

Special Feature on the Management Integration: Comprehensive Capabilities of Sumitomo Mitsui Trust Bank

Based on the "Trustee Spirit" and with significant expertise and comprehensive capabilities, Sumitomo Mitsui Trust Bank, Limited, which is planned to be established on April 1, 2012, will work to create distinct values by leveraging a new business model, combining its banking, asset management and administration, and real estate businesses, and will move up to a higher stage as a leading trust bank group that boasts the largest scale and highest status in Japan.

<p>Balance of investment trust, annuity insurance and other sales Approx. ¥4 trillion</p>	<p>No. 1 among Japanese trust banks</p>	<p>Our Group provides total solutions by leveraging its strong expertise to respond to the wide range of client needs for asset management, administration and succession issues through its balanced network of branches throughout Japan, with a focus on the Tokyo Metropolitan Area, as well as the Kansai and Chubu areas.</p>
<p>Balance of loans to individuals Approx. ¥6 trillion</p>	<p>No. 5 among Japanese bank groups</p>	
<p>Number of will trusts 20,066 cases</p>	<p>No. 2 among Japanese trust banks</p>	

Retail Business

Investment trust and insurance sales, loans to individuals, will trust and inheritance management, etc.

<p>Assets under management Approx. ¥66 trillion</p>	<p>No. 1 among Japanese bank and securities company groups</p>	<p>We respond to the various needs of our clients ranging from institutional investors to corporations and individuals by providing the highest level of integrated service from asset management to asset administration as a financial group that is proud to have Japan's largest assets under management and assets under custody.</p>
<p>Balance of corporate pension funds Approx. ¥14 trillion</p>	<p>No. 1 among Japanese trust banks</p>	
<p>Lead manager for corporate pension funds 1,725 funds</p>	<p>No. 1 among Japanese trust banks</p>	
<p>Assets under custody Approx. ¥184 trillion</p>	<p>No. 1 among Japanese bank groups</p>	
<p>Balance of investment trust Approx. ¥33 trillion</p>	<p>No. 1 among Japanese trust banks</p>	

Fiduciary Services Business

Pension plan designing, asset management and administration, etc.

Market Activities

Securities investment, derivatives business, etc.

We offer timely solutions that utilize market-making capabilities and marketable financial products for investment needs and risk management needs with regard to interest rates and foreign exchange rates for our clients.

Stock Transfer Agency Services Business

Stock-related services, consulting services for IPOs, support services for investor relations activities, etc.

**Stock transfer agency services/
Number of shareholders**
Approx. **22.6 million shareholders**

No. 2
among Japanese trust banks

We take advantage of a wealth of information of the industry's largest client base and by providing high value-added services related to shares practices and IR/SR (informational services for investors and shareholders), we are able to offer fine-tuned support in order to resolve the issues of corporate clients.

Real Estate Business

Real estate brokerage services for individuals, real estate brokerage services for corporate clients, real estate securitization, etc.

Real estate business-related revenue
(Total of the whole group)
Approx. **¥37.4 billion**

No. 1
among Japanese trust banks

Balance of real estate-backed securities
Approx. **¥9 trillion**

No. 1
among Japanese trust banks

We offer a full line of services from brokerage to securitization and investment advisory services by providing high-level professional consulting to a wide range of clients with real estate related transaction needs ranging from large corporations and domestic and foreign investors to individuals.

Wholesale Business

Corporate credit, financial product sales, international business, etc.

Lending business/Total loan balance
Approx. **¥21 trillion**

No. 5
among Japanese bank groups

Balance of accounts receivable-backed securities
Approx. **¥11 trillion**

No. 2
among Japanese trust banks

We provide total solutions that incorporate a variety of capabilities of the Group by utilizing our wide range of business relationships with corporate clients of the Mitsui Group and Sumitomo Group to meet the various needs of corporate clients in order to increase their corporate value.

(As of the end of March 2011)

Special Feature on the Management Integration: Midterm Management Plan

In November 2011, the Group formulated a midterm management plan for fiscal years 2011 to 2015. This plan maintains the basic strategy and growth strategy that were included in the Management Integration Plan, which was announced in August 2010, prescribes the business segments and areas of the new trust bank group to be created through the merger of the subsidiary trust banks as well as the growth indication and synergy effects, and sets forth midterm revenue and financial targets.

* Actual financial results may differ materially from the figures indicated in the plan, depending on various factors.

Growth Strategy

1. Strengthen fee businesses by fully utilizing our significant expertise and comprehensive capabilities

We will aim to develop the market and enhance our market position by allocating resources to fee businesses including the trust and asset administration businesses, which we have positioned as strategic business areas.

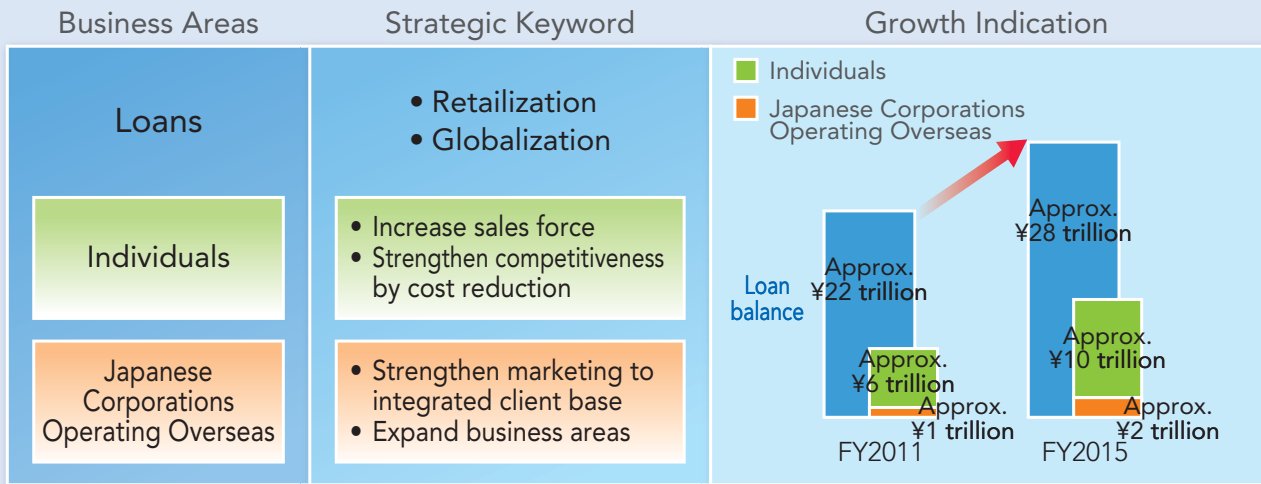
Strategic Business Areas

Business Areas	Strategic Keyword	Growth Indication
Investment Trust and Insurance Sales	<ul style="list-style-type: none"> Increase sales force Enhance wealth management 	<p>Sales volume</p> <p>Approx. ¥1.4 trillion (FY2011) to Approx. ¥1.8 trillion (FY2015)</p>
<p>Asset Management</p> <p>Investment Trust</p>	<ul style="list-style-type: none"> Retailization Globalization Enhance management and product development capability Enhance sales capability 	<p>Assets under management</p> <p>Approx. ¥61 trillion (FY2011) to Approx. ¥63 trillion (FY2015) Investment Trust: Approx. ¥17 trillion (FY2011) to Approx. ¥24 trillion (FY2015)</p>
Real Estate	<ul style="list-style-type: none"> Expand information channels Enhance information matching capability 	<p>Brokerage fees</p> <p>Approx. ¥30.0 billion (FY2011) to Approx. ¥50.0 billion (FY2015)</p>

2. Enhance basic profitability in the banking business leveraging our strong client base

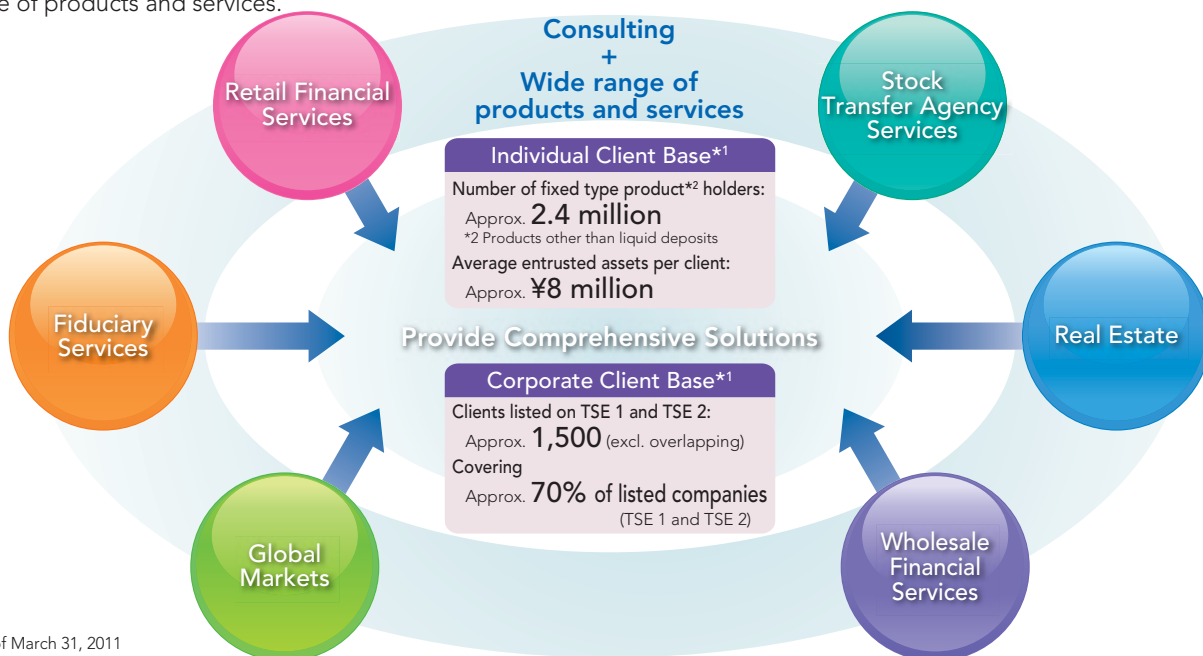
We will enhance basic profitability in the banking business by achieving a more balanced loan portfolio and providing a variety of functions to our wide client base, which was complemented and expanded through the integration.

Basic Earnings Power Areas



Business Segments of the New Trust Bank Group

We will work to expand earnings in line with our growth strategy by fusing the six businesses of the new trust bank group and meeting our clients' various needs through the provision of comprehensive solutions, based on consulting and a wide range of products and services.

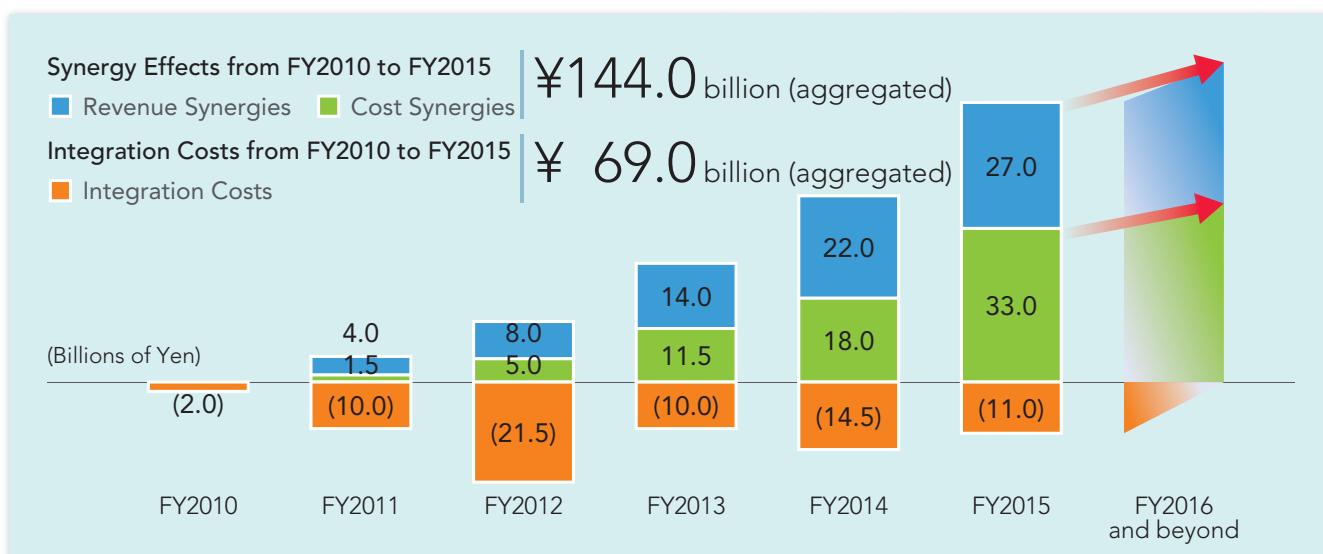


*1 As of March 31, 2011

Synergy Effects

We will pursue the realization of synergy effects of ¥60.0 billion on an annual basis (revenue synergies of ¥27.0 billion and cost synergies of ¥33.0 billion) in fiscal year 2015.

We will absorb ¥69.0 billion worth of aggregated integration costs from fiscal year 2010 to fiscal year 2015, with aggregated synergies of ¥144.0 billion in the same period.



Revenue Synergies

Business Segment	Redeployment of Headcount	Measures to be Implemented	Synergy Effects (FY2015)
Retail	Approx. 500		¥ 16.0 billion
Investment Trust and Insurance Sales	Approx. 400	Substantially increase the number of sales force, share products and know-how on sales	¥ 8.0 billion
Loans to Individuals	Approx. 100	Increase the number of sales force (+50 from previous plan)	¥ 8.0 billion
Wholesale	Approx. 50		¥ 7.0 billion
Corporate Credit and others		Expand fee businesses, including syndicated loans and asset securitization, in conjunction with the improvement of the Group's market position	¥ 3.5 billion
Financial Products Sales		Increase financial product sales, such as private fund trusts, by leveraging the expanded client base	¥ 0.5 billion
Loans to Japanese Corporations Operating Overseas		Increase the number of sales force, capture the financing needs for Japanese corporate clients through overseas offices	¥ 3.0 billion
Real Estate	Approx. 30	Redeployment of employees to the front office, increase information matching capabilities in conjunction with the expansion of the client base	¥ 2.0 billion
Asset Management and Administration	Approx. 20		¥ 2.0 billion
Pension and Securities		Offer well regarded active funds/alternative products to combined client base. Expand balance of entrusted investment trusts through realized synergies from investment trust and insurance sales	
Investment Trust Management		Redeployment of employees with specialized knowledge to reinforce the investment trust product development capabilities and sales support functions for distribution companies (increase the sales of investment trusts for retail clients)	

Cost Synergies

Segment	Measures to be Implemented	Synergy Effects (FY2015)
Consolidation of Headquarters and Branches	Consolidate overlapping branches from 2014 onward, after the integration of banking IT systems	¥ 17.0 billion
IT System-related Costs	Consolidate/integrate IT systems including accounting/information systems, etc. in FY2014	¥ 11.0 billion
Personnel Costs	Expect natural decrease of employees by approx. 1,000 by FY2015 through curbing new hiring, etc.	¥ 5.0 billion

Midterm Revenue and Financial Targets

The revenue and financial targets are as follows.

Revenue Targets (FY2015)

Consolidated net business profit before credit costs:

Approx. **¥400.0 billion**

Consolidated net income:

Approx. **¥200.0 billion**

Financial Targets

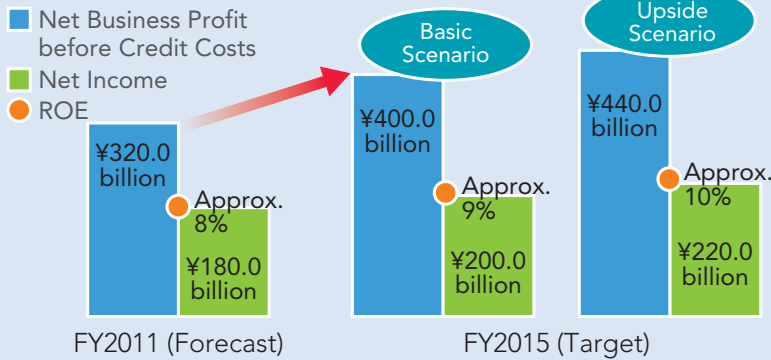
Consolidated ROE:

Approx. **10%**

Non-consolidated overhead ratio (OHR):

Approx. **40%**

Consolidated



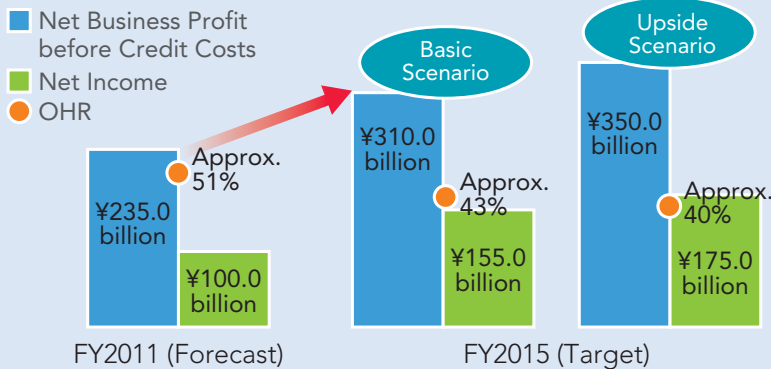
The revenue and financial targets indicated here were calculated on the basis of the basic scenario*1 and the upside scenario*2.

*1 The basic scenario assumes a moderate economic recovery.

*2 The upside scenario assumes a quick economic recovery, leading to a better macroeconomic environment.

As for interest rate and stock price assumptions, see the table below.

Non-consolidated



Assumptions

	March 31, 2012	Basic Scenario (FY2015)	Upside Scenario (FY2015)
Short-term Interest Rates (3-Month Tibor)	0.35%	0.725%	0.85%
Long-term Interest Rates (10-Year Japanese Government Bonds)	1.10%	1.60%	1.75%
Stock Prices (Nikkei 225)	9,500 yen	13,000 yen	14,000 yen