

VALUE CREATION MODEL

AEON's value creation model centers around its commitment to sustainable growth and societal contribution while aligning with the AEON Foundational Ideals of pursuing peace, respecting humanity, and contributing to local community, always with customers as our starting point. Harnessing our six capitals as inputs to fuel our economic value creation, we leverage the AEON Living Zone ecosystem to execute our strategic priorities, generating sustainable value for distribution to stakeholders and society.

INPUT



FINANCIAL CAPITAL

Our robust financial performance and sound balance sheet provide the foundation for delivering consistent shareholder value through dividends and reinvestment for sustainable growth. With strong access to financial markets and institutional lenders, we ensure the necessary resources to support our strategic initiatives and long-term business objectives.



INTELLECTUAL CAPITAL

Our trusted brand, established over four decades, is a cornerstone of our success. This includes our well-recognised home-grown Private Brands, innovative membership programmes, and longstanding partnerships with tenants and businesses, which collectively enhance customer loyalty and strengthen market leadership.



MANUFACTURED CAPITAL

Our expansive asset portfolio, including owned and leased malls, supermarkets, general merchandise stores, specialty outlets and food processing centre across Malaysia, forms the backbone of our operations. This extensive network enables us to effectively reach, market, and distribute our products to customers nationwide, ensuring accessibility and convenience.

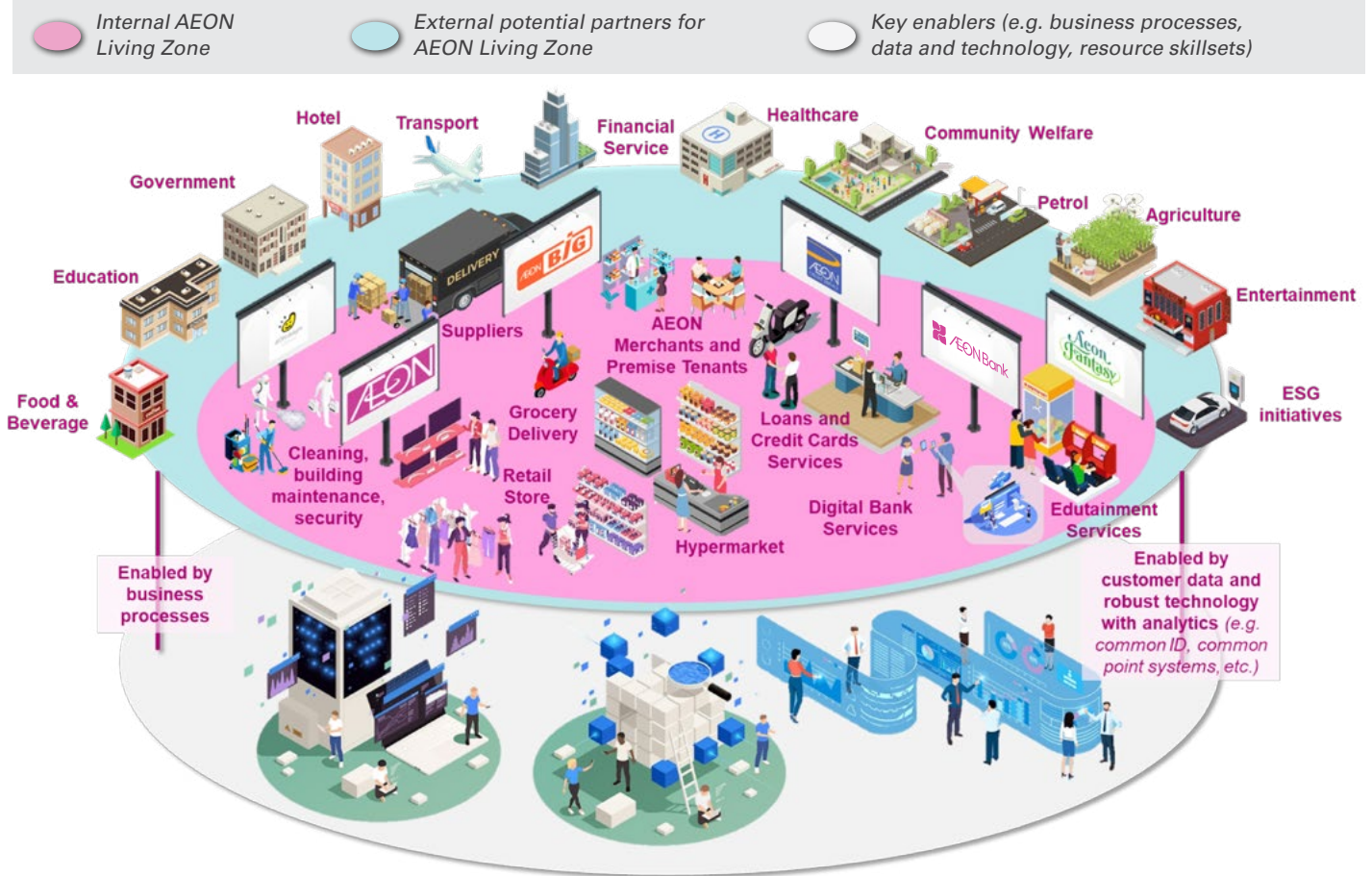


NATURAL CAPITAL

Committed to sustainability, we responsibly utilise natural resources and proactively manage our environmental footprint. Through ongoing efforts to reduce waste, conserve energy, and adopt eco-friendly practices, we aim to minimise environmental impact while contributing to a sustainable future.

VALUE CREATION

AEON Living Zone Ecosystem



VALUE CREATION MODEL



HUMAN CAPITAL

Our people are at the heart of our success. We foster a culture of learning, development, and inclusivity by actively recruiting, nurturing, and retaining talent. By empowering AEON People to achieve their full potential and champion diversity, we build a motivated and innovative workforce that drives our business forward.



SOCIAL & RELATIONSHIP CAPITAL

Strong relationships with our stakeholders are integral to maintaining our social licence to operate. By understanding and addressing their needs, we build trust and collaboration. Our ongoing ESG initiatives reflect our commitment to creating long-term positive impacts on the communities we serve, reinforcing our role as a responsible corporate citizen.

Strategic Priorities



RETAIL

Grow Customer Base

GCB1

Strengthen Customer Loyalty

GCB2

Broaden Private Brands

GCB3

New Store Opening and Store Facelifts



PROPERTY MANAGEMENT SERVICES

Increase Footfall and Traffic

IFT1

Mall Rejuvenation and Facelifts

IFT2

Diversify Tenant Mix

IFT3

Effective Tenant Management



SUSTAINABILITY

Champion Sustainable Practices



Sustainable Economics



Empowering People



Environmentally Focused



Efficiency & Integrity

OUTPUT



SUSTAINABLE ECONOMICS

Growing our customer reach and business performance to generate positive value for stakeholders

RM4.3b
Revenue

RM128.0m
Net Profit

4.5 sen
Proposed DPS

49%
Proposed Dividend Payout Ratio

28
AEON Mall

35
AEON Store

6
AEON MaxValu

64
AEON Wellness

47
DAISO

13.5m sq ft
Net Lettable Area

1,170
Tenant Partners

2.8m
AEON Member Plus



ENVIRONMENTALLY FOCUSED

Operating responsibly and contributing towards a greener planet

>557,000
Trees Planted To Date

8,877 MWh
Solar Energy Generated

↓17%
Absolute Emissions (Scope 1 & 2)
against base year 2019

11%
Rate of Waste Diverted from Landfill



EMPOWERING PEOPLE

Supporting the local community and economy

9,423
AEON People

107,824
Total Training Hours
By Employee

168
Persons with Disability
under AEON's Employment

RM1.2m
Community Investment



EFFICIENCY & INTEGRITY

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

Zero
Corruption Incident

Zero
Substantiated complaints
concerning breaches in
customer privacy or data loss