

# AEON REPORT

Aeon Report 2022 Sustainability Edition

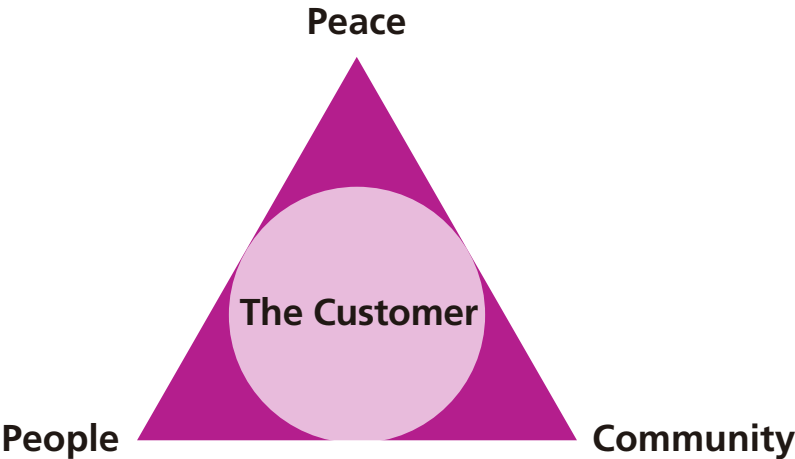
*Thriving  
with  
Communities*

Enriching People's Lives and  
Local Communities for Tomorrow



Aeon Basic Principles

Pursuing peace, respecting humanity, and contributing to local communities, always with the customer’s point of view as its core.



The word AEON has its origins in a Latin root meaning “eternity.” The customers’ beliefs and desires comprise the central core of our philosophy. At Aeon, our eternal mission as a corporate group is to benefit our customers, and our operations are thus customer-focused to the highest degree.

- “Peace” Aeon is a corporate group whose operations are dedicated to the pursuit of peace through prosperity.
- “People” Aeon is a corporate group that respects human dignity and values personal relationships.
- “Community” Aeon is a corporate group rooted in local community life and dedicated to making a continuing contribution to the community.

On the basis of the Aeon Basic Principles, Aeon practices its “Customer-First” philosophy with its everlasting innovative spirit.

AEON’s Corporate Commitment

AEON creates a future of limitless promise  
— an aeon —  
by transforming daily life with our open,  
dynamic approach.



The word AEON has its origins in a Latin root meaning “eternity.”The Aeon Group’s eternal mission is to benefit its customers. By fulfilling this mission, we hope to sustain the Group’s development and prosperity forever.

Editorial Policy

Since its founding, Aeon has put its “Customer-First” policy into practice and maintained the belief that the eternal mission of a retail business is to contribute to customers and communities without limit while achieving happiness for its employees. Based on its basic philosophy rooted in these values, Aeon continues to innovate and works to create a corporate culture that anticipates and adapts to change.

Aeon produced Aeon Report 2022, its integrated report, as an important tool facilitating constructive dialogue with stakeholders. The report is divided into two parts, the Sustainability Edition (this section), detailing Aeon’s environmental and social initiatives, and the Management Edition (separate edition), describing Aeon’s medium and long-term value creation story.

Aeon Report 2022 Sustainability Edition (This Edition) Contents			
The Sustainability Edition reports on the environmental and social activities of the pure holding company Aeon Co., Ltd. and each of its operating companies, using the Aeon Sustainability Compass (see page 7), which summarizes the 14 areas of activity Aeon addresses with the keyword “life,” as a basis. The report covers the activities Aeon pursues together with customers and through its products and in-store services based on social concerns and perspectives important to Aeon. The Sustainability Edition also highlights feedback regarding Aeon’s sustainability activities, the role Aeon is to play as a retailer seeking medium-to-longterm growth, and the expectations placed upon Aeon.			
<b>Aeon’s Sustainability</b>	<b>Heartful Community</b>	<b>Data Section</b>	 <b>Front Cover of the Sustainability Edition</b> The front cover depicts a biotope set up in a forest at Aeon Mall Hamamatsuichino. A survey of living creatures was conducted with the local community to affirm the value of biodiversity through forest development.
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**Aeon Report 2022 Management Edition (Separate Section)**

Based on the “Five Reforms” set forth in the FY2021 – FY2025 Medium-term Management Plan aimed at achieving Aeon’s 2030 vision of sustainable, circular economy-focused management, sustainable value creation at the Aeon group is described using both financial and non-financial information in an easy-to-understand manner. In preparing this report, we referenced the disclosure framework of the International Integrated Reporting Council (IIRC), placing a particular focus on the value that Aeon creates in the areas of the economy, society, and the environment.

► <https://www.aeon.info/en/ir/library/aeon-report/>

[Reporting Period] Fiscal 2021 (March 1, 2021, to February 28, 2022)  
\*For the initiatives of some operating companies whose financial reporting periods differ, the applicable periods are specified for each reporting item.

[Reporting Scope] Pure holding company Aeon Co., Ltd., its 286 consolidated subsidiaries, and 26 equity method affiliates (as of February 28, 2022)  
\*When the scope of reporting differs from the above, it will be so stated for each reporting item. In addition, major group companies contribute 1% of profit before income taxes to the AEON 1% Club Foundation, which develops various social contribution activities, and various activities to protect the global environment and support and grants to each group. We also report on the efforts of the AEON Environmental Foundation, which conducts environmental activities for the public interest.

[Target Audience] Customers, shareholders, investors, business partners, NPOs, NGOs, governments, and Aeon employees

[Guidelines Used] •Global Reporting Initiative (GRI) •Environmental Reporting Guidelines (2018 version), Ministry of the Environment of Japan •Guidance on Social Responsibility, ISO 26000

[Disclaimer] This report includes plans for the future of the Aeon Group, as well as predictions and forecasts about business results. These statements are based on the Group’s judgments and opinions based on the information available at the current time. Due to various future issues, results may differ greatly from those published in this report.

[Month of Publication] January 2023

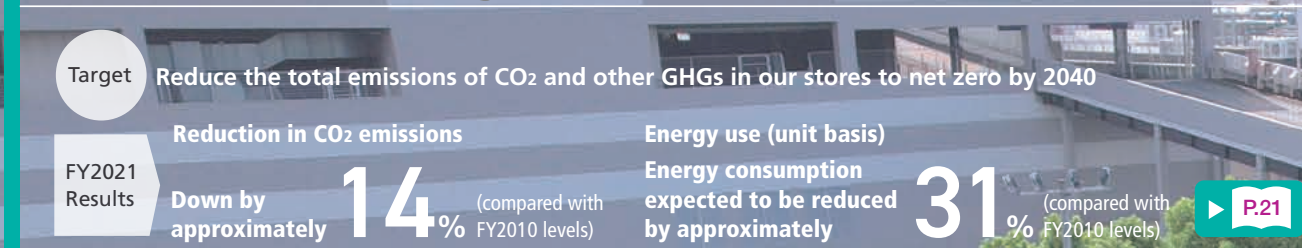
[Publication] Corporate Communications Department, Aeon Co., Ltd



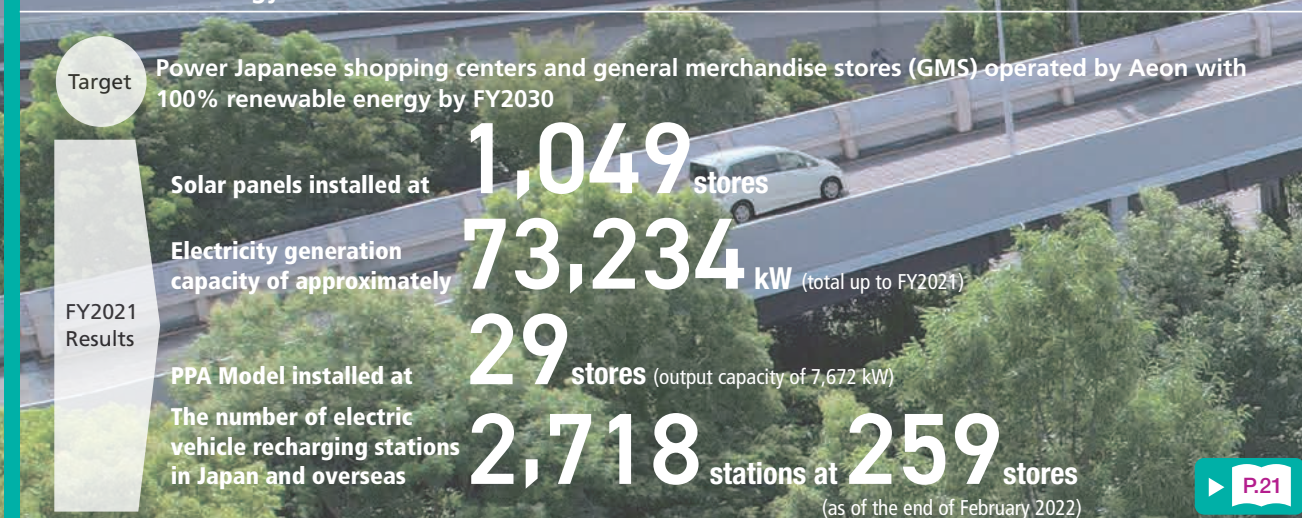
Aeon's Sustainability Efforts in Keywords

Sustainable Planet

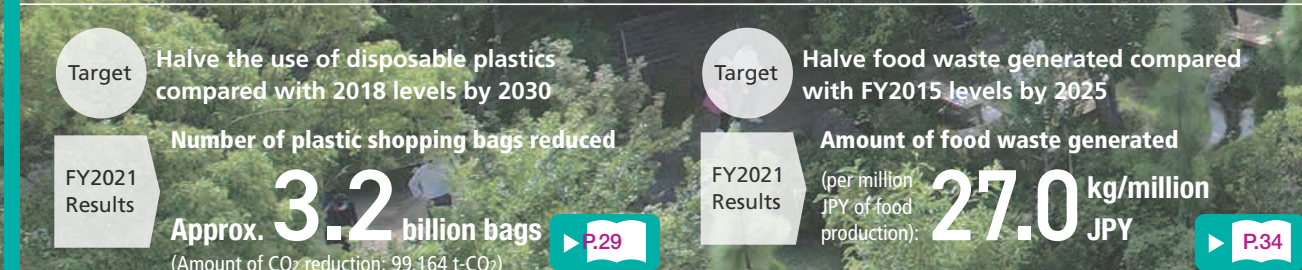
Decarbonization and Climate Change



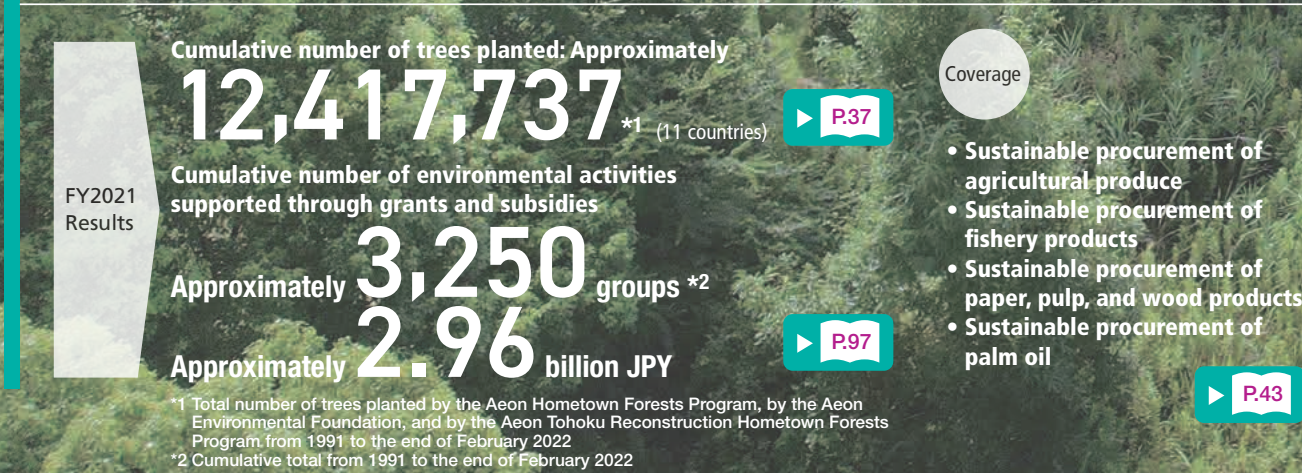
Renewable Energy



Reducing plastic Food loss and food recycling



Biodiversity Sustainable Procurement

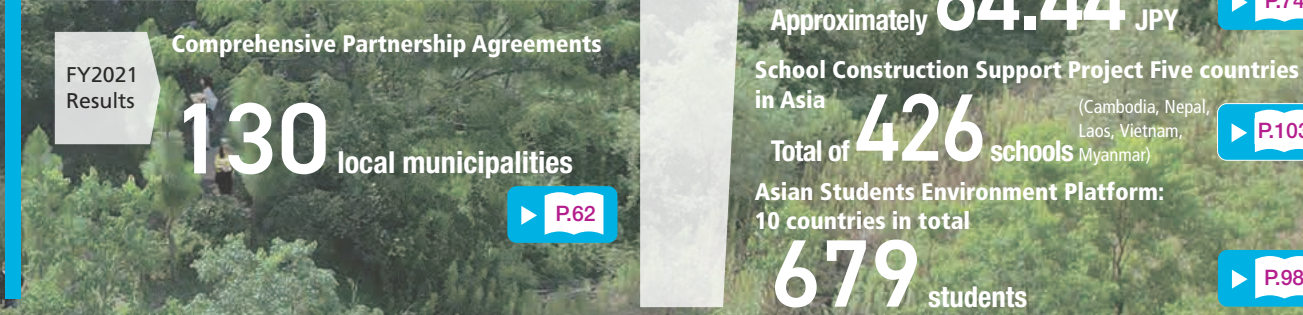


Heartful Community

Regional revitalization Supporting and Nurturing the Next Generation

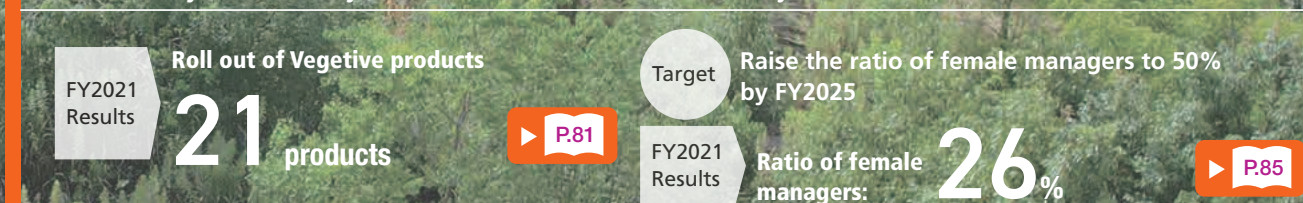


Disaster prevention and disaster relief assistance

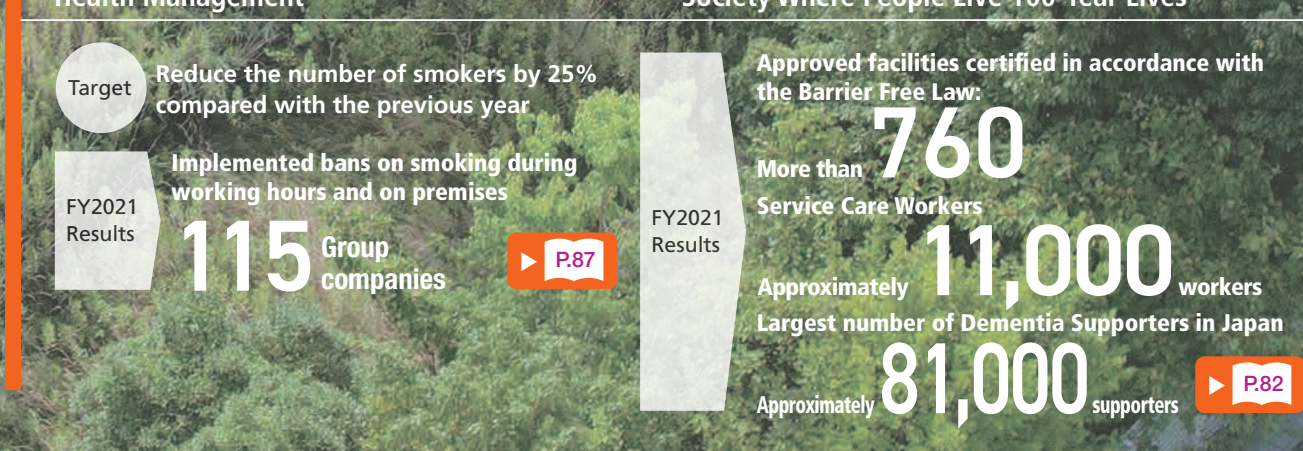


Healthy & Empowered People

Food Safety and Security Diversity & Inclusion



Health Management Society Where People Live 100-Year Lives





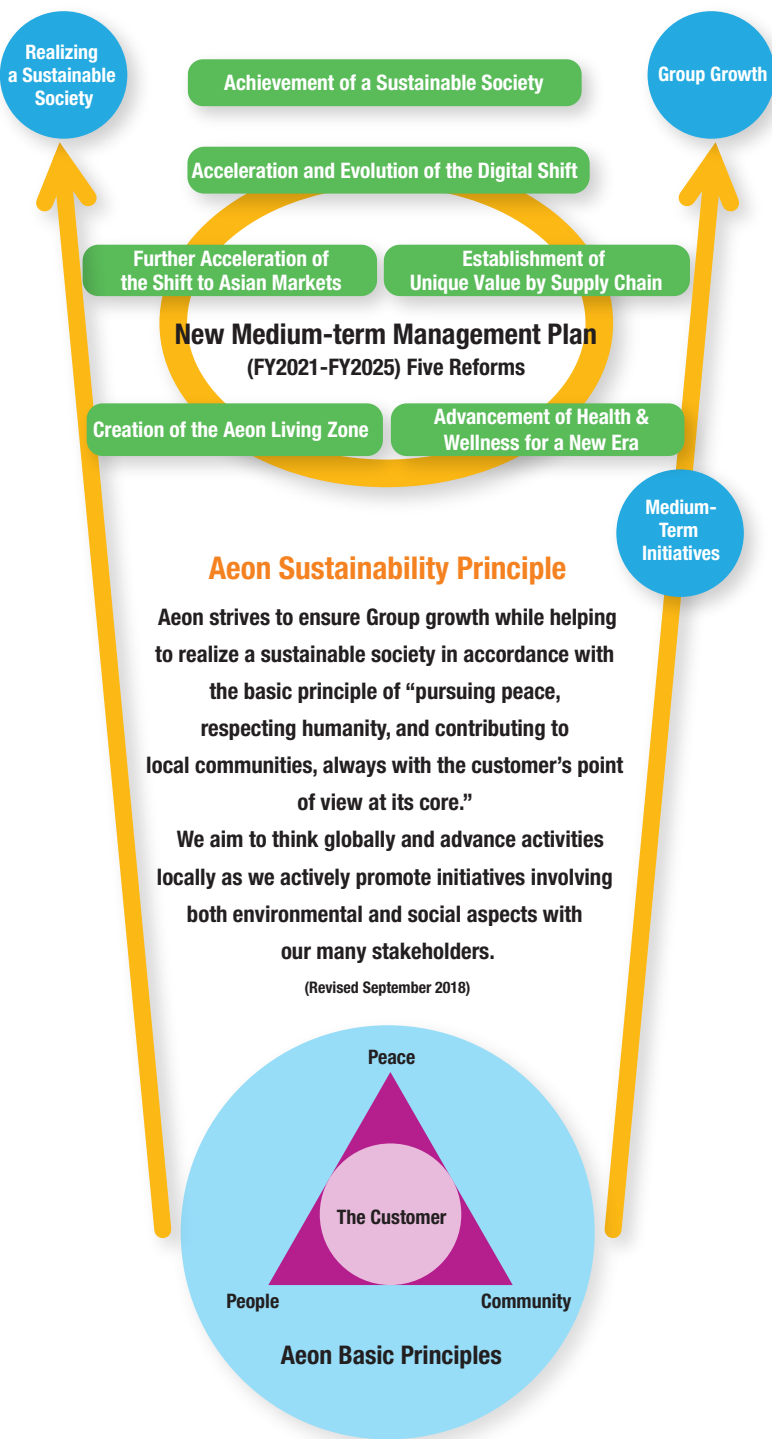
Aeon's Sustainable Management

Pursuing Sustainable Management to Solve Environmental and Social Issues through Business

Aeon has a motto — “Give the Central Pillar Wheels” — passed down from Okada, one of Aeon’s predecessors. This means that the Company should do business in response to changes in the needs of the times, the environment, society, and customers.

The environment surrounding the retail industry in Japan is changing at an unprecedented pace. Environmental issues such as climate change, resource depletion, and the loss of biodiversity, as well as social issues such as the reduced working population due to the declining birthrate and aging population and the decline of communities, are expanding. Each of those issues is important for Aeon, whose roots are established in people’s everyday lives, with support from local residents.

One of Aeon’s missions is the pursuit of sustainable management, with the goals of contributing to the achievement of a sustainable society and the achievement of the growth of the Group in response to the growing importance of corporate responsibility. Under the Aeon Sustainability Principle, Aeon has set medium-to long-term global-standard goals and works with stakeholders to achieve a sustainable society.



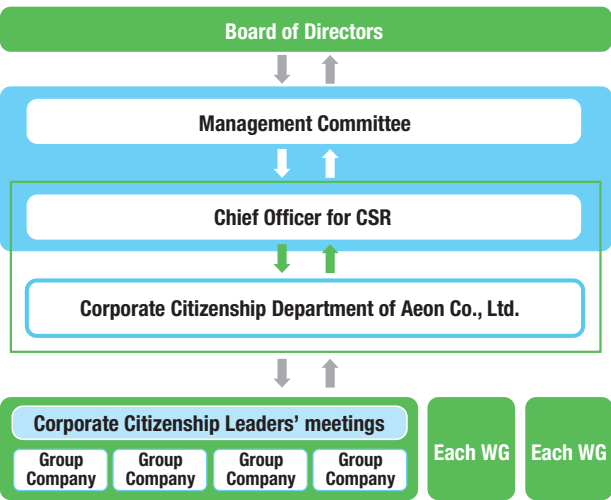
System for Sustainable Management

As a member of the Board of Directors, the Chairman and Representative Executive Officer is responsible for decision-making regarding the direction and execution of the Company’s business. Based on authority delegated by the Board of Directors, the Chairman and Representative Executive Officer assume the highest level of responsibility, including responsibility for decision-making regarding sustainability issues. The Chief Officer for CSR is responsible for the execution of business related to sustainability.

The Chief Officer for CSR proposes and reports important matters related to risks and opportunities and addresses issues related to sustainability to the Aeon Management Committee (MC), which is chaired by the Chairman and Representative Executive Officer and is comprised of all of the executive officers. The results of deliberations at MC meetings are put into action after the Board of Directors, the highest decision-making body, passes resolutions supporting them. The resolutions are made known to and shared by the Group companies.

We have established the Corporate Citizenship Department of Aeon Co., Ltd. as a department responsible for promoting sustainability at Aeon. As an administration office for enhancing sustainability, the Corporate Citizenship Department submits reports to the Chief Officer for CSR and is responsible for providing information, guidance, and support to the Group companies. The department also regularly holds Corporate Citizenship Leaders’ meetings to discuss measures to address issues at the Group-wide and individual company levels. The department promotes initiatives using the plan, do, check, act (PDCA) cycle in cooperation with Group companies. As an ISO 14001 administration office, it also works to establish and operate an environmental management system for the entire Group.

The system above will operate from March 1, 2021.



Opportunities and Methods for Dialogue with Key Shareholders

Aeon interacts with a diverse range of stakeholders as it conducts business activities. To continue to be a company that contributes to the achievement of a sustainable society, we clearly state our responsibilities to our stakeholders and communicate with them in many different ways.

To continue to listen to customers’ opinions and fulfill the expectations of society, the entire Group will promote sustainability activities in collaboration with our stakeholders.

Enriching People’s Lives and Local Communities for Tomorrow

Thriving with Communities

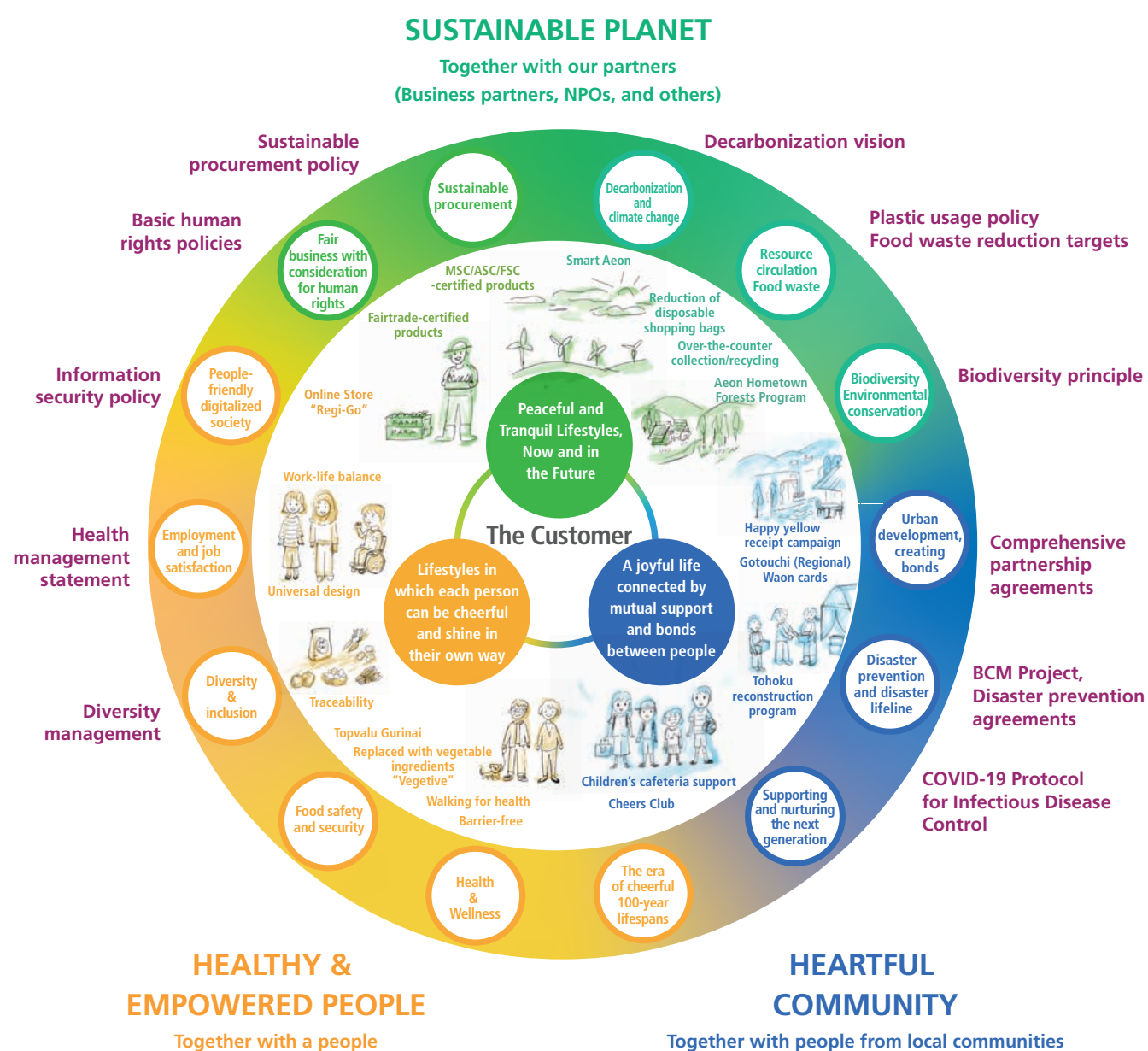


## Aeon's Vision for Sustainability

## Continuously innovating in response to customer changes

In light of the changing times and social conditions, Aeon has again revised the responsibilities it is expected to fulfill, as well as the environmental and social issues it can solve through its business activities. We believe that the direction in which Aeon's sustainability should proceed will contribute to the happiness of our customers now and in the future. Aeon's raison d'être is to continue proposing "better living" that will lead to the future, and we define it as the vision of Aeon's sustainability and express the overall picture with an "Aeon Sustainability Compass." We will adopt ESG perspectives and strive over the long term to solve environmental and social issues at the global level.

## Sustainability Activity Areas and Specific Actions That Aeon Takes through Its Business Activities with “Living” as a Keyword



## History of Sustainability

Under its basic principles, "Pursuing peace, respecting humanity, and contributing to local communities, always with the customer's point of view as its core," Aeon engages in sustainability activities to continuously innovate in response to customer changes and pass on the root for people's enhanced lives in the future.

## Initiatives from 1989-2001

- 1989 Announced establishment of the Aeon Group 1% Club Foundation
- 1990 Established the JUSCO Earth-Friendly Committee  
Established the Aeon Group Environmental Foundation  
(public name: Aeon Environmental Foundation)  
Established the Aeon Group 1% Club Foundation  
(current public name: Aeon 1% Club)
- 1991 Initiated the Aeon Hometown Forests Program  
Started Clean & Green Activities  
Commenced the Bring Your Own Shopping Bag Campaign on a trial basis and launched the experimental Collecting Recyclable Resources at Stores Campaign
- 1993 Started development of organic and other agricultural produce for Gurinai (now Topyalu Gurinai) private label
- 1994 Formulated the independent Aeon Heart Building Design Standards based on the Heart Building Law (the New Barrier Free Law from December 2006)  
Opened JUSCO Minamikata Store as the first building in Japan certified under the Heart Building Law
- 1995 Introduced returnable food containers and reusable hanger systems
- 1996 Launched the Environment Committee  
Founded JUSCO Children's Eco Club (currently Aeon Cheers Club)
- 2000 Acquired ISO 14001 certification, the international standard for environmental management
- 2001 Changed company name to Aeon Co., Ltd. and started Aeon Day  
Started the Aeon Happy Yellow Receipt Campaign



Bring Your Own Shopping Bag Campaign, which Aeon has been running with its customers to reduce the use of plastic shopping bags



Started Aeon Happy Yellow Receipt Campaign to give back to the local community

### Initiatives from 2003-2007

- 2003 Formulated the Aeon Supplier Code of Conduct (CoC)  
Began use of biomass packaging materials
- 2004 Formulated Basic Policy for the Prevention of Global Warming  
Endorsed the United Nations Global Compact  
Acquired SA8000 certification, an international standard related to human rights and labor conditions  
Achieved SA8000 certification for TOPVALU supplier management and Aeon headquarters operations  
Commenced sales of Fairtrade Coffee under the Topvalu label
- 2005 Opened first Eco Store, Aeon Chikusa SC (currently Aeon Town Chikusa)
- 2006 Acquired chain of custody certification at stores and shopping centers for processing and distribution of MSC-certified products (MSC-CoC), becoming the first general retailer in Japan to receive such certification  
Began selling MSC-certified seafood
- 2007 Began Stop Free Plastic Shopping Bag Program at JUSCO Higashiyamanijou Store (currently Aeon Higashiyamanijou Store)



Began handling MSC-certified products



Became the first chain store operated nationwide in Japan to cease the provision of free shopping bags

## Building a Sustainability Management Structure and Launching New Initiatives

## Starting with Trees-Planting on Many Activities Leading to Today's Sustainability Initiatives

To carry out corporate activities befitting of a retailer representing Japan as well as Asia, and to continue to be a retailer that consistently delivers vital value in the form of “richness,” Aeon has proceeded to build a framework for engaging in CSR activities as an organization since the late 1980s. In 1990, the Aeon Group 1% Club (the present Aeon 1% Club Foundation) was established, followed by the JUSCO Earth-Friendly Committee and the Aeon Group Environmental Foundation (the present Aeon Environmental Foundation). In 1991 we launched the Aeon Hometown Forests Program, the Bring Your Own Shopping Bag Campaign, and the Collecting Recyclable Resources at Stores Campaign. In addition to receiving the international standard ISO 14001 certification for our environmental management system in 2000, we have launched many activities leading up to today’s sustainability initiatives, including the Aeon Happy Yellow Receipt Campaign upon the change of our company name in 2001 and to designate the 11th day of each month as “Aeon Day.”

## Expanding Activities from a Global Perspective

### Launching Initiatives Incorporating the Ten Principles of the United Nations Global Compact

To reinforce its global perspective on sustainability, in 2004, Aeon became Japan's first retailer to sign the United Nations Global Compact.

The Aeon Supplier Code of Conduct (CoC), formulated in the previous year in 2003, is based on the Ten Principles outlined in the United Nations Global Compact and the requirements of the SA8000 Standard.

Building on these activities, Aeon and three labor organizations, including the international labor body UNI Global Union, signed the Global Framework Agreement on labor practices, human rights, and the environment in 2014.





## Initiatives from 2008-2010

- 2008 Formulated the Aeon Manifesto on the Prevention of Global Warming.  
2009 Commenced trial sales of Carbon Footprint product labeling for nine varieties across seven TOPVALU products  
Participated in Japan Climate Leaders' Partnership (Japan-CLP) as a founding member  
Opened the first FSC®-certified convenience store in Japan  
2010 Formulated the Aeon Biodiversity Principle

Became Japan's first retailer to Set a CO<sub>2</sub> emissions reduction goal

## Formulating the Aeon Group Principles with Regard for Biodiversity and the Prevention of Global Warming

In 2008, we announced the Aeon Manifesto on the Prevention of Global Warming, becoming the first Japanese retailer to set specific targets for reducing CO<sub>2</sub> emissions. Through initiatives related to our stores (developing Eco Stores, etc.), products (conserving resources used in packaging materials and changing transportation methods), and with our customers (planting trees at Aeon stores), we were able to surpass the 30% (1.85 million tons-CO<sub>2</sub>) reduction target for FY2012, in comparison with FY2006 levels, one year early by achieving a 2.08 million tons- CO<sub>2</sub> reduction in FY2011. In response to this achievement, since 2012, we have not only been reducing CO<sub>2</sub> emissions but have also added the Aeon Eco Project as part of our efforts for stores to act as emergency lifeline centers.

Furthermore, we formulated the Aeon Biodiversity Principle in 2010, the year that COP10 (the 10th meeting of the Conference of the Parties to the Convention on Biological Diversity) was held in Japan. Aeon continues to develop and sell marine and other biodiversity-responsive products with MSC (Marine Stewardship Council) and FSC®, and create stores while protecting ecosystems.

2009-



Opened the first FSC®-certified convenience store in Japan (Ministop Co., Ltd.)



## Initiatives from 2011-2013

- 2011 Formulated the Aeon Sustainability Principle  
Announced the Aeon Natural Refrigerants Declaration  
2012 Established the Sustainable Management Committee  
Started the Aeon Eco Project



2011-



Promoting the use of natural refrigerant equipment

2012-



Launched the Aeon Eco Project as an environmental target

## Started Aeon Eco Project, Setting New Environmental Targets

## Striving for Group-Wide Growth and Societal Development through the Aeon Group's Four Key Issues for Sustainable Management

As the globalization of our business continues to make great strides and our impact on the environment and society rises to new levels, we are more actively promoting sustainability initiatives throughout the Group. We formulated and announced the Aeon Sustainability Principle in March 2011, seeking to achieve sustainable management by combining both growth of the Group and the development of society as a whole.

In formulating the principle, we took into account worldwide megatrends, the changing values of people, social issues addressed in the UN Millennium Development Goals (MDGs), guidelines regarding social responsibility such as ISO 26000, and the basic content of our new Medium-term Management Plan. Deliberations were made by stakeholders inside and outside the Company, such as our Environmental Advisory Board, outside directors, and Aeon People involved with sustainability activities. Along with determining the Four Key Issues for the Aeon Group, we set medium- and long-term key performance indicators (KPIs) for each key issue and publicize our progress every year in our *Sustainability Data Book* (currently the AEON Report Sustainability Edition) and Aeon's corporate website.

## Initiatives from 2014-2017

- 2014 Formulated the Aeon Sustainable Procurement Principle  
Concluded the Global Framework Agreement  
Started sales of Aquaculture Stewardship Council (ASC) certified products  
2015 Aeon Yumemirai Nursery School in Aeon Mall Makuhari New City acquired certification in Chiba City  
Commenced sales of first completely farm-raised Bluefin Tuna Japanese private brand product  
2016 Launched sales of Topvalu Gurinai "Organic," "Natural," and "Free From" products  
2017 Formulated the Aeon Sustainable Procurement Policy and 2020 Goals  
Formulated the Aeon Food Waste Reduction Targets

## SUSTAINABLE DEVELOPMENT GOALS



2014-



Began handling ASC-certified products

2015-



Development of an infrastructure to support the balance between work life and child raising

Putting Sustainability Management into Practice (1)  
Revising 2020 Materiality Targets and Activity Categories

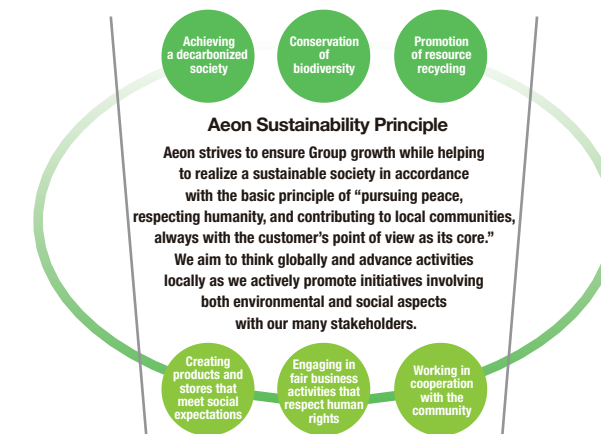
Aeon classified the results of its sustainability activities into three stages in 2014 to further advance sustainable management. At Stage I, social, environmental, and economic risks are controlled. At Stage II, growth opportunities function as a process for resolving social issues. At Stage III, sustainability activities and business activities combine to realize CSV\*. Having self-assessed Aeon as being at Stage II, we aim to engage in further efforts to reach Stage III by 2020.

In 2015, the United Nations General Assembly adopted the Sustainable Development Goals (SDGs), and the United Nations Framework Convention on Climate Change (COP21) agreed on the Paris Agreement. Based on global trends and opinions gathered through dialogues, we conducted another materiality assessment from the perspectives of the "environment" and "society," and in April 2017, we revised Aeon's Basic Policy on Sustainability and identified four priority issues from a societal perspective. In terms of the environment, we formulated the Aeon Sustainable Procurement Policy and 2020 Sustainable Procurement Goals, and the Aeon Group Food Waste Reduction Targets.

\*CSV: Creating shared value

## Initiatives from 2018

- 2018 Formulated the Aeon Decarbonization Vision 2050  
Revised the Aeon Basic Policy on Human Rights  
Revised the Aeon Sustainability Principle  
2019 Concluded "Collaborative Agreement on Disaster Response" with the Cabinet Office  
Launched the "10 x 20 x 30 Initiative to Reduce Food Loss and Waste" Japan Program  
Participated in planning of "Loop," the first sustainable reuse container product shopping system in the Japanese retail industry  
2020 Opened the first Aeon store using 100% renewable energy  
Ended free provision of plastic shopping bags  
Formulated the Aeon COVID-19 Outbreak Prevention Protocol to prevent the spread of infection  
Formulated the Aeon plastic usage policy  
2021 Established the Sustainability Compass serving as a compass for Aeon's sustainability activities



(Revised in September 2018)

Putting Sustainability Management into Practice (2)  
Formulated a new Medium- to Long-Term Environmental Policy to Realize a Sustainable Society

In 2018, we revised the social priority issues within the Aeon Sustainability Principle, setting three priorities. We also enhanced our activities.

In terms of the environment, we formulated and announced the Aeon Decarbonization Vision 2050 in 2018. Aeon announced that it would aim to achieve zero CO<sub>2</sub> emissions from its stores. In 2020, we announced the new goal of ensuring that 50% of the power consumed at the domestic stores is from renewable energy sources by FY2030. We aim to achieve this goal ahead of schedule, around 2040.

For 30 years since 1991, we have been running the Bring Your Own Shopping Bag Campaign with customers. Before introducing fees for plastic shopping bags in July 2020, we ended the free distribution of plastic and paper shopping bags at all directly managed GMS Aeon stores nationwide, which we had started on April 1, 2020. We formulated an Aeon Plastic Use Policy and announced a plan to strengthen our efforts to move away from plastics.

Going forward, we will make an effort to establish medium to long-term numerical targets and work together as a Group to achieve them, contributing to the realization of a sustainable society through our business activities.



Key Areas of Sustainability (Material Issues)

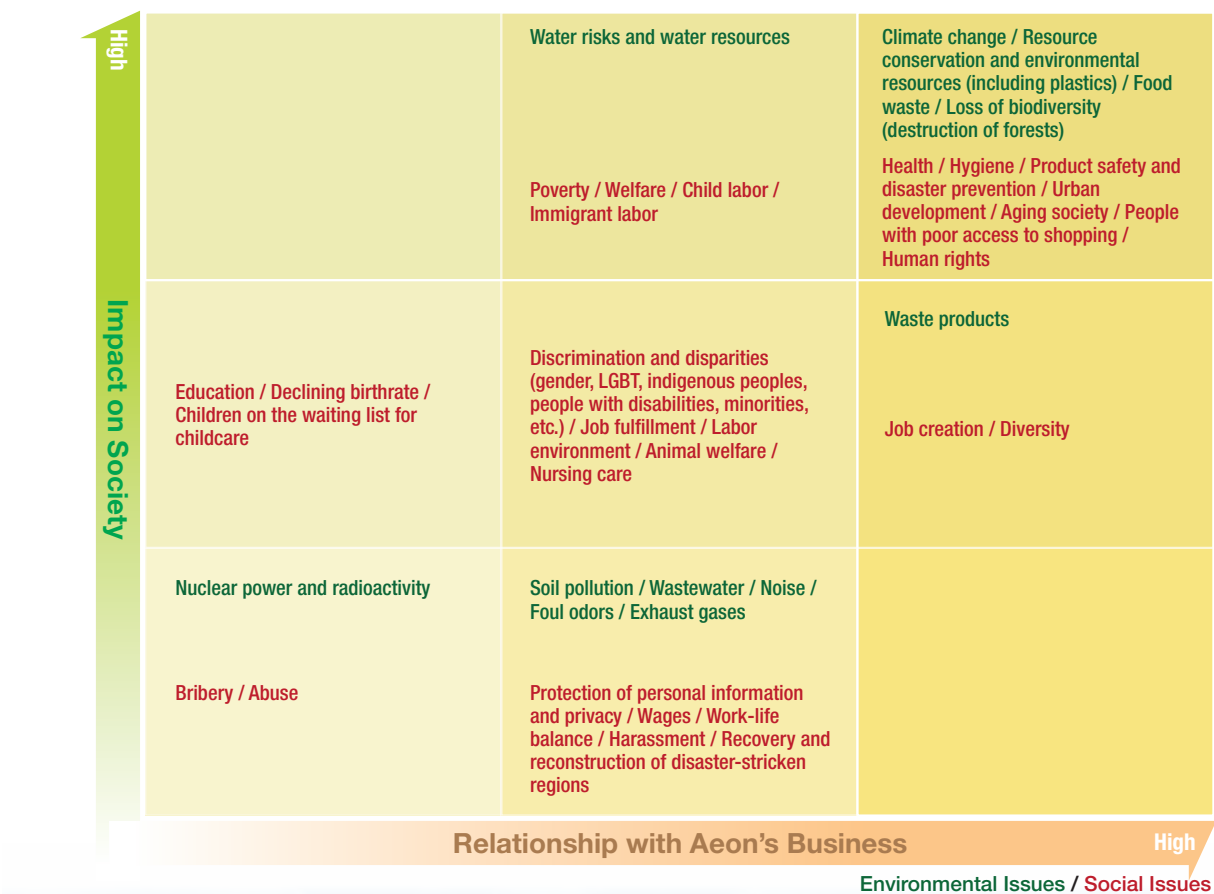
Among the many environmental and social issues in promoting sustainable management, Aeon has identified key areas (material issues) for which it will pursue solutions on a priority basis through its business activities, and has continued to strengthen its efforts in those areas.

Approach

To continue to be a company that revitalizes local economies and solves social issues, we believe it is important to respond to the demands and expectations of stakeholders while adapting to changes in society.

To realize this vision, we have implemented materiality mapping from two perspectives, specifically the impact on society and the relationship with Aeon's business.

For the targets and KPIs set for each material issue, we iterate on the PDCA cycle based on our sustainability promotion structure, continually implement more effective sustainability activities, and strive to make further improvements.



- Six Priority Fields for Aeon**
- ◆ Achieving a Decarbonized Society
  - ◆ Promotion of Resource Recycling (Reducing plastics and food waste)
  - ◆ Preservation of Biodiversity
  - ◆ Sustainable Procurement
  - ◆ Engaging in Fair Business Activities That Respect Human Rights
  - ◆ Collaborating with the Community

Aeon's Management Approach

Promoting Sustainable Management Group-Wide

In its Medium-term Management Plan (FY2021-FY2025), Aeon regards sustainability as the center of its business and has positioned it as the core of its growth strategy. Aeon will continue to take on the challenges of the Five Reforms and accelerate initiatives aimed at achieving its medium- and long-term goals dealing with environmental and social issues.

### Achieving a Decarbonized Society

**Recognition of Issues**

Aeon operates 20,008 stores in 15 countries around the world. One of the biggest effects our business activities have on global warming is the release of greenhouse gases due to the use of energy such as gas and electricity at our stores and business sites, as well as the use of CFC refrigerant substitutes for air conditioning equipment and refrigerated cases. For this reason, we have declared the realization of a decarbonized society, one that does not release greenhouse gases, as a material issue and we are pursuing various initiatives to reduce our greenhouse gas emissions.

**Aeon's Approach**

With regard to the prevention of global warming, Aeon has steadily cleared its goals announced in the Aeon Prevention of Global Warming Declaration made in 2008 and the Aeon Eco Project launched in 2012 and has endeavored to reduce its greenhouse gas emissions. In 2011, Aeon announced the Aeon Natural Refrigerant Declaration and has made progress with the introduction of refrigerated and frozen goods cases that use natural refrigerants (CO<sub>2</sub>) with a small global warming potential.

In the Aeon Decarbonization Vision formulated in 2018, we aim to achieve net-zero emissions of CO<sub>2</sub> at our stores from the three perspectives of stores, products, and logistics, and hand in hand with customers. In 2020, we set the new goal of switching 50% of the electricity used at our stores in Japan to renewable energy by 2030 and announced that we would aim to achieve our 2050 goal ahead of schedule in around 2040. The Group will leverage all of its resources to accelerate initiatives directed at realizing a decarbonized society.

**Aeon Decarbonization Vision**

**Targets**

- ◆ Switch 50% of electricity used in stores to renewable energy by 2030
- ◆ Achieve zero aggregate CO<sub>2</sub> emissions from stores by 2040

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### Promotion of Resource Recycling

**Recognition of Issues**

In addition to the waste generated from its business activities, since Aeon is also involved with the waste generated when customers use plastic bags, containers, and packaging, it recognizes the Promotion of Resource Recycling as a material issue and undertakes a number of initiatives to address it.

**Aeon's Approach**

Aeon has continued to promote various initiatives to further the better use of resources, including the Bring Your Own Shopping Bag Campaign and over-the-counter resource recovery. In 2020, we formulated the Aeon Plastic Usage Policy, through which we work to reduce the use of disposable plastics, transition to better materials, and develop a resource recycling model based at our stores. As a retailer that deals with food, in 2017, Aeon's Food Waste Reduction Targets were also established, and we announced plans to halve food waste by 2025. Additionally, in 2019 Aeon became the only retailer in Asia to participate in the World Resources Institute's (WRI) food waste reduction initiative to reduce waste throughout its supply chain.

**Aeon Plastic Usage Policy**

**Targets**

**By 2030, we will**

- ◆ Halve the amount of disposable plastics used compared with 2018 levels
- ◆ Use eco-friendly and socially considerate materials in all private brand products
- ◆ Switch to 100% renewable or plant-derived materials for the PET bottles of private brand products

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## Preservation of Biodiversity

### Recognition of Issues

From the destruction of ecosystems due to overfishing and overhunting and abnormal weather events caused by global warming, the gifts of nature we use as resources are under critical threat. The land area taken up by forests, tropical rainforests, in particular, continues to decline, and the number of animals classified as endangered species is also on the rise. Based on the recognition that Aeon's businesses would not be possible without ecosystem services such as agricultural, fishery, and forestry products, we regard the conservation of biodiversity as a material issue.

### Aeon's Approach

To advance sustainable resource utilization while conserving biodiversity, we promote a range of initiatives in keeping with the action guidelines set forth in the Aeon Biodiversity Principle.

#### ■ Sustainable Procurement

We formulated the Aeon Sustainable Procurement Principle, intending to balance the sustainability of natural resources with the continual development of business activities. We procure marine products, agricultural products, livestock products, as well as paper, pulp, wood, and palm oil products based on Aeon's Sustainable Procurement Policy, which was announced in 2017.

#### ■ Aeon Hometown Forests Program

As activities embodying the Aeon Hometown Forests Program and the Aeon Basic Principles, we have been conducting tree-planting activities with customers since 1991.

**Aeon Biodiversity Principle**

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## Sustainable Procurement

### Recognition of Issues

The safety and security of customers will always be an issue of the highest priority. In recent years, with supply chains expanding globally, ensuring product quality and safety has become a growing social issue. In addition, the quality expected by customers can vary significantly depending on the country or region concerned. To continually respond to such feedback, it is essential to develop mechanisms to proactively engage in dialogue with customers while creating systems to develop products, services, and stores that reflect the wishes of customers.

### Aeon's Approach

To put into practice our Customer-First approach and make good on Our Promise to Customers established in the AEON Code of Conduct, we have pursued the development of safe and secure products in conjunction with suppliers in Japan and overseas through the TOPVALU brand.

In addition, through initiatives that include the development of a traceability system and the creation of rules concerning ingredient labeling, we make every effort to ensure that customers can use our products with peace of mind. In terms of store facilities, we strive to develop safe and comfortable stores in terms of both physical and qualitative terms. Additionally, to reflect the diverse feedback from society as it changes over time, we have developed systems to periodically gather customer feedback, and in recent years, we have focused on product, service, and store development focused on keywords such as the elderly, health, and local products.

**Aeon Sustainable Procurement Principle**

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**Aeon Sustainable Seafood Procurement Policy**

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**Aeon Forest Resources Procurement Principle (Paper / Pulp / Timber)**

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## Engaging in Fair Business Activities That Respect Human Rights

### Recognition of Issues

Enormous supply chains have been built along with the globalization of corporate activities. To engage in sustainable business across many countries and regions, it is necessary to comply with local laws while promoting fair business activities in light of the United Nations' Guiding Principles on Business and Human Rights and other initiatives.

Additionally, respecting the human rights of people from a range of backgrounds while utilizing their diversity to create new value has taken root as a human resources strategy essential to corporate growth.

### Aeon's Approach

To put into practice one of the basic principles of respecting humanity, we have established the Aeon Basic Policy on Human Rights, which is applied to all stakeholders involved with Aeon's business activities.

We place importance on our relationship with our suppliers, who are important partners for our business activities, and along with engaging in fair trade in accordance with the Aeon Supplier Code of Conduct (CoC), we undertake procurement in consideration of our social responsibility. In January 2021, we established the Supplier Hotline, which receives consultations and reports from TOPVALU product suppliers and their employees.

We have also established Basic Principles on Human Resources that reflect our approach to human resource matters for our own employees. We place importance on diverse values regardless of gender, age, nationality, or other attributes and conduct human rights awareness training globally to put into practice our policies and principles concerning human rights.

**Aeon Human Rights Policy**

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**Aeon Supplier Code of Conduct (CoC)**

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**Aeon Health Management Declaration**

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## Collaborating with the Community

### Recognition of Issues

With each region facing unique social issues, we strive to solve issues in partnership with local governments, NPOs, NGOs, and international organizations. In recent years, there has been a growing trend for companies to make effective use of their resources, including technologies, knowledge, information, funding, and even management expertise to demonstrate an even greater impact sustainably. Meanwhile, companies have also gained a strong appreciation for how working with local communities is essential for sustainable growth.

### Aeon's Approach

Aeon espouses the basic principles of being a corporate group rooted in local community life and dedicated to making a continuing contribution to the community and has tackled solutions to social issues in various regions through engagement with people in Japan, China, and the ASEAN region for many years.

We also focus on building value chains designed to vitalize industries in the regions where we operate, including the proactive development and marketing of products geared toward the local food culture.

As a corporate citizen, we aim to be a company that helps develop society and enhances lifestyle and culture in conjunction with the local community.

**Aeon's BCP (Business Continuity Plan)**

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**Aeon BCM Project**

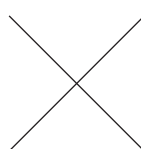
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# Sustainability at Aeon Interweaves Management With Peace, People, and Community

## Shuichi Kogo

Chief Sustainability Officer, Aeon Co., Ltd.



## Dr. Taikan Oki

Professor at The University of Tokyo Department of Civil Engineering Graduate School of Engineering



Shuichi Kogo / Joined The Dai-ichi Kangaro Co. in 1996 and became the General Manager of the Merchandising Strategy Department and then General Manager of the Operations Strategy Department before being appointed Executive Division Manager of the Management Division in 2018. He assumed the position of Director, Executive Officer, Division Manager of the Business Management Division, and General Manager of the Strategy Planning Department in 2020. He became the General Manager of the Strategy Department at Aeon Co., Ltd. in 2021, a position he remains in today.

Taikan Oki / Served as Senior Vice-Rector at United Nations University and Assistant Secretary-General at the United Nations from 2016 to 2021. He researches global hydrology and the sustainability of world water resources and was one of the coordinating lead authorities on the Fifth Assessment Report issued by the Intergovernmental Panel on Climate Change (IPCC). In 2021 he was awarded the International Hydrology Prize, also known as the Dooge Medal.

### The importance of being trusted by customers

**Kogo** Aeon's Basic Principles are to pursue peace, respect humanity, and contribute to local communities, always with the customer's point of view as its core. On that basis, we are striving to practice sustainability management that seeks to shape a sustainable society while solving environmental and social issues. Leveraging our characteristics as a retailer that enjoys points of contact with customers, our highest priority is to work with customers in pursuing sustainability in the global community.

**Oki** Aeon's Basic Principles advocate the practice of a "Customer-First" philosophy with an everlasting innovative spirit. What is meant by "innovation" here?

**Kogo** The world is currently undergoing unprecedented environmental changes, and Aeon sees that as an opportunity for exponential growth. Rather than protecting our existing businesses, that means responding to change in every instance and tackling bold reforms to our business structure.

**Oki** I see. The Medium-term Management Plan also states that Aeon will practice sustainable management through a cycle of its own growth and enrichment of local communities. This management strategy is based on long-term perspectives that reflect the kind of role I want to see companies play.

**Kogo** Thank you. Aeon has embodied the idea of "hand in hand with customers" in a variety of ways, and just the other day we engaged in the Aeon Ukrainian Children Relief Fundraising effort in response to recent events around the world. The 466,656,366 yen we collected as donations from customers was matched by Aeon, resulting in the fund donating a total of 933,312,732 yen to the Japan Committee for UNICEF.

**Oki** I get a sense that donating culture has not really taken root in Japan, but collecting this amount in donations speaks to the high degree of trust that Aeon enjoys from its customers. Part of the Aeon Basic Principles is the pursuit of peace and with these donation drives, you have made your stance against war clear.

**Kogo** Yes. When we called upon customers to help with donations, we clearly communicated that Aeon's stance is to oppose all wars, and we received a great deal of support in response. There was a strong sense of solidarity and high expectations from customers.

**Oki** Perhaps that suggests Aeon's basic principle of "hand in hand with customers" has taken root with customers. I think we should assess the value of a company's products and services not based on the company alone but from the perspective of the pursuit of sustainability, including the supply chain.

**Kogo** For example, with Aeon's Topvalu brand, we have made every effort to limit price increases, with some exceptions, even in the recent market environment of sharply rising prices. Rather than simply raising prices, we are exercising our corporate efforts to the fullest to ensure that customers can lead enriched lives. At the same time, we have been focused on appealing to value elements other than price more than before. We clearly identify products that are eco-friendly or geared toward Health & Wellness, and by publishing detailed product information on our website, we respond to customer concerns over safety and security in an effort to provide value in various ways.

**Oki** However, consumers have an impression of eco-friendly products being relatively expensive. I look forward to seeing Aeon change the lifestyles of society as a whole in those ways.

**Kogo** Based on customer surveys and since a certain number of customers have a strong environmental awareness, I think there is potential there as a market, but when it comes to purchasing a product, the fact is that more people still place an emphasis on price. At Aeon, we want to pursue environmental activities that can be easily tackled in daily shopping and customer's ordinary lives. That is why these products need to be familiar things that customers choose for their daily meals, not something special, and in principle, they should be priced so that customers can easily incorporate them into their daily lives.

**Oki** Since you are closely associated with the daily lives of many people, your business activities and corporate stances can have a significant impact on society. What kinds of eco-friendly products do you think can gain support from customers?

**Kogo** For example, since 2006, Aeon has been retailing products with international certification indicating that they are resource- and environmentally-friendly marine products. Most of these are varieties of seafood that are familiar parts of people's diets, such as skipjack tuna, mackerel, oysters, salmon, and Japanese amberjack, and they are priced the same as their counterparts. Since we started selling these products without an announcement, there might be people





who don't even realize that they are eco-friendly. I think communicating the appeal of these products is another challenge we face.

As to how future lifestyles will change by having customers choose these products, what issues we will face, and how we will solve them, those are questions we still cannot fully answer.

**Ok** Even if, as consumers, we want to purchase things that are beneficial to the environment or society, we lead busy daily lives, and the fact is that many people still don't think of these issues as their own. Despite this, the trust of customers, where they place confidence in Aeon's products, with the conviction that Aeon will never do something untrustworthy, is our strength. It's rather easy for a customer to use a product when they are convinced that Aeon is actively carrying products designed to reduce negative effects on the environment or that take proper work environments into account. I hope you value that trust.

## The roots of Aeon's sustainability activities in tree planting efforts

**Kogo** The roots of Aeon's sustainability efforts date back to tree-planting activities that have been ongoing for more than three decades. When we open a new store, we plant trees with customers to ensure trees grow in that area. Combined with the trees planted by the Aeon Environmental Foundation and trees planted in disaster-affected areas such as the Tohoku region, we have planted approximately 12.4 million trees to date. These activities are not only aimed at reducing CO<sub>2</sub> emissions but also to create the multi-faceted functions forests demonstrate and contribute to Aeon's Basic Principles: peace, people, and community. Through these activities, the members of the local community develop a love for the trees they have planted and become fans of Aeon for the forests it brings to life. Going forward, we are also going to work on community-based forest initiatives integrated with local community lives.

**Ok** Aeon's tree planting activities are based on planting the trees that grow naturally in each local area, and I have heard that those decisions are left up to the local communities. In the 6th Assessment Report, the latest output from the Intergovernmental Panel on Climate Change (IPCC), it was also noted how halting the destruction of forests and preserving natural ecosystems is effective in reducing greenhouse

gas emissions. The situation is now being referred to as a "climate crisis," and swift and concrete action is being demanded even more than before. I notice that in its decarbonization initiatives, Aeon has set goals with deadlines.

**Kogo** We have set the goal of net zero CO<sub>2</sub> emissions from our stores by the year 2040. We are currently aiming for 50% of the electricity used at our stores to be from renewable energy by 2030, and I think we need to thoroughly promote energy conservation while raising the percentage of renewable energy we use. For example, we have begun a trial to have customers supply (discharge) the excess renewable energy generated by the solar panels at their homes to our stores via electric vehicles. Rather than having Aeon pursue decarbonization alone, we aim to decarbonize entire local communities by sharing renewable energy within them.

**Ok** Efforts deeply rooted in communities is a unique approach of Aeon. And it's not just environmental issues; the issues that need to be solved differ from region to region, such as the declining birthrate, aging population, shrinking labor force, or declining of regional communities.

**Kogo** I think the basic approach of "contributing to local communities through our business activities" is a common one, but just as we plant trees that occur naturally in a particular area, we also set a specific action to take in our social contribution activities on a regional basis.

**Ok** Even so, Aeon operates businesses in various regions, both in Japan and abroad. It seems quite difficult to tailor your approach individually.

**Kogo** Over the past decade since 2012, Aeon has been running Project Aeon Joining Hands to support the recovery after the Great East Japan Earthquake. This is an effort to utilize



the diverse resources gained through Aeon's management activities to have employees themselves think autonomously about what they can do and want to do to contribute. Employees have taken part in many reconstruction support activities in which they can demonstrate their creativity to act, and those activities are then utilized in other regions as well. In the Aeon Heartful Volunteer program launched in FY2022, we are promoting ongoing support activities that are even more deeply rooted in the communities we serve to shape sustainable local communities.

**Ok** It is also crucial for HR training to instill Aeon's principles in employees. I think having human resources who can think and act for themselves is an invaluable asset.

**Kogo** I also believe that one of the factors in Aeon's long history of development lies in the attention paid to training human resources.

## Expectations and role as an industry leader

**Ok** It appears that Aeon has focused on directly engaging with consumers and fostering a relationship with customers, but am I being too greedy if I say that you should take action a step further, such as encouraging customers to take the initiative in choosing things that have a high environmental or social value to change their behavior.

For example, local retail stores may lack the ability to work on environmental issues or social contributions, and I wonder if Aeon could serve a role as a think tank for the community.

**Kogo** Indeed. I have experienced being seconded to a local government for two years, and I gained various insights and learned a lot of things by deepening relationships with the



local people and engaging in dialogue with them. I think active engagement revitalizes local economies and has the potential to bring about a prosperous co-existence.

**Ok** Since Aeon has accumulated a vast array of management resources, including expertise, human resources, and information to date, I think it is fully capable of playing a public role. Local communities develop through collaborative creation, and when a living zone is enhanced, the effects extend to the sustainable development of the local community.

Having spoken with you today, I have gotten a feel for the sense of mission that Aeon has. Developing an environment in which employees feel autonomy and job fulfillment plays a big role in a company. And I believe behind that is the fact that Aeon has adopted a long-term perspective in practicing management based on environmental, social, regional, and sustainable development themes and has shared that sentiment not only among top management, but throughout the Aeon Group.

**Kogo** That's right. At the management level, we have taken a leading role in sharing our goals, and we work energetically toward them. The junior employees who see that will move forward, looking ten or twenty years into the future. I think that sort of positive cycle is at play at Aeon.

**Ok** Aeon commands a valuable and influential presence in society as a whole. Particularly the basic principle of peace and the theme of living zones are extremely interesting. Before long, consumers will be choosing products and services that are eco-friendly and socially just, and without realizing it, society will be working together toward carbon neutrality. Along the road to a world where every person can experience happiness, I hope that Aeon continues to collaborate in various fields and lead society.

The ultimate goal is not to create a sustainable society but to increase the well-being of everyone in the world. The word "Aeon" means "eternity" in Latin. I hope you continue to do your best so that everyone is glad to have Aeon around.

**Kogo** Thank you so much for sharing your insight today. It has been extremely helpful in terms of our responsibility as a retailer that maintains points of contact with customers and in relation to the role of messaging. We will continue to pursue initiatives to build a prosperous future with customers, with a story and strategy that helps them realize that "shopping at Aeon changes the future."

July 2022



# Sustainable Planet

Peaceful Living for  
Today and Tomorrow

We value living peacefully and  
work to support lifestyles  
that protect vibrant communities.

## Decarbonization and Climate Change

Aeon’s three-pronged approach of Stores, Products and Logistics, and Hand in Hand with Customers aims to reduce the total greenhouse gas emissions of its stores to zero through energy savings and energy generation and realize a decarbonized society.

### The targets in the Aeon Decarbonization Vision have been revised to accelerate the creation of a decarbonized society

Based on Aeon Decarbonization Vision 2050 formulated in 2018, Aeon has been making Group-wide efforts to achieve net-zero greenhouse gas (“CO<sub>2</sub>,” hereafter) emissions from its stores through energy savings and energy generation as part of a three-pronged approach of Stores, Products and Logistics, and Hand in Hand with Customers.

In 2021, to bring the achievement of this goal forward, Aeon added the target of switching 50% of the electricity used at its stores in Japan to renewables by 2030 and aims to around net-zero CO<sub>2</sub> emissions Groupwide by 2040.

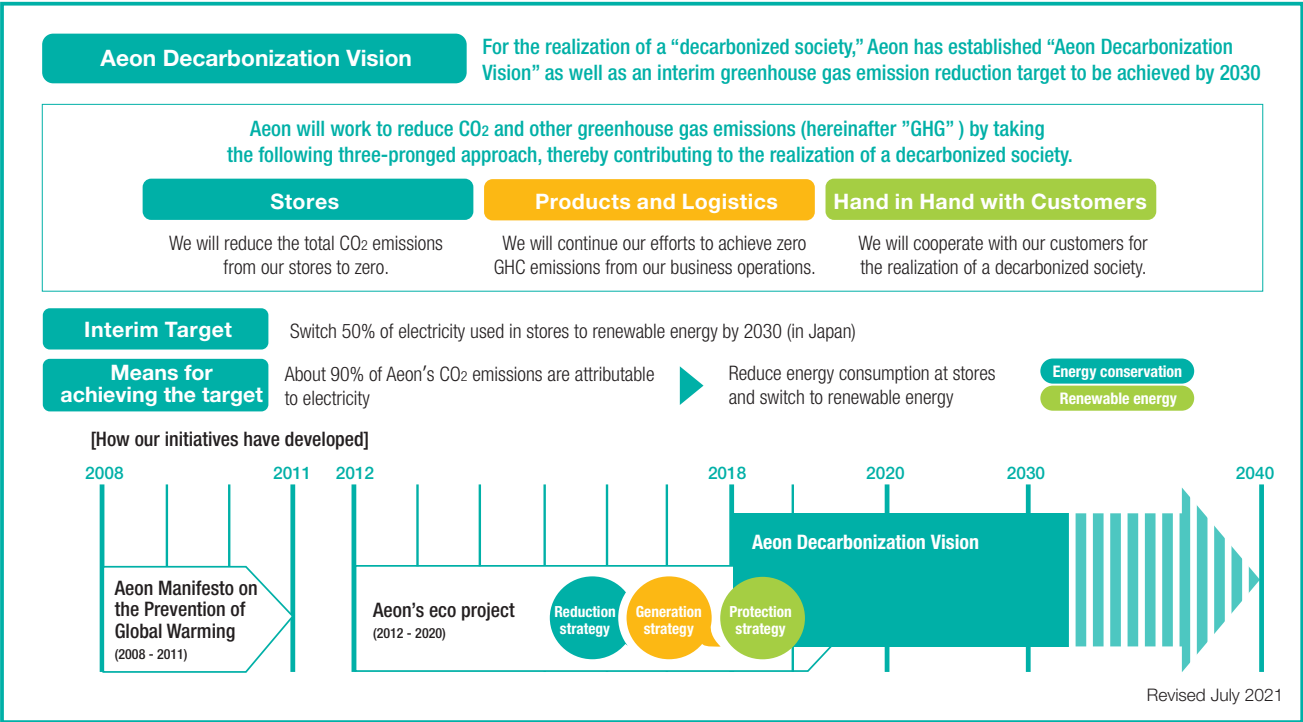
As approximately 90% of the CO<sub>2</sub> produced at Aeon stores is from electricity use, switching the electricity used at stores to renewables will also contribute to nationwide CO<sub>2</sub> emission reductions in Japan. Going forward, Aeon will continue to pursue sustainability throughout its business activities and mobilize all of the Group’s resources to accelerate initiatives for region-wide decarbonization.

Revised July 2021

	Interim Target	Achievement Target
2018 during formulation	We will reduce the total CO <sub>2</sub> emissions from our stores by 35% by 2030 (compared with 2010)	Net-zero CO <sub>2</sub> emissions from stores by 2050
2021 revision	Source 50% of energy used by stores from renewable energy sources by 2030	Zero aggregate CO <sub>2</sub> emissions from stores by 2040

These mid-term targets are based on scientific foundations geared towards achieving the 1.5°C target in the Paris Agreement, are certified SBT (Science Based Targets) initiatives\*, and have been scientifically recognized.

\*These are common initiatives established by the CDP (formerly the Carbon Disclosure Project), the United Nations Global Compact (UNGC), the World Resources Institute (WRI), and the World Wildlife Fund for Nature (WWF) to address the issue of rising greenhouse gases. They promote having companies set reduction targets consistent with scientific knowledge to keep the average global temperature from rising more than 1.5°C compared with pre-industrial levels.



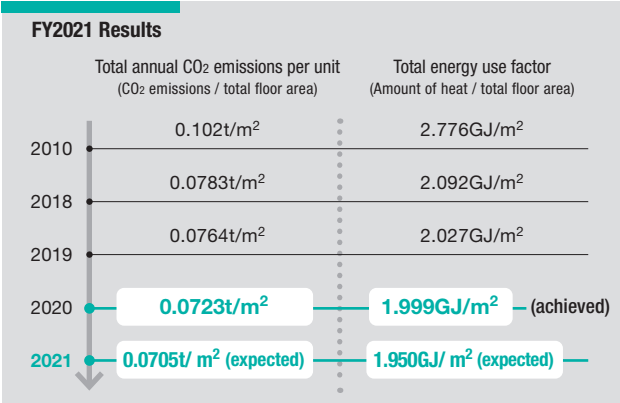
Our initiatives focus primarily on improving energy efficiency, which promotes efficient energy use and reducing energy consumption. In addition to targets aimed at energy conservation and solar-centric energy production

under our renewable energy generation initiatives, we are also establishing stores as disaster-prevention facilities, enabling them to operate as lifeline sites during emergencies.



Reducing CO2 Emissions and Improving Energy Efficiency

Aeon stores consume a large volume of energy for air-conditioning and lighting to offer a comfortable shopping environment and for operating refrigerator and freezer cases. Because electricity use accounts for approximately 90% of store CO2 emissions, we believe powering stores from renewable energy sources will contribute to reducing CO2 emissions throughout Japan.



\*Energy usage breakdowns show that approximately 95% of emissions came from electricity, with the rest from city gas, propane, fuel oil, etc.  
\*New businesses added to the group from reorganizations, etc., were recalculated using values dating back to 2010.

Plans to Incorporate Renewable Energy into Stores by 2030

We plan to power the Japanese shopping centers and general merchandise stores (GMS) managed by Aeon with 100% renewable energy by 2030 to continue our pursuit of sustainability across all operations and will engage every Group resource to promote the realization of a decarbonized society throughout the community.

Business	Primary name	Target period for renewable energy introduction
SC	Aeon Mall	By 2025
	Aeon Town	
GMS	Aeon, Aeon Style	By 2030

\*Among total CO2 emissions from store energy use, direct emissions (Scope1) from burning city gas, propane, fuel oil, etc. accounted for approximately 7%, and indirect emissions (Scope2) from electricity use comprised approximately 93%. CO2 emission calculations for electricity employed calculation standards and emission coefficients consistent with the Act on Promotion of Global Warming Countermeasures.

We are focusing on reducing store CO2 emissions because while initiatives like installing and expanding solar generation systems on store rooftops, using the PPA model\*1, fortifying gradate FIT purchasing, promoting direct renewable energy agreements within each community, and other such actions will reduce the CO2 emissions of store energy sources, they will also significantly reduce greenhouse gas emissions for Aeon as a whole.

\*1 PPA model stands for "Power Purchase Agreement" and is a business model where a PPA operator rents a site or roof space from a power consumer, installs solar generation systems, and then sells the power generated there to the consumer. As of the end of February 2022, 29 stores use this system.

In addition to these actions, we are replacing store lighting, spotlights, common area lighting, etc., with LED lights, introducing or upgrading systems with energy-efficient equipment, verifying efficient total energy management systems, and more.

**Reducing CO2 Emissions and Improving Energy Efficiency**

**FY2021 Results**

**Reduction in CO2 emissions**  
Expected to be down by approximately 14% (compared with FY2010 levels)

**Energy use (unit basis)**  
Energy consumption expected to be reduced by approximately 31% (compared with FY2010 levels)

**Generating Renewable Energy**

**Solar panels**  
Installed at 1,049 stores


**Electricity generation capacity of approximately**  
73,234 kW (total up to FY2021)

**Adoption of the PPA model**  
Adopted at 29 stores (capacity of 7,672 kW)


**Example initiatives**

**Switching to 100% renewable energy at stores**

As of the end of February 2022, 13 stores and other locations nationwide have been developed to use 100% renewable energy



**Adoption of the PPA model**



Installation of Recharging Stations for Electric Vehicles

In response to the increasing use of electric and plug-in hybrid vehicles, we have installed recharging stations at most of the new shopping centers opened since 2008.


We are actively working to establish WAON authentication and billing services and to install recharging stations at existing stores, and as of the end of February 2022, there were 2,718 stations installed at stores in Japan and overseas.

Furthermore, Aeon Mall Co., Ltd. joined the global initiative EV100\*2 to coincide with the completion of installations at all of its shopping centers across Japan.

\*2 EV100 is a global initiative for the promotion of electric vehicles undertaken by the international NGO The Climate Group since 2017. This initiative is aimed at increasing the use of electric vehicles by companies and improving the Environment.

**The number of electric vehicle recharging stations globally**

**2,718 stations at 259 stores**  
(2,147 in Japan, 570 overseas) (as of the end of February 2022)



Participation in RE100

Along with the announcement of Aeon Decarbonization Vision, we have participated in RE100 since 2018, intending to use renewable energy for all Company power consumption by 2040.



Obtaining the highest supplier engagement rating for two consecutive years

For two years running, Aeon has been designated a Supplier Engagement Layer, the highest Supplier Engagement Rating (SER) offered by CDP, an international NPO engaged in environmental survey and disclosure activities.



**TOPICS**


**Aeon uses the PPA model to introduce its first large-scale next-generation online market and solar power generation facilities**

**Aeon Next will install a solar power generating system with a maximum generating capacity of over 3 gigawatts on the roof of the Honda Customer Fulfillment Center (CFC), Aeon's first CFC being constructed in Honda-cho in Midori-ku, Chiba.**

The Honda CFC is the core part of Aeon's next-generation online grocery operation being prepared by Aeon Next ahead of its opening in 2023 and will operate as a large state-of-the-art automated warehouse using the latest AI and robots. Combined with a sophisticated home delivery system, the CFC will enable services to promptly deliver a wide selection of fresh foods and daily necessities.

Electricity generated with the solar power generating system installed using a PPA model will be used for facility

operation and make maximum use of renewable energy with the installation of large-scale storage batteries. Additionally, there are plans to conduct demonstration testing with the parallel installation of an energy support service\* utilizing AI to develop technologies for general-purpose storage batteries.



\*Energy support service: A service to enable visualization of the energy operation status of a building and to analyze and evaluate energy conservation.

**TOPICS**

**Implementing the Aeon Light Down Campaign at over 1,000 facilities as an initiative to prevent global warming**

The Aeon Light Down Campaign aimed at reducing CO2 emissions was implemented starting in Environment Month (June) and will continue for the time being at more than 1,000 of the commercial facilities\*1 operated by Aeon Group companies in Japan. The initiative involves turning off outdoor signage at Aeon's commercial facilities to decrease electricity consumption to reduce CO2 emissions that impact global warming. Aeon believes the initiative is also an opportunity for customers to experience the issue of climate change and protect the global environment in their daily lives.

As around 90% of the CO2 emissions produced in the operation of Aeon's stores and offices are from the use of electricity for air conditioning, lighting, and so on, Aeon is pursuing several initiatives toward the goal of achieving net-zero CO2 emissions from its stores by 2040. For example, by turning off outdoor signage four hours after sunset, Aeon expects to reduce power consumption by around 64 kWh\*2

per store. If 1,000 stores switch off signage for four hours each day for ten days, it will lead to a reduction\*3 of approximately 280 t-CO2.

Participating locations*1	Over 1,000 Aeon Group commercial facilities
Main brands	Aeon, Aeon Style, Aeon Mall, Aeon Town, Maxvalu, The Big, etc.
Implementation Period*1	As needed from Wednesday, June 1, 2022
Implementation Details	Switching off outdoor lighting, including outdoor signage and store signs

\*1 Implementation locations, periods, and length of switch-off times vary by company. Lighting may not be switched off for some facilities where it is difficult due to security reasons.  
For stores operating 24 hours a day, signage will be switched off from 19:00 to 23:00. At other locations, lighting will be switched off until the stores open the following day.

\*2 This is an estimate based on the regular outdoor signage lighting used in the Aeon Group. Specific reduction amounts will vary by store.

\*3 CO2 emission coefficient for FY2020 of 0.439 kg / kWh (based on materials published by the Electric Power Council for a Low Carbon Society on September 10, 2021) is used.



Decarbonization initiatives by Group companies

Aeon is a corporate group centered on businesses that enrich the lives of our customers and what each of us can do in our daily lives to achieve the big goal of “decarbonization.” We would like to think and work together with our customers.

Using Financial Services to Transition to Decarbonized Lifestyles

In September 2021, Aeon Product Finance Co., Ltd., and Aeon Bank, Ltd. partnered with businesses in the housing industry and car dealerships to start offering services that help customers transition to a decarbonized lifestyle. An example is loan packages that combine loans for new construction and renovation towards a decarbonized house (ZEH) with those for electric vehicles (EV).

Developing Products for Energy-Efficient Homes

Aeon Retail, Co., Ltd. deployed household energy-saving products that can contribute to decarbonization at 124 of its stores in Honshu (except for the Tohoku region) and Shikoku. Along with the October 2021 introduction of the Decarbonization Flat-Rate Reform, which set a flat fee\* for a package solution that might include installing a solar generation system, the storage batteries that are vital for efficient consumption of residential solar power, and exterior coatings with insulation performance to make air conditioning more efficient, some stores offered Decarbonization Reform Consultation Meetings to address any questions and concerns from customers. We also introduced an option to waive fees for the first sixty payments to minimize the financial burden for customers.

\*Flat fee: Additional fees may apply depending on the construction needs and the condition of roofs, exterior walls, areas, and other considerations.

Business company name	Start time	Contents
Aeon Product Finance Co., Ltd.	September 2021	Aeon Card holders who are considering the introduction of V2H (Vehicle to Home) to apply for a decarbonized housing (housing/ remodeling loan) and EV (private car loan) purchase funds at the same time through a partner company. We plan to provide it sequentially from some areas.
Aeon Bank, Ltd.		
Aeon Retail Co., Ltd	October 2021	A total of 124 stores sell solar power generation systems, storage batteries, exterior wall coatings with heat shielding performance, etc. at a flat rate. Allows up to 60 fee-free installments to reduce the financial burden. In addition, some stores hold “decarbonization reform consultation meetings.”

Supporting the regeneration of the entire region with surplus electricity from households using EVs

Aeon Mall Co., Ltd. plans to introduce a service in 2022 that will use excess residential energy from both a customer's solar system and EV as a new initiative for renewable energy lending within the community. The system uses customer EVs that have been fully charged with residential-generated renewable energy to discharge excess energy via on-site V2H equipment in exchange for points relative to the amount of power generated. There are

plans to introduce this system at Aeon Mall Sakaitetppoch (Osaka Prefecture) and expand it systematically throughout the Kansai area.

Store Development Using 100% Renewable Energy

Following the opening of Aeon Fujiidera Shopping Center in 2019, which operates on 100% renewable energy, Aeon has actively accelerated the roll-out of 100% renewable energy stores. The Aeon Fujiidera Shopping Center uses an open network system that integrates management of all the equipment necessary for the facility's operation, allowing both on-site and remote monitoring.

This system allows data on the facility's operation to be gathered and analyzed to achieve greater energy savings. Under the PPA model, some of the electricity used by the facility is provided by solar panels on the facility's roof, which is in line with Aeon's efforts to expand the use of renewable energy.

In FY2021, more stores using 100% renewables were newly developed, including mozo WONDER CITY, Aeon Mall Fukuoka, Aeon Mall Kawaguchi, Aeon Style Chiba Minato, Aeon Shinonome Store, Aeon Town Makuharinishi, and Aeon Mall Nagoya Noritake Garden. Among these, Aeon Mall Kawaguchi uses carbon-neutral municipal gas to power the facility's air conditioning. Going forward, Aeon will continue with proactive efforts to develop stores using 100% renewable energy.



Aeon Mall Kawaguchi operates on 100% renewable energy



Aeon Honda CFC, scheduled to begin receiving power from 2023



Aeon Fujiidera SC  
Generation of enough electricity to power around 30 households for a year

Open Network System Operation

Aeon Delight Co., Ltd., in charge of Aeon facilities management, introduced an open network system (building automation) that integrates and manages equipment required for facilities operation and remotely controls various equipment inside and outside the facility. In addition to meticulous and efficient management by equipment managers, cleaners, and security guards, we promote further energy conservation by collecting and analyzing various equipment data.

Adopting the PPA model to utilize electricity generated with solar power (creation of renewable energy)

Aeon proactively engages in the generation of renewable energy, using solar panels installed at shopping centers, general supermarkets, supermarkets, and convenience stores.

Up to FY2021, we have installed the units at a cumulative 1,049 stores, with a total generating capacity of 73,234 kW\*.

In addition to contributing to reductions in electricity use through self-consumption, we will sell the electricity generated by solar panels to power companies through a feed-in tariff system.



Solar power generation at Aeon Town Konan



Solar panels at Aeon Mall Tsuminami

The profit we earn from electricity sales offsets electricity rate hikes, contributes to our business continuity planning (BCP), and enables us to make environmental investments.

Building upon the previous year, we installed solar panel equipment via the PPA model at 25 additional stores in FY2021 to expand our use of renewable energy. Under this model, stores provide rooftop space for PPA operators to install solar panels and both parties sign an agreement where the store purchases and uses the energy

as a part of its energy consumption. With these advances, a cumulative 29 stores have introduced the PPA model, with total generating capacity rising to 7,672 kW.

To work towards the realization of a decarbonized society, Aeon will continue to further reduce its CO2 emissions by advancing a variety of methods to produce renewable energy, transitioning to external energy sources that use renewable energy, and through other efforts.

\*Approximately 73,234 kW is enough energy to power around 16,600 homes for one year.

Improving Energy Management Practices

Aeon Retail Co., Ltd. has systematized an in-house Energy Advisor Program aimed at leveraging its Aeon Decarbonization Vision to further develop human resources at its retail stores. Through the acquisition of knowledge about equipment and energy saving, legal regulations and compliance issues, energy-saving promotion systems and methods, and store energy management know-how, Energy Advisors help assess the status of energy use in stores and work to propose and promote ideas toward more efficient usage. As of the end of February 2022, a cumulative total of 793 Energy Advisors had been certified.

In the future, we will continue to develop more certified Energy Advisors, enhance the capabilities of current Energy Advisors, and work to expand the program to Group companies, including those outside of Japan.

Preventing Leakage of Fluorocarbons and Promoting Use of Natural Refrigerant Equipment

More and more freezing and refrigeration units started using non-ozone-depleting alternatives to chlorofluorocarbons (CFCs) as refrigerants following the abolition of the production and use of ozone-depleting CFCs under the Montreal Protocol adopted in 1987. However, these alternatives have extremely high global warming potential (GWP)\*1 and the problem of leaking into the atmosphere, which prompted calls to switch to natural refrigerants with low GWP. Under the Kigali Amendment adopted in October 2016, alternative fluorocarbons are newly subject to the provisions of the Montreal Protocol, and clear reduction targets have been established for the production and consumption of alternative fluorocarbons, which need to be addressed.

In 2009, Aeon became Japan's first retailer to start introducing refrigerators and freezers that use a low-GWP natural refrigerant\*2 (CO2). Following this, we announced the Aeon Natural Refrigerant Declaration in 2011 and have been installing natural refrigerant-based refrigerators and freezers in every new store.

As of the end of February 2022, we have installed natural refrigerant-based refrigerators and freezers at 1,224 stores, including new GMSs, supermarkets, convenience stores, drugstores, and others. We are also switching to natural refrigerants on a gradual basis at existing stores.

\*1 Coefficient indicating the degree of impact on global warming. If CO2 is 1, the alternative fluorocarbons being used in refrigerator cases are several thousand times that amount.  
\*2 Substances known as natural refrigerants include ammonia, carbon hydride, and CO2.



FY2021 Results

Fully understood Freon replenishment levels in air conditioning and freezer/refrigeration equipment and prevented leaks

2021

Aeon Delight Co., Ltd. used historical data aggregation, form management, etc., to implement Freon leak management for our partner companies and provided legal support and data management assistance.


Result

Introduced freezers and refrigerators that use natural refrigerants

2021

Implemented at 109 GMS and super-markets and 82 drug stores for a total of 191 stores. (Deployed in 1,224 stores in total)

Result



Natural refrigeration at Aeon Style Hakusan

Tabulating CO<sub>2</sub> Emissions across the Entire Supply Chain

In addition to managing greenhouse gas emissions they generate directly (Scope 1) and indirect emissions from the use of electricity (Scope 2), companies must now manage emissions across their entire supply chain (Scope 3). In response to this development, Aeon has been calculating Scope 3 CO<sub>2</sub> emissions, and priority areas have been subjected to regular third-party verification since FY2012. Aeon has calculated Scope 3 emissions\*1 from FY2012, and locations in priority areas periodically send results to a third party for verification\*2.

\*1 For calculations, we reference the Emissions Rate Index Database for Calculating GHG Emissions, etc., in an Organization's Supply Chain (Ver. 2.6).  
\*2 In FY2021, we received third-party verification for Scope 3 emissions from transportation and shipment (upstream) (category 4). This arrangement will continue in the future.

FY2021 Scope 3 Emissions

Scope 3 Emissions Categories		Emissions (t-CO <sub>2</sub> e)	Component (%)
1	Purchased products and services	3,627,054	55.2%
2	Capital goods	1,253,975	19.1%
3	Fuels and energy-related activities not included in Scope 1 and Scope2	313,273	4.8%
4	Transport and shipments (upstream)	219,696	3.3%
5	Waste from business activities	119,502	1.8%
6	Business travel	47	0.0%
7	Employee commutes	46,856	0.7%
8	Leased assets	0	0.0%
9	Transport and shipments (downstream)	0	0.0%

Scope 3 Emissions Categories		Emissions (t-CO <sub>2</sub> e)	Component (%)
10	Processing of products sold	0	0.0%
11	Use of products sold	136,793	2.1%
12	Disposal of products sold	75,105	1.1%
13	Investment leased assets (downstream)	760,128	11.6%
14	Franchises	0	0.0%
15	Investments	15,450	0.2%
Total		6,567,878	100.0%

Instituting Management and Reductions for Scope 3 Emissions

Aeon is beginning to take specific actions to manage and reduce its Scope 3 emissions to increase cooperation, reduce CO<sub>2</sub>, etc., in its supply chain to realize a decarbonized society.

Of the fifteen categories that comprise Scope 3 emissions, roughly half of Aeon's scope 3 emissions fall under Category 1 (Purchased Goods and Services) due to activities including the procurement of raw materials, outsourcing of packaging, and purchase of consumables. For this reason, starting in FY2021, Aeon began surveying its major contract manufacturers in the food and HBC categories of its own TOPVALU brand regarding their climate change initiatives to gain insight into the policies and efforts being made by each company on climate-related issues and to learn about their expectations of Aeon. In FY2022, Aeon will classify its suppliers in greater detail based on the data obtained the previous year, pursuing approaches tailored to each supplier to develop closer engagement. In the future, Aeon hopes to calculate the GHG emissions generated in the manufacturing process of Topvalu products with greater precision, formulate concrete reduction plans covering the entire supply chain, and promote inter-company coordination on the promotion of decarbonization.

Developing and Selling Products That Help Reduce CO<sub>2</sub> Emissions

Aeon is working to develop and sell products that help reduce CO<sub>2</sub> emissions under its Topvalu brand. Our Topvalu "Less is More" organic Yukigura potatoes from Toya, Hokkaido Prefecture, are one example of our efforts. These potatoes use the cooling power of snow for preservation after harvest, which reduces electricity use and helps reduce CO<sub>2</sub> emissions. Aeon handled 25% of all Yukigura potatoes shipped by JA-Toyoko, and CO<sub>2</sub> emissions have been reduced by about 31 tons through this initiative.



Topvalu "Less is More" organic Yukigura potatoes from Toya, Hokkaido

TOPICS

Verification of Greenhouse Gas Emissions by Third Party 1


Between April and July 2022, we conducted third-party verifications at 32 consolidated Group companies, including Aeon Co., Ltd. We will continue to improve data reliability and reduce greenhouse gas emissions.

1. Scope of Verification

Energy-derived CO<sub>2</sub> emissions (Scope 1 and Scope 2) between April 1, 2020, and March 31, 2021, by 32 Group companies, including Aeon Co., Ltd.

2. Methodology

ISO14064-3 We received third-party verification based on the requirements of ISO 14064-3 Greenhouse gases-Part 3: Specification with guidance for the validation and verification of greenhouse gas assertions.



Verified greenhouse gas emissions  
Scope 1 category 212,755 t-CO<sub>2</sub>e  
Scope 2 category 2,195,266 t-CO<sub>2</sub>e

Verification of Greenhouse Gas Emissions by Third Party 2


In FY2021, we conducted a third-party verification of greenhouse gas emissions associated with the transportation activities of Aeon Global SCM Co., Ltd., which plays a central role in Aeon Group logistics.

1. Scope of Verification

A portion of greenhouse gases associated with the domestic transportation of products handled by Aeon Global SCM Co., Ltd., from April 1, 2019, to March 31, 2020.

2. Methodology

We received third-party verification based on the requirements of ISO 14064-3 (2006): Greenhouse gases-Part 3: Specification with guidance for the validation and verification of greenhouse gas assertions.



Verified greenhouse gas emissions  
Scope 3 category4  
229,394 t-CO<sub>2</sub>e

Promoting visualization in logistics

Aeon Global Scm Co., Ltd. handles Aeon's worldwide supply chains and works towards the decarbonized society Aeon sets forth in the Aeon Decarbonization Vision.

In FY2021, we continued to visualize the CO<sub>2</sub> emissions produced in transporting one case from logistics centers to stores. By (1) reorganizing the stores served by logistics centers to reduce delivery distances, (2) reviewing store delivery times to improve vehicle dispatch rates and reduce the number of vehicles dispatched, (3) consolidating deliveries in procurement and logistics, and other initiatives, CO<sub>2</sub> emissions fell to 102.1g-CO<sub>2</sub>, a 4.3% reduction over FY2020 store delivery emissions.

Logistics centers have also strengthened and introduced new labor-saving, decarbonization, and low-carbonization initiatives, such as automated forklifts and automated conveyor equipment to reduce energy consumption from lighting and air conditioning, arm robots to address labor shortages caused by a declining and aging population, and other initiatives.

In April 2021, Aeon Global Scm Co., Ltd. and Toyota Motor Corporation partnered to examine actions that would solve a variety of issues facing the field of logistics. While working to address the common problems of labor shortages and carbon neutrality facing the logistics industry, this partnership will make strides toward building the future of the logistics industry and supporting human life

by making the entire supply chain system more efficient and building connected systems.

Undertaking White Logistics and Promoting Modal Shifts

Aeon Global Scm Co., Ltd. works to promote modal shifts, but rail container use dropped primarily from a decrease in the volume of clothing and home-fashion products due to the COVID-19 pandemic. Aeon Global Scm Co., Ltd. will continue expanding its actions towards a modal shift with more than 28,000 railroad and container shipments annually. As we strive to address problems in the transportation industry, such as a lack of drivers and improvements to working conditions for long-haul transportation, we will add one day to lead times for mainline long-haul transportation and promote initiatives towards white logistics\* while simultaneously proactively advancing a modal shift and working to reduce CO<sub>2</sub> emissions.

Number of JR 12ft conversions used in FY2021

28,956

83% compared with the previous year

\*White logistics: Creating a "white" (non-toxic) working environment that improves the productivity of truck-based transportation and streamlines logistics, and makes it easier for women and those over 60 years old to operate trucks.



# Resource Circulation (Plastics and Food Waste)

To use our resources as efficiently as possible, Aeon works towards realizing a recycling-oriented society by offering products with minimal environmental burden, reducing waste from business activities, and more.

## Initiatives to Realize a Resource Recycling-Oriented Society

Since we introduced the Bring Your Own Shopping Bag Campaign in 1991, Aeon has spent more than thirty years promoting activities that reduce and reuse resources, like reducing product packaging and working hand in hand with customers to eliminate shopping bags and collect materials at stores. Among those initiatives, Aeon declared its aim to achieve zero waste by eliminating the

direct disposal, incineration, and landfill of waste and established the Aeon “Zero Waste” Initiative Concept. Today, we continue to work towards promoting better use of resources.

While promoting our 3R approach of “Reduce,” “Reuse,” and “Recycle,” we are working to create a decarbonized and recycling-oriented society by replacing products with more environmentally conscious options, creating a recycling model for used plastics, and more.

### Aeon “Zero Waste” Initiative Concept

We will continue our efforts to eliminate waste through disposal/burning and landfills with our 3R approach of “Reduce,” “Reuse,” and “Recycle.” We will collaborate with our stakeholders and customers toward realizing a recycling-oriented society.



## Efforts to Reduce Disposable Plastic Materials

Aeon continues advancing its environmental efforts as part of our responsibility as a retailer selling products closely related to everyday life, such as reducing the materials used in packaging and halting the free distribution of plastic shopping bags before it became law. In September

2020, we announced the Aeon Plastic Usage Policy, under which we have since been making Groupwide efforts.

We continue to transition away from fossil fuels and towards more environmentally friendly materials, introduce initiatives that create store-point recycling models, and establish new recycling-based lifestyles with our customers through our stores, products, and services.

### Aeon Plastic Usage Policy

1. We will review the waste of resources and the use of disposable types in our business activities and aim for zero disposable plastics.
2. The necessary plastics will be converted from fossil-derived materials to environmentally and socially friendly materials.
3. We will build a resource recycling model that collects, reuses, and recycles used plastics from our stores and work with our customers on sustainable resource use.

#### [Goal]

- Aiming for sustainable use of plastics with zero CO<sub>2</sub> emissions
- By 2030, we will halve the amount of disposable plastic used compared to 2018.
  - By 2030, all PB products will use environmentally and socially friendly materials.
  - By 2030, we will convert PET bottles of PB products to 100% recycled or plant-derived materials.

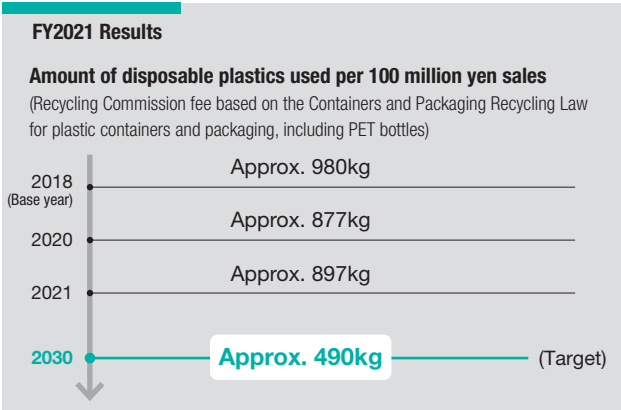
Formulated in September 2020

## Initiatives to achieve our targets

### Reducing the usage of plastic containers and packaging materials

Aeon is working to reduce plastic usage and switch to alternative materials for product containers and packaging, particularly its private TOPVALU brand, as well as for the materials used in the sales process, such as plastic shopping bags and disposable trays. In FY2021, we achieved a reduction of 8.5% compared with FY2018 levels.

We are also pursuing resource recycling initiatives in conjunction with customers and local communities.



### Efforts to reduce plastic use

#### Topvalu initiatives

When developing Topvalu products, we closely examine the packaging and containers, and after careful consideration of their impact on the quality of product contents and safety during shipment, we attempt to make product containers lighter and thinner and switch to recyclable materials. Additionally, we are striving to develop refillable containers and change packaging materials based on customer feedback.

For four Topvalu Course-ground Pork Sausage products that went on sale in June 2022, the shape of the outer plastic packaging material was reduced in size without changing the volume of contents, thereby reducing the weight of the packaging materials. This is expected to lead to the reduction of roughly 22 tons of disposable



plastics a year. Additionally, by reducing the size of the packaging, more units can be placed in cardboard boxes during delivery, improving logistics efficiency.

Label-free beverages that first went on sale in February 2021 now number 11 products. This not only leads to less plastic waste but also eliminates the hassle of removing labels when sorting garbage and is welcomed by customers.



We have also gradually replaced toilet paper and kitchen towel products with rolls that are between 1.5 times and twice as long by making all products more compact. This has resulted in a two-thirds reduction in volume, reducing waste such as roll core and packaging materials, and improving transportation efficiency to reduce CO<sub>2</sub> emissions.



### Reducing Plastic Cutlery and Straws

Working with customers to promote lifestyles that avoid the use of disposable items, Aeon is gradually phasing in wooden and paper-based versions of the spoons, forks, and other items it provides to customers. At stores, we also value wood and paper as a limited resource at call upon customers to only take what they need. Aeon has completed the introduction or is currently phasing in these items is complete at 32 Aeon Group companies, including general supermarkets, supermarkets, and convenience stores, and expects to reduce plastic use by around 470 tons a year as a result.





# TOPICS

## Providing “Edible Spoons” for Soft-serve Ice Cream

To reduce the use of disposable plastics, Ministop has launched an initiative to phase out the plastic spoons it provides when selling soft-serve ice cream in favor of “edible spoons.” Advance trials started at the end of May 2022 at two directly operated branches in Chiba Prefecture, and in June, the trials were gradually expanded to the Kyushu and Shikoku areas, in response to feedback from customers and franchisees. The introduction of edible spoons at all stores would reduce the amount of disposable plastic by approximately 47 tons per year.



## Reducing disposable plastic shopping bags

Starting with the introduction of the Bring Your Own Shopping Bag Campaign that asked customers to bring their own shopping bags in 1991, Aeon has been working hand in hand with customers to reduce the use of disposable plastic shopping bags. In 2007, we were the first national retailer to stop distributing free plastic shopping bags at the food section, and in April 2020, we stopped providing free plastic bags for all sections, including clothing and daily necessities, before it became law. In FY2021, to further conserve petroleum resources and reduce CO<sub>2</sub> emissions generated during production, the use of plastic shopping bags was phased out at some Group specialty stores, including COX Co., Ltd., and R.O.U CO., LTD., with the introduction of paper bags.

### FY2021 Results

Reduction in number of plastic shopping bags	3,219.61 million
Amount of CO <sub>2</sub> reduction	99,164 t-CO <sub>2</sub>

## Charging for Plastic Shopping Bags

Aeon sells plastic shopping bags to customers who request one. Local governments and other organizations use the money generated from this service\* to fund environmental conservation projects within the community.

Approximately 137.13 million yen was collected in FY2021, with approximately 1.15 billion yen collected since FY2007.

\*Amount collected: The sales price of the bags (excluding tax) minus material costs

### Examples of Projects Funded by Shopping Bag Fees (FY2021 Results)



#### Hokkaido

Used to improve and promote the usage of wetland environments



#### Tohoku

Used to protect the Shirakami-Sanchi area



#### Kanto

Used for a school greening project in Sugunami Ward



#### Chubu

Used for donations to the Shizuoka Prefecture Mt. Fuji Succession Fund



#### Kinki, Chugoku and Shikoku

Allocated to Environmental Fund appropriation projects in Amagasaki City



#### Kyushu and Okinawa

Donated to Okinawa Green Network



## Promoting Green Purchasing

Aeon has been pursuing its Green Purchasing initiative since 1996. When purchasing stationery and other office supplies, we adequately consider their necessity and make purchasing decisions by prioritizing products with low environmental impacts. We are also proactively expanding the scope of green purchasing to include display cases, shelving, and other fixtures used on sales floors, as well as construction materials and the like.

## Reductions through the replacement of materials

### Product initiatives

To make it easier for customers to choose products that use environmentally friendly containers and packaging, since September 2020, the Topvalu Sustainability Icon has been applied to containers and packaging that meet Topvalu standards.



Topvalu Gurinai Natural Junkikei chicken uses 20% plant-derived biomass material for the top film (8% of total packaging materials, including the top film.) Compared with the tray packaging materials used previously, packaging material weight has been reduced by around 2 grams per piece (a reduction of about 18%).

\*On sale nationwide from September 1, 2021

\*Packages vary by region of production. The pictured product was made in Aomori Prefecture.

We are also advancing efforts to switch to environmentally friendly packaging and secondary materials for Topvalu clothing products, working towards a 2025 goal. We are developing lists of target packaging and materials for each product group, establishing standards, and proceeding systematically. For example, we have completed the switch from plastic to paper-based hooks for sock products. On the packaging front, we are gradually introducing biomass-derived plastics, and by August 2022, we completed this switchover for around 40% of all plastics.

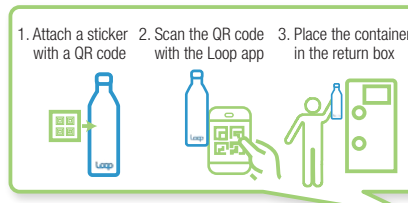
### Start of the Loop Recycling Platform

As an initiative to shape a recycling-oriented society transitioning from “disposable” to “reusable” lifestyles, in May 2021, Aeon launched the Loop initiative in conjunction with various manufacturers of daily necessities and foods at 19 stores in Tokyo, Chiba, and Kanagawa. Since then, the number of stores employing Loop has gradually expanded in the Kanto region, and with its July 2022 introduction in eight Aeon stores in Kyoto Prefecture, the first rollout to West Japan, the platform is now in place at 66 stores in total. We aim to expand to 100 stores during FY2022 and will continue to promote the initiatives in conjunction with manufacturers, local governments, and other stakeholders.

\*Loop is a new system for providing products that enable containers and packaging to be reused. It works by targeting the containers and product packaging that have conventionally been disposable, such as those for detergents, shampoo, and other daily consumables and foods, and instead using highly durable materials such as stainless steel and glass.

## Loop Retail store system

Container fees are refunded to customers through the Loop app



⑤ Carry the container to the store

⑥ Return the container

⑦ Inspect, separate, and clean

⑧ Fill the container with product

⑨ Take home

⑩ Use the product

⑪ Purchase the product

⑫ Go to the store

⑬ Transport

⑭ Cleaning facility

⑮ Loop warehouse

⑯ Loop-affiliated warehouse company

⑰ Transportation company

⑱ Loop-affiliated cleaning facility

⑲ Manufacturer factory

⑳ Customer



## TOPICS

### Initiatives for selling by weight

As part of efforts to promote eco-friendly lifestyles, Aeon advances initiatives encouraging customers to avoid using disposable containers and instead purchase only what they need as part of a “sale by weight” approach.

#### Bio c' Bon Japon Co., Ltd.

Bio c' Bon Japon, the organic supermarket originating in Paris and operated in Tokyo and Kanagawa, has been selling nuts, dried fruits, chocolate, and other foods by weight since opening in 2016. This system has been widely accepted and is used by 40% of customers. In addition, at the Jiyugaoka (Tokyo) store opened in June 2022, an initiative was launched allowing customers to bring their own containers to the store to purchase these items.



#### WELCIA YAKKYOKU CO., LTD

In collaboration with Kao Corporation, Welcia Pharmacy launched “sold by weight” sections for four detergent and fabric softener products at the Hac Drug Utsukushigaoka Store (Kanagawa) from September 2021, and for a limited time, at the Welcia Aeon Town Makuharinishi Store (Chiba) since it opened in October. By filling dedicated bottles or empty bottles of the product with the required amount, this initiative allows customers to make purchases without needing to dispose of containers.



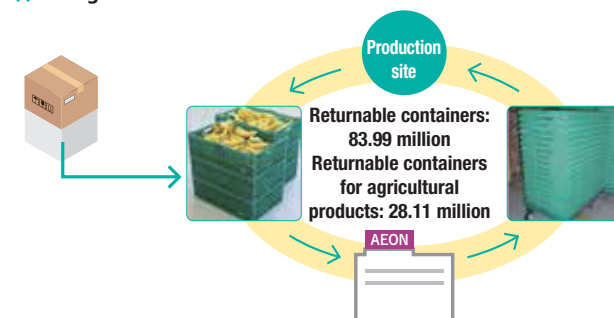
### Using Returnable Containers

Aeon is reducing the amount of cardboard thrown away at stores by using returnable containers and agricultural product containers that can repeatedly be used to ship products.

In FY2021, we reduced cardboard waste by using 83.99 million returnable containers\* and 28.11 million returnable containers for agricultural products.

\*Aeon's own containers only

#### Usage of Returnable Containers



### Reusing and Recycling Hangers

We are reducing the number of cardboard boxes and hangers used in the transportation of apparel by using the same reusable hangers when transporting and displaying them in sales areas.

Aeon Retail Co., Ltd., and Aeon Retail Store Co., Ltd. have begun using a collection and circulation system through collaboration with hanger manufacturers and the use of the National Permit System.\* We have expanded this system to cover almost all types of hangers of certified companies. Moreover, we have used this initiative as an opportunity to unify hanger management rules at stores, thereby reducing the man-hours and space required for hanger management. We reviewed and revised facilities to further increase the recycling rate. As a result, we reduced the amount of waste plastic to essentially zero.

\*The National Permit System is a special system under the Waste Management and Public Cleansing Law that encourages the reuse of resources by allowing manufacturers to process products that they previously manufactured. In response to requests from businesses that need to dispose of manufacturers' products, manufacturers collect, process, and conduct integrated management of their products across wide areas.

## Resource recycling initiatives

### Reducing Waste by Collecting Resources in Stores

To recycle valuable resources without disposing of them, Aeon stores have been working to collect drink cartons, food trays, aluminum cans, PET bottles, and other containers in cooperation with customers and local governments. The PET bottles collected at Aeon stores have gradually been repurposed as raw materials to produce recycled PET bottles for Topvalu beverages.



Collection boxes at an Aeon store

#### Results for FY2021

##### Total for 19 Group companies handling foods

(The containers collected vary depending on the store.)

<b>Drink cartons</b> Approx. 161.21 million Collected amount: 4,836 t CO <sub>2</sub> reduction: 2,418 t-CO <sub>2</sub>	<b>Food trays</b> Approx. 483.02 million Collected amount: 3,381 t CO <sub>2</sub> reduction: 21,301 t-CO <sub>2</sub>
<b>Aluminum cans</b> Approx. 364.49 million Collected amount: 5,831 t CO <sub>2</sub> reduction: 50,154 t-CO <sub>2</sub>	<b>PET bottles</b> Approx. 492.32 million Collected amount: 12,947 t CO <sub>2</sub> reduction: 46,612 t-CO <sub>2</sub>

Weight conversion: Drink cartons (1,000 ml): 1 carton = 30 g, food trays: 1 tray = 7 g, aluminum cans (350 ml): 1 can = 16g, PET bottles: 1 bottle = 26.3 g

\* CO<sub>2</sub> reduction rate index (per 1 kg of collected material): Drink cartons: 0.50kg-CO<sub>2</sub>, food trays: 6.3kg-CO<sub>2</sub>, aluminum cans: 8.6 kg-CO<sub>2</sub>, PET bottles (material recycling): 3.6kg-CO<sub>2</sub>  
Source: Ministry of the Environment's "Tools for Visualizing 3R Activities"

### Launch of Waon-Linked Initiative to Collect Waste Paper and Plastic Bottles

Aeon provides Waon points to customers who contribute to resource recovery (waste paper and plastic bottles), to encourage the recovery of resources and increase convenience for customers.

We are promoting this initiative with a focus on stores in municipalities with infrequent collections of recycling waste. As of the end of September 2022, we have introduced this initiative at 368 locations, where it has met with a favorable reception from customers. Through this initiative, we established a clear division of roles with recycling businesses to create a system that can carry out recovery efforts on an ongoing basis.



A recycling station for the collection of waste paper and plastic bottles

### Bottle to Bottle Project

Based on the Aeon Plastic Usage Policy, Aeon aims to switch all plastics used by Topvalu to environmentally friendly materials, phasing in 100% recycled or plant-derived materials for PET bottles in particular.

As part of efforts to achieve this goal, since February 2021, Aeon and the Marubeni Group have run the Bottle to Bottle Project, which uses recycled Pet resin from bottles collected at Aeon Stores to completely recycle plastic bottles for preprocessing and selling through Topvalu. By utilizing Aeon's stores, products, and services and Marubeni Group's vast network that can centrally manage the entire plastic bottle collection, transportation, and manufacturing process, the collection and resale of plastic bottles at each store will be streamlined. The initiative is expected to reduce the use of virgin petroleum-derived plastics by around 350 tons per year.

On March 1, 2022, recycled resins created from the PET



In March 2022, Topvalu tea beverage products using 100% recycled PET bottle resin collected by Aeon went on sale



bottles procured through this project were used for four Topvalu Gurinai tea beverage products. These Pet bottles using 100% recycled materials, excluding the cap, went on sale at 1,600 stores, including Aeon, Aeon Style, and Maxvalu. Since its launch in the Hiroshima and Yamaguchi areas, as of August 2022, the project has expanded to a

total of 116 stores operated by Maxvalu Nishinohon Co., Ltd., and Aeon Retail Co., Ltd. in the Okayama and Hyogo areas. Roughly 1,000 tons are expected to be collected annually, accounting for approximately 8% of the Pet bottles collected by Group-operated stores by weight.

Initiatives Undertaken by Group Companies

Release of 26 clothing items using recycled cotton

In July 2022, Aeon Retail Co., Ltd. newly released up to 26 varieties of clothing, including women's, men's and kids' T-shirts using CYCLO® recycled cotton, which is produced at GRS\*1 certified plants that collect unneeded fabrics and factory offcuts by the shade of color. Compared with regular cotton, the use of this recycled cotton is calculated\*3 to save approximately 338 tons of CO2 emissions, about 300,000 tons of water, around 30 hectares of land, and roughly 330,000 megajoules\*2 of energy, and is part of efforts in the fabric industry to switch to environmentally friendly materials for products.

\*1 Global Recycle Standard (GRS) certification ensures that 20% of the raw materials in end products are recycled and that consideration is afforded to social, environmental, and chemical practices in the production process.  
\*2 As a rough guide, this is the amount of energy equivalent to operating a 500-watt microwave oven continuously for 21 years or approximately 79.4 million kilocalories.  
\*3 Amount of reduction up to the production process for CYCLO® recycled cotton, a figure that excludes the fabric production, sewing, and transportation processes. Figures are based on the CYCLO® website calculating the use of 52 tones of recycled cotton across 26 new products. (https://www.cyclofibers.com/impact-savings/)



Features of CYCLO® Series Products

- **Fibers with minimal environmental impact**  
CYCLO® fibers use off-cuttings and other materials that would otherwise have been discarded. In addition, the large amount of water used in the dyeing process to create recycled fibers for each color is not required.
- **Unique colors**  
As fibers are created by collecting off-cuttings of similar color shades, the fibers are not all identical colors, creating a texture similar to mélange (a fabric made from the yarns of several colors woven together).

Aiming to create “circular malls” that will establish a recycling-based economy

To achieve zero waste, Aeon Mall aims to develop “circular malls” that will establish regional recycling-based economies with malls serving as the hub and is pursuing various initiatives with this goal in mind. By promoting these efforts, the recycling rate for in-house waste has reached 92.7%, and efforts are also being made to effectively utilize unneeded items brought in by customers as resources.

In FY2021, a “Kofuku Relay” initiative to collect used clothing in collaboration with the BRING™ recycling project operated by JEPLAN, INC. was held at 139 malls nationwide, resulting in the collection of 103 tons of clothing. Some of the clothing will be transformed into new clothes. In addition, in partnership with Aeon Malls in Cambodia, some 110 kg of clothing collected at seven malls in Japan was used as part of an initiative to distribute clothing to economically disadvantaged children in Cambodia.



Collaboration with Local Governments  
KOBÉ PLASTIC NEXT – Connecting People to Recycle Refill Packs

The Daiei Kobe Sannomiya Store, in cooperation with Kobe City and 16 retailers, manufacturers, and recyclers, has installed collection boxes in retail locations in Kobe. Kobe City announced its participation in an initiative aimed at the like-for-like recycling of used refill packs for detergent, shampoo, and other products and has cooperated with demonstration tests from June 2021. When the program was fully launched in October 2021, it had expanded to 22 stores. 11 Welcia pharmacies and 9 Kohyo stores also took part, which amounted to 44 stores operated by the Aeon Group serving as collection points. According to information released by Kobe City, as of April 2022, 580 kg had been collected.

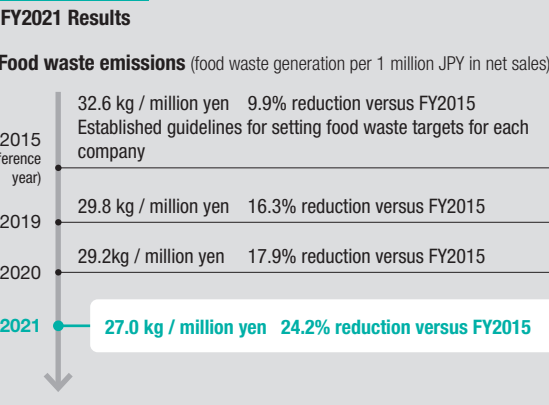


Reducing Food Waste

Aeon aims to achieve zero waste using the 3R approach and has declared Aeon Group Food Waste Reduction Targets as part of Groupwide efforts. Aeon is driving several initiatives to achieve these targets, including the reduction of food waste through the introduction of new technologies and innovative sales approaches, recycling generated food waste, and the establishment of resource recycling models based on regional characteristics.

Aeon Group Food Waste Reduction Targets

- Halve food waste by 2025
- Establish a food resource recycling model  
Establish a regional recycling model in collaboration with stores, producers, recyclers, and other entities  
Waste generation per unit (food waste generation per one million JPY in net sales)



Extending product shelf life with the introduction of new technologies

In July 2020, Aeon Co., Ltd. and the Dow Chemical Company signed the Carbon Project Agreement, and since then, Aeon has adopted vacuum skin packaging utilizing a Dow ionomer resin. By stretching packaging film according to the shape of the contents, it is possible to vacuum pack items with irregular shapes, such as meat, and extend product shelf life while also protecting the products from damage during transportation and other processes, thereby mitigating food loss. When converted into reduced CO2 emissions, the reduction in food loss due to vacuum skin packaging was confirmed to be about 47 tons of CO2 over the two-year period of FY2020 and FY2021.

Starting September 2021, the number of stores carrying Topvalu Gurinai Natural Junkikei chicken packed regionally was expanded to about 2,400 stores nationwide. By supplying the products from domestic packing plants located close to the producing regions, the number of days from raw ingredient processing to store delivery is shortened, and thanks to the introduction of non-tray vacuum packaging, which eliminates the need for plastic trays, shelf life can be extended by five to seven days compared with the previous system. By delivering products with greater freshness, we aim to reduce food loss on the part of stores and customers alike.



Reducing food loss at stores

To reduce waste due to unsold products, Aeon Retail Co., Ltd. has introduced “AI Pricing” for delicatessen and daily food products. An AI is trained on past sales and environmental conditions such as weather and customer counts, and then by simply scanning a barcode and entering the number of items on display, an appropriately discounted

Initiatives pursued in partnership with stakeholders

Aeon has played a role as a hub for resource recycling in local communities for many years and has launched new initiatives that promote coordination with even more stakeholders and customers to establish lifestyles that contribute to a recycling-oriented society.

Coordination with Manufacturers

Glam Beautique Recycling Program

Aeon Retail Co., Ltd. Started the Glam Beautique

Recycling Program\*1 in June 2021. The program is a joint effort between TerraCycle Japan, which collects and recycles containers, and four manufacturers of cosmetics and daily necessities (KOSE, Shiseido, Nihon L'Oréal, and P&G). It involves installing collection boxes to collect used containers for skincare, makeup, hair care, and hair coloring products from customers and recycling them. The collected empty containers are to be transformed into shopping baskets used in the Glam Beautique shopping section.

\* Limited to 87 Aeon and Aeon Mall stores in Honshu, Shikoku, and Kyushu



price is displayed. By selling products at prices informed by data, employees can set appropriate sales prices regardless of their experience in discounting or selling through items, leading to reduced food loss and improved discount rates.

In addition, for products that result in excess inventory for various reasons, including surplus production, end of sales, delivery deadlines, and other issues, Aeon product procurement coordinates with food manufacturers to play a hub role to deliver products regularly to 11 operating companies around Japan. Food loss reduction sections are set up at stores to sell surplus goods at prices that offer great value to customers to limit food loss.

Aeon is also actively cooperating with local government and municipalities to install customer-oriented educational materials, such as “temaedori” (encouraging customers to select the frontmost products with the nearest expiry dates to reduce food loss) initiatives where these products are sold, to use stores as a central location to call upon customers to help reduce food loss.



AI is trained on environmental conditions to display an appropriate discount price

Calling on customers to reduce food loss

**Promotion of food drives**

It is estimated that total food waste includes some 5.22 million tons a year that could have been consumed but was discarded, and about 47% of this food waste is generated in people’s homes. To reduce food waste generated in people’s homes, Aeon promotes food drives where customers are encouraged to bring the food accumulated at their homes to stores so that it can be donated to local food bank groups and similar organizations. Working in collaboration with local governments in each region, Aeon Retail Co., Ltd., Aeon Kyushu Co., Ltd., Aeon Tohoku Co., Ltd., The Daiei, Inc., and other Group companies are implementing activities in 31 prefectures, and preparations to further expand these initiatives are also underway.

Regarding food banks that receive food donations from companies, we cooperate with activities in areas where we have been able to establish partnerships with trusted operating groups that meet certain criteria. Group companies, including Kasumi Co., Ltd., The Daiei, Inc., Maxvalu Tokai Co., Ltd., and Maxvalu Nishinohon Co., Ltd., regularly provide food to such organizations.



Food Drive corner at the Daiei Higashikawaguchi store

\*Based on Conditions Related to Food Loss and Recycling published by the Ministry of Agriculture, Forestry and Fisheries (FY2020 estimate)

Participating in the WRI “10x20x30 Food Loss and Waste Initiative”

Aeon participates in the WRI’s (World Resources Institute) Japan Project “10x20x30 Food Loss and Waste Initiative,” which aims to have 10 of the world’s biggest food retailers and providers engage 20 of their leading suppliers to halve rates of food loss and waste by 2030. We are working with 21 domestic food product manufacturers and continue to promote this project.

Constructing Food Recycling Loops

To promote the utilization of food waste as a resource, Aeon has established 14 Food Recycling Groups across Japan to convert the food waste generated at stores into compost and livestock feed that will be utilized in local communities. Aeon Agri Create Co., Ltd., which operates AEON Farm, has entered into an Agreement on the Promotion of Food Recycling Loops with the recycling business Daiei Kankyo Co., Ltd. In 2015, the Aeon Self-contained Food Recycling Loop was started at the Aeon Miki Satowaki Farm in Hyogo Prefecture. The loop involves having surplus food produced at stores including Aeon Retail Co., Ltd. and The Daiei, Inc. processed into compost at a composting facility operated by Daiei Kankyo Co., Ltd., and then using that compost at Aeon Farm and selling produce that is subsequently cultivated at stores. Aeon Agri Create has pursued joint ventures with recyclers in regional areas and has expanded this initiative to 14 locations, including Hokkaido, Mie, and Oita prefectures.

In addition, based on the approach of education for sustainable development (ESD), Aeon Agri Create also actively pursues environmental educational activities for children, including tours of food recycling facilities and information about food recycling loops.

■ Recycling implementation rate  
FY2021: **66.1%**

■ Food Recycling Loops  
FY2021 **Constructed food recycling loops in 14 locations within Japan**



TOPICS

Utilizing Food Recycling Resources

Birth of the first food recycling loop in Oita Prefecture

In June 2021, the Aeon Self-contained Recycling Loop being pursued as an environmental development project by Aeon Kyushu Co., Ltd. and Aeon Agri Create Co., Ltd. in conjunction with Kankyo Seibi Sangyo Co., Ltd. was certified as a project to utilize food recycling resources by the Minister of Agriculture, Forestry and Fisheries, Minister of the Environment and Minister of Economy, Trade and Industry.

Following the certification, food waste generated from 13 stores operated by Aeon and Maxvalu in Oita Prefecture has been collected and turned into compost by Kankyo Seibi Sangyo Co., Ltd. The compost is then used to cultivate agricultural produce at the Aeon Oita Usuki Farm operated by Aeon Agri Create, with the harvested produce sold at Aeon Kyushu stores.

**Beginning the operation of food recycling loops based on the regional self-contained recycling model**

In October 2021, United Super Markets Holdings Inc. obtained Recycling Business Plan certification for the stores of its operating company Kasumi Co., Ltd.

Food recycling resources sorted by the Kasumi Oizumi store (Gunma) are transported in refrigerated trucks operated by collection and transportation companies and turned into livestock feed by recycling companies. Then, eggs are collected from hens fed with this blended feed at poultry farms to be processed into boiled eggs and used to produce boxed lunches sold at Kasumi stores.

Launch of the Aeon Tohoku recycling project

Aeon Tohoku Col., Ltd. has started a recycling project to make effective use of the food waste produced at its stores for livestock feed and compost, which is in turn, used to develop products. As the first initiative under the project, breadcrumbs and bread crusts produced in the bread production process were used as feed to raise Kome-no-Kobuta branded pigs, and sell products that use this brand of pork. The products are currently being sold at 28 stores in Akita Prefecture. In the future, there are plans to use this scheme to produce vegetables from compost and commercialize soil that has been fertilized with food waste.

Management System for Waste Emissions

Aeon regularly holds internal training courses aimed at improving its management of waste disposal for environmental managers and waste management leaders of Group companies. Online training was introduced starting in 2020, and to expand opportunities for training, in FY2021 videos were created with the help of the Aeon Delight Co., Ltd. cleaning division and streamed for a set period. As a result, the number of personnel participating in the training increased by 145, bringing to total to 860 since FY2011.

Also, to make manifest management more efficient and precise, we are introducing electronic manifests\* in stages. For example, to process waste Aeon Retail Co., Ltd. contracts Aeon Waste Management Center, which is jointly operated by Aeon Delight Co., Ltd. and specialized companies. We are introducing an IT system that enables the unified management of the periods of processing service agreements and licenses for contracted waste processors. We are establishing systemic capabilities that facilitate checking and clarify the roles of companies emitting waste, contracted waste processors, and contracted management companies. As well as strengthening compliance, these capabilities have helped reduce man-hours and costs. As of July 2022, 40 Group companies had introduced electronic manifests, and 13 companies (863 business locations) were using waste management centers.

In FY2020, we conducted an internal audit of the Aeon Waste Management Center, confirming that improvements are underway. While communicating with contracted

companies we are steadily putting in place rules to reflect the circumstances of individual companies. We plan to introduce these systems at more company locations going forward.

\*Manifest: A government-mandated control document issued to ensure that processing has been performed when discharging industrial waste.

FY2021 Results

Electronic Manifest Introduction Rates

- **9 (95% or more) 22 companies**  
Aeon Liquor Co., Ltd., MV Minami Tohoku Co., Ltd., MV Kanto Co., Ltd., MV Tokai Co., Ltd., Maruetsu Co., Ltd., Kasumi Co., Ltd., Origin Toshu Co., Ltd. My Basket Co., Ltd., Shimizu Pharmaceutical Co., Ltd., Aeon Fantasy Co., Ltd., Aeon Kyushu Co., Ltd., The Daiei Inc., Aeon Market Co., Ltd., Big-A Company Inc. Welcia Pharmacy Co., Ltd., Koyo Co., Ltd., Aeon Hokkaido Co., Ltd., Aeon Town Co., Ltd., Aeon Big Co., Ltd., Aeon Bike Co., Ltd., Bio c' Bon Japon Co., Ltd., Aeon Retail Co., Ltd.
- **(50% or more, less than 95%) 8 companies**  
Aeon Supercenter Co., Ltd., MV Hokuriku Co., Ltd., Aeon Topvalu Co., Ltd. Aeon Retail Store Co., Ltd., Aeon Food Supply Co., Ltd., Aeon Mall Co., Ltd., Research Institute for Quality Living Co., Ltd, Maxvalu Nishinohon Co., Ltd.
- **(Less than 50%) 8 companies**  
Aeon Tohoku Co., Ltd., Ministop Co., Ltd., OPA Co., Ltd., GFoot Co., Ltd., COX Co., Ltd., Mega Sports Co., Ltd., Aeon Pet Co., Ltd., Aeon Delight Co., Ltd.



# Biodiversity and Environmental Protection

Aeon sees the issues arising from damage to biodiversity caused by the progress of global warming and pursues initiatives aimed at protecting biodiversity — beginning with tree planting activities — to maintain the connection between human life, culture, and the abundance of nature.

### Aeon Biodiversity Principle

#### Basic Policy

We understand the effects of our overall business activities on the ecosystem and work together with our customers, the government, NGOs, and other stakeholders to remain actively involved in preservation activities and reduce the effects of such a crisis.

Through our business activities, we aim for the following with the ecosystem in mind:

- 1. To remain aware of blessings and harm
- 2. Work to protect and nurture
- 3. To keep others informed of our activities

### Course of Action

#### 1. Products

During purchasing and sales, we remain aware of sustainability and set goals regarding resource-managed perishable and processed products, which we share with our clients and customers.

#### 2. Stores

We continue to promote tree planting activities with our customers when opening new locations and develop ecologically friendly stores that reduce the environmental impact.

#### 3. With our customers

We share and learn about environmental awareness with others through our tree-planting activities.

## To pass on the roots of enhanced lives to the future

In 1991 Aeon launched the Aeon Hometown Forests Program as an initiative leveraging the characteristics of a community-based retailer.

### Aeon Hometown Forests Program

We began planting trees with local customers on store premises to coincide with new store openings in 1991 with the JUSCO Malacca store (now Aeon Malacca Shopping Center) and started in Japan in 1992 with the JUSCO Shin Hisai store (now Aeon Hisai) and continue to bring people together to build community forests.



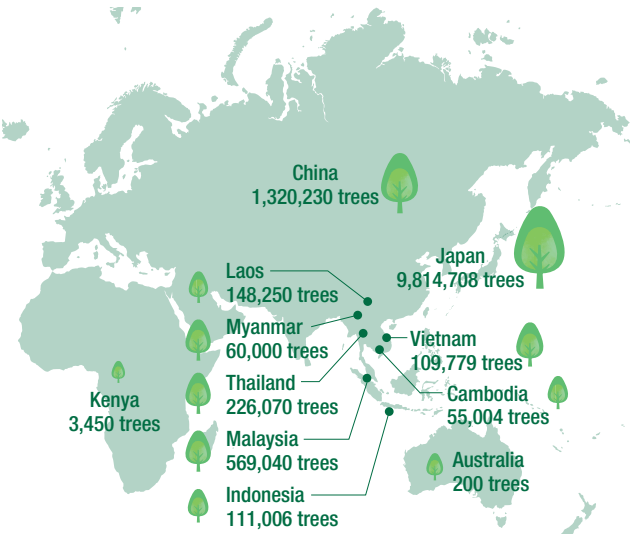
Aeon Style Minamikurihashi Tree Planting Festival (April 2022)

### The AEON Environmental Foundation's Tree Planting Activities

Tree planting activities begun to regenerate forests lost due to natural disasters, deforestation, and so on, are conducted by volunteers around the world. (Initiatives of the AEON Environmental Foundation >P.96)

## Aeon Tohoku Reconstruction Hometown Forests Program

This tree planting effort was conducted from 2012 onwards to restore the greenery lost in disaster-affected areas following the tsunami caused by Great East Japan Earthquake. Although Project Aeon Joining Hands ended in FY2021, Aeon will continue to support the reconstruction of the Tohoku region.



**Total number of trees planted**  
**12,417,737** (CO<sub>2</sub> reduction of 39,599 tons)

Total number of trees planted by the Aeon Hometown Forests Program, by the Aeon Environmental Foundation, and by the Aeon Tohoku Reconstruction Hometown Forests Program from 1991 to the end of February 2022

## Tree planting activities that embody Aeon's Basic Principles

In the 1960s, Takuya Okada, then president of Okada, Inc. (present-day Aeon Co., Ltd.) and current honorary chairman and advisor of Aeon, noticed that the Nandina (heavenly bamboo) berries in the garden of his home had stopped growing. He assumed that was a result of the earth's changing environment. Later, he also felt a sense of crisis, realizing that the pollution accompanying economic growth would create social problems and that the loss of nature's richness would lead to a loss of sources of wealth. These experiences led him to consider what Okada could do as a retailer. In 1991, Aeon launched the Aeon Hometown Forests Program, an activity to plant trees in the areas around Aeon stores.

By planting trees with local customers, Aeon can strengthen its ties with people while understanding the importance of nature and sharing the joy of peace. Aeon regards and promotes this activity as one that embodies its basic principles.



JUSCO Shin Hisai Store (currently Aeon Hisai), where the first trees were planted in Japan for the Aeon Hometown Forests Program



The ceremony unveiling the monument commemorating the planting of 10 million trees at Aeon Mall Makuhari New City

### Peace

#### A thriving forest is the foundation of peace.

Environmental problems are now a global challenge and threaten our health and peace. Planting trees is a great reminder of environmental issues and their relation to our work.

### People

#### People gather where there are trees.

People of all ages, from children to senior citizens, gather to plant trees. During these times, greetings turn into conversations and spread into smiles. Planting trees connects the desires of each person and creates opportunities for long-lasting friendships.

### Community

#### Growing the community while planting trees

Aeon plants species of trees that are native to the area. These grow into forests that are valued by the local community. Planting trees is symbolic of our gratitude to the local community, who nurture us through our daily work.

### Total number of trees planted

# 12,417,737

\*Total number of trees planted by the Aeon Hometown Forests Program, by the AEON Environmental Foundation, and by the Aeon Tohoku Reconstruction Hometown Forests Program from 1991 to the end of February 2022

### Aeon's Tree Planting Activities

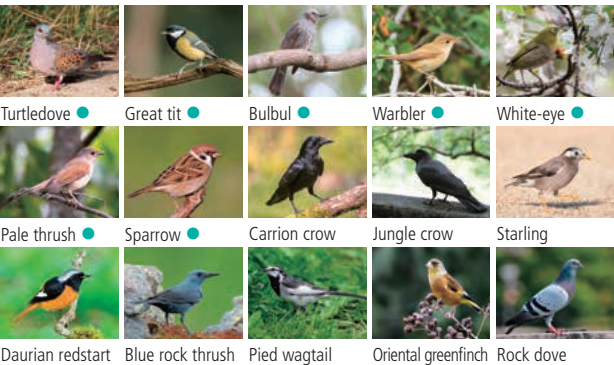
Thirty years have passed since we began planting trees together with customers in 1991. We hope that the stores where we have planted trees will become places for the local community, and that a spirit of nurturing greenery will take root among locals. As of 2022, Aeon Hometown Forests are in place at more than 1,000 stores.



Creating Forests Where Wild Birds Can Gather

To objectively assess the ecological value of Aeon's tree planting activities, we selected 15 stores from the Aeon Hometown Forests Program where between one and 20 years have passed since tree planting activities and conducted surveys of wild birds there. We identified 34 varieties of wild birds in a comparative survey of the stores and surrounding areas. Of these, 15 varieties\* were essentially consistent across all 15 stores. Of these, seven varieties (those denoted with the ● icon in the photo below) were wild forest birds. From the survey, it was also clear that the Aeon Hometown Forests zone functions as a feeding ground and resting area for wild birds. Based on a study held about ten years after planting, the forests showed a clear increase in the species of wild birds compared with neighboring residential areas. These findings confirmed that the forests were effective in creating a rich natural

» \*15 varieties were essentially consistent across all 15 stores



environment in the area.

Forest development in conjunction with the AEON Environmental Foundation

To contribute to the creation and development of sustainable communities, we work with stake holders in each community to create Aeon Forests.

Amidst the large-scale societal and lifestyle changes imposed by COVID-19, from FY2020 to FY2021, we implemented the Sapling Foster Parents Project, a forest creation program that allows people to participate without visiting planting sites. Volunteers in each region received saplings to plant in Aeon forests around Japan after caring for them for about one year.

We surveyed carbon sequestration levels at Aeon Forest Aya-chou in Aya-chou, Miyazaki Prefecture. Working in collaboration with Aya UNESCO Park, Aya Municipal Junior High School, and the Remote Sensing Technology Center of Japan, students from Aya Junior High School studied the health of the forest and the importance of creating forest areas.



Forest carbon sequestration survey

Practicing store development that considers the preservation and creation of ecosystems

To minimize the impact that stores have on the surrounding natural environment and ecosystems as much as possible, Aeon practices store development that considers the preservation and creation of ecosystems. These activities include conducting biodiversity assessments and formulating environmental impact reduction measures during the development process.

As a part of these efforts, since FY2013, Aeon Mall has maintained its certification from the Association for Business Innovation in Harmony with Nature and Community® (ABINC) and objectively assesses the state of biodiversity conservation at its stores. As of March 2022, 15 facilities have acquired ABINC certification.

We also work to obtain environmental certifications for our buildings from third-party organizations, including CASBEE, DBJ Green Building Certification, and the WELL Health-Safety Rating. We will continue urban development rooted in local communities and harmonized in nature, in addition to tackling global environmental issues such as climate change.

Example: Certification obtained by Aeon Mall Tamadairano Mori

Aeon Mall Tamadairano Mori opened based on the concept of a community garden abounding in greenery. In the 1st ABINC Awards, the location received the Special Award (Urban / Shopping Center category).

The facility has tackled the possibilities of biodiversity



Preserving existing trees and developing walking trails  
Approximately 50 of the existing trees, including zelkova and ginkgo trees, were maintained to develop a green belt, ensuring a safe and healthy walking space that preserves the vestiges of the Tamadaira-no-Mori forest.

About ABINC® Certification (Urban / Shopping Center Category)

ABINC certification is based on the Guidelines for Sustainable Business Sites® established by the Japan Business Initiative for Biodiversity (JBIB). Factors including the development of an environment for biodiversity conservation, maintenance with consideration for biodiversity, communication with stakeholders, and activities to conserve rare species are assessed to certify sustainable land use by office buildings and commercial facilities.



conservation at large-scale commercial properties, including the installation of a rooftop biotope, even under business constraints.



Rooftop biotope  
A biotope was introduced on the rooftop field of hills. The installation helps to promote environmental education and raise awareness about environmental protection.



Rain Garden™  
Rainwater contaminated with substances found in exhaust gas risks disrupting ecosystems. Rain Garden™ reduces the negative impact on the ecosystem by allowing rainwater to penetrate the ground, purifying it.

Aeon Mall's biodiversity conservation initiatives

Practicing store development that considers the preservation and creation of ecosystems

As part of the development of an Aeon Mall facility planned on the former site of the Amamiya Campus of Tohoku University, a three-way industry-academia collaboration project has been launched by Tohoku University, the AEON Environmental Foundation, and Aeon Mall Co., Ltd., and is currently developing a greening program. While Aeon selects mainly local species in the interest of biodiversity and plants them around the stores it develops, in autumn 2021, employees collected acorns from trees that grow naturally in Miyagiken kenminnomori and have been conducting seedling activities to grow the seedlings at Aeon Mall



and plant them at the store to be opened. During the store development phase, there are undeniably some aspects that put a strain

Kochi Shozui  
Aeon Mall Co., Ltd.  
Development Division  
Area Development Management Department  
Tohoku & Hokkaido Development Department  
General Manager

on nature. That is why we believe that environmental initiatives are needed, and we think that employees growing local seeds themselves and planting trees together with customers will lead to shopping mall development supported by the local community. Going forward, we will continue striving to develop shopping malls in ways that are conscious of creating a friendly and welcoming environment for local communities.



Raising seedlings growing at Aeon Mall Shinrifu North



Shinrifu employees take part in collecting the acorns needed to raise seedlings

Aeon Mall Shinrifu North Acquires ABINC® Certification

Since it opened for business in 2000, Aeon Mall Shinrifu North has made the most of its expansive and richly cultivated greenery. To coincide with a large-scale renewal in 2021, the site obtained ABINC® certification. As part of the certification process, in addition to assessing the current state of the site, a future vision for five and ten years into the future



Yusuke Tokura  
Aeon Mall Shinrifu North  
Operations Manager

was laid out, and an action plan for future biodiversity was formulated. In addition to a seedling initiative implemented in Miyagiken kenminnomori since FY2021, the site also promotes fixed-point observation through "bird nest boxes" created together with members of the local community and monitors activities using a biome. Going forward, public-private coordination that can better form bridges with the local community is being considered. Additionally, to achieve a world that is in harmony with nature, we will learn more about people and living creatures while implementing new approaches on an ongoing basis.



# Scientifically verifying the effects of Aeon Tree Planting Activities

The Aeon Hometown Forests Program is an initiative to plant trees on the premises of newly opened stores together with customers in the local community.

Aeon has been engaged in tree planting since 1991 as an activity that embodies its basic principles. In recent years, there has been a growing interest in the biodiversity initiatives being implemented by companies, resulting in an increasingly stronger need to visualize the results of those efforts and communicate them to society. Previously, we surveyed carbon sequestration levels and wild birds in Aeon Hometown Forests (see page 43), but starting in 2021, we began conducting Aeon Hometown Forests Program Nature Surveys to measure what kinds of creatures live in these areas and what kind of environmental value has been created. In August 2022, this survey was conducted using a biotope\*1 set up inside the forest at Aeon Mall Hamamatsuichino to measure the value of biodiversity.

\*1 A word meaning "place of life" in German and a general term referring to all habitats where wildlife live and grow.

## Overview of Aeon Hometown Forests Program Nature Surveys

In 2021, similar surveys were conducted at 33 stores. This resulted in a total of 3,440 submissions and the identification of 457 species of life, demonstrating the role that Aeon Hometown Forests play in enhancing the biodiversity value of an area. To develop more refined survey data given these results, this year, the number of stores conducting the surveys has more than doubled compared with the previous year.

Stores conducting surveys in FY2022: Approximately 70 stores consisting of Aeon, Aeon Style, Aeon Mall, and Aeon Town locations across Japan

- Survey period:** August to October 2022
- Participants:** Around 500 people in total, comprising customers and employees of all stores, including specialty stores
- Survey method:** The birds, insects, plants, and other living things found in the forest areas are photographed using smartphones and submitted to the Biome app\*2 to confirm the name, location, and time of discovery for each living organism.



\*2 A smartphone app that can identify the names of the animal and plant species observed using AI. It currently uses Japan's largest database of living organisms, with the ability to identify approximately 92,000 domestic species. Users have submitted around 27,000 types of plants and animals with approximately 1.33 million individual samples, and the app is used for academic purposes, including new discoveries, tracking changes in distribution due to global warming, and monitoring the propagation of invasive alien species.



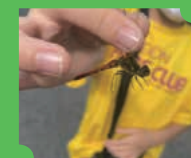
### Examples of the species found at Aeon Hometown Forests



Aeon Sapporo Hiraoka Store (Hokkaido)  
Seven-spotted lady beetle



Aeon Mikawa Store (Yamagata)  
Japanese tree frog



Aeon Nonoichiminami Store (Ishikawa)  
Red dragonfly



Aeon Kurashiki Store (Okayama)  
White stripe long-horned beetle



Aeon Sanko Store (Oita)  
Japanese chestnut



Aeon Mall Hamamatsuichino (Shizuoka)  
Swallowtail



The Aeon Hometown Forests Program Nature Survey conducted in August 2022 at Aeon Mall Hamamatsuichino included explanations by the biotope advisor responsible for the creation of the biotope, and the capturing and observation of Japanese rice fish, providing opportunities to learn about the rich forest environment, its function as an ecosystem, and the value of biodiversity.



**Kazuya Takamori**  
Hamamatsuichino Biotope  
Chairperson, Citizen's Group for  
Interacting with Nature and  
Living Creatures



The Aeon Mall Hamamatsuichino Biotope is located in the oldest area of the wetland known as the Tenno Marsh. Its current form is the result of collaboration between Aeon, which launched the store development plan 15 years ago, and professionals possessing water technologies. This biotope inspired proactive efforts to create other biotopes in the Higashi Ward of Hamamatsu. We have continued with activities to maintain the biotope at Aeon Mall Hamamatsuichino through friendly competition leveraging the relationships that have been built. Through these activities, we hope to preserve a place where the children of future generations can learn of the wonders of nature and the living creatures that inhabit it.



**Norihito Yamamoto**  
Aeon Mall Hamamatsuichino  
Operations Manager

I think it is wonderful that the children who took part in this survey were able to realize that these living organisms exist around where they live, not in games or textbooks, and that they can be found at the Aeon Mall. Malls around Japan include these Aeon Hometown Forests, and they have many uses, including places of relaxation. As these nature surveys have provided a safe operating framework that achieves a healthy balance between digital technologies in the form of smartphones and outdoor "fieldwork" activities, I hope they will be utilized by other malls as well.





# Sustainable Procurement

We are working on sustainable procurement to achieve both the sustainability of natural resources and the continuous development of business activities. We draw up principles and policies on procurement so that we procure products manufactured in accordance with global standards.

## Promoting Sustainable Procurement

The products Aeon handles are made possible by nature and contain raw materials procured from producers and locations around the globe.

To achieve both the sustainability of natural resources and the continuous development of business activities in line with the Aeon Sustainability Principle, we established the Aeon Sustainable Procurement Principles in February 2014. Accordingly, we have been pursuing high sustainability in procurement to fulfill our responsibility as a retailer at all stages of the product lifecycle, including raw material procurement, production, sales, consumption, and disposal.

Subsequently, we formulated Aeon’s Sustainable Procurement Policy in 2017 with a view toward greater sustainability in procurement. It stipulated procurement policies in four domains in accordance with the global standards. These domains are agricultural products (page 44), seafood (page 46), paper, pulp and wood (page 47),

### Aeon Sustainable Procurement Principle

- 1. Eliminating illegal gathering or trading of natural resources and illegal fishing.
- 2. Establishing and managing Aeon standards from the perspective of biodiversity preservation and preventing the depletion of natural resources.
- 3. Minimizing the use of non-renewable resources.
- 4. Establishing traceability, including place of production and fishing methods, for agricultural products and marine resources.
- 5. Preventing the destruction of forest land with high conservation value.

Formulated in February 2014

and palm oil (page 48). With the help of stakeholders, we will practice the sustainable procurement of products.

### » Aeon’s Mission Towards Sustainable Procurement and Status of Activities

	Target	Scope	Aeon’s Mission	Aeon’s Activities
Promoting Sustainable Procurement (Products)	Sustainable Procurement of Agricultural Products	Private Brand Products	<ul style="list-style-type: none"><li>• We will pursue sustainable agriculture-based procurement</li><li>• For agricultural products sold under our private brand, we will promote good agricultural practices (GAP) and organic farming and continually work with producers.</li><li>• We will practice this approach by actively carrying certified products, cooperating with various stakeholders, and taking part in initiatives to promote sustainable agriculture.</li></ul>	<p>Utilizing Third-party Certification</p> <ul style="list-style-type: none"><li>• Utilization of third-party certification for GLOBALG.A.P.*3, organic farming and so on</li><li>• Support for the widespread adoption of certification labels for consumers</li></ul> <p>Project Implementation</p> <ul style="list-style-type: none"><li>• Supporting the acquisition of certification through seminars for producers</li><li>• Working with regional producers through an alliance to provide organic agricultural products</li></ul> <p>Participation in Initiatives</p> <ul style="list-style-type: none"><li>• Participation in initiatives, such as CGF*4 and SSCI*5</li><li>• Formulation of Japanese interpretive guide through the GLOBALG.A.P network</li></ul>
	Sustainable Procurement of Seafood*1	Private Brand Products	<ul style="list-style-type: none"><li>• We will pursue the sustainable procurement of seafood</li><li>• We will aim to procure seafood in a way that enables the sustainability of private brand marine resources to be verified</li><li>• We will practice this approach by actively carrying certified products, cooperating with various stakeholders, and taking part in initiatives addressing the sustainable use of marine resources.</li></ul>	<p>Use of Third-party Certification</p> <ul style="list-style-type: none"><li>• Selling products using third-party certifications, such as MSC*6 and ASC*7</li><li>• Supporting the widespread adoption of certification labels for consumers</li></ul> <p>Project Implementation</p> <ul style="list-style-type: none"><li>• Direct confirmation on-site and support for initiatives</li><li>• Activities that contribute to the sustainable use of marine resources, such as promoting consumer adoption</li></ul> <p>Participation in Initiatives</p> <ul style="list-style-type: none"><li>• Participation in initiatives such as CGF and SSCI</li><li>• Activities with industry and NGOs, etc., through JaSPON*8</li></ul>
	Sustainable Procurement of Paper, Pulp, and Wood*2	Domestic Consolidated Group Companies	<ul style="list-style-type: none"><li>• We will strive to prevent the destruction of forests and procure sustainable forest products.</li><li>• We will aim to only procure products from regions where zero forest destruction has been confirmed.</li><li>• We will work on wood and palm oil that has a particular impact.</li><li>• We will practice this approach by actively carrying certified products, cooperating with various stakeholders, and taking part in initiatives that prevent the destruction of forests.</li></ul>	<p>Use of Third-party Certification</p> <ul style="list-style-type: none"><li>• Selling products using third-party certifications such as FSC® (wood) and RSPO (palm oil)</li><li>• Supporting the widespread adoption of certification labels for consumers</li></ul> <p>Project Implementation</p> <ul style="list-style-type: none"><li>• Direct confirmation on-site and support for initiatives</li><li>• Activities that contribute to the preservation of forests, such as widespread adoption by consumers</li></ul> <p>Participation in Initiatives</p> <ul style="list-style-type: none"><li>• Participation in industry initiatives such as CGF and SSCI</li><li>• Activities with industry and NGOs, etc., through JaSPON</li></ul>
	Sustainable Procurement of Palm Oil			

\*1 Aeon took the initiative in formulating a procurement policy for seafood as the Aeon Sustainable Seafood Procurement Policy in 2014.

\*2 Aeon formulated the Aeon Forest Resources Procurement Principle in 2016 for the procurement of paper, pulp, and timber.

\*3 GLOBALG.A.P. (GOOD, AGRICULTURAL, PRACTICES): Practices to manage production processes to ensure sustainability, including food safety, environmental conservation, and occupational safety in agriculture involving the management of agricultural production processes.

\*4 CGF (The Consumer Goods Forum: An international industry group whose members are major food and consumer goods manufacturers and retailers. CGF is an organization that brings together global retailers and manufacturers in the consumer goods industry and provides a collaborative platform across the world and regionally.

\*5 SSCI (Sustainable Supply Chain Initiative): An initiative to formulate social and environmental standards for supply chains. SSCI organizes and formulates standards, guidelines, and benchmarks for the supply chain from social and environmental perspectives.

\*6 MSC (Marine Stewardship Council): A council for the management of marine resources. MSC operates a certification system for natural seafood caught in a sustainable and socially responsible manner.

\*7 ASC (Aquaculture Stewardship Council): A council for the management of aquaculture. ASC operates a certification system for seafood produced at aquaculture farms with consideration of the environment and society.

\*8 JaSPON (Japan Sustainable Palm Oil Network): JaSPON is a network of sustainable palm oil producers. The group aims to solve various issues, including environmental aspects of palm oil production, and seeks to accelerate the procurement and consumption of sustainable palm oil.

## Practicing the sustainable procurement of agricultural products

Aeon is committed to sustainable agricultural procurement and promotes it through participation in initiatives, through Aeon’s directly operated farms, and in conjunction with the producers of organic agricultural products.

### Aeon Agricultural Product Procurement Policy

We strive to procure sustainable agricultural products that are in harmony with nature, ecosystems, and society.  
By directly cultivating vegetables, we will provide healthy and delicious vegetables and contribute to a safe food future.

The Topvalu Gurinai Organic series has an extensive lineup of environmental products with organic certification in Japan and overseas. As of the end of February 2022, it was the largest private brand of a Japanese retailer, with 361 fresh and processed food items. In answer to customers’ requests for more items available, we accelerate the development and procurement of organic products in Japan and overseas by making use of the qualification of certified importers of organic agricultural processed products awarded by the Ministry of Agriculture, Forestry, and Fisheries. Aeon Retail Co., Ltd. Operated sales areas for organic products at 332 stores.

### Acquisition of Organic JAS Certification as a Subdivider of Agricultural Products

We are taking steps to acquire Japanese Agricultural Standard (JAS) certification for food manufacturing and processing centers as a subdivider of agricultural products.

At present, the Aeon Food Supply Co., Ltd., Minami-Kanto and Chubu Centers have acquired this certification. We plan to have all our centers in Japan acquire the certification.

\* Organic JAS logo  
Operators certified by certification organizations registered by the Minister of Agriculture, Forestry and Fisheries can attach the organic JAS logo to their products. The logo is attached to agricultural, processed, or livestock products, as well as livestock feed, produced with a method of organic farming that uses natural power instead of pesticides or chemical fertilizers.



### System for Supporting Organic Vegetable Farmers

Aeon is working to enrich the array of agricultural products in the TOPVALU Gurinai Organic series to make organic food lifestyles closer to consumers for a sustainable future. In parallel with that, we are supporting organic vegetable farmers. More and more people are health-conscious and spend longer at home. We continue taking different steps to provide more customers with organic food lifestyles while ensuring safety and peace of

mind. We publish individual farmers’ ideas, specific examples, and comments on the TOPVALU website so that they can be broadly available to customers.

In 2019, we launched the Aeon Organic Alliance as a platform of partnerships between organic product operators and Aeon Agri Create Co., Ltd., which organizes our direct-run farms. As of the end of February 2022, it had more than 120 member companies. We are working to increase the number of items in the Topvalu Gurinai Organic series for different areas as well as their supply quantities to expand the organic agricultural products we deal with.

URL <https://www.topvalu.net/gurinai/organic/nousan/> (Japanese only)

### Initiatives to Reduce Our Impact on the Environment

Topvalu promotes “Less is More” initiatives for agricultural products produced with as few pesticides and chemical fertilizers as possible. As much as it is important to focus on soil development and restrict the use of agricultural chemicals, it is also important to develop management systems that will not miss any disease or insect. To ensure ongoing efforts in this area, we have established “Less is More” standards and ask our production partners to comply with them.

Both producers and Aeon check plans that determine the amounts of pesticides and chemical fertilizers to be used and that actual usage is consistent with those plans, and have developed systems ensuring that only the agricultural products that pass such checks make it to store shelves.

#### Topvalu “Less is More” Standards

① 農業・化学肥料を極力抑えて栽培された農産物であること

② トレーサビリティと衛生管理条件

- ① トレースできる管理体制が確立されている
  - ② GAPの考え方に基づき衛生管理を行っている
- ※GAPとは…Good Agricultural Practicesの略文字で、直訳すると「良い農業のやり方」で、「適正農業規範」や「農業生産工程管理手法」などと訳されている。  
農産物生産の各段階で生産者が守るべき管理基準とその実践のことで、食の安全、環境保全型農業、労働安全などにおいて適切な農場管理の取り組みを言う。

③ 環境配慮要件

環境保全や生態系維持に配慮した取り組みを意図するように努めていること





Acquisition of GLOBALG.A.P. certification for safe farm management

Aeon Agri Create Co., Ltd. operates 20 of Aeon’s directly managed farms, all of which have obtained one of the world’s most widespread certification for safe farm management, GLOBALG.A.P. GLOBALG.A.P. not only requires product safety but also emphasizes the need to ensure the safety of the employees who work on farms, the safety of residents, and the conservation of the local ecosystem. We implemented these initiatives for some agricultural products, including Topvalu items, indicating when they are produced on farms with GLOBALG.A.P. certification. We have thus become the first company in Asia to start

placing GLOBALG.A.P. Number (GGN) labels on products. We launched a dedicated website that allows customers to determine where in the world and by who a product was produced, simply by entering its GGN (certification number).

URL <https://aeon.ggn.org/Agri/>



TOPICS

Selling Private Brand Lettuce Produced at Sustainability-oriented Plans

United Super Markets Holdings Inc. (U.S.M.H, hereafter) has started full-scale production at THE TERRABASE Tsuchiura, a plant factory prepared in collaboration with Plantx Corporation. The plant factory produces lettuce as the first product under the new U.S.M.H. private brand Green Growers and gradually launched sales at stores\* and online supermarkets in June 2022. Through hydroponic cultivation on fully sealed racks, the factory has established an environment that makes it difficult for insects and microbes to propagate, enabling lettuce to be cultivated using at least 12 liters less water than is required for lettuce cultivated outdoors. In addition, a production system that controls the optimum amount of light, air, and nutrients for growing the lettuce in a completely closed and fully mechanized environment

has been established. In addition, the electricity used at THE TERRABASE Tsuchiura plant factory comes from renewable energy, enabling factory operation based on 100% clean energy for decarbonization. Through this approach, we are working to build production systems that pursue the inherent delicious taste and freshness of vegetables while being friendly to the environment and creating new value in vegetables.



TOPICS

Bringing Smiles to Local Communities with Local Flavors

As a central initiative promoting community-based management, Maxvalu Tokai Co., Ltd. has been actively developing and introducing products that have been popular locally for a long time and locally produced products with connections to the region. A vital key to this effort is the concept of local production for local consumption. Maxvalu Tokai also collaborates with producer farms to develop original products and proactively introduces them at stores to weave connections between customers and as many varieties of local produce as possible.



Promoting the Procurement of Sustainable Seafood

Aeon established the Aeon Sustainable Seafood Procurement Policy to help protect the limited marine resources and to pass down to future generations its traditional culture surrounding food sources from the water and sea. We formulated the Seafood Assessment Committee

comprising Aeon’s Environment Division and other divisions at Aeon Group companies, shared function companies, and other companies. Based on input from external stakeholders (NGOs, the government, and seafood businesses), we analyzed risks and opportunities, reviewed feasible projects, and used the results to plan key initiatives.

Aeon Sustainable Seafood Procurement Policy

Carry out regular risk assessments from a resource depletion prevention and biodiversity conservation perspective. Also, to mitigate risks, review feasible countermeasures and strive to procure sustainable seafood. Specific Measures Aeon is constantly devising and implementing measures to shift from endangered seafood to seafood with sustainable backing into the future.

- 1. Provision of Sustainable Products
  - Actively sell sustainable seafood such as MSC-certified and ASC-certified products
  - Strengthen handling of complete aquaculture
- 2. Elimination of Illegal Trade
  - Comply with international conventions, such as the Convention on International Trade in Endangered Species of Wild Fauna and Flora (the Washington Convention)
- 3. Establishment of Traceability Measures
  - Promote the strengthening of resource management in Indonesia
- 4. Regular Risk Assessments
  - Launch an organization to promote sustainable procurement

Largest Number of MSC- and ASC-Certified Products Dealt in among Retailers in Japan

Given the rising pressure of demand on fishery resources worldwide, Aeon sells MSC and ASC-certified products to support fishing and aquaculture that are based on appropriate resource management. We have been steadily expanding our lineup of MSC-certified products since we began carrying them in 2006. Aeon sells 52 MSC-certified items spanning 29 fish species-among the largest product range in Japan’s retail industry - as of June 2022. To preserve natural fish for coming generations, we source products obtained from fishing that is consistent with the preservation of the sea’s environment and resources.



\* The MSC is a group that manages the certification system for sustainable fishing. Through the certification system and MSC labels for compliant products, MSC conducts initiatives to advance the spread of sustainable and eco-friendly fishing.



Further, in 2014 we became the first store in Asia to sell ASC certified fish. We offer 22 ASC-certified salmon items spanning 12 fish species as of June 2022. Our goal is to realize sustainable procurement by popularizing “responsible” aquaculture products that do not place a

large burden on the environment and that are cultivated with consideration for local communities and human rights.

\* ASC (Aquaculture Stewardship Council): ASC is an organization that implements the world’s leading certification and labeling program for responsibly farmed seafood.



We ensure that these MSC and ASC-certified seafood products are delivered to consumers without being mixed in with non-certified seafood and employ the Chain of Custody (CoC) certification system to assure consumers of the legitimacy and traceability of these products. CoC certification had been acquired by 11 Aeon Group companies as of the end of July 2022. Aeon will continue promoting sustainable procurement of fishery products that do not deplete resources by increasing the number of Group companies with CoC certification.

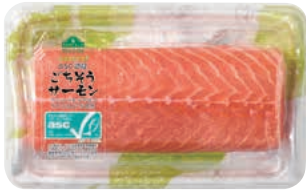
Examples of recently released MSC-and ASC-certified products	
March 2021	Alaskan Atka Mackerel (MSC)
August 2021	Capelin Fish (MSC)
June 2022	Aquaculture-raised sea bream (ASC) *National brand product



Developing and Marketing “Full-Cycle Aquaculture-Raised Fish”

In 2015, Aeon started developing and selling full-cycle aquaculture-raised\* fish that are not dependent on natural resources from the perspective of resource depletion prevention and biodiversity conservation. As of the end of February 2022, Aeon sells ten varieties of full-cycle aquaculture-raised fish.

\*Full-cycle aquaculture-raised: Fertilized eggs are taken from adult tuna artificially hatched adult tuna, then those eggs are raised in a full cycle that does not rely on wild tuna stocks.



Topvalu Gurinai Natural ASC-certified raw Atlantic salmon

“Fish Baton” Sales Areas

Based on the desire to “pass along a rich food culture to the next generation,” we have developed Fish Baton sales areas featuring MSC-and ASC-certified products, indicating that they are sustainable marine products.

\*MSC- and ASC-certified products are also available in stores without Fish Baton sales areas.



The Fish Baton sales area at Aeon Style Itabashi Maeno-cho

Promoting the Procurement of Sustainable Forestry Products

In 2016, we formulated the Aeon Forest Resources Procurement Principle. Based on this principle, we are making efforts to contribute to the balanced utilization and conservation of forest resources.

Aeon Forest Resources Procurement Principle (Paper / Pulp / Timber)

We will continue to utilize store materials and product raw materials made of lumber and pulp produced from properly managed forests, and strive to prevent forest destruction.

Initiatives through Our Products

Identify risks and opportunities, consider viable methods, and aim for sustainable procurement through continuous improvement.

1. Handling of Sustainable Products

Raw material from properly managed forests is authenticated, and products that have acquired FSC® certification are handled assertively.

2. Effective Use of Domestic Lumber in Japan

Efforts for the effective use of domestic lumber are

undertaken to achieve sustainable recycling in Japan’s forests.

3. Ensuring Traceability Measures

For high-risk countries and regions, confirmation of raw material traceability to forests is handled on a priority basis.

4. Prevention of Illegal Deforestation

Confirmation of the legality of lumber, etc., is conducted based on laws related to the promotion of the use of legally harvested lumber.

5. Preservation of Areas with High Conservation Value

Confirmation of the implementation of precautionary measures is conducted to maintain areas with high conservation value.

Formulated in 2016

Efforts in Products: Products Using FSC®-Certified Paper

The Forest Stewardship Council® (FSC®) certifies wood products and paper manufactured with timber from properly managed sustainable forests. Aeon has been selling notebooks and other FSC®-certified paper products since 2008. In addition, we use FSC®-certified materials for price tags, tags, some cardboard, and other frequently used materials.

Up to now, about 270 stationery and H&BC category FSC®-certified products were sold, and we are also expanding the use of FSC®-certified materials to packaging and other items.



Topvalu Best Price tissue paper using FSC®-certified paper

Stores Using FSC®-Certified Domestic Lumber

Aeon practices store development with consideration for the preservation of the ecosystem. For example, Ministop Co., Ltd. opened a Ministop store using 100% FSC®-certified domestic lumber in 2009 as the first FSC®-certified convenience store in Japan. As of the end of

February 2022, 288 Ministop stores were FSC®-certified. Going forward, we plan to actively increase the number of environmentally friendly stores.



A Ministop store under construction



A properly managed FSC®-certified forest in Yamanashi Prefecture

Developing Reused Stores That Employ FSC®- Certified Domestic Lumber

As part of a new initiative, in 2018, Ministop Co., Ltd. opened a reused store at Fukaya, Saitama prefecture that uses FSC®-certified domestic lumber and is the first commercial facility of its kind anywhere in the world.

The building of a reused store must meet certain environmental friendliness and cost conditions. These include the distance between the closing store and the opening store (to curb CO2 emissions) and the lead time between store closing and store opening (to shorten storage periods).

We constructed a reused store that meets these conditions utilizing wood from a closed store. We can reuse roughly 73% of wooden pillars and beams when reusing wood between stores of the same size. To ensure strength, we use new wood for the base, studs, and braces. (The reuse percentage of our first reused store was 33% because we relocated the old store to build a new store with a larger floor area.)

TOPICS

Promoting Wood in Public Spaces by Using Local Materials

Aeon Mall has established Mokuiku Square play spaces for children that abound with the warmth of wood in Aeon Mall locations. These spaces reflect our desire for customers to experience the gentle nature of locally sourced wood and to help them think about the environment.



Aeon Mall Shinjuku  
Selected as a “Businesses Promoting the Welcoming Scent of Wood (Miyagi)” with its abundant use of Miyagi wood



Aeon Mall Kawaguchi  
This play space uses Nishikawa wood from Nishikawa Forest Farm in southwestern Saitama, which boasts a history stretching back 300 years to the Edo period.



Aeon Mall Ageo  
This area uses local Saitama lumber

Promoting Initiatives for Procuring Sustainable Palm Oil

Palm oil, which is known for being used in a broad range of processed foods and other products, is the world’s most widely produced plant oil. A number of issues have been associated with the rapid and large-scale development of plantations in countries that produce palm oil. These problems include the destruction of tropical forests, large-scale greenhouse gas emissions, and the use of forced labor and child labor on plantations.

As part of its efforts toward procuring sustainable palm oil—taking the environment and human rights into consideration—Aeon is a member of the Roundtable on Sustainable Palm Oil (RSPO), an international certifying body. We also participated in the establishment of the Japan Sustainable Palm Oil Network (JaSPON), whose

members include 18 domestic retailers, manufacturers, and NGOs.



Photo credit: Kyodo News Service



# Fair Business with Consideration for Human Rights

Aeon engages in business activities that respect the human rights of all related stakeholders.

## Initiatives to Respect Human Rights

Aeon regards respecting the human rights of all its stakeholders, including Aeon Group employees and suppliers, to be an extremely important social responsibility in its global business activities and believes it has a responsibility to ensure appropriate labor practices. Aeon respects human rights in all its business operations in accordance with the Guiding Principles on Business and Human Rights, which serve as global guidelines.

## Basic Approach

Based on the idea of respecting humanity, one of Aeon's basic principles, since its founding, Aeon has been developing environments enabling motivated individuals to take on challenges equally, regardless of race, age, nationality, or gender, and has cultivated a corporate culture that respects humanity. Our policy on respect for human rights is set forth in Aeon Human Rights Policy (page 52), and Group employees are required to respect human rights and conduct business activities with integrity through the Aeon Code of Conduct. In addition, suppliers contracted to produce goods under Aeon's Topvalu brand are expected to comply with the Aeon Supplier Code of Conduct (page 56) and endeavor to understand the importance of respecting human rights.

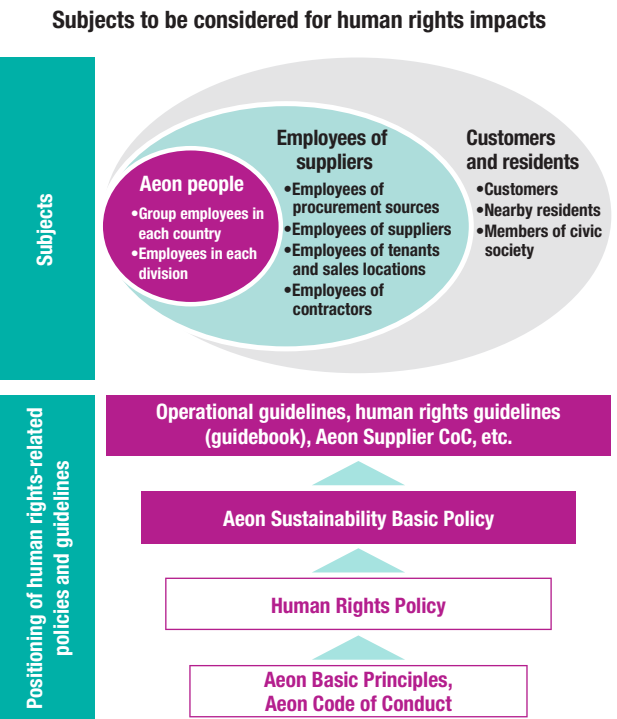
## Aeon Human Rights Policy

Initiatives focused on respecting human rights are central to the resolution of a range of social issues. In Japan and overseas, laws and guidelines call on companies to play leading roles in addressing human rights issues.

In 2003, Aeon established the Aeon Code of Conduct to realize business management that is founded on respect for human rights, which is one of Aeon's basic principles. To advance the Aeon Code of Conduct, the Company established Aeon Human Rights Policy in 2008. In 2014, the policy was revised to stipulate that no discrimination will be allowed based on sexual orientation or gender identity. Further, given the recent developments in social situations worldwide, we revised Aeon Human Rights Policy (page 52) in 2018 to include suppliers in the scope of activities.

The overriding goal of the revised policies is to help realize a society that respects human rights. To this end, the policies clarify Aeon's commitment to implementing human rights measures based on domestic laws, international laws, and international agreements and clarify the policies' applicability to all business partners and other stakeholders involved in Aeon's business activities. Moreover, the policies state the Group's intention to develop a due diligence process for human rights.

## Scope of Human Rights



## Aeon Human Rights Policy

In accordance with this policy, all Aeon's executives and employees (Aeon People) will further their understanding of human rights and help realize a society that respects these rights. We will adopt this policy for all Aeon People and share it with all business partners.

### 1. Our Approach to Human Rights

For everyone affected by our business activities, we will comply with domestic laws on human rights and labor, the International Bill of Human Rights, and the rules on human rights set forth in the International Labour Organization's Declaration on Fundamental Principles and Rights at Work in accordance with the Aeon Basic Principles, the Aeon Code of Conduct, and the United Nations Global Compact, which we joined in 2004. Further, we will support and follow the United Nations Guiding Principles on Business and Human Rights.

### 2. Respect for Human Rights in Business Activities

- We will respect the privacy of individuals as well as their diverse values and personalities and never discriminate against anyone for any reason, including discriminatory treatment based on race, nationality, ethnicity, gender, age, place of birth, religion, educational background, physical or mental disability, sexual orientation, or gender identity. Further, we will remain mindful of the positions of others and respect them as our equals.
- We will treat all customers fairly and impartially and provide them with safe, reliable products and services and related information.
  - We will actively communicate with local community members to ensure that we are respecting their human rights.
  - We will comply with sound corporate ethics and workplace environment-related laws, regulations, and international standards in our business activities by dealing with business partners fairly. Moreover, we will continually improve our performance in this regard.
  - We will listen to our coworkers, respect each coworker's human rights, and create workplace environments that are harassment free, safe, and employee-friendly. At the same time, we will train and educate all Aeon People to further their knowledge and understanding of human rights.

### 3. Implementation of Human Rights Due Diligence

Regarding the impact of our business activities on human rights, we will contribute to the realization of a society in which human rights are respected through the implementation of human rights due diligence.

Revised October 2018

## Promotion Structure

Aeon has established and operates the Human Rights Awareness Promotion Committee as a Groupwide organization tasked with overseeing and promoting operations related to raising awareness of human rights.

This organization formulates Aeon's policies related to human rights initiatives, develops the Group's internal human rights training plans, and discusses and executes progress checks and assessments in conjunction with the promotion officers and promotion personnel in each Group company.

Ultimately the chief officer of human resources\* submits proposals and reports for deliberation by the Aeon Management Committee, which is chaired by the CEO and comprises all executive officers as members.

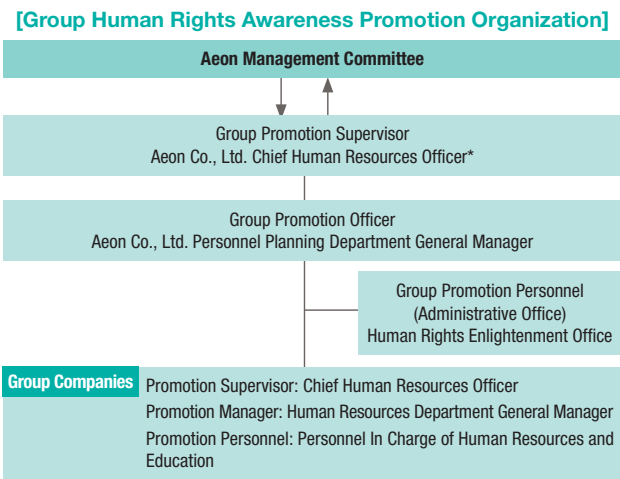
\* Currently handled by the Chief Officer of Human Resources, Administration & Risk Management

## Establishment of the Human Rights Enlightenment Office

The Human Rights Enlightenment Office plans, implements, and supports various human rights-related training designed to promote awareness of human rights among Aeon people (officers and employees) so that they have a deeper understanding of human rights and to ensure that Aeon is a group that respects human rights. The office is also involved with the planning and production of the Aeon Human Rights Enlightenment Guidebook which

compiles basic knowledge on a range of human rights issues.

### >> Aeon's Human Rights Awareness Promotion Structure



### [Group Human Rights Awareness Promotion Committee]

Members	Group Promotion Supervisor (Aeon Co., Ltd. Chief Human Resources Officer) Group Promotion Manager (Aeon Co., Ltd. Personnel Planning Department General Manager) Group Promotion Personnel (Human Rights Enlightenment Office) Group Company Promotion Managers (Human Resources Department General Managers at each Group Company)
Implementation	●Determination of Group policies on human rights initiatives ●Formulation of Group human rights training plan ●Progress checks and assessment of human rights training plan



## Conducting a Human Rights Workshop

In October 2020, Japan's National Action Plan on Business and Human Rights (2020-2025) was announced. The UN Human Rights Council has endorsed the Guiding Principles on Business and Human Rights, and the protection and advancement of human rights is an important element in achieving the Sustainable Development Goals (SDGs). As these principles and goals express an expectation that we identify, prevent, mitigate, act on, and share information on the impact of business activities on human rights while promoting the introduction of human rights due diligence, we decided to expand the human rights due diligence conducted throughout our private brand supply chain in fiscal 2019 and held a human rights workshop in fiscal 2021.

## Education on Human Rights

In addition to building a human rights awareness promotion framework, Aeon creates training opportunities so that all officers and employees of Group companies can gain a correct understanding and deeper recognition of human rights and enhance their awareness of human rights through in-house training and other initiatives. As a Group-wide initiative, human rights training has been conducted targeting all officers and employees of Aeon Group companies. To promote the recognition that human rights issues are a part of daily life and link them with regular activities, the training incorporated specific examples, recent trends and issues such as power harassment and sexual harassment. In FY2021, a total of 427,000 members of 83 Group companies underwent the training.

Through awareness-raising activities designed to solve various human rights-related issues, Aeon aims to be a company in which a diverse range of human resources can succeed in a comfortable workplace environment. This information on respect for human rights has also been incorporated into risk management training, human

resource development training, and diversity promotion training to spread awareness among as many employees as possible.

In addition, a Human Rights Enlightenment Guidebook was produced in FY2015 as a tool for acquiring basic knowledge on this subject. As of FY2021, 167,000 copies of the guidebook have been distributed. As well as helping to raise awareness among each person, training materials utilizing the guidebook are also being developed.

To reflect recent social conditions around the world, the guidebook was partially revised in March 2022.



Aeon Human Rights Enlightenment Guidebook

## Analyzing Human Rights Risks in our Business Activities

Aeon has established the Risk Management Department as an organization responsible for overseeing Aeon's risk management functions while maintaining and developing Group management. Risks relating to human rights are one of the risk items handled by the Risk Management Committee, which is organized by the Risk Management Department.

## Holding a Human Rights Workshop

**In January 2022, to advance human rights due diligence, we held a workshop with experts\* to have the practitioners of each business identify the actual and potential risks for the business in general and unique to specific products. Based on the results of the workshop, we identified current and potential issues that are important to Aeon and, in February 2022, conducted a management review to connect them to management. (page 55)**

\* Conducted with the help of Caux Round Table (CRT) Japan

### 1) Human Rights Awareness Promotion Committee (convenes once every six months)

Discusses, determines, and evaluates the direction, issues, and annual initiatives involving Aeon human rights enlightenment efforts. Also responsible for promoting human rights at each Group company.

### 2) Human Rights Enlightenment Study Group (convenes once every six months)

Shares and promotes understanding and conducts training on the promotion of human rights awareness to educate individuals responsible for promoting human rights at each Group company.

### 3) Human Rights College (convenes four times a year)

Curriculum for systematically learning the basics of human rights throughout the year. Individuals responsible for or in charge of the promotion of human rights participate to receive basic education.

### 4) Aeon Code of Conduct and Human Rights Promotion Leader Training (approximately ten days each year)

The Aeon Human Rights Enlightenment Office and Corporate Ethics Team work together to develop leaders who will play a central role in promoting the Aeon Code of Conduct and human rights.



## Conducting Employee Surveys

Since 2003, we have conducted anonymous monitoring (via an employee survey) annually to ascertain the extent to which the Aeon Code of Conduct has taken root in the organization and to gather information on workplace issues, employee work styles, motivation levels, and related matters. This survey is a basis for assessing employee awareness and corporate culture across the entire Aeon Group, including its overseas locations, through evaluating the visibility of promotional activities, the personal commitment of employees, and workplace conditions. We also compile, analyze, and share survey findings with Group companies and use them to help resolve specific social issues.

In FY2021, the survey was conducted for 60 overseas Group companies, and responses were obtained from 47,081 employees. In FY2022, a similar survey was conducted, and based on an analysis of the results, the surveys will be used to ascertain current conditions at each company, improve employee satisfaction, and strengthen the response to compliance risks.

## Aeon Code of Conduct Hotline

Since 2004, the Aeon Code of Conduct Hotline has served as an internal reporting system for employees to report noncompliance and improprieties, as well as for discussing various workplace issues that employees find troubling or difficult to discuss with their immediate managers. The Hotline is available to all Aeon employees, including former employees. The Hotline consists of two lines: one for internal consultations and one for reaching out to and consulting with external parties.

Also, from FY2020, we have begun taking steps to reinforce compliance, establishing a Whistleblower Contact Point at a Law Office for reporting serious violations of law committed by officers.

The Corporate Ethics Team provides reports and consultations to the Group companies concerned as feedback. We rigorously enforce the rule that an investigation shall then take place within two weeks to ascertain the facts associated with each report or consultation. The Corporate Ethics Team receives a report of the results, including corrective measures. In addition, the executive management team of Aeon Co., Ltd. and the presidents of all Group companies receive regular reports on all consultation matters.

## Education and Training

Aeon conducts training to disseminate and instill the Aeon Code of Conduct as the central component of corporate ethics, primarily through four programs: compliance training for Aeon executives, Aeon Code of Conduct training for senior management, Aeon Code of Conduct training for general employees, and training for new employees. Hiring examinations and promotion training also incorporates the contents and curricula of the Aeon Code of Conduct.

## Labor Union

Aeon emphasizes dialogue between labor and management, and discussions are held with the labor union through health and safety committees and the labor-management council. The labor union has encouraged part-time employees to become members, and as of February 2022, the labor union had roughly 300,000 members, including 250,000 part-time employees. Additionally, we are establishing labor unions in Group companies that do not have unions to create a system enabling labor and management to resolve issues.

## Conclusion of a Global Framework Agreement and Implementation of Related Verification Activities

In November 2014, Aeon Co., Ltd. concluded a Global Framework Agreement on labor, human rights, and the environment with the UNI Global Union, which is an international labor organization, the UA ZENSEN, and the Federation of Aeon Group Workers' Unions. Based on the agreement, the four parties are cooperating for the advancement of initiatives for labor, human rights, and the environment to establish a model for favorable labor-management relations in Asia.

At the 7th verification meeting held in December 2021, the following matters were reported on, with information shared on related approaches and solutions.

- (1) Aeon's supply chain initiatives during the COVID-19 pandemic
- (2) The role of labor unions under the COVID-19 pandemic
- (3) Initiatives on global framework agreements with other global unions (IndustryALL)
- (4) The response in the Aeon supply chain to overseas labor disputes, etc.



Scene from the FY2021 verification meeting



TOPICS

Conducting Human Rights Risk Assessments

FY2021 Activities

December 2021	Individual interviews and desktop survey
January 2022	Held workshop on business and human rights 11 members from the Business Subcommittee and Product Subcommittee gathered to identify and organized potential human rights themes related to the entire value chain
February 2022	Human rights due diligence management review held (review and exchange of opinions with Aeon's executive managers)

\* Conducted with the help of Caux Round Table (CRT) Japan

Holding a Workshop on Business and Human Rights

Date:	January 25, 2022
Purpose:	In promoting human rights due diligence, bring up human rights issues related to business for discussion with experts, and identify and organize potential issues that relate to the entire value chain
Attendees:	11 representatives from Aeon Co., Ltd., Aeon Retail Co., Ltd., Aeon Topvalu Co., Ltd., Aeon Mall Co., Ltd., Aeon Financial Service Co., Ltd., and Research Institute for Quality Living Co., Ltd.

Important Human Rights Issues at Aeon (Based on report on results from CRT Japan)

Human Rights Theme (1) Issues with foreign workers in Japan, including at Group companies and in the supply chain	Human Rights Theme (2) Working conditions of producers and farmers engaged in the cultivation and collection of products sourced by Aeon
Parties (rights holders) Foreign workers (for the meantime referring to those in Japan, including technical interns)	Parties (rights holders) Producers and workers
<b>Future Response</b> <ul style="list-style-type: none"><li>Ascertain the working environments and economic circumstances of foreign workers</li><li>Directly engage with foreign workers</li><li>Ascertaining human rights risks at the operating site and production site level</li><li>Formulating Aeon Sustainable Procurement Principles, including secondary suppliers and beyond (February 2014), and promoting the widespread establishment and thorough dissemination of the Aeon Sustainable Procurement Policy</li><li>Promoting the widespread establishment of consultation hotlines to field complaints and concerns from workers in the supply chain, including Group companies, communities, and NGOs</li><li>Establishing and operating a complaint-handling mechanism with multilingual support</li><li>Information disclosure</li></ul>	<b>Future Response</b> <ul style="list-style-type: none"><li>Ascertaining the working environment and economic circumstances of producers and farmers involved in cultivation and collection</li><li>Direct engagement with producers and farmers</li><li>Ascertaining human rights risks at the farm level (particularly checking that farmers are making a living wage and whether there is an adverse impact on residents, etc.)</li><li>Formulating Aeon Sustainable Procurement Principles, including secondary suppliers and beyond (February 2014), and promoting the widespread establishment and thorough dissemination of the Aeon Sustainable Procurement Policy</li><li>Promoting the widespread establishment of consultation hotlines to field complaints and concerns from workers in the supply chain, including Group companies, communities, and NGOs</li><li>Establishing and operating a complaint-handling mechanism with multilingual support</li><li>Information disclosure</li></ul>

\* Items that should be specifically addressed are indicated in red

Aeon Human Rights Due Diligence Management Review

Date:	February 8, 2022
Purpose:	Review the two human rights issues identified and risk assessment analysis results produced at the workshop conducted in January 2022
Participants:	Hiroshi Ishida, Japan Committee of the Caux Round Table for Business Leaders (CRT Japan Committee), a non-profit organization Hiroyuki Watanabe, Executive Officer, Human Resources and Administration, Supervisor of Risk Management, Aeon Co., Ltd. Takahiro Suzuki, General Manager, CSR Department, Aeon Co., Ltd. Akihiko Maeda, Deputy Director, Product Management, Aeon Topvalu Co., Ltd.

\* A total of seven other managers from key departments also attended

Future Issues Identified Through the Management Review

- Ensuring safe and secure recruiting routes and minimizing risks
- How to use standards as a measure of the working environment in the workplace (the pride in working in the Aeon Group)
- Identifying the scope of direct influence through a supply chain visualization process
- The importance of direct communication (engagement)
- Establishment of a management system with an external perspective based on the UN Guiding Principles on Business and Human Rights (UNGP)



Comments from Hiroshi Ishida, Executive Director, CRT Japan Committee

The human rights risk assessment conducted this time is a part of human rights due diligence and is the first step in identifying and assessing important human rights risks at Aeon. To identify and assess important human rights themes, a desktop survey was conducted, a workshop on business and human rights was held internally, and the information was analyzed and assessed. Based on this, the following candidates were identified as pertinent human rights themes and the results of the assessment were reported to executives and top management.

The future direction to be taken by Aeon in fulfilling its responsibility to respect human rights was verified. Beyond the human rights themes identified through this assessment, Aeon should be recognized for already having identified individual potential human rights issues that span a wide range of human rights themes, and for being active in strengthening cooperation with action groups and designing systems to address those issues. I hope that Aeon will continue to pursue these existing initiatives and implement management systems and messaging consistent with the UNGP.

\* UNGP: United Nations Development Programme

Aeon Supplier Code of Conduct

Based on the Aeon Basic Principles of pursuing peace, respecting humanity, and contributing to local communities, with the customer's point of view always as its core, and to practice Aeon's "customer-first" philosophy, Aeon recognizes the importance of respect for human rights and considers it an inherent part of its approach to Group employees as well as the entire supply chain.

According to the Aeon Code of Conduct and "Partners and Aeon," Aeon respects suppliers who give top priority to the safety and security of products and services. Aeon requires that its suppliers comply with and practice international standards and works with suppliers to iterate on a human rights due diligence cycle to reduce and mitigate adverse impacts in their business activities. Based on its

policy of taking responsibility for the entire supply chain, from the procurement of the raw materials for its products to their conversion into end products, Aeon works with suppliers to ensure the safety and security of its products.

In accordance with the Aeon Supplier Code of Conduct as a Company developing global business, we confirm that the employment of workers is appropriate, the environment in which they work is safe, and that there is compliance with laws and regulations at production bases in each country, which leads to improvements. We currently require suppliers of Topvalu and Topvalu Collection to comply with Aeon Supplier CoC, and we improve issues through external, second-party, and first-party audits.

\* CoC: Code of Conduct

Aeon Supplier Code of Conduct

1. Laws and Regulations

Suppliers shall comply with all applicable legislation, bylaws, and regulations of the countries and regions in which the business is operated. Suppliers shall also demand that all their suppliers, subcontractors, and contractors comply with legislation, bylaws, regulations, and our Supplier Code of Conduct.

2. Child Labor

There shall be no use of or support of the use of a child who is not older than age 15 or the age at which a child is allowed to be employed in that country. For individuals who have not yet reached the age of 18 or who are at or above the age at which it is legally permitted to employ them, education shall be given priority where there are compulsory education laws, and they shall not be placed in a situation where they would be subjected to physical or mental health or developments risks or danger.

3. Forced Labor

The use and employment process shall not be forced or be complicit in force against an employee's will by means of violence, intimidation, restraint, mental or physical means, or unjustly limiting their freedom of conduct.

4. Working Hours

Suppliers shall comply with legislation relating to working hours, breaks and holidays, and other industry standards. Overtime work must be voluntary and should not be demanded regularly. In terms of work exceeding statutory working hours, a determine overtime allowance shall be paid.

5. Wage and Benefit Packages

Suppliers shall comply with legislation on national wages and benefits. Wages and various benefits shall be paid and deducted in accordance with the relevant legislation, and records shall be kept. Wages shall be in excess of the amount required to meet employees' basic needs. The paid wages shall include overtime allowances and shall be described in a manner comprehensible to employees.

6. Abuse and Harassment

Suppliers shall not engage in, have any involvement in or be complicit in any punishment of employees, use of mental or physical force, or use of abusive language. Suppliers shall not permit any acts of harassment, including gestures, language, or physical contact, in any workplace within the business activity.

7. Discrimination

Suppliers shall not discriminate or be complicit in employment discrimination relating to recruitment, wages, promotion, training, termination, or retirement on the grounds of race, nationality, ethnicity, gender, age, origin, religion, academic background, physical or mental disability, sexual orientation, or gender identity.

All decisions pertaining to employment shall be based on criteria relating to the ability to accomplish the required task.

8. Freedom of Association and the Right to Collective Bargaining

Suppliers shall respect employees' right to organize, join and manage a labor union chosen by the employees themselves and for the employees' representative to enter into collective bargaining with the company. Where there are legal and regulatory restrictions imposed on the right to freedom of association and collective bargaining, suppliers shall establish as an alternative measure a complaint-handling system where management and employee representatives can take their concerns and respond in good faith.

9. Health and Safety

Suppliers shall provide employees with a safe and healthy working environment compliant with applicable legislation, in addition to providing effective steps to prevent disease, including accidents, injuries, and emotional issues relating to potential health and safety. Suppliers shall apply similar health and safety standards to dormitories and cafeterias provided to employees.

10. Environment

It shall not be sufficient to only comply with all legislation relating to the environment of the nation and the region in which manufacturing is being undertaken, instead maximum consideration shall be given to the environment. There shall be confirmation that the raw materials and the products used conform to the legislation of the nation and region from which they are obtained, that international treaties and protocols are being applied and that the environmental policies specified by Aeon are satisfied.

11. Business Transactions

Suppliers shall comply with the laws relating to the country of origin of the final product and its components and business transactions of the exporting country and region.

12. Integrity and Transparency

Suppliers shall never be involved in unethical actions such as bribery, falsification, manipulation, or concealment of records, evidence, or testimony in any business activity. Information relating to business activities shall be correctly disclosed in accordance with the applicable regulations and standard business practices.

13. Engagement

Suppliers shall integrate the requested content of Aeon's Suppliers Code of Conduct into their own company or organization's management system and work throughout the entire organization to resolve social issues occurring throughout the whole supply chain.

Full text of the Aeon Supplier Code of Conduct

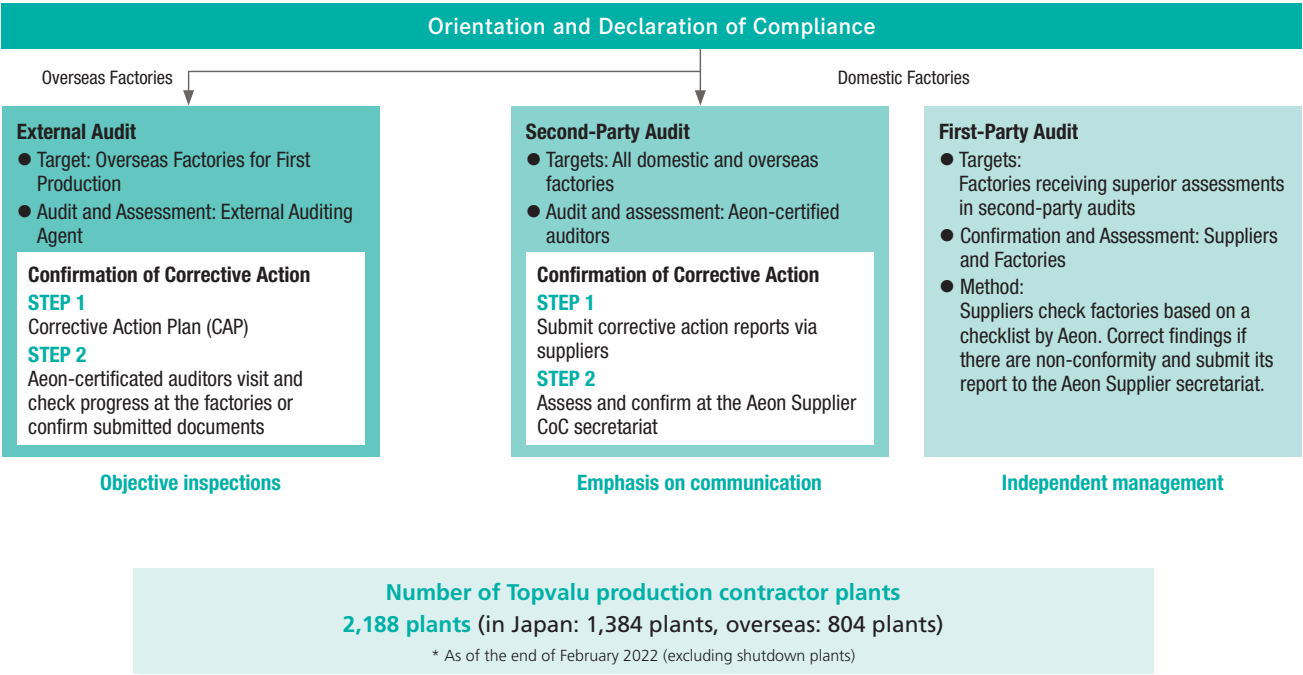
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Contract Manufacturer Auditing

» Flow of Monitoring under the “Aeon Supplier Code of Conduct”



External Audits

Based on the Aeon Supplier Code of Conduct, we out-source audits and assessments to an external auditing agent at overseas Topvalu production sites. The audits identify the current state of the production sites, and the sites make corrective action plans (CAP) based on the findings through communication between the supplier, Aeon development personnel, and the production site. The Aeon Supplier Code of Conduct Administrative Office confirms that the CAP are valid and approves them. Six months after the audit, an Aeon-certificated auditor visits the production site again to confirm that the improvements have been completed as planned.

Second-Party Audits

The subjects of second-party audits are factories located overseas undergoing second and subsequent audits and all first-time audits of factories located in Japan. These audits and assessments are conducted by Aeon-Certificated auditors. Because we hope suppliers keep managing their factories, audit reports and corrective action requests are made via suppliers. A “Pre-Questionnaire sheet,” which covers essentially all the items to be confirmed during the audit is sent out, and the factories respond to them before audits. After audits are conducted, pre-questionnaire sheets can be used as in-house management tools. For audits in Japan, especially at facto-



ries where technical intern trainees are hired, Aeon asks for details regarding the country-of-origin organization that sent the trainee as well as details about their acceptance to train in Japan and, based on this information, we confirm conditions while communicating more thoroughly during the audit.

First-Party Audits

Factories confirmed as having established their own management systems move to the first-party audits. Suppliers use the Aeon audit checklist we provide to check the condition of their factories, take corrective actions if issues are discovered, and report to Aeon. Our goal is for suppliers to continue managing their own companies and suppliers rather than having Aeon conduct audits. We hope that this first-party audit will be incorporated from Aeon management into the suppliers’ own management.

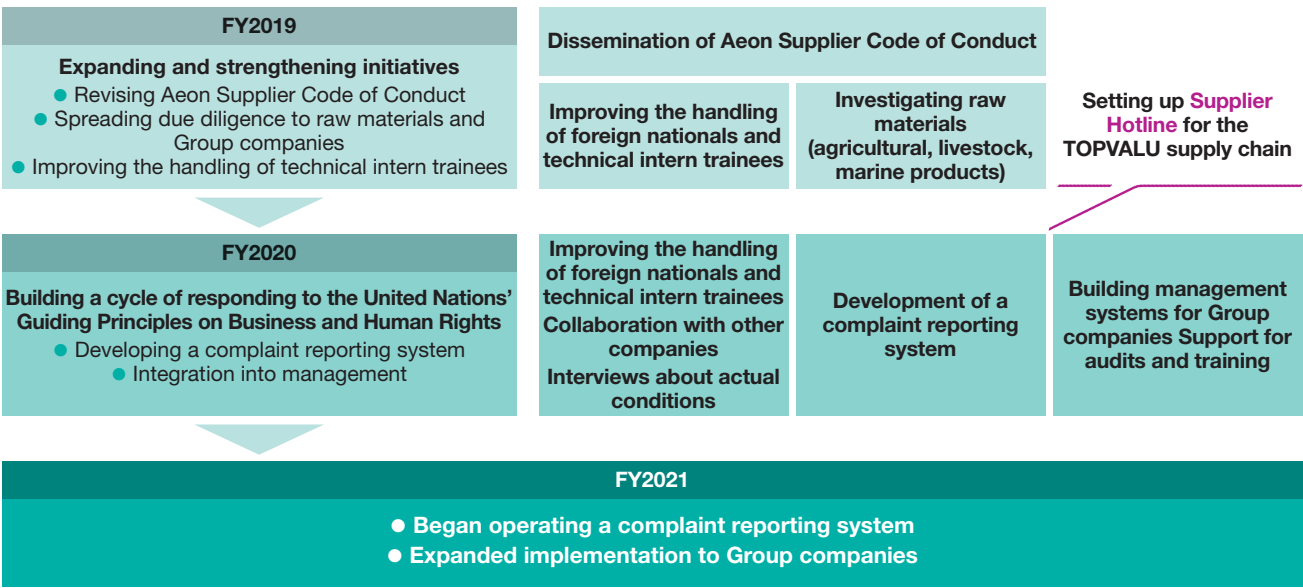
Orientations for New Suppliers

We have orientations for new suppliers doing business with Aeon for the first time to understand the importance of respecting human rights and cooperating with the Aeon Supplier Code of Conduct.

Compliance with the Aeon Supplier Code of Conduct is included in agreements with suppliers so that we can respond to social issues and grow alongside our partners. At the orientations, we will also inform suppliers about corporate social responsibility in the supply chain, Aeon’s efforts, specific audit application methods, and contact points for inquiries. Additionally, to avoid the spread of COVID-19 infections, the orientations were switched from in-person to online.

Human Rights Due Diligence Initiatives in the Supply Chain

Completed preparations for operating a human rights due diligence cycle for business and the supply chain



Issue Recognition

The most striking finding from the raw material supply chain survey conducted in 2019 was that Aeon’s feedback was not reaching production companies, leading to a lack of response. For this reason, Aeon decided to create the Supplier Hotline to make establishing lines of communication between Aeon and its suppliers and production companies the top priority.

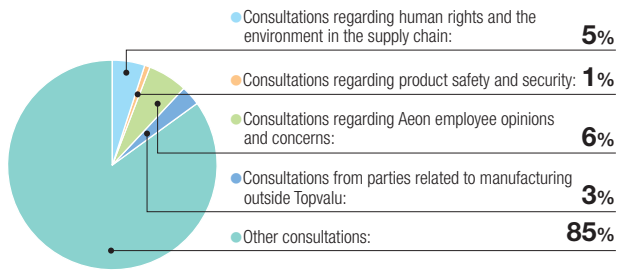
Building a Grievance Mechanism  
Establishing the Supplier Hotline

The Supplier Hotline is a complaint handling mechanism (remedial action) for products of Aeon’s brand, TOPVALU, covering the employees who belong to companies and organizations associated with the supply chain, which includes everyone from the raw material stages, such as raw material procurement, manufacturing, inventory control, transportation, and sale, to products and services getting into the hands of customers. Consultations can be made through a website, over the phone or via a smartphone app, and a third-party organization\* serves as the point of contact and works with Aeon to resolve any issues.

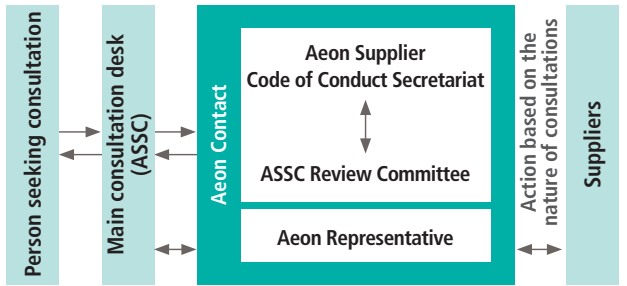
Aeon has provided information about the hotline to roughly 800 contractors and asked that they share that information with their manufacturing sites and other upstream suppliers.

While this mechanism is designed for corrective and remedial purposes, we also believe Aeon must confirm issues in its supply chain and take action for prevention.

» Supplier Hotline



The details of consultations include matters related to long working hours, harassment, and transactions in general.



\* The Global Alliance for Sustainable Supply Chains (ASSC), a general incorporated association, is an NGO that works with companies to solve their supply chain issues.

In addition, Topvalu conducts online questionnaire-based fact-finding surveys about its business dealings with suppliers to foster mutual trust and make ongoing improvements through fair trade. Over a survey period from March 2021 to February 2022, 853 domestic manufacturers were surveyed (including 634 subcontractors). Aeon will reflect the results of the surveys in the improvements it makes to its business dealings with suppliers and the approaches it takes.



Status of Monitoring (Audits) in FY2021

In FY2021, on-site monitoring continued to be restricted due to the COVID-19 pandemic. However, we believe that communication with contracted manufacturers is especially important in such times, and conducted our activi-

ties through a combination of on-site and remote audits based on mutual verification.

Number of Topvalu production contractor plants

2,188 plants (in Japan: 1,384 plants, overseas: 804 plants)

\* As of the end of February 2022

External Audits

Due to the COVID-19 pandemic, in FY2021, the number of external audits conducted for new plants amounted to only 68.

Based on the Aeon Supplier Code of Conduct revised in FY2019, more stringent assessments were made in terms of integrity and transparency.

In FY2021, there were no business dealings that did not go ahead due to serious non-compliance.

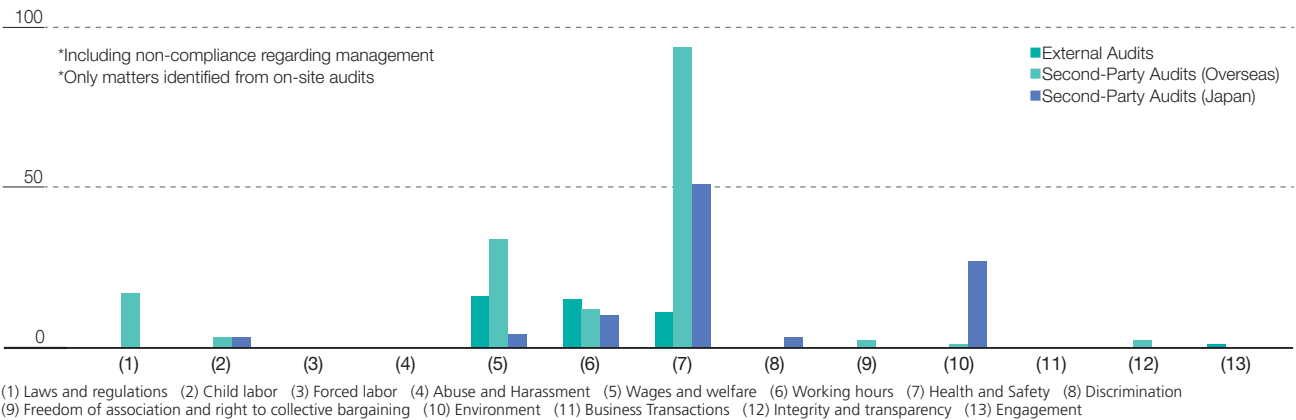
Second-Party Audits

Aeon views second-party audits as opportunities for dialogue between Aeon and its suppliers. In addition to the regular content of audits both in Japan and overseas, additional matters were verified, including the state of infection prevention measures for employees and whether explanations were given in languages understood by immigrant workers. For domestic plants employing overseas technical intern trainees, in addition to audits of the work environment, questionnaires were used to confirm the situation of technical intern trainees before they arrived in Japan, and improvements were made to interviews about their daily lives.

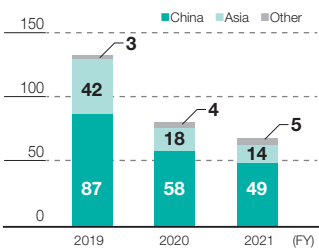
Trends in Audit Findings

Understanding of human rights on the part of suppliers has improved year after year, and matters requiring reports on corrective action on the part of those audited have continued to decrease. In FY2021, it was not possible to secure enough personnel to meet the rapid increase in manufacturing due to the COVID-19 pandemic, resulting in some plants being identified as having long working hours. However, there were cases where employees could not be maintained and freedom of association was not guaranteed.

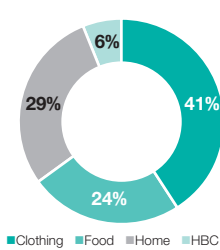
FY2021: Matters Requiring Corrective Action



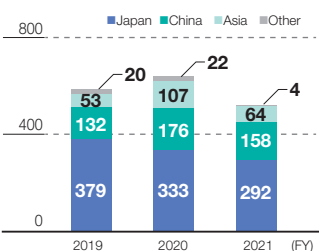
External Audits: Number of Audits by Region



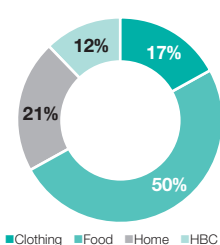
External Audits: Percentage of Audits by Industry



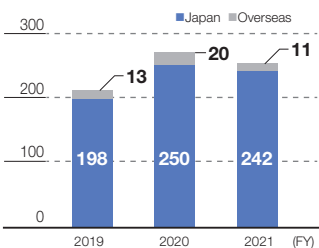
Second-Party Audits: Number of Audits by Region (including self-assessments)



Second-Party Audits: Percentage of Audits by Industry (on-site audits only)



First-Party Audits: Number of Audits



Dialogue with Customers (Customer Feedback)

Aeon regards feedback received from customers to be the starting point of management. Accordingly, Aeon has worked to develop an environment that makes it easy for customers to offer feedback and strives to swiftly reflect

customer feedback in its product range, service improvements, and environmental conservation activities.

Responses to various inquiries from customers, including those related to human rights, are made in conjunction with the departments responsible.

Fairtrade-Certified Products

Responding to customers' desires to make contributions through their purchases to the world's underprivileged, Aeon developed and began marketing Japan's first Fairtrade\*-certified coffee in 2004 and Fairtrade-certified chocolate in 2010, both under the private brand.

To make these products available to a greater number of customers, Aeon has been participating in the new Fairtrade Sourcing Program launched by Fairtrade International in January 2014. We worked to meet the target of increasing the trading amount of Fairtrade International-certified cacao beans to 58 tons\*, or ten times the 2012 level, by 2020, reaching it in FY2018. The lineup of Topvalu Fairtrade products has been expanded to coffee, tea, and jam, and as of May 2022, 20 items are now on sale.

\*The figure is limited to cacao blend excluding sugar preparations

A video featuring Topvalu Fairtrade-certified coffee and tea is currently available at:

URL <https://youtu.be/ZcuXBW8CySw>  
(Japanese only)



Topvalu chocolate using Fairtrade International-certified cacao

The program of Fairtrade Sourced Ingredient Marks encourages separate corporations to implement fairtrade procurement of single items. It is intended to inspire companies seeking sustainable procurement of specified raw materials to introduce them to an extensive range of products and to increase producers' fairtrade sales. It will give small producers and workers more opportunities to sell raw materials under fairtrade conditions and allow businesses to take part in fairtrade more flexibly. It will also provide consumers with wider options for sustainable shopping.

Aeon Launches Sustainable Coffee Project

Aeon engages in product procurement on the principle of using those products that contain sustainability-proven materials in accordance with Aeon's Sustainable Procurement Policy. In January 2021, we announced the launch of a Sustainable Coffee Project. It defines coffee as a target that follows the domains stipulated in the policy, namely agricultural products, fishery products, paper, pulp and timber, and palm oil. In addition, coffee is perceived as a matter of high concern in the global community.

The coffee market price is quite variable depending on market conditions. A low market price means heavy burdens on local producers. The project consists of four actions. First, we entrench sustainable coffee. Second, we support local communities. Third, we offer support on agricultural techniques. And fourth, we help address the volatile coffee market. We will thus strive to ensure that all the coffee products sold under our private brands will be made of materials with demonstrated sustainability. We will set a fairtrade price at which we will purchase coffee even when the market price is extremely low. We will build a system that will lead to continuous development.

The project has selected Vietnam as the first market to address as it is the second largest coffee producer in the world and it is geographically closer to Japan than other major coffee-producing countries. We will expand the project area to other countries.

Aeon's Concept of Sustainable Coffee

Sustainable procurement principle	<ul style="list-style-type: none"><li>● We will conduct risk assessments from the perspective of continuity of production and environmental and social persistence to procure sustainable coffee.</li><li>● We will help resolve issues facing communities of producers and workers as well.</li></ul>
Commitment	<ul style="list-style-type: none"><li>● We will use materials with demonstrated sustainability for all the coffee products sold under our private brands and the Aeon brand.</li></ul>
Proof of sustainability	<ul style="list-style-type: none"><li>● We will use materials that have obtained third-party certification recognized by Aeon.</li><li>● We will support projects matched with the needs of the communities of producers and workers to help improve their living standards, income, environment, and education opportunities.</li></ul>

Actions	
Use of third-party certification	Support for projects
<ul style="list-style-type: none"><li>● We will use third-party certification as proof of sustainability, given that there are many producers all over the world.</li><li>● We will selectively employ certification labels, given that there are several.</li></ul>	<ul style="list-style-type: none"><li>● We will invest in two or three projects and provide support for the communities of producers.</li><li>● We will work to visualize continued improvements in specific places of production.</li></ul>



# Heartful Community

## A Joyous Life with Mutual Support and Interpersonal Bonds

Aeon works to build communities connected through the bonds of mutual assistance that protect community safety and help nurture future generations.

## Urban Development and Forming Bonds

Our bond-building initiatives position Aeon as a corporate citizen who partners with residents and governments to create urban development that supports community growth and culture.

### Aeon Happy Yellow Receipt Campaign

Volunteer organizations\* and local communities in Japan need support. At the same time, countless Aeon customers would like to support organizations devoted to their local communities. Aeon, as a local community member, launched the Aeon Happy Yellow Receipt Campaign to link together customers and volunteer organizations. The Aeon Happy Yellow Receipt Campaign started from these feelings.

Aeon China launched this program in 2012, followed by Aeon Thailand and Aeon Cambodia in 2015.

To encourage more customers to submit receipts, we are proactively increasing the profile of this campaign.

For example, the personnel at cash registers ask customers if they would like to participate, and we invite volunteer organizations to conduct activities in our stores.

### » How the Aeon Happy Yellow Receipt Campaign Works

#### Held on “Aeon Day”, the 11th of every month

Aeon changes the color of shopping receipts from white to yellow for this day.



Place yellow receipts in the box of the organization they wish to support

Stores calculate the total value of receipts for each Organization

Receive goods worth 1% of the total value of receipts contributed to the cause of their choice



As of February 2022, a total of 4,622.01 million JPY in goods have been donated since 2001.

\*Volunteer organization's activities should fall under one of the following five categories.

- 1. Activities to promote welfare
- 2. Activities to promote environmental preservation and environmental education
- 3. Activities to promote urban development
- 4. Activities to advance arts and culture
- 5. Activities to enhance the health and safety of children

#### FY2021 Donations (Japan)

**Total funds raised: 297.84 million JPY**  
**Registered organizations: 25,578**

#### FY2021 Results (China and ASEAN)

**China: 188 stores**  
**577 organizations gifted approximately RMB 2,957,000 (approximately 53.58 million JPY)**

**Cambodia: 2 stores**  
**24 organizations gifted approximately USD 6,723 (approximately 770,000 JPY)**

**Thailand: 46 stores**  
**19 organizations gifted approximately THB 669,692 (approximately 2.31 million JPY)**

\*Donation amounts for China, Cambodia, and Thailand are converted to yen at the rate as of February 2022.

## TOPICS

### Celebrating 10 Years of the Aeon Happy Yellow Receipt Campaign Celebrates in China



The Aeon Happy Yellow Receipt Campaign is held on the 11th of every month, also known as Aeon Day. Aeon China launched this program in 2012. As of June 2022, a

total of 195 stores have taken part in the campaign in China, with approximately RMB 24.88 million (approximately 498.34 million JPY) in goods donated to 577 volunteer organizations.

Aeon will continue to expand the scope of the program in China, building on the charitable idea behind the yellow receipts.





TOPICS

Supporting the Future of Children in Iwate, Miyagi, and Fukushima Prefectures with the Aeon Happy Yellow Receipt Campaign

On the 11th of every month, also known as Aeon Day, we conduct the Aeon Happy Yellow Receipt Campaign. Beginning in 2012, we extended our March campaign to three days to support the children of the three prefectures impacted by the Great East Japan Earthquake. As of FY2021, total donations to Iwate, Miyagi, and Fukushima Prefectures have amounted to 1,091.33 million JPY over eleven years.

In March 2021, this initiative was changed to only the Tohoku region, with 17,029,488 JPY collected and donated to the three prefectures in FY2021. This initiative supports the future of the children who will rebuild each region in Tohoku.



Clean & Green Activities

We are actively involved in community landscaping projects around our stores. Clean & Green Activities, conducted since Green Day on April 29, 1991, consist of employees volunteering to clean up the streets around our stores. These activities, which have developed from the Group's social contribution activities and into employees' volunteer activities, are conducted on Aeon Day\*, the 11th of every month. On this day, we clean up the parks and riverbeds near Aeon stores nationwide as well as around head office and business offices and collect garbage and remove weeds from the area where the Aeon Hometown Forests Program planted trees.

In April 2022, new employees conducted cleanup



activities at seven locations throughout Japan simultaneously, and through Clean & Green Activities, they learned the importance of individuals volunteering and contributing to the local community as corporate citizens.

\*Aeon Day: When changing our name from Jusco to Aeon in August 2001, we used the opportunity to establish Aeon Day, which takes place on the 11th of every month. Aeon Day is set aside for all employees to engage in activities that contribute to the community, based on the Aeon Corporate Commitment. The Aeon Happy Yellow Receipt Campaign is one Aeon Day initiative.

TOPICS

30 Years of Environmental Conservation Activities with Customers: Started Volunteer Program to Clean Up Marine Litter

Aeon started Aeon Heartful Volunteer, a new social contribution project in which employees promote more community-based activities.

For the first initiative, Aeon employees started a volunteer marine debris cleanup program on Environment Day in June that focuses on beach and river areas and is conducted with the help of local citizens. The aim is to help resolve the world's marine pollution issue. For the program, Japan is divided into ten areas and employees from Aeon Group companies come together in each area to clean up that region's beaches. The beaches targeted for the program in FY2022 are all places that locals go to for relaxation and are well-known to people from other regions as well, making them important community hubs. The cleanup campaign encourages individuals to think about what they can do to reduce marine litter and to take action in collaboration with the local community.



Issuing Gotouchi (Regional) Waon Cards

Waon is a system of e-money prepaid cards available at over 840,000 participating stores throughout Japan. In the case of Aeon's Gotouchi (Regional) Waon cards, a part of the proceeds from sales go to social contributions for communities.

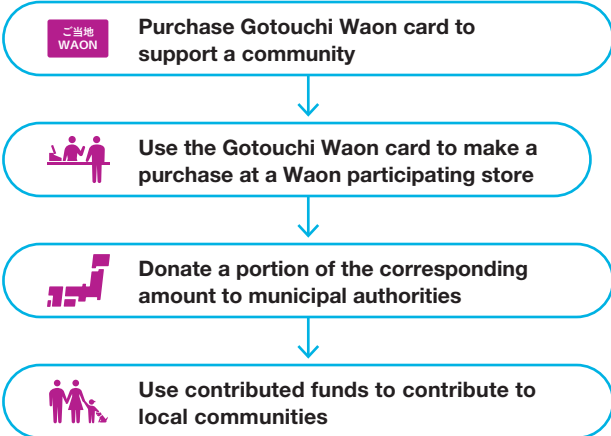
The social contributions that result from using the cards are wide-ranging and include community

environment conservation efforts, promotion of tourism and sports, preservation of cultural assets, and animal welfare. As of the end of February 2022, we have issued 162 different cards\*, which reflect distinctive regional identities and include donation functions.

\*Some exceptions apply



» Giving back to the Community



**Gotouchi Waon (Itami Waon)**  
A portion of the money spent will be used to develop Itami City into a friendly, safe, and comfortable place.

Concluding Comprehensive Cooperation Agreements

We have entered into cooperation agreements with local governments around Japan to effectively combine respective resources for expanding sales of local products, disaster preparedness, public health, social welfare, and environmental conservation, and, through Gotouchi Waoncards, to stimulate commerce and tourism.

Starting with an agreement concluded with Osaka Prefecture in June 2010, as of the end of February 2022, we have concluded agreements with 130 local governments (Hokkaido, two metropolitan prefectures, 41 prefectures, 19 government-designated cities, 64 cities and towns, and three wards).

Through these agreements, we provide emergency supplies and emergency shelters during times of disaster upon request, hold local product fairs and promote local tourism through our stores, and work with local governments to plan and market boxed lunches made

with local foods. In this way, we are also helping to stimulate local communities and improve daily life services.



Signing ceremony in Kuki City, Saitama Prefecture

Aeon Welfare Fund

The Aeon Welfare Fund was established in 1977 to promote the welfare of persons with disabilities and to support their independent participation in society. Aeon has carried out various projects, focusing on donating special vehicles and contributing to volunteer activities through monthly contributions of 50 JPY per employee matched by the employer.

This brings the total number of donated special vehicles to 122 since the inception of the Welfare Fund in 1997 and 776 facilities have been visited thus far.



Donee: Soreiyu-no-kai (Hiroshima Prefecture)

Shuri Castle Restoration Support Project

Aeon 1% Club Foundation

Motivated by our desire to provide continuous support for the restoration of the cultural assets that will be passed down to the next generation, Aeon launched the "AEON Shuri Castle Restoration Support Project." The project was launched in November 2019 following a massive pre-dawn fire at Shuri Castle on October 31, 2019 that caused major damage. In October 2021, the Aeon 1% Club Foundation presented its second donation of 100 million JPY, and in October 2022, its third donation of the same amount to the Okinawa Prefectural Government as part of its plan to donate 500 million JPY over a five-year period. We are expanding the breadth of our efforts to pass Okinawan traditions and culture to successive generations.



**Our Slogan**  
"Umanchu nu Kukuru": Always in Our Heart, Shuri Castle  
Employees at Aeon Ryukyu came up with this slogan, which incorporates and reflects their heartfelt desire to continually support the Shuri Castle, a source of local pride.



» Fundraising Activities (FY2021)

Activity		Activity Period	Number of participating stores and locations	Donations from customers and employees nationwide (JPY)	Aeon 1% Club donations (JPY)	Donations through Topvalu products (JPY)	Support funds from Aeon Group companies (JPY)	Total (JPY)	Donees
Aeon and UNICEF Safe Water Campaign Fund		April 10 to May 9, 2021	8,944	19,805,578	10,803,793	9,001,785	—	39,611,156	Japan Committee for UNICEF
24-hour television 44 fundraising		July 16 to August 29, 2021	9,837	175,221,327	—	—	—	175,221,327	24-Hour Television Charity Committee
Shuri Castle Restoration Fund	Donations from stores and online	November 1 to November 30, 2021	6,231	35,873,606	—	—	—	35,873,606	Okinawa Churashima Foundation
	Donations from the Aeon Shuri Castle Restoration Support	October 23 in 2021	—	—	100,000,000*1	—	—	100,000,000	Okinawa Prefecture
National Children's Cafeteria Support Fundraising*2		July 3 to August 1, 2021	4,650	21,161,329	—	—	—	64,447,607	Musubie, Certified NPO National Children's Cafeteria Support Center
		December 4, 2021, to January 10, 2022	7,387	43,092,348	—	—	193,930		
Fundraising for support of people with disabilities in Asia		January 11 to February 10, 2022	7,185	25,071,480	25,071,480	—	—	50,142,960	Association for Aid and Relief, Japan (AAR Japan)
Total				320,225,668	135,875,273	9,001,785	193,930	465,296,656	

\*1 The Aeon Shuri Castle Restoration Support Project was launched in November 2019 and plans to donate 500 million JPY to Okinawa Prefecture over 5 years.

\*2 In December 2020, Aeon and NPO All-Japan Children Cafeteria Support Center MUSUBIE founded the Aeon Children Cafeteria Cheering Club.

» Continuous Fundraising Activities

Activity	Activity period	Funds raised from customers and employees (JPY)	Cumulative total (JPY)	Donees
Red Feather Community Chest	October 1 to December 31, 2021	4,370,719	358,560,035	Central Community Chest of Japan

» Emergency Relief Fundraising Activities

Activity	Activity period	Number of locations	Donations from customers and employees nationwide (JPY)	AEON 1% Club donations (JPY)	Support funds from Aeon Group companies (JPY)	Total(JPY)	Donees
COVID-19 Medical Professional Support Fund (Areas where a state of emergency has been declared and priority measures to prevent the spread of disease have been issued)	April 29 to June 30, 2021	4,668	37,537,516	37,527,596	155,918	75,221,030	Hokkaido, Miyagi, Gunma, Saitama, Saitama City, Ibaraki, Chiba, Chiba City, Kanagawa, Yokohama City, Tokyo, Aichi, Nagoya City, Gifu, Mie, Nara, Shiga, Ishikawa, Kyoto, Kyoto City, Osaka, Wakayama, Hyogo, Kobe City, Okayama, Hiroshima, Ehime, Fukuoka, Okinawa
Atami landslide emergency relief (Shizuoka Prefecture, limited to online donations)	July 6 to 15, 2021	286	5,382,674	—	3,000,000	12,894,480	Atami City
	July 16 to August 31, 2021	484	4,511,806	—			

» Support Funds

Activity	Activity period	Support funds from Aeon (JPY)	AEON 1% Club donations (JPY)	Support funds from Aeon Group companies (JPY)	Total (JPY)	Donees
Restoration and reconstruction funds for Fukushima Prefecture	March 24, 2021	50,000,000	50,000,000	—	100,000,000	Fukushima Prefecture
Funds for COVID-19 vaccine	June 21, 2021	100,000,000	70,000,000	180,000,000	350,000,000	Governments of ASEAN nations (Malaysia, Vietnam, Indonesia, Thailand, and Cambodia)

Working to Recreate Tohoku 10 Years After the Great East Japan Earthquake



# RECREATING TOHOKU

**Working with the community towards Restoration Support that Gives Rise to Community, as a lifestyle business in close contact with the community, Aeon stays highly involved in the areas affected by the Great East Japan Earthquake and support each step of restoration, reconstruction, and recreation.**

## Started Mobile Retail Business via a Hydrogen Vehicle to Support the Reconstruction of Futaba Town and Namie Town and the Daily Life of Returnees

Aeon Tohoku signed a Basic Agreement for the Establishment of a Mobile Retail Business that Uses a Fuel Cell Vehicle in Specified Reconstruction and Revitalization Bases with Futaba Town, Namie Town, and Toyota Motor Corporation ("Toyota") in May 2022. Then in June, Aeon Tohoku launched a mobile retail business using the world's first\* hydrogen-powered fuel cell mobile retail vehicle.

\*According to research carried out by Toyota in April 2022

Around three years have passed since the Aeon Namie store opened in July 2019, and while the area around the store is gradually starting to flourish again, reconstruction is taking a little longer in more remote areas. For this reason, the Aeon Namie store operates a

mobile retail vehicle that visits 13 locations in the Futaba and Namie region to support residents with shopping and foster peace of mind among both residents set to return home to the two towns and those who intend to relocate to those areas. A hydrogen-powered fuel cell mobile retail vehicle developed and sold by Toyota is being used for the project. Hydrogen generated at the Fukushima Hydrogen Energy Research Field, which was opened in Namie Town in 2020, will be used to refill the vehicle at a hydrogen station set up at the Namie Town Hall adjacent to the Aeon Namie store. Hydrogen-powered fuel cell vehicles make very little noise and do not emit exhaust gas, allowing residents to shop with peace of mind.



Aeon Namie store



This mobile retail vehicle sells around 500 items, including perishables, side dishes, frozen foods and daily essentials. Customers are asked directly what foods they would like included, and these foods are then added to the lineup whenever possible.

## From Disaster-Stricken to an Advanced Model Town Utilizing New Energy

Namie Town (Fukushima Prefecture) issued a Zero Carbon City Declaration in March 2020. An associated project revolves around a future vision of becoming a "hydrogen town" that makes efficient use of hydrogen generated at the Fukushima Hydrogen Energy Research Field. By using the town to showcase the potential of hydrogen, it hopes to contribute to the realization of a hydrogen-based society. The town has already purchased three fuel cell vehicles for official use and 80 that can be leased by local businesses. In addition to building hydrogen stations, Namie plans to introduce portable hydrogen cylinders for residential use. Events and workshops are held regularly to deepen the understanding of hydrogen among local citizens and children. Details of the project and its progress are being released to the public in Japan and abroad.

The hydrogen-powered fuel cell vehicle, based at the Aeon Namie store that started operation in June 2022, is a symbol of the town's efforts. Food can now be delivered to places residents have returned to and areas

people are planning to return to in the future. This is all on the back of clean energy produced in Namie, which is providing much-needed assistance and encouragement to residents. We are extremely grateful that Aeon has continued to deliver relief supplies over such a long period to local citizens scattered by sudden evacuation orders following the Great East Japan Earthquake. We will also never forget that Aeon built a new store here in response to our request. While the road to recovery is long, we trust that you will remain a committed partner and continue to collaborate on initiatives that will lead us into the future.



Naka Shimizu  
Head of Industry Promotion  
Namie Town Hall



Aeon will continue to support Namie Town with a mobile retail vehicle that visits housing prepared for people planning to return to the area (seen here outside Namie Town Hall's Tsushima branch, which resumed operations in April 2022).



Activities to Expand the Range of Tohoku’s Restoration

Aeon completes a decade of initiatives under Project Aeon Joining Hands to realize its goals for reconstruction following the Great East Japan Earthquake of 2011

In March 2012, one year after the Great East Japan Earthquake struck, Aeon started activities under Project Aeon Joining Hands to assist with recovery and reconstruction in disaster-affected areas.

Aeon has undertaken ongoing support and relief efforts over the past ten years to FY2021 under the project, including instituting the Aeon Tohoku Reconstruction Hometown Forests Program to restore greenery to disaster-afflicted areas and dispatching volunteers to the region. Aeon Group companies and labor and management have also developed unique

programs. In addition to these activities, Aeon People (officers and employees) have been volunteering under the Aeon Future Co-creation Program since FY2016, which aims to support the resolution of community issues through exchange based on an understanding that the sustainable recovery of local communities is a social challenge facing the disaster-stricken Tohoku region.

Based on our experience in the Great East Japan Earthquake, we will continue our support activities as a member of the local community to fulfill our mission as a retailer that is a lifeline in times of disaster.



イオン心をつなぐプロジェクト  
Project Aeon Joining Heart

**Basic Concept**

Based on the three principles of Aeon, “Peace,” “People,” and “Community”, Aeon People are committed to utilizing the diverse resources made available through Aeon business activities, exercising their creativity, and taking the initiative in contributing to the recovery of the areas affected by the Great East Japan Earthquake.

**Purpose of Supporting Recovery and Project Vision**

We are supporting the sustainable recovery of local communities in which people and industry coexist with nature and where individuals feel connected and are thinking objectively about what we want to do and what we are can do to achieve our goals. We will continue to contribute by being creative, engaging in activities, and working alongside people living in disaster-stricken areas who are standing up to rebuild their communities.

10 Years of Project Aeon Joining Hands

**Aeon Tohoku Reconstruction Hometown Forests Program**

The Aeon Tohoku Reconstruction Hometown Forests Program was started by Aeon’s The Big Shiogama store in March 2012 to restore greenery to areas devastated by the 2011 tsunami. The target of planting 300,000 trees was reached with a tree-planting ceremony in Arahama, Sendai, in March 2019. A total of 319,897 trees have been planted as of the end of February 2022.


**Deployment of Volunteers to Disaster-Afflicted Areas**

Many Aeon volunteers have been deployed to disaster-afflicted areas to experience life and work there. Employees took part in volunteer activities in Rikuzen-Takada City, Iwate Prefecture, in FY2012 and Minamisoma City, Fukushima Prefecture, in FY2013. The experience allowed them to interact with the local community and confront the problems faced in the disaster zone.

Tree-planting achievements: 2012 to February 28, 2022

	No. of tree-planting events	No. of trees planted
Miyagi	64	210,081
Fukushima	24	78,705
Iwate	22	31,087
Total	110	319,897

Tree-planting in Watari, Miyagi Prefecture  
No. of trees planted: 13,000 (Japanese black pine, hardwood)



Land in October 2017      Land as of May 2022



Volunteer activity to remove rubble in the disaster-affected area of Minamisoma City, Fukushima Prefecture (July 2013)



Volunteer activity to harvest and peel persimmon in Marumori Town, Miyagi Prefecture (November 2019)

Volunteer Activities Conducted by Each Group Company

Aeon started a program to promote continued support for the reconstruction and revitalization of disaster-affected areas in Tohoku from afar, with an emphasis on Group companies and labor and management coming

up with ideas voluntarily and independently. Each Group company has assigned an individual in charge of the activities. The project is ongoing and focuses on strengthening ties with the local community.

■ Volunteer activities: 2012 to February 28, 2022  
No. of companies assisted: 521 (approximately 1,200 projects)  
No. of Aeon volunteers: 414,515



Sunflower presentation ceremony by Aeon Town Co., Ltd. (FY2018)



Aeon Financial Service Co., Ltd. (FY2018)

Aeon Future Co-creation Program

In 2016, Aeon launched the Aeon Future Co-creation Program, which aims to support the resolution of community issues through exchange based on an understanding that the sustainable recovery of local communities is a social challenge facing the disaster-stricken Tohoku region. Under the program, Aeon Group companies have teamed up with people from the disaster-affected areas\* to conduct different support activities.

\*Eleven regions in Iwate, Miyagi, and Fukushima prefectures



Making unrefined sake in Komedori, Tono City, Iwate Prefecture



Supporting the utilization of FSC\*-certified wood and woodworking experience in Minamisanriku, Miyagi Prefecture



High school lunch planning in Odaka District, Minamisoma City, Fukushima Prefecture

■ Volunteer activities: 2016 to February 28, 2022

Area	Main activity
1. Kamaishi City, Iwate Prefecture	Support for planting and nurturing grape seedlings and production and sale of Kamaishi wine
2. Otsuchi Town, Iwate Prefecture	Support for watercress cultivation using abandoned farmland and its sale
3. Komedori, Tono City, Iwate Prefecture	Support for the production and sale of rice for unrefined sake and litate white-skinned pumpkin, and an outdoor challenge in Tono
4. Oshima, Kesenuma City, Miyagi Prefecture	Support for the harvest and sale of yuzu (a citrus fruit), the cultivation and harvest of camellia, and the sale of camellia oil
5. Marumori Town, Miyagi Prefecture	Support for harvesting and making dried persimmons and for utilization of bamboo shoots
6. Minamisanriku Town, Miyagi Prefecture	Support for utilization of FSC*-certified wood and woodworking experience
7. Namie Town, Fukushima Prefecture	Fundraising and participation in the Tokaichi Festival and local events
8. Odaka, Minamisoma City, Fukushima Prefecture	Help with lunch for high school students, participation in the Light Fantasy Illumination festival, support for planting, processing, and selling chili peppers, and planting cherry tree saplings
9. Kagamiishi Town, Fukushima Prefecture	Support for Kagamiishi peach farming and increasing sales of peach-flavored sweets for high school students and “Bokujo no Shizuku”, a specially cultivated rice (Conducted in Okinawa Prefecture)
10-11. Hirono Town and Iwaki City, Fukushima Prefecture	Support for making diplomas with banana paper made from Tono “washi” (Japanese) paper and Hazard Analysis Critical Control Point (HACCP) lessons for high school students



# Providing Disaster Prevention and a Lifeline in Times of Disaster

Aeon prepares for large-scale natural disasters and major incidents, fortifies safety and security measures within information infrastructures and equipment, and conducts training that will help community members in the event of an emergency.

## Basic Approach to Risk Management

Aeon strives for transparent and disciplined management by seeking proactive dialogue with customers and other stakeholders, taking their evaluations seriously, and being self-disciplined at all times. Additionally, we regard risk management as a management priority that is the responsibility of each department. Accordingly, the Group companies and departments handle day-to-day risk management, while Risk Management Department and other departments throughout the Group monitor the status of risk management at each department.

The Risk Management Committee, which reports to the Aeon Management Committee, reviews and makes decisions regarding external risk factors, such as new infectious diseases and large-scale earthquakes, which cannot be addressed by individual companies, and risks embedded in products, facilities, and services throughout the entire Aeon Group. We anticipate, predict, and preclude risks with the potential for particularly grave impact by assembling interdivisional task forces. Moreover, Aeon's organizational response to eliminate the influence of antisocial forces includes in-house regulations and close cooperation with law enforcement agencies.

## Response to Natural Disasters and Major Incidents and Accidents

Aeon has created rules and procedural manuals to respond to large-scale natural disasters and major incidents and accidents, as well as providing education and training to ensure swift and accurate responses.

Since the Great East Japan Earthquake, we have also introduced disaster prevention measures in each region in Japan, including areas affected by the disaster, based on a Business Continuity Plan(BCP)\*1.

Hypothetical risks have become more diverse in recent years, ranging from more frequent natural disasters, such as earthquakes and torrential rain due to abnormal weather, to terrorist attacks and bombings.

In light of these environmental changes, Aeon has formulated its Aeon Group Five-Year Business Continuity Management(BCM)\*2 Plan to build a management framework that can enhance the performance of the BCP. To execute this plan, we launched the Aeon BCM Project in March 2016.

Aeon is working toward establishing an operational framework by promoting BCM in five areas: 1)information systems; 2)facilities; 3) products and logistics; 4)training and drills; and 5)cooperation with external organizations.

\*1 BCP: Business Continuity Plan  
A strategic business plan to prevent business interruptions or allow key operations to resume within a targeted time frame in the event of disruptions caused by risks including natural disasters.

\*2 BCM: Business Continuity Management  
A comprehensive management process that involves a set of policies for addressing issues relevant to the steady implementation of the BCP. BCM compares progress versus plan to manage initiatives such as the switch to new systems or efficient transportation of supplies to afflicted areas.

### Five Focus Areas of the Aeon BCM Project



#### 1.Information System (Information infrastructure upgrades)

We have upgraded our information infrastructure to better prepare all Group companies for possible disasters. We have further strengthened collaboration among Group companies by switching to a new Total BCM Aggregation System that centralizes disaster-related information such as disaster information, safety confirmation results, and the status of stores afflicted by disasters.

#### 2.Facilities (Improved measures for facility safety and security)

We have formulated plans to enhance safety and security measures at our facilities. We have completed installations at 65 locations since the launch of the program in 2012, with installations at four new locations added in FY2021. We will continue to establish installations at more locations.

#### 3.Products and Logistics (Enhanced supply chains)

In March 2016, we launched a new system to be used during disasters through cooperation with approximately 60 companies, such as food manufacturers and daily necessities. We use the BCP Portal, which connects with our partners through cloud computing, to visualize information between each Group company and our partners and conduct centralized management of information such as plants, warehouses, and products ready for shipment.

#### 4.Training and Drills (Training and drills to improve business continuity)

Aeon periodically conducts disaster prevention and safety drills throughout the Group. We conduct information-gathering drills and training at stores and business offices to ascertain the status of disaster-stricken areas and improve our present business continuity capabilities to protect our customers and employees from risk. We will also continue to conduct drills to improve our ability to respond to and cope with natural disasters other than earthquakes, such as floods.

#### 5.Cooperation with External Organizations (Greater, more systematic collaboration with external organizations)

We are continually reinforcing our relations with external partners rooted in each community from local government offices, hospitals, and schools to private enterprises, in addition to our relations with energy companies, which are indispensable for business continuity should a disaster occur.

## Acquisition of ISO 22301

In February 2017, Aeon Co., Ltd. became the first company in Japan's general merchandise retail industry to acquire certification for its business continuity management system (BCMS) under the international ISO 22301 standard. This initiative encompassed the head office and stores.

Activities related to business continuity management (BCM) are implemented in close connection with management. A framework is being established and put into practice to ensure

### Overview of Certification

Registrant	Aeon Co., Ltd.	
Registration number	JQA-BC0031	
Certification standard	ISO 22301 : 2019/JIS Q 22301 : 2020	
Certifying institution	Japan Quality Assurance Organization	
Accrediting institution	Japan Institute for Promotion of Digital Economy and Community	
Date of registration	February 20, 2017	
 BCMS BCR001	Operation and management of the following Aeon Group companies (1) Group crisis management (2) shopping centers (3) stores and supermarkets (4) general merchandise retail (5) drugstores (6) convenience stores (7) management and operation of logistics centers, logistics operations, and collection and processing of logistics information	
	<b>Related business facilities</b> <ul style="list-style-type: none"><li>● Group General Affairs Department, Aeon Co., Ltd.</li><li>● Aeon Komaki Crisis Management Center, Aeon Co., Ltd.</li><li>● Aeon Mall Makuhari New City</li><li>● Aeon Mall Makuhari New City operated by Aeon Mall Co., Ltd.</li><li>● Aeon Style Makuhari New City operated by Aeon Retail Co., Ltd.</li><li>● Center Number One, Aeon Mall Makuhari New City operated by Aeon Delight Co., Ltd.</li><li>● Aeon Inage Store</li><li>● Aeon Inage Store operated by Aeon Retail Co., Ltd.</li><li>● Aeon Inage Center operated by Aeon Delight Co., Ltd.</li><li>● Aeon Mall Tomakomai</li><li>● Aeon Mall Tomakomai operated by Aeon Hokkaido Corporation</li><li>● Tomakomai Center Aeon Mall Tomakomai operated by Aeon Delight Co., Ltd.</li><li>● Maxvalu Numanohata Store</li><li>● Maxvalu Numanohata Store operated by Aeon Hokkaido Corporation</li><li>● Aeon Mall Tendo</li><li>● Aeon Mall Tendo operated by Aeon Mall Co., Ltd.</li><li>● Aeon Style Tendo operated by AEON Tohoku Co., Ltd.</li><li>● Yamagata Area Center operated by Aeon Delight Co., Ltd.</li><li>● Aeon Mall Tendo</li><li>● Maxvalu Tendo Store</li><li>● Maxvalu Tendo Store operated by Aeon Tohoku Co., Ltd.</li><li>● Aeon Omiya Store</li><li>● Aeon Omiya Store operated by Aeon Retail Co., Ltd.</li><li>● Omiya Center operated by Aeon Delight Co., Ltd.</li><li>● Maxvalu Nagaizumi Nakatogari Store</li><li>● Maxvalu Nagaizumi Nakatogari Store operated by Maxvalu Tokai Co., Ltd.</li><li>● Aeon Komaki Store</li><li>● Aeon Komaki Store operated by Aeon Retail Co., Ltd.</li><li>● Aeon Komaki Center operated by Aeon Delight Co., Ltd.</li><li>● Maxvalu Komaki-Ekinishi Store</li><li>● Maxvalu Komaki-Ekinishi Store operated by Maxvalu Tokai Co., Ltd.</li><li>● Aeon Mall Kyoto Katsuragawa</li><li>● Aeon Mall Kyoto Katsuragawa operated by Aeon Mall Co., Ltd.</li><li>● Aeon Style Kyoto Katsuragawa operated by Aeon Retail Co., Ltd.</li><li>● Aeon Mall Kyoto Katsuragawa Center operated by Aeon Delight Co., Ltd.</li><li>● Aeon Mall Okayama</li><li>● Aeon Mall Okayama operated by Aeon Mall Co., Ltd.</li><li>● Aeon Style Okayama operated by Aeon Retail Co., Ltd.</li><li>● Aeon Mall Okayama Center operated by Aeon Delight Co., Ltd.</li><li>● The Big Kurashiki Store</li><li>● The Big Kurashiki Store operated by Maxvalu Nishinohon Co., Ltd.</li><li>● Aeon Fukuoka Store</li><li>● Aeon Fukuoka Store operated by Aeon Kyushu Co., Ltd.</li><li>● Fukuoka Area Center operated by Aeon Delight Co., Ltd.</li><li>● Maxvalu Mikasagawa Store</li><li>● Maxvalu Mikasagawa Store operated by Aeon Kyushu Co., Ltd.</li><li>● Welcia Yakkyoku Co., Ltd.</li><li>● Aeon Mall Iwaki Onahama</li><li>● Aeon Mall Iwaki Onahama operated by Aeon Mall Co., Ltd.</li><li>● Aeon Style Iwaki Onahama operated by Aeon Retail Co., Ltd.</li><li>● Iwaki Onahama Center operated by Aeon Delight Co., Ltd.</li><li>● Kasumi Midorino Ekimae Store</li><li>● Kasumi Midorino Ekimae Store operated by Kasumi Co., Ltd.</li><li>● Ministop Aeon Tower Store</li><li>● Ministop Aeon Tower Store operated by Ministop Co., Ltd.</li><li>● Ministop Aeon Tower Annex Store</li><li>● Ministop Aeon Tower Annex Store operated by Ministop Co., Ltd.</li><li>● Maxvalu Narashinodai Store</li><li>● Maxvalu Narashinodai Store operated by Maxvalu Kanto Co., Ltd.</li><li>● Maruetsu Shin Kojiya Store</li><li>● Maruetsu Shin Kojiya Store operated by The Maruetsu, Inc.</li><li>● Aeon Mall Matsumoto</li><li>● Aeon Mall Matsumoto operated by Aeon Mall Co., Ltd.</li><li>● Aeon Style Matsumoto operated by Aeon Retail Co., Ltd.</li><li>● Matsumoto Center operated by Aeon Delight Co., Ltd.</li><li>● Aeon Style Higashikanagawa</li><li>● Aeon Style Higashikanagawa operated by Aeon Retail Co., Ltd.</li><li>● Higashikanagawa Center operated by Aeon Delight Co., Ltd.</li><li>● Aeon Sagamiyara Shopping Center</li><li>● Aeon Sagamiyara Shopping Center operated by Aeon Mall Co., Ltd.</li><li>● Aeon Sagamiyara Store operated by Aeon Retail Co., Ltd.</li><li>● Sagamiyara Center operated by Aeon Delight Co., Ltd.</li><li>● Aeon Mall Ibaraki</li><li>● Aeon Mall Ibaraki operated by Aeon Mall Co., Ltd.</li><li>● Aeon Style Ibaraki operated by Aeon Retail Co., Ltd.</li><li>● Ibaraki Center operated by Aeon Delight Co., Ltd.</li><li>● Aeon Mall Osaka Dome City</li><li>● Aeon Mall Osaka Dome City operated by Aeon Mall Co., Ltd.</li><li>● Aeon Mall Osaka Dome City Store operated by Aeon Retail Co., Ltd.</li><li>● Aeon Mall Osaka Dome City Center operated by Aeon Delight Co., Ltd.</li><li>● Aeon Mall Tokushima</li><li>● Aeon Mall Tokushima operated by Aeon Mall Co., Ltd.</li><li>● Aeon Style Tokushima operated by Aeon Retail Co., Ltd.</li><li>● Aeon Mall Tokushima Center operated by Aeon Delight Co., Ltd.</li><li>● Aeon Mall Kisarazu</li><li>● Aeon Mall Kisarazu operated by Aeon Mall Co., Ltd.</li><li>● Aeon Style Kisarazu operated by Aeon Retail Co., Ltd.</li><li>● Aeon Mall Kisarazu Center operated by Aeon Delight Co., Ltd.</li><li>● Aeon Mall Nagoyajaya</li><li>● Aeon Mall Nagoyajaya operated by Aeon Mall Co., Ltd.</li><li>● Aeon Style Nagoyajaya operated by Aeon Retail Co., Ltd.</li><li>● Nagoyajaya Center operated by Aeon Delight Co., Ltd.</li><li>● Aeon Mall Tsunami</li><li>● Aeon Mall Tsunami operated by Aeon Mall Co., Ltd.</li><li>● Aeon Style Tsunami operated by Aeon Retail Co., Ltd.</li><li>● Tsunami Center operated by Aeon Delight Co., Ltd.</li><li>● Aeon Mall Sakaitoppocho</li><li>● Aeon Mall Sakaitoppocho operated by Aeon Mall Co., Ltd.</li><li>● Aeon Style Sakaitoppocho operated by Aeon Retail Co., Ltd.</li><li>● Sakaitoppocho Center operated by Aeon Delight Co., Ltd.</li><li>● Aeon Shingu Store</li><li>● Aeon Shingu Store operated by Aeon Retail Co., Ltd.</li><li>● Shingu Center operated by Aeon Delight Co., Ltd.</li><li>● Aeon Mall Kobe Minami</li><li>● Aeon Mall Kobe Minami operated by Aeon Mall Co., Ltd.</li><li>● Aeon Style Kobe Minami operated by Aeon Retail Co., Ltd.</li><li>● Kobe Minami Center operated by Aeon Delight Co., Ltd.</li><li>● Aeon Style Sumoto</li><li>● Aeon Style Sumoto operated by Aeon Retail Co., Ltd.</li><li>● Awaji Area Center operated by Aeon Delight Co., Ltd.</li><li>● Aeon Ujina Store</li><li>● Aeon Ujina Store operated by Aeon Retail Co., Ltd.</li><li>● Aeon Ujina Center operated by Aeon Delight Co., Ltd.</li><li>● Aeon Ebetsu Store</li><li>● Aeon Ebetsu Store operated by Aeon Hokkaido Co., Ltd.</li><li>● Ishikari Area Center operated by Aeon Delight Co., Ltd.</li><li>● The Big Ebetsu Store</li><li>● The Big Ebetsu operated by Aeon Hokkaido Co., Ltd.</li><li>● Aeon Global SCM Co., Ltd.</li><li>● Aeon Sakudaira Store</li><li>● Aeon Sakudaira Store operated by Aeon Retail Co., Ltd.</li><li>● Sakudaira Center operated by Aeon Delight Co., Ltd.</li><li>● Aeon Style Ueda</li><li>● Aeon Style Ueda operated by Aeon Retail Co., Ltd.</li><li>● Tounshin Area Center Area Center operated by Aeon Delight Co., Ltd.</li><li>● Aeon Mall Shinkomatsu</li><li>● Aeon Mall Shinkomatsu operated by Aeon Mall Co., Ltd.</li><li>● Aeon Style Shinkomatsu operated by Aeon Retail Co., Ltd.</li><li>● Shinkomatsu Center operated by Aeon Delight Co., Ltd.</li><li>● Maxvalu Masuizumi Store</li><li>● Maxvalu Masuizumi Store operated by Maxvalu Hokuriku Co., Ltd.</li><li>● Aeon Mall Kochi</li><li>● Aeon Mall Kochi operated by Aeon Mall Co., Ltd.</li><li>● Aeon Style Kochi operated by Aeon Retail Co., Ltd.</li><li>● Aeon Kochi Center operated by Aeon Delight Co., Ltd.</li><li>● Aeon Mall Miyazaki</li><li>● Aeon Mall Miyazaki operated by Aeon Mall Co., Ltd.</li><li>● Aeon Miyazaki Store operated by Aeon Kyushu Co., Ltd.</li><li>● Miyazaki Center operated by Aeon Delight Co., Ltd.</li><li>● Maxvalu Ukinajo Store</li><li>● Maxvalu Ukinajo Store operated by Maxvalu Kyushu Co., Ltd.</li><li>● Marunaka Uno Store</li><li>● Marunaka Uno Store operated by Maxvalu Nishinohon Co., Ltd.</li><li>● Marunaka Ikku Store</li><li>● Marunaka Ikku Store operated by Maxvalu Nishinohon Co., Ltd.</li><li>● Marunaka Supercenter Tokushima Store</li><li>● Marunaka Supercenter Tokushima Store operated by Maxvalu Nishinohon Co., Ltd.</li></ul>	
 CERTIFIED MANAGEMENT SYSTEM JQA ISO 22301	Scope of registered activities	

\*Company name at the end of February 2022

\* Company name at the end of February 2022



Maintaining Emergency Support Measures and Lifeline Functions

Establishing Temporary Local Shelters

The role of disaster-prevention facilities is to provide a temporary refuge during times of disaster, to serve as a hub for rescue and first-aid activities, and to provide access to daily essentials. Stores serving as temporary local shelters are equipped with backup generators and sometimes water tanks to provide an emergency water supply. To fulfill this role, we set up temporary local shelters at four new stores, Aeon Mall Shinrifu, Aeon Mall Hakusan, Aeon Mall Kawaguchi and Aeon Mall Nagoya Noritake Garden, and other existing stores in FY2021. The total number of Group stores with these facilities is 65 as of February 28, 2022, with more stores to follow.



Aeon's private power generators



TOPICS

Aeon and Docomo Sign Agreement Related to Mutual Cooperation in Times of Disaster

In January 2022, Aeon Co., Ltd. and NTT Docomo Inc. signed an agreement to promote smooth cooperation in a disaster to maximize recovery efforts in disaster-affected areas and regions.

Under the agreement, both companies will share emergency contact points during normal times and in the event of a disaster, provide relief supplies and premises, and secure the communications necessary for activities as designated public institutions to establish communications and enable the swift recovery and maintain the functionality of store facilities in disaster-affected areas.

**Main areas of cooperation**

- Share emergency contact points with each other, regularly exchange opinions, and inspect disaster prevention drills in normal times
- Provide relief supplies and premises and secure the communications necessary for activities as designated public institutions in the event of a disaster
- Conduct business continuity management (BCM) to maintain a communication network in preparation for a disaster

Aeon has continued to conduct large-scale disaster prevention drills that assume a major earthquake or tsunami and actively promote initiatives to prepare for business continuity. Under the Aeon Business Continuity Management Project, efforts are consistently being made in five key areas: Infrastructure information upgrades, improved measures for facility safety and security, enhanced supply chains, training and drills to improve business continuity, and greater, more systematic collaboration with external organizations.

In the event of a disaster, Docomo takes steps to ensure the early recovery of important telecommunications and provide means of communication to evacuation centers and other affected areas, in addition to cooperating with the dispatch of personnel to affected municipalities to enable swift recovery. Docomo also strives to ensure safety and security by rapidly providing a service to confirm the safety of people in a disaster, such as through an emergency message board.

While aiming to further contribute to the local community, we will continue to fulfill our social responsibility as a lifeline that protects the lives of local customers.

Concluding Disaster Prevention Agreements

We expect our store personnel to act as members of local communities at all times, and this expectation extends to disasters. To help residents in the event of a disaster, we are concluding disaster prevention agreements pledging cooperation with and support for municipal authorities nationwide.

We have concluded 1,050 disaster prevention agreements with 750 municipal authorities and private companies as of the end of February 2022. Under the

agreements, we will provide relief supplies and allow the use of our parking lots as evacuation areas during disasters. We are also stepping up collaboration on an everyday basis with local communities in their disaster prevention efforts by conducting joint disaster prevention drills with the parties to these agreements.

Disaster and Fire Prevention Measures

As an operator of commercial facilities used by a large number of customers, we take measures and conduct drills to rapidly ensure the safety of customers and personnel in the event of a disaster.

In FY2021, we conducted initial response training, which covers discovery, notification, initial fire extinguishing, and evacuation guidance at 142 shopping centers nationwide.

Fire Prevention Drills at Stores

At Aeon stores, safety and disaster preparedness measures are checked daily, in addition to final inspections conducted by security staff and store managers after stores are closed.

Fire prevention drills have been conducted twice a year, and earthquake response drills run once a year. Following the Great East Japan Earthquake that struck in March 2011, however, we decided to increase the number of earthquake response drills to twice per year from 2012. We strive to make these drills as realistic as possible by devising scenarios based on various possible disasters. Store employees and tenant employees participate in the drills. They are conducted to help us provide timely responses and ensure the safety of customers in the event of a fire or earthquake.

Groupwide Disaster Prevention and Safety Drills

Taking lessons from the experience of the Chuetsu Earthquake Aeon has been conducting earthquake disaster drills since 2005 to quickly ensure the safety of its customers and employees in the event of a large-scale disaster.

In March 2014, we established the Aeon Komaki Crisis Management Center based at the Aeon Komaki Store (Komaki, Aichi Prefecture) to prepare for the possibility of Aeon's head office in Makuhari being affected by a disaster in line with our business continuity plan (BCP) assuming a large earthquake directly beneath the Tokyo Metropolitan Area. The Center is responsible for collecting information on the damage inflicted by an earthquake as quickly as possible and making initial responses until an emergency headquarters is up and running. As part of the earthquake response drills, the Center simulates carrying out duties as an alternative emergency headquarters.

In June 2021, we conducted a disaster prevention and safety drill assuming an earthquake directly beneath the Tokyo Metropolitan Area based on the supposition that

there is a high probability of a large-scale earthquake occurring in the near future.

In the drill, Hokkaido served as the alternative emergency headquarters while other response centers were set up at Group companies, including those in non-affected areas, to make sure they could effectively liaise with each other.

In November 2021, we conducted a disaster safety and prevention drill simulating the response to a Nankai Trough earthquake. This enabled us to clarify the disaster-specific risks for each store and improve initial response capabilities assuming a severe earthquake in the Nankai Trough with a half-crack opening, which is in line with the new guidelines set forth by the Japanese government.

Going forward, we will continue to conduct drills that leverage the collective strengths of Group companies while adjusting the parameters of our disaster simulations to ensure swift response in an actual disaster.

Introducing Balloon Shelters

Aeon is deploying a large emergency evacuation tent "balloon shelter" that can be used as an evacuation space for disaster victims in the event of an earthquake. As of the end of February 2022, we have deployed "balloon shelters" at 29 locations, mainly in shopping centers nationwide.

The tents are lightweight and easy to carry, allowing them to be stored close by and brought to locations affected by disasters.



Balloon Shelter  
Balloon shelters can be easily inflated with a special blower and are ready for use in around 40 minutes. Each set comes with one tent, which can accommodate nearly 50 people lying down.

Proposing Rolling Stock

We call on customers to make preparations that can be continually practiced in their daily lives to the extent possible to achieve even the slightest reductions in damage in the event of a disaster.

Since it is said that a food stockpile lasting anywhere from a minimum of three days up to a week is required for an at-home evacuation scenario immediately following a disaster, Aeon proposes rolling stock using Topvalu. In times of emergency, customers can use the items they stock up on in their daily shopping through a cycle of regularly buying and keeping extras of items they consume and always making additional purchases of what they have eaten.



TOPICS

Released Women-Friendly Emergency Kits  
Designed by Female Employees

Aeon released an emergency kit for women with 23 items they may need in a disaster. The items come in a 26-liter rucksack-type bag that includes an emergency contact card and nameplate where women can fill in necessary information such as date of birth and blood type.



Measures to Assist People Who Have  
Difficulty Returning Home

Aeon, which has shopping centers around Japan, has in the past provided assistance when people were unable to return home.

Specifically, we provide water, restrooms, information, and places to rest. We have established a response system at stores and offices, where many people would likely be unable to return home in an emergency. We have also prepared a manual of countermeasures and conduct regular drills.

Improving the Earthquake Resistance of Stores

Based on the extensive damage many of our store buildings suffered during the Great East Japan Earthquake, Aeon is moving forward with improving the safety and earthquake resistance of its stores, giving utmost priority to protecting people's lives and those stores in areas where a major earthquake with a seismic intensity of at least upper 5 is expected to strike, in accordance with its own set of standards that are even stricter than those required by law.

Since the 2016 Kumamoto earthquake, we have expanded the scope of our efforts to include all stores, and in FY2021, Aeon Retail Co., Ltd. implemented safety-related construction work at four stores, including Aeon Retail Store Co., Ltd. Further, Aeon Mall Co., Ltd. completed improvements of smoke protection soffits at all 89 malls, which does not include properties in our property management (PM) business\*, by the end of FY2021.

\*Our PM business consists of properties owned by other companies and managed by Aeon Mall.

Raising the Safety Levels of Store  
Facilities and Fixtures

We work to enhance the safety of the facilities and fixtures used in its stores to prevent accidents involving customers.

Safety Measures for Escalators

There has been an increasing number of accidents in recent years involving children getting caught in the gap between the escalator and walls of shopping centers and department stores. In response, Aeon stores work to prevent escalator-related incidents by setting up barriers or dividers to prevent exposure to such gaps.

At our new stores, we have reduced the speed of down escalators from 30 meters per minute to 20 meters per minute to prevent falls by senior citizens.



Safety measures for escalators

Establishing Parking Pole Lot Guardrails

Accidents often occur in the parking lots of retail complexes from drivers mixing up the gas and brake pedals. We have therefore established parking pole guardrails at our parking lots to prevent cars from crashing into stores and ensure the safety of our customers. As of the end of February 2020, Aeon Mall Co., Ltd. has completed these improvements at all 58 stores. Further additional measures were implemented at 41 stores in 2021, with renovation work completed by the end of February 2022.



Parking lot pole



Parking guardrail

Installing Automated External Defibrillators (AEDs)

We are promoting the installation of AEDs at each of its stores. These devices generate electric shock to resuscitate people who have suffered sudden cardiopulmonary arrest. In addition, we are providing emergency lifesaving training for people responsible for sales areas and security staff.

In FY2021, installations reached 1,555 devices at 1,131 stores throughout the entire Aeon Group.

Crime Prevention Measures

There have been a number of incidents at supermarkets over the past several years involving food products containing needles or other dangerous objects. We have therefore installed security cameras in food departments and begun using needle detectors at its stores. If a needle were discovered, it would be promptly delivered to the police or healthcare center, and customers as well as local stores of Group companies would be informed through an in-store display or announcement to prevent additional injury or damage.

We are also conducting crime prevention drills and liaising with police to ensure the safety of customers in the event of an incident or accident at our store.

TOPICS

For the Safety and Peace-of-Mind of Pet  
Owners and their Pets in a Disaster

Aeon Pet Co., Ltd.'s management philosophy is to realize a happy and symbiotic society between animals and humans with a corporate mission of ensuring a safe, secure and joyful life for both animals and their owners. The company strives to promote awareness of the need for microchips in pets and encourages their use.



The Act on Animal Welfare and Management revised on June 1, 2022, stipulates that dogs and cats sold by breeders and pet shops must be microchipped. It also urges the cooperation of existing pet owners to get their animals microchipped.

The law was enacted to help reunite pets with their owners if they go missing or in a disaster, which means fewer unhappy dogs and cats. Aeon Pet endorses the spirit of the Act and supports the microchipping of as many dogs and cats as possible by 2023.

\*The microchip is a small electronic signer wrapped in a cylindrical glass capsule with a diameter of about 2 millimeters and a length of about 8-12 millimeters. The microchip stores a 15-digit number that links to the owner's contact information. A veterinarian uses a special syringe to implant it under the skin of the animal.

A special reader is used to access the information on the implanted microchip to identify the pet, making it possible to identify the owner by matching the information that has been registered with a designated organization.

Promoting the Aeon COVID-19 Protocol  
for infectious Disease Control

We continue to promote our epidemic prevention measures for both the safety and security of customers and to ensure that our specialty store partners can work safely. In June 2020, we established the Aeon COVID-19 Disease Control Protocol to protect the safety and guarantee the lifestyles of local communities. Starting with comprehensive health checks, it lists a variety of infection control measures like the proper ventilation and disinfection of offices, splashing prevention, and more. We thoroughly revised the protocol in November 2020 and April 2021 under expert consultation to reflect updated information based on the latest understanding of COVID-19.

We also actively promote the remote workstyle we introduced in March of last year to reduce staff working in our main office by 70% so that we can protect employees from infection. In addition to those measures, we also implement work styles aimed at changing behavior patterns like sliding work hours and allocating working days, asking our employees to avoid public transportation when commuting, and advocating for virtual meetings.

As further measures to protect the safety and security of communities, we began offering shopping center facilities and parking lots as vaccination sites in March 2021 so that local residents can rapidly and seamlessly receive the COVID-19 vaccine. In June 2021, we began administering vaccines in our offices to protect the safety and security of communities and bring an early end to the COVID-19 pandemic, and plan to systematically expand this initiative throughout Japan.

Aims of the protocol

Aeon will implement disease control measures using expert advice and the latest insights based on scientific grounds.

All Aeon employees will work as one to implement disease control measures.

Aeon will work together with its customers to build a disease control system.

Aeon will implement measures utilizing digital technology to reduce contact points with customers and invest in facility changes to ensure social distancing.

\*The Prevention Protocol system was created under expert supervision to create unambiguous standards based on scientific evidence and infection prevention measures based on the latest knowledge.  
Kazuaki Miyagishima Aeon Co., Ltd. Advisor and former Director, Department of Food Safety and Zoonoses, World Health Organization  
Koji Wada Professor, Department of Public Health, Faculty of Medicine and Graduate School of Public Health, International University of Health and Welfare  
Itsuko Horiguchi Professor, Department of Pharmacy, Faculty of Pharmaceutical Sciences, Tokyo University of Science  
Shinichi Tanabe Professor, School of Creative Science and Engineering, Waseda University

An introduction to Group initiatives based on  
the Aeon COVID-19 Disease Control Protocol

URL [https://www.aeon.info/prevention\\_protocol/](https://www.aeon.info/prevention_protocol/)  
(Japanese only)





# Supporting and Nurturing the Next Generation

As the population continues to decline, Aeon has created initiatives that support children and households raising children and assist the health and education of children in Asia. We help the next generation by providing a place where children can learn social rules and manners.

## Aeon Cheers Club

Aeon 1% Club Foundation

“Aeon Cheers Club” has a variety of environmental activities for children from first to ninth grade. This club is an organization for having club members interested in the environment and developing their ability to think and learn social rules and manners through group activities. The club was started in 1996, initially inspired by the Foundation’s support for the Children’s Eco Club, a project of the Ministry of the Environment. The project provides opportunities for children from the first grade of elementary school to the third grade of junior high school to learn about rules and manners through group activities while cultivating their interest, awareness, and ability to think about the environment, agriculture, and other domains through carrying out hands-on activities. Each club selects a specific theme unique to an area related to the environment and society. In 2021, 5,206 people from 420 clubs throughout Japan participated in farming experiences and surveys of living creatures and learned about local specialties. Since COVID-19 prevented members from assembling in one location, clubs conducted activities people could join from their homes, like contests for environmentally themed pictures and comedic haiku or cultivation kits where members observe vegetables growing.



Representatives present their results to the Wall Newspaper Examination Committee



Planting trees through the Aeon Hometown Forest Program

## ASEAN nations

The Aeon Cheers Club has been active in Malaysia since 2012 and in China since 2014. In FY2021, Aeon Malaysia had 797 children in 28 clubs and Aeon China had 2,314 children in 69 clubs joining activities. Fewer activities were held due to the COVID-19 pandemic.



Children taking part in a hands-on program to draw a future surrounded by plants (Aeon Guangdong)

## Hands-on Farming Programs

Aeon Cheers Club has been offering its Aeon Cheers Club Farmers’ Program since 2016 to allow children to continuously experience agriculture and study how plants work, the relationship between agriculture and the environment, and more.

In FY2021, children took part in activities at two farms, Aeon Hanyu Farm and Aeon Hyogo Miki-Satowaki Farm, due to the COVID-19 pandemic.



Harvesting green onions at Aeon Tochigi Utsunomiya Farm

## TOPICS

### Started Accepting Donations Through Waon Points for Aeon Cheers Club Activities Aimed at the Healthy Development of Youth Who Will be Leaders of the Next Generation

On April 1, 2022, Aeon Financial Service Co., Ltd. and its subsidiaries Aeon Credit Service Co., Ltd. and Aeon Bank, Ltd. started accepting donations for Aeon Cheers Club activities, implemented by the Aeon 1% Club Foundation, aimed at the healthy development of youth who will be the leaders of the next generation. The donations being accepted are in the form of Waon points, which are accumulated according to the amount of money spent using an Aeon-marked credit card. Through this program, cardholders can participate in efforts to create a sustainable society through donations.

Donations can be made in units of 500 points (equivalent to ¥500), 1,000 points (equivalent to ¥1,000), or more.



## Supporting Households Raising Children Launch of the Aeon Children's Cafeteria Support Group

Aeon partnered with the NPO National Children’s Cafeteria Support Center Musubie to launch the Aeon Children’s Cafeteria Support Group in December 2020 because providing food to children can be a significant challenge for households struggling financially due to the lingering effects of the COVID-19 pandemic.

Aeon, with stores nationwide and deep ties with local communities, conducts various support initiatives together with customers that consider the food needs of children in each region. These include holding events in-store and calling for food drives.

In 2021, National Children’s Cafeteria Support fundraisers were held twice (from July and December 2021) at Aeon stores and offices throughout Japan. The 644,470,607 JPY that everyone so generously donated was gifted to the National Children’s Cafeteria Support Center Musubie, which it plans to use towards the Musubie Children’s Cafeteria Fund.

Going forward, we will continue working with the local community to create a future where all children can grow up healthy in body and mind.

In addition to providing food support for children, through the activities at Musubie’s national network of children’s cafeterias, which also serve as hubs for local interaction, we will continue building lively communities filled with joy through common bonds where people support one another.



## National Children's Cafeteria Fundraisers

### Period and donation amount:

July 3 to August 1, 2021  
..... 4,650 locations 21,161,329 JPY  
December 4, 2021, to January 10, 2022  
..... 7,387 locations 43,092,348 JPY  
A total of 64,447,607 JPY was gifted to the NPO National Children’s Cafeteria Support Center Musubie

## PET Bottle Cap Collection Campaign

Aeon has been collecting PET bottle caps from customers at its stores since 2008 and currently participates in the campaign “put a smile on the faces of children worldwide using PET bottle caps.” The caps are collected as recycling resources and converted into money, which is donated to three international support organizations.\*1 This effort plays a role in supporting children in developing Asian countries. The campaign was recently discontinued due to changes in the environment surrounding plastic worldwide. In the final year of the campaign, FY2020, 2,261,139 JPY from 232.59 million bottle caps\*2 was donated to these organizations. The funds will provide (1)vaccines, (2)nutritious food, and (3)books to children in Asia. By the end of February 2021, a cumulative 31,490,911 JPY from a combined 2,578.47 million collected bottle caps has been donated. We would like to express our gratitude for everyone’s support and cooperation with this campaign over the years.

### Putting a smile on the faces of children the world over using PET bottle caps

#### Campaign report

Period: June 1, 2008, to February 28, 2021  
Cumulative number of bottle caps collected:  
Approximately 2,578,470,000  
Cumulative donation amount: 31,490,911 JPY

\*1 Plan International Japan  
Save the Children Japan  
Japan Committee, Vaccines for the World’s Children  
\*2 Collection period: From March 1, 2020, to February 28, 2021  
The proceeds came from recycling businesses in each community that agreed to purchase caps collected through this initiative.



Children reading in a completed library ©Plan International



A child being fed by her father ©Save the Children



Children who came to receive a vaccination ©JCV



# Healthy & Empowered People

Daily Lives Where Each Person  
is Energetic and Shines  
in Their Own Way

In addition to physical and mental health,  
we support lives where everyone  
can recognize each other's diverse cultures  
and values and live in their own way.

## Food Safety and Security

Aeon is committed to ensuring the safety and security of food based on scientific evidence. At the same time, we are actively working together with producers and suppliers to maintain and thoroughly implement sustainable production and distribution systems.

### Topvalu: Giving Form to Customer Feedback

#### Topvalu Commitments

Aeon developed its own Topvalu brand of products to improve its customers' daily lives. We are working to create products by taking the point of view of our customers into consideration throughout each phase, from product planning and design to the selection of subcontractors, determination of product specifications, production management, and sales.

#### >> The Topvalu Brand Portfolio



A brand that creates new value by continuing to propose solutions for customers' daily lives



A natural, organic brand that strives to ensure the sustainability of the environment



A brand focused on price competitiveness to provide the best price in the region with quality that surpasses that of top brands

#### The Five Topvalu Commitments

1. We shall reflect the voices of customers in our products.
2. We shall offer safe, reliable, and environmentally friendly products.
3. We shall present product information in an easily understandable way.
4. We shall offer products at affordable prices.
5. We shall guarantee our customer satisfaction.

#### Making Products Based on Customer Perspectives

We put our customer's perspectives at the heart of management and strive to provide an environment where customers feel free to provide suggestions. We also endeavor to promptly incorporate customer comments into enhancing our product lineup and services, environmental conservation activities, and other areas.

The opinions and requests provided to us by customers are managed centrally using a customer feedback collection system called VOICE. We leverage such feedback when improving our products and developing new products. In addition to making possible the kind of functionality that customers expect from our products, personnel in charge of development, quality control, and customer service conduct examinations on the safety of raw materials, the use of additives, and the appropriateness of the manufacturing processes deployed.

#### The Process of Topvalu Products to Customers

#### >> The Process of Creating Products

Topvalu products are created by taking the point of view of our customers into consideration throughout each phase, from product planning and design to the selection of manufacturers, determination of product specifications, product inspection, and sales.

#### 1 Product planning and design

In addition to achieving the product performance expected by customers by reflecting on their feedback, our development staff, quality control staff, and customer service staff study issues such as the safety of raw materials, the reliability of suppliers, the use of additives, and appropriateness in the production process.

#### 2 Selection of contract manufacturers

We conduct factory surveys at contract manufacturers to confirm factory quality (exemptions apply for GFSI-certified factories) and conduct audits based on the Aeon Supplier Code of Conduct (page 54) to ensure that all products we consign are produced at factories that can ensure safety and security.

#### 3 Determination of product specifications

Completed prototypes are evaluated by "customer monitors," employees, etc. In addition, we also reevaluate the selection of raw materials, use of additives, and manufacturing processes to finalize the product specifications and contract manufacturers.

#### 4 Inspection of products

The products manufactured in accordance with their specifications are inspected to see whether they meet the initially expected quality standards. Products that pass inspection are sold to customers.

#### 5 After-sales management

Based on the agreement with the manufacturer, we inspect each production lot at the plant for the items agreed upon and keep records. We also carry out product inspections periodically to find out whether they meet the specified quality standards and manage manufacturers, including through plant hygiene investigations.



Suggestion Boxes and Communication Boards

Each Aeon store has set up a box where customers can submit their opinions and a communication board disclosing these opinions and Aeon’s response. Comments and suggestions provided by customers are replied to directly by a store representative and posted for others to see. We receive many suggestions from customers about things that are difficult for stores and employees to notice. The suggestions are utilized to improve product lineups and services.



Suggestion box and communication board

Handling When Defects or Deficiencies in Topvalu Products are Identified

We are implementing initiatives aimed at ensuring product safety and security. In case a defect or flaw is discovered in a product despite these efforts, Aeon informs the public of the fact as quickly as possible and recalls and withdraws the product in question. In FY2021, Aeon withdrew 90 products due to serious incidents involving Topvalu products. Aeon will strive to prevent product accidents through efforts that include identifying problem areas based on customer feedback to avoid the recurrence of an issue, strengthening relationships between related departments, and reviewing areas of concern in the production and shipment phases of a product.

Food Sanitation Control

Revamping Tools and Programs for Educating Employees about Hygiene

The Aeon Standard for Managing In-Store Food Hygiene stipulates Aeon hygiene management criteria. Given that hazard analysis and critical control points, or HACCP, is becoming mandatory, we have revised this standard and other regulations related to hygiene management and our educational manuals on hygiene. Also, employees working in food sales areas at Aeon stores receive an education based on the Aeon Standard for Managing In-Store Food Hygiene at least once a year.

Launching Food Products without Certain Additives and Ingredients

Since 2016, we have been developing and bringing to market Topvalu Gurinai Free From\*1 confectionery, bread, ham, sausages, seasonings, instant noodles, and other products. We produce these foods without the use of 109\*2 additives and ingredients that can lead to cause

**Topvalu: Incident Cases in FY2021**

**Number of withdrawals: 90**  
(28 cases related to clothing, 48 cases related to food, 14 cases related to everyday home products and HBC products)

Acquisition of ISO 9001 Certification

The companies of the Aeon Group are working to acquire ISO 9001 certification, an international standard for quality management systems, provide consistent products and services, and increase customer satisfaction.

Group Companies with ISO 9001 Certification(As of the end of February 2022)	
Company	
Maxvalu Chubu Co., Ltd.	Head office, Kawaimachi Store, Kawaguchi Store
Aeon Credit Service Co., Ltd.	
Aeon Delight Co., Ltd.	
Research Institute for Quality Living Co., Ltd.	Central Institute
Guangdong Aeon Teem Co., Ltd.	
Kasumi Meat Processing Center, Ltd.	
Chiyoda Plant of Rose Corporation Co., Ltd.	
Kasumi Green Co., Ltd.	
Aeon Pet Co., Ltd.	Pet Inn Royal Narita Airport
Aeon Credit Service (Asia) Co., Ltd.	
Aeon Credit Service (M) Berhad	
Aeon Thana Sinsap (Thailand) PCL.	
Qingdao Aeon Dongtai Co., Ltd.	
Aeon Topvalu Co., Ltd.	
Aeon Delight (Jiangsu) Comprehensive Facility Management Service Co., Ltd.	
Wuhan Xiaozhu Comprehensive Facility Management Service Co., Ltd	

for concern for customers when shopping for food. Since FY2022, we have been gradually shifting to the Topvalu brand. Aiming to meet the needs of people who want to provide food with fewer additives to their children as well as the needs of health-conscious customers, we conducted a questionnaire and decided on the additives and ingredients to exclude based on the results. We aim to develop high-quality products that respond to customers’ needs. At present, we sell daily necessities such as food, shampoo, body soap, and laundry detergent.



\*1 “Free” means “absent” or “non-existent,” and “free from” in food indicates that additives and ingredients that can lead to cause for concern for customers are not used.  
\*2 29 synthetic colorings, 15 synthetic preservatives, three color retention agents, five fungicides, ten artificial sweeteners, 23 flavor enhancers (amino acids), six flavor enhancers (nucleic acids), three anti-oxidants, three bleaching agents, six manufacturing agents, and six foods high in trans-fatty acids.

Promoting the procurement of livestock products that are safe and reliable

Tasmania Beef

Aeon raises Topvalu Gurinai Natural Tasmania Beef without the use of antibiotics, growth hormones, or genetically modified feed at a directly managed ranch on the island of Tasmania in Australia. To ensure the processes in place meets safety standards, the ranch is audited by a third-party organization and has obtained Safe Quality Food (SQF) certification. SQF is an international food safety standard and management system recognized by the Global Food Safety Initiative (GFSI).



**Tasmanian beef**  
Grown on a farm operated by Aeon on the Australian island state of Tasmania.  

- No antibiotics
- No growth hormones
- No genetically modified feed
- No meat and bone meal

\* Grown at the directly-run SQF-certified farm

Natural Pork

Our Topvalu Gurinai Natural Pork is very safe and reliable. Our pork is unique because it is produced without using antibiotics, synthetic antibacterial agents, or genetically modified feed-an approach considered to be extremely difficult for pork.



**Domestically produced natural pork**  
In a very challenging attempt to produce pork with  

- No antibiotics
- No synthetic antibacterial agents
- No genetically modified feed

Junkikei

Topvalu Gurinai Natural Junkikei (healthy chicken) is raised without using antibiotics or synthetic antibacterial. Moreover, some farms that rear this healthy chicken have received SQF certification. SQF (Safe Quality Foods) is an international management scheme to ensure food safety and quality. \* Vaccines are administered to prevent disease and commonly to prevent infectious diseases in livestock.



**Junkikei**  
Grown without stress, haste, and restraints  

- No antibiotics
- No synthetic antibacterials

\* SQF-certified (some farms)

TOPICS

Actions for Animal Welfare

In February 2020, we released Topvalu Gurinai Natural Free-Range Eggs from hens grown in a single-level cage-free environment in consideration of animal welfare\*. The hens can freely move around the ground and floor in the aviary house and are given feed without chemicals such as antibiotics and antibacterial and growth-promoting agents. As of the end of May 2022, it is available at 142 stores. In the Kyushu, Kinki, and Chugoku-Shikoku regions, flat-fed eggs from hens grown in a multi-tier cage-free environment have been sold since June 2021, and we will work to make them available nationwide. In March 2022, we

launched Topvalu Gurinai Organic Free-Range Eggs from organic-fed hens in a single-tier cage-free environment at 11 AEON and AEON STYLE stores in Tokyo, Chiba, Aichi, Osaka, Okayama, and Tokushima.

\* Animal welfare is the general belief in protecting the psychological well-being of animals by minimizing the suffering that people inflict on them, including pain and stress. Animal welfare provides a means for raising animals that can live healthy lives while maintaining their natural behavior.



(Sales area: Kanto)



(Sales area: Kyushu)



(Sales area: Kinki and Chugoku-Shikoku)



Labeling and Disclosing Product Information

For Topvalu products, we consider what information should be displayed to give customers peace of mind. We make a thorough effort to display manufacturer information and perform quality control on products, including through voluntary inspections.

Improved access to product information

Topvalu’s product information search app Topvalu Are-kore Navigation was launched in September 2020 to enable customers to easily obtain product information. The app had been downloaded around 116,000 times as of May 30, 2022.

New features were added in April 2022 so that users can keep a fitness record by entering their number of steps taken, food eaten, weight, sleep, blood pressure, body temperature, and exercise completed. Points are awarded for each entry and can be used to apply to win Waon Points.



Labeling of Genetically Modified Ingredients

In April 2001, legislation in Japan enacted a labeling system for genetically modified ingredients. However, even before this, in September 2000, Aeon began labeling Topvalu brand products that contain genetically modified ingredients in response to customer demands. We have expanded the scope of labeled items and are striving to provide labeling on items not mandated by law.

Additionally, the label accuracy of products subject to labeling (separate items) is confirmed through certification of proper separation of production and distribution (IP handling) or testing for genetically modified DNA.

Disclosing the Places of Origin of Processed Food Ingredients

We receive numerous inquiries from customers regarding the places of origin of processed food ingredients. Under

new legal rules which went into effect in September 2017, all processed foods produced or processed in Japan must have the place of origin displayed on the label with respect to the raw material with the highest weight ratio.

In response to customer requests, the labels of Topvalu brand offerings show the places of origin of ingredients not only for food products in the mandatory categories but also for as many other products as possible.



Disclosing Information on Agricultural Product Producers

In 2003, we established the Producers Data Search System for Aeon Topvalu Gurinai products to give customers online access to information on producers. Since 2004, we have also added a barcode function that allows customers to access producer data by reading the mobile QR code, a two-dimensional bar code. The data includes the places of origin, the differentiated measures taken by producers, and how the item was grown.



A product labeled with a QR code

Disclosing Information on Domestic Beef

Prior to the enforcement of Beef Traceability Act, \* in 2002, Aeon established the Domestic Beef Safety Confirmation System to provide peace of mind to customers buying beef.

The system allows customers to find out information about beef products from cattle raised in Japan, including where the cow was raised, who raised it, and what kind of feed it was raised on.

\* The system can be accessed through our website.  
\* Beef Traceability: Enforced in December 2004, the official name of the law is The Law for Special Measures Concerning the Management and Relay of Information for Individual Identification of Cattle.

Disclosing Information Related to Radioactivity and Radioactive Material

We have been voluntarily inspecting radioactivity and radioactive materials in Japanese beef, seafood, agricultural goods, and other food since March 2011.

The results of these inspections are published on our website.

Search System for Manufacturing Plant Codes

Aeon is ultimately responsible for all aspects of Topvalu brand products, from planning to design and marketing, and therefore, Aeon Co., Ltd.\*1 is labeled as the distributor on all product packaging.

Consumers can check the names and addresses of plants that manufacture food products and additives using a unique code comprising numbers and letters.\*2 labeled on the product and reported to the Commissioner of the Consumer Affairs Agency. This system can be accessed from the TOPVALU website. Consumers can find the exact name and location of the manufacturing plant simply by entering the code on the online form.

\*1 For PET bottle drink products, this information is recorded on the cap. Please check the package as the place described thereon will differ depending on the product.  
\*2 If the distributor is effectively responsible for food product safety, the distributor must apply to the Consumer Affairs Agency and receive permission to use unique symbols in the event the sale of foods or additives falls under the provisions of Article 10 of the Cabinet Office Ordinance related to standards outlined in accordance with Article 19-1 of the Food Sanitation Act.  
For imported foods and additives, the Food Sanitation Act and the Act for Standardization and Proper Labeling of Agricultural and Forestry Products (JAS Act) handle the stating of the country of origin and location of the importer.

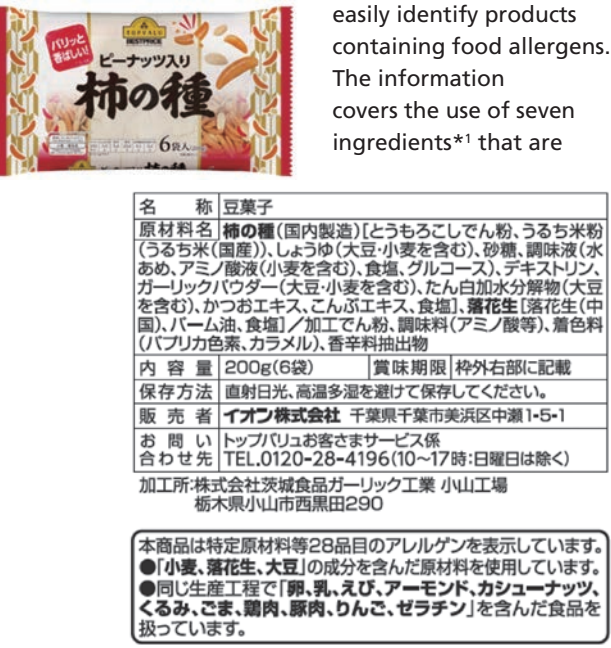
Search System for Manufacturing Plant Codes

URL <https://www.topvalu.net/seizosyo-kensaku/> (Japanese only)

Labeling of Food Allergens

Aeon uses standardized icons on the outside of all food product packaging to ensure consumers can

easily identify products containing food allergens. The information covers the use of seven ingredients\*1 that are



officially designated by law to be displayed on the outside of product packaging. The back label of products also contains the 21 secondary items\*2 recommended for inclusion in product labeling.

In response to opinions from people with food allergies, we display information on allergens for each raw ingredient instead of a blanket description for the entire product as permitted by law. Inspections of allergens are also conducted every year on applicable products to confirm labeling accuracy.

\*1 Items for which inclusion on labels is mandatory: wheat, milk, eggs, peanuts, buckwheat, prawns, and crab (7 items)  
\*2 Secondary items for which inclusion on labels is recommended: Almonds, abalone, squid, salmon roe, oranges, cashew nuts, kiwi fruit, beef, walnuts, sesame, salmon, mackerel, soybeans, chicken, bananas, pork, matsutake mushrooms, peaches, yams, apples, and gelatin (21 items)

Customer Service Department

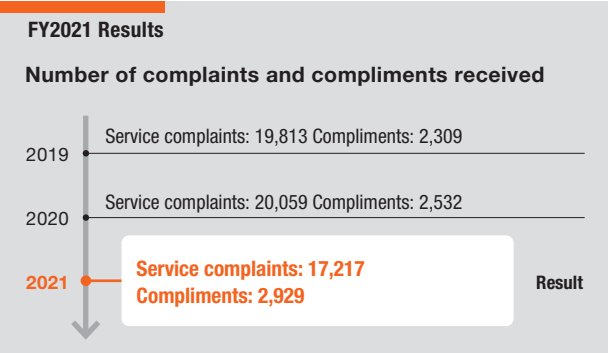
The Customer Service Department at Aeon headquarters receives product and service-related comments and requests from customers who visit our stores. Comments and requests, which we receive via phone, the Internet, letters, and other channels, are responded to after checking with the relevant departments. In addition, for Topvalu products, we have set up a call center to collect suggestions from customers. This information is reported to the responsible department and shared with employees of relevant departments through systems that manage customer feedback. We also introduced a chatbot function in 2020 on our website to enable quicker responses to common queries.

In FY2021, Aeon headquarters received 100,538 opinions and inquiries from customers, down 87.3%, or 14,584 from FY2020. Feedback received via e-mail continued to increase.

The number of service complaints was 17,217, down 85.8%, or 2,842, from FY2020. Throughout the Group, the number of compliments we received was 2,929.

(Inquiries concerning business conditions and related products increased in FY2020 due to COVID-19)

Going forward, we will listen carefully to the opinions of every customer to provide them with better services and products.





Health & Wellness

Aeon aims to become a leading company in the development of a new form of health and wellness by offering customers products that meet their needs in response to increasing health awareness and the changes we are seeing in terms of the diversification of food and the culture of everyday life.

Products Made Using Plant-Based Raw Materials Launch of Vegetive

In recent years, due to the increasing level of consciousness concerning health and changes we are seeing in terms of eating habits, we have responded to new customer feedback from customers who say they want to actively incorporate plant-based foods into their daily meals. We undertook planning and development of the Vegetive Series \*1, a product series that involves the replacement of certain ingredients in a product with various plant-based ingredients. The focus of this series is on vegetable protein, which has a low impact on the earth in terms of the greenhouse gases emitted during production and in terms of the amount of grain and water required \*2. A full-fledged rollout of this series has been underway since March 2020.

We have replaced meat, eggs, dairy, white rice, and wheat and increased product variety, with a total of 21 items sold as of June 21, 2022.

\*1 "Vegetive" is a word we have coined with the idea of wanting incorporate vegetables into meals in a way that is both positive and active

\*2 According to an investigation done by the Environmental Working Group



Creating Products to Support Carbohydrate Restriction

We have launched a product called Topvalu Cauliflower/ Broccoli/ Three Kinds of Colorful Vegetables (Alternative Rice) to support diets with mild carbohydrate restriction. Since its launch, this series has gained the support of many customers who praise the mild flavor, crisp texture, and sense of satisfaction provided without reducing the amount of food eaten. Customers can mix the product with rice to make rice balls or with soup to make it akin to rice porridge.

These suggestions and more can be found on our official website.



	Rice 150g	Cauliflower (Alternative Rice)150g	Broccoli (Alternative Rice)150g
Carbohydrate	53.7g	2.1g	2.4g
Energy	252kcal	27kcal	34kcal
Dietary fiber	0.5g	3.2g	4.2g

Developing and Selling Food for Allergy Sufferers

The Topvalu Yasashi Gohan series was launched in November 2016 to meet customer demands related to products that consider food allergies. The series was planned and developed without the use of seven specific ingredients\* based on the concept of "meals for everyone in the family that are good for the body." As of the end of February 2022, the lineup featured a range of 14 varieties. This series offers a rich variety of products, such as mixed powders, Japanese Udon-style noodles, and Chinese-style noodles. The series also features mild chocolate that does not contain milk and can be used as an ingredient in baking. Through this extensive lineup, we will present meals that allow everyone to enjoy the same menu, even in households that include people with food allergies, and strive to provide assurance and trust rooted in daily life.

\* Eggs, milk, wheat, peanuts, buckwheat, prawns, and crab



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\* Eggs, milk, wheat, peanuts, buckwheat, prawns, and crab



Display example

Society Where People Live 100-Year Lives

In anticipation of an increase in the number of senior customers, Aeon is introducing and expanding on the concept of universal design by enhancing services and creating environments where customers who need support can enjoy shopping with peace of mind.

Creating a Convenient and Comfortable Store Environment for Everyone

Aeon developed its building standards based on the Heartful Building Law of 1994 (revised and renamed as the Barrier Free Law\* in December 2006). We use these standards when building new stores or remodeling existing locations. As of the end of February 2022, over 760 of our facilities had been certified as compliant with the Barrier Free Law.

We are committed to incorporating universal design concepts to strengthen store function and design.

Recognizing that the number of seniors among our customers is increasing, we aim to incorporate universal design concepts in all our stores.

\* The Act on Buildings Accessible and Usable by the Elderly and Physically Handicapped, also known as the Heartful Building Law, was revised and renamed the BarrierFree Law in December 2006



Step-free entrance (Aeon Lake Town)

Easily visible in-store sign

Providing Shopping Support through Mobile Sales Trucks

We began operating mobile sales vehicles in 2016 as part of a health and wellness initiative to foster "local community ecosystems" by developing social infrastructure that helps residents lead physically and emotionally healthy daily lives. We had initially launched this initiative to provide a shopping aid for seniors in anticipation of an increase in the elderly population. However, due to the coronavirus pandemic, the number of people avoiding store congestion has been increasing, and the usage of mobile sales vehicles is growing. In cooperation with municipalities, we are extending our routes to include areas with a significant need for this service, such as parking lots in residential areas and facilities for the elderly.



Mobile Sales Vehicles by the Aeon Food Style Konan Store

Service Care-Fitters

We encourage Aeon employees to acquire the Service Care-Fitter\* certification to help ensure that seniors and people in need of assistance can shop in our stores with total confidence.

Certified Service Care-Fitters in the Aeon Group numbered 11,142 as of the end of February 2022.

\* Service Care-Fitter: A certification administered by the Nippon Care-Fit Education Institute (a public interest incorporated foundation)



Service Care-Fitter training session

Supporters for People with Dementia

Since 2007, the Aeon Group has been participating in the Dementia Supporter Caravan jointly promoted by the Ministry of Health, Labour and Welfare and the non-profit organization Community-Care Policy Network for its employees to correctly understand dementia and provide appropriate support. Thus far, we have run Dementia Supporter Training Courses to educate Dementia Supporters\*1 and training instructors (in-house Caravan Mates) for the courses. Employees also undergo training during the preparation phase for opening a new store, encouraging them to become Dementia Supporters before the store opens. As of the end of February 2022, cumulative Dementia Supporters numbered 81,701, the most of any company in Japan, and about 900 "Caravan Mate\*2" instructors for the training course.

In FY2021, group lectures were suspended and held online to prevent the spread of the coronavirus.

\*1 Dementia Supporters: Individuals certified through a prescribed curriculum implemented by municipalities and other groups. They have an understanding of dementia and are able, within their capabilities, to give care to, watch over, and provide support to people with dementia and their families.

\*2 Caravan Mates: Lecturers in seminars on assisting customers with dementia



Dementia Supporter mark and orange band



A dementia supporter training course taking place



# Diversity & Inclusion

Aeon strives to be a company where motivated people can take on challenges equally, regardless of race, age, nationality, or gender, and a company where the growth of each employee drives enhancements in customer satisfaction.

## Empowerment of Diverse Human Resources

Our Aeon Human Rights Policy, established in 2008 (and revised in 2018), sets forth that we will not, in any way, discriminate based on nationality, sex, age, physical or mental disability, sexual orientation, or gender identity, and respects human rights through our business activities. As of March 2022, we have around 560,000 employees working in 15 countries. The growth of every one of our employees serves as a driving force in enhancing customer satisfaction.

### Basic Principles on Personnel

Since our founding, the primary objective of management centered around respecting human rights has been the Aeon Basic Principles on Personnel. The principles are based on the guiding philosophy of ensuring that all Aeon People lead a full life at work, at home, and in the community and involve listening to employees' aspirations, understanding employees' feelings, and making the most of what employees have to offer.

### Basic Approach to Personnel

- Creation of a corporate environment in which human resources can continue to grow as they work over the long term
- Management of personnel based on ability and achievement, not nationality, age, gender, or job category

#### Five Human Resources Principles

1. Fairness
2. Respect
3. Openness to change
4. Rationality
5. Skills Development



## Promoting Diversity

Aeon views the promotion of diversity not only as one of its responses to social issues but also as one of its management strategies. We aim to bring to fruition an organization that continues to innovate and respond flexibly to customer needs by fully leveraging the capabilities of our diverse talent.

The entire Aeon Group shares a vision of promoting diversity through the concept of daimanzoku, which means "very satisfied" in Japanese. Daimanzoku is about satisfying three groups through efforts aimed at diversity: employees and their families, customers, and the Company.

In FY2021, we held The Daimanzoku Award online to share good examples of the promotion of diversity at Group companies rooted in the community and that have taken advantage of the characteristics of their respective businesses. We also held an online program called Daimanzoku College to provide stratified training for women and persons with disabilities. The program makes it easier for employees at offices around the country to take part and is a place where people are exposed to new knowledge and interact with role models via cross-group connections.



### Establishment of a Diversity Promotion System: Appointment of Diversity Promotion Officers

Diversity promotion officers and managers are assigned to about 70 Group companies to analyze their current states, define the challenges to be tackled, and engage in unique activities that leverage the characteristics of a business rooted in the local community. They also participate in activities that are shared group-wide.

### A Place to Reconfirm the Meaning of Management Rooted in Diversity

To accelerate the bringing to fruition of management rooted in diversity, we are continuously reconfirming what it means to conduct management rooted in diversity, the challenges we need to tackle, and the initiatives we are undertaking.

In FY2021, we held a forum for our online seminar series "Daimanzoku" (meaning great satisfaction) for all levels of management, which covers important themes that prompt a change in organizational awareness and culture, which are essential elements of management rooted in diversity. Participants learned about IkuBoss Management and unconscious bias as part of rigorous efforts to create an organization where everyone, including women, can play an active role and continue to drive innovation.

We conducted online visits to Group companies so that the diversity-related opinions and perceptions of management rooted could be shared directly with top management and executives.

### Diversity Training to Empower Diverse Human Resources: Daimanzoku College

Diversity training is conducted to resolve the shared issues faced by group companies when it comes to promoting diversity and inclusion.

In FY2020, we put all our activities online so that we could better exercise our strengths when it comes to cross-group learning and opportunities for interaction.

### Stratified Training for Encouraging the Empowerment of Women in the Workplace

#### ■ Training for female managers

Since FY2015, a total of 210 of our employees have participated in this training.

Interactive management training allows participants to acquire coaching communication skills used to build trust-based relationships with subordinates and have them improve upon their management skills to enhance the performance of their teams. Our goal is to have these employees aim to one day become executive officers at our group companies and have them shoulder the task of becoming role models and nurturing younger employees.

#### ■ Female manager candidate (one step before manager) training

We have had a total of 991 employees participate in this program since FY2015.

The program aims to increase motivation regarding career advancement, to have participants forge their own leadership styles, and to train female employees to become successful in managerial positions. We also use this program to expand our pool of manager candidates.

In FY2021, we introduced a new training program that takes a multifaceted approach to life planning for young women who are candidates for next-generation managerial positions, with some 222 women taking the course during the year. Participants had the chance to interact with various successful senior employees who take on active roles in the organization, encouraging a more positive outlook toward work and private life. The course also served to connect Aeon people from around Japan, enhancing the sense of belonging to the Aeon Group.



Stratified training conducted online to encourage the empowerment of women in the workplace

### Promotion of the Success of Diverse Talent: Aeon Training for Persons with Disabilities

We conduct online training once a month for to hire and establish employees with disabilities and ensure their success, in cooperation with Abilities JUSCO Co., Ltd., a special subsidiary that has supported the employment and success of persons with disabilities for forty years.

### Group Award Program: The Daimanzoku Award

The Daimanzoku Award is an event held every year as an opportunity to share and award people for their best practices when it comes to promoting diversity within the Group. Awards for best practices are decided following question-and-answer sessions and assessments conducted by experts and AEON Group managers. The awards lay the platform for Group companies to review their efforts to promote diversity and learn from the practices of others, which raises the standard when it comes to the promotion of diversity in the Group.

In FY2021, the eighth year of the awards, the awards served to increase the skill level of diverse human resources and promote measures that encourage growth. The awards enabled the sharing of best practices by each Group company at a time when the focus has intensified on efforts to change the awareness of superiors and reform organizational culture to ensure the active participation of diverse human resources. This includes initiatives related to male childcare leave, altering the mindset of managers, and enhancing organizational culture.

### The Daimanzoku Award Companies that received awards at the 8th award event (FY2021)

#### Next Category Award

The Daiei, Inc.

"The digital Daimanzoku forum: Business transformation through feasibility studies and recommendations in the digital domain"

#### Encouraging the Empowerment of Women in the Workplace Category Award

Aeon Retail Co., Ltd. (Minami-Kanto Company)

"Establishing and promoting a company human resource development committee"

#### Promoting Human Resource Diversity Category Award

Aeon Fantasy Co., Ltd.

"Shifting from persons with disabilities being supported to the ones providing support"

#### Wellness Management Category

#### Workstyle Reforms Category Award

Aeon Retail Co., Ltd. (Kita-Kanto Company)

"Striving for 100% uptake of men's childcare leave"



Workstyle Reforms Category Award  
Aeon Retail Co., Ltd. (Kita-Kanto Company)



## VOICE

Comments from the 8th Daimanzoku Award winners  
Next Category Award Winner Aeon Fantasy Co., Ltd.“From supporting persons with disabilities to  
having them support work activities”

At Aeon Fantasy Co., Ltd., we employ people with mental health issues as a form of job support. These employees, known as job support members, take on active roles in the public relations department. While the department deals with highly complex creative tasks such as handling interviews, it also involves many routine tasks such as checking for spelling errors in news releases and registering for content distribution services, which job support members found tough. When we consulted the job support team about this challenge, the team introduced us to someone with the skills required for these routine tasks, so that's where they began.

Initially, the person held strong concerns over their ability to manage time efficiently, so we arranged weekly 30-minute meetings with the head of education to assist with managing deadlines and job progress and to clarify areas they were unsure of. The meetings also provide the opportunity to check the physical and mental well-being of the job support member. Since the work is also done from home, we keep in close contact via online chat and meetings (Google Meet) as part of a support system that aims to eliminate work anxiety.

In the one and a half years since the project began, the member has grown in confidence and can now perform more advanced tasks in addition to routine work, such as interviewing stores for the internal newsletter and editing content. There has been a remarkable improvement in skills and the person now also takes on a leadership role by setting their own work agenda and directing others who have come through the job support system.

It's common to think of persons with disabilities as the ones requiring support, but at Aeon Fantasy, we view them as an indispensable addition to the team who are often the ones providing the support.



“It's really rewarding to be entrusted with public relations work, an area I initially had no experience with. I especially love trying more creative tasks because it feels like I'm challenging my limits, which I now really enjoy.” (Personal recollection by the job support member)

Encouraging the Empowerment of  
Women in the Workplace

At the General Meeting of Shareholders in May 2013, we announced a goal of increasing the ratio of female managers to 50% by 2020. Right now, we have nearly 9,000 women working in managerial positions. We will review our initial targets and focus on further promoting diversity to achieve those targets by 2025.

As of the end of February 2022, the ratio of female managers was 26.0%, or 8,967 individuals (including consolidated subsidiaries). In particular, the ratio of females in positions at the level of department head or above increased by 2.3% year on year.

Hiring Employees of Foreign Nationalities,  
Conducting

International Personnel Exchanges within the Group Based on the shift to an Asian strategy set out in the Aeon Group Medium-term Management Plan, Aeon is actively hiring young people who will become tomorrow's leaders in Japan, China, Malaysia, Thailand, Indonesia, Vietnam, and other Asian countries.

A total of 634 employees participated in a person-to-person exchange taking place between FY2013 and FY2019.

\* This, however, was suspended in 2020 due to our compliance with the epidemic prevention protocols to prevent the spread of Coronavirus (COVID-19).

Promoting the Success of Persons with  
Disabilities

Aeon is working to establish conditions throughout the Group that allow people with disabilities to work with a sense of purpose. As of the end of February 2022, the employment ratio of persons with disabilities was 2.66%, or 9,120 people (including consolidated subsidiaries).

Abilities JUSCO, Ltd was established in 1980 as Aeon's special subsidiary for the employment of persons with disabilities.

The company operates 4 Scrum stores selling books and other goods where persons with disabilities work alongside able-bodied staff and 11 business establishments providing employment transfer support.



Online streaming of training for persons with disabilities

Since FY2020, Aeon and Abilities JUSCO started holding online training sessions once a month throughout the year as a joint project to provide opportunities for practical and professional learning concerning the issues of employee retention and employment for persons with disabilities. Anyone can participate and learn in addition to human resource officers nationwide, making it a place to connect, access the latest information, and exchange ideas. In combination with training videos that can be watched on-demand from the Daimanzoku library, this ensures that the correct knowledge is being imparted and that appropriate and rational consideration is given to persons with disabilities. A total of 1,704 people from 61 companies took part in the training in FY2021.

## LGBTQ-Related Initiatives

Aeon aims to be an organization that fully leverages the capabilities of its diverse pool of human resources based on a basic philosophy of human resources and focused on ability and results. We also aim to eliminate discrimination based on nationality, gender, age, physical or mental disability, sexual orientation, gender identity, and so on. We hold LGBTQ+ training sessions to help employees acquire the latest knowledge when it comes to human rights and to create a workplace where each employee can work in their own way.

From FY 2017 to FY 2019, Mirairo Inc. has been sponsoring the Universal Manners Test and Training on Catering to LGBT Individuals for group managers, which has been taken by approximately 7,400 individuals thus far.

On-demand training videos in the Daimanzoku library have been made available since FY2021 so that anyone can learn anytime, anywhere, and as many times as they like. To date, 14,746 people have taken the training.



## Promotion of IkuBosses

IkuBosses are key persons who manage organizations characterized by a diverse lineup of employees. Aeon is promoting the Aeon IkuBoss, a supervisor that respects the work-life balance of employees with whom they work and provides support for their careers and lives while at the same time having that lead to results on an organizational level.

We have our own IkuBoss Test to facilitate that. 27,975 individuals have passed the beginner test, and 6,408 have passed the intermediate test, which means that we are increasing the number of IkuBosses in our Group.

Furthermore, we have been judging the Daimanzoku IkuBoss Awards since FY2017. These awards are decided upon through votes held concerning IkuBoss stories submitted by employees of Group companies every year. In FY2021, the fifth year of the awards, the three selected winners showed the most empathy of all the stories with

excellent communication skills, management style, and understanding of needs in people's private lives. The boss in all the instances was a smiling boss who demonstrated a strong sense of responsibility for achieving organizational goals, supported their employees in both their work and private lives, and resonated with many AEON people as IkuBosses that have also enhanced their work and social lives. Each boss was cheerful enough to turn a crisis like the coronavirus pandemic into an opportunity and have a presence that guides, serving to make employees feel hopeful.

## ● Winners of the 5th IkuBoss Grand Prize (FY2021)

Kenji Amano (AeonTown Co., Ltd.)

Yuichi Hori (Cox Co., Ltd.)

Fumi Endo (Aeon Fantasy Co., Ltd.)



Moreover, Aeon and Daiei became the first retailers to join the IkuBoss\* Corporate Alliance. As of June 2022, 36 Group companies had become members of the alliance.

\* IkuBoss: This initiative began with a proposal by a not-for-profit organization Fathering Japan. Many organizations are now working on the initiative, including the national government, municipalities, and companies.





# Employment, Work Styles, and Work Satisfaction

Aeon is focusing on human resource development based on the belief that the active participation of each employee supports the sustainable growth of the Group.

## Health Management

### Aeon Health Management

Aeon believes that the health of employees is the foundation that supports the Company in providing local customers with services that help them lead healthy and happy lives. Based on this belief, we made the Aeon Health Management Declaration to further foster health management.

At Aeon, health and productivity management results in a virtuous cycle in which the health of employees is directly tied to prosperous community life. Ensuring the physical and mental health of employees enhances productivity and creativity and results in higher employee satisfaction. We also believe that the health of employees as members of the community is important from the perspective of optimizing healthcare expenses and risk management. Management is responsible for ensuring that employees can work in healthy and safe ways, and we believe that working to maintain and advance the health of employees will be increasingly important for corporate management going forward.

#### Aeon Health Management Declaration

Aeon will support the health of employees and their families  
Aeon will achieve health and happiness in the local community together with employees

(Formulated in FY2016)

### Promotion Structure

The Group has established the Aeon Health Promotion Section, in which the executive officer in charge of human resources and management at Aeon Co., Ltd. is responsible for advancing measures. The section comprises the head industrial doctor, public health nurses, and members of the corporate planning department, as well as members of the human resources departments of Group companies, Aeon's corporate health insurance society, the Aeon Good Life Club, and the labor union. The section considers and implements measures aimed at maintaining and promoting employee health while keeping management strategies in mind.

Furthermore, each Group company has appointed a manager responsible for health promotion and takes autonomous health promotion measures. Health issues are also addressed by the Group Labor-Management Roundtable, where management and the labor union exchange opinions on internal issues and health management policies, set KPIs, and confirm the progress of initiatives.

### Health Promotion Initiatives

As a Companywide initiative to heighten health awareness among employees, we conduct a health challenge campaign for a two-month period each year. All employees participate in this program and choose a challenge from various options.

We also launched the PepUp health portal to heighten the health literacy of employees and support their independent health improvement efforts. Through PepUp, employees aged 40 and above can view their health check results, identify their "health age" based on their health information, and seek advice. If health improvements are made, employees receive health points, which they can exchange for Waon points.

Employees who took part in a health walking event introduced through PepUp were 25% more likely to answer positively in their next medical checkup about "making it a habit to exercise 30 minutes or more" than employees who had not taken part.

As of August 2022, more than 92,000 people have registered with this program and are engaging in health improvement behavior. Additionally, to improve employee health literacy, in 2019, we lent wearable devices free of charge to those who wanted to use PepUp, which as of April 2022, were used by 50,000 employees.

### Activities

In FY2017, Aeon began holding a regular health promotion conference among principal Group companies, and since FY2019, it has also been regularly holding an Aeon-wide health management conference. At this conference, participants share health promotion and management measures to promote health management across the board.

In terms of measures to address the health issues of Group employees, Aeon undertakes passive smoking countermeasures and support for smoking cessation, infection control measures, improvements to health literacy, and other initiatives. Particularly in terms of passive smoking countermeasures and support for smoking cessation, to ensure the health of employees and their family members during the COVID-19 pandemic, we banned smoking during working hours and on company premises at 115 Aeon Group companies to reduce the number of smokers by 25% year on year.

Moreover, to raise awareness and provide support to those quitting smoking, we are implementing a free online smoking cessation program for employees and providing website content that helps employees take on the challenge of quitting according to their individual circumstances. In terms of infection control measures, we started occupational inoculation with the COVID-19 vaccine in June 2021 and gradually increased coverage to also include specialty tenant stores.

Also, Aeon corporate health insurance society evaluates employees' health status and health ages and announces the results for each Group company for analysis. Furthermore, in FY2018, we introduced stomach cancer risk classifications (ABC medical examination) for mobile medical checkups, changing the content of testing to make it easier for employees to receive a diagnosis.

In recognition of these initiatives, Aeon was certified as an Enterprise for Health and Productivity Management in 2022.

### Aeon's Health Management during the Six Years from the Declaration to the Second Stage

FY	Details
FY2016 Declaration	<ul style="list-style-type: none"><li>Made the Aeon Health Management Declaration at the presentation meeting on Aeon personnel policies</li><li>Health and Productivity Management Organization 2017 (White 500): Included in the first "White 500" companies named under the initiative (Aeon and Aeon Retail)</li></ul>
FY2017 Organizational system	<ul style="list-style-type: none"><li>Started to hold a regular health promotion conference</li><li>Began to appoint a health and productivity officer and manager responsible for health promotion at each Group company on an annual basis</li><li>Health and Productivity Management Organization 2018 (White 500): Aeon, Aeon Retail, and Aeon Kyushu</li><li>"DBJ Employee's Health Management Rated Loan" (Aeon Kyushu)</li></ul>
FY2018 Establishment and implementation of systems/measures	<ul style="list-style-type: none"><li>Launch of stomach cancer risk classifications (ABC medical examination) for mobile medical checkups</li><li>Launch of the PepUp health portal for employees and provision of health points, which can be exchanged for Waon points, to employees</li><li>Anti-smoking measures: Launch of a system to subsidize treatment at smoking cessation clinics (by Aeon corporate health insurance society) and reduce the number of employee's smoking rooms</li><li>Health and Productivity Management Organization 2019: The number of Aeon Group companies certified under the system increased to 10</li><li>"DBJ Employee's Health Management Rated Loan" (Aeon, Aeon Kyushu and Sanyo Marunaka)</li></ul>
FY2019 Promotion of measures	<ul style="list-style-type: none"><li>Launch of a regular Aeon-wide health management conference (on a biannual basis)</li><li>Passive smoking countermeasures: Smoking banned at the head office (Aeon Tower and Aeon Tower Annex)</li><li>Measures against lifestyle-related diseases: Free-of-charge rental of the Fitbit wearable terminal started</li><li>Health and Productivity Management Organization 2020: 14 Aeon Group companies were certified, of which two were included in the "White 500"</li><li>"DBJ Employee's Health Management Rated Loan" (Aeon Kyushu and Marunaka)</li></ul>
FY2020 Company-wide expansion, evaluation & Improvement	<ul style="list-style-type: none"><li>Aeon's health promotion targets: Reduce the number of smokers by 25%, implement measures against hypertension, and foster the acquisition of "White 500" certification</li><li>Company-wide measures in the face of COVID-19: (1) Vaccination against influenza and (2) Non-smoking measures</li><li>Smoking during working hours and on the premises banned at 115 Group companies</li><li>Health and Productivity Management Organization 2021: 16 Aeon Group companies were certified, of which three were included in "White 500"</li></ul>
FY2021 Unified Group Initiatives	<ul style="list-style-type: none"><li>Health and productivity management: Expand the number of Group companies recognized as a Health and Productivity Management Organization by ensuring 100% of employees receive regular medical checkups, 100% of employees recommended for detailed follow-up medical examinations receive consultations (blood pressure, blood sugar), and the number of smokers is reduced by 25% year on year.</li><li>Release health and productivity management strategy map</li><li>21 companies certified as Health and Productivity Management Organizations 2022 (one company certified as a White 500 Enterprise)</li></ul>

## TOPICS

### 21 Group companies certified under Health and Productivity Management Organization 2022

Aeon supported the acquisition of Group Health and Productivity Management Organization 2022 certification, with 21 Group companies receiving Health and Productivity Management Organization 2022 certification, which was started jointly by the Ministry of Economy, Trade and Industry (METI) and the Nippon Kenko Kaigi.

From FY2019, the top 500 companies that have acquired Health and Productivity Management certification are positioned as the "White 500," and Aeon Credit Service was certified as a "White 500" company in 2022.

Note: The following companies have been certified

#### Health and Productivity Management (Large Enterprise Category)

Aeon Credit Service (White 500), Aeon Insurance Services,

ACS Credit Management, Aeon Mall, Aeon Bank, Aeon Liquor, Aeon Hokkaido, Welcia Holdings, Ministop, Aeon Eaheart, Aeon Fantasy, Aeon Pet, Megaspots, Aeon Topvalu

#### Health and Productivity Management (SME Category)

Aeon Financial Service, Aeon Housing Loan Service, ACS Lease, Aeon SS Insurance Co., Ltd., Aeon REIT Management, Kyoei A&I, Aeon Allianz Life Insurance



Flexible Work Styles

Ensuring Work-Life Balance

Based on Aeon’s human resource basic principle “business management based on respect for human rights,” at Aeon Retail Co., Ltd., we aim to create an environment where employees with diverse abilities can continue to work and grow according to their lifestyles, feel more active and are rewarded with careers that make the most of their personal aims and aptitudes.

Aeon personnel system offers a “careerstyle plan” system that supports personal growth and a “lifestyle plan” system that supports long-term work even in the face of life stage changes. For example, in FY2019, we introduced “life support leave,” enabling employees to take a leave of absence to undergo fertility treatments with peace of mind.

Going forward, we will further develop our programs and systems so that female employees, in particular, are in a workplace environment where they can thrive professionally while achieving a work-life balance between their job and marriage or childcare.

Aeon Retail Co., Ltd.

“3 career paths” and “Employee working area”

Career paths

■ General path

A path that aims for career development across a wide area while building up diverse experiences

■ Unit path

A path that aims for specialization while advancing specialist knowledge and skills

■ Professional path

A path that aims for an advanced profession

Employee working area

■ Category N employee: In principle, transfers nationwide and overseas

■ Category R employee: Transfers within a certain block

■ Category L employee: No transfers that require moving house

■ Community employee and part-time: No transfers that require moving house / part-time only

Promoting Equal Opportunities for Part-Time Employees

We have developed various programs that allow part-time employees to thrive in the workplace.

For example, Aeon Retail Co., Ltd. has a system that allows all employees to utilize the same training and hiring programs. Based on the Community Employee Program, the system eliminates differences in roles, expectations, and treatment depending on employee classifications (permanent employee or part-time employee) and enables the continued growth of all employees based on ability, performance, and motivation. The program eliminates differences in educational and hiring opportunities. It also makes it possible for anyone to advance to the position

of daily- or monthly-paid employee or higher, including ambitious employees whose duties are currently based in local communities, if they fulfill certain conditions set by the company.

Childcare and Nursing Care Support Systems

To help employees combine childcare and work, Aeon Retail Co., Ltd. has established a childcare leave system and a “childcare-and-work” period that lasts until April 20 of the year an employee’s child enters middle school. Japan Child Care and Family Care Leave Act calls on companies to provide a childcare-and-work period lasting until an employees’ child begins elementary school. However, given that employees sometimes need to take time off to attend to their children who are at elementary school, we provide a longer period. We have also introduced a system to allow employees to take short-term leave for childcare. Under this system, which is intended to encourage male employees to participate in childcare, employees can take up to 10 paid days off to care for their children.

In addition, for employees with family members requiring nursing care, we have established a nursing care leave system and a “nursing care-and-work” system that provide time off and shortened working hours, respectively.

Developing Our Employment System for Senior Citizens

Intending to become a company in which the “Grand Generation” (G.G), in other words, the senior generation, can enjoy an active life and contribute significantly, in March 2018, Aeon Retail Co., Ltd. introduced the G.G Partner and G.G Expert System to encourage people of that generation to keep working for the company.

Under this system, we reemploy personnel between the ages of 65 and 70 and pay them by the hour. In August 2021, we newly introduced the G.G. Professional System to reemploy those aged 70 to 75 to provide them with an opportunity to use their qualifications and make active contributions at Aeon Retail until they reach the age of 75, thereby helping them to lead fulfilling daily lives.

■ Number of employees aged 65 or older as of the end of February 2022  
Approximately **10,355** (employees paid by the hour)

■ Number of employees aged 60 or older as of the end of February 2022  
Approximately **27,300** (employees paid by the hour, day, or month)

Welfare Programs

The Aeon Good Life Club, Aeon mutual aid society, has an enrollment list of nearly 280,000 Aeon Group employees. Programs include the payment of gift money for celebratory occasions or condolences (mutual assistance), subsidies for childcare and nursing care, various forms of insurance (self-help support), and

support for leisure activities and health (motivational assistance). We aim to administer various programs contributing to the achievement and enhancement of common welfare, enabling Group employees to have a sense of security, solidarity, and pride.

Supporting the Balance between Work Life and Child Raising

Aeon Group companies have been advancing initiatives under a “General Business Owner Action Plan” pursuant to the Act on Advancement of Measures to Support Raising Next-Generation Children. As a result, Aeon Co., Ltd., Kasumi Co., Ltd., and The Daiei, Inc., have earned Platinum Kurumin certification, and 24 Group companies have been certified to display the Platinum Kurumin or Kurumin logos.\*

\* Platinum Kurumin-certified companies (In the order of the Japanese syllabary, as of June 2022)

Three Platinum Kurumin-certified companies: Aeon Co., Ltd., Kasumi Co., Ltd., The Daiei, Inc.  
21 Companies that have acquired Kurumin certification: Aeon Eheart Co., Ltd., Aeon Kyushu Co., Ltd., Aeon Bank, Ltd., Aeon Credit Service Co., Ltd., Aeon Global SCM Co., Ltd., Aeon Town Co., Ltd., Aeon Tohoku Co., Ltd., Aeon Topvalu Co., Ltd., Aeon Big Co., Ltd., Aeon Fantasy Co., Ltd., Aeon Product Finance Co., Ltd., Aeon Hokkaido Co., Ltd., Aeon Mall Co., Ltd., Aeon Ryukyu Co., Ltd., Welcia Yakkyoku Co., Ltd., Origin Toshu Co., Ltd., Kohyo Co., Ltd., Sunday Co., Ltd., Maxvalu Tokai Co., Ltd., Maxvalu Nishinohon Co., Ltd., Reform Studio Co., Ltd.

Kurumin

This is a system through which the Ministry of Health, Labour and Welfare certifies companies that implement initiatives to help employees combine work and child-rearing. The system is based on the Act on Advancement of Measures to Support Raising Next-Generation Children. To receive certification, companies must prepare a “General Business Owner Action Plan,” achieve the targets, and meet certain standards. Companies that satisfy these accreditation criteria are granted a logo certifying their support for child-rearing, normally referred to as the Kurumin logo.



Acquiring Eruboshi Certification

\* Eruboshi-certified Group companies (as of June 2021)

Stage 3: 17

Aeon IBS Co., Ltd., Aeon Kyushu Co., Ltd., Aeon Credit Service Co., Ltd., Aeon Compass Co., Ltd., Aeon Supercenter Co., Ltd., Aeon Delight Co., Ltd., Aeon Big Co., Ltd., Aeon Insurance Service Co., Ltd., Aeon Hokkaido Co., Ltd., Aeon Marketing Co., Ltd., Aeon Mall Co., Ltd., Aeon Ryukyu Co., Ltd., Aeon Co., Ltd., Aeon Bank Ltd., Kasumi Co., Ltd., Ministop Co., Ltd., Reform Studio Co., Ltd.

Stage 2: 7

Aeon Fantasy Co., Ltd., Aeon Product Finance Co., Ltd., Cox Co., Ltd., G-Foot Co., Ltd., Maxvalu Tokai Co., Ltd., Maxvalu Nishinohon Co., Ltd., The Maruetsu, Inc.

Eruboshi

This is a system under which the Ministry of Health, Labour and Welfare provides certification based on the Act on Promotion of Women’s Participation and Advancement in the Workplace. The criteria for evaluating company performance in empowering women are the hiring of women, the retention of female employees, working hours and other aspects of work style, the percentage of female managers, and the diversity of career paths. There are three levels of certification, each of which reflects the number of these criteria that companies have met. Further, the stars on each Eruboshi logo, ranging in number from one to three, indicate a company level of certification.



Currently, 24 Group companies have received Eruboshi certification\* under the Act on Promotion of Women’s Participation and Advancement in the workplace.

Creating Infrastructure to Support the Balance between Work Life and Child Raising (Yumemirai Nursery)

The Aeon Group operates the Aeon Yumemirai Nursery at 31 locations\* in Japan to help its employees, employees of Aeon Mall tenants and residents alike to continue to work with peace of mind while raising their children. The nursery school is open from 7:00 a.m. to 10:00 p.m. every day, including Saturdays, Sundays, national holidays, and year-end and New Year holidays, so that employees can achieve a smooth return to work after taking maternity and childcare leave and continue to demonstrate their abilities while raising their children. The nursery fees are calculated based on hours of care regardless of the day of the week or time of the day to make it easier to calculate the fees while reducing the financial burden on users.

Moreover, based on Aeon’s partnership with Nichii Gakkan, employees can utilize any of the 90 nursery schools operated for companies by Nichii Gakkan in all prefectures.

\* (as of June 2022)

» Aeon Yumemirai Nursery (Aeon Group’s in-house nursery)

Nursery School Name	Construction Date	Location
Makuhari Shintoshin	December 23, 2014	Chiba City, Chiba Prefecture
Okinawa Rycom	August 1, 2015	Nakagami-gun, Okinawa Prefecture
Tokoname	December 1, 2015	Tokoname City, Aichi Prefecture
Lake Town	April 1, 2016	Koshigaya City, Saitama Prefecture
Saga Yamato	June 1, 2016	Saga City, Saga Prefecture
Natori	November 18, 2016	Natori City, Miyagi Prefecture
Nagoya Chaya	November 30, 2016	Nagoya City, Aichi Prefecture
Nagakute	December 1, 2016	Nagakute City, Aichi Prefecture
Mitouchihara	December 20, 2016	Mito City, Ibaraki Prefecture
Shinkomatsu	March 16, 2017	Komatsu City, Ishikawa Prefecture
Fukuoka Higashi	April 1, 2017	Ashiya-gun, Fukuoka Prefecture
Aira	April 1, 2017	Aira City, Kagoshima Prefecture
Tokushima	April 17, 2017	Tokushima City, Tokushima Prefecture
Otogana	July 27, 2017	Onojo City, Fukuoka Prefecture
Matsumoto	September 8, 2017	Matsumoto City, Nagano Prefecture
Kobe Minami	September 11, 2017	Kobe City, Hyogo Prefecture
Haebaru	December 16, 2017	Shimajiri-gun, Okinawa Prefecture
Zama	March 7, 2018	Zama City, Kanagawa Prefecture
Shunan	April 1, 2018	Shunan City, Yamaguchi Prefecture
Seifushinto	April 18, 2018	Hiroshima City, Hiroshima Prefecture
Iwaki-Onahama	May 28, 2018	Iwaki City, Fukushima Prefecture
Hiroshima Gion	June 20, 2018	Hiroshima City, Hiroshima Prefecture
Kumamoto	July 18, 2018	Kashima-cho, Kumamoto Prefecture
Tsuminami	October 29, 2018	Tsu City, Mie Prefecture
Higashiura	April 9, 2019	Higashiura City, Aichi Prefecture
Uki	April 14, 2019	Uki City, Kumamoto Prefecture
Fuji Minami	July 1, 2019	Fuji City, Shizuoka Prefecture
Ishigaki	December 1, 2019	Fuji City, Shizuoka Prefecture
Yokkaichi-Tomari	November 1, 2019	Yokkaichi City, Mie Prefecture
Ageo	November 1, 2020	Ageo City, Saitama Prefecture
Rifu	July 1, 2021	Rifu-cho Miyagi-gun, Miyagi Prefecture

Affiliated Nursery School Facilities		
Rabby Kids World Aeon Mall Kyoto Katsuragawa	March 1, 2015	Kyoto City, Kyoto Prefecture

» Nurseries Other than Aeon Yumemirai Nurseries Operated by Principal Aeon Group Companies

Nursery School Name	Construction Date	Location
Kasumi line no mori Nursery School (Kasumi Co., Ltd.)	July 16, 2017	Tsukuba City, Ibaraki Prefecture
Well Kids Tsukuba nursery school Welycia Yakkyoku Co., Ltd.	October 1, 2017	Tsukuba City, Ibaraki Prefecture
Shimotai Tsutsuji nursery school (Maxvalu Nishinohon Co., Ltd.)	December 2019	Takamatsu City, Kagawa Prefecture



Educational Systems

“The Greatest Form of Welfare Is Education” Aeon Basic Approach to Human Resource Development

Aeon upholds the Basic Principles of “Peace, People, and Community” and regards the retail industry, which is based on interpersonal interactions, as a “Human Industry.” Aeon likewise respects human dignity and values personal relationships. Believing that each employee can provide the Group with a driving force for its further growth, Aeon thus focuses on the development of human resources.

Aeon is fostering its human resource development based on the idea that the greatest form of welfare is education, and this idea provides the philosophical underpinning of the Aeon Business School, which has produced many graduates. Based on its view that the retail industry is a “Human Industry,” Aeon will continue to provide individual employees with educational opportunities, thereby helping them to maximize their abilities.

Training Programs Supporting the Growth of Employees

Aeon has established three pillars of continuous human resources development training, namely management training, specialized and functional human resources training, and basic training for new and junior employees.

In management training, we cultivate human resources across all Group companies, from next-generation leaders to current managers, to foster the development of leaders who will manage the Group in the future. We have also built mechanisms to integrate human resources development at Group companies and the holding company and conduct “career development support testing” to identify management candidates early on to produce and cultivate candidates for management positions early in their careers.

Developing Human Resources

Specialized and functional human resources training is based around the Aeon Business School, in which employees can learn the knowledge needed for future jobs to which they aspire in a self-directed manner. In this way, we facilitate the development of human resources who will support Group functions. As basic training for new and junior employees, the Aeon Basic Educational Curriculum has been introduced across all Group companies to help employees acquire a comprehensive understanding of all the basics within three years after joining the Aeon Group.

Aeon Fundamental Education

This is provided for the first three years following employment with the Company using the same curriculum Groupwide. In addition to sharing Aeon’s basic philosophy and set of values, the education aims to

have employees completely master the corporate culture and basic skills as Aeon People.

Aeon Business School

The Aeon Business School offers courses that allow personnel to acquire the knowledge needed for the positions they aspire to through self-learning. The school system supports the self-actualization of motivated personnel. In FY2021, there were 181 participants in the six courses offered by the school.

Sending Personnel to Graduate Schools in Japan

To develop personnel who will lead the Group business management, Aeon invites applications from Group company employees who meet certain requirements and sends successful candidates to enroll in MBA courses at graduate schools in Japan. The aim is for them to learn specialized knowledge related to management and build their network outside of the Company.

Global Trainee System

Under this system, Aeon posts outstanding human resources across national borders to Group companies in Japan, China, and the ASEAN region to train the future leaders of its overseas business and provide human resources with the ability to act at the global level. The aim is to acquire essential knowledge and skills through practical experience and training overseas.

Group Recruitment System

This system allows any employee, irrespective of their current business or company, to be ambitious and apply for other positions or positions in other businesses. In FY2021, we recruited staff who take on roles that contribute broadly to the growth of new companies and businesses in line with the medium-term management plan.

Aeon Group Self-Declaration Form System

This system encourages transfer within the Aeon Group where each employee communicates his or her desires regarding future work, place of assignment, and timing of the transfer.

In FY2021, we introduced the system throughout the AEON Group with plans to expand it to participating companies going forward.

Internal Certification Systems

Aeon has established a wide array of internal certification systems for specific jobs. Eight of these certifications have been accredited by the Ministry of Health, Labour and Welfare and recognized for their quality.



A skills competition for masters of fresh fish preparation



A skills competition for masters of Hot Deli

Internal Certifications and Number of Holders\* (As of the end of February 2022)

◎ Master of fresh fish preparation (grade 1)	30
◎ Master of fresh fish preparation (grade 2)	2,087
◎ Master of fresh fish preparation (grade 3)	3,051
Baby advisor	1,011
Fashion advisor	1,227
Liquor advisor	813
Fish advisor	507
Digital advisor	434
Home appliance advisor	571
General appliance advisor	51
Cycle advisor	1,850
Senior cycle advisor	507
Beauty advisor	1,083
Handcraft advisor	647
◎ Hot deli master	3,391
◎ Sushi master	2,951
◎ Aeon gardening master	362
◎ Aeon farm product master	1,679
◎ Aeon greenery master	778
Aeon energy advisor	533
Aeon beauty stylist	49
Aeon flower advisor	91
Aeon glasses advisor	20
Aeon room style advisor	184
Travel advisor	397
Livestock master	459
Livestock master +PLU	29

◎ Denotes qualifications accredited by the Ministry of Health, Labour and Welfare  
\*Total for Aeon Retail Co., Ltd., Aeon Retail Store Co., Ltd., Aeon Hokkaido Corporation, Aeon Kyushu Co., Ltd., Aeon Store Kyushu Co., Ltd., Aeon Supercenter Co., Ltd., Aeon Ryukyu Co., Ltd., Aeon Bike Co., Ltd., Aeon Liquor Co., Ltd., Maxvalu Minami Tohoku Co., Ltd., Maxvalu Kanto Co., Ltd., Maxvalu Hokuriku Co., Ltd., Aeon Big Co., Ltd., Kohyo Co., Ltd., Aeon Food Supply Co., Ltd., and Aeon Tohoku Co., Ltd. (16 companies)

Aeon DNA University

In September 2012, Aeon instituted the Aeon DNA University to train the next generation of Aeon management by instilling the philosophy and values of the Company passed down since its founding. The Chairman and Representative Executive Officer himself serves as an instructor at the university.

In FY2021, a total of 53 employees, who are the 14th, 15th, and 16th term students selected from a group of applicants, continued to receive instruction through this educational program, which included online meetings. Approximately 260 employees have been trained and are active in each Group company as of the end of February 2022.



DNA University class



Aeon “Academy” for Corporate Auditors

Corporate auditors play a key role in corporate governance. To develop candidates for corporate auditor positions in a planned manner, we launched an in-house “academy” in September 2014. Through education at the academy, we aim to raise the level of auditing at each Group company, thereby enhancing the entire Group governance system and developing the next generation of management leaders who can appropriately ensure the proper execution of business. Presently, We have also provided new full-time corporate auditors with opportunities to learn at the academy since 2015. About 140 employees have studied at the academy and are utilizing their knowledge for the benefit of Group companies.



## Compliance (Corporate Ethics)

### Basic Approach —Aeon Code of Conduct

We established the Aeon Code of Conduct in 2003 to express the Aeon Basic Principles through specific guidelines. We have also begun providing education and training relevant to the Code, created the Aeon Code of Conduct Hotline as an internal reporting system, and initiated monitoring activities (the Aeon Code of Conduct Survey) in conjunction with the establishment of the Code in 2003.

The Aeon Code of Conduct explicitly provides Group employees with criteria for action, consideration, and judgment in line with the Aeon Basic Principles to serve customers. It is a shared set of values for the Aeon Group.

In 2004, we began conducting full-fledged training throughout the Group to ensure all employees share and understand the Aeon Code of Conduct. Meanwhile, Group companies overseas have been providing the same training since 2006.

#### Aeon Code of Conduct

1. AEON People are always grateful to the many other individuals who provide support and help, never forgetting to act with humility.
2. AEON people values the trust of others more than anything else, always acting with integrity and sincerity in all situations.
3. AEON people actively seek out ways to exceed customer expectations.
4. AEON people continually challenge themselves to find new ways to accomplish the AEON ideals.
5. AEON people support local community growth, acting as good corporate citizens in serving society.

## Promotion Framework

The Corporate Ethics Team is responsible for promoting the Aeon Code of Conduct throughout the Aeon Group and is under the jurisdiction of the executives responsible for human resource management and risk management. The Corporate Ethics Team develops and executes policies for the entire Aeon Group related to corporate ethics and proposes and recommends specific measures to address various problems and issues facing the Group. The Aeon Management Committee, an Aeon Co., Ltd. executive body, and the Audit Committee receive reports on the status of compliance issues, initiatives to resolve them, and Group-wide promotion of the Code of Conduct.

The presidents and branch managers of each company in the Group and Aeon Retail Co., Ltd. serve as Aeon Code of Conduct Promotion Officers. They assign managers to the Aeon Code of Conduct Promotion Offices to implement the Aeon Code of Conduct training, conduct fact-finding investigations for consultations reported through the Hotline, address revisions, and report to Aeon Co., Ltd.

Additionally, each store and business office select one to three employees to serve as leaders in charge of promoting the Aeon Code of Conduct. They work on initiatives to disseminate and inculcate the Aeon Code of Conduct at their worksites.

### Aeon Code of Conduct Hotline

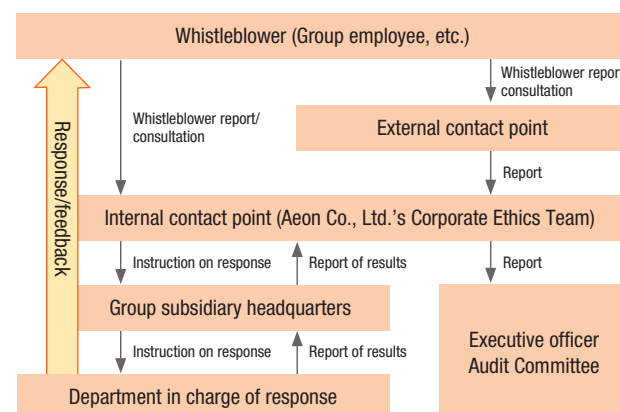
Since 2004, the Aeon Code of Conduct Hotline has served as an internal reporting system for employees to report noncompliance and improprieties and discuss various workplace issues that employees find troubling or difficult to discuss with their immediate managers. The Hotline handles a wide variety of reports and consultations and is available to all Aeon Group

employees (including retirees). The Hotline consists of two lines: one for internal consultations, and one for reaching out to and consulting with external parties.

Also, from 2020 we have begun taking steps to reinforce compliance, establishing a Whistleblower Contact Point at a Law Office for the reporting of serious misconduct or violations of the law by executives.

The Corporate Ethics Team provides reports and consultations to the Group companies concerned as feedback. We rigorously enforce the rule that an investigation shall then take place within two weeks to ascertain the facts associated with each report or consultation. The Corporate Ethics Team receives a report of the results, including corrective measures. In addition, the executive management team of Aeon Co., Ltd., and the presidents of all Group companies receive regular reports on all consultation matters.

#### » Hotline



## Sharing and Encouragement at Overseas Companies

Aeon has been conducting the Aeon Code of Conduct training, establishing hotlines, and instituting monitoring systems (the Aeon Code of Conduct Survey) at Group companies overseas since 2006.

In addition, in 2021, Aeon introduced Whistleblower Contact Point at a Law Office, which targets overseas

group companies and reports fraudulent activities such as violations of laws and regulations involving management. This service is multilingual, and we are working to enhance the whistleblower system overseas as well.

## Implementing the Aeon Code of Conduct Survey

Since 2003, we have conducted our Aeon Code of Conduct Survey of employee awareness annually to ascertain the extent to which the Aeon Code of Conduct has penetrated the organization and to gather information on workplace issues, employee work styles, motivation levels, and the like. This survey is a basis for assessing employee awareness and corporate culture across the entire Aeon Group, including its overseas locations, through the evaluation of the visibility of promotional activities, the personal commitment of

employees, and workplace conditions. We also compile, analyze, and share survey findings with Group companies and use them to help resolve specific social issues.

In FY2021, we surveyed 60 Group companies overseas and received 47,081 responses. We conducted the same survey in FY2022 and will continue to strengthen our response to compliance risk by identifying the current conditions at each company based on an analysis of the responses and building systems to draw up and implement measures to improve our workplace culture.

## Education and Training

Aeon conducts training to disseminate and inculcate the Aeon Code of Conduct as the central component of corporate ethics, primarily through four programs: compliance training for Aeon executives, Aeon Code of Conduct training for senior management, Aeon Code of Conduct training for general employees, and training for new employees. Hiring examinations and promotion training also incorporate the content and curricula of the Aeon Code of Conduct.

### Compliance Training for Aeon Executives (since 2014)

All Group executives use case studies and other tools to reconfirm written laws, Aeon voluntary standards, and judgment and behavior that are illuminated by the Aeon Basic Principles. The objective of this training is to achieve even more customer-oriented management through the highly resolute, ethical, and responsible officers who protect Aeon's reputation.

### Aeon Code of Conduct Training for Senior Management (since 2003)

Senior and mid-level executives from Group companies learn about and share information on internal and external conditions for corporate ethics, risk management, and compliance.

The curriculum is designed to empower participants to make their own decisions based on ethical standards.

### Aeon Code of Conduct Training for General Employees (since 2003)

Employees and hourly workers of Group companies receive general training to confirm the basic precepts of the Aeon Code of Conduct, designed to support actual conduct from the perspective of customers.

### Training for New Employees (since 2004)

This training is designed to give new employees of Group companies a fundamental understanding of the Aeon Basic Principles and the Aeon Code of Conduct and a shared identity as "Aeon People."

### Training on legal affairs for Aeon business

Led by the Legal Affairs Department, Aeon provides e-learning so that employees gain proper knowledge concerning the Act against Unjustifiable Premiums and Misleading Representations, the Act against Delay in Payment of Subcontract Proceeds, etc., to Subcontractors, the Act on Prohibition of Private Monopolization and Maintenance of Fair Trade, and intellectual property. Approximately 11,000 employees received training on legal affairs for Aeon's business in FY2021.



# Corporate Citizenship

## Initiatives of Public Interest Incorporated Foundations

Aeon Environmental Foundation and  
Aeon 1% Club Foundation

## Aeon Environmental Foundation

Aeon Environmental Foundation was founded by Takuya Okada (Aeon Honorary Chairman and Advisor) in 1990 based on the Aeon Basic Principles of pursuing peace, respecting humanity, and contributing to local communities, always with the customers' point of view at its core. It was Japan's first independent corporate foundation established for environmental preservation. Since its earliest days, the Foundation has teamed up with various stakeholders in Japan and abroad to carry out tree-planting activities in Asia and many other parts of the world, providing grants for environmental programs, offering environmental education aimed at fostering personnel with a deep awareness of the environment, building eco-related partnerships and awarding environmental prizes.

### » Outline of the Foundation

Programs for the Common Good	1. Grant/Assistance Programs 2. Tree Planting Programs 3. Award Programs 4. Environmental Education Programs 5. Other programs necessary to achieve organization's goals
Chairman	Takuya Okada (Honorary Chairman and Advisor, Aeon Co., Ltd.)
Location	1-5-1 Nakase, Mihama-ku, Chiba-shi, Chiba, 261-8515, Japan <a href="https://www.aeon.info/ef/en/">https://www.aeon.info/ef/en/</a>



## Tree Planting Program

The Foundation works with volunteers around the world to plant trees to regenerate forests devastated by natural disasters and logging, provide a defense against disasters, and help prevent global warming.

### Tree Planting Activities in Japan

The Foundation partners with local governments and residents to create Aeon Forests. The different programs, which include tree planting, offer unique experiences with the opportunity to spend time in nature and learn about the environment.

#### Watari Town, Miyagi Prefecture

To restore protective coastal forests that were swept away in the tsunami after the Great East Japan Earthquake, tree species were selected in consultation with a local NPO and arborist. Over a three-year period, 44,500 seedlings of black pine, Konara Oak, and other species cultivated after the disaster were replanted in the area.



#### Atsuma Town, Hokkaido

Trees have been planted at sites where leisure facilities used to exist in the upper reaches of the Atsuma River, where the topsoil had been washed away, severely hindering groundwater recharging capabilities. In response to the need to recover the forestland to serve as protection against disasters, a total of 16,400 trees were planted over three years to restore the functions that the woodlands originally possessed and stably secure water resources.



### Tree Planting Activities Outside Japan

The Foundation conducts tree planting programs in Asia and around the world in cooperation with stakeholders overseas.

We have planted trees in the communities of 11 countries, including Japan, thus far.

#### The Great Wall, China

In 1998, the Foundation began a Forest Restoration Project at the Great Wall of China, where hundreds of years of logging had decimated the woodland area, in collaboration with the Beijing People's Government. A total of one million trees were by 2010, together with 15,000 Japanese and Chinese volunteers. Tree planting activities were also undertaken in 2013.



#### Jakarta, Indonesia (ongoing)

The depletion of forests that help to protect against disasters in coastal areas has become an issue in Indonesia alongside continued economic growth and development. The first tree-planting program took place between 2011 and 2013, and the second has been ongoing since 2018. We have planted 82,000 mangrove trees to date with some 7,000 local and Japanese volunteers.





**Tree Planting Activities Tree Planting Amid COVID-19**  
The COVID-19 pandemic has affected our lives and society in major ways and made it difficult to conduct tree-planting activities with large numbers of people. In response, the Foundation is planning and implementing projects that allow people in each region to participate in forest development without the need to go to tree-planting sites.

**Tree Planting Project Celebrating the 30th Anniversary of the Foundation**  
A project to plant 300,000 trees is being undertaken to commemorate the 30th anniversary of the Foundation. In cooperation with local governments, the Foundation is distributing saplings to residents to create famous cherry blossom locations and beautify local communities.



**Sapling Foster Parents Project**  
The Foundation has initiated the Sapling Foster Parents Project, in which we provide saplings to local volunteers who have taken part in tree planting activities. Volunteers raise trees for one year at home or school, after which the saplings are replanted at Aeon's forests nationwide. The project enables the Foundation's tree-planting activities to continue without interruption. In FY2021, we asked volunteers in Okinawa to serve as foster parents for yew plum pine saplings, which are essential for the restoration of Shujiro Castle, and planted them around Benoki Dam in Kunigami Village, Okinawa Prefecture.



TOPICS

**Aeon Forest Program in Kimitsu City Provides Experience in Nature and Environmental Education**

The Aeon Forest Program in Kimitsu City is a model project for regenerating local forests pursuant to an agreement reached with the Kanto Regional Forest Office of Japan's Forestry Agency and a memorandum of understanding with Kimitsu City in Chiba Prefecture. With the cooperation of the Forestry Research Institute of the Chiba Prefectural Agriculture and Forestry Research Center and Chiba University, areas devastated by deforestation are divided up according to objective, such as to regenerate a hometown forest. The plan is to plant 6,000 trees over a five-year period and enhance the tree-planting site. At the same time, we aim to contribute to regional revitalization through forest development activities by providing residents the opportunity to spend time in forests and nature and learn about the environment. Tree planting activities were carried out twice in

2021 based on strict measures to prevent the spread of COVID-19. A total of 410 local volunteers planted 3,040 trees of native varieties, such as rhododendron dilatatum, the symbolic flower of Kimitsu City. Biomass toilets were set up for the day of the tree-planting ceremony in consideration of the environment. These toilets are equipped with a system to break down human waste through activated carbon. Chiba University is conducting research using the forest and Aeon Credit Service Co., Ltd. and My Basket Co., Ltd. are carrying out forest development activities that include clearing undergrowth and planting trees.



My Basket volunteers clear undergrowth

**Environmental Grant Program**

The Foundation supports non-profit organizations actively engaged in conservation work to create a sustainable society. Every year the Foundation calls for applications and gives out grants amounting to ¥100

million. A portion of the costs incurred by the selected organizations is subsidized, and the basic themes and fields of activity change in response to the times.

Number of groups subsidized	Grants provided in 31st round (FY2021)	
	97 groups/Total: ¥94.14 million	
Total amount of grants provided	Basic theme	Revitalization of Common Land in "Satoyama" (meaning villages that live sustainably with their nearby forest and mountains)
	Fields of activity	1. Conservation, maintenance, and management of satoyama (including the land, rivers, lakes, and sea) 2. Restoration of satoyama that includes tree planting 3. Protection of wild animals, plants, and endangered species 4. Utilization of natural resources 5. Education about the natural environment
¥2,965.91 million		
1st round (FY1991) to 31st round (FY2021)		
(As of February 2022)		

**Examples of activities subsidized in the 30th round of grants**  
■ **The Shirakami Mountains Preservation Society (NPO)**  
Activity: **Tree planting**  
Beech trees are being planted with local citizens to restore the lost beech forest based on the objective of the Mori Sato Kawa Umi Project (Forest Village River Sea Project) to bring stability to life in the Shirakami area by valuing its natural resources. In addition to beech trees, native species are nurtured from the seedling stage and replanted in the Shirakami forest.



■ **Chiba Environmental Information Center (NPO)**  
Activity: **Conservation of land, mountains, and sea and purification of rivers in satoyama**  
This NPO conveys the importance of preserving "yatsuda" (meaning rice paddies in the valley of low, hilly areas) and satoyama through activities such as nature walks, collecting garbage, cutting the grass along ridges and waterways, and growing rice, which are undertaken with local citizens. It also releases a calendar showcasing the nature and creatures of the yatsuda.



■ **Gunma Naturalist Shizen Hogo Kyogi-kai**  
Activity: **Education on the natural environment**  
This organization conducts research into butterflies and plants with people from inside and outside the region, holds nature walks, and strives to increase awareness of and spread information about environmental protection. It also holds photo exhibitions to convey the importance of conservation.



**Environmental Education**

The Foundation provides opportunities to increase awareness of and learn about the environment to stimulate interest and develop individuals with the ability to tackle environmental issues.

**Asian Students Environment Platform (ASEP)**  
University students from Asian countries gather to discuss and make proposals on global environmental issues beyond national borders while learning about differences in the natural environment and the values of each country to nurture individuals who can take on a globally active role in the environmental field.

■ **Aichi Moriyama Shizen-no-kai**  
Activity: **Protection of wildlife and endangered species**  
To preserve the endangered deciduous Callery pear tree, this organization teams up with local citizens to clear trees and undergrowth, conduct benchmarking surveys, and take nature walks. It also holds exhibitions with panels, such as at the Nagoya Biodiversity Center Fair, and carries out other programs to spread the importance of conserving the Callery pear tree.



TOPICS

**Donating to Conserve the Environment of a World Natural Heritage Site**

To preserve the natural environment in the northern part of Okinawa and Iriomote Island, in July 2021, the Foundation donated ¥10 million each to Kunigami Village, Ogimi Village, Higashi Village, and Taketomi Town, which includes Iriomote Island, for a total of ¥40 million. The donations were made in response to a decision by the World Heritage Committee of the United Nations Educational, Scientific and Cultural Organization (UNESCO) to register the area as a World Natural Heritage site. The donations will be used to conserve the subtropical evergreen forests, protect endemic species such as the Okinawa rail (bird) and Okinawa woodpecker, and for other projects that help conserve the World Natural Heritage site.

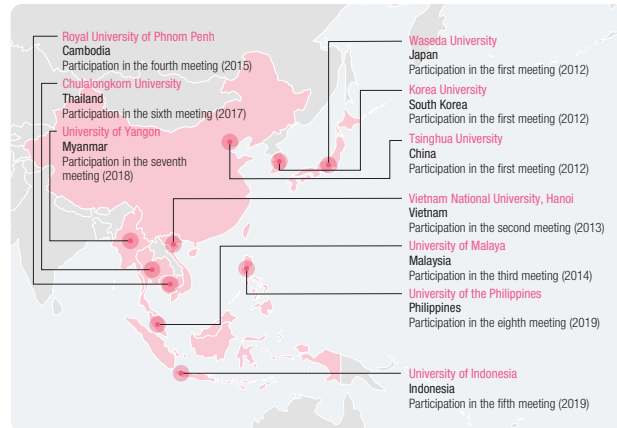
» Outline of donation

Recipients	Kunigami Village, Ogimi Village, Higashi Village, and Taketomi Town, Yaeyama County in Okinawa
Total amount donated	¥40 million
Application	• Conserve subtropical evergreen forests • Protect endemic species such as the Okinawa rail and Okinawa woodpecker • Other projects that help conserve the World Natural Heritage site

To date, 679 university students from 10 countries have participated in the program.







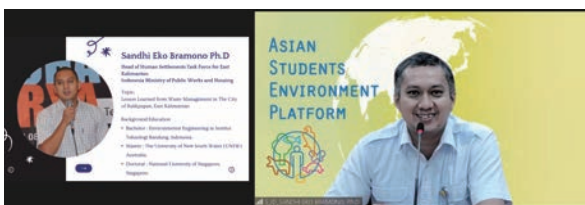
#### Participation in the seventh meeting (2018)

1st meeting	2012	Japan	Thinking About the Environment Through Culture
2nd meeting	2013	South Korea	Humans and the Environment
3rd meeting	2014	China	Water and People
4th meeting	2015	Vietnam	Biodiversity and People
5th meeting	2016	Japan	Biodiversity and Wisdom
6th meeting	2017	Japan	Biodiversity and Regeneration
7th meeting	2018	Malaysia	Gifts from the Tropical Rainforests
8th meeting	2019	Cambodia	Creating Sustainable Peace

#### FY2021

9th meeting  
Building a Recycling-Oriented Society  
Held: August 9-11, 2021  
Venue: Indonesia (online)

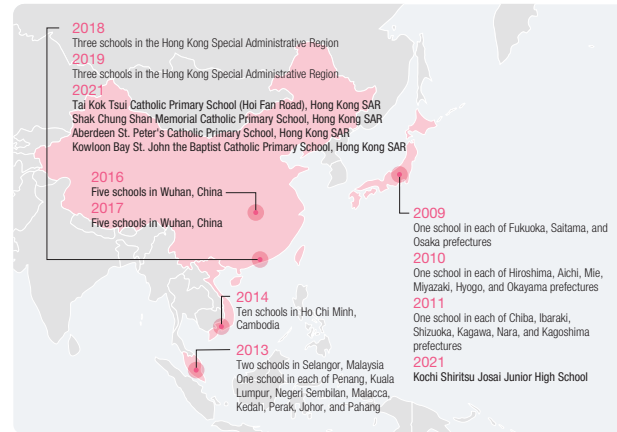
A total of 88 people from nine universities in nine countries participated remotely in the three-day program, which was held online for the first time due to COVID-19. Participating students, who attended virtual lectures and watched educational videos, were divided into ten multinational teams to discuss various themes. On the final day, each team presented their ideas on how to build a recycling-oriented society. As a new endeavor, other students from the participating schools watched the presentations of the proposals online. The 10th meeting in FY2022 was held in Japan from August 2-4.



#### Donation of Solar Power Systems

Since 2009, the Foundation has been donating solar power systems to elementary and junior high schools inside and outside Japan to promote and spread the use of renewable energy and support environmental education.

#### Recipient Schools



#### Aeon Eco-1 Grand Prix

The Aeon Eco-1 Grand Prix celebrates outstanding eco-activities by high school students who will inherit the future of the planet. It provides an arena for high schools nationwide tackling environmental activities to present their achievements in the hope that they will increase awareness of the environment and provide the impetus for other schools to take on eco-activities.

Aeon 1% Club Foundation has sponsored the competition since 2021.



## Environmental Partnerships

#### Partnerships

The Foundation cooperates with local governments, universities, private groups, and other stakeholders to tackle environmental issues. In addition, the MIDORI Prize for Biodiversity was established to honor individuals and groups for outstanding efforts to preserve biodiversity.

#### Japanese Biosphere Reserves Network (JBRN)

Biosphere Reserves are protected areas established in terrestrial, coastal, and marine ecosystems designated under UNESCO's Man and the Biosphere (MAB) Program for protecting biodiversity. In August 2017, the Foundation concluded a partnership agreement with JBRN, a first in Japan, in support of the philosophy of the UNESCO Biosphere Reserves to not only promote ecosystem conservation and protection but also demonstrate a balanced relationship between people and nature. Both organizations are working under this agreement in the following four areas to ensure abundant nature is passed down to future generations.

1. Biodiversity conservation
2. Sustainable use and development of resources
3. Environmental education utilizing UNESCO Biosphere Reserves
4. Raising awareness about the value and knowledge of UNESCO Biosphere Reserves



#### Remote Sensing Technology Center of Japan (RESTEC)

In July 2019, the Foundation signed a partnership agreement with RESTEC, which utilizes information gathered via advanced remote sensing technologies through observations of the Earth's surface from a remote location via satellite and other means for forest management, among other objectives. The partnership will focus on the following two areas that are to the benefit of children, who shoulder responsibility for the next generation.

1. Sustainable regional development using remote sensing technology
2. Education on the environment



#### New Partnerships for a Better Earth

##### Waseda University

The Foundation established Aeon Towa Research Center in cooperation with Waseda University in September 2020 to solve current environmental issues. By combining the experience, knowledge, and academic research of both the Foundation and Waseda University, we aim to address regional issues, including the environment, and develop human resources with strong environmental awareness.



The start of a collaborative relationship between Aeon Environmental Foundation and Waseda University

##### Tohoku University

The Foundation, Tohoku University, and AEON MALL Co., Ltd. entered into a three-party industry-academia partnership agreement in June 2021 to create a safe, secure, and resilient community. The partnership led to the establishment of the Aeon Disaster-Resilient and Environmentally-Friendly City Creation Joint Research Lab within the International Research Institute of Disaster Science, which is undertaking initiatives in this regard.



##### The University of Tokyo

In March 2022, the Foundation, together with The University of Tokyo's Institute for Future Initiatives, established the Aeon Todai Satoyama Laboratory to build a healthy society in harmony with nature and revitalize local economies. The lab has already proposed a new concept for "satoyama," or villages that live sustainably with their nearby forest and mountains, and is carrying out activities to realize the vision in specific areas.





## TOPICS

### Collaboration with Aeon Companies

Aeon has teamed up with the designer Katharine Hamnett, who creates sustainable clothing lines that are as environmentally friendly as possible and based on ethical production, to launch “Saving the Planet” slogan t-shirts. A portion of the proceeds from the sale of these t-shirts, amounting to ¥3,585,600, has been donated to the Aeon Environmental Foundation to assist with tree planting efforts.



## Awards

The Foundation has established awards to promote biodiversity conservation and sustainable use and honor individuals and groups in recognition of outstanding achievements.

### The MIDORI Prize for Biodiversity (International Prize)

This award was established in 2009 prior to Japan holding the 10th Conference of the Parties (COP10) to the Convention on Biological Diversity in 2010. The award is presented to schools, organizations, and individuals in Japan who have made outstanding contributions in the areas of biodiversity conservation and sustainable use, as well as awareness-raising activities and information

sharing regarding biodiversity in Japan. (The award was renamed the Biodiversity Japan Award in 2022.)

### Past winners of the MIDORI Prize for Biodiversity (Japan Awards)

URL <https://www.aeon.info/ef/midoripress2020/en/award/winner/index.html>

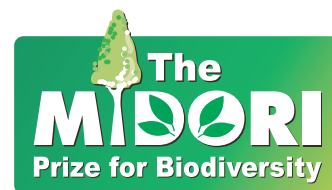


### Winners of the 7th MIDORI Prize for Biodiversity (International Awards)

This award was established by the Foundation in 2010 in commemoration of the 20th anniversary of the Foundation. This year was also the year of the United Nations International Year of Biodiversity. The award is presented biennially in recognition of individuals who have made significant contributions and outstanding achievements related to biodiversity.

### Past winners of the MIDORI Prize for Biodiversity (International Awards)

URL <https://www.aeon.info/ef/midoripress2020/en/prize/winner/index.html>



### Winners of the 7th MIDORI Prize for Biodiversity (Japan Awards)

Sponsored by Aeon Environmental Foundation  
Supported by The Ministry of the Environment

Winning Organization	Project
O2Farm	Preserving the landscape of world-renowned Minami Aso in the Japanese countryside for the next generation: Best practices and proposals for agricultural landscapes
Obirame Restoration Group	Project to restore the population of the endangered Japanese huchen in the Shiribetsu River
NPO Toume	Management and operation of terraced rice paddies and preservation of biodiversity in flora and fauna using the headwaters of the Noto Peninsula
Toyoda Iron Works Co., Ltd.	Activities to increase awareness of biodiversity using the Toyotetsu Forest
Kamiina Agricultural High School (Nagano Prefecture) Community Design Global Course	Preserving the future of the Ina Valley dobsonfly: Aiming for sustainable conservation and utilization of the riverine ecosystem

## Aeon 1% Club Foundation

The Aeon 1% Club Foundation was established in 1990 to fulfill our corporate social responsibilities based on the Aeon Basic principles of pursuing peace, respecting humanity, and contributing to local communities, always with the customers' point of view as its core. Major Aeon Group companies donate 1% of their pre-tax profits that the Foundation uses for environmental and social activities in collaboration with the region, other companies, schools, and local government, with a focus on three core areas: Sound development of the next generation, promotion of friendship with foreign countries, and sustainable development of Regional communities.

### Profile

Purpose and Projects	1. Projects to contribute to the improvement of educational and living environments in Asian countries, and international cultural and person-to-person exchanges and human resources development 2. Projects to foster interest in the field of food production, and to support research and education on productivity improvement in the field of food production 3. Projects to educate and raise awareness toward promoting environmental and landscape conservation 4. Projects to promote the local culture and society 5. Other projects required to realize the purpose of Aeon 1% Club Foundation
Chairman	Yoshiki Mori
Address	1-5-1 Nakase, Mihama-ku, Chiba City, Chiba 261-8615 <a href="https://aeon1p.or.jp/1p/en/">https://aeon1p.or.jp/1p/en/</a>



## Sound Development of the Next Generation

The Foundation cultivates children's abilities to proactively perceive and think about the local environmental and social issues while learning about societal rules. It also supports building new schools in countries that lack sufficient educational facilities.

### Aeon Cheers Club

The Aeon Cheers Club was launched in 1996, inspired by the Foundation's support for the Junior Eco Club, a project of the Ministry of the Environment. The Club provides opportunities for children from the first grade of elementary school to the third grade of junior high school to learn about social rules and manners through group activities while cultivating their interest, awareness, and ability to think about the environment and agriculture through hands-on activities at 420 locations nationwide. A total of 5,206 children have taken part in the activities as of the end of February 2022.



Experiencing leek harvesting with the Utsunomiya Farmer's Program

Each club selects a specific theme based on regional characteristics related to the environment and society, and in FY2021, clubs carried out activities including agricultural experiences, wildlife surveys, and learning about local specialty produce. In addition, as a measure against COVID-19, members conducted at-home activities such as observing the growth of vegetables using home growing kits and taking part in poster and poetry contests with environmental themes.



Wall Newspaper Contest in the Hokuriku/Shinetsu region

## TOPICS

### Launch of Aeon Cheers Club Welcia Tsukuba

### First Aeon Cheers Club Formed with Welcia Holdings to Promote Regional Wellness

In September 2022, the Aeon 1% Club Foundation, with the cooperation of Welcia Holdings Co., Ltd. and through coordination between twenty-two Welcia Pharmacy stores (Welcia Yakkyoku Co., Ltd.) within Tsukuba City, Ibaraki Prefecture, launched Aeon Cheers Club Welcia Tsukuba, the first to be based at a drugstore.

The first meeting was attended by 21 of the 25 members of Aeon Cheers Club Welcia Tsukuba and their families. Based on the theme, “Eat Delicious Food to Stay Healthy,” the children experienced harvesting locally grown rice and a hands-on cooking activity to learn about the effects of spices used in curry.

### Activities for children in Tsukuba based on the theme of taking care of one's health



Opening ceremony on September 11



The activities at Aeon Cheers Club Welcia Tsukuba



Aeon Eco-1 Grand Prix

The Aeon Eco-1 Grand Prix celebrates outstanding eco-activities by high school students. It provides an arena for high schools nationwide tackling environmental activities to present their achievements and share information. The Grand Prix was started in 2012 in the hope that it would provide young people, who will inherit the future of our planet, with an impetus to think about environmental issues and take action. At the Final Evaluation Committee for the 10th Aeon Eco-1 Grand Prix, which was held online, two schools that conducted initiatives with awareness for “Local Production for Local Consumption” and “Recycling-oriented Society” were awarded the Prime Minister’s Prize. A total of 1,165 schools have taken part since 2012.



Commemorative photo with prize certificate (Prime Minister’s Prize, Dissemination & Education Category: Akita Prefectural Omagari Agricultural High School)



Commemorative photo with prize certificate (Prime Minister’s Prize, Research & Technical Category: Aichi Prefectural Anjo Norin High School)

Junior High School Students Essay Contest

Using the theme of “Food”, which fosters a healthy body and mind and rich human characteristics, the Foundation holds the Junior High School Students Essay Contest to foster participants’ skills to collect their ideas and express them to others. Aimed at junior high school students nationwide, we endeavor to promote dietary education by celebrating and widely circulating outstanding entries. In FY2021, we invited participants to write essays on the theme of “Food Loss: Let’s Reduce Waste” and received 7,952 entries. In addition, a “Food Loss” documentary was streamed, and a “Future of Food” meeting was

See prize-winning entries here:

URL <https://aeon1p.or.jp/1p/en/youth/sakubun/>



held to provide the opportunity for opinion exchange between gold prize-winners. By sharing ideas with peers of the same age, we hope that participants will deepen their culinary understanding and connect the knowledge to their future actions.

School Construction Support Project

Based on the principle that basic education is indispensable for the realization of a peaceful society, since 2000.

The Foundation has been supporting the building of schools in five Asian countries in which educational facilities are underdeveloped. We have utilized donations made by Aeon customers nationwide and the Aeon 1% Club to complete the construction of 426 schools as of the end of February 2022 in Cambodia, Nepal, Laos, Vietnam, and Myanmar. This includes assistance for soft aspects, such as the training of teaching staff, the construction of school buildings, and the provision of water supply systems and classroom supplies.



Aeon Unicef Safe Water Campaign

In some parts of Cambodia, Laos and Myanmar, it is difficult to ensure a hygienic water supply, and unhygienic pond water or groundwater, which contains substances that may be hazardous to health, is used as domestic water. In addition, many children are unable to attend school as their time is consumed by fetching water from far distances. The Aeon UNICEF Safe Water Campaign was started in 2010 to support such children in both health and educational aspects. Through the Japan Committee for UNICEF, donations from Aeon customers and contributions by the Aeon 1% Club play a valuable part in the provision of safe water and the construction of water supply facilities.



Promotion of Friendship with Foreign Countries

The Foundation provides students with opportunities for international cultural and interpersonal exchange and strengthens the bonds of friendship between Japan and other countries by deepening mutual understanding. In addition, we support the development of internationally-minded citizens through actions such as awarding scholarships to foreign students in Japan.

Teenage Ambassadors Program

The Teenage Ambassadors Program is an exchange project in which high school students from Japan and other nations visit each other’s countries and strengthen international mutual understanding and friendship. Young people of the same generation, but differing cultures, traditions, and lifestyles, interact via three activities: Ambassador Activity, Exchange Activity, and History & Culture Activity. This program has been held annually since 1990, with a cumulative total of 18 countries, including Japan, and 2,241 participants.



Visiting the Ministry of Foreign Affairs of China



Exchange activity to learn about the history and culture of the country through tours of historical sites and facilities

Previous Exchange Nations

Italy, Indonesia, UK, Australia, Korea, Cambodia, Thailand, China, Germany, Philippines, Brazil, Bulgaria, Vietnam, Peru, Malaysia, Myanmar, Laos, Japan

Asia Youth Leaders

Asia Youth Leaders is a program in which high school students from various Asian countries observe and attend lectures by specialists on the theme of common social issues, followed by substantial debate and searching for solutions to problems using English as a common language. Students with different cultural values from eight countries, Indonesia, Cambodia, Thailand, China, Japan, Vietnam, Malaysia, and Laos, deepen their understanding of ideas and opinions different from

their own and broaden their perspectives to foster the young leaders of the next generation. In 2021, students from various countries were connected online via Zoom to discuss the issue of food loss reduction under the three-year overall theme of “Creating the Future of Sustainable Food to Contribute to the Realization of a Decarbonized Society.” Some 1,066 people have participated in the program to date.



Commemorative photo with Certificates of Participation in hand

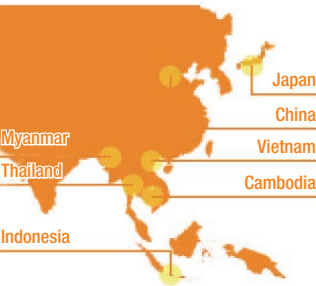
Host Country & Theme

1st	Event Biodiversity (Vietnam)	8th	Event Food and Health (Japan)
2nd	Event Sustainable Development (Vietnam)	9th	Event Food and Health (Indonesia)
3rd	Event Water and Economy (Japan)	10th	Event Food and Health (Vietnam)
4th	Event Waste Issues (Indonesia)	11th	Event Issues, Areas for Improvement, and Breakthrough Solutions in School Education during the Coronavirus Pandemic (Online)
5th	Event Air Pollution (Vietnam)	12th	Food Loss (Online)
6th	Event Waste Issues (China)		
7th	Event Water Quality Problems (Thailand)		

Aeon Scholaship

The Aeon Scholarship is an allowance-based scholarship for university students in various Asian countries and self-financed Asian students studying in Japan. The project started in 2006 in the hope that recipients play an active role in the future, connecting their home countries with Japan in their respective specialist fields. In addition to year-round financial support, the project offers opportunities for various study curriculums and volunteer activities aimed at scholarship students studying in Japan and provides support for students aiming to develop into global talent. Support has been provided to 7,927 scholarship students from 11 countries thus far.

Countries with participating universities



Students receiving their scholarship certificates (International University of Japan)

TOPICS

~Aeon is Opposed to All War and Conflict~ Donated ¥100 million to Help the Children of Ukraine

The children of Ukraine are the innocent victims of the current war. They have been robbed of their peaceful way of life and forced to flee to far-off locations or make do in the unfamiliar surroundings of evacuation shelters. The Aeon 1% Club Foundation is donating ¥100 million to safeguard these children’s lives and provide whatever relief it can.

The donated funds will be utilized via UNICEF (United Nations Children’s Fund) to supply water, emergency medicine, winter clothing and blankets, educational supplies, and toys.

In addition, Aeon Group companies implemented a fundraising campaign to help the children of Ukraine from March 8 to April 30, 2022. The funds donated by Aeon customers totaled ¥466,656,366\*. This donation was combined with a matching contribution from the Aeon 1% Club Foundation for a total of ¥933,312,732, which was donated to the Japan Committee for UNICEF.

It is our sincere wish that peace and stability will return to the daily lives of the children of Ukraine as swiftly as possible.



Fundraising at Aeon Style Hinode

Fundraising methods:

1. In-store donations at over 10,000 Aeon Group nationwide
2. Donations received via Aeon Bank account
3. Donations received via Aeon Card and Aeon Points
4. Donations received via Waon Points

TOPICS

Aeon Scholarship 2022 Certificate Awarding Ceremony Supporting the Dreams of Students for the Future of Asia

In July 2022, a ceremony was held to award 60 students\* from Cambodia, China, Indonesia, Malaysia, Myanmar, the Philippines, South Korea, Thailand, and Vietnam with certificates under the Aeon Scholarship program for FY2021 and FY2022.

The two-day event included a speech titled “My Dream” by a scholarship student certified in FY2022, as well as a video message for students from representatives of each country’s embassy in Japan, a congratulatory message from a representative of the donating companies, and a seminar on Aeon Group companies and history.

\* Includes 32 scholarship students certified in FY2022 and 28 certified in FY2021.



Scholarship students certified in FY2021 and FY2022



Sustainable Development of Regional Communities

The Foundation supports the transmission of traditional events and culture firmly rooted in local regions, which needs to be passed down to the next generation, and works to foster new talent who will shoulder the responsibilities of such activities. In addition, we support the revival and reconstruction of regions damaged by large-scale natural disasters.

Disaster Relief Assistance

The Foundation provides support for disaster relief and reconstruction so that people affected by large-scale natural disasters can resume their normal daily lives as quickly as possible. The Foundation carries out swift donations of emergency funds in regions affected by disasters, both in Japan and overseas, to be used for reconstruction activities.

Donations to ASEAN Governments to Support COVID-19 Vaccination

Aiming towards a swift end to the novel coronavirus (COVID-19) pandemic, the Foundation donated a total of 70 million yen to the governments of respective ASEAN countries: Malaysia, Vietnam, Indonesia, Thailand, and Cambodia, as support funds to assist COVID-19 vaccination programs.



Presentation ceremony of support fund for COVID-19 vaccinations (Malaysia)



Presentation ceremony of support fund for COVID-19 vaccinations (Indonesia)



Presentation ceremony of support fund for COVID-19 vaccinations (Thailand)

Support Fund for COVID-19 Medical Workers

The Foundation donated a total of 37,527,596 yen to the domestic regional governments of 22 prefectures and six cities, from our desire to support the many medical workers responding at the front lines of the pandemic to help those infected by the novel coronavirus (COVID-19).



Presentation ceremony of support fund for COVID-19 medical workers (Chiba City)

Shuri Castle Relief Assistance Project

The Foundation endorses the “Shuri Castle Relief Assistance Project” implemented by Aeon Co., Ltd. in response to the major damage caused to Shuri Castle (Naha City) by a large-scale fire. Together with customers, we plan to donate 500 million yen over five years, starting from 2021, to the restoration of the castle so it can be passed down to the next generation. In 2021, we presented 100 million yen to Okinawa Prefectural Government as the second segment of our donation.



Donation to Okinawa Prefecture

Preservation Of HomeTown Culture

As a member of regional communities, the Foundation aims to pass down traditional culture and history to children who shoulder the responsibility of the future. It also provides the opportunity for people in these regions to strengthen connections, which leads to enriched communities.

Supporting Regional Community Events

By supporting festivals and local events nationwide, the Foundation aims to pass down traditional events and culture firmly rooted in local regions. In 2021, although many events nationwide were canceled due to the pandemic, the Foundation-supported events were held with infection control measures, enabling children to experience traditional arts and tangibly perceive traditional culture.

The Foundation has supported 693 events thus far.



Local children experiencing Hiroshima Children's Kagura (Shinto music and dance)

Fundraising for Support for People with Disabilities in Asia

The Foundation endorses the activities of the NPO Association for Aid and Relief, Japan (AAR Japan), which actively implements educational and employment support for people with disabilities in Cambodia, Laos, and Myanmar, where the provision of social welfare systems remains underdeveloped in comparison to other countries. We have been conducting fundraising activities since fiscal year 2016.



Donating wheelchairs to children in Cambodia

Aeon Hometown Discovery

The Foundation holds storytelling events of regional folktales read by actress Atsuko Asano at shrines and historic sites nationwide, with the hope that children, the leaders of the next generation, will gain a renewed understanding of the value of “Furusato” (hometown culture) and feel affection and pride for their hometowns. Since this activity began in 2012 as



Hosting an Aeon Hometown Discovery event

part of the Tohoku revival support project, its area has been expanded, and local junior high school students in regions nationwide are now invited to attend.

Aeon Sukusuku Lab. (Parenting Laboratory)

Aeon Parenting Laboratory is an activity that supports regional members of the child-raising generation and provides opportunities for participants to become familiar with Japanese nursery rhymes and songs. Aimed at young children aged 0-3 and their families, the Laboratory has been held nationwide, mainly at Aeon Malls, since 2008. The program consists of two parts: an advice seminar on child-raising by Professor Katsumi Tokuda from the Faculty of Medicine, University of Tsukuba, who is known as a leading authority on child-raising, and a concert of nursery rhymes by singing sisters Saori Yuki and Sachiko Yasuda, sung together with children in the audience.



Seminar on child-raising



Nursery rhyme concert by Ms. Saori Yuki and Ms. Sachiko Yasuda



# Data Section

To realize its basic policy for sustainability from the dual perspectives of the Group's growth and realizing a sustainable society, Aeon is proactively working to build an environmental management system integrated with our business.

## Environmental Management

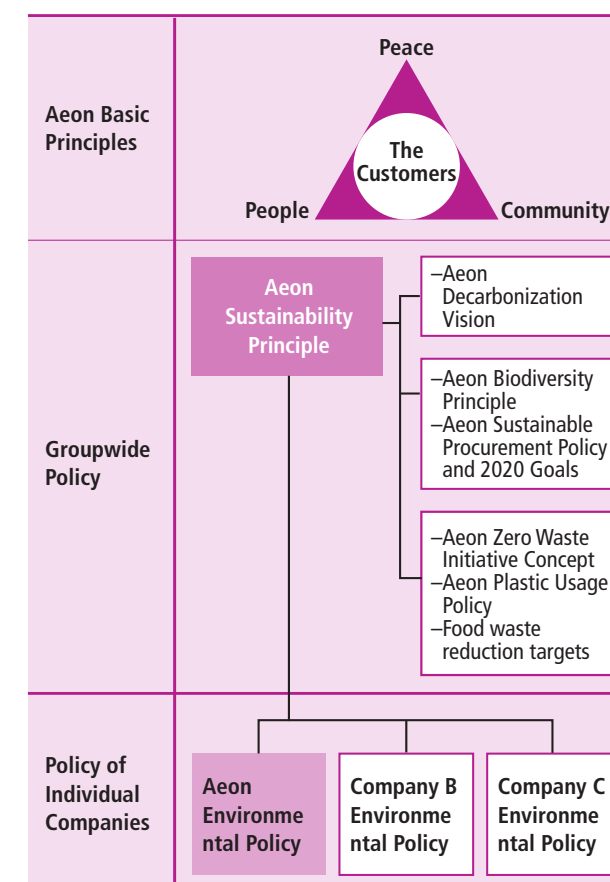
### Environmental Policy System

Aeon established the Aeon Sustainability Principle in line with the Aeon Basic Principles as the fundamental policy governing the environmental and social contribution activities of Aeon Group companies. Following these policies, the Aeon Decarbonization Vision, the Aeon Biodiversity Principle, and the Aeon Plastic Usage Policy also represent environmental goals and policies for the entire Group.

Each Group company conducts effective measures following the establishment of environmental policies and environmental management systems based on their unique characteristics. This is because Aeon encompasses a multitude of business areas and the challenges that each Group company faces may differ depending on their operating format and sector. For example, Aeon Co., Ltd. undertakes environmental protection activities based on the Aeon Environmental Policy, which sets targets and objectives for such activities pursuant to the key issues defined in the Aeon Sustainability Principle.

Targets for the following fiscal year are determined by sharing the status of activities undertaken across the entire Group under the guidance of Aeon managers in charge of the environment and social contribution, as well as by an evaluation of the progress toward meeting previous targets.

#### » Environmental Policy System



### Aeon Environmental Policy\*

We strive to balance enriching lifestyles with environmental conservation by providing customers with safe and comfortable stores, products, and services.

We also operate an environmental management system to implement measures, conduct periodical reviews, and promote continual improvements to environmental performance.

#### 1. We will strive to reduce greenhouse gases emissions in all our business activities to realize a decarbonized society.

- (1) We will continually improve the energy efficiency of our stores.
- (2) We will strive to reduce the emission of greenhouse gases in all phases of our product supply chain.

#### 2. We will promote conservation activities and ascertain the benefits and impact of our business activities on natural ecosystems.

- (1) We will strive to develop and procure products that use properly managed resources in consideration of sustainability.
- (2) We will promote tree planting and raising activities and undertake activities that safeguard the ecosystems of local communities.

#### 3. We will strive to implement resource recycling initiatives to sustainably use resources.

- (1) We will promote “reduce, reuse, and recycle” for all the resources we use.
- (2) We will strive to select raw and general materials that have a lower impact on the environment.

#### 4. We will comply with legal requirements and with other obligations related to the environment and strive to prevent pollution. In addition, we will communicate this policy to all persons working for or on behalf of the organization and make it available to the public.

#### 5. We will develop partnerships with many stakeholders, including our customers, and widen the reach of our initiatives.

Revised March 2020

**Motoya Okada**

Director, Chairman, and  
Representative Executive Officer  
Aeon Co., Ltd.

\* The following Group companies conduct their business operations in accordance with the Aeon Environmental Policy: Aeon Co., Ltd., Aeon Retail Co., Ltd., Aeon Retail Store Co., Ltd., Aeon Supercenter Co., Ltd., Maxvalu Minami Tohoku Co., Ltd., Maxvalu Kanto Co., Ltd., Maxvalu Nagano Co., Ltd., Maxvalu Hokuriku Co., Ltd., Aeon Big Co., Ltd., Aeon Integrated Business Service Co., Ltd., My Basket Co., Ltd., Aeon Bike Co., Ltd., Aeonliquor Co., Ltd. (as of February 2022)



» List of ISO14001-Certified Companies (As of February 28, 2021)

Company	Company
Aeon Co., Ltd.	Aeon Mall Co., Ltd.
Aeon Retail Co., Ltd.	Aeon Kyushu Co., Ltd.*3
Aeon Supercenter Co., Ltd.	Aeon Credit Service Co., Ltd.
Maxvalu Minami Tohoku Co., Ltd.	Aeon Ryukyu Co., Ltd.
Maxvalu Kanto Co., Ltd.	Aeon Delight Co., LTD.
Maxvalu Nagano Co., Ltd.*1	Mega Sports Co., Ltd.
Maxvalu Hokuriku Co., Ltd.	Cox Co., LTD.
Aeon Integrated Business Service Co., Ltd.	Maxvalu Tokai Co., Ltd.
Aeon Big Co., Ltd.	Research Institute for Quality Living Co., Ltd.
Aeon Retail Store Co., Ltd.	Aeon Hokkaido Co., Ltd.*4
My Basket Co., Ltd. Head Office	Guangdong Aeon Teem Co., Ltd.
Aeon Bike Co., Ltd. Head Office	The Daiiei, Inc.
Aeonliquor Co., Ltd. Head Office	Aeon Market Co., Ltd.
Aeon Tohoku Co., Ltd.*2	The Maruetsu, Inc.
Aeon Food Supply Ltd.	Aeon Delight (Jiangsu) Co., Ltd.
Maxvalu Nishinohon Co., Ltd.	Aeon Delight (Wuhan) Co., Ltd.

Total operating revenue from the 32 companies that have acquired ISO 14001 certification exceeds 70% of the Group total.

\*1 In June 2021, Maxvalu Nagano was merged into Aeon Big.

\*2 In September 2020, Maxvalu Tohoku and Aeon Retail's food supermarkets in Tohoku were integrated into Aeon Tohoku.

\*3 In September 2020, Maxvalu Kyushu was merged into Aeon Kyushu.

\*4 On March 1, 2020, Maxvalu Hokkaido was merged into Aeon Hokkaido.

## TOPICS

### Initiatives at Aeon Credit Service Co., Ltd.

Taking the impact of our business activities on the environment into consideration, we have acquired ISO 14001 certification to systematically manage and promote our environmental initiatives. Aeon Credit Service Co., Ltd. has set an environmental goal of “reducing environmental impact by improving business efficiency.” With this goal in mind, the company continues to engage in various initiatives with customers to reduce paper usage. Such initiatives include using tablets for in-store credit card applications and shifting from paper-based statements received through mail to online credit card statements available on the Internet. In addition to reducing paper, using Web-based statements helps reduce CO<sub>2</sub> emissions, as it eliminates the need for physical delivery.

### Environmental Internal Audit

Companies that have acquired ISO 14001 certification periodically undergo internal audits. For instance, at Aeon Retail Co., Ltd., each store, company, and department of the head office is audited in accordance with an internal audit checklist each year to assess and resolve the issues of not only each department but also of the entire company. In addition, operational audits are utilized to improve performance by confirming the resolution of issues identified in store audits.

By incorporating environmental management-related items, such as the status of Group policy measures and procedures, into the audit items of the Group Management Audit Department, we have a system in place that also confirms the status of companies that have not acquired ISO14001 certification.

### Wastewater Management

Wastewater discharged from Aeon stores rarely, if ever, contains hazardous substances. Sometimes, however, this wastewater may contain large amounts of oil, which can violate legal standards, clog drainage pipes, or cause other accidents. As a result, Aeon uses videos and other teaching materials to conduct training for its employees and the employees of its tenants to ensure day-to-day maintenance is correctly performed, including compliance with cleaning grease traps. We have made improvements by strengthening day-to-day management, including regularly taking photographs of grease traps to monitor their condition and for instructional use. We have also adopted a system of hygiene checking handled by a third party. The continuous implementation of these efforts is part of our method for maintaining a proper level of management. Furthermore, Aeon Retail Co., Ltd. and several other Aeon Group companies perform water quality testing concurrently, including for sewage, as part of annual voluntary inspections. Stores where values exceed our voluntary standards, which are even stricter than legal requirements, are required to take corrective action that helps to improve our overall wastewater management practices.

### Environmental Education

Aeon provides time in its various training sessions for employees, including newcomers, to learn about its environmental policies and initiatives to raise their awareness of the environment.

We provide training for employees at each company that obtains ISO 14001 certification. For Aeon Retail Co., Ltd., we introduced Web-based training tools and made it obligatory for all employees to carry the ISO 14001 handbook. In these ways, we foster an understanding of our policies and objectives and make employees aware of their roles.

Training seminars for internal environmental auditors led by qualified instructors are also held every year to facilitate the smooth operation of the environmental management system.

At Aeon and Aeon Retail companies that have acquired ISO 14001 certification, approximately 2,300 auditors have attended the training seminars since 2000 (as of February 2022).

### Group Company Initiatives

The Tokyo Chamber of Commerce and Industry organizes the Eco Kentei Awards to acknowledge the achievements made by “eco-people” (those who passed the Eco Test) and “eco-units” (companies and organizations) that are conducting exemplary environmental activities.

At the Awards held for FY2021, Branshes Co., Ltd. and Aeon Mall Co., Ltd. received the grand prize in the “eco-units” division.

#### Winning the Grand Prize at the Eco Kentei Awards: Branshes Co., Ltd. Initiatives

Branshes received the outstanding performance award in the “eco-people” division at the 2012 event and has won an award in the “eco-units” division in each of the following eight consecutive years.

The company was highly rated for its activities aimed at leaving a clean environment for the next generation, updating its activities every year, and trying new endeavors while taking measures against COVID-19.



Award ceremony

### Major activities

#### 1. Coral reef restoration activity Branshes Sango Forest

Since 2010, for coral reef restoration, Branshes has been donating 10% of the proceeds from the sale of original hand towels. The pile fabric part of new towels is now made of 100% organic cotton, and the packaging was changed to paper. As of the end of June 2021, a total of 735,000 yen had been donated from the sale of 18,027 hand towels, and the number of corals planted in Okinawa through the donation and by employee volunteers totaled 268.

#### 2. Soliciting pictures of sea creatures and the coral reef

Aeon solicited pictures of living creatures in the sea and around the coral reef from children of elementary school age and under to increase their interest in the environment during the coronavirus pandemic. The children also took part in the sea turtle release program from their homes by coming up with names for the baby turtles.

The pictures from the ten entries selected for outstanding awards were put on plates along with the child's name. The plates will be used for coral reef conservation activities.

#### 3. Cleaning activity and other initiatives

Branshes conducts a “clean & green” activity in the area surrounding the head office every month. Also, its employees voluntarily participate in the Blue Santa Project by dressing up in blue and picking up trash to clean the sea.

#### Winning the Outstanding Performance Award at the Eco Kentei Awards: Aeon Mall Co., Ltd. Initiatives

In its medium-term environmental plan, Aeon Mall upholds the target of all its employees passing the Eco Kentei and thereby being certified as environmental specialists. 1,531, or about 80%, of its employees in Japan are so certified as a result of having passed the test.

Aeon Mall implemented reforms in 2021 to strengthen its ability to create social and economic value and grow together with local communities through ESG-based management. This includes spreading awareness of ESG (environmental, governance, social) issues by incorporating this concept into individual goals for the year, which heightens understanding. The ESG Award was introduced in-house to recognize employees striving to achieve ESG objectives in step with the entire organization. Aeon Mall will continue encouraging employees to undertake ESG-related activities to accelerate its efforts.

#### Aeon Delight Co., Ltd. Initiatives

Aeon Delight is focused on developing human resources specializing in facility management to continue contributing to the resolution of customer and local community issues. Aeon Delight Academy Nagahama, a research and training facility in Nagahama City, Shiga Prefecture, trained 11,840 personnel across 425 courses in FY2021. Approximately 30 unique practical training programs and lectures are provided that reproduce actual facility environments.

Ongoing efforts have led to more than 20,000 qualified personnel, including people indispensable to facility maintenance and those with the knowledge and skills to reduce environmental burden.



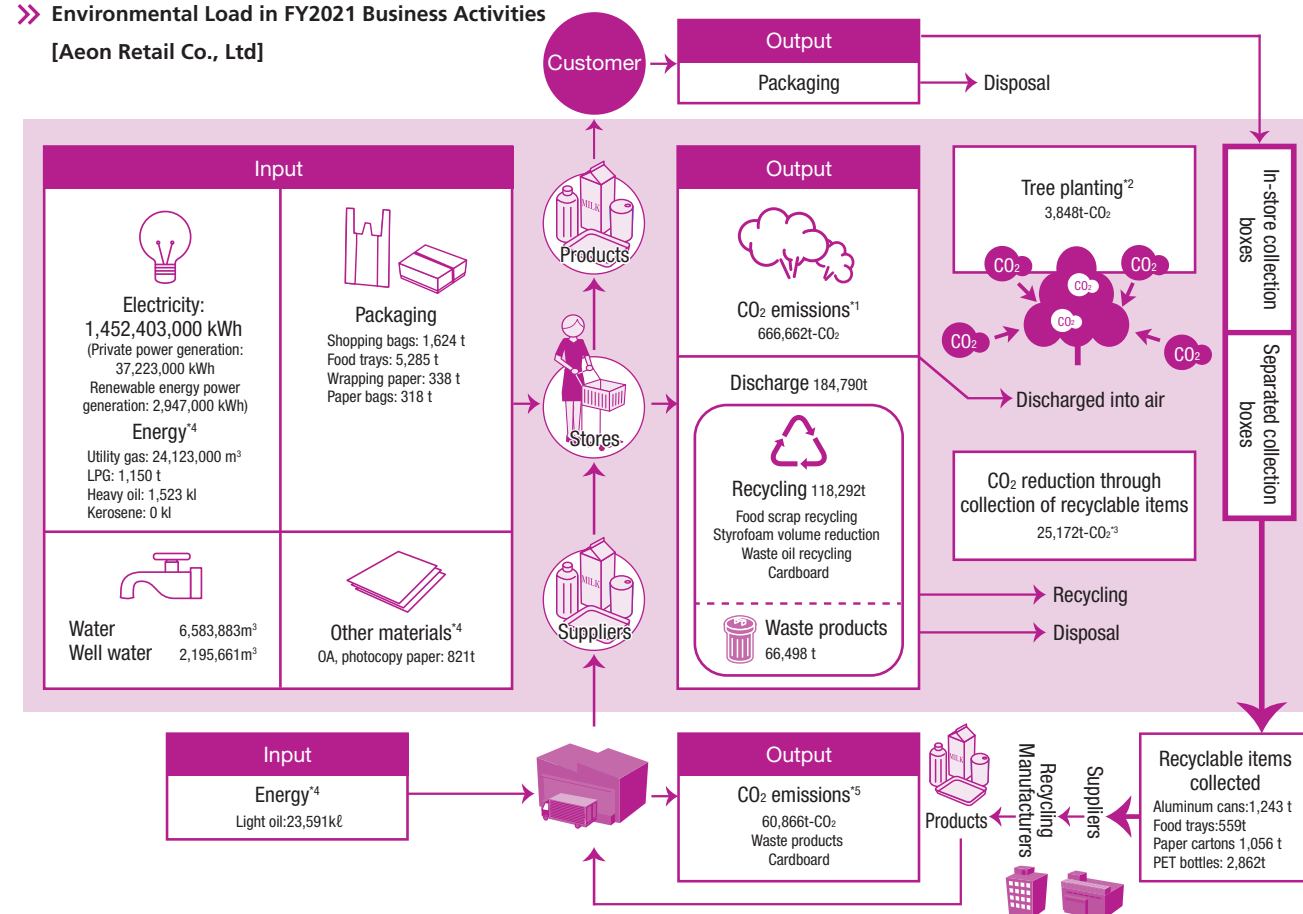
[Companywide Targets]

O=Achieved    △=Did not achieve but will continue to make efforts

Environmental Policy	Target	Results	Evaluation
Low Carbon	<p>Promote energy conservation</p> <p>Reduce electric consumption by 1.5% relative to FY2020</p> <p>* Target varies according to company</p>	<p>Target: 1,885,426,000 kWh Result: 1,914,310,000 kWh Stated target 101.5% Comparison last year 100.0%</p> <p><b>Companies reaching targets:</b> Maxvalu Hokuriku Co., Ltd., Maxvalu Minami Tohoku Co., Ltd., Aeon Supercenter Co., Ltd., Aeon Big Co., Ltd.</p>	△
Resource recycling	<p>Reduce food waste-to-sales ratio</p> <p>* Target varies according to company</p> <p><b>Participating companies</b> Maxvalu Hokuriku Co., Ltd., Maxvalu Minami Tohoku Co., Ltd., Aeon Supercenter Co., Ltd., Aeon Big Co., Ltd.</p>	<p>Result: 0.39% Stated target 96.3% Comparison last year 91.9%</p> <p><b>Companies reaching targets:</b> Maxvalu Minami Tohoku Co., Ltd., Aeon Supercenter Co., Ltd., Aeon Big Co., Ltd.</p>	○
	<p>Reduce single-use plastic consumption</p> <p>* Each company sets targets to help reduce material consumption Aeon Retail Co., Ltd., Aeon Retail Store Co., Ltd.: Increase plastic bag refusal rate Maxvalu Kanto Co., Ltd.: Reduce 22 kinds of plastic materials Review recycling route for trays collected in-store Maxvalu Minami Tohoku Co., Ltd.: Increase plastic bag refusal rate Maxvalu Hokuriku Co., Ltd.: Enhance in-store collection and recycling Aeon Supercenter Co., Ltd.: Increase plastic bag refusal rate Aeon Big Co., Ltd.: Increase plastic bag refusal rate</p>	<p><b>Target achieved by:</b> Maxvalu Kanto Co., Ltd., Maxvalu Hokuriku Co., Ltd.</p>	△
General	<p>Increase sales at Aeon Topvalu Co., Ltd.</p> <p><b>Participating companies</b> Aeon Retail Co., Ltd., Aeon Retail Store Co., Ltd.</p>	Targets missed	△

\* Targets for reduction of electricity consumption are shared Group-wide. Each company sets two items to achieve based on Aeon Group's material issues, environmental guidelines, and company policies.

[Aeon Retail Co., Ltd]



\*1 Calculation based on energy consumption of equipment at stores and business sites.

\*2 Calculated based on the total number of trees planted Groupwide under the "Aeon Hometown Forests" program.

\*3 Calculated based on the 3R basic unit method (Waste Management and Recycling Department, Ministry of the Environment; March 2013).

\*4 Calculated by multiplying the ratio of Aeon Retail by the total energy used by Aeon Global SCM.

\*5 Calculated using the CO<sub>2</sub> emissions coefficient (2.62 t-CO<sub>2</sub>/kl) for light oil.

➤ FY2021

Main Category	Subcategory	Accounting Items	Environmental Conservation Costs (Thousand JPY)	Economic Benefits (Thousand JPY)	CO <sub>2</sub> Reduction (t-CO <sub>2</sub> )
Realization of Decarbonized Society	Generation of electricity	Installation cost for photovoltaic power systems	30,546	14,263	64,150
	Energy-saving	Adoption of energy-efficient equipment (installation of LED lighting, visualization of energy usage, etc.)	10,298,128	3,659,566	31,863
	Management of fluorocarbon	Adoption of natural refrigerant equipment, fluorocarbon filling, and leakage management	1,601,414	-	-
	Carbon offsets	Carbon offsets	15,671	330	4,903
	Distribution	Adoption of modal shift, etc.	2,198,676	48,569	14,228
		Subtotal	14,144,435	3,722,728	115,144
Conservation of Biodiversity	Tree-planting activities	Aeon Hometown Forests Program tree-planting, ceremony, construction costs, etc.	51,605	-	3,484
		Regular maintenance for planted zones, etc.	1,066,314	-	-
		Subtotal	1,117,919	-	3,484
Better Use of Resources	Waste disposal	Waste disposal at stores, offices, etc.	10,907,742	208,657	-
	Reduction of waste	Processing cost of recyclables collected in-store,	191,380	514,193	120,485
		Processing cost of recycling food residue, etc.	1,280,815	516,049	-
	Reduction of materials used in packaging and containers	Consignment fees for recycling in accordance with the Container Recycling Law, etc.	1,628,123	-	99,164
	Subtotal	14,008,060	1,238,899	219,649	
Social Activities	Contributions to local communities	Contributions to the Aeon Happy Yellow Receipt Campaign*	296,486	-	-
	Human resources development	Activities of the Aeon Cheers Club	23,034	-	-
	Tohoku reconstruction support	Coastal forest regeneration in the disaster area, Aeon's future co-creation program	15,731	-	-
	Human rights issues	COC audit, fair trade products	64,385	-	-
		Subtotal	399,636	-	-
Environmental Communication	Dissemination and disclosure of environmental information	Production of Environmental and Social Report, environmental advertising, etc.	511,325	-	-
	Donations, etc.	Membership dues in and donations for environmental organizations (donations, etc., to local WAON)	161,478	-	-
		Subtotal	672,803	-	-
Environmental Management	Management of waste disposal	Waste disposal management-related expenses	2,281,731	-	-
	Operation of EMS (environmental management system)	Cost of implementing the environmental management system (ISO)	81,353	-	-
	Maintenance of equipment and devices	Maintenance and management of equipment for preventing environmental pollution, prevention of environmental accidents, and restoration in case of an accident	8,249,035	-	-
		Subtotal	10,612,119	-	-
		Total	40,954,972	4,961,627	338,277

Applicable companies: 60 consolidated Group companies (General Merchandise Store Business, Supermarket Business, Health & Wellness Business, Financial Services Business, Shopping center Development Business, Services & Specialty Store Business, shared function companies, etc.)

\* Activities of volunteer groups receiving Aeon Happy Yellow Receipt Campaign proceeds: (1) promoting welfare, (2) promoting environmental conservation and education, (3) promoting urban development, (4) promoting arts and culture, (5) promoting child health and safety



GRI Standards Indicators



AEON Report Management Edition: <https://www.aeon.info/en/ir/library/aeon-report/>

No.	Title	Disclosure	Contents
<b>Organizational Profile</b>			
102-1	Name of the organization	a. Name of the organization.	• Corporate Data (P.126)
102-2	Activities, brands, products, and services	a. Location of the organization's headquarters. b. Primary brands, products, and services, including an explanation of any products or services that are banned in certain markets.	• Corporate Data (P.126) • At a Glance (Management Edition P.27)
102-3	Location of headquarters	a. Location of the organization's headquarters.	
102-4	Location of operations	a. Number of countries where the organization operates, and the names of countries where it has significant operations and/or that are relevant to the topics covered in the report.	
102-5	Ownership and legal form	a. Nature of ownership and legal form.	• Corporate Data (P.126)
102-6	Markets served	a. Markets served, including: i. geographic locations where products and services are offered; ii. sectors served; iii. types of customers and beneficiaries.	
102-7	Scale of the organization	a. Scale of the organization, including: i. total number of employees; ii. total number of operations; iii. net sales (for private sector organizations) or net revenues (for public sector organizations); iv. total capitalization (for private sector organizations) broken down in terms of debt and equity; v. quantity of products or services provided.	
102-8	Information on employees and other workers	a. Total number of employees by employment contract (permanent and temporary), by gender b. Total number of employees by employment contract (permanent and temporary), by region. c. Total number of employees by employment type (full-time and part-time), by gender d. Whether a significant portion of the organization's activities are performed by workers who are not employees. If applicable, a description of the nature and scale of work performed by workers who are not employees. e. Any significant variations in the numbers reported in Disclosures 102-8-a, 102-8-b, and 102-8-c (such as seasonal variations in the tourism or agricultural industries). f. An explanation of how the data have been compiled, including any assumptions made.	• Corporate Data (P.126)
102-9	Supply chain	a. A description of the organization's supply chain, including its main elements as they relate to the organization's activities, primary brands, products, and services.	• Fair Business with Consideration for Human Rights (P.49)
102-10	Significant changes to the organization and its supply chain	a. Significant changes to the organization's size, structure, ownership, or supply chain, including: i. Changes in the location of, or changes in, operations, including facility openings, closings, and expansions; ii. Changes in the share capital structure and other capital formation, maintenance, and alteration operations (for private sector organizations); iii. Changes in the location of suppliers, the structure of the supply chain, or relationships with suppliers, including selection and termination.	• Corporate Governance (Management Edition P.45) • Message from the President (Management Edition P.11)
102-11	Precautionary Principle or approach	a. Whether and how the organization applies the Precautionary Principle or approach.	
102-12	External initiatives	a. A list of externally-developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes, or which it endorses.	
102-13	Membership of associations	a. A list of the main memberships of industry or other associations, and national or international advocacy organizations.	
<b>Strategy</b>			
102-14	Statement from senior decision-maker	a. A statement from the most senior decision-maker of the organization (such as CEO, chair, or equivalent senior position) about the relevance of sustainability to the organization and its strategy for addressing sustainability	• Message from the President (Management Edition P.11)
102-15	Key impacts, risks, and opportunities	a. A description of key impacts, risks, and opportunities.	• Message from the President (Management Edition P.11) • Setting Material Issues (P.11) • Due Diligence Process for Human Rights (P.49)
<b>Ethics and integrity</b>			
102-16	Values, principles, standards, and norms of behavior	a. A description of the organization's values, principles, standards, and norms of behavior.	• Aeon Basic Principles (Management Edition P.1) • Cover Stories (Management Edition P.3) • Aeon Sustainability Compass (P.7)
102-17	Mechanisms for advice and concerns about ethics	a. A description of internal and external mechanisms for: i. seeking advice about ethical and lawful behavior, and organizational integrity; ii. reporting concerns about unethical or unlawful behavior, and organizational integrity.	• Compliance (P.93)
102-18	Governance structure	a. Governance structure of the organization, including committees of the highest governance body. b. Committees responsible for decision-making on economic, environmental, and social topics.	• Corporate Governance (Management Edition P.45) • Sustainability Management Structure (P.11) • Fair Business with Consideration for Human Rights (P.49)
102-19	Delegating authority	a. Process for delegating authority for economic, environmental, and social topics from the highest governance body to senior executives and other employees.	• Corporate Governance (Management Edition P.45) • Sustainability Management Structure (P.11) • Fair Business with Consideration for Human Rights (P.49)
102-20	Executive-level responsibility for economic, environmental, and social topics	a. Whether the organization has appointed an executive-level position or positions with responsibility for economic, environmental, and social topics. b. Whether post holders report directly to the highest governance body	• Corporate Governance (Management Edition P.45) • Sustainability Management Structure (P.11) • Fair Business with Consideration for Human Rights (P.49)
102-21	Consulting stakeholders on economic, environmental, and social topics	a. Processes for consultation between stakeholders and the highest governance body on economic, environmental, and social topics. b. If consultation is delegated, describe to whom it is delegated and how the resulting feed- Structure back is provided to the highest governance body.	• Corporate Governance (Management Edition P.45) • Sustainability Management Structure (P.11) • Fair Business with Consideration for Human Rights (P.49)

No.	Title	Disclosure	Contents
102-22	Composition of the highest governance body and its committees	a. Composition of the highest governance body and its committees by: i. executive or non-executive; ii. independence; iii. tenure on the governance body; iv. number of each individual's other significant positions and commitments, and the nature of the commitments; v. gender; vi. membership of under-represented social groups; vii. competencies relating to economic, environmental, and social topics; viii. stakeholder representation.	• Corporate Governance (Management Edition P.45)
102-23	Chair of the highest governance body	a. Whether the chair of the highest governance body is also an executive officer in the organization. b. If the chair is also an executive officer, describe his or her function within the organization's management and the reasons for this arrangement.	• Corporate Governance (Management Edition P.45)
102-24	Nominating and selecting the highest governance body	a. Nomination and selection processes for the highest governance body and its committees. b. Criteria used for nominating and selecting highest governance body members, including whether and how: i. stakeholders (including shareholders) are involved; ii. diversity is considered; iii. independence is considered; iv. expertise and experience relating to economic, environmental, and social topics are considered.	• Corporate Governance (Management Edition P.45)
102-25	Conflicts of interest	a. Processes for the highest governance body to ensure conflicts of interest are avoided and managed. b. Whether conflicts of interest are disclosed to stakeholders, including, as a minimum: i. Cross-board membership; ii. Cross-shareholding with suppliers and other stakeholders; iii. Existence of controlling shareholder; iv. Related party disclosures.	• Corporate Governance (Management Edition P.45)
102-26	Role of highest governance body in setting purpose, values, and strategy	a. Highest governance body's and senior executives' roles in the development, approval, and updating of the organization's purpose, value or mission statements, strategies, policies, and goals related to economic, environmental, and social topics.	• Corporate Governance (Management Edition P.45) • Sustainability Management Structure (P.11)
102-27	Collective knowledge of highest governance body	a. Measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental, and social topics.	• Corporate Governance (Management Edition P.45) • Sustainability Management Structure (P.11)
102-28	Evaluating the highest governance body's performance	a. Processes for evaluating the highest governance body's performance with respect to governance of economic, environmental, and social topics. b. Whether such evaluation is independent or not, and its frequency. c. Whether such evaluation is a self-assessment. d. Actions taken in response to evaluation of the highest governance body's performance with respect to governance of economic, environmental, and social topics, including, as a minimum, changes in membership and organizational practice.	• Corporate Governance (Management Edition P.45) • Sustainability Management Structure (P.11)
102-29	Identifying and managing economic, environmental, and social impacts	a. Highest governance body's role in identifying and managing economic, environmental, and social topics and their impacts, risks, and opportunities – including its role in the implementation of due diligence processes. b. Whether stakeholder consultation is used to support the highest governance body's identification and management of economic, environmental, and social topics and their impacts, risks, and opportunities.	• Corporate Governance (Management Edition P.45) • Sustainability Management Structure (P.11)
102-30	Effectiveness of risk management processes	a. Highest governance body's role in reviewing the effectiveness of the organization's risk management processes for economic, environmental, and social topics.	
102-31	Review of economic, environmental, and social topics	a. Frequency of the highest governance body's review of economic, environmental, and social topics and their impacts, risks, and opportunities.	
102-32	Highest governance body's role in sustainability reporting	a. The highest committee or position that formally reviews and approves the organization's sustainability report and ensures that all material topics are covered.	
102-33	Communicating critical concerns	a. Process for communicating critical concerns to the highest governance body.	
102-34	Nature and total number of critical concerns	a. Total number and nature of critical concerns that were communicated to the highest governance body. b. Mechanism(s) used to address and resolve critical concerns.	
102-35	Remuneration policies	a. Remuneration policies for the highest governance body and senior executives for the following types of remuneration: i. Fixed pay and variable pay, including performance-based pay, equity-based pay, bonuses, and deferred or vested shares; ii. Sign-on bonuses or recruitment incentive payments iii. Termination payments; iv. Clawbacks; v. Retirement benefits, including the difference between benefit schemes and contribution rates for the highest governance body, senior executives, and all other employees. b. How performance criteria in the remuneration policies relate to the highest governance body's and senior executives' objectives for economic, environmental, and social topics.	• Corporate Governance (Management Edition P.45)
102-36	Process for determining remuneration	a. Process for determining remuneration. b. Whether remuneration consultants are involved in determining remuneration and whether they are independent of management. c. Any other relationships that the remuneration consultants have with the organization.	• Corporate Governance (Management Edition P.45)
102-37	Stakeholders' involvement in remuneration	a. How stakeholders' views are sought and taken into account regarding remuneration. b. If applicable, the results of votes on remuneration policies and proposals.	
102-38	Annual total compensation ratio	a. Ratio of the annual total compensation for the organization's highest-paid individual in each country of significant operations to the median annual total compensation for all employees (excluding the highest-paid individual) in the same country.	
102-39	Percentage increase in annual total compensation ratio	a. Ratio of the percentage increase in annual total compensation for the organization's highest-paid individual in each country of significant operations to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual) in the same country.	



No.	Title	Disclosure	Contents
Stakeholder Engagement			
102-40	List of stakeholder groups	a. A list of stakeholder groups engaged by the organization.	
102-41	Collective bargaining agreements	a. Percentage of total employees covered by collective bargaining agreements.	• Labor Union (P.52)
102-42	Identifying and selecting stakeholders	a. The basis for identifying and selecting stakeholders with whom to engage.	
102-43	Approach to stakeholder engagement	a. The organization's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process.	
102-44	Key topics and concerns raised	a. Key topics and concerns that have been raised through stakeholder engagement, including:	
		i. how the organization has responded to those key topics and concerns, including through its reporting;	
		ii. the stakeholder groups that raised each of the key topics and concerns.	
Reporting Practice			
102-45	Entities included in the consolidated financial statements	a. A list of all entities included in the organization's consolidated financial statements or equivalent documents.	• Editorial Policy (P.2)
		b. Whether any entity included in the organization's consolidated financial statements or equivalent documents is not covered by the report.	
102-46	Entities included in the consolidated financial statements	a. An explanation of the process for defining the report content and the topic Boundaries.	• Aeon's Sustainable Management (P.5) • Aeon's Management Approach (P.12)
		b. An explanation of how the organization has implemented the Reporting Principles for defining report content.	
102-47	List of material topics	a. A list of the material topics identified in the process for defining report content.	• Aeon's Sustainable Management (P.5)
102-48	Restatements of information	a. The effect of any restatements of information given in previous reports, and the reasons for such restatements.	* Not applicable during this period
102-49	Changes in reporting	a. Significant changes from previous reporting periods in the list of material topics and topic Boundaries.	* Not applicable during this period
102-50	Reporting period	a. Reporting period for the information provided.	• Editorial Policy (P.2)
102-51	Date of most recent report	a. If applicable, the date of the most recent previous report.	• Editorial Policy (P.2)
102-52	Reporting cycle	a. Reporting cycle.	• Editorial Policy (P.2)
102-53	Contact point for questions regarding the report	a. The contact point for questions regarding the report or its contents.	• Editorial Policy (P.2)
102-54	Claims of reporting in accordance with the GRI Standards	a. The claim made by the organization, if it has prepared a report in accordance with the GRI Standards, either:	
		i. 'This report has been prepared in accordance with the GRI Standards: Core option';	
		ii. 'This report has been prepared in accordance with the GRI Standards: Comprehensive option'.	
102-55	GRI content index	a. The GRI content index, which specifies each of the GRI Standards used and lists all disclosures included in the report.	• Comparison with GRI Standards
		b. For each disclosure, the content index shall include:	
		i. the number of the disclosure (for disclosures covered by the GRI Standards);	
		ii. the page number(s) or URL(s) where the information can be found, either within the report or in other published materials;	
		iii. if applicable, and where permitted, the reason(s) for omission when a required disclosure cannot be made	
102-56	External assurance	a. A description of the organization's policy and current practice with regard to seeking external assurance for the report.	• Decarbonization and Climate Change (P.20) Greenhouse Gas Emissions, Scope 1 and 2 (Third party verification)
		b. If the report has been externally assured:	
		i. A reference to the external assurance report, statements, or opinions. If not included in the assurance report accompanying the sustainability report, a description of what has and what has not been assured and on what basis, including the assurance standards used, the level of assurance obtained, and any limitations of the assurance process;	
		ii. The relationship between the organization and the assurance provider;	
		iii. Whether and how the highest governance body or senior executives are involved in seeking external assurance for the organization's sustainability report.	• Sustainability Management Structure (P.11)
Management Approach			
103-1	Explanation of the material topic and its Boundary	a. An explanation of why the topic is material.	• Aeon's Sustainable Management (P.5) • Aeon's Management Approach (P.12)
		b. The Boundary for the material topic, which includes a description of:	
		i. where the impacts occur;	
		ii. the organization's involvement with the impacts. For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships.	
103-2	The management approach and its components	c. Any specific limitation regarding the topic Boundary.	• Aeon's Sustainable Management (P.5) • Aeon's Vision for Sustainability (P.7)
		a. An explanation of how the organization manages the topic.	
		b. A statement of the purpose of the management approach.	
		c. A description of the following, if the management approach includes that component:	
		i. Policies	
		ii. Commitments	
		iii. Goals and targets	
		iv. Responsibilities	
		v. Resources	
103-3	Evaluation of the management approach	vi. Grievance mechanisms	• Aeon's Sustainable Management (P.5) • ISO14001 Certification (P.109)
		vii. Specific actions, such as processes, projects, programs and initiatives	
		a. An explanation of how the organization evaluates the management approach, including:	
		i. the mechanisms for evaluating the effectiveness of the management approach;	
		ii. the results of the evaluation of the management approach;	
	iii. any related adjustments to the management approach.		

No.	Title	Disclosure	Contents
Economic Performance			
201-1	Direct economic value generated and distributed	a. Direct economic value generated and distributed (EVG&D) on an accrual basis, including the basic components for the organization’s global operations as listed below. If data are presented on a cash basis, report the justification for this decision in addition to reporting the following basic components:	
		i. Direct economic value generated: revenues;	
		ii. Economic value distributed: operating costs, employee wages and benefits, payments to providers of capital, payments to government by country, and community investments;	
		iii. Economic value retained: ‘direct economic value generated’ less ‘economic value distributed’.	
		b. Where significant, report EVG&D separately at country, regional, or market levels, and the criteria used for defining significance.	
201-2	Financial implications and other risks and opportunities due to climate change	a. Risks and opportunities posed by climate change that have the potential to generate substantive changes in operations, revenue, or expenditure, including:	<ul style="list-style-type: none"><li>• Responding to Climate Change through Scenario Analysis (Management Edition P.37)</li><li>• Setting Material Issues (P.11)</li><li>• Decarbonization and Climate Change (P.20)</li></ul>
		i. a description of the risk or opportunity and its classification as either physical, regulatory, or other;	
		ii. a description of the impact associated with the risk or opportunity;	
		iii. the financial implications of the risk or opportunity before action is taken;	
		iv. the methods used to manage the risk or opportunity;	
v. the costs of actions taken to manage the risk or opportunity.			
201-3	Defined benefit plan obligations and other retirement plans	a. If the plan’s liabilities are met by the organization’s general resources, the estimated value of those liabilities.	
		b. If a separate fund exists to pay the plan’s pension liabilities:	
		i. the extent to which the scheme’s liabilities are estimated to be covered by the assets that have been set aside to meet them;	
		ii. the basis on which that estimate has been arrived at;	
		iii. when that estimate was made.	
		c. If a fund set up to pay the plan’s pension liabilities is not fully covered, explain the strategy, if any, adopted by the employer to work towards full coverage, and the timescale, if any, by which the employer hopes to achieve full coverage.	
		d. Percentage of salary contributed by employee or employer.	
201-4	Financial assistance received from government	e. Level of participation in retirement plans, such as participation in mandatory or voluntary schemes, regional, or country-based schemes, or those with financial impact.	* Not applicable during this period
		a. Total monetary value of financial assistance received by the organization from any government during the reporting period, including:	
		i. tax relief and tax credits;	
		ii. subsidies;	
		iii. investment grants, research and development grants, and other relevant types of grant;	
		iv. awards;	
		v. royalty holidays;	
		vi. financial assistance from Export Credit Agencies (ECAs);	
		vii. financial incentives;	
		viii. other financial benefits received or receivable from any government for any operation.	
		b. The information in 201-4-a by country	
c. Whether, and the extent to which, any government is present in the shareholding structure.			
Market Presence			
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	a. When a significant proportion of employees are compensated based on wages subject to minimum wage rules, report the relevant ratio of the entry level wage by gender at significant locations of operation to the minimum wage.	
		b. When a significant proportion of other workers (excluding employees) performing the organization’s activities are compensated based on wages subject to minimum wage rules, describe the actions taken to determine whether these workers are paid above the minimum wage.	
		c. Whether a local minimum wage is absent or variable at significant locations of operation, by gender. In circumstances in which different minimums can be used as a reference, report which minimum wage is being used.	
		d. The definition used for ‘significant locations of operation’.	
202-2	Proportion of senior management hired from the local community	a. Percentage of senior management at significant locations of operation that are hired from the local community.	
		b. The definition used for ‘senior management’.	
		c. The organization’s geographical definition of ‘local’.	
		d. The definition used for ‘significant locations of operation’.	
Indirect Economic Impacts			
203-1	Infrastructure investments and services supported	a. Extent of development of significant infrastructure investments and services supported.	<ul style="list-style-type: none"><li>• Urban Development and Forming Bonds (P.60)</li></ul>
		b. Current or expected impacts on communities and local economies, including positive and negative impacts where relevant.	
		c. Whether these investments and services are commercial, in-kind, or pro bono engagements.	
203-2	Significant indirect economic impacts	a. Examples of significant identified indirect economic impacts of the organization, including positive and negative impacts.	* Not applicable during this period
		b. Significance of the indirect economic impacts in the context of external benchmarks and stakeholder priorities, such as national and international standards, protocols, and policy agendas.	
Procurement Practices			
204-1	Proportion of spending on local suppliers	a. Percentage of the procurement budget used for significant locations of operation that is spent on suppliers local to that operation (such as percentage of products and services purchased locally).	
		b. The organization’s geographical definition of ‘local’.	
		c. The definition used for ‘significant locations of operation’.	



No.	Title	Disclosure	Contents
Anti-corruption			
205-1	Operations assessed for risks related to corruption	a. Total number and percentage of operations assessed for risks related to corruption. b. Significant risks related to corruption identified through the risk assessment.	
205-2	Communication and training about anti-corruption policies and procedures	a. Total number and percentage of governance body members that the organization's anticorruption policies and procedures have been communicated to, broken down by region. b. Total number and percentage of employees that the organization's anti-corruption policies and procedures have been communicated to, broken down by employee category and region. c. Total number and percentage of business partners that the organization's anti-corruption policies and procedures have been communicated to, broken down by type of business partner and region. Describe if the organization's anti-corruption policies and procedures have been communicated to any other persons or organizations. d. Total number and percentage of governance body members that have received training on anti-corruption, broken down by region. e. Total number and percentage of employees that have received training on anti-corruption, broken down by employee category and region.	• Aeon Code of Conduct • Compliance (P.95) • Aeon Supplier Code of Conduct (P.54)
205-3	Confirmed incidents of corruption and actions taken	a. Total number and nature of confirmed incidents of corruption. b. Total number of confirmed incidents in which employees were dismissed or disciplined for corruption. c. Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption. d. Public legal cases regarding corruption brought against the organization or its employees during the reporting period and the outcomes of such cases.	
Anti-competitive Behavior			
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	a. Number of legal actions pending or completed during the reporting period regarding anticompetitive behavior and violations of anti-trust and monopoly legislation in which the organization has been identified as a participant. b. Main outcomes of completed legal actions, including any decisions or judgments.	
Materials			
301-1	Materials used by weight or volume	a. Total weight or volume of materials that are used to produce and package the organization's primary products and services during the reporting period, by: i. non-renewable materials used; ii. renewable materials used.	
301-2	Recycled input materials used	a. Percentage of recycled input materials used to manufacture the organization's primary products and services.	
301-3	Reclaimed products and their packaging materials	a. Percentage of reclaimed products and their packaging materials for each product category. b. How the data for this disclosure have been collected.	• Better Use of Resources / Food Waste (P.31) (Reducing Waste by Collecting Resources in Stores, Reusing and Recycling Hangers)
Energy			
302-1	Energy consumption within the organization	a. Total fuel consumption within the organization from non-renewable sources, in joules or multiples, and including fuel types used. b. Total fuel consumption within the organization from renewable sources, in joules or multiples, and including fuel types used. c. In joules, watt-hours or multiples, the total: i. electricity consumption ii. heating consumption iii. cooling consumption iv. steam sold d. In joules, watt-hours or multiples, the total: i. electricity sold ii. heating sold iii. cooling sold iv. steam sold e. Total energy consumption within the organization, in joules or multiples. f. Standards, methodologies, assumptions, and/or calculation tools used. g. Source of the conversion factors used.	• Environmental Management (P.111) (Environmental Load in FY2021 Business Activities)
302-2	Energy consumption outside of the organization	a. Energy consumption outside of the organization, in joules or multiples. b. Standards, methodologies, assumptions, and/or calculation tools used. c. Source of the conversion factors used.	
302-3	Energy intensity	a. Energy intensity ratio for the organization. b. Organization-specific metric (the denominator) chosen to calculate the ratio. c. Types of energy included in the intensity ratio; whether fuel, electricity, heating, cooling, steam, or all. d. Whether the ratio uses energy consumption within the organization, outside of it, or both.	• Environmental Management (P.111) (Environmental Load in FY2021 Business Activities) • Environmental Accounting (P.112)
302-4	Reduction of energy consumption	a. Amount of reductions in energy consumption achieved as a direct result of conservation and efficiency initiatives, in joules or multiples. b. Types of energy included in the reductions; whether fuel, electricity, heating, cooling, steam, or all. c. Basis for calculating reductions in energy consumption, such as base year or baseline, including the rationale for choosing it. d. Standards, methodologies, assumptions, and/or calculation tools used.	• Decarbonization and Climate Change (P.20) (Improving Energy Efficiency) • Environmental Management (P.111) (Environmental Load in FY2021 Business Activities)
302-5	Reductions in energy requirements of products and services	a. Reductions in energy requirements of sold products and services achieved during the reporting period, in joules or multiples. b. Basis for calculating reductions in energy consumption, such as base year or baseline, including the rationale for choosing it. c. Standards, methodologies, assumptions, and/or calculation tools used.	

No.	Title	Disclosure	Contents
Water			
303-1	Water withdrawal by source	a. Total volume of water withdrawn, with a breakdown by the following sources: i. Surface water, including water from wetlands, rivers, lakes, and oceans; ii. Groundwater; iii. Rainwater collected directly and stored by the organization; iv. Waste water from another organization; v. Municipal water supplies or other public or private water utilities. b. Standards, methodologies, and assumptions used.	• Environmental Management (P.111) (Environmental Load in FY2021 Business Activities)
303-2	Water sources significantly affected by withdrawal of water	a. Total number of water sources significantly affected by withdrawal by type: i. Size of the water source; ii. Whether the source is designated as a nationally or internationally protected area; iii. Biodiversity value (such as species diversity and endemism, and total number of protected species); iv. Value or importance of the water source to local communities and indigenous peoples. b. Standards, methodologies, and assumptions used.	
303-3	Water recycled and reused	a. Total volume of water recycled and reused by the organization. b. Total volume of water recycled and reused as a percentage of the total water withdrawal as specified in Disclosure 303-1. c. Standards, methodologies, and assumptions used.	
Biodiversity			
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	a. For each operational site owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas, the following information: i. Geographic location; ii. Subsurface and underground land that may be owned, leased, or managed by the organization; iii. Position in relation to the protected area (in the area, adjacent to, or containing portions of the protected area) or the high biodiversity value area outside protected areas; iv. Type of operation (office, manufacturing or production, or extractive); v. Size of operational site in km2 (or another unit, if appropriate); vi. Biodiversity value characterized by the attribute of the protected area or area of high biodiversity value outside the protected area (terrestrial, freshwater, or maritime ecosystem); vii. Biodiversity value characterized by listing of protected status (such as IUCN Protected Area Management Categories, Ramsar Convention, national legislation).	
304-2	Significant impacts of activities, products, and services on biodiversity	a. Nature of significant direct and indirect impacts on biodiversity with reference to one or more of the following: i. Construction or use of manufacturing plants, mines, and transport infrastructure; ii. Pollution (introduction of substances that do not naturally occur in the habitat from point and non-point sources); iii. Introduction of invasive species, pests, and pathogens; iv. Reduction of species; v. Habitat conversion; vi. Changes in ecological processes outside the natural range of variation (such as salinity or changes in groundwater level). b. Significant direct and indirect positive and negative impacts with reference to the following: i. Species affected; ii. Extent of areas impacted; iii. Duration of impacts; v. Reversibility or irreversibility of the impacts.	
304-3	Habitats protected or restored	a. Size and location of all habitat areas protected or restored, and whether the success of the restoration measure was or is approved by independent external professionals. b. Whether partnerships exist with third parties to protect or restore habitat areas distinct from where the organization has overseen and implemented restoration or protection measures. c. Status of each area based on its condition at the close of the reporting period. d. Standards, methodologies, and assumptions used.	• Biodiversity (P.39) (Creating Forests Where Wild Birds Can Gather)
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	a. Total number of IUCN Red List species and national conservation list species with habitats in areas affected by the operations of the organization, by level of extinction risk: i. Critically endangered ii. Endangered iii. Vulnerable iv. Near threatened v. Least concern	* Not applicable during this period



No.	Title	Disclosure	Contents
Emissions			
305-1	Direct (Scope 1) GHG emissions	a. Gross direct (Scope 1) GHG emissions in metric tons of CO <sub>2</sub> equivalent	• Decarbonization and Climate Change (P.20) (Reducing CO <sub>2</sub> Emissions / Tabulating CO <sub>2</sub> Emissions across the Entire Supply Chain)
		b. Gases included in the calculation; whether CO <sub>2</sub> , CH <sub>4</sub> , N <sub>2</sub> O, HFCs, PFCs, SF <sub>6</sub> , NF <sub>3</sub> , or all.	
		c. Biogenic CO <sub>2</sub> emissions in metric tons of CO <sub>2</sub> equivalent.	
		d. Base year for the calculation, if applicable, including:	
		i. the rationale for choosing it;	
		ii. emissions in the base year;	
		iii. the context for any significant changes in emissions that triggered recalculations of base year emissions.	
		e. Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source.	
		f. Consolidation approach for emissions; whether equity share, financial control, or operational control.	
305-2	Energy indirect (Scope 2) GHG emissions	g. Standards, methodologies, assumptions, and/or calculation tools used.	• Decarbonization and Climate Change (P.20) (Reducing CO <sub>2</sub> Emissions / Tabulating CO <sub>2</sub> Emissions across the Entire Supply Chain)
		a. Gross location-based energy indirect (Scope 2) GHG emissions in metric tons of CO <sub>2</sub> equivalent.	
		b. If applicable, gross market-based energy indirect (Scope 2) GHG emissions in metric tons of CO <sub>2</sub> equivalent.	
		c. If available, the gases included in the calculation; whether CO <sub>2</sub> , CH <sub>4</sub> , N <sub>2</sub> O, HFCs, PFCs, SF <sub>6</sub> , NF <sub>3</sub> , or all.	
		d. Base year for the calculation, if applicable, including:	
		i. the rationale for choosing it;	
		ii. emissions in the base year;	
		iii. the context for any significant changes in emissions that triggered recalculations of base year emissions.	
		e. Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source.	
305-3	Other indirect (Scope 3) GHG emissions	f. Consolidation approach for emissions; whether equity share, financial control, or operational control.	• Decarbonization and Climate Change (P.20) (Reducing CO <sub>2</sub> Emissions / Tabulating CO <sub>2</sub> Emissions across the Entire Supply Chain)
		g. Standards, methodologies, assumptions, and/or calculation tools used.	
		a. Gross other indirect (Scope 3) GHG emissions in metric tons of CO <sub>2</sub> equivalent	
		b. If available, the gases included in the calculation; whether CO <sub>2</sub> , CH <sub>4</sub> , N <sub>2</sub> O, HFCs, PFCs, SF <sub>6</sub> , NF <sub>3</sub> , or all.	
		c. If available, the gases included in the calculation; whether CO <sub>2</sub> , CH <sub>4</sub> , N <sub>2</sub> O, HFCs, PFCs, SF <sub>6</sub> , NF <sub>3</sub> , or all.	
		d. Other indirect (Scope 3) GHG emissions categories and activities included in the calculation.	
		e. Base year for the calculation, if applicable, including:	
		i. the rationale for choosing it;	
		ii. emissions in the base year;	
305-4	GHG emissions intensity	iii. the context for any significant changes in emissions that triggered recalculations of base year emissions.	• Decarbonization and Climate Change (P.20) (Reducing CO <sub>2</sub> Emissions)
		f. Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source.	
		g. Standards, methodologies, assumptions, and/or calculation tools used.	
		a. GHG emissions intensity ratio for the organization.	
305-5	Reduction of GHG emissions	b. Organization-specific metric (the denominator) chosen to calculate the ratio.	• Decarbonization and Climate Change (P.20) (Reducing CO <sub>2</sub> Emissions)
		c. Types of GHG emissions included in the intensity ratio; whether direct (Scope 1), energy indirect (Scope 2), and/or other indirect (Scope 3).	
		d. Gases included in the calculation; whether CO <sub>2</sub> , CH <sub>4</sub> , N <sub>2</sub> O, HFCs, PFCs, SF <sub>6</sub> , NF <sub>3</sub> , or all.	
		a. GHG emissions reduced as a direct result of reduction initiatives, in metric tons of CO <sub>2</sub> equivalent.	
305-6	Emissions of ozone-depleting substances (ODS)	b. Gases included in the calculation; whether CO <sub>2</sub> , CH <sub>4</sub> , N <sub>2</sub> O, HFCs, PFCs, SF <sub>6</sub> , NF <sub>3</sub> , or all.	• Decarbonization and Climate Change (P.20) (Reducing CO <sub>2</sub> Emissions)
		c. Base year or baseline, including the rationale for choosing it.	
		d. Scopes in which reductions took place; whether direct (Scope 1), energy indirect (Scope 2), and/or other indirect (Scope 3).	
		e. Standards, methodologies, assumptions, and/or calculation tools used.	
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	a. Production, imports, and exports of ODS in metric tons of CFC-11 (trichlorofluoromethane)	• Decarbonization and Climate Change (P.20) (Reducing CO <sub>2</sub> Emissions)
		b. Substances included in the calculation.	
		c. Source of the emission factors used.	
		d. Standards, methodologies, assumptions, and/or calculation tools used	
		a. Significant air emissions, in kilograms or multiples, for each of the following:	
		i. NOx	
		ii. SOx	
		iii. Persistent organic pollutants (POP)	
		iv. Volatile organic compounds (VOC)	
305-8	Other significant air emissions	v. Hazardous air pollutants (HAP)	• Decarbonization and Climate Change (P.20) (Reducing CO <sub>2</sub> Emissions)
		vi. Particulate matter (PM)	
		vii. Other standard categories of air emissions identified in relevant regulations	
		b. Source of the emission factors used.	
305-9	Other significant air emissions	c. Standards, methodologies, assumptions, and/or calculation tools used.	

No.	Title	Disclosure	Contents
Effluents and Waste			
306-1	Water discharge by quality and destination	a. Total volume of planned and unplanned water discharges by: i. destination; ii. quality of the water, including treatment method; iii. whether the water was reused by another organization. b. Standards, methodologies, and assumptions used.	
306-2	Waste by type and disposal method	a. Total weight of hazardous waste, with a breakdown by the following disposal methods where applicable: i. Reuse ii. Recycling iii. Composting iv. Recovery, including energy recovery v. Incineration (mass burn) vi. Deep well injection vii. Landfill viii. On-site storage x. Other (to be specified by the organization) b. Total weight of non-hazardous waste, with a breakdown by the following disposal methods where applicable: i. Reuse ii. Recycling iii. Composting iv. Recovery, including energy recovery v. Incineration (mass burn) vi. Deep well injection vii. Landfill viii. On-site storage ix. Other (to be specified by the organization) c. How the waste disposal method has been determined: i. Disposed of directly by the organization, or otherwise directly confirmed ii. Information provided by the waste disposal contractor iii. Organizational defaults of the waste disposal contractor	• Environmental Management (P.111) (Environmental Load in FY2021 Business Activities)
306-3	Significant spills	a. Total number and total volume of recorded significant spills. b. The following additional information for each spill that was reported in the organization's financial statements: i. Location of spill; ii. Volume of spill; iii. Material of spill, categorized by: oil spills (soil or water surfaces), fuel spills (soil or water surfaces), spills of wastes (soil or water surfaces), spills of chemicals (mostly soil or water surfaces), and other (to be specified by the organization). c. Impacts of significant spills.	* Not applicable during this period
306-4	Transport of hazardous waste	a. Total weight for each of the following: i. Hazardous waste transported ii. Hazardous waste imported iii. Hazardous waste exported iv. Hazardous waste treated b. Percentage of hazardous waste shipped internationally. c. Standards, methodologies, and assumptions used.	* Not applicable during this period
306-5	Water bodies affected by water discharges and/or runoff	a. Water bodies and related habitats that are significantly affected by water discharges and/or runoff, including information on: i. the size of the water body and related habitat; ii. whether the water body and related habitat is designated as a nationally or internationally protected area; iii. the biodiversity value, such as total number of protected species.	* Not applicable during this period
Environmental Compliance			
307-1	Non-compliance with environmental laws and regulations	a. Significant fines and non-monetary sanctions for non-compliance with environmental laws and/or regulations in terms of: i. total monetary value of significant fines; ii. total number of non-monetary sanctions; iii. cases brought through dispute resolution mechanisms. b. If the organization has not identified any non-compliance with environmental laws and/or regulations, a brief statement of this fact is sufficient.	* Not applicable during this period
Supplier Environmental Assessment			
308-1	New suppliers that were screened using environmental criteria	a. Percentage of new suppliers that were screened using environmental criteria.	• Fair Business in the Interest of Human Rights (P.49) (Aeon Supplier Code of Conduct)








No.	Title	Disclosure	Contents
308-2	Negative environmental impacts in the supply chain and actions taken	a. Number of suppliers assessed for environmental impacts.	
		b. Number of suppliers identified as having significant actual and potential negative environmental impacts.	
		c. Significant actual and potential negative environmental impacts identified in the supply chain.	
		d. Percentage of suppliers identified as having significant actual and potential negative environmental impacts with which improvements were agreed upon as a result of assessment.	
		e. Percentage of suppliers identified as having significant actual and potential negative environmental impacts with which relationships were terminated as a result of assessment, and why.	
Employment			
401-1	New employee hires and employee turnover	a. Total number and rate of new employee hires during the reporting period, by age group, gender and region.	
		b. Total number and rate of employee turnover during the reporting period, by age group, gender and region.	
401-2	Benefits provided to fulltime employees that are not provided to temporary or part-time employees	a. Benefits which are standard for full-time employees of the organization but are not provided to temporary or part-time employees, by significant locations of operation. These include, as a minimum:	
		i. life insurance;	
		ii. health care;	
		iii. disability and invalidity coverage;	
		iv. parental leave;	
		v. retirement provision;	
		vi. stock ownership;	
		vii. others.	
		b. The definition used for 'significant locations of operation'.	
401-3	Parental leave	a. Total number of employees that were entitled to parental leave, by gender.	
		b. Total number of employees that took parental leave, by gender.	
		c. Total number of employees that returned to work in the reporting period after parental leave ended, by gender.	
		d. Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work, by gender.	
		e. Return to work and retention rates of employees that took parental leave, by gender.	
Labor/Management Relations			
402-1	Minimum notice periods regarding operational changes	a. Minimum number of weeks' notice typically provided to employees and their representatives prior to the implementation of significant operational changes that could substantially affect them.	
		b. For organizations with collective bargaining agreements, report whether the notice period and provisions for consultation and negotiation are specified in collective agreements.	
Occupational Health and Safety			
403-1	Workers representation in formal joint management– worker health and safety committees	a. The level at which each formal joint management-worker health and safety committee typically operates within the organization. b. Percentage of workers whose work, or workplace, is controlled by the organization, that are represented by formal joint management-worker health and safety committees	• Employment, Work Styles and Work Satisfaction (P.87) (Aeon's Health Management)
403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	a. Types of injury, injury rate (IR), occupational disease rate (ODR), lost day rate (LDR), absentee rate (AR), and work-related fatalities, for all employees, with a breakdown by:	
		i. region;	
		ii. gender	
		b. Types of injury, injury rate (IR), and work-related fatalities, for all workers (excluding employees) whose work, or workplace, is controlled by the organization, with a breakdown by	
		i. region;	
	ii. gender		
	c. The system of rules applied in recording and reporting accident statistics.		
403-3	Workers with high incidence or high risk of diseases related to their occupation	a. Whether there are workers whose work, or workplace, is controlled by the organization, involved in occupational activities who have a high incidence or high risk of specific diseases.	
403-4	Health and safety topics covered in formal agreements with trade unions	a. Whether formal agreements (either local or global) with trade unions cover health and safety	• Fair Business in the Interest of Human Rights (P.49) (Labor Union)
		b. If so, the extent, as a percentage, to which various health and safety topics are covered by -Labor Union these agreements.	
Training and Education			
404-1	Average hours of training per year per employee	a. Average hours of training that the organization's employees have undertaken during the reporting period, by:	
		i. gender;	
		ii. employee category.	
404-2	Programs for upgrading employee skills and transition assistance programs	a. Type and scope of programs implemented and assistance provided to upgrade employee skills.	• Employment, Work Styles and Work Satisfaction (P.87) (Educational Systems)
		b. Transition assistance programs provided to facilitate continued employability and the management of career endings resulting from retirement or termination of employment.	
404-3	Percentage of employees receiving regular performance and career development reviews	a. Percentage of total employees by gender and by employee category who received a regular performance and career development review during the reporting period.	
Diversity and Equal Opportunity			
405-1	Diversity of governance bodies and employees	a. Percentage of individuals within the organization's governance bodies in each of the following diversity categories:	• Diversity & Inclusion (P.83)
		i. gender;	
		ii. Age group: under 30 years old, 30-50 years old, over 50 years old;	
		iii. Other indicators of diversity where relevant (such as minority or vulnerable groups).	
		b. Percentage of employees per employee category in each of the following diversity categories:	
		i. gender;	
	ii. Age group: under 30 years old, 30-50 years old, over 50 years old;		
	iii. Other indicators of diversity where relevant (such as minority or vulnerable groups).		

No.	Title	Disclosure	Contents
405-2	Ratio of basic salary and remuneration of women to men	a. Ratio of the basic salary and remuneration of women to men for each employee category, by significant locations of operation.	
		b. The definition used for 'significant locations of operation'.	
Non-discrimination			
406-1	Incidents of discrimination and corrective actions taken	a. Total number of incidents of discrimination during the reporting period.	
		b. Status of the incidents and actions taken with reference to the following:	
		i. Incident reviewed by the organization;	
		ii. Remediation plans being implemented;	
		iii. Remediation plans that have been implemented, with results reviewed through routine internal management review processes;	
iv. Incident no longer subject to action.			
Freedom of Association and Collective Bargaining			
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	a. Operations and suppliers in which workers' rights to exercise freedom of association or collective bargaining may be violated or at significant risk either in terms of:	
		i. type of operation (such as manufacturing plant) and supplier;	
		ii. countries or geographic areas with operations and suppliers considered at risk.	
		b. Measures taken by the organization in the reporting period intended to support rights to exercise freedom of association and collective bargaining.	
Child Labor			
408-1	Operations and suppliers at significant risk for incidents of child labor	a. Operations and suppliers considered to have significant risk for incidents of:	
		i. child labor;	
		ii. young workers exposed to hazardous work.	
		b. Operations and suppliers considered to have significant risk for incidents of child labor either in terms of:	
		i. type of operation (such as manufacturing plant) and supplier;	
		ii. countries or geographic areas with operations and suppliers considered at risk.	
c. Measures taken by the organization in the reporting period intended to contribute to the effective abolition of child labor.			
Forced or Compulsory Labor			
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	a. Operations and suppliers considered to have significant risk for incidents of forced or compulsory labor either in terms of:	
		i. type of operation (such as manufacturing plant) and supplier;	
		ii. countries or geographic areas with operations and suppliers considered at risk.	
		b. Measures taken by the organization in the reporting period intended to contribute to the elimination of all forms of forced or compulsory labor.	
Security Practices			
410-1	Security personnel trained in human rights policies or procedures	a. Percentage of security personnel who have received formal training in the organization's human rights policies or specific procedures and their application to security.	
		b. Whether training requirements also apply to third-party organizations providing security personnel.	
Rights of Indigenous Peoples			
411-1	Rights of Indigenous Peoples	a. Total number of identified incidents of violations involving the rights of indigenous peoples during the reporting period.	* Not applicable during this period
		b. Status of the incidents and actions taken with reference to the following:	
		i. Incident reviewed by the organization;	
		ii. Remediation plans being implemented;	
		iii. Remediation plans that have been implemented, with results reviewed through routine internal management review processes;	
iv. Incident no longer subject to action.			
Human Rights Assessment			
412-1	Operations that have been subject to human rights reviews or impact assessments	a. Total number and percentage of operations that have been subject to human rights reviews or human rights impact assessments, by country.	
412-2	Employee training on human rights policies or procedures	a. Total number of hours in the reporting period devoted to training on human rights policies or procedures concerning aspects of human rights that are relevant to operations.	• Fair Business in the Interest of Human Rights Education on Human Rights (P.51)
		b. Percentage of employees trained during the reporting period in human rights policies or procedures concerning aspects of human rights that are relevant to operations.	
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	a. Total number and percentage of significant investment agreements and contracts that include human rights clauses or that underwent human rights screening.	
		b. The definition used for 'significant investment agreements'.	
Local Communities			
413-1	Operations with local community engagement, impact assessments, and development programs	a. Percentage of operations with implemented local community engagement, impact assessments, and/or development programs, including the use of:	• Urban Development and Forming Bonds Aeon Happy Yellow Receipt Campaign (P.60) • Aeon Heartful Volunteer (P.61) • Supporting and Nurturing the Next Generation Aeon Cheers Club (P.73)
		i. social impact assessments, including gender impact assessments, based on participatory processes;	
		ii. environmental impact assessments and ongoing monitoring;	
		iii. public disclosure of results of environmental and social impact assessments;	
		iv. local community development programs based on local communities' needs;	
		v. stakeholder engagement plans based on stakeholder mapping;	
		vi. broad based local community consultation committees and processes that include vulnerable groups;	
		vii. works councils, occupational health and safety committees and other worker representation bodies to deal with impacts;	
viii. formal local community grievance processes.			



No.	Title	Disclosure	Contents
413-2	Operations with significant actual and potential negative impacts on local communities	a. Operations with significant actual and potential negative impacts on local communities, including:	
		i. the location of the operations;	
		ii. the significant actual and potential negative impacts of operations.	
Supplier Social Assessment			
414-1	New suppliers that were screened using social criteria	a. Percentage of new suppliers that were screened using social criteria.	• Fair Business in the Interest of Human Rights (P.54) Aeon Supplier Code of Conduct
414-2	Negative social impacts in the supply chain and actions taken	a. Number of suppliers assessed for social impacts.	
		b. Number of suppliers identified as having significant actual and potential negative social impacts.	
		c. Significant actual and potential negative social impacts identified in the supply chain.	
		d. Percentage of suppliers identified as having significant actual and potential negative social impacts with which improvements were agreed upon as a result of assessment.	
		e. Percentage of suppliers identified as having significant actual and potential negative social impacts with which relationships were terminated as a result of assessment, and why.	
Public Policy			
415-1	Political contributions	a. Total monetary value of financial and in-kind political contributions made directly and indirectly by the organization by country and recipient/beneficiary.	
		b. If applicable, how the monetary value of in-kind contributions was estimated.	
Customer Health and Safety			
416-1	Assessment of the health and safety impacts of product and service categories	a. Percentage of significant product and service categories for which health and safety impacts are assessed for improvement.	• Food Safety and Security (P.76)
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	a. Total number of incidents of non-compliance with regulations and/or voluntary codes concerning the health and safety impacts of products and services within the reporting period, by:	
		i. incidents of non-compliance with regulations resulting in a fine or penalty;	
		ii. incidents of non-compliance with regulations resulting in a warning;	
		iii. incidents of non-compliance with voluntary codes.	
b. If the organization has not identified any non-compliance with regulations and/or voluntary codes, a brief statement of this fact is sufficient.			
Marketing and Labeling			
417-1	Requirements for product and service information and labeling	a. Whether each of the following types of information is required by the organization's procedures for product and service information and labeling:	• Food Safety and Security (P.76) • Health & Wellness (P.81)
		i. The sourcing of components of the product or service;	
		ii. Content, particularly with regard to substances that might produce an environmental or social impact;	
		iii. Safe use of the product or service;	
		iv. Disposal of the product and environmental or social impacts;	
		v. Other (explain).	
b. Percentage of significant product or service categories covered by and assessed for compliance with such procedures.			
417-2	Incidents of non-compliance concerning product and service information and labeling	a. Total number of incidents of non-compliance with regulations and/or voluntary codes concerning product and service information and labeling, by:	• Food Safety and Security (P.76)
		i. incidents of non-compliance with regulations resulting in a fine or penalty;	
		ii. incidents of non-compliance with regulations resulting in a warning;	
		iii. incidents of non-compliance with voluntary codes.	
b. If the organization has not identified any non-compliance with regulations and/or voluntary codes, a brief statement of this fact is sufficient.			
417-3	Incidents of non-compliance concerning marketing communications	a. Total number of incidents of non-compliance with regulations and/or voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by:	
		i. incidents of non-compliance with regulations resulting in a fine or penalty;	
		ii. incidents of non-compliance with regulations resulting in a warning;	
		iii. incidents of non-compliance with voluntary codes.	
		b. If the organization has not identified any non-compliance with regulations and/or voluntary codes, a brief statement of this fact is sufficient.	
Customer Privacy			
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	a. Total number of substantiated complaints received concerning breaches of customer privacy, categorized by:	* Not applicable during this period
		i. complaints received from outside parties and substantiated by the organization;	
		ii. complaints from regulatory bodies.	
		b. Total number of identified leaks, thefts, or losses of customer data.	
c. If the organization has not identified any substantiated complaints, a brief statement of this fact is sufficient.			
Socioeconomic Compliance			
419-1	Non-compliance with laws and regulations in the social and economic area	a. Significant fines and non-monetary sanctions for non-compliance with laws and/or regulations in the social and economic area in terms of:	* Not applicable during this period
		i. total monetary value of significant fines;	
		ii. total number of non-monetary sanctions;	
		iii. cases brought through dispute resolution mechanisms.	
		b. If the organization has not identified any non-compliance with laws and/or regulations, a brief statement of this fact is sufficient.	
		c. The context against which significant fines and non-monetary sanctions were incurred.	

## List of External Awards (FY2021)

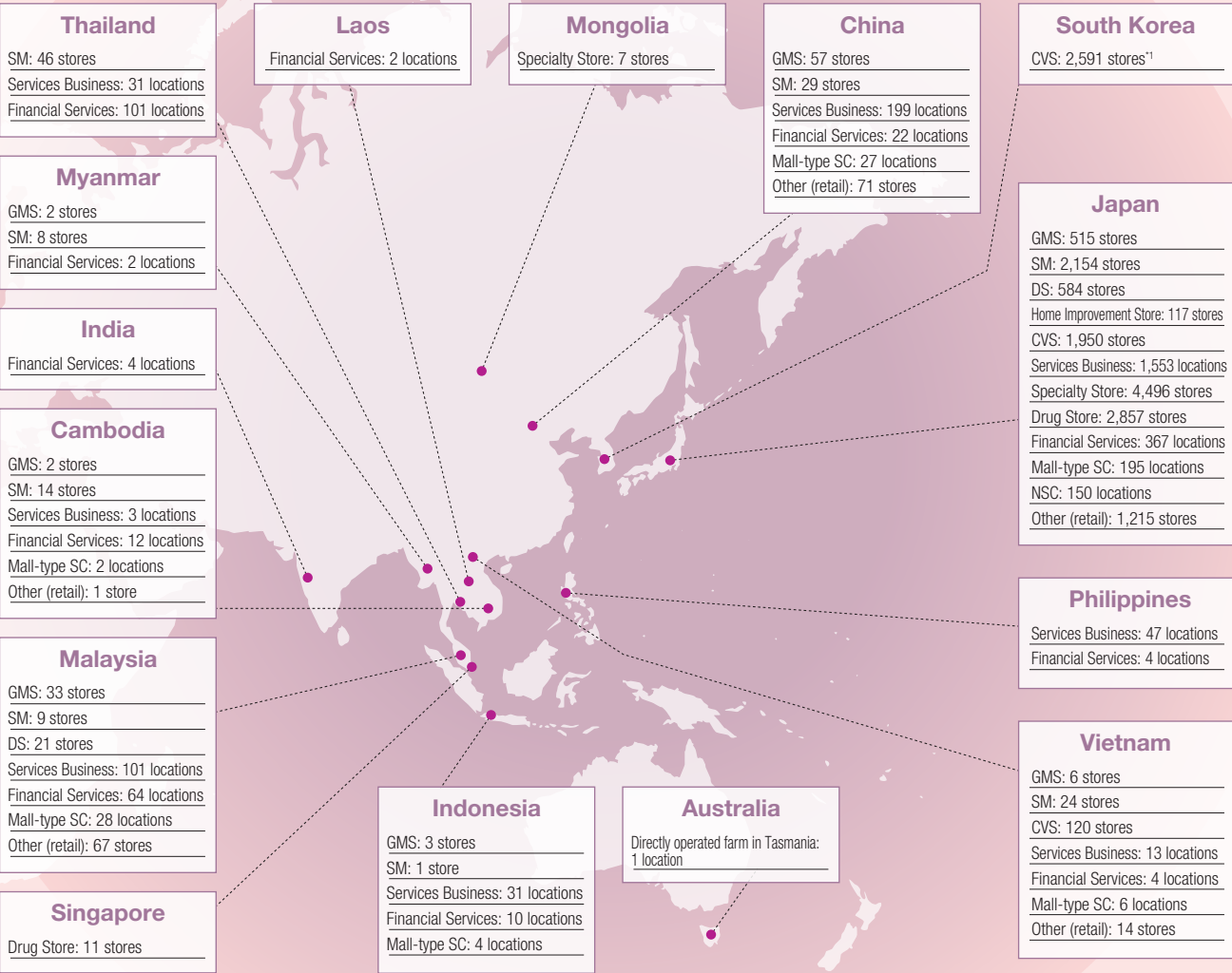
			 
Aeon Co., Ltd. was granted the highest rating by CDP for three consecutive years by being included in its Climate Change A List.	Aeon Co., Ltd. secured the highest rating for the second consecutive year in the CDP Supplier Engagement Rating and was selected as a Supplier Engagement Leader.	A total of 24 Aeon Group companies have received Eruboshi certification, which is granted by the Ministry of Health, Labour and Welfare to companies implementing outstanding initiatives based on the Act on Promotion of Women's Participation and Advancement in the Workplace.	Aeon Co., Ltd., Kasumi Co., Ltd., and The Daiei, Inc. secured Platinum Kurumin Certification as a result of initiatives under the General Employer Action Plan based on the Act on Advancement of Measures to Support Next-Generation Children. Combined with Kurumin Certification, 24 Aeon Group companies have now been accredited under this system.
<b>April 2021</b> Aeon Co., Ltd. Received an award for excellence in the Osaka Stop Global Warming Awards sponsored by Osaka Prefecture for FY2020. In addition, Aeon Mall Co., Ltd. Was selected as an excellent business operator under the Kyoto Program of Global Warming Countermeasures sponsored by Kyoto City for FY2020.	<b>June 2021</b> Aeon Delight Co., Ltd. Was selected as a DX Certified Business Operator based on a certification system established by the Ministry of Economy, Trade and Industry in recognition of the development of a system to promote digital transformation (DX) and information disclosure aimed at the creation of a sustainable business model for facility management.	<b>July 2021</b> Aeon Mall Wuhan Jinyintan, Aeon's first store in Hubei Province, China, received the 2021 CCFA golden lily award for outstanding shopping center operations at the 2021 China Shopping Center & Chain Brand Development Summit sponsored by the China Chain Store & Franchise Association (CCFA).	
<b>September 2021</b> Aeon Super Center Co., Ltd. Received the Iwate Governor Award for Outstanding Offices for the Employment of Persons with Disabilities for FY2021, organized by the Japan Organization for Employment of the Elderly, Persons with Disabilities and Job Seekers.	<b>November 2021</b> Aeon Mall Co., Ltd. received the Outstanding Performance Award for Eco Units at the Eco Kentei Awards 2021. At the ceremony organized by the Tokyo Chamber of Commerce and Industry, Aeon was recognized for efforts to use the knowledge acquired in "eco tests" when conducting environmental activities.	<b>January 2022</b> Aeon Hokkaido Co., Ltd. received the Hokkaido Biodiversity Conservation Award for FY2021 in recognition of environmental conservation and youth development efforts through tree planting and community contribution activities.	
<b>February 2022</b> Aeon Hokkaido Co., Ltd. received the SDGs Management Award from the Sapporo Chamber of Commerce and Industry for FY2021 in recognition of proactive efforts in support of the SDGs.	<b>February 2022</b> The Daiei Co., Ltd. received the Grand Prize in the Business Owner's Category at the Osaka Environmental Awards for FY2021 for a food drive campaign in Osaka Prefecture.	<b>July 2022</b> Aeon Co., Ltd. received the Emperor Showa Memorial Award for the Promotion of Blood Donation as part of the 58th National Blood Donation Promotion Campaign organized by the Ministry of Health, Labour and Welfare, the Japanese Red Cross Society, and Ehime Prefecture.	



Business Operation

Growing and Developing a Diverse Portfolio of Businesses While Helping Enrich Customers’ Lives and Achieve Sustainable Growth in Local Communities

Aeon has grown and developed a wide range of businesses to respond to the needs of customers. From a starting point in the retail industry, Aeon has expanded with the Shopping Center Development Business that handles the development and operation of shopping centers, the Financial Services Business providing credit cards, banking, insurance, electronic money, and other financial services, as well as the Services & Special Store Business. We see all of Asia as our market and have expanded our operations to help to enrich customers’ lives while contributing to the sustainable growth of local communities.



Countries in which Aeon operates				Countries in which Aeon operates			
15 countries				20,008 stores/locations			
GMS (General Merchandise Store)	618 stores	Services Business	1,978 locations	NSC (Neighborhood-type Shopping Center)	150 locations*3		
SM (Supermarket SC: Shopping Center)	2,285 stores	Specialty Store	4,503 stores	Other (retail)	1,368 stores		
DS (Discount Store)	605 stores	Drug Store	2,868 stores	Directly operated farm in Tasmania	1 location		
HC (Home Center)	117 stores	Financial Services	592 locations				
CVS (Convenience Store)	4,661 stores*1	Mall-type SC (Shopping Center)	262 locations*2				

Number of stores/locations operated by consolidated subsidiaries and equity-method affiliate  
\*1 On March 29, 2022, sold off all shares in Ministop Korea \*2 Including SCs operated under the name of Aeon Mall as well as those with a total leased area of over 20,000m<sup>2</sup>  
\*3 NSCs operated under the name of Aeon Town

(As of the end of February 2022)

Corporate Data

Headquarters	1-5-1 Nakase, Mihama-ku, Chiba-shi, Chiba 261-8515, Japan	Independent Auditor	Deloitte Touche Tohmatsu LLC
Representative	Akio Yoshida President and Chief Executive Officer	Transfer Agent	Sumitomo Mitsui Trust Bank, Limited 1-4-1, Marunouchi, Chiyoda-ku, Tokyo 100-8223, Japan
Founded	1758	Number of Shareholders	857,642
Established	September 1926	Shares Issued and Outstanding	871,924,572
Groupwide Employees FY2021	(As of the end of February 2022) Working employees: Approx. 560,000 people (Approx. 380,000 women, 180,000 men) Daily/monthly wage employees: Approx. 155,000 people (Approx. 70,000 women and 85,000 men) Hourly wage employees: Approx. 405,000 people (Approx. 310,000 women and 95,000 men)	URL	<a href="https://www.aeon.info/en/">https://www.aeon.info/en/</a>
Fiscal Year End	End of February	Aeon Report 2022 Management Edition	
Annual Shareholders' Meeting	Held by the end of May	URL	<a href="https://www.aeon.info/en/ir/library/aeon-report/">https://www.aeon.info/en/ir/library/aeon-report/</a>
Stock Exchange Listing	Tokyo Stock Exchange	Aeon History Museum	The Aeon History Museum introduces the background for the establishment of Aeon's basic philosophy and culture to a range of people through various displays depicting its history.
		URL	<a href="https://aeonhistoricalmuseum.jp/">https://aeonhistoricalmuseum.jp/</a> (Japanese only)

Major Group Companies

Pure holding company	AEON CO., LTD.	
General Merchandise Store Business	This segment operates general merchandise stores to support the food, clothing, and housing needs of customers with specialized product lineups and services.	
AEON KYUSHU CO., LTD. Aeon Hokkaido Corporation SUNDAY CO., LTD. AEON SUPERCENTER Co., Ltd. Aeon Tohoku Co., Ltd. AEONBIKE CO., LTD. AEON Bakery Co., Ltd.	AEON LIQUOR CO., LTD. AEON Retail Co., Ltd. AEON RYUKYU CO., LTD. ORIGIN TOSHU CO., LTD. Shimizu Shoji Co., Ltd. TOPVALU COLLECTION CO., LTD. Bon Belta Co., Ltd.	
Supermarket Business	This segment operates community-rooted supermarkets, small-sized stores, and convenience stores while enhancing its lineups of everyday necessities focused on foodstuffs and services.	
FUJI CO., LTD. Maxvalu Tokai Co., Ltd. MINISTOP CO., LTD. United Super Markets Holdings Inc. AEON SAVEUR Co., Ltd. AEON MARKET CO., LTD. KASUMI CO., LTD. KOHYO CO., LTD.	The Daiiei, Inc. Bio C' Bon Japon CO., LTD. Fuji Retailing Co., Ltd. My Basket CO., LTD MAXVALU KANTO CO., LTD. Maxvalu Nishinohon Co., Ltd. MAXVALU HOKURIKU CO., LTD. The Maruetsu, Inc.	
Discount Store Business	To continue supporting household finances, this segment implements low-cost measures such as consolidating product purchasing and integrating logistics and is working to realize management that thoroughly pursues lower prices.	
AEON BIG CO., LTD. BIG-A CO., LTD.	MAXVALU MINAMI TOHOKU CO., LTD.	
Health & Wellness Business	This segment operates drugstores and dispensing pharmacies to help support the health of residents. In addition to broadening the product lineups from medical products and daily necessities to health food products, it is expanding its services to include dispensing for home care patients.	
WELCIA HOLDINGS CO., LTD. AEON BODY Co., Ltd. AEON Revecosme Co., Ltd. WELCIA YAKKYOKU CO., LTD. Kanamitsuyakuhin Co., Ltd. Marue Wellness stores Inc.	Cosmeme CO., LTD. SHIMIZU YAKUJIN CO., LTD. Marudai Sakurai Pharmacy Co., Ltd. YODOYA CO., LTD. MASAYA Co., Ltd.	
Financial Services Business	This segment offers integrated financial services that combine credit, banking, insurance services, and e-money WAON cards. Operations extend to Asian countries.	
AEON Financial Service Co., Ltd. AEON CREDIT SERVICE (ASIA) CO., LTD. AEON CREDIT SERVICE (M) BERHAD AEON THANA SINSAP (THAILAND) PCL. AEON Allianz Life Insurance Co., Ltd. AEON BANK, LTD. AEON CREDIT SERVICE CO., LTD.	AEON HOUSING LOAN SERVICE CO., LTD. AEON Product Finance Co., Ltd. AEON INSURANCE SERVICE CO., LTD. AEON Reit Management Co., Ltd. FeliCa Pocket Marketing Inc. AEON Financial Service (Hong Kong) Co., Ltd. AFS Corporation Co., Ltd.	
Shopping Mall Development Business	This segment develops and operates community-friendly shopping malls in Japan, China, and ASEAN countries. In cooperation with other segments, it is working to enhance its services and facilities.	
AEON Mall Co., Ltd. AEON TOWN Co., Ltd.	OPA CO., LTD.	
Services & Specialty Store Business	This segment provides services that make everyday life more convenient and comfortable and also operates an array of specialty stores tailored to diversifying customer needs.	
AEON DELIGHT CO., LTD. AEON Fantasy Co., Ltd. CAN DO CO., LTD. COX CO., LTD. GFOOT CO., LTD. Aqutia Co., Ltd AEON Eaheart Co., LTD. AEON ENTERTAINMENT CO., LTD. AEON CULTURE CO., LTD. AEON COMPASS CO., LTD.	AEON PET CO., LTD AEON LIFE CO., LTD. Branshes Co., Ltd PRESTIGE SHOES CO., LTD. MIRAIYA SHOTEN CO., LTD. Mega Sports Co., Ltd. MEGA PETRO Co., Ltd. Reform Studio Co., Ltd. R.O.U CO., LTD.	
International Business	This segment operates in China and ASEAN countries, off-ering products and services tailored to the needs and lifestyles of the respective countries and regions.	
[China] AEON Stores (Hong Kong) Co., Limited AEON (CHINA) CO., LTD. AEON EAST CHINA (SUZHOU) CO., LTD. AEON (HUBEI) CO., LTD. AEON South China Co., Limited BEIJING AEON CO., LTD. GUANGDONG AEON TEEM CO., LTD. QINGDAO AEON DONGTAI CO., LTD.	[ASEAN] AEON CO. (M) BHD. AEON BIG (M) SDN. BHD. AEON (CAMBODIA) Co., Ltd. AEON ORANGE COMPANY LIMITED AEON (Thailand) CO., LTD. AEON VIETNAM CO., LTD. DONG HUNG INVESTMENT DEVELOPMENT CONSULTANCY JOINT STOCK COMPANY LIMITED PT. AEON INDONESIA	
Functional Company and Other	This segment is in charge of product development and quality control for Aeon's Topvalu brand, as well as establishing infrastructure such as logistics, computer systems, and IT.	
Abilities JUSCO Co., Ltd. AEON Integrated Business Service Co., Ltd. AEON AGRI CREATE Co., Ltd. AEON GLOBAL SCM CO., LTD. AEON SIGNA Sports United Co., Ltd. AEON Smart Technology Co., Ltd. AEON TOPVALU CO., LTD. Aeon Next Co., Ltd. AEON FOOD SUPPLY Co., Ltd. AEON MARKETING CO., LTD.	Cordon Vert CO., LTD. Research Institute For Quality Living Co., Ltd. Aeon Digital Management Center AEON TOPVALU (CHINA) CO., LTD. AEON TOPVALU (HONG KONG) CO., LIMITED AEON TOPVALU MALAYSIA SDN. BHD. AEON TOPVALU (THAILAND) CO., LTD. AEON TOPVALU VIETNAM COMPANY LIMITED Tasmania Feedlot Pty. Ltd.	
■ AEON 1% Club Foundation ■ AEON Environmental Foundation		■ The Cultural Foundation of Okada

(As of the end of March 2022)



