

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.

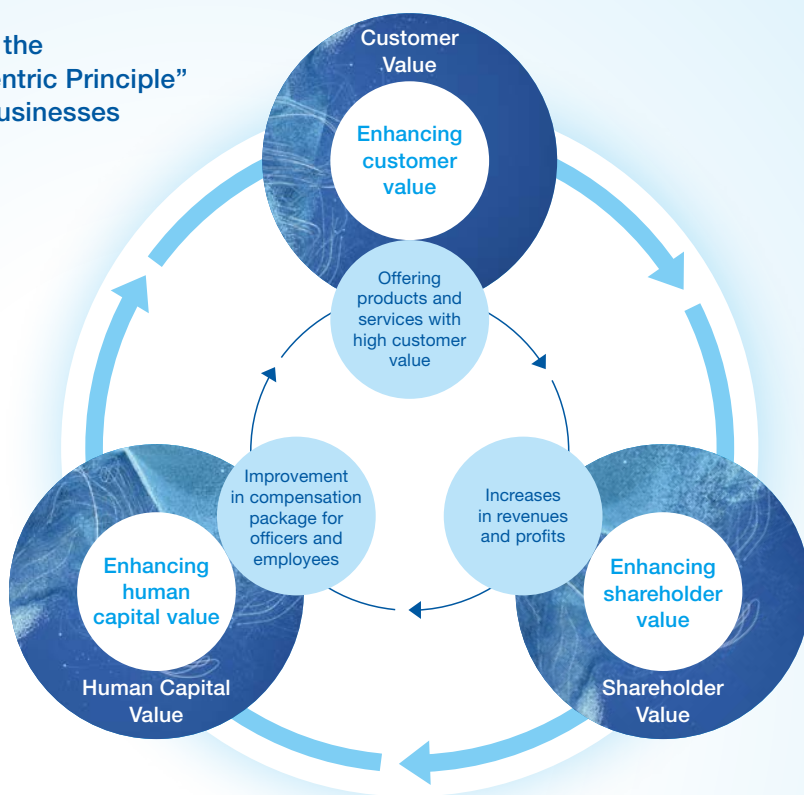
A major business mission of the Group is to address unfair inequalities within our society, especially in the financial field, and to create new added-value by utilizing technology. As stated in the corporate missions, as a "financial innovator" and

"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.