

Supporting Customer Growth (Life-Cycle Management Model)

- Up through FY2017, we acquired Hoken Hiroba and increased the number of employees at YM Securities, reinforcing sales capabilities.
- From FY2018, we will augment the quality of our customer-oriented proposals to step up life planning activities.

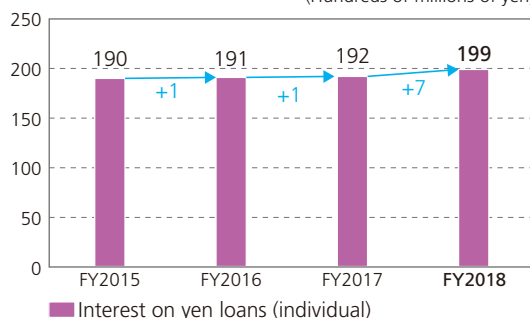
Priority Activities for FY2018

Work to boost earnings by increasing the number of customer contact points and boosting the cross-selling ratio

<p>Hoken Hiroba (+) (asset-building customers)</p>	<ul style="list-style-type: none"> • Increase customer contact points by accelerating opening of new locations (+10 locations) • Augment earning capacity by proposing products other than insurance • Reinforce referral of home loan customers to Group banks
<p>Operating income: ¥2.2 billion in FY2017 ⇒ ¥2.3 billion in FY2018 (+¥0.1 billion)</p>	
<p>Referrals FY2017: 123</p>	
<p>Banking (asset-building customers/ wealthy customers)</p>	<ul style="list-style-type: none"> • Propose investments based on life planning (investment trust accumulation, NISA, insurance) • Increase lifelong transactions (wallet share) stemming from home loans • Expand customer base through tie-up loans with Aiful (develop business over a wide area) • Strengthen referrals to YM securities of wealthy customers with investment needs
<p>Income from fees and commissions: ¥3.3 billion in FY2017 ⇒ ¥2.9 billion in FY2018 (- ¥0.4 billion) Interest on personal loans: ¥19.2 billion ⇒ ¥19.9 billion (+¥0.7 billion)</p>	
<p>Referrals: FY2017: 2,730</p>	
<p>YM Securities (wealthy customers)</p>	<ul style="list-style-type: none"> • Propose investment based on asset planning (stocks, investment trusts, foreign bonds, etc.) • Begin handling investment trust products and fund wraps
<p>Operating income: ¥9.1 billion in FY2017 ⇒ ¥10.0 billion in FY2018 (+¥0.9 billion) (Assets on deposit, including cash) ¥379.4 billion of March 31, 2018 ⇒ target ¥450.0 billion as of March 31, 2019 (¥+70.6 billion)</p>	

148

Individual Division: Interest on Yen Loans
(Hundreds of millions of yen)



Individual Division: Fees and Commissions
(Hundreds of millions of yen)

