

SPECIAL CROSS TALK

Driven by “for the good of society and for the good of people,” we will continue being a company that always takes up challenges

25th Anniversary

Kanae Takeuchi

Outside Director



Yoshitaka Kitao

Representative Director,
Chairman, President & CEO

As the 25th anniversary of the SBI Group approaches, Outside Director Kanae Takeuchi and Group representative Yoshitaka Kitao sat down for a conversation on the SBI Group and its growth accomplishments up to this point and what is important for the Group to continue contributing to building a better society.

Looking Back at 25 Years of History

Takeuchi: I would like to take this opportunity to congratulate you on the 25th anniversary of the SBI Group. As the founder, what are your feelings on making it to 25 years?

Kitao: Thank you very much. A full 25 years have passed, and yet I believe we have not wavered in our commitment to do what we set out to do when we founded the Company, which is to drive “for the good of society and for the good of people.” Founded in 1999, the Company has ridden two trends, the Financial Big Bang in Japan and the Internet revolution, which explains why we have achieved growth in leaps and bounds centered on the Financial Ser-

vices Business. All the while, our growth has been grounded in the thorough pursuit of the “Customer-centric Principle” and our endeavors to offer services that truly reflect the needs of our customers. This stance has been highly regarded by our customers, which in my belief has led to the SBI Group of today.

Takeuchi: In 2020, I assumed the office of Outside Director of SBI Holdings, and as I deepen my understanding of the Group, I am impressed by its foresight and its ability to execute. I believe that since the founding, the Group has been engaged in various businesses and made contributions with an eye to future issues in the fields of economic revitalization, asset formation of the people, as well as advanced technology, regional revitalization, healthcare, and education,

all of which are important for the future of Japan. One of the basic business principles of the SBI Group is “going beyond finance with finance at its core.” And the path taken by the SBI Group, which started off as an innovator in online finance, may well illustrate the truly broad sweep of possibilities in finance and its high contribution to the society.

Kitao: I have been thoroughly devoting myself to technology since the time of the founding of the Company, and through technology I have sought to disrupt the existing order and bring about major innovation in the financial world. At the center of this technology is the Internet, and around 2016 we completed a financial ecosystem centered on the Internet. This was followed by the



“ _____ Kitao

The reason why we have been able to grow so much in 25 years because we have made many good connections through our belief in the good of society

birth of a series of new technologies, including blockchain, AI and big data, and the SBI Group has continued to grow by incorporating these new technologies whenever they emerge.

Takeuchi: Recently, under “ZERO Revolution” from SBI SECURITIES, which offers commission-free online trading of domestic stocks, and with our entry into the semiconductor-related business, among other moves, it makes me wonder about the significance – not only for the SBI Group, but also for the society – and the Group’s strength in continuing to take on challenges and to evolve. How do you feel about this?

Kitao: Just as you say, our continued efforts for the good of the society and our customers seem to have been the motive force behind achieving growth for the SBI Group over the past 25 years. An example is the offering of commission-free online trading for domestic stocks, an action that means many securities companies will no longer be able to maintain themselves as they do today. Normally, this move would cause a great deal of friction. On the other hand, this move is to solely for the benefit of the customers, and while SBI SECURITIES’ number of accounts have grown beyond 13 million, these 13 million customers will be on our side. What made this initiative possible, I believe, is the support of our customers. Because of this belief in working for the good of the society, we have gained

many good relationships. I feel this has helped us accelerate the pace of change especially for the past five years.

For the SBI Group to Become an Enduring Business Entity

Kitao: My wish is that the SBI Group becomes a business entity that lasts through the decades and through the centuries. For this to happen, not only we, but Japan as a whole must be bright and prosperous. Regrettably, however, the yen has reached a 34-year low and our nominal GDP has fallen to fourth in the world, indicating that our country’s strength is waning. We must do something about this once again. Therefore, under the SBI Group’s belief that “public benefit leads to private benefit,” the SBI Group is pursuing a Group-wide strategy for regional revitalization. Meanwhile, in line with the principle of “going beyond finance with finance at its core,” it has entered the semiconductor-related business, the so-called “main crop of industry.” Because finance stands behind all economic activities, the SBI Group, as a financial conglomerate, is required to play a core role. It is our conviction that this will lead to further growth of the Group which in turn will lead to the revitalization of the Japanese economy.

Takeuchi: Now, following what Mr. Kitao just said, I firmly believe that society should expect the SBI Group to be making a contribution to the society through financial businesses. In particular, interest has been mounting recently in asset building and asset management through investment. Looking forward, we foresee expectations continuing to increase towards the offering of an innovative and diverse array of financial products and services based on the Group’s thorough pursuit of the “Customer-centric Principle.” Under these circumstances, we recognize the importance of securing and expanding our management resources, including human resources, and of realizing a suitable risk management system geared towards sustainable business growth. Expanding on the first point, with regards to the management resources, we are moving forward on initiatives to foster a comfortable working environ-

ment and to build out various IT systems. Also, in light of our greater focus on overseas businesses, it becomes even more important to have a global perspective. With respect to the second point, risk management system, I see the Group companies, which will be diversifying and scaling up beyond where they are today, developing new businesses both domestically and overseas. Because of this, I consider it vital that a governance system encompassing the entire Group be put in place. As an Outside Director, my wish is to bring in viewpoints external to the Company and offer recommendations that make use of my own international experience.

Kitao: Ms. Takeuchi, you have served as an Outside Director since 2020, and your career until then had followed a path completely outside of finance. Yet, because you have a wealth of international experience, I feel we have benefited from your new perspectives, which we in the financial industry do not have, and have gratefully received your views and suggestions. As the Group expands its business domains and undergoes global growth, the thought-provoking viewpoints of Outside Directors, who come to their positions from a diversity of backgrounds, will take on a greater importance. I look forward to your continued support.

Takeuchi: I will do my best to meet these expectations. And I, too, look forward to your continued support.

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Takeuchi _____ ”

