

# Communication with Stakeholders

## Basic Approach

SMBC Group aims to contribute to the sustainable development of society by building relationships and providing greater value to various stakeholders: “Customers,” “Shareholders and the markets,” “Employees,” and “Society and the environment.”

## Engagement with Customers

Value We Provide: **More valuable services**

“Customer First,” thinking from the customer’s perspective and providing value that meets the needs of each individual, is one of our Five Values, which are shared by all our employees. In addition to daily communication with our sales staff, we have also established points of contact to receive feedback and requests, and to listen to feedback from our customers. We strive to continuously improve our products and services based on the feedback we receive. For example, Sumitomo Mitsui Card Company released a V-point investment service in July 2022, in response to a request that it be possible to use V-points to purchase mutual funds at SBI Securities.



See page 132 for more information on our customer-oriented initiatives.



## Engagement with Shareholders and the Markets

Value We Provide: **Continuous growth of shareholder value**

We recognize that appropriate disclosure of corporate and management information must form the foundation of our efforts to realize shareholder value management, and strive to provide accurate understanding of our management strategies and financial situation through investor meetings after announcement of financial results, conferences and one-on-one meetings, large meetings for individual investors and other activities.

### Parties engaging in dialogue

Group CEO, Group CFO, Outside Directors, Heads of Business Units, Director in charge of Corporate Planning Department, Investor Relations Dept, etc.

### Activities in FY2022

General meeting of shareholders	Participants: 990*
IR meetings for institutional investors and analysts	13 meetings
One-on-one meetings with institutional investors and analysts	470 meetings
Of which, implemented by managements	118 meetings
Of which foreign investors	289 meetings
Of which SR interviews	36 meetings
Conferences held by securities companies	5 conferences
Large meetings for individual investors	2 meetings

\* Including 603 viewers of simultaneous Internet broadcast

### Investor interests

Financial performance and management strategy	The path toward achieving the profit targets set forth in Medium-Term Management Plan
Capital policy	Shareholder returns policy, target of growth investment, balance between growth investment and shareholder returns
Financial and economic environment	Outlook on domestic and foreign interest rates and view toward financial instability abroad
ESG	Climate change initiatives, reduction of equity holdings, and measures to prevent recurrence of misconduct

### Feedback to management

Quarterly reports are presented the Board of Directors and Management Committee meetings, and information is also shared regularly via e-mail.

#### Feedback incorporated into management and disclosure

- Improving of business management by business unit
- Disclosing of ROE including OCI
- Disclosing of future profit contributions from growth investments
- Accelerating the reduction pace of equity holdings

## Engagement with Employees

**Value We Provide: A workplace where employees realize full potential**

Various initiatives, such as town hall meetings, are being implemented to foster mutual understanding between employees and management. For example, Group CEO luncheons in which employees from various Group companies participated were held six times in FY2022. A lively exchange of ideas took place during the luncheon, with various new ideas and concepts being generated as employees talked about their own dreams and goals.

We also conduct monthly engagement surveys to visualize and analyze the state of employee engagement. Results are returned to each individual and organization to encourage independent improvement. The KPI for engagement score is set to be maintained at 70 or higher.



See page 090 for more information on our human resource strategies.



Employee-organized meetings with the Group CEO to exchange opinions

## Engagement with Society

**Value We Provide: Contribution to a sustainable society**  
SMBC Group has positioned “Create Social Value” as a pillar of its management strategy and intends to engage in a wide range of initiatives that go beyond our core business. We emphasize dialogue with society by proactively disclosing our efforts to resolve our five materialities selected in April 2023.

Moreover, a sustainable society cannot be achieved without cooperative relationships with the various stakeholders active in society. To this end, we are actively involved with external parties through participation and involvement in various domestic and international initiatives, as well as through implementing “GREEN x GLOBE Partners,” a community of businesses that transcends organizational barriers to address environmental and social issues.



See page 080 for more information on our sustainability initiatives.



2023 IIF Sustainable Finance Summit



“Huddle Fukutome” (an exchange event with the president of Sumitomo Mitsui Banking Corporation)



GREEN x GLOBE Partners Events