

# Entering a Dramatic Growth Phase

Established in 1999 as a pioneer of Internet-based financial services in Japan, the SBI Group has achieved rapid growth by recognizing the significance of two key trends, the diffusion and evolution of the Internet and financial deregulation. Today, the SBI Group has formed the world's first Internet-based financial conglomerate in the Financial Services Business, providing financial services in a wide range of categories, including securities, banking and insurance. Additionally, along with the Asset Management Business, where investments in venture companies has been principally involved since before the establishment of the Group, it entered into the Biotechnology-related Business, as a third business domain for further evolution and growth.

In this dramatic growth phase, the SBI Group will endeavor to further strengthen its customer base that was established in Japan, while also utilizing its unique business models to expand into the overseas markets, especially in the emerging countries of Asia. Also, the Group will strive to achieve a sustained expansion of its corporate value by building a global business structure.

## Making Choices Based on ...

### Our Mission: Five Corporate Missions

#### 01

##### Sound Ethical Values

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

#### 02

##### 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-cutting forces of the Internet and developing financial services that further enhance benefits for customers.

#### 03

##### New Industry Creator

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

#### 04

##### 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.

#### 05

##### Social Responsibility

We will ensure that each company in the SBI Group recognizes its social responsibilities as a member of society, while fulfilling the demands of its stakeholders, contributing to the betterment of society.

## Endeavoring to Achieve Further Rapid Growth by Leveraging Synergies Among the Three Major Businesses

The SBI Group has three major businesses. The first is the Financial Services Business, in which various financial products and services are provided, primarily via the Internet. The second is the Asset Management Business, in which the main business is investments in venture companies in Japan and abroad. The third is the Biotechnology-related Business, in which research and development, commercialization of products and sales relating to pharmaceuticals, health foods and cosmetics are globally expanded. The Group is working to strengthen its earnings capacity, and to expand the customer base by thoroughly pursuing every synergistic opportunity among these business segments.

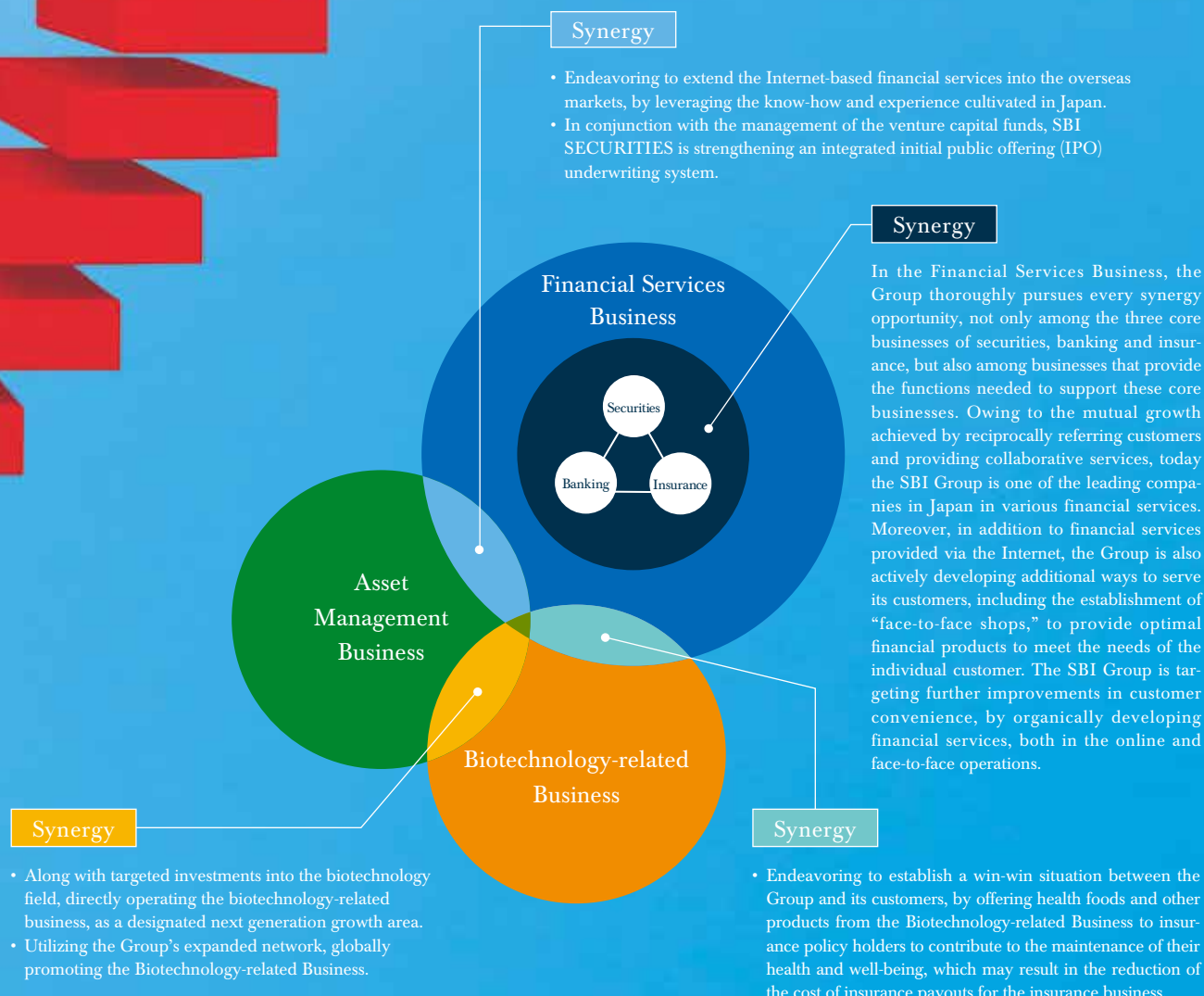
# Synergy

Synergy-focused Business Development



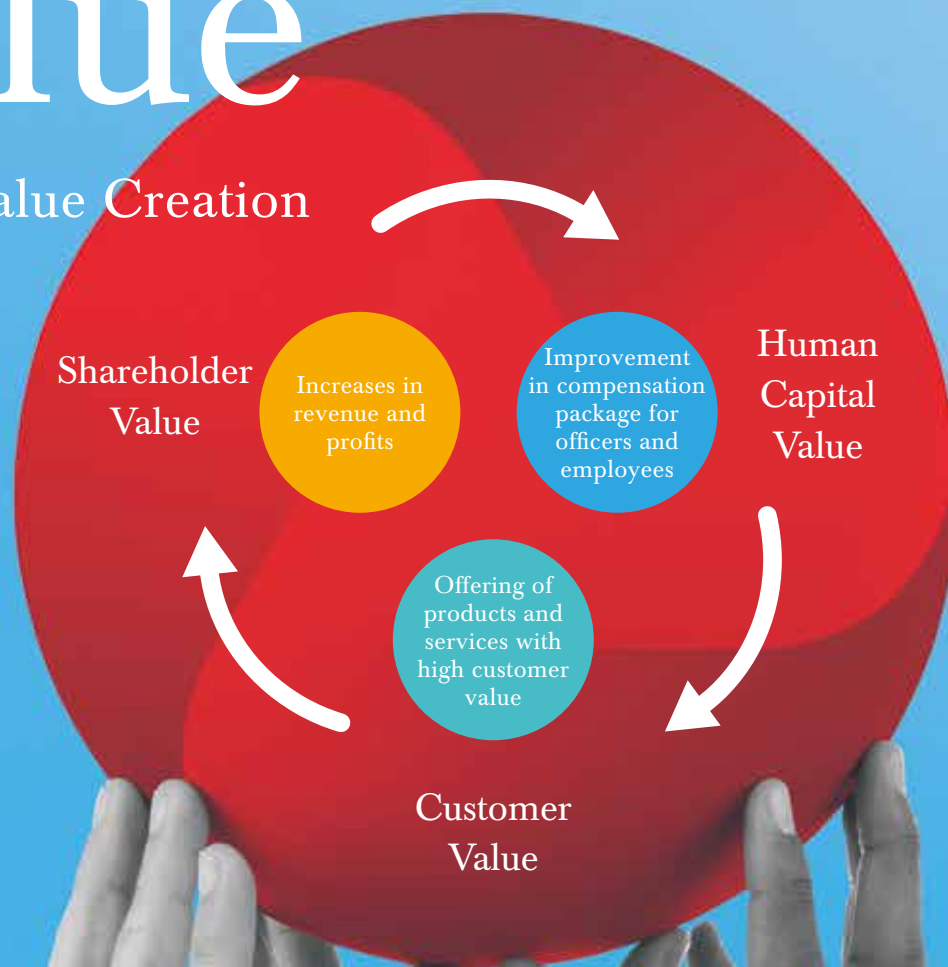
## Establishment of a Financial Ecosystem that Creates Group Synergies

The two great maxims of complexity science are that the whole is greater than the sum of the parts, and that the whole has new qualities that an individual part does not possess. Based on these concepts, the SBI Group has sought to build a “business ecosystem,” which is a new organizational structure designed to realize high growth potential through synergies and mutual evolution, which would not be possible for a stand-alone company. This philosophy has led the Group to create a “financial ecosystem” by expanding into diverse financial business areas, and has resulted in the establishment of the world’s first financial conglomerate that uses the Internet as its main business channel.



# Value

## Corporate Value Creation



## Enhancement of Corporate Value by Creating Cycles Based on the Three Values

The creation of customer value, which is the intrinsic value of goods and services a company provides to its customers, is the foundation of corporate value. Customer value, shareholder value and human capital value are mutually interconnected, and increase over time in a virtuous cycle.

Increase in customer value, by closely adhering to the “Customer-centric Principle” on a Group-wide basis, will contribute toward an improvement in business performance, and an increase in shareholder value. As a result, it becomes possible to recruit and retain superior personnel, which leads to an increase in human capital value. If it is able to recruit and retain superior personnel, better products and services can be created and will lead to an increase in customer value. By creating this type of virtuous cycle, the SBI Group is endeavoring to increase corporate value.