

**For ESG Briefing Session**

# **SoftBank-Style Human Capital Management**

Total 72 slides

**February 26, 2024**

**SoftBank Corp.**  
**Vice President, HR Division Head**  
**Yasuyuki Genda**

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# Agenda

- 1. Linkage between management strategy and human resources strategy**
- 2. SB-style human capital management and its social background**
- 3. Introduction of initiatives**

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- 1. Linkage between management strategy and human resources strategy**
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# SoftBank's management strategy

## Advent of AI coexisting with society

**Advent of AI Coexisting with Society**



**Generation and processing of vast amount of data required**

## Building next-generation social infrastructure

What is needed to achieve both a sustainable society and an enhancement of corporate value?

↓

**Announced Long-term Vision in May 2023**



**Next-generation Social Infrastructure**  
essential for development of a digital society

# Linkage between management strategy and human resources strategy

## What are the human resources and organization needed to realize the management strategy?

Advent of AI Coexisting with Society

**Advent of AI coexisting society**

Generation and processing of vast amount of data required



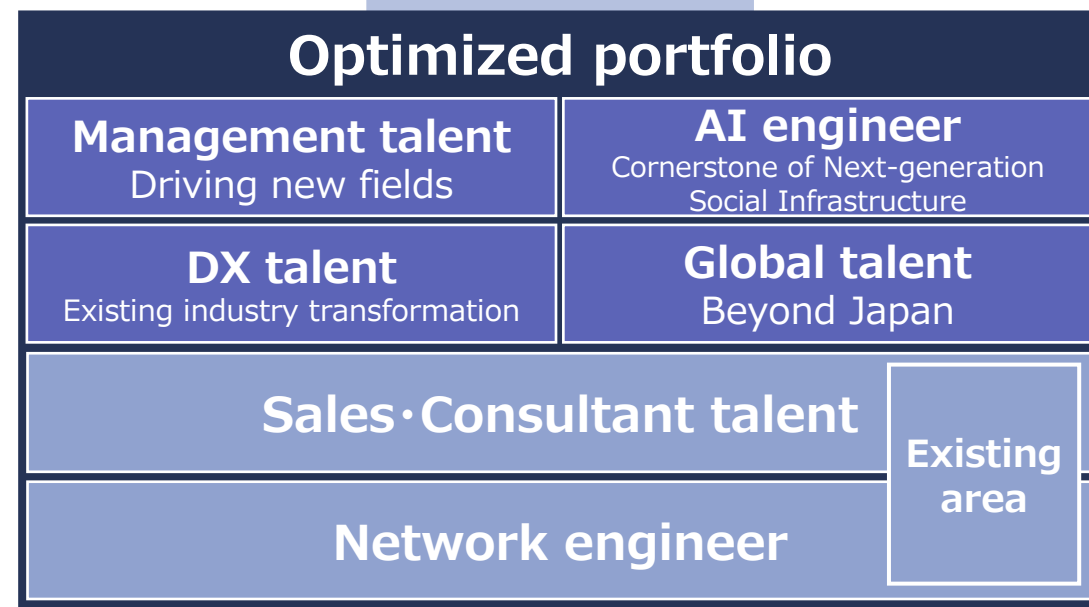
What is needed to achieve both a sustainable society and an enhancement of corporate value?

**Building next-generation social infrastructure**

Next-generation Social Infrastructure essential for development of a digital society



**Continuously evolving organization**  
Achieving sustainable business growth



Values : "No. 1," "Challenge," " Backward Thinking," "Speed," "Persistence"

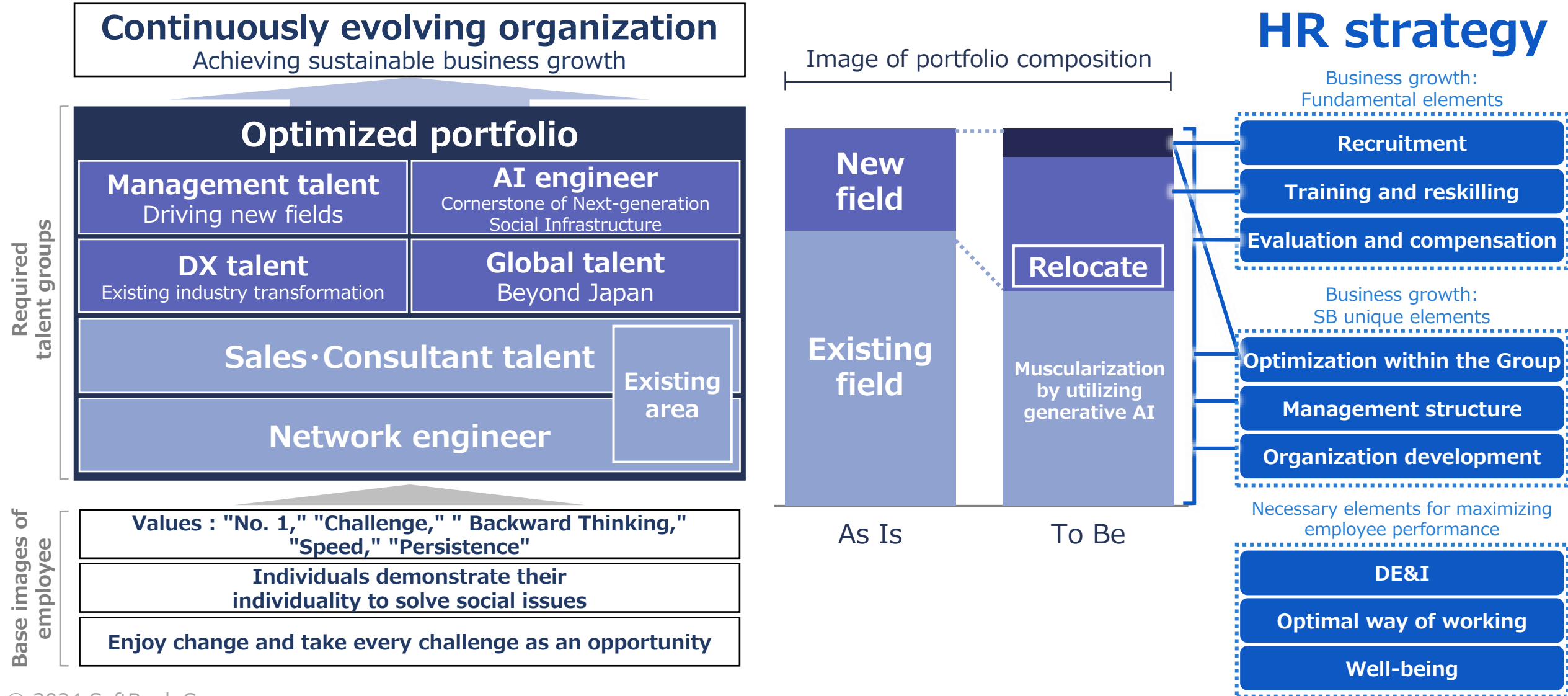
Individuals demonstrate their individuality to solve social issues

Enjoy change and take every challenge as an opportunity

Base images of employee

# Linkage between management strategy and human resources strategy

## Systematization of 9 elements based on the portfolio



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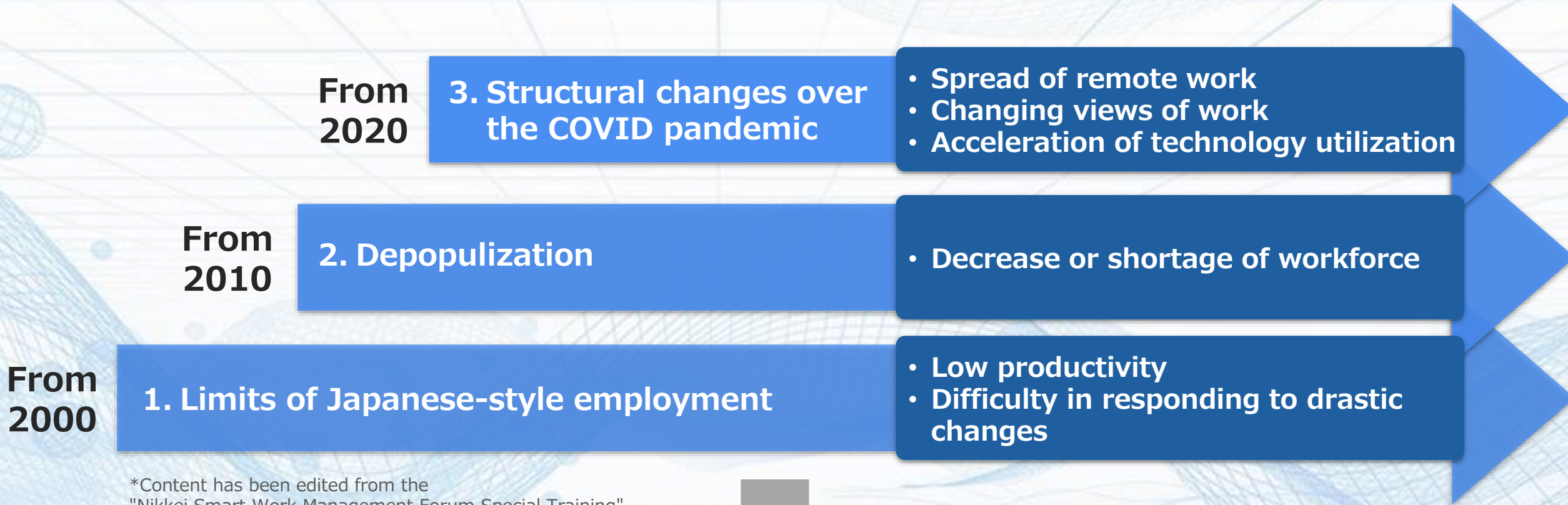
# Council of New Form of Capitalism Realization



\*Prime Minister's Office of Japan website

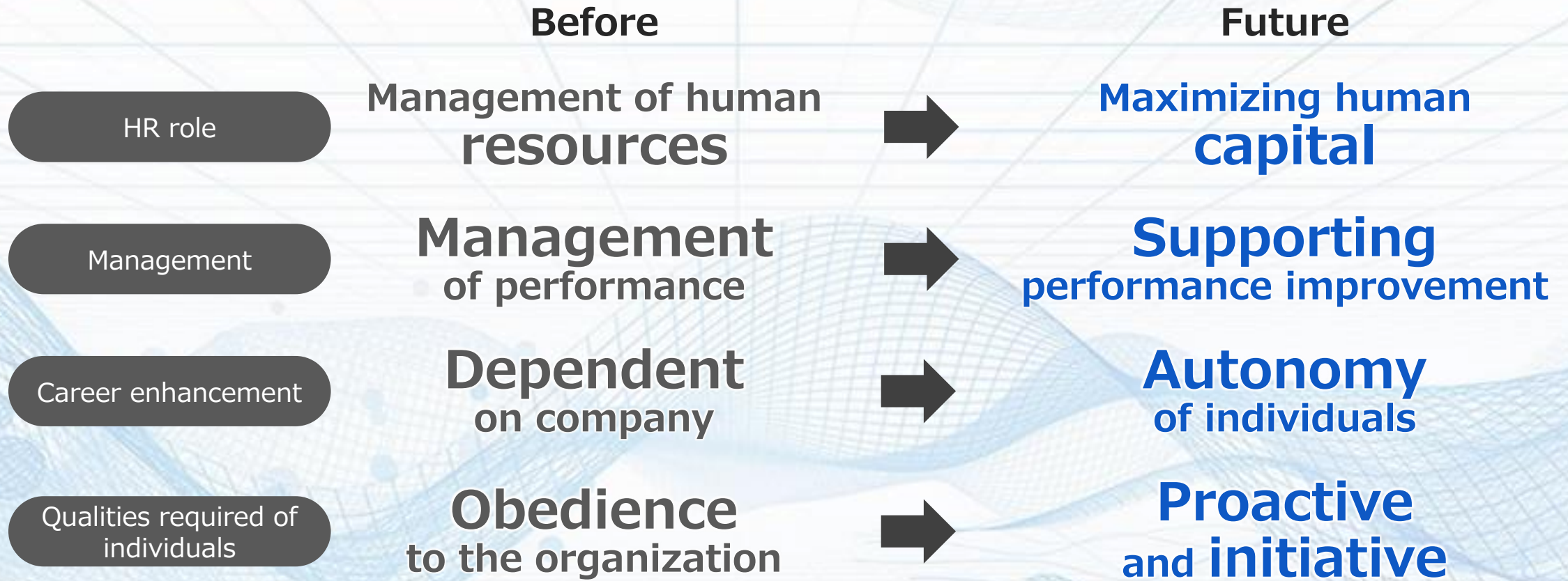
**The importance of adding value through human capital investment was emphasized in the Basic Policy on Economic and Fiscal Management and Reform**

# Changes in the human capital environment



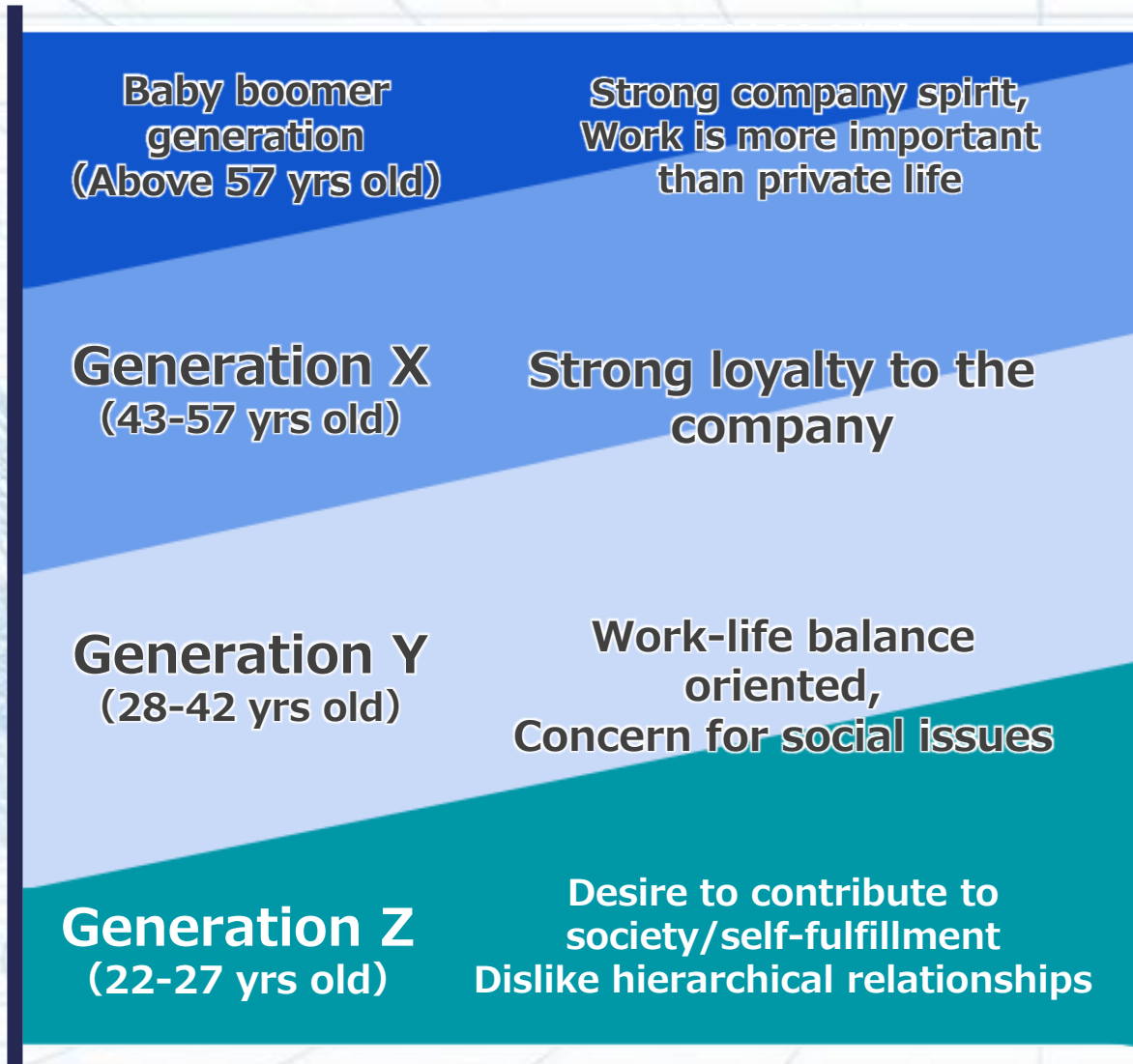
**Enhance corporate value over the medium to long term  
by maximizing the potential of each individual**

# Changes in HR and individual/company relationships



**To remain a "company of choice," it is important to invest in and disclose human capital**

# Generational and value changes



**Become the  
company of choice  
for the new generation  
as well**

For the description of values, the following works were primarily used as references  
"Generation X" / Douglas Coupland  
"Annual Millennial Generation Z Survey" / Deloitte Tohmatsu  
"Generation Z Marketing: The New Normal That Will Radically Change the World" / Jason Dorsey et al.  
"Generation Z: Why Are Young People Addicted to Instagram and TikTok?" / Yohei Harada

**Present**

**2030**

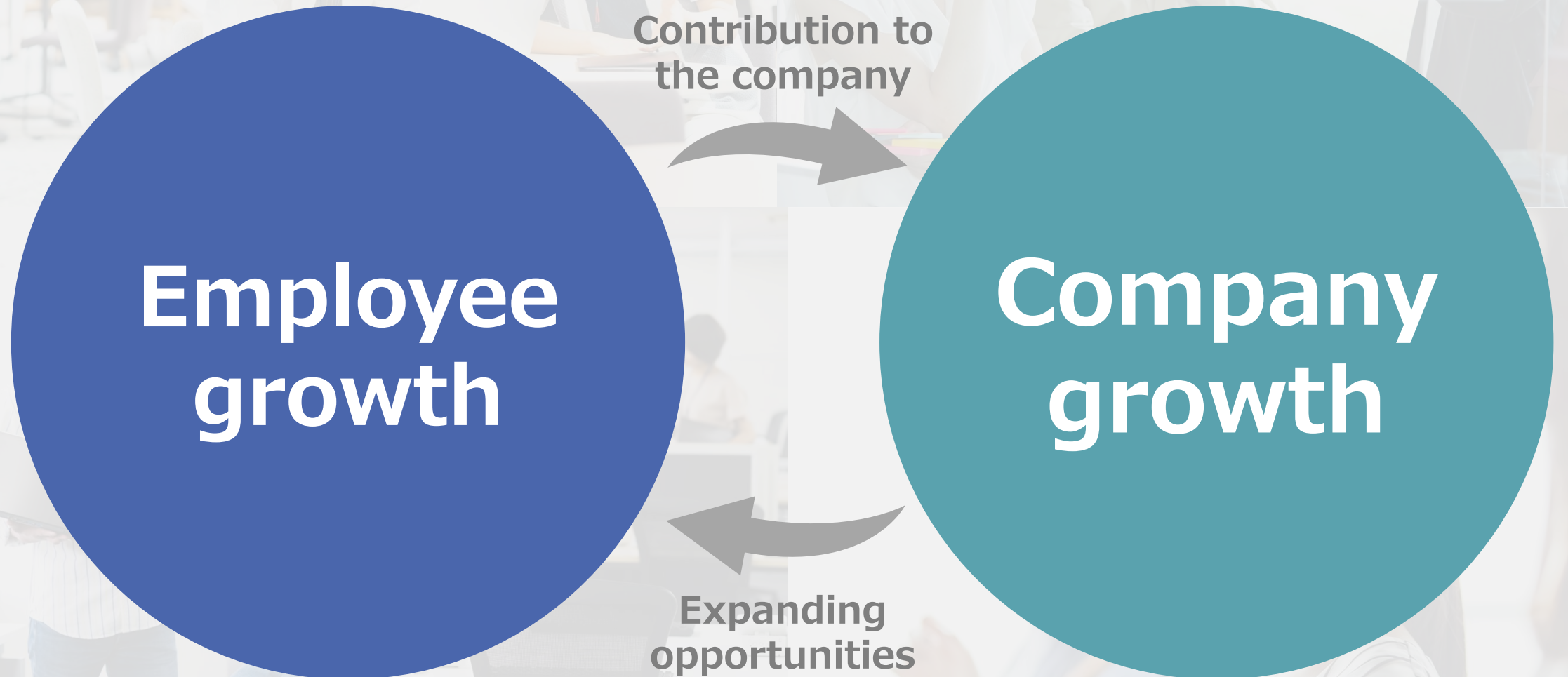


**Maximize human capital  
= Employee Growth**



# What is SB-style human capital management?

**A system that creates a virtuous cycle between employee growth and company growth**

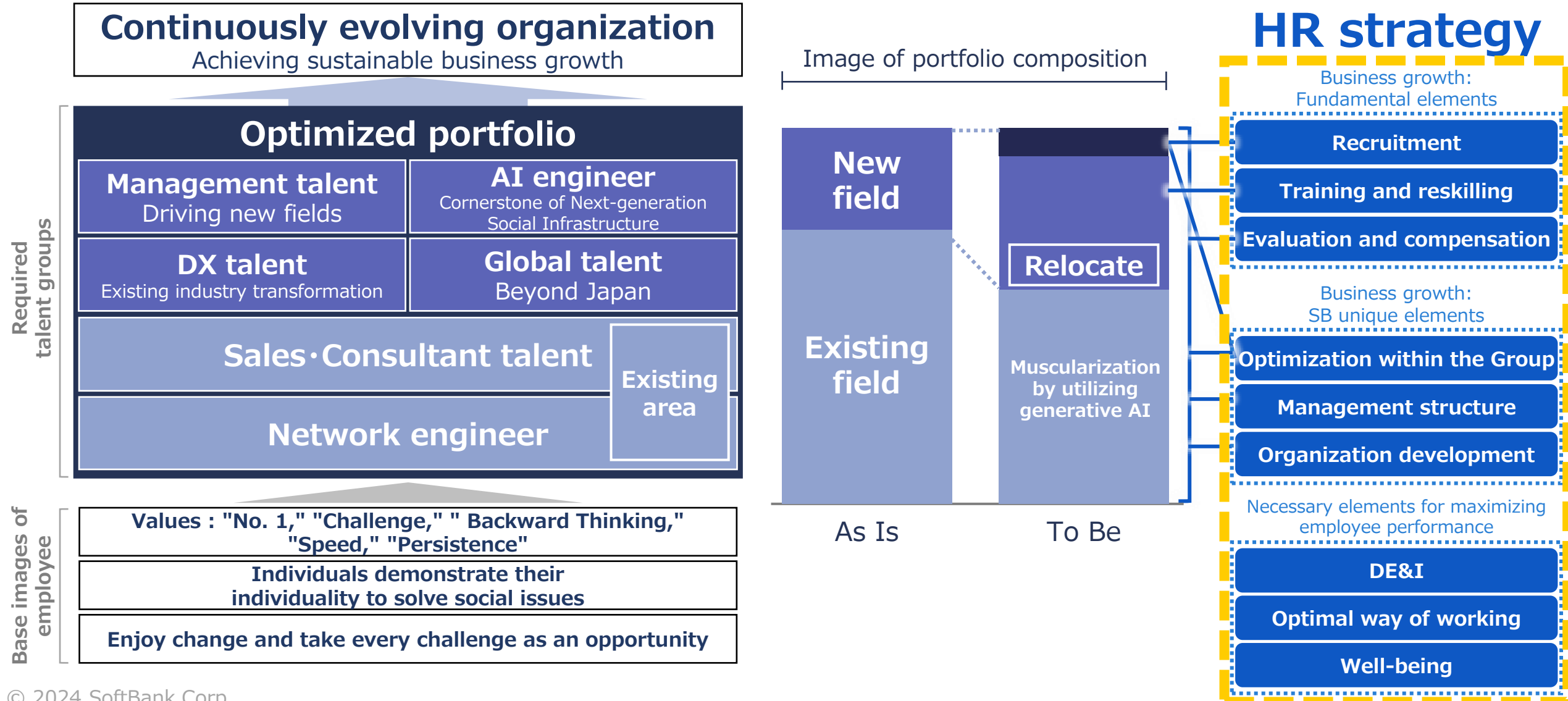


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# Linkage between management strategy and human resources strategy

## Systematization of 9 elements based on the portfolio

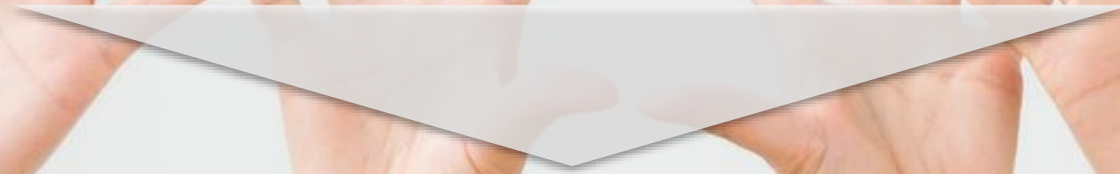




# Autonomous growth support measures

**What we value in employee growth**

**Provide opportunities to those  
who raise their own hands**



**Rigorously committed to  
employee independence**

# SoftBank growth support measures

 SoftBank  
University

Established Sep 2010

**Training  
program for all  
employees**

 SoftBank  
Academia

Established Jul 2010

**Successor  
training**

 SoftBank  
InnoVenture

Launched Aug 2011

**In-house  
entrepreneurship  
program**



SoftBank  
University

**Training program  
for all employees**

# Training system overview

## Group training

### Voluntary training (67 courses)

Management

Global

Thinking ability

Finance

Technology

Business foundation

Statistics

Office

Communication

Career·Mind

Brand value

### Position-based training

New directors

New section managers

3rd year employees

Elders

New joiners

## Training for departments

## e-learning/videos



udemy



e-book

e-learning



Video  
contents

# Technology specialized: SBU Tech

— SoftBank University

**Technology**

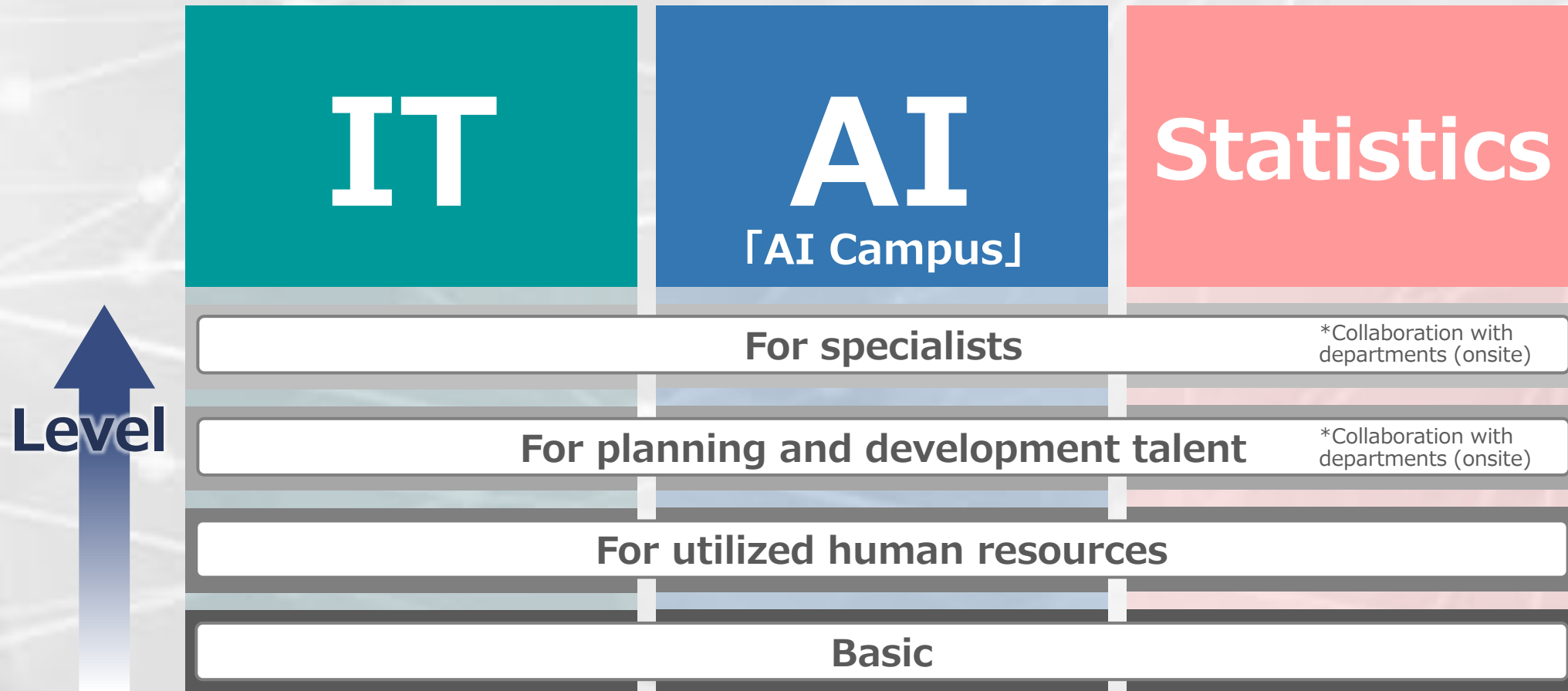
## Objective, concept

Provides a variety of learning content with the aim of **helping all employees become digitally literate**, not just engineers, so that **they can see the promotion of Beyond Carrier as their own business and take action toward change**

# SBU Tech outline

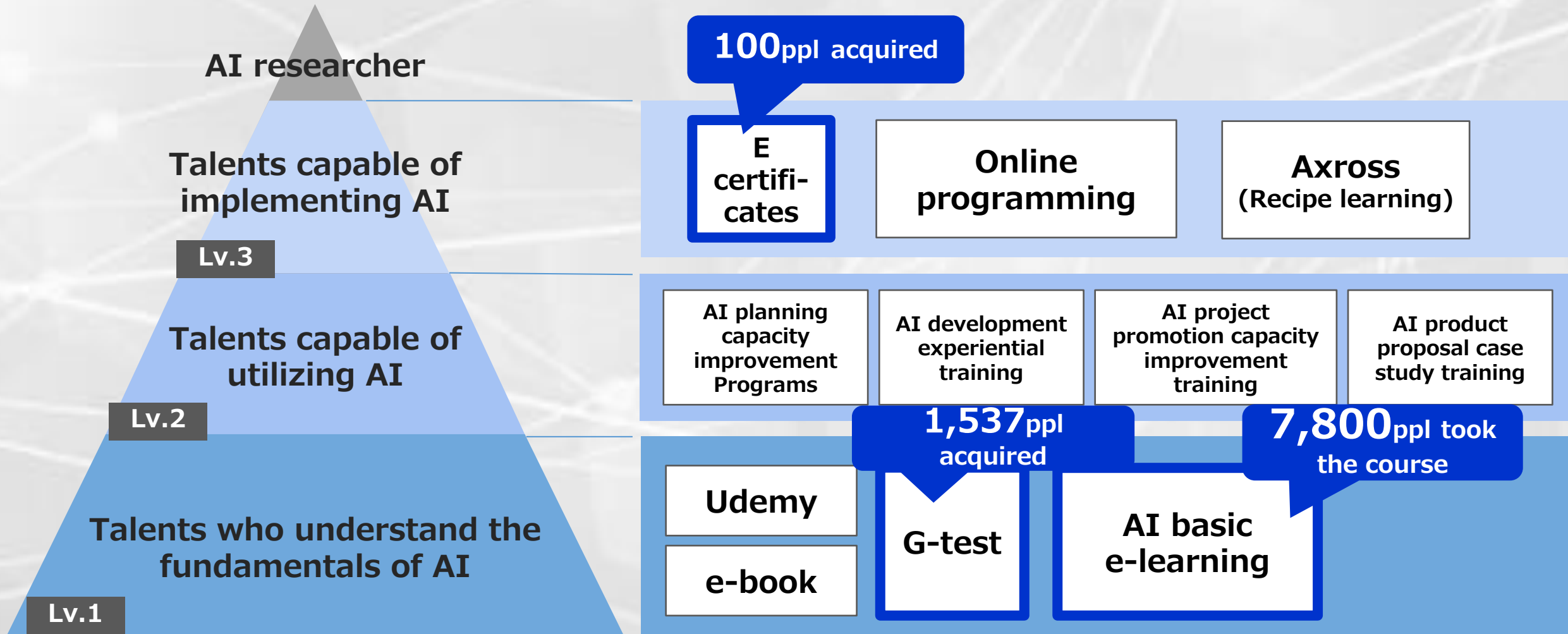
## Systematize training with reference to METI Digital Human Resource Development Guidelines

\*「Di-Lite」「ITSS」「ITSS+」,etc.



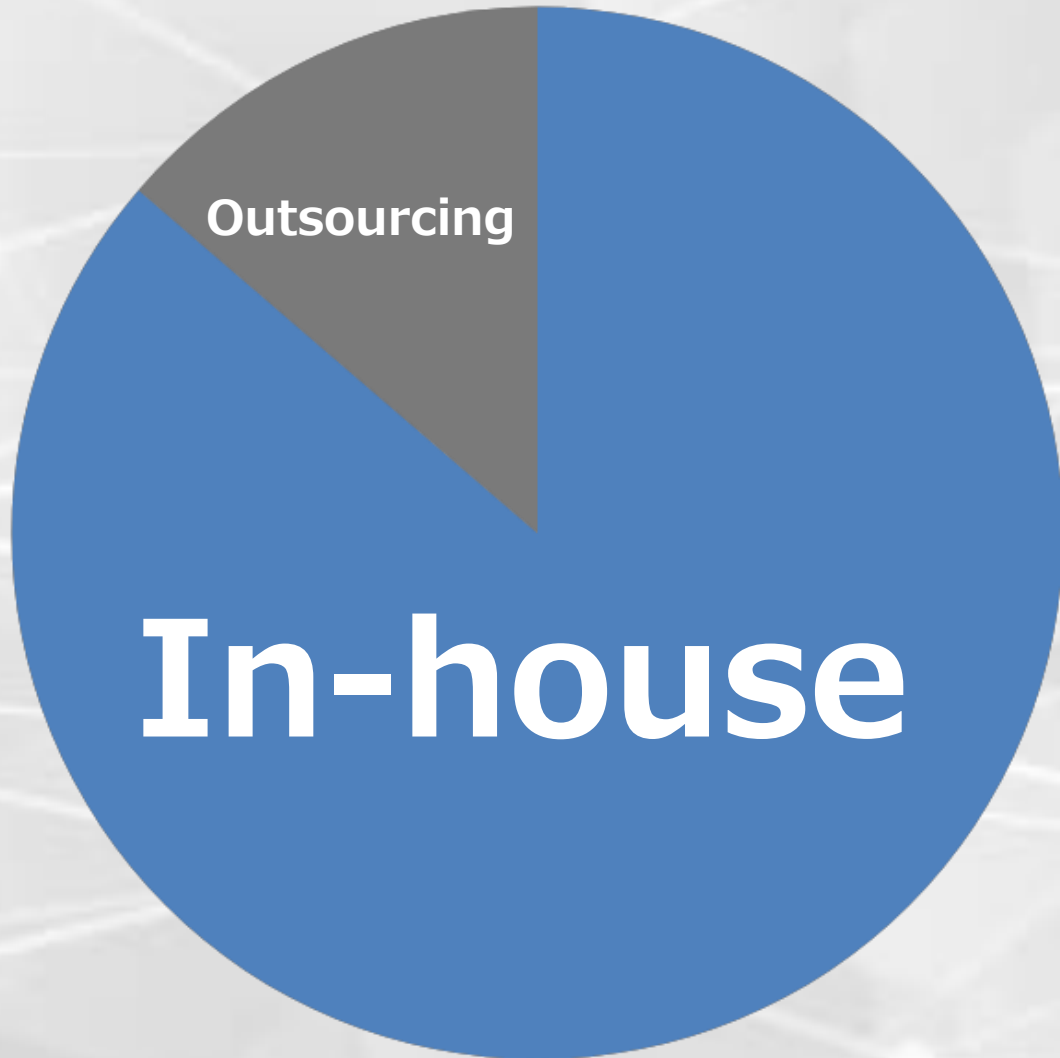
# SBU Tech outline

## AI human resource development program "AI Campus"





# In-house / outsourcing ratio



**Approx. 80%**  
**In-house**

In-house instructors  
supporting training

Total of **103**



# Number of SBU students (total actual in FY2022)

Creating opportunities for many employees to learn on their own

Approx. 17,500 ppl

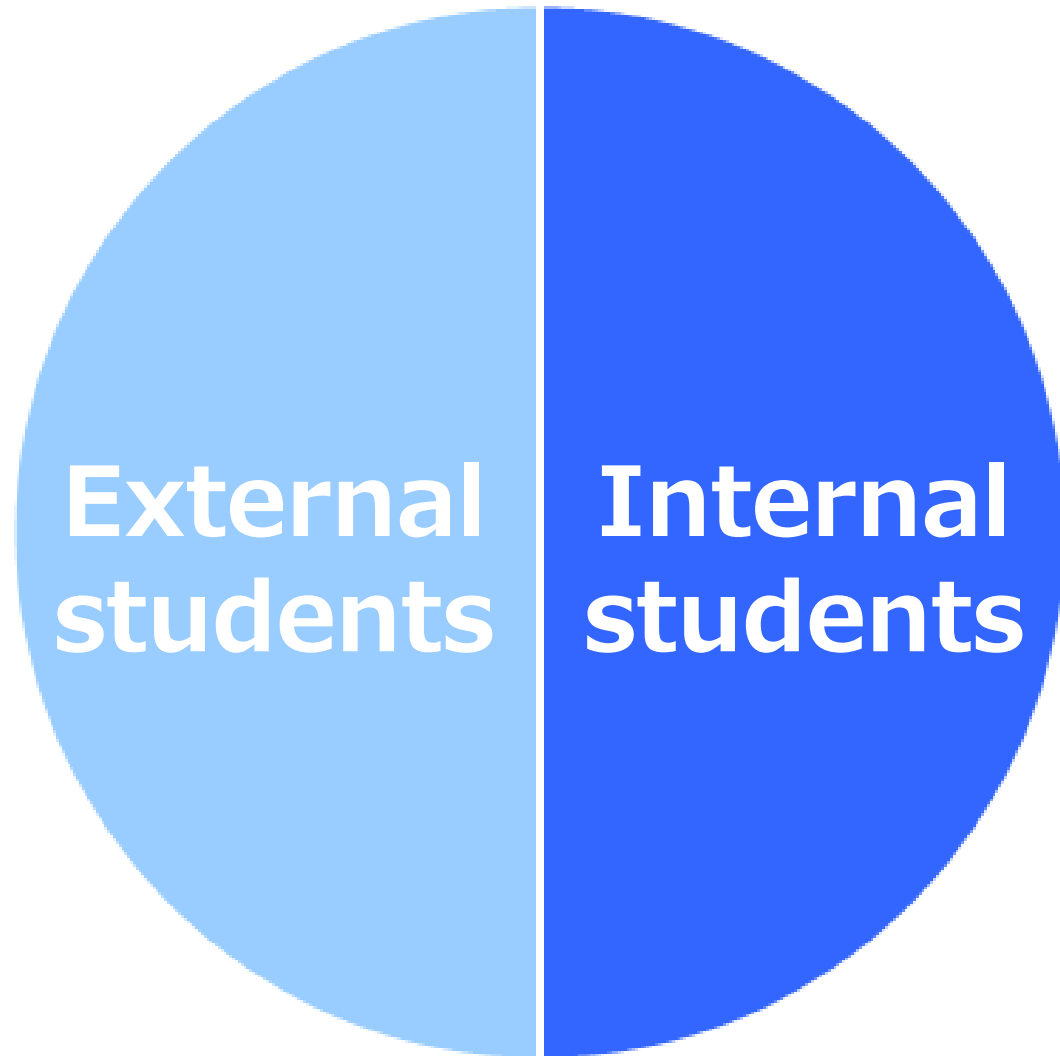


 SoftBank

Academia

**Successor training**

# Academia student percentage



**300**ppl

- **SB Group employees**
- **Company executives**
- **Lawyers**
- **Students**

# A unique community to fight and grow together

**Management theory  
directly taught by  
Masayoshi Son**

**Learn the secrets of  
strategy and decision  
making directly  
from Son**



**A community  
of diverse talent**

**Highly motivated  
community full of  
diverse experiences  
and abilities**



**Business creation  
opportunities**

**Opportunity to make  
proposals for development  
and participation for  
SB's business strategy**





# SoftBank InnoVenture

**In-house  
entrepreneurship  
program**



**Innovation**

**×**

**Venture**

**Launching new businesses  
based on employee suggestions**

# Innoventure Lab

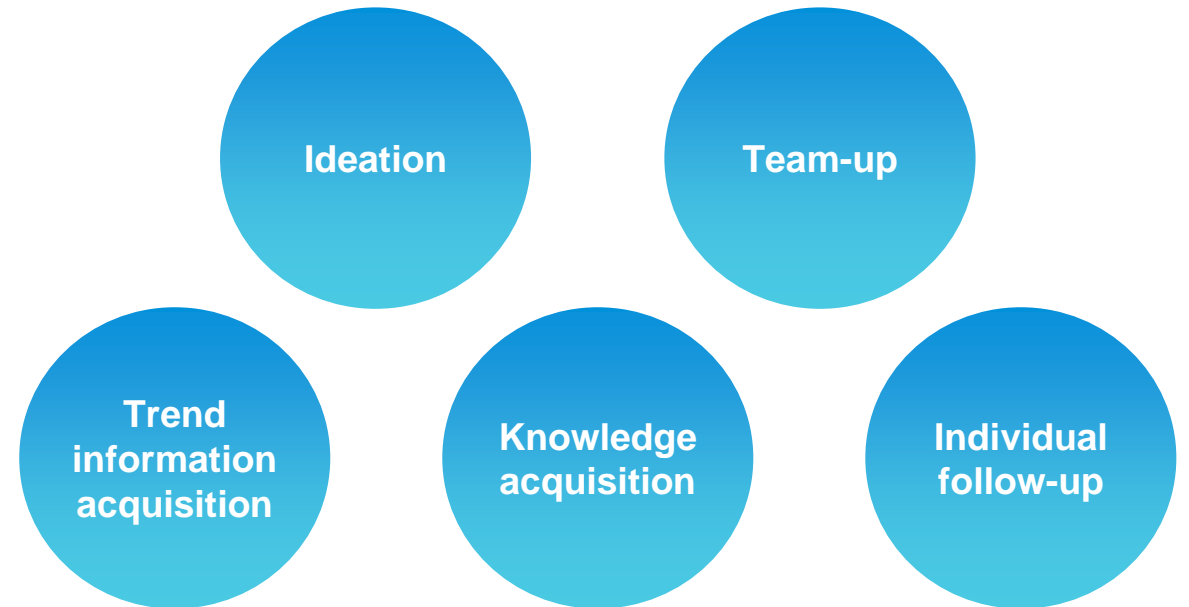
In-house entrepreneurship program

Incubation program for Group employees to acquire a wide range of knowledge about startups in Japan and abroad, know-how on new business planning, and methods of examining business plans, with the aim of realizing new businesses



Registered  
more than  
**5,800**

\*As of October 2023

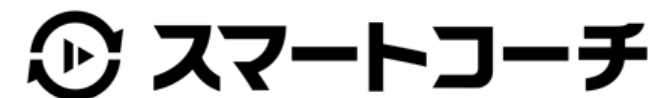


Support from ideation to successful screening





21 projects have already been commercialized



# Other initiatives

## Fostering a culture and opportunity to raise one's hand and take on challenges

### Company-wide JP/FA system

A system that allows employees to voluntarily raise their hand and transfer to a division or group company of their choice



Approx. **2,450**  
ppl passed

### Side businesses outside the company

Supporting personal growth with new stimulation from outside the company and creating new innovations



Approx. **1,180**  
cumulative cases

### SB-style internal secondary job system

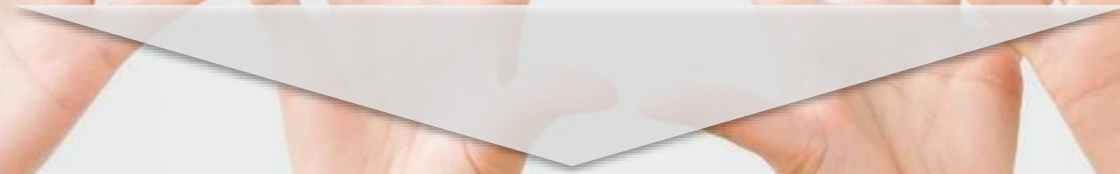
Fostering further employee growth and innovation in the organization through perspectives and experiences outside the organization



Approx. **260**  
ppl challenged cumulative

**What we value in employee growth**

**Provide opportunities to those  
who raise their own hands**



**Rigorously committed to  
employee independence**

Optimization within  
the Group

Management structure

Organization development

# Initiatives for generative AI

# Technology transition

**Generative AI will be the most important technology in the future**



**PC**

(Search engines, OS)

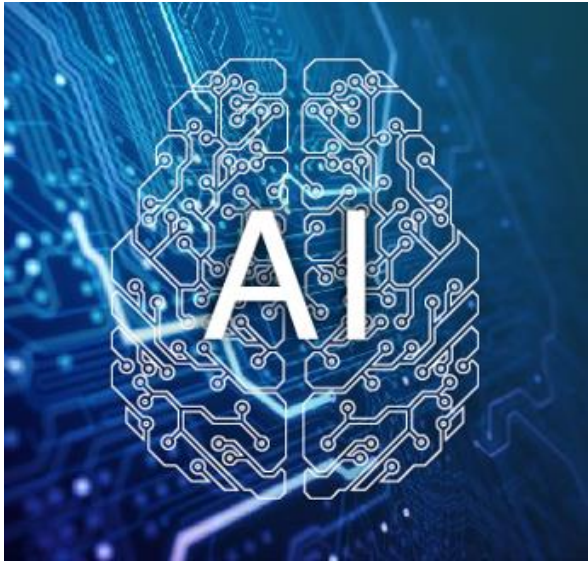


**Smartphones**

(OS)



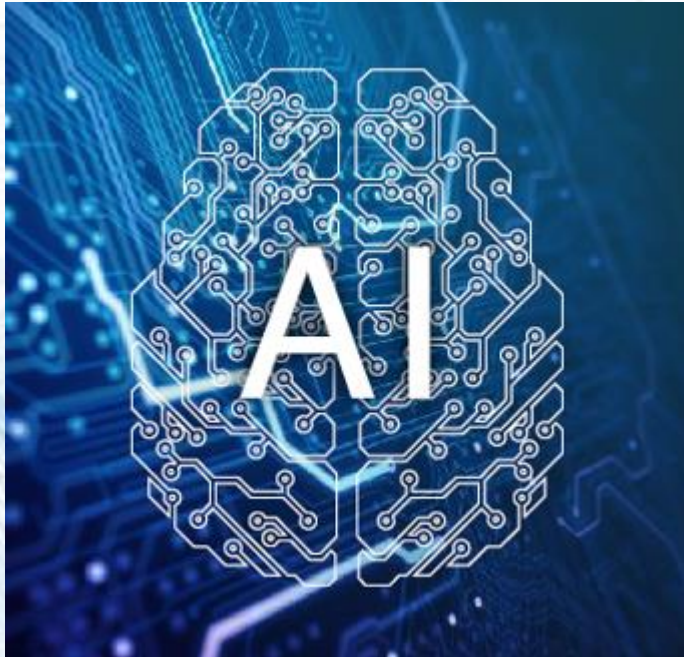
**Cloud**



**Generative AI**

# Initiatives for generative AI

**Creating an environment for all employees  
to use generative AI**



**Generative AI**

**Various initiatives to maximize  
utilization as a first step**

**Developing a platform  
for AI utilization**

**Opportunity to learn  
generative AI**

**Holding of  
AI utilization contests**

# Developing a platform for AI utilization

Promote safe and secure AI use

SoftBank's gen-AI service  
**"Smart AI-Chat"**



Establishment of basic  
regulations of AI governance

Promotion  
Platform  
Improvement



# Learning opportunities for generative AI

## Various training contents for generative AI

### Chat GPT Training Course Video



Total of approx. **15,000** ppl  
attended four sessions over 10 days

### Chat GPT Utilization Lecture



**2,800** ppl attended



# Utilization contest

## Generative AI contest

(Held within SoftBank Group companies)

Cumulative number of proposals:  
approx. **150,000**

Per contest

**1st** Prize : **10** mil yen

Total : 25 mil yen

# Initiatives for generative AI

**Maximize utilization → Become Japan's No.1 company using generative AI**

**Various initiatives to maximize utilization as a first step**

**Developing a platform for AI utilization**

**Opportunity to learn generative AI**

**Holding of AI utilization contests**

**Thorough internal operations**

**Efficiency**

**Cost DOWN**



**Arms of industrial transformation**

**Commercialization**

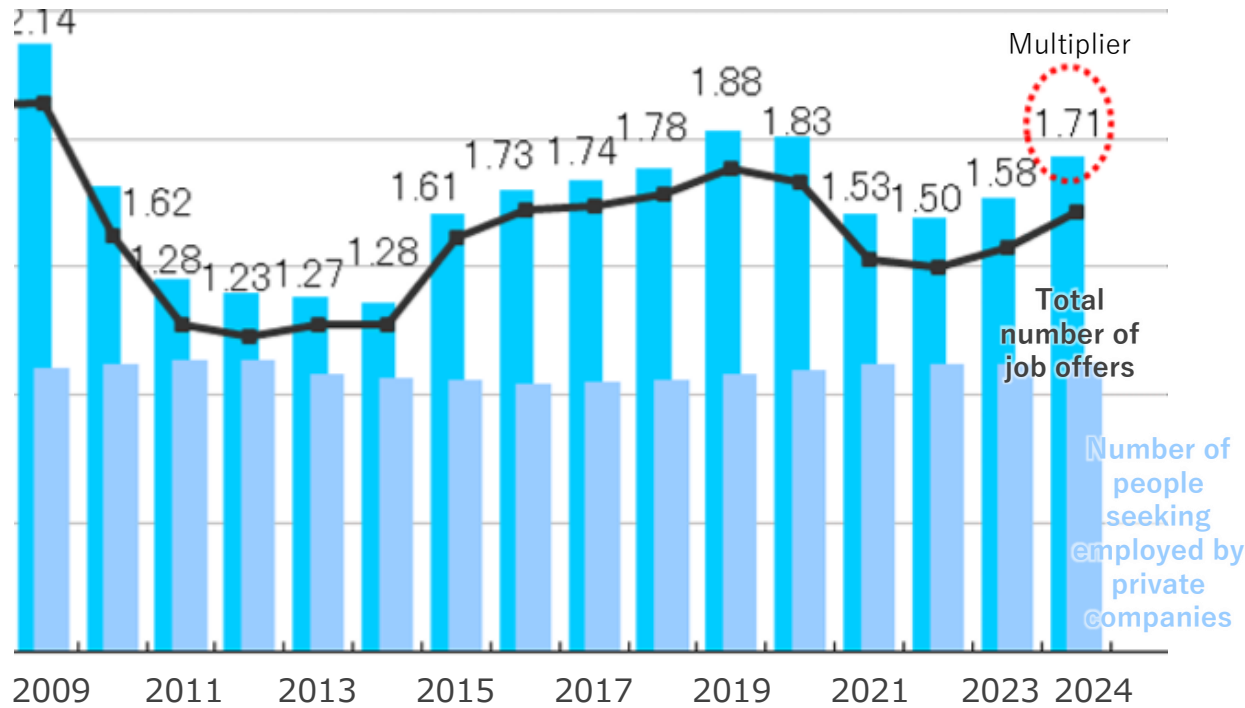
**Established the AI Project Promotion Office, a new organization under the direct control of the CEO, to study the commercialization of contest projects**

# Recruitment

# Recruitment market

## New graduates

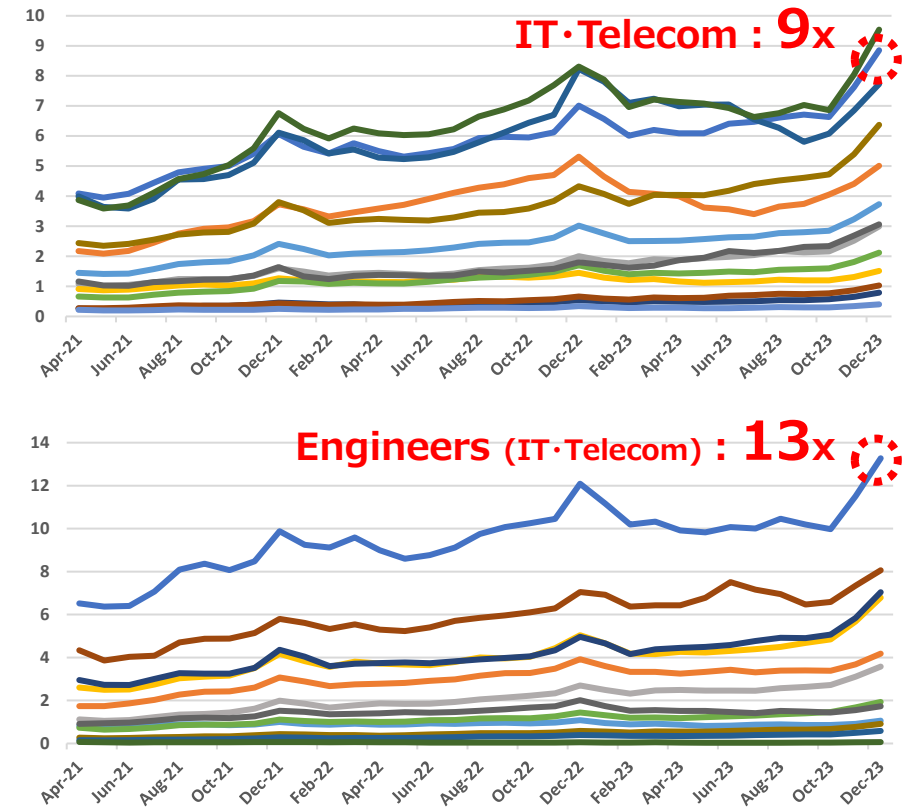
**Seller's market continues**  
**Job openings return to pre-COVID levels**



\*From "The 40th Works College Graduate Job Openings Survey (2024 Graduates)," Recruit Works Research Institute

## Experienced

**The IT industry is competitive**



\*Partially revised "Job Opening to Application Ratio Report (December 2023)" from doda

# Recruitment initiatives

## New graduates

Comprehensive approach to attracting superior human resources

High skill engineers

Job specialized early selection

Global talent

Events for overseas talents

Super talent

Approach to super talents

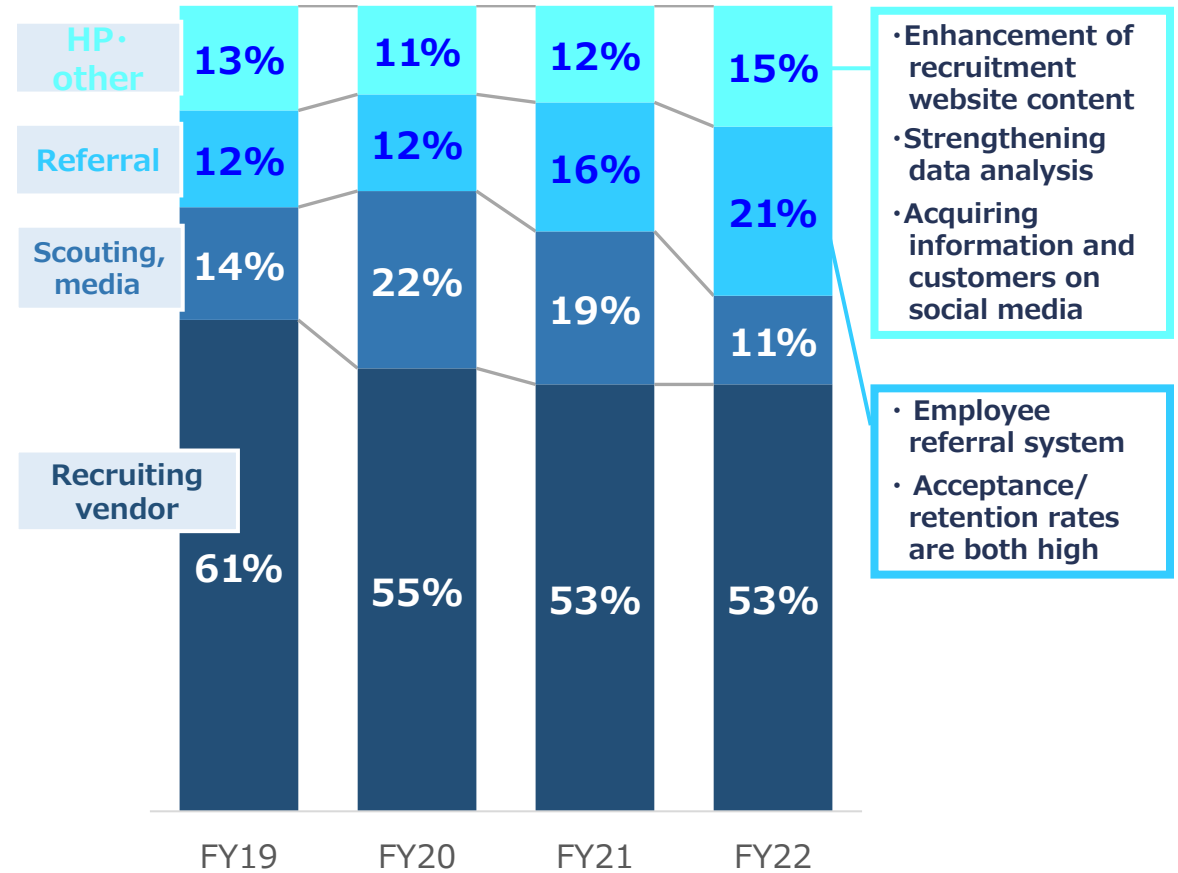
Technical college students/Engineers

Career event for technical college students



## Experienced

Reduce recruitment vendor rates and strengthen in-house recruiting capabilities



# Internship initiatives

**JOB-MATCH Internship**  
Work experience x Direct hiring



**FY23 result:**  
**6,900 ppl registered**  
**439 ppl participated**

**Local Development Internship**  
Local development x Problem solving

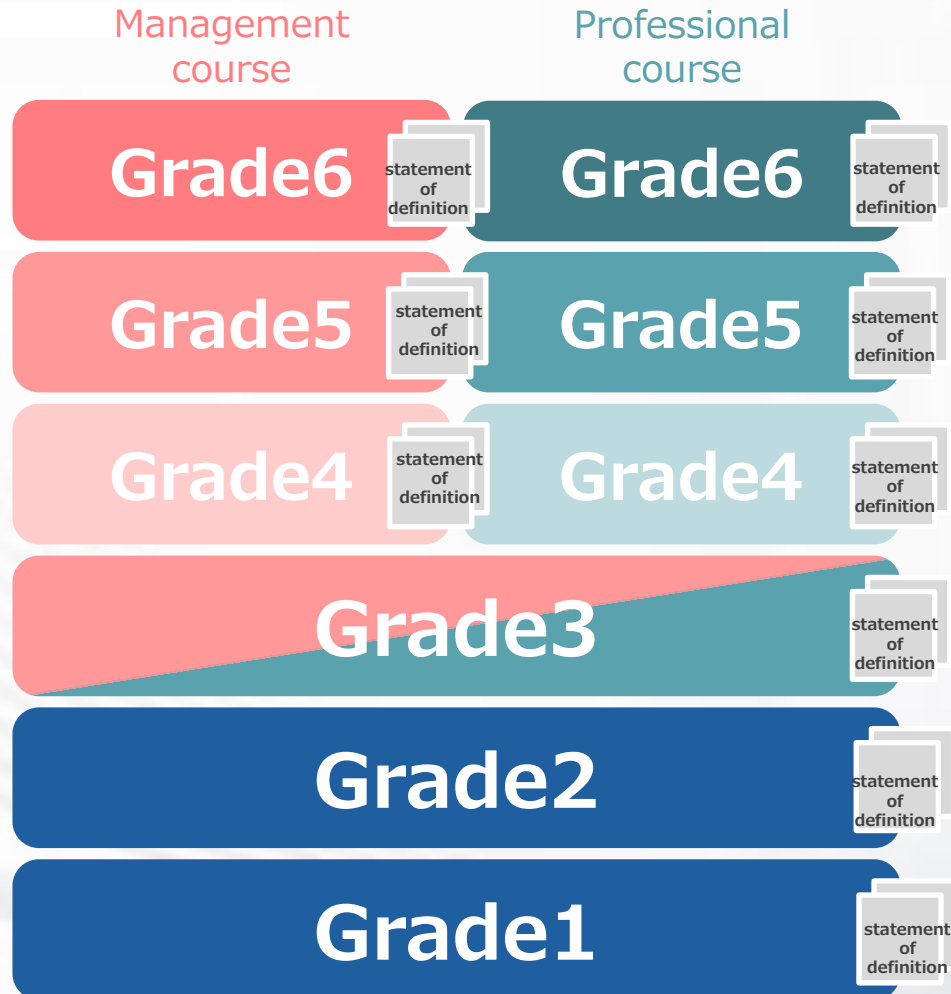


**FY23 result:**  
**2,600 ppl registered**  
**31 ppl participated**

# Treatment of high market value personnel

# Personnel system overview

**Grade is determined according to the mission to be undertaken and the competence of the employee**

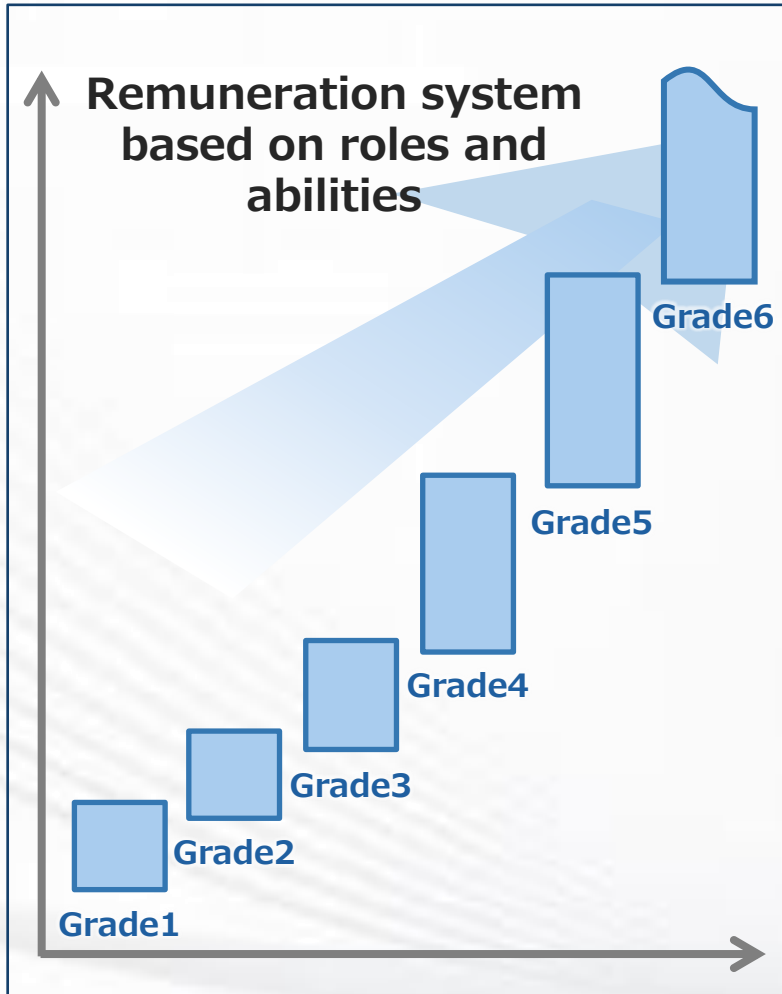


- Annual changeover
- Dynamically
- Many cases of comeback

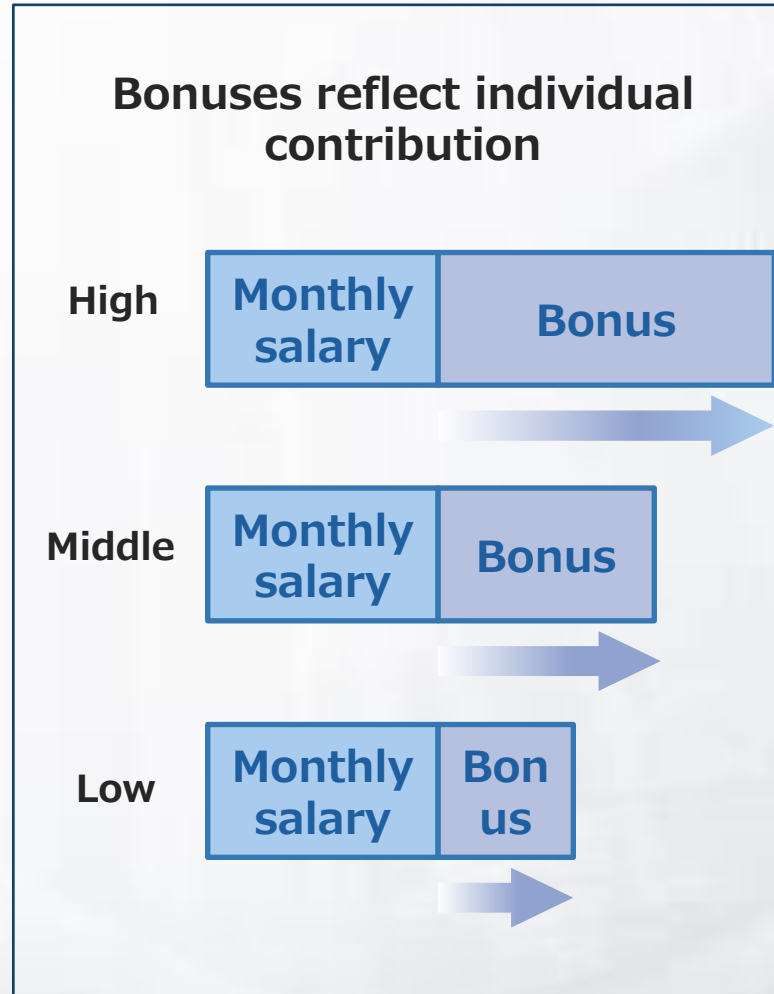


# Personnel system overview

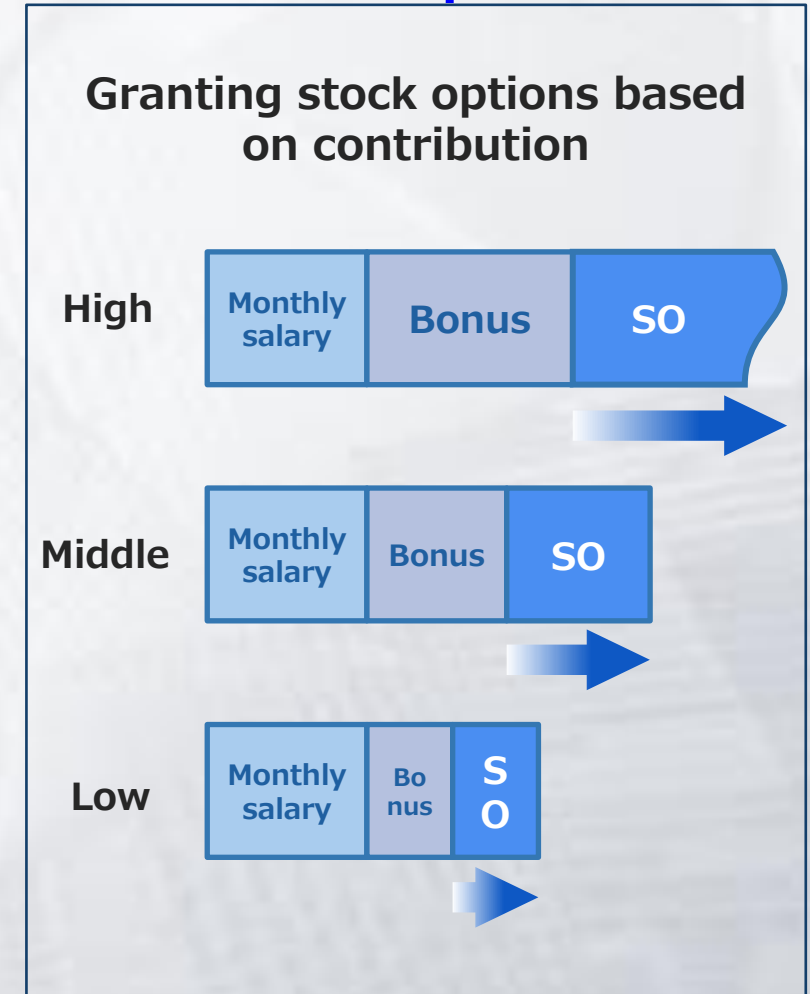
## Grade-based salary level



## Balance with bonus

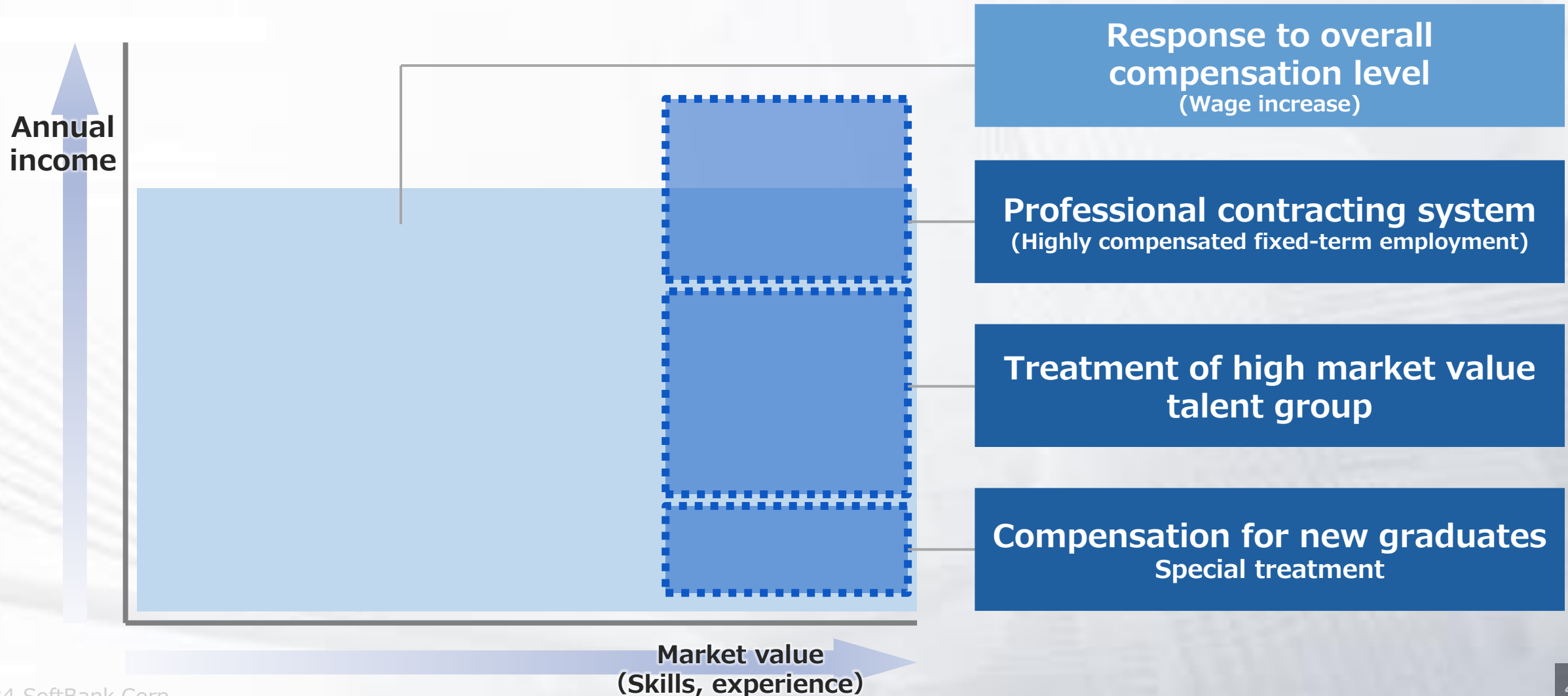


## Further balance with stock option



# Overview of remuneration and compensation

**High market value personnel are covered by individual systems**  
(Base increase will be implemented for the overall compensation level)



# Promotion of women's activities

# SoftBank's direction

Start with "promotion of women's activities" and link to D&I promotion in the future



## STEP1 Promotion of women's activities

- Improve the ratio of women in management positions
- Correct unconscious bias (especially from deep-rooted gender bias)

## STEP2 Diversity promotion

- Expanding diversity (Nationality/Disability/LGBTQ)

## STEP3 Promoting Diversity and Inclusion

- Acceptance and utilization of individual diversity
- Demonstration of the abilities of all employees

# Committee for the Promotion of Women in the Workplace / Promotion Conference

## Established to strengthen efforts to achieve the target for the ratio of women in management positions

### Committee for the Promotion of Women in the Workplace

- Chairperson: CEO Miyakawa
- Promotion Committee Members: Directors of each division
- Promotion members: Advisors (Nominated by committee members)

<b>Purpose</b>	<ul style="list-style-type: none"><li>- Company-wide policy deliberations</li><li>- Confirmation of KPI progress</li><li>- Discussion of company-wide measures</li></ul>
<b>Holding</b>	<b>Every six months</b>

### Promotion Conference

- Promotion members: Advisors (Nominated by committee members)

<b>Purpose</b>	<ul style="list-style-type: none"><li>- Progress check of company-wide measures and KPI's</li><li>- Sharing of initiatives by each division</li><li>- Discussions with experts</li></ul>
<b>Holding</b>	<b>Quarterly</b>

# Advisor (Expert)

## Naomi Koshi

**Partner Lawyer at Miura Law Office  
CEO, Representative Director at OnBoard K.K.**

2002-2011 Worked at law firms in both Japan and the United States

2009 Harvard Law School

2010 Admitted to the New York State Bar

2012-2010 Mayor of Otsu City

2021 Admitted to the California State Bar  
External Director, SoftBank Corp.



## Hiroko Sasaki

**Founder and CEO ChangeWAVE, Inc.**

Founded ChangeWAVE Inc. in 2009, after working at the Bank of Japan and McKinsey & Company.

Known as a professional “Change Maker” for leading corporate transformation projects in over 500 major organizations.

2016, established Lyxis Co.,Ltd., an IT-based nursing care venture company, and in 2022, appointed as representative director of Human Capital Management Promotion Association.

2024, integrated two founding companies and launched ChangeWAVE Group, expanding transformation rooted in understanding the reality and essence of diversity.



## Jun Nakahara

**Professor of Rikkyo University**

Professor of human resource development and organization development, College of Business Administration, Rikkyo University.

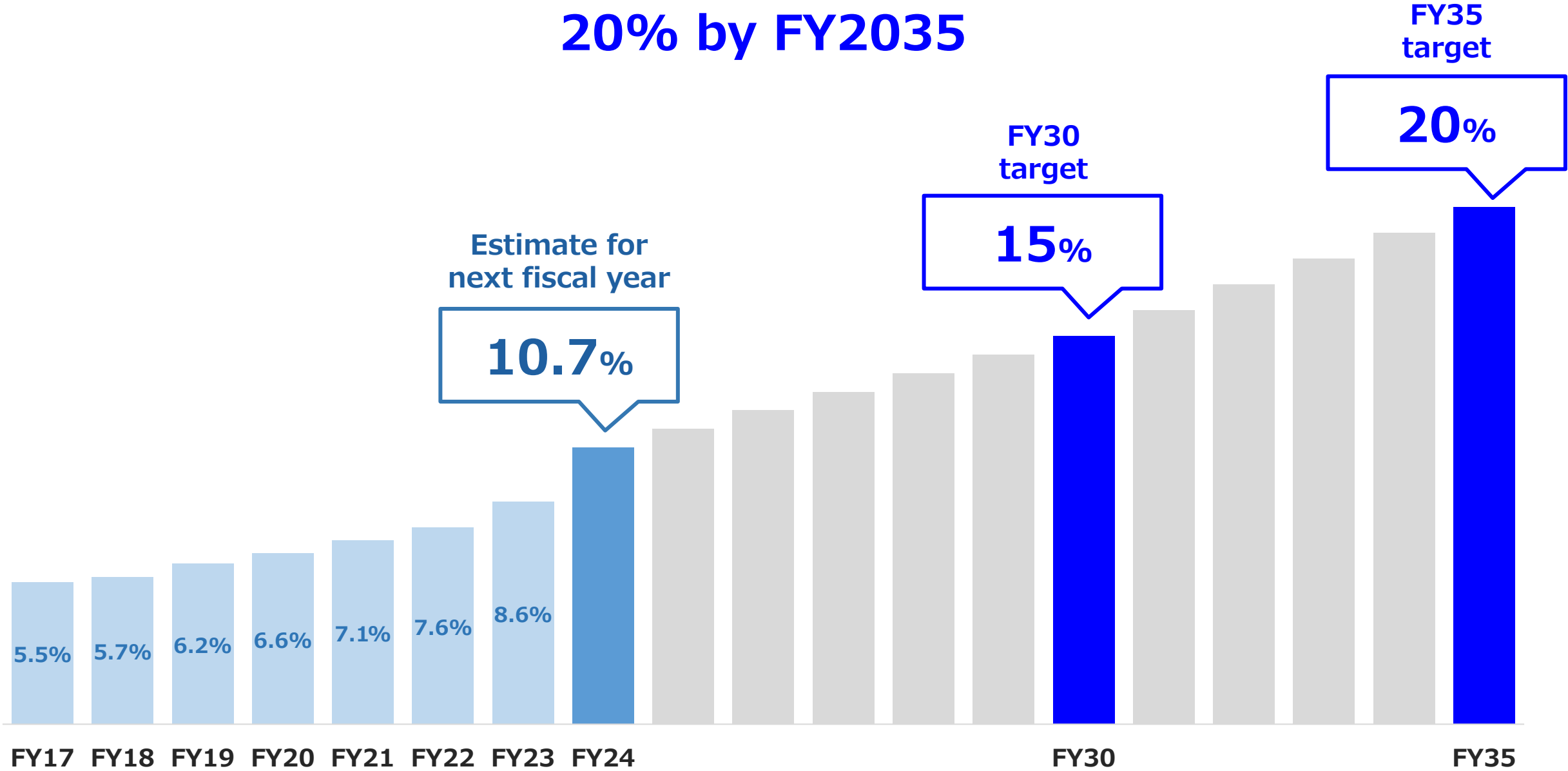
Serves as the Chairperson of the Leadership Development Course, Graduate School of Business Administration. Ph D. in Human Sciences.

Graduated from the University of Tokyo, Faculty of Education, and Osaka University Graduate School of Human Sciences. Worked at Center for Media Education and Development (now the Open University of Japan), Massachusetts Institute of Technology (USA) as a visiting researcher, and at the University of Tokyo as a lecturer and associate professor.



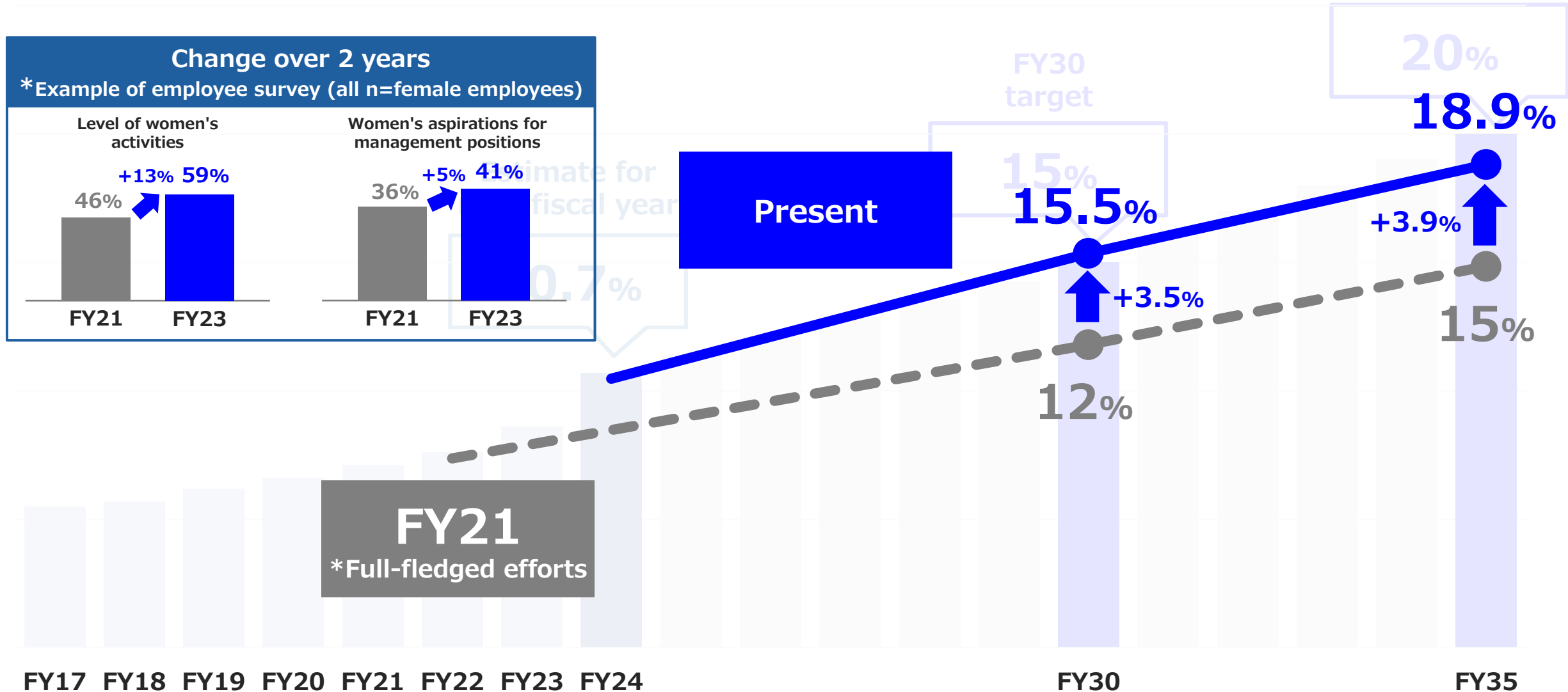
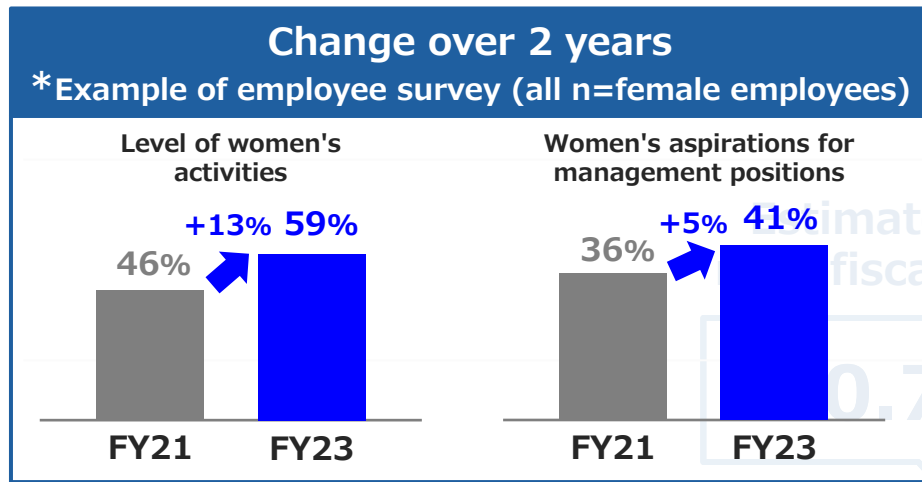
# Target ratio of women in management positions

**20% by FY2035**



# Change in simulation (from FY21 to the present)

**FY35 target within reach as a result of our efforts**





# Case studies of initiatives

## Developing initiatives from multiple perspectives as needed

### Diversity training for managers



Learning about diversity management and unconscious bias through classroom lectures and experiential work

### Mentor program



Create opportunities for women managers and potential managers to **consult with role models**

### e-learning -Understanding unconscious bias, etc.



In-house e-learning development under the supervision of outside experts

### Workshop for women



Increase the number of female employees **who are willing to take on the challenges of management / leadership positions**

# Promotion of health management

# Health management map



Formulated a strategic map that consolidates goals and actions into one

# Health-related initiatives



## 01 | Improvement of diet

- ✓Dietary diet program with genetic testing
- ✓RIZAP diet program
- ✓Introduction of healthy recipes



## 04 | Improvement of mental health

- ✓Stress check (interview for highly stressed persons)
- ✓Mindfulness (sponsored by Z-Academia)
- ✓Healthcare video recommendations (for new managers and managers)



## 02 | Exercise Habit

- ✓Walking events (spring and fall) 合計10分多くカラダを動かす
- ✓Zoom Yoga and company-wide morning meeting yoga
- ✓Easy physical fitness test (held at Takeshiba & self-administered)



## 05 | Improvement of women's specific health issues

- ✓Women's Health Talk Seminar
- ✓Healthcare video recommendations (published in Management Navi)



## 03 | Reduction in smoking rates

- ✓Smoking cessation challenge program
- ✓Smoking cessation assistance
- ✓Non-smoking during working hours and passive smoking prevention newsletter



## 06 | Improvement of health literacy

- ✓Providing various health information
  - Company-wide email distribution of health promotion news
  - Distribution of the Collaborative Health Journal
- ✓ Providing information on various self-tests

# Conducting engagement surveys

Renewed survey to further revitalize the organization

Until July 2023	
ES Survey	Pulse Survey
Purpose Understanding the state of the <b>organization</b>	Understanding the state of <b>individuals</b>
Frequency 1/year	1/month

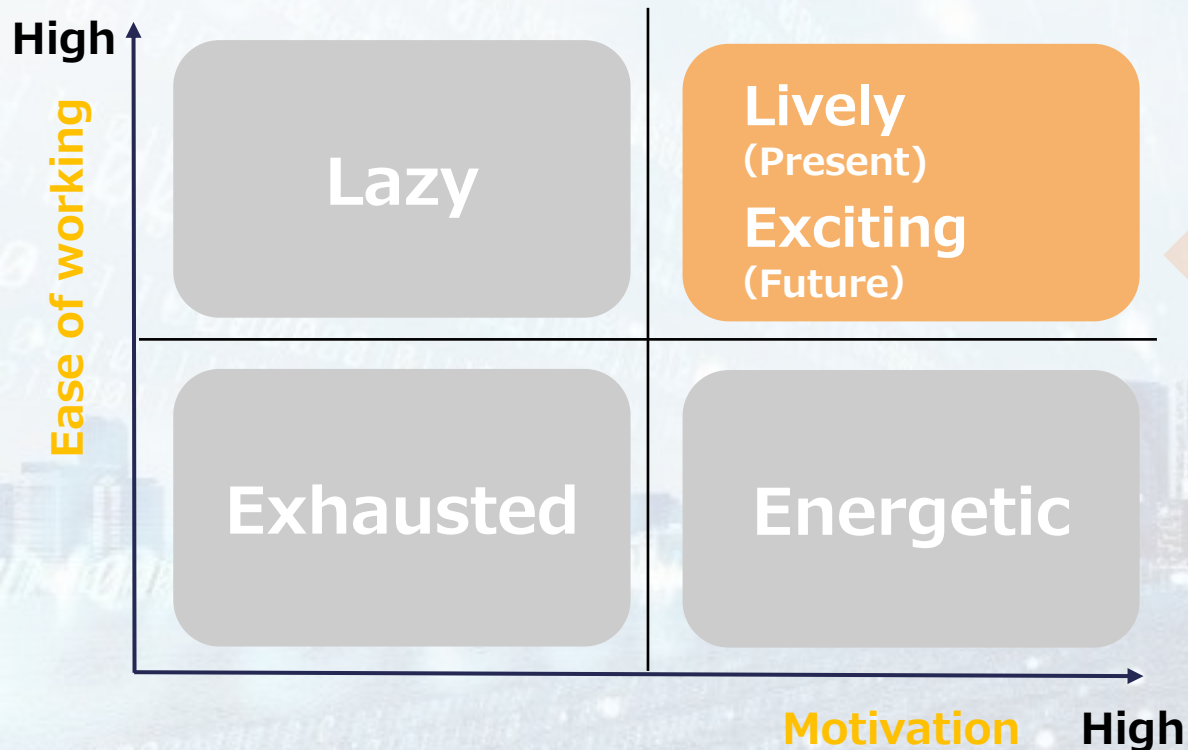


From August 2023	
Engagement Survey	
Annually	Monthly
Understanding the state of the <b>organization</b>	Understanding the state of the <b>organization and individuals</b>
1/year	1/month

# What is good engagement?

Individuals and organizations feel motivated and excited to work  
(Ease of work and satisfaction are factors)

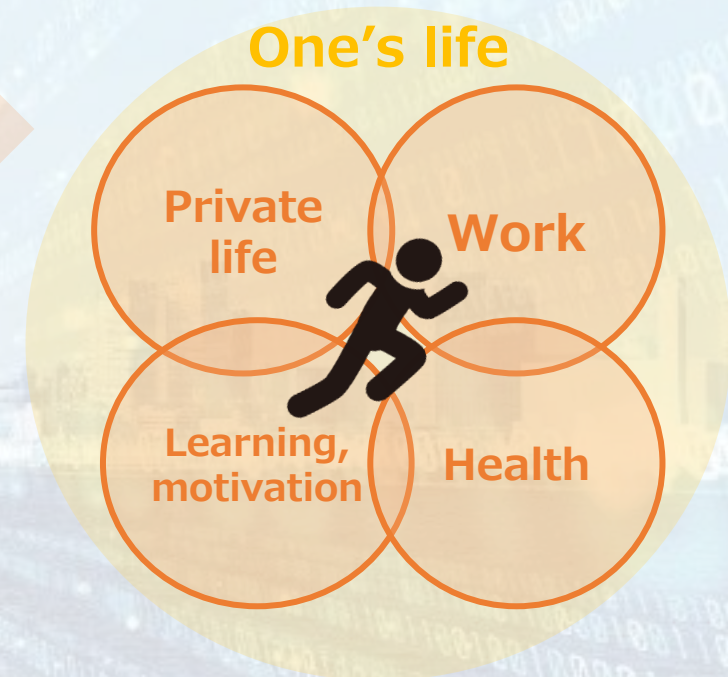
## Desired workplace



## Work Life Integration (WLI)

By not drawing a line and viewing all as one, synergistic effects can be expected

Reward for one's work



# Utilization of survey results

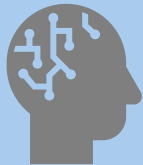
## Implementation of improvement actions on both company-wide and departmental levels

### Company-wide initiatives

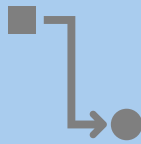
#### Measures to address company-wide challenges



**Communication**  
Creating a work environment that strengthens the organization's capabilities



**Promoting the use of generative AI**



**Supporting business penetration of rules and reduce operational burden**  
(information assets, approval requests, etc.)



**Actions to increase engagement and well-being**

### Initiatives in the department

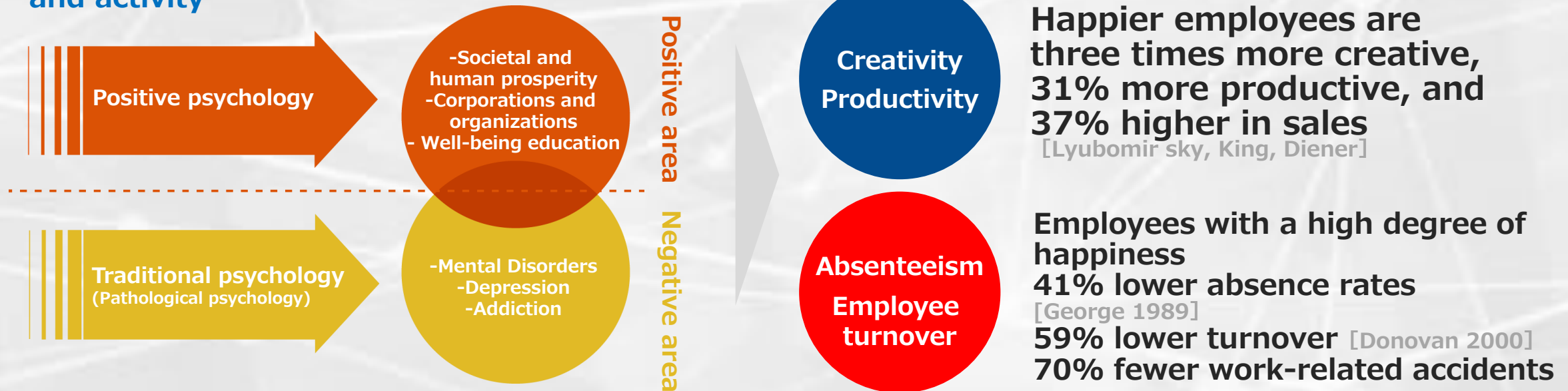
**Implement measures to address issues specific to each department and organization**

**Support and care for individual members led by a superior**

# Well-being and performance

**Well-being leads to improved performance**  
→ **Maximized human capital**

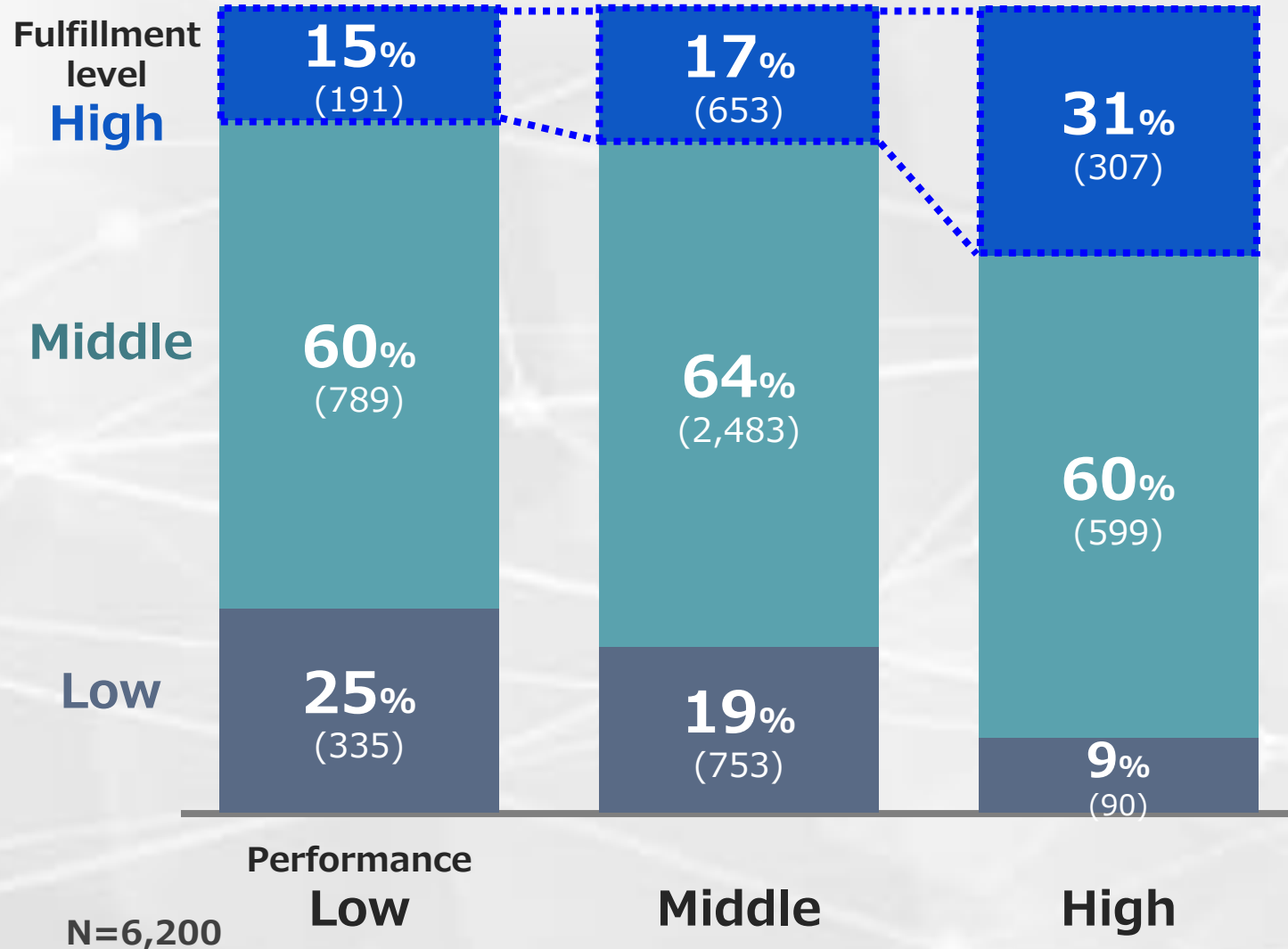
It is important not only to get rid of "Negative" but also to create a state of "Positive = sustainable health, happiness, and activity"



\*Harvard Business Review, May 2021 [Happiness Strategies]



# Well-being and performance in SoftBank



**In SB, employees with higher levels of fulfillment were found to perform better**

**We have already confirmed that the level of fulfillment used in SoftBank has a strong correlation with the general Well-being index**

# Pursuit of optimal work styles

# SoftBank's work style policy

Office

Work from home,  
satellite offices, etc.

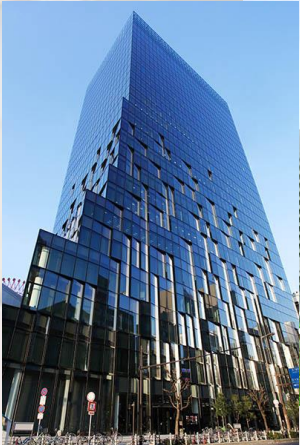
Best Mix



# Diverse working place options

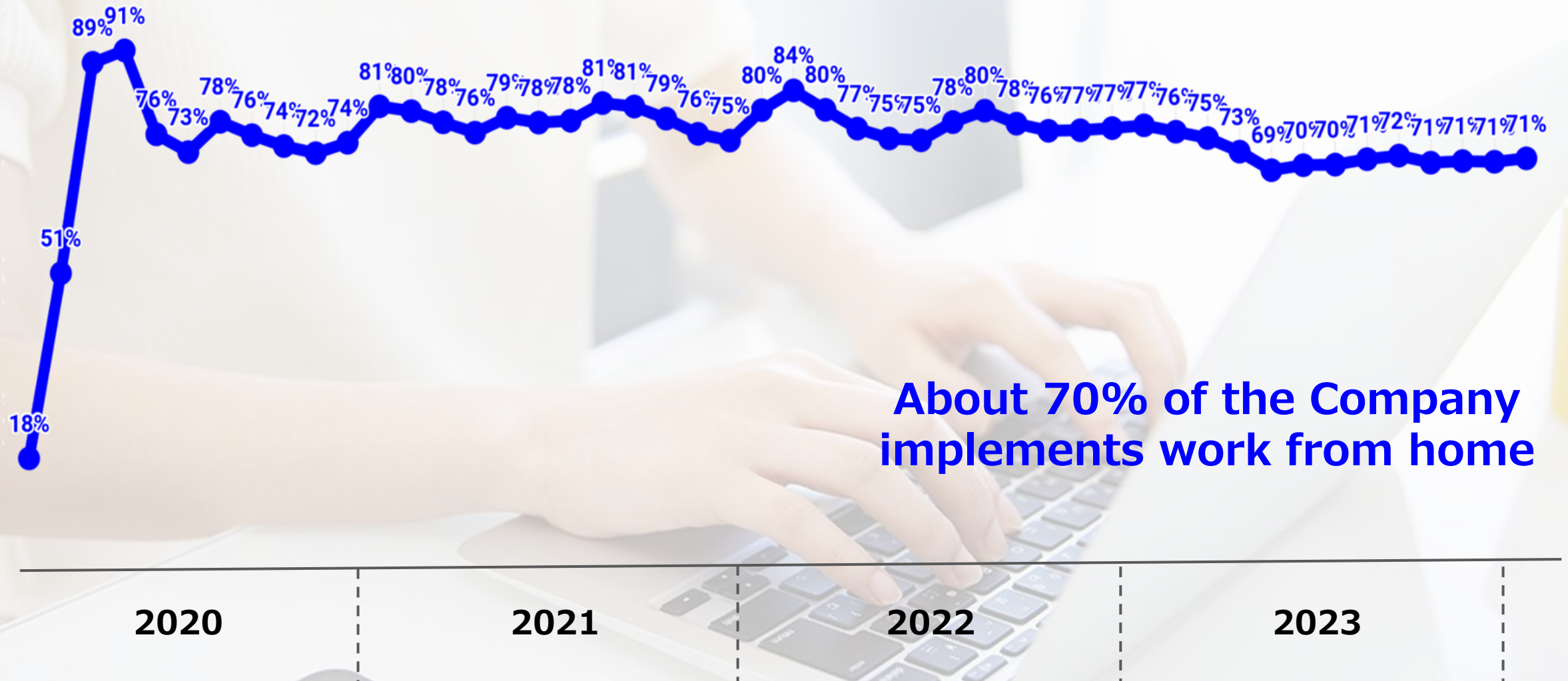
Offices nationwide

638 satellite locations



SB satellite	WeWork
NewWork	H <sup>1</sup> T

# Ratio of employees working from home



**About 70% of the Company implements work from home**



Building relationships with new members

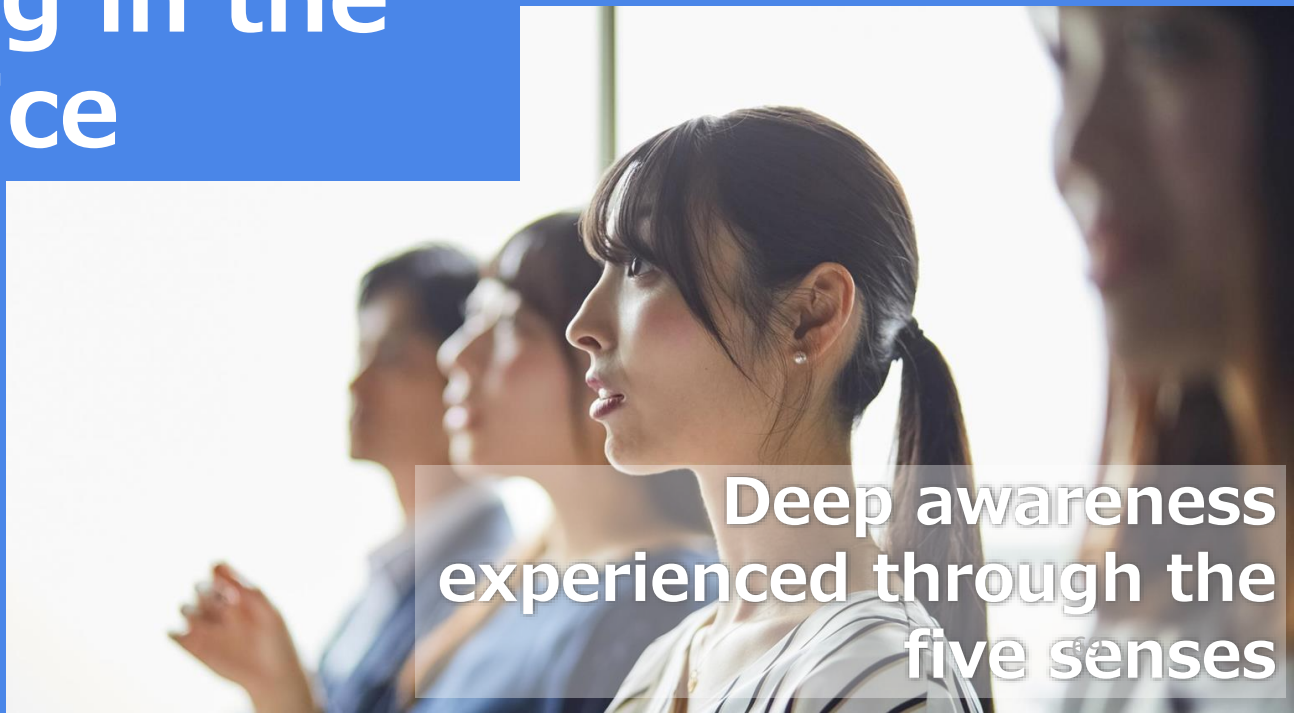


Discussions that create new ones

# Importance of gathering in the office



Incidental conversations



Deep awareness experienced through the five senses

# Many external evaluations in health management and work style

## Nikkei Smart Work Grand Award



**NIKKEI  
Smart Work**

Awards 2024 人材活用力部門

Awards 2019 審査委員特別賞  
Awards 2021 テクノロジー活用部門  
Awards 2022 イノベーション力部門  
Awards 2023 大賞

Overall ranking : ★★★★★ (highest rating)

Ability to utilize human resources, ability to innovate, ability to develop markets : S++ (highest level)

## Health Management Brand



## Excellent Health Management Corporation White 500



## The 100 Pioneers of Telework Minister of Internal Affairs and Communications Award



## Hataraku Yell 2023 Excellent Welfare Corporation



## Sports Yell Company



# What is SB-style human capital management?

**A system that creates a virtuous cycle between employee growth and company growth**

