shared with society.

VALUE CREATION MODEL

INPUT

FINANCIAL CAPITAL

Our strong financial performance and balance sheet enable us to reward shareholders with dividends and reinvest for future growth. We have ample access to financial markets and institutional lenders.



MANUFACTURED CAPITAL

Our extensive asset portfolio across Malaysia encompassing owned and leased malls, general merchandise stores, specialty stores and food processing centre enable us to reach, market and distribute our products to customers nationwide.



INTELLECTUAL CAPITAL

Our established and strong brand reputation of over 40 years including home-grown private brands, membership programmes as well as longstanding partnerships with tenants and businesses.



NATURAL CAPITAL

Running our business in a sustainable manner, we utilise natural resources responsibly and are mindful of our environmental footprint.



HUMAN CAPITAL

The collective knowledge, experience, competence and expertise alongside active recruitment, development and retention of AEON People to fulfil their personal potentials while championing diversity and inclusion.

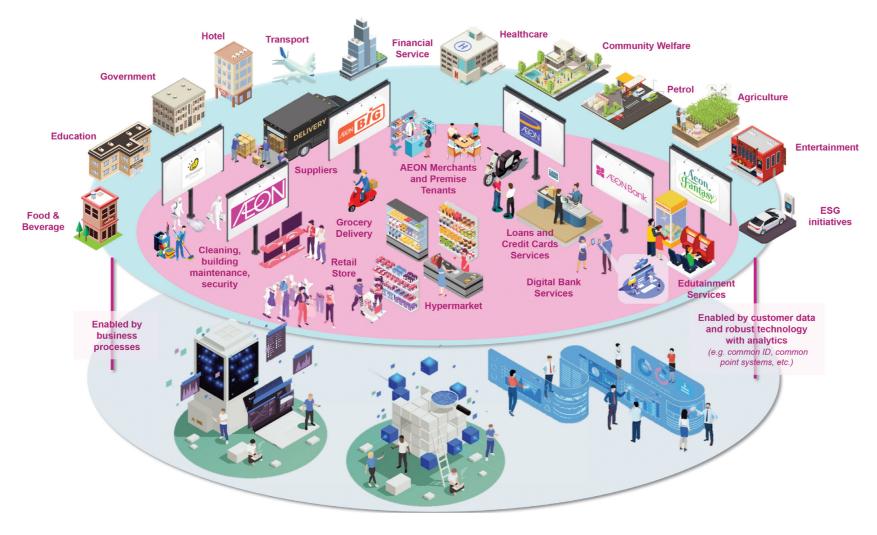


SOCIAL & RELATIONSHIP CAPITAL

The strong relationships and rapport developed and maintained with our stakeholders over time enable us to understand and address their concerns, ensuring we maintain our social licence to operate. Our extensive ESG efforts, generates long-term positive impacts for our community.

VALUE CREATION

AEON LIVING ZONE ECOSYSTEM





Internal AEON Living Zone



External potential partners for AEON Living Zone



Key enablers (e.g. business processes, data and technology, resource skillsets)

STRATEGIC PRIORITIES



RETAIL

Growing Customer Base

- New Store Opening and Store Facelifts
- Segment and Differentiate Sales Areas
- Strengthen Customer Loyalty
- Broaden Private Brands



PROPERTY MANAGEMENT SERVICES

Increasing Footfall and Traffic

- Mall Rejuvenation and Facelifts
- Diversify Tenant Mix
- Effective Tenant Management
- Thematic Marketing

SUSTAINABILITY

Championing Sustainable Practices

- Fortifying Economic Performance
- Strengthening Environmental Accountability
- Effective Positive Social Change
- Maintaining a Sound Governance Structure

OUTPUT

The diagram below provides an integrated view of how value is created from the operations of AEON to facilitate

informed decision-making by stakeholders. Harnessing our six capitals, we leverage the AEON Living Zone ecosystem to strengthen our competitive advantage while generating sustainable value which is distributed to stakeholders and

FORTIFYING ECONOMIC PERFORMANCE

Growing our customer reach and economic performance for business sustainability

RM4.1b Revenue	RM114.8m Net Profit	4.0 sen Proposed DPS
		•
49%	28	35
Proposed	AEON Malls	AEON Stores
Dividend Payout		
Ratio		
7	64	44
AEON MaxValu	AEON Wellness	DAISO
13.4m sq ft	1,078	2.5m
Net Lettable Area	Tenant Partners	AEON
		MEMBER Plus

STRENGTHENING ENVIRONMENTAL ACCOUNTABILITY

Operating responsibly and contributing towards a greener

> 550,000 **Trees Planted To Date**

3.922 MWh **Solar Energy Generated**

51% ↓

Emission Intensity against base year - 2019

11% **Recycling Rate**

EFFECTING POSITIVE SOCIAL CHANGE

Supporting the local community and economy

9.868 **AEON People**

Average Training Hours Per Employee

2.1% **Persons With**

RM1.1m Community Investment Disability Hired

MAINTAINING A SOUND GOVERNANCE STRUCTURE

Abiding by the principles of stewardship and managing the business and affairs of AEON to deliver long-term growth

40%

ZERO

Women Representation **Corruption Cases Reported** in Board