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Financial Results for Q3, FY2022
March 1, 2022 - November 30, 2022

January 12, 2023

Life Design Developer

イオンモール株式会社

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Financial Results for Q3, FY2022 March 1, 2022 - November 30, 2022

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Financial Results for Q3, FY2022

Financial Results for Q3, FY2022

Overview of Consolidated Results

■ Consolidated Statements of Income

(Unit: ¥, Millions)

	FY2022 Q3 Actual	FY2021 Q3 Actual	YoY Change Change	YoY Change %	FY2019 Q3 Actual	Vs. FY2019 Change	Vs. FY2019 %	Full Year Plan	Progress rate (%)
Operating revenue	**294,600**	233,286	+61,314	126.3	240,573	+54,027	122.5	404,000	72.9
Operating costs	**239,825**	183,459	+56,366	130.7	177,137	+62,687	135.4	–	–
Gross profit	**54,775**	49,827	+4,948	109.9	63,435	-8660	86.3	–	–
Selling, general and administrative expenses	**22,276**	21,480	+795	103.7	21,169	+1,106	105.2	–	–
Operating income	**32,499**	28,346	+4,152	114.6	42,265	-9766	76.9	55,500	58.6
Ordinary income	**26,624**	23,755	+2,868	112.1	36,783	-10158	72.4	45,500	58.5
Income before income taxes	**17,932**	20,142	-2209	89.0	36,164	-18232	49.6	–	–
Net income attribute to owners of parent	**10,428**	16,457	-6029	63.4	23,503	-13075	44.4	23,000	45.3
Net income per share (yen)	**45.83**	72.32	-26.49	–	103.31	-57.48	–	101.07	–

- We applied Accounting Standard for Revenue Recognition beginning this fiscal year. Before applying this standard, we estimate that operating revenue was +10.7% of the previous year.
- Fixed costs of ¥2.0 billion (¥3.6 billion in FY2021) transferred from operating costs to extraordinary losses due to COVID-19 as losses incurred during the temporary closure period.
- Due to the resolution to scrap and build some aging facilities, we recorded an impairment loss of ¥1.7 billion and a provision for loss on store closings of ¥2.0 billion as extraordinary losses.
- We recorded a loss on retirement of fixed assets of ¥2.4 billion as an extraordinary loss due to revitalization work and other initiatives related to domestic and overseas malls.
- Total income taxes increased ¥3.7 billion due to the recording of deferred tax assets in the previous fiscal year in connection with the absorption-type merger of certain OPA locations.

Financial Results for Q3, FY2022

Change in Profit (Loss) by Segment (Vs. FY2019)

Q3

(Unit: ¥, Millions)

	Operating Revenue			Operating Costs			Gross Profit			SG&A Expenses			Operating Income		
		Q3 FY2019 (Actual)	Vs. FY2019		Q3 FY2019 (Actual)	Vs. FY2019		Q3 FY2019 (Actual)	Vs. FY2019		Q3 FY2019 (Actual)	Vs. FY2019		Q3 FY2019 (Actual)	Vs. FY2019
Domestic Mall	**220,676**	186,082	34,593	**177,128**	133,238	43,889	**43,547**	52,843	-9,295	**17,460**	15,966	1,494	**26,087**	36,877	-10,790
Existing Mall	**195,576**	180,439	15,136	**151,233**	127,791	23,441	**44,342**	52,647	-8,304	**–**	–	–	**–**	–	–
New Mall*	**20,006**	246	19,759	**20,525**	259	20,265	**-519**	-13	-505	**–**	–	–	**–**	–	–
Other	**5,094**	5,397	-303	**5,370**	5,187	182	**-276**	209	-485	**–**	–	–	**–**	–	–
Urban SC	**16,183**	18,456	-2,272	**16,635**	17,161	-525	**-452**	1,294	-1,747	**1,314**	2,050	-736	**-1,767**	-756	-1,010
Domestic Total	**236,859**	204,538	32,320	**193,764**	150,400	43,363	**43,094**	54,137	-11,043	**18,775**	18,017	758	**24,319**	36,120	-11,801
China	**40,295**	26,489	13,805	**32,210**	20,124	12,086	**8,084**	6,365	1,719	**2,421**	2,258	163	**5,663**	4,107	1,555
ASEAN	**17,706**	9,545	8,160	**13,868**	6,631	7,236	**3,837**	2,913	924	**1,339**	894	445	**2,497**	2,019	478
Vietnam	**9,398**	3,691	5,707	**6,536**	2,421	4,115	**2,861**	1,270	1,591	**573**	392	181	**2,288**	878	1,410
Cambodia	**3,968**	2,995	973	**2,838**	1,941	896	**1,130**	1,053	77	**155**	123	31	**975**	929	46
Indonesia	**4,338**	2,858	1,480	**4,493**	2,268	2,225	**-155**	589	-745	**601**	378	222	**-756**	211	-967
Other	**–**	–	–	**–**	–	–	**–**	–	–	**10**	–	10	**-10**	–	-10
Overseas Total	**58,001**	36,034	21,966	**46,079**	26,755	19,323	**11,922**	9,278	2,643	**3,761**	3,152	608	**8,160**	6,126	2,034
Adjustment	**-260**	–	-260	**-18**	-18	–	**-241**	18	-260	**-260**	–	-260	**18**	18	–
Domestic and Overseas Total	**294,600**	240,573	54,027	**239,825**	177,137	62,687	**54,775**	63,435	-8,660	**22,276**	21,169	1,106	**32,499**	42,265	-9,766

*New malls opened between FY2019 and FY 2022

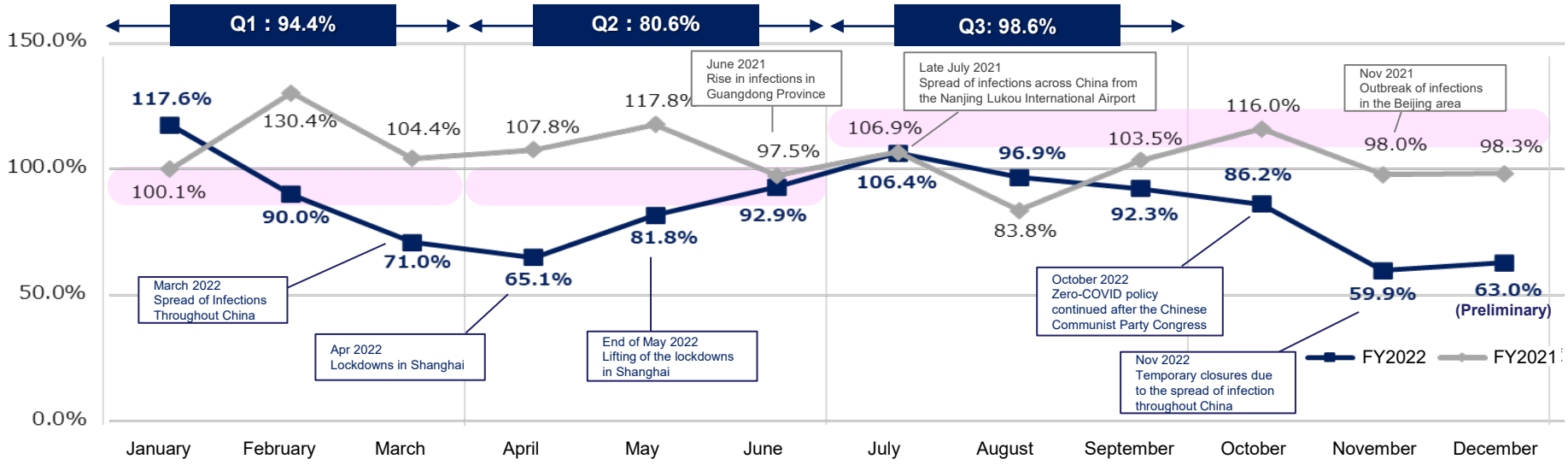
[Comments Concerning Comparisons With FY2019 (Pre-COVID-19)]

- In Japan, operating income declined by -¥11.8 billion due to changes in consumer behavior and mindset during the protracted COVID-19 pandemic.
- While sales in China trended downward due to continued strict behavioral restrictions caused by the spread of COVID-19 infections, operating income increased +¥1.5 billion due to the shift of fixed costs in the amount of ¥1.9 billion during the temporary closure period to extraordinary losses.
- The government in Vietnam transitioned to a policy of returning economic growth during the with-COVID-19 period, and sales were strong. Operating income increased +¥1.4 billion.
- Cambodia and Indonesia saw a relaxation of operating restrictions as COVID-19 infections subsided. While Cambodia posted a profit compared with FY2019, profit in Indonesia declined due to the impact of empty floor space at malls opened under the pandemic in the previous fiscal year.

Financial Results for Q3, FY2022

Revenue Performance by Segment

China: Specialty Store Sales at Existing 19 Malls vs. FY2019



FY 2022 Sales Plan Assumptions

Q1 began in a challenging manner with the January spread of the Omicron variant throughout mainland China. Moving forward, the government is expected to step up large-scale economic stimulus measures in preparation for the October 2022 National Congress of the Chinese Communist Party National. Therefore, we expect the economy to **recover in the second half at trends in the double digits compared with FY2019**.

Q3, FY2022 Results and Recent Progress

[Q3]

- Existing mall specialty store sales for Q3 (cumulative) were 91.4% compared to FY2019.
- Despite ongoing and severe control of activities in the Beijing and Tianjin areas, beginning in July, Suzhou City, Wuhan City, and other areas have been trending at double-digit growth compared to pre-COVID-19 levels, recovering to FY2019 levels in the stand-alone third quarter (3 months).

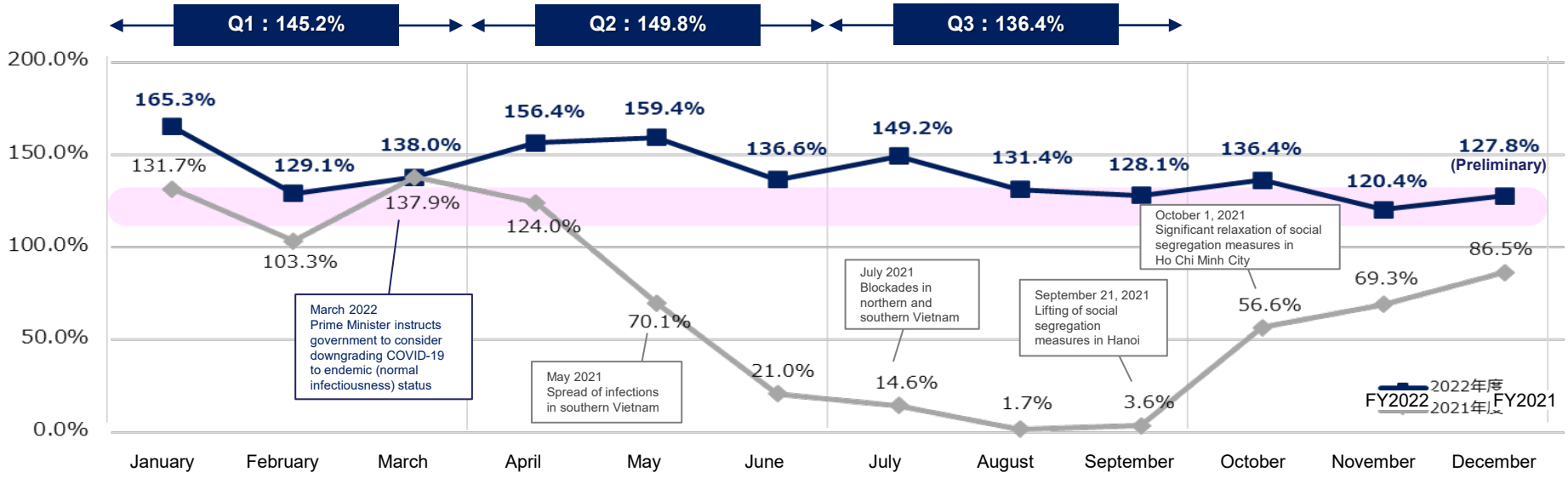
[Q4 and Beyond]

- The government's Zero-COVID policy continued after the end of the Chinese Communist Party Congress in October. In November, we closed many of our malls temporarily. November results were -40.1% compared to FY2019.
- Behavioral restrictions were eased to a greater degree throughout the country beginning in December, and the number of infections rose significantly. We expect the impact of infections on customer traffic and sales at AEON MALL locations to continue for the foreseeable future.
- But we expect a shift to with-COVID policies will lead to a release of pent-up demand, resulting in long-delayed consumption. Of course, we will continue to manage and operate our malls under comprehensive infection prevention measures as we develop sales tactics to capture growing demand in the expected economic recovery.

Financial Results for Q3, FY2022

Revenue Performance by Segment

Vietnam: Specialty Store Sales at Existing Four Malls vs. FY2019



FY 2022 Sales Plan Assumptions

Although the spread of COVID-19 is likely to continue, we expect **full-year sales trends to shift toward double-digit growth relative to FY2019** based on our assumption that governments will engage in policies that prioritize economic activities under a with-COVID-19 approach.

Q3, FY2022 Results and Recent Progress

[Q3]

- Existing mall specialty store sales for Q3 (cumulative) were 143.6% compared to FY2019.
- In the previous fiscal year, we closed malls temporarily due to the governmental social segregation measures. During the current fiscal year, the government shifted to a policy prioritizing economic growth under with-COVID, and our malls are now operating normally across all business types.
- Our malls, which feature leisure functions such as shopping, amusement, and dining, have received wide support, with sales growing at a high rate due in part to the effectiveness of our sales promotions.

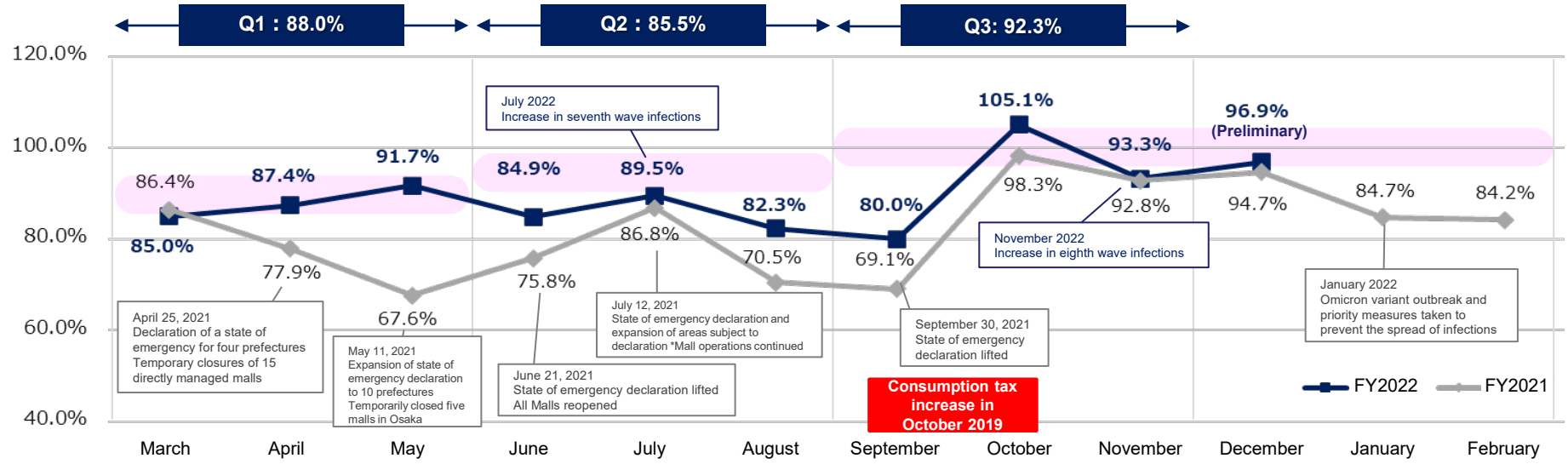
[Q4 and Beyond]

- Consumption trends remain strong in October and later, with mall sales continuing at around 120% to 130% compared with FY2019 levels.

Financial Results for Q3, FY2022

Revenue Performance by Segment

Japan: Specialty Store Sales at Existing 83 Malls vs. FY2019



FY 2022 Sales Plan Assumptions

Although we expect a slight drop in customer traffic at malls due to the impact of the seventh wave of COVID-19 infections, the Japanese government is expected to **normalize economic and social activities slowly over the course of the first half of the fiscal year**. Based on assumptions of a large-scale economic recovery in response to these policies, we project sales to return to FY2019 levels in the second half of the fiscal year.

Q3, FY2022 Results and Recent Progress

[Q3]

- Existing mall specialty store sales for Q3 (cumulative) were 88.5% compared to FY2019.
- The number of new COVID-19 infections has been on a downward trend since September. We developed measures to attract more customers to our malls through in-mall events, TV commercials, etc. Sales recovered to 92.3% of FY2019 levels for the stand-alone third quarter (three months).

[Q4 and Beyond]

- Although the number of COVID-19 infections has been on the rise since December due to an eighth wave, we expect consumption behavior to become more active with the transition to with-COVID policies. In response to the change in behavior under COVID-19, we will work to recover customer traffic and increase sales through new experiential value for customers. This type of value includes providing comfortable mall environments, events, and other measures to attract customers.

Financial Results for Q3, FY2022

Overseas: Specialty Store Sales at Existing Malls vs. FY2019 (by Business Model)

China

	<FY2021> Q1	Q2	Q3	Q4	<FY2022> January	February	March	April	May	June	July	August	September	October	November
Specialty store sales	111.5%	107.7%	97.6%	104.3%	117.6%	90.0%	71.0%	65.1%	81.8%	92.9%	106.4%	96.9%	92.3%	86.2%	59.9%
Goods	124.5%	119.0%	110.0%	113.2%	127.5%	94.4%	78.3%	73.5%	89.7%	98.6%	111.5%	102.2%	97.3%	93.3%	63.5%
Dining	115.6%	116.6%	108.4%	114.2%	106.0%	91.9%	67.8%	61.5%	78.9%	97.0%	112.2%	102.5%	98.0%	89.0%	61.6%
Amusement	48.4%	46.3%	43.2%	44.0%	114.7%	85.3%	49.2%	33.2%	50.5%	73.8%	100.3%	84.1%	70.6%	80.1%	32.1%
Cinema	50.0%	16.5%	4.7%	30.8%	56.7%	57.9%	14.7%	7.0%	12.5%	38.1%	59.9%	44.0%	32.0%	19.4%	8.1%
No. of visitors	97.1%	91.1%	82.8%	90.3%	92.1%	78.3%	62.3%	58.8%	71.0%	77.2%	86.5%	80.7%	77.8%	72.8%	52.9%

Vietnam

	<FY2021> Q1	Q2	Q3	Q4	<FY2022> January	February	March	April	May	June	July	August	September	October	November
Specialty store sales	123.8%	67.6%	6.7%	71.5%	165.3%	129.1%	138.0%	156.4%	159.4%	136.6%	149.2%	131.4%	128.1%	136.4%	120.4%
Goods	146.9%	80.8%	8.2%	87.3%	196.5%	147.6%	168.7%	185.8%	172.6%	147.1%	158.5%	143.1%	136.9%	151.3%	126.4%
Dining	114.3%	61.3%	4.4%	57.5%	140.8%	139.0%	130.4%	154.9%	159.3%	142.1%	146.5%	132.8%	128.3%	129.4%	121.1%
Amusement	54.7%	25.2%	0.0%	15.6%	61.3%	70.6%	65.6%	90.6%	112.0%	101.0%	112.4%	101.4%	96.6%	94.7%	85.0%
Cinema	71.8%	37.9%	0.0%	16.0%	46.7%	68.7%	55.3%	61.6%	116.9%	88.7%	159.9%	73.6%	113.6%	103.8%	97.4%
No. of visitors	84.5%	49.8%	14.4%	45.0%	87.6%	78.5%	75.0%	86.1%	91.6%	82.9%	93.8%	86.2%	84.4%	85.2%	82.5%

Cambodia

	<FY2021> Q1	Q2	Q3	Q4	<FY2022> January	February	March	April	May	June	July	August	September	October	November
Specialty store sales	64.8%	31.1%	47.6%	83.6%	106.5%	73.9%	83.2%	96.8%	103.6%	98.4%	98.3%	90.6%	86.6%	92.5%	89.8%
Goods	86.9%	48.0%	69.2%	104.6%	138.6%	92.9%	107.2%	129.1%	125.7%	117.5%	114.4%	109.9%	102.5%	114.9%	101.9%
Dining	46.2%	16.4%	29.0%	64.4%	81.2%	59.8%	65.1%	75.0%	82.9%	78.9%	80.8%	70.5%	71.3%	74.0%	73.9%
Amusement	34.0%	0.9%	3.8%	40.1%	66.9%	50.1%	59.3%	72.1%	76.5%	75.9%	84.6%	74.6%	70.0%	75.1%	83.7%
Cinema	31.9%	0.2%	0.0%	56.9%	68.8%	54.5%	51.8%	53.1%	100.0%	109.9%	113.1%	85.5%	64.1%	74.0%	92.6%
No. of visitors	47.3%	31.1%	47.6%	83.6%	70.8%	55.5%	60.8%	67.6%	76.7%	76.0%	78.4%	71.2%	71.9%	77.2%	78.0%

Financial Results for Q3, FY2022

Japan Specialty Store Sales vs. FY2019 (83 Existing Malls)

	FY2021 *Vs. FY2019				
	Q1	Q2	Q3	Q4	Full Year
Specialty stores total	77.5%	77.6%	86.3%	88.5%	82.4%
Large-scale specialty stores subtotal	87.7%	87.0%	90.1%	97.2%	90.5%
Apparel	72.1%	75.1%	84.3%	81.0%	78.2%
Accessories	75.5%	76.3%	82.9%	87.1%	80.4%
Miscellaneous goods	96.8%	97.8%	102.9%	104.4%	100.5%
Hobby Items	95.5%	93.9%	101.2%	102.4%	98.2%
Food	103.2%	100.5%	104.9%	104.7%	103.4%
Dining	69.0%	69.6%	80.8%	83.2%	75.4%
Amusement	81.7%	80.6%	93.6%	96.2%	87.8%
Cinema	61.8%	56.1%	63.6%	85.1%	65.0%
Services	47.8%	46.0%	59.7%	61.0%	53.2%
Specialty stores subtotal	76.2%	76.3%	85.7%	87.3%	81.3%
No. of visitors	81.8%	81.6%	87.1%	87.9%	84.5%

	FY2022 *Vs. FY2019							
Q1	Q2	1H	September	October	November	Q3	Q3 Cumulative
88.0%	**85.5%**	**86.8%**	**80.0%**	**105.1%**	**93.3%**	**92.3%**	**88.5%**
94.8%	**91.5%**	**93.3%**	**76.7%**	**114.6%**	**103.1%**	**95.8%**	**94.1%**
81.1%	**77.9%**	**79.6%**	**77.3%**	**101.4%**	**80.6%**	**86.4%**	**82.0%**
84.3%	**82.7%**	**83.5%**	**67.6%**	**105.3%**	**96.6%**	**87.2%**	**84.6%**
107.6%	**103.4%**	**105.2%**	**88.1%**	**121.5%**	**110.7%**	**105.5%**	**105.3%**
101.2%	**98.8%**	**99.9%**	**90.5%**	**120.3%**	**111.2%**	**106.5%**	**102.0%**
111.8%	**105.5%**	**108.7%**	**103.5%**	**115.2%**	**111.7%**	**110.1%**	**109.2%**
83.4%	**83.1%**	**83.2%**	**85.0%**	**100.0%**	**93.2%**	**92.5%**	**86.1%**
99.6%	**98.7%**	**99.1%**	**95.5%**	**108.0%**	**115.5%**	**105.7%**	**101.1%**
81.9%	**76.0%**	**78.5%**	**82.1%**	**83.8%**	**89.4%**	**85.0%**	**80.1%**
60.9%	**62.5%**	**61.7%**	**63.0%**	**80.0%**	**72.4%**	**71.3%**	**64.7%**
87.1%	**84.7%**	**85.9%**	**80.5%**	**104.0%**	**92.0%**	**91.8%**	**87.8%**
88.2%	**86.7%**	**87.2%**	**84.5%**	**96.2%**	**91.4%**	**90.6%**	**88.3%**

Financial Results for Q3, FY2022

Income Statement Summary

(¥, millions)

Consolidated (¥, millions)	Q3 FY2022	Ratio	Q3 FY2021	Ratio	YoY Growth	YoY Change	Comment
Operating revenue	294,600	100.0%	233,286	100.0%	126.3%	+61,314	- Japan: Existing 85 malls ¥33,077 million - Japan: New malls ¥11,831 million - Japan: Urban style shopping center business (OPA) ¥650 million - Japan: Other -¥276 million - Overseas ¥16,290 million
Operating costs	239,825	81.4%	183,459	78.6%	130.7%	+56,366	- Japan: Existing 85 malls ¥28,486 million - Japan: New malls ¥12,514 million - Japan: Urban style shopping center business (OPA) ¥1,171 million - Japan: Other ¥250 million - Overseas ¥13,943 million
Gross profit	54,775	18.6%	49,827	21.4%	109.9%	+4,948	- Japan: Existing 85 malls ¥4,591 million - Japan: New malls -¥682 million - Japan: Urban style shopping center business (OPA) -¥520 million - Japan: Other -¥526 million - Overseas ¥2,347 million
SG&A expenses	22,276	7.6%	21,480	9.2%	103.7%	+795	- Japan: Mall business (excludes OPA) ¥535 million - Japan: Urban style shopping center business (OPA) -¥76 million - Overseas ¥596 million
Operating income	32,499	11.0%	28,346	12.2%	114.6%	+4,152	
Non-operating profits	4,773	1.6%	5,206	2.2%	91.7%	-432	- Interest income ¥356 million - Compensation paid by departing tenants -¥83 million - Gain on valuation of derivatives ¥267 million - Subsidy income -¥1,050 million
Non-operating expenses	10,647	3.6%	9,796	4.2%	108.7%	+850	- Interest expenses ¥648 million - Foreign exchange losses ¥178 million
Ordinary income	26,624	9.0%	23,755	10.2%	112.1%	+2,868	
Extraordinary gains	294	0.1%	1,382	0.6%	21.3%	-1,088	
Extraordinary losses	8,985	3.0%	4,995	2.2%	179.9%	+3,990	- Loss on retirement of fixed assets ¥1,971 million - Impairment loss ¥1,118 million - Recorded provision for loss on store closings (not recorded in PY) ¥2,017 million - Loss of Impact of COVID-19 -¥1,623 million (recorded in the previous year: ¥3,663 million current year: ¥2,040 million)
Income before income taxes	17,932	6.1%	20,142	8.6%	89.0%	-2,209	
Income taxes	7,455	2.5%	3,700	1.6%	201.5%	+3,755	PY: Recorded deferred tax assets in connection with the absorption-type merger of OPA Co., Ltd.
Net income (loss)	10,477	3.6%	16,442	7.0%	63.7%	-5,965	
Net income attribute to non-controlling interests	48	0.1%	-15	-0.1%	–	+64	
Net income attribute to owners of parent	10,428	3.5%	16,457	7.1%	63.4%	-6,029	

* Six new malls in Japan (four malls opened in FY2021, two malls opened in FY2022)

Financial Results for Q3, FY2022

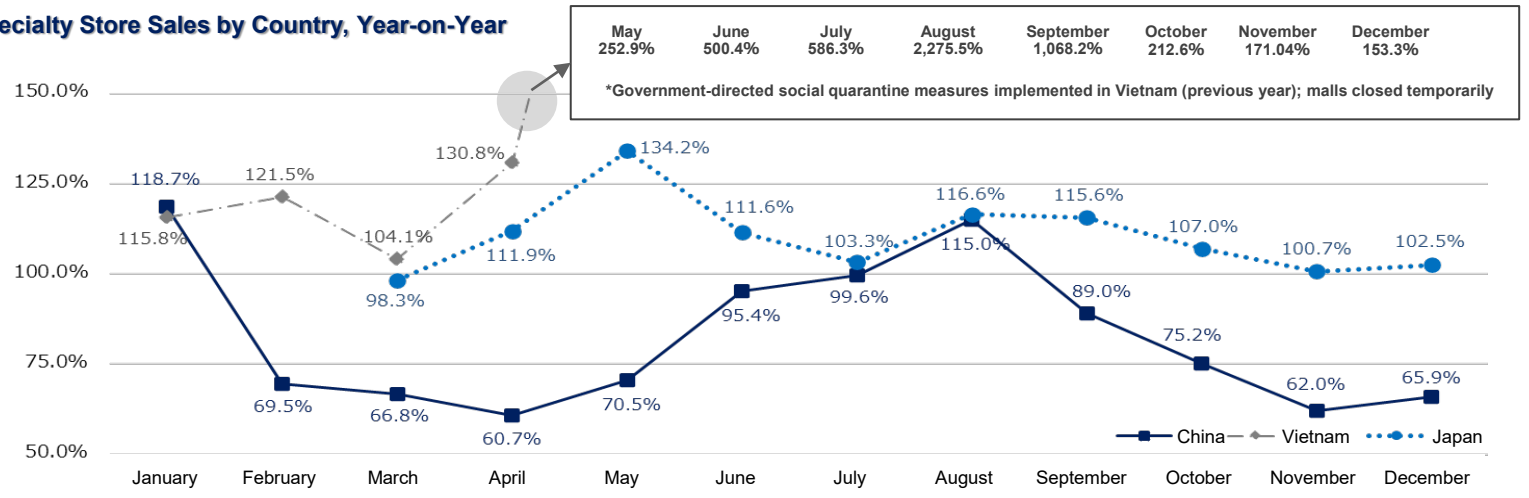
Change in Profit (Loss) by Segment (Vs. FY2021)

(Unit: ¥, Millions)

	Operating Revenue			Operating Costs			Gross Profit			SG&A Expenses			Operating Income		
		Q3 FY2021 (Actual)	Vs. FY2021		Q3 FY2021 (Actual)	Vs. FY2021		Q3 FY2021 (Actual)	Vs. FY2021		Q3 FY2021 (Actual)	Vs. FY2021		Q3 FY2021 (Actual)	Vs. FY2021
Domestic Mall	**220,676**	176,042	44,633	**177,128**	135,877	41,251	**43,547**	40,165	3,382	**17,460**	16,924	535	**26,087**	23,240	2,846
Existing Mall	**197,771**	164,693	33,077	**153,702**	125,215	28,486	**44,068**	39,477	4,591	–	–	–	–	–	–
New Mall	**17,811**	5,979	11,831	**18,056**	5,541	12,514	**-245**	437	-682	–	–	–	–	–	–
Other	**5,094**	5,370	-276	**5,370**	5,120	250	**-276**	250	-526	–	–	–	–	–	–
Urban SC	**16,183**	15,532	650	**16,635**	15,464	1,171	**-452**	68	-520	**1,314**	1,390	-76	**-1,767**	-1,322	-444
Domestic Total	**236,859**	191,575	45,284	**193,764**	151,341	42,422	**43,094**	40,233	2,861	**18,775**	18,315	459	**24,319**	21,917	2,401
China	**40,295**	31,428	8,866	**32,210**	24,330	7,880	**8,084**	7,098	986	**2,421**	1,851	570	**5,663**	5,247	415
ASEAN	**17,706**	10,282	7,423	**13,868**	7,806	6,062	**3,837**	2,476	1,360	**1,339**	1,313	26	**2,497**	1,162	1,334
Vietnam	**9,398**	5,685	3,713	**6,536**	3,808	2,728	**2,861**	1,877	984	**573**	463	109	**2,288**	1,413	875
Cambodia	**3,968**	2,068	1,900	**2,838**	1,572	1,265	**1,130**	495	635	**155**	107	47	**975**	388	587
Indonesia	**4,338**	2,528	1,809	**4,493**	2,425	2,068	**-155**	103	-258	**601**	722	-121	**-756**	-618	-137
Other	–	–	–	–	–	–	–	–	–	**10**	20	-9	**-10**	-20	9
Overseas Total	**58,001**	41,711	16,290	**46,079**	32,136	13,943	**11,922**	9,574	2,347	**3,761**	3,165	596	**8,160**	6,409	1,750
Adjustment	**-260**	–	-260	**-18**	-18	–	**-241**	18	-260	**-260**	–	-260	**18**	18	–
Domestic and Overseas Total	**294,600**	233,286	61,314	**239,825**	183,459	56,366	**54,775**	49,827	4,948	**22,276**	21,480	795	**32,499**	28,346	4,152

(* Preliminary reports for December results)

Existing Mall Specialty Store Sales by Country, Year-on-Year



Financial Results for Q3, FY2022

Balance Sheet Summary

(¥, millions)

Consolidated (¥, millions)	Q3 FY2022	FY2021	Change	Comment
Cash and deposits	107,276	87,148	20,127	
Deposits to associated companies	20,000	9,000	11,000	- AEON Group's surplus fund management
Other current assets	78,299	54,562	23,737	
Current assets	205,576	150,711	54,864	
Property, plant and equipment	1,291,714	1,191,229	100,485	- Purchase of property, plant and equipment ¥89,708 million
Intangible fixed assets	3,418	3,456	-37	
Investments and other assets	119,673	117,859	1,814	
Fixed assets	1,414,806	1,312,544	102,262	
Total assets	1,620,383	1,463,256	157,126	
Income taxes payable	2,590	6,830	-4,239	
Deposits from tenants	62,453	38,732	23,721	
Accounts payable-construction	43,985	24,055	19,929	
Other current liabilities	179,640	143,116	36,523	- Bonds due within one years ¥30,000 million - Current portion of long-term debt -¥2,688 million
Current liabilities	288,669	212,734	75,934	
Long-term liabilities	850,300	823,590	26,709	- Straight bonds ¥10,000 million - Long-term debt ¥11,853 million - Lease deposits from lessees ¥4,328 million - Provision for loss on store closings ¥2,017 million
Total liabilities	1,138,969	1,036,325	102,644	
Total equity	481,413	426,931	54,482	- Net loss ¥10,428 million - Dividends -¥11,377 million - Foreign currency translation adjustment ¥54,551 million

Equity	469,125	416,455	52,669
Equity ratio	29.0%	28.5%	0.5%
Interest-bearing debt	809,338	757,593	51,745
Ratio of interest-bearing debt to assets	49.9%	51.8%	-1.8%
Debt-to-equity ratio (times)	1.7	1.8	-0.1
Net debt-to-equity ratio (times)	1.4	1.6	-0.1

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

	FY2022 Q3	FY2021	Change
Bonds due within one year	70,000	40,000	30,000
Current portion on long-term debt	43,405	46,093	-2,688
Straight bonds	365,000	355,000	10,000
Long-term debt	190,557	178,704	11,853
Subtotal	668,963	619,798	49,165
Lease obligations (including current portion)	140,374	137,794	2,579
Total	809,338	757,593	51,745

Financial Results for Q3, FY2022

Cash Flow Statement Summary

(¥, millions)

	Q3 FY2022	Q3 FY2021	Change	Main Items		
Cash flows from operating activities	70,539	45,925	24,613	- Income before income taxes - Depreciation and amortization - Deposits received from specialty stores - Income taxes paid	¥17,932 million ¥52,347 million ¥22,956 million -¥11,580 million	
Cash flows from investing activities	-77,600	-93,225	15,625	- Purchase of property, plant and equipment - Purchase of long-term prepaid expenses - Increase in guarantee deposits (net)	-¥76,686 million -¥2,104 million ¥1,698 million	} *Capital Investment ¥78,791 million
Cash flows from financing activities	17,643	14,910	2,732	- Increase of long-term debt (net) - Proceeds from issuance of bonds (net) - Dividends paid - Repayment of lease obligations	¥3,947 million ¥40,000 million -¥11,377 million -¥14,362 million	
Cash and cash equivalents at year-end	110,180	98,881	11,298			

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

Three-Year Medium-Term Management Plan

■ Three-Year Plan Growth Policies

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

We have identified following management issues and future vision to pursue the growth initiatives above:

1. Achieve profitable growth in our overseas business and accelerate new mall openings
2. Maximize the appeal of brick-and-mortar malls through customer experience (CX)
3. Build next-generation malls and pursue the urban shopping center business
4. Pursue digital transformation (DX)
5. Pursue medium-term strategies, accelerate reforms based on ESG perspectives

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

FY2022 (Fiscal Year Ending February 2023) Consolidated Plan

■ Earnings Plan

(Unit: ¥, Million)

	FY2022 Plan	YoY Change	Vs. FY2019	FY2021 Actual	FY2020 Actual	FY2019 Actual
Operating revenue	404,000	*127.5%	124.6%	316,813	280,688	324,138
Operating income	55,500	145.2%	91.3%	38,228	34,394	60,794
Ordinary income	45,500	139.8%	81.1%	32,540	28,437	56,117
Net income attributable to owners of parent	23,000	119.3%	67.2%	19,278	-1,864	34,239

*Beginning with the fiscal year ending February 28, 2023, the Company will adopt *Accounting Standard for Revenue Recognition* (ASBJ Statement No. 29), etc. The consolidated earnings forecast above is based on this standard.
Since operating revenue has been affected significant by the adoption of this standard, our estimate of operating revenue results before the application of this standard is 113.3% year on year. Operating income, ordinary income, and net income attributable to owners of parent have not been affected by the application of the standard.

■ Operating Income Plan by Segment

(Unit: ¥, Million)

		FY2022 Plan	YoY Change	Vs. FY 2019	FY2021 Actual	FY2020 Actual	FY2019 Actual
	China	7,500	+541	+1,877	6,958	2,296	5,622
	ASEAN	2,500	+3,200	-187	-701	1,474	2,686
Overseas Total		10,000	+3,742	+1,691	6,257	3,771	8,308
	MALL	47,000	+13,500	-5,665	33,499	31,845	52,664
	Urban SC	-1,500	+52	-1,298	-1,553	-1,247	-203
Domestic Total		45,500	+13,554	-6,961	31,945	30,597	52,460
Adjustments		–	-25	-25	25	25	25
Total		55,500	+17,271	-5,295	38,228	34,394	60,794

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

New Mall Opening Plan

■ Mall Opening Plan

		Cumulative No. of Facilities as of FY2019	FY2020	FY2021	FY2022	FY2020 - FY2022	FY2023 - FY2025	Cumulative No. of Facilities as of FY2025
Overseas		30	2	2	1	5	17	52
	China	21	0	1	0	1	7	29
	Vietnam	5	1	0	0	1	10	23
	Cambodia	2	0	0	1	1		
	Indonesia	2	1	1	0	2		
Japan		106	1	4	2	7	9	124
	MALL	84	1	4	2	7	9	103
	Urban SC (OPA)	22	0	0	0	0	0	21

*In addition to the above, we contract the management and operations of 49 commercial facilities (GLA 2,136,000m²; 5,890 specialty stores) of AEON Retail and AEON Tohoku
*Domestic malls included in the cumulative FY2025 facilities figure include Shinrifu North Wing, Yahata Higashi, and Kitaoji properties acquired from AEON Retail and OPA between 2021 and 2022.

Three-Year Medium-Term Management Plan (2020 - 2022)

	2020	2021	2022
Japan	・Ageo	・Shinrifu South Wing ・Kawaguchi ・Hakusan ・Nagoya Noritake Garden	・THE OUTLETS KITAKYUSHU ・Toki
Overseas	・Hai Phong Le Chan (Vietnam) ・Sentul City (Indonesia)	・Guangzhou Xinjiang (China) ・Tanjung Barat (Indonesia)	・Meanchey (Cambodia)

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

Japan Mall Opening Plan (Previously Announced)

Fukuoka Prefecture



THE OUTLETS KITAKYUSHU
Scheduled opening: April 28, 2022
Land Area: About 270,000㎡
Lease Area: About 48,000㎡

Aichi Prefecture



AEON MALL Toyokawa
Scheduled to open in spring 2023
Land Area: About 128,000㎡

Kanagawa Prefecture



THE OUTLETS SHONAN HIRATSUKA
Scheduled to open in spring 2023
Land Area: About 131,000㎡
Lease Area: About 33,000㎡

Nagano Prefecture

AEON MALL Suzaka (tentative name)
Scheduled to open in spring 2024
Land Area: About 158,000㎡

Fukushima Prefecture



AEON MALL Kitafukushima (tentative name)
Scheduled to open in 2024
Land Area: About 159,000㎡

(FY Opening)

FY2022 | **FY2023** | **FY2024** | **FY2025 or Later**

Gifu Prefecture



AEON MALL Toki
Scheduled opening: October 7, 2022
Land Area: About 203,000㎡
Lease Area: About 49,000㎡

Kanagawa Prefecture



AEON MALL Yokohama Nishiguchi (tentative name)
Scheduled to open in Fall 2023
Land Area: About 7,000㎡
Lease Area: About 20,000㎡

Tokyo Prefecture



Jiyugaoka 2-Chome Plan (tentative name)
Scheduled to open in Fall 2023
Land Area: About 3,500㎡
Lease Area: About 5,000㎡

Tokyo Prefecture



Hachioji Interchange North (tentative name)
Phase 1: Scheduled to open in spring 2025
Phase 2: Scheduled to open in 2026
Land Area: About 102,000㎡

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

Overseas Mall Opening Plan (Previously Announced)

China (Hubei Province)



AEON Mall Wuhan Jiangxia (tentative name)
Scheduled to open in FY2023
Land Area: About 106,000㎡

China (Hunan Province)



AEON MALL Changsha Tiantang (tentative name)
Scheduled to open in FY2024
Land Area: About 115,000㎡

China (Hubei Province)



AEON MALL Hangzhou Qiantang New Area (tentative name)
Scheduled to open in FY2024
Land Area: About 89,000㎡

(FY Opening)

FY2022 | **FY2023** | **FY2024** | **FY2025 or Later**

Cambodia



AEON MALL Meanchey
December 15, 2022 Soft Open
Scheduled to open in Spring 2023
Land Area: About 174,000㎡
Lease Area: About 98,000㎡

Indonesia



AEON MALL Delta Mas (tentative name)
Scheduled to open in first half of 2024
Land Area: About 200,000㎡
Lease Area: About 85,000㎡

Vietnam

AEON MALL Hue
Scheduled to open in FY2024
Land Area: About 86,000㎡

Vietnam

AEON MALL Hoang Mai (tentative name)
Scheduled to open in FY2023 or Later
Land Area: About 60,000㎡
Lease Area: About 84,000㎡
(including offices)



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

Three-Year Capital Investment and Funds Acquisition Plan

■ Capital Investment Plan

	FY2020 Actual	FY2021 Actual	FY2022 Plan	Three-Year Total
Japan	420	750	600	1,770
New malls	140	450	350	940
Revitalization	270	300	230	800
Urban SC	10	0	20	30
Overseas	180	450	600	1,230
China	30	200	50	280
ASEAN	150	250	550	950
Total	600	1,200	1,200	3,000

(As of April 8, 2021) (Unit: ¥, 100 million)

	Three-Year Total
Japan	1,770
New malls	990
Revitalization	710
Urban SC	70
Overseas	1,730
China	330
ASEAN	1,400
Total	3,500

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

■ Funds Acquisition Plan

	FY2020 Actual	FY2021 Actual	FY2022 Plan	Three-Year Total
Capital investment	600	1,200	1,200	3,000
Other	350	100	350	800
Subtotal	950	1,300	1,550	3,800
Operating CF	600	600	1,000	2,200
Cash reserves	0	350	150	500
Interest-bearing debt	350	350	400	1,100
Subtotal	950	1,300	1,550	3,800

(As of April 8, 2021) (Unit: ¥, 100 million)

	Three-Year Total
Capital investment	3,500
Other	750
Subtotal	4,250
Operating CF	2,700
Cash reserves	650
Interest-bearing debt	900
Subtotal	4,250

Management Policies and Long-Term Vision

Management Policies and Long-Term Vision

Management Policies



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.

Becoming a Company That will Touch the Hearts of 5 Billion Visitors Throughout Asia

- Our challenge is to be consistent in hyper-localization that bolsters attractiveness to the community by working in tandem with partners.
- As Life Design Producers, we will go beyond working in a conventional commercial context and keep our company growing by opening up business opportunities to produce future ways of living.
- We will solidify and strengthen our financial and business foundations by taking full advantage of our company's assets, including our worldwide malls and capabilities to continue our growth.
- We are a company of professionals that continue to innovate.
- We see and consider life from customers' perspectives so that we can share the best, most memorable moments of life with those customers.

Vision for 2025, Three-Year Medium-Term Management Plan

ハートフル・サステナブル
ひと、社会、地球の未来を
いつまでも。

In pursuit of our management philosophy of being a Life Design Developer, we use the phrase "Heartful Sustainable" to describe our efforts to contribute to and revitalize communities and societies toward the creation of sustainable societies.
We aim for better societies not only through our own efforts, but also in partnership with customers, local communities, partner corporations, shareholders, and investors.

Our Ideal Future

Provide solutions to regional and social issues, establishing a position through social infrastructure functions to be a central facility for the local community

Management Policies and Long-Term Vision

Engaging With Materiality

	Material Issues (Materiality)	Vision for 2030 (KPIs)	Vision for 2050 (KGIs)
Develop community and social infrastructure	Develop sustainable and resilient infrastructures	(1) Establish disaster prevention centers in all Japanese malls as a measure to strengthen BCP systems (2) Sign disaster prevention agreements with local governments	A society in which all community members feel safe and secure
	Production and consumption formats	(1) Pursue ethical consumption　Ratio of Green purchasing (2) Pursue plastic-elimination initiatives	A society in which appropriate production and consumption leads to as close to zero impact on the global environment as possible
Build community relationships	Cultural preservation and inheritance	Sponsor traditional and cultural events initiatives; expand to other communities overseas	Societies with existing cultural heritage platforms
	Low birth rates, aging society	(1) Enhance services for children (2) Number of dementia patient supporters	A society in which all live comfortably, including children and seniors
Environment	Climate change, global warming	(1) Expand EV charger installations;　number of EV chargers installed (2) Create renewable energy to reduce total annual CO_2 emissions by 35% (3) Strengthen environmental awareness initiatives for community residents and specialty stores (4) Earn eco certification at all facilities	(1) A decarbonized society (2) A society of environmentally conscious citizens
	Protecting biodiversity, resources	(1) Number of malls acquiring ABINC certification (2) Achieve a recycling rate of 70% (excluding thermal recycling)	An environmentally friendly society coexisting in harmony with nature
Diversity and work-style reform	Health and welfare	Propose healthy lifestyles	A society of physically and mentally healthy citizens
	Diversity, work-style	(1) Ratio of women in management positions (2) Achieve 100% of male employees taking parental leave (3) Develop human resources capable of engaging in global activities	A society that provides equal opportunities to all people regardless of race, nationality, age, gender, or location
Accountability in business	Human rights	(1) Establish and adopt a human rights due diligence process (2) Achieve 100% participation in human rights education and training	A society that respects the human rights of all people
	Bribery	(1) Conduct education on bribery and raise awareness to ensure compliance with basic anti-bribery rules (2) Continue to comply with anti-bribery provisions in employment regulations (3) Review compliance systems for Basic Rules for the Prevention of Bribery, report on compliance status to the president at least once a year, and ensure that corrective measures are taken	Zero incidents

Management Policies and Long-Term Vision

Long-Term Vision

◆Long-Term Vision (Updated April 8, 2021)

In light of the loss of one year of profit growth due to the impact of the spread of COVID-19 in FY2020, as well as delays in negotiations for new property sites and city planning, particularly overseas, we have made the following changes to our long-term vision.

Vision for 2025

<Qualitative Goals>

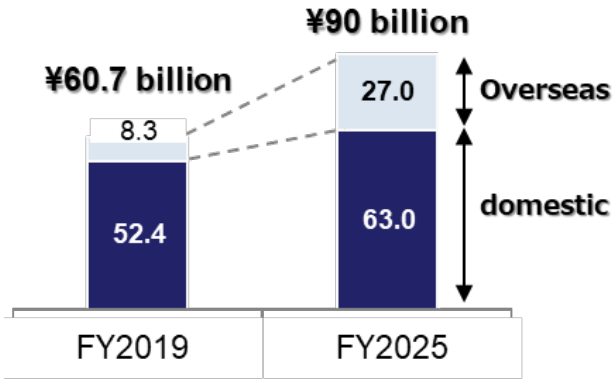
(1) Build a portfolio of multiple business models, rather than rely on domestic malls as a single source of profit generation.

(2) Make AEON MALL a leading global commercial developer with **consolidated operating income in excess of ¥90 billion**.

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

(4) **Secure growth markets overseas, expand overseas business to 50 malls, and record operating income of ¥27 billion (25% profit margin).**

<Quantitative Goals>



*We aim to achieve consolidated operating income of at least ¥100 billion in FY2026, pushing our target back by one year to reflect one year of profit growth lost due to the COVID-19 pandemic.

*We plan to secure a pipeline for reaching 70 malls as of FY2025, achieving a 70-mall structure by FY2028.

Management Policies and Long-Term Vision

Medium- and Long-Term Numerical Targets

Medium-Term Management Plan (FY2020-FY2022) Vision for 2025 (As of April 8, 2021)		FY2019 Results		FY2022 *Three-Year Plan		FY2025	
Profit Plan	Operating Revenue	¥324.1 bn		¥360.0 bn		**¥440.0 bn**	
	Operating Income	¥60.7 bn	*Op. margin 18.8%	¥68.0 bn	*Op. margin 18.9%	**¥90.0 bn**	*Op. margin 20.5%
Operating Income by Segment	Domestic Mall Business	¥52.6 bn	(86.6%)	¥52.7 bn	(77.5%)	¥61.8 bn	(68.7%)
	Overseas Business	¥8.3 bn	(13.7%)	¥14.5 bn	(21.3%)	¥27.0 bn	(30.0%)
	Urban Shopping Center Business	-¥0.2 bn	(-0.3%)	¥0.8 bn	(1.2%)	¥1.2 bn	(1.3%)
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**	

Medium-Term Management Plan (FY2020-FY2022) Vision for 2025 (As of April 7, 2022)		FY2019 Results		FY2022 *Three-Year Plan		FY2025	
Profit Plan	Operating Revenue	¥324.1 bn		¥404.0 bn		**¥490.0 bn**	
	Operating Income	¥60.7 bn	*Op. margin 18.8%	¥55.5 bn	*Op. margin 13.7%	**¥90.0 bn**	*Op. margin 18.4%
Operating Income by Segment	Domestic Mall Business	¥52.6 bn	(86.6%)	¥47.0 bn	(84.7%)	¥61.8 bn	(68.7%)
	Overseas Business	¥8.3 bn	(13.7%)	¥10.0 bn	(18.0%)	¥27.0 bn	(30.0%)
	Urban Shopping Center Business	-¥0.2 bn	(-0.3%)	-¥1.5 bn	(-2.7%)	¥1.2 bn	(1.3%)
Financial Indicators	EPS Growth Rate *Growth rate from FY2019 to FY2025	–		**-12.4 %**		**7% or higher**	
	Net Interest-Bearing Debt/EBITDA Ratio	4.7 x		**6.1x**		**4.5x or lower**	
	ROIC	4.3%		**3.2%**		**5% or higher**	

Management Policies and Long-Term Vision

Target Performance Indicators

■ Financial Indicators

AEON MALL established the following target performance indicators (FY2025 targets) in response to the adoption of IFRS 16 at the beginning of FY2019, as well as to reflect new goals to maximize future cash flows and improve corporate value.

*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)

Indicator	Type	Target (for FY2025)	FY2019	FY2020	FY2021
EPS growth rate	Growth indicator	**7% annual** (annual growth rate between FY2019 and FY2025)	2.1% **(YoY)**	-	-25.0%
Net interest-bearing debt/EBITDA ratio	Stability indicator	**4.5 x or lower**	4.7 x	6.2 x	6.6 x
ROIC (Return on Invested Capital)	Efficiency indicator	**5% or higher**	4.3%	2.2%	2.4%

*The Company did not calculate EPS growth rate for FY2020, as there was a net loss per share for the consolidated fiscal years under review.

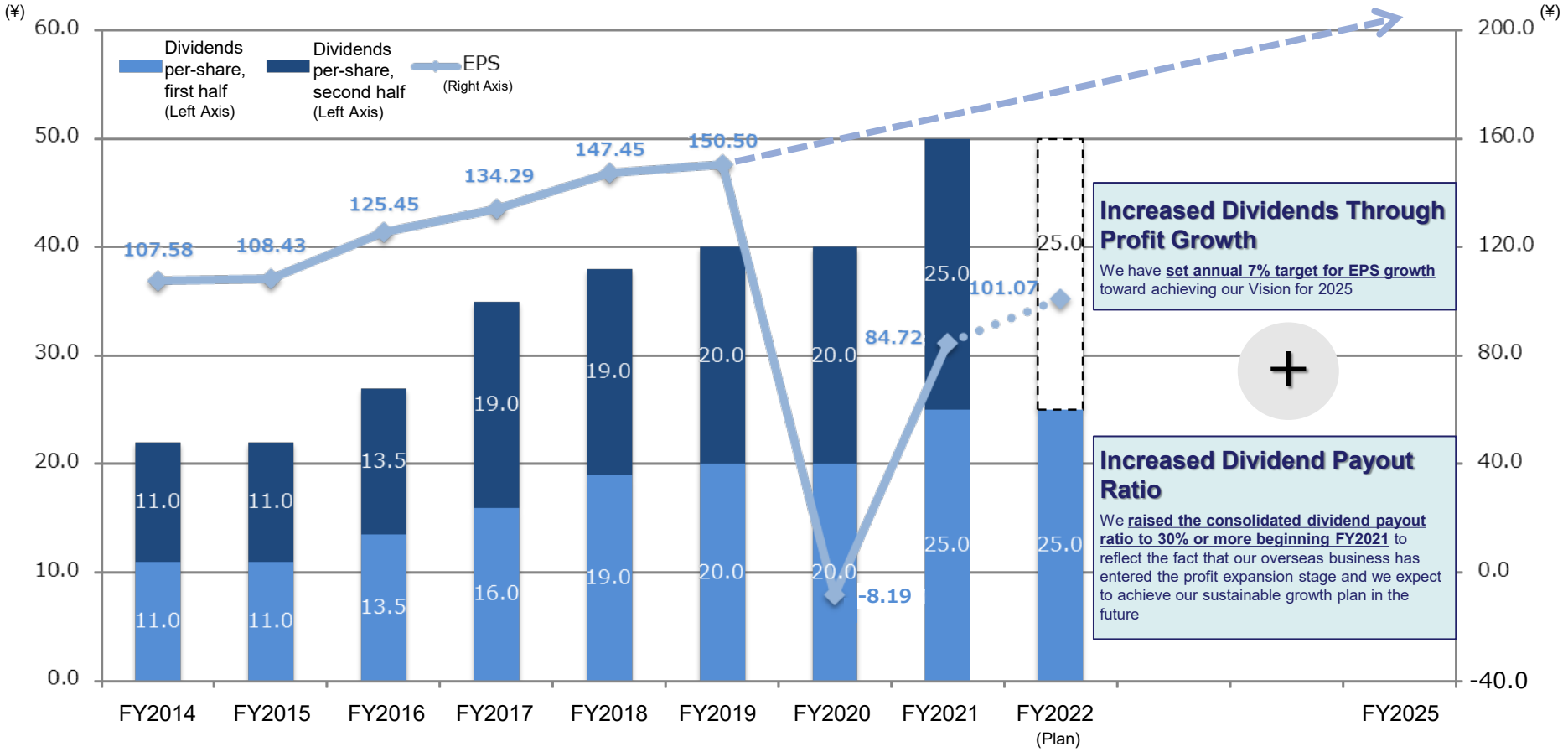
(Reference) Prior Financial Indicators

Indicator	Type	Target Value	FY2019	IFRS 16 Excluding Impact FY2019
Equity ratio	Stability indicator	At least 30%	28.5%	31.5%
Net Debt-Equity Ratio	Stability indicator	1.0 x	1.5 x	1.2 x
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

Management Policies and Long-Term Vision

Shareholder Returns



Increased Dividends Through Profit Growth

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

+

Increased Dividend Payout Ratio

We **raised the consolidated dividend payout ratio to 30% or more beginning FY2021** to reflect the fact that our overseas business has entered the profit expansion stage and we expect to achieve our sustainable growth plan in the future

New Growth Initiatives

(1) Achieve Profitable Growth in Our Overseas Business and Accelerate New Mall Openings

New Mall Opening Plans for Overseas Properties

■ Mall Opening Plan

	Cumulative No. of Facilities as of FY2019	FY2020	FY2021	FY2022	FY2020 - FY2022	FY2023 - FY2025	Cumulative No. of Facilities as of FY2025
Overseas	30	2	2	1	5	17	52
China	21	0	1	0	1	7	29
Vietnam	5	1	0	0	1	10	23
Cambodia	2	0	0	1	1		
Indonesia	2	1	1	0	2		

Vietnam

Treating as a Top Priority Area, Aiming to Have 16 Malls in Operation by Fiscal 2025

Mutual cooperation agreements with local governments

June 2022 Da Nang City



→Establish strategies by area and pursue the development of new properties



China

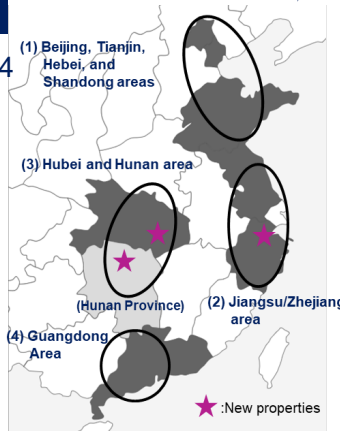
Area-dominant presence in 4 areas
Open malls mainly in Hubei Province and other inland areas with high growth potential

Expansion into inland Hunan Province

Scheduled to open first mall in FY2024



→Invest management capital in areas of rapid economic growth



Value AEON MALL Offers to Communities Through Our Businesses



We Continue to Build Malls in Vietnam and China, Aiming for a 52-mall Network Overseas by The End of FY2025

Business Diversification in Cambodia

Area-dominant Mall Openings in the Capital City of Phnom Penh/Multi-Function Logistics Center Business

(1) AEON MALL Phnom Penh

Opened in 2014

Contributing to the modernization of commerce, improved lifestyle and culture



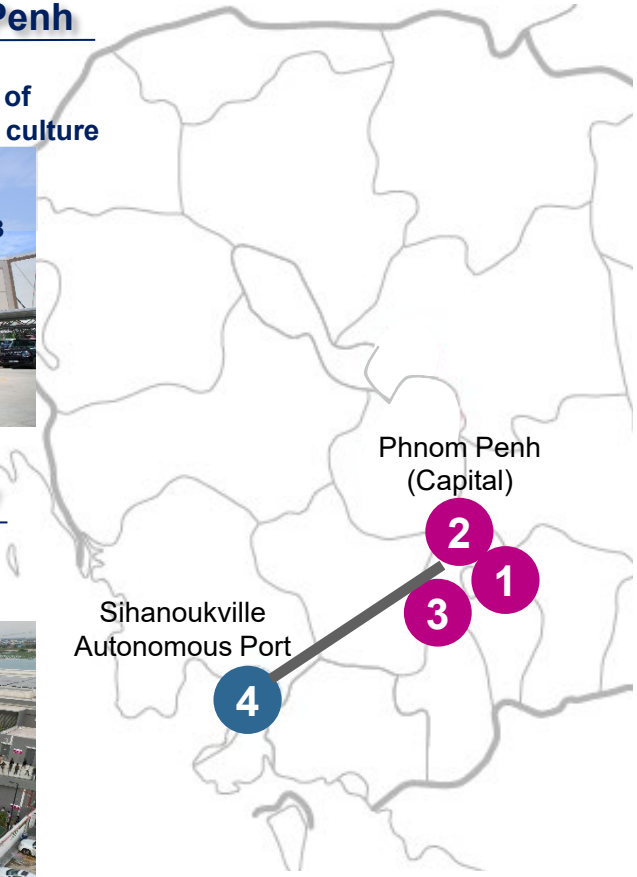
Renovation and expansion scheduled for 2023

(2) AEON MALL Sen Sok City

Opened in 2018

Enhanced entertainment options for more leisure functions





(3) AEON MALL Meanchey

December 2022 Soft opening
Spring 2023 Grand opening



(4) Sihanoukville Logistics Center

FY2023 Scheduled opening
Business opportunities and services as a diversified business operator



Expressway opened in November 2022

The expressway connecting the capital of Phnom Penh and the Sihanoukville Autonomous Port opened.

Diversifying Businesses to Provide Solutions for Community Issues

(2) Maximize the Appeal of Brick-and-Mortar Malls Through Customer Experience (CX)

Providing Experiential Value Through Open Spaces and the Environment

Creating Open, Comfortable Spaces and Facilities

AEON MALL Toki

Open terrace with lush greenery

A lawn area connects people with the local community, serving as a community interaction center that brings together people from all walks of life.





A restaurant with open-air terrace seating on the first floor and outdoor terrace seating in the food court on the second floor create an environment in which visitors enjoy a relaxing meal in the open air.

AEON MALL Kurashiki

Courtyard Terrace Renovation

Renovated GREEN PARK into a bustling attraction.
An open-air space for families to enjoy.







New playground equipment, including a giant slide. A total of 200 seats available for guests to relax and enjoy their meals.

Create Spaces That People Want to Visit, Designed With an Awareness of The Five Senses and The Three Interstices (People, Time, and Space)

(2) Maximize the Appeal of Brick-and-Mortar Malls Through Customer Experience (CX)

Functions for Community Interaction

AEON MALL Toki

Creating Spaces to Gather and Learn About the Local Culture

Highlighting the Charm of Toki Mino Ware

AEON MALL Toki works with the local community to highlight the appeal of Toki Mino Ware, a traditional ceramic craft of the Tono region of Gifu Prefecture.

Mino Ware Store in the Mall

The mall features TOKI MINOYAKI, an antenna store operated by the Toki City Sales Strategy Challenge Council.





Art Installations Made From Recovered Mino Ware

We collected Toki Mino Ware from local residents to create art installations promoting the craft. Art objects were installed on the open terrace area of the mall.

Childcare Support and Interchange Facilities

Toki City opened the TOKI MEKKU, a childcare support and interchange facility outsourced to a non-profit organization for operations. The center provides a place for people with small children to interact and minimize anxieties about child rearing.



When held at a welfare center, the program was used by about 3,000 people annually. After moving to AEON MALL Toki, the center is now used by 2,500 people every month.

Pursuing Initiatives in Partnership With the Local Community, Aiming to be a Community Hub Rooted in and Trusted by Local Citizens

Expansions and Renovations

AEON MALL Ota Expansion and Renovation

New Three-Story Wing



+14,000 m² total lease area; +40 specialty stores

Large-scale renovation scheduled for the existing building as well.

The new wing will feature an expansive food court and a lifestyle zone to add variety to the daily lives of customers.

West-Side Parking Lot Renovation

To reduce environmental impact during renovation work, we will pursue reuse and recycling, aiming to reuse resources generated during construction, as well as to achieve 100% utilization of recycled materials for paving materials.



In renovating the parking lot, we will take the initiative to protect the global environment through the use of low-carbon asphalt, which reduces carbon dioxide emissions.

The Expanded Facility Will Offer Improved Profitability and Serve as an Example of Environmental Considerations Through the Use of Recycled Materials for Construction

(3) Build Next-Generation Malls and Pursue the Urban Shopping Center Business

Regional Innovative Commercial Facility

Developing THE OUTLETS Business Model

THE OUTLETS SHONAN HIRATSUKA

We plan to open THE OUTLETS SHONAN HIRATSUKA in Hiratsuka City, Kanagawa Prefecture, in spring 2023. In addition to outlet shopping, we developed a facility with enhanced entertainment functions to meet the needs of the community.



We will provide a gathering place for local customers by creating a space that **integrates the facility with a park managed by Hiratsuka City.**

Initiatives With Pro Soccer Team, Shonan Bellmare

- Signed contract as an official club partner
- Open futsal courts under the direction of Shonan Bellmare



Create an event space featuring a 300-inch screen for public screenings

Create Community Interactions Through a Space Built on The Concept of Sports and Health

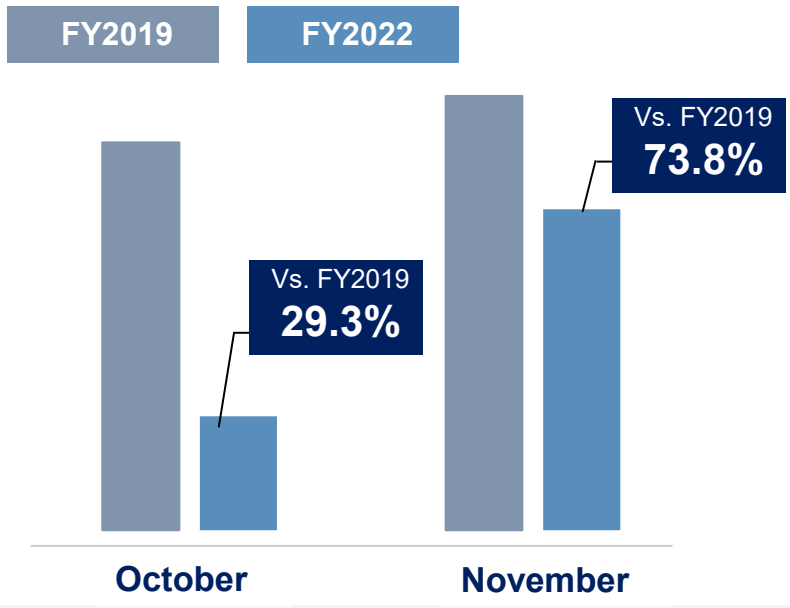
OPA Business Improvement Initiatives

Canal City OPA Capturing Inbound Demand

Duty-Free Sales Trends

Canal City OPA enjoyed significant traffic from inbound travelers before the COVID-19 pandemic. Duty-free sales began to recover in October 2022.
Fukuoka City receives a large volume of visitors from South Korea via cruise ships.

Duty-Free Sales After the Relaxation of Entry Restrictions



Inbound Measures

In response to the easing of entry restrictions and the increase in foreign tourists, we began implementing sales promotions in late November.

■ Passport Campaign

Customers present their passports to receive special offers at participating stores.



Eligibility:
- Overseas tourists
- Foreignersresiding in Japan
- Japanese living overseas who are in Japan temporarily

■ Anime Character Content Shop: OPA STUDIO

OPA-produced and managed content shop opened in December.

OPA STUDIO



Goods from multiple content sources offered on a limited-time basis. Merchandise/content offerings changed regularly to ensure ongoing buzz.

Identifying Customer Needs in Each Location to Strengthen Earnings Capacity

(4) Pursue Digital Transformation (DX)

The Search for New Co-Creation Partners

Methods of Searching for Co-Creation Partners



Open Innovation Program

We search continuously for business seeds that cannot be envisioned by our company alone. We seek to establish contacts with startup companies registered in the venture community that have their own technologies and networks.



Venture Scouting

(Matching companies, banks, securities firms, etc.)
We use services that match leading venture companies in specific business areas that are not part of the venture community.



Business Idea-Thon

We solicit business proposals and ideas from a wide range of internal and external parties, discussing ideas with relevant departments, and refining said ideas for commercialization.

New Business Development Process

- Business Domain Selection
- Co-Creation Partner Search
- Partner Selection
- Business Model Consideration
- Proof-of-Concept and KPIs
- Prepare for Commercialization
- Launch of Business/Services

Creating a New Future of Living by Combining Our Management Resources With External Technologies and Networks

Using Solar Power Generation to Source Renewable Energy

We Aim to Reduce Total Domestic CO_2 Emissions to Zero by 2040

All malls in Japan to be operated with effectively CO_2-free electricity by fiscal 2025

Operate 100% locally produced, locally consumed renewable energy at directly managed malls by the year 2040

Phase 1 **Launch of AEON MALL Machi no Hatsudensho (community power plant) based on low-voltage, distributed solar power generation systems via self-directed transmission**

イオンモール まちの発電所 Mall power plant

- Approximately 740 low-voltage solar power plants
- Supplying electricity to about 30 facilities nationwide



AEON MALL Toki On-Site Power Purchase Agreement (PPA) Initiatives

Conducting clean mall operations using solar power for 20% of total energy usage



Largest solar panel installation in Japan for a commercial facility using PPA

■ Decarbonization Management Ranking

Selected for GX500

The Nihon Keizai Shimbun publishes a ranking of the top 500 leading companies involved in decarbonization efforts.

AEON MALL

74/500

GX500 Five Evaluation Categories

(1) Information disclosure
(2) Emissions management and reduction
(3) Energy conservation and renewable energy usage
(4) Specific greenhouse gas emissions reduction efforts
(5) Reduction targets

Circular economy and decarbonization activities, employee education, and collaboration with environmental organizations

We have been evaluated highly for our efforts in **specific categories of greenhouse gas reduction measures.**

Actively Pursuing the Use of Renewable Energy to Create Decarbonized Societies

Circular Malls

THE OUTLETS KITAKYUSHU Food Loss Reduction Initiatives

Doggie Bags



Take-out bags made available in the food court.
Customers can take home food to be eaten later.



Food Recycling Boxes



Leftover food collectors next to doggie bag locations.





Converting leftover food into compost via bio-based composter.



Spread as Fertilizer at Tree-Planting Activities



Compost Generated by the Composter

Recycle Waste and Build a Circular Economy Zone in Every Region

Protecting Biodiversity

AEON MALL Shinrifu North Wing
Birdhouse Workshop

Aiming to conserve biodiversity in partnership with customers, AEON MALL Shinrifu North Wing sponsored a birdhouse workshop, making birdhouses sourced from thinned wood from Minamisanriku.
Under the guidance of experts, birdhouses made together with customers were installed on the mall premises for bird conservation.

STEP1 Education

Learn about wild birds and thinned wood



STEP2 Biodiversity Conservation

Make birdhouses



Install birdhouses



ABINC
Association for Business Innovation in harmony with Nature and Community

Including AEON MALL Shinrifu North Wing, 15 facilities nationwide have acquired ABINC certification.
(as of December 2022)



Using wood from thinned forests in Minamisanriku.

Ongoing monitoring

After installation, the birdhouses will be monitored, and the mall will continue efforts to involve the local community.

Assess The Impact of Our Business Activities on Ecosystems, Engaging in Activities to Reduce Impact and to Conserve Ecosystems

Certification and Evaluation by an External Organization

Evaluation of Activities Implemented to Protect the Global Environment

CDP A- Score Received

CDP, a non-profit organization that conducts international environmental research and information disclosure, evaluated our strategy and response to climate change, awarding us an **A- score**. This score was **one level higher than the B score** we received last year.

In this most-recent survey, more than 18,700 companies disclosed their strategies and responses to environmental issues through CDP. Companies were then rated on a scale of A to D-, and the results were used by institutional investors for investment decisions.

*CDP is an international environmental non-profit organization (NGO) that operates a global information disclosure framework to help investors, companies, nations, regions, and cities manage environmental impact.

Eco Kentei Award 2022
Received Award of Outstanding in the Eco Unit Division

In the **Eco Kentei Award 2022** recognizes companies that utilize the knowledge acquired through the Eco Kentei exam to engage in environmental activities. We received the **award of Outstanding in the Eco Unit Division**.

We encourage all employees to take the Eco Kentei examination as a means to raise awareness of and promote environmental protection initiatives. In Japan, **1,496 employees, or about 85% of eligible employees, have obtained the certification.**

*Eco Kentei: An environmental certification test sponsored by the Tokyo Chamber of Commerce and Industry.

Continuing to Pursue Advanced Environmental Activities, Aiming to Create Malls Human- and Environment Friendly Malls

Attachments
(Mall Data)

List of Malls (1)

	Shopping malls (Domestic)	Opening	Total leasing area (m^2)	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 Kitaoji*	March 1995	22,900	480	90		◎		
5	AEON MALL Shimoda	April 1995	59,000	4,000	120	◎			
6	Shopping Mall Festa	April 1996	32,000	3,800	90	◎			
7	AEON MALL Suzuka	November 1996	70,000	4,200	180			★	
8	AEON MALL Sanko	December 1996	42,500	2,200	70	◎			
9	AEON MALL Uki	November 1997	63,000	3,300	80			★	
10	AEON MALL Kurashiki	September 1999	83,000	4,700	240			★	
11	AEON MALL Narita	March 2000	65,000	4,000	170			★	
12	AEON MALL Shinrifu North Wing	April 2000	34,000	2,000	80			◎	
13	AEON MALL Okazaki	September 2000	73,000	4,300	190			◎	
14	AEON MALL Kawaguchi Maekawa	November 2000	66,000	2,400	170			◎	
15	AEON MALL Kochi	December 2000	69,000	3,000	160			◎	
16	AEON MALL Niihama	June 2001	66,000	3,500	120		◎		
17	AEON MALL Higashiura	July 2001	75,000	4,600	170		◎		
18	AEON MALL Yamato	December 2001	35,000	1,900	90			★	
19	AEON MALL Takaoka	September 2002	82,000	4,400	200		◎		
20	AEON MALL Itami	October 2002	57,000	2,800	150			★	
21	AEON MALL Morioka	August 2003	52,000	2,600	130			★	
22	AEON MALL Ota	December 2003	62,000	4,200	150			★	
23	AEON MALL Kyoto Gojo	March 2004	36,000	1,700	140			★	
24	AEON MALL Hiroshima Fuchu	March 2004	98,000	5,000	280	◎			
25	AEON MALL Kashihara	April 2004	80,000	5,000	220		◎		
26	AEON MALL Kisogawa	June 2004	66,000	4,400	170			◎	
27	AEON MALL Fukuoka	June 2004	90,000	5,300	200			★	
28	AEON MALL Hamamatsu Shitoro	August 2004	65,000	3,500	160			★	
29	AEON MALL Sakai Kitahanada	October 2004	72,000	2,800	170			★	
30	AEON MALL Rinku Sennan	November 2004	76,000	4,300	170	◎			

★Securitized

List of Malls (2)

	Shopping malls (Domestic)	Opening	Total leasing area (m^2)	Parking	Tenants	Land & building ownership	Land lease/Building ownership	Land & building lease	Property management
31	AEON MALL Nogata	April 2005	58,000	3,400	140			★	
32	AEON MALL Miyazaki	May 2005	84,000	4,300	250		◎		
33	AEON MALL Kumamoto	October 2005	84,000	5,000	200			★	
34	AEON MALL Mito Uchihara	November 2005	78,000	4,100	200			★	
35	AEON MALL Chiba New Town	April 2006	79,000	4,000	180			★	
36	AEON MALL Takasaki	October 2006	76,000	4,000	210			★	
37	AEON MALL Musashimurayama	November 2006	78,000	4,000	180			★	
38	AEON MALL Tsurumi Ryokuchi	November 2006	54,000	2,200	160			★	
39	AEON MALL Kobe Kita	November 2006	55,000	4,000	160			★	
40	AEON MALL Yahata Higashi*	November 2006	48,000	2.000	130		◎		
41	AEON MALL Natori	February 2007	80,000	4,500	240		◎		
42	AEON MALL Hanyu	November 2007	75,000	5,000	200	◎			
43	AEON MALL Hinode	November 2007	64,000	3,600	160		◎		
44	Aeon Lake Town Kaze	October 2008	61,000	2,300	230			◎	
45	AEON MALL Kusatsu	November 2008	78,000	4,400	200		◎		
46	AEON MALL Chikushino	December 2008	80,000	3,800	200		◎		
47	AEON MALL Miyakonojo-Ekimae	December 2008	28,000	1,700	100			★	
48	mozo wondercity	April 2009	101,000	5,000	230				◎
49	AEON MALL Hiroshima Gion	April 2009	50,000	2,800	130		◎		
50	AEON MALL Aratamabashi	March 2010	38,000	1,700	120			★	
51	AEON MALL Yamatokoriyama	March 2010	67,000	4,100	170			★	
52	AEON MALL KYOTO	June 2010	51,000	1,100	130			★	
53	AEON MALL Kofu Showa	March 2011	70,000	3,500	180			★	
54	AEON MALL Omuta	March 2011	57,000	4,800	130	◎			
55	Aeon Lake Town Outlet	April 2011	23,000	1,100	120		◎		
56	Hiroshima Danbara Shopping Center	September 2011	24,000	800	60			◎	
57	AEON MALL Fukutsu	April 2012	63,000	3,500	180			★	
58	AEON MALL Tsukuba	March 2013	64,000	4,000	200			★	
59	AEON MALL Kasukabe	March 2013	56,000	2,900	160			★	
60	Kobe Harborland Umie	April 2013	85,000	3,000	230				◎

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List of Malls (3)

	Shopping malls (Domestic)	Opening	Total leasing area (m^2)	Parking	Tenants	Land & building ownership	Land lease/Building ownership	Land & building lease	Property management
61	AEON MALL Toin	November 2013	58,000	3,500	140		◎		
62	AEON MALL Makuhari Shintoshin	December 2013	128,000	7,300	360		◎		
63	AEON MALL Tendo	March 2014	47,000	3,000	130		◎		
64	AEON MALL Wakayama	March 2014	69,000	3,500	210			★	
65	AEON MALL Nagoya Chaya	June 2014	75,000	4,100	200		◎		
66	AEON MALL Kyoto Katsuragawa	October 2014	77,000	3,100	220			★	
67	AEON MALL Kisarazu	October 2014	84,000	4,000	160		◎		
68	AEON MALL Tamadaira Woods	November 2014	24,000	1,000	130			★	
69	AEON MALL Okayama	December 2014	92,000	2,500	320			★	
70	AEON MALL Asahikawa-Ekimae	March 2015	29,000	900	130			◎	
71	AEON MALL Okinawa Rycom	April 2015	86,000	4,000	210		◎		
72	AEON MALL Shijonawate	October 2015	75,000	4,300	190		◎		
73	AEON MALL Tokoname	December 2015	87,000	4,000	180		◎		
74	AEON MALL Sakai Teppocho	March 2016	56,000	2,600	160		◎		
75	AEON MALL Imabari Shintoshi	April 2016	54,000	2,900	120	◎			
76	AEON MALL Nagakute	December 2016	59,000	2,600	200		◎		
77	QUALITE PRIX	December 2016	13,000	1,800	60			◎	
78	AEON MALL Shin Komatsu	March 2017	63,000	3,400	170			★	
79	AEON SENRITO Senmonkan	April 2017	9,000	400	35			◎	
80	AEON MALL Tokushima	April 2017	50,000	3,100	160		◎		
81	AEON MALL Kobe Minami	September 2017	39,000	1,400	130		◎		
82	AEON MALL Matsumoto	September 2017	49,000	2,300	170		◎		
83	AEON MALL Zama	March 2018	55,000	2,500	160		◎		
84	THE OUTLETS HIROSHIMA	April 2018	59,000	4,500	230	◎			
85	AEON MALL Iwaki Onahama	June 2018	50,000	1,300	130		◎		
86	AEON MALL Tsu Minami	November 2018	60,000	3,400	170	◎			
87	AEON Fujiidera Shopping Center	September 2019	15,000	470	65	◎			
88	AEON MALL Ageo	December 2020	34,000	1,800	120		◎		
89	AEON MALL Shinrifu South Wing	March 2021	69,000	3,800	170			◎	
90	AEON MALL Kawaguchi	June 2021	59,000	2,800	150			◎	
91	AEON MALL Hakusan	July 2021	74,000	3,800	200			◎	
92	AEON MALL Nagoya Noritake Garden*	October 2021	37,000	2,100	150			◎	
93	THE OUTLETS KITAKYUSHU	April 2022	48,000	4,500	170		◎		
94	AEON MALL Toki	October 2022	49,000	3,600	140		◎		
	Domestic Total		5,658,400	302,050	15,280	13	31	48	2

*In addition to the above, AEON MALL manages and operates 49 retail facilities (GLA 2,136,000m^2, 5,890 specialty stores) on behalf of AEON Retail Co., Ltd. and AEON TOHOKU Co., Ltd.
*On February 28, 2022, we discontinued the management and operations of six large-scale commercial facilities owned by AEON Retail Co., Ltd.
*We had been managing and operating AEON MALL Yahata Higashi on consignment for AEON Retail Co., Ltd.; however, we acquired the location on February 28, 2022.
*The total leasable area of AEON MALL Nagoya Noritake Garden refers only to the portion section; the total leasable area of the office portion is 22,000m^2.
*With the name change of Kitaoji VIVRE to AEON MALL Kitaoji on June 24, 2022, we moved this property to the shopping mall list.

★Securitized

List of Malls (4)

China

	Shopping malls (China)	Opening	Total leasing area (m^2)	Parking	Tenants	Land & building ownership	Land lease/Building ownership	Land & building lease	Property management
1	AEON MALL Beijing International Mall	November 2008	60,000	3,000	120			◎	
2	AEON MALL Tianjin TEDA	October 2010	55,000	2,500	130			◎	
3	AEON MALL Tianjin Zhongbei	April 2012	76,000	3,300	230			◎	
4	AEON MALL Tianjin Meijiang	January 2014	63,000	2,400	170			◎	
5	AEON MALL Suzhou Wuzhong	April 2014	79,000	3,100	200			◎	
6	AEON MALL Wuhan Jinyintan	December 2014	88,000	2,500	240			◎	
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	72,000	2,500	180	◎			
10	AEON MALL Wuhan Jingkai	December 2015	105,000	4,000	260	◎			
11	AEON MALL Guangzhou Panyu Square	December 2015	64,000	1,600	160			◎	
12	AEON MALL Suzhou Xinqu	January 2016	75,000	3,300	260			◎	
13	AEON MALL Hebei Yanjiao	November 2016	73,000	2,700	200			◎	
14	AEON MALL Tinajin Jinnan	October 2017	72,000	2,600	210			◎	
15	AEON MALL Nantong Xinghu	December 2017	78,000	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	71,000	2,600	240			◎	
22	AEON MALL Guangzhou Xinjiang	May 2021	76,000	4,600	220			◎	
	China Total		1,568,000	63,100	4,490	4	0	18	0

*AEON MALL Tianjin Zhongbei reopened with expanded floor space on September 9, 2022 (lease area +16,000㎡)

ASEAN

	Shopping malls (ASEAN)	Opening	Total leasing area (m^2)	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	120			◎	
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 Hai Phong Le Chan (VIETNAM)	December 2020	70,000	1,700	190	◎			
7	AEON MALL Phnompenh (CAMBODIA)	June 2014	68,000	2,300	210	◎			
8	AEON MALL Sen Sok City(CAMBODIA)	May 2018	85,000	2,300	210	◎			
9	AEON MALL Meanchey(CAMBODIA)	December 2022	98,000	3,200	250	◎			
10	AEON MALL BSD CITY (INDONESIA)	May 2015	77,000	2,100	280	◎			
11	AEON MALL Jakarta Garden City (INDONESIA)	September 2017	63,000	3,000	220	◎			
12	AEON MALL Sentul City (INDONESIA)	October 2020	70,000	3,000	270	◎			
13	AEON MALL Tanjung Barat (INDONESIA)	November 2021	40,000	1,500	180			◎	
	ASEAN Total		912,000	26,700	2,680	9	0	3	1
	Total Domestic and Overseas		8,138,400	391,850	22,450	26	31	69	3

As of January 12, 2023

Urban Shopping Center Business

	Urban shopping centers	Opening	Total leasing area (m^2)	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	Fujisawa OPA	March 1996	9,700	54
6	Canal City OPA	April 1996	15,800	100
7	Akashi VIVRE	October 1997	18,200	65
8	Shinyurigaoka OPA	November 1997	12,700	76
9	Kawaramachi OPA	November 1998	10,300	54
10	Seisekisakuragaoka OPA	September 1999	16,000	51
11	WORLD PORTERS	September 1999	37,700	183
12	Kanazawa FORUS	November 2006	26,100	188
13	Nagoya mozo OPA	April 2009	3,200	9
14	VIVRE GENE Lake Town	November 2011	2,900	21
15	Sannomiya OPA Ⅱ	February 2017	11,400	41
16	Mito OPA	March 2017	12,100	45
17	Akita OPA	October 2017	11,500	45
18	Takasaki OPA	October 2017	25,600	157
19	Naha OPA	October 2018	5,200	42
20	Hachioji OPA	November 2018	6,200	39
21	Oita OPA	June 2019	3,800	38
	Urban Shopping Center Total		281,300	1,513

As of January 12, 2023

*With the name change of Kitaoji VIVRE to AEON MALL Kitaoji on June 24, 2022, we moved this property to the shopping mall list.

The content and earning 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.