

Appendix 1 SMBC “As is” and “To be” maturity levels against NPS 2018



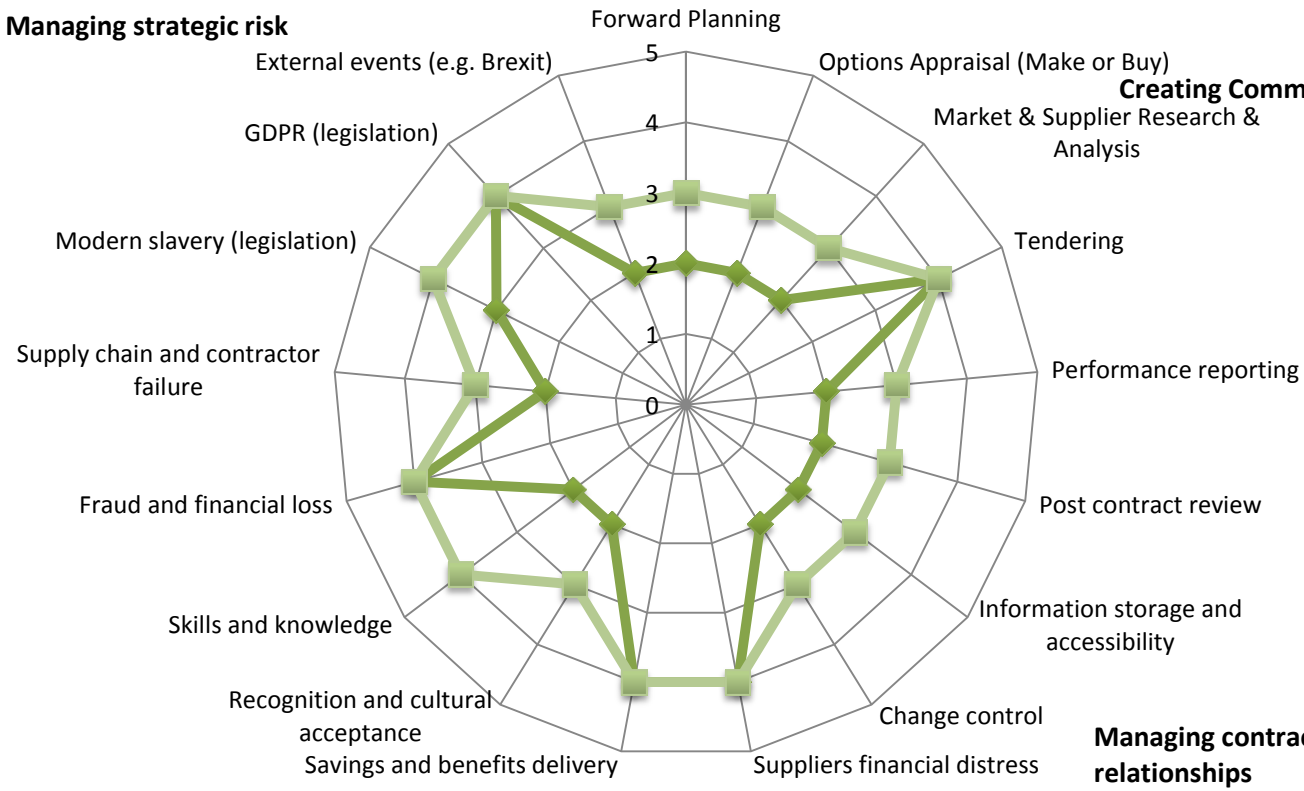
Key	Level
Minimum	1
Developing	2
Mature	3
Leader	4
Innovator	5

Behaving Commercially

◆ As Is

■ To Be

Managing strategic risk



Creating Commercial Opportunities

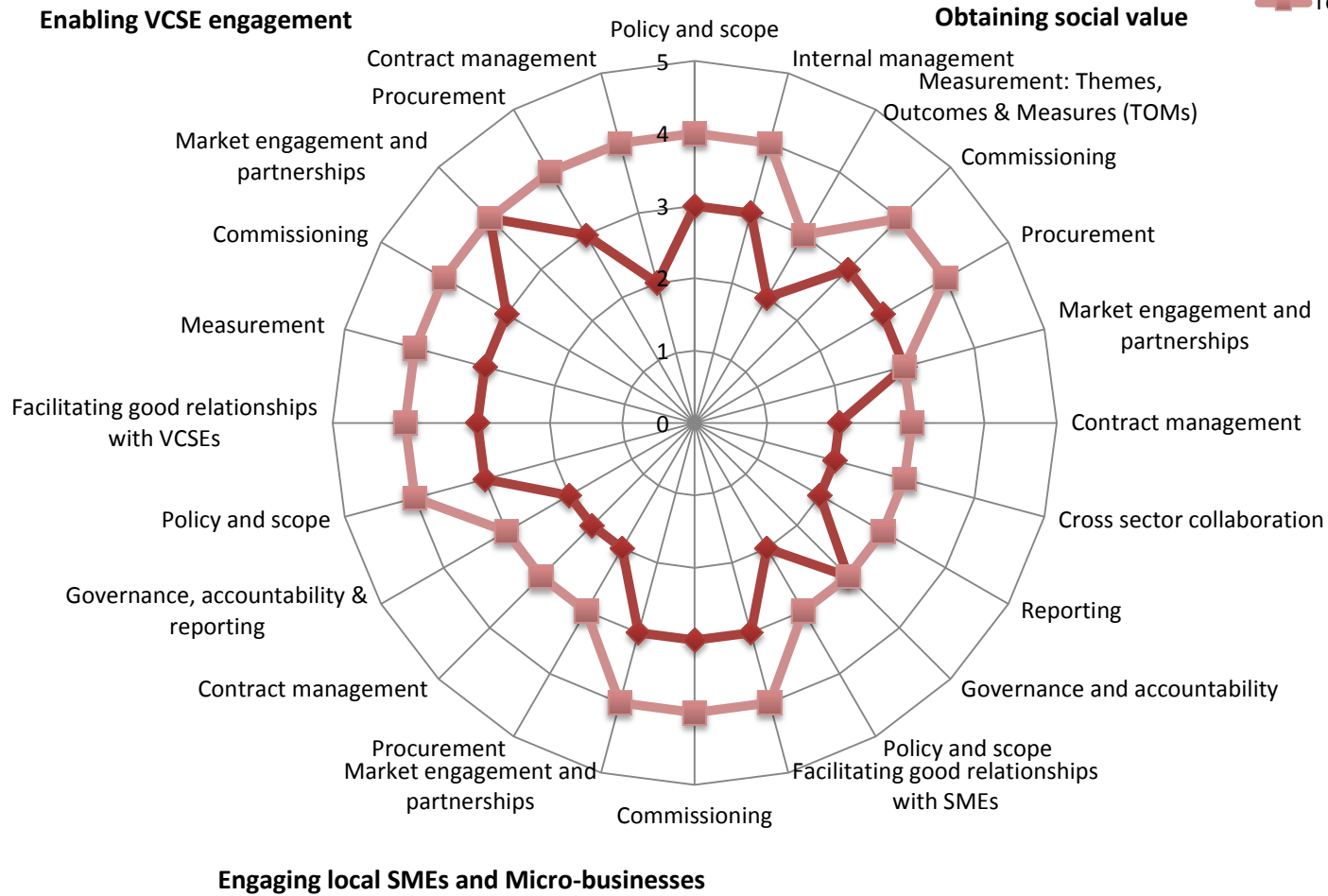
Managing contracts and relationships

Key	Level
Minimum	1
Developing	2
Mature	3
Leader	4
Innovator	5

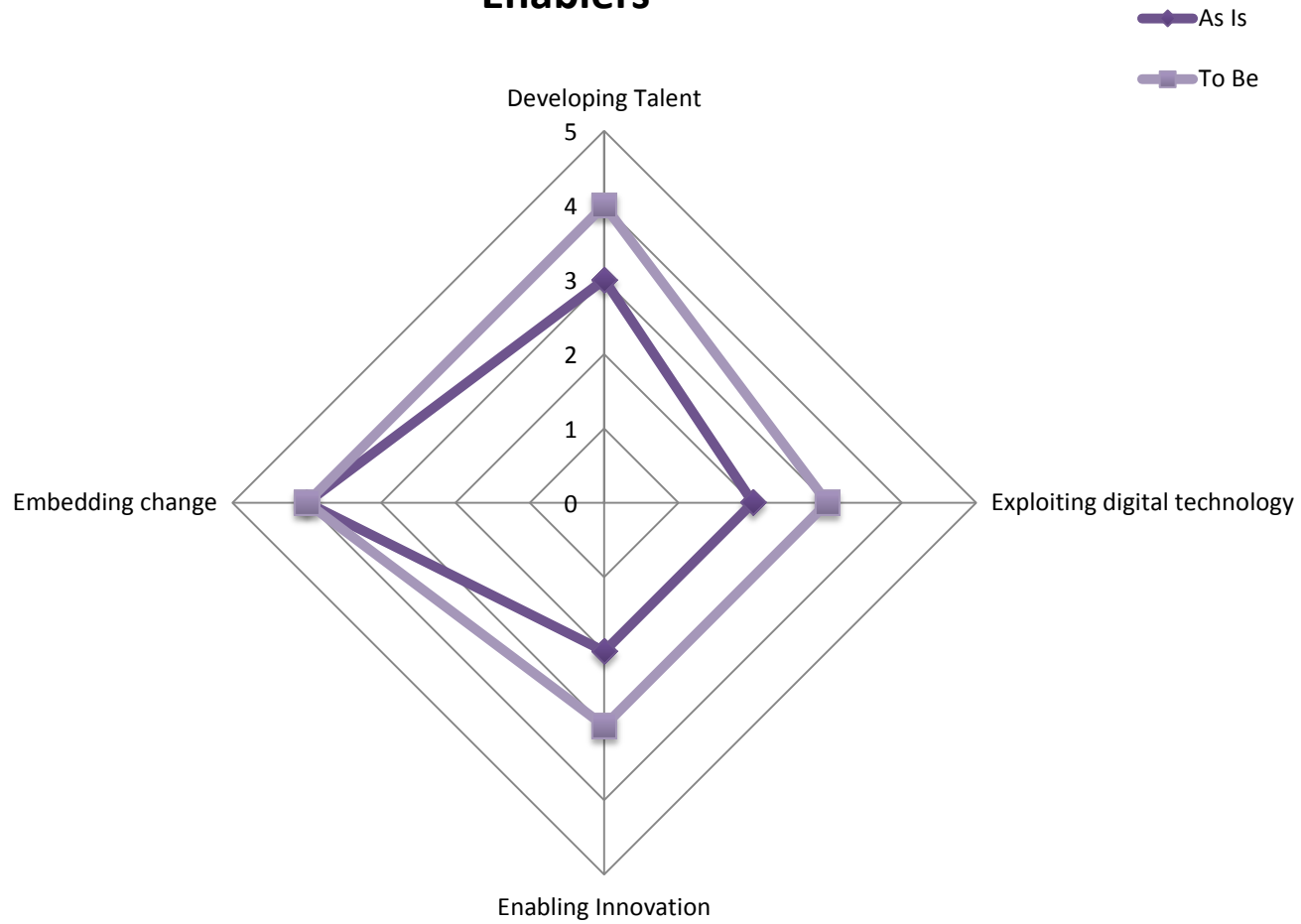
Achieving Community Benefits

As Is
To Be

Key	Level
Minimum	1
Developing	2
Mature	3
Leader	4
Innovator	5



Enablers



Key	Level
Minimum	1
Developing	2
Mature	3
Leader	4
Innovator	5