

【NEWS RELEASE】

October 5, 2021

SMBC Nikko Securities Inc.

**Summary of remarks made by President Kondo**  
**in the Autumn 2021 Meeting of Department Heads and Branch Managers\***

With progress in vaccination worldwide, there is a sign of new stage in the New Normal in the time of COVID-19, but the virus is still not fully known. We should continuously take thorough measures to prevent infection.

Now, one year and a half have passed since we launched the Medium-term Management Plan that focuses on change as the core theme. Society is rapidly attracted to decarbonization and ESG, and this movement has the potential to drastically change the industrial structure of the world over the next few decades. In the face of such change, we should always be on the lookout and responsive as professionals in order to grow business further.

In our retail business, it is necessary to envisage a world where financial income, in addition to earned income, is one of the pillars of household income, to realize a prosperous life and society in an aging society. Be aware of how your daily work will lead to the future 10 years from now. In the wholesale business, including overseas operations, capital markets are becoming increasingly important as stakeholder-oriented corporate management takes root. Responding to management's challenges for corporate growth, we should continuously offer best solutions by combining the functions of SMBC Group companies. In the global markets business, on the other hand, the ongoing monetary easing policy in countries around the world may lead to a stalemate in existing businesses. Be proactive in capturing new business opportunities with a broad, cross-functional perspective and an appropriate sense of risk. Also, regardless of any business you are in, please always keep in mind the Management Philosophy, and never forget to thoroughly pursue the compliance and risk management and act as a member of the team with a sense of ownership, which serve as the two wheels in implementing strategies.

On a final note I hope you all Executives, Department Heads and Branch Managers will consciously turn your eyes to subordinates on what they excel in, encourage them to develop it, while creating an environment where each one of them can continue to enhance their professional strengths. All these reforms are massive and challenging, but I believe each unit and division muster up the determination to accomplish them.

Let's create a chain of successful experiences in the entire company and positively embrace change together.

\*Considering the expansion of COVID-19, we refrain from holding the Autumn 2021 Meeting of Department Heads and Branch Managers face-to-face and delivered the President's message to all employees on video yesterday.

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