

# SBI Group's Management Philosophy

## Sound Ethical Values

We shall undertake judgments on actions based not only whether they conform to the law or profit the company, but also whether they are socially equitable.

## Financial Innovator

We will transcend traditional methods and bring financial innovations to the forefront of the financial industry, utilizing opportunities provided by the powerful price-destruction forces of the Internet and developing financial services that further enhance benefits for customers.

## New Industry Creator

We will work to become the leader in creating and cultivating leading industries in the 21st century.

## Self-Evolution

We will continue to be a company that evolves of its own volition by forming an organization that flexibly adapts to changes in the operating environment and incorporates corporate "Ingenuity" and "Self-transformation" as part of its organizational DNA.

## Social Responsibility

We will ensure that each company in the SBI Group recognizes its social responsibilities as a member of society and carries out its social and economic responsibilities to all stakeholders, while contributing to the betterment of society.

# SBI Group's Corporate Vision

(Formulated in July 2005)

1. Maximize corporate value by the synergistic effect of creating value to our shareholders, employees and customers, which are the primary components of our corporate value.
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.
3. Become not just a "strong company," but a "strong and respected company."

The SBI Group makes a clear distinction between its "management philosophy" and "corporate vision." We regard our management philosophy as 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. On the other hand, our "corporate vision" concretely describes 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.