

# 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.

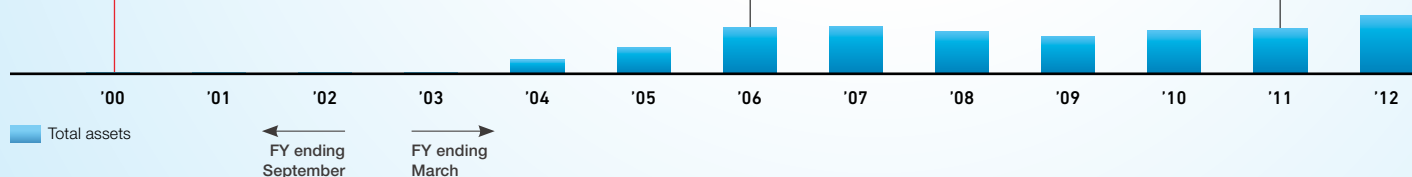
## From Japan's SBI to the World's SBI

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

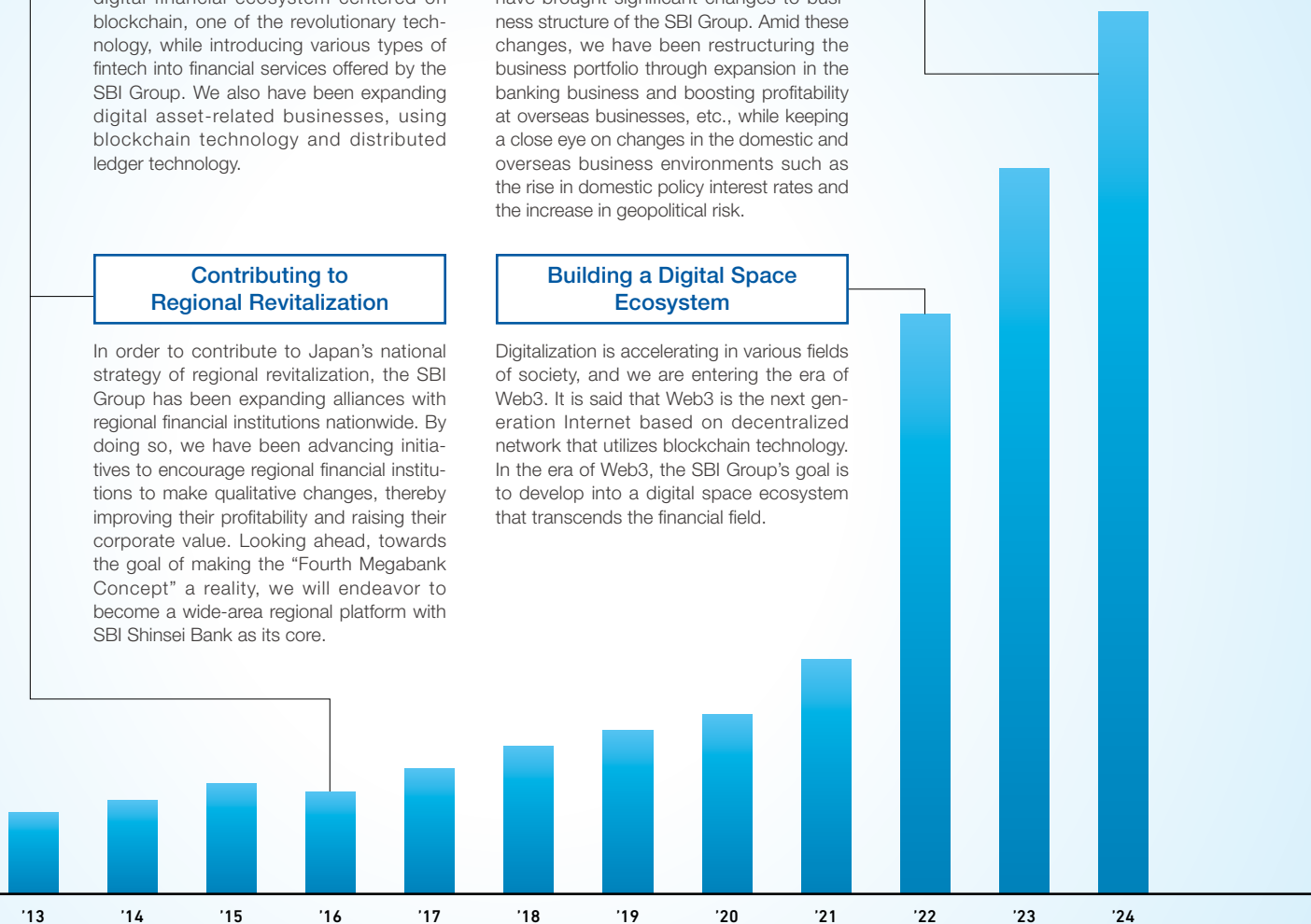
The elimination of all commissions on online trading of domestic stocks under “ZERO Revolution” by SBI SECURITIES and the large-scale acquisition of SBI Shinsei Bank have brought significant changes to business structure of the SBI Group. Amid these changes, we have been restructuring the business portfolio 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	2019/3	2024/3
¥232.8 bn	¥351.4 bn	¥1,210.5 bn
¥21.4 bn	¥52.5 bn	¥87.2 bn
213	259	721
17.53 m	25.20 m	50.50 m
5,352	6,439	19,097