



Aeon Delight / 9787

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How to read a Shared Research report: This report begins with the trends and outlook section, which discusses the company's most recent earnings. First-time readers should start at the business section later in the report.

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Executive summary

- Aeon Delight mainly operates facilities management services (FMS) for large commercial facilities. Segments are: Facilities Management, Security Services, Cleaning Services, Construction Work, Materials and Supplies Sourcing Services, Vending Machine Services, and Support Services. The company also provides services for integrated facilities management and ancillary work that is non-core for the customer. This streamlines overall facility costs and generates rationalization benefits for the customer. In recent years the company's growth strategy has aimed at expanding its FMS services throughout Asia by offering solutions in the areas of safety and security, labor shortages, and the environment. Aeon Delight is the largest facilities management company in Japan. Slightly over 60% of its sales are to companies in the Aeon group to which it belongs. Overseas sales comprise about 6% of the total.
- Breakdown of sales by segment (FY02/20): Cleaning Services 20.2%, Facilities Management 18.9%, Materials and Supplies Sourcing Services 16.6%, Security Services 14.4%, Construction Work 13.6%, Vending Machine Services 10.2%, and Support Services/other 6.1%. Customers from outside the Aeon group include commercial facilities, office buildings and offices, hotels and accommodation facilities, medical and welfare facilities, educational facilities, factories and workshops, warehouses and distribution centers, public facilities, and events. The company operates a recurring revenue business model. Contracts typically last for one year and are usually renewed, maintaining low cancellation rates.
- Most of the company's overseas operations are in China and ASEAN. The key Chinese subsidiaries are Aeon Delight Jiangsu Comprehensive Facility Management Service and Wuhan Xiaozhu Property Management. The strategy is to provide quality facilities management in the Yangtze River Delta and surrounding regions to boost the Aeon Delight brand profile. In ASEAN, the company plans to use its major Indonesian cleaning company PT Sinar Jernih Sarana (SJS, acquired in December 2018) as a launch-pad to expand its business.
- In late March 2019, signs of accounting irregularities emerged at subsidiary Kajitaku. Aeon Delight established a special investigation committee comprised of independent outside experts, which subsequently confirmed the findings of fraudulent accounting. In response, the company restated prior year earnings (a total of JPY16.3bn over FY02/14–FY0219) and put in place measures to prevent a recurrence in the future.

Trends and outlook

- For FY02/20, Aeon Delight reported full-year consolidated sales of JPY308.6bn (+1.9% YoY), operating profit of JPY16.0bn (+22.8% YoY), and net income of JPY9.3bn (+45.7% YoY). The jump in earnings reflected a combination of growth at the Security Services and Cleaning Services segments, margin improvement at the Vending Machine Services segment, and smaller losses at subsidiary Kajitaku (which had previously been found to have engaged in irregular accounting practices).
- For FY02/21, the company forecasts full-year consolidated sales of JPY315.0bn (+2.1% YoY), operating profit of JPY16.5bn (+3.1% YoY), net income of JPY10.0bn (+7.0% YoY), and EPS of JPY200.13. The company is expecting positive growth in earnings for the year as it looks to make up for the delays in the implementation of productivity improvement measures and expand its overseas businesses. The company's dividend forecast for FY02/21 calls for an annual dividend of JPY70.0 per share versus JPY65.0 per share in FY02/20, the planned hike reflecting an increase in its targeted dividend payout ratio from 30% to 35%.
- In October 2018, the company released its Aeon Delight Vision 2025 medium-term plan. This aims to make Aeon Delight a company that creates environmental value and contributes to solving social issues, with a three-pronged growth strategy in Asia: safety and security, the labor shortage, and the environment. It targets sales of JPY525.0bn and operating profit of JPY48.0bn in FY02/26.

Strengths and weaknesses

Shared Research believes the company's strengths are 1) strong ties with the Aeon group, 2) industry leader in comprehensive facilities management services, and 3) cash flow generating ability. Weaknesses include its 1) organic growth challenging, 2)

overly dependent on the Aeon group, and 3) mature property management market (see Strengths and weaknesses section for details).

Key financial indicators

Income statement (JPYmn)	FY02/12	FY02/13	FY02/14	FY02/15	FY02/16	FY02/17	FY02/18	FY02/19	FY02/20	FY02/21
	Cons.	Cons.	Cons.	Cons.	Cons.	Cons.	Cons.	Cons.	Cons.	Est.
Sales	219,797	248,876	256,654	265,572	277,926	292,607	292,396	302,915	308,582	315,000
YoY	28.6%	13.2%	3.1%	3.5%	4.7%	5.3%	-0.1%	3.6%	1.9%	4.0%
Gross profit	28,631	30,227	33,245	34,290	34,836	35,736	34,871	35,452	38,570	
YoY	19.4%	5.6%	10.0%	3.1%	1.6%	2.6%	-2.4%	1.7%	8.8%	
GPM	13.0%	12.1%	13.0%	12.9%	12.5%	12.2%	11.9%	11.7%	12.5%	
Operating profit	13,762	13,901	14,622	15,390	14,556	14,139	12,909	13,030	16,001	16,500
YoY	14.4%	1.0%	5.2%	5.3%	-5.4%	-2.9%	-8.7%	0.9%	22.8%	26.6%
OPM	6.3%	5.6%	5.7%	5.8%	5.2%	4.8%	4.4%	4.3%	5.2%	5.2%
Recurring profit	13,784	13,892	14,600	15,472	14,534	14,263	13,381	13,362	15,949	16,500
YoY	14.0%	0.8%	5.1%	6.0%	-6.1%	-1.9%	-6.2%	-0.1%	19.4%	23.5%
RPM	6.3%	5.6%	5.7%	5.8%	5.2%	4.9%	4.6%	4.4%	5.2%	5.2%
Net income	6,912	7,509	7,039	7,965	7,247	7,093	6,397	6,415	9,348	10,000
YoY	6.4%	8.6%	-6.3%	13.2%	-9.0%	-2.1%	-9.8%	0.3%	45.7%	55.9%
Net margin	3.1%	3.0%	2.7%	3.0%	2.6%	2.4%	2.2%	2.1%	3.0%	3.2%
Per share data (JPY)										
Shares issued (year-end; '000)	54,170	54,170	54,170	54,170	54,170	54,170	54,170	54,170	54,170	-
EPS	131.8	143.2	134.2	151.7	138.0	135.0	121.7	122.9	187.2	200.1
EPS (fully diluted)	131.5	142.7	133.8	151.3	137.6	134.6	121.3	122.6	186.9	-
Dividend per share	40	46	48	50	52	55	61	63	65	70
Book value per share	1,096	1,202	1,303	1,400	1,471	1,559	1,637	1,466	1,579	-
Balance sheet (JPYmn)										
Cash and cash equivalents	9,707	10,014	12,565	15,580	20,386	31,717	39,536	44,233	62,355	
Total current assets	72,486	79,323	89,914	103,634	104,190	111,098	118,311	108,771	112,362	
Tangible fixed assets	3,773	3,796	4,258	4,361	7,061	9,064	10,041	10,161	9,671	
Investments and other assets	4,276	5,257	5,829	6,268	8,176	8,904	8,512	7,578	7,698	
Intangible fixed assets	12,272	12,321	11,008	10,320	10,006	8,802	7,813	8,103	7,185	
Total assets	92,809	100,699	111,010	124,584	129,434	137,870	144,678	134,614	136,917	
Accounts payable	23,720	24,544	21,876	24,934	28,457	25,114	25,820	25,967	23,388	
Short-term debt	41	10	5	-	-	271	225	394	252	
Total current liabilities	33,643	34,955	39,309	46,639	45,834	47,051	49,060	51,408	48,864	
Long-term debt	15	5	-	-	-	293	-	15	11	
Total fixed liabilities	983	1,195	1,556	2,387	3,925	6,214	6,474	7,667	6,767	
Total liabilities	34,626	36,151	40,865	49,026	49,760	53,266	55,535	59,075	55,631	
Total net assets	58,182	64,547	70,145	75,558	79,674	84,604	89,143	75,539	81,286	
Cash flow statement (JPYmn)										
Cash flows from operating activities	9,639	-4,358	21,359	17,234	10,303	11,703	13,568	12,373	7,371	
Cash flows from investing activities	-10,051	7,086	-16,632	-11,365	-3,255	2,233	-2,666	12,256	13,838	
Cash flows from financing activities	-2,722	-2,257	-2,475	-2,594	-2,821	-2,400	-3,264	-19,686	-3,392	
Financial ratios										
Total interest-bearing debt	56	15	5	-	-	564	225	409	263	
Net cash	36,971	28,019	44,980	56,906	57,748	62,866	71,311	59,824	62,092	
ROA (RP-based)	15.5%	14.4%	13.8%	13.1%	11.4%	10.7%	9.5%	9.6%	11.7%	
ROE	12.5%	12.5%	10.7%	11.2%	9.6%	8.9%	7.6%	8.1%	12.3%	
Equity ratio	61.9%	62.6%	61.6%	59.0%	59.7%	59.4%	59.5%	54.4%	57.6%	

Source: Shared Research based on company data

Recent updates

Highlights

On January 26, 2021, Shared Research updated the report following interviews with Aeon Delight Co., Ltd.

On January 13, 2021, the company announced earnings results for Q3 FY02/21; see the results section for details.

On December 22, 2020, the company announced an absorption-type merger with wholly owned subsidiary KJS.

Aeon Delight has been promoting structural reforms at KJS (formerly Kajitaku) since revelations of accounting irregularities at the latter emerged. With the market for household support services expected to expand, Aeon Delight believed it vital to maintain operations in the domain, and in November 2019 announced a spin-off of the household support services business from Kajitaku through an incorporation-type company split, with the new company to be operated under the name Actia. Aeon Delight changed the Kajitaku name to KJS and advanced structural reforms in the company, including the transfer of the certification photo machine business. The company has also decided to withdraw from the smartphone printing and picture palette business in FY02/21, leaving KJS with just the copy machine business. The company has copy machine installation contracts extending as far as 2023, and intends to fulfill its responsibilities to its customers and end-users by honoring those existing contracts. Given the difficulties KJS is having in maintaining its business, including in securing a sufficient number of employees, Aeon Delight decided to conduct an absorption-type merger. Since KJS is a wholly owned subsidiary, Aeon Delight does not expect the merger to have an impact on consolidated earnings. The company expects a decline in corporate taxes on the succession of KJS losses carried forward and intends to announce related data whenever the need for disclosure arises. Shared Research thinks that the merger announcement signals that the reforms triggered by the accounting irregularities at Kajitaku have generally run their course.

On the same day, the company announced an absorption-type merger with wholly owned subsidiary U-COM.

The company made U-COM, which operates a commercial facility design and interior decoration business, a wholly owned subsidiary in May 2018. Aeon Delight intended to increase store design and interior decoration work orders in its construction business through the acquisition. However, the company also created a design division in its interior design department that handles commercial facility design and interior decoration operations. Though the absorption-type merger announced on December 22, 2020, the company hopes to consolidate its creative human resources to expand refurbishing operations for commercial facilities and specialty stores, while also eliminating redundant work, consolidating management resources, and improving capital efficiency. Since U-COM is a wholly owned subsidiary, the company does not expect the merger to have an impact on consolidated earnings.

On the same day, the company announced the dissolution and liquidation of wholly owned subsidiary General Services.

With the goal of fully developing the business process outsourcing (BPO) business, the company acquired General Services Inc. (GSI) in October 2012, and made it a wholly owned subsidiary in December 2018. This allowed the company to acquire sales expertise for large clients and serve as a consulting firm to a certain extent. Factoring in the potential for growth at GSI as well as the possibility for synergies with Aeon Delight, management decided to dissolve and liquidate the former. The company believes the action will have only a marginal impact on consolidated earnings.

On the same day, the company made an announcement regarding the recommendation of a surcharge payment order by the Securities and Exchange Surveillance Committee.

The Securities and Exchange Surveillance Committee recommended that the company be ordered to pay a surcharge of JPY35.7mn in line with the latter's June 28, 2020 filing of an amended securities report. The company will consider taking action after receiving a formal notice from the Financial Services Agency, though the general policy is that as long as there are no special circumstances, the violations are to be admitted and the surcharges paid. Since the revelation of suspected accounting irregularities at Kajitaku, the company has been working to prevent any similar recurrence and to restore its corporate value over the longer term.

On the same day, the company announced a strengthening in New Standard Cleaning offerings for offices.

New Standard Cleaning is a cleaning method provided by sanitation specialists and includes epidemic prevention measures. Aeon Delight started offering the service mainly to commercial facilities in September 2020, and has now decided to strengthen its service offerings to offices. It aims to increase office service sales in FY02/24 to a level 1.5 times that seen in FY02/20. Following the COVID-19 Pandemic Prevention Protocol released by Aeon (TSE1: 8267) in June 2020, the company developed the New Standard Cleaning method based on the expertise gained through its service offerings to medical institutions. As of December 2020, the company employs more than 1,100 experts in epidemic prevention measures. The company is expanding the New Standard Cleaning offerings for offices, objectively assessing the risk of infection in each office space and providing the most optimal and efficient science-based plan in terms of cleaning procedures, frequency, and materials needed.

For previous releases and developments, please refer to the News and topics section.

Trends and outlook

Quarterly trends and results

Cumulative (JPYmn)	FY02/19				FY02/20				FY02/21			FY02/21	
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	% of Est.	FY Est.
Sales	76,370	152,611	226,744	302,915	79,048	157,482	232,643	308,582	73,532	149,734	224,398	71.2%	315,000
YoY	1.7%	1.2%	2.1%	3.6%	3.5%	3.2%	2.6%	1.9%	-7.0%	-4.9%	-3.5%		2.1%
Gross profit	9,342	17,462	25,840	35,452	9,632	19,763	29,014	38,570	8,963	18,239	27,561		
YoY	3.8%	-6.0%	-5.1%	1.7%	3.1%	13.2%	12.3%	8.8%	-6.9%	-7.7%	-5.0%		
GPM	12.2%	11.4%	11.4%	11.7%	12.2%	12.5%	12.5%	12.5%	12.2%	12.2%	12.3%		
SG&A expenses	5,556	11,186	16,927	22,421	5,832	11,168	16,909	22,569	5,507	10,738	16,347		
YoY	-2.0%	0.2%	1.6%	2.1%	5.0%	-0.2%	-0.1%	0.7%	-5.6%	-3.9%	-3.3%		
SG&A ratio	7.3%	7.3%	7.5%	7.4%	7.4%	7.1%	7.3%	7.3%	7.5%	7.2%	7.3%		
Operating profit	3,785	6,275	8,913	13,030	3,800	8,594	12,104	16,001	3,455	7,500	11,214	68.0%	16,500
YoY	13.5%	-15.4%	-15.6%	0.9%	0.4%	37.0%	35.8%	22.8%	-9.1%	-12.7%	-7.4%		3.1%
OPM	5.0%	4.1%	3.9%	4.3%	4.8%	5.5%	5.2%	5.2%	4.7%	5.0%	5.0%		5.2%
Recurring profit	3,816	6,349	9,307	13,362	3,822	8,655	12,189	15,949	3,459	7,496	11,245	68.2%	16,500
YoY	13.3%	-15.2%	-15.1%	-0.1%	0.2%	36.3%	31.0%	19.4%	-9.5%	-13.4%	-7.7%		3.5%
RPM	5.0%	4.2%	4.1%	4.4%	4.8%	5.5%	5.2%	5.2%	4.7%	5.0%	5.0%		5.2%
Net income	2,067	2,838	3,893	6,415	2,070	5,181	7,369	9,348	2,991	3,943	6,326	63.3%	10,000
YoY	1.3%	-32.3%	-30.0%	0.3%	0.1%	82.6%	89.3%	45.7%	44.5%	-23.9%	-14.2%		7.0%
Net margin	2.7%	1.9%	1.7%	2.1%	2.6%	3.3%	3.2%	3.0%	4.1%	2.6%	2.8%		3.2%

Quarterly (JPYmn)	FY02/19				FY02/20				FY02/21		
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Sales	76,370	76,241	74,133	76,171	79,048	78,434	75,161	75,939	73,532	76,202	74,664
YoY	1.7%	0.7%	3.8%	8.5%	3.5%	2.9%	1.4%	-0.3%	-7.0%	-2.8%	-0.7%
Gross profit	9,342	8,120	8,378	9,612	9,632	10,131	9,251	9,556	8,963	9,276	9,322
YoY	3.8%	-15.3%	-3.0%	25.6%	3.1%	24.8%	10.4%	-0.6%	-6.9%	-8.4%	0.8%
GPM	12.2%	10.7%	11.3%	12.6%	12.2%	12.9%	12.3%	12.6%	12.2%	12.2%	12.5%
SG&A expenses	5,556	5,630	5,741	5,494	5,832	5,336	5,741	5,660	5,507	5,231	5,609
YoY	-2.0%	2.4%	4.6%	3.6%	5.0%	-5.2%	-	3.0%	-5.6%	-2.0%	-2.3%
SG&A ratio	7.3%	7.4%	7.7%	7.2%	7.4%	6.8%	7.6%	7.5%	7.5%	6.9%	7.5%
Operating profit	3,785	2,490	2,638	4,117	3,800	4,794	3,510	3,897	3,455	4,045	3,714
YoY	13.5%	-39.0%	-16.1%	75.5%	0.4%	92.5%	33.1%	-5.3%	-9.1%	-15.6%	5.8%
OPM	5.0%	3.3%	3.6%	5.4%	4.8%	6.1%	4.7%	5.1%	4.7%	5.3%	5.0%
Recurring profit	3,816	2,533	2,958	4,055	3,822	4,833	3,534	3,760	3,459	4,037	3,749
YoY	13.3%	-38.6%	-14.9%	67.8%	0.2%	90.8%	19.5%	-7.3%	-9.5%	-16.5%	6.1%
RPM	5.0%	3.3%	4.0%	5.3%	4.8%	6.2%	4.7%	5.0%	4.7%	5.3%	5.0%
Net income	2,067	771	1,055	2,522	2,070	3,111	2,188	1,979	2,991	952	2,383
YoY	1.3%	-64.1%	-22.9%	200.6%	0.1%	303.5%	107.4%	-21.5%	44.5%	-69.4%	8.9%
Net margin	2.7%	1.0%	1.4%	3.3%	2.6%	4.0%	2.9%	2.6%	4.1%	1.2%	3.2%

Source: Shared Research based on company data

Segments Quarterly (JPYmn)	FY02/19				FY02/20				FY02/21		
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Sales	76,370	76,241	74,133	76,171	79,048	78,434	75,161	75,939	73,532	76,202	74,664
YoY	1.7%	0.7%	3.8%	8.5%	3.5%	2.9%	1.4%	-0.3%	-7.0%	-2.8%	-0.7%
Facilities Management	14,102	14,014	14,447	13,801	14,928	14,700	14,631	14,030	14,511	14,575	14,745
YoY	7.1%	7.8%	7.7%	5.1%	5.9%	4.9%	1.3%	1.7%	-2.8%	-0.9%	0.8%
Security Services	11,074	10,991	11,220	11,207	11,143	11,040	11,121	11,343	10,843	10,852	11,271
YoY	0.7%	1.8%	4.7%	4.0%	0.6%	0.4%	-0.9%	1.2%	-2.7%	-1.7%	1.3%
Cleaning Services	14,247	14,390	14,456	15,092	15,401	15,527	15,599	15,835	15,008	15,419	15,658
YoY	3.7%	5.0%	3.9%	8.4%	8.1%	7.9%	7.9%	4.9%	-2.6%	-0.7%	0.4%
Construction Work	10,503	11,178	9,285	10,504	12,014	11,089	8,921	9,820	11,523	10,597	8,906
YoY	-10.4%	-9.8%	7.8%	28.7%	14.4%	-0.8%	-3.9%	-6.5%	-4.1%	-4.4%	-0.2%
Materials and Supplies Sourcing	12,906	13,106	12,771	12,224	12,987	12,926	12,641	12,571	12,957	13,652	13,037
YoY	2.1%	4.8%	0.6%	-1.6%	0.6%	-1.4%	-1.0%	2.8%	-0.2%	5.6%	3.1%
Vending Machine Services	8,106	8,286	7,614	7,949	7,699	8,376	7,685	7,784	4,725	7,329	7,003
YoY	1.1%	-7.9%	0.9%	-4.0%	-5.0%	1.1%	0.9%	-2.1%	-38.6%	-12.5%	-8.9%
Support Services	5,429	4,276	4,341	5,393	4,872	4,775	4,564	4,557	3,963	3,776	4,045
YoY	13.7%	-0.2%	-3.9%	51.2%	-10.3%	11.7%	5.1%	-15.5%	-18.7%	-20.9%	-11.4%
Other	-	-	-	-	-	-	-	-	-	-	-
Operating profit	3,785	2,490	2,638	4,117	3,800	4,794	3,510	3,897	3,455	4,045	3,714
YoY	13.5%	-39.0%	-16.1%	75.5%	0.4%	92.5%	33.1%	-5.3%	-9.1%	-15.6%	5.8%
OPM	5.0%	3.3%	3.6%	5.4%	4.8%	6.1%	4.7%	5.1%	4.7%	5.3%	5.0%
Facilities Management	1,477	1,335	1,438	1,308	1,433	1,356	1,250	1,254	1,256	1,293	1,367
YoY	31.8%	16.9%	14.9%	15.8%	-3.0%	1.6%	-13.1%	-4.1%	-12.4%	-4.6%	9.4%
OPM	10.5%	9.5%	10.0%	9.5%	9.6%	9.2%	8.5%	8.9%	8.7%	8.9%	9.3%
Security Services	722	681	716	762	730	682	795	831	763	831	793
YoY	-6.6%	-3.8%	12.4%	3.1%	1.1%	0.1%	11.0%	9.1%	4.5%	21.8%	-0.3%
OPM	6.5%	6.2%	6.4%	6.8%	6.6%	6.2%	7.1%	7.3%	7.0%	7.7%	7.0%
Cleaning Services	1,683	1,622	1,695	1,694	1,724	1,786	1,781	1,676	1,646	1,784	1,910
YoY	7.2%	6.4%	9.1%	7.3%	2.4%	10.1%	5.1%	-1.1%	-4.5%	-0.1%	7.2%
OPM	11.8%	11.3%	11.7%	11.2%	11.2%	11.5%	11.4%	10.6%	11.0%	11.6%	12.2%
Construction Work	989	1,027	865	1,108	1,094	1,080	669	973	1,139	942	798
YoY	8.6%	0.7%	25.2%	62.2%	10.6%	5.2%	-22.7%	-12.2%	4.1%	-12.8%	19.3%
OPM	9.4%	9.2%	9.3%	10.5%	9.1%	9.7%	7.5%	9.9%	9.9%	8.9%	9.0%
Materials and Supplies Sourcing	743	752	641	643	712	643	591	543	612	672	567
YoY	4.6%	9.5%	-10.8%	-14.5%	-4.2%	-14.5%	-7.8%	-15.6%	-14.0%	4.5%	-4.1%
OPM	5.8%	5.7%	5.0%	5.3%	5.5%	5.0%	4.7%	4.3%	4.7%	4.9%	4.3%
Vending Machine Services	419	114	231	400	256	449	243	448	-10	367	206
YoY	-0.5%	-86.8%	6.5%	-33.9%	-38.9%	293.9%	5.2%	12.0%	-	-18.3%	-15.2%
OPM	5.2%	1.4%	3.0%	5.0%	3.3%	5.4%	3.2%	5.8%	-0.2%	5.0%	2.9%
Support Services	-274	-1,283	-778	65	-124	378	187	-25	8	-108	-71
YoY	-	-	-	-	-	-	-	-	-	-	-
OPM	-5.0%	-30.0%	-17.9%	1.2%	-2.5%	7.9%	4.1%	-0.5%	0.2%	-2.9%	-1.8%
Eliminations, other	-1,974	-1,758	-2,170	-1,863	-2,025	-1,580	-2,006	-1,803	-1,959	-1,736	-1,856

Source: Shared Research based on company data

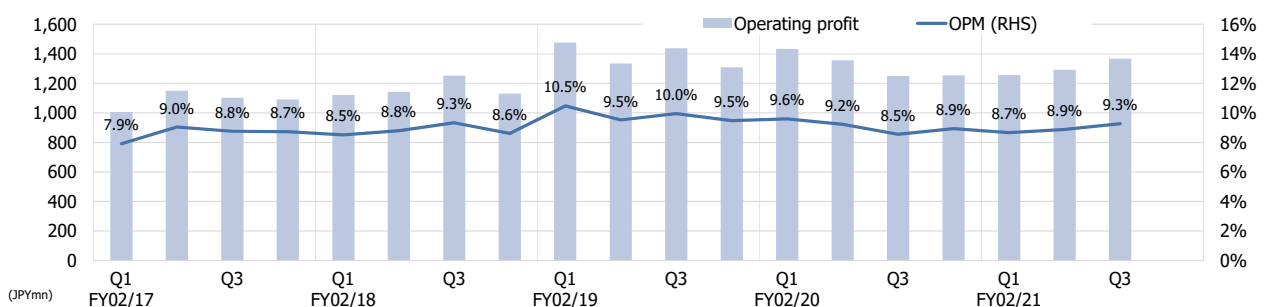
Q3 FY02/21 results (out January 13, 2021)

Summary

- ▷ In cumulative Q3 FY02/21, Aeon Delight reported consolidated sales of JPY224.4bn (-3.5% YoY), operating profit of JPY11.2bn (-7.4% YoY), and net income of JPY6.3bn (-14.2% YoY). Sales and profit fell as some contracted facilities were partially closed or temporarily shut down, events were canceled, and people refrained from going out due to the COVID-19 pandemic. The company assumes that the pandemic will have a negative impact of about JPY1.5bn on FY02/21 operating profit. In cumulative Q3, the drag was about JPY1.3bn (roughly JPY1.1bn in 1H).
- ▷ Non-cumulative Q3 sales were JPY74.7bn (-0.7% YoY), and operating profit was JPY3.7bn (+5.8% YoY). Q3 sales fell less than Q1, when they were down by 7.0% YoY, and Q2, when they were down by 2.8%. Sales generated by facilities management, security, and cleaning began to rise thanks in part to results associated with commercial facilities and new contracts involving headquarter buildings held by automobile and drug manufacturers, head offices of local banks, hotels, distribution centers, baseball fields, and other facilities. GPM improved to 12.5% (versus 12.3% in Q3 FY02/20). Gradually contributing to this improvement were price negotiations for low-fee deals, cost control achieved through personnel saving, supplier consolidation, and purchase price optimization. The company reduced SG&A expenses to JPY5.6bn (-2.3% YoY). Travel and transportation expenses fell thanks to the active application of teleworking and remote conferencing.
- ▷ FY02/21 company forecast remains unchanged at consolidated sales of JPY315.0bn (+2.1% YoY), operating profit of JPY16.5bn (+3.1% YoY), net income of JPY10.0bn (+7.0% YoY), and EPS of JPY200.13. The annual dividend forecast is also unchanged at JPY70 per share. Versus full-year forecast, cumulative Q3 sales were 71.2% (75.4% in Q3 FY02/20), operating profit 68.0% (75.6%), and net income 63.3% (78.8%). Aeon Delight seeks to grow sales in part by expanding sales of cleaning for epidemic prevention and related supplies, replacing security cameras, and stepping up proposals related to EV charger installation. At the same time, it will aim to achieve the projections in its full-year forecast by minimizing costs through measures such as supplier consolidation, purchase price optimization, and active implementation of teleworking remote conferencing. The company will also bolster its efforts to achieve targets by raising capital efficiency through asset sales and other means.

Results by segment

Facilities Management



Facilities Management Quarterly (JPYmn)	FY02/19				FY02/20				FY02/21		
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Sales	14,102	14,014	14,447	13,801	14,928	14,700	14,631	14,030	14,511	14,575	14,745
YoY	7.1%	7.8%	7.7%	5.1%	5.9%	4.9%	1.3%	1.7%	-2.8%	-0.9%	0.8%
Operating profit	1,477	1,335	1,438	1,308	1,433	1,356	1,250	1,254	1,256	1,293	1,367
YoY	31.8%	16.9%	14.9%	15.8%	-3.0%	1.6%	-13.1%	-4.1%	-12.4%	-4.6%	9.4%
OPM	10.5%	9.5%	10.0%	9.5%	9.6%	9.2%	8.5%	8.9%	8.7%	8.9%	9.3%

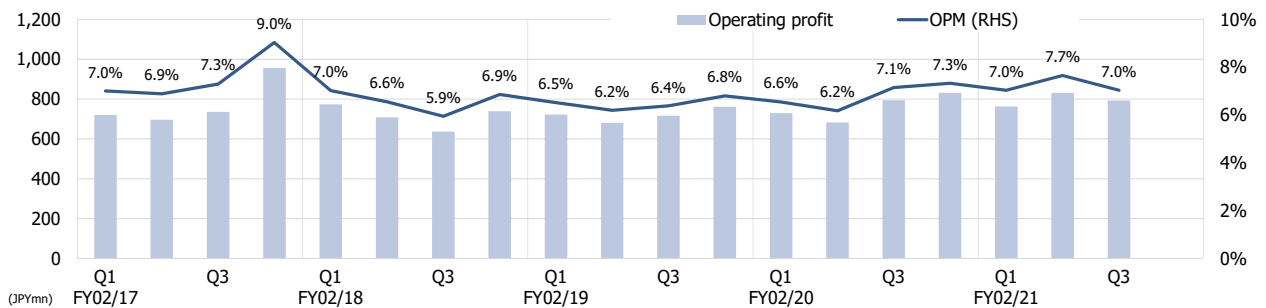
Source: Shared Research based on company data

The Facilities Management segment reported cumulative Q3 sales of JPY43.8bn (-1.0% YoY) and segment profit of JPY3.9bn (-3.0% YoY). To increase sales, the company brought its integrated facility management service using an open network system into Aeon Style Shin-Urayasu and worked to expand sales of environment-friendly, CFC-free refrigerated display cases, but these efforts were not sufficient to turn sales around. With the aim of improving profitability, the company is concentrating on area

management and progressing cost reduction measures such as improving profitability of poorly performing properties, centralizing purchasing, and optimizing purchase unit prices.

Q3 sales were JPY14.7bn (+0.8% YoY), and segment profit was JPY1.4bn (+9.4% YoY). Sales in Q1 and Q2 fell YoY due in part to the COVID-19 pandemic. However, sales began to rise in Q3, benefitting from new contracts as negative impact from the pandemic abated. Earning power in the Facilities Management segment rose thanks in part to personnel saving achieved through expansion in the areas covered by facility management services (reducing personnel assigned to customer facilities and undertaking facility management by region instead of individual facility), cost reduction attained through standardization of replacement equipment and devices, and internalization of repair work. Segment OPM was 9.3%, up from 8.5% in Q3 FY02/20. Aeon Delight installed a variety of systems and sensors targeting automation of resident facility management at model stores in Hokkaido. Later, the company field tested this equipment and verified its efficacy. Moving forward, the company plans to promote a horizontal rollout that will cut back on required personnel and expand the area covered by its facility management services to include all of Hokkaido. At the same time, it is also planning a nationwide rollout that will focus on Aeon group stores.

Security Services



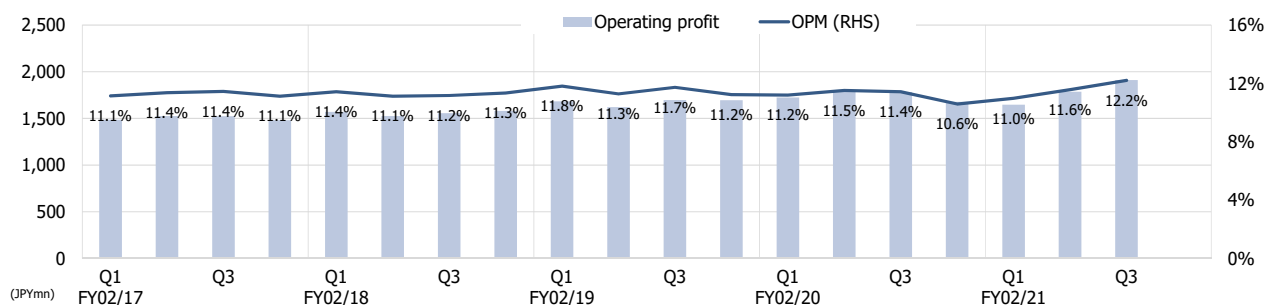
Security Services Quarterly (JPYmn)	FY02/19				FY02/20				FY02/21		
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Sales	11,074	10,991	11,220	11,207	11,143	11,040	11,121	11,343	10,843	10,852	11,271
YoY	0.7%	1.8%	4.7%	4.0%	0.6%	0.4%	-0.9%	1.2%	-2.7%	-1.7%	1.3%
Operating profit	722	681	716	762	730	682	795	831	763	831	793
YoY	-6.6%	-3.8%	12.4%	3.1%	1.1%	0.1%	11.0%	9.1%	4.5%	21.8%	-0.3%
OPM	6.5%	6.2%	6.4%	6.8%	6.6%	6.2%	7.1%	7.3%	7.0%	7.7%	7.0%

Source: Shared Research based on company data

The Security Services segment reported cumulative Q3 sales of JPY33.0bn (-1.0% YoY) and segment profit of JPY2.4bn (+8.2% YoY). Amid a worker shortage in recent years, the company continued to streamline its business by automating systems to handle routine tasks such as facility entry/exit management and store closings. Profitability improved as a result of initiatives to optimize unit prices through price negotiations.

Q3 sales were JPY11.3bn (+1.3% YoY), and segment profit was JPY793mn (-0.3% YoY). Sales in Japan fell slightly YoY, but sales generated overseas (in China, Vietnam, etc.) rose on a rise in the number of contracts acquired. The company is conducting negotiations aimed at achieving optimal pricing for nighttime security system installation proposals and other business propositions. However, segment profit fell slightly YoY due to a larger fixed cost burden associated with overseas subsidiaries.

Cleaning Services



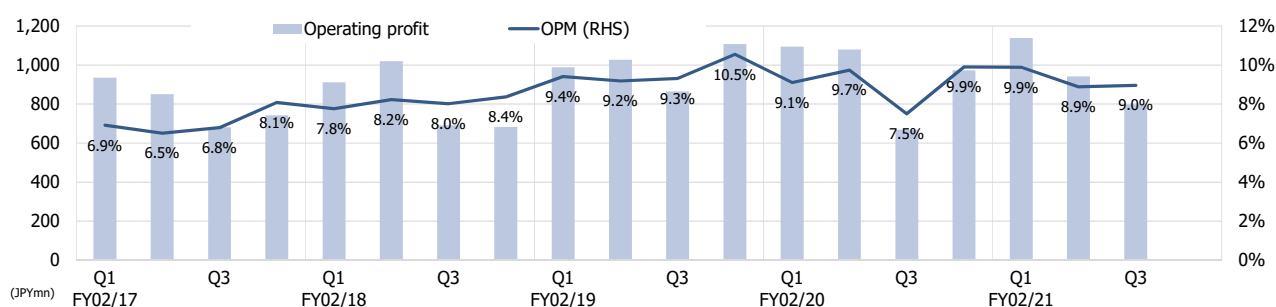
Cleaning Services Quarterly (JPYmn)	FY02/19				FY02/20				FY02/21		
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Sales	14,247	14,390	14,456	15,092	15,401	15,527	15,599	15,835	15,008	15,419	15,658
YoY	3.7%	5.0%	3.9%	8.4%	8.1%	7.9%	7.9%	4.9%	-2.6%	-0.7%	0.4%
Operating profit	1,683	1,622	1,695	1,694	1,724	1,786	1,781	1,676	1,646	1,784	1,910
YoY	7.2%	6.4%	9.1%	7.3%	2.4%	10.1%	5.1%	-1.1%	-4.5%	-0.1%	7.2%
OPM	11.8%	11.3%	11.7%	11.2%	11.2%	11.5%	11.4%	10.6%	11.0%	11.6%	12.2%

Source: Shared Research based on company data

The Cleaning Services segment reported cumulative Q3 sales of JPY46.1bn (-0.9% YoY) and segment profit of JPY5.3bn (+0.9% YoY). The company stepped up proposals to expand the rollout of “new standard cleaning” (a new cleaning method that is based on scientific evidence and produces hygienic environments using equipment that is different from that used in typical cleaning), its cleaning standards in the with-COVID era, focusing on training specialists in cleaning for epidemic prevention. Profitability improved as a result of efforts to improve profitability of poorly performing properties and share successful workplace case studies.

Q3 sales were JPY15.7bn (+0.4% YoY), and segment profit was JPY1.9bn (+7.2% YoY). Sales began to rise in Q3 thanks in part to an increase in new contracts, contract acquisitions associated with solutions such as emergency disinfecting conducted in response to the COVID-19 pandemic, and the launch of “new standard cleaning.” Sources of new added value such as emergency disinfecting and “new standard cleaning” appear to be contributing to improvement in profitability.

Construction Work



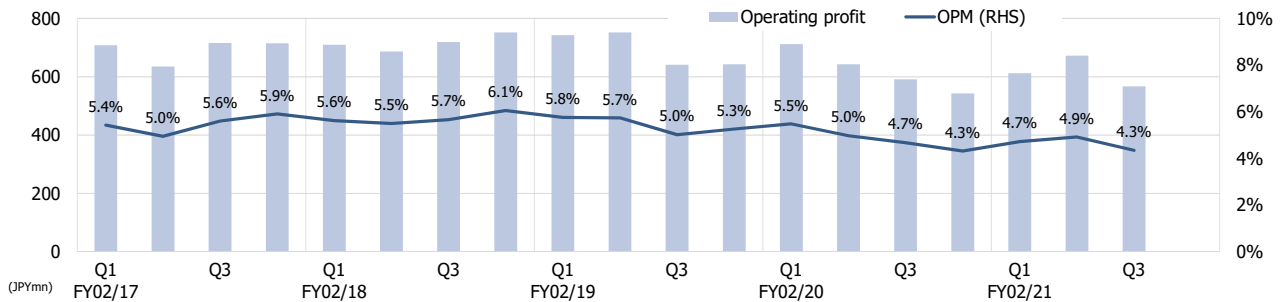
Construction Work Quarterly (JPYmn)	FY02/19				FY02/20				FY02/21		
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Sales	10,503	11,178	9,285	10,504	12,014	11,089	8,921	9,820	11,523	10,597	8,906
YoY	-10.4%	-9.8%	7.8%	28.7%	14.4%	-0.8%	-3.9%	-6.5%	-4.1%	-4.4%	-0.2%
Operating profit	989	1,027	865	1,108	1,094	1,080	669	973	1,139	942	798
YoY	8.6%	0.7%	25.2%	62.2%	10.6%	5.2%	-22.7%	-12.2%	4.1%	-12.8%	19.3%
OPM	9.4%	9.2%	9.3%	10.5%	9.1%	9.7%	7.5%	9.9%	9.9%	8.9%	9.0%

Source: Shared Research based on company data

The Construction Work segment reported cumulative Q3 sales of JPY31.0bn (-3.1% YoY) and segment profit of JPY2.9bn (+1.3% YoY). Cumulative results in Q3 were slightly below projections, apparently due to some construction work launch delays caused by the COVID-19 pandemic. However, the company secured higher profit YoY as earning power in the segment increased thanks in part to a decrease in cost of sales. Aeon Delight is targeting recovery through acquisition of construction projects that have not yet been started and construction projects associated with environmental measures, including the installation of electric vehicle charging stations.

Q3 sales were JPY8.9bn (-0.2% YoY), and segment profit was JPY798mn (+19.3% YoY). The company is steadily receiving orders for services such as renovation work for the Aeon group, thereby securing relatively stable results. The company is endeavoring to raise earning power in the segment in spite of its present tendency to fluctuate according to the quantity and nature of acquired contracts. In support of this objective, the company is implementing a variety of measures, including efforts aimed at raising the accuracy of its work estimates and standardizing its procured materials. In December 2020, the company announced its absorption of wholly owned subsidiary U-COM Co., Ltd. Through this merger, the company is seeking to improve efficiency.

Materials and Supplies Sourcing Services

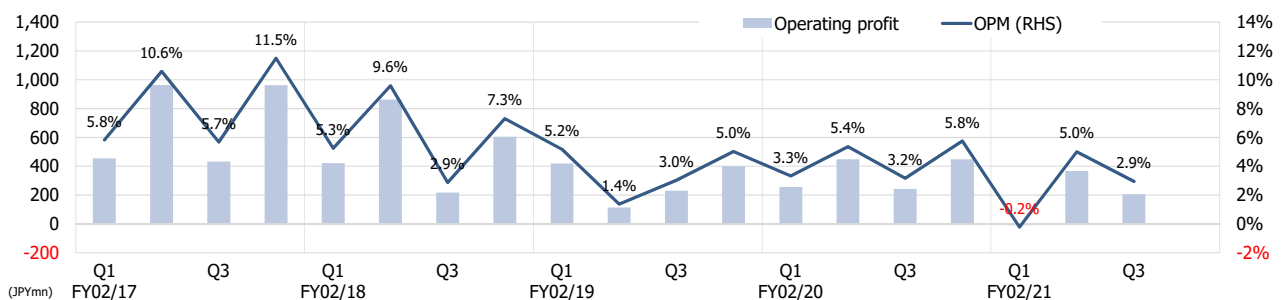


Materials and Supplies Sourcing Quarterly (JPYmn)	FY02/19				FY02/20				FY02/21		
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Sales	12,906	13,106	12,771	12,224	12,987	12,926	12,641	12,571	12,957	13,652	13,037
YoY	2.1%	4.8%	0.6%	-1.6%	0.6%	-1.4%	-1.0%	2.8%	-0.2%	5.6%	3.1%
Operating profit	743	752	641	643	712	643	591	543	612	672	567
YoY	4.6%	9.5%	-10.8%	-14.5%	-4.2%	-14.5%	-7.8%	-15.6%	-14.0%	4.5%	-4.1%
OPM	5.8%	5.7%	5.0%	5.3%	5.5%	5.0%	4.7%	4.3%	4.7%	4.9%	4.3%

Source: Shared Research based on company data

The Materials and Supplies Sourcing Services segment reported cumulative Q3 sales of JPY39.6bn (+2.8% YoY) and segment profit of JPY1.9bn (-4.9% YoY). Sales grew on orders for products to prevent the spread of COVID-19 (such as commercial-grade masks, gloves, alcohol, and acrylic screens to prevent droplet spread), as well as orders for Aeon's TOPVALU private brand packaging materials. Despite lower purchasing costs achieved through economies of scale and improved distribution efficiency, profit declined, hurt by factors such as the new charge for checkout bags starting in July 2020. Q3 sales were JPY13.0bn (+3.1% YoY), and segment profit was JPY567mn (-4.1% YoY).

Vending Machine Services



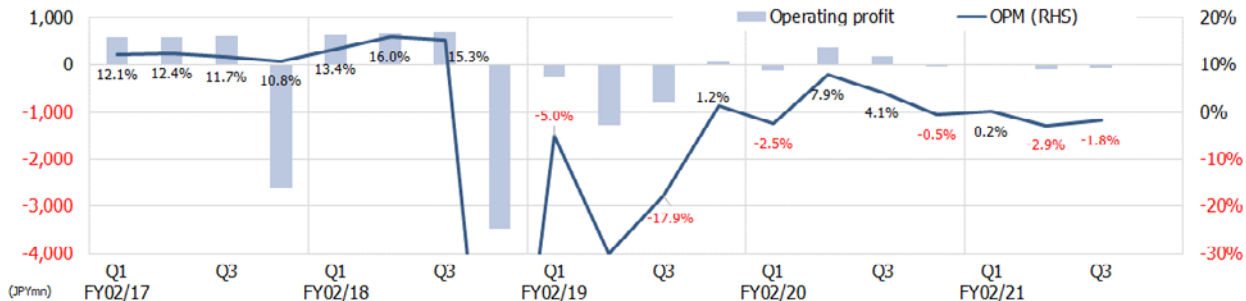
Vending Machine Services Quarterly (JPYmn)	FY02/19				FY02/20				FY02/21		
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Sales	8,106	8,286	7,614	7,949	7,699	8,376	7,685	7,784	4,725	7,329	7,003
YoY	1.1%	-7.9%	0.9%	-4.0%	-5.0%	1.1%	0.9%	-2.1%	-38.6%	-12.5%	-8.9%
Operating profit	419	114	231	400	256	449	243	448	-10	367	206
YoY	-0.5%	-86.8%	6.5%	-33.9%	-38.9%	293.9%	5.2%	12.0%	-	-18.3%	-15.2%
OPM	5.2%	1.4%	3.0%	5.0%	3.3%	5.4%	3.2%	5.8%	-0.2%	5.0%	2.9%

Source: Shared Research based on company data

The Vending Machine Services segment reported cumulative Q3 sales of JPY19.1bn (-19.8% YoY) and segment profit of JPY563mn (-40.6% YoY). Beverage sales fell sharply due to temporary closure of commercial facilities where vending machines are installed. Although the company installed more of its own multibrand vending machines (which offer products from a number of different brands), this was not sufficient to compensate for lower sales.

Q3 sales were JPY7.0bn (-8.9% YoY), and segment profit was JPY206mn (-15.2% YoY). Ostensibly, these results occurred because the COVID-19 pandemic lowered the frequency of visits to commercial facilities and reduced the lengths of time that visitors spent at these facilities.

Support Services



Support Services Quarterly (JPYmn)	FY02/19				FY02/20				FY02/21		
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Sales	5,429	4,276	4,341	5,393	4,872	4,775	4,564	4,557	3,963	3,776	4,045
YoY	13.7%	-0.2%	-3.9%	51.2%	-10.3%	11.7%	5.1%	-15.5%	-18.7%	-20.9%	-11.4%
Aquia-KJS (former Kajitaku)	2,056	712	777	1,905	1,452	1,307	941	730	911	770	847
YoY	-	-	-	-	-29.4%	83.5%	21.1%	-61.7%	-37.3%	-41.1%	-10.0%
Excluding Aquia-KJS	3,373	3,564	3,564	3,488	3,420	3,468	3,623	3,827	3,052	3,006	3,198
YoY	-	-	-	-	1.4%	-2.7%	1.7%	9.7%	-10.8%	-13.3%	-11.7%
Operating profit	-274	-1,283	-778	65	-124	378	187	-25	8	-108	-71
YoY	-	-	-	-	-	-	-	-	-	-	-
OPM	-5.0%	-30.0%	-17.9%	1.2%	-2.5%	7.9%	4.1%	-0.5%	0.2%	-2.9%	-1.8%
Aquia-KJS (former Kajitaku)	-661	-1,817	-1,335	-228	-510	-105	-325	-272	-145	-271	-339
YoY	-	-	-	-	-	-	-	-	-	-	-
OPM	-32.2%	-255.2%	-171.8%	-12.0%	-35.1%	-8.0%	-34.5%	-37.3%	-15.9%	-35.2%	-40.0%
Excluding Aquia-KJS	387	534	557	293	386	483	512	247	153	163	268
YoY	-	-	-	-	-0.3%	-9.6%	-8.1%	-15.7%	-60.4%	-66.3%	-47.7%
OPM	11.5%	15.0%	15.6%	8.4%	11.3%	13.9%	14.1%	6.5%	5.0%	5.4%	8.4%

Source: Shared Research based on company data

The Support Services segment reported cumulative Q3 sales of JPY11.8bn (-17.1% YoY) and a segment loss of JPY171mn (versus profit of JPY441mn in cumulative Q3 FY02/20). Earnings of Aeon Compass (subsidiary engaged in travel-related businesses) deteriorated. The Support Services segment excluding the former Kajitaku recorded sales of JPY9.3bn (-11.9% YoY) and segment profit of JPY584mn (-57.7% YoY).

Q3 sales were JPY4.0bn (-11.4% YoY), and segment loss was JPY71mn (versus profit of JPY187mn in Q3 FY02/20). Excluding impact from Actier, Inc. and Keiji Shinyoukumiai (formerly known as KAJITAKU), segment sales were JPY3.2bn (-11.7% YoY), and operating profit was JPY268mn (-47.7% YoY). Curtailment of business trips from Aeon group companies continues to affect the results generated by Aeon Compass. Aquia Corporation, which operates the Housekeeping Support Business formerly handled by KAJITAKU, reported a recovery in demand compared to Q1 and Q2, but future demand has once again become uncertain due to a second state of emergency declared in January 2021. KJS Corporation, which operates a store support business formerly handled by KAJITAKU, experienced a contraction in business scale due to the transfer of its ID photo machine business on June 30, 2020. It is also expected to withdraw from its smartphone printing business and picture palette business during FY02/21. Starting in FY02/22, it will comprise only the copier business, and the company projects a decline in operating loss along with this decrease in scale.

Overseas

Overseas businesses reported sales of roughly JPY14.3bn (+2.6% YoY) and segment profit of about JPY1.1bn (-1.9% YoY). In China, the Wuhan subsidiary was impacted by the city's lockdown in early 2020, but accelerated marketing activities to cultivate new customers once the lockdown was lifted, and has started providing services at several facilities. The Jiangsu subsidiary won contracts for mid- to upscale shopping centers, hospitals, nursing homes, and redevelopment areas. In the ASEAN region, the company expanded contracts to work mainly on Aeon group stores in Indonesia. Note that overseas subsidiaries' cumulative Q3 earnings are for January–September 2020.

For details on previous results, please refer to the Historical financial statements section.

FY02/21 company forecast

Full-year company forecast

(JPYmn)	FY02/19			FY02/20			FY02/21		
	1H	2H	FY	1H	2H	FY	1H Act.	Init. Est.	FY Est.
Sales	152,611	150,304	302,915	157,482	151,100	308,582	149,734	165,266	315,000
YoY	1.2%	6.1%	3.6%	3.2%	0.5%	1.9%	-4.9%	9.4%	2.1%
Cost of sales	135,149	132,314	267,463	137,719	132,292	270,011	131,494		
Gross profit	17,462	17,990	35,452	19,763	18,807	38,570	18,239		
YoY	-6.0%	10.5%	1.7%	13.2%	4.5%	8.8%	-7.7%		
GPM	11.4%	12.0%	11.7%	12.5%	12.4%	12.5%	12.2%		
SG&A expenses	11,186	11,235	22,421	11,168	11,401	22,569	10,738		
SG&A ratio	0.2%	4.1%	2.1%	-0.2%	1.5%	0.7%	-3.9%		
Operating profit	6,275	6,755	13,030	8,594	7,407	16,001	7,500	9,000	16,500
YoY	-15.4%	23.0%	0.9%	37.0%	9.7%	22.8%	-12.7%	21.5%	3.1%
OPM	4.1%	4.5%	4.3%	5.5%	4.9%	5.2%	5.0%	5.4%	5.2%
Recurring profit	6,349	7,013	13,362	8,655	7,294	15,949	7,496	9,004	16,500
YoY	-15.2%	19.0%	-0.1%	36.3%	4.0%	19.4%	-13.4%	23.4%	3.5%
RPM	4.2%	4.7%	4.4%	5.5%	4.8%	5.2%	5.0%	5.4%	5.2%
Net income	2,838	3,577	6,415	5,181	4,167	9,348	3,943	6,057	10,000
YoY	-32.3%	62.0%	0.3%	82.6%	16.5%	45.7%	-23.9%	45.4%	7.0%

Source: Shared Research based on company data

For FY02/21, the company forecasts consolidated sales of JPY315.0bn (+2.1% YoY), operating profit of JPY16.5bn (+3.1% or +about JPY500mn YoY), net income of JPY10.0bn (+7.0% YoY), and EPS of JPY200.13. No changes have been made to the company's initial forecast. This forecast assumes that the COVID-19 pandemic will drag on operating profit by some JPY1.5bn, offset by JPY700mn in narrower losses at the former Kajitaku and a JPY1.3bn increase in operating profit elsewhere. The company's dividend forecast for FY02/21 calls for an annual dividend of JPY70.0 per share versus JPY65.0 per share in FY02/20, the planned hike reflecting an increase in its targeted dividend payout ratio from 30% to 35%.

At the end of 1H, sales had achieved 47.5% of corresponding targets in the company's full-year forecast (51.0% of full-year results in 1H FY02/20) while operating profit had achieved 45.5% (53.7%) and net income 39.4% (55.4%). Rates of achievement were low compared to 1H FY02/20 primarily due to impact from the COVID-19 pandemic. During 1H, the pandemic had a negative impact of roughly JPY1.1bn on operating profit. Temporary commercial facility closures caused decreases in demand for security and cleaning services as well as for beverages sold through vending machines. The pandemic also caused delays to some repair and construction work while security and travel-related demand fell off as event holders and attendees exercised self-restraint to maintain safety. Currently, the impact of the pandemic is gradually abating. The company expects residual negative impact in 2H from self-restraint associated with travel and events but expects it to remain within its projected range of JPY1.5bn. Operating loss connected to the former Kajitaku in 1H shrank by about JPY200mn YoY, which was also within the company's initially projected range.

Other factors had a negative impact of about JPY200mn on 1H operating profit. Moving forward, the company will aim to achieve its targets by acquiring new orders, increasing the volume of orders from existing customers (raising their share of overall customer orders), expanding sales of epidemic prevention products related to the COVID-19 pandemic, addressing the issue of low-profit properties (optimizing pricing, introducing automation, implementing employee sharing, etc.), and reducing costs primarily through supplier consolidation. The achievement rate for net income was relatively low primarily because the company recorded JPY1.3bn in loss on sale of businesses following the transfer of the former Kajitaku's certification photo machine business. The company aims to achieve projections through means including asset sales.

New order acquisition

Acquisition of new customers primarily outside of the Aeon group did not produce abundant results, mainly due to stagnation in sales activities caused by the COVID-19 pandemic. However, the company did expand its customer base by acquiring contracts related to the building of a major automobile manufacturer, the office of a major camera manufacturer, a hotel, the headquarters of a major drug manufacturer, and the factory building of another major drug manufacturer. Additionally, on a nationwide basis, the company has reached agreements heading into 2H for four large-scale hospitals, two separate facilities for a hospital doing work connected with particle beam technology, the headquarters of a major telecommunications company, an innovation center

for a machinery manufacturer, and facilities for an electronics retailer. Accordingly, the company anticipates an increase in sales outside of the group.

In terms of integrated facility management (IFM; insourcing a wide range of responsibilities that extend beyond mere facility management), the company expects to receive work for the headquarters of a global online sales company and a major Japanese automobile manufacturer in the near future. Even if the scale of IFM contract is small during the initial fiscal year, this scale will gradually expand in a large number of cases. Accordingly, IFM can be viewed as a promising endeavor over the medium term.

Expand share of work from existing customers

Previously, the company's individual departments handled customer communication separately, so information regarding the same customer would be scattered throughout the company. In an attempt to raise customer satisfaction, the company plans to revise this system, appointing account managers for major customers. Through its revised system, the company will offer to provide services involving several departments collectively (receiving construction work orders related to facility management through the Construction Work business, etc.) and render nationwide services of stable quality to customers operating on a nationwide scale. Through these changes, the company aims to expand the share of orders from existing customers.

Expand sales of products related to epidemic prevention measures

In accordance with its responsibilities for the crisis management of the Aeon group, the company has been developing activities aimed at preventing the spread of infections to ensure the continued safety and security of those shopping and working at Aeon. To date, the company has continuously provided sanitary materials, such as protective masks for professional use, gloves, and disinfectant alcohol, to enhance safety at stores in commercial facilities and backyards. At the same time, the company has installed acrylic panels to help prevent the spread of infection through exposure to droplets. Previously, the company had focused primarily on aesthetic cleaning through its Cleaning Services business. However, it has since established New Standard Cleaning, a cleaning method that achieves sanitary environments through practices that are based on scientific evidence, and began offering related services in September 2020. These special cleaning services are performed by staff who have received specialized education concerning communicable disease control. The company aims to capture new demand by providing products and services it developed for the Aeon group outside of the group as well. Furthermore, it seeks to promote renovation work aimed at increasing ventilation and to develop and introduce contactless services.

Address the issue of low-profit properties

The company's mainstay Facilities Management, Security Services, and Cleaning Services businesses are labor-intensive. Costs incurred by the company have been on the rise due to labor shortages. In response, the company aims to reduce costs and maintain or improve the quality of services it provides to customers by mechanizing and automating processes and raising efficiency through sharing staff who conduct management by region instead of by individual property. In Security Services, the company is recommending systemization of customer entrance and exit management and closing operations. Through this systemization, the company has reduced the number of permanently stationed personnel, raised sales per staff member, and improved profitability. It also seeks to reduce the labor required for its Facilities Management and Cleaning Services businesses by improving operational processes and expanding installation of self-driving cleaning robots.

The company has produced demonstrative evidence in Hokkaido that provides use information regarding its shift from acquiring personnel who manage single properties to sharing personnel who manage properties by region. Previously, the company's facility management personnel were assigned to individual customer facilities (customers had exclusive rights to assigned personnel). Through the company's new method, customers no longer have exclusive rights to facility management personnel; instead, these personnel are responsible for facilities located within specified regions. This method enables the company to remotely monitor the operating statuses of facilities and quickly dispatch staff to these facilities as necessary. The advantages of this method allow customers to limit cost increases amid labor shortages and improve profitability for the company (GPM improved by 2.5pp when this method was applied in the case in Hokkaido). Moving forward, the company seeks to apply this method throughout Japan based on results obtained through field testing in Hokkaido.

Launch of electricity supply service

In September 2020, the company began proposing that commercial facilities, office buildings, and medical facilities switch their electricity providers and it started providing electricity in October. To date, the company has been proposing effective energy and power saving management solutions to customers through its Facilities Management business. The company will aim to generate synergy with the Facilities Management business and other businesses, retain existing customers, and develop new customers by providing inexpensive electricity for facilities using extra-high voltage and high-voltage power or sharing green energy generated through renewable energy technology. Aeon Delight views the electricity supply business as an important growth driver within Aeon Delight Vision 2025, the medium- to long-term strategy the company announced in October 2018. Although the business has already been launched, it is not expected to contribute to results until electricity supply to the Aeon group begins in earnest (around February 2023). Shared Research will monitor the results of this business model as it develops.

Full-year earnings

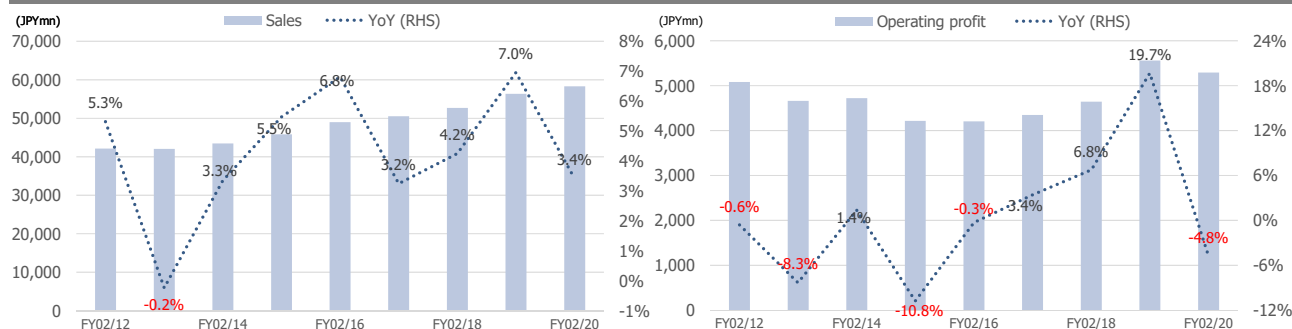
(JPYmn)	FY02/12 Act.	FY02/13 Act.	FY02/14 Act.	FY02/15 Act.	FY02/16 Act.	FY02/17 Act.	FY02/18 Act.	FY02/19 Act.	FY02/20 Act.	FY02/21 Est.
Sales	219,797	248,876	256,654	265,572	277,926	292,607	292,396	302,915	308,582	315,000
YoY	28.6%	13.2%	3.1%	3.5%	4.7%	5.3%	-0.1%	3.6%	1.9%	2.1%
Gross profit	28,631	30,227	33,245	34,290	34,836	35,736	34,871	35,452	38,570	
YoY	19.4%	5.6%	10.0%	3.1%	1.6%	2.6%	-2.4%	1.7%	8.8%	
GPM	13.0%	12.1%	13.0%	12.9%	12.5%	12.2%	11.9%	11.7%	12.5%	
SG&A expenses	14,868	16,326	18,622	18,900	20,280	21,596	21,961	22,421	22,569	
YoY	24.3%	9.8%	14.1%	1.5%	7.3%	6.5%	1.7%	2.1%	0.7%	
SG&A ratio	6.8%	6.6%	7.3%	7.1%	7.3%	7.4%	7.5%	7.4%	7.3%	
Operating profit	13,762	13,901	14,622	15,390	14,556	14,139	12,909	13,030	16,001	16,500
YoY	14.4%	1.0%	5.2%	5.3%	-5.4%	-2.9%	-8.7%	0.9%	22.8%	3.1%
OPM	6.3%	5.6%	5.7%	5.8%	5.2%	4.8%	4.4%	4.3%	5.2%	5.2%
Recurring profit	13,784	13,892	14,600	15,472	14,534	14,263	13,381	13,362	15,949	16,500
YoY	14.0%	0.8%	5.1%	6.0%	-6.1%	-1.9%	-6.2%	-0.1%	19.4%	3.5%
RPM	6.3%	5.6%	5.7%	5.8%	5.2%	4.9%	4.6%	4.4%	5.2%	5.2%
Net income	6,912	7,509	7,039	7,965	7,247	7,093	6,397	6,415	9,348	10,000
YoY	6.4%	8.6%	-6.3%	13.2%	-9.0%	-2.1%	-9.8%	0.3%	45.7%	7.0%
Net margin	3.1%	3.0%	2.7%	3.0%	2.6%	2.4%	2.2%	2.1%	3.0%	3.2%

Segment performance (JPYmn)	FY02/12 Act.	FY02/13 Act.	FY02/14 Act.	FY02/15 Act.	FY02/16 Act.	FY02/17 Act.	FY02/18 Act.	FY02/19 Act.	FY02/20 Act.	FY02/21 Est.
Sales	219,797	248,876	256,654	265,572	277,926	292,607	292,396	302,915	308,582	315,000
YoY	28.6%	13.2%	3.1%	3.5%	4.7%	5.3%	-0.1%	3.6%	1.9%	2.1%
Facilities Management	42,147	42,050	43,458	45,839	48,962	50,551	52,699	56,364	58,289	
YoY	5.3%	-0.2%	3.3%	5.5%	6.8%	3.2%	4.2%	7.0%	3.4%	
Security Services	32,235	31,805	34,242	36,622	38,456	41,068	43,290	44,492	44,647	
YoY	0.5%	-1.3%	7.7%	7.0%	5.0%	6.8%	5.4%	2.8%	0.3%	
Cleaning Services	39,852	40,519	42,320	44,287	47,870	53,365	55,297	58,185	62,362	
YoY	-3.1%	1.7%	4.4%	4.6%	8.1%	11.5%	3.6%	5.2%	7.2%	
Construction Work	28,513	53,071	45,630	41,972	43,855	45,814	40,897	41,470	41,844	
YoY	73.6%	86.1%	-14.0%	-8.0%	4.5%	4.5%	-10.7%	1.4%	0.9%	
Materials and Supplies Sourcing	36,730	39,284	44,543	47,618	50,516	50,740	50,265	51,007	51,125	
YoY	96.2%	7.0%	13.4%	6.9%	6.1%	0.4%	-0.9%	1.5%	0.2%	
Vending Machine Services	32,280	31,200	33,329	34,825	32,741	32,879	32,834	31,955	31,544	
YoY	87.8%	-3.3%	6.8%	4.5%	-6.0%	0.4%	-0.1%	-2.7%	-1.3%	
Support Services	8,037	10,942	13,129	14,406	15,524	18,188	17,325	19,439	18,768	
YoY	50.9%	36.1%	20.0%	9.7%	7.8%	17.2%	-4.7%	12.2%	-3.5%	
Operating profit	13,762	13,901	14,622	15,390	14,556	14,139	12,909	13,030	16,001	16,500
YoY	14.4%	1.0%	5.2%	5.3%	-5.4%	-2.9%	-8.7%	0.9%	22.8%	3.1%
OPM	6.3%	5.6%	5.7%	5.8%	5.2%	4.8%	4.4%	4.3%	5.2%	5.2%
Facilities Management	5,084	4,661	4,725	4,217	4,206	4,350	4,644	5,558	5,293	
YoY	-0.6%	-8.3%	1.4%	-10.8%	-0.3%	3.4%	6.8%	19.7%	-4.8%	
OPM	12.1%	11.1%	10.9%	9.2%	8.6%	8.6%	8.8%	9.9%	9.1%	
Security Services	2,823	2,692	2,865	3,102	3,032	3,110	2,857	2,881	3,038	
YoY	2.1%	-4.6%	6.4%	8.3%	-2.3%	2.6%	-8.1%	0.8%	5.4%	
OPM	8.8%	8.5%	8.4%	8.5%	7.9%	7.6%	6.6%	6.5%	6.8%	
Cleaning Services	5,882	5,918	5,716	6,289	6,031	6,012	6,228	6,694	6,967	
YoY	-0.9%	0.6%	-3.4%	10.0%	-4.1%	-0.3%	3.6%	7.5%	4.1%	
OPM	14.8%	14.6%	13.5%	14.2%	12.6%	11.3%	11.3%	11.5%	11.2%	
Construction Work	1,936	2,209	2,580	2,807	3,218	3,210	3,305	3,989	3,816	
YoY	59.5%	14.1%	16.8%	8.8%	14.6%	-0.2%	3.0%	20.7%	-4.3%	
OPM	6.8%	4.2%	5.7%	6.7%	7.3%	7.0%	8.1%	9.6%	9.1%	
Materials and Supplies Sourcing	1,234	1,462	2,333	2,111	2,806	2,774	2,868	2,779	2,489	
YoY	96.8%	18.5%	59.6%	-9.5%	32.9%	-1.1%	3.4%	-3.1%	-10.4%	
OPM	3.4%	3.7%	5.2%	4.4%	5.6%	5.5%	5.7%	5.4%	4.9%	
Vending Machine Services	2,330	2,396	3,068	2,965	2,846	2,812	2,105	1,164	1,396	
YoY	57.4%	2.8%	28.0%	-3.4%	-4.0%	-1.2%	-25.1%	-44.7%	19.9%	
OPM	7.2%	7.7%	9.2%	8.5%	8.7%	8.6%	6.4%	3.6%	4.4%	
Support Services	312	741	336	281	-580	-850	-1,466	-2,270	416	
YoY	-47.1%	137.5%	-54.7%	-16.4%	-	-	-	-	-	
OPM	3.9%	6.8%	2.6%	2.0%	-3.7%	-4.7%	-8.5%	-11.7%	2.2%	
Elimination, other	-	-6,180	-7,334	-6,574	-7,003	-7,279	-7,632	-7,765	-7,415	

Source: Shared Research based on company data

Facilities Management

Facilities Management (JPYmn)	FY02/12 Act.	FY02/13 Act.	FY02/14 Act.	FY02/15 Act.	FY02/16 Act.	FY02/17 Act.	FY02/18 Act.	FY02/19 Act.	FY02/20 Act.
Sales	42,147	42,050	43,458	45,839	48,962	50,551	52,699	56,364	58,289
YoY	5.3%	-0.2%	3.3%	5.5%	6.8%	3.2%	4.2%	7.0%	3.4%
Operating profit	5,084	4,661	4,725	4,217	4,206	4,350	4,644	5,558	5,293
YoY	-0.6%	-8.3%	1.4%	-10.8%	-0.3%	3.4%	6.8%	19.7%	-4.8%
OPM	12.1%	11.1%	10.9%	9.2%	8.6%	8.6%	8.8%	9.9%	9.1%

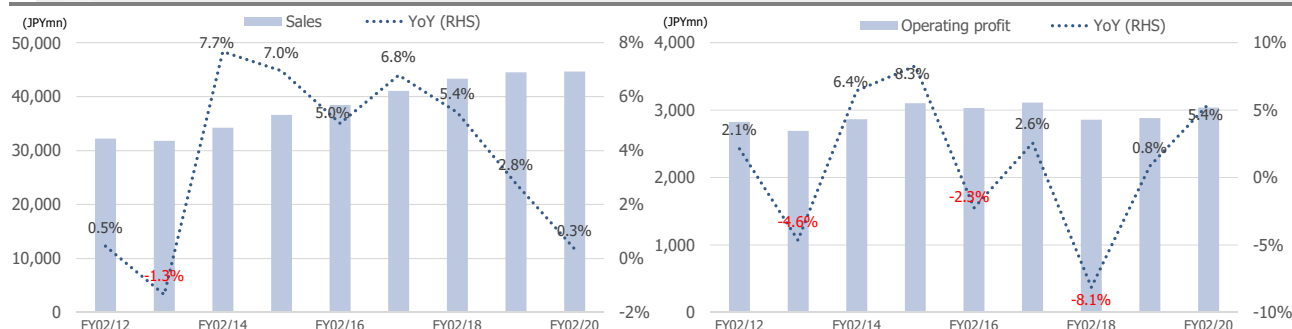


Source: Shared Research based on company data

Declining profitability associated primarily with a rise in personnel costs is an issue impacting Facilities Management. In response, the company is endeavoring to improve performance from low-profit properties and revolutionize operational processes. However, the company has still not yet sufficiently improved profitability due mostly to a rise in outsourcing costs for existing operations. Moving forward, the company will seek to improve profitability through supplier consolidation and procurement unit price optimization while attempting to expand the results in demonstrated in the experimental case in Hokkaido to other regions.

Security Services

Security Services (JPYmn)	FY02/12 Act.	FY02/13 Act.	FY02/14 Act.	FY02/15 Act.	FY02/16 Act.	FY02/17 Act.	FY02/18 Act.	FY02/19 Act.	FY02/20 Act.
Sales	32,235	31,805	34,242	36,622	38,456	41,068	43,290	44,492	44,647
YoY	0.5%	-1.3%	7.7%	7.0%	5.0%	6.8%	5.4%	2.8%	0.3%
Operating profit	2,823	2,692	2,865	3,102	3,032	3,110	2,857	2,881	3,038
YoY	2.1%	-4.6%	6.4%	8.3%	-2.3%	2.6%	-8.1%	0.8%	5.4%
OPM	8.8%	8.5%	8.4%	8.5%	7.9%	7.6%	6.6%	6.5%	6.8%

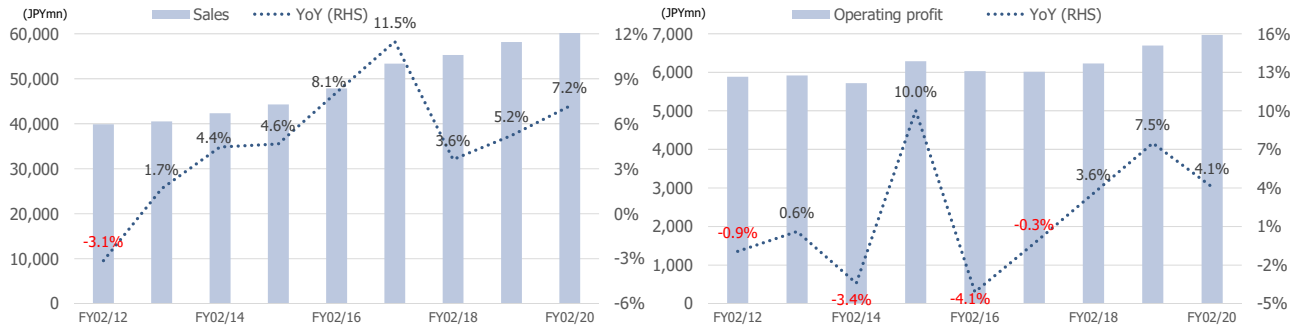


Source: Shared Research based on company data

In the Security Services business, the company is promoting the installation of systems for managing store entry and closure and endeavoring to reduce the amount of labor required to provide security for each property. Meanwhile, it is improving profitability by expanding the amount of sales generated per member of security staff. Furthermore, the company is seeking to optimize its pricing with the goal of transferring overall cost increases caused by rising personnel costs on to its product and service prices.

Cleaning Services

Cleaning Services (JPYmn)	FY02/12 Act.	FY02/13 Act.	FY02/14 Act.	FY02/15 Act.	FY02/16 Act.	FY02/17 Act.	FY02/18 Act.	FY02/19 Act.	FY02/20 Act.
Sales	39,852	40,519	42,320	44,287	47,870	53,365	55,297	58,185	62,362
YoY	-3.1%	1.7%	4.4%	4.6%	8.1%	11.5%	3.6%	5.2%	7.2%
Operating profit	5,882	5,918	5,716	6,289	6,031	6,012	6,228	6,694	6,967
YoY	-0.9%	0.6%	-3.4%	10.0%	-4.1%	-0.3%	3.6%	7.5%	4.1%
OPM	14.8%	14.6%	13.5%	14.2%	12.6%	11.3%	11.3%	11.5%	11.2%

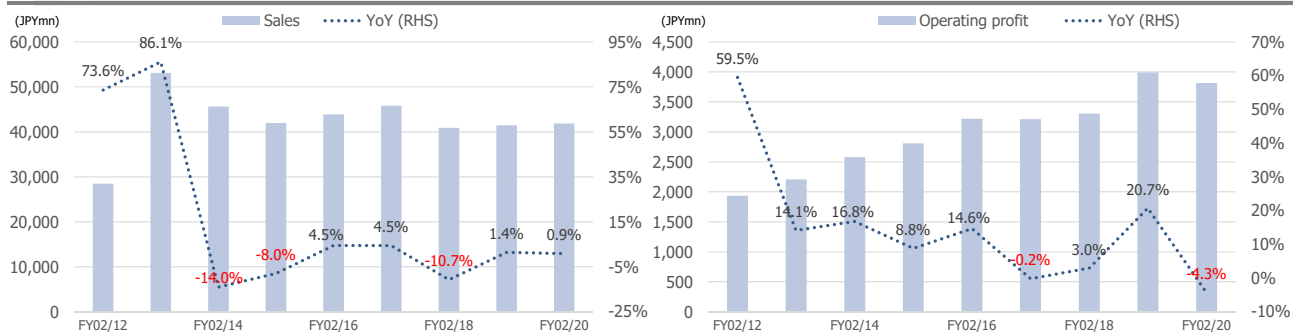


Source: Shared Research based on company data

The company acknowledges deteriorating profitability caused by rising personnel costs as an issue impacting its Cleaning Services business. It has generated a measurable amount of success in responding to this issue by improving the performance of low-profit properties and raising productivity. The company has also achieved results through manpower reduction, which it has implemented through the application of beneficial improvement measures to additional worksites and the expanded installation of cleaning robots. However, it has not yet achieved sufficient improvements in profitability due primarily to a decline in demand from department stores and other commercial facilities. Moving forward, the company will also negotiate with the goal of optimizing its pricing while seeking to eliminate low-profit properties. Meanwhile, the company also aims to increase sales of high value-added services such as New Standard Cleaning (a cleaning method performed by a team of sanitation and cleaning specialists who have completed a specialized training program; this cleaning method achieves sanitary environments through practices that are based on scientific evidence).

Construction Work

Construction Work (JPYmn)	FY02/12 Act.	FY02/13 Act.	FY02/14 Act.	FY02/15 Act.	FY02/16 Act.	FY02/17 Act.	FY02/18 Act.	FY02/19 Act.	FY02/20 Act.
Sales	28,513	53,071	45,630	41,972	43,855	45,814	40,897	41,470	41,844
YoY	73.6%	86.1%	-14.0%	-8.0%	4.5%	4.5%	-10.7%	1.4%	0.9%
Operating profit	1,936	2,209	2,580	2,807	3,218	3,210	3,305	3,989	3,816
YoY	59.5%	14.1%	16.8%	8.8%	14.6%	-0.2%	3.0%	20.7%	-4.3%
OPM	6.8%	4.2%	5.7%	6.7%	7.3%	7.0%	8.1%	9.6%	9.1%

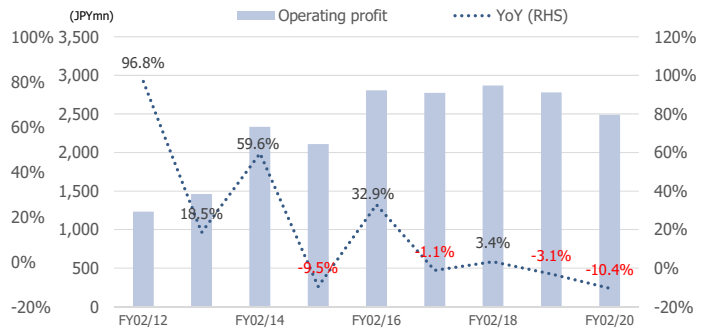
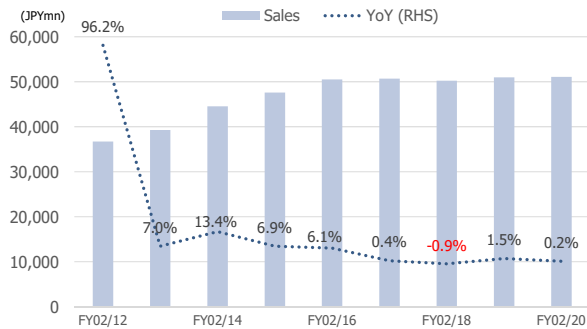


Source: Shared Research based on company data

The Construction Work business is facing a shortage of construction contracts. In addition to its efforts aimed at facilitating recovery from the impact of project delays caused by the COVID-19 pandemic, the company plans to expand large-scale construction projects through participation beginning from the design stages. At the same time, it will seek to promote steady acquisition of small-scale projects by strengthening its collaboration with consolidated subsidiaries and partner companies.

Materials and Supplies Sourcing Services

Materials and Supplies Sourcing (JPYmn)	FY02/12	FY02/13	FY02/14	FY02/15	FY02/16	FY02/17	FY02/18	FY02/19	FY02/20
	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.
Sales	36,730	39,284	44,543	47,618	50,516	50,740	50,265	51,007	51,125
YoY	96.2%	7.0%	13.4%	6.9%	6.1%	0.4%	-0.9%	1.5%	0.2%
Operating profit	1,234	1,462	2,333	2,111	2,806	2,774	2,868	2,779	2,489
YoY	96.8%	18.5%	59.6%	-9.5%	32.9%	-1.1%	3.4%	-3.1%	-10.4%
OPM	3.4%	3.7%	5.2%	4.4%	5.6%	5.5%	5.7%	5.4%	4.9%

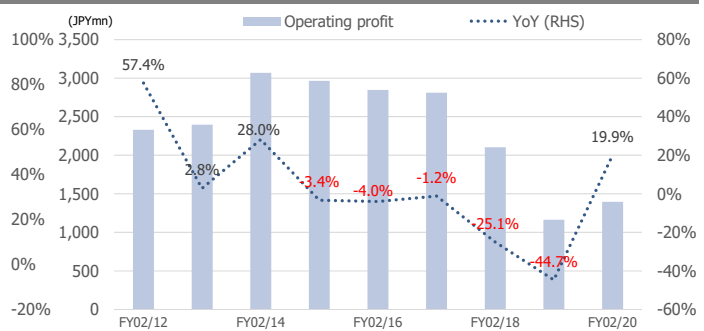
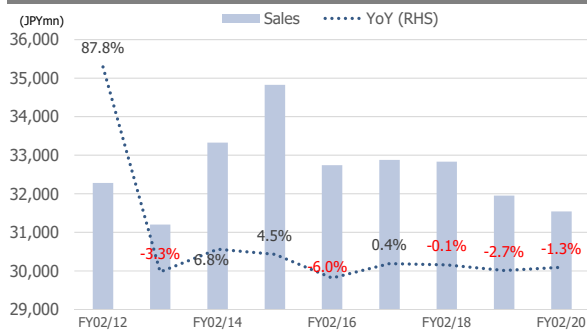


Source: Shared Research based on company data

In Materials and Supplies Sourcing Services, the company generated higher sales despite a decline in sales of disposable plastic shopping bags thanks to an increase in sales of products related to epidemic prevention and expanded sales of packaging materials for TOPVALU. In 2H and onward, the company will continue to strive toward becoming a supplier capable of comprehensively providing materials carried by the Aeon group and expanding its trading volume. At the same time, it will seek to raise distribution efficiency and reduce procurement costs in an effort to improve profitability.

Vending Machine Services

Vending Machine Services (JPYmn)	FY02/12	FY02/13	FY02/14	FY02/15	FY02/16	FY02/17	FY02/18	FY02/19	FY02/20
	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.
Sales	32,280	31,200	33,329	34,825	32,741	32,879	32,834	31,955	31,544
YoY	87.8%	-3.3%	6.8%	4.5%	-6.0%	0.4%	-0.1%	-2.7%	-1.3%
Operating profit	2,330	2,396	3,068	2,965	2,846	2,812	2,105	1,164	1,396
YoY	57.4%	2.8%	28.0%	-3.4%	-4.0%	-1.2%	-25.1%	-44.7%	19.9%
OPM	7.2%	7.7%	9.2%	8.5%	8.7%	8.6%	6.4%	3.6%	4.4%

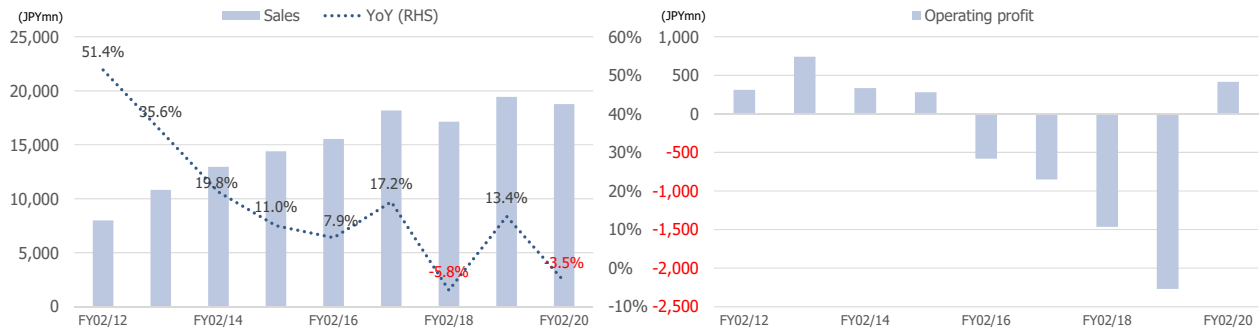


Source: Shared Research based on company data

The company will continue to enhance systems within the Vending Machine Services business, as it faces sluggish beverage demand caused by a decline in the number of customers visiting commercial facilities, through ongoing and expanded placement of its own multibrand vending machines and adjustments to the locations and environments in which it installs its vending machines. As measures aimed at coping with the existence of COVID-19 for the time being, the company will enhance its support for QR code-based payment, thereby improving both convenience and safety. Meanwhile, it will implement epidemic prevention measures such as attaching antibacterial film to buttons, dispensing slots, and other parts with which customers are likely to come in contact; through these measures, the company will ensure that customers can more safely and securely purchase beverages using its vending machines.

Support Services

Support Services (JPYmn)	FY02/12 Act.	FY02/13 Act.	FY02/14 Act.	FY02/15 Act.	FY02/16 Act.	FY02/17 Act.	FY02/18 Act.	FY02/19 Act.	FY02/20 Act.
Sales	8,037	10,942	13,129	14,406	15,524	18,188	17,325	19,439	18,768
YoY	50.9%	36.1%	20.0%	9.7%	7.8%	17.2%	-4.7%	12.2%	-3.5%
Operating profit	312	741	336	281	-580	-850	-1,466	-2,270	416
YoY	-47.1%	137.5%	-54.7%	-16.4%	-	-	-	-	-
OPM	3.9%	6.8%	2.6%	2.0%	-3.7%	-4.7%	-8.5%	-11.7%	2.2%



Historical forecast accuracy

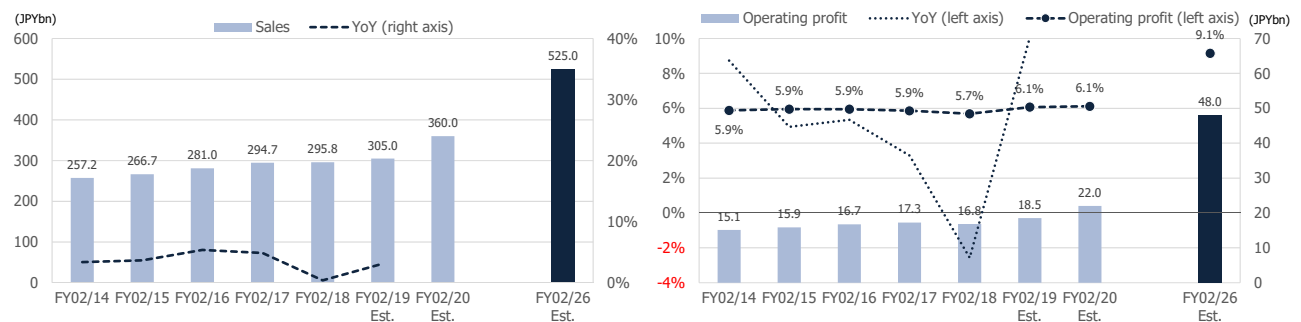
Results vs. Initial Est. (JPYmn)	FY02/12 Cons.	FY02/13 Cons.	FY02/14 Cons.	FY02/15 Cons.	FY02/16 Cons.	FY02/17 Cons.	FY02/18 Cons.	FY02/19 Cons.	FY02/20 Cons.
Sales (Initial Est.)	213,000	260,000	260,000	270,000	280,000	305,000	305,000	305,000	315,000
Sales (Results)	219,797	248,876	256,654	265,572	277,926	292,607	292,396	302,915	308,582
Results vs. Initial Est.	3.2%	-4.3%	-1.3%	-1.6%	-0.7%	-4.1%	-4.1%	-0.7%	-2.0%
Operating profit (Initial Est.)	14,300	16,600	15,500	16,000	17,000	17,500	18,000	18,500	18,000
Operating profit (Results)	13,762	13,901	14,622	15,390	14,556	14,139	12,909	13,030	16,001
Results vs. Initial Est.	-3.8%	-16.3%	-5.7%	-3.8%	-14.4%	-19.2%	-28.3%	-29.6%	-11.1%
Recurring profit (Initial Est.)	14,300	16,600	15,500	16,000	17,000	17,500	18,000	18,500	18,000
Recurring profit (Results)	13,784	13,892	14,600	15,472	14,534	14,263	13,381	13,362	15,949
Results vs. Initial Est.	-3.6%	-16.3%	-5.8%	-3.3%	-14.5%	-18.5%	-25.7%	-27.8%	-11.4%
Net income (Initial Est.)	7,600	8,700	8,300	8,600	9,400	10,000	10,700	11,000	10,800
Net income (Results)	6,912	7,509	7,039	7,965	7,247	7,093	6,397	6,415	9,348
Results vs. Initial Est.	-9.1%	-13.7%	-15.2%	-7.4%	-22.9%	-29.1%	-40.2%	-41.7%	-13.4%

Source: Shared Research based on company data.
Note: Results through FY02/18 have not been retrospectively adjusted.

Aeon Delight Vision 2025

In October 2018, the company announced Aeon Delight Vision 2025 (“Vision 2025”) medium-term plan. Aeon Delight’s management principle calls for the creation of “environmental value” for clients and regional communities. In accordance with this principle, Vision 2025 aims to transform Aeon Delight into a company that creates environmental value and contributes to solving social issues, with “safety and security,” “labor shortage,” and “environment” as three pillars of its growth strategy. Its FY02/26 targets are JPY525.0bn in sales (+JPY230.0bn vs. FY02/18, CAGR of 7.4%), JPY48.0bn in operating profit (+JPY31.2bn vs. FY02/18, CAGR of 14.0%), and a 9.1% OPM (+3.5pp vs. FY02/18, CAGR of 0.4pp). The company is also aiming for top ten sales and top-level OPM globally and number one sales in Asia in the facility management industry. To become one of the top ten companies in the world, the company is aiming to expand its market share in Japan by constructing Aeon Delight (AD) economic zone and concentrating management resources in China for its overseas operation.

Vision 2025



Source: Shared Research based on company data

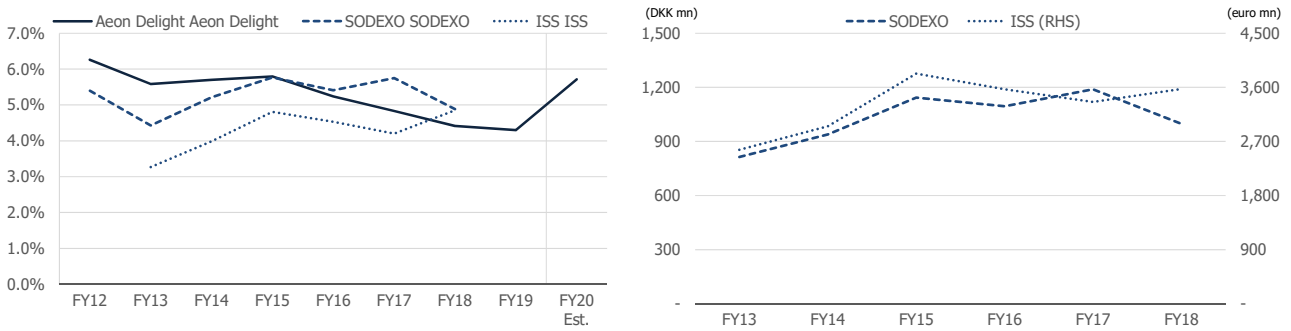
Domestic businesses

In Japan, Aeon Delight will construct AD economic zone using the AD platform, improve efficiency and reduce customer costs by establishing labor-saving/unmanned systems, expand its share in the facility management market through customer-focused sales activities and collaborations with other companies, and develop an energy management business as the pillar of its new business. The company is aiming to become a top ten company in China through making two core companies wholly owned subsidiaries, establishing the AD brand in its stronghold of east China to serve as a business foundation to expand across the entire county, and constructing systems for branding, recruitment, and management in China.

The company will earnestly engage in the energy management business. Aeon group’s annual energy consumption volume is 7.4bn kWh (about 1% of the 2016 overall energy consumption in Japan of 850.5bn kWh). Against this backdrop, it participated in Aeon Decarbonization Vision 2050 as a company in charge of managing energy consumption of the Aeon group. The company expects this business to include everything from supplying necessary energy to regional communities to reducing energy usage at facilities. In addition, as the issue of plastic pollution in oceans grows more serious, the company plans to evolve its Materials and Supplies Sourcing Services to an environmental materials business which can make proposals from as early as the stage of selecting raw materials.

The company has set meaningful targets for sales and operating profit that not only factor in the business environment and competitive landscape but also reflect accumulated tactical effects. These targets reflect aspirations to become the sales leader in Asia and achieve top ten sales and top-level OPM globally according to the company. The projected sales increase of JPY230.0bn breaks down as (1) a rise of about JPY100.0bn in the existing FM business (+JPY60.0bn in Japan, +JPY40.0bn in China), and (2) a rise of about JPY100.0bn in the new environmental business. Aeon Delight considered sales and growth prospects of leading global companies in Asia, and formulated a strategy to establish itself as the leader in sales in Asia. Its OPM target of 9.1% (+3.4pp from FY02/18) was similarly set in reference to the 5% level for global leaders such as ISS and SODEXO.

Aeon Delight, ISS, SODEXO OPM (left) and operating profit (right)



Source: Shared Research based on company data

In response to worker shortages, the existing FM business will aim to become the sales leader in the Asian FM market by (1) increasing its FM market share (currently 4.1%) and expanding business areas in Japan, and (2) concentrating management resources into China to join the top ten companies by sales in that country. Vision 2025 targets an increase in sales of over JPY100.0bn, which will evidently be difficult to achieve through organic growth alone. The company intends to expand its market share by leveraging the Aeon Delight (AD) platform to develop AD economic zone.

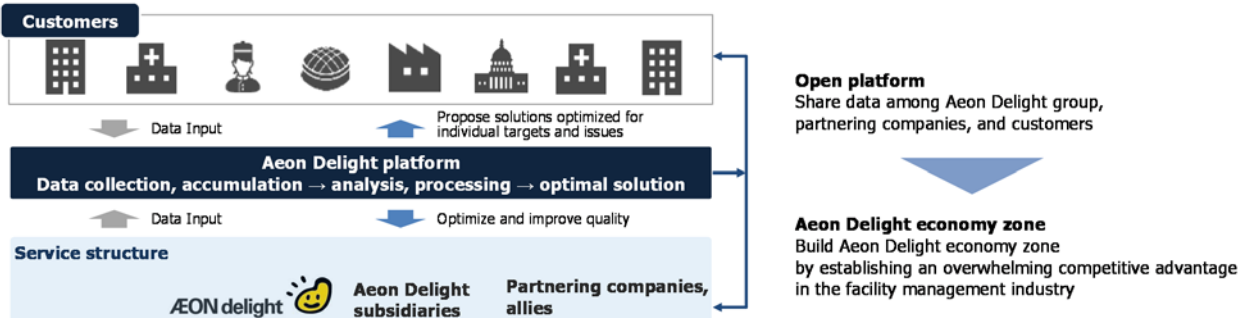
Market share: Aeon Delight estimates the domestic market is worth JPY3.7tn (based on FY02/18 sales in the Facilities Management, Security Services, and Cleaning Services businesses).

AD platform

The AD platform is a management platform for customer facilities. It aims to utilize various sensors and IoT systems to control all aspects of facility management ranging from power supply to air conditioning, equipment, lighting, entrance/exit control, security and disaster prevention, and digital signage. Its objectives are to make facility management more intelligent, achieve greater efficiency and reduced costs through automated control of energy consumption, centralize data, and make it visible in real time. In contrast to traditional closed systems that rely on a central monitoring system, the AD platform stands out because of its open (low-cost) format that does not require a central monitoring system.

The AD platform caters to a wide range of facilities from office buildings, commercial facilities, hotels, hospitals, and public facilities and proposes optimal, quality, and effective solutions that address specific challenges for each type of facility. The company notes that (1) it expects the platform to be deployed at all Aeon stores (low initial costs means quick returns), (2) customers will find it difficult to cancel the service once they get used to its convenience and efficiency, and (3) a partial deployment in the early stages will also generate opportunities to secure various types of additional FM services. By taking charge of areas ranging from power supply to facilities management, security and cleaning, interior design and construction work accompanying tenant store openings and closures, and operation of other facility infrastructure such as vending machines, the company aims to gain a stronger competitive advantage by building an AD economic zone.

AD platform



Source: Shared Research based on company data

New environmental business: Energy management business

In the new environmental business, Aeon Delight will offer renewable-energy management and retail services based on the Aeon Decarbonization Vision 2050 pursued by Aeon (TSE1: 8267). Aeon group’s annual energy consumption volume in FY02/18 is 7.4bn kWh (about 1% of the 2018 overall energy consumption in Japan of 850.5bn kWh), and exceeds over JPY100.0bn. Aeon Delight will 1) pursue economies of scale in power procurement, 2) secure a position that allows it to reduce peak time demand for the group’s total energy consumption volume (1% of overall energy consumption in Japan), and 3) utilize projections obtained from big data. The company aims to redirect savings gained from these efforts into added value. Further in the future, it aims to develop the environmental service in regions surrounding Aeon group stores, and establish a growing energy management business that includes all aspects from supplying necessary energy to regional communities to reducing energy consumption for commercial facilities. The company’s Vision 2050 sales forecast for the business does not factor in expansion to surrounding regions and targets for sales to group stores are on the conservative side.

The two concurrent avenues planned to achieve the Aeon Decarbonization Vision 2050 are promotion of energy conservation and a transition to renewable energy. According to public materials from Aeon, it plans to save energy by using IoT technology and integrated remote management, and hints at using the company’s AD platform. It also plans to use newly developed technology from Aeon Delight to manage and retail renewable energy. In effect, the company appears likely to supply all of the electric power needs of the Aeon group.

The bulk of the Aeon group’s power supply goes to air conditioning, refrigerated display cases for cold and frozen foods, and lighting. Using highly precise, real-time management, the company plans to use its AD platform to optimize the Aeon group’s energy consumption, using demand projections through AI and accumulated data on the group’s energy consumption. Turning to renewable energy, the company will utilize the rooftop solar power generation facilities of Aeon stores, procure renewable energy, and leverage the blockchain technology of investee Digital Grid Corporation to demonstrate the viability of renewable energy.

DIGITAL GRID market

Renewable electric power exchange (continuous session)		
Ask volume (kWh/30min)	Price (JPY/kWh)	Bid volume (kWh/30min)
1,200,000	35	
845,000	34	
246,000	33	
-	32	120,000
-	31	850,000
-	30	250,000

Real time renewable electric power price

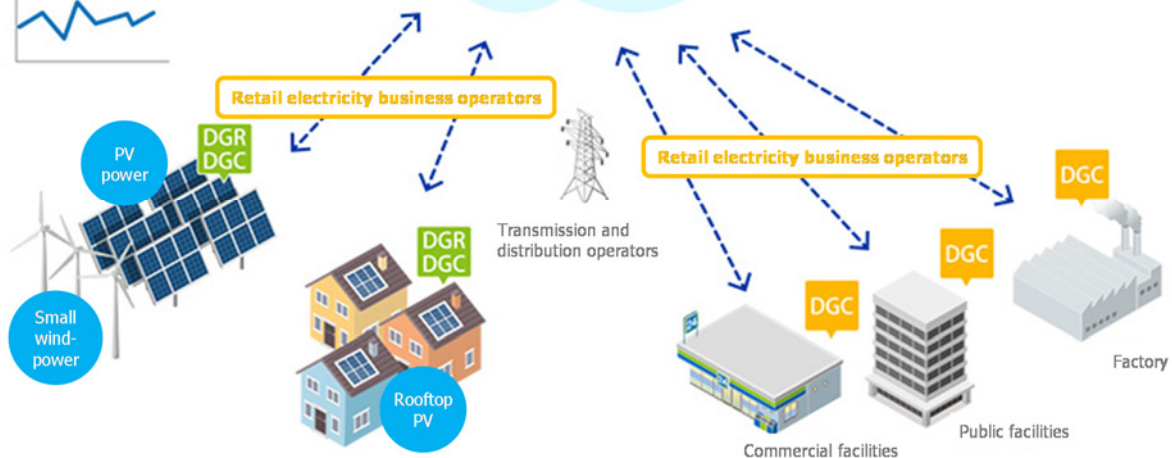


Digital Grid Platform Blockchain P2P network



Electricity packet balance sheet

Output			Input		
Type	Output source	Power (kWh)	Type	Input source	Power (kWh)
BAT	In-house	-7.0	PV	In-house	42.0
SUB	-	0.0	BAT	In-house	2.0
SULL (PV)	Home B-1	-11.0	SUB	-	0.0
SELL (PV)	Home B-2	-20.0	BUY	Aeon (PV)	5.0
SELL (other)	-	0.0			
LOAD	In-house	-15.0			
Total (1)		-53.0	Total (2)		49.0
Losses			Stock		
LOSS	In-house	-1.0	BAT (PV)	In-house	5.0
			BAT (other)	In-house	0.0
Total (3)		-54.0	Total (4)		54.0



Source: DIGITAL GRID Corporation

Overseas FM business

In the overseas business, Vision 2025 looks for sales in the ASEAN region to remain flat, and targets a rise of JPY40.0bn in China. This apparently reflects the company’s belief that (1) management resources need to be concentrated in China to rapidly establish a foothold in the massive Chinese market where building construction continues, and (2) the business model for ASEAN operations needs to be revamped because the company’s independent foray into countries such as Vietnam and Malaysia ultimately has not led to the acquisition of expertise (in contrast to China, where Aeon Delight achieved growth by acquiring local companies that already possessed the necessary expertise).

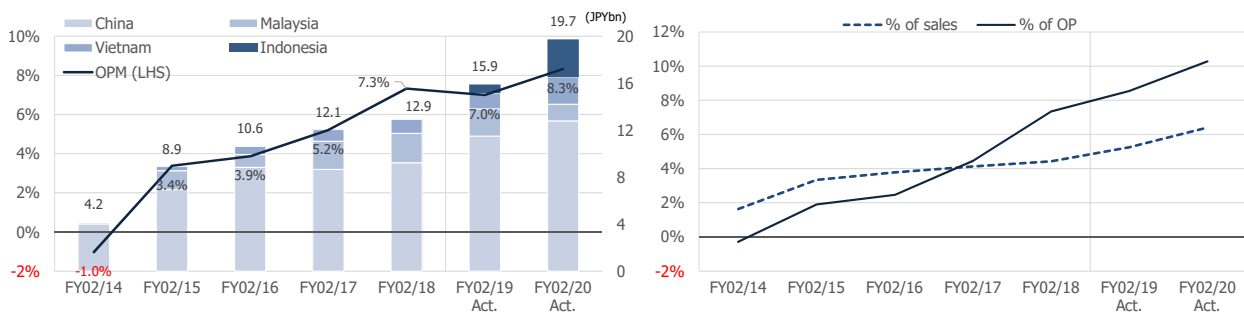
Note: After releasing Vision 2025, the company purchased a major Indonesian cleaning company, PT Sinar Jernih Sarana (SJS), in December 2018. It started providing integrated facilities management services at shopping malls in Indonesia applying expertise acquired in Vietnam.

China business

The China business reported sales of nearly JPY10.0bn in FY02/18, and targets sales of JPY50.0bn in FY02/26. This is another meaningful target underpinned by the fact that leading companies in China generate sales of JPY20.0–30.0bn (according to the company), and the belief that a target of JPY50.0bn is feasible if factoring in growth from the acquisition of a rival. To this end, Aeon Delight turned two core companies into wholly owned subsidiaries (from previous stakes of 51%) in October 2018, thus establishing the business foundations to accelerate growth in the China business. The company aims to strengthen its brand in China and join the top ten companies in the facility management industry by unifying its Chinese operations, strengthening cooperation between the two subsidiaries and Japan, and accelerating related decision-making process.

The five markets in China targeted under Vision 2025 correspond to the five strategic markets in the medium-term plan: (1) medium to high-end commercial facilities, (2) medium to high-end residential projects, (3) high-end factories (operated by Japanese, foreign, or Chinese leading companies), (4) care facilities such as nursing homes and hospitals, and (5) subway and other transport infrastructure facilities. The company has already won contract work in each of these markets. It is expanding the scope of its contract work, and also broadening operations beyond East China. Its aim is to establish the AD platform in East China, lay the foundations that support business expansion throughout China, and join the top ten companies.

Overseas sales and OPM (left), China sales (right)



Source: Shared Research based on company data

China's SmartFM (including operations of DeepBlue Technology)



Source: Shared Research based on company data

Profit margins

Vision 2025 also looks for sharp growth in profit margins, calling for OPM of 9.1% in FY02/26 (3.4pp increase from 5.7% in FY02/18). This target is based on comparable margins (5–6%) achieved by global leaders such as SODEXO and ISS. Aeon Delight believes it can achieve such an ambitious level based on a unique approach that combines technology and AD economic zone. It plans to incrementally improve OPM, mirroring its approach for sales growth.

By market, Aeon Delight looks for the following:

- ▷ Existing FM market in Japan: Improve profit margins through cost reductions for Aeon Delight and its customers through deployment of the AD platform, which is premised on a labor-saving FM model
- ▷ Chinese market: Overseas OPM already reached over 8% in 1H FY02/19, exceeding consolidated OPM of 5.9%, but the company will leverage its labor-saving model to achieve a further increase in China, a market that is facing worker shortages like Japan
- ▷ New businesses: The company will aim for OPM that surpasses consolidated OPM (5.6% in FY02/18) through procurement, big data utilization, and highly efficient power management of the Aeon group’s energy consumption, which corresponds to roughly 1% of overall energy consumption in Japan. Aeon Delight looks to improve profitability of its subsidiaries in Japan by clarifying each company’s function within the group, with consideration given to organizational restructuring

Vision 2025 does not include any references to IFM. This does not mean the company has abandoned IFM altogether, but rather that IFM is just one proposal underpinning sales. Because of its transparent cost structure, IFM makes it difficult to secure high margins. While the medium-term plan released in April 2017 (covering FY02/18–20) calls for IFM-driven sales growth, Shared Research believes Vision 2025 places greater emphasis on high profit margins achieved through the AD platform and AD economic zone in Japan and through reaping benefits of growth momentum in China.

Business

Business description

Aeon Delight provides maintenance services for retail facilities and office buildings. The company, formerly known as Japan Maintenance (a subsidiary of MyCal Corp.), was established mainly to undertake maintenance at Mycal stores in November 1972. Mycal filed for bankruptcy in September 2001 (delisted on September 17, 2001), and became a subsidiary of Aeon in 2003. Japan Maintenance merged with Aeon Techno Service and the name was changed to Aeon Delight in September 2006. As of FY02/13, the company derives 60–70% of sales from Aeon Retail Co., Ltd. and other Aeon group companies.

Aeon Delight handles between 80% and 90% of the facilities management work required by Aeon Retail, and about 65% of such work required by Aeon Mall Co., Ltd. (TSE1: 8905). Facilities management work at Aeon Mall was previously done by a subsidiary of Diamond City, a Mitsubishi Corp. (TSE1: 8058) affiliate absorbed by Aeon Mall in 2007. The company is aiming to increase the share of work handled for Aeon Mall by following its overseas expansion in recent years and keeping a close relationship. Aeon Delight also handles between 60% and 70% of the facilities management work at MaxValu retail stores owned by the Aeon group.

M&A activities

Aeon Delight is active in M&A. It has purchased companies in cleaning, building management, and store interior construction. It has also purchased companies in businesses ancillary to facilities management, and been proactive in seeking out alliances in other formats. In 2018 it announced collaboration with SECOM (TSE1: 9735) to create a new business model for small and medium-sized facilities.

Business model

Aeon Delight became a leading integrated facilities management operator through its relationship with the Aeon group. It has also grown through acquisitions. The company derives its earnings by providing an integrated, all-in-one package of facilities management services to large retail and commercial properties. It was able to differentiate itself from competitors by its expertise and costs competitiveness. Competitors included Tokyu Community Corp. (not listed), Biru Daiko Co., Ltd., Nihon Housing Co., Ltd. (TSE2: 4781), and Nippon Kanzai Co., Ltd. (TSE1: 9728).

There are three type of property management, residential, commercial, and office buildings. Most of these competitors were mainly involved in residential management of condominiums. Few other large companies were focused on commercial facilities and building management due the high costs involved. The company was able to gain expertise in commercial property management through servicing large retail facilities such as shopping malls and supermarkets. The property maintenance industry includes over 5,000 companies, most of which are small and medium-sized businesses.

The structure of the building maintenance industry resembles that of the construction industry, with second- and third-tier subcontractors working under prime contractors. Aeon Delight, a prime contractor, uses a number of subcontractors. Most of its contracts are signed on an annual basis, which are almost always renewed. In other words, it has a recurring-revenue structure.

The company renegotiates contracts once a year, a process that regularly challenges its pricing, quality, and ability to offer clients attractive packages. For example, the parent company Aeon conducts a competitive bidding to keep the process fair and open. However, Aeon Delight is able to provide competitive bids given its knowledge of the client's needs, and know-how. Its superior position as a large company with comprehensive reliable services will be further enhanced as the size of buildings expands. The company is able to handle large facilities maintenance given its size and economy of scale, which further reinforces its strength and position. Thus, Shared Research believes that Aeon Delight's position within the commercial facilities industry is likely to improve, as the company has know-how and expertise.

Business overview

Aeon Delight operates seven main business segments: facilities management, security services, cleaning services, construction work, materials and supplies sourcing services, vending machines, support services and other. When the company takes on integrated facilities management work, sales and profits will be booked across segments. With the expansion of IFM, sales of catering services (included in Support Services) are expected to increase, for example, and, as a result, segment analysis is becoming less effective.

Its customers included Aeon Retail, Aeon Mall, and MaxValu companies, while non-Aeon group customers were commercial facilities, office buildings, hotels, medical and welfare facilities, schools, factories, and warehouses.

Facilities Management

Facilities Management (JPYmn)	FY02/12 Act.	FY02/13 Act.	FY02/14 Act.	FY02/15 Act.	FY02/16 Act.	FY02/17 Act.	FY02/18 Act.	FY02/19 Act.	FY02/20 Act.
Sales	42,147	42,050	43,458	45,839	48,962	50,551	52,699	56,364	58,289
YoY	5.3%	-0.2%	3.3%	5.5%	6.8%	3.2%	4.2%	7.0%	3.4%
Operating profit	5,084	4,661	4,725	4,217	4,206	4,350	4,644	5,558	5,293
YoY	-0.6%	-8.3%	1.4%	-10.8%	-0.3%	3.4%	6.8%	19.7%	-4.8%
OPM	12.1%	11.1%	10.9%	9.2%	8.6%	8.6%	8.8%	9.9%	9.1%

Source: Shared Research based on company data

This segment is involved in inspection, protection, and maintenance of facilities, providing monitoring support 24 hours a day, 365 days a year. Specific services are tailored to meet the needs of individual clients. This is a staple business for Aeon Delight with few contract cancellations. Licensed technicians (such as electricians) are on standby at all times in large shopping centers. Specifically, the company manages utilities such as electricity, water, and gas, HVAC (operations, repairs, construction, and required inspections), exit and entrance management, anti-theft measures, and automobile parking. Operating profit margin is about 9%. Required facilities are purchased by the client (property owner), and primarily costs incurred by the company are personnel costs and facilities management costs (water and utilities costs and depreciation). The company puts personnel on-site at large retail facilities, while smaller facilities are visited periodically and monitored remotely.

Utilization of technology: Next-generation facilities management model

The next-generation facilities management model refers to an open facilities management network system developed by the company. The system is currently in operation at five commercial facilities including one in Suzhou, China and one in Chiba, Japan. While acquiring contracts for IFM services that integrate management for companies, the company is also enthusiastic about creating a de facto standard for facilities management in Asia using this platform.

Using IoT, the system performs remote monitoring and automatic control of air conditioning and lighting (and eventually refrigeration). It is an open network utilizing existing control equipment and IoT; it has a low installation cost (in some cases, it can reduce costs by half through multiple vendors); enables lower operation costs by reducing necessary manpower through remote monitoring; and saves energy (system in China saw 25% energy saving for air conditioning and 16% energy saving in Chiba, Japan). In China, a 50% reduction is expected after the system is applied to lighting and refrigerators. Likewise, a 30% reduction is expected in Chiba, Japan. The company is watching out for replacement demand for central monitors (every 15–20 years) to capture replacement orders with its accumulated commercial facilities management know-how. It also plans to utilize its big data and AI.

While leveraging its track record for large commercial facilities, its specialty, the company is also rolling out the system in other areas including drug stores to secure market share. In Asia ex. Japan, new purchases account for most market demand while in Japan most demand is replacement demand. The company intends to make its services the de facto industry standard not only in IFM but also in conventional facilities management.

The company appears to be considering several business models such as one that generates more sales and profits at installation, one that generates sales and profit through operation, and one that generates profit when energy savings or other measures

exceed a certain level. The company’s next-generation facilities management system, one of its value-added services, leads to less manpower required for commercial facilities. As such, profitability is expected to rise with sales.

Monitoring screens displayed at a large facility in Chiba (operates in parallel with a central monitor)



Source: Shared Research based on company data

Security Services

Security Services (JPYmn)	FY02/12 Act.	FY02/13 Act.	FY02/14 Act.	FY02/15 Act.	FY02/16 Act.	FY02/17 Act.	FY02/18 Act.	FY02/19 Act.	FY02/20 Act.
Sales	32,235	31,805	34,242	36,622	38,456	41,068	43,290	44,492	44,647
YoY	0.5%	-1.3%	7.7%	7.0%	5.0%	6.8%	5.4%	2.8%	0.3%
Operating profit	2,823	2,692	2,865	3,102	3,032	3,110	2,857	2,881	3,038
YoY	2.1%	-4.6%	6.4%	8.3%	-2.3%	2.6%	-8.1%	0.8%	5.4%
OPM	8.8%	8.5%	8.4%	8.5%	7.9%	7.6%	6.6%	6.5%	6.8%

Source: Shared Research based on company data

This segment provides comprehensive security services (i.e., security for facilities, security to handle crowds and traffic, and protection of valuable goods). By combining manual labor and the latest advances in technology, the company provides customized security solutions to clients.

It places security guards at client facilities, and recurring revenue business with ongoing security services is common. This segment outsources most of its work to Aeon Delight Security, a subsidiary. Due to heavy personnel costs for security guards, the operating profit margin is stuck in the 6% range.

The company also offers an attendant security service, which is similar in nature to a concierge service. Attendants are female security guards that also provide information services to patrons. This service was started in an effort to shed the old “security guard” image and provide a more hospitable environment. Although costs will arise from staff training, this business provides high added value.

Cleaning Services

Cleaning Services (JPYmn)	FY02/12 Act.	FY02/13 Act.	FY02/14 Act.	FY02/15 Act.	FY02/16 Act.	FY02/17 Act.	FY02/18 Act.	FY02/19 Act.	FY02/20 Act.
Sales	39,852	40,519	42,320	44,287	47,870	53,365	55,297	58,185	62,362
YoY	-3.1%	1.7%	4.4%	4.6%	8.1%	11.5%	3.6%	5.2%	7.2%
Operating profit	5,882	5,918	5,716	6,289	6,031	6,012	6,228	6,694	6,967
YoY	-0.9%	0.6%	-3.4%	10.0%	-4.1%	-0.3%	3.6%	7.5%	4.1%
OPM	14.8%	14.6%	13.5%	14.2%	12.6%	11.3%	11.3%	11.5%	11.2%

Source: Shared Research based on company data

The company provides cleaning services, mainly in large shopping centers for the Aeon group. Because large commercial facilities tend to have a wide variety of people passing through and frequent layout changes, it is a relatively difficult area of the cleaning industry. Although it is a labor-intensive business, the company has implemented measures to increase efficiency of large machinery such as floor cleaners. These and other initiatives serve to standardize and increase the efficiency of work performed. This is a recurring revenue business and the company has built long-term relationships with about 80% of its customers in this segment.

On an orders-received basis, the business is composed of about 10–20% work performed directly by the company, and 80–90% work performed by outsourcing partners. Primary outsourcing partners are Do Service Co., Ltd. and Kankyouseibi Co., Ltd.

Approximately 30,000 persons are involved in the cleaning services business. In recent years, the company has been working to secure orders in the hygienic cleaning business, previously untapped territory for it, which can lead to high value-added services.

Hygienic cleaning business

The company believes the hygienic cleaning business will continue to steadily increase sales. There are more than 1.5mn hospital beds in medical facilities across Japan, out of which the number of hospital beds at medical facilities Aeon Delight has hygienic cleaning contracts with still make up only 2–3%. Aeon Delight began offering hygienic cleaning services in FY02/15 and began providing service to two major medical facilities in April 2015. As of April 2015, the company was providing hygienic cleaning services for 14,000 beds. In 2018, that number has increased to over 25,000 beds. The company is in the middle of expanding sales to about 100 hospitals. For sales to hospitals, it takes about three years from general bidding to winning a project, as many large hospitals are under the jurisdiction of the government.

Japanese hospitals and clinics

As of March 31, 2018	Hospitals		Clinics	
		Beds		Beds
Total	8,389	1,554,524	101,860	97,514
National	326	128,371	540	2,202
Public medical institutions	1,208	316,193	3,567	2,489
Social insurance-related organizations	53	16,008	468	-
Public service corporations	217	54,472	525	303
Medical corporations	5,758	866,272	42,330	72,487
Private schools	113	56,048	185	38
Social welfare services	203	34,853	9,723	339
Individuals	201	18,974	41,748	19,059
Other	310	63,333	2,774	597

Source: Shared Research based on data from Ministry of Health, Labour and Welfare

Because many of the large domestic hospital chains are keen on implementing management reforms, Aeon Delight believes that its integrated facilities management service can match these hospital chains' needs for improved sanitation, environmental conditions, safety, peace of mind, service standardization, and cost reductions. Contract renewal for hygienic cleaning services typically happens every year, so it is difficult to turn it into a recurring revenue business. That said, a limited number of companies have the scale needed to provide bulk cleaning services for major groups with many medical facilities nationwide. Aeon Delight presents proposals capitalizing on 1) its roughly 600 bases nationwide; 2) its name recognition as a publicly traded company and as a member of the Aeon group; 3) its track record with major medical institutions; and 4) the visible quality of its cleaning services.

Because hospitals and other medical centers must take steps to prevent patients from becoming infected or transmitting their disease to others while they are in the hospital, Aeon Delight actually offers clients a numerical scale that gives them a visual measure of cleaning quality. During FY02/15, most of the marketing for its hygienic cleaning services was done by a special sales team. However, after receiving training and sharing all the related sales tools, local offices have also been doing their own marketing since FY02/16. The profitability was low when the company entered the hygienic cleaning business. However, it appears profitability has been improving as its cleaning staff becomes increasingly proficient at their duties.

Construction Work

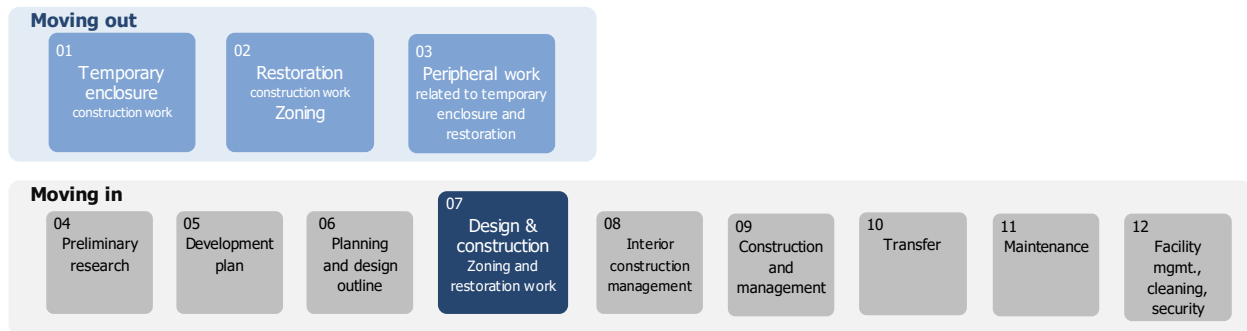
Construction Work (JPYmn)	FY02/12 Act.	FY02/13 Act.	FY02/14 Act.	FY02/15 Act.	FY02/16 Act.	FY02/17 Act.	FY02/18 Act.	FY02/19 Act.	FY02/20 Act.
Sales	28,513	53,071	45,630	41,972	43,855	45,814	40,897	41,470	41,844
YoY	73.6%	86.1%	-14.0%	-8.0%	4.5%	4.5%	-10.7%	1.4%	0.9%
Operating profit	1,936	2,209	2,580	2,807	3,218	3,210	3,305	3,989	3,816
YoY	59.5%	14.1%	16.8%	8.8%	14.6%	-0.2%	3.0%	20.7%	-4.3%
OPM	6.8%	4.2%	5.7%	6.7%	7.3%	7.0%	8.1%	9.6%	9.1%

Source: Shared Research based on company data

This segment conducts large-scale renovation, interior design work, restoration, and installation of energy-saving devices (i.e., LED lighting) and solar power systems. This segment generates roughly 60% of its sales from Aeon group companies. Renovation is remodeling (not designing) of Aeon retail locations, such as replacing signage, or modifying retail floor space. In recent years, there has been an increasing amount of work related to changeover of tenants inside Aeon malls (restoration and new interiors).

In April 2018, Aeon Delight made store design specialist U-COM a wholly owned subsidiary, and the upstream approach has enabled it to win an increasing number of contracts from outside the Aeon group.

Construction work process for commercial facility tenant replacement



Source: Shared Research based on company data

Materials and Supplies Sourcing Services

Materials and Supplies Sourcing (JPYmn)	FY02/12 Act.	FY02/13 Act.	FY02/14 Act.	FY02/15 Act.	FY02/16 Act.	FY02/17 Act.	FY02/18 Act.	FY02/19 Act.	FY02/20 Act.
Sales	36,730	39,284	44,543	47,618	50,516	50,740	50,265	51,007	51,125
YoY	96.2%	7.0%	13.4%	6.9%	6.1%	0.4%	-0.9%	1.5%	0.2%
Operating profit	1,234	1,462	2,333	2,111	2,806	2,774	2,868	2,779	2,489
YoY	96.8%	18.5%	59.6%	-9.5%	32.9%	-1.1%	3.4%	-3.1%	-10.4%
OPM	3.4%	3.7%	5.2%	4.4%	5.6%	5.5%	5.7%	5.4%	4.9%

Source: Shared Research based on company data

Through efficient logistics, this business reduces costs for intermediate materials used in offices and retail stores. The segment deals in items such as plastic bags, gift bags, clothing, and other consumables (employee stationery, cleaning materials, etc.). In this business, stock must be maintained at all times, and the company undertakes logistics functions on behalf of the customer as well. Aeon Delight aims to use efficient logistics to reduce costs for intermediate materials and increase process efficiency. It is difficult to add value in this area, but the operating profit margin is about 5%.

Vending Machine Services

Vending Machine Services (JPYmn)	FY02/12 Act.	FY02/13 Act.	FY02/14 Act.	FY02/15 Act.	FY02/16 Act.	FY02/17 Act.	FY02/18 Act.	FY02/19 Act.	FY02/20 Act.
Sales	32,280	31,200	33,329	34,825	32,741	32,879	32,834	31,955	31,544
YoY	87.8%	-3.3%	6.8%	4.5%	-6.0%	0.4%	-0.1%	-2.7%	-1.3%
Operating profit	2,330	2,396	3,068	2,965	2,846	2,812	2,105	1,164	1,396
YoY	57.4%	2.8%	28.0%	-3.4%	-4.0%	-1.2%	-25.1%	-44.7%	19.9%
OPM	7.2%	7.7%	9.2%	8.5%	8.7%	8.6%	6.4%	3.6%	4.4%

Source: Shared Research based on company data

This segment operates soft drink vending machines. It also creates relaxation areas with foliage plants and air purification equipment.

The company's vending machines stock a variety of products from different manufacturers. Aeon Delight operates approximately 40,000 vending machines (as of the end of FY02/19). About 80% of vending machine sales come from machine in supermarkets belonging to the Aeon group. The remaining 20% of sales came from machines in shopping malls operated by Aeon group and non-Aeon companies. In September 2010, Aeon Delight acquired vending machine operator Certo Corp., which spun off from the trading division of Aeon.

Also, aiming for a business model change, the company seeks to increase the number of vending machines equipped with digital signage functionality (about 2,700 machines at end-FY02/19) and capture advertising revenues.

Support Services

Support Services (JPYmn)	FY02/12 Act.	FY02/13 Act.	FY02/14 Act.	FY02/15 Act.	FY02/16 Act.	FY02/17 Act.	FY02/18 Act.	FY02/19 Act.	FY02/20 Act.
Sales	8,037	10,942	13,129	14,406	15,524	18,188	17,325	19,439	18,768
YoY	50.9%	36.1%	20.0%	9.7%	7.8%	17.2%	-4.7%	12.2%	-3.5%
Operating profit	312	741	336	281	-580	-850	-1,466	-2,270	416
YoY	-47.1%	137.5%	-54.7%	-16.4%	-	-	-	-	-
OPM	3.9%	6.8%	2.6%	2.0%	-3.7%	-4.7%	-8.5%	-11.7%	2.2%

Source: Shared Research based on company data

This segment provides business process outsourcing (BPO), housework support services, business travel services, training services, and staffing services. Much of these support services are conducted by companies acquired through M&A.

The company entered the BPO services market with the acquisition of General Services, Inc. Services that BPO undertake include cost management, salary calculations, administrative functions, social security and welfare, receipt of telephone calls, and system management.

The main subsidiaries in the segment are 1) Aeon Compass: mainly B2B services including Business Travel Management (domestic business trips, support for overseas assignments) and MICE (planning and management of meetings, seminars, trainings), and 2) Actia: household support services.

Kajitaku: In 2019, accounting fraud was discovered at subsidiary Kajitaku, which operated storefront promotion and housework support businesses. The company submitted corrected financial statements covering FY02/14 through FY02/18. In February 2020, it spun off the housework support business, which got a new start under the name Actia. Kajitaku was renamed KJS, and halted all sales. It is fulfilling existing contracts and plans to proceed with restructuring related to the spinoff and sale.

Additionally, A to Z Service Co., Ltd., a maintenance service provider for small commercial facilities, was converted to a subsidiary in 2011. In addition to designing small-scale stores for nationwide chains and providing subsequent facility management, equipment maintenance, and general maintenance services, A to Z Service operates a 24 hour, 365 days a year call center to provide comprehensive support services for retail chains in small shopping centers. Aeon Delight Academy, Co., Ltd. operates the "Aeon Delight Academy Nagahama" in Shiga Prefecture to provide real-world training. It also operates a staffing service for technical professions.

Overseas business

Aeon Delight sees China and ASEAN as main growth drivers. In China, the company mainly operates through its subsidiaries in Suzhou and Wuhan. It made both wholly owned subsidiaries in 2018 to speed up decision making. For now, it plans to target the Yangtze River Delta and surrounding regions to build up its brand power as a company that provides quality facilities management. In the medium term, it plans to expand its business to the northern and southern regions. In ASEAN, the company has subsidiaries in Indonesia, Malaysia, and Vietnam. The Indonesian business purchased in 2018 is the second-largest company in the cleaning industry in the promising Indonesian market. Aeon Delight plans to provide its expertise in other facility services and win outsourcing contracts locally.

Strengths and weaknesses

Strengths

- Strong ties with the Aeon group:** Aeon Delight is a subsidiary of Aeon Co., Ltd., and almost 70% of sales are generated from the Aeon group. This provides for stable sales, and the Aeon group's expansion into Asia is also proving to be a positive factor for Aeon Delight's growth. The company is able to leverage economies of scale from the Aeon group, and has accumulated expertise in integrated FMS from its transactions with Aeon. This provides for a stable recurring-revenue model.
- Industry leader in comprehensive commercial maintenance services:** Aeon Delight is the industry leader capable of providing integrated all-in-one building maintenance services such as facilities management, security, cleaning, and renovations that are non-core activities for many companies. Its competitors can only provide one to two of these services (i.e., security or cleaning). The number of companies that can provide one-stop services is limited.
- Cashflow generating ability:** Over the past five years, average operating cashflow has been JPY11.0bn per annum, and the company has spent JPY2.8bn per year on the acquisition of tangible fixed assets, generating total cashflow of about JPY8.0bn. The company is using stable cash flow to invest strategically in acquisitions and technological development based on its longer-term vision. If there are no investment outlets that meet its growth strategy, the cash flow funds shareholder returns. Over the past five years, Aeon Delight has spent an average of JPY3.0bn in dividend payments (cash flow basis) yearly. In FY02/19 it spent JPY9.9bn on a share buyback. The company targets a dividend payout ratio of 35% from FY02/21 onward.

Weaknesses

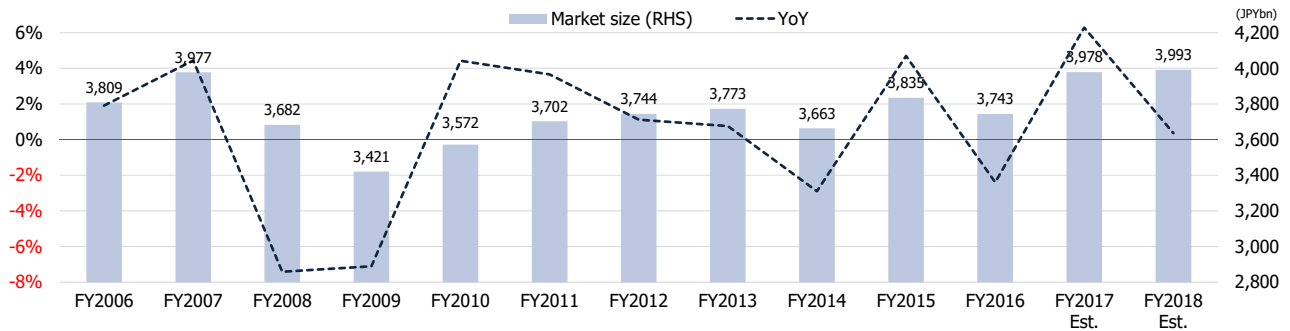
- Organic growth challenging:** Aeon Delight depends mainly on the domestic market which generates about 95% of sales. The markets for its existing businesses in Japan are mature, which is a weakness in terms of the company's growth potential. It will be challenging to sustain growth, as Aeon Delight must rely on aggressive development overseas and winning contracts in ancillary businesses as an FMS company and growing market share.
- Overly dependent on the Aeon group:** Aeon Delight is a consolidated subsidiary of Aeon, and derives just over 60% of its sales from the Aeon group. A drawback from such a strong relationship is that the parent company may ask for support in pursuing its agenda. Recently, Aeon acquired 50% of Tesco Japan, the U.K. supermarket chain operator's Japan retail business. A joint venture company, Aeon Every Co., Ltd. is in charge of supermarket operations. The parent Aeon could ask the company for support in future acquisitions.
- Mature property management market:** The property management market is relatively mature. However, small retail stores in urban areas offer growth opportunities given the greater number of customer volume. Many small retailers are renovating their stores and upgrading facilities. Aeon Delight's expertise has been in large facilities, mainly supporting the Aeon group retail stores such as shopping centers and supermarkets. As smaller commercial facilities emerge in large urban areas, the question remains whether the company can successfully adapt its facilities maintenance know-how to this segment of the market. The company may need to look at this segment for growth.

Market and value chain

Market overview

Japan's building maintenance market was worth roughly JPY4.0tn in FY2017 (April 1, 2016 to March 31, 2017), up 6.3% YoY, according to a survey released in July 2019 by Yano Research Institute Ltd. This put the market size back around its FY2007 levels.

Building maintenance market includes building cleaning, facilities maintenance, and security services. It also includes repair work, renovation work, and renewal work undertaken by building maintenance companies. But businesses unrelated to building maintenance are not included in the data even though they are undertaken by these companies.

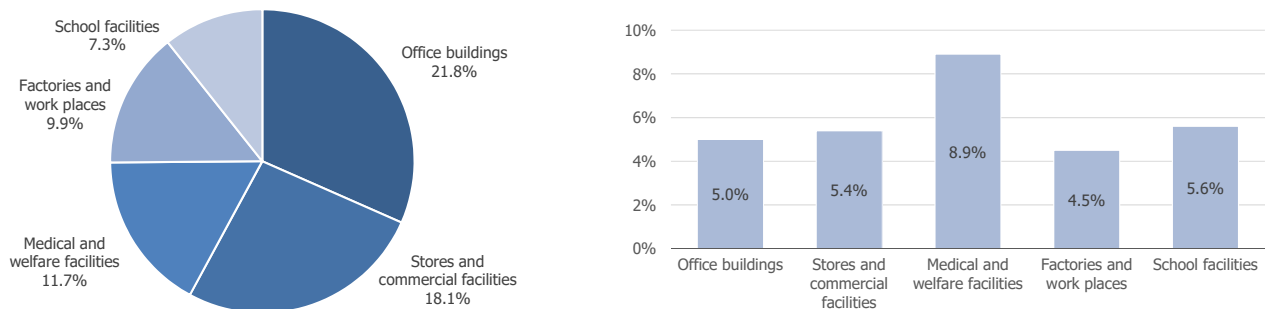


Source: Shared Research based on Yano Research Institute Ltd. materials (July 9, 2019)

Building maintenance services were mainly used by office buildings (22%), shops and commercial facilities (18%), medical and welfare facilities (12%), factories and work places (10%), and educational facilities (7%). The company has a significant share of the shop and commercial facilities market, but low shares in office buildings, medical and welfare facilities, and factories and work places, leaving ample scope to grow.

Sales growth rates by end user were up 5.0% YoY for office buildings, up 5.4% YoY for shops and commercial facilities, up 8.9% YoY for medical and welfare facilities, up 4.5% YoY for factories and workshops, and up 5.6% YoY for educational facilities. Market growth was strong for medical and welfare facilities and about 5% for others (such as office buildings and commercial facilities).

Building maintenance market (left) and sales growth rates (right): FY2017 estimates



Source: Shared Research based on Yano Research Institute Ltd. materials (July 9, 2019)

Aeon group stores by format (domestic and overseas)

	FY02/12	FY02/13	FY02/14	FY02/15	FY02/16	FY02/17	FY02/18	FY02/19	FY02/20
GMS	590	598	617	618	625	626	584	583	613
Supermarket	1,537	1,708	1,977	2,038	2,121	2,130	2,159	2,166	2,229
Discount store	105	152	353	381	530	566	568	587	592
DIY store	122	123	122	121	120	119	122	122	120
Supercenter	29	26	26	29	28	28	28	27	25
Department store	1	1	1	1	1	1	1	1	1
Specialty store	4,121	4,462	4,581	4,683	5,061	4,348	4,332	4,039	3,900
Convenience store	3,424	3,664	3,853	3,932	4,331	5,261	5,436	5,449	5,350
Drugstore and pharmacy				3,347	3,765	3,980	4,376	4,817	5,127
Other retail formats	418	562	756	884	803	856	907	1,015	1,147
Financial services	460	527	641	698	701	705	690	640	658
Services	1,383	1,394	1,519	1,640	1,934	2,013	2,045	2,070	2,067
Total	12,190	13,217	14,440	18,382	20,020	20,633	21,248	21,516	21,829
Aeon Mall	59	62	137	148	161	166	174	180	172
Aeon Town	107	115	122	130	134	139	140	140	
Total	166	177	259	278	295	305	314	320	

Source: Shared Research based on company data

Stores by Format in China, South Korea, and ASEAN region

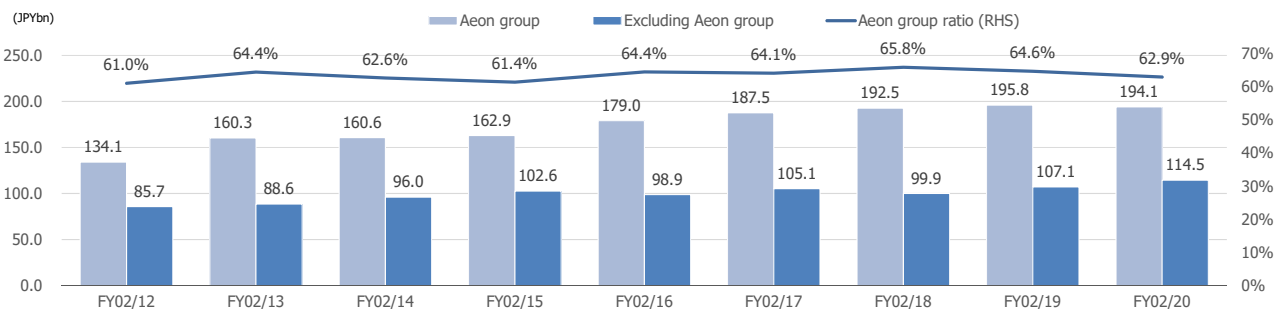
	FY02/12	FY02/13	FY02/14	FY02/15	FY02/16	FY02/17	FY02/18	FY02/19	FY02/20
GMS	54	61	69	77	84	87	94	96	102
Supermarket	44	81	95	101	115	173	150	150	126
Discount store	-	22	23	24	24	23	21	22	22
Specialty store	2,033	2,294	2,370	2,532	2,840	2,998	3,172	3,252	3,353
Drugstore									29
Convenience store	37	55	61	42	44	52	54	39	5
Other retail formats	27	29	29	30	79	97	115	124	147
Financial services	236	279	302	339	339	342	324	276	295
Services	25	41	95	180	282	335	390	426	446
Total	2,456	2,862	3,044	3,325	3,845	4,107	4,320	4,385	4,525

Source: Shared Research based on company data

Customers

Aeon Delight generates almost 65% of its sales from the Aeon group companies, including Aeon Retail, Aeon Mall (TSE1: 8905), and MaxValu companies. The remainder comes from non-Aeon group customers that include commercial facilities, offices, hotels, medical facilities, schools, factories, warehouses, public facilities, and event operators.

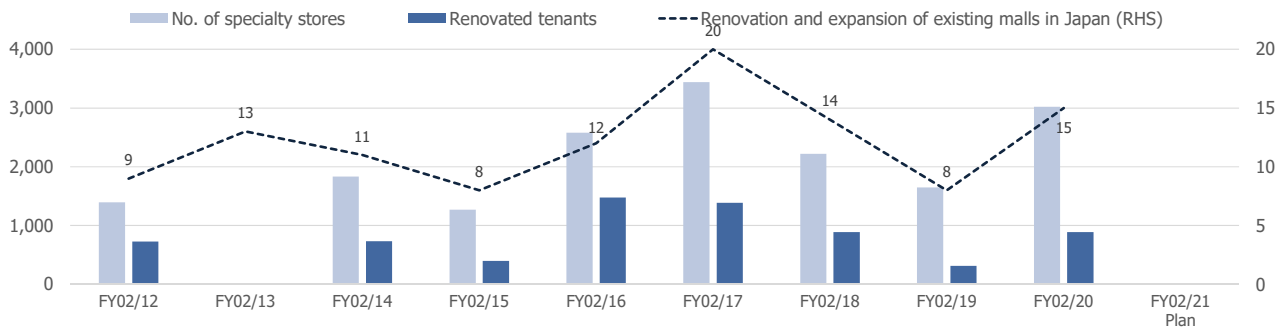
Sales composition by customer



Source: Shared Research based on company data

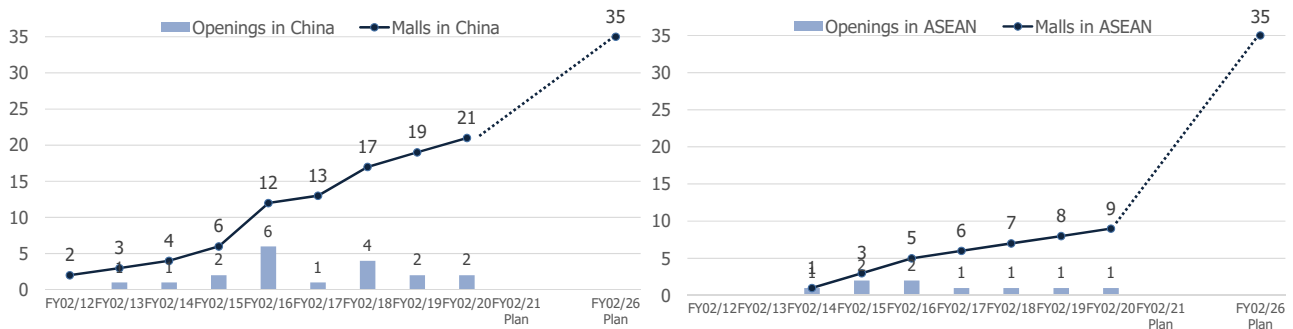
Outside Japan, Aeon Delight seeks to reduce its reliance on the Aeon group to about 40%.

Number of renovated Aeon Malls



Source: Shared Research based on company data

Aeon Malls in China and ASEAN countries



Source: Shared Research based on company data

Overseas businesses of the Aeon group

Overseas stores: Aeon Mall		FY02/12	FY02/13	FY02/14	FY02/15	FY02/16	FY02/17	FY02/18	FY02/19	FY02/20	FY02/21 Est.
Store count	China	2	3	4	6	12	13	17	19	21	
	ASEAN	-	-	1	3	5	6	7	8	9	
	Vietnam			1	2	3	4	4	4	5	
	Cambodia			1	1	1	1	1	2	2	
	Indonesia				1	1	1	2	2	2	
Total		2	3	5	9	17	19	24	27	30	
Openings	China		1	1	2	6	1	4	2	2	
	ASEAN						1	1	2	1	
	Vietnam										
	Cambodia								1	1	
	Indonesia							1			
Total		-	1	1	2	6	1	5	4	3	

Overseas stores: Aeon Retail		FY02/12	FY02/13	FY02/14	FY02/15	FY02/16	FY02/17	FY02/18	FY02/19	FY02/20
ASEAN	Malaysia									
	Aeon Malaysia	28	30	31	33	73	84	88	100	119
	Aeon BIG Malaysia	-	27	28	28	26	25	21	22	22
	Thailand									
	Aeon Thailand	29	58	69	75	76	77	80	78	51
	Vietnam									
	Aeon Vietnam				2	3	4	5	6	18
	Aeon Citymart					30	30	30	26	25
	Aeon Fivimart					23	27	25	-	-
	Cambodia									
Aeon Cambodia				1	1	1	4	7	11	
Indonesia										
Aeon Indonesia					1	1	2	2	2	
Myanmar										
Aeon Orange							14	14	15	
ASEAN total		57	115	128	139	233	263	269	256	262
China	Aeon Stores Hong Kong	38	42	43	43	49	55	65	63	65
	Guangdong Aeon	12	15	17	17	18	19	20	23	23
	Quingdao Aeon Dongtai	7	8	9	10	9	6	6	6	7
	Aeon South China	8	9	11	10	10	10	10	8	7
	Beijing Aeon	3	4	4	5	6	7	9	9	9
	Aeon East China				1	3	4	5	5	7
	Aeon (Hubei)				1	2	2	4	5	5
China total		68	78	84	87	97	103	119	119	123

Source: Shared Research based on company data

Competition

Aeon Delight derives some 60–70% of its sales from the Aeon group. Within the group, Aeon Delight's share in Aeon Retail is about 80%. The company's share in Aeon Mall is about 60%, while its share in MaxValu companies is between 60% and 70%.

Aeon Delight's competitors include SECOM Co., Ltd. (TSE1: 9735) and Sohgo Security Services Co., Ltd. (TSE1: 2331) in security services. It competes with Azbil Corporation (TSE1: 6845), Nippon Kanzaei Co. Ltd. (TSE1: 9728), and Tokyu Community

Corporation (not listed) in property management services. There are no major competitors that offer cleaning services; Aeon Delight competes with smaller, regional cleaning operators. In construction-related work, Aeon Delight competes with Azbil in the environmental solutions business, while in the energy-saving business, major rivals are NTT Facilities, Inc. (not listed) and Hitachi, Ltd. (TSE1: 6501).

Barriers to entry

Property management for residential and small office buildings has relatively low barriers to entry. However, the barriers are high for large facilities given the comprehensive services required.

Smaller residential or office building owners are less concerned about having total package of services and usually focus on cleaning or security. However, large facilities require comprehensive services such as maintenance, cleaning, and security, all-in-one. Instead of hiring a contractor for each service, large building owners prefer to contract out these services to one company that is able to provide all of these services in package. Consequently, this enables Aeon Delight to enjoy a relatively high barrier of entry in its market niche, namely servicing large retail stores and office buildings, due to its expertise in providing an all-in-one package of services.

The company's market share within the Aeon group is high. Being a group company, Aeon Delight is well aware of the business practices and facility characteristics that are common throughout the Aeon group and the risk of its competitors gaining a significant portion of the market share is fairly slim.

Financial Statements

Income statement

Income statement (JPYmn)	FY02/12 Cons.	FY02/13 Cons.	FY02/14 Cons.	FY02/15 Cons.	FY02/16 Cons.	FY02/17 Cons.	FY02/18 Cons.	FY02/19 Cons.	FY02/20 Cons.
Sales	219,797	248,876	256,654	265,572	277,926	292,607	292,396	302,915	308,582
YoY	28.6%	13.2%	3.1%	3.5%	4.7%	5.3%	-0.1%	3.6%	1.9%
Cost of sales	191,166	218,648	223,409	231,281	243,089	256,871	257,524	267,463	270,011
Gross profit	28,631	30,227	33,245	34,290	34,836	35,736	34,871	35,452	38,570
YoY	19.4%	5.6%	10.0%	3.1%	1.6%	2.6%	-2.4%	1.7%	8.8%
GPM	13.0%	12.1%	13.0%	12.9%	12.5%	12.2%	11.9%	11.7%	12.5%
SG&A expenses	14,868	16,326	18,622	18,900	20,280	21,596	21,961	22,421	22,569
YoY	24.3%	9.8%	14.1%	1.5%	7.3%	6.5%	1.7%	2.1%	0.7%
SG&A ratio	6.8%	6.6%	7.3%	7.1%	7.3%	7.4%	7.5%	7.4%	7.3%
Operating profit	13,762	13,901	14,622	15,390	14,556	14,139	12,909	13,030	16,001
YoY	14.4%	1.0%	5.2%	5.3%	-5.4%	-2.9%	-8.7%	0.9%	22.8%
OPM	6.3%	5.6%	5.7%	5.8%	5.2%	4.8%	4.4%	4.3%	5.2%
Non-operating income (expenses)	22	-9	-22	82	-22	124	472	332	-52
Non-operating income	281	213	163	228	253	434	608	590	339
Non-operating expenses	260	221	186	145	275	309	136	258	391
Recurring profit	13,784	13,892	14,600	15,472	14,534	14,263	13,381	13,362	15,949
YoY	14.0%	0.8%	5.1%	6.0%	-6.1%	-1.9%	-6.2%	-0.1%	19.4%
RPM	6.3%	5.6%	5.7%	5.8%	5.2%	4.9%	4.6%	4.4%	5.2%
Extraordinary gains (losses)	953	133	1,236	695	2,040	1,224	1,475	195	659
Implied tax rate	45.7%	45.3%	46.1%	44.1%	46.0%	45.9%	42.9%	46.2%	38.3%
Net income attrib. to non-controlling interests	132	104	188	310	386	533	598	664	245
Net income	6,912	7,509	7,039	7,965	7,247	7,093	6,397	6,415	9,348
YoY	6.4%	8.6%	-6.3%	13.2%	-9.0%	-2.1%	-9.8%	0.3%	45.7%
Net margin	3.1%	3.0%	2.7%	3.0%	2.6%	2.4%	2.2%	2.1%	3.0%

Source: Shared Research based on company data

Note: The company restated prior-year results in June 2019.

Balance sheet

Balance sheet (JPYmn)	FY02/12 Cons.	FY02/13 Cons.	FY02/14 Cons.	FY02/15 Cons.	FY02/16 Cons.	FY02/17 Cons.	FY02/18 Cons.	FY02/19 Cons.	FY02/20 Cons.
ASSETS									
Cash and deposits	9,707	10,014	12,565	15,580	20,386	31,717	39,536	44,233	62,355
Accounts receivable	31,240	44,673	34,448	35,757	34,328	35,360	35,739	40,089	42,612
Allowance for doubtful accounts	-657	-144	-290	-168	-360	-202	-130	-167	-242
Inventories	1,527	2,237	2,575	2,663	2,840	3,218	2,623	2,211	1,822
Deposits for consumption to subsidiaries and affiliates	27,320	18,020	32,420	41,326	37,362	31,713	32,000	16,000	-
Other current assets	3,349	4,523	8,196	8,476	9,634	9,292	8,543	6,405	5,815
Total current assets	72,486	79,323	89,914	103,634	104,190	111,098	118,311	108,771	112,362
Buildings	1,217	1,089	1,046	1,009	1,629	1,631	1,582	1,479	1,458
Facilities and equipment for area management	246	274	238	211	190	175	-	-	-
Tools, furniture, and fixtures	1,918	2,079	2,487	2,516	2,651	3,307	4,892	5,064	4,846
Land	284	282	278	278	1,978	1,975	1,975	2,032	2,032
Construction in progress	-	-	-	-	-	-	-	-	-
Other fixed assets	108	72	209	345	610	1,974	1,591	1,585	1,334
Total tangible fixed assets	3,773	3,796	4,258	4,361	7,061	9,064	10,041	10,161	9,671
Goodwill	11,249	10,801	9,399	8,452	7,654	6,813	6,113	6,865	5,975
Other	1,023	1,520	1,609	1,867	2,352	1,989	1,699	1,338	1,209
Total intangible fixed assets	12,272	12,321	11,008	10,320	10,006	8,802	7,813	8,103	7,185
Investment securities	2,577	2,973	3,897	3,768	4,463	4,546	5,334	4,256	3,623
Deferred tax assets	406	288	254	284	310	551	330	412	1,763
Other	1,517	2,196	1,877	2,750	3,896	4,342	3,458	3,264	2,347
Allowance for doubtful accounts	-224	-200	-199	-535	-494	-536	-610	-355	-36
Investments and other assets	4,276	5,257	5,829	6,268	8,176	8,904	8,512	7,578	7,698
Total fixed assets	20,322	21,375	21,096	20,950	25,244	26,772	26,367	25,842	24,554
Total assets	92,809	100,699	111,010	124,584	129,434	137,870	144,678	134,614	136,917
LIABILITIES									
Accounts payable	23,720	24,544	21,876	24,934	28,457	25,114	25,820	25,967	23,388
Short-term debt	41	10	5	-	-	271	225	394	252
Other	9,882	10,401	12,622	15,771	17,377	21,666	18,541	20,137	20,410
Total current liabilities	33,643	34,955	39,309	46,639	45,834	47,051	49,060	51,408	48,864
Long-term debt	15	5	-	-	-	293	-	15	11
Other	968	1,190	1,556	2,387	3,925	5,921	6,474	7,652	6,756
Total fixed liabilities	983	1,195	1,556	2,387	3,925	6,214	6,474	7,667	6,767
Total liabilities	34,626	36,151	40,865	49,026	49,760	53,266	55,535	59,075	55,631
Capital stock	3,238	3,238	3,238	3,238	3,238	3,238	3,238	3,238	3,238
Capital surplus	18,753	18,770	18,818	18,850	18,862	18,949	19,019	13,888	13,880
Retained earnings	35,285	40,539	45,112	50,505	55,099	59,355	62,756	65,910	72,063
Treasury stock	-460	-458	-449	-443	-441	-436	-430	-10,327	-10,208
Other comprehensive income	647	992	1,711	1,373	525	799	1,484	466	-86
Share subscription rights	173	205	165	166	221	263	303	299	186
Non-controlling interests	545	1,260	1,547	1,869	2,168	2,434	2,773	2,062	2,213
Total net assets	58,182	64,547	70,145	75,558	79,674	84,604	89,143	75,539	81,286
Working capital	9,047	22,366	15,147	13,486	8,711	13,464	12,542	16,333	21,046
Total interest-bearing debt	56	15	5	-	-	564	225	409	263
Net cash	36,971	28,019	44,980	56,906	57,748	62,866	71,311	59,824	62,092
Shareholders's equity	57,464	63,082	68,433	73,523	77,285	81,907	86,067	73,178	78,887
Equity ratio	61.9%	62.6%	61.6%	59.0%	59.7%	59.4%	59.5%	54.4%	57.6%

Source: Shared Research based on company data
 Note: The company restated prior-year results in June 2019.

Assets

In order of value, the company's assets are cash and deposits (JPY62.4bn, FY02/20), accounts receivable (JPY42.6bn), tangible fixed assets (JPY9.7bn), and intangible fixed assets (JPY7.2bn). The aggregate of cash and deposits and deposits for consumption from associates is over JPY60.0bn, but interest-bearing debt is just JPY300mn, for a cash-rich balance sheet. Tangible fixed assets and intangible fixed assets are small as the company's business structure does not require a large balance sheet. In FY02/20 the company ended its policy of leaving deposits with Aeon, from a cash governance perspective.

Majority of its investment securities are with Aeon Mall (TSE1: 8905), Aeon Kyushu (TSE JASDAQ: 2653), Aeon Fantasy (TSE1: 4343), and MaxValu companies.

Shareholders' equity

At end-FY02/20, the equity ratio was 57.6%. Although it declined to 54.4% at end-FY02/19 following the restatement of prior-year earnings accompanying the Kajitaku accounting fraud, it subsequently recovered.

Profitability and financial ratios

Profit margins (JPYmn)	FY02/12 Cons.	FY02/13 Cons.	FY02/14 Cons.	FY02/15 Cons.	FY02/16 Cons.	FY02/17 Cons.	FY02/18 Cons.	FY02/19 Cons.	FY02/20 Cons.
Gross profit	28,631	30,227	33,245	34,290	34,836	35,736	34,871	35,452	38,570
GPM	13.0%	12.1%	13.0%	12.9%	12.5%	12.2%	11.9%	11.7%	12.5%
Operating profit	13,762	13,901	14,622	15,390	14,556	14,139	12,909	13,030	16,001
OPM	6.3%	5.6%	5.7%	5.8%	5.2%	4.8%	4.4%	4.3%	5.2%
EBITDA	16,107	16,138	17,054	17,856	17,014	16,928	16,038	16,391	19,168
EBITDA margin	7.3%	6.5%	6.6%	6.7%	6.1%	5.8%	5.5%	5.4%	6.2%
Net margin	3.1%	3.0%	2.7%	3.0%	2.6%	2.4%	2.2%	2.1%	3.0%
Financial ratios									
ROA (RP-based)	15.5%	14.4%	13.8%	13.1%	11.4%	10.7%	9.5%	9.6%	11.7%
ROE	12.5%	12.5%	10.7%	11.2%	9.6%	8.9%	7.6%	8.1%	12.3%
Total asset turnover	2.5	2.6	2.4	2.3	2.2	2.2	2.1	2.2	2.3
Working capital	9,047	22,366	15,147	13,486	8,711	13,464	12,542	16,333	21,046
Current ratio	215.5%	226.9%	228.7%	222.2%	227.3%	236.1%	241.2%	211.6%	229.9%
Quick ratio	201.0%	207.6%	201.3%	198.3%	200.1%	209.5%	218.4%	194.8%	214.3%
OCF / Current liabilities	30.0%	-12.7%	57.5%	40.1%	22.3%	25.2%	28.2%	24.6%	14.7%
OCF / Total liabilities	27.8%	-12.1%	52.3%	35.2%	20.7%	22.0%	24.4%	20.9%	13.2%
Cash conversion cycle (days)	8.2	18.5	22.3	15.4	10.1	9.7	12.4	13.6	18.3
Change in working capital	1,749	13,319	-7,219	-1,661	-4,775	4,753	-922	3,791	4,713

Source: Shared Research based on company data

Statement of cash flows

Cash flow statement (JPYmn)	FY02/12 Cons.	FY02/13 Cons.	FY02/14 Cons.	FY02/15 Cons.	FY02/16 Cons.	FY02/17 Cons.	FY02/18 Cons.	FY02/19 Cons.	FY02/20 Cons.
Cash flows from operating activities (1)	9,639	-4,358	21,359	17,234	10,303	11,703	13,568	12,373	7,371
Pre-tax profit	12,977	13,920	13,420	14,807	16,526	14,089	12,247	13,166	15,548
Depreciation	1,265	1,130	1,294	1,341	1,699	2,069	2,414	2,602	2,352
Impairment losses	-	-	678	578	250	122	39	123	175
Amortization of goodwill	1,080	1,107	1,138	770	759	720	715	759	815
Change in working capital	-1,187	-13,728	10,386	2,008	-552	449	1,035	-53	-4,745
Income taxes	-5,404	-6,578	-6,114	-6,615	-6,336	-6,602	-6,115	-5,188	-6,506
Other	908	-209	557	4,345	-2,043	856	3,233	964	-268
Cash flows from investing activities (2)	-10,051	7,086	-16,632	-11,365	-3,255	2,233	-2,666	12,256	13,838
Purchase of tangible and intangible fixed assets	-1,184	-1,607	-1,999	-1,903	-2,414	-4,113	-3,228	-2,059	-2,361
Proceeds from sale of tangible and intangible fixed assets	27	147	41	18	116	24	14	15	-
Acquisition of shares in subsidiaries affecting the scope of consolidation	-1,266	-694	-388	-	-4,771	-	-	-1,516	-
Payments of deposit for consumption to subsidiaries and affiliates	-150,420	-170,520	-212,400	-220,511	-218,798	-229,151	-250,400	-284,000	-192,500
Collection of deposit for consumption from subsidiaries and affiliates	142,020	180,020	198,000	211,605	222,762	234,800	250,113	300,000	208,500
Other	772	-260	114	-574	-150	673	835	-184	199
Free cash flow (1+2)	-412	2,728	4,727	5,869	7,048	13,936	10,902	24,629	21,209
Cash flows from financing activities	-2,722	-2,257	-2,475	-2,594	-2,821	-2,400	-3,264	-19,686	-3,392
Net change in short-term borrowings	-2	-25	-	-	-	219	-28	179	-143
Net change in long-term borrowings	-475	-6	-	-	-	324	90	-2	-3
Payment of dividends	-2,205	-2,256	-2,464	-2,573	-2,676	-2,842	-2,996	-3,259	-3,195
Acquisition of treasury stock	13	2	57	37	14	28	41	-9,906	109
Acquisition of shares in subsidiaries not affecting the scope of consolidation	-	-	-	-	-	-57	-21	-6,458	-
Other	-53	28	-68	-58	-159	-72	-350	-240	-160
Other	-3	26	99	172	-229	-6	80	-228	-98
Change in cash and cash equivalent	-3,137	497	2,351	3,447	3,997	11,530	7,718	4,715	17,719
Cash and cash equivalent (year-end)	9,179	9,676	12,028	15,476	19,473	31,004	38,722	43,437	61,151

Source: Shared Research based on company data
 Note: The company restated prior-year results in June 2019.

Cash flows from operating activities

Cash flows from operating activities for the company are mainly from net income before tax, depreciation, goodwill amortization, and changes to working capital. Fluctuations are comparatively small as the company runs a large proportion of recurring revenue type businesses.

Cash flows from investing activities

Annual spending on acquiring tangible and intangible fixed assets is about JPY3.0bn, small compared to operating cash flow. Because the company is relatively aggressive in acquisitions, in some years there is a significant increase in share purchases. On the surface, cash flows from investing activities mainly vary with funds deposited at Aeon.

Cash flows from financing activities

The main element in the company's financing cash flows is dividend payments. There were significant outflows in FY02/19 including JPY9.9bn to buy back the company's shares and additional amounts to make consolidated subsidiaries fully owned.

Cash conversion cycle (days)	FY02/12	FY02/13	FY02/14	FY02/15	FY02/16	FY02/17	FY02/18	FY02/19	FY02/20
Accounts receivable turnover	7.4	6.6	6.5	7.6	7.9	8.4	8.2	8.0	7.5
Days in accounts receivable	49.4	55.7	56.3	48.2	46.0	43.5	44.4	45.7	48.9
Inventory turnover	127.3	116.2	92.9	88.3	88.3	84.8	88.2	110.7	133.9
Days in inventory	2.9	3.1	3.9	4.1	4.1	4.3	4.1	3.3	2.7
Accounts payable turnover	8.3	9.1	9.6	9.9	9.1	9.6	10.1	10.3	10.9
Days in accounts payable	44.1	40.3	37.9	36.9	40.1	38.1	36.1	35.3	33.4
Cash conversion cycle (days)	8.2	18.5	22.3	15.4	10.1	9.7	12.4	13.6	18.3

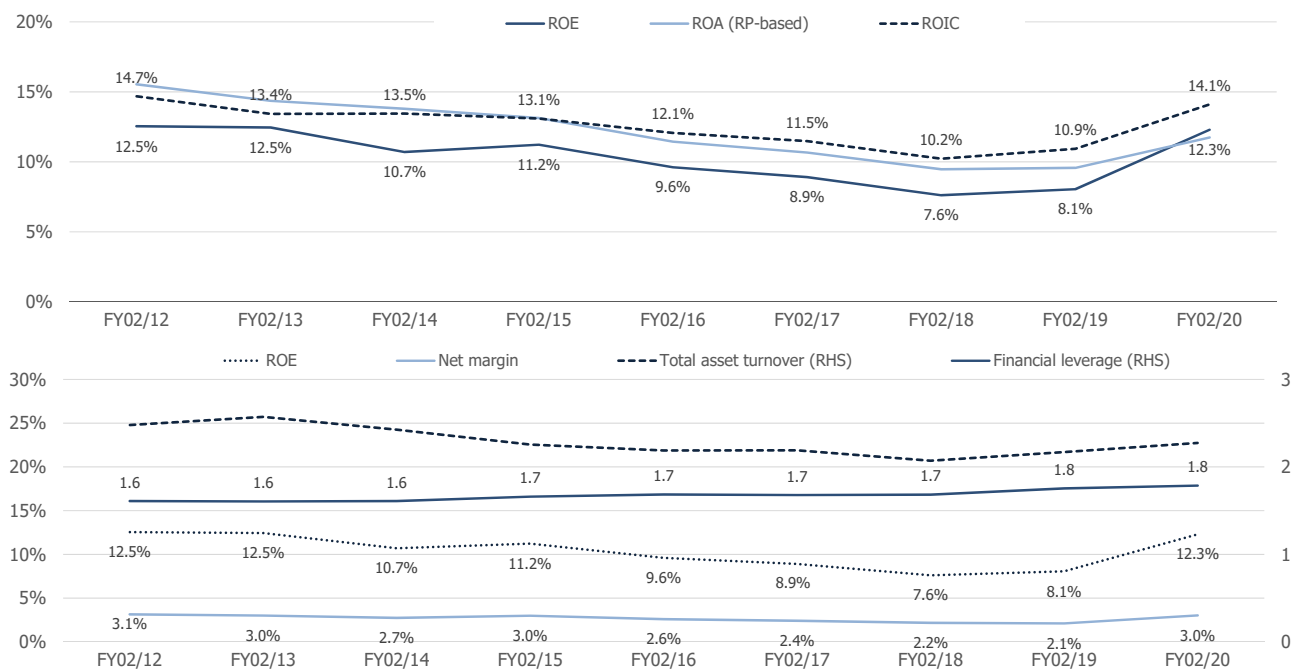
Source: Shared Research based on company data

Accounts receivable are mainly from Aeon group companies, while accounts payable are with various suppliers, such as soft drink beverage suppliers.

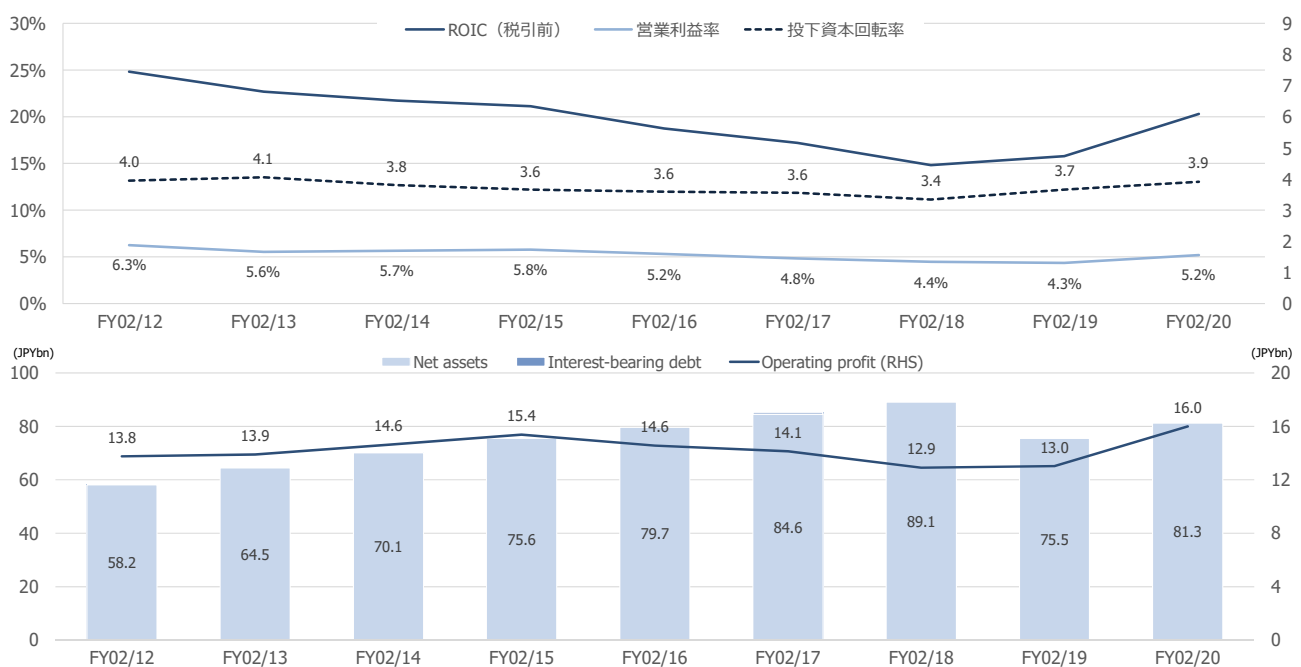
ROE and dividends

(JPYmn)	FY02/12	FY02/13	FY02/14	FY02/15	FY02/16	FY02/17	FY02/18	FY02/20
	Cons.	Cons.	Cons.	Cons.	Cons.	Cons.	Cons.	Cons.
ROE	12.5%	12.5%	10.7%	11.2%	9.6%	8.9%	7.6%	12.3%
Net margin	3.1%	3.0%	2.7%	3.0%	2.6%	2.4%	2.2%	3.0%
Total asset turnover	2.48	2.57	2.42	2.25	2.19	2.19	2.07	2.27
Financial leverage (equity multiplier)	1.61	1.61	1.61	1.66	1.68	1.68	1.68	1.79
ROA (RP-based)	15.5%	14.4%	13.8%	13.1%	11.4%	10.7%	9.5%	11.7%
ROIC	14.7%	13.4%	13.5%	13.1%	12.1%	11.5%	10.2%	14.1%
NOPAT	8,162	8,245	9,064	9,540	9,368	9,464	8,925	11,101
Interest-bearing debt + Net assets	55,590	61,400	67,356	72,854	77,616	82,421	87,268	78,749
ROIC (before tax)	24.8%	22.6%	21.7%	21.1%	18.8%	17.2%	14.8%	20.3%
OPM	6.3%	5.6%	5.7%	5.8%	5.2%	4.8%	4.4%	5.2%
Sales / Invested capital	3.95	4.05	3.81	3.65	3.58	3.55	3.35	3.92

ROE



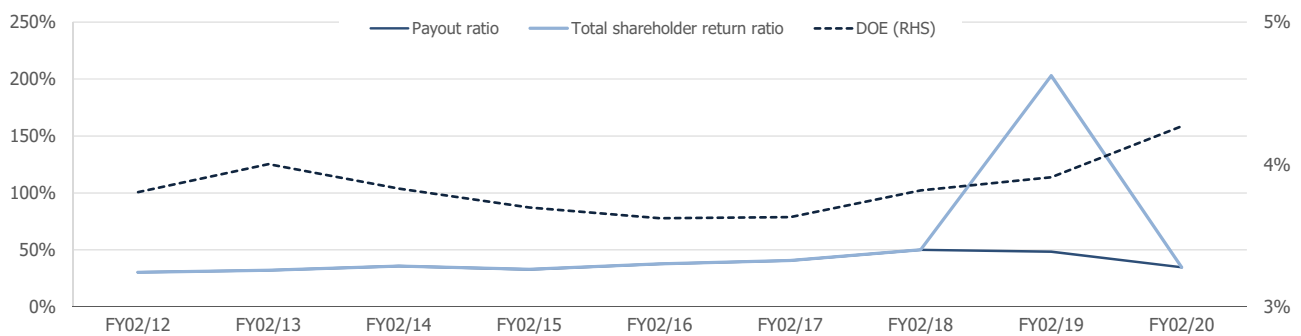
ROIC



Source: Shared Research based on company data

Dividends

(JPYmn)		FY02/12	FY02/13	FY02/14	FY02/15	FY02/16	FY02/17	FY02/18	FY02/19	FY02/20
		Cons.	Cons.	Cons.	Cons.	Cons.	Cons.	Cons.	Cons.	Cons.
Total dividends	a)	2,097	2,413	2,519	2,625	2,731	2,890	3,207	3,114	3,246
Total treasury stock acquired	b)	6	1	1	1	-	-	1	9,906	-
Total returns to shareholders	c) = a) + b)	2,103	2,414	2,520	2,626	2,731	2,890	3,208	13,020	3,246
Net income attributable to parent company shareholders	d)	6,912	7,509	7,039	7,965	7,247	7,093	6,397	6,415	9,348
Dividend payout ratio	a) / d)	30.3%	32.1%	35.8%	33.0%	37.7%	40.7%	50.1%	48.5%	34.7%
Total shareholder return ratio	c) / d)	30.4%	32.1%	35.8%	33.0%	37.7%	40.7%	50.1%	203.0%	34.7%
Net assets available to common shareholders		57,464	63,082	68,433	73,523	77,285	81,907	86,067	73,178	78,887
Average of beginning and end of year	f)	55,101	60,273	65,758	70,978	75,404	79,596	83,987	79,623	76,033
Before deducting assets available to holders of Class A preferred shares		57,464	63,082	68,433	73,523	77,285	81,907	86,067	73,178	78,887
EPS	(JPY)	131.8	143.2	134.2	151.7	138.0	135.0	121.7	122.9	187.2
Dividend per share	(JPY)	40.0	46.0	48.0	50.0	52.0	55.0	61.0	63.0	65.0
Dividend on equity ratio	a) / f)	3.8%	4.0%	3.8%	3.7%	3.6%	3.6%	3.8%	3.9%	4.3%



Source: Shared Research based on company data

Shareholder returns

The company said that it pays dividends with a standard payout ratio of 30% based on its basic stance on capital policy. In FY02/19, it spent JPY9.9bn to buy back its own shares. It plans to adopt a dividend payout ratio of 35% in FY02/21.

Aeon Delight's stance on capital policy

1. The company will use proactive investments to achieve sustainable growth. It will work to boost shareholder value in the longer term and increase returns to shareholders as the company grows. Further, the company views return on equity (ROE) as an important benchmark of capital efficiency, and is currently aiming at a level of 12%.
2. The company will place importance on the balance in the distribution of annual profit between growth investments and shareholder returns and has a standard stable dividend payout ratio of 30%.

Other information

History

Date	Description
April 1973	Nichii Japan Development Co., Ltd. established in Higashi, Osaka
February 1976	Changed name to Japan Maintenance Co., Ltd., following absorption-type merger with Nichii Maintenance Co., Ltd.
September 2006	Following absorption-type merger with Aeon Techno Service Co., Ltd., Japan Maintenance changed name to Aeon Delight Co., Ltd.
November 2007	Wholly owned subsidiary Aeon Delight (Beijing) Co., Ltd. (now Aeon Delight (China) Co., Ltd.) established
October 2008	Acquires 40% of shares in Kankyouseibi Co., Ltd. (Utsunomiya, Tochigi) and made it affiliate
April 2009	Acquires 40% of shares in Do Service Co., Ltd. (Nishinari, Osaka) and made it affiliate
September 2010	Absorption-type merger with Certo Corp., supplier of vending services to business supply companies
April 2011	Acquires 90% of shares in Kajitaku Inc. (Chuo, Tokyo) and made it subsidiary
May	Acquired additional shares in A to Z Service Co., Ltd. (Shinjuku, Tokyo) and made it subsidiary
December	With 70% stake, established joint venture FMS Solution Co., Ltd. (Mihama, Chiba) with Vinculum Japan Corporation (now VINX Corp.)
March 2012	Established wholly owned subsidiary, Aeon Delight (Malaysia) Sdn. Bhd.
August	Aeon Delight (Beijing) Co., Ltd. (now Aeon Delight (China) Co., Ltd.) and Tianjin Teda Co., Ltd. established joint venture, Aeon Delight (Tianjin) Co., Ltd.
October	Acquired 53.7% of shares in General Services, Inc. (Chiyoda, Tokyo) and made it subsidiary
October	Acquired 54.9% of shares in Aeon Compass Co., Ltd. (Mihama, Chiba) via third-party allocation and made it subsidiary
December	Established A-Life Support Co., Ltd. (Chuo, Tokyo) a 85.8% owned joint venture with Familynet Japan Corporation
December	Acquired 51% of shares in Aeon Delight Sufang (Suzhou) Comprehensive Facility Management Service Co., Ltd. (now Aeon Delight (Jiangsu)) and made it subsidiary
January 2013	Established wholly owned subsidiary Aeon Delight (Vietnam) Co., Ltd.
July	Acquired 51% of shares in Wuhan Xiaozhu Comprehensive Facility Management Service Co., Ltd. and made it subsidiary
November	Established Kikugawa-Ishiyama Solar Co., Ltd. (Kikugawa, Shizuoka), a 37% owned joint venture with Recycle One Co., Ltd. (now Renova, Inc.) and one other partner; Kikugawa-Horinouchiya Solar Co., Ltd., a 37% owned joint venture with Recycle One and two other partners
December 2015	Acquired shares in Hakuseisha Co., Ltd. (Chiyoda, Tokyo) via tender offer and made it subsidiary
March 2016	Acquired remaining VINX Corp. stake in FMS Solution Co., Ltd. via tender offer and made it wholly owned subsidiary
December	Acquired remaining Familynet Japan Corporation stake in A-Life Support Co., Ltd. in September 2016, and conducted absorption-type merger
March 2017	Established wholly owned subsidiary Aeon Delight (Shanghai) Management Co., Ltd.
April	Wuhan Xiaozhu Comprehensive Facility Management Service Co., Ltd. established wholly owned subsidiary Wuhan Xiaozhu Hotel Management Service Co., Ltd.
June	Absorption-type mergers with FMS Solution Co., Ltd. and Aeon Delight Seres Co., Ltd.
April 2018	Established Aeon Delight DeepBlue Technology (Shanghai) Co., Ltd., a 65% owned joint venture with DeepBlue Technology Co., Ltd.
May	Acquired 100% of shares in U-COM Co., Ltd. (Minato, Tokyo) and made it subsidiary
November	Acquired additional shares in Aeon Delight (Jiangsu) Comprehensive Facility Management Service Co., Ltd. and Wuhan Xiaozhu Comprehensive Facility Management Service Co., Ltd., and made them wholly owned subsidiaries
December	Acquired 90% of shares in PT Sinar Jernih Sarana, and made it subsidiary
February 2020	Conducted incorporation-type company split of Kajitaku's housework support business, which was transferred to Aquitia Co., Ltd., a newly established wholly owned subsidiary

Source: Shared Research based on company data

Major shareholders

Top shareholders	Shares held ('000)	Shareholding ratio
Aeon Co., Ltd.	22,353	44.7%
Aeon Retail Co., Ltd.	5,000	10.0%
Goldman Sachs & Co. Regular Account (Standing proxy: Goldman Sachs Securities Co., Ltd.)	2,148	4.3%
The Master Trust Bank of Japan, Ltd. (Trust account)	2,071	4.1%
Custody Bank of Japan, Ltd. (Trust account)	1,329	2.7%
Aeon Delight Business Partners Stockholding Association	1,075	2.2%
Northern Trust Company AVFC Re Fidelity Funds (Standing proxy: The Hongkong and Shanghai Banking Corporation, Limited, Tokyo Branch, Custody Department)	774	1.5%
SMBC Nikko Securities Co., Ltd.	693	1.4%
State Street Bank and Trust Client Ominbus Account OM02 505002 (Standing proxy: Mizuho Bank, Ltd. Settlement Department)	681	1.4%
Custody Bank of Japan, Ltd. (Trust account 5)	490	1.0%

Source: Shared Research based on company data
(As of end-August, 2020)

Corporate governance

Organizational form and capital structure	Organization	Company with Audit & Supervisory Board
	Controlling shareholders	None
	Parent company ticker	Aeon Co., Ltd. 8267
Directors	Number of directors (per Articles of Incorporation)	20
	Directors' term of office (per Articles of Incorporation)	1 year
	Number of directors	6
	Outside directors	3
	Independent outside officers	3
Audit & Supervisory Board	Existence of Audit & Supervisory Board	Y
	Number of members of Audit & Supervisory Board (per Articles of Incorporation)	5
	Number of members of Audit & Supervisory Board	4
	Outside members	2
	Independent outside officers	1
General shareholders meeting	Participation to electronic voting platform	Y
Voting platform	Preparation of convening notices in English	Y Disclosed online
Investor relations	Corporate disclosure policy	Y Disclosed online
	Regular briefings for individual investors	Y
	Briefings by representative directors	Y
	Regular briefings for analysts and institutional investors	Y
	Online access to IR documents	Y Disclosed online
	Dedicated IR section and/or staff	Y
Other	Foreign shareholding ratio (as of May 2020)	20–30%
	Independent officers	4
	Implementation of measures regarding director incentives	Stock option plan in place
	Disclosure of individual director's compensation	None
	Policy to determine amount and calculation method of remuneration	Y
	Corporate takeover defenses	None

Source: Shared Research based on company data

Top management

President and CEO: Kazumasa Hamada (born in 1964) joined Jusco Co., Ltd. (currently Aeon Co., Ltd.) in 1987. Appointed as head of management planning department, Posful Corp. (currently Aeon Hokkaido Corp.) in 2006 and executive officer in 2007; regional office manager of Hokuriku, Shinetsu Regional Company in February 2011 and executive officer in March that year. In 2013 he was appointed director and control & accounting officer of Aeon Co., Ltd. In 2015, he was named regional office manager of Kitakanto and Niigata Company of Aeon Retail Co., Ltd. and director and senior managing officer of Aeon Retail. In 2017 he became senior managing executive officer at Aeon Retail. In March 2018 he was dispatched to Aeon Delight Co., Ltd. as an advisor, before being appointed to his current position as president and CEO of Aeon Delight in May 2018. In December 2018 he was appointed representative commissioner at PT Sinar Jernih Sarana. In June 2019 he was appointed chief administrative officer, head of business administration division, and head of finance division of Aeon Delight.

Employees

Aeon Delight had 22,062 employees and an average of 7,459 temporary employees on a consolidated basis as of end-FY02/20. At the parent level, there were 4,074 employees and 2,847 temporary employees. In FY02/20, the average age, average length of employment, and average annual salary on a parent basis were as follows:

- ▷ Average age: 45.4 years
- ▷ Average length of employment: 10.0 years
- ▷ Average annual salary: JPY4.7mn

Investor relations

Aeon Delight holds earnings briefings twice a year (following half-year and full-year business results).

By the way

Corporate Social Responsibility (CSR) Activities

Aeon Delight is pursuing corporate social responsibility (CSR) activities by strengthening its efforts to protect the environment with a management principle of creating “environmental value” for clients.

The following are examples of the company’s environmental initiatives:

Promotion of energy-saving lighting equipment

The company is promoting energy-saving lighting devices, such as light emitting diode (LED) lamps, that significantly reduce electricity consumption. The company seeks to help clients cut carbon dioxide emissions and reduce expenses by selecting the most suitable source of lighting depending on the situation and intended use, such as lighting for room interior or a parking space, and for illuminating a billboard.

Proposal for environmentally friendly packaging

The company proposes a variety of packaging materials, including biomass materials obtained during the growth process of plants that do not increase carbon dioxide when burned, as well as water-based gravure printing that has low environmental impact.

Introduction of environmentally friendly vending machines

The company introduced environmentally friendly vending machines that can reduce electricity consumption by as much as 45% a year with the use of heat pumps and LED lighting. The company unveiled heat-pump vending machines in 2008, and those equipped with LED lighting in 2011.

Participation in Aeon 1% Club

Aeon 1% Club supports projects to protect the environment, boost international cultural and human exchange, promote regional cultural and social activities, and donate to welfare projects. It is an initiative under which group companies contribute 1% of their pretax profits so that these activities can be maintained regardless of the companies’ business performances.

Tree planting through Aeon Environmental Foundation

The company participated in a tree-planting event in Beijing, China in fiscal year 2010, took part in a similar project in Jakarta, Indonesia in fiscal year 2011 and 2012, respectively. For the tree planting event in Jakarta held during fiscal year 2012, the company sponsored participation of endorsing companies, in addition to having its employees from Japan volunteering for the event

“Clean Day” on the 11th Day of Each Month

The company designated the 11th day of each month as “Clean Day,” where employees clean streets around their workplaces before the start of the working day.

The company also conducts a number of social contributions as part of its CSR activities:

Volunteering at social welfare facilities

The company conducts volunteer activities at nationwide welfare facilities once a year, using the system of the Aeon Social Welfare Foundation.

Shopping basket cleaning outsourced to vocational aid facilities

The company outsources cleaning of its shopping baskets to vocational aid centers. Shopping baskets used at its stores are sent to six “washing centers” within the vocational facilities, where the baskets are washed and applied with anti-bacterial coating.

Construction of a school in Laos (completed in June 2008)

The Aeon Delight group conducted fund raising activities, and through the Aeon 1% Club and the Japan Committee for UNICEF, constructed and donated a school in Laos named “Aeon Good-Job School.”

In addition, Aeon Delight’s logo is a mascot named “Gu Jo-Kun,” derived from “a good job!” and symbolizes that the company wishes to make all people happy.



Historical financial statements and news

Historical financial statements

1H FY02/21 results (out October 7, 2020)

Summary

- ▷ In 1H FY02/21, Aeon Delight reported consolidated sales of JPY149.7bn (-4.9% YoY), operating profit of JPY7.5bn (-12.7% YoY), and net income of JPY3.9bn (-23.9% YoY). Sales and profit fell YoY as some contracted facilities were partially closed or temporarily shut down, some events were canceled, and people refrained from going out due to the COVID-19 pandemic. The company assumes that the pandemic will have a negative impact of about JPY1.5bn on FY02/21 operating profit. In 1H, the drag was about JPY1.1bn (roughly JPY1.0bn in Q1). Q2 standalone sales were JPY76.2bn (-2.8% YoY), and operating profit was JPY4.0bn (-15.6% YoY). Q2 sales fell less than Q1, when they were down by 7.0% YoY.
- ▷ FY02/21 company forecast remains unchanged at consolidated sales of JPY315.0bn (+2.1% YoY), operating profit of JPY16.5bn (+3.1% YoY), net income of JPY10.0bn (+7.0% YoY), and EPS of JPY200.13. Versus full-year forecast, 1H sales were 47.5% (51.0% in 1H FY02/20), operating profit 45.5% (53.7%), and net income 39.4% (55.4%). The rate of progress in terms of net income was particularly low due in part to the booking of JPY1.3bn in loss on sale of businesses associated with the transfer of the former Kajitaku's certification photo machine business. The company is aiming to achieve its targets, including the target for net income, by making up for delays to various measures caused by the COVID-19 pandemic; strengthening its proposal of epidemic prevention-related services and capturing new demand; and selling assets. The annual dividend forecast is also unchanged at JPY70 per share.
- ▷ Life with and after the COVID-19 pandemic: As well as adapting to life with the COVID-19 pandemic, the company has started initiatives to create a new normal for its facilities management services after the pandemic. Initiatives include establishing scientific evidence-based cleaning methods to deliver a hygienic environment; providing efficient ventilation while maintaining comfort levels; developing and implementing contact-less services; and educating store employees regarding infection awareness and prevention. Aeon Delight is the company responsible for spearheading crisis management for the Aeon group. As such, it plans to provide services to major customers and develop new standards for other customers as well.

Results by segment

Security Services

Sales in Security Services in 1H were JPY21.7bn (-2.2% YoY) and segment profit was JPY1.6bn (+12.9% YoY). Demand for facility security, crowd control, and traffic security fell off due to partial and temporary closures of a portion of contracted facilities. Meanwhile, profitability improved as the company cut costs by negotiating to optimize unit prices and systemizing store entry and exit management and closing operations. In Q2, sales were JPY10.9bn (-1.7% YoY) and segment profit was JPY831mn (+21.8% YoY). In response to labor shortages, the company systemized its security services and increased its level of productivity per individual member of security staff. At the same time, the company conducted negotiations aimed at price optimization (achieving an increase in sales per employee). Through these efforts, the company achieved higher segment profit despite a decline in sales.

Cleaning Services

In Cleaning Services, 1H sales were JPY30.4bn (-1.6% YoY) and segment profit was JPY3.4bn (-2.3% YoY). The company captured demand for services associated with the spread of the COVID-19 pandemic, such as sterilization, disinfection, and cleaning, but sales declined YoY due in part to both partial and temporary closures of some commercial facilities. It also strove to cut costs by laterally applying successful examples of improvement measures on a wider scale while conducting price negotiations for low-profit properties. Although these efforts did produce measurable results, the negative impacts from commercial facility closures

and other factors were significant. In Q2, sales came to JPY15.4bn (-0.7% YoY) and segment profit was JPY1.8bn (-0.1% YoY). Sales fell for the second consecutive quarter due primarily to sluggish performance associated with department stores and other commercial facilities. However, performance is gradually recovering and at the end of Q2 (August), the company noted an uptick in monthly sales. The OPM in Q2 improved to 11.6% (versus 11.5% in Q2 FY02/20) thanks in part to the expanded lateral application of successful improvement measures and automation involving the installation of cleaning robots.

Construction Work

In Construction Work, 1H sales were JPY22.1bn (-4.3% YoY) and segment profit was JPY2.1bn (-4.3% YoY). The company expanded its volume of renovation contracts, adding among others an agreement regarding renewal construction work for an entire live entertainment facility developed by a major publisher (a new market area for the company). Despite this expansion, sales declined YoY as some construction work was delayed due to the COVID-19 pandemic. The company additionally endeavored to reduce costs by optimizing the operating procedures and processes associated with all types of construction. Consequently, Q2 sales were JPY10.6bn (-4.4% YoY) and segment profit was JPY942mn (-12.8% YoY). Q2 also saw some construction work pushed back until 2H due primarily to movement restrictions associated with the COVID-19 pandemic and delayed procurement of parts. Also contributing to the YoY decline in performance was the comparative impact of a large project for the Aeon group that generated sales bookings in 1H FY02/20, but not during 1H FY02/21. In 2H, the company will strive to expand its volume of large-scale construction contracts through participation from the design stage, acquire small-scale construction projects through collaboration with partner companies, and improve productivity while making up for the delayed achievement of targets in its plan.

Materials and Supplies Sourcing Services

In Materials and Supplies Sourcing Services, 1H sales were JPY26.6bn (+2.7% YoY) and segment profit was JPY1.3bn (-5.2% YoY). Sales rose YoY thanks to orders for products used to prevent the spread of the COVID-19 pandemic (protective masks for professional use, gloves, alcohol, acrylic panels used to prevent droplet exposure, etc.) and for packaging materials associated with TOPVALU, a private brand from Aeon. Despite growth in sales, profit declined YoY due to deterioration in profitability. In Q2, sales were JPY13.7bn (+5.6% YoY) and segment profit was JPY672mn (+4.5% YoY). Driving growth in sales were pandemic prevention products for the Aeon group and packaging materials associated with TOPVALU. The company was able to achieve this growth in sales, absorbing a decline in sales of disposable shopping bags (which account for about 4% of segment sales) that occurred as stores began charging for these bags. During 2H, the company will strive to expand sales outside of the Aeon group, expand installation of acrylic panels, reduce costs by leveraging its procurement scale, and improve logistical efficiency as it aims to improve profitability.

Vending Machine Services

In Vending Machine Services, sales in 1H were JPY12.1bn (-25.0% YoY) and segment profit was JPY357mn (-49.4% YoY). Beverage sales fell off significantly due primarily to the temporary closure of commercial facilities where vending machines are installed. The company expanded installation of its own multibrand vending machines, which feature a mix of brands from several beverage companies, but was unable to compensate for the decline in sales. In Q2, sales were JPY7.3bn (-12.5% YoY) and segment profit was JPY367mn (-18.3% YoY). Performance has been gradually recovering but sales continued to decline because customers of shopping malls and other facilities have not returned in sufficient numbers. During 2H, the company will aim to strengthen its business foundations primarily by engaging in collaborative campaigns with manufacturers as it continues to expand installation of its own multibrand vending machines.

Support Services

In Support Services, sales in 1H were JPY7.7bn (-19.8% YoY) and segment loss was JPY100mn (versus operating profit of JPY254mn in 1H FY02/20). Excluding impact from the former Kajitaku, sales were JPY6.1bn (-12.1% YoY) and segment profit was JPY316mn (-63.6% YoY). This decline in performance was largely due to deteriorating business performance at Aeon Compass, a subsidiary that is developing a travel-related business. Although losses at the former Kajitaku narrowed, its surviving household support services business did not perform well due to impact from the COVID-19 pandemic (demand for services such as air conditioner cleaning was sluggish). In Q2, sales were JPY3.8bn (-20.9% YoY) and segment loss was JPY108mn (versus segment

profit of JPY378mn in Q2 FY02/20). Excluding impact from the former Kajitaku, sales were JPY3.0bn (-13.3% YoY) and operating profit was JPY163mn (-66.3% YoY).

Overseas business

In the Overseas business, sales in 1H were about JPY9.4bn (+2.9% YoY) and operating profit was approximately JPY710mn (-1.3% YoY). The company's subsidiary in Wuhan, China was impacted by the city lockdown associated with the COVID-19 pandemic but swiftly transitioned back to normal business conditions after the lockdown was lifted. At present, the company is pushing forward with activities aimed at returning to the trajectory of growth it was following prior to the COVID-19 pandemic and has begun new customer development. The impact of the pandemic on the company's subsidiary in Jiangsu, China was small as the company successfully expanded orders associated with middle- and high-end shopping centers, hospitals and nursing homes, infrastructure, and redevelopment areas, and it began providing services for several facilities. In ASEAN regions, performance also received a boost from the conclusion of a contract associated with the fifth Aeon Mall in Vietnam and expansion in the volume of contracts regarding complex management services for the first and second Aeon Malls in Indonesia. It is important to note that 1H performance from overseas subsidiaries reflects results booked from January through June.

Q1 FY02/21 results (out July 8, 2020)

Summary

- ▷ In Q1 FY02/21, Aeon Delight reported consolidated sales of JPY73.5bn (-7.0% YoY), operating profit of JPY3.5bn (-9.1% YoY), and net income of JPY3.0bn (+44.5% YoY). Sales from commercial facilities management services (Facilities Management, Cleaning Services, Security Services, Materials and Supplies Sourcing Services, and Vending Machine Services businesses) declined YoY as some facilities were partially closed and others temporarily shut down due to the COVID-19 pandemic. In the Construction Work business, the number of contracts declined and some projects were postponed mainly as a result of delays in sourcing parts from overseas. Sales of security and travel-related services also fell because fewer events were held. According to the company, the COVID-19 pandemic had a roughly JPY1.0bn negative impact on operating profit. The company initially anticipated an annual negative impact of roughly JPY1.5bn on operating profit from the COVID-19 pandemic, and Q1 results overall (including the impact of the pandemic) were largely in line with the company's initial forecast.
- ▷ FY02/21 company forecast remains unchanged at consolidated sales of JPY315.0bn (+2.1% YoY), operating profit of JPY16.5bn (+3.1% YoY), net income of JPY10.0bn (+7.0% YoY), and EPS of JPY200.13. Versus full-year forecast, Q1 sales were 23.3% (25.6% in Q1 FY02/20), operating profit 20.9% (23.7%), and net income 29.9% (22.1%). The fast progress rate of net income is attributed to tax obligations in Q1 being smaller than usual. The annual dividend forecast is also unchanged at JPY70 per share.

Results by segment

Facilities Management

The Facilities Management segment posted Q1 sales of JPY14.5bn (-2.8% YoY) and segment profit of JPY1.3bn (-12.4% YoY). The drop in sales was attributable to closures of some commercial facilities and a temporary suspension of operations at other commercial facilities operated by the company's customers. However, the decline was modest as many facilities still require facilities management services (such as disaster prevention and periodic repair services) even when they are not operating. Although the company worked to improve operations at low-margin facilities and enhance business processes to achieve greater work efficiency and a reduction in labor, OPM in the segment fell to 8.7% (from 9.6% in Q1 FY02/20) due to considerable impact from higher outsourcing costs in the existing businesses.

In terms of enhancing business processes to achieve greater work efficiency and a reduction in labor, new initiatives in Hokkaido yielded results. The company reduced on-site staff at customer facilities by scaling back operations that do not contribute value to customers, and by introducing remote monitoring and patrol-type facility management. It is working toward a system with which it can provide the same level of facility management services as before but with smaller teams. According to the company,

GPM for related facilities rose 4pp in Q1 FY02/21 thanks to these efforts. The company aims to test these initiatives in Hokkaido through the summer of 2020, and subsequently roll them out across the rest of Japan.

Security Services

The Security Services segment posted Q1 sales of JPY10.8bn (-2.7% YoY) and segment profit of JPY763mn (+4.5% YoY). The decline in sales reflected lower demand for security for facilities and security to handle crowds and traffic as some contracted facilities closed or temporarily suspended operations. Disappearance of demand for event-related security was another factor weighing on sales. At the same time, the company has continued pricing negotiations against the backdrop of a tight labor market. While working toward optimization of prices, the company introduced equipment to support store entry/exit management and operations at store closing. The company also aimed to reduce costs by introducing systems, and OPM improved to 7.0% (from 6.6% in Q1 FY02/20) as a result.

According to the company, the number of stores that have adopted its systems for store entry/exit management and operations at store closing has steadily increased. In Q1 FY02/21 alone, 26 stores adopted such system, and it plans to roll this out to over 100 stores within FY02/21.

Cleaning Services

The Cleaning Services segment posted Q1 sales of JPY15.0bn (-2.6% YoY) and segment profit of JPY1.6bn (-4.5% YoY). Sales fell YoY due to a suspension of operations at commercial facilities. The company pushed ahead with measures to reduce costs in an effort to improve profitability at low-margin facilities. It expanded successful improvement initiatives horizontally across the company, and proceeded with introducing autonomous cleaning robots. However, store closures at some contracted facilities had a major impact on results, and OPM in the segment declined to 11.0% (from 11.2% in Q1 FY02/20) as a result.

Construction Work

The Construction Work segment posted Q1 sales of JPY11.5bn (-4.1% YoY) and segment profit of JPY1.1bn (+4.1% YoY). Orders for various types of renovation work increased, but some construction work lagged due to delays in the sourcing of parts from overseas amid the COVID-19 pandemic, resulting in a decline in sales. However, segment profit increased YoY on cost reductions.

From FY02/21, the segment moved to a structure under which orders over a certain amount are carefully examined by the company's construction work division. Following this change, the company made progress in optimizing specifications for various types of work and streamlining processes, contributing to a reduction in costs. In addition, the company considers the Kanto and Kansai regions—both large markets—as strategic areas, and aims to increase projects in which it can participate from upstream stages (design, etc.). The company looks to expand orders for large construction projects and continues to strengthen group-wide collaboration. In Q1, it turned subsidiary A to Z Service Co., Ltd. (55.9% ownership held to date), which provides small-scale store design, construction management, facility maintenance, and general maintenance services to major chains, including leading coffee shop chains) into a wholly owned subsidiary.

Materials and Supplies Sourcing Services

The Materials and Supplies Sourcing Services segment posted Q1 sales of JPY13.0bn (-0.2% YoY) and segment profit of JPY612mn (-14.0% YoY). The decline in sales was modest thanks to orders from Aeon group companies and other customers for products to prevent the spread of COVID-19 infections (such as masks, gloves, alcohol, and plastic sheets to prevent droplet infection to be used in business settings).

Vending Machine Services

The Vending Machine Services segment posted Q1 sales of JPY4.7bn (-38.6% YoY) and a segment loss of JPY10mn (versus profit of JPY256mn in Q1 FY02/20). The weak outcome was driven by a sharp decline in sales of beverages due to the suspension of operations at commercial facilities where the company's vending machines are located. Meanwhile, as an initiative to improve earnings over the medium term, the company continued to expand installation of its own multibrand vending machines that feature a mix of brands from several beverage companies (these vending machines accounted for just over 30% of the 43,000

vending machines installed as of Q1). However, the company says sales of beverages are recovering now that temporary suspensions of operations at commercial facilities have been lifted.

Support Services

The Support Services segment posted sales of JPY4.0bn (-18.7% YoY) and segment profit of JPY8mn (versus loss of JPY124mn in Q1 FY02/20). Excluding the former Kajitaku, sales came to JPY3.1bn (-10.8% YoY) and segment profit to JPY153mn (-60.4% YoY). At subsidiary Aeon Compass, which arranges business trips for companies, earnings worsened as people refrained from traveling, and this had a negative impact on segment results. The company says the rental meeting room business performed surprisingly well as a greater number of customers booked large meeting rooms to ensure sufficient distance between meeting participants. Aeon Delight sold the certification photo machine business of consolidated subsidiary KJS (former Kajitaku) on June 30, 2020, and we understand it is making progress with business reforms.

Earnings trend in overseas business

In Q1, which reflects results in January–March, overseas sales were about JPY4.8bn (+8.9% YoY) and operating profit was about JPY360mn (+11.9% YoY). In Chinese city of Wuhan, many commercial facilities suspended operations as the city was closed off, and the company’s Wuhan subsidiary saw sales decline even though it continued to provide services to local Aeon group and other stores. However, the same subsidiary won contracts for construction preparation work ahead of the construction of temporary medical facilities, as well as for preliminary cleaning of hotels and room setting/arrangement for medical teams dispatched to deal with the COVID-19 crisis. In other words, it actively provided services that were outside the scope of its ordinary functions. Its efforts in this respect were recognized, and it was awarded the title of “Infection Prevention Advanced Property Management Service Company” by the Jiangxia District in Wuhan City, which led to enhancing its name recognition.

The company’s subsidiary in Jiangsu Province, China expanded sales YoY on growth in orders from facilities related to medium- to high-end shopping centers, hospitals and nursing homes, infrastructure, and redevelopment areas. The company says many of these new projects came from outside the Aeon group. China-wide sales remained flat YoY in part thanks to contributions from the sales growth at the Jiangsu subsidiary, and sales in China accounted for roughly 60% of total overseas sales. In Q2 (April–June), sales at the Wuhan subsidiary recovered as the city was reopened.

In the ASEAN region, earnings expanded as the company’s Indonesian subsidiary PT Sinar Jernih Sarana (SJS) started providing comprehensive facility management services to Indonesia’s first and second Aeon malls. In Vietnam, the company achieved sales growth by cultivating new customers. The negative impact of partial facility closures and restrictions on going out on earnings in the ASEAN region was more significant in Q2 than in Q1. (However, sales from the ASEAN region only account for roughly 40% of total overseas sales, so the impact of the earnings deterioration on consolidated earnings is small.)

Post-COVID-19 world

Aeon Delight realizes that the COVID-19 pandemic will make infection-prevention measures standard practice at public facilities, and drive changes in the functions expected for office and education buildings as telework and online learning gain traction. The company has established a project team tasked with undertaking initiatives in preparation for the “new normal” in facility management. Specifically, the project team will 1) establish epidemic prevention and disinfection methods based on hygienic cleaning, 2) develop a no-contact store environment, and 3) improve energy efficiency, ventilation, and air conditioning through HVAC management that leverages open network systems. The company’s new approach toward facility management was also reflected in the COVID-19 Pandemic Prevention Protocol released by the Aeon group on June 30.

Electric power-related initiatives

The company aims to establish energy management services—covering all aspects from supplying necessary energy to local communities to energy-efficient facility management and operation—as a new core business. In FY02/20, it participated in a trial related to the construction of an electricity interchange settlement system based on blockchain technology in the Urawa-misono district in Saitama Prefecture. In FY02/21, the company will participate in a Virtual Power Plant (VPP) Construction Demonstration Project promoted by the Ministry of Economy, Trade and Industry (METI). Led by a consortium headed by Kansai Electric Power (TSE1: 9503), the project will test power adjustment capacity control methods for water pumps and air conditioning equipment

at Aeon Mall Kobe Kita by leveraging energy management systems provided by Aeon Delight. Through its participation in the project, the company aims to accelerate the construction of VPPs, and develop power supply and demand adjusting capabilities for the Aeon group based on the concept of a supply/demand adjustment market, starting from FY2021.

Virtual Power Plant (VPP): Technology that aggregates power from a range of energy resources dispersed in various regions (including energy storage solutions) spanning solar and wind power generation facilities, storage batteries, and electric vehicles, controls them through IoT, and makes them function as a single power station. VPPs are being built as a technology to stabilize the supply/demand balance for electric power supplied by renewable energy sources, which are heavily influenced by weather conditions.

Supply/demand adjustment market: Refers to the capability of adjusting supply when a general electricity transmission and distribution utility company (electric power utility company) ultimately matches electric power demand to supply. A supply/demand adjustment market, where adjustment capacity can be traded, is slated to be established in FY2021. The establishment of this market is expected to prompt further technological development and advance the development of new markets.

Full-year FY02/20 results (out April 10, 2020)

Summary

- ▷ For FY02/20, Aeon Delight reported full-year consolidated sales of JPY308.6bn (+1.9% YoY), operating profit of JPY16.0bn (+22.8% YoY), and net income of JPY9.3bn (+45.7% YoY). Sales increased as the company grew business with external parties despite sluggish sales to the Aeon group. The jump in earnings reflected a combination of growth at the Security Services segment and Cleaning Services segment, margin improvement at the Vending Machine Services segment, and smaller losses at subsidiary Kajitaku (which had previously been found to have engaged in irregular accounting practices). Excluding Kajitaku, operating profit was JPY17.2bn (+0.8% YoY). Still, full-year results were short of the company's initial forecast (sales of JPY315.0bn and operating profit of JPY18.0bn, announced in June 2019), the shortfall being attributable in large part to below-plan growth in new contracts and delays in the implementation of productivity improvement measures.
- ▷ FY02/21: For FY02/21, the company forecasts consolidated sales of JPY315.0bn (+2.1% YoY), operating profit of JPY16.5bn (+3.1% YoY), net income of JPY10.0bn (+7.0% YoY), and EPS of JPY200.13. This forecast assumes the impact of the COVID-19 pandemic will extend through 1H FY02/21, depressing operating profit by some JPY1.5bn. With regard to specific factors driving its operating profit outlook for FY02/21, the company said it is expecting the fallout from the COVID-19 pandemic to depress operating profit by JPY1.5bn, but sees this being offset by a JPY700mn contribution from smaller losses at Kajitaku and a total of JPY1.3bn in contributions from improvements in all other areas. With regard to the impact of the COVID-19 pandemic and related mitigation measures, the company said it sees the drag on sales and earnings extending through 1H FY02/21, and during this period expects to see lower sales and earnings from vending machine operations in Aeon group stores, and declining revenues from event-related services (such as security and travel services) as fewer events are held. Even though Aeon malls themselves are expected to be closed part of the year, Aeon Delight does not expect a sharp decline in demand for its security or cleaning services because the supermarkets that are located within those malls will remain open. Internal initiatives aimed at improving profitability include 1) the implementation of various productivity improvement measures at its facilities management, cleaning, and materials supply businesses, 2) efforts to win more orders for construction work from Aeon group companies, and 3) efforts aimed at increasing its market share both in Japan and overseas.
- ▷ Dividend: Aeon Delight forecasts an annual dividend per share of JPY70.0 for FY02/21, up from JPY65.0 in FY02/20. The company previously targeted a dividend payout ratio of 30%, but aims at 35% from FY02/21.
- ▷ Deposits: As of end-FY02/20, there were no deposits with affiliated companies (JPY160.0bn as of end-FY02/19), and cash and deposits increased to JPY62.4bn (from JPY44.2bn). The company had previously deposited surplus funds other than working capital with Aeon (TSE1: 8267), but reviewed this policy from the viewpoint of cash governance. There has not been a falling

out between the companies. Aeon Delight discussed governance arrangements with Aeon, which agreed to shift to an arrangement where the company managed the funds itself.

Results by segment

Facilities Management

The Facilities Management segment posted sales of JPY58.3bn (+3.4% YoY) and profit of JPY5.3bn (-4.8% YoY). The top-line gains reflected new clients, primarily outside the Aeon group, but profit fell YoY on higher procurement costs. The company boosted the productivity of its personnel with the introduction of its open systems-based integrated facilities management model at the Aeon Fujiidera Shopping Center. However, margins fell as outsourcing charges increased (in areas such as specialist construction) due to rising personnel expenses.

The company is working to shift to managing contractors by area. It aims to lower outsourcing charges by ordering in ways that enable contractors to boost productivity, such as reducing travel times.

Security Services

The Security Services segment posted sales of JPY44.6bn (+0.3% YoY) and profit of JPY3.0bn (+5.4% YoY). Despite rising labor costs amid a worker shortage, the company worked to improve margins through higher prices on contracts and saving energy by automating systems. Operating profit increased as it arrested the ongoing slide in the OPM, boosting it to 6.8% (6.5% in FY02/19).

The company further automated tasks such as facility entrance/exit management and store closing. It has established area-based security structure, and shifted from an on-site management model to an unmanned/patrol model where staff can be dispatched promptly as necessary. It appears that results are gradually starting to flow through.

Cleaning Services

The Cleaning Services segment posted sales of JPY62.4bn (+7.2% YoY) and profit of JPY7.0bn (+4.1% YoY). The top-line gains reflected contributions from new customers and a full year from PT Sinar Jernih Sarana (SJS), the Indonesian cleaning services company acquired in December 2018 (SJS had roughly JPY2.5bn in sales and JPY140mn in operating profit).

The company is also working to introduce automatic floor cleaning robots to save energy and is selling the product to third parties. It said the robots help maintain a high degree of cleanliness, reduce cleaning time, and facilitate low-cost operations late at night and early in the morning when it is hard to find cleaning personnel.

Construction Work

The Construction Work segment posted sales of JPY41.8bn (+0.9% YoY) and profit of JPY3.8bn (-4.3% YoY) under a fresh operating structure that can provide more localized services. The company won more orders for renovation work across all regions.

However, the company said that a consolidated subsidiary lost an order for a relatively large project. It said that better collaboration within the group might have prevented the loss, and it aims to collaborate more closely with subsidiaries and partners.

Materials and Supplies Sourcing Services

The Materials and Supplies Sourcing Services segment posted sales of JPY51.1bn (+0.2% YoY) and profit of JPY2.5bn (-10.4% YoY). Sales rose on expanding orders for TOPVALU, Aeon's private brand packaging materials. However, profit declined on lower sales of mainstay paper products and deteriorated distribution efficiency due to lower sales.

The company aims to be a comprehensive supplier of materials handled by the Aeon group, and is working to develop and expand sales of high value-added environmental materials and boost margins by changing its logistics arrangements.

Vending Machine Services

The Vending Machine Services segment posted sales of JPY31.5bn (-1.3% YoY) and profit of JPY1.4bn (+19.9% YoY). The company installed its own multibrand vending machines and reviewed machine locations to wean its earnings structure from a reliance on beverage company campaigns, but there still seems to be room for improvement. Segment profit received a JPY306mn boost from reduced depreciation following a review of service life assumptions from FY02/20, based on vending machines' historical replacement periods and physical lifespans.

Support Services

The Support Services segment posted sales of JPY18.8bn (-3.5% YoY) and profit of JPY416mn (versus loss of JPY2.3bn in FY02/19). Scandal-hit subsidiary Kajitaku posted estimated sales of JPY4.4bn (-18.7% YoY) and a narrower loss of JPY1.2bn (loss of JPY4.0bn in FY02/19). The company spun off Kajitaku's housework support business (operating loss of roughly JPY100mn in FY02/20) in view of its significant growth potential. The business got a fresh start as Actia Corporation. In the storefront promotion business (operating loss of JPY1.1bn in FY02/20), the company suspended all new sales while fulfilling existing contracts, and plans to proceed with restructuring related to the spinoff and sale, as soon as possible. The company renamed the remaining Kajitaku specialist storefront promotion business KJS.

The Support Services segment excluding Kajitaku posted sales of JPY14.3bn (+2.5% YoY) and segment profit of JPY1.6bn (-8.1% YoY). The company worked to tap into outsourcing demand for management and operation of customer facilities and peripheral areas but earnings slumped at a subsidiary, Subsidiary Aeon Compass which provides services such as business travel management (BTM) and MICE (meetings, incentive tours, conventions/conferences, and exhibitions).

Overseas businesses

Overseas sales were about JPY19.7bn (up roughly 20% YoY) and operating profit about JPY1.6bn (roughly +50% YoY). PT Sinar Jernih Sarana (SJS), the Indonesian cleaning services company consolidated in December 2018, made a full-year contribution in FY02/20 (about JPY2.5bn in sales and JPY140mn in operating profit). At SJS, the company is applying the integrated facilities management expertise acquired at its Vietnam subsidiary. SJS was getting ready for the switchover to outsourced integrated facilities management at the first and second Aeon malls in Indonesia, and started providing services facilities management and security at the second mall in October 2019.

In China, its two key subsidiaries (Aeon Delight Jiangsu and Wuhan Xiaozhu Property Management) expanded orders for facilities with priority targets of mid- to high-end shopping centers, hospitals and nursing care facilities, infrastructure, and redevelopment precincts. Growth in facilities contracts here helped increase earnings.

Note that the fiscal year-end for key consolidated subsidiaries overseas such as Aeon Delight Jiangsu is December (therefore Q4 means October to December). As a result, any impact of the COVID-19 pandemic is yet to appear in the accounts.

Q3 FY02/20 results (out January 10, 2020)

Summary

- ▷ For the nine-month period through Q3 FY02/20, Aeon Delight reported consolidated sales of JPY232.6bn (+2.6% YoY), operating profit of JPY12.1bn (+35.8% YoY), and net income of JPY7.4bn (+89.3% YoY). Results were in line with the company's initial full-year forecast (announced on June 28, 2019); sales of JPY315.0bn and operating profit of JPY18.0bn. At subsidiary Kajitaku, which had previously engaged in improper accounting practices, estimates put sales at JPY3.7bn (+4.3% YoY) and operating losses at JPY940mn (versus loss of JPY3.8bn in cumulative Q3 FY02/19). Without Kajitaku, consolidated sales for the nine-month period were up 2.6% YoY and operating profit up 2.5% YoY. Results by segment were mixed, with the Security Services segment, Cleaning Services segment, and Vending Machine Services segment reporting higher earnings and the Materials and Supplies Sourcing Services segment, Facilities Management segment, and Construction Work segment

reporting lower earnings. With results for the first nine months of FY02/20 leaving Aeon Delight with 73.9% of its full-year target for consolidated sales (versus 74.9% in cumulative Q3 FY02/19), 67.2% of its full-year target for operating profit (versus 68.4%), and 68.2% of its full-year for net income (versus 60.7%), the company made no changes to its initial forecast for the full year and continues to target consolidated sales of JPY315.0bn (+4.0% YoY), operating profit of JPY18.0bn (+38.1% YoY), and net income of JPY10.8bn (+68.4% YoY).

- ▷ The Facilities Management segment posted sales of JPY44.3bn (+4.0% YoY) and segment profit of JPY4.0bn (-5.0% YoY). The top-line gains reflected the addition of new clients and the success of efforts to win orders for facilities maintenance and upgrades (such as the replacement of aging elevators and escalators) through proactive proposal marketing to facility owners in the name of improving the safety of facility users. The top-line gains notwithstanding, segment earnings for the nine-month period finished down as margins were squeezed by an even faster increase in purchasing costs. Also during the period, the company rolled out its self-developed integrated facilities management model, making its first installation of the new open systems-based model in the Aeon Fujiidera Shopping Center.
- ▷ The Security Services segment posted sales of JPY33.3bn (+0.1% YoY) and segment profit of JPY2.2bn (+4.2% YoY). Even as tight labor market conditions continued to push up labor costs, the company managed to improve margins with the help of higher unit prices on contracts and ongoing efforts to automate systems to handle tasks such as facility entrance/exit management and store closings.
- ▷ The Cleaning Services segment posted sales of JPY46.5bn (+8.0% YoY) and segment profit of JPY5.3bn (+5.8% YoY). The top-line gains reflected contributions from new customers and PT Sinar Jernih Sarana (SJS), the Indonesian cleaning services company acquired in December 2018. Also during the period, the company continued its roll out self-guided floor cleaning robots at the facilities it cleans and also continued selling the labor-saving robots to others.
- ▷ The Construction Work segment posted sales of JPY32.0bn (+3.4% YoY) and segment profit of JPY2.8bn (-1.3% YoY). The top-line gains reflected the move to an operating structure capable of providing more localized services and a rising order flow in response to growing demand for renovation work in all regions. The drop in segment earnings was attributed to lagging efforts on the part of consolidated subsidiaries to address demand for construction work and lower margins on repair projects undertaken in the wake of the natural disasters that hit Japan in FY02/19.
- ▷ Materials and Supplies Sourcing Services segment posted sales of JPY38.6bn (-0.6% YoY) and segment profit of JPY1.9bn (-8.9% YoY). Efforts to expand orders for Aeon's private brand packaging materials (*TOPVALU*) notwithstanding, overall sales at the segment finished the nine-month period down. Segment earnings also finished short of year-ago levels, this despite cuts in logistics and other expenses as part of an overall effort to improve profitability.
- ▷ The Vending Machine Services segment posted sales of JPY23.8bn (-1.0% YoY) and segment profit of JPY948mn (+24.1% YoY). After declining in Q1, segment sales and earnings have risen in both Q2 and Q3 as the company moved to install more of its own multibrand vending machines (which offer products from a number of different brands) and continued reassessing locations and relocating vending machines as needed to areas conducive to higher sales. The jump in segment profit reflects a JPY232mn boost from changes in accounting assumptions for the useful life of vending machines following a comprehensive review of past records for replacement periods and physical longevity.
- ▷ The Support Services segment posted sales of JPY14.2bn (+1.2% YoY) and segment profit of JPY441mn (versus loss of JPY2.3bn) in cumulative Q3 FY02/19. Outside of Kajitaku, the company worked to expand its offering of B2B outsourcing services to meet the needs of client companies in peripheral areas such as business travel management and operations management for meetings, incentive tours, conventions/conferences, exhibitions.
- ▷ Overseas subsidiaries reported combined sales of approximately JP13.9bn (versus JPY10.9bn during the same nine-month period the previous year) and operating profit of roughly JPY1.1bn (versus JPY700mn). In China, the company switched the

focus of its facilities management business from the number of facilities under management to floor space under management, and set its sights, geographically speaking, on servicing the areas of China where Aeon group stores are located. In Indonesia, the company began providing its comprehensive facilities management service (includes both facilities management and security services) to the Aeon group's number one and number two mall in October 2019.

- ▷ With regard to Kajitaku, the company reported that it would be spinning off the housework support business of this wholly owned subsidiary but would continue to operate the business under a newly established entity. The company has suspended all new sales and installations of equipment in order to focus on improving fulfillment of existing contracts. Because the market for housework support services still holds promise, the company intends to continue pursuing business in this field; plans call for moving to the next growth stage by better focusing management resources and firmly establishing core competencies.

Results by segment

Facilities Management

Segment sales were JPY14.6bn (+1.3% YoY) and operating profit JPY1.3bn (-13.1% YoY). While sales remained on an uptrend due to new orders, operating profit fell YoY. The company said it has been able to curtail personnel expense growth by boosting productivity per employee in directly managed facilities, but it has been unable to make sufficient productivity gains in subcontracted facilities so that outsourcing (procurement) costs have increased, leading to lower profit.

Aeon Delight is working to improve productivity at facilities where it has outsourced management. Up until now, many of these have been dispersed over a wide area for some reasons in the past. The company is working toward geographic consolidation of outsourced facilities (such as bulk orders for those in the vicinity of specific Aeon malls) to improve productivity, effectively curtailing outsourcing costs. The company aims to reduce the number of money-losing facilities by negotiating to review contract prices for facilities management in areas where it is difficult to consolidate and boost productivity.

The company installed its open building automation system in an Aeon group mall for the first time at the Aeon Fujiidera Shopping Center which opened in September 2019. In the past, equipment and devices placed in facilities (such as lights, air conditioning units, electronic security devices, and elevators) were designed separately by various manufacturers and had to be controlled individually. This meant facilities had to have a central control room and emergency center managed by several on-site employees. The open systems architecture that Aeon Delight provides collects data directly from different manufacturers' equipment and devices and connects them via a network. Integrated control enables energy savings, efficient facilities management, and remote operations. The company's system also uses mobile devices to coordinate with security and cleaning services, enabling cross-business collaboration and boosting efficiency.

Advantages to the facilities management outsourcer (Aeon Delight customer) include the ability to constantly check on facilities remotely (using smartphone or other devices) and reduce energy consumption. Aeon Delight (managing facilities under contract) can reduce the number of on-site personnel, substituting partly with staff who can rotate around multiple locations within a region, and thereby cutting personnel expenses. The company thinks it can thus boost profit while offering competitive pricing and increase the number of contracts (boost market share) in the medium term. Aeon Delight wants to adopt open systems architecture in GMS renovation projects in FY02/21.

Aeon Delight will lose some existing contracts with the planned closure of some Aeon group stores in FY02/21. The company aims at steady profit growth by growing orders from outside the group to drive sales, as well as trimming its outsourcing costs.

Security Services

Segment sales were JPY11.1bn (-0.9% YoY) and operating profit JPY795mn (+11.0% YoY). The company said progress was largely as expected. Aeon Delight is reviewing its customer contracts against a backdrop of rising personnel expenses and the labor shortage. The company is boosting profitability through efficiency gains such as collaborating with SECOM's regional security services and effective use of automated security to reduce the number of personnel on-site at facilities under management (in general, reducing the number of personnel stationed leads to lower contract prices). Furthermore, albeit small

in impact, the company won contracts for transport security services in Oita and Shizuoka for the 2019 Rugby World Cup in Japan, helping to improve margins in event security services.

Cleaning Services

Segment sales were JPY15.6bn (+7.9% YoY) and operating profit JPY1.8bn (+5.1 YoY). There was a net contribution from the company's Indonesian cleaning service company SJS (consolidated subsidiary since December 2018: expected annual contribution of about JPY3.0bn in sales and JPY100mn in operating profit). Also driving growth were new contracts outside the Aeon group for US military bases, residential property, and shared offices.

SJS won a cleaning contract for its second Aeon mall starting in October 2019. Combined with this, it also won contracts for facilities maintenance and security services, leveraging business expertise from Japan. At the time of its acquisition, SJS was a cleaning company, but is evolving into a comprehensive facilities management company. Going forward, it is likely to contribute to areas outside the Cleaning Services segment, although the contribution will be small.

Construction Work

Segment sales were JPY8.9bn (-3.9% YoY) and operating profit JPY669mn (-22.7% YoY). Natural disaster repair work boosted earnings in Q3 FY02/19, but there were few such orders in Q3 FY02/20, leading to the fall in sales and profits. However, the company appears to have a large number of non-disaster related projects, so prospects are for earnings to remain solid in the short term.

In Aeon group related work, Aeon Mall is aggressively renovating its existing shopping centers so the company appears to have its eye on winning renovation orders for properties where it cannot participate during new construction. Outside the group, the company said that changing the organization to become closer to local communities has sped up management decision-making and it is winning an increasing number of regional orders. Although Q3 sales fell at A to Z Service, a company subsidiary since 2011, it said this was due to issues with the timing of customer orders and that project volume had not decreased. Despite falls in sales and profit in Q3, the segment has a high likelihood of growth in both going into FY02/21.

Materials and Supplies Sourcing Services

Segment sales were JPY12.6bn (-1.0% YoY) and operating profit JPY591mn (-7.8% YoY). The main factor in lower sales was moves by some major customers to procure some products in-house. The company is underpinning sales by expanding contract supplies of packaging materials for Aeon's private brand, TOPVALU, and growing procurement for the group's supermarkets. The company aims to underpin earnings by increasing the volume of environmentally friendly products it handles through joint development with outside organizations and streamlining distribution.

Vending Machine Services

Segment sales were JPY7.7bn (+0.9% YoY) and operating profit JPY243mn (+5.2% YoY). Lower depreciation, following a comprehensive review of service life taking into account historical replacement periods and physical life, boosted Q3 operating profit by JPY78mn. Aeon Delight aims to boost profitability per machine via three initiatives: 1) installing more of its own multibrand vending machines which feature a mix of brands from several companies; 2) reviewing vending machine locations; and 3) using digital signage in collaboration with beverage companies.

Support Services

Segment sales were JPY4.6bn (+5.1% YoY) and operating profit JPY187mn (JPY778mn loss in Q3 FY02/19). Lower losses from Kajitaku were the main driver of improved earnings. Shared Research estimates that operating profit was down slightly YoY excluding Kajitaku.

At Kajitaku the freeze on new machine orders in the storefront promotion business, the root cause of its problems, remains in place. Shared Research understands that the company is considering a number of options for the business within the scope of existing provisions, including divestment of the business.

Aeon Delight was unable to promote the household support services sufficiently in light of problems at the storefront promotion business, which temporarily stymied sales growth, but the company said that orders have been recovering recently. Aeon Delight had expected the household support services business to turn profitable in FY02/20, but this looks difficult, given that sales have fallen short of targets. The company hopes to move this business into the black in FY02/21 by mobilizing its in-house resources effectively (for example it will redeploy personnel from the cleaning business or use outsourcing to win cleaning contracts it previously missed out on due to lack of personnel).

News & topics

June 2020

On June 30, 2020, the company announced the transfer of its certification photo machine business.

The company spun off the certification photo machine business of its consolidated subsidiary KJS Co., Ltd. (formerly Kajitaku Co., Ltd.) and transferred all shares of the new company to DNP Photo Imaging Japan, a wholly owned subsidiary of Dai Nippon Printing Co., Ltd. (TSE1: 7912). After the accounting irregularities at Kajitaku came to light, the company developed measures to prevent reoccurrences and proceeded with restructuring, including the spin-off and sale of the subsidiary's storefront promotion business. As a part of this effort, the household support services business, where continued market growth is expected, was transferred to a new company in February 2020 through a spin-off. Through this transaction, the company is essentially selling off the certification photo machine business, one of KJS' remaining storefront promotion businesses.

Aeon Delight plans to further reorganize the post-split KJS business. The company expects to incur extraordinary losses as a result of the spin-off and transfer of the business. However, transferred assets and the transfer price will need to be carefully examined and adjusted, and hence its impact on the company's results is not yet determined. The company plans to disclose the amount of impact once it is determined.

Company profile

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Website	Fiscal Year-End
https://www.aeondelight.co.jp/english/	February
IR Contact	IR Web
-	https://www.aeondelight.co.jp/english/ir/

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