

The Daiwa Securities Group is making efforts to create a strong, lasting relationship of trust with its customers by offering high value-added services.

Initiatives to Strengthen Relationships of Trust with Customers

Actively Pursue Post-Sales Follow Up

After-sales follow up is an important service for building trust among customers. At Daiwa Securities, we stress the importance of this point during sales and branch staff training, beginning with hospitality training for new employees.

We follow up with customers through monthly investment seminars and other activities at Daiwa Securities branches as well as by utilizing live Internet seminars. In the wake of rapid changes in market conditions that occurred fiscal 2008, we have been providing seminars related to monitoring market prices/rates in Japan and overseas on a continual basis. In addition, we have been striving to provide information in a timelier manner to customers by making it possible to view special reports published by investment trusts on the Daiwa Securities website.

We will continue to enhance our efforts to follow up with customers by utilizing feedback obtained via questionnaire reply post cards and our Call Center.

Improving Branch Staff Customer Service Skills

In addition to their specialized knowledge of markets and products, employees who deal directly with customers at our branches must continually upgrade their customer service skills with emphasis on attentiveness and consideration. To reinforce their awareness, we remind employees of the importance of hospitality at all stages of training.

Hospitality training, which is conducted for new employees at Daiwa Securities branches, has been made more practical by focusing on role-playing based on each training theme in addition to the basic content of this course. Beyond group training, we also conduct regular assurance testing on a continual basis by taking advantage of e-learning.

Employee Education

As part of our activities to enhance employee education, we created a new Education and Training Department in October 2007 by amalgamating the Personnel Department's Training Section and the Branch Education Support Department's Education Promotion Section with the goal of further enhancing employee training at all Daiwa Securities Group companies. With regard to training programs for young sales staff, we actively implement training that is more practical by focusing on role-playing to develop specific responses to foreseeable situations. Satellite broadcasts and video conferencing telephone systems are utilized to convey information as well as to make training and workshops more efficient.

We now provide even more opportunities than before to acquire specialized product knowledge during the three month-long group training stage for new employees by introducing systems that assign specialist instructors and allow heads of departments in charge of our various products to participate by doubling as trainers.

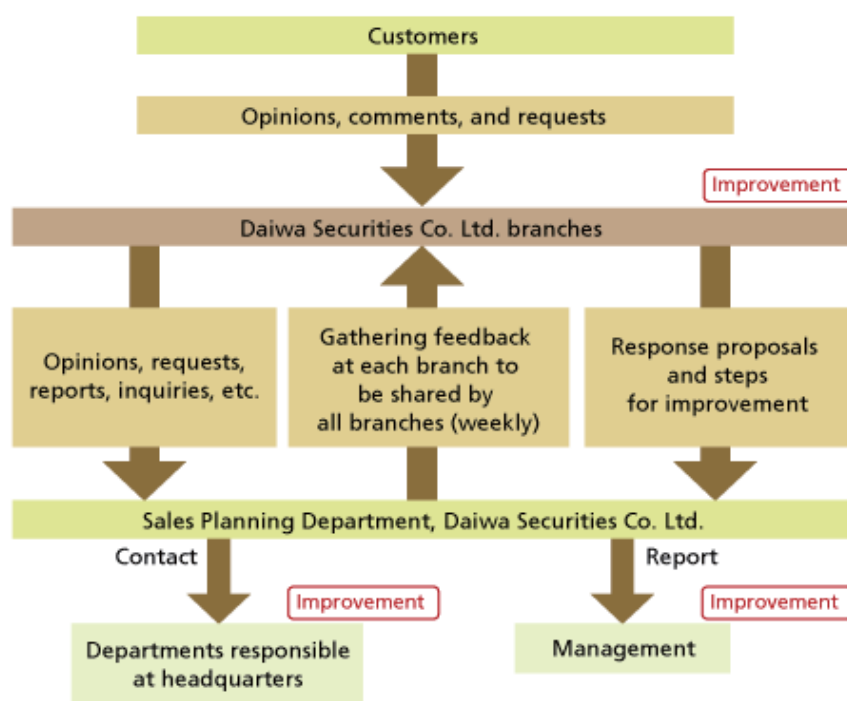
■ Call Center Initiatives

Our Call Center, which is the largest in the domestic industry, is staffed by 450 telephone service representatives (TSRs) who take orders, describe products and handle queries about clerical procedures or requests for sales literature. Our Call Center is one of the main channels supporting our business model, which centers on the Daiwa Consulting and Daiwa Direct transaction channels, while playing a critical role in areas such as transaction channels, customer support and marketing that leads to improved operations through customer feedback.

We implement training and regular level checks for TSRs in order to further improve call center operations to meet the demand for high-quality service.

When problems are brought to the attention of our Call Center, we make sure to analyze the available data for the cause in each case and communicate the results and provide feedback to the related departments and sales branches, in order to further improve our service and customer handling. Through these measures, we are making every effort to increase customer satisfaction.

■ Systems that Utilize Customer Feedback



■ Calls Received at Our Customer Call Center

Our Customer Call Center, which handles customer feedback directed to Daiwa Securities Co. Ltd.'s head office, deals with customer complaints regarding all operations company-wide—including those of sales branches—in a consistent manner characterized by the appropriate and rapid handling of such complaints. The volume of calls and complaints received at our Call Center in fiscal 2008 increased slightly, which we believe is primarily attributable to the rapid deterioration of market conditions since fall 2008. In terms of customer complaints, we constantly endeavor to increase the level of service we provide to customers by investigating improvement measures in conjunction with related departments on the basis of analyses of monthly trends and causes.

■ Customer Call Center Calls Received

