

## Non-financial Activities

## 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 that is increasingly 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, and realizing Neo-securities initiatives within the first half of FY2023
- Achieved No.1 in the 2023 ORICON Customer Satisfaction® Survey, for Online Securities and Automobile Insurance Premiums (SBI SECURITIES, SBI Insurance)

### 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 promote fostering a healthy work ethic.

#### Examples of Engagement

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

### Partners (Service Providers)



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 the SBI Group’s Basic Sustainability Principles and Materiality Measures
- 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

Toward the Realization of  
Management Strategy:

## The SBI Group's Human Resources Strategy

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 and that 83.1% of mid-career hires at the SBI Holdings serve in management, thereby activating its mid-career human resources. 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 the CEO via books and other publications on management and business, is helping to raise employees' knowledge in areas such as humanities 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. We are introducing evaluation, training, and compensation systems under a common global framework and are promoting them across the entire Group. 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 course in 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 21.7% of the total number of employees. Starting from March 2015, the upper-age limit on post-retirement re-employment was removed, as we are committed to actively promoting talented employees regardless of their attributes.

Recognizing that increasing diversity is important in the future, we have set goals of increasing the ratios of female managers and employees with foreign nationality to at least 20% and 40%, respectively, by 2025 and will work to maintain and improve the current ratios (24.7% and 37.7%\*, respectively, as of March 31, 2023).

\* The figure for the ratio of employees with foreign nationality is for the SBI Group on a consolidated basis, excluding the SBI Shinsei Bank Group

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



[https://www.sbigroup.co.jp/english/sustainability/social/human\\_rights.html](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, we are devoting attention to the health of our employees by offering monthly individual health consultations with occupational health professionals. In accordance with each person's preferences, these are conducted in person, by phone, or in writing. SBI Wellness Bank, which was established in 2007 to actively contribute directly to society through the medical field, strives to maintain the health of officers and employees within the SBI Group through the Tokyo International Clinic, a medical corporation that it partners with and supports. Since 2016, we have been conducting legally mandated stress

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checks for our employees. We plan to carefully analyze the quantitative data obtained from the stress checks to understand the work characteristics and workplace environment of each Group company and consider more effective measures to maintain the health of our employees.

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 program. Many employees have utilized this program to make career changes by requesting transfers to their desired operating companies within the SBI Group, and in FY2022, 168 employees took advantage of this program.

We are also promoting the development of a comfortable working environment. Through a shortened-hours regular employee system, a staggered working hours system, and a parental and childcare leave system, the Company on its own has a 100% rate for mothers taking childcare leave, and a 33.3% rate for fathers taking childcare leave. Furthermore, to improve work efficiency and productivity, the entire Group is promoting the introduction of robotic process automation (RPA) to automate various routine tasks.

We conducted an engagement survey in 2023 in order to

strengthen the corporate ties with employees even more than before. The survey results were used to improve employees' engagement with the goal of putting in place an even more comfortable working environment.

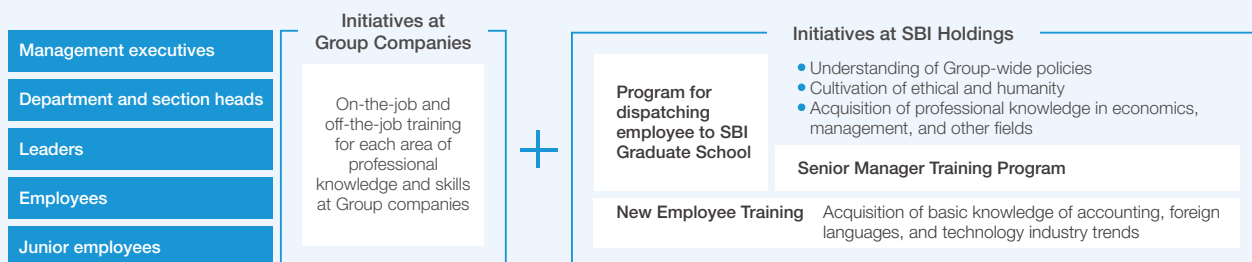
### Recognition for Employees that Rewards Performance

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. In addition, in order to further enhance the cohesiveness of the Group and to additionally 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

## The SBI Group's Human Resource Development Process



### New Employee Training Program

Our new employees spend the first year in the Company participating in an e-learning program from the SBI Graduate School with the goal of enabling them to understand basic theories and to acquire practical skills that will be used in their daily work. For new employees, we provide training to help them acquire knowledge and management perspectives as executives of the SBI Group from early on in their careers, by setting a report that is to be submitted every two weeks which is then evaluated by management executives, including the CEO.

### Senior Manager Training Program

This program is designed for employees who aspire to be promoted to senior management positions. Our employees are required to take courses centered on moral philosophy for approximately a year at the SBI Graduate School and to complete it before being promoted to senior management positions.

### Employee Dispatch Program (SBI Graduate School MBA program)

With the main goal of developing human resources that will lead the SBI Group in the future, we have a program that enrolls employees in the SBI Graduate School. Through this program, we expect our human resources to grow to be able to see and think

about things from a broader perspective through improved management and business abilities, as well as logical thinking.

### SBI Group's Single-subject and Diploma Program

These programs are a part of our personnel measures with the goal of fostering employee self-development. Employees are permitted to learn at the SBI Graduate School while balancing work and their personal lives with a view towards a transition to the employee dispatch program (MBA program).

### Program Supporting the Acquisition of Qualifications

If employees apply for this program beforehand, the Company may cover the expenses necessary for an employee to acquire a qualification.

### Career Open Program

The program enables SBI Group employees to choose their career path and is divided into three categories: in-house recruitment, self-reporting, and business plan proposal.

### Procedures for Employment Transfer

To facilitate employees' medium- and long-term career advancement, we have introduced an employment transfer program where temporary employees can become regular or direct employees.

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, 2023, 157 individuals have obtained MBA degrees through this program. For new employees, in addition to the SBI Graduate School, 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. In this way, the Group focuses its efforts on human resources development through training time per employee that stands at 13 hours 23 minutes per year\*.

\* Employees of domestic consolidated subsidiaries (excluding SBI Shinsei Bank Group) are covered.

## Progress on the Human Resources Strategy

The Group has achieved rapid growth by pursuing its constantly evolving stance of “self-denial,” “self-transformation,” and “self-evolution.” Human resources give rise to creativity, and we thus position them as a major factor behind the differentiation that underlies our competitive strengths. Our human resources strategy seeks to get an accurate grasp of what those within the Company are saying as well as changes in the external environment, in addition to staying attune to the trend of the times. We also plan to build out the structures and initiatives in which employees exercise their talents to their fullest.

<b>2005</b>	Start of new graduate hiring program
<b>Oct. 2009</b>	Corporate dispatch system started for the MBA course at SBI Graduate School
<b>Mar. 2015</b>	Upper-age limit removed on post-retirement re-employment
<b>Oct. 2016</b>	Certification-acquisition support system introduced
<b>Aug. 2018</b>	Health Management Declaration instituted
<b>Oct. 2018</b>	Highly Specialized Professionals System established
<b>Apr. 2022</b>	Major increase in salary table for new graduate employees up to their third year
<b>June 2022</b>	Compensation system introduced in which Group consolidated earnings are reflected in all officers' and employees' compensation
<b>Oct. 2022</b>	Shorter-hours regular employee system introduced, staggered working hours formalized into a system
<b>Mar. 2023</b>	Applicable certificates expanded for certification support system
<b>Apr. 2023</b>	Employment referrals started
<b>Apr. 2023</b>	Engagement survey conducted at SBI Holdings

## Employee Data\*1

Employee Status (Consolidated)	FY2020	FY2021	FY2022
Number of employees	9,209	17,496	18,756
Percentage of employees at overseas business sites (%)	39.1	22.9	21.7
Ratio of employees with foreign nationality*2(%)	43.0	42.3	37.7

Status of Employment of Women	FY2020	FY2021	FY2022
<b>Consolidated</b>			
Number of female employees	3,898	7,630	8,133
Ratio of female employees (%)	42.3	43.6	43.4
Number of female executive officers	13	20	22
Ratio of female executive officers (%)	12.6	9.4	8.7
<b>Domestic consolidated</b>			
Number of women hired	750	933	1,327
Ratio of women among regular employees hired (%)	32.1	39.1	38.1
Number of female managers	262	688	727
Ratio of female managers (%)	16.0	18.3	18.4

\*1 Figures may not be continuous due to changes in calculation methods, M&A, etc., from FY2020 to FY2022.

\*2 Excluding SBI Shinsei Bank Group.

Domestic Consolidated	FY2020	FY2021	FY2022
Average years of service (men)	5.2	10.1	10.2
Average years of service (women)	5.1	8.4	8.7
Average annual salary (men)	¥7,547,839	¥7,564,601	¥7,854,752
Average annual salary (women)	¥4,118,029	¥4,515,359	¥4,820,899
Turnover rate (%)	23.2	14.9	15.4
Annual amount of training time per employee*2	15hr 46min	15hr 38min	13hr 23min

Non-consolidated	FY2020	FY2021	FY2022
Average monthly overtime working hours	15hr 19min	17hr 41min	17hr 1min
Ratio of annual paid leave taken (%)	60.9	65.4	75.6
Ratio of childcare leave taken by female employees (%)	100	100	100
Ratio of mid-career hires among management (%)	84.4	81.1	83.1
Education and training expenses (yen)	¥58,170,000	¥56,410,000	¥60,781,642
Ratio of female managers (%)	24.6	26.5	24.7


### Target Figures for Human Resources (Through to 2025)

\*1 Non-consolidated  
\*2 Consolidated

Ratio of female managers\*1  
**20% or higher**

Ratio of employees with 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>