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## Corporate Governance Report

SBI Holdings, Inc.

Last Update: June 27, 2025

SBI Holdings, Inc.

Yoshitaka Kitao, Representative Director, Chairman, President & CEO

Contact: Corporate Communications Dept.

Securities Code: 8473

<https://www.sbigroup.co.jp/english/>

The corporate governance of SBI Holdings, Inc. (hereinafter “SBI Holdings” or the “Company”) is described below.

### I. Basic Views on Corporate Governance, Capital Structure, Corporate Profile and Other Basic Information

#### 1. Basic Views

A company’s stakeholders consist of customers, shareholders, and employees as well as consumers, business partners, and local communities at large. The SBI Group recognizes its sociality as an element that constitutes society and undertakes business operations entirely from a customer perspective, based on its fundamental “Customer-centric Principle,” with a view to contributing to the maintenance and development of society through businesses while responding to requests from a wide range of stakeholders. The Group considers that gaining social trust is essential in each process of the businesses it conducts. Accordingly, with also a view to establishing an appropriate corporate governance structure that contributes to the improvement of corporate value, it strives to maintain an organizational structure that responds rapidly to any change in the transparency/fairness of decision-making processes and business environments.

#### [Reasons for Non-compliance with the Principles of the Corporate Governance Code]

The Company has complied with all principles of the Corporate Governance Code.

#### [Disclosure Based on the Principles of the Corporate Governance Code]

Updated

##### [Principle 1.4 Cross-Shareholdings]

###### ■ Strategic shareholding policy

When engaging in business alliances or cooperation that contribute to the SBI Group’s business development and enhancement of the Company’s corporate value, the Company may acquire and hold shares of business partners with a view to earning profits through their future sale if it is rational to do so for reasons such as prospective enhancement of the corporate value of business partners. The Board of Directors individually examines the objective and rationale for those listed shares that are held from a strategic reason, on an annual basis. Specifically, the Board of Directors conducts assessments from qualitative perspectives, such as whether or not the holding of shares contributes to the maintenance and strengthening of the relationship with the relevant parties, and quantitative perspectives, such as whether or not dividends or earnings from transactions related to the relevant parties are in line with the Company’s capital cost. If it decides that there is no rationale in such holding after a comprehensive examination, the Company, in principle, starts to sell such shares that are held.

In a certain case where the Company’s shares are held by a strategic shareholder, it will not engage in economically unreasonable transactions that are detrimental to the joint corporate and shareholder interests with the relevant company. If the relevant shareholder of strategic holdings indicates an intention to sell such

holdings, the Company takes appropriate measures, instead of preventing the sale of such holdings by indicating the possibility of reducing transactions and other means.

■ Policy on exercise of voting rights

The Company exercises voting rights after confirming that the content of proposals submitted to General Meetings of Shareholders does not damage the SBI Group's corporate value and taking into consideration the circumstances of investee companies.

The Company does not hold any listed strategic shareholdings as of the end of March 2025.

[Principle 1.7 Related Party Transactions]

When the Company engages in a transaction with a principal shareholder (a shareholder holding 10% or more of voting rights) or when the Company engages in a transaction with a Director of the Company, approval of the Board of Directors shall be required.

Apart from the above, when the Company or a subsidiary of the Company engages in a transaction with a related party, the Board of Directors shall appropriately monitor the details of the transaction.

[Supplementary Principle 2.4.1 Ensuring Diversity in the Recruitment, etc. of Core Human Resources]

The Company believes that people are the source of its creativity and the main driver of the differentiation, and that this gives us a competitive edge. Moreover, The Company believes that human resources are the most valuable strategic resources in the Group, and at the Company, the executive officer in charge of human resources is responsible for formulating and implementing strategies to enhance the value of human resources, including diversity and inclusion. As a comprehensive corporate group that innovates without getting caught up in established thinking, we develop human resources that will foster and preserve our unique corporate culture and ensure their sound motivation to work.

The Group also believes that consistently achieving sustained growth and innovating requires an environment that enables diverse human resources to respect each other's values and personalities, maximize each other's abilities and improve together irrespective of race, age, nationality, gender, sexual orientation, disability, or other attributes.

The Company also promotes talented individuals regardless of whether they are mid-career or new graduates, based on the idea that securing human resources in charge of operations requiring high specialization would become even more necessary. In 2018, the Company introduced an advanced specialist system that would allow treatment that differs from the conventional frameworks of salaries and working patterns. The Company is also working to train employees to understand and practice the management philosophy of the Group and corporate culture based on the fact that more than 90% of our employees are mid-career hires. Through continuous training and books written by the top management about management theories and corporate philosophy, the Company seeks to improve the education of employees in moral philosophy and business administration. In addition, by introducing a proprietary mobile app for group officers and employees to disseminate essential shared information, the Company also seeks to instill our corporate philosophy and DNA, ensure their lasting transmission, thereby fostering a sense of unity within the Company and promoting communication.

Numerical targets for ensuring diversity

The Company believes that maintaining diversity is essential to achieving its sustainable growth and has set a female manager ratio of at least 20% and a foreign-national employee ratio of at least 40% as targets to consistently strive to achieve until 2025. The Company will continue to steadily work towards these targets and raise and maintain the current ratios (26.0%・37.0%, respectively, as of March 31, 2025) (The figure for the ratio of foreign employees is for the SBI Group on a consolidated basis, excluding the SBI Shinsei Bank Group).

Regarding the promotion of mid-career employees to managerial positions, we do not disclose any particular numerical targets, etc., given that more than 90% of our employees are mid-career employees.

Status of ensuing diversity (as of March 31, 2025)

[global, consolidated] ratio of female executive officers: 5.4%; ratio of foreign-national employees: 37.0%; ratio of female managers: 21.5%

[the Company, non-consolidated] ratio of female managers: 26.0%; ratio of foreign-national managers to all managers: 10.1%; ratio of managers who were mid-career recruits to all mid-career recruits: 87.5%

<Policies for human resource development and internal environment development to ensure diversity, as well as the status of their implementation>

Based on the belief that people are the source of our creativity and the main differentiator of our competitiveness, we focus on improving the value of our human resources and creating a working environment where all human resources can play an active role.

Please refer to our securities reports or website for our policies and their status.

- Securities Reports: <https://www.sbigroup.co.jp/english/investors/library/filings/>
- Website: <https://www.sbigroup.co.jp/english/sustainability/social/employee.html>

[Principle 2.6 Roles of Corporate Pension Funds as Asset Owners]

The Company is not engaged in the operation of a corporate pension and has introduced and operates a defined contribution pension plan only but, considering that operation of the defined contribution pension plan has a significant impact on employees' asset formation, the Company makes a multifaceted judgment on the selection of the operational institution and also seeks appropriate operation of the plan through the provision of training on plan operation to employees and supervision of the operational management organization.

[Principle 3.1 Full Disclosure]

- (1) Company objectives (e.g., business principles), management strategies and management plans

Please refer to the Company's Management Philosophy and financial results posted on the Company's website, respectively.

- Management Philosophy: <https://www.sbigroup.co.jp/english/company/information/concept.html>
- Financial Results: <https://www.sbigroup.co.jp/english/investors/disclosure/>
- Corporate vision: <http://www.sbigroup.co.jp/english/company/information/vision.html>

- (2) Basic views and principles on corporate governance

Please refer to the Company's Corporate Governance Principles posted on its website. <https://www.sbigroup.co.jp/english/sustainability/governance/corporategovernance.html>

- (3) The Board of Directors' policies and procedures for determining the compensation of Directors

Compensation for Directors (excluding Outside Directors) consists of basic compensation, which is fixed compensation, as well as bonuses based on business results, etc. and restricted stock units (RSUs), a stock compensation plan. The Board of Directors determines the amounts to be paid after receiving feedback from the Management Advisory Committee, taking into consideration a range of factors such as the details of duties and the level of responsibility, authority and contribution, within the range of the total compensation amount approved at the General Meeting of Shareholders.

As for the compensation for Outside Directors, it consists of basic compensation, which is fixed compensation, as well as bonuses based on business results, etc., and the Board of Directors also determines the amounts to be paid within the range of the total compensation amount approved at the General Meeting of Shareholders. However, if the Board of Directors leaves the decision for either case to the Representative Director, the Representative Director makes such decision.

In terms of the policies for determining the compensation of Executives and Directors, please refer to "II-1 Organizational Composition and Operation, [Director Remuneration] Disclosure of Policy on Determining Remuneration Amounts and Calculation Methods" of this report.

- (4) The Board of Directors' policies and procedures for the appointment of the candidates for Directors and Statutory Auditors

[Nomination of Director Candidates]

■ Procedure

To determine Director candidates, the Representative Director selects individuals that he/she considers to be qualified based on the performance of their duties. Meanwhile, the Board of Directors designates

Director candidates after consulting with the Management Advisory Committee regarding whether or not such candidates satisfy the qualities and abilities required for Directors or management personnel and appoints them as Directors through the resolution of the General Meeting of Shareholders.

■ Policy

With respect to the designation of Director candidates, attention shall be paid to securing a reasonable number of members to convene meetings flexibly and conduct discussions actively. In addition, the matters listed below shall be considered while simultaneously considering the balance between knowledge, experience, capabilities and roles that are expected of Directors, regardless of their nationality, race or gender.

- Director candidates are determined by considering the following two requirements;
  - a Director candidates recognize their fiduciary duty to shareholders and have qualities that enable them to appropriately perform their duties with the care of a prudent manager and loyalty toward the Company.
  - b Director candidates possess sufficient professional knowledge and a wealth of experience in management or management supervision and are able to engage in appropriate decision-making to contribute to enhancing the Company's corporate value.
- Candidates for Independent Outside Directors are expected to have sufficient insights to supervise management from a third-party perspective, extensive job experience, high-level expertise in areas such as company management, financing, accounting and laws, or knowledge and experience of the Company's business areas.
- If Independent Outside Director candidates concurrently hold positions as officers of other companies, it shall be possible for them to appropriately fulfill the abovementioned role in the Company.
- Director candidates the Company plans to appoint as management executives are expected to be able to contribute to the enhancement of the Company's corporate value utilizing their knowledge and experience of the SBI Group as a whole or the SBI Group's important businesses.

[Nomination of Statutory Auditors Candidates]

■ Procedure

To determine Statutory Auditor candidates, the Representative Director selects individuals that he/she considers to be qualified based on the performance of their duties. Meanwhile, the Board of Directors designates Statutory Auditor candidates with the consent of the Board of Statutory Auditors following the consultation with the Management Advisory Committee regarding whether or not such candidates satisfy the qualities and abilities required for Statutory Auditors, and appoints them as Statutory Auditors through the resolution of the General Meeting of Shareholders.

■ Policy

At the time of determining Statutory Auditor candidates, the Board of Directors nominates candidates considering the following matters, having taken into account that at least one person with sufficient knowledge of finance and accounting be appointed.

- Statutory Auditor candidates who are capable of making appropriate decisions from an independent and objective standpoint in accordance with their fiduciary duty to shareholders.
- Statutory Auditor candidates who endeavor to maintain an independent stance, always maintain a fair and unbiased attitude, and are able to act on the basis of their own convictions.
- Statutory Auditor candidates who have a wealth of knowledge and experience of financing, accounting and law, or have extensive accomplishments in professional fields necessary for performing the audit function.

(5) Explanations on the election, dismissal and the appointment of each candidate for Director and Statutory Auditor

It is disclosed in the convocation notice for the 27th Ordinary General Meeting of Shareholders.

Please refer to "Convocation Notice for the 27th Ordinary General Meeting of Shareholders" posted on the Company's website.

[https://www.sbigroup.co.jp/english/investors/share/pdf/27th\\_convocation\\_notice\\_en.pdf](https://www.sbigroup.co.jp/english/investors/share/pdf/27th_convocation_notice_en.pdf)

[Supplementary Principle 3.1.3 Activities for Sustainability, etc.]

The Company strives to contribute to the development and maintenance of society based on its unchanging concept since its founding, namely that a company is a constituent of society and is able to continue to exist only because it belongs to society. The underlying aspiration is to make our society fair, comfortable, environmentally friendly, and safe, rather than simply seeking profit. With this aspiration, the Company will strive to achieve both the creation of sustainable society and an increase in corporate value by commercializing appropriate activities in light of social justice and actively engaging in direct social contribution, thereby facilitating solution of social issues.

The Company will establish its Basic Sustainability Principles in December 2021 and appropriately respond to and help solve social issues based on this policy in the future.

Investment in human capital and intellectual capital

In addition to on-the-job training (OJT) on specialized knowledge in various fields held at each company in the SBI Group, SBI Graduate School established in 2008 with full support of the SBI Group is used to provide training. For employees aspiring to senior managerial positions, completion of the “SBI Group Senior Manager Training Program” is a requirement for promotion. Furthermore, at the time of promotion to managerial positions, joint training sessions are conducted across SBI Group to provide fundamental knowledge required of managers and to deepen their understanding of the behavioral transformation expected in their new roles. A corporate dispatch system is available to employees who wish to learn business administration more broadly, and as of March 31, 2025, 188 employees were using this system to earn a Master’s degree in business administration. In addition, for new employees, we provide our own training throughout the year so that they can acquire knowledge and management perspectives as executives of the SBI Group from an early stage. Other than that, to promote employee self-development, a qualification acquisition support system was introduced in October 2016, and qualifications eligible for support such as subsidies for examination fees are reviewed as needed.

See Supplementary Principle 2.4.1 for the information about the Company’s idea of human resources.

In terms of intellectual capital, the Company supports the growth of companies that possess innovative technologies and findings through investment in ventures and other projects. In addition to the introduction of such innovative technologies, the company is contributing to the development of new industries and social technological innovation by providing new financial services using innovative technologies and through cross-industrial expansion of technologies outside the Company. To secure human resources for advanced information technology, the Company develops its own data scientists and plans also to acquire human resources through M&As.

Disclosure of information about climate change

The Company discloses the impact of risks and earnings opportunities associated with climate change on its business activities and earnings, etc. on its website and in other media in accordance with the Task Force on Climate-related Financial Disclosure (TCFD) framework.

For more information, please visit the following websites.

<https://www.sbigroup.co.jp/english/sustainability/environment/tcfd.html>

Please see the following websites for the information about the Company’s idea of sustainability.

● Sustainability of the SBI Group: <https://www.sbigroup.co.jp/english/sustainability/>

[Supplementary Principles 4.1.1 Scope and Content of the Matters Delegated to the Management]

The Board of Directors makes decisions on matters stipulated by laws and regulations and matters stipulated as important matters and, to rapidly and flexibly respond to changes in the business environment, delegates business execution authority for other matters to authorized persons designated by the Representative Director in accordance with rules for delegation of authority decided by the Board of Directors.

[Principle 4.8 Effective Use of Independent Directors]

The Company is working on strengthening the supervisory functions of the Board of Directors while increasing management transparency from an outside perspective through the use of multiple Independent Outside Directors.

The Company currently appoints seven Independent Outside Directors, who meet the independence criteria established by the Company, with a view to secure over at least one third of the total number of Directors as Independent Outside Directors. Furthermore, the Company established the Management Advisory Committee, a voluntary advisory organization for the Board of Directors, in which the majority of the committee members are the abovementioned Independent Outside Directors.

The Committee is operated for the purpose of being properly involved with the function of the Board of Directors and the deliberation processes thereof related to the designation of candidates for Directors and Statutory Auditors, the appointment/dismissal of management executives, compensation for Directors, as well as the development of the next generation of management executives. In doing so, the Committee increases the objectivity and transparency of the decisions the Board of Directors makes, and further enhance the Company's corporate governance system.

In the meantime, Independent Outside Directors engage in proper and active discussions at meetings of the Board of Directors and seek to exchange information and share recognition based on an objective standpoint at such meetings that are held periodically to execute the duties properly from an independent standpoint.

[Principle 4.9 Independence Standards and Qualification for Independent Directors]

Please refer to SBI Holdings' Independence Criteria for Outside Directors in the Company's Corporate Governance Principles posted on its website.

[https://www.sbigroup.co.jp/english/sustainability/governance/pdf/governance\\_policy250114.pdf](https://www.sbigroup.co.jp/english/sustainability/governance/pdf/governance_policy250114.pdf)

[Supplementary Principle 4.10.1 Concept of Independence of the Composition of Committees and Their Authority, Roles, etc.]

Currently, an independent Management Advisory Committee is placed under the Board of Directors, and seven of the nine members, which is more than the majority of the members, of the Committee are independent Outside Directors. The chairperson of the Committee is elected by the Committee members who are independent Outside Directors. The roles of the Committee are described in II-1 Voluntary Establishment of Committee(s).

[Supplementary Principle 4.11.1 Concept of Diversity and Scale and Policy and Procedure for the Appointment of Directors]

Diversity in the Board of Directors is described in "Policy and Procedure of the Board of Directors for Nominating Candidates for Directors and Statutory Auditors."

The Company has also prepared a matrix of skills (specialization and experience) required of Directors to appropriately make decisions and function as management supervisors. Please see the final page of this report for the skill matrix of Directors.

[Supplementary Principles 4.11.2 Status of Concurrent Posts Held by Directors and Statutory Auditors]

The status of concurrent posts held by Directors and Statutory Auditors is disclosed in the Reference Materials for the General Meeting of Shareholders ("Proposals on the election of Directors and Statutory Auditors") and the Business Report ("Company Officers").

[Supplementary Principles 4.11.3 Analysis and Evaluation of the Effectiveness of the Board of Directors]

The Board of Directors strives to improve its effectiveness by analyzing and evaluating the overall effectiveness of the Board of Directors once a year, and endeavors to improve issues that are identified.

Please refer to "Summary of the Evaluation Results on the Effectiveness of the Company's Board of Directors (available only in Japanese)" on the following website.

[https://www.sbigroup.co.jp/news/2025/0312\\_15303.html](https://www.sbigroup.co.jp/news/2025/0312_15303.html)

[Supplementary Principles 4.14.2 Training Policy for Directors and Corporate Auditors]

The Company has prepared a training environment for the acquisition and updating of knowledge that each Director and Statutory Auditor is required as a business executive. In addition, the Company has prepared a training environment for newly appointed Directors and Statutory Auditors appropriately and on a timely basis to deepen their understanding of the SBI Group as necessary.

[Principle 5.1 Policy for Constructive Dialogue with Shareholders]

For the purpose of actively engaging in dialogues to establish good relationships with investors, including shareholders, through investor relations activities, based on the following basic policy, the Company will endeavor to improve the system.

Please refer to the basic policy for constructive dialogue with shareholders in the Company's Corporate Governance Principles posted on its website.

[https://www.sbigroup.co.jp/english/sustainability/governance/pdf/governance\\_policy250114.pdf](https://www.sbigroup.co.jp/english/sustainability/governance/pdf/governance_policy250114.pdf)

<Status of Dialogue with Shareholders, etc.>

Please refer to "III-2. IR Activities" in this report and our Integrated Report 2025 (The reports is to be posted on our website in July 2025), for the status of holding dialogues with investors, including our shareholders.

<https://www.sbigroup.co.jp/english/investors/library/annualreport/>

[Action to implement management that is conscious of cost of capital and stock price]

(1) Contents

Disclosure of Initiatives (Update)

(2) English disclosure

Yes

(3) Update date

July 25, 2025(planned)

(4) Explanation of relevant items

Please refer to our Integrated Report 2025 (The reports is to be posted on our website in July 2025), for our approach and status of the realization of management that is conscious of the cost of capital and the stock price.

<https://www.sbigroup.co.jp/english/investors/library/annualreport/>

## 2. Capital Structure

Foreign Shareholding Ratio

More than 30%

### [Status of Major Shareholders] **Updated**

Name / Company Name	Number of Shares Owned	Percentage (%)
The Master Trust Bank of Japan Ltd. (Trust Account)	44,597,300	14.72
Sumitomo Mitsui Financial Group, Inc.	27,000,000	8.91
Custody Bank of Japan, Ltd. (Trust Account)	20,837,452	6.88
STATE STREET BANK AND TRUST COMPANY 505001	7,575,526	2.50
The Bank of New York Mellon 140042	6,900,028	2.28
STATE STREET BANK WEST CLIENT –TREATY 505234	5,419,217	1.79
Yoshitaka Kitao	4,327,960	1.43
STATE STREET BANK AND TRUST COMPANY 505223	3,995,947	1.32
JP MORGAN CHASE BANK 385781	3,884,900	1.28
The Bank of New York Mellon 140051	3,808,636	1.26

Controlling Shareholder  
(except for Parent Company)

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Parent Company	None
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#### Supplementary Explanation **Updated**

Status of Major Shareholders was current as of March 31, 2025.

While the large shareholding report (change report) made available for public inspection indicates the following ownership of the Company's shares, the Company is unable to verify the actual number of shares held as of March 31, 2025., and therefore, the above status of large shareholders is presented based on the shareholder registry.

- Baillie Gifford & Co. Limited and its joint holders  
change report dated June 6, 2025: number of shares held 16,071,708 (5.30%)
- Sumitomo Mitsui DS Asset Management Co., Ltd. and its joint holders  
change report dated May 2, 2025: number of shares held 28,310,278 (9.34%)
- Nomura Securities Co., Ltd. and its joint holders  
change report dated October 7, 2024: number of shares held 18,250,894 (5.94%)
- Sumitomo Mitsui Trust Asset Management Co., Ltd. and its joint holders  
change report dated June 6, 2024: number of shares held 16,818,270 (5.57%)

### 3. Corporate Attributes

Listed Stock Market and Market Section	Tokyo Stock Exchange, Prime Market
Fiscal Year-End	March
Type of Business	Securities & Commodity Futures
Number of Employees (consolidated) as of the End of the Previous Fiscal Year	More than 1,000 persons
Sales (consolidated) as of the End of the Previous Fiscal Year	More than ¥1 trillion
Number of Consolidated Subsidiaries as of the End of the Previous Fiscal Year	More than 300

### 4. Policy on Measures to Protect Minority Shareholders in Conducting Transactions with Controlling Shareholder

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### 5. Other Special Circumstances which may have Material Impact on Corporate Governance **Updated**

[Policies regarding Group management as a company with listed subsidiaries, the significance of holding listed subsidiaries and concepts concerning the securing of effective corporate governance systems for listed subsidiaries]

As the SBI Group has a diverse array of business fields, certain investors have stated that the overall picture of the Group's business is difficult to understand. As a solution, the Company is promoting initial public offerings of its subsidiaries, thereby ensuring that the value of each business entity is clarified, and the overall corporate value of the Group is more visible. The Company believes that through public stock offerings each



company in the SBI Group can enhance its capital-raising capability and strengthen its financial position to become more independent.

On the other hand, in order to protect minority shareholders, the SBI Group respects the independence of each company's business management and secures fair and reasonable transactions according to the arm's length rule.

For example, in the SBI Group, the Company has a business management agreement with each listed company and has established a system, based on this agreement, under which only matters subject to timely and appropriate disclosure, etc. are reported to the Company, including consolidated business performance management, business alliance with other companies and acquisitions and dispositions of investment securities (those regarding cross shareholding). In addition, it is stipulated that the Company has the right to investigate subsidiaries when there is a risk that they may jeopardize the Group's reputation. However, the Company respects each listed company's independence and entrusts the listed company's own business management to the listed company.

[SBI Global Asset Management Co., Ltd.; listed on the Prime Market of Tokyo Stock Exchange]

Considering the business characteristics of the need for neutrality, SBI Global Asset Management Co., Ltd. went public in 2000.

Moreover, SBI Global Asset Management Co., Ltd. has the basic policy that transactions with the SBI Group shall be objective and fair. It has resolved at its Board of Directors to secure appropriate transactions with the SBI Group which shall be conducted, when such opportunity arises, based on the same basic terms and conditions as those used in transactions with other counterparties and at fair market prices. Furthermore, key auditing items in internal audits and audits by the Corporate Auditors of SBI Global Asset Management Co., Ltd. include inspection on whether the terms and conditions of transactions with the SBI Group are determined in the same manner as other general transaction terms and conditions.

[SBI ARUHI Corporation, which is listing on the Prime Market of the Tokyo Stock Exchange]

SBI Group made SBI ARUHI Corporation, which went public in December 2017, a consolidated subsidiary in November 2022 through a takeover bid, but SBI ARUHI Corporation remains listed.

SBI ARUHI Corporation has established a special committee as an advisory body to the Board of Directors for the purpose of enhancing corporate governance by appropriately deliberating on and examining the risk of a conflict of interest with the SBI Group, to protect the interests of minority shareholders when conducting important transactions with the Group. This committee consists of at least 3 persons who are independent of the Company, including independent Outside Directors.

[The Global Ltd., which is listing on the Standard Market of the Tokyo Stock Exchange]

SBI Group made The Global Ltd., which went public in July 2010, a consolidated subsidiary in September 2022 through the transfer of stock, but The Global Ltd. remains listed.

When The Global Ltd. conducts transactions with the SBI Group, it uses fair and reasonable prices that refer to market prices, etc. in the same manner as in general transactions. The Global Ltd. has also adopted a policy of requiring a resolution of the Board of Directors for transactions of high importance and always determining the terms and conditions of such transactions with consideration given to protecting minority shareholders.

[SBI Insurance Group Co., Ltd; listed on the Growth Market of Tokyo Stock Exchange]

SBI Insurance Group Co., Ltd. went public in 2018, based on the view that a public stock offering would promote the visualization of its business value as one of the core businesses of the SBI Group, as well as enable its subsidiary SBI Insurance Co., Ltd., in particular, to reinforce its capital for the improvement of the solvency margin ratio.

It is a basic policy of SBI Insurance Group Co., Ltd. to secure the same appropriate terms and conditions used in general transactions when transacting with the SBI Group, and in the event of conducting these transactions, it is committed to protecting the interests of shareholders other than the controlling shareholder by ensuring that decisions on transactions with the SBI Group shall be made after due deliberation on the fairness of the terms and conditions of the transactions at Board of Directors meetings, etc.

[SBI Leasing Services Co., Ltd., which is listing on the Growth Market of the Tokyo Stock Exchange]

SBI Leasing Services Co., Ltd. went public in October 2022 in order to enhance its business base by increasing recognition and creditworthiness and strengthening fund-raising capabilities with the goal of achieving further growth.

The policy of SBI Leasing Services when conducting transactions with the SBI Group is to conduct them by making reasonable decisions while looking at the terms and conditions of the transactions and market prices in the same manner as when conducting transactions with non-related companies, in accordance with the Related Party Transaction Management Regulations, after the Board of Directors has thoroughly examined the pros and cons of such transactions and their conditions, etc. to ensure that the rights of general shareholders will not be unfairly impaired.

[SBI RHEOS HIFUMI, Inc., which is listing on the Growth Market of the Tokyo Stock Exchange]

Rheos Capital Works Inc. which is the wholly owned subsidiary of SBI RHEOS HIFUMI Inc. went public on the Growth Market on April 2023, however, it has implemented a reorganization to shift to a holding company structure in order to further increase its social credibility and name recognition, expand its assets under management, and further enhance its overall corporate management activities. As a result of this reorganization, Rheos Capital Works, Inc. was delisted on March 28, 2024, and the new holding company, SBI RHEOS HIFUMI Inc. went public on April 1, 2024.

SBI RHEOS HIFUMI has adopted a policy of not engaging in transactions with the SBI Group, in principle, and initiating or changing the transactions by resolution of the Board of Directors only when it is ensured that the transactions themselves are reasonable (necessary for its business) and that the terms and conditions of the transactions are appropriate (comparable to those of other business partners, and when the appropriateness of such terms and conditions can be confirmed individually).

Moreover, SBI Group has more than one listed affiliate.

[SBI Sumishin Net Bank, Ltd.; listed on the Standard Market of the Tokyo Stock Exchange]

SBI Sumishin Net Bank, Ltd. was founded in September 2007 as a joint venture between the Company and the Sumitomo Mitsui Trust Bank, Limited. Although SBI Sumishin Net Bank, Ltd. was listed in March 2023, the Company currently owns 34.19% of its voting rights, making it an equity-method affiliate of the Company. As a bank specializing in internet banking, SBI Sumishin Net Bank, Ltd. has achieved rapid growth by providing highly convenient financial services in collaboration with other companies in the SBI Group, such as account linkage services with SBI SECURITIES Co., Ltd. Given the background described above, the Company has been maintaining a mutually beneficial relationship with SBI Sumishin Net Bank, Ltd., even after its listing, which has contributed to increasing the corporate value of both parties. The Company believes that there is an adequate rationale for owning a stake in SBI Sumishin Net Bank, Ltd., as a listed affiliate.

Regarding the risk of conflicts of interest between the Company and general shareholders, the Company believes that the independence of SBI Sumishin Net Bank, Ltd. is sufficiently secured, considering that independent outside directors represent more than one-third of its directors and that corporate governance as an independent listed company has been established, including systems for protecting minority shareholders such as a Nomination and Compensation Committee which has been voluntarily established with a majority of the committee being independent outside directors. Moreover, the arm's length nature of each transaction with the SBI Group is confirmed at management meetings or meetings of the Board of Directors of SBI Sumishin Net Bank, Ltd. according to the Regulations for Transactions with Related Parties.

The Company has decided to transfer all shares held in SBI Sumishin Net Bank, Ltd. in response to the bank's plan to acquire treasury shares, and the bank will be excluded from the Company's equity method affiliates in October 2025 when the transactions are scheduled to be completed.

In addition to SBI Sumishin Net Bank, Ltd., the SBI Group has made several other listed companies equity-method affiliates.

Under the Open Alliance Strategy the SBI Group promotes, it has created business alliances with a number of non-group companies not only in the financial industry but also in various other industries, with the goal of establishing mutually beneficial relationships. Accordingly, the Company may decide to invest in a company when it is expected that reasonable synergies with existing businesses of the SBI Group can be generated or that corporate value can be reasonably improved by using the Group's network. In this regard, depending on the size of investment, the Company may make a capital and business alliance partner an equity method affiliate.

In consideration of this situation, the Company, in principle, presents its opinions on the management of the following listed affiliates by exercising voting rights at their general meetings of shareholders to respect the autonomy and independence of the management of each of the affiliates.

[Medical Data Vision Co., Ltd.; listed on the Prime Market of the Tokyo Stock Exchange]

Medical Data Vision Co., Ltd. operates businesses in two main segments related to medical and healthcare information, Data Network Services and Data Utilization Services. In November 2020, the Company entered into a capital and business alliance with Medical Data Vision Co., Ltd., to promote the development, etc. of new products and services in the financial and healthcare fields utilizing Medical big data.

[CHANGE Holdings, Inc.; listed on the Prime Market of the Tokyo Stock Exchange]

CHANGE Holdings, Inc. operates a business that helps clients improve productivity through supporting the digitalization of processes and the development of digital human resources. It also operates a business related to regional revitalization such as hometown tax donation platform. At the same time, the SBI Group is promoting regional revitalization as part of its group strategies. Therefore, the Company entered into a capital and business alliance with CHANGE Holdings, Inc. in March 2022, expecting that synergies would be generated in initiatives for increasing cooperation between local governments and companies and in directly contributing to the enhancement of regional economies.

[gumi Inc.; listed on the Prime Market of the Tokyo Stock Exchange]

gumi Inc. mainly operates business related to the planning, development and management of mobile online games in and outside Japan and blockchain business including the development of blockchain game content and fund investment. SBI Group identifies blockchain-related business and Web3 as one of its fields of focus. Therefore, in December 2022, the Company entered into a capital and business alliance with gumi Inc., mainly expecting to further strengthen the competitive capabilities and corporate value of both parties in this field.

[ProjectHoldings, Inc.; listed on the Growth Market of the Tokyo Stock Exchange]

ProjectHoldings, Inc. operates three businesses, the “Digital Transformation Business,” the “DX x Technology Business” and the “DX x HR Business”. It has built a good partnership with the SBI Group in the launch of new services, promotion of various projects, and establishment of joint ventures, etc. In November 2023, the Company entered into a capital and business alliance with ProjectHoldings, Inc. to further strengthen and expand this partnership.

In addition, SBI Shinsei Bank, Limited, a consolidated subsidiary of the Company, has made NEC Capital Solutions Limited, which is listed on the TSE Prime Market, an equity-method affiliate. SBI Group recognizes that the goal of the acquisition of some shares of NEC Capital Solutions Limited was to accelerate growth strategies and further enhance the corporate value of both parties through the complementary alignment-based alliance.

## II. Business Management Organization and Other Corporate Governance Systems regarding Decision-making, Execution of Business, and Oversight in Management

### 1. Organizational Composition and Operation Updated

Organization Form

Company with Audit & Supervisory Board

#### [Directors]

Maximum Number of Directors Stipulated in Articles of Incorporation	22 persons
Term of Office Stipulated in Articles of Incorporation	One year
Chairperson of the Board	President
Number of Directors	15 persons

Appointment of Outside Directors	Appointed
Number of Outside Directors	7 persons
Number of Independent Directors	7 persons

Outside Directors' Relationship with the Company (1) **Updated**

Name	Attribute	Relationship with the Company*										
		a	b	c	d	e	f	g	h	i	j	k
Heizo Takenaka	Academic											
Yasuhiro Suzuki	From another company											
Hiroshi Ito	From another company											
Kanae Takeuchi	From another company											
Junichi Fukuda	From another company											
Hiroyuki Suematsu	From another company											
Takao Ochi	From another company											

\* Categories for "Relationship with the Company"

- \* "○" when the director presently falls or has recently fallen under the category;
- \* "△" when the director fell under the category in the past
- \* "●" when a close relative of the director presently falls or has recently fallen under the category;
- \* "▲" when a close relative of the director fell under the category in the past

- a. Executive of the Company or its subsidiaries
- b. Non-executive director or executive of a parent company of the Company
- c. Executive of a fellow subsidiary company of the Company
- d. A party whose major client or supplier is the Company or an executive thereof
- e. Major client or supplier of the listed company or an executive thereof
- f. Consultant, accountant or legal professional who receives a large amount of monetary consideration or other property from the Company besides compensation as a director/auditor
- g. Major shareholder of the Company (or an executive of the said major shareholder if the shareholder is a legal entity)
- h. Executive of a client or supplier company of the Company (which does not correspond to any of d, e, or f) (the director himself/herself only)
- i. Executive of a company, between which and the Company outside directors/auditors are mutually appointed (the director himself/herself only)
- j. Executive of a company or organization that receives a donation from the Company (the director himself/herself only)
- k. Others

Outside Directors' Relationship with the Company (2) **Updated**

Name	Designation as Independent Director	Supplementary Explanation of the Relationship	Reasons of Appointment
Heizo Takenaka	○	—	Mr. Heizo Takenaka has a wealth of experience and broad knowledge, which includes having served successively as the Minister of State for Economic and Fiscal Policy, the Minister of State for Financial Services, the Minister of State for Internal Affairs and Communications, and in other posts and teaching at Keio University and

			<p>Toyo University, while also serving as an Outside Director in private companies.</p> <p>Since Mr. Takenaka meets the independence criteria and has no likelihood of any conflicts of interest arising with general shareholders, the Company deemed that he is qualified as an independent officer and has appointed him as the Independent Director.</p>
Yasuhiro Suzuki	○	—	<p>Mr. Yasuhiro Suzuki has a wealth of experience in a wide range of fields, including Internet business.</p> <p>Since Mr. Suzuki meets the independence criteria and has no likelihood of any conflicts of interest arising with general shareholders, the Company deemed that he is qualified as an independent officer and has appointed him as the Independent Director.</p>
Hiroshi Ito	○	—	<p>Mr. Hiroshi Ito has served successively in important positions, such as Representative Director of Marsh Japan, Inc., which is a global leading company providing services related to insurance and risk management, and has expert knowledge in insurance fields that the Group will focus on. The Company newly selected Mr. Hiroshi Ito as a candidate for Outside Director because the Company deems that he can adequately conduct duties as an Outside Director of the Company utilizing his wealth of experience and broad knowledge.</p>
Kanae Takeuchi	○	—	<p>Ms. Kanae Takeuchi has exceptional expertise in the field of “management strategies incorporating women’s perspectives,” which the Company values deeply. As women continue to increasingly gain substantial authority in the selection of financial services for household finances, it has become important to conduct product development from the perspective of women, and one of the Company’s most important challenges is to ensure the Board of Directors heeds “women’s perspectives” and strengthens its approach in this regard.</p> <p>In addition, in light of the fact that she has been and is active in a broad range of areas and particularly in the media, it is anticipated that she will bring fresh viewpoints in relation to her supervision of the Company’s management, differing from Directors whose expertise lies within the Group business and industrial issues, and that she will reflect the opinions of the stakeholders of the Company, including many individual shareholders, at meetings of the Board of Directors, so the</p>

			Company deems that she is an appropriate choice and has newly selected her as a candidate for Outside Director.
Junichi Fukuda	○	—	Mr. Junichi Fukuda has served successively as the Vice-Minister of the Ministry of Finance and in other posts and has a wealth of experience in general financial issues. Since Mr. Fukuda meets the independence criteria and has no likelihood of any conflicts of interest arising with general shareholders, the Company deemed that he is qualified as an independent officer and has appointed him as the Independent Director.
Hiroyuki Suematsu	○	—	Mr. Hiroyuki Suematsu has served successively as the Vice-Minister of Agriculture, Forestry, and Fisheries and in other posts and has a wealth of experience in all aspects of the agriculture, forestry, and fisheries industry and food industry. Since Mr. Suematsu meets the independence criteria and has no likelihood of any conflicts of interest arising with general shareholders, the Company deemed that he is qualified as an independent officer and has appointed him as the Independent Director.
Takao Ochi	○	—	Mr. Takao Ochi has spent many years as a member of the House of Representatives and has abundant experiences and insight in politics and economics. He has served as Parliamentary Secretary to the Minister of the Cabinet Office, Senior Vice-Minister of the Cabinet Office, Chair of Committee on Financial Affairs of the House of Representatives, Director of the Budget Committee of the House of Representatives, etc. and has displayed his competence in government policymaking and diet discussions on legislative bills. The Company believes that he is qualified to be an Independent Director and has appointed him as such because he has no likelihood of presenting any conflicts of interest with general shareholders.

Voluntary Establishment of Committee(s) Corresponding to Nomination Committee or Remuneration Committee

Established

Committee's Name, Composition, and Attributes of Chairperson **Updated**

Committee Corresponding to  
Nomination Committee

Committee Corresponding to  
Remuneration Committee

Committee's Name	Management Advisory Committee	Management Advisory Committee
All Committee Members	9 persons	9 persons
Full-time Members	0	0
Inside Directors	0	0
Outside Directors	7 persons	7 persons
Outside Experts	2 person	2 person
Other	0 person	0 person
Chairperson	Outside Director	Outside Director

#### Supplementary Explanation **Updated**

The Management Advisory Committee, an independent advisory body placed under the Board of Directors, comprises members; majority of whom are independent Outside Directors, who are appropriately involved in the nomination of candidates for Directors and Statutory Auditors, the election and dismissal of management executives (President, Vice President, Senior Managing Director, Managing Executive Officer, and other executive Directors), decisions on the remuneration for Directors, the functions of the Board of Directors and the deliberation process for the development of the next generation of management executives. The Committee operates for the purpose of raising the objectivity and transparency of such decisions and further improving the Company's corporate governance. Since the Committee members who are independent Outside Directors satisfy the criteria for independence specified by the Company, the Company considers that the independence of the Committee, which majority of its members are independent Outside Directors, is ensured and the Committee is able to appropriately play its roles from an independent standpoint.

The Committee meets more than once every quarter each fiscal year, deliberates on the above and other matters inquired by the Board of Directors, and reports its answers to the Board of Directors. Taking into account the reports, the Board of Directors makes important decisions such as the nomination of candidates for Directors and Statutory Auditors and remuneration for Directors. The secretariat of the Committee is managed by person(s) designated by the Representative Director, who hold Committee meetings, prepare and store minutes of meetings, and engage in other general affairs by order of the Chairperson of the Committee.\*The Committee functions as a voluntary committee corresponding to both a Nomination Committee and a Remuneration Committee.

[Member of the Management Advisory Committee]

Independent Outside Director: Mr. Heizo Takenaka, Mr. Yasuhiro Suzuki, Mr. Hiroshi Ito and  
Ms. Kanae Takeuchi, Mr. Junichi Fukuda, Mr. Hiroyuki  
Suematsu, Mr. Takao Ochi

Outside Expert: Mr. Yoshitaka Asaeda, Mr. Teruhide Sato

#### [Statutory Auditor Meetings]

Establishment of Statutory Auditor Meetings	Established
Maximum Number of Statutory Auditors Stipulated in Articles of Incorporation	The maximum number is not stipulated.
Number of Statutory Auditors	4 persons

#### Cooperation among Statutory Auditors, Accounting Auditors and Internal Audit Departments

Regarding collaboration between the internal audit division and the Board of Statutory Auditors, collaboration occurs organically, with the internal audit division regularly reporting to and exchanging opinions with the Board of Statutory Auditors separately from the Board of Directors and also incorporating the requests of the



Board of Statutory Auditors into the selection of audit themes and the scope of the audit. In their dealings with the Accounting Auditor, the internal audit division exchanges information mainly about internal control over financial reporting as appropriate and the Board of Statutory Auditors receives an explanation on the annual audit plan and other explanations based on audit reports at the quarterly and annual accounting periods and also shares information about and discusses management-related issues and problems as necessary. Outside Directors and Outside Statutory Auditors ask them questions about reports or resolutions as appropriate and express opinions from an independent standpoint where necessary.

Appointment of Outside Statutory Auditors	Appointed
Number of Outside Statutory Auditors	2 persons
Number of Independent Statutory Auditors	2 persons

#### Outside Statutory Auditor's Relationship with the Company (1) **Updated**

Name	Attribute	Relationship with the Company*												
		a	b	c	d	e	f	g	h	i	j	k	l	m
Toru Ichikawa	From another company							△						
Tetsutaro Wakatsuki	Lawyer													

\* Categories for "Relationship with the Company"

- \* "○" when the director presently falls or has recently fallen under the category;
- \* "△" when the director fell under the category in the past
- \* "●" when a close relative of the director presently falls or has recently fallen under the category;
- \* "▲" when a close relative of the director fell under the category in the past

- a. Executive of the Company or its subsidiary
- b. Non-executive director or accounting advisor of the Company or its subsidiaries
- c. Non-executive director or executive of a parent company of the Company
- d. Statutory Auditor of a parent company of the Company
- e. Executive of a fellow subsidiary company of the Company
- f. A party whose major client or supplier is the Company or an executive thereof
- g. Major client or supplier of the Company or an executive thereof
- h. Consultant, accountant or legal professional who receives a large amount of monetary consideration or other property from the Company besides compensation as a Statutory Auditor
- i. Major shareholder of the Company (or an executive of the said major shareholder if the shareholder is a legal entity)
- j. Executive of a client or supplier company of the Company (which does not correspond to any of f, g, or h) (the Statutory Auditor himself/herself only)
- k. Executive of a company, between which and the Company outside directors/ Statutory Auditors are mutually appointed (the Statutory Auditor himself/herself only)
- l. Executive of a company or organization that receives a donation from the Company (the Statutory Auditor himself/herself only)
- m. Others

#### Outside Statutory Auditor's Relationship with the Company (2) **Updated**

Name	Designation as Independent	Supplementary Explanation of the Relationship	Reasons of Appointment
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	Statutory Auditor		
Toru Ichikawa	○	Mr. Toru Ichikawa used to serve as an Operating Officer of Mizuho Bank, Ltd., one of the Company's major supplier, and its parent company Mizuho Financial Group, Inc., however after he left Mizuho Financial Group, Inc. in August 2008, he has not held any position as an Operating Officer of Mizuho Bank, Ltd. and its parent company Mizuho Financial Group, Inc.	Mr. Toru Ichikawa has a wealth of experience in the financial sector. Since Mr. Ichikawa meets the independence criteria and has no likelihood of any conflicts of interest arising with general shareholders, the Company deemed that he is qualified as an independent officer and has appointed him as the Independent Statutory Auditor.
Tetsutaro Wakatsuki	○	—	Mr. Tetsutaro Wakatsuki has extensive experience and insight as a lawyer in the field of overall corporate legal practice. Since Mr. Wakatsuki meets the independence criteria and has no likelihood of any conflicts of interest arising with general shareholders, the Company deemed that he is qualified as an independent officer and has appointed him as the Independent Statutory Auditor.

#### [Independent Directors/ Statutory Auditors]

Number of Independent Directors/ Statutory Auditors

9 persons

Matters relating to Independent Directors/ Statutory Auditors

The Company has appointed all Outside Officers as Independent Directors/Statutory Auditors, insofar as they meet the qualifications thereof.

#### [Incentives]

Incentive Policies for Directors

Stock Options

Supplementary Explanation **Updated**

No stock options were issued between April 1, 2024 and June 27, 2025.

Recipients of Stock Options	Inside Directors, Parent Company's Employee, Subsidiaries' Directors and Subsidiaries' Employee
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Supplementary Explanation
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The Company grants stock options to Directors and employees of the Company and the Company's subsidiaries to incentivize and motivate them to contribute to the Company's consolidated performance and to help attract talent.

## [Director Remuneration]

Disclosure of Individual Directors' Remuneration	Selected Directors
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Supplementary Explanation <b>Updated</b>
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[FY2024]  
JPY 852 million to 15 Directors, including JPY 111 million to 7 Outside Directors.

[Directors whose total consolidated compensation is JPY 100 million or more]

- Yoshitaka Kitao: JPY 329 million
- Masato Takamura: JPY 207 million
- Katsuya Kawashima: JPY 129 million
- Shumpei Morita: JPY 104 million

Policy on Determining Remuneration Amounts and Calculation Methods	Established
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Disclosure of Policy on Determining Remuneration Amounts and Calculation Methods <b>Updated</b>
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[Policies and procedures for determining the compensation amount of Directors]

The Company has established the Management Advisory Committee, the majority of which is composed of Independent Outside Directors, in order to secure fairness and clarity in the processes for determining executive remuneration, etc. The policy on determining the amount and calculation method of executive remuneration, etc. is to be decided by the Board of Directors after receiving feedback from the Management Advisory Committee. The policy on determining the amount and calculation method of remuneration for Directors for the fiscal year ended March 31, 2025 was decided by the Board of Directors after receiving a report and feedback from the Management Advisory Committee.

The amount of remuneration, which is made up of fixed basic remuneration as well as bonuses based on the Company's performance and restricted stock units, for each Director (excluding Outside Directors) is to be decided by the Board of Directors after receiving feedback from the Management Advisory Committee, and is to be within the total remuneration limits approved at the General Meeting of Shareholders. Similarly, the amount of remuneration for each Outside Director, which is made up of fixed basic remuneration and bonuses, is to be decided by the Board of Directors, and is to be within the total remuneration limit approved at the General Meeting of Shareholders. However, when these decisions have been entrusted to the Representative Directors by the Board of Directors, the Representative Directors will determine the above remuneration matters.

The basic remuneration is paid by monthly monetary remuneration and the amount of basic remuneration for each Director will be decided based on the following:

✧ Basic compensation

The amount of basic compensation is decided for each Director taking into consideration the following matters.

- The maximum amount of employee salary
- Remuneration paid to executives of the same rank in the past
- The Company's business performance outlook
- The prevailing rate of compensation for directors
- The degree of contribution to the Company's business performance
- The circumstances of assumption of office
- Other matters

✧ Bonuses and restricted stock compensation

Bonuses are paid annually in principle, restricted stock units are paid in a timely manner during the term of office of each Director, and the amounts paid to each Director as bonuses and restricted stock units will be decided based on an overall assessment of basic factors, such as their work duties and how they are conducting their work, as well as the business environment, and their overall contribution to the Company. Accordingly, no particular quantitative targets are set.

The ratio of the basic remuneration, bonuses, and restricted stock units will be decided appropriately based on the business environment, level of remuneration in other companies, and other factors so that such remuneration acts as an incentive to enhance corporate value.

Remuneration of Statutory Auditors is made up of only fixed basic remuneration, and the amount of remuneration for each Statutory Auditor is to be decided by consultation with the Statutory Auditors and is to be within the total remuneration limit approved at the General Meeting of Shareholders.

**[Supporting System for Outside Directors and/or Statutory Auditors]**

The Company will assign persons, who are nominated by the internal auditing division as employees with sufficient knowledge to support Statutory Auditors in their duties, to act as employees who are independent from the chain of command of Directors and who are required to support Statutory Auditors in their duties for a period determined through discussion with Statutory Auditors.

**[Situation of retired President & CEO and others]**

Names, etc. of counselors, advisors and others who are retired President & CEO and others

Name	Title/Position	Job duties	Employment type/conditions (full/part time, existence of remuneration, etc.)	Date of retirement from office as President, etc.	Term of office
—	—	—	—	—	—

Total number of counselors, advisors and others who are retired President & CEO and others

—

Other matters

N/A

**2. Matters on Functions of Business Execution, Auditing, Oversight, Nomination and Remuneration Decisions (Overview of Current Corporate Governance System) Updated**

The Company's Board of Directors is composed of 15 Directors (13 men and two women), including eight (seven men and one woman) Executive Directors who are responsible for the execution of business (as of the reporting date). Seven of the Directors are Independent Outside Directors which means that there is no risk

of a conflict of interest arising between them and the Company's general shareholders. The Board of Directors nominates the President and other Directors with specific titles such as Vice President and Senior Managing Director from among the Executive Directors and also clarifies where responsibility lies by specifying the segregation of duties and responsibilities of these directors.

The Company has also adopted the Executive Officer system and appointed 18 Executive officers (16 men and two women) with expertise and insight comparable to that of the Directors. Furthermore, the Company uses a Senior Executive Officer system to actively promote the appointment of highly skilled professionals and have them contribute to business management.

The Company believes that, with the governance structure outlined above, it will be able to adapt more appropriately, quickly and flexibly to an increasingly highly specialist, complex and rapidly changing operating environment.

The Company's Board of Directors meeting is convened, in principle, once every month or whenever necessary to make decisions on important matters and to supervise the execution of duties. The Company has also established a Management Advisory Committee, with a majority of the members being Independent Outside Directors, as a voluntary advisory body of the Board of Directors to increase objectivity and transparency in the Board of Directors' functions and deliberation process in relation to matters such as the nomination of Director and Statutory Auditor candidates, the appointment and removal of senior management (Directors with specific titles such as President, Vice President and Senior Managing Director), compensation for Directors and also the development of next-generation senior management.

#### [Auditing and supervisory function]

##### (Statutory Auditor's audit)

The Company is a company with a Board of Statutory Auditors, and the Statutory Auditors are responsible for ensuring an effective corporate governance structure worthy of public trust by auditing the execution of duties by Directors as organs that are independent from executive organs. The Company's Board of Statutory Auditors is composed of four (three men and one woman) Statutory Auditors, of whom two are Outside Statutory Auditors.

Of the Outside Statutory Auditors, one is a Standing Statutory Auditor who has many years of experience in working for financial institutions and the financial authorities and possesses extensive knowledge of the financial sector in general, while the other has vast experience and specialist knowledge in overall legal affairs as a lawyer. Of the two Statutory Auditors who are not Outside Statutory Auditors, one, as an attorney in New York State, is an officer in charge of legal affairs and compliance of the SBI Group and has abundant work experience in the finance industry and high ethical standards, while the other has vast experience as a certified public accountant for many years and has exceptional expertise in finance and accounting.

In consideration of the business environment, etc. of the SBI Group, the Statutory Auditors and the Board of Statutory Auditors have established five items as major auditing areas of audit plans of the Board of Statutory Auditors which are "cyber security risk management system," "system to prevent money laundering and the financing of terrorism," "status of response to human resources risk," "status of response to overseas bases risk" and "Group risk management system" and also monitor if the Company, as the parent company, performs guidance and supervision functions regarding these major auditing areas.

The actual audit procedures conform to the Statutory Auditors' Audit Standards determined by the Board of Statutory Auditors, and the Statutory Auditors attend Board meetings and other important meetings, view important approval documents, etc., and exchange opinions as appropriate with Representative Directors and Directors, etc. and conduct their audits of company internal control systems in accordance with Audit Practice Standards for Internal Control Systems.

The Statutory Auditors cooperate with the internal audit division through the regular exchange of opinions, etc., as discussed above. Regarding the status of sustainability-related initiatives, exchange of opinions with the officer in charge of Sustainability Promotion Office is appropriately conducted.

The Statutory Auditors and the Board of Statutory Auditors work in cooperation with the internal audit division by carrying out information sharing regarding audit plans of the respective bodies at the beginning of each year, holding monthly briefings for Standing Statutory Auditors, etc. on internal auditing activities and hearing reports regarding internal auditing activities at meetings of the Board of Directors attended by all the Statutory Auditors.

They also receive from the Accounting Auditor a summary explanation of the annual audit plan and audit results at the time of the quarterly and full-year financial results, discuss major issues to be considered in the

audit as well as share information and exchange opinions about management issues and problems as necessary.

In this way, the Company organically integrates the various audits conducted by the Statutory Auditors, the internal audit division and the Accounting Auditor to ensure the appropriateness of corporate governance.

(Internal audit)

The Company has an internal audit division that operates as an organization independent from business execution divisions. The internal audit division conducts independent, fair and objective internal audits (assurance and advisory services) for the purpose of adding value to the Company and improving the execution of its business. To evaluate and improve the effectiveness of each process of governance, risk management and control on a risk basis, it uses systematic and disciplined methods as a group of specialists to provide support to enable the Company to achieve its goals and recommendations and follow-up for improving issues identified as a result of audits.

Audit results are reported after each individual audit without delay at meetings of the Board of Directors attended by the Representative Director and Outside Directors as well as to Statutory Auditors.

The internal audit division consists of a General Manager and members who have expert knowledge on audits, and conducts internal audits, evaluation of the internal control report system and reception and investigation of whistleblowing. The General Manager and members of the internal audit division do not concurrently execute operations other than internal audits or perform other roles, thereby maintaining organizational independence and objectiveness as specialists (If General Manager of the internal audit division performs a role other than internal audits or is responsible for an operation other than internal audits, audits of that operation shall be led by an independent person.).

Audits are conducted by officers and employees in charge and with assistance from external experts, etc. as necessary in accordance with or with reference to general internal audit standards, including the International Professional Practices Framework (IPPF) of The Institute of Internal Auditors (IIA).

(Accounting audits)

The Company's accounting audit was carried out by three certified public accountants who belong to Deloitte Touche Tohmatsu LLC, Kunikazu Awashima, Shigehiko Matsumoto and Atsuki Sasagawa.

In addition, 49 certified public accountants, 19 persons with accounting qualifications, etc. and 57 others assist with the Company's audit operations.

### 3. Reasons for Adoption of Current Corporate Governance System

The Company has selected a Company with Board of Statutory Auditors system as its organizational structure and has established a Board of Directors and Board of Statutory Auditors.

The Board of Directors decides important matters, supervises the status of business execution, and in principle, by securing one-third of the total number of Directors as Independent Outside Directors who pose no risk of conflict of interest with general shareholders and meet the independence criteria established by the Company, strengthens the supervision of management appropriateness and improves management transparency. On the other hand, the Board of Statutory Auditors has the responsibility to establish a good corporate governance system that maintains the trust of society by auditing the Directors' performance of duties as an organization independent from the executive bodies. In particular, the Statutory Auditors are directly elected by the shareholders and have the authority to conduct investigations of subsidiaries or audits at their sole discretion in the pursuit of responsibility of Directors. The Standing Statutory Auditors play a central role in appropriately ensuring collaboration between the Statutory Auditors or Board of Statutory Auditors and Independent Outside Directors and Accounting Auditor.

The Company believes that, through this structure as it now stands, the Company is able to uphold the basic principles of corporate governance, which are to ensure the rights and the equality of all shareholders, collaborate properly with other stakeholders besides shareholders, ensure appropriate information disclosures and transparency, execute the responsibilities of the Board of Directors, etc. and maintain dialogue with shareholders.

### III. Implementation of Measures for Shareholders and Other Stakeholders

#### 1. Measures to Vitalize the General Shareholder Meetings and Smooth Exercise of Voting Rights

	Supplementary Explanations
Early Notification of General Shareholder Meeting	The Company aims to issue convocation notices at least three weeks before the ordinary General Meeting of Shareholders in order to give shareholders time to examine proposals.
Allowing Electronic Exercise of Voting Rights	Shareholders are able to vote for or against proposals by accessing “the website for exercising voting rights” designated by the Company.
Participation in Electronic Voting Platform	Institutional investors are able to access the electronic voting platform operated by ICJ, Inc.
Providing Convocation Notice in English	An English translation of the information about proposals in the convocation notice for the ordinary General Meeting of Shareholders and an English version of the convocation notice is available on the Company’s website.
Other	<p>The Japanese and English versions of the notice of convocation of the General Meeting of Shareholders are posted on the electronic voting platform operated by the Tokyo Stock Exchange and ICJ, Inc. and the Company’s website for reference in advance of the mailing to shareholders.</p> <p>The Company has been holding virtual General Meetings of Shareholders for hybrid attendance since the Ordinary General Meeting of Shareholders held in June 2020.</p> <p>Moreover, the Company holds a “debriefing session” after the ordinary General Meeting of Shareholders to answer a wide range of additional questions about the Company and to maintain dialogue with shareholders.</p> <p>In normal times, the Company also holds briefings about the businesses and strategies of the entire Group in a number of cities around the country to give individual shareholders a deeper understanding of the Group.</p>

#### 2. IR Activities

	Supplementary Explanations	Presentation by Representatives
Preparation and Publication of Disclosure Policy	<p>The Information Disclosure Policy is posted on the Company’s website.</p> <p>[The Information Disclosure Policy]  <a href="https://www.sbigroup.co.jp/english/investors/management/disclosure.html">https://www.sbigroup.co.jp/english/investors/management/disclosure.html</a> </p>	
Regular Investor Briefings for Individual Investors	Information briefings for shareholders are held semi-annually, after the 1H financial results and the full-year financial results announcements, at several cities across the country.	Yes
Regular Investor Briefings for Analysts and Institutional Investors	Results briefings for analysts and institutional investors are held after the announcement of the Company’s quarterly financial results. Briefings on management strategies for institutional investors, analysts and media are also held after the announcement of the Company’s first-half and full-year financial results.	Yes



	Upon requests from analysts/institutional investors, the Company holds face-to-face or online (Web/telephone conferences) as needed with the aim of facilitating communications.	
Regular Investor Briefings for Overseas Investors	The president or officers of the Company periodically attend IR conferences held for overseas investors by securities firms with the aim of facilitating communications with institutional investors in Europe, North America and Asia.	Yes
Posting of IR Materials on Website	Summary of financial statements, press releases, as well as videos and presentation materials of quarterly financial results briefing and information briefings are posted on the Company's website. Furthermore, the Company proactively provides multiple English IR materials, along with English translated press releases on its website.	
Establishment of Department and/or Manager in Charge of IR	Corporate Communications Dept. is in charge of IR.	

### 3. Measures to Ensure Due Respect for Stakeholders Updated

	Supplementary Explanations
Stipulation of Internal Rules for Respecting the Position of Stakeholders	One of the Group's Management Philosophies is to "Fulfil social responsibility" and the Group stipulates that we will ensure that each company in the SBI Group recognizes its social responsibilities as a member of society, while fulfilling the demands of its stakeholders, and contributing to the betterment of society.
Implementation of Environmental Activities, CSR Activities etc.	<p>The Company has established a Sustainability Committee that facilitates the Group's contribution to the creation of sustainable society and the sustainable growth of the Group. It has also established a Sustainability Promotion Office as an organization dedicated to developing and executing sustainability strategies for the entire Group. Additionally, the Company has established the Basic Sustainability Principles, setting out its Environmental Policy and on Coexistence and Harmony with Society, as well as its Corporate Governance Principles, and has posted them on the Company's website.</p> <ul style="list-style-type: none"> <li>● Basic Sustainability Principles: <a href="https://www.sbigroup.co.jp/english/sustainability/policy.html">https://www.sbigroup.co.jp/english/sustainability/policy.html</a></li> <li>● Environmental Policy: <a href="https://www.sbigroup.co.jp/english/sustainability/environment/policy.html">https://www.sbigroup.co.jp/english/sustainability/environment/policy.html</a></li> <li>● Basic Concept of Coexistence and Harmony with Society: <a href="https://www.sbigroup.co.jp/english/sustainability/social/policy.html">https://www.sbigroup.co.jp/english/sustainability/social/policy.html</a></li> <li>● Corporate Governance Principles: <a href="https://www.sbigroup.co.jp/english/sustainability/governance/policy.html">https://www.sbigroup.co.jp/english/sustainability/governance/policy.html</a></li> </ul> <p>In addition, the Company recognizes the importance of climate change-related financial disclosures and is working to expand its disclosures based on the TCFD framework.</p> <ul style="list-style-type: none"> <li>• Response to climate change (initiatives based on the TCFD recommendations): <a href="https://www.sbigroup.co.jp/english/sustainability/environment/tcf.html">https://www.sbigroup.co.jp/english/sustainability/environment/tcf.html</a></li> </ul>

	<p>Further, the Group is actively involved in supporting the independence of abused children and enhancing child welfare through the SBI Children's Hope Foundation founded by the Group as its direct social contribution activities. The SBI Children's Hope Foundation was authorized as a public interest incorporated foundation by the Prime Minister in February 2010 and, with this, transitioned from an incorporated foundation to a public interest incorporated foundation in March 2010. This means that the SBI Children's Hope Foundation maintains public confidence by being called a public interest incorporated foundation and also that it is treated as a Special Public-Interest Promotion Corporation for tax purposes and can therefore benefit from preferential tax treatment, encouraging the Company to further step up its CSR efforts to prevent child abuse and otherwise enhance child welfare.</p>
Development of Policies on Information Provision to Stakeholders	<p>In terms of information disclosure to stakeholders, the Company has built a structure for making prompt and accurate information disclosures under the leadership of the Information Management Officer and Corporate Communication Dept. The Company makes financial results announcements and holds briefings every quarter and also streams videos via its website. The Company also promotes timely communication with stakeholders through the prompt disclosure of news releases via its website.</p>
Other	<ol style="list-style-type: none"> <li>1. As part of its CSR activities, the Group strives to focus on the development of human resources and has opened SBI Graduate School in April 2008, after receiving permission from the Ministry of Education, Culture, Sports, Science and Technology. SBI Graduate School students not only receive a practical management training but also study various Chinese Classics such as The Analects and The Art of War and ideas and philosophies that have had a major impact on Japanese culture. The Company seeks to develop human resources by cultivating ethical values and skills that will be essential for corporate management and leaders in the future and by promoting a wider moral education.</li> <li>2. The Company is also working to promote the active participation and career advancement of women by developing workplaces where women can balance work and family and promoting and enhancing programs such as leave or days away from work for childcare or nursing care and shorter working hours for those with childcare responsibilities. Two women have been elected as Directors and two other women as executive officers of the Company, and the ratio of female managers among the Company's employees is 26.0% (non-consolidated ratio of SBI Holdings as of March 31, 2025). The Company has established a goal of continuously maintaining this percentage above 20% until 2025 and will further enhance the environment for women to exert their skills. The Company considers not only the contribution and promotion of women; the maintenance of diversity is also essential. As such, it has established a target of maintaining the ratio of foreign-national employees, which was 37.0% (The figure is for the SBI Group on a consolidated basis, excluding the SBI Shinsei Bank Group. As of March 31, 2025), to continuously above 40% until 2025. Going forward, the Company will work to improve the current ratio to achieve this goal.</li> </ol> <p>● Enhancing Human Capital Value:  <a href="https://www.sbigroup.co.jp/english/sustainability/social/employee.html">https://www.sbigroup.co.jp/english/sustainability/social/employee.html</a></p>

#### IV. Matters Related to the Internal Control System

## 1. Basic Views on Internal Control System and the Progress of System Development **Updated**

The Company recognizes that, to enhance corporate governance, it is important to develop internal control systems and to execute business on the basis of sound internal control systems. The Company believes that internal control systems must be structured as follows and is working to develop and implement them.

1. System for ensuring that the execution of duties by Directors and employees conforms to laws and regulations and the Articles of Incorporation
  - (1) The Company has its Representative Director instill in all its employees that compliance with laws and regulations and ethical conduct is a prerequisite for the realization of the Company's Management Philosophy and its Corporate Vision.
  - (2) The Company seeks communication between directors and also supervises the execution of duties by the Representative Director and prevents violations of laws, regulations and the Articles of Incorporation by convening ordinary meetings of the Board of Directors once a month, in principle, and extraordinary meetings as necessary in accordance with Regulations of the Board of Directors.
  - (3) The Company appoints an officer in charge of compliance by resolution of the Board of Directors, establishes a compliance division directly under the said officer and ensures that these personnel work to identify compliance issues and problems of the Company. By resolution of the Board of Directors, the Company also establishes an internal audit division that operates as an organization independent from business execution divisions. The internal audit division conducts independent, fair and objective internal audits (assurance and advisory services) for the purpose of adding value to the Company and improving the execution of its business. To evaluate and improve the effectiveness of each process of governance, risk management and control on a risk basis, it uses systematic and disciplined methods as a group of specialists to provide support for the Company to achieve its goals and recommendations and follow-up for improving issues identified as a result of audits. Audits shall be conducted by employees and with assistance from external experts, etc. as necessary.

Audit results are reported after each individual audit without delay at meetings of the Board of Directors attended by the Representative Director and Outside Directors as well as to Statutory Auditors in a periodic manner.
  - (4) To enable Directors and employees to report any discovery of violations of laws, regulations, or the Articles of Incorporation or other important compliance-related facts at the Company, the Company will develop a whistle-blowing system for reporting directly to the internal auditing department and Statutory Auditors.
2. System for retention and management of information concerning the execution of duties by the Directors
  - (1) The Company will establish Document Management Regulations by resolution of the Board of Directors and will enter and record information concerning the execution of duties by Directors in documents or electromagnetic records (hereinafter "documents, etc."), of which it will retain and manage.
  - (2) The documents, etc. will be available for inspection by Directors and Statutory Auditors at all times.
  - (3) Establish regulations regarding the management of personal information and business secrets, and store and manage the personal information and important business secrets appropriately and securely
  - (4) If documents, etc. are stored in an information system, manage and maintain them so that they can be used safely, and establish a system to promote information security in an integrated and unified manner.
3. Regulations or other systems concerning the management of risk of loss
  - (1) To gain an understanding of risks that might impede execution of the Company's business operations or achievement of its Management Philosophy or Corporate Vision and to properly assess and manage such risks, the Company appoints a Risk Management Officer as the person responsible for risk management and also establishes a risk management division in accordance with Risk Management Regulations and other relevant regulations established by the Board of Directors
  - (2) If a management crisis emerges, the Company will establish a task force under the responsibility of the Risk Management Officer and will develop a system whereby information concerning the management crisis is shared with the Risk Management Officer and the general managers of the risk management division, general affairs and personnel division, corporate communications and IR division and legal affairs and compliance division in a timely and appropriate manner and will deal with the management crisis in accordance with the Crisis Management Regulations.

4. Systems to ensure effective and efficient execution of duties by directors
  - (1) The Company will determine segregation of duties by resolution of the Board of Directors and clarify the assignment of duties among Directors.
  - (2) The Company will develop an information system to facilitate appropriate and quick decision-making.
  - (3) The Company will convene extraordinary meetings of the Board of Directors as necessary in addition to ordinary meetings convened once a month, in principle, to solve problems that occur in each division in a timely and appropriate manner and it will also keep Directors informed of the knowhow gained through problem solving. Through this, it will seek to improve the efficiency of execution of duties by directors and seek to improve the efficiency of business operations across the Company.
5. System to ensure proper business operations within the corporate group consisting of the Company and its subsidiaries
  - (1) To ensure proper operations within the corporate group (hereinafter the “SBI Group”) consisting of the Company and its subsidiaries, the Company respects the autonomy of the management of each company and, at the same time, receives reports from Directors and employees of companies that belong to the SBI Group as well as others involved in the business operations of the corporate group (hereinafter “SBI Group officers and employees, etc.”) on matters related to the execution of their duties and may conduct investigations to the extent that is necessary and reasonable in accordance with the Affiliated Companies Management Regulations determined by the Board of Directors.
  - (2) The Company will develop a whistle-blowing system for SBI Group officers and employees to directly report violations of laws, regulations, or the Articles of Incorporation or other important compliance-related matters and will report to the Statutory Auditors on the status and content of reports made via the whistle-blowing system. The Company will not dismiss or subject to other disadvantageous treatment persons who have made reports via the whistle-blowing system or SBI Group officers and employees or Statutory Auditors of subsidiaries who have reported to the Company’s Statutory Auditors, any matter pertaining to the performance of duties by SBI Group officers and employees.
  - (3) To ensure that SBI Group officers and employees, etc. execute their duties in compliance with laws, regulations, and the Articles of Incorporation, the Company will establish a meeting held by the Compliance Officer and compliance division jointly with the compliance officers of companies that belong to the SBI Group to gain an understanding and exchange information about compliance-related issues and problems across the SBI Group, and the Company will convene the meeting promptly upon a request for convocation from a company that belongs to the SBI Group.
  - (4) In accordance with regulations concerning internal audits determined by the Board of Directors, the Company conducts fair, independent and objective internal audits (assurance and advisory services) for the purpose of adding value to the Company and improving the execution of its business. In internal audits of the SBI Group, systematic and disciplined methods shall be used by a group of specialists to provide support for the Company to achieve its goals and evaluate and improve the effectiveness of each process of governance, risk management and control of the group companies on a risk basis. Audit results are reported at meetings of the Board of Directors attended by the Representative Director and Outside Directors as well as to Statutory Auditors without delay after the completion of individual audits. Recommendations and follow-up measures are implemented for improving issues identified as a result of audits.
  - (5) Directors will report to the Company’s Statutory Auditors any discovery of violations of laws, regulations, or the Articles of Incorporation or other important compliance-related facts in the execution of duties by SBI officers and employees, etc. to the Company’s Board of Directors and, upon receiving a report, the Statutory Auditors will notify the Statutory Auditors of the company at which the important fact was discovered.
  - (6) The Company’s executives in charge of risk management and the risk management department hold consultations with the persons responsible for risk management as necessary, collect and analyze risks faced by the SBI subsidiaries themselves, and hold consultations with the relevant subsidiaries, etc. to prevent the occurrence of these risks. The Risk Inspection Meeting identifies risk management issues of the subsidiary and periodically supports the process of planning, evaluating, and improving the risk management. The results will be reported at meetings of the Board of Director.
  - (7) To ensure that SBI Group officers and employees, etc. execute their duties effectively and efficiently, the Company will provide companies that belong to the SBI Group with guidance to determine the segregation of duties by resolution of the Board of Directors and clarify the assignment of duties among

Directors. The Company will also provide an information system to facilitate appropriate and quick decision-making where necessary.

- (8) The Company, together with the companies in the SBI Group, shall establish regulations, etc. concerning the selection, management, etc. of outsourcing by Group companies in order to secure appropriateness of outsourcing of operations at the companies in the SBI Group, and clearly define in contracts, etc. IT control requirements for the outsourcing of the operation and development of information systems.
6. System concerning employees in case Statutory Auditors require the assignment of employees to support their duties and matters concerning independence of such employees from directors.  
At the request of the Statutory Auditors, the Company will assign persons, who are nominated by the internal auditing division as employees with sufficient knowledge to support Statutory Auditors in their duties, to act as employees who are independent from the chain of command of Directors and who are required to support Statutory Auditors in their duties for a period determined through discussion with Statutory Auditors, and it will hold discussions with the Statutory Auditors beforehand regarding the transfer and personnel evaluation of these employees and will respect their opinions.
7. System for Directors and employees to report to Statutory Auditors and other systems for reporting to Statutory Auditors  
Directors and employees will report to Statutory Auditors in a timely and accurate manner if they have learned of the following matters relating to the Group. If asked to explain the following matters relating to the SBI Group by Statutory Auditors, Directors and employees will promptly provide a detailed explanation and will not refuse to give an explanation without reasonable grounds.
- Matter that might cause great damage to the Company
  - Important matters related to management
  - Important matters related to internal audits
  - Serious violations of laws, regulations or the Articles of Incorporation
  - Other matters judged important by Directors and Employees
8. Other systems for ensuring that Statutory Auditors conduct audits effectively
- (1) The Company will have its Directors and employees meet periodically with Statutory Auditors at the request of the Statutory Auditors and endeavor to share information about issues and problems related to the management of the SBI Group and it will also seek to information sharing between Statutory Auditors and the internal auditing division and accounting auditor.
- (2) The Company will endeavor to develop a system whereby its Statutory Auditors periodically meet with the Statutory Auditors of major subsidiaries and successfully ensure the effectiveness of SBI Group audits through mutual collaboration.
- (3) Ordinary expenses arising in connection with the execution of duties by Statutory Auditors are recorded in the Company's budget in advance based on the Board of Statutory Auditors' audit plan. The Company will carry out procedures relating to the advancement and reimbursement of expenses arising in connection with the execution of duties by Statutory Auditors, including urgent and extraordinary audit expenses, and any amounts owed based on claims by Statutory Auditors.
9. Systems to ensure the reliability of financial reporting  
The Company will establish effective and appropriate systems for operation of internal control reporting system pertaining to financial reports in accordance with applicable relevant laws, regulations and rules to ensure the reliability of financial reporting, and will continually develop, operate and evaluation these systems and take action promptly if improvement or other action is required.

## **2. Basic Views on Eliminating Anti-Social Forces**

The SBI Group declares in its Code of Conduct that it resolutely opposes antisocial forces and the Company has an antisocial forces business unit that is working to eliminate antisocial forces and it will promote the development of internal systems to strengthen collaboration, including the exchange of information, with specialist outside agencies such as the police, violence expulsion centers and lawyers.

The Company will also seek to raise awareness about cutting off ties with antisocial forces through the provision of training to SBI Group officers and employees, etc. In addition, the Company will distribute a manual describing action in accordance with the Comprehensive Guidelines for How Companies Prevent

Damage from Anti-Social Forces and will seek to inform SBI Group officers and employees, etc. about the manual by, for example, posting it on the Intranet.

## V. Other

### 1. Adoption of Anti-Takeover Measures

Adoption of Anti-Takeover Measures	Not Adopted
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Supplementary Explanation
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### 2. Other Matters Concerning to Corporate Governance System **Updated**

To make timely and appropriate disclosures of company information, the Company has made the Corporate Communications Dept. the division in charge of information disclosures and is actively endeavoring to disclose company information. The Company has also established the Insider Trading Management Regulations and is seeking to tighten management of inside information among officers and employees.

- Information on resolutions

In light of the timely disclosure rules, the Company endeavors to disclose material company information concerning actual decisions without delay after resolutions at the meetings of the Board of Directors convened once a month, in principle, and extraordinary meetings of the Board of Directors convened as necessary.

- Information on occurrences

Regarding material company information about actual events, the division in which the event actually occurred or the officer or employee who learned of such material information promptly reports to the person responsible for handling information. Following discussion and examination with the administrative division as appropriate, the person responsible for handling information examines the need for disclosure of such information in light of the timely disclosure rules and may, where necessary, also seek the opinion of an outside expert (lawyer, accountant, etc.). If disclosure is necessary, the Company endeavors to make prompt disclosure via the Corporate Communications Department, which is the division in charge of information disclosure.

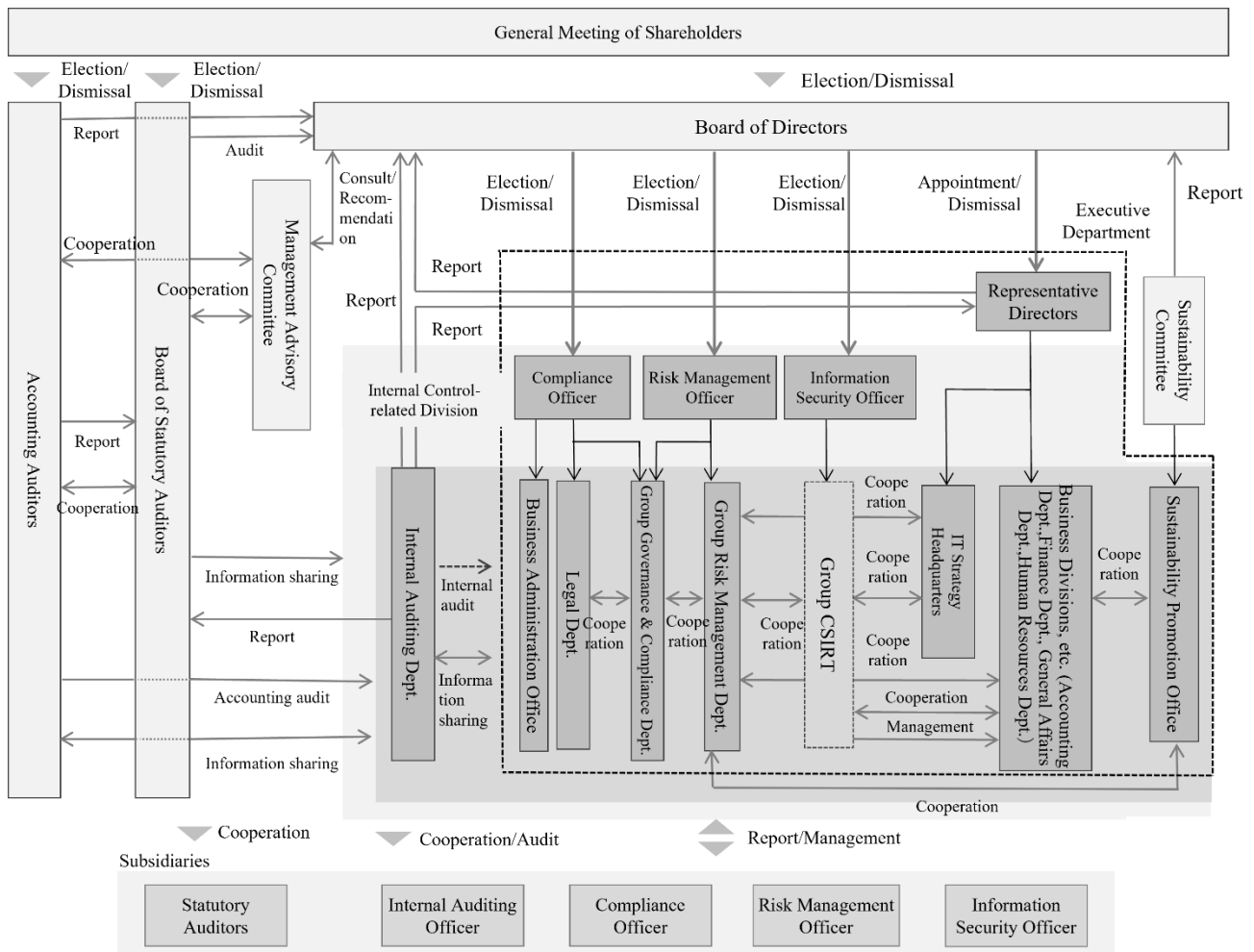
- Information on financial results

The Company endeavors to disclose information about its financial results for each quarter during the month following the end of each quarter, in principle.

- Information on subsidiaries

As for information about actual decisions and actual events pertaining to subsidiaries, the person responsible for handling information at the Company receives a report about the decision or event from the applicable subsidiary (sometimes via the Company's administrative division) and the person responsible for handling information is then mainly responsible for examining the need for disclosure of the information in light of the timely disclosure rules. If disclosure is necessary, the Company endeavors to make prompt disclosure via the Corporate Communications Department.

\* Outline of Corporate Governance Structure (as of the reporting date)





\* Skill Matrix of Directors (as of the reporting date)

Position	Name	Management/ Business Strategy	Financial Industry Experience	Experience in Other Industries	Global Experience	Technology	Finance/ Accounting	Legal affairs/ Compliance/Risk Management	Sustainability
Representative Director, Chairman, President & CEO	Yoshitaka Kitao	●	●	●	●	●	●		
Representative Director, Senior Executive Vice President & COO	Masato Takamura	●	●						
Representative Director, Senior Executive Vice President	Tomoya Asakura	●	●	●	●		●		
Managing Director	Sato e Kusakabe		●	●			●	●	
Director	Shinji Matsui	●	●	●	●	●			
Director	Motoaki Shiino		●	●			●		●
Director	Masashi Okuyama	●	●	●	●			●	
Director	Yasuo Nishikawa	●	●	●		●	●	●	
Independent Outside Director	Heizo Takenaka	●	●	●	●				●
Independent Outside Director	Yasuhiro Suzuki	●		●		●			
Independent Outside Director	Hiroshi Ito	●	●		●			●	
Independent Outside Director	Kanae Takeuchi			●	●				●
Independent Outside Director	Junichi Fukuda		●	●	●		●	●	
Independent Outside Director	Hiroyuki Sue matsuo			●		●		●	●
Independent Outside Director	Takao Ochi		●	●	●			●	●