

Message from Group CCO

Message From Chief Compliance Officer

In light of the recent heightened expectations from customers and society, the expansion and diversification of SMBC Group's business, and the increasing complexity of the global market environment and regulations, there is a stronger imperative than ever to build a compliance framework that keeps pace with the times, looks further ahead, and evolves autonomously and continuously.

As Group CCO, what I consider most important is embedding a compliance culture rooted in "Integrity," the starting point of the Five Values, which are shared across SMBC Group.

As the importance of principle-based discipline continues to grow within governance and compliance, corporate culture is playing an increasingly large role as the foundation supporting the effectiveness of governance and compliance. With adherence to laws and rules as a fundamental premise, I believe that having a basis for judgment enabling each officer and employee to choose the right action and embody "Integrity," even in situations where

these are not explicitly codified, is the bedrock supporting the trust of customers and society.

In SMBC Group's new Medium-Term Management Plan, the Compliance Unit aims to support the advancement of the SMBC Group's businesses both by enabling business growth and by safeguarding the Group, while also serving as the foundation for protecting and enhancing the Group's corporate value and brand. Specifically, we will establish a proactive framework anticipating business changes and supporting business divisions in exercising their risk ownership. We will steadily strengthen an autonomous compliance framework that will serve as the foundation for the Vision of the new Medium-Term Management Plan: "Globally connected. Rooted in Japan. Your most trusted partner."

Going forward, as the Group CCO, I will continue to work persistently on enhancing the compliance framework across the entire SMBC Group.



Teiko Kudo

Director
Deputy President and Executive Officer
Group CCO



See page 76 for more information on our compliance system.