



CORPORATE PROFILE

© OVER ALLs

BASIC PRINCIPLES



TOP MESSAGE



President and CEO, Group CEO
Kazumasa Hamada

We Pursue the Creation of "Environmental Value" for our Customers and for the Local Communities.

The environmental value we consider includes all the values in the following; value in the business environment of the corporation, value in the usage environment of the customers of the corporation, value in the workplace environment employees work in and value in the local community. By creating environmental value, we strive to provide “delight” such as joy, shine and richness of mind. To achieve that goal, we constantly aim to improve safety, security, cleanliness and comfort, and keep stepping forward towards “the future with a dream.”



Sustainable facilities, sustainable smiles.

[Our initiatives toward a sustainable society]

Resolve 3 social issues, and support customers and local communities



Safety and Security

Natural disasters such as typhoons, torrential rains, and earthquakes are becoming more frequent and severe. Against this backdrop, we strive to minimize the damage caused by disasters by supporting our customers' disaster prevention and mitigation systems during normal times, as well as supporting their crisis management in the event of an emergency. In addition, through our crisis management system and digital transformation in disaster recovery operations, we will continue to advance the "safety and security" that we provide to our customers.



Labor Shortage

Labor shortages are becoming more and more serious in various industries, including the facility management industry. Under these circumstances, with a view to helping resolve labor shortages not only at our own facilities but also at those of our customers, we will build a sustainable business model in facility management through the development of a new area management model* for facility management through digital transformation and by updating the AEON delight Platform*.

※For details, please refer to "Digital transformation Initiatives" on page 07.



Environment

Solving environmental issues such as climate change and mismanagement of resources, including marine plastic waste pollution, has become a challenge on a global level. In this environment, the AEON delight Group will work with customers and local communities to help create a decarbonized society by implementing energy conservation and power management measures as part of facility management and operations, expanding the range of environmentally friendly products in our materials-related business, and increasing the recycling rate (bottle-to-bottle) in our vending machine business.

Continuing to protect people's precious places as an environmental value-creating company,

In November 2022, our Group celebrated its 50th anniversary.

This is undoubtedly the result of the various challenges that each generation of Aeon People, with the support of our customers, local communities, and other stakeholders, have taken on while keeping alive our founding commitment to "protect the safety and security of our facilities". The AEON delight Group will continue to pursue the creation of “environmental value” for our customers and the local communities by adapting to changes in the environment and constantly transforming ourselves.

■ The roots of the AEON delight Group

The roots of the AEON delight Group can be traced back to the fire at the Sennichi Department Store in Osaka in May of 1972. It was the worst fire disaster in the history of building fires in Japan, resulting in 118 fatalities. With the aim of preventing such a tragic accident from ever happening again, we founded the company and developed our expertise and techniques in facility management to "pursue facility safety and provide an environment where customers can visit facilities with peace of mind." What started as a company with only a few employees, driven by intense remorse over the tragic accident, has grown into a corporate group with more than 20,000 employees providing services throughout Japan and Asia.

■ Unchanging aspirations and things that must be changed

As we celebrate our 50th anniversary, our role in society remains the same: Pursue the creation of "environmental value" for our customers and for the local communities. However, the means and standards of achievement change over time. Currently, the facility management industry, which is our business domain, is facing a serious labor shortage. Against this backdrop, we are currently promoting digital transformation to build a new facility management model that integrates human skills and digital technology, with the aim of transforming our business model into a sustainable one.

■ Becoming an environment value-creating company that solves social issues in Asia

AEON delight established in 2006 through the merger of its predecessors, Japan Maintenance Co., Ltd. and AEON Techno Service Co. Ltd. Following discussions about what is necessary for these companies to further contribute to society, we defined our management principle as "We Pursue the Creation of 'Environmental Value' for our Customers and for the Local Communities". The phrase "creating environmental value" builds on our roots of ensuring safety and security, and further expands the value we provide to include cleanliness, comfort, and reducing environmental impact, thereby elevating our aspiration to become a company that continues to protect people's precious places. In addition, based on this management principle, we determined that we must solve the three social issues of safety and security, labor shortage, and environment through our business, and are currently implementing various initiatives to become an environmental value-creating company that solves social issues in Asia.

■ To our stakeholders

In recent years, the environment surrounding our business has changed dramatically due to worsening climate change and labor shortages in Japan. Under these circumstances, the AEON delight Group will continue to transform itself while adapting to changes as an environmental value-creating company. As the world faces various challenges to create a sustainable society, as a corporate group that strives to solve social issues such as ensuring safety and security, mitigating labor shortages, and protecting the environment through facility management, we will continue to pursue the creation of “environmental value” for our customers and the local communities.

SUSTAINABLE MANAGEMENT

Building momentum for tackling social issues through sustainable management.

Sustainable management driven by both business and the environment/society is essential for realizing AEON delight Vision 2025. This approach is founded on the Basic Policies for Sustainability derived from our Management Principle.

In accordance with these policies, our Group will pursue initiatives with a greater focus on the sustainability of business models, growth strategies, and business activities.

Basic Policies for Sustainability

AEON delight’s management philosophy is "We Pursue the Creation of 'Environmental Value' for our Customers and for the Local Communities." Based on this management philosophy, we will contribute to solving social issues and achieving a sustainable society by creating "environmental value" in all aspects of our business together with our many stakeholders.

- We will strive to create a safe, secure, hygienic, and healthy usage environment in and around our facilities.
- By providing solutions that meet society's expectations, we will contribute to achieving a decarbonized society, conserving biodiversity, and promoting recycling.
- We will comply with laws and social norms, build relationships of mutual trust with our business partners, and conduct fair business activities throughout the supply chain.
- We will respect the human rights of each individual and create a vibrant organizational culture in which diverse human resources can demonstrate their abilities.
- As a corporate citizen, we will engage in social contribution activities that aim for a better environment and society.

In May 2022, the AEON delight Group expressed support for the recommendations of the TCFD (Task Force on Climate-related Financial Disclosures), which promotes understanding and disclosure of the impact of climate change on business activities.

Among the Material Issues identified, we are particularly focused on “climate change and global warming countermeasures” and “Nature conservation and environmental impact reduction”. As a member of the Aeon Group, we will also support initiatives to reduce total greenhouse gas emissions from our stores to zero in accordance with the AEON Decarbonization Vision.



[AEON delight’s Feasible Goals of SDGs]



[Social issues to be solved through business]

 Safe, secure facility environments	 Solving labor shortages through technology use	 Solving labor shortages through technology use	 Solving labor shortages through technology use	 Environmental impact reduction	 Environmental impact reduction
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[Social issues to be solved through corporate activities]

 Human rights, diversity & inclusion	 Personnel development	 Global environment
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Group’s vision for a sustainable society



BUSINESS MODEL

Building optimal solutions
by reflecting customer voices
in our offerings.

AEON delight facility management

We understand the challenges of our customers face and leverage our unique expertise to provide optimal solutions.
Sharing these efficiently with Group companies and corporate partners through our service network enables us to provide valuable services, from facility operation to management.

CUSTOMER'S VOICES

We receive a wide range of customer feedback from owners of facilities including office buildings, public facilities, commercial facilities, hospitals, laboratories, factories, and warehouses.

- Want to make the facility environment safe and secure
- Also want to give consideration to health and hygiene
- Want to boost efficiency and improve cost-effectiveness
- Want to improve facility performance through digital transformation
- Want to contribute to SDGs and solving other social issues etc.

Optimum solutions
Understanding issues

Industry
information

Facility
information

AEON delight Group companies
AEON DELIGHT
PLATFORM

Data collection & accumulation

Analysis & processing

Developing solutions

AEON delight
Group
companies

Partner
companies

MANAGEMENT SERVICE

We provide services to enhance and maximize facility performance, from environmental measures to extending facility lifespans.

Energy Management

We comprehensively manage and optimize facility energy use, and offer energy-saving proposals that optimize life-cycle costs by introducing energy-efficient equipment.

Facility Budget Management

We manage all facility costs, from land, buildings, equipment, security, and cleaning, and develop and implement budget plans for our customers.

Business Continuity Plan (BCP)

We formulate plans that enable customers to continue operating and promptly restore facilities in the event of a disaster, minimizing impact on corporate activities.

Workplaces

We propose both soft and hard solutions that transform office spaces as well as work habits and processes.

Partner Management (Evaluation & Guidance)

We maximize the performance of our customers' operational partners by providing implementation and improvement support for systematic management methods.

Maintenance Plan Development and Management

We formulate and manage maintenance plans tailored to building use, achieving both lower maintenance costs and longer service life.

etc.

OPERATION SERVICE

We provide various services related to the maintenance, servicing, and management of facilities.

Building Construction

We provide comprehensive support (planning, layout, design, construction, and supervision) for everything from restoration work to renovation, interior work, and extensive maintenance.

Equipment management

We provide optimal operation, inspection, maintenance, and servicing tailored to each facility, and propose an Open Network System that reduces management and operating costs.

Vending machine management

We contribute to improved profitability and user satisfaction with high value-added vending machines and product lineups tailored to customer needs.

Cleaning

We offer cleaning services that not only maintain aesthetics but also extend the life of facilities, including Hygiene Control Cleaning and New Standard Cleaning services designed to enhance infection control.

Materials procurement

We provide various materials such as packaging and sanitary materials for stores, and propose environmentally friendly materials as well as ways to reduce total cost and streamline material ordering operations.

Security

We offer a wide range of services from facility security to traffic guidance and event security, providing unique plans that incorporate advanced equipment.

etc.

OUR STRENGTHS

Expertise and concrete solutions
for a new era, new needs, at a new standard.

Digital transformation initiatives

■ **Selected as a METI “Digital Transformation Certified Company”**
In February 2021, we reorganized our sales division, all domestic regional offices, and business divisions to promote DX. On top of this, we established a DX promotion system, including by creating a new Marketing DX Division to oversee these divisions. These efforts were appraised for satisfying the Ministry of Economy, Trade and Industry’s certification criteria and for implementing appropriate information disclosure, and on June 1, 2021, we became a DX-certified operator*.

*Certification renewed on June 1, 2023.

■ Building sustainable business models

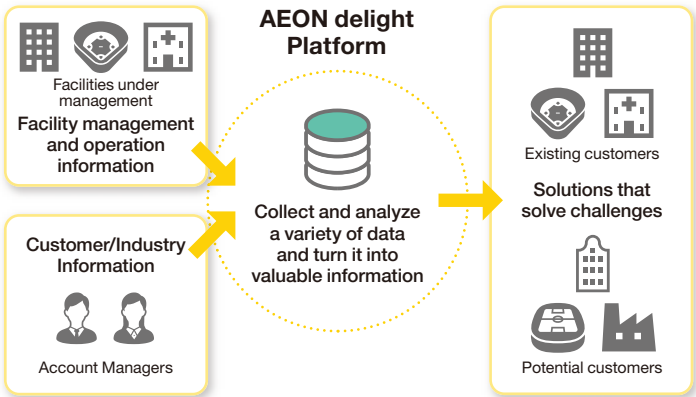
As part of our digital transformation efforts, we established Customer Support Centers (CSC) that use various systems and sensors to remotely assist facility management. These CSCs are central to our new facility management model, ‘Area Management’, being deployed across all domestic branches. Through remote CSC support and labor-saving efforts in on-site operations, we are shifting away from conventional individual-based management with resident-type personnel to an area-based model that involves personnel regularly visiting multiple facilities. Making area management the standard facility management model enables us to address labor shortages while providing services that leverage our expertise.



Customer Support Center

■ Data integration platform AEON delight Platform

We have established the AEON delight Platform, a data integration platform that enables us to propose and efficiently provide all of our customers with solutions that best address their specific challenges, and are working to promote usage and make updates to the platform. By introducing a data warehouse and linking it with business intelligence tools, we are building a system that enables us to centrally manage a group of major systems, extract any data from various systems, and analyze and process it. This helps us propose solutions that solves customer challenges by leveraging a variety of data collected from both within and outside of facilities.



■ Transforming facility management operations through DX

We are working to transform facility management operations through DX while also rolling out Area Management and updating the AEON delight Platform. By leveraging digital devices such as sensors and cameras, we are promoting further productivity improvements by automating routine tasks such as inspection work and report preparation.

Supporting crisis management in local communities

We have established two AD Solution Centers (ADSC), in Osaka and Komaki (Aichi), which will serve as crisis management hubs that play a central role in disaster prevention. In preparation for disaster risks, ADSCs constantly gather and analyze disaster information and remotely monitor managed facilities for irregularities. In the event of an earthquake, flood, large-scale power outage or other disaster, ADSCs act as an information-gathering team as part of a systematic response. To date, we have assisted our customers’ crisis management through various natural disasters, working to minimize damage and promptly restore facilities by restoring damaged equipment, dispatching support personnel, coordinating with relevant government agencies, and procuring disaster response materials, equipment, and supplies. To further strengthen disaster resilience, CSC for the Kanto Regional Office (based in our new headquarters) has been set up to function as an auxiliary ADSC. By sharing systems and data among the three centers in Osaka, Komaki, and Tokyo, we have established a backup system for crisis management functions, creating a structure resilient even in the face of large-scale, widespread disasters. If a disaster occurs, information will be promptly gathered by the closest of our eight CSCs to the affected area, which will work with the ADSCs and auxiliary center, utilizing on-site expertise to provide disaster response that facilitates rapid recovery and reconstruction.



AD Solution Center

■ Key disaster response records

Great East Japan Earthquake(2011)
2016 kumamoto Earthquake
2018 Japan Floods(western Japan)
Earthquake off Fukushima Prefecture(2021)

Nurturing numerous specialists with both technical and human capabilities

■ A staff of around 20,000 qualified personnel

We employ around 20,000 qualified individuals, ranging from essential facility maintenance personnel to those knowledgeable and skilled in reducing environmental impact. These employees are stationed at more than 500 regional offices and branches across Japan. With a network of some 10,000 partner companies, we provide a uniform standard of service nationwide.

■ Fostering talent at our research and training facilities

Our Group operates the AEON delight ACADEMY Nagahama, a facility where individuals gain knowledge and skills through practical training and lectures that replicate real workplace environments. We continue to nurture professionals who possess not only advanced skills but also the ‘omotenashi’ (hospitality) mindset that enables them to view things from a customer’s perspective. These technical and human capabilities allow us to pursue a global standard of service quality.



Research and training facility, AEON delight ACADEMY Nagahama

■ Number of qualified personnel (as of end-February 2023, AEON delight (parent))

Total qualified employees for all certifications under license management: 20,351

Building environment and sanitation management technician: 1,365

Chief electrical engineer (Type 1/2/3): 983

Qualified person for energy management (heat/electricity): 213

Fluorocarbon refrigerant engineer (Type 1): 598

Eco-tuning engineer: 158

NETWORK

With over 500 service locations throughout Japan.
Our network also extends to China
and the ASEAN region.



AEON DELIGHT CO., LTD.

- **Headquaters**
- **Osaka Office**
- **AEON Tower Makuhari Office**
- **Hokkaido Regional Office**
Sapporo Office 1, Sapporo Office 2
- **Tohoku Regional Office**
Tohoku North Office, Miyagi Office, Tohoku South Office
- **Hokurikushinetsu Regional Office**
Niigata Office, Shinshu Office, Hokuriku Office
- **Kanto Regional Office**
Tokyo East Office, Tokyo Central Office, Tokyo West Office, Chiba East Office, Chiba Central Office, Chiba West Office, Yokohama Office, Yokohama Central Office, Sagami Office, Saitama Office, North Kanto Office
- **Tokai Regional Office**
Mie Office, Aichi / Gifu Office, Shizuoka Office
- **Kansai Regional Office**
Osaka Office, Hanna Office, Hanwa Office, Keiji Office, Hyogo Office

- **Chushikoku Regional Office**
Okayama Office, Hiroshima Office, Shikoku Office, Sanin Sales Office, Yamaguchi Sales Office
- **Kyushu Regional Office**
Fukuoka Office, Kyushu North Office, Kyushu Central Office, Kyushu South Office, Okinawa Office
- **Japan Group Companies**
 - AEON DELIGHT ACADEMY CO., LTD.
 - AEON DELIGHT SECURITY CO., LTD.
 - AEON DELIGHT CONNECT CO.,LTD.
 - Kankouseibi Co., Ltd.
 - AEON COMPASS CO., LTD.
 - Hakuseisha CO., LTD.
 - Ask Maintenance Co., Ltd.

- **Overseas Group Companies**
 - AEON DELIGHT (CHINA) CO., LTD.
 - Aeon Delight (Jiangsu) Comprehensive Facility Management Service Co., Ltd.
 - Wuhan Xiaozhu Comprehensive Facility Management Service Co., Ltd.
 - AEON DELIGHT (SHANGHAI) COMPREHENSIVE FACILITY MANAGEMENT SERVICE CO., LTD.
 - Zhejiang Metelan Property Management Co., Ltd.
 - AEON DELIGHT(MALAYSIA)SDN. BHD.
 - AEON DELIGHT(VIETNAM)CO., LTD
 - PT Sinar Jernih Sarana
- Number of consolidated subsidiaries: 26

[Company Outline]

Name of Company: AEON DELIGHT CO.,LTD.
Founded: November 16, 1972
President: President & CEO Group CEO
 Kazumasa Hamada
Capital: 3,238 million JPY

Stock Listings: Tokyo Stock Exchange, Prime Market
Number of Employees: 4,231 Group total: 21,719
 (the end of February, 2023)
Description of Business: Facility Management

[HISTORY]

- 1972 Nov.** Nichii Maintenance Co., Ltd. is established in Higashi-ku, Osaka.
- 1976 Mar.** Business name is changed to Japan Maintenance Co., Ltd.
- 1995 Apr.** Head office is moved to 2-3-2 Minami-Senba, Chuo-ku, Osaka City.
- Sep.** Company is listed on the second section of the Osaka Exchange.
- 1999 Jul.** Company is listed on the second section of the Tokyo Stock Exchange.
- 2000 Feb.** Company is listed on the first section of both the Tokyo Stock Exchange and Osaka Exchange.
- Nov.** Three administrative centers in the Osaka branch acquire Quality Management System (ISO9002) certification.
- 2001 Jun.** Japan Maintenance Academy Co., Ltd. (presently AEON DELIGHT Academy Co., Ltd.) is established as a wholly owned affiliate in Nagahama City, Shiga Prefecture.
- 2003 Jul.** Headquarters and Tokyo Office of AEON Techno Service Co., Ltd. acquires Environmental Management System (ISO14001) certification.
- 2004 Mar.** Japan Maintenance Security Co., Ltd. (presently AEON DELIGHT SECURITY CO., LTD.) is established as a wholly owned affiliate in Chuo-ku, Osaka City.
- Jul.** Company acquires all the shares of Asahi Bank Building Maintenance Co., Ltd. (Meguro-ku, Tokyo) reforming it into affiliate company Japan Maintenance Seres Co., Ltd.
- Dec.** Company acquires all the shares of Towers Co., Ltd., reforming it into affiliate company Japan Maintenance Towers Co., Ltd.
- 2005 Dec.** All companies acquire Quality Management System (ISO9001) certification.
- 2006 May** Company acquires all the shares of AEON Techno Service Co., Ltd. (Chuo-ku, Osaka City) and affiliates the company.
- Sep.** Japan Maintenance Co., Ltd. merges with AEON Techno Service Co. Ltd. and business name is changed to AEON DELIGHT CO., LTD.
- 2007 May** Company forms a business and capital alliance with A to Z Service Co., Ltd.
- Nov.** AEON DELIGHT (BEIJING) CO., LTD (presently AEON DELIGHT (CHINA) CO., LTD.) is established as a wholly owned affiliate in Beijing, China.
- 2008 Mar.** Company forms a business alliance with NEMOTO & CO., LTD.
- Oct.** Company acquires 40% of the shares of Kankyouseibi Co., Ltd. (Utsunomiya City, Tochigi Prefecture) and affiliates the company.
- 2009 Apr.** Company acquires 40% of the shares of DO SERVICE Co., Ltd. (Nishinari-ku, Osaka City) and affiliates the company.
- Jul.** Company acquires Environmental Management System (ISO 14001) certification.
- 2010 Feb.** Company completes construction of research and training facility "AEON DELIGHT Academy Nagahama" in Nagahama City, Shiga Prefecture.
- Jun.** Business areas of AEON DELIGHT Seres Co., Ltd. and AEON DELIGHT Towers Co., Ltd. transferred to AEON DELIGHT.
- Sep.** Company merges with CERTO Corporation.
- Company affiliates CERTO (BEIJING) COMMERCE CO., LTD. (presently AEON DELIGHT (BEIJING) COMMERCE CO., LTD.)
- 2011 Apr.** Company acquires 90% of the stock of KAJITAKU Co., Ltd. (Chuo-ku, Tokyo) and affiliates the company.
- May** Company acquires 54.8% of the stock of A to Z Service Co., Ltd. (Shinjuku-ku, Tokyo) and affiliates the company.
- Dec.** Establishes FMS Solution Co., Ltd. (Mihama-ku, Chiba-shi, Chiba), a joint venture with Vinculum Japan Corporation (presently Vinx Corporation), in which the Company holds a 70% stake.
- 2012 Feb.** The representative office of AEON DELIGHT Co., Ltd. in Beijing is established in China.
- Mar.** Establishes AEON DELIGHT (MALAYSIA) SDN. BHD. (Kuala Lumpur, Malaysia) as a wholly owned affiliate.
- 2012 Oct.** Establishes AEON DELIGHT (Hangzhou) SERVICE OUTSOURCING CO., LTD. (70% equity stake) in Hangzhou, China.
- Company subscribes to a third-party allotment of new shares conducted by AEON COMPASS CO., LTD. (Mihama-ku, Chiba City), and affiliates the company (54.9% equity stake).
- Company acquires 51% of the shares of General Services, Inc. (Chiyoda-ku, Tokyo) and affiliates the company.
- Dec.** Acquires 51% of the shares of Aeon Delight Sufang (Suzhou) Comprehensive Facility Management Service Co., Ltd. (presently Aeon Delight (Jiangsu) Comprehensive Facility Management Service Co., Ltd.) in Suzhou, China and makes it into a subsidiary.
- Establishes A-Life Support Co., Ltd. (85.8% equity stake) in Chuo-ku, Tokyo as a joint venture with FamilyNet Japan Corporation.
- 2013 Jan.** Establishes AEON DELIGHT (VIETNAM) CO., LTD. (Ho Chi Minh City, Vietnam) as a wholly owned affiliate.
- Jul.** Company acquires 51% of the shares of Wuhan Xiaozhu Comprehensive Facility Management Service Co.,Ltd. (Wuhan, China) and affiliates the company.
- 2015 Dec.** Company acquires 89% of the shares of Hakuseisha Co., Ltd. (Chiyoda-ku, Tokyo) through a tender offer and affiliates the company.
- 2016 Dec.** Company acquires remaining shares of A-Life Support Co., Ltd. held by FamilyNet Japan Co. Ltd. in September 2016, and merges with A-Life Support Co., Ltd.
- 2017 Mar.** Establishes AEON DELIGHT (SHANGHAI) MANAGEMENT CO., LTD. in Shanghai, China as a wholly owned affiliate.
- Jun.** Company merges with FMS Solution Co., LTD.
- Company merges with AEON DELIGHT Seres Co., LTD.
- 2018 Apr.** Establishes Aeon Delight DeepBlue Technology (Shanghai) Co.,Ltd. (65% equity stake) as a joint venture with DeepBlue Technology (Shanghai) Co., Ltd. in Shanghai, China.
- May** Company acquires 100% of the shares of U-COM Co., Ltd. (Minato-ku, Tokyo) and affiliates the company.
- Nov.** Company acquires an additional 49% of the shares of Aeon Delight (Jiangsu) Comprehensive Facility Management Service Co., Ltd., making it a wholly owned affiliate. Company acquires an additional 49% of the shares of Wuhan Xiaozhu Comprehensive Facility Management Service Co., Ltd., making it a wholly owned affiliate. Xiaozhu Comprehensive Facility Management Service Co., Ltd., making it a wholly owned affiliate.
- Dec.** Company acquires 90% of the shares of PT Sinar Jernih Sarana, and affiliates the company.
- 2020 Feb.** Establishes Aquitia Co., Ltd. (Chuo-ku, Tokyo) as a wholly owned affiliate through a corporate split to transfer the housework support business of KAJITAKU Co., Ltd.
- 2021 Feb.** Company merges with KJS Co., Ltd. (formerly KAJITAKU Co., Ltd.)
- Mar.** A to Z Service Co., Ltd. merges with DO SERVICE Co., Ltd., changes trade name to AEON DELIGHT CONNECT CO., LTD. Company merges with U-COM Co., Ltd.
- Sep.** Company relocates headquarters from Chuo-ku, Osaka to Chiyoda-ku, Tokyo, begins operating at new location
- Nov.** Invested all shares held for Aeon Delight (Jiangsu) Comprehensive Facility Management Service Co., Ltd., Wuhan Xiaozhu Comprehensive Facility Management Service Co., Ltd. and AEON DELIGHT (SHANGHAI) COMPREHENSIVE FACILITY MANAGEMENT SERVICE CO., LTD. into AEON DELIGHT (CHINA) CO., LTD.
- 2022 Mar.** Subsidiary AEON DELIGHT (CHINA) CO., LTD. acquires 51% of the shares of Zhejiang Metelan Property Management Co., Ltd., and makes it into a subsidiary.
- Apr.** Transferred from the First Section of the Tokyo Stock Exchange to the Prime Market following a revision of the Tokyo Stock Exchange's market classification.
- 2023 Apr.** Company acquires 100% of the shares in Ask Maintenance Co.,Ltd., making it a subsidiary.