

Keiichiro Nakamura

Senior Managing
Executive Officer
Co-Head of Global
Business Units

Yoshihiro Hyakutome

Deputy President
and Executive Officer
Co-Head of Global
Business Units



Strategies of Business Units

Global Business Unit

We will maximize our broad business foundation, from global CIB/Sales & Trading (S&T) business to our Multi-Franchise Strategy, and support the international business expansion of customers both in Japan and overseas as a unified Group.

Global Business Unit results

	FY2024	YoY ^{*1}
Gross profit	¥1,344.9 billion	+¥44.4 billion
Expenses	¥903.3 billion	+¥105.9 billion
Base expenses	¥795.2 billion	+¥65.4 billion
Net business profit	¥592.0 billion	(¥29.9) billion
Net income	¥333.7 billion	+¥5.3 billion
ROCE ^{*2}	7.7%	+0.6%
Risk-weighted Assets (RWA)	¥50.3 trillion	+¥1.1 trillion

^{*1} After adjustments for exchange rate impacts, etc.

^{*2} Excluding the impact from the sales of low-profit assets

Key strategies

Reinforcement of global CIB and S&T

Realizing growth through our Multi-Franchise Strategy

Creation of businesses that contribute to medium- to long-term growth

Building infrastructure linked to the increasing diversity and complexity of business

In FY2024, although gross profit increased due to strengthening fund-related businesses, expenses also increased due to upfront investments in regulatory compliance and IT infrastructure. Furthermore, to improve portfolio quality, we reduced low-profitability assets, resulting in a temporary loss and net business profit falling below the previous year, but this led to an improvement in ROCET1. In terms of initiatives, we are steadily progressing, aiming to build a business portfolio that combines profitability and growth, and in our Multi-Franchise Strategy, we have completed the construction of investment platforms in each country.

In FY2025, we will focus on building a business foundation that will drive the Group as a medium- to long-term growth driver, and, while paying close attention to the highly uncertain business environment, we will steadily address the following four priority areas.

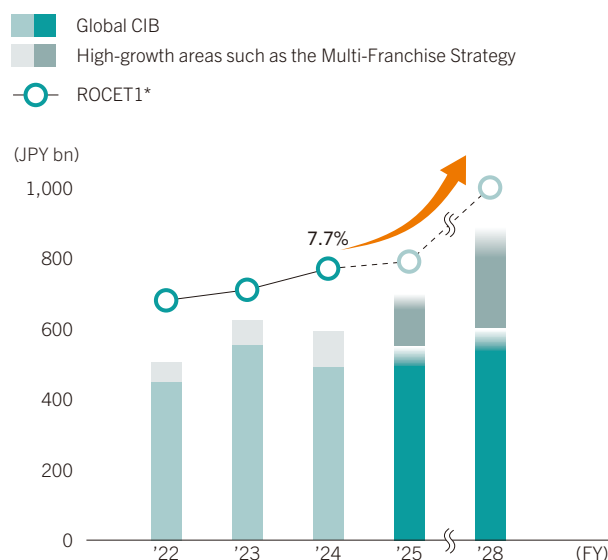
- ① **Accelerating resource shift:** To further enhance profitability and growth, we will take more proactive measures to shift management resources from low-profit businesses to high-profit, high-growth businesses, building a high-quality business portfolio while controlling risk-weighted assets.
- ② **Advancement of the global CIB business model:** By expanding collaboration with Jefferies, we will strengthen our fee business and promote primary-secondary collaboration through the integrated efforts of the Global Business Unit and Global Markets Business Unit. Furthermore, by advancing risk-taking in areas such as fund-related businesses where high profitability is expected, we aim to improve earning power.
- ③ **Strengthening initiatives in high-growth areas:** In countries targeted by our Multi-Franchise Strategy with high growth prospects (India, Indonesia, Vietnam, and

the Philippines), we will advance initiatives as a unified group. In particular, in India, we have established the India Division and aim to capture high growth through integrated wholesale and retail operations.

- ④ **Enhancement of management foundation:** While strengthening risk management in line with business diversification and increasing complexity, we will also invest in IT infrastructure and operations, focusing on strengthening governance and management foundations to support the acquisition of further growth opportunities and optimization of our business model.

Through these initiatives, while positioning the global CIB business that generates stable earnings as our core, we will expand high-growth areas such as Asian retail, which are expected to achieve high growth, aiming for sustainable growth with quality.

Net business profit



* Past results have been retroactively revised, excluding the impact from the sales of low-profit assets in FY2024. After adjustments for exchange rate impacts, etc.

Creating growth for SMBC Group in Asia

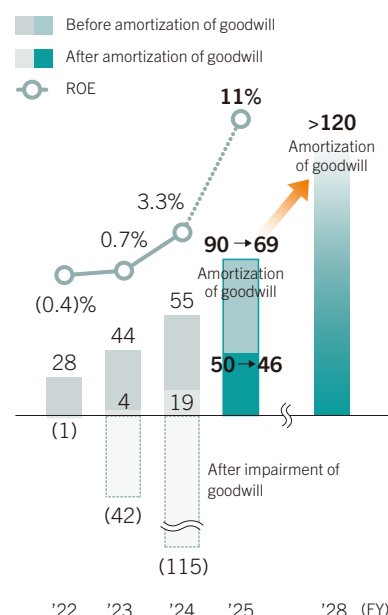
Overview of our Multi-Franchise Strategy














SMBC Group aims to develop full-line banking services and build franchises in four countries with high growth prospects: India, Indonesia, Vietnam, and the Philippines.

In October 2024, BTPN rebranded as PT Bank SMBC Indonesia Tbk, becoming the first commercial bank overseas to handle both wholesale and retail operations under the SMBC name. We are placing emphasis on India due to growth potential in India's commercial banking business. In April 2025, we have established India Division to strengthen its focus and commitment to India and accelerate its growth strategy. As announced in May 2025, we have acquired 20% equity stake in YES BANK Limited, a commercial bank in India, which is the last missing piece of our Multi-Franchise strategy. Although opportunities for foreign financial institutions to invest in commercial banks in India are limited, we had succeeded due to our persistent negotiations. Through supporting the growth of YES BANK, we will create synergies and develop a comprehensive range of banking services in India.

In Vietnam, we have recorded an impairment of goodwill in FY2024 due to declining business performance and in stock prices. In addition, there are recession risks triggered by U.S. tariff measures, hence the bottom-line profit contribution for FY2025 from these four countries that we invested in is expected to fall short of the initial targets. Nonetheless, the targets for FY2028 remains unchanged. In addition to accelerating growth in India, we will revitalize operations in Vietnam through management renewal, stricter credit standards, and continued support for fundraising and mutual customer referrals. We aim to achieve our medium- to long-term goals for each investee.

Bottom-line profit contribution (JPY bn)



	Wholesale			Retail		
	Large corporates	Small and Medium corporates	Micro corporates	High-net-worth	Middle Class	Mass
India	<div> 三井住友銀行</div>		<div><div>100%</div><div> SMFG IndiaCredit <small>Project M1 Asset Portfolio</small></div><div>• Non-bank</div></div>	<div> • Commercial Bank Announced in May 2025</div> <div><div>20%</div></div>	<div><div>100%</div><div> SMFG IndiaCredit <small>Project M1 Asset Portfolio</small></div><div>• Non-bank</div></div>	
Indonesia	<div><div>91%</div><div> BANK SMBC INDONESIA</div><div>• Commercial Bank</div></div>	Brand Change (October 2024)		<div> by SMBC Indonesia • Digital Bank</div>	<div><div></div><div> • Microfinance</div></div>	
	<div> • Leasing</div>					
Vietnam			<div><div>15%</div><div> • Commercial Bank</div></div>			
				<div><div>49%</div><div> VAY TIÊU DÙNG TÍN CHẤP • Non-bank</div></div>		
Philippines			<div><div>20%</div><div> • Commercial Bank</div></div>			

Investment Ratio

Message from Head of India Division



Rajeev Kannan

Managing Executive Officer, Head of India Division
Chairman of the Board of SMICC

SMBC Group's Business Strategy in India

SMBC Group's motto for the region is "Rising in Asia, with Asia". Since beginning our operations in Asia Pacific, we have been expanding our business significantly across the region and building out our multi-franchise strategy to great success. We have grown alongside our clients and contributed to the communities and economies in which we operate. SMBC Group is built on a 400-year history of providing solutions and creating value for our clients. Throughout the years, we have built trust and friendships, we have also overcome challenges and celebrated triumphs. Our enduring partnership with all our clients and partners is a true testament to our achievements.

Our vision is to develop a diversified global business portfolio that combines strong global wholesale operations with high-growth and high-profitability businesses in India's retail and emerging sectors. India

has the highest growth potential among target countries of our Multi-Franchise Strategy. It is expected to become the third-largest country in the world within a few years, making its market both promising and important for the SMBC Group. SMBC Group has recognized India's potential and has expanded its wholesale business organically through the expansion of its network.

As a group, we are focused on strengthening our commitment to India and accelerating our growth strategy. Whether it is supporting our clients, enhancing financial inclusion, or contributing to a sustainable future, we strive to contribute positively to the communities we serve and uphold the values that define our bank. We will continue to allocate resources strategically to elevate ROE, transforming our business models where necessary, investing in operational infrastructure to lay the groundwork for our medium- to long-term growth. As we continue to grow and strengthen SMBC Group's businesses and brand in the Asia Pacific region, we are focused on creating an organization that is efficient, resilient, and positioned for growth.

Establishment of India Division

To that end, we have recently established the "India Division", with an enhanced focus on India as one of the key target countries in our multi-franchise strategy. To accelerate our growth and streamline our operations, we consolidated our authority and responsibility for strategic planning, client engagement and investee management.

This is a new chapter in our Group's history — one wherein decision-making will be more localized, more agile, and more attuned to the needs of our clients and the realities of the Indian financial landscape. This will allow us to be more innovative, more competitive, and more responsive to change, and letting us focus more on execution. This new structure will also enable us to collaborate more and facilitate synergy within the group — especially with SMFG India Credit Company. We will continue contributing to the society of India by capitalizing on our joint presence across Wholesale and Retail banking, driving financial growth and inclusion.