TIRWA ERBES / CEO LETTER

Building with intention

January 2026

Dear friends of TIRWA ERBES,

The next stage of our development is not defined by speed alone. It is defined by whether each new capability strengthens the institution we intend to become.

Disciplined growth means choosing what not to do. We will continue to separate current capability from future ambition, and we will not present a planned activity as an operating result. Clear communication is part of responsible ownership.

Permanent capital creates the freedom to think beyond the next quarter. It also creates an obligation: decisions must be made with care because their consequences belong to the institution over time. That is why we place emphasis on documented reasoning, appropriate risk limits and direct accountability.

Our divisions are being developed around a common standard: research before conviction, structure before scale and integrity before promotion. The goal is not complexity for its own sake. The goal is a group capable of making intelligent decisions consistently.

We are building with intention because durable institutions are not assembled by accident. They are shaped by repeated choices, made carefully and held to a clear standard.

Samuel Jonathan Tirwa
Chief Executive Officer
TIRWA ERBES