

## Corporate Governance

# SMBC Group Global Advisors

**SMBC Group Global Advisors (“Global Advisors”) act in an advisory capacity to the SMBC Group Management Committee by attending SMBC Group Global Advisory Meetings, which we hold on a regular basis.**

SMBC Group has appointed Global Advisors to provide advice to it on global business and on political and economic issues in the Americas, EMEA and Asia. At SMBC Group Global Advisory Meetings, advisors inform the Management Committee of trends and developments in the financial sector and the political and economic environments of respective regions. Global Advisors also provide regular insight with respect to political and economic issues related to the formulation of strategies and key risks faced by SMBC Group.



At the SMBC Group Global Advisory Meeting in November 2019, five SMBC Group Global Advisors and members of the Management Committee participated in lively discussions regarding the outlook for the business environment and growth strategies that should be recognized when formulating the new Medium-Term Management Plan. In particular, with regard to the business trends in the financial services sector, various opinions were raised concerning sentiments pertaining to recent international financial regulations and what strategies should be implemented in the future.

In addition, discussions were held with outside directors regarding the development of a global governance system. Furthermore, brisk exchanges of opinion took place on topics SMBC Group should consider in its global business, such as how to respond to the U.S.–China trade friction, geopolitical risks, and rapid digitalization.

By proactively utilizing recommendations and advice from SMBC Group Global Advisors, SMBC Group aims to realize its Vision to be “a trusted global solution provider committed to the growth of our customers and advancement of society” through the enhancement of Group management.





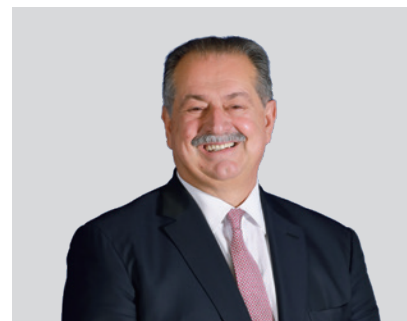
**Dr. Andreas Dombret**

2010–2018 A member of the Executive Board, Deutsche Bundesbank  
2005–2009 Vice Chairman Europe, Bank of America



**Dr. Robert D. Hormats**

2020–Present Managing Director, Tiedemann Advisors  
2013–2020 Vice Chairman, Kissinger Associates



**Andrew N. Liveris**

2017–2018 Executive Chairman, DowDuPont Inc.  
2006–2017 Chairman and CEO, The Dow Chemical Company



**Cesar V. Purisima**

2010–2016 Secretary of Finance of the Republic of the Philippines  
2004–2005 Secretary of Trade and Industry of the Republic of the Philippines



**Sir David Wright**

2003–2017 Vice Chairman, Barclays  
1996–1999 British Ambassador to Japan



**Joseph Yam**

2017–Present A member of the Executive Council, Hong Kong SAR  
1993–2009 Chief Executive of the Hong Kong Monetary Authority