

Value Creation Model

AEON's Value Creation Model is anchored in our commitment to sustainable growth, shared prosperity, and societal well-being. Guided by the AEON Foundational Ideals of pursuing peace, respecting humanity, and contributing to local communities, always with customers as our starting point, we adopt an integrated approach to creating long-term value for our stakeholders.

Leveraging the Six Capitals as our key inputs, we transform financial, manufactured, intellectual, natural, human, social & relationship resources into meaningful economic and societal outcomes. Through the AEON Living Zone ecosystem, we deploy these capitals to drive our strategic priorities, enhance operational resilience, and strengthen our competitive advantage.

This holistic model enables AEON to generate sustainable value across our stakeholder groups while supporting Malaysia's social and economic development. By continually reinvesting in our people, communities, and the environment, AEON ensures that value created is not only delivered today but preserved and expanded for future generations.



OUTPUT

SUSTAINABLE ECONOMICS

Expanding customer reach to drive performance and positive stakeholder value

RM4.3b
Revenue

RM133.8m
Net Profit

4.5 sen
Proposed DPS

47%
Dividend Payout Ratio

27
AEON Mall

35
AEON Store

6
AEON MaxValu

1
AEON STYLE Supermarket

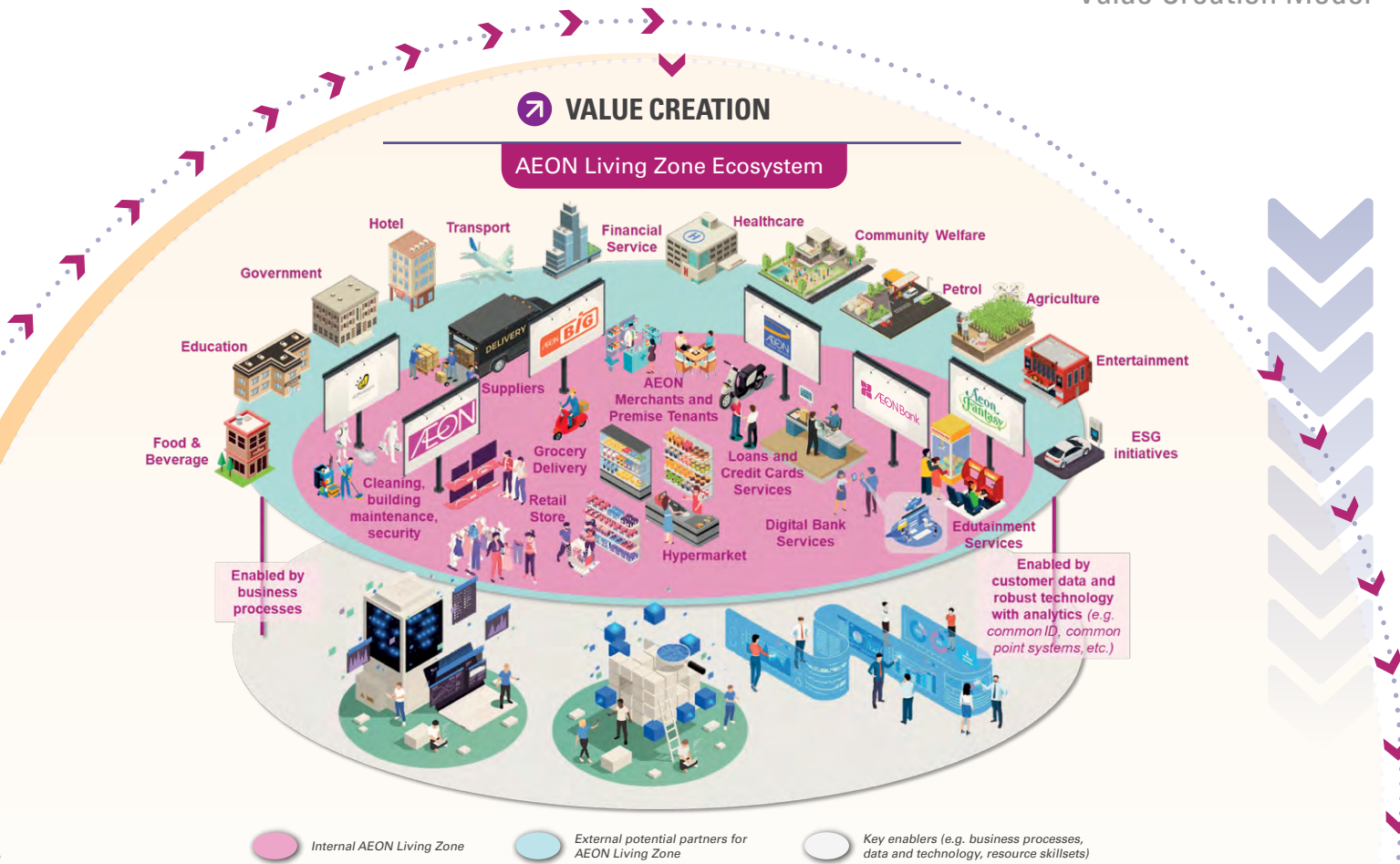
62
AEON Wellness

50
DAISO

13.0m sq ft
Net Lettable Area

2.9m
AEON Member Plus

Value Creation Model



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

ENVIRONMENTALLY FOCUSED

Operating responsibly and contributing towards a greener planet

>557,000 Trees Planted To Date	32,160 MWh Solar Energy Generated
22% Emissions Reduction (Scope 1 & 2) against base year 2019	11% Rate of Waste Diverted from Landfill

EMPOWERING PEOPLE

Supporting the local community and economy

8,782 AEON People	160,985 Total Training Hours By Employee
179 Persons with Disability under AEON's Employment	RM1.3m Community Investment

EFFICIENCY & INTEGRITY

Upholding a sound governance structure

Zero
Corruption Incident

Zero
Substantiated complaints concerning breaches in customer privacy or data loss