SMBC Group's Medium- to Long-Term Vision

Formulation of a New Vision

With a strong determination to achieve market leadership in domestic businesses and become a player with a global presence, we have formulated a new Vision.

Globally connected. Rooted in Japan. Your most trusted partner.

The Thoughts Behind Our Vision

Globally connected.

This reflects our determination to "become a world-class player" and "establish a global presence." Based on our global network, we will become a partner that supports our customers' cross-border activities on a global scale, and by "connecting" the world's capital, information, and business, we aim to become a player that can compete on an equal footing with the world's top financial institutions.

Rooted in Japan.

Japan is the core of SMBC Group's business foundation. We believe that establishing a top position in each strategic area within our home market and having a solid business foundation will serve as the bedrock to support our growth into a player with a global presence. This is why we included the word "Japan."

Your most trusted partner.

Since our founding, the "highest level of trust" has been something we have consistently valued above all else for a quarter of a century. We aim to further evolve that trust and become a partner that exceeds the expectations of our stakeholders by repeatedly providing new value unique to SMBC Group, unbounded by the framework of finance.

Profitability Befitting a World-Class Player

We will also aim to reach a level of profitability on par with the world's top players.
We have set a medium- to long-term target of ROTE* of 15%, comparable to the levels of top global financial institutions.
At the same time, we will also raise our bottom-line profit to the mid-¥2 trillion level.

Bottom-line profit

Mid-¥**2** trillion level

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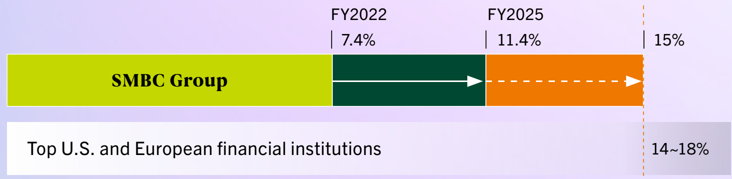
ROTE

15 %



* What is ROTE?

ROTE stands for Return on Tangible Equity. It represents the rate of return on tangible equity, i.e., capital excluding intangible fixed assets such as goodwill. By using the same indicator as globally leading competitors, we aim to clearly communicate SMBC Group's global profitability and positioning, and have it properly evaluated.