# Financial Results for Fiscal Year 2012 (Apr, 2012 - Mar, 2013) 

## AIFUL CORPORATION

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May, 2013
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1. Financial Results Summary

Financial Results (1): Consolidated Summary

| ( $¥$ million) | 12/3 | 13/3 |  |  | 14/3(E) |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  |  |  | YOY | YOY\% |  |
| Operating revenue | 114,002 | 99,619 | -14,383 | -12.6 | - |
| Interest income | 75,992 | 61,607 | -14,385 | -18.9 | - |
| Operating expenses | 97,504 | 84,900 | -12,604 | -12.9 | - |
| Financial expenses | 9,452 | 6,895 | -2,557 | -27.1 | - |
| Credit cost | 32,880 | 8,136 | -24,744 | -75.3 | - |
| (Bad debt write offs) | 71,557 | 40,419 | -31,137 | -43.5 | - |
| Expenses for Interest repayments | - | 17,296 | 17,296 | - | - |
| (Interest repayment) | 57,846 | 34,048 | -23,797 | -41.1 | - |
| Other operating expenses | 55,171 | 52,571 | -2,600 | -4.7 | - |
| Operating income | 16,497 | 14,718 | -1,779 | -10.8 | - |
| Non-operating income | 857 | 3,026 | 2,168 | 252.8 | - |
| Ordinary income | 16,831 | 17,646 | 815 | 4.8 | - |
| Extraordinary income | 5,173 | 6,037 | 864 | 16.7 | - |
| Net income before taxes | 18,092 | 23,600 | 5,507 | 30.4 | - |
| Net income | 17,391 | 22,705 | 5,314 | 30.6 | - |
| Total Receivable outstanding * | 618,219 | 556,031 | -62,188 | -10.1 | - |
| Loans outstanding | 455,012 | 390,635 | -64,377 | -14.1 | - |
| Installment receivable | 80,614 | 83,885 | 3,271 | 4.1 | - |
| Credit guarantee | 74,147 | 74,440 | 292 | 0.4 | - |
| Customer accounts (thousands) | 1,130 | 887 | -242 | -21.5 | - |

[^0]Financial Results (2): Summary of AIFUL

|  | 12/3 | 13/3 | YOY | YOY\% | 14/3(E) |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Operating revenue | 72,192 | 62,310 | -9,881 | -13.7 | - |
| Interest income | 57,657 | 47,402 | -10,255 | -17.8 | - |
| Operating expenses | 61,910 | 50,747 | -11,163 | -18.0 | - |
| Financial expenses | 7,417 | 5,407 | -2,009 | -27.1 | - |
| Credit cost | 24,267 | 571 | -23,696 | -97.6 | - |
| (Bad debt write-offis) | 64,552 | 34,542 | -30,010 | -46.5 | - |
| Expenses for Interest repayments | - | 15,877 | 15,877 | - | - |
| (Interest repayments) | 52,571 | 32,707 | -19,863 | -37.8 | - |
| Other operating expenses | 30,226 | 28,891 | -1,335 | -4.4 | - |
| Operating income | 10,281 | 11,562 | 1,281 | 12.5 | - |
| Ordinary income | 11,571 | 12,095 | 523 | 4.5 | - |
| Extraordinary income | 5,705 | 6,004 | 299 | 5.2 | - |
| Extraordinary losses | 3,838 | 8,815 | 4,976 | 129.6 | - |
| Net income | 13,407 | 10,648 | -2,758 | -20.6 | - |
| Total Receivable outstanding | 408,167 | 348,542 | -59,814 | -14.7 | - |
| Loan outstanding | 344,454 | 286,316 | -58,138 | -16.9 | - |
| Customer accounts (thousands) | 805 | 631 | -174 | -21.6 | - |
| Average yield | 15.9\% | 15.0\% | -0.9 | - | - |
| Below 18\% unsecured loan balance's occupancy rate | 75.8\% | 84.0\% | +8.2 | - | - |

Due to group reorganization on July 1, 2011, part of LIFE and City's were merged and consolidated to AIFUL

Financial Results (3): Summary of LifeCard and Businext

| $\begin{aligned} & \text { Life } \\ & \text { CARD } \\ & \text { * On-Balance }) \end{aligned}$ | 12/3 | 13/3 | YOY | YOY\% | 14/3(E) |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Operating revenue | 19,581 | 26,332 | - | - | - |
| Operating expenses | 17,262 | 23,647 | - | - | - |
| Operating income | 2,318 | 2,685 | - | - | - |
| Ordinary income | 2,426 | 4,926 | - | - | - |
| Net income | 2,206 | 3,319 | - | - | - |
| Loans outstanding | 53,167 | 48,375 | - | - | - |
| Installment receivables | 71,747 | 79,452 | - | - | - |

The Group reorganization was carried out in July 2011.
For the fiscal year ended March 31, 2012, results of Life Card Co., Ltd. (New Life) for nine months from July 2011 to March 2012 are used.

|  | 12/3 | 13/3 | YOY | YOY\% | 14/3(E) |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Operating revenue | 7,433 | 7,391 | -42 | -0.6 | - |
| Operating expense | 6,318 | 6,109 | -208 | -3.3 | - |
| Operating income | 1,115 | 1,282 | 166 | 14.9 | - |
| Ordinary income | 1,118 | 1,285 | 166 | 14.9 | - |
| Net income | 1,096 | 1,129 | 32 | 3.0 | - |
| Loans outstanding | 57,389 | 55,943 | -1,446 | -2.5 | - |
| Customer accounts (thousands) | 29 | 27 | -1 | -5.5 | - |
| Average yield (\%) | 13.7\% | 13.6\% | -0.1 | - | - |

2. Business Environment

## AIFUL's Operating Results (1):Situation of Unsecured loans

Contract rate of Unsecured loans and Non-Consolidated Loan volume

| (¥million) | FY2011 (12M) |  |  |  |  | FY2012 (12M) |  |  |  |  | YOY |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | $\begin{gathered} 10 \\ (3 \mathrm{M}) \end{gathered}$ | $\begin{gathered} 2 Q \\ (3 M) \end{gathered}$ | $\begin{gathered} 3 Q \\ (3 M) \end{gathered}$ | $\begin{gathered} 4 \mathrm{Q} \\ (3 \mathrm{M}) \end{gathered}$ |  | $\begin{aligned} & \hline 1 Q \\ & (3 M) \end{aligned}$ | $\begin{gathered} 2 Q \\ (3 M) \end{gathered}$ | $\begin{gathered} 3 Q \\ (3 M) \end{gathered}$ | $\begin{gathered} 4 Q \\ (3 M) \\ \hline \end{gathered}$ |  |  |
| New applications | 52,268 | 51,365 | 47,209 | 55,599 | 206,441 | 54,386 | 49,542 | 57,273 | 69,159 | 230,360 | 11.6\% |
| New accounts | 14,399 | 14,203 | 14,992 | 18,140 | 61,734 | 19,375 | 17,873 | 22,153 | 28,114 | 87,515 | 41.8\% |
| Contract rate | 27.5\% | 27.7\% | 31.8\% | 32.6\% | 29.9\% | 35.6\% | 36.1\% | 38.7\% | 40.7\% | 38.0\% | 8.1\% |
| Ratio of LE0+LEE | - | - | - | - | 66.6\% | - | - | - | - | 68.3\% | +1.7\% |

- Trends of New applications, New accounts and Contract rate of Unsecured Ioan



## AIFUL's Operating Results (2) : Loan Volume

-Non-Consolidated Loan volume

| (\# million) | FY2011 |  |  |  | TOTAL | FY2012 |  |  |  |  | YOY\% |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 1Q 3M) | 2 Q 3M) | 3Q 3M) | 4Q 3M) |  | 1Q 3M) | 2Q 3M) | 3Q(3M) | 4Q 3M) | TOTAL |  |
| Loan volume | 20,568 | 23,022 | 24,181 | 27,902 | 95,673 | 24,053 | 22,232 | 23,156 | 28,848 | 98,289 | 2.7\% |
| Loans to a new accounts | 2,111 | 2,034 | 1,947 | 2,625 | 8,717 | 2,355 | 2,230 | 2,776 | 3,822 | 11,183 | 28.3\% |
| loans to a existing accounts | 18,457 | 20,988 | 22,234 | 25,277 | 86,956 | 21,698 | 20,002 | 20,380 | 25,026 | 87,106 | 0.2\% |

Trends of Loan volume


## AIFUL's Operating Results (3) :Credit Guarantee Business

- (Consolidated) Trends of Credit Guarantee outstanding

- (Non-Consolidated) Trends of Credit Guarantee outstanding

- (Consolidated) Amount of Write-offs and Write-offs Ratio for Total Receivable Outstanding

| ( $\ddagger$ milion ) | 12/3 | 13/3 |  | 14/3(E) | YOY\% |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  |  |  | YOY\% |  |  |
| (1) Write-offs | 71,557 | 40,419 | -43.5 | - | - |
| Waiver of principal related to Interest repayment | 28,579 | 15,286 | -46.5 | - | - |
| Other | 42,978 | 25,133 | -41.5 | - | - |
| (2) Specific allowance for doubtful accounts | 11,017 | 615 | -94.4 | - | - |
| Total Write-offs (1)+(2) | 82,575 | 41,035 | -50.3 | - | - |
| Write-offis ratio | 13.36\% | 7.38\% | -5.98 | - | - |

Specific allowance for doubtful accounts increased due to the review of the bad debt write-offs criteria for claims of the former City's and personal home equity loan claims.

- (Non-consolidated) Amount of Write-offs and Write-offs Ratio for Total Receivable Outstanding

| ( $\ddagger$ million ) | 12/3 | 13/3 |  | 14/3(E) | YOY\% |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  |  |  | YOY\% |  |  |
| (1) Write-offs | 64,552 | 34,542 | -46.5 | - | - |
| Waiver of principal related to Interest repayment | 28,395 | 15,286 | -46.2 | - | - |
| Other | 36,156 | 19,256 | -46.7 | - | - |
| (2) Specific allowance for doubtful accounts | 10,930 | 479 | -95.6 | - | - |
| Total Write-offs (1)+(2) | 75,482 | 35,021 | -53.6 | - | - |
| Write-offs ratio | 18.49\% | 10.05\% | -8.44 | - | - |

Due to group reorganization on July 1, 2011, part of LIFE and City's were merged and consolidated to AIFUL

- Consolidated: Trends of NPL defined by FSA

- Non-consolidated: Trends of NPL defined by FSA


[^1]Trends of Interest Repayment (1): Changes in Allowance and Monthly Interest Repayment

- Allowance for losses on Interest repayment:

1. Consolidated

| $¥$ million ) Interest <br> repaymentWaiver of <br> principal | Total |  |  |
| :--- | ---: | ---: | ---: |
| Allowance at the beginning of FY2012 | 108,667 | 58,112 | 166,779 |
| Reversal (Interest repayment) | 34,048 | - | 34,048 |
| Reversal (Waiver of principal) | 494 | 15,286 | 15,780 |
| Provisions | 17,296 | - | 17,296 |
| Allowance at the end of FY2012 | 91,421 | 42,825 | 134,247 |

2. Non-Consolidated

| Interest <br> repayment | Waiver of <br> principal | Total |
| ---: | ---: | ---: |
| 102,395 | 58,112 | 160,507 |
| 32,707 | - | 32,707 |
| - | 15,286 | 15,286 |
| 15,877 | - | 15,877 |
| 85,565 | 42,825 | 128,390 |

- Monthly Interest Repayment (Cash out basis) : Non-consolidated


Trends of Interest Repayment (2) : Interest Repayment related Indices
(Monthly Figure of Attorney Involvement 】 * May 2007(peak) =100


3. Business Restructuring

## Business Restructuring (1)

Changes in interest repayment obligations


Source: Survey on Business Conditions, etc. of Money Lenders by the Japan Financial Services Association

Changes in the balance of loans outstanding of money lenders


Source: Money Lending Business Related Statistic by the Financial Services Association

## Business Restructuring (2)

AIFUL: Changes in consolidated interest repayment obligations


- AIFUL: Changes in consolidated the balance of loans outstanding and the number of accounts

- Thorough cost reduction through management rationalization

|  |  | FY2005 | FY2012 |
| :---: | :---: | :---: | :---: |
| Branch <br> Structure | Number of branches | Staffed:873 Unstaffed:1,849 Total:2,722 | Staffed:27 Unstaffed:624 Total:651 ( $\mathbf{2}, \mathbf{0 7 1}$ ) |
|  | Land rent | $¥ 21.3$ billion | $\geq 2.4$ billion ( 1818.9 billion) |
| Personnel Measures | Number of employee | Full-time/Permanent:6,675 Non-permanent:3,562 Total:10,237 | Full-time/Permanent:1,437 Non-permanent:620 <br> Total:2,057 ( $\mathbf{( 8 , 1 8 0 )}$ |
|  | Personnel expense | $¥ 58.2$ billion | ¥ 13.6 billion ( 444.6 billion) |
| Other Cost <br> Reductions | Commission | $¥ 28.4$ billion | ¥ 9.7 billion ( $\mathbf{1 8} 18.7$ billion) |
|  | Advertising expense | ¥ 28.0 billion | ¥ 3.8 billion ( $\mathbf{2 4 . 2}$ billion) |
| Total operating expenses |  | ¥ 424.4 billion | ¥ 84.9 billion ( $\mathbf{4 3 9 . 5}$ billion) |

- Burden of interest repayments and reduction of interest-bearing debt

- Actual Results from the FY ended March 31,2010

| \% billion) |  | FY2009 | FY2010 | FY2011 | FY2012 |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Operating revenue |  | 218.1 | 144.9 | 114.0 | 99.6 |
| Operating expenses |  | 483.3 | 169.0 | 97.5 | 84.9 |
| ※ | Provision for losses on interest repayment | 206.8 | 27.2 | 0 | 17.2 |
| ※ | Provision for waiver of principal related to interest repayment | 50.4 | 49.7 | 0 | 0 |
| Operating income |  | -265.2 | -24.1 | 16.4 | 14.7 |
| Ordinary income |  | -264.1 | -24.9 | 16.8 | 17.6 |


※Provision of allowance for losses on interest repayments and the waiver of principal from claims for interest repayments are replaced with actual values arisen.

| \% billion) | FY2009 | FY2010 | FY2011 | TY2012 |
| :---: | :---: | :---: | :---: | :---: |
| Operating revenue | 218.1 | 144.9 | 114.0 | 99.6 |
| Operating expenses | 363.3 | 225.0 | 186.4 | 127.6 |
| ※ Interest repayment | 71.9 | 74.4 | 57.8 | 44.2 |
| ※ <br> Waiver of principal related to interest repayment | 65.3 | 58.5 | 31.1 | 15.7 |
| Operating income | -145.2 | -80.1 | -72.4 | -28.0 |
| Ordinary income | -144.1 | -80.9 | -72.1 | -25.1 |

## 4. Financial results of Life Card

$\square$

| $\text { Life }(\neq \text { million }$ | 12/3* <br> (for reference) | 13/3 | YOY | YOY\% | $\begin{aligned} & 14 / 3 \\ & (E) \end{aligned}$ |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Operating revenue | 19,581 | 26,332 | - | - | - |
| Installment receivable | 8,528 | 12,440 | - | - | - |
| Credit card | 8,436 | 12,398 | - | - | - |
| Loans | 6,084 | 6,904 | - | - | - |
| with Credit card | 5,332 | 5,412 | - | - | - |
| Credit guarantee and others | 4,969 | 6,988 | - | - | - |
| Operating expenses | 17,262 | 23,647 | - | - | - |
| Financial expenses | 732 | 936 | - | - | - |
| Credit cost | 2,528 | 2,615 | - | - | - |
| Interest repayment | - | 1,419 | - | - | - |
| Other | 14,001 | 18,675 | - | - | - |
| Operating income | 2,318 | 2,685 | - | - | - |
| Ordinary income | 2,426 | 4,926 | - | - | - |
| Extraordinary income | 1 | 32 | - | - | - |
| Extraordinary loss | 35 | 27 | - | - | - |
| Net income before tax | 2,392 | 4,930 | - | - | - |
| Net income | 2,206 | 3,319 | - | - | - |

The Group reorganization was carried out in July 2011.
For the fiscal year ended March 31, 2012, results of Life Card Co., Ltd. (New Life) for nine months from July 2011 to March 2012 are used

| $\begin{aligned} & \text { Life } \\ & \text { CARD } \\ & \text { ¥ million }) \\ & \text { : On-balance } \\ & \hline \end{aligned}$ | $12 / 3 \text { * }$ <br> (for reference) | 13/3 | YOY\% | 14/3 (E) |
| :---: | :---: | :---: | :---: | :---: |
| Number of new issue (thousands) | 368 | 509 | - | - |
| Proper | 94 | 138 | - | - |
| Affinity | 274 | 370 | - | - |
| Number of card holders (thousands) | 6,357 | 5,811 | - | - |
| Proper | 2,488 | 2,020 | - | - |
| Affinity | 3,868 | 3,790 | - | - |
| Credit card purchase results | 341,490 | 496,087 | - | - |
| Shopping | 310,753 | 455,181 | - | - |
| Cashing | 30,736 | 40,906 | - | - |
| Total receivable outstanding * | 150,998 | 151,735 | - | - |
| Installment receivable | 71,747 | 79,452 | - | - |
| Loans | 53,167 | 48,375 | - | - |
| Credit guarantee | 25,750 | 23,362 | - | - |
| Other | 332 | 545 | - | - |
| Bad debt write-offs | 1,665 | 2,960 | - | - |
| Ratio of bad debt write-offs (\%) | 1.09\% | 1.95\% | - | - |

The Group reorganization was carried out in July 2011.
For the fiscal year ended March 31, 2012, results of Life Card Co., Ltd. (New Life) for nine months from July 2011 to March 2012 are used.
5. Explanation of figures

Explanation Figures (1): Breakdown of Consolidated operating revenue

| ( $¥$ million) | 13/3 | YOY | YOY\% | Reasons for increase/ decrease |
| :---: | :---: | :---: | :---: | :---: |
| Operating revenue | 99,619 | -14,383 | -12.6 |  |
| Interest income | 61,607 | -14,385 | -18.9 | The balance of loans outstanding fell ¥64.3billion year-on-year resulting from restrained lending in response to controls on total lending limits, reduction of the upper limit interest rate and expenses related to interest repayment. |
| AIFUL | 47,402 | -10,255 | -17.8 | Unsecured loan outstanding:¥224.6billion(down ¥40.9billion), Secured loan outstanding: ¥52.7billiom(down $¥ 13.8$ billiom), Small business loan outstanding:¥8.9billion(down $¥ 3.2$ billion). |
| Life Card | 6,904 | - | - | Loan business was taken over by AIFUL as a result of Group reorganization. Began business as Life Card on July 12011. |
| BUSINEXT | 7,301 | -70 | -1.0 | Balance of loans $¥ 55.9$ billion (down $¥ 1.4$ billion) Lending curbed in view of recent business sentiment at small and medium-size enterprises. |
| Revenue from credit card | 12,746 | 1,026 | 8.8 | The amount of card purchase is increased by the enforcement of the campaign for existing members. |
| Revenue from credit guarantee | 4,609 | -188 | -3.9 | Credit guarantee outstanding:¥74.4billion(up ¥2.0billion) |
| Other operating income | 20,656 | -836 | -3.9 |  |
| Recovery of loans previously charged off | 10,840 | -590 | -5.2 |  |
| Collection from purchased receivables | 3,908 | -573 | -12.8 | Collection from purchased receivables at Astry Loan Service |

Explanation Figures (2) : Breakdown of Consolidated operating expense and income

| ( $\ddagger$ million) | $13 / 3$ | YOY | YOY\% | Reasons for increase/ decrease |
| :---: | :---: | :---: | :---: | :---: |
| Operating expenses | 84,900 | -12,604 | -12.9 |  |
| Financial expenses | 6,895 | -2,557 | -27.1 | Decline due to fall in interest-bearing liabilities |
| Cost of purchased receivables | 3,152 | -190 | -5.7 | Tied to AsTry Loan Service collections of purchased receivables |
| Credit cost | 8,136 | -24,744 | -75.3 | No transfer was made in relation to waiver of principal write offs associated with interest repayments. Only the usual transfer to the allowance for doubtful accounts was made. |
| Expenses related to interest repayment | 17,296 | 17,296 | - | No transfer was made to allowance for losses on interest repayment |
| Advertising expenses | 3,813 | 1,397 | 57.9 | Started new TV commercial in AIFUL from April,2012 |
| Provision for credit card point redemption | 2,347 | 956 | 68.7 |  |
| Personnel expenses | 13,647 | -2,350 | -14.7 | Decrease in personnel as a result of voluntary retirement on June, 2012 |
| Other | 29,614 | -2,412 | -7.5 | Cost decline in accordance with decreasing Loan outstanding |
| Commission | 9,752 | -247 | -2.5 |  |
| Rental expenses \& land rent | 2,448 | -674 | -21.6 |  |
| Supplies, repair and maintenance | 2,653 | -388 | -12.8 |  |
| Communications | 2,750 | -710 | -20.5 |  |
| Depreciation expenses | 6,020 | -882 | -12.8 | Due to decrease in assets |
| Operating income | 14,718 | -1,779 | -10.8 |  |


| ( $¥$ million) | 13/3 | YOY | YOY\% | Reasons for increase/ decrease |
| :---: | :---: | :---: | :---: | :---: |
| Non- operating income | 3,026 | 2,168 | 252.8 | Life card Foreign exchange gain was $¥ 2.2$ billion |
| Non-operating expenses | 98 | -425 | -81.2 |  |
| Ordinary income | 17,646 | 815 | 4.8 |  |
| Extraordinary | 6,037 | 864 | 16.7 |  |
| Gain on loan extinguishment | 5,948 | 3,047 | 105.0 | Gain on repurchase of ADR Loans corresponding to ADR plan |
| Extraordinary losses | 83 | -3,828 | -97.9 |  |
| Net income before taxes | 23,600 | 5,507 | 30.4 |  |
| Income taxes-current | 414 | 173 | 72.0 |  |
| Income taxes-deferred | 28 | 38 | - |  |
| Minority interests in income | 451 | -18 | -3.9 |  |
| Net income | 22,705 | 5,314 | 30.6 |  |

- Increase/Decrease in Consolidated Interest-Bearing Liabilities



## （Reference）：主要項目の推移

| $\neq$ billion） | $06 / 3$ | $07 / 3$ | $08 / 3$ | $09 / 3$ | $10 / 3$ | $11 / 3$ | $12 / 3$ | $13 / 3$ |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: | :--- |
| Loans outstanding | 2,232 | 1,985 | 1,665 | 1,334 | 856 | 594 | 455 | 390 | Declined to one－sixth |
| Operating revenue | 549 | 499 | 405 | 312 | 218 | 144 | 114 | 99 | Declined to one－sixth |
| Ordinary income | 126 | -163 | 32 | 8 | -264 | -24 | 16 | 17 | - |
| Net income | 65 | -411 | 27 | 4 | -295 | -31 | 17 | 22 | - |


| Bad dept write offs | 149 | 205 | 227 | 177 | 151 | 108 | 71 | 40 | Total：1，133billion |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: | :--- |
| Interest repayment | 13 | 36 | 66 | 72 | 77 | 77 | 57 | 34 | Total：435billion |


| Cash flow during fiscal <br> period | 25 | -7 | 130 | -125 | -2 | 11 | -53 | -25 | - |
| :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- |


| Borrowings | 1,128 | 930 | 694 | 473 | 371 | 346 | 309 | 274 | - |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: | :--- |
| Bonds | 510 | 496 | 494 | 353 | 258 | 146 | 51 | 33 | - |
| Other | 349 | 243 | 297 | 192 | 68 | 10 | 5 | 0 | - |
| Total interest bearing dept | 1,988 | 1,670 | 1,486 | 1,018 | 698 | 502 | 365 | 308 | Declined to one－sixth |


| Full－time／Permanent | 6,675 | 6,477 | 5,138 | 4,895 | 2,514 | 2,073 | 1,898 | 1,437 | - |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: | :---: |
| Non－permanent | 3,562 | 3,278 | 2,508 | 2,152 | 1,723 | 1,321 | 794 | 620 | - |
| Total | 10,237 | 9,755 | 7,646 | 7,047 | 4,237 | 3,394 | 2,692 | 2,057 | Declined to one－fifth |


| Staffed Branches | 873 | 364 | 223 | 133 | 33 | 30 | 30 | 27 | - |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: | :---: |
| Unstaffed Branches | 1,849 | 1,943 | 982 | 854 | 637 | 601 | 595 | 624 | - |
| Loan Business Branches | 2,722 | 2,307 | 1,205 | 987 | 670 | 631 | 625 | 651 | Declined to one－fourth |


[^0]:    * Managed Asset Basis

[^1]:    Due to group reorganization on July 1, 2011, part of LIFE and City's were merged and consolidated to AIFUL

