


Achieving Sustainable Growth Through Stakeholder Engagement

Amid increasing uncertainties in the external environment, the SBI Group recognizes the importance of accurately grasping the needs and expectations from various stakeholders by engaging with them through dialogue and other methods, and then reflecting them in the management for increasing the medium- to long-term corporate value of the Group.


Customers



SBI Group has set forth the thorough pursuit of the “Customer-centric Principle” as its Fundamental Business Building Concepts and has put customer benefits first in its business activities. In addition, the Group has established a “business ecosystem” in the Internet financial services field that is unprecedented in the world. The characteristic of the Internet is that transactions between the service providers and consumers can be completed without meeting face-to-face. 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**
- SBI SECURITIES launched “ZERO Revolution” which pertains to the elimination of brokerage commissions for online trading of domestic stocks from orders placed on September 30, 2023
 - Awarded No. 1 in the “2024 ORICON Customer Satisfaction® Survey” for “Online Securities,” “Internet Banking,” “Bank Card Loans,” and “Term Cancer Insurance, Comprehensive” (SBI SECURITIES, SBI Shinsei Bank, SBI Sumishin Net Bank and SBI Insurance)


Employees



At the SBI Group, we believe it is our people who are the main source of creativity and differentiation, which give us a competitive edge. Accordingly, 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**
- Conducting surveys on health and productivity management, employee engagement, and employee satisfaction
 - Raising incentive grant percentages for employee stockholder associations and expansion of stock option systems
 - Development of human resources at the SBI Graduate School


Local Communities



SBI Group believes that a company is a part of society and that corporate activities basically have various impacts on it. In order to fulfill the role of the Company as a social entity, we will work to resolve social issues through our core business activities in a variety of 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
 - Further strengthening of ties with regional financial institutions with the vision of establishing a wide-area regional platform centered on SBI Shinsei Bank

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, etc., 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 IPOs of subsidiaries, we will increase shareholder value through M&As, establishing 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
 - Briefings for individual investors (Information Meeting and Current Management Information Briefing)
 - Enhanced disclosure of information related to sustainability

Partners (Service Providers)



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**
- Linkage by SBI SECURITIES to various points systems and credit card-related incentives by our non-Group companies
 - Operating joint branches with regional financial institutions in conjunction with SBI MONEYPLAZA
 - Neo-bank initiatives promoted by SBI Sumishin Net Bank

Global Environment



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, and has accordingly established the SBI Group Environmental Policy. 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 initiatives in which officers and employees contribute to the preservation of biodiversity



SBI Group's Human Resources Strategy

Katsumi Shiragami

Executive Officer in Charge of Human Resources and General Affairs at SBI Holdings

Ideal Human Resources and Our Portfolio

Since the SBI Group has expanded its business fields based on its management strategy, it has secured human resources with the necessary knowledge and ability to create new business opportunities, mainly through mid-career recruitment. As a result, the SBI Group is unique where more than 90% of its human resources are mid-career hires and that 86.4% of mid-career hires at the SBI Holdings serve in management roles and represent as its core human resources talent pool. 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 the Group to raise employees' knowledge in fields 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. In addition to actively recruiting employees from overseas universities, we have reconsidered evaluation, training, and compensation systems and are promoting Group-wide efforts to secure talented employees. 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. In April 2022, we implemented a significant increase in starting salary for new graduates as well as an increase in the salary table up to the third year of employment. Moreover, in April 2024, we increased the salary table focusing on junior to mid-level employees in order to secure talented employees. The SBI Group will form an appropriate human resources talent pool in light of its management strategy, including the use of M&A and other methods to recruit talented and ready-to-work people.

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.

- 2005** Started new college graduate hiring program
- Oct. 2009** Corporate dispatch system started for the MBA course at SBI Graduate School
- Mar. 2015** Upper-age limit removed on post-retirement re-employment
- Oct. 2016** Certification-acquisition support system introduced
- Aug. 2018** Health Management Declaration instituted
- Oct. 2018** Highly Specialized Professionals System established (A system that certifies personnel who are responsible for work requiring specialized expertise or who have certain qualifications, and to allow flexible working styles and evaluation methods)
- Apr. 2022** Major increase in salary table for new graduate employees up to their third year
- June 2022** Compensation system introduced in which Group consolidated earnings are reflected in all officers' and employees' compensation
- Oct. 2022** Fully embedded shorter hours regular employee system introduced and staggered working hours formalized
- Mar. 2023** Applicable certificates expanded for certification support system (Nineteen new certifications were added to the 33 certifications that were covered by the previous system, and the number of certifications eligible for an examination fee subsidy was expanded to 52)
- Apr. 2023** Employment referrals started
- Apr. 2023** Engagement survey conducted at SBI Holdings
- Jan. 2024** Decided on policy to expand incentive programs for officers and employees
- Apr. 2024** Raised the salary table focusing on junior to mid-level employees

Please visit our website for more information on "Enhancing Human Capital Value"

 <https://www.sbigroup.co.jp/english/sustainability/social/employee.html>

Diversity and Inclusion Towards Sustainable Value Creation

The SBI Group recognizes that human rights are the 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 age, race, nationality, gender, sexual orientation, presence/absence of a disability, or other attributes. The SBI Group operates in 26 countries and regions, and overseas offices account for 20.3% 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

Non-financial Activities

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 (26.1% and 35.5%*, respectively, as of March 31, 2024). In addition, the Company and its Group companies are making efforts to comply with the Act on Promotion of Women's Participation and Advancement in the Workplace and the Act on Advancement of Measures to Support Raising Next-Generation Children. We are also formulating target figures and action plans based on these acts.

* Excluding 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

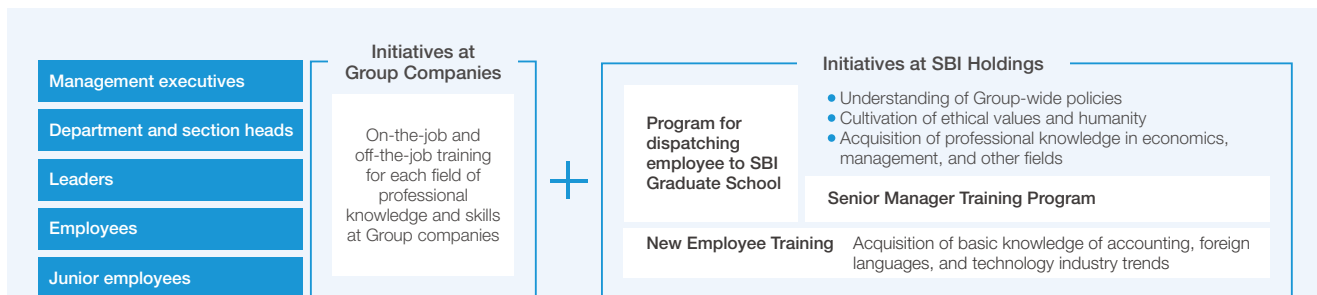
Developing Human Resources for the Next Generation of Management

The SBI Group is training future generations of skilled workers

through a combination of on-the-job-training and courses at the 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 to study at the SBI Graduate School. As of March 31, 2024, 171 individuals have obtained MBA degrees through this program. In addition to the SBI Graduate School, new graduate employees are trained by submission of assignments, which is unique to the Company, to help them acquire knowledge and management perspectives as executives of the SBI Group from their early careers. New graduate 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 with training time per employee standing at 13 hours 45 minutes per year* as well as training expenses (non-consolidated) at ¥109 million resulting in average training expenses per employee of ¥330,000.

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

The SBI Group's Human Resource Development Process



New Employee Training Program

Our new graduate 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 graduate 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

The Company may cover the expenses necessary for an employee to acquire a qualification, thereby supporting employees in improving their skills.

Career Open Program

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

Procedures for Employment Transfer

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

Improving Work Environments to Enhance Productivity

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 the preference of each officer and employee, these are conducted in person, by phone, or in writing. Standing in 2024, we began offering a program to prevent severe lifestyle disease to employees who wish to participate. Furthermore, SBI Wellness Bank, established in 2007 to actively contribute directly to society through the medical field, strives to maintain the health of SBI Group's officers and employees through Tokyo International Clinic, a medical corporation that we partner with and support. Because long working hours can lead to poor mental health of employees, we have been actively implementing Company-wide measures to reduce them since 2015. For example, we regularly notify employees and their supervisors of overtime working hours and the status of paid leave, among others. Since 2016, we have been conducting legally mandated stress checks for our employees and plan to consider more effective measures to maintain the health of our employees by utilizing obtained quantitative data.

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 jobs through our career open program. Many employees have utilized this program to make career changes by requesting transfers to their desired operat-

ing companies within the SBI Group, and in FY2023, 140 employees took advantage of this program.

We are also working towards creating a comfortable working environment and expanding our systems, including a parental and childcare leave system, a shortened-hours regular employee system, and a staggered working hours system. The Company on its own has a 100% rate for mothers and a 50% 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) and artificial intelligence (AI) to automate various routine tasks.

We conducted an engagement survey from 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 of Employees and Rewards Towards 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 towards delivering 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.

Employee Data*1

Employee Status (Consolidated)*3	FY2021	FY2022	FY2023
Number of employees	17,496	18,756	19,097
Percentage of employees at overseas business locations (%)	22.9	21.7	20.3
Ratio of employees with foreign nationality*2(%)	42.3	37.7	35.5

Status of Employment of Women*3	FY2021	FY2022	FY2023	
Consolidated	Number of female employees	7,630	8,133	8,287
	Ratio of female employees (%)	43.6	43.4	43.4
	Ratio of women among regular employees hired (%)	36.8	37.5	34.2
	Number of female managers	768	920	1,050
	Ratio of female managers (%)	18.4	19.9	20.1
	Number of female executive officers	20	22	19
Domestic consolidated	Ratio of female executive officers (%)	9.4	8.7	6.5
	Number of women hired	933	1,327	1,101
	Ratio of women among regular employees hired (%)	39.1	38.1	36.2
	Number of female managers	688	727	834
Ratio of female managers (%)	18.3	18.4	18.5	

*1 Figures of each fiscal year may not be continuous due to changes in calculation methods, M&A, etc.

*2 Excluding SBI Shinsei Bank Group.

*3 As of end of each fiscal year

Domestic Consolidated	FY2021	FY2022	FY2023
Average years of service (men)	10.1	10.2	10.3
Average years of service (women)	8.4	8.7	9.0
Average annual salary (men)	¥7,564,601	¥7,854,752	¥7,856,678
Average annual salary (women)	¥4,515,359	¥4,820,899	¥5,011,492
Turnover rate (%)	14.9	15.4	13.6
Annual amount of training time per employee*2	15hr 38min	13hr 23min	13hr 45min

Non-consolidated	FY2021	FY2022	FY2023
Average monthly overtime working hours	17hr 41min	17hr 1min	14hr 8min
Ratio of annual paid leave taken (%)	65.4	75.6	75.6
Ratio of childcare leave taken by female employees (%)	100	100	100
Ratio of mid-career hires among management (%)*3	81.1	83.1	86.4
Education and training expenses (yen)	¥56,410,000	¥60,781,642	¥108,738,000
Ratio of female managers (%)*3	26.5	24.7	26.1

Target Figures for Human Resources (Through to 2025)

Ratio of female managers
(Non-consolidated)

20% or higher

Ratio of employees with
foreign nationality (Consolidated)

40% or higher