SMBC Group Talent Policy and New Human Capital Management Model

SMBC Group Talent Policy

The importance of the SMBC Group Talent Policy, formulated in FY2023, remains unchanged in the new Medium-Term Management Plan. The Talent Policy clearly codifies the unchanging "expectations" for employees and the "value we provide," regardless of changes in the business environment and the employees with a variety of backgrounds and professional expertise. By creating a virtuous cycle between the two, we aim to build a relationship where the Company and employees Mutual Choice by each other. By permeating and constantly embodying the Talent Policy, we will Creating workplaces and teams where employees with varied backgrounds and expertise aim high and feel rewarded.

Redesign of Our Human Capital Management Model

To further clarify the linkage between business strategy and HR strategy, we have fundamentally revised our existing human capital management model starting from FY2026. The new human capital management model positions the SMBC Group Talent Policy as the engine of value creation. By executing strategic investments in human capital, we aim to achieve the desired state in the three focus areas of "Talent," "Culture," and "Platform." The model demonstrates the concept that reaching "Teams that can consistently maximize output are in place in all areas" directly leads to an improvement in corporate value.