

## 【NEWS RELEASE】

September 24, 2019  
SMBC Nikko Securities Inc.

**Summary of the Announcement by President Shimizu**  
**at the Autumn 2019 Meeting of Department Heads and Branch Managers**

I would like to express my gratitude for your diligence at work. Before starting the second half of this financial year, I would like to share three points with you.


The first point is on “executing client-oriented operations”. Let’s be clear that there is no contradiction between “client-oriented operations” and “Nikko revenues”. The basic thought is that by understanding clients thoroughly, thinking through their real needs, and proposing relevant products and services, we obtain fees as the fair compensation in return.

The second point is on “taking advantage of our strengths as a full-line securities company”. Our vast lineup of products and solutions and our nation-wide network allows us to respond with customized solutions to every client need. Also, by collaborating across the Group, we can address broader client needs transcending the boundaries of a securities company. We should search for the real need from the client’s perspective, confident that we will always find an appropriate solution for all our clients.

The third point is on “creating a corporate culture that allows us to respond to changes”. This month, we have launched “Nikko Ventures”, an initiative that provides mainly junior to mid-level employees, Nikko’s future leaders, an opportunity to realize their proposals for new business ideas and operational innovation. Our world is changing rapidly and with it what we believed was common sense; let us adopt an attitude of enjoying and embracing change.

The next financial year marks the start of the new Medium-term Management Plan. As the president, I am committed to growth. In order to continuously generate new value-add in a changing world order, SMBC Nikko needs to be a company where diverse talents work fully engaged and grow continuously. If there is an abundance of growing employees, there is no doubt that the engagement level across the organization will be high. Let us grow together.

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