Aspiration

Our goal is to create a virtuous circulation of funds, assets and capital by fulfilling our unique financial intermediary functions that will lead to solutions for social issues such as the realization of a decarbonized society, revitalization of regional economies or the age of 100-year life. We also aim to meet financing needs resulting from such actions to solve issues, seeing them as valuable investment opportunities for investors.

Awareness of issues

- Enormous stagnant assets of individuals and corporate internal reserves in Japan
- Supply of funds to new social issues (decarbonization and regional revitalization)
- Need for asset formation to prepare for the age of 100-year life
- Increasing complexity of management issues faced by investors and asset managers due to environmental changes
- Changes in trends and future uncertainties associated with changes in global circumstances and monetary policies

Opportunities and strengths

- Creating a virtuous circulation of funds through financial intermediation that solves social issues starting with investor clients
- Largest corporate pension business base in Japan and investment consulting capability cultivated through the pension business
- Screening a variety of investment products by capitalizing on banking investments and networks in and outside Japan
- Knowledge of asset administration cultivated over a long period of time and high operational quality

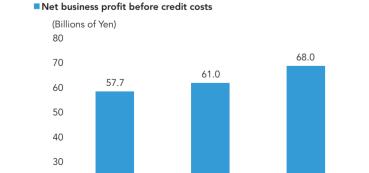
Key measures

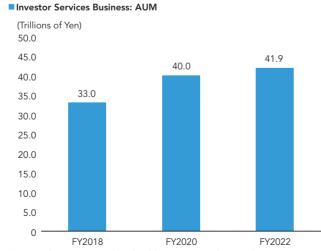
FY2022

20

10

- Provision of consulting and total solutions based on investors' management issues
- Creation of a variety of investment opportunities and investment products that simultaneously solve
 the financing needs related to new social issues and the investment needs of investors
- Sophistication of asset administration services and strengthening of value-added services including reporting to better handle the management of increasingly complex investment products





 ${\bf *Assets}\ under \ management\ through\ public\ pension\ trust/designated\ money\ trusts,\ jointly\ operated\ designated\ money\ trusts,\ etc.$

Aiming to be a value creating company

Enhance Corporate Value and Management Base

Messages from subsidiary management

Business Strategy

Financial information
Corporate information

Specific initiatives

(1) Promoting total solutions for investors

As medium- to long-term structural changes in the social economy progress, the business environment surrounding financial institutions, non-profit corporations and other clients is becoming increasingly complex. We provide a diverse menu of solutions unique to a trust group, with a focus on asset management and administration, aimed at resolving clients' issues in this new environment.

We aim to be the Best Partner that is essential to and dependable by our clients, and contribute to the creation of a virtuous circulation that helps solve social issues.

Financial corporations and non-profit corporations (such as educational corporations) Regional revitalization Partners in business activities Asset management/administration-related Support for management issues Collaboration and alliances Provide optimal solutions beyond the boundary of businesses

(2) Supporting asset formation, starting with the pension business

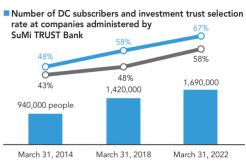
Amid growing corporate interest in human capital management, there is growing momentum for both companies and employees to rethink how asset formation should be done.

Revolving around the corporate pension sector in which it has the largest business base in Japan, SuMi TRUST Bank has been providing thorough company support for asset formation, including investment education through companies, to employees who underpin sustainable improvement in corporate value. It is currently working to promote individual-type DC plans (iDeCo) in light of revisions to the law. We will continue to provide services in line with the changing environment and contribute to well-being of our clients by serving as a partner for both companies and their employees in the age of a 100-year life.

(3) Private-asset-related business for market creation

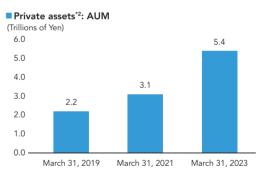
With increasingly uncertain market condition, there is growing interest in private assets, which are expected to provide investment returns and risk diversification benefit over the medium term. We have been utilizing our knowledge gained from years of proprietary investing to provide investment opportunities for investors.

We will play a leading role in investment by leveraging our in-house capabilities to meet new demand for funds in areas that solve social issues such as decarbonization, which is anticipated to gain significant momentum in the future, thereby democratizing investment so that investors can access valuable investment opportunities.



Subscribers --- SuMi Trust group --- Industry average"

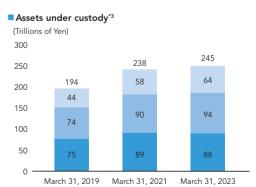
*1 (Source) "Defined Contribution Pension Statistical Data" (published by Liaison Council of Management Control Institutions)



*2 Private assets: Primarily assets such as private equity, real estate infrastructure, credit products, etc.

(4) Asset administration business that supports asset management of investors

We have been providing a wide range of asset administration services that support asset management and asset preservation, both in Japan and overseas, as the partner of our clients such as investors and asset managers. In order to respond to the diversifying needs of our clients as investment targets and investment methods become more sophisticated, we will continue to enhance our asset administration services which we have cultivated over time, and expand our various solutions, such as reporting services that utilize our IT and digital infrastructure and outsourcing services for middle and back office operations.



Domestic (investment trusts) Domestic (other than investment trusts)
Overseas assets under custody
*3 Overseas assets under custody represents a sum of funds under custody/administration

Using the exchange rates as of the end of March of each fiscal year

FY2023

FY2025

(Target)