

SPECIAL FEATURE

Working Together to Make the Community More Attractive

特集
携手提升地区魅力。



Various Shopping Scenes Portrait #7

Local Vegetables

I went shopping with my wife on my day off and came across a lively Iwate Prefecture Fair taking place. Iwate Prefecture is where I was born and raised. It somehow made me feel proud to see so many people enjoying shopping at the fair. When I saw products before me that were usually only sold locally, I felt somewhat nostalgic as if I were back in my childhood days. I put items into the shopping basket while explaining this and that to my wife. She seemed to be lenient with me about buying some items on the impulse today. There were even some local vegetables that I have never had before. We asked the store staff how to cook them and bought some to take home.

Almost 30 years have passed since I move away from my hometown. My parents are still engaged in farming at home, where they live with my younger brother and his wife. When I returned home for the New Year, my brother said that he wanted to try growing traditional vegetables that brought out the local color. He hoped to generate new consumption, while preserving the unique food culture of the area. I wonder if he has carried out his plans. For the upcoming New Year, I'll have a chat about vegetables grown in my hometown with my parents, my brother and the family.

购物百景 第七景



故乡的蔬菜

某一天的休息日，我与妻子一起去购物时，恰巧遇到店铺正在举办“岩手县特产展销会”。岩手县是我的故乡。看到有众多顾客兴致勃勃地在选购商品，让我不由得感到自豪。面对眼前一般只有在本地才能买到的特产品，仿佛回到了难以忘怀的童年时代。我边向妻子做着各种说明，边往购物筐里放商品。对于我的小小的购物冲动，妻子今天似乎不跟我追究了。虽说是故乡的蔬菜，但也没有品尝过的，向店铺的员工咨询了烹饪方法后，决定买回家试试。

离开家乡快30年了。老家现在还有从事农业的父母与弟弟一家住在一起。元旦回家时，听弟弟说他要挑战栽培故乡独有的传统蔬菜。还表明要维护有地区特色的饮食文化的同时要创造新的消费群。他的这番话是否能实现呢？好，我决定下次元旦回家时要与父母和弟弟一家讨论故乡的蔬菜。

Illustration by SACHIKO IKOMA

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Illustration by Migiwa Shimizu

Illustrator with a warm artistic style. Depicting scenery and customs in Japan, full of regional characteristics in each season for this special feature. 创作风格充满温情暖意的插画家。结合特集内容，展现四季分明、地区特色丰富的日本风物。

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SPECIAL FEATURE 特集

Working Together to Make the Community More Attractive

Japan is faced with a rapidly declining population and a super-aging society. Creation of vibrant regions has become a pressing challenge in an effort to resolve these issues, and unique initiatives that bring out the local characteristics of that region are being promoted across Japan.

Furthermore in September this year, the Japanese government established the Headquarters for Vitalizing Towns, People and Jobs to boost these efforts.

Moving forward together with the community, Aeon is also launching new initiatives to play a role in building vibrant local communities.

携手提升地区魅力。

人口急剧减少和超级老龄化是困扰日本的严峻课题。为解决这些社会问题，“地域开创”成为当务之急。

为此，日本各地区正独辟蹊径，开展能发挥各自特点的特色活动。

另外，今年9月，日本政府设立了旨在推动上述一系列活动的“城市、人员、就业创业本部”。

一直与地区协同发展的永旺也开展了一系列新的活动，力求为建设充满活力的地区社会贡献一份力量。



Interview

Making the Community Areas More Attractive

The population in the regional areas of Japan is declining rapidly. In addition, the gravitation of population from the regional areas to the urban areas has been increasing, and some municipalities will not be able to function if the trend continues. Regional revitalization will be the key to stop this trend and to stem the decline in population for the entire country of Japan.

Here to provide insight is Hiroya Masuda, Chairman of Japan Policy Council and Visiting Professor of Graduate School of Public Policy, the University of Tokyo.

努力提升地区魅力

日本地方上的人口急剧减少，且地方人口向城市聚集的趋势日益明显。据分析，如此下去，部分自治体或将丧失其原有职能。为避免上述情况的发生，抑制日本整体人口减少、激发地区活力成为关键。本期，我们就此话题采访了“日本创成会议”议长——东京大学公共政策研究生院客座教授增田宽也先生。

Listening to the voices of the younger generation and capturing their hearts

In order to address the issue of population decline, it is important to start by putting the serious situation into proper perspective, especially the current status of the regional areas. For this purpose, Japan Policy Council compiled the recommendation entitled “Strategy to Stop the Declining Birthrate and Revitalize Regional Areas” and a list of municipalities that are “in danger of vanishing” based on estimated population in 2040. The people involved in regional administration were consciously aware of the seriousness of the decline in population, but did not know how to cope with the situation. We have received comments from some municipal mayors that the concrete figures in this list have clarified what needs to be discussed. What are the concrete steps to take once we know these objective facts? There are two points.

The first is to sincerely listen to the voices of the young people and make it possible for them to feel assured to marry, give birth and raise children. In the regional areas, the consolidation and closure of elementary schools is progressing due to the decline in the number of children. This has led to the outflow of the younger generation with children seeking better environments to raise children. The future outlook shows that jobs such as nursing care and service-related jobs will also decline in line with the decrease in the number of the elderly. This will further advance the decline in population due to the outflow of the young labor force to urban areas. A friendly environment for raising children must be created to break this vicious circle, and the priority should be on developing a friendly environment for working women with children. The situation where women must choose between marriage and having a baby or work must change. In fact, some statistics show a rise in the birthrate due to improvements in the working environment in Northern Europe.

Furthermore, the population pyramid is very unbalanced in the regional areas, with many elderly. Under this situation, we should realize that the voices of the minority young people are not easily heard. By gathering these voices, we should realize their needs.

The second point is to effectively disseminate the attractive features that already exist in the regional areas. For example, the cost of living is lower compared to large cities such as Tokyo, or the commute time is shorter without any uncomfortable crowded trains. Although affluence is perceived differently, these points alone can mean an advantage in money or time for some people. Furthermore, a climate and culture unique to that area along with the identity of local industries, products and other things not only support the lives of the local people, but these features can also be an attractive ones to live in that area.

Regional areas are essentially diverse. Hopefully each region will disseminate their unique attractive features so that the younger generation can feel assured about choosing to “live in that community.”

The community and company should make mutual concessions

In order to revitalize the community, it is necessary to reaffirm the value of the resources that exist there, industrialize what can only be done and found in the area, and have them take root. This will create new jobs and attract people, which will serve as the driving force for revitalization. What the municipalities and the government can do alone is limited, but private companies can take on the important role of finding the value from an objective point of view and creating a fresh breeze to blow in the community. There may be an uncomfortable feeling at first due to differences in thinking and positions, but it is important for both sides, the municipalities along with the people in the community and the

倾听并理解年轻人的心声

为解决人口减少问题，首先要了解其严峻形势，尤其是准确把握地方现实极为重要。为此，“日本创成会议”提出“终结少子化·地区振兴战略”，并以2040年人口预测结果为依据列出“有消失的可能性的城市”清单。我认为，从事地方行政的工作人员，虽对人口减少的严峻程度有一定体会，但并不清楚应该如何应对。各级(市町村)行政部门领导均表示，上述清单的具体数据，帮助大家明确了应该讨论的课题。了解了这些客观现实后，那么具体应该如何应对人口减少问题呢？主要有两点。

第一，认真听取年轻人的心声，使他们能安心结婚和养育子女。现在，地方城市由于儿童数量减少，小学不断被并校、废校。因此，有孩子的年轻人被更易于抚养子女的环境所吸引，而流向城市。从长远来看，老年人口也会减少，老年看护及服务岗位越来越少，年轻劳动力则会进一步流向城市，人口减少趋势进而愈演愈烈。为防止这种恶性循环，需要创造易于养育子女的环境，尤其应优先创建适合妈妈们工作的环境。结婚生育和工作只能二选一的局面必须改变。北欧就有通过改善劳动环境，提升出生率的相关统计数据。

另外，地方上人口金字塔结构极为失衡，老年人口比重过于庞大。在这种情况下，社会应该意识到，居于少数派的年轻人很难如实表达他们的心声。因此，我们必须听取他们的意见，并努力予以实现。

第二，要大力弘扬地区所拥有的魅力。比如，与东京等大城市相比，生活成本低，通勤时间短，不用为挤电车烦恼等。人们对充裕生活的理解各不相同，对于一些人而言，这已经是地方城市在时间和金钱上的双重优势。另外，各地独一无二的气候、文化、地区产业和产品等，其独特性不仅可以支撑当地居民的日常生活，也能成为当地生活的一大魅力。

地方城市，原本便是多姿多彩、各具特色。我希望各地能传递其独特魅力，让年轻人能够安心选择“生活在当地”。

地区和企业相互靠拢

为激发地区活力，必须重新认识当地资源价值，将只有在当地才可以做、当地才有的事物做成产业并进行巩固。由此，新的岗位得以产生，人口也会聚集，这可以成为激发地区活力的原动力。仅靠自治体或政府，可以做的事情十分有限，但企业则可以从客观角度挖掘地区价值，并承担为地区注入一股新风的重要作用。自治体和地

companies, to make mutual concessions. The community side should take an approach to actively appeal its unique products, technology, human resources, and other features. Meanwhile, for the company side, an increase in population and revitalization of the community are indispensable in order to sustain its business. Even if headquarters are based in Tokyo, efforts such as delegating greater authority to regional offices so that decision-making can reflect the actual conditions in the community, and increasing the number of locally hired people are required. It is also important to build interpersonal connections that reach beyond the boundaries of business, such as livening up events in the community together with the local people. If such a mutually complementary relationship can be formed between the community and the company, the mood in the community will change dramatically and become more vibrant.

In the case of Aeon, it has great social responsibility because being connected to consumers all around Japan can make the company be close to an entity with a public character. Aeon is also able to collect consumer feedbacks and relay them to producers and other parties on behalf of consumers. Therefore, the producers and businesses in the community should capitalize on their relationship with Aeon and strive to improve their ability to respond to the needs of consumers and ultimately grasp opportunities. Aeon should also strengthen its connection with the community to build a relationship that allows all parties to develop together.

区居民由于在观念和立场上与企业不同，最初会感觉有点不协调，但双方相互靠拢、增进理解非常重要。我希望地区能保持积极宣传地方特色产品、技术和人力资源等优势的态度。企业要保持经营，增加地区人口、激发地区活力必不可少。即便总部在东京，要进行符合地区实际的决策，也必须努力提高地方分公司权限、增强当地招聘力度。另外还要通过和当地人一起举办地区活动等，构建超越商业范畴的、人与人之间的纽带。如果地区和企业能建立这种互补关系，地区风气将焕然一新，涌现活力。

由于直接关系到全日本的消费者，永旺近似于一个公共性的存在体，所承担的社会责任也很大。此外，它还是汇集消费者心声并将之传递给生产者等相关方面的代言人。因此，地区生产者及事业方应该利用与永旺的合作关系，提高自身水平，抓住机会，满足消费者的需求。我希望永旺也能进一步密切与地区的联系，构建共同发展的和谐关系。



Regional areas are diverse.
Having regional advantages take root as
an industry leads to community revitalization

地方城市多姿多彩、各具特色。
将独特优势发展成产业并使其扎根地区能有助于激发地区活力。

PROFILE Hiroya Masuda

Visiting Professor, Graduate School of Public Policy, the University of Tokyo; Advisor to Nomura Research Institute. Appointed to his current posts in 2009 after serving as Governor of Iwate Prefecture, Minister of Internal Affairs and Communications, Special Advisor to the Cabinet and other posts. Has served as the Chairman of Japan Policy Council since 2011.

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Introduction

Continue to Advance Together with the Community

Aeon has laid down "contribution to local communities" as one of its principles, based on the concept that "the retail business is a business rooted in the local community." In light of increasing momentum to create vibrant regions in various parts of Japan, this issue introduces Aeon's unique initiatives toward community revitalization and its underlying thoughts.

与地区共同持续发展

基于“零售业是地区产业”这一认识，永旺将“为地区社会做贡献”作为企业理念之一。本期将为大家介绍在日本各地“地域开创”趋势高涨的环境下，永旺为激发地区活力采取的独到举措及其根本理念。

Contributing to resolving issues by sensing changes in the community

Aeon is conducting various initiatives tailored to the characteristics of the community, based on its unchanging principles of "pursuing peace, respecting humanity, and contributing to local communities, always with the customer's point of view as its core." Stores including shopping malls, general merchandise stores and super markets serve as the bases for these initiatives. They assume the role as the life infrastructure for the community by not only offering products of daily necessities but also serving as windows for administrative, medical and other services, as venues for local people to interact through coming-of-age ceremonies and events, or as bases for information dissemination and disaster prevention. Besides, the majority of people working at the stores as well as customers visiting there are the local people. In other words, the stores also strive to be rooted in the community as a place offering employment.

Aeon promotes the conclusion of "comprehensive cooperation agreements" with municipalities in order to effectively utilize the resources of both the community and Aeon. These agreements cover a wide range of topics including disaster prevention and social welfare, environmental conservation, preservation and succession of traditional culture passed down in the community such as festivals, organization of local specialty fairs and tourism

感受地区的变化，为解决地区课题做贡献

永旺一直秉承“以顾客为原点，追求和平，尊重人类，贡献地区社会”这一不变理念，结合地区特点开展各项工作。大型购物中心、综合百货超市、食品超市等店铺是永旺置身当地的网点，除了提供人们日常生活所需的商品外，还作为地区生活的基础设施，承担着多方面的职责，如作为行政及医疗等的接洽窗口、通过成人礼和各种活动推动地区民众交流，同时作为信息发布和防灾网点等。除了光临店铺的顾客外，这些店铺的工作人员大部分也是当地人。因此在就业方面，永旺也是扎根地区的重要元素。

为有效利用地区和永旺各自拥有的资源，永旺正致力于与地方自治体签订“全面合作协议”，内容涉及防灾、福祉、环保、保护和继承特色节日等地区传统文化、店铺特产展销、旅游宣传、共同开发使用当地产品的商品等多个方面。此外，永旺还通过地区WAON卡*这种电子货



promotion at stores, and joint development of products made with local goods. In addition, Aeon's e-money "WAON" card is rolling out an initiative for customers to freely participate in community contribution through a type of card called Regional WAON*. Aeon has concluded such agreements with as many as 44 prefectural governments and 27 cities (as of the end of October 2014).

Aeon is also actively promoting initiatives through cooperation with other companies, universities and research institutions. In October this year, Aeon formed a cooperative framework with Aomori Prefecture and Hirosaki University aimed to extend healthy life expectancy in the prefecture. The relative parties are working together to resolve medical issues in the prefecture through events such as "Mall Walking" for enjoying walking at shopping malls that are not affected by the weather to improve the health of prefectural residents.

Aeon always stays close to the community and the customer. It continues to take on challenges to contribute to resolving issues through business by responding to the needs of the local community and to the changes taking place there.

币形式开展相关活动，让顾客能轻松地参与到为地区做贡献的行列中。现在，该协议已经扩展到1道2府41县27市(截止今年10月底)。

此外，永旺还积极与其他企业、大学、研究机构合作开展活动。今年10月，永旺与青森县和国立大学法人弘前大学共同建立了旨在延长该县民众健康寿命的合作体制，通过让民众在不受天气影响的大型购物中心散步，在享受“逛商场”乐趣的过程中增进身体健康等举措，共同致力于解决青森县的医疗课题。

与地区和顾客渐行渐近，永旺正在不断迎接挑战，根据地区社会的需求和动向，通过开展各项业务为解决地区课题做出贡献。

*地区WAON卡：电子货币，其机制是永旺将顾客消费的WAON卡金额按一定比例捐赠给事先确定的地区振兴团体等(截止今年10月底共发行88种)

*Regional WAON card: Aeon's e-money with a scheme in which Aeon donates an amount equivalent to a fixed percentage of the money paid with the card to predetermined organizations for community development and other parties. (88 different types of cards issued as of the end of October 2014)

Enhancing the Value of Local Products

Discovering the Finest of Local Products and Delivering Them to the Customer

Local products are fostered through the unique climate and culture of the area. Quite a number of these products are becoming more difficult to obtain due to changing diets and a decreasing number of producers. However, there is an increasing momentum to take a fresh look at the appeal and value of unique local food cultures and products these days.

发掘地区珍品，供顾客享用

一方水土孕育一方特产。随着饮食生活的不断变化和生产厂家的逐渐减少，不少产品已经变得难以获取。但如今，人们越来越倾向于重新审视地区独有饮食文化和产品的魅力及价值。



Delivering attractive local products to customers across Japan

Aeon stores have a corner offering an array of exceptional products unique to local areas realized through a project called Food Artisan. This project was launched in 2001, in response to the customer's wish to preserve the food cultures and foods in various parts of Japan. Together with local producers, the project aims to preserve and pass down the foods that support traditional food cultures along with their traditional techniques. Aeon representatives travel to various parts of Japan to discover traditional foods. New products are being developed through equal partnerships with the local people including producers in the region. The product line up has extended to 29 items from 21 prefectural governments as of the end of October 2014, and products are being delivered to customers across Japan through sales at Aeon stores and on the Internet shopping site.

Aeon has also been promoting initiatives in collaboration with local manufacturers wishing to secure and expand sales channels. In order to spread the finest of as-yet-unknown local products to all parts of Japan, Trade Fairs are held in seven areas. They provide opportunities for manufacturers to publicize products that they take pride in. The Trade Fair for the Tohoku area was held in Fukushima Prefecture in October this year, gathering Aeon sales staff and buyers from around Japan. They exchanged information on promoting sales and held discussions on new product development using local products, while hearing producers' comments and checking the taste and quality with their own tongue. Aeon is striving to revitalize the local industry through these initiatives.

With growing keenness for the community, now is the time to strengthen local power

Expectations for fresh local food products with "safety and security" along with consumer needs to want to contribute to the local community by purchasing these products are rising

向全日本的顾客提供具有地区魅力的产品

永旺的店铺都设有通过“Food Artisan(食品匠人)”活动打造的专柜，摆售地区独有的贵重产品。鉴于顾客“希望保护日本各地饮食文化和食材”的愿望，永旺于2001年启动了“Food Artisan(食品匠人)”活动，希望与地区生产厂家一起，保护和传承支撑传统饮食文化发展的食材和技术。永旺负责这项活动的人员辗转日本各地，发掘传统食材，并与生产厂家和各地人士等一同合作，开发新的商品。现在，这项活动的商品已扩大至1府20县的29个品种(截至今年10月底)，并通过永旺的店铺、网络商城等平台供全日本的顾客享用。

永旺还一直与希望确保和扩大产品销路的各当地厂家合作开展活动。为在日本全国推广尚不知名的地区珍品，永旺在7大地区举办商品展览会，为各厂家提供宣传看家产品的机会。今年10月，永旺在福岛县举办了东北地区的商品展览会，来自全日本的永旺销售和采购人员汇集于此，一边倾听生产厂家的意见，亲自品鉴产品的味道和质量，一边交流有助于促销的信息，并就新产品开发等进行商业洽谈。永旺正力求通过这一系列活动，激发地区产业的活力。

抓住地区意向愈发强烈之机，增强当地的力量

消费者渴望购买当地生产的“安全、安心”的新鲜食品，并希望通过购买这些食品为当地做贡献的需求正逐年上升。



Akadori Tomatoes (Oita Prefecture) promoted through the website and the commercial, Tales of Delicious Kyushu Foods in Season through "Kyushu Food Story" website and TV advertisement "Freshly Picked Red Tomatoes" (Oita Prefecture)



Local Product Day corner launched in October 2014 for the promotion of Jimono-no-hi (Aeon Kisarazu Store) 今年10月启动了“土特产日”行动(永旺木更津店)

by the year. Each group company has begun its own initiatives reflecting local characteristics in order to further advance local production for local consumption or local production for regional consumption, and to bring out the local power. One such initiative is the Local Aeon Project launched by Aeon Kyushu Co., Ltd. and Maxvalu Kyushu Co., Ltd. in September 2014, under the motto of "Presenting the Power of Kyushu." The seven prefectures in Kyushu each have strong characteristics while showing a strong unity as the Kyushu region. Therefore, the project focused on appealing unique local products through a campaign called Tales of Delicious Kyushu Foods in Season to link producers with consumers and to stimulate the entire Kyushu region. It ultimately aims to improve awareness.

Meanwhile, a newly launched initiative utilizing Aeon's Group strength is the promotion of Jimono-no-hi, Local Product Day held at 2,000 stores across Japan on the 15th of each month. For example, Chiba Prefecture has fostered different food cultures on the Tokyo Bay side and on the Pacific Ocean side of Boso Peninsula, and customers also have different preferences. Aeon carefully tailors to these differences. In addition, the product line-ups are being strengthened by each store through collaboration with local business partners. At the same time, it aims to enhance the value of local products by having Local Product Day serve as an opportunity to shed fresh light on items such as fine local products and seasonal foods that have long been familiar in the area, and processed items made with local foods.

Aeon will continue to respect the diversity in local food cultures and contribute to community revitalization by deepening cooperation with local producers.

为进一步推动“地产地消、地域网消”，激发地区力量，永旺各集团公司根据地区特点开展了各种特色活动。AEON KYUSHU CO., LTD.和Maxvalu Kyushu Co., Ltd.于今年9月以“发挥九州力量”为口号启动的“当地AEON PROJECT”便是其中之一。九州7县各具强大特色，又作为九州地区的一员紧密团结。该活动联合九州的生产厂家和民众，以“九州食物语”为题宣传九州独特的产品魅力，借此激发整个九州的生活活力，提高九州的认知度。

另一方面，永旺还发挥集团力量开展新活动，如每月15日在全日本2,000家店铺举行“土特产日”活动。以千叶县为例，房总半岛靠近东京湾的地区和靠近太平洋的地区具有不同的饮食文化，顾客的喜好也各不相同，我们均予以细致应对。永旺联合地区供应商，扩充各店铺的产品品种。同时，并借“土特产日”活动让人们重新关注曾经熟知的当地珍品以及使用当季和当地食材加工而成的食品等，从而提高当地产品的价值。

今后，永旺将继续尊重地区饮食文化的多样性，加强与地区生产厂家的合作关系，为激发地区活力做出贡献。



Producers of Sukuna Pumpkin for Food Artisan (Gifu Prefecture) "Food Artisan(食品匠人)"的“宿帷南瓜”以及生产人员(岐阜县)



The 3rd Tohoku Trade Fair (Fukushima Prefecture) 第3届东北商品展览会(福岛县)

Voice



Shinji Hara
Chairman of Oita Tomato Liaison Council and Chairman of Tomato Business Sub-Committee, JA Oita Taketa

原 真治
大分西红柿联络协议会 会长
兼 JA大分竹田事业部西红柿工作组 组长

More Confident as a Producer Thanks to Akadori Tomatoes

Tomatoes picked in the summer after they have ripened to a red color. The wish to have everyone enjoy the true taste of these tomatoes was realized with Akadori Tomatoes. Because fully-ripened tomatoes spoil quickly, many innovative ideas such as the introduction of an optimal variety and temperature control were implemented. The person in charge at Aeon Kyushu Co., Ltd. visited our farm many times to offer us advice and also provide cooperation in areas such as selecting packaging material and transportation methods. The Tales of Delicious Kyushu Foods in Season campaign served as an opportunity to increase name recognition, and receiving customer feedback directly at stores such as "it's delicious" has led to increasing confidence in our past efforts. We hope to continue making improvements and strengthen the local production area.

“鲜摘西红柿”活动增强了生产厂家的自信

夏天是采摘新鲜成熟西红柿的季节。我们开展的“鲜摘西红柿”活动实现了人们希望品尝当季西红柿原有美味的愿望。由于熟透的西红柿不宜久放，为保证品质，我们在最佳品种引进、温度管理等方面费了一番功夫。永旺九州的工作人员多次亲临农场，为我们出谋划策，并协助我们开展包装材料和运输方面的工作。借“九州食物语”之机，我们的知名度不断上升，在店里能直接听到顾客对我们产品的赞美之声，这些都增添了我们过去所做工作的自信。今后，我们将不断改进，强化产地优势。

Promoting Local Industries

Rooted in the Area,
Together with the People in the Community

The key to revitalizing a community lies in how well the resources there are utilized.

Agriculture utilizing the land resources also plays an important role in community revitalization.

Aeon Agri Create Co., Ltd., while making efforts to industrialize agriculture, is taking a new step forward, backed with cooperation from the people in the community.

扎根于土地，携手地区民众

如何有效利用地区资源是恢复地区活力的关键所在。有效利用土地资源的农业也在激发地区活力方面发挥着重要作用。AEON AGRI CREATE Co., Ltd. 在致力于农业产业化的同时，将在地区民众的协助下迈出崭新一步。



Aeon's initiatives for agriculture as a "retail group assuming the responsibility of production"

In 2009, Aeon Agri Create Co., Ltd. entered into the agriculture business in pursuit of customer satisfaction and to offer fresher agricultural products with "safety and security." It has been working to develop a unique business model by positioning itself as a company assuming the responsibility of production in the retail group, covering from production to sales. The company hopes to contribute to the development of agriculture for Japan as a whole by promoting efforts to industrialize agriculture, while utilizing management knowhow that is only possible as a corporation, as well as by resolving issues in collaboration with other companies, universities and research institutions.

In an effort to realize this goal, the company's initiatives have greatly evolved in the five years since its foundation. Its farms have obtained Global G.A.P.*1, the certification for international standard. The farms are operated based on appropriate management criteria on agricultural chemicals, equipment, working conditions and other areas. Agriculture Cloud, developed together with Fujitsu Limited, utilizes information technology to visualize data on harvest condition and on income and expenditure. The decision criteria for developing agricultural products gathered from experienced producers are quantified and compiled into a manual that is comprehensible even by beginners, and the information is shared. After accumulating knowhow in "managing" agriculture through collaboration with partners, the company then hopes to pass it on to local producers.



Visualizing data on harvest condition and on income and expenditure through "Agriculture Cloud" realized the harvest and income information visualization.

Developing human resources to lead agriculture in the next generation

The valuable farmland passed down to producers over many generations has become difficult to maintain due to the aging of farmers and the lack of successors. Meanwhile, it is not easy to enter the agriculture

永旺在农业方面的举措——“生产零售业”

为更好地满足顾客需求并向顾客提供“安全、安心”且更加新鲜的农产品，AEON AGRI CREATE Co., Ltd. 于2009年进入农业领域，将从生产到销售的相关业务定位为“生产零售业”，并致力于建立独有的业务模式。该公司有效利用只有企业才具备的经营经验，力求与其他企业、大学、研究机构合作解决课题，同时，希望推动农业产业化，为全日本的农业发展做出贡献。

为实现这一愿望，AEON AGRI CREATE 在自创立以来的5年中大大地进取，其经营的农场取得了全球G.A.P.*1国际资格认证。农场运营方面，该公司根据农药、设备、劳动环境等的良好管理标准开展实际工作，其与富士通株式会社共同开发的运用IT技术的“农业云端”实现了收获情报和收支的“可视化”。此外，AEON AGRI CREATE 还将从熟练生产者处学到的农产品培育方面的判断标准等进行数值化和手册化，帮助初学者予以掌握。该公司希望通过与合作伙伴携手，积累“经营”农业的经验，并将这些经验回馈给地区生产者。

培养发展新兴农业的人才

受老龄化和后继者不足等影响，由生产者代代相传的宝贵农田现在已经难以为继。另外，跨行进入农业领域也并非易事。因为这不仅需要确保获取农田的资金以及掌握农业技术，还需要具备依靠农业安身立命的经营经验，从而推动业务的持续开展。

AEON AGRI CREATE Co., Ltd. 与地区紧密联系，在与周边生产者共同开展农业业务的过程中，建立了相互信任的深厚关系并积累了丰富的农业经验。此外，该公司还秉承其特有的企业

*1 Global G.A.P.: International "good agricultural practices" to improve safety management in production of agricultural products. 全球G.A.P.: 旨在提高农产品生产安全管理的国际性良好农业规范。

COLUMN

Agriculture is Shifting from Product Oriented to Market Oriented

农业从产品导向向市场导向过渡

Masayoshi Honma

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本间 正义

东京大学研究生院农学生命科学研究科 教授

The industry size of agriculture in Japan is 8-trillion yen, and the size of related industries including fertilizers, farm machinery and processed foods is 90-trillion yen. Nowadays, research and development in agriculture are advancing through the use of biotechnology and big data in collaboration with other industries. Agriculture is attracting the interest of many young people and has potential for growth as an industry. We hope that Aeon together with the local producers will continue to produce agricultural products reflecting customer needs, while engaging in new agricultural approaches by capitalizing on its organizational capabilities as a corporate entity in order to open up the possibilities of agriculture.

日本农业的产业规模为8万亿日元，肥料、耕作设备、加工食品等相关产业则达到90万亿日元。现在，我们正与其他产业合作，通过运用生物技术和大数据技术推动农业的研究和开发。目前有越来越多的年轻人关注农业，可以说农业具有作为产业发展的巨大潜力。我们希望永旺能在根据地区生产者和顾客的需求生产农产品的同时，有效发挥其作为企业的组织力量，发展新农业，不断开创新农业的潜在可能。



1. Vegetables grown at Aeon Agri Create Co., Ltd.'s farms are sold at Group stores (Aeon Morioka-Minami Store) in Aeon Group's store AEON AGRI CREATE Co., Ltd. 农场生产的蔬菜(永旺盛冈南店)
2. Developing human resources to lead agriculture in the next generation 培养发展新兴农业的人才
3. Saitama Prefecture's brand name rice "Sai no Kagayaki" 埼玉县的品牌稻米“彩之光辉”

business. This is because the business is not viable unless one acquires management knowhow on earning a living on agriculture, in addition to securing funds to acquire farmland and learning agricultural skills.

Aeon Agri Create Co., Ltd. has relationships of trust and agricultural knowhow developed through localizing and engaging in agriculture together with the producers in the community. In addition, the company's unique stance is to share the knowhow with the employees and to pass them on as "management" techniques. That is why the company attracts many students who wish to develop agriculture. The employees also attend sales training at Group stores. They themselves arrange the vegetables they grow on shelves, sell them, and receive feedback directly from customers. These activities are only possible because the company assumes the responsibility of production in the retail group, and also reflect the company's approach in developing human resources. This approach that comprises a sense of "management" covering from farm operation to sales will be an essential process in industrializing agriculture.

Starting rice production by utilizing Farmland Bank

In 2015, Aeon Agri Create Co., Ltd. will be taking another new step forward. It will begin rice growing in Hanyu City, Saitama Prefecture. This initiative was made possible by utilizing the scheme of Farmland Intermediary Management Institutions (Farmland Bank)*2. The reason the company is able to begin rice production, which requires greater cooperation from the neighboring producers than dry-field farming in areas such as water management, is because it has fostered relationships of trust with the local people through farm operations. The company will produce Saitama Prefecture's brand name rice "Sai no Kagayaki." Its challenge continues as it strives to establish a rice-producing model in Hanyu City, raise the awareness of the local brand, and revitalize the community through rice production.

*2 Farmland Intermediary Management Institutions (Farmland Bank): The scheme consolidates and aggregates farmland by leasing the farmland from the owners. An institution is set up in each prefecture as an organization to develop and prepare the land for farm use and conduct other tasks as necessary, and to take on an intermediary function to lease the land to entities such as large-scale farms and corporations. 农地中间管理机构(农地集聚银行): 具有中介功能的组织机构，设置于各都道府县，主要业务包括向所有人租借农地，并对农地进行集聚和集中，根据需要进行农地基础设施等活动，并向大规模农户、法人等出租农地。

Aeon Agri Create Co., Ltd.'s Hokuto Farm (Yamanashi Prefecture)
AEON AGRI CREATE Co., Ltd. 的北社农场(山梨县)



理念，将这些关系和经验作为“经营”技术在员工中共享和传承。为此，AEON AGRI CREATE 聚集了大批希望发展农业的学生。此外，该公司的员工还前往永旺集团的店铺开展销售培训，通过在店铺摆放和销售自己生产的蔬菜，直接了解顾客的需求。这是只有“生产零售业”才能开展的活动，也是AEON AGRI CREATE 独有的人才培养方法。培养从农场运营到销售的全能型“经营”人才，对农业产业化而言是不可或缺的重要一环。

有效利用“农地集聚银行”，开展稻米生产

2015年，AEON AGRI CREATE Co., Ltd. 将再次迈出全新的一步——在埼玉县羽生市开展水稻种植。这是通过有效利用“农地中间管理机构(农地集聚银行)*2”得以开展的企业活动。之所以能开展与旱田耕种相比，在用水管理等方面更需要周边生产者协助的水稻种植，是因为AEON AGRI CREATE 通过农场运营与当地民众建立起了深厚的信任关系。栽培品种选定埼玉县的品牌稻米“彩之光辉”。AEON AGRI CREATE 将在羽生市确立水稻种植模式，并不断迎接挑战，力求提高地区品牌的认知度，并通过水稻种植激发地区活力。

Voice



Takao Tachibana
Manager of Agricultural Policy Section,
Economic Environment Department
and Secretary General of the Agricultural
Committee, Hanyu City

立花 孝夫

羽生市 经济环境部 农政课长
兼 农业委员会事务局长

Protecting Agriculture and the Community Together

Hanyu City is Saitama Prefecture's rice-producing area with farmland accounting for 45% of the city's area. However in recent years, the city had felt a strong sense of crisis regarding the future of agriculture due to factors such as the aging of farmers, the shortage of successors, and the drop in rice prices. Amid this situation, the newly introduced scheme of Farmland Intermediary Management Institutions served as an opportunity for Aeon Agri Create Co., Ltd. to decide to produce rice. Other factors in realizing this initiative included the good relationships that the company has built with the local producers and how the intentions of the people in the community coincided. All parties are dedicated to working together to spread the great taste of "Sai no Kagayaki" (Saitama Prefecture's brand name rice) produced in Hanyu to many people, with an aim to revitalizing agriculture.

与地区共同守护农业

羽生市位于埼玉县，全市面积的45%为农田，是埼玉县的稻米之乡。然而，近年来由于务农人员老龄化、后继者不足以及米价下跌等原因，我们对农业的未来感到危机重重。在这一背景下，以成立农地中间管理机构为契机，AEON AGRI CREATE Co., Ltd. 决定投身稻米种植。该公司与地区生产者之间建立的良好关系以及地区民众的一致意向是顺利开展这一活动的重要原因。我们希望让更多的人了解羽生大米“彩之光辉”(埼玉县大米品牌)的美味，同时齐心协力，努力激发农业活力。

Contributing to Measures Against Population Decline Collaborating with Municipalities for the Future of Young People



Population decline is an issue affecting the future existence of municipalities. In order to improve the tendency to delay marriage or stay unmarried, which has an impact on birth rate, the number of municipalities that are engaged in developing a better environment for marriage, pregnancy, childbirth, and child rearing are increasing. ZWEI Co., Ltd., one of the Group companies, is collaborating with these municipalities through capitalizing on the company's strengths and knowhow.

为了年轻人的未来，与自治体开展合作

人口减少是关系到地方自治体存续的重要问题，为改善影响出生率的未婚化以及晚婚化的趋势，越来越多的自治体开始致力于打造有益于结婚、怀孕、生育、育儿的良好环境。集团公司的ZWEI Co., Ltd.正与这样的自治体合作，利用其优势和经验开展相关业务。

Collaborating with communities to provide opportunities to think about life planning

Zwei Co., Ltd., providing services to introduce marriage partners, began collaborating with municipalities in 2008. It contracts marriage support projects and has created "opportunities to meet people" through organizing events and seminars. Furthermore, the company has launched a new initiative to mark the 30th anniversary since its establishment. It is the Life Design Support Seminar conducted as part of Saitama Prefecture's Project to Promote Measures Against the Declining Birth Rate^{*1}. The seminar targets unmarried men and women in their 20s to 30s residing in the prefecture and organizes lectures and workshops to think about major life events such as marriage, pregnancy, childbirth, and child rearing. It provides support to raise awareness about getting married and having their own family, so that they are able to think positively about life planning. Starting with the initiative with Saitama Prefecture, the company plans to enhance the seminar with the advice of experts in child rearing and other fields and then roll out the seminar nationwide. Meanwhile, the Relocation and Settlement Support Program has also been launched for women living in the Tokyo metropolitan area, to support them in getting married and having their own family in the provinces. The men on the receiving side present the attractive features of the provinces, while the local people also interact with the participating women. This allows the women to develop a better image of living in that area and encourages them to relocate. The program is also playing a part in revitalizing towns. The company actively conducts initiatives in collaboration with municipalities to create happy meetings for people. In addition, it is expanding the scope of activities through these initiatives to contribute to measures against declining birth rate and to community revitalization.

As a member of the local community

In addition to these initiatives, Aeon plans to support the effort to balance child rearing with work through measures such as setting up childcare centers at stores. This will lead to resolving the issues of municipalities with a waiting list for childcare. In November this year, Aeon Retail Co., Ltd. signed an agreement with Koto Ward in Tokyo to promote a satellite childcare center^{*2}. In April 2015, it will be the first commercial facility to open a satellite childcare center at Aeon Shinonome Store.

Aeon strives to vitalizing the region and stimulating Japan by deepening cooperation with municipalities and the residents there and through initiatives rooted in the community.

与地区开展合作，向民众提供思考人生规划的机会

提供婚介服务的ZWEI Co., Ltd.从2008年便开始与地方自治体开展合作，承接地方自治体的结婚支援事业，通过举办活动和讲座等，为未婚男女创造邂逅机会。今年，ZWEI在迎来创立30周年之际，启动了一系列全新的活动。作为埼玉县少子化对策推进事业^{*1}之一，ZWEI举办了“人生规划支援讲座”。该活动以生活在埼玉县的20至30多岁的未婚人士为对象，通过讲座和研讨会帮助他们思考结婚、怀孕、生育、育儿等人生大事，提高他们在结婚、成家方面的意识，促使他们能积极地思考人生规划。ZWEI与埼玉县合作开展活动，并以此为契机，计划在育儿专家的建议下进一步发展讲座规模，在日本全国进行推广。此外，ZWEI还启动了“移居定居支援项目”，旨在让生活在大都市圈的女性嫁到地方组建新家庭。该项目由作为接收方的男方向女方介绍当地的魅力，当地的民众也能与参加活动的女方交流。据悉，由于通过该活动能加深女方对在当地生活的印象，促进女方做出移居的决定，因此该活动已成为激发地方活力的一个重要环节。ZWEI积极地与各自治体合作开展活动，不仅为未婚人士创造美好的邂逅机会，还以此为起点扩大活动范围，努力为防止少子化对策以及激发地区活力做出贡献。

作为地区社会的一员

除了上述举措外，永旺考虑通过在店铺设置托儿所等措施，协助父母兼顾育儿和工作。对于存在“待入托儿童”问题的自治体，这将是有助于解决问题的有效渠道。今年11月，AEON Retail Co., Ltd.与东京都江东区就完善“卫星托儿所”^{*2}等签订协议。做为商业设施，计划于2015年4月在永旺东云店开设首家“卫星托儿所”。

永旺将继续加强与自治体和当地民众的合作，通过开展扎根地区的活动，为激活地区以及提升日本的活力做出贡献。

^{*1} Saitama Prefecture's Project to Promote Measures Against the Declining Birth Rate: Selected as a project eligible for the state's "Grant to Strengthen Local Measures Against the Declining Birth Rate." Zwei Co., Ltd. has been entrusted with the operations in Saitama Prefecture.
埼玉县少子化对策推进事业: 日本政府的“地区少子化对策强化补助金”的对象事业。ZWEI Co., Ltd. 也在该县承接支援事业。

^{*2} Satellite Childcare Center: A conveniently located satellite center for a childcare center. Childcare service is provided by having the children dropped off at the satellite center and transported to the main center by bus.
卫星托儿所: 由位于便利性较高的地点的“分园”接收儿童，通过大巴在“总园”和“分园”之间接送来开展保育工作。



Saitama Prefecture Life Design Support Seminar (Omija venue)
The seminar will be held until February 2015.
“埼玉县人生规划支援讲座”(大宫会场)，
将为期至2015年2月为止。

Voice

Comments from participants in Life Design Support Seminar “人生规划支援讲座”听讲学员的心声

- ▶ It was a good opportunity to think about my life again. (Female, Age 36)
- ▶ Exchanging views with people my age allowed me to get a clearer picture of my life planning. (Female, Age 35)
- ▶ I got to think positively about marriage and having children now. (Male, Age 34)
- ▶ It was a valuable experience for me because there weren't any opportunities to learn seriously about private matters until now. (Male, Age 27)
- ▶ 这是一个很好的契机，让我重新思考了自己的人生。(女性 36岁)
- ▶ 通过与同龄人沟通交流，我明确了自己的人生规划。(女性 35岁)
- ▶ 在结婚生子方面，我变得比以前积极了。(男性 34岁)
- ▶ 以前没有认真思考个人问题的机会，这次学习对我而言是一次宝贵的体验。(男性 27岁)

Unique Point

The pose with the right paw beckoning money and the left paw customers
右手抱着小判金币，抬著左手招客

Japan 日本

The beckoning cat with an adorable gesture

The *beckoning cat* is displayed to wish for good luck, including prosperous business. There are different stories about its origin, such as receiving good fortune instead of misfortune when stepping closer to a cat whose gesture of grooming itself looked like it was beckoning. It has been widely accepted as a lucky charm since the Edo period.

动作可爱的“招财猫”

求商业繁荣等愿望装饰的“招财猫”。“招财猫”有着“看到它的仿如向人招来的手势且抓痒的可爱动作而接近，结果幸运逃过灾难”等传说，其起名由来众说纷纭，从江戸时代开始被视为吉祥物受人们喜爱。



Lifestyle Elegance 生活之风雅

Wishing — lucky charms 祝愿 — 吉祥物

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 lucky charms displayed to pray for good luck, which have been rooted in people's lives since long ago.

在日常生活里为我们的的心灵不断注入甘霖的优美精品中，蕴含着代代相传的传统与文化。

日本、中国、东南亚地区的各种精品，让我们心驰神往……

本期将给大家介绍从古至今渗透到人们的生活，求福祈福装饰的“吉祥物”。

China 中国

Long Gui, the legendary guardian beast

Long Gui, or dragon-turtle, is an imaginary animal that appears in a myth. The rulers of the times have worshipped it as a guardian of the country with protective power brought by the turtle and almighty power brought by the dragon. A large statue is also displayed in the Old Palace built in the 15th century. In modern times, it is popular in *feng shui* as a symbol to improve economic fortune.

传说中的守护瑞兽“龙龟”

“龙龟”是出现在传说中的虚构动物。因“龙龟”兼有龟的捍卫能力和龙的万能力量，作为国运久远的存在被当代的执政皇帝受到宠爱。15世纪建设的故宫摆设有很大龙龟之像。如今，在风水方面有财源广进的象征而受到人们的喜爱。

Unique Point

The gold coloring is similar to that of sacred statues
涂有与神佛像一样的金色



Myanmar 缅甸

Zee Quet, the bird of wisdom and happiness

In Myanmar, *Zee Quet*, or the owl, is the symbol of wisdom and is also believed to be a bird that brings good fortune and success. Figurines of a pair of male and female owls are displayed in homes, stores and other places, and are popular as souvenir items of Myanmar.

象征智慧和幸福之鸟“猫头鹰”

“猫头鹰”在缅甸象征着睿智，人们深信它可以带来幸运和成功。通常在家和商店等场所会看到把雌雄一对的猫头鹰作为装饰物摆设，在缅甸是受喜爱的土特产。

Unique Point

The creative figure comes from a legend of a turtle transforming into a dragon
来自龟演变为龙的传说的独特形状



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。
(July - September 2014)

Environmental Preservation 环境保护

Reducing CO₂ Emissions with Efficient Use of Railway Containers

On September 4, Aeon Global SCM Co., Ltd., responsible for the distribution of the Group, began round-trip use of railway containers jointly with the logistics division of Kao Corporation. Between Tokyo and Fukuoka, Kao products are transported on the outbound route and Aeon's private brand Topvalu products on the inbound route, through cooperation with Japan Freight Railway Company. The efficient use of railway containers reduces CO₂ emissions for the round trip by approximately 2.8 tons compared with truck transportation.

有效利用铁路集装箱，削减CO₂排放量

9月4日，担负集团物流的AEON GLOBAL SCM CO., LTD.与Kao Corporation的物流部门共同开始了铁道集装箱的来回利用。在日本货物铁道株式会社的合作下，在东京—福岡运送商品的时候，去路装载花王的商品，回路装载永旺品牌“TOPVALU”商品。通过集装箱的有效利用比卡车运送，CO₂排放量往返可削减约2.8吨。

Social Contributions 社会贡献

Bringing Safe Water to Children in Cambodia, Laos and Myanmar

This year marks the fifth year of the AEON UNICEF Safe Water Campaign. On July 4, Aeon donated a total of 69,779,072 yen to the Japan Committee for UNICEF, the sum of customer donations and the same amount as Aeon 1% Club Foundation contribution, plus 5-yen donations for each bottle of Topvalu Natural Mineral Water purchased during the campaign period. Water facilities will be installed to support children who are unable to attend school due to household work such as collecting water.

给柬埔寨、老挝、缅甸的孩子们提供安全的水

今年是“永旺·联合国儿童基金“安全用水宣传活动”实施的第5年度。来自顾客的捐款和一般财团法人永旺1%俱乐部捐赠的同额捐款金，以及在活动期间所销售的“TOPVALU 天然矿泉水”中每瓶5日元的捐赠，其捐款总额达到6,977万9,072日元。7月4日，永旺把这一捐款捐赠给了公益财团法人日本联合国儿童基金会。捐款将利用在设置供水设备，将支援为了汲水等家务劳动不能上学的孩子们。

Aeon Scholarship Program 2014 Held Certificate Awarding Ceremony

On July 5, Aeon 1% Club Foundation held the certificate awarding ceremony for the Aeon Scholarship Program 2014, which offers scholarships to privately funded students coming to study in Japan from Asian countries. Since the program began in 2006, scholarships have been awarded to 3,365 students from 32 universities in Japan, China, Vietnam, Thailand, Indonesia and Cambodia. Furthermore, the program will begin in Myanmar starting this year.

举办“永旺奖学金2014”证书授予仪式

7月5日，一般财团法人永旺1%俱乐部举办了来自亚洲各国在日本留学的自费留学生为对象的“永旺奖学金2014”证书授予仪式。从2006年开始实施的该制度，至今，给在日本、中国、越南、泰国、印度尼西亚、柬埔寨的32所大学3,365名留学生赋予了奖学金。还从今年开始将预定在缅甸开始授予奖学金。

Donations and Support Initiatives Conducted Toward the Recovery from the Hiroshima Landslide

In August, torrential rain left serious damage in Hiroshima City. Aeon provided various support toward the recovery of the disaster-afflicted area such as supplying relief goods based on an agreement with the City, and taking care of pets belonging to those afflicted by the disaster. Aeon also conducted the Disaster Relief Donation Campaign at about 2,300 Group stores throughout Japan. This donation together with the contribution through the Yellow Receipt Campaign to Support the Disaster-afflicted Area in Hiroshima Landslide held at stores in Hiroshima City, donations from employees, and contribution from Aeon 1% Club Foundation came to a total of 102,572,292 yen. On September 17, Aeon donated this total amount to Hiroshima City.

为了实现广岛砂土灾害后的复兴，实施了募捐、支援活动

8月份，广岛市因局部暴雨影响受到了甚大的灾害。永旺为了早日实现受灾地的复兴，根据与该市缔结的协定提供了支援物质、照料受灾地群众的宠物等各种服务。此外，在日本全国的集团约2,300家店铺实施了复兴支援募捐活动。在这一募集金加上通过在广岛市内的店铺实施的“广岛砂土灾害 受灾地支援 黄色收条活动”的捐赠。来自员工的捐款、一般财团法人永旺1%俱乐部的捐出的同额款，募集金总额达到1亿257万2,292日元。并于9月17日，永旺把这一善款捐赠给了广岛市。

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。

Delivering Tohoku's Taste of Autumn Throughout Japan

Aeon began taking orders for the “Seasonal Foods from Tohoku 2014” (Autumn catalogue) delivering seasonal tastes of Tohoku, at about 1,300 Aeon, Maxvalu and other stores throughout Japan and on the online shop. Aeon is joining hands with producers and business partners to support the recovery in Tohoku by making full use of the Group's network.

把东北地区的秋季美味商品送到日本全国

在“永旺”、“Maxvalu”等日本全国的约1,300家店铺及网上店铺开始了把东北地区的当季美味商品送到顾客手里的“2014东北地区当季美味商品”(秋季版目录)预约。与生产厂家、供应商携手，利用集团的综合力量以支援东北地区的重建。

7,500 Trees Planted in Ooshima, Kesenuma City

On September 23, the 2nd Aeon Tohoku Reconstruction Hometown Forest Program was held together with the Kesenuma Ooshima Tourism and Convention Bureau in Ooshima, Kesenuma City, Miyagi Prefecture. About 7,500 torch azalea trees were planted with the local people, aiming to restore the lush green nature of Ooshima and to stimulate the local economy by revitalizing tourism.

在气仙沼市大岛种植了7,500棵树

9月23日，在宫城县气仙沼市大岛，永旺与气仙沼市大岛观光协会一起实施了“第2届永旺 东北复兴故乡林”植树活动。为了恢复大岛的绿色盎然的大自然，通过观光复兴而实现地区的经济活性化，与当地的志愿者一起种植了约7,500棵山杜鹃。

AEON GROUP FINANCIAL RESULTS

For the Six Months Ended Aug. 31, 2014
2015年2月期第2季度

Posted Record High in Operating Revenue, Aiming to Further Demonstrate Group Strength

营业收入创历史新高，力求进一步发挥集团力量

In the consolidated results for the six months of the fiscal year ending February 28, 2015, Aeon executed its common Group strategies to accelerate the four shifts to Asian markets, urban markets, senior-oriented markets, and digital markets, as well as product-oriented reforms as set forth in the “Aeon Group Medium-term Management Plan (FY 2014 - 2016),” with an aim to achieve a major leap in growth toward 2020. Particularly in regard to the shift to Asian markets, Aeon opened Aeon Mall Suzhou Wuzhong in Suzhou City, China, as one of the largest commercial facilities in the area, and opened Aeon Mall Phnom Penh as its first shopping mall in Cambodia in ASEAN. Regarding product-oriented reforms, Aeon's private brand Topvalu endeavored to improve Group earnings by enhancing products for Topvalu Select, the brand offering the highest quality of products, and Topvalu Best Price, the brand offering the budget prices with product quality customers expect from Aeon, while developing products tailored to the characteristics of store formats such as convenience stores and small-size supermarkets. In July, Aeon launched the “Yasui Ne!” sales promotion offering overwhelmingly low prices for frequently purchased products. As the consumption environment became severe with sluggish growth of real disposable income, reflecting the consumption tax hike and rising goods prices due to the impact of yen depreciation and market factors, the entire Group promoted measures to respond to budget-minded customers.

To achieve the full year performance targets, Aeon will promote fundamental reforms in the retail business mainly in the General Merchandise Store (GMS) Business, in addition to further accelerating the four shifts. Aeon will also deepen its operational and capital alliance with Welcia Holdings Co., Ltd. and advance initiatives to establish the “Supermarket Alliance in the Metropolitan Area.” Furthermore, Aeon will make steady improvements in business performance through measures such as major sale events held jointly by The Daiei, Inc., slated to become a wholly owned subsidiary of Aeon Co., Ltd., and Aeon Retail Co., Ltd.



Aeon Mall Phnom Penh, Aeon's first shopping mall in Cambodia
柬埔寨1号店“永旺梦乐城金边”

在第2季度合并累计期间，永旺力求面向2020年实现飞跃式发展，按照“永旺集团中期经营计划(2014—2016年度)”，加速向“亚洲”、“都市”、“老龄”、“数码”转型，并推动“以商品为本的改革”。特别在“向亚洲转型”方面，永旺在中国苏州市开设了当地最大规模的商业设施“永旺梦乐城苏州吴中”，在东南亚开设了柬埔寨1号店“永旺梦乐城金边”。在“以商品为本的改革”方面，永旺针对自有品牌“TOPVALU”，除了扩充精心提供最高品质的“TOPVALU Select”品牌和通过低价提供顾客认可品质的“TOPVALU Best Price”品牌的商品种类外，还根据便利店、小型超市等的经营特点开发相应商品，力求提高集团的盈利能力。此外，永旺还于7月份启动了“优惠价格!”促销活动，力求以绝对的低价向顾客提供购买频率高的商品。在消费税增税、日元贬值以及市场行情导致物价上涨的背景下，针对消费者实际可支配收入增长停滞导致的严峻消费环境，永旺集团之力，积极应对顾客节约购物的倾向。

为实现全年业绩目标，永旺对以GMS事业为中心的零售事业进行彻底改革，并进一步加速四大转型。此外，永旺还力求深化与WELCIA HOLDINGS CO., LTD.在业务和资本方面的合作，并推动创办“首都圈超市联盟”相关工作的开展。我们还通过已确定成为永旺全资子公司的The Daiei, Inc.与AEON Retail Co., Ltd.开展大规模联合促销活动等措施，切实促进业绩改善。

For the Six Months Ended August 31, 2014 (Cumulative) Financial Results by Business Segment^{*1}

2015年2月期第2季度(累计)各事业业绩^{*1}

	(100 millions of yen) (亿日元)/(YOY) (前期比)	
	Operating Revenue 营业收入	Operating Income 营业利润
General Merchandise Store (GMS) Business GMS(百货超市)事业	16,838 (127.0%)	-131 (—)
Supermarket, Discount Store and Small-size Store Business SM、DS、小型店事业	10,293 (105.7%)	12 (18.6%)
Financial Services Business 综合金融事业	1,530 (115.3%)	210 (142.3%)
Shopping Center Development Business 商业地产开发事业	1,200 (112.7%)	186 (93.6%)
Service and Specialty Store Business 一般服务、专卖店事业	3,601 (101.6%)	145 (96.0%)
ASEAN Business 东南亚事业	971 (111.9%)	22 (72.5%)
China Business 中国事业	805 (116.3%)	-9 (—)
Consolidated Total² 合并总计²	34,315 (115.1%)	433 (58.8%)

^{*1} Effective from the beginning of the fiscal year ending February 28, 2015, the business segments have been reorganized as follows: “Supermarket,” “Strategic Small-size Store,” and “Discount Store,” which was previously included in “Other,” are unified to “Supermarket, Discount Store and Small-size Store” business. “Service” and “Specialty Store” are unified to “Service and Specialty Store” business.

^{*2} Consolidated total includes total for each business as well as other business and adjustments.

^{*1} 于2015年2月期起对事业领域的区分方法进行的调整。将“SM(食品超市)”、“战略性小型店”以及过去包含在“其他”中的“DS(折扣店)”合并变更为“SM、DS、小型店”事业。将“一般服务”和“专卖店”合并变更为“一般服务、专卖店”事业。

^{*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。

Consolidated Operating Results Forecast

合并结算业绩预期
(100 millions of yen) (亿日元)/(YOY) (前期比)

Operating Revenue 营业收入
70,000 (109.5%)
Operating Income 营业利润
2,000 ~ 2,100 (116.7 ~ 122.5%)
Ordinary Income 经常利润
2,000 ~ 2,100 (113.1 ~ 118.7%)
Net Income 本期净利润
480 (105.3%)

Global Initiatives

CSR Program Launched for Local Producers in Malaysia

Aeon Co., Ltd. and the United Nations Industrial Development Organization (UNIDO) have launched a CSR program for local producers in Malaysia, backed by support from the Malaysian government. As the second phase of the Sustainable Supplier Development Program implemented since June 2013, it aims to improve the capability of the producers in Malaysia to work on environmental and social issues, with the central role played by Aeon Topvalu Malaysia Sdn.Bhd. responsible for the development of local Topvalu products.

面向马来西亚生产者开始了CSR计划

永旺与UNIDO(联合国工业发展组织)在马来西亚政府的支援下,面向该国的生产者开始了CSR计划。作为从2013年6月开始实施的“可持续的供应商发展计划”的第二阶段,以负责当地出发的“TOPVALU”开发的永旺TOPVALU马来西亚(AEON TOPVALU MALAYSIA SDN.BHD.)为中心,力争提高该国生产者的对环境及社会课题的解决能力。

New Partner

Payment for Taxis Now Accepted with Aeon's E-money "WAON"

Aeon Co., Ltd. and Aeon Credit Service Co., Ltd. in collaboration with Daiwa Motor Transportation Co.,Ltd., and Hitachi Solutions Service, Ltd. began offering a payment service with Aeon's e-money "WAON" for the entire fleet of about 2,500 taxis of Daiwa Motor Transportation Co.,Ltd. The number of WAON cards issued is about 44.2 million and the locations accepting the use of the card has expanded to about 192,000 as of the end of September.



Payment completed quickly with "WAON" even for taxis
在出租车可以用“WAON”卡迅速结束支付

在出租车可以用永旺的电子货币“WAON”卡结算

永旺株式会社, AEON CREDIT SERVICE CO., LTD.与DAIWA Motor Transportation Co.,Ltd.以及Hitachi Solutions Service, Ltd.共同合作,在DAIWA Motor Transportation Co.,Ltd.拥有的全部2,500台出租车,开始了可以用永旺的电子货币“WAON”卡结算的服务。截至9月底,“WAON”卡的累计发行数量达到4,420万张,可以利用的范围扩展到约19万2,000个场所。

Corporate Initiatives

Aeon Kyushu Co., Ltd. Obtained the Highest Ranking in the DBJ Environmental Ranking for Two Consecutive Years

Aeon Kyushu Co., Ltd. obtained the highest ranking in the DBJ Environmental Ranking conducted by the Development Bank of Japan Inc. (DBJ) for two consecutive years. The areas receiving high evaluation included the contributions to the Kyushu Masterpiece Vegetables and Fruits project of companies and producers striving to revitalize agriculture in Kyushu, and the effective use of resources by reducing the consumption of plastic shopping bags through cooperation with consumer groups and local governments.

在“DBJ环境排行榜”中AEON KYUSHU CO., LTD. 连续2年取得了最高等级

AEON KYUSHU CO., LTD.在Development Bank of Japan Inc.(DBJ)举办的“DBJ环境排行榜”中连续2年取得了最高等级。该公司为实现九州地区的农业活性化,与企业、生产者合作的“九州特产蔬菜、水果”计划做出的贡献,通过与消费者团体和自治体合作的削减购物袋的资源有效利用等举措受到了高度评价。

GROUP NEWS

July >>> September 2014

Corporate Initiatives

Toward Building One of Japan's Largest Composting Recycle Loops

Aeon Agri Create Co., Ltd. (Aeon Agri) managing directly-operated farms has concluded the "Agreement Concerning the Promotion of the Food Recycle Loop" with Daiei Kankyo Co., Ltd. engaged in the recycling business. The two companies will build a recycle loop in which Daiei Kankyo Co., Ltd. will compost the food residue generated at Aeon stores. Then, Aeon Agri will use them to grow and harvest vegetables for sale at Aeon stores.

创建日本国内最大规模的堆肥循环再利用系统

运营永旺直营农场的AEON AGRICULTURE Co., Ltd.与推进资源再生事业的Daiei Kankyo Co.,Ltd.缔结了“关于食品再利用系统推进的协议”,把永旺店铺发生的食物残渣送到Daiei Kankyo Co.,Ltd.堆肥化,将构建利用这些堆肥栽培蔬菜,并收获,在永旺店铺销售的循环再利用系统。

9.14

9.16

Aeon's e-money "WAON"
永旺的电子货币“WAON”卡



Issued on September 11
Start Up with Energy! Kitakyushu WAON
9月11日发行
“元气发进! 北九州WAON”卡

9.29

9.24

Corporate Initiatives

The Daiei, Inc. To Become a Wholly Owned Subsidiary of Aeon Co., Ltd. Toward Attaining New Growth

Aeon Co., Ltd. (Aeon) has agreed with The Daiei, Inc. to make the company a wholly owned subsidiary of Aeon. This will promote the optimization of business fields that are overlapping or similar within the Group. In the Tokyo metropolitan area and the Kyoto-Osaka-Kobe area in Japan, The Daiei, Inc. will concentrate management resources on its strong area of food products while creating a new store format that will serve as the future growth engine. It aims to become Japan's No. 1 "General Food Retailer."

为实现The Daiei, Inc.的新的成长,决定完全子公司化

永旺株式会社与The Daiei, Inc.就该公司完全子公司化达成协议,通过本次协议,将推进对集团内部重复、类似的事业领域进行合理分配,The Daiei, Inc.将在首都圈、京都大阪神户地区强力的食品领域集中经营资源,同时创立对将来的发展有益的新业态。永旺以日本No.1“综合食品零售业”为目标而努力。

7.25

8.1

8.26

9.1



On September 16, GLAMATICAL, a line-up of high-grade skincare products, was launched from Topvalu Select, Aeon's private brand offering the highest quality of products. It is the first private brand in Japan to offer a choice of products by skin concerns.

9月16日,永旺精选原料的最高品质品牌“TOPVALU Select”诞生了“GLAMATICAL”,本商品是在日本自有品牌中首次推出能根据皮肤问题来选择的高性能护肤商品。

Corporate Initiatives

Ministop Co., Ltd. Creates New Store Format "cisca"

Ministop Co., Ltd. has opened the first "cisca" store, a new store format mainly targeting women from the 20s to the 40s, in Nihonbashi, Tokyo. The store format is rolling out with a name that is short for "city small café," and the company will develop this format centering on cafés, light meals and grocery under the concept of "freshly made," "healthy feeling" and "connection."



cisca Nihonbashi Honcho store
cisca日本桥本町店

MINISTOP CO., LTD.创办新业态“cisca”

MINISTOP CO., LTD.面向20~40岁左右的女性顾客为中心,创办了新业态“cisca”,1号店铺在东京都日本桥盛大开业。店名取了“city small café”的头3个字母,以“刚做好”、“健康感”、“相连”为特色,将以咖啡和简单便食、食品杂货为中心开展业务。

Corporate Initiatives

Indoor Theme Park Opened in TOKYO SKYTREE TOWN®

Aeon Fantasy Co., Ltd. opened an indoor theme park Tokyo Kodomo-ku, Kodomo-no-Yu at Tokyo Skytree Town in Tokyo. It aims to raise awareness by opening an outlet at the facility attracting many tourists from Japan as well as from abroad. The company plans to expand its business foundation for growth by developing outlets at urban-type department stores, commercial facilities within a train station and other locations.



Tokyo Kodomo-ku, Kodomo-no-Yu is based on a concept of a public bath located in "Shitamachi," traditional downtown Tokyo
以庶民的浴池为主题的“东京孩子们天地 孩子们的浴池”

在“东京晴空塔城”设立了室内游乐场

株式会社永旺幻想在“东京晴空塔城”(东京都)设立了室内游乐场“东京孩子们天地 孩子们的浴池”,通过不仅有日本国内的顾客,还有来自海外的顾客而热闹非凡该地区开展店铺,力求提高知名度。今后,该公司通过在都市型百货店和车站内商业设施等场所开展店铺,以扩大成长基础。

Corporate Initiatives

New Funeral Business Company Aeon Life Co.,Ltd. Begins Operations

Aeon Life Co.,Ltd. has begun operations after spinning off the funeral business from Aeon Retail Co., Ltd. It will offer comprehensive support to prepare for the end of life by holding the End of Life Planning Fair about 100 times a year to provide consultations on funerals and graves, inheritance and other matters, in addition to offering Aeon Funeral services through collaboration with about 500 funeral homes throughout Japan.

葬礼事业的新公司 AEON LIFE CO.,LTD. 开始营业活动

永旺零售株式会社分立了葬礼事业,正式成立了AEON LIFE CO.,LTD.,并开始了营业活动。与日本全国的约500家葬礼公司合作的“永旺的葬礼”外,还举办了1年约100次的“临终展览会”,接受了葬礼、坟墓的准备和继承遗产等方面的咨询,将全面支援顾客的终活。

Global Initiatives

30th Anniversary of Aeon Malaysia Commemorative Tree Planting for 8,000 Trees Held

On September 14, 8,000 trees were planted in Bidor, Perak State in northern Malaysia to commemorate the 30th anniversary of the establishment of Aeon Co. (M) Bhd. ("Aeon Malaysia"). The company began business in 1984, in response to the request by then Prime Minister of Malaysia Mahathir. Since then, it has been striving to enrich customer lifestyles by capitalizing on the know-how cultivated in Japan while pursuing product selection and services tailored to the local culture and customs.

迎来永旺马来西亚创立30周年,实施8,000棵纪念植树活动

9月14日,为迎接AEON Co. (M)Bhd.(永旺马来西亚)创立30周年,在马来西亚北部的霹靂州美罗(Bidor)种植了8,000棵树。该公司是在1984年应马哈迪首相(当时)的邀请而开始了事业。创业以来,灵活运用在日本积累的技术,不断完善符合该地区文化和习惯的商品品种和服务,为给当地的顾客实现更丰富多彩的生活而努力。



A total of 1,000 people including local volunteers and employees participated in the commemorative tree planting
地区志愿者员工等,各界人士共有1,000人参加了纪念植树活动

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.
- The Daiei, Inc.**
- 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.
- Gourmetcity Kanto Co., Ltd.
- Gourmetcity Kinki Co., Ltd.
- JOY Co., Ltd.
- The Consumer Economics Research Institute, 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 Belta Co., Ltd.
- LOGIONE Co., Ltd.
- THE LOBELIA, Inc.
- OPA CO.,LTD.
- TENDAI CO., LTD.
- (Supermarket, Discount Store and Small Size Store Business)**
- 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.**
- The Maruetsu, Inc.
- 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.
- 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.
- marunaka CO.,LTD.
- RECORDS. Co., Ltd.
- MINISTOP KOREA CO., LTD.
- QINGDAO MINISTOP CO.,LTD.
- Aeon Maxvalu (Guangzhou) Co., Ltd.
- Aeon Maxvalu (Jiangsu) Co., Ltd.
- Aeon Maxvalu (Qingdao) Co.,Ltd.
- ichimaru Co., Ltd.
- (Drugstore and Pharmacy Business)**
- CFS Corporation**
- WELCIA HOLDINGS CO., LTD.
- Medical Ikkou Co., Ltd.
- TSURUHA HOLDINGS Inc.
- KUSURI NO AOKI CO., LTD.
- SHIMIZU YAKUHN CO.,LTD.
- TAKIYA Co., Ltd.
- 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 VIETNAM CO., LTD.
- AEON MALL (CAMBODIA) CO., LTD.
- PT. AEON MALL INDONESIA
- PT.AMSL INDONESIA
- AEON MALL YOUYA (BEIJING) BUSINESS MANAGEMENT CO.,LTD.
- AEON MALL (JIANGSU) BUSINESS MANAGEMENT CO., LTD.
- AEON MALL (GUANGDONG) BUSINESS MANAGEMENT CO., LTD.
- AEON MALL (HUBEI) BUSINESS MANAGEMENT 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 Eaheart 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.
- A to Z Service Co., Ltd.
- KAJITAKU Co., Ltd.
- Kankyouseihi Co., Ltd.
- Kantouengineering CO., LTD.
- Claire's Nippon Co., Ltd.
- Cosmeme 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.
- ZWEI(THAILAND)CO.,LTD.
- 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.
- PT.AEON INDONESIA

(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.
- Amicus Funding Corporation,LLC.
- 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
- AEON EDUCATION AND ENVIRONMENT FUND LIMITED

As of the end of August 2014



1. (Malaysia) イオンモール ブキットメルタジャム Aeon Mall Bukit Mertajam 2. (Vietnam) イオンタンフーセラドン店 Aeon Tan Phu Celadon Store 3. (Cambodia) イオンマイクロファイナンス Aeon Microfinance (Cambodia) 4. (China) イオン蘇州吳中店 Aeon Suzhou Wuzhong Store