

Presentation Material

Management Vision of the Sony Financial Holdings Group for Fiscal Year 2011

Sony Financial Holdings Inc. September 9, 2011



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Today's Agenda (From 10:00 a.m. to 11:30 a.m.)



Presentation

Katsumi Ihara President, Representative Director of

Sony Financial Holdings Inc.

Question and Answer Session

Katsumi Ihara President, Representative Director of

Sony Financial Holdings Inc.

Hirotoshi Watanabe Director of Sony Financial Holdings Inc.

Mitsuhiro Koizumi Director of Sony Life Insurance Co., Ltd.

Shinichi Yamamoto President, Representative Director of Sony Assurance Inc.

Shigeru Ishii President, Representative Director of Sony Bank Inc.



Presentation



SFH Group Mid-Term Business Developments

Realizing a Stable Management Structure and Achieving Sustainable Growth

- **Expanding revenues for the three main businesses**
- (Targeting annual growth in consolidated ordinary revenues of 6%+ by FY2013)
 - Growing profit indicators at 10%+ p.a. by FY2013, following an
- expected drop in profit due to lower gains on sale of securities in FY2011
 - Realizing high capital efficiency while maintaining
- financial soundness (Targeting consolidated adjusted ROE of 7.5–8.0% in FY2013)



FY2011 1Q Review

FY2011 1Q Review

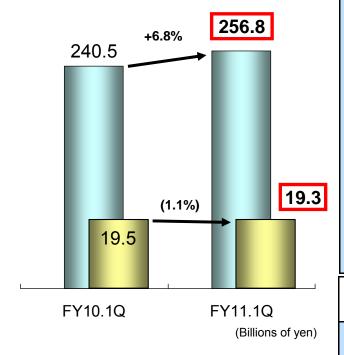


- ✓ For FY2011 1Q, consolidated ordinary revenues increased and consolidated ordinary profit was nearly flat year on year. The damage from the Great East Japan Earthquake on our operating results was limited.
- ✓ The life insurance business continued to grow in its policy amount in force, due to favorable sales of mainstay death-protection type and third-sector insurance products such as living benefit and nursing-care insurance.
- ✓ The non-life insurance business enjoyed brisk sales. The last year's upward trend in the loss ratio for automobile insurance showed signs of slowing in this first quarter.
- ✓ The banking business has improved its interest spread along with a
 growing balance of mortgage loans under unfavorable business conditions
 of low interest rates.

FY2011 1Q Review







			(Billior	ns of yen)	FY10.1Q	FY11.1Q	Cha	inge
	Life		Ordinary re	venues	214.1	229.3	+15.1	+7.1%
	insurance business	,	Ordinary pr	ofit	18.5	17.6	(0.9)	(4.9%)
	Non-life insurance		Ordinary re	venues	19.0	20.4	+1.4	+7.4%
	business		Ordinary pr	ofit	0.4	0.7	+0.3	+67.7%
	Banking		Ordinary re	venues	7.7	7.4	(0.3)	(4.0%)
	business	business Ordinary prof	ofit	0.5	0.8	+0.3	+74.8%	
	Intersegment		Ordinary re	venues	(0.4)	(0.4)	(0.0)	+7.5%
	adjustment	s*	Ordinary pr	ofit	0.0	0.0	+0.0	+17.2%
			Ordinary re	venues	240.5	256.8	+16.2	+6.8%
	Consolidated	t	Ordinary pr	ofit	19.5	19.3	(0.2)	(1.1%)
			Net income		10.3	10.8	+0.5	+4.9%
(Billions of yen)		10.6.30	11.3.31	11.6.30	Chang 11.3			
		To	tal assets	6,085.4	6,597.1	6,705.6	+108.4	+1.6%
Co	onsolidated	Ne	t assets	283.0	294.8	309.6	+14.7	+5.0%

^{*}Amounts in the Ordinary profit in the "Intersegment adjustments" are mainly from SFH.

Line item amounts are truncated below ¥100 million; percentage change figures are rounded.

^{*}Comprehensive income: FY10.1Q: ¥20.1 billion, FY11.1Q: ¥23.4 billion yen

FY2011 Consolidated Financial Forecast

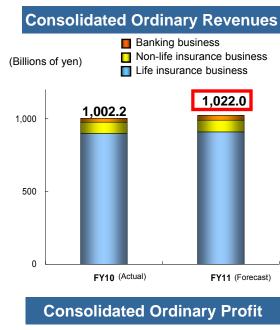


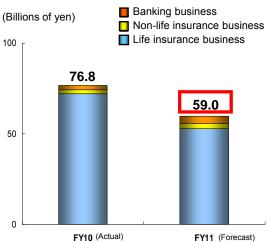
■ SFH's consolidated financial forecast for FY2011 is unchanged from the announcement at the beginning of FY2011

(Billions of yen)

	FY10 Actual	FY11 Forecast	Change FY10 actual vs. FY11 forecast
Consolidated ordinary revenues	1,002.2	1,022.0	+ 2.0%
<u>Life insurance business</u>	900.3	909.3	+ 1.0%
Non-life insurance business	74.1	80.4	+ 8.4%
Banking business	29.5	32.8	+ 11.0%
Consolidated ordinary profit	76.8	59.0	(23.2%)
<u>Life insurance business</u>	72.1	53.0	(26.6%)
Non-life insurance business	2.1	2.6	+ 21.2%
Banking business	2.4	4.1	+ 70.3%
Consolidated net income	41.7	29.0	(30.5%)

(Line item amounts are truncated below ¥100 million; percentage changes are rounded.)







"Pillars of Growth" & "Mid-term Targets" for the Three Core Businesses

Sony Life: Pillars of Growth



Strengthening existing channels

- Lifeplanner sales employees: Maintain or expand high-quality channel
- Independent agents: Expand business operations through tie-ups with various independent agents

Senior market initiatives

- Capture solid share of growth market
- Develop and promote products and services tailored to the needs of the senior market

Operational improvements

 Shift to paperless operations and leverage IT strengths to raise operating efficiency and enhance customer service

Asset stability and ALM

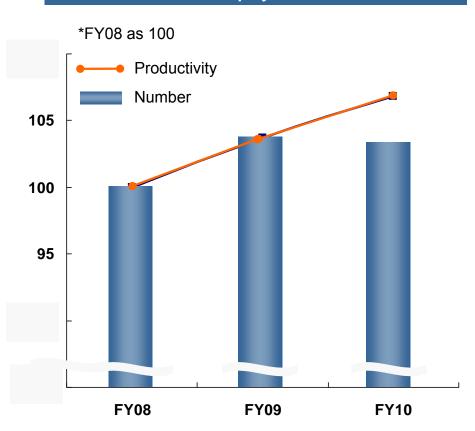
 Achieve stable MCEV growth and structure portfolio that is highly resistant to declines in stock prices and interest rates

Sony Life: Lifeplanner Channel



■ Maintain and expand its high-quality channel through promoting both recruitment and productivity of Lifeplanner sales employees

Number and productivity of Lifeplanner sales employees



Strengthening Lifeplanner recruitment activities and training programs

Introduced stricter recruitment standards

Increasing the number of sales office mangers, responsible for Lifeplanner recruitment

Enhancing Lifeplanner training programs for the newly employed

Enhancing productivity

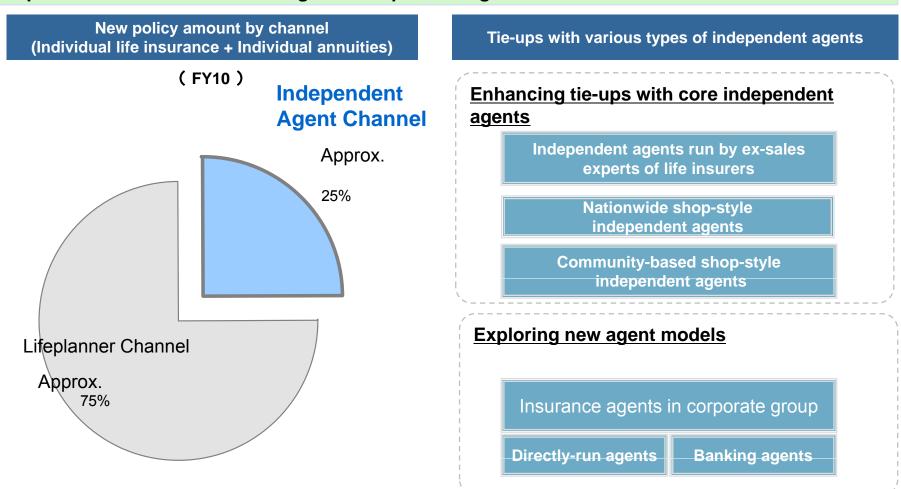
Strengthening consulting sales approach through developing life planning services

Providing optimal insurance products in response to the changing needs of each customer by strengthening aftersales follow-up services

Sony Life: Independent Agent Channel



- Insurance sales via independent agents represent approx. 25% of all new policies
- Enhance tie-ups with independent agents, reflecting diverse customer needs and various access points with customers to strengthen independent agent channel



Sony Life: Senior Market Initiatives



■ To make steady inroads in the senior market, which is slated for growth, establish a system for senior life planning and expand offerings of products and services tailored to the specific needs of senior customers

Establish and promote life planning that meets the needs of the senior market

Expand portfolio of product and service offerings tailored to senior market needs

Four Demands for Money among Seniors

Living

Money needed for everyday life: food, clothing, housing, etc.

Safety net

Money to set aside for contingencies, such as three major diseases, nursing care

Enjoyment

Money for hobbies and other things that make life more enjoyable

Leave behind

Money to leave behind for the important people in your life

Augment

Set aside money that is not needed immediately, investing in accordance with individual risk tolerance

Life insurance products

Whole life insurance

Endowment insurance

Comprehensive medical insurance Living benefit insurance Cancer insurance

Whole life nursing-care insurance

Others

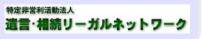
Expand annuities business through **AEGON Sony Life**





Through alliance with Watami, etc., increase portfolio of new service offerings that go beyond life insurance products





By enhancing synergies within the Group, provide a host of senior-oriented products and services (possibilities for the future)











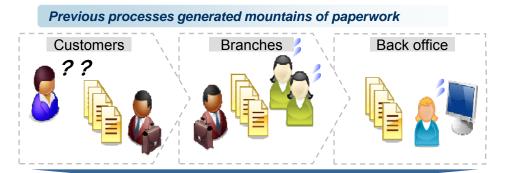
Sony Life: Operational Improvements

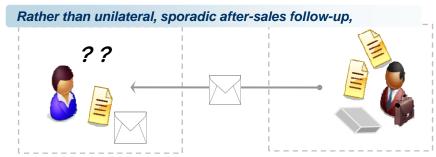


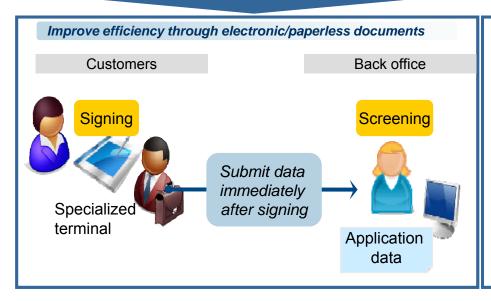
Launch a new sales support system in 2012, and shift to paperless operations and leverage IT strengths to raise operating efficiency and enhance customer service

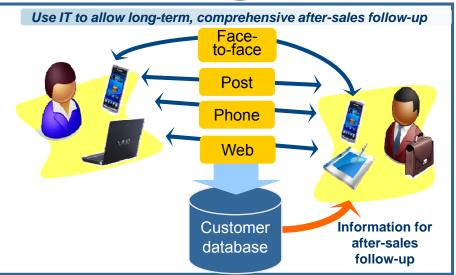
Improve work flow through shift to paperless operations

Manage customer information to enable lifelong marketing









Sony Life: Asset Stability and ALM



Achieve stable MCEV growth and structure portfolio that is highly resistant to declines in stock prices and interest rates.

Breakdown of general account assets Japanese government and corporate bonds 62.9% CBs 87.3% Japanese stocks 12.8% 6.2% 0.0% 1.5% Others 18.1% 11.2%

11.3.31

08.3.31

MCEV sensitivities

08.3.31 MCEV ¥816.5 billion

Change in assumption	Rate of change
Interest rates: 100bp decrease	(35%)
stocks / real estate market value fluctuation:10% decrease	(4%)

11.3.31 MCEV ¥853.6 billion

Change in assumption	Rate of change
Interest rates: 100bp decrease	(13%)
stocks / real estate market value fluctuation:10% decrease	(2%)

 $[\]ensuremath{\mathbb{X}}$ Interest swap rates are used for the sensitivity analysis.

Sony Life: Mid-term Target



	At the end of FY2010 (Actual)		At the end of FY2013 (Target)
Policy Amount in Force (Individual Life Insurance + Individual Annuities)	¥34.7 trillion	CAGR Approx. 4%	¥39 trillion
MCEV	Over	CAGR	Over
•The figure is for Sony Life only.•JGB yields are used as discount rate for	¥900.0	7.5%-8.0%	¥1.1 trillion
the MCEV calculation	billion		
Number of Lifeplanner sales employees	4,017	Approx. 300 increase	4,300

Sony Assurance: Pillars of Growth



Lead the direct insurance market

 Establish an unassailable position in the expanding market for direct insurance

Superior profitability

- Low operating expense ratio unique to direct insurance
- Low loss ratio through risk segmentation unique to Sony Assurance

High customer satisfaction

- Achieve consistently high marks in third-party customer satisfaction rankings
- Improve service quality to enhance customer satisfaction

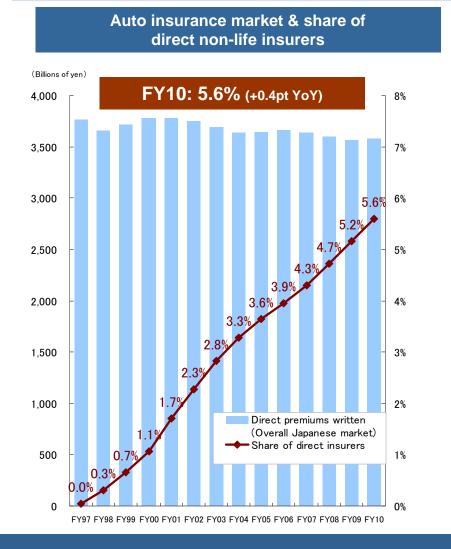
Increase use of the web and expanded functionality

- Expand contracts via the web and mobile routes
- Restructure systems to expand web functionality and achieve higher system maintenance efficiency
- Strengthen mobile services to enhance contract process

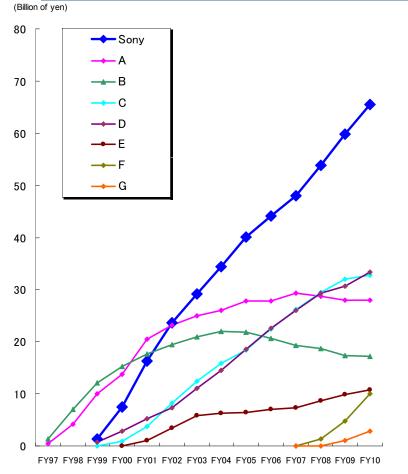
Sony Assurance: Lead the Direct Insurance Market



■ Establish an unassailable position in the expanding market for direct insurance



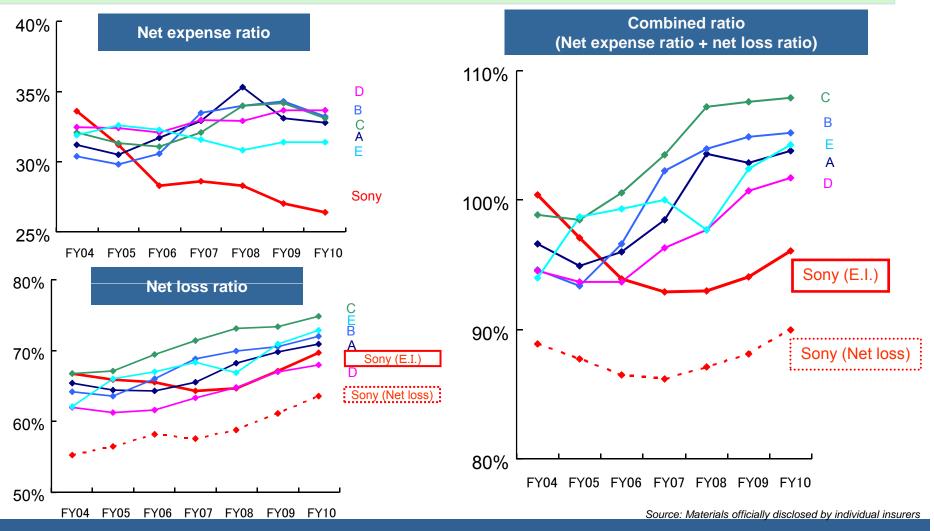
Direct premiums written by major direct insurers



Sony Assurance: Superior Profitability



■ Maintain the low operating expense ratio unique to direct insurance and the low loss ratio through risk segmentation unique to Sony Assurance



Sony Assurance: High Customer Satisfaction



Achieve consistently high marks in thirdparty customer satisfaction rankings



Nikkei Business, July 25, 2011 edition, 2011 After-Sales Service Customer Satisfaction Ranking, No. 1 in automobile insurance, in the Insurance Division



Association of Service Industry Productivity, Fiscal 2010 Japanese Customer Satisfaction Index, No. 1 for automobile insurance in the non-life insurance industry



Oricon Fiscal 2011 Customer Satisfaction Ranking, Overall No. 1 ranking for automobile insurance



J.D. Power, 2011 Japanese Automobile Insurance Customer Satisfaction, No. 2 in the direct category, No. 3 for satisfaction on accident response



Help Desk Institute, 2010 Help Desk Rating Survey, Three-Star Evaluation (Sony Assurance the only company in the non-life insurance division)

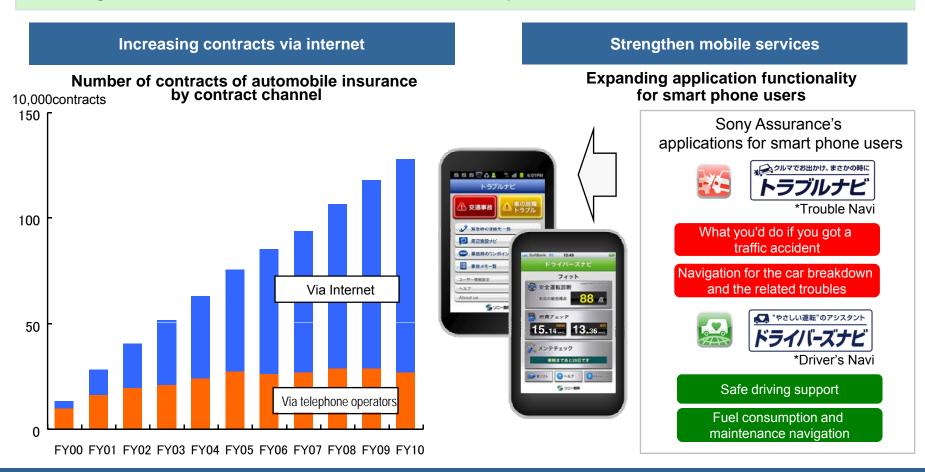
- Improve service quality to enhance customer satisfaction
- Customer feedback response service and challenge to eliminate points of dissatisfaction
- First provider of direct insurance to declare conformity with ISO 10002



Sony Assurance: Increased Use of the Web and Expanded Functionality



- Expand contracts via the web and mobile routes
- Restructure systems to expand web functionality and achieve higher system maintenance efficiency
- Strengthen mobile services to enhance contract process



Sony Assurance: Mid-term Targets



	FY2010 (Actual)		FY2013 (Target)
Direct premiums written	¥72.8 billion	CAGR Over 9%	¥94.7 billion
Net expense ratio + E.I. loss ratio (Total of all types of insurance)	95.2%	Over 2pt improvement	93.0%
Ordinary profit	¥2.14 billon	CAGR Over 25%	¥4.3 billion

Sony Bank: Pillars of Growth



Use high customer satisfaction as the engine for growth in business operations

- Further enhance customer satisfaction
- In line with increasing the retail balance, expand gross operating profit

Further strengthen strategic products

- Expand currency lineup to build Sony Bank's reputation as a foreign currency specialist
- Accelerate business in mortgage loans by enhancing product characteristics and strengthening channels

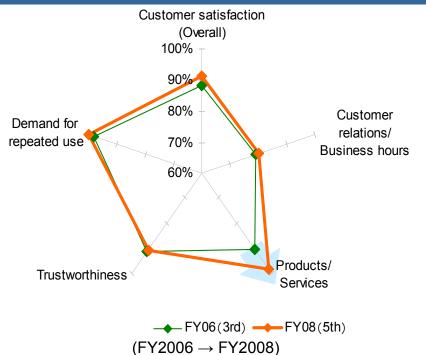
Enhance profitearning capacity Leverage a business model featuring a low-cost structure and expand the balance sheet in an effort to boost profits

Sony Bank: Pursuit of Customer Satisfaction



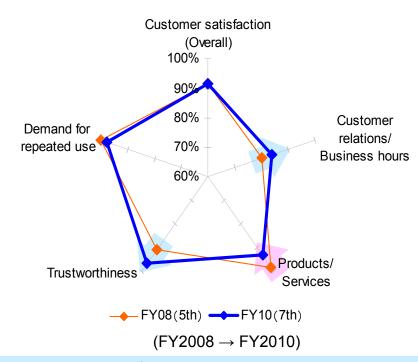
Analysis of customer satisfaction

→ Ranked as the 1st for Nikkei's customer satisfaction survey on financial institutions for four consecutive years →



Ranked as the 1st due to its enhanced product and service lineups

 Sony Bank has been ranked as the 1st for customer satisfaction since FY2007 owing mainly to a broader range of product and service lineups.



Ranked as the 1st for four consecutive years, by acquiring higher trustworthiness of customers

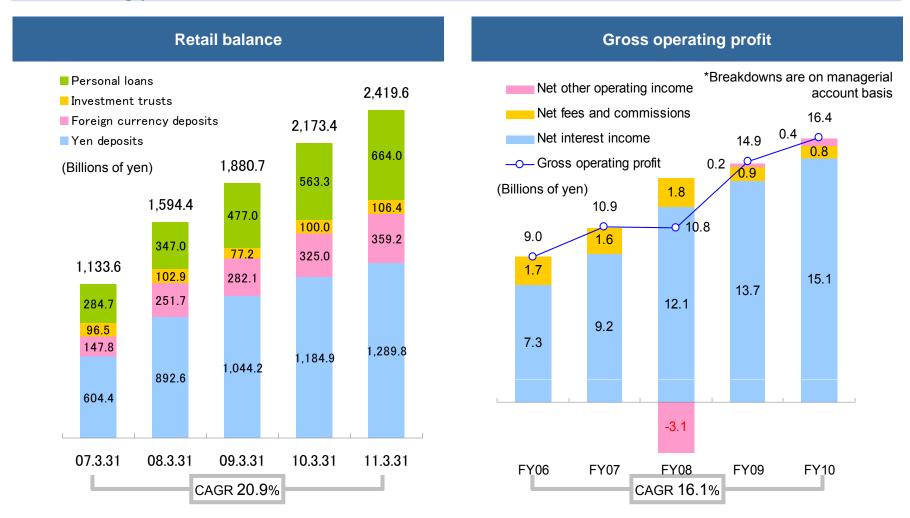
- Sony Bank maintains the top rating in customer satisfaction by enhancing services and trustworthiness as follows;
 - an opening of "Housing loan plaza", the over-the-counter branch in Tokyo
 - an extension of business hours for customer center
- Aiming for further improvement of products

Source: Nikkei's customer satisfaction survey (for the three major metropolitan areas)

Sony Bank: Expansion of Operations (Retail Balance)



Achieve linear growth in the retail balance and boost the top line (gross operating profit) accordingly

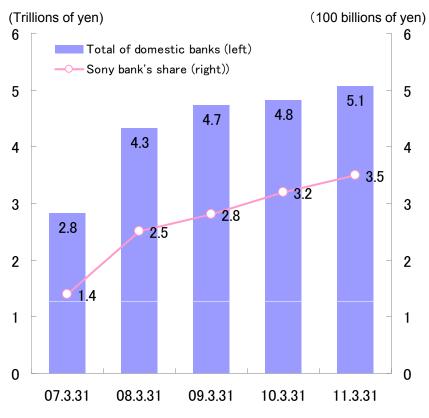


Sony Bank: Further Strengthen Strategic Products: (1) Foreign Currency Products



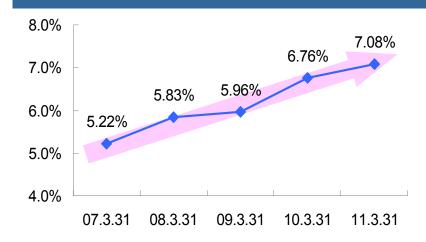
Build Sony Bank's reputation as a foreign currency specialist by expanding the foreign currency business and increasing user convenience

Foreign currency deposits



Note1: Source: Statistics of Bank of Japan (Individual foreign currency deposit balance)

High market share of foreign currency deposits



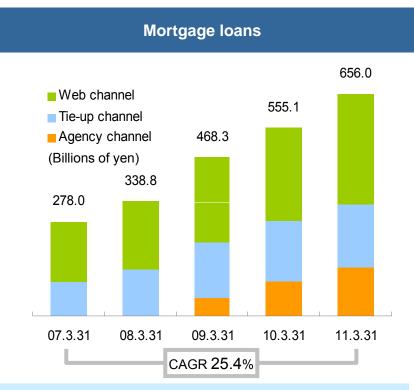
Further developing "Foreign Currency World" features

- → Started handling credit cards with dual-currency settlement function (Oct. 2008)
- → Launched overseas remittance service (Jan. 2010)
- → Launched foreign currency delivery service (Jul. 2010)
- → Began offering Brazilian real for foreign currency deposits (May 2011)

Sony Bank: Further Strengthen Strategic Products: (2) Mortgage Loans

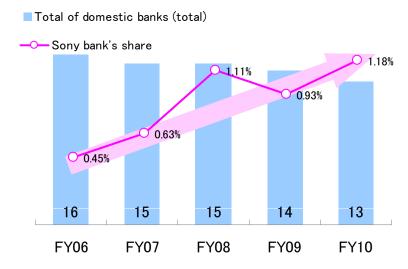


Leverage high-quality mortgage loans to promote business growth (balance sheet) via asset expansion



- → Opened the over-the-counter branch, called "Housing Loan Plaza" (Jun. 2010)
- → Began offering mortgage loans for used condominiums (Sep. 2010)
- → Began offering new mortgage Loan, "Variable Select Mortgage Loan" (Aug. 2011)

Industry-wide mortgage loan balance, Sony Bank's share and its quality



◆Non-performing loan ratio as of March 31, 2011 (Information disclosure standard of Financial Revitalization Law)

Sony Bank	Mega banks	City banks	Regional banks
0.38%	2.41%	1.84%	3.03%

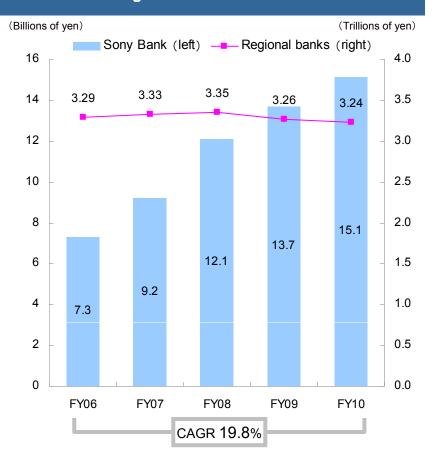
Source: Nikkin Report

Sony Bank: Enhance Profit-earning Capacity

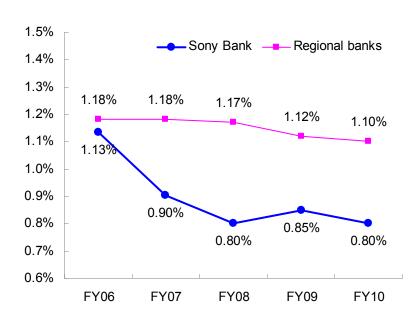


Against a backdrop of declining net interest income in the banking industries overall,
 Sony Bank is achieving steady increases in net interest income as a result of growth in its business operations (balance sheet)

Maintain growth in net interest income



Maintain overwhelmingly low deposit expense rate*



^{*}Deposit expense rate:

A typical indicator of efficiency, obtained by dividing operating expenses by the average balance of deposits during the term. The lower the rate, the higher is the operating efficiency.

Source: Nationwide Bank Financial Statement Analysis, Japanese Bankers Association

Sony Bank: Mid-term Targets



	FY2010 (Actual)		FY2013 (Target)
Retail balance (Fiscal year-end balance)	¥2.41	CAGR	¥3.49
	trillion	Over 10%	trillion
Gross operating profit	¥16.4	CAGR	¥28.6
	billion	Over 20%	billion
Ordinary profit	¥3.3 billion	CAGR Over 40%	over ¥10.0 billion



Mid-term Management Targets (Consolidated)

Mid-term Management Targets (Consolidated) (1) Revenues and Profit



Consolidated ordinary revenues are expected to grow while profit are expected to steadily expand after a drop in profit in FY2011 and a shift to a profit structure less influenced by financial market conditions.

(Billions of yen)

	FY2010 (Actual)	FY2011 (Forecast)		FY2013 (Target)
Consolidated ordinary revenues	1,002.2	1,022.0	<u>CAGR</u> 6%+	1,156.0
Consolidated ordinary profit	76.8	59.0	<u>CAGR</u> 13%+	76.0
Consolidated net income	41.7	29.0	<u>CAGR</u> 15%+	39.0

Mid-term Management Targets (Consolidated) (2) Consolidated Adjusted ROE



■ Target consolidated adjusted ROE of 7.5-8.0% in FY2013 due mainly to an expected expansion in MCEV at Sony Life

	FY2010 (Actual)		FY2013 (Target)
Consolidated Adjusted ROE	(3.1%)		7.5-8.0%
of which		ŕ	
Sony Life (non-consolidated)	(3.8%)		7.5-8.0%
Sony Assurance	5.5%		10-11%
Sony Bank (consolidated)	2.7%		7.0 -8.0%

Note: Calculation of consolidated adjusted ROE is as follows. As for the calculation of MCEV for FY2010 (actual), Sony Life uses interest swap rates as discount rate; whereas it uses JGB yields for FY2013 (target).

	Numerator	Denominator
Sony Life (Non-consolidated)	Net increase in MCEV plus dividends	The average of (MCEV at previous fiscal year-end minus dividends plus MCEV at current fiscal year-end)
Sony Assurance	Net income+ increase in provision for catastrophe reserve (after tax)+ increase in reserve for price fluctuations (after tax)	The average of (net assets + catastrophe reserve (after-tax) and reserve for price fluctuations (after-tax)) as of the previous fiscal year-end
Sony Bank (Consolidated)	Net income	The average of net assets as of the previous fiscal year-end and the current fiscal year-end

Capital Policies and Dividends



Maintain Group policy of providing stable dividends while ensuring financial soundness and retaining profit for future growth

Capital Policies

	Mid-term Policy	(Refere Actual as of Ma	
Sony Life (non-consolidated)	■ No need for capital injection ■ Conduct ongoing risk management which has been incorporating	Solvency	1,720.0%
Sony Assurance	possible tightening of capital requirements based on economic value in future.	margin ratio*	631.0%
Sony Bank (non-consolidated)	■ In preparation for future growth, ensure soundness which is consistent with levels ultimately required by Basel III. Also consider Tier 1 and Tier 2 balance from standpoint of capital efficiency.	Capital adequacy ratio	10.84%

^{*} Cabinet Office Ordinance No. 23 of 2010 and FSA public ministerial announcement No. 48 of 2010 prescribe a revision in the methods of calculating total solvency margin and total risk (increasing the strictness of margin inclusion, and its sensitivity). These changes are to be applied from the end of FY2011. The figures for Sony Life and Sony Assurance stated in the table above (Actual as of March 31, 2011) are calculated according to these assumptions.

Dividends

Mid-term Policy	(Reference) Dividends		
		FY2010 (Actual)	FY2011(Forecast)
 Maintain stable dividends for the foreseeable future. Conduct an ongoing review on the dividend level, keeping in mind the direction toward increasingly stringent capital regulations. 	Total dividends, full fiscal year	¥8.7 billion	¥8.7 billion
	Dividend per share	¥4,000	¥20**

^{**} Figure reflects a 1:200 stock split in April 2011



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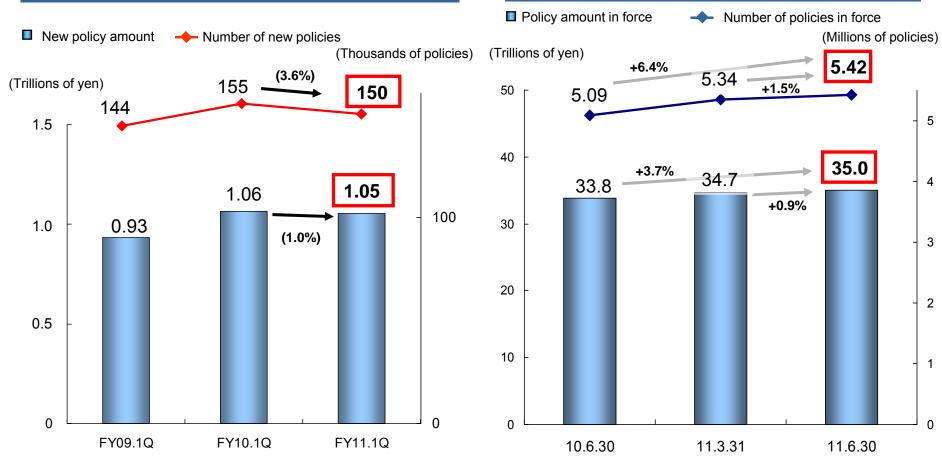
APPENDIX

FY2011 1Q Review for Sony Life





Number and amount of policies in force (Individual life insurance + Individual annuities)



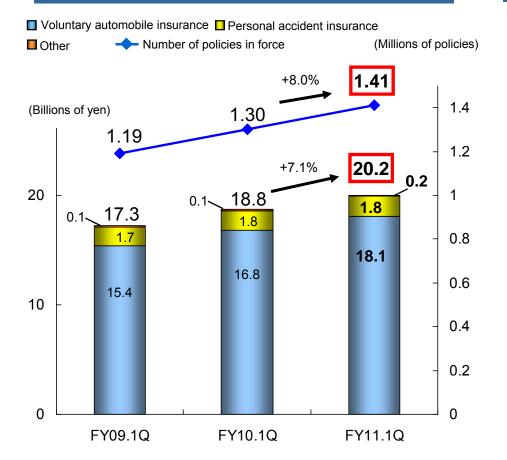
Line item amounts are truncated below ¥10 billion; numbers of policies are truncated below 1,000 policies; percentage change figures are rounded.

Line item amounts are truncated below ¥100 billion; numbers of policies are truncated below 10,000 policies; percentage change figures are rounded.

FY2011 1Q Review for Sony Assurance

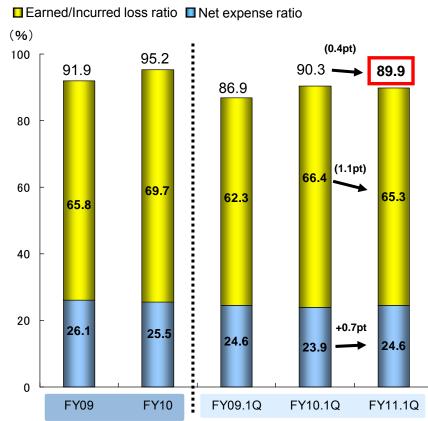


Net premiums written and number of policies in force



The number of policies in force is the total of automobile insurance and medical and cancer insurance policies, which account for 99% of net premiums written. More than 90% of personal accident insurance is medical and cancer insurance.

Net expense ratio + Earned/Incurred loss ratio

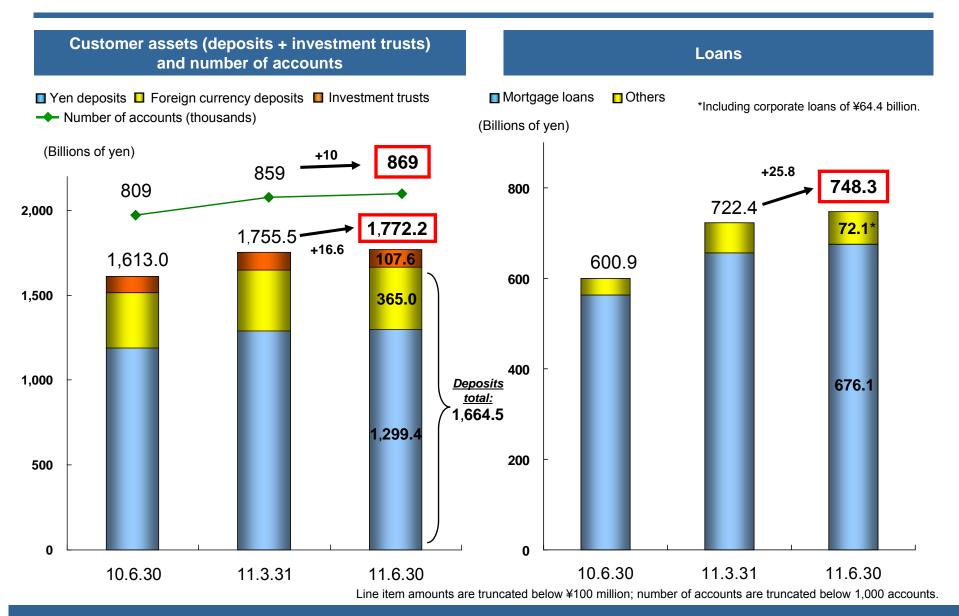


Earned/Incurred loss ratio is equal to the ratio of the sum of net losses paid, loss adjustment expenses and accumulation in provision for reserve for outstanding losses to earned premiums. *Note that earthquake insurance and compulsory automobile liability insurance are excluded from the above calculation.

Net expense ratio is equal to the ratio of total underwriting costs to net premiums written.

FY2011 1Q Review for Sony Bank







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