



Business Strategy in Vietnam

January 27th, 2015

Aeon Co., Ltd.

GDP Growth Rate

2013

5.4%

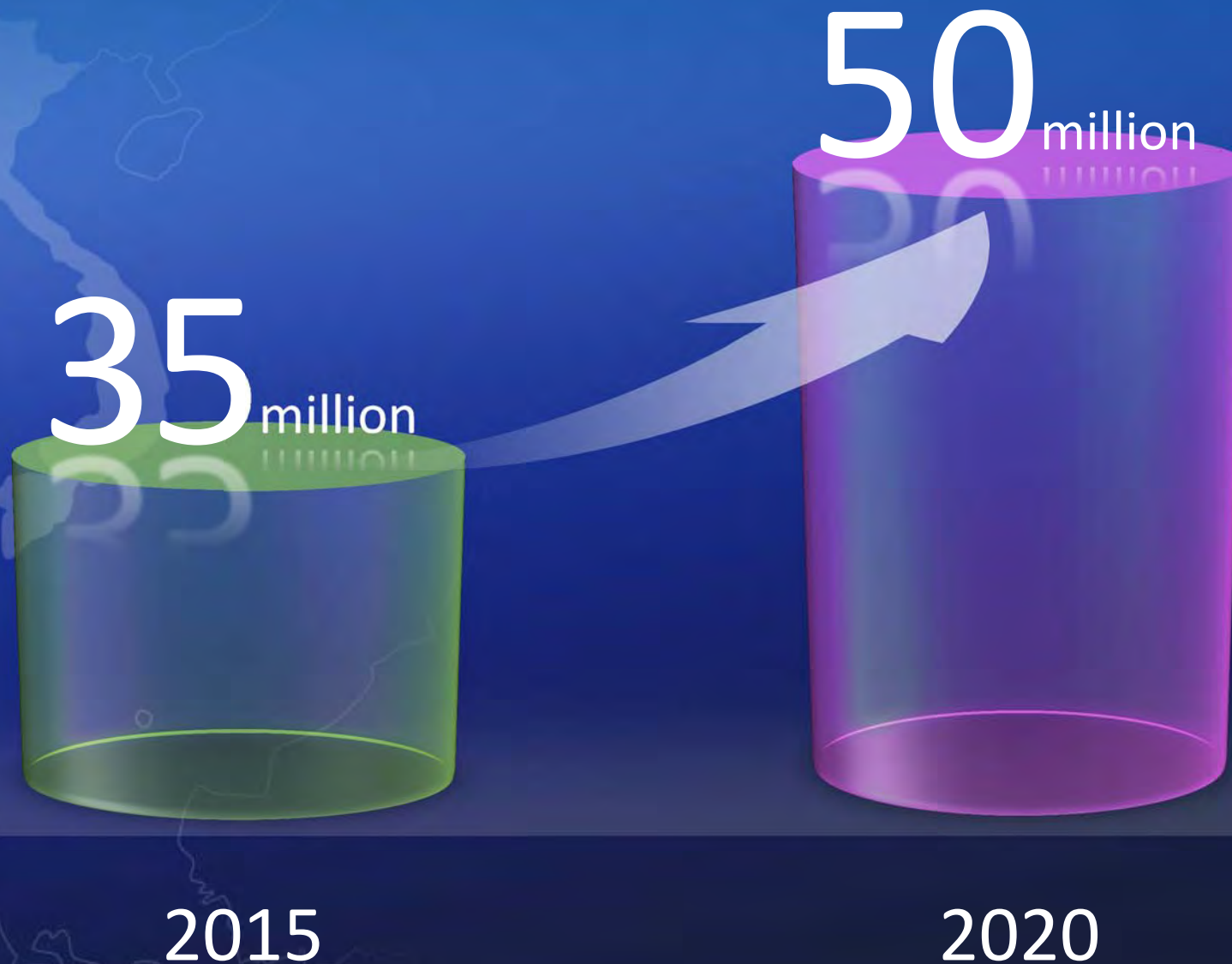
2014

5.8%

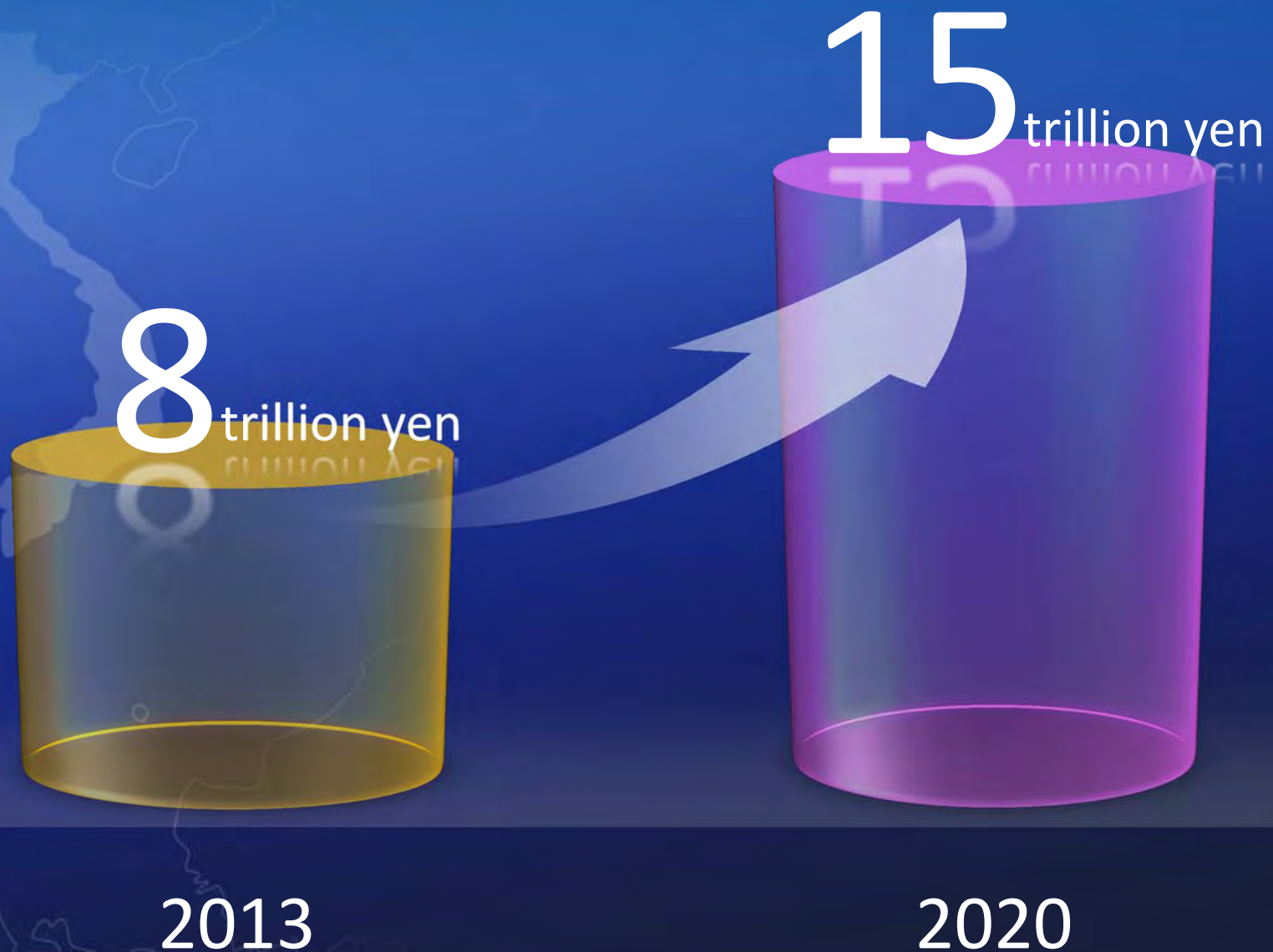
2015

6.3%

Expanding Middle Class



Retail Market Development





2014: First AEON mall opening (Tan Phu District, Ho Chi Minh City)



2014: Second AEON mall opening (Binh Duong Province)



2014: Second AEON mall opening (Binh Duong Province)

3rd Mall: AEON Mall Hanoi

(Scheduled to open November 2015)



2nd Mall

4th Mall

Ho Chi Minh City, Binh Tan District



1st Mall



● 2008
Aeon Credit Service CO.,
(ACS) starts operations

● 2011
1st MINISTOP store opened
(Currently 17 stores)

Supermarket Business

	All of Japan	AEON (Japan)	AEON (Vietnam)
GMS	8 trillion yen	3 trillion yen	Aeon Vietnam Co., Ltd
SM	16.8 trillion yen	1.6 trillion yen	 
CVS	9.4 trillion yen	0.3 trillion yen	Ministop Vietnam
TTL	33.9 trillion yen	4.9 trillion yen	



20 stores in the
Capital city of
Hanoi

(As of January 2015)



Citimart

27 stores centered
around Ho Chi Minh
City
(As of January 2015)

Multi-Format Strategy



Dominant Formation in Hanoi, Ho Chi Minh City

Vietnam

Population	98 million
Middle class or better	50 million
Per person GDP	US\$3,200
Scale of retail market	140 billion US\$

Note: 2020 estimates



Hanoi metropolitan area

Population	19 million
Middle class or better	15 million
Per person GDP	US\$7,500
Scale of retail market	30 billion US\$

Ho Chi Minh City metropolitan area

Population	20 million
Middle class or better	16 million
Per person GDP	US\$8,500
Scale of retail market	45 billion US\$

Realize glocalization through Japanese/Vietnamese collaboration

- Local: Customers, local information
- Global: Retail know-how, products, human resource development

Business Growth Target

- Number of Stores : 200
- Sales : 100 billion JYN
- Profit ration:3%



AEON