

Achieving Sustainable Growth Through Stakeholder Engagement

We recognize that in order to increase the medium- to long-term corporate value of the SBI Group in an external business environment, which is growing more uncertain, we must accurately identify the needs and expectations of various stakeholders by engaging with them through dialog and other methods, and reflect these results in our business activities.

Customers



The SBI Group has set forth the “Customer-centric Principle” as its core management principle for business development and has put customer benefits first in its business activities. In addition, the Group has built one of the world’s first Internet-based financial ecosystems, in which non-face-to-face transactions are characteristic between the service providers and consumers. It is precisely for this reason that the Group has made various considerations to allow customers to complete transactions with peace of mind and a sense of trust, including thorough protection of personal information.

Examples of Engagement

- Reducing stock brokerage commissions charged by SBI SECURITIES
- Received the highest rank of “Three Stars” in the 2021 “Inquiry Counter Rating” (SBI SECURITIES and SBI Insurance) and “Web Support Rating” (SBI SECURITIES, SBI Sumishin Net Bank and SBI Insurance) in the survey “HDI Rating Benchmark” conducted by HDI-Japan

Shareholders and Investors



We are engaged in sound, highly transparent management by actively disclosing information to shareholders and investors, communicating through the General Meeting of Shareholders and financial results briefings, and striving to build better relationships. In addition to the self-growth and propagation of corporate value of listed companies and manifestation of Group corporate value through the initial public offerings of unlisted companies, we will increase shareholder value through M&As, joint ventures, strategic alliances, and other such efforts.

Examples of Engagement

- Financial results briefings for institutional investors and analysts and individual meetings for institutional investors and analysts
- Information meetings for individual investors, as well as Current Management Information Briefing for shareholders

Employees



As a comprehensive corporate group that innovates without getting caught up in preconceived notions, we have implemented various measures such as the provision of open employment opportunities and the establishment of a robust educational system that includes a program for dispatching employees to the SBI Graduate School. In addition, through the realization of a fair evaluation and compensation system that rewards ambition and performance, we train employees to develop and pass down a unique corporate culture and to promote fostering a healthy work ethic.

Examples of Engagement

- Health and diversity management
- Development of employees at SBI Graduate School

Partners (Suppliers)



The SBI Group is promoting open alliances in which win-win relationships are formed through partnerships with many non-Group companies across a variety of industries. Through these open alliances, we are collaborating with diverse partners to create a system that can provide comprehensive services that cannot be achieved by a single company alone, in order to meet the diverse demands of various customers.

Examples of Engagement

- Neo-bank initiatives promoted by SBI Sumishin Net Bank
- Linkage by SBI SECURITIES to various common points issued by non-Group companies

Local Communities



The SBI Group believes that a company is a part of society, and that corporate activities have various impacts on it. In order to fulfill the role of the company as a social entity, we will work to find solutions to social issues through our core business activities in a variety of different ways, thereby contributing to the maintenance and development of society.

Examples of Engagement

- Formulation of Basic Sustainability Principles and the SBI Group’s Materiality
- Regional revitalization initiatives

Global Environment



The SBI Group recognizes the importance of long-term coexistence between society and the natural environment, and that environmental issues have an impact on, and present both risks and opportunities to organizations and society. The SBI Group Environmental Policy has been established based on this recognition. Based on this policy, we will continue to contribute to the maintenance and development of a sustainable society through our business activities.

Examples of Engagement

- Addressing Climate Change (Initiatives Based on TCFD Recommendations)
- Promoting sustainable finance and activities for increasing awareness of ESG investment

Diversity and Inclusion

We are Focused on Further Enhancing the Value of Our Human Resources, as a Source of Creativity and Competitiveness.

Katsumi Shiragami

Executive Officer in Charge of Human Resources and General Affairs at SBI Holdings



Approach to Human Resources

The SBI Group believes that people are the main source of creativity and differentiation that give us a competitive edge. The SBI Group is unique in that more than 90% of its human resources are mid-career hires. These mid-career hires are able to work successfully alongside new graduates thanks to continuous training activities that help disseminate the SBI Group's management philosophy and corporate culture while allowing employees to acquire a broad overview of the Group as a whole. Furthermore, active communication by senior management via books and other publications on management and business, is helping to raise employees' knowledge in areas such as "human studies" and business administration. We believe that these efforts are also contributing to a sense of unity within the Group.

We recognize that securing talented, global human resources is even more important in executing our management strategies. In 2018, we established the Highly Specialized Professionals System, which enables us to respond differently from the existing framework in terms of salary treatment and working style, and we are focusing on securing human resources who can play strategically important roles. From April 2022, we implemented a significant increase in starting salary for new graduates and in the salary table up to the third year of employment. In addition, we introduced a remuneration system for all executives and employees that reflects the consolidated performance of the Group. The SBI Group will continue its efforts to enhance the value of its human resources, including the use of M&A and other methods to recruit talented people with abilities that enable them to make a strategic contribution.

Diversity and Inclusion

The SBI Group recognizes that human rights are fundamental rights that all human beings equally and universally have, and that respecting these rights is a matter of corporate operations. In 2021, we clearly stated this belief in our "Human Rights Policy." We also believe that to remain as a company that innovates without getting caught up in preconceived notions requires an environment in which diverse people can fully demonstrate their potential and stimulate each other to grow, regardless of race, nationality, gender, or other attributes. The SBI Group operates in 25 countries and regions, and overseas offices account for 22.9% of the total number of employees. We are committed to actively promoting talented employees regardless of their attributes, and the ratio of female managers

(domestic consolidated) is currently 18.3%. Recognizing that increasing diversity is important in the future, we have set goals of increasing the ratios of female managers and non-Japanese employees to at least 20% and 40%, respectively, by 2025 and will work to maintain and improve the current ratios (26.5% and 36.5%, respectively, as of March 31, 2022).

Please visit our website for more information on "SBI Group Human Rights Policy"



https://www.sbigroup.co.jp/english/sustainability/social/human_rights.html

Creating a Pleasant Work Environment

We believe that good physical and mental health is important for employees to always perform at their maximum potential. The SBI Group has instituted the Health Management Declaration stating the need to actively promote the creation of an environment that encourages employees to maintain and promote their health. In addition to providing opportunities for self-actualization, we are striving to make effective use of employees and to put the right people in the right place through our career opening system. Many employees have utilized this program to make career changes by requesting transfers to their desired operating companies within the SBI Group.

Furthermore, in order to improve work efficiency and productivity, the entire Group is promoting the introduction of robotic process automation (RPA) to automate various routine tasks, and we have established a short-time regular employee system and staggered working hours system to create a comfortable working environment.

Recognition for Employees that Rewards Performance

Since our founding, we have maintained a policy of "giving a stipend to those with merit and a position to those with good judgement and insights," emphasizing not only results but also the process that leads to those results. In addition, in order to ensure fair and impartial evaluations, we conduct 360-degree evaluations, in which employees are evaluated not only by their superiors, but also by their subordinates and colleagues. Furthermore, in order to further enhance the cohesiveness of the Group and to further increase motivation and morale toward consolidated performance, the Company issues paid stock options to directors of the Company and its subsidiaries and

tax-qualified stock options to employees without cost.

Approach to Human Resource Development

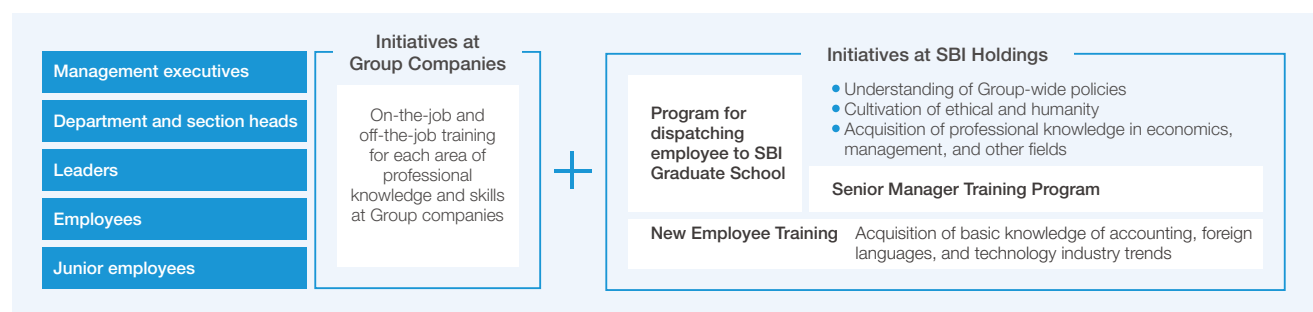
The SBI Group is training future generations of skilled workers through a combination of on-the-job-training and courses at the SBI Graduate School, which opened in 2008 with the full support of the SBI Group. Employees who aspire to become senior managers must complete the SBI Group Senior Manager Training Program as a requirement for promotion. We have also established a program for employees wanting to study a wider range of management subjects by sending them to study at the SBI Graduate School. As of March 31, 2022, 143 individuals have obtained MBA degrees through this program. For new employees, we provide training by submission of assignments, which is unique to the Company, to help our employees acquire knowledge and management perspectives as executives of the SBI Group from early on in their careers. New employees are required to submit a report every two weeks which is then evaluated by management executives including the CEO.

Dissemination of Management Philosophy in Group Companies

In order to share our management philosophy and corporate culture with Shinsei Bank, which became our consolidated subsidiary in December 2021, we have held briefings for executives and employees of Shinsei Bank Group, as well as conducted regular roundtable discussions with executives from our major Group companies for junior employees. In the first session, our Representative Director, Chairman, President & CEO Yoshitaka Kitao discussed the theme of “what the SBI Group is striving for” to promote exchange. Videos of the roundtable discussions are maintained for viewing by executives and employees of both groups.



The SBI Group's Human Resource Development Process



Employee Data

Employee Status (Consolidated)	FY2019	FY2020	FY2021
Number of employees	8,003	9,209	17,496
Percentage of employees at overseas business sites (%)	35.4	39.1	22.9

Status of Employment of Women		FY2019	FY2020	FY2021
Consolidated	Number of female employees	3,393	3,898	7,630
	Ratio of female employees (%)	42.4	42.3	43.6
	Number of female executive officers	5	13	20
	Ratio of female executive officers (%)	6.0	12.6	9.4
Domestic consolidated	Number of women hired*	367	750	933
	Ratio of women among regular employees hired (%)	22.9	32.1	39.1
	Number of female managers	219	262	688
	Ratio of female managers (%)	16.5	16.0	18.3

Domestic Consolidated	FY2019	FY2020	FY2021
Average years of service (men)	6.6	5.2	10.1
Average years of service (women)	5.5	5.1	8.4
Average annual salary (men)	¥7,997,157	¥6,617,207	¥8,239,218
Average annual salary (women)	¥4,885,217	¥4,959,279	¥4,793,669
Turnover rate (%)	14.2	23.2	14.9

Non-consolidated	FY2019	FY2020	FY2021
Average monthly non-statutory working hours	18hr 1min	15hr 19min	17hr 41min
Ratio of annual paid leave taken (%)	69.8	60.9	65.4
Ratio of childcare leave taken by female employees (%)	100	100	100
Ratio of managers of foreign nationality (%)	12.3	12.3	11.4
Ratio of mid-career hires among management (%)	81.5	84.4	81.1

* Figures may not be continuous due to changes in calculation methods, M&A, etc. from FY2019 to FY2021.

Target Figures for Human Resources (Through to 2025)

*1 Non-consolidated
*2 Consolidated

Ratio of female managers*1
20% or higher

Ratio of employees of foreign nationality*2
40% or higher

Please visit our website for more information on “Enhancing Human Capital Value”



<https://www.sbigroup.co.jp/english/sustainability/social/employee.html>