

Management Structure:

Efforts to Enhance Customer Satisfaction

1. Basic Initiative Policy

Because of advances in information technology, a wider choice of financial institutions and products are now available to clients. Services provided by financial institutions are also being compared and higher levels of services are being demanded. To respond to such demands, Sumitomo Mitsui Trust Group (the "Group") is continually improving its products and services, in order to remain the bank of choice for clients.

The Group is utilizing its significant expertise and comprehensive capabilities to quickly provide clients with comprehensive solutions. It is also making every effort to adopt a "customer-first approach" and to offer clients peace of mind and ensure their satisfaction with supreme loyalty and sincerity, placing prime importance on credibility and sound management.

2. Outline of Initiatives

(1) Initiative to Use Client Feedback to Improve Services

The Group receives much client feedback and many requests at branches throughout Japan, through telephone centers and its website, as well as through the "Voice of Customers" questionnaires available at every office and surveys sent out to clients by mail.

The Group received approximately 137,000 "Voice of Customers" questionnaires and replies to its surveys in fiscal year 2011. If the "customer comments" contained in daily inquiries etc., are included, the Group received several hundred thousand valuable client feedback.

We gather all the feedback and requests from our clients and analyze the responses to identify problem points, utilizing such systems as our "Voice of Customers Portal," a dedicated analysis system that is deployed throughout the company. Based on these results, the management and departments responsible for supervising business operations work on formulating improvement measures.

In this way, the Group strives to provide superior services by reviewing its products and services and making improvements, based on the feedback and requests received from the clients.

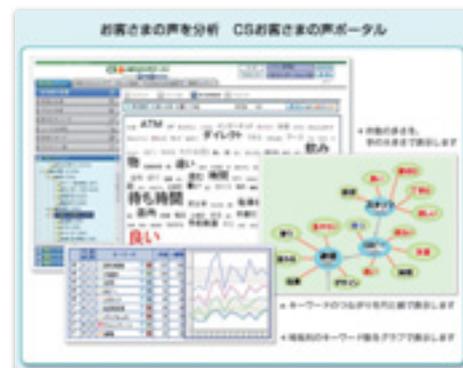
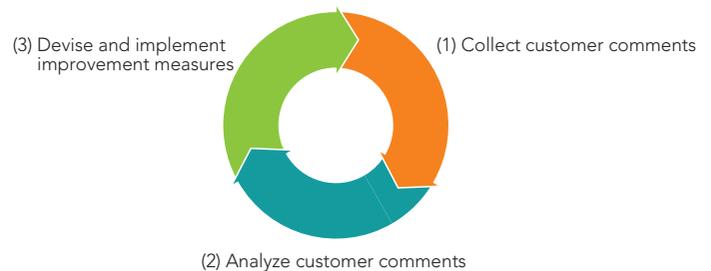
On its website, the Group informs clients about improvements that have been made, reflecting clients' feedback and requests. This information is updated regularly.

(2) Branches' Efforts to Enhance Customer Satisfaction

To promote customer satisfaction (CS) improvement activities, "CS Committees" are established in all branches, and they actively conduct various CS improvement activities that match the characteristics of each branch.

In addition, solid education and training are provided to employees, to encourage each and every employee to practice a customer-first approach to service on a daily basis.

• Customer Satisfaction Promotion Cycle of Sumitomo Mitsui Trust Bank



"Voice of Customers Portal" screen



Our website shows where improvements have been made, reflecting clients' feedback