



## Aiming for an Advanced Wealth Management Business Model

Having established the corporate principle which consists of the four pillars of "building trust," "placing importance on personnel," "contributing to society," and "maintaining healthy earnings results," Daiwa Securities Group follows through by incorporating each of these pillars into actual management initiatives in order to fulfil the expectations of its stakeholders.

We have prepared and published the Integrated Report 2016 for the purpose of introducing the Group's initiatives based on this corporate principle and discussing progress made on our Medium-Term Management Plan, entitled "Passion for the Best" 2017, which was launched in FY2015 as our seventh medium-term management plan.

We started off FY2015, the first year of the Management Plan, amid a worsening external business environment. Regardless, we are steadfast in our view that the transition "from savings to investment" will afford considerable business opportunities over the longer term. Accordingly, we have not changed the basic policies of the management plan.

People have life plans based on the stage of their life, without regard to market trends, and these life plans have varying needs for asset formation, wealth management, and inheritance. By offering our customers products and services that are appropriate for their needs, we seek to build trust in our aim of establishing an advanced wealth management business model.

Daiwa Securities Group aims to secure a sound level of profits from the provision of high-valueadded services to its customers at fair prices, in order to consistently improve its earnings potential and steadily increase dividends for its shareholders. Management has raised its targeted dividend payout ratio from about 30% to 40% for FY2015 onward for the purpose of enhancing shareholder returns. As a result, the actual dividend payout ratio for FY2015 came to 42.5%.

Daiwa Securities Group intends to increase corporate value while securing stable profits and establishing a more robust business structure that is responsive to constantly changing financial and capital markets. All of our executives and employees are working together to make Daiwa Securities Group the customer's first choice securities group. As we work toward achieving our goals, we kindly request the continued support and understanding of all stakeholders.

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