

## Message from the Chairman

# Strengthening our management foundation and system of governance as we provide innovative services and grow

Thank you very much for appointing me Chairman of the Board of Directors at the 17th Ordinary General Meeting of Shareholders. I started my career in 1989 at The Sumitomo Trust and Banking Co., Ltd. (currently Sumitomo Mitsui Trust Bank, Limited). I was involved in the founding of SBI Sumishin Net Bank 20 years ago when the Internet was still in its infancy. I realized then the potential of the Internet bank selling many new financial products online while eliminating the need to stand in line at a bank window or tediously manage paper documents. I knew that Internet banking could bring customers greater convenience and access to banking-related services.

Over the last two decades, we have not stopped providing banking services but have been evolving as a technology company, creating innovative services that employ new technologies, and I am proud of our steady growth.

The banking industry faces numerous challenges as the economic environment becomes more diverse, affected by monetary policy changes, new waves of digitalization, and the ascendance of generative AI. We are developing platform projects in digital banking, BaaS (banking as a service), and our THEMIX businesses. We also offer customers a wide range of sound products, primarily in home mortgages, and we need to continue contributing to society in accordance with the times. To maintain our competitive advantage in this rapidly changing environment and stay at the forefront of the industry, we need to proactively utilize AI and other cutting-edge

technologies in ways that help us to create services that lead to “creation” and “transformation.” Creating such new services and cross-selling them can boost the profitability of our existing services, helping us achieve sustainable growth and enhance our corporate value.

As long as we continue to take on new challenges, we are bound to face unprecedented situations in which there are no easy answers. As chairman, I want to elicit diverse opinions on our business execution in decision-making forums such as the Management Meeting and encourage active debate when multiple strategic options are available. I will also impose restraints as necessary to ensure that healthy discussions take place. We will fully utilize the knowledge and experience of outside directors at meetings of the Board of Directors, which will take the lead in strengthening supervision of our execution as an independent publicly listed company and improving the effectiveness of our governance. In addition to meeting all requirements of the Corporate Governance Code, we will work on an ongoing basis to strengthen our internal control and independence to satisfy our shareholders and investors, who are among our most important stakeholders.

I will use my position as representative director to control our offensive and defensive “moves” with the aim of solving societal problems and generating new value without interruption. I will also do my honest best to help SBI Sumishin Net Bank achieve further growth.



**Yasunaga Matsumoto**

Chairman and Executive Chairman