

## Our history and review of the previous Medium-Term Management Plan

### Our history

SuMi TRUST Group has strengthened its business portfolio by creating new value in line with the changing times through its strengths in crossing and integrating across business segments and by business alliance with and investing in top players.

We will continue to aim to achieve sustainable and stable growth by promoting a business model unique to a trust group, focusing on the asset management and asset administration businesses.

#### Balanced creation of both social value and economic value

- Establishment of UBS SuMi TRUST Wealth Management (2021)
- Establishment of Trust Base (2021)
- Announcement of a new policy that SuMi TRUST Group shall not hold any "strategic shareholdings as a conventional stable shareholder" (2021)

#### Second founding

- Transition to "Company with Three Committees" (2017)
- Integration of trust banks specializing in asset administration (2018)
- Split and integration of asset management functions (2018)



### Review of the previous Medium-Term Management Plan

Under the reason for existence ("Purpose"), the notion of "balanced creation of both social value and economic value" has been placed at the core of our management.

We made it our top priority to realize the "virtuous circulation of funds, assets and capital" that brings the fruits of enhanced corporate value to households, and worked diligently to achieve stable and sustainable development of Japanese economy and companies, foster sound capital markets and enhance the well-being of our clients and society.

#### Three basic strategies and key results

Strengthening our business portfolio	Capital strategy	Sophistication of business quality
<b>(1) Strengthen business foundation</b> <ul style="list-style-type: none"> <li>• Promote the Group's original financial intermediary business</li> <li>• Complement functions by partnering with and investing in external partners</li> </ul> <b>(2) Establish new areas of growth</b> <ul style="list-style-type: none"> <li>• Reorganized businesses of SuMi TRUST Bank</li> </ul> <b>(3) Promote strategic resource mix</b> <ul style="list-style-type: none"> <li>• Established Trust Base to accelerate DX promotion</li> </ul>	<ul style="list-style-type: none"> <li>• Confirm capital adequacy and shift to capital utilization phase</li> <li>• Announced initiatives to reduce strategic shareholdings to zero to accelerate investments that contribute to market expansion</li> <li>• Replace assets to improve profitability and payability</li> </ul>	<ul style="list-style-type: none"> <li>• Return to business process and quality improvement and strengthen risk governance</li> <li>• Build a framework for improving service quality</li> </ul>

#### Main KPIs

In the final fiscal year of Medium-Term Management Plan (fiscal 2022), net income attributable to owners of the parent reached the target of 190 billion yen, the highest profit since the management integration in 2011.

	Return on equity	Net Business Profit before credit cost	Net income* <sup>1</sup>	Overhead Ratio (OHR)	Common equity tier 1 capital ratio* <sup>2</sup>	Fee Income Ratio	Dividend Payout Ratio
Target	Around 7%	¥310.0 bn	¥190.0 bn	Lower 60% range	Lower 10% range	Mid-50% range	Around 40%
FY2022 result	6.93%	¥324.6 bn	¥191.0 bn	60.1%	9.5%	55.1%	40.2%

\*1 Net income attributable to owners of the parent \*2 Based on finalized Basel III base



Establishment of a new management structure



Collaboration with UBS Group



Business alliance with the Apollo Group