

Overview of FY3/2023

May 15, 2023



SUMITOMO MITSUI
FINANCIAL GROUP

This document contains “forward-looking statements” (as defined in the U.S. Private Securities Litigation Reform Act of 1995), regarding the intent, belief or current expectations of us and our managements with respect to our future financial condition and results of operations. In many cases but not all, these statements contain words such as “anticipate,” “believe,” “estimate,” “expect,” “intend,” “may,” “plan,” “probability,” “risk,” “project,” “should,” “seek,” “target,” “will” and similar expressions. Such forward-looking statements are not guarantees of future performance and involve risks and uncertainties, and actual results may differ from those expressed in or implied by such forward-looking statements contained or deemed to be contained herein. The risks and uncertainties which may affect future performance include: deterioration of Japanese and global economic conditions and financial markets; declines in the value of our securities portfolio; incurrence of significant credit-related costs; our ability to successfully implement our business strategy through our subsidiaries, affiliates and alliance partners; and exposure to new risks as we expand the scope of our business. Given these and other risks and uncertainties, you should not place undue reliance on forward-looking statements, which speak only as of the date of this document. We undertake no obligation to update or revise any forward-looking statements.

Please refer to our most recent disclosure documents such as our annual report on Form 20-F and other documents submitted to the U.S. Securities and Exchange Commission, as well as our earnings press releases, for a more detailed description of the risks and uncertainties that may affect our financial conditions and our operating results, and investors’ decisions.

Exchange rates (TTM)

	Mar.22	Mar.23
USD	JPY 122.41	JPY 133.54
EUR	JPY 136.81	JPY 145.75

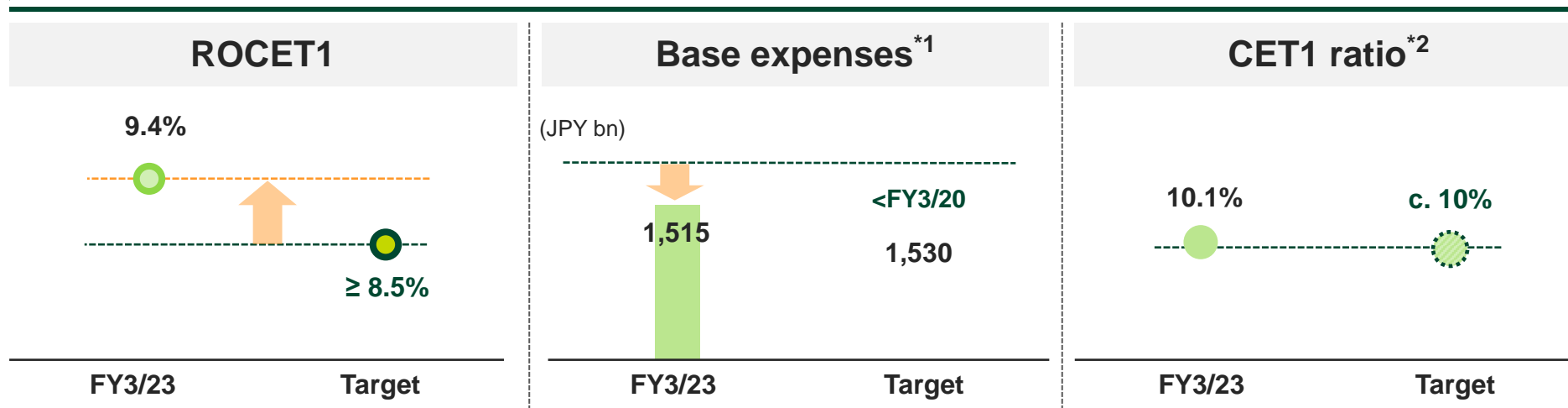
Definitions

SMFG	Sumitomo Mitsui Financial Group, Inc.
SMBC	Sumitomo Mitsui Banking Corporation
SMBC Trust	SMBC Trust Bank
SMFL	Sumitomo Mitsui Finance and Leasing
SMBC Nikko	SMBC Nikko Securities
SMCC	Sumitomo Mitsui Card Company
SMBCCF	SMBC Consumer Finance
SMDAM	Sumitomo Mitsui DS Asset Management
SMBCAC	SMBC Aviation Capital
Major local subsidiaries	SMBC Bank International, SMBC Bank EU, SMBC (China)
Consolidated	SMFG consolidated
Non-consolidated	SMBC non-consolidated
Expenses (non-consolidated)	Excluding non-recurring losses
Net business profit	Before provision for general reserve for possible loan losses
Retail Business Unit (RT)	Domestic retail business
Wholesale Business Unit (WS)	Domestic wholesale business
Global Business Unit (GB)	International business
Global Markets Business Unit (GM)	Market / Treasury related businesses

Highlights

	Net business profit	Bottom-line profit	Dividends
FY3/23 Results	JPY 1,276.4 bn JPY +123.6 bn vs FY3/22	JPY 805.8 bn JPY +99.2 bn vs FY3/22	JPY 240 / Share JPY +30 vs FY3/22
FY3/24 Target	JPY 1,340 bn	JPY 820 bn	JPY 250 / Share Payout ratio 40%

Financial Targets of the previous Medium-Term Management Plan



^{*1} G&A expenses excluding cost related to investment for future growth, revenue-linked variable cost and others.
 Exchanged at 1USD = JPY105

^{*2} Post-Basel III reforms basis, excludes net unrealized gains on other securities

Income statement

Both consolidated net business profit and profit attributable to owners of parent increased YoY and exceeded full year target.

	(JPY bn)	FY3/23	YoY	vs. target
1 Consolidated gross profit		3,170.2	+224.7	
2 G&A expenses		1,949.2	+128.1	
Overhead ratio		61.5%	(0.3)%	
3 Equity in gains (losses) of affiliates		55.5	+27.0	
4 Consolidated net business profit		1,276.4	+123.6	+11.4
5 Total credit cost		210.2	(64.2)	+0.2
6 Gains (losses) on stocks		155.9	(53.2)	
7 Other income (expenses)		(61.2)	(14.3)	
8 Ordinary profit		1,160.9	+120.3	+40.9
9 Extraordinary gains (losses)		(62.5)	+48.6	
10 Income taxes		282.1	+67.6	
11 Profit attributable to owners of parent		805.8	+99.2	+35.8
12 ROE ^{*1}		8.0%	+0.7%	

Consolidated gross profit^{*2}: increased YoY due to
1) loan growth and related transactions in WS and GB, and
2) strong performance of payment business.
Impact of FX: +89

G&A expenses: increased YoY mainly due to consolidation of Fullerton India, as well as higher variable marketing cost of SMCC, which is successfully increasing new customers.
Impact of FX: +51

Equity in gains of affiliates: increased YoY mainly due to gains on change in equity of Bank of East Asia.
Impact of FX: +4
Impairment of aircraft in SMBCAC: (34), 79% of NBV in total

Total credit cost: decreased YoY due to the absence of large reserves recorded in FY3/22, while recorded forward-looking provisions (48).

Gains on stocks: decreased due to lower gains on sales of strategic shareholdings (132, YoY (30)).

Extraordinary losses: decreased YoY despite recording impairment of branches in SMBC (30) due to the absence of larger impairment of branches and software in SMBC and SMBC Trust recorded last year.

(Ref.) Group companies

SMBC

	(JPY bn)	FY3/23	YoY	vs. target
1 Gross banking profit		1,699.5	+120.3	
2 o/w Net interest income		1,164.2	+73.1	
3 o/w Gains (losses) on cancellation of investment trusts		39.3	(2.2)	
4 Domestic		634.7	(4.1)	
5 Overseas		529.5	+77.2	
6 o/w Net fees and commissions		456.1	+57.6	
7 Domestic		217.3	+19.1	
8 Overseas		238.7	+38.5	
9 o/w Net trading income+ Net other operating income		76.9	(10.5)	
10 o/w Gains (losses) on bonds		(86.7)	(44.4)	
11 Expenses		883.6	+26.4	
12 Banking profit		815.9	+93.9	(24.1)
13 Total credit cost		115.5	(45.7)	+35.5
14 Gains (losses) on stocks		141.7	(15.6)	
15 Extraordinary gains (losses)		23.7	(4.1)	
16 Net income		634.2	+87.9	+44.2

*1 YoY includes the impact of group reorganization

*2 Including profit from overseas equity-method affiliates of SMBC Nikko (consolidated subsidiaries of SMFG)

*3 Managerial accounting basis

Other major group companies

	(left : results of FY3/23 / right : YoY)					
(JPY bn)	SMCC		SMBCCF ^{*1}		SMBC Nikko ^{*2}	
Gross profit	449.4	+43.4	278.4	+7.4	263.4	(125.4)
Expenses	375.5	+35.6	126.7	+5.7	325.3	+0.6
Net business profit	74.3	+8.4	133.6	(16.5)	(61.9)	(126.0)
Net income	21.8	+2.0	44.1	(22.6)	(45.7)	(93.8)

	(Equity method affiliate)					
	SMBC Trust		SMDAM		50% SMFL ^{*3} 50%	
Gross profit	58.2	+9.7	36.1	(3.1)	271.0	+37.6
Expenses	36.8	(7.3)	30.3	+0.1	122.4	+19.2
Net business profit	21.4	+17.0	5.8	(3.2)	158.4	+20.2
Net income	17.1	+33.0	3.3	(2.1)	51.8	+16.4

Target for FY3/24

Consolidated

(JPY bn)	Results	Target	
	FY3/23	FY3/24	1H
Consolidated net business profit	1,276.4	① 1,340	670
Total credit cost	210.2	② 230	110
Ordinary profit	1,160.9	1,160	590
Profit attributable to owners of parent	805.8	820	420

①	Consolidated net business profit	YoY: JPY+63.6bn Due to the profit increase in RT, WS, and GB through proceeding initiatives of the Medium-Term Management Plan.
②	Total credit cost	YoY: JPY+19.8bn Due to increasing consumer finance.

Non-Consolidated

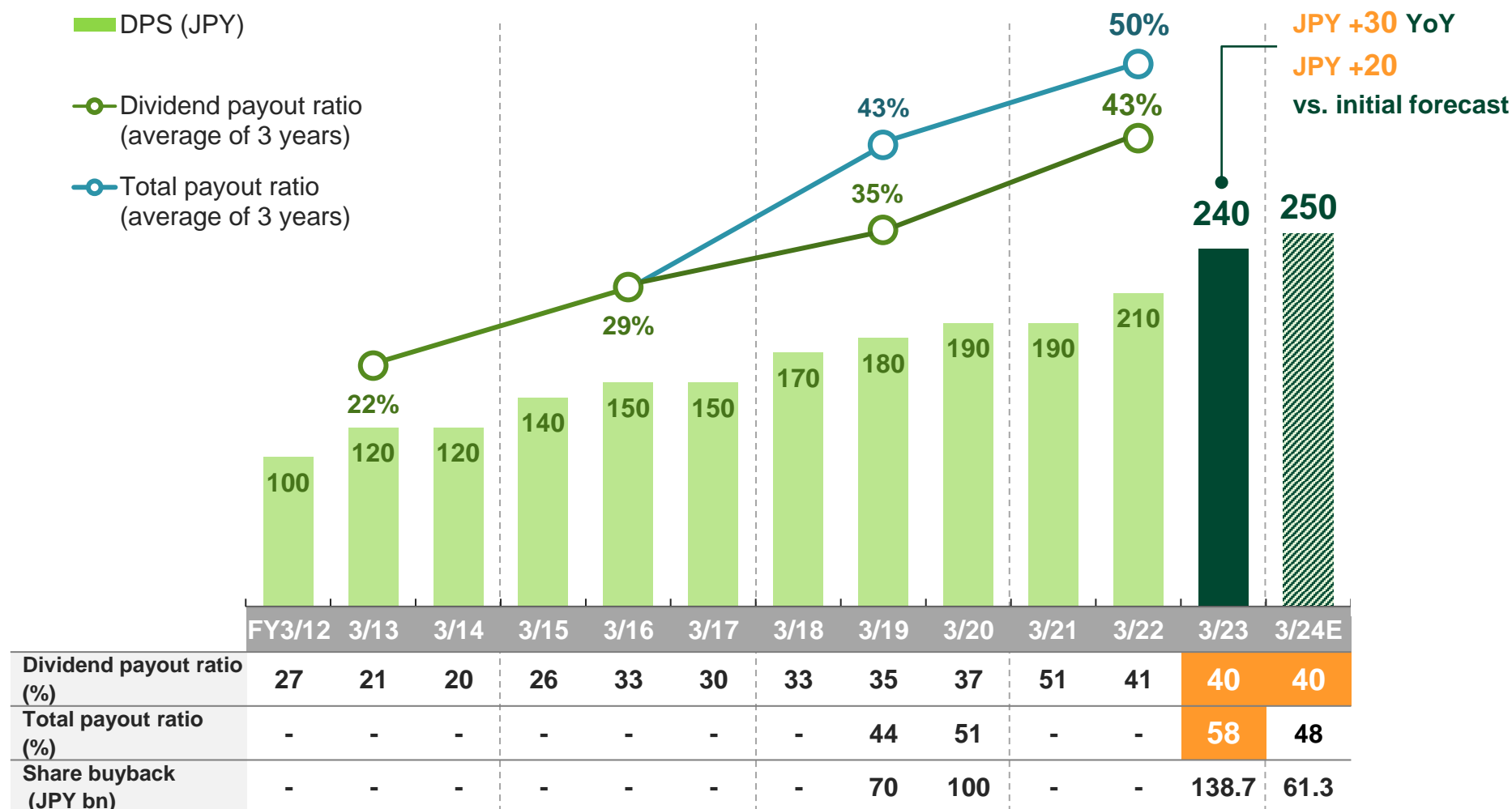
(JPY bn)	Results	Target	
	FY3/23	FY3/24	1H
Banking profit	815.9	765	380
Total credit cost	115.5	85	40
Ordinary profit	865.8	745	385
Net income	634.2	520	270

Assumptions

USD	JPY 120	EUR	JPY 130
Interest rate	Policy rate: (0.1)% JGB 10yr interest rate: 0.5%		

Shareholder returns

Dividend payout ratio maintains 40% (FY3/23: JPY 240, FY3/24 forecast: JPY 250.) No final decision on share buyback until the announcement of the 1H FY3/24 results given the current uncertainty.

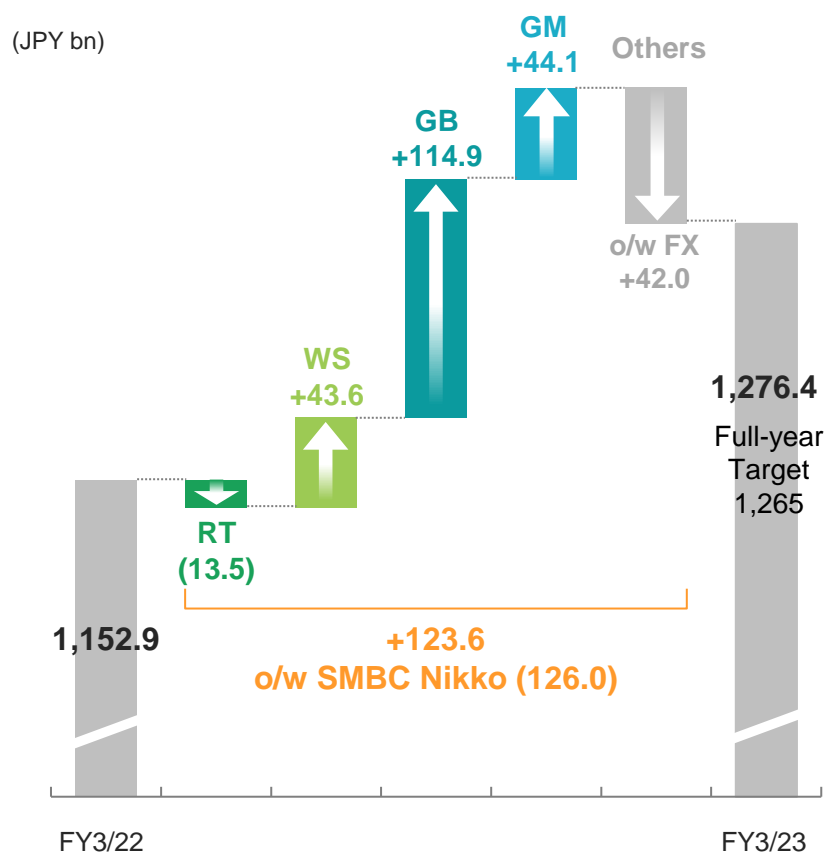


Consolidated net business profit

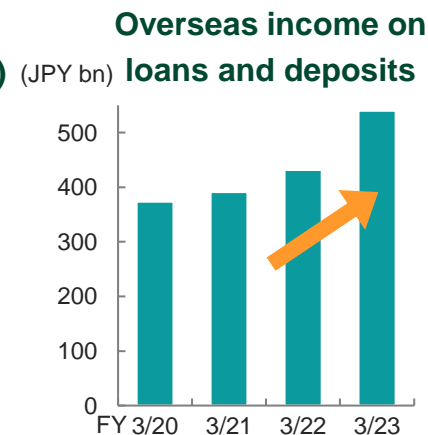
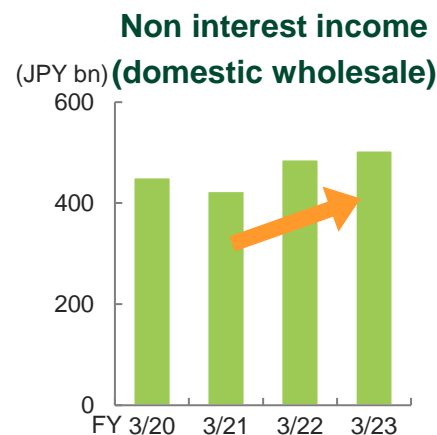
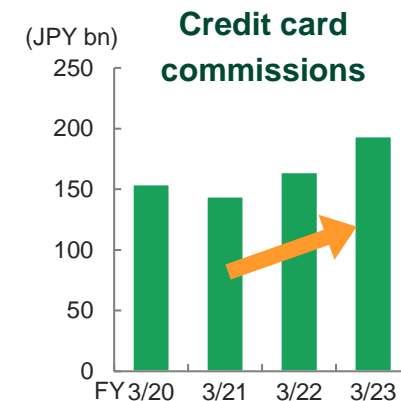
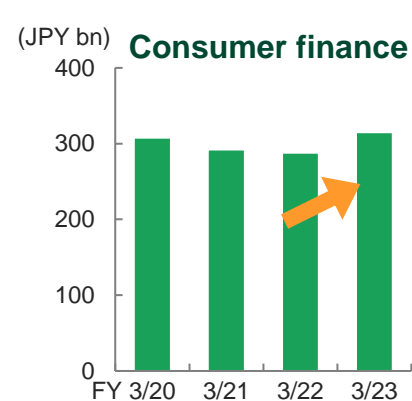
Recorded JPY 1,276.4 bn, which exceeded full year target (YoY JPY +123.6 bn.)

Profit decline in retail business was offset by strong growth of other businesses.

Breakdown of YoY



Major businesses (Gross profit)

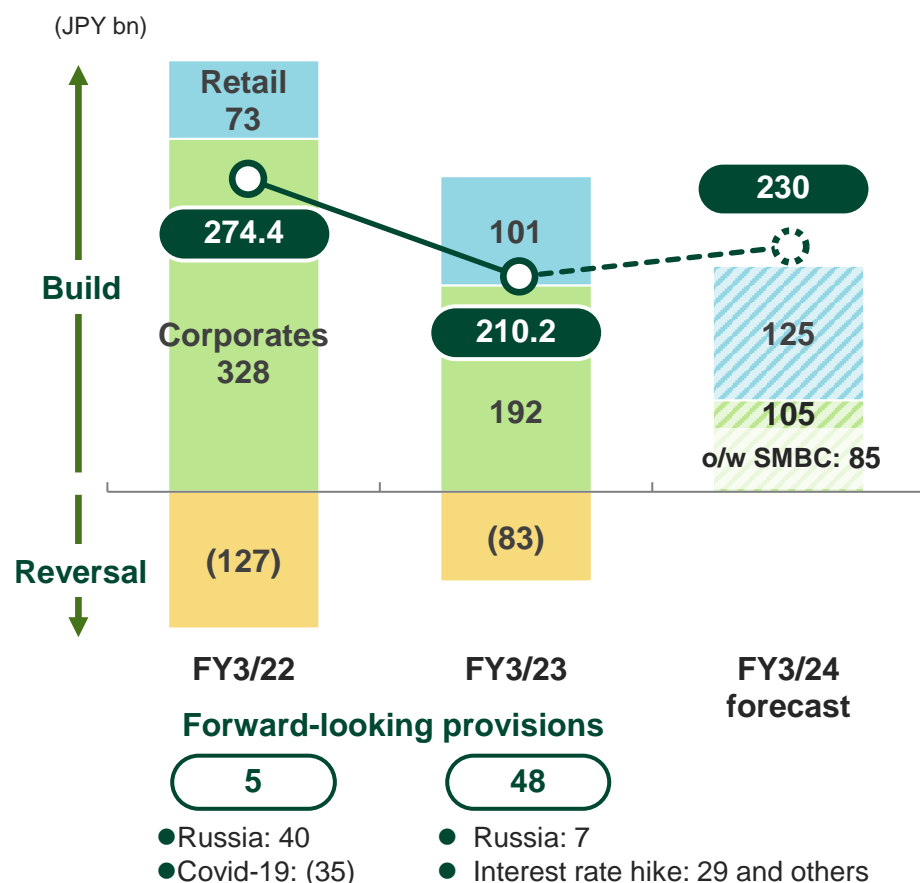


Credit cost/ financial impact from Russia

Credit cost decreased YoY even after recording forward-looking provisions.

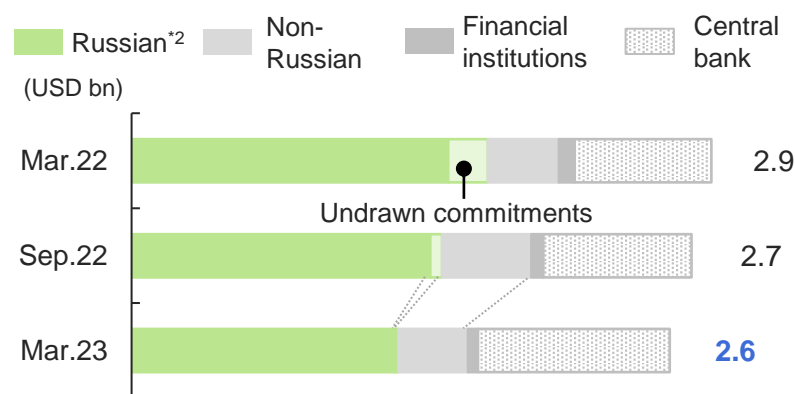
Booked additional impairment of aircraft leased to Russian airlines (JPY 59 bn, 27% of NBV.)

Credit cost



Impact from Russia

Banking exposure to Russia*1



Aircraft leasing

- Additional impairment of aircraft: **JPY (59) bn** (27% of NBV, 79% in total)
Impact on SMFG's bottom-line profit: JPY (34) bn
- Downside: Additional impairment (≤USD 190 mn^{*3})
- All aircraft are insured, insurance claims are submitted

*1 Managerial accounting basis. Loans, commitment lines, guarantee investments, etc. of SMBC and local subsidiary calculated based on ultimate risk countries

*2 Incl. project finance and ship finance *3 After considering tax and ownership ratio (66%)

Consolidated gross profit

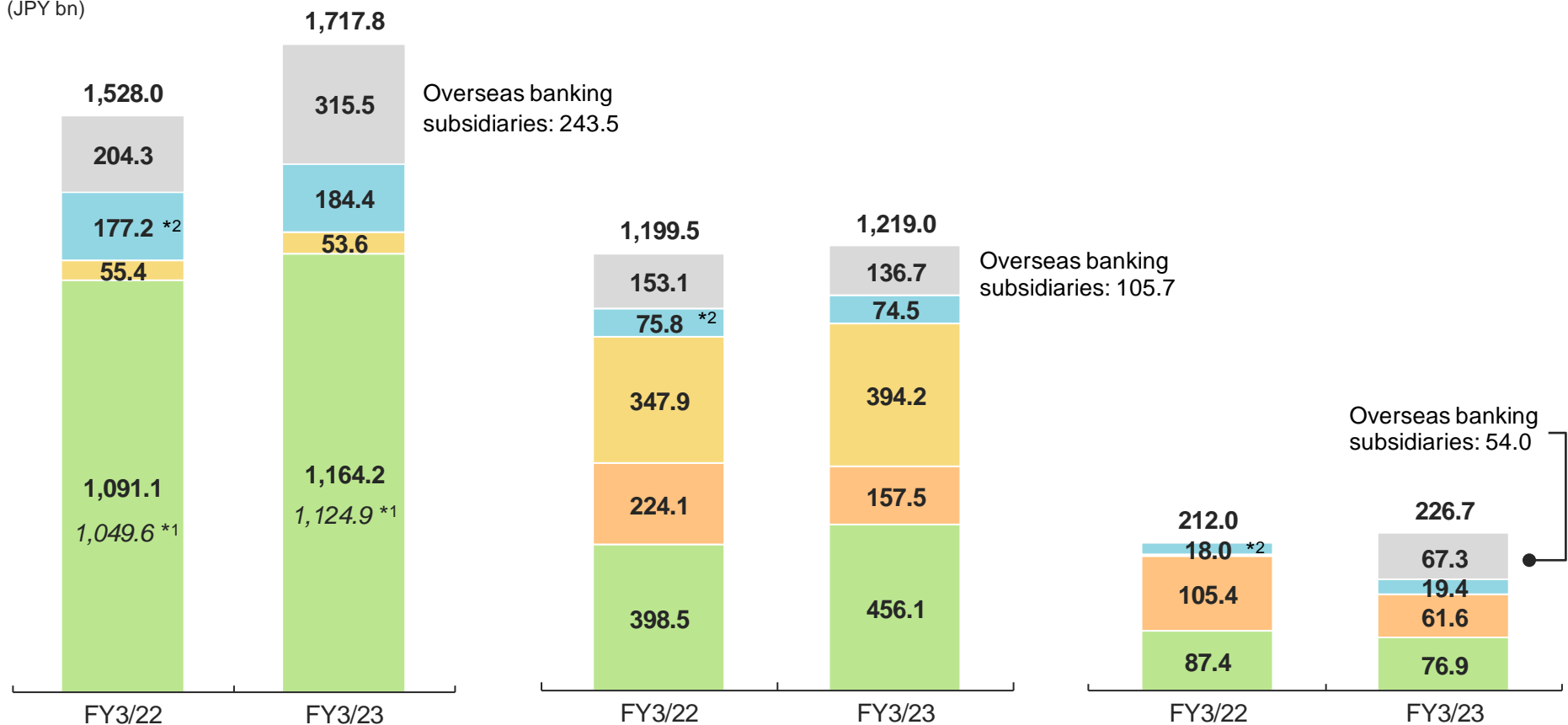
■ SMBC ■ SMBC Nikko ■ SMCC ■ SMBCCF ■ Others

Net interest income

Net fees and commissions

Net trading income + Net other operating income

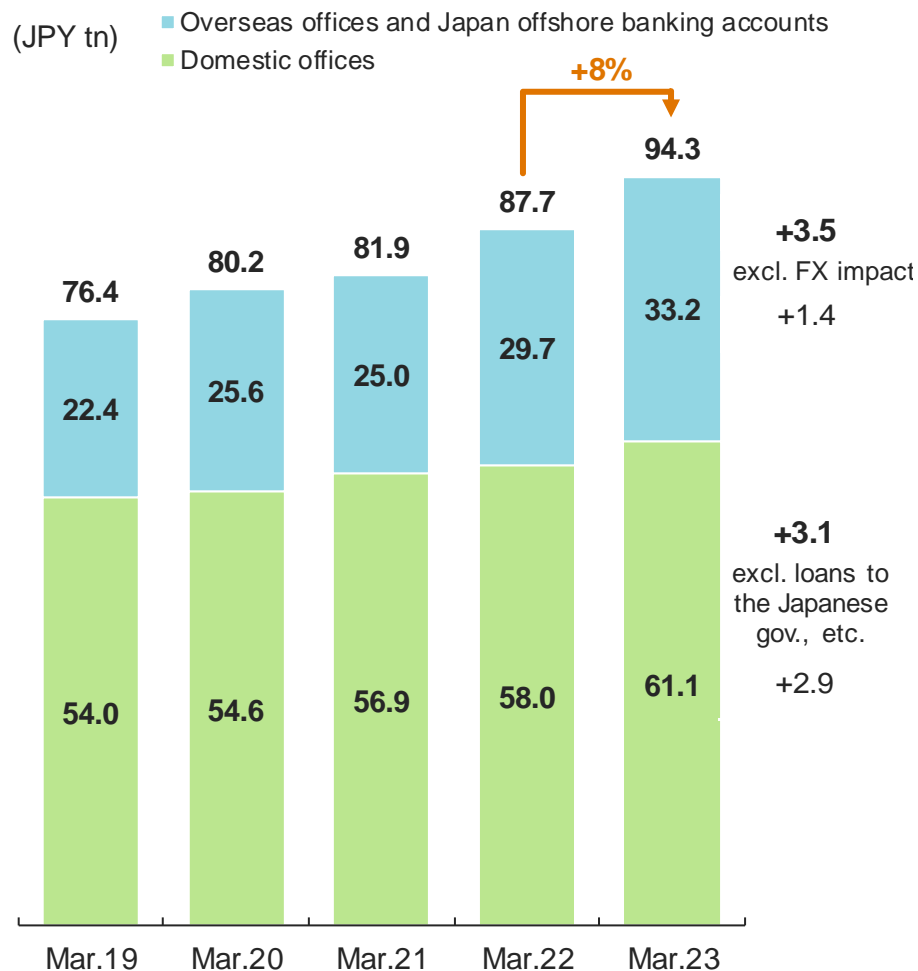
(JPY bn)



*1 Excl. gains on cancellation of investment trusts *2 Incl. impact of group reorganization

Loans*1

Loan balance



Domestic loan-to-deposit spread

	FY3/23	YoY	1H	2H
(%)				
Interest earned on loans and bills discounted	0.83	(0.01)	0.84	0.82
Interest paid on deposits, etc.	0.00	+0.00	0.00	0.00
Loan-to-deposit spread	0.83	(0.01)	0.84	0.82

(Ref.) Excludes loans to the Japanese government, etc.

Interest earned on loans and bills discounted	0.84	(0.02)	0.85	0.83
Loan-to-deposit spread	0.84	(0.02)	0.85	0.83

Average loan balance and spread*2

	Balance (JPY tn)		Spread (%)	
	FY3/23	YoY*4	FY3/23	YoY
Domestic loans	57.5	+2.2	0.71	(0.01)
Excluding loans to the Japanese government, etc.	54.9	+2.0	0.73	(0.01)
o/w Large corporations	19.6	+1.1	0.53	(0.01)
o/w Mid-sized corporations & SMEs	20.0	+0.8	0.62	+0.01
o/w Individuals	11.8	(0.2)	1.36	(0.02)
GBU's interest earning assets*3	362.0 USD bn	+32.9 USD bn	1.26	+0.05

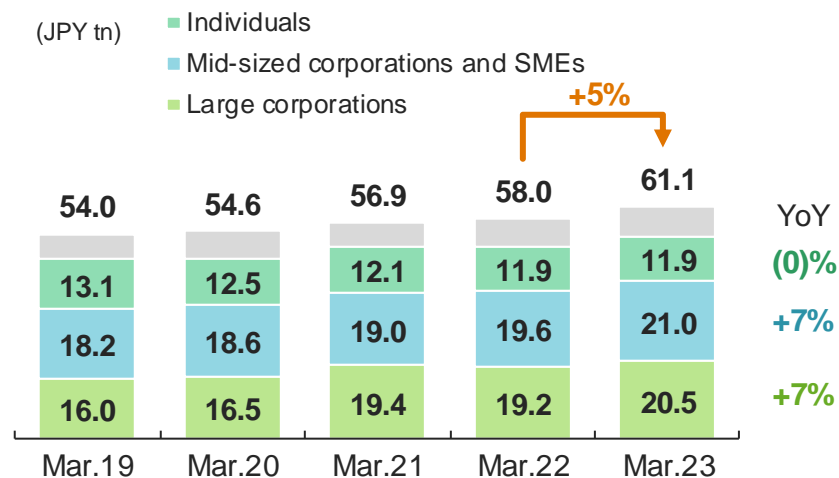
*1 Non-consolidated *2 Managerial accounting basis

*3 Sum of SMBC, major local subsidiaries and SMBC Trust, etc. Sum of loans, trade bills, and securities

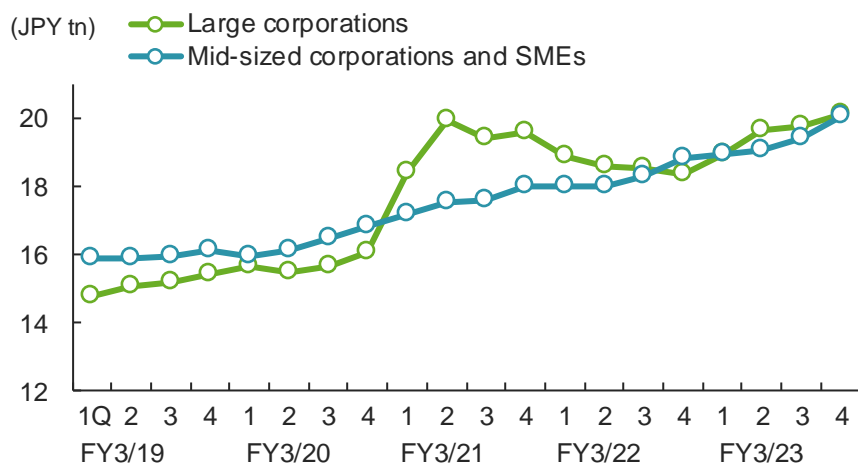
*4 After adjustments for exchange rates, etc.

Domestic loans and deposits*1

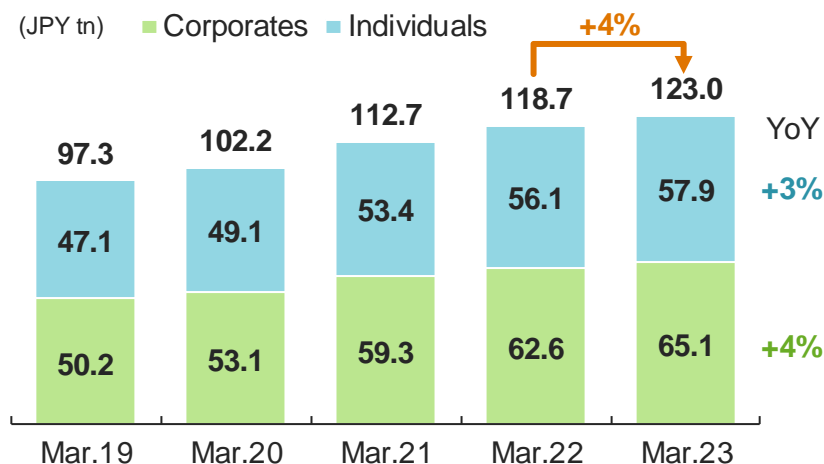
Loan balance*2



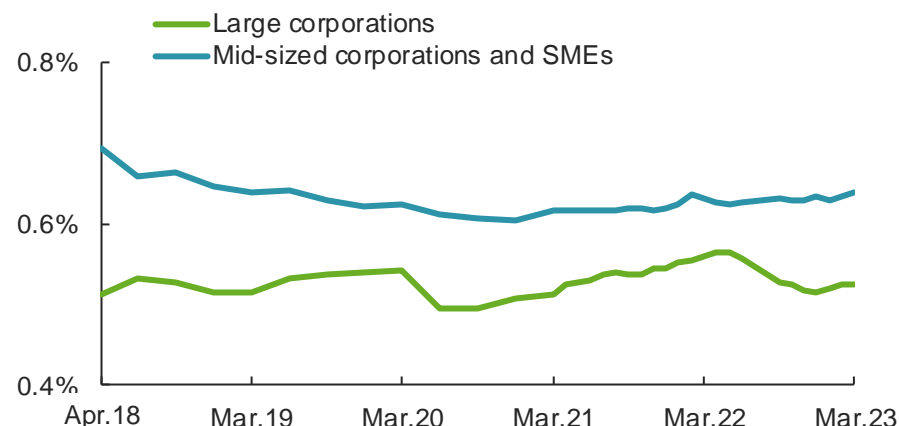
Loan average balance for corporates*2,3



Deposit balance



Loan spread for corporates*2,4



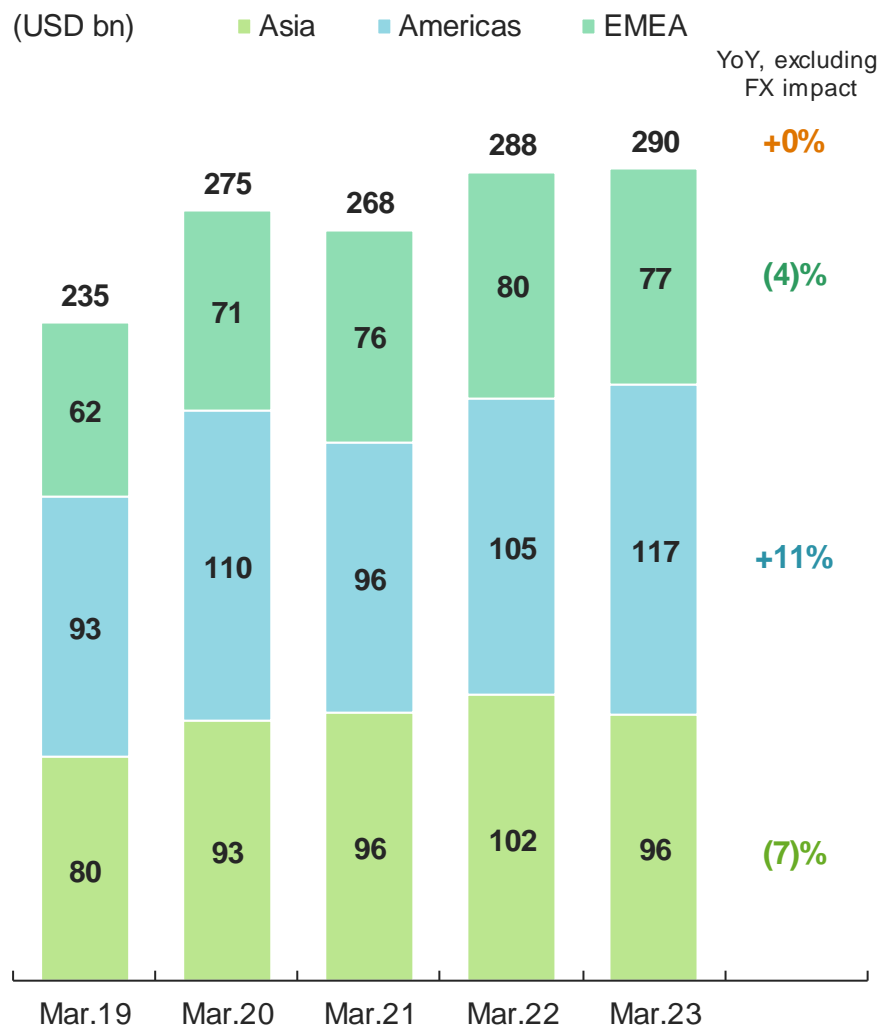
*1 Non-consolidated *2 Managerial accounting basis *3 Quarterly average, excluding loans to the Japanese government.

Figures for SMEs are the outstanding balance of Corporate banking division

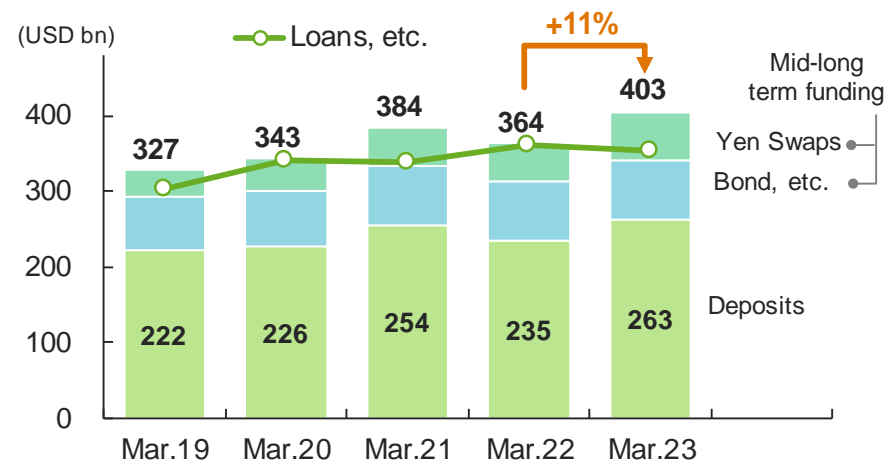
*4 Loan spread of existing loans, excluding loans to the Japanese government

Overseas loans and deposits*1

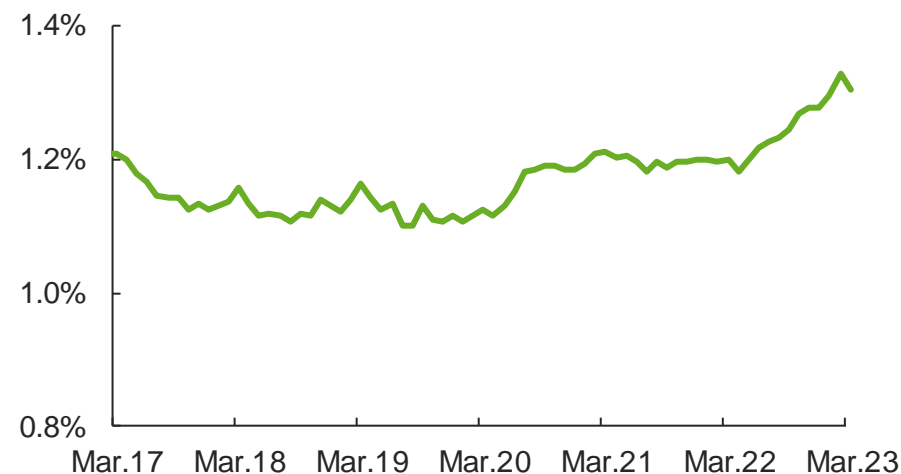
Loan balance



Foreign currency balance



Loan spread*2

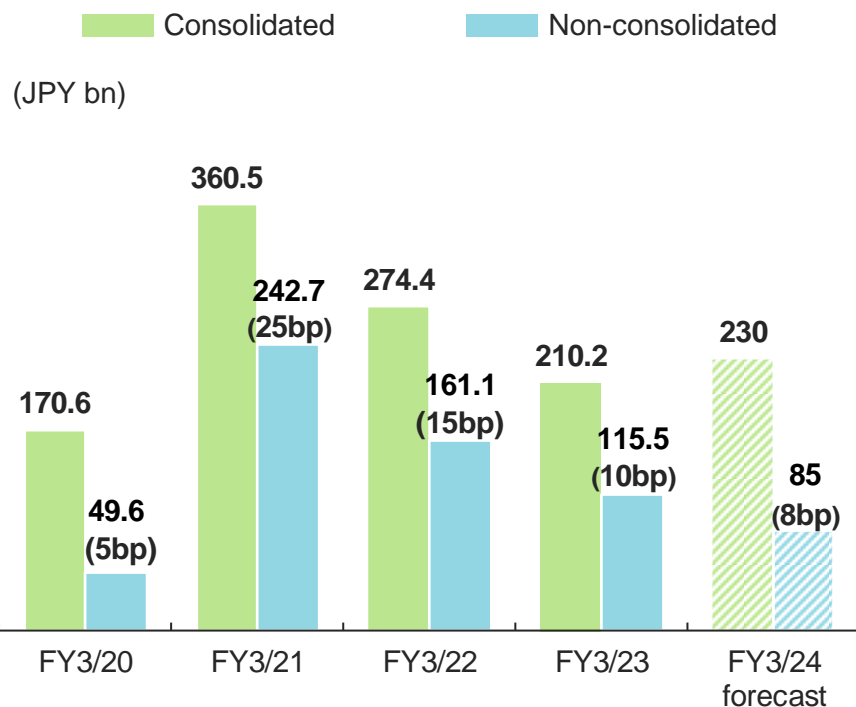


*1 Managerial accounting basis. Sum of SMBC and Major local subsidiaries

*2 Monthly average loan spread of existing loans

Asset quality

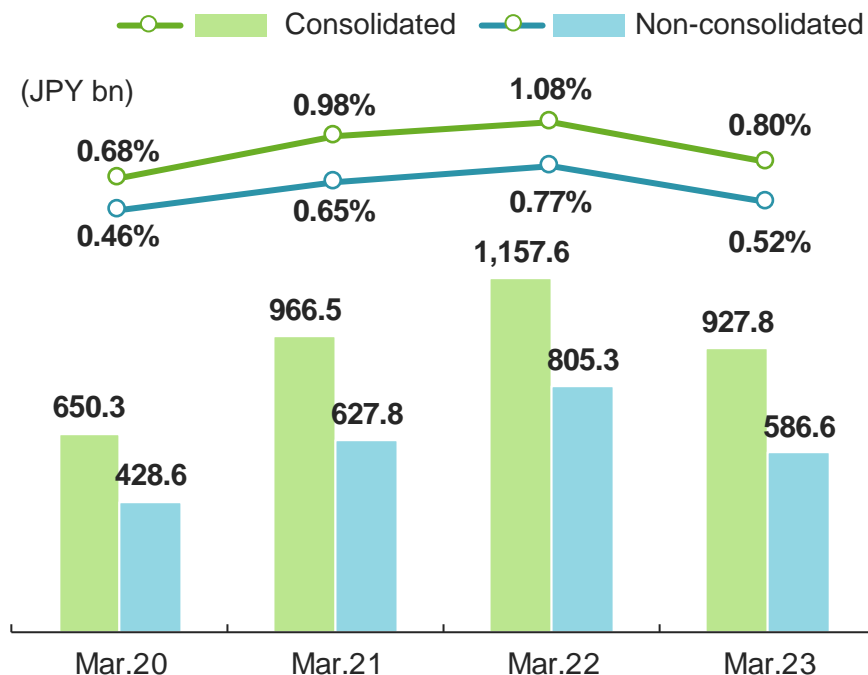
Credit cost^{*1}



Major group companies

	(JPY bn)	FY3/23	YoY
SMBCCF		57	+8 ^{*3}
SMCC		34	+9
Overseas banking subsidiaries		11	(34)
Adjustments of FX		(12)	+1

Non-performing loan balance^{*2}



Total claims

	(JPY tn)		
Consolidated	99	107	116
Non-consolidated	96	104	113

Claims on borrowers requiring caution (excluding claims to substandard borrowers)

Non-consolidated	1.9	1.9	1.8
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^{*1} Total credit cost ratio = Total credit cost / Total claims

^{*2} NPL ratio = NPLs based on the Banking and the Reconstruction Act (excluding normal assets) / Total claims

^{*3} Incl. the impact of group reorganization

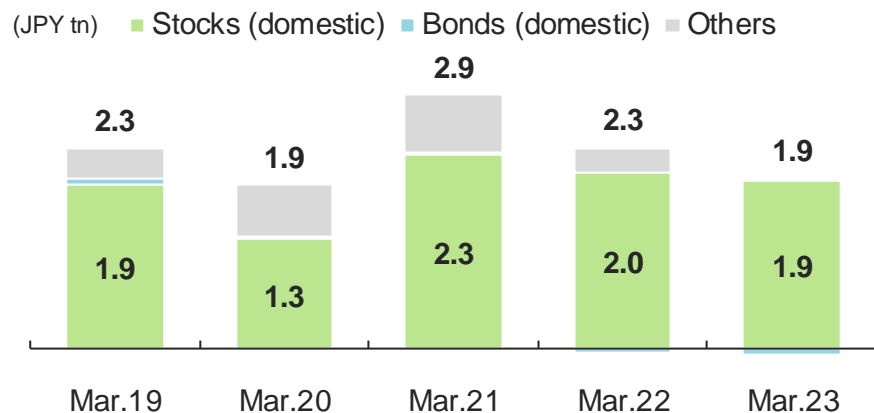
Securities

Breakdown of other securities (consolidated)

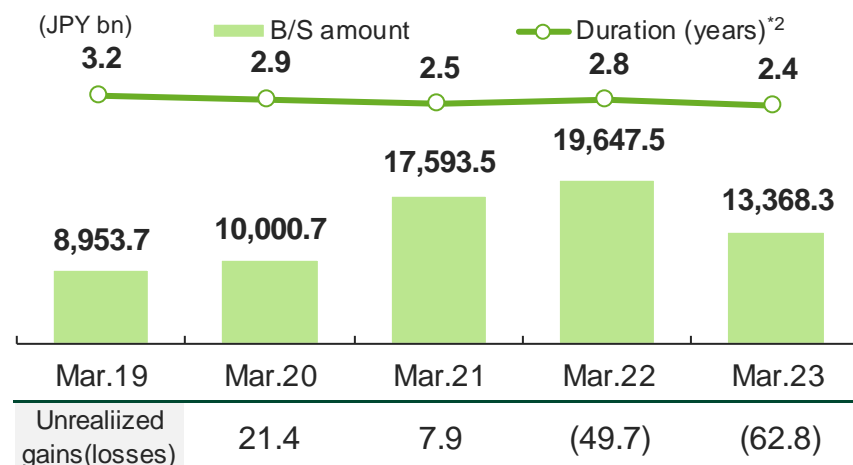
(JPY bn)	B/S amount		Unrealized gains (losses)	
	Mar.23	vs Mar.22	Mar.23	vs Mar.22
Held-to-maturity	165.6	+139.9	(0.4)	(0.2)
Available for sales	32,465.0	(5,650.0)	1,915.1	(362.1)
Stocks (domestic)	3,345.4	(58.0)	1,944.8	(88.9)
Bonds (domestic)	13,177.5	(6,382.8)	(64.2)	(14.1)
o/w JGBs	9,576.3	(6,197.9)	(36.4)	+10.7
Others	15,942.1	+790.9	34.6 ^{*1}	(259.0)
o/w Foreign bonds	13,081.5	+1,025.9	(697.3)	(248.5)

Risk volume is controlled by hedging and others

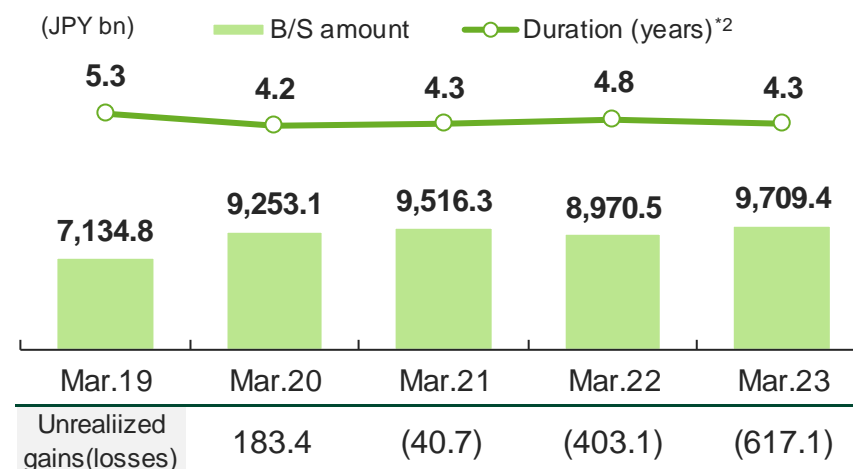
Unrealized gains



Yen-denominated bonds (Non-consolidated)



Foreign bonds (Non-consolidated)



^{*1} The difference between foreign bonds and others is unrealized gain on foreign stocks

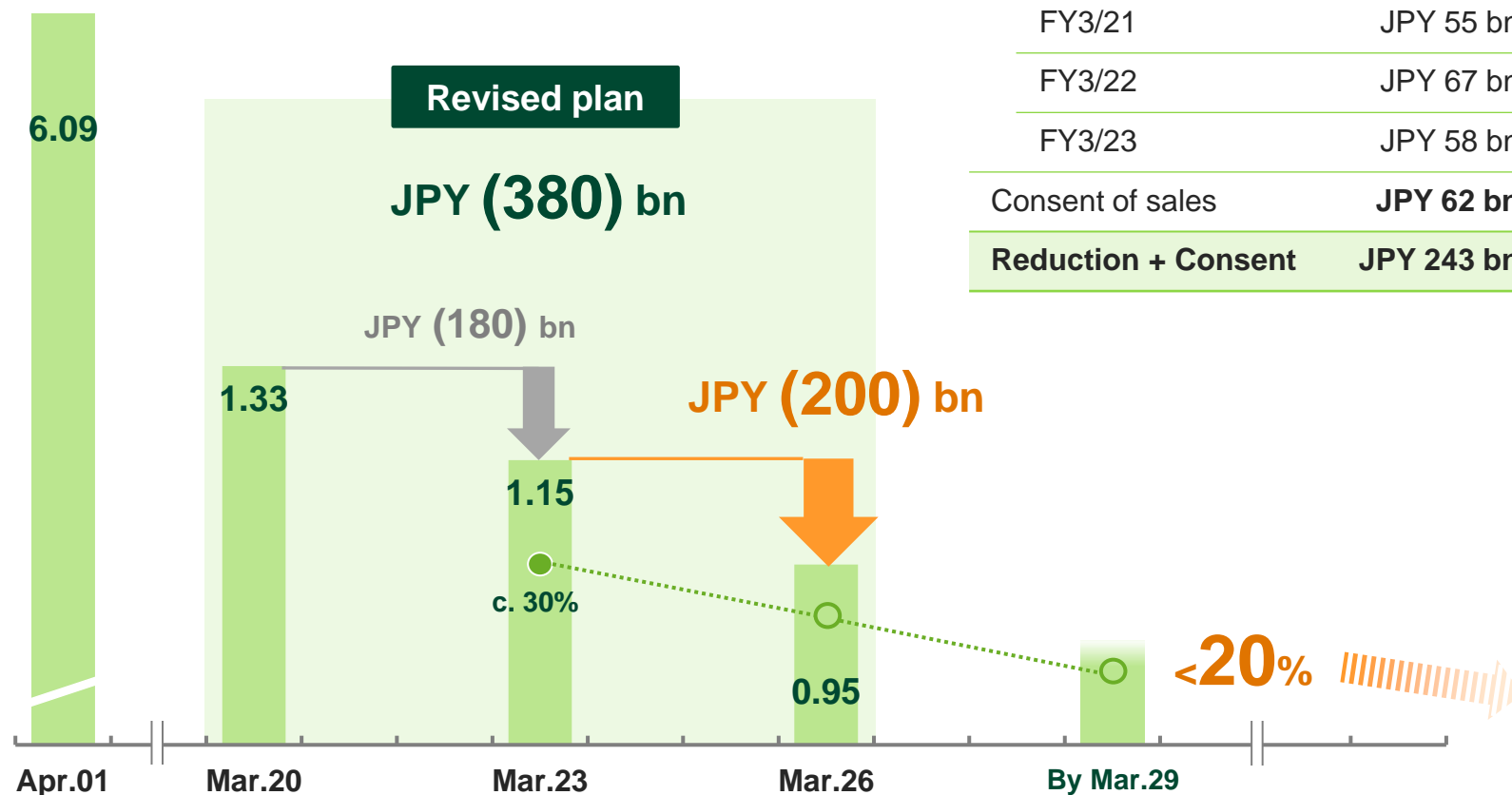
^{*2} Managerial accounting basis. Excluding bonds classified as held-to-maturity, bonds for which hedge-accounting is applied, and private placement bonds

Reduction of strategic shareholdings

Set a new reduction target of ≥JPY 200 bn by Mar.26.

Aim to earn a good prospect of achieving <20% market value to consolidated net assets by Mar.29.

(JPY tn) ■ Book value of domestic listed stocks*1
●..... Market value of strategic shareholdings*2 / consolidated net assets



*1 Excl. investments after Mar.20 for the business alliance purpose

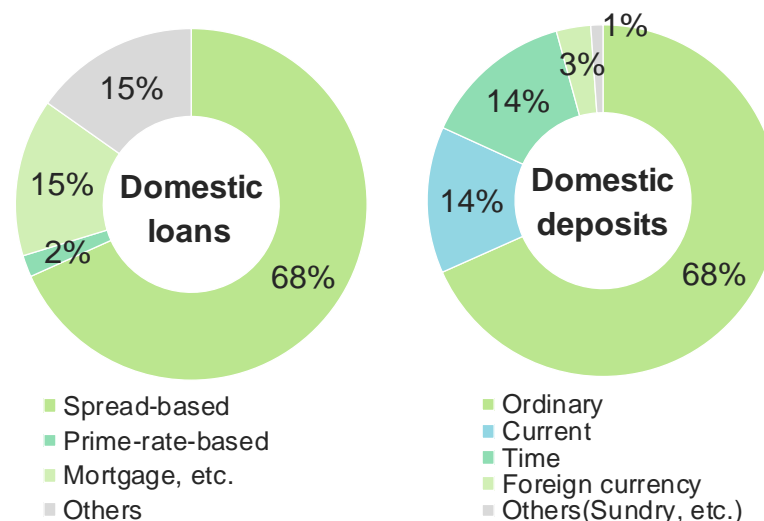
*2 Incl. balance of deemed held shares

Balance sheet

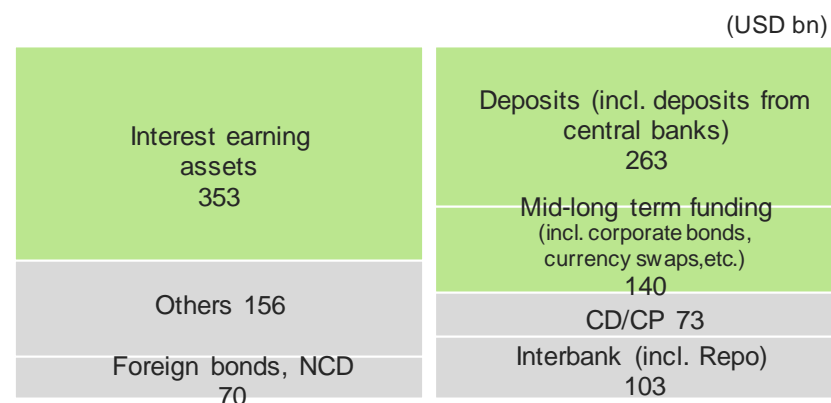
Consolidated

	(JPY tn)	Mar.23	vs Mar.22
Total assets		270.4	+12.7
o/w Cash and due from banks		75.9	+1.1
o/w BOJ's current account balance ^{*1}		57.5	(1.1)
o/w Loans		98.4	+7.6
o/w Domestic loans ^{*1}		61.1	+3.1
o/w Large corporations ^{*2}		20.5	+1.3
55 Mid-sized corporations & SMEs ^{*2}		21.0	+1.4
55 Individuals ^{*2}		11.9	+0.1 ^{*3}
o/w Securities		33.2	(5.3)
o/w Other securities		32.5	(5.7)
o/w Stocks		3.3	(0.1)
55 JGBs		9.6	(6.2)
55 Foreign bonds		13.1	+1.0
Total liabilities		257.6	+12.1
o/w Deposits		158.8	+10.2
o/w Domestic deposits ^{*1}		123.0	+4.3
Individuals		57.9	+1.8
Corporates		65.1	+2.5
o/w NCD		13.0	(0.0)
Total net assets		12.8	+0.6
Loan to deposit ratio		57.3%	

Composition of loans and deposits^{*1,2}



Non-JPY B/S^{*2,4}



Assets / Liabilities 578

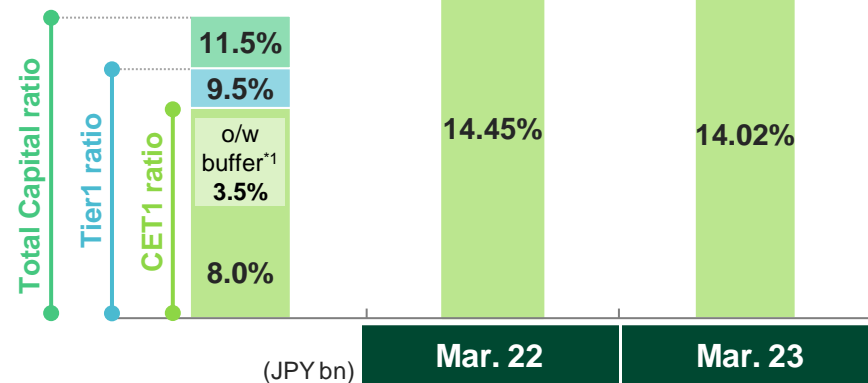
^{*1} Non-consolidated ^{*2} Managerial accounting basis ^{*3} After adding back the portion of housing loans securitized in FY3/23 of JPY 145.3bn ^{*4} Sum of SMBC and major local subsidiaries

Capital / RWA

Capital ratio

Transitional basis

- Tier2
- Additional Tier1 (AT1)
- Common Equity Tier1 (CET1)



	(JPY bn)	Mar. 22	Mar. 23
Total capital		11,983.8	12,350.8
Tier1 capital		11,186.2	11,548.9
o/w CET1 capital		10,458.4	10,839.0
Tier2 capital		797.5	801.9
Risk-weighted assets		72,350.1	77,285.0

Finalized Basel III basis

CET1 ratio	11.2%	10.9%
excl. net unrealized gains on other securities	10.0%	10.1%

Other requirement ratios

	(JPY bn)	Mar. 23	Requirement*1
External TLAC ratio			
RWA basis		25.28%	18.0%
Leverage exposure basis		9.72%	6.75%
Leverage ratio		5.03%	3.5%
LCR (Average 4Q FY3/23)		130.5%	100%

*1 Capital conservation buffer: 2.5%, G-SIBs surcharge: 1.0%. Countercyclical buffer (CCyB) omitted

Results by Business Unit

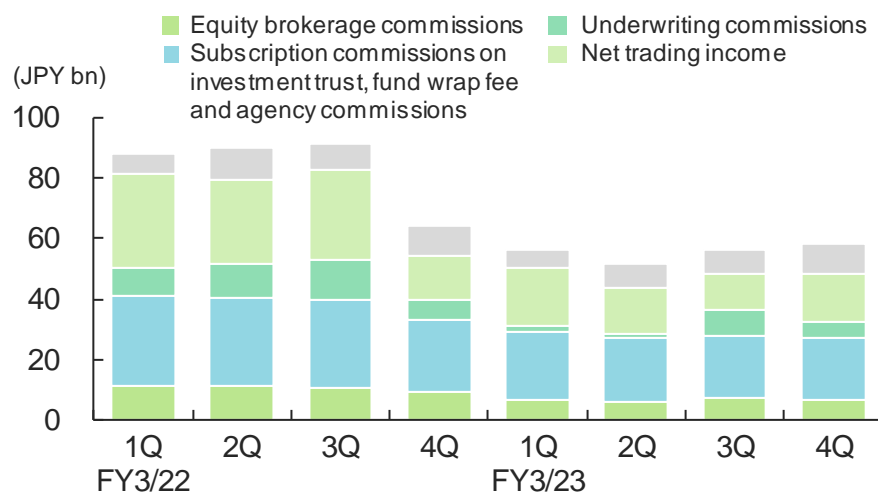
(JPY bn)		FY3/22	FY3/23	YoY* ¹
Retail	Gross profit	1,146.9	1,150.2	(14.0)
	Expenses	935.5	933.3	+0.7
	Overhead Ratio	81.6%	81.1%	+1.0%
	Net business profit	214.9	221.6	(13.5)
Wholesale	Gross profit	707.5	773.7	+22.3
	Expenses	303.6	293.3	(9.3)
	Overhead Ratio	42.9%	37.9%	(2.4)%
	Net business profit	469.7	558.5	+43.6
Global	Gross profit	872.0	1,205.2	+144.4
	Expenses	461.3	637.9	+71.0
	Overhead Ratio	52.9%	52.9%	(0.5)%
	Net business profit	431.2	612.2	+114.9
Global Markets	Gross profit	390.6	457.8	+49.2
	Expenses	92.3	112.5	+7.0
	Overhead Ratio	23.6%	24.6%	(1.2)%
	Net business profit	338.1	374.2	+44.1

*1 After adjustments of the changes of interest rates and exchange rates

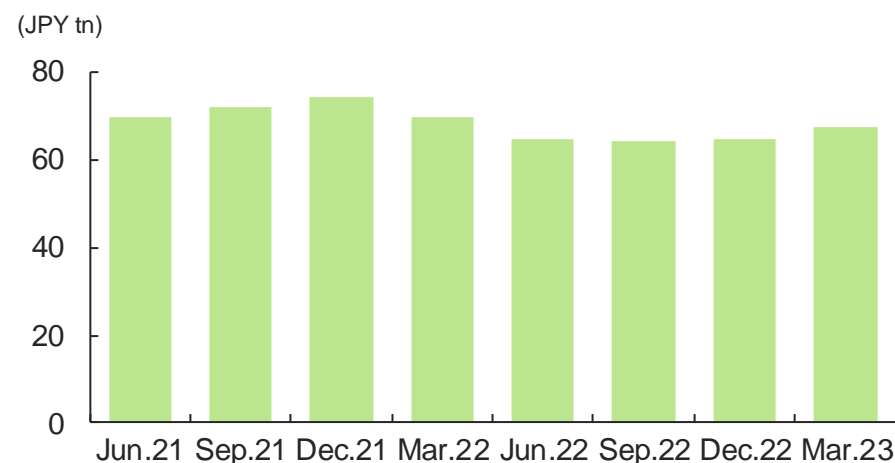
Financial results

(JPY bn)	FY3/22	FY3/23	YoY
Net operating revenue	334.2	222.8	(111.4)
SG&A expenses	275.4	267.3	(8.1)
Ordinary income	65.3	(42.1)	(107.4)
Net income	49.7	(39.8)	(89.5)

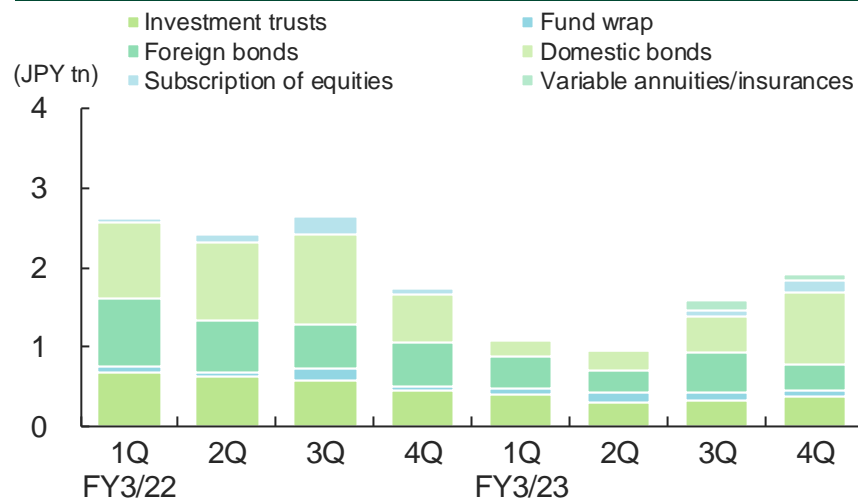
Net operating revenue



Client assets



Product sales

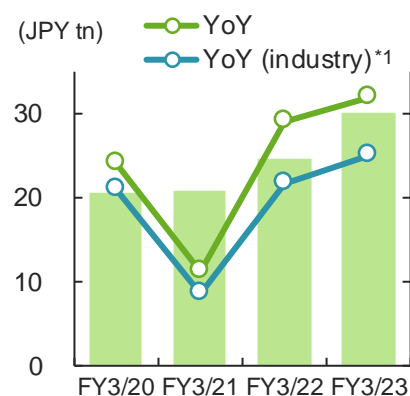


Financial results

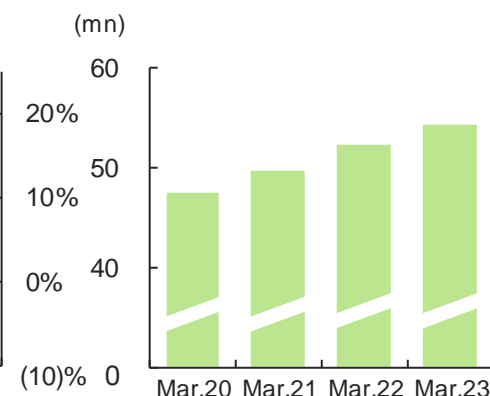
(JPY bn)	FY3/22	FY3/23	YoY
Operating revenue	470.5	523.5	+53.0
o/w Commission fee	164.0	193.8	+29.7
Finance	98.2	103.3	+5.0
Sales on credit	29.5	28.0	(1.5)
Receipt agency	50.1	52.7	+2.6
Operating expense	439.5	490.7	+51.1
o/w Expenses for loan losses	25.6	34.1	+8.6
Expense for interest repayments	10.0	10.0	0.0
Ordinary profit (loss)	34.1	33.1	(1.1)
Net income	19.8	21.8	+2.0
Finance outstanding	677.9	736.6	

Key figures

Sales handled

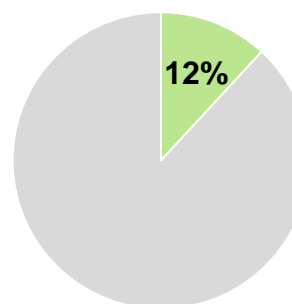


of card holders

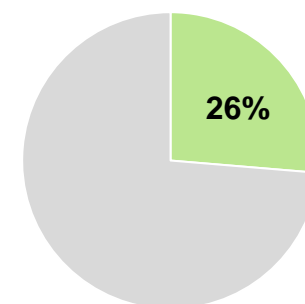


Market share*2

Issuing



Acquiring



*1 The Japan Consumer Credit Association "Credit card behavior investigation" Shopping credit amount

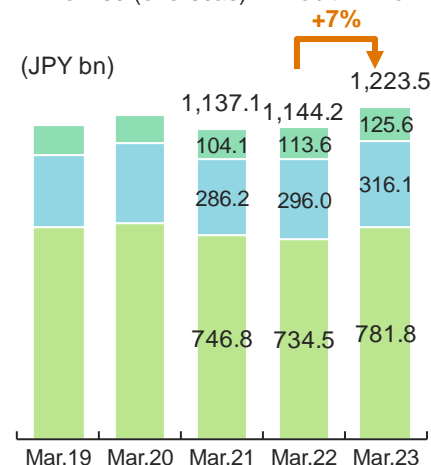
*2 METI "Indices of Tertiary Industry Activity" Sales credit business handled (2022 : JPY 79 tn)

Financial results

(JPY bn)	FY3/22	FY3/23	YoY *1
Operating income	268.9	294.1	+25.2
o/w Interest revenues	176.7	183.4	+6.7
Loan guarantee revenues	57.1	71.4	+14.3
Operating expenses	200.5	216.8	+16.3
o/w Expenses for loan losses	48.7	56.8	+8.1
Expense for loan guarantees	10.8	11.4	+0.6
Expenses for interest repayments	22.0	19.0	(3.0)
Ordinary profit	68.6	59.5	(9.1)
Net income	85.2	44.1	(41.1)
NPLs	96.1	107.0	
(NPL ratio)	8.40%	8.74%	
Allowance on interest repayments (provision)	95.9	89.5	
	3.5 yrs	3.5 yrs	

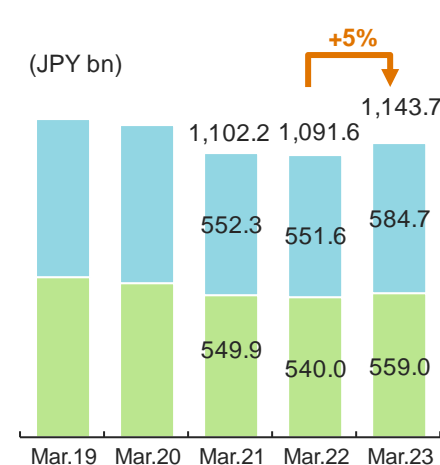
Consumer loans

■ Promise (overseas) ■ Mobit ■ Promise



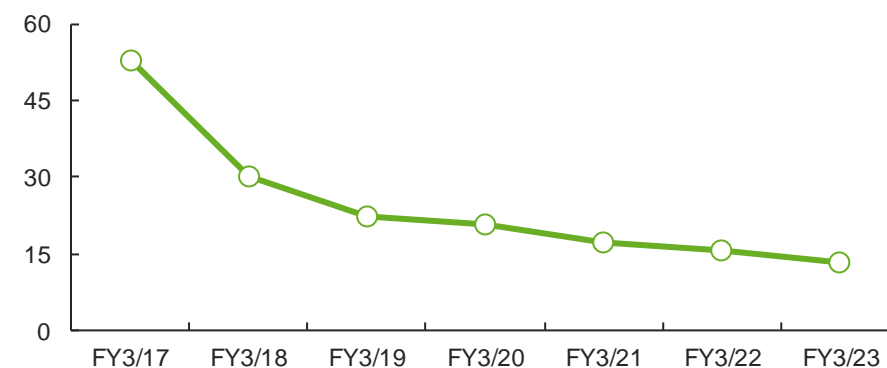
Loan guarantee

■ SMBC ■ Others



No. of interest refund claims

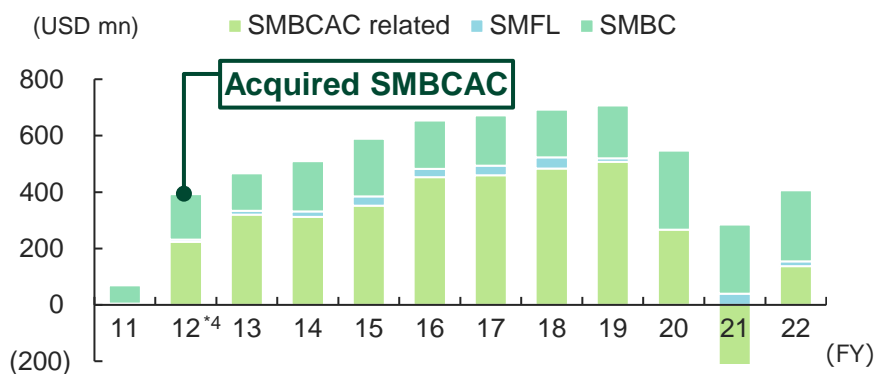
(Thousand)



Financial results

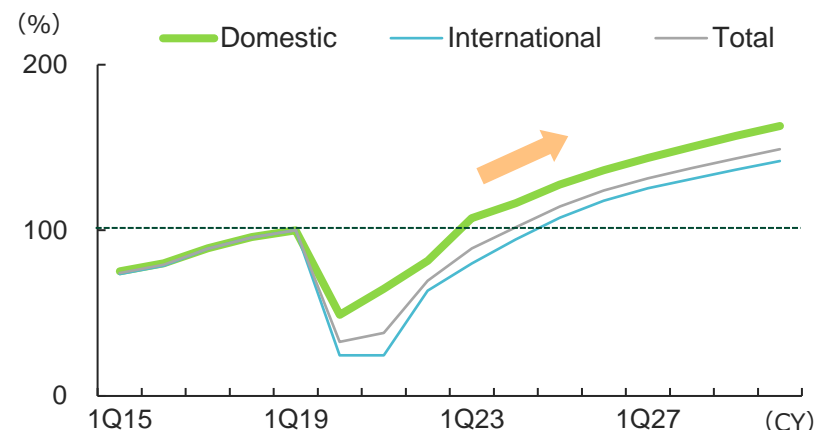
(USD mn)	FY3/22	FY3/23	YoY
Total revenue	1,479	1,488	+9
o/w Lease revenue	1,366	1,428	+62
Credit / Asset impairment charges^{*1}	907	506	(401)
Net income	(283)	(77)	+206
Aircraft asset^{*2}	16,210	22,770	+6,560
Net asset	3,322	3,245	(77)
ROE	(8.5)%	(2.4)%	+6.1%

Aircraft business of SMBC Group

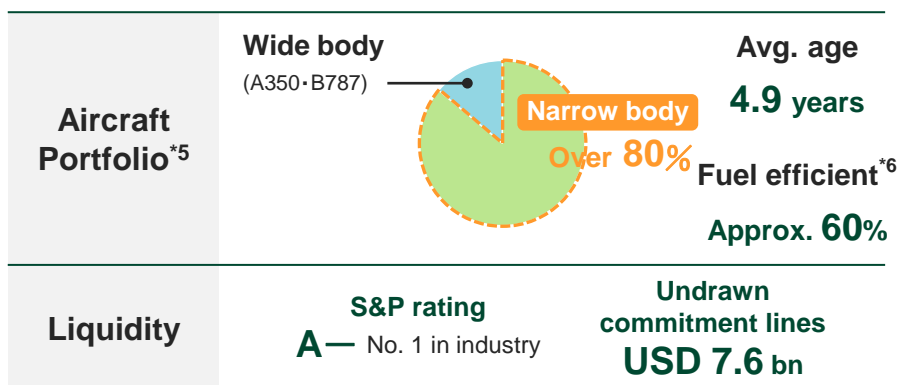


Global passenger demand forecast^{*3}

- Domestic demand is expected to recover in 1Q2023



Our strengths



^{*1} Gross before netting guarantee deposits etc.

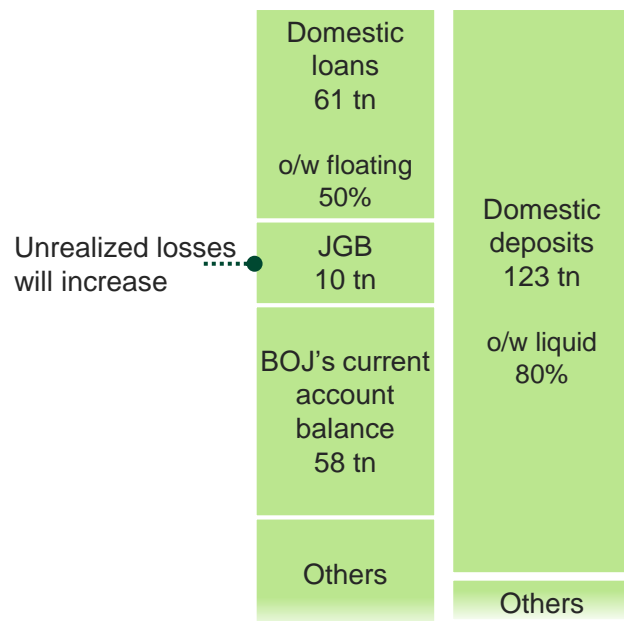
^{*2} Include aircraft pre-delivery payments ^{*3} IATA / Tourism Economics. Represents changes from CY19.

^{*4} SMBCAC related includes revenue after the acquisition in June ^{*5} As of Dec.22 ^{*6} Neo/MAX/A350/B787

Appendix.

JPY

JPY B/S (Mar.23)



- Policy rate increase from (0.1)% to 0%
: Net interest income JPY +30 bn
- Medium-to long-term rate increase
: Expect further improvement
incl. profit from market operation

Foreign currency

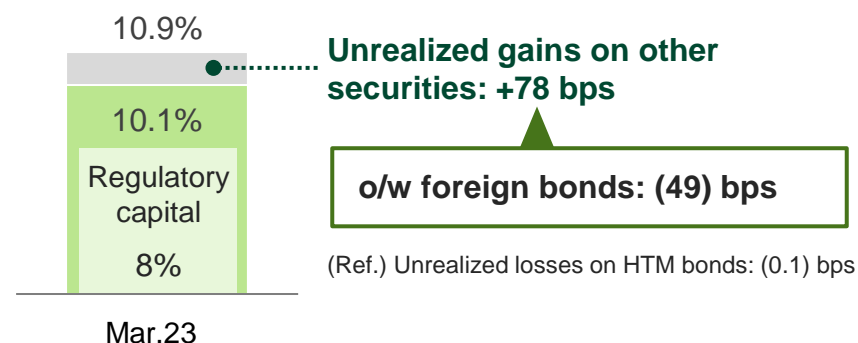
Loan/deposit

- Most of the loans / deposits are based on market rate
(A few deposits have low sensitivity to interest rate)

Foreign bonds

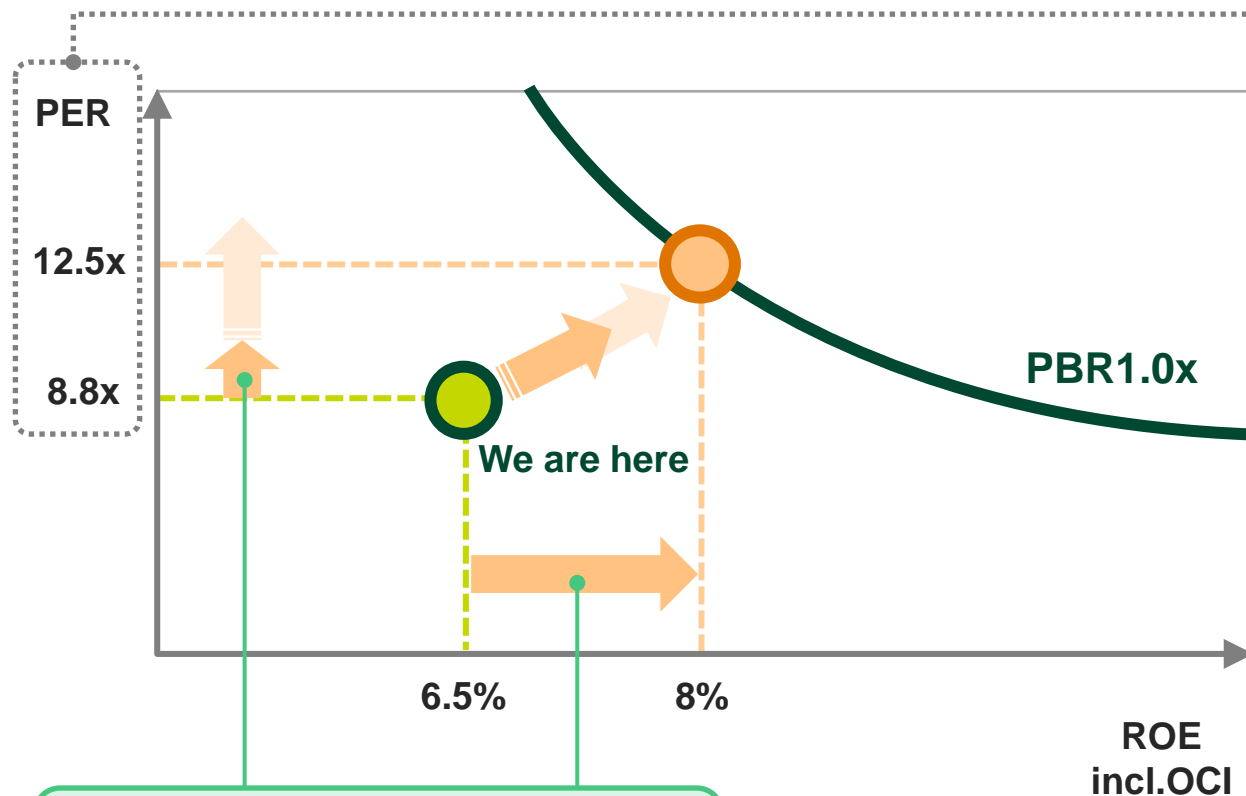
- Unrealized losses will increase when government bond yields rise
- Interest earnings on roll-overs improve while funding cost increases

Impact of unrealized losses on CET1 ratio

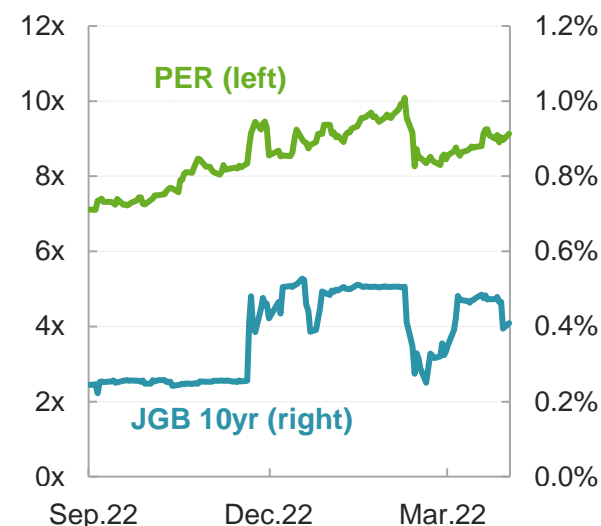


To improve PBR

Optimize business portfolio and improve profitability to achieve ROE incl. OCI of 8% or higher. However, domestic interest rate hike is also necessary for our PBR to exceed 1x.



Our PER correlates with domestic interest rate



New Medium-Term Management Plan
Plan for
Fulfilled Growth



Next Medium-Term Management Plan

Plan for **Fulfilled Growth**

Core Policy

VISION

A trusted global solution provider
committed to the growth of our customers
and advancement of society

Growth with Quality

**Create
Social Value**

Contribute to
“Fulfilled Growth”

**Pursue
Economic Value**

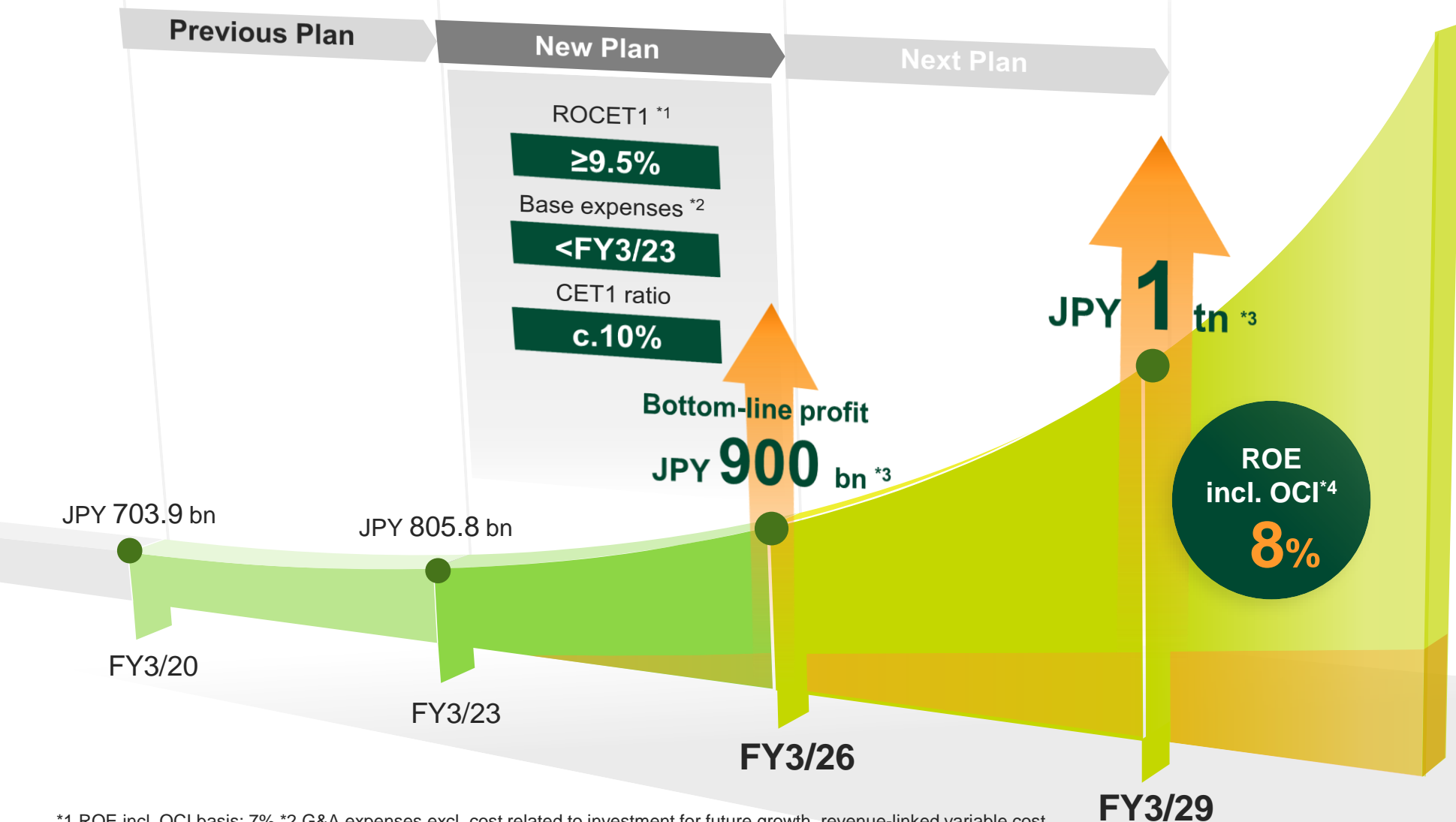
Transformation &
Growth

**Rebuild
Corporate
Infrastructure**

Quality builds
Trust

Financial targets

Set the targets for the New Plan to achieve bottom-line profit of over JPY 1 tn by FY3/29.



^{*1} ROE incl. OCI basis: 7% ^{*2} G&A expenses excl. cost related to investment for future growth, revenue-linked variable cost, impact from market conditions and others ^{*3} JGB 10yr interest rate: 0.5%, Policy rate: (0.1)%, USD1=JPY120

^{*4} Denominator: shareholders' equity + total accumulated other comprehensive income

Core policies (1)

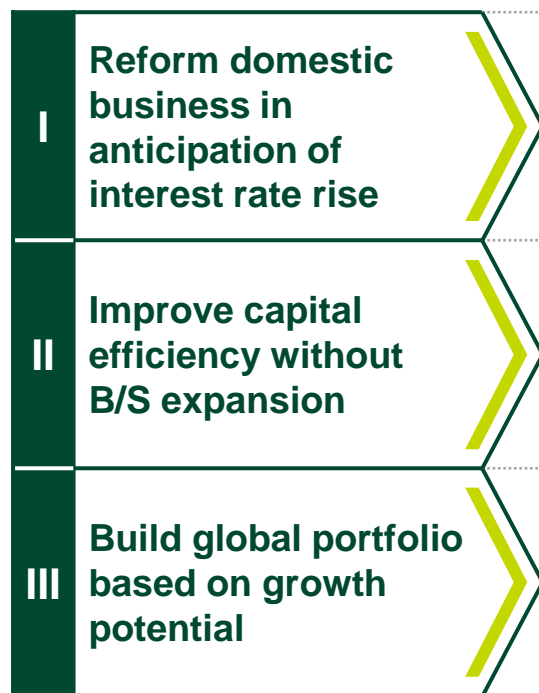
Create Social Value Contribute to “Fulfilled Growth”

Environment	Support transition to achieve a decarbonized society	Sustainable finance <div>Revised upward</div> JPY 50 tn (FY3/21-30)
	Contribute to the conservation and restoration of natural capital	
DE&I/ Human Rights	Realize a workplace where employees enjoy high job satisfaction	Engagement score Maintain at least 70
	Respect for human rights throughout the supply chain	
Poverty & Inequality	Break the cycle of poverty and inequality for the next generation	# of microfinance borrowers +0.8 mn
	Contribute to financial inclusion in developing countries	
Declining Birthrate & Aging Population	Relieve anxiety about the 100-year life era	AM / foreign currency balance JPY 18 tn
	Build user-friendly infrastructure to support a society with a declining population	
Japan's Regrowth	Support customers' business model transformation	Investment and loans for startups JPY 135 bn
	Create innovation and foster new industries	

Establish more specific action plans

Core policies (2)

Pursue Economic Value Transformation & Growth



Transformation

Continuous reform of business model

- 1 Build digital-based retail business
- 2 Strengthen payment business
- 3 Enhance wholesale business utilizing digital technology
- 4 Expand institutional investor business
- 5 Strengthen global CIB and S&T
- 6 Expand and deepen U.S. business
- 7 Realize growth through our Multi-Franchise Strategy

Growth

Establish franchise in key strategic areas

Rebuild Corporate Infrastructure Quality builds Trust

