



Kazuya Oyama
President
Sumitomo Mitsui Trust Bank,
Limited

Creating a virtuous circulation from our "Purpose" as the point of origin

People wish to believe in the future and entrust things of value to their destiny. The purpose of trusts, and our Company, is to turn that aspiration into reality.

Trusts have a wide variety of functions, but I would like to highlight their "time conversion" function. By this I mean the ability to take our clients' desires and aspirations for the future and realize them. In this sense, trust has the ability to open the gate for the future.

Today, the global COVID-19 pandemic is highlighting the challenges and contradictions in society and accelerating the changes of our era. In addition, the movement in response to the risk of global climate change has become a major trend that has the potential to fundamentally alter our current social infrastructure and industrial establishment.

In this era of unpredictability, we need to deliver appropriate solutions that open a path to the future for our clients, we need to present a new value paradigm. Creating new value requires innovation. Innovation can be accomplished by developing novel technologies, creating something out of the void, but also by combining disparate things that already exist.

Our strength has traditionally been our ability to integrate a wide variety of businesses. Going forward, we will continue to develop new businesses by assembling a diverse workforce with expertise, creativity, and comprehensive capabilities, and by demonstrating teamwork, with the common understanding of the Group's "Purpose," which shall not waver through the changing times.

Today, the current tide of the times is clearly in our favor.

Looking back, since our founding, we have always evolved to fulfill the demands of the era. We have boldly ventured into new businesses while contributing to the development of our country by solving social issues and creating new value based on the relationship of trust with our clients.

Times of uncertainty and unpredictability are precisely when we should reiterate our principles and functions of a trust bank and justly address financial and social issues facing our country. Through this process, ten years into the future, we would become the company of choice leading the virtuous circulations of funds in society. This is the evolution of "The Trust Bank" that I envision.

In the process of this evolution, we will combine our capabilities across more businesses than ever before to create and nurture new value and meet the needs of our clients and society. By doing so, we will create a virtuous circulation that will allow us to flourish as our clients' most trusted "Best Partner," thereby letting prosperous future for our clients, society, and ourselves bloom.

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President
Sumitomo Mitsui Trust Bank, Limited

A handwritten signature in black ink, appearing to read "K. Oyama", written over a white background.

