

My role is to raise concerns and questions



Outside Director (Independent Director)
Evaluation Advisory Committee (Chairperson)
Special Committee (Chairperson)
Yoshiaki Hampo

| Board Governance |

My impression of AEON delight's Board of Directors is that their discussions are lively, very serious, and earnest. I attend the Board of Directors meetings of several companies and I can say that the discussions are probably most lively at AEON delight. There are times when we, the outside directors, point out things that are painful to hear or express doubts about initiatives, but I feel that the president himself is eager to have free discussion and is making an effort to lead the discussion in this direction.

They also make every effort to manage the agenda appropriately and keep to the schedule. While necessary matters are thoroughly addressed, there is also an appropriate balance, with plenty of time allocated for discussing important matters. I believe this is the result of organizing the agenda and making an appropriate distinction between what should and should not be discussed at the Board of Directors meetings. In addition, the secretariat's proficiency has also improved, with advance briefings and appropriate coordination and provision of information with the Executive Committee and other bodies. There used to be some delays in providing the materials needed for discussion, but I believe this has improved considerably over the past six years.

I think that it is because of these circumstances that what needs to be discussed at the Board of Directors meetings is being discussed appropriately. However, whether this actually addresses business issues is a different story. I believe it is my role as an outside director to always present my concerns and doubts from a fair, impartial, and objective standpoint.

For example, we occasionally find that management policies are not accurately communicated to the field and are not properly implemented. If there are more cases like these, the distance between management and the field will gradually grow wider, so I have been expressing my concerns

at Board of Directors meetings whenever I notice them. On the other hand, we also make sure that directors do not interfere with execution by giving unnecessary orders or making comments that could confuse the field.

A sense of unity throughout the company is the key to the future

AEON delight is the largest facility management company in Japan, but we are currently not in a dominant position. If possible, I would like to see AEON Delight become the first name that comes to mind when people think of facility management in the future. This is something we must go through in order to achieve our AEON delight Vision 2025 targets of becoming a Global Top 10 and No. 1 company in Asia. To make this happen, I think there needs to be a greater sense of unity throughout the company.

Looking at AEON delight's employees, I feel that they see their role in society only within the framework of their business, such as facility management and cleaning. It seems to me that the vision of AEON delight's growth strategy, consisting of ensuring safety and security, resolving labor shortages, and addressing the environment, may not be widely disseminated. Once the vision is disseminated, resolving the company's issues will tie into self-actualization for the employees themselves, which would further enhance their sense of pride and responsibility. What is important is figuring out how to create an atmosphere and corporate culture where people can talk about these things with each other, as well as figuring out a way to put together a framework to achieve this. In reality, this can be difficult given the many factors involved, such as figuring out how to train employees, how the organization should look, and how management should be. As an outside director, I will work hard to help create a corporate culture where AEON delight and its employees can work together in the same direction with a sense of unity.