

SoftBank Group Corp.

# Sustainability Activity Web Archive 2025

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(Website information as of the end of December 2025)

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We seek to bring about a society that enriches the lives of people throughout the world.

SoftBank Group Sustainability

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Contributing to social progress through technology

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Top Message

Sustainability Archive

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## Our Approach to Sustainability



Sustainability Vision



Sustainability Principles



Material Issues



Sustainability Governance  
and Risk Management



# Environmental Initiatives



— Environment Management →	— Efforts to Address Climate Change →
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## Social Initiatives



<p>—</p> <p>Respect of Human Rights</p> <p>→</p>	<p>—</p> <p>Creation of Sound Working Environment</p> <p>→</p>
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## Governance

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<a href="#">Corporate Governance</a>	<a href="#">Compliance</a>
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## Portfolio Companies' Sustainability

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<a href="#">Portfolio Companies' Sustainability</a>
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## ESG Data / External Evaluation

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<a href="#">ESG Data</a>	<a href="#">External Evaluation</a>
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## Stakeholder Engagement

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Stakeholder Engagement



## GRI Standards Content Index

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GRI Standards Content Index



## Our Response to COVID-19

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Our Response to COVID-19



## Editorial Policy and Disclaimers

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Editorial Policy and Disclaimers



## Top Message

### Message for Sustainability

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#### **Masayoshi Son**

**Representative Director,  
Corporate Officer, Chairman & CEO**

Guided by our corporate philosophy, “Information Revolution — Happiness for everyone,” the SoftBank Group continues to grow and advance toward its aim of becoming the corporate group most needed by people around the world.

Concerns over climate change, the widening of economic, racial and gender inequality and other challenges are becoming increasingly global and are threatening the perpetuity of not only companies but humankind itself. Also, the recent global upheaval has significantly impacted economic activities and the lives of people around the world.

Our history shows, however, that humanity can utilize its collective wisdom and do its utmost to solve any issue when confronted by a crisis. I believe the SoftBank Group will continue to help solve global challenges and support the sustainability of humankind and the planet by continuously leading the Information Revolution to accelerate innovation that drives technological evolution.

Our corporate philosophy, “Information Revolution — Happiness for everyone,” embodies our determination to bring happiness to everyone, even to future generations 300 years from now.

To create a world where people can live in harmony with the earth and realize a sustainable society, the SoftBank Group will fulfill its responsibilities as the leader of the Information Revolution.

[Masayoshi Son](#)

Representative Director, Corporate Officer, Chairman & CEO

## Kazuko Kimiwada

Corporate Officer, Senior Vice President  
Chief Accounting Officer and  
Chief Sustainability Officer  
Head of Accounting Unit



### A Responsible Challenge with a 300-Year Vision: Sustainability Linking Philosophy and Growth

SoftBank Group Corp. has upheld its corporate philosophy, Information Revolution—Happiness for everyone, since its founding. This philosophy is carried on in our sustainability vision: “Help shape the next 300 years for our future generations and the planet.” At the heart of our group is a strong commitment to making people happy across generations.

With this resolve, in 2024 we reviewed and updated our material issues relating to sustainability, identifying ten issues. Among them, three have a particularly high priority: “Responsible AI,” “Climate change,” and “Human capital.”

“Responsible AI,” as emphasized by our management, has been positioned as the highest-priority issue. While recognizing and addressing the ethical and safety risks of AI is essential, we also see AI as holding immense potential to bring happiness to people. That is why we emphasize a dual approach—both defense and offense—in promoting the social implementation of AI.

Regarding “Climate change,” we are accelerating investments in renewable energy businesses, particularly in the U.S., in anticipation of increased electricity demand driven by AI deployment. We also plan to introduce renewable energy in our data centers, as part of our efforts toward realizing a sustainable society.

For “Human capital,” we are committed to creating an environment where individuals of diverse backgrounds—including nationality, culture, and gender—can thrive as we expand our global business and investment activities. We promote local talent to management roles and foster dialogue that respects diverse values across countries and companies. These efforts form a core business foundation, while our culture of free thinking and bold, goal-driven execution—balanced with discipline—drives sustainable growth and strong performance.

As an investment company, we also prioritize due diligence concerning human rights and the environment. We assess these risks before investing, and based on the risk level, we provide engagement and follow-up support post-investment to help enhance their value.

My role is to link sustainability initiatives with financial information through meaningful discussions at the Sustainability Committee and communicate them accurately both internally and externally. Rather than treating sustainability as mere social contribution, we position it as a growth-oriented business strategy, pursuing substantial actions and reliable disclosures to enhance corporate value.

Kazuko Kimiwada  
Corporate Officer, Senior Vice President  
Chief Accounting Officer and Chief Sustainability Officer  
Head of Accounting Unit

# Our Approach to Sustainability

Sustainability Vision ▾

Sustainability Principles ▾

Material Issues ▾

Sustainability  
Governance & Risk  
Management ▾

## Sustainability Vision

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**“Help shape the next 300 years for our future generations and the planet”**


SoftBank Group’s philosophy, “Information Revolution - Happiness for everyone” embodies our determination to bring happiness to everyone, even to future generations 300 years from now. To create a world where people can live in harmony with the earth, the SoftBank Group will fulfill our responsibility as leader in the Information Revolution to realize a sustainable society.

## Sustainability Principles

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SoftBank Group Corp. has established “The SoftBank Group Sustainability Principles” as a guideline for the Group’s sustainability, so as to achieve sustainable growth by meeting the expectations of shareholders, creditors, customers, business partners, employees, local communities, and all other stakeholders.

Based on these principles, we identify material issues relating to sustainability (“Material Issues”) reflecting the business characteristics and social demands of each Group company.

The SoftBank Group Sustainability Principles  (165KB/2 pages)

## Material Issues relating to Sustainability

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Based on our view of double materiality, SoftBank Group Corp. classifies issues to be addressed from two perspectives: the importance to stakeholders and to the Group. Among these issues, we identify material issues relating to sustainability (“Material Issues”) that should be addressed with priority, determined by the Board of Directors.

Material Issues →

## Sustainability Governance and Risk Management

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### Sustainability Governance

#### — Sustainability Governance Structure

The Board of Directors of SoftBank Group Corp. has appointed the Chief Sustainability Officer (CSusO), who is responsible for the promotion of Group-wide sustainability, and has established the Sustainability Committee for the purpose of promotion of the sustainability-related activities of the Group. The Sustainability Committee continuously discusses overall policies such as the sustainability vision and basic policies; policies of individual activities such as sustainability-related issues, goal setting, and information disclosure; and sustainability promotion systems and operation policies. The Committee is chaired by the CSusO, Corporate Officer, Senior Vice President Kazuko Kimiwada, and currently has four members: Board Director, Corporate Officer, Senior Vice President Yoshimitsu Goto; the head of Risk Management Office Kiyoshi Ichimura; the deputy head of Legal Unit Natsuko Oga; and the head of the Human Resources Department Yasuharu Sakurai. The CSusO reports the details of discussions of the Sustainability Committee to the Board of Directors for oversight.

#### — Sustainability Committee

The Sustainability Committee of SoftBank Group Corp. was established in June 2020 and, in principle, meets once every three months. In addition to the Committee members, the heads of relevant departments attend the meetings to engage in cross-functional discussions based on specialized knowledge and multiple perspectives. The Committee met three times in fiscal 2024 (April, July, and October). The Committee discussed a variety of matters including enhancement of sustainability information disclosure, development of approaches to responsible AI, response to climate change, integration of a sustainability risk assessment framework into the investment process, and compliance with mandatory non-financial information disclosure requirements.

## Committee Members

As of September 1, 2025

<b>Chairperson</b>	Kazuko Kimiwada (Corporate Officer, Senior Vice President, CAO & CSusO, Head of Accounting Unit)
<b>Other Members</b>	Yoshimitsu Goto (Board Director, Corporate Officer, Senior Vice President, CFO, CISO & GCO, Head of Finance Unit, Head of Administration Unit, Head of Legal Unit) Kiyoshi Ichimura (CRO, Head of Risk Management Office) Natsuko Oga (Deputy Head of Legal Unit, Head of CLO Office and Head of Legal Projects Department) Yasuharu Sakurai (Head of Human Resources Department)

## Main Discussion Matters in FY2024

- Enhancement of sustainability information disclosure
- Development of approaches to responsible AI
- Response to climate change
- Integration of a sustainability risk assessment framework into the investment process
- Compliance with mandatory non-financial information disclosure requirements

[Sustainability Committee Attendance Rate](#) →

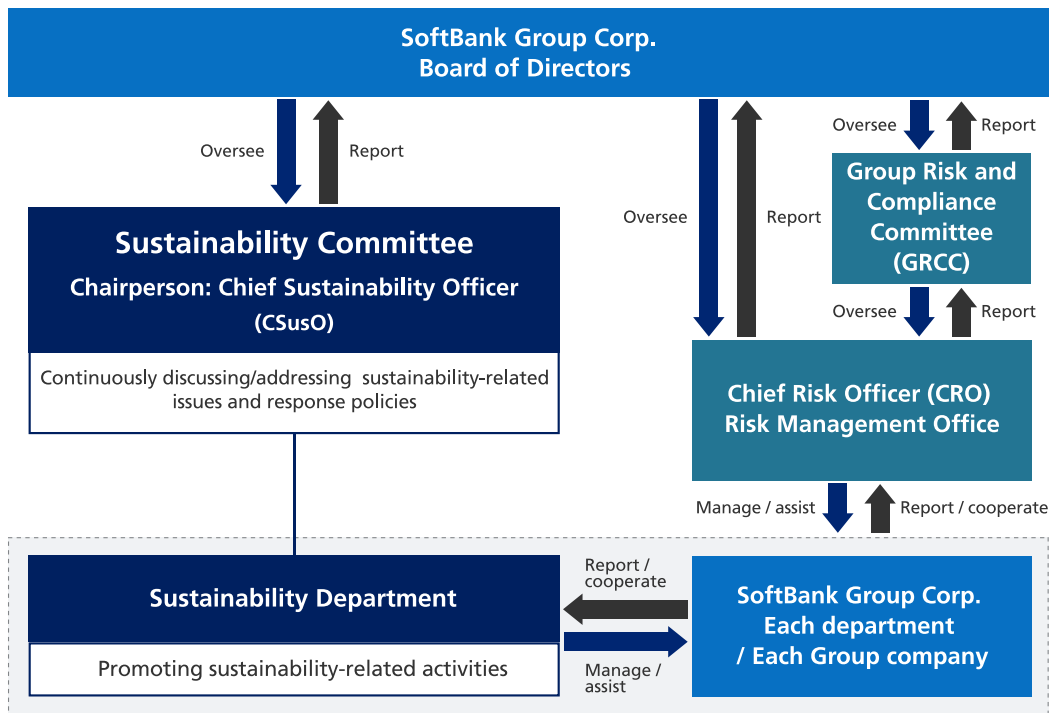
## Sustainability Risk Management

At SoftBank Group Corp. ("SBG"), the Risk Management Office is responsible for the integrated management of Group-wide risks in accordance with the Risk Management Policy. As for sustainability-related risks, the Sustainability Department under the CSusO identifies risks through reports from each department of SBG and its major Group companies and identifies risks that should be addressed as prioritized risks through discussions at the Sustainability Committee. In addition, the Sustainability Department reports the identified risks, countermeasures, and their status to the Risk Management Office under the framework of the Group-wide risk management process referenced above.

The Risk Management Office analyzes and assesses various risks including sustainability and corresponding countermeasures, considering the likelihood that a risk could materialize and the magnitude of the potential impact. For material risks that could significantly impact the Group's sustainable growth, the Risk Management Office collaborates with the relevant departments or Group companies to understand the implementation status of countermeasures and monitor their effectiveness. Material risks and the status of countermeasures are reported to and discussed every quarter by the Board of Directors and the Group Risk and Compliance Committee (GRCC), which consists of Board Directors and Corporate Officers of SBG. Based on the results of discussions, the Risk Management Office strives to strengthen the Group's risk management system.

[Risk Management](#) →

## Sustainability Governance and Risk Management Structure



## Initiatives for the SDGs

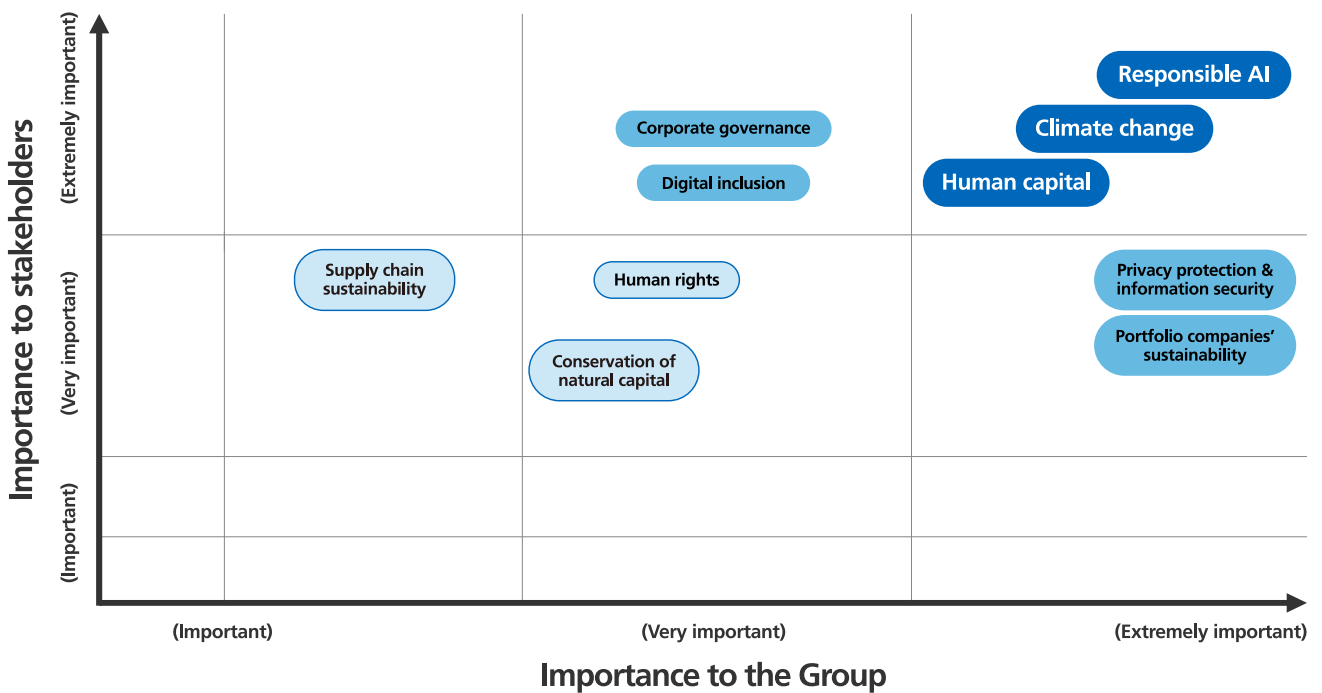
SoftBank Group Corp. aims to realize a society where people all over the world can live happily and prosperously. Together with the Group companies that conduct business globally, we will work to contribute to the United Nation's Sustainable Development Goals (SDGs) by addressing the six activity themes identified in our Sustainability Principles.



# Material Issues

Based on our view of double materiality, SoftBank Group Corp. classifies issues to be addressed from two perspectives: the importance to stakeholders and to the Group. Among these issues, we identify material issues relating to sustainability (“Material Issues”) that should be addressed with priority, determined by the Board of Directors. As for the importance to the Group, issues in the major business sectors in which the Group is engaged are analyzed to determine the order of priority.

## Material Issues



Material Issues	Concept
Responsible AI	Stand at the forefront of the Information Revolution, and create new value through the utilization of responsible AI to build a more connected, empowered and joyful world.
Climate change	Challenge issues of global climate change through business activities of a diverse group of companies.
Human capital	Strive for sustainable growth by creating an internal environment in which employees, who are the source of value creation, can challenge themselves and play an active role.
Privacy protection & Information security	As a leader of the Information Revolution, sincerely deal with protection of information assets, and lead to realization of a safe and secure digital society.
Portfolio companies' sustainability	As a strategic investment holding company, contribute to the realization of a sustainable society through investment, together with portfolio companies.
Corporate governance	Under the fundamental concept of "free, fair, and innovative", strengthen governance structure ensuring transparency and effectiveness.
Digital inclusion	Promote the Information Revolution, strive to eliminate the digital divide to realize a world in which everyone can benefit from technology.
Human rights	Respect human rights for everyone in all aspects of our business activities, including those who belong to our supply chains.
Conservation of natural capital	As a global citizen, take serious efforts to conserve the global environment.
Supply chain sustainability	Pursue to build sustainable supply chains by cooperating with stakeholders in all business activities.

## Identification and Review of Material Issues

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The following process is performed to identify our Material Issues. In addition, Material Issues are reviewed at least once in two years to reflect changes in social environments, the expectations of stakeholders, and changes in the business operations within each Group company.



## Goals/Action plans

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For the Material Issues that should be addressed with priority, we have set the following goals/action plans, and are continuously working toward them while monitoring their progress.

### Responsible AI

We aim to establish an appropriate AI governance structure through discussions in our working group.

[Responsible AI](#) →

### Climate change

We promote initiatives to achieve our Group target: "Carbon Neutrality by fiscal 2030."

[Environmental Initiatives](#) →

### Human capital

We regard human resources as a source of value creation and important stakeholders for supporting our sustainable growth. Accordingly, we will continuously work on creating an internal environment in which employees can challenge themselves and play an active role while making the most of their individuality and abilities, as well as attracting autonomous and professional human resources and supporting their growth and advancement.

[ESG Data \(Social-related data\)](#) →

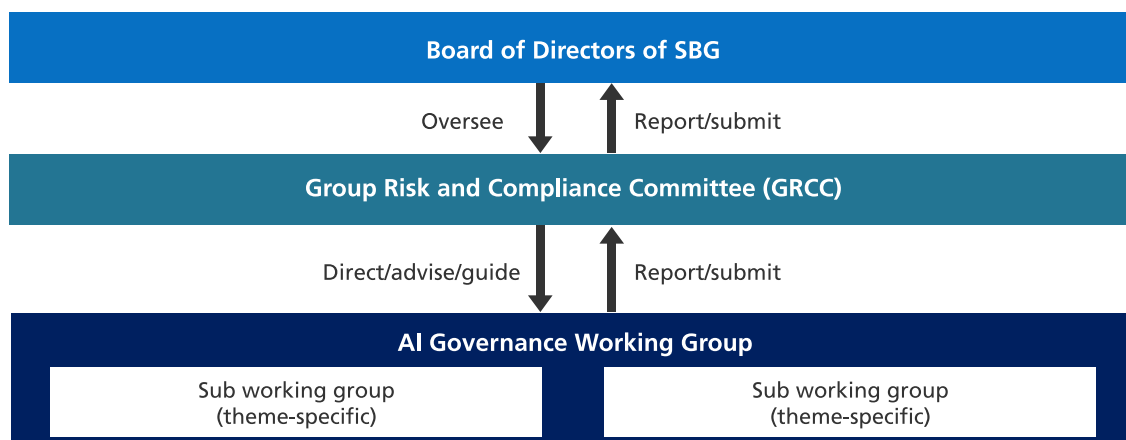
# Responsible AI

The Group's mission is to stay at the forefront of the Information Revolution and ensure that the revolution builds a more connected, empowered, and joyful world. At the core of the Information Revolution today lies AI. Aspiring to become a world leader in the use of AI, we are working toward the realization of ASI and are committed to promoting responsible AI so that AI benefits everyone.

## Toward Effective Group Governance on AI

SoftBank Group Corp. has identified "Responsible AI" as the most important material issue relating to sustainability that should be addressed with priority and aims to establish an appropriate group AI governance structure. As part of this effort, we established the AI Governance Working Group under the Group Risk and Compliance Committee (GRCC) in April 2024. The members of the working group come from related departments within SoftBank Group Corp. and major Group companies. The working group convenes regularly to share best practices and to engage in ongoing discussions on how AI governance should be approached across the Group.

### AI Governance Working Group Structure



## Aiming for the Active Use of AI

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To realize ASI, SoftBank Group Corp. is facilitating foundational initiatives to enable the active use of AI. For example, we have added action statements on responsible AI to the SoftBank Group Code of Conduct, which enshrines the ethical standards for the Company, and provide training to all officers and employees to promote awareness and understanding of the code. In addition, SoftBank Group Corp. has established separate guidelines for AI developers, providers, and business users. Also, SoftBank Group Corp. has a mechanism whereby the Information Security Committee evaluates the project in advance when AI is developed or adopted internally in order to mitigate the risks. Furthermore, SoftBank Group Corp. implements various measures, including annual assessments of its Group companies, to monitor their initiatives and risks, thereby facilitating the effective use of AI across the entire Group.

## Supporting the Next-Generation AI Research Partnership

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In May 2025, SoftBank Group Corp. announced that SoftBank Group Corp. and Arm will contribute \$15.5 million to Carnegie Mellon University (CMU), supporting its next-generation AI research partnership with Keio University (Keio).

This partnership is part of the academic–industry collaboration in the field of AI announced by the governments of Japan and the United States in April 2024. The partnership aims to further strengthen the ties between the two nations as international leaders in AI.

With support from SoftBank Group Corp. and Arm, researchers at CMU and Keio will embark on work in four main areas: multimodal and multilingual learning, embodied AI for robotics, autonomous AI symbiosis with humans, and life sciences and AI for scientific discovery.

With this contribution, we have also established the SoftBank Group–Arm Fellowship to support Ph.D. students at CMU, in addition to supporting research in the four main areas. The research topics of the fellowship recipients are featured on CMU's official website [story](#). In addition, the funding will support academic programs for undergraduate students, contributing to the development of the next generation of talent.

Through these initiatives, we are committed to advancing innovative research and cultivating visionary AI talent, while promoting responsible AI and contributing to solutions for societal challenges.

## Optimizing Work Efficiency through AI

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SoftBank Group Corp. is also advancing the internal use of AI. For example, we have implemented an AI chatbot that automatically responds to various internal inquiries, such as those related to the IT infrastructure environment, which were previously handled by employees. Through these initiatives, we are improving work efficiency, enhancing employee convenience, and reducing workloads.

## Group Companies' Initiatives

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### Promoting risk-based AI governance (SoftBank Corp.)

To ensure the company's AI-driven services are safe and secure for customers to use, SoftBank Corp. has established the SoftBank AI Ethics Policy,\* and is promoting AI governance through collaboration with relevant departments and other related parties, under the leadership of an independent and specialized unit. In April 2024, the company established the AI Ethics Committee, a panel composed of internal members and external AI experts, and since then, it has been discussing regulatory trends and issues both in Japan and overseas. In December 2024, SoftBank Corp. launched a risk-based approach to strike a balance between expediting the development and provision of AI services and managing the risks associated with such. With this approach, governance processes are adapted to the risk level of the case in question, enabling dynamic vetting processes that mitigate excessive workload without compromising risk reduction. SoftBank Corp. is also committed to AI ethics and governance education. The education includes an annual e-learning course, workshops held twice a year, a monthly online newsletter, and other initiatives for improving employees' AI literacy. While the above initiatives and insights are partly intended for business purposes, the goal extends beyond the company. They are intended to improve the standard of AI governance across society, enabling the responsible use of AI more broadly.

\* As of October 31 2025, the policy applies to 88 Group companies of SoftBank Corp.

### Self-directed learning to promote broader use of AI (LY Corporation)

In 2021, LY Corporation established the Expert Panel on AI Ethics, on which it continually discusses how to use AI appropriately and what governance frameworks should be in place. LY Corporation has also formulated the Basic Policy on AI Ethics and has established the Generative AI Group as a dedicated organization to facilitate the use of generative AI across the company. In March 2025, the company further strengthened AI governance by issuing internal guidelines that encompass a comprehensive range of best practices for mitigating risks in the development, provision, and use of AI. Actively committed to educating and training its employees, LY Corporation requires all officers and employees to attend semiannual courses on the risk management and prompt engineering for generative AI. In January 2025, the company launched the Generative AI Boot Camp, a program designed to teach the use of generative AI and prompt engineering, inspired by the concept of turning something difficult into something enjoyable. The content was designed to encourage employees to engage in self-directed learning—to use their spare moments to improve their knowledge. Through initiatives such as these, LY Corporation is improving the AI competence of its employees.



# Environmental Initiatives

Environment Management ▾

Efforts to Address Climate Change ▾

Spread of Renewable Energy ▾

Conservation of Natural Capital ▾

[Climate-related Information Disclosures in accordance with the TCFD Recommendations →](#)

## Environment Management

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### Environmental Policy

The SoftBank Group's "Environmental Policy" sets out the principles to take the global environment into consideration when conducting corporate activities. This policy was decided by a resolution of SoftBank Group Corp.'s Board of Directors and it requires all directors, officers and employees of the SoftBank Group to be aware of the need to reduce the burden on the global environment in all business activities, to conserve resources and energy, to improve energy efficiency and make effective use of resources in order to achieve harmony between mankind and nature, and to maintain biodiversity and contribute to the continuous improvement of the global environment. We will communicate with SoftBank Group stakeholders to promote business activities in consideration of the global environment.

[Environmental Policy !\[\]\(2e39534fa484c54b999a1fc9c8a46d5a\_img.jpg\) \(195KB/2 pages\)](#)

## Approach to environmental issues

SoftBank Group monitors its environmental performance, including data on greenhouse gas emissions and energy consumption in the course of its business operations, and discloses the results annually. In cooperation with our stakeholders, we are promoting initiatives contributing to solve environmental issues, such as addressing climate change and enhancing energy efficiency.

Furthermore, major operational bases of SoftBank Corp. have established and operated an environmental management system (EMS) under the International Organization for Standardization's ISO14001 Standards. SoftBank Corp. performs the PDCA (plan, do, check, act) cycle on a timely basis in our environmental management system and continuously makes improvements based on the level of impact that its business activities have on the environment. The company has strived to comply with environmental laws and regulations. There were no violations of environmental laws and regulations in fiscal 2024.

[ESG data \(Environment-related data\)](#) →

## Enhanced environmental awareness

SoftBank Group established the "SoftBank Group Code of Conduct," which specifies that we are committed to:

- Introduce innovative solutions that provide a positive environmental and social impact.
- Lead globally and act locally to reduce and improve our impact on the environment.
- Conduct our business activities with consideration for the global environment and the effective utilization of limited natural resources.

SoftBank Group has thoroughly disseminated the Code of Conduct to all Group employees. Specifically, we require employees to consider the environment in our everyday work, including control and reduction of the emission of greenhouse gases and handling of industrial waste. SoftBank Group also regularly provides training sessions to promote the understanding of the Code of Conduct.

For example, SoftBank Corp. provides environmental education for its employees via e-learning to help them acquire basic knowledge of and raise awareness about environmental concerns. These courses cover key topics such as energy consumption reduction, waste reduction, and water efficiency. Through this learning system, employees gain a comprehensive understanding of the company's environmental management initiatives and enhance their individual awareness and understanding of specific environmental challenges. Those e-learning courses are accessible on iPhones and iPads, enabling effective time management. In fiscal 2024, the participation rate for environmental education among employees was 71.4%. In the contribution assessment, which evaluates employees' performance and contributions to the organization, factors such as "contribution to overall CO<sub>2</sub> reduction in society," a KPI related to climate change materiality, are taken into consideration in determining employee bonuses.

## Environmentally-friendly supply chain

In order to promote environmentally-friendly business activities, the SoftBank Group has formulated ethical standards for the environment in its "Supplier Code of Conduct," and requires suppliers to work in accordance with the ethical standards set forth in the Code. The SoftBank Group will proactively undertake relevant environmentally-friendly corporate activities through partnerships with our stakeholders.

Supply Chain Management →

# Efforts to Address Climate Change


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## Our stance on climate change





Natural disasters caused by climate change are becoming more severe every year and urgent action on climate change mitigation and adaptation is required. The SoftBank Group recognizes the importance of addressing climate change and is making group-wide efforts to provide the society with new and innovative technologies that contribute to solving climate change.

## Climate-related Information Disclosures in accordance with the TCFD Recommendations

SoftBank Group Corp. disclosed its climate-related governance, risk management, strategy, metrics and targets in accordance with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).

Climate-related Information Disclosures in accordance with the TCFD Recommendations  (578KB / 11 pages)

For our major subsidiaries' climate-related information disclosures in accordance with the TCFD recommendations and similar regulations, please refer to the websites of each company.

- [Disclosure Based on TCFD Recommendations \(SoftBank Corp.\)](#) 
- [TCFD \(LY Corporation\)](#) 
- [SoftBank Vision Fund 1, SoftBank Vision Fund 2, and SoftBank Latin America Funds TCFD Report](#) (SB Investment Advisers (UK) Limited) 
- [Annual Report and Consolidated Financial Statements \(Arm\)](#) 

Arm has provided climate disclosures in its annual report adhering to the UK Climate-related Financial Disclose regulation (CFD) under the UK Companies Act\*.

\* The regulations require companies to report on their governance, strategy, and risk management responses to climate change, as well as the metrics and targets they use to monitor climate-related impacts on the business. CFD also requires companies to assess the impact of climate risks and opportunities over different time horizons and to assess the resilience of the company

## Commitment to achieve Carbon Neutrality by fiscal 2030

The SoftBank Group is making efforts to reduce greenhouse gas emissions from business activities. The majority of the SoftBank Group's greenhouse gas emissions come from the use of electricity. Therefore, as a step forward to achieve Carbon Neutrality, the SoftBank Group mainly focuses on a shift to electricity generated from renewable energy sources. Meanwhile, electricity and energy-saving measures utilizing IoT are also implemented at the head office building and data centers.

### — Group target

SoftBank Group Corp. set a group target<sup>\*1</sup> as below in June 2022 and aims to reduce greenhouse gas emissions from business activities of the SoftBank Group to net zero by fiscal 2030.

Group target <sup>*1</sup>	Achieve Carbon Neutrality by fiscal 2030
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### — Greenhouse gas emission reduction plan to achieve the Group target

In March 2024, SoftBank Group Corp. formulated and disclosed a plan for reducing greenhouse gas emissions to achieve the Group target, which is reviewed when required. SoftBank Group Corp. and its major subsidiaries are undertaking greenhouse gas emissions reduction initiatives in accordance with this plan.

As of August 2025

	Result	Plan						Boundary
	FY22 (Base year)	FY25	FY26	FY27	FY28	FY29	FY30	
Scope1&2 (t-CO <sub>2</sub> )	591,508 <sup>*2</sup>	397,444	387,246	376,204	365,161	354,119	0	SBG+Major subsidiaries <sup>*1</sup>

## — To achieve the Group target

SoftBank Group Corp. has achieved Carbon Neutrality<sup>\*3</sup> since fiscal 2020. In addition, major subsidiaries have also set their own targets regarding greenhouse gas emission reduction, undertaking various initiatives to achieve the targets.

Targets and achievements at SoftBank Group Corp. and its major subsidiaries

	Targets	Achievements
SoftBank Group Corp.	Achieved Carbon Neutrality in fiscal 2020 (and continues to be carbon neutral today) <sup>*3</sup>	
SoftBank Corp.	<ul style="list-style-type: none"> <li>• Carbon Neutrality in its group by fiscal 2030<sup>*3</sup></li> <li>• Net Zero in its group by fiscal 2050<sup>*4</sup></li> </ul>	Scope 1 and 2: emissions reduction progressed in line with the SBTi standard <ul style="list-style-type: none"> <li>• Alignment with IPCC 1.5°C pathway</li> <li>• Ratio of renewable energy: 61.8%<sup>*5</sup></li> </ul> Scope 3: emissions increased due to the expanded calculation boundary and business growth (both in fiscal 2024) <sup>*4</sup>
LY Corporation	<ul style="list-style-type: none"> <li>• Net-zero greenhouse gas emissions in LY Corporation by fiscal 2025<sup>*3</sup></li> <li>• Net-zero greenhouse gas emissions in its group by fiscal 2030<sup>*3</sup></li> </ul>	Converted 87.4% of energy used by its group to renewable energy (fiscal 2024)
Arm	<ul style="list-style-type: none"> <li>• Convert 100% of electricity used by its group to renewable energy by 2023</li> <li>• Committed to cutting its absolute GHG emissions by 50% from an FYE2020 baseline across all emissions sources (Scope 1, 2, and the six categories of Scope 3 relevant to Arm) by FYE2030 in line with a 1.5°C climate pathway and the Paris Agreement</li> </ul>	Sourced 100% renewable electricity for its group's electricity used in business activities (Since fiscal 2022)

[SoftBank's Net Zero \(SoftBank Corp.\)](#) 

[Realizing a Low-Carbon Society \(LY Corporation\)](#) 

[Sustainability \(Arm\)](#) 

\*1 Applies to greenhouse gas emissions (Scope 1 and 2) from the business activities of SoftBank Group Corp. and its major subsidiaries (in principle, "Principal Subsidiaries" in the Annual Securities Report)

\*2 The results for the base year (FY2022) have been recalculated based on the boundary reflecting changes in major subsidiaries. For the past results and their boundaries, please refer to the "[ESG data](#)".

\*3 Applies to greenhouse gas emissions (Scope 1 and 2)

\*4 Applies to greenhouse gas emissions (Scope 1, 2, and 3)

\*5 Boundary is SoftBank Corp. and its main subsidiaries

## Efficient use of energy and increased reliance on renewable energy

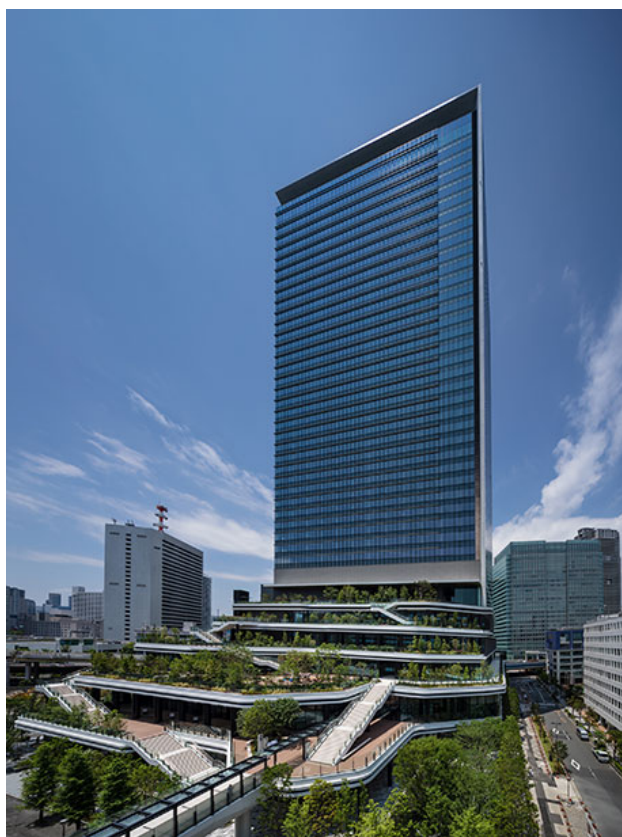
Recognizing the importance of efficient and sustainable use of energy and resources, the SoftBank Group is working to reduce the use of energy and resources and actively introduce renewable energy.

### — Switching to renewable energy sources in company headquarters (SoftBank Group Corp. and SoftBank Corp.)

The SoftBank Group has set a target for SoftBank Group Corp. and major subsidiaries to achieve carbon neutrality in Scope 1 and 2 by FY2030. As part of this initiative, since September 2022, SoftBank Group Corp. and SoftBank Corp. have switched to using renewable energy\* at the company headquarters, “Tokyo Portcity Takeshiba Office Tower,” where they are located.

In addition, the building is equipped with energy-saving technologies, such as LED lighting that uses motion sensors to automatically adjust brightness, and blinds that open and close automatically to optimize air conditioning, in an effort to ensure the efficient use of energy.

\* Includes the use of non-fossil fuel certificates



Tokyo Portcity Takeshiba Office Tower

## — Using renewable energy for base station power consumption (SoftBank Corp.)

SoftBank Corp. is promoting the conversion of base station power consumption to renewable energy to achieve its commitment to reducing its greenhouse gas emissions to net zero by 2030. SoftBank Corp. purchases electricity from renewable energy\* from SB Power Corp., a subsidiary of the company that operates an electricity retail business. At the end of fiscal 2024, more than 92.6% of the electricity used at base stations has already been provided by renewable energy\*.

\* Includes the use of non-fossil fuel certificates

## — 100% renewable energy-powered\* green data center (SoftBank Corp.)

SoftBank Corp. is building a decentralized network of AI data centers across Japan and plans to utilize renewable energy sources\* in these centers. The Hokkaido Tomakomai AI Data Center, scheduled to open in fiscal 2026, is designed to operate entirely on renewable energy supplied by SB Power and Hokkaido Electric Power. It seeks to become a green data center through the active use of locally generated renewable energy, aiming to reduce environmental impact and promote harmony with the surrounding community.



Image of how the Hokkaido Tomakomai AI Data Center will look when completed

\* Includes the use of non-fossil fuel certificates

## — Data Center energy efficiency and conversion to renewable energy (LY Corporation)

In addition to improving energy efficiency, LY Corporation is promoting the use of renewable energy in its data centers, which account for the majority of the company's energy consumption. At the Shirakawa Data Center and the Kitakyushu Data Center, renewable energy use began in 2021, and the company now uses 100% effectively renewable energy, in compliance with RE100\* standards.

\* An international initiative that aims for companies to source 100% of the electricity used in their business operations from renewable energy.

## Developing technologies and providing services to contribute to the mitigation of climate change

### — Reducing environmental impact through the development of next-generation batteries (SoftBank Corp.)

With the evolution of devices, electricity consumption has increased, leading to higher greenhouse gas emissions, which have become a growing concern. To mitigate this environmental impact, SoftBank Corp. is engaged in research and development aimed at the creation and practical application of next-generation batteries. By increasing the capacity and energy density of batteries used in devices, the company seeks to enhance the performance and efficiency of various devices and equipment, thereby reducing their environmental footprint.

As part of these initiatives, the company established the SoftBank Next-Generation Battery Lab in June 2021. At this lab, a wide range of next-generation batteries from around the world are being evaluated and tested. In October 2021, SoftBank, in collaboration with U.S.-based Enpower Greentech Inc., successfully demonstrated a lightweight, high-capacity lithium metal battery with a gravimetric energy density more than twice that of conventional batteries (approximately 520 Wh/kg). Going forward, the company aims to position the lab as a platform to accelerate the development and early commercialization of next-generation batteries through continued research and innovation.

## Developing energy-efficient technology

### — Semiconductor architecture that improves energy efficiency (Arm)

As compute demands continue to grow to handle increasingly complex workloads, Arm's solutions prioritize power efficiency while providing market-leading performance.

Hyperscalers like Amazon Web Services (AWS), Google Cloud, and Microsoft Azure have adopted the Arm compute platform to build their own general-purpose custom silicon to transform energy usage in the data center and cloud, reporting better efficiency compared to previous-generation chips.

For example, Google Cloud introduced custom Google Axion Processors, based on Arm Neoverse V2, for general-purpose compute and AI inference workloads. Axion powers instances that deliver up to 60% better energy efficiency than comparable current-generation x86-based instances.

## Promoting decarbonization through initiatives

### — Establishment and operation of Renewable Energy Council and GDC Renewable Energy Council (SoftBank Group Corp.)

In response to the energy crisis caused by the Great East Japan Earthquake on March 11, 2011, SoftBank Group Corp. established the “Renewable Energy Council” in July 2011 in collaboration with prefectures and, together with government-designated cities, also established the “GDC Renewable Energy Council”. Both councils aim to promote and expand the use of renewable energy as a reliable, safe, and sustainable new energy source. Since then, SBG has been involved in the operation of both councils as the secretariat. Both councils are working actively towards their objectives: “1. Promotion and expansion of renewable energy through policy proposals” and “2. Sharing and exchanging information related to renewable energy promotion and expansion”.

The first objective, “Promotion and expansion of renewable energy through policy proposals,” involves making policy proposals to the government that contribute to the promotion and expansion of renewable energy. These include setting renewable energy targets as well as developing and revising energy related systems and regulations based on local circumstances. The policy proposal drafts, compiled as a consensus of participating municipalities, are resolved by the chief leaders at the general meetings and submitted directly to the government by the governor or mayor who is the chairperson of either council.

For instance, both councils have appealed for “Renewable Energy as a Major Power Source”, as well as “Ambitious Renewable Energy Targets” in their policy proposals for several years. In the Japan’s 7th Strategic Energy Plan revised in February 2025, renewable energy continues to be positioned as a major power source. Also, in the Outlook for Energy Supply and Demand in FY2040, it is shown that renewable energy is expected to account for 40-50% share in the energy mix in fiscal 2040. For the first time, the plan sets a policy to make renewable energy the largest power source. In order to realize these goals, the councils approved practical recommendations, including coexistence between renewable energy and local communities, promotion of regional decarbonization and promotion of perovskite solar cell deployment, at the general meetings held in the summer of 2025 and submitted them to the government.

Furthermore, for the second objective “Sharing and exchanging information related to renewable energy promotion and expansion,” the two councils hold events for the municipality members and corporate members, including seminars by government policy makers and leading experts active in national advisory councils, as well as workshops and discussion sessions among the members to share good practices and issues regarding renewable energy, and site visit to power generation facilities. The councils also compile information on renewable energy related projects in municipalities across Japan and case studies of obstacles to the spread of renewable energy. Through these activities, both Councils offer meaningful opportunities for municipalities and the private sector to further share and exchange information, contributing to their efforts towards decarbonization.

As the secretariat, SoftBank Group Corp. will continue to play an important role in facilitating not only between municipalities, but also between the government and municipalities, as well as between municipalities and corporate members, and will contribute to achieving net zero by 2050 through the promotion and expansion of renewable energy.

[Renewable Energy Council \(available only in Japanese\)](#) 

[GDC Renewable Energy Council \(available only in Japanese\)](#) 



On August 12, 2025, Mr. Shuichi Abe, Chairperson of the Renewable Energy Council, submitted a policy proposal to Mr. Shinji Takeuchi, then Parliamentary Vice-Minister of Economy, Trade and Industry.



On July 7, 2025, Mr. Hayato Shimizu, Chairperson of the GDC Renewable Energy Council, submitted a policy proposal to Mr. Akiyoshi Kato, then Parliamentary Vice-Minister of Economy, Trade and Industry.

## — Participation in Japan Climate Initiative (SoftBank Group Corp.)

SoftBank Group Corp. is the inaugural member of the Japan Climate Initiative, a network created in 2018 to strengthen the dissemination of information and the exchange of opinions and views by companies, local authorities and NGOs that proactively tackle climate changes.

The Japan Climate Initiative (JCI) is a network of non-state actors with the mission of "joining the front line of the global push for decarbonization from Japan." The organization was formed in 2018 with CDP Japan, WWF Japan and the Renewable Energy Institute, which SoftBank Group Corp. CEO Masayoshi Son founded in 2011, serving as the secretariat.



JCI's mission aligns with the SoftBank Group's proactive response to the impacts of climate change and associated risks and opportunities. We recognize climate change as a key management issue and are taking bold steps to tackle it. JCI is a committed advocate of climate action.

Since its founding, the organization has hosted the Japan Climate Action Summit every year and has published public statements such as "Calling for an Ambitious 2030 Target for Japan to Realize the Paris Agreement Goal". By endorsing these statements alongside other JCI members (a total of nine times to date), the SoftBank Group has stressed the urgency of climate action. Our participation in JCI seminars and other events and conversations with JCI members are also helping to accelerate the decarbonization of our own investment and business portfolios.

[Japan Climate Initiative](#) 

## — Participation in the One Planet Sovereign Wealth Fund (OPSWF) Network (SoftBank Group Corp., SBIA)

SoftBank Group Corp. and SBIA participate in the One Planet Sovereign Wealth Fund (OPSWF) Network, which was established as a Working Group in July 2018. That same year, the OPSWF's founding members developed the OPSWF Framework to advance the integration of climate change risks and opportunities into large and diversified asset pools. The Abu Dhabi Investment Authority, the Kuwait Investment Authority, the New Zealand Superannuation Fund, the Public Investment Fund and the Qatar Investment Authority currently lead the OPSWF's Steering Group. In July 2019, the One Planet Asset Manager (OPAM) Initiative was launched to allow asset managers to support the OPSWF Framework. Similarly, in July 2020, the One Planet Private Equity Funds (OPPEF) Initiative was founded by Ardian, The Carlyle Group, Global Infrastructure Partners, Macquarie Asset Management, and SBIA. SBIA and the OPPEF Group, now comprising 14 members, actively engage in the OPSWF's programs and discussions, including the Network's Annual CEO Summits and its Peer Exchanges. As of March 2025, the OPSWF Network is comprised of 50 members representing more than \$46 trillion in assets under management and ownership.



## Spread of Renewable Energy

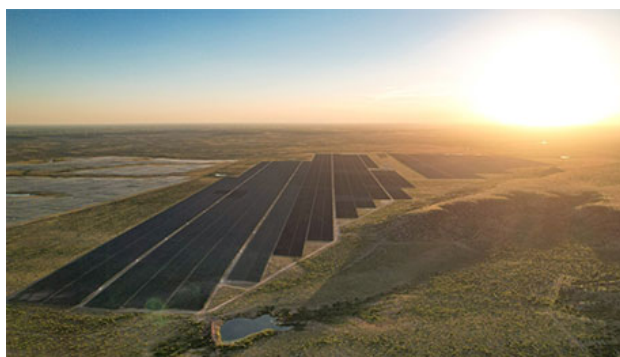
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### — U.S. Solar Power Project (SBE Global)

To promote renewable energy, SBE Global and its subsidiaries operate a power generation business that boasts one of the largest solar power businesses in the U.S. The business has nine solar farms, which collectively generate 2,130 MW.\*

SBE Global is currently constructing four additional solar farms in the U.S., which will collectively generate 1,180 MW of solar and 1,361 MW of battery storage.\*

\* Generation capacity in AC, as of March 31, 2025



### — Expansion of renewable energy through portfolio companies

#### Investment in the clean energy transition across Africa, the Middle East, and Asia (AMEA Power)

AMEA Power is an SBG portfolio company that is actively contributing to decarbonization and the realization of a sustainable society across Africa, the Middle East, and Asia through the development and operation of clean energy projects.

In December 2024, the company commenced commercial operations of a 500-MW solar power plant in Egypt. This plant is among the largest of its kind on the African continent and significantly contributes to Egypt's decarbonization goals. In addition to its environmental benefits, the project has created thousands of jobs through its construction and operation, thereby stimulating the local economy. Furthermore, AMEA Power completed the construction of a 500-MW wind power project in June 2025. The company is also deploying large-scale battery energy storage systems in Egypt, aiming for further expansion in the region.

With more than 6 GW in the project pipeline, and more than 2.6 GW of operating and under or near construction capacity across more than 20 countries,\* AMEA Power is one of the fastest-growing clean energy companies in the region. In addition to increasing renewable energy such as solar and wind power, the company is actively promoting the adoption of utility-scale battery storage and exploring opportunities in green hydrogen, playing a vital role in accelerating the transition to clean energy.

\* As of April, 2025



## Conservation of Natural Capital

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### Promotion of Circular Economy

In order to make efficient and effective use of limited resources, the SoftBank Group strives to reduce the environmental impact of its business activities by conserving resources, reducing the generation of waste, and promoting the reuse and recycling of products and other materials. We also contribute to the realization of a circular economy through our reuse business.

#### — Promotion of “3R” Initiative in Mobile Phone Services (SoftBank Corp.)

In order to realize a circular economy, SoftBank Corp. is promoting the “3R initiatives (Reduce = reduce the volume of waste, Reuse = use repeatedly, Recycle = utilize once again as resources)” in the mobile phone services.





Reduce	Reduce the amount of paper resources used in the sales of mobile information devices by making individual packing boxes smaller, converting instruction manuals and other bundled documents to applications, and utilizing iPads in stores
Reuse	Efficiently collect and resell mobile phones that are sold or rented to customers
Recycle	Collect and recycle mobile telephone handsets sold by our company as well as those sold by other companies

#### Promotion of a Recycling-oriented Society (SoftBank Corp.)

## — E-commerce Services that Contribute to a Circular Economy (LY Corporation)

LY Corporation offers “Yahoo! Auctions” and “Yahoo! Flea Market” as e-commerce services that contribute to the realization of a circular economy through the promotion of reuse.

<p>Yahoo! Auctions</p> 	<p>Yahoo! Auctions is one of the largest online auction and flea market services in Japan since 1999. The service promotes the reuse of unwanted items by those who need them, thereby helping to create a circular economy.</p>
<p>Yahoo! Flea Market</p> 	<p>Yahoo! Flea Market is a service that specializes in flea market-type transactions, where individuals can easily trade goods at a fixed price. In collaboration with Yahoo! Auctions, it aims for the further development of the business in sustainable secondary distribution.</p>

## Initiatives Related to Water Resources

### — Efficient use of water resources (SoftBank Group Corp., SoftBank Corp.)

At our headquarters building, “Tokyo Port City Takeshiba Office Tower,” SoftBank Group Corp. and SoftBank Corp. are implementing water-saving measures to reduce miscellaneous water usage by over 30%. Rainwater collected from the roof and other areas is gathered through roof drains and kitchen wastewater is collected, stored, sterilized, and reused for toilet flushing. Additionally, on each floor, we have installed water-saving devices such as flow restrictors on hot water supply facilities and sound simulators in toilets to reduce the frequency of flushing.

We promote water conservation by disseminating information about these initiatives to all employees through the internal intranet and other channels, raising awareness across the organization.

## — Using edge AI to support sustainable aquaculture (SoftBank Corp.)

Aquaculture plays an important role in preserving natural resources and addressing food-supply issues. However, it is also plagued by inefficiency, as it involves numerous manual operations such as manually counting the number of fish and estimating their size. In 2023, SoftBank Corp. launched an initiative for AI-driven smart farming of red sea bream in Ehime Prefecture in Japan. In 2024, it started collaborating with the U.S. company Aizip, Inc. to develop an on-device AI application for counting fish in real time and with high accuracy. Operating on smartphones or other edge devices, the application analyzes footage recorded by an underwater camera in the pond and counts the number of fish. Demonstrating an accuracy rate of approximately 95%, the application won the CES® 2025 Innovation Award in the Food & AgTech category. In the future, SoftBank Corp. plans to apply this technology to estimate fish size and detect fishnet damage. Such applications will help make aquacultural operations more efficient and the fisheries industry more sustainable.



Fish being counted

### Related Contents

[ESG Data \(Environment-related data\)](#)



# Social Initiatives

Respect for  
Human Rights ▾

Creating a Supportive  
Working Environment ▾

Supply Chain  
Management ▾

Participation in  
Our Community ▾

## Respect for Human Rights

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### Our stance on human rights

Under the corporate philosophy of “Information Revolution — Happiness for everyone,” the SoftBank Group aims to properly develop and improve the power of information revolution towards happiness for humanity. Accordingly, we recognize the importance that human rights shall be respected in every aspect of our corporate activities, as articulated in our Human Rights Policy. We require all SoftBank Group directors, officers and employees to understand the Policy and will ask external stakeholders, such as investees and business partners to respond in the same way.

### Human Rights Policy

The SoftBank Group’s “Human Rights Policy” sets out the minimum standards that all directors, officers and employees of the SoftBank Group must follow in order to prohibit discrimination, harassment, forced labor, child labor and so on in order to maintain a healthy work environment. This policy requires all directors, officers and employees of the SoftBank Group to respect the human rights of all stakeholders involved in our Group, to treat them with dignity and respect, and to act in accordance with related laws and regulations at all times and with the utmost respect for international human rights principles.

[Human Rights Policy](#)  (183KB/4 pages)

## Human rights promotion structure

The SoftBank Group advocates and respects human rights across the entire Group in accordance with the SoftBank Group Human Rights Policy. Since efforts to protect and respect human rights in our business activities are cross-departmental events, Human Resources Department, Compliance Department, Risk Management Office, and Sustainability Department, along with other specialized teams, manage human rights risks relevant to the Group.

Furthermore, the Group Risk and Compliance Committee (GRCC) will discuss a proper system or measures to prevent human rights violations, the results of which shall be reported to the Board of Directors, while identifying any negative effects of business activities on human rights.

The Group companies are also working to develop and improve the system to more actively exchange internal information on human rights within the company in order to identify any industry-specific human rights risks that need to be addressed.

## Identification of significant human rights risks

As the SoftBank Group advances the Information Revolution to transform society through AI and drives a diverse portfolio of businesses across the information technology industry, we recognize that respect for the freedom of expression and protection of privacy in telecommunications and the Internet and communications on social media are particularly critical human rights issues. The SoftBank Group therefore strives to evolve technological enhancements on a daily basis to deliver reliable and highly convenient services.

At the same time, each of the Group companies is required to specify human rights issues specific to their industry, to develop diverse services, products and business activities without adhering to specific technologies or business models. In order to properly promote these initiatives, the SoftBank Group will proactively implement and improve measures to identify potential risks and prevent or mitigate human rights violation instances by implementing stakeholder engagement initiatives.

SoftBank Corp. conducts ongoing “stakeholder dialogues” with experts on human rights issues.

From fiscal 2020 through fiscal 2024, it held events on the following themes: “The Role of Telecommunications Carriers in Promoting Respect for Privacy” and “Human Rights Challenges Posed by Technological Developments” (FY2020); “Understanding Foreign Workers Issues from the Ground Up - From the Perspective of Business and Human Rights” (FY2021); “AI and Human Rights: ‘Discrimination by AI’” (FY2022); “An Environment Where Everyone Can Exert Their Strength and Challenge Themselves Towards Growth: Issues and Measures Surrounding LGBTQ+ in the Workplace” (FY2023); and “Addressing and Establishing Systems to Combat Customer Harassment” (FY2024).

Through these dialogues, SoftBank Corp. is clarifying the role that the company should play in resolving human rights issues and the business-specific issues that should be prioritized.

SoftBank Corp. will continue to further advance its efforts to address human rights issues that are closely related to its business, including respect for privacy, and it will continue to consult with its stakeholders to identify new human rights issues in response to changing times.

## Human rights due diligence

The SoftBank Group developed mechanisms to consistently assess and monitor the negative effect of business activities on human rights, targeting relevant suppliers as well as our Group. As part of this effort, SoftBank Group Corp. regularly conducts a human rights survey of all officers and employees, to better understand human rights risks in business activities and consider preventive and remedial measures (conducted in November 2024, response rate: about 77%). From the responses to multiple past surveys, we confirmed human rights issues that had occurred within the last 12 months and ascertained potential human rights risks that could occur in the future. Responses included references to overwork, harassment, discrimination based on gender or other grounds, and human rights risks associated with AI and other technologies used or developed by our portfolio companies. In 2022, we organized a workshop on corrective and preventive action for the risks found in the survey. In 2023, a workshop on gender harassment was held, followed by one on psychological safety in the workplace in 2024. In 2025, we conducted a training session on preventing workplace harassment and its participation rate was 98.9%. This training mainly included content that emphasized the importance of maintaining mutual understanding and respect in a diverse and multicultural organization. To detect any human rights violations early and take appropriate corrective and remedial measures, we will continue to conduct surveys, assessments, and monitoring regularly. We are also working to prevent human rights risks through continuous education and training. The SoftBank Group is accountable to our stakeholders for such correction and relief measures and will disclose the progress of such measures on a timely basis.

## Education and training activities

The SoftBank Group raises awareness of human rights issues among directors, officers and employees by informing them of the “SoftBank Group Code of Conduct” and “Human Rights Policy”.

SoftBank Group Corp. provides training for all directors, officers, and employees on its Human Rights Policy to highlight the impact of human rights violations on the company and reinforce the importance of conducting a human rights risk assessment. In particular, management-level employees and above are instructed on how to respond appropriately to instances of harassment in the workplace by educating them on harassment-related trends in society and key points to consider. In July 2020, we held harassment-related training for line managers that included information on Japan’s revised Labor Measures Comprehensive Promotion Act, which had recently entered into force. Since fiscal 2022, SBG has provided annual training to all employees, including line managers.

## Helpline

The SoftBank Group has a confidential helpline for reporting and consulting on suspected human rights violations, including bullying and harassment in the workplace. Directors, officers and employees of all Group companies can use the helpline to report workplace issues or express their concerns over perceived misconduct. Moreover, this helpline is also available to those outside the company, including suppliers. In addition to the helpline, SoftBank Group Corp. has prepared multiple consultation points, including the Human Resources Department, and provides employees with information on these resources through training and other means.

[Ethics Helpline](#) 

## Respecting human rights in the supply chain

In order to promote business activities that respect human rights throughout the supply chain, the SoftBank Group stipulates items in the “[Human Rights Policy](#)” and the “[Supplier Code of Conduct](#)” which suppliers are required to comply with, and ask suppliers to take human rights into consideration. The SoftBank Group will proactively undertake relevant human rights-friendly corporate activities through partnership with these stakeholders.

Supply Chain Management →

## Creating a Supportive Working Environment

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The SoftBank Group aims to create working environments in which everyone can exercise self-expression, and emphasize respect for employees’ fundamental human rights and equal opportunity, as well as their safety and health in our workplaces. Aiming to achieve the SoftBank Group's vision of becoming corporate group needed most by people around the world, we have endeavored to build a working environment in which all employees can maximize their abilities.

### Human resources strategy

SoftBank Group Corp. aims to achieve sustainable growth through partnership with the best companies in different industries. Thus, we require every person working in SoftBank Group Corp. to become a master of his or her profession. We believe that in any category of work and in any position, our employees must have the capacity to think logically and tackle unprecedented challenges using numbers and reasoning. We also expect our employees to have a high level of expertise in their relevant fields and the communication skills required to engage in business with leading companies around the world. With these expectations, SoftBank Group Corp. is committed to recruit and promote to management positions the most qualified individuals without regard to age, gender, ethnicity, nationality or disability. Once employees join the SoftBank Group Corp., we pledge to provide sufficient opportunities for continued self-development. We support employees with reflecting on their career vision and goals and taking self-directed steps to achieve them.

#### — Career development management

The SoftBank Group promotes effective career development initiatives to help employees reach their full potential.

#### Career formation

SoftBank Group Corp. emphasizes the importance of self-driven career development. By providing opportunities for individual awareness through ongoing one-on-one meetings with line managers and multifaceted 360-degree feedback from peers, we encourage growth through self-review and self-reflection.

## Training

SoftBank Group Corp. provides an environment that enables employees to voluntarily acquire the knowledge and skills necessary for their work. For example, we offer training programs, such as English conversation classes, that can be taken freely at any time, and training programs operating within the Group (SoftBank University). We have also allocated a talent development budget to each department so that employees can take external training courses. Moreover we provide hierarchical training to new graduates and newly appointed organization heads according to their career stages. After employees have taken the training course, we provide online training to improve understanding and acquire skills.

We also provide support for the advancement of professional personnel, such as lawyers, patent attorneys, certified public accountants, and certified tax accountants, by covering expenses related to the registration and maintenance of various professional qualifications required for job execution. In fiscal 2024, we provided such support to approximately 12% of our employees.

## Engagement survey

The SoftBank Group conducts an annual satisfaction survey of all employees, and 30 domestic Group companies, including SoftBank Group Corp., participated in the survey in fiscal 2024. This survey was developed to reflect the characteristics of the Group. Accordingly, responses regarding satisfaction with the organization (job, workplace, and supervisor) and the company each respondent belongs to are scored by item to identify issues at an early stage. Continuous monitoring of these results helps us build a strong organization and increase employee motivation.

The survey assesses employee satisfaction from the following perspectives:

**Work:** Items related to job satisfaction, purposefulness, happiness, such as "passion for work," "sense of accomplishment," "independence," "joy in the work," "sense of growth," and "contribution to the organization."

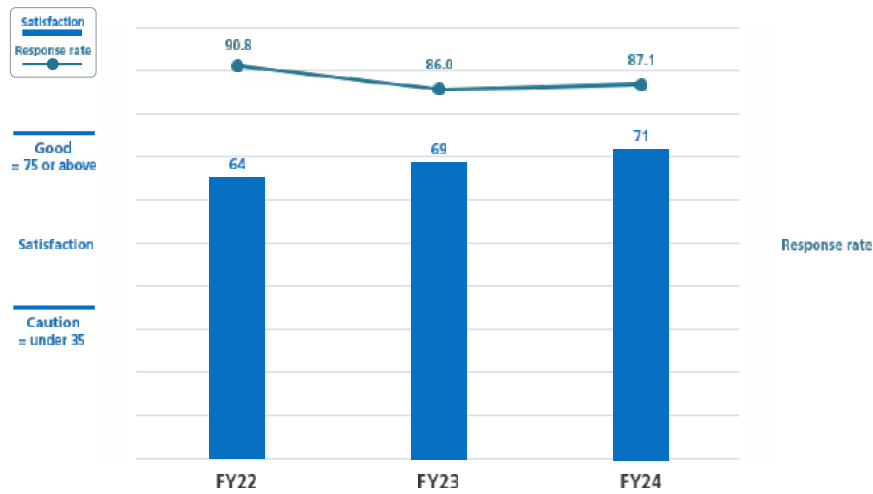
**Workplace:** Items related to workplace environment, such as "opportunities for challenges," "spirit of taking on challenges," "comfortable atmosphere," and "human relationships."

**Manager:** Items related to management, such as "sense of responsibility," "understanding of abilities," "appropriate assignments," "ability to develop," and "fair evaluation."

**Company:** Items related to the overall company, such as "evaluation and compensation system," "social contribution," "willingness for change," "vision and strategies," and "corporate culture and organizational climate."

SoftBank Group Corp. has conducted an annual employee satisfaction survey since fiscal 2007, and has maintained a high level of employee satisfaction since its introduction. A total of 87% of SBG employees responded to the survey in fiscal 2024 and it showed balanced results with the organization (job, workplace, superiors) and the company, indicating a continued high level of satisfaction. Leveraging the analysis of the survey results, we consistently carry out activities that are designed to motivate employees and improve the organization. This will lead to better corporate performance and higher retention of talented human resources, which support the sustainable growth of businesses.

### SoftBank Group Corp. engagement survey results\*



\* Until fiscal 2022, it was conducted under the name "ES survey." Starting from fiscal 2023, the response scale for the employee satisfaction survey was changed from a 5-point-scale to a 7-point-scale. Accordingly, each response scale ("good=75 or above" and "caution=under 35") was also reviewed. The data for fiscal 2022 has been adjusted to align with the new scale.

## Diversity and inclusion

The SoftBank Group believes that diversity and inclusion play a primary role in building a bright and prosperous, lively society. We aim to have inclusive working environments in place in which every employee shall be treated fairly, and their various rights shall be respected without prejudice and bias.

### Success of female employees

The SoftBank Group believes that the entire company benefits from the contribution of every female employee demonstrating their individual abilities. The Group has actively hired women and assigned them to managerial positions. As of the end of March 2025, female employees made up 46.4% of the total employees of SoftBank Group Corp., while accounting for 25.4% of managers and over 40% of newly hired employees. Consequently, SoftBank Group Corp. has been selected for the [MSCI Japan Empowering Women Index \(WIN\)](#) <sup>□</sup>, which consists of companies with exceptional gender diversity. In addition, SoftBank Group Corp. has acquired "[Kurumin \(available only in Japanese\)](#)" <sup>□</sup> certification, which is granted by the Minister of Health, Labor and Welfare of Japan as a company that supports child rearing, and "[Eruboshi \(available only in Japanese\)](#)" <sup>□</sup> (certification level 3) as a company with excellent efforts to promote women's activities.

SoftBank Corp. is implementing a variety of initiatives to empower female employees. These include workshops that encourage women to take on the challenge of managerial roles, mentor programs that provide opportunities for female employees to consult with role models, and training for managers on nurturing female subordinates and addressing unconscious bias. The company has also established a process in place to check for any disparities in promotion rates between men and women during the annual promotion assessment. The company is continuously taking measures from multiple perspectives, and the progress of each initiative and successful cases from each division are shared in meetings spearheaded by those on the frontline. In addition, SoftBank Corp. has set targets to increase the ratio of women in management positions to 15% by fiscal 2030—around double the ratio of 7.1% in fiscal 2021—and to 20% by fiscal 2035, roughly triple the fiscal 2021 level. To achieve these goals, the "Committee for the Promotion of Women in the Workforce," comprising the CEO, executives, and other members, was established in July 2021. As of April 1, 2025, women accounted for 9.9% of managerial positions. While the initial simulation projected the ratio of women in management positions to reach around 15% by the end of fiscal 2035, the success of various initiatives has made the 20% target increasingly attainable.

## Expanded employment of people with disabilities

The SoftBank Group Corp. promotes the employment of people with disabilities. Our desire is for all employees to make the most of the abilities they have. As a general rule, we make no distinction between people with and without impairments. We apply the same standards in the candidate selection process and provide the same wages and benefits after hiring. Employees with disabilities have the exact same work scope and responsibilities, opportunities for promotions, and undergo the same evaluation process, except with special considerations made depending on their type of disability. We strive to create a fulfilling work environment for everyone, whether they have an impairment or not.

As of March 31, 2025, we have achieved the legally mandated rate of 2.5% for people with disabilities. We are continuing our hiring activities with the aim of further improving the ratio of employees with disabilities.

## Support for LGBTQ+ Employees

The SoftBank Group promotes LGBTQ+ inclusion in the workplace. Since October 2016, the SoftBank Group Corp. and SoftBank Corp. have defined a spouse in their internal regulations to include same-sex partners, and have provided the same benefits to those employees' spouses, such as special leave and congratulatory and condolence payments.

In addition, SoftBank Corp. has established a consultation desk for LGBTQ+ employees, their coworkers and superiors, and provides LGBTQ+-related training for employees, and supports the activities of the "Colorful Project," an internal community launched jointly by employee volunteers and the human resources department. Through these activities, the company is working toward the creation of a more accepting working environment for everyone.

SoftBank Corp. has received the gold award from 'work with Pride', a Japan-based organization that promotes LGBTQ+ friendly human resource practices, for eight consecutive years starting in 2017.

## Reemployment system (continuous employment system)

SoftBank Group Corp. has a "continuous employment system" for employees who have worked as full-time employees until the retirement age of 60. Employees who wish to do so can continue working as Extended Employment Employees up to the age of 65.

[ESG Data \(Human resources and diversity\)](#) →

## — Education program to identify and foster successors

Masayoshi Son published SoftBank's Next 30-Year Vision and concurrently declared the establishment of the SoftBank Academia, which operates to identify and foster potential successors for the SoftBank Group.

In addition to special lectures by Son and other well-known leaders, the SoftBank Academia has carried out a number of programs, including:

- Presentation programs on the SoftBank Group business strategies
- Management simulation game
- Unique projects
- Creation of businesses

Since June 2011, the Academia has opened its doors to people outside the Group. Individuals of various backgrounds with high aspirations have been enrolled as students in the Academia, where students "strive together and learn together." Our aim is to produce talented people who will pioneer the next era.

[SoftBank Academia](#) 

## Labor practices

The SoftBank Group strives to realize flexible working conditions and provide an environment where all employees can work comfortably. These efforts are shared with all Group directors, officers and employees through the SoftBank Group Code of Conduct.

### — Labor relationships

There is no labor union at SoftBank Group Corp. However, the company provides a venue for constructive dialogue in which the Human Resources Department meets with the employee representatives at least once a year to share updates and conduct interviews on working conditions, including topics such as revisions to the personnel system, working hours, use of leave, and workplace safety and health.

SBG also conducts regular interviews and meetings with new employees and those who have been transferred, striving to understand their work situations and identify any challenges.

### — Response to labor issues

When a labor-related compliance violation is detected, the violation is handled appropriately based on internal rules and disclosed in a timely manner to ensure accountability to stakeholders. To prevent compliance violations, the company holds training sessions for employees every year.

### — Fair and industry-competitive treatment

For better quality of life and employee motivation, the SoftBank Group endeavors to pay industry-competitive wages and benefits above living wages without being bound by the legal requirements of minimum wage laws, appropriate labor management practices regarding overtime pay, and equal pay for equal work. While the SoftBank Group determines wages, salaries and bonuses in compliance with local laws and regulations, appropriate amounts commensurate with performance in consideration of survey results of leading companies and competitors. In fiscal 2024, wages paid to SoftBank Group Corp. employees far exceeded Japan's national weighted average of regional minimum wages\*.

\* As of fiscal 2024, 212% higher than the average annual income of approximately ¥ 6,440,000 on Basic Survey on Wage Structure: Tokyo

### — Employee benefits

SoftBank Group Corp. has established systems to support the creation of a better work environment so that employees can work with peace of mind.

## Treatment (excerpt):

### ◆Holidays and leaves:5-day workweek system (Weekends off)/Holidays/New Year holidays

- Paid leave (Same day grant. First Year: The number of days granted will depend on the starting month of employment. (5~20 days) Next fiscal year and onwards: When attendance rate in the previous year is 80% or more, 25 days will be granted.)

\* Up to 60 days of unused annual paid leave can be accumulated and used for long-term sickness or special unpaid leave.

- Special paid leave (marriage leave, paternity leave, child's marriage leave, refreshment leave, bereavement leave, location-related leave, public service leave, disaster leave (up to the 5th day), public transport stoppage leave, summons leave, donor leave, and work-related illness or injury leave (up to the 3rd day))

### ◆Benefits

- Transportation expenses (Payment in accordance with company regulations)
- Full social insurance (health insurance, welfare pension insurance, workers' compensation insurance, and employment insurance)
- Corporate pension plans (Defined-contribution pension plan (company/voluntary contribution), Defined-benefit pension plan (voluntary contribution))
- Property accumulation savings (general, pension, housing / Incentives provided)
- Employee stock purchase plan
- Group insurance, "Benefit Station" services, Gift programs (Unique to our group) etc.

### ◆ Human resource development

- 1-on-1 meetings, 360-degree review
- Support for education and training and maintenance of qualifications
- Providing English conversation training services
- Internal training program (Common program across our group)

[Recruitment Page \(available only in Japanese\)](#) 

## — Well-being

As a pure holding company, SoftBank Group Corp. is taking multiple steps to manage, maintain, and promote the health of its employees, who represent its greatest asset, by establishing various systems and measures to achieve a work-life balance and reducing long working hours.

### Promotion of the realization of work life balance and reducing long working hours

- Paid annual leave (25 days annually from the second year of employment; fiscal 2024 achievements: 64% (14.6 days) )
- Substantial grant of special paid leave (including marriage leave, refreshment leave and others)
- Utilization of work from home
- Utilization of super flextime system (flextime system without core time)
- Regular reminders concerning attendances and absences by robotic process automation (promotion of input, alert to long-time working, encouragement to take annual leave)
- Promotion of "Premium Friday"
- Welcome Back System (re-employment system for former employees who left the company due to spouse's transfer)

## Employee Health Care

- Introduction of a system that allows employees to undergo optional medical examinations tailored to age group at the SBG's expense, in addition to regular medical examinations. (from fiscal 2023)
- Establishment of a leave system for use during health issues unique to women or for infertility treatment, menopause symptoms, etc., regardless of gender (self-care leave; up to 12 days per fiscal year)
- Long-term leave and leave of absence system for non-work-related illness or injury

## Support for childcare, family care etc.

### ◆Enhancement of support for childbirth and childcare

- Prenatal and return-to-work orientation and social events during maternity leave by HR Department
- Congratulatory money for childbirth (10,000 yen for a first child, 100,000 yen for a second child, 1,000,000 yen for a third child, 3,000,000 yen for a fourth child, and 5,000,000 yen for a fifth or more child)
- High rate of male employees taking childcare leave: 60% (fiscal 2024)
- Use of accumulated paid leave for leave of absence for childcare at birth and leave of absence for childcare (up to the day before the child's third birthday)
- Shortened working hours (up to sixth grade in elementary school)
- Restriction and exemption on overtime work for childcare, and restriction on late-night work for childcare (up to sixth grade in elementary school)
- Substantial improvement to leave system (paternity leave; special paid leave and up to 5 days per delivery, and kids care leave; use of accumulated paid leave up to 24 days per fiscal year)
- Use of accumulated paid leave for maternity and hospital leave, maternal welfare leave, and pre-natal and post natal leave.
- Subsidized childcare and other expenses through Children and Families Agency babysitter coupons
- Implementation of shared use of company-led nursery schools
- Provision of childcare, babysitting, and housekeeping services through the introduction of "Benefit Station," a welfare service.

### ◆Support system for the family care


- Family care leave (10 working days annually, either consecutively or in total per eligible family member)
- Leave of absences for family care (up to one year per eligible family member)
- Use of accumulated paid leave for family care leave and leave of absence for family care
- Shortened working hours (No limitation on duration or frequency of use)
- Restriction and exemption on overtime work for family care, and restriction on late-night work for family care
- Availability of Shinkansen and other express train commuting options for employees providing family care

## Encourage the best mix of office work and remote work

SoftBank Group Corp. had already implemented remote work on a trial basis prior to the spread of COVID-19 and it allowed all employees to work from home in March 2020, when COVID-19 began to show signs of spreading in Japan.

Since the lifting of the emergency declaration, the company is aiming for an optimal mix of work styles, with a focus on in-office work while also making effective use of remote work and superflextime system.

Further, SoftBank Group Corp. has distributed two PCs to each employee, one for office use and the other for home use, to reduce a burden for employees to carry their PCs around when working from home.

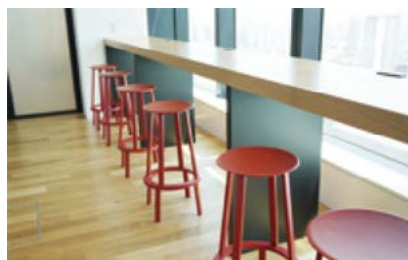
SoftBank Group's Resilience Further Strengthened during the COVID-19 Pandemic (Sustainability Report 2021)   
(5.6MB/47 pages)

## Office that responds to diverse work styles

With the aim of further transforming work styles and strengthening our business continuity plan (BCP), employees working in the headquarters office that houses SoftBank Group Corp. and some of its Group companies are able to freely choose a workspace that best suits their needs at any given time, such as when they want to concentrate on their work or have discussions with multiple people. In this office, we aim to create open innovation across departments and practice a more innovative and creative workstyle that is not bound by location, space, or community.



Lounge



Counter area



Open meeting space

## Industrial safety and health

Under the jurisdiction of the executive officer in charge, the SoftBank Group Corp. holds Health Committee meetings chaired by the general manager of the Human Resources Department, conducts various health checkups, and provides counseling by industrial physicians to maintain workplace environments where all employees can work in a healthy manner both physically and mentally. We also specify industrial safety and health risks in the course of business activities of each of the Group companies and promote initiatives to reduce related risks.

### — Assessment of risks at workplaces

SoftBank Group Corp. works to identify and mitigate risks related to occupational safety and health. We carry out a number of occupational risk assessments to prevent occupational accidents and comply with labor practices. These assessments include regular employee stress checks, monitoring and forecasting of long working hours, and employee satisfaction surveys, which include harassment monitoring.

To comply with the legally mandated Article 36 Agreement, which stipulates limits and requirements for overtime work, SoftBank Corp. conducts assessments and takes corrective actions for risks stemming from overwork. The company uses an attendance tracking system to monitor and forecast monthly and annual working hours for individual employees and make adjustments as needed. For employees expected to work long hours, appropriate conditions are discussed and a report made to the executive team. SoftBank Corp. also conducts a regular "off-the-clock overtime" survey of all employees and raises awareness of off-the-clock work through a separate survey. By periodically reporting these activities and the status of overwork to executive meetings and the Safety and Health Committee, the company tracks the effectiveness of its risk reduction efforts and identifies potential improvements. SoftBank Corp. also conducts occupational risk assessments and develops organizational capacities for immediately addressing such risks when starting new businesses. For new subsidiaries especially, the company takes care to ensure that the organization functions properly for achieving its targets and protects employees from damaging their health, such as by appointing a human resources expert to oversee personnel management.

## — Safety measures in the event of emergency

The SoftBank Group has appropriate systems in place to ensure the safety of employees whenever any natural disaster (earthquakes, typhoons and others) or other emergency occurs. In the event of emergency, an emergency task force will be established as appropriate and each group of companies shall implement appropriate measures in line with the rules to address emergency cases. In addition, SoftBank Group Corp. offers emergency trainings to employees and maintains the safety of equipment and facilities from time to time.

## Supply Chain Management

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### Supplier Code of Conduct

The SoftBank Group conducts business in various areas and sectors across the globe and has built a diverse supply chain. The SoftBank Group places importance on sustainability in these supply chains, and believes that it is essential not only to comply with laws, but also to conduct business based on high ethical standards. Therefore, the SoftBank Group has formulated the "Supplier Code of Conduct," which sets forth the items that we expect our suppliers to comply with, and requires them to work in accordance with the ethical standards in each field of Environment, Labor, Health and safety, and Fair business. At the same time, SoftBank Group Corp. clearly states in its contracts that it will require suppliers to comply with the Supplier Code of Conduct when starting new transactions.

[Supplier Code of Conduct](#)  (366KB/10 pages)

### Communication with suppliers

The cooperation of all suppliers is indispensable for the SoftBank Group to become a corporate group needed most by people around the world. The SoftBank Group will strive to promote understanding of the "Supplier Code of Conduct" through communication with the suppliers and will work together with them to foster business activities based on high ethical standards.

## Sustainable Supply Chain Strategy

The SoftBank Group aims to build a supply chain that incorporates the perspective of sustainability in order to address issues such as protection of natural resources, reduction of environmental impact, safety of workers, and respect for human rights.

SoftBank Corp., which deals with many suppliers, has established the Procurement Policy to maintain fair and good business relations with suppliers, and the Environmental Action Guidelines and the Green Procurement Guidelines to actively engage in environmental maintenance and preservation activities. In addition, when starting a new transaction with a supplier, SoftBank Corp. evaluates and selects the supplier in accordance with its purchasing rules, and concludes a basic transaction agreement that includes the supplier's compliance with its Supplier Ethics and Rules of Conduct. Moreover, in order to identify potential sustainability risks in the supply chain and appropriately respond to them, SoftBank Corp. conducts a sustainable procurement survey for major suppliers every year, and when there is a need for improvement, they promote the improvement of efforts together with suppliers and monitor the situation. While SoftBank Corp. targets an annual rate of return of completed sustainable procurement surveys of 90% or greater, the rate of fiscal 2024 was 97%. In addition, from fiscal 2023, SoftBank Corp. has introduced the common SAQ (in-house evaluation survey) for the three companies (NTT, Inc., KDDI CORPORATION, and SoftBank Corp.), and from fiscal 2024, EcoVadis, the third-party evaluation platform, for suppliers subject to assessment.

SoftBank Corp.  
"Supply Chain Management"



## Participation in Our Community

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Under the corporate philosophy "Information Revolution — Happiness for everyone," the SoftBank Group lays out the sustainability vision "Help shape the next 300 years for our future generations and the planet." To realize this vision, the SoftBank Group cooperates with the Group companies to drive contributions to humanity and society through the information revolution, including supporting the development of the next generation.

Participation in Our Community →

## Related Contents

[ESG Data \(Social-related data\) →](#)

# Participation in Our Community

Digital Inclusion ▾

Cultivating the Next  
Generation of Talent ▾

Investing in  
Entrepreneurs ▾

Other Social  
Contribution Activities ▾

Under the corporate philosophy “Information Revolution — Happiness for everyone,” the SoftBank Group lays out the sustainability vision “Help shape the next 300 years for our future generations and the planet.” Based on the vision, the SoftBank Group cooperates with the Group companies under instruction from Chief Sustainability Officer in-charge of group-wide sustainability initiatives to promote social contribution activities including supporting the development of the next generation.

We live in an age of rapid technological change known as the information revolution. The SoftBank Group develops an environment where all people can utilize information technology and helps the next generation thrive in this age by providing educational support and leadership training programs. We believe this not only benefits society but also helps the Group attract future talent that can carry our business forward. We also believe that providing educational and business support for underrepresented founders is to create growth opportunities for talented people and to contribute to diversity in society.

Furthermore, each Group company follows an independent decision-making process to create social contribution programs that draw on the strengths and resources of its outstanding technologies or business models. This work, and the synthesis of these programs in specific fields such as eliminating the digital divide and youth education, can be seen as one manifestation of the SoftBank Group’s Cluster of No. 1 Strategy, a growth strategy by which we seek to create social value through capital synergies and shared visions between diverse Group companies.

The SoftBank Group will continue to engage in dialogue with stakeholders, including local communities, and contribute to society’s greater happiness with people around the world.

## Digital Inclusion

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Technological progress has benefitted many people, but new issues have emerged, such as the digital divide. The Group will promote initiatives that leverage the strengths of each group company and will contribute to the realization of a world where everyone can enjoy the benefits of the Information Revolution.

## Promoting a Safe and Convenient Society for All Through Digital Technology (SoftBank Corp., LY Corporation)

Japan is facing a variety of social challenges, such as a declining birth rate and an aging population, the need to maintain local public transportation infrastructure, and disaster preparedness. The Company aims to help address these challenges through digital technology, with the goal of creating a society where everyone can live safely and securely.

SoftBank has concluded partnership agreements with 172<sup>\*1</sup> local governments in Japan under which the company assists the local governments in digital transformation.<sup>\*2</sup> As part of this initiative, the company is supporting the practical implementation of autonomous driving to provide inclusive mobility for elderly people and people with disabilities. The company is also supporting community wellness by providing apps that people in remote regions can use to access health advice free from restrictions of time and place.

LY Corporation is contributing to the safety and convenience of local communities by supporting the implementation of a wide range of initiatives through its LINE Smart City Promotion Partner Program. These initiatives include administrative services, such as allowing residents to apply for certificates of residence via the LINE app, as well as the use of AI chatbots to provide evacuation and recovery information during natural disasters.



In-vehicle telemedicine consultation  
(SoftBank Corp.)

\*1 As of October 22, 2025

\*2 Through these partnerships, local governments are leveraging digital technology to transform administrative processes and the way public services are delivered, with the aim of improving convenience and satisfaction for residents.

## Providing Access to Education for Every Young Person (Arm, SoftBank Corp.)

To ensure that every child can continue learning regardless of their environment or circumstances, the Company is creating educational opportunities both in Japan and abroad.

Arm is growing its involvement with Data Science Africa (DSA) on its work increasing digital inclusion while advancing technological solutions to local issues. Having partnered since 2015, Arm is now supporting a new visiting fellowship program and new DSA country-specific chapters. The visiting fellowship program aims to allow young data scientists to spend time at established labs within Africa, focusing on health, agriculture, and environmental conservation. Arm continues to donate to DSA's annual summer school and workshop, which trains students on machine learning and data science methodologies. Summer school projects have led to advances like DSA's deployment of machine learning-enabled sensor systems for water resource monitoring.

SoftBank is promoting inclusive education\* across Japan in collaboration with the University of Tokyo's Research Center for Advanced Science and Technology in order to support children who face challenges such as "finding it difficult to learn in the same style as others" or "having trouble identifying the information they need amid noise." Specifically, the initiative provides learning and daily life support using ICT devices such as tablets, smartphones, and smart speakers. By experiencing features such as voice input and text-to-speech functionality on these devices, children are discovering and learning how digital technology can help them overcome personal challenges.



Children exploring through learning  
(SoftBank Corp.)

\* Inclusive education supports independence and social participation for children with particular educational needs.

[Responding to the Digital Divide \(SoftBank Corp.\)](#) 

## Cultivating the Next Generation of Talent

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SoftBank Group Corp. promotes a wide range of initiatives, including educational support and leadership development, to foster the next generation of talent who will contribute to society and create new value for the future.

### Promote international goodwill and friendship among young people through baseball (SoftBank Group Corp.)

SoftBank Group Corp. sponsors the “World Children's Baseball Fair”\*, which was first held in Los Angeles, USA, in 1990 and was initiated by the world's two home-run kings - Japan's Sadaharu Oh and America's Hank Aaron. Their aim was to expand this wonderful sport, baseball, throughout the world and help children to learn the game. They also hoped this event would promote friendship among children and help to create a borderless world. Since then, it has been held every summer in cities around the world.

\* From 2020 to 2023, the event was changed to domestic baseball class due to the spread of the COVID-19.

[World Children's Baseball Fair](#) 



The 30th World Children's Baseball Fair in Fukuoka

### TOMODACHI Summer SoftBank Leadership Program (SoftBank Group Corp.)

Since its launch in 2012, the program has run 10 times over 12 years through 2024\*. SoftBank Group Corp. and the U.S.-Japan Council invited students in Iwate, Miyagi, and Fukushima—the prefectures most severely hit by the Great East Japan Earthquake—to a three-week intensive course at the University of California, Berkeley, in the United States. The students participate in the Y-PLAN (Youth-Plan, Learn, Act Now), a problem-solving workshop, to learn about global leadership skills and local contribution activities. After returning to Japan, they actively take part in various projects in their local areas by leveraging what they learned.



#### Data on Participants (as of December 2024)

Cumulative participants : 1,029

\* From 2020 to 2022, the program was temporarily suspended due to the spread of COVID-19.

[View details](#) →

## Support of next generation education utilizing Pepper (SoftBank Group Corp.)

SoftBank Group Corp. implemented the "Pepper Social Contribution Program" in Japan, lending humanoid robot, Pepper, to local governments, NPOs and other organizations for three years. The Program includes programming education for elementary-school and junior-high-school students, teaching tool development using Pepper and solution exploration for e social problems. In addition, we provided next-generation educational support using Pepper in countries around the world, including China, the U.S., and Canada.



[View details →](#)

## Investing in Entrepreneurs

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### Investing in underrepresented entrepreneurs (SBIA)

In 2019, SBIA launched the SoftBank Vision Fund Emerge program in the U.S. to promote diversity in tech by supporting and funding business owners who belong to groups historically underrepresented in the technology ecosystem. The program provided participant founders with the capital, tools, and networks needed to scale their business. Following its success, the program was expanded to Europe in 2020, and has partnered with 23 exceptional entrepreneurs.

### Helping to nurture digital and entrepreneurial talent (SoftBank Corp.)

SoftBank Corp. is a scholarship partner of Kamiyama Marugoto College, a private technical college that opened in April 2023. In this role, the company has donated ¥1 billion toward effectively free tuition at the college. By supporting founders and providing courses in technology, SoftBank Corp. is helping to nurture the digital and entrepreneurial talent who will lead Japan in the future.

## Other Social Contribution Activities

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### Promotion of Volunteer Activities by Employees

SoftBank Group Corp. and SoftBank Corp. provide employees with two days of paid volunteer leave annually to encourage participation in volunteer activities of their choice.

SoftBank Corp. aims to contribute to a better society by encouraging employees to build close connections with local communities beyond their regular work through volunteer activities such as community cleanups, support for people with disabilities, and assistance for affected areas during large-scale disasters, and by applying the experience and knowledge gained through these activities to their professional roles. In fiscal 2024, 285 employees took volunteer leave.

### Social Contributions in Recruiting Activities


Based on the Cluster of No.1 Strategy, the SoftBank Group has made investments in leading companies in diverse areas and has carried out its businesses in various regions across the world. Investments by the SoftBank Group reflects its extremely flexible group management, rather than controlling and managing portfolio companies by making them wholly owned subsidiaries. In recruitment activities, we place emphasis on employment in the area of operation and in principle, employ local people. By working together with local experts, we are able to conduct our businesses in a way closely connected to the culture of the specific country or region and activating the local employment market. We also conduct fair recruitment and personnel evaluation, neutral to individuals' backgrounds such as social status, class and academic record. The SoftBank Group promises fair and equal employment opportunities, regardless of individuals' upbringing and other factors.

### Social Contribution Activities of Group Companies

[Social Contribution Activities of SoftBank Corp.](#) 

[Social Contribution Activities of LY Corporation.](#) 

#### Related Contents

ESG Data (Social contribution activity cost) 

# Pepper Programs

SoftBank Group Corp. implemented programs using the humanoid robot Pepper, to contribute to society and for educational purposes in Japan, China, the U.S., and Canada.

## Pepper Programs in Japan

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### Support for computer programming that will be mandatory in Japan's schools



SoftBank Group Corp. launched the Pepper Social Contribution Program<sup>\*1</sup> in April 2017, with the aim of lending the humanoid robot, Pepper for use in programming education and social contribution activities. By supporting educational activities in preparation for the mandatory subjects at Japanese elementary schools, the program contributed to fostering school kids and students to develop their abilities including logical-thinking, problem-solving and imagination. Furthermore, by lending Pepper to NPOs and other organizations, the program also contributed to help solve social challenges through the use of the robots.

Additionally, as a second initiative, we launched the Pepper Social Contribution Program 2<sup>\*2</sup>, in April 2018, providing educational support to a greater number of children.

\*1 Since 2020, SoftBank Robotics Corp. has taken over and operates the business from SoftBank Group Corp.

\*2 Since April 2021 onwards, SoftBank Robotics Corp. has taken the lead in operating the program for new applications.

### Creation of Teaching Tools that Uses Pepper

To encourage the use of Pepper in areas beyond programming education, we provided the Robo Blocks School Template, which enables teachers to use the Robo Blocks<sup>\*</sup> and formulate lesson plans easily. The teaching tool provides templates that allows interactions among teachers and children through Pepper robots in a class. By combining several templates, teachers can easily develop entire class programs that use Pepper.

\* Note: The Robo Blocks is a robot programming tool for the Pepper Social Contribution Program developed by SoftBank Group Corp. and SoftBank Robotics Corp. on the basis of the Scratch visual programming language.

## Pepper Programs in China

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Since May 2019 to September 2023, SoftBank Group Corp. promoted efforts to support talent development in the area of science and technology through the use of Pepper in Zhejiang Province, China. In this initiative, 2,000 Peppers were provided free of charge to the Zhejiang Sunshine Education Foundation, which then distributed them to educational institutions in Zhejiang Province. As a result, Pepper was provided in approximately 300 educational institutions in Zhejiang Province, including elementary schools, junior high schools, high schools, and universities, used for advanced science and technology education, including programming and robotics. Additionally, we provided the Chinese language version of the Robo Blocks, programming reference books for teachers and more.

## Pepper Programs in North America

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Since November 2018 to September 2021, SoftBank Group Corp. has offered educational programs that use Pepper through schools and educational institutions in North America. SoftBank Group Corp. has donated over 100 Pepper to educational institutions such as San Francisco Unified School District in California, Boston Public Schools in Massachusetts, and Simon Fraser University in British Columbia, Canada. The Pepper are being used at events for promoting STREAM (science, technology, robotics, engineering, arts, and mathematics) education and at technology-related workshops.

Furthermore, the robots are being used for school public relations and other activities. For example, they are serving as receptionists and ambassadors in some schools.

# TOMODACHI Summer SoftBank Leadership Program

The Journey from 2012 to 2024

The TOMODACHI Summer SoftBank Leadership Program is a next-generation development program that was implemented over 12 years, from 2012 to 2024.

Overview ▾

Program Details ▾

Program Report ▾

## Overview

The TOMODACHI Summer SoftBank Leadership Program brings students from the regions affected by the Great East Japan Earthquake—Iwate, Miyagi, and Fukushima Prefectures—to the University of California, Berkeley in the United States for an intensive three-week course. Through the Y-PLAN (Youth-Plan, Learn, Act Now) problem-solving workshop, participants develop global leadership skills and learn about community service, which they put into practice through community activities after returning home. Since its launch in 2012, the program has run 10 times over 12 years through 2024,<sup>\*1</sup> providing over 1,000 students from Iwate, Miyagi, and Fukushima Prefectures with opportunities to learn about community service and leadership, while nurturing young leaders in the Tohoku region.

\*1 From 2020 to 2022, the program was temporarily suspended due to the spread of COVID-19.

## Top message



My life changed dramatically when I went to the U.S. at the age of 16 and experienced a whole new culture and lifestyle. Many of the participants on this program—which is held at my alma mater—have been engaging in local efforts one after another and achieving great results, using the skills and experiences they have gained from the program and from living in the U.S. You can change the future by taking on challenges and I hope that for many more high school students out there, this program could become the first step towards realizing their dreams.

Masayoshi Son  
Representative Director, Corporate Officer,  
Chairman & CEO, SoftBank Group Corp.

# Program Details

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## 1. Team Building and Fieldwork

- Workshops focused on building trust among participants
- Field research to gather first-hand information about community challenges



## 2. Discussion

- Interactive sessions emphasizing discussion rather than lectures
- Group work to develop solutions for community challenges



## 3. Presentation

- Creation and delivery of presentations (including physical models and digital content)



## 4. American Culture and Leadership

- Interaction with young American entrepreneurs, high school and college students, and successful Japanese professionals in the U.S.
- Activities offering hands-on experiences with American culture



## 5. Post-Return Community Service

- Planning and implementation of community service projects in participants' local areas
- Project development workshops led by SoftBank Group Corp. executives



# Program Report

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## Impact Reports

Impact Reports covering the TOMODACHI Summer SoftBank Leadership Program from 2012 to 2024.

[TOMODACHI Summer SoftBank Leadership Program Impact Report \(available only in Japanese\)](#)  (6.78MB / 12 pages)

[A Decade + of Resilience compiled by the University of California, Berkeley Center for Cities + Schools \(CC+S\)](#) 

## Highlights from previous program

See what past programs looked like.

Highlights from previous program →

## Video (available only in Japanese)

We provide fully funded U.S. training opportunities to high school students<sup>\*2</sup> from three prefectures affected by the Great East Japan Earthquake, offering them a chance to learn about community service. A total of 100 students<sup>\*3</sup> participate each year. Watch to discover how this experience transforms our participants.



\*2 From 2023, the program was expanded to include university students

\*3 Through 2019

# Highlights from previous programs

TOMODACHI Summer SoftBank Leadership Program

The program invites students from the regions affected by the Great East Japan Earthquake—Iwate, Miyagi, and Fukushima Prefectures—to participate in an intensive three-week course at the University of California, Berkeley in the United States. This page provides a year-by-year overview of the program.

2024 ▾

2023 ▾

2019 ▾

2018 ▾

2017 ▾

2016 ▾

2015 ▾

2014 ▾

2013 ▾

2012 ▾

## 2024



The 2024 program (10th cohort) welcomed high school and university students—four each from Iwate, Miyagi, and Fukushima Prefectures. Through a curriculum based on Y-PLAN, participants deepened their understanding of leadership while learning about community revitalization by visiting various organizations in the Bay Area and North Richmond.

At the Commencement Ceremony (Final Presentation Day) for 2024, which marked the final year of the TOMODACHI Summer SoftBank Leadership Program, a panel discussion led by alumni and reception were held to commemorate the conclusion of the program and reflect on its journey since 2012. Alumni shared stories about how their participation in the program influenced their career choices and current activities, as well as their continued connections with fellow alumni. The program concluded with hopes for the future and a renewed motivation to take their next steps forward.

## Participant Action Plans

- A project to build a strong and vibrant community in Ishinomaki City, Miyagi Prefecture by fostering personal connections between elderly residents and youth
- An event combining surfing and local seafood tasting to address reputational damage to the fishing industry caused by concerns about treated water from the Fukushima Daiichi Nuclear Power Station and to demonstrate food safety

2024 ▾

2023 ▾

2019 ▾

2018 ▾

2017 ▾

2016 ▾

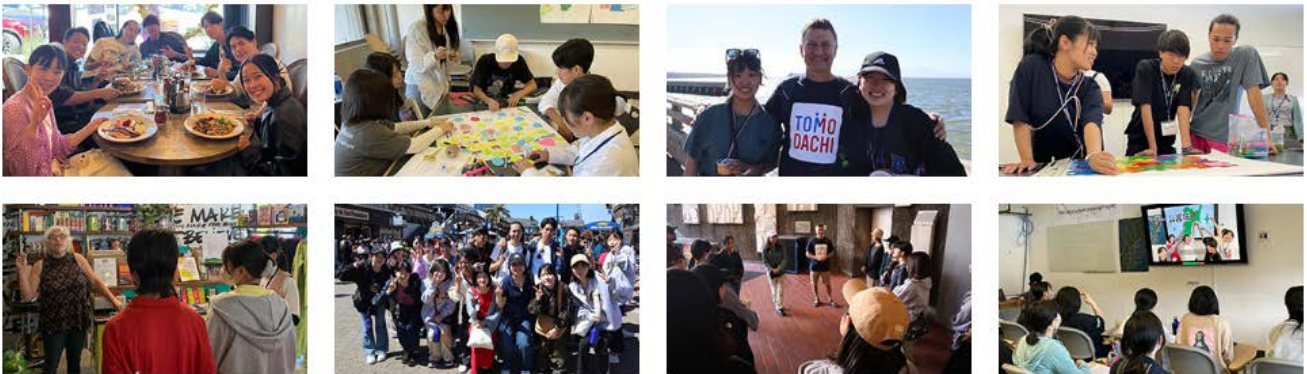
2015 ▾

2014 ▾

2013 ▾

2012 ▾

## 2023



The 2023 program (9th cohort) included high school and university students—five from Iwate Prefecture, six from Miyagi Prefecture, and six from Fukushima Prefecture. Through a customized Y-PLAN program, participants developed detailed action plans that aligned their personal interests with community needs. Participants also visited the urban farming organization, planting Justice, to learn about social entrepreneurship and explored San Francisco communities known for their resilience and innovation, including the Castro District and Japantown, witnessing how they address social issues such as poverty. These experiences provided valuable insights for participants to implement in their own communities upon return.

### Participant Action Plans

- A project to reduce waste of carefully cultivated crops from Fukushima Prefecture through a pop-up cafe offering hands-on farming experiences and local produce dining
- A project to pass on memories of the Great East Japan Earthquake to the next generation and spread awareness of disaster prevention activities through “kamishibai” storytelling cards and their original disaster prevention handbooks for preschool children

2024 ▾

2023 ▾

2019 ▾

2018 ▾

2017 ▾

2016 ▾

2015 ▾

2014 ▾

2013 ▾

2012 ▾

## 2019



The 2019 program (8th cohort) welcomed high school students—31 from Iwate Prefecture, 37 from Miyagi Prefecture, and 32 from Fukushima Prefecture. Following the previous year's focus, participants worked on revitalization plans for the North Richmond area, a diverse community in the City of Richmond. Their proposals included creating community spaces with public chalkboards and painting murals on abandoned public housing walls. Some of these initiatives were implemented by the students themselves. The students also engaged in various community activities, including visiting a self-help organization for young people experiencing homelessness—a pressing social issue in the U.S.—where they cooked and interacted with the organization's members.

### Participant Action Plans

- A tour featuring workshops to think about community challenges on Ajishima Island in Ishinomaki City, Miyagi Prefecture
- An event for children in Kanegasaki Town, Iwate Prefecture to simulate practical English conversation
- A “Blackboard Cinema” events at a local cafe in Sendai, Miyagi Prefecture where participants shared community recommendations on blackboards while watching films

2024 ▾

2023 ▾

2019 ▾

2018 ▾

2017 ▾

2016 ▾

2015 ▾

2014 ▾

2013 ▾

2012 ▾

## 2018



The 2018 program (7th cohort) welcomed high school students—25 from Iwate Prefecture, 39 from Miyagi Prefecture, and 36 from Fukushima Prefecture. This year’s program focused on North Richmond, an area in the City of Richmond, known for its historically high concentration of ethnic minorities and low-income residents, where opportunities for community interaction has been limited. The students developed and partially implemented proposals to create spaces where diverse community members could interact and live together harmoniously. Students also learned about American community initiatives by meeting with local Richmond organizations and visiting community centers for youth, led by youth.

### Participant Action Plans

- A community art project creating murals on community center walls to strengthen neighborhood connections
- A project combining hands-on farming experiences with nature-based art activities to promote recognition of local agriculture

2024 ▾

2023 ▾

2019 ▾

2018 ▾

2017 ▾

2016 ▾

2015 ▾

2014 ▾

2013 ▾

2012 ▾

## 2017



The 2017 program (6th cohort) welcomed high school students—26 from Iwate Prefecture, 40 from Miyagi Prefecture, and 34 from Fukushima Prefecture. In 2017, the program focused on Point Molate, a coastal area in Richmond, north of Berkeley. Richmond is a diverse community with residents from various cultural backgrounds, and is considered as one of the most economically challenged areas on California’s West Coast. Students proposed plans to transform Point Molate into a disaster-resilient gathering space for both Richmond residents and visitors. Some of their ideas were actually adopted by the city. Students also visited the WeWork office in Berkeley, where they met people with diverse working styles.

### Participant Action Plans

- A cooking workshop project for local families featuring recipes using local ingredients
- A gamified city exploration project where local children complete “quests” while walking through their neighborhood

2024 ▾

2023 ▾

2019 ▾

2018 ▾

2017 ▾

2016 ▾

2015 ▾

2014 ▾

2013 ▾

2012 ▾

## 2016



The 2016 program (5th cohort) welcomed high school students—26 from Iwate Prefecture, 40 from Miyagi Prefecture, and 34 from Fukushima Prefecture. The program in 2016 focused on the Port of Oakland, located south of Berkeley. Drawing from their own experiences living in coastal areas affected by disaster, students proposed plans to create a vibrant, disaster-resilient district that would be welcoming to diverse communities. Students also gained insights into American youth initiatives by meeting with youth commissioners who represent young people’s voices in the Oakland City Council and by visiting high schools known for innovative programs.

### Participant Action Plans

- Farmers’ markets where local residents can interact with farmers while purchasing produce
- A makeup workshop project designed to build high school students’ confidence and encourage their community involvement

2024 ▾

2023 ▾

2019 ▾

2018 ▾

2017 ▾

2016 ▾

2015 ▾

2014 ▾

2013 ▾

2012 ▾

## 2015



The 2015 program (4th cohort) welcomed high school students—25 from Iwate Prefecture, 41 from Miyagi Prefecture, and 34 from Fukushima Prefecture. This year's program focused on West Oakland, adjacent to Berkeley. Students developed and proposed revitalization plans for an area marked by the remnants of a highway that collapsed during an earthquake on the West Coast some 30 years ago. Students also visited startup incubators that support a wide range of West Coast entrepreneurs, gaining firsthand insights from their experiences.

### Participant Action Plans

- A project turning community cleanup into a game to encourage children's participation in local activities
- A community interaction project through book exchanges by installing outdoor book-sharing posts

2024 ▾

2023 ▾

2019 ▾

2018 ▾

2017 ▾

2016 ▾

2015 ▾

2014 ▾

2013 ▾

2012 ▾

## 2014



The 2014 program (3rd cohort) included high school students—23 from Iwate Prefecture, 40 from Miyagi Prefecture, and 31 from Fukushima Prefecture. The program also welcomed alumni who served as mentors to current high school students and six adult participants, including NPO staff who support youth in their local communities. In this year's program, participants developed and proposed revitalization plans for Berkeley's Adeline Corridor. They also had opportunities to meet with young people engaged in social activities across the U.S., including interviews at their project sites, and learn about their various initiatives.

### Participant Action Plans

- Activities to create and distribute a newspaper to all high schools in Iwate Prefecture to bridge the awareness gap between inland and coastal communities
- Promotion of disaster prevention awareness at international conferences through disaster preparedness workshops

2024 ▾

2023 ▾

2019 ▾

2018 ▾

2017 ▾

2016 ▾

2015 ▾

2014 ▾

2013 ▾

2012 ▾

## 2013

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The 2013 program (2nd cohort) welcomed high school students—19 from Iwate Prefecture, 47 from Miyagi Prefecture, and 34 from Fukushima Prefecture. Six alumni from the 2012 program also joined as mentors. In 2013, the program focused on revitalizing Telegraph Avenue, adjacent to UC Berkeley. This historic birthplace of hippie culture was facing challenges related to homelessness. Students proposed plans to achieve both economic development and healthy community building along Telegraph Avenue. Students also fully immersed themselves in American culture through volunteering at children's theme parks and visiting Silicon Valley startups.

### Participant Action Plans

- An e-commerce subscription service delivering student-selected local specialties from Fukushima's Soso district four times per year
- Agricultural experience tours demonstrating the safety of Fukushima Prefecture's agricultural products

2024 ▾

2023 ▾

2019 ▾

2018 ▾

2017 ▾

2016 ▾

2015 ▾

2014 ▾

2013 ▾

2012 ▾

## 2012

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In 2012, the program's inaugural year, the program welcomed high school students—70 from Iwate Prefecture, 124 from Miyagi Prefecture, and 106 from Fukushima Prefecture. While learning about community service in the U.S., students voluntarily suggested that they do more than just acquire knowledge and put the lessons learned into practice in their own communities. This led to their commitment to implement community activities upon returning home. In addition to experiencing American culture, students visited renowned organizations, including a chocolate startup that had become famous in Silicon Valley. They returned home with the strong conviction that young people can make meaningful contributions to their communities.

### Participant Action Plans

- Bus tours organized in partnership with H.I.S. Co., Ltd. to showcase the attractions of Iwaki City, Fukushima Prefecture
- Candlelight events with local children to express hopes for reconstruction

# Governance

## — Corporate Governance

Corporate Governance Report, Basic Guidelines, Corporate Governance System, Corporate Management, IR Activities, and Internal Control System



## — Compliance

SoftBank Group Code of Conduct, Group Compliance Structure, Efforts to Promote Ethics and Compliance, and Anti-corruption Initiatives



## — Information Security

Principles for Information Security, Security Governance Structure and Information Security Committee



## — Risk Management

Risk Management System, Risk Management Initiatives and Message from Our Chief Risk Officer



## — Initiatives for Taxation

The SoftBank Group's Tax Policy, Characteristics of SoftBank Group's Taxation



# Portfolio Companies' Sustainability

Considering sustainability standards in investment activities, the Group supports the sustainable development of society at large while also enhancing the performance of its investments over the medium to long term. Under this belief, the Group is undertaking the following initiatives.

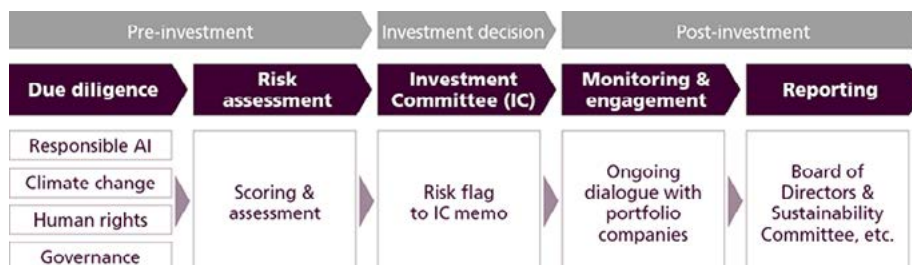
## Integrating ESG (sustainability factors) into the investment process

Actively committed to integrating ESG into the investment process, SoftBank Group Corp. has established the Portfolio Company Governance and Investment Guidelines Policy. The Policy sets out criteria for assessing portfolio companies' governance systems during the investment process. It also states that environmental and social risks and opportunities are to be assessed in this process. The Policy applies to SoftBank Group Corp. and its subsidiaries,\* each of which develops and carries out its own specific investment plans.

\* Includes SoftBank Vision Funds and other investment subsidiaries managed by subsidiaries of SoftBank Group Corp. but excludes listed subsidiaries and subsidiaries that SoftBank Group Corp., its subsidiaries, and affiliates are restricted from controlling for regulatory reasons and their subsidiaries.

### Integrating ESG (sustainability factors) into SoftBank Vision Funds' investments

Softbank Vision Funds integrate ESG into their investments in the following ways.



#### Pre-Investment due diligence and risk assessment

In consideration of its importance to the international community and the Group's investment business, SoftBank Vision Funds have identified four key themes to be assessed prior to investment: responsible AI, climate change, human rights (forced labor; discrimination and harassment) and governance. SoftBank Vision Funds assess how these themes are addressed by potential portfolio companies through due diligence, assess the associated risks, and incorporate the findings into their investment decisions. SoftBank Vision Funds review the important themes and assessment methods as necessary in response to changes in their external environment and business strategies, and reflect the latest sustainability issues and assessment perspectives.

## Post-Investment monitoring and engagement

After investing, SoftBank Vision Funds continually monitor the portfolio companies to prevent risks from materializing. With regard to key themes, SoftBank Vision Funds conduct engagements (dialogue) that deepen their understanding of portfolio companies' initiatives and encourage further improvement, thereby contributing to the sustainable development of society as a whole and enhancing medium- to long-term investment performance.

## Reporting

SoftBank Group Corp. monitors and oversees the integration of ESG into the SoftBank Vision Funds' investment process through reports to the Board of Directors in addition to the Sustainability Committee on the investment process and assessment results.

# Contributing to solving global challenges and realizing sustainability on a global scale through investments

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SoftBank Group Corp. contributes to solving global challenges—such as climate change and economic inequality—and to realizing sustainability on a global scale by investing in AI applications, innovative technologies, and business models through investment businesses such as the Investment Business of Holding Companies and the SoftBank Vision Funds.

## — Portfolio companies contributing to solving sustainability challenges

### Developing next-generation solar construction solutions to accelerate decarbonization (Terabase Energy)

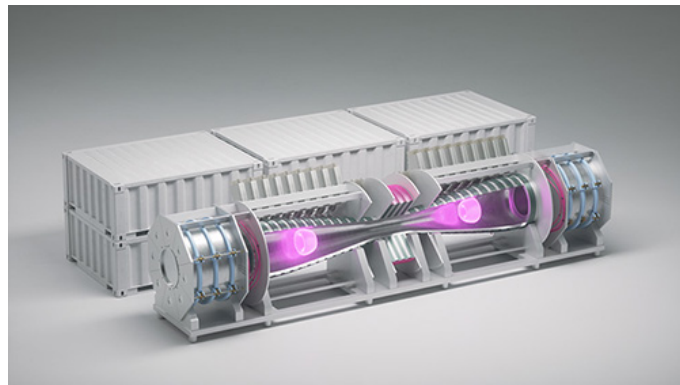
Terabase Energy is a solar technology company focused on transforming utility-scale solar projects with integrated solutions that reduce costs, improve quality, and unlock scalability. Its platform supports the full life cycle of a solar farm project—from planning and design to construction and operations. The company has pioneered a “field factory” \* approach, combining robotics and automation to streamline construction in the field. This next-generation method accelerates the deployment of large-scale solar projects and contributes meaningfully to global decarbonization efforts.

\* The field factory approach combines an automated on-site mobile assembly line with robotic rovers in order to centralize the assembly of solar panel systems, bringing factory-level efficiency to solar farm construction.



## Pursuing reliable, carbon-free energy at scale from fusion (Helion Energy)

Helion Energy is a fusion power company developing revolutionary technology to generate clean, abundant energy. Its mission is to solve one of humanity's biggest challenges: delivering sustainable, carbon-free power at scale to meet rising global energy demand and combat climate change. Helion's novel approach to fusion directly converts fusion energy into electricity—bypassing the traditional, inefficient steam cycle used in conventional power generation. This breakthrough has the potential to transform the global energy system and accelerate the transition to a carbon-free future.



## Producing a flexible solar cell that converts indoor light into electrical energy (Exeger)

Exeger develops and manufactures Powerfoyle, a solar cell technology that can generate electricity with high efficiency in both natural sunlight and indoor artificial light. Powerfoyle can be integrated into electronic devices such as remote controls and hearing protectors, as well as IoT devices like electronic shelf labels, helping to reduce carbon emissions while minimizing battery replacement, charging and waste generation.



Powerfoyle and a hearing protector that integrates Powerfoyle

## AI-driven precision medicine to treat complex neurological and autoimmune diseases (Neuron23)

Neuron23 is a clinical-stage biotechnology company developing precision medicines for genetically defined neurological and immunological diseases. By combining insights from human genetics with a state-of-the-art drug discovery and biomarker platform,\* the company is pioneering targeted therapies for some of the most challenging and debilitating conditions. Neuron23 leverages cutting-edge machine learning and artificial intelligence to accelerate therapeutic development—advancing a new generation of treatments with the potential to transform patient outcomes.

\* A platform for collecting and analyzing quantifiable biological molecules and informational indicators (biomarkers) used for disease diagnosis and prediction of a therapeutic response



## Transforming the way people move through autonomous solutions (Nuro)

Nuro is a leading AI robotics company developing fully autonomous vehicles that bring the power of artificial intelligence into the physical world—transforming how people and goods move through everyday life. Through partnerships with automotive and mobility companies, Nuro is reimagining personal vehicles, ride-hailing services, and commercial fleets. Its technology aims to create safer streets, reduce emissions, and give people back valuable time—advancing a more sustainable and efficient transportation future.



# ESG Data

Environment-  
related data ▾

Social-related data ▾

Governance-  
related data ▾

Tax-related data ▾

Committees &  
Meetings ▾

## Environment

- \* Scope of the data (Boundary) shown on this page is the boundary of FY2024. Click [here](#) to see the boundary of FY2024.
- \* Click [here](#) to see the boundary including past years.
- \* The data may be adjusted retroactively.
- \* There is no description in the "-" cells.

### Greenhouse Gas (GHG) Emissions (Scope1&2)

#### — Long-term Target

	Target	Boundary
Scope1&2	Achieve Carbon Neutrality by fiscal 2030 (Reducing greenhouse gas emissions to net zero)	SBG**1 + Major subsidiaries(1)

#### — Mid/Long-term Plan for Reducing Emissions

As of August 2025

	Result	Plan						Boundary
	FY22 (Base year)	FY25	FY26	FY27	FY28	FY29	FY30	
Scope1&2 (t-CO <sub>2</sub> )	591,508 <sup>2</sup>	397,444	387,246	376,204	365,161	354,119	0	SBG**1+Major subsidiaries(1)

## Results

	FY20	FY21	FY22	FY23	FY24	Boundary
<b>Scope1&amp;2 total (t-CO<sub>2</sub>)</b>	620,929	720,619	591,878	534,246	406,599	SBG <sup>*1</sup> + Major subsidiaries(1)
<b>Scope1 (t-CO<sub>2</sub>)</b>	15,416	12,052	15,127	7,477	10,678	SBG <sup>*1</sup> + Major subsidiaries(1)
<b>Scope2 (t-CO<sub>2</sub>)</b>	605,513	708,567	576,751	526,769	395,921	SBG <sup>*1</sup> + Major subsidiaries(1)
<b>Intensity of GHG Emission<sup>*3</sup> (t/Gbps)</b>	411	359	249	204	94	SBKK

\*1 SoftBank Group Corp. (SBG) has achieved Carbon Neutrality in Scope 1 and 2 since FY2020, and will continue to do so.

\*2 The results for the base year (FY2022) have been recalculated based on the boundary reflecting changes in major subsidiaries. For the past results and their boundaries, please refer to the "[Greenhouse Gas \(GHG\) Emissions \(Scope 1 & 2\)](#)" > "[Results](#)" section on this page.

\*3 Emissions per communication volume

## Greenhouse Gas (GHG) Emissions (Scope3)

	FY20	FY21	FY22	FY23	FY24	Description of calculation	Boundary
<b>Scope 3 total (t-CO<sub>2</sub>)</b>	3,121,487	8,685,602	9,368,649	9,287,493	11,546,072		SBKK
<b>Category 1: Purchased Goods and Services</b>	340,222	2,715,644	2,916,405	3,061,864	3,902,877	Calculated by multiplying the purchase price of products and services by the CO <sub>2</sub> emission factor, including the procurement and transportation processes	SBKK
<b>Category 2: Capital Goods</b>	1,446,099	1,211,839	1,312,591	1,094,719	2,145,508	Calculated by multiplying the capital investment amount by the CO <sub>2</sub> emission factor of capital goods	SBKK

Category 3: Fuel- and Energy-Related Activities Not Included in Scope 1 or Scope 2	113,432	991,026	1,262,619	952,921	979,833	Calculated by multiplying fuel/electric power consumption by the CO <sub>2</sub> emission factor for fuel procurement in manufacturing processes and, for electric power procured for sale from external sources, calculated by multiplying the amount of electric power by the CO <sub>2</sub> emission factor upon fuel procurement	SBKK
Category 4: Upstream Transportation and Distribution	26,481	192,923	147,001	215,315	205,439	Calculated by multiplying transportation costs by the CO <sub>2</sub> emission factor for transportation between bases and shipping (Procurement transportation is included in Category 1)	SBKK
Category 5: Waste Generated in Operations	837	2,702	1,986	2,937	3,899	Calculated by multiplying the weight of industrial waste by the CO <sub>2</sub> emission factor for each kind of waste disposal method	SBKK
Category 6: Business Travel	4,216	6,149	14,780	23,097	27,452	Calculated by multiplying the amount paid for transportation allowances by the CO <sub>2</sub> emission factor for each transportation category, by multiplying the number of days of accommodation by the CO <sub>2</sub> emission factor per day of accommodation, and by multiplying the total travel distance of rental cars by the CO <sub>2</sub> emission factor for each fuel type and maximum loading capacity	SBKK

Category 7: Employee Commuting	12,634	15,980	17,295	26,095	26,669	Calculated by multiplying the total commuting distance of employees by the CO <sub>2</sub> emission factor per km of travelers for each transportation category and multiplying the power consumption during telework by the CO <sub>2</sub> emission factor of electric power	SBKK
Category 8: Upstream Leased Assets	94,282	376,440	428,056	449,889	283,409	Calculated by multiplying the total floor area of warehouses and rental offices by the CO <sub>2</sub> emission factor per area for each building use and by multiplying the electric power consumption of telecommunications equipment installed and operated at rental properties by the CO <sub>2</sub> emission factor for electric power	SBKK
Category 9: Downstream Transportation and Distribution	603,376	716,763	678,913	627,508	648,093	For shipping, it is calculated by multiplying transportation costs by the CO <sub>2</sub> emission factor	SBKK
Category 10: Processing of Sold Products	—	—	—	—	—	(Not to be calculated)	SBKK
Category 11: Use of Sold Products	449,008	2,275,537	2,397,972	2,559,800	3,096,706	Calculated by multiplying the number of products loaned (provided as rentals) by lifelong power consumption of each product and the CO <sub>2</sub> emission factor of electric power	SBKK

Category 12: End-of-Life Treatment of Sold Products	762	148,668	160,830	181,231	172,082	Calculated by multiplying the total weight of products sold by the CO <sub>2</sub> emission factor for each kind of waste	SBKK
Category 13: Downstream Leased Assets	—	48	961	67,688	28,077	Calculated by multiplying the number of units rented by electric power consumption and the CO <sub>2</sub> emission factor for electric power	SBKK
Category 14: Franchises	30,138	31,883	29,242	24,429	26,028	Calculated by multiplying the total floor area of franchise shops by the CO <sub>2</sub> emission factor per area for each building use	SBKK
Category 15: Investments	—	—	—	—	—	(Not to be calculated)	SBKK

## Energy Consumption

	FY20	FY21	FY22	FY23	FY24	Boundary
Energy Consumption total (MWh)	1,680,530	2,263,151	2,451,291	2,576,875	2,447,762	SBG + Major subsidiaries(1)
Non-Renewable Energy Consumption (MWh)	1,355,764	1,585,951	1,402,469	1,277,491	970,443	SBG + Major subsidiaries(1)
Renewable Energy Consumption (MWh)	324,766	677,200	1,048,822	1,299,384	1,477,319	SBG + Major subsidiaries(1)
Ratio of Renewable Energy (%)	19.3	29.9	42.8	50.4	60.4	SBG + Major subsidiaries(1)

## — Third-Party Verification of Environmental Data

SoftBank Corp.'s Greenhouse gas (Scope 1, 2, and 3) emissions and energy consumption during FY2024 were verified by the Japan Quality Assurance Organization, a third-party institution (Greenhouse gas is verified ISO 14064-3, also energy consumption is verified ISAE 3000, compliant with a limited level of assurance).

Independent Verification Report on Environmental Information FY24 (SoftBank Corp.)  (195KB/1 page)

## Social

- \* Scope of the data (Boundary) shown on this page is the boundary of FY2024. Click [here](#) to see the boundary of FY2024.
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- \* Due to the aggregation method, subtotals may not equal the total and percentages may not sum to 100%.
- \* There is no description in the "-" cells.

## Human Resources and Diversity

	FY20	FY21	FY22	FY23	FY24	Boundary
<b>Number of employees (persons)</b>						
<b>Total</b>	29,212	54,778	62,378	63,723	64,642	SBG + Major subsidiaries(1)
<b>Men</b>	20,549	37,172	41,480	42,480	42,987	SBG + Major subsidiaries(1)
<b>Women</b>	8,663	17,598	20,893	21,220	21,585	SBG + Major subsidiaries(1)
Number of female employees in revenue generating section <sup>*1</sup>	—	8,686	11,313	11,090	10,893	SBG + Major subsidiaries(1)
Number of female employees in STEM section <sup>*2</sup>	—	3,048	3,476	3,917	4,462	SBG + Major subsidiaries(1)
<b>Other<sup>*3</sup></b>	—	8	5	23	70	SBG + Major subsidiaries(1)

Number of female employees (%)							
Revenue generating section <sup>11</sup>		—	37.0	39.0	41.5	42.3	SBG + Major subsidiaries(1)
STEM section <sup>12</sup>		—	16.9	17.5	16.6	17.2	SBG + Major subsidiaries(1)
Age composition of employees (persons)							
20s and below		5,257	12,184	12,638	12,512	12,009	SBG + Major subsidiaries(1)
30s and 40s		20,210	36,601	41,501	42,131	42,931	SBG + Major subsidiaries(1)
50s and up		3,513	6,486	8,300	9,103	9,775	SBG + Major subsidiaries(1)
Number of employees in management							
Total (persons)		6,784	12,643	13,516	14,072	14,423	SBG + Major subsidiaries(1)
Men		6,121	11,782	11,446	11,874	12,054	SBG + Major subsidiaries(1)
Women		663	1,861	2,070	2,197	2,366	SBG + Major subsidiaries(1)
J o b t y p e	Number of female managers in revenue generating section <sup>11</sup> (%)	—	—	—	—	804	SBG + Major subsidiaries(1)
	Number of female managers in STEM section <sup>12</sup>	—	—	—	—	500	SBG + Major subsidiaries(1)
C l a s s	Number of female employees in entry-level management positions <sup>14</sup>	564	1,467	1,620	1,699	1,858	SBG + Major subsidiaries(1)
	Number of female employees in senior management positions	99	400	450	498	508	SBG + Major subsidiaries(1)

	Other <sup>*3</sup>	—	0	0	1	3	SBG + Major subsidiaries(1)
<b>Ratio of women in management positions* (%)</b>							
	Revenue generating section <sup>*1</sup>	—	—	—	—	19.6	SBG + Major subsidiaries(1)
	STEM section <sup>*2</sup>	—	—	—	—	9.2	SBG + Major subsidiaries(1)
	Entry-level management positions <sup>*4</sup>	8.3	16.7	17.4	17.6	18.1	SBG + Major subsidiaries(1)
	Senior management positions	1.4	10.4	10.7	11.3	12.3	SBG + Major subsidiaries(1)
<b>Number of new hires (new graduate and mid-career) (persons)</b>							
	Total	2,214	2,987	2,824	2,866	3,123	SBG + Major subsidiaries(1)
	Men	1,626	2,224	2,102	2,141	2,276	SBG + Major subsidiaries(1)
	Women	570	736	717	712	810	SBG + Major subsidiaries(1)
	Other <sup>*3</sup>	—	10	5	33	37	SBG + Major subsidiaries(1)
	Number of mid-career hires among new hires (persons)	1,313	1,948	1,680	1,599	2,208	SBG + Major subsidiaries(1)
	Average cost of hiring full-time employees (thousand yen) <sup>*5</sup>	3,301	1,194	1,260	1,298	1,736	SBG + Major subsidiaries(1)
<b>Average years of employment (years)<sup>*5</sup></b>							
	Total	5.7	8.6	8.4	8.4	9.2	SBG + Major subsidiaries(1)
	Men	5.8	8.9	8.8	9.6	9.3	SBG + Major subsidiaries(1)
	Women	5.5	7.8	7.7	8.9	8.9	SBG + Major subsidiaries(1)
	Other <sup>*3</sup>	—	—	0.4	0.4	0.8	SBG + Major subsidiaries(1)

Turnover rate for full-time employees (%)	6.1	7.2	7.4	5.7	5.6	SBG + Major subsidiaries(1)
Number of temporary and contract workers (persons)	5,680	23,626	22,125	24,101	23,057	SBG + Major subsidiaries(2)
Ratio of Employees with Disabilities (%)	—	2.1	2.6	3.0	3.3	SBG + Major subsidiaries(3)

\*1 Sections that generate revenue directly, such as sales and marketing

\*2 Sections that routinely utilize science knowledge in the four fields of Science, Technology, Engineering, and Mathematics

\*3 Aggregated when group companies have an "Other" section.

\*4 Refers to entry-level managers (generally, it refers to VP)

\*5 Calculated on a weighted average basis from FY21

## Nationality (Employment ratio based on countries and regions) \*1

All employees	FY21	FY22	FY23	FY24	Boundary
Top 1	Japan (77.4%)	Japan (77.3%)	Japan (78.7%)	Japan (78.3%)	SBG + Major subsidiaries(1)
Top 2	United Kingdom (5.3%)	South Korea (4.8%)	South Korea (4.0%)	India (4.2%)	SBG + Major subsidiaries(1)
Top 3	India (3.7%)	United Kingdom (3.2%)	India (3.2%)	United Kingdom (3.3%)	SBG + Major subsidiaries(1)
Top 4	United States (2.9%)	India (2.7%)	United Kingdom (3.1%)	United States (1.9%)	SBG + Major subsidiaries(1)
Other	Other (10.7%)	Other (12.0%)	Other (10.9%)	Other (12.3%)	SBG + Major subsidiaries(1)
<b>Management</b>					
Top 1	Japan (75.9%)	Japan (77.1%)	Japan (76.8%)	Japan (78.7%)	SBG + Major subsidiaries(1)
Top 2	United Kingdom (6.3%)	United Kingdom (5.1%)	United Kingdom (5.4%)	United Kingdom (4.3%)	SBG + Major subsidiaries(1)
Top 3	United States (3.6%)	South Korea (3.7%)	India (3.3%)	South Korea (3.7%)	SBG + Major subsidiaries(1)
Top 4	India (3.0%)	India (2.8%)	United States (2.9%)	United States (2.7%)	SBG + Major subsidiaries(1)
Other	Other (11.1%)	Other (11.3%)	Other (11.7%)	Other (10.5%)	SBG + Major subsidiaries(1)

\*1 The total percentage by nationality may not add up to 100%, such as in cases where employees hold multiple nationalities.

## Salaries and Remuneration\*1

	FY20	FY21	FY22	FY23	FY24	Boundary
<b>Average total annual income of employees (thousand yen)</b>	8,245	9,146	10,000	10,803	10,721	SBG + Major subsidiaries(1)
Men	—	9,888	10,823	11,790	11,595	SBG + Major subsidiaries(1)
Women	—	7,356	8,032	8,429	8,642	SBG + Major subsidiaries(1)
Other*2	—	9,567	7,491	11,492	12,126	SBG + Major subsidiaries(1)
<b>Average annual basic salary of employees at management levels (thousand yen)</b>						
Men	8,112	9,598	10,347	10,967	10,724	SBG + Major subsidiaries(1)
Women	7,248	10,356	10,947	11,585	11,415	SBG + Major subsidiaries(1)
Other*2	—	—	—	23,101	10,685	SBG + Major subsidiaries(1)
<b>Average total annual income of employees at management levels (thousand yen)</b>						
Men	11,365	14,854	15,558	17,051	14,797	SBG + Major subsidiaries(1)
Women	10,455	16,389	16,537	17,121	15,232	SBG + Major subsidiaries(1)
Other*2	—	—	—	23,101	10,725	SBG + Major subsidiaries(1)
<b>Average total annual income of employees at non-management levels (thousand yen)</b>						
Men	6,508	7,588	8,517	9,334	10,222	SBG + Major subsidiaries(1)
Women	5,505	6,204	6,565	6,959	7,539	SBG + Major subsidiaries(1)
Other*2	—	—	4,286	10,964	12,257	SBG + Major subsidiaries(1)

\*1 Calculated on a weighted average basis from FY21

\*2 Aggregated when group companies have an "Other" section.

## Training and Development\*1

	FY20	FY21	FY22	FY23	FY24	Boundary
Average annual training cost per employee (thousand yen)	126	113	104	102	146	Major subsidiaries(2)
Average annual training hours per employee (hours)	—	18.0	22.1	22.8	23.7	Major subsidiaries(2)

\*1 Calculated on a weighted average basis from FY21

## Social Contribution Activity Cost

	FY23	FY24	Boundary
Charitable donations (thousand yen)	5,497,425	9,531,350	SBG + Major subsidiaries(1)
Community Investment (thousand yen)	15,271	33,710	SBG + Major subsidiaries(1)

## Governance

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\* Click [here](#) to see the boundary including past years.

\* The data may be adjusted retroactively.

\* There is no description in the "-" cells.

## Political Contributions

	FY20	FY21	FY22	FY23	FY24	Boundary
Total (yen)	0	0	0	0	0	SBG + Major subsidiaries(2)
Lobbying	0	0	0	0	0	SBG + Major subsidiaries(2)
Political activities	0	0	0	0	0	SBG + Major subsidiaries(2)
Trade associations	0	0	0	0	0	SBG + Major subsidiaries(2)
Others	0	0	0	0	0	SBG + Major subsidiaries(2)

## Number of Disciplinary Actions related to Violations of Company Regulations, Laws, etc.

	FY20	FY21	FY22	FY23	FY24	Boundary
Number of violations, including human rights infringements and harassment	1	0	0	0	1	SBG
Number of corruption related violations (bribery etc.)	0	0	0	0	0	SBG
Number of violations related to labor issues (long working hours, unfair dismissal, etc.)	0	0	0	0	0	SBG
Number of violations related to security	0	0	0	0	0	SBG

Number of violations related to neglect of duties	0	0	0	0	0	SBG
Number of violations related to privacy (e.g., customer privacy data)	—	—	0	0	0	SBG
Number of violations related to conflicts of Interest	—	—	0	0	0	SBG
Number of violations related to insider trading	—	—	0	0	0	SBG
Others	—	—	—	1	0	SBG

## Information Security

	FY20	FY21	FY22	FY23	FY24	Boundary
Number of material IT infrastructure incidents	0	0	0	0	0	SBG

### — Scope of this data (Boundary)

SBG:	SoftBank Group Corp.
SBKK:	SoftBank Corp.*1
Major subsidiaries(1) :	SoftBank Corp.*1, Cyber University Inc., Fukuoka SoftBank HAWKS Corp., SoftBank Robotics Corp., Arm Holdings plc, SB Investment Advisers (UK) Limited, SB Global Advisers Limited
Major subsidiaries(2) :	SoftBank Corp.*1, Cyber University Inc., Fukuoka SoftBank HAWKS Corp., SoftBank Robotics Corp., SB Investment Advisers (UK) Limited, SB Global Advisers Limited
Major subsidiaries(3) :	SoftBank Corp.*1, Cyber University Inc., Fukuoka SoftBank HAWKS Corp., SoftBank Robotics Corp.

\*1 Includes major subsidiaries of SoftBank Corp. (some data may not include major subsidiaries). For details, please see "[ESG Data](#)" on the SoftBank Corp. website.

## Tax

### Income Taxes Paid on a Consolidated Basis (Net)

(Billions of yen)

	FY20	FY21	FY22	FY23	FY24	Total of 5 Fiscal Years
<b>Consolidated</b>	324.5	589.3	525.9	816.8	215.2	2,471.7
<b>Japan</b>	189.5	551.2	469.7	717.0	131.6	2,059.0
SBG and intermediate holding companies (wholly owned subsidiaries)	-85.3	200.0	214.2	443.3	-46.1	726.1
Operating companies (mainly SBKK and LY Corporation)	274.8	351.2	255.5	273.7	177.7	1,332.9
<b>Overseas</b>	135.0	38.1	56.2	99.8	83.6	412.7

\* The amounts represent the net total of tax payments and tax refunds.

\* Income taxes paid on a consolidated basis matches the net amount of "income taxes paid" and "income taxes refunded" in the consolidated statement of cash flows.

\* Income taxes paid by SBG and intermediate holding companies in Japan for FY20 was negative due to the refund of JPY 143 billion in withholding income tax paid in FY19.

\* SBG and intermediate holding companies in Japan have paid JPY 443.3 billion in income taxes for FY23, including an interim payment of JPY 118 billion, of which JPY 76.7 billion has been refunded by July 31, 2024.

### — Reference : Top 10 Companies ranked by Income Taxes Paid on a Consolidated Basis (FY2020-2024)

(Billions of yen)

Company	FY20	FY21	FY22	FY23	FY24	Total of 5 Fiscal Years
1. TOYOTA MOTOR	810.1	809.8	1,297.2	1,124.3	2,501.3	6,542.7
2. INPEX	218.1	352.7	905.6	836.7	950.8	3,263.9
3. NTT	524.3	434.3	738.4	485.6	387.9	2,570.4

4. SoftBank Group	324.5	589.3	525.9	816.8	215.2	2,471.7
5. Honda Motor	206.3	203.1	401.3	540.7	523.2	1,874.6
6. Mitsubishi UFJ Financial Group	111.5	249.4	477.5	526.9	329.7	1,695.0
7. KDDI	331.4	367.1	289.5	272.6	305.6	1,566.2
8. Sumitomo Mitsui Financial Group	139.5	274.6	384.4	203.7	493.6	1,495.8
9. Sony Group	102.7	269.9	297.9	294.0	300.5	1,265.0
10. Mitsubishi Corporation	114.8	156.9	339.5	473.6	146.4	1,231.4

\* Source: S&P Global Capital IQ

\* Criteria: (1) Publicly listed companies in the Japanese market were selected; (2) Consolidated income taxes paid were aggregated, defined as the sum of “income taxes paid” and “income taxes refunded” in the consolidated statement of cash flows; (3) The top 10 companies were ranked by total income taxes paid from FY20 to FY24; (4) SBKK was excluded from the ranking, as its income taxes paid are included in those of SoftBank Group on a consolidated basis.

## Meeting held in FY2024

\* The following table shows the number of meetings held from April 1, 2024 to March 31, 2025.

\* Those who have been appointed or resigned during the term and those who have already resigned as of August 2025 are listed in the notes.

Past meetings: [FY2023](#) [FY2022](#) [FY2021](#) [FY2020](#) [FY2019](#)

## Board of Directors Meetings

Name	Meetings attended/Meetings held**1 (attendance rate %)
Masayoshi Son	8/9 (88.9%)
Yoshimitsu Goto	9/9 (100%)
Ken Miyauchi	9/9 (100%)
Rene Haas	7/9 (77.8%)
Masami Iijima	9/9 (100%)
Yutaka Matsuo	9/9 (100%)

Keiko Erikawa	9/9 (100%)
Kenneth A. Siegel	9/9 (100%)
David Chao	9/9 (100%)
Maurice Atsushi Toyama	9/9 (100%)
Yuji Nakata	9/9 (100%)
Soichiro Uno <sup>*2</sup>	9/9 (100%)
Keiichi Otsuka <sup>*2</sup>	9/9 (100%)

\*1 Excludes the number of the Board of Directors meetings held in writing or electronically.

\*2 Served through June 27, 2025.

## Audit & Supervisory Board Meetings

Name	Meetings attended/Meetings held (attendance rate %)
Maurice Atsushi Toyama	12/12 (100%)
Yuji Nakata	12/12 (100%)
Soichiro Uno <sup>*1</sup>	12/12 (100%)
Keiichi Otsuka <sup>*1</sup>	12/12 (100%)

\*1 Served through June 27, 2025.

## Nominating & Compensation Committee

Name	Meetings attended/Meetings held (attendance rate %)
Masami Iijima	1/1 (100%)
Yutaka Matsuo	1/1 (100%)
Masayoshi Son	1/1 (100%)

## Investment Committee

Name	Meetings attended/Meetings held (attendance rate %)
Masayoshi Son	36/37 (97.3%)
Yoshimitsu Goto	37/37 (100%)
Kazuko Kimiwada	37/37 (100%)
Tim Mackey <sup>*1</sup>	37/37 (100%)

\*1 Served through June 7, 2025.

## Brand Committee

Name	Meetings attended/Meetings held (attendance rate %)
Yoshimitsu Goto	6/6 (100%)
Kazuko Kimiwada	6/6 (100%)
Natsuko Oga	6/6 (100%)
Takeaki Nukii	6/6 (100%)
Tatsuya Iida	6/6 (100%)

## Group Risk and Compliance Committee

Name	Meetings attended/Meetings held (attendance rate %)
Yoshimitsu Goto	4/4 (100%)
Kazuko Kimiwada	4/4 (100%)
Tim Mackey <sup>*1</sup>	4/4 (100%)

\*1 Served through June 7, 2025.

## Sustainability Committee

Name	Meetings attended/Meetings held (attendance rate %)
Kazuko Kimiwada	3/3 (100%)
Yoshimitsu Goto	3/3 (100%)
Tim Mackey*1	3/3 (100%)
Yotaro Agari*2	3/3 (100%)

\*1 Served through June 7, 2025.

\*2 Served through January 31, 2025.

### Related Contents

[External Evaluation](#) →

## Scope of data (Boundary)

\* Click [here](#) to see the ESG Data

## Scope of data (Boundary)

(1)	SoftBank Group Corp.
(2)	SoftBank Corp.*1
(3)	SoftBank Corp.*1, PayPay Corporation, Cyber University Inc., Fukuoka SoftBank HAWKS Corp., SB Energy Corp.*2, SoftBank Robotics Corp.
(4)	SoftBank Corp.*1, PayPay Corporation, Cyber University Inc., Fukuoka SoftBank HAWKS Corp., SB Energy Corp.*2
(5)	SoftBank Corp.*1, PayPay Corporation, Cyber University Inc., SB Energy Corp.*2, SoftBank Robotics Corp.
(6)	SoftBank Corp.*1, PayPay Corporation, Cyber University Inc., SB Energy Corp.*2
(7)	SoftBank Corp.*1, Cyber University Inc., Fukuoka SoftBank HAWKS Corp., SB Energy Corp.*2
(8)	SoftBank Corp.*1, PayPay Corporation, Cyber University Inc., Fukuoka SoftBank HAWKS Corp., SB Energy Corp.*2, SoftBank Robotics Corp., Arm Limited, SB Investment Advisers (UK) Limited., SoftBank Ventures Asia Corp., SoftBank Group International
(9)	SoftBank Corp.*1, Cyber University Inc., SB Energy Corp.*2, SoftBank Robotics Corp., Arm Limited, SB Investment Advisers (UK) Limited.
(10)	SoftBank Corp.*1, Cyber University Inc., Fukuoka SoftBank HAWKS Corp., SB Energy Corp.*2, SoftBank Robotics Corp., SB Investment Advisers (UK) Limited.
(11)	SoftBank Corp.*1, Cyber University Inc., Fukuoka SoftBank HAWKS Corp., SB Energy Corp.*2, SoftBank Robotics Corp., Arm Limited, SoftBank Ventures Asia Corp., SB Global Advisers Limited
(12)	SoftBank Corp.*1, Cyber University Inc., Fukuoka SoftBank HAWKS Corp., SB Energy Corp.*2, SoftBank Robotics Corp., SoftBank Ventures Asia Corp., SB Global Advisers Limited
(13)	SoftBank Corp.*1, Cyber University Inc., Fukuoka SoftBank HAWKS Corp., SB Energy Corp.*2, SoftBank Robotics Corp.
(14)	SoftBank Corp.*1, Cyber University Inc., Fukuoka SoftBank HAWKS Corp., SB Energy Corp.*2, SoftBank Robotics Corp., Arm Limited, SoftBank Ventures Asia Corp.
(15)	SoftBank Corp.*1, Cyber University Inc., Fukuoka SoftBank HAWKS Corp., SoftBank Robotics Corp., Arm Holdings plc, SB Investment Advisers (UK) Limited, SB Global Advisers Limited
(16)	SoftBank Corp.*1, Cyber University Inc., Fukuoka SoftBank HAWKS Corp., SoftBank Robotics Corp., SB Investment Advisers (UK) Limited, SB Global Advisers Limited
(17)	SoftBank Corp.*1, Cyber University Inc., Fukuoka SoftBank HAWKS Corp., SoftBank Robotics Corp.

\*1 Includes major subsidiaries of SoftBank Corp. (some data may not include major subsidiaries). For details, please see "ESG Data" on the SoftBank Corp. website.

\*2 SB Energy Corp. renamed its corporate and trade name to Terrace Energy Corporation on April 28, 2023.

Environment-related data ▾

Social-related data ▾

Governance-related data ▾

## Environment

### Greenhouse Gas (GHG) Emissions (Scope1&2)

	FY20	FY21	FY22	FY23	FY24
Scope1&2 total (t-CO <sub>2</sub> )	(2)	(1)+(8)	(1)+(11)	(1)+(15)	(1)+(15)
Scope1 (t-CO <sub>2</sub> )	(2)	(1)+(8)	(1)+(11)	(1)+(15)	(1)+(15)
Scope2 (t-CO <sub>2</sub> )	(2)	(1)+(8)	(1)+(11)	(1)+(15)	(1)+(15)
Intensity of GHG Emission (t/Gbps)	(2)	(2)	(2)	(2)	(2)

### Greenhouse Gas (GHG) Emissions (Scope3)

	FY20	FY21	FY22	FY23	FY24
Scope 3 total (t-CO <sub>2</sub> )	(2)	(2)	(2)	(2)	(2)
Category 1: Purchased Goods and Services	(2)	(2)	(2)	(2)	(2)
Category 2: Capital Goods	(2)	(2)	(2)	(2)	(2)
Category 3: Fuel- and Energy-Related Activities Not Included in Scope 1 or Scope 2	(2)	(2)	(2)	(2)	(2)
Category 4: Upstream Transportation and Distribution	(2)	(2)	(2)	(2)	(2)

Category 5: Waste Generated in Operations	(2)	(2)	(2)	(2)	(2)
Category 6: Business Travel	(2)	(2)	(2)	(2)	(2)
Category 7: Employee Commuting	(2)	(2)	(2)	(2)	(2)
Category 8: Upstream Leased Assets	(2)	(2)	(2)	(2)	(2)
Category 9: Downstream Transportation and Distribution	(2)	(2)	(2)	(2)	(2)
Category 10: Processing of Sold Products	(2)	(2)	(2)	(2)	(2)
Category 11: Use of Sold Products	(2)	(2)	(2)	(2)	(2)
Category 12: End-of-Life Treatment of Sold Products	(2)	(2)	(2)	(2)	(2)
Category 13: Downstream Leased Assets	(2)	(2)	(2)	(2)	(2)
Category 14: Franchises	(2)	(2)	(2)	(2)	(2)
Category 15: Investments	(2)	(2)	(2)	(2)	(2)

## Energy Consumption

	FY20	FY21	FY22	FY23	FY24
Energy Consumption total (MWh)	(2)	(1)+(8)	(1)+(11)	(1)+(15)	(1)+(15)
Non-Renewable Energy Consumption (MWh)	(2)	(1)+(8)	(1)+(11)	(1)+(15)	(1)+(15)
Renewable Energy Consumption (MWh)	(2)	(1)+(8)	(1)+(11)	(1)+(15)	(1)+(15)
Ratio of Renewable Energy (%)	(2)	(1)+(8)	(1)+(11)	(1)+(15)	(1)+(15)

# Social

## Human Resources and Diversity

	FY20	FY21	FY22	FY23	FY24
<b>Number of employees (persons)</b>					
Total	(1) + (3)	(1) + (8)	(1) + (11)	(1) + (15)	(1) + (15)
Men	(1) + (3)	(1) + (8)	(1) + (11)	(1) + (15)	(1) + (15)
Women	(1) + (3)	(1) + (8)	(1) + (11)	(1) + (15)	(1) + (15)
Number of female employees in revenue generating section <sup>*1</sup>	—	(1) + (8)	(1) + (11)	(1) + (15)	(1) + (15)
Number of female employees in STEM section <sup>*2</sup>	—	(1) + (8)	(1) + (11)	(1) + (15)	(1) + (15)
Other <sup>*3</sup>	—	(1) + (8)	(1) + (11)	(1) + (15)	(1) + (15)
<b>Number of female employees (%)</b>					
Revenue generating section <sup>*1</sup>	—	(1) + (8)	(1) + (11)	(1) + (15)	(1) + (15)
STEM section <sup>*2</sup>	—	(1) + (8)	(1) + (11)	(1) + (15)	(1) + (15)
<b>Age composition of employees (persons)</b>					
20s and below	(1) + (3)	(1) + (8)	(1) + (11)	(1) + (15)	(1) + (15)
30s and 40s	(1) + (3)	(1) + (8)	(1) + (11)	(1) + (15)	(1) + (15)
50s and up	(1) + (3)	(1) + (8)	(1) + (11)	(1) + (15)	(1) + (15)
<b>Number of employees in management</b>					
Total (persons)	(1) + (3)	(1) + (8)	(1) + (11)	(1) + (15)	(1) + (15)
Men	(1) + (3)	(1) + (8)	(1) + (11)	(1) + (15)	(1) + (15)
Women	(1) + (3)	(1) + (8)	(1) + (11)	(1) + (15)	(1) + (15)

	J o b T y p e	Number of female managers in revenue generating section <sup>1</sup> (%)	—	—	—	—	(1)+(15)	
		Number of female managers in STEM section <sup>2</sup> (%)	—	—	—	—	(1)+(15)	
		C l a s s i f i c a t i o n	Number of female employees in entry-level management positions <sup>4</sup>	(1)+(4)	(1)+(8)	(1)+(12)	(1)+(15)	(1)+(15)
			Number of female employees in senior management positions	(1)+(4)	(1)+(8)	(1)+(12)	(1)+(15)	(1)+(15)
		Other <sup>3</sup>	—	(1)+(8)	(1)+(11)	(1)+(15)	(1)+(15)	
<b>Ratio of women in management positions* (%)</b>								
		Revenue generating section <sup>1</sup>	—	—	—	—	(1)+(15)	
		STEM section <sup>2</sup>	—	—	—	—	(1)+(15)	
		Entry-level management positions <sup>4</sup>	(1)+(4)	(1)+(8)	(1)+(12)	(1)+(15)	(1)+(15)	
		Senior management positions	(1)+(4)	(1)+(8)	(1)+(12)	(1)+(15)	(1)+(15)	
<b>Number of new hires (new graduate and mid-career) (persons)</b>								
	Total		(1)+(3)	(1)+(8)	(1)+(11)	(1)+(15)	(1)+(15)	
	Men		(1)+(3)	(1)+(8)	(1)+(11)	(1)+(15)	(1)+(15)	
	Women		(1)+(3)	(1)+(8)	(1)+(11)	(1)+(15)	(1)+(15)	
	Other <sup>3</sup>		—	(1)+(8)	(1)+(11)	(1)+(15)	(1)+(15)	

Number of mid-career hires among new hires (persons)	(1)+(5)	(1)+(8)	(1)+(11)	(1)+(15)	(1)+(15)
Average cost of hiring full-time employees (thousand yen)	(1)+(2)	(1)+(8)	(1)+(11)	(1)+(15)	(1)+(15)
Average years of employment (years)					
Total	(1)+(3)	(1)+(8)	(1)+(11)	(1)+(15)	(1)+(15)
Men	(1)+(3)	(1)+(8)	(1)+(11)	(1)+(15)	(1)+(15)
Women	(1)+(3)	(1)+(8)	(1)+(11)	(1)+(15)	(1)+(15)
Other <sup>*3</sup>	—	—	(1)+(11)	(1)+(15)	(1)+(15)
Turnover rate for full-time employees (%)	(1)+(4)	(1)+(8)	(1)+(11)	(1)+(15)	(1)+(15)
Number of temporary and contract workers (persons)	(1)+(6)	(1)+(8)	(1)+(12)	(1)+(16)	(1)+(16)
Ratio of Employees with Disabilities (%)	—	(1)+(8)	(1)+(13)	(1)+(17)	(1)+(17)

\*1 Sections that generate revenue directly, such as sales and marketing

\*2 Sections that routinely utilize science knowledge in the four fields of Science, Technology, Engineering, and Mathematics

\*3 Aggregate when group companies has an "Other" section

\*4 Refers to entry-level managers, who are responsible for the day-to-day operations of the organization and provide instructions to their subordinates from higher-level managers

## Nationality

	FY21	FY22	FY23	FY24
All employees	(1)+(15)	(1)+(15)	(1)+(15)	(1)+(15)
Management	(1)+(15)	(1)+(15)	(1)+(15)	(1)+(15)

## Salaries and Remuneration

	FY20	FY21	FY22	FY23	FY24
<b>Average total annual income of employees (thousand yen)</b>	(1) + (3)	(1) + (8)	(1) + (11)	(1) + (15)	(1) + (15)
Men	—	(1) + (8)	(1) + (11)	(1) + (15)	(1) + (15)
Women	—	(1) + (8)	(1) + (11)	(1) + (15)	(1) + (15)
Other*	—	(1) + (8)	(1) + (11)	(1) + (15)	(1) + (15)
<b>Average annual basic salary of employees at management levels (thousand yen)</b>					
Men	(4)	(1) + (8)	(1) + (11)	(1) + (15)	(1) + (15)
Women	(4)	(1) + (8)	(1) + (11)	(1) + (15)	(1) + (15)
Other*	—	—	(1) + (11)	(1) + (15)	(1) + (15)
<b>Average total annual income of employees at management levels (thousand yen)</b>					
Men	(4)	(1) + (8)	(1) + (11)	(1) + (15)	(1) + (15)
Women	(4)	(1) + (8)	(1) + (11)	(1) + (15)	(1) + (15)
Other*	—	—	(1) + (11)	(1) + (15)	(1) + (15)
<b>Average total annual income of employees at non-management levels (thousand yen)</b>					
Men	(4)	(1) + (8)	(1) + (11)	(1) + (15)	(1) + (15)
Women	(4)	(1) + (8)	(1) + (11)	(1) + (15)	(1) + (15)
Other*	—	—	(1) + (11)	(1) + (15)	(1) + (15)

\* Aggregate when group companies has an "Other" section

## Training and Development

	FY20	FY21	FY22	FY23	FY24
Average annual training cost per employee (thousand yen)	(6)	(10)	(12)	(16)	(16)
Average annual training hours per employee (hours)	—	(10)	(12)	(16)	(16)

## Social Contribution Activity Cost

	FY23	FY24
Charitable donations (thousand yen)	(1) + (15)	(1) + (15)
Community Investment (thousand yen)	(1) + (15)	(1) + (15)

## Governance

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### Political Contributions

	FY20	FY21	FY22	FY23	FY24
Total (yen)	(1) + (4)	(1) + (8)	(1) + (14)	(1) + (16)	(1) + (16)
Lobbying	(1) + (4)	(1) + (8)	(1) + (14)	(1) + (16)	(1) + (16)
Political activities	(1) + (4)	(1) + (8)	(1) + (14)	(1) + (16)	(1) + (16)
Trade associations	(1) + (4)	(1) + (8)	(1) + (14)	(1) + (16)	(1) + (16)
Others	(1) + (4)	(1) + (8)	(1) + (14)	(1) + (16)	(1) + (16)

## Number of Disciplinary Actions related to Violations of Company Regulations, Laws, etc.

	FY20	FY21	FY22	FY23	FY24
Number of violations, including human rights infringements and harassment	(1)	(1)	(1)	(1)	(1)
Number of corruption related violations (bribery etc.)	(1)	(1)	(1)	(1)	(1)
Number of violations related to labor issues (long working hours, unfair dismissal, etc.)	(1)	(1)	(1)	(1)	(1)
Number of violations related to security	(1)	(1)	(1)	(1)	(1)
Number of violations related to neglect of duties	(1)	(1)	(1)	(1)	(1)
Number of violations related to privacy (e.g., customer privacy data)	—	—	(1)	(1)	(1)
Number of violations related to conflicts of Interest	—	—	(1)	(1)	(1)
Number of violations related to insider trading	—	—	(1)	(1)	(1)
Others	—	—	—	(1)	(1)

## Information Security







	FY20	FY21	FY22	FY23	FY24
Number of material IT infrastructure incidents	(1)	(1)	(1)	(1)	(1)







# External Evaluation

Inclusion in ESG indexes ▾

Evaluations/Certifications/Awards ▾









## Inclusion in ESG indexes

FTSE4Good Index Series*1	
 <p><b>FTSE4Good</b></p>	<p>A world-leading environmental, social and governance (ESG) index selected by FTSE Russell. The index is comprised of companies with outstanding ESG initiatives.</p> <p><a href="#">FTSE4Good Index Series</a> </p>
FTSE Blossom Japan Index*1	
 <p><b>FTSE Blossom Japan</b></p>	<p>An index focused on Japan-based companies selected by FTSE Russell. The index is comprised of companies with outstanding ESG initiatives.</p> <p><a href="#">FTSE Blossom Japan Index</a> </p>
FTSE Blossom Japan Sector Relative Index*1	
 <p><b>FTSE Blossom Japan Sector Relative Index</b></p>	<p>An index focused on Japan-based companies selected by FTSE Russell. The index is comprised of companies with outstanding ESG initiatives which also have excellent management attitudes towards corporate climate change risks and opportunities.</p> <p><a href="#">FTSE Blossom Japan Sector Relative Index</a> </p>

MSCI Nihonkabu ESG Select Leaders Index <sup>*2,3</sup>	
	<p>An index constructed by MSCI consists of companies with exceptional gender diversity.</p> <p><a href="#">MSCI Nihonkabu ESG Select Leaders Index</a> </p>
MSCI Japan Empowering Women Index (WIN) <sup>*2</sup>	
	<p>An index constructed by MSCI consists of companies with exceptional gender diversity.</p> <p><a href="#">MSCI Japan Empowering Women Index (WIN)</a> </p>
Morningstar Japan ex-REIT Gender Diversity Tilt Index <sup>*4</sup>	
	<p>An index constructed by Morningstar consists of companies that have strong gender diversity policies embedded in their corporate culture and that ensure equal opportunities to employees, irrespective of their gender.</p> <p><a href="#">Morningstar Japan ex-REIT Gender Diversity Tilt Index</a> </p>

- \*1 FTSE Russell (the trading name of FTSE International Limited and Frank Russell Company) confirms that SoftBank Group Corp. has been independently assessed according to the FTSE4Good Index Series, FTSE Blossom Japan Index, and FTSE Blossom Japan Sector Relative Index criteria, and has satisfied the requirements to become a constituent of those index series.
- \*2 THE INCLUSION OF SoftBank Group Corp. IN ANY MSCI INDEX, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT OR PROMOTION OF SoftBank Group Corp. BY MSCI OR ANY OF ITS AFFILIATES. THE MSCI INDEXES ARE THE EXCLUSIVE PROPERTY OF MSCI. MSCI AND THE MSCI INDEX NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI OR ITS AFFILIATES.
- \*3 It is also included in the MSCI Japan ESG Select Leaders Index.
- \*4 Morningstar, Inc., and/or one of its affiliated companies (individually and collectively, "Morningstar") has authorized SoftBank Group Corp. to use of the Morningstar® Japan ex-REIT Gender Diversity Tilt Logo ("Logo") to reflect the fact that, for the designated ranking year, SoftBank Group Corp. ranks within the top group of companies comprising the Morningstar® Japan ex-REIT Gender Diversity Tilt IndexSM ("Index") on the issue of gender diversity in the workplace. Morningstar is making the Logo available for use by SoftBank Group Corp. solely for informational purposes. SoftBank Group Corp.'s use of the Logo should not be construed as an endorsement by Morningstar of SoftBank Group Corp. or as a recommendation, offer or solicitation to purchase, sell or underwrite any security associated with SoftBank Group Corp. The Index is designed to reflect gender diversity in the workplace in Japan, but Morningstar does not guarantee the accuracy, completeness or timeliness of the Index or any data included in it. Morningstar makes no express or implied warranties regarding the Index or the Logo, and expressly disclaims all warranties of merchantability or fitness for a particular purpose or use with respect to the Index, any data included in it or the Logo. Without limiting any of the foregoing, in no event shall Morningstar or any of its third-party content providers have any liability for any damages (whether direct or indirect), arising from any party's use or reliance on the Index or the Logo, even if Morningstar is notified of the possibility of such damages. The Morningstar name, Index name and the Logo are the trademarks or services marks of Morningstar, Inc. Past performance is no guarantee of future results.

## Evaluations/Certifications/Awards

The Sustainability Yearbook Member	
 <p><b>S&amp;P Global</b> SoftBank Group Corp. Telecommunication Services</p> <p><b>Sustainability Yearbook Member</b></p> <p>Corporate Sustainability Assessment (CSA) 2024</p> <p>75/100   Score date February 8, 2025   For terms of use, visit <a href="http://www.spglobal.com/yearbook">www.spglobal.com/yearbook</a></p>	<p>SoftBank Group Corp. was selected as a Sustainability Yearbook Member in The Sustainability Yearbook 2025, a ranking of companies with outstanding sustainability performance assessed by S&amp;P Global, a global research and evaluation firm in the field of ESG investment. S&amp;P Global selects the top 15% of companies in each industry as Yearbook Members and this is the fourth consecutive year that SoftBank Group Corp. has been selected since 2022.</p> <p><a href="#">The Sustainability Yearbook 2025</a> </p>
CDP	
	<p>CDP collects and analyzes information on environment fields such as climate change from major companies around the world, and evaluates the results on an eight-point scale from A to D-. SoftBank Group Corp. received a B score in the field of climate change in 2024 and was selected for a Supplier Engagement Rating Leaderboard, the highest rating in the Supplier Engagement Rating, for two consecutive years starting in 2022.</p> <p><a href="#">CDP</a> </p>
Eruboshi	
	<p>“Eruboshi” is a certification granted by the Minister of Health, Labour and Welfare to companies that have formulated and submitted action plans based on the Act on the Promotion of Women's Active Engagement in Professional Life and have implemented excellent initiatives for the advancement of women, recognizing their achievements. SoftBank Group Corp. acquired “Eruboshi” (Level 3 certification) in 2024.</p> <p><a href="#">Eruboshi (available only in Japanese)</a> </p>
Kurumin	
	<p>“Kurumin” is a certification granted by the Minister of Health, Labor and Welfare to companies that have achieved the goals set out in their action plans and met certain criteria, and have been recognized as child-rearing support companies under the Act on Advancement of Measures to Support Raising Next-Generation Children. SoftBank Group Corp. acquired Kurumin in 2015.</p> <p><a href="#">Kurumin (available only in Japanese)</a> </p>

## Cyber Index Corporate Survey 2024



A survey conducted by the Information Technology Federation of Japan on the cybersecurity approach of the companies comprising the Nikkei 500 Stock Average. SoftBank Group Corp. was certified as a company for its excellent cybersecurity stance and information disclosure for the fourth consecutive year.

[Cyber Index Corporate Survey 2024 \(available only in Japanese\)](#) 

## Inclusion in ESG indexes and ESG evaluations/certifications of major Group companies

[SoftBank Corp.](#) 

[LY Corporation](#) 

### Related Contents

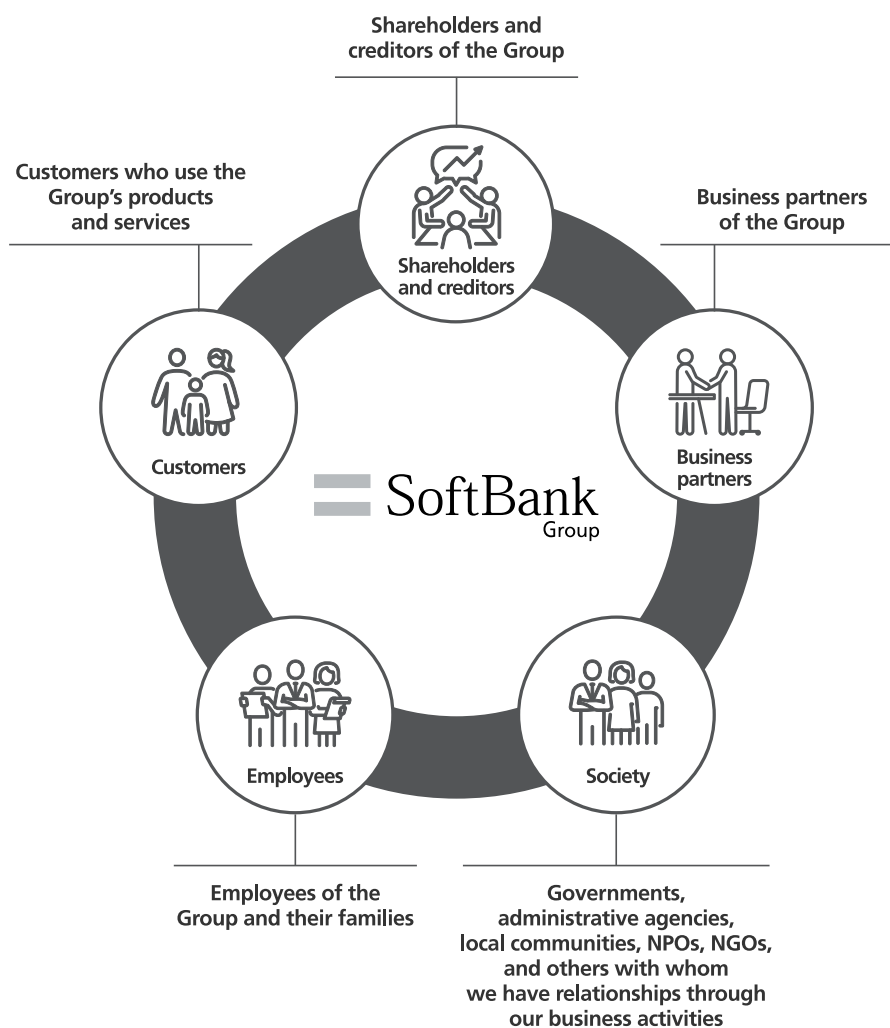
[ESG Data](#)




# Stakeholder Engagement

The SoftBank Group builds relationships of trust through communication with stakeholders surrounding the Group, including shareholders and creditors, customers, business partners, employees, governments, administrative agencies and local communities, and will incorporate their perspectives into our corporate activities.

## Communication with Stakeholders



## Communication Opportunities and Content with Stakeholders

Stakeholders		Communication opportunities and content*	Related contents
Shareholders and creditors		<ul style="list-style-type: none"> <li>• Annual General Meeting of Shareholders, Earnings Results Briefings, Investor Briefings, etc.</li> <li>• Meetings with institutional investors and analysts (762 in FY2023)</li> <li>• Publication of the SoftBank Group Report (Annual Reports), Reports to Shareholders, etc.</li> <li>• Expansion of information on the website</li> <li>• Publication of press releases and notices</li> </ul>	<a href="#">Corporate Governance</a> <a href="#">External Evaluation</a>
Customers		<ul style="list-style-type: none"> <li>• Establishment of the inquiry counter</li> <li>• Expansion of information on the website</li> <li>• Communication through social media, etc.</li> </ul>	<a href="#">Contact Us</a>
Business partners		<ul style="list-style-type: none"> <li>• Establishment and dissemination of the Supplier Code of Conduct</li> <li>• Information sharing through our website and the SoftBank Group Report (Annual Reports)</li> </ul>	<a href="#">Supplier Code of Conduct</a> <a href="#">Respect for Human Rights in the Supply Chain</a>
Employees		<ul style="list-style-type: none"> <li>• Holding employee roundtables (twice a year)</li> <li>• Conducting engagement surveys (once a year)</li> <li>• Establishment of an internal reporting system / helplines</li> </ul>	<a href="#">Ethics Helpline</a>  <a href="#">Respect for Human Rights</a> <a href="#">Human resources strategy</a> <a href="#">Diversity and inclusion</a> <a href="#">Creating a Supportive Working Environment</a> <a href="#">Industrial safety and health</a>
Society	Governments and administrative agencies	<ul style="list-style-type: none"> <li>• Policy proposals and other activities through industry associations, etc. <ul style="list-style-type: none"> <li>◦ Operation of the Renewable Energy Council and the GDC Renewable Energy Council</li> <li>◦ Participation in Japan Climate Initiative</li> </ul> </li> </ul>	<a href="#">Promoting decarbonization through initiatives</a>
	Local communities	<ul style="list-style-type: none"> <li>• Participation in local communities <ul style="list-style-type: none"> <li>◦ Measures against COVID-19 (operating vaccination centers, setting up PCR testing centers, etc.), development of local human resources, support for disaster-stricken areas, support for Ukrainian refugees, etc.</li> </ul> </li> </ul>	<a href="#">Participation in Our Community</a> <a href="#">Our Response to COVID-19 (Initiatives for Employees)</a>
	NPOs and NGOs	<ul style="list-style-type: none"> <li>• Conducting social contribution activities <ul style="list-style-type: none"> <li>◦ Implementation of collaborative projects such as the next generation leader development program</li> </ul> </li> </ul>	<a href="#">Participation in Our Community</a>

\* Describes information related to SBG.

# Our Response to COVID-19

The spread of COVID-19 has left a serious impact on our lives and the economy. The SoftBank Group, which aims to become the corporate group needed most by people around the world, in order to relieve these impacts, has worked to promote initiatives that leverage the strengths of each group company and to provide various types of support in response to changing circumstances.

We have also strived to ensure the safety of our employees and their families and to prevent the spread of infections by encouraging flexible work styles including remote work, and offering PCR testing on a regular basis.

Initiatives for Society ▾

Initiatives for Employees ▾

## Initiatives for Society

### Efforts to Accelerate Vaccination Rollout (SoftBank Group Corp.)

In order to contribute to the Japanese government's initiatives to accelerate COVID-19 vaccination in Japan, SoftBank Group Corp., in cooperation with its Group companies, has sequentially set up vaccination sites nationwide since June 2021. By the end of May 2022, approximately 240,000 doses of the vaccine\* had been administered at 13 sites nationwide to employees of Group companies, their families, business partners, healthcare workers, and local residents.

\* Total number of first to third vaccinations. Includes the Tokyo Nogizaka Vaccination Center and the WeWork Minato MiraiSite, which cooperated as vaccination sites.



## Establishing PCR Testing Center (SoftBank Group Corp.)

SoftBank Group Corp. established Coronavirus Inspection Center Corp. (currently SB Coronavirus Inspection Center Corp.) in July 2020, with the aim of preventing the spread of COVID-19 infections and achieving an early normalization of economic activity.

The company operates dedicated testing facilities in Tokyo and Fukuoka for saliva COVID-19 PCR testing. As a part of its social contribution activities, it provided high-quality and safe PCR testing for companies, local governments, and individuals at a low price, charging only for the actual cost. The testing capacity was about 21,000 tests per day and it had conducted approximately 6,900,000 tests by the end of June 2023.

\* The company terminated its services on June 30, 2023.

[SB Coronavirus Inspection Center Corp. \(available only in Japanese\)](#) 



## Providing Personal Protective Equipment (PPE) and Antibody Test Kits to Medical Institutions (SoftBank Group Corp.)

SoftBank Group Corp. has been steadily procuring masks, face shields, goggles, protective clothing, gowns, and nitrile rubber gloves since April 2020, when the spread of COVID-19 infections became prevalent in Japan. As of the end of March 2021, we have provided about 350 million masks, 410,000 face shields, 85,000 goggles, 1 million pieces of protective clothing, 10 million gowns, and 2 million nitrile rubber gloves to the government, local governments, private companies, healthcare workers, etc. for no profit.



Furthermore, after May 2020, when there was an urgent need to determine the status of infections in Japan, approximately 328,000 antibody test kits were procured and provided free of charge to medical institutions, etc. It helped to assess the status of infections among healthcare workers, and at the same time, the disclosure of test results of the Group and business partners, along with data obtained in cooperation with those places, contributed to the assessment of infections in Japan and discussions for countermeasures, as well as to our understanding of infections within our company.

## Initiatives by Group Companies and Portfolio Companies

### — SoftBank Vision Fund1

The portfolio companies of [SoftBank Vision Fund 1](#) operated by SB Investment Advisers (UK) Limited, a subsidiary of SoftBank Group Corp., took the following measures against COVID-19.

Medical response	
Fanatics	Fanatics raised \$59M for US food charities through the All-in Challenge, an online auction for celebrity experiences/ products. They also converted a US factory for MLB Jerseys to manufacture and donate masks and gowns to frontline workers
Flexport	Flexport raised over \$8M and helped source, fund and deliver over 171M critical supplies
Ping An Good Doctor	Ping An Good Doctor donated 450K masks immediately to Wuhan at the start of the pandemic, and rapidly assisted 56 provinces with online medical consultation, education and prevention
Roivant	Roivant has quickly advanced clinical-stage trials for treatment of Acute Respiratory Distress Syndrome caused by COVID-19
VIR	Vir has been isolating antibodies to potentially treat or prevent COVID-19 infections
Flexport + Clutter	In the U.S., Flexport and Clutter are working together to move Personal Protective Equipment (PPE) to the frontlines. Flexport is handling shipping and Clutter is providing storage facilities and delivering this protective gear to healthcare workers

Organizational response	
Collective Health	Collective Health launched a COVID-19 website to the public with 60-second Risk Assessment tool to encourage self-isolation
Mapbox	Mapbox is helping organizations, such as Centers for Disease Control and Prevention (CDC) and World Health Organization (WHO), with real-time data visualization of the outbreak to target support needs
Grab + Tokopedia	Grab, Tokopedia and OVO jointly contributed IDR 1 billion to Indonesia's Taskforce for Accelerating Handling of COVID-19

Societal response	
DiDi	DiDi setup a \$10M fund to support drivers infected with COVID-19, and provided free transport for healthcare workers and communities in Wuhan, China at the start of the pandemic
DoorDash	DoorDash cut commissions by 50%, benefiting 150K US local restaurants, and launched a United Way partnership to deliver food and goods to vulnerable populations. They also offered at-cost and subsidized delivery for non-profit organizations responding to COVID-19
OYO	OYO is providing free stays to healthcare workers in the U.S. and potentially other geographies; providing quarantine sites in India
Paytm	PayTM partnered with KVN Foundation to offer 75K meals to daily wage workers per day, and raised over Rs 100 Cr for the Prime Minister's Fund to fight coronavirus, with the aim to raise Rs 500 Cr
Rappi	Rappi delivered 500K free meals to hospital workers in Latin America, setup a support fund for infected couriers and trialed robot deliveries to reduce potential infections among couriers

Uber	Uber pledged 10M free rides and meals to support healthcare workers, feed first responders, support local restaurants and move critical supplies with Uber Freight
REEF + Uber	In the U.S., REEF Technology and Uber are partnering to deliver needed goods to consumers. REEF converted parking lots into fulfillment centers and launched its online "Stock-Up Mart" on UberEats' technology platform. UberEats manages last mile delivery of goods to consumers

\* As of November 5, 2020. Press release, etc. of each portfolio company. Portfolio company names are abbreviated.

## — SoftBank Corp.

SoftBank Corp. has been thorough in its infection control measures at shops so customers can feel safe using services. It has also provided support through its telecommunications business, helping companies manage telework and assisting students who have switched to online classes due to COVID-19 have an environment where they can study at home.

[Response to COVID-19 \(SoftBank Corp.\)](#) 

## — Other Group Companies

Other Group companies have also taken various actions. Please see our Sustainability Report 2021 for further details.

 [Our Response to COVID-19 \(Sustainability Report 2021\)](#) (5.6MB/47 pages)


# Initiatives for Employees

SoftBank Group Corp. fully allowed all employees to work from home since April 2020, when the state of emergency related to COVID-19 was declared for the first time in Japan. Since then, we have prepared a working environment that employees can flexibly switch between coming to the office and working from home. We also made sure we managed entries into buildings thoroughly by a temperature detection system that utilizes AI when employees come to the office, and regularly conducted saliva PCR tests for all employees since August 2020, enabling us to maintain stability in our business operations and to create an environment where employees can feel safe at work.



In addition, from June 2021, we conducted workplace vaccinations not only for our employees but also for employees of domestic Group companies, their families, and business partners. We also revised our regulations so that employees are allowed to get vaccinated during working hours and are granted up to three days of special paid leave if they need to rest due to adverse reactions or if they need to accompany or care for family members who have been vaccinated.

Please see our Sustainability Report 2021 for further details of our efforts about working style in the COVID-19 pandemic.

 [SoftBank Group's Resilience Further Strengthened during the COVID-19 Pandemic \(Sustainability Report 2021\)](#) (5.6MB/47 pages)

# Editorial Policy and Disclaimers

The purpose of the sustainability pages of this website is to communicate the Group's sustainability activities to stakeholders. By describing the policies, systems, measures, and other details of SBG and each Group company in line with the categories of Environment, Society, and Governance (ESG), the report conveys a comprehensive picture of the Group's sustainability activities.

## Reporting boundary

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SBG and its Group companies\*

\* In principle, Group companies indicate subsidiaries of SBG and may include some associates depending on the description.

## Period covered

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Fiscal 2024 (April 1, 2024 to March 31, 2025)\*

\* Activities during the specified period are typically reported, incorporating some initiatives from before and recent updates.

## Guidelines referenced

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- Recommendations of the Task Force on Climate-related Financial Disclosures (TCFD)
- Global Reporting Initiative (GRI)
- Standards and Sustainable Development Goals (SDGs)

## Disclaimers

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Please refer to [IR Disclaimers](#) for details on the disclaimers on this Sustainability website.