

# SMBC Group IR Day

August 30, 2022





Opening		Group CEO	Jun Ohta	
P3	Wholesale	Senior Managing Executive Officer	Muneo Kanamaru	
P11	Retail	Senior Managing Executive Officer	Takashi Yamashita	
P20	Global	Senior Managing Executive Officer	Tetsuro Imaeda	
P26	Global Markets	Senior Managing Executive Officer	Masamichi Koike	
CFO	Session	Group CFO	Toru Nakashima	

# Wholesale

Muneo Kanamaru, Senior Managing Executive Officer



# **Progress of Medium-Term Management Plan**

# Financial target\*1

Net business profit	ROCET1	RWA
FY3/23	FY3/23	In 3 years
JPY <b>440</b> bn	9%	+ JPY 1.6 tn
Vs. FY 3/20		Previous plan
+ JPY <b>40</b> bn		JPY <b>(0.6)</b> tn

#### KPI

	FY3/20	FY3/22	FY3/23 target
Base profit (vs. FY3/20)	-	+13.9%	+3.8%
Finance and investment in strategic areas*2	-	Cumulative JPY 3.3 tn	Cumulative JPY 4.4 tn
# of clients providing digital solutions	3.1 K	14.0 K	10 K
# of digital solution related transaction	1.6 K	18.0 K	13 K
Sustainable finance	-	Cumulative JPY 2.4 tn	Cumulative JPY 1.4 tn
League table (# of Japanese M&A deals)*3	#4	#2	#2

#### \*1 Managerial accounting basis of FY3/23 \*2 LBO, PF, NRL, REIT, DIP

#### FY3/2022 result

(JPY bn)	FY3/22	YoY*4
Gross profit	707.5	+50.5
Expenses	303.6	+5.1
(Overhead ratio)	42.9%	(2.5)%
Net business profit	469.7	+58.4
ROCET1*5	10.4%	+3.7%
RWA (JPY tn)	31.1	+0.1

#### **Key initiatives**

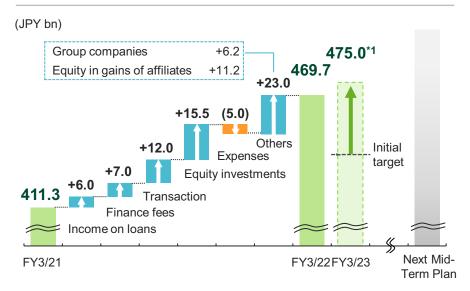
Solutions for complicated financial needs	Executed several LBO loans through identifying risks using group strength
Sustainable business	<ul><li>Customer interest increased rapidly # of engagements: c. 7,500 clients</li></ul>
Group real estate strategy	Strengthened risk-taking, CRE proposals and brokerage capability of SMBC Trust

<sup>\*3 &</sup>gt;JPY 10 bn \*4 After adjustments of the changes in interest rates and exchange rates

<sup>\*5</sup> Excluding the mid-long-term funding cost

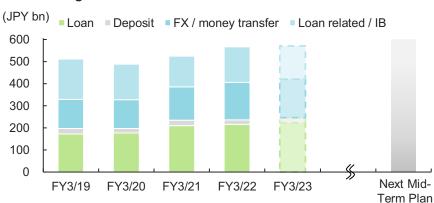
## FY3/2022 result

#### Net business profit (YoY)

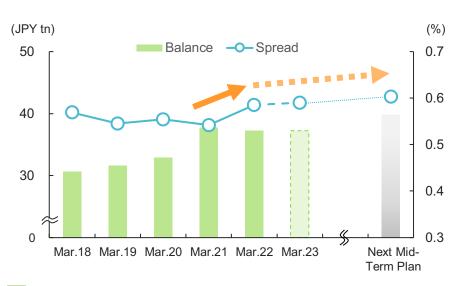


# Breakdown of gross profit (SMBC)\*2

#### Maintain same level from FY3/22 and exceed the target of the Mid-Term Management Plan in FY3/23



#### Loans



#### ROCET1



# Overview of FY3/2023 key initiatives

#### Medium-Term Management Plan

# **Transformation & Growth**

- Create new businesses on a group basis by sincerely responding to social issues and changes in customer needs
- > Build strong business foundation by reviewing business and allocating resources to growth areas

#### **Environment**

#### **Management issues**

- Digital transformation (DX) / cashless
- Decarbonization / sustainability

# Clients

Drastic change in the external environment

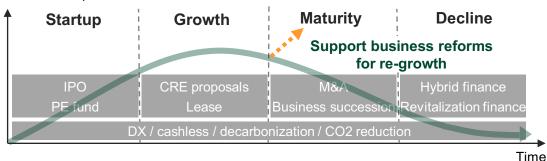
- Geopolitical risks
- FX / natural resources

#### Facing needs to review business

Support customers' growth by responding to changes in their management issues

#### Solutions by corporate life stage

Net sales and profit



#### **Key initiatives**

Focus on enhancing expertise / competitive edges on a group basis

#### Seven key initiatives

- 1 Solutions for complicated financial needs
- 2 Business investment
- 3 Digital solutions for corporates
- 4 Sustainable business
- 5 Group real estate strategy
- 6 Business with growing companies
- 7 Approach to business owners

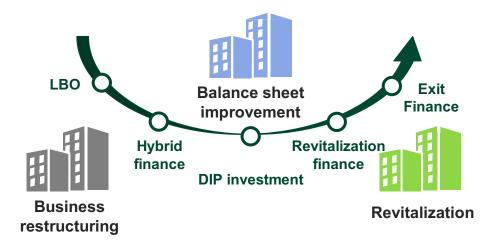
Gross profit in focus areas over 3 years + JPY 63.5 bn

# FY3/2023 key initiatives (1)

Gross profit (in 3 years)

+ JPY 27 bn

1 Solutions for complicated financial needs



2 Business investment



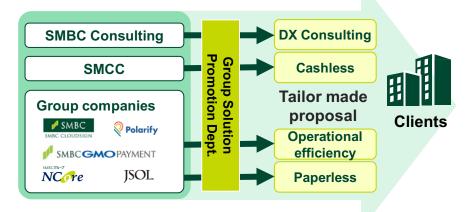
Lead business restructuring
Aim for bottom-line profit of JPY 15 bn in the mid- to long-term

Gross profit (in 3 years)

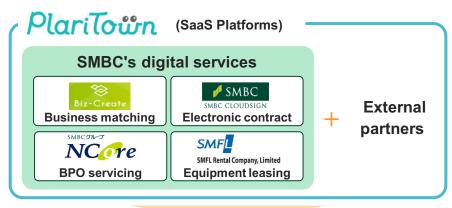
3 Digital solutions for corporates







#### **Digital platform for corporates**





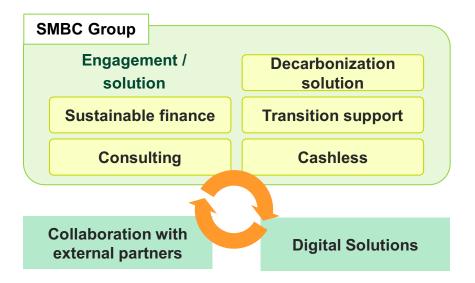
# FY3/2023 key initiatives (2)

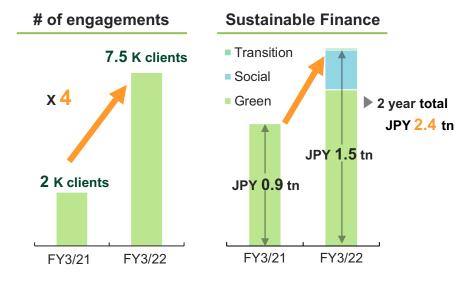
#### 4 Sustainable Business

#### Rapid rise in social demands



Capturing mid- to long-term financial events
by providing group-wide support





#### **Digital tools** Calculation of GHG emissions





#### **Green deposit**

FY3/22 USD 528 mn





# FY3/2023 key initiatives (3)

Gross profit ( in 3 years)
+ JPY 19 bn

Collaborate with

Strengthen Kenedix / **SMBC SMFL** brokerage enhance risk-**Trust Enhance** business collaboration taking **Enhance SMBC Enhance REIT** CRE solutions / **SMBC** business group Nikko risk-taking **Enhance SMFL SMBC Enhance** capability of **MIRAI REIT** capability of liquidation. Management **Partners** sourcing deals holding and development

Support clients' CRE strategy



Growth rates\*1 of real estate brokerage business
(SMBC Trust)

156

Brokerage
fee # of brokerage
93

FY3/20 FY3/21 FY3/22 FY3/23

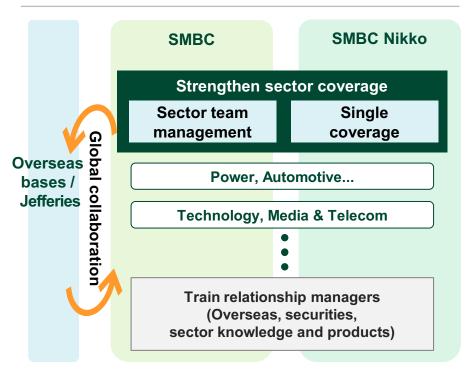


Branches and head office

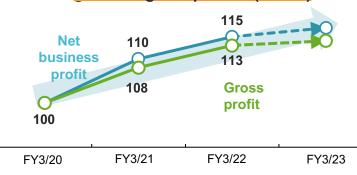
**SMBC Trust** 

# FY3/2023 key initiatives (4)

#### Global large corporates strategy

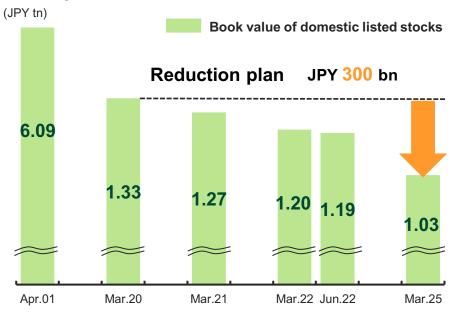


# Growth rates\*1 of business with global large corporates (SMBC)



#### Strategic shareholdings

Reduced JPY 136 bn by 1Q FY3/23. Steady progress toward the reduction target of JPY 300 bn in 5 years.



#### Reduction

Current reduction plan (Mar.20 -)			
	Reduction	JPY 136 bn	
	Consent of sales	JPY 60 bn	
	Total	JPY 196 bn	

# Retail

Takeshi Yamashita, Senior Managing Executive Officer



# **Progress of Medium-Term Management Plan (1)**

# Financial target\*1

Net business profit	ROCET1	RWA
FY3/23 JPY 305 bn	FY3/23 12%	In 3 years + JPY 0.4 tn
Vs. FY3/20 + JPY <b>45</b> bn		Previous plan JPY (0.3) tn

#### KPI

	FY3/20	FY3/22	FY3/23 target
Balance of fee-based AUM*2	JPY 15.1 tn	JPY 17.8 tn	JPY 18 tn
Credit card sales handled	JPY 20.3 tn	JPY 24.8 tn	JPY 31 tn
Balance of card loans	JPY 1.8 tn	JPY 1.6 tn	JPY 1.9 tn
# of digital channel users	6.4 mn	8.18 mn	8 mn
<b>Utilization rate</b>	37%	41%	40%
Cost reduction from retail branch reorganization	-	JPY (18) bn	JPY (25) bn

#### FY3/2022 result

(JPY bn)	FY3/22	YoY <sup>*3</sup>
Gross profit	1,146.9	+16.1
Expenses	935.5	+21.4
(Overhead ratio)	81.6%	+0.7%
Net business profit	214.9	(4.6)
ROCET1*4	9.5%	(0.3)%
	0.070	(0.0)70
RWA (JPY tn)	12.7	+0.2

#### **Key initiatives**

Wealth management	<ul> <li>Build a total asset consulting model leveraging group resources and solutions</li> <li>Expand inheritance business on a group basis</li> </ul>
Payment	<ul><li>Accelerate cashless payment strategy</li><li>Expand payment business with corporates</li></ul>
Consumer finance	<ul><li>Increase SMCC's balance utilizing the expertise of SMBCCF</li></ul>
New business	■ Launched Family Network Service (Aug.22-)

<sup>\*1</sup> Managerial accounting basis of FY3/23 \*2 Balance of investment products generating investment income, such as trust fees (fund wrap, investment trusts, foreign currency deposits, insurance, etc.) \*3 After adjustments of the changes in interest rates and exchange rates \*4 Excluding impact from provision for losses on interest repayments, etc.

# **Progress of Medium-Term Management Plan (2)**



Blue line indicates Mid-Term Management Plan target

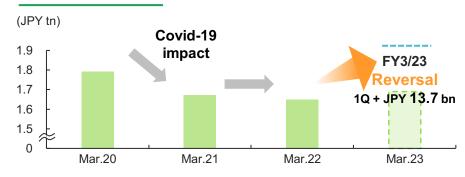
#### **Balance of fee-based AUM**



#### Credit card sales handled

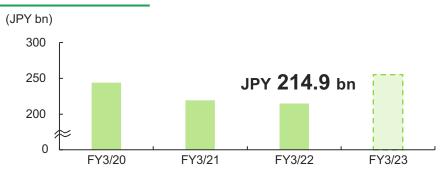


#### Card loan balance



#### Financial results

#### Net business profit



#### ROCET1



#### Major cost reduction initiatives

#### Exceeded FY3/23 KPI of JPY (25) bn

	FY3/21	FY3/22	FY3/23
Effect of retail branch reorganization	JPY (7) bn	JPY (18) bn	JPY (26) bn
Headcount	(2.1) K	(3.1) к	(2.0) K

# **Environmental changes and social issues**

- Changes in the business environment
- U.S. interest rate hike / yen depreciation
- Inflation / rise in energy price
- Expansion of individual financial assets : reached JPY 2 quadrillion
- Government's policy and movement for revising the current system
- Issues in asset building

P.15

- Increase products and services to support investment and asset building
- Establish a customer-oriented marketing structure
- Strengthen support for smooth asset transfer to the next generation

Issues in the cashless society

P.17

#### **Challenges**

**End-users** 

- Cash oriented
- Security concerns
  - Diversified payment methods and complex operations

#### **Merchants**

High introduction and operation costs

#### Penetration of touch payments

Ratio of VISA touch payments to global VISA payments

c. 70%

# of VISA touch payment cards issued in Japan

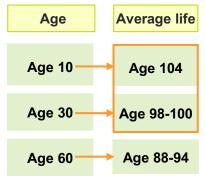
c. 70 mn

Room for expansion

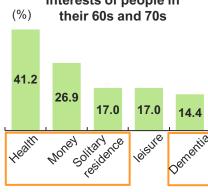
#### Issues in 100-year life era

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## Longer life

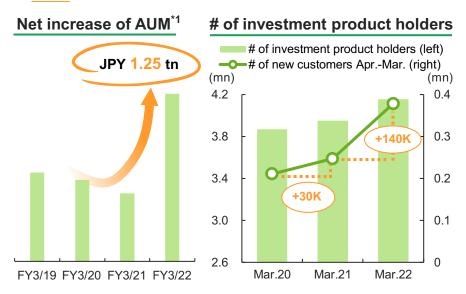


# Interests of people in



# Sustainable growth of wealth management business

- From savings to asset building
- Mid- to long-term diversified investment expanded with the increase in fund wraps and installment investments
- Reserved balance of investment trust is on an increasing trend

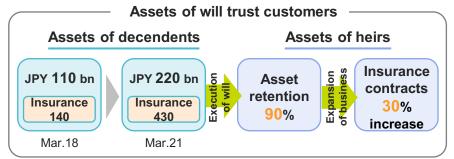


#### Marketing activities using leaflets

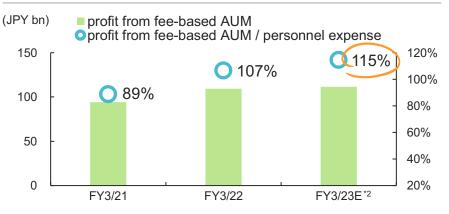
 Explain the proposal stance before commencing transactions
 (260K cases in FY3/22)

- Sustainable HNWI customer base
- Steadily capture next-generation customers by #1 customer base in Japan and the trust in SMBC





#### Group-wide business transformation



<sup>\*1</sup> Investment trusts / fund wrap / insurance (sales - cancellations)

<sup>\*2</sup> Estimated full-year forecast by quadrupling 1Q FY3/23 results

# **Retail branch reorganization**

#### Improvement of branch profitability

		Previous p	olan	Current plan	
# of branch	438		<u>395</u> *1	_	
			Mar. 20	Mar. 23	
	T	otal (JPY bn)	(20)	(26)	
		Personnel	(7)	(12)	
Effect		# of clerical staff	11.4 K	8.8 K	
		Rent	(6)	(4)	
		ATM	(1)	(4)	
		Group companies	-	(5)	

#### Cost reduction and convenience

#### **Branch digitalization**

	Previous	Current	Example: address change (K)
Own ATM	4.8 K	4.1 K	150 Branch Online
Shared ATM		+ MUFG*2 3.3 K	100 - x3 10.6 (65%)
Total	4.8 K	7.4 K	3.5 0 (33%) Apr.18 Apr.22

#### Focus on customer touch point

- Reorganization of branch network
  - ✓ Open new branch in high brand and wealthy area
  - ✓ Integrate branches in surrounding areas

#### High brand\*3

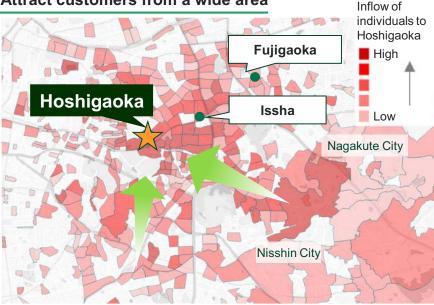
Ranking of cities people want to live in Ranking of train stations people want to use

#### Households with annual income > JPY 10 mn\*4

Hoshigaoka	(Ref.) Entire prefecture	
14.1%	9.1%	

Ratio to households within 2km from a branch

# Attract customers from a wide area



<sup>\*1 245</sup> branches exclusively for individuals, o/w 4 are fully cashless \*2 Off-branch ATM shared with MUFG

<sup>\*3</sup> Recruit: "SUUMO Ranking of cities people want to live in -2020 Aichi / Nagoya City-"

<sup>\*4</sup> Estimates based on national census in 2015 by Statistics Bureau, Ministry of Internal Affairs and Communications

# Hold the number one position in payment business - payment

projects

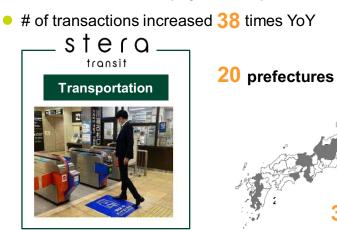
#### Acquiring

#### # of stera terminals exceeded 100 K



#### Next-generation payment platform "stera"

■ Increased VISA touch payment in public transportation

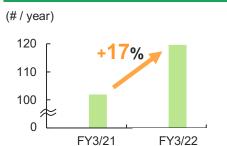


#### Issuing

- 2 year increase in # of proper card users : x1.9 YoY increase in # of platinum and gold card users: x4.4
- Penetration of touch payment increased card usage

#### Touch payment ratio (FY3/22) Proper cards' average transaction





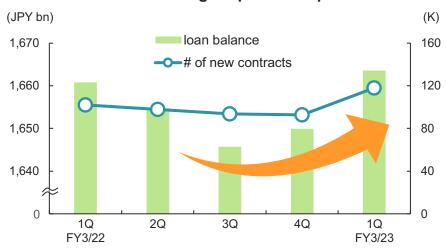
#### Alliance with SBI Securities

■ "SMCC Installment Investment"



# Hold the number one position in payment business - consumer finance

- Reversal of card loan balance
- Balance reversed in 4Q FY3/22.
   1Q FY22 increased at higher pace than pre-COVID



SMBC

- # of new applications and contracts doubled compared to the pre-COVID level
- SMBC Card Loan balance shows positive change for the first time in 6 years since 2016

SMBC CF

- # of new contracts recovered to the pre-COVID level
- Loan balance increased at twice the pace of pre-COVID

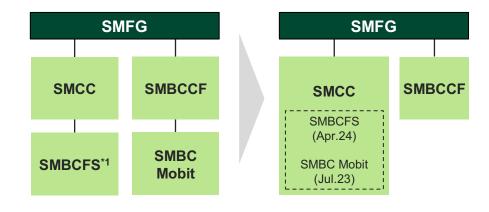
SMBC Mobit

- # of new contracts is 110% of pre-COVID level
- Loan balance recorded historical high

Full renewal of apps / web services (SMBCCF)

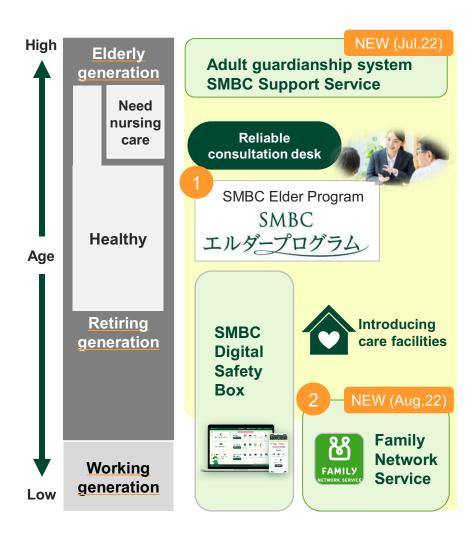


Reorganization of brands



# Efforts toward the 100- year life era

#### Expand the life shift business



- Proposal of services from dedicated concierge
  - Support a more secure and affluent life at home

#### Voice of customers

- "I appreciate this program for caring about my mother living alone." (male, 50s)
- "Thank you for supporting me when I was worried about my own inheritance." (female, 80s)

#### **Deepening business**

- Increased Elder Program clients' assets by 33%
- New will trust: 2,000 / insurance sales exceeded JPY 45 bn
- 2 Family watching service through apps



# Global

**Tetsuro Imaeda, Senior Managing Executive Officer** 



# **Progress of Medium-Term Management Plan**

# Financial target\*1

Net business profit	ROCET1	RWA
FY3/23	FY3/23	In 3 years
JPY <b>465</b> bn	9%	+ JPY 2.6 tn
Vs. FY3/20		Previous Plan
+ JPY <b>70</b> bn		+ JPY <b>5.8</b> tn

#### KPI

		FY3/20	FY3/22	FY3/23 target*1
CIB Busi- ness	ROFA*2 of Non- Japanese clients in the U.S. and Europe	1.7%	2.1%	1.9%
	U.S. IG bonds underwriting shares	1.7%	1.6%	3. <b>0</b> % (#10)
	Profit from multi- franchise strategy targeting countries	98.5	100.9	113.3
Asia- Centric (JPY bn)	Deposit balance of digital banking in Asia	51.1	128.3	153.3
	Overseas transaction banking*3	53.9	67.4	61.9

#### FY3/2022 result

(JPY bn)	FY3/22	YoY*4
Gross profit	872.0	+72.4
Expenses	461.3	+42.8
(Overhead ratio)	52.9%	(0.6)%
Net business profit	431.2	+22.8
ROCET1*5	6.9%	+1.0%
NOOL11	0.9 /6	T 1.U /0
RWA (JPY tn)	40.9	+2.8

#### **Key Initiatives**

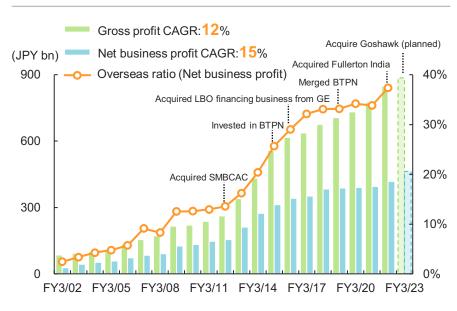
CIB business	<ul> <li>Entered a strategic alliance with Jefferies</li> <li>Enhanced sponsor coverage by capturing opportunities of capital inflows to funds</li> </ul>
Asia centric	Invested in Fullerton India, FE Credit and RCBC
Sustainability	<ul> <li>Green finance: #1 in Global league table</li> <li>New investments and alliances: Carbonplace and Marathon Capital</li> </ul>
Digital	<ul><li>Expand products / services of Jenius</li><li>Prepare to launch a digital bank in the U.S.</li></ul>

<sup>\*1</sup> Managerial accounting basis of FY3/23 \*2 Return on Funded Asset = gross profit / (asset + commitment line)

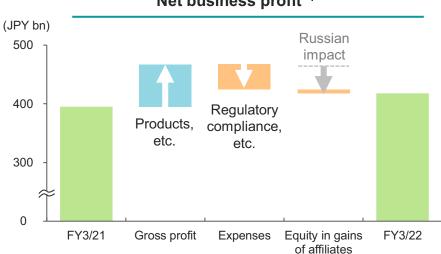
<sup>\*3</sup> After adjustments of the changes in interest rates (managerial accounting basis) \*4 After adjustments of the changes in interest rates and exchange rates \*5 Excluding impact from mid-long-term funding costs

# Pursue growth and improve profitability

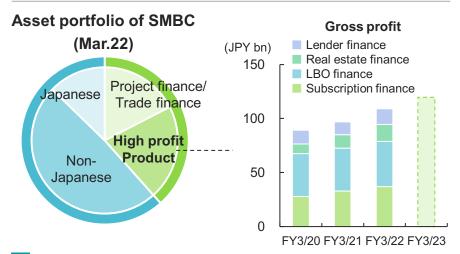
#### Long-term results



#### Net business profit \*1



#### Portfolio management



#### Investment for future growth

#### **Fullerton India**

- Major non-bank covering all areas of India
- Broad product lineup and well-balanced loan portfolio

#### Goshawk

- Aircraft leasing company in Ireland
- Highly efficient portfolio focusing on narrowbody

After acquisition SMBCAC #2 in the industry

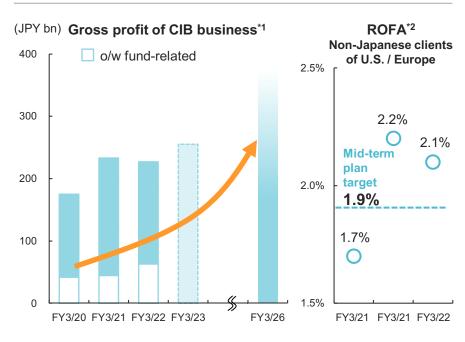
Investment: USD 2.0 hn Voting rights: 74.9%

Investment: USD 1.5 bn Voting rights: 100%

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#### Enhance CIB business

#### **Enhance overseas CIB business**



- Achievements
- Funds: captured robust demand with high-profit products
- Corporate: improved profitability through cross-selling
- S&T: enhanced risk-taking capability
- Measures
- Funds: review portfolio based on market conditions and enhance credit capability
- Corporate: further strengthen sector approach and regional collaboration
- S&T: launch Rates businesses, integrate operation of securities/derivatives

#### **Collaboration with Jefferies**

- Steady progress in collaboration with Jefferies
- **Expand business collaboration area**
- 1 Sub-IG

6 LBO deals closed

2 Cross-border M&A **3** Healthcare

Identifying targets / strengthening approaches

#### Sustainable business

Green finance\*3

**SMBC** 

Green deposit for corporates

1st in Japan

FY3/22

USD 528 mn

#### Alliance and investment to enhance solution- providing capability

#### MARATHON CAPITAL

U.S. investment bank with strengths in ESG advisory

#### ( ) carbonplace

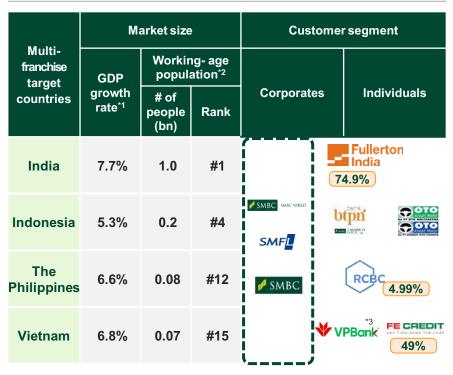
Platform for international settlement of carbon credit transactions

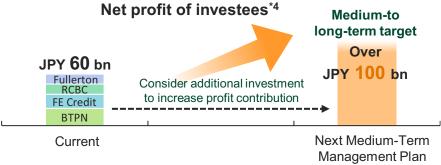
<sup>\*1</sup> Managerial accounting basis. Sum of profit from non-Japanese clients in the U.S. and Europe, overseas securities and fund-related revenues, etc.

<sup>\*2</sup> Return on Funded Asset = gross profit / (asset + commitment line) \*3 Dealogic league table

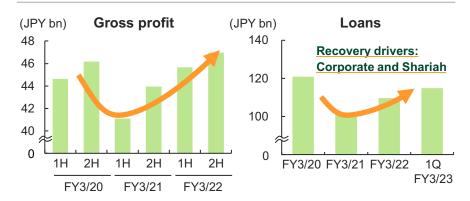
# Capture the market growth in Asia

#### Multi-franchise expansion in Asia





#### Indonesia: recover from lockdowns



#### India / Vietnam: strengthen business base



## Enhance asset management business



Complex office project in Singapore (Jan.22)

c. JPY 30 bn

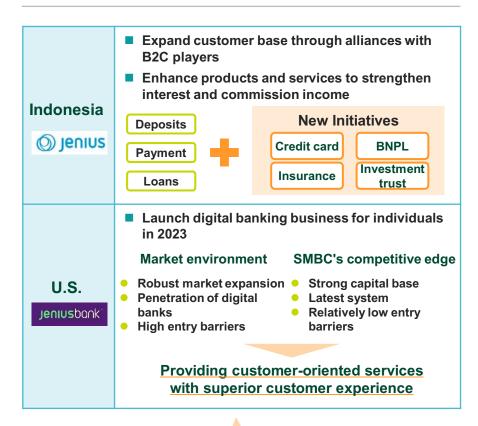
<sup>\*1</sup> IMF: GDP growth rate 2021-2026 average \*2 World Bank: Working-age population forecast (2027)

<sup>\*3</sup> Business alliance partner \*4 100% basis. Calculated based on past results excluding the impact of Covid-19

<sup>\*5</sup> Acquisition of ARA Asset Management by ESR completed in Jan.22

# New digital initiatives / enhance management base

Create new businesses through digital



Sharing and utilizing knowledge







Enhance management base

# Complexity of the external environment

- Geopolitical risks and economic security
- Market fluctuations and foreign currency funding
- Climate change and stricter regulations

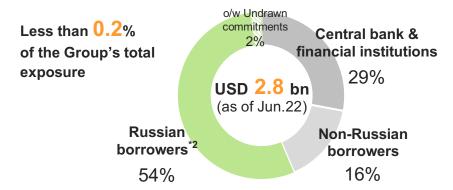
#### Risks Associated with New Businesses

- Governance in investees
- Cyber risks
- Third-party risks

#### Diversification of stakeholders

Sophisticate framework for risk management on a group-wide and global basis

(Ref.) Banking exposure\*1 to Russia



# **Global Markets**

Masamichi Koike, Senior Managing Executive Officer



# **Progress of Medium-Term Management Plan**

# Financial target\*1

Net business profit ROCET1 RWA

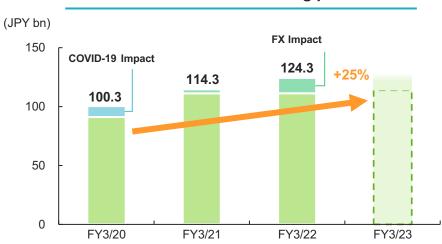
FY3/23 FY3/23 in 3 years

JPY 355 bn 17% + JPY 1.5 tn

Vs. FY3/20 JPY **(35)** bn Previous Plan JPY (1.5) tn

#### KPI

#### **Overseas Sales & Trading profits**



#### \*1 Managerial accounting basis of FY3/23

#### FY3/2022 result

(JPY bn)	FY3/22	YoY*2
Gross profit	390.6	(71.2)
Expenses	92.3	+5.2
(Overhead ratio)	23.6%	(4.8)%
Net business profit	338.1	(72.3)
ROCET1*3	15.5%	(3.4)%
RWA (JPY tn)	5.8	(0.5)

#### **Key initiatives**

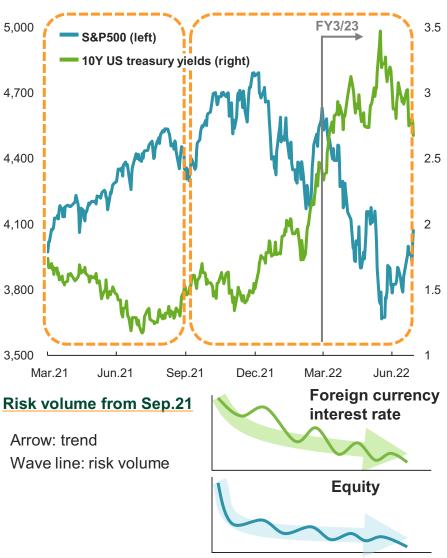
Portfolio management	Accumulate profits by flexible rebalance
Sales & Trading	<ul> <li>Provide solutions that meet clients' needs</li> <li>Establish a structure toward full-scale promotion of secondary business</li> </ul>
Foreign currency funding	<ul> <li>Minimize funding cost while maintaining stable balance sheet</li> <li>Strengthen global collaboration in response to changes in the funding environment</li> </ul>

<sup>\*2</sup> After adjustments of the changes in interest rates and exchange rates

<sup>\*3</sup> Including impact from the interest-rate risk associated to the banking account

# Portfolio management

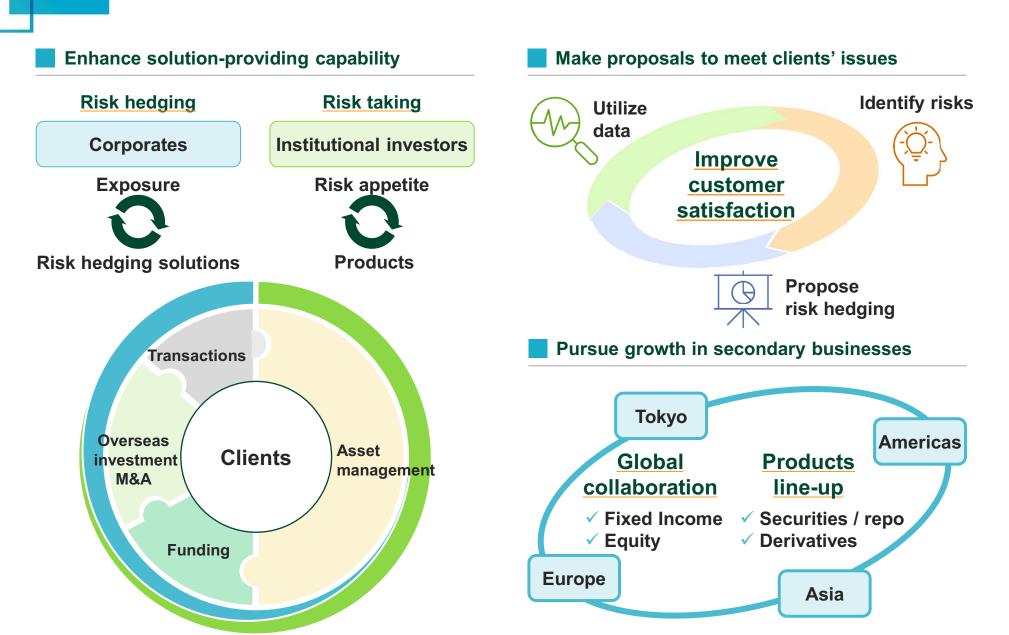
# Demonstrating "trading strength"



# Dynamic and nimble portfolio rebalance **Trend** reversal **Dynamic and** nimble rebalance **Trend** reversal "Trading strength" Skill to capture how the markets will evolve Three "l"s Insight Imagination Intelligence Volatility **Uncertainty Complexity**

**Ambiguity** 

# Sales & Trading

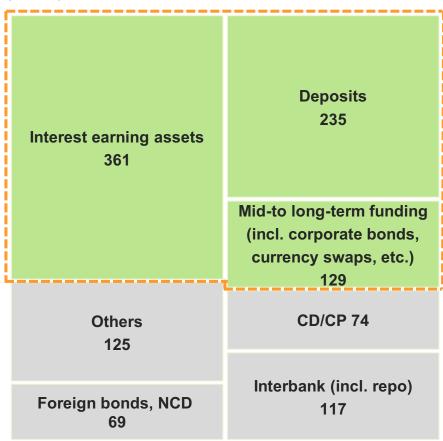


# Foreign currency funding

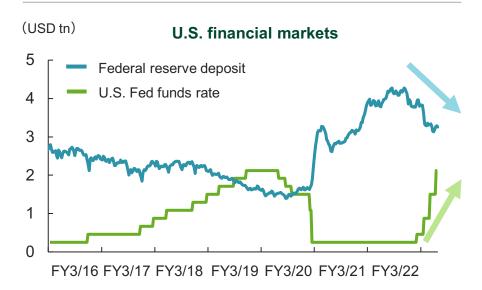
#### Maintain stable foreign currency B/S

## Foreign currency balance sheet as of Mar.22

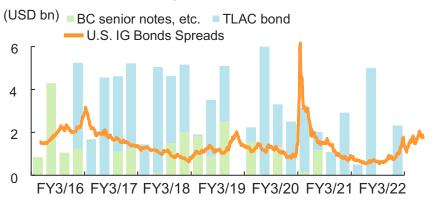
(USD bn)



#### Strategic funding



#### Corporate bond issuance



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 forwardlooking 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. 21	Mar. 22
USD	110.71	122.41
EUR	129.75	136.81

#### **Definitions**

Sumitomo Mitsui Financial Group, Inc.
Sumitomo Mitsui Banking Corporation
SMBC Trust Bank
Sumitomo Mitsui Finance and Leasing
SMBC Nikko Securities
Sumitomo Mitsui Card Company
SMBC Consumer Finance
Sumitomo Mitsui DS Asset Management
SMBC Aviation Capital
SMBC Bank International, SMBC Bank EU, SMBC (China)
SMFG consolidated
SMBC non-consolidated
Excluding non-recurring losses
Before provision for general reserve for possible loan losses
Domestic retail business
Domestic wholesale business
International business
Market / Treasury related businesses