

【NEWS RELEASE】

September 25, 2023
SMBC Nikko Securities Inc.

**Summary of remarks made by President Kondo
in the Autumn 2023 Meeting of Department Heads and Branch Managers**

I would like to express my gratitude to you for your vigorous efforts to promote our management philosophy, respond to markets that are going through major changes, and transform business models. Today, I will share with you specific policies on what our company values and how we will work towards realizing the era of Fulfilled Growth that SMBC Group has set out.

First, regarding the progress of the Business Improvement Plan, most of the measures to prevent recurrence have been implemented as scheduled and their effectiveness has been examined since August. However, we have just embarked on the development of a corporate culture in which the entire company can raise sensitivity to risks and deal with them appropriately. I hope that all our employees will take ownership of risks and remind of this each other to make the company a place where scandals will never happen again.

We will thoroughly become committed to the idea that only by creating social values that solve social issues can we grow our business. As we go about our day-to-day activities, we should ask ourselves once again what the meaning of our existence is.

Our wholesale business, in the face of significant environment changes, will focus on developing highly agile operations by leveraging our own balance sheet to provide optimal solutions to customers.

In the retail business, by taking advantage of the strength of SMBC Group and collaborating with the bank and the trust, we will steadily promote a shift to asset management operations to meet the mid- to long-term asset management needs of customers.

Meanwhile, in a business environment that is prone to significant changes and heightened risks, the middle-back is playing an increasingly important role. I hope each of you will continue to perform your task with a healthy sense of tension and pride.

The Growth of each and every one of us comes together to become the Growth of our company. I hope the Growth of our company will lead to the Fulfilled Growth of the society. As a supervisor, I want to create a company where all employees can experience their fulfilled growth and take on new challenges together. In the second half of the year, let's change ourselves to become an even better company.