



**What is customer value that contributes to enhancing corporate value? — Identify targets and create new business models leveraging DX**

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Outside Director



For details on career history, please refer to “Management Structure” on page 54.

**Board of Directors meetings have room for improvement in discussing medium- to long-term topics**

I feel that our Board of Directors meetings are conducted in a careful and thorough manner, with the chairman appropriately summarizing the discussions after taking the time to ensure that all opinions are voiced. Furthermore, as the number of topics to be discussed at Board of Directors meetings increases, there are also measures in place to improve the efficiency of discussions. This includes allowing outside directors to observe execution-related meetings, such as the Board of Executive Officers meetings, and distributing the minutes of these meetings, and I believe that the Board of Directors has maintained its effectiveness.

I believe we are making progress in improving the “discussion of important management priorities” and “reporting on the status of business execution” that were pointed out in the previous effectiveness evaluation (conducted at the Board of Directors meeting in April 2024). However, I would like to take this opportunity to propose that we establish a forum for future-oriented discussions, such

as a medium- to long-term meeting (tentative name). I think it is difficult to have sufficient discussions on the direction for improving corporate value over the medium to long term within the limited time of the Board of Directors meetings. If possible, we can create an atmosphere where opinions can be freely exchanged and discussions can be deepened by holding a meeting separate from the Board of Directors meeting even once a year.

In addition, I was appointed as a member of the Nomination and Compensation Advisory Committee when I became an outside director in 2023. The entire company is extremely committed to human resource development, and the Nomination and Compensation Advisory Committee believes that its top priority is to create a system that can constantly provide a pool of next-generation talent, and we are engaged in discussions about developing next-generation leaders. As a member of the Nomination and Compensation Advisory Committee, I intend to fully understand the role of the committee and fulfill my responsibilities.

**What are the unique qualities and strengths that have enabled AEON delight to grow? —**

I believe AEON delight’s greatest strength is its spirit of doing everything in service to customers with integrity

as professionals, which is deeply rooted in the company. Since its founding, AEON delight has earnestly addressed

customer needs and provided attentive service, and this has undoubtedly led to the strong trust of customers which has been the source of the company’s growth to date. On the other hand, I also feel that the corporate culture and mindset of “bringing in people to solve prob-

lems” that has been cultivated over the course of the company’s business development has become an issue in accelerating DX promotion. This is because in some cases, attentive service provided by people can become a hindrance to digitization.

**Further improve customer satisfaction by combining people and digital technology**

With the labor shortage becoming more serious, using digital technology to improve productivity is a matter of urgency. In order for AEON delight to achieve sustainable growth in the future, it will need to combine “people” and “digital technology” in its services, and find the right balance between the two. I believe AEON delight will be able to provide services that are even more closely tailored to customers by accelerating its digitalization efforts, shifting to a direction of entrusting digital technology with the tasks it can handle and freeing up people to focus on more creative work, while protecting the essential value of the services the company provides.

Under the previous medium-term management plan (FY2021-FY2023), “promotion of DX” served as one of the basic policies, and AEON delight made steady progress in its efforts to improve productivity. The new medium-term management plan that started in FY2024 also calls for continued aggressive growth investments aimed at improving productivity through digitalization and creating new services by strengthening data management functions.

The point I think is most important to remember about DX is that DX is a means, and not an end in itself. The discussion should first be about how you want to boost corporate value through DX, followed by using DX to

accelerate the realization of that goal. The main point to consider is whether or not DX is leading to a dramatic improvement in customer value, as well as the productivity of the company itself. From this perspective, while AEON delight’s DX initiatives have achieved a certain level of success in terms of productivity, there is still room for improvement before any tangible results in terms of customer value become apparent.

To achieve DX that not only improves productivity but also contributes to improving customer value, I think it is necessary to reaffirm internally what the customer value that AEON delight offers is, and to clarify and share with everyone what needs to be done to improve customer value and create new value.

As an outside director, I would like to offer advice and suggestions based on my knowledge and experience of being involved in the management of IT companies from the perspective of promoting DX with the ultimate goal of improving customer value.

To this end, I will strive to gain a deeper understanding of AEON delight’s business, organization and culture, and I hope to improve my question-asking and communication skills so that I can provide new insights to the company, including the executive directors.

**To stakeholders**

What I am always conscious of is that AEON delight and its parent company are both listed companies, and that we need to consider the overall balance from the perspective of protecting minority shareholders, such as by checking whether transparency, fairness and rationality are ensured in transactions between AEON delight and its parent company. In addition, from the perspective of enhancing the corporate value of AEON delight, I believe that my role is to encourage the management team to have an “animal spirit” and to take bold risks to achieve growth.

At the same time, I also want to focus on direct dialogue and engagement with shareholders and investors.

Companies and investors are not adversaries, but rather have a relationship in which they should work together toward the common goal of enhancing corporate value. In this regard, I believe that outside directors, who are entrusted by shareholders to oversee management from an independent perspective, can act as intermediaries to help companies and investors build a relationship of trust and grow together. For this reason, I would like to see the direct exchange of opinions with the capital markets in a variety of formats and forums in the future.