for any illness that might occur after the vaccinations. Although it was our first time to try such a project, it was an opportunity to demonstrate to the community our value as a commercial facility that offers safety and quality.

General Manager, AEON MALL Binh Duong Canary **Nguyen Ai Dung**



### 🇰🇲 Successful Mall-Sponsored Live Commerce (Cambodia)

In December 2020, we launched the first-ever live commerce event in a commercial facility in Cambodia. This popular event, conducted approximately 40 times with 143 participating specialty stores, encourages customers to enjoy shopping, even when unable to visit the mall due to the COVID-19 pandemic. Rather than individual broadcasts by each specialty store, mall staff took the initiative to devise plans based on categories (gourmet food, make-up and fashion, etc.), which has attracted the interest of many more customers.

Assistant Manager, Marketing & Business Planning Department, AEON MALL Cambodia **Seng Sreythea**



### 🇮🇩 Contributing to the Community at Large (Indonesia)

In Indonesia, we put full infection control measures into place, including the use of a government-sponsored app. The AEON MALL facility offers free vaccines to anyone, and has donated 500 sets of protective clothing to local medical institutions. In addition, mall staff visited approximately 400 households near the mall affected by infectious diseases, providing the residents with one month's worth of food. In the future, we hope to secure living space within the mall building for individuals requiring quarantine due to infection or close contact.

General Manager, AEON MALL Jakarta Garden City **Sri Prayogio**



# Set the subjects that AEON MALL should work on

To provide solid value to stakeholders, we strive to resolve various social issues through our corporate activities.



Deliver values to all stakeholders

Customers

Provide enrichment and the best experiences

Local community society

Creating vibrant community-based societies

Partner enterprises

Foster fair and equitable partnerships

Employees

Create a diverse workforce

Shareholders and investors

Provide a stable and continuous return of profits

Solve the Important Subjects in mall development and daily operations





## Seeking Safety and Security in Times of Emergency

To prepare for natural disasters, we build cooperative relationships with various organizations and create resilient malls tailored to local needs.

### Nearly All Malls in Japan Have Signed Disaster Prevention Agreements

We establish strong partnerships with external partners such as governments and private companies to create safe and secure communities. In Japan, nearly all of our malls have concluded agreements with local governments for cooperation in disaster prevention activities. AEON has concluded agreements with the Japan Ground Self-Defense Force, Japan Airlines Co., Ltd., and ten electric power companies throughout Japan. In the event of an emergency, we will cooperate and provide support, including infrastructure development and supplies, to serve as a base for reconstruction. On June 21, we concluded an agreement on industry-academia collaboration between AEON MALL, the International Research Institute of Disaster Science at Tohoku University (global-leading research institute on disasters), and the AEON Environmental Foundation. The agreement includes the establishment of AEON Joint-Research Department for Disaster Prevention Environment Cities, which will engage in social contribution activities centered on disaster prevention and disaster mitigation, forest design, and responses to infectious diseases.



### National Disaster-Prevention Caravan

The Scout Association of Japan and the AEON Group are leading the National Disaster Prevention Caravan at malls and other venues across the country to teach knowledge and skills related to disaster prevention that will be useful in the event of an emergency. In FY2021, the sixth year of the program, we held events at 25 AEON Group commercial facilities. The proceedings included teaching Programs scout skills such as rope work, simplified stretchers, and a handicap experience to deepen understanding of the elderly and people with disabilities. In this way, we contributed to improving local disaster prevention and response capabilities.





## Turning Malls Into Disaster-Prevention Sites

We strive to provide safety and security through malls that are disaster-resilient. We develop facilities that function as disaster relief facilities to aid in quick community recovery in the wake of a disaster.



We design the ceilings of atrium spaces to minimize secondary damage from falling objects by reducing the weight per unit area.



Emergency power generators have been installed to ensure power supply to the Disaster Prevention Center, offices, and other major administrative offices in the event of a power outage.



Earthquake-resistant water tanks are equipped with an emergency water supply outlet to ensure access to drinking water, even in the event of a water outage or power failure.



Important equipment, including power facilities, are installed in high locations that are not affected to avoid flooding from tsunamis or other water damage.

## Peace of Mind in the Wake of the Great East Japan Earthquake • AEON MALL Iwaki Onahama (Fukushima Prefecture)

### Disaster-Prevention Mall Offers Security



The AEON MALL Iwaki Onahama (Fukushima Prefecture) opened in June 2018. We developed this mall in partnership with Iwaki City to support the area affected by the Great East Japan Earthquake. Iwaki City was particularly damaged by flooding in the aftermath of the disaster. Our mission is to protect the safety of our communities through disaster preparedness, as well as to create a symbol of reconstruction to restore the spirit of the region. We focused on designing the first floor, which normally attracts the most visitors, as a pilot structure to minimize tsunami flood damage. When learning of the tsunami caused by an eruption off the coast of Tonga in January 2022, a number of local residents evacuated to the mall. I think this proves that the community is beginning to see AEON MALL as a sanctuary in the event of a disaster. We will continue to provide safety, considering and installing facilities necessary at each mall based on the disasters foreseen in each region.

Manager, Kanto Development Department **Toshiyuki Kasui**



### Hands-on Disaster Prevention Events Involving Local Communities

In November 2021, AEON MALL Iwaki Onahama held a disaster awareness event called, "Let's do it! Iwaki Disaster Prevention Expo." A tsunami evacuation drill with the participation of local residents was held as part of the training. Through efforts to raise awareness of disaster prevention, the mall endeavored to answer the desires of the many people involved in the development of this Disaster Prevention Mall, which will serve as a reconstruction center in the event of a disaster.



### Greater Peace and Security Through Training and Review



In response to the increasing number of children who did not experience the Great East Japan Earthquake, AEON MALL Iwaki Onahama held a number of hands-on events for elementary school students. One event was a workshop in which participants made their own *omamori* (charms) by folding papers on which they had written their family's disaster prevention promises. Some children expressed the desire to make an *omamori* for their grandparents, as well, showing the concept of family disaster prevention taking hold. During the tsunami evacuation drills, we raised awareness of the mall as a temporary evacuation facility, communicating the all-hours evacuation route to the mall rooftop. To protect the safety of our customers, we must not only offer disaster prevention equipment in terms of hardware, but also to improve the soft skills of the employees who operate the mall. Through ongoing efforts, we will continue to fulfill our role as a disaster-prevention mall.

AEON MALL Iwaki Onahama Operation Staff **Kanae Tarauchi**

### Working with Businesses to Create a Disaster-Resilient City

Assistant Manager, Disaster Preparedness Division, Crisis Management Department, Iwaki City **Fumitaka Mochiji**

When we heard about the project from AEON MALL, we were excited to cooperate as a city. The evacuation drill was held in conjunction with the city's comprehensive disaster drill, and local residents and people from nearby facilities participated as if it were a real disaster event. Thanks to the appropriate response of the employees, we were able to confirm once again that the mall can be used effectively as a tsunami evacuation center in the event of an earthquake. We intend to strengthen our disaster-response system further by using this case as a model for disaster prevention efforts led by the private sector. We hope to cooperate with AEON MALL in the community development of a crisis management model for Iwaki City, having the mall serve as a disaster-prevention site in the Onahama area to eliminate casualties caused by natural disasters.





## Unique Disaster Prevention Activities at Malls in Japan and Overseas

Every person working in the mall has a high level of awareness of disaster prevention and participates in related tasks.

Here, we introduce activities at AEON MALL facilities that offer peace of mind to our customers.



### Comprehensive Disaster-Prevention Training That Encourages Personal Responsibility • AEON MALL Wakayama (Wakayama Prefecture)

#### Safer Malls Through Continuous Training

We aim to serve as a mall that protects the safety of our community, the foundation of daily living. To this end, we actively conduct disaster-response drills. In addition to creating conditions similar to that of an actual earthquake without announcing drill scenarios, we encourage workers to take personal responsibility by having specialty stores assign teams in advance and discuss situational responses. In December 2021, an earthquake measuring 5 on the Japanese seismic intensity scale occurred before the opening of the mall. The general manager was not available, but each employee inside the building did his or her part to confirm the situation and responded professionally, proving the results of regular drills. Through continuous training, we discover and address issues in various situations, always pursuing safety without being satisfied with the status quo. Our desire is to serve as a facility needed by the community, a place where people feel safer because they live near an AEON MALL.



Operation staff  
**Junki Nakano**

## Establishing a Role as a Disaster-Prevention Sites

• AEON MALL Nagoya Chaya (Aichi Prefecture)

### Providing Opportunities to Learn and Encouraging Engagement

In November 2021, we held the Hands-on Disaster Prevention Fest 2021 over the course of one week. Encouraging visitors to become engaged in learning about natural disasters, the event included an escape game in which participants solved riddles based on their knowledge of disaster prevention. We also offered a simulated flooding experience using AR goggles. I was impressed by the enthusiastic participation of both children and adults. We also asked for the cooperation of specialty stores, having customers to create their own disaster prevention bags by purchasing various products from each store. This event was well received by the specialty stores in the mall. Our mall has also signed a tsunami evacuation agreement with the City of Nagoya, and we are preparing to accept evacuees on a temporary basis in the event of a tsunami. We hope to communicate the mall's role to the community through ongoing events, establishing AEON MALL as a disaster-prevention site.



Operation staff  
**Shun Ijiri**



Operation staff  
**Futaba Sekido**



Operation Manager  
**Ayami Kanemori**



Sales Manager  
**Sumika Ohhira**

## Creating Safety in the AEON MALL Lifestyle Zone

• AEON MALL Atsuta (Aichi Prefecture)

### A Mall That Contributes to Better Community Development

As part of creating AEON MALL lifestyle zones, which seamlessly integrate products, services, and lifestyle infrastructure for local residents, our mall has pursued a wide range of initiatives, including raising disaster awareness and promoting healthier living. In 2019, we acquired naming rights for the municipal road leading from the nearest station to the mall, and nicknamed the road, "Atsuta Happiness Street." Our December 2021 disaster-prevention event was attended by 26 organizations, nearly four times more than originally planned. This participation was thanks to the expanded ties with government agencies and businesses with which we had been in active communication on a daily basis. We will continue to strengthen our efforts to make the mall a more trusted presence. These efforts will include the resumption of joint training drills with local residents, which were suspended due to the COVID-19 pandemic.

## Ongoing Fire Prevention Activities • Aeon Mall Tianjin Jinnan (China)



### Recognized as a Regional Fire Safety Model Company for Focused Fire Prevention

AEON MALL Tianjin Jinnan (China) conducts intensive fire prevention measures to enhance the safety of our facilities. These safety management activities, including regular facility inspections and disaster prevention training, has helped our mall achieved zero accidents in 2021. We have also been certified as a regional model fire safety company based on recommendations from the Jinnan District government and fire brigade. We feel that our everyday efforts have inspired the trust of the government and various other organizations. Early detection and response to fires are important to ensure the safety of our customers and mall employees. And there is no finish line in the pursuit of safety. Our mall will continue to work on a united front to create a facility offering an increasingly strong sense of security.

#### Fire Prevention Activities (Highlights)

- Increased the number of personnel in charge of fire prevention
- Installed fire detection systems, equipment to prevent sprinklers from freezing, etc.
- Conducted department-based training on customer evacuation guidance (60 sessions during 2021; 2,500 participants, including specialty stores and AEON MALL employees).
- Updating disaster prevention systems as needed through information exchange with the government



Manager,  
Administration  
Department  
**Pengcheng Li**



AEON MALL Tokoname (Aichi Prefecture)

## Improving Convenience as a Lifestyle Hub

We are adopting digital technologies and improving the public nature of our facilities to provide convenient customer experiences as hubs for daily living.

### Promote Smart Shopping Mall

We pursue smart mall initiatives, which introduce cutting-edge digital technologies to make shopping more convenient and comfortable for customers. In Indonesia, we work with JD.ID, a leading e-commerce platform operator, to improve

customer convenience. Here, we are integrating the online and offline worlds, operating a virtual AEON Mall and sharing a livestreaming platform.



For example, AEON MALL Kawaguchi (Saitama Prefecture) and AEON Mall Hakusan (Ishikawa Prefecture) both feature a mobile ordering service. Customers use the AEON MALL app to order and pay at food and beverage specialty stores, receiving products without having to wait in line at the store.



AEON MALL Nagoya Noritake Garden (Aichi Prefecture) began proof-of-concept tests using augmented reality for users to experience zoo, aquariums, and other virtual spaces from within the AEON MALL app.



Customers also use the food delivery service, which collects orders at a delivery center and delivers food conveniently to homes or other destinations.



AEON MALL Tokoname (Aichi Prefecture) began tests of non-contact delivery services. Here, an autonomous robot delivers items ordered via the app to locations within the facility.

## Certification as a DX Certified Business Operator

In January 2022, we obtained certification as a DX Certified Business Operator under the DX Certification System established by the Ministry of Economy, Trade and Industry. The DX Certification System is a government-approved system that certifies companies with excellent management and system governance in accordance with the Law Concerning the Promotion of Information Processing, with the aim of promoting DX (Digital Transformation) in Japan as a whole.



## Expanding Universal Design

In 2005, we unveiled the first full-scale universal design in a commercial facility. Our objective was to ensure all visitors spend their time comfortably and with peace of mind in our facilities. AEON MALL Nagoya Noritake Garden (Aichi Prefecture), an office complex commercial facility that opened in October 2021, installed gender-neutral restrooms to create an environment friendly to all work styles.



## Early Voting Poll Locations

AEON MALL facilities provide polling stations to make it easier for families with children and students to vote in a comfortable environment. This public service makes elections more accessible and provides an environment easier for employees working at the mall to vote. We offered early voting poll locations for the 49th General Election of the House of Representatives in October 2021 at 55 AEON Malls and AEON Shopping Centers nationwide. We also provided same-day polling stations at two locations.



## Large-scale medical clinic inside AEON MALL

AEON MALL Nagoya Noritake Garden (Aichi Prefecture) opened the Nagoya Garden Clinic, a large-scale medical clinic affiliated with Nagoya University Hospital. The clinic offers a wide range of 20 different medical departments. The clinic also provides advanced medical examinations and physical examinations, providing peace of mind to residents in the community through facilities and advanced medical care comparable to those of a large general hospital.



## Learning Spaces That Leverage Local Community Characteristics

In March 2021, AEON MALL Kobe Minami (Hyogo Prefecture) opened a study space called *Minna no Manabiba*. This space responds to the requests of local residents for a free place for children to study. With 40 seats for self-study and 18 seats for reading, anyone can come at any time to study or read. The space also hosts events such as multicultural exchange and picture book readings unique to Hyogo Ward. The interior was decorated with illustrations by Hyogo-based The Rocket Gold Star (Hideaki Yamazaki), and the space was created with a detailed focus on the character of the Hyogo Ward section of Kobe.



### Working with the Community to Solve Issues

We believe in the importance of working with the local community to solve local issues, so we worked with the ward's community development department, local non-profit organizations, social welfare organizations, and many others to open a study space in the mall. The mother of one high school student thanked us, saying, "I am so glad that AEON MALL has stepped forward to solve an issue that has been an ongoing problem since my generation." In addition to the design, we also added books related to Hyogo Ward, and focused on making the space a place for local learning, not just a study room. The chairs, tables, and study lights in the space are movable, allowing us to change the layout to suit any event. We plan to sponsor events and add to the library of books, making the space a place for lifelong learning to be enjoyed by people of all ages.

General Manager, AEON MALL Kobe Minami **Yuji Miyamoto**





Communicating the attractiveness of nature in cooperation with Hanyu City, Kazo City, Gyoda City, and Konosu City in Saitama Prefecture (AEON MALL Hanyu)

## Supporting the Creation of Vibrant Communities by Highlighting Local Attractions

We work in partnership with local residents to highlight the attraction of each area and solve local issues, each mall contributing to the creation of vibrant communities.

### Memorandum of Understanding for Industry-Academia Cooperation

AEON MALL facilities and educational institutions collaborate to further cooperation between industry and academia in each region. AEON MALL Nagoya Noritake Garden (Aichi Prefecture) signed a Memorandum of Understanding for Industry-Academia Cooperation with Sanko Gakuen, and AEON MALL Hakusan

(Ishikawa Prefecture) signed a similar memorandum with Kinjo University/College, Kokusai Business Gakuin, and Ishikawa Prefecture Suisei High School. In this way and others, we strengthen our cooperative framework to revitalize Local community societies, industries, and businesses.

### Creating Opportunities to Play an Active Role and Revitalize Our Communities

We encourage industry-academia partnerships with schools in specialty fields. For example, an established agricultural high school and a mall specialty store collaborated to develop an original outfit reflecting the theme of local production for local consumption. A junior college child education department collaborated to produce a picture book about the Hakusan Tedorigawa Geopark, a UNESCO-listed site. The students said that this was a valuable experience that differed from their regular coursework. The energy of the students who worked very hard from the beginning was almost overwhelming. As the concept of the mall states, we encourage people in the community to take on challenges, providing opportunities for others to shine. We will continue to work closely with our community, serving as a shopping mall that brings smiles to faces and inspiration to all.

Sales Manager, AEON MALL Hakusan **Hiroki Kihara**



## Ultimate Localization to Boost Local Appeal

As stated in our management vision, we work together with our partners to take on the challenge of ultimate localization in continuing to refine the appeal of local communities. To achieve this vision, young employees at AEON MALL locations nationwide take the lead in developing plans to communicate

the appeal of each region. FY2021 was the seventh year of the program. We selected 11 projects out of 354 submissions from all over Japan. For the first time in China, we received submissions for 13 projects from two malls in the Shandong Province area, selecting three projects to implement.

## Communicating the Charm of Local Nature

### Sai x Hoku Nature Project

- AEON MALL Hanyu (Saitama Prefecture)

Between October and November 2021, Hanyu City, Kazo City, Gyoda City, and Konosu City in northern Saitama Prefecture, together with various organizations active in each city, collaborated to hold an exhibition of plants native to the prefecture. The objective of this event was to introduce visitors to the lush natural attractions of the region. In addition to exhibits of the flowers, the event featured an area for astronomical observations, providing visitors with an opportunity to come into contact with living nature. Many families enjoyed the successful event with their children.



### Highlighting the Hidden Charms of the Local Environment

The idea for the event came about after we realized the numerous attractive natural resources in the area surrounding the mall. These resources included wetlands registered under the Ramsar Convention and the world's largest rice field artwork. Our hope was to revitalize the area in cooperation with the government and local organizations, not only in Hanyu City, but also in the surrounding cities of Kazo, Gyoda, and Konosu. The exhibits, hands-on activities, and product demonstrations were all very successful. We were also impressed by the way families enjoyed learning about the local environment while interacting with our staff. We received feedback from cooperating organizations stating that they would like to continue with the event in the future, and we feel that we served as an effective communications hub to highlight the appeal of the region.

Sales staff AEON MALL Hanyu **Mizuki Kumada**



## Enriching the Lives of the Elderly

### Best Moments: Care Project to Make the Elderly Shine More Brilliantly

- AEON MALL Yantai Jinshatan (China)

The demographic of Yantai City in Shandong Province has been aging since 1987, 13 years earlier than the national average in China. Nearly one in four persons living in the city are considered elderly. AEON MALL Yantai Jinshatan strives to raise awareness about the elderly in the community, provide elderly customers with care services, and serve as a space for the elderly to express themselves with vitality. In cooperation with various organizations, including local governments and local communities, we offer free health checkups, anti-fraud lectures, hair-cutting services, and square dance competitions for the elderly.



### Raising Awareness of Issues Faced by an Aging Society

We collaborated 10 outside organizations in an event to raise awareness of the issues of an aging society, working closely with the government through in-house teams that researched and proposed ideas of what the mall could do. Approximately 2,000 people participated in events, including a dance competition in the mall plaza. Numerous participants enjoyed the event, practicing dance every day. We were happy to receive an award from AEON MALL China in recognition of our outstanding team, which contributed to solving local issues. The mall even recorded higher sales during the event. We will continue to offer a variety of lifestyle options to the elderly.

Manager, Administration Department, AEON MALL Yantai Jinsha Tan **Aili Lou**





AEON MALL Makuhari Shintoshin (Chiba Prefecture)

## Contributing to Better Health and Vibrant Lifestyles

We support healthy living both in mind and body, striving to create a mall environment in which all visitors spend time with peace of mind.

### Healthier Lives for People of All Ages

We concluded an agreement with the Japan Conference for Health Promotion in 2020 to improve health awareness and increase the frequency of health checkups among local customers across AEON MALL facilities throughout Japan. In FY2021, we conducted a total of 58 health checkup events at 25 malls. We also began initiatives pairing an informal health experience event and the availability of same-day health checkups. For example, AEON MALL Fukuoka (Fukuoka Prefecture) offers a booth for visitors to enjoy experience healthy breathing exercises using an oxygen server, and another booth that checks for vegetable deficiencies. AEON MALL Kyoto Katsuragawa (Kyoto Prefecture) provides a special booth for health-conscious women with lectures by invited specialists. These and other projects also invite participation in cancer and health checkups to raise interest among as many customers as possible.



### Community Health Hubs Emphasizing a More Casual Approach

We are gradually expanding the scale of the program through environments in which customers can check their health status on the spur-of-the-moment while out shopping. Most of the customers who participated in the program were simply passing by at the time. Every person responding to the questionnaire at AEON MALL Fukuoka and AEON MALL Kyoto Katsuragawa were satisfied with the event and glad to have participated. Based on the feedback, we believe we are meeting a latent need through these events. Our ability to provide opportunities for customers to think about their health in a more casual manner lies in the strength of AEON MALL as a facility closely connected to daily lives. We hope to continue this initiative as a community health center, expanding the program throughout Japan.

Entertainment Promotion Department **Yuki Habuto**





## The Evolving AEON MALL Walking

To support the healthy lifestyles of our customers, we offer AEON MALL Walking at nearly all malls in Japan. These malls feature a walking course in which customers can shop and casually exercise regardless of the season, weather, or time. In September 2021, we launched a joint research project on AEON Mall Walking and Health with the Center for Preventive Medical Sciences, Chiba University. Our aim here is to determine the impact of mall walking on the health and community of local residents. We will continue efforts to support healthy lifestyles in our communities through mall walking and other means.



### Roundtable Discussion: A Mall Where Dementia Patients Can Visit with Peace of Mind

We have been among the first companies to deal with the issue of dementia. Currently, 400 AEON MALL employees are registered as dementia supporters. Each mall holds regular dementia supporter training seminars for employees of specialty stores, as well as related educational events for customers. Staff in charge of dementia support training at various malls exchanged opinions on current initiatives and future issues.



#### Using Knowledge Gained in Seminars

Shortly after taking the dementia supporter training seminar, we responded to an elderly customer who was having trouble finding his car in the mall parking lot. Remembering the speaking skills learned in the seminar and the contents of the textbook, we empathized with the customer, and took the time to find his car together. In the end, he was able to leave the mall with a smile on his face. We hope to increase the value of the mall as a dementia-friendly facility by having more employees take the seminar. We believe that there is still much more we can do to help the elderly live healthier and safer lives. These efforts include using the AEON MALL app to help prevent dementia and solve social issues such as undiscovered solitary deaths.

Sales Manager and Inbound Promotion Leader, AEON MALL Around Asahikawa Station **Yoshikatsu Tamura**

#### Community-Wide Efforts to Make Life Easier for Dementia Patients

Our mall also holds a monthly dementia supporter training seminar for employees. We condensed the program to 60 minutes to make it easier for busy employees of specialty stores to attend. And we are working to increase the number of attendees by mentioning the seminar to each store during our rounds. Some participants who themselves are caring for family members with dementia said that they felt more at ease after being able to consult with a specialist. In the future, we hope to offer opportunities to deepen an understanding of dementia in a casual and enjoyable manner. These efforts could include brain-activating exercises as events for our customers. We also hope to establish a support system in the event that a person with dementia is separated from his or her family. At the same time, we are raising awareness not only in the mall, but also across our community.

Sales Staff, AEON MALL Sano Shintoshii **Masae Kawasaki**



#### Providing Opportunities to Understand Dementia in a Comfortable Manner

In 2019, our mall was certified by Hyogo Prefecture as a Hanshin-Kita Dementia Support Shopping Town. This means we are a facility in which people with dementia can shop with peace of mind. We continue to pursue initiatives to deepen an understanding about people who live with dementia. I am personally aware of the difficulty in dealing with dementia and the need for knowledge based on my own experience as a caregiver. The dementia-friendly seminar we held for customers included a VR experience simulating the effects of dementia, which attracted the interested participation of many of the younger generation. As a Hanshin-Kita Dementia Support Shopping Mall, we hope to meet expectations and contribute to the prefecture's goal of creating a society in which people live with peace of mind in their own familiar neighborhoods.

Sales Staff, AEON MALL Itamikoya **Atsuko Tanaka**

#### Recognizing Corporate Activities That Demonstrate Initiative

Director, NPO Kaze no Uta  
**Toru Nagashima**

I have been creating educational materials for and teaching dementia supporter training for about 10 years. The AEON Group has been one of the first to address this issue. Every seminar, I receive many questions from attendees. Dementia does not only affect the elderly but can impact the lives of any person; it is something that everyone should view as a personal matter. When dealing with a person who has dementia, it is important to not only have medical knowledge, but also to understand the individual. It is important to identify the needs of the customer. This holds true regardless of whether a person is afflicted with dementia. A facility for people to shop with peace of mind is an important resource for society. Because AEON MALL shopping malls are rooted in their local communities, I believe strengthening initiatives with government agencies and welfare facilities will lead to even more smiles.





Distributing Recycled Clothing to Children (Chechonia Elementary School, Kingdom of Cambodia)

## Using Resources Effectively

We strive to solve environmental issues by reducing waste and building systems for reuse, aiming to create circular societies.

### Creating Circular Economies

As waste becomes an increasingly serious issue worldwide, there are efforts underway to create circular economies in which products and other resources that would otherwise be discarded are utilized and recycled effectively as resources. These efforts are gaining momentum in Japan and around the world. AEON MALL, too, implements the 6Rs\*, helping to create circular economies. For more than 20 years, AEON MALL has

\*Rethink, Reduce, Reuse, Recycle, Repair, Returnable

engaged in recycling by classifying waste into 17 types (currently 18 types). In FY2021, we achieved a 92.7% recycling rate (including thermal recycling) among our directly managed malls in Japan. We will continue to reduce the amount of resources used in our facilities and collect unneeded resources from customers for reuse, aiming for circular societies and revitalized local economies.

### Circular Mall Concept (E.g., clothing)



### Circular Mall

Co-Creating with Customers, Tenants, and Local Community Societies to Create Circular Societies as we Leverage the Scale of Our Malls

## Creating Circular Malls

To achieve zero waste, we intend to build circular mall that serve as an example and hub for regional recycling economies. We ask employees of the specialty stores to sort 18 basic items of trash to recycle resources. When malls become a collection point for household waste, clothing, and other items, they provide value to the community at large. They do so by making new products from collected items and returning them to customers, and by creating jobs through the collection process, thereby stimulating the local economy. During FY2021, we participated in a proof-of-concept test at AEON MALL Hinode (Tokyo), collecting vinyl for use in other products. We will continue to study recycling measures, aiming to create circular mall.

ESG Promotion Group, Strategy Department **Saori Terai**



## Clothing Collection: Happy Clothes Relay

In 2021, we held the Happy Clothes Relay, a program to collect used clothing from customers at 139 malls nationwide. We conducted the event in cooperation with BRING™, a recycling project operated by JEPLAN, INC. as an initiative to contribute to circular societies. We collected a total of approximately 103 tons of clothing. Clothes made from polyester fiber will be recycled and used to make new clothing. In cooperation with AEON MALL locations in Cambodia, we collected some 110 kg of clothing at seven AEON Malls in Japan. We then distributed the clothing to Cambodian children.



## Expanding the Circle: Clothing Collection Project

Since 2019, our mall worked independently to collect clothing and give customers shopping coupons in return. In the beginning, we only delivered the clothes to recycling companies. Eventually, we began working with companies in the Kojima area to sell clothes and bags recycled from the collected clothes. Our seventh such event in November 2021 collected 13,500 pieces of clothing over two days. The event included a recycling workshop given by students from a fashion college, which attracted the attention of the local media. More recently, we have been receiving an increasing number of inquiries from companies wishing to participate. We believe it is our mission to make the local community truly happy through SDGs-related projects, as we contribute to the overall profits of AEON MALL.

Sales Staff, AEON MALL Okayama **Tatsuya Kurobe**



## Overseas Mall Initiatives

### ★ Becoming a Leader in Environmental Activities (Vietnam)

Social systems are not fully mature in Vietnam, given the difficulty in finding a waste recycling partner and the enormous transportation costs when disposing of articles. Nevertheless, we aim to be a leader in recycling, not only among commercial facilities, but for the Vietnamese society as a whole. To this end, we run campaigns for plastic and paper recycling, and continue to step up measures within our mall. In summer 2022, we plan to hold a recycling-themed event for children and other customers in cooperation with our partners.



Operations Manager,  
AEON MALL Binh Duong Canary  
**Nguyen Hong Cam**



Operations Deputy Manager,  
AEON MALL Vietnam  
**Nguyen Nam Phung**

### 🇰🇲 A Hub for Educational Activities and Information (Cambodia)

Interest in environmental issues is still low in Cambodia. To do our part, we created and showed an educational video inside the mall calling for plastic reduction. We produced the video in cooperation with the United Nations Development Programme, the Cambodian Ministry of Environment, the Embassy of Japan, and the Embassy of Sweden. The video attracted the attention of customers, as many social media influencers appeared in the video. The government expects AEON MALL to play a role in raising social awareness, and we will continue to provide useful information in the future.

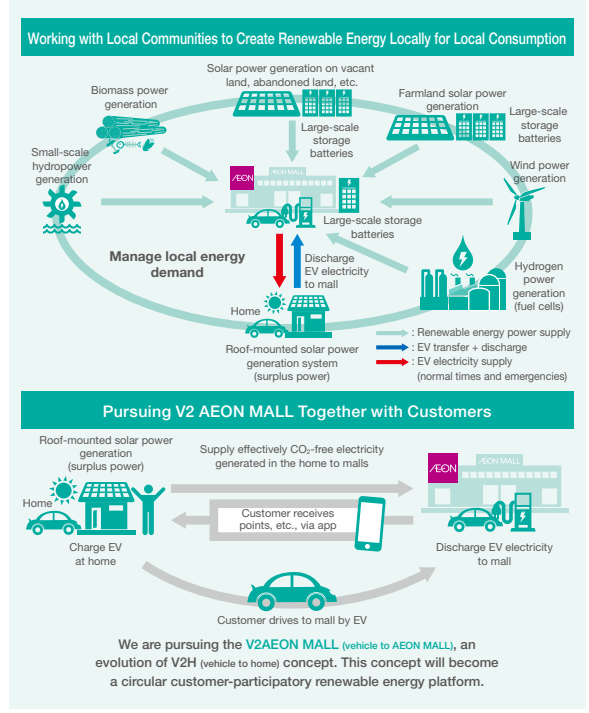
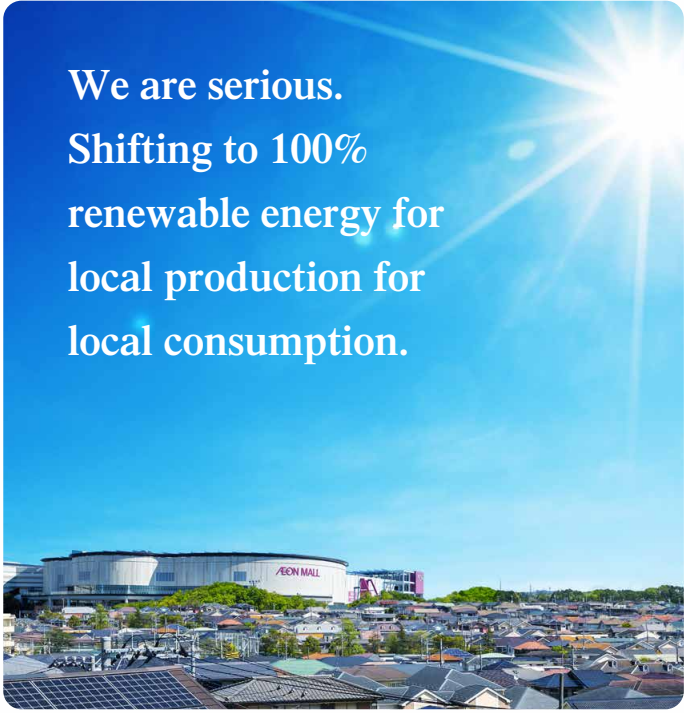
General Affairs Manager, Administration Department, AEON MALL Cambodia **Han Chaikanika**





# Environment

SDGs  
Sustainable  
Development  
Goals



## Environmentally Sustainable Malls

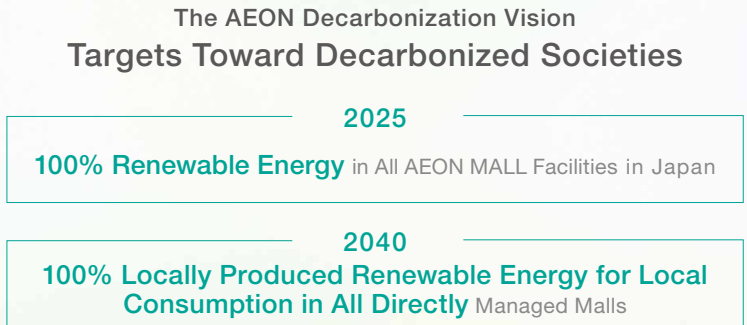
We are reducing our energy consumption to create decarbonized societies and green communities.

### Promote 100% Renewable Energy Stores

A decarbonized society is one that reduces emissions of greenhouse gases that cause global warming, aiming for effectively zero emissions. And reducing CO<sub>2</sub>, a greenhouse gas said to be particularly harmful, is an important issue. AEON MALL installs solar power equipment, EV (Electric Vehicle) recharging devices, and engages in other energy-saving measures in our efforts to achieve decarbonized societies. AEON MALL Kawaguchi (Saitama Prefecture) opened in 2021. This mall is the first large-scale commercial facility in Japan to achieve effectively zero CO<sub>2</sub> emissions from both electricity and gas. AEON MALL Nagoya Noritake Garden (Aichi Prefecture) is the first commercial facility in the Tokai area to do so. We work with the surrounding community to create locally produced renewable energy for local consumption. In addition, we are working toward the V2AEON MALL concept in which customers supply effectively CO<sub>2</sub>-free electricity generated at home to the mall using EVs. We will continue to pursue energy-saving initiatives and the use of renewable energy.



- Malls Operating on 100% CO<sub>2</sub>-Free Electricity**  
\*as of March 2022
- AEON MALL Kawaguchi (Saitama Prefecture)
  - AEON MALL Ageo (Saitama Prefecture)
  - AEON MALL Nagoya Noritake Garden (Aichi Prefecture)
  - mozo wondercity (Aichi Prefecture)
  - AEON Fujiidera Shopping Center (Osaka Prefecture)
  - AEON MALL Fukuoka (Fukuoka Prefecture)



## Earth Day

For the four days after the April 22 Earth Day (a day to think about the global environment), we conducted various initiatives to spend important time with customers thinking about the Earth. Aiming to reduce CO2 emissions by reducing power consumption, we held a “Light Down Relay,” which involved turning off part of the outdoor lighting at night at 138 malls nationwide. The electricity consumption saved was equivalent to one mall turning off exterior and perimeter lighting for 115 hours (approximately 4.8 days).



Turning Off Parts of Outdoor Lighting

## Learning About Environmental Issues in a Fun Way

We have also sponsored the AEON Sustaina Campus at malls nationwide since the June 5, 2021 Environment Day. The event provided an opportunity to think about environmental issues while having a good time. Activities include a quiz rally to learn about global warming and the impact of marine plastics on animals, as well as a contest sponsored by the Ministry of the Environment to encourage customers to create their own MY Bottle designs.



## AEON Hometown Forests Program

The AEON Hometown Forest Project began in 1991 in Malaysia. The AEON Group regards the tree planting initiative as an activity to embody a philosophy centered on pursuing peace, respecting humanity, and contributing to local community societies, always from the customer’s point of view. Every time a new mall is opened in Japan or overseas, AEON hosts a tree planting ceremony, working with customers to plant native trees most appropriate for the local natural environment. In FY2021, we planted approximately 28,000 trees in Japan and overseas. As of the end of February 2022, the AEON Group has planted a total of approximately 12.42 million trees.



## Preserving Biodiversity

Rich natural habitats are necessary for preserving biodiversity, a state in which a wide variety of animals, plants, insects, and other living creatures coexist in harmony. It is said that as many as 40,000 species of organisms become extinct every year due to global warming and other problems. This situation demands

urgent measures on a global scale. We are aware of the impact of our business activities on the ecosystem, and we pursue activities to preserve ecosystems as we build green facilities that are environmentally friendly.

## ABINC Certification

The ABINC certification is granted by a third party, which independently evaluates and certifies biodiversity-conscious efforts to create green spaces based on the ABINC® Guidelines created and registered by the Japan Business Initiative for Biodiversity (JBIB). In March 2022, AEON MALL Shinrifu North Wing (Miyagi Prefecture), AEON MALL Shinrifu South Building (Miyagi Prefecture), AEON MALL Kawaguchi (Saitama Prefecture), AEON MALL Hanyu (Saitama Prefecture), AEON MALL Ageo (Saitama Prefecture), and AEON MALL Hakusan (Ishikawa Prefecture) received ABINC® certification, bringing the total number of certified malls to 15.

### Other Malls Receiving ABINC Certification

- AEON MALL Tamadaira Woods (Tokyo Prefecture)
- AEON MALL Zama (Kanagawa Prefecture)
- AEON MALL Matsumoto (Nagano Prefecture)
- AEON MALL Tokoname (Aichi Prefecture)
- AEON MALL Nagakute (Aichi Prefecture)
- AEON MALL Toin (Mie Prefecture)
- AEON MALL Sakai Teppouchou (Osaka Prefecture)
- AEON MALL Shijonawate (Osaka Prefecture)
- THE OUTLETS HIROSHIMA (Hiroshima Prefecture)

### ABINC Certification as a Guideline for Preservation Activities

Preserving nature is a pressing issue worldwide, as evidenced by the adoption of the 2030 Nature Compact at the G7 Summit in 2021. Decarbonization is a means to protecting the global environment. Similarly, preserving biodiversity has become another essential part of sustainable corporate activities. AEON MALL considers ABINC certification—a scientifically established standard—as our guideline. ABINC-certified AEON MALL Hanyu (Saitama Prefecture) is engaged in a ultimate localization project (P23). This approach is an ideal effort to solving local issues and communicating the appeal of nature. In addition to Tree Planting Ceremony and Tree Nurturing Ceremony, AEON MALL aims to create value for our communities through ongoing activities that reflect the unique nature found in every location.

Manager, Construction Planning Department **Megumi Sasaki**





## Providing a work environment in which all our employees can play active roles for a long time

We provide a comfortable work environment for all employees, including those in our specialty stores. We also support working styles that match changes in life stages.

### Promoting the Application for Parental Leave

We are establishing various systems and creating environments that encourage the use of parental leave, to support employees in balancing work with childbirth and childcare. 63 employees (including 36 males) took parental leave in FY2021. For male

employees, the increase is approximately double compared to FY 2019. In addition, the company promotes the active participation of men in childcare and provides a variety of support services.

#### Reducing stress by participating in childcare as a couple

My wife decided to take a one-and-a-half-year parental leave and I took a parental leave of about 1 month. By taking on childcare as a couple, we were able to spend time addressing concerns together and also focus on necessary preparations for our future life together. No reason is needed to apply for parental leave; in fact, you're more likely to be questioned about the reason if you don't apply for leave. I felt that a company-wide consensus was forming around the idea that it was perfectly natural for men to also take parental leave. I was concerned about how my duties would be divided within the department, but everyone was happy to cooperate and the handover went smoothly. The human resources department was very helpful and friendly. I was also reassured by reading the in-house guidebook, *Ikunabi*, which helped me deepen my understanding of childcare. Now that I understand the perspective of households with children, I'd like to apply it to my future work.

Consolidated Control Group, Business Administration Department **Takahiro Higashiguchi**

As we experienced all the difficulties of raising a child for the first time, it was good to have the time to think together about how to approach childcare and how to handle the daily routine after my husband returned to work. I felt like I had someone I could talk to about even the smallest things, and that helped me to keep my composure.

Sales Planning Department **Misa Higashiguchi**



## Support for the best parental leave



The Personnel Management Department aims to create an environment in which employees can be active for many years regardless of their stage in life. Now that dual-earner households have become the norm, both parties need to participate in family and childcare in order to build long-term careers, regardless of gender. As part of this effort, we have introduced a Parental Leave Application Planning Sheet to encourage male employees to take parental leave with peace of mind. Soon after the pregnancy is confirmed, the sheet helps us formulate an optimal plan for parental leave by taking into account the wishes of the individual, family, and department concerned. We are happy to discuss any concerns you may have, such as work coordination and salary, and resolve them one by one. In the future, we will work to create an environment in which both men and women can more easily balance work and home life. This will include the achievement of long-term leave for all our employees.

Diversity Promotion Group, Personnel Department **Chihiro Kawabata**

## Publishing of a guidebook to teach employees and their partners about childbirth and child rearing

We publish and distribute *Ikunabi*, an in-house guidebook, to help employees balance work and childcare. This enables them to focus on childbirth and childcare with peace of mind and makes the return to work easier. Written with the topics of raising children and nurturing careers in mind, this guidebook is an easy-to-understand summary of the systems and benefits, as well as the necessary knowledge and procedures applicable at each stage. Each department utilizes this booklet for work-life management.



## Opening AEON Yume-mirai (Dreams for the Future) Nursery Schools

As part of developing an environment in which the child-rearing generation can continue to work with peace of mind the AEON Group has established 32 AEON Yume-mirai (Dreams for the Future) Nursery Schools (22 of which are located at our commercial facilities), which are available to employees of AEON Group companies and specialty stores, as well as local residents. In principle, they will operate year-round according to the business hours of each mall in order to support the creation of environments at each of our specialty stores that can accommodate the hiring of staff who balance work and childcare so that they can continue working for a long period of time. There are other advantages to locating day care centers inside of malls. We can plan events unique to the area or even host sporting events in AEON Hall without needing to worry about the weather. These features create opportunities for children to grow both mentally and physically.



## Supporting the success of employees of the specialty stores

### Improved work environment for employees of the specialty stores

Labor shortages have become a societal issue. As developers, we believe we have a responsibility to create workplace environments that support the long-term careers of employees of the specialty stores at our commercial facilities and improve employee satisfaction. We have introduced various measures in pursuit of this belief. By installing dedicated convenience stores, powder rooms, and massage chairs in employee break areas, we continue to systematically create spaces where employees can relax both physically and mentally. In addition, we are actively working to take excellent examples of ES improvement measures being implemented at individual malls and apply them throughout our commercial facilities.



Relaxation Room

### Aim at improving customer-serving skills

We hold Customer Service Role-Playing Contest at domestic and overseas malls, where specialty store employees compete with each other in order to improve their customer service awareness and the skills they have cultivated on a daily basis. We believe it is important to provide our customers with not only an attractive commercial environment and products, but also smiles, greetings and attitudes that make the customer feel comfortable when shopping with us. We aim to further improve our service mindset with this in mind. In China, where the event was held for the fifth time, all employees of the specialty stores from a total of 20 malls participated, with 40 of them competing in the national competition. The national competition was conducted via live commerce for the first time and was broadcast simultaneously at 20 malls.



AEON MALL Beijing International Mall (China)



AEON MALL Vietnam Ho Chi Minh Office

## Creating opportunities for future-oriented growth

We are committed to human resources development and provide opportunities for employees to discuss their career development concerns. We also create an environment where employees can work with peace of mind while considering their future lifestyles.

### Overseas malls that create opportunities for career development (outside of Japan)

We currently have 34 malls in China and ASEAN countries. Our basic policy is to operate overseas malls with local staff under a global corporate philosophy. We promote human resources development and active promotion to executive positions.

#### **A company where employees can make the most of their respective abilities**

I have been with the company for 6 years and I feel that the company provides its employees with good opportunities for career advancement. The company has an extensive training program and evaluations are fair. Our Basic Philosophy, Customer First, is so thorough that it cannot be compared with other companies. In the beginning, I sometimes wondered how far I should go when applying it, or felt that the strict discipline was difficult to adhere to in the actual workplace. Now that I've come to understand the corporate philosophy, I want to sincerely and proactively contribute to achieving our goals.

General Manager,  
AEON MALL BSD CITY  
**Amelia**



#### **Achieving more objective and fair evaluations**

Specific goals are set for each employee, and personnel evaluations are carefully conducted by supervisors, department heads, and general managers. Starting next year, we are considering the introduction of interviews and other measures to further ensure objectivity and fairness. I believe that the salary structure should be based on each individual's ability, separate from his/her title. I hope that you will trust your local staff more and provide them with more opportunities to prove their abilities.

Senior Manager, Personnel  
Management and General Affairs  
Department, PT.AEON MALL Indonesia  
**Ronnie Mahadika**





## Providing support for work styles that match the growth and lifestyles of employees

Our Basic Personnel Philosophy is to listen to our employees' opinions, to understand how they feel, and provide them with opportunities to best utilize their talents. We are committed to creating a workplace environment where employees can thrive and play an active role. Career plan interviews for employees

aged 28, 35, and 42 provide an opportunity for each individual to discuss career development concerns and future plans with the Personnel Management Department, and also a chance to rethink their lifestyle.

### Reducing anxiety about career development



The career interview was an opportunity to gain a fresh perspective life planning. In the future, I hope to utilize the knowledge and experience I have gained in my current department, which supports multiple malls, in a setting that puts me in closer contact with customers. As a woman, when I envisioned my future life plan, I was concerned about whether I would be able to balance work with childcare and family life when I have a child. The interviews were held in a friendly atmosphere, and the person in charge was attentive to my concerns and actively considered my requests. I believe that there are many people who are similarly concerned about their own careers, and I hope that the range of interviewees is expanded so that and more people can get help in their career development.



Chushikoku Business Department  
**Yuka Sugiyama**

### Clearing a path to goals



I had a desire to be involved in mall operations from the start of my employment in 2013. I have acquired experience in sales promotion and facility management. In the future, as a general manager, I would like to create safe and comfortable malls with a variety of attractive stores. At the career interview, the interviewer, after confirming my intentions, considered my career plan with me, and gave me friendly advice. I was able to learn in detail what I could not have learned just by reading the regulations. This led me to new insights. I was able to conceive a vision of the path I should follow to achieve my goals, and I would like to make use of this in my future career planning.



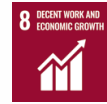
Sales Manager,  
AEON MALL Hinode  
**Takeshi Iizuka**

### Helping to plan each individual's career

Based on the basic human resources development policy of carving out one's own career, the Personnel Management Department conducts interviews as part of its support for individual career development. The career plan interviews are targeted at three different ages. Age 28, when life stages are likely to change; age 35, when employees play a central role in their work; and age 42, when they have gained experience and broadened their perspectives. These are the ages when employees have many opportunities to rethink their careers. We work together with employees to dispel any concerns that they may have, and consider their future career paths. In addition, we prepare them for career stagnation due to marriage or childbirth, or in the event that nursing care or medical treatment is required. The interviews enable us to become familiar with each employee's individual aspirations, which we cannot grasp from only the self-reporting system under which employees submit their career plans to the company twice a year. We use this information to identify, train, and assign personnel who can embody our Management Philosophy. In addition to this, we would like to encourage self-development by providing various learning opportunities in the future, and support the self-realization of our employees by expanding internal recruitment. From the perspective of health and productivity management, with which a work-life balance can be achieved, we will work to foster an awareness of the need to improve the health of each and every employee, to utilize paid leave, and to reduce long working hours by improving work productivity.

Director, Personnel Department **Tomoko Nakagaki**





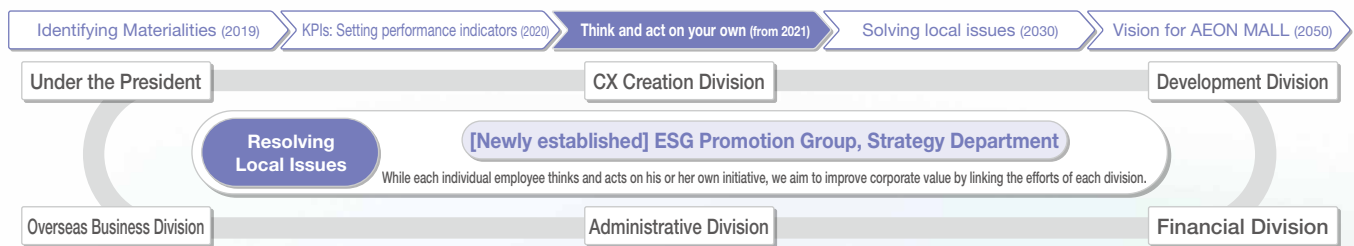
# Promoting fair business operations in compliance with laws and regulations

We promote sound mall management by strengthening internal oversight and raising employee awareness of governance.

## Strengthening ESG management through organizational reform

We implemented organizational reforms in 2021 with the aim of creating social and economic value through management based on ESG perspectives and growing together with local community societies. In addition to the establishment of the ESG Promotion Group, which is responsible for accelerating company-wide efforts to achieve materiality KPIs, the CSR Committee, which previously functioned as a forum for proposing and reporting

on social contribution and environmental activities, has evolved into the ESG Promotion Subcommittee and ESG Promotion Committee, which address ESG issues, including CSR. In order to strengthen our organizational structure and raise the awareness of each and every employee, we have included ESG elements in our annual personal goals in an effort to spread awareness within the company.



## Enhancing corporate value through ESG management that strives to understand our society

The world is full of various problems such as environmental pollution and human rights abuses, and efforts to solve these issues are one of the important factors that determine corporate value. We believe that the chain of co-creating social and environmental value together with our partner enterprises through ESG management, and the appreciation that we will receive from our customers and local communities will create a cycle in local economies. The ESG Promotion Group's role is to communicate to every employee why they should be involved in these activities and encourage them to take action. To create a better society together with our stakeholders, we will also focus on improving our corporate image, reducing management risks, and creating new businesses.

Manager, ESG Promotion Group, Strategy Department **Mitsuru Morimoto**



## Establishment of the ESG Award, an internal awards program.

As part of strengthening ESG management, we have established materialities and KPIs and set action indicators through 2030. In order to achieve our goals as a united company, we established the ESG Award, an internal system to recognize employees who have performed well. We encourage enthusiastic implementation of ESG activities and are accelerating our efforts.

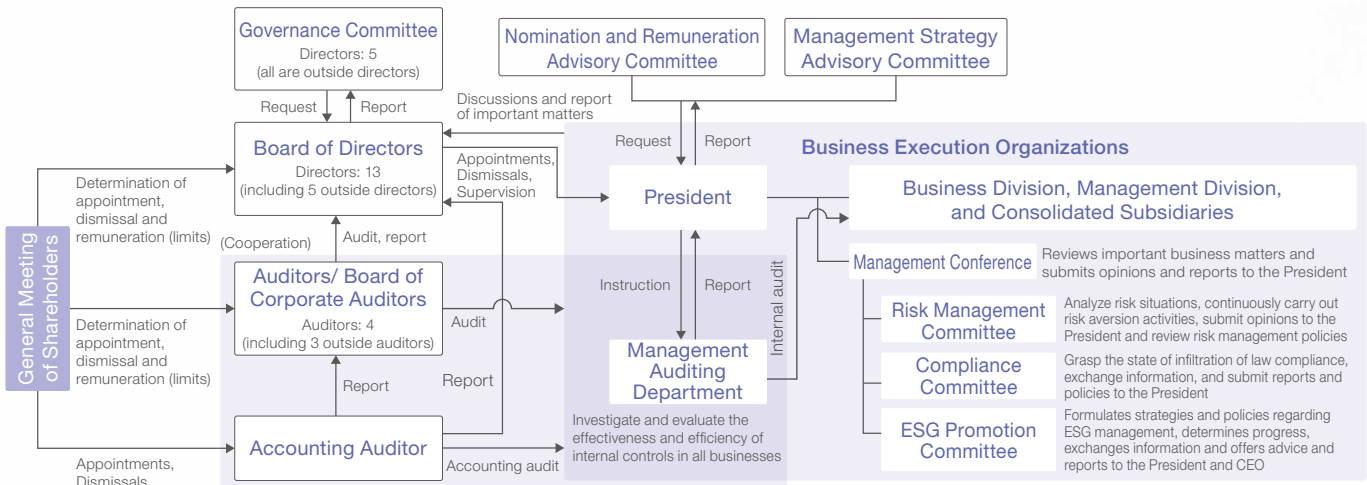
### Recipients of the 2021 ESG Award

- Sales Manager, AEON MALL Asahikawa Around Station Miki Ohnishi
- Sales Manager, AEON MALL Hakusan Hiroki Kihara
- Sales Staff, AEON MALL Okayama Tatsuya Kurobe
- Sales Staff, AEON MALL Iwakionahama Saori Wakatsuki
- Operations Staff, AEON MALL Kusatsu Mari Otake
- Sales Staff, AEON MALL Fukutsu Saaya Ito
- Sales Staff, AEON MALL Iwakionahama Takumi Akiyama
- Operations Staff, AEON MALL Wakayama Junki Nakano
- Sales Staff, AEON MALL Miyazaki Mituki Ashida
- Sales Staff, AEON MALL Atsuta Sumika Ohhira
- Sales Staff, AEON MALL Itamikoya Mieko Kuroda
- Finance Group, Finance Department Seiichiro Nagano
- Sales Manager, AEON MALL Ogaki Yasumi Nagasaki
- Sales Manager, AEON Akashi SC Masaru Fujikawa
- Diversity Promotion Group, Human Resources Department Chihiro Kawabata

## Management Structure

As the consulting body of the President, we have set up the Management Meeting to strengthen the functions of management strategies and make the decision-making process more efficient. In addition, we also aim at strengthening the functions of management supervision through holding meetings of the Board of Directors, chaired by the President, at least once a month.

### Corporate Governance Organization Chart (as of April 2022)



**Board of Directors** In order to strengthen the functions of management supervision, the President shall be the chairman of the meeting, and the meeting shall be held at least once a month. Auditors also attend. (Five out of 13 directors are independent directors)

**Audit & Supervisory Board** In order to improve the effectiveness and efficiency of auditing, the accounting auditors and the Management Auditing Department which is the internal auditing department will exchange information and opinions with each other every time.

### ESG Promotion System Chart



### Issue sustainability-linked bond

We issued a sustainability-linked bond with the aim of solving social issues and to considering the environment. The bonds set a target of reforming the electricity used in all malls in Japan in order to achieve zero CO<sub>2</sub> emissions in real terms by the end of FY2025. They also stipulate that if the target

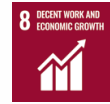
is not achieved, an amount equivalent to 0.2% of the issue amount will be donated to public interest foundations such as the AEON Environmental Foundation. We will continue to expand our ESG initiatives and contribute to the realization of a sustainable society.

### Wide dissemination of ESG management through corporate bond issuance

We have long promoted fundraising through ESG bonds to help solve environmental and social issues, but by setting more ambitious future goals and issuing Sustainability-linked bonds, the terms of which vary depending on whether or not the company achieves them, we believe we can widely communicate to investors and customers the company's stance toward the realization of a sustainable society, starting at the fundraising stage. Another benefit is that employees can see that each mall's day-to-day efforts related to ESG will support fund-raising, which in turn will lead to the company's growth. By making each one of our employees familiar with ESG management, we hope to work together as a company to achieve our goals and contribute to the promotion of ESG.

Finance Group, Finance Department **Seiichiro Nagano**





# Deepen understanding of human rights and respect individual values

We aim for a society that recognizes diverse values and does not discriminate on the basis of gender or nationality. Each and every person associated with our company respects human rights in conducting our business.

## Human Rights Policies, Systems, and Training

AEON's unwavering basic philosophy is "with customers as our starting point, pursue peace, respect for humanity, and contribute to the local society." To honor this philosophy we will comply with all relevant laws and regulations, while dealing with all people honestly and sincerely through proper behavior. The AEON Code of Conduct was enacted in April 2003 on the basis of these values. In September 2014, AEON made clear its stance on human rights and the work environment, producing AEON Human Rights Policy in support of the AEON Code of Conduct. AEON MALL respects human rights by following this philosophy and these policies. The company aspires to create an organization that allows all people, regardless of their gender or nationality, to participate in the development of the company. We strive to create workplaces that enable all employees to perform to the highest level of their abilities. All AEON MALL employees are required to attend an annual human rights training workshop. We also provide employees with a handbook that lists both internal and external help desks. This handbook provides clear information about respect for human rights, prevention of discrimination, and other matters in the context of the AEON MALL employment rules.

## Implementation of executive compliance training

In December 2021, we learned from experts and lawyers about the current global human rights situation, examples of corporate risks associated with human rights, and examples of initiatives launched by our business partners, and reaffirmed the importance of human rights and compliance.

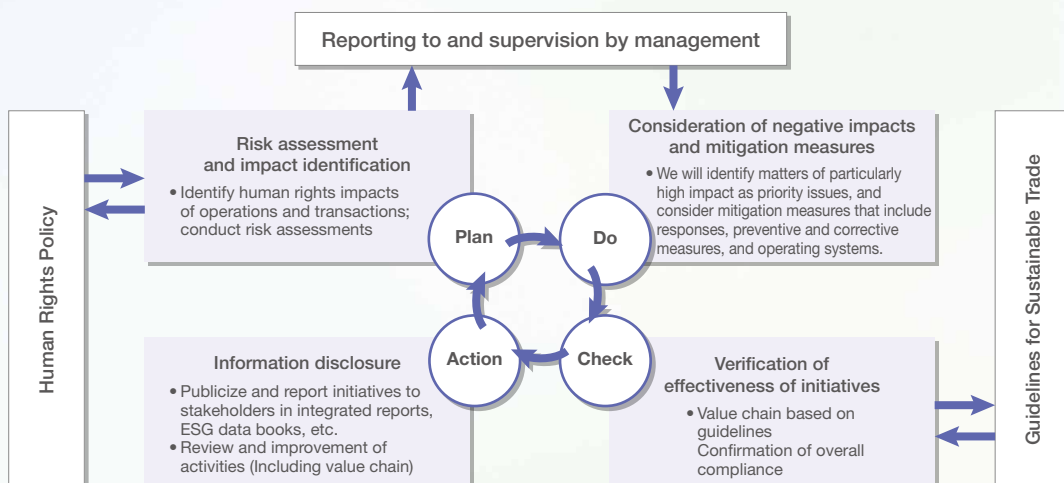


## Human rights due diligence

The AEON Human Rights Policy specifies the implementation of human rights due diligence in order to identify the impacts of its corporate activities on human rights and take measures to prevent or mitigate them, which we have actively done since 2020. Aiming to build a system that consistently works to reduce human rights risks and promoting the processes of understanding the actual situation and gap analysis, identification of human rights issues, risk assessment and

impact identification, and consideration of mitigation measures. In FY2021, we implemented this throughout our company, and assessments were conducted for our company and upstream suppliers. After implementing the process, we will establish a corrective plan and a PDCA cycle to mitigate human rights risks, and fulfill our corporate responsibility to respect human rights as required by the Guiding Principles on Business and Human Rights formulated by the United Nations.

PDCA cycle for human rights risk mitigation based on human rights due diligence



## Guidelines for Sustainable Trade

In August 2021, with input from outside experts, we formulated the Guidelines for Sustainable Trade based on the AEON Human Rights Policy and the Aeon Supplier Code of Conduct in order to prevent the occurrence of incidents that could potentially constitute human rights violations and to build a sustainable value chain. Review international norms on human rights and labor and human rights issues in the industry, and identify those items that are particularly important for our business. We will share this information with the Aeon Group and our suppliers and ask them to comply with it. We will also strive to manage and reduce human rights risks in the supply chain by monitoring the status of implementation. For more information on the guidelines, please visit our website.

### Guidelines for Sustainable Trade

- |                         |  |
|-------------------------|--|
| 1. Laws and regulations | 8. Freedom of association and the right to collective bargaining |
| 2. Child labor          | 9. Health and safety   |
| 3. Forced labor         | 10. The environment  |
| 4. Working hours        | 11. Commercial transactions                                      |
| 5. Wages and benefits   | 12. Local community  |
| 6. Abuse and harassment | 13. Integrity and transparency                                   |
| 7. Discrimination       | 14. Engagement   |

Guideline details

[https://www.aeonmall.com/esg/society/02/#human\\_rights\\_guide](https://www.aeonmall.com/esg/society/02/#human_rights_guide)

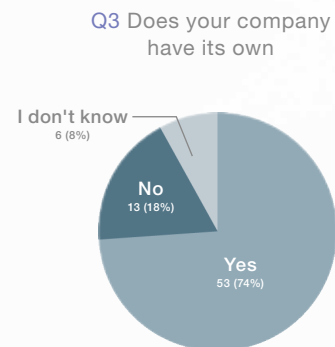
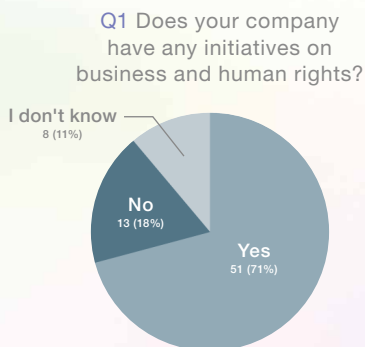


## Briefing sessions for suppliers to raise awareness of human rights

In December 2021, we held an orientation regarding Business and Human Rights and the Guidelines for Sustainable Trade in an effort to promote understanding of our human rights policy among our construction-related business partners and to promote fair business practices. About 80 companies and 100 people participated online. The event introduced human rights issues that have become an issue in the international community and the responsibilities that companies must fulfill, as well as examples of work environments and human rights violations that have occurred at construction sites. As a business partner, we will continue to work together with our suppliers on risk reduction.



## Results of the questionnaire administered after the briefing (72 respondents)



We confirmed that many of our suppliers are managing human rights risks and preventing problems from occurring.

## Business and Human Rights

Until now, my own perception of human rights had been that it referred to harassment and the employment environment. In the course of promoting business and human rights in the ESG Promotion Group since FY2021, I have learned that human rights issues, including those in the supply chain, are now regarded as important international subjects, and that the right to live freely as a human being, which I had taken for granted, is now being violated, including for children. As a company, of course, but also as a mother with a child, I feel the need to take appropriate action. We are promoting initiatives based on the National Action Plan on Business and Human Rights. Since the content of the project relates to the entire company, we believe it is important to implement the project by gathering knowledge from relevant departments while also seeking the opinions of experts. In addition, we hold orientations for our business partners, and in addition to helping them understand the content, we would like to serve as a base for disseminating information by introducing our own activities as well as case studies done by our business partners, and promote our initiatives together with our partner enterprises.



ESG Promotion Group, Strategy Department **Miyuki Kanesaka**

# The Latest Domestic Mall Trends

We opened four new malls in Japan during FY2021. We strive to create malls that enrich lives by satisfying the needs of local communities and customers. Our efforts include taking on the challenge of developing new and unique business formats that look ahead to the next generation.

## Newly Opened Malls

### A New Mall Model Integrating Retail and Office Space

- AEON MALL Nagoya Noritake Garden (Aichi Prefecture)

This is the first of our malls in a business format that integrates commercial facility development with offices that support the growth of workers and companies. The neighboring BIZrium Nagoya, which is the first-ever AEON MALL office building, connects work and life seamlessly, offering more relaxed lifestyles and flexible work styles. Located in the heart of the city, yet blessed with abundant greenery, this complex provides space in which people can be themselves, spending time in a natural way, embodying the concept, *to be a place for nature and to be natural*.



Entrance to BIZrium Nagoya, a next-generation office complex located on the 4th through 6th floors.



The open terrace space can be used for a variety of occasions, such as chatting with colleagues or a change of scenery.



The office complex includes 40 meeting rooms, which can be reserved via an app.

### Offices That Reflect Worker Ideas and Lifestyles

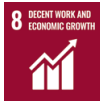
We are pursuing the ideal office from the view of both corporate tenant and the people who actually work in the building, drawing on our own experience. In addition to using floor space efficiently through a number of common-use meeting rooms, we considered the functional integration of the offices with childcare, dining, shopping, medical care, etc., ensuring comfort at work and off work. The building received the WELL Certification, which evaluates buildings from the perspective of worker health. This lush green space encourages people from all walks of life to live with vitality. Numerous companies have already moved into the building, even in the midst of the COVID-19 pandemic, based on a shared vision for WORK LIFE BLEND OFFICE.

Manager, BIZrium Nagoya **Ryoga Sato**



## SDGs

Sustainable Development Goals



### A New Hub for Interchange in the Hokuriku Area

- AEON MALL Hakusan (Ishikawa Prefecture)

Opened in July 2021 in Hakusan City, Ishikawa Prefecture and conveniently accessible from three prefectures in the Hokuriku region, AEON MALL Hakusan offers 200 specialty retailers, 40% of which have opened for the first time in the Hokuriku region or Ishikawa Prefecture. *Kagayaki Street* runs along the center the building, creating a space where visitors can enjoy walking a tree-lined path. The gourmet zone, one of the largest in the area, offers cuisine produced by Japan's leading chefs. Our goal through the mall is to provide joy, surprise, and excitement to people of all ages and to serve as a community hub for the region.



Kagayaki Street

### Gaining a Deeper Understanding of the Community and its Needs

The most important aspect of creating a new mall is to understand the characteristics of the community. Two years prior to the opening, we held a series of dialogues with relevant departments at the Hakusan City Hall and spent a year visiting the municipalities in the prefecture to study the local cultures and lifestyles. We recruited a wide variety of restaurants when we learned of the tendency for residents to dine out. Since the surrounding area is subject to heavy rainfall, we installed amusement facilities and playgrounds inside the building, responding to requests from the local community. Together with *Kagayaki Street*, which has become a relaxing space to read books and enjoy quiet, we designed the facilities to be enjoyed regardless of weather. We will continue to make every effort to contribute to the development of the local community in cooperation with local residents.

General Manager, AEON MALL Hakusan **Kazuya Kodera**



### Becoming One of the Largest Entertainment Malls in Tohoku

- AEON MALL Shinriku South Wing (Miyagi Prefecture)

It is the first of its kind in the Tohoku region to offer state-of-the-art interactive amusement facilities, serving as a space for everyone from small children to multi-generational families to seniors. Together with the latest fashions and a wide variety of food, the mall provides fun and excitement for local residents under the concept of LIVE FULL DAYS.



### Evolving in Response to the New Normal

- AEON MALL Kawaguchi (Saitama Prefecture)

AEON MALL Kawaguchi temporarily closed operations in 2018 to respond to diversifying needs and digital societies. The reenvisioned mall was reopened in June 2021. The mall concept is *Kawaguchi Green Park*, and the mall offers a comfortable, pleasant environment, like a park overflowing with greenery. The mall also offers new services that fuse the real and digital worlds to meet the needs of the new normal.



### Other shopping malls that have undergone renovations in FY2021

- AEON MALL Shinriku North Wing (Miyagi Prefecture)
- AEON MALL Kawaguchi Maekawa (Saitama Prefecture)
- AEON LakeTown kaze (Saitama Prefecture)
- AEON LakeTown mori (Saitama Prefecture)
- AEON LakeTown outlet (Saitama Prefecture)
- AEON MALL Okazaki (Aichi Prefecture)
- AEON MALL Suzuka (Mie Prefecture)
- AEON MALL Kusatsu (Shiga Prefecture)
- AEON MALL Kyoto Katsuragawa (Kyoto Katsuragawa)
- AEON MALL Okayama (Okayama Prefecture)
- THE OUTLETS HIROSHIMA (Hiroshima Prefecture)

# The Latest Overseas Mall Trends

We opened two malls in China and ASEAN during FY2021. We also renovated existing malls in these areas. Keeping an eye on changing times and local issues, we provide services and value that contribute to regional development.

## Newly Opened Malls

### Digital Shopping of the Future

- AEON MALL Guangzhou Xintang (China)



We opened this mall in May 2021 as the fourth store in Guangdong Province, targeting a fast-growing area known as the sub-center of Guangzhou City. The city is developing subways as transportation infrastructure, which is attracting more high-tech companies to the area. The mall will use digital technologies such as facial recognition payments and AI guides

to provide services, entertainment, and safety management. In this way, every visitor will experience a comfortable and fun-filled time. We installed a 60-meter circumference LED screen that surrounds the 360-degree Starry Sky Plaza in the center of the first floor. Another 55 digital signage units were installed in the corridors to offer a paperless environment.

## Renovations

### Creating a Comfortable Interiors Tailored to Local Characteristics

- AEON MALL BSD CITY (Indonesia)

We carried out the first major renovation of our first mall in Indonesia, opened in 2015, in two phases. With a rainy season that lasts half the year, we installed a new multi-story parking lot connected directly to the mall. We also expanded the entrance to create an environment that allows access to the mall without weather issues. In addition, we renovated the interior of the prayer room for greater comfort.

### Attractive Floor and More Functions for Younger Customers

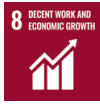
- AEON MALL Wuhan Jinyintan (China)

We added popular street fashion, cosmetics, and sophisticated women's fashion specialty stores to the mall to accommodate the lifestyles of trend-conscious young people. We also installed a track course in the mall's sports zone. Educational programs in the kids' zone, such as English and exercise, have received upgrades for children to enjoy healthy and active lives.



## SDGs

Sustainable  
Development  
Goals



## Indonesia's First Urban Mall

- AEON MALL Tanjung Barat (Indonesia)



AEON MALL Tanjung Barat was our fourth mall in Indonesia, partially opened in November 2021 and celebrating a grand opening in May 2022. The mall is located approximately 15 km south of central Jakarta and is our first urban mall in the country. We see this mall as the core project of a mixed-use development project in the area, including offices and residences. We expect

the mall to attract customers from a wide area, since it is connected directly to a train station and Jakarta's main ring expressway. The interior of the building offers a stylish, luxurious atmosphere, while at the same time providing a warm mall space designed with natural wood.

## Creating Value Through the Enjoyment of New Experiences

- AEON MALL Suzhou Yuanqu Hudong (China)

Aiming to provide a consistently fresh mall environment, we renovated 53 specialty retail stores, including a full lineup of food and urban fashion brands. The mall offers new experiences and discoveries, including LED illumination devices for children that make sounds and change colors when stepped on. We also unveiled a service that allows customers to use Kyarakuru Carts by pre-registering their faces or QR codes on smartphones.

## Other shopping malls that have undergone renovations in FY2021

### China

- AEON MALL Wuhan Jinqiao (Hubei Province)
- AEON MALL Wuhan Jingkai (Hubei Province)
- AEON MALL Guangzhou Panyu Square (Guangdong Province)
- AEON MALL Guangzhou Jinsha (Guangdong Province)
- AEON MALL Foshan Dali (Guangdong Province)

# Certification, Evaluation, and Recognitions by External Organizations

We have made advanced efforts in tangible and intangible ways to create shopping malls designed with people and the environment in mind. In FY2021, we received high commendations from domestic and overseas organizations.

## Certifications and Evaluations From ESG Evaluation Organizations

### Recognized as a Leaderboard Company; Highest CDP Supplier Engagement Rating

The CDP is a non-profit organization that conducts international environmental research and information disclosure related to its supplier engagement rating. AEON MALL received the highest rating of Leader Board in recognition of our efforts to address climate change throughout our supply chain, as well as our activities to reduce greenhouse gas emissions. Further, the CDP favored the information we disclosed on our strategy and response to climate change in relation to climate issues, giving us a score of “B.”



### 5 Star (Highest) Rating in the 2021 GRESB Real Estate Assessment for a Second Consecutive Year

We received a five Star rating (highest rating) in the 2021 GRESB Real Estate Assessment for the second year in a row. The GRESB evaluation is based on a five-step scale according to the global ranking based on an overall score. In addition, for the seventh consecutive year, we received the Green Star rating. This rating is an indicator of excellent participant in both the Management Component (policies and organizational structure for ESG promotion) and the Performance Component (environmental performance and initiatives with tenants at the properties we own).



### Selected as Constituent of ESG Investing Stock Indexes

ESG investing reflects investment decisions of a company's value based not only on financial information, but also environmental, social, and governance initiatives (non-financial information). Amid the rapid growth of this investment approach, we have been selected as a constituent of various indexes calculated by organizations that provide investment information to institutional investors. These investors select companies that excel in ESG evaluations.

- MSCI Japan Empowering Women Index
- S&P/JPX Carbon Efficient Index
- SOMPO Sustainability Index



### Ten Malls Received DBJ Green Building Certification

DBJ Green Building Certification is granted by Development Bank of Japan based on a comprehensive evaluation system that includes not only the environmental performance of the subject property, but also considers the social demands of the various stakeholders in the area around the property. In January 2022, AEON MALL Morioka (Iwate Prefecture)\*, AEON MALL Kurashiki (Okayama Prefecture)\*, AEON MALL Nogata (Fukuoka Prefecture)\*, AEON MALL Shinrifu North Wing (Miyagi Prefecture), AEON MALL Takasaki (Gunma Prefecture), and AEON MALL Narita (Chiba Prefecture) received four stars in the rating. AEON MALL Shinkomatsu (Ishikawa Prefecture) received the highest rating of five stars. In March 2022, AEON MALL Ota (Gunma Prefecture)\*, AEON MALL Suzuka (Mie Prefecture)\*, and AEON MALL Kyoto Gojo (Kyoto Prefecture)\* received four stars. \*Recertified malls



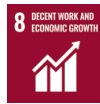
## External Recognitions

### Example of Outstanding Practices in Shopping Center Management

In July 2021, AEON MALL Wuhan Jinyintan (China) received the 2021 CCFA Golden Lily Best Practice in the shopping mall category at the 2021 CCFA Shopping Center & Chain Brands Development Summit organized by the China Chain Store & Franchise Association (CCFA). The mall was expanded and renovated in July 2020. The project included converting the 4th floor of the multi-story parking lot into retail stores, the construction of one of the largest restaurant areas in the area covering approximately 15,000m<sup>2</sup>, and improvements to existing areas. In addition, the mall prepared to open its specialty stores rapidly after the lifting of lockdowns in Wuhan City during the COVID-19 pandemic. As a result, the mall was able to open 90% of the restaurant area on the 4th floor on July 31 of the same year, and all stores in the area by the end of the year.



**SDGs**  
Sustainable  
Development  
Goals



### AEON MALL Given 99 Giving Day Patronage Award

In October 2021, AEON MALL China received the *2021 99 Giving Day Patronage Award* from the One Foundation, a private public interest organization. The award recognized the mall for its 99 Giving Day event, one of the largest public interest events in China. In collaboration with the One Foundation and the AEON Group's China headquarters, 19,800 people supported an activity in which customers who donated 1 yuan or more at 22 malls in China received novelty gifts. The mall also received high marks for its ongoing efforts, including the use of posters and LED screens to encourage participation in public service activities.



### Top 5 Office & Shopping Center 2020

In March 2021, AEON MALL Ha Dong (Vietnam) received the *Top 5 Office & Shopping Center 2020 award*. This award is based on a vote conducted by 500,000 journalists and business leaders in the fields of economics, construction, and real estate. The mall was also highly regarded for suggesting lifestyles for coexistence with the environment and the high levels of convenience in accordance with universal design guidelines.



### App Ape Award 2020 App of the Year Award for Excellence

In February 2021, the AEON MALL app was selected as the winner of the App of the Year Award for Excellence in recognition of the app's growing user base. The App Ape awards are given by Fuller, Inc., an app analysis platform company. We released a comprehensive upgrade to the AEON MALL app in June 2020. The app now features information about the user's favorite stores, routes to the mall, and suggested travel paths within the mall. The enhanced content made the app even more convenient and easy to use.



### Osaka Stop Global Warming Awards, Fourth Recognition

The Osaka Stop Global Warming Awards is sponsored by the Department of Environment, Agriculture, Forestry and Fisheries of the Osaka Prefectural Government. The award is given to businesses with offices in Osaka Prefecture that have made exemplary and particularly outstanding efforts to reduce greenhouse gas emissions and human-generated heat emissions in their business activities. AEON MALL Sakai Kitahanada, AEON MALL Rinku Sennan, AEON MALL Tsurumi Ryokuchi, AEON MALL Shijonawate, AEON MALL Sakai Teppouchu, and AEON Fujiidera Shopping Center, managed and operated by AEON MALL, have reduced greenhouse gas emissions by 4.6% compared to FY2018 by utilizing CO<sub>2</sub>-free electricity and adding EV chargers.



### The 3rd Koriyama SDGs Award

Hiwada Shopping Mall Co., Ltd., a consolidated subsidiary that operates Shopping Mall Festa (Fukushima Prefecture) received the 3rd Koriyama SDGs Award (General Division) in February 2022. The awards are given to residents, organizations, and businesses that make particularly outstanding efforts to create SDGs Future City in the 16 municipalities that make up the greater Koriyama area. The company was recognized specifically for its SDGs Week, held in collaboration with the local community to spread and practice the SDGs, as well as its work with specialty store tenants in food education and food loss reduction.



## Supplementary Data

### blood-donation activities

We continue to support the activities of the Japan Red Cross Society by providing blood donation sites at malls nationwide. In FY2021, we endeavored to prevent the spread of COVID-19, stepping up readiness to accept donations in response to requests of the Japan Red Cross Society. The number of blood donors increased 550% year on year and by 130% compared to FY2019, before the outbreak of the pandemic. We are truly grateful to the record number of customers cooperating with blood drives.

### FY2021 Results

Total days	Blood donors	Blood collected
4,322 days	217,946 (Year on year: 555.9%) (Vs. FY2019: 128.7%)	82,039ℓ (Year on year: 550.0%) (Vs. FY2019: 129.8%)

### AEON Happy Yellow Receipt Campaign

On the 11th of every month, customers will get yellow receipts when shopping at AEON MALL specialty stores. If customers put a receipt into a dedicated BOX that has the name of a regional welfare organization or such, AEON will donate to that organization a gift card of a value equivalent to 1% of the total payment of the receipt. In FY2021, the donation amount (AEON MALL total) is JPY 22,780,353.

### FY2021 fund-raising activity results (AEON MALLs throughout Japan)

Every year, many customers cooperate in AEON Group fund-raising activities as part of our social contribution activities.

• Disabled Person Manufacturing Support Fundraising 2021/2/6 - 3/7	3,502,955Yen	• 24 HOUR TELEVISION Charity Fundraising 2021/7/16 - 8/29	18,856,129Yen
• AEON UNICEF Safe Water Campaign Fundraising 2021/4/10 - 5/9	3,897,943Yen	• Shurijo Castle Support Fundraising 2021/11/1 - 11/30	7,115,141Yen
• Donations for Healthcare Staff Support 2021/4/29 - 6/30	2,159,217Yen	• Regular Fundraising for the National Children's Cafeteria Support Fund *Including fundraising for the Christmas event project in November 2021/12/4 - 2022/1/10	8,139,293Yen
• National Children's Cafeteria Support Fundraising 2021/7/3 - 8/1	2,476,981Yen	• Asian Disabled Person Support Fundraising 2022/1/11 - 2/10	4,928,976Yen

### Total waste output volume and recycling rate for fiscal 2021 (recycling rate (including thermal recycling) for directly managed malls in Japan) 92.7%

Amount of waste discharge and recycling rate							
1	Garbage	12,727t	96.3%	10	Paper	1,971t	100.0%
2	Cardboard	23,086t	100.0%	11	Bulky refuse	413t	80.7%
3	Miscellaneous refuse	19,846t	82.3%	12	Other non-combustible refuses	1,360t	69.3%
4	Waste plastics	3,540t	97.9%	13	Fluorescent lamp	13t	94.2%
5	Plastic bottle	511t	100.0%	14	Waste battery	23t	95.4%
6	Other bottles	294t	94.8%	15	Disposable chopsticks	73t	99.2%
7	Can	558t	100.0%	16	Waste alkali / peeling liquid	14t	16.4%
8	Expanded polystyrene	144t	100.0%	17	Sludge	5,686t	87.8%
9	Waste oil	1,823t	100.0%	18	Waste engine oil	0t *No emissions	-

### Eco Unit Division Superior Award (Eco Kentei Award 2021)

The Tokyo Chamber of Commerce and Industry sponsors the Eco Kentei Awards, which recognize companies that use the knowledge acquired through the eco certification test to engage in environmental activities. We received the *Eco Unit Division Superior Award* in recognition of our environmental activities in the previous year. AEON MALL encourages employees in Japan to take the eco certification test to raise awareness of environmental protection and to pursue greater efforts. Approximately 80%, or 1,531 employees, have obtained eco Certification.

### Employee data: Consolidated (as of the end of February 2022)

	FY2020	FY2021
Employees <small>*(of which part time)</small>	3,656 (1,552)	<b>3,756</b> <b>(1,582)</b>

### Employee data: Non-consolidated (as of the end of February 2022)

	FY2020	FY2021
Employees <small>Employee data: Non-consolidated (as of the end of February 2022)</small>	1,842 (1,349)	<b>1,939 (1,509)</b>
<small>(1) Male</small>	(1) 1,196 (150)	(1) 1,239 (159)
<small>(2) Female</small>	(2) 646 (1,199)	(2) 700 (1,350)
New employees <small>(male / female)</small>	87 (46/41)	<b>65</b> <b>(30/35)</b>
Women among the above Managers	912 165 (18.0%)	<b>988</b> <b>192 (19.4%)</b>
Women among the above Directors	18 4 (22.2%)	<b>17</b> <b>6 (35.3%)</b>
Employees who have received parental leave <small>(of which male)</small>	52 (23)	<b>63</b> <b>(36)</b>

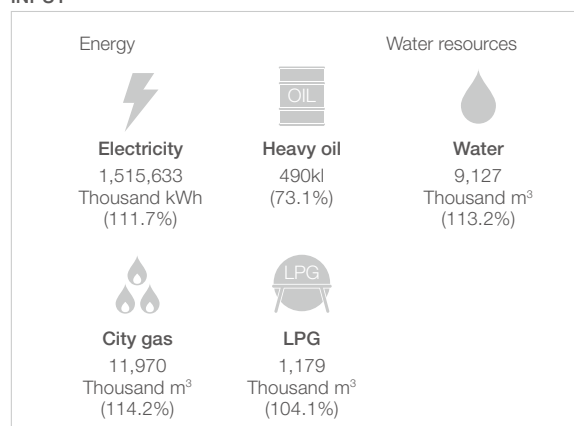
### Number of local staff members in overseas subsidiaries

(as of the end of February 2022)

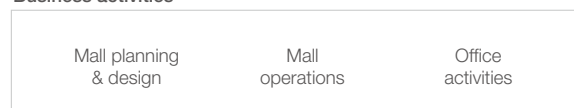
	FY2020	FY2021
<b>Total</b>	1,429	<b>1,465</b>
China	790	<b>807</b>
ASEAN	639	<b>658</b>

### FY2021 Inputs / Outputs (100 malls in Japan)

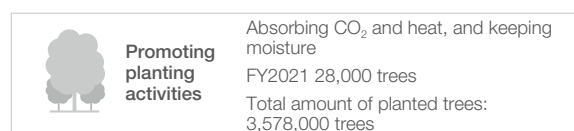
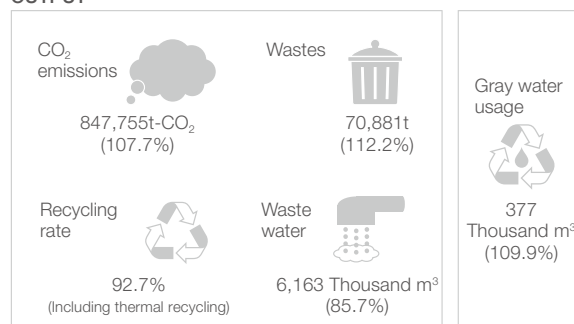
#### INPUT



#### Business activities



#### OUTPUT



\* All malls, including common areas, AEON, and specialty stores. However, waste and recycling rates apply to specialty stores and AEON MALL offices. The number of trees planted apply to all malls in Japan and overseas.

\* Figures in parentheses represent year-on-year comparisons

ESG information is also available on our website.

<https://www.aeonmall.com>

AEON MALL Website



# AEON MALL Data

(As of February 2022)

\* The Disaster Prevention Agreements column includes agreements comprehensive partnership agreements and mutual cooperation agreements signed by AEON Co., Ltd.

## Hokkaido

	Opening Date	Gross leasable area (m <sup>2</sup> )	Parking (cars)	Planted trees (trees)	Mall Employees (persons)	Disaster prevention agreement	AED installations (units)	Blood donors (persons)	Disabled parking lot (cars)	Solar panel capacity (kw)	Air-condition ventilation energy-saving	Normal charger (EV)	Quick charger (EV)
1. Qualite Prix	December 2016	13,000	1,800	—	700	—	2	—	—	—	—	—	—
2. AEON MALL Asahikawa Station	March 2015	29,000	900	400	1,600	January 2021	3	20,084	6	—	○	5	1
<b>Subtotal</b>		42,000	2,700	400	2,300	1	5	20,084	6	—	1	5	1

## Tohoku

	Opening Date	Gross leasable area (m <sup>2</sup> )	Parking (cars)	Planted trees (trees)	Mall Employees (persons)	Disaster prevention agreement	AED installations (units)	Blood donors (persons)	Disabled parking lot (cars)	Solar panel capacity (kw)	Air-condition ventilation energy-saving	Normal charger (EV)	Quick charger (EV)
3. AEON MALL Tsugaru Kashiwa	November 1992	40,000	2,600	72,000	800	August 2006	3	482	—	—	—	12	1
4. AEON MALL Shimoda	April 1995	59,000	4,000	50,000	1,400	July 2006	4	1,342	—	—	○	17	1
5. AEON MALL Morioka	August 2003	52,000	2,600	26,000	1,900	August 2006	4	605	—	—	—	12	1
6. AEON MALL Moriokaminami	September 2006	42,000	2,400	17,000	1,900	August 2006	3	397	—	—	—	8	1
7. AEON MALL Natori	February 2007	80,000	4,500	49,900	2,900	January 2007	6	4,866	25	460	—	10	2
8. AEON MALL Shinrifu North Wing	April 2000	34,000	2,000	24,300	900	—	2	268	—	—	—	12	1
9. AEON MALL Shinrifu South Wing	March 2021	69,000	3,800	25,000	2,900	—	5	597	15	—	—	2	2
10. AEON MALL Tomiya	March 2003	28,000	2,400	8,600	1,000	June 2006	4	2,123	—	—	—	13	1
11. AEON MALL Ishinomaki	March 2007	40,000	2,600	19,200	1,200	November 2006	3	2,295	16	50	—	9	1
12. AEON MALL Akita	September 1993	58,000	3,200	43,000	1,900	May 2006	6	765	—	—	—	16	3
13. AEON MALL Omagari	October 2008	48,000	2,900	15,200	900	October 2008	2	815	12	—	—	1	1
14. AEON MALL Yamagataminami	November 2000	26,000	1,700	21,000	800	October 2010	2	137	—	—	—	7	1
15. AEON MALL Tendo	March 2014	47,000	3,000	15,000	1,600	June 2015	4	1,180	17	—	—	12	2
16. AEON MALL Mikawa	July 2001	40,000	3,300	27,700	600	July 2006	3	1,010	—	—	—	11	1
17. AEON MALL Iwakionahama	June 2018	50,000	1,300	7,000	1,500	June 2018	4	—	8	—	○	10	2
<b>Subtotal</b>		713,000	42,300	420,900	22,200	13	55	16,882	93	510	2	152	21

## Kanto

	Opening Date	Gross leasable area (m <sup>2</sup> )	Parking (cars)	Planted trees (trees)	Mall Employees (persons)	Disaster prevention agreement	AED installations (units)	Blood donors (persons)	Disabled parking lot (cars)	Solar panel capacity (kw)	Air-condition ventilation energy-saving	Normal charger (EV)	Quick charger (EV)
18. AEON MALL Mito Uchihara	November 2005	78,000	4,100	49,000	3,100	August 2006	4	1,482	11	131	○	22	2
19. AEON MALL Tsukuba	March 2013	64,000	4,000	15,000	2,500	April 2012	6	1,483	15	460	○	17	3
20. AEON MALL Shimotsuma	November 1997	36,000	3,100	16,500	1,100	September 2006	2	334	14	65	—	14	1
21. AEON MALL Tsuchiura	May 2009	58,000	3,300	20,000	2,000	June 2009	2	1,669	20	130	—	10	1
22. AEON MALL Sanshintoshi	April 2003	32,000	2,300	11,800	1,200	July 2006	4	1,732	12	—	—	11	1
23. AEON MALL Ota	February 2003	62,000	4,200	54,000	2,100	July 2006	5	715	14	—	○	10	2
24. AEON MALL Takasaki	October 2006	76,000	4,000	50,000	2,900	November 2007	4	2,373	12	—	○	12	2
25. AEON MALL Yono	February 2004	41,000	3,000	16,400	2,200	August 2006	3	873	6	—	—	12	1
26. AEON MALL Urawamisono	April 2006	62,000	3,000	25,600	3,100	August 2006	6	551	16	100	—	10	1
27. AEON MALL Kawaguchi Maekawa	November 2000	66,000	2,400	20,000	2,800	November 2020	4	402	3	—	—	11	1
28. AEON MALL Kawaguchi	June 2021	59,000	2,800	13,800	3,200	—	4	—	14	—	—	2	2
29. AEON MALL Hanyu	November 2007	75,000	5,000	17,100	3,100	October 2007	7	1,987	21	100	○	21	3
30. AEON LakeTown kaze	October 2008	61,000	2,300	28,000	3,500	February 2012	5	—	16	253	○	14	1
31. AEON LakeTown mori	October 2008	99,000	6,100	50,000	6,000	August 2006	6	31,102	20	241	—	22	2
32. AEON LakeTown outlet	April 2011	23,000	1,100	1,000	1,000	August 2019	1	—	10	10	—	15	1
33. AEON MALL Kasukabe	March 2013	56,000	2,900	20,400	2,500	August 2006	6	1,516	17	203	○	10	3
34. AEON MALL Ageo	February 2020	34,000	1,800	19,700	2,400	—	3	757	—	—	—	2	2
35. AEON MALL Kitatoda	November 2004	44,000	2,600	12,600	2,600	July 2006	3	45	7	—	—	8	1
36. AEON MALL Makuhari New City	February 2013	128,000	7,300	50,000	4,600	October 2005	9	974	43	1,797	○	35	5
37. AEON MALL Futtsu	September 1993	28,000	1,000	32,000	600	August 2006	4	440	20	—	—	16	1
38. AEON MALL Narita	March 2000	65,000	4,000	46,600	2,700	August 2006	4	4,440	16	—	○	17	3

## Kanto (continued)

	Opening Date	Gross leasable area (m <sup>2</sup> )	Parking (cars)	Planted trees (trees)	Mall Employees (persons)	Disaster prevention agreement	AED installations (units)	Blood donors (persons)	Disabled parking lot (cars)	Solar panel capacity (kw)	Air-condition ventilation energy-saving	Normal charger (EV)	Quick charger (EV)
39. AEON MALL Chiba NEW TOWN	April 2006	79,000	4,000	14,000	2,900	March 2007	4	2,159	—	—	○	18	1
40. AEON MALL Kisarazu	October 2014	84,000	4,000	30,000	2,500	June 2015	3	2,259	11	1,334	○	17	2
41. AEON MALL Yachiyomidorigaoka	March 2005	42,000	2,500	11,500	2,200	July 2006	3	792	—	50	○	11	1
42. AEON MALL Kashiwa	May 2006	30,000	2,000	7,900	1,300	August 2006	2	—	25	12	○	6	1
43. AEON MALL Choshi	March 2010	31,000	3,200	35,000	1,000	March 2010	2	1,440	11	20	○	9	1
44. AEON MALL Funabashi	April 2012	39,000	2,100	17,300	2,300	March 2012	2	242	20	100	—	8	2
45. AEON MALL Musashi Murayama	November 2006	78,000	4,000	45,000	3,400	September 2006	4	1,147	21	—	○	18	1
46. AEON MALL Hinode	November 2007	64,000	3,600	58,400	2,100	November 2007	4	1,673	39	100	○	15	1
47. AEON MALL Tamadaira woods	November 2014	24,000	1,000	600	1,900	September 2014	3	1,278	9	—	○	10	1
48. AEON MALL Higashikurume	April 2013	31,000	1,700	20,000	1,800	April 2013	4	617	9	10	—	14	—
49. AEON MALL Yamato	February 2001	35,000	1,900	20,000	1,900	April 2006	4	2,968	—	—	—	12	1
50. AEON MALL Zama	March 2018	55,000	2,500	25,600	2,800	February 2018	4	113	8	1,001	○	8	2
<b>Subtotal</b>		1,839,000	102,800	854,800	81,300	31	131	67,563	460	6,118	18	437	53

## Chubu

	Opening Date	Gross leasable area (m <sup>2</sup> )	Parking (cars)	Planted trees (trees)	Mall Employees (persons)	Disaster prevention agreement	AED installations (units)	Blood donors (persons)	Disabled parking lot (cars)	Solar panel capacity (kw)	Air-condition ventilation energy-saving	Normal charger (EV)	Quick charger (EV)
51. AEON MALL Niigataminami	October 2007	51,000	4,000	30,400	2,300	July 2008	6	1,389	14	—	—	11	1
52. AEON MALL Takaoka	September 2002	82,000	4,400	44,000	2,400	November 2019	6	3,799	—	—	○	15	3
53. AEON MALL Tonami	July 2015	33,000	1,800	7,000	800	June 2015	2	315	—	—	—	12	2
54. AEON MALL New Komatsu	March 2017	63,000	3,400	10,000	2,400	March 2017	5	1,361	16	—	—	20	3
55. AEON MALL Hakusan	July 2021	74,000	3,800	10,400	3,300	January 2021	4	672	—	—	—	2	2
56. AEON MALL Kahoku	October 2008	62,000	3,300	29,400	1,400	October 2008	2	369	12	73	—	11	1
57. AEON MALL Koufushowa	March 2011	70,000	3,500	20,800	2,600	February 2011	5	893	17	—	○	13	5
58. AEON MALL Matsumoto	September 2017	49,000	2,300	6,800	2,700	February 2008	5	—	11	223	○	12	2
59. AEON MALL Sakudaira	April 1999	25,000	2,000	17,900	900	September 2011	2	1,844	—	—	○	13	1
60. AEON MALL Ogaki	April 2007	43,000	2,500	29,300	1,400	March 2007	3	1,137	10	50	○	11	1
61. AEON MALL Kakamigahara	July 2007	77,000	5,500	62,600	3,600	July 2007	3	2,774	20	80	—	9	1
62. AEON MALL Hamamatsu Shitoro	August 2004	65,000	3,500	38,000	2,100	September 2006	5	1,172	19	91	—	15	1
63. AEON MALL Hamamatsuichino	June 2005	63,000	4,000	19,300	2,500	September 2006	3	1,399	73	50	—	11	1
64. AEON MALL Fujinomiya	February 2001	40,000	2,500	24,200	1,700	September 2006	3	2,733	45	—	—	11	1
65. AEON MALL Aratamabashi	March 2010	38,000	1,700	5,000	1,900	June 2016	6	324	22	69	○	16	2
66. AEON MALL Nagoya Chaya	June 2014	75,000	4,100	20,000	2,300	June 2014	6	1,524	8	—	○	15	2
67. AEON MALL Nagoya Noritake Garden	October 2021	37,000 (Commercial facility) 22,000 (Office)	2,100	12,000	3,100	—	4	—	8	—	—	4	2
68. AEON MALL Atsuta	July 2003	47,000	3,800	12,300	2,600	May 2008	4	644	—	—	—	21	1
69. AEON MALL Around Nagoya Dome	March 2006	48,000	2,800	12,700	2,700	May 2009	4	451	16	—	—	11	1
70. AEON MALL Odaka	March 2008	65,000	4,000	25,000	3,600	February 2008	4	3,809	12	50	—	22	2
71. AEON MALL Okazaki	September 2000	73,000	4,300	48,100	3,500	March 2007	4	496	20	—	—	10	3
72. AEON MALL Higashiura	July 2001	75,000	4,600	25,000	3,400	July 2006	5	1,566	—	—	—	10	2
73. AEON MALL Kisogawa	June 2004	66,000	4,400	15,000	2,500	September 2014	4	2,898	16	—	—	17	3
74. AEON MALL Tokoname	February 2015	87,000	4,000	12,000	2,100	November 2015	5	2,073	—	—	○	17	2
75. AEON MALL Nagakute	February 2016	59,000	2,600	8,000	3,300	February 2016	8	602	11	362	○	12	2
76. AEON MALL Fuso	August 2003	34,000	2,800	17,900	1,300	July 2006	3	462	35	50	—	11	1
77. AEON MALL Tsu Minami	November 2018	60,000	3,400	10,000	2,400	October 2018	4	1,011	13	271	—	9	3
78. AEON MALL Suzuka	November 1996	70,000	4,200	36,000	2,400	August 2006	4	1,807	17	—	—	20	1
79. AEON MALL Toin	November 2013	58,000	3,500	15,000	1,800	October 2013	6	139	15	322	○	15	2
80. AEON MALL Yokkaichikita	January 2001	42,000	3,000	38,500	1,300	August 2008	2	858	26	50	—	1	1
81. AEON MALL Meiwa	July 2001	34,000	3,100	39,500	1,100	March 2012	2	—	52	50	—	10	—
82. AEON MALL Kuwana	March 1995	38,000	4,000	—	1,300	March 2020	5	561	12	—	—	11	—
<b>Subtotal</b>		1,825,000	108,900	702,100	72,700	31	134	39,082	520	1,790	10	398	55

## Kinki

	Opening Date	Gross leasable area (m <sup>2</sup> )	Parking (cars)	Planted trees (trees)	Mall Employees (persons)	Disaster prevention agreement	AED installations (units)	Blood donors (persons)	Disabled parking lot (cars)	Solar panel capacity (kw)	Air-condition ventilation energy-saving	Normal charger (EV)	Quick charger (EV)
83. AEON MALL Kusatsu	November 2008	78,000	4,400	68,600	3,500	January 2009	5	1,459	48	200	○	18	2
84. AEON MALL Kyoto Gojo	March 2004	36,000	1,700	11,000	2,300	September 2010	4	2,741	—	—	—	9	1
85. AEON MALL KYOTO	June 2010	51,000	1,100	—	2,400	September 2011	5	829	—	—	○	10	1
86. AEON MALL Kyoto Katsuragawa	October 2014	77,000	3,100	10,600	4,500	October 2014	5	5,733	23	—	○	13	4
87. AEON MALL Kumiyama	June 1999	29,000	2,500	22,200	1,600	September 2011	2	920	7	30	—	1	1
88. AEON MALL Takanohara	May 2007	44,000	2,100	17,200	2,500	May 2007	4	183	15	100	—	7	1
89. AEON MALL Tsurumi Ryokuchi	November 2006	54,000	2,200	12,000	2,200	February 2021	5	1,310	—	—	—	10	1
90. AEON MALL Sakai Kitahanada	October 2004	72,000	2,800	6,000	3,200	January 2015	4	1,411	6	50	—	16	1
91. AEON MALL Sakai Teppoucho	March 2016	56,000	2,600	10,000	2,400	March 2016	4	1,333	13	—	○	10	2
92. AEON MALL Rinku Sennan	November 2004	76,000	4,300	66,000	2,800	February 2005	5	2,818	—	83	○	11	2
93. AEON MALL Shijonawate	October 2015	75,000	4,300	20,000	3,700	October 2015	6	2,563	13	815	○	17	2
94. AEON SENRITO Senmonkan	April 2017	9,000	400	—	500	—	2	—	—	—	—	—	—
95. AEON MALL Hineno	April 1995	29,000	2,000	32,800	1,200	April 2011	2	349	42	—	—	10	1
96. AEON MALL Dainichi	September 2006	56,000	2,400	15,400	3,400	August 2008	3	994	16	14	—	11	2
97. AEON MALL Ibaraki	January 2001	46,000	2,000	—	2,400	September 2008	4	1,078	20	—	—	11	1
98. AEON Fujidera SC	September 2019	15,000	470	5,900	1,000	September 2019	2	2,059	—	—	○	1	1
99. AEON MALL Kobe Kita	November 2006	55,000	4,000	56,000	2,500	October 2006	7	3,328	40	—	○	17	1
100. AEON MALL Kobe Minami	September 2017	39,000	1,400	4,000	1,600	September 2017	4	75	14	—	○	18	2
101. AEON MALL Itami	October 2002	57,000	2,800	30,000	2,700	February 2012	4	616	—	102	—	13	3
102. AEON MALL Itamikoya	March 2011	48,000	2,400	10,300	3,000	February 2012	6	923	23	1,160	—	14	1
103. AEON MALL Himeji River City	November 1993	36,000	2,600	11,800	1,600	March 2013	2	648	32	—	—	11	1
104. AEON MALL Himejiotsu	February 2004	34,000	2,600	16,200	1,600	February 2012	2	1,351	35	100	—	11	1
105. AEON MALL Kasaihojyo	November 2008	33,000	2,100	11,900	900	September 2020	4	301	14	55	—	8	1
106. AEON Akashi SC	October 1997	58,000	3,500	—	1,500	—	2	391	35	—	—	8	—
107. AEON MALL Kashihara	April 2004	80,000	5,000	25,000	3,100	November 2010	5	6,346	15	59	○	22	1
108. AEON MALL Yamatokoriyama	March 2010	67,000	4,100	20,000	2,600	March 2010	6	989	11	—	○	18	1
109. AEON MALL Naratomiogaoka	July 2006	31,000	1,300	15,100	1,400	June 2007	2	899	16	—	—	11	1
110. AEON MALL Wakayama	March 2014	69,000	3,500	52,900	2,800	March 2014	5	2,681	17	454	—	12	4
<b>Subtotal</b>		<b>1,410,000</b>	<b>73,670</b>	<b>550,900</b>	<b>64,900</b>	<b>26</b>	<b>111</b>	<b>44,328</b>	<b>455</b>	<b>3,222</b>	<b>11</b>	<b>318</b>	<b>40</b>

## Chugoku - Shikoku

	Opening Date	Gross leasable area (m <sup>2</sup> )	Parking (cars)	Planted trees (trees)	Mall Employees (persons)	Disaster prevention agreement	AED installations (units)	Blood donors (persons)	Disabled parking lot (cars)	Solar panel capacity (kw)	Air-condition ventilation energy-saving	Normal charger (EV)	Quick charger (EV)
111. AEON MALL Tottorikita	April 2000	48,000	3,100	9,000	1,300	March 2007	2	752	10	—	—	17	1
112. AEON MALL Hiezu	March 1999	47,000	2,900	25,500	1,400	August 2006	2	5,922	55	100	—	3	3
113. AEON MALL Okayama	February 2014	92,000	2,500	7,900	5,500	March 2014	5	—	12	306	○	9	2
114. AEON MALL Kurashiki	September 1999	83,000	4,700	70,000	3,200	August 2006	6	11,776	29	20	—	17	4
115. AEON MALL Tsuyama	February 1996	30,000	2,000	18,700	900	March 1998	2	2,132	10	—	—	1	1
116. AEON MALL Hiroshima Gion	April 2009	50,000	2,800	20,000	2,200	September 2009	6	1,544	14	68	—	13	1
117. Hiroshima Danbara Shopping Center	September 2011	24,000	800	—	800	October 2012	2	—	—	—	—	—	—
118. THE OUTLETS HIROSHIMA	April 2018	59,000	4,500	9,300	3,100	October 2012	5	232	24	894	—	14	4
119. AEON MALL Hiroshima Fuchu	March 2004	98,000	5,000	6,400	6,100	April 2007	7	1,450	7	—	—	21	2
120. AEON MALL Tokushima	April 2017	50,000	3,100	3,600	2,200	April 2017	5	24	5	—	○	11	2
121. AEON MALL Takamatsu	April 2007	47,000	3,000	12,500	1,000	June 2007	2	594	16	50	○	9	1
122. AEON MALL Ayagawa	July 2008	57,000	4,000	49,000	1,600	June 2008	3	2,442	16	140	○	8	1
123. AEON MALL Niihama	June 2001	66,000	3,500	35,000	1,600	March 2019	6	2,208	21	30	○	16	1
124. AEON MALL Imabari New City	April 2016	54,000	2,900	10,000	1,200	July 2017	6	1,278	9	—	—	12	2
125. AEON MALL Kochi	February 2000	69,000	3,000	23,000	2,700	July 2011	7	2,278	36	109	○	10	1
<b>Subtotal</b>		<b>874,000</b>	<b>47,800</b>	<b>334,699</b>	<b>34,800</b>	<b>15</b>	<b>66</b>	<b>32,632</b>	<b>264</b>	<b>1,717</b>	<b>6</b>	<b>161</b>	<b>26</b>



## Kyushu - Okinawa

	Opening Date	Gross leasable area (m <sup>2</sup> )	Parking (cars)	Planted trees (trees)	Mall Employees (persons)	Disaster prevention agreement	AED installations (units)	Blood donors (persons)	Disabled parking lot (cars)	Solar panel capacity (kw)	Air-condition ventilation energy-saving	Normal charger (EV)	Quick charger (EV)
126. AEON MALL Fukuoka	June 2004	90,000	5,300	14,000	2,800	August 2019	4	2,156	29	—	—	22	3
127. AEON MALL Nogata	April 2005	58,000	3,400	39,000	2,000	February 2017	3	1,910	20	—	○	14	3
128. AEON MALL Chikushino	February 2008	80,000	3,800	20,000	2,900	April 2009	4	4,994	17	110	○	16	2
129. AEON MALL Omuta	March 2011	57,000	4,800	20,000	1,500	September 2011	3	2,468	16	590	—	10	2
130. AEON MALL Fukutsu	April 2012	63,000	3,500	27,000	2,900	March 2012	4	1,405	25	250	○	10	2
131. AEON MALL Yahatahigashi	November 2006	48,000	2,000	19,200	1,700	August 2007	3	675	10	204	—	2	—
132. AEON MALL Uki	November 1997	63,000	3,300	50,000	800	February 2019	3	42	—	1,409	○	10	1
133. AEON MALL Kumamoto	October 2005	84,000	5,000	27,000	2,900	October 2006	4	1,923	20	—	—	10	2
134. AEON MALL Sankoh	February 1996	42,500	2,200	36,000	1,000	February 2006	3	1,271	—	—	—	11	1
135. AEON MALL Miyazaki	May 2005	84,000	4,300	25,000	2,600	September 2006	5	2,121	12	50	○	10	2
136. AEON MALL Around Miyakonojo Station	February 2008	28,000	1,700	8,000	900	November 2008	3	1,356	—	90	—	18	1
137. AEON MALL Okinawa Rycom	April 2015	86,000	4,000	8,300	3,600	October 2017	7	1,607	—	—	○	14	4
<b>Subtotal</b>		<b>783,500</b>	<b>43,300</b>	<b>293,500</b>	<b>25,600</b>	<b>12</b>	<b>46</b>	<b>21,928</b>	<b>149</b>	<b>2,703</b>	<b>6</b>	<b>147</b>	<b>23</b>

## PM

(operated by AEON MALL Co., Ltd.)

	Opening Date	Gross leasable area (m <sup>2</sup> )	Parking (cars)	Planted trees (trees)	Mall Employees (persons)	Disaster prevention agreement	AED installations (units)	Blood donors (persons)	Disabled parking lot (cars)	Solar panel capacity (kw)	Air-condition ventilation energy-saving	Normal charger (EV)	Quick charger (EV)
138. mozo wondercity	April 2009	101,000	5,000	35,200	300	—	1	1,928	—	—	—	1	1
139. Kobe Haborland umie	April 2013	85,000	3,000	—	6,000	—	6	—	—	—	—	—	2
<b>Subtotal</b>		<b>186,000</b>	<b>8,000</b>	<b>35,200</b>	<b>6,300</b>	<b>—</b>	<b>7</b>	<b>1,928</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>1</b>	<b>3</b>

## Other

(operated by AEON MALL Co., Ltd.)

	Opening Date	Gross leasable area (m <sup>2</sup> )	Parking (cars)	Planted trees (trees)	Mall Employees (persons)	Disaster prevention agreement	AED installations (units)	Blood donors (persons)	Disabled parking lot (cars)	Solar panel capacity (kw)	Air-condition ventilation energy-saving	Normal charger (EV)	Quick charger (EV)
140. Shopping Mall FESTA	April 1996	32,000	3,800	26,000	900	August 2016	3	—	—	—	—	—	—
<b>Subtotal</b>		<b>32,000</b>	<b>3,800</b>	<b>26,000</b>	<b>900</b>	<b>1</b>	<b>3</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>Domestic mall total</b>		<b>7,704,500</b>	<b>433,270</b>	<b>3,218,499</b>	<b>311,000</b>	<b>130</b>	<b>558</b>	<b>244,427</b>	<b>1,947</b>	<b>16,060</b>	<b>54</b>	<b>1,619</b>	<b>222</b>

## China

	Opening Date	Gross leasable area (m <sup>2</sup> )	Parking (cars)	Planted trees (trees)	Mall Employees (persons)	Solar power generation (kW)	Auto control (electricity/air-conditioning)	Freezer inverter control	Curtain wall shading/heat shield film	Biotop	Gray water usage (Green zone watering)	EV charger station	Two star green building (design)	Automatic control of fume extraction
141. AEON Beijing International Mall	November 2008	60,000	3,000	8,000	1,400	—	○	—	○	—	—	—	—	○
142. AEON MALL Beijing Fengtai	September 2015	62,000	2,500	3,969	1,100	65	○	○	○	—	○	18	—	○
143. AEON MALL Tianjin TEDA	October 2010	55,000	2,500	8,000	1,100	50	○	—	○	—	○	15	—	○
144. AEON MALL Tianjin Zhongbei	April 2012	60,000	3,300	10,000	1,600	—	—	—	○	—	—	4	—	○
145. AEON MALL Tianjin Meijiang	January 2014	63,000	2,400	10,000	1,300	—	○	○	○	—	○	—	—	○
146. AEON MALL Tianjin Jinnan	October 2017	72,000	2,600	6,000	1,700	57	—	○	○	—	○	95	○	○
147. AEON MALL Yantai Jinshatan	May 2018	72,000	2,700	2,500	1,700	311	○	○	○	—	○	12	○	○
148. AEON MALL Qingdao Xihaiyan Xinqu	November 2019	71,000	2,600	8,000	1,800	—	○	○	○	—	○	4	○	○
149. AEON MALL Hebei Yanjiao	November 2016	73,000	2,700	6,000	1,200	85	○	○	—	—	○	48	—	○
150. AEON MALL Suzhou Wuzhong	April 2014	79,000	3,100	6,000	1,400	50	○	○	○	○	—	—	○	—
151. AEON MALL Suzhou Yuanqu Hudong	May 2015	75,000	3,000	3,300	1,600	43	○	○	○	○	○	14	○	—
152. AEON MALL Suzhou Xinqu	January 2016	75,000	3,300	3,800	1,900	60	○	○	○	○	○	139	○	○
153. AEON MALL Nantong Xinghu	February 2017	78,000	3,000	6,000	1,900	330	○	○	○	—	○	39	○	○
154. AEON MALL Changshu Xinqu	June 2019	63,000	3,800	6,000	1,700	226	○	○	○	—	○	9	○	○
155. AEON MALL Hangzhou Liangzhu Xincheng	November 2015	72,000	2,500	4,000	2,000	30	○	○	○	○	○	30	○	○
156. AEON MALL Wuhan Jinyintan	February 2014	88,000	2,500	3,000	2,400	—	—	—	○	—	—	—	—	—
157. AEON MALL Wuhan Jingkai	February 2015	105,000	4,000	5,000	3,300	520	○	—	—	—	○	65	○	○
158. AEON MALL Wuhan Jinqiao	February 2017	55,000	1,700	2,500	2,200	—	—	○	○	○	—	12	—	○
159. AEON MALL Guangzhou Panyu Square	February 2015	64,000	1,600	3,500	2,300	—	○	○	○	—	—	—	—	○
160. AEON MALL Guangzhou Jinsha	November 2018	65,000	3,000	6,000	1,000	—	○	○	○	○	—	26	—	○
161. AEON MALL Guangzhou Xintang	May 2021	76,000	4,600	4,000	1,700	245	○	○	○	—	○	8	○	○
162. AEON MALL Foshan Dali	February 2017	69,000	2,700	4,000	1,700	170	○	○	—	—	—	25	—	—
<b>China total</b>		<b>1,552,000</b>	<b>63,100</b>	<b>119,569</b>	<b>38,000</b>	<b>2,242</b>	<b>18</b>	<b>17</b>	<b>19</b>	<b>6</b>	<b>14</b>	<b>563</b>	<b>11</b>	<b>18</b>

## Vietnam

	Opening Date	Gross leasable area (m <sup>2</sup> )	Parking (cars)	Planted trees (trees)	Mall Employees (persons)	Disabled parking lot (cars)	Solar power generation (kW)	High-efficiency air-conditioner	Human sensor lighting on / off control	Automatic escalator operation control	Wastewater purification facility	EV charger station
163. AEON MALL Tan Phu Celadon	January 2014	84,000	10,000 motorcycles 2,000 cars	10,000	4,200	25	—	—	—	○	○	—
164. AEON MALL Binh Duong Canary	November 2014	49,000	6,000 motorcycles 1,000 cars	10,000	2,700	—	—	—	—	○	○	—
165. AEON MALL Binh Tan	July 2016	60,000	4,000 motorcycles 1,500 cars	10,000	2,700	17	320	○	○	○	○	—
166. AEON MALL Long Bien	October 2015	74,000	10,000 motorcycles 1,000 cars	11,300	3,300	8	—	○	○	○	○	—
167. AEON MALL Ha Dong	December 2019	74,000	9,000 motorcycles 2,100 cars	6,000	3,200	6	—	—	—	—	—	2
168. AEON MALL Hai Phong Le Chan	December 2020	70,000	7,000 motorcycles 1,700 cars	10,000	4,200	19	510	○	○	○	—	3
<b>Vietnam total</b>		<b>411,000</b>	<b>46,000 motorcycles 9,300 cars</b>	<b>57,300</b>	<b>20,300</b>	<b>75</b>	<b>830</b>	<b>3</b>	<b>3</b>	<b>5</b>	<b>4</b>	<b>5</b>

## Cambodia

	Opening Date	Gross leasable area (m <sup>2</sup> )	Parking (cars)	Planted trees (trees)	Mall Employees (persons)	Disabled parking lot (cars)	Solar power generation (kW)	High-efficiency air-conditioner	Human sensor lighting on / off control	Automatic escalator operation control	Wastewater purification facility	EV charger station
169. AEON MALL Phnom Penh	June 2014	68,000	1,600 motorcycles 2,300 cars	10,000	3,600	9	225	—	○	○	○	—
170. AEON MALL Sen Sok City	May 2018	85,000	3,000 motorcycles 2,300 cars	12,000	3,300	9	3,424	○	○	○	○	1
<b>Cambodia total</b>		<b>153,000</b>	<b>4,600 motorcycles 4,600 cars</b>	<b>22,000</b>	<b>6,900</b>	<b>18</b>	<b>3,649</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>1</b>

## Indonesia

	Opening Date	Gross leasable area (m <sup>2</sup> )	Parking (cars)	Planted trees (trees)	Mall Employees (persons)	Disabled parking lot (cars)	Solar power generation (kW)	High-efficiency air-conditioner	Human sensor lighting on / off control	Automatic escalator operation control	Wastewater purification facility	EV charger station
171. AEON MALL BSD CITY	May 2015	77,000	2,800	20,000	3,900	—	24	—	○	○	—	—
172. AEON MALL Jakarta Garden City	September 2017	63,000	3,000	8,000	2,100	20	510	○	○	○	○	2
173. AEON MALL Sentul City	October 2021	70,000	3,000	—	3,100	21	—	—	—	○	○	—
174. AEON MALL Tanjung Barat	November 2021	40,000	1,500	—	1,500	3	—	○	—	○	○	2
<b>Indonesia total</b>		<b>250,000</b>	<b>10,300</b>	<b>28,000</b>	<b>10,600</b>	<b>44</b>	<b>534</b>	<b>2</b>	<b>2</b>	<b>4</b>	<b>3</b>	<b>4</b>

## Urban Shopping Center


	Opening Date	Gross leasable area (m <sup>2</sup> )	Parking (cars)	Site area (m <sup>2</sup> )	Total floor area (m <sup>2</sup> )
<b>OPA</b>					
1. Akita OPA	October 2017	11,500	3,000	2,800	19,800
2. Mito OPA	March 2017	12,100	1,310	3,500	25,500
3. Takasaki OPA	October 2017	25,600	7,000	7,400	42,000
4. Seisekisakuragaoka OPA	September 1999	16,000	370	9,000	23,400
5. Hachioji OPA	November 2018	6,200	1,000	4,000	10,100
6. Shinyurigaoka OPA	November 1997	12,700	100	5,000	22,300
7. Shonan fujisawa OPA	March 1996	9,700	530	2,100	19,000
8. Nagoya mozo OPA	April 2009	3,200	—	—	3,500
9. Kawaramachi OPA	November 1998	10,300	—	2,700	18,900
10. Shinsaibashi OPA	November 1994	11,200	—	2,800	27,000
Shinsaibashi OPA Kirei-Kan	August 1998	2,400	—	1,000	4,900
11. Sannomiya OPA	March 1984	6,100	—	1,500	10,800
12. Canalcity OPA	April 1996	15,800	1,300	—	26,000
13. Oita OPA	June 2019	1,200	1,600	2,400	7,500
14. Naha OPA	October 2018	5,200	450	12,800	7,600 <sup>*1</sup>
<b>VIVRE</b>					
15. VIVREGENE Lake Town	November 2011	2,900	10,400	—	4,300
16. Yokohama VIVRE	April 1985	18,700	120	6,000	44,800
17. Kitaoji VIVRE	March 1995	22,900	480	17,600	76,200
18. Akashi VIVRE	October 1997	18,200	690	11,700	53,200
<b>FORUS</b>					
19. Sendai FORUS	November 1984	14,500	4,000	4,300	32,000
20. Kanazawa FORUS	November 2006	26,100	4,300	100,300	60,300
<b>PM</b>					
21. YOKOHAMA WORLD PORTERS	September 1999	37,700	1,000	20,000	100,400
22. Sannomiya OPA2	February 2017	11,400 <sup>*2</sup>	770	4,700	17,600
<b>Urban shopping center total</b>		<b>301,600</b>	<b>38,420</b>	<b>221,600</b>	<b>657,100</b>

\*1 Occupied exclusively by Naha OPA

\*2 Total leasable area on floors 2 through 9

[No. 1, 2, 4, 5, 7 - 10, 13 - 15, 17, 18, 21] Operated by AEON MALL Co. [No. 3, 6, 11, 12, 16, 19, 20, 22] Operated by OPA Co., Ltd.

## AEON MALL Guiding Principles for Addressing Social Issues

	Materialities	Vision for 2030 (KPIs)	Vision for 2050 (KGIs)
<b>Developing community and social infrastructures</b> 	<b>Develop a sustainable and resilient infrastructure</b>	(1) Establish all domestic malls as Disaster-prevention sites to strengthen our BCP framework (2) Ratio of disaster prevention agreements concluded with local governments	A society in which local residents feel safe and secure always
	<b>Production and consumption formats</b>	(1) Pursue ethical consumption Green purchasing rate (2) Pursue plastic elimination initiatives	A society with near-zero impact on the global environment based on appropriate production and consumption
<b>Building Bridges to Local Communities</b> 	<b>Cultural preservation and inheritance</b>	Sponsor traditional and cultural events and expand events to other regions, including overseas	A society offering a platform for cultural inheritance
	<b>Low birth rates, aging society</b>	(1) Provide enhanced services for children (2) Number of dementia supporters	Including children and seniors A comfortable society for all
<b>Environment</b> 	<b>Climate change, global warming</b>	(1) Expand EV chargers installations Number of EV chargers installed (2) Reduce total annual CO <sub>2</sub> emissions by 35% by creating renewable energy (3) Strengthen environmental awareness programs for local residents and specialty stores (4) 100% eco Certification acquisition rate	(1) Achieve a decarbonized society (2) A society in which the entire community is environmentally conscious
	<b>Protect biodiversity and resources</b>	(1) Number of malls acquiring ABINC certification (2) Achieve a 70% recycling rate * Excluding thermal recycling	A society that is environmentally conscious and in harmony with nature
<b>Diversity and work-style reform</b> 	<b>Health and welfare</b>	Supporting healthy lifestyles	A society in which all people enjoy good physical and mental health
	<b>Diversity and work-styles</b>	(1) Ratio of women in management positions (2) Ratio of male employees taking parental leave (3) Cultivate human resources development capable of global activity	A society in which all people have equal opportunities regardless of race, nationality, age, gender, or location
<b>Promote Responsible Business</b> 	<b>Human rights</b>	(1) Establish and implement a human rights due diligence process (2) 100% participation in human rights education and training	A society that respects the human rights of all
	<b>Bribery</b>	(1) Provide anti-bribery education and raise awareness to ensure compliance with Basic Rules for the Prevention of Bribery (2) Ensure continued compliance with anti-bribery provisions in the rules of employment (3) Review compliance with Basic Rules for the Prevention of Bribery regularly. Report compliance status of the Basic Rules for the Prevention of Bribery to the president and CEO annually and ensure corrective actions	Number of incidents: 0



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