



Creating the Future of Living

Life Design Report 2023

Produce Ways of Living for the Future



• Management Philosophy •

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

Our management philosophy is that AEON MALL Co., Ltd. is a company that produces ways of living for the future.

In this way, we contribute to the development and revitalization of communities and society as a corporate citizen, striving to achieve sustainable societies through various initiatives.

We are also working to create new value, solving social issues through the activities of Happiness Mall, which provides a variety of experiences.

• The Ideal Future of AEON MALL •

Always for the People, Society & Future of the Earth



**Role as
a Company**
Initiatives

**Role as
a Facility**
Place of Experience

What is Heartwarming - Sustainable

Heartwarming - Sustainable is our initiative to contribute to and revitalize the local community toward the realization of a sustainable society as a corporate citizen with the management philosophy of Life Design Developer.

We are striving to create a better society with customers, local communities, partner companies, shareholders, and investors.



AEON MALL, Engaging in Collaborative Creation With Our Communities

In 2023, AEON MALL announced our visionary roadmap for 2030 encapsulated in the statement: *AEON MALL, Co-Creating With Our Communities*. Co-Creating With Our Communities represents the will and value of our organization, as well as each member of the AEON Mall Group, to unify all like-minded stakeholders and co-create activities that lead to a sustainable future for our community.

This report discusses how AEON MALL employees unify like-minded individuals and create solutions to the issues of each country and region in which we do business to achieve ideal future lifestyles tailored to each region.



2030 Vision Promotional Video ▶
https://www.aeonmall.com/en/ir/movie_01.html



Life Design Report 2023

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Editorial Policy

This report highlights practical examples of AEON MALL efforts to achieve our 2030 Vision. Read more to learn how every person at AEON MALL strives to create the future of community living through empathy and co-creation with stakeholders.

Period Covered

March 1, 2022 to February 28, 2023
Notice shall be given regarding information outside reporting period on each occasion. Positions of employees are as of the end of February 2023.

Organizational Scope

AEON MALL Co., Ltd. and group companies under AEON MALL Co., Ltd., unless otherwise noted.



Lake and Peace × Saitama Prefecture × AEON MALL

What Kind of Towns Do Empathy and Co-Creation Make?

An AEON Lake Town Initiative

Topic: New Town Possibilities, Nurtured by Everyone

Koshigaya City in Saitama Prefecture has been known since ancient times as a water town. The city is home to Osagami Regulating Pond, which is a symbol of Koshigaya Lake Town. AEON MALL hosted a discussion about how the local government, partner companies, and AEON MALL can work together to promote the waterfront environment as a local resource and to publicize the highlights of the region.

Lake & Peace
President and CEO
Junpei Azegami

AEON MALL Co., Ltd.
AEON Lake Town
General Manager, Revitalization Dept.
Masato Shigematsu

River Environment Section,
Saitama Prefecture
Takeshi Ishino



What events led to idea- and resource-sharing to raise the attractiveness of the waterfront area?

Junpei Azegami: Plans for the Osagami Regulating Pond in Koshigaya City began more than 30 years ago. I've lived in Koshigaya my entire life, so the artificial lake and new city plans I saw as a child were like a dream to me. When the construction of the regulating pond was completed in 2014, the Koshigaya Chamber of Commerce and Industry sponsored a waterfront festival event in which our business participated. The year 2018 was scheduled to be the last year of the waterfront festival event, but we saw great potential in uses for the waterfront, so we began to consider an event starting with seven or eight local volunteers. It was then that I approached Mr. Shigematsu for advice.

Masato Shigematsu: I had met Mr. Azegami at the chamber of commerce, but after speaking with him directly, I could sense his enthusiasm. AEON MALL also wanted to see more effective use of the area's rich waterfront assets. Since **we wanted to find a partner who knew the community and had the ability to communicate, we felt [Mr. Azegami] was an ideal match.**

Takeshi Ishino: Shortly before that time, Saitama Prefecture and Koshigaya City had an idea to boost the use of the waterfront area. With national deregulation, there was a mechanism to allow commercial use of riverbed areas. We were convinced the AEON Lake Town*1 was the logical choice, so we approached the city and AEON MALL. However, just as we were ready to take specific action, I was transferred to responsibilities away from the waterfront project. During that time, we saw great progress in the project thanks to Mr. Azegami and his team.

Azegami: In 2019, we put together an executive committee and held an event we called Lake and Peace*2 2019 with the support of the city and AEON Lake Town. Participation in the event was several tens of times more than we expected. **Businesses in the area that opened stalls experienced a different level of customer traffic than usual, creating a win-win relationship where waterfront event visitors also visited the mall, leading to persistent results,** rather than a one-time, temporary effect. With the year 2020 came the COVID-19 pandemic, but we held the event as a picnic. We wanted people to experience the

charm of the waterfront, even when the world was in a depression. We knew that if we suspended the event, it would be very difficult to revive it. Ever since, we tailored the details of the event to the guidelines of the times. **In 2022, more than 90 businesses opened stalls over the two-day period, attracting 15,000 visitors.**



Ishino: I live in Koshigaya and I participated in the 2019 event as a staff member. I gained a renewed desire to foster cooperation with private businesses. And it was precisely **during the COVID-19 pandemic restrictions that people gained a new appreciation of the value of spending time near the water.** After another transfer to my current position, I became involved in a river restoration project in 2021. The project, called the Next River Restoration Waterfront de Venture Challenge, was a project to encourage regional development through a collaboration among the prefecture, the city, private businesses, and other entities.

Shigematsu: In 2022, there was a public call for participants in this project. A joint proposal from AEON MALL and Lake & Peace was accepted, leading to the signing of the Basic Agreement on the use of the Osagami Regulating Pond and Waterfront (tentative name) between the city and AEON MALL. The signing ceremony was attended by the governor of Saitama Prefecture, the mayor of Koshigaya City, and the president of AEON MALL. On the occasion of the signing, these leaders exchanged opinions on the significance of utilizing the region's green stock. Currently, the project is moving forward under the name, Lake Town Osagami Regulating Pond Riverside and Lawn Grounds Co-Creation Project*3.

*1 AEON Lake Town:



A total site area of 340,000m² spread out along the banks of the Osagami Regulating Pond. One of the largest commercial facilities in Japan, AEON Lake Town consists of three buildings: *kaze*, *mori*, and an outlet.

*2 Lake and Peace:



Bring Peace to the Lake! Bring the Lake to Peace! This is the theme of a variety of community events held using the lawn grounds along the waterfront.

*3 Lake Town Osagami Regulating Pond and Lawn Grounds Community Co-Creation Project:

Project Policies		
Create a positive waterfront and urban area	Create a more comfortable urban area by utilizing existing stock, including the Osagami Regulating Pond	
Foster liveliness and activity	Foster liveliness and activity through the planning and execution of events utilizing the waterfront, as well as the development of restaurants, stores, and other facilities	
Enhance attractiveness through collaboration with the community	Enhance the attractiveness of the waterfront through public-private partnerships and partnerships with businesses in the city	
Communicate attractiveness	Publicize information on the use of the waterfront, etc., and generate widespread recognition and interest in the waterfront and the region's attractions	

Business Concept

Fit The Piece of LAKE

A lively waterfront center that ties together important pieces scattered throughout the community and creates a Koshigaya standard.

Careful communication is important to generate support and co-creation among diverse stakeholders

Azegami: AEON Lake Town opened in 2008, at the same time as the opening of Koshigaya Lake Town. For our residents, **AEON MALL is as fundamental as an operating system is to a computer.** This is why we have a sense of the best way to **take advantage of the OS and update the system on our own.**

Ishino: I feel fortunate that AEON MALL chose this location. Koshigaya City is known as the Lake Town, with **numerous regulating ponds used not only for flood control**, but also as a tourist attraction bringing in **more than 50 million visitors annually.** Including the surrounding rivers, I think **we are creating a Koshigaya culture** that will become well known throughout the country.

Shigematsu: An OS cannot function without application software and content. **The amazing resource represented by the waterfront environment serves as important content, while communications and networking helps maximize the value.** So even if we cannot locate effective content, effective communications



can uncover local attractions and assets. This is the process that will lead to regional co-creation.

Azegami: The process to foster support and co-creation entails some difficulties. Even though the prefecture and the city have been proactive, local businesses show varying degrees of interest. Some have doubts about what can be done with the pond or what can be developed in cooperation with AEON MALL. Where we struggle most is how to communicate, gain an understanding, and attract support.

Shigematsu: In this context, I think **the Lake Town Meeting, held six times since December 2022***, has been a meaningful venue. This meeting isn't an information session for residents, as is generally believed, but a forum for free discussion with a window always open for attendance. This meeting provides a valuable opportunity to hear the real feelings and opinions of the local residents. The important things must not be explained once, but conveyed politely to residents many times. These discussions lead to specific co-creation, including pilot events and social experiments.

*As of August 2023



Creating new value for a community. Expectations of AEON MALL



Azegami: In the 15 years since the founding of the town, numerous condominiums have been constructed in the neighborhood, watering down the sense of community. Another issue is how to improve convenience, as the area has few public facilities and administrative agencies

such as libraries, schools, and childcare facilities. While the role of local government is important, we have hopes that **AEON Lake Town can, through public-private partnerships, become a place for daily-use administrative services and an enjoyable waterfront area.**

Ishino: It would be interesting if we can extract more of the potential of **Koshigaya Lake Town, working with AEON MALL to publicize the area as the best waterfront in Japan.** We hope the presence of the AEON MALL will create a mechanism bringing prosperity to the town that spills over to the local businesses.

Shigematsu: **I expect that what cannot be accomplished by businesses, government, or citizens acting alone can be achieved by working together.** This model could be a new engine for growth in Japan. Of course, speed is important in commercial development. But from the perspective of creating a town, the process must be acceptable to the residents in their daily lives. Slow, steady, and long-term efforts will create innovation in the town and increase the number of people who become inspired by new values.



Hints Toward Mutual Support and Co-Creation

01

Sharing Specifics on the Future of Living With Communities

When explaining the project to local businesses and at town meetings, we prepare not only verbal explanations but also concrete pictures to clarify the direction, vision, and image of success. By sharing our concerns with each other, and by repeatedly sharing our awareness with each other, we increase the number of like-minded people.

02

Leveraging Mutual Strengths as Community Partners

Local businesses and municipalities have an in-depth understanding of local attractions and local needs. At the same time, AEON MALL owns facilities that serve as spatial experiences and a library of expertise in solving local issues throughout Japan. By combining these factors, we derive specific actions that will create happiness for a community.

03

The Mall as a Center for Creating Lively Communities

With the ability to attract customers, AEON MALL becomes a space for public-private partnerships that support government agencies, a movement that links mall visitors to the community, and new relationships where none existed before. The involvement of governments, citizens, local businesses, and AEON MALL creates excitement and lively communities.

VOICE

Lake and Peace Project Member Comments

I hope to see place for community connections and fosters a new culture



Director, Fujita Dental Clinic
Toru Fujita

As a bustling hub of activity, AEON MALL provides important infrastructure in the local community. We are pleased to be working together to solve local issues. Recognition of local issues is very important, and we will continue to create many experiences based on feedback in town meetings.

We enjoy participating with others in events that create an exciting atmosphere



H.I.S. Co., Ltd.
AEON Lake Town Sales Office
Takehiro Onuki

We participate in this activity because we want to make our shop a deeper part of the community. Seeing so many people enjoying themselves at events made me realize the great potential of AEON Lake Town. In the future, we hope to create our own events that combine the strengths of our business with AEON Lake Town.

Aiming for Solutions to Local Issues

Our close relationships with our communities enable us to work together to address and resolve issues faced by the region. The following examples showcase our efforts to materialize these thoughts and lead to co-creation with our local communities.

Topic: Incorporating More Workplaces for People With Disabilities in the Community

IDEA & ACTION

Establishing Work Spaces in Our Malls for People With Disabilities to Provide Casual Work Opportunities!

We collaborated with startup companies in Hokuriku to establish type B labor support offices* in AEON MALL Tonami and AEON MALL Shin Komatsu. The new facility is easily accessible to users and their families, and provides a space to grow familiar with people in the community.



AEON MALL Tonami

* Type B Labor Support Offices: Offices that support and provide employment opportunities to people with disabilities for whom regular employment contracts may be challenging.



Rehabilitation work REHAS adjacent to the south entrance of AEON MALL Tonami

AEON MALL ▶

Kinki & Hokuriku Leasing Department
Toru Nishigami

Problem Solving Begins by Observing With Your Own Eyes, Listening With Your Own Ears, and Thinking

I have felt a close connection to the employment of people with disabilities since I was a student through volunteering and other activities. I came across Rehabilitation work REHAS in my search for a way to connect people with disabilities and AEON MALL.

As a mall, there were many procedures that were different from those for a merchandise specialty store, but thanks to the cooperation of the government, Rehabilitation work REHAS, and AEON MALL, we were able to successfully open doors. I believe this initiative has the potential to expand throughout malls nationwide.



◀ REHAS Co., Ltd.

CEO
Takuya Iwashita

Co-Creating the Future of Living for People With Disabilities

We hope this partnership provides us with an opportunity to contribute to the AEON Mall philosophy of creating the future of living and enables us to be a good partner in ESG management initiatives. As part of our commitment to Heartwarming · Sustainable, we would be delighted to receive work opportunities for our employees with disabilities! I hope that together we can create the future of living for people with disabilities.

VOICE

User Feedback

- ▶ Working at a mall makes me happy. I feel more confident just by commuting to work.
- ▶ It isn't like a typical workplace. It's brighter and more uplifting.
- ▶ I can take a walk and relax on my break.
- ▶ It's convenient that I can use the ATMs and shopping facilities after work at Rehabilitation work REHAS is over.

VOICE

REHAS Staff Feedback

- ▶ Most users don't leave their houses much, so for them, the act of going to the mall itself brings a high sense of satisfaction and value. Working in a mall provides users with opportunities to raise their self-esteem further and to discover their own potential.
- ▶ It is common for people with disabilities who are interested in learning more about our facility to visit us in person.

Topic: Loss of Sales Channels During the Covid-19 Pandemic Leads to Discarded Crops Grown in Neighboring Agricultural Science Parks



IDEA & ACTION

Holding Events to Create New Sales Channels and Eliminate Food Loss

We organized tours of the nearby National Agricultural Science and Technology Park and exhibitions of brand-name crops for customers to spark interest in agricultural produce. Furthermore, we acquired new sales channels through the purchase and sale of agricultural produce.

Creating Opportunities to Experience Agriculture and Enjoy Nature



• Offering field trips to children and their families

We invited thirty families to the Changshu National Agricultural Science and Technology Park to tour with a representative and members of the specialty stores. The tour covered our Evergreen brand, smart hydroponics technology, and a tropical botanical garden.

Providing Places to Buy and Sell Vegetables



• Buying and selling vegetables in our malls

We conducted the purchase and sale of vegetables from the Changshu Agricultural Science Park area, which had experienced a drop in demand during the COVID-19 pandemic. Mall employees and specialty stores purchased 150 kg of organic vegetables. Restaurants that purchased these vegetables made use of them in their menus.

Eliminating Fruit Loss



• Accepting whole banana trees

We provided an opportunity and called on AEON MALL members to purchase entire trees of the Changyou brand bananas. Trees were labeled with name tags and cultivated by tradesmen. We also held an event to harvest ripe bananas.

AEON MALL ▶

AEON MALL Changshu Xinqu
Gu Tenten

Respecting Each Other's Values and Awareness of Issues to Work as a Team to Solve Them

We began communicating with the Changshu Agricultural Bureau in 2022 and learned of their advanced scientific agricultural research being conducted at the Agricultural Science Park. We also discovered that they had an educational visitor center aimed at children. This prompted us to consider whether we could offer mall customers a rich agricultural experience in the Agricultural Science Park area. We held discussions with staff members of the Agricultural Science Park and corporate and academic research teams. We then further conducted a preliminary questionnaire among our customers to receive their honest evaluation of our initiative. During the tour, a scientific researcher from the Agricultural Science Park area directly spoke to the children, inciting them with a newfound sense of curiosity.

There is still much more to be introduced in the vast grounds of the Agricultural Science Park. I also believe there is room for improvement in the distribution and preservation of the purchase and sale of vegetables. We will continue to strengthen our collaboration and work on this project going forward.



◀ Jiangsu Changshu National Agricultural Science and Technology Park

Employee of the Industrial Development Department, Administrative Office
Hu Shohon

Our New Sales Channels Are Thanks to Our Collaboration with AEON MALL

The field trips, banana tree sales, and other projects provided an opportunity for people to learn about the unique cultivation techniques of the Agricultural Science Park. Moreover, the projects provided an enthusiastic learning experience that brought people and nature together. Our collaboration with AEON MALL enabled us to bring more people to the Agricultural Science Park, establish new sales channels for unsold fruits and vegetables, and address the issues we faced during the COVID-19 pandemic. We look forward to continuing our deep-rooted work with AEON MALL going forward.

Topic: Promote Environmentally Friendly Shopping Styles

IDEA & ACTION

Holding Events to Make Recycling Clothes More Accessible to the Public, Starting With Our Malls!

We conducted various activities and campaigns involving local schools, businesses, and specialty stores. Our efforts created opportunities for many people to acquire and practice environmental awareness.



Junior High School Students Learning About Recycling in a Special Class and Collecting Clothes on Campus

We collaborated with the store manager of the specialty store Global Work and recycling business Hokusei Shoji Co., Ltd. to hold a special on-site class. This class discussed the recycling of clothing for approximately 90 first-year students at Toin Daini Junior High School. During the class, we set up clothing collection boxes at the junior high school.



Clothing Collection and Sorting Experience at Malls That Enable Customers to Experience Recycling

We recruited volunteers from Toin Daiichi Junior High School and Toin Daini Junior High School to join our campaign to collect clothing items at the mall. Customers also had the opportunity to sort through their own unwanted clothing thanks to the cooperation of Hokusei Shoji Co., Ltd. Participating volunteers were able to explain to customers how recycling works by the end of the day through their activities

VOICE

Feedback From the Global Work Toin Store Manager

Global Work was able to connect with the community thanks to this plan enacted by AEON MALL and their strong ties to the community. We would like to continue to collaborate with AEON MALL to address and resolve social issues.

VOICE

Feedback From Participating Students

- ▶ This is the first time I learned that my local AEON MALL participates in SDG initiatives and clothing collections.
- ▶ This event inspired me to recycle clothing that I used to throw away.

AEON MALL ▶

AEON MALL Toin
Sales Representative
Miu Takahashi

Cherishing Daily Communication With Diverse Stakeholders

In a survey of Mie Prefecture residents, we learned that approximately 61% of residents do not think about the environment when choosing products to purchase. We decided to consult with a specialty store (Global Work) that is active in the surrounding area. At the same time, we also approached Hokusei Shoji Co., Ltd., a company that has collaborated with us in our clothing collection campaign, and together the three of us began our activities with a shared goal. I feel that this initiative was made possible not through my personal dedication alone, but thanks to the help of our partners who are committed to the development of the local community.



◀Hokusei Shoji Co., Ltd.

Senior Managing Director
Haruki Hattori (right)
Front-Line Administrative Manager
Kyosuke Hamamoto (left)

Working Together to Expand the Circle of Recycling

Toin Daini Junior High School students were very energetic and asked many questions, creating a meaningful class. We are thrilled to have had the opportunity to participate as speakers. Since our establishment, we have been collecting recyclable materials and we will continue to make daily efforts to achieve the SDGs.

Topic: Outpour of Local University Students to the Cities



IDEA & ACTION

Sponsoring Competitions for College Student Entrepreneurs and Supporting the Implementation of Superior Plans!

We created opportunities to increase the number of young people who stay and play an active role in their local community. Through this, we were able to lay the foundation for future regional development.

Continue to Implement Plans With Conviction

Wuhan City in China is often referred to as the "City of University Students" due to its large student population. However, the outflow of students after graduation has become a serious issue. In response, we decided to support university students in starting their own businesses through a competition of entrepreneurship competitions, based on advice from the Wuhan Youth Entrepreneurship Center and the Hubei Chushang Business Federation. We intend to continue this project going forward.



AEON MALL ▲

AEON MALL (HUBEI)
Sales Division, Business Management Co., Ltd.

Guo Shi (left)
Ruo Uwei (right)



◀ Hubei Chushang Business Federation

Cultural and Creative Subcommittee President
Wuhan Fengxiao Jiutian Culture Development Co., Ltd
Chairman of the Board
Member of Hubei Young Entrepreneurs Association

Tao Jia

Moving Actions Based on Their Principles

All three AEON MALLS in Wuhan communicated a common philosophy of starting with the customers to maintain consideration and respect. I deeply felt that AEON MALL respects the individual and pays attention to regional development from a series of initiatives. As a member of the local business community, we will continue to contribute to the local development of Wuhan together with AEON MALL.



Topic: Establishing a Local Disaster Relief Facility for Use in the Event of Disaster

IDEA & ACTION

Using Mall Facilities as a Key Part of the Local Disaster Preparedness Network!

A large number of local stakeholders collaborate and share their information and expertise. Together, we are strengthening our disaster preparedness.



AEON MALL ▶

AEON MALL Hakusan
Sales Manager
Yuki Matsuo

Acting on a Deep Understanding of the Community

We called on Hakusan City, fire and police departments, infrastructure companies, and neighboring companies to hold a meeting for those in charge of disaster preparedness. Although we communicate with related parties through our daily business activities, this meeting enabled us to reiterate that our mall is a safe evacuation site. During these discussions, we received requests to collaborate on emergency training exercises.



◀ Hakusan City

Assistant Manager, Crisis Management Department,
General Affairs Division
Yasunobu Nagai

Building Face-to-Face Relationships

AEON MALL Hakusan is fully equipped with emergency toilets, bulk gas, and other facilities that can be used in the event of an emergency. We are extremely grateful and reassured that the mall can be used as an evacuation center for not only local residents, but also shoppers and other temporary visitors. We look forward to continuing discussions and conducting various emergency drills together to protect the safety and security of the community.

VOICE

Feedback From the Exchange of Opinions

- ▶ We must continue conducting various drills, such as the drive-through method for evacuee reception and safety confirmation. (Hakusan City)
- ▶ It would be best to conduct partial drills for each area, such as exercises in cinemas and fire drills in establishments specializing in the use of open flames. (Fire Department)
- ▶ We would like to continue to work with the mall on disaster preparedness and other plans. (Yokoemachi Neighborhood Association)

まちの ACTION!

お客さまとつくる、サステナブルストーリーを。

AEON MALL works together with our communities in to create sustainable societies. This is what we call *Community ACTION!* We take action step-by-step, doing what we can do, because AEON MALL is closest to the lives of our communities. These are the thoughts and desires behind the project.

The Three Goals Each AEON MALL Pursues for the Environment

— Decarbonized Societies —



— Circular Malls —



— Biodiversity Preservation —



From Using Energy to Creating Energy, Together With Local Communities and Customers

AEON MALL pursues the use of renewable energy to create decarbonized societies. Our aim by the year 2040 is to operate all AEON MALL-managed facilities using 100% locally produced, locally consumed renewable energy. This level of contribution works out to nearly 1.4 billion kWh per year.



Pursuing V2 AEON MALL Together With Customers

Changing Customer Behavior Through EV Discharging

We pursue the V2 AEON MALL concept (evolution from Conventional V2H (Vehicle-to-Home) to vehicle-to-mall) to create decarbonized societies together with our customers. Under this model, customers discharge power generated at home (surplus power) to malls via electric vehicles (EVs). The system visualizes the environmental contribution index and awards points to customers based on the amount of electricity discharged.

We believe this participatory renewable energy circulation platform will change customer environmental awareness and behavior. This initiative aims to increase the number of renewable energy options available to households and further decarbonize the communities we serve.

Utilizing Apps to Encourage Casual Participation

Based on the results of the proof-of-concept experiment conducted beginning in 2019, we launched the V2 AEON MALL service in May 2023 at AEON MALL Sakai Kitahanada, AEON MALL Sakai Teppocho, and AEON MALL Kashiara.

We added a V2 AEON MALL function to the AEON MALL app, allowing users to scan a 2D barcode at the stand to complete discharge procedures. Customers receive points as a reward for their cooperation in the initiative.



AEON MALL

AEON MALL Sakai Kitahanada
Operations Lead
Nozomi Tachibana

We hope to establish V2 AEON MALL as an activity for customers to reduce their environmental impact proactively.

The V2 AEON MALL program is not yet recognized fully by our customers, and there are many hurdles to overcome. However, we have seen customers who want to use the service, applying for WAON point cars on the spot. This response made us realize that there are people who want to take action to reduce environmental impact.

We hope that this system, which rewards customer efforts visibly in the form of points, will spread and increase the number of people who want to reduce their environmental impact.



VOICE User Testimonial

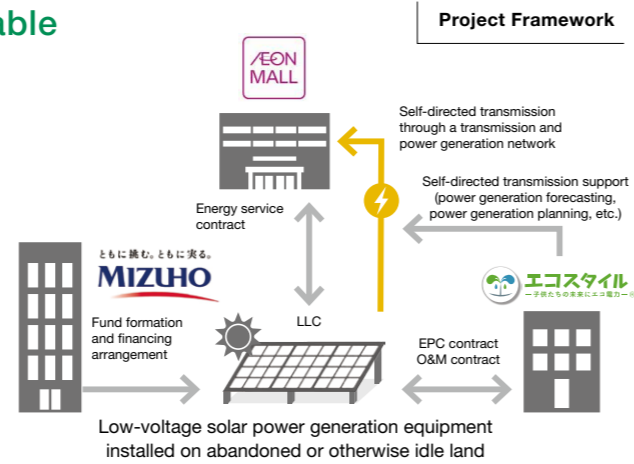
I found the idea of sending electricity from homes to the AEON MALL facility interesting. I think it would be a good idea to visualize other specific values, such as CO₂ reduction figures, in addition to figures related to electricity discharge.



New Scheme for Solar Power Generation Made Possible Through a Three-Party Collaboration

A Project for Unprecedented Renewable Energy Procurement

AEON MALL and the Mizuho Group have been studying the possibility of operating malls nationwide with 100% locally produced, locally consumed renewable energy. At the same time, the Mizuho Group is providing consulting for Eco Style regarding the use of low-voltage, distributed solar power generation. The needs between AEON MALL and Eco Style aligned, leading to the start of a cooperative system. Through this three-party collaboration, we achieved the largest off-site corporate PPA ever in Japan, modeling a new means of procuring renewable energy.



Low-voltage, distributed solar power generation system

Mega solar power plants or other large-scale facilities are not needed; simply use abandoned farmland or other idle land to generate electricity.

Off-site system

A method in which electricity is delivered from a solar power generation facility located off-site.

Corporate PPA

A method in which a power producer and an electricity consumer conclude a purchase agreement to procure renewable energy at a fixed unit price over an extended period of time.

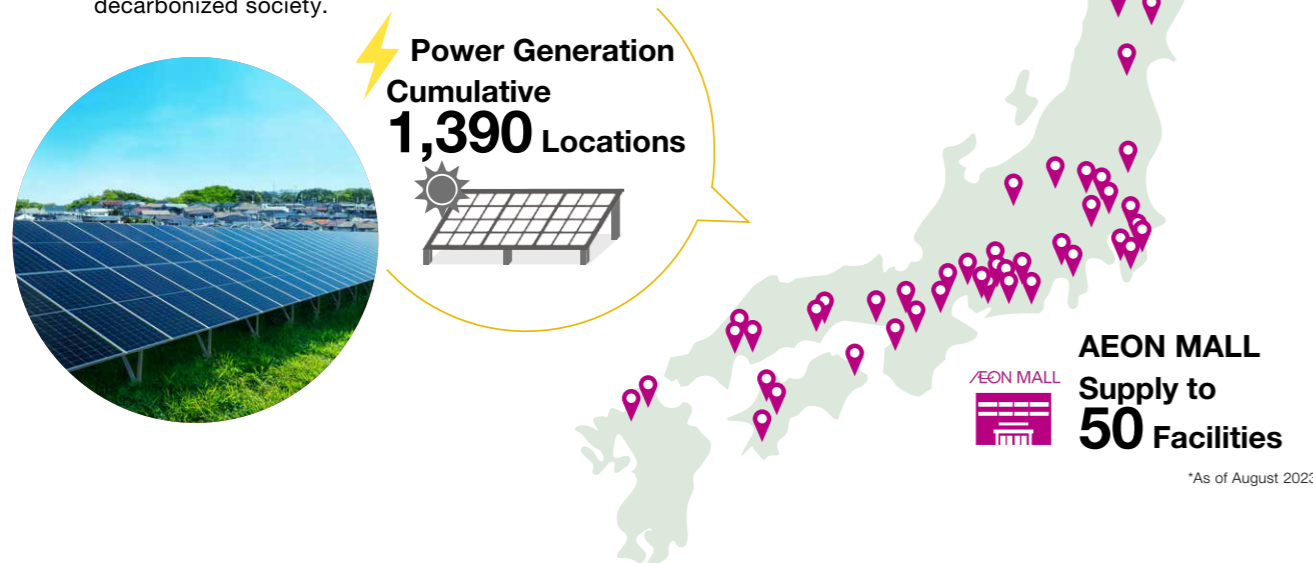
Self-directed transmission system

Transmission of electricity generated by solar power generation facilities in remote areas to areas of demand using the transmission and distribution networks of general distribution companies, without involving electricity retailers.

1,390 AEON MALL Power Plant Locations Throughout Japan Support Energy for 50 AEON MALL Facilities

AEON MALL began using a corporate PPA for self-directed transmission in September 2022. We have been expanding the areas covered and now supply roughly 120 MW of electricity (enough to power 30,000 regular households) across 1,390 low-voltage, distributed solar power generation systems in Japan to 50* AEON MALL facilities. Low-voltage, distributed solar power generation systems do not require large-scale development. Therefore, these systems can be decarbonized in a short period of time and in an environmentally responsible manner.

We will continue to expand the areas covered by the system and achieve a decarbonized society.



Together, we have taken a big step toward 100% local production for local consumption of renewable energy.

Developing solar power generation systems required professional knowledge of sun exposure, availability of transmission and distribution lines, applications, and discussions with the respective power companies and transmission/distribution companies to supply electricity. We selected Mizuho Group and Eco Style as our partners because we think the method that they offer enables us to develop projects on a nationwide scale and in a short time. We also think this method helps solve social issues by making effective use of abandoned land, and the implementation model has a smaller environmental impact than large-scale developments such as mega solar power



AEON MALL ▶

Regional Sustainability Promotion Office
Masaaki Nojima



plants. We placed newspaper advertisements at the start of the project, which we felt made a favorable impression on the public related to our use of idle land for power generation and aggressive pursuit of renewable power. We plan to expand our efforts to secure new power sources not limited to solar power generation, as well as to develop solar power generation on farmland. Our hope is to establish a system whereby crops grown underneath solar power facilities can be consumed at the mall along with the electricity generated above.



◀ Mizuho Bank, Ltd.
ICT and Retail Dept.
Kenji Fujimoto

The collaboration of three parties overcame the difficulties of this unprecedented initiative

AEON MALL is taking on a great challenge in responding to a global trend and driving decarbonization across Japan.

Under this framework, Mizuho Group companies supported AEON MALL through financing arrangements, advising on structuring, supplying risk money, and organizing the practical aspects of the project. This is not only a new framework, but also the largest corporate PPA in Japan. Of course we ran into a range of issues, from design to practical implementation, but we overcome the difficulties through the collaboration of the three parties. We have been pleased to see that the initiative is receiving positive feedback from people inside and outside the company.



◀ Eco Style Co., Ltd.
Executive Officer, General Manager, Corporate Strategy Promotion Dept.
Koji Kishida

Every small power plant can be a major force supporting malls across Japan

Our firm has experience in developing low-voltage solar power plants on abandoned land on the order of 1,000m² or so.

This project was the first time for AEON MALL to use the self-directed transmission system. We were faced with the challenge of gaining an understanding of a system not familiar among electric power retailers, but AEON MALL was very proactive in their efforts. The Mizuho Group also provided integrated support for this unprecedented portfolio, quickly establishing legal due diligence, technical due diligence, and asset management methods. We accomplished our plan to have all 740 power plants in operation as of November 30 on time and under a very tight schedule, approximately six months after the basic agreement was signed in May 2022.



Circular Economy Starting With the Mall

AEON MALL established a system to reduce and reuse waste generated in our malls.

We aim to create circular malls that gather various goods from local communities to circulate as resources.

In this section, we introduce our efforts to co-create with customers, specialty stores, and local communities to create new cycles starting from our malls.



Sharing Services to Work Together With Customers and Specialty Stores



In our efforts to build circular malls, AEON MALL pursues initiatives that reduce the use of plastic. As part of our efforts, we began proof-of-concept tests on the Re&Go take-out container sharing service in March 2023.

Participating stores offer reusable takeout containers as an alternative to disposable cups. Containers are collected, cleaned, and reused, contributing to the reduction of container waste.

How Re&Go Works



AEON MALL
AEON MALL Nagoya Noritake Garden
Yuji Nobuzawa (left)

Establishing Initiatives That Enable Customers to Casually Participate

Re&Go is an initiative that allows everyone to easily contribute to reducing resources. Our mall is an office and retail complex, with workers often spending long hours at Starbucks stores. Workers find the Re&Go reusable tumblers beneficial thanks to their heat retention properties. However, return locations for the cups are currently limited. We would see greater usability and environmental contribution if this initiative spreads both inside and outside of malls, allowing cups to be returned at various locations.



The Man Behind Re&Go
Nissha Co., Ltd.
Business Development Office
Corporate Marketing Department
Re&Go Group
Project Sub Leader
Kosuke Mizushima



Starbucks Coffee Japan
Nagoya Office
District Manager
Yusuke Horio (left)
Nagoya Noritake Shinmachi
1st floor
Store Manager
Shinya Suzuki (right)

Working Together to Build a Future Where Reuse is the Norm

The number of regular customers using Re&Go is increasing as word spreads that the service offers more options for reuse and easier return. Awareness and motivation to reduce waste is also increasing amongst partners (employees) working in the stores. Together, AEON MALL and Starbucks aim to create a future where reuse becomes commonplace throughout the entire community.



Enhancing Initiative Awareness and Interest

Re&Go was created to not only reduce container waste, but also connect a wide variety of businesses through an IT-based service that enables customers to return containers instead of discarding them, thereby reducing waste. AEON MALL Nagoya Noritake Garden integrates retail and office space, offering a real challenge for the times and an unprecedented type of business. While the Re&Go service currently only offers cups, we aim to expand options to include bento boxes and other variations going forward to attract a broader range of customers.

Connecting Customers With Specialty Stores Through an App to Promote Plastic Reduction

We launched the NO Cutlery Action in January 2023 as the first environmental function of the AEON MALL App. Customers who decline cutlery (spoons, forks, straws, cups, cup lids, and chopsticks) from participating specialty stores receive an eco-ticket to earn WAON points in a lottery as a reward for participating in environmental activities. Mister Donut was one of the first stores to participate in this initiative. We are now expanding the initiative by calling on many other specialty stores to participate.



• How NO Cutlery Action works

01 Advertise



We invite customers to participate in the initiative through the AEON MALL App and website.

02 Decline Cutlery



The app requests users to decline cutlery items for take-out or eat-in at applicable specialty restaurants.

03 Issue Eco-Ticket



The app incentivizes users by issuing an eco-ticket when reading the QR code in the store with the AEON MALL App.

Duskin Co., Ltd. ▶

Mister Donut Business Division
Administration Department,
Operation Planning Office
Tomoyuki Otani



Expanding Our Services to Malls Nationwide

We decided to participate in the NO Cutlery Action aiming to work with AEON MALL to help reduce the use of disposable cutlery. Given that this type of initiative was unprecedented in our company, we made sure to notify the 61 target stores nationwide and responsible area managers in advance.

While the number of customers who decline disposable cutlery is still small, it brings a sense of joy when customers know about the initiative and offer to decline their cutlery. I hope that this initiative will show that Mister Donut is also actively participating in environmental initiatives.

Customer recognition and interest should increase as more companies and specialty stores participate. I look forward to future developments.

Promoting Plastic Elimination Initiatives at Each Mall

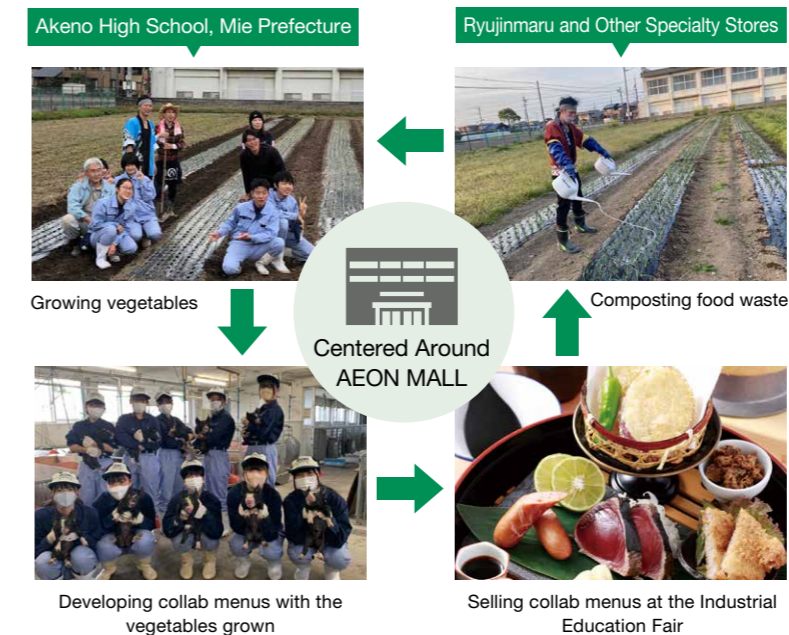
We started conducting proof-of-concept tests at AEON MALL Makuhari Shintoshin and AEON Lake Town kaze, where we halted provision of plastic straws and replaced them paper ones. Based on the results, we have discontinued the provision of plastic straws in 142 malls across Japan from March 2020 in cooperation with food and beverage specialty stores. We also joined the Plastic Smart initiative organized by the Ministry of the Environment.

We will continue to work together with everyone and actively encourage initiatives such as NO Cutlery Action to accelerate the shift away from plastics.



Collaborating With High School Students and Specialty Stores to Create Resource Recycling Centered on Local Vegetables

• Circulation cycle around fields and specialty stores



What is the Industrial Education Fair?
The Industrial Education Fair is an event where students from vocational, general, and special-needs schools sell the produce they grew in their classes and exhibit their work.

AEON MALL ▼

AEON MALL Tsu Minami

Sales

Ryoya Maruta

Sales

Ayaka Ikeyama



Expanding Local Food Possibilities Through Collaboration

Akeno High School and specialty restaurant Ryujinmaru began collaborating at the Mie Prefectural High School Industrial Education Fair held at AEON MALL Tsu Minami. Their collaboration led to the development and sale of a collaborative menu using rice and other products grown by the high school students. In addition, the restaurant began working with Akeno High School to consider turning food waste from restaurants in the mall into compost. In this way, AEON MALL becomes the start for a new circle of circulation in the community.



◀ Akeno High School, Mie Prefecture

Teacher
Kyohei Nishi

Developing Recycling-Oriented Agriculture Together

We have been working with Ryujinmaru on the development and sale of limited-edition menu items, the creation of promotional videos, and customer service experience for students for the past two years. Our current endeavor to collaborate stems from our shared desire to engage in every aspect of the process, beginning with cultivating the vegetables to be used in the menus. This collaboration gave the students the opportunity to directly sell the products they developed in stores and see them eaten first hand, providing an experience that goes beyond what can be provided within the school. Not only was it a rewarding and joyful experience, but it led to enhanced motivation for future employment amongst the students.

Our ongoing composting initiative at the school provided an opportunity for students to engage in sustainable circular agriculture practices. This hands-on experience allowed them to gain a deeper understanding compared to theoretical learning in the classroom.



◀ Seiryu Co., Ltd.

AEON MALL Tsu Minami
President Ryuta Aoki

Three Collaborating Parties Leading to Significant Added Value

For a long time, I have wanted to cherish and better effectively use food products instead of throwing them away. This collaboration allowed me to experience the hardships and feeling of the producers firsthand as a person involved in the food industry. The collaboration also deepened my love for food and allowed me to perceive food and environmental issues more closely.

Collecting food scraps during busy business hours is challenging, but collection process is streamlined with the help of other specialty stores. I hope to develop a brand of specialty crops grown by composting vegetable scraps from those discarded at our mall going forward.



A Mall Connecting Communities and Living Things

Since 1991, Aeon has conducted tree-planting activities with customers when opening new stores, using native trees most suited to the local natural environment.

In addition to continuing this tradition of tree planting, AEON MALL takes action to conserve biodiversity in each community.

Here, we highlight our efforts to create ecological and environmentally friendly malls.



What is the AEON Hometown Forests Program?

In 1991, Aeon began a tradition of tree-planting activities with customers. The AEON Hometown Forests Program begins with planting native saplings with local customers. This is part of the Aeon Group aim to create decarbonized societies by increasing tree-based CO₂ absorption.

Commitment to Forest Creation

- 1 We plant native trees most suited to the natural environment of the communities we serve.
- 2 We plant a mix of dozens of species of trees native to the area, which compete with each other for growth.
- 3 Local customers take the lead in planting tree saplings.



Surveying Living Organisms to Better Understand the Forest

With the cooperation of our customers and employees, we conducted a two-year survey (2021 to 2022) of living organisms surrounding our 101 malls.

We identified 1,318 species of living organisms from over 12,000 submissions, confirming the role of the AEON Hometown Forests Program in enhancing local biodiversity value.



ABINC® certification is awarded based on surveys of businesses that plan and manage affairs in accordance with the Association for Business Innovation in Harmony with Nature and Community (ABINC®) Guidelines developed by the Japan Business Initiative for Biodiversity (JBIB). To be certified, businesses must also meet or exceed the standard score in the Land Use Report Card.



Biotope as a Space for Learning and Experiencing the Environment

AEON MALL Tamadaira Woods

AEON MALL Tamadaira Woods features a greenbelt with existing trees and a rooftop biotope. These features were recognized with ABINC Certification in 2015.

In 2022, the Dormouse & Wildlife Institute used the biotope as a setting for its Environment Seminar for Businesspeople 2022. Through a tour along the esplanade, experiences with living organisms, and participation in workshops, participants made new discoveries, enjoying opportunities to come into contact with animal and plant life, understanding the significance of the biotope, exchanging opinions, and interacting with each other.

Experiencing Biodiversity in a Biotope Located on MALL Grounds

- Learning about the origins and vegetation of the biotope, visiting the esplanade



A total of 25% of the mall grounds is green space, home to 50 trees existing prior to mall construction, including zelkova and ginkgo trees, preserved in their original state to protect the landscape. Participants walked along the esplanade listened to explanations of the efforts from staff members, experiencing the richness of the forest.

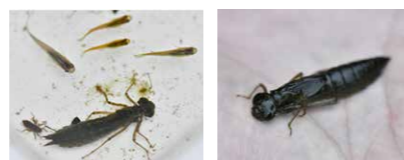
- Experiencing living creatures for a deeper understanding of local ecosystems



The rooftop biotope is located on the fourth floor hillside field, a space for visitors to experience and learn about the richness of biodiversity. The event provided a valuable opportunity to collect a number of organisms from the pond and learning about their ecology interactively.

VOICE Testimonials From Participants

- ▶ I touched a firefly for the first time. I didn't know that their jaws extend out.
- ▶ We identified about 150 different living creatures by collecting them using nets.
- ▶ The abundance of organisms and the variety of dragonfly species made us truly appreciate the richness of the ecosystem.



Experiencing Biodiversity With Customers Through Birdhouse Building



AEON MALL

AEON MALL Shinrifu North Wing
Operations Manager

Yusuke Togura

Connecting People Through Self-Driven Ideas and Actions

AEON MALL Shinrifu North Wing began accelerating biodiversity initiatives in 2021 with a large-scale renovation of the facility. The mall also received ABINC certification. The mall began a birdhouse building workshop as a long-term initiative to protect wild birds by taking advantage of the rich natural environment of Rifu Town. The wood for the birdhouses comes from thinned forests in the Minamisanriku area. In addition, wildlife searches and other events raise interest in nature in the region. In my day-to-day job, I don't have many opportunities for one-on-one contact with customers. This birdhouse building project has been important experience for me to receive feedback directly. In the course of conducting biodiversity initiatives, we have formed new partnerships with local governments and YES Factory. I am pleased that AEON MALL has come to be seen as a trusted center of the community. As we continue community outreach, we hope to take on new challenges that include participatory events, monitoring cameras, and more.



General Manager

Kenta Nakagawa

Taking care of the environment is part of the AEON MALL culture. I am sure that the positive attitudes of our employees are appreciated by our community members!



Operations Manager

Yuki Sawada

The nationwide AEON Hometown Forests Program is an initiative unique to AEON MALL. Biodiversity may seem a bit difficult to understand at first, but I have the feeling that customers experience heightened interest and curiosity when seeing the program first-hand.

Minamisanriku YES Factory

Representative Director
Takehiro Ohmori



Communicating the Richness of Nature Through Public-Private Partnerships

We support the AEON MALL stance of using native timber in pursuing biodiversity initiatives with local residents. The workshops we conducted together were well received for ease of understanding, even for the youngest participants. We believe the events offered terrific educational value. One of the greatest strengths of AEON MALL is the willingness of employees to support numerous public-private partnerships in their own way. We have high expectations that AEON MALL will continue to expand efforts to serve as a hub connecting local organizations and people.



Every AEON MALL Employee Is a Life Design Hero

AEON MALL operates shopping facilities in Japan, China, and throughout ASEAN. We brought together young employees from various locations to discuss their thoughts about working and growing at AEON MALL, as well as their expectations for the future.

-Talk Theme-

Toward Richer, More People-Centered Work Environments



AEON MALL
Jakarta Garden City
Graphic Design PIC



Indah Saraswati



AEON MALL
Binh Duong Canary
Sales Officer



PHẠM HIẾU THẢO



AEON MALL
Cambodia
Manager, HR Section



Pov Borin



AEON MALL
Guangzhou Xintang
Sales Representative



Chen Kezhou



AEON MALL
Miyakonojo-Ekimae
Sales Representative



Yuto Yanagihara

Question

In what situations do you experience well-being?

Indah

I think **well-being is when one can make the most of their talents at work**. AEON MALL is a place where visitors and employees feel safe and secure. Malls are completely clean, which is conducive to happiness. AEON MALL is constantly thinking of innovative ideas for the local community, providing valuable experience through the support of culture and sports.

Thào

We value the importance of improving ourselves in our daily work and striving for the future. Being involved in environmental activities has also helped us to consider our environmental impact and how to be more effective in the planning stages to achieve our ESG goals. I hope to move up in the company, but at the same time, I have experienced times when I could not spend much time with my family, so **I want to ensure their well-being**, as well as my own physical and mental health.

Question

Are there any systems or policies in particular that you feel lead to motivation and job satisfaction?

Indah

There are a wealth of educational programs available to meet needs at each level. I think these programs will help me grow as a person, which will benefit the company. I like that opportunities are provided for each employee to consider his or her career path. Given AEON MALL's global locations, it would be nice to have a program supporting employees who struggle with Japanese or English.

Thào

The in-house recruitment system lets you to make the most of your own experience. I think this system encourages employees to learn new skills and diversifies human resources at the same time. At present, we can only transfer positions within Vietnam. Being able to transfer to other countries would promote cultural exchange and diversity, leading to new ideas.

▶▶▶ To work at AEON MALL is to grow

Borin

Compared to the companies I worked for in the past, I think that AEON MALL offers a comfortable organization with well-defined work rules. With the cleanliness of the office and the excellent benefits package, I have never not wanted to go to work. When **the third Cambodian mall was established offering the same environment, we were able to provide many employment opportunities and I felt a great sense of accomplishment in my work.**

Chen

For me, well-being is about **effort and achievement**. Shaping values while enjoying the process leads to a richer, more vibrant life.

Since the preparations for opening the mall began in 2020, I have been working toward the goal of making the mall's food and beverage zone the No.1 such area in our market within the first year. To this end, I created deeper cooperative ties with the local community and specialty stores. My supervisor recognized my efforts and I improved my skills.

Yuto

My ideal is to **balance work and private life**, filling every day with excitement. It would be fun to visit other malls and other market areas on days off to get inspiration for use back home. Working with friendly vendors to create special events that attract numerous customers, and then hearing back from customers about how much they enjoyed their time, is always fun.



Roundtable discussion held online in May 2023



▶▶▶ A full range of support systems tailored to each country

Borin

AEON MALL conducts exhaustive training in business manners and company rules for every employee when they first join. The company also demands perfect compliance with laws and regulations. **Continuing to act under these standards as a member of AEON MALL outside work hours builds a foundation** for everyone to grow together.

Chen

I think the training and business management systems are much more advanced than other companies. The job-specific organization helps with prompt, precise instructions from supervisors, which facilitates communications and makes it easier to give directions to specialty stores. I think this system lets each staff member work efficiently.

Yuto

I found **the Global Mindset training in my third year to be very effective in understanding how to communicate across cultures.** In the post-course questionnaire, I suggested that it would be better to have this training in the second year. Beginning this year, the training is for second-year employees. I was surprised at the responsiveness of the training department.



Growing Together With Specialty Store Employees Who Live and Work in the Community

AEON MALL sponsors the AEON Store Association Committee that operates in each mall. Together with specialty store companies, we undertake initiatives through the activities of the store association.

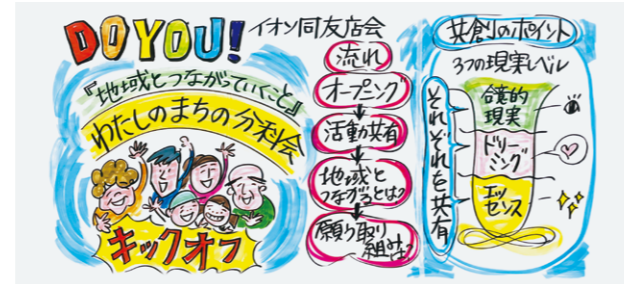
Subcommittee Activities to Connect With the Community

Working with specialty store companies, we began new activities to deepen our connection with the communities we serve together. Subcommittee activities represent an effort to create sustainability, highlight the attraction of the area, and address issues.

- Incorporating individual opinions in solutions to local issues through subcommittee activities



We formed a subcommittee consisting of nine specialty store companies (15 members) operating outlets in AEON MALL facilities.



Breakout sessions used the graphic facilitation technique to create connections between the subcommittee and the community. The graphic visualization of words and ideas fosters empathy and mutual understanding.

AEON Store Association

This is an organization whose members are specialty store companies operating outlets in AEON Group malls and shopping centers. We use the term *doyuten* for the association, which in Japanese, refers to like-minded partners. The store association is funded by member fees and provides support to on-site workers through educational content on the organization's website, training opportunities through role-playing competitions, sales contests, and social gatherings.



AEON MALL

Sales Management Department
General Affairs,
AEON MALL Store Association
National AEON Store Association
Committee Secretariat

Yohei Koyanagi

What One Company Cannot Accomplish on Its Own

We take a fresh look at our communities as they change with the times, looking to conduct activities together with specialty store companies that deepen our ties with the community. Our goal is to solve local issues and achieve sustainable societies, making the AEON MALL businesses and those of specialty store companies more sustainable.

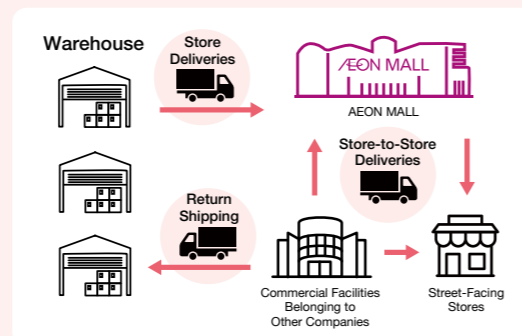
TOPICS

Launch of a Joint Delivery Service to Solve Logistics Issues

The growing logistics challenges include driver shortages, small-lot, high-frequency deliveries, and rising fuel costs. Amid these challenges, we are developing a joint delivery service to provide value to our specialty store company partners.

Under this joint delivery service, AEON MALL is responsible for delivering products from specialty store company logistics centers to AEON MALL locations, commercial facilities run by other companies, street-facing retail outlets, etc. AEON MALL is also responsible for store-to-store deliveries and returns. We also offer on-demand warehousing services that allow you to use only what you need, when you need it.

In the future, we aim to achieve economic and environmental value through standardized packaging materials and hangers.



Heartwarming · Sustainable Spreads Abroad

AEON MALL locations overseas conduct Heartwarming · Sustainable initiatives to improve society together with customers, local communities, partner companies, and numerous other stakeholders. Local AEON MALL employees plan and implement activities tailored to each country and region.

AEON MALL Changshu Xinqu (China)



Teaching About Jobs in Diverse Industries

Given declining birthrates and an aging population, AEON MALL sponsors a Children's Field Trip Club to teach children through regular hands-on experiences. The Field Trip Club has been an opportunity to visit locations related to environmental protection, science and technology, education, and medicine. Children have experienced the workflow and expertise of workers across a wide variety of industries.



With the cooperation of various companies, AEON MALL Changshu Xinqu has provided new value to the community by interacting with children and their parents, helping these stakeholders discover that working at AEON MALL is fun and meaningful.

AEON MALL Changshu Xinqu
Sales Manager

Yi Li



AEON MALL Binh Duong Canary (Vietnam)



Yoga Days Increase Opportunities for Exercise

In response to rising needs for health and stress reduction in the wake of the COVID-19 pandemic, AEON MALL sponsored a yoga day in cooperation with a sports specialty store and a local women's organization. One hundred and fifty customers attended the event, which included expert yoga sessions, free yoga lessons, and body composition measurements.



I felt gratified seeing the happy participants and spectators, knowing that we offered an activity needed by the community.

Marketing Senior Executive

Nguyen Hoang Quang Duy



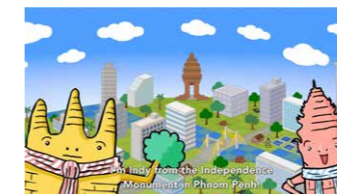
AEON MALL Cambodia (Cambodia)



Raising Awareness Through an SDG Movie

Cambodian citizens remain largely unaware of the SDGs. AEON MALL pursues efforts to communicate the importance of the SDGs and raise awareness. We gathered information on the SDGs-related activities at AEON MALL, creating an SDGs movie in collaboration with the Social Compass Team*.

* A design and art group founded in Cambodia by creators to solve social issues through art and design.



We continue to strive for a sustainable future based on our mission to enrich everyday life in Cambodia with new possibilities.

AEON MALL (CAMBODIA) CO., LTD.
Corporate Planning Section
Deputy Manager

Lim Sreypov



AEON MALL BSD CITY (Indonesia)



Leveraging Earth Day Outcomes to Benefit Children

We observe Earth Day every year, and in 2022, we collected usable clothes and books from customers in the mall. The many clothes, books, and donations collected over three days were donated to 71 children living at the Maktabul Aitam Orphanage.



We strive to communicate to customers that small steps can have big impacts, encouraging their participation in our initiatives.

AEON MALL BSD CITY
Advertising & Promotion Staff

Fitria Purnama Sari



Life Design Producers Working With Communities



AEON MALL engages in the Heartwarming · Sustainable Project, in which each mall strives for community revitalization, planning and implementing programs to solve issues in their respective communities and societies.



Ryota Fujino (Otokarite) Mai Fujimoto (AEON SERITO Senmonkan)

AEON SERITO Senmonkan Otokarite (Osaka)

Community Collaboration as an Extension of Senchu Child-Rearing Week

To strengthen relationships and foster easier community living for communities experiencing numerous inbound transferees, AEON SERITO Senmonkan Otokarite uses both buildings of the facility to offer childcare support.

AEON MALL Rinku Sennan (Osaka)

Cleaning Up Beaches for Sea Turtles

AEON MALL Rinku Sennan contributes to clean beaches where sea turtles visit annual to lay eggs. These activities reduce illegally dumped waste, improve the environment, and create inviting beach areas.



Momoka Tsuruwa Mizuki Nakao

AEON MALL Himeji River City (Hyogo)

Teaching the SDGs Through Food to Shikama Elementary Sixth-Graders

AEON MALL strives to support children, putting a prosperous future in their hands!



Fumika Shinbori Yuichiro Yamasaki

AEON Akashi Shopping Center (Hyogo)

Learning and Taking Action for Ocean and Marine Resources

Akashi City hosted the 47th National Convention for the Development of an Abundant Ocean. On this occasion, AEON MALL sponsored an event in collaboration with several community groups.



Michiyo Yamada

Kawaramachi OPA (Kyoto)

Helping Each Side Learn Together

AEON MALL held a program to promote wellness, creating an opportunity to deepen understanding and have frank discussions about menstrual problems that are normally difficult to talk about openly.



Minako Kawamata Mami Shibata

AEON MALL Iwaki Onahama (Fukushima)

Leaving a Clean Ocean for Children of the Next Generation

Known for its proximity to the ocean, AEON MALL worked with community organizations in preservation activities to leave a clean ocean environment for future generations.



Yuki Shindo Saori Wakatsuki

AEON MALL Shimoda (Aomori)

Becoming a Disaster Relief Facility Offering Safety and Security

AEON MALL Shimoda aims to be an indispensable part of our community, communicating disaster-response information in the event of a disaster.



Nodoka Kobayashi

AEON MALL Matsumoto (Nagano)

Art From Trash! Having Fun Learning the 3Rs in Matsumoto City!

We learned that Matsumoto City has the largest amount of waste per capita in the prefecture. In response, AEON MALL planned an event to teach about the 3Rs while having fun.



Kurumi Taoka

AEON MALL Takasaki (Gunma)

Win-Win-Win Through Waste Reduction

AEON MALL strives to reduce the amount of waste generated by our facilities, helping alleviate the lack of capacity at the city's waste treatment plant and build a circular society.



He Mingzhang

AEON MALL Tamadaira Woods (Tokyo)

Five Sincerities for Hino City Morimori Implementation Project

AEON MALL published information about local attractions reflecting the Hino City Five Sincerities (Observe, Live, Grow, Taste, Create).



Taichi Kawaguchi

AEON MALL Hakusan (Ishikawa)

Raising Awareness and Goodwill for the Geopark Among Residents and Tourists!

Pursuing Global Geopark Recognition for the Hakusan Tedorigawa Geopark, AEON MALL started a co-creation initiative to raise awareness of the geopark, leveraging the mall facilities.



Kazuto Matsuhisa Moe Ishimoto

Chiba Business Department (Chiba)

Bringing the Joy of the Challenge to Children Through Sports!

The Chiba Business Department strives for community and mall development, providing ongoing opportunities for customers to connect with local organizations and governments through AEON MALL.



Cong Lin Rio Takahashi

AEON MALL Ogaki (Gifu)

Taking on the Challenge to Solve Everyday Issues, Working Closely With the Community

AEON MALL Ogaki works closely with our community to address issues that have come to light through our involvement with local businesses, organizations, and government.



Hiroko Kitaichi Shuichi Ogura Yasumi Nagasaki

THE OUTLETS HIROSHIMA (Hiroshima)

Revitalizing Centers of Tourism in the Five Chugoku Prefectures

AEON MALL works with surrounding municipalities and tourist attractions to capture domestic tourism demand and revitalize the tourism industry in the Chugoku area.



Miho Nagashima

AEON MALL Hiroshima Gion (Hiroshima)

Deliciously Communicating the 3Rs and Local Production for Local Consumption

In cooperation with JA Zen-Noh Hiroshima, AEON MALL sold fresh foods from Hiroshima Prefecture at mall restaurants to promote local production for local consumption.



Ikumi Kubota

AEON MALL Uki (Kumamoto)

Teaching Reuse to Children Through Fun Activities

AEON MALL seeks to maximize value of a type only offered by brick-and-mortar malls. AEON MALL Uki held an event to teach options other than simply throwing items out because they are no longer wanted.



Yuya Tojo

AEON MALL Niihama (Ehime)

Children's Ideas for Turning Local Specialty Goods into Hit Sweets!

AEON MALL worked with local children to create product ideas using the *shichifuku* sweet potato. Then we worked with local companies to manufacture the products.



Keitaro Ishida Yutaka Hirayama

AEON MALL Higashiura (Aichi)

Ongoing Activities in Line With Government Health Promotion Goals

AEON MALL worked with local communities and specialty stores throughout the year on projects creating opportunities for exercise for families raising children, our main customer segment.



Naoya Takeuchi

AEON MALL Zama (Kanagawa)

Creating Opportunities for Grade School Students in Zama City to Understand the Environment

As waste treatment facilities come closer to reaching capacity, AEON MALL provided an opportunity to raise awareness of waste reduction and recycling. We are working with our community to address the issue.



Chihiro Yasuda

AEON MALL Choshi (Chiba)

Reinvigorating Choshi City Together With Chiba Institute of Science Students

Practical Lectures and Club Activities Held at AEON MALL AEON MALL Choshi aim to provide space for students to play active roles, increasing the attractiveness of the city and reducing the net outflow of the population.



Yuko Hirano Junko Kanaya Hiromi Miyauchi Kimiharu Araki Shotaro Nomura

Heartwarming · Sustainable Project Award-Winners

AEON MALL Musashimurayama

Taikan/Taiken Projects

Nine large-scale community events were held between June and November 2022, utilizing the mall's outdoor plaza. As tools to revitalize our community, we sponsored the Tsumugu Summer Festival, which supports and highlights community festivals, and the Murayama Sports Festa, which introduced children to new sports.

AEON MALL ▶

Mayu Amaike (left)
Kao Kawano (right)



Sharing Our Stance of Active Support With the Community

We worked with the chamber of commerce and industry and junior chamber of commerce and industry to bridge organizations, companies, and sports club teams in Musashimurayama City and neighboring areas, providing opportunities for children to play sports with professional athletes and challenge themselves in new sports. We hope to continue these activities as a tool to revitalize our community.



Tsumugu Summer Festival



Murayama Sports Festa

◀ Murasaki Sports

AEON MALL Musashimurayama
Manager Mitsuhiro Nomura

Experiencing the Joy of Children in the Community

Part of our corporate philosophy is to contribute to the development of youth and sports culture. The Murayama Sports Festa is a worthwhile project and opportunity for people to experience and enjoy sports through skateboarding, which is one of our strengths. Holding regular events has raised our recognition, provided more opportunities to make proposals, and attracted more customers.

◀ Musashi Murayama Community Festival Executive Committee

Executive Committee Chair
Katsunori Hatano

Creating Real Connections Through Deep Relationship-Building

The Murayama Dedara Festival has a history of bringing the citizens of Musashimurayama together. In 2022, we held the festival for the first time in three years since the COVID-19 pandemic. The close relationship we built with AEON MALL during the Tsumugu Summer Festival, a pre-event for the festival, the honest discussions, and the identification of several potential risks, including the venue, traffic congestion, and COVID-19 prevention measures, were a great help in preparing for the actual festival.

AEON MALL Nagoya Chaya

Food Festa 2022

AEON MALL Nagoya Chaya highlighted the attractiveness of the region through agricultural products from various organizations, including Rheia Farms, a local farm near the mall. Nanyo High School developed and advertised products from three specialty stores as part of coursework, selling the products at Chaya Market (direct sales market).

AEON MALL ▶

Sales Manager Yuki Sakihara

Bringing Those Involved Closer Together

The project became a success through a shared vision of all parties to reinvigorate their community. In addition, the high school classes were able to spend more time in class on discussions with the specialty store managers. We went directly to the farm for meetings, which led to the creation of a plan for a small-scale harvesting experience.



▼ Students from Nanyo High School shared their ideas and experienced the entire process, from product development to sales.



◀ Aichi Prefectural Nanyo High School

Principal Sumie Kano

Opportunities to Deepen Student Learning

We support activities that allow students to learn and create relationships not usually available in regular coursework. Through the project, students broadened their perspectives and acquired basic skills to become active members of society. The students learned about giving back through their own knowledge, contributing to specialty store sales, and revitalizing their communities.



◀ Rheia Farms

Representative Masaki Ishii

Increasing the Awareness of Generation Z

I think the project was opportunity for Generation Z to learn about real production and distribution related to urban agriculture. This type of initiative will lead to local production for local consumption and the revitalization and development of the local economy in the future. The project offered an advantage in expanding product sales and improving name recognition and profitability through added value. It was also a chance to collaborate with specialty stores, which is difficult for producers to do without outside help.

AEON MALL x AEON Kyushu (Rukyu) x JA

Delicious Kyushu! Vegetable FES

A total of 16 AEON MALL facilities in Kyushu and Okinawa highlighted the delicious taste of Kyushu vegetables through sales of local JA vegetables, limited menu offerings at restaurants, and promotions in prepared foods sales areas.



AEON MALL ▶

Kyushu & Okinawa Business
Department
Hiroyuki Sone






Promoting the Value of Kyushu Vegetables

We created a collaboration among customers, AEON Kyushu, specialty stores, and JA to grow sales of local vegetables, sell items through limited-time menu choices, and sponsor hands-on events. In this way, we aim to continue contributing to the growth of agriculture in the region.



AEON MALL Materialities

Our Life Design initiative to create the future of community living is based on the AEON Mall materialities.

	Why it is important?	Our Approach	2030 Vision (KPIs)	2050 Vision (KGIs)	Progress Through FY2022
<h2>Communities and Social Infrastructure Development</h2> <ul style="list-style-type: none"> Develop a sustainable and resilient infrastructure Production and consumption formats 	<p>As a Company that provides real estate services for distribution groups, important pillars of value creation include the development of sustainable and resilient infrastructure for our communities, as well as the promotion of sustainable production and consumption.</p>	<ul style="list-style-type: none"> We will work with local authorities to achieve a society in which local residents constantly feel safe and secure, as well as to further strengthen the functions of disaster relief facilities. We will incorporate the concept of a circular economy into operations for waste and resources, building systems that enable resource recycling in our local communities. 	<ul style="list-style-type: none"> As an initiative to strengthen the BCP system, make all malls in Japan disaster relief facilities Improve ratio of malls that have signed disaster-response agreements with local governing bodies Pursue ethical consumption and green purchasing rate Pursue plastic elimination initiatives 	<ul style="list-style-type: none"> A society in which local residents constantly feel safe and secure A society with near-zero impact on the global environment based on appropriate production and consumption 	<ul style="list-style-type: none"> Disaster relief facilities: 43/158 malls No. of Disaster-Response Agreements signed: 137/158 malls Annual green purchasing rate: 42%
<h2>Local Community Ties</h2> <ul style="list-style-type: none"> Cultural preservation and inheritance Low birthrates and aging population in Japan 	<p>Cultural inheritance in each region and the achievement of a society that enables people to live comfortably both support important value creation in the company as we expand our business in Asia.</p>	<ul style="list-style-type: none"> We pursue the construction of platforms that support local cultural inheritance and local community development to achieve a society that enables people to live comfortably. 	<ul style="list-style-type: none"> Hold traditional and cultural events and expand events to other regions, including overseas Provide enriched services for children Increase number of nursing staff for people with dementia 	<ul style="list-style-type: none"> A society offering a platform for cultural inheritance A society in which everyone, including children and seniors, lives a comfortable life 	<ul style="list-style-type: none"> Aeon 1% Club contributes ¥303.7 million/year to shopping malls nationwide for traditional and cultural events Hold temporary events to convey the appeal of Japanese culture at overseas malls Number of nursing staff for people with dementia: 838
<h2>Environment</h2> <ul style="list-style-type: none"> Climate change, global warming Protect biodiversity and resources 	<p>Environmental problems, such as intensified natural disasters resulting from global warming, are impacting sustainability more than ever. The entire world must work together to address environmental measures, including businesses. To this end, we are committed to reducing the environmental impact of our business operations and taking environmental measures to achieve a sustainable society.</p>	<ul style="list-style-type: none"> Based on the AEON Decarbonization Vision, we will continue our efforts to reduce total CO2 emissions from our domestic operations to zero by 2040. We will also establish environmentally-friendly facilities that are full of greenery to create an abundant future in which various living things can coexist in harmony. 	<ul style="list-style-type: none"> Expand EV charger installations and number of EV chargers installed Reduce total annual CO2 emissions by 35% by creating renewable energy Strengthen environmental awareness programs for local residents and specialty stores 100% Certificate Test for Environmental Specialists acquisition rate Improve the number of Association for Business Innovation in Harmony with Nature and Community (ABINC®) certified malls Achieve a 70% recycling rate * Excluding thermal recycling 	<ul style="list-style-type: none"> Achieve a decarbonized society A society in which the entire community is environmentally conscious A society that attaches importance to environmental protection and coexists in harmony with the nature 	<ul style="list-style-type: none"> No. of installed EV charger stations: 2,043 (domestic and overseas) CO2-free electricity procurement ratio: 18.9% (directly managed domestic malls) Acquisition rate of Certificate Test for Environmental Specialists: 82.2% No. of Association for Business Innovation in Harmony with Nature and Community (ABINC®) certified malls: 15 Annual recycling rate: 56.9%
<h2>Diversity and Work-Style Reform</h2> <ul style="list-style-type: none"> Health and welfare Diversity and work-styles 	<p>Human resources are the greatest management resource for sustainable growth. We focus on organizational and human resource development that leverages diversity and enables employees to be healthy, fulfill their potential, and continue to grow.</p>	<ul style="list-style-type: none"> Our business solves the issues of various stakeholders and communities. We formulated our human resources vision and organizational vision based on the recognition that the human resources, who can achieve these visions, are the most important capital for achieving sustainable growth. 	<ul style="list-style-type: none"> Support healthy lifestyles Improve the ratio of women in management positions Maintain 100% acquisition ratio of male employees taking childcare leave Cultivate human resources capable of global activity 	<ul style="list-style-type: none"> A society in which all people have equal opportunities regardless of race, nationality, age, gender, or location A society in which all people have equal opportunities regardless of race, nationality, age, gender, or location 	<ul style="list-style-type: none"> Conducted a study in collaboration with Chiba University on mall walking in AEON malls and health in August 2022 Sponsored an event in March 2023 to propose healthy lifestyles in all malls in China Ratio of women in management positions: 20.4% Ratio of male employees taking childcare leave: 100%
<h2>Responsible Business Promotion</h2> <ul style="list-style-type: none"> Human rights Bribery 	<p>Based on the AEON Human Rights Policy, we respect human rights and aim to create an organization and supply chain in which all employees can participate in corporate development regardless of gender, nationality, etc.</p>	<ul style="list-style-type: none"> We began human rights due diligence in 2021, aiming to establish a system to reduce human rights risks. 	<ul style="list-style-type: none"> Establish and implement a human rights due diligence process 100% (employee) participation in human rights education and training Provide anti-bribery education and raise awareness to ensure compliance with Basic Rules for the Prevention of Bribery Ensure continued compliance with anti-bribery provisions in the rules of employment Ensure continued reviews of our compliance with the Basic Rules for the Prevention of Bribery through reporting of compliance with said rules to the resident and CEO at least once a year and relevant correction 	<ul style="list-style-type: none"> A society in which all people's human rights are respected 0 incidents 	<ul style="list-style-type: none"> Harassment prevention training participation ratio: 99% Business and human rights training participation ratio: 88% Conduct bribery prevention training (100% attendance ratio at all companies in Japan, China, and ASEAN countries) Report the status of compliance with the Basic Rules for the Prevention of Bribery to the Compliance Committee, which reports to the president and CEO at least once a year for continuous review and correction



AEON MALL Co., Ltd.
Chief Executive Officer
Yasutsugu Iwamura

Today's society is changing at a rapid pace, and the issues faced by each community are becoming more diverse and complex.

At the same time, customer values and lifestyles are changing dramatically in the wake of the COVID-19 pandemic.

In the midst of such changes, what must AEON MALL do to become an even greater and necessary part of our communities?

We believe that the answer is to co-create new solutions with people in all countries and regions who share our awareness of the issues and our aspiration to solve said issues.

We aspire to be a company that works with communities and partner companies, fostering empathy, and building relationships while deepening and expanding human interconnections.

We hope to continue working together with you to create new value as we move into the future.

Corporate
Profile

Company Name	AEON MALL Co., Ltd.
Established	November 1911 (Meiji 44)
Capital Stock	42,381 million yen (as of February 28, 2023)
Business Activities	Large-scale regional development, as well as the development and operation of shopping malls Real estate transactions, leasing, brokerage [Minister of Land, Infrastructure, Transport and Transport (4) License No. 7682]
Number of Employees	3,801 (as of February 28, 2023)

More on Sustainability at AEON MALL

AEON MALL is engaged in a variety of ESG and sustainability initiatives in addition to the initiatives presented in this report. Please refer to the following media outlets for more information.

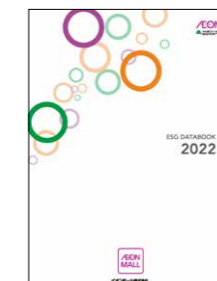
Investor Relations (IR) Information <https://www.aeonmall.com/en/ir/index.html>



Integrated Report



AEON MALL publishes our Integrated Report for all stakeholders to gain a deeper understanding of our efforts to enhance our corporate value over the medium to long term.



ESG Data Book

The ESG Data Book discloses comprehensive non-financial information to present transparent information on our ESG activities in line with ISO 26000.



Sustainability Website

<https://www.aeonmall.com/en/sustainability/index.html>



Our sustainability website provides comprehensive coverage of sustainability initiatives at AEON MALL. We update the website with the latest information and topics as needed, allowing readers to stay informed on our most recent activities.



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