



Planting Seeds of Growth

We are AEON

AEON 2021

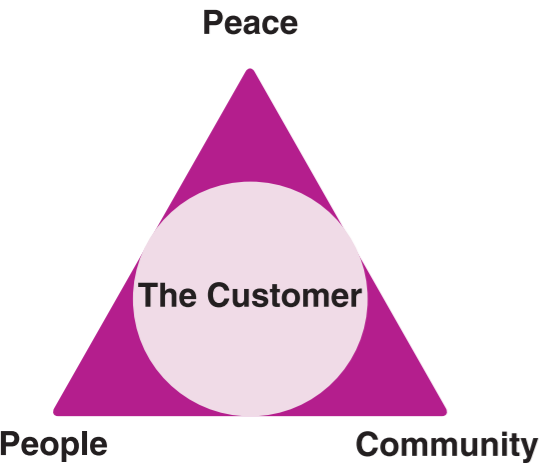
Company Profile



Pursuing peace, respecting humanity, and contributing to local communities, always with the customer's point view as its core.

The word aeon (**ÆON**) has its origins in a Latin root meaning “eternity.” The customers’ beliefs and desires comprise the central core of our philosophy. At Aeon, our eternal mission as a corporate group is to benefit our customers, and our operations are thus customer-focused to the highest degree.

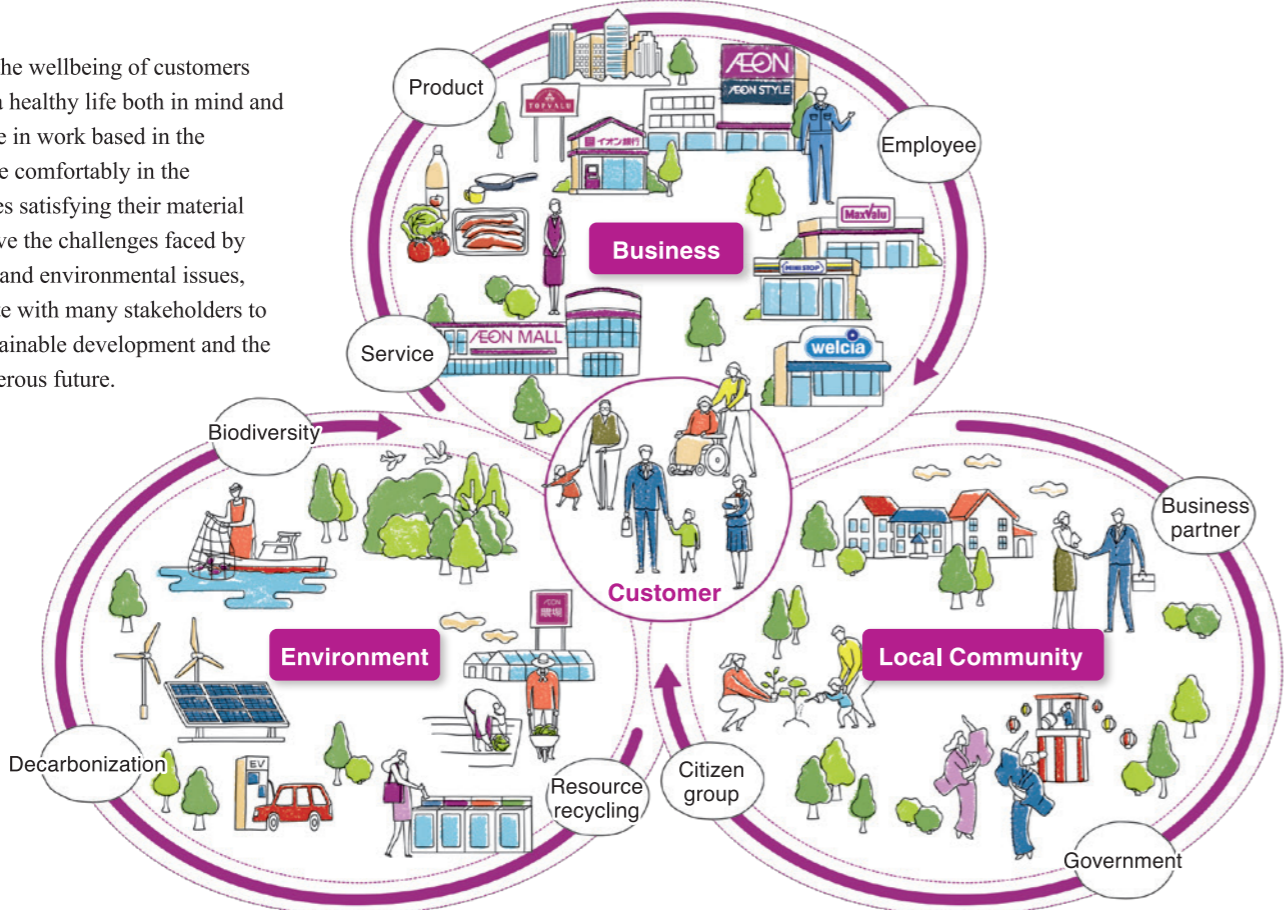
- Aeon Basic Principles are the following:
- “Peace” Aeon is a corporate group whose operations are dedicated to the pursuit of peace through prosperity.
 - “People” Aeon is a corporate group that respects human dignity and values personal relationships.
 - “Community” Aeon is a corporate group rooted in local community life and dedicated to making a continuing contribution to the community.



On the basis of the Aeon Basic Principles, Aeon practices its “Customer-First” philosophy with its ever-lasting innovative spirit.

Aeon, a company enriching the lives of people, the community and the environment

In order to realize the wellbeing of customers who wish to “live a healthy life both in mind and body,” and “engage in work based in the community and live comfortably in the community” besides satisfying their material needs, and to resolve the challenges faced by local communities and environmental issues, Aeon will cooperate with many stakeholders to contribute to a sustainable development and the creation of a prosperous future.



I would first of all like to express my sincere appreciation to all of our stakeholders for your continued patronage. The COVID-19 pandemic has brought changes to society at an accelerating speed and has fundamentally changed economic activities and people’s lifestyles. Customer values and behavior have transformed, and the impact on the overall macroeconomy is expected to continue for some time. In addition, due to demographic changes, the climate change crisis, penetration of digital technology in all aspects of our lives, and growing awareness about the environment and health, the environment surrounding our business is now at a major turning point. By recognizing these major changes as an opportunity for growth, I believe it is Aeon’s mission to continue to respond to customer needs and create new markets. In April 2021, Aeon formulated the Medium-term Management Plan to ensure sustainable growth after 2025. In the regions of Japan, China and ASEAN where we operate our business, we aim to realize sustainable, circular economy-focused management that leads to enriching the local community, and establish a business foundation for new growth through five reforms, namely “Acceleration and evolution of the Shift to Digital Markets,” “Establishment of unique

values through the supply chain,” “Advancement of Health & Wellness for a new era,” “Creation of the Aeon Living Zone,” and “Further acceleration of the Shift to Asia.” We will also step up our efforts in the area of environmental and social contribution activities, and accelerate measures toward realizing a decarbonized, circular society such as shift electricity used at shopping centers and stores to renewable energy, besides switching to environment-friendly materials for private brand products. The tree planting activities that we have conducted as a group for more than 30 years will continue to be promoted together with the people in the community. Based on the Aeon Basic Principles of “Pursuing peace, respecting humanity, and contributing to local communities, always with the customer's point of view as its core,” Aeon practices its “Customer-First” philosophy with its ever-lasting innovative spirit, and we hope to continue being a corporate group that people in the community look for growth and offer their support.

Director, President and Representative Executive Officer
Aeon Co., Ltd.

吉田昭夫

Aiming for business growth that leads to enriching local communities

“Five Reforms” Undertaken by Aeon



Customer behavior, awareness and values have changed dramatically due to the COVID-19 pandemic. As digital technology becomes a part of our lives in various aspects, the lifestyles of customers are expected to undergo further changes. Aeon's ideal state for 2030 is to achieve sustainable, circular economy-focused management in which Aeon's growth in local communities directly leads to the enrichment of local community life. In order to realize this, Aeon will establish a business foundation for growth by 2025. Aeon has responded to various changes in the business environment by transforming itself to achieve continued growth. The Medium-term Management Plan through FY2025 has set forth “Five Reforms” to be achieved and aims to deliver new values to customers with the perspective that goes “beyond retail” of conventional business fields. Aeon will continue its reform challenges to become a truly unique and special member of the community.

Establishment of unique values through the supply chain

Creating and delivering products and services with values that only Aeon can offer

Aeon will create and propose unique values that reflect customer needs, precisely because Aeon operates real stores. Starting with Aeon's private brand “Topvalu,” development of products that contribute to revitalizing regional industries and products that leverage Aeon's expertise will be accelerated. At the same time, Aeon will advance reforms in the entire supply chain from production, processing to consumption by the customer, and aim to realize a full, attractive product lineup from the global, national and local point of view.



Vegetive series that uses plant-derived ingredients



Development of local brands

Advancement of Health & Wellness

Responding to the new and growing health needs



The “health” factor will be linked to Aeon's extensive business fields, which include food, clothing and housing, drugstore, finance, and services, to respond to new health needs that go beyond the healthcare field and into the wellness field that covers pre-symptomatic treatment, sports and beauty. By grasping the potential needs of individual customers, Aeon will develop new products and services across its businesses.

Acceleration and evolution of the Shift to Digital Markets

Offering a seamless shopping experience by integrating stores and digital functions

In order to offer “experiences” that are tailored to the lifestyles of each customer, Aeon will accelerate the integration of digital technology with its strengths in products, services and locations offered by Aeon's wide range of businesses. In addition to expanding e-commerce and the online supermarket, Aeon has begun preparing for the full-scale operation of the next-generation e-commerce platform that incorporates the knowhow of U.K.-based Ocado. Aeon will improve customer convenience by expanding the introduction of “Regi-Go” and “Scan & Go,” self-checkout systems for customers using dedicated terminals and applications. Aeon Smart Technology Co., Ltd. established in October 2020 will focus on developing the Group's digital infrastructure and promote higher efficiency of store operations using AI and the provision of products and services using data.



Image of the first CFC (Customer Fulfillment Center) scheduled to start operation in 2023

Creation of an Aeon Living Zone

Aeon is supporting lifestyles in the community, creating bases for living that lead to enriching the community



Aeon will accelerate the Shift to Regional Markets that has been promoted up until now, and build an Aeon Living Zone that is more deeply rooted in the community than before. While expanding products and services that revitalize the community, Aeon will supplement social capital needed in each community to help enrich customer lifestyles and make them more convenient. Aeon will serve as the community base in the region and meet the expectations of customers who wish to “enrich the local community.”

Further acceleration of the Shift to Asian Markets

Accelerating growth speed through both brick-and-mortar stores and digital business

Because the digital business in retail markets in Asia is growing at a faster pace than the offline business, Aeon will accelerate its growth speed by both expanding the brick-and-mortar store network and promoting digital business. In China, General Merchandise Store Business initiatives using cutting-edge digital technology will be promoted. In ASEAN, Aeon will accelerate multi-format expansion in Vietnam, and develop the digital business as an earnings pillar while revitalizing existing stores by refurbishing them in Malaysia, and this approach will be applied horizontally to other Asian countries.



Grand opening of Aeon Mall Hai Phong Le Chan in Dec. 2020

Continuing to propose better lifestyles that connect to the future through business activities

Aeon's Sustainable Management

Aeon aims to realize a sustainable society through the practice of sustainable management in both business as well as environment and society. By engaging with all of the stakeholders and through business activities, Aeon is working to resolve the myriad of issues facing society.

Realization of a Decarbonized Society

Accelerating the Aeon Decarbonization Vision 2050

Aeon has set a target to reduce the total amount of CO₂, etc. emitted by stores to zero by 2050. The shift to renewable energy will be accelerated by having its facilities use electricity generated by the solar panels installed on site, and Aeon will also expand the installation and use of recharging stations for electric vehicles, and work to prevent leakage of fluorocarbons and promote the introduction of natural refrigerants. This will be a combined effort by all stakeholders to realize a decarbonized society, involving business partners and customers that are a part of the entire supply chain including product production and logistics.



Aeon Mall Ageo using 100% renewable energy opened in Dec. 2020. Aeon has set a target to shift the electricity used at all 150 Aeon Malls in Japan to 100% renewable energy by 2025.

Aeon will help realize a decarbonized society through a three-pronged approach for reducing greenhouse gases (hereinafter "CO₂").

Stores	Products and Logistics	Hand in Hand with Customers
We will reduce the total CO ₂ emissions from our stores to zero by 2050.	We will continue our efforts to achieve zero CO ₂ emissions from our business operations.	We will cooperate with our customers for the realization of a decarbonized society.

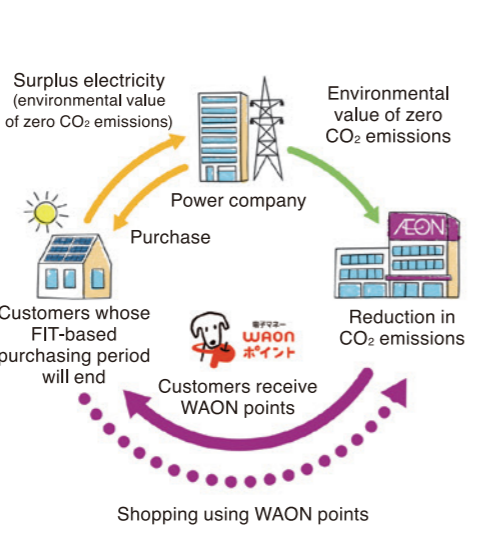
Interim Target We will reduce the total CO₂ emissions from stores by **35%** by 2030 (compared with 2010)

Our Approach Approx. 90% of Aeon's CO₂ emissions is generated from electricity → Reduction of electricity use at stores and a shift to renewable energy

Energy conservation
Renewable energy



Facility managers use the latest technologies to achieve efficient facility operations. Aeon Fujidera Shopping Center is capable of generating electricity to power around 30 households for a year.



A service for customers whose feed-in-tariff (FIT) system to sell renewable energy generated by solar panels to power companies will terminate. Electricity generated by households is acquired and utilized in various ways.



Aeon Mall Sakai Teppochō recruited monitors from customers who owned solar panels and electric vehicles (EV) to participate in a demonstration test to charge their EVs with surplus electricity, discharge them at the recharging facilities at the mall, and receive WAON points.

Better Use of Resources

Formulation of the Aeon Plastic Usage Policy

Aeon has formulated the Aeon Plastic Usage Policy as part of its efforts to realize a decarbonized and resource recycling society. Initiatives include reviewing the use of disposable plastic products, converting from plastic made from fossil fuels to those made from environment-friendly materials, and building a resource recycling model based around the stores. Through its stores, products and services, Aeon is working with all stakeholders to establish a new way of life through recycling and reuse of resources.

<Targets> Aim for sustainable plastic use with zero CO₂ emissions by 2050

- By 2030, we will halve the volume of disposable plastic we use.
- By 2030, we will use environmentally and socially friendly materials in all private brand products.
- By 2030, we will convert 100% of private brand product PET plastic bottles to bottles made from recycled or plant-based materials.

Formulated in Sept. 2020



Use of recycled materials



The body of the bag uses recycled materials

Conversion to alternative materials



*The mark for Topvalu environment-friendly materials designed with an "e" for earth, ethical and ecology to communicate to customers that the packaging uses eco-friendly materials

Reduction in plastic



Label-free bottles to reduce the use of plastic

Reducing food waste

Reducing food waste is a major issue for the retail industry. Aeon has set a target to halve food waste by 2025 compared to FY2015, and is working to improve sales floor management and order accuracy using AI, utilizing new technology to extend expiration dates, besides other measures. Building of food resource recycling models is also underway to utilize resources rather than simply disposing of them. In addition, Aeon is promoting the Japan Project "10x20x30 Food Loss and Waste Initiative" that is taken on by the entire supply chain.



The efforts of 10 retailers around the world, each with 20 of their leading suppliers, aim to halve food loss and waste by 2030.

10x20x30

Enriching life, making it more enjoyable Topvalu's Four Brands



TOPVALU Quality and Trust
Topvalu products provide customers satisfaction and enrich daily life.

TOPVALU グリーンアイ Quality and Trust
Topvalu Gurinai offers safety and peace of mind through products that are good for health and the natural environment.

TOPVALU BESTPRICE Quality and Trust
Topvalu Best Price realizes product quality that exceeds customer expectations while offering the lowest prices in each trading area.

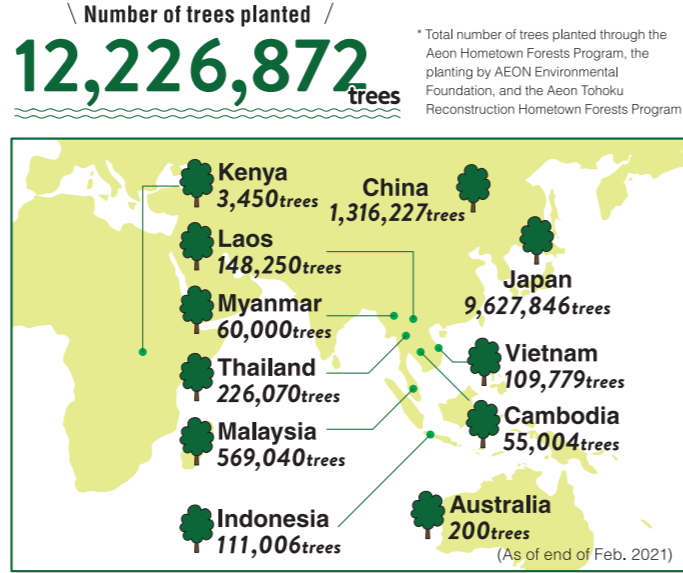
TOPVALU SELECT Premium
Topvalu Select features exclusive, premium-quality products in everyday life.

Topvalu embodies the Aeon Basic Principles, with customer voices at the origin of product development that is infused with integrity, innovation and passion. While responding to the rapidly changing market environment, Topvalu pursues latent needs in addition to the apparent needs in daily life, ensures strict quality control standards and voluntary inspections, and has an established development system to offer easy-to-prepare, convenient products with value along with reliable information and services that are unique to Topvalu. Topvalu has four brands to offer products to suit the lifestyles and needs of customers.

Conservation of Biodiversity

Aeon Forest Programs embody the Aeon Basic Principles

When Aeon opens a new store, the Aeon Hometown Forests Program that began in 1991 plants trees suited to the local environment on the new site together with the customers. The total number of trees planted has reached 12,226,872 trees (as of end of February 2021) through the Aeon Hometown Forests Program, AEON Environmental Foundation, and Aeon Tohoku Reconstruction Hometown Forests Program combined. The properly maintained forests have grown with the vigor of the trees, and after 20 to 30 years, they are now rich forests with ecological value and serve as a place where people in the community can gather.



The Kimitsu Aeon Forest Program conducted in April 2021 planted 1,800 trees of 17 tree species native to the area together with 300 participants.



Tree planting is part of the Aeon Cheers Club activities involving children in environmental activities at the stores.



The forests planted by customers are grown with care and regularly maintained and managed, including pruning and trimming.

Sustainable procurement to pass on nature's blessings to the next generation

Our lives are supported by the benefits obtained from the ecosystem. In order to pass on these benefits to the next generation, Aeon is promoting higher sustainability in the procurement of all of its products. In the area of eco-labelling of fishery and aquaculture products, in 2006, Aeon was the first general retailer in Japan to sell Alaskan sockeye salmon with MSC-certification, and in 2014 began sales of ASC-certified products. Similar policies have since been established in the areas of agricultural, livestock and processed products, and Aeon is actively expanding products that have obtained sustainability-proven, international third-party certification such as organic certification and fairtrade certification.



Aeon handles 48 MSC-certified items spanning 28 fish species and 23 ASC-certified items spanning 12 fish species as of end of February 2021.



MSC-certified Atka mackerel



ASC-certified grilled salted salmon with bones removed



Chocolate made with Fairtrade International certified cacao



Broccoli with organic JAS certification

Coexistence with the Local Community

Acting as a lifeline to safeguard community life

Based on the basic principle of being rooted in local community life and dedicated to making a continuing contribution to the community, Aeon strives to create an environment where people in the community can live with peace of mind. To suitably offer products and services sought by customers has remained Aeon's unwavering mission over the years. In light of the COVID-19 pandemic, Aeon established various epidemic prevention systems and quickly launched services that identified the changes in customer lifestyles and purchasing behavior due to the changing social environment, in order to offer support to enrich the lives of people both in mind and body.



Service to receive products ordered online without having to line up at the checkout counter



Ventilation control using CO2 sensors



Disinfection device for shopping baskets aimed to strengthen preventive measures and labor saving in disinfection work



Payment service for products that customers register themselves

Shaping the future of the community as a member of the local community

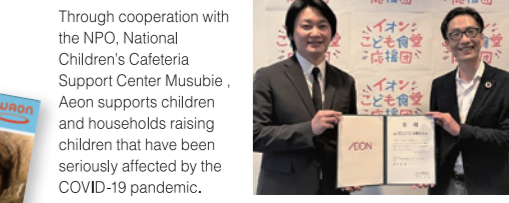
Aeon is committed to resolving issues faced by local communities together with the people in the community. Through cooperation with local municipalities, Aeon is promoting initiatives such as Gotouchi (Regional) WAON in which a part of the proceeds from sales goes to social contributions for communities, the Aeon Happy Yellow Receipt Campaign in which customers place yellow receipts issued on the 11th of every month in the box of the organization they wish to support and each organization receives goods worth 1% of the total value of receipts collected, as well as the Aeon Children's Cafeteria Support Group to support children who have been seriously affected by the COVID-19 pandemic.



156 card types Total amount donated Approx. 2,011.31 million JPY (As of end Feb. 2021)
The first Gotouchi (Regional) WAON card "Iwami Ginzan WAON"



Aeon Happy Yellow Receipt Campaign
Approx. 26,000 registered organizations in FY2020
Value of receipts submitted in FY2020 Approx. 27,072.69 million JPY
Total amount in goods donated between FY2001 and FY2020 Approx. 4,324.17 million JPY



Through cooperation with the NPO, National Children's Cafeteria Support Center Musubie, Aeon supports children and households raising children that have been seriously affected by the COVID-19 pandemic.

A company that places utmost importance on "people"

Fostering a corporate culture in which diverse personnel can fully demonstrate their abilities

Aeon is creating a working environment in which its diverse personnel can grow in their own ways and play active roles through measures such as offering opportunities to learn at educational institutions inside and outside the company, and establishing job posting systems to take on challenges in new business, etc.

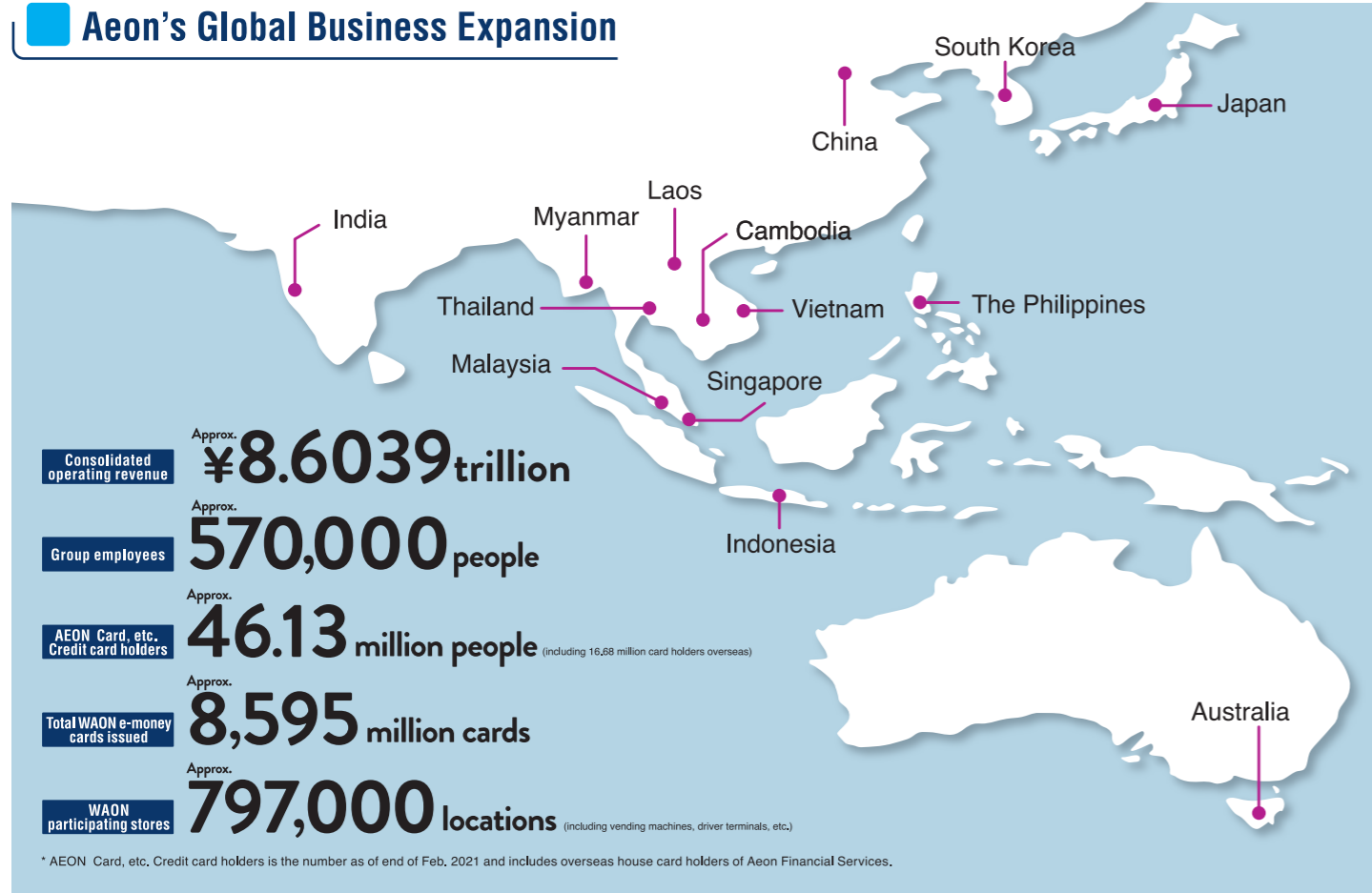


Creation of the Business Partner Hotline

The Business Partner Hotline was created to receive consultations from business partners with an aim to ensure safety and security throughout the supply chain and offer better products and services to customers.



Aeon's Global Business Expansion



Country	Store/Service Type	Count	
Japan	GMS	510	
	SM	2,166	
	DS	577	
	HC	118	
	CVS	1,985	
	Service Business	1,510	
	Specialty Store	3,519	
	Drugstore	2,589	
	Financial Service	367	
	Mall-type SC	187	
China	GMS	57	
	SM	21	
	CVS	77	
	Other Retail Store	65	
South Korea	CVS	2,620	
	GMS	33	
	SM	10	
	DS	22	
	Other Retail Store	69	
Thailand	SM	47	
	Service Business	27	
	Financial Service	134	
	Other Retail Store	1	
	Mall-type SC	3	
The Philippines	CVS	472	
	Service Business	53	
	Financial Service	4	
	GMS	3	
	Other Retail Store	12	
Indonesia	Service Business	28	
	Financial Service	9	
	Mall-type SC	3	
	GMS	6	
	Other Retail Store	12	
Vietnam	GMS	6	
	SM	23	
	CVS	146	
	Service Business	14	
	Other Retail Store	12	
Cambodia	GMS	2	
	SM	12	
	Service Business	3	
	Financial Service	12	
	Mall-type SC	2	
India	GMS	2	
	SM	12	
	Service Business	3	
	Financial Service	12	
	Mall-type SC	2	
Myanmar	GMS	2	
	SM	9	
	Financial Service	6	
	Service Business	1	
	Other Retail Store	1	
Laos	Financial Service	1	
	GMS	613	
	SM(Supermarket)	2,288	
	DS(Discount Store)	599	
	HC(Home Center)	118	
Singapore	Drugstore	10	
	GMS	2	
	SM	9	
	Financial Service	6	
	Other Retail Store	1	
	Australia	Drugstore	10
		Tasmania operated farm	1
		GMS (General Merchandise Store)	613
		SM(Supermarket)	2,288
		DS(Discount Store)	599
HC(Home Center)		118	
CVS(Convenience Store)		5,300	
Service Business		1,938	
Specialty Store		3,519	
Drugstore		2,599	
Financial Service	636		
Mall-type SC(Shopping Center)	252 ^{*1}		
NSC (Neighborhood-type Shopping Center)	147 ^{*2}		
Other Retail Store	1,278		
Tasmania operated farm	1		

19,288 stores/locations

- GMS (General Merchandise Store) 613
- SM(Supermarket) 2,288
- DS(Discount Store) 599
- HC(Home Center) 118
- CVS(Convenience Store) 5,300
- Service Business 1,938
- Specialty Store 3,519
- Drugstore 2,599
- Financial Service 636
- Mall-type SC(Shopping Center) 252^{*1}
- NSC (Neighborhood-type Shopping Center) 147^{*2}
- Other Retail Store 1,278
- Tasmania operated farm 1

Number of stores and locations operated by consolidated subsidiaries and equity-method affiliates

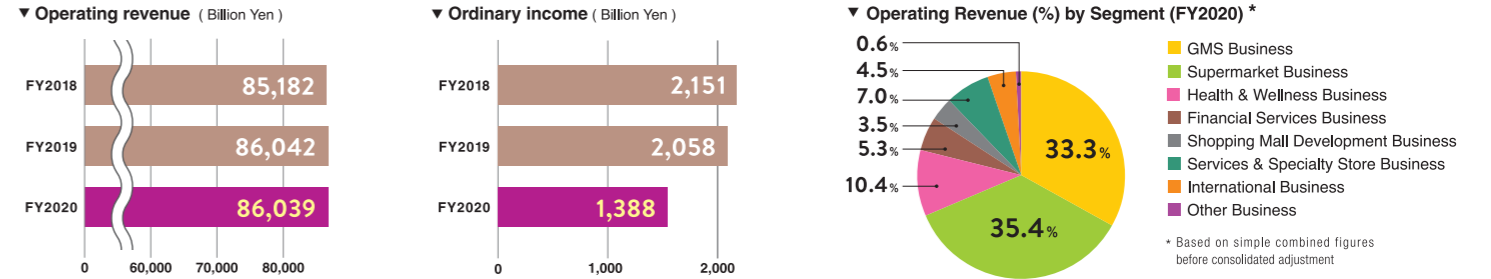
^{*1} Including SCs operated under the name of AEON Mall as well as those with total leased area of over 20,000 m²

^{*2} NSCs operated under the name of AEON TOWN

(As of end Feb. 2021)

Consolidated Business Results

AEON CO., LTD.
Pure holding company Establishment: September 1926 Capital: ¥220,007 million



Major Group Companies by business segment

(As of end Feb. 2021)

Listed companies are shown in **bold print**.

Business Segment	Major Group Companies
Pure holding company	■ AEON CO., LTD.
General Merchandise Store Business	This segment operates general merchandise stores to enrich the everyday lives of customers with specialized product lineups and services. ■ AEON KYUSHU CO., LTD. ■ AEON Retail Co., Ltd. ■ Aeon Hokkaido Corporation ■ AEON RYUKYU CO.,LTD. ■ SUNDAY CO., LTD. ■ ORIGIN TOSHU CO., LTD. ■ AEON SUPERCENTER Co., Ltd. ■ Shimizu Shoji Co., Ltd. ■ AEONBIKE CO.,LTD. ■ TOPVALU COLLECTION CO., LTD. ■ AEON Bakery Co., Ltd. ■ Bon Belta Co., Ltd. ■ AEON LIQUOR CO.,LTD.
Supermarket Business	This segment operates community-rooted supermarkets and discount stores while enhancing its lineups of everyday necessities focused on foodstuffs. ■ Maxvalu Tokai Co., Ltd. ■ The Daiiei, Inc. ■ Maxvalu Nishinohon Co., Ltd. ■ Bio C' Bon Japon Co., LTD. ■ MINISTOP CO., LTD. ■ BIG-A CO.,LTD. ■ United Super Markets Holdings Inc. ■ My Basket CO.,LTD ■ AEON SAVEUR Co., Ltd. ■ MAXVALU KANTO CO., LTD. ■ Aeon Tohoku Co., Ltd. ■ MAXVALU NAGANO CO., LTD. ■ AEON BIG CO., LTD. ■ MAXVALU HOKURIKU CO., LTD. ■ AEON MARKET CO., LTD. ■ MAXVALU MINAMI TOHOKU CO., LTD. ■ KASUMI CO.,LTD. ■ The Maruetsu,Inc. ■ KOHYO CO., LTD.
Health & Wellness Business	This segment operates drugstores and dispensing pharmacies to help local residents maintain their own health. In addition to broadening the product lineups from medical products and daily necessities to health food products, it is expanding its services to include dispensing for home care patients. ■ WELCIA HOLDINGS CO., LTD. ■ Cosmeme CO., LTD. ■ AEON BODY Co., Ltd. ■ SHIMIZU YAKUHN CO.,LTD. ■ AEON Revocosme Co.,Ltd. ■ Marudai Sakurai Pharmacy Co., Ltd. ■ WELCIA YAKKYOKU CO., LTD. ■ YODOYA CO., LTD. ■ KanamitsuYakuhin Co., Ltd. ■ MASAYA Co., Ltd. ■ Marue Wellness stores Inc.
Financial Services Business	This segment offers integrated financial services that combine credit, banking, insurance services, and e-money WAON cards. In Asian countries, it mainly operates the credit card business. ■ AEON Financial Service Co., Ltd. ■ AEON HOUSING LOAN SERVICE CO.,LTD. ■ AEON CREDIT SERVICE (ASIA) CO., LTD. ■ AEON Product Finance Co.,Ltd. ■ AEON CREDIT SERVICE (M) BERHAD ■ AEON INSURANCE SERVICE CO., LTD. ■ AEON THANA SINSAP (THAILAND) PLC. ■ AEON Reit Management Co.,Ltd. ■ AEON Allianz Life Insurance Co., Ltd. ■ FeliCa Pocket Marketing Inc. ■ AEON BANK, LTD. ■ AFS Corporation Co., Ltd. ■ AEON CREDIT SERVICE CO., LTD. ■ AEON Financial Service (Hong Kong) Co., Ltd.
Shopping Mall Development Business	This segment develops and operates community-friendly shopping malls in Japan and Asian countries. In cooperation with other segments, it is working to enhance its services and facilities in accordance with changing trends in society. ■ AEON Mall Co., Ltd. ■ OPA CO.,LTD. ■ AEON TOWN Co.,Ltd.
Services & Specialty Store Business	This segment provides services that make everyday life more convenient and comfortable, and also operates an array of specialty stores tailored to diversifying customer needs. ■ AEON DELIGHT CO., LTD. ■ AEON PET CO.,LTD ■ AEON Fantasy Co., Ltd. ■ AEON LIFE CO.,LTD. ■ COX CO., LTD. ■ Branshes Co., Ltd ■ GFOOT CO., LTD. ■ PRESTIGE SHOES CO.,LTD. ■ Aquitia Co.,Ltd ■ MIRAIYA SHOTEN CO., LTD. ■ AEON Eaheart Co., LTD. ■ Mega Sports Co., Ltd. ■ AEON ENTERTAINMENT CO.,LTD. ■ MEGA PETRO Co., Ltd. ■ AEON CULTURE CO.,LTD. ■ Reform Studio Co., Ltd. ■ AEON COMPASS CO., LTD. ■ R.O.U CO., LTD.
International Business	This segment operates general merchandise stores, supermarkets, discount stores and other businesses in China and ASEAN countries. The stores, products and services are tailored to the lifestyles of the respective countries. [China] ■ AEON Stores (Hong Kong) Co., Limited ■ AEON (CHINA) CO., LTD. ■ AEON EAST CHINA (SUZHOU) CO., LTD. ■ AEON (HUBEI) CO., LTD. ■ AEON South China Co., Limited ■ BEIJING AEON CO., LTD. ■ GUANGDONG AEON TEEM CO., LTD. ■ QINGDAO AEON DONGTAI CO., LTD. [ASEAN] ■ AEON CO. (M) BHD. ■ AEON BIG (M) SDN. BHD. ■ AEON (CAMBODIA) Co.,Ltd. ■ AEON ORANGE COMPANY LIMITED ■ AEON(Thailand) Co., LTD. ■ AEON VIETNAM CO., LTD ■ DONG HUNG INVESTMENT DEVELOPMENT CONSULTANCY JOINT STOCK COMPANY LIMITED ■ PT.AEON INDONESIA
Shared Function Companies and Other	This segment is in charge of the product development and quality control for Aeon's TOPVALU brand, as well as establishing the infrastructure such as logistics, systems and IT. ■ Abilities JUSCO Co., Ltd. ■ AEON MARKETING CO., LTD. ■ AEON Integrated Business Service Co., Ltd. ■ Cordon Vert CO., LTD. ■ AEON AGRI CREATE Co., Ltd. ■ Research Institute For Quality Living Co., Ltd. ■ AEON GLOBAL SCM CO., LTD. ■ AEON Digital Management Center ■ AEON SIGMA Sports United Co., Ltd. ■ AEON TOPVALU (CHINA) CO.,LTD. ■ AEON Smart Technology Co., Ltd. ■ AEON TOPVALU (HONG KONG) CO., LIMITED ■ AEON TOPVALU CO., LTD. ■ AEON TOPVALU MALAYSIA SDN.BHD. ■ AEON.com Co., Ltd. ■ AEON TOPVALU (THAILAND) CO.,LTD. ■ AEON Next Preparation Co., Ltd. ■ AEON TOPVALU VIETNAM COMPANY LIMITED ■ AEON FOOD SUPPLY Co., Ltd. ■ Tasmania Feedlot Pty. Ltd.
	AEON 1% Club Foundation AEON Environmental Foundation The Cultural Foundation of Okada

1758~ Early Years



Okadaya, around 1890-1900 Family motto, "Give the central pillar wheels" created

- 1758** The first Sozaemon Okada established Okadaya (predecessor company of Jusco) in Yokkaichi City, Mie Prefecture (Originally named Shinoharaya, then changed name to Okadaya in 1887)
- 1926** The sixth Soemon Okada restructured Okadaya as a joint stock company and established Okadaya Kimono Fabric Store (Changed name to Okadaya in 1954)
- 1937** Kazuichi Futagi established Futagi in Himeji City, Hyogo Prefecture
- 1955** Jiro Inoue established Iida in Toyonaka City, Osaka Prefecture (Changed name to Shiro in 1963)
- 1965** Donated 1,000 cherry trees to Okazaki City, Aichi Prefecture

1969~ Promotion of Federation Management and Business Diversification



JUSCO was established by "merger of hearts"

- 1969** Established Jusco Co., Ltd., as cooperative purchasing structure through a joint venture of Okadaya, Futagi and Shiro Established Diamond City Co., Ltd., and launched retail development business
- 1974** Developed and introduced J-Cup, Aeon's first private brand product
- 1976** Jusco listed on the First Sections of the Tokyo, Osaka and Nagoya Stock Exchanges
- 1977** Established Jusco Company Welfare Fund (presently, Aeon Welfare Fund)
- 1981** Established Nihon Credit Service Co., Ltd. (presently, Aeon Credit Service Co., Ltd.) as the Group's financial services business
- 1984** Established Blue Grass Co., Ltd. (presently Cox Co., Ltd.), launched the Group's services and specialty store business

1985~ A Leap to Become a Global Corporate Group



The first overseas store, Jaya Jusco Stores, Dayabumi Store

- 1985** First overseas store opened in Malaysia
- 1989** Jusco Group renamed as Aeon Group
Established Aeon Group 1% Club (presently Aeon 1% Club Foundation)
- 1990** Launched the JUSCO Earth-Friendly Committee
Established AEON Group Environmental Foundation (presently AEON Environmental Foundation)
- 1991** Launched Aeon Hometown Forests Program
- 1994** Jusco Stores Hong Kong (presently Aeon Stores (Hong Kong)) listed on the Hong Kong Stock Exchange
- 1996** Jaya Jusco Stores (presently Aeon Malaysia) listed on the Kuala Lumpur Stock Exchange

2001~ Jusco becoming Aeon



Initiation Ceremony into new Aeon on the occasion of renaming to Aeon Co., Ltd.

- 2001** Jusco Co., Ltd. renamed as Aeon Co., Ltd. and the Group name changed to Aeon
Started the Aeon Happy Yellow Receipt Campaign
- 2003** Aeon Co., Ltd., adopted the company with committees system (now a company with a nomination committee and other committees)
- 2007** Launched WAON e-money card system
Spun off three of the Group's shared functions into separate companies, including Aeon Topvalu Co., Ltd.
- 2008** Aeon Co., Ltd. shifted to a pure holding company structure
Formulated the Aeon Manifesto on the Prevention of Global Warming
- 2010** Formulated the Aeon Biodiversity Principle

2011~ Aiming to Become Global Top 10



Aeon Mall Tan Phu Celadon

- 2011** Established China and ASEAN Headquarters
Name for General merchandise store unified as AEON
Developed Aeon Sustainability Principle
- 2012** Started Aeon Eco Project
- 2014** Accelerated the shift to Asian market starting with new stores in Vietnam and Cambodia.
- 2017** Formulated the Aeon Sustainable Procurement Policy and Sustainable Procurement Goals for 2020
Set Aeon Group's Food Waste Reduction Targets
- 2018** Formulated Aeon Decarbonization Vision 2050
- 2019** Concluded a strategic partnership agreement with Ocado Solutions, UK

2020~ Aiming for Business Growth to Enrich the Community



Akio Yoshida, President and Representative Executive Officer (left)
Motoya Okada, Chairman and Representative Executive Officer (right)

- 2020** Shift to management under Chairman and Representative Executive Officer, and President and Representative AvAExecutive Officer
Formulated the Aeon COVID-19 Protocol for Infectious Disease Control
Formulated the Aeon Plastic Usage Policy
- 2021** Formulated the Medium-term Management Plan for FY2021 to FY2025

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