

Executives of SMBC Nikko Securities
Inc (SMBC Nikko Securities) were recently
arrested and indicted on charges of violating
the Financial Instruments and Exchange Act.
SMBC Nikko Securities was also indicted
on the same charges. On behalf of SMBC
Group, I extend my deepest apologies to our
customers and all other impacted parties for
causing great concern and inconvenience.

We take these developments very seriously and will fully devote our resources to restoring the trust of customers and other stakeholders by supporting SMBC Nikko Securities in developing and implementing preventive measures that reflect the findings of investigations undertaken by the investigation committee established by SMBC Nikko Securities.

**Jun Ohta**Director President and Group CEO

Jun Ohter

## Contents

## Value creation at SMBC Group

004	History of SMBC Group
006	SMBC Group's Value Creation Process
800	Message from Group CEO
018	Core Policy of the Medium-Term Management Plan
	(FY2020-FY2022)
020	Financial Highlights
021	ESG Highlights
022	Message from the Group CFO
028	Special Contents:
	Our Inorganic Strategy to Realize Sustainable Growth
036	Round-Table Discussion with Outside Directors

## **Business Strategies for Creating Value**

Communication with Stakeholders

042

046	Group Structure
048	Retail Business Unit
052	Wholesale Business Unit
056	Global Business Unit
060	Global Markets Business Unit
064	Opening up the Future of Finance through Digital
072	Creating Value through Sustainability Initiatives
084	Human Resource Strategies
	Supporting Value Creation

## **Corporate Infrastructure Supporting Value Creation**

090	Corporate Governance
106	Risk Management
110	Compliance
112	Customer-Oriented Initiatives
115	Internal Audit
116	IT Governance
118	Financial Review
123	ESG Information

