

Messages from Outside Directors



Koichi Iki
Outside Director (Independent Officer)

Promote Future-Oriented Management with Diverse Perspectives

In the Tokyu Fudosan Holdings Group, which is engaged in a variety of businesses, detailed action plans based on extensive discussions about each individual business are essential. Rather than looking backward with a focus on past experiences, plans must be formulated with a medium- to long-term time frame and a forward-looking perspective.

My role, of course, is to contribute to management transparency and credibility from my position as an outside director, but I also want to contribute to the Group by expressing an external viewpoint on the need for strategic planning based on changes in the social structure, such as the aging of society and population decline. I would also like to deepen cooperation and engage in active discussions with other outside directors, who have diverse viewpoints, in order to implement the PDCA cycle based on the overall Group vision.

The diversity of the employees supporting front-line operations will also be critical for the Group's sustainable growth. I expect the Group to pursue more active exchanges with outside organizations and to use external human resources to cultivate younger employees with a sound awareness of issues who can generate innovative ideas.



Shun Sakurai
Outside Director (Independent Officer)

Deepen Discussion with a Medium- to Long-term Perspective to Prepare the Group to Respond to Environmental Changes

Ensuring the effectiveness of corporate governance is key to sustainable growth, and outside advice and supervision are critical. Therefore, I frequently exchange views with other outside directors, work to encourage vigorous debate and help to ensure that the Board of Directors fulfills its responsibilities.

With rapid advances in technologies such as AI and IoT, a digital transformation will be required in many industries. Moreover, changes are occurring in society at large and in local communities due to population aging. In this period of transition, the Group is working to meet the expectations of stakeholders and contribute to creating solutions for social issues through the proposal and creation of new lifestyles. I will strive in particular to make proposals to management from a medium- to long-term perspective.

In order to respond flexibly to changes in the external environment, the Group should also be a place where diverse employees with varied backgrounds can work together energetically. I welcome deeper discussions from that viewpoint as well.



Makoto Kaiami
Outside Director (Independent Officer)

Enhance Governance and Contribute to Society by Creating Value through Businesses

Corporations are required to not only conduct business in compliance with laws and social norms, but also to contribute to society through their business activities. I want to use my knowledge and experience in the legal profession including my experience as a judge to ensure adequate compliance and promote more effective governance in the Group, as well as to look at the Group's corporate activities in terms of their contribution to society.

I think all of the Group's businesses benefit society through the value they create. However, because it does conduct various businesses, I expect the Group to make a social contribution by creating broad and diverse value that goes beyond the bounds of physical structures.

To contribute to society while maintaining sound growth, it is important that individual employees work energetically and passionately with a sense that their jobs are useful to society. As a member of this Group, I will work to further develop a vibrant corporate culture.



Saeko Arai
Outside Director (Independent Officer)

Actively Inform Society about the Value That Group Companies Provide

I want to use my accounting and finance knowledge, and my experience as CFO of an IT venture and a hotel wedding company, to contribute to the Group from the perspectives of governance and auditing.

Formerly I was a consumer of the Group's services, but since my appointment as an outside director, I feel that the value Group companies provide is not well understood by the public. I think the Group should more actively communicate that value, including the effectiveness of its ESG initiatives, such as the new community development and creation of lifestyles symbolized by the Shibuya redevelopment projects.

In its organization, the Group needs to cultivate entrepreneurial human resources to contribute to society in a broader range of areas based on its "Challenging DNA." I myself want to help enhance the Group's social reputation and trust as someone who can share management issues for the future from various angles by drawing on my experiences including involvement in an international human rights NGO and inclusion workshops.