

## Recap of Previous Medium-term Management Plan

### Previous Medium-term Management Plan (FY2016–FY2018)

–Three years spent to complete construction of the foundations toward our renewed growth strategies–

**Basic Policy**  
Vision to 2018

**Neo Finance Company in Asia** Realizing innovation and changing business models

Facing challenges of new business models  
Expansion of stock business and fee business


**Numerical Targets**

FY2015 (fiscal year ended March 2016): Consolidated ordinary income

**¥43.8 billion (JGAAP)** → **FY2018: 60.0 billion (JGAAP)**

**Full Migration to Associated Core System** (Expansion of settlement platforms and Finance Business)


Contactless payments



October 2016


QR code payment

Collaboration with partners' apps



July 2018

Debit top-up



January 2019

**Finance operating assets** (including off-balance)

FY2015: **Approx. ¥1 trillion** → FY2018: **Approx. ¥1.8 trillion**

Approximately **double**

**Expansion of global business into more countries**

FY2015

**Five countries**

(China, Vietnam, Indonesia, Singapore, Cambodia)

→

FY2018

**Nine countries**

(India, Thailand, Myanmar, Philippines)



Approximately **double**

**Numerical Results (JGAAP)**

FY2015

Consolidated ordinary income

**¥43.8 billion**

→

FY2018

Consolidated ordinary income

**¥54.1 billion**

Growth rate

**+24%**

## New Medium-term Management Plan

### New Medium-term Management Plan (FY2019–FY2021)

–Three years toward transformation and renewed growth utilizing these functions–

**New Midterm Business Vision**

**Neo Finance Company in Asia**

**Mission Statement**

**Becoming a finance company advancing with customers for 50 years**

Providing peace of mind and discovering potentials in money

Providing house card functions integrated with alliance partner's customer strategy, expanding customer base through settlement services

Utilizing know-how from Japan, expand financial services in high-potential emerging markets in Asia

**Numerical Targets**

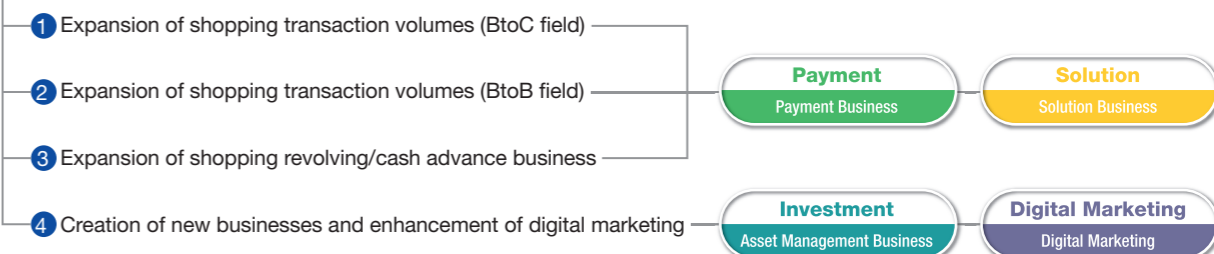
Consolidated business income (≡ consolidated ordinary income)

FY2018 **¥52.2 billion (IFRS)** → **FY2021 ¥60.0 billion (IFRS)**

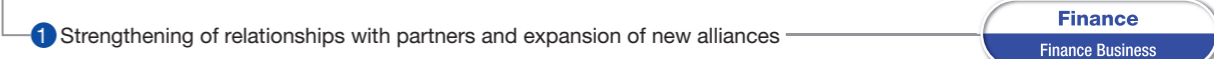
Regarding FY2019 (consolidated business income target ¥42.5 billion) as lowest point, work toward returning to a growth trajectory over the next three years

### Our Aims for the New Medium-term Management Plan

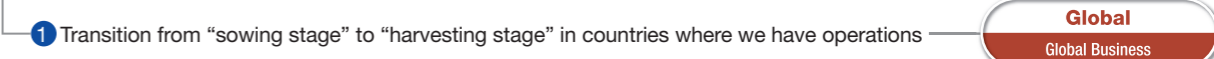
#### I Growth strategies and structural reform in the payment business (Credit Service Segment)



#### II Further expansion of finance business as a non-bank (Lease & Finance Segment)



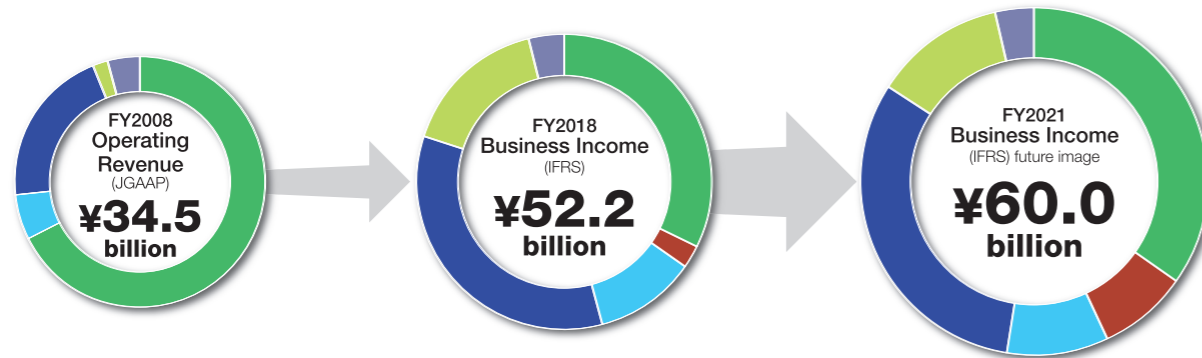
#### III Expanding the earnings base of global business with a view to the future (Global Business)



# New Medium-term Management Plan

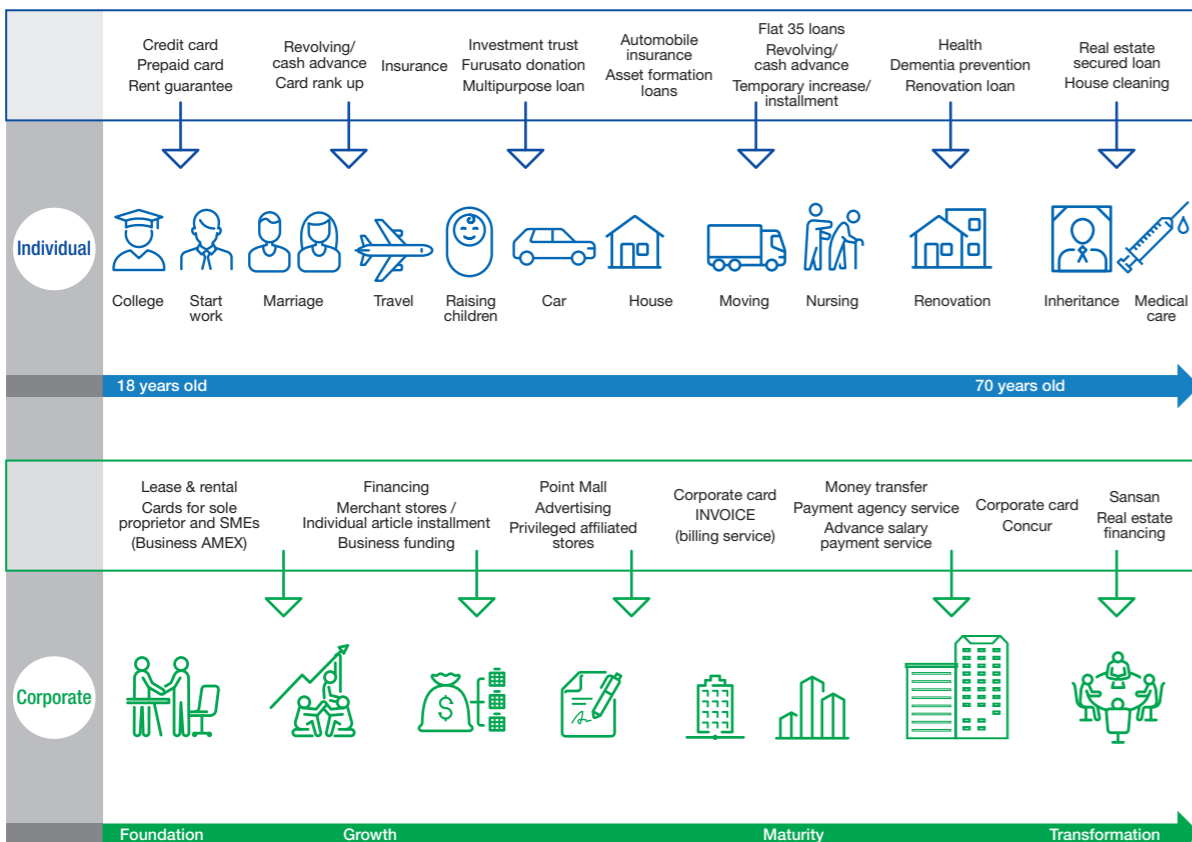
## Profit Structure Reform

Further acceleration of “revival of card business” and “transformation to a general non-bank”



## Cross-sectional Approach Based on Customer Needs and Life Cycles

By using credit cards with long service lives as touchpoints, we endeavored to maximize lifetime value (LTV) by cross-selling based on customers' life cycle and transaction data



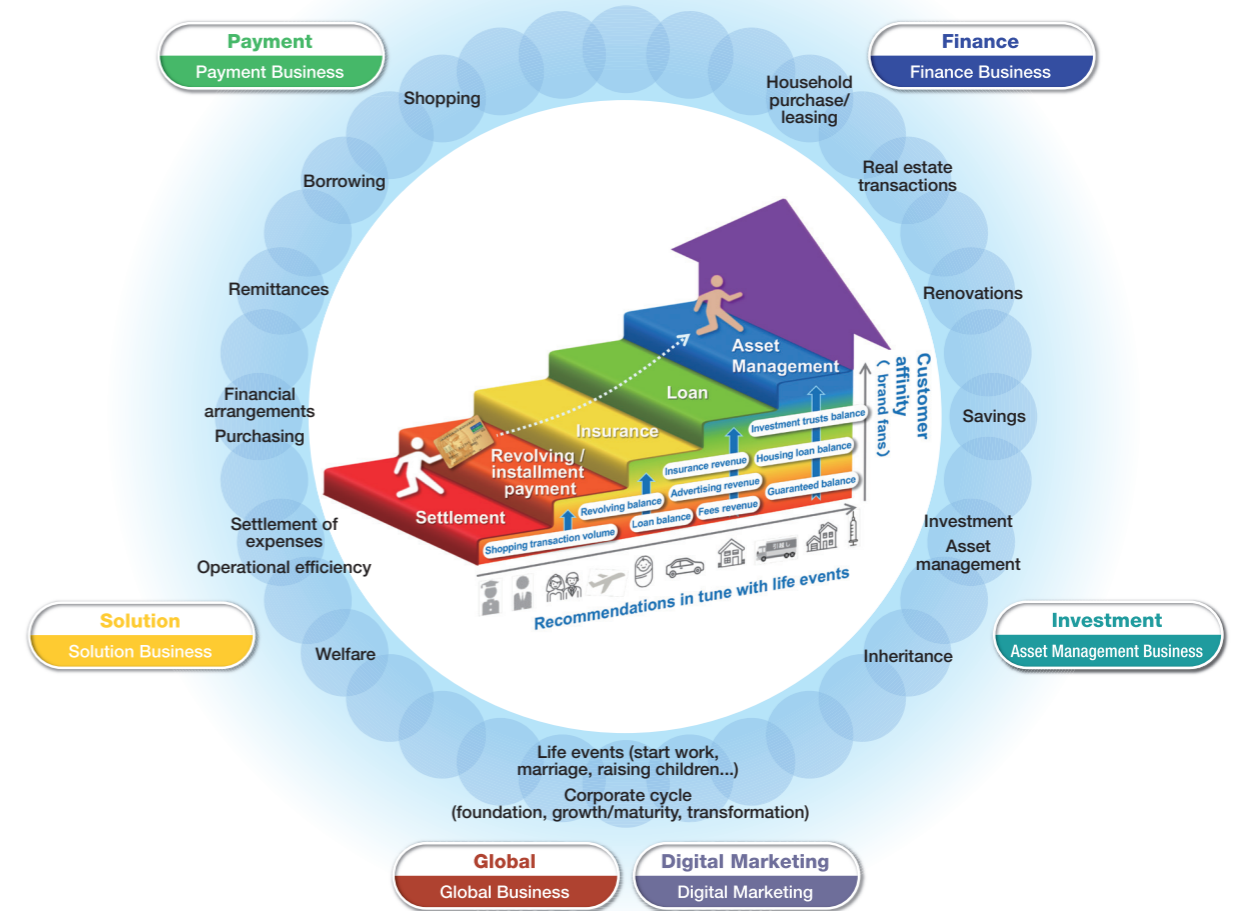
# Product Lineup Compatible with Quality of Life (QOL)

## Six business domains to assist in improving customers' QOL



Providing house card functions integrated with affiliated partners' customer strategies and expanding our customer base through settlement services

## Diverse Lineup of Money Services for Customers (Individual/Company)



Expand sales of financial product through customer-oriented, cross-sectional sales between businesses

Utilizing know-how from Japan, expand financial services in high-potential emerging markets in Asia