# SMBC Group IR Day

June 20th, 2018

This document contains "forward-looking statements" (as defined in the U.S. Private Securities Litigation Reform Act of 1995), regarding the intent, belief or current expectations of us and our managements with respect to our future financial condition and results of operations. In many cases but not all, these statements contain words such as "anticipate," "believe," "estimate," "expect," "intend," "may," "plan," "probability," "risk," "project," "should," "seek," "target," "will" and similar expressions. Such forward-looking statements are not guarantees of future performance and involve risks and uncertainties, and actual results may differ from those expressed in or implied by such forward-looking statements contained or deemed to be contained herein. The risks and uncertainties which may affect future performance include: deterioration of Japanese and global economic conditions and financial markets; declines in the value of our securities portfolio; incurrence of significant credit-related costs; our ability to successfully implement our business strategy through our subsidiaries, affiliates and alliance partners; and exposure to new risks as we expand the scope of our business. Given these and other risks and uncertainties, you should not place undue reliance on forward-looking statements, which speak only as of the date of this document. We undertake no obligation to update or revise any forward-looking statements.

Please refer to our most recent disclosure documents such as our annual report on Form 20-F and other documents submitted to the U.S. Securities and Exchange Commission, as well as our earnings press releases, for a more detailed description of the risks and uncertainties that may affect our financial conditions and our operating results, and investors' decisions.

# **Definitions**

- Consolidated : SMFG consolidated
- Non-consolidated :SMBC non-consolidated
- SMFG : Sumitomo Mitsui Financial Group, Inc.
- SMBC : Sumitomo Mitsui Banking Corporation
- SMBC Trust : SMBC Trust Bank
- SMFL : Sumitomo Mitsui Finance and Leasing
- SMBC Nikko Securities
- SMCC : Sumitomo Mitsui Card Company
- SMBCCF : SMBC Consumer Finance
- SMAM : Sumitomo Mitsui Asset Management
- SMBCAC : SMBC Aviation Capital

- Retail business unit (RT): Domestic retail and SME businesses
   SMBC (RT), SMBC Nikko (RT), SMCC, Cedyna, SMBCCF, others
- Wholesale business unit (WS): Domestic large/mid-size corporation business SMBC (WS), SMBC Nikko (WS), SMBC Trust (WS), SMFL (Domestic), others
- International business unit (Inter.):
   SMBC (Inter.), SMBC Nikko (Inter.), SMBC Trust (Inter.), SMFL (Inter.), others
- Global markets business unit (GM): Market / Treasury related businesses SMBC (Treasury), SMBC Nikko (Product), others
- Large corporations : Global Corporate Banking Division
- Mid-sized corporations & SMEs
  - : Corporate Banking Division (CBD) and SMEs covered by Retail Banking Unit
- Exchange rates(TTM)

	Mar.17	Mar.18
USD	JPY 112.19	JPY 106.25
EUR	JPY 119.84	JPY 130.73



# **Retail Business Unit**

Naoki Tamura, Senior Managing Executive Officer

# **Progress of Medium-Term Management Plan / Management policy**

# Progress of Medium-Term Management Plan Steady progress overall Considerably higher than the previous year ✓ Steady increase in stock-based assets ✓ Penetration of customer-oriented wealth management business which focuses on medium- to long-term diversified investments ✓ Completed transformation of 103 branches to next-generation branches and centralization of back-office operations of 134 offices

√ Improvement of customer convenience and enhancement of consulting capability through

	Net business profit / ROE / RWA					
Un	it: JPY bn	FY3/18	<b>YoY</b> *1			
	Gross profit	1,311.5	+34.2			
	Expenses	1,027.5	+16.1			
	Overhead ratio	78.3%	(0.8)%			
	Others	15.5	+3.3			
N	et business profit	299.5	+21.4			
R	<b>OE</b> *2	7.5%	-			
R	<b>WA</b> (JPY tn)*3	13.8	-			

# **Management policy to improve ROE**

### Steady implementation of the Medium-Term Management Plan

■ Establish the wealth management business and develop business by customer segment

digitalization

- Implement the consumer finance business strategy based on changes in the business environment
- Initiatives toward cost structural reform
  - √ Retail branch reorganization

reorganization

√ Business process reform through digitalization

New strategies to respond to the changes in the environment

■ Development of a medium-term strategy based on the advancement of cashless payment and digitalization

# KPI

	FY3/18	YoY
Balance of stock-based assets (banks and securities)*4	JPY 11.9 tn	+JPY 1.1 tn
Credit card sales handled	JPY 16.0 tn	+JPY <b>1.6</b> tn
Utilization rate for digital channels*5	22.7%	+5%
Balance of card loans (groupwide)	JPY 1.78 tn	+JPY 0.02 tn
Rent reduction effect from Retail branch reorganization	JPY (3.06) bn	_

<sup>\*1</sup> After adjustments of the changes of interest rates and exchange rates

<sup>\*2</sup> Managerial accounting basis with RWA calculated assuming Basel III reforms are finalized. Excludes impact from the provision for losses on interest repayments and the cost from branch reorganization \*3 Basel III transitional basis

<sup>\*4</sup> Investment products, such as investment trusts, fund wraps, and foreign currency deposits \*5 Clients using digital channels / (clients using physical branches + clients using digital channels)

Focus

- Pursue a customer-oriented wealth management business which focuses on medium-to long-term diversified investments
- Strengthen the development of business by customer segment under the bank-securities integration strategy

# Establishment of the wealth management business

- Offer products which focus on medium- to long-term diversified investments
  - √ Reinforce medium- to long-term diversified investment product / services
  - ✓ Approach customers' total financial assets, including assets in other banks and companies
- Cultivate new customers and acquire new funds
  - √ Strengthen initiatives for corporate owners
  - ✓ Upgrade the over-the-counter consulting services
- Strengthen ability to respond to inheritance and business succession needs
  - √ Position inheritance consulting as one of the core businesses

### Balance of stock-based assets\* (SMBC+SMBC Nikko)



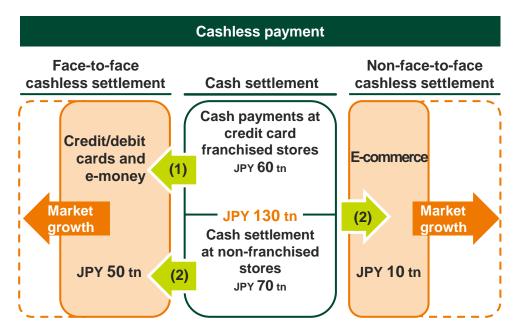
### target

#### Strengthen business with PB and upper highnet-worth individuals, centering on SMBC Nikko Full utilization of bank-securities integration and trust functions ■ Further utilize the corporate customer base PB of SMBC ■ Reform our sales model focusing on proposals from a medium-term perspective Upper highnet-worth Offer investment proposals based on the risk individuals management of the entire asset and solutions for inheritance and asset succession SMBC SMBC NIKKO ☐ Promote business by enhancing bank-**High-net**securities integration worth ■ Maximize SMBC's customer base and individuals focus on expansion SUMITOMO MITSUI BANKING CORPORATION ■ Seamless investment transactions between bank and securities using online channels Mass ■ Promote automatic investment of investment affluent trusts and foreign currency deposits to meet the asset building needs of customers

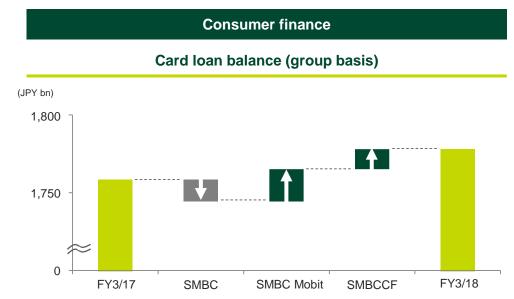
**Development of business by customer segment** 

# **Cashless payment / Consumer finance business**

- Cashless payment: Promote cashless payment in Japan through comprehensive initiatives for both business operators and end-users
- Consumer finance: Secure bottom line profit by reinforcing control of expense / credit cost while meeting the healthy financing needs of customers on a group-wide basis



- (1) Strengthen services to end-users
  - ✓ Convenient: Able to pay at anytime, anywhere, or in any way you like
  - ✓ Safe: Able to control payment
  - ✓ Beneficial: Able to obtain group-wide points, etc.
- (2) Establish a next-generation payment platform
  - √ Support all cashless payment needs
  - ✓ Increase the market share of franchisees by leveraging price competitiveness
  - ✓ Provide solutions using payment data



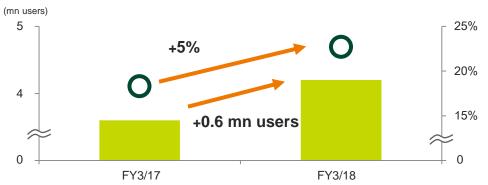
- Strengthen customer acquisition on a group-wide basis
  - √ Efficient allocation of advertising and promotional resources
- Reduce expenses on a group-wide basis
  - ✓ SMBC and SMBC Mobit to reduce the number of loan application machines
  - √ Digital chatbot service
- Strengthen credit cost control through advanced screening and credit management
  - ✓ Stricter credit standards and continuous customer counseling
  - √ Upgrade credit models using group-owned data

# Retail branch reorganization

- Enhance customer convenience and reduce cost through digitalization
- Strengthen consulting services for upper high-net-worth individuals at retail branches

## Initiatives toward digitalization

### # of SMBC Direct users\*1/utilization rate of digital channels\*2



- \*1 Number of customers who have logged in SMBC Direct at least once every six months
- \*2 Clients using digital channels / (clients using physical branches + clients using digital channels)

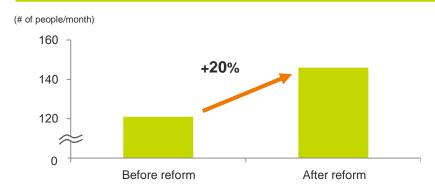
# Number of high counter\* visitors (cumulative)



<sup>\*</sup> Service counter that handles simple administrative procedures such as bank transfers and money exchanges

# Strengthening consulting services for high-net-worth individuals at retail branches

# of high-net-worth individuals visiting next-generation branches (1H, FY3/18)



Note: Number of visitors to branches with a deposit of 25 million yen or more

Initiatives to reform cost structure					
	FY3/18 results	FY3/19 target		FY3/22 target	
Reduction of clerical staff by improving efficiency	JPY <b>0.7</b> bn	JPY <b>2.3</b> bn		JPY <b>10.0</b> bn	
Reduction of rent due to smaller branch floor space, etc.	JPY <b>1.6</b> bn	JPY <b>5.2</b> bn		JPY <b>10.0</b> bn	
Ripple effects on operating expenses	JPY <b>0.8</b> bn	JPY <b>4.1</b> bn		JPY <b>10.0</b> bn	
Total	JPY <b>3.1</b> bn	JPY <b>11.6</b> bn		JPY <b>30.0</b> bn	

# (Ref) Next-generation branches

#### (Ref) Branches exclusive to individuals (Nakano Sakaue)

- Improved efficiency of personnel/space by aggregating administration of corporate clients to another branch
- Creating an atmosphere where customers be consulted comfortably





# (Ref) Digital space (Shinjuku Branch)

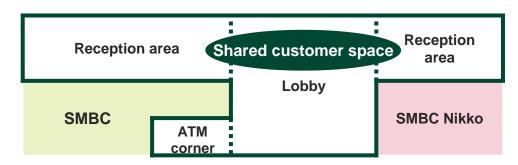
■ A dedicated area where digital transactions are conducted





# (Ref) Cost reduction at group shared branches (Akasaka Branch)

Rent reduction effect	JPY <b>119</b> mn
Total space	(36)%
Customer space	+3%



# (Ref) Cost reduction by relocation (Aoyama Branch)

Rent reduction effect	JPY <b>420</b> mn
Total space	(29)%
Customer space	+8%

Before relocation (Aoyama-dori Street)



After relocation (Kotto-dori Street, 2nd and 3rd floor)



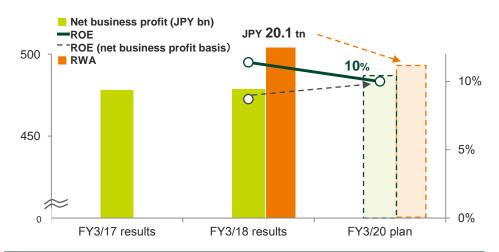
# Wholesale Business Unit

Manabu Narita, Deputy President and Executive Officer

# **Progress of Medium-Term Management Plan / Management policy**

# **Progress of Medium-Term Management Plan**

■ Net business profit and ROE were solid by enhancing the asset-light businesses\*1 and controlling RWA



# **Management policy to improve ROE**

# Sustainable increase of net business profit

- Initiatives toward the market leader strategy
  - ✓ Promote asset-light businesses by leveraging the comprehensive strengths of each group company
  - ✓ Engage in high-value-added loans that stimulate business
- Business promotion geared toward large global corporates

# Appropriate portfolio control

- Continue asset control with greater awareness of profitability
- Reduce RWA by promoting sales of strategic shareholdings

	Net business profit / ROE / RWA					
Uni	Unit: JPY bn FY3/18 YoY*2					
	Gross profit	772.9	(6.7)			
	Expenses	347.8	+1.6			
	Overhead ratio	45.0%	+0.6%			
	Others	53.4	+8.9			
N	et business profit	478.5	+0.6			
ROE*3		11.4%	-			
RWA (JPY tn)*4		20.1	-			

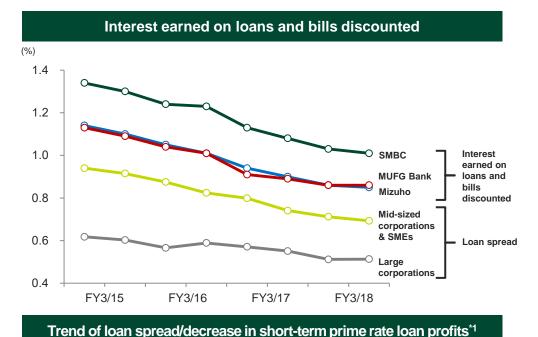
		П
м	-	

	FY3/18	YoY
Market share in Japanese corporate bonds (lead arranger)	17.0%	(0.4)%
# of IPO lead arranger deals	No.3	+1 Rank
# of M&A advisory deals	No.1	+1 Rank
# of companies with core earnings	9,036 companies	+341 companies
Increase rate of non-interest income	+4.7%	_

<sup>\*1</sup> Business that does not use assets such as the transaction business \*2 After adjustments of the changes of interest rates and exchange rates

# Interest rate environment/transformation of profit structure of the wholesale business (bank)

- We expect to maintain higher loan spread over the other mega banks, as the decline of the loan spread is showing signs of bottoming out
- With the decline of loan spread ending, we expect that the decrease of interest income on loans, which was a major factor behind the decline in earnings in the wholesale business will come to an end
- Aim to improve ROE by transforming the profit structure and promote asset-light businesses to increase profit



#### Decrease in short-term prime rate loan profits (YoY) (JPY bn) Loan spread (stock basis)\*2 0.80 (10)Loan spread (new loans)\*3 0.70 (5)0.60 0.50 0.40 1H 2H 1H 2H 1H 2H 1H 2H 1H 2H 1H 2H FY3/15 FY3/16 FY3/18 FY3/19 FY3/20

# \*1 Mid-sized corporations & SMEs \*2 Loan spread of overall balance

\*3 Loan spread of new loans within the applicable fiscal year

#### Transformation of profit structure of the wholesale business (SMBC) (JPY bn) Total income Breakdown of asset-light income 600 300 +1.2% Asset-light income (Service fees for foreign exchanges and money transfers, commissions, etc.) 500 Investment income 250 +10.5% +3.5% 400 200 Deposit-related income (22.5)%Income from cooperating with group companies (Service fees for securities operations, etc.) 300 150 Asset-related commission income +4.6% (Service fees for syndicated loans, etc.) +6.1% 200 100 Non-interest base income Interest income from loans (Service fees for foreign exchanges 100 50 +15.7% FY3/17 FY3/18 FY3/19 FY3/20 FY3/17 FY3/18 FY3/19 FY3/20 plan 10 results results results plan plan results plan

# **Market leader strategy**

- Aim to be a market leader by centering on asset-light businesses and promote eight key business areas that contribute to customer growth
- In addition to strengthening traditional financial fields, take on new challenges that contribute to medium- to long-term growth by cooperating with group companies across business units / entities and implementing strategies of other business units (Sales & Trading, etc.)
- A Promote asset-light businesses

B Increase assets (high-value-added loans, etc.)

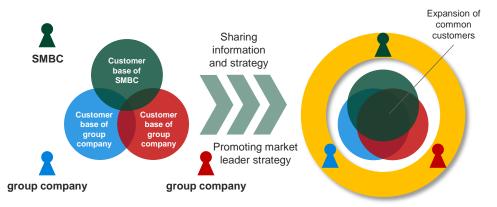
	Strategy	Major KPIs and two-year increases		Category		eration with Isiness units
	1. Venture approach	• # of IPO lead arranger deals	$\text{No.3} \rightarrow \text{No.1}$	А	SMBC SUMITOMO MITSUI BANKING CORPORATION  = H性友類行グルーフ SMBC NIKKO SMBC ベンチャーキャピタル	RT Inter.
	2. Turn around solution	• # of M&A advisory deals	$\text{No.1} \rightarrow \text{No.1}$	АВ	SMBC SUMITOMO MITSUI BANKING CORPORATION  SMBC コンサルティング  SMBC コンサルティング	Inter.
Become clients' business partner	3. Cash management solution	# of companies with transaction business	+850 companies	A	SMBC SUMITOMO MITSUI BANKING CORPORATION  SMBC NIKKO	Inter. GM
	4. CRE solution	<ul><li># of CRE proposals</li><li># of real estate brokerage deals</li></ul>	+100 companies +50 Companies	АВ	SMBC SUMITOMO MITSUI BANKING CORPORATION  SMBC SMBC NIKKO  SMFC   Think beyond, Act now	Inter
	5. Owner approach	<ul> <li>Executed amount of successions related loans</li> <li>Entrustment of testamentary trust and inheritance disposition</li> </ul>	+ JPY 25 bn +140 Companies	АВ	SMBC SUMITOMO MITSUI BANKING CORPORATION SMBC TRUST BANK  SMBC SMBC NIKKO	RT
Respond to	6. HR solution	<ul><li># of HR solution proposals</li><li># of DC customers acquired</li></ul>	+500 Companies +20,000	Α	ジャパン・ベンション・ナビダーター (③) Japan Research Institute  SMBC CEDYNA FINANCIAL CORPORATION SMBC SMBC TRUST BANK SMBC TRUST BANK	RT
clients <sup>†</sup> change in environment	7. Digital transformation	• # of NCore contracts	+105 contracts	Α	SMBCTN-7  NCore  SMBCGMOPAYMENT	
Create innovation with clients	8. Smart mobility innovation	• Creation of pipeline		New Category	SMBC SUMITOMO MITSUI BANKING CORPORATION  (In the sum of the sum o	Inter 1

# Deepen business unit operations

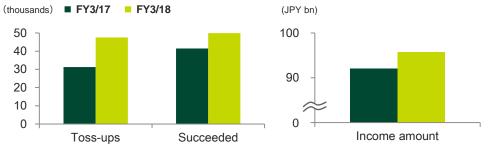
- Maximize leverage of the client base of SMBC Group and provide group-based solutions that utilize customer information
- With the information sharing agreements from over 30,000 customers obtained, the number of toss-ups among group companies, the number of toss-ups that led to actual businesses, and the income from these activities steadily increased
- In the wholesale business unit as a whole, we aim to increase profits in SMBC Nikko, SMFL, and SMBC Trust, while maintaining the current level of profits in SMBC

#### **Utilization** of customer base

- The total customer base of SMBC Group companies is wide-ranging
- Acquired information-sharing agreement from over 30,000 customers and established a system to share information within the group
- Sharing customer information throughout the group from the time of formulating strategy to provide optimal solutions to our customers

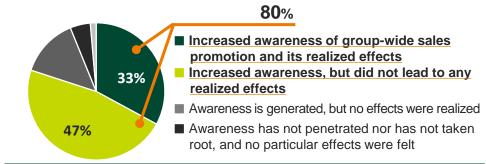


Increase in the number of toss-ups, the number of toss-ups succeeded and income amount

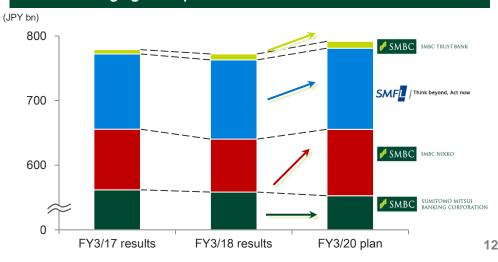


# Change in awareness

- 80% answered "increased awareness of sales promotion on a groupwide basis"
- On the other hand, only about 30% of the respondents also felt the effect



### Earnings growth plan for the wholesale business unit



# Initiatives by entity

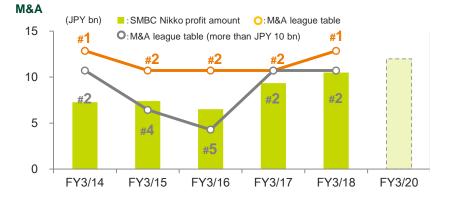
- Acquire investment banking deals from large corporates by sharing strategy between SMBC and SMBC Nikko
- SMBC Trust enhanced real estate-related functions to steadily increase profit and is expected to catch up with competitors
- Being committed to improve profitability, SMFL improved loan spread and increased profitability. SMFL also worked to boost profit through collaboration with each entity of the business unit

# SMBC SMBC Nikko

- Approach toward large global corporates
  - ✓ Strategy planning through common account plans between bank and securities
- ✓ Strategic increase of assets
- √ Strengthen functions to acquire investment banking deals

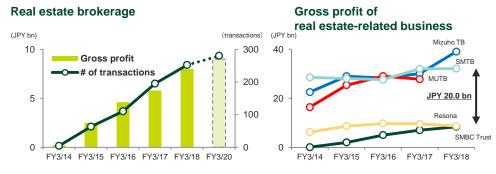
#### League tables





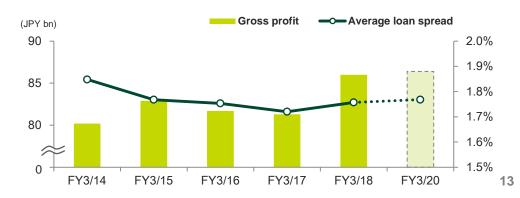
#### **SMBC Trust**

- Real estate brokerage business has grown steadily since its establishment
- Stable growth going forward through strategic development of structures



#### **SMFL**

- Record high profits due to improvement in spreads
- Cooperate with partner Sumitomo Corp. through reorganization



# Portfolio management (RWA control, profitability improvement, and strategic shareholdings)

- Continue appropriate RWA control by selling strategic shareholdings and rebalancing the loan portfolio while maintaining the outstanding of loans
- Introduce business performance assessment criteria to improve profitability and raise awareness of profitability at front offices
- Steady progress in reduction of strategic shareholdings. Achieve the target by utilizing a variety of methods

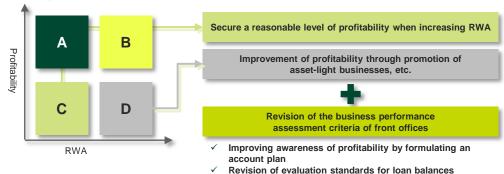
#### **RWA** control

- Reduce RWA by selling strategic shareholdings
- Strategic increase of RWA into large global corporates and high-valueadded loans generated through portfolio improvement



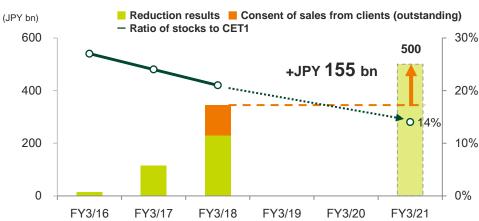
## Improving profitability

Establish basic policies for each segment and clarify areas for profitability improvement



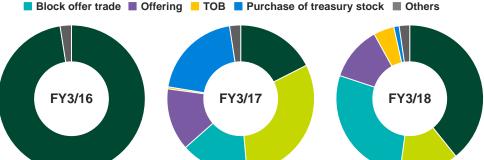
#### Strategic shareholdings

■ Consent of sales from customers and reduction are progressing as planned and are regarded as an important management issue



Increase consent of sales from clients and reduction through a variety of sales methods tailored to customers' capital policies by utilizing SMBC Nikko's sales and consulting capabilities

■ Sale to market ■ Sale to banks' shareholdings purchase corporation



# **International Business Unit**

**Masahiko Oshima, Senior Managing Executive Officer** 

# **Progress of Medium-Term Management Plan / Management policy**

# **Progress of Medium-Term Management Plan**

- Net business profit increased by JPY 31.9 billion from the previous year, and the ROE exceeded the FY3/20 target
- Strong growth in non-asset-related income such as deposits and FX
- Steady progress in key initiatives

Corporate & Investment Banking	<ul> <li>Promoted cross-selling through bank-securities integration</li> </ul>	
Products where we hold strengths	<ul> <li>Strengthened the asset turnover busines (O&amp;D)</li> </ul>	
Asia-centric	<ul> <li>Promoted the TB business</li> </ul>	
Disciplined management	<ul><li>Increased foreign currency deposits</li><li>RAF-based credit control</li></ul>	

# **Management policy to improve ROE**

- Increase market share in Corporate & Investment Banking
  - Raise banking status and promote cross-selling by taking advantage of the strengths of SMBC Group
- Further enhance product / sectors where we hold strengths
  - Further improve profitability and market presence by turning over assets
- Asia-centric
  - Steady execution of the Asia core client strategy and the Multifranchise strategy
- Disciplined business operations
  - Increase "quality" and "volume" of foreign currency deposits for sustainable growth, and sound portfolio management through RAF

	Net business profit / ROE / RWA					
Unit: JPY bn <b>FY3/18 YoY</b> *1						
	Gross profit	632.0	+38.8			
	Expenses	280.7	+23.2			
	Overhead ratio	44.4%	+1.0%			
	Others	46.9	+16.3			
N	et business profit	398.2	+31.9			
ROE*2		10.6%	-			
RWA (JPY tn)*3		21.0	-			

K	Р	ı
_		

	FY3/18		
Bank-securities	# of active book runner (securities)	1.5x	1.5x
integration	# of cross-selling related with securities	2x	3.1x
Asset turnover	# of O&D transactions on focused products	1.5x	2.8x
	# of key clients in Asia	+15%	+12%
Asia-centric "Next Stage"	Non-asset based profit in Asia	+15%	+31%
	Profit from multi- franchise strategy in Indonesia	1.3x	1.02x

<sup>\*1</sup> After adjustments of the changes of interest rates and exchange rates \*2 Managerial accounting basis with RWA calculated assuming Basel III reforms are finalized. Excludes impact from the mid- to long-term foreign currency funding costs \*3 Basel III transitional basis

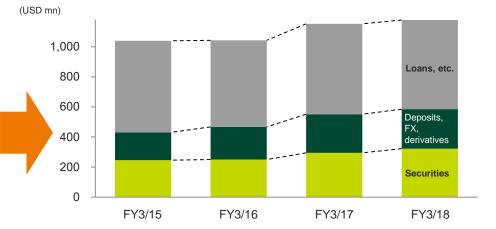
# Increase market share in Corporate & Investment Banking

- Raise the banking status with non-Japanese large corporate clients and promote cross-selling by taking advantage of the strengths of SMBC Group
  - ✓ Support non-Japanese corporates by leveraging our global network and customer base in Asia and Japan
  - ✓ Build relationships and promote cross-selling by leveraging our global strengths: project finance, aircraft-related finance, etc.

#### **Promote** cross-selling Global network Banking business Loans and deposits Non-Japanese **FX** and derivatives **Japanese** Focused large customer base Financial solutions corporate clients M&A **Securities** business **Product capabilities**

Promote business with large corporate clients utilizing our strengths

Revenues by product for non-Japanese large corporate clients in Europe and the U.S.\*
\* Managerial accounting basis.



**■** DCM League Table

Examples of cross-selling in FY3/18

Aircraft business

Project finance

Trade finance

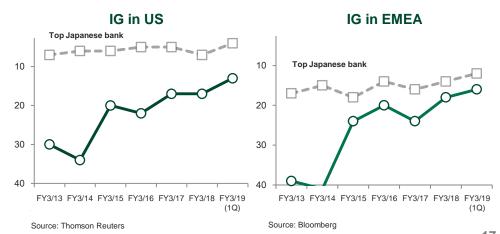
✓ World-class food company
Improved the banking status with the parent company by leveraging
transactions at its Asian locations

LBO finance in US/EU

Subscription finance

Transaction banking

✓ Global energy company Built top relationship through the project finance business and acquired book runner status for corporate bond transactions, etc.

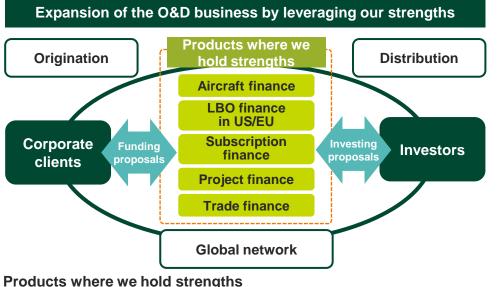


# Further enhance product / sectors where we hold strengths

- Promote the asset turnover business centering on products where we hold strengths
  - ✓ Enhance origination by strategically increasing RWA
  - √ Strengthen investment proposals and transactions with domestic and overseas investors

**IFC** 



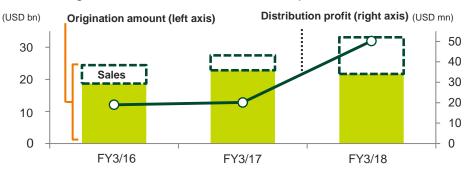


# Origination amount and distribution profit\*

- O&D initiatives
- \*Aircraft leasing, LBO finance in US/EU, PF, and subscription finance

18

- ✓ Joint investment scheme with Japanese investors targeting LBOs in Europe and the U.S.
- ✓ Origination & Distribution of investment products for aircraft assets, etc.

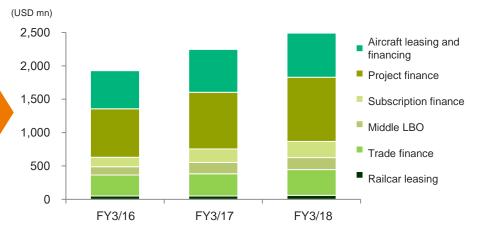










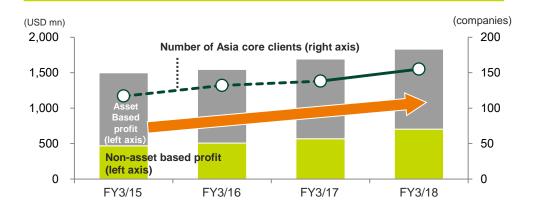


# Asia-centric

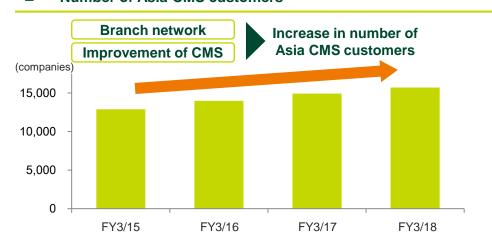
- Steady execution of the decade-long Asian strategy
  - ✓ Asia core client strategy: Enhance non-asset based profit and expand customer base centered on transaction banking
  - ✓ Multi-franchise strategy: Capture growth of Asia from a medium- to long-term perspective

# Asia core client strategy

Profit and number of core clients in Asia



#### Number of Asia CMS customers

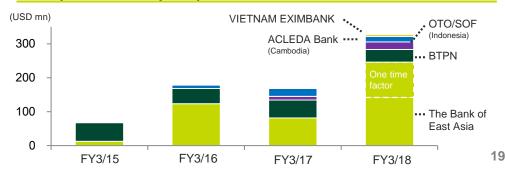


# **Multi-franchise strategy**

- Started discussions on merger between BTPN and SMBC Indonesia
- Transformation to a full-line commercial bank covering both wholesale and retail operations

Loan ranking in Indonesia						(IDR tn)	
1	Mandiri	708.0			1	Mandiri	708.0
2	BRI	694.2			2	BRI	694.2
3	BCA	451.9			3	BCA	451.9
4	BNI	421.4			4	BNI	421.4
5	BTN	184.5			5	BTN	184.5
6	CIMB	178.8			6	CIMB	178.8
7	Panin	141.2			7	Panin	141.2
8	Danamon	121.8	┍			SMBCI+BTPN	124.3
15	BTPN	66.5 -			8	Danamon	121.8
15	DIFIN	00.5			9	Maybank	121.8
18	SMBC Indonesia	57.7	_				

- Develop business through various channels
  - ✓ OTO/SOF, a provider of motorcycle loans and automobile loans;
  - ✓ Investment in a government-affiliated financial institution engaged in infrastructure PF; etc.
- Contribution of investments made in Asia (Net business profit)

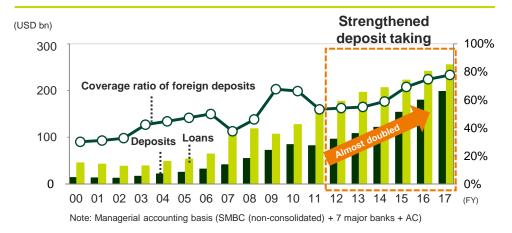


# **Disciplined business operations**

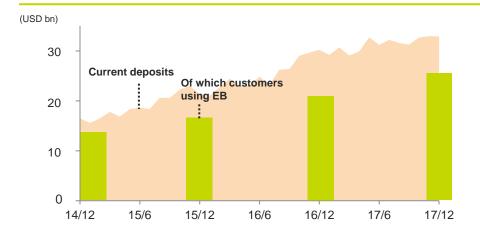
- Foreign currency deposits: Increase both "volume" and "quality" for sustainable growth
- Sound portfolio management through RAF\* management
- \* Internal control framework formulated based on the risk appetite related to business plans and earnings forecasts, risk management policies, and maximum risk exposure and losses for the purpose of accomplishing management tarriets

## Foreign currency deposits

#### Foreign currency deposits / coverage ratio



## ■ Increase in current deposits (CMS, etc.)

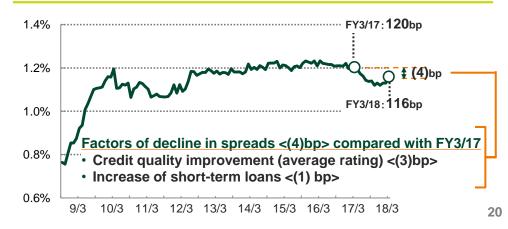


#### **Credit control**

# Sound portfolio management through RAF management



## Portfolio management with awareness of loan spread



# Global Markets Business Unit

Hiroshi Munemasa, Senior Managing Executive Officer

# **Progress of Medium-Term Management Plan / Management policy**

# **Progress of Medium-Term Management Plan**

■ Made steady progress in all of the three core areas

Portfolio management Flexible risk-taking mainly in equities	Secure higher profits
Sales & Trading Steady performance in solution providing and equity businesses	Exceeded KPI targets
Foreign currency funding Diversify funding sources and expand the investor base	Enhance foreign currency funding capability

# Management policy to improve ROE

- Establish Sales & Trading as a core business at an early stage while maintaining profitability in portfolio management
- Carry out robust foreign currency B/S management by optimally funding foreign currencies in accordance with the market environment

# Portfolio management

•Respond to the rise in market volatility due to global political risks

#### Sales & Trading

- Acceleration of profitability in the overseas securities business
- •Strengthen the structure of global bank-securities collaboration

### Foreign currency funding

- Acquire funding in an optimal manner, terms, and currency in accordance with the market environment
- Balance between stability and cost

Net business profit / ROE / RWA						
Un	it: JPY bn	FY3/18	<b>YoY</b> *1			
	Gross profit	356.2	+6.4			
	Expenses	53.9	+3.3			
	Overhead ratio	15.1%	+0.7%			
	Others	17.5	+4.3			
Net business profit		319.8	+7.4			
ROE*2		33.5%	-			
RWA (JPY tn)*3		5.9	-			





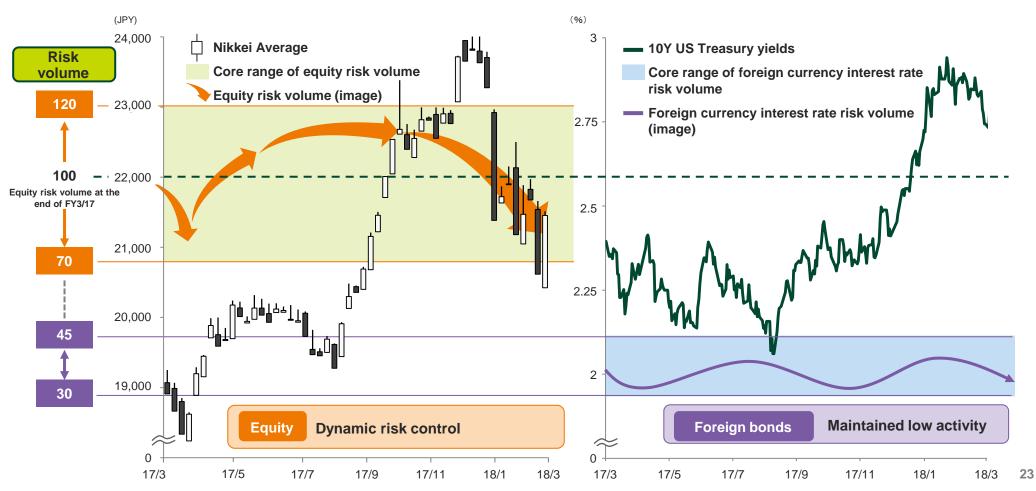
<sup>\*1</sup> After adjustments for interest rate and exchange rate impacts \*2 Managerial accounting basis with RWA calculated assuming Basel III reforms are finalized. Excludes impact from the interest-rate risk associated to the banking account \*3 Basel III transitional basis

# **Focused Strategies: Portfolio Management**

- FY3/18: Controlled equity risk volume dynamically while managing interest rate risk
- FY3/19: Rebalance the portfolio flexibly in response to the increase of market volatility

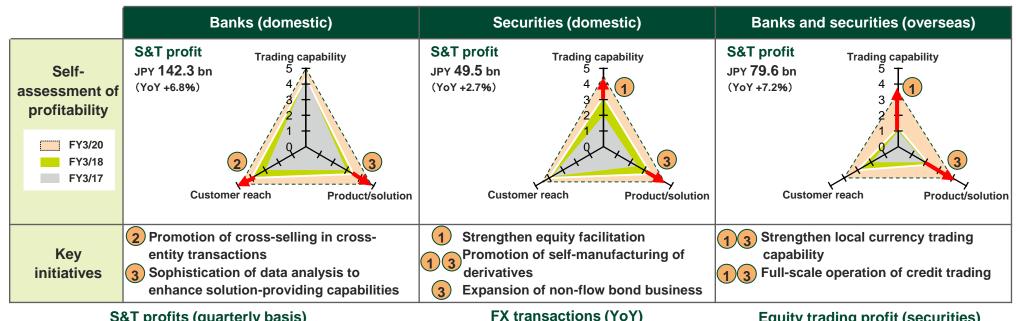
# Image of portfolio management

FY3/18 Results (Changes in risk volume) Note: Managerial accounting basis



# Focused Strategies: Sales & Trading

- Strengthen profitability effectively by solidifying the three pillars of 1 trading capabilities, 2 customer reach, and products and solutions
- Apply market knowledge and expertise cultivated as a major market participant to provide customer solutions



# **S&T** profits (quarterly basis)

#### FY3/18 results FY3/19 plan FY3/20 plan FY3/17 results (JPY bn) JPY 255.0 bn JPY 271.0 bn JPY 286.0 bn JPY 320.0 bn 90 80 70 60 50 40 30 20 10 1Q 2Q 3Q 4Q 1Q 2Q 3Q 4Q 1Q 2Q 3Q 4Q 1Q 2Q 3Q 4Q

### **FX transactions (YoY)**

# + 30% + 20% + 10% 0% US/EU Japan Note: Spot and forward foreign exchange and foreign exchange derivatives

# **Equity trading profit (securities)**

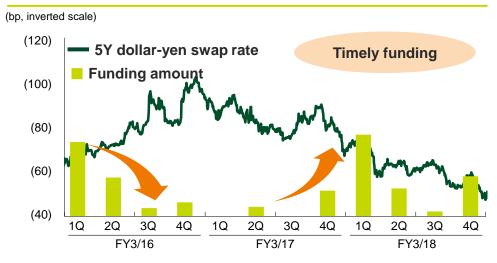


Note: Included in S&T profit (Managerial accounting basis)

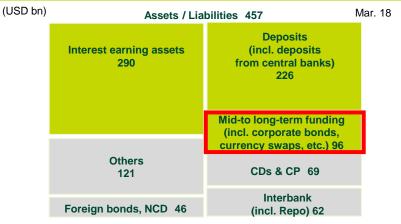
# Focused Strategy: Foreign currency funding

- Reduce cost through timely funding looking at the market environment
- Build a robust foreign currency funding base by enlarging our investors base and diversifying our funding sources

# Medium- to long-term currency swaps (yen swaps)

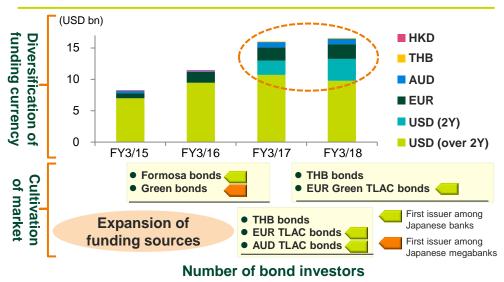


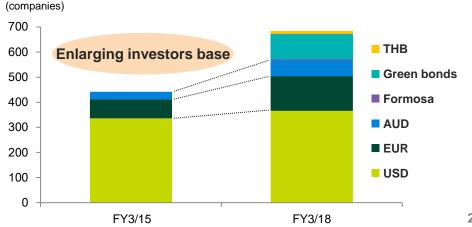
# (Ref) Foreign currency balance sheet



#### Note: Managerial accounting basis. Sum of SMBC, SMBCE and SMBC (China)

# Corporate bond issuance





# **Outside Director**

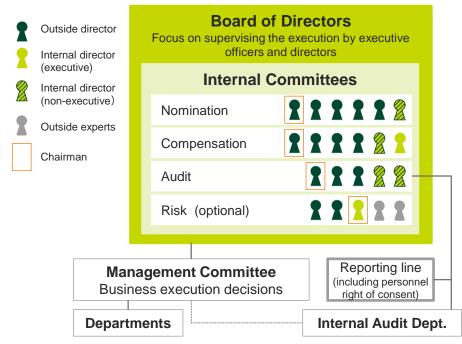
Masayuki Matsumoto, Director

- Initiatives as an outside director
- Looking back the past year as an outside director

### Governance

- Enhance governance framework by transforming into a Company with Three Committees
- Seven outside directors with various knowledge and experience have been appointed

# **Governance framework**



# Transformed into a Company with Three Committees (Jun. 2017)

- > Establish standard G-SIFI governance framework
- > Strengthen the supervisory function of the Board of Directors
- > Expedite execution of operations

# **Board of Directors, outside directors**

# Composition and operation of the Board of Directors



FY	FY3/17	FY3/18		
# of meetings	14	10		
# of agenda items	144	82		

# **Outside director exclusive meetings**

- ➤ Held to exchange information and share their perception from an independent and objective standpoint. Feedback of the discussion is given to management
- ➤ Held twice in FY3/18

# **Composition of Internal Committees**

 $\ensuremath{\circ}$  : Chairman,  $\bigcirc$  : Member

(As of March 31, 2018)

			(713 01 Walter 01, 2010)		
Committee (inside : outside)		Nomination (1:5)	Compensation (2:4)	Audit (2:3)	Risk (1:4)
Masayuki Matsumoto	Outside director	0		0	
Arthur M. Mitchell	Outside director	0	0		
Shozo Yamazaki	Outside director			0	0
Masaharu Kohno	Outside director	0			0
Yoshinobu Tsutsui	Outside director	0	0		
Katsuyoshi Shinbo	Outside director		0	$\circ$	
Eriko Sakurai	Outside director	0	0		
Koichi Miyata	Chairman of the Board	0			
Takeshi Kunibe	Director President		0		
Jun Ohta	Director Deputy President and Executive Officer				0
Toshiyuki Teramoto	Director			$\bigcirc$	
Toru Mikami	Director			0	
Hirohide Yamaguchi*1	Outside expert				0
Nobuyuki Kinoshita*2	Outside expert				0

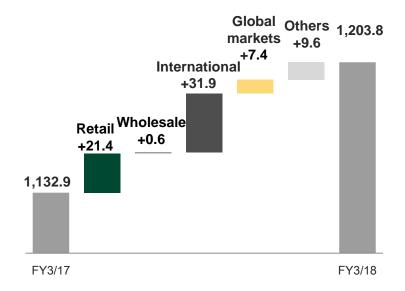
<sup>\*1</sup> Chairman of the Advisory Board of Nikko Research Center, Inc., former Deputy Governor of the Bank of Japan \*2 Senior Advisor, Aflac Japan

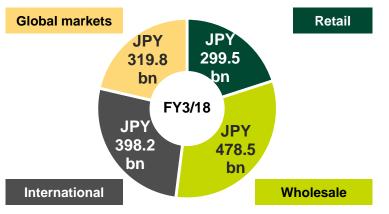
# **Appendix**

	(JPY b	n) <b>FY3/17</b> *1	FY3/18	<b>YoY</b> *2
	Gross profit	1,313.9	1,311.5	+34.2
	Expenses	1,041.1	1,027.5	+16.1
	Overhead ratio	79.2%	78.3%	(0.8)%
Retail	Others	12.1	15.5	+3.3
	Net business profit	284.9	299.5	+21.4
	ROE*3	-	7.5%	-
	RWA (JPY tn) *4	-	13.8	-
	Gross profit	776.4	772.9	(6.7)
	Expenses	344.8	347.8	+1.6
	Overhead ratio	44.4%	45.0%	+0.6%
Wholesale	Others	45.7	53.4	+8.9
	Net business profit	477.2	478.5	+0.6
	ROE*3	-	11.4%	-
	RWA (JPY tn) *4	-	20.1	-
	Gross profit	566.1	632.0	+38.8
	Expenses	241.2	280.7	+23.2
	Overhead ratio	42.6%	44.4%	+1.0%
International	Others	38.4	46.9	+16.3
	Net business profit	363.4	398.2	+31.9
	ROE*3	-	10.6%	-
	RWA (JPY tn) *4	-	21.0	-
	Gross profit	346.8	356.2	+6.4
	Expenses	50.2	53.9	+3.3
Global	Overhead ratio	14.5%	15.1%	+0.7%
markets	Others	8.1	17.5	+4.3
markets	Net business profit	304.8	319.8	+7.4
	ROE*3	-	33.5%	-
	RWA (JPY tn) *4	-	5.9	-

# Net business profit by business unit

(JPY bn)





<sup>\*1</sup> Adjusted retrospectively in the business unit basis which was introduced in FY3/18 \*2 After adjustments of the changes of interest rates and exchange rates

<sup>\*3</sup> Managerial accounting basis with RWA calculated assuming Basel III reforms are finalized. Excludes impact from the provision for losses on interest repayments and the cost from branch reorganization (Retail), the mid- to long-term foreign currency funding costs (International) and the interest-rate risk associated to the banking account (Global Markets)

<sup>\*4</sup> Basel III transitional basis