

# OVERVIEW OF THE SECOND MTMP

(FY2013–FY2015)

## Basic strategy

In the Second MTMP, we will aim to integrate the management of both the individual business and the institutional business by combining and utilizing the customer base, networks, and financial functions held by the entire Shinsei Bank Group.

In the individual business, we will implement a new retail banking model to create 5 million “core customers” that are able to freely use the Shinsei Bank Group’s products and services that fit their needs. In the institutional business, we will be implementing our “VBI” model as part of our plan, where we will support the growth of businesses, industries and regions, as well as support our customers in strengthening and applying business expertise.

**Individual Business:** To implement a new retail banking model to grow our core customer base to 5 million  
**Institutional Business:** To strengthen and utilize expertise to support the growth of companies, industries and regions by working together with customers

### Implement a new retail banking model

- Provide products and services with a high level of customer satisfaction
- Strengthen consulting capabilities
- Promote cross selling

Individual Business

### Expand/develop the loan business

- Expand housing loan products
- Establish a position in the unsecured card loan market as a trusted lender
- Expand unsecured card loan guarantee business

### Pursue differentiation in key industries/fields

- Medical and healthcare
- Renewable energy
- New business/corporate rehabilitation support

Institutional Business

### Further promote areas of expertise

- Rebuild the real estate portfolio
- Expand corporate revitalization business
- Utilize the regional financial institutions network
- Strengthen competency of capital market solutions, including sourcing function

Integrated Group Management

## Targets

We have established the three targets: “establishing a unique business base,” “increasing revenues and further improving financial fundamentals,” and “becoming a financial group appreciated by customers and valued by society and markets.” Our financial targets are aimed at pursuing not only earnings in absolute amounts, but also high profitability and improving our financial soundness at the same time.

### Targets

- Establishing a unique business base
- Increasing revenues and further improving financial fundamentals
- Becoming a financial group appreciated by customers and valued by society and markets

### FY2015 Financial Targets

Growth	Net Income	70.0 BY
	Cash Basis* <sup>1</sup> Net Income	76.0 BY
Profitability	RORA* <sup>2</sup>	about 1.0%
	Expense-to-Revenue Ratio	50% level
	ROE	about 10%
Financial Stability	Common equity Tier I ratio* <sup>3</sup>	about 7.5%
	NPL Ratio* <sup>4</sup>	2% level

- We are targeting consolidated reported basis net income of 70.0 billion yen and consolidated cash basis\*<sup>1</sup> net income of 76.0 billion yen in FY2015
- Our aim is not only the absolute amount of net income, but also to achieve a high level of profitability while enhancing the financial stability of our operations

\*<sup>1</sup> Cash-basis figures are calculated by excluding amortization of goodwill and other intangible assets, net of tax benefit

\*<sup>2</sup> Return on risk assets is calculated as net income divided by fiscal year end risk assets

\*<sup>3</sup> Basel III fully loaded basis

\*<sup>4</sup> Non-consolidated basis non-performing loan ratio