



AEON CO. (M) BHD.
(126926-H)



ANNUAL REPORT
2015

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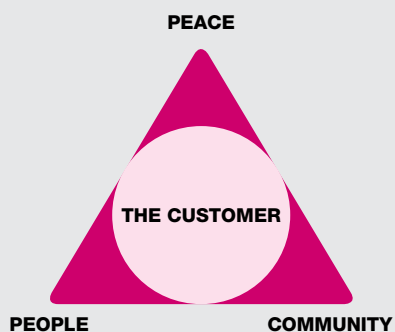
AN INTRODUCTION OF AEON GROUP

AEON CO. (M) BHD. is a leading retailer in Malaysia with a total revenue of RM3.83 billion for the financial year under review. The Company was incorporated on 15 September 1984. AEON CO. (M) BHD. and its subsidiary (AEON or the Group) was set up in response to the Malaysian Government's invitation to AEON Japan to help modernise the retailing industries in Malaysia. The 'AEON' name today is well established among Malaysians as well as foreigners, especially due to its association with the international AEON Group of Companies. AEON has established itself as a leading chain of General Merchandise Stores (GMS), supermarkets and malls. AEON's constant interior refurbishment of stores and malls to project an image designed to satisfy the ever changing needs and desires of consumers is clear evidence of this.

The Group's performance has been further enhanced by the management's acute understanding of target market needs and the provision of an optimal product mix. AEON's stores are mostly situated in suburban residential areas, catering to Malaysia's vast middle income group. The AEON Group of Companies in Japan consists of AEON Co., Ltd. and over 300 consolidated subsidiaries and affiliated companies. In addition to its core GMS plus its supermarket and convenience store operations, it is also active in specialty store operations, shopping centre development and operations, credit card business and services. The AEON Group of Companies is an integrated Japanese retailer and is active not only in Japan but also throughout ASEAN and China. At all times, in every market, AEON's activities are guided by its unchanging 'Customer First' philosophy. Its aim is to surpass expectations by combining excellent products with unique personal services that enhance the shopping experience to make customers smile every time they shop.

AEON BASIC PRINCIPLES

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



The word aeon (ÆON) has its origins in a Latin root meaning "eternity".

The customers' beliefs and desires comprise the central core of our philosophy. At AEON, our eternal mission as a corporate group is to benefit our customers, and our operations are thus customer-focused to the highest degree.

AEON Basic Principles are the following:

PEACE

AEON is a corporate group whose operations are dedicated to the pursuit of peace through prosperity.

PEOPLE

AEON is a corporate group that respects human dignity and values personal relationships.

COMMUNITY

AEON is a corporate group rooted in local community life and dedicated to making a continuing contribution to the community.

CORPORATE INFORMATION AND DIRECTORY

BOARD OF DIRECTORS

Dato' Abdullah bin Mohd Yusof (Chairman)

Shinobu Washizawa (Vice Chairman,
Appointed on 22 April 2015)

Nur Qamarina Chew binti Abdullah

Poh Ying Loo

Mitsuru Nakata

Datuk Syed Ahmad Helmy bin Syed Ahmad

Dato' Tunku Putra Badlishah Ibni Tunku Annuar

Abdul Rahim bin Abdul Hamid

Charles Tseng @ Charles Tseng Chia Chun

Kenji Horii (Appointed on 21 May 2015)

SECRETARIES

Tai Yit Chan (MAICSA 7009143)

Tan Ai Ning (MAICSA 7015852)

REGISTERED OFFICE AND HEAD OFFICE

3rd Floor,
AEON Taman Maluri Shopping Centre,
Jalan Jejaka, Taman Maluri, Cheras,
55100 Kuala Lumpur.

Tel : 03-9207 2005

Fax : 03-9207 2006 / 2007

AUDITORS

KPMG Desa Megat & Co. (AF0759)

Chartered Accountants,
Level 10, KPMG Tower,
8, First Avenue, Bandar Utama,
47800 Petaling Jaya.

Tel : 03-7721 3388

Fax : 03-7721 3399

SHARE REGISTRAR

**Tricor Investor & Issuing House
Services Sdn Bhd** (11324-H)
Unit 32-01, Level 32, Tower A,
Vertical Business Suite, Avenue 3,
Bangsar South, No.8, Jalan Kerinchi,
59200 Kuala Lumpur.

Tel : 03-2783 9299

Fax : 03-2783 9222

DATE OF INCORPORATION

15 September 1984

STOCK EXCHANGE LISTING

The Company is a public listed company,
incorporated and domiciled in Malaysia
and listed on the Main Market of the
Bursa Malaysia Securities Berhad.

Stock Name : AEON

Stock Code : 6599

HOMEPAGE

www.aeonretail.com.my

E-COMMERCE

www.shoppu.com.my

PRINCIPAL BANKERS

**Bank of Tokyo-Mitsubishi UFJ
(Malaysia) Berhad** (302316-U)

Malayan Banking Berhad (3813-K)

CIMB Bank Berhad (13491-P)

Mizuho Bank (Malaysia) Berhad
(923693-H)

RHB Bank Berhad (6171-M)

**Sumitomo Mitsui Banking
Corporation Malaysia Berhad**
(926374-U)

CORPORATE CALENDAR

NOTICE OF ANNUAL GENERAL MEETING

29 April 2015

ANNUAL GENERAL MEETING

21 May 2015

PAYMENT OF DIVIDEND

Book Closure – 10 June 2015

Payment – 8 July 2015

QUARTERLY RESULTS ANNOUNCEMENT

1st Quarter 21 May 2015

2nd Quarter 27 August 2015

3rd Quarter 26 November 2015

4th Quarter 25 February 2016

FIVE-YEAR FINANCIAL HIGHLIGHTS

Year Ended 31 December	2015 RM'000	2014 RM'000	2013 RM'000	2012 RM'000	2011 RM'000
Financial Results					
Revenue	3,834,640	3,705,477	3,514,418	3,255,669	2,984,614
Retailing	3,288,832	3,193,194	3,041,717	2,822,575	2,609,070
Property management services	545,808	512,283	472,701	433,094	375,544
EBITDA	444,232	486,074	484,031	438,795	411,919
Profit before tax	210,841	301,327	331,828	299,478	277,272
Profit after tax	131,671	211,877	230,962	212,825	195,353
Net dividend	56,160	70,200	77,220	64,058	51,773
Financial Positions					
Assets					
Property, plant and equipment and Intangible assets	3,050,485	2,618,557	2,060,684	1,700,661	1,650,707
Investments	43,950	43,963	51,960	44,276	23,619
Other non-current assets	16,208	15,781	12,000	10,055	9,856
Current assets	931,660	681,703	896,176	927,180	753,300
Total assets	4,042,303	3,360,004	3,020,820	2,682,172	2,437,482
Equity					
Share capital	702,000	702,000	351,000	351,000	351,000
Non-distributable reserves	35,812	36,122	44,543	36,865	16,772*
Retained earnings	1,095,787	1,032,580	1,248,094	1,081,190	920,138*
Total equity attributable to owners of the Company	1,833,599	1,770,702	1,643,637	1,469,055	1,287,910
Non-controlling interests	10,935	12,671	—	—	—
Liabilities					
Borrowings	769,872	136,400	—	—	—
Deterred tax liabilities	21,151	19,299	24,574	20,188	21,146
Other liabilities	1,406,746	1,420,932	1,352,609	1,192,929	1,128,426
Total equity and liabilities	4,042,303	3,360,004	3,020,820	2,682,172	2,437,482
Financial Indicators					
Earnings per share (sen)**	9.50	15.15	65.80	60.63	55.66
Net dividend per share (sen)	4.00	5.00	22.00	18.25	14.75
Net assets per share (RM)**	1.31	1.26	4.68	4.19	3.67
Return on equity (%)	7.28	12.01	14.05	14.49	15.17
Price earnings ratio	28.73	20.79	21.28	23.30	13.00
Share price as at 31 December (RM)	2.73	3.15	14.00	14.12	7.24

Notes:

* Comparative figure as at 31 December 2011 has been adjusted upon adoption of MFRSs.

** Earnings per share and net assets per share for 2014 and 2015 reflect the bonus issue and share split which were completed on 2 June 2014.

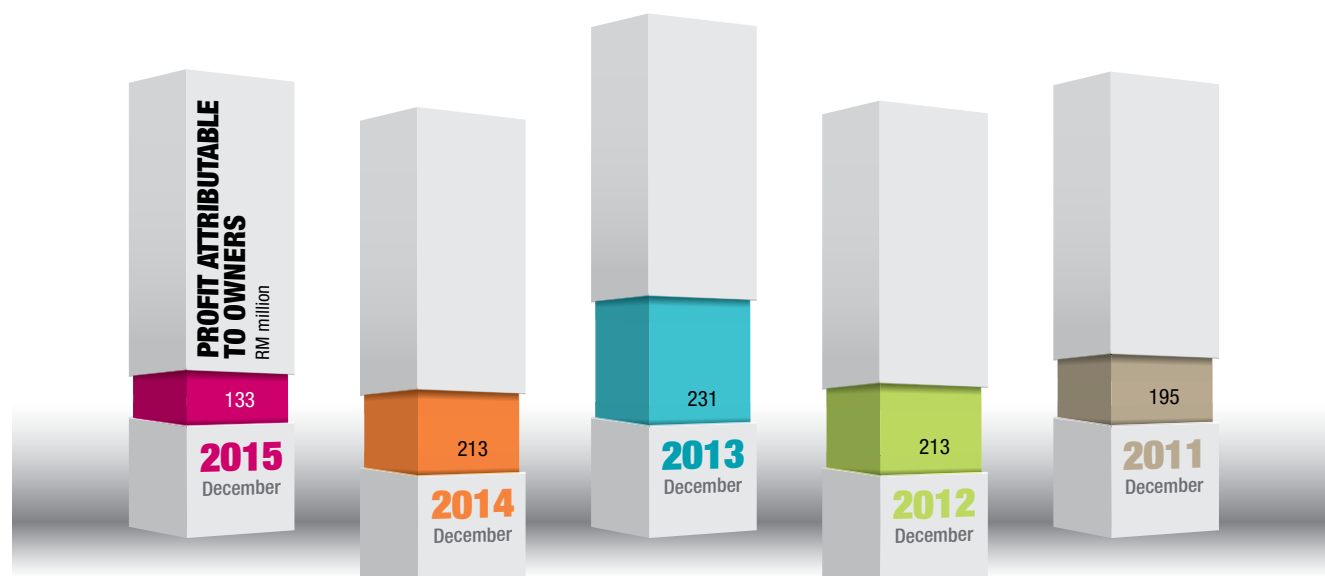
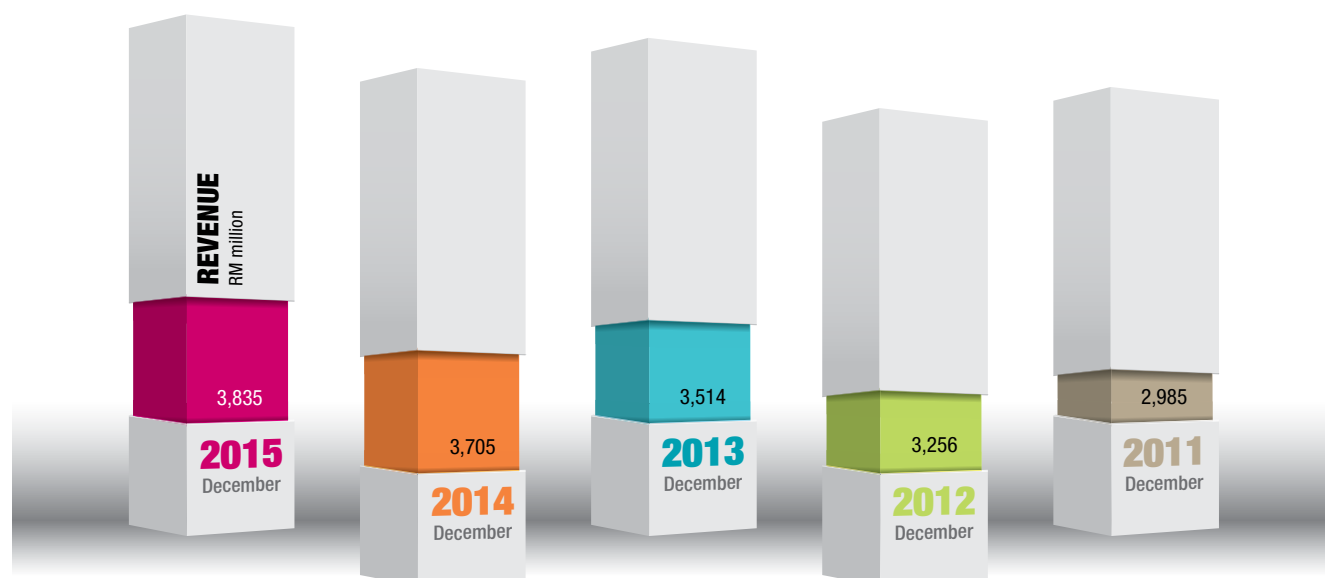
SHARE PRICE AND FINANCIAL CHARTS

SHARE PRICE 2015

STOCK CODE: **6599**

STOCK NAME: **AEON**

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
High (RM)	3.26	3.21	3.22	3.25	3.26	3.33	3.11	2.96	2.95	2.84	2.93	2.76
Low (RM)	2.99	3.01	2.95	2.88	3.08	3.07	2.75	2.66	2.68	2.68	2.67	2.64
Volume ('000)	12,164	9,774	17,576	21,812	37,508	30,773	27,686	11,615	9,364	6,860	3,612	12,361



2015 CORPORATE EVENT HIGHLIGHTS



10 February 2015

AEON received The BrandLaureate Signature Brand Awards 2014-2015

Creating waves in the world of brands and branding, The BrandLaureate Awards represents the very best that the world of branding has to offer. It signifies the success of the winning brands and the pursuit of brand excellence. AEON won BestBrands in Retail – General Merchandise Stores.



16 – 29 April 2015

AEON Taste of New Zealand Food Fair

The fair is back for the third time, bringing with it various food products from the country. Organised by the New Zealand Trade and Enterprise, New Zealand products were showcased at selected AEON supermarkets during the promotional period.



12 May 2015

AEON TV Network Launch

AEON TV Network is a collaboration between AEON and Unique Platform and its largest TV ad Network in the whole Malaysia, whereby TVs will be deployed across all AEON supermarkets, bringing a unique and exclusive marketing experience to the shoppers.

11 April 2015

Launching on DO Mall Campaign for AEON Mall rebranding

Y. Bhg. Dato' Basaruddin bin Sadali, Deputy Secretary General, Ministry of Domestic Trade Co-operatives & Consumerism officiated AEON Mall rebranding at AEON Mall Bukit Tinggi, Klang. Selected AEON Shopping Centres were rebranded to the new AEON Mall representing each of the malls as a lifestyle, one stop centre for everyone.



21 May 2015

Annual General Meeting (AGM)

AEON held its 30th AGM at Hilton Hotel Kuala Lumpur. More than 1200 shareholders attended the meeting. AEON's AGM serves as a platform for the Company's Board of Directors to communicate with shareholders on the business performance as well as tabling the annual audited financial statements.

11 June 2015

AEON Business Partner Alliance (ABPA) Luncheon and Awards

AEON held its annual ABPA Luncheon and Awards Presentation at Grand Hyatt to show their appreciation to AEON's business partners. Approximately 200 business partners attended the event, which was graced by Senator Dato' Lee Chee Leong, Deputy Minister of International Trade & Industry.



6 – 14 June 2015

AEON Pra-Ramadhan Blood Donation

Blood Donation Campaign, an annual event, was conducted simultaneously in selected AEON malls during the holy fasting month of Ramadhan, to help stock up in donated blood in all the major hospitals throughout the nation in anticipation of blood shortages during the month of Ramadhan. It was officiated by the then Chief Minister of Kedah, YAB Dato' Seri Hj Mukhriz Mahathir.



24 – 26 July 2015

AEON Akar Kita Zapin

Collaboration with famous Malaysia artistes for the "Akar Kita Zapin", promoting traditional Malaysian dances and games at selected AEON malls throughout the country.

2015 CORPORATE EVENT HIGHLIGHTS



21 August 2015

AEON received Putra Brand Awards 2015 – The People's Choice

Putra Brand Awards is the premier brand awards in Malaysia measured by consumer preference. 6,000 consumers determined Malaysia's favourite brands in various categories. AEON CO. (M) BHD. has been selected as the winner for Best Retail Brand Category (Gold).



12 October 2015

Opening of AEON Food Processing Centre

It is AEON's first one stop food processing centre. There are 6 key main production areas at the processing centre such as Sushi, Bakery, Mister Donut and Delica. Highest standard of hygiene are practised here.

12 – 25 November 2015

Japan Food Fair

The fair was held on 12-25 November 2015 at AEON Bandar Utama and Mid Valley, offering a wide variety of food seasoning, noodles, miso soup, confectionery and snacks. These products are the best-selling national brands of Japan being made available here during the 2 weeks fair.



12 September 2015

AEON Mall Ipoh Klebang Tree Planting

In keeping with the AEON tradition, 13,000 trees were planted to mark the opening of AEON Mall Ipoh Klebang. School children, local authorities and communities as well as AEON people and business partners together with the guest of honour, Yang Berbahagia Dato' Dr. Abdul Latif Bin Mohmod, Director General, Forest Research Institute of Malaysia were seen planting the trees around the mall's premise.



21 November 2015

AEON Mall Ipoh Klebang Grand Opening

AEON Mall Ipoh Klebang with is AEON's 24th mall in the country and the 5th in Perak. The event was officiated by the then Deputy Minister of Ministry of Domestic Trade Co-operatives and Consumerism (MDTCC), YB Senator Dato' Seri Ahmad Bashah bin Md. Hanipah.



27 November 2015

AEON Customer Service received FAPRA Awards

The Federation of Asia-Pacific Retailers Association (FAPRA) was founded in 1989. AEON won Customer Service Excellence Awards that recognises the retailer who has demonstrated outstanding achievements in providing quality customer service that distinguished itself from the others.

28 September 2015

AEON TOPVALU Fair

Held for the third consecutive year at 29 AEON Stores until 15 October 2015. During the fair, customers can get an array of TOPVALU goods ranging from food to household items and apparels at the best price. The brand is segmented into three tiers – TOPVALU SELECT, TOPVALU and TOPVALU BESTPRICE which are all developed based on AEON's customer's voices and strict quality standards.



10 December 2015

AEON Back To School Launch

Collaboration with other retailers and Ministry of Domestic Trade Co-operatives and Consumerism (MDTCC) held at Bank of Rakyat Convention Centre. Celebrated with 150 less fortunate children from Lembah Pantai and total donation per person of RM150 in goodies such as school shoes, uniform and stationeries were given out. The event was officiated by Minister of MDTCC.

AEON MALL IPOH KLEBANG



AEON Mall Ipoh Klebang, the Company's fifth General Merchandise Store and shopping mall in Perak Darul Ridzuan, opened its business to the local communities in Klebang and Ipoh on 21 October 2015. The grand opening ceremony was officiated by YB Senator Dato' Seri Ahmad Bashah bin Md. Hanipah, the then Deputy Minister of Ministry of Domestic Trade, Co-operatives and Consumerism on 21 November 2015.

The four-level shopping mall with approximately 576,342 square feet in net lettable area and 2,200 car park bays comprise of AEON General Merchandise Store and supermarket as well as 160 tenant retail shops providing a wide variety of food, fashion, family amusement and lifestyle products.

Each level of retail floor is designed with different concept and themes. The ground floor is all about trendy lifestyles with a touch of international brands. UNIQLO, H&M, Seen, Tissot, Kiehl's, Yoshinoya and Hanamaru are among the international brands that operates for the first time in Perak. With a family concept focusing on health and beauty amongst others, the first floor features Brands Outlet, Oppa, Fila, Kaison and City Chain. The second floor is Food Avenue whereas the third floor is an entertainment zone with Cineplex. AEON Mall Ipoh Klebang is also featuring for the first time the AEON Hall, a 4,030 square feet hall as a newly added amenity to the local communities whereby events and exhibitions can be held. The mall also have an "AEON Educational Forest Area" within the vicinity of the mall for preserving endangered species of trees and shrubs which serve as an educational ground for the younger generations.



CORPORATE SOCIAL RESPONSIBILITY



AEON Towards Sustainable Living

AEON is committed to achieve a sustainable society with stakeholders, based on our basic principle of **“Pursuing Peace, Respecting Humanity and Contributing to Local Communities, Centred on Customers.”**

Our focus for environment and society are:

1. PRESERVATION OF BIODIVERSITY
2. EFFICIENT USE OF RESOURCES
3. REALISATION OF LOW CARBON SOCIETY
4. STAKEHOLDER ENGAGEMENT
5. AWARENESS AND EDUCATION



Preservation of Biodiversity

AEON's commitment to preservation of biodiversity started with its desire to protect the environmental ecosystem in the world that we live in. Since 1991, when AEON started the AEON Hometown Forest Programme, together with the surrounding local communities in which it operates, tree planting activities were carried out in every new shopping mall that AEON opened. Since then, more than half a million trees have been planted in the country by AEON together with the communities and with the support of the various agencies and governmental bodies. Continuing this tradition, tree planting was carried out recently prior to the opening of its new malls in AEON Mall Ipoh Klebang and AEON Mall Shah Alam. AEON's passion towards this mission had also seen its activities extended beyond tree planting with other projects such as creation of a better shelter for the estimated 500 Orang Utans living in North Ulu Segama, Lahad Datu, Sabah, and its firefly breeding project in Kuala Selangor, both of which had been progressing well as seen in the latest audit.

Tree planting event has become one of AEON's biggest commitment on sustainability. The Malaysia Japan Friendship Forest in Paya Indah Wetland, Selangor and AEON Forest Tree Diversity Planting Programme in Bidor, Perak, both of which are showpiece of AEON's commitment towards environmental and ecology preservation, continue to receive close attention to ensure that the trees are growing healthily and sustaining in the forest.

CORPORATE SOCIAL RESPONSIBILITY

Efficient Use of Resources & Realisation of Low Carbon Society

GREEN CORNERS

To increase awareness on environmental preservation, one of AEON's initiatives include creating green corners at all its AEON malls. Besides being informative and educational, they serve as reminders to our customers to 'Go Green' with AEON.



PLACEMENT OF 3R BINS AND INFORMATIVE DISPLAY AT AEON MALL IPOH KLEBANG

Being a retailer, AEON consciously promote, encourage and create awareness with its customers on the need for efficient use of resources, via its 3R programme. Different types of recycle bins were placed at strategic areas in AEON malls for customer convenience. Reusable shopping bags are also actively promoted to replace plastic bags. Further to that, information to educate customers on the effective and efficient use of resources are displayed in malls to create awareness.



Stakeholder Engagement

TREE PLANTING AT TAMAN TEMPLER, SELAYANG, SELANGOR

On 11 March 2015, 50 students from Cybernatics College, Kuala Lumpur, together with personnel from AEON and Majlis Perbandaran Selayang, organised a tree planting activity to increase the number of trees planted in Taman Templer. Students participated by cleaning the areas and learning proper tree planting techniques. This activity promotes nature appreciation among the young and inculcate a greater sense of responsibility among them towards environmental conservation for a better tomorrow.



PAYA INDAH WETLAND VISIT BY SRI AMAN ENVIRONMENTAL YOUTH LEADER SUMMIT'S DELEGATES

On 21 April 2015, 80 delegates from the Sri Aman Environmental Youth Leader Summit visited Paya Indah Wetland. The delegates who came from Japan, Thailand, Philippine, Indonesia and Malaysia also took part in planting about 120 trees in the area. The participants learned about the suitable soil conditioning and the right way to plant trees.



CORPORATE SOCIAL RESPONSIBILITY

Stakeholder Engagement

PRA-RAMADHAN BLOOD DONATION CAMPAIGN

As has been its annual practice, AEON carried out a blood donation campaign from 6 until 14 June 2015 across all its malls nationwide. The annual AEON, Pusat Darah Negara & ANSARA Pra-Ramadhan Blood Donation was launched by the then Chief Minister of Kedah YAB Dato' Seri Mukhriz Mahathir on 12 June 2015. The campaign encourages blood donation before Ramadhan to ensure sufficient blood in the blood bank. The campaign was also held simultaneously in selected AEON Big outlets.



COMPLIMENTARY DISTRIBUTION OF BUBUR LAMBUK IN MELAKA AND PENANG

In conjunction with the Ramadhan month and as part of its engagement with the local communities, on 25 June 2015, at Masjid Al-Azim, Melaka, a total of 350 local residents joined AEON to prepare and distribute Bubur Lambuk and Kurma to all present within the vicinity before breaking fast. This get-together was later followed by a Majlis Berbuka Puasa. Similar event was carried out at AEON Mall Bukit Mertajam in a joint collaboration with Masjid Alma Bukit Mertajam whereby about five hundred bowls of Bubur Lambuk were distributed to customers and AEON people.



RAYA SHOPPING WITH YAYASAN WILAYAH PERSEKUTUAN AT AEON AU2 MALL

On 27 June 2015, AEON together with Yayasan Wilayah Persekutuan organised a Hari Raya shopping for the orphans and less fortunate children at the centre court of AEON Mall AU2. The event was launched by Yang Berhormat Datuk Seri Tengku Adnan and participated by 480 orphans and less fortunate children from around Klang Valley.



DOA SELAMAT SEMPENA PEMBUKAAN AEON MALL IPOH KLEBANG

On 15 November 2015, at Masjid Jamek Medan Klebang, a thanksgiving ceremony was organised in conjunction with the opening of AEON Mall Ipoh Klebang. The ceremony which was attended by about 500 AEON people and local community, was also for AEON to express its appreciation to the local community for their continuous support to AEON.



CORPORATE SOCIAL RESPONSIBILITY

PROGRAMME TRANSFORMASI KEDAI RUNCIT (TUKAR) PROJECT

Since 2011 until now, AEON has assisted in the transformation of more than forty mom-and-pop retail shops in Kedah, Perak, Penang, Terengganu and Kelantan. The TUKAR project is part of Ministry of Domestic, Trade, Co-operatives and Consumerism (MDTCC)'s efforts to help entrepreneur to modernise their shops, retail operation systems and shop's outlook. In 2015, AEON had successfully transformed ten TUKAR shops in Terengganu. This programme has provided a platform for introduction of AEON brand name to the communities in the East Coast of Peninsular Malaysia. Overall, with the guidance of an established retailer like AEON, the TUKAR shops have shown an increased in their sales and the entrepreneurs have gained better retail knowledge.



EDUCATIONAL TRIPS TO AEON

On 7 May 2015, AEON organised an educational visit for 28 special children from Pusat Dalam Komuniti (PDK) Pekan Nanas Down Syndrome to AEON Mall Kulai Jaya. The children learned about the types of fish, poultry and the skills

required for cutting them. The children were also introduced to sushi, pizza and bakery making as well as the different type of fruits, vegetables and other organic food products.

The programme ended with the children being taught on some basic knowledge about grocery shopping.



TASKA CAMBRIDGE VISIT TO AEON MALL METRO PRIMA

On 30 July 2015, 36 kindergarten students from Taska Cambridge paid a visit to AEON Mall Metro Prima as part of AEON's efforts to provide an educational platform for children to understand some basic knowledge about fruits, vegetables, fish and poultry at the supermarket. The children were able to experience the workings at different stations on fish and poultry, fruits and vegetables, sushi, pizza and bakery making as well as organic products.



Awareness and Education

AEON MALAYSIA CHEERS CLUB TRIP TO YAKUSHIMA ISLAND

AEON Malaysia Cheers Club (AMCC) International Biodiversity Tour is an annual event organised by AEON Japan 1% Club. The objective of the tours were to enable the young ones to learn more about nature conservation. This year it was held at Yakushima Island, Kyushu district of Japan in first week of April 2015. Four winners from a nationwide Eco Quiz 2015 contest represented AEON Malaysia Cheers Club for this educational trip. They were Yap Wai Seng, Mohamad Iqbal, Fatin Athirah and Nurfaiz Syahmilya.



CORPORATE SOCIAL RESPONSIBILITY

ASIA YOUTH LEADER PROGRAMME

As part of its commitment towards creating more awareness and education for the young on environment sustainability, in August 2015, AEON through its affiliate AEON 1% Club of Japan and Malaysia's Ministry of Energy, Green Technology & Water, brought 6 high school and 10 university students to participate in the Asia Youth Leader Programme at Tianjin, China. A total of 107 students from China, Indonesia, Thailand, Japan, Vietnam and Malaysia participated in the programme to gain better knowledge on waste management.



ECO CAMP 2015

AEON Malaysia Cheers Club (AMCC) is a club for children aged 6 to 14 and founded solely to instil a passion for nature in children from a young age. From 10 to 12 December 2015, AMCC organized a Central Eco Camp 2015 at Nur Lembah Pangsun, Hulu Langat, Selangor for members recruited from AEON malls in central region of Klang Valley. The objective of the camp is to educate them on the importance of preserving the environment through fun learning, hands on experience and outdoor activities that help children understand teamwork and character building. Members attended a fire and safety workshop on survival skills too. A total of 71 members and 16 coordinators participated in the camp retreat. AMCC theme for the year's activities was "My Green Exploration 2015".



MALAYSIAN AEON FOUNDATION



‘With All Our Hearts’ Malaysian AEON Foundation (MAF) is the charity arm of which AEON CO. (M) BHD., AEON Credit Service (M) Berhad, AEON Big (M) Sdn. Bhd. and its business partners play major roles in running all of its main charity events and community services, in making contributions and fund raising activities.

The Foundation, which started up as a charity fund, has been operating for more than 10 years and benefits many Malaysian in need especially children. AEON is the first retailer that has its own charity foundation in Malaysia.

To date, the Foundation has contributed more than **RM8 million** for worthy causes in line with its mission.

OUR MISSION

- To be continuously involved in fundraising activities and events for the benefit of all Malaysians; irrespective of race, religion and creed with special focus on the needs of children.
- To provide financial aid to those with greatest needs, especially in the area of education, living environment and medical assistance. We also aim to provide activity-based resources to guide people away from today's social ills.
- To give the children of Malaysia the opportunity to discover their self-worth and develop themselves to their fullest potential so that they can live a more meaningful lives.

BRANDING

- Newsletter
- Social Media

DONATION to

- Individual
- Charitable Organisation
- Education (Support)

SOCIAL EVENT

- Festive Event
- School Holiday Event
- Charity Event

FUNDRAISING

- Charity Donation Box
- Charity Gala Dinner
- Charity Bazaar
- Collaboration with AEON business partners
- Emergency Donation Drive

**MALAYSIAN
AEON FOUNDATION****DONATIONS****EARTHQUAKE IN NEPAL AND SABAH**

When the earthquake disasters strike these two regions, the Foundation had responded by initiating donation drives at all AEON stores and malls, AEON Big (M) Sdn Bhd's outlets and AEON Credit Service (M) Berhad offices on both occasions.

Patrons of AEON were encouraged to participate in the drives and approximately RM67,000 and RM60,000 were collected between May and July 2015 for the victims of the disasters in Nepal and Ranau, Sabah respectively. The Foundation had collaborated with Malaysian Volunteer Fire and Rescue Association (MVFRA) to reach out to approximately 150 children in Nepal and 300 children in Sabah. The Foundation recognised that children typically represent a very significant portion of those affected by such disasters.

A total of RM100,000 were spent on dry foods, drinking water and therapy kits for both areas of Nepal and Sabah, respectively. The therapy kits distributed consisted of soft toys, stationeries and drawing books to cheer up these children. The Foundation had also further contributed to top up the donation amount for victims in Nepal to RM100,000 which was channelled through the Nepal Embassy.

**FESTIVE CELEBRATIONS****CHINESE NEW YEAR – 'SPREAD OUR LOVE'**

7 February 2015 – 'Spread Our Love' Chinese New Year celebrated with 150 children and 100 old folks from Ti-Ratana Welfare Society. They were brought to shop for their new clothes at AEON @ Quill City Mall followed by a luncheon at Ti-Ratana Welfare Society. Each participant was given ang pow and mandarin oranges at the end of the event.

Meanwhile, on 11 February 2015 – The Foundation had also brought cheers to Calvary Home Johor Bahru where RM5,000 worth of groceries items and Ang Pow were given to 60 residents there.

**SINAR KASIH RAMADHAN**

This year the Foundation collaborated with ASTRO Awani Bisnes for Sinar Kasih Ramadhan and brought cheers to about 400 children and single mothers at 10 AEON stores nationwide.

At AEON Bukit Tinggi, the Foundation brought together 120 children and single mothers from Kampung Sijangkang, Banting, Pulau Indah in Klang and a group of Kiwanis Down Syndrome Klang Centres' special children for a shopping trip to the store to buy new clothes. This excursion was followed by 'Berbuka Puasa' sponsored by Aturan Prisma Sdn Bhd.

The children and single mothers also received Duit Raya and daily necessities from the Foundation.

Other participating outlets for this Sinar Kasih Ramadhan programme were AEON @ Quill City Mall, AEON Cheras Selatan, AEON Taiping, AEON Bandaraya Melaka, AEON Kulaijaya, AEON Big Kedah and AEON Big Kluang whereby the children from various orphanage homes were brought to shop at the store and also received Duit Raya.



MALAYSIAN AEON FOUNDATION

DEEPAVALI - LIGHTS OF LOVE

The Foundation celebrated Deepavali by joining hands with Kassim Chin Humanity Foundation to bring 100 children from 30 families to AEON Taman Equine for a shopping spree. The children were treated to exciting games and “Kolam” making competition, followed by fashion show and scrumptious lunch.

The meaningful event ended with distribution of ang pow, goodies bags and groceries to the families and children.



JOY OF CHRISTMAS



8 December 2015 – the Foundation celebrated Christmas together with 140 children and 35 families in collaboration with the Ministry of Church of the Holy Family, Kajang, Church of St Francis of Assisi, Cheras and Suriana Welfare Society for Children. The event was held at the Multipurpose Hall, Taman Tasik Ampang. Activities during this Christmas celebration included games, contests, magic show, carol singing and story telling by Santa Claus.

The event ended with giveaways of gifts specially purchased based on the children’s wish list and also groceries items to the single mothers.



FUND-RAISING ACTIVITIES

CHARITY GALA DINNER 2015 – COLORS TO YOUR HEARTS

At the Foundation’s 2015 Annual Charity Gala Dinner, AEON group of companies together with their business partners and associates contributed a total of RM1,100,000 which further assist the Foundation’s mission of helping the underprivileged especially children, and in the areas of education and medical needs. More than 1,200 guests attended the gala dinner event themed “Colours To Your Heart” which included performances by the students of Sri KL along with six hearing impaired children from YMCA.



CHARITY GOLF 2015

For its first inaugural Malaysian AEON Foundation Golf Tournament for Charity at Glenmarie Golf & Country Club, the Foundation successfully raised RM55,000 in charity contributions from the event, which attracted 130 golfers consisting of business partners of AEON group of companies.



FUND-RAISING CAMPAIGN WITH BUSINESS PARTNERS



AEON’s business partners like Sangla Foods Sdn. Bhd., VOIR Group Holdings, Euro Atlantic Sdn Bhd, Tian An Trading Sdn Bhd and KMT Trading Sdn. Bhd, again responded and joined hands with the Foundation to run charity campaigns through offerings of their selected merchandise to AEON customers, from which part of the sales contributions were channelled to the Foundation.

DONATIONS TO INDIVIDUALS AND ORGANISATIONS

The Foundation has also actively contributed to assist schools, welfare organisations, individuals and orphanage homes for education, medical assistance or simply improving the daily lives of the underprivileged, in line with the Foundation’s mission.



HUMAN RESOURCE DEVELOPMENT

AEON has been very privileged to receive continuous positive supports from the various talents in the community throughout its business of more than 30 years in Malaysia. As part of its human resource strategies, AEON seek and groom local talents to support its business needs. AEON's aim is to recruit the right talents, instill the best knowledge and assign them to the right places to succeed the business. AEON continuously provide a life-long learning environment for its employees as part of their career development. AEON is committed to enrich the lives of the communities from various backgrounds as part of its aim for growth of local prosperity and realization of 'Customer First' philosophy.



DEVELOPING THE INTERNAL TALENTS

AEON remains committed to the development of its 'People' in its quest to be the best retailer in the country. It equips, at its best, for its employees to be knowledgeable brand ambassadors who have the right skills and culture to sell the value of its products and services offered.



Through AEON continuous collaboration with Open University of Malaysia (OUM), AEON offers its employees the Executive Diploma in Retailing and Business Management that are tailored to the needs of the organisation. To support and care for long service employees, AEON internal leaders also dedicate quality

time to provide technical, operational and management trainings to these employees so that they can continuously grow and raise their competencies. At the same time, AEON continues grooming its Management Trainee (MT) and Japan Trainee (JT) candidates.



COLLABORATIONS WITH THE LOCAL EDUCATIONAL INSTITUTIONS

AEON is committed to provide employment to the surrounding communities in which it operates. In line with this, AEON had collaborated with Ministry of Youth and Sports to hire young talent graduates from its 'Institut Kemahiran Belia Negara (IKBN)' who specialise in Bakeries, Electrical and Beauty for vacancies in various AEON Stores and businesses.

AEON also entered into a Memorandum of Understanding (MoU) with Universiti Malaysia Sabah (UMS) for a long term collaboration in Food Safety, Internship and Management Trainees intake.

AEON established Internship Programme to open up opportunities for educational institutions to expose their graduates to the retailing and working world. At present, AEON is the training ground for more than 80 Internships and the numbers grow annually.

To enhance the technical skill of its team, AEON had also signed Memorandum of Understanding (MoU) with TNB Integrated Learning Solution (ILSAS) to enhance the knowledge of its Facility Management Team. AEON further collaborated with Ministry of Higher Education through its polytechnic division for attachment of students on a Work Base Learning Programme with AEON.

CONTRIBUTING TO THE LOCAL COMMUNITY

In line with our AEON Basic Philosophy, AEON is determine to value each and every individual regardless of their background. Thus, in line with the government's efforts too, AEON's open employment policy and efforts had seen it employing more than 100 staffs classified as People with Disabilities (PwD) at the various departments in its stores.



During the year under review, AEON had also rewarded scholarship to two (2) highly deserving candidates of University of Malaya. Both candidates, Mr. Ng Jun Wei and Ms. Nur Hananie Binti Muhd Amir Chow are very talented future leaders who can certainly contribute further to our nation's growth.

The above initiatives had rewarded AEON with being one of the company listed under the 'Top 100 Leading Graduates Employers for Year 2015'. The accolade will serve to inspire AEON to work harder towards achieving its ultimate goal of being the "Employer of Choice" in the near future.



CHAIRMAN'S STATEMENT



Dear Valued
Shareholders,

On behalf of
the Board of Directors,
I am pleased to
present to you
the Annual Report
and Audited Financial
Statements of
AEON CO. (M) BHD.
("AEON or Group")
for the year ended
31 December 2015.

Dato' Abdullah bin Mohd Yusof
Chairman

FINANCIAL REVIEW

Against a backdrop of rising cost of living and lower consumer demand, for the financial year ended 31 December 2015, the Group recorded revenue of RM3.835 billion which is 3.5% higher compared to RM3.705 billion for the previous financial year, with the growth mainly contributed by the new stores and malls. However, the higher cost of operations, initial losses associated with new store openings and higher interest expense had resulted in AEON recording lower profit before tax of RM210.8 million and profit after tax of RM131.7 million for the year under review. The previous year profit had however included a gain of RM14.2 million from the disposal of 18.18% undivided share of the land and building of one of the Group's shopping malls. Excluding this gain from previous year's profit, the profit before and after tax for the year under review were 73.4% and 66.6% against the previous year.

AEON's borrowings had increased to RM769.9 million for the year under review as the Group seeks to complete its new shopping malls and refurbish existing malls. Nevertheless, AEON's financial profile as at 31 December 2015 remains healthy with a comfortable net debt to equity ratio of 30.14% and shareholders' funds of RM1.834 billion which provides a net asset value per share of RM1.31 (2014 : RM1.26). Earnings per share however had dropped to 9.50 sen per share (2014: 15.15 sen) for the year under review as a result of the lower profit.

REVIEW OF PERFORMANCE

2015 had proved to be a difficult year for the retail industry as consumers turned cautious on the back of, among others, the Goods and Services Tax Implementation, the removal of petrol subsidies, increase in transport and toll fares and general increase in cost of goods and services. This was further exacerbated by the drop in oil prices and subsequent weakening of the Ringgit which raise concerns on job securities and employment income. The resultant higher cost of living dampened consumer demand and this is reflected, as reported, in the lowest consumer index which was measured at 63.80 in the fourth quarter of 2015, the lowest in the past decade.

Under such challenging business environment, the Group had responded through various efforts such as re-aligning its merchandise mix and assortment, active promotional activities and strengthening its operations. This has resulted in its retailing businesses contribution of RM3.289 billion and its property management services contribution of RM545.8 million for the year under review, which respectively represented growth of 3.0% and 6.5% against their previous year's performances.

CHAIRMAN'S STATEMENT

For its retailing business, the overall growth was mainly from the new store in Klebang Ipoh which opened in third quarter 2015 and the stores in Bukit Mertajam, Taiping and in Quill City Mall which were opened in previous year and operated for a full year in the year under review. On the same store basis, the performance by the various stores had been mixed and the Group recorded a lower performance by 1.25% overall. The drop in revenue is largely caused by the softer demand after the implementation of the Goods and Services Tax. The performance of new stores which opened in the last two years were less than encouraging but the Group takes a long term view and believe that in time the performance of the new stores will improve. The Group's new business categories such as pharmacy and flat price section had also continued to expand and during the year under review, the Group had commenced its e-commerce business through www.shoppu.com.my which had shown encouraging initial results.

The Group's property management services revenue at RM545.8 million represented a growth of 6.5% over the previous year and 1.7% same mall growth was recorded for the year under review. The revenue growth was boosted by the contribution from its new shopping malls in AEON Mall Bukit Mertajam and AEON Mall Taiping which operated for a full year in 2015.

SUSTAINABLE CORPORATE SOCIAL RESPONSIBILITY

AEON remains committed to achieve sustainable corporate social responsibility with our stakeholders based on our basic principles of pursuing peace, respecting humanity and contributing to local communities, all of which centered on customers.

During the year under review, the Group continues to focus on preservation of biodiversity including fulfilling its commitment on maintenance of the planted forest in Paya Indah Wetlands, Selangor and in Bidor, Perak. Both represent showpiece of AEON'S commitment towards environmental and ecology preservation. For the firefly breeding project in Kuala Selangor and its project on creation of better shelter for the Orang Utans living in North Ulu Segama, Sabah, the Group continues to support the rehabilitation and create efforts for further public awareness and education.

As has been its tradition under the AEON Hometown Forest Programme, the Group together with the surrounding communities also carried out the traditional tree planting activities in our new AEON Mall Ipoh Klebang in September 2015. AEON further continues to create awareness on the need for environmental preservation and efficient use of resources through the



setting up of green and recycle corners at all its malls and the promotion of reusable shopping bags to its customers.

To further educate the young, educational visits to our supermarkets for students were organized during the year, providing them with some basic knowledge of our daily needs and the type of fruits, vegetables, fish and poultry available at the supermarkets and an insight of AEON supermarket operations.

LOOKING AHEAD

The medium and long term prospects for retailing remains challenging with the market outlook having softened post GST implementation and further affected by the weakening Ringgit. Fortunately, the government's commitments and efforts to effectively manage the economy and helping to ease the burden of the people in meeting the rising cost of living, will enhance consumer and public confidence in forging the country forward.



CHAIRMAN'S STATEMENT

The Group acknowledges that its financial performance in 2016 will continue to be likewise affected and the Group had embarked on efforts and measures to boost its revenue and profitability to cushion the impact and remain competitive. The Group, with its established presence and competitive strengths will employ appropriate pricing strategies, enhance merchandise assortment, maintain quality customer services and marketing strategies together with operational efficiency efforts to ensure that its core businesses continue to flourish. More emphasis will be placed on strengthening and enhancing the operational strategies and efficiency at its new stores. The focus will be on creating interactive malls and stores that provides new shopping experiences and discoveries for our customers.

The Group remains committed to its long term plan of opening new stores in strategic locations. On 10 March 2016, the Group opened its regional AEON Mall Shah Alam and on 28 April 2016, the Group will open AEON Mall Kota Bharu. In order to continue providing a refreshing and new lifestyle shopping experience for its customers, the Group will seek to continue to refurbish and upgrade its selected stores and shopping malls.

On its financial condition, despite higher borrowings, the balance sheet remains healthy and the sukuk financing programme that the Group has established by tapping onto the capital market, will further favorably position the Group with alternative financing for its business expansion and working capital needs. The Group will remain disciplined and prudent in its business development decisions, and will emphasize a good balance between growth and stability.



DIVIDEND

The Board of Directors is pleased to recommend for your approval at the forthcoming Annual General Meeting, a first and final single tier dividend of 4.0 sen per ordinary share in respect of the financial year ended 31 December 2015.

ACKNOWLEDGEMENTS

I would like to take this opportunity to welcome our newly appointed Non-Independent Non-Executive Director, Mr. Kenji Horii who came on Board on 21 May 2015. Mr. Kenji Horii, with his expertise and wealth of experience in retailing, will be able to provide guidance and leadership which will add further strength to the Board.

On behalf of the Board, I wish to take this opportunity to thank our valued customers, shareholders, business partners, financiers, government authorities and statutory bodies for their continuous support and confidence in the Group during the year in review. Finally, I would like to thank my fellow

directors for their valuable advice and guidance, and our management and employees for their commitment, loyalty, hard work and dedication.

Dato' Abdullah bin Mohd Yusof
Chairman

BOARD OF DIRECTORS' PROFILES

DATO' ABDULLAH BIN MOHD YUSOF

Independent Non-Executive Chairman
Malaysian 77

Dato' Abdullah bin Mohd Yusof was appointed as the Non-Independent Non-Executive Chairman of AEON CO. (M) BHD. on 26 October 1984 and redesignated as Independent Non-Executive Chairman on 26 May 2011.

Dato' Abdullah holds a Bachelor of Law (Honours) from University of Singapore, which he obtained in 1968. He has more than forty five (45) years of experience as an Advocate & Solicitor. Dato' Abdullah started his career with Skrine & Co., as a Legal Assistant in 1968 before starting his own partnership under the name of Tunku Zuhri Manan & Abdullah, Advocates & Solicitors in 1969 and subsequently renamed the law firm to Abdullah & Zainuddin, Advocates and Solicitors.

Dato' Abdullah sits on the Board of Directors of MMC Corporation Berhad, Zelan Berhad and AEON Credit Service (M) Berhad, all of which are companies listed on Bursa Malaysia Securities Berhad.

Dato' Abdullah is a member of the Nomination Committee and Remuneration Committee of the Board.

Dato' Abdullah has attended all the four (4) Board Meetings held in the financial year.



Dato' Abdullah bin Mohd Yusof



Shinobu Washizawa

SHINOBU WASHIZAWA

Non-Independent Non-Executive Vice Chairman
Japanese 60

Mr Shinobu Washizawa was appointed as the Non-Independent Non-Executive Vice Chairman of AEON CO. (M) BHD. on 22 April 2015.

Mr Washizawa holds a Bachelor Degree in The Department of Commercial Science from Hiroshima Shudo University, Japan. He joined AEON Co., Ltd in July 1980 as Foodline Manager. In 1985, he was seconded to AEON CO. (M) BHD. as Foodline Manager until 1990, he returned to Japan as General Manager, Operations at Shinshu JUSCO Co., Ltd. He was the Store Manager of Jusco Yamato in July 1999. In April 2001, he was seconded to AEON Stores (Hong Kong) Co., Ltd. as the Director and General Manager of Merchandising. In May 2003, Mr Washizawa was the Store Manager of Fujinomiya store and then in March 2005, he was the Store Manager of Dainichi store. In July 2007, Mr Washizawa was promoted as the General Manager of Shikoku region in AEON Co., Ltd. He was the Project Leader of Next Generation GMS policy in July 2010 and subsequently in March 2011, he was seconded to Cambodia as the Project Leader in charge of the overall planning, opening and operations of a new AEON store in Cambodia. He was appointed as the Managing Director of AEON Cambodia Co., Ltd in August 2012. Mr Washizawa is now the Managing Director of AEON Asia Sdn. Bhd.

Mr Washizawa is the Chairman of the Nomination Committee and Remuneration Committee of the Board since 22 April 2015.

Mr Washizawa has attended three (3) Board Meetings during his term of office in the financial year.

BOARD OF DIRECTORS' PROFILES

NUR QAMARINA CHEW BINTI ABDULLAH

Managing Director
Malaysian 55

Ms Nur Qamarina Chew binti Abdullah was appointed as the Executive Director of AEON CO. (M) BHD. on 25 February 2011 and redesignated as Managing Director on 26 May 2011.

Ms Nur Qamarina Chew holds a Master Degree in Business Administration (Entrepreneurship). She joined AEON CO. (M) BHD. in 1985 and was a Merchandising Manager from 1990 to 1993 and Store Manager of JUSCO Bandar Utama in 1998 and then JUSCO Mid Valley in 1999. She was promoted to Senior Manager in 2001 and then General Manager in 2002 to head the Store Operations Division.

In 2006, she was transferred to be General Manager in-charge of the New Business Development Division and in 2008, promoted to Senior General Manager to head the Neighborhood Shopping Centre Business Division. Ms Nur Qamarina Chew was the Senior General Manager of the Merchandising Division in 2009 and in 2010 as Senior General Manager of the Store Operations Division.

Ms Nur Qamarina Chew has attended all the four (4) Board Meetings held in the financial year.



Nur Qamarina Chew binti Abdullah



Poh Ying Loo

POH YING LOO

Executive Director
Malaysian 54

Mr Poh Ying Loo was appointed as the Executive Director of AEON CO. (M) BHD. on 26 May 2011.

Mr Poh is a Fellow member of the Chartered Institute of Management Accountants and a member of Malaysian Institute of Accountants. He was the Audit Semi-Senior of Ong Boon Bah & Co from 1986 to 1988 and joined Dreamland Holdings Berhad as an Accounts Executive in February 1988. He joined CPC/AJI (M) Sdn Bhd as Assistant Accountant and was the Senior Accountant in June 1996. Mr Poh joined AEON CO. (M) BHD. on July 1996 as the Finance Manager and then promoted as the Financial Controller in 2002. He was the Senior General Manager in charge of Business Support in January 2008 and the Senior General Manager in charge of Corporate Finance and Investor Relations in February 2010. Mr Poh is currently in charge of the Corporate Finance, Investor Relations, Administration, IT & SCM Division.

Mr Poh has attended all the four (4) Board Meetings held in the financial year.

BOARD OF DIRECTORS' PROFILES

MITSURU NAKATA

Non-Independent Non-Executive Director
Japanese 55

Mr Mitsuru Nakata was appointed as the Executive Director of AEON CO. (M) BHD. on 26 May 2011 and redesignated as Non-Independent Non-Executive Director on 28 February 2013.

Mr Nakata holds a Bachelor Degree in Business Management of Ritsumeikan University. He joined AEON Co. Ltd. in March 1985 as a Section Leader of Ikoma store in Nara Prefecture and then Group Leader of Yamato Kohriyama store in April 1986. In April 1987, he was the Division Leader of Kongou store in Osaka Prefecture and in April 1991, as the Store Manager of Takami store. He was the Foodline Manager of Katabiranotuji store in Kyoto Prefecture in April 1993 and the Store Manager of Nagayoshi store in April 1996. In April 1998, he was the Store Manager of Fujiidera store in Osaka Prefecture and then in April 2001, the Store Manager of Shinnabari store in Mie Prefecture. He was the Store Manager of Hamamatsu Shitoro in Shizuoka Prefecture in September 2003. He was seconded to AEON CO. (M) BHD. in October 2006 and was the General Manager in charge of Merchandising Division. He was the Senior Executive General Manager, GMS Business Division in 2009. Mr Nakata was appointed as the Executive Director of AEON Big (M) Sdn. Bhd. on 31 October 2012, and promoted as the Managing Director of AEON Big (M) Sdn. Bhd. on 1 April 2014.

Mr Nakata is a member of the Audit and Risk Management Committee of the Board.

Mr Nakata has attended all the four (4) Board Meetings held in the financial year.



Mitsuru Nakata



Datuk Syed Ahmad Helmy
bin Syed Ahmad

DATUK SYED AHMAD HELMY BIN SYED AHMAD

Independent Non-Executive Director
Malaysian 69

Datuk Syed Ahmad Helmy bin Syed Ahmad was appointed as the Independent Non-Executive Director of AEON CO. (M) BHD. on 16 April 2013.

Datuk Syed Ahmad Helmy holds a Bachelor of Laws (LL.B) Honours from University of Singapore, which he obtained in 1971. He has forty (40) years of experience as legal practitioner and judicial officer in Malaysia and Singapore. Datuk Syed Ahmad Helmy started his legal career in 1972 before starting his own partnership under the name of Yahya Helmy & Co in 1985 and subsequently renamed the law firm to S.A. Helmy & Partners. He was then appointed as High Court Judge for High Court of Malaya – Johor Bahru, High Court Judge for High Court of Malaya – Shah Alam and Court of Appeal Judge for Court of Appeal, Putrajaya in year 2000, 2007 and 2009 respectively. He retired as a Judge in December 2012 and appointed as the Chairman of Advocates & Solicitors Disciplinary Board. Currently Datuk Syed Ahmad Helmy sits on the Board of Directors of Export-Import Bank of Malaysia Berhad.

Datuk Syed Ahmad Helmy is a member of the Nomination Committee and Remuneration Committee of the Board.

Datuk Syed Ahmad Helmy has attended three (3) Board Meetings held in the financial year.

BOARD OF DIRECTORS' PROFILES

DATO' TUNKU PUTRA BADLISHAH IBNI TUNKU ANNUAR

Independent Non-Executive Director
Malaysian 51

Dato' Tunku Putra Badlishah Ibni Tunku Annuar was appointed as the Independent Non-Executive Director of AEON CO. (M) BHD. on 16 April 2013.

Dato' Tunku holds a Bachelor of Science (Hons) in Business Administration. He started his career as Account Manager in J. Walter Thompson Advertising in 1987 and subsequently joined DMIB Berhad as Senior Executive and thereafter promoted as Marketing Manager. From January 1992 to December 1995, he worked in Sandestin Resort, Florida, United States of America as Manager of Marketing and Development. He joined Kumpulan Sime Darby Berhad Group (KSDB) in January 1996 and has held various senior positions within the KSDB, amongst them act as Senior Manager in Sales & Marketing of Sime Darby Land Sdn. Bhd. (January 1996 to July 2000), General Manager – Sales & Marketing of Auto Bavaria (August 2000 to March 2004), Managing Director of Auto Bavaria (February 2004 to March 2005), Director of Operations of Sime UEP Properties Berhad (April 2005 to December 2005) and Director-Group Property of Sime Darby Berhad – Group Property (January 2006 – October 2007). Dato' Tunku was appointed as the Executive Vice President in Property Development & Strategic Investments, Property Division of Sime Darby Property Berhad from November 2007 to July 2008 and as Managing Director and Member of the Board of Sime Darby Healthcare Sdn Bhd and Sime Darby Property Berhad from August 2008 to July 2011, prior to venturing into his current business practices. Currently, he is the Managing Director of Putra Ventures Sdn Bhd.

Dato' Tunku has attended all the four (4) Board Meetings held in the financial year.



Dato' Tunku Putra Badlishah Ibni
Tunku Annuar



Abdul Rahim bin Abdul Hamid

ABDUL RAHIM BIN ABDUL HAMID

Independent Non-Executive Director
Malaysian 65

En Abdul Rahim bin Abdul Hamid was appointed as the Independent Non-Executive Director and Audit and Risk Management Chairman of AEON CO. (M) BHD. on 16 August 2013.

En Abdul Rahim is a Fellow of the Association of Chartered Certified Accountants, Member of the Malaysian Institute of Certified Public Accountants and Member of the Malaysian Institute of Accountants. He started his career in Coopers & Lybrand (previously known as Cooper Brothers & Co.) in 1971. He rose in the firm to eventually become its Chief Executive in 1993. When the firm merged with Price Waterhouse in 1998 to form PricewaterhouseCoopers, he served as its Deputy Executive Chairman until he retired in June 2004. During the span of more than 3 decades in the firm, he was involved in audit, management consultancy and insolvency practice covering multiple industries including retail and manufacturing, construction, plantation, entertainment and banking in both public and private sectors. He was also appointed to the Council of the Malaysian Institute of Accountants ("MIA") and his election by the Council to hold office as President. In the education sector, he is an Adjunct Professor of Accountancy at Universiti Malaysia Terengganu; a member of the Senate at Open University Malaysia; a member of Advisory Panel at Universiti Kebangsaan Malaysia and Universiti Putra Malaysia and Industry Adviser at Universiti Tunku Abdul Rahman. He served as President of the MIA (2005-2007 and 2009-2011) and as President of the ASEAN Federation of Accountants from 2010 to 2011.

En Abdul Rahim sits on the Board of Directors of MIDF Amanah Asset Management Berhad, Malaysia Debt Ventures Berhad, Petra Energy Berhad, Malaysian Venture Capital Management Berhad, Asian Finance Bank Berhad, Encorp Berhad and Ire-Tex Corporation Berhad.

En Abdul Rahim is also a member of the Remuneration Committee of the Board.

En Abdul Rahim has attended all the four (4) Board Meetings held in the financial year.

BOARD OF
DIRECTORS' PROFILESCHARLES TSENG @
CHARLES TSENG
CHIA CHUN

Independent Non-Executive Director
Malaysian 65

Mr Charles Tseng was appointed as the Independent Non-Executive Director and Audit and Risk Management Member of AEON CO. (M) BHD. on 16 August 2013.

Mr Charles Tseng holds a Master of Business Administration from The Wharton School, University of Pennsylvania, United States of America and First Class Honors' Degree in Engineering from the University of Melbourne in Australia. He began his career with the Ford Motor Company as a manufacturing engineer in Australia and subsequently held other manufacturing and marketing positions with Ford in Asia including marketing director, Malaysia. He was with Cold Storage, a leading food and retail company in Southeast Asia, where he was appointed Group General Manager in Malaysia. He was with another global search firm, where he was senior partner for East Asia and a member of its board of directors practice group. Presently, Mr Charles Tseng is President, Asia Pacific for Korn Ferry International. Based in Shanghai, he oversees 17 offices in a region encompassing Greater China, India, ASEAN, Australasia, Japan and Korea. He is also a member of the Firm's Global Operating Committee. He was voted by Business Week in 2008 as one of the 50 most influential search consultants in the world. He is the Chairman of the Wharton Executive Board for Asia and a fellow member of the Singapore Institute of Directors. He also serves on the Advisory Board of the Centre for Strategic Leadership at the National University of Singapore Business School.

Mr Charles Tseng is also a member of the Nomination Committee of the Board.

Mr Charles Tseng has attended all the four (4) Board Meetings held in the financial year.



Charles Tseng @
Charles Tseng Chia Chun



Kenji Horii

KENJI
HORII

Non-Independent Non-Executive Director
Japanese 61

Mr Kenji Horii was appointed as the Non-Independent Non-Executive Director of AEON CO. (M) BHD. on 21 May 2015.

Mr Horii holds a Bachelor Degree in Law from Ritsumeikan University, Japan. He joined AEON Co., Ltd. in March 1978 and was assigned to various departments in Foodline. He was the Store Manager of Kyohoku store in Mie Prefecture. In March 1985 and the Development Manager of Foodline, Merchandising Department in March 1996. He was the Senior General Manager of Foodline – Delica division in March 2003. In March 2006, he was the Senior General Manager of Merchandising, TopValu Merchandising Department. In March 2007, he was promoted as the Director of AEON TopValu Co., Ltd. Mr Horii was appointed as the Senior Executive Director of AEON Global Merchandising Co., Ltd. In March 2013, he was the Managing Director of AEON TopValu (Thailand) Co., Ltd.

Mr Horii has attended three (3) Board Meetings during his term of office in the financial year.

Note: Save as disclosed in this annual report, all the Directors mentioned in pages 21 to 25 have no conflict of interest with AEON CO. (M) BHD. or any family relationship with any Director and / or major shareholder nor have they are convictions for offences within the past 10 years, except for traffic summons, if any.