

**Takashi Nakagawa**Representative Director,  
Senior Executive  
Vice President

### Approach to Human Resources

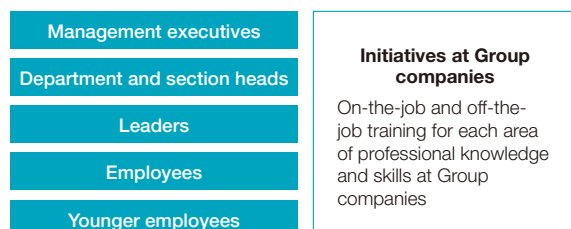
The SBI Group considers people to be the source of its creativity and the main driver of differentiation that becomes a competitive advantage. In 2018, the Group established a system that makes it possible to offer salary and working arrangements that differ from those under the existing employment framework, believing that going forward it will be even more important to recruit and retain highly skilled personnel responsible for work requiring specialized expertise.

We are also working on training employees to understand and put into practice the management philosophy of the SBI Group and corporate culture based on the fact that more than 90% of our employees are mid-career hires. Continuous training is provided so that employees can implement initiatives with Group-wide synergies in mind, rather than having a myopic view focused on their own departmental work. Moreover, through books written by President Kitao on his own management theories and corporate philosophies, we seek to improve the education of employees in anthropology and business administration, thereby fostering a sense of unity within the Company and promoting mutual communication. 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.

### Diversity and Inclusion

We believe that to remain as a company that innovates without getting caught up in preconceived notions requires an environment in which diverse human resources can fully demonstrate their potential and stimulate each other to grow, regardless of gender, nationality, race, or other attribute. The SBI Group operates in 23 countries and territories, and 39.1% of our employees work at overseas business sites. We also maintain a consistent stance of actively appointing and promoting superior talent regardless of innate attributes, and currently, 12.6% of our executive officers are women.

### The SBI Group's Personnel Development Process



### Boosting Employee Evaluations and Growth

The policy of rewarding those who succeed and promoting those with good sense and judgment runs through our organization, and we emphasize both the process as well as the results. 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.

When training our personnel, in addition to on-the-job training for each area of professional knowledge and skills at Group companies, we provide training at the SBI Graduate School, which opened in 2008 with the full support of the SBI Group. For employees who aspire to become senior managers, we have established completion of the SBI Group Senior Manager Training Program as a requirement for promotion, and for employees wanting to study a wider range of management subjects, we have established a program of dispatching them to SBI Graduate School. As of March 31, 2021, 132 individuals have obtained MBA degrees through this program.

### The Work Style of the SBI Group

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 addition to providing opportunities for self-actualization, we have introduced a career opening system for the purpose of 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 through this system, and so far 150 employees have utilized it to make career changes to date.

We are also working on improving operational efficiency and productivity. The SBI Group is actively proceeding with Group-wide introduction of robotic process automation (RPA), automating various routine business processes. In addition, we have established a maternity leave/childcare leave system and a system for returning to full-time employment. On a domestic consolidated basis, 96.1% of female employees have taken childcare leave, and on a non-consolidated basis, 7.1% of male employees have taken childcare leave. We are also working to create a flexible working environment that respects individual differences and are promoting the utilization of remote work, staggered working hours, and vaccination of employees and their family members in the workplace to prevent the spread of COVID-19 during the pandemic to create an environment where people can work with peace of mind.

## STAFF VOICE

### Attempts at Self-transformation and What Lies Ahead

Experience the SBI Group Human Resource Development System

I took advantage of the SBI Group's program for dispatching employees to the SBI Graduate School and obtained my MBA. One of the biggest results of taking a step away from the job and learning management theory was that I can now look at my daily tasks from a management perspective. A significant change for me was that I have adopted an attitude to ask myself how I should contribute to society as a member of society. Additionally, as opposed to a regular graduate school, the school assumes that students will be able to balance the curriculum with work, so another notable change was that I became more conscious of my time. The experience of looking for better ways to spend my time while coming up with ideas to secure more quality time has had a positive impact on the way I approach my job. I also feel that I have developed deep relationships with my fellow students who have been with me during the hard two-year journey, and continuing to interact with them, even to-day after graduating, has been a good stimulus for me.



**Yuji Saita**  
Executive Officer and  
General Manager of Corporate Planning Dept.  
SBI Insurance Group

### A Flat Work Environment Where You Can Challenge at Your Own Volition

Promoting the Appointment of Human Resources Regardless of Age or Gender

Since joining the Company, I have been responsible in the Corporate Communications Department for internal and external public relations, including top management, while continuously building relationships with the media. I believe the SBI Group is a company that carries out personnel development and promotes employees early to managerial positions, taking into account the career and work performance desired by the employee, regardless of gender or other factors. After my child was first born, I took advantage of the shorter working hours for childcare to balance work with raising my child and returned to work after maternity leave. I feel that the reason why women are able to work on achieving the same results as before returning to work despite the time constraints is because there is a culture of understanding and cooperation that permeates the whole Company.

One of the SBI Group's corporate missions is "Continual Self-Evolution," and I hope to take part in the SBI Group's ongoing evolution as a pioneer in the Japanese financial sector through my work.



**Ayumi Takeuchi**  
Executive Officer and General Manager  
of Corporate Communication Dept.  
SBI Holdings

## Employee Data

Consolidated		FY2018	FY2019	FY2020
Employee status		6,439	8,003	9,209
Percentage of employees at overseas business sites		26.2%	35.4%	39.1%

Status of Employment of Women		FY2018	FY2019	FY2020
Consolidated	Number of female employees	2,854	3,393	3,898
	Ratio of female employees	44.3%	42.4%	42.3%
	Number of female executive officers	3	5	13
	Ratio of female executive officers	4.5%	6.0%	12.6%
Domestic consolidated	Number of women hired*	283	367	750
	Ratio of women among regular employees hired	21.0%	22.9%	32.1%
	Number of female managers	180	219	262
	Ratio of female managers	14.9%	16.5%	16.0%

Domestic Consolidated		FY2018	FY2019	FY2020
Average years of service (men)		6.6	6.6	5.2
Average years of service (women)		5.4	5.5	5.1
Average annual salary (men)		¥7,913,266	¥7,997,157	¥6,617,207
Average annual salary (women)		¥4,927,172	¥4,885,217	¥4,959,279
Turnover rate*		16.6%	14.2%	23.2%

\* The method of calculation changed between FY2018 to FY2020, so there may be no continuity.

Non-Consolidated		FY2018	FY2019	FY2020
Average monthly non-statutory working hours		20hr 50min	18 hr 01min	15hr 19min
Ratio of annual paid leave taken		63.2%	69.8%	60.9%
Ratio of employees administered a stress test		98.9%	98.9%	97.5%
Ratio of childcare leave taken by female employees		100%	100%	100%
Ratio of managers of foreign nationality		14.0%	12.3%	12.3%
Ratio of mid-career hires among management		82.6%	81.5%	84.4%