

SBI Group's Mission

“Corporate Mission” and “Fundamental Business Building Concepts” to Realize Mutual Prosperity with Society

“Corporate mission” is another way of describing a company's management philosophy or values and raison d'être that do not change easily because of top management shifts or market changes. In other words, a corporate mission serves as the foundation, allowing it to establish a clear long-term goal for the Company and provide a sense of purpose for its employees.

Guided by its corporate mission, SBI Group develops businesses based on its “Fundamental Business Building Concepts.” We strive for mutual prosperity with society by contributing through our core business activities.

The SBI Group's Corporate Mission

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 products and services that further enhance benefits for customers.

03 NEW INDUSTRY CREATOR

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

04 CONTINUAL SELF-EVOLUTION

We will continue self-evolution to flexibly adapt to changes in the economic environment through “Ingenuity” and “Self-transformation.”

05 FULFILL SOCIAL RESPONSIBILITY

We 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.



FIVE
CORPORATE
MISSIONS

For the Good of Society and for the Good of People

The sustainability of
the SBI Group with society

Since our founding, it has been our constant desire to capture current trends to create innovative businesses “for the good of society and for the good of people.” At the same time, a company is a constituent of society and exists only because it belongs to society, and in adherence with this concept, we have sought to contribute to the sustainability and development of society. In line with this policy, we are developing businesses built upon the basic business principles and originating from the SBI Group’s Five Corporate Missions. Moreover, by contributing to the resolution of social issues through our businesses, we strive to ensure the sustainability and growth potential of society and the Group, which we consider to be the foundation of the SBI Group’s sustainability.

Sustainability >>> P.36

Fundamental Business Building Concepts

Thorough Pursuit of the “Customer-centric Principle”

Since its founding, the SBI Group has been pursuing a “Customer-centric Principle.” In addition to reducing commissions on brokerage transactions, by providing deposit products with favorable interest rates and realizing the industry’s lowest insurance premiums, we have harnessed the power of innovative technologies to offer products and services at competitive prices. We are also focusing our efforts to enhance our product offerings in order to meet our customers’ needs.

Formation of a “Business Ecosystem” and Thorough Pursuit of Group Synergies

A business ecosystem is an economic community based on mutual interaction that is supported by an organizational structure. Based upon the two major principles of complex systems “The whole should be geared towards the objective of being greater than the sum of the parts” and “The whole should have new qualities that an individual part cannot achieve,” the SBI Group has established a business ecosystem that realizes its high growth potential from synergy and mutual evolution, which cannot be achieved by a single company alone.

Thorough Devotion to Innovative Technology

The SBI Group invests in promising domestic and overseas venture companies in the fields such as the fintech sector and artificial intelligence (AI) as well as growth fields such as blockchain and digital assets, quantum computers, and nuclear fusion where revolutionary technologies are being developed and advancing globally. We are promoting growth through the three processes of “Investment” in promising startup companies, the “Adoption” of the new technologies held by investee companies to the Group’s individual financial service businesses, and the “Diffusion” of these technologies across multiple industries.

Formulate and Implement Strategies that Anticipate the Near Future

The SBI Group is working on its business by establishing “overall strategies” and “individual strategies” to align and mobilize the Group companies to create efficient synergies and strengthen the sense of unity among them. The overall strategy of the SBI Group is a Group-wide effort that is consistent with social issues, national goals, etc., while keeping an eye on the changing times. The overall strategy is being efficiently communicated to each subsidiary, allowing them to develop individual strategies that contribute to a unified goal.

Public Benefit Leads to Private Benefit

Under the notion of “without society, there would be no businesses; without businesses, there would be no society,” if we engage in business activities that are instrumental for public benefits, i.e., ones “for the good of society and for the good of people,” they would also lead to benefits for the Company.

Going Beyond Finance with Finance at Its Core

Under the recognition that movements in goods and services are inextricably linked to finance. The SBI Group will continue to promote financial business as a financial professional, and continue to exist as entity that takes on the challenges of resolving various social issues in Japan and overseas by entering into new business fields that create synergies with its financial business.

FUNDAMENTAL
BUSINESS
BUILDING
CONCEPTS

SBI Group's Value Creation

Unwavering Commitment to the “Customer-centric Principle” is the Fountainhead upon Which the SBI Group Creates and Enhances its Corporate Value

The SBI Group believes that its corporate value is the sum of “customer value,” “shareholder value,” and “human capital value.” We recognize that our “customer value” created through pursuit of the “Customer-centric Principle,” increases “shareholder value” and “human capital value,” which is greatly tied to growth of our corporate value, which is the cumulative sum of these three values.

Customer Value: The foundation for creating corporate value

For the SBI Group, we believe that creating “customer value” is the foundation of corporate value, which is generated and increased by interrelating “shareholder value” and “human capital value.”

Together with the adoption of the Internet, customer value has become a critically important value such that companies cannot survive without adhering to the “Customer-centric Principle.” The SBI Group recognizes that maximizing customer value is the largest challenge facing management strategy and is thoroughly instilling our “Customer-centric Principle” in all of our businesses.

If products and services with high customer value are pro-

vided in all of our businesses through the pursuit of the “Customer-centric Principle,” revenues and profits will increase, which will also lead to greater shareholder value. Such an increase in shareholder value will result in improved incentives. If remarkable talent can be hired through such improved incentives, the human capital value will also increase. Highly skilled human resources with a strong sense of ethics will contribute to a further increase in customer value, and amidst a virtuous cycle in which corporate value, shareholder value, and human capital value are interrelated, corporate value will expand exponentially.

Products and services with high customer value

Our adherence to the “Customer-centric Principle” at the SBI Group involves offering lower fees, favorable interest rates, attractive investment opportunities, easily comparable products and services, safe and highly reliable services, and a rich set of high-quality financial contents – all provided in a variety of formats. It is our belief that the adherence to the “Customer-centric Principle” in all our businesses help support a “public benefit” that will lead to the SBI Group fulfilling its social responsibility.

In our drive of commitment to the “Customer-centric Principle,” we emphasize indicators such as customer satisfaction assessments of our products and services by third-party institutions. Going forward, we will endeavor to maintain the standards of our customer satisfaction assessments at a high level for the customer services we provide. [▶ P.64](#)

As a result of these initiatives being well received, the SBI Group's customer base exceeded 50 million as of March 31, 2024, an exponential leap since the Company's founding.

Strategic Value: The critically important factor in the composition of corporate value

In addition to “customer value,” “shareholder value,” and “human capital value,” there is also “strategic value” (management vision and long-term strategy), which we consider to be a critically important factor in the composition of corporate value at the SBI Group.

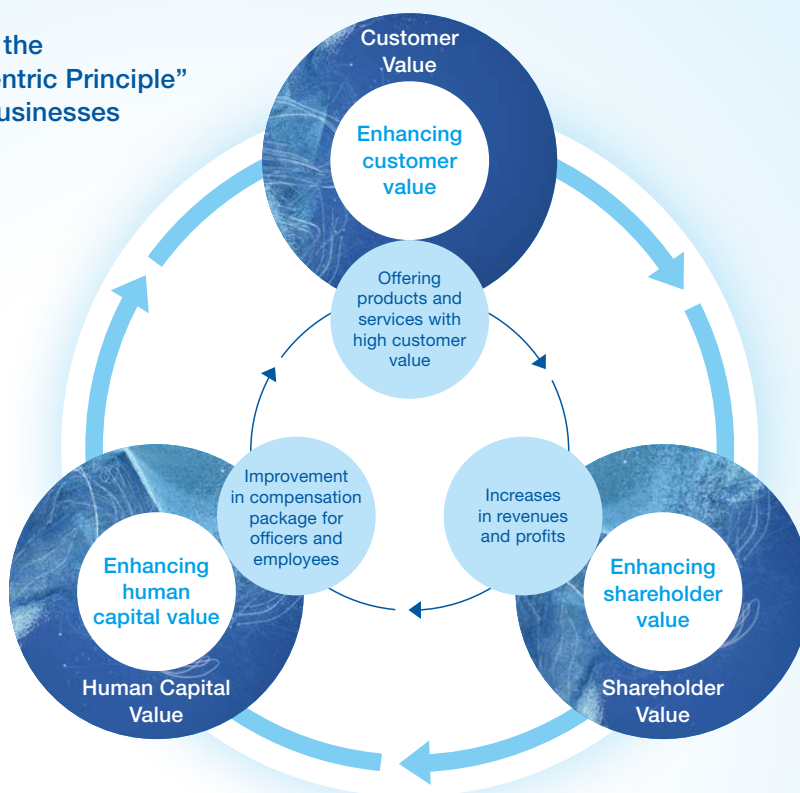
A major business mission of the Group is to address unfair inequalities within our society, especially in the financial field, and to create new added-value by utilizing technology. As stated in the corporate missions, as a “financial innovator” and

“new industry creator,” we will continue to be a company that keeps on self-evolving while responding flexibly to external changes.

The SBI Group shares the corporate missions throughout the whole Group, realizing an overall strategy which captures the major trends of the time through implementing individual strategies that are realistic and appropriate for each subsidiary's business activity, based on our “Fundamental Business Building Concepts.”

Mechanism to Enhance Corporate Value

Adherence to the
“Customer-centric Principle”
in all Group businesses



Corporate value: The sum of customer value, shareholder value, and human capital value

Customer Value

Customer value is the value that a company provides to its customers and the primary value of goods and services provided by the SBI Group. Since its founding, the SBI Group has advocated that through pursuit of the “Customer-centric Principle” it has been able to provide outstanding price competitiveness for products and services in the Financial Services Businesses such as in the securities, banking, and insurance businesses using the Internet. Currently, we are working to increase customer value by developing products and services that utilize advanced and innovative technologies such as AI and blockchain to develop new financial services.

Shareholder Value

The SBI Group considers shareholder value to be the total present value of future free cash flows expected to be received by shareholders and creditors. We have positioned ratio of profit to equity attributable to owners of the Company (ROE) as one of the key business ratios associated with increasing shareholder value. On the other hand, from the perspective of sound growth of the Company as a going concern, management focusing solely on ROE will only achieve short-term growth. Therefore, the SBI Group will not only return profits and cash generated through improved business performance owing to an increase in customer value to shareholders, but will also allocate them in a well-balanced manner for investment for further future growth and increased shareholder value.

Human Capital Value

The SBI Group considers people to be a source of competitiveness and differentiation and has continuously recruited employees to secure a large number of talented individuals both domestically and abroad. The SBI Group is also actively engaged in educational training through SBI Graduate School, which the SBI Group fully supports, and endeavors to select young, qualified employees for officer positions, as well as to promote women to managerial positions. We also strive to develop human resources by conducting evaluations based on their abilities, regardless of age, ethnicity, nationality, gender, etc., through these efforts, we have focused on increasing human capital value. In addition, we have created a work environment that is conducive to raising employee engagement by considering how to maintain and improve the health of employees and support their desired career development.

Achieving Sustainable Growth Through a Group-wide Strategy in Touch with the Times

SBI Group adopts Fundamental Business Building Concepts to promptly detect changes with the time, and has accomplished its growth by executing a strategy that responds to these changes. Looking ahead, by repeating the process of “self-denial,” “self-transformation,” and “self-evolution,” we will continue to be a company that constantly endeavors to evolve.

Birth of the SBI Group

SBI Group was formed in April 1999 when SoftBank Finance was founded as a financial subsidiary of SoftBank (currently SoftBank Group). In July 1999, SOFTBANK INVESTMENT (currently SBI Holdings) was founded as an operator of a venture capital business.

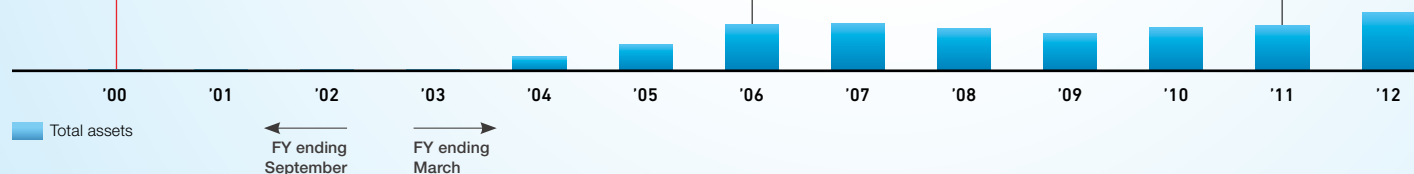
From Japan's SBI to the World's SBI

SBI Group used the reversals of Japanese trade and income balance in 2005 as an opportunity to accelerate the establishment of an investment framework in emerging markets with high growth potential, focusing on Asia such as China, and to jointly establish funds with major local partners to make investments. We are now further strengthening this global investment framework and promoting the development of Financial Services Business focusing on Asia.

Selection and Concentration

During a deteriorating business environment originating from the BNP Paribas shock, the SBI Group fully instituted a “selection and concentration” approach to its businesses from FY2010 to transition the focus of business management from expanding the Group's scale to one focused on profitability. Specific steps included the sale of non-core businesses that had weak synergy with the three core businesses of the Financial Services Business, and restructuring within the Group to a model that better facilitated the leveraging of synergy. As a result of these changes, The Group's resources such as the generated cash were concentrated into the Financial Services Business, the Asset Management Business, and the Biotechnology-related Business* so that businesses in deficit could promptly return to profitability while businesses in surplus could further expand their profits, thereby realizing the strengthening of the Group's overall profitability.

*Starting in FY2022, we moved to a five-business segment structure, comprising the Financial Services Business, the Asset Management Business, the Investment Business, the Crypto-asset Business, and the Next Gen Business.



Social trends

- The Financial Big Bang in Japan
- Internet revolution

- Japan's trade/income balances reverse

- The global financial crisis

	Established in 1999	2009/3
Revenue (Net Sales)	0	¥130.9 bn
Net income (Full-year net income/profit attributable to owners of the Company)	0	¥(18.4) bn
Group companies	11	91
Group customer base	0	8.0 m
Number of employees	55	2,492

Development of Fintech and Blockchain Utilization

Until now, the SBI Group has realized dramatic Group growth through the building of the financial ecosystem centered on Internet. We have been striving to evolve into digital financial ecosystem centered on blockchain, one of the revolutionary technology, while introducing various types of fintech into financial services offered by the SBI Group. We also have been expanding digital asset-related businesses, using blockchain technology and distributed ledger technology.

Restructuring of the Business Portfolio

The elimination of all commissions on online trading of domestic stocks under "ZERO Revolution" by SBI SECURITIES and the large-scale acquisition of SBI Shinsei Bank have brought significant changes to business structure of the SBI Group. Amid these changes, we have been restructuring the business portfolio through expansion in the banking business and boosting profitability at overseas businesses, etc., while keeping a close eye on changes in the domestic and overseas business environments such as the rise in domestic policy interest rates and the increase in geopolitical risk.

Contributing to Regional Revitalization

In order to contribute to Japan's national strategy of regional revitalization, the SBI Group has been expanding alliances with regional financial institutions nationwide. By doing so, we have been advancing initiatives to encourage regional financial institutions to make qualitative changes, thereby improving their profitability and raising their corporate value. Looking ahead, towards the goal of making the "Fourth Megabank Concept" a reality, we will endeavor to become a wide-area regional platform with SBI Shinsei Bank as its core.

Building a Digital Space Ecosystem

Digitalization is accelerating in various fields of society, and we are entering the era of Web3. It is said that Web3 is the next generation Internet based on decentralized network that utilizes blockchain technology. In the era of Web3, the SBI Group's goal is to develop into a digital space ecosystem that transcends the financial field.



Change to IFRS

*1 "Total assets" for the fiscal years ended March 31, 2012 and earlier represent "total assets" under JGAAP
*2 The fiscal year ended March 31, 2003 covered six months because of the change in the fiscal year end

● Rise of fintech
● Abenomics

● Promotion of regional revitalization

● Spread of COVID-19

● The Russian invasion of Ukraine

● Lifting of negative interest rate policy

2014/3

¥232.8 bn

¥21.4 bn

213

17.53 m

5,352

2019/3

¥351.4 bn

¥52.5 bn

259

25.20 m

6,439

2024/3

¥1,210.5 bn

¥87.2 bn

721

50.50 m

19,097

SBI Group's Business Domains

Expanding Business Domains for 25 Years Through Challenges and Evolution

Since its founding, the SBI Group has led the development of Internet finance in Japan along with being a corporate group that is “going beyond finance with finance at its core.” It continues to take on challenges that grasp the trends of the era. The result is that we have now created a diverse business portfolio and put in place a system that enables flexible management decision-making.

Beginning of the Securities Business

In 1999, E*TRADE SECURITIES (now SBI SECURITIES) started Internet trading in Japan. Riding the trend of online transformation in the financial sector, the Company was the first-mover in comprehensive online securities in Japan and has now established itself as the No.1 in Japan.

Establishment of a Financial Ecosystem

In 2007, SBI Sumishin Net Bank started operations as an Internet-based full-service bank. This was followed in 2008 by SBI Insurance starting its operations. Then, after becoming a consolidated subsidiary in 2015, SBI Life Insurance restarted insurance underwriting in 2016. This all led to our engaging in businesses in primary financial sectors of securities, banking, and insurance, and in doing so, completing the vision of a “financial ecosystem,” which we have conceived of since our founding.

Starting the Asset Management Business and Expanding the Financial Services Business

To effectively carry out asset management within the Group, we established SBI Global Asset Management (now the SBI Asset Management Group) to oversee the Group's asset management functions in 2015.

Moreover, the government started the NISA program to facilitate the move of individual financial assets “from savings to investment” in 2014. Consideration of such trends have resulted in an expanded lineup of financial products at the SBI Group and a focus on bringing forth a diversity of new services that put to use technologies such as fintech from startup companies we have invested in.

Our Heritage, the Venture Capital Business

In 2000, we established the INTERNET TECHNOLOGY FUND, a venture capital fund of ¥150.5 billion, the largest fund commitment of its kind in Japan at the time. With the pursuit of being a “new industry creator” as put forth in the corporate missions, we focused our investments on the Internet field, a growth field of the 21st century. In 2005, we established the New Horizon Fund that targets investments in promising Chinese companies together with a governmental investment company in Singapore. Starting with this fund, we have built a global investment framework by establishing numerous funds in emerging countries with high potential, particularly in Asia, in collaboration with leading local partners.

Forming New Funds Targeting Leading Technologies One after Another

In 2015, we established the Fintech Fund with an investment focus on promising startup companies, both in Japan and abroad, possessing elemental technology in the fintech field. Then in 2018, we created the SBI AI&Blockchain Fund to invest mainly in the fields of AI and blockchain. In 2021, we started operation of the SBI 4+5 Fund, to invest primarily in innovative technologies and services in a wide range of industries, including “Society 5.0 for SDGs” and “Industry 4.0,” as a way of expanding investments in startup companies that are constantly implementing new technologies ahead of others.

Entering the Crypto-asset Business

With our attention on the future potential of blockchain technology, we have entered the business of operating a crypto asset exchange in response to the diverse needs of investors and to provide them opportunities for investment exposure to new value assets. After having registered as a crypto asset exchange in 2017, SBI Virtual Currencies (now SBI VC Trade) started offering crypto asset trading services in 2018. We also entered into the crypto asset market-maker business in 2020 by acquiring B2C2 of the U.K. as a subsidiary in 2020. This has advanced the formation of an ecosystem in the crypto asset field in the same way as what we previously did for the financial business.

Entry into the Biotechnology Field

We have entered the biotechnology field through SBI Biotech, a drug discovery bio-venture that started operations in 2007. Amid our involvement in the Biotechnology-related Business, we have turned our attention to 5-aminolevulinic acid (5-ALA), initiating R&D and manufacturing of products using 5-ALA. In 2012, we established SBI ALApromo, for the domestic sales of health foods and cosmetics that contain 5-ALA.

Entry into the Digital Space Field

After setting up the Blockchain Promotion Department at SBI Holdings in 2016, we established the joint ventures of SBI Ripple Asia in 2016 and SBI R3 Japan in 2019 with Ripple and R3, respectively, both based in the U.S. Through these steps and others, we are promoting businesses related to Web3 which is built upon a blockchain foundation. We also entered the NFT business in 2021 by making

Smartapp (now SBINFIT) a consolidated subsidiary. SBI Digital Hub was established in 2022 to support the creation of Web3-related projects in Japan through consulting to companies using digital technology.

The Five Business Segments of the SBI Group

The Rapid Growth of the Financial Services Business Keeps Going

In 2021, Shinsei Bank (now SBI Shinsei Bank) became a consolidated subsidiary and positioned as the core bank of the SBI Group, which led to the expansion of the banking business.

In 2019, SBI SECURITIES announced its vision of commission-free online trading of domestic stocks, which it started implementing in 2023 as "ZERO Revolution." The total number of comprehensive securities accounts at the SBI Group is now growing at an accelerating pace, which is exerting a ripple effect across the entire Group, especially making a major contribution to expanding the customer base of the core Financial Services Business.

Overseas, the Hyundai Swiss Savings Bank of Korea (now SBI SAVINGS BANK), which used to be one of our venture investments since 2002, was converted into a consolidated subsidiary in 2013. In addition to this, we have made local banks in Vietnam, Cambodia, and Russia into subsidiaries to expand overseas financial services businesses mainly in Southeast Asia.

Endeavor to Reach ¥20 Trillion in Assets Under Management

In the Asset Management Business, after making consolidated subsidiaries of Rheos Capital Works in 2020 and Okasan Asset Management (now SBI Okasan Asset Management) in 2022, the SBI Group's AUM surpassed ¥10 trillion in May 2024. We are carrying out a variety of measures endeavoring to reach ¥20 trillion in AUM by FY2027 including M&A. As one of the measures, a wide range of investment products are offered that meet the diversifying needs of individual investors both inside and outside the Group, with SBI Asset Management achieving the highest growth rate in Japan in terms of AUM of publicly offered investment trusts in FY2023.* Another one of these measures is to partner with leading asset management players such as the Man Group of the U.K. and KKR of the U.S. with the goal of spreading the adoption of alternative investments in place of traditional investment products.

* Out of the top 15 companies in terms of AUM

Financial
Services
Business

Asset
Management
Business

Business divisions
that generate
relatively stable
profits

Promoting Business Expansion in Growth Industries and Promising Sectors

In the Investment Business, we continue to focus investments on growth industries and on sectors with solid expectations. In addition to fields such as AI and fintech, which are already positioned as growth sectors, we formed the ¥100-billion SBI Digital Space Fund, which invests primarily in the "digital space" segments such as Web3 and the metaverse in November 2023. Through accelerated efforts such as this, the total amount of funds set up to date exceeds ¥800 billion. We are also forming alliances with various promising companies to promote overseas investments such as in Africa and the Middle East.

In the Crypto-asset Business, we are constantly expanding the number of distinct crypto assets handled on SBI VC Trade and BITPOINT in addition to providing staking services with one of the highest reward rates in the industry. Our goal here is to grow the customer base through an expanded lineup of products and services. To aid the distribution in Japan of stablecoin USDC, a type of crypto asset linked to the price movements of fiat currency, we have formed a partnership with Circle of the U.S. which is the issuer of USDC.

Investment
Business

Crypto-asset
Business

Business divisions
with volatile financial
results that are
highly dependent
on the market
environment

Entering the Semiconductor-related Business

SBI Group believes that the revitalization of Japanese manufacturing is crucial to achieve regional revitalization, which the Group has been actively working on. In July 2023, the Group entered the semiconductor field. Leveraging our strong funding capabilities and network both domestically and internationally, we endeavor to contribute to the establishment of stable and long-term funding support, which is

essential for ensuring the sustainability of the business. Our goal is to integrate the financial ecosystem of the SBI Group with the semiconductor-related business by involving Group companies, investee companies, partners, government, local authorities, and academic institutions, thereby creating a "semiconductor ecosystem."

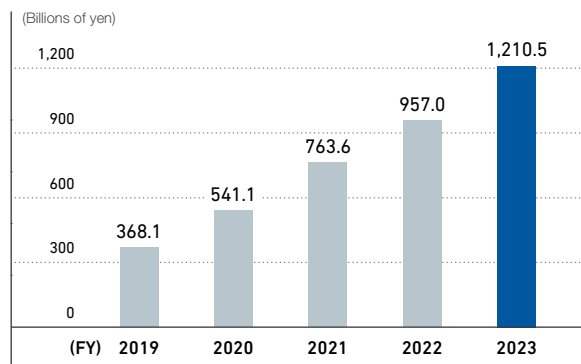
Next Gen
Business

A forward-looking
business segment
that promises rapid
future growth

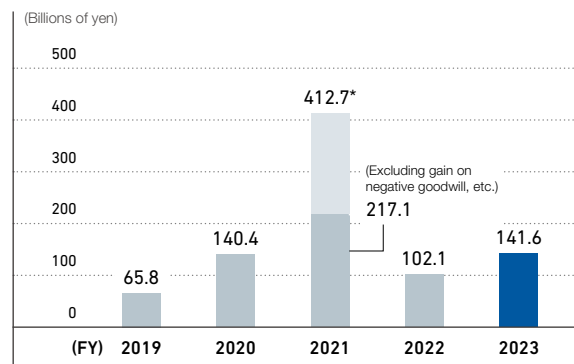
SBI Group's Overview

Financial Highlights

Revenue



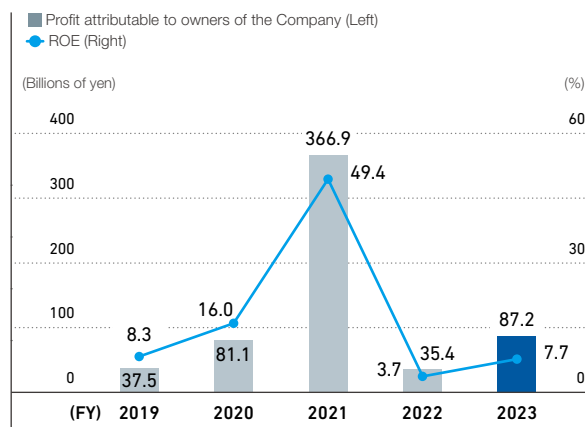
Profit before income tax expense



* Figures for FY2021 include one-time factors (gain on negative goodwill, etc., of ¥195.6 billion) recorded when SBI Shinsei Bank became a consolidated subsidiary

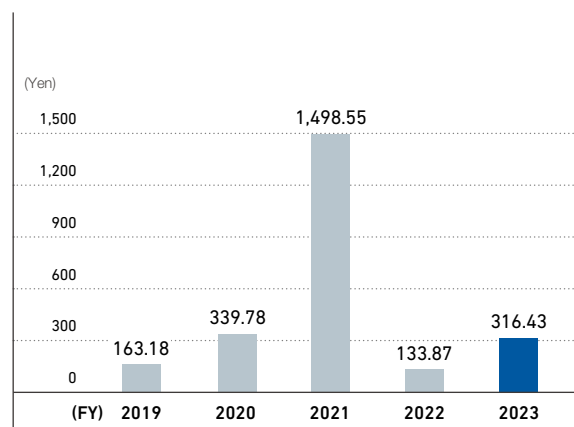
Profit attributable to owners of the Company

Ratio of profit to equity attributable to owners of the Company

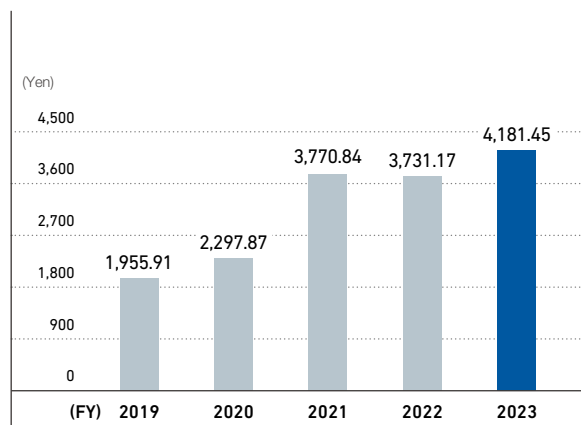


Basic earnings per share (EPS)

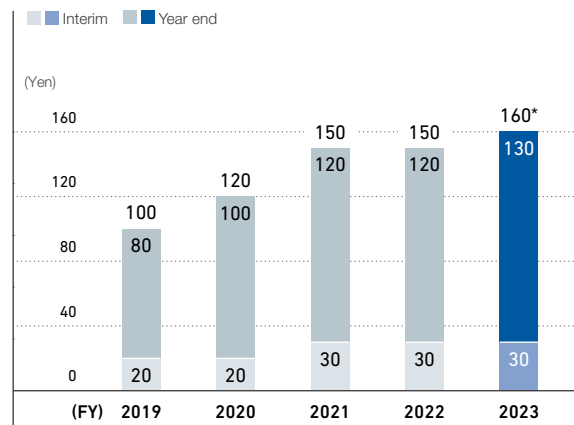
(attributable to owners of the Company)



Equity per share attributable to owners of the Company (BPS)

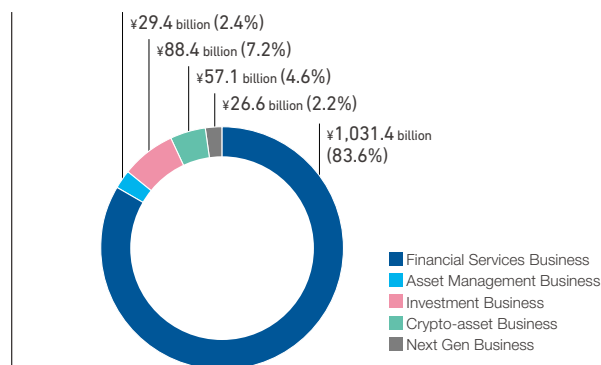


Dividend per share



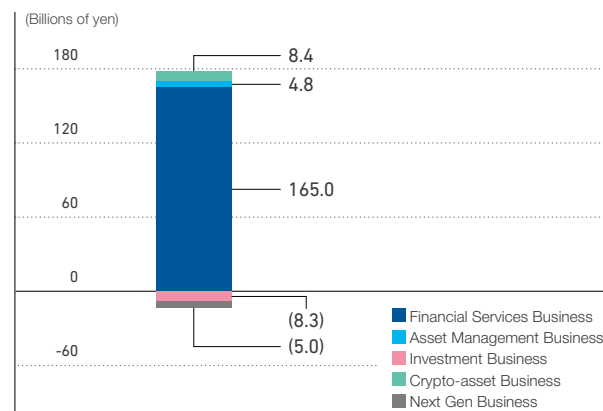
* Includes a commemorative dividend of ¥10 per share to celebrate the 25th anniversary of the Company's founding

► Revenue breakdown by business segment* (FY2023)



* Revenue breakdown percentages by business segment are presented as the composite ratio of the total revenue of each segment.

► Profit before income tax expense (FY2023)



Corporate Highlights

Countries and regions with overseas offices

26 countries and regions

(As of June 30, 2024)

The SBI Group has established overseas offices primarily in the growth markets of emerging countries in Asia and is pursuing global business expansion in various fields.

Rating for long-term issued bonds

A-

(As of April 26, 2023)

In April 2022, SBI Holdings acquired a long-term issued bond rating of A- (Stable) from the Rating and Investment Information, Inc., a one notch upgrade from BBB+.

Number of Group companies that have made initial public offerings

18 companies

(As of June 30, 2024)

The Company is promoting initial public offerings of Group companies to actualize the Company's intrinsic corporate value.

Institutional investor ratio in shareholder composition

56.9 %

(As of March 31, 2024)

The foreign ownership ratio, which had previously been growing, fell to 33.9% as of March 31, 2024, from 48.6% as of March 31, 2022. We endeavor to maintain a healthy balance in our shareholder composition.

Customer base

50.5 million

(As of March 31, 2024)

The customer base of each of the SBI Group companies is steadily increasing, and our goal is to achieve customer base of over 100 million at the Group level at this time.

Consolidated number of employees

19,097

(As of March 31, 2024)

The consolidated number of employees of the SBI Group, both in Japan and overseas, has been increasing each year due to a rise in the number of consolidated subsidiaries resulting from our active involvement in M&A.