Sharing
a sense
of
lively
participation

Financial Results for Q2, FY2020

March 1 to August 31, 2020

AEON MALL Co., Ltd.

(TSE: 8905)

October 6, 2020

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Q2, FY2020: Summary of Financial Results

Financial Results for Q2, FY2020

Overview of Results

■ Consolidated Statements of Income

(Unit: ¥millions)

	FY2020		vs. plan		FY2019	YoY	
	1H (Actual)	1H (Plan)	Change	%	1H (Actual)	Change	%
Operating revenue	126,050	125,000	+1,050	100.8	161,070	(35,020)	78.3
Operating costs	100,964	–	–	–	117,618	(16,654)	85.8
Gross profit	25,086	–	–	–	43,451	(18,365)	57.7
Selling, general and administrative expenses	13,325	–	–	–	14,238	(913)	93.6
Operating income	11,760	8,000	+3,760	147.0	29,212	(17,452)	40.3
Ordinary income	8,983	4,000	+4,983	224.6	25,157	(16,174)	35.7
Net income (loss) attribute to owners of parent	(10,865)	(14,000)	+3,134	–	17,043	(27,908)	–
Net income per share (yen)	(47.75)	(61.53)	+13.78	–	74.91	(122.66)	–

■ Earnings by Segment

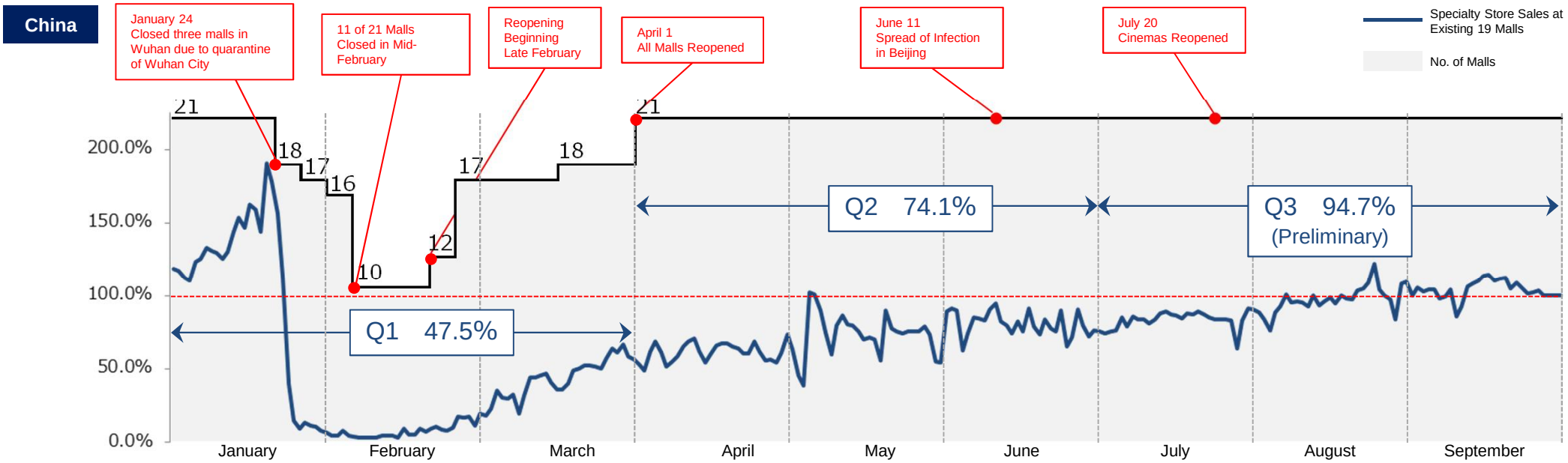
(Unit: ¥millions)

	Operating revenue				Operating income					
	FY2020	FY2019			FY2020			FY2019		
	1H (Actural)	1H (Actual)	YoY	YoY change	1H (Actual)	1H (Plan)	vs. plan	1H (Actual)	YoY	YoY change
Domestic Mall	98,053	124,969	(26,916)	78.5%	11,684	10,500	+1,184	25,319	(13,634)	46.1%
Urban SC	9,361	11,941	(2,580)	78.4%	(568)	(1,500)	+931	(471)	(96)	–
Domestic Total	107,414	136,911	(29,496)	78.5%	11,115	9,000	+2,115	24,847	(13,731)	44.7%
China	12,721	17,801	(5,080)	71.5%	(491)	(1,400)	+908	3,006	(3,498)	–
ASEAN	5,914	6,357	(443)	93.0%	1,123	400	+723	1,346	(222)	83.5%
Overseas Total	18,635	24,159	(5,523)	77.1%	632	(1,000)	+1,632	4,352	(3,720)	14.5%
Adjustments	–	–	–	–	12	–	+12	12	–	–
Total	126,050	161,070	(35,020)	78.3%	11,760	8,000	+3,760	29,212	(17,452)	40.3%

- Ø Operating revenue, all profit measures outperformed first-half plan.
- Ø We have left our full-year projections unchanged from our previous announcement. Although we have seen recent signs of recovery in specialty store sales at malls in Japan, the impact of COVID-19 remains unclear.

Financial Results for Q2, FY2020

Revenue Performance by Segment (China)



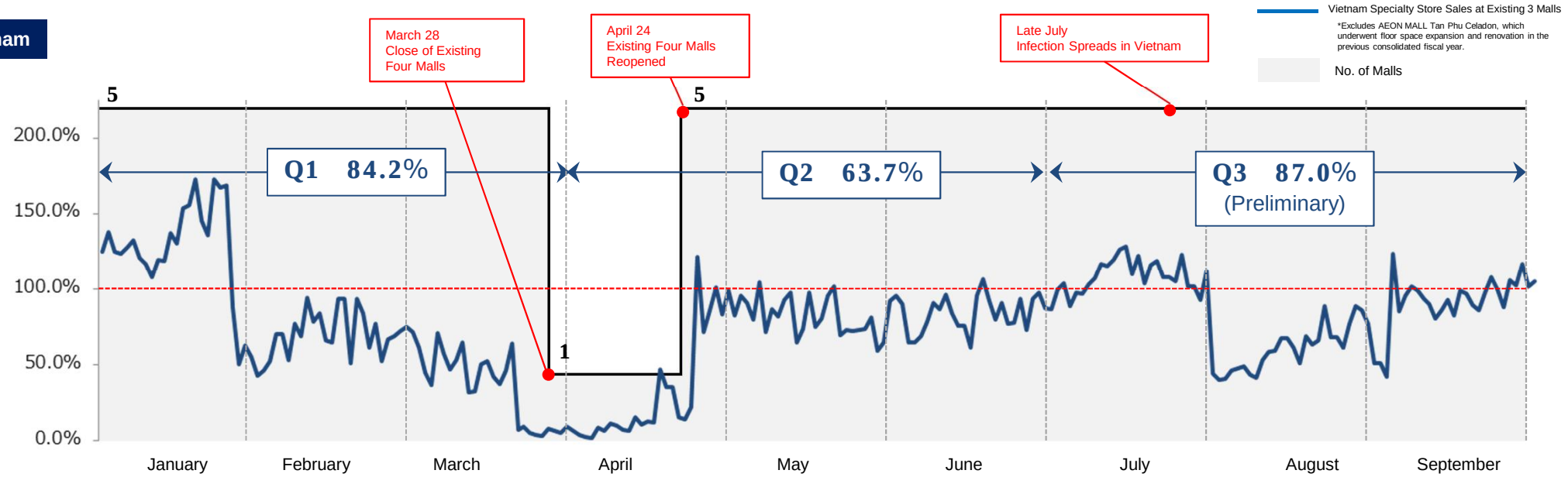
	January	February	March	April	May	June	July	August	September (Preliminary)
Specialty store sales	95.0%	8.0%	33.1%	62.2%	83.5%	75.1%	84.0%	99.6%	101.2%
Goods	102.7%	10.5%	40.3%	73.1%	94.1%	81.4%	92.8%	106.3%	104.9%
Dining	83.5%	6.4%	28.5%	57.2%	78.3%	71.4%	84.7%	103.6%	104.5%
Amusement	70.4%	1.1%	0.6%	3.1%	30.7%	45.9%	69.6%	81.8%	84.3%
Cinema	48.7%	0.0%	0.0%	0.0%	0.0%	0.0%	3.5%	35.2%	80.0%
No. of visitors	86.9%	16.3%	36.9%	59.2%	75.9%	71.3%	78.5%	90.8%	90.1%

- We closed as many as 11 of our 21 malls in China at one time temporarily between January and mid-February. We resumed operations in stages, having reopened all 21 malls for specialty store business by April 1.
- We are moving forward with measures in response to changes in consumer behavior and government stimulus policies. (We also sponsored delivery promotions for restaurant tenants held night markets using our large mall parking areas and allowing our tenants to conduct live e-commerce)
- On July 20, we began reopening movie theaters, which had been closed due to government orders.

Financial Results for Q2, FY2020

Revenue Performance by Segment (ASEAN)

Vietnam

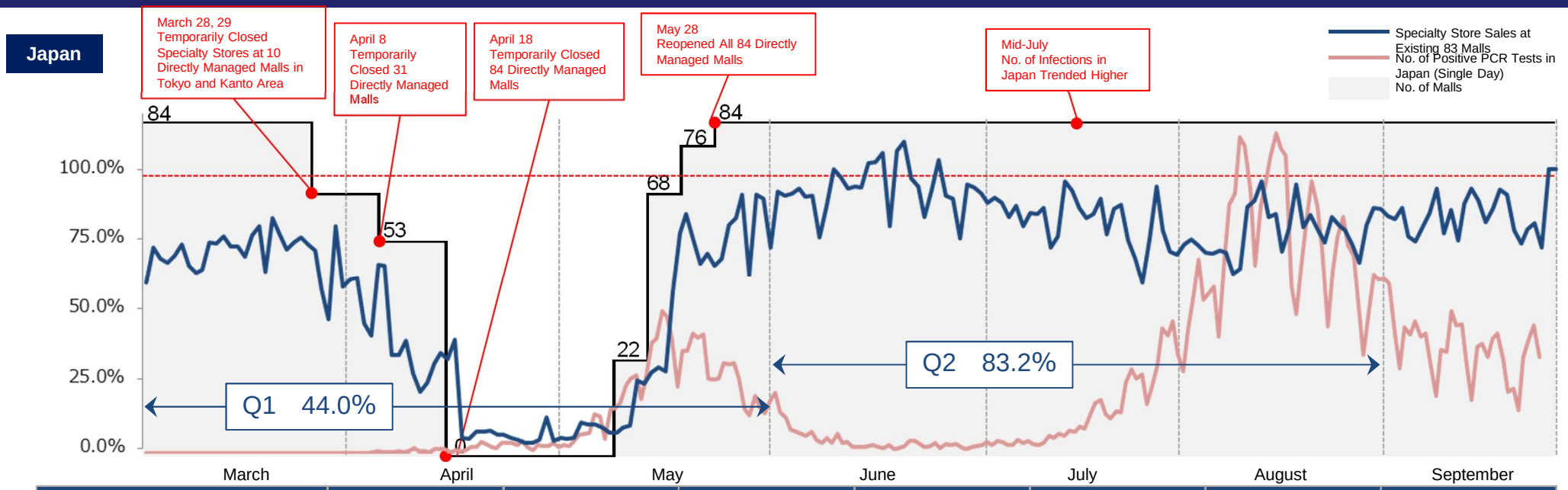


	January	February	March	April	May	June	July	August	September (Preliminary)
Specialty store sales	133.0%	64.5%	49.3%	19.9%	92.6%	80.5%	103.3%	61.9%	101.3%
Goods	115.5%	79.0%	76.8%	22.9%	112.5%	88.3%	110.5%	66.5%	107.4%
Dining	133.0%	66.2%	51.1%	14.3%	80.9%	75.2%	104.6%	51.9%	94.0%
Amusement	112.8%	60.4%	56.7%	0.1%	57.2%	88.0%	106.3%	43.1%	89.9%
Cinema	150.2%	40.3%	22.4%	0.0%	18.5%	26.8%	63.9%	16.6%	53.3%
No. of visitors	125.7%	66.3%	52.3%	33.7%	78.5%	67.5%	91.0%	48.2%	105.8%

- Ø We closed four malls temporarily in Vietnam beginning March 28. By April 24, all five malls in Vietnam had resumed specialty store operations.
- Ø An outbreak of COVID-19 in Vietnam in late July resulted in a temporary drop for August customer traffic. However, specialty store sales once again shifted positive in September.
- Ø In Cambodia, we shorted mall operating hours for a time until returning to normal in June. In August, we reopened mall movie theaters.
- Ø In Indonesia, we reopened specialty store operations on June 15 for two existing malls that had been closed temporarily since March 31. However, the number of COVID-19 patients continue to grow in that country.

Financial Results for Q2, FY2020

Revenue Performance by Segment (Japan)



	March	April	May	June	July	August	September (Preliminary)
Specialty store sales	69.2%	21.8%	38.6%	88.0%	83.1%	78.6%	80.6%
Goods	75.3%	24.9%	45.9%	100.5%	93.4%	89.1%	85.3%
Dining	62.0%	15.3%	25.8%	70.2%	73.4%	65.4%	80.7%
Amusement	64.0%	16.3%	15.8%	83.9%	76.5%	64.9%	83.7%
Cinema	30.6%	2.6%	2.2%	11.5%	31.5%	39.8%	70.1%
No. of visitors	78.9%	40.4%	53.7%	85.2%	83.4%	77.9%	85.0%

- On April 18, we began temporary closures of our 84 directly managed malls. As the declaration of emergency was lifted in phases, we began reopening malls on May 13. By May 28, all malls in Japan were back in operation.
- June sales were 88.0% of the year-ago result due to rush demand leading up to the end of special stimulus package and cashless redemption campaign.
- July and August sales were 83.1% and 78.6%, respectively, compared to the previous year due to the signs of the spread of the new coronavirus since mid-July.
- Preliminary September sales figures showed a slight recovery to 80.6% compared to September 2019, partly in reaction to the prior-year rush demand ahead of the consumption tax increase. Food, amusement, and theater sales improved considerably as the number of COVID-19 infections decreased.

Financial Results for Q2, FY2020

Japan Specialty Store Sales by Business Type (83 Existing Malls, Year-on-Year)

	FY2020					
	Q1				Q2	1st Half
		June	July	August		
All specialty stores	44.0%	88.0%	83.1%	78.6%	83.2%	63.5%
Large specialty stores subtotal	58.1%	106.1%	100.9%	96.3%	101.0%	79.6%
Apparel	40.4%	98.1%	83.6%	81.8%	88.2%	62.9%
Accessories	44.5%	94.3%	92.2%	83.8%	90.0%	67.1%
Miscellaneous goods	53.9%	104.8%	102.0%	94.4%	100.3%	76.9%
Hobby Items	59.0%	102.3%	100.6%	98.1%	100.3%	80.0%
Food	69.3%	100.3%	99.3%	89.6%	96.0%	82.4%
Dining	35.3%	70.2%	73.4%	65.4%	69.4%	52.7%
Amusement	32.5%	83.9%	76.5%	64.9%	73.5%	54.2%
Cinema	11.9%	11.5%	31.5%	39.8%	30.0%	22.4%
Services	26.5%	44.6%	46.1%	50.8%	47.1%	37.0%
Specialty stores subtotal	42.1%	85.5%	80.7%	76.2%	80.7%	61.3%

Financial Results for Q2, FY2020

Income Statement Summary

(¥, millions)

Consolidated (¥, millions)	Q2 FY2020	Ratio	Q2 FY2019	Ratio	YoY Growth	Nominal Chg	Comment
Operating revenue	126,050	100.0%	161,070	100.0%	78.3%	(35,020)	- Japan: Existing 83 malls -¥26,734 million - Japan: 1 new mall +¥363 million - Japan: Urban style shopping center business (OPA) -¥2,580 million - Japan: Other -¥545 million - Overseas malls -¥5,523 million
Operating costs	100,964	80.1%	117,618	73.0%	85.8%	(16,654)	- Japan: Existing 83 malls -¥12,642 million - Japan: 1 new mall +¥350 million - Japan: Urban style shopping center business (OPA) -¥2,553 million - Japan: Other -¥354 million - Overseas malls -¥1,455 million
Gross profit	25,086	19.9%	43,451	27.0%	57.7%	(18,365)	- Japan: Existing 83 malls -¥14,092 million - Japan: 1 new mall +¥13 million - Japan: Urban style shopping center business (OPA) -¥26 million - Japan: Other -¥191 million - Overseas malls -¥4,068 million
SG&A expenses	13,325	10.6%	14,238	8.9%	93.6%	(913)	- Japan: Mall business (excludes OPA) -¥635 million - Japan: Urban style shopping center business (OPA) +¥70 million - Overseas malls -¥347 million
Operating income	11,760	9.3%	29,212	18.1%	40.3%	(17,452)	+¥5,340 million
Non-operating profits	2,363	1.9%	2,088	1.3%	113.2%	275	- Interest income +¥168 million - Compensation paid by departing tenants +¥57 million - Foreign exchange gains +¥107 million - Subsidy income +¥218 million
Non-operating expenses	5,140	4.1%	6,143	3.8%	83.7%	(1,002)	- Interest expenses -¥249 million - Loss on valuation of derivatives due to currency hedging -¥201 million - Bond issuance costs -¥267 million
Ordinary income	8,983	7.1%	25,157	15.6%	35.7%	(16,174)	-¥1,024 million
Extraordinary gains	90	0.1%	1,948	1.2%	4.7%	(1,858)	
Extraordinary losses	20,704	16.4%	1,582	1.0%	1,308.6%	19,121	- Loss of Impact of COVID-19 +¥16,475 million
Income before income taxes	(11,630)	(31.8%)	25,524	15.8%	—	(37,154)	
Income taxes	(595)	(5.9%)	8,325	5.1%	—	(8,921)	
Net income	(11,034)	(8.7%)	17,198	10.7%	—	(28,233)	
Net income (loss) attribute to non-controlling interests	(168)	0.1%	155	(0.1%)	—	(324)	
Net income attribute to owners of parent	(10,865)	(25.5%)	17,043	10.6%	—	(27,908)	

* Five new malls in Japan (four malls opened in 2018, one mall opened in 2019)

Financial Results for Q2, FY2020

Balance Sheet Summary

(¥, millions)

Consolidated (¥, millions)	Q2 FY2020	FY2019	Change	Comment
Cash and deposits	68,805	58,283	10,522	
Deposits to associated companies	12,000	63,400	(51,400)	- AEON Group's surplus fund management
Other current assets	48,999	47,671	1,328	
Current assets	129,805	169,354	(39,549)	
Property, plant and equipment	1,069,521	1,091,455	(21,934)	- Purchase of property, plant and equipment +¥15,687 million - Depreciation -¥28,959 million - Right-of-use Assets -¥9,378 million
Intangible fixed assets	3,707	3,807	(99)	
Investments and other assets	115,451	116,600	(1,149)	- Long-term prepayment expense (Inc.land-use rights) +¥1,185 million
Fixed assets	1,188,680	1,211,863	(23,182)	
Total assets	1,318,485	1,381,217	(62,732)	
Income taxes payable	727	11,388	(10,660)	
Deposits from tenants	45,993	65,426	(19,432)	
Accounts payable-construction	17,279	32,859	(15,580)	
Other current liabilities	110,709	102,242	8,466	- Current portion of long-term debt +¥12,349 million
Current liabilities	174,710	211,916	(37,206)	
Long-term liabilities	760,402	764,779	(4,376)	- Straight bonds +¥15,000 million - Long-term debt -¥9,691 million - Lease deposits from lessees -¥607 million
Total liabilities	935,112	976,695	(41,582)	
Total equity	383,372	404,522	(21,149)	- Net loss -¥10,865 million - Dividends -¥4,550 million - Foreign currency translation adjustment -¥5,008 million

Equity	373,579	393,849	(20,269)
Equity ratio	28.3%	28.5%	(0.2%)
Interest-bearing debt	675,408	666,076	9,331
Ratio of interest-bearing debt to assets	51.2%	48.2%	3.0%
Debt-to-equity ratio (times)	1.8	1.6	0.1
Net debt-to-equity ratio (times)	1.6	1.5	0.1

[Reference]

Interest-bearing debt	31.2%	31.5%	(0.3%)
Ratio of interest-bearing debt to assets	46.9%	43.5%	3.4%
Debt-to-equity ratio (times)	1.4	1.3	0.1
Net debt-to-equity ratio (times)	1.2	1.2	0.0

*Lease obligations recorded under IFRS 16 are deducted from total assets and interest-bearing debt for calculations.

[Change in interest-bearing debt] (¥ million)

	Q2 FY2020	FY2019	Change
Bonds due within one year	15,000	15,000	–
Current portion on long-term debt	48,124	35,774	12,349
Straight bonds	315,000	300,000	15,000
Long-term debt	189,630	199,322	(9,691)
Subtotal	567,754	550,096	17,658
Lease obligations	107,653	115,980	(8,326)
Total	675,408	666,076	9,331

Financial Results for Q2, FY2020

Cash Flow Statement Summary

(¥, millions)

Consolidated(¥ million)	Q2 FY2020	Q2 FY2019	Change	Main Items
Cash flows from operating activities	(12,301)	95,582	(107,883)	- Net loss before taxes -¥11,630 million - Depreciation +¥28,959 million - Deposits received from specialty stores -¥19,324 million - Payment of corporate taxes -¥10,859 million
Cash flows from investing activities	(34,414)	(63,049)	28,635	- Purchase of property, plant and equipment -¥32,369 million - Purchase of long-term prepaid expenses -¥832 million (Rights to use overseas land, etc) - Decrease of lease deposits paid (net) -¥1,225 million - Decrease in guarantee deposits (net) -¥252 million *Capital Investment ¥33,202 million
Cash flows from financing activities	8,534	44,284	(35,750)	- Increase in long-term debt (net) +¥3,669 million - Proceeds from issuance of bonds +¥30,000 million - Redemption of bonds -¥15,000 million - Dividend payments -¥4,550 million - Repayments of lease obligations (application of IFRS 16) -¥5,356 million
Cash and cash equivalents at year-end	74,382	130,458	(56,076)	

Q2, FY2020 Initiatives and Future Direction

Q2, FY2020 Initiatives and Future Direction

AEON MALL Initiatives

Outbreak of COVID-19 → With-COVID-19 → Post-COVID-19

AEON MALL Initiatives

- Countermeasures against infectious diseases based on ion quarantine protocol
- Reduced rent and other support for specialty stores
- New work styles, including telework
- Corporate officer visits to malls for greater understanding
- Reiterating policies to employees

Consumer Changes

- Digital, contactless and e-commerce consumption and purchasing behaviors. Avoid services not amenable to the Three C's (closed spaces, crowded places, and close-contact settings) and avoid in-person services
- Changes in how time is spent at the home and home situations (More time at home; more consumption possible at home, rather than outside the home)
- Less urban centralization; more decentralization to outlying regions (Reappraisal of suburban living)
- More and new ways to use outside spaces (E.g., parks, bike rental, sports, nature)

Providing Customer Experience (CX) Tailored to Consumer Changes

Providing One-Stop Functions in Response to the New Normal

Direction of Initiatives

(1) Create next-generation malls for the Post-COVID-19 era

(2) Respond to new needs created by the COVID-19 pandemic

(3) Create alternatives to needs lost due to the COVID-19 pandemic

(4) Review store opening strategies in response to the With-COVID-19 and Post-COVID-19 eras

Achieving Our Vision for 2025

In pursuit of our management philosophy, we strive to achieve sustainable growth and improve corporate value by solving social issues through our businesses

(Management philosophy: AEON MALL is a Life Design Developer, creating the future of community living.)

Q2, FY2020 Initiatives and Future Direction

Ongoing Disease Prevention Measures in the Pursuit of Safety and Security



Measures to Prevent Infection at AEON MALL Facilities
https://www.aeon.jp/sc/lp/keep_distance/

AEON MALL Initiatives

1. We will check employee temperatures when they enter our facilities.
2. All entries and exits will have hand disinfectant solution stations installed.
3. We will disinfect thoroughly high-frequency customer contact areas throughout our facilities.
4. Facility ventilation systems will be on at maximum setting and we will create air flow throughout our facilities for ventilation.
5. We will install acrylic panels, vinyl curtains, and other barriers to airborne infection at areas of direct customer service interactions.
6. We will ensure ventilation and seat separation in food courts and other restaurants.
7. We will post notices asking those with fevers or other symptoms to refrain from entering our facilities.
8. We will implement a system of entry control, limiting the number of customers who can be in our facilities at any one time.



We conduct employee health checks by taking temperatures when employees report for work.



We also disinfect thoroughly any surfaces touched by customers on a frequent basis.



Acrylic sheets, vinyl curtains, and other measures prevent droplet infections in areas where customer service is performed.



Further, a count system is in place to manage the number of customers entering our malls.

Continuing Mall Environment Improvements and Other Disease Prevention Measures to Reduce the Risk of Infection

Q2, FY2020 Initiatives and Future Direction

Ongoing Disease Prevention Measures in the Pursuit of Safety and Security

■ Initiatives for Further COVID-19 Countermeasures

Enhance efforts to provide customers and employees with a greater sense of safety and security, including the addition of ventilation equipment in the food court, atrium, and backyard (mall offices and break rooms).



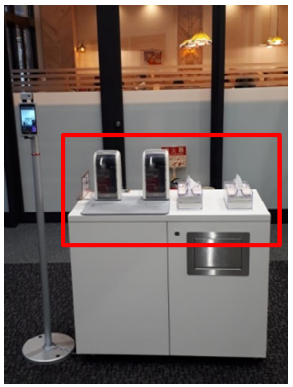


We Installed ventilation equipment and air purifiers throughout food courts. This equipment is effective in breaking down and removing viruses.





In food courts, acrylic panels have been installed to serve as partitions between seats as a measure to prevent infection. Increased the number of seats with consideration to safety and to strengthen sales.



We installed disinfectants, paper towels, and diatomaceous earth mats in vestibules.





We installed partitions between stalls and sinks in customer restrooms and hand-washing areas.



We installed ventilation equipment in offices. We installed partitions in employee break rooms to create a safe and secure work environment.



Q2, FY2020 Initiatives and Future Direction

Initiatives Leveraging the Strengths of Physical Facilities

■ Effective Use of Outdoor Space

China

Nighttime Economy Initiatives

The Chinese government has announced nighttime economy measures to use mall parking lots for nighttime markets and summer festivals. These policies are mainly for cinemas, amusement facilities, and restaurants that have been particularly affected by COVID-19.





Japan

Drive-In Theaters
Drive-In Public Viewings

Movie entertainment compliant with the new normal, offering social distancing and avoiding the Three Cs (closed spaces, crowded places, and close-contact).





■ Responding to Rising Health Needs



Japan

Mall de Sports

We are engaged in a variety of initiatives to support our customers in achieving a healthy lifestyle. We also support the *Sports in Life* and *FUN+WALK PROJECT* sponsored by the Japan Sports Agency.



Japan

AEON MALL de Kabuki

To make culture, entertainment, and the arts more familiar to more people, we sponsor opera and *rakugo* performances at malls across Japan. As part of these efforts, we sponsored *AEON Mall de Kabuki* is held at four AEON MALL locations across Japan.



Expand and Deepen Measures to Leverage the Scope of Large, Open Mall Spaces

Q2, FY2020 Initiatives and Future Direction

Initiatives Tailored to Local Markets

Japan

Leverage the AEON MALL App to Provide a Seamless Shopping Environment and Promote Sales

Redesigned and improved usability of the AEON MALL Members' App, originally launched in March 2019. Improved convenience by integrating real and digital services, including improved usability, improved mall access via car, seamless shopping environment, etc. Promote sales through location-specific coupons and point rewards to promote customer traffic during slow times.

Messaging Function



Promotional Campaign Function



Mall Navigation



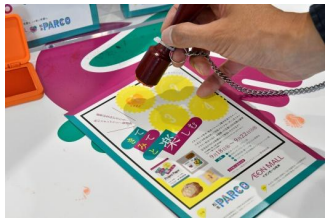
Coupon Function



Japan

Collaboration With Local Businesses (AEON MALL Matsumoto)

Sales promotion project in collaboration with Matsumoto PARCO. Stamp rallies and street flag displays at both facilities and local shopping districts were designed to attract consumers once again after the spread of COVID-19.







Japan

Relocation of Government Branch Functions (AEON MALL Uki)

The Ogawa Branch of the Uki City Hall was relocated inside AEON MALL Uki. This is the first time in Japan that an entire branch office function has been relocated to a mall. In addition to an office and waiting area, plans call for a café operated by a facility for people with disabilities.
Operations are scheduled to begin on December 7, 2020.



Achieving Sustainable Mall Growth Through Collaboration With Local Communities

Q2, FY2020 Initiatives and Future Direction

Digital Technology Initiatives

■ New Event Experiences

Japan

Linking Multiple Mall Signage Online for Simultaneous Events

Interesting Math Class by Tabata Fujimoto
Educational event in which highly educated comedians from the Yoshimoto Kogyo agency appeared online for AEON MALL to share the fun of mathematics.



AEON MALL Makuhari Shintoshin


AEON MALL Tsu-Minami


AEON MALL Sakai Teppocho

Online-connected event held simultaneously at three AEON MALL locations in Japan

■ Creating new sales opportunities

China

Live Commerce

Live commerce is a new sales method that combines video and online shopping. Sellers use the app to broadcast live video by influencers or specialty store employees, selling products live online.







ASEAN

Food Delivery

Expanded food delivery services in response to the growing need for delivery services in response to the COVID-19 pandemic. AEON MALL bears part of the delivery charges to support sales of restaurant tenants affected severely by the COVID-19 pandemic.



Delivery Service System

Order	Preparation	Prepare Transfer for Delivery	Transfer
Customer orders and pays for delivery online	Specialty store prepares product. Delivery driver arrives at the mall	Delivery driver contacts specialty store from dedicated pick-up location	Special store transfers product to delivery driver


Driver waiting area
(Distancing practiced to prevent infection)


Product Transferred

Adopt Digital Initiatives Already in Use Overseas in Japan

Q2, FY2020 Initiatives and Future Direction

Becoming the Overwhelmingly Dominant Mall in Each Region

China

AEON MALL Wuhan Jinyintan Expansion and Renovation







Opening Date: July 31, 2020
Land Area: 88,000㎡
Lease Area: 90,000㎡ (+16,000㎡)
Parking Capacity: 2,500 cars
Tenants: 260 (+60)

- We converted the fourth floor of the parking structure to retail space, adding 48 new specialty stores. We moved and renovated the first through third floors, also, updating a total of 68 specialty stores.
- The additional space on the fourth floor now hosts a collection of 48 restaurants offering Chinese cuisine and cuisine from around the world. The fourth-floor restaurant area now features a new delivery station. A space has been set aside for delivery personnel to stand by, meeting the rising need for delivery services.

China

AEON MALL Wuhan Jinqiao Food Sales Zone Renovation

Expanded first-floor food sales zone from 20 to 26 stores. Offering a food area with a tremendous variety, including specialty stores from the popular Wuhan historical Jianghan Road district.





Japan

AEON MALL Takasaki Expansions and Renovation







Opening Date: June 26, 2020
Land Area: About 142,000㎡ (+21,000㎡)
Lease Area: About 76,000㎡ (+17,000㎡)
Parking Capacity: About 4,000 cars (+300)
Tenants: About 210 (+40)

- We renovated 106 specialty stores, representing nearly half of the entire mall. The newly expanded wing hosts a number of lifestyle specialty retailers, including a large-scale fast fashion retailer, a book store, a home appliance retailer, a pet supply shop, and more.
- The third-floor food court consists of a family zone specializing in food and beverages for kids and an adult zone. The expanded food court features a total of 16 restaurants and approximately 1,000 seats.
- In September, four new shops were added as a food sales zone on the first floor adjacent to the GMS anchor store.

Malls Renovated Through the Second Quarter of Fiscal 2020

	Shopping malls	Location	Date reopened	Tenants	Tenants on reopening
1	AEON MALL Zama	Kanagawa Pref.	March 6, 2020	160	1
2	AEON MALL Sanko	Oita Pref.	March 7, 2020	70	1
3	AEON MALL Shijonawate	Osaka Pref.	March 13, 2020	200	6
4	AEON MALL Kawaguchi Maekawa	Saitama Pref.	March 19, 2020	170	14
5	AEON MALL Hinode	Tokyo Pref.	March 20, 2020	160	21
6	AEON MALL Toin	Mie Pref.	March 20, 2020	155	21
7	AEON MALL Makuhari Shintoshin	Chiba Pref.	April 24, 2020	360	33
8	AEON MALL Takasaki	Gunma Pref.	June 26, 2020	210	106

*We expanded the cinemas at AEON MALL Zama and AEON MALL Sanko.

New Mall Openings in Growth Regions

Myanmar

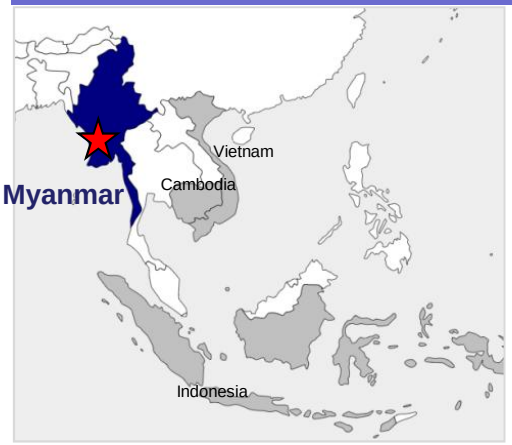
Ongoing Social Contribution Activities Lead to Mall Openings in New Regions

First AEON MALL location to open in Yangon, Myanmar



Opening Date : FY2023 (scheduled)
Land Area: About 72,000㎡
Lease Area: About 69,000㎡
Tenants: About 200

Planned Site





The Dagon Seikkan region for the planned site is located about 10 km northeast of the center of Yangon. In 2014, the SHWE TAUNG Group began a new urban development project as a new urban-planned subcenter.

This subcenter is situated near the Thilawa Special Economic Zone, developed under the leadership of the Japanese government, providing a good road environment and convenient access.
Given these features, many other nearby development plans are under way. A future housing development will contribute to creating a local market of more than 1 million people.

Suggesting New Lifestyles and Contributing to Economic Revitalization Through Our Mall Business

Past Interchange Between AEON and the Republic of the Union of Myanmar

The AEON Group has contributed to the improvement of education and living conditions in Myanmar, international cultural and human resource exchange, and human resources development through the following activities made possible through the AEON 1% Club and the AEON Environmental Foundation.

■The AEON Scholarship
The AEON Scholarship is a program supporting university students throughout Asia and privately funded foreign exchange students from Asia studying in Japan.

■School Construction Support Project
Since 2000, AEON has supported the construction of schools in five Asian countries in need of educational facilities. A total of 61 elementary schools have been constructed in Myanmar.

■AEON UNICEF Safe Water Campaign
Access to clean water is a challenge in certain regions of Cambodia, Laos, and Myanmar. In addition, children must spend considerable time bringing water from distant locations, taking time away from school. In response to this situation, AEON has worked with the Japan Committee for UNICEF to collect donations from throughout Japan. These funds, combined with contributions from the AEON 1% Club, are used to supply safe water and install water supply equipment in these areas.

■Teenage Ambassadors
Under the Teenage Ambassadors Program, high school students from Japan and overseas visit each other's countries to deepen mutual understanding and friendship on an international level.

■AEON Forest Planting
The AEON Group conducts tree-planting activities in various parts of Asia aimed at restoring forests that have been devastated by natural disasters and logging. At the request of the Yangon government in Malaysia, a total of 6,270 volunteers planted 60,000 trees in Lhogar Lake in the suburbs of Yangon.



School Construction
Children Playing Cheerfully on School Grounds



Safe Water
Myanmar Children Washing Their Hands at a Tap

Q2, FY2020 Initiatives and Future Direction

New Mall Openings in Growth Regions

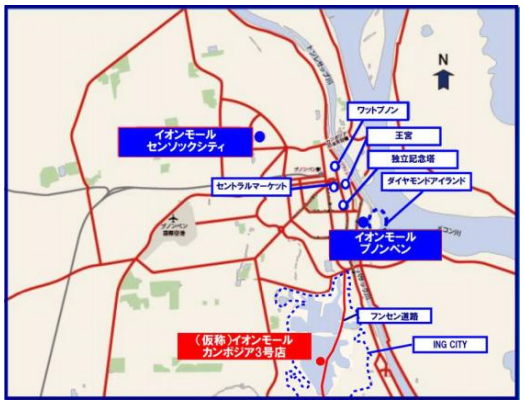
Cambodia

AEON MALL Meanchey

Opening Date : FY2022 (scheduled)
Land Area: About 174,000㎡ Lease Area: About 98,000㎡
Parking Capacity: About 4,000 cars Tenants: About 250



Planned Site



- Located in the suburbs about 8km south of central Phnom Penh, this mall will face the newly opened Hun Sen Boulevard, connecting the mall to the heart of Phnom Penh.
- Nearby, housing developments (residences, apartments, villas, etc.) are underway, with government functions and other public infrastructure being readied for the area. A new international airport is scheduled to open nearby, and the city is expected to grow quickly as a satellite city.

Environmentally Conscious Initiatives

- We plan to introduce high efficiency air conditioning systems, decentralized air conditioning equipment, motion-sensing light controls, automatic escalators, and solar power generation. We also intend to protect water resources by installing water-saving sanitation equipment and wastewater treatment equipment.
- We will also secure appropriate car parking space to reduce the traffic load in the area. As part of our selection criteria for general contractors, we emphasized the importance of employing local workers and contributing to regional development through environmental protection measures. As a responsible company, we are striving to protect the human rights of laborers by managing access to the work site through ID control to prevent child labor and illegal work in our role as a responsible company. We also offer medical examinations to workers.
- We plan to obtain the third-party *Green Mark* GOLD+ certification for green buildings.

Vietnam

(tentative name) AEON MALL Hoang Mai



Opening Date: Second Half, FY2022 (scheduled)
Land Area: About 60,000㎡
Lease Area: About 84,000㎡ (including offices)
Parking Capacity: About 3,000 cars (equivalent)
Tenants: About 200

Responding to Central City Needs

- **To meet the broad range of needs in the city**, we are offering customers new experiences and excitement.
- We will provide a 3,000-car parking area, **helping relieve the social issue of parking shortages in the heart of Hanoi**, offering these and other solutions that are closely tied to the local community.
- This new facility will be a multi-store location with offices on the upper floors, offering **a highly comfortable and convenient office environment.**

A Community Mall in Harmony With Nature

Considering the rise in environmental awareness in Vietnam, **the AEON Group plans to obtain certifications above gold rank in environmental standards such as LOTUS* and other environmental certifications,** our first such efforts in this area in the country.

***LOTUS:**
An environmental function assessment system for buildings under the Vietnam Green Building Council

Creating Malls as Social Infrastructure Representing Central Facilities for Urban Planning

Q2, FY2020 Initiatives and Future Direction

Creating New Mall Spaces

We have improved the environment inside our malls to reduce the risk of infection. In addition, we are creating malls with unprecedented functions, including expansive dining areas, restaurants that respond to take-out needs through outside zones, outside events, and greenery for inspiring, comfortable semi-open spaces.







*Images are artist conceptions.

Creating New Mall Spaces for the Post-COVID-19 Era

Q2, FY2020 Initiatives and Future Direction

Diversified Funding Sources

Issuing Our First Sustainability Bonds to Solve Social Issues and Protect the Environment

Target (New/Refinance)		Category	
		Green	Social
Measures to combat COVID-19	Installation of temperature measurement equipment in malls (New, Refinance)		Socioeconomic improvement and empowerment
	Business continuity support for tenant companies (refinance)		Socioeconomic improvement and empowerment/provide capital and/or microfinancing to SMEs to create employment and generate other potential benefits
	Masks, disinfectant, partitions, other disease-prevention measures, other equipment (refinance)		Socioeconomic improvement and empowerment
Great East Japan Earthquake reconstruction support	AEON MALL Iwaki Onahama (refinance)		Socioeconomic improvement and empowerment/access to critical services
Overseas Malls	AEON MALL Hoang Mai (Vietnam) construction (new)	Green building/renewable energy/energy efficiency	
	AEON MALL Meanchey (Cambodia) construction (new)	Green building/renewable energy/energy efficiency	
Domestic Malls	AEON MALL Ageo construction (new)	Green building/renewable energy/energy efficiency	
	AEON Fujiidera SC construction (refinance)	Green building/renewable energy/energy efficiency	

AEON MALL Iwaki Onahama



AEON MALL Ageo



AEON MALL Meanchey



AEON MALL Hoang Mai



AEON Fujiidera Shopping Center



■Sustainability Bond Framework

Prior to issuing sustainability bonds, we created the Sustainability Bond Framework, which defines our policies regarding four elements common to the social bond principles and green bond principles discussed in the Sustainability Bond Guidelines of the International Capital Market Association (ICMA). These four elements are (1) use of proceeds; (2) project evaluation and selection process; (3) management of proceeds; and (4) reporting.

■External Evaluation by Rating and Investment Information, Inc. (R&I)

We received a second opinion about our framework from Rating and Investment Information, Inc. about the compatibility of these bonds with the Sustainability Bond Guidelines and other principles.

(1) Name	AEON MALL Co., Ltd Unsecured Bond Series 25 (with inter-bond pari passu clause) (Sustainability Bonds)	AEON MALL Co., Ltd Unsecured Bond Series 26 (with inter-bond pari passu clause) (Sustainability Bonds)
(2) Term	Five years	Seven years
(3) Amount	¥20 billion	¥10 billion
(4) Coupon rate	0.220%	0.470%
(5) Term fix date	September 16, 2020 (Wed)	
(6) Issuance date	September 24, 2020 (Thu)	
(7) Redemption date	September 24, 2025 (Wed)	September 24, 2027 (Fri)
(8) Use of proceeds	COVID-19 countermeasures, Great East Japan Earthquake reconstruction support, overseas mall construction, domestic mall construction	
(9) Rating	A- (Rating and Investment Information, Inc.)	
(10) Lead underwriter	Mizuho Securities Co., Ltd. (administrator), Daiwa Securities Co., Ltd., SMBC Nikko Securities Inc.	
(11) Sustainability Bond Structuring Agent	Mizuho Securities Co., Ltd.	
(12) Third-party evaluation	We received a third-party evaluation (second opinion) about our Sustainability Bond Framework related to this bond issuance from Rating and Investment Information, Inc. regarding the compatibility of these bonds with the Sustainability Bond Guidelines and other principles.	

Q2, FY2020 Initiatives and Future Direction

ESG Initiatives

Support for the Task Force on Climate-Related Financial Disclosures (TCFD)

AEON MALL declared our support for the proposals of the TCFD, which encourages the disclosure of information on risks and opportunities related to climate change. We recognize the urgency in addressing climate change issues and we were the first Japanese company to participate in EV100, implementing this and other measures for a sustainable society. We will continue to analyze risks and opportunities posed by climate change on our businesses, reflecting the recommendations of the TCFD.

TCFD TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

Promoting Plastic Reduction
Discontinuing Plastic Straws

As of March 16, we no longer offer plastic straws at the 142 malls in Japan that we manage and operate. With the cooperation of food and beverage specialty stores, we switched to paper straws, environmentally friendly paper, and other products at food courts and restaurants in our malls.





AEON MALL Futtsu
Awarded Minister's Commendation for Maritime Affairs, Marine Day, 2020

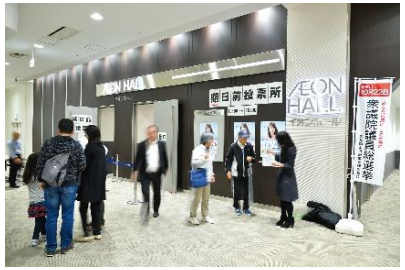
Since 1998, AEON MALL Futtsu has carried out cleanup activities at Nunobiki Beach, located about 4km from the mall, twice annually. The event includes the cooperation of mall employees, Futtsu City, the Chamber of Commerce, and the Tourism Association. In recognition of the results of these cleanup activities, the mall received an award as a general cooperative entity for clean oceans, awarded to individuals or organizations that have made a significant contribution to preserving the marine environment.





AEON MALL Tamadaira Woods, AEON MALL Hiroshima Fuchu
Early voting poll locations

Hino City and AEON MALL Tamadaira Woods collaborated to open an early voting poll location for voting in the Tokyo gubernatorial election and by-election for Tokyo Metropolitan Council members on July 5.
Fuchu Town and AEON MALL Hiroshima Fuchu opened an early voting poll location at the mall for voting in the Fuchu Town Council general election on September 13. The polling stations were equipped with measures to prevent the spread of COVID-19 to ensure voter safety and security.



FY2020 (Fiscal Year Ending February 2021) Consolidated Plan

Consolidated Plan

■ Earnings Plan

(Earnings Forecast Assumptions)

Specialty store sales at our domestic and overseas malls declined due to the effects of COVID-19; however, but we are seeing a recovery more recently.
Although we appear to have passed the peak of the COVID-19 pandemic, AEON MALL Group estimates related to fixed asset impairment accounting assume that the impact of COVID-19 on earnings results will continue throughout the fiscal year ending February 2021 at levels that contract over time.

(Unit: ¥, 100 Million)

	(i) FY2020 (Plan)	FY2019 (Actual)	YoY	(ii)－(i) Impact of COVID-19	(ii) Total Plan	(ii) YoY
Operating revenue	**3,425**	3,241	+5.7%	(625)	**2,800**	(13.6%)
Operating income	**640**	607	+5.3%	(340)	**300**	(50.7%)
Ordinary income	**565**	561	+0.7%	(345)	**220**	(60.8%)
Net income attributable to owners of parent	**350**	342	+2.2%	(390)	**(40)**	―

*We expect to record extraordinary losses of ¥20 billion due to the impact of COVID-19.

Our earnings forecasts do not project/reflect any declarations of emergency or other social restrictions in response to a second wave of COVID-19 infections. Actual results may differ significantly due to a variety of factors.
We will promptly publish new information affecting actual earnings in the event of any important matters requiring disclosure.

Consolidated Plan

■ New Mall Opening, Revitalization Plans

Due to the impact of COVID-19 on our construction schedule, new mall openings and revitalizations may be delayed for up to six months. We have delayed the opening of two malls scheduled for fiscal 2020 (one in ASEAN, one in Japan) to fiscal 2021. These delays are only temporary and we have not changed our three-year new mall opening and revitalization plans.

Initial Plan
As of April 9, 2020

	FY2020	FY2021	FY2022	Three-Year Total
Overseas	3	2	4	9
China	0	1	0	1
ASEAN	3	1	4	8
Japan	2	3	4	9
Malls	2	3	4	9
Urban SC	0	0	0	0
Floor Expansions in Japan	2	2	4	8

After Change
As of October 6, 2020

FY2020	FY2021	FY2022	Three-Year Total
2	3	4	9
0	1	0	1
2	2	4	8
1	4	4	9
1	4	4	9
0	0	0	0
2	2	4	8

New Malls Scheduled for FY2020

Location	Name
Vietnam	AEON MALL Hai Phong Le Chan
Indonesia	AEON MALL Sentul City
	AEON MALL Tanjung Barat
Japan	AEON MALL Ageo
	AEON MALL Shinrifu South Wing

Location	Name
Vietnam	AEON MALL Hai Phong Le Chan
Indonesia	AEON MALL Sentul City
Japan	AEON MALL Ageo

AEON MALL Tanjun Barat (Indonesia) and AEON MALL Shinrifu South Wing (Japan) openings delayed to fiscal 2021.

Consolidated Plan

■ Capital Investment and Funds Acquisition Plan

- Although operating cash flow decreased ¥40 billion due to the pandemic, we have also delayed certain capital investments (Japanese mall preparations) for the same reasons.
- While interest-bearing debt will increase ¥15 billion compared to plan, we also expect the increase to remain at ¥50 billion compared to the prior fiscal year.
- In March 2020, we secured funding in the amount of ¥30 billion from the issuance of corporate bonds to individuals. In September, we issued ¥30 billion in sustainability bonds. We have also established loan facilities (¥50 billion) through a new commitment line. We are not concerned about finances, as we maintain a high level of liquidity on hand and we have secured ¥140 billion in credit (overdraft facility, CP).

(Unit: ¥, 100 Million)

Capital Investment Plan	FY2020
Japan	730
New malls	330
Revitalization	350
Urban SC	50
Overseas	570
China	150
ASEAN	420
Total	1,300

(Unit: ¥, 100 Million)

Funds Acquisition Plan	FY2020
Capital investment	1,300
Other	300
Subtotal	1,600
Operating CF	700
Cash reserves	400
Interest-bearing debt	500
Subtotal	1,600

Operating Income Plan by Segment

(1) Overseas Business

(Unit: ¥100 million)

	Initial Plan				After Impact	
	FY2019 (Actual)	FY2020 (Plan)	YoY	Impact of COVID-19	FY2020 (Plan) Total Plan	FY2020 (Plan) YoY
China	56	**75**	+18	(71)	**4**	(52)
ASEAN	26	**33**	+6	(27)	**6**	(20)
Overseas Total	83	**108**	+24	(98)	**10**	(73)

(2) Domestic Business

(Unit: ¥100 million)

	Initial Plan				After Impact	
	FY2019 (Actual)	FY2020 (Plan)	YoY	Impact of COVID-19	FY2020 (Plan) Total Plan	FY2020 (Plan) YoY
Malls	526	**527**	+0	(217)	**310**	(216)
Urban SC	(2)	**5**	+7	(25)	**(20)**	(17)
Domestic Total	524	**532**	+7	(242)	**290**	(234)

(1) + (2) Consolidated

(Unit: ¥100 million)

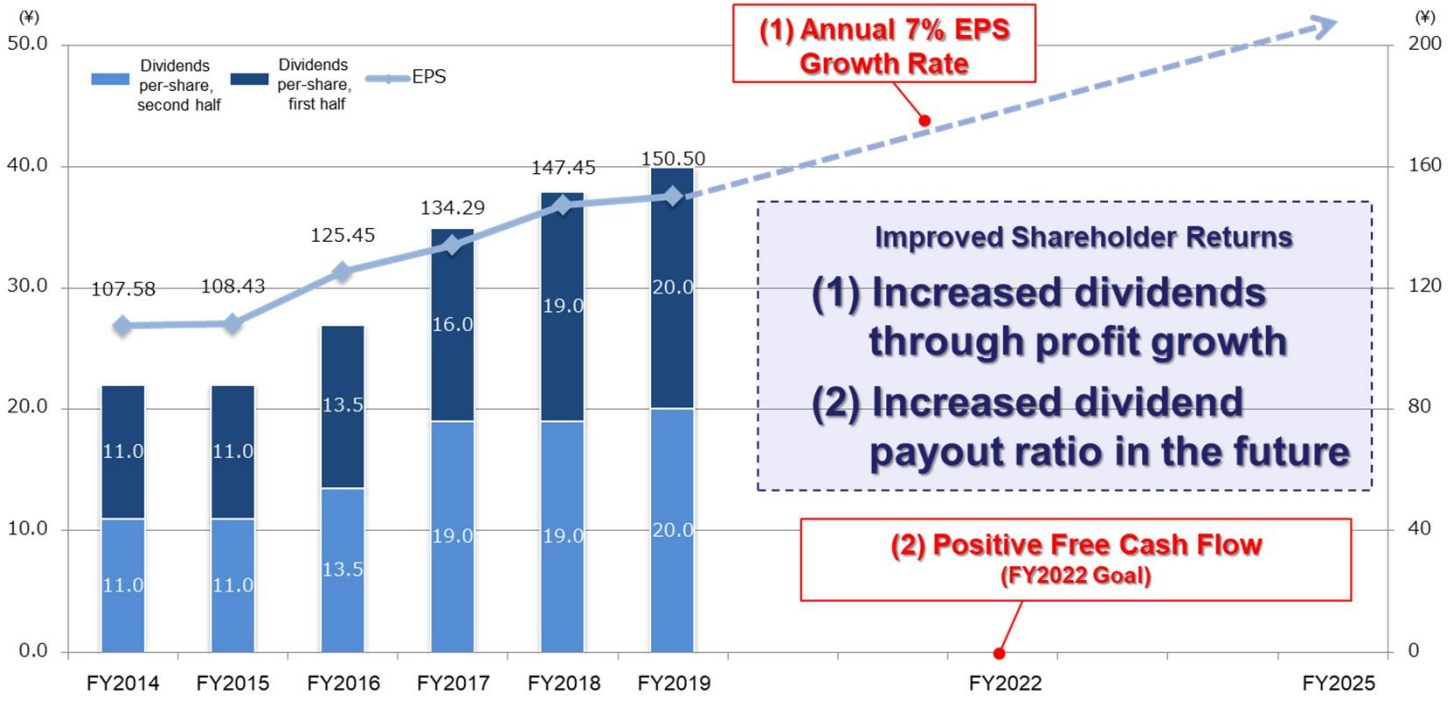
	Initial Plan				After Impact	
	FY2019 (Actual)	FY2020 (Plan)	YoY	Impact of COVID-19	FY2020 (Plan) Total Plan	FY2020 (Plan) YoY
Consolidated	607	**640**	+32	(340)	**300**	(307)

Shareholder Returns

■ Shareholder Returns

	Dividends per share			Payout Ratio
	Interim	Year-End	Annual	
FY2019 (Actual)	20.0	20.0	40.0	26.6%
FY2020	**20.0** (Actual)	**20.0** (Plan)	**40.0** (Plan)	**–**

While our FY2020 earnings will be affected by COVID-19, we have not made any changes to our medium- and long-term growth plans. Further, in consideration of providing ongoing stable dividends, we plan to pay FY2020 dividends of ¥40 per share, level with FY2019.



Increased Dividends Through Profit Growth

We have set annual 7% target for EPS growth toward achieving our Vision for 2025.

+

Increased Dividend Payout Ratio in the Future

Increase operating cash flow with growth in overseas business profits. We are aiming for positive free cash flow in FY2022 and improved shareholder returns.

Management Policies

Target Performance Indicators

■ Financial Indicators

AEON MALL revised our financial Indicators (FY2025 targets) in response to the adoption of IFRS 16 at the beginning of FY2019, as well as new goals to maximize future cash flows and improve corporate value.

Indicator	Type	Target (for FY2025)	FY2019
EPS growth rate	Growth indicator	**7% annual** (annual growth rate between 2019 and 2025)	2.1% (YoY)
Net interest-bearing debt/EBITDA ratio	Stability indicator	**Within 4.5 times**	4.7 times
ROIC (Return on Invested Capital)	Efficiency indicator	**At least 5%**	4.3%

*EPS: Net income attributable to owners of parent/average number of shares during the year
Net interest-bearing debt/EBITDA ratio: (interest-bearing debt - cash and cash equivalents)/ (operating income + depreciation and amortization on the statement of cash flows)
ROIC: Operating income x (1-effective tax rate) / (average equity for the fiscal year + average interest-bearing debt for the fiscal year)

(Reference) Prior Financial Indicators

Indicator	Type	Target Value	FY2019	After excluding impact of IFRS 16 FY2019
Equity ratio	Stability indicator	At least 30%	28.5%	31.5%
Net Debt-Equity Ratio	Stability indicator	1 times	1.5 times	1.2 times
ROIC (Return on Invested Capital)	Efficiency indicator	At least 6%	4.3%	4.9%

* Equity Ratio: Equity / Total Assets
Net Debt-Equity Ratio: (Interest-Bearing Debt - Cash and Deposits) / Equity

Basic Management Policies and Long-Term Vision

◆Basic Principle and Management Philosophy

Basic Principle **The Customer Comes First**

Management Philosophy **AEON MALL is a Life Design Developer, creating the future of community living.**

*Life Design extends beyond the framework of the shopping mall. Life Design addresses functions associated with different customer life stages, including not only shopping, but also interaction with other people, cultural development, and other features contributing to future lifestyles.

◆Long-Term Vision

Vision for 2025

Qualitative Goals

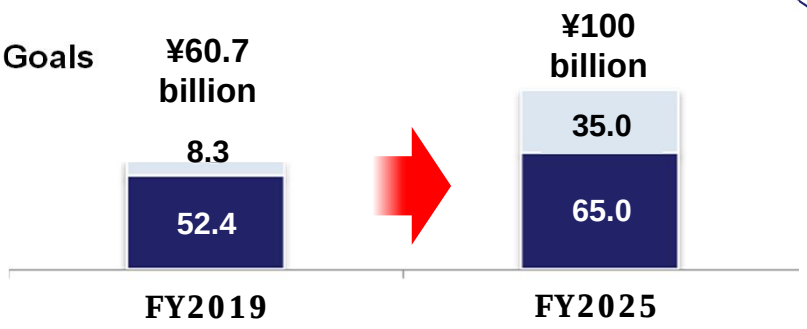
(1) Build a portfolio of multiple business models, rather than rely on domestic malls as a single source of profit generation.

(2) Make AEON MALL a leading global commercial developer with consolidated operating income of ¥100 billion.

(3) Conduct floor space expansions and renovations in Japan to Become the Overwhelmingly Dominant Mall in Each Region.

(4) Target overseas operating income of ¥35 billion (operating margin of 20%) across 70 malls, operating at the same level of efficiency and scale as our domestic operations (as of FY2016).

Quantitative Goals



		FY2019	FY2025
Japan	Malls	86.6%	**63.5%**
	Urban SC	(0.3%)	**1.5%**
Overseas		13.7%	**35.0%**

Medium- and Long-Term Numerical Targets

Medium-Term Management Plan (FY2020-FY2022) Vision for 2025		FY2019 Results		FY2022 *Three-Year Plan		FY2025	
Profit Plan	Operating Revenue	¥324.1 bn		¥390.0 bn		**¥500.0 bn**	
	Operating Income	¥60.7 bn	*Op. margin 18.8%	¥74.0 bn	*Op. margin 19.0%	**¥100.0 bn**	*Op. margin 20.0%
Business Portfolio (Operating Income)	Domestic Mall Business	¥52.6 bn	(86.6%)	¥55.0 bn	(74.3%)	¥63.5 bn	(63.5%)
	Overseas Business	¥8.3 bn	(13.7%)	¥18.0 bn	(24.3%)	¥35.0 bn	(35.0%)
	Urban Shopping Center Business	(¥0.2) bn	(-0.3%)	¥1.0 bn	(1.4%)	¥1.5 bn	(1.5%)
Financial Indicators	EPS Growth Rate *Growth rate from FY2019 to FY2025	–		**5.0%**		**7% or higher**	
	Net Interest-Bearing Debt/EBITDA Ratio	4.7 x		**5.0x or lower**		**4.5x or lower**	
	ROIC	4.3%		**4% or higher**		**5% or higher**	

Three-Year Medium-Term Management Plan (FY2020 - FY2022)

Three-Year Medium-Term Management Plan

Growth Policies

(1) Achieve high profit growth overseas
(2) Achieve stable growth in Japan
(3) Build a financing mix and governance structures supporting growth
(4) Pursue ESG-based management

Numerical Targets

(1) Financial targets
(2) Plans by segment
(3) Capital investment plan and fund acquisition plan
(4) Shareholder returns

Overseas Business Priority Measures

(1) Accelerate new mall openings

- Open malls in growth areas
- Search for and secure property to accelerate mall openings
- Build systems to support accelerated mall openings

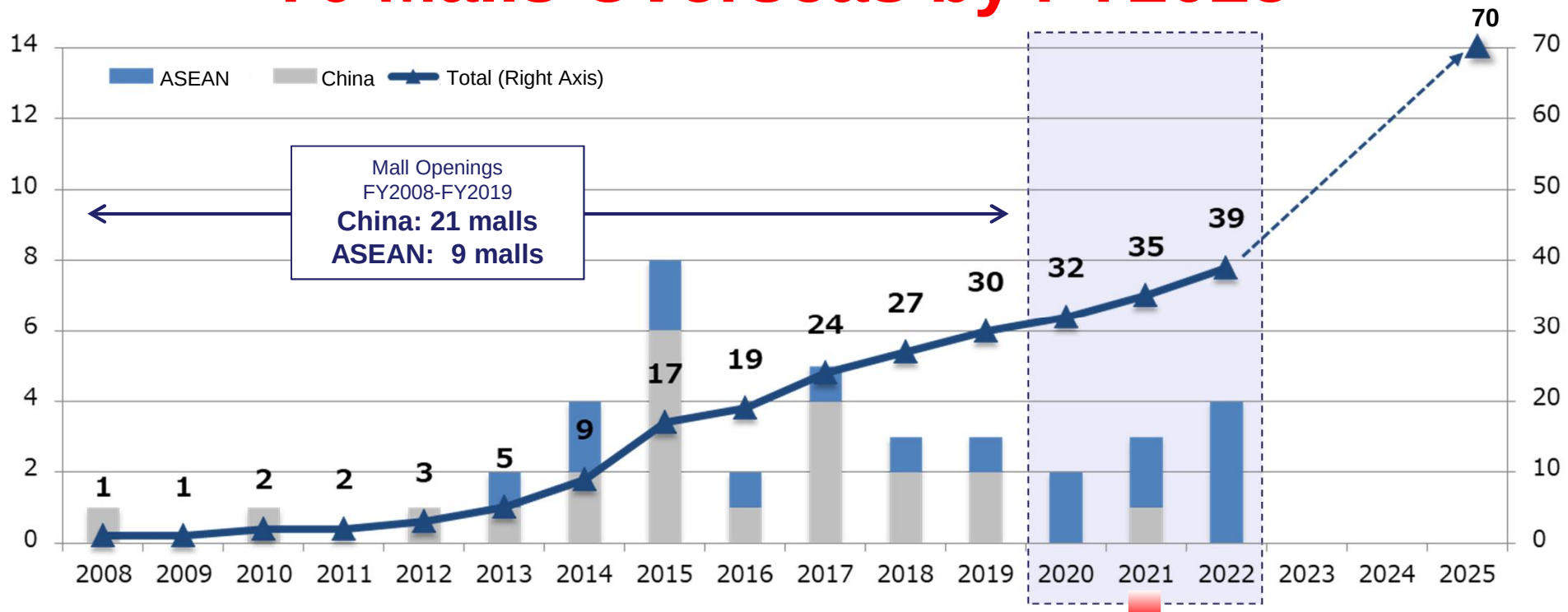
(2) Strengthen earnings capacity of existing malls

- Expansions and renovations
- Events and sales promotions timed to social events
- Mall digital environments
- Improved customer service, operational efficiencies, etc.

Achieve High Profit Growth Overseas

Overseas Business Accelerate New Mall Openings

70 Malls Overseas by FY2025



Steady Openings of Planned Malls

FY2020 - FY2022
China: 1 mall ASEAN: 8 malls

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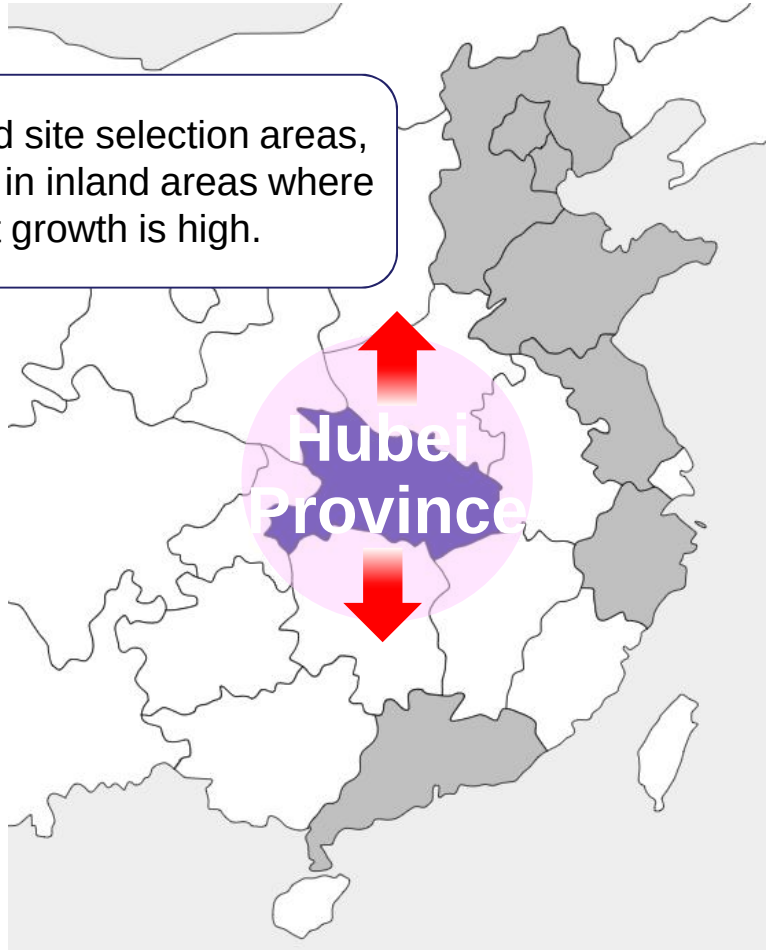
Search for and Secure Property for Planned Openings Over the Next Three Years

Overseas Business Accelerate New Mall Openings

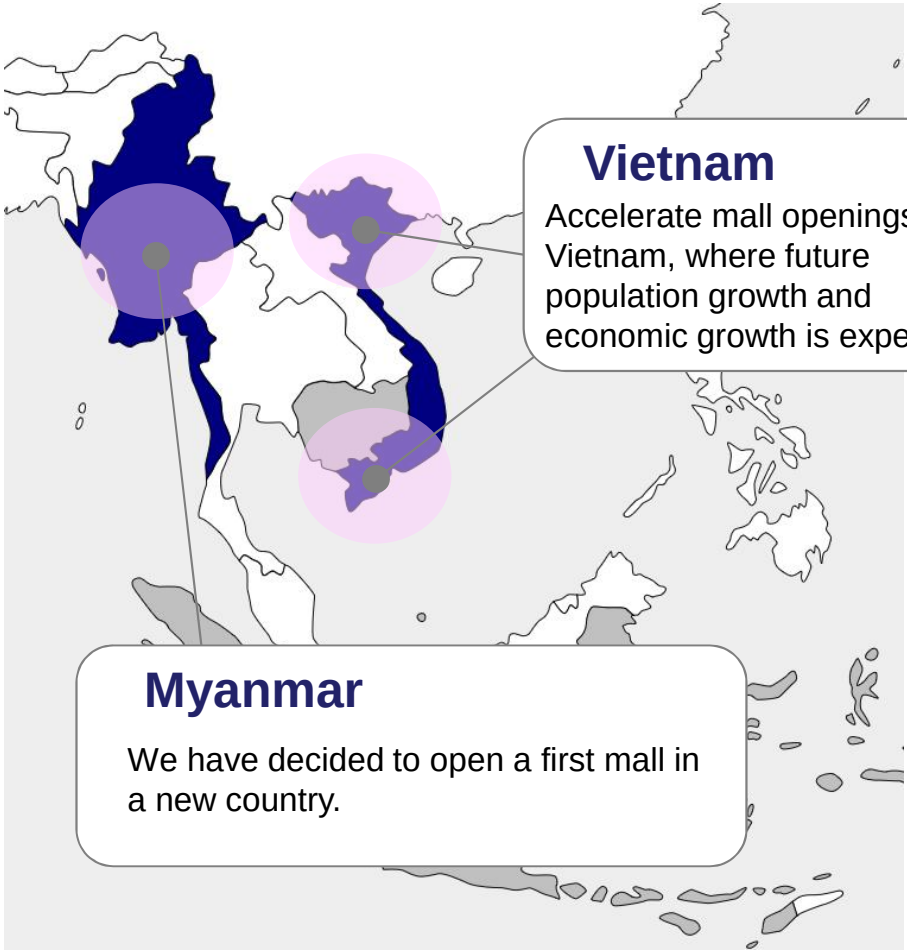
Open Malls in High-Growth Areas Based on Detailed Market Analysis

■ China

Expand site selection areas, mainly in inland areas where market growth is high.



■ ASEAN



Vietnam

Accelerate mall openings in Vietnam, where future population growth and economic growth is expected.

Myanmar

We have decided to open a first mall in a new country.

Overseas Business Accelerate New Mall Openings

◆Three-Year Plan for Mall Openings

	FY2020	FY2021	FY2022	Three-Year Total
Overseas	2	3	4	9
China	0	1	0	1
ASEAN	2	2	4	8

<China>

	Scheduled Opening Date	Total Leasing Area	Parking	Tenants
AEON MALL Guangzhou Xinjiang	FY2021	About 75,000 ㎡	About 3,500 cars	Undisclosed

<ASEAN>

Vietnam	Scheduled Opening Date	Total Leasing Area	Parking	Tenants
AEON MALL Hai Phong Le Chan	2nd half of FY2020	About 74,000 ㎡	About 2,100 cars About 9,000 motorcycles	About 200
AEON MALL Hoang Mai (tentative name)	2nd half of FY2022	About 84,000 ㎡ (including offices)	About 3,000 cars (equivalent)	About 200

Cambodia	Scheduled Opening Date	Total Leasing Area	Parking	Tenants
AEON MALL Meanchey	FY2022	About 98,000 ㎡	About 4,000 cars	About 250

Indonesia	Scheduled Opening Date	Total Leasing Area	Parking	Tenants
AEON MALL Sentul City	FY2020	About 71,000 ㎡	About 3,000 cars	About 250
AEON MALL Tanjung Barat	FY2021	About 42,000 ㎡	About 1,500 cars	About 150
AEON MALL Delta Mas (tentative name)	On and After FY2022	Undisclosed	Undisclosed	Undisclosed

Myanmar	Scheduled Opening Date	Total Leasing Area	Parking	Tenants
AEON MALL Dagon Seikkan (tentative name)	FY2023	About 69,000 ㎡	Undisclosed	About 200


AEON MALL Guangzhou Xinjiang（China）


AEON MALL Hai Phong Le Chan (Vietnam)

*Publicly announced locations only.

Overseas Business Accelerate New Mall Openings

Search for and Secure Property to Accelerate Future Mall Openings

(1) Organization

- Cultivate human resources capable of global work
- Encourage localized mall management



(2) Community

- Strengthen alliances with local governments and businesses


Vietnam Prime Minister Phuc

(3) Financing

- Pursue master lease malls
- Establish a global cash management structure (investigate the creation of a treasury center)
- Create more fluidity in AEON MALL-owned properties

Overseas Business Strengthen Earnings Capacity of Existing Malls

Strengthen Area Dominance

(1) Perform Expansions and Renovations

- Renovate new tenants and others, revise lease agreements upon the conclusion of tenant lease agreements (every three years)
- Conduct strategic expansions to grow sales and profits without being influenced by macroeconomics.

AEON MALL BSD CITY Revitalization During Second Half of FY2020 (Indonesia)



AEON MALL Wuhan Jinyintan Expansion and Renovation (China)



(2) Conduct Events and Sales Promotions

Sponsor events and hold sales promotions timed to social events



(3) Improve Operations

- Adopt leading-edge digital technologies to create mall infrastructure
- Improve customer service
- Introduce Japanese quality for operating efficiencies



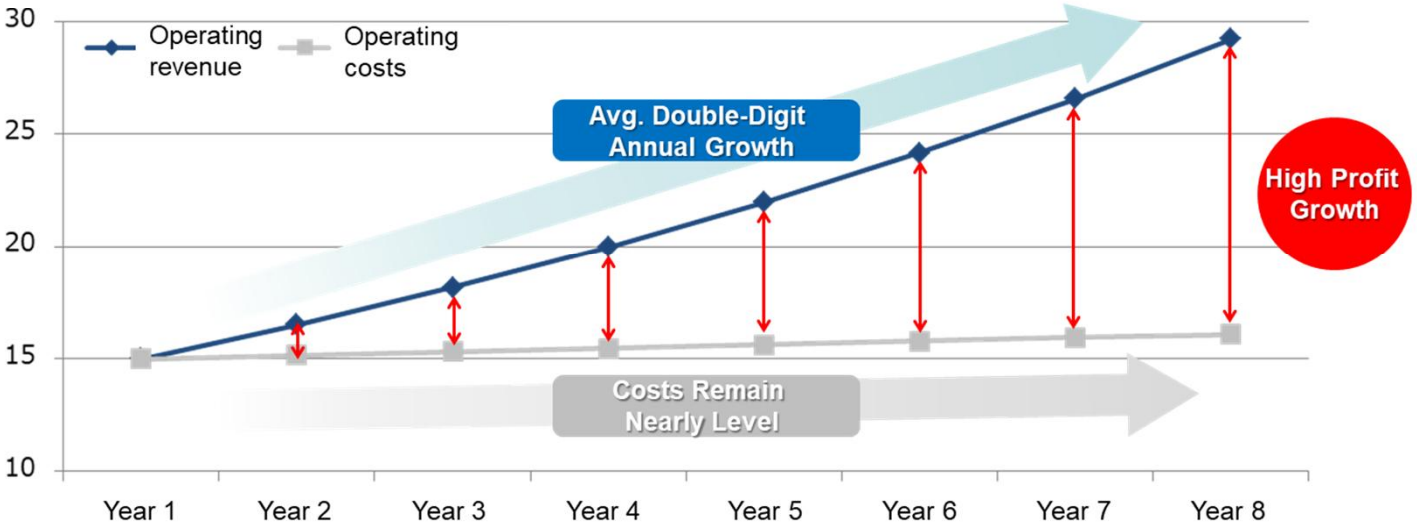


Increase Ability to Attract Customers

Overseas Business Strengthen Earnings Capacity of Existing Malls

■ Profit Growth Model

(Unit: ¥100 Millions)



- **Costs remain essentially fixed over time**, as the majority of operating costs are real estate costs.
- Grow operating revenue through commission rental income tied to store sales growth.
- Activation measures for tenants reaching end of three-year lease lead to projected profit growth; stores forecast to reach **same profitability levels as tenants in Japan** beginning in year seven or eight.

■ FY2019 Earnings at Existing Overseas Malls

(Unit: ¥, Millions)

	24 Existing Overseas Malls		
		YoY Change	YoY Growth
Gross Profit	11,733	+7,089	252.7%
Avg. per Mall	489	+295	–

(Reference) Excludes impact of IFRS 16 adoption

(Unit: ¥, Millions)

	24 Existing Overseas Malls		
		YoY Change	YoY Growth
Gross Profit	7,003	+3,734	214.2%
Avg. per Mall	292	+156	–

Domestic Business Priority Measures

(1) Strengthen Earnings Capacity of Existing Malls

- Secure market position as the overwhelmingly dominant mall in each region
  - Pursue expansions and renovations
  - Create new incentives for customer visits

(2) Open New Malls

- Maximize the value of brick-and-mortar malls through new mall openings based on innovative concepts
  - Open malls under new formats
  - Perform mall renovations leveraging existing assets
  - Maximize the value of brick-and-mortar malls

(3) Improve Urban Shopping Center Business Income

- Introduce fundamental reforms at existing malls

Achieve Stable Growth in Japan

Domestic Business Strengthen Earnings Capacity of Existing Malls

Engaging in Expansions and Renovations Tailored to Local Needs

Overwhelmingly Dominant Mall in Each Region (Attract More Customers, Increase Sales)

■ Three-Year Plan for Mall Expansions

	FY2020	FY2021	FY2022	Three-Year Total
Japan	2	2	4	8



Expansion	Total Leasing Area	Parking	Tenants
June 26, 2020	76,000 ㎡ (+17,000 ㎡)	4,000 cars (+300 cars)	210 stores (+40 stores)



Scheduled Expansion	Total Leasing Area	Parking	Tenants
September 17, 2020	69,000 ㎡ (+12,000 ㎡)	3,000 cars (+200 cars)	160 stores (+20 stores)

Domestic Business Strengthen Earnings Capacity of Existing Malls

Add Functions to Create New Incentives for Customer Visits

(1) Happiness Mall

- Sponsor mall events for Health and Wellness
- Step up responses to the expanding senior market





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(2) Expand Public Function Offerings

- Expand offerings of vital functions for everyday living, including post offices, government administrative desks, clinics, libraries, etc.





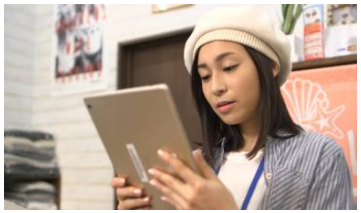
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(3) Create Smart Malls

- Offer a highly convenient shopping environment
- Strengthen customer interactions through integration of real and the digital experiences
- Strengthen support for tenants







Improve Ability of Malls to Attract Customers to Grow Sales

Domestic Business Open New Malls

Maximize the Value of Brick-and-Mortar Malls Through New Mall Openings Based on Innovative Concepts

(1) New Mall Formats

・Regional innovative commercial facilities

Introduce formats that combine outlet sales, entertainment, and functions tailored to the local community.

本格アウトレット × エンターテインメント × 地域との出会い
THE OUTLETS

・Office/retail commercial facilities

Increase the value of offices in cities by integrating commerce and office spaces.



×

(2) Perform Mall Renovations Leveraging Existing Assets

Engage in scrap-and-build, as well as adding new wings next to existing malls, to increase the competitiveness of existing malls.



×

(3) Offer Attractions Only Available in Person

Expand dining, amusement, and other entertainment functions available only in person. Offer attractions only available to customers in person to differentiate from e-commerce shopping.





Grow Income in Japanese Markets Through Continued Mall Openings

Domestic Business Open New Malls

◆3-Year Plan for Mall Openings

	FY2020	FY2021	FY2022	Three-Year Total
Japan	1	4	4	9
Malls	1	4	4	9
Urban SC	0	0	0	0

Office/Retail Commercial Facility



Retail Space for Regional Revitalization



	Name of facility	Location	Scheduled Opening Date	Total Leasing Area	Parking	Tenants
FY2020	AEON MALL Ageo	Ageo, Saitama Pref.	Winter of 2020	About 34,000 ㎡	Undisclosed	About 130
FY2021	AEON MALL Shinrifu South Wing	Rifu-cho, Miyagi, Miyagi Pref.	Spring of 2021	About 69,000 ㎡	About 3,800 cars	Undisclosed
	AEON MALL Kawaguchi	Kawaguchi, Saitama Pref.	Spring of 2021	About 59,000 ㎡	Undisclosed	Undisclosed
	AEON MALL Hakusan (tentative name)	Hakusan, Ishikawa Pref.	Summer of 2021	About 73,000 ㎡	About 4,000 cars	About 220
	AEON MALL Noritakeshinmachi *Lease area for commercial facility (top) and office space (bottom)	Nagoya, Aichi Pref.	Autumn of 2021	About 37,000 ㎡ About 22,000 ㎡	About 2,100 cars	Undisclosed
FY2022	Yahata Higashida Project (tentative name)	Kitakyushu, Fukuoka Pref.	Spring of 2022	About 58,500 ㎡	About 4,000 cars	Undisclosed

*Publicly announced locations only.

Urban Shopping Center Business

Make Priority Investments of Management Resources to Revitalize Existing Locations

(1) Renovate Existing Malls

- Conduct renovations according to the local characteristics of each location



(2) Change Ownership and Management/Operating Models

- Tenjin Big Bang Project
- Yokohama Importmart



(3) Utilize Assets Leveraging the Characteristics of Land Near Public Transportation Stations

- Engage in initiatives from the standpoint of improving real estate value (workspace sharing, etc.)



Transition Away From Apparel-Heavy Sales, Engaging in Fundamental Reforms to Improve Profits

Establish a Global Management Structure

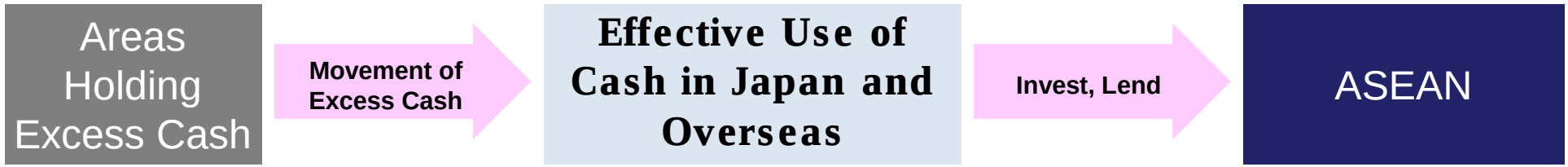
■ Global Financing Mix

Engage in more sophisticated financing activities, including local financing, in conjunction with global expansion

Investigate a transition away from a central financing structure in Japan to a true global financing mix, including procurement from external sources in ASEAN for effective foreign exchange risk control

■ Optimize Cash Management

Collect cash from specified areas and allocate to ASEAN, where we expect investment growth, to achieve greater capital efficiencies



■ Engage in More Advanced Risk Management

- Reinforce our risk management structure prepared against various risks overseas (war, civil disorder, coup d'état, disasters, accidents, terrorism)
- Build a J-SOX-level internal control system

ESG-Based Management

Pursue Management Based on an ESG Perspective for Sustainable Growth and Corporate Value Improvement

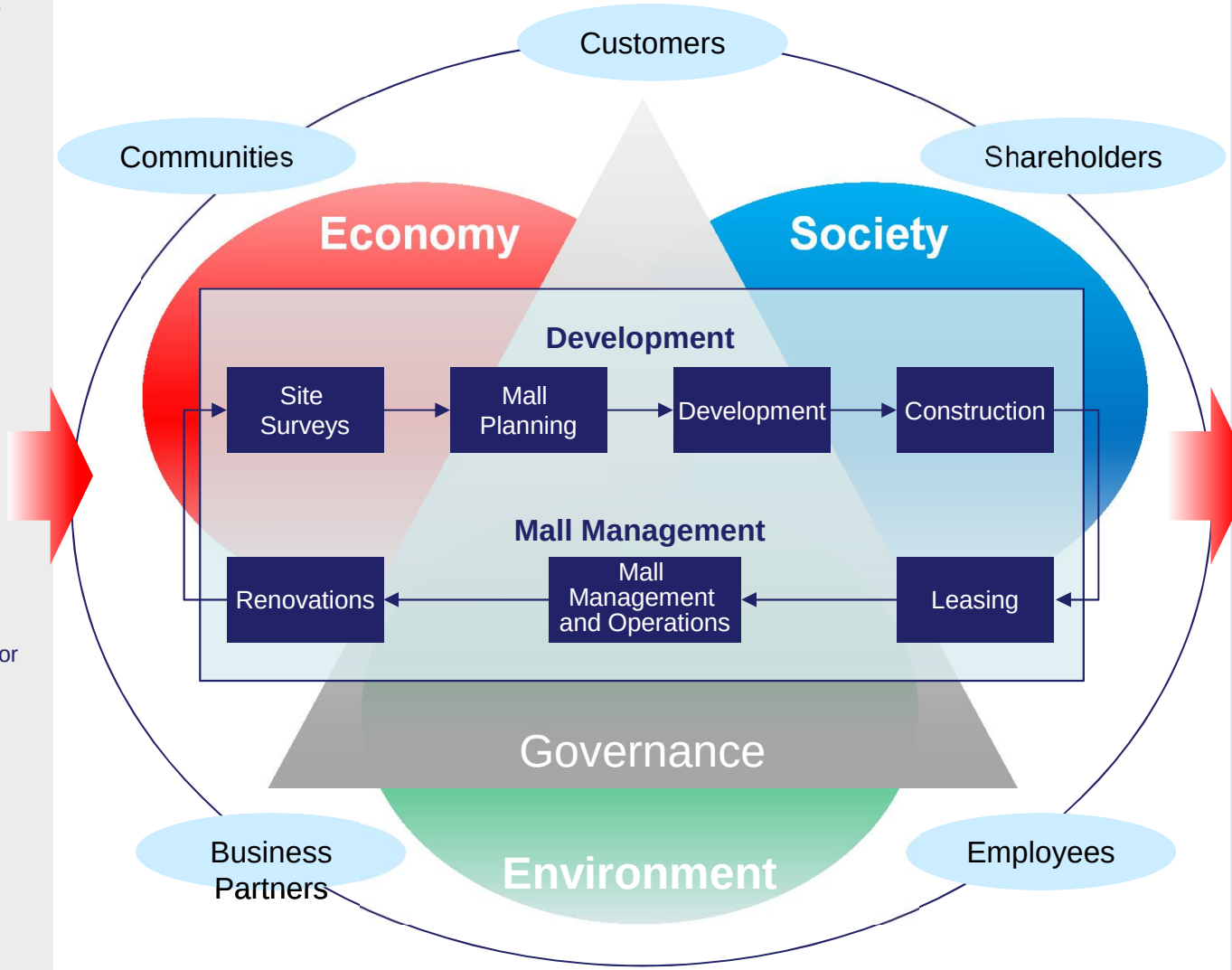
Business Environment

Overseas

- Rise of the modern SC in conjunction with GDP growth
- High growth in retail markets
- Accelerated openings by competing DVs
- Concerns about decelerating economy in China

Japan

- Changing demographics (low birth rates, aging population)
- Changing family structure (increase in single adults, increase in dual-income households)
- Changes in consumer behavior (online shopping, conservative spending, the sharing economy)



Vision for 2025

(1) Build a portfolio of multiple business models, rather than rely on domestic malls as a single source of profit generation.

(2) Make AEON MALL a leading global commercial developer with consolidated operating income of ¥100 billion.

(3) Conduct floor space expansions and renovations in Japan to become the dominant mall in each area.

(4) Target overseas operating income of ¥35 billion (operating margin of 20%) across 70 malls, operating at the same level of efficiency and scale as our domestic operations (as of FY2016).

Operating revenue: ¥500 billion

Operating income: ¥100 billion

Materiality

- Regional, social infrastructure development
- Community relations
- Environment
- Diversity, work-style reform
- Responsible business engagement

Engaging With Materiality

■ Measures Addressing Materiality

Materiality	Related SDGs	Policy
Developing Community and Social Infrastructure • Developing sustainable and resilient infrastructure • Production and consumption formats		Safe, secure, and pleasant facilities Malls that reflect the unique character of a community Town planning for disaster prevention Expansion of public functions Encouraging acceptance and use of electric vehicles (EV) Encouraging the use of public transportation
Building Bridges to Local Communities • Cultural preservation and inheritance • Low birth rates, aging society		Happiness Mall initiatives Hyper-Localization to boost local appeal
The Environment • Climate change, global warming • Protecting biodiversity, resources		Responding to climate change and global warming AEON Hometown Forest Project (biodiversity) Recycling waste products
Diversity and Work-Style Reform • Health and welfare • Diversity, work-style		AEON Yume-Mirai Nursery School Globalization of Human Resources Nadeshiko Brand Improve employee satisfaction (ES), including tenant employee satisfaction
Accountability in Business • Human rights • Bribery		Human Rights Policies, Systems, and Training Initiatives to Prevent Corruption

ESG Initiatives

Developing Community and Social Infrastructure

Town planning for disaster prevention

Most of our malls in Japan have signed agreements with local governments for disaster relief and other activities for the safety of local citizens. We coordinate closely with local communities to improve disaster preparedness by holding regularly scheduled disaster prevention response exercises with tenant specialty store employees.



Building Bridges to Local Communities

AEON MALL Walking

To support healthier lifestyles for our customers, AEON MALL facilities provide walking paths, open for all to use. AEON MALL Miyazaki (Miyazaki Prefecture) offers a mall walking program overseen by the Center for Preventive Medical Sciences at Chiba University. This program was incorporated into the mall after a floor space expansion in March 2018, creating a space and opportunity to promote greater health awareness. We participate in the Fun + Walk Project with the Japan Sports Agency in a public-private partnership. No matter what the weather outdoors, customers can always enjoy walking inside their local mall.



The Environment

100% Renewable Energy for Mall Operations

The AEON Fujiidera Shopping Center installed 100kW solar power system to become the first PPA* mall in the AEON MALL group. The location also adopted an open network system provided by AEON delight Co., Ltd. Integrated management of facilities and equipment necessary for facility management helps the location become more energy efficient, allowing remote facility monitory and other benefits. Through these initiativs, the Fujiidera Shopping Center has become the first in the AEON organization to use 100% of its electricity from renewable energy.

*An abbreviation for Power Purchase Agreement. A business model in which PPA operators install solar power generation systems on the land or rooftops of electricity consumers, selling the electricity generated to the consumer.





Diversity and Work-Style Reform

AEON Yume-Mirai Nursery School

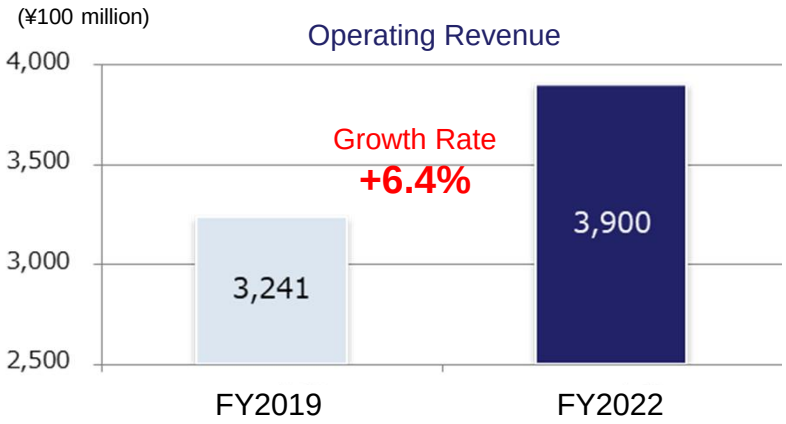
We built on-site AEON MALL Yume-Mirai Nursery Schools to support our employees who are raising children. As of FY2019, the number of nursery schools in operation had expanded to 30*. These nursery schools will continue to support tenant employees, AEON employees, and others who work and raise families, serving to reduce the number of children on waiting lists for childcare centers.

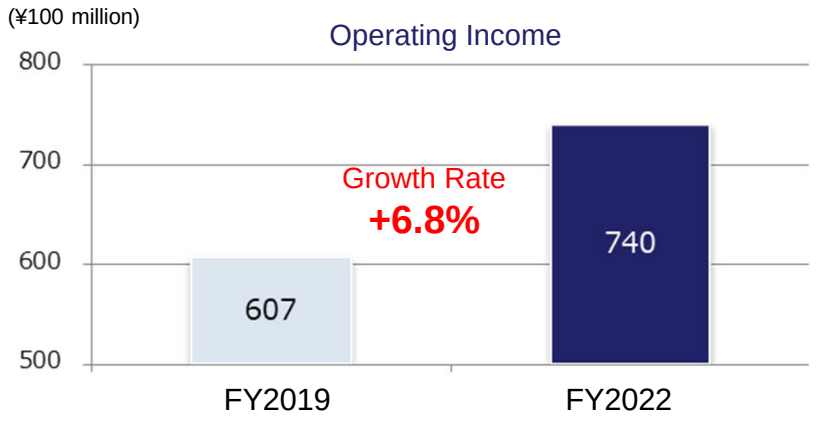
*Includes 10 nursery schools located in AEON Group facilities.



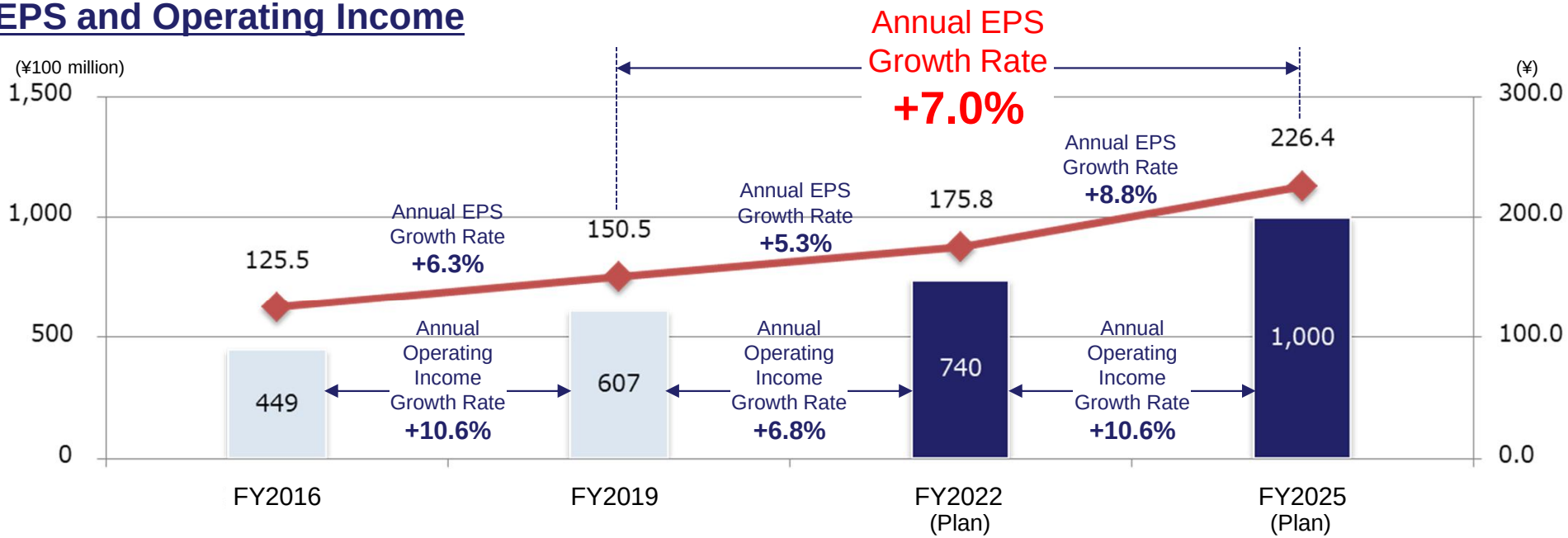
Financial Targets

◆FY2022 Consolidated Business Targets





◆EPS and Operating Income



Capital Investment Plan and Funds Acquisition Plan

(Unit: ¥, 100 Million)

Capital Investment Plan	Three-Year Total
Japan	1,500
New malls	1,050
Revitalization	350
Urban SC	100
Overseas	2,500
China	500
ASEAN	2,000
Total	4,000

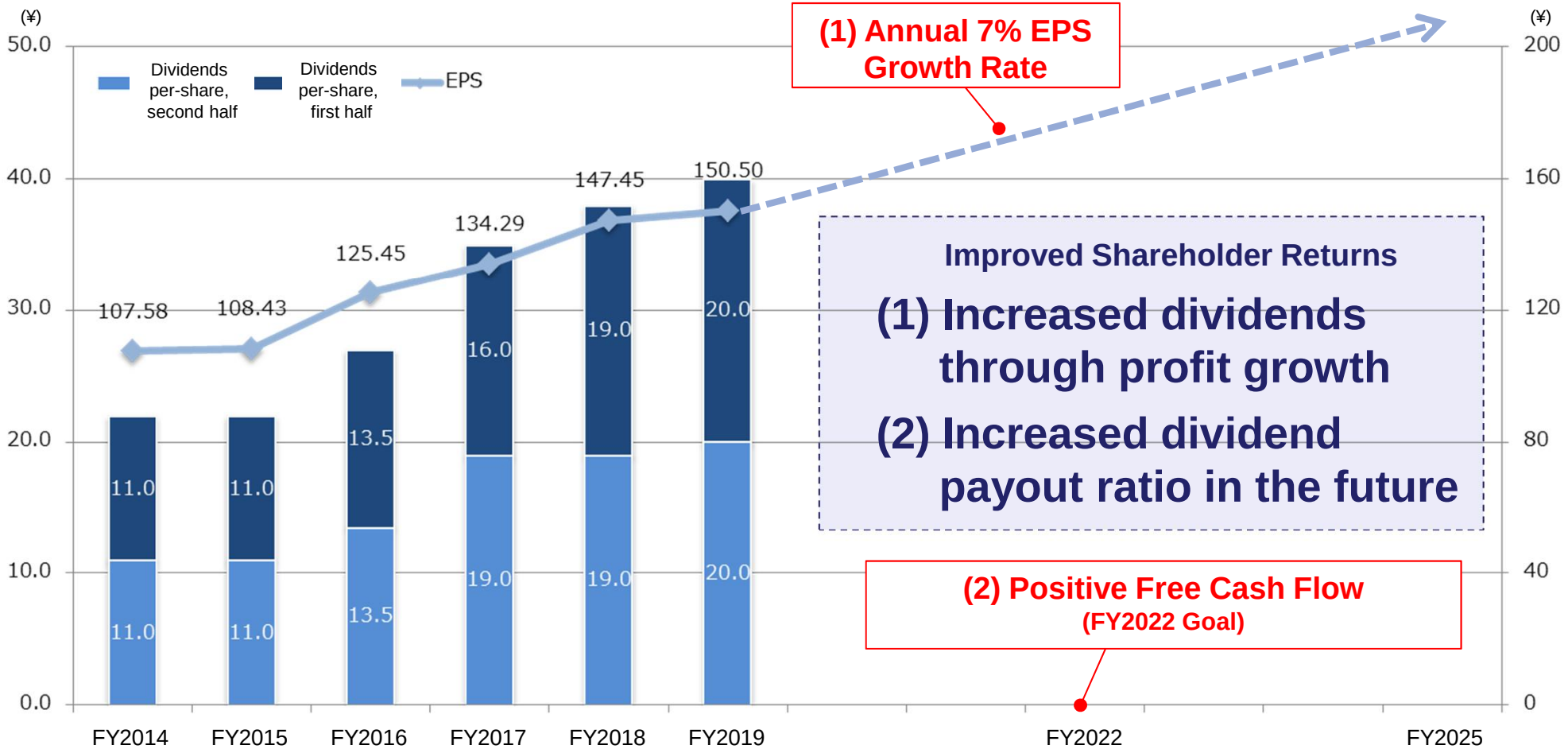
*Capital investment plan represents net figures reflecting development type leases and the use of REITs

(Unit: ¥, 100 Million)

Funds Acquisition Plan	Three-Year Total
Capital investment	4,000
Other	700
Subtotal	4,700
Operating CF	2,900
Cash reserves	700
Interest-bearing debt	1,100
Subtotal	4,700

Aiming for Positive Free Cash Flow in FY2022

Shareholder Returns



Increased Dividends Through Profit Growth
We have set annual 7% target for EPS growth toward achieving our Vision for 2025.

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Increased Dividend Payout Ratio in the Future
Increase operating cash flow with growth in overseas business profits. We are aiming for positive free cash flow in FY2022 and improved shareholder returns.

Attachments
(Mall Data)

List of Malls (1)

	Shopping malls (Domestic)	Opening	Total leasing area (m2)	Parking	Tenants	Land & building ownership	Land lease/Building ownership	Land & building lease	Property management
1	AEON MALL Tsugaru Kashiwa	November 1992	40,000	2,600	90	◎			
2	AEON MALL Akita	September 1993	58,000	3,200	150	◎			
3	AEON MALL Futtsu	September 1993	28,000	1,000	60			☆	
4	AEON MALL Shimoda	April 1995	59,000	4,000	120	◎			
5	Shopping Mall Festa	April 1996	32,000	3,800	90	◎			
6	AEON MALL Suzuka	November 1996	70,000	4,200	180			☆	
7	AEON MALL Sanko	December 1996	42,500	2,200	70	◎			
8	AEON MALL Uki	November 1997	63,000	3,300	80			☆	
9	AEON MALL Kurashiki	September 1999	83,000	4,700	240			☆	
10	AEON MALL Narita	March 2000	65,000	4,000	170			☆	
11	AEON MALL Okazaki	September 2000	80,000	4,300	170		◎		
12	AEON MALL Kawaguchi Maekawa	November 2000	66,000	2,400	170			◎	
13	AEON MALL Kochi	December 2000	57,000	2,800	140			◎	
14	AEON MALL Niihama	June 2001	66,000	3,500	120		◎		
15	AEON MALL Higashiura	July 2001	75,000	4,600	170	◎			
16	AEON MALL Yamato	December 2001	35,000	1,900	90			☆	
17	AEON MALL Takaoka	September 2002	82,000	4,400	200		◎		
18	AEON MALL Itami	October 2002	57,000	2,800	150			☆	
19	AEON MALL Morioka	August 2003	52,000	2,600	130			☆	
20	AEON MALL Ota	December 2003	62,000	4,200	150			☆	
21	AEON MALL Kyoto Gojo	March 2004	36,000	1,700	140			☆	
22	AEON MALL Hiroshima Fuchu	March 2004	98,000	5,000	280	◎			
23	AEON MALL Kashihara	April 2004	80,000	5,000	230		◎		
24	AEON MALL Kisogawa	June 2004	66,000	4,400	170			◎	
25	AEON MALL Fukuoka	June 2004	90,000	5,300	220			☆	
26	AEON MALL Hamamatsu Shitoro	August 2004	65,000	3,500	160			☆	
27	AEON MALL Sakai Kitahanada	October 2004	72,000	2,800	170			☆	
28	AEON MALL Rinku Sennan	November 2004	76,000	4,300	170	◎			
29	AEON MALL Nogata	April 2005	58,000	3,400	140			☆	
30	AEON MALL Miyazaki	May 2005	84,000	4,300	250		◎		

☆Securitized

List of Malls (2)

	Shopping malls (Domestic)	Opening	Total leasing area (m2)	Parking	Tenants	Land & building ownership	Land lease/Building ownership	Land & building lease	Property management
31	AEON MALL Kumamoto	October 2005	84,000	5,000	200			☆	
32	AEON MALL Mito Uchihara	November 2005	78,000	4,100	200			☆	
33	AEON MALL Chiba New Town	April 2006	79,000	4,000	180			☆	
34	AEON MALL Takasaki	October 2006	76,000	4,000	210			☆	
35	AEON MALL Musashimurayama	November 2006	78,000	4,000	180			☆	
36	AEON MALL Tsurumi Ryokuchi	November 2006	54,000	2,200	160			☆	
37	AEON MALL Kobe Kita	November 2006	55,000	4,000	160			☆	
38	AEON MALL Natori	February 2007	80,000	4,500	240		◎		
39	AEON MALL Hanyu	November 2007	75,000	5,000	210	◎			
40	AEON MALL Hinode	November 2007	64,000	3,600	160		◎		
41	Aeon Lake Town Kaze	October 2008	61,000	2,300	230			◎	
42	AEON MALL Kusatsu	November 2008	78,000	4,500	190		◎		
43	AEON MALL Chikushino	December 2008	80,000	3,800	210		◎		
44	AEON MALL Miyakonojo-Ekimae	December 2008	28,000	1,700	100			☆	
45	mozo wondercity	April 2009	101,000	5,000	230				◎
46	AEON MALL Hiroshima Gion	April 2009	50,000	2,800	130		◎		
47	AEON MALL Aratamabashi	March 2010	38,000	1,700	120			☆	
48	AEON MALL Yamatokoriyama	March 2010	67,000	4,100	170			☆	
49	AEON MALL KYOTO	June 2010	51,000	1,100	130			☆	
50	AEON MALL Kofu Showa	March 2011	70,000	3,500	180			☆	
51	AEON MALL Omuta	March 2011	57,000	4,800	130	◎			
52	Aeon Lake Town Outlet	April 2011	23,000	1,100	130		◎		
53	Hiroshima Danbara Shopping Center	September 2011	24,000	800	60			◎	
54	AEON MALL Fukutsu	April 2012	63,000	3,500	180			☆	
55	AEON MALL Tsukuba	March 2013	64,000	4,000	200			☆	
56	AEON MALL Kasukabe	March 2013	56,000	2,900	160			☆	
57	Kobe Harborland Umie	April 2013	85,000	3,000	230				◎
58	AEON MALL Toin	November 2013	58,000	3,500	140		◎		
59	AEON MALL Makuhari Shintoshin	December 2013	128,000	7,300	360		◎		
60	AEON MALL Tendo	March 2014	47,000	3,000	130		◎		

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List of Malls (3)

	Shopping malls (Domestic)	Opening	Total leasing area (m2)	Parking	Tenants	Land & building ownership	Land lease/Building ownership	Land & building lease	Property management
61	AEON MALL Wakayama	March 2014	69,000	3,500	210			☆	
62	AEON MALL Nagoya chaya	June 2014	75,000	4,100	200		◎		
63	AEON MALL Kyoto Katsuragawa	October 2014	77,000	3,100	220			☆	
64	AEON MALL Kisarazu	October 2014	84,000	4,000	160		◎		
65	AEON MALL Tamadaira Woods	November 2014	24,000	1,000	130			☆	
66	AEON MALL Okayama	December 2014	92,000	2,500	350			☆	
67	AEON MALL Asahikawa	March 2015	29,000	900	130			◎	
68	AEON MALL Okinawa Rycom	April 2015	86,000	4,000	240		◎		
69	AEON MALL Shijonawate	October 2015	75,000	4,300	200		◎		
70	AEON MALL Tokoname	December 2015	87,000	4,000	180		◎		
71	AEON MALL Sakai Teppocho	March 2016	56,000	2,600	160		◎		
72	AEON MALL Imabari Shintoshi	April 2016	54,000	2,900	120	◎			
73	AEON MALL Nagakute	December 2016	59,000	2,600	200		◎		
74	QUALITE PRIX	December 2016	13,000	1,800	60			◎	
75	AEON MALL Shin Komatsu	March 2017	63,000	3,400	170			☆	
76	AEON SERITO Senmonkan	April 2017	9,000	400	35			◎	
77	AEON MALL Tokushima	April 2017	50,000	3,100	160		◎		
78	AEON MALL Kobe Minami	September 2017	39,000	1,400	130		◎		
79	AEON MALL Matsumoto	September 2017	49,000	2,300	170	◎			
80	AEON MALL Zama	March 2018	55,000	2,500	160		◎		
81	THE OUTLETS HIROSHIMA	April 2018	53,000	4,000	200	◎			
82	AEON MALL Iwaki Onahama	June 2018	50,000	1,300	130		◎		
83	AEON MALL Tsu Minami	November 2018	60,000	3,400	170	◎			
84	AEON Fujiidera Shopping Center	September 2019	15,000	470	65	◎			
	Domestic Total		5,172,500	274,570	13,930	15	25	42	2

*In addition to the above, AEON MALL manages and operates 58 retail facilities (GLA 2,451,000m^2, 7,220 specialty stores) on behalf of AEON Retail Co., Ltd.

☆Securitized

List of Malls (4)

China

	Shopping malls (China)	Opening	Total leasing area (m2)	Parking	Tenants	Land & building ownership	Land lease/Building ownership	Land & building lease	Property management
1	AEON MALL Beijing International Mall	November 2008	54,000	3,000	120			◎	
2	AEON MALL Tianjin TEDA	October 2010	55,000	2,500	130			◎	
3	AEON MALL Tianjin Zhongbei	April 2012	65,000	3,900	150			◎	
4	AEON MALL Tianjin Meijiang	January 2014	62,000	2,400	170			◎	
5	AEON MALL Suzhou Wuzhong	April 2014	75,000	3,100	200			◎	
6	AEON MALL Wuhan Jinyintan	December 2014	90,000	2,500	260			◎	
7	AEON MALL Suzhou Yuanqu Hudong	May 2015	75,000	3,000	200	◎			
8	AEON MALL Beijing Fengtai	September 2015	62,000	2,500	180			◎	
9	AEON MALL Hangzhou Liangzhu Xincheng	November 2015	68,000	2,500	180	◎			
10	AEON MALL Wuhan Jingkai	December 2015	101,000	4,000	290	◎			
11	AEON MALL Guangzhou Panyu Square	December 2015	64,000	1,600	170			◎	
12	AEON MALL Suzhou Xinqu	January 2016	74,000	3,300	260			◎	
13	AEON MALL Hebei　Yanjiao	November 2016	70,000	2,700	200			◎	
14	AEON MALL Tinajin Jinnan	October 2017	70,000	2,600	210			◎	
15	AEON MALL Nantong Xinghu	December 2017	77,000	3,000	280			◎	
16	AEON MALL Wuhan Jinqiao	December 2017	55,000	1,700	200			◎	
17	AEON MALL Foshan Dali	December 2017	69,000	2,700	240			◎	
18	AEON MALL Yantai Jinshatan	May 2018	72,000	2,700	220	◎			
19	AEON MALL Guanzhou Jinsha	November 2018	65,000	3,000	170			◎	
20	AEON MALL Changshu Xinqu	June 2019	63,000	3,800	180			◎	
21	AEON MALL Qingdao Xihaian Xinqu	November 2019	70,000	2,600	240			◎	
	China Total		1,456,000	59,100	4,250	4	0	17	0

ASEAN

	Shopping malls (ASEAN)	Opening	Total leasing area (m2)	Parking	Tenants	Land & building ownership	Land lease/Building ownership	Land & building lease	Property management
1	AEON MALL Tan Phu Celadon （VIETNAM）	January 2014	84,000	2,000	200				◎
2	AEON MALL Binh Duong Canary (VIETNAM)	November 2014	49,000	1,000	150			◎	
3	AEON MALL Long Bien (VIETNAM)	October 2015	74,000	1,000	180	◎			
4	AEON MALL Binh Tan (VIETNAM)	July 2016	60,000	1,500	150			◎	
5	AEON MALL Ha Dong (VIETNAM)	December 2019	74,000	2,100	220	◎			
6	AEON MALL Phnompenh （CAMBODIA）	June 2014	68,000	2,300	190	◎			
7	AEON MALL Sen Sok City（CAMBODIA）	May 2018	85,000	2,300	200	◎			
8	AEON MALL BSD CITY （INDONESIA）	May 2015	77,000	2,100	280	◎			
9	AEON MALL Jakarta Garden City （INDONESIA）	September 2017	63,000	3,000	220	◎			
	ASEAN Total		634,000	17,300	1,790	6	0	2	1
	Grand Total		7,262,500	350,970	19,970	25	25	61	3

As of August 31, 2020

Urban Shopping Center Business (OPA Co., Ltd.)

	Urban Shopping centers	Opening	Total leasing area (m2)	Tenants
1	Sannomiya OPA	March 1984	6,100	21
2	Sendai FORUS	November 1984	14,500	100
3	Yokohama VIVRE	April 1985	18,700	105
4	Shinsaibashi OPA	November 1994	11,200	79
	OPA Kirei-kan	August 1998	2,400	Included in Shinsaibashi OPA
5	Kitaoji VIVRE	March 1995	22,900	92
6	Fujisawa OPA	March 1996	9,700	54
7	Canal City OPA	April 1996	15,800	100
8	Akashi VIVRE	October 1997	18,200	65
9	Shinyurigaoka OPA	November 1997	12,700	76
10	Kawaramachi OPA	November 1998	10,300	72
11	Seisekisakuragaoka OPA	September 1999	16,000	51
12	WORLD PORTERS	September 1999	37,700	183
13	Kanazawa FORUS	November 2006	26,100	188
14	Nagoya mozo OPA	April 2009	3,200	9
15	VIVRE GENE Lake Town	November 2011	2,900	21
16	Sannomiya OPA Ⅱ	February 2017	11,400	41
17	Mito OPA	March 2017	12,100	45
18	Akita OPA	October 2017	11,500	45
19	Takasaki OPA	October 2017	25,600	157
20	Naha OPA	October 2018	5,200	42
21	Hachioji OPA	November 2018	6,200	39
22	Oita OPA	June 2019	1,200	38
	Urban Shopping Center Total		301,600	1,623

* Tenjin VIVRE closed temporarily beginning February 11, 2020 in conjunction with building renovation construction.

As of August 31, 2020

The content and earnings forecasts presented in this document contain forward-looking statements. These statements are based on information available and certain assumptions deemed reasonable at the time of publication. Forward-looking statements are not intended as a guarantee of performance. Actual results may differ significantly from forward-looking statements due to a variety of factors.