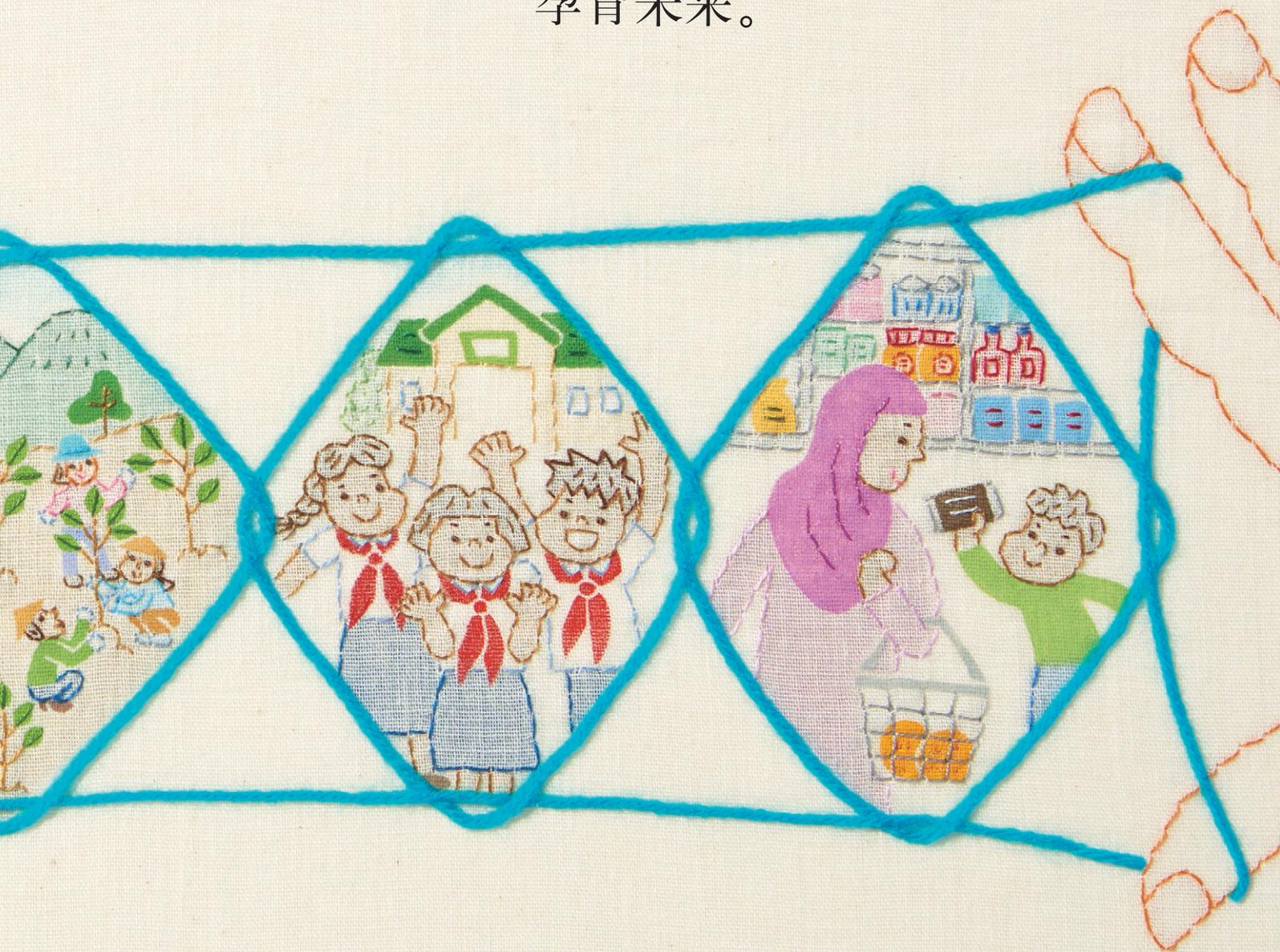


SPECIAL FEATURE

Fostering the Future

特集
孕育未来。



Various Shopping Scenes Portrait #9

Donation Box by the Checkout Counter

There was something I noticed at the supermarket recently. As I stood in the checkout line with the items that I came to buy, I found a donation box by the counter. I took a closer look to find a picture of children in overseas countries smiling innocently. The donation would support school construction for children living in an environment where they are not able to receive sufficient education. I was grateful for making me aware of such children and made a donation straightaway.

It's true that an environment that we take for granted is not always the norm when we turn our attention to the outside world. We tend to forget this when our lives are so peaceful. That is especially why I appreciate having the opportunity in everyday life to be able to contribute toward resolving this situation. Each and every person's small consideration can extend beyond borders and become a great force to realize the dreams of the children who will lead the next generation. I headed home, imagining the happy faces of the children.

购物百景 第九景

收银台旁边的募捐箱

去超市购物时候的事情。手里拿着要买的商品，在收银台排队等候的时候，瞥见搁置在收银台旁边的募捐箱。仔细一看，上面贴有海外的孩子们的天真烂漫笑脸的照片。捐款说是为支援在不能充分受教育环境的孩子们，将其利用在建立学校上。感谢让我知道还有这样的孩子们的存在，并立即决定捐款。

自己认为理所当然的环境，观望周边就会发现其实并不完全如此。安稳的日子，让我不由得忘记了这些。正因为如此，为了解决这一问题，感谢身边有通过捐款作出贡献的机会。每个人的小小的爱心，超越国界，将是实现担负下一代的孩子们梦想的强大力量。想象着孩子们的高兴的身影，我踏上了回家的路途。



Illustration by SACHIKO IKOMA

AEON Magazine Family Circle, Your World May 2015 Vol.49

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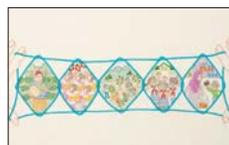


Illustration by SATOMI MIZUUCHI

Artist characterized by a warm touch that combines embroidery and hand painting. For this special feature, depicting the "connection" between Aeon's Basic Principles that have been inherited over the years and its initiatives with a cat's cradle bridge motif.

插画家结合了刺绣和手绘的特色，画风充满温情，结合特集的内容，通过翻花绳的桥梁图案表现永旺跨时代传承的理念与其所开展活动的“内在联系”。

Published on May 27, 2015 by the Corporate Communications Dept. of Aeon Co., Ltd. 1-5-1, Nakase, Mihama-ku, Chiba-shi, Chiba, 261-8515, Japan Tel (+81)43-212-6061 Website: <http://www.aeon.info/>

发行日期: 2015年5月27日
发行单位: 永旺株式会社企业宣传部
邮编261-8515 千叶县千叶市美滨区中瀬1-5-1
电话(+81)43-212-6061
公司网址: <http://www.aeon.info/>

Aeon magazine is published by Aeon Co., Ltd. Aeon is also the name of a corporate group. Opinions expressed in Aeon magazine are not necessarily those of the publisher.

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SPECIAL FEATURE

Fostering the Future

People's scope of activities has expanded beyond countries and regions, and it is no longer uncommon to find companies developing business globally. Aiming to become the global retailer connecting countries in Asia,

Aeon is also operating business in 13 countries.

The number of employees in the Group has exceeded 440,000.

As its business area expands, Aeon bears an increasingly greater share of social responsibility. Against this backdrop, this issue takes another look at what Aeon has fostered and the unchanging principles inherited over the years, which form the basis of its business activities.

特集

孕育未来。

人们的行动范围已跨越了地区和国家的界限，在全球开展业务的企业也已不在是什么稀奇的事了。

永旺也以成为联系亚洲各国的国际零售企业为目标，在13个国家开展业务。

永旺集团的员工人数已超过44万人。随着业务领域扩大，所承担的社会责任也越来越大。

本期将探讨永旺孕育的精髓以及做为其根基得到跨时代传承的不变理念。

Interview

“Empathy” Required Toward Resolving Social Issues

Environmental destruction on a global scale has progressed to the extent that it has become a threat to the existence of mankind. While international issues that must be resolved such as poverty and refugees become more serious, here to provide insight on the current movements in the international community to resolve these issues and on corporate responsibilities and roles is Takejiro Sueyoshi, Special Advisor to the United Nations Environment Programme (UNEP) Finance Initiative and Independent Outside Director of Aeon Co., Ltd., supervising the management.

解决社会课题所需的“共鸣”

全球环境不断遭受破坏，已经到了威胁人类存亡的程度。贫困、难民等必须解决的国际性课题也愈发严重，本期我们邀请了联合国环境规划署金融行动机构特别顾问、监督永旺株式会社经营的外部董事末吉竹二郎先生谈一谈国际社会为解决上述课题所采取的行动以及企业的责任和状况。

The international community is changing to resolve global issues

A common perception of the international community is that various problems occurring on a global scale such as global warming and loss of biodiversity have reached a critical level and that action must be taken quickly toward their resolution. For example, the climate of the entire planet has changed dramatically due to the global warming caused by increased CO₂ emissions, and some say the situation may have exceeded the threshold level or a point of no return. Many natural calamities such as droughts and floods due to abnormal weather have occurred in various parts of the world, which are linked to problems such as shortage of water and food, and even poverty and refugees. Compared with countries connected by land such as in Europe, awareness of these problems may not be as high in the isolated island country of Japan. However, the present situation has reached a stage that requires global efforts to immediately put an end to this vicious cycle. I hope that everyone accepts these international issues as their own, empathizes with the movement to resolve them, and becomes proactively involved.

More active discussions on global warming prevention are taking place at international conferences, and a new framework on CO₂ reduction from 2020 onward is expected to be decided at the 21st Conference of Parties to the United Nations Framework Convention on Climate Change (COP21) to be held in December this year. Hopefully this will quickly increase the international momentum for global warming prevention. Meanwhile, the role of the nation or community is being reconsidered in the discussions to solve the problems. In other words, the enormous importance of initiatives to “protect local communities, which are the basic units of a nation” and to “revitalize the community” is being reaffirmed. Vital communities can offer quality living environments, have people full of life, create excellent businesses, and achieve further development. Also requiring the vitality of communities are companies that have achieved growth by pursuing efficiency and economy of scale in the economic modernization process. The time has come for companies to change their behavior by realizing that their business is not feasible unless they are committed to contribute to the revitalization of local communities.

Taking action with greater empathy is imperative for corporate business continuity

Would you want a product that has caused environmental destruction or was made with child labor in developing countries? The answer must be “no,” even if the product were cheap and good quality. The same applies to investors and banks. A new evaluation criterion is being considered when making investments and financing to companies in addition to environmental conservation and social contribution activities: whether the business itself is sustainable while fulfilling social responsibilities. Companies that are not able to respond to this trend would not be able to continue their business. Companies need to empathize more with society and build new business models that lead to resolving the issues faced by society, or at least prevent them from getting worse.

Aeon embraces the Basic Principles of “Pursuing peace, respecting humanity, and contributing to local communities, always with the customer’s point of view as its core.” These are fundamental rules or values that are timeless. Not many companies include the values of pursuing peace in their principles. As long as Aeon continues its business activities based on these principles, the meaning of its existence will

为解决全球性课题不断变化的国际社会

气候变化以及生物多样性丧失等全球范围内出现的各种问题已形成危机，人类必须尽早行动解决上述问题，这一点在国际社会已形成共识。例如CO₂排放量增加使得气候变化已导致全球气候发生巨变，有人推测问题已超过了临界点的“阈值”，到了无法逆转的地步。异常气候使得各地频繁发生干旱、洪水等自然灾害，这些自然灾害又进一步导致出现缺水、粮食欠收以及贫困、难民等一系列问题。作为岛国的日本对待这些现象的问题意识或许并不如欧洲大陆等国家高，但现状已经到了世界各国必须立刻联合起来阻止这一恶性连锁反应的地步。希望大家将这些国际性课题作为一己之事，在解决问题的行动上形成共鸣，并主动参与进去。

国际会议对防止气候变暖的讨论越来越热烈，预计今年12月举行的《联合国气候变化框架公约》第21届缔约国会议（COP21）将针对2020年后的CO₂减排制定新的框架。这有望成为世界各国大力防止气候变暖的良机。另一方面，在讨论解决问题的过程中，国家和地区的状态也在不断调整。也就是说，各国家和地区重新认识到，“保护作为国家基本单位的地区社区”以及“恢复地区活力”等是非常重要的工作。在充满活力的地区，生活环境宜人，民众生气勃勃，商业氛围良好，这些又会推动地区更好的发展。地区需要活力，这对于在经济近代化过程中追求效率和规模优势而不断发展的企业而言也是同理。企业应该意识到，如果不能为振兴地区做贡献，那么自身的业务也难以发展和维系，现在已经到了企业需要改变行动的重要时刻。

加强“共鸣”并开展行动

将成为企业维持业务的必要条件

你是否曾购买以破坏环境为代价或以强迫发展中国家儿童劳动所生产的产品？无论这些产品多好多便宜，回答都应该是否定的。投资者和银行也应如此。在针对企业的投资和融资方面，除了企业开展的环保和社会公益活动外，企业的业务本身是否在履行社会责任的基础上具有可持续发展性已成为新的判断标准。应该可以说，无法满足这一条件的企业，其业务是无法维持下去的。企业需要加强与社会的“共鸣”，参与解决社会面临的课题，尽可能构建防止问题恶化的全新业务模式。

永旺的基本理念是“以顾客为原点，追求和平，尊重人类，贡献地区”。这是原理原则，也是跨时代价值观。将追求和平的价值融入企业理念的企业并不多。只要永旺坚持秉承这一理念开展业务活动，对社会和员工而言，其存在



We need to accept global issues as our own and take another look at all of our actions.

需要将全球性课题作为一己之事，重新看待所有的行动。

PROFILE

Takejiro Sueyoshi

Special Advisor to the United Nations Environment Programme (UNEP) Finance Initiative. Appointed to the current position in 2003. Has considerable insight and extensive experience related to global environmental issues and corporate social responsibility, and has served as an Independent Outside Director of Aeon Co., Ltd. since 2009. Provides guidance on matters such as corporate roles in environmental conservation and social contribution.

末吉竹二郎

2003年至今担任联合国环境规划署金融行动机构特别顾问。在国际环境问题和企业社会责任方面拥有丰富的知识和经验。2009年开始担任永旺株式会社经营的外部董事。就企业在环保和社会公益方面的作用等给予指导。

Photo taken at The Foreign Correspondents' Club of Japan
拍摄地点：公益社団法人 日本外国特派员协会

remain unchanged in society or for those who work there.

There are many people who are connected to Aeon, including customers, shareholders, and business partners. Hence, it is no exaggeration to say that Aeon is doing business with the entire society. This makes Aeon all the more responsible to society. That is why I encourage Aeon to first aim for the world's highest standards in its main retail business. I believe that is none other than Aeon's obligation to society and the greatest contribution it can make. Achieving the highest standards means taking necessary actions in order to empathize more toward resolving the issues. I hope that Aeon will fulfill its role as a global company to build a better future together with the international society and communities.

的价值就不会改变。

与永旺息息相关的入众多，其中有顾客、有股东、有供应商，即便说永旺是在面对全社会开展业务也不为过。也正因此，永旺对社会应尽的责任也极其重大。为此我们希望，永旺首先要把自己的零售这一主营业务做到全球最高水平。因为这是永旺对社会的责任和义务，也是永旺对社会做出的最大贡献。为了达到最高水平，永旺需要采取必要的行动，加强有助于解决课题的社会“共鸣”。希望永旺发挥作为国际企业的作用，与国际社会及地区合作，建设更加美好的未来。

Peace

For Realizing a Peaceful Society 旨在实现和平社会

The Aeon Basic Principles include "pursuing peace," which may seem strange at a glance. This comes from the view that the retail business is a "peace-oriented industry" because it can only be managed in a peaceful society. This issue features Aeon's initiatives toward developing a peaceful society where the retail business can prosper.

"追求和平"是永旺的理念之一。初看或许有些令人费解，但实际上零售业是基于“和平产业”这一思路的产物，只有在和平社会方能立足。以下将介绍永旺为建设零售业繁荣的和平社会所采取的相关举措。



Principles inherited over the years

Aeon embraces the Aeon Basic Principles of "Pursuing peace, respecting humanity, and contributing to local communities, always with the customer's point of view as its core" as common Group principles. No matter how the times may change or how the Group may transform itself, these underlying principles remain unchanged, and Aeon has enjoyed growth to date by continuing constant innovation with these principles in mind.

What prompted to reflect the wish for "peace" in the Principles was an incident in the postwar era when Okadaya, one of the predecessors of Aeon, resumed business from the burnt-out ruins. On the day of the first major sale event after the war that distributed sale leaflets, many people lined up in front of the store from early in the morning, waiting for its opening. There was even a customer with tears in the eyes saying, "Peaceful times have finally arrived." It's because retailers were not able to freely sell products and customers were not able to freely purchase what they wanted under the controlled economy at that time. This incident convinced then President Takuya Okada (present Honorary Chairman and Advisor, Aeon Co., Ltd.) that "The retail business is a symbol of peace." Since then, Aeon has pursued corporate activities based on the belief that the retail business is a "peace-oriented industry." The wish for "peace" has been inherited over the years and lives on in many of Aeon's activities today.

International exchange programs serving as the foundation of peace

One of the activities that wishes and lays the foundation of peace is the Teenage Ambassador Program, promoting international cultural and interpersonal exchange among high school

跨时代传承的理念

"以顾客为原点，追求和平，尊重人类，贡献地区"是永旺集团一直秉承的基本理念，无论时代和集团形式如何变化，永旺都将这一理念植根心底，并在此基础上不断革新，寻求发展。

将“和平”思想融入企业理念，源于作为永旺前身之一的冈田屋从战后废墟中重建时的一件往事。据说在战后首次派发宣传单进行大甩卖的当天，等待开店的人一大早在店前排起了长队，有的顾客甚至为这来之不易的和平流下热泪，因为在管制经济时代，零售店无法自由销售商品，顾客也无法自由购买自己想要的物品。当时的社长冈田草也（现永旺株式会社名誉会长顾问）坚信“零售业的繁荣是和平的象征”。从此以后，永旺便一直在“零售业是和平产业”的信念下开展企业活动。如今，“和平”已成为永旺跨时代传承的思想，渗透在永旺的各种活动之中。

和平的基石——国际交流活动

高中生肩负着建设新时代的使命，而促进高中生国际文化和人才交流的“小大使 (Teenage Ambassador)"活动是永旺开展构建和平基石的活动之一。该活动源于公益对



Customers affected by the Great East Japan Earthquake enjoying shopping (when Aeon Supercenter Rikuzentakata Store opened) 在日本大地震灾区愉快购物的顾客(永旺购物中心陆前高田开业时)



Leaflet for Okadaya's first major sale after the war 冈田屋战后首次大甩卖的宣传单

students who will lead the next generation. It was launched by Aeon 1% Club Foundation* as the Small Ambassadors Program in 1990. High school students from around the world including those from Japan, China and ASEAN visit each other's country to experience the culture and history of their partner country and learn about diversity in values through various programs such as attending class at a high school and homestay. As the "Ambassador" name suggests, students make courtesy visits to embassies and other locations, where they interact with government representatives to play a role as an envoy of the private sector. A total of 1,852 high school students from Japan and 17 countries have taken part in the exchange as of the end of March 2015. The program is deepening the bonds of friendship.

Meanwhile, Aeon Cup Worldwide Rhythmic Gymnastics Club Championships (Aeon Cup) began in 1994 with the wish to promote exchange beyond national and ethnic borders and deepen mutual understanding through sports. At the second Aeon Cup, athletes from Bosnia and Herzegovina, and Serbia even in the midst of conflict were able to participate. This

团法人永旺1%俱乐部*于1990年开展的“小大使”活动。日本、中国、东南亚等世界各国的高中生以互访形式前往对方国家的高中学习以及寄宿在当地人家中，从而接触对方国家的文化和历史，了解多种不同的价值观。互访的高中生通过拜会大使馆以及政府代表交流，以“大使”(Ambassador)之名承担起做民间代表的职责。截至目前，共有来自日本等17个国家1,852名高中生(截至2015年3月底)参加了这一活动。各国高中生间的友谊得到加深。

此外，始于1994年的“永旺杯”世界艺术体操俱乐部锦标赛”是源于通过体育加深跨国、跨民族交流和相互了解这一希冀的活动。来自争端国家——波斯尼亚和黑塞哥维那及塞尔维亚的选手参加了第二届比赛。两国选手相互握手，

* Established in 1989. Promotes social contribution activities by having major Aeon Group companies contribute 1% of their pre-tax income. 成立于1989年，集团各主要企业拿出税前利润的1%用于开展社会公益活动。



1. Experiencing tea ceremony wearing a yukata (Cambodia, Laos) 穿着日式浴衣体验茶道 (柬埔寨、老挝)

2. Courtesy visit to the Mayor of The People's Government of Beijing Municipality (China) 访问北京市人民政府市长(中国)

3. Trying traditional dancing wearing a longyi during a homestay (Myanmar) 在当地人家中身着筒裙体验传统舞蹈 (缅甸)

4. Experiencing how to prepare offerings to a Hindu god (Indonesia) 体验准备供奉印度教神灵的供品 (印度尼西亚)

(1-4 Teenage Ambassador Program) (1-4 “小大使”活动)



Aeon Cup 2014 Worldwide Rhythmic Gymnastics Club Championships held for the 20th time 第20届“永旺杯”2014世界艺术体操俱乐部锦标赛

led to a very moving moment when the athletes from the two nations shook each other's hands. It was a moment that proved to the world the power of sports and also when Aeon's wish for peace was realized. The Aeon Cup is now held every year as one of the world's three major championships in rhythmic gymnastics. Based on a consensus of the athletes, a part of the proceeds of the Aeon Cup admission fee is presented to refugee children around the world through the Office of the United Nations High Commissioner for Refugees (UNHCR).

Aeon believes that "peace" does not simply describe a state without war. The wish for peace also drove each one of the employees in a situation when life could not be carried on "as usual" due to incidents such as a disaster. At the event of the Great East Japan Earthquake, the entire Group including employees who themselves had been affected by the disaster made an all-out effort for early resumption of business and recovery support. Aeon will continue its business activities in order to create and protect a familiar environment where customers can freely enjoy shopping as usual.

现场气氛非常感人。这向全世界证明了体育的力量，是永旺的和平愿望结出硕果的难忘瞬间。如今，这项赛事每年都会举办，已成为全球三大艺术体操锦标赛之一。基于选手们的一致意愿，比赛门票的部分收益通过联合国难民署 (UNHCR) 捐赠给全世界的难民儿童。

永旺思考的“和平”并不单指没有战争的状态。灾害等导致“日常生活”难以维持时，每一个永旺人也会满怀和平希冀行动起来。东日本大地震时，包括自身的受灾员工在内，永旺汇聚全集团之力迅速恢复营业，并援助灾区重建。今后，永旺将继续开展相关活动，创造并保持一个让顾客能维持常态、自由购物的良好环境。

People

For Connecting People 旨在建立人与人的相互联系

The retail business is also an "industry of humanity" that comes in contact with many customers on a daily basis and thus based on interpersonal connections. Respecting human rights and valuing human connections are the basic elements of relationships with all people starting with the customer. This section introduces Aeon's initiatives based on this principle.

零售业每天需要接待许多的顾客，也是以人与人的相互联系为基础的“人类产业”。在与顾客及其他所有人的交往中，尊重人以及重视人际关系是根本所在。以下将介绍永旺在这一理念下开展的丰富活动。



Visit to a factory crushing large-sized waste, as part of the Aeon Cheers Club program
“永旺奇乐思俱乐部”组织儿童参观大型垃圾粉碎工厂



Aeon and UNICEF Safe Water Campaign is constructing water supply systems through “永旺联合国儿童基金会安全供水活动”建设的供水设施

For the children's prosperous future

In order for children who will lead the next generation to grow healthily and live a better future, Aeon is providing support for their growth from various angles such as education and health.

The program named Aeon Cheers Club launched in 2005 offers environmental conservation activities and hands-on learning experiences to elementary and junior high school students living near Aeon stores. This raises the children's awareness about the community's environmental issues and fosters the ability to think, while learning about social rules and manners through group initiatives. This program that began in Japan has now spread to Malaysia and China.

Meanwhile, in order to enhance educational opportunities for children in developing countries, Aeon 1% Club Foundation is delivering donations from customers in Japan, added with the same amount as contributions from the Foundation, together with people's wishes to these countries. The School Construction Support Project launched in 2000 has supported the construction of 378 schools* in five countries. The Aeon and UNICEF Safe Water Campaign launched in 2010, has constructed water storage/supply systems in Cambodia and Laos through partnership with Japan Committee for UNICEF. Approximately 132,000 people* now have access to safe water as a result of the Campaign. Construction will also begin in Myanmar this year. Through the Campaign, Aeon is working to create an environment where children spend less time fetching water from remote locations so that they can go to school, while securing safe water to protect their health.

Offering learning opportunities to working people beyond national and corporate boundaries

Aeon has also focused its efforts on employee education based on the principle that the retail business is an "industry of humanity." In 1964, Okadayaya, one of the predecessors of Aeon, founded Okadayaya Management College as the first in-house college in the retail industry in Japan. Enhancing the level of each and every employee through education leads to achieving customer satisfaction. This is backed by the belief that having the employees grow both as a professional and as a person will generate a driving force for the Group's growth. The

旨在为儿童创造丰富美好的未来

儿童肩负着建设新时代的使命，为了让孩子健康成长，在未来拥有更加美好的生活，永旺从教育、健康等各个方面提供支持。

始于2005年的“永旺奇乐思俱乐部”针对店铺附近的中小學生开展环保活动和学习体验，不仅提高了孩子们对当地环保问题的关注，培养了思考能力，同时还通过集体活动让孩子们掌握了社会规则和礼节。这些始于日本的活动目前正在马来西亚和中国推广。

此外，为了充实发展中国家儿童的教育机会，公益财团法人永旺1%俱乐部向当地提供日本顾客捐赠的善款、与善款等额的捐款，并把人们的祝愿传达到当地。始于2000年的“学校援建活动”已在5个国家援建了378所学校*。始于2010年的“永旺联合国儿童基金会安全供水活动”是永旺与联合国儿童基金会日本委员会的合作项目，已在柬埔寨和老挝建设了蓄水和供水设施，供大约132,000人*利用，今年也将开始在缅甸启动建设。永旺正在采取措施，确保安全用水以保障儿童健康，并打造让更多的儿童无需去远处取水可安心上学的环境。

跨越国家和企业的界限，为员工提供学习机会

永旺一直在零售业是“人类产业”的理念指导下致力员工教育。作为永旺前身之一的冈田屋于1964年开设了日本零售业的首家企业内部大学“冈田屋管理学院”，通过教育提升每名员工的水平，有助于提供让顾客满意的服务。员工作为职场人士或者在人生道路上的成长将成为集团发展的原动力。现在的“永旺商学院”继承了这些思想，培养了大量学员。此外，永旺还根据实际业务要求充实自



The School Construction Support Project is implemented in Cambodia, Nepal, Laos, Vietnam and Myanmar. Pictured in the photo are happy children at Aeon Gangaw School's new school building, the first school built in Myanmar in Cambodia, Nepal, Laos, Vietnam and Myanmar. 在柬埔寨、尼泊尔、老挝、越南、缅甸开展“学校援建活动”。照片中的孩子们正在庆祝永旺在缅甸的第一所学校“永旺Gangaw学校”建成



Children enjoying rhythmic gymnastics at the school inauguration ceremony (Left: Myanmar, Right: Vietnam) 孩子们在开幕式上表演艺术体操 (左/缅甸; 右/越南)



Children studying at the new classroom (Myanmar) 孩子们坐在新教室里学习 (缅甸)



Fresh Fish Master Skills Contest aiming to improve employee skills 为提高员工技术所举办的鲜鱼师技术比赛

spirit has been passed down to the present Aeon Business School, where many employees have completed courses. In addition, Aeon is working to improve employee skills and motivation by enhancing programs such as a unique certification system for specific jobs and holding various contests.

Aeon shares this concept of respect for human rights with its business partners as well, beyond national and corporate boundaries. In 2003, the Aeon Supplier Code of Conduct was formulated, aiming to ensure appropriate working conditions and working environments. Aeon's private brand Topvalu's contracted manufacturers were asked to comply with the Code of Conduct. In 2013, Aeon launched a supplier education program in Malaysia together with the United Nations Industrial Development Organization (UNIDO) and the Malaysian Government. Aeon has received feedback from participating companies such as, "This initiative has improved skills and raised employee awareness," and "This has led to the expansion of business opportunities." Aeon will work toward realizing a higher level of customer satisfaction by improving people's working environments and raising job satisfaction.

有的资格制度，并开展各种竞赛活动，从而提高员工的技术和积极性。

永旺正跨越国家和企业的界限，与供应商统一“尊重人类”的思想。于2003年，永旺制定了旨在确保良好劳动条件和劳动环境的“永旺供应商CoC(交易行为规范)”，并要求接受委托生产“TOPVALU”品牌产品的厂商严格遵守。于2013年，永旺与联合国工业发展组织(UNIDO)、马来西亚政府联合启动了针对马来西亚供应商的培训项目。参加的企业纷纷表示，通过培训不仅提高了技术水平和员工意识，还有助于扩大业务机会。永旺正通过完善劳动环境和提高工作价值，为实现更高层次的“顾客满意”而努力。

Voice From school inauguration ceremonies in Myanmar
来自缅甸开学仪式的心声

<p>▶ Aeon Gangaw School 永旺Gangaw学校</p> <p>It's fun studying at the new school. I want to study to be a doctor and take care of sick people. (4th grader) 期待在新学校学习。我希望学成后当一名医生，救治病人。 (小学4年级学生)</p>	<p>▶ Aeon Padauk School 永旺Padauk学校</p> <p>I'm happy we can study even during the rainy season. I want to be a teacher at this school in the future. (3rd grader) 很高兴在雨季也能学习，将来我希望成为这所学校的老师。 (小学3年级学生)</p>
<p>The children are the future of the country. Supporting the children leads to supporting the future of the country. (Principal) 儿童是国家的未来。支持儿童与支持国家未来息息相关。(校长)</p>	<p>The completion of the new school building will not only raise the children's but also the citizen's awareness of education. (Principal) 新学校建成后，不光是孩子，市民对教育的意识也提高了。(校长)</p>

* Figures as of the end of March 2015

* 数据截至2015年3月底

Community

For Sustainable Development of the Community

旨在实现地区的可持续发展

Aeon's mission is to contribute to local communities through its business activities, and the Aeon Basic Principles reflect the idea that the retail business is a "community-based industry." This comes from the view that the retail business can only be managed if it is rooted in the lives of the community and supported by the local customers. This section introduces Aeon's initiatives to walk hand-in-hand with the community.

通过商业服务地区社会是永旺的使命，由于零售业的维系需要植根于地区民众生活并需要顾客的支持，因此永旺提出了零售业是“地区产业”的理念，以下将介绍永旺与地区共同发展所开展的丰富活动。



Utilizing Regional WAON to revitalize local economies

The role as a "community-based industry" is to provide necessary products and services for the customer's daily lives, while promoting employment and contributing to the revitalization of local economies. To fulfill this role, Aeon is conducting various initiatives as a member of the community, in addition to its main business.

Particularly unique among them is the initiative with Aeon's E-money, Regional WAON. With the system, by using the WAON card at any participating store throughout Japan, a fixed rate of the proceeds from WAON sales is contributed to organizations such as those promoting regional development. More than 100 different types of cards have been issued, with which customers can easily contribute to the community through daily shopping. The cards can be used to make payments with the E-money WAON, with some of the cards also integrating the function to use a point service of other cards offered by local shopping districts and other participating stores. One such card is Megurin WAON issued in Shikoku region, which can be used at participating stores to accumulate and pay with "Megurin miles," the local point service. Points can also be accumulated by participating in volunteer activities, healthcare events organized by administrations and other events. In this way, the card has become a more familiar part of the lives of the people in the community. Through using it as a local currency and by connecting local shopping districts and Aeon with enhanced point accrual programs that attract more customers for both parties, the Regional WAON card has become a tool that allows both parties to pursue development and growth.

Enhancing the value of local products as a member of the community

Aeon has been promoting the Food Artisan Project to succeed ingredients and traditional techniques that support traditional food cultures and to cultivate them together with the local producers. The project launched in 2001, in response to the customer's wish to preserve the food cultures and foods in various parts of Japan, has extended to 30 items from 21

利用“地区WAON卡”振兴地区经济

永旺不仅提供顾客日常生活所需的商品和服务，还力求促进就业，帮助地区振兴经济。为了发挥零售业作为“地区产业”的作用，除本职工作外，永旺还作为地区的一员开展各种活动。

其中一项独特的是永旺的电子货币“地区WAON卡”活动。WAON卡可在全日本使用，永旺会按一定比例将“WAON卡”的消费金额捐赠给地区振兴团体等。WAON卡的发行种类已超过100种，可通过民众日常购物轻松为地区发展做贡献。“WAON卡”不仅可以作为支付工具，小小的一枚卡片还具有享受当地商业街等积分服务的便捷功能。四国的“Megurin WAON”就是其中的典型，可以在加盟店累积并使用地区积分“Megurin Mile”。参加志愿者活动和政府举办的健康活动等也能积分，可以说“Megurin WAON”已与地区民众的生活密不可分。WAON卡作为地区货币，通过进一步充实积分机制，同时增强商业街和永旺的揽客能力，从而成为双方谋求发展的工具。

作为地区的一员，努力提升地区产品的价值

永旺通过开展“Food Artisan (食品匠人)”活动，从地区生产者那里继承并发展支撑传统饮食文化的食材和技术。回应顾客希望保护日本各地的饮食文化和食材的呼声，永旺于2001年启动该活动，目前已发展到1府20县的30种食材(截止2015年3月底)。永旺最大限度地利用



Regional WAON cards
100 types issued
(As of Apr. 28, 2015)
地区WAON卡
发行100种
(截止2015年4月28日)

Iwami Ginzan WAON,
the first Regional WAON card
第1号“地区WAON卡”
“石见银山WAON”



Points can also easily be donated at the Megurin Station 使用“Megurin Station”还能轻松捐赠积分



Megurin WAON card linked to shopping districts in Takamatsu City, Kagawa Prefecture 与香川县高松市商业街联动的“Megurin WAON”

prefectural governments as of the end of March 2015. By making the most of the Group's sales network, Aeon is promoting to offer products extensively to customers through Aeon stores and the online store. Based on a strong partnership with producers as well as the local people, Aeon is also supporting efforts to improve efficiency in the work process, develop products through cooperation with research institutes such as universities, and establish a foundation to ensure stable supply. Take for example "hatahata shottsuru (sandfish-based fish sauce)," a typical condiment of Akita Prefecture. Processed products made with the fish sauce were developed and marketed together with Oga Hatahata Shottsuru Food Artisan Council. Recipes are also being developed to convey its appeal to a greater number of customers.

From discovering local products that can revitalize the community, producing, marketing, to proposing new cooking methods for them, Aeon is working hand-in-hand to enhance the appeal and value of the community.

集团的销售网络，通过实体店和网店向广大顾客介绍食材。永旺与生产者以及地区相关机构结成强大联盟，除了提高作业效率外，还与大学等研究机构合作开展有助于商品开发和稳定供应的基础建设。例如，永旺与“男鹿鲭鱼盐汁食品匠人协会”合作，使用秋田县具有代表性的调味料“鲭鱼盐汁(鱼盐)”开发加工品并销售。此外，永旺还在研发食谱，以便让更多顾客了解这些食材的魅力。

永旺将联合各方力量，从食材生产、销售到提供新的烹饪方法，不断发掘激发地区活力的产品，努力提高地区的吸引力和价值。

Business activities to embody the principles and challenges in innovation

As a retailer, Aeon's meaning of existence lies above all in supporting and enriching the customer's lives and living on a day-to-day basis. Aeon will continue to embody its Basic Principles of "Pursuing peace, respecting humanity and contributing to local communities, always with the customer's point of view as its core" through its various businesses and continue its challenge to this end.

开展体现理念的业务活动，为革新迎接挑战

作为零售企业，永旺存在的意义在于维系顾客的生命和日常生活，并实现更加丰富的转变。今后，永旺将通过各种活动持续体现“以顾客为原则，追求和平，尊重人类，贡献地区”的理念，并为此不断迎接挑战。

Voice

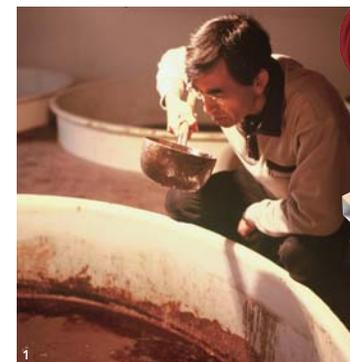
Wanting to liven up the community together with Aeon 希望携手振兴地区发展

Megurin, the community point service project launched in January 2009, introduced Megurin WAON card in June 2009 through collaboration with Aeon's E-money "WAON" with an aim to provide enhanced convenience. Currently, the card can be used at approximately 500 stores throughout Kagawa Prefecture, mainly at shopping districts in Takamatsu City, and the number of cards issued is more than 150,000. The use of the card is expanding, not only for daily shopping but also for occasions such as supporting local sports teams, volunteer activities, and healthcare events organized by administrations. We hope to further contribute to local revitalization by strengthening collaboration with Aeon and the administration that is working to create vibrant regions.

"Megurin"是始于2009年1月的地区积分服务业务。为进一步提供便利性，我们于同年6月携手永旺的电子货币“WAON”，推出了“Megurin WAON”。截至目前，Megurin WAON卡可在整个香川县以高松市商业街为中心的大约500家店使用，发行数量已超过15万张。Megurin WAON卡的使用范围越来越大，除了日常购物外，还可用于支持当地运动队、参加志愿者活动、政府健康促进活动等。今后，我们将加强与致力于地方发展的政府部门及永旺的合作，更好地为振兴地区做出贡献。



Kenji Zensho
Director of Megurin
善生 宪司
Megurin事务局长



1. Brewing site of sandfish-based fish sauce (Akita Prefecture)
“鲭鱼盐汁”的酿造现场(秋田县)
2. Sandfish-based fish sauce, "Junen-Jukusen"
鲭鱼盐汁十年熟成



- 3, 4. Products made with frozen acerola (Okinawa Prefecture)
“果冻盐汁”(冲绳县)加工的商品
5. Workers sorting acerola at Motobu Town Acerola Fruit Sales Workshop
“本部町樱桃实销售研究会”的工作人员在挑选樱桃



Unique Point

The vivid silk fabric shines even in the daytime

白天也非常夺人眼目的丝绸布料

Unique Point

The round shape represents harmony 含有美满之意的圆形



★ Vietnam 越南

Hoi An lanterns light the ancient city listed as a World Heritage Site

The ancient city of Hoi An, listed as a World Heritage Site, is located in the central region of Vietnam. Hoi An lanterns with a history of four centuries are made of silk fabrics, the region's traditional craft. At the Lantern Festival held once a month, lanterns of different colors create a fantastic atmosphere to the streets.

点缀世界遗产古都的“会安提灯” 世界遗产的古都·会安位于越南中部，在这里生产的拥有400年历史的“会安提灯”使用传统工艺的丝绸布料，每月举办一次的“灯会”，用五彩缤纷的提灯点缀街道，营造出幻想氛围。

Unique Point

The lateral frame structure, collapsible into a compact package

可轻便折叠的横骨式结构

Lifestyle Elegance 生活之风雅

Lighting—Lanterns

点缀—提灯

Small items that bring us pleasure in daily life are imbued with culture and traditions worth preserving for the next generation. Japan, China and the countries of the ASEAN are home to many fascinating items...

This issue features lanterns that illuminate the darkness of the night and create an atmosphere.

在日常生里为我们的生活不断注入甘露的优美精品中，蕴含着古代相沿的传统与文化。

日本、中国、东南亚地区的各种精品，让我们心驰神往……

本期介绍照亮漆黑的夜晚、用灯光营造空间的“提灯”。



★ China 中国

Red lanterns reflect the wish for prosperity

Since long ago, red lanterns have been an essential part of happy events. Hanging the lanterns reflects the wish for fertility and family prosperity. The round shape symbolizes harmony, while the crimson color represents vitality and happiness.

Many red lanterns animate the streets on holidays such as the Chinese New Year to boost the celebratory mood.

含有繁荣祈愿的“红灯笼”

自古以来良辰喜庆之时不能缺少“红灯笼”，挂起灯笼含有子孙繁荣的祈愿，圆形代表美满，火红色象征活力和幸福，春节等节假日，街道的一盏盏点亮的“红灯笼”增添了浓郁的节日气氛。

★ Japan 日本

Edo lanterns decorated with designs and characters on Japanese paper

Edo lanterns, featuring a collapsible structure and Japanese paper covering a bamboo frame, became a popular item to illuminate the streets at night in 17th-century Edo (Tokyo) when more people started going out at night. They are often calligraphed with an original style of characters called “Edomoji.” Today, the lanterns are mainly used as ornaments for festivals and as signage at storefronts.

和纸描绘有图画和文字的“江户提灯”

有着可折叠的结构和在竹骨架周围裱上和纸为特征的“江户提灯”，是从17世纪的江户(东京)因夜晚的外出增加用于照明工具而普及，表面绘有个性书体的“江户文字”较多，现在主要利用在祭祀仪式的装饰物和店铺门前招牌等。

AEON SUSTAINABLE ACTIVITIES

Striving for a sustainable society, Aeon continues environmental preservation and social contribution activities with local communities. 为创建可持续发展社会，与地区居民携手合作，不断继续开展环境保护和社会贡献活动。(January – March 2015)

Environmental Preservation

环境保护

Energy Advisor Program Receives Energy Conservation Grand Prize

On January 28, Aeon received the Director General Prize of the Agency of Natural Resources and Energy at the Energy Conservation Grand Prize 2014 for excellent energy conservation equipment, held by The Energy Conservation Center. Aeon was recognized for its efforts to establish the Energy Advisor Program to promote the efficient use of energy and to foster advisors, while promoting energy conservation at about 340 stores across Japan.

建立“能源顾问”制度，获得了节能大奖

1月28日，永旺在一般财团法人日本节能中心举办的“平成26年度节能大奖”节能事例部门荣获了“资源能量长官奖”。设立了担负能源有效利用促进的“能源顾问”制度，还开展了其培养，并在日本全国约340家店铺开展了节能活动，受到了评价。

Aeon's Initiatives Are Approved as UNDB-J Partnership Project

Based on the Aeon Biodiversity Principle and the Aeon Sustainable Procurement Principle, Aeon has been promoting initiatives such as product planning with consideration to the environment and ecosystem conservation and store construction using FSC certified lumber, in addition to tree planting. These initiatives were approved as a partnership project by the Japan Committee for the United Nations Decade on Biodiversity (UNDB-J), as they can expect positive results in both conservation and sustainable use of biodiversity.

永旺开展的活动被认定为UNDB-J合作事业单位

基于“永旺生物多样性方针”和“永旺可持续供应原则”，实施了植树活动，并开展了顾虑环境和生态系统保全的商品设计、使用FSC认证木材的店铺建设等活动。这些所开展的活动在生物多样性保全及可持续发展的两方面可期待其效果。对此被认定为“联合国生物多样性10年日本委员会(UNDB-J)”合作事业单位。

Social Contributions

社会贡献

Employees Who Are “Supporters for People with Dementia,” Reached Cumulative Total of 50,000, the Largest Number in Japan

The number of Aeon employees who are Supporters for People with Dementia reached a cumulative total of 50,000 in March. These employees have taken a training course that includes learning through role-playing. This is implemented by the Ministry of Health, Labour and Welfare and the NPO, Community-Care Policy Network, with an aim to create a safe community for people with dementia, and Aeon has been taking part in this initiative since 2007.

“认知障碍支援者”员工人数达到日本最大规模累计5万名

接受包括角色扮演等“认知障碍支援培训课程”成为“认知障碍支援者”的永旺员工，截至3月底员工累计达到5万名。该讲座是以“患上认知障碍也可以安心生活的街市”为目标，厚生劳动省与NPO法人Community-Care Policy Network共同开展的活动，永旺从2007年开始参与。



Supporting Children in Myanmar Through School Construction and Scholarships

A new elementary school has opened using the sum of cooperation from customers for the Myanmar School Construction Support Donation and the same amount as contribution from Aeon 1% Club Foundation*. The school opening ceremony was held on March 27. In Myanmar, the Aeon Scholarship Program also began this year to support the young who will lead the next generation.

通过学校建设和奖学金，支援缅甸的孩子们

顾客协助的“缅甸学校建设支援捐款”和一般财团法人永旺1%俱乐部*也捐出同额捐款，建立了新小学校。3月27日，举行了开校仪式。从今年开始，在缅甸设立了奖学金制度“永旺奖学金”，支援负担下一代的年轻人。



Children studying at the new school in new school learning the children

Making Wishes for Recovery from 3.11 Come True 化3.11重建祈愿为行动

Aeon is conducting a variety of initiatives in partnership with customers to realize recovery and a bright future in the disaster-afflicted areas. 永旺为实现灾区重建并创造充满梦想的未来，与顾客携手开展了丰富多样的活动。

Supporting Children's Dream Program Held

On January 10, Aeon 1% Club Foundation* held the “Harbor a Dream through Music” event as part of the Supporting Children's Dream Program to convey the greatness of music and the importance of having a dream. A total of 1,400 people including children from Miyagi Prefecture and those affected by the Great East Japan Earthquake were invited to a concert by a professional orchestra performing around the world.

举办“孩子们的梦想·支持计划”

1月10日，一般财团法人永旺1%俱乐部*作为“孩子们的梦想·支持计划”，举办了传达音乐的出色性和持有梦想的重要性的“在音乐追求梦想”活动。举办了由世界著名的专业管弦乐团的演奏会，招待了宫城县的孩子们和在东日本大地震受灾的各界人士等1,400名。

Fund-raising Held to Support the Construction of a Roadside Station

Since last year, Aeon Mall Co., Ltd. has been conducting activities to support the production of “Onokun,” a stuffed monkey made out of socks. It was created at the emergency temporary housing near Ono Station in Higashi Matsushima City, Miyagi Prefecture. In March, a fund-raising was held to build a roadside station named “Sora no Eki” to serve as the center for the activities, and a contribution of 2,411,956 yen from customers was presented as a donation.

实施了“空车站”建设支援募捐活动

永旺梦乐城株式会社从去年开始开展了在宫城县东松岛市小野站前的应急临时住宅区诞生的袜子猴玩具“Onokun”的制作支援活动。3月份，实施了这一活动据点“空车站”的建设支援募捐活动，聚集了来自顾客的241万1,956日元实施了捐赠。

*Aeon 1% Club Foundation became a public interest incorporated foundation on April 1, 2015. *一般财团法人永旺1%俱乐部从2015年4月1日开始，更名为公益财团法人。

AEON FINANCIAL RESULTS

For the Fiscal Year Ended February 28, 2015

2015年2月期永旺结算概要

First Retailer in Japan to Exceed 7 Trillion Yen in Operating Revenue

营业收入在日本的零售业中率先突破7万亿日元



- Opened Aeon Mall Phnom Penh, the first Aeon Mall in Cambodia 柬埔寨1号店“永旺梦乐城金边”开业
- Established United Super Markets Holdings Inc. 成立United Super Markets Holdings Inc.
- Converted Welcia Holdings Co., Ltd. into a consolidated subsidiary WELCIA HOLDINGS CO., LTD. 成为合并结算子公司

In this fiscal year, as the first year of the Aeon Group Medium-term Management Plan (FY 2014 – 2016) for the second phase in Aeon's efforts to achieve a major leap in growth toward 2020, Aeon promoted the common Group strategy of shifting to the four growth areas of Asian markets, urban markets, senior-oriented markets, and digital markets, while implementing product-oriented reforms. Additionally, Aeon implemented Group-wide structural reforms to build a new management foundation supporting its growth strategy. Sales activities included enhancing product appeal and sales expansion of Aeon's private brand Topvalu, and the launch of Jimono-no-hi, Local Product Day through collaboration with local producers to spread the appeal of local products. Other initiatives included joint sales promotions held in conjunction with the conversion of The Daieli, Inc. into a wholly owned subsidiary, and strengthening of services for foreign tourists to Japan.

As a result of these initiatives, all business segments posted higher revenues, and the operating revenue set a record high for three consecutive fiscal years. Aeon became the first retailer in Japan to exceed the seven trillion yen mark in operating revenue.

2014年是永旺集团面向2020年“飞跃发展的第二阶段——永旺集团中期经营计划(2014~2016年度)”的首个财年。永旺集团在本财年推进了向“亚洲”、“都市”、“老龄”、“数码”四大领域转型的这一集团共同战略，并推动了“以商品为本的改革”。此外，为构建支撑相关发展战略的全新经营基础，还实施了集团结构改革。营业活动方面，集团除了加强永旺的自有品牌“TOPVALU”的产品实力并实施扩销外，还与当地生产者合作开展宣传当地产品魅力的“当地物产日”活动。除上述活动外，集团还借The Daieli, Inc.成为全资子公司之机开展了联合促销活动，加强了应对涌入日本的国外游客等多项举措。

通过开展上述工作，永旺集团的所有业务领域均实现了增收佳绩，营业收入连续3个季度创历史新高，在日本的零售业中率先突破7万亿日元。

Consolidated Financial Results* 合并结算业绩*

(100 millions of yen) (亿日元)/(YOY) (前期比)			
Operating Revenue 营业收入	Operating Income 营业利润	Ordinary Income 经常利润	Net Income 本期净利润
70,785 (110.7%)	1,413 (82.5%)	1,525 (86.2%)	420 (92.3%)

* Past fiscal years' performance is revised in accordance with this fiscal year's accounting policy and indicators. ※ 基于本年度会计制度和计算方法，对过往年份的业绩进行了修正。

Financial Results by Business Segment*1 各事业业绩*1

(100 millions of yen) (亿日元)				
Business 事业名	Operating Revenue 营业收入	YOY 前期比	Operating Income 营业利润	YOY 前期比
General Merchandise Store (GMS) Business GMS(百货超市)事业	33,555	109.9%	-16	—
Supermarket, Discount Store & Small Size Store Business SM, DS, 小型店事业	21,612	109.8%	84	47.7%
Financial Services Business 综合金融事业	3,297	115.4%	530	129.8%
Shopping Center Development Business 商业地产开发事业	2,496	113.6%	432	99.7%
Service & Specialty Store Business 一般服务、专卖店事业	7,049	102.0%	245	105.3%
ASEAN Business 东南亚事业	2,092	115.2%	61	93.5%
China Business 中国事业	1,684	115.8%	-8	—
Consolidated Total*2 合并总计*2	70,785	110.7%	1,413	82.5%

*1 Past fiscal years' performance is revised in accordance with this fiscal year's accounting policy and indicators. ※1 基于本年度会计制度和计算方法，对过往年份的业绩进行了修正。
*2 Consolidated total includes total for each business as well as other business and adjustments. ※2 合并总计中除各事业合计外，还包括其他事业及调整金额。

Topics

主题

▶ Promoting Business Development in China and ASEAN

In ASEAN, Aeon opened Aeon Mall Phnom Penh as the first Aeon Mall and one of the largest mall-type commercial facilities in Cambodia, and Aeon Mall Binh Duong Canary as the second Aeon Mall in Vietnam. In China, Aeon Mall Suzhou Wuzhong was opened as the first mall-type facility as well as one of the largest commercial facilities in Jiangsu Province, followed by Aeon Mall Wuhan Jinyintan as Aeon's first shopping mall in Hubei Province. In the Asian market where population increase and sharp economic growth are expected, Group companies cooperated to accelerate the development of a multi-format retail business.

在中国和东南亚推动业务开展

在东南亚，永旺在柬埔寨开设了1号店“永旺梦乐城金边”，该店是柬埔寨规模最大的购物中心型商业设施。此外还在越南开设了2号店“永旺梦乐城Binh Duong Canary”，在中国，永旺在江苏省开设了当地规模最大的以及首个购物中心型设施“永旺梦乐城苏州吴中”。在湖北省开设了永旺的首家店铺“永旺梦乐城武汉金银潭”。在人口不断增长、经济快速发展的亚洲市场，各集团公司通力合作，以多种经营形态加速开展业务。

▶ Establishment of U.S.M Holdings Aiming to Develop the No.1 SM Chain in the Tokyo Metropolitan Area

In order to establish the No. 1 supermarket chain in the Tokyo metropolitan area with potential for growth, Aeon Co., Ltd. signed an agreement with three supermarket operators, The Maruetsu, Inc., Kasumi Co., Ltd., and Maxvalu Kanto Co., Ltd., along with Marubeni Corp. to establish a joint stockholding company, United Super Markets Holdings Inc. (U.S.M Holdings). It will strive to develop a business structure to achieve one trillion yen in sales with 1,000 stores in 2020.

力求在首都圈建立No.1的连锁SM成立U.S.M Holdings

为在具有发展潜力的首都圈建立No.1的连锁超市，永旺与The Maruetsu, Inc., KASUMI CO., LTD., MAXVALU KANTO CO., LTD.这3家SM企业以及丸红株式会社就成立共同持股公司United Super Markets Holdings Inc. (U.S.M Holdings)达成协议。新公司计划在2020年实现1万亿日元的营业额，并建立1,000家店的店铺体制。

▶ Aeon's Private Brand Topvalu Restructured on its 40th Anniversary

To mark the 40th anniversary since its creation, Aeon's private brand Topvalu was restructured into four sub-brands to promote product development that meets the customer's current needs. The Organic Food Series was introduced to Topvalu Gurinai, the brand that ensures safety and security in Aeon's food products. It offers 120 food items at approximately 4,000 stores, the most extensive organic food lineup for a private brand offered by a retailer in Japan. Sales of Topvalu brand products totaled 779.9 billion yen in the fiscal year (up 5.2% year on year).

借诞生40周年之机，完成TOPVALU品牌的更新换代

永旺借TOPVALU品牌诞生40周年之机更新了该品牌的四大体系，并根据顾客“当前”的需求推动商品开发。在“安全、安心”食品品牌“TOPVALU Gurinai”方面，永旺开始推出一系列有机产品，目前该品牌共有120种产品，在大约4,000家店铺中销售，规模为零售业自有品牌之最。TOPVALU在2014财年的营业额为7,799亿日元(较上一财年增长5.2%)。

▶ Drugstore and Pharmacy Business Aiming to Be the Group's New Pillar

Aeon Co., Ltd. concluded a basic agreement for business merger with Welcia Holdings Co., Ltd. and CFS Corporation, with an aim of creating Japan's No. 1 drugstore chain. Aeon Co., Ltd. also converted Welcia Holdings Co., Ltd. into a consolidated subsidiary in order to solidify the alliance that maximizes synergies. Aeon will establish the Drugstore and Pharmacy Business as its new pillar, which will play a central role in the shifts to senior-oriented markets and urban markets.

药品配药销售成为集团新的业务支柱

为构建日本第一的连锁药放店，永旺株式会社、WELCIA HOLDINGS CO., LTD.、CFS Corporation签订了“经营整合基本协议书”。此外，为了开展最大限度发挥协同效应的稳固合作，永旺株式会社将WELCIA HOLDINGS CO., LTD. 纳为合并结算子公司，药品配药销售业务将担负起向“老龄”和“都市”转型的主要任务，逐渐成为永旺集团全新的业务支柱。

Outlook for the Fiscal Year Ending February 29, 2016

2016年2月期展望

Group-wide Effort to Aim for Growth in Revenue and Earnings

In order to promptly respond to changes in the environment surrounding the retail business, including diversifying customer needs and intensifying competition across business categories, Aeon will operate on the principles of autonomous management by operating companies, deeper community-rooted management, and the promotion of priority Group challenges, under the new Group structure centered around operating companies. In particular, Aeon has emphasized several key challenges including general merchandise store business reforms, supermarket business reforms, the shift to Asian markets, the shift to digital markets, and product-oriented reforms, and has appointed executive officers to these areas. At the same time, the product, marketing, and other functions managed by Aeon Co., Ltd. have been delegated to the Group's core company Aeon Retail Co., Ltd. and its regional companies in order to strengthen management execution in each function. The Group will work together and aim to shift toward a high profit corporate structure and improved business performance as early as possible.

集团上下团结一心，力求实现增收增益的目标

随着顾客需求的多样化和跨行业竞争的激化，零售业所处的环境也在不断变化。为了快速应对这一现状，永旺集团建立起了以业务公司为中心的的全新集团体制，并在该体制下推动业务公司开展自主经营、地区深度经营并应对集团的重点课题，特别是将“GMS改革”、“SM改革”、“亚洲转型”、“数码转型”定位为集团重要课题，并分别配置执行董事。同时，我们还将永旺株式会社的商品和市场营销等功能移交作为集团核心的永旺零售株式会社的总公司和各地区公司，增强各自的经营执行能力，永旺集团将团结一心，努力提高收益能力，并以最快的速度实现业绩的进一步改善和提升。

Consolidated Operating Results Forecast 合并结算业绩预期

(100 millions of yen) (亿日元)		
	Fiscal Year Ending February 29, 2016 2016年2月期	YOY* 前期比*
Operating Revenue 营业收入	80,000	113.0%
General Merchandise Store (GMS) Business GMS(百货超市)事业	26,885	103.3%
Supermarket & Discount Store Business SM, DS事业	31,080	119.1%
Small Size Store Business 小型店事业	3,679	118.7%
Drugstore & Pharmacy Business 药品配药销售事业	5,827	227.9%
Financial Services Business 综合金融事业	3,828	116.1%
Shopping Center Development Business 商业地产开发事业	2,756	112.6%
Service & Specialty Store Business 一般服务、专卖店事业	7,340	106.5%
International Business 国际事业	4,520	119.7%
(Reference) ASEAN Business 东南亚事业	2,402	114.8%
(参考) China Business 中国事业	2,118	125.7%
Operating Income 营业利润	1,750	123.8%
Ordinary Income 经常利润	1,650	108.2%
Net Income 本期净利润	425	101.0%
Net income per share(yen) 本期每股净利润(日元)	50.87	101.0%
ROE(%) ROE(本期股东权益收益率)(%)	3.5	—

* The results of FY2014 were calculated based the new business segments to be applied for FY2015. ※ 2015年2月期的实际业绩根据新事业分类再计算得出。

GROUP NEWS

January >>> March 2015

Global Initiatives

Agreement on Capital/Business Tie-up with Two Supermarket Companies in Vietnam

Aeon Co., Ltd. announced it has reached an agreement on a capital/business tie-up with First Vietnam Joint Stock Company Ltd (FIVIMART) and Dong Hung Co., Ltd (CITIMART), both developing the supermarket business in Vietnam. Aiming to achieve speedy business development in Vietnam showing remarkable economic growth, Aeon, as an entire Group, will work together to contribute to the enrichment of the customers' lives.

与越南2家超市企业达成资金及业务合作协议

永旺株式会社宣布已与在越南经营超市的FIVIMART公司和CITIMART公司在资金及业务合作上达成共识。永旺将在经济发展显著的越南迅速展开事业。集团上下团结一致，为顾客创造更加丰富充实的生活做出贡献。



Fivimart operating supermarkets in Hanoi City
在河内市展开业务的“Fivimart”

Citimart operating supermarkets mainly in Ho Chi Minh City
以胡志明市为中心展开业务的“Citimart”

Aeon's e-money "WAON"
永旺的电子货币“WAON”卡



Issued on January 24
Karatsu Karawan WAON
1月24日发行
“Karatsu 唐WANWAON”卡

Issued on March 5
Asahikawa WAON
3月5日发行
“Asahikawa WAON”卡

Issued on March 25
Music City Koriyama WAON
3月25日发行
“乐都那山WAON”卡

Corporate Initiatives

Launch of Apple Authorized Reseller NEWCOM Stores

Aeon Retail Co., Ltd. has announced the launch of Apple Premium Reseller NEWCOM, an authorized reseller of Apple Inc. The full-time staff with a wealth of expert knowledge will attend to the customers, and the shop will provide a one-stop service from purchase to repair of Apple products.

正式开设苹果正规代理店“NEWCOM”

永旺零售株式会社宣布今后将展开Apple Inc.的正规代理店——Apple Premium Reseller “NEWCOM”的相关业务。该店由专业知识丰富的专职员工接待顾客，将提供从销售到维修的一站式服务。



NEWCOM Laketown kaze Store
NEWCOM Laketown 卡座

Corporate Initiatives

Recognized as Advanced Initiatives Leading to a Strong, Flexible Country and Community Building

Aeon Mall Co., Ltd. received the Prize for Excellence for the Japan Resilience Award 2015 from the Association for Resilience Japan. It was recognized for its combined efforts such as securing an emergency power source and drinking water, reinforcing earthquake resistance at its facilities, as well as concluding comprehensive agreements with local municipalities.

有利于建立强大而灵活的国家及地区的先进措施受到好评

永旺梦乐城株式会社获得一般社団法人Resilience Japan推进协议会(Association for Resilience Japan)颁发的“Japan Resilience Award 2015”优秀奖。其在确保购物中心内紧急电源及饮用水、加强抗震性、与地方自治体签订综合协议等的多项措施获得好评。

3.15

3.13

3.6

3.5

Corporate Initiatives

Spin Off of R.O.U. and A·Colle

Aeon Retail Co., Ltd. spun off R.O.U. specialty stores offering fancy goods and A·Colle, small-sized discount store chain in order to enhance the level of specialty and mobility, while responding to a wide range of customer needs. R.O.U. Co., Ltd. and A·Colle Co., Ltd. were established.

将“R.O.U.”及“A·Colle”企业分割化

为提高专业性，战斗力并回应顾客的广泛需求，永旺零售株式会社分离部分业务，分别成立杂货专卖店R.O.U. Co., Ltd.和小型折扣超市A·Colle Co., Ltd.这两家新公司。



Left: R.O.U. Aeon Mall Itami-Koya Store
Right: A·Colle Nishi-Kasai Store
左 / R.O.U.永旺梦乐城伊丹昆阳店
右 / A·Colle西葛西店

3.1

2.3

1.30

1.27

Global Initiatives

Kumamoto Prefecture Banpeiyu Fair Held at Aeon Stores in Hong Kong

Aeon Stores (Hong Kong) Co., Limited held the Kumamoto Prefecture Banpeiyu Fair at 13 stores in Hong Kong as a joint campaign with the Promotion Council for Kumamoto Prefecture's Yatsushiro Banpeiyu Brand. Aeon is supporting the revitalization of Japanese local economies by utilizing its store network across China and ASEAN to actively hold events such as fairs for local specialties and tourism promotion of locations around Japan.

在香港的永旺店铺举办“熊本晚白柚商业节”

在香港(香港)百货有限公司和熊本县八代晚白柚品牌推进协议会的共同企划下，“熊本晚白柚商业节”在香港13家店铺举办。永旺利用自身遍及中国、东南亚的营业网点，积极举办日本各地特产的展销会，并开展旅游宣传，为激发地区经济活力提供支持。



Banpeiyu, one of the world's largest citrus fruits
在特设专区展销世界最大柑橘——“晚白柚”

Corporate Initiatives

Aeon Selected as a Company with Excellent Sustainability

Aeon Co., Ltd. was selected as the only Japanese company for the Bronze Class in the Food & Staples Retailing Category of the RobecoSAM Sustainability Award 2015 presented by RobecoSAM, an international SRI* survey and rating agency based in Switzerland.

*Socially Responsible Investment: Investments on a company including initiatives such as environmental conservation activities, humanitarian protection and compliance in addition to its financial conditions.

入选可持续发展优秀企业

RobecoSAM是瑞士的一家国际SRI*调查评级公司。在其评选的“RobecoSAM Sustainability Award 2015”食品、日用品零售类中，永旺株式会社成为日本唯一入选“青铜级”的企业。

*Socially Responsible Investment: 投资者在投资时不仅考虑企业的经营状况，还将其环保活动、遵守法律等的社会责任作为评价标准。



Corporate Initiatives

Initiatives to Promote Diversity Received High Recognition

Recognized for its Group-wide initiatives to promote diversity, Aeon Co., Ltd. was awarded as the first retailer for the Basic Achievement Prize of the J-Win Diversity Award 2015, organized by NPO, J-Win*. Also in March, Aeon was selected for the Ministry of Economy, Trade and Industry's "2014 Diversity Management Selection 100."

*Specified Non-Profit Organization, Japan Women's Innovative Network

多样性推进举措获得高度评价

永旺集团之力推进企业多样性发展的举措获得高度好评。在NPO法人J-Win*主办的“2015 J-Win DIVERSITY AWARD”评选中，永旺成为首家荣获“Basic Achievement 大奖”的零售企业。同时，永旺还入选经济产业省“2014年度多样性经营百优企业”。

*特定非营利活动法人Japan Women's Innovative Network



Corporate Initiatives

Proposing Full-scale Gardening Solutions

Aeon Retail Co., Ltd. has launched the sale of Gardening Pack in the area of the Kanto Region, proposing total solutions from design to maintenance. Various plans are available to choose from, according to each customer's preference and budget for gardens of detached houses and condominium balconies. Aeon is taking on the challenge to establish a new business model in the increasingly popular field of gardening.

提供专业的园艺方案

永旺零售株式会社开始在关东地区销售“园艺配套”，为顾客提供从造园到保养的全套方案。该项目针对独栋庭院及公寓阳台，根据顾客的不同品位和预算制定了多种配套可供选择。永旺零售株式会社将在人气不断高涨的园艺领域向建立全新的商业模式发起挑战。



An example of a balcony garden
阳台园艺实例

GROUP COMPANIES 集团企业一览

Listed Companies are shown in bold print ○Equity-method Affiliates ●Affiliated Companies

(Pure holding company)

AEON CO., LTD.

(General Merchandise Store Business)

AEON Retail Co., Ltd.
AEON Hokkaido Corporation
SUNDAY CO., LTD.
AEON KYUSHU CO., LTD.
 ATHINE, Inc.
 ALTY FOODS Co., Ltd.
 AEONBIKE CO., LTD.
 AEON Bakery Co., Ltd.
 AEON LIQUOR CO., LTD.
 AEON RYUKYU CO., LTD.
 OrangeFoodCourt, Inc.
 The Kagoshima Sunrise Farm Inc.
 Gourmetscity Kanto Co., Ltd.*
 Gourmetscity Kirinki Co., Ltd.*
 JOY Co., Ltd.
 The Consumer Economics Research Institute, Inc.
 The Daiei, Inc.*
 Daiei SpaceCreate Co., Ltd.
 TOPVALU COLLECTION CO., LTD.
 NAKAGO Co., Ltd.
 JAPAN DISTRIBUTION LEASING CORPORATION
 BIG-A CO., LTD.
 BIG-A KANSAI JAPAN CO., LTD.
 Fun Field Co., Ltd.
 Bonte, Inc.
 Bon Bella Co., Ltd.
 LOGIONE Co., Ltd.
 THE LOBELIA, Inc.
 OPA CO., LTD.
 ○ TENDAI CO., LTD.

(Supermarket, Discount Store and Small Size Store Business)

The Maruetsu, Inc.
MINISTOP CO., LTD.
Maxvalu Nishinohon Co., Ltd.
Maxvalu Tohoku Co., Ltd.
Maxvalu Tokai Co., Ltd.
Maxvalu Chubu Co., Ltd.
Maxvalu Hokkaido Co., Ltd.
Maxvalu Kyushu Co., Ltd.
 ○ Inageya Co., Ltd.
 ○ **KASUMI CO., LTD.**
 ○ **Belc CO., LTD.**
 AEON SUPERCENTER Co., Ltd.
 AEON BIG CO., LTD.
 AEON MARKET CO., LTD.
 ORIGIN TOSHU CO., LTD.
 CREATE Co., Ltd.
 KOHYO CO., LTD.
 SANYO MARUNAKA CO., LTD.
 Food Quality Control Center, Co., Ltd.
 Network Service Co., Ltd.
 My Basket CO., LTD.
 MAXVALU KANTO CO., LTD.
 MAXVALU NAGANO CO., LTD.
 MAXVALU HOKURIKU CO., LTD.
 MAXVALU MINAMI TOHOKU CO., LTD.
 Maruetsu-Development Co., Ltd.
 Maruetsu Fresh Foods Co., Ltd.
 marunaka CO., LTD.
 Marno Co., Ltd.
 Marno Center Support Co., Ltd.
 Red Cabbage Co., Ltd.
 MINISTOP KOREA CO., LTD.
 QINGDAO MINISTOP CO., LTD.
 The Maruetsu (Hong Kong), Co., Ltd.
 Maruetsu (Wuxi) Co., Ltd.
 Aeon Maxvalu (Guangzhou) Co., Ltd.
 Aeon Maxvalu (Jiangsu) Co., Ltd.
 Aeon Maxvalu (Qingdao) Co., Ltd.

○ ichimaru Co., Ltd.

○ Japan Education Center for Future Retailing, Inc.

○ ROBINSONS CONVENIENCE STORES, INC.

(Drugstore and Pharmacy Business)

CFS Corporation
WELCIA HOLDINGS CO., LTD.
 ○ **Medical Ikkou Co., Ltd.**
 ● **TSURUHA HOLDINGS Inc.**
 ● **KUSURI NO AOKI CO., LTD.**
 WELCIA KAIGO SERVICE Co., Ltd.
 WELCIA YAKKYOKU Co., Ltd.
 SHIMIZU YAKUHIN CO., LTD.
 TAKIYA Co., Ltd.
 Lianhua merrylin business (Shanghai) limited company
 ○ Welpark Co., Ltd.
 ○ ZAG ZAG Co., Ltd.

(Financial Services Business)

AEON Financial Service Co., Ltd.
AEON CREDIT SERVICE(ASIA)CO., LTD.
AEON THANA SINSAP (THAILAND) PLC.
AEON CREDIT SERVICE(M)BERHAD
 ○ **AEON REIT Investment Corporation**
 AEON BANK, LTD.
 AEON CREDIT SERVICE CO., LTD.
 AEON S.S.Insurance Co., Ltd.
 AEON HOUSING LOAN SERVICE CO., LTD.
 AEON Product Finance Co., Ltd.
 AEON INSURANCE SERVICE CO., LTD.
 AEON Reit Management Co., Ltd.
 ACS Credit Management Co., Ltd.
 FeliCa Pocket Marketing Inc.
 ACS CAPITAL CORPORATION LTD.
 AEON Insurance Service (Thailand) Co., Ltd.
 ACS SERVICING(THAILAND)CO., LTD.
 ACS TRADING VIETNAM CO., LTD.
 AEON CREDIT SERVICE INDIA PRIVATE LIMITED
 AEON CREDIT SERVICE (PHILIPPINES) INC.
 AEON CREDIT SERVICE SYSTEMS (PHILIPPINES) INC.
 AEON Leasing Service (Lao) Company Limited
 AEON MICROFINANCE(CAMBODIA)PRIVATE COMPANY LIMITED
 AEON MICROFINANCE (MYANMAR) CO., LTD.
 AEON MICRO FINANCE (SHENZHEN) CO., LTD.
 PT.AEON CREDIT SERVICE INDONESIA
 AEON MICROFINANCE (SHENYANG) CO., LTD.
 AEON CREDIT SERVICE (TAIWAN)CO., LTD.
 AEON CREDIT CARD(TAIWAN)CO., LTD.
 AEON MICRO FINANCE (TIANJIN) CO., LTD.
 AEON INSURANCE BROKERS(HK)LIMITED
 AEON Financial Service (Hong Kong) Co., Ltd.
 AEON CREDIT GUARANTEE(CHINA)CO., LTD.
 AEON INFORMATION SERVICE(SHENZHEN)CO., LTD.

(Shopping Center Development Business)

AEON Mall Co., Ltd.
 AEON TOWN CO., Ltd.
 AEON MALL HIMLAM CO., LTD.
 AEON MALL VIETNAM CO., LTD.
 AEON MALL (CAMBODIA) CO., LTD.
 PT. AEON MALL INDONESIA
 PT. AMSL DELTA MAS
 PT. AMSL INDONESIA
 AEON MALL EDZ (WUHAN) BUSINESS MANAGEMENT CO., LTD.
 AEON MALL SUNAN (SUZHOU) BUSINESS MANAGEMENT CO., LTD.
 AEON MALL YOUYA (BEIJING) BUSINESS MANAGEMENT CO., LTD.
 AEON MALL YOUYA (TIANJIN) BUSINESS MANAGEMENT CO., LTD.
 AEON MALL (GUANGDONG) BUSINESS MANAGEMENT CO., LTD.
 AEON MALL (GUANGZHOU) BUSINESS MANAGEMENT CO., LTD.
 AEON MALL (HUBEI) BUSINESS MANAGEMENT CO., LTD.
 AEON MALL (JIANGSU) BUSINESS MANAGEMENT CO., LTD.
 AEON MALL (SUZHOU) BUSINESS MANAGEMENT CO., LTD.
 AEON MALL (TIANJIN) BUSINESS CO., LTD.
 AEON MALL (CHINA) BUSINESS MANAGEMENT CO., LTD.
 AEON MALL (CHINA) CO., LTD.
 AEON MALL (ZHEJIANG) BUSINESS MANAGEMENT CO., LTD.
 AEON MALL (WUHAN) BUSINESS MANAGEMENT CO., LTD.

○ L.A.Style Inc.

(Service and Specialty Store Business)

AEON DELIGHT CO., LTD.
AEON Fantasy Co., Ltd.
ZWEI CO., LTD.
GFOOT CO., LTD.
COX CO., LTD.
 ○ **Taka:Q Co., Ltd.**
 Abilities JUSCO Co., Ltd.
 AEON Eahart Co., Ltd.
 AEON ENTERTAINMENT CO., LTD.
 AEON CULTURE CO., LTD.
 AEON COMPASS CO., LTD.
 AEON DELIGHT ACADEMY CO., LTD.
 AEON DELIGHT SECURITY CO., LTD.
 AEON DELIGHT SERES CO., LTD.
 AEON FOREST CO., LTD.
 AEON PET CO., LTD.
 AEON BODY CO., Ltd.
 AEON LIFE CO., LTD.
 A to Z Service Co., Ltd.
 KAJITAKU Co., Ltd.
 Kankyouseibi Co., Ltd.
 Kantouengineering CO., LTD.
 Claire's Nippon Co., Ltd.
 Cosme CO., LTD.
 General Services, Inc.
 Talbots Japan Co., Ltd.
 DO SERVICE CO., LTD.
 Branshes Co. Ltd

MIRAIYA SHOTEN CO., LTD.
 Mega Sports Co., Ltd.
 MEGA PETRO Co., Ltd.
 Reform Studio Co., Ltd.
 LAURA ASHLEY JAPAN CO., LTD.
 A-LIFE SUPPORT CO., LTD.
 AT Japan Co., Ltd.
 FMS Solution Co., Ltd.
 AEON DELIGHT (MALAYSIA) SDN.BHD.
 AEON DELIGHT (VIETNAM) CO., LTD.
 AEON Fantasy Group Philippines, INC.
 AEON Fantasy Holdings (Thailand) Co., Ltd.
 AEON FANTASY (MALAYSIA) SDN.BHD.
 AEON Fantasy (Thailand) Co., Ltd.
 PT AEON FANTASY INDONESIA
 Dalian Neusoft Information Services Co., Ltd.
 BLUE GRASS(SHANGHAI)CO., LTD.
 LAURA ASHLEY ASIA CO., LIMITED
 Mega Sports China Co., Ltd.
 NUSTEP (BEIJING) TRADE CO., LTD.
 Suzhou Rifu Elevator Engineering Equipment Co., Ltd.
 SUZHOU SHANGPIN Washing Service Co., Ltd.
 SUZHOU ALLIANCE PROPERTY MANAGEMENT CO., LTD.
 TAIWAN LAURA ASHLEY CO., LTD.
 Talbots China Co., Ltd.
 PET CITY (BEIJING) CO., LTD.
 AEON Fantasy(China)Co., Ltd.
 AEON EAHEART RESTAURANT (QINGDAO) CO., LTD.
 AEON DELIGHT(Hangzhou)SERVICE OUTSOURCING CO., LTD.
 AEON DELIGHT(CHINA)CO., LTD.
 AEON DELIGHT Sufang (Suzhou) CO., LTD.
 Aeon Delight Teda(Tianjin) Comprehensive Facility Management Service Co., Ltd.
 Wuhan Xiaozhu Comprehensive Facility Management Service Co., Ltd.

(E-commerce Business)

AEON Direct Co., Ltd.
 AEON Link Co., Ltd.

(ASEAN Business)

AEON ASIA SDN. BHD.
AEON CO. (M) BHD.
 AEON BIG (M) SDN. BHD.
 AEON INDEX LIVING SDN. BHD.
 AEON VIETNAM CO., LTD.
 AEON (CAMBODIA) Co., Ltd.
 AEON(Thailand) CO., LTD.
 DONG HUNG INVESTMENT DEVELOPMENT CONSULTANCY JOINT STOCK COMPANY LIMITED
 PT.AEON INDONESIA

○ FIRST VIETNAM INVESTMENT JOINT STOCK COMPANY

(China Business)

AEON (CHINA) CO., LTD.
AEON Stores (Hong Kong) Co., Limited
 GUANGDONG AEON TEAM CO., LTD.
 QINGDAO AEON DONGTAI CO., LTD.
 Aeon South China Co., Limited
 AEON EAST CHINA (SUZHOU) CO., LTD.
 AEON (HUBEI) CO., LTD.
 BEIJING AEON CO., LTD.

(Shared Function Companies and Other)

○ **YAMAYA CORPORATION**
 AEON Integrated Business Service Co., Ltd.
 AEON AGRI CREATE Co., Ltd.
 AEON GLOBAL SCM CO., LTD.
 AEON GLOBAL MERCHANDISING CO., LTD.
 AEON TOPVALU CO., LTD.
 AEON FOOD SUPPLY CO., Ltd.
 AEON MARKETING CO., LTD.
 Cordon Vert CO., Ltd.
 Research Institute For Quality Living Co., Ltd.
 AEON GLOBAL SCM SDN.BHD.
 AEON TOPVALU MALAYSIA SDN.BHD.
 AEON TOPVALU (HONG KONG) CO., LIMITED
 AEON TOPVALU (THAILAND) CO., LTD.
 AEON Integrated Business Service CHINA Co., Ltd.
 Tasmania Feedlot Pty. Ltd.
 AEON Global SCM(Beijing)Co., Ltd.
 AEON TOPVALU (CHINA) CO., LTD.
 ○ AEON Demonstration Service Inc.

- AEON 1% Club Foundation
- AEON Environmental Foundation
- The Cultural Foundation of Okada

As of the end of February 2015

*The marked companies merged on March 1st, 2015 with The Daiei, Inc. remaining as the surviving company.



1. (Vietnam) イオンモールビンズオンキャナリー Aeon Mall Binh Duong Canary 2. (Malaysia) イオンブキットメルタジャム店 Aeon Bukit Mertajam Store
 3. (China) マックスバリュ兆陽広場店 Maxvalu Zhaoyang Plaza Store 4. (China) イオン武漢金銀潭 Aeon Wuhan Jinyintan Store