

SPECIAL FEATURE

# Ensuring a Risk-Resilient Future: Aeon's BCM

特集

## 开创拥有强大风险 管理能力的未来

— 永旺的BCM —



Interview

Hiroaki Maruya

Professor at International Research Institute of  
Disaster Science, Tohoku University

专访

丸谷浩明

东北大学灾害科学国际研究所教授



The Power of  
Local Specialties  
当地物产的力量 4

One of the World's Largest Citrus Fruits  
**Banpeiyu**  
(Yatsushiro Region, Kumamoto Prefecture)

Banpeiyu is grown in the fertile soil and mild climate of Yatsushiro Plain facing the sea. Producers carefully bag each fruit twice to make them a beautiful color of yellow. Some grow to be larger than 25cm in diameter. They are displayed to enjoy their large size and aroma until they are ripe. The pulp has a well-balanced taste of sweetness and acidity, and a light crisp texture. The thick peel can also be enjoyed by preserving them in sugar. The traditional fruit of Banpeiyu is an ideal gift that represents the region.

以世界最大而自豪的柑橘  
**晚白柚**  
(熊本县八代地区)

面朝大海的八代平原以其肥沃的土壤和温暖的气候，孕育出了“晚白柚”。在每一个果实的培育过程中，生产者都会分两次精心为果实套上纸袋，晚白柚由此呈现美丽的黄色，有些直径甚至超过25cm。摆放到成熟可食，巨大个头和四溢芳香让人赏心悦目。果肉酸甜适中，口感松脆，厚实的果皮也可用砂糖腌制品尝。晚白柚作为最具地区代表性的传统食材堪称馈赠佳品。



The Kumamoto Prefecture Yatsushiro Banpeiyu Brand Promotion Committee was established as part of Aeon's Food Artisan project, which strives to inherit traditional skills through partnerships with producers who are working to preserve local specialties.

永旺在“Food Artisan (食品匠人)”活动中设立了“熊本县八代晚白柚品牌振兴协会”，永旺与当地的乡土风味生产者携手合作，努力传承传统技艺的传承。

<http://www.foodartisan.jp/>

Illustration by KOUJI MIYANO

contents

01 — The Power of Local Specialties  
当地物产的力量

02 — Special Feature 特集

**Ensuring a Risk-Resilient Future:  
Aeon's BCM**

开创拥有强大风险管理能力的未来—永旺的BCM—

Interview

**Cooperating to Create a Risk-Resistant Community**

Hiroaki Maruya Professor at International Research Institute of Disaster Science, Tohoku University

共同致力建设风险抵御力强的地区

丸谷浩明 东北大学灾害科学国际研究所教授

Mission

**Aeon's BCM Project Launched**

永旺的BCM计划正式启动

Foundation

**Strengthening the foundation through systems and drills**

通过体系和演练强化基础

Flexibility

**Responding to the changing needs of the disaster site**

应对灾区不断变化的需求

Cooperation

**Contributing to local disaster prevention  
through stronger cooperation with external entities**

通过强化与外部的合作为地区防灾做贡献

13 — Epicurean Delights

美味礼赞

14 — Aeon Sustainable Activities

环保与社会贡献活动

15 — Group News

集团新闻

17 — Group Companies

集团企业一览

**AEON** August  
2016 Vol. 54  
**Magazine**



Cover Art by Riko

An artist creating dreamlike works using a technique called Hikarie that exposes light on a paper collage from behind. For this special feature, depicting how various connections are supporting day-to-day life.

从拼贴画底背面打光的艺术手法成就“光线”，艺术家通过这一方式创作出如梦如幻的作品。结合特集内容，展现由千丝万缕的联系构成的日常生活。

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SPECIAL FEATURE 特集

**Ensuring a Risk-Resilient Future:  
Aeon's BCM**

Based on the Basic Principles of “Pursuing peace, respecting humanity, and contributing to the local communities, always with the customer's point of view as its core,” Aeon has developed disaster prevention initiatives to fulfill its role as a lifeline to support the community.

This issue features mainly the Aeon Group BCM Five-Year Plan launched in March this year to deepen cooperation among Group companies, and business partners as well as local governments and other entities, and thus to strengthen responsiveness.

The interview with Hiroaki Maruya, Professor at International Research Institute of Disaster Science, Tohoku University, provides insight on the concepts of BCP\*1 and BCM\*2, and how municipalities and corporations can conduct themselves and cooperate when a risk arises.

**开创拥有强大风险管理能力的未来  
—永旺的BCM—**

永旺基于“以顾客为原点，追求和平，尊重人类，贡献地区”的基本理念，  
为发挥地区生命线的职责，不断致力于提升防灾举措。

今年3月，为加深集团内部及与交易方、行政机构等的合作，同时强化应对能力，  
我们制定了“永旺集团BCM五年计划”。本期将重点介绍该计划的相关内容。

卷首访谈中，我们就BCP\*1·BCM\*2概念、风险发生时自治体和企业的应对方式及相互合作问题，  
采访了东北大学灾害科学国际研究所的丸谷浩明教授。

\*1 Business Continuity Plan:

In case of an unforeseen situation, a plan to ensure continuity of important operations or to quickly resume operations after a suspension. 即使发生不可预测事态，也不中断重要业务或即便中断也能尽早恢复的计划。

\*2 Business Continuity Management:

To strategically conduct a process from establishing the BCP to implementing measures to ensure the plan is executed in case of emergency, and reviewing the plan. 从制定BCP，到紧急事态发生时实施对策以完成预定计划，对计划进行改定的一系列流程进行战略性管理。



Illustration by CHIEMI KUNIBU

# Hiroaki Maruya

丸谷 浩明

## Cooperating to Create a Risk-Resistant Community

Here to provide insight on the concepts of BCP and BCM required to strengthen risk responsiveness, and how local governments and corporations can conduct themselves and cooperate in case of emergency, is Hiroaki Maruya, Professor at International Research Institute of Disaster Science, Tohoku University.

### 共同致力于建设风险抵御力强的地区

本期我们就有关强化风险对应能力所需的BCP・BCM概念以及在紧急事态下地方政府和企业的应对方式及相互合作问题，采访了东北大学灾害科学国际研究所的丸谷浩明教授。

#### Local Governments and companies must each strengthen business continuity

The Japanese government has been raising awareness about and disseminating the “local disaster management plan” for local governments and “business continuity plan (BCP)” for corporations. Since 2013, a nationwide effort has been underway to build a risk management system based on the Basic Act for National Resilience. However, the current situation shows a difference in progress in individual local governments and corporations.

BCP is not a complicated concept. It has rather a simple aim to make preparations to ensure they can continue operations with higher priority in case they cannot use their offices in time of emergency. For municipalities, such preparations would include making a backup of information data required immediately following a disaster such as the Basic Resident Register information, and arranging for devices such as computers needed to use the data, an emergency power source to operate these devices, and a means of communication. These preparations can be done without much cost or effort, and I hope that as many local governments as possible will make such arrangements.

Corporations, regardless of their size, also need to be ready to supply products and services in order to fulfill their responsibilities to customers. For example, if a manufacturer cannot supply just one part, the situation will not only affect the immediate customer but may also impact related industries, the local economy, and at times even the global economy. In the 2016 Kumamoto Earthquake that occurred in April this year, I noticed good examples resulting from corporations learning from past experiences and preparing for Business Continuity Management (BCM). An example is how seismic reinforcement and other measures taken in advance minimized damage to businesses and factory facilities, and ensured continuity of production. Another example is how having secured an alternative production location in Japan or overseas ensured continuity in product supply. As these examples show, having a means to avoid business suspension or ensuring early resumption in case of a suspension is an indispensable part of fulfilling corporate social responsibility. In managing a company, business rationalization such as integrating production locations may pose as a risk from the viewpoint of business continuity. Therefore, the management must make difficult decisions on how to balance efficiency against measures to avoid risk. In the Resilience Certification\* program launched in April this year, which I serve as the Chairman of the Certification Examination Committee, such management stance and a company's BCM efforts are reviewed. It also aims to raise risk responsiveness of each company to a higher level through dialogue with them.

#### 对地方政府、企业均提出强化事业持续力的要求

日本政府正着力开展面向地方政府的“地区防灾计划”和面向企业的“BCP(事业持续计划)”的普及启蒙活动。从2013年起，基于国土强韧化(复原力)基本法，日本全国大力推进风险管理体制的构建进程。但目前现状是，各地方政府、企业在应对状况上存在差距。

BCP概念并不复杂，即提前做好准备，在紧急事态下即使政府建筑及办公室均无法发挥作用时，仍能开展优先级高的业务。以地方政府为例，即备份居民基本台账等灾后立即需要的信息数据，准备查看数据必需的电脑等设备，以及启动设备所需的应急电源和通信工具。这些准备并不那么费钱费力，希望更多的地方政府能大力推进整备工作。

企业同样如此，无论规模大小，都需要为履行向顾客提供商品和服务这一职责做好充分的准备。以制造业为例，即使是一个小部件无法供应，也会对直接顾客及相关的产业、地区经济造成诸多问题，有时甚至可能影响到全球经济。在今年4月发生的“2016年熊本地震”中，涌现出多个总结以往经验、做好BCM(事业持续管理)工作的好案例。如提前加强抗震措施，将事业所、工厂设备的受损范围控制在最小限度，震后继续开展生产。又如在日本国内外确保能进行代替生产的据点，从而持续开展商品的供应。防止事业中断或即便万一中断也能尽早恢复的相关举措，是企业实现其社会责任不可或缺的重要因素。从事业持续角度而言，在企业经营中，对生产据点进行集约这一经营合理化举措存在一定风险，因此经营者需要对如何平衡生产效率 and 风险规避对策做出艰难判断。“Resilience(复原力)认证”制度于今年4月启动，我担任该认证审查委员会委员长一职，在对经营层态度、企业的BCM举措进行审查的同时，我们还希望通过与企业的对话，促进各自灾害应对能力的提升。

#### Profile

Professor at International Research Institute of Disaster Science, Tohoku University. After serving for the Ministry of Land, Infrastructure, Transport and Tourism and serving as Director of Disaster Management at the Cabinet Office, holds the present post since 2013. Currently serves as Deputy Board Chairperson of Business Continuity Advancement Organization, and Chairman of the Certification Examination Committee for the Resilience Certification.

东北大学灾害科学国际研究所教授。历任国土交通省、内閣府(防灾担当)等职位。于2013年就任现职。目前担任NPO法人事业持续推进机构副理事长、国土强韧化贡献团体认证审查委员会委员长。

“Disasters call for an all-out effort by public and private sectors. The key to overcoming a difficulty lies in building a relationship that brings out the strength for the people in the community.”

“灾难面前需要开展官民总体战。”

为地区民众而携手，构建能发挥各自强项的良好关系是战胜困难的关键所在。”

#### The key lies in strong collaboration between local governments and companies

I am researching the social systems of disaster management and disaster response, and the effective form of cooperation by industry, government and academia in time of disaster, mainly in the areas seriously affected by the Great East Japan Earthquake. Through my research, now more than ever, I strongly feel the importance of cooperation between local governments and corporations. There seems to be municipalities that have limited connections with private companies and therefore have difficulty in deciding what to request companies and to what extent in an emergency. We cannot predict when and where disasters will occur. The disaster-affected local authorities often experience such a situation for the first time. On the other hand, some corporations are more capable in dealing with emergencies because they have experienced overcoming disasters many times, and the situation can often be handled more smoothly by them. Such examples include arranging for relief supplies, their transportation, distribution and management. Taking account of the situation that local governments face, I hope that corporations will continually show their willingness to provide support and cooperation. As a company with stores located throughout Japan, Aeon has accumulated a wealth of know-how backed by experience. I hope that Aeon will fully exert this strength going forward. Furthermore, building face-to-face relationships with local governments and making steady efforts to cooperate in normal times, through such activities as disaster management drills, will allow prompt decisions and response by both sides at the critical moment. Emergencies, such as a disaster, call for an all-out effort by public and private sectors. I hope that both sectors will cooperate for the people in the community and further strengthen a positive relationship that will bring out the best when the time comes.

#### 强化地方政府与企业的合作是关键

我们以在东日本大地震中遭受巨大灾害的地区为首，作为社会体系的防灾、灾害应对、灾害发生时产官学联合的具体方式等开展研究。基于这一立场，如今我深刻体会到地方行政与企业携手合作的重要性。地方政府与民企的关系薄弱，似乎无法清楚判断，在紧急事态下应向企业提出什么程度的、具体哪些支援请求。我们无法预知何时、何地会发生灾害。受灾地方政府或公共团体基本都会面临前所未遇的紧急事态。但企业则具备多次战胜灾害的经验，也有紧急应对的增长之处，全权委托企业很多时候能顺利避险。在支援物资的筹备、运输、分配及管理方面尤其明显。希望企业方面在了解到地方政府存在的客观情况后能不断传递愿意提供支援和帮助的信号。如永旺一样在日本全国拥有店铺的企业，在以往的经验中积累了丰富的知识。希望今后永旺能充分发挥自身优势。同时，如果能通过防灾演习等活动，从平时起就建立彼此熟悉的关系并不断加深合作，相信能帮助双方在紧急事态下迅速做出判断和应对。在灾害等紧急情况下需要开展官民总体战。希望地方政府和企业能为地区民众而携手，进一步深化良好关系，从而最大限度地发挥彼此力量。

\*Businesses operators that support the government's policy to "build national resilience" and actively take initiatives related to business continuity are certified as an "organization contributing to building national resilience" by the Association for Resilience Japan. 将日本政府提出的“国土强韧化”并积极开展事业持续相关活动的事业者认证为“国土强韧化贡献团体”。由「一般社団法人Resilience Japan」推进协议会认证。



Aeon has launched the Aeon BCM (Business Continuity Management) Project in order to establish a business continuity structure capable of responding to diversifying risks.

### Promoting BCM based on know-how

Aeon has been developing disaster prevention measures to embody Aeon's Basic Principles of "Pursuing peace, respecting humanity, and contributing to local communities, always with the customer's point of view at its core," and to fulfill its role as a lifeline supporting people's lives even in the event of a disaster. Through its experience in the past, Aeon has accumulated know-how in areas such as securing the safety of customers, equipment for commercial facilities, and cooperation with local administrations and partner companies, as well as information on required products and services based on feedback from those affected by disasters. Aeon has enhanced preparedness in order to protect the day-to-day lives of people in the community at all times. Moreover, because Aeon has many contact points with customers through its extensive business fields such as retail, financial services and other services, local administrations and customers are placing higher expectations on Aeon, from assistance activities when a disaster occurs to awareness building activities during normal times.

Natural disasters such as earthquakes and torrential rains are increasing and their scale is expanding in recent years. In addition, potential risks are becoming more diverse to include incidents, such as terrorism and accidents. In light of these environmental changes, Aeon

永旺为建立能抵御多样化风险的事业持续体制，正式启动了“永旺BCM(事业持续管理)计划”。

### 基于知识经验推进BCM工作

永旺为体现“以顾客为原点，追求和平，尊重人类，贡献地区”的基本理念，并在灾害发生时也能发挥地区生命线的职责，不断致力于提升防灾举措。顾客的安全保障、商业设施的设备安全、与行政及各伙伴企业的合作、反映灾民心声的需求信息……通过以往的经验积累了丰富的知识，为守护地区居民的生活，始终致力于强化各项准备。同时，由于永旺拥有零售、金融、一般服务等广阔的事业领域，且各项事业均与顾客保持众多接点，因此从灾害发生时的支援活动，到平时的启蒙教育活动，行政机关及顾客对永旺的期望越来越大。

近年来，地震、特大暴雨等自然灾害频发且规模巨大，加上恐怖袭击等事件及事故，风险正呈多样化趋势。基于这一环境变化，永旺以构建提升BCP\*(事业持续计划)执行性的管理体制为目标，制定了“永旺集团BCM\*(事业持续管理)五年计划”。今年3月，面向“永旺BCM计划”的全面实施，项目小组正式启动。该

formulated the Aeon Group BCM (Business Continuity Management) Five-Year Plan with an aim to build a management structure to enhance the viability of BCP\*(Business Continuity Plan). Subsequently in March this year, Aeon launched the Aeon BCM\* Project to execute the Plan. The Project is being promoted by organizing subcommittees in five areas: 1) Information system, 2) Facilities, 3) Products and logistics, 4) Training and drills, and 5) Cooperation with external organizations. Through close cooperation among the areas, Aeon aims to obtain ISO22301 certification, the international standard on BCM, at all outlets and locations in Japan and overseas by fiscal year 2020, and to build a system to implement BCM.

There are three key points to the execution. The first key point is building a "foundation." In order to respond to diversifying risks, Aeon must promptly establish a system to run the PDCA cycle with BCP as the starting point and strengthen the foundation. The second key point is "flexibility." Aeon must be able to respond flexibly according to the situation and needs that change as time passes from immediately after a risk occurs. The last key point is "cooperation." Aeon must strengthen cooperation not only within the Group but also with external partners, and acquire the latest information, technology, knowledge, and know-how. It must also build a framework for regional disaster prevention that integrates the efforts of industry, government and academia. Aeon strives to enhance business continuity by strengthening the aforementioned three key points. As Aeon aims to evolve into a Group that can display leadership in BCM among Japanese companies, it has promptly acquired the Resilience Certification\*, created by the National Resilience Promotion Office, Cabinet Secretariat, in the first round of certifications in July this year.

### Promoting stores to serve as disaster prevention bases, the starting point of BCM

One of Aeon's strengths lies in having various types of outlets including general merchandise stores and shopping malls. These tangible assets also play a key role in Aeon's BCM. In an emergency, they not only serve as primary evacuation sites, but also as important starting points that take on various roles to protect life in the community, such as a base to transmit information and distribute products. Accordingly, Aeon has promoted its stores to serve as disaster prevention bases since 2012. For example, Aeon has changed the material of ceilings and smoke-protection wall panels near the ceiling (hanging smoke barrier) to reduce their risk of falling. At the time of the 2016 Kumamoto Earthquake, the stores that had already switched from glass to glass fiber sheets which are light and unbreakable did not experience any of them falling or human damage caused by the fall, and thus were able to resume operations at an early stage. Also, the introduction of private power generation facilities (cogeneration system) and solar panels, as well as longer operable time of emergency generators ensure continuous power supply to food sections, disaster prevention centers and other sections even during a power failure. Aeon plans to develop 100 locations in Japan as disaster prevention bases equipped with these functions by fiscal year 2020, and promote Aeon's BCM with stores at its core.



计划在①信息系统、②设施、③商品·物流、④演练、⑤外部合作这五大领域组建小分队，扎实推进相关工作。我们将密切保持与各领域之间的合作，争取在2020年前让日本国内外的所有店铺、网点均取得BCM国际标准“ISO22301”认证，同时构建BCM的运行体制。

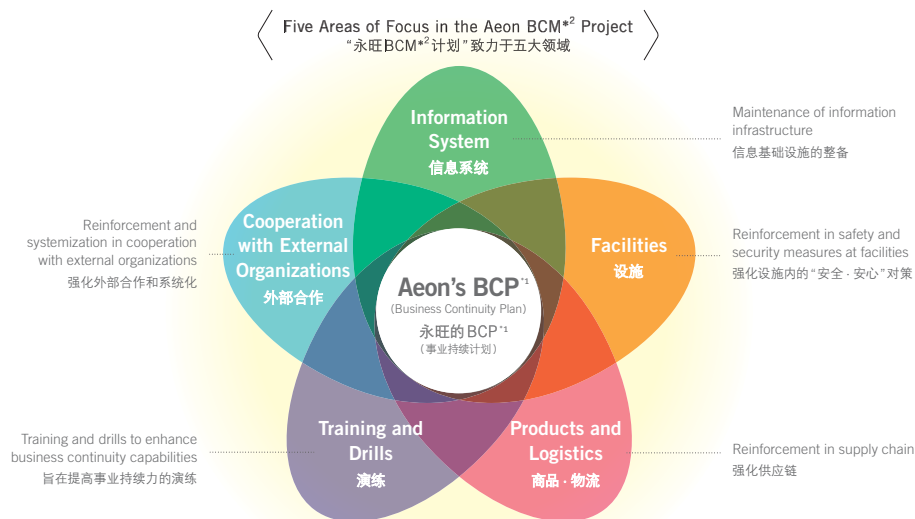
具体实施方面需注意三大要点。首先是夯实“基础”，即以尽早确立以BCP为起点的PDCA循环体系来强化基础，从而具备应对多样化风险的能力。其次是“灵活性”，即针对风险发生后时刻变化的情况和需求灵活应对。最后是“携手合作”，除集团内部的联系外，还需强化与外部伙伴的合作，学习积累最新的信息、技术、知识和经验。构建产官学一体的地区防灾框架。永旺通过强化上述三大要点，以期提高自身事业的持续力。永旺已成为日本企业中在BCM领域的领先团体为目标，今年7月已经取得内阁官房国土强化推进室创设的“Resilience(复原力)认证\*”，光荣成为第一批认证团体。

### 推进BCM的起点——店铺防灾据点化

永旺的优势之一是拥有综合百货超市、购物中心等多样化的店铺。这些有形资产是永旺在BCM方面的关键。永旺在紧急情况下发挥临时避难所的功能自不用说，同时还扮演信息发布基地、商品供应基地等角色，可以说是守护地区生活肩负各种职责的重要起点。为此，永旺从2012年起便大力推进店铺的防灾据点化进程。例如，为降低掉落风险，着手更换位于天花板及其附近的防烟隔板(防烟垂壁)的材料。\*2016年熊本地震\*发生时，已将玻璃更换为轻巧且不会碎裂的玻璃纤维推板的店铺，均未发生掉落事故或由由此引发的人员伤亡，因此以最快的速度恢复了营业。此外，通过导入自家发电设备(热电联产系统)和太阳能电板，并延长紧急发电机的可运作时间，在停电时也能作为食品卖场、防灾中心等持续供应电力。我们将在2020年前在日本建设100家具有上述功能的防灾据点，以店铺为轴心，扎实推进永旺的BCM工作。

# Aeon's BCM Project Launched

## 永旺的BCM计划正式启动



\*1 Business Continuity Plan:  
In case of an unforeseen situation, a plan to ensure continuity of important operations or to quickly resume operations after a suspension.  
即使发生不可预测事态，也不中断重要业务或即使中断也能尽早恢复的计划。

\*2 Business Continuity Management:  
To strategically conduct a process from establishing the BCP to implementing measures to ensure the plan is executed in case of emergency, and reviewing the plan.  
从制定BCP，到紧急事态发生时实施对策以完成预定计划，对计划进行设定的一系列流程进行战略性管理。

Seismic reinforcement  
强化耐震性



1. Change of material and weight reduction of hanging smoke barrier  
更换防烟垂壁材料并减轻重量
2. Skeletonized ceilings  
天花板骨化

Infrastructure  
基础设施



Installation of an emergency water supply port on the water tank to secure drinking water in a power failure or water cutoff  
为在停电或断水时确保饮用水，在接水槽设置紧急供水口



# Strengthening the foundation through systems and drills

## 通过体系和演练强化基础

Aeon has developed systems to prevent damage from spreading, and to resume operations at an early stage when a risk occurs, besides repeatedly conducting intensive drills to ensure their implementation.

### Operating the Comprehensive BCM Integration System for effective use of information

An earthquake with a magnitude of 6.5 hit Kumamoto Prefecture at 9:26 pm on April 14 this year. Aeon quickly set up emergency headquarters, and confirmed whether there were human damage at stores, the safety of Group employees mainly in the area of Kumamoto Prefecture, and the damage situation at facilities. At the same time, Aeon began discussing response measures such as procurement and transportation methods for supplies that would become necessary.

A total of 84 Aeon Group stores in Kumamoto Prefecture were affected. Although some stores had no choice but to suspend operations partially or entirely, Aeon Delight Co., Ltd. took the initiative to assess the safety of facilities and conduct the restoration work in order to resume operations at an early stage. For 25 days following the earthquake, a total of 1,017 people from 23 Group companies went to the affected sites to provide assistance in various tasks. Furthermore, Aeon strived to provide required services by leveraging the diverse businesses operated by the Group, including Aeon Financial Service Co., Ltd. setting up mobile ATMs, Welcia Holdings Co., Ltd. dispatching pharmacists, and Aeon Pet Co., Ltd. holding storefront sales of pet necessities for customers affected by the disaster.

One of the reasons why Aeon was able to take these quick actions with the Group working in close cooperation is because it has built systems. "Around 30 to 40% of the initial response can be covered by systems," says Koji Tsusue, General Manager of the General Affairs Department of Aeon Co., Ltd. and also Director of the Aeon BCM Project. Of these systems, development of information infrastructure is essential as it affects management decisions. Aeon has developed the Safety Confirmation System to cover approximately 400,000 Group employees in Japan. Also, disaster information at stores previously compiled using the Disaster Information Integration System is now captured in the form of a map in the Comprehensive BCM Integration System for grasping the situation at a glance, which was fully launched in March this year to enable a more effective utilization. Aeon plans to introduce the System in the entire Group comprised of more than 300 companies by 2020, to develop a structure to quickly collect, integrate, and share information. Aeon will work in closer cooperation among Group companies and aim to enhance the collective power of the Group.

永旺为在风险发生时防止灾害扩大并早日恢复营业，正努力构建相应体系，并反复开展彻底性模拟演练以熟练掌握该体系。

### 为有效运用信息启动“BCM综合集约系统”

今年4月14日21点26分，熊本县境内发生6.5级地震。

永旺迅速成立对策本部，第一时间确认到店铺内是否有人员伤亡、熊本县周边地区的集团员工的安危状况、以及设施的受灾情况。与此同时，对今后所需物资的调配、运输方法等应对措施也迅速展开了讨论。

熊本县内有84家永旺店铺受灾，无奈只能施行部分营业或全面停业。以AEON DELIGHT CO., LTD.等为中心，我们开展了设施的安全确认和复原作业，以期实现店铺的尽早重开。同时，从地震发生当天起的25天内，来自集团23家公司的1,017名员工奔赴灾区，投身各项作业的支援工作。此外，AEON Financial Service Co., Ltd.设置了移动ATM，WELCIA HOLDINGS CO., LTD.派遣了药剂师，AEON PET CO., LTD.推出了灾民宠物必需品的店铺销售……永旺活用自身事业的多样性，全力提供灾区所需的各项服务。

能如此迅速且团结一致地开展活动，背后的原因之一便是永旺构建了一套体系。永旺集团总务部长兼“永旺BCM计划”事务局长的津末浩治总结道：“我们的体系能完成三至四成的初期行动。”其中，建设对经营判断具有重大影响的信息基础设施至关重要。此前，我们建成了针对日本国内约40万集团员工的“安全确认系统”。同时，我们将此前在“灾害信息集约系统”上统计的店铺受灾信息落实于具体地图上，于今年3月正式启动了能对受灾情况一目了然、全面把握的“BCM综合集约系统”，从而能更高效地活用灾害信息。集团计划在2020年前在300多家集团公司内全面导入该系统，构建能迅速开展信息收集、集约和共有的体制。我们将更加密切集团公司间的合作，从而发挥更强大的集团实力。

### Building a system 体系构筑

1. Map displaying the disaster state in the Comprehensive BCM Integration System “BCM综合集约系统”内的灾害情况示意图
2. Distribution of e-mail to confirm the safety of employees in case of emergency 紧急情况下的员工安全确认邮件



Disaster information at stores 店铺的受灾信息



Safety confirmation 安全确认

### Enhancing responsiveness through realistic drills

These systems must function with maximum efficiency at the actual sites. That is why Aeon regularly conducts Group-wide Disaster Prevention and Safety Drills twice a year, and the issues that surface at the Drills are corrected to strengthen responsiveness.

In June this year, a drill was conducted assuming that “an earthquake occurred with an epicenter off the southern coast of Wakayama Prefecture, followed by a tsunami, and cities in a wide area covering Kinki and Chugoku/Shikoku regions have been paralyzed.” This was a blind-type drill that did not disclose details of the disaster to the emergency headquarters in advance. The drill responds to the ever-changing situation from set up of the emergency headquarters, the headquarters at the affected areas and at Group companies, to responding immediately after the disaster occurred, including information collection using the Comprehensive BCM Integration System, IP wireless devices, video conference and other systems, as well as grasping the situation and discussing countermeasures 72 hours after the disaster, when response activities related to relief supply requests and logistics reach a peak. The drills assume different disaster sites, scale, and other factors every time, with varying conditions to be able to respond to all possible situations, such as power outage or functions paralyzed due to damage at Aeon Group's Headquarters building in Makuu (Chiba Prefecture). Furthermore, people from the Cabinet Office, the Ground Self-Defense Force, the Tokyo Metropolitan Government, Chiba City, as well as partner companies participate in the drills as observers, and their objective opinions and comments are duly considered.

Meanwhile, drills are also conducted at stores, together with municipalities and the local customers. By conducting shakeout drills<sup>\*1</sup> and drills to guide evacuation, Aeon prepares for emergencies by learning how to guide customers to safety besides concrete ways of conduct. In addition, Aeon also conducts drills with more extensive contents and scope, such as training on operating various facilities required when a store serves as disaster prevention base, and large-scale, joint evacuation drills involving all tenants. This is part of a process that aims to have 100% of the Group companies participate in the drills by 2020.

To establish a presence that “having Aeon” in the community leads to customer security, Aeon continues its unremitting efforts together with the people in the community and partner companies.

### 通过逼真的演练强化应对能力

上述系统必须在灾害实际发生的现场，最大限度地发挥功能。为此，永旺坚持每年开展两次“集团综合地震防灾演练”，由此修正出现的问题并强化自身的应对能力。

在“以和歌山县南海上为中心发生地震并引发海啸，近畿、中国四国地区的广域范围内城市功能瘫痪”的假设下，今年6月，集团开展了防灾演练，采用不事先详细告知对策本部的盲点式演练方式。演练的具体内容包括建立总部及各区域当地对策本部，集团各公司分别建立各自的对策本部，使用“BCM综合集约系统”、IP无线机、电视会议等开展信息收集等灾后迅速应对，各方物资支援申请和物流应对迎来高峰的灾后72小时后的情况把握和应对协商，所有演练内容都对应时刻变化的紧急情况。地震防灾演练每次更改受灾地区、灾害规模等设定条件，甚至假定位于幕张（千叶县）的集团总公司大厦停电或受灾丧失功能，不断变化能应对所有紧急事态的条件。同时，我们还邀请内阁府、陆上自卫队、东京都、千叶市及合作企业作为观察员亲临现场，听取各方的客观意见和指摘。

另一方面，店铺也携手自治体、地区顾客共同开展防灾演练。通过摇晃演练<sup>\*1</sup>、避难引导演练，做好时刻顾客安全为先的心理准备，并掌握具体的行动方法，以备不时之需。此外，我们还会开展当店铺被设立为防灾据点启用时，必需的各种设施演练、全体商户共同参与的大规模避难演练等，在扩大演练内容及对象范围的同时，希望在2020年前实现集团企业演练参与率达到百分之百的目标。

这个地区“有永旺”——为成为让顾客安心的存在，永旺将与地区民众及合作企业紧密协作、不懈努力。

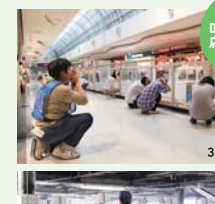
### Group-wide Disaster Prevention and Safety Drills (Conducted on June 23, 2016) 集团综合地震防灾演练 (2016年6月23日举行)

Drill at emergency headquarters 对策本部演练



1. Response drill to connect the Headquarters at Makuu and emergency headquarters at the assumed disaster area, and at the Group companies including those overseas, Aeon Komaki Crisis Management Center<sup>\*2</sup>, and other locations. 将会受想定区域及海外在内的集团各公司对策本部、永旺小牧危机管理中心<sup>\*2</sup>与幕张总公司本部相连的应对演练
2. In a separate room at the emergency headquarters, information is collected by division such as businesses, logistics and customer response 在本部的其他办公室、各事业、物流、客服等部门分别收集信息

<sup>\*2</sup> Aeon Komaki Crisis Management Center: Established in 2014 as the department dedicated to the Group's crisis management, located behind Aeon Komaki Store (Aichi Prefecture). During normal times, it is responsible for reviewing the development of crisis management systems and drill details, besides providing disaster prevention education, and responding to emergencies such as incidents, accidents, and disasters in Japan and abroad. It will serve as one of the alternative headquarters in case the Makuu building is affected by a disaster. 永旺小牧危机管理中心：作为集团的危机管理专业部门，2014年于永旺小牧店（爱知县）后方成立。平时的工作主要是构建危机管理体系、调整演练内容、开展防灾教育。当有紧急事件、事故或灾害等发生时，负责日本和海外双方的应对工作。如幕张总公司大厦受灾，将作为代替对策本部之一发挥相应功能。



Drill at stores 店铺内的演练



3. Shakeout drill 摇晃演练
4. Debriefing of the drill from fire-fighting personnel 消防担当总结演练情况

(3-4 at Aeon Mall Kocchi)  
(3-4 永旺梦乐城高知)



# Responding to the changing needs of the disaster site

## 应对灾区不断变化的需求

Responding to needs  
满足需求



Held storefront sales from the day after the earthquake (Aeon Kumamoto Store)  
地震发生翌日起设置店前临时销售场地 (永旺熊本店)

To realize the mission "Delivering sufficient food as well as relief supplies and products so that people at the disaster-affected site can return to daily life as soon as possible," Aeon has strengthened responsiveness in an emergency together with partner companies and other entities.

为了让灾区民众尽早恢复日常生活，需要提供食品等充足的支援物资和商品。为实现这一使命，永旺携手合作企业等各方力量，努力强化紧急事态下的对应能力。

## Responding flexibly in line with needs by enhancing cooperation in the areas of products and logistics

Immediately after a disaster occurs, securing emergency supplies such as water, food and blankets has top priority. And the needs of the disaster site change by the moment, such as demand increases for sanitary articles once an evacuation site is set up and living in a group setting begins. Furthermore, the kinds and quantity of required items vary according to the number of people, the male-to-female ratio, and age distribution at the evacuation site, as well as life infrastructure conditions such as water supply. Therefore, needs must be grasped in detail to respond flexibly in providing supplies and products to the disaster-affected site.

Based on its past experience, Aeon is aware of the following facts: food items to be proposed as relief supplies need to respond to people with allergies, and the optimum form is to divide them into single-servings or small portions. In addition, if there are restrictions to using water at the evacuation site, it becomes difficult to maintain a sanitary condition, and the environment becomes vulnerable to secondary damage such as food poisoning and infectious diseases. Therefore, Aeon has learned among other things that it is important to prepare sanitary articles such as wet tissue and mouthwash. Furthermore, Aeon has taken some actions for the first time based on requests from customers affected by the 2016 Kumamoto Earthquake.

## 通过强化商品和物流层面的合作实现满足需求的灵活应对

灾害发生后确保水、食品、毛毯等紧急性高的物资是先决问题。随着避难所开放，集体生活开始后，灾民对卫生用品的需求又会不断增加，灾区的需求可谓时刻发生着变化。灾民需求的种类和数量因避难所人数、男女比例、年龄构成比而异，同时还受自来水等生活基础设施情况的影响。为此，向灾区提供物资和商品时，需要在细致把握当地需求的基础上开展灵活的应对。

总结以往的经验，我们认识到推荐作为支援物资的食品需避开可能过敏的商品，预先分好一人食用量或小份最为合适。此外，我们还学习到，避难所内无法自由使用自来水，难于保证卫生，容易发生食物中毒、感染等二次灾害，因此湿巾、漱口水等卫生用品非常重要。在“2016年熊本地震”中，我们响应灾区顾客的要求，实施了诸多新举措。例如对伊斯兰教顾客提供的服务。当我们了解到避难所内有民无合适食物充饥后，送去了

## Enhancing responsiveness through concerted efforts to ensure adequate quantity of products 共同提升应对能力，以恰到好处地供应商品

Securing water is one of the top priority activities in an emergency. Based on our sense of mission as a beverage maker, we are doing our utmost by taking advantage of our business locations in Japan and overseas. The challenges related to delivering adequate quantities of products have become clearer based on the experience of actually responding to an emergency through collaborating with Aeon and participating in drills. We hope to continue the cooperation to further enhance each of our responsiveness.

灾害发生时，确保水源是优先级最高的工作之一。我们在作为饮料生产商这一使命的驱动下，发挥在国内拥有众多据点的优势，全力开展应对。我们与永旺合作，从紧急应对的实际经验及参与的演练中，发现了恰到好处供应商品方面存在的诸多课题，今后希望能与永旺保持密切合作，进一步提升彼此的应对能力。



Production of mineral water is promptly increased in case of emergency  
紧急情况下迅速增产矿泉水



Hiroo Uchiyama  
Manager of Sales Section  
National Account Sales Department  
National Account Off-Premise Division  
Kirin Beverage Company, Limited

内山 宏夫  
麒麟饮料株式会社  
广域流通统括本部 广域流通营业部  
营业担当部部长

Voice

## Each company displaying maximum capabilities through cooperation 通过合作最大限度地发挥各自力量

When the earthquake hit Kumamoto, Japan Airlines staff stayed at Aeon's emergency headquarters to ensure close and prompt cooperation. Even if there is a wish to deliver supplies, there is a limit to what can be done by one company. In order to contribute to society, we hope to further deepen cooperation through the synergy effect produced by our air transportation capabilities coupled with strengths such as Aeon's product procurement capabilities and cooperation with the Ground Self-Defense Force for land transportation.

熊本地震发生时，我公司员工常驻永旺的地震对策本部，开展了紧密而迅速的合作。即使有渴望援助物资的心愿，但凭一己之力终有局限。我公司的空中运输能力、永旺的商品调配能力、陆上运输方面与自卫队的合作，多种优势相辅相成，希望今后能进一步加深彼此合作，从而利用相乘效应为社会做出贡献。



Drill to transport supplies was put into practice at the 2016 Kumamoto Earthquake  
物资运输演练在“2016年熊本地震”中成为实践



Masaru Shiraishi  
Director  
Corporate Citizenship Group  
Corporate Brand Promotion Department  
Communication Division  
Japan Airlines Co., Ltd.

白石 将  
日本航空公司  
通讯本部集团品牌推进部公民关系课长

Voice

## Customer's Voice 顾客心声 Aeon Kumamoto Store\* 永旺熊本店\*

Thank you for opening the store so quickly.  
迅速恢复营业真是太感谢了。

When none of the stores in the area had products, I was almost moved to tears when Aeon resumed operations, even if it was part of the store.  
去哪儿都买不到东西，能部分恢复营业实在让人激动得想哭。

When all stores in the area were closed, we were grateful for such an abundant supplying of products.  
其他店都关了，能给我们提供这么丰富的货品，实在太感谢了。

\* The food section resumed operations one week after the occurrence of the 2016 Kumamoto Earthquake.  
“2016年熊本地震”发生后一周后即恢复食品类商品的营业

Voice

An example is responding to the needs of Muslims. It became clear that there were Muslims at the evacuation center who were not able to eat anything, so Halal products from Aeon's private brand Topvalu were delivered to them. These products were developed in Malaysia, where Aeon has operated business, and introduced in Japan starting in March this year. This was another instance in which Aeon's strength was put to use.

In addition to developing a framework for the initial response system with business partners, Aeon decides and shares information on product groups that may require preferential shipment in an emergency and conducts training to ship them. Furthermore, based on the understanding that it is essential to visualize each other's information in order to provide adequate quantities of supplies, Aeon developed the Aeon BCP Portal Site last year, connecting approximately 50 food and daily necessity manufacturers and other companies. The Portal Site went into full-scale operation in March this year. Information on the operation status at Aeon's logistic bases, and inventory and production capabilities of business partners' factories can now be shared in real-time in case of emergency. This will reduce the time and labor required for making inquiries and tabulation, and shorten delivery lead-time. Aeon plans to add more companies going forward, while continuing to make improvements to establish a highly efficient operation structure. In the area of transportation, Aeon has been cooperating with Japan Airlines Co., Ltd. in time of disasters and in March this year concluded the Memorandum on the Transport of Emergency Supplies with the company. The joint drill to transport supplies, conducted based on the Memorandum, was put into actual practice at the 2016 Kumamoto Earthquake.

Meanwhile, Aeon has cooperated with not only municipalities but also with the Ground Self-Defense Force and the Japanese Red Cross Society. In the Disaster Prevention and Safety Drill conducted in June this year at Aeon Mall Kochi, the Ground Self-Defense Force cooked and distributed meals using their kitchen truck and water trailer, and the Japanese Red Cross Society held a training on topics such as setting up a temporary first-aid station. By providing the parking area of a commercial facility as a place for relief activities, Aeon works with these entities to respond widely to the requests from municipalities and people in the community.

To take the findings from these initiatives as well as feedback from those affected by a disaster and reflect them in future response activities, Aeon will further strengthen responsiveness through cooperation with municipalities, manufacturers and distribution companies.

永旺自有品牌“TOPVALU(特赞优)”的清真认证商品，此款商品诞生在永旺事业拓展地之一的马来西亚，今年3月起也开始在日本销售。在解决这一问题时，我们成功发挥了永旺具有的优势。

同时，永旺还与各交易公司建立了紧急事态下初期行动体制的框架，设定并共有了因需求量大，必须优先供货的商品定位，同时开展了商品供给演练。我们认为要恰到好处地供应物资，必须实现相互信息的可视化。基于这一想法，去年，我们推出了与食品、日用品厂商等约50家企业合作设立的“永旺BCP门户网站”。该网站于今年3月正式开放。这样当遇到紧急事态时，我们就能实时共有永旺各物流据点的工作情况、交易方工厂的在库及生产能力信息。同时，还将削减咨询、统计上耗费的劳力，配送周期也能缩短。今后，我们将在增加参与企业数量的同时不断加以改善，以确立更高效的运行体制。运输方面，今年3月，我们与一直以来在灾害发生时给予大力支持的本国航空公司签署了《紧急物资运输备忘录》。基于该备忘录开展的联合运输演练在“2016年熊本地震”中成为实践。

此外，我们还与自治体、陆上自卫队及日本红十字会开展合作。今年6月举办的防灾演练中，我们在“永旺梦乐城高知”停车场内设置陆上自卫队的炊事车和拖车，烧饭赈济灾民，并在日本红十字会指导下开展了临时救护所的设置演练。我们将商业设施的停车场作为支援活动的场地，广泛应对来自自治体和地区民众的各种要求。

永旺将与自治体、商品、物流各企业紧密携手，进一步强化应对能力，以将上述举措和源自灾民心声的各种发现活用于今后的应对工作。



# Contributing to local disaster prevention through stronger cooperation with external entities

## 通过强化与外部的合作为地区防灾做贡献

To prepare for diversifying risks, Aeon has stepped up efforts to strengthen cooperation within the Group companies as well as with various external partners.

### Enhancing disaster preparedness in the community with provision and cooperation

Aeon has actively concluded agreements on disaster prevention with municipalities across Japan. As of the end of June 2016, the number has reached 844 agreements. Moreover, Aeon has stepped up efforts to strengthen cooperation with corporations outside the Group and other entities to support life in the community.

Aeon BCM Project's subcommittee for cooperation with external entities is promoting cooperation with partners that are indispensable in ensuring the stores to function as disaster prevention bases. In June this year, a disaster prevention drill and event was held at Aeon Mall Makuhari New City. At the event, in addition to a disaster prevention seminar organized by Chiba City, a drill assuming a power outage was conducted in which TEPCO Power Grid, Incorporated operated a low-voltage power generation vehicle, and Aeon Delight Co., Ltd. used the generated power to set up a large tent for emergency evacuation called "balloon shelter." Other activities included Kyocera Communication Systems Co., Ltd. installing a portable Wi-Fi spot for using high-speed Internet. Procedures, time required and other conditions were confirmed through the actual tasks. This is to ensure that all parties can cooperate and take action smoothly in case of emergency.

Besides reinforcing infrastructure, Aeon is also actively engaged in awareness building initiatives so that customers in the community are more aware of disaster prevention. From June to December this year, Aeon and Scout Association of Japan are rolling out the Nationwide Disaster Prevention Caravan at 60 facilities including Aeon Malls in Japan. In the Caravan, children in the community who will lead the next generation and their families acquire knowledge and skills in disaster prevention as they enjoy a hands-on program. Aeon had previously received feedback from a customer affected by a disaster that, "In an emergency, it's reassuring to be able to eat products that we normally have." Therefore at the event, Aeon proposed a "rolling stock" method using Aeon's private brand Topvalu products. Customers can easily continue to prepare for a disaster by "consuming and buying some more" (rolling) food and daily necessity items that are familiar and also useful in an emergency, which will also prevent stocking products with expired best-before dates. At the event, Aeon also distributed "Let's meet here 'in case of an emergency' card," created

为预防多样化的风险，永旺积极开展集团内协作外，还积极强化与众多外部伙伴的合作。

### 通过预防与合作提高地区的防灾能力

永旺积极与日本全国的自治体签订防灾协议，截止2016年6月底，协议总数达844份。为持续性保持地区生活，永旺正进一步强化与集团外部企业等的合作。

“永旺BCM计划”的外部合作小分队着力推进与关键伙伴的合作，从而让店铺发挥防灾据点的功能。今年6月，防灾演练及相关活动在“永旺梦乐城幕张新都心”举办。除邀请千叶市主办防灾研讨会外，我们还开展了假设停电的演练，TEPCO Power Grid, Incorporated启动低压电源车，AEON DELIGHT CO., LTD.利用这一电源设置了紧急避难大型帐篷“充气式避风港”，KYOCERA Communication Systems Co., Ltd.还设置了能使用高速互联网的移动式Wi-Fi热点，通过实际操作确认了具体步骤和所需时间。紧急情况下与各方协同合作，从而能更加顺利地开展工作。

除强化基础设施外，永旺还积极开展启活动以提高地区顾客的防灾意识。今年6月至12月，我们与公益财团法人日本童子军协会在日本各地的永旺梦乐城等60家设施内举办了“全国防灾巡回活动”。该活动以肩负地区未来的儿童及其家庭为对象，让参加者通过体验型项目在感受乐趣的同时掌握防灾知识和技能。基于“在紧急时刻吃到平时常吃的食物会让人安心镇定”的受灾居民心声，该活动还对如何使用永旺自有品牌“TOPVALU (特慧优)”商品进行循环储备(rolling stock)提供了建议。对于平时最熟悉且在紧急情况下能发挥作用的食品、日用品，通过“吃完、用完即添置”(循环储备)的方式，不但能轻松坚持防灾对策，还能防止食品过期。同时，我们还根据受灾居民“因没有事先决定好集合地点，所以没能立刻和家人汇合”的反映，制作并向顾客赠送了

Voice



**Toshiya Yoshida**  
Disaster Drill and Awareness Section Chief  
Disaster Prevention Division  
General Affairs Bureau  
City of Chiba

**吉田 利也**  
千叶市总务局  
防灾对策课  
总务/训练担当课长

Disaster prevention measures bringing together citizens, corporations and local governments  
开展市民、企业和行政三位一体的防灾对策

There is a limit to the response that can be taken by a local government in case of a large-scale disaster, so the cooperation of citizens and corporations becomes essential. Chiba City is promoting disaster prevention measures together with its citizens by such methods as establishing evacuation site operation committees run by neighborhood associations, voluntary disaster prevention organizations, and other entities. We are also strengthening the cooperative structure with corporations. Aeon has developed business in Japan and abroad, and we hope that it will contribute to the community by leveraging its extensive network and ability to take actions in case of emergency.

仅凭行政之力应对大规模灾害十分有限，市民和企业力量均不可或缺。千叶市的町内自治会、自主防灾组织等设立了避难所运营委员会，与全体市民共同推进防灾对策，同时我们正大力加强与企业的合作体制，我们期待在日本国内外拓展事业的永旺，能在紧急时刻发挥广域网络作用和自身行动力，为地区做出贡献。



Top: "Seminar to raise awareness of disaster prevention" by Chiba City  
上: 千叶市主办的“防灾意识研讨会”

Bottom: Encouraging seminar participation through a character photo event  
下: 通过与卡通人物合影激发民众参与研讨会的热情

(Aeon Mall Makuhari New City)  
(永旺梦乐城幕张新都心)



Awareness building activities  
点活动



Left: Topvalu Lime-Mint Flavor Gum with Xylitol: Gum is effective in keeping the oral cavity clean when you cannot brush your teeth  
左: TOPVALU 木糖醇柠檬薄荷口味口香糖: 无法刷牙时口香糖有保持口腔清洁的功效

Right: Topvalu Quick and Easy Minestrone in the Microwave: Stock precooked food that is ready to eat  
右: TOPVALU 微波炉轻松烹饪蔬菜通心粉汤: 储备已加热烹饪过可以直接食用的食品

National Disaster Prevention Caravan held in cooperation with Scout Association of Japan (Aeon Mall Wakayama)  
携手公益财团法人日本童子军协会举办“全国防灾巡回活动”(永旺梦乐城和歌山)

based on feedback that "it took time for family members to meet because they hadn't decided on a meeting place." Aeon is expanding the circle of disaster prevention initiatives to have families think about disaster prevention and find a chance to take concrete action.

“意外时刻汇合约定卡”，永旺致力于不断扩大类似举措的实施范围，希望能让顾客全家一起思考防灾课题，并成为促进防灾行动的有利契机。

When and where a risk will occur is unpredictable. That is why everyone must enhance preparedness with a strong sense of crisis. In particular, there are many disaster prevention measures that can be taken in advance. Together with municipalities and partner companies, Aeon is committed to further evolving disaster prevention measures and to contribute to creating a risk-resistant community.

风险会在何时、何地发生，我们无法预测。正因如此，每个人都必须具备高度的危机意识并做好万全的准备。尤其是防灾对策，有许多可以提前做好好的工作。今后永旺将与自治体、合作企业共同致力于提升防灾对策，为创建具有强大风险抵御力的地区社会贡献力量。

1. Supplying power from TEPCO Power Grid, Incorporated's low-voltage power generation vehicle to an air blower to expand the "balloon shelter" TEPCO Power Grid, Incorporated的低压发电车向展开“充气式避风港”的送风机提供电力
2. Aeon Delight Co., Ltd. setting up a large tent for emergency evacuation called "balloon shelter" Aeon Delight Co., Ltd.设置紧急避难大型帐篷“充气式避风港”
3. Kyocera Communication Systems Co., Ltd. installing a portable Wi-Fi spot inside the shelter Kyocera Communication Systems Co., Ltd.在帐篷内设置可移动式Wi-Fi热点 (1-3 at Aeon Mall Makuhari New City) (1-3 永旺梦乐城幕张新都心)



Communication  
通信

Infrastructure  
基础设施



2



Disaster prevention base  
(Store)  
防灾据点(店铺)



Electric power  
电力



# 美味礼赞

## Epicurean Delights

Food is what sustains a healthy life and is also culture portraying the natural features and values of each country.

Where there is delicious food, there are people full of smiles. This issue features epicurean delights that bring smiles to the people of Japan, China and ASEAN, food for appreciating the moon.

饮食是让我们渡过健康生活的必要粮源，也是可以显示出各国风土和价值观的文化。并且有美食的场所，洋溢着人们的笑脸。

本期向大家介绍给人们带来笑脸的日本、中国、东南亚的“赏月之食”美味礼赞。

## JAPAN



## Tsukimi Dango 月见团子

【Praying for a good harvest under the moonlight  
在月亮照耀下祈愿农作物的丰收】

The Mid-Autumn Festival originating in China was brought into Japan and took root as a custom to pray for a good harvest and thanksgiving for the crop. August 15 on the traditional Japanese calendar is called "the fifteenth night" and September 13 is called "the thirteenth night," when Tsukimi Dango made with rice is displayed in sight of the moon together with Japanese pampas grass representing rice stalks.

起源于中国的中秋节传到日本，已经渗透成为对农作物丰收祈愿表示感谢之意的风俗。把农历8月15日称为“十五夜”，农历9月13日称为“十三夜”，用糯米粉制造的“月见团子”和把类似稻穗的芒草等装饰在可以赏月场所。

## Geppei 月饼

【Exchanged for Mid-Autumn Festival with a wish for family happiness  
祝愿家庭圆满，中秋节互赠】

In China where round shapes represent harmony and happiness, Geppei is exchanged with a wish for family happiness on the full moon day of Mid-Autumn Festival when family members get together. They are made in a round shape to resemble the moon, while their size, flavor of the bean paste, and ingredients vary by region.

圆形表示圆满，幸福的双重之意的中国，月圆之日中秋节与家人团圆，祝愿家庭美满，而互赠“月饼”。“月饼”以模仿月亮形状制作成圆形，但是其大小和馅的风味也因各地区而异，所使用材料多种多样。



## CHINA



## Htoe Mont 甜糯米糕

【A religious town's taste of tradition  
信仰之街的传统味道】

For devout Buddhists, the full moon day in October is an important day when Buddha descends from heaven. The town is illuminated with candles, and songs and dances are offered. The custom is to enjoy traditional sweets on this day. At Mandalay, the religious center for Buddhism, the popular sweets is Htoe Mont made by hardening a mixture of glutinous rice flour, sugar, milk, nut oil, butter, and dry fruits, and sprinkling it with nuts.

对虔诚的佛教徒来说10月的月圆日是释迦从天界回来的重要之日，街道到处用蜡烛照亮灯火通明，献上歌舞唱歌来庆祝，这一天有吃传统糕点的习俗，在信仰的中心地曼德勒，以名为“Htoe Mont”的点心最受欢迎，这是用糯米粉加上白糖、牛奶、坚果油、奶油、干果混合凝固后，撒上坚果制成的甜糯米糕。

## MYANMAR



## AEON SUSTAINABLE ACTIVITIES

Apr. - Jun.  
2016

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。

### Social Contributions 社会贡献

#### Providing Emergency Assistance in Light of the 2016 Kumamoto Earthquake

Immediately after the 2016 Kumamoto Earthquake occurred, Aeon took actions together with the Group and partner companies to arrange for supplies, mainly food and daily necessities, and to ensure the early recovery and resumption of business at disaster-affected stores. Relief supplies, large tents for emergency evacuation called "balloon shelters," and other supplies were smoothly transported to the disaster-affected sites, in cooperation with Japan Airlines Co., Ltd. with which Aeon has concluded the Memorandum on the Transport of Emergency Supplies, as well as with the Ground Self-Defense Force with which Aeon has concluded the Agreement on Request for Supply of Goods in Case of a Large-scale Disaster. Aeon also presented a donation of 609,518,954 yen in total to Kumamoto and Oita Prefectures. The amount included 536,134,319 yen in donations collected from customers during the emergency disaster relief funds conducted at stores, offices and other locations in Japan from April 15 to May 31, combined with an emergency relief fund of 100,000,000 yen from Aeon, and other donations raised from WAON point and "Aeon Yellow Receipt Campaign to Aid Kumamoto and Oita."

#### 实施了“2016年熊本地震”发生后的紧急支援

“2016年熊本地震”发生之后，永旺迅速开展了以食品·日用品为中心的物资安排和为实现受灾店铺能早日修复和重新营业。集团各公司及合作企业携手开展了活动。在输送支援物资和紧急避难用大型帐篷“BALLOON SHELTER”等物品方面得到了签订“关于紧急物资输送备忘录”的日本航空公司以及签订的“关于大规模灾害发生时提供物资合作协议”的陆上自卫队的合作，得以顺利把救援物资送到了受灾地。此外，在日本各地的店铺、办公所等实施了紧急支援募款活动中，从4月15日至5月31日期间，从顾客筹集到的善款加上永旺株式会社的紧急支援金1亿日元，一共筹得5亿2,613万4,319日元，加上通过WAON卡积分募款以及“熊本·大分复兴支援 永旺幸福的黄色小票活动”的捐款总额达到了6亿2,951万8,954日元。永旺把这一捐款敬赠给了熊本县和大分县。

### Environmental Preservation 环境保护

#### Conducting First "Chiba City Tree-planting", Aiming to Restore a "Forest of Wild Birds" Cared by Citizens

On May 4, Aeon Environmental Foundation held the first "Chiba City Tree-planting." Approximately 1,200 people, including people from the local community and children from Aeon Cheers Club, planted 8,000 saplings at the Chiba City Tomita Urban Agriculture Exchange Center. The Tree-planting, part of an initiative to create a "Community Ecosystem," which aims to develop a community by involving the people in the community, local municipalities and companies, and other entities, was conducted through cooperation with Chiba City, the first area of implementation of the Ecosystem.

#### 以创造市民所喜爱的“野鸟森林”的再生为目标，实施了第1届“千叶市植树”

5月4日，公益财团法人永旺环境财团实施了第1届“千叶市植树”活动。在千叶市雷田都市农业交流中心与地区居民和永旺奇乐思俱乐部约1,200名的孩子们一起，种植了8,000棵树苗。本次植树活动是当地的民众和行政、企业等融为一体，以地区发展为目标，为构建“地区环保系统”所实施的举措之一，与本系统首次开展地区的千叶市携手合作。

#### Aeon Global SCM Co., Ltd. and Kao Corporation Reducing CO<sub>2</sub> Emissions by Relaying Truck Shipments

On June 7, Aeon Global SCM Co., Ltd., responsible for the distribution of the Group began relaying truck shipments in cooperation with Kao Corporation. This is the first such cross-industrial initiative in Japan. In the past, trucks from each company transported their own products to and from the Kanto and Chubu areas. The new system works like a relay, in which the trucks meet at a relay point in Shizuoka Prefecture, exchange their cargoes, and make the return trip to deliver products to each other's company. This allows a driver to transport goods in a day trip instead of a long distance one-night trip as in the past, which will improve work shifts and work efficiency, while resolving the issue of low cargo on the return trip. Higher efficiency in transportation is also expected to reduce CO<sub>2</sub> emissions by approximately 12%.

#### AEON GLOBAL SCM CO., LTD. and Kao Corporation 通过卡车中转运输削减了二氧化碳的排放量

6月7日，担负永旺集团公司物流的AEON GLOBAL SCM CO., LTD. 与 Kao Corporation 一起开始了卡车的中转运输。在不同行业企业之间实施这一举措是日本首次。从关东到中部，从中部到关东，各自运输自家产品的卡车在静冈县的中转站把其装载货物交换后配送对方的货物。司机一人之前是两天一宿的长距离运输现可以当天往返，改善了业务体制和业务效率的同时，解除了返回时装载的货物不足，通过有效率的运输，预计二氧化碳的排放量可以削减约12%。



### Join Hands and Foster the Power of Hometown "Nigaiwa Tohoku" 连结、故乡的力量，“繁荣东北”

Aeon is conducting a variety of initiatives in partnership with people across Japan and around the world, from Tohoku region as the starting point, to work toward a future filled with smiles.

永旺为了建设充满欢笑的未来，以东北地区为起点，与日本各地、世界各国的大家携手开展了各种各样的活动。

#### Planting Flowers at JR Odaka Station to Revitalize the Community

On April 3, Aeon held a volunteer planting in Odaka District, Minamisoma City, Fukushima Prefecture prior to the lifting of the designation as a "zone in preparation for the lifting of the evacuation order." A total of 181 people participated, including customers in the community and new employees of four Group companies operating in the Tohoku area. Seedlings for moss phlox and other flowers were planted to welcome back people to the community with flowers blooming at JR Joban Line's Odaka Station, which will resume operations when the designation is lifted.

#### 为了地区创生，在JR小高站种植了花苗

4月3日，福島縣南相馬市小高區在“避難指示解除準備區域指定”解除之前，实施了植栽志愿者活动。本次活动由本地顾客和在东北地区开展事业的永旺集团旗下4家公司的新入社员等共有181人参加，在该地区的避难指定解除之际，在重新营运的JR常磐线的小高站种植了芝樱的花苗等，为了以美丽的花朵迎接地区居民。

#### Presented a Donation for the Future of the Children of Iwate, Miyagi and Fukushima

Aeon presented a donation of 113,359,960 yen in total to "Iwate Learning Hope Fund," "Great East Japan Earthquake Miyagi Children's Fund," and "Fukushima Donation for Orphans affected by the Great East Japan Earthquake" to support the "lives" and "learning" of the children affected by the Great East Japan Earthquake. The donation included 99,954,290 yen from the "Aeon Happy Yellow Receipt Campaign" to support the Tohoku region conducted from March 9 to March 11, and 13,405,670 yen raised from "WAON for Tohoku Restoration" and charity events by Group companies.

#### 为了岩手·宫城·福岛的孩子们的未来，敬赠了捐款

从3月9日至11日期间实施的东北支援“永旺幸福的黄色小票活动”筹集到了9,995万4,290日元，加上通过“东北复兴支援WAON”卡和旗下集团各公司通过慈善活动所筹集到的1,340万5,670日元，一共筹集到了1亿1,335万9,960日元。为了支援受灾的孩子们的生活和就学，永旺把这一善款敬赠给了“岩手学习希望基金”、“东日本大地震宫城孩子们育英募捐”、“东日本大地震福岛孩子们寄附金”。



5/9

## Thai Fair Held at 100 Aeon Group Stores in China



Thai Fair was held at around 100 stores in China, including Aeon, Maxvalu and Ministop stores. This year marks the 20th year since Aeon opened its first outlet in mainland China, and various events are being held to convey gratitude to customers who have supported the Group over the years. Aeon continues to offer opportunities for customers in China to encounter the food culture of the world without having to leave their country.

## 在中国100家店铺实施了泰国展

在中国的“永旺”、“美思倍乐”、“迷你岛”等100家店铺实施了泰国展。今年迎来了在中国本土设立首家店铺之后的20周年，为了对一直以来支持永旺的顾客表达感谢之意，开展了各种各样的活动。今后也将提供身在中国国内也可以体验到世界各国食品文化的机会。

Aeon South China Coastal City Store (Shenzhen, Guangdong Province)  
永旺华南海岸城市店(广东省深圳市)



Disaster prevention workshop held to make items such as stretchers made with bamboo and a blanket, and slippers made with newspaper (Aeon Mall Kisarazu)

举办了利用竹子和毛毡制作担架和利用报纸制作拖鞋等防灾工作教室(永旺梦乐城木更津)

6/12

## Nationwide Disaster Prevention Caravan Held for Children who will Lead the Next Generation



In cooperation with Scout Association of Japan, Aeon began the Nationwide Disaster Prevention Caravan for children and their guardians, aiming to raise their knowledge and skills related to disaster prevention. The Caravan visits a total of 60 locations including Aeon Malls in Japan. Aeon is actively promoting the activities to raise awareness of disaster prevention to fulfill its responsibility as a lifeline for the community.

## 以担负未来的孩子们为对象，举办了“全国防灾宣传”活动

在公益财团法人日本童子军协会的协助下，以孩子们和他们的家长为对象开始了以防灾知识和对应能力的提高为目标的“全国防灾宣传”活动。将在日本全国的永旺梦乐城等共60家场所实施。永旺作为地区的生活所必要基础设施担负起责任，将积极推进防灾启蒙活动。

5/28

## Aeon Mall Kota Bharu Opens



Aeon Co. (M) Bhd. ("Aeon Malaysia") opened Aeon Mall Kota Bharu, the first Aeon Mall on the eastern coast of the Malay Peninsula. The Mall offers a full selection of food, clothing and household products tailored to the regional characteristics with more than 90% of the population Muslim, as well as an "IT World" bringing together specialty stores for IT gadgets, to propose new lifestyles for the customers in the community.

## “永旺梦乐城 哥打巴鲁”盛大开业

AEON CO. (M) BHD.(永旺马来西亚)在马来半岛东海岸首家永旺梦乐城“永旺梦乐城 哥打巴鲁”盛大开业。对应伊斯兰教教徒占人口的90%以上的地区特性具备了衣食住用品的商品品类，还开展了聚集IT机器专卖店的“IT WORLD”等，为本地区顾客提案新的生活方式。

Aeon Mall Kota Bharu  
永旺梦乐城 哥打巴鲁



Top: Early voting station set up at Aeon Mall Kota Bharu  
Bottom: Common voting station at Aeon Town Hiraga

上 / 在永旺梦乐城高知店设置的期日前投票所  
下 / 在永旺TOWN平贺设置的共同投票所



6/23

## Early Voting Accepted at 55 Group Stores Across Japan



Many customers benefitted from early voting stations set up at 55 Aeon Group stores in Japan for the regular Upper House election in July. Also at Aeon Town Hiraga (Hirakawa City, Aomori Prefecture), a common voting station\* was set up, which is a system introduced for the first time in the July election. Aeon is continually engaged in various activities, so that its stores are utilized as a base for the local community.

## 在日本全国的55家永旺集团店铺实现了期日前可投票

为了迎接参议院议员通常选举(7月份)，在日本各地55家店铺，设立了期日前投票所，得到众多顾客利用。此外，在永旺TOWN平贺店(青森县平贺市)是指定了这次选举认可的共同投票所\*。为了能让店铺作为地区的交流场所灵活运用，永旺将继续实施各种活动。

\*A voting station set up on election day at highly convenient locations, such as train stations and commercial facilities

\*选举当天，在车站和商业设施等方便的场所设置了投票所。

6/1

## “Aeon's Closed Food-Recycling Loop” Completed, Utilizing Food Residue



Aeon Agri Create Co., Ltd. has begun full-scale shipments of agricultural products produced through the Aeon's Closed Food-Recycling Loop to stores in the Kansai area. The recycling loop is a "closed loop" because food residue including unsold and leftover food from the Group stores are processed into compost and used to produce agricultural products at Aeon's directly-operated farms, which are then sold in its stores.

## 灵活运用食品残渣的永旺闭环型食品回收循环再利用系统正式运营

AEON AGRI CREATE Co., Ltd.面向关西地区的店铺正式提供了在永旺闭环型(Closed)食品回收循环再利用系统生产的农作物。将集团店铺销售剩下的商品和吃剩等食品残渣作为堆肥，用于在直营农场生产了农作物，再次提供给店铺的“Closed·再利用系统”为特征。



Hyogo Miki Satowaki Farm of Aeon Agri Create Co., Ltd.  
AEON AGRI CREATE Co., Ltd. 兵庫三木里岛农场



## fururi

On June 2, Aeon fully launched "Topvalu fururi," an ecological and fashionable, next-generation plastic umbrella from Aeon's private brand "Topvalu." The combination of the plastic canopy and rib of the umbrella can be changed freely.

6月2日，永旺的自有品牌“TOPVALU”正式推出了塑料面料和伞骨可以自由组合的既环保又潮流的新时代塑料伞“TOPVALU fururi”。



6/24

## “WAON POINT” Service Launched



Aeon has introduced a new common point service for the Group called "WAON POINT." Member organizations managed in the past by Group companies, including 57 types with approximately 100 million members in total, will be gradually integrated. Under the new service, points will be added for not only shopping but also for environmental conservation activities, and the points can be used for donations and other purposes, and even shared among family members. Aeon aims to offer an easy-to-use point service by promoting collaboration with non-Group companies.

## 开始了“WAON POINT”服务

开始了新的集团共同积分“WAON POINT”服务。至今在集团各公司运营的将近有57种卡·会员数总共有约1亿人的会员组织将顺次进行整合。不仅在购物还可以在环境保护活动获得加算积分外，又可以在捐献等方面使用积分。家庭成员之间的积分共有等都可以实现。将顺次推进与集团公司以外的企业的合作，以创造更实用方便的积分服务。

6/1

## New Store Format “B.B.ON” Launched



Welcia Yakkyoku Co., Ltd. established B.B.ON Co., Ltd., which began developing a new urban-style drugstore format "B.B.ON" to support a healthy beauty from both inside and outside the body, through connecting beauty, dispensing and health. The first store opened in Nihombashi, Tokyo. The store is open 24 hours a day and offers cosmetics, as well as a range of products from food to stationary items. With a nail salon also available at the store, B.B.ON is responding to the needs of working women.

## 新业态“B.B.ON”诞生

WELCIA YAKKYOKU Co., Ltd.成立了株式会社B.B.ON，将开展融合美容·护理，由里至外支援健康及美丽的身体的都市型药妆新业态“B.B.ON”。在东京都日本桥设立了第1号店，其店铺为24小时营业，不仅销售化妆品，还有食品和文具，还开设了美甲店，满足工作的女性需求。

B.B.ON Nihombashi Store  
B.B.ON日本桥店



## Aeon's e-money “WAON” (Newly issued cards)

## 永旺的电子货币“WAON”卡(新发行)



Issued on April 1  
Toyonaka Machikane WAON  
4月1日发行  
“丰中待兼 WAON”卡



Issued on April 7  
Isseshima WAON 2016  
4月7日发行  
“伊势志摩WAON2016”卡



Issued on June 25  
Datsuki Fukushima Genki WAON  
6月25日发行  
“喜爱福岛元气WAON”卡

Cumulative number of cards issued  
Approx. 59.0 million  
(As of end Jun. 2016)

累计发行数量  
达到 5,900 万张  
(截至2016年6月底)

6/30

## Aeon Co., Ltd. Received Both “Platinum Kurumin” and “Eruboshi”\* Certifications



Aeon Co., Ltd. received the "Platinum Kurumin" and "Eruboshi" (highest ranking of three levels) certifications from the Minister of Health, Labour and Welfare. A certification awarding ceremony was held for both certifications. For the "Eruboshi" certification that began this year, a total of 12 companies in the Group have been granted the certification as of the end of June.

## 永旺株式会社荣获了“白金 KURUMIN”和“ERUBOSHI”\*双重认证

永旺荣获了厚生劳动大臣认定的“白金 KURUMIN”认证和“ERUBOSHI”(最高评价第3阶段)，举办了双重认证的认定书交付仪式。从今年开始认定的“ERUBOSHI”范畴被认定企业截止6月底有12家企业。

\*Platinum Kurumin: A certification to companies implementing excellent measures to support employees to realize work-life balance. Eruboshi: A certification to companies implementing excellent measures to promote women to play more active roles.  
\*\*白金 KURUMIN: 为了支援员工兼顾工作和生活开展的举措优良的企业授予认定。  
\*ERUBOSHI: 让女性员工充分发挥能力推进所实施的举措优良的企业授予认定。

# 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.**

AEON SUPERCENTER Co., Ltd.

AEONBIKE CO., LTD.

AEON Bakery Co., Ltd.

AEON LIQUOR CO., LTD.

AEON RYUKYU CO., LTD.

MS Seika Center Co., Ltd.

Shimizu Shoji Co., Ltd.

SHIMIZU STAFF CO., LTD.

SHIMIZU HAISO CO., LTD.

TOPVALU COLLECTION CO., LTD.

Bon Belta Co., Ltd.

○ U-any CO., LTD.

## 【Supermarket & Discount Store Business】

**United Super Markets Holdings Inc.**

**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.

○ Belc CO., LTD.

○ WonderCorporation Co., Ltd.

A・Colle Co., Ltd.

ALTY FOODS Co., Ltd.

AEON BIG CO., LTD.

AEON MARKET CO., LTD.

OrangeFoodCourt, Inc.

The Kagoshima Sunrise Farm Inc.

KASUMI CO., LTD.

KASUMI GREEN CO., LTD.

KASUMI TRAVEL CO., LTD.

CREATE Co., Ltd.

KYOEI AUTOMALL AND INSURANCE CO., LTD.

KOHYO CO., LTD.

SANYO MARUNAKA CO., LTD.

Food Quality Control Center, Co., Ltd.

The Daiei, Inc.

Daiei SpaceCreate Co., Ltd.

NAKAGO Co., Ltd.

BIG-A CO., LTD.

Bonte, Inc.

MAXVALU KANTO CO., LTD.

MAXVALU NAGANO CO., LTD.

MAXVALU HOKURIKU CO., LTD.

MAXVALU MINAMI TOHOKU CO., LTD.

The Maruetsu, Inc.

Maruetsu-Development Co., Ltd.

Maruetsu Fresh Foods Co., Ltd.

marunaka CO., LTD.

Marno Co., Ltd.

Red Cabbage Co., Ltd.

THE LOBELIA, Inc.

ROSE CORPORATION 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.

○ Seibu Co., Ltd.

○ TENDAI CO., LTD.

○ Japan Education Center for Future Retailing, Inc.

○ WonderNet Co., Ltd.

## 【Small-sized Store Business】

**MINISTOP CO., LTD.**

ORIGIN TOSHU CO., LTD.

Network Service Co., Ltd.

My Basket CO., LTD

MINISTOP KOREA CO., LTD.

MINISTOP VIETNAM COMPANY LIMITED

QINGDAO MINISTOP CO., LTD.

○ ROBINSONS CONVENIENCE STORES, INC.

## 【Drugstore & Pharmacy Business】

**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 YAKUJIN CO., LTD.

B.B.ON Co., Ltd.

CFS Corporation

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 Leasing Co., Ltd.

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 SPECIALIZED BANK (CAMBODIA) PUBLIC LIMITED COMPANY

AEON MICROFINANCE (MYANMAR) CO., LTD.

ATS Rabbit Special Purpose Vehicle Company Limited

PT. AEON CREDIT SERVICE INDONESIA

AEON MICROFINANCE (SHENYANG) CO., LTD.

AEON MICRO FINANCE (SHENZHEN) 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 REAL ESTATE INFORMATION Co., Ltd.

OPA 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 (GUANGZHOU) 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 (SANHE) BUSINESS MANAGEMENT CO., LTD.

AEON MALL (SUZHOU) BUSINESS MANAGEMENT CO., LTD.

AEON MALL (TIANJIN) BUSINESS CO., LTD.

AEON MALL (YANTAI) 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.

## 【Services & Specialty Store Business】

〈Service Business〉

**AEON DELIGHT CO., LTD.**

**AEON Fantasy Co., Ltd.**

**ZWEI 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 SERIES CO., LTD.

AEON LIFE CO., LTD.

A to Z Service Co., Ltd.

KAJITAKU Co., Ltd.

Kankyouseibi Co., Ltd.

Kantouengineering CO., LTD.

General Services, Inc.

DO SERVICE CO., LTD.

Hakuseisha CO., LTD.

Reform Studio Co., Ltd.

A-LIFE SUPPORT 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.

J-Horizons Travel (M) Services Sdn. Bhd.

PT AEON FANTASY INDONESIA

Suzhou Rifu Elevator Engineering Equipment Co., Ltd.

SUZHOU SHANGPIN Washing Service Co., Ltd.

SUZHOU ALLIANCE PROPERTY MANAGEMENT CO., LTD.

AEON Fantasy(China)Co., Ltd.

AEON EAHEART RESTAURANT (QINGDAO) CO., LTD

AEON DELIGHT (Jiangsu) Comprehensive Facility Management Service Co., Ltd.

AEON DELIGHT(CHINA)CO., LTD.

Aeon Delight Teda(Tianjin) Comprehensive Facility Management Service Co., Ltd.

Wuhan Xiaozhu Comprehensive Facility Management Service Co., Ltd.

〈Specialty Store Business〉

**GFOOT CO., LTD.**

**COX CO., LTD.**

○ **Taka-Q Co., Ltd.**

Abilities JUSCO Co., Ltd.

AEON FOREST CO., LTD.

AEON PET CO., LTD.

AEON BODY Co., Ltd.

Claire's Nippon Co., Ltd.

Cosmeme CO., LTD.

Talbots Japan Co., Ltd.

Branshes Co. Ltd

MIRAIYA SHOTEN CO., LTD.

Mega Sports Co., Ltd.

MEGA PETRO Co., Ltd.

LAURA ASHLEY JAPAN CO., LTD.

AT Japan Co., Ltd.

R.O.U CO., LTD.

BLUE GRASS(SHANGHAI)CO., LTD.

LAURA ASHLEY ASIA CO., LIMITED

NUSTEP (BEIJING) TRADE CO., LTD.

TAIWAN LAURA ASHLEY CO., LTD.

Talbots China Co., Ltd

PET CITY (BEIJING) CO., LTD.

## 【Digital Business】

AEON.com Co., Ltd.

## 【International Business】

〈China〉

AEON (CHINA) CO., LTD.

**AEON Stores (Hong Kong) Co., Limited**

GUANGDONG AEON TEEM 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.

〈ASEAN〉

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

## 【Shared Function Companies and Other】

○ **YAMAYA CORPORATION**

AEON Integrated Business Service Co., Ltd.

AEON AGRI CREATE Co., Ltd.

AEON GLOBAL SCM 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 May