What Are Our Initiatives to Enhance Human Capital Value?

We believe that "human resources are the drivers of business growth," and have positioned human resource strategy as the core of our management strategy. This section explains specific human resource measures to realize our Long-term Vision and how this strategy leads to enhancing our corporate value.

Human Resource Strategy SoftBank's HR strategy: Information Revolution — Happiness for everyone

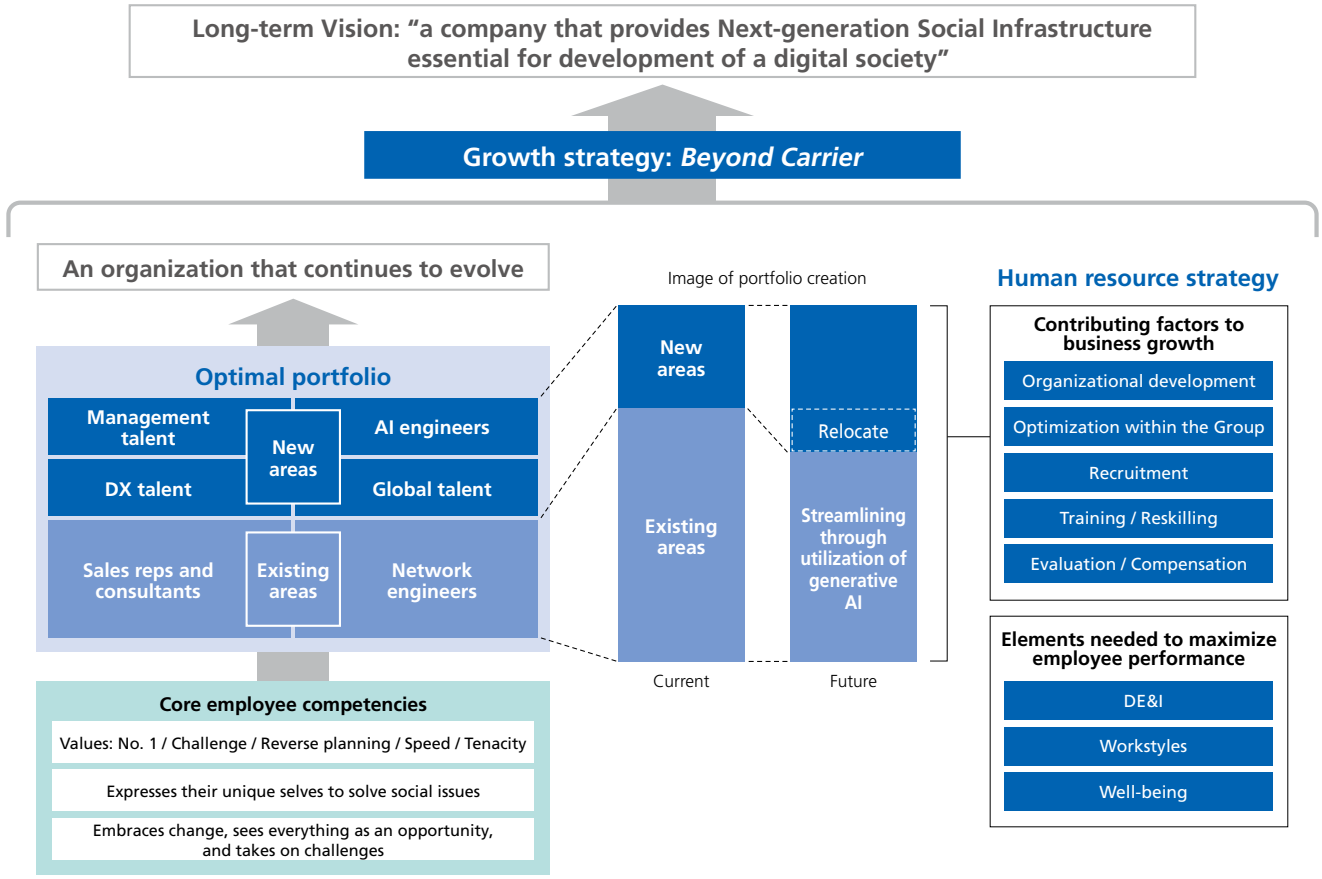
Based on our belief that talent is the key that drives business growth, we position our human resource strategy as a core element of our management strategy. Our human resources mission is to connect "people" and "business" to achieve growth for both. We believe that creating opportunities for diverse talent to fully demonstrate their capabilities and fostering an accommodating work environment are essential for enhancing corporate value over the medium- to long-term.

To realize our Long-term Vision of "providing Next-generation Social Infrastructure essential for the development of a digital society," our human resource strategy aims to build an optimal portfolio centered on strengthening new business areas and improving efficiency in existing ones. In new business areas, we are strengthening the recruitment and development of high-value talent who will create future businesses and drive change, such as "AI engineers," "DX talent," "global talent," and "management talent." Concurrently, in existing business areas, we aim to maximize the productivity and creativity of the entire organization by mastering the use of generative AI. By improving efficiency and reallocating employees from existing areas, we are shifting personnel to new business areas, with a focus on AI-related businesses.

Furthermore, in our quest to become "the leading company in Japan for generative AI utilization," we are promoting the use of generative AI throughout the Company by providing generative AI tools and various training programs. We believe that talent who enjoy change and continuously take on new challenges are a vital driving force for our sustainable growth. Looking ahead to a society that coexists with AI, we are creating an environment where such talent can thrive and find their work rewarding.

We believe that closely integrating our business strategy with our human resource portfolio is crucial for advancing our Long-term Vision. We will continue to promote our human resource strategy to create a positive cycle of employee and Company growth, aiming to be a corporate group that constantly evolves.

HR strategy overview



Interview with Executive in charge of Human Resources

An optimal HR portfolio strategy evolving by enabling employees to take on challenges and exercise autonomy

Yasuyuki Genda
Executive Vice President, Head of Corporate Unit

Q: What role does the human resource strategy play in achieving the Long-term Vision?

Our human resource strategy plays the role of building an optimal HR portfolio, maximizing the potential of our employees, and driving the Company's sustainable growth in line with our Long-term Vision of "providing Next-generation Social Infrastructure essential for the development of a digital society."

Building this optimal HR portfolio means using generative AI to boost productivity and efficiently manage existing business domains, while strategically reallocating human resources to new domains such as generative AI and domestic cloud businesses. By combining the recruitment of specialized talent like AI and security engineers with the reallocation and reskilling of existing employees, we have shifted approximately 1,000 employees to new domains over the past two years, while keeping the number of employees at SoftBank on a standalone basis nearly unchanged.

This optimal HR portfolio is supported by a corporate culture that enables each employee to proactively exercise their capabilities, and by HR systems that promote this culture. We have valued our employees' willingness to chart their own career paths and to take on challenges with a forward-looking attitude. As a result of more than a decade of recruiting and developing such talent, this mindset has become firmly embedded within our organization, as evidenced by the large number of applications we receive whenever we post openings for transfers to new businesses. Behind this lies not so much the system itself, but rather a strong sense of ownership in which employees approach their work as their own responsibility. We believe that as this mindset continues to spread, it will foster the next generation of leaders and drive SoftBank's sustainable growth.

Q: Please tell us about specific initiatives for securing and developing talent.

We maximize the use of internal resources to secure talent in growth areas. For example, in the development of our homegrown LLM *Sarashina*, we first formed the core team through internal transfers, including job postings within the Company. We then expanded the team through external recruitment. This "inside-out" approach to securing talent is now established Company-wide, not just in the AI domain.

We are also diversifying our recruitment channels, utilizing methods that allow us to directly approach highly skilled talent, such as referrals (employee introductions) and direct sourcing (a method where companies directly approach candidates). This enables flexible and agile talent acquisition, moving away from traditional mass recruitment and over-reliance on agencies.

Q: What kind of discussions do you have with management regarding human capital?

We have regular discussions with management on topics such as "developing next-generation executive talent," "how to use generative AI to improve productivity," and "how to shift people to new departments." Based on these dialogues, we design our placement measures and training programs for optimizing our HR portfolio.

One example is our "reskilling-based job posting." When we transferred personnel to our domestic cloud business through an internal recruitment system, not all of the required skills and experience were available within the Company. To address this, we introduced the "reskilling-based job posting," under which employees who were transferred through this system receive two to three months of training after their transfer to help them acquire the necessary skills.

These mechanisms are the result of a shared understanding with management: "In addition to external recruitment, we must make the most of our internal human capital." Going forward, we will continue to evolve our organization by optimizing our human resource placement from a medium- to long-term perspective, not just focusing on short-term replenishment.

Q: How do DE&I and well-being connect with the Company's growth strategy and corporate value?

For the human resources department, our most important customers are the "employees." Therefore, we are focusing on creating a foundation where employees can work with peace of mind over the long term and perform at their best, with DE&I and well-being at the core.

First, we are reviewing our compensation system to balance the financial stability of our employees with their motivation to take on challenges. To address inflation, we implemented base salary increases for three consecutive years from FY2023, thereby supporting stability in employees' livelihoods. Concurrently, we are firmly securing rewards for performance by placing a greater emphasis on performance-linked bonuses. This has helped boost employee engagement, especially among younger employees.

In promoting DE&I, we are addressing the promotion of women in the workforce as a critical management issue. Previously, although there were no gender gaps in performance evaluations, there was a nearly two-fold disparity between men and women in the promotion rates to director and manager positions. This revealed that despite advocating "meritocracy," we were not fully placing the right people in the right roles. While various factors such as unconscious bias and differences in self-esteem may have contributed to these gaps, we reported this situation to management and reaffirmed the understanding that "an organization that embraces diversity is essential for sustainable global growth."

We view these DE&I initiatives as contributing factors to corporate value enhancement by serving as a crucial foundation for sustainable growth, even if their direct contribution to short-term profits is not always apparent.

Q: What are the characteristics of SoftBank's culture, and what is your future policy for fostering it?

SoftBank's culture is rooted in our history of achieving "step-change growth." One of the hallmarks of SoftBank is our ability to constantly change, combining diverse ways of thinking, adaptability to various businesses, flexibility, and a forward-looking mindset.

At the core of this culture are our "Values." Specifically, the five values—"No. 1," "Challenge," "Reverse Planning," "Speed," and "Tenacity"—are shared by all employees and serve as the central principles for our daily decision-making and actions. These values are the foundation of our history of repeatedly taking on challenges in new technologies and businesses.

The values of "No. 1" and "Challenge" are particularly important. The mindset of striving for higher goals, instead of settling for "good enough," drives the evolution of our organization. We view difficulties not as hardships but as challenges, seeking the new perspectives and self-growth that lie beyond. Thus, we aim to create a group that takes action on its own volition, rather than being forced to act. Additionally, the values of "Reverse Planning," "Speed," and "Tenacity" are critical in enabling us to deliver results even in uncertain environments, and they form an essential part of the Company's foundation. We recognize that maintaining a culture that embraces diverse values and flexibility, and that enables us to engage in a wide range of businesses, is our strength.

The origin of this culture lies in our corporate philosophy: "Information Revolution—Happiness for Everyone." SoftBank aims to be a group where people who are serious about making the world a better place come together to achieve this vision. By sharing the value of taking on challenges with our colleagues, we will pass on this essential corporate culture to the next generation.

Building an Optimal Human Resource Portfolio

To realize our Long-term Vision, we are focused on developing talent who can excel in new business areas and on improving the work environment. We aim to build an optimal portfolio by implementing various growth support measures that enable employees to learn proactively and by creating systems that enhance compensation for high-value talent.

Measures supporting autonomous growth

We are promoting sustainable business growth through a variety of measures that support the autonomous career development of each employee.

As part of this effort, we offer learning opportunities through "SoftBank University (SBU)" to cultivate talent who can contribute to achieving our corporate philosophy. SBU has a system that allows employees to proactively select training programs tailored to their career goals, enabling practical and effective learning as in-house certified instructors share their expertise.

Through "SoftBank Academia," our successor discovering and development program, we have created a community of diverse individuals, including external executives, lawyers, and students, in addition to our employees. By providing opportunities for interaction with highly motivated members and practical learning, we are fostering the next generation of leaders with broad perspectives.

To support employees' career development, we operate a Group-wide job posting system that invites applications for roles in new businesses and companies, as well as a free-agent system that allows employees to transfer to their desired departments or Group companies. In February 2021, we introduced the SoftBank-style internal secondary job system to match the needs of "employees eager for growth opportunities and chances to demonstrate their abilities" with "organizations requiring external perspectives, experiences, and expertise." Furthermore, employees are permitted to hold second jobs, provided it does not interfere with their primary duties, with the aim of applying diverse experiences to their main role.

To support new business creation, we run the "SoftBank InnoVenture" in-house entrepreneurship program, which enables employees to propose businesses based on their own ideas. We also offer the "Innoventure Lab," where employees can systematically learn about new businesses, thereby actively encouraging their spirit of challenge.

SoftBank University	SoftBank Academia	SoftBank InnoVenture
Established in September 2010	Opened in July 2010	Launched in August 2011
Training program for all employees	Successor development	In-house entrepreneurship program

Through these initiatives, we are building a foundation for sustainable business growth by fostering both employee development and organizational revitalization.

Recruitment of high-market-value talent

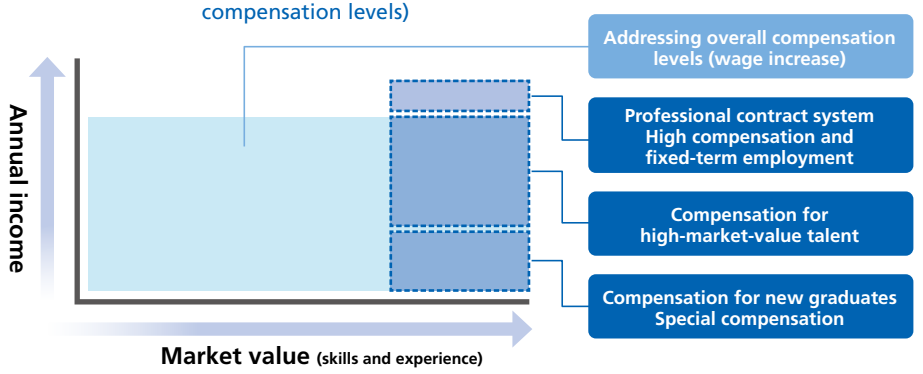
We have adopted a mission-grade system whereby each employee's scope and grade are based on their mission and work style, rather than personal factors such as age or gender. Grades and compensation are comprehensively evaluated based on three aspects: the mission they undertake, their daily work performance (process), and their achievements and contributions to the organization.

Meanwhile, for specific roles that are essential to achieving our Long-term Vision and whose market value is rapidly increasing—such as AI engineers, business development, and investment planning—we set individually competitive compensation packages, even for new graduates. This allows us to proactively acquire high-value talent in line with our human resource portfolio.

We have also introduced a professional contract system so that we can offer a high level of compensation on fixed-term contracts for projects requiring advanced skills and experience. By flexibly utilizing talent who can make an immediate impact, we can acquire personnel in an agile manner that meets our business needs.

Compensation for high-market-value talent is covered by individual programs

(while a base-up is implemented for overall compensation levels)



In-house AI utilization aimed at becoming "the leading company in Japan for generative AI utilization"

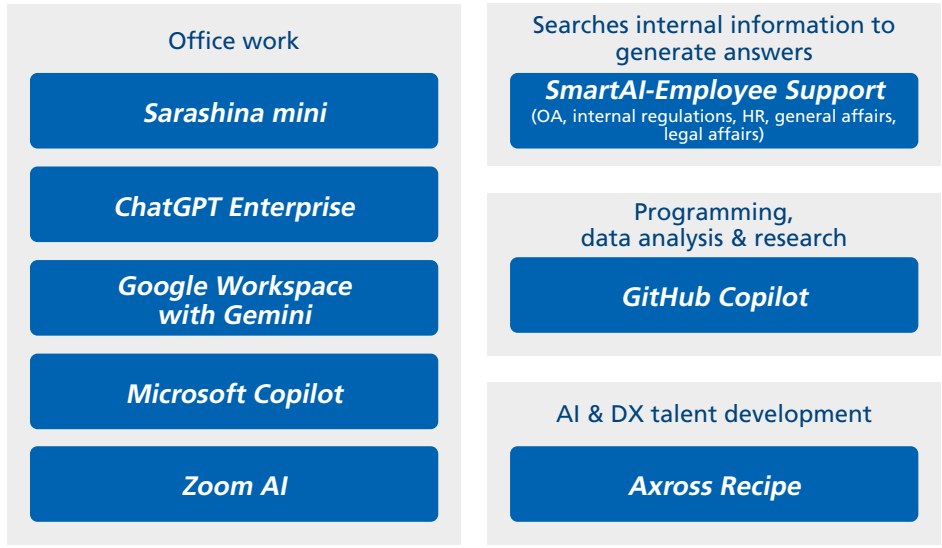
We position generative AI as one of the most critical technologies supporting our future business expansion and corporate transformation. We have progressively developed our AI foundation, education, tool implementation, and cultural integration. Generative AI has already become indispensable in our daily operations, and through Company-wide adoption and practice, we aim to enhance the productivity and creativity of the entire organization. In May 2023, we took the first step in our in-house generative AI utilization by providing all employees with *SmartAI-Chat*, an internal tool for business use. Subsequently, we introduced tools like *GitHub Copilot* and the internal information search tool *SmartAI-Employee Support* to improve operational efficiency in areas such as minute-taking, translation, and programming support. These initiatives have promoted AI utilization across a wide range of job functions and facilitated the accumulation of expertise.

Building on these efforts, in May 2025, we provided all employees with *ChatGPT Enterprise* IDs, establishing a foundation for full-scale generative AI utilization at the operational level. This initiative goes beyond merely providing a tool; it aims to empower each employee to transform their own work through collaboration with AI. Looking ahead, we aim to enable employees to create new work styles by developing and utilizing AI agents (mechanisms where AI makes autonomous decisions and executes tasks).

As a measure to support Company-wide utilization, we also offer "AI Campus," an in-house training program specializing in AI, which allows employees to learn everything from basic knowledge to practical skills according to their interests and job responsibilities. In addition, the "Generative AI Utilization Contest," held across the SoftBank Group since May 2023, has solicited ideas from employees, receiving over 230,000 submissions to date. Winning proposals are being considered for commercialization by the AI Project Promotion Office, which reports directly to the CEO.

Furthermore, *Axross Recipe*, an AI and DX talent development service, was commercialized through the "SoftBank InnoVenture" program, based on practical technologies developed while accelerating in-house AI utilization. This service offers educational materials based on the know-how of active SoftBank engineers, including case studies and programming from real-world business applications of AI. In this way, we provide practical learning content applicable to on-the-ground operations for both internal and external audiences.

Going forward, we will continue to foster a corporate culture where every employee not only masters AI but also co-creates value with it. As "the leading company in Japan for generative AI utilization," we aim to become a key provider of Next-generation Social Infrastructure.



Culture of encouraging challenges fosters new growth for AI talent and the organization

With the Company-wide promotion of generative AI, we are actively supporting employees in acquiring AI-related skills and certifications. Through the development of our in-house environment and the provision of learning opportunities, voluntary learning is spreading among employees. As of July 2025, approximately 2,300 employees have passed the JDLA Deep Learning for GENERAL and about 140 have passed the JDLA Deep Learning For ENGINEER. As a result, approximately 10% of all employees* now hold AI-related qualifications, advancing the overall AI literacy of the Company.

This culture of encouraging new challenges is also transforming our organizational structure. The number of employees who have voluntarily transferred to AI and DX-related fields using the job posting system and other schemes has already surpassed 1,000, steadily increasing the talent pool responsible for our "Next-generation Social Infrastructure." We will continue to promote such autonomous growth and domain shifts to enhance the entire organization's digital adaptability and capacity for transformation.

* SoftBank Corp. on a standalone basis

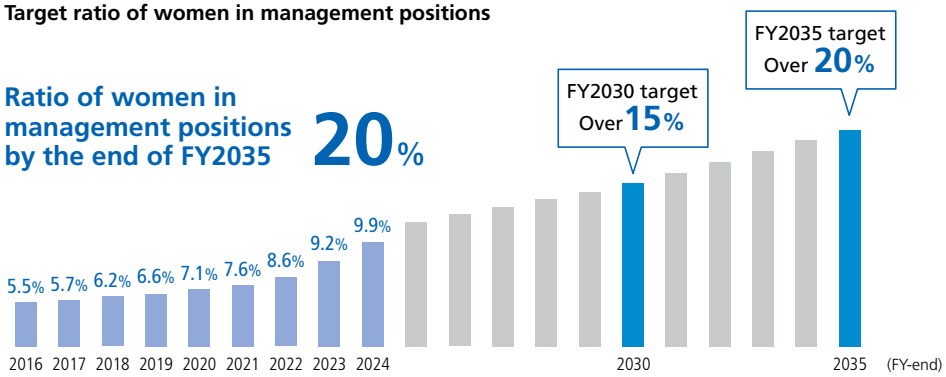
Promotion of DE&I, Well-being and Engagement

We aim to create an organization where every employee is united in their commitment to our corporate philosophy, where they can freely exchange ideas based on innovative thinking while leveraging each other's strengths to drive innovation. We are committed to promoting DE&I, well-being, and engagement to ensure that every diverse individual can fulfill their potential.

Initiatives for the empowerment of women

We embrace individual diversity, regardless of age, gender, sexual orientation, gender identity, gender expression, nationality, or disability, and aim to promote diversity, equity, and inclusion (DE&I) so all employees can fully harness their abilities. As a first step, we are particularly focused on promoting the active participation of women. To that end, we have set a target of over 20% for the ratio of women in management positions by the end of FY2035. To achieve this goal, we have established the "Committee for the Promotion of Women in the Workforce," to be chaired by the President & CEO and comprising external directors Naomi Koshi and Hiroko Sasaki, as well as some external experts as advisors. This committee deliberates on Company-wide policies for promoting women's advancement. We are continuously taking measures from multiple perspectives to empower women in the workplace, and the progress of each initiative is monitored in meetings spearheaded by those on the frontline. Successful cases from each department are also shared during these meetings. For example, a Company-wide survey revealed that the percentage of women who aspire to hold a management position is lower than that of men. We are therefore running workshops to encourage women to take on the challenge of a managerial role, as well as a mentor program that provides opportunities for female employees to consult with role models. As a result, the number of female employees aspiring to managerial positions has gradually increased. In addition, to eliminate unconscious bias in evaluations and assignments, we conduct training for managers on the topics of nurturing female subordinates and addressing unconscious bias. Also, during our annual promotion assessment, we have a process in place to check for any disparities in promotion rates between men and women in an effort to ensure that unconscious bias does not hinder growth opportunities for women. As a result of these initiatives, while our initial simulation suggested that the percentage of women in management positions would be around 15% by the end of FY2035, the degree of women's advancement is rising annually, making the 20% target increasingly attainable.

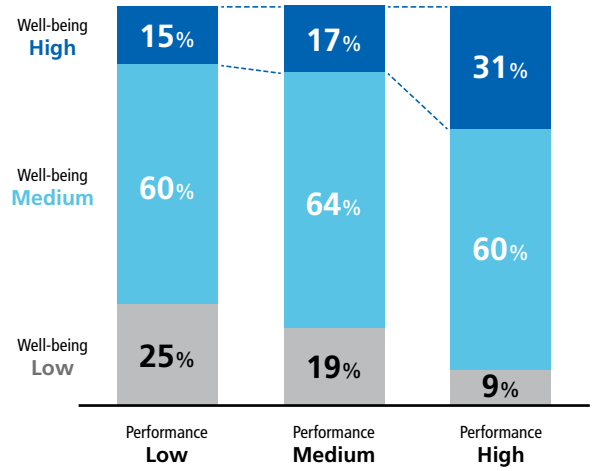
Target ratio of women in management positions



Relationship between well-being and performance

We conducted an internal analysis of the relationship between employee well-being and performance using data from our "Engagement Survey." The Engagement Survey, conducted monthly and annually, assesses employee engagement across various items, including company vision, job satisfaction, work environment, interpersonal relationships, and fulfillment. It is generally said that employees with a high level of well-being not only exhibit higher levels of creativity, productivity, and sales, but also have lower turnover rates and fewer workplace accidents. Our analysis revealed that for SoftBank employees as well, a high level of fulfillment leads to high performance. Specifically, among the "high" performance group, 31% reported "high" fulfillment, a significantly higher proportion compared to the "low" and "medium" performance groups. Based on this analysis, we have integrated the promotion of well-being as a key element of our human resource strategy. We believe that "well-being" is a critical driver for maximizing individual performance and sustaining our Company's growth, and we are actively pursuing initiatives in this area.

Relationship between performance and well-being



It is clear that employees with a high level of well-being perform better

Engagement Survey results and areas for improvement

In the FY2024 Engagement Survey (response rate: 96.9%), the overall score was 66, maintaining the same level as the previous year. The company score, a component of the overall score, slightly increased from the previous year, indicating an improvement in employees' positive perception of the Company. We believe this is attributable to our proactive communication about our initiatives, regular messages from management, and ongoing internal communication efforts such as Employee Town Hall meeting and all-hands morning assemblies.

We are promoting the development of action plans and improvement activities at both the Company-wide and departmental levels. Each department also utilizes the results of the monthly surveys to identify organization-specific issues and monitor individual employee well-being, aiming to further vitalize both the organization and its members.

Overall score*	Company	Work	Supervisor	Workplace
66 (±0)	65 (+1)	61 (±0)	70 (-1)	68 (±0)

* Overall score: aggregate of results related to company, work, supervisor, and workplace
Company: items related to the Company, such as internal systems like "evaluation and compensation" and "corporate culture," as well as benefits / Work: items related to work, such as satisfaction with "fulfillment," "autonomy," and "workload appropriateness," as well as purpose and stress / Supervisor: items related to supervisors, such as management aspects like "understanding of abilities" and "appropriate assignments" / Workplace: items related to the workplace environment, such as "open communication" and "interpersonal relationships"
Scored on a 100-point scale (up to 49: Low; 50–64: Normal; 65–74: High, 75+: Very high)
Figures in parentheses indicate the difference from the previous year's score

Example of initiatives that contributed to score improvement

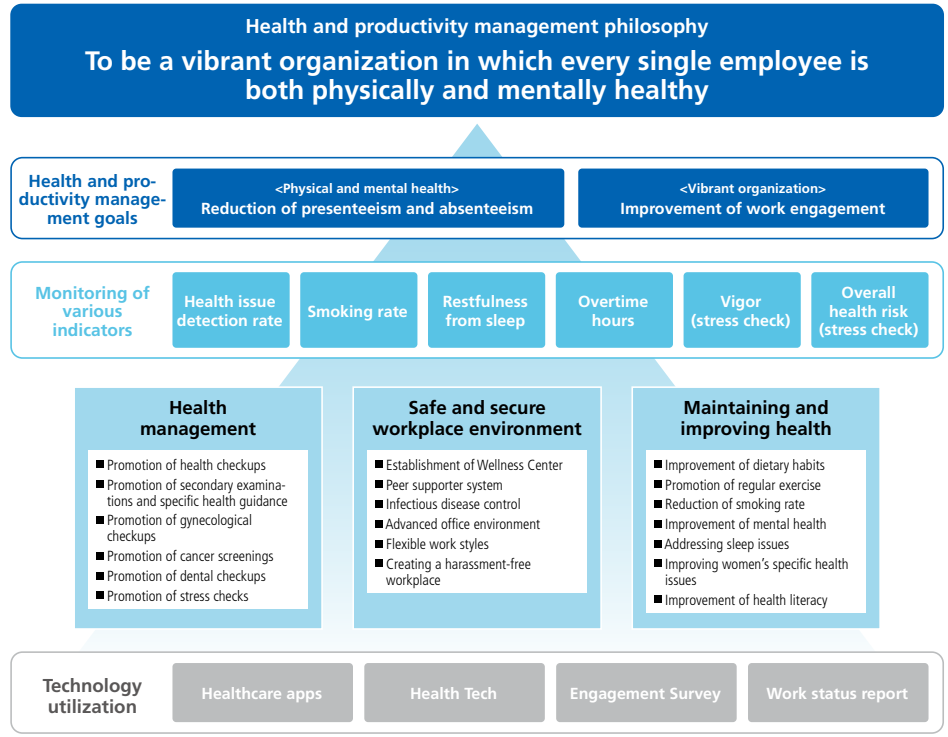
Continuous internal and external communication

- Proactive communication on business policies and progress, such as Next-generation Social Infrastructure and generative AI
- Communication of various information through internal channels such as Employee Town Hall meeting and all-hands morning assemblies

Health and productivity management initiatives

Our health and productivity management philosophy is to be a "vibrant organization in which every single employee is both physically and mentally healthy." To realize this philosophy, we promote health and productivity management under the supervision of the officer in charge of the Corporate Unit, with the Well-being Promotion Office established directly under the CHRO (Chief Human Resources Officer). Specifically, we support the maintenance and improvement of employee health by monitoring health management indicators with the following three approaches: (1) "health management," (2) "safe and secure workplace environments," and (3) "maintaining and improving health." Additionally, from a "health management" perspective, we not only encourage employees to undergo annual health checkups but also recommend stress checks to ensure early detection and prevention of issues. In terms of "safe and secure workplace environment," we have established a Wellness Center, developed a healthy office environment, and implemented a peer supporter system and on-site influenza vaccinations. To "maintain and improve health," we support our employees by promoting initiatives aimed at improving diet, encouraging regular exercise, reducing smoking rates, enhancing mental health, addressing sleep issues, improving women-specific health issues, and raising health literacy.

We consider employee health management from a business perspective. We have been recognized for the seventh consecutive year in the "White 500 in the large enterprise category" of the "Certified Health & Productivity Management Outstanding Organizations Recognition Program," a joint initiative by Japan's Ministry of Economy, Trade and Industry (METI) and the Nippon Kenko Kaigi. Furthermore, our health initiatives have been ranked the highest in the "DBJ Employees' Health Management Rated Loan Program" of the Development Bank of Japan.



SoftBank's Human Resource Initiatives

In addition to achieving sustained business growth and success, we aim to build a work environment conducive to employee growth and personal fulfillment.
To this end, we have established HR policies that we value as a company and promote various personnel policies.

Recruiting a diverse workforce

- JOB-MATCH internship program
- TURE-TECH, our regional development internship program
- JOB-MATCH screening
- No.1 Recruitment
- AI utilization in interview screening
- Interviewer training
- Direct recruiting
- Recruiting by referrals from our employees

Promoting diversity

- Committee for the Promotion of Women in the Workforce
- LGBTQ-related consultation desk
- LGBTQ training for newly appointed managers
- LGBTQ e-learning training
- Cooperation and support for Tokyo Pride
- Unconscious bias e-learning training
- Diversity management training
- SoftBank DE&I Award

Creating a healthy working environment

- Health management promotion system
- Wellness Center
- "Peer supporter" system
- Stress checks
- Healthcare app *HELPO*, online medical consultations, etc.
- Prohibition on smoking during working hours
- Designation of days on which employees are encouraged to take annual paid leaves
- Work-interval system
- Harassment consultation hotline
- Regular health examinations

Information Revolution — Happiness for everyone

Utilizing cutting-edge technologies

Promoting smart workstyle

- Super flextime system
- Satellite offices
- Remote work
- Secondary jobs and side businesses
- SoftBank-style internal secondary job system
- Funding for personal growth
- WorkStyle support funds
- Premium Friday
- No overtime days

Career development and opportunities to shape employees' career capabilities

- SoftBank University
- SoftBank University Tech
- AI Campus from SBU Tech
- SoftBank Academia
- SoftBank InnoVenture
- Job posting system (Business-specific internal recruiting system)
- Free-agent system (Department-specific internal recruiting system)
- Assessment in various fields (statistics, IT, English)
- Accreditation support system
- Self reporting system
- Mission grade system
- Engagement surveys
- SoftBank career dock
- Business producer system
- People analytics
- Management Survey

Supporting a balance between work and childcare/nursing care

- Leave for hospital visits and cancer treatment (can also be used for fertility treatment)
- Maternity leave for outpatient medical care
- Maternity care leave
- Maternity leave
- Paternity leave
- Childcare leave/childcare leave at birth
- Care leave
- Kids' leave
- Shorter and flexible working hours during pregnancy
- Shorter and flexible working hours for childcare
- Long-term nursing care leave
- Nursing care leave
- Shorter and flexible working hours for nursing care
- Shinkansen or limited express train commuting for long-term caregivers
- Consultation meetings prior to maternity leave
- Orientation during childcare leave/return to work orientation
- Seminars on balancing work and nursing care
- Nursing care community (internal SNS)
- Nursing care roundtables
- Consultation service with nursing care experts

List of Achievements

By executing HR initiatives unique to SoftBank, we aim to be a company in which employees who implement the *Beyond Carrier* strategy can continue to play active roles.

Information Revolution — Happiness for everyone

Recruiting a diverse workforce

- Number of newly hired graduates: **405**
  (men: **255**, women: **150**)
- Number of newly hired mid-career workers: **363**
  (men: **300**, women: **63**)

Promoting diversity

- Ratio of women in management positions: **9.9**%
  (as of April 1, 2025)
- Average number of consecutive years served:
  men: **14.5**, women: **14.5**
- Ratio of employees with disabilities: **3.11**%
  (as of June 1, 2025)

Creating a healthy working environment

- Ratio of employees undertaking regular health examinations: **100**%
- Ratio of positive findings in regular health examinations: **58.6**%
- Completion rate for specific health guidance: **51.8**%
- Ratio of employees who smoke: **24.4**%
- Ratio of annual paid leave taken: **75.7**%

Utilizing cutting-edge technologies

Promoting smart workstyle

- Number of employees with a secondary job: **1,892**
- Remote work implementation rate: **95.1**%
  (ratio of employees who worked remotely at least once a month)

Career development and opportunities to shape employees' career capabilities

SoftBank University

- Number of annual participants: about **28,206**
  (annual average since FY2016)
- Number of Internally Certified Instructors: about **100**

SoftBank Academia

- Number of enrollments: about **300**
  (external enrollments included)

Job posting system Free-agent system

- Cumulative number of employees transferred: **3,048** (as of April 1, 2025)

SoftBank InnoVenture

- Cumulative number of applications: **8,243**
- Cumulative number of businesses commercialized: **26**

Supporting a balance between work and childcare/nursing care

- Ratio of employees taking childcare leave:
  men: **78**%, women: **100**%
- Ratio of employees returning to work from childcare leave (women): **100**%

(Note) Figures are as of March 31, 2025 or for FY2024 unless otherwise indicated; except for "Development of careers and professional capabilities," figures are for SoftBank Corp.