

FY2013 1Q

Presentation Material

July 9th, 2013
Aeon Co., Ltd.

Achieved record-high 1Q operating revenue,
operating income and ordinary income

(bil. yen)	FY13 1Q	yoy % chg.	yoy chg.
Operating Revenue	1,461	+9.9%	+131
Operating Income	34	+9.8%	+3
Ordinary Income	38	+4.7%	+1
Net Income	13	+0.8%	+0

Business Segment Information



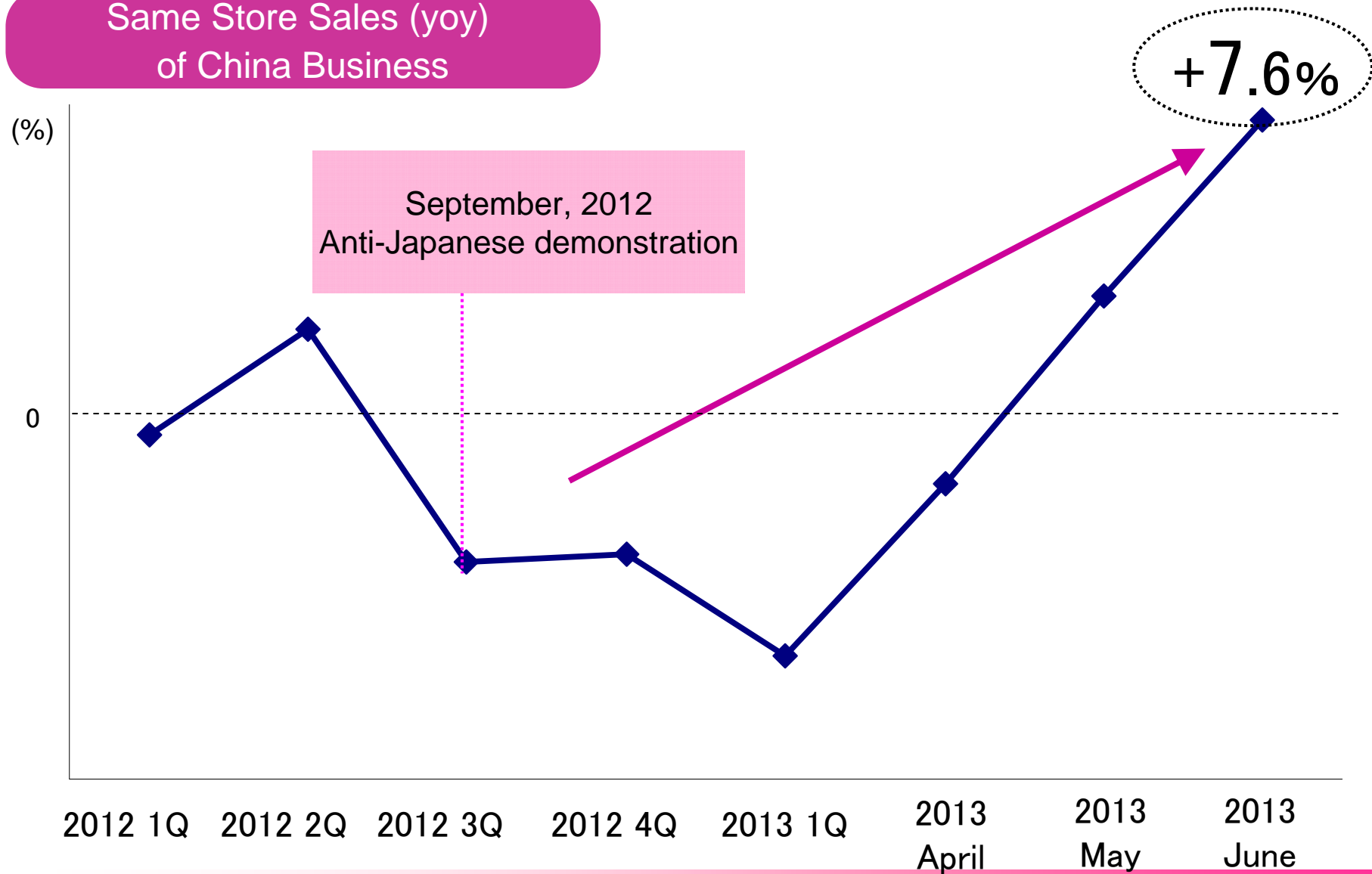
(bil. yen)	Operating Revenue		Operating Income	
	FY13 1Q	yoy % chg.	FY13 1Q	yoy chg.
GMS	651	+4.1%	3	+1
SM	372	+7.2%	0	▲2
Strategic Small Size Store	63	+16.0%	▲0	▲0
Financial Services	62	+44.7%	8	+2
SC Development	53	+9.1%	11	+0
Service	99	+21.3%	4	+0
Specialty Store	87	+12.5%	2	+1
ASEAN	43	+90.8%	1	+0
China	34	+15.4%	▲0	▲1
Total	1,461	+9.9%	34	+3

- All business segments achieved operating revenue increase
- GMS Business, Financial Services Business and Specialty Services Business achieved double digit profit increase

Result of China Business



Same Store Sales (yoy)
of China Business



FY13 Progress in Priority Subjects

GMS reform under new management team from Feb. 2013

【 New projects under new management team 】

Sales increase by
one-to-one
customer service

- Locate 70 staff with wine advisor qualification
- Yoy 8% increase in Wine sales

Accuracy
improvement of
store refurbishment

- Planning refurbishment by analyzing business region, purchase history of cardholder
- Aeon Kasai increased sales by 25% yoy after refurbishment

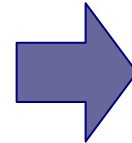
GMS Reform (Refurbishment)



Before

After

Exterior



Miyaia Book Store



Aeon Kasai Store

Aeon Kasai Store after refurbishment



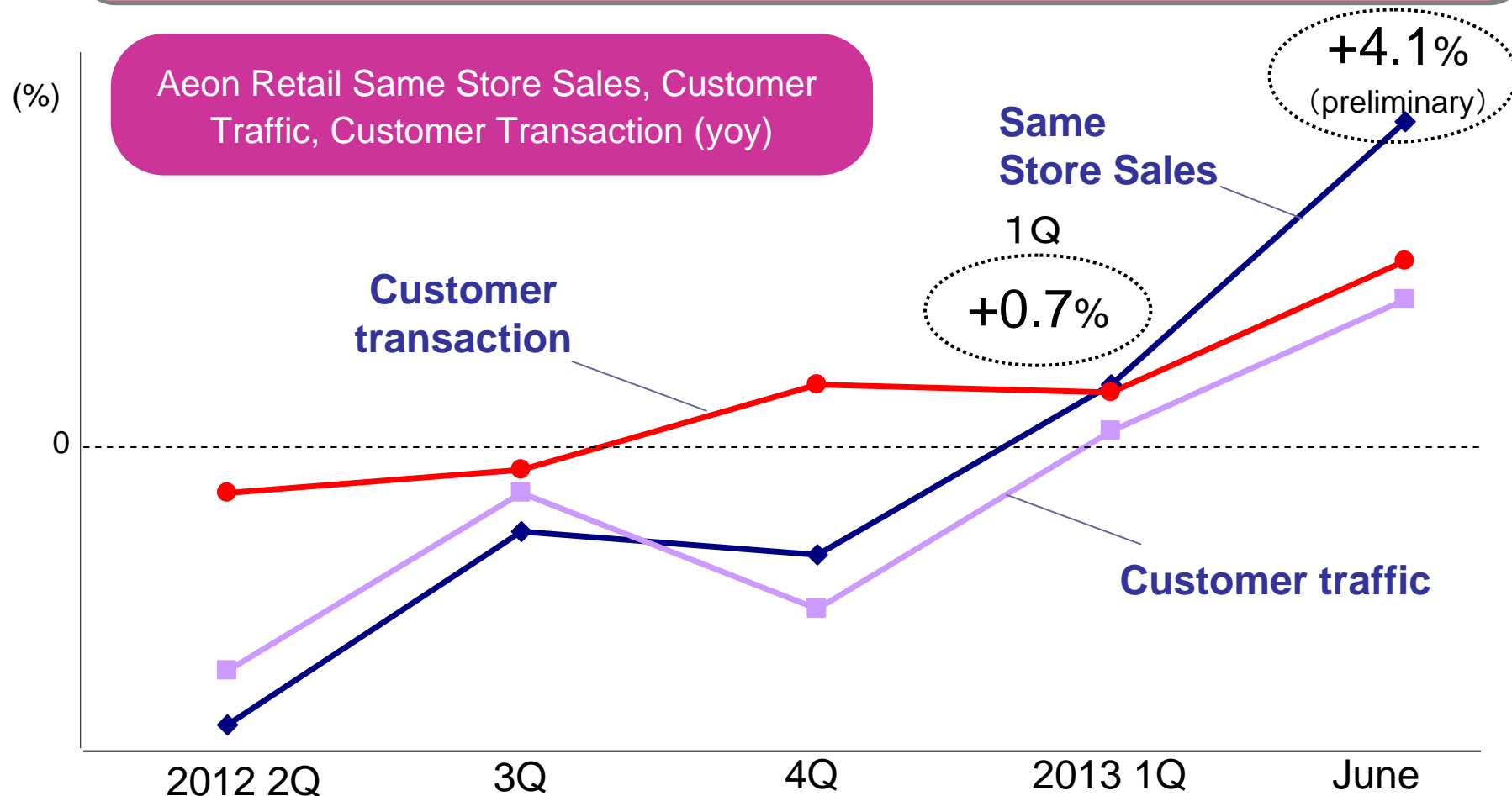
GMS Reform (New Store)



GMS Reform



Performance is in improving trend with same store sales, customer traffic and customer transaction improved yoy.



Expanding Private Brands



Introduced value-added products
Men's suits with high quality Italian fabric



Expanding Private Brands



Developing products for “cooking less “ and “health conscious” customers



Ready Meal



Healthy Ai

Increase sales by expanding new channel

- Expand “Best Price” lineup for discount store format
- Develop products for small-size store (small-serving product, product with a touch of indulgence)
- Establish Topvalu developing subsidiary in Malaysia

New Group Company: Aeon Market



Started working with group companies
right after joined



Aeon Market

- Introduced Aeon Card, WAON, Aeon Bank ATM
- Started “customer appreciation day” promotion
- Started selling Topvalu
- Started store refurbishment

New Group Company: Aeon Big Malaysia



Store performance improved by learning good group practice and changing promotion practice




Aeon Big Malaysia Kepong Store

Initiatives will reduce debt as planned

Initiatives

- Cash management
- Improve working capital
- Utilize REIT



	2014/2 Plan
Interest-bearing Debt w/o Financial business	Under 1 trillion yen
D/E Ratio w/o Financial business	0. 9 times
Interest-bearing Debt/EBITDA	4. 0 times

Balance Sheets for Financial Business



Sound portfolio targeting personal lending
Growing deposit base helped reduce debt

(bil. yen)

<u>Only major items are shown</u>	2013/2	2013/5	Change		2013/2	2013/5	Change
Deposits	247	273	+26	Account Payable	101	135	+34
Account Receivables (incl. Loan Receivables)	472	694	+222	Interest-bearing Debt	718	609	▲108
Securities	241	195	▲46	Deposit for banking business	1,156	1,420	+264
Operating Loans, Loans for banking business	1,089	1,253	+163	Total Liabilities	2,128	2,332	+203
Fixed Assets	102	110	+8	Net Assets	190	213	+23
Total Assets	2,318	2,546	+227	Total Liabilities + Net Assets	2,318	2,546	+227

Target 6 trillion Operating Revenue
and over 200 billion Operating Income

(bil. yen)	2013/2 Actual	2014/2 Plan	yoy chg.
Operating Revenue	5,685	6,000	+5.5%
Operating Income	190	200~210	+9~19
Ordinary Income	212	215~225	+2~12
Net Income	74	75	+0



This material contains projections based on the assumptions, forecasts and plans on futures. Due to the risks and unpredictable factors such as the environmental change of world economy and currency fluctuations, the actual results could be different from the described projections.