







VALUE CREATION MODEL

BUSINESS VALUES — 01 Demand Chain Driven Understanding the Needs of Customers

BUSINESS INPUTS / CAPITALS					
 Financial <p>Robust balance sheet and strong earnings enable us to reward shareholders with dividends and reinvest for future growth.</p> <ul style="list-style-type: none"> Market Cap: RM1.92 bil Shareholder equity: RM1.8 bil Total assets: RM5.4 bil Cash: RM237.5 mil 	 Human Capital <p>Active recruitment, development and retention of AEON People while championing a culture of Agile, Genba and Entrepreneurial (A.G.E.)</p> <ul style="list-style-type: none"> 9,374 AEON People (direct hire) across the organisation 57% female employee representation in FY2022 	 Manufactured Capital <p>Portfolio of our owned and leased assets allow us to reach, influence, market and distribute to our extensive customer base nationwide.</p> <ul style="list-style-type: none"> 28 AEON Malls 35 AEON Stores AFPC (AEON Food Processing Centre) 	 Intellectual Capital <p>Established brand equity built over 39 years with longstanding partnerships with tenant partners and business partners</p> <ul style="list-style-type: none"> AEON Brand Private brands: TOPVALU, Home Coordy, La Boheme AEON Loyalty Programme (AEON Members) iAEON app 	 Natural Capital <p>Sustainable environmental practices through responsible and efficient use of energy, water and other natural resources</p> <ul style="list-style-type: none"> Total electricity usage Total water usage 	 Social and Relationship Capital <p>Pledging social commitments and bridging communications with our stakeholders while giving back to communities we operate in</p> <ul style="list-style-type: none"> Active CSR programmes under MAF and Sayap Bagimu initiatives Supporting SMEs and MSMEs

OUR KEY OUTCOMES FOR OUR STAKEHOLDERS



▲ Please refer to page 32 to 33.

OUTCOMES AND VALUE CREATED					
<p>Delivered positive financial performance, notwithstanding macroeconomics challenges and rewarded shareholders through dividend distributions.</p> <ul style="list-style-type: none"> Revenue: RM4,141.1 mil Net Profit: RM111.2 mil Total proposed dividend payout: 4 sen per share with dividend payout of 50% 	<p>Committed and capable employees with healthy talent pipeline and strong succession planning strategies</p> <ul style="list-style-type: none"> 48% leadership positions held by women 12,909 AEON People spent 150,000 man-hours on 160 training programmes Employed 123 PWDs (FY2021: 115) 	<p>Invested in the rejuvenation and expansion of our malls and stores as well as expanded assortments of our products and services to improve customer experience</p> <ul style="list-style-type: none"> Completed rejuvenation/ refurbishment of AEON Alpha Angle in FY2022 Opened one store in January 2023 (AEON IOI Putrajaya) which makes up a total of 35 AEON stores nationwide Portfolio of 33 premises that serves high quality, Halal-certified bakery goods 	<p>Invested in digitalisation by adopting the OMO strategy to strengthen our AEON Living Zone ecosystem and increase brand equity</p> <ul style="list-style-type: none"> Winner of the Brand of The Year Award 2021/2022 In the Retailer - Departmental Stores Category Partnership with 2,469 suppliers and business partners 2.4 million AEON members 	<p>Positive contribution to climate-change reduction and increased sustainability initiatives and solutions in FY2022.</p> <ul style="list-style-type: none"> 387,349 MWh in total renewable energy which is equivalent to 302,132 tonnes of CO₂e Zero single plastic use effective 1 January 2023 at our cash counters in all AEON outlets 	<ul style="list-style-type: none"> Contributed RM2.2 mil to our communities through programmes under MAF Supported more than 200 SMEs and MSMEs through various programmes which helped to generate more than RM9 mil profit

VALUE CREATION MODEL

02 Sniping and Personalisation

Targeted and Segmented Customer Offerings

03 Transparency

Employees, Customers and All Stakeholders, SMEs and Industry Leaders

01 ENHANCE OUR ENGINES

Enhancing existing business models to understand our customers across all our business offerings, including AEON Malls, AEON Stores, AEON Wellness, DAISO and Komai-so.

02 ENERGISE AEON PEOPLE

Energising our human capital to be the driving force behind our ongoing transformation, imbuing them with agility and new digital skills which increases our competitive edge and makes us more sustainable.

03 ENABLE NEW RETAIL BUSINESS MODEL

Embracing our New Retail business model integrating OMO to serve all brands and enable consumers to enjoy various forms of experiential shopping journeys.

04 ENTREPRENEURIAL DATA DRIVEN TECHNOLOGY

Utilising entrepreneurial data driven technology to empower AEON People and partners to be more focused on executing based on our business values of Demand Chain Driven, Sniping and Personalisation, and Transparency.

05 EMPOWER AEON ECOSYSTEM

Leveraging the strength of AEON's stakeholders and partners by connecting every touchpoint of the ecosystem.

VALUE CREATION MODEL



01 PRODUCTS & SERVICES

02 SALES CHANNEL

03 LOGISTICS & SUPPLY CHAIN

05 LIFESTYLE COMMUNICATION

04 PAYMENT

Private Brands, Kids Entertainment & Housekeeping Services

AEON Retail Stores, AEON Digital Platform & AEON Malls

Serve AEON Stores in Malaysia

Storytelling to bring each touchpoint with the customers

Payment, Micro Financing, Digital Banking

