

The New SBI Group

In July 2005, SOFTBANK INVESTMENT CORPORATION spun off its venture fund management business into a wholly owned subsidiary. At the same time, its corporate name was changed to SBI Holdings, Inc. along with the adoption of a holding company structure. SBI Holdings is committed to creating new businesses and offering more innovative services to meet the expectations of its customers and investors, while making its utmost efforts to maximize corporate value, which is the aggregate of customer value, shareholder value and human resources value.



SBI Group's Management Philosophy

Sound Ethical Values

Financial Innovator

New Industry Creator

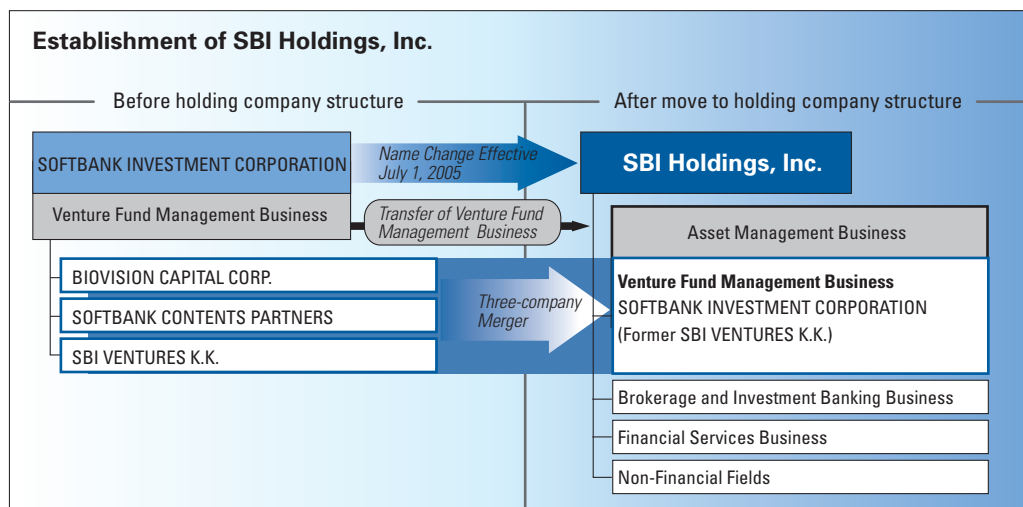
Self-Evolution

Social Responsibility

Aiming for a Dramatic Expansion in Corporate Value

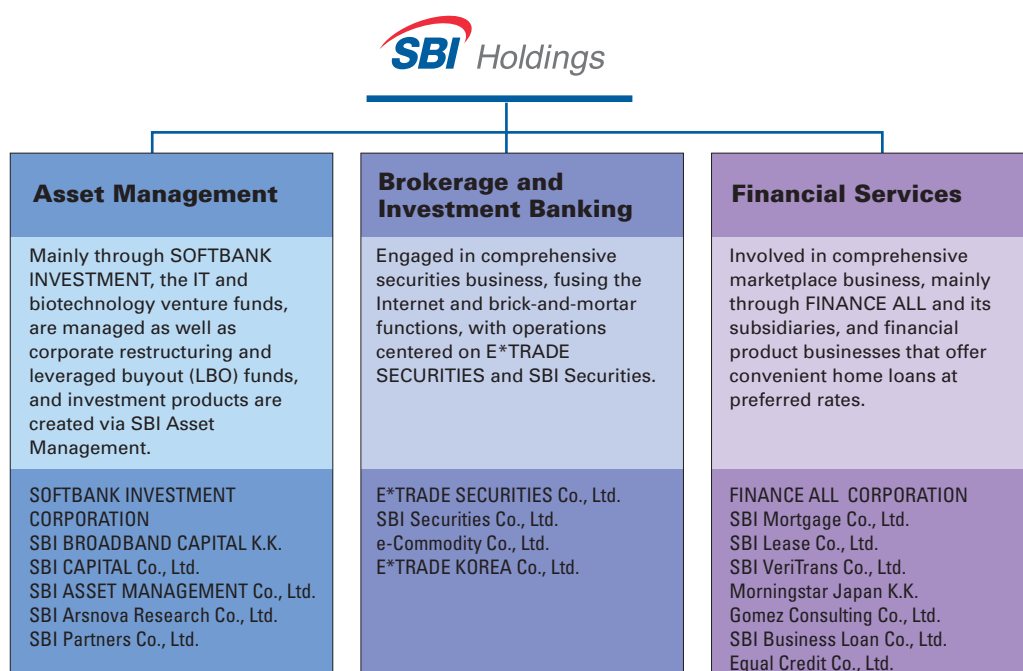
On July 1, 2005, SOFTBANK INVESTMENT CORPORATION spun off and transferred its venture fund management business to SBI VENTURES K.K., a wholly owned subsidiary, concurrently changing its corporate name to SBI Holdings, Inc. and transitioning to a holding company structure.

Following this reorganization, SBI Holdings will function as a holding company and will formulate overall strategies for the companies under its umbrella in accordance with its management philosophy, as well as work toward the building of a business portfolio that maximizes various synergies. Concomitantly, we aim to establish a structure as a strong comprehensive financial group that can anticipate trends toward conglomeration in finance. Utilizing the know-how and management resources cultivated in our financial businesses, we are setting our sights on those business domains closely aligned with finance along with non-financial fields related to businesses of group companies, as we aim for a dramatic expansion in corporate value and growth.



Three Core Businesses

The SBI Group is a comprehensive financial group centered on three core businesses.



1. Maximize corporate value through synergies between customer value, which is the basis of our company, and shareholder and human resources value.

The SBI Group believes “corporate value” to be an aggregate of “customer value,” “shareholder value,” and “human resources value.” Customer value is the value a company provides to customers. This refers to cash flow from customers received as payment for the intrinsic value of products and services offered by a company. Shareholder value is the aggregate of market capitalization and liabilities, as well as the net present value of lump-sum forecast future free cash flows. Human resources value refers to management and employee value. People are the wellspring of creativity and the most crucial determinant of a company’s distinctive characteristics, which serve as a source of its competitive strengths.

2. Increase the aggregate market capitalization of listed group companies from the current ¥1.0 trillion to ¥3.0 trillion in three years and ¥5.0 trillion in five years.

As our main strategy for attaining these targets, we will aim for an increase in market capitalization by emphasizing further autonomous growth of each listed group company, listing currently unlisted group companies and focusing on M&A, joint ventures and strategic alliances.

3. Become not just a “strong company,” but a “strong and respected company.”

The SBI Group aims not just to contribute to society through the products and services offered in our main businesses. Instead, we will strive to be a “strong and respected company” and increase our corporate value over the long term by proactively fulfilling our broader corporate social responsibilities including, practicing ethical behavior, cultivating our human resources, directly contributing to local communities and taking better account of our environmental practices.

Strengthening the SBI Group Brand

Establishing a Unified Brand

Along with the adoption a holding company structure, we renewed our corporate logo with the establishment of “SBI” as the SBI Group’s unified brand. By making “SBI” a part of each group company’s corporate name, we are able to create a clear identity for the SBI Group while fostering a greater sense of solidarity and togetherness by sharing the same brand value.

