SMBC

SMBC GROUP

HUMAN CAPITAL STORY 2026

Transformation powered by People

SUMITOMO MITSUI FINANCIAL GROUP

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HUMAN CAPITAL STORY 2026

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Editorial Policy

Purpose of This Report

SMBC Group positions talent as the driving force behind enhancement of corporate value as it pursues strategies and initiatives based on the SMBC Group Talent Policy. This report discloses the state of the Group's talent strategy as well as challenges to further growth in a transparent manner to internal and external stakeholders and also aims to serve as a launchpad for dialogue that ties the management policy into individual employee growth. Through this report, we will engage in constructive dialogue with investors and customers as well as employees and prospective candidates to help build an environment in which the company and individuals can grow together.

Notes Bear in mind the following points when using this report.

● Purpose of This and Other Reports

- This report focuses primarily on disclosing SMBC Group's talent strategy, and the SMBC Group Talent Policy and its concrete initiatives and indicators.
- For details on risk management, compliance, and governance structures, refer to the Securities Report and the SMBC Group Annual Report. Each publication plays a distinct role; we recommend using them in tandem.

● Scope of Data and Initiatives

- The data and initiatives presented in this report generally cover Sumitomo Mitsui Financial Group, Inc. and its eight major Group companies. Indicators with a different scope are noted on the relevant page within the report.

● Note Concerning Forward-Looking Statements

- Be aware that the goals, forecasts, future plans, and other information described in this report have been created based on current data and reasonable assumptions, and that actual results and progress may differ due to a variety of factors.

Group CEO Message

People as a Foundation for Trust and a Source of Competitiveness at SMBC Group

Creating Value That Exceeds Stakeholder Expectations Through Investment in Talent

"Create a work environment that encourages and rewards diligent and highly motivated employees"—this is one of the management philosophies SMBC Group has upheld throughout the quarter-century since its founding. SMBC Group regards its people as its most important management resource and has consistently invested in talent so that each of its diligent, motivated employees can make the most of their abilities.

For SMBC Group, the trust placed in us by our stakeholders is our greatest and most irreplaceable asset. This foundation of trust stems directly from our strong desire to contribute to our customers and society—a conviction handed down as part of the Mitsui and Sumitomo heritage to our 130,000 Group employees.

Our employees go above and beyond to help customers, devise creative solutions, act with boldness and courage, and always see a job through. They do not pursue self-interest and can say with pride that contributing to others is what makes their work rewarding. Thinking of and acting for customers and society—this energy has served as the driving force behind groundbreaking solutions and ideas that surpass those of our competitors, helping the Group grow.

SMBC Group has now stepped into a new stage of growth as it aims to be a leading player not only in Japan but on a global scale as well, which is why it has set forth its new medium- to long-term vision as "Globally connected. Rooted in Japan. Your most trusted partner."

SMBC Group will continue to proactively and strategically invest in human capital to navigate the rapidly evolving global and technological landscape. Our goal is to empower every employee to pursue greater heights through bold transformation and be rewarded for acting with integrity as they advance their skills.

As Group CEO, I pledge to realize both individual employee aspirations and our management strategy through investment in our people, who serve as the foundation of our trust and the source of our competitiveness, to create value that exceeds the expectations of our stakeholders.

I hope that this SMBC Group Human Capital Story gives our stakeholders a true sense of our solid value creation trajectory, woven by each and every one of our employees.

We invite you to discover the passion and stories of our 130,000 employees working each day in pursuit of even greater heights.

Sumitomo Mitsui Financial Group
Director President and Group CEO
Toru Nakashima

CHRO Message

Sumitomo Mitsui Financial Group
Senior Managing Executive Officer, Group CHRO
Takashi Kobayashi

SMBC Group Human Capital Management, Woven by Trust

Fostering a Healthy, Mutual Choice-Based Relationship With Employees

As Group CHRO, I would first like to thank you for taking the time to read this report. For SMBC Group, people are our most important capital, essential to building trust with customers and society and to creating sustainable corporate value. I have spent about 20 years of my career in human resources and therefore feel the changes in working styles more keenly than most. In the past, when long-term employment was the norm, companies took the lead in shaping employee careers and workstyles, a framework within which employees gained experience and achieved growth. Today, however, career outlooks and workstyles have diversified, and we have entered an era in which workers take the initiative to embrace new challenges and expand their own potential.

Amid these changes, the Group has seen more employees striving to balance work with parenting, caregiving, and other responsibilities, those who want evaluations based on merit rather than seniority, and those wishing to deepen their professional expertise for their careers. As we work to transform our organizational culture and HR systems in response to various issues, I have grown increasingly convinced that, in an era when employee values and attitudes toward work have become so remarkably diverse, we must go beyond simply providing an environment that employees want and instead create added value that is uniquely characteristic to SMBC Group.

The answer we arrived at was the SMBC Group Talent Policy (see P.06), established in 2023. This approach recognizes that mutual growth comes not from focusing on the aspirations of either the company or its employees but from a value creation feedback loop between both. Under our Talent Policy, we ask our employees to embody the ideal of “Professional, Collaborative, and Agile,” and in return for their contributions, we promise to do our utmost to provide an environment that lets each employee “Be Yourself, Make a Difference, and Build Your Career.” We believe that the very act of continually rethinking what each side seeks and what value each provides as well as creating new forms of this feedback loop is what fosters a healthy, mutual choice-based relationship.

The Vision Behind SMBC Group's Human Resource Strategy

The Human Resources Department has established its Mission, Vision, and Values to deliver on the Talent Policy despite rapidly changing times (see the figure on the right).

The Human Resources Department's mission is to realize the SMBC Group Talent Policy, which is why we have organized medium- to long-term HR issues into three areas: Talent, Culture, and Platform. The Human Resources Department's vision is to achieve its mission in these three areas and build a best-in-class professional team.

Each of the six priority human resource strategies falls under Talent, Culture, or Platform, with AI and other technologies accelerating their implementation.

The New Human Capital Management Model (see P.10) captures how human capital investment and human resource strategy interconnect. While the Human Capital Management Model was disclosed in the previous Medium-Term Management Plan, there was room for improvement in how it connects business strategy with human resource strategy as well as in its quantitative analysis of our talent strategy. The new model was formulated with a strong focus on clarifying the role of the Talent Policy, setting quantitative indicators, and aligning with corporate value growth.

Because human capital management must continue to evolve through constant scrutiny, we will track its progress both qualitatively and quantitatively, testing and refining as we go. We would also welcome candid feedback from our stakeholders.

Becoming a Trusted Partner for Employees

The evolution of AI and other technologies has led to rapid progress in information gathering, analysis, and routine work. That is precisely why we believe the key to differentiating our business lies in our ability to perceive changes in customers and society that data alone cannot capture, and in co-creating new value based on trust in a way that can only be achieved on the ground. This involves perceiving the needs of customers and society that have not been disclosed anywhere. It is this strong desire to be of service to customers and society—a value our Group has handed down over generations—that we believe will generate even greater value in this era of transformation.

Under the new Medium-Term Management Plan, SMBC Group has set out its new vision of becoming "Globally connected. Rooted in Japan. Your most trusted partner." Underpinning this vision is the effort and growth of each and every employee. To create an environment in which all employees can demonstrate their full potential, the Human Resources Department has set out "Connect, Partner, Co-create" as the HR Values for every one of its members and will continue taking on challenges together with employees.

As long as the company and its employees continue aiming for growth, there is no finish line for our talent strategy. We will continue to evolve our human capital management, maintain dialogue with stakeholders concerning these initiatives, and as the trusted partner of each and every employee, channel all of this into sustained corporate value growth for SMBC Group. As CHRO, I promise to promote a talent strategy that engenders ceaseless value creation in this era of transformation.

HR Mission

SMBC Group Talent Policy

Creating workplaces and teams where employees with varied backgrounds and expertise aim high and feel rewarded

KGI — **SMBC Group Talent Policy Score:** Visualizing the cycle between what we expect employees to be and our employee value proposition

HR Vision

Building a best-in-class professional team

Talent	Culture	Platform
A **sufficient pool of professional talent**, both in quality and quantity, is in place across all areas	A **culture** in which the Talent Policy is embedded and embodied at all times	An **organizational and management foundation** that combines high reproducibility and productivity is in place

Monitoring indicators: Rate of talent sufficiency in key areas | Engagement score | Labor productivity / Labor share

KGI — **Human Capital ROI:** Confirming sustained improvement in the value created by employees and the effectiveness of the human resource strategy

Priority Human Resource Strategies

Securing professionals and cultivating strong individuals who grow autonomously		Building teams that embody the SMBC Group Talent Policy and fostering a culture of continuous challenge		Establishing a foundation that maximizes organizational performance	
Strategic talent acquisition and optimal deployment based on talent quality and quantity	Autonomous growth and future leader development	Embedding a culture that reflects the SMBC Group Talent Policy	Building resilient and challenging teams	Establishing productivity-enhancing systems and a competitive human resource framework	Establishing an agile, trusted, and stable human resource operating structure

Maximizing human value through AI

HR Value

Connect, Partner, Co-create

2 Our Strategy

Talent That Drives Management Strategy

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SMBC Group Talent Policy

A Virtuous Cycle Created by the Talent Policy—the Engine Driving Corporate Value

The Story Behind the SMBC Group Talent Policy

Under the current Medium-Term Management Plan, SMBC Group has set forth the new company-wide vision*, "Globally connected. Rooted in Japan. Your most trusted partner." The driving force behind this vision is our people.

Today, as businesses expand and workstyles diversify, the relationship between companies and employees is shedding its old hierarchy, evolving into a relationship based on mutual choice.

It is within this context that the Group concluded that the company and its employees must share common values, and in 2023, it established the SMBC Group Talent Policy, articulating what SMBC Group expects employees to be and its Employee Value Proposition.

We place great importance on the idea that the company should spare no expense in rewarding employees who meet the expectations of customers and society, and believe that a true mutual choice-based relationship between the company and its employees leads to sustained value creation for the Group.

*For details on the company-wide Mission, Vision, and Values, see the SMBC Group website.

A Virtuous Cycle Stemming from Mutual Choice

At the core of the Talent Policy is a healthy, mutual choice-based relationship between the company and its employees. The company asks its employees to embody the qualities of "Professional, Collaborative, and Agile," based on employees' self-awareness as members of a global financial group and diverse perspectives.

In turn, the company promises to do its utmost to provide each employee who meets these expectations with an environment that lets them "Be Yourself, Make a Difference, and Build Your Career." Creating a virtuous cycle in which the company and its employees raise each other's value builds a mutual choice-based relationship. The Talent Policy is positioned as the unwavering mission that HR must fulfill, and far from being a mere statement of principles, it is the foundation that drives every human resource strategy. We promote our human resource strategy through initiatives such as recruitment, development, and evaluation. Having unified teams formed by employees from varied backgrounds and environments that foster individuality to drive advanced management strategies will dramatically boost the Group's corporate value.

What SMBC Group Expects Employees to Be

Professional

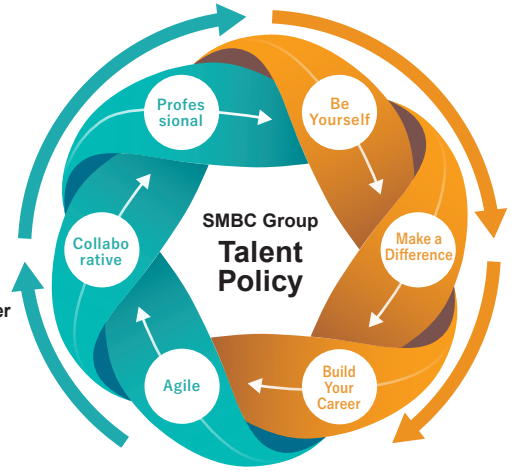
- Carry out your responsibility with integrity
- Elevate yourself, aim high with passion
- Deliver your value with speed

Collaborative

- Respect others and values which may differ from yours
- Contribute to the team, aim for a shared goal
- Show your capability as a team, create together with employees with varied backgrounds

Agile

- Break the status quo
- Be agile to changes, achieve something new
- Carry on, stay bold even if challenging



Employee Value Proposition

Be Yourself

- Options for your career and ways of working that suit you
- Culture that equally stands behind your challenge
- Respect your & your family's wellbeing and happiness

Make a Difference

- Opportunity to be part of value creation to the customer and society in which we operate
- Environment where you can demonstrate your capabilities in value creation
- Proper compensation against performance

Build Your Career

- Environment where you can develop your capability so that you can play worldwide
- Support to develop your career autonomously
- Fair performance management and feedback that leads to your growth

Our Vision and Important Indicators (1)

What SMBC Group Aims to Be in the Face of Change

The Changing Landscape and Issues We Face

Competition for talent has grown even fiercer amid rapid changes in both the business environment and the labor market. The values of working people have also changed greatly, with diversification in how people work and what they prioritize. Meanwhile, the rise of AI is transforming workstyles from the ground up, making the uniquely human value that AI cannot replace all the more important.
In light of these striking changes, the external environment, and our business strategy, we believe there are three main issues facing HR.

1. Tight talent supply and widening skill gaps

There is a risk that the talent needed to push our business strategy forward will run short and that organizational performance will decline due to skill gaps.

2. Erosion of trust between the company and its employees

If employees are unsatisfied with their evaluations and growth opportunities, the result will be high turnover of talent and waning motivation to take on challenges.

3. The impacts of ill-suited HR systems

If we cannot transform as an organization amid a changing business environment and values, we will not be able to meet social demands. It is essential to rethink old methods and evolve our systems to keep pace with any changes.

Our Vision and Approach to Solutions

As a common guideline for a human resource strategy that looks ten years ahead, we have newly formulated our HR Vision around the three areas of Talent, Culture, and Platform.
By achieving the target state in each of these three areas, we aim to build a best-in-class professional team.

External environment	Issues	Direction of response	Vision
Laws, regulations, and the business environment A turbulent business environment **Market competition** Intensifying competition for talent **People's values** Diversifying attitudes toward work and more sophisticated human capital disclosure **Technological innovation** AI and tech as part of everyday life	**Talent** Tight talent supply	**Talent** Data-based talent visualization Executing strategic talent acquisition and optimal deployment	**Building a best-in-class professional team** **Talent** A sufficient pool of professional talent, both in terms of quality and quantity, is in place across all areas
	Culture Erosion of trust	**Culture** Fostering a culture that is chosen by talent with varied backgrounds and encourages taking on challenges	**Culture** A culture in which the Talent Policy is embedded and embodied at all times
	Platform Evolution of systems in step with change	**Platform** Building organizations and systems that sustain high productivity	**Platform** An organizational and management foundation that combines high reproducibility and productivity is in place

Our Vision and Important Indicators (2)

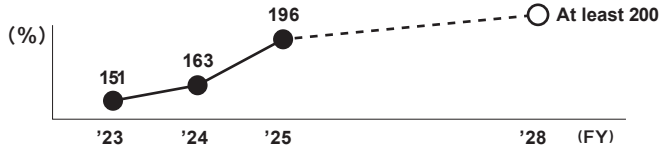
Important Indicators for Achieving Our Human Resource Strategy

With the aim of sustainably enhancing corporate value, SMBC Group has set two KGIs: raising Human Capital ROI, which measures the effectiveness and investment efficiency of our human resource strategy, to at least 200% by FY2028, and maintaining the Talent Policy Scores, which visualize the degree to which the mutual choice-based relationship between the company and its employees has been achieved, at 70 or above. Achieving these KGIs requires maintaining high employee productivity and motivation while returning value to employees in a balanced way. We have therefore set four monitoring indicators tied to the three areas of Talent, Culture, and Platform in our human resource strategy. Specifically, they are: progress in staffing key areas (rate of talent sufficiency in key areas), employee engagement (engagement score), added value per employee (labor productivity), and the share of added value returned to employees (labor share).
We will verify the effects of HR measures through these monitoring indicators, maintain sustainable and efficient human capital investment, and realize a high level Talent Policy.

KGI items

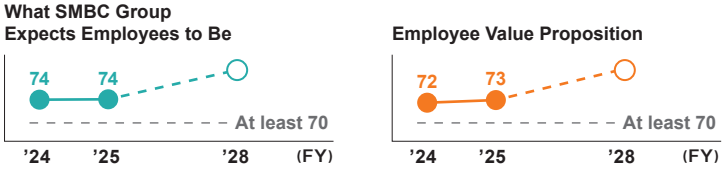
An indicator measuring the effectiveness and investment efficiency of our human resource strategy

$$\text{Human Capital ROI} = \left(\frac{\text{Gross profit} - (\text{General and administrative expenses} - \text{Personnel expenses})}{\text{Personnel expenses}} - 1\right) \times 100$$



An indicator visualizing the degree to which the Talent Policy has been achieved

Talent Policy Scores = Calculated by tying engagement survey items to what we expect employees to be and our value proposition to employees (Measurement began in FY2024)



Monitoring indicators

[Rate of talent sufficiency in key areas] — Talent

$$\frac{\text{Number of employees meeting specific requirements}}{\text{Number planned for deployment}}$$

An indicator showing the extent to which the talent needed in key areas has been secured

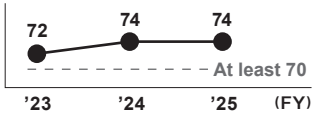
Measurement began in FY2026

(For the number planned for each key area, see P.11)

[Engagement score] — Culture

Scores are calculated from 26 sub-items tied to nine drivers

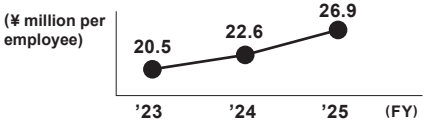
An indicator measuring whether employees have a self-driven desire to contribute to the organization and their work and are engaging proactively



[Labor productivity] — Platform

$$\frac{\text{Gross profit} - (\text{General and administrative expenses} - \text{Personnel expenses})}{\text{Number of employees}}$$

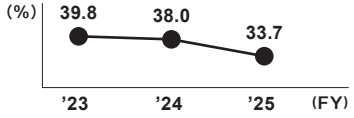
An indicator showing the added value generated by each employee's labor



[Labor share] — Platform

$$\frac{\text{Personnel expenses}}{\text{Gross profit} - (\text{General and administrative expenses} - \text{Personnel expenses})} \times 100$$

An indicator showing what proportion of added value is distributed as personnel expenses



Priority Human Resource Strategies

Three Areas of Human Resource Strategy and Value Creation Unleashed by AI

Here, we present priority human resource strategies based on the three areas of Talent, Culture, and Platform, as well as supporting AI policies and initiatives to help us build a best-in-class professional team.

→ P.11-13

Talent

Securing professionals and cultivating strong individuals who grow autonomously

Priority human resource strategies	Main initiatives
Strategic talent acquisition and optimal deployment based on talent quality and quantity	• Visualization of employees' skills and optimal deployment • Building a recruitment platform optimized for the Group
Autonomous growth support and future leader development	• Support for employees' autonomous career development • Developing the next generation of management talent

→ P.14-15

Culture

Building teams that embody the SMBC Group Talent Policy and fostering a culture of continuous challenge

Priority human resource strategies	Main initiatives
Embedding a culture that reflects the SMBC Group Talent Policy	• Strengthening internal and external communications
Building resilient and challenging teams	• SMBC Group diversity management • Practicing health and productivity management

→ P.16-17

Platform

Establishing a foundation that maximizes organizational performance

Priority human resource strategies	Main initiatives
Establishing productivity-enhancing systems and a competitive human resource framework	• Using AI and technology to advance HR operations and support employees
Establishing an agile, trusted, and stable human resource operating structure	• Strengthening the HR structure to support the global Group strategy

AI utilization

Maximizing human value through AI

The use of AI underpins our priority human resource strategies and drives their evolution. In an era of accelerating technological development, we see AI as a partner that expands human potential. We aim for companywide AI mastery in which every employee uses AI to its full potential. Using AI to achieve dramatic productivity gains and create extra capacity will shift work toward the creation of higher added value that only humans can produce, such as formulating advanced judgments for non-routine work and building trust grounded in emotion and empathy. We will pursue conditions that allow people to co-create with AI to deliver the greatest value possible.

Vision — **Employees demonstrate their full value**

- **Formulating advanced judgments in non-routine work**
- **Building trust grounded in emotion and empathy**
- **Navigating complex competing interests through interpersonal work**

Talent
Acquiring AI skills through reskilling

Culture
Promoting education and a mindset that supports AI utilization

Platform
Building systems and incentives that encourage AI skill acquisition

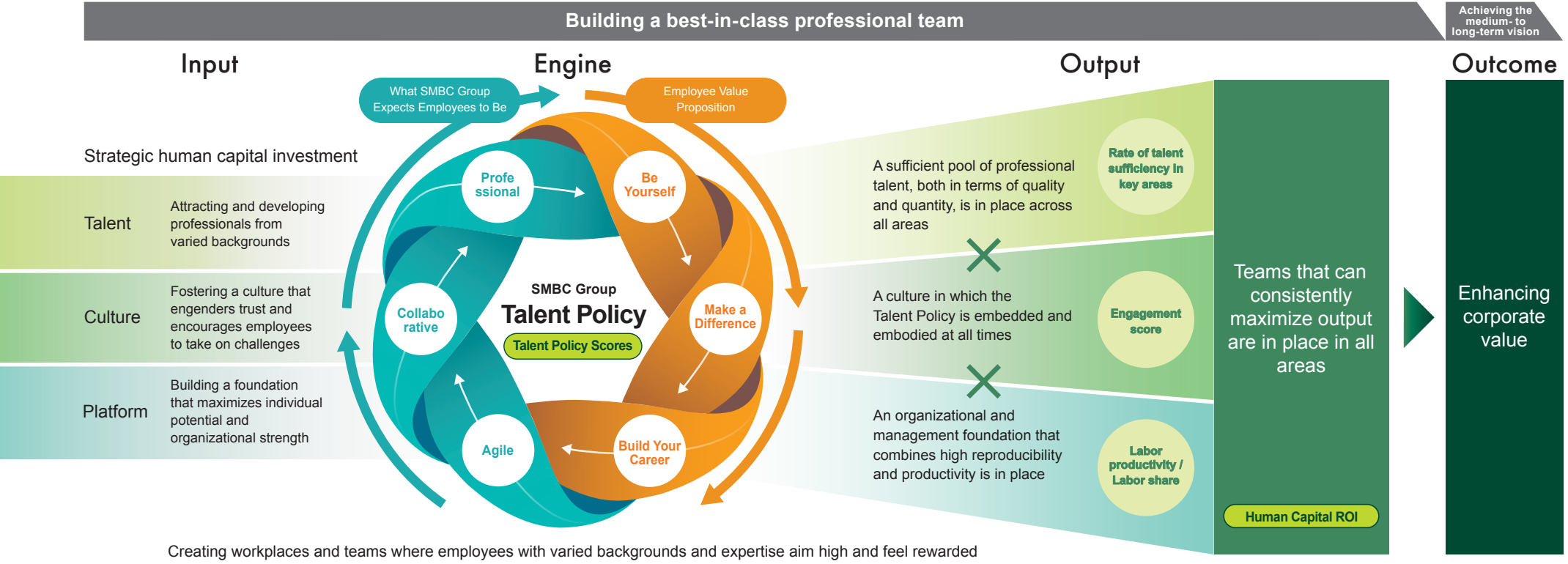
New Human Capital Management Model

A New Human Capital Management Model Backed by Quantitative Proof

For details of the quantitative proof, see P.18–21

The SMBC Group New Human Capital Management Model

This model was created to show how the Group's strategic human capital investment contributes to sustained enhancement of corporate value. It demonstrates how feeding strategic human capital investment as energy (input) into the value-creation engine of the SMBC Group Talent Policy efficiently produces positive behavioral changes in the organization and its employees (output), and how the contribution of that output to the business bears fruit as sustained enhancement of corporate value (outcome). The correlations among these elements have been quantitatively proven through data, making our human capital management highly effective in practice.



The New Human Capital Management Model, from Concept to Practice and Proof

To implement HR's newly defined Mission and Vision and tie them directly to sustained enhancement of corporate value, SMBC Group created a new Human Capital Management Model.

Three updates in the new model

(1) Linkage with the management strategy
Clarifies the mechanism, from human capital investment to the enhancement of corporate value

(2) Quantitative proof of the corporate value enhancement process
Verifies the effects of the corporate value enhancement process using data (see P.18–21)

(3) Clarified role of the Talent Policy
Positions the Talent Policy as the engine for maximizing output

Three Areas Supporting Our Human Resource Strategy

Shifting Talent to the Key Strategic Areas That Drive Business

We are working to secure and deploy talent in terms of both quantity and quality in the seven key strategic areas tied to the Group's sustained growth. We use data to pinpoint current strengths and issues, and then acquire and deploy talent strategically across organizational boundaries.

Key Strategic Areas and Talent Required to Achieve the Business Strategy

For each key strategic area, we have defined the talent required to achieve our business strategy. We currently have foundations in place that allow the Group's strengths to shine in areas such as wealth management, domestic wholesale, and asset management, but gaps remain in terms of both the quality and quantity of professional talent that will drive these businesses as well as strategic planning talent for international business. Understanding these talent gaps accurately will help us acquire talent strategically and deploy it optimally based on business area.

Key strategic areas		Securing the talent we need
Digital platform	+3,000 people	● Actively recruit the talent needed to accelerate Olive/Trunk and other aspects of our digital platform strategy and build out our IT and digital infrastructure
Wealth management	+600 people	● Hire new graduates to handle the wealth management business across the Group and upgrade our sales structure to optimally deploy existing employees
Domestic wholesale	+300 people	● Strengthen our sales structure and concentrate resources in growth sectors through mid-career hiring and redeployment of existing staff
CIB / S&T business	+500 people	● Recruit the planning talent needed for further collaboration with Jefferies and the professional talent required to drive the global CIB and S&T business from inside and outside the company
Asia	+300 people*	● Hire and deploy strategic planning talent to support growth investment in the Asia business, starting with India * Hiring at SMICC and SMBCI is not included in the planned figures
Asset management	+100 people	● Bolster our professional talent and encourage transfers between Group companies to build a Group-wide AM talent pool
Global transaction banking	+200 people	● Recruit the talent needed to strengthen transaction banking under SMBC Connect

[Note] CIB: Corporate and Investment Banking S&T: Sales and Trading AM: Asset Management SMICC: SMFG India Credit Company SMBCI: PT Bank SMBC Indonesia Tbk
SMBC Connect: SMBC Group's global payment platform

Strategic Talent Acquisition and Optimal Deployment Policy

We are bridging talent gaps through a combination of acquiring outside professionals and deploying talent across the Group based on the characteristics of each key area.

Strategic acquisition of outside professionals

We are stepping up outside hiring chiefly in areas that demand advanced expertise, such as CIB and S&T and global transaction banking. Through flexible compensation design and recruitment branding, we attract people who are able to contribute from day one and put in place a foundation for them to thrive.

Optimal deployment across the Group

In areas where the Group's strengths come into play, such as wealth management, domestic wholesale, and asset management, we promote optimal deployment through redeployment of existing staff and transfers between Group companies.

Actions Toward Realization

To build a strong foundation of talent that drives business strategy, we are taking actions that manifest the above policies (concrete initiatives for each are explained on the following page).

- **Visualization of employees' skills and optimal deployment**
- **Building a recruitment platform optimized for the Group that is linked to business strategy**

Three Areas Supporting Our Human Resource Strategy

Data-Based Skill Visualization and Group-Wide Recruitment

Visualizing Employee Skills for Optimal Deployment

Deploying talent optimally in line with our business strategy requires a good grasp of the experience and skills of individual employees. We are working to visualize the distribution of people with the skills our business strategy needs as well as surpluses and shortfalls. Swiftly deploying talent who are able to contribute from day one to key strategic areas will allow us to tie talent deployment to business strategy even more closely.

Assessing and securing talent quality and quantity

In areas where the visualization of employee experience and skills has revealed shortfalls, we are working to secure talent of the requisite quality and quantity through hiring and training.

Monitoring the talent sufficiency rate in key areas

We continuously monitor how well key areas are staffed. We convert our record of deploying people able to contribute from day one, such as mid-career hires and in-house staff with comparable skills, into indicators. These monitoring indicators allow us to continually channel talent into strategy implementation and steadily increase quality.

Skill visualization and optimal deployment of talent in key areas

1 Defining the skills required in key areas

Defining the skills and requirements for talent expected to contribute from day one

- Digital platform
- Wealth management business
- ⋮

2 Visualizing the gap between current state and vision

Visualizing surpluses and shortfalls in talent who meet the requirements

Number of employees who meet the requirements in key areas

3 Plan and pursue measures to secure talent

Agile acquisition of talent in terms of both quality and quantity

- Hiring mid-career talent able to contribute from day one
- Employee training
- Transfers and deployment across different areas
- New graduate hiring

Optimal deployment across the Group on a global scale that is linked to business strategy

Through shared skill definitions and platforms as well as through linking HR systems in and outside Japan, we will continue to pursue optimal deployment across the Group and globally.

Building a Recruitment Platform Optimized for the Group That Is Linked to Business Strategy

As the talent we need rapidly diversifies, we are strengthening Group-based hiring linked to business strategy on top of the traditional hiring done by individual companies. In areas where individual company expertise and strengths stand out, individual companies will continue to secure their own talent, while in business areas that span the Group, such as wealth management, the Group as a whole will handle hiring, training, and career paths. In wholesale, IT and digital, and other areas, we will continue to build flexible Group structures and aim to be a company chosen by talent who are essential to our strategy by offering diverse entry points, training, and career paths.

Optimal recruitment strategy by area, linked to business strategy

Before

Expand new graduate hiring by business units and mid-career hiring in line with individual company recruitment strategies

External labor market (job seekers)

- Sumitomo Mitsui Banking Corporation
- SMBC Nikko Securities
- SMBC Trust Bank
- ...

Future

Maintain company-based hiring	Shift to Group-wide hiring	
Areas where individual company expertise and strengths stand out	Areas of business spanning the entire Group	New areas and areas where talent acquisition capability differs by company
● Individual companies strengthen talent pipelines ● Training and career paths coordinated across the Group	● Handle hiring plans, channels, training, and career paths as a Group	● Channels concentrated in companies with the strongest talent acquisition capability ● Optimal deployment to Group companies

Hiring and Training to Sustain SMBC Group's Culture

We offer a variety of entry points to enable talent with diverse aspirations to find the right challenges that suit them. These include new graduate hiring for a broad range of career paths, new graduate hiring by business units that makes it easier to chart a career directly tied to a chosen field, and mid-career hiring that draws on advanced expertise and a breadth of experience and values. The Group prizes two things: quality, and close collaboration between HR and business divisions. Even before new talent joins, the divisions work hand in hand with HR to engage candidates and foster a deep understanding of our culture and business. At Sumitomo Mitsui Banking Corporation, we also leverage consolidated transfers, evaluations, and mid-career hiring to pursue hiring tailored to individual division needs so that we can hire talent that will help advance our business.

Three Areas Supporting Our Human Resource Strategy

Supporting Self-Directed Growth and Developing the Next Generation of Leaders

Supporting Self-Directed Growth That Draws Out Individual Potential

SMBC Group supports self-directed career development tailored to individual roles and expertise so that employees can choose what they want to learn and keep their skills up to date. We also analyze how training changes employee behavior as we work to increase the quality of our talent development.

1. Self-directed learning to become professionals in their chosen fields

We have expanded elective training and e-learning tools across SMBC Group, creating an environment where employees can learn autonomously. We also support talent development initiatives led by individual divisions and departments in an effort to foster professionals with varied backgrounds and expertise.

2. Management that drives individual growth

To support the growth of each employee, supervisors (evaluators) are expected to encourage employees to take on challenges and grow through goal setting, evaluation, and feedback. Sumitomo Mitsui Banking Corporation focuses on developing managers who can deliver evaluations and feedback that will resonate with employees through evaluator training and other programs.

3. Career development support across SMBC Group and the way forward

SMBC Group provides opportunities to build diverse experience through Group-wide training of future management candidates alongside internal, external, domestic and international talent exchanges. Through these initiatives, the Group aims to expand the potential of each and every employee while creating a stronger talent pool to generate new value across the organization.

Self-Directed Growth for Every Employee, Supported by the Entire SMBC Group

Self-Directed Career Development

- Support programs for English learning and professional certification
- Internal job posting system
- Career consulting
- Internal side job program

Development Support for Managers

- People management training
- Reviewing management performance using 360-degree assessments

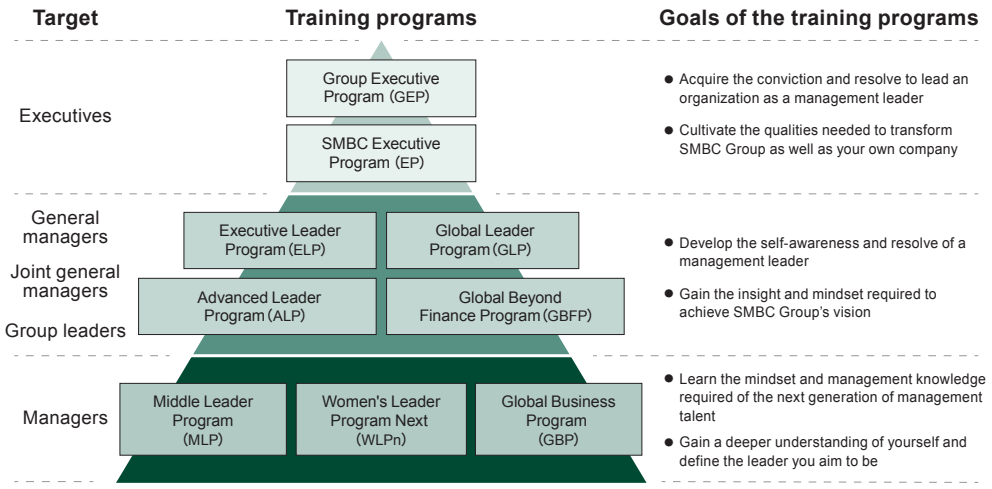
Developing management talent
(For details, see the right side of P.13 (this page))

A Common Foundation for Self-Directed Growth

- **Company-wide AI and data literacy training**
- **Internal, external, domestic and international talent exchanges**
  Joint training across the Group
- **Elective training programs / e-learning tools**
  Nearly 1,800 learning opportunities offered across the Group
- **Support for training by divisions and departments**

Developing Next Generation Leaders for SMBC Group

Achieving an advanced management strategy takes strong leaders with diverse experience and a broad perspective. We have built a training pipeline that runs seamlessly from mid-level employees to top management, where we designate next-generation company leaders as management candidates and train them in a planned, systematic manner.



The global leaders we seek

We seek management leaders with the conviction and resolve to lead an organization and drive transformation with a global outlook, and who draw on the strengths of their advanced expertise and collaboration across teams with a range of backgrounds to take on unprecedented challenges and pioneer uncharted territory. SMBC Group will continue doing everything in its power to provide an environment where the next generation of leaders can flourish and grow.

Systematic training programs that foster a management perspective

We demand that our management talent not only develop a high level of expertise but also a broad perspective and the ability to see the whole picture. We provide assignments across Group companies and around the world, along with opportunities for employees in Japan and abroad to work together, and continually track the outcome of these initiatives to develop leaders who bring together diverse values.

Growth opportunities through tough assignments, and a commitment by management

We offer management candidates growth opportunities through tough assignments and encourage them to gain the perspectives, experience, and capabilities needed to lead the company in the future through ongoing involvement with senior management.

Three Areas Supporting Our Human Resource Strategy

Establishing a Culture and Creating Resonance Through Communication

Establish a Culture That Embodies the Talent Policy and Takes on Bold Challenges

Our aim in articulating the corporate culture that has supported our growth and expanding it across the Group is to achieve further growth. Central to that culture is the SMBC Group Talent Policy. Establishing a culture in which the Talent Policy is embodied at all times is essential for sustained corporate value creation. We aim for a state in which what we expect employees to be and our value proposition to employees take hold and work together to generate a virtuous cycle.

Putting our culture into words

We have articulated the culture that we want to share across the Group to help each employee feel ownership of the Talent Policy and turn it into concrete actions.

Engagement Ambassadors

We appoint influential employees from different workplaces as Engagement Ambassadors and teach them skills such as how to interpret engagement survey results. These ambassadors bring that knowledge back to their workplaces so that they can act on their own initiative to improve the organizational climate.

Monthly engagement surveys and one-on-one meetings

To understand the state of the organization and its employees both qualitatively and quantitatively, we hold a monthly engagement survey and regular one-on-one meetings between supervisors and staff. We track how employees are doing through both data and dialogue and channel what we learn into improving the organizational climate.

Regular one-on-one meetings

Our Culture

A culture in which the Talent Policy is embedded and embodied at all times

Visualization and clarity

1. Manifest our ideal culture
2. Create a common language across SMBC Group

Embedding and normalization

3. Embed the culture across the Group, at individual companies, and in each region
4. Resonate and instill across SMBC Group

More Advanced Human Capital Disclosure and Stronger Communication

To keep our HR initiatives moving forward, it is vital that we disclose our human resource strategy accurately to company insiders and outsiders alike and evolve it through dialogue with stakeholders. SMBC Group is working to create more advanced human capital disclosures, including by holding investor briefings on human capital management, while strengthening communication both within and outside the company.

Optimizing internal and external communications

We proactively communicate our HR strategic initiatives and outcomes. By doing so, we align our workforce with the Talent Policy and advance our corporate culture. Instead of one-way communications, we closely follow how each stakeholder responds to what we publish and optimize our communication accordingly.

The Group's first human capital report

The publication of this report serves as one of these communication measures. By sharing management's convictions regarding our talent along with the details of our human resource strategy and value creation stories of SMBC Group employees, we aim to create more advanced human capital disclosures for stakeholders and to help each employee understand and embody the Talent Policy.

Leaving the Black Box Behind

Sumitomo Mitsui Financial Group
Senior Vice President, Head of Planning Group 1
Human Resources Department

Tetsuro Kanke

HR has long been seen as a black box. We felt we weren't disclosing enough, and that we weren't getting the necessary information to people inside and outside the company. We created this HUMAN CAPITAL STORY because we wanted to actively communicate to investors, job seekers, and our own employees how our human resource strategy contributes to achieving our management strategy, and what our human capital investment is meant to accomplish. We will use feedback from our stakeholders to continue refining our human capital disclosures.

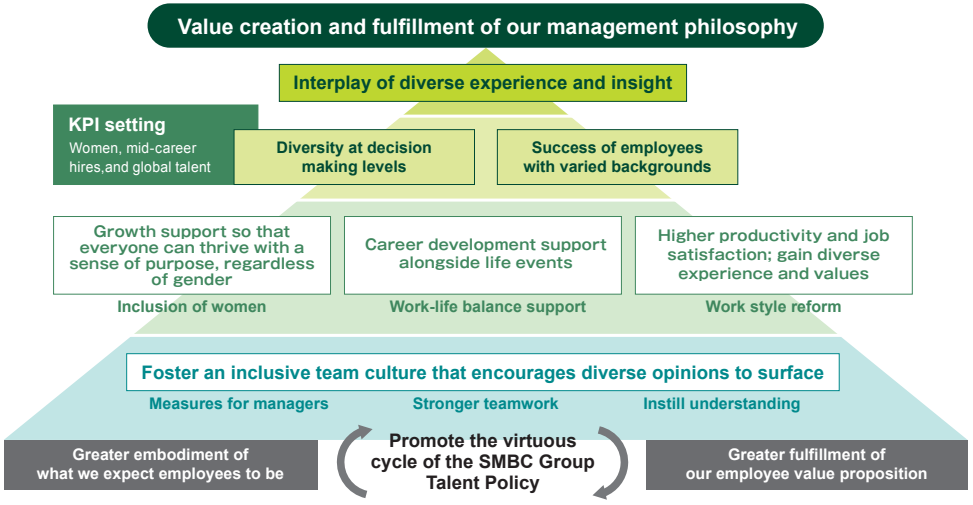
Three Areas Supporting Our Human Resource Strategy

Building Resilient Teams Willing to Take on Challenges

Diversity Management*1 as a Management Strategy

SMBC Group positions diversity management as its growth strategy and aims to transform variety into organizational strength, leading to the creation of new value and the enhancement of its corporate value. To help each of our employees with varied backgrounds excel as a professional, we provide opportunities and resources suited to individual circumstances and build an organization where people respect and elevate one another.

*1 For details on diversity management, visit the SMBC Group website.



Diversity at Decision-Making Levels and Success of Employees With Varied backgrounds

As one initiative to diversify our decision-making levels, we provide training to develop female executives in light of Japan's gender gap, while at some Group companies, Management Committee members provide female executive candidates comprehensive support for career advancement through a Sponsor Program. We also encourage employees with varied backgrounds to excel through measures such as support for work-life balance and work style reform.

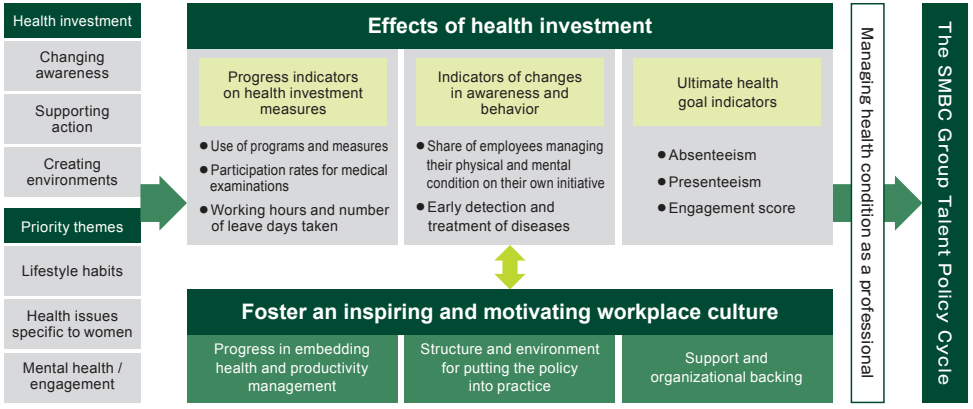
A More Inclusive Organizational Climate and Greater Team Resilience*2

For employees with varied backgrounds to thrive, we need a culture that leverages differences among talent. We are focused on boosting team resilience, empowering every employee to stay strong through change and continue taking on new challenges. For example, we produced a guidebook on how to keep teams running smoothly even during member absences. Meanwhile, Sumitomo Mitsui Banking Corporation and SMBC Nikko Securities introduced a new incentive program for teams that leveraged a member's parental leave to boost team resilience.

*2 A team' s capacity to quickly and flexibly adapt to or overcome difficult situations

Strategic Investment in Health and Productivity Management

The physical and mental health of employees drives the value we provide to customers as well as the sustained growth of the company and serves as a vital foundation for high performance. We have formulated a Group-wide health and productivity management strategy map and encourage employees to manage their physical and mental condition as professionals, backed by the commitment of company Chief Health Officers (CHO).



The company, health insurance associations, and occupational health staff also work together in a three-way partnership to build a supportive environment, and through jogging events, seminars, and more during the Group's annual Wellness Month each November, we raise employees' health awareness and encourage them to take charge of their own health. As a result of these ongoing efforts, nine Group companies were certified as 2026 Outstanding Organizations of KENKO Investment for Health (Large Enterprise Category), selected by Nippon Kenko Kaigi.

2026 健康経営優良法人 KENKO Investment for Health 大規模法人部門 ホワイト500

Three Areas Supporting Our Human Resource Strategy

Evolving Our HR Foundation and Increasing Productivity Through Technology

Human Resource Capacity Created by Effective Operation of the New HR System

Sumitomo Mitsui Banking Corporation implemented its new HR system in January 2026. Under the new system, we will accelerate employee growth as professionals, boost organizational productivity, and use the added value created by this as the driving force for our next stage of growth.

Increasing productivity and creating added value

The new HR system accelerates employee growth as professionals through the pursuit of expertise in individual business areas, strategic experience across boundaries, and standardized use of AI. We will also rigorously apply merit-based evaluation regardless of age or tenure, maximizing the value employees generate to achieve sustained productivity growth.

Greater competitiveness in hiring and retention

The added value we create flows back to employees appropriately, feeding a cycle of continued growth. In addition to diversifying our compensation structure, we are expanding benefits such as work-life balance and health support, building a solid foundation for attracting and retaining top talent.

Increase Productivity and Create Added Value	
Domain-specific expertise	Strategic experience across boundaries
Standardized AI use	Merit-based evaluation and promotion, regardless of age or tenure
Grade allocation tailored by organization	Fair evaluations through evaluator meetings
Staff allocation with clear priorities	

Greater Competitiveness in Hiring and Retention	
Performance-linked bonuses	Bonuses for front-office staff
Share remuneration and long-term incentives	Compensation structure by business area
Employee shareholding schemes	Expanded work-life balance and health support
Greater investment in education	

Advanced HR Operations and Employee Support Through AI and Technology

We are using AI and technology to streamline and upgrade business processes and to create an environment where employees can focus on high-value work, increasing productivity and maximizing the value of our human capital.

AI-driven matching and autonomous career development

The Group supports employees' autonomous career development through its internal job posting system, Free-Agent System, and more. We are building an AI-powered matching system that efficiently connects employees' desired careers and skills with the needs of departments seeking talent so that employees can use these programs more effectively. By drawing on objective, AI-based matching, we aim to expand individual opportunities for growth and place the right people in the right roles with greater precision.

Transfers and placements that balance a strategy-linked talent portfolio with employees' career autonomy

In transfers and placements, we build a well-rounded picture of employees' career aspirations, skills, experience, and aptitudes, and weigh this against the talent needs and job requirements of departments to achieve better placements. We combine objective AI analysis with the Human Resources Department's holistic judgment to build the talent portfolio our business strategy and AI-driven transformation require, while giving employees growth opportunities and placements that feel right for them. This raises engagement and strengthens the organization.

Three Areas Supporting Our Human Resource Strategy

A Stronger HR Structure to Support the Global Group Strategy

To support business growth globally, we are building an HR platform that lets every employee perform at their best, regardless of organizational, national, or regional boundaries.

A Unified HR Foundation Across the Group

By aligning systems, standardizing system platforms, and strengthening the HR structure, we will eliminate the mismatches that arise from fragmented information and weak coordination between companies and divisions. This will move us to a structure that directly links Group-based business strategy with human resource strategy.

Consistent Program Operation and Talent Placement across the Group

We are building on the new HR system introduced at the bank, working first to connect the HR systems of the bank, trust bank, and securities company as we lay the groundwork for unified management and allocation of human resources. Through this work, we aim to visualize human capital across the entire Group in the future and realize—as a unified Group—the optimal placement of talent in line with the business strategy.

A Shift to Consistent Talent Management Across All Companies and Regions

To take our international business to the next level and make full use of the Group's strength, we are shifting to consistent, worldwide talent management.

HR practices suited to managing the business globally

Our international business, which has long been run region by region, increasingly needs to be run as a single global operation, and talent management must change accordingly.

Broader career opportunities for all employees

Regardless of where employees are hired, we will offer a wide range of opportunities at the Company and across the Group, and work to bring the Talent Policy to life globally.

1 Stronger alignment between the head office and overseas regions

We link the evaluation of overseas senior managers to head-office strategy. We will further expand recruitment and training programs for global talent, while facilitating cross-border mobility to place talent where they fit best.

2 A stronger HR operating foundation outside Japan

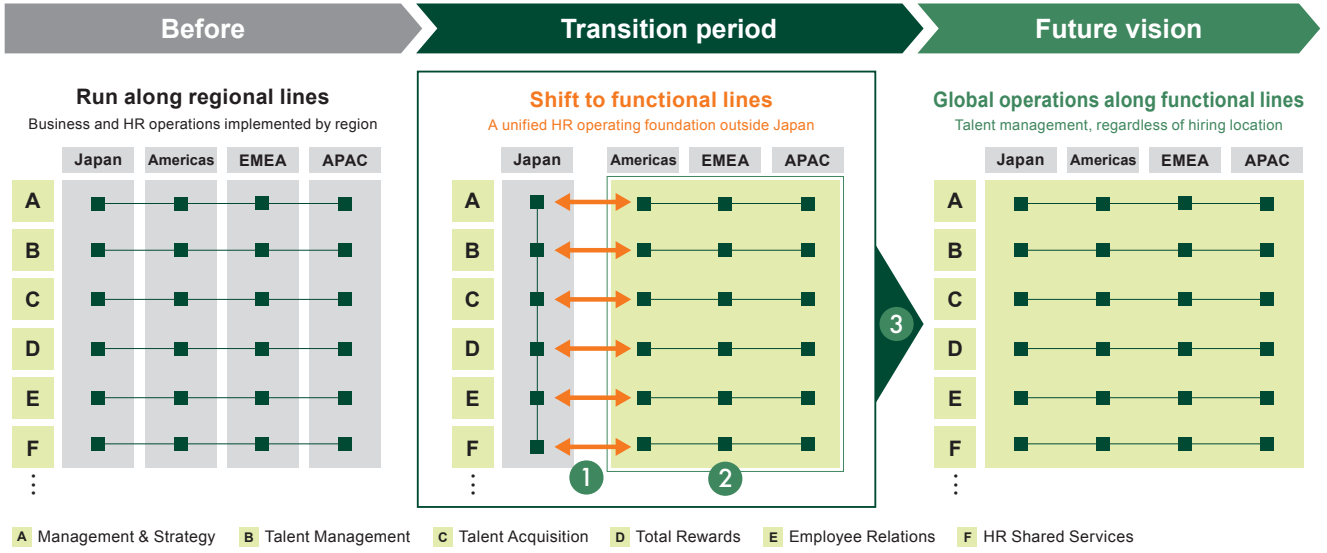
We are unifying the HR systems, operations, and platforms that currently differ from region to region outside Japan. We will visualize talent data and build a structure that makes sophisticated HR operations possible worldwide.

3 Consistent talent management, regardless of hiring location

We aim to move beyond the divide between employees hired in Japan and those hired locally abroad, clearly defining the business areas and levels covered, to establish globally consistent talent management.

Direction of our response going forward

HR systems	• Align evaluation and compensation programs across the Group • Lower barriers related to workstyles
Resource allocation	• Gain full visibility into human capital • Centralize management of human resources and resource-allocation planning
Systems	• Operate the HR system platform and HR processes (transfers, evaluations, payroll, and more) consistently
HR structure	• Strengthen Group coordination between the HR Center of Excellence (HR CoE) and HRBPs • Clarify HR authority across the Group



SMBC Group Human Capital Management Data

How Investment in People Drives Both Corporate Value and Employee Growth

Purpose of the Quantitative Analysis

Maximize Human Capital ROI and Demonstrate Mutual Choice-Based Relationships

To formulate the new Human Capital Management Model, the Group performed a value-relevance analysis using historical non-financial and financial data centered on human capital.
We hypothesized that investments and initiatives related to our human resources were having an effect, and the results of the analysis demonstrated that many of them contribute effectively. Based on these results, we have updated the Human Capital Management Model and will continue pursuing a human resource strategy focused on sustained enhancement of corporate value.

[Verification of Qualitative HR Hypotheses Using Historical Data]

The mutual choice-based relationship pursued by SMBC Group is a state in which our expectations of what we expect employees to be and our value proposition to employees, as set forth in the Talent Policy, are linked and create a virtuous cycle.
We performed the value-relevance analysis from two angles (the above interrelationship, and the narrative of enhancing corporate value through human capital investment) and demonstrated a significant correlation in both cases. The figure on the right, the New Human Capital Management Model, draws on these results to show how the Talent Policy accelerates HR measures related to Talent, Culture, and Platform, which in turn contribute to greater corporate value.

[Scope of Analysis Based on the New Human Capital Management Model]

Hypothesis ❶

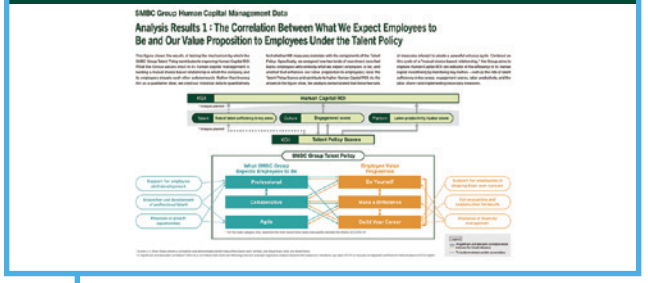
Is there a correlation between what we expect employees to be and our value proposition to employees as set forth in the Talent Policy?

Hypothesis ❷

Have our HR measures to date led to employee career development and higher engagement, and are they linked to sustained enhancement of corporate value?

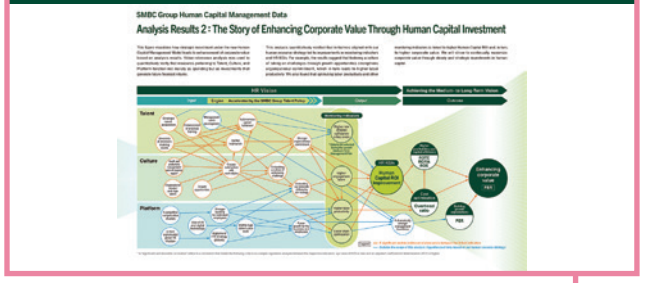
Conduct analysis **Conduct analysis**

Analysis Results 1: The correlation between what we expect employees to be and our value proposition to employees



Analysis Results 1: The correlation between what we expect employees to be and our value proposition to employees under the Talent Policy (see P.20)

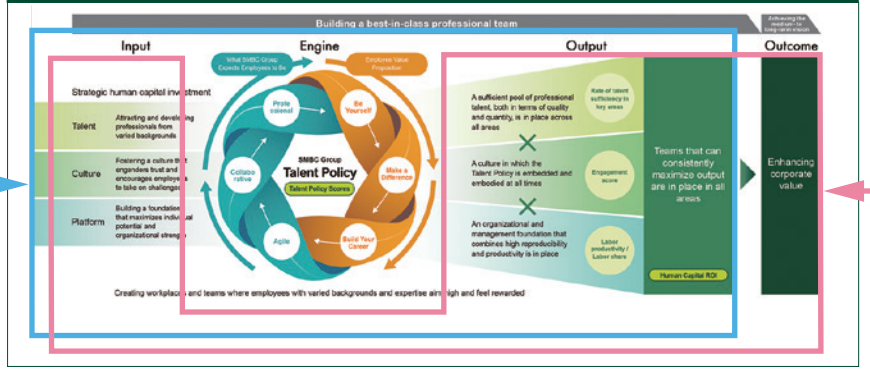
Analysis Results 2: The story of enhancing corporate value through human capital investment



Analysis Results 2: The story of enhancing corporate value through human capital investment (see P.21)

Used as quantitative backing

Model: Reflected in the New Human Capital Management Model



A New Human Capital Management Model Backed by Quantitative Proof (reprinted from P.10)

SMBC Group Human Capital Management Data

Verification Through Value-Relevance Analysis for the New Human Capital Management Model

The Steps from Performing a Value-Relevance Analysis to Reflecting It in the New Human Capital Management Model

To formulate the new Human Capital Management Model, the Group framed hypotheses grounded in our human resource strategy and spanning the path from human capital investment to enhancement of corporate value, and then performed a value-relevance analysis using the data it had accumulated. We performed the analysis using data not only from SMBC Group as a whole but also from the five companies: Sumitomo Mitsui Banking Corporation, SMBC Nikko Securities, Sumitomo Mitsui Card, SMBC Consumer Finance, and Japan Research Institute. We weighed the results of individual companies, considered the pathways showing common interconnections across the group as the human capital narrative that the entire group should prioritize, and incorporated them into the New Human Capital Management Model.

STEP1 : Build a hypothesis

Frame hypotheses grounded in our human resource strategy that span the path from human capital investment (Input) to enhancement of corporate value (Outcome).

STEP2 : Collect data

Collect a vast body of non-financial and financial results data spanning more than 800 categories and covering 11 years of history on average.

STEP3 : Verify correlations

Analyze correlations between indicators and map the pathways linking such indicators with statistically significant correlations.

STEP4 : Discuss results

Identify the important pathways from verified results based on consistency with our human resource strategy and actual conditions.

STEP5 : Incorporate into the model

New Human Capital Management Model

Update the model based on important pathways where the analysis supported our hypothesis.

Insights Gained Through Quantitative Proof

The process from promotion of SMBC Group HR measures to enhancement of corporate value

Engine: Accelerated by the SMBC Group Talent Policy

Promote HR measures	Direct effects of HR measures	Improvement in HR KGIs and more	Improvement and optimization of financial indicators	Enhancing corporate value
● Training costs and time ● Ratio and number of mid-career hires ● Ratio of female managers ⋮	● Satisfaction with teamwork ● Satisfaction with autonomous growth ● Degree to which a culture of taking on challenges has been instilled ⋮	● Human Capital ROI ● Engagement score ● Labor productivity ● Labor share ⋮	● Bottom-line profit ● Overhead ratio ● RORA ⋮	● ROTE ● ROE ● PBR ● PER ⋮

Examples of relevant indicators

The analysis quantitatively proved the following two points.

The value of investing in talent

Investment that enhances our employee value proposition raises the Talent Policy Scores and contributes to higher Human Capital ROI.

A cycle of growth

Initiatives relating to Talent, Culture, and Platform raise employee engagement and productivity, leading to sustained growth and enhancement of corporate value.

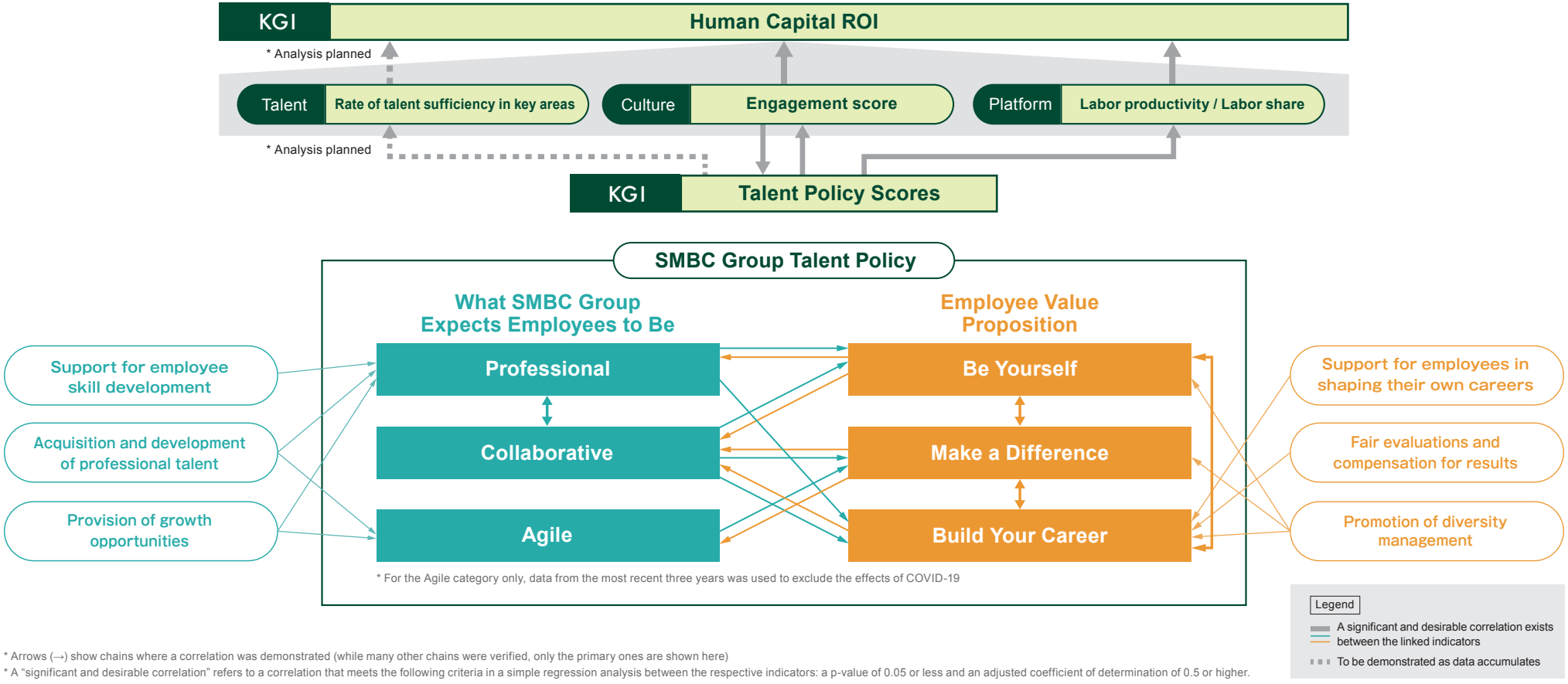
The most important fact this analysis brought to light is that the mutual choice-based relationship between the company and its employees, which the Group is working to build, is not merely a slogan but an effective engine already up and running that generates corporate value.
As this marked the Group's first attempt at this analysis, we will accumulate more data and continue verification to build on this program and solidify our approach to human capital management.

Note: For satisfaction with teamwork, satisfaction with autonomous growth, and the degree to which a culture of taking on challenges has been instilled, scores from the detailed engagement survey questions were used.

SMBC Group Human Capital Management Data

Analysis Results 1 : The Correlation Between What We Expect Employees to Be and Our Value Proposition to Employees Under the Talent Policy

This figure shows the results of testing the mechanism by which the SMBC Group Talent Policy contributes to improving Human Capital ROI. What the Group values most in its human capital management is building a mutual choice-based relationship in which the company and its employees elevate each other autonomously. Rather than leaving this as a qualitative ideal, we used our historical data to quantitatively test whether HR measures correlate with the components of the Talent Policy. Specifically, we analyzed how two kinds of investment (one that backs employees who embody what we expect employees to be, and another that enhances our value proposition to employees) raise the Talent Policy Scores and contribute to higher Human Capital ROI. As the arrows in the figure show, the analysis demonstrated that these two sets of measures interact to create a powerful virtuous cycle. Centered on this cycle of a "mutual choice-based relationship," the Group aims to improve Human Capital ROI (an indicator of the efficiency of its human capital investment) by monitoring key metrics—such as the rate of talent sufficiency in key areas, engagement scores, labor productivity, and the labor share—and implementing necessary measures.



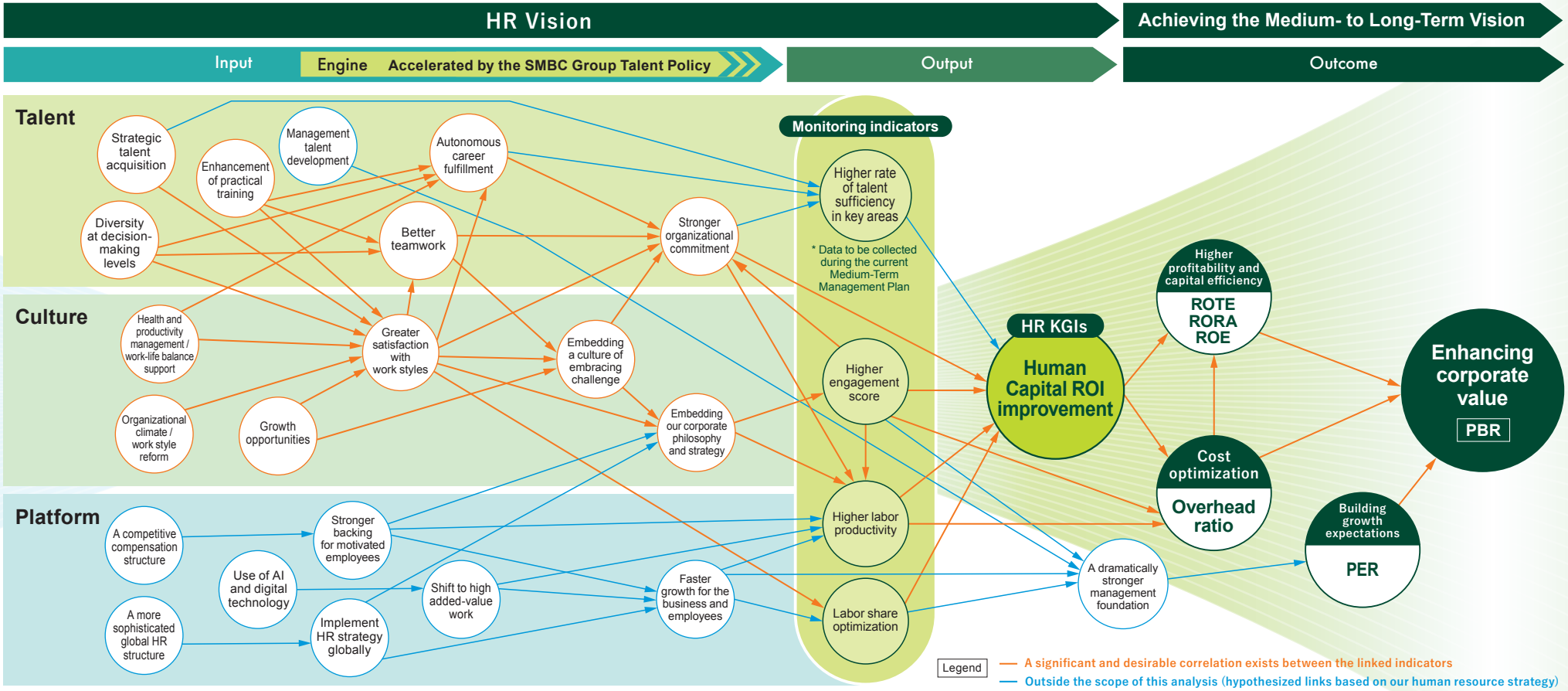
* Arrows (→) show chains where a correlation was demonstrated (while many other chains were verified, only the primary ones are shown here)
* A "significant and desirable correlation" refers to a correlation that meets the following criteria in a simple regression analysis between the respective indicators: a p-value of 0.05 or less and an adjusted coefficient of determination of 0.5 or higher.

SMBC Group Human Capital Management Data

Analysis Results 2 : The Story of Enhancing Corporate Value Through Human Capital Investment

This figure visualizes how strategic investment under the new Human Capital Management Model leads to enhancement of corporate value based on analysis results. Value-relevance analysis was used to quantitatively verify that measures pertaining to Talent, Culture, and Platform function not merely as spending but as investments that generate future financial returns.

This analysis quantitatively verified that initiatives aligned with our human resource strategy led to improvements in monitoring indicators and HR KGIs. For example, the results suggest that fostering a culture of taking on challenges through growth opportunities strengthens organizational commitment, which in turn leads to higher labor productivity. We also found that optimizing labor productivity and other monitoring indicators is linked to higher Human Capital ROI and, in turn, to higher corporate value. We will strive to continually maximize corporate value through steady and strategic investments in human capital.



* A "significant and desirable correlation" refers to a correlation that meets the following criteria in a simple regression analysis between the respective indicators: a p-value of 0.05 or less and an adjusted coefficient of determination of 0.5 or higher.

SPECIAL FEATURE

Feature

The Dawn of a New HR System

Center Stage for Employees with Varied Backgrounds and Expertise

Background to Revisions

To ensure that the SMBC Group Talent Policy permeates every corner of the organization and is embodied by every employee in their everyday actions, Sumitomo Mitsui Banking Corporation overhauled its HR system from the ground up. We aim to evolve into an organization that leverages diverse expertise, while upholding our distinctive heritage of seeing things through as a team.

The Three Concepts of the HR System

We aim for a mutual choice-based relationship between the company and its employees. We back individual dreams and goals and offer our full support in building the careers of diligent and highly motivated employees and a workplace high in job satisfaction. Our HR system focuses on the following three concepts to maximize the capabilities of our employees with varied backgrounds.

Professionalism

We have rethought what was once a single career path pointing everyone toward management. We provide an environment where all employees can hone their expertise and build a professional career either in management or as an individual contributor.

Merit-based

We base evaluations and compensation on the roles, results, and contributions expected of a professional, regardless of age or seniority. This system lets anyone with ability take on major roles and be compensated accordingly.

Inclusion

We create an environment where all employees can choose their career path and work in a way that suits their life stage. We will also establish a framework in which such choices are evaluated and compensated fairly.

Overview of the HR System

Embodiment of the SMBC Group Talent Policy

Creating workplaces and teams where employees with varied backgrounds and expertise aim high and feel rewarded

Professionalism	Merit-based	Inclusion
All employees establish their own professional core	Eliminate uniform, seniority-based evaluations	Employees choose their own career and work style

Professional Track

Grade system
Clarify roles and duties

Evaluation system
Professionalization of employees and rigorous application of merit-based principles

Compensation system
Compensation by business area and according to role

Transfers and training
Autonomous career development

Work style
Flexible options for all employees

Main Revisions

We will shift to a new HR system built around a grade system to clarify the roles and duties of individual employees. We are also rethinking the one-size-fits-all approach based on year of hire and age, shifting to evaluation and compensation that put more weight on roles, results, and contributions. We will provide differentiated compensation based on employees' roles, results, and contributions, while creating an environment where each employee can autonomously shape their own career and demonstrate diverse expertise.

Keys to Embedding This System

This is a fundamental overhaul of the HR system, and some employees have voiced unease regarding performance-based mechanisms and new approaches to career development. That is why management, business divisions, and HR have held briefings and dialogue sessions starting from even before the revisions, so that every employee understands the intent and details of the system correctly.

We have actively listened to unfiltered feedback from employees on the ground and maintained careful communications, which has allowed us to dispel unease and create an environment where employees can embrace the change.

For the new system to succeed, managers who understand team member aptitudes and career aspirations and provide growth-oriented feedback are essential as well. To address the greater burden that this places on managers and bolster the advanced skills needed to support employees with varied backgrounds, we have greatly expanded training to raise evaluator literacy and support measures for one-on-one meetings. We will invest in not only establishing this framework but in supporting the people responsible for operating it, building a new organizational culture in which employees can shape their own careers.

3 Our People & Stories

Unique Qualities, Growing as One Team

24 Message from the General Manager, Human Resources

25 Employee Interviews: Being Yourself Within the Talent Policy

25 STORY 01 SMBC, India Business Management Department

26 STORY 02 Japan Research Institute, Global EA Department

27 STORY 03 SMBC, Nada Branch

28 STORY 04 SMBC Nikko Securities, Jiyugaoka Branch

29 STORY 05 SMBC Consumer Finance, IT Strategy Department

30 STORY 06 SMBC, Niigata Corporate Banking Division

31 STORY 07 Sumitomo Mitsui Card, Marketing Unit III

32 STORY 08 SMBC, Corporate Risk Management Department

33 STORY 09 SMBC Consumer Finance, Finance Business Promotion Department

34 STORY 10 Japan Research Institute, Center for the Strategy of Emergence

35 STORY 11 Sumitomo Mitsui Card, BM Business Development Department

36 STORY 12 SMBC Nikko Securities, Corporate Finance Group

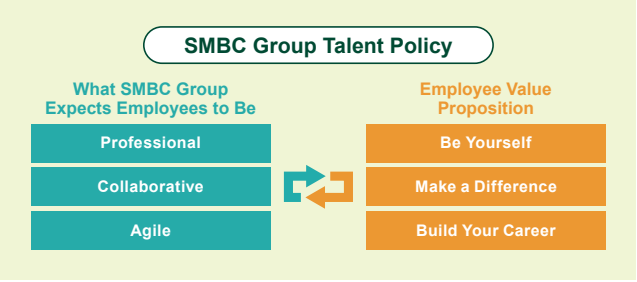
A place where people feel that their efforts are worthwhile.

A company and its employees connected by trust

Trust is an SMBC Group asset that has been handed down and nurtured for more than 300 years. Regardless of how much technology evolves, people are the source of that trust. It is based on the sense of responsibility and sincerity of individuals who put every effort into taking on challenges for customers, society, and their teams. Whatever the era, this trust is the foundation of our business, and at the same time, we believe the pleasure and pride that we feel from being trusted by others are what make the work itself so rewarding.

The SMBC Group Talent Policy, which was established in 2023, clarifies three qualities that are expected of employees and that are the source of this trust: Professional, Collaborative, and Agile. Rather than clarifying what SMBC Group arbitrarily expects of its employees, the significance of this Talent Policy lies in the creation of a virtuous cycle involving What SMBC Group expects employees to be and what it provides them with.

In response to the value that our employees generate, SMBC Group makes every effort to provide three Employee Value Propositions: Be Yourself, Make a Difference, and Build Your Career. As work-related values continue to diversify, our goal is to constantly keep this cycle in motion so that SMBC Group and its employees continue to choose each other.



A team of 130,000 people who are all personally involved

When we were establishing the Talent Policy, a significant number of people urged caution regarding SMBC Group explicitly expressing the nature of its relationship with employees. Even in that context, and while listening to the views of a variety of stakeholders—for example, employees of on-site organizations, colleagues who had joined SMBC Group mid-career, and outside directors—I was convinced that the time was right to clearly set forth our way of thinking. This was because I believed that ending the era of the one-sided relationship between SMBC Group and its employees and allowing our expectations to resonate with each other could be the energy that paves the way to the future of SMBC Group.

Three years have passed since the Talent Policy was established, and I have sensed a definite effect in terms of awareness and understanding within SMBC Group. To ensure that the Talent Policy is embraced fully by our 130,000 Group colleagues, we must incorporate it in our everyday initiatives and boost the number of employees who regard it as something that directly concerns them. I am hopeful that they will consider what the concepts of Professional, Collaborative, and Agile mean for them, and embody the Talent Policy in a way that is true to themselves. SMBC Group is also determined to respond to their efforts in a variety of contexts.

Together, we will build a company in which being a member of SMBC Group enriches the lives of all its employees and makes them feel that their efforts are worthwhile. This is the core sentiment that we have invested in the Talent Policy, and it is the message that I would like to send to our 130,000 Group colleagues and to those colleagues who will join us in the future.

Sumitomo Mitsui Financial Group,
Executive Officer and General Manager, Human Resources Department

Hironori Kurata

Profile

Joined Sakura Bank (now Sumitomo Mitsui Banking Corporation) in 1998. After working in corporate sales at multiple locations in Japan, studied abroad in the U.S. Returned to Japan and took up a new post in the Human Resources Department working on transfers and placements, evaluations, educational training, etc. Subsequently became Head of the Toyama Corporate Business Office, and from April 2025, Executive Officer and Human Resources Department General Manager.

Professional × Build Your Career

STORY 01

Professional | Be Yourself | Collaborative | Make a Difference | Agile | Build Your Career

By rolling up your sleeves and embracing every challenge, you can unlock new potential each time you step into an unfamiliar environment.

Saori Ishizaki

Sumitomo Mitsui Banking Corporation India Business Management Department

Profile

Joined SMBC in 2015. After gaining experience in SME sales, joined the Asset Finance Department at the Head Office in 2017 and used the Internal job posting system to transfer to the Governance Planning Department, Global Banking Unit (now the Planning Department, Global Banking Unit) in 2022. Has a wide range of responsibilities in the Governance Planning Group, including dealing with the relevant authorities and tax-related matters. Posted to India in June 2025 as the Bank's first dispatched female employee there.

The desire to work in a developing country was the focal point of my career

Ever since joining the Company, I felt that one day, I would like to work in a developing country. I think Japan is a wonderful place, but I sometimes feel a sense of restriction and an atmosphere of conservatism because of anxieties about the future with a population that is both shrinking and aging. On the other hand, developing countries are dealing with an increasing number of problems but are also overflowing with the enthusiasm and energy of people who believe in their own potential. I had hoped to experience this firsthand on the ground for a long time, so I used the Group-wide job posting system to transfer to the Governance Planning Department, Global Banking Unit (now the Planning Department, Global Banking Unit). In 2025, I was given the chance to take on that challenge for real. I was transferred to the India Business Management Department in one of the most important countries for SMBC Group's overseas strategy. Against the backdrop of factors such as a growing population, India's economic growth is accelerating, and multiple reforms were already underway at the local level, for example, through enhanced branch strategy and establishing various systems. In that context, I was entrusted with a large-scale project for office relocation, for which I had no previous experience. I didn't live overseas as a child and this was my first posting in a foreign country, so I would be lying if I said that I was not apprehensive. But I started work in India with a strong sense that because I was in an unfamiliar location, first and foremost, my only option was to be proactive.

The ability to roll up your sleeves and take action is more of an asset than your expertise

Working on the office relocation project was more complex than I had imagined. We faced multiple challenges simultaneously—office selection and contracts, budget adjustments with the Head Office, and how to reconcile with local common practice. I found it particularly hard to deal with the differences between things that are seen as self-evident in Japan and India. At times like these, I was conscious not of which party was correct, but of what could be done to convince both parties. I involved management and local staff, prepared multiple alternative proposals where appropriate, and continued to search for common ground between the two. I feel that I was able to capitalize on the abilities I cultivated in various fields such as sales, governance, and overseas planning. Whatever the situation, I try my best and just keep pushing forward because things do not have to be perfect. Even in a new environment or with work in which you are inexperienced, first and foremost, it is important to take action. The work will take shape as you involve those around you. That ability to generate momentum may be what makes me a professional.

It is not about where you work, but how you approach what you do

Something that I realized when I actually began working in India is that the essence of my job does not change whether I am in Japan or overseas. The important thing is to try and understand the people I work with. This is about building mutual trust, engaging in repeated dialog, and seeking common ground while respecting each other's background. I gained a real sense of how that accumulation of trust, along with my own desire to make progress in my job, enables me to keep things moving whatever the context. When the project ran into difficulties, my superiors and members from each department at the Head Office came together to provide support. Even in a place as distant as India, I felt firsthand the cooperative culture of SMBC Group, and that kindness was a major source of support as I took on this challenge. New challenges create a wealth of new possibilities. I think such possibilities arise not from whether you have particular expertise or skills, but from the ability to jump right in without hesitation.

Internal job posting system

The Group supports employees in their autonomous career development through an internal job posting system, which allows applications for positions and transfers across the Group, and with regular job forum information sessions in which various departments communicate their appeal and the details of their work.

Professional | Be Yourself | Collaborative | Make a Difference | Agile | Build Your Career

Professional × Build Your Career

STORY 02

Experience in a global project raised my outlook to a new level. Carving out a growth trajectory through expertise.

Junichiro Kanamitsu

The Japan Research Institute (JRI) Global Enterprise Architecture Department General Manager and Principal

Profile
Joined JRI in 2003. Belonged to the IT Solutions Division and began his career in web systems development. Gained a wide range of experience in in-house production, one-off projects, applications, and infrastructure, and helped establish company-wide technical standards, architecture activities, etc. Certified as JRI's first Principal (the highest position for a professional expert) in 2026. Awarded in the 2025 Japan Amazon Web Services (AWS) Top Engineers program.

A new path in my career as an engineer

Since joining JRI in 2003, I have accumulated on-site experience in systems development through responsibility for everything from design to implementation, operations, and planning company-wide architecture. Although I intended to pursue both expertise and management in my career path, at the time that I joined JRI, the only path available in the personnel system was focused on management, so the environment made it difficult for me to envision growing based on my expertise. For this reason, I developed an open-ended goal of attaining a management position that would also be favorable to my technical skills. The turning point came in 2019, when revisions to the personnel system led to the introduction of the Expert Certification System, which evaluates the fields of expertise and capabilities that are appropriate for management. I was also certified as a Senior Expert in 2023, and thanks to the encouragement of my superiors and colleagues, I then decided to take on the challenge of progressing further to become JRI's first ever Principal. I succeeded in reaching this goal, although acquiring the title of Principal is only the beginning of the process. With this system, you lose your certification if you do not keep generating results, so continually asking myself the question, "how I can keep growing as an engineer," motivates me.

The challenge of improving my professional standards

At present, I am participating in the Global Biz Tech project, which supports global IT reforms in SMBC Group. This initiative involves rebuilding infrastructure to support future global business growth while collaborating with our overseas locations. I have become acutely aware of the significance of expertise while dealing with our overseas engineers. They are very discerning about the fields in which they work, and in this context, the ability to engage in discussions backed up by technical skills is a prerequisite for gaining their trust. If they understand my expertise and technical background, their attitude changes and our discussions proceed much more quickly even if there is a language barrier. In order to take things forward globally, it is essential that we set common goals and share information, up to and including what lies behind those goals. Engineers' roles and points to be pursued vary at each location, and there are even cases where the same technical term has a different usage and meaning. To me, my expected role as a professional involves understanding not just the latest technologies but also the core skills of each member, discovering and amending points about which perceptions differ, and designing the ideal direction of a project.

Transforming expertise into usable value

I used to think that the fundamental skills of a professional were being more knowledgeable than anyone else and having a depth of understanding. Now, I feel that those qualities alone are not enough. No matter how high your level of expertise, it will not generate value unless it is conveyed to those around you and utilized by them. As such, it is important to design projects while bearing in mind how that expertise is conveyed, how to get people to listen to it, and how they capitalize on it. Receiving input and feedback from various people is also important for growth. Speaking at external conferences is a part of this. By opening up your knowledge to society, being assessed, and receiving feedback, the trust that people have in you as a professional will become even stronger. Going forward, I intend to convert my expertise into global value and to continue confronting my growth as an individual.

Expert Certification System (JRI)

With this system, engineers and other employees who have sophisticated expertise are certified and evaluated into three categories: Expert, Senior Expert, and Principal. An environment that necessitates ongoing results and growth supports them in advancing their careers with a focus on their expertise and in playing an active role.

STORY 03 Professional × Make a Difference

The first step toward getting to know the community changes your customer relationships. How to create new value for the bank.

Shohei Nishimoto

Sumitomo Mitsui Banking Corporation Nada Branch General Manager

Profile
Joined SMBC in 2010. Worked in individual client consulting at a branch before joining the Financial Consulting Department at the Head Office in 2015, and then transferring to the Business Promotion Department, Retail Banking Unit in 2019. Became Joint General Manager at the Osaka-Chuo Branch in 2023 and Joint General Manager of the Osaka Head Office in 2024, and was then appointed as Nada Branch General Manager in 2025.

Professional | Be Yourself | Collaborative | Make a Difference | Agile | Build Your Career

Working at a branch is a unique way of interacting with the community

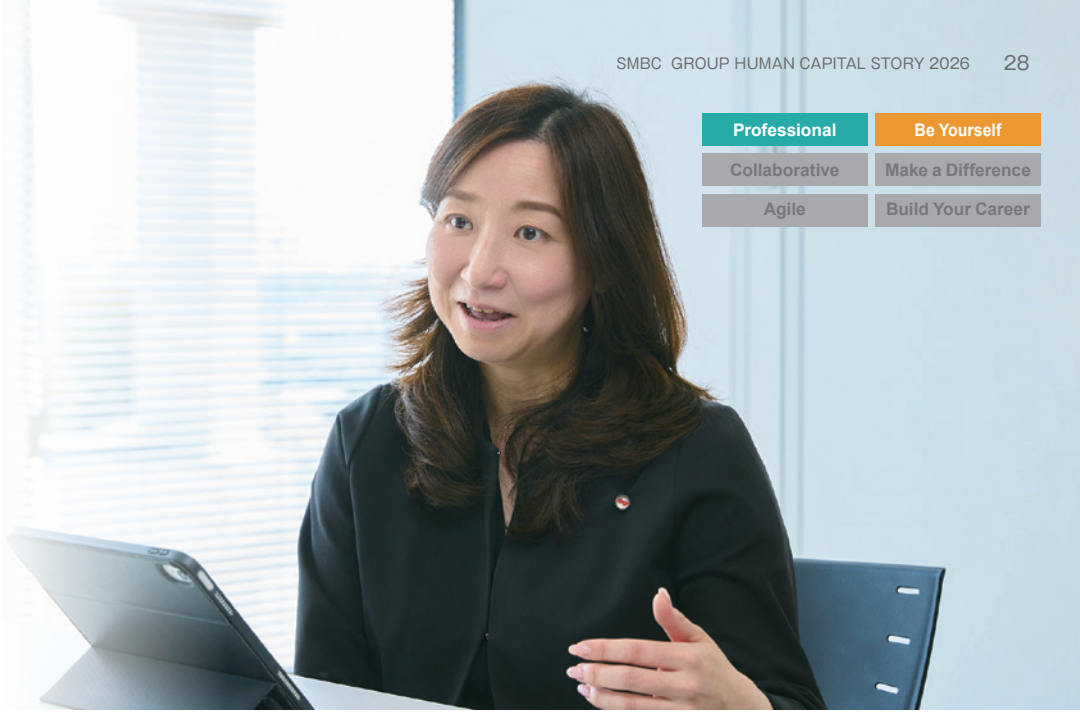
"There's something different about Sumitomo Mitsui Bank compared to other banks." — my goal when I was appointed as General Manager was that the Nada Branch would inspire customers to think like this. In an era when physical stores and branches are declining, I searched for what was possible in a context that allowed me to meet and talk with customers, and I genuinely wanted to enliven the community. The first thing I worked on was creating points of contact with the community. On my first day as Branch General Manager, I visited the Nada Ward Office and met the Ward Mayor. I began by stating directly, "I would like us to enliven the community together." Her reply was, "Certainly!" I was also introduced to everyone in the Community Collaboration Section. Since then, we have regularly exchanged views; our collaborations with schools, businesses, and community organizations have flourished; and activities have been created that contribute to the local area.

The accumulation of small achievements heightens professionalism

I would like to share a specific example of our initiatives in financial and economic education. We organize classes tailored to different age groups, for example, asking elementary school students "What is money?" and teaching junior high and high school students about how to avoid becoming a victim of fraud and the concept of asset building. I have received letters of thanks from students and teachers who participate and requests to hold the same classes next year, so we are gradually broadening our connections with the community. Other than this, working little by little on what can be done for the community, for example, placing leaflets in stores asking for designs for a new Nada Ward mascot, has led to branch staff actively suggesting activities that will contribute to the community. This is not about how much money can be made. Rather, we think more about contributing to the lives of the customers and families we meet, to the local area, and to society. Through these actions, I believe the branch as a whole has become more professional. Ultimately, our actions in relation to the community deepen our relationships with customers. I have been able to truly see this virtuous cycle in action.

Generating new value in our community

I continually think about what can be done for customers and the community. This theme needs to be confronted not just by me as Branch General Manager, but proactively by everyone who works here. At the Nada Branch, we place importance on freely coming up with ideas, having completely dispensed with precedents and accepted practice. If you try something new, of course there will be times when things do not go as planned. Even so, my job is to encourage my staff members by saying "Let's give it a try," and to support them when they encounter difficulties. With that sense of security, my team members are able to take on challenges with a feeling of optimism. Ideas generated on-site take shape as initiatives, and more situations are arising that increase our motivation and the sense of unity in the branch as a whole. Interacting with the community and society is not an unusual activity. Rather, it is an extension of our everyday work. And that value arises from the thoughts and actions of everyone working at the branch. Going forward, we will continue to build the value that is unique to the Nada Branch, while creating an environment in which my team members can take on challenges and grow in a way that is true to themselves.



Professional | Be Yourself
Collaborative | Make a Difference
Agile | Build Your Career

STORY 04 Professional × Be Yourself

Generous support allowed me to reexamine my workstyle and transform a combination of nursing care and work into something that is true to me.

Keiko Fujii

SMBC Nikko Securities Jiyugaoka Branch, FC Second Section, Financial Consultant (FC) Section Manager

Profile
Joined in 2006 and engaged in retail brokerage business. Became FC Section Manager at the Shibuya Branch in 2018, then transferred to the Jiyugaoka Branch in 2021. Simultaneously appointed to her current position of FC Section Manager. As a result of providing nursing care to her mother, began using the shorter working hours system at the Jiyugaoka Branch in 2025.

Shorter working hours system (SMBC Nikko Securities)

This system supports employees in combining nursing care or childcare with their jobs by reducing their prescribed working hours by up to 2.5 hours each day. There are also systems for telework, shiftwork, three- or four-day workweeks, etc., and the Company is advancing with the creation of flexible career paths and workstyles that are appropriate to the life stage of each individual.

Searching for new choices when faced with a major change of circumstances

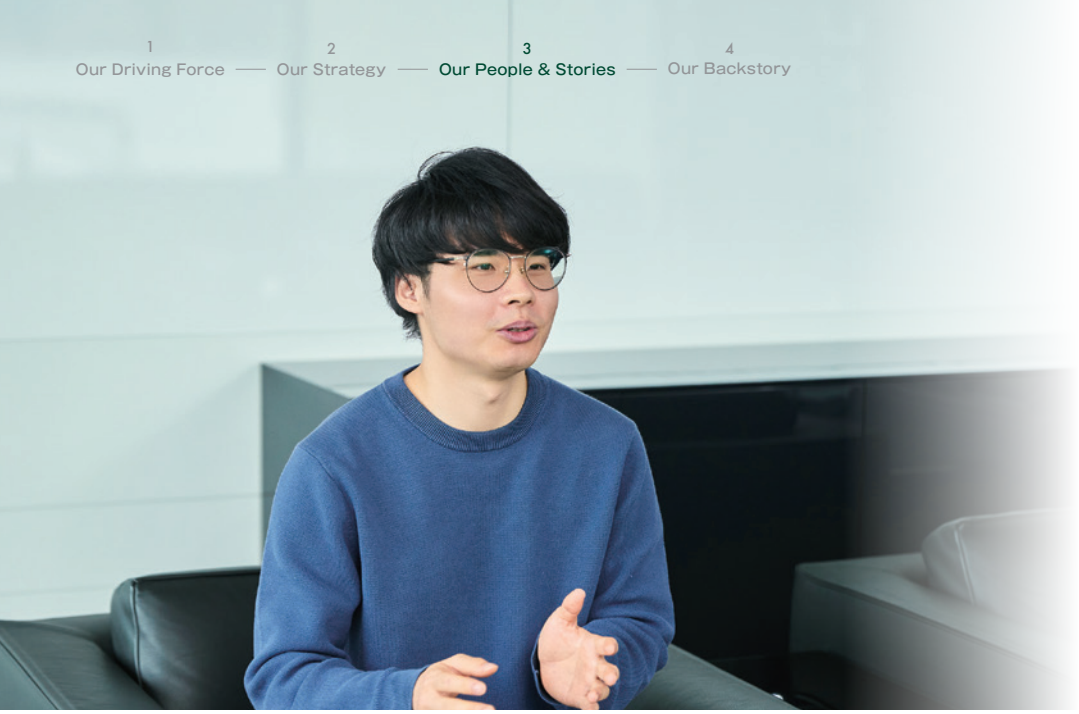
In November 2021, when I was in the midst of investing all my energy into my managerial job, my father passed away suddenly. This came as such a shock to my mother that her cognitive abilities rapidly deteriorated. Even things like cooking and shopping became gradually more difficult for her to do on her own, and I suddenly found myself obliged to balance my work with caring for her. I was somehow able to support her with the help of my younger sister and her mother-in-law, but it soon became clear there was a limit to what we could achieve, and my sister asked if I might be able to change the way I work. Caught between my passion for my job and the desire to help my family, I was deeply conflicted. But having frankly confessed my anxieties to my Branch General Manager, I discovered that even employees in management positions can choose shorter working hours when engaged in nursing care, which was unprecedented at the Company for someone in a managerial position. As well as being kind enough to listen to my concerns, that Branch General Manager helped me consider how I would be able to contribute to branch operations in a limited number of hours. I was also supported by my colleagues and once again felt optimistic.

What I changed to generate results while working a limited number of hours

When I began working for shorter hours, I had a strong conviction that even if my workday was shorter, I absolutely did not want to limit my opportunities for interacting with customers. For this reason, I reexamined my workstyle so that I would show my face as much as possible when customers visited the branch, even if it was only to greet them, and made greater use of online meetings so that I could speak with as many customers as possible without worrying about travel time. If I was unable to accompany my team members when they were visiting customers, I made a point of checking customers' circumstances and requests together with my team members, and sharing decision-making criteria and methods for proceeding. This way of working was made possible thanks to the understanding and support of my Branch General Manager and colleagues. As well as the help I am given with my work, the seemingly insignificant acts of consideration and words of encouragement that I receive each day are another vital means of support. Even before I began working shorter hours, mutually supportive teamwork was very strong at the Jiyugaoka Branch, and my gratitude toward my colleagues and our working environment provides me with motivation.

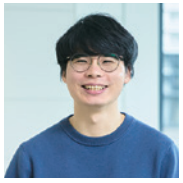
Gratitude for an environment where I can approach every day to the best of my ability

I think that a professional is someone who does their best in the context and environment with which they are presented, with an attitude of working toward their goals while collaborating with the people around them. I took on the challenge of working shorter hours as someone in a managerial position and have been supported in this by everyone in my team. Through this experience, they have said to me, "Your situation has motivated me to think about how I use my time and how my section operates." Having contemplated and worried a great deal about how I should work in order to produce results in a limited number of hours, I get a real sense that my thinking and awareness have gradually expanded. Whatever the circumstances, I can continue working in a way that suits me. When both the environment that upholds that choice and the desire to respond to it coincide, I believe this allows me to grow as a professional and results in a more flexible, fulfilling workstyle.



STORY 05 Collaborative × Make a Difference

Being in a team led me to answers I could not find by myself. Continually refining UI and UX from a customer perspective.



Katsuya Miyake

SMBC Consumer Finance IT Strategy Department, First Promotions Group

Profile
Joined SMBC Consumer Finance as a mid-career hire in 2024. Leveraging his experience in UI and UX design from a previous job, engaged in work improving UI and UX for PROMISE in the IT Strategy Department. Continues to work on optimizing the user experience in everything from data analysis to design.

Fiscal year awards (SMBC Consumer Finance)

This awards system celebrates challenges that lead to future business impact and improved corporate brand value. Annual awards to individuals and groups who have undertaken innovative projects help create a corporate culture in which people continue to take on challenges to generate new value.

Professional	Be Yourself
Collaborative	Make a Difference
Agile	Build Your Career

Thoroughly investigating customer ease of use as a team

Right now, I am working to improve UI and UX for the PROMISE app and member services site. In order to design a smooth, stress-free user experience for customers, we are making repeated improvements on a daily basis based on data analysis and customer feedback. In this case I have been working on a large-scale project, and in particular, on improving the dashboard on the member services home screen. There have previously been issues with the line of flow through the service, for example, in relation to updating payment limits for use, and the fact that information allowing customers to use the service more conveniently has not been sufficiently communicated. But we also need to be wary of promoting aspects of a service too forcefully, which could be interpreted as sales practice that is not in the customer's best interest. This is a very difficult area that requires us to strive for improved customer convenience while maintaining everyday ease of use.

Not for sales but to benefit customers

One aspect of this project that made a particularly strong impression was our discussions about the headings displayed on screen. My superiors and those from other departments provided a variety of opinions, and a lot of time was needed to discuss and make adjustments, but whatever the feedback we received, it consistently emphasized the customer. Thanks to this, the aspects we needed to focus on were very clear, and from the initial and direct expressions "Payment limits for use" and "Limit increases," we eventually settled on "Guidance from PROMISE." This leaves the customer room to freely make choices when they need to do so. We have managed to thoroughly express this approach even in the most detailed aspects of the language used, and in essence, instead of UI and UX being simply about screen design, you can sense our pursuit of what can be achieved for our customers. After the new dashboard format was released, the number of applications to change payment limits for use increased by 2.7 times year on year. Even more than seeing the success in these figures, I was very pleased that thinking things through from the customer's viewpoint generated positive results. We received the top prize in the fiscal year awards, so I was able to return the favor to everyone who had been involved in the project.

Diverse viewpoints and the presence of colleagues cultivate teamwork

Through this experience, I really felt the importance of thinking as a team. In the past, I often proceeded with projects on my own. On this occasion, many people were involved, not just from the IT Strategy Department but also from business units, as well as developers and team members assigned from Sumitomo Mitsui Banking Corporation. If your standpoint is different, the landscape around you is different, too. This made me more aware of viewpoints that I had not noticed as an individual, and helped me develop a more customer-friendly attitude. There is also a culture in SMBC Group that encourages even younger employees to take on challenges. As a mid-career hire in my second year with the Company, being entrusted with an important project that focuses on member services was highly motivating. And when I run into difficulties, there are colleagues who naturally say to me, "Let's think about this together." I think this accumulated interaction gives rise to collaborations that transcend individual departments and fosters new teamwork.

Autonomous learning born out of anxiety

Currently, I assist sales staff with administrative aspects of their work in the Niigata Corporate Business Office, where my role is to support smooth operation of the organization as a whole. I find my current work very fulfilling, but reaching this point has been a process of trial and error due to worries about my career. A significant turning point came when I returned to work after maternity and childcare leave. At a time when I felt that I had no unique strengths, I worried that if nothing changed, I would be left behind, so I decided that I needed to take action. First, I worked to obtain qualifications as a real estate agent, which is something I could capitalize on in my everyday work, and resolved to study RPA and app development on my own time. I participated in RPA study sessions organized by our office, utilized the two-week Career Design Trainee Program, and considered switching to a position in which nationwide transfers were possible. Although I decided not to change jobs, as I was acutely aware of the challenges involved in relation to my personal life, the process made me realize that I am perfectly satisfied with the environment in which I currently work. I was able to reaffirm both my desire to continue working in Niigata and my resolve toward taking on challenges within my current role.

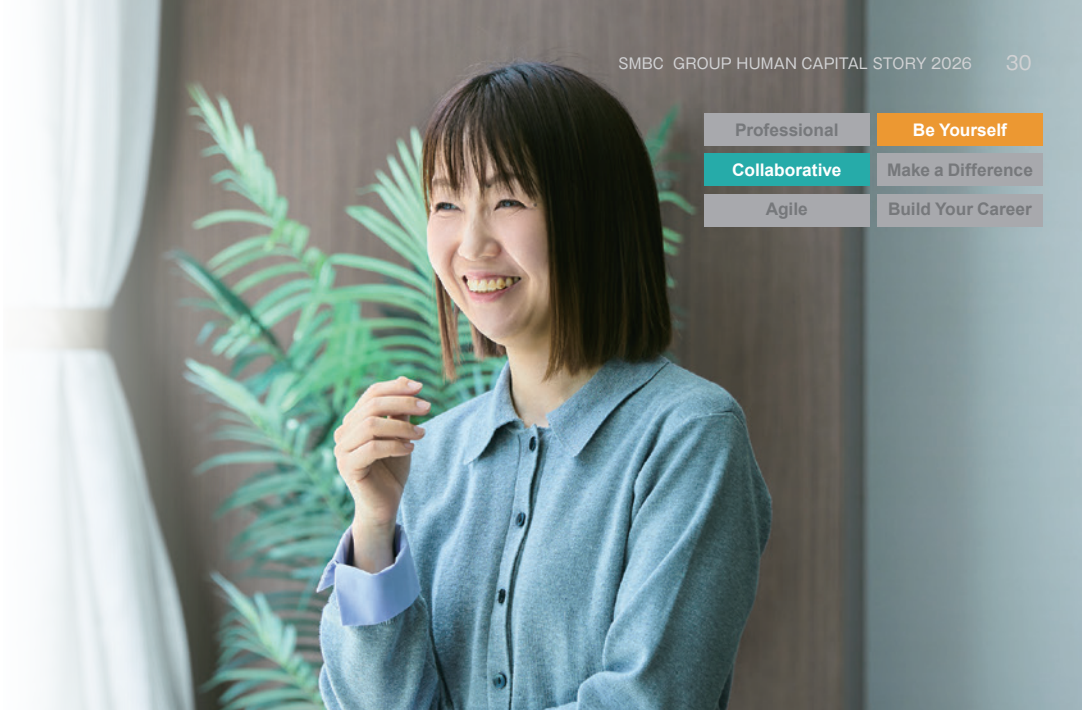
Success in the hackathon convinced me that I have the ability to initiate change

Taking part in the in-house hackathon transformed what I had learned into practical action. At the time, we managed work requests within the office using Teams and Excel, but inputting information on-site was very time consuming and updates were sometimes delayed. Working with my team members, I began developing a work request and acceptance smartphone app that could be used intuitively. The team members came up with a wide range of opinions, and while it was difficult to consolidate our direction, there were many concepts and realizations that I would not have thought of by myself, and I felt that the presence of my colleagues in working toward the same goal was a driving force that enabled seeing the project through to completion.

As a result of our efforts, we won the top prize at the hackathon. More importantly, I gained a tangible sense of accomplishment from seeing the effects of my knowledge and ideas taking shape, and of knowing that I was of use to my colleagues. I also made connections with the Head Office and other locations, and despite being in Niigata, gained access to diverse viewpoints and stimuli. This experience was a turning point that transformed my vague sense of uncertainty into the conviction that it is up to me to bring about change.

Shaping contributions that are true to myself as part of a team

Going through this experience has significantly changed the way that I generate value. While still being devoted to studying on my own initiative, I can demonstrate my strengths within a team and contribute to operations on the ground. SMBC Group has an extensive business domain where diverse teams are created and diverse knowledge comes together. In other words, the personality and strengths of each member power the team, and this becomes the foundation for contributions that take shape in a way that is true to each individual. My first steps originated in anxiety, but they have now changed into a defined path to demonstrate my individuality in the context of a team. Going forward, I hope to create new value together with my colleagues.



Professional | Be Yourself
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Agile | Build Your Career

STORY 06 Collaborative × Be Yourself

My colleagues helped transform anxiety into strength. Envisioned by a local branch: How to generate value that is true to yourself.

Megumi Sega

Sumitomo Mitsui Banking Corporation Niigata Corporate Business Office

Profile
Joined SMBC in 2011. Initially handled overall financing operations for corporate clients at the Niigata Corporate Business Office before taking maternity/childcare leave starting in May 2021. Formed a team within the office to participate in the first Hackathon in 2024, winning the top prize. In addition to overall operations, including financing, she continues to promote operational efficiency within the office through RPA and app development.

Hackathon (SMBC)

A hackathon, a combination of the words "hack" and "marathon," is an event in which teams compete to undertake the entire process of identifying a work issue, planning solutions and developing an actual app, with the goal of utilizing AI and digital tools to solve a problem that originates in the workplace. It has been held annually since FY2024.

Collaborative × Build Your Career

STORY 07

Professional | Be Yourself
Collaborative | Make a Difference
Agile | Build Your Career

People grow because they cannot create in isolation. The more challenges there are, the stronger teamwork becomes.

Marie Hashimoto

Sumitomo Mitsui Card Marketing Unit III

Profile
Joined Sumitomo Mitsui Card in 2019. Responsible for handling customer inquiries at call centers, and then transitioned to driving operational efficiency within the Operation Services Department from 2020. Planned card member services in the Product Planning and Development Division from 2021 and requested to be transferred to the Olive team in 2022.

Throwing myself into a project that I thought was impossible

I am currently involved in projects to enhance the comprehensive financial service for individuals, "Olive," as well as collaborative initiatives with PayPay. I first heard of the Olive concept when I was in a different team. Olive was so complex that it included everything from system integration to back-office processes and customer support, so at the time, my honest reaction was “Can we really create a service that combines credit, debit, prepaid, and cash cards?” Changing just a single specification had really far-reaching impacts on related operations and systems, so I could sense how difficult a project it was. Despite all this, I submitted a request to transfer to the Olive development team because I really wanted to take on a new challenge, and the opportunity it presented to be involved in a product that was central to the Company was really appealing. I joined the team six months before Olive was released. On site, the project had already entered a crucial stage, and its members were progressing at full speed while dealing with one issue at a time. The number of people and the scope of coordination were like nothing I had ever experienced. Not only that, but I knew almost nothing about the field of debit and prepaid cards. "Initially, I encountered a succession of difficulties, but throwing myself into this unfamiliar field—where I could grow each day while implementing the project—proved to be great fun."

An astonishing sense of speed and unity

In order to plan and develop Olive, simply understanding the specifications was not enough. Not envisaging the impact those specifications had on back-office operations and customer support, this caused unexpected problems. Various issues arose just after Olive was released, including work-related problems and system errors. These had a big impact on customers, who we sometimes visited in person to provide support. There was a sharp rise in the number of inquiries and the atmosphere on site was always tense, but everybody worked together to respond based on a shared recognition that we had to minimize the impact on customers. In this context, I gained a strong sense of the power of teamwork. If a problem arises, members of Group companies such as Sumitomo Mitsui Card, SMBC, and JRI immediately gather, and the division of responsibilities is decided straight away. While those who investigate the causes or consider customer support each bring their own expertise, everyone in the team moves in the same direction. I was constantly amazed by this sense of speed and unity.

Teamwork broadened my potential

In the past, I imagined that working with other departments was hard to coordinate. But in reality, the larger the project and the more people who are involved, the greater the teamwork becomes thanks to a shared desire to deliver a better service to customers. I have grown a lot by putting myself in that kind of environment.
I began by coordinating smaller aspects of our work but gradually came to take responsibility for planning larger projects, and now, I am sometimes assigned as team leader. Every time I overcome an obstacle, I feel capable of taking on bigger challenges. I have become the person that I now am thanks to this working environment. I hope to be able to pass on the expertise and team skills I have inherited from my senior colleagues to the next generation.

Collaborative × Be Yourself

STORY 08

Linking different values and creating global standards. Finding my role within the team.

Krum Yankov

Sumitomo Mitsui Banking Corporation Corporate Risk Management Department

Profile
Born in Bulgaria. After gaining experience at several global corporations in Europe and the U.S., joined SMBC Bank International plc in 2022 and was assigned to the Risk Management Dept., Europe, Middle East and Africa Division. Came to Japan in 2024 via the Global Mobility Program and has been engaged in formulating IT and Cybersecurity Risk Management Guidelines since 2025.

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Developing guidelines from square one with no global standards

To date, I have been involved in tasks such as risk management at several global corporations, mainly in Europe. My move to SMBC Bank International was a new arena in which to leverage this background. I used the Global Mobility Program to secure my post in Tokyo and began working on the IT and Cybersecurity Risk Management Guidelines, which are applied globally within the Group. In order to respond to SMBC's industry expectations and for us to grow as a global financial group, it was essential to establish guidelines based on the increasing number of IT- and cyber-related risks. Up until 2025, there were no unified standards within the Group and no clear policies, either from the Japanese government or internationally. So, we gathered existing guidelines from six regions—the U.S., Europe, Singapore, China, Hong Kong, and Japan—and started by identifying and analyzing where they overlapped.

Team dialog builds a global consensus

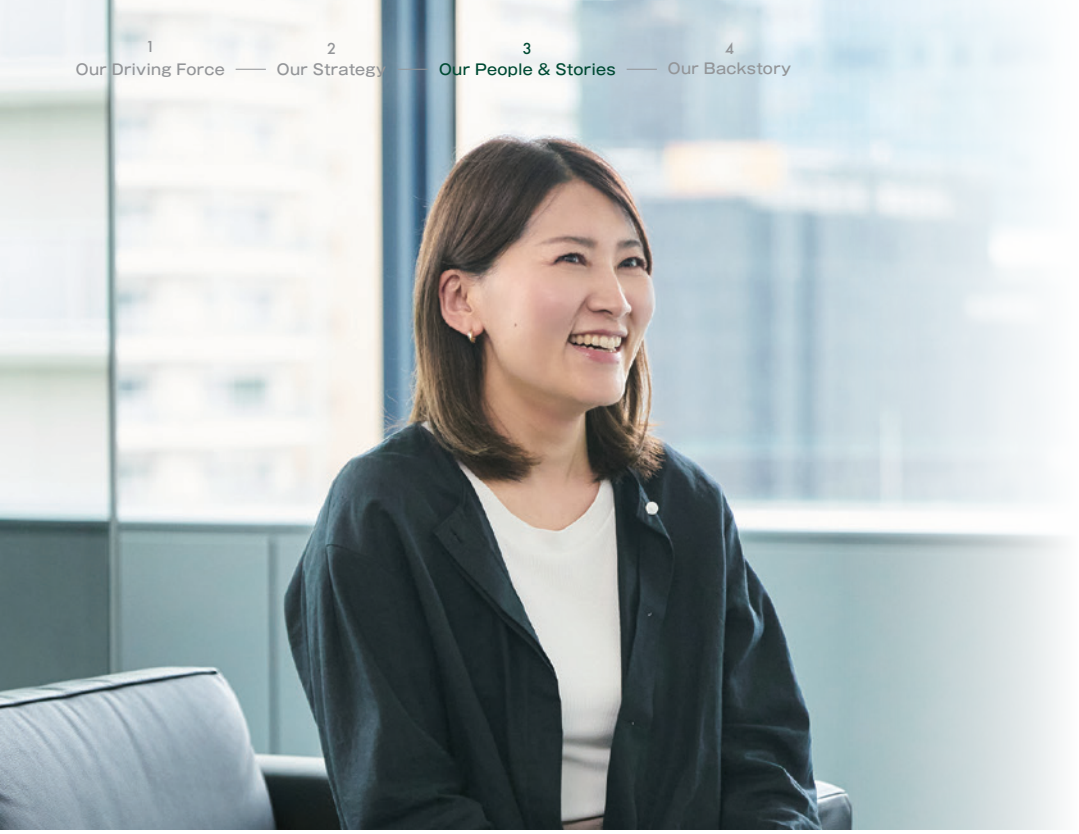
We systematized the elements that would constitute a framework and identified shared global standards for building robust IT and cybersecurity risk management functions. Rather than simply being about consolidation, this was a very difficult process of reconciling multiple prerequisites. Within our large global team, we explained why standards were necessary and reconciled differing opinions while understanding the background and values of each member. More time and effort was spent on these ongoing discussions than anything else. The Tokyo team, which was relatively small and very busy, advanced the project through repeated discussions in a limited timeframe while sharing the responsibilities involved. Through the cross-utilization of each member's expertise, I think the guidelines were improved to a greater state of completion than would have been possible if I had been working alone. When we announced our results at a global meeting attended by CROs from each region, I sensed firsthand their recognition of the team's accumulated hard work after receiving a lot of positive feedback and praise.

Each member demonstrates their individuality because they are part of a team

Through this experience, I realized that my value does not lie in my expertise but rather in how I make it work within the team. People in Europe and North America state their opinions unambiguously, whereas in Japan, progress is often made with careful consideration about what others are thinking. Based on these differences, I leveraged my experience in Europe of facilitating consensus among members with diverse ways of thinking, and while sharing that overseas communication style with the team, came to find my own unique value in acting as a mediator to accelerate decision-making.
At SMBC, we have the chance to receive direct feedback from senior management and there is an open flow of information. This everyday positive feedback enhances the strength and reputation of the team. I have learned a lot from this corporate culture. Going forward, I intend to share my knowledge while supporting implementation in each region and contribute to the establishment of global standards.

Global Mobility Program (SMBC)

A job transfer program that allows locally hired employees (LH) overseas to demonstrate their sophisticated expertise, with the goal of providing opportunities for growth and supporting career development in a way that is not restricted by geographic location. During the previous Medium-Term Management Plan (FY2022–FY2025), 44 LHs worked at various locations in Japan as part of domestic and international talent exchanges based on business needs.



STORY 09 | Agile × Be Yourself

Me and my workstyle can evolve because there are limitations. Finding a management style that is true to myself by being agile.

Mami Katsuhara

SMBC Consumer Finance Finance Business Promotion Department Deputy Manager

Profile
Joined SMBC Consumer Finance in 2006 and the Human Resources Department in 2008. Joined what is now the Finance Business Promotion Department in 2017. After taking one year of maternity/childcare leave from 2022, became Business Promotion Group Leader in 2024. Appointed as Deputy Manager of the same department in 2026.

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The challenge of combining childcare with management

When I returned to work after a year of childcare leave, I was asked the same thing by many of my superiors. “If you get the chance, do you want to be Group Leader?” To be honest, I was hesitant. I could not use my time as freely as before because I was busy with childcare, which I could not clearly envision being able to combine with my managerial responsibilities. When I tried to imagine a time when my parental responsibilities would become less hectic, it also felt like I would be unable to do anything challenging for a long time. For these reasons, I chose to take on the challenge despite the unknown elements. In fact, the environment that awaited me when I returned to work was more egalitarian than I had imagined. Rather than doing work that was easy because I was raising a child, I was entrusted with projects at the same level as before. Of course, I was supported by those around me whenever I had difficulties, but from the start, there was no need to limit my potential. This environment being put in place for me when I returned to work is what I credit with increasing my desire to live up to people’s expectations.

Trouble letting go of a workstyle with the goal of giving 120%

Before taking childcare leave, I was the type of person who wanted to give my all and see things through to the end. With the goal of giving 120%, I would check, double-check, and stay at work until I was completely satisfied. I think I expected this of myself and of those around me. When I began raising a child, I physically could no longer continue working in that way. While delivering results in a limited number of hours, I also wanted to secure time with my child. My only condition was that I did not want to use extended day care, so I needed to change how I worked. Instead of dealing with everything myself, I delegated to my team members. Giving 80% would have to do for now—I could make improvements later. I concentrated on high-priority tasks while also making use of working from home. This helped my fellow members develop and improved the productivity of the entire team. My junior colleagues acted with an awareness of my schedule, saying, “Ms. Katsuhara won’t be here that day, so let’s ask her to take a look at this straight away.” It felt like it was not just me who was working hard, but that the whole team had altered their awareness to generate results.

Moving forward with the team instead of being a perfectionist

I used to be mainly concerned with how perfectly I could complete a project, but the organization does not progress through that kind of perfection alone. Talking with team members to understand their goals and what they would like to try. Delegating roles to suit each individual and giving them the chance to grow. I think these are the things that are required of me now. I closely collaborate not just within my unit but also with related units such as call centers and think about what really constitutes user-friendly service for our customers, while carefully absorbing the views of those on site. The time restrictions that arose from childcare certainly were tough. However, those restrictions were the impetus for me to evolve my workstyle, management approach, and how I interact with my team. Going forward, I intend to continue searching for my ideal workstyle and to keep taking on new challenges.

Volunteering to take the path from generating opportunity to social implementation

My career as an engineer began in system integration. At the time, IT companies were rapidly and visibly developing elsewhere in the world and I strongly felt that if Japan made more strategic use of IT, it would be able to transform society. I joined SMBC for the opportunity to take on interesting challenges. In the IT Innovation Department, I was assigned to a financial institution in the UK and helped launch an open innovation center. At the Corporate Planning Department, we subsequently established GREEN×GLOBE Partners (GGP), a community for businesspeople relating to sustainability. This community did not just generate opportunities. Having hands-on involvement with practical action also propelled my desire to tackle social issues and I volunteered to be transferred to JRI.

Promoting neurodiversity: A challenge with no correct answers

I am currently investing all my energy in JRI's Neurodiversity Management Study Group. Neurodiversity is the concept of perceiving the developmental characteristics of the brain and nervous system of each individual as so-called "diversity," and collectively capitalizing on that diversity. For example, even if you have sufficient ability in a particular field, being able to communicate in a standard recruitment interview may present difficulties, and in this way, the abilities of many people in society remain hidden. Faced with this reality, we collaborated with companies and took on the challenge of emerging markets, recreating the hiring process and working environments so as to be more inclusive. Our biggest challenge has been that of transforming social awareness. By focusing on the essential energy and characteristics of those with developmental disorders, our goal is to change the present-day social viewpoint that perceives them as needing support, to one in which they are a source of innovation. Every day, we are exploring issues for which there are no definitive answers, and during repeated dialogs on site, the people I talk to are noticing new possibilities. For me, experiencing moments when their eyes light up with inspiration is really motivating.

Group DNA that never says "No" to tackling social issues

I think the Group's shared values of creating and delivering new products that are of use to society support this project. The mindset of innovation that built up for over ten years since the era of Jun Ota, the late President and Group CEO, now permeates the Group. At the Center for the Strategy of Emergence, we never say no to the job of confronting social issues head on. This environment has been of the greatest value in supporting my challenge mentality. My abilities as an individual may be limited, but the groundswell of changes I have initiated is a focal point. I believe if that is inherited by the next generation, we will surely be able to transform into a society in which people can demonstrate their capabilities regardless of whether they have disabilities. In the context of such a long period of time, while my skills may be unpolished, I will continue to take on challenges each day with a sense of conviction.

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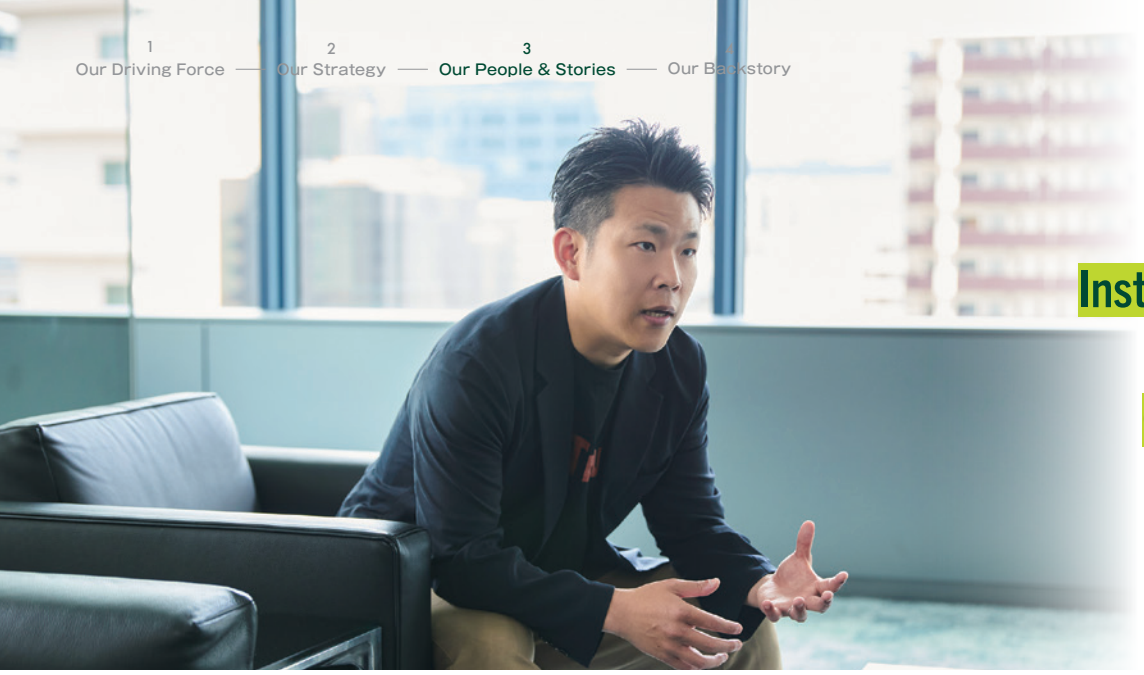
STORY 10 Agile × Make a Difference

Confronting themes with no correct answers for a timeline as long as a generation and attempting to transform social awareness.

Tomoyuki Kimura

The Japan Research Institute (JRI) Center for the Strategy of Emergence Senior Development Manager

Profile
Joined a system integrator (SIer) company after completing graduate school in 2010. Changed jobs with a move to the SMBC IT Innovation Department in 2015. Assigned to a financial institution in the UK in 2016 and experienced the frontline of FinTech before returning to Japan in 2017. Joined JRI in 2022.



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STORY 11

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Instead of thinking about “why it can't be done,” keep thinking about “how it can be done.” Create new value with a team that takes on challenges.

Yuya Inoue
Sumitomo Mitsui Card BM Business Development Department Group Leader

Profile
Joined Sumitomo Mitsui Card in 2012. Promoted the launch of the SMFG Cybersecurity Unit and established a strategic collaboration with LINE Pay. Joined the Corporate Payment Division in 2020. After working on BPSP business development and a collaborative project with Visa Worldwide Japan, served as development lead for the new Trunk business card.

The new challenge of transforming the future for SMEs

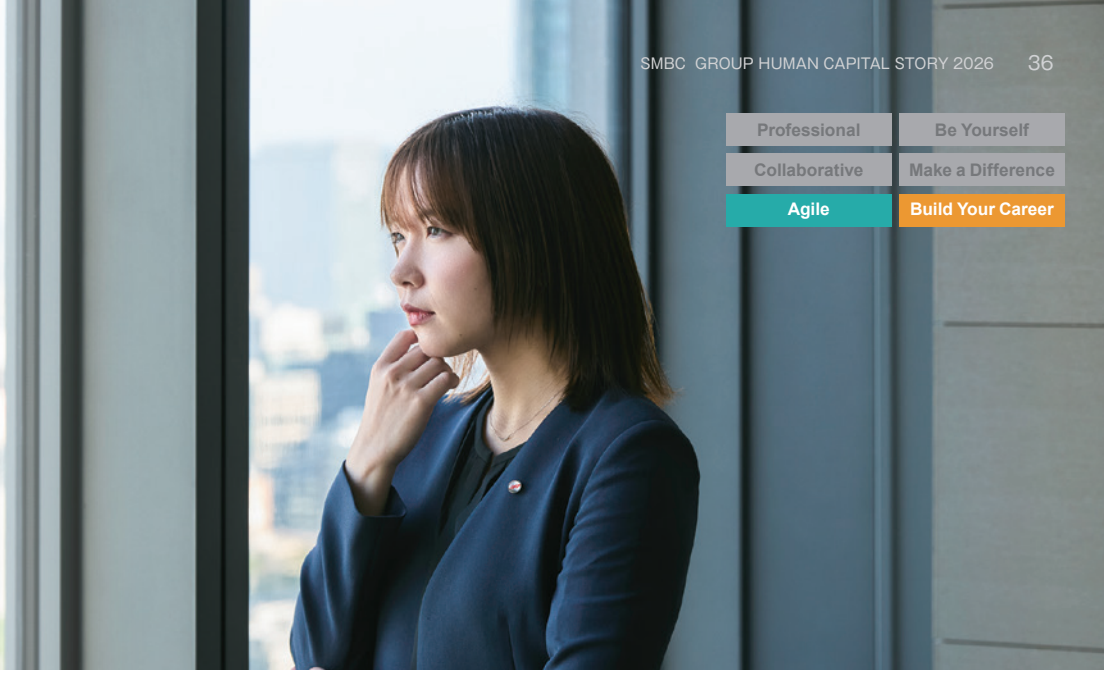
Right now, I am working as Product Owner on a project to develop a corporate card for Trunk, a financial service for SMEs. Trunk is a comprehensive financial package for SMEs that combines bank accounts, cards, payment terminals, and other elements. Until now, it has not been possible to provide satisfactory services to SMEs because they are sometimes regarded as high-risk and unlikely to be profitable. As such, this project was founded on the desire to earnestly interact with SMEs and grow together. This was a field in which it had not been possible to provide sufficient support, so the significance of creating a vision for a new financial service was clear. However, there were many difficulties, many stakeholders were involved—for example, various departments and development vendors at Sumitomo Mitsui Card and SMBC—and almost everyone participated alongside their primary roles. Building a new service from scratch with limited resources truly was a succession of challenges.

Creating an organization where people can feel glad to work with their team

As the project progressed, I gave top priority to team motivation. This was a large-scale, three-year project, so there were moments when it was hard to envision the value that would ultimately be generated by our work each day. What’s more, there were many times when something was deemed impossible because of limited resources and cost restrictions. For this reason, I wanted to build an organization whose members could sense the value of working in their team. At weekly meetings, rather than monitoring progress, we place importance on giving feedback to each individual about positives from the previous week. We also organize sports and leisure events once a month, which have deepened mutual trust between members. Wevox surveys allow us to continuously visualize the state of the team. As a result, we have maintained a high survey score, and this has created a working environment where team members can be optimistic about taking on challenges. My goal was like a team preparing for a high school culture festival. That is, an environment where the members are having so much fun that they forget to go home, and a team spirit where they can try their best because of who they are working with. This atmosphere became a driving force that helped us take on difficult challenges.

An environment that enables people to take on challenges leads to value for customers

Through this project, I was reminded that good services only arise from good organizations. In order to deliver a service with real value to customers, it is important that the creators honestly want to improve it. I always told my team members, “Instead of reasons why you can’t achieve something, keep thinking about how you can.” Things are bound to go wrong when you try to build a new service, but we have a company and colleagues who encourage us by saying that no matter how many things go wrong, you can keep on trying. I think this kind of environment is what generates new value. However big the project, ultimately, value is generated by the capabilities of those involved. Going forward, I want to deliver new value to customers and society while building a team where we help each other take on challenges.



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STORY 12

Stepping into the unknown and transcending your former path. Agility opened up a new kind of career.

Ayaka Katano

SMBC Nikko Securities Corporate Finance Group Vice President

Profile
Joined SMBC Nikko Securities in 2013. Worked in retail brokerage at the Kamata and Shizuoka Branches. Took one year of maternity/childcare leave from January 2017. Returned to work at the Shizuoka Branch in 2018, then transferred to the Ikebukuro Branch. After serving as Financial Consultant (FC) Section Manager at the Ueno Branch in 2021, used the internal job posting system to transfer to the GIB Unit in 2024.

Letting go of the career I had built and daring to step into the unknown

Since joining the Company after graduating from university in 2013, I have gained experience at multiple branches, particularly in retail work. I returned to work after taking maternity and childcare leave, and while being involved in training and organizational operations as a manager, my career path began to take shape. It was at this point that I came across a collaboration with the Global Investment Banking (GIB) Unit. I was involved in making proposals to companies seeking to go public, so I was really attracted to the idea of taking a step into unfamiliar territory and a way of working that presupposed taking on challenges. I thought, “I’d like to work in this unit.” On the other hand, I was very hesitant about letting go of a career I had built up for more than a decade. In the end, I was motivated by a desire to show people that I could take on challenges. Particularly because I had always told my team members to be agile and take on new challenges, I knew that I should embrace this attitude myself. Even if you fail, do not give up, because persevering gives you the chance to get to know a new you. This was the start of the biggest challenge of my life.

A succession of challenges broadens your horizons and your potential

My career had always involved challenges. For example, working full time while raising a child, or winning the President’s Award for always putting customers first even when time was limited. I also used the Nice Try Program to get involved in planning work at Head Office and acquired a perspective that linked Head Office with our branches.Taking the plunge into the GIB Unit was an extension of that succession of challenges. When I was first assigned to the unit, I was bewildered by the levels of expertise and cultural differences, and often felt I couldn’t do it because I lacked experience, but all the professionals around me continue to tackle unprecedented issues. When I realized this, my perception changed to one in which a lack of experience is assumed, and value comes from considering how to overcome those issues and continuing to take on challenges. My senior colleagues also provided valuable support and delegated responsibility where appropriate. I feel that my ideas and ability to work were honed in the context of delegating where appropriate and providing support when it is necessary.

Being agile is about constantly updating your potential

Based on past experience, I have come to believe that agility is about finding a new you and constantly updating your potential. Everything leads to the next phase of growth, even those things that do not go as planned. Instead of remaining on the path that is visible to you, I think there is value in daring to venture into the unknown. Right now, I am building my expertise in IPO and finance support, which for me are uncharted territory. I intend to think for myself, collaborate with those around me, and generate value in the face of unprecedented projects. Each one gives me the chance to broaden my career horizons and gain a real sense that I am growing. In the future, I want to keep expanding my potential and taking on challenges.

Nice Try Program (SMBC Nikko Securities)

This program utilizes time generated through operational efficiency, etc., to allow employees to try working for the department of their choice. Through experiences that cross the borders between departments, it aims to support the participants in self-actualization that capitalizes on their strengths while deepening understanding, empathy, and collaboration among colleagues, and to make them more advanced and efficient in their core specialties.

4 Our Backstory

Connecting Our Hopes, the Story Continues

Our goal is to embody the SMBC Group Talent Policy as something in which we are personally involved and to increase the number of employees who generate unique value.
Here, we introduce the thoughts and feelings of employees that could not be fully conveyed in the main section. We hope that this will demonstrate an even greater sense of the energy of the people in the Group.

People tend to imagine that our industry is tough to work in, but **many of those who continue to thrive** have good work-life balance and flexibility in their jobs, as well as **active private lives filled with hobbies.**

Just after returning from childcare leave, **I found my work very enjoyable.** Although there are challenges, the fun of accomplishing each of my tasks is what makes my job so special. The feeling I get at times like this **gives me the energy to take on new challenges.**

One campaign inspired from customer feedback was launched just before the service release, and we worked on it nonstop for just one month, from planning to execution. The campaign involved a succession of difficulties, but I was **really glad we had worked so hard when I saw firsthand how pleased the customer was.**

Being in a **work environment where nobody ever says "We don't have to do that, do we?"** when we are directly confronted with a social issue is one of the attractions of working for the Company.

I am convinced that there is so much more we can do for customers and communities. As a branch that interacts directly with customers, **I intend to search for what we can do for this community.**

Our attention to detail significantly influences the quality of our output, and is maintained by an environment in which insights and ideas, no matter how small, can be freely expressed. **Creating an environment where employees can enthusiastically work with positivity** will ultimately help us provide better services to customers.

Editorial postscript **On the publication of HUMAN CAPITAL STORY**

Thank you very much for reading SMBC Group Human Capital Story. This is our first publication dedicated to human capital and was compiled in the context of repeated discussions among members from five Group companies. It features interviews with twelve employees from those companies who are active in a variety of fields. Through these interviews, we were moved by the ideas and enthusiasm of each individual, becoming inspired by their stories and gaining a real sense that people are SMBC Group's greatest asset. While the limited space prevented us from fully conveying that enthusiasm, we would be very happy if this publication allows you to discover the appeal of those who work in the Group and the values they share—values that transcend the borders between companies, professions, and missions, such as a culture that applauds the willingness to take on challenges, an organizational climate in which colleagues are valued, and a desire to contribute to customers and society.
We would like to thank everyone for their cooperation. Above all, this editorial postscript conveys our heartfelt admiration for the day-to-day endeavors of all Group employees, wherever they work.

SMBC GROUP HUMAN CAPITAL STORY
Project Members

SMBC：Tetsuro Kanke, Kanako Baba, Shota Kihara, Asami Kuriyama
SMBC Nikko Securities：Nao Kurokawa, Arisa Yamakawa
JRI：Mai Miyano
Sumitomo Mitsui Card：Yuto Uei
SMBC Consumer Finance：Koudai Yamazaki, Kazuhiko Awaji

Appendix

Collected Data

How to read this collected data

This section lists quantitative data for gauging the present situation regarding human capital in SMBC Group and the progress of the human resources strategy.
When reading this data, please refer to the scope of aggregation and indicator definitions below.

1. Scope of aggregation

In principle, the data covers eight major companies in Sumitomo Mitsui Financial Group and SMBC Group (Sumitomo Mitsui Banking Corporation, SMBC Trust Bank, Sumitomo Mitsui Finance and Leasing, SMBC Nikko Securities, Sumitomo Mitsui Card, SMBC Consumer Finance, Japan Research Institute (JRI), and Sumitomo Mitsui DS Asset Management).

2. Indicator positioning and definitions

The disclosure indicators are categorized as: (1) Important indicators for strategy realization to measure the progress of the HR strategy, and (2) Basic data indicating the general situation, such as the number of employees. We disclose aggregate figures for the target companies regarding "(1) Important indicators for strategy realization," which is divided into the following three sub-categories based on the characteristics of these indicators. For "(2) Basic data," we disclose both aggregate and company-by-company figures, which is presented based on disclosures in the Securities Reports and other disclosure publications of the respective companies.

Key goal indicators (KGIs)	Important indicators showing the results of human capital investment and achievement levels in the HR strategy.
Monitoring indicators	Indicators viewed as particularly important when measuring the status of each strategy policy regarding the "Talent, Culture, and Platform" for achieving the KGIs.
Other indicators	Indicators for assessing the level of awareness for each measure and details on the current state of the organization.

Important indicators for strategy realization

KGIs

Item	Target	Unit	FY2021	FY2022	FY2023	FY2024	FY2025	Target figure	Target FY	Notes
Human capital ROI	SMBC Group total	%	143	142	151	163	196	At least 200%	FY2028	See P.8
Talent policy scores (What SMBC Group expects employees to be)	SMBC Group total	Score	—	—	—	74	74	At least 70	Every FY	See P.8
Talent policy scores (Employee value proposition)	SMBC Group total	Score	—	—	—	72	73	At least 70	Every FY	See P.8

Monitoring Indicators

Item		Target	Unit	FY2021	FY2022	FY2023	FY2024	FY2025	Target figure	Target FY	Notes
Rate of talent sufficiency in key areas	Talent	—	%	—	—	—	—	—	—	—	Measurement started in FY2026 See P. 11 for provisional plans in each key area
Engagement score	Culture	SMBC Group total	Score	73	72	72	74	74	At least 70	Every FY	See P.8
Labor productivity	Platform	SMBC Group total	Million yen per person	18.9	20.0	20.5	22.6	26.9	—	—	See P.8
Labor share	Platform	SMBC Group total	%	41.1	41.3	39.8	38.0	33.7	—	—	See P.8

Other indicators

Item	Target	Unit	FY2021	FY2022	FY2023	FY2024	FY2025	Target figure	Target FY	Notes
Number of new graduates hired by business units	SMBC Group total	Persons	—	—	—	102	247	—	—	Number of employees who joined in April of each fiscal year. *FY2026 (joined in April 2026): 378persons
Number of new graduates hired	SMBC Group total	Persons	1,153	1,089	1,098	1,346	1,464	—	—	Number of employees who joined in April of each fiscal year. *FY2026 (joined in April 2026): 1,823persons
Number of candidates for succession	SMBC Group total	Persons	—	91	279	314	368	—	—	
Degree of preparation for succession	SMBC Group total	Multiple	—	3.3	7	8.3	9	—	—	Ratio of candidates to target positions
Average annual training hours per person	SMBC Group total	Hours	17.7	21.4	25.7	30.2	27.7	—	—	
Total annual training costs	SMBC Group total	Million yen	4,005	3,945	4,629	5,156	5,988	—	—	
Voluntary turnover rate	SMBC Group total	%	3	4	3	3	3	—	—	
Ratio of women on the board of directors	SMFG only	%	13.3	20.0	23.1	30.7	30.7	30	FY2030	
Number of female executive officers	SMBC Group total	Persons	22	30	36	40	45	55	FY2028	
Ratio of female managers	SMBC Group total	%	17.3	19.2	20.2	22.1	21.8	26	FY2028	
Ratio of mid-career hires	SMBC Group total	%	20.3	30.7	40.8	40.3	33.5	33	FY2028	
Ratio of manager mid-career hires	SMBC Group total	%	16.7	18.2	18.8	20.2	20.6	20	FY2028	
Number of foreign executives	SMBC Group total	Persons	15	21	22	23	28	30	FY2028	
Ratio of locally hired employees in management positions at overseas offices	SMBC Group total	%	90.7	93.7	93.4	94.2	93.8	80	FY2028	
Childcare leave implementation rate among men	SMBC Group total	%	106.9	89.0	116.1	105.0	101.4	100	Every FY	
Average number of days of childcare leave taken by male employees	SMBC Group total	Days	—	8.2	11.5	14.5	21.9	At least 30	FY2028	
Rate of use of paid leave	SMBC Group total	%	79.2	80.5	86.4	85.6	86.0	At least 90%	FY2028	
Presenteeism	SMBC only	%	—	—	17.6	19.8	14.5	Improvement from FY2026 results	FY2028	Productivity loss attributable to health problems
Absenteeism	SMBC Group total	Days	—	—	—	—	2.46	Improvement from FY2026 results	FY2028	Number of days of absence or leave due to illness or injury per employee

Basic data (by major Group company)

Total figures for 8 major SMBC Group companies

Item	Number of employees	Ratio of male employees	Ratio of female employees	Average age	Average age (male)	Average age (female)	Average years of service	Average years of service (male)	Average years of service (female)	Number of women in managerial positions	Ratio of employees with disabilities	Number of new graduates hired	Number of female new graduates hired	Ratio of female new graduates hired to total new graduates hired	Number of mid-career hires	Number of employees taking childcare leave	Number of employees taking childcare leave (male)	Difference in salary between men and women	Average annual salary
Unit	Persons	%	%	Years old	Years old	Years old	Years	Years	Years	Persons	%	Persons	Persons	%	Persons	Persons	Persons	%	Thousand yen
FY2021	51,493	52.19	47.81	—	—	—	15yrs. 0mos.	16yrs. 0mos.	13yrs. 11mos.	1,418	2.7	1,153	428	37.1	278	2,577	1,166	—	—
FY2022	50,552	51.92	48.08	—	—	—	15yrs. 4mos.	16yrs. 0mos.	14yrs. 7mos.	1,600	2.7	1,089	438	40.2	487	2,298	909	—	—
FY2023	50,543	51.85	48.15	—	—	—	15yrs. 9mos.	15yrs. 2mos.	15yrs. 7mos.	1,698	2.8	1,098	412	37.5	927	2,475	1,169	—	—
FY2024	50,631	51.57	48.43	—	—	—	15yrs. 7mos.	15yrs. 11mos.	15yrs. 7mos.	1,863	2.8	1,346	525	39.0	989	2,178	989	—	—
FY2025	52,129	52.14	47.86	—	—	—	16yrs. 0mos.	16yrs. 0mos.	16yrs. 0mos.	1,821	2.8	1,464	573	39.1	918	2,181	1,023	—	—

Data for each company

Sumitomo Mitsui Banking Corporation

Item	Number of employees	Ratio of male employees	Ratio of female employees	Average age	Average age (male)	Average age (female)	Average years of service	Average years of service (male)	Average years of service (female)	Number of women in managerial positions	Ratio of employees with disabilities	Number of new graduates hired	Number of female new graduates hired	Ratio of female new graduates hired to total new graduates hired	Number of mid-career hires	Number of employees taking childcare leave	Number of employees taking childcare leave (male)	Difference in salary between men and women	Average annual salary
Unit	Persons	%	%	Years old	Years old	Years old	Years	Years	Years	Persons	%	Persons	Persons	%	Persons	Persons	Persons	%	Thousand yen
FY2021	25,658	44.96	55.04	38yrs. 11mos.	40yrs. 10mos.	37yrs. 4mos.	15yrs. 1mo.	16yrs. 7mos.	13yrs. 10mos.	819	2.83	542	197	36.3	52	1,585	533	—	8,269
FY2022	25,099	44.62	55.38	39yrs. 7mos.	41yrs. 3mos.	38yrs. 3mos.	15yrs. 8mos.	16yrs. 11mos.	14yrs. 8mos.	933	2.83	472	187	39.6	97	1,507	515	45.4	8,428
FY2023	24,615	44.28	55.72	40yrs. 3mos.	41yrs. 8mos.	39yrs. 2mos.	16yrs. 3mos.	17yrs. 2mos.	15yrs. 6mos.	950	2.89	363	137	37.7	207	1,606	671	45.9	8,649
FY2024	24,432	43.99	56.01	40yrs. 9mos.	41yrs. 10mos.	39yrs. 11mos.	16yrs. 8mos.	17yrs. 4mos.	16yrs. 2mos.	985	2.87	481	202	42.0	252	1,384	524	46.3	8,916
FY2025	24,321	44.19	55.81	41yrs. 1mo.	41yrs. 9mos.	40yrs. 7mos.	16yrs. 11mos.	17yrs. 2mos.	16yrs. 9mos.	808	2.87	508	179	35.2	237	1,327	531	46.9	9,338

SMBC Trust Bank

Item	Number of employees	Ratio of male employees	Ratio of female employees	Average age	Average age (male)	Average age (female)	Average years of service	Average years of service (male)	Average years of service (female)	Number of women in managerial positions	Ratio of employees with disabilities	Number of new graduates hired	Number of female new graduates hired	Ratio of female new graduates hired to total new graduates hired	Number of mid-career hires	Number of employees taking childcare leave	Number of employees taking childcare leave (male)	Difference in salary between men and women	Average annual salary
Unit	Persons	%	%	Years old	Years old	Years old	Years	Years	Years	Persons	%	Persons	Persons	%	Persons	Persons	Persons	%	Thousand yen
FY2021	1,807	48.75	51.25	44yrs. 4mos.	44yrs. 8mos.	45yrs. 1mo.	10yrs. 10mos.	12yrs. 3mos.	9yrs. 5mos.	58	2.37	24	8	33.3	14	45	12	—	—
FY2022	1,723	50.90	49.10	44yrs. 11mos.	46yrs. 0mos.	43yrs. 11mos.	10yrs. 10mos.	9yrs. 4mos.	12yrs. 5mos.	55	2.52	14	6	42.9	28	60	15	73.5	—
FY2023	1,804	50.78	49.22	45yrs. 4mos.	46yrs. 6mos.	44yrs. 2mos.	11yrs. 0mos.	9yrs. 8mos.	12yrs. 5mos.	54	2.40	23	9	39.1	78	44	20	71.0	—
FY2024	1,880	50.32	49.68	45yrs. 9mos.	46yrs. 11mos.	44yrs. 7mos.	11yrs. 0mos.	10yrs. 0mos.	12yrs. 1mo.	59	2.40	37	17	45.9	67	46	24	70.1	—
FY2025	1,926	51.09	48.91	46yrs. 1mo.	47yrs. 2mos.	45yrs. 8mos.	11yrs. 9mos.	10yrs. 6mos.	13yrs. 1mo.	69	2.27	41	14	34.1	52	61	28	71.6	—

Basic data (by major Group company)

Sumitomo Mitsui Finance and Leasing

Item	Number of employees	Ratio of male employees	Ratio of female employees	Average age	Average age (male)	Average age (female)	Average years of service	Average years of service (male)	Average years of service (female)	Number of women in managerial positions	Ratio of employees with disabilities	Number of new graduates hired	Number of female new graduates hired	Ratio of female new graduates hired to total new graduates hired	Number of mid-career hires	Number of employees taking childcare leave	Number of employees taking childcare leave (male)	Difference in salary between men and women	Average annual salary
Unit	Persons	%	%	Years old	Years old	Years old	Years	Years	Years	Persons	%	Persons	Persons	%	Persons	Persons	Persons	%	Thousand yen
FY2021	2,427	63.91	36.09	42yrs. 7mos.	44yrs. 0mos.	40yrs. 1mo.	15yrs. 4mos.	16yrs. 6mos.	13yrs. 4mos.	38	2.41	62	26	41.9	21	111	80	—	—
FY2022	2,456	62.87	37.13	42yrs. 8mos.	43yrs. 11mos.	40yrs. 6mos.	15yrs. 2mos.	16yrs. 4mos.	13yrs. 2mos.	70	2.42	71	30	42.3	52	76	39	57.7	—
FY2023	2,533	61.82	38.18	42yrs. 7mos.	43yrs. 10mos.	40yrs. 8mos.	14yrs. 10mos.	16yrs. 1mo.	12yrs. 10mos.	91	2.77	87	40	46.0	72	79	45	58.5	—
FY2024	2,634	59.76	40.24	42yrs. 5mos.	43yrs. 6mos.	40yrs. 9mos.	14yrs. 1mo.	15yrs. 5mos.	12yrs. 2mos.	108	2.66	73	39	53.4	105	75	51	57.3	—
FY2025	2,704	58.65	41.35	42yrs. 1mo.	43yrs. 3mos.	40yrs. 6mos.	13yrs. 10mos.	15yrs. 1mo.	12yrs. 1mo.	133	2.61	95	55	57.9	90	69	39	56.9	—

SMBC Nikko Securities

Item	Number of employees	Ratio of male employees	Ratio of female employees	Average age	Average age (male)	Average age (female)	Average years of service	Average years of service (male)	Average years of service (female)	Number of women in managerial positions	Ratio of employees with disabilities	Number of new graduates hired	Number of female new graduates hired	Ratio of female new graduates hired to total new graduates hired	Number of mid-career hires	Number of employees taking childcare leave	Number of employees taking childcare leave (male)	Difference in salary between men and women	Average annual salary
Unit	Persons	%	%	Years old	Years old	Years old	Years	Years	Years	Persons	%	Persons	Persons	%	Persons	Persons	Persons	%	Thousand yen
FY2021	9,623	61.58	38.42	41yrs. 6mos.	42yrs. 5mos.	40yrs. 0mos.	14yrs. 2mos.	14yrs. 1mo.	14yrs. 2mos.	207	2.68	229	83	36.2	76	553	418	—	—
FY2022	9,306	61.26	38.74	42yrs. 2mos.	43yrs. 0mos.	40yrs. 11mos.	14yrs. 2mos.	14yrs. 1mo.	14yrs. 5mos.	215	2.86	219	74	33.8	72	375	224	55.5	—
FY2023	9,304	61.13	38.87	42yrs. 7mos.	43yrs. 3mos.	41yrs. 6mos.	14yrs. 6mos.	14yrs. 2mos.	14yrs. 11mos.	222	2.82	299	115	38.5	110	410	269	56.4	—
FY2024	9,217	60.29	39.71	42yrs. 11mos.	43yrs. 6mos.	42yrs. 0mos.	14yrs. 10mos.	14yrs. 6mos.	15yrs. 4mos.	258	2.89	273	115	42.1	75	328	191	56.8	—
FY2025	9,078	59.41	40.59	43yrs. 2mos.	43yrs. 9mos.	42yrs. 4mos.	15yrs. 3mos.	14yrs. 10mos.	15yrs. 9mos.	267	2.83	261	119	45.6	55	322	189	56.6	11,537

Sumitomo Mitsui Card *

Item	Number of employees	Ratio of male employees	Ratio of female employees	Average age	Average age (male)	Average age (female)	Average years of service	Average years of service (male)	Average years of service (female)	Number of women in managerial positions	Ratio of employees with disabilities	Number of new graduates hired	Number of female new graduates hired	Ratio of female new graduates hired to total new graduates hired	Number of mid-career hires	Number of employees taking childcare leave	Number of employees taking childcare leave (male)	Difference in salary between men and women	Average annual salary
Unit	Persons	%	%	Years old	Years old	Years old	Years	Years	Years	Persons	%	Persons	Persons	%	Persons	Persons	Persons	%	Thousand yen
FY2021	5,976	50.77	49.23	42yrs. 7mos.	44yrs. 5mos.	40yrs. 8mos.	17yrs. 6mos.	19yrs. 1mo.	15yrs. 11mos.	85	2.50	115	47	40.9	46	178	69	—	—
FY2022	5,850	50.55	49.45	42yrs. 9mos.	44yrs. 4mos.	41yrs. 2mos.	17yrs. 8mos.	19yrs. 2mos.	16yrs. 2mos.	86	2.41	109	51	46.8	71	178	65	56.5	—
FY2023	5,984	50.75	49.25	42yrs. 10mos.	44yrs. 2mos.	41yrs. 8mos.	17yrs. 7mos.	18yrs. 6mos.	16yrs. 8mos.	97	2.66	103	39	37.9	188	171	66	60.1	—
FY2024	5,897	51.92	48.08	42yrs. 10mos.	43yrs. 7mos.	42yrs. 1mo.	17yrs. 9mos.	17yrs. 10mos.	17yrs. 7mos.	141	2.67	167	43	25.7	172	180	86	59.0	—
FY2025	5,931	52.30	47.70	42yrs. 9mos.	43yrs. 2mos.	42yrs. 2mos.	17yrs. 6mos.	17yrs. 4mos.	17yrs. 8mos.	198	2.99	163	70	42.9	198	187	91	62.1	—

* Due to the merger with the former SMBC Finance Service Co., Ltd. in April 2024, figures for FY2023 and earlier (excluding the difference in salary between men and women) are included as total values for the former Sumitomo Mitsui Card and the former SMBC Finance Service in order to maintain continuity for year-over-year comparisons.

Basic data (by major Group company)

SMBC Consumer Finance

Item	Number of employees	Ratio of male employees	Ratio of female employees	Average age	Average age (male)	Average age (female)	Average years of service	Average years of service (male)	Average years of service (female)	Number of women in managerial positions	Ratio of employees with disabilities	Number of new graduates hired	Number of female new graduates hired	Ratio of female new graduates hired to total new graduates hired	Number of mid-career hires	Number of employees taking childcare leave	Number of employees taking childcare leave (male)	Difference in salary between men and women	Average annual salary
Unit	Persons	%	%	Years old	Years old	Years old	Years	Years	Years	Persons	%	Persons	Persons	%	Persons	Persons	Persons	%	Thousand yen
FY2021	2,592	56.87	43.13	42yrs. 4mos.	43yrs. 9mos.	40yrs. 6mos.	16yrs. 7mos.	18yrs. 7mos.	13yrs.11mos.	147	2.75	46	24	52.2	2	33	9	—	—
FY2022	2,594	56.28	43.72	43yrs. 0mos.	44yrs. 5mos.	41yrs. 1mo.	17yrs. 1mo.	19yrs. 2mos.	14yrs. 6mos.	166	2.67	49	32	65.3	1	34	13	70.0	—
FY2023	2,576	56.72	43.28	43yrs. 8mos.	45yrs. 0mos.	41yrs.11mos.	17yrs. 9mos.	19yrs. 8mos.	15yrs. 4mos.	184	2.59	35	12	34.3	10	37	16	69.9	—
FY2024	2,556	56.30	43.70	44yrs. 2mos.	45yrs. 5mos.	42yrs. 7mos.	18yrs. 3mos.	20yrs. 2mos.	15yrs.11mos.	200	2.87	48	22	45.8	16	44	23	70.5	—
FY2025	2,548	56.36	43.64	44yrs.10mos.	45yrs.11mos.	43yrs. 7mos.	18yrs. 7mos.	20yrs.3mos.	16yrs. 6mos.	226	2.85	60	23	38.3	32	51	26	71.7	—

Japan Research Institute

Item	Number of employees	Ratio of male employees	Ratio of female employees	Average age	Average age (male)	Average age (female)	Average years of service	Average years of service (male)	Average years of service (female)	Number of women in managerial positions	Ratio of employees with disabilities	Number of new graduates hired	Number of female new graduates hired	Ratio of female new graduates hired to total new graduates hired	Number of mid-career hires	Number of employees taking childcare leave	Number of employees taking childcare leave (male)	Difference in salary between men and women	Average annual salary
Unit	Persons	%	%	Years old	Years old	Years old	Years	Years	Years	Persons	%	Persons	Persons	%	Persons	Persons	Persons	%	Thousand yen
FY2021	2,640	73.14	26.86	41yrs. 0mos.	41yrs. 6mos.	39yrs. 6mos.	13yrs. 1mo.	13yrs. 5mos.	12yrs. 3mos.	54	2.31	127	39	30.7	51	53	33	—	—
FY2022	2,777	72.02	27.98	40yrs. 8mos.	41yrs. 3mos.	39yrs. 2mos.	12yrs. 8mos.	13yrs. 1mo.	11yrs.11mos.	64	2.16	143	52	36.4	134	44	26	75.8	—
FY2023	2,958	71.84	28.16	38yrs. 8mos.	39yrs. 1mo.	37yrs. 7mos.	11yrs. 3mos.	11yrs. 4mos.	11yrs. 1mo.	87	2.22	168	52	31.0	225	107	72	77.3	—
FY2024	3,248	70.38	29.62	37yrs. 9mos.	38yrs. 2mos.	36yrs. 9mos.	10yrs.10mos.	11yrs. 1mo.	10yrs.3mos.	101	2.46	245	74	30.2	265	100	76	78.5	—
FY2025	4,859	70.88	29.12	39yrs. 7mos.	40yrs. 4mos.	37yrs. 9mos.	13yrs. 1mo.	13yrs. 9mos.	11yrs. 6mos.	103	2.64	318	105	33.0	220	147	107	79.0	—

Sumitomo Mitsui DS Asset Management

Item	Number of employees	Ratio of male employees	Ratio of female employees	Average age	Average age (male)	Average age (female)	Average years of service	Average years of service (male)	Average years of service (female)	Number of women in managerial positions	Ratio of employees with disabilities	Number of new graduates hired	Number of female new graduates hired	Ratio of female new graduates hired to total new graduates hired	Number of mid-career hires	Number of employees taking childcare leave	Number of employees taking childcare leave (male)	Difference in salary between men and women	Average annual salary
Unit	Persons	%	%	Years old	Years old	Years old	Years	Years	Years	Persons	%	Persons	Persons	%	Persons	Persons	Persons	%	Thousand yen
FY2021	770	70.39	29.61	46yrs. 0mos.	47yrs. 7mos.	42yrs. 2mos.	15yrs. 6mos.	17yrs. 1mo.	11yrs. 9mos.	10	—	8	4	50.0	16	19	12	—	—
FY2022	747	68.14	31.86	46yrs. 4mos.	47yrs.11mos.	43yrs. 0mos.	12yrs.11mos.	13yrs. 4mos.	11yrs.10mos.	11	—	12	6	50.0	32	24	12	59.0	—
FY2023	769	67.10	32.90	46yrs. 0mos.	47yrs. 6mos.	42yrs.11mos.	12yrs. 9mos.	13yrs. 3mos.	11yrs.10mos.	13	—	20	8	40.0	37	21	10	61.9	—
FY2024	767	65.19	34.81	45yrs. 5mos.	46yrs.10mos.	42yrs. 8mos.	12yrs. 5mos.	12yrs.11mos.	11yrs. 6mos.	11	2.57	22	13	59.1	37	21	14	65.5	—
FY2025	762	64.17	35.83	44yrs. 9mos.	45yrs.10mos.	42yrs. 9mos.	12yrs. 1mo.	12yrs. 2mos.	11yrs.11mos.	17	2.65	18	8	44.4	34	17	12	68.1	—

SMBC