

## Focusing on Nurturing Talented Human Resources and Creating a Working Environment of Respect for Diversity

### Approach to Human Resources, the Source of Growth

The SBI Group considers people to be the source of its creativity and the main driver of differentiation that becomes a competitive advantage. In order to secure human resources, we hire mid-career employees who are ready for deployment as well as new university graduates. Within that pool of talent, there are those who go on to become directors of Group companies, while others make valuable contributions as mid-level employees of their respective companies, and play key roles in nurturing and passing on the SBI corporate culture.

On the other hand, more than 90% of the Group's employees are mid-career hires, continuous training and other measures are provided to foster talented individuals who are capable of understanding and putting into practice our corporate culture, which includes not having a myopic view focused on their own departmental work, but to be capable of implementing initiatives with Group-wide synergies in mind.

### Employee Development and Proactive Promotion

The SBI Group has implemented various measures to nurture the talent of those who will lead the future, and has thoroughly pursued a policy of proactively appointing and promoting superior talent regardless of age.

For employees who aspire to become senior managers, in April 2015, the SBI Group initiated the Senior Manager Training Program, utilizing the SBI Graduate School, which was established in April 2008 with the full support of the SBI Group. Completion of this training is a requirement for promotion to senior management positions. The training curriculum, which takes about one year, consists of specified compulsory courses and elective courses from the SBI Graduate School MBA curriculum. A total of 464 employees have completed this training program

as of March 31, 2020. Furthermore, a two-year or three-year program for dispatching employees to SBI Graduate School has been established for employees who wish to study a wider range of management subjects, and 111 individuals have obtained MBA degrees through this program as of March 31, 2020. The Group contributed approximately ¥69 million in education and training expenses in FY2019, mainly for these training costs.

In 2018, the Group established a system that makes it possible to offer salary and working arrangements that differ from those under the existing employment framework to further strengthen the Group's ability to respond to global management issues, and contribute to the recruitment and retention of highly skilled personnel responsible for work requiring specialized expertise in positions such as attorneys, accountants, AI development and blockchain engineers.

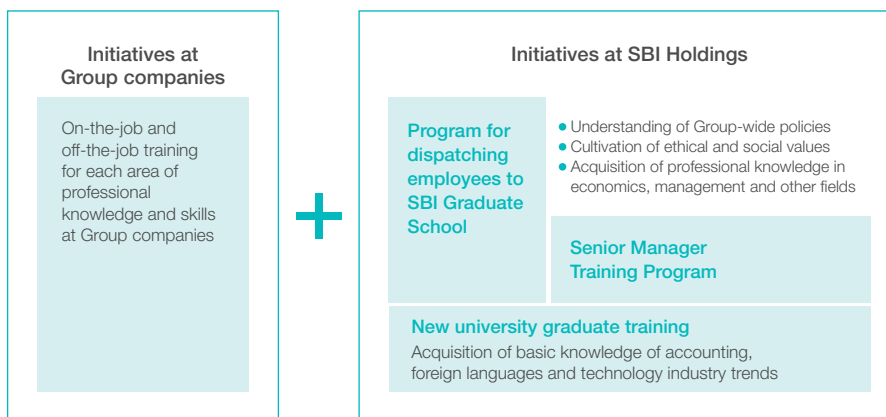
The Group strives for fair and impartial evaluation of employees, and utilizes comprehensive and multifaceted evaluations with input from not only superiors, but also subordinates and colleagues, by the adoption of a 360-degree feedback system.

### Utilization of Diverse Human Resources

The SBI Group emphasizes the importance of individual character, professional background and skill, regardless of nationality, religion, age, gender, the presence of a mental or physical disability, or indigenous status and with respect, flexibly applies this to the recruitment process. This policy allows for the flexible acceptance of a diverse workforce. In Japan, we started recruiting new university graduates in 2006. We also recruit new graduates throughout Asia, as well as many other international students, and stepped up recruitment of mid-career foreign nationals with advanced technological abilities for positions, including those at systems departments. Employees at overseas business offices now account for 35.4% of Group employees, an increase of 9.2 percentage points from the previous year. The

#### The SBI Group's Personnel Development Process

- Management executives
- Department and section heads
- Leaders
- Employees
- Younger employees



Group is increasing its diversification of nationalities as we continue to pursue global development.

SBI Holdings continues to recruit women, and in FY2019, the percentage of female employees across the Group was 42.4%. Furthermore, in March 2015 the Company abolished the age limit for re-employment of those who have reached the mandatory retirement age. Through such initiatives, SBI Holdings aspires to be a company where diverse human resources can thrive.

Upon putting this diverse pool of employee talent into action, we are focusing our efforts on evolving a fair and just system that offers all employees the opportunities to play an active role in an equal and equitable manner.

Specifically, we envision an approach featuring flexible work hours and telework together with leave for childbirth and childcare, as well as the building of a work environment that honors individuality and differences among people. This would be reflected in our corporate policies relating to the relocation to overseas offices, training systems and the like.

## Efforts to Create Appealing Workplaces

The SBI Group is creating a workplace environment that plays a positive role in recruiting and retaining talented individuals, and is striving to increase productivity through work-style reforms. The SBI Group considers it important for employees to be in good physical and mental health in order to always perform at their best. For this reason, in August 2018, the Group instituted the Health Management Declaration, which states that the Group will actively work to create an environment that encourages employees to maintain and promote their health.

In the area of employee career development, we provide opportunities for self-actualization, and have introduced a career opening system\*1 for the purpose of energizing organizations by making effective use of human resources, and putting the right people in the right place. Employees can request transfers to their desired operating companies within the Group organizations through this system, which more than 120 employees have utilized to make career changes to date.

To further increase the SBI Group's cohesion as well as employee desire and motivation to improve consolidated business performance, the Company issues paid-in stock options to Directors of the Company and its subsidiaries, and free-of-charge qualified stock options to employees of the Company and its subsidiaries. Furthermore, to help employees prepare for life post-retirement, the Group introduced a corporate defined-contribution pension plan in 2002.

To increase productivity, the SBI Group is actively proceeding with Group-wide introduction of robotic process automation (RPA)\*2, pursuing improvements in business process efficiency and productivity through automation of various routine business processes. At SBI Holdings (non-consolidated), average monthly overtime is 18 hours 1 minute per person, and the annual paid leave utilization rate is 69.8%.

\*1 A job posting system within the Group companies for employees to apply for transfers

\*2 The use of artificial intelligence (AI) or machine learning, a technology by which AI learns through repetition, for the purpose of performing mainly back-office, white collar tasks

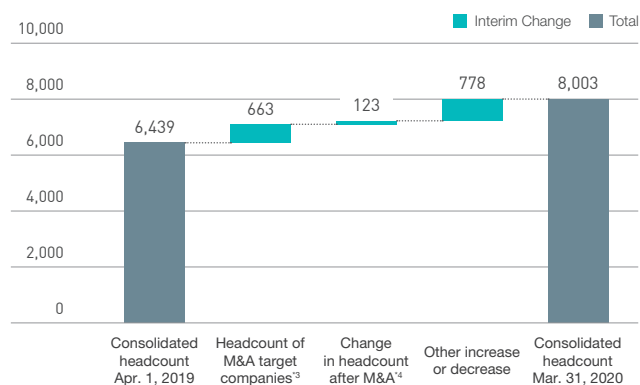
## Employee Data

Employee Status (Consolidated)	FY2017	FY2018	FY2019
Percentage of employees at overseas business sites	22.1%	26.2%	35.4%

Status of Employment of Women (Domestic Consolidated)	FY2017	FY2018	FY2019
Number of female employees	1,194	1,282	1,515
Ratio of female employees	36.4%	36.8%	38.0%
Number of women hired	285	283	367
Ratio of women among regular employees hired	26.2%	21.0%	22.9%
Number of female managers	174	180	219
Ratio of female managers	16.3%	14.9%	16.5%

Other Corporate Data		FY2017	FY2018	FY2019
Domestic consolidated	Average years of service (men)	6.8	6.6	6.6
	Average years of service (women)	5.4	5.4	5.5
	Average annual salary (men)	¥7,424,998	¥7,913,266	¥7,997,157
	Average annual salary (women)	¥4,664,003	¥4,927,172	¥4,885,217
	Turnover rate	15.0%	16.6%	14.2%
Non-consolidated	Average monthly overtime hours	22hr 15min	20hr 50min	18hr 01min
	Ratio of annual paid leave taken	64.0%	63.2%	69.8%
	Ratio of employees administered a stress check	97.7%	98.9%	98.9%
	Ratio of childcare leave taken by women employees	100%	100%	100%

## Change in Consolidated Headcount as a Result of M&A



\*3 Headcount at the time of Group consolidation of three companies merged or acquired from April 2019 to March 2020

\*4 Change in headcount at M&A companies between April 2019 and March 2020