

Strategic Business Innovator

# Briefing on Latest Management News ~ Celebrating our 10th Anniversary~

June 26, 2009 Yoshitaka Kitao Representative Director & CEO SBI Holdings, Inc.



The items in this document are provided as information related to the business strategy of SBIH Group companies and not as an invitation to invest in the stock or securities issued by each company.

None of the Group companies guarantees the completeness of this document in terms of information and future business strategy.

The content of this document is subject to revision or cancellation without warning.

Note: Fiscal Year ("FY") ends March 31 of the following year



## Part 1 SBI Holdings A Decade Since Our Founding

- 1. SBIH Group's Fundamental Business Building Concepts and the Path Undertaken
- 2. Track Record of Corporate Value Enhancement for the Past Ten Year Period Since the Founding



## 1. SBIH Group's Fundamental Business Building Concepts and the Path Undertaken



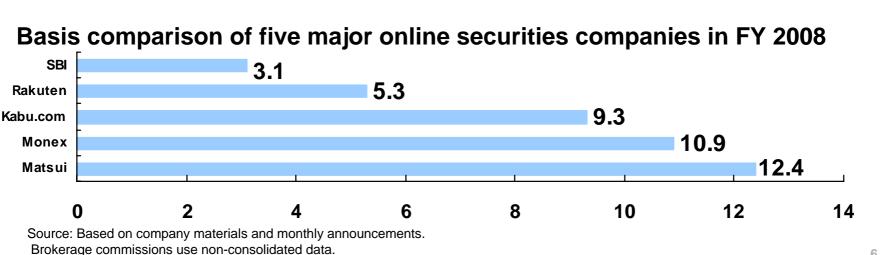
# SBIH Group's Fundamental Business Building Concepts

- 1. Adherence to the "Customer-Centric Principle"
- 2. Formation of "Business Ecosystem" and Development of "Structural Differentiation"
- 3. Creation of a "Network Value"



## **Fundamental Business Building Concepts 1**

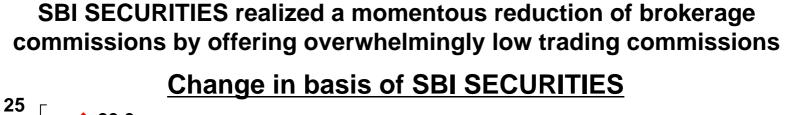
# Adherence to the "Customer-Centric Principle"



5.6

FY2004

## Change in basis of SBI SECURITIES 23.3



(Brokerage commissions / Brokerage trading value)

3.3

**FY2006** 

4

Fv2005

**SBI SECURITIES Momentous Reduction of Brokerage Commissions** 

8.5

FY2001

SBI SECURITIES includes only trades through Internet

6.6

FY2002

6.1

FY2003

20

15

10

5

0

**FY2000** 

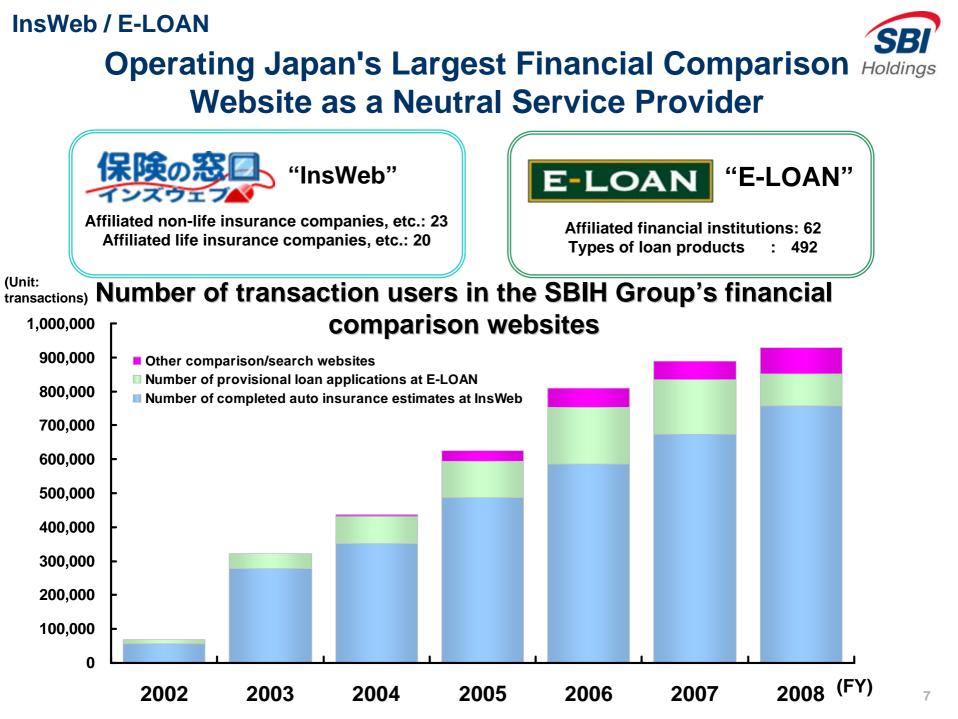
Holdinas

3.1

**FY2008** 

2.8

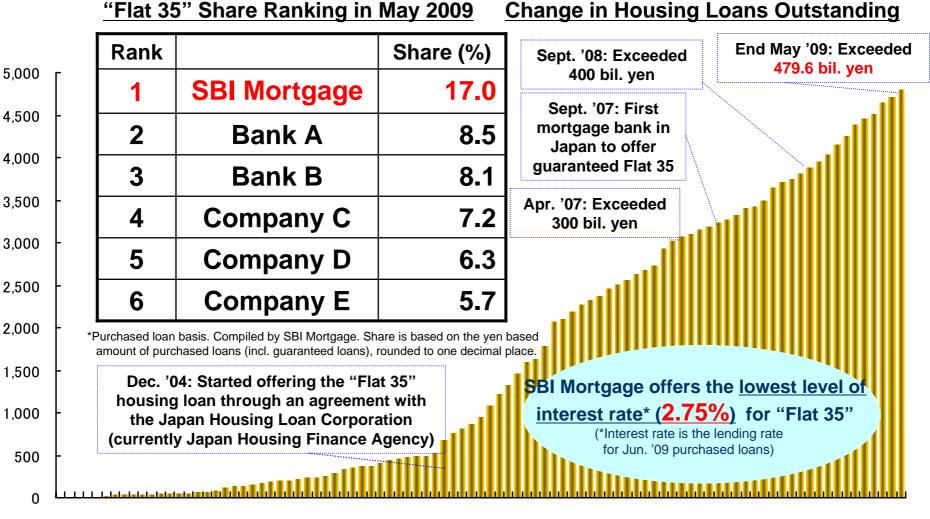
FY2007



#### **SBI Mortgage**



## Providing the Industry's Lowest Housing Loan Interest Rate



SepDecMarJunSepD

2001 2002

2004

2005

2006

2007

2008

2009

**SBI Sumishin Net Bank** 



## **Offering Favorable Interest Rates**

Owing to lower personnel and operating costs as compared to major city banks that operate branches nationwide, favorable interest rates can be offered

**Example: Comparison of term deposit interest** 

#### Average of 3 major city banks

	Less	s than 3 mi	llion	Over 3 million			
Term of deposit (year)	1	3	5	1	4	5	
Interest(%)	0.2	0.25	0.34	0.2	0.3	0.38	

住信SBIネット銀行 ´s	Sumíshín Net Bank
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### Approx. 2.62 times

	Less	s than 3 mi	llion	Over 3 million			
Term of deposit (year)	1	3	5	1	4	5	
Interest(%)	0.514	0.523	0.601	0.524	0.533	0.611	

(\*) Yearly rate, before taxes. As of June 24 2009. Based on SBIH's research  $^{9}$ 

#### **SBI Insurance**

## **Providing Auto Insurance Products** with the Least Expensive Premium



According to the "*Diamond Weekly*", <u>SBI Insurance was ranked first</u> among the carriers with the least expensive premium. <u>Only direct insurance companies</u> could gain more net insurance premium than a year earlier.

	Company	Car insurance premium	Direct premiu m written	YoY (%)
1	SBI Insurance	19,120	5	-
2	Mitsui Direct	20,300	139	11.2
3	AXA NON-LIFE INSURANCE	20,450	147	15.6
4	SECOM General Insurance	23,010	45	-2.2
5	SAISON AUTOMOBILE&FIRE INSURANCE CO.,LTD	24,400	46	-4.2
6	ZENROSAI	24,520	-	-
7	Adlick Insurance Company Limited	26,640	-	-
8	Sony Assurance	26,860	267	11.3
9	Zurich Insurance Company	27,650	-	-
10	SONPO24 INSURANCE	28,220	39	11.4
11	American Home Direct	28,610	-	-
12	NIPPONKOA INSURANCE	31,400	1,637	-1.6
13	THE FUJI FIRE AND MARINE INSURANCE	32,200	798	-2.0

	Company	Car insurance premium	Direct premium written	YoY (%)
14	Mitsui Sumitomo Insurance	32,890	2,728	-1.9
15	JA Kyosai	33,230	1,540	-0.8
16	Sompo Japan Insurance	33,630	3,307	-0.1
17	Nisshin Fire & Marine Insurance	34,840	374	-1.3
18	Nissay Dowa General Ins	35,680	801	-0.9
19	ASAHI FIRE & MARINE INSURANCE	36,540	70	-2.8
20	Tokio Marine & Nichido Fire Insurance	36,940	4,287	-1.5
21	Aioi Insurance	37,430	2,311	-1.5
22	Kyoei Fire & Marine Insurance	40,110	312	-1.9
23	AIU	40,550	-	-

\* 1 Condition of theranking •Car: HONDA FIT Type: DBA-GE Grade L (Registered on December 2008) •The expiration date: February 1 2009 •Type of contract: New contract switched from another company, •The covered: a man,35 years old, in Tokyo •Purpose of using a car: usual use, leisure • Length of drive a year: 5000 km •Color of driving license: blue •Coverage of contract: limited to his family •Next class: 14th class (13th class presently) •bodily injury insurance(to others), property damage insurance: no limitation •Bodily injury: 50 million yen Passenger injury: 10 million yen \*2 Net insurance premium is based on the first half of FY 2008. "-" indicates it is not disclosed.

(Source: Excerpt from "The Diamond Weekly March 14 2009 ")

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#### SBI AXA Life Insurance Providing Life Insurance Products with the Least Expensive Gross Premium\*



#### \*Insurance premium after the cost deduction

In the ranking of gross premium of term insurance from "The Diamond Weekly", SBI AXA Life Insurance's (781 yen) was ranked as the cheapest. Compared to the SUMITOMO LIFE INSURANCE's and ASAHI MUTUAL LIFE INSURANCE's, the 2 most expensive companies (4,741 yen), its monthly premium is about a half, and its gross premium is about one-sixth (approx. 4000 yen cheaper)~
 Ranking of loading of premium of term insurance
 Death payment of 30 million yen, term: 10 years \*monthly premium for a thirty-year-old ma

	Company	Divid	month	ly premium	(0	14	TAIYO LIFE INSURANCE COMPANY	×	6536	2669	3867
	Jonipuny	end		(Net premium)	(Gross Premium	15	Nippon Life Insurance Company	0	6660	2669	3991
1	SBI AXA Life Insurance Co., Ltd.	×	3450	2669	781	16	AIG Edison Life Insurance	×	6780	2669	4111
2	LIFENET INSURANCE COMPANY	×	3484	2669	815	17	AIG Star Life Insurance	×	6840	2669	4171
3	Sony Life Insurance Co., Ltd.	×	4110	2669	1441	18	THE DAI-ICHI MUTUAL LIFE INSURANCE	0	6870	2669	4201
4	DAIDO LIFE INSURANCE COMPANY	×	4380	2669	1711		COMPANY		0070	2009	4201
5	Sompo Japan Himawari Life Insurance Co., Ltd.	×	4650	2669	1981	19	FUKOKU MUTUAL LIFE INSURANCE COMPANY	×	6930	2669	4261
6	NIPPONKOA Insurance	×	4890	2669	2221	20	Meiji Yasuda Life Insurance Company	Δ	6990	2669	4321
	Company, Limited ORIX Life Insurance					21	THE FUJILIFE INSURANCE	×	6990	2669	4321
7	Corporation	×	4920	2669	2251		Co.,Ltd. MITSUI LIFE INSURANCE	ļ			
8	American Family Life	~	5070	2669	2401	22	COMPANY	×	7170	2669	4501
o	Assurance Company of Columbus	×	5070	2009	2401	23	JA kyosai	0	7200	2669	4531
9	SOMPO JAPAN DIY LIFE INSURANCE CO., LTD	×	5457	2669	2788	24	SUMITOMO LIFE INSURANCE COMPANY	Δ	7410	2669	4741
10	Aioi Life Insurance Co., Ltd	×	5640	2669	2971	25	ASAHI MUTUAL LIFE INSURANCE CO.	Δ	7410	2669	4741
11	Mitsui Sumitomo Kirameki Life Insurance Company,Limited	×	5790	2669	3121	INSURANCE CO.					le product
12	ALICO:American Life Insurance Company	×	5940	2669	3271						osed by
13	Tokyo Marine Anshin life insurance	×	5970	2669	3301						
•											

(Source: Excerpt from "The Diamond Weekly" March 14 2009)



## **Fundamental Business Building Concepts 2**

# Formation of "Business Ecosystem" and Development of "Structural Differentiation"

## Age of the Internet and Structural Differentiation S

#### **SBI** Holdings

# Structural differentiation is an winning factor in the age of the Internet.

#### **Before the Internet**

-Differentiation of "prices"

Competition

drivers

-Differentiation of "service quality"

-Differentiation of "product diversity"

After the Internet

# Competition drivers

#### "Structural differentiation"

- (1) Securing of an advantage in terms of organizational strategy
- (2) Further improvement in the level of customer satisfaction
- (3) Creation of "network value"

Other companies may be easily promoted to keep pace, resulting in excessive competition. A company can build its own competitive advantage without being caught in excessive competition. In today's Internet-driven marketplace, <u>establishing a</u> <u>business ecosystem is the most effective and powerful</u> <u>measures in achieving a differentiating framework</u>, and <u>is</u> <u>essential in realizing an overwhelming competitive</u> <u>advantage.</u>

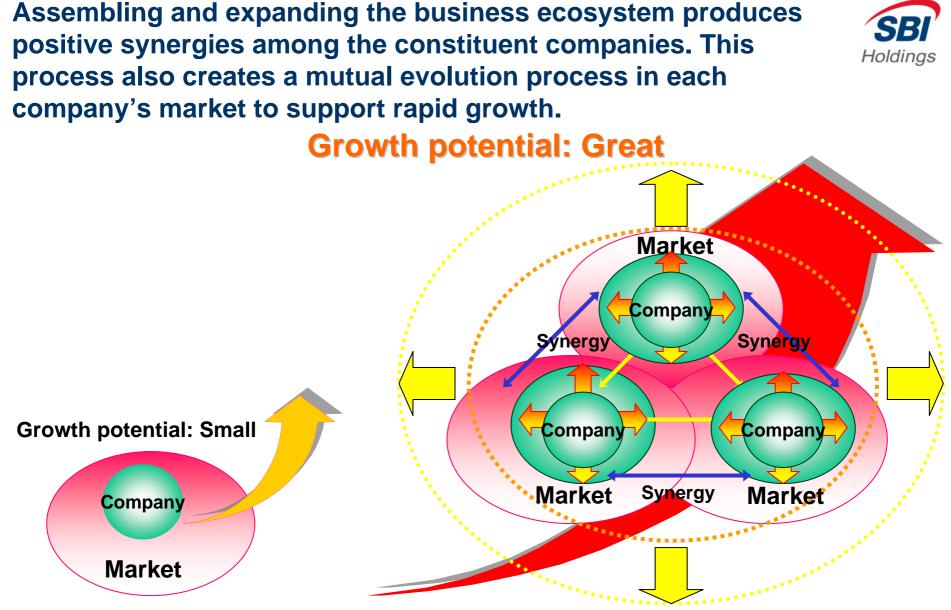


Single Enterprise

No company can compete and win by itself!

**Business** 

**Ecosystem** 



A company as a single economic entity

A "business ecosystem" in which a variety of constituent companies work together to achieve mutual evolution <sup>15</sup>

## **SBIH Group's Completed Financial Ecosystem**



# Expanded the financial ecosystem with the acquisition of banking, non-life insurance and life insurance business licenses

Since the establishment of the SBIH Group, the financial ecosystem has developed through the establishment of joint ventures with prominent operating partners, as well as independently establishing operating companies.

globally unique Internet-based financial conglomerate is established SBI' Securities Synergy mergy SBI' Japannext SBI' Investment SBI Card **Financial** SBI' Liquidity Market SBI' Asset Management **Ecosystem** Synergy SBI' Benefit Systems Synerg SBI Arsnova Research SBI Futures SBI' Holdings SBI Lease SBI' Capital SBI' Capital Solutions SBI' Equal Credit Synergy **SBI**' SBI AXA Life Insurance Insurance níshín Net Bank SB



Examples of Synergistic Effects Produced through the Formation of a Financial Business Ecosystem:

(i) SBI SECURITIES and SBI Japannext (Started a PTS operation in Aug. 2007)

(ii) SBI SECURITIES and SBI Sumishin Net Bank (Started operations in Sept. 2007)

(iii) InsWeb and SBI Insurance/ SBI AXA Life Insurance (Started operations in Jan. 2008)

(Started operations in Apr. 2008)

(iv) SBI SECURITIES and SBI Liquidity Market (Started operations on Nov. 2008)

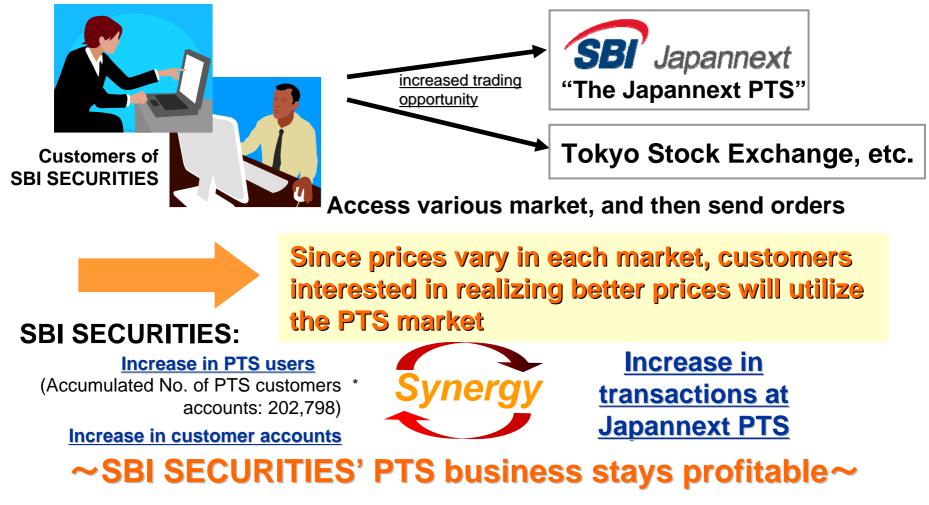
(v) SBI SECURITIES, SBI Sumishin Net Bank, SBI Insurance and SBI AXA Life Insurance

# (i) SBI SECURITIES and SBI Japannext



# SBI Securities

Started nighttime trading in Aug. 2007 / Started daytime trading in Dec. 2008



# Through the Utilization of the Customer Base at SBI SECURITIES and Others, Japannext PTS has Become Japan's Largest PTS Holdings

# SBI Japannext's monthly trading value continues its solid growth, while its competitors languish

#### Monthly Trading Value Comparison Among PTS Providers (2009)

(Unit: million yen)

Operating	Start of	Mar			Apr			Мау		
Company	Operati on	Daytime	Nighttime	Total	Daytime	Nighttime	Total	Daytime	Nighttime	Total
SBI Japannext	Aug-07	45,823	20,806	66,629 (3,172)	81,816	29,025	110,841 (5,278)	65,439	25,302	90,741 (5,041)
Kabu.com	Sept- 06	15,241	271	15,512	13,675	473	14,149	8,606	396	9,002
Monex	Jan-01		2,101	2,101		3,041	3,041		2,887	2,887
Daiwa	Aug-08		1,341	1,341		1,739	1,739		1,643	1,643
Matsui	May- 08	8	_	8	23		23	11	_	11

exceeded

Note: 1. Trading value is based on information from each company's website, Japan Securities Dealers Association's website and Nikkei QUICK

2. The above figures are compiled by SBIH and might be different from those announced by each company

3. Figures are single count (purchases and sales not counted separately)

Monthly trading value in June

bil. yen (as of June 2

## (ii) SBI SECURITIES and SBI Sumishin Net Bank



Asset

Management

SBI' Sumíshín Net Bank SVNEĽOV

Settlement

#### Examples of Affiliation Services :

#### Aggregation functions

Simultaneous display of accounts of SBI Sumishin Net Bank and SBI SECURITIES. Easy access to stock trading platform of SBI SECURITIES, with one click on the Bank's stock information page

#### Automatic transfer services for additional margin deposits

Automatic cash transfer from a yen savings account at SBI Sumishin Net Bank to an account at SBI SECURITIES when additional margin deposits are needed

#### SBI Hybrid Deposits (Automatic deposits and withdrawals of stock trading deposits)

SBI Hybrid Deposit balance can be integrated into available deposit balance for stock trading, margin trading, and actual receipt of stock purchased at SBI SECURITIES

#### One-time account opening

One-time account opening for both SBI Sumishin Net Bank and SBI SECURITIES

(SBI SECURITIES' banking agency)

SBI' Securities

#### About half\* of new accounts at SBI SECURITIES apply for account opening at SBI Sumishin Net Bank

\*as of May 2009

# Steadily Growing Customer Base of SBI Sumishin Net Bank



住信SBIネット銀行

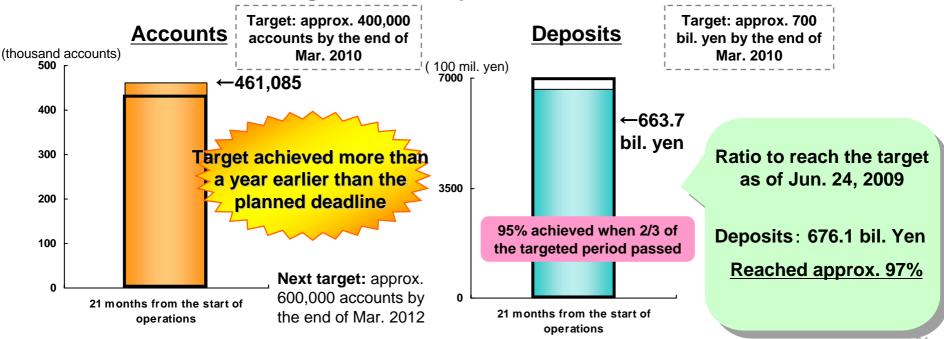
SBI' Sumíshín Net Bank

As of the end of May 2009\*parenthetic figures based on quick<br/>estimation as of Jun. 24, 2009Accounts:461,085(480,596)Deposits:663.7 bil. yen(676.1 bil. yen)

Loans issued: 241.9 bil. yen (250.8 bil. yen)

(Mortgage + Internet loan)

#### <Ratio to reach the target as of May. 2009>



## Steady Growth in Cumulative Total of Housing Loans Outstanding



#### ~Topped 250 billion yen after 639 Days since the start of its business~

Number of mortgage	(June 23, 2009) (Japan Net Bank and eBank do not provide housing loans products					
contracts exceeded 10,000	Sony Bank	SBI Sumishin Net Bank (Note 1)				
Start of operation	June 2001	September 2007				
Start of housing loan business	March 2002	September 2007				
Days required to reach 250 billion yen	1,659~1,750 days (Note 2)	639 days				

#### The fastest among the pure-play Internet banks!

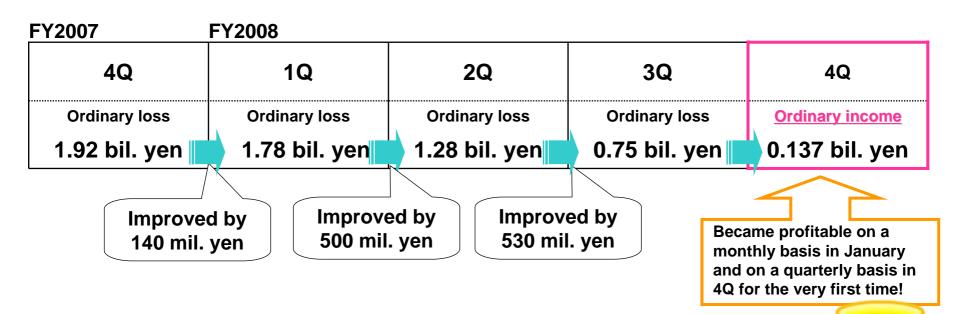
Start of the operation – exceeded 200 bil. yen: 551 days (reached a pace of a 10 bil yen increase in approx. 27 days) Reached 200 bil. yen - exceeded 250 bil. yen: 88 days (reached a pace of a 10 bil yen increase in approx. 17 days)

(Note 1) Calculation for Sony Bank is based upon loans outstanding after reflecting agreed repayment. Calculation for SBI Sumishin Net Bank is based upon loan provided. (Note 2) Complied by SBIH from information disclosed. 254,690 mil. yen as of the end of Dec. 2009



### SBI Sumishin Net Bank became Profitable on a Quarterly Basis in 4Q FY08, or in the Second Fiscal Year from the Start of its Operation

## [Change in ordinary income and loss]



Became profitable on a monthly basis in April and May 2009, and expects to make a singlequarter profit in 1Q FY09 as well.

## Time Period Required by Pure-play Internet Banks to Reach Profitability



SBI Sumishin Net Bank recorded a single-month profit in just 17 months (January 2009), which was much faster than any of its major competitors, such as eBank, Japan Net Bank, Sony Bank.

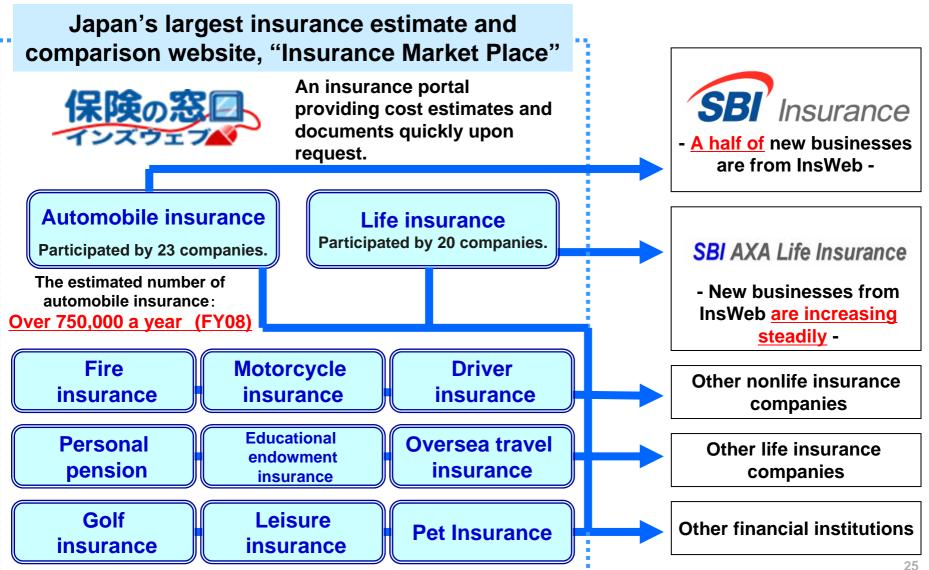
Recording a single-quarter profit in 4Q FY2008 is <u>also the faster achievement</u> <u>than those other 3 banks.</u>

	Start of operations	Single-month profit recorded	Number of months	Single-quarter profit recorded	Quarters term accomplish ed	FY profitability
eBank	2001/7/23	2003/12	30 <sup>th</sup> month	2003FY 4Q	4Q in the 3rd term	FY2005 (5 <sup>th</sup> FY)
Japan Net Bank	2000/10/12	2004/3	42 <sup>nd</sup> month	2004FY 1Q	1Q in the 5 <sup>th</sup> term	FY2004 (5 <sup>th</sup> FY)
Sony Bank	2001/6/11	Not disclosed		2004FY4Q	4Q in the 4 <sup>th</sup> term	FY2005 (5 <sup>th</sup> FY)
SBI Sumishin Net Bank	2007/9/24	2009/1	<u>17<sup>th</sup> month</u>	2008FY 4Q	4Q in the 2 <sup>nd</sup> term	Target: FY2009 (3 <sup>rd</sup> FY)

\* Compiled by SBIH from information disclosed by each company

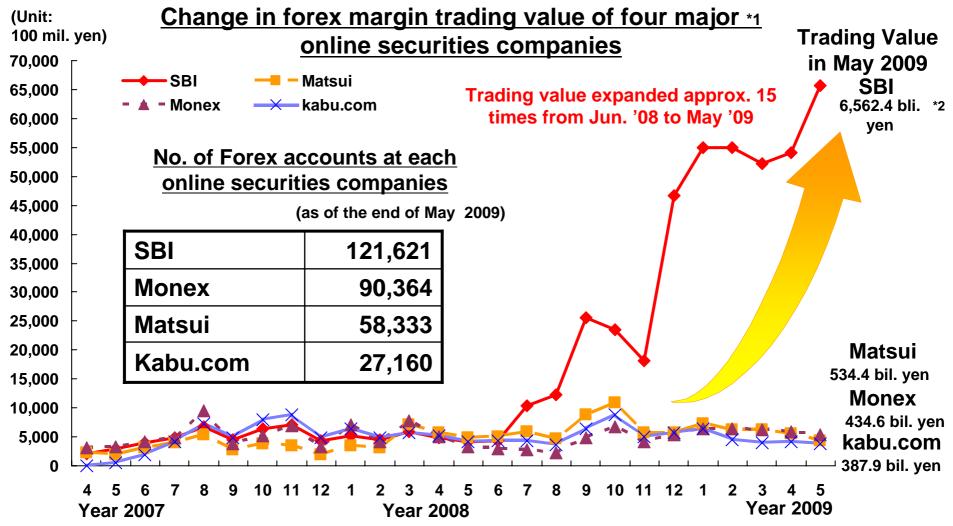
## (iii) InsWeb and SBI Insurance/ **SBI AXA Life Insurance**





## (iv) SBI SECURITIES and SBI Liquidity Market SBI

# Forex margin trading value at SBI SECURITIES increased sharply after the improvement of service offerings utilizing SBI Liquidity Market

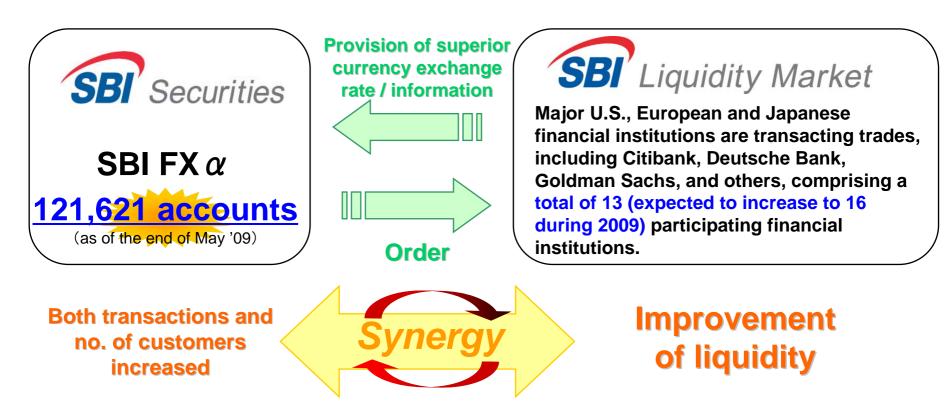


\*1 Four online securities firms that disclosed the information (SBI SECURITIES, Monex, Matsui and kabu.com)

\*2 Trading value total of "SBI FX" and "SBI FX  $\alpha$  " from Nov. 2008 to Feb. 2009

<sup>26</sup> Source: Complied by SBIH from disclosed information

### Virtuous Circle for SBI Liquidity Market's Growth Produced SBI by the Increase in Transactions at SBI SECURITIES



Through the increased trading volume at SBI SECURITIES, the FX liquidity of SBI Liquidity Market increased. The increased liquidity creates a more user friendly FX trading environment, as well as the expansion of the FX market for individuals.

Since its inception on November 17, 2008, in a very short period of time, SBI Liquidity Market has grown to become a subsidiary that contributes substantively to the Group's consolidated performance

#### [Earnings Contributions]

(Unit: million yen)

		-				
	FY2008	3	FY2009			
<b>3Q</b> *1	4Q	full year	Apr.	Мау	Jun.	
552	2,348	<u>2,900</u>	853	925	893	
346	1,486	<u>1,832</u>	541	583	563	
114	732	<u>846</u>		(estimate	as of Jun 24)	
	552 346	3Q *14Q5522,3483461,486	552       2,348       2,900         346       1,486       1,832	3Q *1       4Q       full year       Apr.         552       2,348       2,900       853         346       1,486       1,832       541	3Q *1       4Q       full year       Apr.       May         552       2,348       2,900       853       925         346       1,486       1,832       541       583	

\*1. 1.5 months from the start of operations

\*Amounts are rounded to nearest mil. yen

#### Reference: Financial Results of listed FX only brokerage company (FY2008) (mil. yen)

	Operating Rev.	Operating Income	Market Cap. (as of Jun. 25)
Money Partners Group *	10,772	4,332	16,167
FX Prime	5,835	2,470	5,104
Money Square Japan	1,410	48	1,361

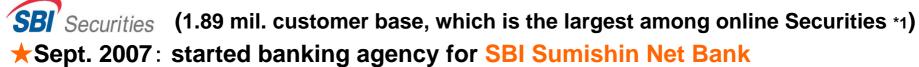
<sup>\*</sup> Financial result of Money Partners Group is on a consolidated basis, those of others are on a non-consolidated basis.



## (v) Collaboration between SBI SECURITIES, SBI Sumishin Net Bank, SBI Insurance and SBI AXA Life Insurance



Pursuing and strengthening greater synergies, with each company acting as an agency for each other



★Jan. 2008: started offering auto insurance of SBI Insurance

194,104 new accounts through this channel \*2

**★**Jun. 2008: started offering products of SBI AXA Life Insurance

SBI Sumishin Net Bank (0.46 mil. customer base \*1)

★Jul. 2008: started financial commodity agency with SBI SECURITIES as a consigned financial dealer
13,447 new accounts through this channel \*3

**★Nov. 2008**: started offering insurance products of SBI AXA Life Insurance

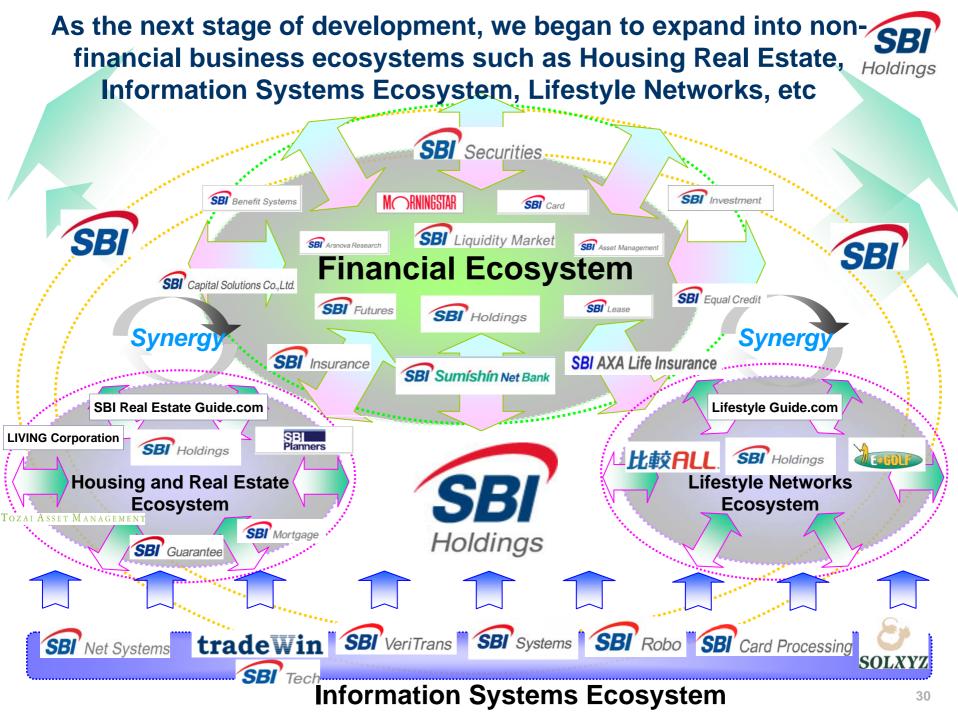
**★**Apr. 2009: started offering auto insurance of **SBI Insurance** 

SBI' Insurance

**★**Jun. 2009: started offering products of SBI AXA Life Insurance

**SBI AXA Life Insurance** In preparation (pending approval of relevant authorities)

(\*1) as of the end of May 2009 (\*2) Total amount as of Jun.24, 2009 (\*3) Total amount as of Jun. 23, 2009 <sup>29</sup>

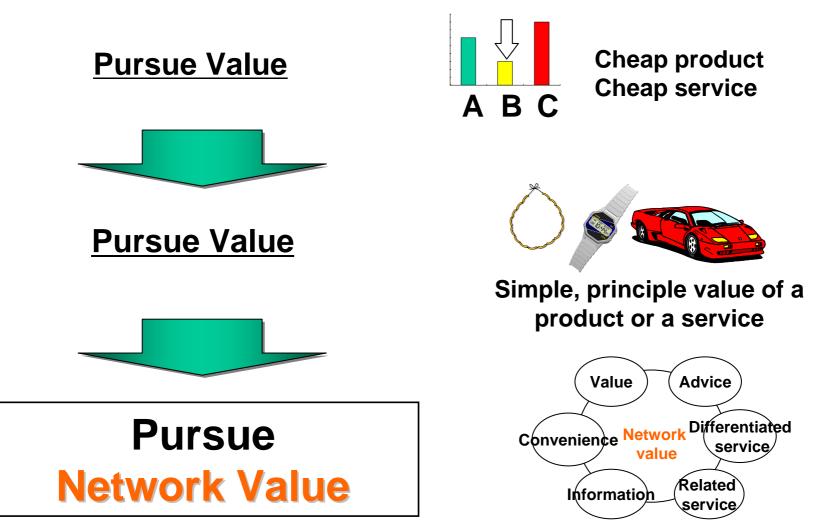




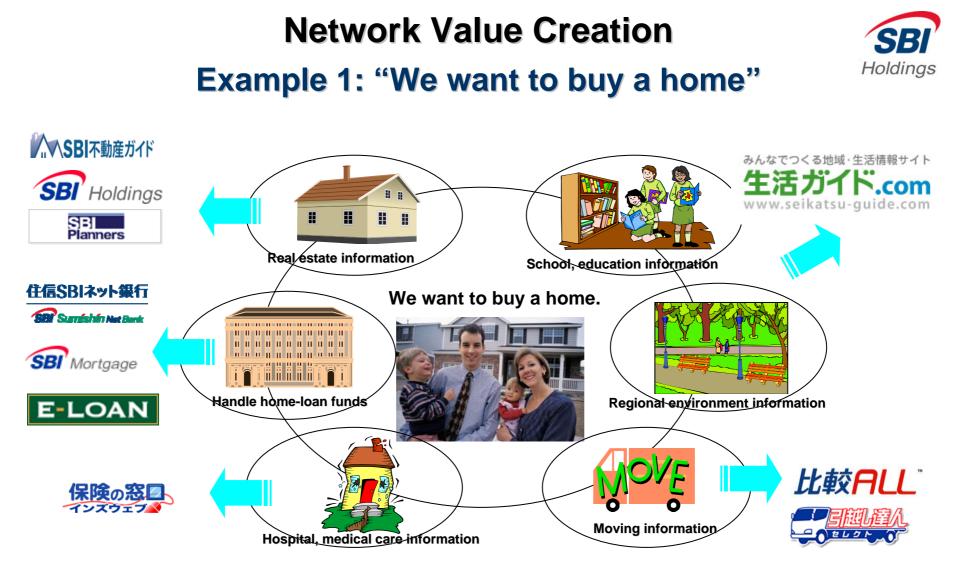
## **Fundamental Business Building Concepts 3**

# **Creation of a "Network Value"**

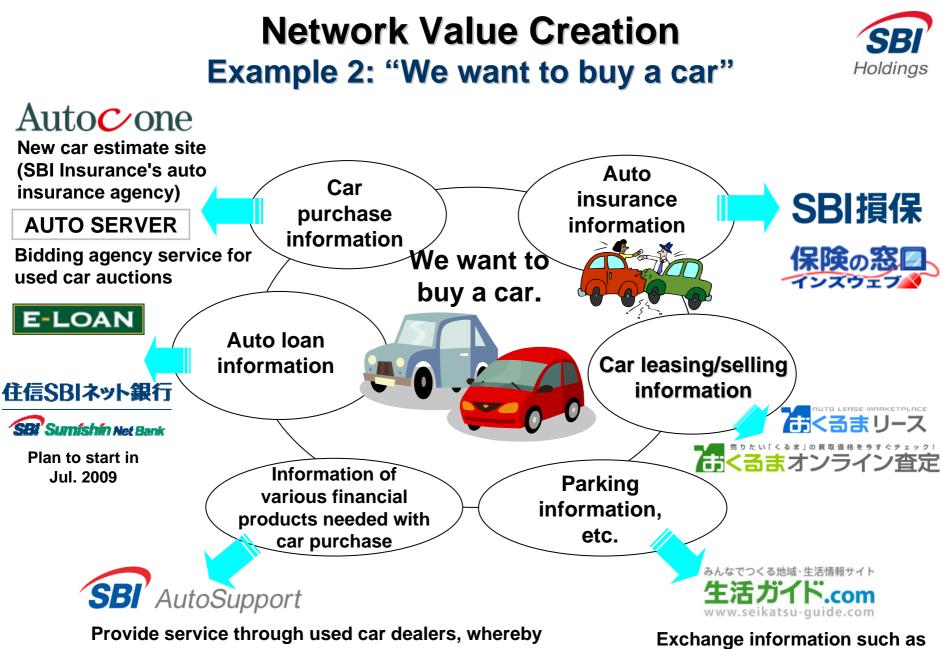
## From Pursuit of Value to Pursuit of Network Value



Create added value for customers by offering combined information and asset services.



For people with the will and desire to purchase a home, we have established a network that provides all of the relevant related information, which may lead to a potential home purchase.



used car purchasers may access low cost financial services on a "one-stop basis"

(SBI Insurance's auto insurance agency)

Exchange information such as parking information between users

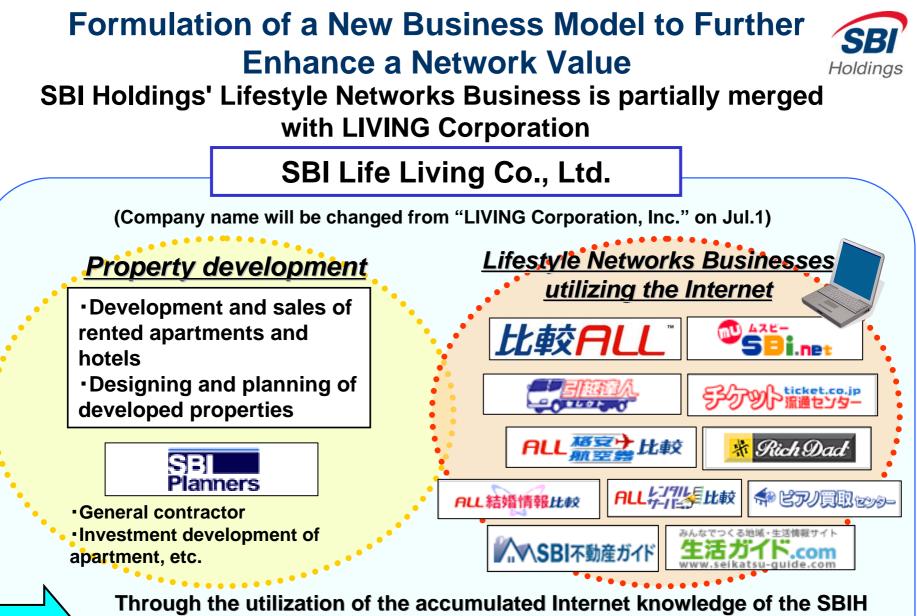
## Pursuing Network Value Through the Utilization of SBIH Group Resources



Establishing networks to meet various demands spurred by life events such as marriage, child-raising and home purchases



ESCRIT (operation of wedding parlor) / Jubilee Lab (operation of a online virtual trading service) / Renaissance High School (correspondence course high school) / Kozocom (Operation of Social Networking Service for Seniors) / Last Resort (support for overseas educations) / Landowner Japan (Operation of hotels), etc.



Group, <u>a unique business model that did not previously exist will be adopted by</u> <u>this real estate company</u>. This will allow the company to have a diversified <u>revenue source, that will also lead to an expansion of its business scope.</u>

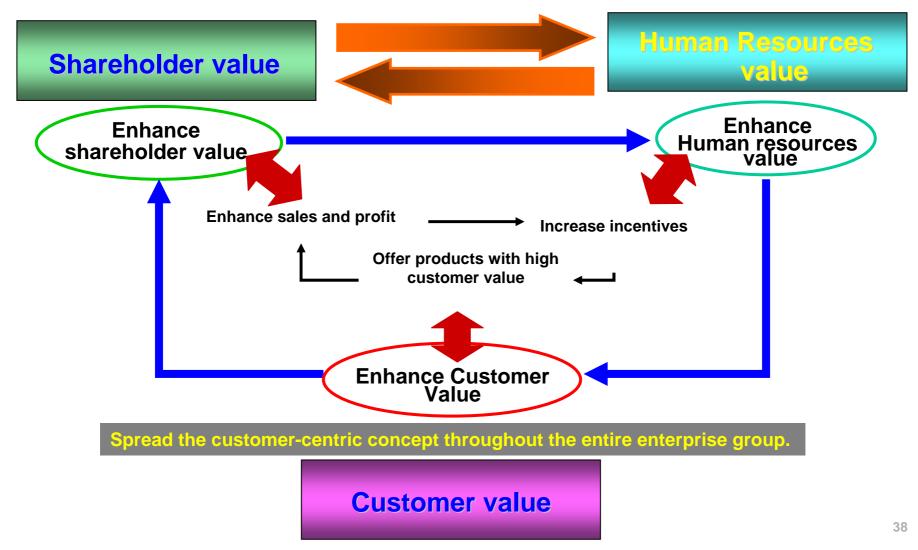


### 2. SBIH Group's Fundamental Business Building Concepts and the Path Undertaken

# **Mechanism to Enhance Corporate Value**



The mechanism to enhance corporate value is based on customer value creation. Shareholder value and human resources value are mutually connected to customer value.



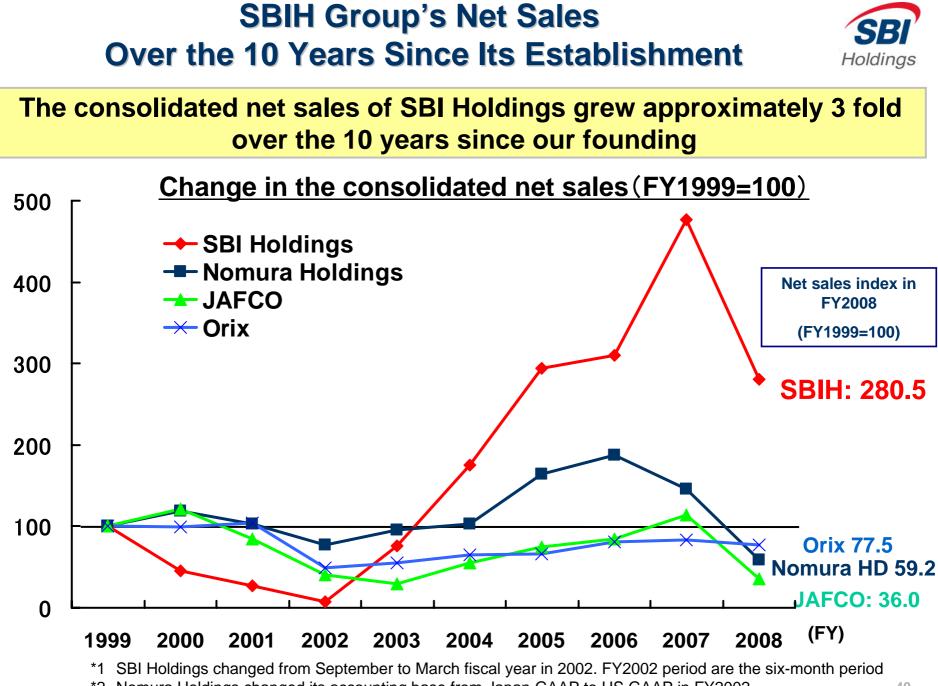
# The Growing SBIH Group Customer Base



#### The SBIH Group's customer base has expanded to a total of about 8 million served

SBIH Group Company and division		End of Mar. 2005	End of Mar. 2008	End of Mar. 2009
SBI SECURITIES	(Accounts)	590,000	1.66 mil.	1.87 mil.
InsWeb	(Total no. of customers with transactions)	690,000	2.4 mil.	3.19 mil.
E-LOAN	(Total no. of customers with transactions)	140,000	570,000	670,000
SBI Mortgage	(Balance of transactions executed)	68.1 bill. yen	365.1 bil. yen	463.9 bil. yen
SBI Sumishin Net Bank	(Accounts)	0	120,000	410,000
SBI VeriTrans	(EC shops)	1,010	2,500	2,717
SBI Card	(Cards issued)	(Started Nov.06)	32,000	47,000
Morningstar Japan	(New portfolio customer registrations)	(Since fall of 06)	31,000	40,000
Lifestyle related comparison websites	(Annual no. of customers with transactions)	50,000	290,000	510,000
MoneyLook	(Annual no. of customers with transactions)	300,000	620,000	650,000
Autoc one	(Annual no. of service users)		2.12 mil.	1.80 mil.

\* Repetition customers between group companies are counted double while it is omitting repetition in each service site when it can be recognized as a unique user.



<sup>\*2</sup> Nomura Holdings changed its accounting base from Japan GAAP to US GAAP in FY2002

Along with Heightened Expectations of an Increase in SBI Shareholder Value, a Significant Increase in the Number of Holdings Shareholders and in the Ownership Ratio of Foreign Investors



	2002	2003	2004	2005	2006	2007	2008	2009
Foreign investors' shareholding ratio (%)	2.0	1.2	10.5	9.9	19.5	29.9	24.2	44.2

# Sizable Increase in Foreign Investors' Shareholding Ratio at SBI Holdings



Ranking of Increase in Foreign Investor's Shareholding Ratio (from the end of Mar.'08 to the end of Mar '09)

Rank	Company name	Increase in a year (% point)	Foreign shareholding ratio as of End Mar. '09 (%)	Foreign Investors' Shareholding Ratio
1	SBI Holdings	20.1	44.2	at SBI Holdings
2	Toys"R"Us-Japan	19.8	(*Jan.) <b>68.2</b>	End of
3	FUJI FIRE AND MARINE INS.	14.9	51.2	<u>Mar.'08</u>
4	ASAHI TEC	14.2	73.9	<u>24.2%</u>
5	Asset Managers	12.6	(*Feb.) <b>54.1</b>	End of
6	Elpida Memory	9.5	35.8	<u>Sept.'08</u>
7	Weathernews	8.8	(*Nov. '08) <b>9.8</b>	<u>42.5%</u>
8	ZAPPALLAS	8.5	(*Oct. '08) <b>26.1</b>	
9	SMS	8.3	9.3	<u>End of</u> Mar.'09
10	НОКИТО	7.7	19.7	<u>44.2%</u>

\*Excerpt from Nikkei Veritas, Jun. 21, 2009

(Year-to-year basis. The data only covered companies with more than 10 bil. yen of market capitalization . Some of the company names are abbreviated.)

# SBI Holdings is Attracting a Substantial Number of Shareholders



The number of shareholders increased to 208,856, which ranks the 27<sup>th</sup> among 1,716 companies listed on the first section of the TSE, indicating that it is among the most widely held stocks in Japan.

The ranking of the number of shareholders in listed companies on the 1<sup>st</sup> section of TSE

1       NTT       1,047,883         2       Sony       610,790         3       TEPCO       598,245         4       TOYOTA       519,858         5       MUFJG       466,246         6       Mitsubishi Motors       423,006         7       Japan Airlines       379,649         8       SOFTBANK       374,397         9       NIPPON STEEL       368,273         10       Mizuho FG       354,041         11       KEPCO       346,615         12       MITSUBISHI HEAVY       331,884         13       TOSHIBA       331,200         14       NTT DOCOMO       319,462	Rank	Company name	The number of Stockholders	Ra
3         TEPCO         598,245           4         TOYOTA         519,858           5         MUFJG         466,246           6         Mitsubishi Motors         423,006           7         Japan Airlines         379,649           8         SOFTBANK         374,397           9         NIPPON STEEL         368,273           10         Mizuho FG         354,041           11         KEPCO         346,615           12         MITSUBISHI HEAVY INDUSTRIES         331,884           13         TOSHIBA         331,200           14         NTT DOCOMO         319,462	1	NTT	1,047,883	
4       TOYOTA       519,858         5       MUFJG       466,246         6       Mitsubishi Motors       423,006         7       Japan Airlines       379,649         8       SOFTBANK       374,397         9       NIPPON STEEL       368,273         10       Mizuho FG       354,041         11       KEPCO       346,615         12       MITSUBISHI HEAVY INDUSTRIES       331,884         13       TOSHIBA       331,200         14       NTT DOCOMO       319,462	2	Sony	610,790	
5         MUFJG         466,246           6         Mitsubishi Motors         423,006           7         Japan Airlines         379,649           8         SOFTBANK         374,397           9         NIPPON STEEL         368,273           10         Mizuho FG         354,041           11         KEPCO         346,615           12         MITSUBISHI HEAVY INDUSTRIES         331,884           13         TOSHIBA         331,200           14         NTT DOCOMO         319,462	3	TEPCO	598,245	
6         Mitsubishi Motors         423,006           7         Japan Airlines         379,649           8         SOFTBANK         374,397           9         NIPPON STEEL         368,273           10         Mizuho FG         354,041           11         KEPCO         346,615           12         MITSUBISHI HEAVY INDUSTRIES         331,884           13         TOSHIBA         331,200           14         NTT DOCOMO         319,462	4	ΤΟΥΟΤΑ	519,858	
6         Motors         423,006           7         Japan Airlines         379,649           8         SOFTBANK         374,397           9         NIPPON STEEL         368,273           10         Mizuho FG         354,041           11         KEPCO         346,615           12         MITSUBISHI HEAVY INDUSTRIES         331,884           13         TOSHIBA         331,200           14         NTT DOCOMO         319,462	5	MUFJG	466,246	
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9         NIPPON STEEL         368,273           10         Mizuho FG         354,041           11         KEPCO         346,615           12         MITSUBISHI HEAVY INDUSTRIES         331,884           13         TOSHIBA         331,200           14         NTT DOCOMO         319,462	7	Japan Airlines	379,649	
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MITSUBISHI HEAVY INDUSTRIES331,88413TOSHIBA331,20014NTT DOCOMO319,462	10	Mizuho FG	354,041	
12         HEAVY INDUSTRIES         331,884           13         TOSHIBA         331,200           14         NTT DOCOMO         319,462	11	KEPCO	346,615	
14 NTT DOCOMO 319,462	12	HEAVY	331,884	
	13	TOSHIBA	331,200	
15 Posona HD 207 435	14	NTT DOCOMO	319,462	
15 Resonand 231,455	15	Resona HD	297,435	

Rank	Company name	The number of stockholders
16	T&D HD	289,236
17	CHUBU Electronic Power	276,877
18	East JR	269,546
19	Hitachi	265,029
20	ANA	261,518
21	NISSAN	255,480
22	NOMURA HD	248,408
23	Komatsu	228,327
24	SANYO Electric	224,635
25	NEC	217,921
26	Sumitomo Metal Industries	214,141
27	SBI Holdings	208,856
28	Yahoo Japan	196,066
29	JFE HD	196,044
30	AEON	188,433

Rank	Company name	The number of stockholders
31	Sumitomo Mitsui FG	185,815
32	HONDA	185,254
33	KINTETSU	184,268
34	TORAY	184,005
35	Tohoku-Electronic Power	181,658
36	Sojitsu	180,848
37	Canon	176,183
38	Mitsubishi Corp.	173,403
39	KOBE STEEL	172,608
40	FUJITSU	166,632
41	Kawasaki Heavy Industries	151,761
42	West JR	150,014
43	Takeda Pharmaceutical	146,517
44	YOSHINOYA HD	145,441
45	Panasonic	144,155

#### Foreign Investors' Expectations for SBI Holdings have Heightened as Well



SBIH ranked 36<sup>th</sup> among 466 listed Japanese companies

whose market cap. is greater than 100 billion yen

Ranking of foreign investors' shareholdings ratio among companies with market caps greater than 100 billion.

Rank	Company name	Foreign ownership ratio (%)	Rank	Company name	Foreign ownership ratio (%)	Rank	Company name	Foreign ownership ratio (%)
1	JCOM	84.9	16	Mitsui Fudosan	50.6	31	Konica Minolta	45.8
2	ORACLE JAPAN	80.3	17	ROHM	50.5	32	Osaka Securities Exchange	45.6
3	Chugai- Pharmaceutical	74.9	18	SMC	49.7	33	Astellas Pharma	45.1
			19	Credit Saison	49.0	34	HIROSE Electric	44.9
4	AOZORA BANK	68.9	20	NOK	49.0	35	USS	44.8
5	Nissan Motor	67.1	21	Sony	48.0	36	SBI Holdings	44.2
6	Showa Shell Sekiyu	63.5	22	Као	47.6	37	CANON	44.1
7	Trend Micro	62.7	23	үнк	47.4	38	SECOM	44.1
8	ORIX	57.6	24	Miraka HD	47.2	39	Leopalace 21	43.7
9	eAccess	57.6	25	FANUC	47.1	40	KEYENCE	43.2
10	YAMADA-DENKI	56.7					Daito Trust	
			26	NITTO DENKO	46.9	41	Construction	43.2
11	Shinsei Bank	55.0	27	FUJIFILM	46.5		NIPPONKOA	
12	Mazda Motor	54.6	28	Tokyo Electron	46.0	42	INSURANCE	43.0
13	MISUMI G	53.9				43	Yahoo Japan	42.5
14	McDonald's Japan	53.5	29	Nintendo	45.9	44	KYOCERA	42.5
15	ΗΟΥΑ	51.6	30	Mitsui Sumitomo Insurance	45.9	45	ТDК	42.4

**\***Source: Yahoo Finance (Searchina), Nikkei Quick as of 23 Jun, 2009 44



In 10 years since the founding, the number of employees (cons.) grew 45.3 times from 55 to 2,492

Started college graduate recruitment since FY2006, and counted 196 graduates altogether

45.3X in 10 years



1999 (The year of Foundation)

55

End of Mar. 2009

2,492

# **SBI Holdings Today**



	Establishment 1999	End of Mar. 2005	End of Mar. 2009
Customer base	0	About 1.7 mil.	About 8 million
Officers and employees (cons.)	55	1,374	<b>2,492</b> Peak time : 2,666 (FY2007)
Operating revenues (cons.)	0	81.5 bil. yen	<b>130.9 bil. yen</b> Peak time : 22.6 bil. yen (FY2007)
Consolidated subsidiaries	0	36	82 companies (Including partnership)
Publicly owned companies	0	6*	<b>9 companies</b> (including the SBIH) Peak time: 11(FY2007)
Capital	50 mil. yen	34.7 bil. yen	55.2 bil. yen
Net assets	50 mil. yen	129.4 bil. yen	419.3 bil. yen

### Governmental License, Permission and Registration SBI Businesses Operated by the SBIH Group

The SBIH Group's societal credibility heightened with the acquisition of a number of licenses, registrations and permissions from various governmental agencies.

License · Pe	ermission · Designation		
Approved Date	Entities	Business	Governmental Agency
Sep. 18, 2007	SBI Sumíshín Net Bank	Banking	Financial Services Agency (License)
Dec. 26, 2007	SBI Insurance	Non-life insurance	Financial Services Agency (License)
Apr. 2, 2008	SBI AXA Life Insurance	Life insurance	Financial Services Agency (License)
Jun. 27, 2005	SBI Servicer	Servicer	Ministry of Justice (Permission)
Feb. 29, 2008	SB ArchiQuality	Housing inspection	Ministry of Land, Infrastructure, Transport and Tourism (Designation)
Nov. 27, 2007	SB Graduate School	Graduate school operation	Ministry of Education, Culture, Sports, Science and Technology (Permission)
Jun. 27, 2007	SB Japannext	Proprietary trading system	Financial Services Agency (Permission)
Jan. 2001	SB Futures	Acceptance of Consignment of Commodity Transactions	Ministry of Agriculture, Forestry and Fisheries (Permission) and Ministry of Economy, Trade and Industry (Permission)
Registration			
Dec. 1998	SBC Securities	Securities	Financial Services Agency
Mar. 9, 2007	SBI Japannext	Securities	Financial Services Agency
Feb. 2006	SBI Futures	Futures brokerage	Financial Services Agency
Nov. 28, 2000	SB Asset Management	Invest trust management, investment advisory services	Financial Services Agency

### SBIH Group is the First and Foremost in Diverse Business Areas (1)

# SBI Investment

- Best track record among Japanese domestic venture capital funds that redeemed after 2000
- Ranks No.1 in terms of the scale of IT and biotechnology funds



- Kawaden co., Ltd, which is one of SBI Capital's investee companies through SBI LBO Fund No.1, is Japan's first public company that listed its shares once again after applying for the Civil Rehabilitation Law



- Ranks No.1 in terms of the share of brokerage trading value
- Ranks No.1 in terms of the share of individual brokerage trading value
- Ranks No.1 in terms of the share of individual margin trading value



- -Ranks No.1 in terms of the number of stocks offered for nighttime trading
- Ranks No.1 in terms of the system performance measured by the time taken from receipt to acknowledgement of orders
- -Ranks No.1 in terms of the turnover, volume and number of stocks traded per a day

## MMRNINGSTAR

- Ranks No.1 among investment trusts valuation websites in terms of the number of visitors

# SBIH Group is the First and Foremost in Diverse Business Areas (2) SBI

### SBI Sumíshín Net Bank

- Fastest among internet-based banks to raise its deposits to more than 600 billion yen; taking only 538 days from the start of operations
- Fastest among internet-based banks to become profitable on a quarterly basis in 4Q of the second FY
- First in Japan to develop and adopt SBI Hybrid Deposit systems where Internet bank accounts and securities accounts are completely linked

#### SBI AXA Life Insurance

- First in Japan to start the operation as the pure-play Internet life insurance company



- First in Japan to adopt "Real-time Cash Back", "Multi-bank Online Repayment", "Dual Currency Repayment"



- First mortgage bank in Japan
- Ranks No.1 in the share of "Flat 35" on the written basis



- Offers "MoneyLook", which is the No.1 account aggregation service software that holds the most registered members and affiliated websites
- "InsWeb" and "E-LOAN" are the No.1 comparison and estimate websites that have the most service users and affiliated financial institutions

#### SBI Graduate School

- Operates Japan's first graduate school centering on E-Learning educational system

# With the Keen Awareness of the "Social Nature" of SBI a Corporation, CSR Activities are Focused Upon Holdings

### CSR activities of the SBI Children's Hope Foundation (established in Oct. 6. 2005)

The SBIH Group companies donate a reasonable portion of its earnings to child welfare facilities

Donations to child welfare facilities from FY2004 to FY2008

Donations (accumulated) <u>841 million yen</u>



\*FY2004 donations are by the SBIH Group. All subsequent donations are by the Foundation.

SBI Children's Hope Foundation engages in other activities such as:

- Training for Child Care Personnel
- Support for children to live on their own after leaving a care facility
- Public Awareness Activities



# Part 2

# Business Strategy for the SBIH Group's Next Stage

- 1. Business Environment Encompassing the SBIH Group this Fiscal Year
- 2. New Vision Formulated in April 2008 and the Strategy for its Achievement
- **3. Strategic Direction for the Ensuing 10 Years**



# 1. Business Environment Encompassing the SBIH Group This Fiscal Year



Comparison of major global stock market indices post the "Lehman Shock" of Sept. 15, 2008, from the low point to the most recent levels

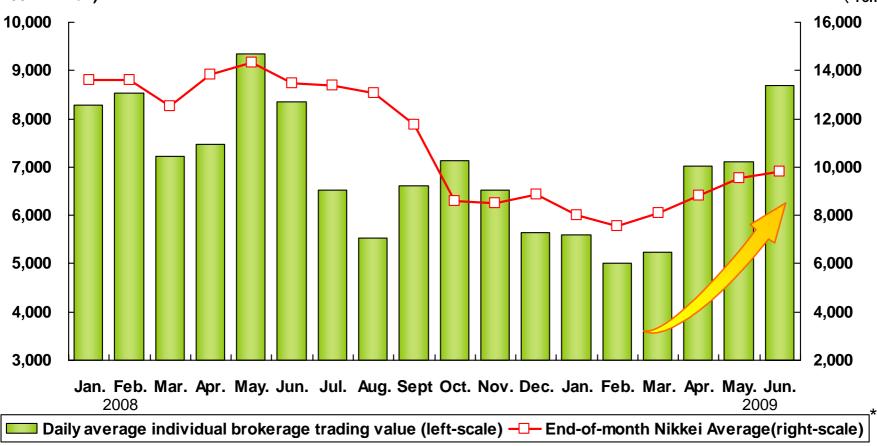
	Nikkei Avg. (Japan)	NY Dow Jones (U.S.)	DAX (Germany)	Shanghai composite (China)	RTS (Russia)	SENSEX (India)	HO CHI MINH (Vietnam)
The lowest in the period*	<b>7,054.98</b> (09/03/10)	<b>6,547.05</b> (09/03/09)	<b>3,666.41</b> (09/03/06)	<b>1,706.70</b> (08/11/04)	<b>498.20</b> (09/01/23)	<b>8,160.40</b> (09/03/09)	<b>235.50</b> (09/02/24)
The nearest stock price	<b>9,796.08</b> (09/06/25)	(09/03/09) <b>8,299.86</b> (09/06/24)	<b>4,836.01</b> (09/06/24)	(08/11/04) <b>2,925.05</b> (09/06/25)	<b>958.18</b> (09/06/24)	(09/03/09) <b>14366.07</b> (09/06/25)	<b>453.76</b> (09/06/25)
Rate of rise (%)	38.9	<b>26.8</b>	31.9	71.4	92.3	76.0	92.7

\*The lowest which is recorded after the Lehman shock in Sept. 15

### The Japanese Stock Market is Recovering from its Recent Lows



Change in daily average individual brokerage trading value (the total of the 1st and 2nd section of the 3 major markets) and end-of-month Nikkei Average (100 mil. Yen)



Source: Complied by SBIH from disclosed data from TSE

- Daily average individual brokerage trading value has increased from 501 billion yen in February to 869 billion yen in June in 4 consecutive months
- Nikkei Average has recovered from 7,568 yen at the end of February to 9,796 yen on June 25.

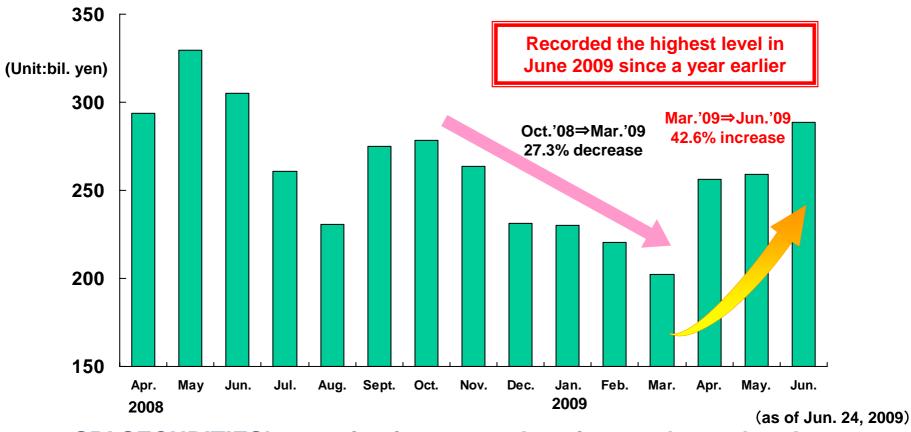
\* Daily average individual brokerage trading value is as of June 19, 2009. Nikkei Average is as of June 25, 2009.

### Recovery of the Daily Average Stock Brokerage Trading Value at SBI SECURITIES

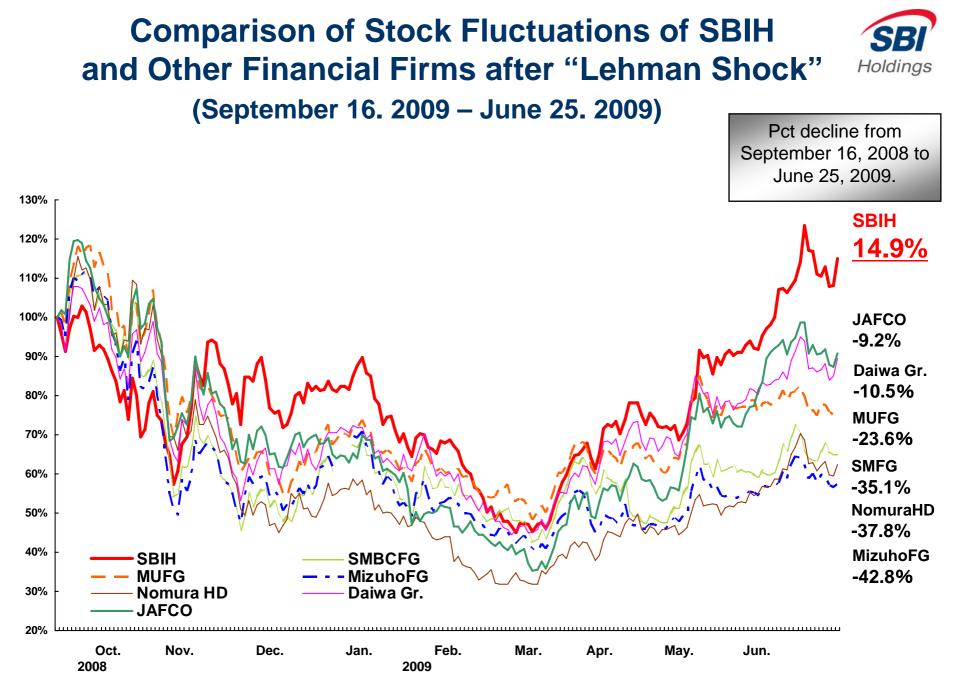


Daily average stock brokerage trading value that continued to decrease from October 2008 started to increase in April 2009, as the market recovered

Change in daily average stock brokerage trading value at SBI SECURITIES



SBI SECURITIES' operating income and net income have already recorded an increase from 3Q to 4Q



Promising Signs in the Asset Management Business



### Actual and expected IPOs and M&A deals in the Asset Management Business

	From start of operations to FY2006	FY2007	FY2008	FY2009 Forecast
IPOs and M&A deals	99	12	0	<b>12</b> *1

Portfolio companies have postponed their IPOs because the investigation and approval process has become rigorous and requires more time. However, during FY2009, SBIH currently expects 12 portfolio companies to complete their IPOs.

Note 1: includes 4 portfolio companies of New Horizon Capital, in which SBIH invests as a limited partner)

Note 2: The estimated number of IPOs represents companies in the highest of five categories used to evaluate portfolio companies by SBI Investment's Investment Committee, which meets weekly. The IPO estimate represents the outlook of SBI Investment based on its own evaluations and is not a guarantee of the number of future IPOs. Past performance includes companies that have already been sold



# 2. New Vision Formulated in April 2008 and the Strategy for its Achievement

- (1) Further Strengthening the Solid Business Base
- (2) Streamlining the Businesses and Preparations for Operating Environment Improvement
- (3) Business Growth Through the Pursuit of Greater Synergies
- (4) Becoming Japan's Largest Distributor of Financial Products
- (5) Full-scale Launch of Investments in Emerging Countries with High Growth Rates

# "Management philosophy" and "Corporate vision"



### "Management philosophy"

Long-term and universal values to which we aspire and that this philosophy should not be easily altered because of a change in top management or shifts in the market

### "Corporate vision"

Concrete goals which describe how the Company sees its desired corporate organization in the future and therefore must be realistic and attainable. In the current age of rapid change, a corporate vision is of a medium-term nature

In April 2008, announced a new corporate vision owing to substantial changes in SBIH Group's operating environment



# **New Vision of SBIH Group**

Increase operating income to 100 billion yen five years from now (year ending March 2013)

Sustain long-term annual operating income growth of more than 15% thereafter

Expand asset management and brokerage & investment banking business to two-thirds of operating income by year ending March 2013, with all other businesses accounting for the remaining one-third

Further expand the ecosystems for residential real estate, life style and IT systems. Create organic growth in business fields, including financial services, that are not significantly affected by security market volatility, thereby establishing a more stable earnings stream.

Transform the SBIH Group into a global organization that earns half its operating income outside Japan by year ending March 2013

Expand the overseas earnings base to transform SBIH from domestic Japanese entity into a truly global organization



# (1) Further Strengthening the Solid Business Base

# The Business Foundation that Currently Supports the SBI SBIH Group, and will Serve as the Foundation for Future Growth

Business structure that produced profits even during the worst business environment

 Customer base comprising approximately 8 million accounts

Completed establishment of financial ecosystem

Synergistic effects within the SBIH Group



Continued future growth and development

# **SBIH Group's Foundation for the Future**

All Major Business Segments \*1 Recorded Positive Operating Income in spite of Challenging Market Conditions



#### **Operating Income by Segments**

(Unit: million yen)

	FY2007	FY2008
Asset Management	16,481	2,594
Brokerage & Investment Banking	20,511	<sup>*2</sup> 5,714
Financial Services	849	1,491
Housing and Real Estate	8,093	923
System Solution	-473	-303

\*1 Asset Management, Brokerage and Investment Banking, Financial Services, and Housing and Real Estate

\*2 Includes 2,794 mil. yen of amortization of goodwill corresponding to making SBI SECURITIES a wholly owned subsidiary

# Performance Comparison with the Major VC Companies SBI

#### FY08 performance comparison of SBIH Asset Management business and major venture capital companies

(Unit: billion yen, %)

	Operating Revenues	Operating Income	YoY Change
SBIH Group's Asset Management Business	16.0	2.6	-84.3
<b>JAFCO</b> (*without consolidating funds)	21.4	-9.4	<b>-</b> *2
JAIC	11.9	-10.9	<b>-</b> *3
Daiwa SMBC Capital	9.5	-31.4	- *4

(Source: Compiled by SBIH from information disclosed by each company)

- \*1 JAFCO adopts method of excluding the consolidation of funds, whereas the performances of other 3 companies include the consolidation of funds
- \*2 Operating Income of FY07 posted 10.9 billion yen
- \*3 Operating Income of FY07 posted -13.7 billion yen
- \*4 Operating Income of FY07 posted -5.2 billion yen
- \*5 Amounts are rounded to nearest 100 million yen

# **Recent Newspaper Articles about VC Companies**



### Japan Asia Investment Co., Ltd.:

"...JAIC announced the start of voluntary liquidation procedures with approx. 60 financial institutions to extend interest-bearing debt repayment dates. The worsening of the investment environment tightened cash flows leading to efforts to alleviate current repayment burdens..."

### Daiwa SMBC Capital Co., Ltd.:

"...Daiwa Securities Group announced that it has made a TOB to Daiwa SMBC Capital, its venture capital subsidiary. Daiwa SMBC Capital, whose performance has been faltering, will be made private to implement managerial reforms..."

**Newspaper Article** 

**Newspaper Article** 

(Excerpt from Nikkei Shimbun on May 14, 2009)

(Excerpt from Nikkei Shimbun on Apr. 29, 2009)

### SBI SECURITIES' Ranking in the Securities Industry SBI (FY2008, consolidated) Holdings

#### Ranking by Customer Accounts (number of accounts)

1	Nomura *1	4,467,000
2	Daiwa	3,244,000
3	Nikko *2	2,461,000
4	SBI	1,866,508
5	Shinko	1,067,000
6	Monex	906,699
7	Rakuten	835,922
8	Matsui	783,879
9	kabu.com	665,922
10	Okasan	456,775

(Source: Compiled by SBIH based on available information)

X Mitsubishi UFJ's disclosed data of June 2007 (1,207,000 accounts as of the end of the month)

\*1 Residual accounts

\*2 Nikko includes the total of Nikko

Cordial Securities and Nikko

Citigroup, but the customer accounts

are that of Nikko Cordial Securities

\*3 Pre-tax income in operating

income (based on the U.S.

accounting standard)

\*4 Non-consolidated basis

Ranking by Net Income		(million yen)
1	SBI	10,148
2	Matsui	6,921
3	Kabu.com *4	3,643
4	Tokai Tokyo	2,482
5	SMBC Friend	1,559
6	Okasan	-1,880
7	Monex	-2,144
8	Тоуо	-3,022
9	Rakuten	-3,681
10	lchiyoshi	-4,804
11	Cosmo	-10,577
12	Shinko	-13,468
13	Nikko *2	-14,602
14	Mizuho Investors	-25,004
15	Mizuho	-34,497
16	Mitsubishi UFJ	-45,417
17	Daiwa	-85,039
18	Nomura *3	-709,436

(Source: Compiled by SBIH from information disclosed by each company) (Consolidated, Amounts are rounded down to the nearest million yen.)



# (2) Streamlining the Businesses and Preparations for Operating Environment Improvement

## **Continuous Reorganization of the SBIH Group for Further Enhance Management Efficiency (1)**



#### Merging subsidiary wholly owned

### SBI Futures (FY08 operating income: -0.45 bil. yen)

As the domestic commodity futures market continues to shrink and the business environment continues to dampen, SBIH will discontinues its commodity trading brokerage business, and will merge SBI Futures, a wholly owned subsidiary through a stock exchange.

### Summary of Stock Exchange

- Schedule of stock exchange (plan)

April 27th	Signing of stock exchange agreement
July 27th	Final trading date for SBI Futures stocks
July 28th	Delisting date of SBI Futures
August 1st	Effective date of stock exchange

- Stock allowance ratio

**3 SBI Holdings stock per SBI Futures stock** 

Number of SBIH's treasury stock required for stock exchange

23,040 stocks (no issuance of new stocks)

# **Continuous Reorganization of the SBIH Group for Further Enhance Management Efficiency (2)**



#### <u>Sales</u>

**SBI Card Processing (FY08 operating income: -0.61 bil. yen)** Separated the card processing business due to its insignificance in the SBIH Group's business portfolio, and now negotiating its sale to a system vendor

#### Transfer of business segment to an environment with higher growth potential

**SBI Equal Credit** (FY08 operating income: 0.23 bil. yen)

As of April 21, all loan services are suspended with efforts focused on guaranteeing the online consumer loans of SBI Sumishin Net Bank

#### Integration to achieve business efficiency

**SBI Card** (FY08 operating income: -0.50 bil. yen) A merger with SBI Equal Credit is planned to increase operating efficiency by integrating related businesses.

Toward a more efficient operational structure

#### **E\*GOLF** (FY08 operating income: -0.03 bil. yen)

Exiting the unprofitable online golf reservation service that provided a nationwide customer guidance service, to focus on the Kansai and Chubu areas where the customer loyalty is very high.



### Expanding Future Profits through Aggressive Investments during a Sluggish Market

In a sluggish market, it is possible to invest in promising companies at an attractive discount, thereby positioning investments for potentially high future capital gains.

	FY2008 (full year)	(Reference) FY2007 (full year)	Unit: million yen (Number of Invested companies)
[Funds' Investment ]	82,013	96,596	companies)
	(105 companies)	(175 companies)	
Broakdown: Stocks	26,277	40,444	
Breakdown: Stocks	(57 companies)	(104 companies)	
Others	55,736	56,151	
(incl. bonds)	(48 companies)	(71 companies)	
[Direct Investment]	13,165	4,444	
	(13 companies)	(33 companies)	
Breakdown: Stocks	11,224	4,444	
	(11 companies)	(33 companies)	
Others	1,940		
(incl. bonds)	(2 companies)	_	
[TOTAL]	95,179	101,041	
	(118 companies)	(208 companies)	
[Comparison:JAFCO]	32,546	39,094	
	(106 companies)	(168 companies)	

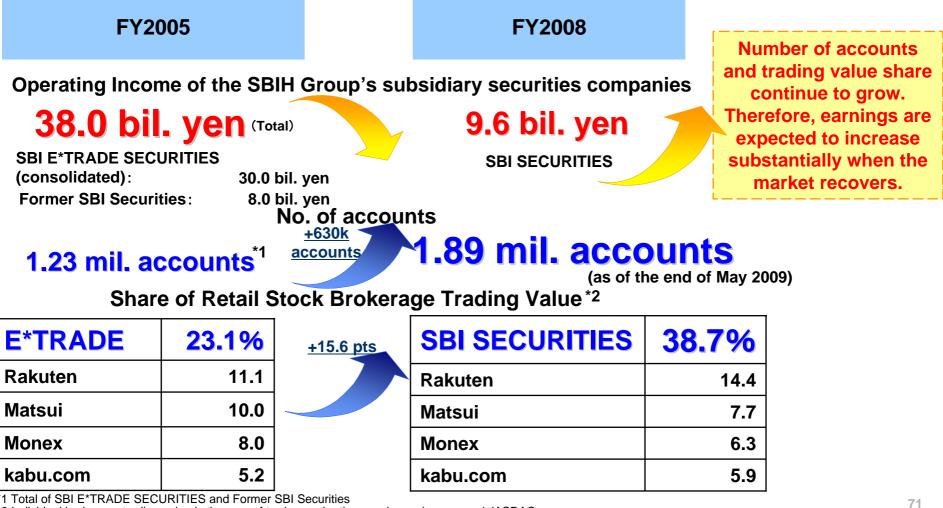
#### Investment amount in the Asset Management Business

\*Where there are first and second quarter investments in the same company, the investment is counted as a single company to eliminate duplications. 70 (Source: Compiled by SBIH from information disclosed by each company)

### **Capturing Market Share During Downturns Leads** to Higher Earnings As Markets Recover



Operating Income at SBI SECURITIES, the nucleus of the Brokerage and Investment Banking Business, decreased because of stock market weakness. However, the company's share of customer accounts and retail brokerage trading value both increased.



\*2 Individual brokerage trading value is the sum of trades on the three major exchanges and JASDAQ.



#### (3) **Business Growth Through the Pursuit of Greater Synergies**

- 1 Synergies to Further Expand Securities Brokerage Business
- ② Fully Utilizing Synergies to Accelerate the Profitability of New Businesses
- **③** Potential to Realize New Synergies

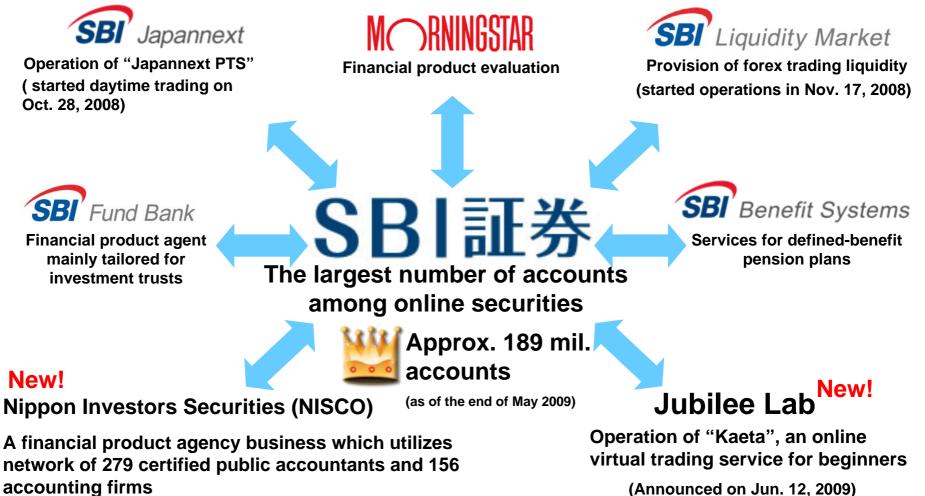


## 1 Synergies to Further Expand Securities Brokerage Businesses

## **Expansion of SBI SECURITIES' Business Base**



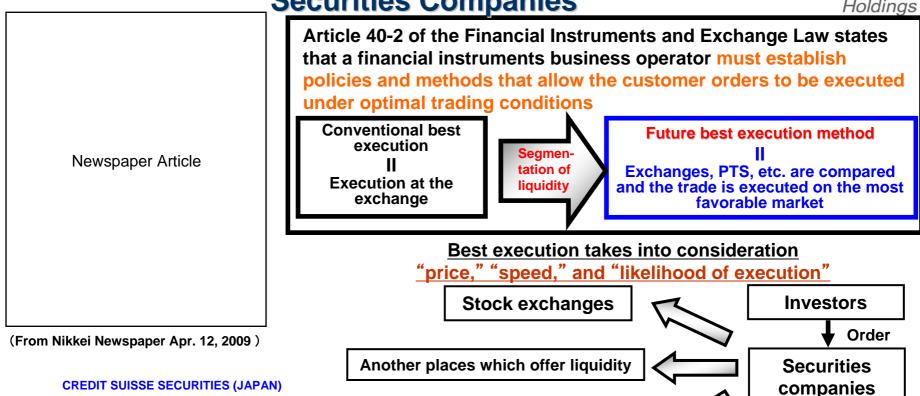
# Pursue greater synergies both within and outside the Group to produce an "Internet-based real securities company"



\* Number of accounts: 7,317; Deposited assets: 32,105 mil. yen (Announced on Jun. 15, 2009)

#### Best Execution Method Gaining Popularity Among Securities Companies





The most favorable market is selected and the trade is executed automatically



SBI SECURITIES are currently considering the adoption of <u>Smart Order</u> <u>Routing (SOR) Function</u> as well Featuring such functions as the "highly functional system" or "small tick size", the system is increasing its liquidity along with providing the best execution possibility that will further attract securities companies and investors.

In addition, several foreign securities companies are preparing to connect to Japannext PTS in FY09

The Japannext PTS

**Order/Execution** 

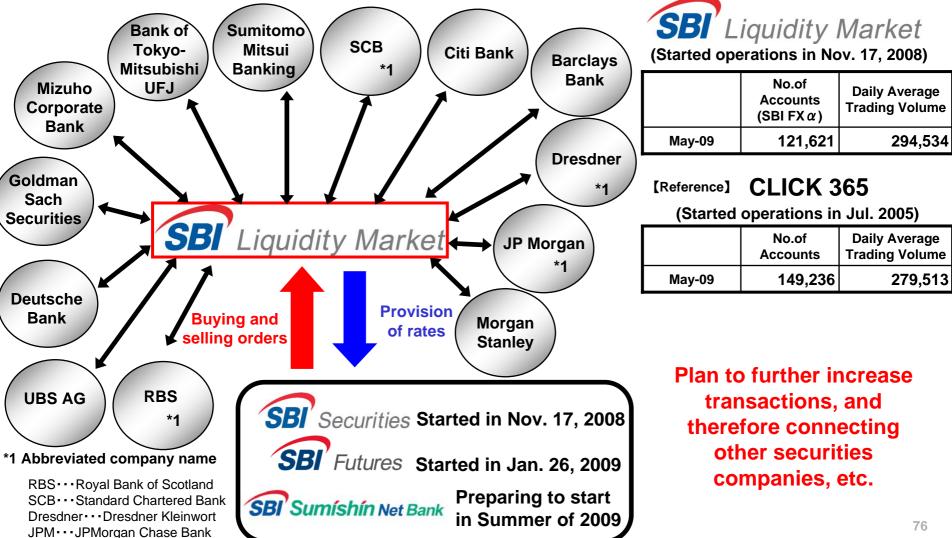
# SBI Liquidity Market has Rapidly Increased Trading Volume SBI in a Short Period of Time Since the Start of Operations Holdings

**Counter Parties** 

Total of 13 banks (planned) incl. the U.S. and European major financial

institutions and major domestic banks

(Under negotiation with three other financial institutions)



## Efforts to Strengthen FX Regulations May Have Positive Effects on SBI SECURITIES' Business



**Proposals for strengthening FX regulations by the Ministry of Finance** 

**Primary strengthening measures:** 

- Integration of classification management methods into a single money trust
- Enforcing the implementation and observance of the "losscut rule"
- Establishing maximum limits for leverage (regulate to 50X in 2010 and 25X in 2011)

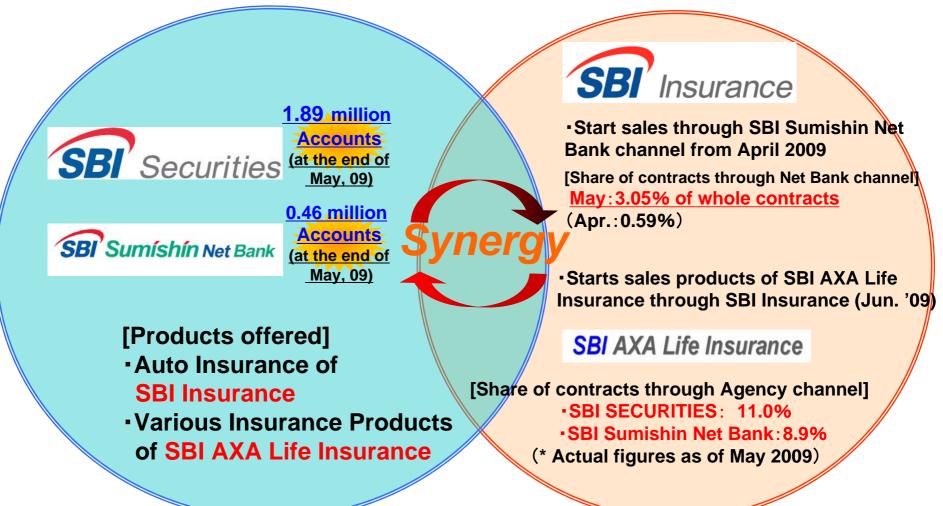
Customers may move to larger service providers with the wherewithal to comply with regulations and continue operations



## (2) Fully Utilizing Synergies to Accelerate the Profitability of New Businesses

## "SBI SECURITIES/ SBI Sumishin Net Bank" and "SBI Insurance/ SBI AXA Life Insurance"

Leveraging the online securities customer base, individual sales channels will be utilized for internet securities, internet banking and internet nonlife insurance, for the fastest turn to profitability for the life and nonlife insurance businesses.



#### Fully Utilizing the Existing Synergies for the Three Major **New Businesses for Early Turn to Profitability** Holdinas

#### ~Current Progress and Objectives to Achieve Profitability~

#### SBI' Sumíshín Net Bank (Started operations on September 24, 2007)

\*Customer accounts: As of the end of Mar. 2009, no. of accounts totaled 418,000, thus reaching over a year ahead of schedule our third fiscal year (FY2010) objective of 400,000 accounts submitted to FSA.

- \*Deposits: Total of 677.9 bil. yen as of Jun. 8, 2009, steadily progressing toward the objective of 700 bil. yen by the end of Mar. 2010.
- \*Earnings: Profitability on single-month basis achieved in Jan. 2009, 137 mil. yen in ordinary income was recorded for 4Q FY2008, thereby achieving a profit on a guarterly basis. The months of Apr. and May 2009 saw profits on a single-month basis, and a guarterly profit is also expected in 1Q FY2009, thereby making positive strides toward our goal of achieving profitability on a single-year basis in FY2009.



\* Number of policies: As of Mar. 31, 2009, no. of policies totaled 42,000, representing a steady progress toward the 150,000 policies in-house objective by the end of Mar. 2010 (as of Jun. 25, 2009, no. of policies exceeded 60,000). We expect to achieve a year ahead of schedule the objective of 300,000 accounts in FY2012 that was submitted to the FSA.

\* Earnings: The premium income (sales) for FY2008 totaled 1,378 mil. yen, representing a stable advance towards our goal of achieving profitability on a single-year basis in FY2012, as submitted to the FSA.

## SBI AXA Life Insurance (Started operations on April 7, 2008)

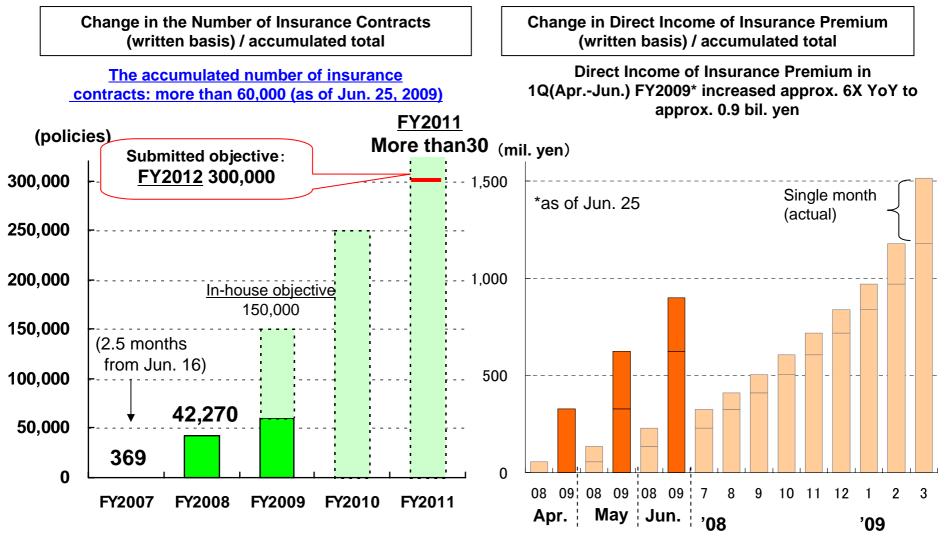
- \* Number of policies: Although the 5,400 policies as of the end of Mar. 2009 is lower than the initial target, growth has been sharply accelerating since the beginning of FY2008 thanks to thrifty consumers. We will work towards enhancing our name recognition and services to achieve the 5th term objective of 200,000 accounts in FY2012 submitted to the FSA.
- \* Earnings: Ordinary income (sales) for FY2008 totaled 140 mil. yen, and expect to achieve profitability on a single-year basis in FY2012.

## Full-scale Launch of SBI Nonlife Insurance Business



#### ~Target number of policies in FY2009: 150,000~

#### Growth in number of policies and direct income of insurance premium



\*Written basis: Completion of receiving transaction of insurance premiums.

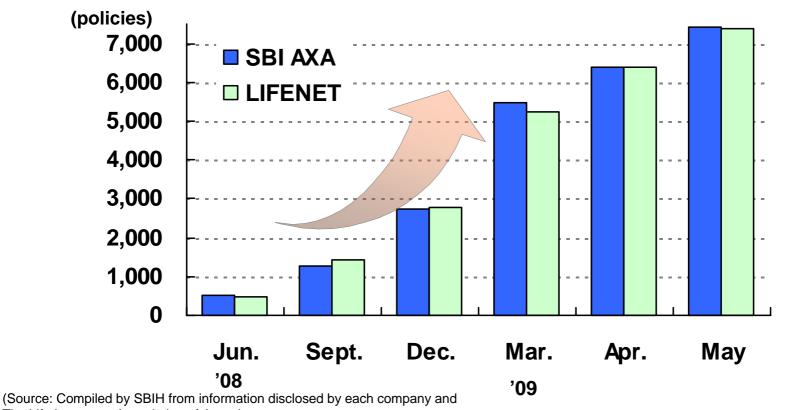
## Internet Life Insurance's Substantive Growth in the Stagnating Life Insurance Industry



~ In 2009, the number of monthly average policies written jumped up to approx. 1,000 owing to the new measures such as the publicity recognition and discount on policies ~

Accumulate Number of new insurance policies of "SBI AXA" and "LIFENET"





The Life Insurance Association of Japan) \* Average Figures of Zurich and DIY are calculated based on the disclosed material for FY08



## **③** Potential to Realize New Synergies

- i. With the establishment of the Wall Street Journal Japan K.K., we have become a provider of financial and economic content, allowing us to work towards the creation of new synergies with existing financial businesses.
- ii. Issuance of the SBI Visa Card will enhance existing synergies through the acquisition of new customers, and increased transactions among each group company
- iii. Customer flow will divert from "From SBI SECURITIES" to "To SBI SECURITIES"

With the establishment of the Wall Street Journal Japan K.K., we have become a provider of financial and economic content, allowing us to work towards the creation of new synergies with existing financial businesses.



Easy access for private investors via the Internet, or mobile to articles from America's leading newspaper that may significantly impact the Japanese market, as well as serving as an important tool for investment decisions.

#### Wall Street Journal Japan K.K.

 Providing overseas news and articles that may significantly influence the stock and FX markets in Japanese via the Internet

 Encouraging investor trading by providing quality articles and a source of information to aid in investment decision making



issile defenses to Hawaii after North Korea's recent moves to

**Iran's Supreme Leader** 

 The largest customer base among online securities [Individual investor]

SBI' Securities

•Stock: •FX: 1.89 mil. accounts 0.12 mil. accounts (at the end of May,09)(at the end of May, 09)



 Offering services which require global information, such as "Foreign currency deposit" and "FX trading"

ii. Issuance of the SBI Visa Card will enhance existing synergies through the acquisition of new customers, and increased transactions among each group company

"SBI Card (VISA)" and "SBI SECURITIES/ SBI Sumishin Net Bank /SBI Insurance/ SBI AXA Life Insurance"

Schedule of **SBI Card VISA**  Acquired the license of VISA in Feb. 2009

Reward

Tool:

**SBI**' Securities

Sumíshín Net Bank

Points :

-As of the end of Mar. 2009, the number of cards issued reached more than 50,000, and the customer base has steadily increased

-In FY2009, expected to start the issuance of VISA-branded SBI Cards

**Planned Services** 

SBI' Card

#### Planning to provide services available exclusively to customers of SBIH Group -

Planning to award reward points according to the volume of transactions done with the SBIH Group companies

<u>rRecommend</u> Planning to provide recommend tool, utilizing mined data such as place of residence where customer needs will be filtered to recommend the most suitable products offered by the SBIH Group ·Shopping Planning to provide various services utilizing Website: reward points

#### **SBIH Group's Customer Base**

SBI AXA Life Insurance

surance

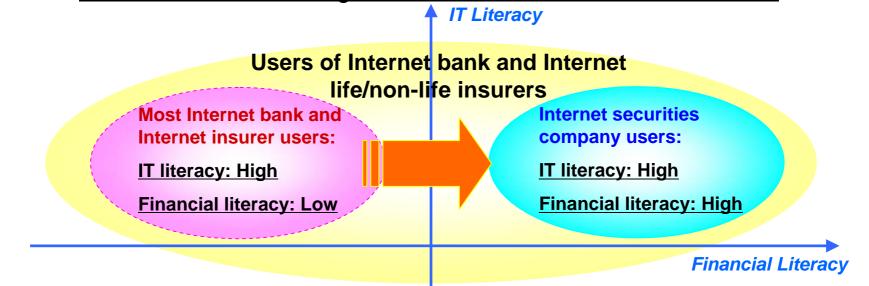
•••etc.

#### iii. Customer flow will divert from "From SBI SECURITIES" to "To SBI SECURITIES"



#### Further Collaboration Between Banking, Securities and Insurance Businesses will Drive Rapid Growth at SBI SECURITIES

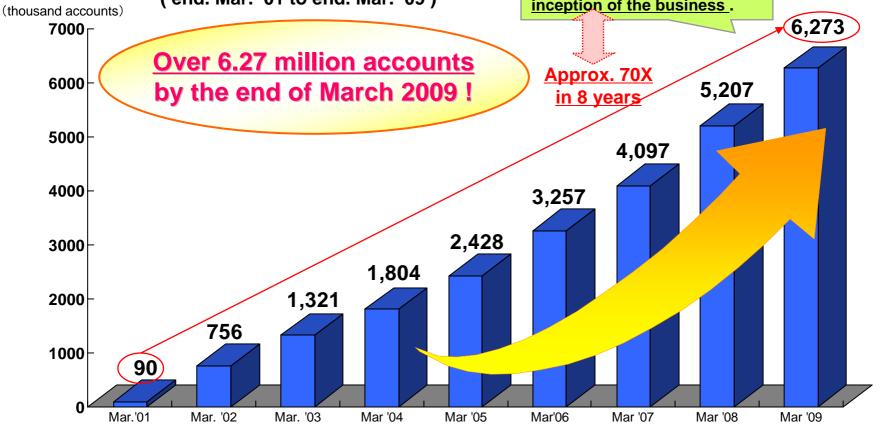
The targeted population of customers for the banking and insurance businesses is much larger than that of the securities business.



Among users of Internet banks and insurers, IT literacy is high but financial literacy is still somewhat low. The goal is to increase financial literacy of these customers through the provision of a full lineup of financial services.

#### Increase the number of potential customers for SBI SECURITIES

# Pure-play Internet Banks' Increasing Customer Base with a higher pace than that of Online Securities Image: Securities accounts of pure-play linernet banks (\*1) (\*1) Internet banks (\*1) (end. Mar. '01 to end. Mar. '09 ) (\*1) Source accounts of pure-play linernet banks (\*1) (\*2) (\*2) Source accounts of pure-play linernet banks (\*1) (\*1) Source accounts of pure-play linernet banks (\*1) (\*2) Source accounts of pure-play linernet banks (\*2) (\*2)



(%1)Compiled by SBIH from information disclosed by each company. Pure-play Internet Banks are Japan Net Bank, Sony Bank, eBank, SBI Sumishin Net bank has started its operation since September 2007. (%2)Figures based on "Research about Internet trading (as of the end. Mar, 2009)" Japan Securities Dealers Association

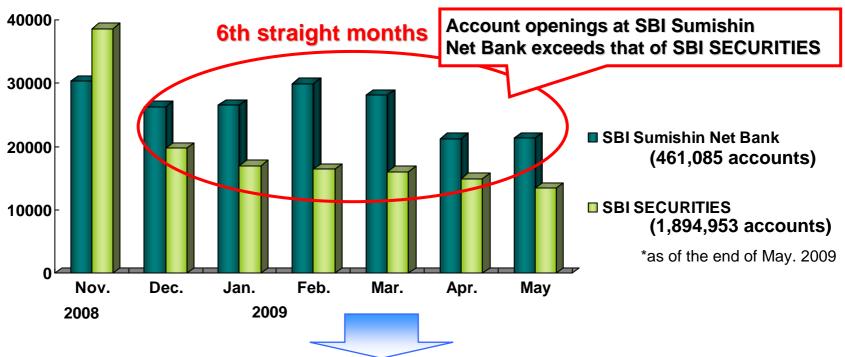
#### From "Securities to Banks" to "Banks to Securities"

# SBI

#### Currently, customers flow from SBI SECURITIES to SBI Sumishin Net Bank within the SBIH Group

#### Change in the monthly number of opening accounts at SBI Sumishin Net Bank and SBI SECURITIES

(From Nov. 2008 to May. 2009)



In the future, a reversal of customer flow from SBI Sumishin Net Bank to SBI SECURITIES is anticipated

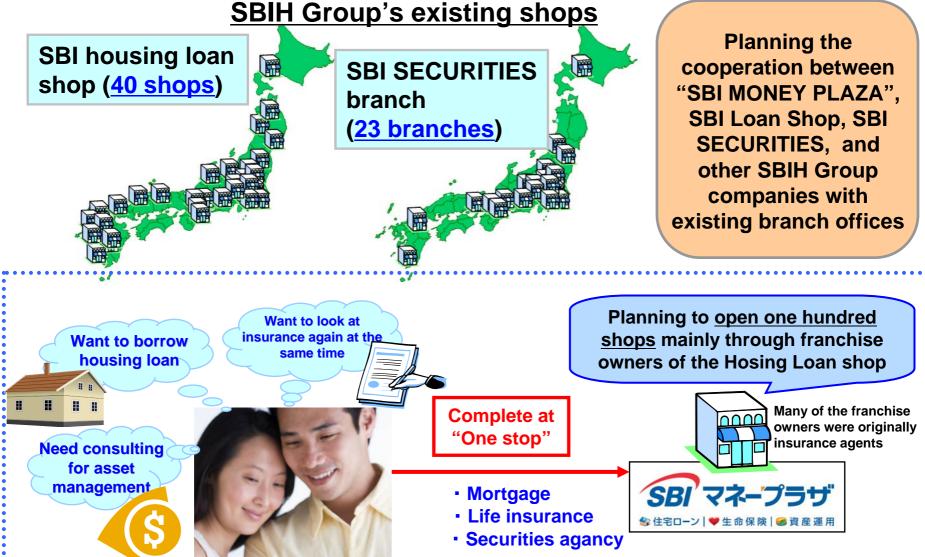


## (4) Becoming Japan's Largest Distributor of Financial Products

## A New Vision of "MONEY PLAZA"

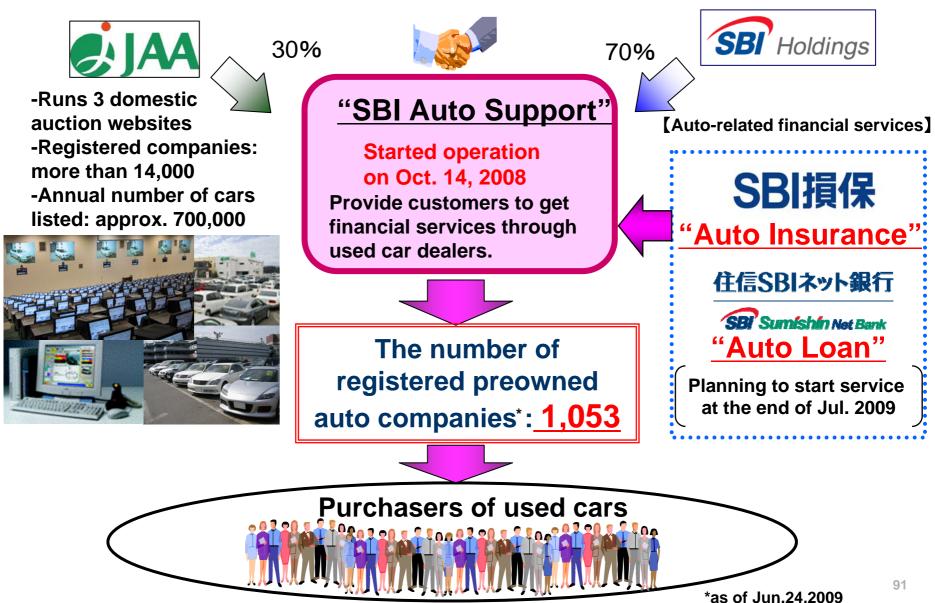


Develop a financial one stop service, which handles various financial products both within and outside of the SBIH Group



## Offering Auto-related Financial Services to "Real Channel " with Utilizing SBI Auto Support

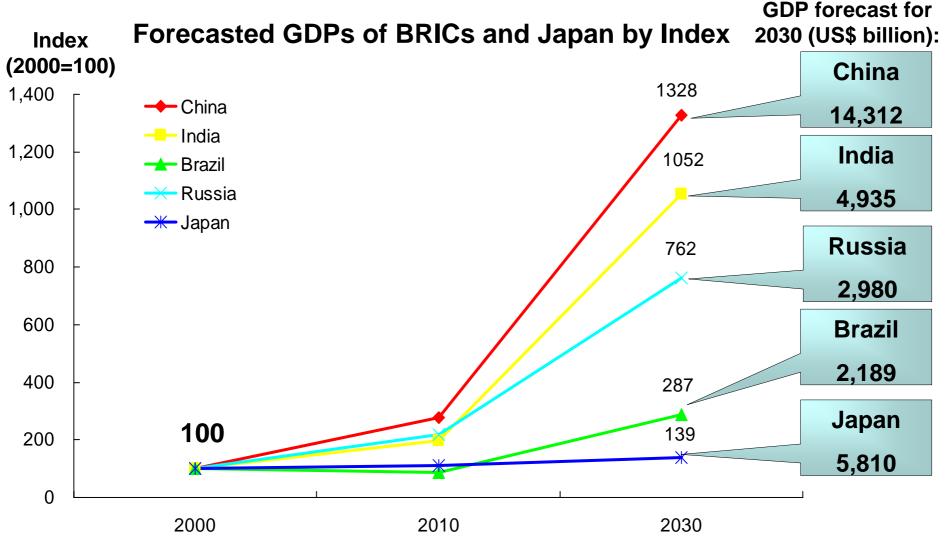






## (5) Full-scale Launch of Investments in Emerging Countries with High Growth Rates

## Emerging Countries Sustain Growth ~Emerging countries are expected grow rapidly after 2010~



Source: Dreaming With BRICs: The Path to 2050

## **Performance of New Horizon Fund**

**SBI** Holdings

- > Six of the 10 companies are now public since its launch in May 2005
- > 4.6 billion yen of operating income was recorded through the sales of a portion of its portfolio in FY08
- > Accumulated total operating income was 7.7 billion yen from the beginning through Mar. '09
- > Due to the change of fiscal term to a quarterly settlement, the sale of stocks during each quarter directly impacted its revenues and profits since FY08/4Q.

ſ			Invest		IPO /	Capital Gain			(Unit:	
	Portfo	olio companies		Invest -ment	Category	M&A (planned)	End Mar.08	End Mar. 09	As of Jun. 25	US\$ million)
	Sichuan Meifeng	Chemical Industry		12.9	A-Class share		63.7	26.	4 27.1	<u>h</u>
	Changsha Zooml & Technology De	ion Heavy Industry velopment	Science	5.9	A-Class share		144.6	66.	6 75.7	IPO'd (market
	China Printing &	Dyeing Holding		-	IPO		0.2		- *1 -	value)
	Yingli Green Ene	rgy Holding		-	IPO		4.5			
	Kingsoft			9.4	IPO		2.3	4.	4 13.2	
	<b>Goldwind Scienc</b>	e and Technology		1.2	IPO		124.9	29.	9 31.0	])
	China Stem Cells	Holdings		4.1	Pre-IPO	2009	17.6	17.	6 17.6	K Bra
	Jiangsu Ealong E	Biotech		2.5	Pre-M&A	2010	5.6	5.	6 5.6	Pre-
	Shineway Group			20.4	Pre-IPO	2010	15.0	15.	0 15.0	(estimated
	Cathay Industrial	Biotech		12.0	Pre-IPO	2011	79.1	79.	1 79.1	value)
	Total			68.4			457.5	244.	6 264.3	-
	bil. yen (approx.): (45.8) (24.0) (25.3)									
[Received Dividend] <sup>*2</sup> (Unit: billion yen) [Estimated Dividend after 4Q FY2008] (as of Jun. 25, 20								Jun. 25, 2009)		
	Foundation – FY2007	FY2008/1-3Q	FY2008/4Q		FY2009	FY2010	FY2	2011	Total Estimate after FY0	
	0.9	3.8	<u>2.3</u>	3	7.2	3.0	3	.2	13.4	4

Note 1: Receipt of dividends depends on the timing of sales, but is expected to fully start in 2009 when lock-up period expires

\*1 in the course of liquidation

\*2 Sales amount after deduction of expenses associated with sales. Estimated dividend has been reduced due to the occurrence of success fee payment for the general partner.

## "New Horizon Capital", the 2nd Fund, is Also Expected to Perform Exceptionally Well



Of the 14 companies in the New Horizon Capital portfolio, one has already exited via a merger deal. Six other companies are planning to go public, or to be merged in this or the next fiscal year.

#### Already Exited: 1 company

Company name	IPO / M&A	Date
GCL	M&A	Jun. 23, 2009

**Planned to Exit: 6 companies** 

\* Below are the estimation as of June 26, and are subject to change over time

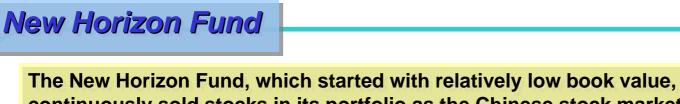
Company name	IPO / M&A (planned)	Date (planned)
BBMG	IPO	Jul. 2009
New Century	M&A	Later 2009
Meihua	M&A	2009
Navinfo	IPO	Earlier 2010
YuHeng	IPO	Later 2010
Rong Sheng	M&A	2010

## Funds Established Through Alliances with Prominent Overseas Companies



Fund Name (abbreviated)	Start of operations	Partner	Investment Amount	SBIH's invest ment ratio
New Horizon Fund	'05	TEMASEK	100 mil. USD	50%
Tsinghua University Fund	Mar. '08	Tsinghua Holdings	30 mil. USD	99%
Peking University Fund	Feb. '09	Beida Jade Bird	100 mil. USD	50%
JV Fund with three Chinese	May '09	China Merchants Securities, Resource Capital China, China CITIC Bank	Offshore: approx. 20.5 mil. U Onshore: approx. 8.8 mil. US	· · ·
SBI-METROPOL Investment Fund	Jul. '09 (Plan)	IFC METROPOL	100 mil. USD	50%
India Japan Fund	Apr. '08	State Bank of India	100 mil. USD	95%
Vietnam Japan Fund	Apr. '08	FPT	100 mil. USD	90%
SBI SOI Fund	Jun. '08	Keio University	500 mil. yen	100%
Hungary Fund	May '09	MFB Invest Ltd., a wholly owned subsidiary of the Hungarian Development Bank	100 mil. EUR	60%
Fullerton Asia©Financials Fund•	Oct. '08 (Exit in Jun. '09)	Fullerton Fund Management Company Ltd, a wholly owned subsidiary of TEMASEK	60 mil. USD	50%
Taiwan Fund	Nov. '08	Founder of a Taiwanese IT company	22.5 mil. USD	66.7%
SBI PRIVATE EQUITY FUND	Early '09 (Plan)	—	100 bil. KRW	-
MASDAR-SBI Fund	Jun. '09	Masdar Clean Tech Fund	20 mil. USD	50%
Malaysia Fund	Jul. '09 (Plan)	PNB Equity Resource Corporation	50 mil. USD	50%

## **Overseas VC Fund Management Status**



Zoomlion

**Fullerton Asia Financial Fund** 

continuously sold stocks in its portfolio as the Chinese stock market recovered. Total of after-tax sales value since April 2009 amounted <u>3,895 mil. yen</u>.

Stocks Sold during 1Q FY2009 (as of June 25)

Goldwind

Number of stocks (million)	2.86	3.00	29.43
After-tax sales value (million yen)	842	1,615	1,436

-Some of the funds restarted investment that had been once suspended

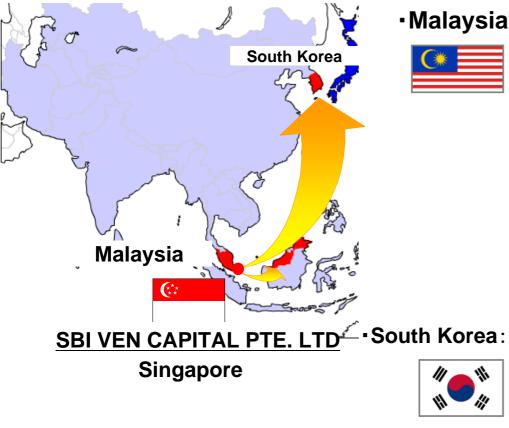
The Fullerton Asia Financial Fund, which started its investment operations in October 2008, has steadily managed its investment portfolio in Hong Kong, Taiwan and Southeast Asia. Shares held were sold by June 19, and <u>the annualized IRR was 55.2%</u>.



Kingsoft

## **Progress of the New JV Funds Established with Prominent Foreign Companies**

#### In Jun. '09, announced the alliance with the Malaysian governmental investment management company





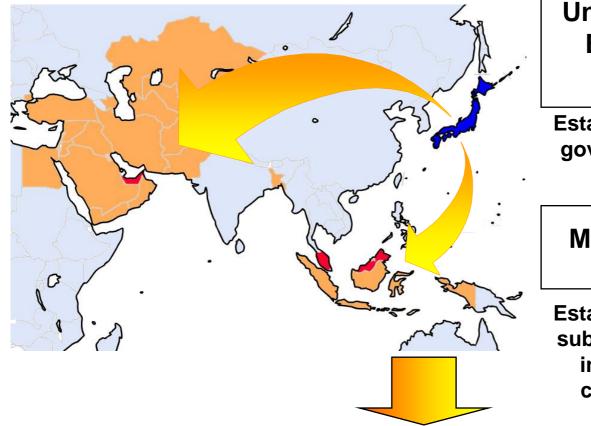
- Malaysia: On June 8, reached a final contract to establish a JV fund with PNB Equity, a wholly owned subsidiary of Permodalan Nasional Berhad (a Malaysian governmental investment management company).
  - -Target: Prominent companies in **ASEAN** countries, India and China
  - -Investment Amount: 50 mil. USD -SBIH's investment ratio: 50%

Plan to set up a new investment fund with a minimum of approximately 7.5 billion yen in early FY09 in South Korea

Holdinas

## Accelerate Business Expansion in the Islamic World Holdings

#### **Building relationships with Islamic nations**





Established a new fund with a governmental fund, "Masdar Clean Tech Fund"

#### Malaysia



Established a new fund with a subsidiary of a governmental investment management company, "PNB Equity"

With these as a beginning, as well as the eventual establishment of a Sharia Law compliant fund, our business in the Islamic world will continue to expand



## **3. Strategic Direction for the Ensuing 10 Years**

- (1) Overseas Transference of the Financial Ecosystem
- (2) Business Development in Emerging Countries Based on Their Economic Development Stage
- (3) Focus on the 21st Century's Growth Industries in the Post-industrial Realm



## (1) Overseas Transference of the Financial Ecosystem

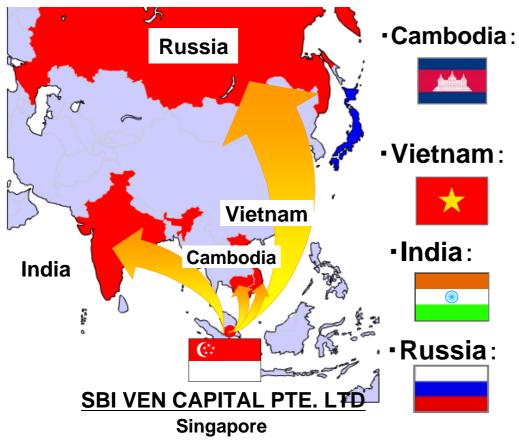
#### Asian Growth Power Accelerates SBIH's Rate of Growth SB



-Develop financial businesses along with fund management as the core business-

While the world's GDP is expected to show negative growth, SBIH will further expand its businesses in the emerging countries such as China and India, which expect to achieve stable economic growth after FY2009

#### Absorb potential growth in the emerging countries, and build an "Asian business ecosystems", which will lead to the Group's continuous growth



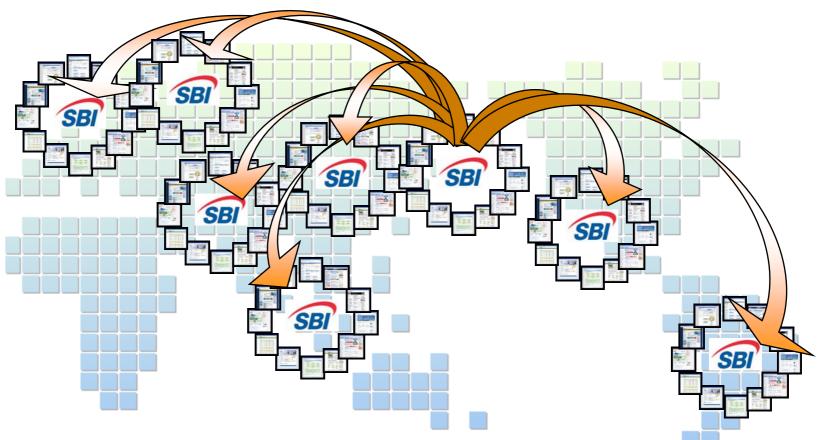
Phnom Penh Commercial Bank, which was launched in September 2008, recovered a cumulative loss for the fiscal year starting Jan. 2009, and became profitable for the fiscal year in April 2009.

Expect to complete 20% investment in a Vietnamese bank in Jul. 2009

Negotiating to establish a securities company in India as a joint venture with an Indian financial institution

Considering an investment in a Russian bank, an affiliate bank of IFC METROPOL, which is SBIH's business partner in Russia

Transferring SBIH Group's Internet based financial ecosystem to emerging markets in Asia and elsewhere, utilizing partnerships built through the establishment of overseas JV funds



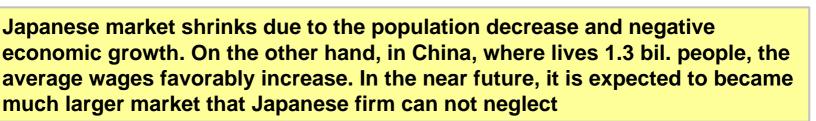


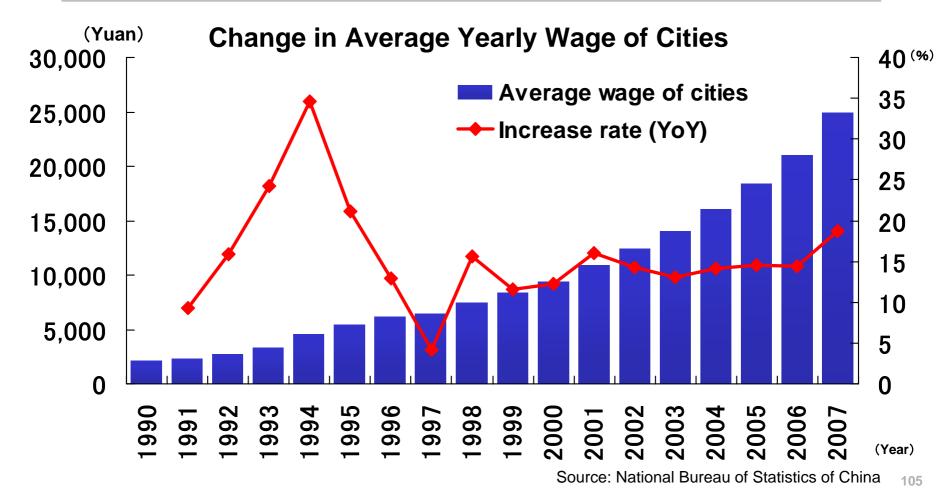


## (2) Business Development in Emerging Countries Based on Their Economic Development Stage

## Income Level in China Continue to Rise

Holdinas



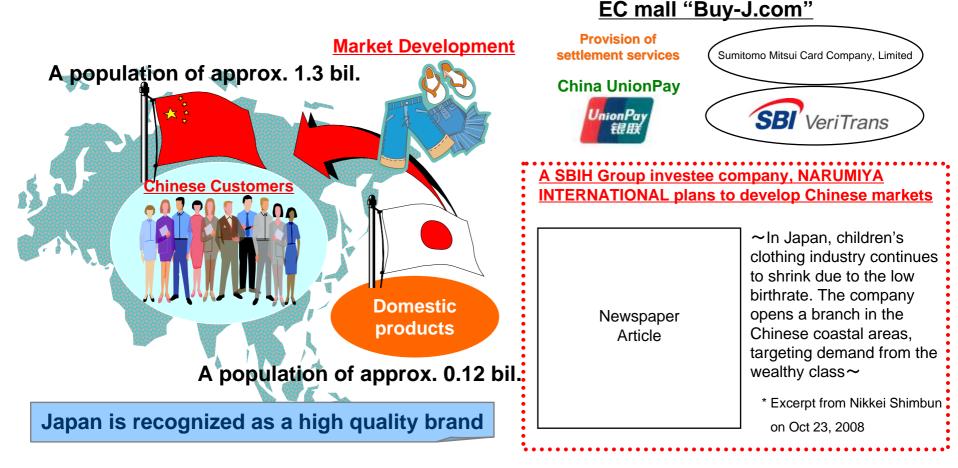


An example of business development in developing countries

## SBIH Group's Development of China-related Businesses

~SBI VeriTrans started UnionPay Card settlement for Internet mail order service in China~

→In Jan. 26, established "Buy-J.com", an EC mall where "UnionPay Internet Settlement" is available



# Transfer Japan's declining industry, which may become a growing industry in China



## (3) Focus on the 21st Century's Growth Industries in the Post-industrial Realm

As an advanced country, Japan is Experiencing Wide Gaps in Growth Between Industries and Companies Holdings

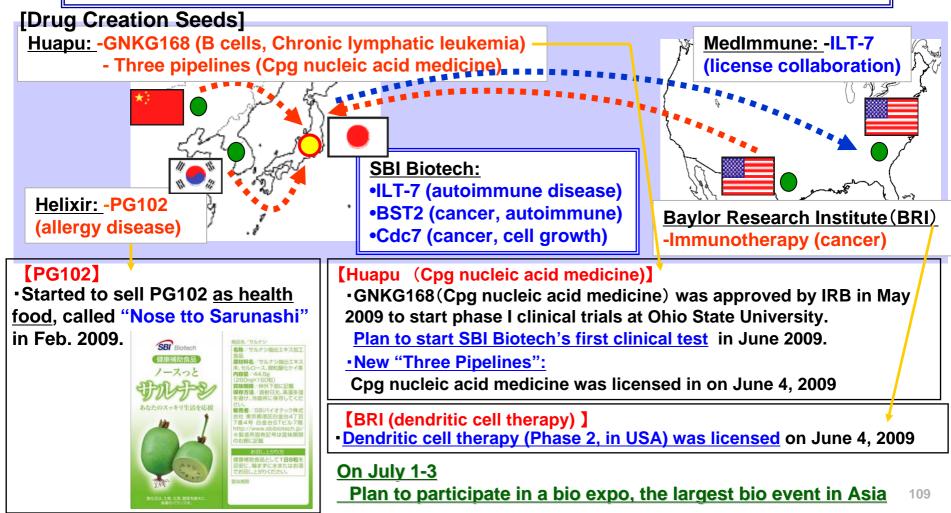
## - Need to be selective -

Industry Trend in Japan	Major innovative areas
<b>Primary Industry</b> Agriculture, forestry, fisheries, etc.	Biotechnology
Secondary Industry Manufacturing, construction, processing, etc.	Biotechnology Environment
<b>Tertiary Industry</b> Information communication, finance, wholesale, retail, other services, etc.	Broadband/Mobile Investment related

**Bio-related business: SBI Biotech** ①

# SBI Biotech's Full-Fledged Entrance into the Drug Creation, SBI Immunotherapy, and Health Food Businesses

To be a global drug discovery company with promising drug creation seeds by networking in Japan, United States, China, and Korea. SBI Biotech is working with top world researchers and forming alliances with leading institutions, bioventures and pharmaceutical companies in the world.



#### Globally Collaborative Project Promoting Drug Discovery and Cellular Immunotherapy



#### [Immunocell therapy]

Contract with Baylor Research Institute (BRI), to develop DC (dendritic cell) immunotherapy

Example of melanoma (skin cancer) case in complete remission thanks to BRI immunocell therapy:



#### Under clinical test in the U.S.(Phase II)

DC (dendritic cell) immunotherapy is a state-of-the-art immunocell therapy utilizing special dead cells from cancer cell lines, a technique developed by BRI

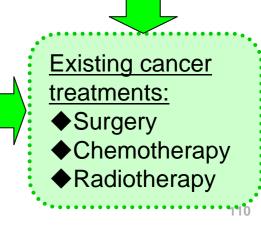
These cells are advantageous for enabling DC vaccines even if the cancer tissue cannot be surgically obtained from the patient and can be transported and sold in a frozen state.

#### [Novel nucleotide project]

License agreement with Changchun Huapu Biotechnology in China

#### Planning to start clinical test (phase I) in June

Nucleic acid therapy treats diseases using the power of genes by injecting them and their components in patients. Nucleic acid drugs are used for such therapy. <u>They are lower in</u> <u>manufacturing cost than those used in antibody drug</u> and their <u>few side effects</u> are increasing their popularity as nextgeneration biomedicines.





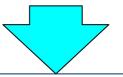
#### Enhancing Drug Discovery Capabilities will be a Key Growth Strategy to Survive the "2010 Problem" of Multiple Patent Expirations for Major Drugs Owned by Large Pharmaceutical Companies



#### [Current status of the pharmaceutical industry]

\* FDA (U.S. Food and Drug Administration): With the <u>tightening of review standards</u>, new drug development is becoming more and more difficult.

\*Large pharmaceutical companies in Japan: <u>New focus on biomedicines offering higher success rates and shorter</u> <u>development periods</u> than the small molecular compound pharmaceuticals they made in the past. <u>Partnerships through bio-ventures are increasing</u> <u>for technology linked to nucleic acid drugs, known as "post-antibody</u> <u>drugs," which utilize gene compounds. Discovering new drug candidates</u> <u>is becoming an urgent task.</u>



SBI Biotech is committed to the operation of <u>drug discoveries and</u> <u>cellular immunotherapy, through</u> the strength of its collaboration between Japan, the U.S., China, and South Korea, in the field of the influential drug creation seeds.

## A Biotechnology Related Investee Company Expected to Be a Profit-Making Source



Quark Pharmaceuticals, Inc. (Shareholding ratio of the SBIH Group: 24.87%)

Development of novel therapeutic RNAi drug candidates.

PF-4523655, molecules targeting AMD

- •In Sept. 2006, entered into licensing agreements with Pfizer for PF-4523655. <u>Potential milestone payments from Pfizer totaling over \$600 million.</u>
- •In Jul. 2008, <u>initiated dosing in a Phase II trial</u> in patients with DME and received milestone payment.
- •In 2009, the result of a Phase IIa will become available. If the results are positive, the probability of a merger will increase dramatically

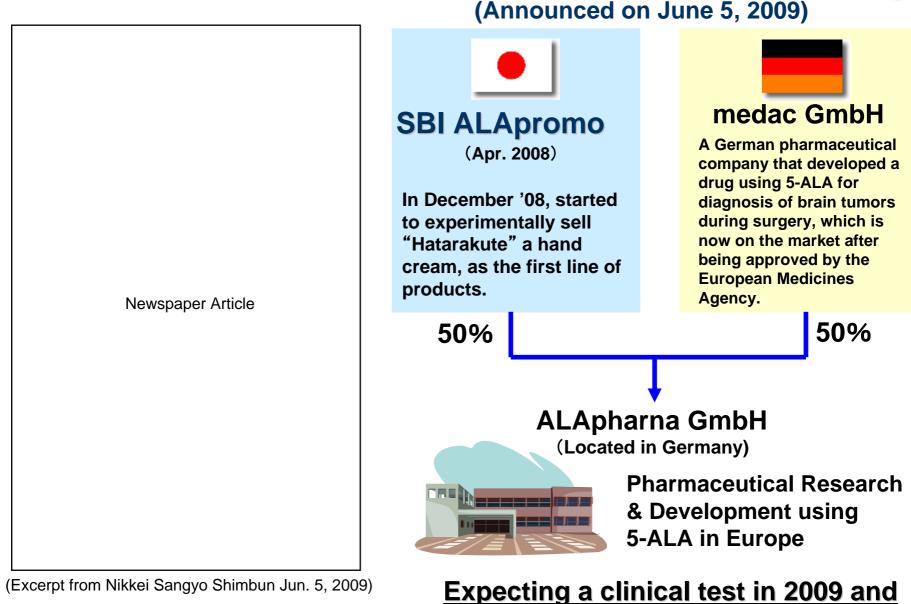
#### QPI-1002, a siRNA drug candidate

•In Jan. 2009, initiated dosing in its Phase I/II clinical trial drug QPI-1002 for prevention of Delayed Graft Function (DGF). Currently there is no marketed treatment for DGF, and <u>a global pharmaceutical company has</u> <u>much interest in it.</u>

**Bio-related business: SBI Bio-tech** ③

## Joint Venture For Pharmaceutical R&D





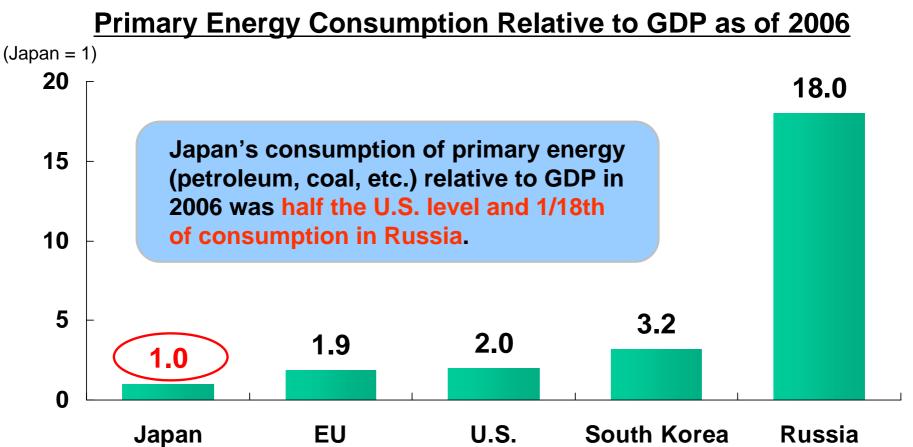
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early commercialization

Japan's prominent environmental related technologies (energy-saving technology)

#### Japan's Advantages in the Fields of Environmental Services and Energy Conservation





(Source: International Energy Agency)

Resource recycling of discarded TVs and other home appliances

Low-cost, highly advanced solar cells

>Fuel cell automobiles using hydrogen and oxygen power generation

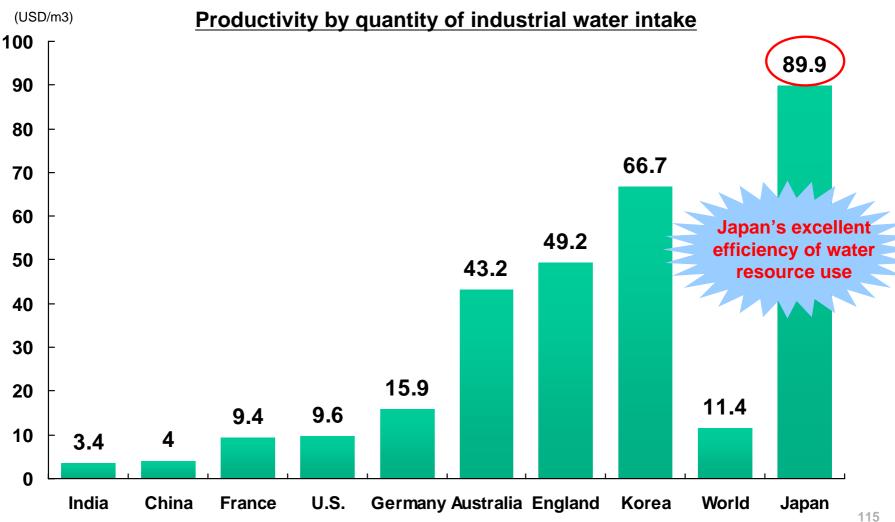
Holdings

Japan's prominent environmental related technologies (effective use of water resources)

#### Water Production Efficiency Is Becoming More Significant to the World



Demand for water use for industries and metropolitan areas have continuously increased, as demand for agricultural water has sharply dropped Industrial water production becomes more and more important as the economy develops



Source: Ministry of Economy, Trade and Industry "Trade White Paper 2008"

## Status of Venture Capital Funds Operated by the SBIH Group



Private equity total: 241.	2 bil. yen	[Environment/Energy]	6.8
[IT/Biotechnology] Total:	120.5	[Buyout/Mezzanine] Total	: 35.2
Internet	6.7	Value Up	19.2
Broadband/Media	57.3	Mezzanine	16.0
Mobile services	27.7	[Overseas] Total:	53.6
Biotech/Others	28.7	China/ Hong Kong/ Others*	35.9
	05.4	Vietnam*	8.2
[Direct investment]	25.1	India*	9.6

\* As of the end of Mar. 2009

VC funds operated by the SBIH Group primarily invest in IT (including Broadband and Mobile), biotechnology, and environment/energy fields, which are expected to be key growth industries

#### Capitalize on the industries' growth for investment returns

Note: Figures for the funds are net assets at market value based on the latest financial reports of each fund as of the end of Mar. 2009. All figures are rounded to the nearest 100 million yen.

\*Based on the investment commitment amount since the fiscal year is not yet closed

SBI Holdings and Masdar Have Reached a Final **Agreement to Create a Fund Mainly Targeting Alternative Energy Related Companies in Japan** 





# Masdar Clean

- Leader in investments in the renewable industries related to new energy technologies
- Leverages the "Masdar Initiative" to champion the development of advanced energy technologies

**Investment Amount: USD 20 million** 

Target: prominent alternative energy related companies in Japan

**Reached definitive agreements in January 2009** 

Plan to start investments in June 2009

Increase investment in the alternative energy related industries with high growth potential, utilizing SBIH Group's investment network for the environment related sector and Masdar's rich financial resources



# http://www.sbigroup.co.jp