

Sustainability Report 2020



SoftBank Corp. supports the Sustainable Development Goals

SoftBank Corp. Sustainability Report 2020



SoftBank Corp.
<https://www.softbank.jp/en/corp/sustainability/>

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Corporate Philosophy

Information Revolution — Happiness for Everyone

Since foundation, the SoftBank Group has sought to use the Information Revolution to contribute to the wellbeing of people and society. Driven by this corporate philosophy, the SoftBank Group will continue to pursue growth by harnessing the unlimited potential of the Information Revolution, deploying in the right way to benefit humanity.

Vision

Aiming to Become the Corporate Group Needed Most by People Around the World

The SoftBank Group aims to contribute to people's happiness through the Information Revolution, and to become "the corporate group needed most by people around the world." To achieve this vision, SoftBank will advance the Information Revolution that brings "happiness for everyone" with leading technologies essential to the times and superior business models.

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CEO Message



Ken Miyachi
President & CEO SoftBank Corp.

Guided by our corporate philosophy "Information Revolution — Happiness for everyone," SoftBank has contributed to society through the provision of innovative services utilizing leading-edge technologies. However, the world presently faces a variety of increasingly severe social challenges, including the spread of infectious diseases, large-scale natural disasters and environmental degradation.

To address these issues, the international community is working in close cooperation to achieve the Sustainable Development Goals (SDGs), fostering great expectations for technologies and services that will contribute to resolving health crises, climate change, the digital divide and other issues.

Also, based on the idea of corporations being responsible members of society, as well as the view that contributions to the creation of sustainable communities are managerial priorities, SoftBank has identified six materiality (priority issues) that must be addressed. We will thoroughly pursue the achievement of SDGs in line with the concept of "a world where all things, information and minds are connected."

In March 2020, we launched 5G commercial services. Going forward, our 5G infrastructure and services will act as a catalyst to accelerate digital transformations (DX) across all industries and throughout society.

Utilizing leading-edge technologies and providing various solutions to resolve issues that arise from social change, SoftBank will create even more business opportunities and aim to realize more comfortable and abundant lifestyles.

At the same time, we are focusing efforts on initiatives to improve accessibility for customers who use our products and services. By offering a number of convenient services provided via the latest smartphones and smart devices that are closely connected to people's lifestyles, and by developing customer support for the elderly and those unfamiliar with technology by offering smartphone classes led by smartphone advisors, for example, we facilitate environments in which everyone can access information comfortably with the aim of creating a society with access for all.

Additionally, we recognize efforts focused on global environmental issues to be a managerial priority. With global consensus on the 2015 Paris Agreement and the need for uniform efforts across the world, initiatives to address climate change are becoming increasingly important.

SoftBank endorses recommendations by the Task Force on Climate-related Financial Disclosures (TCFD), promotes information disclosures related to climate change and makes efforts to conserve resources, including paperless initiatives and energy saving, through the use of smart devices in corporate activities and IoT in business. Even within the businesses conducted by SoftBank, we contribute to the conservation of energy and resources as well as the protection of biodiversity throughout all of society by providing solutions that leverage digitalization, AI and IoT.

I believe SoftBank's business itself contributes to the achievement of SDGs, and at the same time, also leads to sustainable business growth. Going forward, we will continue to work to realize our corporate philosophy, achieve SDGs and resolve social issues by further promoting our Beyond Carrier growth strategy.

SoftBank will thoroughly pursue the SDGs in line with the concept of "a world where all things, information and minds are connected."

SoftBank Sustainability

Sustainability Strategy

Contributing to Business Growth and the Creation of a Sustainable Society Under the Concept of "A World Where All Things, Information and Minds are Connected" to achieve SDGs

Faced with a variety of increasingly serious social problems, companies must work toward the global SDGs that aim for a peaceful, prosperous and sustainable society.

Since our founding, we have contributed to resolving social issues through technology based on our corporate philosophy "Information Revolution — Happiness for Everyone."

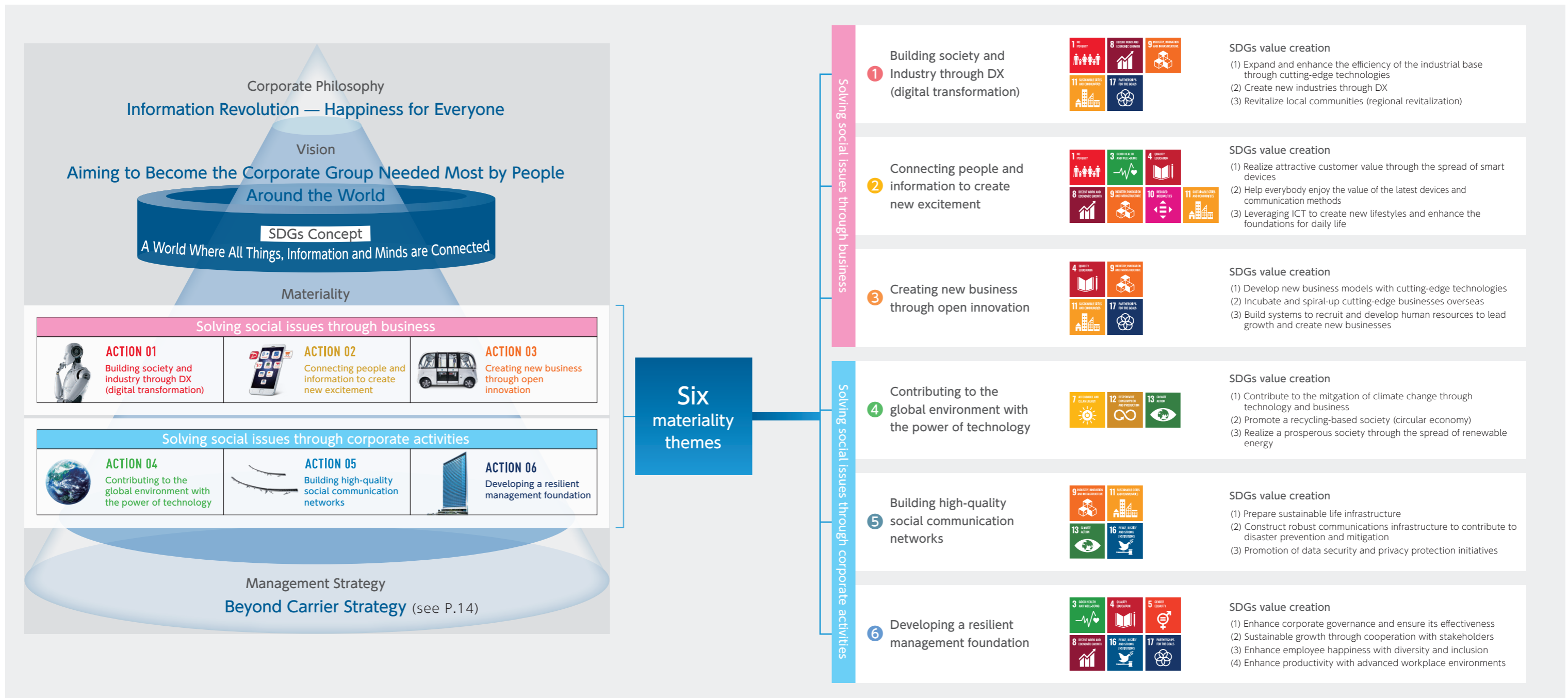
SoftBank has declared "a world where all things, information and minds are connected" as the concept by which we will achieve SDGs, which is a universal theme for the realization of a sustainable society. We have identified six priority issues (materiality) as the theme for realizing this concept. We believe these six materiality themes embody our corporate philosophy "Information Revolution — Happiness for Everyone" and serve as an important compass connected to our "Beyond Carrier" management strategy. Through the identification and response to materiality, SoftBank will accelerate its "Beyond Carrier" management strategy and contribute to realizing a society as envisioned by the SDGs.

Materiality Approach

Solving Social Issues through Business and Corporate Activities

Based on the concept "a world where all things, information and minds are connected" SoftBank will contribute to the realization of a sustainable society through the power of technology, which is our strength, and identify six materiality issues as themes for achieving sustainable growth. These materiality themes will accelerate our "Beyond Carrier" management strategy, which is positioned as the key driver of our business.

In addition to solving social issues through business by "building society and industry through Digital Transformation (DX)" and "creating new businesses through open innovation," materiality involves "contributing to the global environment with the power of technology," "building high-quality social communication networks" and "developing a resilient management foundation" to solve social issues through corporate activities. The six materiality themes originate from contemporary society and our business, as well as the achievement of SDGs by 2030, becoming a visionary perspective for the next 10 years from now that requires SoftBank's unique capabilities.



Materiality Approach

SoftBank identified three materiality themes each for the “resolution of social issues through business activities” and the “resolution of social issues through corporate activities” that determine the value that contribute to the SDGs through the materiality activities and outcomes. These have been arranged according to the key actions, businesses, services and initiatives for realizing the creation of value.

Materiality List

	Materiality	SDGs value creation	Main business/activities
Solving social issues through business	1 Building society and industry through DX	Create new industries and provide solutions for transforming various businesses in society by utilizing cutting-edge technologies such as 5G and AI.	<ul style="list-style-type: none"> Utilize 5G, big data, AI, etc. Enhance industry efficiency through AI, Robotic Process Automation (RPA), IoT, etc.
	2 Connecting people and information to create new excitement	Provide new experiences and enrich the lifestyles of our customers by promoting the adoption of smart devices. Concurrently, create value for both consumers and enterprises by providing partners with attractive platforms that connect people to information.	<ul style="list-style-type: none"> We engage in the creation of new businesses and industries, and contribute to economic growth, through collaboration with companies in a range of industries. Solve social issues by providing DX solutions for local communities and local governments Co-creation to realize smart cities Implement initiatives on partnership agreements/Expand partnership agreements and personnel exchange with local governments
	3 Creating new business through open innovation	Develop cutting-edge technologies and innovative business models in Japan by leveraging our relationships with global leading innovative companies. Concurrently, promote the development of a highly-skilled workforce and the establishment of an organization that supports the expansion and penetration of new businesses.	<ul style="list-style-type: none"> Provide a broad range of customer value, price plans and services through the spread of smart devices and multi-branding Leverage 5G to provide new experiences, including VR and sports viewing, etc. Hold smartphone classes in our shops around Japan Enhance accessibility to news and other information provided on the Internet Promoting the expansion of Internet communications throughout the world Initiatives aimed at expanding and enhancing online shopping from smartphones, providing new payment settlement methods, and realizing more efficient logistics Leveraging ICT to contribute to the education, healthcare and finance fields
Solving social issues through corporate activities	4 Contributing to the global environment with the power of technology	Contribute to mitigating climate change, promoting a circular economy and the adoption of renewable energy by utilizing cutting-edge technologies to pass on a sustainable global environment to the next generation.	<ul style="list-style-type: none"> Realize a secure and comfortable mobility society Build a high-altitude communications network in the stratosphere Provide opportunities for mobility through the practical utilization of self-driving vehicles Create global communities by providing innovative community-style workspaces Enhance the efficiency of transportation by leveraging AI and data analytics technologies to provide taxi dispatch platforms Promote a cashless economy through the spread of barcode and QR code payments Job posting system that aims to shift human resources to new businesses and growth businesses Allocate personnel to new businesses through improvements in operational efficiency Human resources recruitment and development systems necessary to create and promote new businesses
	5 Building high-quality social communication networks	Commit to maintaining a constantly-connected and stable network and to protecting our customers' important data, as communication networks serve as a lifeline.	<ul style="list-style-type: none"> More efficient use of electricity Transition to energy-efficient equipment Leveraging IoT for more efficient use of electricity in consideration of the environment Shift electricity consumed by mobile phone base stations to electricity using renewable energy* Note: Achieved primarily through the use of non-fossil certificates designated as renewable energy Mobile phone recycling, the introduction of carry bags using alternative materials to paper and plastic, and the reduction of paper usage through the use of smart devices Utilize waste water resources and reduce waste products Spread the use of renewable energy by providing the “Shizen Denki” electric power service
	6 Developing a resilient management foundation	Conduct corporate governance with integrity to earn the trust of society through ongoing dialogue with stakeholders. In addition, foster innovation and improve the well-being of our employees by developing a progressive workplace environment where diverse human resources can thrive utilizing cutting-edge technologies.	<ul style="list-style-type: none"> Construct 5G mobile communications systems to enable “high-speed, high-capacity,” “ultra-high-reliability, low-latency,” and “massive device connections” Provide communications services with stable connections Redundancy in backbone networks Secure communications in the event of a disaster through tethered balloon radio relay systems Network monitoring and operation utilizing AI Develop and operate high-level security environments Thoroughly educate employees on security Enhance corporate governance systems and thoroughly prevent compliance violations Implement sophisticated internal controls, eliminate antisocial forces, and prevent corruption Ethical procurement and transactions Sound and transparent information disclosure Cooperation with local communities through initiatives such as disaster management agreements and the Social Emergency Management Alliance (SEMA) Support for employee growth and career realization Fair evaluation and recruitment system Promote participation by women, including recruitment and employment of persons with disabilities, and initiatives related to LGBT persons Harassment prevention Work-style reforms Promote health and productivity management Relocate the corporate headquarters to a smart building Promote diverse working styles unconstrained by time or place

SoftBank Sustainability

SoftBank SDGs

SDGs Initiatives as a Key Driver of Growth

SoftBank considers its contribution to the achievement of SDGs targets to be an important management priority and is working to enhance corporate value and realize a sustainable society by contributing to the resolution of social issues pursued by the global community through our business and corporate activities. In addition to establishing the concept of “a world where all things, information and minds are connected” to promote our response to the SDGs, we are focused on the achievement of SDGs and society 10 years hence in 2030, which is within the scope of the SDGs, and we have identified six priority issues (materiality) that take into account the importance of our corporate and business activities as well as external stakeholders. By responding to these six materiality themes, we will accelerate our “Beyond Carrier” growth strategy and target further corporate growth.

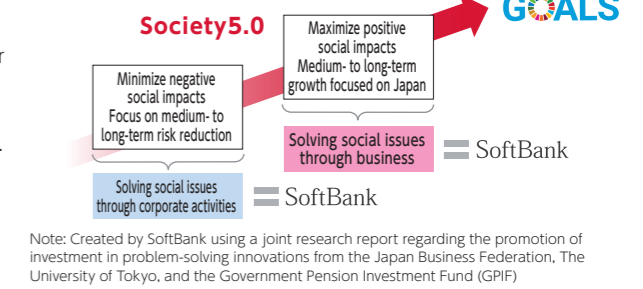
The Cabinet Office (Government of Japan) advocates “Society 5.0,” a new society realizing economic development and the resolution of social issues through an advanced system integrating the cyber space and physical (actual) space. In addition, the Keidanren has announced the “Society 5.0 for SDGs” concept that aims to achieve economic development and the resolution of social issues by maximizing the use of innovative technologies to achieve the SDGs. This means, technology is essential for achieving SDGs. In other words, technology can “minimize negative social impacts” and “reduce medium- to long-term risks” while “maximizing positive social impacts” and achieving “medium- to long-term enterprise growth,” giving it a central role in leading the achievement of the SDGs.

For SoftBank, whose main business is telecommunications and technology, contributing to the achievement of SDGs will be useful in resolving social issues from a variety of perspectives, and at the same time responding to external stakeholder demands will become the driving force that will further advance our business and corporate growth.

Furthermore, to ensure SoftBank contributes to the SDGs, we must ensure that the corporate and business activities conducted by our Company and group companies address social issues. We also believe that it is important to inculcate a collective awareness among employees. In each business, initiative and individual job performed by our Company and each of our group companies, we promote an understanding of all 17 SDGs and 169 targets, setting advance goals and plotting steps backwards to the present with a focus on the goals of SDGs to consider and respond to business, initiatives and work with an awareness that enables us to work toward each of the SDGs independently.

We will resolve issues faced by society and people to realize further contributions to a sustainable society targeted in the SDGs with all group company employees working together toward the SDGs.

Methods of Achieving SDGs



Strategic Positioning of SDGs



Response to the SDGs Compass

The SDGs Compass was developed in March 2016 by Global Reporting Initiative (GRI), the UN Global Compact and the World Business Council for Sustainable Development (WBCSD) to explain the impact of the SDGs on individual businesses as a corporate SDGs implementation guide aimed at providing the tools and knowledge necessary for placing sustainability at the center of corporate strategies. It is a global guideline for corporate integration of SDGs into business strategies, a way to measure contributions to SDGs and a method for managing performance and implementation status. The SDGs Compass framework comprises STEP 1 to STEP 5. SoftBank also utilizes STEP 1 to STEP 5 in implementing the PDCA cycle in accordance with the SDGs Compass.



Note: Prepared by SoftBank, based on the GRI, the UN Global Compact and “SDGs Compass,” issued by WBCSD

SoftBank Sustainability

Materiality Selection Flow

SoftBank identified six priority issues (materiality) that must be addressed to develop a sustainable society based on the concept "a world where all things, information and minds are connected." In identifying materiality, we have selected items of greatest importance from the perspective of issues valued by stakeholders as well as priorities for our business based on the Sustainable Development Goals (SDGs), which are global in scope.

Importance of External Factors

We considered the perspective of stakeholders based on SDGs and a variety of other angles, including the requirements for Socially Responsible Investment (SRI) and ratings agencies, GRI standards, SASB standards, ISO 26000 and other international guidelines as well as major external ratings agency requirements. In addition, we proactively engaged in discussions with stakeholders outside the company, including exchanging opinions with outside directors and experts, and identified the degree of external importance associated with specific standards and requirements.

Importance of Internal Factors

While consulting to the 17 goals and 169 targets encompassed by SDGs, we discuss, examine, and evaluate which kinds of businesses and services are important to our Company and which methods and services we are capable of implementing based on the circumstances and plans in each of our divisions and in businesses throughout SoftBank Corp. group. At the same time, the SDGs Promotion Committee holds relevant discussions and identifies the relative importance and impact of all associated factors.

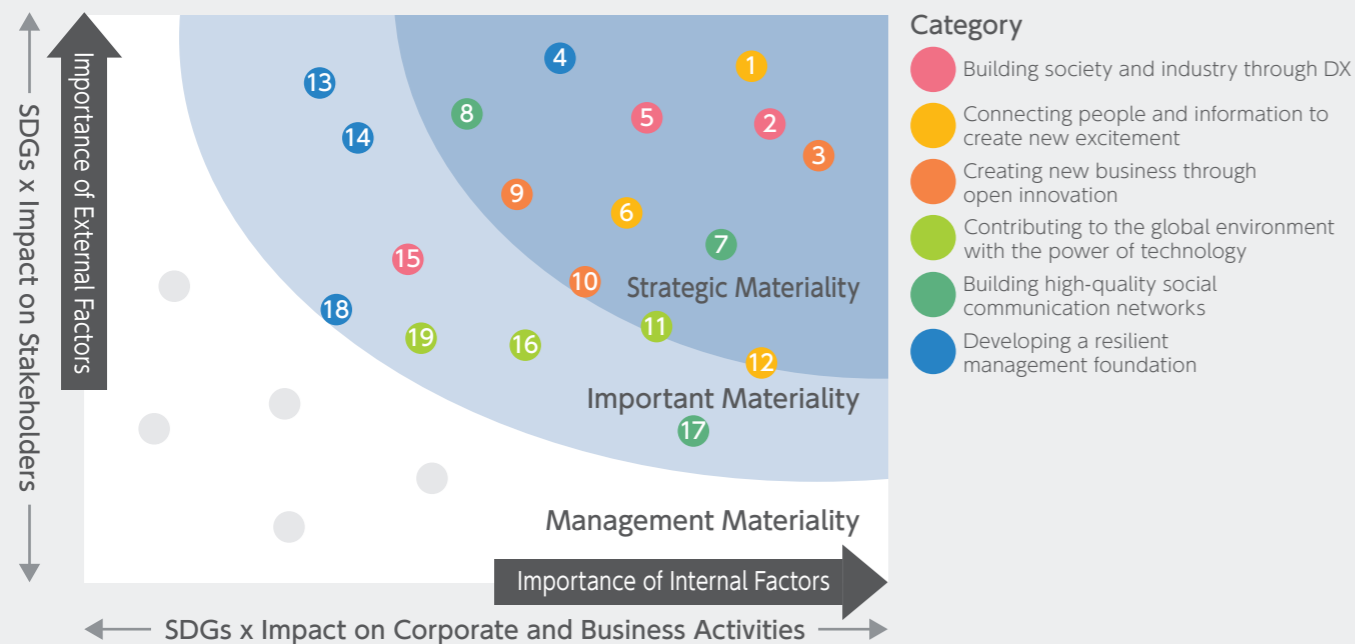
Matching and plotting internal and external evaluations based on the results of their importance and impact, results were classified and evaluated according to three levels: "strategic materiality," "important materiality" "management materiality."

The 19 items (SDGs value creation items) within "strategic materiality" and "important materiality" are integrated into the six materiality themes categorized according to item contents and relationships.

In selecting materiality items, in addition to holding numerous discussions with SDGs Promotion Managers in each department and group company, materiality was determined by final approval by the Board of Directors on April 27 after deliberations by higher level bodies such as the Management Council and consultations with the SDGs Promotion Committee.



Materiality Map



19 value creation items

- 1 Realize attractive customer value through the spread of smart devices
- 2 Create new industries through DX
- 3 Develop new business models with cutting-edge technologies
- 4 Enhance productivity with advanced workplace environments
- 5 Expand and enhance the efficiency of the industrial base through cutting-edge technologies
- 6 Help everybody enjoy the value of the latest devices and communication methods
- 7 Prepare sustainable life infrastructure
- 8 Promotion of data security and privacy protection initiatives
- 9 Incubate and spiral-up cutting-edge businesses overseas
- 10 Build systems to recruit and develop human resources to lead growth and create new businesses
- 11 Contribute to the mitigation of climate change through technology and business
- 12 Leveraging ICT to create new lifestyles and enhance the foundations for daily life
- 13 Sustainable growth through cooperation with stakeholders
- 14 Enhance corporate governance and ensure its effectiveness
- 15 Revitalize local communities (regional revitalization)
- 16 Realize a prosperous society through the spread of renewable energy
- 17 Construct robust communications infrastructure to contribute to disaster prevention and mitigation
- 18 Enhance employee happiness with diversity and inclusion
- 19 Promote a recycling-based society (circular economy)

Relationship Between Materiality and the 169 SDGs Targets

Materiality	SDGs	SDGs																
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Building society and industry through DX	Expand and enhance the efficiency of the industrial base through cutting-edge technologies	1-2,1-3	2-4	3-6					8-2	9-1,9-2, 9-b		11-211-3, 11-a						17-16, 17-17
	Create new industries through DX	1-3							8-3	9-2								
	Revitalize local communities (regional revitalization)	1-2,1-3	2-4						8-9	9-1,9-2, 9-a		11-11-2, 11-3,11-4, 11-7,11-a						17-16, 17-17
Connecting people and information to create new excitement	Realize attractive customer value through the spread of smart devices	1-2										11-1						
	Help everybody enjoy the value of the latest devices and communication methods	1-2				4-7				9-1,9-2, 9-c	10-2	11-1						
	Leveraging ICT to create new lifestyles and enhance the foundations for daily life	1-2		3-3	4-1,4-3, 4-4,4-7				8-3,8-10	9-3								
Creating new business through open innovation	Develop new business models with cutting-edge technologies			3-6					8-2,8-3	9-2,9-4, 9-b	11-1,11-3, 11-a							
	Incubate and spiral-up cutting-edge businesses overseas									9-2,9-3, 9-b	11-1,11-3, 11-a							17-6
	Build systems to recruit and develop human resources to lead growth and create new businesses				4-3,4-4, 4-7					9-5								
Contributing to the global environment with the power of technology	Contribute to the mitigation of climate change through technology and business									7-2,7-3				13-1, 13-3				17-16, 17-17
	Promote a recycling-based society (circular economy)								6-4				12-5		14-1	15-2, 15-5		
	Realize a prosperous society through the spread of renewable energy			3-9						7-2				13-1				17-16, 17-17
Building high-quality social communication networks	Prepare sustainable life infrastructure									9-1,9-4, 9-a,9-c	11-1							16-10
	Construct robust communications infrastructure to contribute to disaster prevention and mitigation										11-5		13-1					
	Promotion of data security and privacy protection initiatives																	16-6, 16-10
Developing a resilient management foundation	Enhance corporate governance and ensure its effectiveness																	16-4,16-5, 16-6,16-7
	Sustainable growth through cooperation with stakeholders												12-6					16-6, 16-7
	Enhance employee happiness with diversity and inclusion	1-3		3-1	4-3,4-4, 4-7	5,5-1,5-2, 5-4,5-5			8-5,8-7		10-2,10-3							16-1, 16-b
	Enhance productivity with advanced workplace environments	1-3		3-3,3-3, 3-8,3-a	4-3,4-4				8-2,8-5, 8-8									

Note: Created from the United Nations "Sustainable Development Goals (SDGs) 169 Targets" and Keio Research Institute at SFC x SDG Lab "SDGs Action List for Corporations, Ver. 1" Note: Numbers in table are associated with the 169 SDGs targets

<Relationship between Materiality and Key Guidelines>

Materiality	SDGs value creation	Guidelines		
		SASB*	ISO 26000 (central themes)	GRI
1 Building society and industry through DX (digital transformation) - Redefining industry with DX -	1 Expand and enhance the efficiency of the industrial base through cutting-edge technologies	-	●	●
	2 Create new industries through DX	-	●	●
	3 Revitalize local communities (regional revitalization)	-	●	●
2 Connecting people and information to create new excitement - Enhancing lifestyles with information and communications technology (ICT) -	1 Realize attractive customer value through the spread of smart devices	-	●	●
	2 Help everybody enjoy the value of the latest devices and communication methods	-	●	●
	3 Leveraging ICT to create new lifestyles and enhance the foundations for daily life	-	●	●
3 Creating new business through open innovation - Creating new value through the new businesses of SoftBank Corp. group companies -	1 Develop new business models with cutting-edge technologies	-	●	●
	2 Incubate and spiral-up cutting-edge businesses overseas	-	●	●
	3 Build systems to recruit and develop human resources to lead growth and create new businesses	-	●	●
4 Contributing to the global environment with the power of technology - Realizing a carbon-neutral, recycling-oriented society -	1 Contribute to the mitigation of climate change through technology and business	●	●	●
	2 Promote a recycling-based society (circular economy)	●	●	●
	3 Realize a prosperous society through the spread of renewable energy	●	●	●
5 Building high-quality social communication networks - Highly convenient, stable, and trustworthy networks and security -	1 Prepare sustainable life infrastructure	●	●	●
	2 Construct robust communications infrastructure to contribute to disaster prevention and mitigation	●	●	●
	3 Promotion of data security and privacy protection initiatives	●	●	●
	4 Enhance corporate governance and ensure its effectiveness	●	●	●
6 Developing a resilient management foundation - Tenacious and honest corporate governance, organization, and personnel -	2 Sustainable growth through cooperation with stakeholders	-	●	●
	3 Enhance employee happiness with diversity and inclusion	-	●	●
	4 Enhance productivity with advanced workplace environments	-	●	●
	1 Enhance corporate governance and ensure its effectiveness	●	●	●

Note: Sustainability Accounting Standards Board (SASB; located in the United States)

SoftBank Sustainability

SoftBank Value Creation Process

Beyond Carrier Strategy:

We will go beyond the confines of traditional telecommunications providers to expand our three business domains — telecommunications, Yahoo, and new businesses to achieve sustained growth.

We will further grow our telecommunications business by expanding the number of smartphone and broadband subscribers, deploying new 5G telecommunications infrastructure, while improving the revenue structure of Z Holdings Corporation, which owns Yahoo Japan Corporation, and maximizing synergies with it.

Further, we will proactively promote the expansion of new businesses utilizing cutting-edge technologies and business models in areas including AI, IoT, FinTech, security and mobility.

Social Issues and Trends

- Geopolitical risks due to globalization
- Global environment conservation/climate change
- Increasing information gap and cyber security
- Population declines, low birthrates and aging populations
- Energy/resource/water issues
- Diversifying consumer needs
- Widening disparity between urban and rural areas
- Accelerating technological innovations and digitization
- Spread of infectious diseases

Input (Source of competitive advantage)

Social Capital

Smartphone subscribers : **24.13**million
 SoftBank Hikari subscribers : **6.39**million*1
 Transactions with leading Japanese corporations : **93%***2
 (As of March 31, 2020)

Human Capital

Consolidated group employees : **37,821**people
 (As of March 31, 2020)

Manufacturing Capital

Capital expenditure : Approximately **¥400**billion per year*3
 Base stations : Approximately **230,000**locations
 Investment : **¥50~¥70**billion per year
 Shops : Approximately **6,000**locations*4

Social Capital

- Cutting-edge technologies and business models possessed by SoftBank investment targets
- Co-creation with corporate partners represented by 5G x IoT Studio

Intellectual Capital

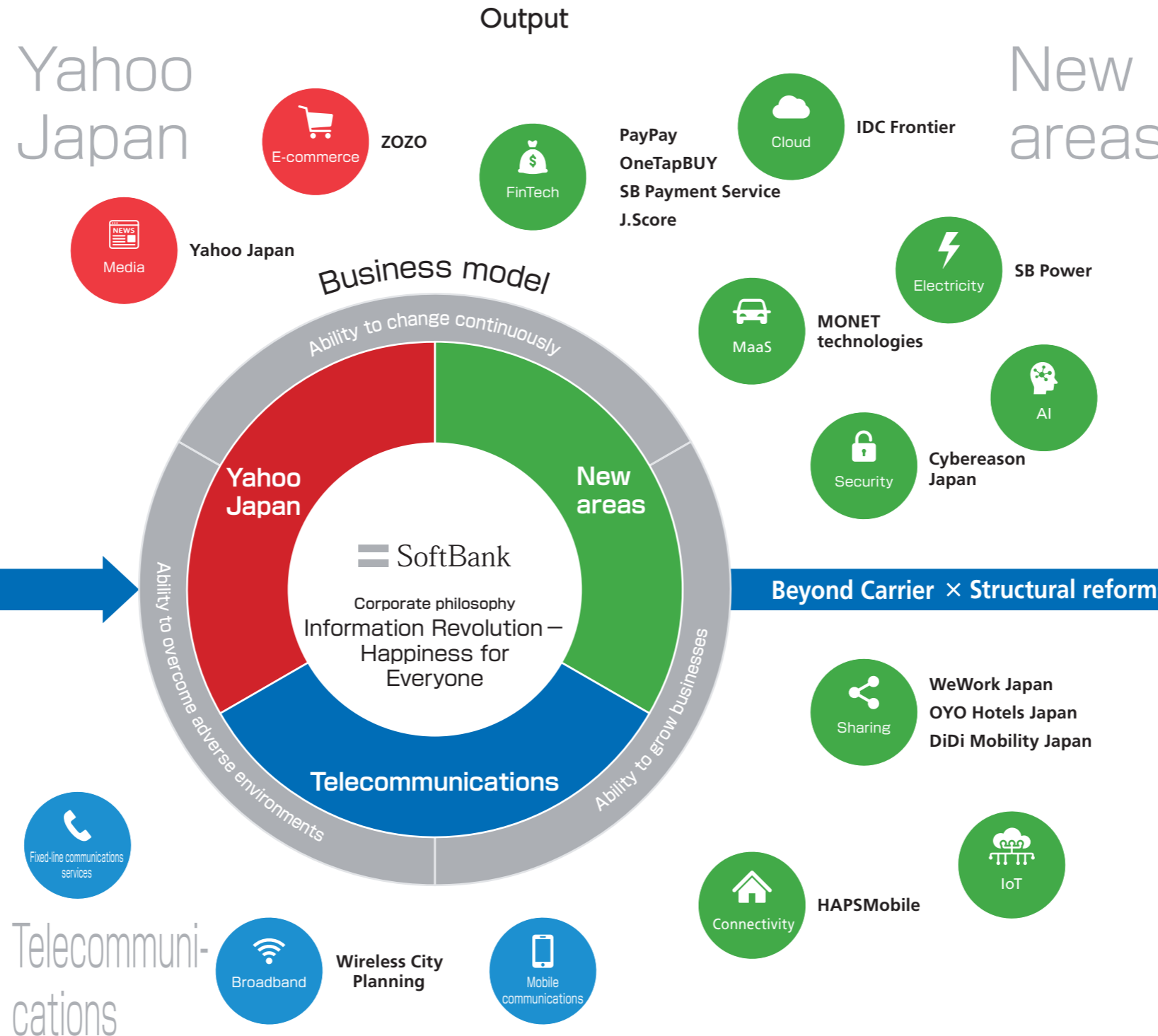
Interbrand
 Best Japan Brands 2020
 US \$**5,363**million

Financial Capital

Japan Rating & Investment Center (R&I):
 Long-term rating **A+**
 Japan Credit Rating Agency (JCR):
 Long-term rating **AA-**
 (As of September 17, 2019)

Natural Capital

Electricity used:
1,644,203,000kWh
 (Actual usage as of March 31, 2020)



Outcome

- Materiality 1**
 Building society and industry through DX
 Related SDGs: 1, 8, 9, 11, 17 → P.24
- Materiality 2**
 Connecting people and information to create new excitement
 Related SDGs: 1, 3, 4, 8, 9, 10, 11 → P.44
- Materiality 3**
 Creating new business through open innovation
 Related SDGs: 4, 9, 11, 17 → P.64
- Materiality 4**
 Contributing to the global environment with the power of technology
 Related SDGs: 7, 12, 13 → P.86
- Materiality 5**
 Building high-quality social communication networks
 Related SDGs: 9, 11, 13, 16 → P.106
- Materiality 6**
 Developing a resilient management foundation
 Related SDGs: 3, 4, 5, 8, 16, 17 → P.122

*1 Includes SoftBank Air subscribers
 *2 Of the 969 listed companies with a revenue of ¥100 billion or more, 900 have transactions with SoftBank.
 *3 Acceptance basis. Excludes the impact of applying Z Holdings group, rental mobile phones, and impact from IFRS 16.
 *4 The number of stores includes directly-owned stores, dealers, mass electronics retailers and stores offering multiple carriers.

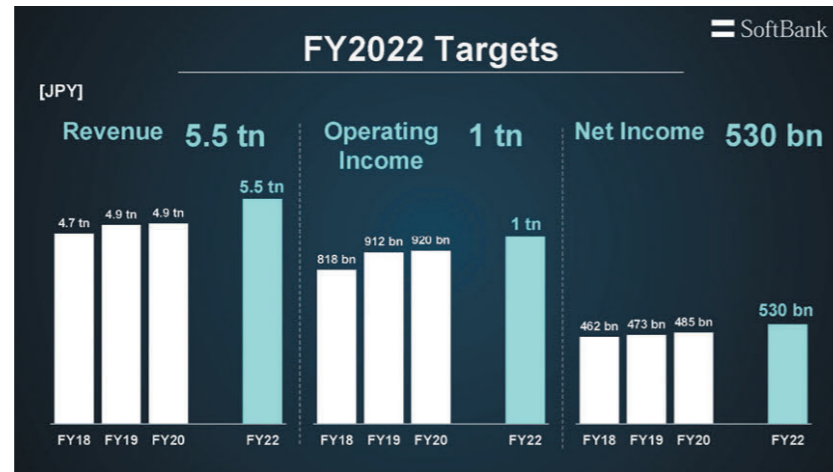
Note: On October 1, 2019, Yahoo Japan Corporation transitioned to a holding company structure through a company split (absorption-type company split) and changed its trade name to Z Holdings Corporation. For convenience, however, "Yahoo Japan" is used in this report.

SoftBank Sustainability

Management Strategy for Accelerating Corporate Growth

SoftBank Corp. group aspire to realize the following corporate philosophy: "Information Revolution - Happiness for everyone." The Group aims to be a provider of the most essential services and technologies to people around the world. To this end, the Group will seek to maximize corporate value through its wide range of businesses in the information and technology industry. We aim to achieve sustainable growth by simultaneously executing our "Beyond Carrier" growth strategy and engaging in ongoing structural reforms.

With regard to the May 2019 announcement of our "operating income of ¥1 trillion" target, in August 2020, we announced a timeline of fiscal 2022 for achieving this goal. To this end, we will execute our "Beyond Carrier" growth strategy and engage in structural reforms, aiming for sustainable growth and the medium- to long-term enhancement of corporate growth.



Note: August 4, 2020, earnings announcement materials for the first quarter of the fiscal year ending March 31, 2021

Beyond Carrier Strategy

We are promoting our "Beyond Carrier" growth strategy to continuously enhance corporate value in the rapidly changing telecommunications industry. We aim to strengthen our revenue base and achieve sustainable growth by expanding beyond the confines of traditional telecommunications providers to expand our three business fields—telecommunications business, Yahoo business, and new businesses.



Note: August 4, 2020, earnings announcement materials for the first quarter of the fiscal year ending March 31, 2021

—Further Growth of the Telecommunications business—

In telecommunications, which is the foundation of our business, we will aim for further growth by deploying 5G, a new telecommunications infrastructure, and expanding the number of smartphone and broadband contracts.

We aim to reach 30 million smartphone contracts by 2023 by enhancing our conventional strategy with a "multi-brand strategy" in collaboration with group companies and collaborations with Yahoo Japan and PayPay. Through the full-scale rollout of 5G, we will provide new smartphone value to more customers by surpassing a population coverage rate of 90% by the end of fiscal 2021. Additionally, in promoting digitalization among enterprise customers, we provide more than 100 types of solutions and work with our partner companies to resolve social issues through the power of AI, IoT and 5G in an effort to achieve annual double-digit growth in Business solution and others revenue and operating profit of the Enterprise segment.

This infographic details five key initiatives:

- Multi-brand Strategy:** Focuses on 'Strong acquisition' and 'Retention effect' through 'Upgrade promotion'.
- Collaboration with Yahoo and PayPay:** Aims to 'Trigger for new subscriptions' and 'Retention effect' across E-commerce, Payment, and Banking/Insurance.
- 5G Deployment:** Shows 'Population coverage 90%+' in March 2022, with 50,000 base stations compared to 10,000 in March 2021.
- Enterprise Digitalization:** Provides 'more than 100 types of digitalization solutions' through Communication (G Suite, Microsoft 365, Zoom), Automation (FINDABILITY, SecuLight), Data utilization (YAHOO! JAPAN, GIRM TREASURE DATA, INCUBATA), and Security (Cyberreason, ZIMPERIUM, Zscaler).
- Industry Digitalization:** Solves social issues with AI, IoT, and 5G through Online medical care, Smart cities, and Smart distribution.

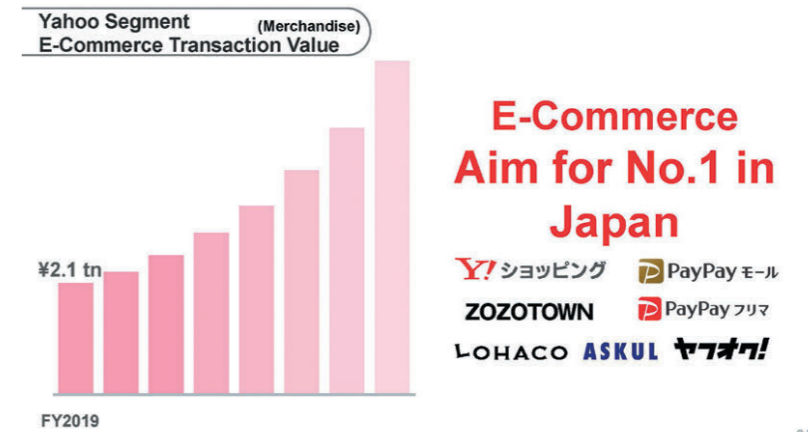
Note: August 4, 2020, earnings announcement materials for the first quarter of the fiscal year ending March 31, 2021

Growth —Growth Strategy x Structural Reforms—

—Growth of Yahoo business—

We are working to maximize synergies with Yahoo Japan, a leading domestic Internet service player in Japan. In the e-commerce field, we are collaborating with ZOZO, Inc. acquired in November 2019, which operates the fashion e-commerce website Zozotown, and proactively developing new e-commerce services under the "PayPay" brand to expand our e-commerce transaction value with the aim of becoming number one in e-commerce transaction value in Japan by the first half of the 2020s. We will also develop the financial business into a third pillar by providing financial services that match the purchasing behavior of users. (see Materiality 2 on p. 52~)

In addition, we will realize business integration based on a spirit of equality between Z Holdings Corporation and LINE Corporation, collaborating in various fields such as AI, telecommunications, advertising, payments and communications.



Note: Materials released at the 34th Ordinary General Meeting of Shareholders held on June 24, 2020

—Expanding New Domains—

The Group is using cutting-edge technologies and business models in fields such as AI, IoT, FinTech, security, and mobility to actively expand new businesses. In creating new businesses, the Company is partnering with global leading AI companies in which our parent company, SoftBank Group Corp., has invested. This enables us to efficiently operate business while minimizing initial investment costs compared to launching new businesses on our own. We are also vertically launching new businesses by combining the Group's strengths—its telecommunications business and Yahoo business customer bases, its 5G and software technologies, and its Enterprise segment sales capabilities.

Structural Reforms

Furthermore, while actively investing to carry out our growth strategy, we will work on cost efficiency.

We aim to maximize profits by maintaining fixed cost levels through thorough cost controls even as sales increase. Specifically, we aim to improve productivity through digitalization, realize efficient and optimized networks and prevent fixed costs from rising as business expands.

We will also work to reduce costs across the entire Group by promoting joint purchasing and in-house development utilizing Group resources.

This infographic details four structural reform initiatives:

- Productivity improvement and workstyle reform through digitalization:** Includes '1 Digitization of mobile shop operations' (Remote customer services, AI image recognition, Cashless payment) and '2 Workstyle reform in "New Normal"' (AI chat support, AI voice recognition and emotion analysis).
- Network efficiency and optimization:** Includes '1 Optimization of equipment after termination of PHS, 3G, etc.' (Downsize, Using power saving machines, Smart meters) and '2 Infrastructure sharing with KDDI' (Mutual use of equipment in rural areas, Promote 5G in Japan).
- Cost reduction through joint procurement:** Focuses on 'Joint procurement by SoftBank and Z Holdings' for Network equipment, Servers, and Storage equipment, achieving a 'Cost reduction of ¥7.0 bn'.
- Cost reduction through in-house development:** Focuses on 'Actively leverage group resources' by providing 'Settlement services' both 'Within our group' and 'Outside companies' to achieve 'Settlement fee reduction' and 'Sales increase'.

Note: August 4, 2020, earnings announcement materials for the first quarter of the fiscal year ending March 31, 2021

SoftBank Sustainability

Materiality KPIs

We have established six materiality-related key performance indicators (KPIs) with the aim of achieving a sustainable society and ensuring sustainable growth for our Company. By maintaining awareness and understanding of performance and circumstances associated with these KPIs and by applying the PDCA cycle, we will ensure proper management of progress in terms of materiality.

Materiality	SDGs value creation	KPIs	Fiscal 2019 achievements
1 Building society and industry through DX	Expand and enhance the efficiency of the industrial base through cutting-edge technologies	1 Development of DX solutions for social and industrial progress Revenue of business solution and others: CAGR* 10% Note: CAGR (Compound Annual Growth Rate): Annual average growth rate	• CAGR: 17%
	Create new industries through DX	1 Projects undertaken through co-creation with customers: 17 projects in progress	• Launched three projects
	Revitalize local communities (regional revitalization)	1 Expanding partnership agreements and personnel exchanges with local governments: 70 local governments (FY2023)	• At end of Fiscal 2019: 40 local governments
2 Connecting people and information to create new excitement	Realize attractive customer value through the spread of smart devices	1 Smartphone cumulative subscribers: 30 million (FY2023) 2 Survey for NPS*1 improvement: Monitor results *1 Net Promoter Score	• 24.13 million (As of March 31, 2020) • Customer satisfaction survey responses: 3.06 million (fiscal 2019)
	Help everybody enjoy the value of the latest devices and communication methods	1 Yahoo! News DAU*2: 45 million *2 Daily Active Users 2 Expand the HAPS Alliance to broaden Internet communications across the world: Promoting initiatives	• In addition to increased use due to AI-based recommendation improvements, thoroughly responded to COVID-19 news demand • Announced HAPSMobile • Announced HAPS Alliance concept
	Leveraging ICT to create new lifestyles and enhance the foundations for daily life	1 PayPay cumulative registered users: 40 million 2 E-commerce transaction value (merchandise): 4 trillion yen	• Users: 27 million • Member stores: Over 2 million • Cumulative number of payments: 828 million • Fiscal 2019 full-year results: ¥2.6 trillion
3 Creating new business through open innovation	Develop new business models with cutting-edge technologies	1 HAPS service provision: Launch (FY2023)	• Completed airframe • Successful test flight
	Incubate and spiral-up cutting-edge businesses overseas	1 Promotion of business operations in Japan	• Expanded support measures for proactive business development within new businesses
	Build systems to recruit and develop human resources to lead growth and create new businesses	1 SoftBank InnoVenture commercialization	• 16 projects
4 Contributing to the global environment with the power of technology	Contribute to the mitigation of climate change through technology and business	1 Ratio of renewable energy (for base stations): 30% or greater (FY2020) 50% or greater (FY2021) 70% or greater (FY2022) 2 Work on new businesses that help promote CO ₂ reduction: Promoting initiatives	• In preparation (October 2020 launch) • Auto shut-off system introduced in 2015 automatically turns off office lights at 22:00 and at 18:30 on Wednesdays, which is no overtime day (Shiodome Head Office) • Electricity reduction: 400 kWh per year (estimate)
	Promote a recycling-based society (circular economy)	1 Number of mobile phone recycled or reused: 10 million (FY2020-2025) 2 Percentage of decommissioned base stations going to landfill: 1% or less (annually)	• Fiscal 2019: 2.38 million phones • Fiscal 2019: 1.4%
	Realize a prosperous society through the spread of renewable energy	1 Options for electric power from renewable sources: Supply of naturally sourced electricity	• Non-disclosed: Study on revision of natural electricity (change from FIT to non-fossil fuel from the second half of fiscal 2020)

Materiality	SDGs value creation	KPIs	Fiscal 2019 achievements
5 Building high-quality social communication networks	Prepare sustainable life infrastructure	1 5G deployment plan number of base stations: Over 10,000 (end of FY2020) Over 50,000 (end of FY2021) Population coverage: over 90% (end of FY2021) 2 Number of major network accidents: Zero (FY2020) 3 Submarine cable "ADC(Asia Direct Cable)": Start operation (FY2022)	• 5G pre-service launched Music festivals (Fuji Rock), Sports (Yahoo! (now PayPay) Dome: Baseball, Softbank Winter Cup: Basketball) • Commercial service launched March 2020 Note: Preliminary license July; commercial license acquisition September • Major network accidents: Zero • February 2020 Consortium contract signed • Ocean research/cable manufacturing arrangements commenced
	Construct robust communications infrastructure to contribute to disaster prevention and mitigation	1 Establishment of three main routes (for Okinawa/Tohoku): Completion (FY2021) 2 Equipment and materials for disaster response and recovery: Support and enhancement (annually)	• Basic design completed; construction started • Increased number of portable satellite antennas deployed nationwide to 182
	Promotion of data security and privacy protection initiatives	1 Number of major accidents involving information security: Zero (annually) 2 Number of major accidents involving privacy issues: Zero (annually) 3 Implementing initiatives that help customers to understand how to handle their personal information	• Number of incidents: Zero Worked to strengthen information security focusing on organizational, personal, physical and technical measures including the creation of mechanisms to promote information security activities and information security education for all employees. • Number of incidents: Zero • Started planning study for Privacy Dashboard (provisional name)
6 Developing a resilient management foundation	Enhance corporate governance and ensure its effectiveness	1 Number of compliance violations: Performance monitoring (annually) 2 Number of compliance training sessions: Performance monitoring (annually)	• Violations: 51 incidents • Compliance test participants: 99.8%
	Sustainable growth through cooperation with stakeholders	1 Sustainability procurement survey collection: 90% or greater (annually) 2 Number of partnerships with NPOs: 1,000 organizations (FY2023)	• Launched examination • 500 NPOs (as of December 31, 2019)
	Enhance employee happiness with diversity and inclusion	1 Number of women in managerial roles: 300 (FY2022) 2 Employment of persons with disabilities: At or above the legally mandated level (annually) 3 Paid leave acquisition rate: Keep at 70% or above (annually) 4 Accidents at work sites involving injury or death: Zero (annually)	• 300 people • 2.3% • 72.2% • Held safety tournaments • Presented Fiscal 2019 Annual Safety Award (recognizes construction companies with safety excellence) • Created accident-prevention videos given to construction companies
	Enhance productivity with advanced workplace environments	1 Provide office environments that encourage diverse working styles: Performance monitoring (annually) 2 Teleworking ratio: 70% or greater (annually) 3 Ratio of smokers: Less than 20% (annually) 4 High ranking in Japan surveys: Highly ranked among the major surveys (annually)	• Expanded satellite offices using WeWork service (WePassport) to promote diverse work styles not bound by time or place • Introduced work from home/satellite offices (participated in telework since fiscal 2017/WeWork office utilization) • Utilized mobile work (distributed iPhones/iPads to all employees since fiscal 2008) • Eliminated limits on telework, made it primary method of work in response to COVID-19 (from February/March 2020) • 29.7% • 3rd Nikkei Smart Work Survey: Five-star rating • Nikkei Smart Work Awards 2019: Special Award

SoftBank Sustainability

Sustainability Promotion Structure

SoftBank established the SDGs Promotion Committee (chaired by Ken Miyauchi) as an advisory body to the Board of Directors to promote an integrated approach to our growth strategy and sustainability. In terms of internal sustainability information and activities, the SDGs Promotion Committee conducts surveys of social issues that must be addressed centered on SDGs and formulates action plans at least four times each year. Additionally, activity reports are provided to the Board of Directors to reflect sustainability perspectives and awareness in Company management.

Sustainability Basic Policy

At SoftBank, we will work to resolve various social issues through our corporate and business activities to realize a sustainable society in which all things, information and minds are connected.

- We will provide wonder, peace of mind and delight through customer-oriented business approach.
- To meet stakeholder expectations, we will continue to challenge ourselves to achieve corporate growth and clearly disclose information.
- Employee satisfaction, pride, uniqueness and diversity will be

encouraged and valued.

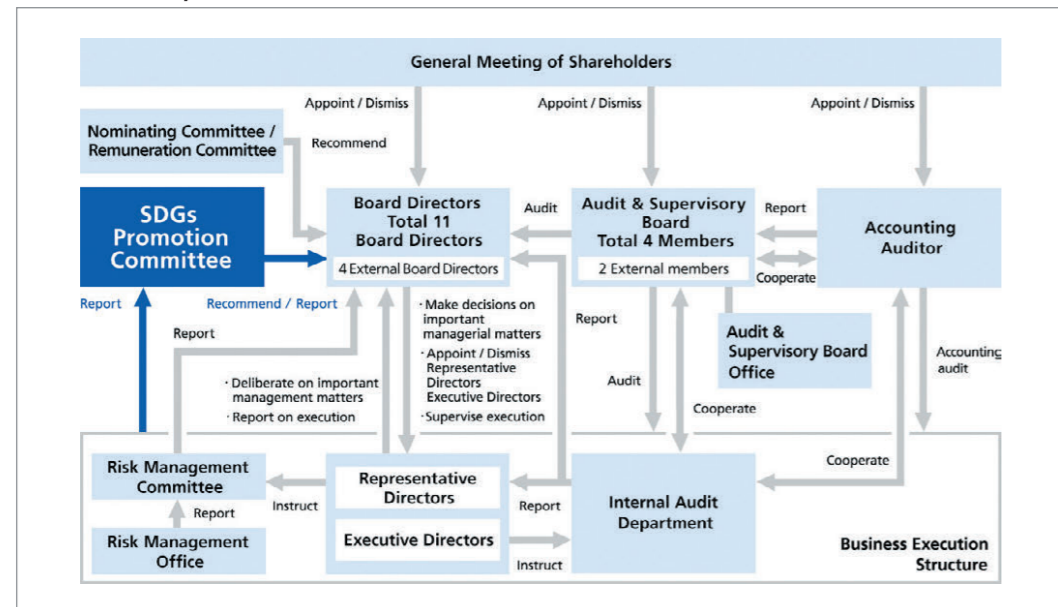
- Mutual trust and fair trade with our suppliers will be a priority (to prevent corruption and degeneracy, etc.).
- To create a better future for everyone, we will continue to drive an information-based society, support education for our diverse society, protect the environment and manage resources in a sustainable manner, conserve biodiversity, and provide disaster response and relief.

Ken Miyauchi, Representative Director, President & CEO, is ultimately responsible for promoting the SDGs and overall sustainability activities of SoftBank Corp., and its subsidiaries (hereinafter, the "SoftBank Corp. group") as the Chief SDGs Promotion Officer.

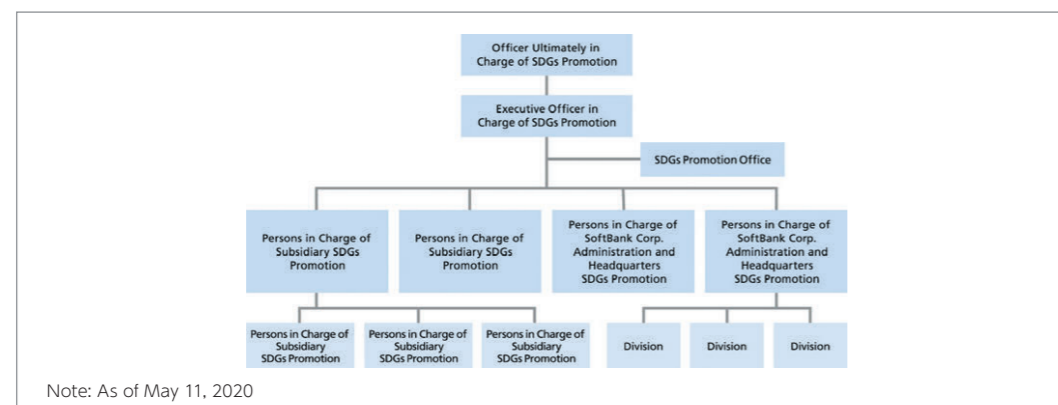
The SDGs Promotion Office was established to lead the SoftBank Corp. group's sustainability activities. Fumihiro Aono, Executive Vice President and CHRO, is in charge of SDGs promotion.

In addition, SDGs Promotion Officers have been appointed throughout the Company and at our subsidiaries to conduct various activities in line with business efforts as well as collaborate with the SDGs Promotion Office to unite the SoftBank Corp. group and engage in high-impact activities.

Sustainability Promotion Structure



Internal Execution Structure



Note: As of May 11, 2020

Promotion Structure

First SDGs Promotion Committee Meeting (April 21, 2020)

We ascertained materiality details and achievement status, which is a compass guiding us toward contributing to the creation of a sustainable society and the achievement of SDGs, and discussed targets and KPIs necessary for the PDCA cycle.

Opinions were also exchanged on the importance of internal dissemination and external communication of the importance of the SDGs and sustainability initiatives as ongoing rather than a one-time effort.

Second SDGs Promotion Committee Meeting (July 14, 2020)

Professor Hiroshi Naka of the University of Tokyo Institute for Future Initiatives was invited to comment on current conditions and trends in the ESG market and SoftBank's efforts toward achieving SDGs. In addition to exchanging opinions on the importance of quantitative and qualitative evaluations of social impacts and outcomes, as many natural disasters have occurred in Japan due to the effects of climate change, SoftBank considers climate change and other environmental issues to be serious risks, which led us to reaffirm our mission as a telecommunications infrastructure company.

Message from the Executive Promotion Officer

Promoting SDGs

SoftBank views the achievement of the SDGs, which is a common global theme for the creation of a sustainable society, as an important management issue. To contribute to the achievement of SDGs through corporate and business activities for the purpose of meeting the challenges and expectations of society, customers, business partners and other stakeholders, we are creating a system to promote support for SDGs.

In addition to the establishment of the SDGs Promotion Committee as an advisory body to the Board of Directors, we launched the SDGs Promotion Office, which is responsible for the internal promotion of the SDGs throughout SoftBank Corp. and its group companies.

President & CEO Miyauchi is the Officer ultimately in charge of SDGs Promotion, and I lead alongside him as Executive Officer in charge of SDGs Promotion across SoftBank Corp. and its group companies.

Responding to Global Environmental Issues

Under the 2015 Paris Agreement, greenhouse gas reduction targets were agreed upon, and last year COP25 was covered substantially in the media, calling for a global response to climate change. Furthermore, there is an urgent need to respond to environmental issues such as depasticization and the protection of biodiversity, thus we have positioned environmental response as one important theme among materiality issues.

SoftBank will respond to climate change by leveraging its strengths in utilizing technologies to promote a recycling-oriented society and the increased use of renewable energy. In April 2020, we also declared our support for Climate Change-related Financial Disclosure Task Force (TCFD) recommendations. To promote efforts based on TCFD recommendations, we will strive to provide proactive and comprehensive information disclosure. (see Materiality 4 on p. 86)

Supporting Society

It is important that companies respect the diversity of their employees. At SoftBank, we are working to create opportunities and environments in which diverse human resources can demonstrate their individuality and abilities, regardless of age, gender, nationality, or physical abilities. In addition, we established the SoftBank Human Rights Policy to promote understanding within the Company and aim to create a work environment where everyone can work comfortably.

Further, in 2017 we announced the "Smart & Fun" approach to work making full use of IT and have been engaged in practical workstyles and new initiatives utilizing IT as well as workstyle reforms creating an environment in which we can invest in self-growth. As a company with businesses that incorporate the latest technologies, we are proactively introducing working from home and other telework approaches to promote advanced workstyles that efficiently create time.

Amid the need to promote telework worldwide due to the spread of COVID-19, SoftBank has been successful in promoting the early adoption of workstyles utilizing technology, and more than 90% of our employees are engaged in telework to ensure reliable business continuity during the COVID-19 threat. In September 2020, we will relocate our head office to a new building in Tokyo's Takeshiba district with the aim of further innovating workstyles and maximizing employee

performance. Along with nationwide satellite offices such as WeWork bases and other initiatives, we will further promote even more innovative and creative workstyles that are not bound by working hours or locations.

Additionally, in 2018 we announced our Health Management Declaration introducing health examinations and regular stress checks, including initiatives such as no smoking during working hours in an effort to maintain and improve the health of our employees, who are the drivers of corporate growth.

Strengthening Governance

I think robust corporate governance is essential for the realization of a sustainable society. We ensure transparency in all of SoftBank's corporate activities and are working to improve and strengthen corporate governance to further earn the trust of all our stakeholders.

SoftBank has established a high-level corporate governance system centered on the Board of Directors and Audit & Supervisory Board Members to strengthen mutual monitoring functions. Also, in order for all employees to practice highly transparent corporate governance and sound business activities, we will strictly adhere to the SoftBank Code of Conduct and proactively promote it internally through training and a variety of other initiatives.

Materiality

To contribute to the creation of a sustainable society, SoftBank has identified six materiality issues that must be addressed. When determining the degree of importance to SoftBank in that process, SDGs were selected for importance as key drivers from all divisions. I feel this demonstrates SoftBank's strong intention to work together on the SDGs and create a sustainable society.

Total Employee Contribution to SDGs

There are over 30,000 employees working at SoftBank. Amid the daily work activities conducted in each department, there are times when we wonder "how is this work useful to society?" At times like these, I think it is extremely important for all employees to have a sense that materiality and SDGs will be a guiding compass and that each job contributes to the creation of a sustainable society.

I believe that the work conducted by all employees at SoftBank is related to SDGs.



Executive Vice President, CHRO & Executive Officer in Charge of SDGs Promotion
Fumihiro Aono

SoftBank Sustainability

SDGs Dissemination and Awareness

Internal Dissemination and Awareness Efforts

Each employee must have a proper understanding of the SDGs and our policies related to them to ensure the promotion of businesses, initiatives and operations are based on contributions to the SDGs. Thus we are engaged in a variety of training and awareness activities. By inculcating the awareness that the work and activities of all employees contribute to SDGs, we aim for each employee to conduct their duties with SDGs in mind.

Efforts to Disseminate Information and Raise Awareness Regarding SDGs Among All Employees

At the quarterly morning meeting held on April 1, 2020, President Miyauchi addressed all employees and expressed his intention to make full-scale efforts toward achieving SDGs and explained "SoftBank's SDGs initiatives" and "Materiality." In addition, on July 1, a special morning assembly was held in place of the employee conference in which all employees participate every year, where the SDGs concept video "SoftBank → SDGs" released on June 24 was shown. President Miyauchi gave a message about the importance of each and every employee contribution to SDGs, stating "SoftBank will strive to contribute to the future of society through its business activities and contribute to achieving the goals of the SDGs." In addition, the three Vice Presidents also announced that they will promote businesses and activities that lead to SDGs in their respective business areas.



E-learning session

To inculcate a deeper understanding of SDGs, we created an e-learning program called "SoftBank SDGs," which we have implemented for all employees. Content taught through e-learning enables employees to apply basic knowledge on SDGs to their everyday work efforts, making the SDGs a personal concern.



Training for New Employees and Managers

SDGs are used as a theme for level-based training to educate and raise awareness among employees. Training for new employees is based on the background and reasons for the importance of each and every employee in terms of achieving SDGs. Training for new managers involves efforts aimed at deepening understanding of the significance and importance of corporate efforts toward achieving SDGs in terms of "materiality" as the policy guiding SoftBank's SDGs initiatives.

Dissemination of SDGs Information on the SoftBank Intranet

SoftBank's intranet website regularly provides information on SDGs initiatives to encourage awareness among employees. We post a wide range of information, from basic knowledge on the SDGs, to the SoftBank approach to SDGs policies and detailed explanations of materiality, which is useful in improving employee understanding.

Additionally, through interviews with executives, and focus articles on employees involved in promoting the SDGs we create a sense of unity based on all employees working together. (Examples of past interviews include SDGs Promotion Office Manager Masato Ikeda: "Important Points in Promoting the SDGs at SoftBank/Points for Employees to Work on With Regard to the SDGs" and Brand Promotion Office and SDGs Promotion Office representatives: "Using Ingenuity and Imagination to Inform People Within and Outside the Company About SoftBank SDGs Initiatives")

Soliciting Business Ideas through the SDGs

We solicited SDGs-themed business ideas through the "SoftBank InnoVenture" internal entrepreneurship system (July 2020).

We examine businesses enabling each and every employee to contribute to the SDGs, promoting initiatives aimed at achieving SDGs while realizing employee business ideas and supporting the creation of new businesses.



External Dissemination of Messaging and Initiatives

SoftBank proactively disseminates information through a variety of contact points to inform stakeholders of our stance and initiatives with regard to contributions to the SDGs.

We introduce policies and initiatives that contribute to the SDGs and a sustainable society in an easily understandable and timely manner.

Explanations at the Annual General Meeting of Shareholders, Earnings Presentations and Business Briefings

At our earnings presentation for the fiscal year ended March 31, 2020, and the Annual General Meeting of Shareholders held in June, President Miyauchi himself explained SoftBank's proactive efforts toward the SDGs as our growth strategy going forward. In May, he also explained our contributions to the SDGs at a business briefing held to explain our corporate business strategy. Going forward, we will pursue the SDGs as set forth by the United Nations and contribute to the realization of a sustainable society by continuously addressing social issues through our business and corporate activities.

SDGs Concept Video

SoftBank released a concept video summarizing our SDGs efforts. Based on our corporate philosophy "Information Revolution — Happiness for everyone" and the concept of "a world in which all things, information and minds are connected," this video expresses how SoftBank thinks with regard to SDGs and how this is incorporated into materiality.



"SoftBank Sustainability" Dedicated Website Launch

In May 2020, we launched the dedicated website "A World in which All Things, Information and Minds are Connected — SoftBank Sustainability." This website introduces SoftBank's stance and initiatives toward the SDGs and sustainability to external stakeholders. We aim to deepen the understanding of our efforts through the provision of information that stakeholders want to know at any given time.

Newspaper Announcement

On June 25, 2020, we published a full-page advertisement in The Nikkei Morning Edition. The main visual depicts the canine "father" of the Shirato family looking toward the future, surrounded by colorful designs expressing SDGs with the proclamation that SoftBank will strive to resolve social issues through materiality initiatives focused 10 years hence and contribute to the achievement of the SDGs.

Communicating through SoftBank News and Social Media

We disseminate information on SoftBank initiatives contributing to the SDGs through owned media "SoftBank News," which provides information useful for daily life and the latest information on SoftBank under the theme of "IT x lifestyles," as well as SoftBank's official accounts on Facebook, Twitter and other social media platforms.

Lectures and Study Sessions

We conduct activities to introduce SoftBank's approach and initiatives toward achieving SDGs to local governments and organizations, universities, elementary and junior high schools and business partners. This facilitates a deeper understanding of the Company and also provides opportunities to understand the importance of each individual's awareness and actions toward achieving the goals of the SDGs. In July 2020, we presented an online lecture for a well-known women's university in Tokyo. We received comments from students including "it was made very clear that SoftBank management wants to make people happy" and "I now understand that resolving social issues through business and corporate activities is the ideal approach to business and contributing to society."

Symbol Development and Use for Company Items

So that as many people as possible know about SoftBank's efforts toward achieving SDGs, we created a symbol using the Shirato canine father as the motif, place SDGs illustrations on corporate tools such as business cards, envelopes, paper bags and presets that can be used as Zoom backgrounds that are distributed to all employees.



SoftBank Sustainability

COVID-19 Response and Customer Support

In response to the increasing impact of COVID-19, we have undertaken various efforts and support for our customers, business partners, employees and staff. SoftBank will continue to fulfill its responsibilities as a telecommunications company during times of emergency and make every effort to contribute to resolving this situation as soon as possible.

For Customers

Store Initiatives

We are making the following efforts so that customers can visit our stores with peace of mind.

- (1) Ensure sufficient distance between seats when serving customers
- (2) Sterilization of spaces and items shared by customers and staff
- (3) Face masks, goggles, sterilized wipes and disinfectant spray provided for staff
- (4) Use of plexiglass barriers for face-to-face interactions with customers
- (5) Mandatory face masks for staff, thorough hand washing and gargling
- (6) Staff temperature measurements and health reports every morning
- (7) Customers visiting the store require temperature measurements using an AI body temperature detection solution and a non-contact thermometer

Extended Payment Deadline

For customers who experienced difficulty paying their service usage fees, payment deadlines were extended until the end of July 2020.

Online Services

Due to a limited number of employees and staff in the workplace, it has become difficult to reach customer support by telephone. Customers are asked to use the SoftBank website to utilize our services, view or change contract details and confirm prices.

Additional Online Informational

We created a new section on our website summarizing the various preventative measures and support efforts we have undertaken in response to COVID-19.



For Students and Children

Additional 50GB of Free Data for Users Aged 25 or Younger

We have provided up to an additional 50GB of data free of charge to individual customers aged 25 or younger to support the use of smartphones for online education.

Free Provision of Distance-Learning Tools for Temporarily Closed Educational Institutions

From March 9 to April 30, 2020, SoftBank provided the online lesson service "Smart Coach" free of charge so that children and students throughout the country could learn and exercise, even during temporary school closures and class cancellations.

Emergency Fundraising Project Supporting Students, Children and Families During Temporary School Closures

SoftBank launched the "Emergency Fundraising Project Supporting Children and Families During Temporary School Closures" to support families whose daily lives have been significantly impacted. Donations raised through this project are provided to the Social Welfare Corporation Central Community Chest of Japan and used for emergency support activities to support the creation of a place for children, food distribution and other activities under the Red Feather "Emergency Fundraising Project Supporting Children and Families During Temporary School Closures" assistance project.

For Corporate and Government Partners

"SenseThunder" AI Temperature Detection Solution

Utilizing AI, personal authentication and temperature measurements can be performed simultaneously in just 0.5 seconds for the real-time identification of people suspected of having a fever. SoftBank supports the use of temperature sensing using AI and IoT by local governments and other organizations.



SoftBank Telework Support

SoftBank launched "SoftBank Telework Support," a telework support website to provide solutions and know-how useful for telework free of charge (for a limited time only). We support telework and the realization of new customer workstyles, including remote meetings and telework focused on Japan and China.

Device Lending

We lend smartphones and tablets to facilitate the work of local governments and other relevant organizations and promote telework. We are also supporting initiatives that ensure continuity of government and other related organizations through the provision of ICT terminals during emergency situations.

For Employees

Working from Home

To prevent the spread of COVID-19, we removed restrictions on working from home on February 25, 2020, then shifted to a full-time work-at-home system. By utilizing IT tools such as online conferencing systems and business chat programs, approximately 90% of our employees, excluding those who work at SoftBank shops and other stores, have been working from home. (As of June 30, 2020)

Antibody Testing for Safe and Secure Workplaces

COVID-19 antibody testing was conducted on SoftBank Corp. group employees, business partners and employees of medical institutions.

We introduce examples of this model as a COVID-19 exit strategy and in preparation for the second wave to protect SoftBank employees, their families and our business partners, as well as to prevent infections at medical institutions.

COVID-19 Exit Strategy (SoftBank Model)

Two types of antibody testing + Saliva PCR testing



Past and present examinations



Those suspected of being infected are promptly directed to a hospital for diagnosis

Reintroduction to society and workplaces or telework, as appropriate

SoftBank Initiatives

Yahoo Japan launched a special website to quickly and accurately convey information about COVID-19. "Yahoo! Net Fundraising" is collecting donations for COVID-19 emergency relief so that everyone who wants to take action can offer their support. To date, more than ¥490 million has been donated*1.

Yahoo! Net Fundraising was established in 2004 as a platform for collecting the opinions of people who support the resolution of issues; thus far, the cumulative amount of fundraising is in excess of ¥6.4 billion*2. At present, there are many non-profit organizations participating in efforts to address the SDGs. Charity auctions are held to collect donations through "Yahoo! Yell Auctions." The "Yell Market" contributes to a sustainable society through the promotion of ethical consumption by supporting the sale of food and ingredients that have become undeliverable due to COVID-19. These efforts advocate for social issues and provide an opportunity and environment for more people to become engaged in social contribution activities.

In addition, we are providing platforms that connect people with sources of information and regularly create new value while responding to a changing society, such as the "Yahoo Stay at Home" website, which was launched to provide people with information supporting daily life under COVID-19.

*1 "Yahoo! Net Donation" fundraising amount associated with COVID-19 emergency support (as of May 2020)

*2 Cumulative amount raised since the establishment of "Yahoo! Net Fundraising" (as of May 2020)



Special website: "Stop Medical Disruptions Caused by COVID-19, Support the Medical Field"



Special website: "COVID-19 Benefits Donation Project"



Special website: "Stop COVID-19 Infections"

Materiality 1

Building Society and Industry through DX (Digital Transformation) - Redefining Industry with DX -



By using the latest technologies, such as 5G, AI, IoT, RPA, and big data to digitize the business environment, we will help improve productivity in all kinds of industries and companies as well as streamline operations and various processes to accelerate the transformation of society. Along with this change, we will redefine industries and societies and support the creation of new businesses and industries occasioned by these changes.

In the realm of transportation, we will create new mobility services that will help solve challenges such as reducing urban traffic congestion and providing means of transportation for senior citizens and rural areas. In the realm of living environments, by using AI, IoT, and other such technologies in all areas of towns and cities, we will aim to build smart cities with the potential to play a key role in urban revitalization and industrial development.

Regional revitalization has also become a major issue for Japan, and expectations are mounting for technologies that will provide solutions to that issue, as illustrated in the government's use of the phrase "Society 5.0." We form partnerships with local municipalities, educational institutions, and other such entities to use 5G, IoT, MaaS, and other cutting-edge technologies in a range of initiatives to provide solutions to the various challenges facing communities, such as aging populations, job creation, and the promotion of tourism.

Social Issues

- Labor shortage due to shrinking population
- Advancements in the foundation of industry
- Aging infrastructure in industrialized countries
- Widening disparity between regions

Risks and Opportunities

Risks

- Risk of failing to adapt to technological development

Opportunities

- Growing market for solutions using AI, robots, and IoT
- Growing market for all kinds of solutions for smart cities
- Growing opportunities to provide solutions for regional revitalization

SDGs Value Creation

- (1) Expand and enhance the efficiency of the industrial base through cutting-edge technologies
- (2) Create new industries through DX
- (3) Revitalize local communities (regional revitalization)

KPIs

- (1) • Development of DX solutions for social and industrial progress :Revenue of business solution and others: CAGR* 10%
Note: CAGR (Compound Annual Growth Rate) : Annual average growth rate
- (2) • Projects undertaken through co-creation with customers: 17 projects in progress
- (3) • Expanding partnership agreements and personnel exchanges with local governments: 70 local governments (FY2023)

Main Business / Initiatives

- Leverage 5G, big data, AI, and other technologies
- Streamline industry through AI, RPA (Robotic Process Automation), IoT, and other technologies
- Create new businesses in various industries using DX solutions through co-creation with our customers
- Solve social issues by providing DX solutions to local communities and governments
- Engage in co-creation to bring about smart cities
- Implement initiatives using technologies to promote collaboration with local governments and stimulate local communities

[SDGs Value Creation]

(1) Expand and Enhance the Efficiency of the Industrial Base through Cutting-edge Technologies

By utilizing technologies such as IoT, 5G, big data, and AI, we will deploy cutting-edge solutions on a broad scope throughout society. By streamlining and stimulating business, we will contribute to DX-driven advancement of social infrastructure.

Undertake Initiatives to Support Digitization

SoftBank provides more than 100 different services to corporations.

We have a system in place for providing one-stop service to our customers. Depending on the customer's circumstances or stage of business, we offer not only communications devices and networks, but a combination of various different solutions to assemble an environment to enable effective and efficient business execution.

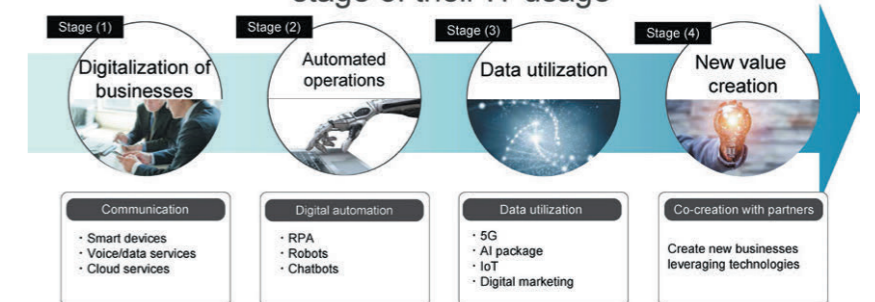
We notably work to support our customers' digitization through end-to-end provision of a "communication foundation", a "digital automation foundation," and a "digital marketing foundation." We achieve this by leveraging our more than 100 solutions in areas including cloud computing, IoT, RPA, AI, and digital management and collaborating with the more than 260 SoftBank Corp. group companies that support those solutions.

Our "communication foundation" provides solutions that enable diverse work styles and active communication regardless of time and place. Our "digital automation platform" provides solutions that enable automation of routine operations and digitization of factory facilities/equipment (inspection/monitoring operations, etc.), and our "digital marketing platform" provides solutions that effectively enhance data collection/accumulation/ integration and customer behavior data analysis and demand forecasting. By providing these solutions, we work hand in hand with our customers to support the promotion and achievement of digital transformation.



Note: May 20, 2020, Enterprise Segment presentation announcement materials

Promote DX for respective companies in line with the stage of their IT usage



Note: May 20, 2020, Enterprise Segment presentation announcement materials

"3 bases" required towards realizing DX in customers' businesses



Offer one-stop services responding to every customer need

Note: May 20, 2020, Enterprise Segment presentation announcement materials

Materiality 1

Building Society and Industry through DX (Digital Transformation)

[SDGs Value Creation] (1) Expand and Enhance the Efficiency of the Industrial Base through Cutting-edge Technologies

Recent years have seen growing emphasis on the importance of work style reform, while at the same time, the need to streamline operations has also attracted attention. For companies, operational streamlining is not only a means of dealing with the future decline in the working population, but also an important initiative for reducing costs and boosting their reputation.

Operational streamlining addresses the problems of "unreasonableness, waste, and inconsistency" in business processes, and helps eliminate excessive working hours and inefficient working methods. Owing to its aging society and falling birth rate, Japan's domestic working age population is shrinking, and it is estimated that by 2030 the working-age population will have decreased by 2.84 million compared to 2016 (based on materials from the Cabinet Office's Council of Economic Advisors).

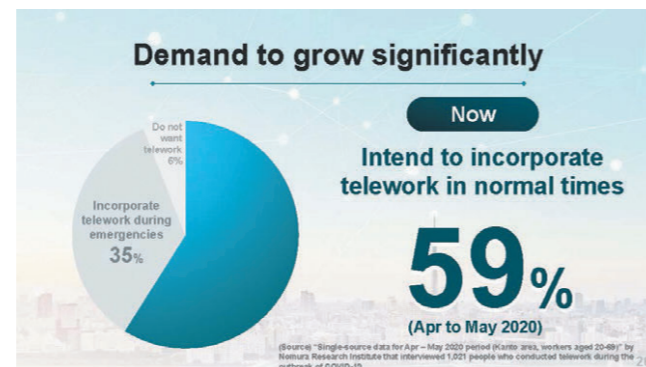
The proliferation of IT devices and cloud services enables people to work flexibly regardless of location or environment, and there are more and more opportunities to streamline operations by automating many of the tasks that have been traditionally performed by hand. This streamlining of operations has attracted attention because it not only gives workers more leeway both schedule-wise and psychologically, but also has the potential to improve a company's image, help recruit staff, and reduce costs.

Notably, there are high expectations for technology-driven work style reform, and the utilization of cloud tools, RPA, and other such IT technologies offer good prospects for streamlining and automating operations. A variety of software tools are being developed and resourced for various different purposes such as sales, accounting, reporting, and emailing. In addition, RPA is a system that uses robots to automate tasks, and has achieved remarkable results in improving work efficiency.

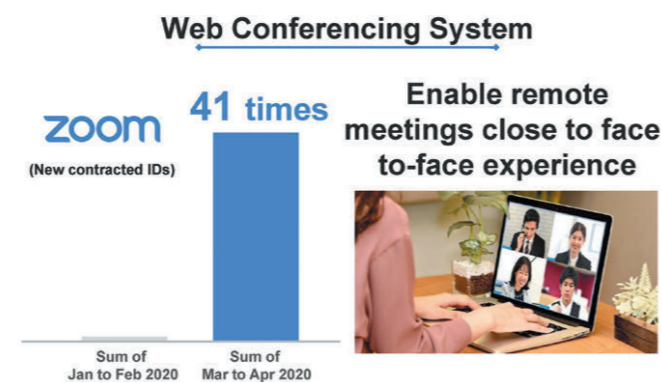
In addition, the proliferation of IT tools and mobile devices capable of high-speed Internet communication has helped to eliminate wasteful travel and waiting times by facilitating teleworking, which enables employees to work at home, at the co-working spaces, or while on the go.

Furthermore, going paperless has reduced paper-based work and administration, such sales meeting documents, customer information documents, purchase order forms, invoices, internal management approval forms, and timecards. Data sharing through digitization can also improve the quality of work.

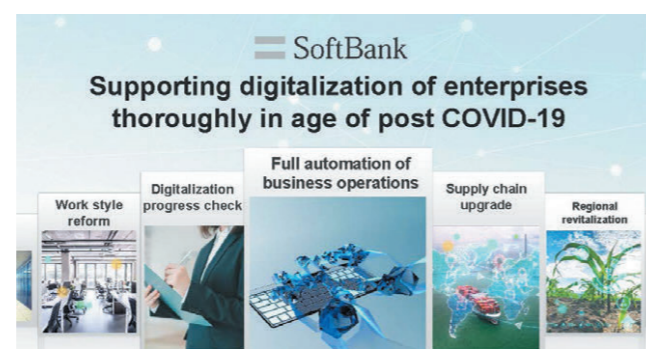
By utilizing cutting-edge technologies such as 5G and AI, SoftBank helps its customers make their operations more sophisticated, and through the further development of social infrastructure, the Company will contribute to the creation of a sustainable society. The question of what happens after the COVID-19 pandemic is now becoming a critical issue the world over, and in that post-COVID era, DX implementation and digitization will hold the keys to business sustainability. When it comes to DX and digitization, SoftBank Corp. group companies will harness their combined abilities, in particular its cutting-edge technologies and security solutions, and continue to work dynamically to help solve customer challenges.



Note: June 24, 2020, 34th Annual General Meeting of Shareholders announcement materials



Note: June 24, 2020, 34th Annual General Meeting of Shareholders announcement materials



Note: June 24, 2020, 34th Annual General Meeting of Shareholders announcement materials

Key DX Theme: Consulting-Based Process Automation

SoftBank is proactively engaged in the use of solutions that leverage RPA (Robotic Process Automation).

RPA is defined as one of the tools specifically for operations streamlining. The basic mechanism of RPA is to establish the decision-making criteria and rules of business processes, teach the RPA tool about the tasks involved, and have it repeat those tasks automatically. RPA is therefore ideal for regularly scheduled routine work. Teaching the tasks involved also requires no special programming knowledge, meaning each individual operations department can integrate and use RPA.

SoftBank has implemented a project to utilize RPA and AI to automate 4,000 workers' worth of processes with robots. The Company provides highly effective service based on its own experience and knowledge installing its own RPA systems as well as the expertise attained by helping numerous companies adopt RPA, from major corporations to SMEs.

SoftBank's RPA expertise



Ability to implement an optimized RPA project

Experience implementing an internal project aimed at automating 4,000 workers' worth of processes

- Make present processes visible
- Optimize process flow
- Revise RPA implementation systems



Ability to select processes for RPA application

Ability to select processes with highly effective screening from 43 internal departments

- Corporate Sales
- Human Resources, Legal Affairs
- Technology, General Affairs, etc.



RPA education and development abilities

RPA tool education and development abilities gained from on-site-led development of approximately 2,000 robots

- Sales escalation robots
- OCR (optical character recognition) tabulation robots
- Weekly data and daily report compiling robots

In addition, to ensure that our RPA solutions meet our customers' challenges and needs, we also have interfaces capable of complex development, as well as sophisticated administration functions, and robust security. Our RPA arsenal includes Automation Anywhere Enterprise, which is ideal for companywide RPA adoption led by a company's IT department. It also includes RPA SynchRoid, which features an interface capable of robot development with nano-programming as well as an environment compatible with small start, which make it ideal for speedy adoption led by the on-site department.

Another advantage we offer is that we provide comprehensive RPA service to ensure our customers' smooth RPA adoption. We provide support for the full range of processes, from RPA adoption, through design and development, education support, and operation.



Automating the processing of paper application documents

1,400 annual hours saved



Automation of system input processes

8,000 annual hours saved



Training of RPA robot developers

250 developers trained
(within one year of adoption)

Materiality 1

Building Society and Industry through DX (Digital Transformation)

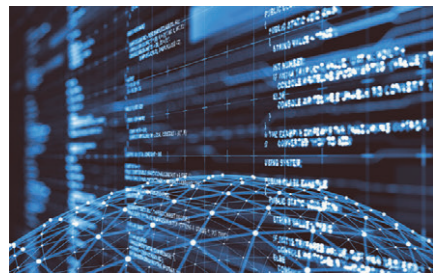
[SDGs Value Creation] (1) Expand and Enhance the Efficiency of the Industrial Base through Cutting-edge Technologies

Key DX Theme: AI

We are now living in what has been described as the third AI boom. With the emergence of machine learning and deep learning, in which AI gains knowledge on its own, the practicality of AI in business has improved, and companies of all kinds, regardless of industry, are considering full-fledged AI adoption.

SoftBank is an early mover in the deployment of the world's most advanced AI in Japan, and we promote AI-driven business evolution.

Things that AI/machine learning makes possible



It converts large amounts of accumulated data into information of value



It uses data to accelerate business with more accurate projection analysis



It quickly handles even major tasks by operating 24 hours

When an AI is put to work, it memorizes vast amounts of data, and based on that information, the AI itself understands, theorizes, and learns things. This conversion of accumulated data into valuable knowledge contributes substantially to business. In addition, by using AI machine learning, companies can take the various information they have accumulated (i.e. big data) and perform projections and analyses ahead of time. Furthermore, AI can of course take on work whenever necessary, 24 hours a day, 360 days a year, and handle even high-volume tasks without taking a break.

How successful AI adoption and utilization depends not only on the objective in question, but also various factors including the knowledge level of the persons in charge, and the understanding and cooperation of surrounding staff.

In addition to the many various solutions using AI in our lineup, we also support successful AI adoption and utilization by helping our customers acquire the basic knowledge necessary for considering AI adoption and clearly identifying the challenges for which AI should be put to use.

Service names	Content
IBM Watson (IBM Japan, Ltd.)	Cognitive Solutions Promotes the business use of AI, and expands partnership services and utilization scenes
Findability Platform (Findability Sciences K.K.)	AI-powered predictive analysis services Contributes to all kinds of businesses with predictive analyses that deliver both speed and accuracy
Image recognition solutions (Japan Computer Vision Corp.)	Image recognition utilizing AI Provides cutting-edge image recognition solutions utilizing the world's most advanced AI

Key DX Theme: 5G

Utilizing 5G, which commenced commercial service in 2020, SoftBank works to support its customers' digitization. In addition to offering solutions leveraging the unique features of 5G, namely multi-connectivity and low-latency, we also aim to provide 5G-powered solutions to challenges facing commerce and industry. Trial runs using 5G are already underway in a variety of industries aimed at practical use in areas such as infrastructure inspection, equipment fault detection, and remote operation of construction machinery, and we are engaged in initiatives to find solutions to challenges including overcoming labor shortages and cutting costs.

The features of multi-connectivity and low latency make 5G suitable for efforts to solve future social challenges, such as IoT, self-driving vehicles, and remote medical care. It is highly compatible with high-profile technologies and is capable of things there are not possible with 4G (LTE) networks, such as absorbing and analyzing data from countless sensors installed in factories, or safely controlling self-driving cars with its low, millisecond level latency.

Features of 5G

5G

High speed and high volume	Enables smooth access to 4K and 8K video and content such as VR and AR
Ultra-high-reliability low latency	The evolution of low latency enables the real-time remote control of self-driving cars and robots
Multi-connectivity	5G connects not only smartphones and tables to networks, but also all kinds of devices at home and on the town as well.

In addition, as a new way to make use of 5G networks, starting in fiscal 2022, SoftBank plans to provide "Private 5G," a service that installs, maintains, and operates 5G networks on the customers' property. This will enable us to provide 5G mechanisms for a variety of types of business sectors, and we will use this to make greater contributions to industrial development.



Note: May 20, 2020, Enterprise Segment presentation announcement materials

Materiality 1

Building Society and Industry through DX (Digital Transformation)

[SDGs Value Creation] (1) Expand and Enhance the Efficiency of the Industrial Base through Cutting-edge Technologies

Key DX Theme: Teleworking

By utilizing the latest technologies and solutions, SoftBank helps corporations and other entities adopt teleworking, which uses remote environments to enable a flexible style of working regardless of location or environment.

Under the internal slogan "Smart & Fun!," SoftBank leverages AI, big data, IoT, robots, and other IT to conduct smart business administration. We have been implementing work style reform incorporating creative and innovative things, and as part of that reform, we were one of the earliest to adopt teleworking. Along with our internally accumulated experience and knowhow in teleworking, we deploy a variety of solutions to support teleworking, such as network solutions for tighter security to facilitate safe operations even under a teleworking environment, and cloud-based applications to enhance web conferencing and communications.



The importance of adopting work-from-home and other forms of teleworking has grown dramatically due to the need to curb person-to-person contact as a result of the COVID-19 pandemic. To support companies considering adopting teleworking and those grappling with challenges to implementing teleworking, we collaborate with SoftBank partner companies to offer a full range of solutions to support teleworking free of charge*1 for a limited time. We also set up a special website, "SoftBank Telework Support" on March 17, 2020. The site gathers information on solutions*2 provided by SoftBank and partner firms, presented in an easy to understand way, organized by objective. This enables our customers to compare and consider the solutions they need, and we work to ensure their smooth adoption.

We take steps to relieve the anxieties and concerns our customers may have about the adoption and implementation of teleworking, and we proactively support work style reform and operations streamlining.

<p>Enable remote conferencing</p>	<p>Stimulate communication</p>	<p>Enhance security</p> <p>Provide VPN internet access</p>
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*1 The conditions for free-of-charge service, duration, and billing rates once the free period is over differ depending on the solutions provided. Please confirm the details at our dedicated site before commencing use. The site also provides information on a number of paid-for solutions.
 *2 Individual partner companies offer solutions free of charge. The conditions and duration of the charge-free service differs depending on the solution in question.

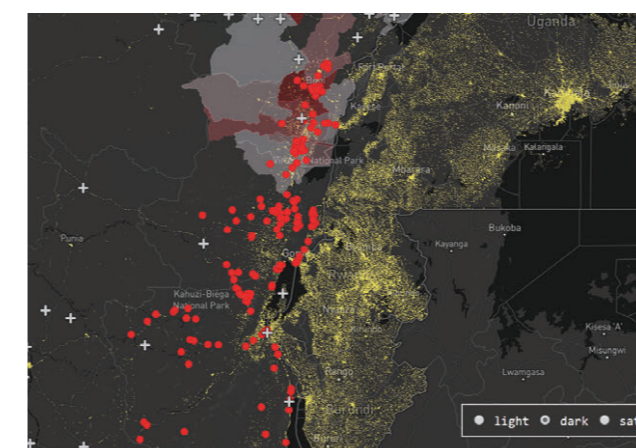
Main Initiatives for DX Utilization

"Mapbox" Support for the Medical Field Using Location Data

In March 2020, SoftBank partnered with Mapbox, Inc. (headquartered in San Francisco) to establish a joint venture, Mapbox Japan, which launched special support for organizations that utilize the "Mapbox" service to provide COVID-19 monitoring and related services.

Mapbox is a service that provides online visualization of data gathered on the movement of people, traffic, weather information, natural disasters, and more. The mapping service development platform that Mapbox provides offers a high degree of design flexibility and customization. Mapbox customers can easily develop their own mapping information and flexibly combine a wide range of data and layers, and since Mapbox maps are continually refreshed with the latest data, they provide real-time visualization of all kinds of data movement.

During the 2019 Ebola outbreak in the Republic of Congo, Mapbox was used to support medical workers' efforts. In 2020, Mapbox was used to visualize the extent of the impact of the global COVID-19 pandemic. It was used in the medical field as well as many other domains to support a stable foundation for people's lives.



In a post-COVID society, the implementation of DX and the utilization of data will become one of the most important tools for solving social issues. By continuing to make use of cutting-edge technologies, we will contribute to the creation of sustainable society by promoting advances in social infrastructure.

Service features

1. Easy development of high-quality mapping services
2. High degree of customization enabling wide application for all types of use
3. Search, navigation, and augmented reality (AR) features can be added (planned to be offered in the future)
4. Flexible billing tailored to usage objectives

Note: About Mapbox, Inc. Mapbox offers global mapping and location data services, including search, real-time traffic, and navigation over its applications and platforms. It has more than 600 million monthly active users. Mapbox supports a variety of industry leaders, including CNN, Facebook, IBM, Instacart, Lonely Planet, Porsche, Snap, Tableau, and The Weather Channel.

In-house Robot Development Tool that Makes Process Automation Easy for Anyone

SoftBank is promoting the implementation of SynchRoid and Automation anywhere as RPA solutions.

Starting in January 2018, major auto parts manufacturer Marelli Corporation adopted the SynchRoid RPA solution to reform its employees' work style and improve productivity. Screening for processes with promising RPA potential and training on how to use SynchRoid were led by the IT department, and within about a year since adoption, Marelli had 40 to 50 in-house robots in operation, and reduced by process time by approximately 8,000 hours annually. Marelli plans to expand the scope of SynchRoid utilization even further. It is considering setting up a dedicated RPA team and aims to make use of RPA companywide.

Moving forward, SoftBank will continue to provide business automation support aimed at reducing costs, improving quality, and accelerating business operations.



Materiality 1

Building Society and Industry through DX (Digital Transformation)

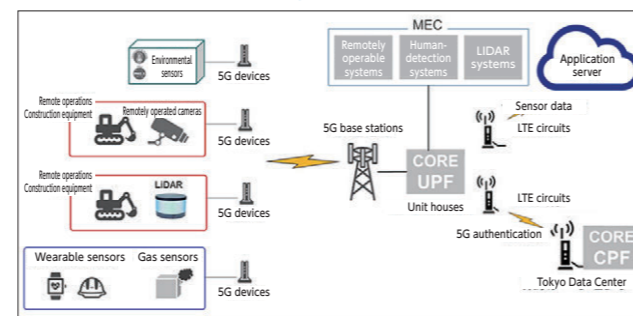
[SDGs Value Creation] (1) Expand and Enhance the Efficiency of the Industrial Base through Cutting-edge Technologies

Improve Safety on the Work Site through the Use of 5G

WCP* has installed "Odekake 5G," a portable 5G system developed by SoftBank that locally provides high-quality communication, at construction sites while additionally establishing 5G networks using this system. In December 2019, WCP utilized sensors to field test the use of these networks for data collection and remote construction machinery control at tunnel construction sites. This field testing was aimed at improving productivity in a variety of ways, including by raising labor productivity in various industries impacted by the decrease in Japan's working-age population and by reducing required movement and labor through the use of advanced data obtained using means such as information and communication technology (ICT).
The use of gas sensors, environment sensors, and wearable sensors provides real-time monitoring of data on gases emitted on the work site, including high-risk toxic gases and inflammable gases, as well as temperature and carbon dioxide (CO₂) levels, which are labor environment indicators. The mechanism sends alerts to the workers when dangerous levels are detected. In addition, by utilizing 5G

high-capacity communications, WCP was able to remotely operate construction machinery from a control room approximately 1,400 meters away from the Odekake 5G equipment. It also successfully received video in the control room transmitted from four full HD cameras attached to the construction machinery. It was also able to monitor the underground mining environment with data from gas sensors installed in the machinery.
Note: Wireless City Planning Inc.

<5G Network Configuration>



"e-kakashi" paves the way to the future of farming with IoT

"e-kakashi" is a service that puts cutting-edge technology to use in agriculture. More and more farmers are adopting it not only in Japan, but around the world. "e-kakashi" is an agricultural AI (artificial intelligence) brain that fuses experience and intuition with data in the agricultural field to support more efficient agricultural work. By analyzing various agricultural data based on botanical knowledge and proposing specific measures, and by manualizing cultivation techniques, e-kakashi helps boost productivity and preserve technologies for future generations.

In addition, the shortage of successors to farmers in Japan has become an urgent issue, and the question of how to pass on veteran skills to young workers has been called the most pressing point. The adoption of e-kakashi has been shown to promote the preservation of technologies for future generations and to boost revenue.
Overseas, we are advancing efforts to establish and popularize cultivation techniques for new crop varieties, curb the emission of greenhouse gases in the agricultural sector, and make optimal use of water resources.
Through the technical support from "e-kakashi," we will contribute to the achievement of sustainable agriculture not only in Japan but around the world.



Munakata City, Fukuoka Prefecture Working to train new agricultural workers and boost revenue by using e-kakashi's IoT-powered farming navigation to strawberry growing.



Yosano Town, Kyoto Prefecture Applying e-kakashi's agricultural IoT solutions to rice farming to efficiently pass on veteran farmers' growing techniques to newcomers to the industry.

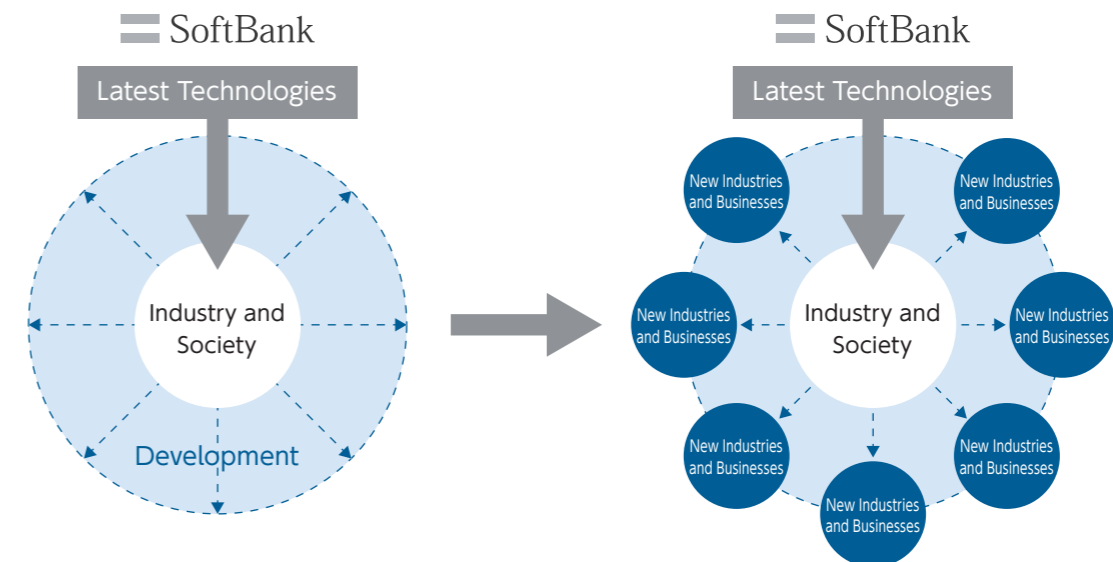
[SDGs Value Creation]

(2) Create New Industries through DX

We will work to create and develop new industries, fields, and businesses generated by the spread and penetration of various cutting-edge digital solution services such as AI, RPA, and IoT.

Point of View

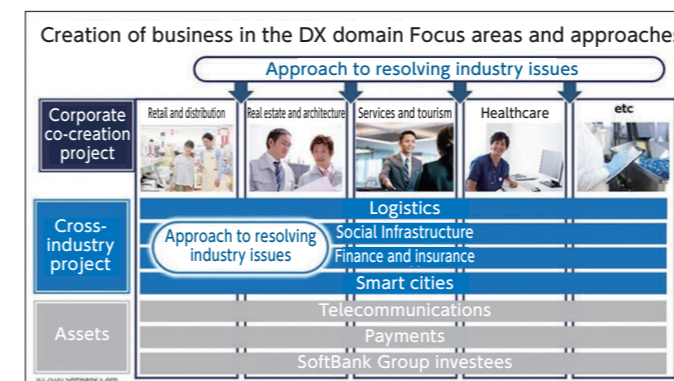
We will create diverse use cases by promoting the use of DX solutions and services in various industries, companies and organizations. Not only will we maximize our customers' enterprises and businesses, but we will dramatically increase new business opportunities, and broker business matching and other opportunities for companies and organizations to come together in ways that have not been achieved under traditional business practices and values.



DX-driven industrial and social development Creation and expansion of new industry fields and businesses through the spread of DX

SoftBank has 17 main projects through which it is working to develop new businesses by creating new business models through digital transformation.

We are working to solve a variety of social issues in areas such as corporate work style reforms, logistics, healthcare, services, and tourism, and we aim to make people's lives richer and safer by seeing that the new industries generated by DX lead to greater efficiency in all kinds of processes and jobs throughout society.



17 projects for advancing DX	
Logistics	4 projects
Social Infrastructure	3 projects
Retail/Distribution	3 projects
Real Estate/Construction	3 projects
Service/Tourism	2 projects
Healthcare	1 project
Other industries	1 project

Note: As of 2019. The content is subject to change

Materiality 1

Building Society and Industry through DX (Digital Transformation)

[SDGs Value Creation] (2) Create New Industries through DX

Main Initiatives for New Use Cases

DX Solutions in Commercial Fields

“PayPay Dash” App for Sales and Delivery Services

PayPay Dash is a limited time service offered by Yahoo Japan in Fukuoka Prefecture’s Chuo and Hakata Wards. Orders received using the app are delivered to designated locations in as little as 30 minutes. (Delivery time is an estimate; fastest delivery is between 30 minutes and 1 hour).

PayPay Dash is a solution for dual-income households, senior citizens, or other people who find going to a real store to purchase daily goods either inconvenient or strenuous.

Note: Test service was concluded on August 25, 2020

Test service limited to Fukuoka Prefecture



PayPay ダッシュ

The items you want, delivered in as little as 30 minutes.

Note: Delivery times are rough estimates (deliveries times are 30min-1hr).

Smart Marche

Smart Marche is an office convenience store service that sells merchandise using cashless payments. Food items such as snacks, rolls, and cup noodles, as well as plastic bottled beverages are available for purchase. By installing the service in office work areas or refreshment spaces, companies can improve employee satisfaction and achieve work style reform without incurring the running costs. In addition to offices, it can also be installed in places such as hospitals, schools, factories, and condominiums.



“SecuLight” IoT Camera Service

SecuLight provides security IoT using cameras with integrated fluorescent lamps. An advantage of these devices is that they substantially reduce installation costs and time, which had been an impediment to the installation of security cameras. By installing communication features as well, we alleviate the burden of carrying out daily inspection work, and we provide support for our customers' smooth installation and operation of security cameras.

Images recorded with these cameras are stored on internal SD cards for up to seven days. Stored images may be viewed on a dedicated web app channeled through SoftBank’s 4G network. Images displayed in the app can be downloaded to the customer’s PC when an incident occurs and images need to be downloaded for submission to the authorities. The use of regularly scheduled wireless communication also enables prompt detection of device malfunctions.

By providing comprehensive service packages, we use IoT to achieve and promote a safe and sure community.

Security Cameras Integrated into LED Fluorescent Lamps Installed on All Tokyu Train Carriages

Tokyu Corporation finished installing SecuLight on all 1,247 Tokyu line train carriages (on July 25, 2020)*1. This is the first case*2 of the railway industry installing security cameras integrated into LED fluorescent lights equipped with 4G data communication functions (SecuLight-compatible “IoTube”*)3 in train carriages.

*1 Not including the Tokyu Kodomo no Kuni line

*2 According to a study by Tokyu Corporation (as of July 27, 2020)

*3 IoTube is a product and trademark of MOYAI Corporation



IoTube installation by Tokyu Corporation

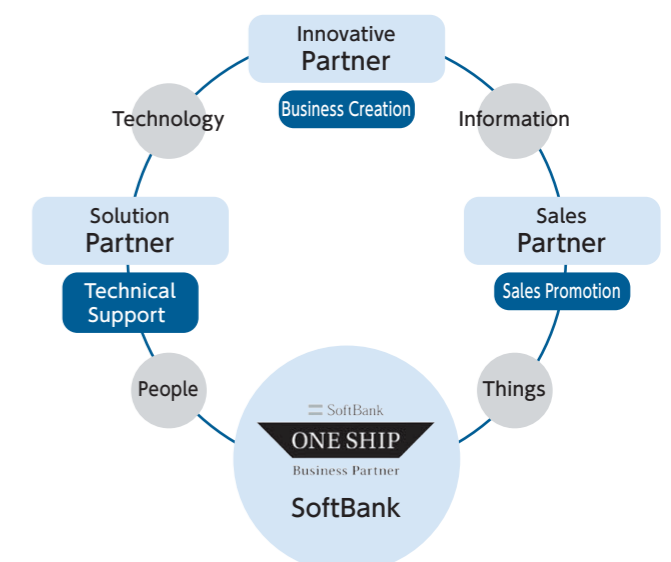
“ONE SHIP” Business Partner Program

We run the “ONE SHIP” business partner program to connect companies and accelerate open innovation. Since starting in 2019, more than 120 companies have already participated, and we will continue to recruit participants with the goal of 500 companies.

Given the difficulties faced by companies when attempting to launch new businesses on their own, collaboration with external partners it is now essential. However, finding such partners is difficult since there are generally few opportunities to exchange information with other companies prior to commencing a project. That is why we launched “ONE SHIP” to create a forum for information exchange by innovative partner companies.

There are essentially three types of partners. Innovative partners seeking ideas for new business creation. Solution partners who possess technologies and seek collaboration with other companies, and sales partners with a sales force in a specific region or industry. The unique feature of “ONE SHIP” is that it promotes the creation of new solutions and businesses by facilitating discussions combining the strengths of each kind of partner company in ideas, technologies, and sales channels.

“ONE SHIP” will continue to aim to be a platform where companies interested in co-creation can find partners.



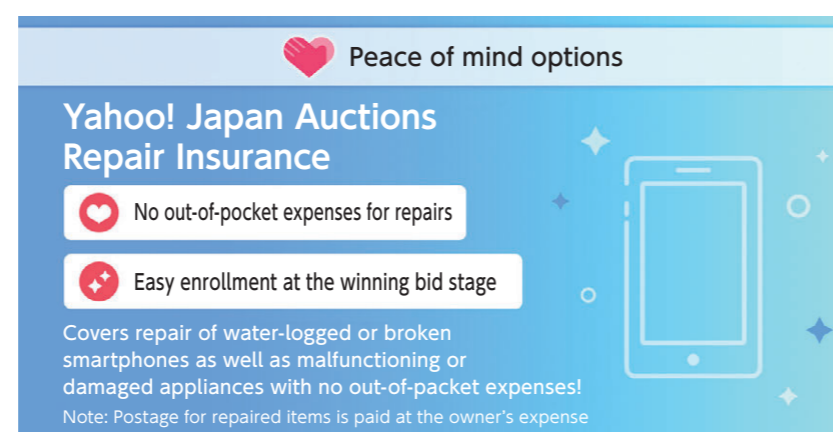
Yahoo! Japan Auctions Repair Insurance for electric appliances purchased on Yahoo! Japan Auctions

In January 2020, Yahoo! Japan Auctions began offering repair insurance, which offers repair services for damaged electric appliances or smartphones purchased on Yahoo! Auctions Japan. Insurance premiums start at ¥300.

By insuring Yahoo! Auction Japan purchases in the same manner as those on purchases made at brick-and-mortar stores, Yahoo! Auction Japan adds safety and assurance. The insuring process can be conducted on the winning bid payment page.

Note: The insurance is provided by Mitsui Sumitomo Insurance Co., Ltd.

Peace of mind options



Yahoo! Japan Auctions Repair Insurance

- No out-of-pocket expenses for repairs
- Easy enrollment at the winning bid stage

Covers repair of water-logged or broken smartphones as well as malfunctioning or damaged appliances with no out-of-pocket expenses!
Note: Postage for repaired items is paid at the owner's expense

Materiality 1

Building Society and Industry through DX (Digital Transformation)

[SDGs Value Creation] (2) Create New Industries through DX

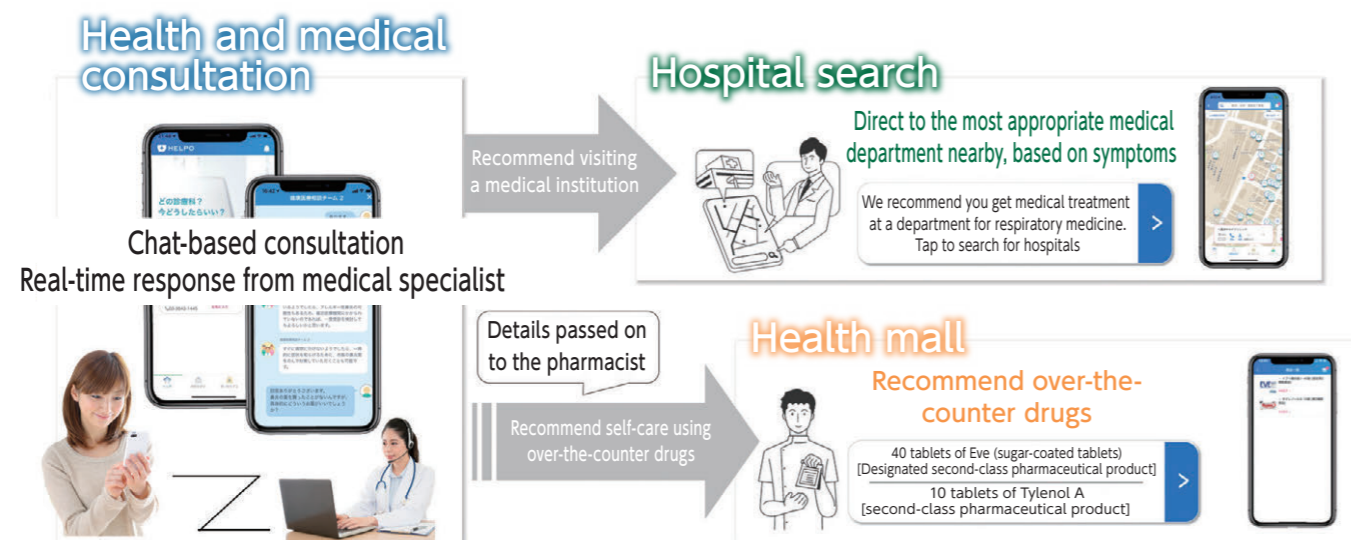
“HELPO” Health and Medical Care Consultation Service

SoftBank aims to co-create new businesses with partners well versed in their industry to provide solutions to a variety of social issues and thereby create new businesses. To promote business in the healthcare field, in October 2018, we launched HEALTHCARE TECHNOLOGIES Corp., and began developing the health care consultation service “HELPO”. On July 29, 2020, we commenced services for corporations and local governments as a one-stop online healthcare service that is always available.

In this age of heightened interest and concern for personal health, HELPO is available 24 hours a day, 365 days a year to provide health consultation*1 in chat format. The healthcare consultation team of doctors, nurses and pharmacists who belong to Healthcare Technologies support people's health, safety, and security by providing advice on health maintenance and disease prevention, consultation on the

proper medical department for the symptoms in question, and consultation on selecting over-the-counter drugs. In addition to health and medical consultations, HELPO also provides hospital searches (searches for the nearest medical institution based on detailed conditions such as clinical departments, online medical treatment, nighttime medical treatment, etc.) and health mall*2 functions (including the sales and same-day delivery of over-the-counter drugs, health foods, cosmetics, and daily necessities).

Branching out from personal healthcare, in the future we aim to build a healthcare platform that provides a wide range of services, such as online medical care support tools for hospitals and clinics, and the addition of functions that allow users to make reservations at hospitals and clinics. (see Materiality 2 on p. 63)



*1 The service provides medical information. It does not make diagnoses or prescribe medicine based on individual conditions of the person seeking counselling.
*2 The service is available in Tokyo's 23 wards (as of July 31, 2020). It is scheduled to expand gradually.

[SDGs Value Creation]

(3) Revitalize Local Communities (Regional Revitalization)

We will engage in various social issues by utilizing cutting-edge technology and advancing DX (digital transformation), and aim to “provide goods and services that meet diverse needs without disparity” as envisioned by Society 5.0, and contribute to a society that realizes smart cities and regional revitalization.

Community Development through the Utilization of Technology

Aiming for a People-oriented Smart City that Connects All Things, Information, and Feelings.

Today, Japan is facing a super-aging society and a serious decline in its working population.

The realization of smart cities is an initiative aimed at solving these problems, upgrading social infrastructure, and creating a sustainable society, and it is essential to enhance collaboration on various DX solutions across industries.

To achieve that enhanced collaboration, it is essential to have the cooperation of all parties involved in the community, including local governments, landowners, developers, building tenants, tenant companies, building management, and neighbors. In our view, it is crucial to make cities and towns not just places to attract people and businesses, but places that offer a forum for activities that provide added value to society. So far, we have advanced initiatives for smart cities that are suited to the specific characteristics of two types of areas: depopulated areas and urban areas.

By using the cutting-edge technologies of our service segment Group companies, we aim to solve various challenges facing people, businesses, society, and communities, and we believe that providing various IoT platforms to the people involved will open up new service possibilities.

We aim to build smart cities and regional revitalization through “co-creation” powered by IoT, ICT, and DX solutions, and we will continue to contribute to regional revitalization. At the same time, we are striving to achieve ideal and sustainable next-generation cities and regions that aim for overall optimization to ensure the happiness of the people who form their cores.

Urban xamples (Smart City Takeshiba)

“Smart City Takeshiba” has been adopted as a project publicly recruited by the Tokyo Metropolitan Government for the promotion of its “Smart Tokyo” concept. Smart City Takeshiba is a project in the Takeshiba area of Tokyo's Minato Ward jointly implemented by Takeshiba Area Management, Tokyu Land Corporation, Kajima Corporation, Contents innovation Program, and SoftBank. Since July 2019, Tokyu Land Corporation and SoftBank have been working on building a model case of a smart city that utilizes cutting-edge technology throughout its environs in the zones where Takeshiba Area Management is active, and Smart City Takeshiba will now be implemented as an extension of those endeavors.

Going forward, we will develop a data distribution platform (urban OS) that allows various businesses to utilize a diverse range of data collected in the Takeshiba area in real time, and aim to build a model case that deploys services utilizing cutting-edge technologies, provides solutions to community challenges and generates added value.



Materiality 1

Building Society and Industry through DX (Digital Transformation)

[SDGs Value Creation] (3) Revitalize Local Communities (Regional Revitalization)

Collaboration with Local Governments and Organizations

At SoftBank, we believe regional revitalization is an important keyword in realizing our growth strategy "Beyond Carrier Strategy." Regional revitalization is one of the most important strategies of the Japanese government. In response to major challenges facing Japan, namely its rapidly shrinking population and super-aging society, the strategy aims to secure a good living environment for each community and maintain a vibrant society well into the future by creating an autonomous and sustainable society in which each region makes the best use of its unique characteristics. Various efforts are also being made for regional revitalization promoted by the government. In particular, governments and local municipalities that hold the themes of "future technology" and "Society 5.0" as the keys to regional revitalization have high expectations for cutting-edge technology.

State-of-the-art technologies such as 5G, IoT, and AI play an important role in the shift to more comfortable and convenient lifestyles and livelihoods. At the same time, though, they have the potential to help solve various issues facing communities, such as advancing ages and declining population. For example, the fast-tracking of 5G network installation will make it easier to create and nurture businesses and industries in various regions, not just metropolitan areas as has been the case up till now, and it could potentially lead to regional revitalization and national resilience, which are indispensable for improving international competitiveness. In addition to 5G, we believe the power of the cutting-edge technologies of SoftBank Corp. and its group companies, such as cashless FinTech, MaaS, AI, IoT, and smart cities, will greatly support regional revitalization.

For that reason, we are pioneering the verification of various issues faced by local governments, advanced initiatives, and taking the lead in solving problems using cutting-edge technology. To deepen ties with local governments and local communities and utilize ICT to support problem solving in local communities, we are conducting various initiatives and proving trials as well as forming various cooperation agreements with local governments (see table on the right).

Note: As of August 31, 2020

Partnership Agreements with Local Governments Note: As of August 31, 2020

Partner administrations	Agreement date	Partnership content
Fujieda City, Shizuoka Prefecture	May 23, 2016	Comprehensive cooperation agreement for regional revitalization
Ikeda City, Osaka Prefecture	July 15, 2016	Comprehensive agreement for the development of Ikeda City and improvement of civic services in areas such as child care support and public interest activities
Kyoto Prefecture	December 2, 2016	Comprehensive cooperation agreement on local stimulation to revitalize the area and improve citizen services
Niimi City, Okayama Prefecture	January 17, 2017	Comprehensive agreement for sustainable development of Niimi City and improvement of civic services based on utilization of ICT
Takahama City, Aichi Prefecture	November 22, 2017	Comprehensive cooperation agreement for regional revitalization
Tokushima Prefecture	December 18, 2017	Comprehensive cooperation agreement for promotion of "Tokushima Industry 4.0"
Higashi Matsushima City, Miyagi Prefecture	January 12, 2018	Comprehensive agreement to develop Higashimatsushima City and improve citizen services in fields such as education, health enhancement, elderly support, and tourism
Hiroshima Prefecture	January 30, 2018	Collaboration agreement for "Promotion of AI and IoT Utilization"
Fukuyama City, Hiroshima Prefecture	May 9, 2018	Collaboration agreement for town development and regional revitalization utilizing IoT and AI
Inuyama City, Aichi Prefecture	June 27, 2018	Collaborative agreement for surveying and research for the utilization of ICT
Uji City, Kyoto Prefecture	June 29, 2018	Comprehensive cooperation agreement on regional revitalization
Fukushima Prefecture	July 11, 2018	Cooperation agreement for promotion of "Fukushima Innovation Coast Concept"
Abira Town, Hokkaido	July 18, 2018	Comprehensive agreement on cooperation aimed at contributing to sustainable development of Abira Town and improvement of townsman services
Kikuchi City, Kumamoto Prefecture	August 1, 2018	Comprehensive cooperation agreement on local revitalization for the purpose of realizing regional revitalization through collaboration and contribution to sustainable regional development
Nagano Prefecture	September 6, 2018	Comprehensive cooperation agreement on cooperation and collaboration across multiple fields
Tome City, Miyagi Prefecture	November 19, 2018	Comprehensive cooperation agreement to develop Tome City and improve citizen services in fields such as agriculture, education, parenting, health enhancement, and tourism
Iizuka City, Fukuoka Prefecture	January 10, 2019	Agreement on education business cooperation
Miyagi Board of Education	January 17, 2019	Cooperation agreement for the purpose of promotion of education and improvement of local athletics by utilizing ICT
Yokohama-city Kanagawa Prefecture	January 18, 2019	Comprehensive cooperation agreement toward the realization of "SDGs Future City Yokohama"
Ishinomaki City, Miyagi Prefecture Ishinomaki Senshu University	January 25, 2019	Comprehensive cooperation agreement on promotion of education and sports
Gifu City, Gifu Prefecture	February 1, 2019	Comprehensive cooperation agreement on regional revitalization
Kanagawa Prefecture	February 4, 2019	Comprehensive agreement on collaboration and cooperation toward the realization of Society 5.0
Kamakura City, Kanagawa Prefecture	March 4, 2019	Comprehensive agreement on partnership and cooperation across multiple fields
Tochigi Prefecture	March 26, 2019	Comprehensive cooperation agreement concerning the improvement of prefectural services and regional revitalization
Otsu City, Shiga Prefecture	April 15, 2019	Agreement on collaboration and cooperation in promoting smart cities
Obu City, Aichi Prefecture	May 14, 2019	Comprehensive cooperation agreement on sustainable town development
Ofunato City, Iwate Prefecture	May 17, 2019	Agreement on education business cooperation
Iwate Prefecture	July 5, 2019	Comprehensive cooperation agreement for the purpose of building a peaceful, healthy, and prosperous society for citizens of the prefecture
Sendai University, Kesennuma City, Miyagi Prefecture	July 25, 2019	Cooperative agreement on club activity support projects utilizing ICT, etc.
Chiba Prefecture Chiba City	August 22, 2019	Comprehensive cooperation agreement on solutions to social issues, regional revitalization, and improvement of civic life
Kameoka City, Kyoto Prefecture	October 30, 2019	Agreement on environment and education business cooperation
Niihama City, Ehime Prefecture	November 27, 2019	Agreement on cooperation and cooperation for promotion of smart cities
Osaka Prefecture	December 3, 2019	Comprehensive cooperation agreement on collaboration and cooperation across multiple fields
Shizuoka City, Shizuoka Prefecture	December 16, 2019	Comprehensive cooperation agreement for regional revitalization
Aichi Prefecture	December 19, 2019	Comprehensive cooperation agreement on regional revitalization
Ogawara Board of Education in Miyagi Prefecture	December 20, 2019	Agreement on education business cooperation
Kawanishi City, Hyogo Prefecture	February 3, 2020	Collaboration agreement for the improvement of citizen services using ICT
Nisshin City, Aichi Prefecture	February 18, 2020	Agreement regarding business cooperation concerning issues such as child-rearing support
Hamamatsu City, Shizuoka Prefecture	March 23, 2020	Comprehensive cooperation agreement for regional revitalization, including the promotion of digital smart cities, revitalization of local industries, and city promotion
Ena City, Gifu Prefecture	March 26, 2020	Cooperative agreement for revitalizing the region and improving citizen services using ICT
Kakegawa City, Shizuoka Prefecture	April 9, 2020	ICT comprehensive cooperation agreement for the purpose of regional revitalization and improvement of citizen services
Osaka-shi, Osaka Prefecture	July 16, 2020	Cooperation agreement for creation of 5G related business *Tripartite agreement with the AIDOR community
Nishio City, Aichi Prefecture	July 22, 2020	Cooperative Agreement on Community Development Utilizing ICT
Iwate Prefecture	July 30, 2020	Cooperation agreement on local revitalization
Nichinan Town, Tottori Prefecture, Tottori University	August 21, 2020	Cooperative agreement on problem Solving and SDGs promotion in mountainous areas
Morimachi, Hokkaido	August 24, 2020	Business cooperation agreement in ICT education

Note: Some agreements excluded

Materiality 1

Building Society and Industry through DX (Digital Transformation)

[SDGs Value Creation] (3) Revitalize Local Communities (Regional Revitalization)

Examples of Initiatives Through Agreements with Local Governments

Streamlining City Hall Operations through the Adoption of RPA (Obu City, Aichi Prefecture)

Obu City conducted an RPA test run in collaboration with SoftBank from February to March 2019, and what we learned is that it had the effect of significantly reducing the time required to carry out various simple tasks. By improving the efficiency of city hall operations, employees will be able to focus more on providing citizen services. Hence, although the trial run was only applied to three different tasks, the city now plans to start full-scale operation and improve the efficiency of operations of the entire city hall. Moreover, in May 2019, we signed a "Comprehensive Cooperation Agreement on Sustainable Town Development" with Obu City. We will continue conduct initiatives aimed at contributing to regional revitalization and the improvement of citizen services.

Tasks involved (department in charge)	Results of the trial run (February 18 to March 15)			Projected annual time saving
	Time required prior to adoption	Time required after adoption	Time saved (rate)	
Special tax collection transfer notification form input (Tax Affairs Department)	60 minutes	11 minutes	49 minutes (81.7%)	147 hours
Data processing and letting writing for persons requiring nursing care (Elderly and Disabled Persons Services Department)	50 minutes	2 minutes	48 minutes (96%)	10 hours
Drafting notices of the commencement of special pension collection; one minute (Insurance and Medical Care Department)	30 minutes	1 minute	29 minutes (97%)	6 hours

Regional Revitalization Using Cashless Payments (Nishio City, Aichi Prefecture)

Unlike conventional cashless services such as credit cards and transportation IC cards, PayPay's service does not require the installation of equipment such as card readers, and can be easily installed even by small-scale merchants. In addition, since it supports use by inbound tourist shoppers, this initiative is expected to lead not only to the stimulation of local economies, but also more efficient payment checkout operations, and therefore better productivity.

In September 2019, PayPay and Nishio City signed a partnership agreement on the "Promotion of Cashless Payments between Nishio City and PayPay Corporation." Nishio City is the first local government to form such an agreement. The agreement is aimed at smoothly digitizing various citizen services and operations such as city halls by providing citizens with hands-on experience in digital services such as cashless payments and get a sense of the convenience they offer.

Currently, the novel coronavirus (COVID-19) has had a major impact on local economies. In response, to provide support for restaurants, in July, Nishio City implemented a campaign to boost consumption using PayPay called "Ganbare Nishio City!," which offers up to 20% rebates at participating restaurants. 239 restaurants joined the campaign.

Note: Use of the payment system is provided free of charge through September 30, 2021

Note: Remittances are free of charge on a semi-permanent basis when using Japan Net Bank



"Doctorless Mobile Medical Care Vehicles" in Response to Community Healthcare Challenges (Ina City, Nagano Prefecture)

Aiming to promote local industry and solve regional issues with new technologies, in 2016, Ina City established the Ina City New Industrial Technology Promotion Council, consisting of industry, academia and government. The Council has so far taken action in various fields such as agriculture, forestry, industry, ICT education, intelligent transportation, drone logistics, and migration and settlement. Since Ina City is also the third largest city in Nagano Prefecture in terms of land area, it has seen an increase in people without proper transportation who are incapable of going to the hospital or find it burdensome to do so. This is particularly true among senior citizens who require regular hospital visits.

A shortage of doctors is also a major problem. In Ina City's Kami-Ina Medical Zone, for example, the number of doctors is below the national average. For patients with chronic illness who lack proper transportation, the city has so far provided support by family doctors make house calls, but the increasing burden on doctors is becoming a concern given the long distances involved and the advancing ages of the doctors themselves.

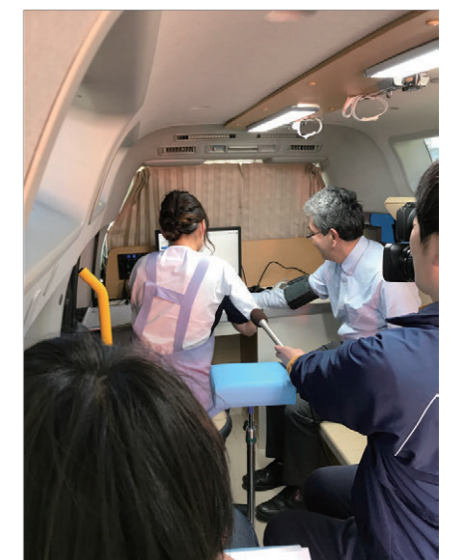
Ina City is now working to solve these problems by partnering with MONET Technologies (a joint venture between SoftBank and Toyota Motor) and Philips Japan to make use of medical care MaaS, a first for MONET.

Under the mobile clinic project, a mobile medical consultation vehicle carrying nurses and other healthcare staff makes house calls to patients' homes or other locations and connects them with clinic physicians via videophone inside the vehicle. This enables patients to see a doctor without going to the hospital.

Because nurses operate the equipment, even senior citizens and those not accustomed to using IT devices are given access to online medical consultations, while doctors are also able to give instructions to the nurses. Hence, compared to standard online consultations conducted by the patient alone, this service provides safer and higher quality medical consultation.

It also has the potential to reduce the burden on doctors by enabling them to conduct medical care more efficiently since they can allocate the time previously taken up traveling on house calls to outpatient care or attending to high emergency patients. The service is also gaining attention as a new method of medical care in response to the COVID-19 pandemic.

Considering as well the forthcoming introduction of Japan's revised Pharmaceutical Affairs Law, Ina City and its partners are considering tie-ups with pharmacies as well.



Materiality 1

Building Society and Industry through DX (Digital Transformation)

[SDGs Value Creation] (3) Revitalize Local Communities (Regional Revitalization)

Examples of Initiatives Through Agreements with Local Governments

Formulation of Nine-year Grammar and Junior High School Programming Education Model Featuring Pepper (Iizuka City, Fukuoka Prefecture)

Iizuka City has been promoting programming education since 2017, and in January 2019, it concluded an educational partnership agreement with SoftBank in anticipation of developing human resources who will play an active role in a future society that coexists with IoT and robots.

To produce IT human resources ready to play an active role in Japan and the world, Iizuka City is working to nurture children and students who are able to pioneer their own future with the motivation to continue learning for a lifetime by acquiring basic abilities to utilize information, primarily through programming throughout the nine years of elementary and junior high school. One of its specific initiatives is the formulation of its own original programming education model plan. The model plan puts together model programming education curricula for each grade from first grade of elementary school to third grade of junior high school using the humanoid robot "Pepper" and various other teaching materials, and sets goals and evaluations for each grade. Through education following this model curriculum, Iizuka City aims to nurture children and students with programming-oriented thinking and the mindset to identify problems on their own, and use the work of computers to independently find solutions and put that work to use building better lives and a better society.

Iizuka City has also partnered with SoftBank and SoftBank Robotics on an educational program for disaster prevention and mitigation. It conducts disaster prevention classes at elementary and junior high schools within Iizuka City using Pepper as an assistant teacher for the purpose of acquiring the necessary knowledge to minimize damage from heavy rains and other natural disasters.

Under the supervision of the Fukuoka District Meteorological Observatory, this program uses "Robo Blocks School Template" that allows teachers to easily create lesson programs with "Robo Blocks", an educational programming tool for Pepper.



Iizuka City Programming Education Model Curriculum

	1年	2年	3年	4年	5年	6年	7年	8年	9年
教科名	ルビイのぼうけん (ルビイ社)	Ozobot (EvoLab社)	Viscuit (自衛隊電子デジタルユニット)	Scratch (スクラッチ)	Pepper (ソフトバンク社会貢献プログラム)				Mozer (Life & Tech)
教材名	アンブラッド・ダンブル教材	ビジュアル型ソフトウェア			ロボットソフトウェア				Web系言語
実施方法	C 各学校の数量により実施するもの(その他)	C 各学校の数量により実施するもの(その他)	B 各学校の数量により実施するもの(他の教育活動との連携)	C 各学校の数量により実施するもの(他の教育活動との連携)	C 各学校の数量により実施するもの(総合的な学習の時間)				D 情報に関する技術(技術・家庭科[技術分野])
学習内容	① 「ダンス、ダンス、ダンス」の「またまた」のアクティビティを体験しよう ② 「おしよれのルーブルのアクティビティ」を体験しよう	① プログラミングって何？ ② Ozobotにプログラミングをしてゴールさせよう	① Viscuitの使い方とできる範囲を知ろう ② 左側が動く、右側が動かないように、ゴールまで進めよう	① プログラミングって何？ ② 各課題を順番に挑戦しよう ③ ロボットを遠くから操作しよう ④ 宝物をゲットしよう	① 目標を決めよう ② 問題を決めよう ③ 課題を解決しよう ④ 課題を解決しよう ⑤ 課題を解決しよう ⑥ 課題を解決しよう ⑦ 課題を解決しよう ⑧ 課題を解決しよう ⑨ 課題を解決しよう	① micro:bitのLEDを使ってみよう ② micro:bitのセンサーを使ってみよう ③ micro:bitのカメラを使ってみよう ④ micro:bitのマイクを使ってみよう ⑤ micro:bitのスピーカーを使ってみよう ⑥ micro:bitのBluetoothを使ってみよう ⑦ micro:bitのGPSを使ってみよう ⑧ micro:bitの加速度センサーを使ってみよう ⑨ micro:bitの温度センサーを使ってみよう	① HTML/CSSを身につけよう ② CSSを適用してwebサイトを構築しよう ③ CSSを使ったレイアウトの基礎を身につけよう ④ CSSを使ったレイアウトの応用を学ぼう ⑤ HTMLを適用して表の作成によるデータ集計を行おう ⑥ オリジナルのwebサイトを作ろう ⑦ まとめと発表会しよう		



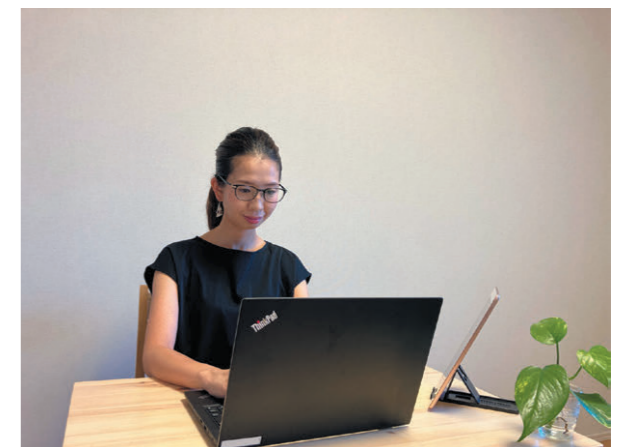
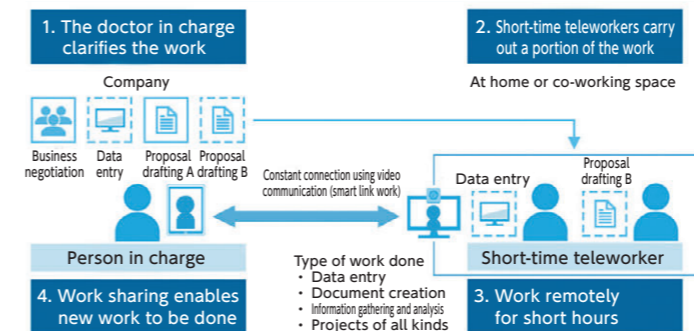
Joint Initiative Using Onsite SoftBank Employees to Improve Citizen Services (Abira Town, Hokkaido)

In July 2018, SoftBank and Abira Town signed a comprehensive cooperation agreement based on the promotion of ICT utilization. There is a program under which local public organizations promoted by the Ministry of Internal Affairs and Communications receive employees of private sectors companies from the three major metropolitan areas (Tokyo, Osaka, and Nagoya) for a certain period of time. Those employees put their expertise and knowledge to use to engage in work that helps enhance the community's unique attractiveness and value. Utilizing that program from the Ministry of Internal Affairs and Communications, known as the "Community Building Businessperson Exchange Program," SoftBank seconded its employees to the town of Abira. Abira Town is one of the areas affected by the Hokkaido Eastern Iburu Earthquake that occurred in September 2018, and SoftBank employees use technology to put their experience and know-how to work on the front line in Abira to support reconstruction efforts. To help advance the use of IT in the town, Abira holds smartphone classes and promotes the use of IT apps for raising children.



Joint Implementation of "Short Time Teleworking"* to Support Work Style Diversity (Yokohama City, Kanagawa Prefecture)

Yokohama City and SoftBank signed a comprehensive cooperation agreement in January 2019 to support work toward the realization of "SDGs Future City Yokohama" by promoting the active participation of women and working together to solve the problems of community development for a super-aging population. As part of this agreement, we are implementing "Short Time Teleworking," an initiative that provides employment support for people who cannot work due to commuting burdens caused by circumstances such as childcare by offering opportunities for remote work conducted over very short periods of time. We conducted trial runs in Yokohama's Isogo Ward from March 1 to August 31, 2019. A survey of the results indicated a high degree of satisfaction among both employers and workers. We determined that "Short Time Teleworking" enables workers to maintaining lifestyles, and that it is an effective means to implement the kind of community development Yokohama is aiming for, to be an attractive place for people to live and settle in. With the results of these trial runs in hand, we will continue to work together to achieve the "SDGs Future City, Yokohama" objectives of making the city an attractive place to live and settle in by promoting new work styles that can be utilized by numerous companies.



Note: Short time teleworking is a new type of employment and work that is free from restrictions of time and location encountered in traditional teleworking or cloud sourcing. The short time teleworker uses IT devices such as PCs, smartphones, or tablets and works either from home or a nearby co-working space. Working hours are typically short, around eight hours a week. Short time teleworking makes maximum use of the benefits of IT, such as web cameras to stay in constant contact, thus enabling real-time communication between coworkers at the office and teleworkers even while working remotely, thus creating an environment conducive to teamwork.

Materiality 2

Connecting People and Information to Create New Excitement

- Enhancing Lifestyles with Information and Communications Technology (ICT) -



With the spread of smartphones, tablets and other smart devices, SoftBank provides advanced telecommunications and ICT facilitating the acquisition of communications and information in all situations that enable the activities necessary for daily life. By creating new information-based experiences and attractive value, we will lead more people to new lifestyles of convenience and abundance. The provision of 5G will enable the transmission of high-speed, high-capacity, and sophisticated content over the Internet, enabling services that make full use of VR and AR to become more commonplace. The fields of entertainment, music and spectator sports will become highly immersive, enhancing their appeal. The use of this technology is expected to spread to various fields, including tourism, healthcare and education.

5G also provides advanced accessibility to information so that all kinds of information can be shared and used quickly in real time. Yahoo! JAPAN provides information and creates environments facilitating the instant obtainment of necessary information, such as a variety of news and disaster information, to provide peace of mind. Leveraging ICT's advantage of overcoming time and geographical constraints, the utilization of smart devices and the Internet will progressively increase in shopping, healthcare, education, finance and various other areas. With Yahoo! Shopping, ZOZOTOWN, PayPay Mall and other services, people are able to buy anything they want anywhere, anytime. Additionally, PayPay code-based settlements promote a cashless society, supporting the realization of smart and environmentally conscious economic activities.

In addition, we will also work to eliminate information disparities (the digital divide), support education and create a foundation to promote the use of ICT so that everyone can enjoy the appeal and value of smart devices and the Internet. We aim to create a world where everyone can access technology, devices, and information with peace of mind, regardless of age, physical condition, or socioeconomic status.

So that everyone can live a comfortable life using smart devices, SoftBank offers simple smartphones that even seniors can operate as well as junior phones and kids' phones for children. We also assign smartphone advisors to shops nationwide to support smartphone classes and other activities.

Social Issues

- Improve quality of life (QOL) through use of smart devices
- Information disparities, matching information demand and supply

Risks and Opportunities

Risks

- Improper use of personal information, loss of reputation due to personal information leaks
- Risk of declines in profitability due to new entrants and intensifying competition

Opportunities

- Growth in smartphone subscribers
- Expansion of business to non-communication areas through provision of super apps
- Increased profit opportunities via deeper data-driven marketing

SDGs Value Creation

- (1) Realize attractive customer value through the spread of smart devices
- (2) Help everybody enjoy the value of the latest devices and communication methods
- (3) Leveraging ICT to create new lifestyles and enhance the foundations for daily life

KPIs

- (1) Helping everyone enjoy the value of the latest devices and communication services
 - 1 Smartphone cumulative subscribers: 30 million (FY2023)
 - 2 Survey for NPS*1 improvement: Monitor results *1 Net Promoter Score
- (2) Progress on infrastructure for acquisition and distribution of easily accessible information
 - 1 Yahoo! News DAU*2: 45 million*2 Daily Active Users
 - 2 Expand the HAPS Alliance to broaden Internet communications across the world: Promoting initiatives
- (3) Expanding the number of ICT service users in lifestyle fields
 - 1 PayPay cumulative registered users: 40 million
 - 2 E-commerce transaction value (Merchandise): 4 trillion yen

*1 Net Promoter Score *2 Number of daily active users

Main Business and Initiatives

- Provision of wide range of customer value, price plans and services through spread of smart devices and multiple brands
- Provision of new experiences using 5G such as VR and spectator sports
- Smartphone classes at shops nationwide
- Improvement of accessibility to news and various information on the Internet
- Promoting the expansion of Internet communications around the world
- Efforts to expand online shopping centered on smartphones, provide new payment methods, and improve logistics efficiency
- Contributions to education, medical care and financial fields using ICT

[SDGs Value Creation]

(1) Realize Attractive Customer Value through the Spread of Smart Devices

We aim to create value linking people and a wealth of information through the provision of the latest devices, the development of services and the provision of information and content maximizing the power of ICT and technology.

To understand customer needs that have diversified in recent years, it is essential to understand lifestyle backgrounds, including the characteristics and customs of the places where customers live. We will promote the utilization of technology as a multi-device tool for creating new excitement and value, rather than simply for efficiency and cost reduction.

Additionally, to provide optimized services meeting customer needs, SoftBank will utilize cutting-edge technologies within the services of our Group companies to continue making every effort to provide attractive value suiting individual needs and circumstances.

As a result, we believe we will be able to realize a society in which all people are able to enjoy new experiences and excitement, and live high-quality and abundant lives.

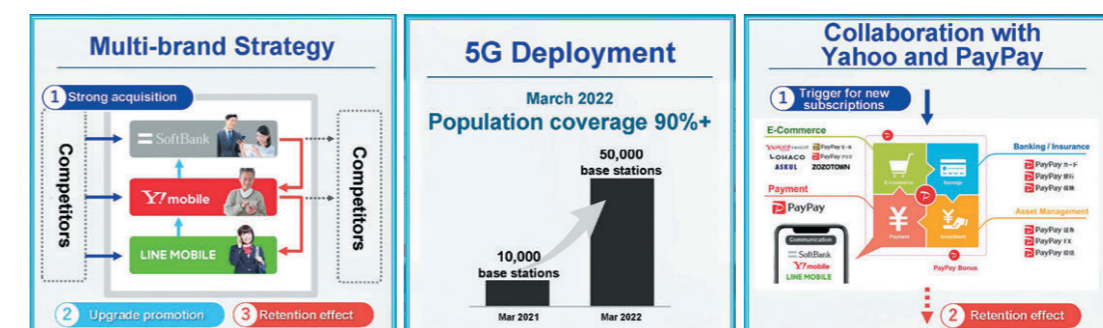
Toward 30 Million Cumulative Smartphone Subscribers

SoftBank aims to achieve the target of 30 million cumulative smartphone subscribers following a three-point plan, with the aim of eventually reaching the "100 million cumulative smartphones era." The first point is the multi-brand strategy. In response to diverse customer needs, we offer the SoftBank brand for those who use their smartphones actively, while Y!mobile is for light users and LINE MOBILE is for students and the younger generation. In offering various options, we are able to respond to a wide range of requests.

The second point is 5G, which commenced commercial services in March 2020, and maximizes our strengths cultivated in 4G. SoftBank will work with other companies to expand 5G deployment. In addition, we sell four models of 5G-compatible devices (as of July 31, 2020) with plans to expand even further going forward. 5G enables the viewing of high-quality, large-sized videos on smartphones and tablets unlike ever before, as well as games with high-resolution graphics not possible with conventional smartphones and tablets. We also anticipate that the use of cutting-edge services that create new experiences, such as watching sports in real-time from a remote location using virtual reality (VR), will explode in popularity.

The third point is differentiation using Yahoo! JAPAN/PayPay collaborations. In mobile services centered on smartphones, which is the foundation of our business, we will further expand our customer base while maximizing Group synergies and strengthening ties with customers by effectively combining services in various lifestyle fields such as e-commerce and payment services, which are the strengths of Group companies Yahoo! JAPAN and PayPay.

Going forward, we will continue to expand our service offerings through smartphones to provide customers with new value and excitement only SoftBank can deliver.



Note: August 4, 2020, earnings announcement materials for the first quarter of the fiscal year ending March 31, 2021

Materiality 2

Connecting People and Information to Create New Excitement

[SDGs Value Creation] (1) Realize Attractive Customer Value through the Spread of Smart Devices

About Multi-Brand Strategy 5G Services

We aim to differentiate ourselves from other companies by expanding the smartphone business through a multi-brand strategy.

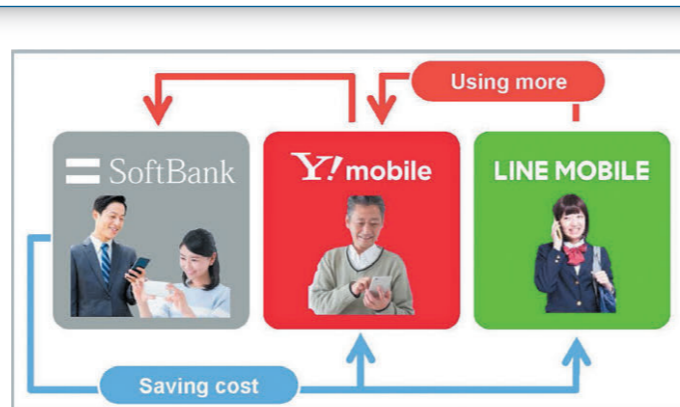
SoftBank offers a wide range of choices to customers currently using other companies' smartphones as well as new customers, facilitating an environment making it easy to select our mobile services by meeting a diverse range of user needs through the development of three brands: SoftBank, Y!mobile and LINE MOBILE.

For existing customers, our development of three brands means that Y!mobile and LINE MOBILE users who want to use the latest models, high-performance devices or more data can upgrade to the SoftBank brand, while users who want to reduce their communication costs can switch to Y!mobile or LINE MOBILE. Even if usage needs change due to lifestyle or life stage changes, we are able to provide a variety of options meeting user needs, making it unnecessary to switch to another company.

Further, we also offer rate plans that make it easy for customers to start using smartphones.

For example, under the SoftBank brand, we offer the *Smartphone Debut Plan* for customers switching from feature phones to smartphones as well as first-time smartphone customers. We offer attractive rate plans for each brand that are popular with customers for their economical and easily understood pricing structures. Additionally, we provide the *Ouchi-wari Plan* (home discount plan) combining the *Kotei* (fixed line) communications service and *Denki* (electricity) as a packaged set, creating an environment that is easy for customers to use and helps prevent switching to another company.

Going forward, we will steadily increase the number of smartphone contracts as we aim to realize the goal of 100 million smartphone users.



Note: Announcement materials from the 34th Ordinary General Meeting of Shareholders held on June 24, 2020.

SoftBank's three brands

	SoftBank	Y!mobile	LINE MOBILE
Brand	Economical Large volume	Low price Medium volume	Very low price Small volume
Sales channel	Focused on physical stores		Centered on online
	High-volume users Business users	Light users	Teens to early 20s



About 5G Services

The 5G commercial services launched in 2020 are the next-generation communications standard offering communication speeds faster than conventional 4G, noteworthy for its greater use of equipment and close to zero latency in communications.

5G has three distinct features: "high-speed and large-capacity" enabling smooth access to 4K and 8K video and content such as VR and AR, "massive device connectivity" connecting smartphones, tablets and all kinds of devices throughout the home and around town to the network, and "low-latency" enabling the remote control of high-quality augmented reality (AR) content in real time with ultra-high reliability. The practical application of 5G will make daily life even more convenient and enjoyable through virtual reality (VR) and mixed reality (MR).

SoftBank is engaged in a variety of initiatives in the categories of "devices," "content," "rate plans," "5G networks" and "shopping experiences."

Regarding "devices," four models of 5G compatible devices are on sale (as of July 2020), and we plan to continue developing compatible devices in the future. In terms of content, we launched 5G LAB services on March 27, 2020, to deliver content that provides immersive viewing experiences unique to 5G.

We provide four types of content for customers to enjoy: AR SQUARE, where users can experience being in the same space as their favorite entertainer or celebrity, VR SQUARE, where users can enjoy live sports more realistically, FR SQUARE, where users can enjoy video content from various perspectives and GAME SQUARE, which allows users to play PC games on their smartphones. Going forward, 5G LAB will continue to add a large variety of unique and original entertainment, sports and other content.

In addition, we set up 5G LAB experience displays at 55 stores nationwide to demonstrate 5G content and enable as any customers as possible to experience 5G in an effort to provide a casual encounter with the near future.

In addition, the "rate plan" launched with 5G commercial services on March 27, has been well received as a service that enables large-capacity communications at a reasonable price.

Also, with regard to network infrastructure, we are utilizing existing base stations and technologies at 230,000 locations nationwide to rapidly deploy 5G services. We will proceed with appropriate capital investments and bandwidth expansion, sharing infrastructure with other companies to quickly deploy 5G services throughout Japan.



SoftBank Three Major Tactics

Devices	Contents	Rate plans
Network infrastructure		
Support infrastructure (shops and call centers)		

Materiality 2

Connecting People and Information to Create New Excitement

[SDGs Value Creation] (1) Realize Attractive Customer Value through the Spread of Smart Devices

5G LAB Realizes a Realistic Viewing Experience

5G LAB is a new SoftBank service unique to the 5G era launched on March 27, 2020, to distribute content that realizes an immersive viewing experience.

The 5G LAB service* is centered on entertainment and sports, and can be enjoyed on smartphones and tablets regardless of carrier.

5G LAB services comprise four categories: AR SQUARE, VR SQUARE, FR SQUARE and GAME SQUARE.



Note: Can be used in a 4G (LTE) environment, but usage in a 5G environment provides an even more comfortable and enjoyable experience.



AR SQUARE
Be in the same place as your
favorite entertainer or celebrity



VR SQUARE
Realistic live sports unfold
before your eyes



FR SQUARE
New movie experience
enjoyed from multiple angles



GAME SQUARE
PC games can be played
on your smartphone

AR SQUARE is an application enabling the enjoyment of content that synthesizes actual landscapes into digital data to “augment” the real world using augmented reality (AR) technology.

AR SQUARE original content lineup was created in collaboration with Realize Mobile Communications Corp., making full use of 30 cameras in the largest 3D hologram filming studio in Japan. You can freely view, enlarge, reduce and rotate images of celebrities and characters, have favorite celebrities or characters appear in the smartphone camera and take photos and videos with real-life backgrounds and people. Photos and videos created can be posted to social media.

VR SQUARE is the new name for the VR service “LiVR” provided since March 2019, enabling users to feel as though they are viewing music or watching sports live in special seats. We have expanded the content able to be viewed from multiple angles and included it with the VR SQUARE app.

Wearing VR goggles enables content to be viewed in 3D, and with a smartphone alone, you can watch high-quality images from different angles.

AR SQUARE



VR SQUARE



FR SQUARE is an app based on the concept of “Free view point Reality” enabling the enjoyment of images from various angles, such as from the front or side of a stage or venue. You can select and watch only your favorite band members during a live music performance, or rotate the view at a Fukuoka SoftBank HAWKS game held at the Fukuoka PayPay Dome to watch it from any angle.

In addition, the multi-view music video for pop idol group AKB48's 57th single “Shitsuren, Arigato,” which has been distributed exclusively since March 27, 2020, enables users to select from 18 versions of the music video, each featuring one of the 18 members, to watch only their favorite performers in the group.

Furthermore, since March 27, 2020, we have also provided multiangle content for “Basket LIVE” Japanese basketball live broadcasts as part of the FR SQUARE lineup. GAME SQUARE allows you to enjoy PC games that require heavy data processing anytime, anywhere, regardless of device or location.

On June 10, 2020, we launched provision of “GeForce NOW Powered by SoftBank,” the Japanese version of the NVIDIA cloud gaming service GeForce NOW.

We plan to provide a wide range of genres and an abundant lineup of content titles deployed through the four 5G LAB services, including popular celebrities and artists, sports such as baseball and basketball, and animated characters.

We also plan to provide “5G LAB Basic,” a plan offering unlimited access to AR SQUARE, VR SQUARE and FR SQUARE content for only ¥500 per month.

Furthermore, to enable as many customers as possible to casually experience the appeal of 5G and 5G LAB, we will set up 5G LAB displays for content demonstrations and hands-on trials in 55 SoftBank shops in major cities across Japan.

In addition to an AR booth where customers can take pictures and video with their favorite celebrities, artists and animated characters, the 5G LAB display will allow customers to experience AR and VR videos of AKB48, FR videos of AKB48 and Last Idol and watch GAME SQUARE demonstration videos.

Through 5G LAB, SoftBank will contribute to providing the appeal and fun of 5G and improve customer lifestyles.

FR SQUARE



GAME SQUARE



5G LAB Experience display



Materiality 2

Connecting People and Information to Create New Excitement

[SDGs Value Creation] (1) Realize Attractive Customer Value through the Spread of Smart Devices

Major Initiatives Utilizing 5G

5G Pre-Service Initiatives Basketball

At the "Japan International Basketball Tournament 2019," SoftBank provided 5G pre-services that general customers could experience at the five games held at the Saitama Super Arena starting on August 22, 2019. The 5G pre-services provided at the tournament involved capturing the games using VR cameras installed in basketballs and other special locations, which spectators using VR headsets or AR glasses and tablets enjoyed in the venue as a future spectator sports experience utilizing 5G.

5G pre-services were also available for customers to experience during portions of the SoftBank Winter Cup 2019 National High School Basketball Championships, which is the top high school basketball tournament in Japan.

At SoftBank Winter Cup 2019, we launched a service that delivers stats and other information during games and game footage through the 5G network to tablets

prepared in the venue. SoftBank will continue to promote various initiatives in a variety of areas toward the utilization of 5G, which enables high-speed, large-capacity and low-latency communications.



Using Live VR Images in a New Era for Baseball Games at the Fukuoka PayPay Dome

SoftBank and the Fukuoka SoftBank HAWKS Corp. successfully conducted a demonstration experiment aimed at realizing a new era for spectator sports using 3D panoramic images able to be switched between multiple viewpoints to watch games in a VR space utilizing 5G at the Fukuoka PayPay Dome.

During this experiment, in addition to high-quality 3D panoramic images, most 5G features including "ultra-high speed" and "large capacity" were leveraged to enable users to experience rich content through the VR spectator app while simultaneously communicating with multiple people in the VR space.

As opposed to the vantage point of the Super Box, the VR live video provides 3D panoramic images from VR cameras installed in special locations not normally accessible, such as inside the fence behind home base at the PayPay Dome. These high-quality 3D panoramic images are about five times larger than normal 2D images. As the 2020s is said to be an era in which everything will be connected to networks, we expect that 5G, which offers "ultra-high speeds," "large capacity," "low

latency," "massive device connections" and "high reliability" will open up new areas of business in AI, IoT, connected cars, robotics and VR.

We anticipate greater changes compared to when the Internet spread in the past, with 5G becoming a communications technology that is indispensable for realizing a new society.



VR space image

Customer Support Initiatives

SoftBank aims to popularize smart devices that are easy to use, safe and secure for everyone, from children to seniors. We are working to eliminate the digital divide through the constant support of smartphone advisors and smartphone classrooms and the provision of various devices and plans that meet a wide range of needs.

Smartphone Advisor System, Smartphone Classes for Seniors and Developing Products for Children

At SoftBank stores, SoftBank-certified smartphone advisors*, who are smartphone experts, respond to customer inquiries free of charge. Advisors ascertain usage details, suggest the most suitable rate plan and provide solid support, from selecting the appropriate device to walking customers through initial settings such as filtering. Advisors also provide consultation pertaining to repairs and use of PayPay. SoftBank offers a variety of classes on tablets, online shopping and smartphone settlements, as well as smartphone classes that SoftBank customers as well as customers with devices from other companies can attend. In July 2020, we launched online smartphone classes using Zoom for customers who could not go outside due to COVID-19. By providing in-store services online, we will continue to improve the convenience of SoftBank stores and continue to explore ways to provide support for smartphones and other services while reducing anxiety about the risk of COVID-19 infection.

Note: Smartphone advisor
Store staff support specialists certified by SoftBank conduct smartphone classes and provide guidance on smartphone operations.



2019 Activities
Classes held: 312,100 times
Smartphone advisors: 1,200

Development of Products for Seniors and Children

With the spread of smart devices, we are providing devices and plans that are easy for everyone to use, from children to seniors, to prevent the digital divide from widening. In addition to "simple smartphones" and "easy smartphones" that can be easily operated by seniors, we offer "junior smartphones" and "kids' phones" for teens and children, as well as plans for customers over the age of 60 through Y!mobile.

Simple Smartphones and Easy Smartphones

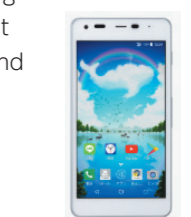
With large, easy to read fonts, icons and keyboards, these smartphones can be easily operated by first-time users and seniors.



Simple Smartphone: 5 Easy Smartphone: 2

Junior Smartphones

This service offers peace of mind with the latest smartphone models incorporating changes with children in mind, including blocks on the purchase of paid content and restrictions on harmful websites and apps.



Junior Smartphones

Kids Phones

These smartphones are equipped with various monitoring functions that block contact from strangers, including the "Mimamori app" that displays the whereabouts of children.



Kids Phones

Materiality 2

Connecting People and Information to Create New Excitement

[SDGs Value Creation]

(2) Help Everybody Enjoy the Value of the Latest Devices and Communication Methods

SoftBank will contribute to the realization of a society in which everyone can obtain the latest information fairly without any inconvenience, providing an attractive platform connecting people and information enabling everyone to get the information they require in real time through efforts to bridge the digital divide (information disparities) by improving access to information.

The convenience of lifestyle services, including e-commerce, and Internet shopping, is improving day by day. SoftBank is making efforts to provide more convenient and affordable services that are safe to use, striving for synergies linking our strength in mobile services enabling customers to easily find what they are need safely and comfortably using the Internet, with the achievements, know-how and customer base in the e-commerce domain offered through Yahoo! JAPAN, ZOZOTOWN and other Group company services.

Furthermore, by taking advantage of the immediacy and speed of the Internet, anyone can easily obtain necessary information on all topics, such as sports and entertainment, as well as highly urgent information such as news and disaster information in a timely manner. SoftBank strives to provide and distribute services and content that enable us to improve access to information.

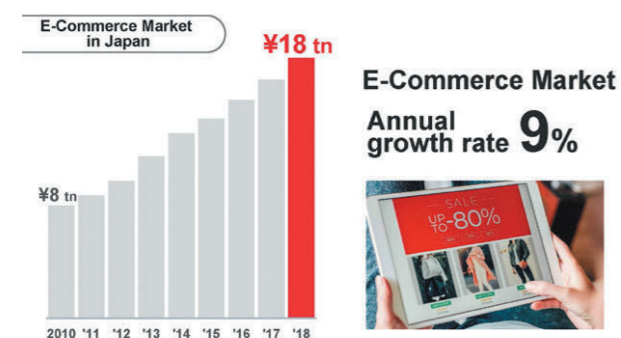
Also, to ensure that, as the information society spreads, problems such as the digital divide are not exacerbated, we are working to provide devices that are easy for everyone to use, including seniors and children, and to provide an environment where people with various backgrounds can use them safely and comfortably.

Initiatives Aiming to Become No. 1 in e-Commerce in Japan

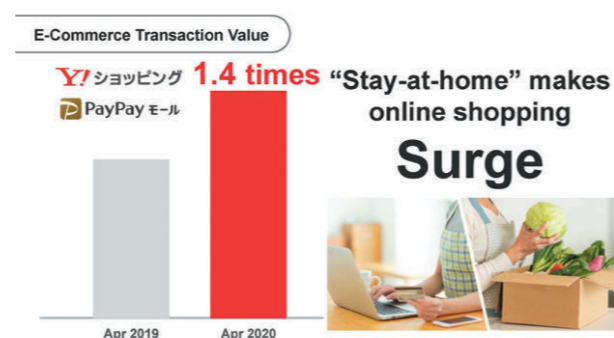
e-Commerce Business

As the e-commerce market continues to grow every year in Japan, reaching ¥18 trillion in 2018, SoftBank will expand online shopping using smartphones and realize new lifestyles supported by an advanced lifestyle infrastructure.

Even amid rising COVID-19 infections, Yahoo! Shopping and PayPay Mall transactions are expanding significantly as e-commerce grows even further, driven by "nest-dwelling consumers" who do their shopping from home.



Note: Materials released at the 34th Ordinary General Meeting of Shareholders held on June 24, 2020



Note: Materials released at the 34th Ordinary General Meeting of Shareholders held on June 24, 2020

The annual transaction volume of e-commerce led by Yahoo Japan continues its upward trajectory, reaching ¥2.6 trillion in fiscal 2019.

In Yahoo Japan's e-commerce business in particular, in addition to "Yahoo! Shopping" and "Yahoo! Auction," we are working to further expand online shopping by developing "PayPay Mall," "PayPay Flea Market" and participation in "ZOZOTOWN." "Yahoo! Shopping" and "PayPay Mall" are used by people of all ages, from young to old. In addition, "PayPay Flea Market" has reached 4.5 million downloads (as of July 26), and the annual number of purchasers using "ZOZOTOWN" is nearly 8.66 million people, boasting use by a large number of customers.

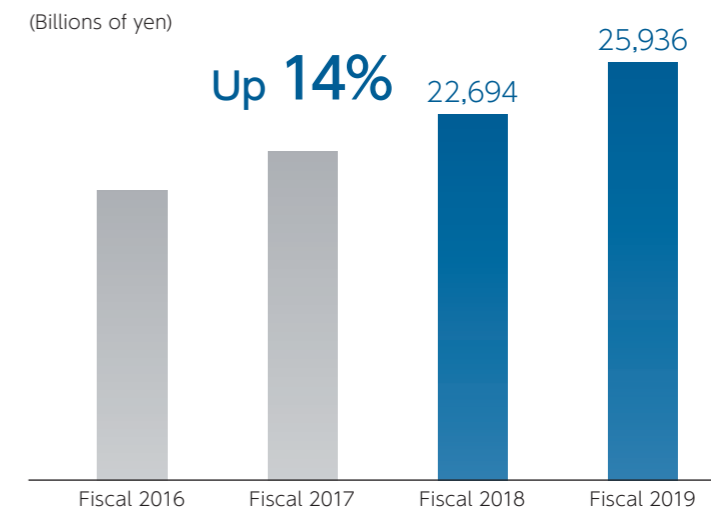
Yahoo Japan announced a new commerce strategy in March 2020 involving a stronger logistics and delivery collaboration with Yamato Holdings, and in addition to promoting "X (Cross) Shopping," which strengthens inventory information linkage with real stores, we will further improve environments making it easy for customers to shop through the external provision of Yahoo Japan's shopping system "XS Engine."

Furthermore, aiming for the highest e-commerce transaction volume using Japan's largest cashless payment service "PayPay" as the platform, we will provide e-commerce services to customers as a more convenient service through the realization of a super app seamlessly connecting various financial services, O2O services (online to offline services encouraging behaviors from within to outside the Internet) such as reservations for movies, hotels, airline tickets and taxis, as well as the payment of utilities and taxes.

Sending customers between e-commerce services with many users, such as PayPay's strong customer base of 30 million users (as of June 2020) and 2.3 million member stores (as of June 2020), these services can be used more affordably and conveniently.

Going forward, we will roll out a variety of services aimed at becoming No. 1 in e-commerce in Japan.

Yahoo Japan e-commerce transaction value



Source: Z Holdings Corporation earnings announcement materials, April 30, 2020
Note: ZOZO only includes transaction volumes after November 2019, when it was made a subsidiary.

Note: August 4, 2020, earnings announcement materials for the first quarter of the fiscal year ending March 31, 2021

Note: May 11, 2020, earnings announcement materials for the fiscal year ending March 31, 2021

Materiality 2

Connecting People and Information to Create New Excitement

[SDGs Value Creation] (2) Help Everybody Enjoy the Value of the Latest Devices and Communication Methods

Improving Accessibility to Information on the Internet

Information and Media Services Centered on Yahoo Japan

Through Yahoo! JAPAN, the largest Internet platform in Japan connecting people and information, we will realize a high degree of accessibility that allows everyone to access information essential for daily life.

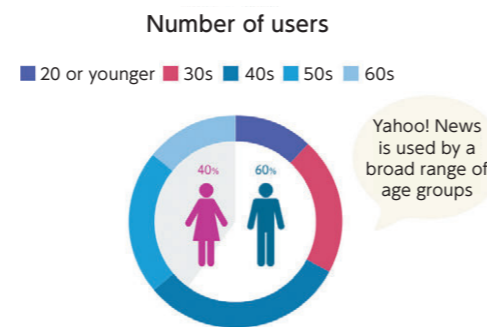
As one of the largest Internet companies in Japan with more than 80 million users* per month, the media business one of Yahoo Japan's main business domains.



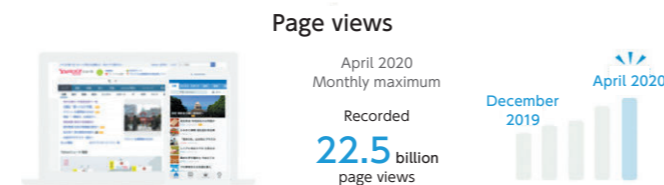
The Yahoo! News editorial department "Yahoo! News Topics" delivers the latest news gathered by watching the movements across the world 24 hours a day, 365 days a year, providing real-time notification of disaster prevention information and important news so that users will never miss out on breaking news. Customers can read the opinions of other users in the comments section and check the popularity of the article in the comment rankings. Live streaming news videos are also available for viewing 24 hours a day, 365 days a year.

Yahoo! News is supported by a wide range of age groups without bias toward users of a specific gender or age, with about 22.5 billion-page views (PVs) per month, making it one of the largest news websites in Japan.

Note: Number of daily unique browsers used to access Yahoo! JAPAN services (average for the fiscal year ended March 31, 2020). Access using both a browser and the smartphone app is counted as duplicates.



Note: Average monthly number of unique users in January–December 2019 (target devices: PCs and smartphones)



Note: Target devices: PCs, smartphones, and tablets

Leveraging the immediacy and promptness of the Internet, in addition to news, disaster information and other highly urgent information people require, Yahoo Japan provides a variety of other information such as financial news, maps, traffic information, sports and entertainment and television and horoscope readings.

"Yahoo! News," part of Yahoo Japan's core content, launched service in July 1996, and in addition to news distributed by newspapers and telecommunications companies, it features videos, magazines, articles written by individual writers in Japan and a wide range of domestic and overseas news and topics, providing an environment where everyone can access information by organizing and selecting news in real time in an easy-to-understand manner tailored to the modern smartphone lifestyle.

In addition to weather forecasts, Yahoo Japan operates the comprehensive "Yahoo! Weather and Disaster" website to quickly conveys weather- and disaster-related information. Emphasizing the concept "information = lifeline," the Yahoo! JAPAN and the Yahoo! Disaster Prevention Bulletin apps send push notifications using the current location to warn about earthquakes, heavy rain and tsunamis before disasters occur. These notifications are sent to a single location in Japan through the Yahoo! JAPAN app and up to three locations in Japan using the Yahoo! Disaster Prevention Bulletin app, incorporating highly practical functions utilizing web browsers and smartphone and tablet apps to enable access to information on disasters and disaster prevention anytime, anyplace.

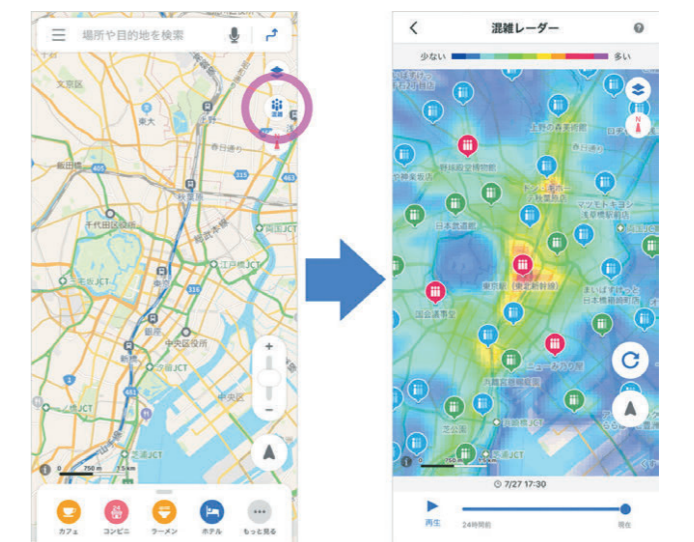
In addition, "Yahoo! Weather" provides 17-day weather forecasts for each city, ward, town and village, including detailed hourly weather forecasts convenient for long holidays and travel, as well as current temperature, humidity and atmospheric pressure. Besides the weather forecast for the current location, the app includes a function for easily viewing the weather in the area or facility of choice, with functions enabling the registration of up to five favorite locations or facilities, detailed hourly weather forecasts up to 72 hours in advance, as well as the timing of sunrises and sunsets.



Furthermore, the rain cloud radar continuously displays the observations made by the meteorological radar and predictions made by the high-resolution precipitation nowcast on a map allowing users to see the rain clouds and amount of precipitation up to 15 hours in advance. In addition to rain clouds, the radar function includes a typhoon tracker and rain, snow and lightning radar forecasts up to 5 days in advance. Other content promptly informs users of weather information useful for daily life such as pollen, PM2.5 and yellow sand conditions as well as "Live with everyone! Current weather" user-based content.

"Yahoo! Maps" provides map information and aerial photographs from all over Japan, as well as information based on the latest Japanese maps, through the provision of services such as "Yahoo! MAP."

So that users can use Yahoo! MAP effortlessly, the map design offers a dark mode that is easy on the eyes, walking guidance with landmarks making it easy to understand directions in places where it is easy to get lost and an AR mode that enables users to reach their destination by walking in the direction of an arrow. In addition, users can search using various keywords such as shop name, address and phone number with an easy one-tap peripheral search and spot display of stores and facilities, as well as a "Safety Map" enabling users to confirm the safety of the surrounding area. Users can also use a "crowd radar" function to see how crowded an area is and when it is likely to be most crowded.



Furthermore, as Yahoo Japan's primary businesses are media and advertising, we are improving information so that it can be effectively and efficiently delivered to both advertisers and users by integrating display advertisements and services that had been divided into multiple displays.

Yahoo Japan has also added a new COVID-19 tab in response to the spread of the novel coronavirus, and as a special feature on Yahoo! News, we provide a variety of information and services pertaining to the status of congested routes and crowded facilities in an ongoing effort to ensure that people have timely access to information about daily life and disasters.

Materiality 2

Connecting People and Information to Create New Excitement

[SDGs Value Creation] (2) Help Everybody Enjoy the Value of the Latest Devices and Communication Methods

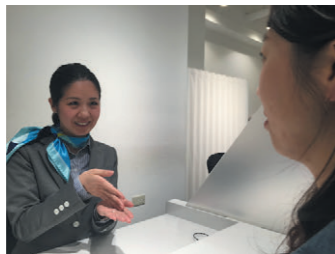
Initiatives for Eliminating the Digital Divide

Improving Accessibility for
People with Disabilities

SoftBank makes efforts to provide communication support apps and services aiming for a society in which everyone is able to communicate with one another smoothly regardless of physical ability.

Establishment of Sign Language Counter and Remote Sign Language Window

The SoftBank Shibuya store has a sign language counter where sign language staff are permanently stationed so that customers with hearing impairments can conduct contract-related business and consultations with peace of mind. Since 2010, we have also provided a remote sign language window service where staff members can provide customers with sign language guidance using a videophone to connect smartphone advisor stores nationwide with sign language counters.



Sign Language Counter

Game-based Sign Language Dictionary Learning

SoftBank provides an app enabling user to learn sign language by playing games. With over 16,000 downloads in 2019, everyone from children to adults are having fun while learning sign language.

Furthermore, this is the first sign language app to be recommended by the Tokyo Federation of the Deaf.



Sign language dictionary app screen

Joint Development of "Assist Guide"
App with Kagawa University

Aiming for a society in which people with disabilities can make the most of their intrinsic capabilities, SoftBank and Kagawa University are jointly developing improvements and ways of using the "Assist Guide" app.

We expect to begin offering the Assist Guide app in 2020 to help guardians and others who support people with intellectual disabilities assist those who have intellectual disabilities in their everyday lives and within society.

Maho Project Supporting Children with
Disabilities Using Technology

Through an empirical research project with the Research Center for Advanced Science and Technology at the University of Tokyo, the "Maho Project" utilizes practical research supplemented with technology to support children with a desire to learn but who, for a variety of reasons, have difficulties with standard learning methods.

SoftBank lends out tablet devices and the humanoid robot Pepper free of charge for a certain period to special support schools all over Japan for use in learning and life with the objective of increasing opportunities for children to participate in society. During the 10 years since this project was launched in January 2011, a total of 600 schools have cooperated in this practical research.

Additionally, widely publicized examples of this project have led to opportunities for proposing to the Ministry of Education, Culture, Sports, Science and Technology that technological support is effective for children who have difficulty learning on their own. The utilization of technology creates learning environments facilitating learning support for all children as well as environments that can draw on the intrinsic abilities of children with disabilities.

Toward a Society Where Information Can be Obtained
Anywhere in the World (Promotion of the HAPS Alliance)

The HAPS Alliance works with regulators in each country to facilitate the provision of Internet communications utilizing high-altitude aircraft and define product specifications for HAPS. The alliance was established with the aim of cooperation on standardization activities for the interoperability of HAPS technologies. These activities are critical for the HAPS Alliance, which aims to resolve various social issues and create value by building an Internet connectivity environment covering the entire planet by utilizing high-altitude communication networks and aerial vehicles.

Led by HAPS Mobile and Loon, the HAPS Alliance promotes each of these activities as a member among the leading companies in the telecommunications, technology and aviation industries.



[SDGs Value Creation]

(3) Leveraging ICT to Create New Lifestyles and Enhance the Foundations for Daily Life

By utilizing advanced communication technology and ICT, we aim to enhance lifestyles by improving the convenience and expanding use of services that are closely related to people's lives, such as finance, education, and medical care.

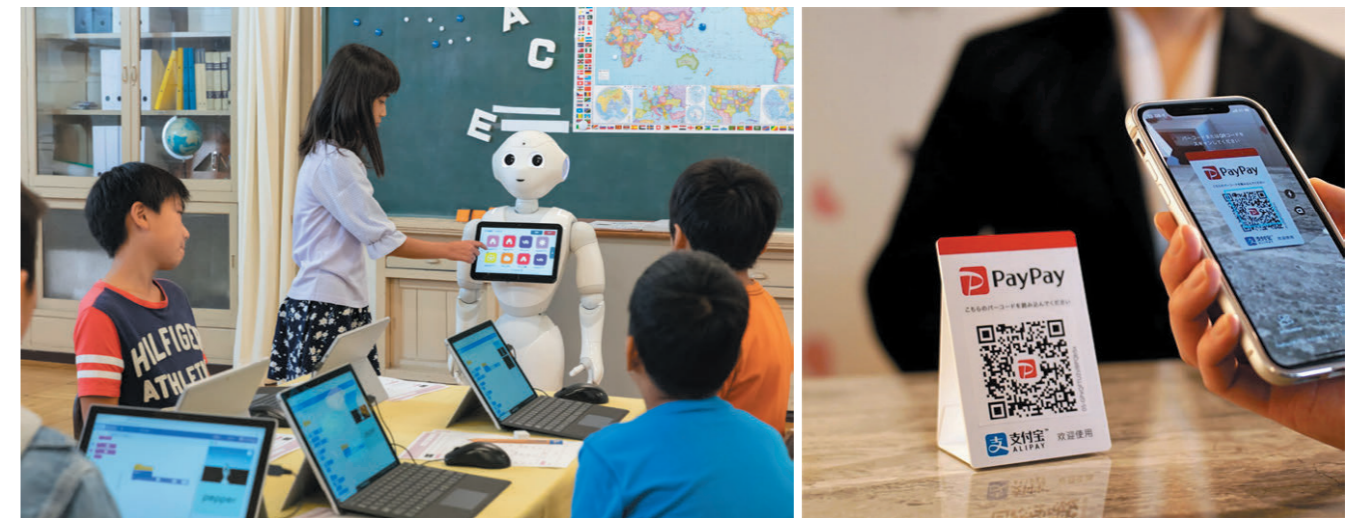
In the area of finance, the FinTech field utilizing IT for financial services is attracting attention as it enables comfortable, safe and secure financial services transactions utilizing technology and the Internet for asset management, settlements, payments and a variety of other activities. SoftBank aims to innovate FinTech financial services to provide people with new experiences and a new concept of money through the provision of new financial services that are both safe and convenient, including settlement services, lending using AI and stock trading apps, to increase the ratio of cashless transactions in Japan.

In the field of education, the development of an ICT environment is moving forward, with the Ministry of Education, Culture, Sports, Science and Technology (MEXT) engaging in full-scale efforts toward the "GIGA School Concept," establishing a high-speed, large-capacity network with personal computers or tablets provided to every elementary and junior high school child and student. MEXT has also established the use of ICT in the classroom as a theme within new courses of study, and in April 2020, computer programming classes became compulsory in elementary schools.

Moreover, even when the spread of COVID-19 makes it impossible to physically attend school, the utilization of this technology will enable children and students to learn anytime, anywhere, without disruptions, making the importance of ICT utilization in education grow day by day. Education and learning using ICT is expanding not only in schools for children, but also in the fields of education and sports. SoftBank will contribute to the incorporation of ICT in educational settings and offer learning opportunities to as many people as possible through the provision of various educational solutions and services using ICT devices, including smartphones and tablets, applications such as Zoom, robots and other toys that enable education and learning regardless of location, geographical or time restrictions.

In the field of medicine, as Japan faces social issues such as the emergence of areas with no public transportation due to declining birthrates, an aging population and depopulation amid increasing concerns about preventative medicine and self-care, there is a growing movement toward the incorporation of ICT into healthcare to revise systems related to online medical care and increase online healthcare consultation services. SoftBank is engaged in the use of cutting-edge technologies in the healthcare field, including the provision of apps for medical services available online, as well as services that help resolve issues in areas facing problems including the uneven distribution of hospitals and transportation of outpatients through the provision of healthcare mobility using MaaS.

We will continue to promote the creation and deployment of cutting-edge technologies and business models with the aim of improving lifestyle infrastructure through the use of our strengths in cutting-edge technologies.



Materiality 2

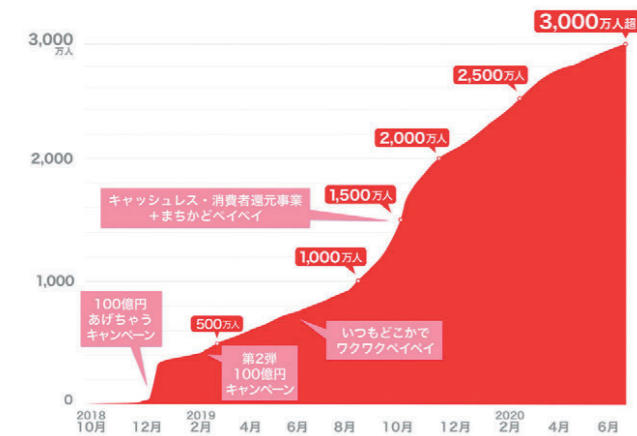
Connecting People and Information to Create New Excitement

[SDGs Value Creation] (3) Leveraging ICT to Create New Lifestyles and Enhance the Foundations for Daily Life

Use of Technology in the Financial Field

Financial Services Initiatives Centered on PayPay

SoftBank launched PayPay services in October 2018 as a cashless payment method enabling seamless payments via a smartphone app. In June 2020, the cumulative number of registered users exceeded 30 million, driving the popularization of cashless payments in Japan and expanding its influence as a new payment tool for consumers.



Note: PayPay Corporation press release, July 1, 2020

SoftBank Group Corp., SoftBank Corp. and Yahoo Japan Corporation are joint investors in PayPay Corporation. In addition, PayPay collaborates with Paytm, India's largest payment service provider, to provide services that make maximum use of their experience, achievements and know-how. Unlike conventional cashless services such as credit cards and transportation-based IC cards, PayPay does not require the introduction of card readers or other devices, and in principle, does not incur payment system usage fees or deposit fees*, resulting in cost reductions for member stores. In addition, because the user's smartphone is used for settlements at the time of payment, there is no need to handle cash or change, which has the advantage of shortening transaction times. At present, the number of member stores, from local shops to big box chains, has grown to 2.3 million*, enabling PayPay to be used at various stores throughout Japan.

*1 There are no settlement system usage fees until September 30, 2021. However, from April 1, 2020, there are fees for new member stores owned by corporations with annual sales of ¥1 billion or more. When using Japan Net Bank, deposit fees are always free. In other cases, if the deposit cycle ends at the end of the current month (one deposit each month), there are no fees. If the cumulative settlement amount of each deposit is ¥10,000 or more, a handling fee of ¥105 (tax included) is incurred.

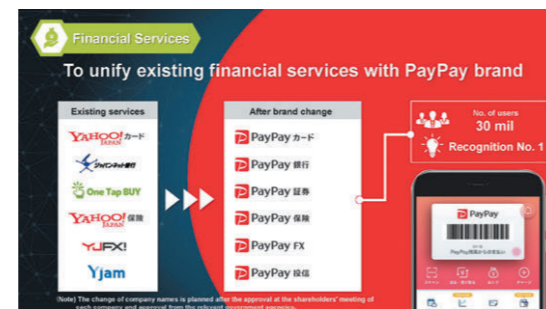
*2 Number of shops, taxis and other businesses that are PayPay members as of June 29, 2020.

In addition to more than 30 million registered users and 2.3 million member stores, PayPay has brand power with No. 1 recognition*³ and more than 60 app updates every year to add the latest functions and enhance usability and security, making its strength the ability to be used by more customers safely and conveniently in various places throughout Japan.

*³ PayPay study

Note: Earnings presentation materials for the first quarter of the fiscal year ending March 31, 2021 announced on August 4, 2020.

In addition, we will integrate existing financial services deployed within the Group under the PayPay brand from fall 2020.



Note: Earnings presentation materials for the first quarter of the fiscal year ending March 31, 2021 announced on August 4, 2020.

By integrating financial services such as banks, credit cards and insurance under the PayPay brand, we will seamlessly connect and strengthen mutual cooperation between each financial service. Using a name that is easy for users to recognize will enable them to use the service in a more familiar way. Furthermore, in June 2020, SoftBank and Mizuho Financial Group agreed to form a next-generation financial business strategic alliance for

cooperation in the lending, smartphone securities and payment agency fields, which will be linked with PayPay to further strengthen the financial domain and improve customer convenience.

Note: With regard to the new financial services mentioned above, each company involved is subject to legal registration requirements for conducting said business and obtaining approval from the relevant regulatory authorities with consideration for the requisite legal and regulatory compliance.

In addition, PayPay will utilize the SoftBank and Yahoo! Wallet customer base to expand its range of services, including offline payments as well as online payments, utility payments and interpersonal transactions.

By linking these with e-commerce services such as PayPay Mall, PayPay Flea Market and other mobile services, we aim to create a "super app" comprising a multifunctional platform that can be used in all everyday situations.



Note: Earnings presentation materials for the first quarter of the fiscal year ending March 31, 2021 announced on August 4, 2020.

PayPay is a strong supporter of the My Number Points business (the use of My Number Points aims to reinvigorate consumption, promote the adoption of the My Number ID card and create the infrastructure for public-private cashless transactions) that started in September 2020 led by the Ministry of Internal Affairs and Communications, contributing to further promotion of cashless transactions.

When the users select PayPay as their cashless payment service, which is connected to the My Number Points business, 25% of the charged or used amount*¹ (PayPay balance up to ¥5,000) will be conferred as My Number points. The advantages of choosing PayPay are that it can be used at 2.3 million member stores nationwide (as of July 2020), including convenience stores and restaurants, there is 24-hour telephone customer support, as well as support for registration and other business available at SoftBank and Y!mobile shops, and the ability to receive My Number Points immediately after using PayPay.

In addition, users can easily register using the PayPay

app in as little as one minute, and even market research*² shows that user intention to register is highest with PayPay My Number Points.

*¹ Credit cards other than Yahoo credit cards are not eligible.*² Source: Survey on My Number Point User Intention, ICT Research and Consulting

Survey of third-party institutions' intentions to register minor points



Note: PayPay Corporation press release, July 1, 2020

In addition, PayPay aims to boost regional economies in response to the fact that COVID-19 has a significant impact on regional economies. We are working with local governments to deploy the "Supporting Your Town Project" campaign using PayPay.

We have already received inquiries from more than 200 local governments nationwide about implementing the campaign, with 35 local governments deciding to implement the campaign (as of August 2020). Going forward, we plan to continue expanding the number of local governments implementing this campaign. There are two types of campaigns, one that adds points unique to the region to the My Number Points balance and another that allows users to receive a PayPay bonus by paying with PayPay, which can be chosen according to regional issues and needs. By utilizing the PayPay platform, which has 2.3 million member stores nationwide, local governments will not have to issue local promotional coupons or gift certificates to boost the local economy that, in turn, will need to be printed and cashed in. This will save time and expense while reducing resource usage.

For users, there are several merits, including there being no need to go to specific locations to purchase gift certificates, and by using the PayPay Pickup preorder service, users can avoid situations that may facilitate the transmission of COVID-19, which is beneficial to both local governments and users.

Going forward, SoftBank will continue to provide safe and convenient new financial services centered on PayPay in the FinTech field where IT is used for financial services.

Materiality 2

Connecting People and Information to Create New Excitement

[SDGs Value Creation] (3) Leveraging ICT to Create New Lifestyles and Enhance the Foundations for Daily Life

Utilization of Technology in the Education Field

Using ICT equipment and devices, SoftBank aims to create an environment enabling everyone to study and learn anytime, anywhere. Through technology, we will contribute to improving the intelligence and abilities of the young people and children who will lead the next generation toward Society 5.0.

Learning Support Service "Classi"

Classi (iClassy) is an educational platform operated by Classi Corp., a joint venture between Benesse Holdings Corporation and SoftBank. To make the most effective use of "Classi," SoftBank is supporting the incorporation of tablet devices in schools provided by the Benesse Corporation at low a cost with peace of mind.

So that students can use the tablets with peace of mind, we provide mobile device management (MDM) enabling the tablet security policy to be set remotely. We also reduce burdens on administrative staff with the provision of an extensive support system for rental tablets that includes installation and troubleshooting.

Going forward, SoftBank will contribute to lessening the burdens of instruction for teachers and realize safe, secure and efficient lessons through the provision of "Classi."

Introduction of "Classi" and Tablet Sets

- Over 30,000 sets introduced!
- One in three schools using "Classi" also use SoftBank tablets



"palstep" Service Supporting Learning for Children and Students Who Refuse to Attend School or Have Learning Difficulties

"palstep" is an e-learning study support service provided as part of social contribution activities conducted by SB Players Corp., which provides solutions to national and local governments. "palstep" is provided free of charge to help ensure educational opportunities for children and students who have difficulty going to school or attending lessons in a classroom.

Even if learning is delayed, "palstep" provides three main support functions so that children and students can proceed with learning at their own pace.

<Main Support Functions>

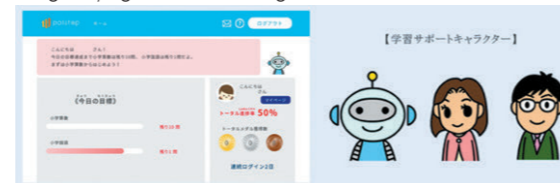
1. Learning support tailored to individual students

To alleviate concerns about delayed learning, four subjects (elementary school language and mathematics, and junior high school language and mathematics) based on a teacher's instruction plan are provided to enable students to commence learning at their own pace with goals adapted for each student.



2. Support using communication bots

Original characters help students navigate daily goals and problems in a fun way while ascertaining lifestyle rhythms, interests and preferences, including bullying detection, through natural conversations.



3. Remote conversations

In addition to simple messages between students, parents and teachers, parents can inform teachers of school attendance, physical condition and other circumstances using a hassle-free questionnaire.



Additionally, as a COVID-19 countermeasure, "palstep" has been provided free of charge to elementary and junior high schools in Tokyo's Shinjuku Ward, which have been temporarily shut down.

Going forward, we will expand the free use of "palstep" to other schools nationwide as we have in Shinjuku Ward, in an effort to assist local governments working to enhance learning at home. SB Players Corp., aims to revitalize local communities by creating innovative services in collaboration with national and local governments and local businesses.

Smart Coach Supports Practice with Expert Coaches and Smartphones

"Smart Coach" facilitates private lessons on smartphones and tablets by professional coaches with a wealth of knowledge and experience, including former professional sports players and athletes.

When practicing at home, users can send practice videos to the coach, who will return the video with advice and corrections using a pen or voice message. As instructional videos can be watched over and over again, they can be used to for practicing repeatedly while watching the video, leading to improved skills.

We offer distance instruction courses for all generations, including track and field instruction for children and maternity yoga for expecting mothers, as well as other advanced courses.

スマートコーチ



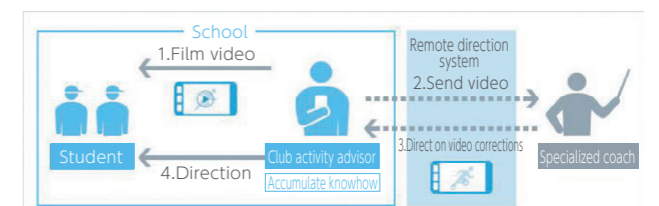
Main Courses

- Bicycles and road bikes
- Baseball
- Sprinting (for children)
- Triathlons
- Pelvic adjustment yoga
- Fitness and many others

Providing Remote Guidance Videos with "ICT Support for Extracurricular Activities"

The "ICT Support for Extracurricular Activities" initiative supports extracurricular activity and physical education class instruction in elementary, junior high and high schools using smartphones and tablets providing remote guidance by coaches with abundant knowledge and experience. In school sports instruction, this enables supplemental leadership capabilities through remote guidance from a specialized coach to alleviate the worries of extracurricular activity advisors and physical education teachers. Additionally, we aim to eliminate regional disparities caused by susceptibility to weather and time constraints, as well as reduce the working hour burden on teachers required to conduct extracurricular activities.

ICT Support for Extracurricular Activities



Supporting Extracurricular Activities in which Students Become the Coach (Ishinomaki City, Miyagi Prefecture)

In Ishinomaki City, Miyagi Prefecture, SoftBank collaborated with Ishinomaki Senshu University to support extracurricular activities at Yamashita Junior High School in Ishinomaki City. Ishinomaki Senshu University has been using the "ICT Extracurricular Activity Support" system provided by SoftBank as a class for the Faculty of Business Administration since 2019 in which students who belong to the baseball club serve as coaches and remotely provide technical guidance to a junior high school baseball club. Through this activity, students at Ishinomaki Senshu University deepen their understanding of ICT and coaching while supporting the growth of local children through sports.



Materiality 2

Connecting People and Information to Create a New Excitement

[SDGs Value Creation] (3) Leveraging ICT to Create New Lifestyles and Enhance the Foundations for Daily Life

IoT Challenge Supporting Programming Classes Using IoT

The "IoT Challenge" launched in April 2019 targets elementary and junior high students who will lead the next-generation society amid the spread of IoT, artificial intelligence (AI) and smart robots. This initiative supports programming education through the provision of a free kit*1 that includes micro:bit*2, sensors and other peripherals, and a teacher's guide as a set of teaching materials for programming education with IoT as the theme. 168 elementary and junior high schools participate*3 in this program nationwide (FY2019).

The "IoT Challenge" realizes creative programming instruction that could not be achieved using a single programming teaching material by linking the humanoid robot Pepper with micro:bit and sensors via the Internet. Children and students can experience manufacturing from an ICT perspective through programming and combining various sensors while thinking about solutions to problems common in schools and local communities.

Teaching materials for educators are provided under the supervision of Principal Yasufumi Kawarada, Sagami Women's University Elementary School.



- *1 Teaching materials for learning programming using micro:bit and teaching materials for teachers edited independently are provided free of charge by SB C&S Corp.
- *2 micro:bit is a microcomputer that was developed by the BBC for educational purposes. In the United Kingdom, it is distributed free of charge to about one million fifth- and sixth-year pupils at all the country's primary schools, giving all access to a tool to learn programming intuitively.
- *3 Selected by open recruitment from elementary and junior high schools participating in the Pepper CSR Program, which is an initiative to support programming education for elementary and junior high schools throughout Japan conducted by SoftBank Group Corp.

Kandu "Robot LAB"

At the "Robot LAB" opened within the Kandu work experience theme park that can be enjoyed by three generations of parents and children, we want you to look ahead toward a future dominated by AI and robots and feel the imagination, logical thinking and pleasure of interacting with robots through a programming experience using the humanoid robot Pepper. The "Robot LAB" provides children with activities that allow them to

"STELABO" Nurtures People Able to Fulfill Dreams through STEM Education

SB C&S Corp., launched the "STELABO" business, a school that promotes STEM* education, with the aim of fostering the abilities of children who will lead the future to play active roles through learning about manufacturing and programming.

The directly-managed STELABO Shiodome School opened on June 12, 2019, and going forward, we will continue striving to popularize STEM education in various ways.

From infants to elementary school students, STELABO aims to nurture four abilities in children: aptitude in science, math and ICT fundamentals, the power of creativity and expression, the ability to think deeply on one's own and the ability to cooperate with and learn from one another.

Lessons first involve learning about basic principles and mechanisms. Then blocks and tablets are used to take on the challenge of creating themes while occasionally engaging in trial and error with classmates, then finally announcing one's personal achievements.

By repeating the cycle "input - deepening understanding through manufacturing - output," these four abilities critical to the children's future can be developed.



Note: STEM is an acronym referring to the subjects of science, technology, engineering and mathematics.

experience working as a robot engineer.

The experience is based problem-solving in which children respond to various problems that occur in the city of Kandu by programming Pepper while thinking about how to solve problems.



Kandu

A work experience theme park at the Aeon Mall Makuhari New City enjoyed by three generations of parents and children.

Using Technology in the Fields of Healthcare and Medicine

The utilization of ICT and technology will contribute to the creation of a society in which all people can maintain their health, detect illnesses early and have exams at medical institutions anytime, anywhere.

In addition to health management using ICT devices and apps, SoftBank supports medical services that utilize technologies such as telemedicine and MaaS for people who have difficulty receiving medical services in sparsely populated and other areas.

"HELPO" Online Healthcare Service

The health care consultation app "HELPO" is an online health care consultation service provided by Healthcare Technologies, a SoftBank Corp. group company. On July 29, 2020, we launched provision of this service to corporations and local governments. Patients can comfortably rely on this comprehensive online healthcare service at any time, as the health care consultation team of doctors, nurses and pharmacists belonging to Healthcare Technologies is available 24 hours a day, 365 days a year, providing appropriate information and advice for various physical consultations through live chat in support of health, safety and peace of mind. (see Materiality 1 on p. 36)



Health Maintenance Support Using IoT Devices

SoftBank provides the "Smart Body Composition Monitor 2" service for the purpose of health management and promotion. By simply using the "Smart Body Composition Monitor 2," measurement data is automatically transmitted to the cloud, enabling users to instantly check health-related metrics such as weight, body fat, and muscle and bone mass using an ICT device.

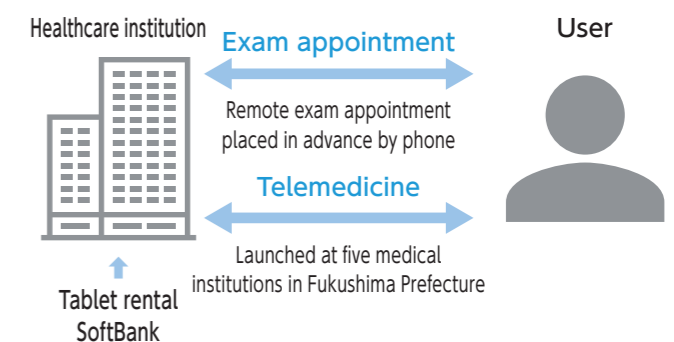


- Body weight
- Visceral fat level
- Hydration
- BMI
- Physical age
- Bone level
- Body fat percentage
- Basal metabolism
- Skeletal muscle level

Telemedicine Support (Fukushima Prefecture)

Due to the spread of COVID-19, there is an "examination avoidance" phenomenon of refraining from required health consultations due to fear of infection. This is expected to worsen with the approach of the cold and flu season in autumn and winter. For this reason, SoftBank, in collaboration with comprehensive cooperation agreement partner Fukushima Prefecture and the cooperation of several clinics, has launched support for telemedicine using tablet devices as one means of ensuring peace of mind for patients.

Service model image



Participating Doctor Feedback

- Amid the spread of COVID-19, my sense is that awareness regarding the use of online devices for healthcare is increasing—including myself.
- I think that the anxiety about the risks of COVID-19 infection felt by patients who go to clinics will certainly be resolved. And, I don't think demand for telemedicine will end during the COVID-19 pandemic, nor even after COVID-19.

Materiality 3

Creating New Business through Open Innovation

- Creating New Value through the New Businesses of SoftBank Corp. Group Companies -



SoftBank is keen to develop new business models that break with the past by leveraging its strengths in cutting-edge technologies, while co-creating long-term businesses through strategic synergies (spiral up) with leading partner firms both in Japan and abroad, in order to accelerate changes in industries and lifestyles. The SoftBank Corp. Group has already diversified its operations with PayPay in the financial services and payments business, MONET Technologies and BOLDLY in the next-generation transportation business, WeWork in the office sharing business, DiDi in the ride hailing service business, and HAPSMobile in the stratospheric communications platform business.

Social Issues

- Promote innovation in Japan
- Lack of access to transportation in society with low birthrates and aging population
- Shortage of advanced human resources
- Rising cost of holding onto cash
- Access to telecommunications in developing countries and regions

Risks and Opportunities

Risks

- Compliance violations from revisions to laws and regulations in new business fields
- Delays developing business due to shortages of advanced human resources

Opportunities

- Through collaboration with partners, increase opportunities to provide greater value and solutions at a faster pace

SDGs Value Creation

- (1) Develop new business models with cutting-edge technologies
- (2) Incubate and spiral-up cutting-edge businesses overseas
- (3) Build systems to recruit and develop human resources to lead growth and create new businesses

KPIs

- (1) • HAPS service provision: Launch (FY2023)
- (2) • Promotion of business operations in Japan
- (3) • SoftBank InnoVenture commercialization

Main Businesses and Initiatives

- Realize a safe and comfortable mobility society
- Build a high-altitude communications network in the stratosphere
- Provide opportunities for mobility through the practical utilization of self-driving vehicles
- Provide innovative community-style workspaces
- Leverage AI and data analytics technologies to provide taxi dispatch platforms
- Promote a cashless economy through the spread of barcode and QR code payment settlements
- Job posting system that aims to shift human resources to new businesses and growth businesses
- Allocate personnel to new businesses through improvements in operational efficiency
- Human resources recruitment and development systems (SoftBank Academia, SoftBank InnoVenture, SoftBank University) necessary to create and promote new businesses

Advantages in New Businesses and Business Promotion

SoftBank is proactively promoting the expansion of new businesses utilizing cutting-edge technologies and business models in AI, IoT, FinTech, security, mobility and other domains. In terms of the creation of new business, by collaborating with the world's leading AI corporate groups in which SoftBank Group Corp., has already invested in, we are able to efficiently launch businesses with minimal initial investment compared to launching business independently. Furthermore, by combining Group strengths including our telecommunications and Yahoo Japan business customer bases, 5G and software technologies and our corporate business sales force, we will realize the vertical launch of new businesses.

In its telecommunications business, SoftBank has accumulated a solid customer base, marketing capabilities, technological skills, store networks and communications infrastructure to serve its more than 45 million mobile subscribers. Our robust customer base, encompassing transactions with 93% of major corporations in Japan, gives us a major advantage in creating new businesses.

SoftBank + Firms in which the SoftBank Group has invested

Full utilization of the Group's platforms and assets

No. of subscribers about 45.8 million	Transactions with about 93%*1 of major corporations	No. of consolidated employees about 38,000	No. of stores about 6,000*2	Business platforms (networks, IT, billing, etc.)
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Note: Figure as of March 31, 2020.

*1 This is an approximate proportion of the listed companies with annual revenue of ¥100 billion or more that have transactional relationships with SoftBank (900 of 969 listed companies).

*2 This figure includes directly owned shops, dealers, mass electronics retailers, and shops offering multiple carriers.

Prime examples of our new businesses being developed include the services offered by PayPay, OYO and WeWork. The PayPay smartphone payment service was successfully launched in an astoundingly short time of four months after the company was founded, thanks to the utilization of technologies by Paytm (a leading firm in India for smartphone payment services), one of the companies in which the SoftBank Vision Fund has invested. We aim to create more business models while developing seamless financial services based on the PayPay platform.

Leveraging these advantages, SoftBank collaborates with a variety of business partners inside and outside Japan, and by establishing joint ventures, brings into Japan the best business models and technologies found around the world, in line with its efforts to solve social issues through the creation of new businesses via open innovation.

Representative Businesses in New Domains

PayPay
Cashless payment service



DiDi
Next-generation taxi-dispatching service



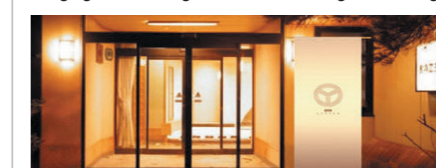
MONET
MONET TECHNOLOGIES INC.
Next-generation mobility service



wework
Workspace-proposal service for transforming Japanese working styles



OYO JAPAN
Lodging and housing brands that leverage technology



Materiality 3

Creating New Business through Open Innovation

[SDGs Value Creation]

(1) Develop New Business Models with Cutting-edge Technologies

SoftBank will create new businesses with cutting-edge technologies through partnerships with leading global innovative companies. Our aim is to contribute to the realization of a safe and comfortable mobility society, where everything in the world is interconnected, by accelerating the pace of innovation in Japan.

Key Initiatives

MONET Pursues Potential of Mobility Services

MONET Technologies Inc. is a joint venture between SoftBank and Toyota Motor Corporation, with capital participation from other companies, that commenced operations on February 1, 2019, with the objective of creating new value and solving social issues related to transportation, while collaborating with local governments and other companies.

In Japan, Mobility as a Service (MaaS) has drawn attention as a potential solution for a variety of social issues, such as a shortage of vehicle drivers, underutilized areas in public transportation systems due to depopulation, an increase in elderly people who have turned in their drivers' licenses and now have a hard time getting around, traffic accidents caused by older drivers, and traffic jams in urban areas. With an eye on solving these issues, MONET provides an on-demand ride hailing platform and is looking to offer new mobility services that connect people, things and services, such as mobile convenience stores, clinics and offices that utilize self-driving vehicles.



Full-Scale Launch of "MONET Platform" for MaaS for Enterprises and Local Governments

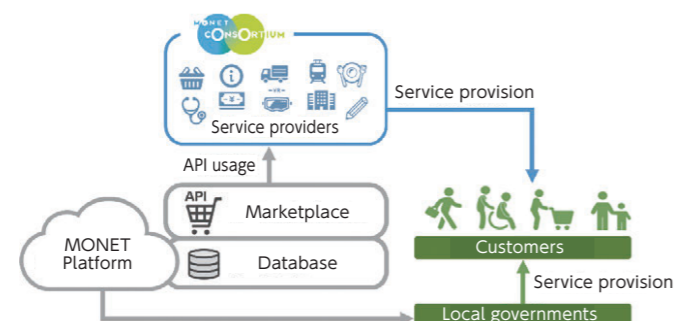
To help resolve transportation-related social issues, in April 2020, the "MONET Platform" was fully launched with databases and APIs that support the realization of MaaS for enterprises and local governments.

The "MONET Marketplace" has pre-opened for member companies* in the "MONET Consortium" engaged in systems development, for example. With its functionality expanded, the "MONET Marketplace" offers weather and tourism, information, map locations and other data, as well as system APIs, to enable on-demand ride hailing systems and other services. Looking ahead,

plans call for opening up the "MONET Marketplace" to all companies, and providing packages that will allow them to quickly start their own MaaS operations without the need for any software development, thanks to multiple API offerings.

Furthermore, we plan to start accepting applications from companies willing to provide APIs for "MONET Marketplace," as a partner in our endeavor to make MaaS a reality. MONET will continue to work closely with diverse companies and local governments to promote MaaS.

Note: Includes groups other than companies.



Key Initiatives

BOLDLY Uses Self-Driving Buses to Solve Problem of Driver Shortages Causing Bus Routes to Disappear

On April 1, 2020, SB Drive Corp. changed its name to BOLDLY Inc. to emphasize its commitment to boldly taking on the challenge of creating transportation networks with greater capacity. After it was established, the company has been advancing business with the aim of rapidly rolling out convenient and sustainable transportation services based on its "Dispatcher" platform for managing self-driving cars and experimenting with self-driving buses, as well as its "DaiLY" AI support system that aims for zero accidents inside human-driven vehicles. BOLDLY also offers the "DaiLY by Dispatcher" service for the purpose of reducing accidents inside human-driven buses.



Field Tests	Dispatcher	DaiLY
Field tests were conducted 55 times across Japan, involving a total of 16,178 passengers. <ul style="list-style-type: none"> Identify any problems before commercial rollout Improve social acceptance Create markets Report results to national government and political organizations 	A driving management platform was developed with driving direction, status monitoring, emergency response, and inoperable driving decision functions to enable remote operation of self-driving vehicles without human drivers. <ul style="list-style-type: none"> A single human operator can manage multiple vehicles, and different types of vehicles can be driven using the same user interface. AI senses passenger behavior that could lead to accidents, such as falling down inside a bus. 	A system was developed for human-driven buses that aims for zero accidents inside buses. <ul style="list-style-type: none"> AI assists with safe operation of human-driven vehicles and safety inside vehicles Possible utility in providing guidance for more effective driving styles based on past performance

In coordination with related government ministries, BOLDLY also proposes ideas for government policies for updating environments and systems in order to facilitate the early proliferation of self-driving buses.

Initiatives for Safe Driving

- Verify safety in context of Operational Design Domain (ODD) of Public-Private ITS Initiative / Roadmaps 2019
- Envision model cases for introducing self-driving car services in accordance with Cabinet Office's Reference Model for Patterns of Driving Environment Conditions for Introducing Autonomous Vehicles in Regional Transportation Services
- Participate in HALL investigative committee for self-driving cars in society
- Hold Conference for Safe and Secure Self-Driving Buses

Local Government Brings Autonomous Driving Buses to Public Roads for First Time in Japan (Sakai, Ibaraki Prefecture)

In Sakai, Ibaraki Prefecture, the local government, with help from BOLDLY and Macnica, Inc., was the first in Japan* to bring autonomous driving buses onto public roads, using the NAVYA ARMA self-driving bus (made by Navya in France) as a means of transportation in Sakai, with plans to operate it on defined routes on a regular schedule from autumn 2020.

In Sakai, expanding transportation services became an urgent issue amid an increasing number of elderly residents who gave up their driver's licenses, amid insufficient train stations and a shortage of bus and taxi drivers.

Sakai aims to create a convenient transportation environment for its citizens with self-driving buses. Sakai, BOLDLY and Macnica formed a collaborative agreement to improve residential services and energize the region and industry with new mobility services.

Note: First time for a public vehicle with capacity for more than 11 passengers to drive autonomously on a route without a predetermined end date for services. (Source: BOLDLY)



Materiality 3

Creating New Business through Open Innovation

[SDGs Value Creation] (1) Develop New Business Models with Cutting-edge Technologies

Key Initiatives

Japan Computer Vision Corp. Offers AI-Driven Image Recognition Solutions

Japan Computer Vision Corp. was established in May 2019 as a wholly-owned subsidiary of SoftBank Corp. to develop and provide image recognition solutions.

World-class Cutting-edge Image Recognition Solution Using AI

Japan Computer Vision aims to make everyone's lifestyles better through the provision of computer vision technologies combining AI and Deep Learning that improve convenience and efficiency in all kinds of industries.

In Japan, facial and other image recognition technology can be found in airports and other places. Using such image recognition technology and other cutting-edge technologies, Japan Computer Vision develops solution-based services and offers solutions for smart retail stores and smart buildings.

In smart retailing, Japan Computer Vision has made available the JCV Attribute Analysis SDK, a software development kit that can analyze the attributes of customers in stores based on their faces and body dimensions. In addition to gender, age and expressions, the technology is able to gather a variety of data useful for marketing, such as the customers' apparel, viewing time spans, wait times and visit frequency. This data can be used to create strategic sales promotion plans for retail stores, design optimal layouts, and more efficiently run events and promotional campaigns.

In smart buildings, Japan Computer Vision offers JCV Total Building Access Solution, a solution for entry and exit management using facial recognition technology at building gates and doors. After registering a person with only one photograph of their face, the solution can quickly detect their biometrics with high precision, enabling the secure and smooth flow of people into and out of buildings.

In light of the COVID-19 pandemic these days, SenseThunder is an AI-enabled solution to measure the body temperatures of people while scanning their faces for identification, assisting with the taking of people's temperatures and checking to see if they are wearing a mask when they report to work, while preventing their entrance onto facilities if fevers are detected.

Utilizing AI-based facial recognition technology and an infrared camera, SenseThunder is able to check the body temperatures of people from a distance of 1.5 meters and rapidly detect whether masks or eyeglasses are being worn with high precision, thereby enforcing the wearing of masks when people enter buildings.

Government agencies, enterprises, local governments, medical institutions and others have been adopting SenseThunder in a variety of situations to help prevent the spread of COVID-19.



Major SenseThunder Installations

- Shangri-La Hotel, Tokyo
- Entrance to safety inspection area of Osaka International Airport
- Fukuoka SoftBank HAWKS' Fukuoka PayPay Dome stadium gates
- The Strings by InterContinental Tokyo
- Aeon Cinema's theaters
- TOHO Cinema's theaters
- Employee entrances at Aeon Mall locations



Use of SenseThunder at Fukuoka SoftBank HAWKS

Key Initiatives

HAPS Stratospheric Communications System

Established as a subsidiary of SoftBank in 2017, with an eye on developing business globally, HAPSMobile Inc. has created the high-altitude platform station (HAPS), a system that provides network connectivity from the sky, and developed the Sunlider unmanned aircraft system as a stratospheric communications platform that flies approximately 20 kilometers above the earth.

Sunlider was developed with United States-based AeroVironment, Inc., its development partner for the aircraft.



Flying at high altitudes, the Sunlider acts as a telecommunications base station to provide communications services over a wide area. It makes it possible to bring reliable internet connectivity to places and regions that do not have communications infrastructure in place, such as mountainous areas, remote islands and developing countries.

Furthermore, by efficiently interconnecting with modern communications networks, it is possible to provide network coverage over wide areas from the air and land, which may facilitate the spread of drones, IoT, 5G and other advanced technologies.

In addition, Sunlider is able to provide reliable communications networks unaffected by conditions on land, and may therefore be able to help with rescue and recovery efforts after a large-scale natural disaster strikes.

In February 2020, the HAPS Alliance was launched with leading global companies in the telecommunications,

technology and aerospace fields for the purpose of cooperating on activities to standardize HAPS technologies to enhance compatibility, define specifications for HAPS-compatible products, and work with regulatory authorities in each country with the intention of hastening the rollout of Internet services from high-altitude aircraft. The ultimate objective of this effort is to solve various social issues and create value by building out Internet connectivity around the world through advanced communications networks and high-flying aircraft like Sunlider. Through the HAPS Alliance, we aim to realize a world where anyone can access information, and we will continue activities to expand world-scale Internet communications.

The fourth test flight of Sunlider was a success at Spaceport America in New Mexico, U.S.A., marking the end to basic aircraft test. Preparations are now being made for test flights at high altitudes in the stratosphere.

To achieve a world with no information disparities, we will revolutionize the mobile Internet by leveraging HAPS.



To achieve a world with no information disparities, we will revolutionize the mobile Internet by leveraging HAPS. (see Materiality 2 on p.56)

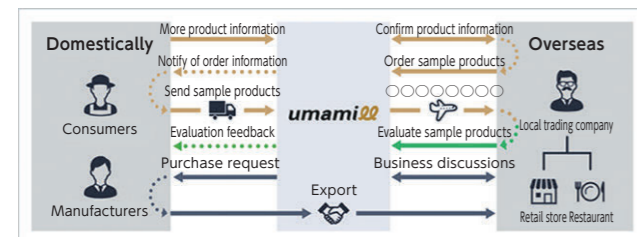
Materiality 3

Creating New Business through Open Innovation

[SDGs Value Creation] (1) Develop New Business Models with Cutting-edge Technologies

umamill Gives Japanese Food Producers Greater Access to Foreign Markets

umamill is a platform designed to expand the lineup of products available to overseas buyers of food from Japan, creating opportunities for Japanese food producers to export their products by delivering samples to these overseas food buyers. The idea is to create a venue where all Japanese food makers can try to export their wares. Japanese food producers can list their product information and pictures on umamill for free. Overseas buyers can ask for a free sample* from the Japanese food producer before making a decision to buy the product on umamill. The actual shipping overseas and related procedures are handled by umamill, so the Japanese food producer is able to export their products overseas just like they were dealing with a domestic food buyer.



umamill has seen a steady increase in the number of registered Japanese food producers, reaching around 550 companies with about 2,100 products listed as of September 2020. Meanwhile, the number of registered restaurants and other foreign buyers has risen to around 220. Plans call for expanding umamill to other foreign countries, in addition to Singapore and Hong Kong.

As a regional supporter of leading regional companies, umamill is introduced to food makers with which business relationships already exist, and food makers are helped with their product exhibits and other matters. Furthermore, collaboration with local governments and financial institutions is taking place to increase export opportunities for Japanese food producers.

Note: There are no initial costs or listing fees for Japanese food makers and overseas food buyers. Food producers in Japan are allowed to send one sample per week to eligible countries when they receive a request from a foreign food buyer (¥10,000 for the first occurrence, ¥20,000 for the second and subsequent occurrences for samples sent to the same country during the same month; food makers cover the cost of samples). Export and trade procedures are handled by umamill on behalf of the food producers. Foreign buyers of the food can register on umamill through a referral system.

One Tap BUY Securities Trading on Smartphones Emphasizes Ease-of-use

One Tap BUY is Japan's first*1 online securities companies*2 that allows users to conduct all securities trading-related procedures on their smartphones. One Tap BUY has a simple interface for buying and selling stocks with just three taps on "choose stock," "select amount" and "buy (sell)." A key feature is the app's excellent ease of use for trading stocks on smartphones, as its clean layout design lets users check the status of their stock investments at a glance. In Japan, individual investors face high hurdles to stock investments, such as not having enough funds, being afraid of the risks, and not understanding how to invest in stocks. This application was developed with the intention of giving as many inexperienced investors as possible an opportunity to warm up to stock investment with a smartphone app that anyone can easily use.



In June 2020, SoftBank and Mizuho Securities Co., Ltd. announced plans to turn One Tap BUY into a joint venture. They will combine their resources, know-how and customer bases with the objective of expanding the business foundation and enhancing One Tap BUY services. More specifically, the joint venture will provide asset management services that align with the lifestyles of its customers, while strengthening collaboration with PayPay Corporation, a SoftBank Corp. group company, through the use of PayPay bonus points and other services. By rolling out new services centered on investment trusts that enable "long-term, diversified and deposit-type" investing in small amounts, One Tap Buy will provide a platform for asset formation in an era where people are living longer than 100 years with highly convenient services that feel even more natural for a majority of customers.

*1 Source: One Tap BUY
*2 Please visit this website for information (in Japanese) about One Tap BUY Co., Ltd. and its stock trading app One Tap BUY. <https://www.onetapbuy.co.jp/>

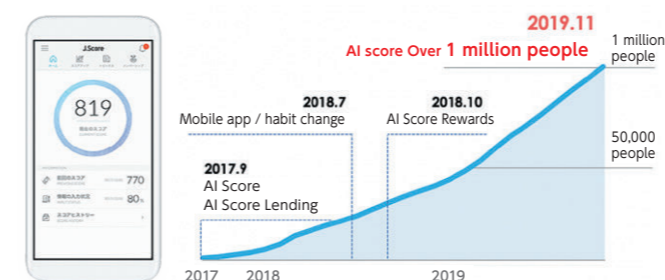
J.Score Helps Customers Realize Their Own Investment Goals with Big Data and AI Scoring of Creditworthiness and Potential

J.Score Co., Ltd. was established as a joint venture with Mizuho Bank, Ltd. in 2016 for the purpose of providing FinTech-based lending services to individual customers. These score-based lending services are a first for Japan, allowing customers to enter their data into a smartphone app and apply for a loan, based on a scoring model that lets them enter additional data to improve their score.

The information provided by customers with their consent is analyzed using the latest AI and Big Data technology to create an AI Score, which reflects as a score* on the future potential and creditworthiness of the individual. AI Score Lending has been available as a source of financing for individual borrowers since September 2017. Since November 2019, customers have been able to borrow funds for side businesses to expand their career choices.



In December 2019, the cumulative number of customers registered with AI Score broke through the one million mark. Always with the customer's consent, J.Score will safely and securely handle their information to help them pursue their dreams and targets in the future. J.Score will continue to enrich its services based on AI Score so that its customers can realize their own goals.



Note: AI Score Lending and AI Score are the first services in Japan to use AI to analyze various information provided by customers to score their creditworthiness and future potential, which is displayed as an indicator to the customer.

ALES Aims for People to Lead Convenient and Abundant Lifestyles with High-Precision Positioning Services



With the aim of providing high-precision positioning services, ALES Corp. was founded in July 2018 through a joint investment with

Enabler Ltd. which has technological know-how related to satellite positioning services.

ALES offers the ALES Transmission System for generating and transmitting corrected data needed for high-precision positioning, based on GNSS*1 signals received by SoftBank's proprietary control points (fixed stations) set up in more than 3,300 locations across Japan. The ALES Transmission System sends out corrected data to GNSS receivers (mobile stations) installed in agricultural equipment, construction machinery and drones, and this corrected data, along with signals received by the GNSS receivers, are used to find RTK positions*2, enabling high-precision positioning within only a few centimeters of error.

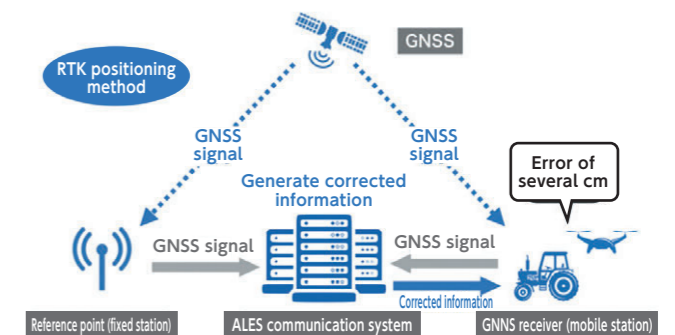
Furthermore, the ALES Transmission System is able to directly transmit high-precision positioning data to GNSS receivers (including smartphones and dedicated devices) using calculations corrected in the cloud.

At the end of November 2019, SoftBank launched the ichimil high-precision positioning service for enterprises, enabling accurate positioning with only a few centimeters of error, based on the ALES Transmission System*3.

On August 7, 2020, ALES began to offer the Centimeter-level Positioning Service that transmits in real time corrected data to individual customers.

This service is expected to find useful applications in self-driving and driving-assisted agricultural machinery, such as farm tractors, as well as the autonomous flight of drones for spreading agricultural chemicals on fields.

While working closely with its various partners, ALES aims to develop and deploy new GNSS solutions that will make everyone's lifestyles more convenient and abundant through the generation and transmission of corrected data needed in high-precision positioning.



*1 GNSS (Global Navigation Satellite System) refers to satellite positioning systems that include QZSS (quasi-zenith satellites), GPS, GLONASS and Galileo.
*2 RTK (Real Time Kinematic) positioning is a method for determining positions with high precision by exchanging data in real time between two receivers, one fixed and one mobile.
*3 SoftBank's ichimil is the name of a positioning core system in Japanese.

Materiality 3

Creating New Business through Open Innovation

[SDGs Value Creation] (1) Develop New Business Models with Cutting-edge Technologies

Agoop Brings New Perspectives to Business by Fusing Positioning Data with Big Data



Agoop, established in 2009 with Big Data operations that utilize positioning data, offers proprietary “flowing population data” that visualizes the movement of people.

Agoop generates and analyzes flowing population data through its smartphone app and users around the world who have consented to sharing their position information, which is approximately 17 billion data points per month.

Agoop provides two types of data, namely pin-point flowing population data, which shows the flow and travel speed of people, and mesh-type flowing population data, which visualizes in hourly increments a statistical mesh of app users converted to present a picture of the overall population of Japan.

Flowing population data is provided as Big Data to enterprises, academic institutions and local governments interested in analyzing target markets, marketing, analyzing tourists behavior, planning for disasters, and planning cities. In July 2019, the minimum unit of mesh-type flowing

population data was improved from 100m x 100m to 50m x 50m areas, allowing for higher-resolution data to be offered and used in new applications that need high-resolution data, such as retail store analysis.

Furthermore, Agoop’s website has a free analysis of changes in the movement of people during the COVID-19 pandemic, centered on the movement of people around major train stations and tourist destinations across Japan, for the purpose of leveraging such data for evaluating the effectiveness of measures being taken by regional governments and news organizations to prevent the spread of COVID-19.

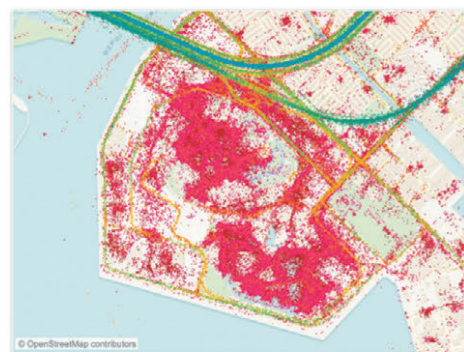
Using Agoop’s mesh-type flowing population data in aggregate form, the graph on its website shows the flow of people in hourly increments in areas around major train stations and tourist spots up until the previous day. It is possible to view trends in the movement of people from January 1, 2020 until yesterday.

There is no need to install a legacy system or use hard-to-understand tools. In addition, the graph of changes in population flow can be downloaded as a PDF.

Agoop will continue to advance the use of Big Data and positioning data in ways that increase the value of the data.

Pin-point flowing population data

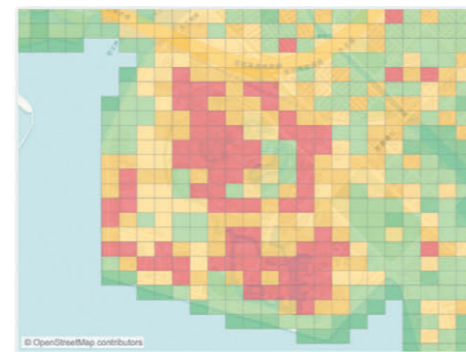
Visualization of flow and movement speed of people, based on GPS positioning data



- ✔ Granular data that pin-points flow of people
- ✔ Possible to assemble positioning data from multiple carriers around the world

Mesh-type flowing population data

Statistical mesh of population, based on GPS positioning data



- ✔ Converted to scale for total population of Japan
- ✔ 50m, 100m, 500m, 1km mesh data

INCUDATA Assists Corporations with Digital Transformation and Business Creation



INCUDATA Corp. is a data incubation farm that helps companies transform their operations and improve convenience for consumers through data businesses.

INCUDATA was established by three investors comprising SoftBank, Hakuodo Inc. and Arm Ltd., a semiconductor design firm headquartered in the United Kingdom. INCUDATA helps its customers transform their businesses through data utilization. It is a one-stop solution for data utilization, building and operating analysis platforms, and consulting services, centered on the Arm Treasure Data CDP*, a customer data platform supplied by Arm, to manage the process of using data in formulating and executing strategies and measures.

Note: Arm Treasure Data CDP is the customer data platform of Arm Treasure Data. It unifies customer data and device data across the domains of advertising, marketing and CRM in order to deepen a company’s understanding of its customers, enabling the deployment of optimized measures to improve customer loyalty.

As the ways companies interact with their customers diversify, whether online or offline, the dispersal and siloing of this customer data has become an impediment to using data more effectively.

By centralizing this dispersed data, it is possible to accurately and rapidly understand the business conditions of a company, as well as gain insights into customers that can translate into better customer experiences.

Arm Treasure Data CDP is a cloud-based data management platform that enables diverse sources of data at a company to be easily centralized, uniformly managed, quickly analyzed, and reflected in measures.

Leveraging the cumulative knowledge of SoftBank, Hakuodo and Arm, INCUDATA aims to contribute to the growth of corporations in Japan through the better utilization of their data.

INCUDATA’s Process for Helping Client Corporations

1. Create a data usage strategy

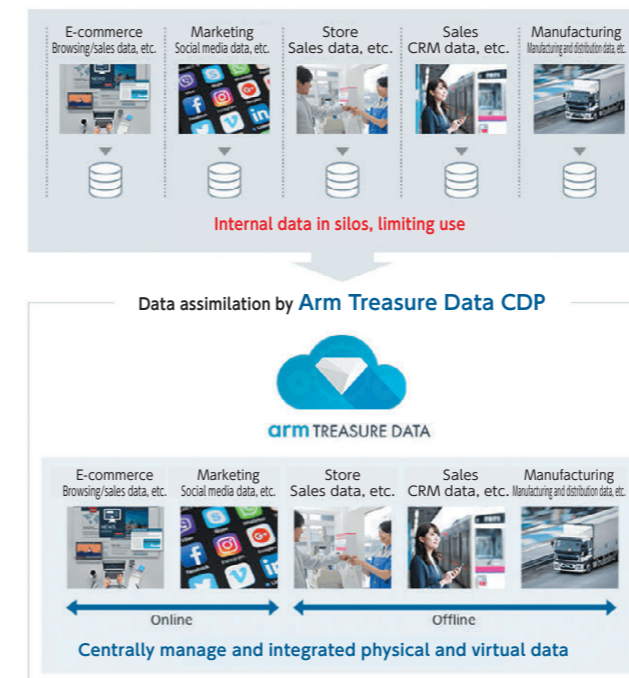
Formulate data-driven strategies by mapping out changes needed to fix issues at client corporations

2. Help build and install platforms for analyzing and using data

Assist with the building and installation of platforms for analyzing and using data to create finely-tuned strategies, while working with the various stakeholders and vendors of client corporations, as well as providers of second-party and third-party data

3. Assist with management of data analysis and utilization platforms, execution of measures

Assist with the design of marketing activities from the end users’ perspective, formulation of business plans and execution of measures so that client corporations can manage the data analysis and utilization platform containing their data from various sources



Materiality 3

Creating New Business through Open Innovation

[SDGs Value Creation]

(2) Incubate and Spiral-up Cutting-edge Businesses Overseas

SoftBank contributes to the maximization of economic opportunities through involvement in the creation of sustainable and groundbreaking business models that constantly advance and grow, by strategically generating synergies through joint ventures and business tie-ups with leading-edge companies around the world.

Key Initiatives

PayPay Cashless Payment Service



SoftBank Corp. and Yahoo Japan Corporation established PayPay Corporation through a joint investment on June 15, 2018. The PayPay service for smartphone payments was launched in October 2018, based on the extensive track record and know-how of partner Paytm, the largest payment service provider in India. As of June 2020, the number of registered users was higher than 30 million, and continues to grow quickly. The number of stores that accept PayPay reached 2.3 million in June 2020, and total payment transactions crossed the one billion barrier in May 2020.



Payment methods entail a prepaid method, where PayPay accounts are charged up from bank accounts, and a pay-as-you-go method, which is linked to a credit card. PayPay can be used for offline as well as online payments.



PayPay can be used for payments at "PayPay Mall," an e-commerce site crowned with the PayPay brand, "PayPay Flea Market," a flea market service where PayPay balances can be used for purchasing items, as well as at other e-commerce websites.



In addition to payment functions, PayPay services vary widely, such as a daily usage report for tracking daily spending, functions for sending and receiving PayPay balances among friends and family, services for paying utility bills, a taxi hailing service through DiDi, an external service provider, as well as "PayPay Pickup," an in-app service that facilitates the pre-ordering of products to be picked up at stores.



PayPay is keen to enhance its presence as a super app by expanding its service offerings through stronger collaboration in the fields of financial services, mobile service and e-commerce. At the SoftBank Corp. group, existing financial services are being integrated under the PayPay brand to provide even more convenient and seamless financial services to consumers. In mobile services, PayPay aims to coordinate with other services in the Group, and in the e-commerce field, it aims to maximize synergies by referring customers to other Group services. (see Materiality 2 on p. 52)

Key Initiatives

DiDi Taxi Hailing Platform Service

Established in June 2018 as a joint venture between SoftBank and Didi Chuxing Technology Co., Ltd., DiDi Mobility Japan Corp. provides an AI-enabled taxi-hailing platform.



DiDi is one of the world's largest transportation platforms that provides services for hailing taxis, ride sharing, motorbike sharing, and food delivery, in Japan, China, Australia and many other countries. Worldwide, the company's apps boast more than 550 million registered users and approximately 31 million registered drivers.

In Japan, DiDi offers an app for hailing a taxi ride, and uses advanced AI and data analysis technologies to efficiently match people looking for a taxi with available taxis. On an experimental basis, it is also providing to some drivers a map that predicts passenger demand.

customer cannot find their taxi, the driver and customer can text each other. Payments are handled within the app, so the passenger can exit the taxi without having to pay the driver upon arriving at their destination.

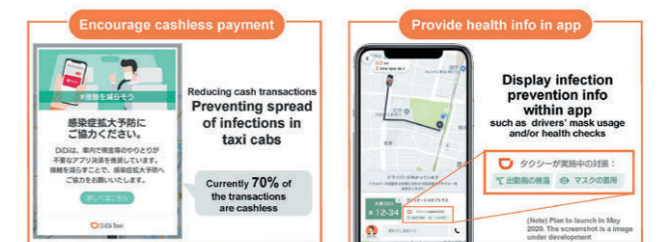
Taxi fleet operators are given a driver version of the app designed with a simple interface for receiving a hail, picking up a passenger, and getting paid. Fleet managers can use a special console for managing fleet status and driver operating conditions.

Due to the COVID-19 pandemic, the taxi industry experienced a 27% drop in revenue in March 2020. However, revenue through the DiDi app only declined 6%*. The DiDi app helped taxi drivers secure passengers amid a sharp decline in opportunities to pick up passengers as people refrained from going out during the pandemic.

Furthermore, DiDi has made concerted efforts to support the safe movement of people by encouraging cashless payments and displaying on its app information related to COVID-19, such as whether drivers wear masks or not.



Supporting safe travels with infection prevention measures



*Revenue growth figures based on DiDi Mobility Japan Corp. interviews with representatives of Japan Federation of Hire-Taxi Associations. Note: May 11, 2020, earnings announcement materials for the fiscal year ending March 31, 2021

Materiality 3

Creating New Business through Open Innovation

[SDGs Value Creation] (2) Incubate and Spiral-up Cutting-edge Businesses Overseas

Key Initiatives

WeWork Community-centric Workspaces

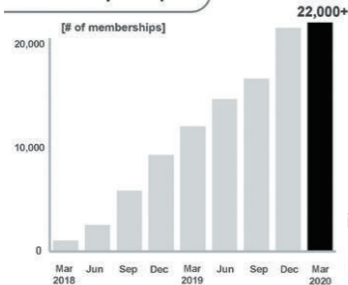


In July 2017, SoftBank Corp., SoftBank Group Corp. and WeWork Companies Inc. created WeWork Japan as a joint venture to bring to Japan a groundbreaking platform for providing workspaces, communities and services to freelancers and companies of all sizes, from startups to major multinationals.

In Japan, there are currently more than 30 WeWork locations in six cities, and membership (users) was higher than 22,000 people as of March 2020. Capacity utilization in the Tokyo metropolitan area has remained above 80% on average, with operations spread across the Tokyo area.

WeWork Japan

Membership in Japan

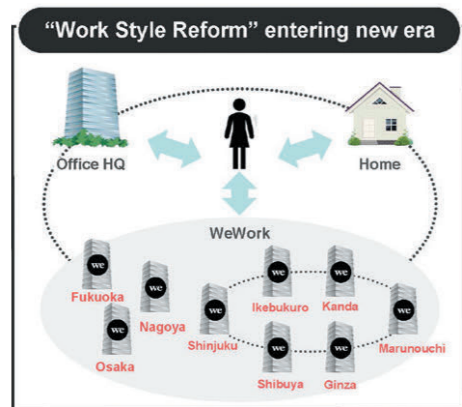


Membership
1.8 times
in one year

Note: Values under "No. of members in Japan" reflect member numbers at the beginning of the month
Source: WeWork Japan

Note: May 11, 2020, earnings announcement materials for the fiscal year ending March 31, 2021

In addition, demand for community workspaces looks likely to increase alongside changes brought about by work-style reforms and the dispersion of office locations during the COVID-19 outbreak.



Note: May 11, 2020, earnings announcement materials for the fiscal year ending March 31, 2021

WeWork Japan provides office environments in tune with the needs of its various customers, ranging from single desks to offices and even head office functions, in response to diversifying demand for office spaces.

Meeting Demand for Diverse Office Spaces



- **Distributed offices**
- **Utilization for projects**
- **Space and cost reduction**

By providing a venue that facilitates open innovation and a space for various projects to arise from a vibrant community, WeWork members are encouraged to collaborate and share fresh ideas. Amid the COVID-19 pandemic, a majority of companies are exploring new ways of working. In this new normal, needs for teleworking and satellite offices have risen sharply, and to meet this demand, WeWork Japan began to offer in July 2020 a new plan called We Passport, which gives members access to all WeWork locations in Japan. Members can reduce the time spent traveling and become more productive.

WeWork Japan's mission is to create communities where anyone can work in their style and take on challenges. WeWork Japan endeavors to create new work styles that will become the de facto standard in the future, by providing office environments that draw out open innovation that spans the boundaries of industries and business formats.

Key Initiatives

OYO Brand of Hotels & Homes that Use Technology

With the aim of offering innovative hospitality experiences in Japan and offering convenient and comfortable accommodations to travelers and city dwellers, OYO Hotels & Homes, SoftBank Corp. and Softbank Group Corp. jointly established OYO Hotels Japan GK in April 2019.



Some special features of OYO include comprehensive consulting services for hotels and its AI-driven price adjustment system. OYO provides comprehensive support to hotels, from remodeling interiors and exteriors with interior designs that utilize AI analysis, to the training of employees and installation of management systems. Furthermore, AI is deployed to analyze demand for rooms, and a dynamic pricing system changes room rates in real time with the aim of improving management efficiency and profitability.

In July 2020, OYO Japan was created from a merger with OYO Technology & Hospitality Japan, which operates OYO LIFE, a furnished room rental service. Based on the concept of leveraging technology to facilitate travel to places wherever and whenever one likes, OYO Japan provides comfortable living spaces, and operates hotels, inns and real estate leasing facilities nationwide through the "OYO Hotel," "OYO Ryokan" and "OYO LIFE" brands.

OYO Hotel has steadily increased its number of hotel rooms, and as of March 2020, operates approximately 6,000 rooms in more than 100 cities in Japan. Guests can easily make and change reservations using the OYO app, or make reservations on the OYO website. Reservations can also be made on travel websites both inside and outside Japan, such as Yahoo! Travel, Jalan, Rakuten Travel, Expedia, Booking.com and Agoda. Customers from all over the world are welcome. We aim to increase the number of users further and establish a brand with strong local roots with affordable prices.

OYO Ryokan began as a global endeavor. While preserving the culture of traditional Japanese ryokans (inns), the facilities are rebranded with internet access points and original functional furniture inside guestrooms, conveying the culture of Japanese ryokans to travelers around the world. Plans call for improving earnings and efficiency with OYO's unique technologies.

OYO LIFE provides a complete, smartphone-only service for renting real estate, relying on technology for a seamless experience searching for properties to rent and completing the contract and payment process for rooms. Basic amenities are provided in all rooms, which all have electricity, water and gas hooked up, in addition to a wide selection of rooms that are furnished and well lighted. OYO LIFE proposes a new way of looking for rooms to rent that eliminates issues that arise when renting apartments, such as complicated paperwork for moving in, being bound to a two-year contract, and paying rental deposits and guarantees. The merger of the operating companies for OYO Hotel and OYO LIFE in July 2020 has combined their customer bases for hotel rooms and rental accommodations, making it possible to offer customers even more options when looking for rooms.

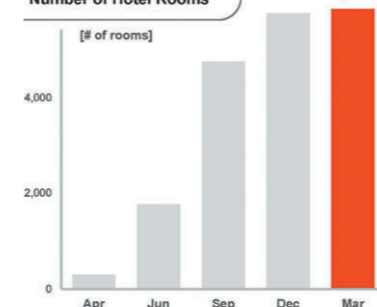
Furthermore, plans call for collaborating with SoftBank Group companies and other firms, with the aim of providing even more convenient room reservation services while continuing to improve the app and website.

During the COVID-19 pandemic, the tourism industry has suffered significantly. However, OYO member hotels and inns have maintained average occupancy rates that are far higher than the national occupancy rate each month, thanks to the unique management support provided by OYO.

In response to COVID-19, management has implemented a variety of measures to help the tourism industry and medical practitioners. The OYO Partner Support Program assists with cash flow issues at hotel and inn owners. Hotels experiencing management problems are welcomed as member facilities and given financial and management support. Medical practitioners are allowed to stay overnight at OYO properties free of charge. OYO has been able to carry out these support measures thanks to its unique position. In addition, the "OYO Worry-free Stay Verification Program" was rolled out to ensure better sanitation practices at hotels and inns.

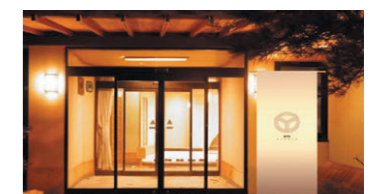
OYO will contribute to the revitalization of homes and communities while supporting the tourism industry through business assistance for hotels and inns.

Number of Hotel Rooms



Note: May 11, 2020, earnings announcement materials for the fiscal year ending March 31, 2021

Note: Hotel customers: Total number of hotel rooms already available as OYO brand



Materiality 3

Creating New Business through Open Innovation

[SDGs Value Creation] (2) Incubate and Spiral-up Cutting-edge Businesses Overseas

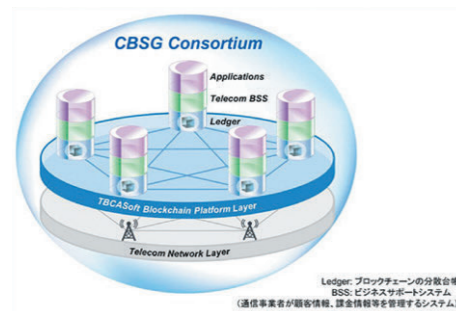
Key Initiatives

CBSG Consortium for ID Information Management with Blockchain Technology

With the aim of providing new services to carriers and their mobile phone customers that use blockchain technology between carriers, generating new synergies in the telecommunications industry, the Carrier Blockchain Study Group (CBSG) was created in September 2017 as a global blockchain consortium with foreign telecommunications carriers and TBCASoft, Inc., a company in the U.S. that develops blockchain technology.

Along with the creation of a working group, TBCASoft built the Cross-Carrier Identification System (CCIS) as a novel application framework platform. Telecommunications carriers that use CCIS can easily manage ID information and inspect certificates using blockchain technology. Leading this working group at CBSG, SoftBank and TBCASoft are collaborating with CBSG members around the world to explore the effectiveness of CCIS. Contrary to the centralized service model, there is a consensus that using the blockchain brings a high level of reliability to the platforms of telecommunication providers. On this basis, the framework can be independently operated by each telecommunications carrier. Using zero-knowledge proof and distributed ledger technology (DLT), it is possible to issue, manage and verify IDs without providing detailed information about the individual, which users are unlikely to be willing to normally share.

TBCA
Soft



In management and verification of ID information, from a privacy protection standpoint, encrypted digital IDs should be created instead of saving usernames and passwords in databases of varying quality. Accordingly, telecommunications providers that participate in CBSG

play the crucial role of managing and verifying ID information on a global scale. SoftBank and TBCASoft are working to find a solution to problems in managing and verifying IDs.

Findability Sciences Accelerate Operations of Customers with Prospective Analysis Using Big Data and AI

SoftBank and Findability Sciences Inc. in the U.S. created Findability Sciences K.K. as a joint venture in 2017 to bolster AI strategies in the Japanese market.

Its main service is the Findability Platform®, a platform service for helping companies rapidly make effective business decisions that pertain to marketing, cost and quality management, human resource matching, and risk management, based on prospective analysis using Big Data.

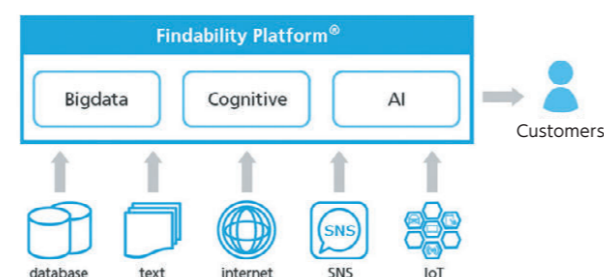
For example, forecasting the sales volume at a retail store requires many hours of work and is not that accurate because it relies on human experience and gut feelings. This can lead to problems like lost sales opportunities if inventories run out, or losses on the disposal of excess inventories.

Findability Platform® enables high-precision forecasting based on data analysis and historical trends. Better sales plans can be drawn up based on a clearer understanding of the inventory and production volumes needed for each retail store. Furthermore, the automation of forecasting work reduces work hours significantly, boosting work efficiency.

It is also possible to improve forecasting accuracy by combining forecasting data with information central to marketing, such as market assessments and the personalities and preferences of customers, thereby contributing to business expansion at customers' businesses.

FINDABILITY
SCIENCES

Provision of Big Data, cognitive computing and AI-enabled forecast analysis services that utilize structured and unstructured internal and external data

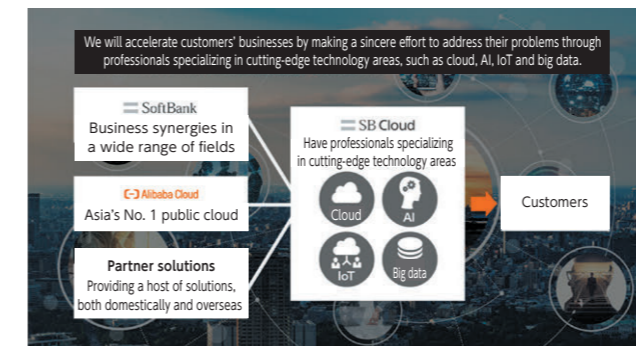


Key Initiatives

Most Professionals Use Alibaba Cloud to Meet Customer Needs in Japan

Alibaba Cloud is a cloud service offered by a company in the Alibaba Group. To tailor Alibaba Cloud to the needs of customers in Japan, SoftBank and Alibaba Group formed a joint venture, SB Cloud Corp., in 2016.

SB Cloud



One of SB Cloud's strengths is its ability to identify and propose solutions for business issues, in addition to building and operating cloud computing environments.

SB Cloud diligently provides end-to-end support by visiting the workplaces of its customers on occasion to demonstrate and execute improvement measures from a workplace perspective. Moreover, to provide this support, SB Cloud has a full roster of professionals in various technical fields, including cloud computing, AI, IoT and Big Data.

SB Cloud is able to support the global operations of its customers by building and operating networks in addition to the borderless cloud environment based on Alibaba Cloud, one of the leading public cloud services in the world.

For three years running, Alibaba Cloud has retained the number one ranking for Asia-Pacific region IaaS provider according to Gartner's market research report titled "Market Share: IT Services, Worldwide 2019," published on April 28, 2020. Alibaba Cloud was also ranked number three in the world among IaaS providers.

SB Cloud is keen to contribute to the creation of a revolutionary information society of the future by supporting the business operations and reforms of its customers with new advanced technologies.

Cybereason New Perspectives on Business from Fusion of Positioning Data and Big Data

In March 2016, SoftBank established Cybereason Japan Corp. in a joint venture with Cybereason Inc. in the U.S. with the objective of bringing to the Japanese market its Cybereason AI-enabled platform for protecting against cyberattacks.

cybereason

In light of the increasing sophistication of cyberattacks in recent years, corporations and organizations have beefed up their security in various ways, such as entrance and exit security measures, as well as monitoring operations at security operation centers (SOC). However, these security measures have trouble preventing all intrusions, making it necessary to take new approaches for rapidly detecting and countering cyberattacks in the event of an intrusion, in order to thwart an attack.

Cybereason Japan offers Cybereason EDR (Endpoint Detection and Response), a cybersecurity analysis platform for detecting and countering cyberattacks in real time with a proprietary AI-enabled engine that parses through voluminous log data from multiple angles at endpoints inside a company. It also offers Cybereason NGAV (next-generation anti-virus software) that blocks ransomware and file-less malware intrusions. This suite of solutions makes it possible to put into place security countermeasures that protect assets in all stages, from intrusion prevention to early detection and counters.

Cybereason has the top share of the EDR market in Japan. In the cybersecurity field, Cybereason has been evaluated highly by prominent security analysts, research firms and product testing organizations around the world, and it has received third-party certifications for cloud security, anti-virus software, and anti-malware functions.

Five Features of Cybereason

1. Constant Monitoring and Detection of Behavior Perceived as Potential Attacks

Behavior at all endpoints is monitored, and signs of cyberattacks are analyzed in real time, with managers being immediately notified of any discovered threats.

2. Simple to Install, Easy to Operate

Monitoring agents at endpoints are designed to minimize any burdens on the client, enabling a smooth deployment with little impact on user devices.

3. Advanced Correlation Analysis and Automation

The system has a unique engine that automatically determines whether a series of activities constitutes a threat.

4. Immediately Specifies Scope of Impact from Cyberattack

Since all endpoints are monitored, if a cyberattack is detected, it is possible to immediately clarify whether other endpoints have been infected.

5. Easy-to-Understand GUI that Visualizes Signs of Attack

The automatically analyzed results are depicted graphically to facilitate a rapid understanding of the overall picture.

Materiality 3

Creating New Business through Open Innovation

[SDGs Value Creation] (2) Incubate and Spiral-up Cutting-edge Businesses Overseas

Key Initiatives

Provision of Energy Data Analysis Platform to Improve People's Lifestyles

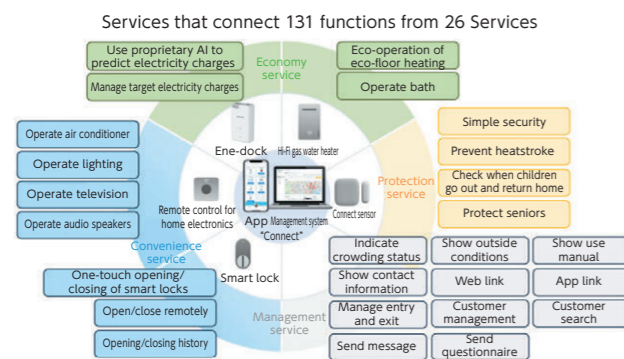
ENCORED

Encored Japan Inc. provides various products and services centered on energy-related IoT. It commenced operations in August 2017 after being started as a joint venture by SoftBank and Encored Inc., which is headquartered in California, U.S.A. (CEO & Founder: John Choe). Encored Inc. conducts real-time analysis of energy data derived from IoT devices installed in around 100,000 homes around the world, including South Korea.

Connect All-in-One Service

The company offers the "Enertalk" energy IoT service and "Connect," an all-in-one service that can access 26 services and 131 functions through a single app that connects to the smart home services of other firms. By combining into a single app the complicated setting up and management of IoT devices, the company aims to facilitate their use by customers on a daily basis by streamlining their operation.

Connect facilitates the ecological use of home equipment and appliances, connecting with smart home electronics remote controls and gas equipment, for example, to let users control from the app their air conditioners, water heaters and floor heating systems, such as by starting, stopping and setting temperatures. Furthermore, the Enertalk energy IoT service measures in real time the amount of electricity being consumed in a household, as well as by individual equipment such as air conditioners. Electricity consumption can be monitored down to the second, and an innovative AI analyzes this data to give customers a better understanding of their lifestyle patterns, while predicting electricity bills and advising them how to conserve electricity.



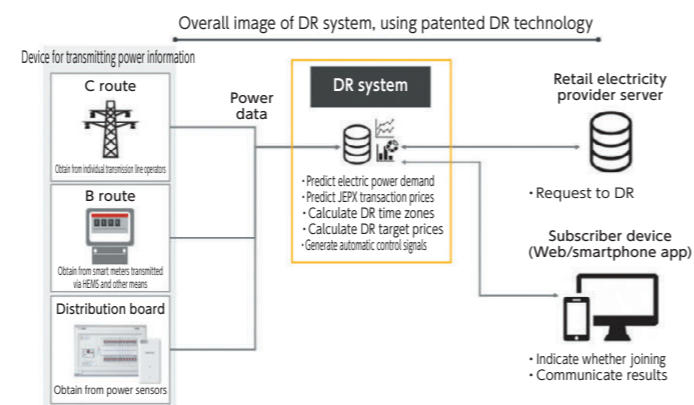
"Kaiteki Watch SMART" Next-Generation Gas Warning Device

Along with New Cosmos Electric Co., Ltd., Encored Japan has developed "Kaiteki Watch SMART," a customizable gas warning device that integrates with Connect all-in-one services. It expands on the basic functions of a gas warning device, such as notifications of gas leaks being sent to the app, and it is also compatible with smart home services like simple security, heat exhaustion prevention and family protection.

Demand-Response (DR) Solutions that Use Proprietary Patented Technology*

DR solutions are solutions that efficiently control the amount of electricity used by customers. People are spending more time at home during the COVID-19 pandemic, and many households believe their electric bills have increased. Two thirds of these households are keen to conserve electricity. Encored Japan is addressing the needs of its customers to conserve energy by proposing DR solutions to retail electricity providers that leverage its accumulated know-how in energy Big Data analysis.

Note: Patent registered with the Japan Patent Agency in January 2020. (Patent 2018-138870)



Encored Japan will contribute to the realization of abundance in the future that connects people to people, and people to their communities, by creating new value from energy data and groundbreaking technologies.

[SDGs Value Creation]

(3) Build Systems to Recruit and Develop Human Resources to Lead Growth and Create New Businesses

In order to rapidly develop businesses in response to next-generation needs, SoftBank hires and trains personnel who have advanced professional skills and builds frameworks that become key drivers of new business creation, as a part of major initiatives to create business.

Mechanisms for Human Resource Recruitment, Training and Business Creation for Next-Generation Business Development

When hiring new college graduates, SoftBank searches far and wide for diverse people who will support next-generation businesses in line with its "Universal Hiring" policy. Instead of hiring new college graduates en masse, as it is traditionally done in Japan, SoftBank opens its doors widely to anyone who is willing to take on challenges, allowing people to apply for jobs on their own volition throughout the entire year. Eligible applicants include mid-career types, in addition to new graduates and already graduated younger people, who are able to challenge themselves again. All applicants are evaluated based on the same reference standards without regard to individual attributes, such as gender or nationality. We also take into account the applicant's desires to participate in one of a variety of our selection programs, such as priority hires and work experience-based internships.

In order to train personnel who will create and advance new businesses, SoftBank has unique training programs centered on three initiatives: SoftBank InnoVenture, SoftBank Academia, and SoftBank University. In 2010, on the 30th anniversary of its founding, the SoftBank Group unveiled its Next 30-Year Vision for becoming "the corporate group needed most by people around the world." As a part of this vision, we drew up a plan to expand into a strategic synergy group of 5,000 companies within 30 years. To achieve this plan, SoftBank InnoVenture was launched in 2011 as an in-house entrepreneurial system that solicits ideas for new businesses from within and without the company. Ideas are solicited three times a year, and the ideas that are judged worthy of being turned into a business are

passed over to a newly established company, in principle. The person who came up with the business idea joins the new company as a manager to advance the business forward. Each year, we receive an even greater number of new business ideas.

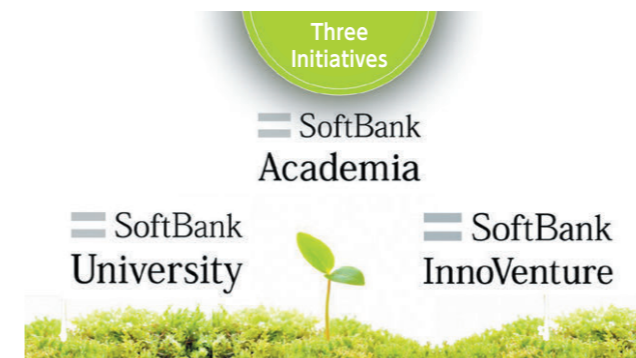
Opened in 2010, SoftBank Academia is headed by Masayoshi Son himself with the aim of grooming successors and discovering and training businesspeople who can carry out AI strategies for the SoftBank Group.

SoftBank University is SoftBank's own unique training system that is designed to train personnel who can contribute to the realization of the SoftBank Group's corporate philosophy. SoftBank University has three main curricula, comprising the SoftBank Business Program, the Technology Program, and the Stratified Layer Program. Instead of a corporate-steered uniform program for career development and training systems, the framework is geared toward self-driven career development that allows employees to choose courses that align with their own career objectives.

(see Materiality 6 on p. 146)

Commercialized Projects

	Service name	Established
#1	WONDER!	Nov 2012
#2	kazoc	Feb 2013
#3	PassMarket	Apr 2013
#4	Cloud Web Marketing	Jun 2013
#5	Tokusuru Mall	Jun 2014
#6	Smart IX Service	Oct 2014
#7	Smart Coach	Oct 2015
#8	e-kakashi	Oct 2015
#9	Heart Comics	Dec 2015
#10	Ubiden	Sep 2016
#11	HELLO CYCLING	Nov 2016
#12	hugmo	Nov 2016
#13	Scatch!	May 2017
#14	MICE Platform	Apr 2019
#15	umamill	Apr 2019
#16	conect+	Apr 2019



Materiality 3

Creating New Business through Open Innovation

[SDGs Value Creation] (3) Build Systems to Recruit and Develop Human Resources to Lead Growth and Create New Businesses

Primary Initiatives

SoftBank InnoVenture (InnoVenture = Innovation + Venture)

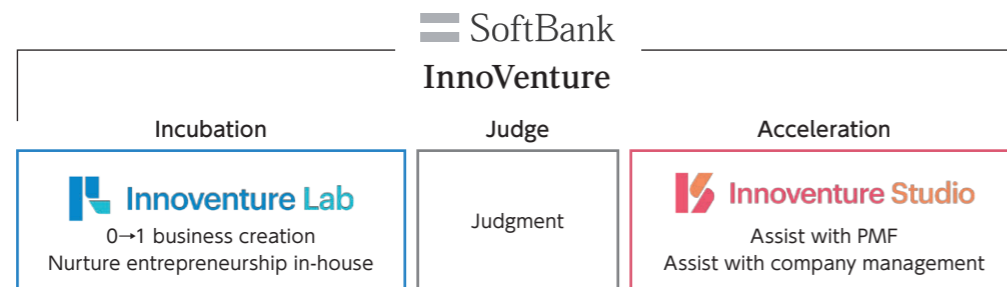
SoftBank InnoVenture is an in-house entrepreneurial system launched as a part of the goal to become a strategic synergy group of 5,000 companies in line with SoftBank's Next 30-Year Vision, which was unveiled in 2010. The system solicits unique, innovative and creative ideas for new businesses from within and without the company, and provides wide-ranging support from the pre-idea creation stage to scaling up after commercialization.

Innoventure Lab is an incubation program for employees in the SoftBank Group that helps them through the new business idea application process, until a final judgment is made. This program was started in 2016 with the objective of helping employees obtain and put into practice a broad spectrum of knowledge related to startups around the world, as well as insight into new business development and hypothesis verification methods. This program is active after regular work hours. All employees in the SoftBank

Group and prospective hires are eligible to register for the program, as long as they intend to start a business in-house.

Ideas that have passed the final screening process are then developed with the aim of turning them into a business (starting up a company) through the creation of hypothetical business strategies and usage verification with beta-version products. After commercialization, the next step is to scale up the new business with fundraising in mind, while executing a refined business strategy. To accelerate these activities, Innoventure Studio provides mentoring by specialists and content that assists with product development and business plan formulation, along with a variety of tools that help verify business plans. On four fronts, the program assists with products currently in the scaling up phase, after they have passed final judgment and been turned into businesses.

SoftBank InnoVenture advances the fostering of a corporate culture that accepts new challenges by strongly encouraging employees to come up with new business ideas based on the themes of business creation and training personnel who can create businesses.



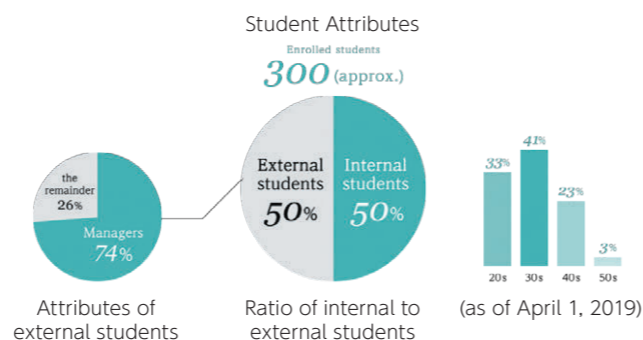
SoftBank Academia

Headed by Masayoshi Son, SoftBank Academia was opened in 2010 for the purpose of discovering and training successors and businesspeople who will carry out AI strategies for the SoftBank Group. Applicants are broadly sought from within and without the Group, and the roughly 300 students of SoftBank Academia learn together while engaging in friendly competition.

In addition to a presentation program about the SoftBank Group's business strategies, students engage in special discussions with a number of famous business people and Son himself, participate in a management simulation game contest, pursue their own projects,

create businesses, and attend study groups led by other students. They are also able to learn directly from Son, such as business strategies not heard elsewhere and secret techniques for making decisions.

SoftBank Academia will continue to evolve as an institution that discovers and trains candidate successors to Masayoshi Son.



Primary Initiatives

SoftBank AI Personnel Training Scholarship

SoftBank has created the SoftBank AI Human Resource Training Scholarship (scholarship name: JEES SoftBank AI Human Resource Training Scholarship) as a program to fund scholarships up to a total of ¥100 million in FY2020, aimed at students in their first master's year studying and researching AI in the fields of information engineering, information science and statistics. From October 15, 2019 to January 9, 2020, Japan Educational Exchanges and Services (JEES) received applications for the scholarship from students already in their first year of a master's program at designated universities as of April 2020. This marked the second time the SoftBank AI Human Resource Training Scholarship was offered, the first time being in FY2019.

The SoftBank AI Human Resource Training Scholarship distributes scholarships of ¥1 million each for up to 100 students, funded by SoftBank's contributions to JEES' scholarship operations*. The objective is to help nurture AI human resources who will develop industries in an era where AI is broadly utilized in all industries, effecting significant changes in their business models and competitive landscapes.

Note: JEES is a public interest incorporated foundation established to help Japanese students and foreign students pursue their studies. Scholarship operations at JEES receive contributions from corporations and individuals to fund scholarship programs named after their benefactors.



Hiring Talented Personnel: New Business Creation Interns / Regional Revitalization Interns

When SoftBank hires new college graduates, we draw from a diverse pool of applicants who can support next-generation businesses, and offer them an option to participate in our 01gateway internship program for new business creation, or our TURE-TECH internship program for regional revitalization. 01gateway is an internship program for creating new businesses by having participants go through the experience of starting a business from zero to one, SoftBank style. The idea is to find a problem waiting for a solution somewhere in the world, come up with a solution for imaginary users, and bring in other people to grow the business. SoftBank's in-house entrepreneurial support program, Innoventure Lab, is also made available to the students.

TURE-TECH is an internship program for regional revitalization that ultimately seeks to find solutions for problems faced by local governments and the mayors of cities, which entails traveling to the city to interview city employees, local residents and business owners. This program provides an opportunity for interns of diverse backgrounds to gain hands-on experience that goes beyond sitting behind an empty desk in search of solutions to problems that have no answer.



Materiality 3

Creating New Business through Open Innovation

[SDGs Value Creation] (3) Build Systems to Recruit and Develop Human Resources to Lead Growth and Create New Businesses

Job Posting System Designed to Shift Personnel to New and Growing Businesses

This internal recruiting system for starting up new business lines provides opportunities for employees to grow and express themselves and establishes a challenging work environment. This system is very popular among employees, as shown by the 3-5x ratio of applicants to job postings.

Type	Job Posting System
Aim	Reassignment of personnel to new and growth businesses
Frequency	Quarterly, in principle

Main Domains

Smartphone payments	Digital transformation (DX)	MaaS
AI	Healthcare	Robots

etc.

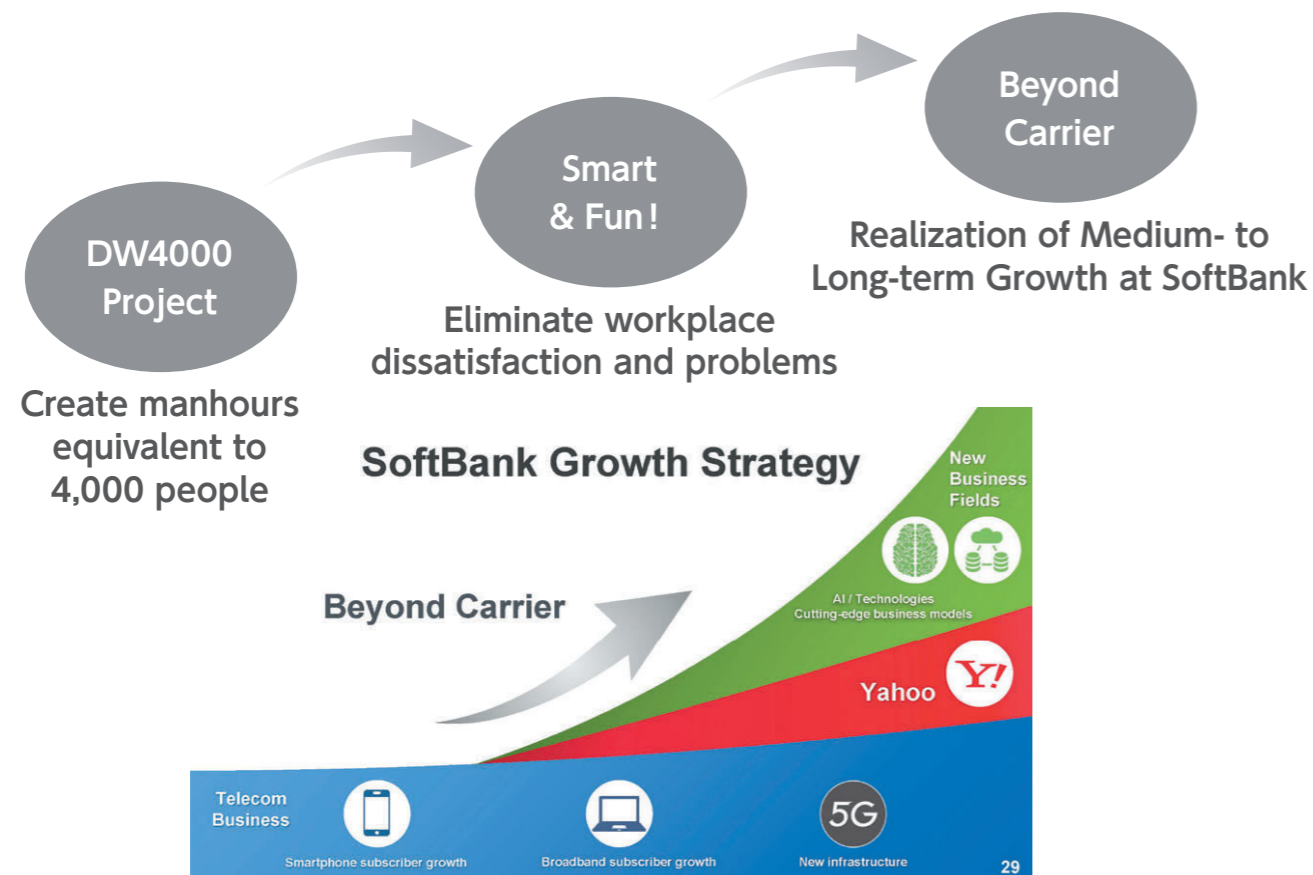
Digital Worker 4000 Project Shifts Resources to New Businesses by Increasing Work Efficiency

The Digital Worker 4000 Project was launched to conduct sweeping reviews of internal work processes. As a way to kick off structural reforms, this project is an endeavor that aims to expand business by digitizing work equivalent to 4,000 work hours companywide, thereby

increasing efficiency and freeing up employees for new businesses and higher-value-added work. The Digital Worker 4000 Project is a key project in our growth strategy and structural reforms, which are designed with a second growth pillar in mind, and by tackling this project in unison across the entire company, SoftBank will spur further growth over the medium and long term.

<Digital Worker 4000 Project>

Aiming to Realize True Smart & Fun! and Accelerate Beyond Carrier



Key person Interview: SDGs × New business

Three key persons explained about "new business" that plays an important role in promoting our business activities and SDGs with the aim of solving various social issues.

The fundamental of SDGs is to build sustainability from a drastic revolution

Ikeda It's easy to talk about developing a new business, but there are a lot of difficulties in implementation, aren't there?

Kasai Even if you make sales and profits, the business will be a laggard if you can't change the underlying work processes and supply chains. I believe that changing a business model on the surface or taking a new business approach is not enough to make a business sustainable. Creating a new business that's truly sustainable is not an easy task.

Ikeda I think SDGs entail "reviewing the fundamentals of the business." The foundation of SDGs is based not only on hitting sales targets – I think they're based on a deep look at the issues and setting up a framework that enables the business to continue in a sustainable way.

Ichiki Japan and countries outside Japan look at the ties between social contributions and businesses differently. About 20 years ago, I felt it was natural that social contributions and business needs could be balanced, but even now I feel the gap between the two has not been bridged yet.

Ikeda I think that structural reforms made through businesses are a great source of energy in solving society's issues, and that this is the most important part in making progress toward achieving SDGs. I want to spread this idea through Japan as well.

difficult situations quickly and take on new challenges. In other words, what SoftBank is doing now is promoting businesses in a large company with a venture company spirit. Being aware of our responsibilities as a listed company is also very important. This doesn't mean we can do anything we like for our own benefit. Since the significance of our existence is being questioned by stakeholders, we need to face important social issues and co-exist and co-create with society. So it's important to have that balance between having awareness as a listed company and keeping the startup company mindset. **Kasai** I also think that's the true essence of SDGs. By first addressing social issues that need solving, the SoftBank way is to grow businesses not from "0 to 1," but scale from "1 to 100."

Ikeda I believe it's necessary for each employee to be aware that their presence and work is supporting both the growth of new businesses and the achievement of SDGs. We're not just measuring sales and profits. We need to understand that we're a source of energy to achieve SDGs so we can make the world and our company more sustainable. If such an awareness permeates deeply throughout the company, it will benefit society and also make our company a better one, with a sense of vibrancy and venture spirit.

Sense of responsibility as a listed company and startup mindset coexist

—The SDGs for the future, what kind of new business should SoftBank develop?

Kasai The first thing we look at when launching new businesses is: "what can we do to make a vibrant society?" Developed countries like Japan face many social issues, such as a decreasing workforce due to a rapidly aging population. This is what I want to look at directly.

Ichiki Japan has a number of strong points, including economic stability and a sense of security in daily life. On the other hand, people may be worried that we've been inside a comfort zone for too long. I think that companies with a startup mindset can get out of



Enterprise Business Unit Digital Transformation Division Vice President, Head, Shintaro Kasai



Business Development Unit Portfolio Management Division Vice President, Head, Akira Ichiki



SDGs Planning & Management Office Senior Director, Human Resources & General Affairs Unit CSR Division Vice President, Head, Masato Ikeda

Materiality 4

Contributing to the Global Environment with the Power of Technology - Realizing a Carbon-neutral, Recycling-oriented Society -



To achieve a sustainable global environment, SoftBank will respond to climate change and promote the achievement of a recycling-oriented society by improving power use efficiency through the use of cutting-edge technology and encouraging the adoption of renewable energy.

We will contribute to the resolution of increasingly serious climate change issues through our technologies and businesses by promoting energy conservation through information and communications technology (ICT). Relevant efforts will include utilizing renewable energy to reduce CO₂ emissions, converting to energy-saving equipment, and improving power use efficiency by implementing and spreading IoT technology.

To protect the global environment and the resources it provides, we limit the amount of resources used by our corporate activities and businesses and promote recycling and reuse.

Furthermore, we will also endeavor to achieve a prosperous society through the spread of renewable energy by promoting and expanding renewable energy-based operations and services that contribute to the achievement of an environmentally friendly society. We plan to implement these efforts by providing natural electricity from renewable sources and converting to renewable sources for powering our base stations.

SDGs Value Creation

- (1) Contribute to the mitigation of climate change through technology and business
- (2) Promote a recycling-based society (circular economy)
- (3) Realize a prosperous society through the spread of renewable energy

KPIs

- (1) ● Ratio of renewable energy (for base stations):
30% or greater (FY2020), 50% or greater (FY2021), 70% or greater (FY2022)
● Work on new businesses that help promote CO₂ reduction: Promoting initiatives
- (2) ● Number of mobile phones recycled or reused: 10 million (FY2020-2025)
● Percentage of decommissioned base stations going to landfill: 1% or less (annually)
- (3) ● Options for electric power from renewable sources: Supply of naturally sourced electricity

Core Operations and Initiatives

- Improvement of power use efficiency
- Substitution of energy-saving equipment
- Application of IoT and other technologies to improve power use efficiency and promote environmental awareness
- Convert electricity consumed at mobile phone base stations to electricity generated using renewable energy*
- Mobile phone recycling
- Adoption of carry bags made from materials other than paper or plastic
- Promote the reduction of reliance on paper-based procedures through the application of smart devices
- Proper use of water resources and waste reduction
- Propagation of renewable energy (including power provided under a feed-in tariff [FIT] policy mechanism) through the supply of electricity from renewable sources

Note: We will primarily achieve this goal by using renewable energy sources that have been certified as non-dependent on fossil fuels

Environmental Management

We perceive global environmental issues as important management goals. Accordingly, we have established the SoftBank Environmental Action Guidelines to promote participation from all officers and employees in environmental impact reduction initiatives. Moving forward, we will actively strive to sustain and protect the global environment through our operations and contribute to the continuous development of a sustainable society.

Pursuing a Future That Connects People with Nature



Contribution to climate change countermeasures



Promotion of a recycling-oriented society



Biodiversity conservation

Environmental Action Guidelines

SoftBank Corp. is actively engaged in maintaining and conserving the global environment through our businesses to contribute to the continuous development of a sustainable society. Specifically, SoftBank will:

- Comply with environmental laws, ordinances and other regulations and requirements.
- In order to resolve issues such as climate change and resource depletion through an environmental management system, we have set environmental targets for the reduction of greenhouse gas emissions, energy conservation, resource conservation, waste reduction, and water usage reduction, etc. and strive to make continuous improvements.
- Promote environmental-friendly green procurement in our purchase of office equipment and supplies.
- SoftBank strives to provide telecommunications services, etc. which help reduce the environmental load and contribute to the reduction of greenhouse gas emissions across society as a whole.
- We take into account the business impact on ecosystems and promote initiatives to conserve biodiversity.
- We strive to provide environmental education to employees while also announcing the details of these guidelines and our environmental information both internally and externally to reduce the environmental load together with stakeholders including group companies, business partners, and suppliers.

Materiality 4

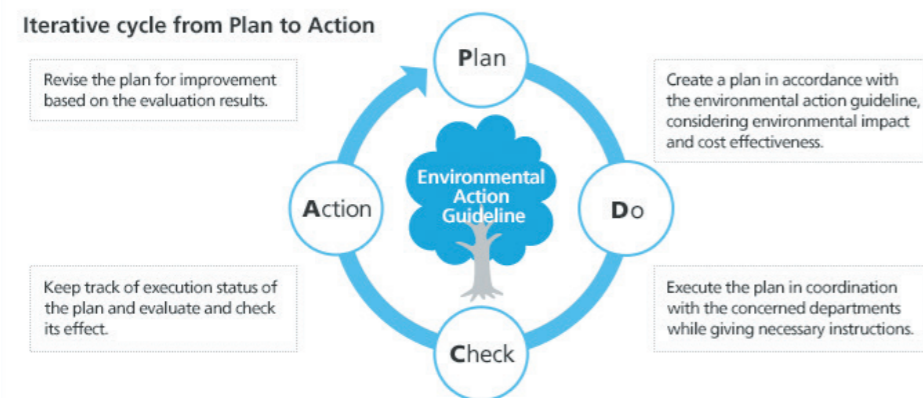
Contributing to the Global Environment with the Power of Technology

Environmental Management System

SoftBank has established Environmental Action Guidelines, built an environmental management system, and formed a corresponding administrative structure to promote environmentally friendly corporate activities and support active environmental conservation activities. To ensure that we achieve more environmentally friendly corporate activities, we are focusing on matters deemed to have a particularly important environmental impact, including global warming prevention, the recycling of used mobile phones, resource conservation, and limitation of the use of toxic substances specified by the Restriction of Hazardous Substances (RoHS) Directive* and of emissions containing these substances.

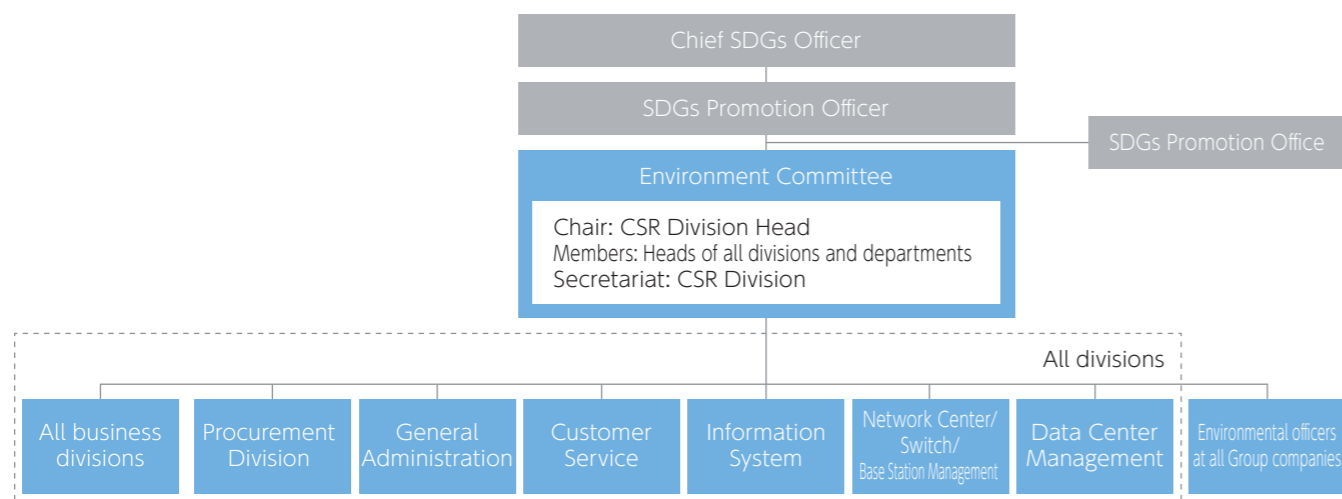
As society becomes more environmentally aware, companies are facing increasingly diverse requirements, including demand for environmentally friendly products and services, various regulations concerning environmental conservation, and the need to conduct smarter corporate activities that save energy and resources. To ensure that we can quickly respond to these requirements and adapt to changing trends, we will faithfully perform the PDCA (plan, do, check, act) cycle when implementing our environmental management system and continuously make appropriate improvements.

Note: EU directive that prohibits the inclusion of toxic substances in electrical and electronic equipment



Environmental Management System

To promote group wide environmental conservation activities, SoftBank has established the Environment Committee covering environmental matters, which complies with the ISO 14001 international standard.



Compliance with Environmental Laws and Regulations and the Implementation of Internal Audits

In accordance with the framework of our environmental management system, strive to comply with environmental laws and regulations. The Company had no violations of environmental laws or regulations in FY2019.

We regularly conduct internal audits to ensure that our environmental management system fulfills ISO 14001 requirements and is being implemented in a way that is effective toward the achievement of our environmental targets. Based on the results of these audits, we identify issues, take corrective measures, examine various items in need of review, and continuously target appropriate improvements. Having made these improvements, we have confirmed from a standpoint of legal compliance that we continued to appropriately fulfill ISO 14001 requirements during FY2019.

Environmental Certification and Assurance

At our corporate headquarters (in the Shiodome area of Tokyo), we are promoting various power-saving measures, including modifying lighting intensity to appropriate levels and setting rational controls on air conditioner operation time, in accordance with the Act on the Rational Use of Energy and the Improve the Urban Environment and Protect the Health of Citizens Ordinance in effect in Tokyo.

Additionally, we are actively striving to reduce power consumption at our headquarters, network centers, and data centers, where we have received certification under ISO 14001, an international standard for environmental management systems. We are also progressively implementing other energy conservation measures, including setting air conditioning equipment at base stations and network centers to optimal temperature levels, actively installing cutting-edge energy-saving equipment, and systematically replacing equipment to promote more efficient energy use. Our efforts to reduce power consumption have been particularly effective at our data centers, where we have conducted heat flow analyses that produce viewable results and implemented localized air conditioning.

Environmental Management System (ISO 14001)

We have adopted an environmental management system that complies with the international ISO 14001 standard to ensure adherence to laws and regulations and other requirements related to environmental conservation and promote environmentally friendly corporate activities. Through a third-party investigation, we received ongoing ISO 14001 certification in FY2019.

Environmental Targets in Offices

Type of activity	Location (scope) of activity	FY2020		
		Focus of activity	Objective of activity	
Energy saving	Stable operation of on-site fuel cells to generate electricity	Head Office	Electricity consumption	25% reduction compared with FY2010 levels
			Lights-out management system	Continued implementation of office lights-out management systems
In-house education	Training on environmental matters	Company wide	Knowledge about environmental matters	Increase staff knowledge of the laws governing treatment of industrial waste and handling Freon gas

Environmental Targets at Network Centers

Type of activity	Focus of activity	FY2020	
		Objective of activity	
Energy saving	Efficient use of electrical energy	Electrical energy use (consumption rate)	1% reduction in annual consumption
Waste materials	Proper handling of industrial waste	Industrial waste	Proper handling
	Proper handling of waste CFCs	Waste CFCs	Proper handling

Materiality 4

Contributing to the Global Environment with the Power of Technology

Certifying and examining authority: BSI Group Japan K.K.
Accreditation organization: ANSI-ASQ National Accreditation
Registered certification number: Board (ANAB) EMS81966



Date of first certification: September 9, 2004

Main Registration Scope

- Sapporo Data Center
- Tokyo Data Center No. 4
- Kitakyushu e-Port Data Center
- Kitakyushu e-Port Data Center No. 2
- Oita Data Center
- Contact Center Operations Department
- Hokkaido Network Engineering Department
- Tohoku Network Engineering Department
- Kanto Network Center
- Tokai Network Engineering Department
- Hokuriku Network Engineering Department
- Kansai Network Engineering Department
- Chugoku Network Engineering Department
- Shikoku Network Engineering Department
- Kyushu Network Engineering Department
- General Affairs Division

Third-Party Verification of Environmental Data

Our greenhouse gas (Scope 1, 2, and 3) emissions and energy consumption during FY2019 were verified by the Japan Quality Assurance Organization, a third-party institution (verified ISO 14064-3 compliant with a limited level of assurance).

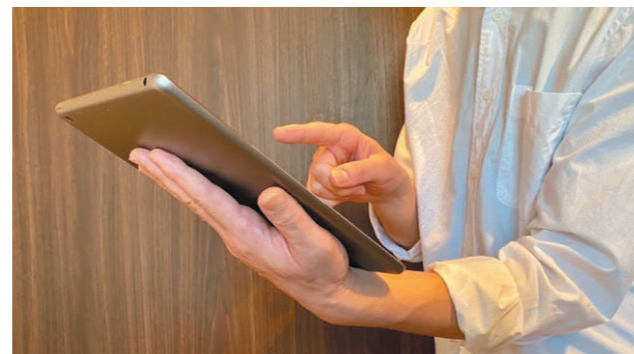
Employee Training and Education

Conducted Environmental Training for Employees

We regularly conduct e-learning-based environmental education to ensure that our employees acquire basic knowledge concerning environmental conservation and to provide them with pertinent information. The curriculum used for these activities provides content that all employees can use to broadly educate themselves regarding environmental conservation.

Additionally, we provide practical training for employees involved in industrial waste processing that equips them with the knowledge they need to comply with laws and regulations and perform appropriate disposal. We deliver this training through e-learning-based instruction concerning proper industrial waste disposal and electronic manifest systems.

Furthermore, we are striving to raise the rate of employee participation in this environmental education by allowing them to access training through PCs, iPads, and iPhones.



Green Procurement

Introduction and Promotion of Products That Help Reduce CO₂ Emissions

In order to contribute to the sustainable development of society, SoftBank has established Green Procurement Guidelines to explain our fundamental idea on green procurement to our business partners. These guidelines comply with the Ecology Guideline for the ICT Industry formulated by the ICT Ecology Guideline Council* in response to suggestions from a scientific meeting held by the Ministry of Internal Affairs and Communications on ecological response in the field of information and communication.

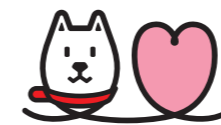
By establishing these guidelines, we are aiming to promote the procurement of products that help reduce CO₂ emissions. Moving forward, we will ensure that we carry out business activities that emphasize the importance of the environment by welcoming highly valued voluntary and proactive proposals from our business partners and joining forces with them to conduct environmental conservation activities.

Note: A joint council established on June 26, 2009 by the Telecommunications Carriers Association, Telecom Services Association, Japan Internet Providers Association, Communications and Information Network Association of Japan, and ASP-SAAS-IoT Cloud Consortium to promote industry-wide global warming prevention measures

Environmental Communication

Cooperation with Customers

To support activities aimed at solving a variety of environmental and social issues, SoftBank is building communication channels between users and NPOs via "Connected through Fundraising," a platform that allows donations to be performed along with SoftBank smartphone payments, and Yahoo! Internet Fund Raising, which is operated by the Yahoo Japan Corporation and is one of Japan's largest donation portal sites. Through construction of these channels, we are aiming to create opportunities for new activities.



ソフトバンク
つながる募金

YAHOO! ネット募金
JAPAN



Carbon Offset Campaign Targeting Japan's National Parks and World Natural Heritage Sites Messages from Executive Committee Chairman Ken Oikawa

To preserve our beautiful, abundant, and precious natural environment for the future, all of us on the executive committee of the Carbon Offset Campaign Targeting Japan's National Parks and World Natural Heritage Sites are teaming up with children from the Boy Scouts to conduct environmental activities that involve learning, experiencing, and communicating.

When conducting these activities, we utilize Yahoo! Internet Fundraising to collect donations from a large number of supporters.

More than 44,000 individuals have donated through Yahoo! Internet Fundraising since its establishment, and their support has provided the reliable power and energy needed to conduct these activities.

By providing children with the opportunity to come into contact with nature, these activities will certainly impress upon them the importance of continuing to protect nature once they have become adults.

We hope that many adults also become swept up in the chain of copious thought concerning nature.



Note: Yahoo! Internet Fundraising: <https://donation.yahoo.co.jp/detail/5137001>

Materiality 4

Contributing to the Global Environment with the Power of Technology

[SDGs Value Creation]

(1) Contribute to the Mitigation of Climate Change through Technology and Business

We will contribute to the achievement of a sustainable society that is capable of responding to climate change by actively promoting efforts focused on reducing CO₂ emissions through various business activities, including the use of renewable energy and the advancement of energy conservation through information and communications technology.

Contribution to Climate Change Prevention

SoftBank supports TCFD recommendations endeavors to disclose climate change-related information. Furthermore, we have identified "contribution to climate change prevention through our technologies and businesses" as a material issue and will promote efficient use of electricity through the utilization of IoT technology while taking concrete measures to combat climate change, including shifting to renewable energy and providing natural electricity.

Support for TCFD Recommendations

In April 2020, SoftBank announced its support for recommendations released by the Task Force on Climate-related Financial Disclosures (TCFD)*. We will strengthen our governance in accordance with these recommendations and proactively strive to enhance our disclosure in keeping with the framework of "governance, strategy, risk management, indicators, and targets" that the TCFD has prescribed for companies.

Note: Task Force on Climate-related Financial Disclosures: An international initiative established by the Financial Stability Board (FSB) in 2016 with the goal of encouraging companies to disclose information regarding the financial impact that risks and opportunities associated with climate change have on their businesses.



Governance

SoftBank established the SDGs Promotion Committee to support the regular review of climate-change related initiatives as an advisory body to the Board of Directors. This committee is chaired by the president and CEO, who also serves as the chief SDGs officer, a position that assumes ultimate responsibility for all sustainability activities, including climate change-related strategies.

In addition to the SDGs Promotion Committee, we have established the Environment Committee, which supports internal efforts to promote climate change prevention under the direction of the chief SDGs officer and the SDGs promotion officer. The Environment Committee is chaired by the director of the CSR Department and appoints an environmental response manager for each department and Group company.

The Environment Committee is responsible for the management of risks and numerical values related to climate change; numerical management aimed at limiting waste generation, water consumption, and other environmental impacts; and promoting operations, initiatives, and awareness-raising activities that support these aims.

Strategy

SoftBank operates a telecommunications business that includes 230,000 base stations and uses a large volume of electricity. Accordingly, we recognize that our businesses could be subject to significant risks associated with climate change.

To assess climate-related risks and opportunities and consider adoption strategies that will prepare us for future events caused by climate change, we conducted analyses based on two scenarios indicated in the 2016 Paris Agreement, an international framework for global warming countermeasures that has been agreed upon by 196 countries around the world. The first scenario used for these analyses was one in which the average global temperature rises 2°C or less since the Industrial Revolution following a transition to a low-carbon economy. The second scenario involves an average global temperature rise of slightly less than 4°C since the Industrial Revolution as failure to implement climate change countermeasures exceeds current projections.

The 2°C scenario assumes the implementation of carbon pricing and other strengthened climate change countermeasures and supposes that climate change will not accompany enough physical impact to have an effect on business. We analyzed cost increases that would occur in association with the shift to renewable energy and energy conservation development if carbon pricing of about 6,000 JPY per tCO_{2e} were implemented as assumed in data obtained from sustainable development scenarios issued by the International Energy Agency.

The 4°C scenario assumes that climate changes are not strengthened, resulting in physical impact from climate change, including extremely abnormal weather patterns. In calculating possible physical impact, it used a representative concentration pathway of 8.5 W/m².

Scenario Analysis

Scenario assuming a 4° C rise in average global temperature; Projects a future in which typhoons and other natural disasters become more frequent and increase in size and intensity			
Scenario	Identified risks	Initiatives considered	Period before occurrence of risk
More frequent, large, and intense natural disasters	Rise in recovery costs due to an increase in the amount and severity of facility damage	Strengthen efforts aimed at preventing and mitigating disasters <ul style="list-style-type: none"> Strengthen telecommunications infrastructure through the implementation of redundant power supplies, etc. Provide HAPS service that is not affected by natural disasters 	Long-term
Rise in frequency of extremely hot days	Increase in cost of electricity used for air conditioning	Strengthen energy conservation efforts <ul style="list-style-type: none"> Substitute energy-saving equipment Improve power efficiency with IoT technology 	Long-term

Reference: Fifth Assessment Report (AR5) of the Intergovernmental Panel on Climate Change

Scenario assuming a rise of 1.5–2.0° C in average global temperature: Presupposes the rapid achievement of a decarbonized global society			
Scenario	Identified risks	Initiatives considered	Period before occurrence of risk
Strengthened decarbonization regulations	Increased tax burden due to carbon tax implementation	Shift to the use of renewable energy to power base stations	Medium-term
	Increase in electricity costs due to a shift to renewable energy	Strengthen efforts to reduce energy consumption <ul style="list-style-type: none"> Substitute energy-saving equipment Improve power efficiency with IoT technology 	Short-term
Rising environmental awareness	Loss of customers due to reputation risks associated with potential underperformance of environmental initiatives	Implement CO ₂ emission reduction efforts and disseminate relevant information <ul style="list-style-type: none"> Shift to the use of renewable energy to power base stations Provide natural electricity Promote new businesses that contribute to CO₂ reduction 	Short-term

Reference: "Energy Technology Perspectives 2017 Beyond 2° C Scenario (B2DS)" from the International Energy Agency

Risk Management

The Environment Committee, which is responsible for managing climate-related and other environmental risks, identifies specific climate change-related risks and opportunities brought forth by both the Company and all Group companies that are subsequently evaluated and analyzed by the SDGs Promotion Committee.

Matters determined to be of high importance are submitted to the Board of Directors, which subsequently reviews them and passes relevant resolutions.

In FY2019, to measure potential effects from risks associated with decarbonization, we implemented shadow pricing and analyzed financial impact.

With regard to opportunities, we considered converting our base stations to renewable energy as a means of responding to reputational risks associated with climate change and analyzed relevant impacts on both business and finance.

Materiality 4

Contributing to the Global Environment with the Power of Technology

[SDGs Value Creation] (1) Contribute to the Mitigation of Climate Change through Technology and Business

Indicators and Targets

By managing environmental impact data, we also manage risks and opportunities associated with climate change.

As one of our primary numerical targets in FY2020, we aim to generate 30% of the electrical power consumed at our base stations through renewable energy sources. We will strive to raise this ratio to 50% in FY2021 and to 70% in FY2022 as we gradually shift toward renewable energy and will simultaneously curtail our greenhouse gas emissions.

	Value	Unit	FY2016	FY2017	FY2018	FY2019
Greenhouse gas emissions (Scope 1, 2)	Total	t-CO ₂	733,515	722,514	693,953	776,104
	Scope 1	t-CO ₂	11,400	11,386	11,456	15,803
	Scope 2	t-CO ₂	722,115	711,128	682,497	760,301

Note: Values are determined based on the following parameters:

- Through FY2018: SoftBank Corp. (parent)
- FY2019: All SoftBank Corp. (parent) business sites and major affiliates (Yahoo Japan Corporation, ASKUL Corporation)

Note: Values increased in FY2019 due to a change in parameters

	Value	Method of calculation	Unit	FY2019	Ratio (%)
Scope 1	direct emissions		t-CO ₂	11,773	0.4
Scope 2	indirect emissions from energy sources owned by the company			663,644	23.1
Scope 3	All other indirect emissions			2,202,152	76.5
	Category 1: Purchased products and services	Calculated by multiplying the purchase price of products and services by emission intensity, including during the stage in which all products are procured and transported		447,211	15.5
	Category 2: Capital goods	Calculated by multiplying capital investment amount by the rate of emission intensity per unit of capital good value		1,105,300	38.4
	Category 3: Fuel types and energy-related activities not included under Scope 1 & 2 emissions	Calculated by multiplying fuel and energy consumption by emission intensity at the time of fuel procurement		98,327	3.4
	Category 4: Transportation, delivery (upstream)	In cases of indirect conveyance and shipping, value is calculated by multiplying transportation cost by the rate of emission intensity per unit of monetary value (procurement transport is included under category 1)		23,993	0.8
	Category 5: Waste generated through operations	Calculated by multiplying the weight of industrial waste by rates of emission intensity for different types of waste and treatment methods		475	0.02
	Category 6: Business trips	Calculated by multiplying transportation expenses by rates of emission intensity associated with units of transportation expense paid in different categories of transportation and by multiplying the number of days during which living accommodations were provided by per-day rates of emission intensity		6,204	0.2
	Category 7: Employee commuting	Calculated by multiplying the total commuting distance of employees by the rates of emission intensity per kilometer traveled by one individual employee in different transportation categories		7,879	0.3
	Category 8: Lease assets (upstream)	Calculated by multiplying the total distance traveled by company cars by the emission intensity associated with fuel consumption levels corresponding to the maximum loading capacities enabled by different types of fuel.		8,786	0.3
	Category 9: Transportation, delivery (downstream)	(Not calculated)		-	-
	Category 10: Processing or products sold	(Not calculated)		-	-
	Category 11: Use of products sold	Calculated by multiplying the number of products sold or rented by the lifetime electrical power consumptions and rates of emission intensity associated with the use of each product.		434,079	15.1
	Category 12: Disposal of products sold	Calculated by multiplying the total weight of products sold by the rates of emission intensity associated with each type of waste produced as a result		815	0.03
	Category 13: Lease assets (downstream)	(Included under category 11)	-	-	
	Category 14: Franchises	Calculated by multiplying the total floor area of SoftBank and Y!mobile stores by the rates of emission intensity per unit of floor area associated with each different building purpose	69,083	2.4	
	Category 15: Investment	(Not translated)	-	-	
Total			2,877,569	100.0	

Note: Values only calculated for SoftBank Corp. (non-consolidated)

	Values	Unit	FY2016	FY2017	FY2018	FY2019
Energy	Electrical power usage	MWh	1,338,019	1,418,791	1,355,703	1,644,234
	of which, generated using renewable energy sources	MWh	36	44	44	32,516
	City gas	Thousands of m ³	4,835	4,731	4,554	4,508
	Bunker A fuel oil	kl	65	144	190	160

	Value	Unit	FY2019
Greenhouse gases	Carbon dioxide(CO ₂)	t	14,408
	Methane(CH ₄)	t-CO ₂	1,108
	Dinitrogen oxide(N ₂ O)	t-CO ₂	127
	Hydrofluorocarbons(HFC)	t-CO ₂	161
	Perfluorocarbons(PFC)	t-CO ₂	0
	Sulfur hexafluoride(SF ₆)	t-CO ₂	0

Note: Values are determined based on the following parameters:

- Through FY2018: SoftBank Corp. (parent)
- FY2019: All SoftBank Corp. (parent) business sites and major affiliates (Yahoo Japan Corporation, ASKUL Corporation)

Note: Values increased in FY2019 due to a change in parameters.

Note: Our greenhouse gas (Scope 1, 2, and 3) emissions and energy consumption during FY2019 were verified by the Japan Quality Assurance Organization, a third-party institution (verified ISO 14064-3 compliant with a limited level of assurance).

Materiality 4

Contributing to the Global Environment with the Power of Technology

[SDGs Value Creation] (1) Contribute to the Mitigation of Climate Change through Technology and Business

Primary Initiatives

Base Stations Powered by Renewable Energy

SoftBank's primary business is in mobile communications, and about 60% of the electricity it consumes is used to power its 230,000 base stations. To reduce greenhouse gases, we decided to utilize non-fossil fuel energy certificates and are aiming to generate 30% of the electricity consumed by our base stations through renewable energy sources in FY2020. We will gradually raise this rate to 50% in FY2021 and 70% in FY2022 while simultaneously striving to reduce our greenhouse gas emissions.



Responding to Larger Natural Disasters

SoftBank endeavors to fulfill its infrastructural responsibilities as a telecom service operator in response to natural disasters that have grown in scale in recent years. To this end, we have identified the construction of a high-quality network for society as a material issue and are regularly implementing measures focused on maintaining our telecommunications infrastructure during times of disaster. In FY2019, more than 400 individuals participated in response training exercises conducted at our network centers throughout Japan.

We achieved complete recovery from Typhoon Hagibis, which caused tremendous damage throughout Japan in 2019, in only four days using equipment such as mobile base station vehicles, portable base stations, portable satellite antennas, mobile power supply vehicles, and portable generators.



Initiatives at Base Stations and Network Centers

At network centers in Toda City, Saitama Prefecture and elsewhere, we installed solar panels with a power generation capacity of approximately 10,000 kWh per year.

Additionally, we have established radio base stations equipped with solar panels ("Eco base stations") and, under good weather conditions, are capable of producing all the energy needed to operate these stations through solar power generation.



Data Center Initiatives

IDC Frontier Inc., a SoftBank Corp. group company, is striving to improve the energy efficiency of its data centers.

Its Kitakyushu Data Center is the first large-scale commercial data center in Japan to implement ambient air cooling, thereby becoming an environmentally friendly data center. By optimizing its air conditioning efficiency, it has conserved energy and received a large number of awards.

Taking advantage of the surrounding cool climate, the Shirakawa Data Center has installed a building-integrated ambient cooling system that fuses architectural and air conditioning functions, enabling it to cool its buildings by directly pumping in outside air. Cool air pumped in from outside accounts for at least 90% of the data center's annual air conditioning load.

The data center's newest building (building No. 5) has adopted a hybrid air conditioning system that uses outside air, water, and conventional air conditioning. With this system, we predict that, in terms of cooling efficiency, the data center's design PUE* will rise to a high level of about 1.2.

Note: Power usage effectiveness: An indicator of a data center's energy efficiency

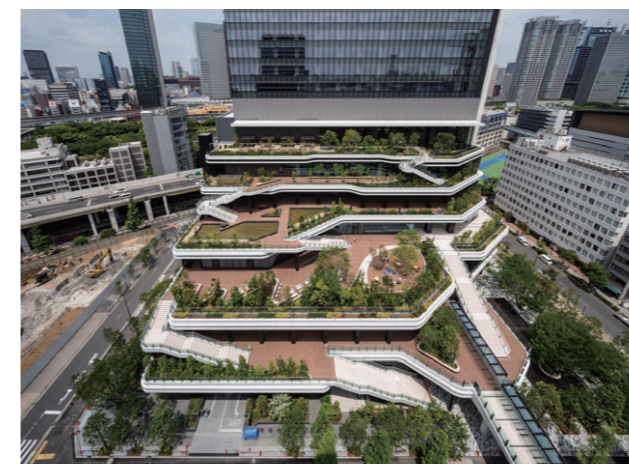
Office Initiatives

At our corporate headquarters in the Shiodome area of Tokyo, we installed a system in 2015 that automatically shuts off office lighting at 10:00 PM on a typical business day, and at 6:30 PM on Wednesdays, which are designated as "no overtime days." By linking efforts to reduce our environmental impact with work style reform initiatives, we have reduced the annual electrical power consumption at our headquarters by an estimated 400 kWh.



The Tokyo Port City Takeshiba Office Tower, which is scheduled to become the location of our corporate headquarters in FY2020, aims to become a state-of-the-art smart building that achieves efficient building management. The facility contributes to energy conservation with LED lighting systems in work areas, which, using sensors, adjusts lighting levels according to the number of people present, and blinds that improve air conditioning efficiency by opening and closing automatically.

Through the "New Eight Picturesque Sights of Takeshiba" initiative, we have created relaxation spaces that incorporate both water and eight different types of plant life on the facility's lower skip terraces, contributing to the conservation of regional biodiversity. At the same time, we plan to implement environmental education programs and other initiatives in collaboration with both employees and the local community.



Promotion of a Sharing Economy

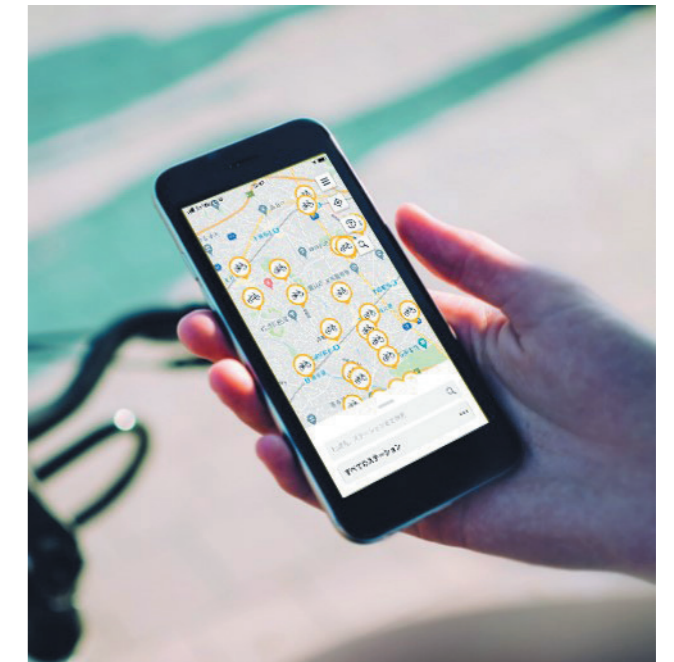
OpenStreet Co., Ltd., a SoftBank Corp. group company, is rolling out HELLO CYCLING, a bicycle-sharing service that encourages the use of bicycles as one of the most environmentally friendly modes of transportation.

Travelling two kilometers by bicycle instead of by car reduces CO₂ emissions by 290 g.

Given the distance travelled by those using HELLO CYCLING annually, the service reduces CO₂ emissions by about 30,000 tons, thereby contributing to global warming prevention.

Demand for the service is increasing due to both environmental considerations and growth in overall demand for convenient and efficient transportation. About 2,600 HELLO CYCLING stations had been established in 220 municipalities throughout Japan as of July 2020, and the number of stations continues to grow.

Moving forward, we will aim to popularize electric mobility powered through renewable energy and strive to achieve a society that allows humans to harmoniously coexist with their global environment.



Materiality 4

Contributing to the Global Environment with the Power of Technology

[SDGs Value Creation] (1) Contribute to the Mitigation of Climate Change through Technology and Business

Participation in Industry Associations and Other Projects

TCA/GSMA

We are participating in the Climate Action Taskforce, which battles climate change and other environmental issues as an initiative of the GSM Association, an organization that includes global telecommunication industry associations. Furthermore, we have joined the Environmental Committee of the Telecommunications Carriers Association (TCA), which includes domestic communications operators as members. Through our participation in this committee, we contribute to the exchange of information concerning climate change, industrial waste, and other environmental matters between personnel responsible for environmental concerns.

Renewable Energy Governors' Alliances

In July 2011, SoftBank, together with local governments, established the Renewable Energy Governors' Alliance at the prefecture level and the Renewable Energy Governors' Alliance for Designated Cities at the urban level and began serving as secretariat for these two alliances. Through the alliances, together with 34 prefectures throughout Japan and the local governments of 19 cities, SoftBank shares policy recommendations and information to promote the spread of renewable energy.

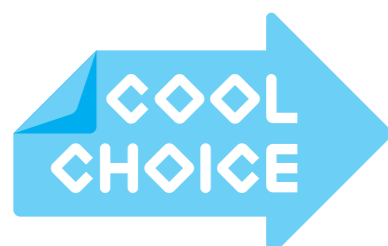
In 2019, we made policy proposals regarding the promotion of natural energy as a means to help prevent climate change and natural disasters caused by global warming to the Ministry of the Environment and the Ministry of Economy, Trade and Industry.

Endorsement of the National COOL CHOICE Movement

National Movement Supporting Global Warming Countermeasures Implemented by the Ministry of the Environment SoftBank endorses the COOL CHOICE movement* and is calling for the dissemination of information concerning its initiatives.

As part of its efforts to spread and expand the use of renewable energy, SoftBank is contributing to the resolution of global warming issues with efforts such as its "SoftBank Denki" electrical utility service, which offers an electricity plan that provides electricity generated by SB Energy Corp. using renewable energy sources.

Note: COOL CHOICE is a popular national movement that encourages energy-conserving and low-carbon products, services, actions, and all other "wise choices" that contribute to global warming countermeasures. It aims to reduce greenhouse gas emissions in FY2030 by 26% compared to FY2013, which is a goal set by the Global Warming Prevention Headquarters.



Participation in the Fun to Share Climate Change Campaign

SoftBank supports the Ministry of the Environment's "Fun to Share" campaign, through which all participants can enjoy sharing and disseminating knowledge and technology that supports the achievement of a prosperous low-carbon society. Accordingly, we are contributing to the realization of a low-carbon society by raising employee awareness regarding energy conservation and promoting voluntary initiatives. Relevant efforts include calling for power and energy conservation efforts to be continuously applied when using office facilities or conducting various operations, as well as recommending seasonally appropriate business attire through the company's intranet.



EcoVadis

French evaluation organization EcoVadis awarded us with a silver rating after conducting a sustainability investigation.

EcoVadis evaluated our initiatives in four areas: environment, labor and human rights, ethics, and sustainable material procurement.

Environmental Management Subcommittee of the United Nations Global Compact

SoftBank has joined an environmental management subcommittee consisting of members of Global Compact Network Japan (GCNJ), a local network of the United Nations Global Compact (UNGC). As a member of this subcommittee, we will gather the most up-to-date information while striving to resolve issues through discussions with other member companies.

Membership in the TCFD Consortium

SoftBank has joined the TCFD Consortium, which includes companies and financial institutions that support TCFD recommendations and cooperate to promote relevant initiatives. This consortium was established as a forum for discussions concerning the effective disclosure of corporate information and efforts aimed at using this information to support appropriate investment decisions from financial institutions and other organizations.



Acquisition of Eco-ICT Mark

SoftBank supports the aims of the ICT Ecology Guideline Council and has been awarded the Eco ICT Logo, which is granted to companies that have achieved a set of standards predetermined by the council. We received this award through self-evaluation of our efforts to reduce CO₂ emissions as a communications operator, which include the formulation of procurement standards that are focused on reducing CO₂ emissions and cover both equipment and services.

Self-Evaluation Checklist for Communications Operator Initiatives Aimed at Reducing CO₂ Emissions

Mandatory actions		
	Evaluation criteria	Status of implementation, initiative details
Creation of a voluntary environmental action plan, etc.	Has the company formulated and implemented a voluntary environmental action plan that includes a variety of initiatives aimed at reducing CO ₂ emissions through energy conservation?	In addition to establishing Environmental Action Guidelines aimed at maintaining and preserving the environment, the company has set, and is working at full capacity to achieve, environmental targets related to energy consumption reduction, promoting the use of recycled paper, proper industrial waste treatment, green procurement, and the implementation of environmental training programs.
	Does the voluntary environmental action plan include concrete initiatives that target lower CO ₂ emissions through numerical targets?	We have set numerical environmental targets for reducing electrical power consumption and are striving to achieve them on a companywide basis.
	Is the company striving to raise environmental awareness by announcing the voluntary environmental action plan both internally and externally while educating its employees regarding the plan? Has the company publicly disclosed information regarding the implementation of initiatives specified in the voluntary environmental action plan, as well as the achievement of corresponding targets?	We have disclosed our Environmental Action Guidelines and our environmental targets. In addition to posting environmental targets on the CSR page hosted on our intranet, we are striving to raise employee awareness through measures such as regular e-learning courses and the dissemination of enlightening environmental information.
Procurement-related initiatives	Does the company disclose to the public the status of implementation and achievement of the various initiatives described in the voluntary environmental action plan?	Environmental initiatives, such as environmental protection and resource management measures, have been disclosed within this document.
	With regard to ICT devices and data centers, has the company created procurement standards based on evaluation criteria specified within these guidelines and is it conducting procurement in accordance with these standards?	To promote the adoption of products that contribute to the reduction of CO ₂ emissions, we have established Green Procurement Guidelines that explain our fundamental idea on green procurement to our business partners and are conducting procurement in accordance with the guidelines.
Support system	In terms of office equipment, materials, and logistics, is the company conducting green purchasing and implementing other means of procurement that contribute to energy conservation?	We use recycled copy paper that bears the Eco Mark, a label affixed to products that have a low environmental impact and thereby contribute to environmental conservation. We are also promoting the purchase of stationery with lower environmental impact, including products that are compliant with the Act on Promotion of Procurement of Eco-Friendly Goods and Services by the State and Other Entities and other products that have been awarded the Eco Mark.
	Has the company established a department or appointed an individual to oversee initiatives aimed at reducing CO ₂ emissions through energy conservation?	With the CSR Division serving as secretariat, we are striving to reduce greenhouse gas emissions on a companywide basis.
	Has the company established a system that facilitates understanding regarding progress related to the implementation of the voluntary environmental action plan and the achievement of targets contained therein? Does this system include internal audits and other relevant investigatory measures?	We have acquired ISO 14001 certification, and, in accordance with relevant procedures, established environmental targets that we review as necessary. In addition, we confirm progress related to the achievement of these targets as well as the implementation of corresponding initiatives and perform internal audits. Furthermore, we have established a framework that facilitates the proper implementation of the PDCA cycle within this environmental management system.

Voluntary actions		
	Evaluation criteria	Status of implementation, initiative details
Other environmental measures or initiatives	Is the company implementing other environmental initiatives in addition to those aimed at energy conservation?	We are actively striving to promote increased recycling of used mobile phones, reduce the amount of resources consumed for boxes and paper used as packaging for mobile phones, and cut back on waste generated from scrapped communications equipment and construction materials.
	Is the company conducting environmental conservation activities that involve cooperation with the local community?	Each year, we grant two days of community service leave that multiple employees utilize to participate in a variety of environmental conservation activities involving collaboration with local communities, including tree plantings and litter cleanup activities.

Materiality 4

Contributing to the Global Environment with the Power of Technology

[SDGs Value Creation]

(2) Promote a Recycling-based Society (Circular economy)

We reduce our environmental impact and contribute to the achievement of a recycling-oriented society by promoting business activities that are based on sustainable production and consumption through application of the three Rs (reduce, reuse, recycle) and mobile phone recycling initiatives.

Promoting the Achievement of a Recycling-Oriented Society

To ensure the effective use of limited resources, we are promoting the efficient utilization of water resources, used mobile phones and decommissioned network equipment; supporting the transition to paperless processes through the application of smart devices and reducing plastic consumption and waste generation. Through these efforts, we are promoting the achievement of a recycling-oriented society.

In FY2019, we collected 2.38 million used mobile phones for reuse and recycling.

Risks and Opportunities

Items	Risks (internal)	Risks (supply chain)	Opportunities
Resources	<ul style="list-style-type: none"> Risk of damage to reputation in the case of unsatisfactory initiatives Risk of financial impact resulting from strengthened regulations 	Risk of supply shortages and cost increases caused by the depletion of rare metals	Opportunity to elevate our brand through the promotion of 3R-based initiatives

Promotion of 3R Activities through Our Mobile Phone Services

Reduce

We are striving to reduce the amount of paper resources used when selling mobile devices by reducing the size of boxes used for individual packaging, converting bundled documents such as instruction manuals into electronic applications, and utilizing iPads instead of paper documents at the storefront. Additionally, in place of conventional paper invoices, we launched our Online Fee Guide, which allows all customers with individual subscriptions to view electronic invoices via the Internet using SoftBank mobile phones or personal computers, starting with during the October 2006 billing cycle.

Reuse

We encourage customers to trade in operational mobile phones and tablets when upgrading to new devices. The disposal of usable mobile phones and tablets adds to environmental impact. Even old devices that are not in demand within Japan can sometimes be utilized overseas. In these cases, we refurbish traded-in devices and ship them to areas where they can be reused, primarily in emerging countries.

Recycle

As a member of the Mobile Recycle Network (MRN), which conducts mobile phone and PHS recycling activities, we collect used mobile phones, battery packs, and charging devices, regardless of the original mobile network operator or manufacturer. When collecting and subsequently recycling these devices, we ensure customer privacy by completely erasing smartphone data and physically demolishing flip phones using a "flip-phone hole punch" device.

As part of our product stewardship efforts, which are aimed at reducing our environmental impact, we recycle mobile phones, battery packs, and other accessories collected from customers, enabling the recovery of resources such as rare metals (palladium, cobalt, etc.), gold, silver, and copper. In addition, we recycle residue (slag) left over after the recycling process as raw material for concrete and cement and plastic obtained from mobile phones as auxiliary fuel and reprocessed plastic.



Effective Use of Decommissioned Telecommunications Equipment

We promote the recycling of cables, switching equipment, and other gear when updating or removing network equipment.

Mandatory items		Unit	FY2016	FY2017	FY2018	FY2019
Communications equipment from decommissioned base stations	Final disposal rate	%	0.04	0.29	0.85	1.4

Note: Values are for SoftBank Corp. (parent) only

Implementation of Educational Activities to Convey the Importance of Recycling

We launched "Risaikuru," an environmental education course that provides children with the opportunity to learn about the importance of recycling by disassembling mobile phones. The goal of this course is to give children the chance to put their creative forces to use and have fun learning about recycling while extracting resources such as rare metals from mobile phones and performing manual craftwork using these phones. More than 400 children have participated in the Risaikuru course between April 2018 and March 31, 2020.



Buying Back Unused ITC Devices

SB C&S Corp., a SoftBank Corp. group company, offers an ICT Lifecycle Service, through which it buys unused ICT devices, such as smartphones, PCs, and tablets. This environmentally-conscious service promotes reuse and recycling, reduces wasteful emissions, and helps preserve the planet's precious resources.



Efforts to Reduce Paper Usage

Reduce Power and Paper Usage

Through the use of information and communications technology (ICT), we are developing businesses that are grounded in concern for the global environment. Additionally, we are improving work efficiencies by implementing our new "White Work Style" and making relevant proposals to other companies while simultaneously striving to reduce operational electricity and paper consumption.

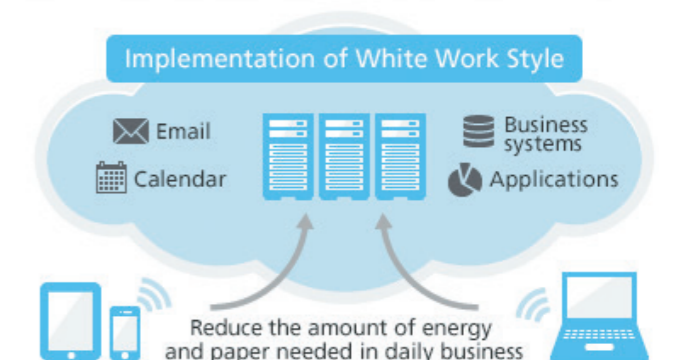
White Work Style is a service that allows employees to utilize

software and internal corporate business systems through the use of a simple network connection. With this service, employees can use their home PCs, iPhones, or iPads to access the same environments that they can with company PCs, which enables them to work flexibly telework while on the move or otherwise outside of the office, without constraints related to location or time.

When using the White Work Style service, data processing is conducted using network servers rather than internal PC processors, which facilitates lower PC power consumption. Furthermore, the service consolidates these servers into large-scale data centers, improving operational efficiency and allowing for overall reductions in power consumption.

According to calculations conducted by the Ministry of Internal Affairs and Communications, offices that implement teleworking from home can reduce their power consumption by 43% by cutting back on the use of office automation (OA) equipment and lighting systems. The Ministry has also announced that, even when accounting for electricity used by employees working from home, offices that implement teleworking can reduce overall power consumption by 14%. The promotion of telework carries the potential of reducing energy consumption throughout society, which lends credence to its status as a core energy conservation initiative.

Furthermore, employees using this service can access data stored on the servers as needed from any location with an Internet connection. Thanks to this advantage, users of the service can cut back on paper documents, such as pamphlets and leaflets, and utilize videos and other more easily understandable methods of explanation.



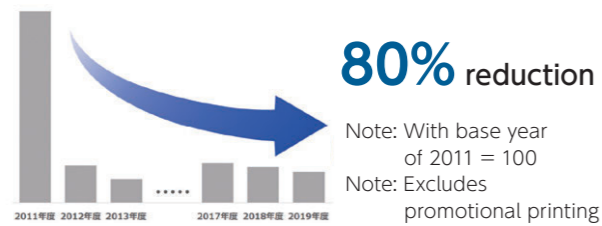
Materiality 4

Contributing to the Global Environment with the Power of Technology

[SDGs Value Creation] (2) Promote a Recycling-based Society (Circular economy)

Zero Paper for Internal Operations Declaration

Since April 2012, we have been promoting our "Zero Paper for Internal Operations Declaration." In accordance with this declaration, we are actively striving to eliminate our use of paper in a variety of processes, including internal and external procedures, report publications, and meetings. We have successfully reduced paper-based printing by a wide 80% margin compared to FY2011.



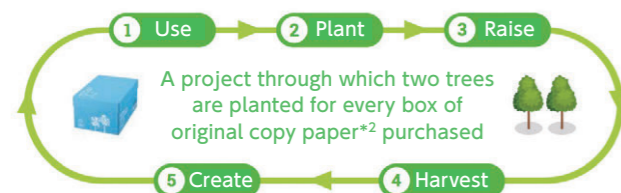
Elimination of Paper Usage in the Customer Support Center

To eliminate the risk of information leakage associated with the external handling of paper-based documents, we are identifying and improving all operations that consumed large amounts of paper, including those associated with internal manuals, memos, and bulletin boards. Thanks to these efforts, we have completely eliminated paper usage within our customer support center, which is responsible for handling the personal information of customers and have reduced our annual paper usage by 3.12 million sheets (equivalent to 240 logs of round timber). Moving forward, we will also continue to make improvements aimed at eliminating paper usage in other departments that handle personal information.

Efforts to Recycle Resources through Copy Paper

Copy paper purchased by the ASKUL Corporation, a SoftBank Corp. group company, is made using Indonesian eucalyptus trees. To reduce its environmental impact, ASKUL is implementing its "One Box for Two Trees" project, through which it plants two trees for every box of copy paper (5,000 sheets of size-A4 paper) it purchases. To date, ASKUL has planted 149 million eucalyptus trees (covering an area of 104,200 ha) through this project. Through this project, ASKUL will team up with customers and local paper manufacturers to widen the scope of sustainable forestation in Indonesia and furnish a major resource recycling system.

One Box for Two Trees Project Summary



Plastic Waste Reduction through the Use of LIMEX

SoftBank and Y!mobile stores have eliminated the use of plastic carrying bags for catalogs and other items they pass out to customers, gradually replacing them with Bio LIMEX Bags, which are made using LIMEX*, a new material that is derived from limestone. Using LIMEX has enabled them to reduce plastic waste and will allow them to contribute to global environmental protection through the maintenance of biodiversity, the curtailment of water resource consumption, and forest preservation achieved through reduced pulp usage.



Note: Bio LIMEX Bags are developed, manufactured, and sold by TBM Co., Ltd.

Waste Reductions

Proper Disposal of Industrial Waste

Through recycling efforts, we are striving to cut back on the final disposal of communications equipment and construction waste associated with network infrastructure. At the same time, we are appropriately disposing of industrial waste resulting from business activities conducted at offices, distribution centers, and other facilities in accordance with the Waste Management and Public Cleansing Act.

Reuse of Equipment and Stationery

With the goal of reducing waste out of concern for the environment, we have installed a reuse shelf by the entrance to our employee support center, which is located on the 19th floor of our corporate headquarters. Departments can place equipment and stationery that is no longer needed on this shelf, where it can be collected and reused internally.

Mandatory items		Unit	FY2016	FY2017	FY2018	FY2019
Industrial Waste	Amount generated	t	1,286	1,159	1,092	5,226
	Final disposal amount	t	38.6	34.8	32.8	153

Note: Values are determined based on the following parameters:

·Through FY2018: SoftBank Corp. (parent)

·FY2019: All business sites of both SoftBank Corp. (parent) and its major subsidiaries (Yahoo Japan Corporation and ASKUL Corporation)

Note: Values increased in FY2019 due to a change in parameters.

Appropriate Use of Water Resources

We recognize that water is both necessary for our business activities and an important resource for the local communities in which our business sites are located. Accordingly, we are addressing water risk and promoting the efficient use of water resources on a companywide basis.

The Environment Committee effectively manages water risk while conducting managerial supervision that ensures both companywide response to these risks and efficient water resource utilization.

We aim to maintain office consumption of water for domestic use at a level that is slightly lower than in the previous fiscal year.

Efforts Focused on Managing Water Risk and Water Resources

We are implementing water usage management initiatives, including setting water usage targets and regularly managing and evaluating progress on relevant activities.

Office water conservation:

On each floor of our corporate headquarters building located in the Shiodome area of Tokyo, we have fitted hot water supply systems with water-saving equipment and installed sound generating devices on toilets in an effort to reduce the number of times they are flushed. We are also raising employee awareness regarding water conservation by informing them of these activities through our intranet and other media.

Mandatory items		Unit	FY2016	FY2017	FY2018	FY2019
Water usage	Volume of office water consumption and drainage	m ³	743,174	714,163	738,517	917,542
	Consumption rate (water usage per unit of floor space)	m ³ /m ²	0.95	0.93	0.92	0.73

Note: Values are determined based on the following parameters:

·Through FY2018: SoftBank Corp. (parent)

·FY2019: All SoftBank Corp. (parent) business sites and major affiliates (Yahoo Japan Corporation, ASKUL Corporation)

Note: Values increased in FY2019 due to a change in parameters.

Understanding Regions Subject to Water Stress

Using the Aqueduct data platform run by the World Resources Institute (WRI), we have identified regions that are subject to water stress and have confirmed that, based on considerations of wastewater pollution risk and reports from surrounding areas, none of our business sites are associated with high overall water risk.

Note: As of March 31, 2020

Note: Regions listed under the Overall Water Risk indicator on the Aqueduct's Water Risk Atlas

New Office Initiatives

SoftBank is conducting water conservation initiatives using IoT devices and other technology at the Tokyo Port City Takeshiba Office Tower, which is scheduled to become the location of its corporate headquarters in FY2020.

We are collecting both rainwater from roof drains and kitchen waste water, which we subsequently store, sterilize, and reuse as toilet water. Through these efforts, we have cut our use of service water by over 30%.

Materiality 4

Contributing to the Global Environment with the Power of Technology

[SDGs Value Creation]

(3) Realize a Prosperous Society through the Spread of Renewable Energy

We are promoting the spread of natural energy by developing and expanding renewable energy businesses and services that utilize state-of-the-art technologies. Through these efforts, we will contribute to the achievement of an environmentally friendly society that provides more people with access to natural energy.

Providing Shizen Denki, a Natural Electricity Plan with a Renewable Energy Rate of 100%

Through the use of non-fossil fuel energy certificates*1, SoftBank Corp. and SB Power Corp. are offering a "Shizen Denki" (electricity from renewable sources) price plan that effectively achieves a renewable energy rate of 100% and zero CO₂ emissions*2 in all electrical power areas in Hokkaido, Tohoku, Tokyo, Chubu, Kansai, Chugoku, Shikoku, and Kyushu*3. In addition, SB Power is contributing to the achievement of a sustainable society



by donating 50 JPY per Shizen Denki subscription each month to support forest conservation groups*4.

*1 A certificate that indicates the environmental value of electricity generated using solar power generation, hydropower generation, or other "non-fossil fuel power sources."

*2 By simultaneously supplying customers with electricity and utilizing non-fossil energy certificates that indicate renewable energy, we will effectively supply electricity generated with a renewable energy rate of 100% and zero CO₂ emissions.

*3 We plan to conduct a payment plan renewal that will introduce the use of non-fossil fuel energy certificates in October 2020.

*4 Donations are made to organizations that perform operations certified under the J-Credit Scheme managed by the Ministry of Economy, Trade and Industry, the Ministry of the Environment, and the Ministry of Agriculture, Forestry and Fisheries.

Message from Akihiko Nakano (President & CEO SB Power Corp.)

CO₂ emitted when generating energy accounts for the majority of greenhouse gases that cause global warming. Accordingly, determining how to control these emissions is a pressing issue. Reportedly, about 70% of the CO₂ emissions from typical households are generated through the use of electricity*. As a retail electrical power supplier, SB Power is responding by placing a high priority on efforts aimed at attaining SDGs, particularly initiatives focused on spreading and promoting the use of renewable energy.

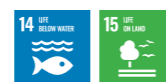
SB Power has been donating a portion of its earnings to forest conservation groups for some time and is also providing the "Shizen Denki" (electricity from renewable resources) price plan, which allows customers at home and suppliers like SB Power contribute to environmental conservation together.

Renewals planned for October 2020 will introduce a payment plan that, while utilizing non-fossil fuel energy certificates, will provide electricity generated with a renewable energy rate of 100%. No changes will be made to donation amounts or fees.

Moving forward, SB Power will continue to contribute to the achievement of a sustainable society through the development and furnishing of electrical services and through a variety of other efforts, including the diffusion and promotion of renewable energy.

Note: From the "FY2018 Statistical Survey of Actual CO₂ Emissions in the Household Sector" released by the Ministry of the Environment

Support for Biodiversity Maintenance



We will strive to protect biodiversity through both our business activities and our social contribution activities in an effort to preserve a sustainable planet with functioning ecosystems for the next generation.

Risks and Opportunities

Items	Risks (internal)	Risks (supply chain)	Opportunities
Biodiversity Maintenance	<ul style="list-style-type: none"> Risk of damage to reputation in the case of unsatisfactory initiatives Risk of financial impact resulting from strengthened regulations 	Risk of supply chain instability caused by legal regulations and litigation	Opportunity for increased brand awareness through the promotion of initiatives focused on using IT tools to transmit information and encourage donations.

Protection of Marine Environments through Coral Conservation Activities

SoftBank is conducting efforts aimed at preventing global warming, maintaining ecosystems, and achieving overall environmental conservation. As part of these efforts, we launched the "Future and Coral Project" in July 2019 along with the Village of Onna in Okinawa, which actively plants coral and conducts environmental conservation activities, and other companies and organizations that share the same desire to preserve a global environment replete with beautiful oceans and seas through coral conservation activities.

This project aims to protect coral and maintain ecosystems for the future by collecting donations, purchasing coral seedlings, and planting them through volunteer tours. The project also includes beach cleanup activities in nearby areas and initiatives involving information sharing and other productive measures.

Marine Environment Protection through Coral Conservation Activities

On October 5, 2019, we planted coral seedlings and conducted beach cleanup activities in Onna, Okinawa as part of our "Future and Coral Project," a set of environmental conservation activities. On the same day, about 40 volunteers from throughout Japan who approved of the project's aims gathered in Onna to plant 40 coral seedlings in the nearby sea. Meanwhile, approximately 140 volunteers from Okinawa and the rest of Japan conducted marine ecosystem protection activities, including cleanup efforts on nearby beaches that involved the collection of microplastic waste.

In support of this project, we accepted donations for the coral planting through the "Connected through Fundraising" and Yahoo! Internet Fundraising donation platforms, receiving a total of about ¥600,000 from more than 2,000 individuals.



Joint Research Concerning the Smart Aquaculture of Sturgeons

In February 2020, SoftBank Corp. and the Graduate School and Faculty of Fisheries Sciences at Hokkaido University launched a joint research project concerning the smart aquaculture of sturgeons using IoT and AI technology.

Sturgeons require at least six years of rearing before they can lay eggs, and male and female sturgeons remain indistinguishable for two to three years following birth. Accordingly, breeding staff must possess specialized skills and conduct long-term monitoring. Furthermore, sturgeon aquaculture methods remain unestablished, and entire schools can be lost due to overfeeding or environmental changes such as fluctuations in water temperature. In response to these issues, we are conducting joint fundamental research aimed at establishing low-cost and efficient aquaculture methods through the use of technology that automatically detects abnormal behavior from individual sturgeons or entire schools of sturgeons by examining image data.

Through our joint research aimed at establishing aquafarming methods that utilize cutting-edge technologies, including IoT, AI, and 5G devices, we will verify the possibilities and viabilities of various technologies in the marine products industry and target the development of a wide variety of aquaculture methods.



Media That Resolves Issues Facing Our Oceans

Gyoppy! is a media service provided by Yahoo Japan Corporation (a SoftBank Corp. group company) that aims to solve many issues facing our oceans, including declining fish catches, plastic waste, and acidification. The service has attracted many readers by developing new approaches and methods of expression that help make issues that tend to be difficult to understand more relatable on a personal level. Some articles provided through this service encourage readers to make donations through Yahoo! Internet Fundraising or obtain fish through environmentally friendly purchasing methods, thereby supporting the resolution of issues facing marine environments.



Employee Tree Planting Activities

In collaboration with the Furano Nature School, a non-profit organization superintended by So Kuramoto, we are holding an original "Summer Nature School for Parents and Children" program based on the themes of "creating healthy relationships between parents and children" and "consideration for the environment and nature."

Since its launch in 2007, more than 250 parents and children have participated in this program, conducting forward-thinking activities such as tree plantings aimed at restoring forests in areas that were formerly used as golf courses.



Membership in the Japan Business Initiative for Biodiversity (JBIB)

SoftBank is a network member of the Japan Business Initiative for Biodiversity (JBIB), a collective of companies that actively conduct activities aimed at protecting biodiversity.

Moving forward, we will continue to perform biodiversity protection activities and promote initiatives that are consistent with global trends.



Materiality 5

Building High-quality Social Communication Networks - Highly Convenient, Stable, and Trustworthy Networks and Security -



Based on the idea that communication networks are the lifelines of society, SoftBank will make every effort to maintain stable networks at all times. We will also work to strengthen security to protect the important data of our customers.

With the provision of 5G networks, communication platforms located in the stratosphere and the latest high-quality networks, we aim to realize stable communication services everywhere at all times.

We will also strengthen our disaster prevention and mitigation efforts in preparation to maintain our communications infrastructure in the event of a disaster.

Furthermore, as cyberattacks have become increasingly sophisticated in the modern age, we will enhance the strength of our information security by monitoring and operating our networks using the latest technologies, introduce advanced security systems and conduct exhaustive security training for all our employees so that customer can use our services safely and securely.

Risks and Opportunities

Risks

- Data breaches
- Disaster recovery costs and increased investment costs for 5G area expansion
- Subscriber defection due to communications failure

Opportunities

- Increased telecommunications revenue through 5G area nationwide expansion

SDGs Value Creation

- (1) Prepare sustainable life infrastructure
- (2) Construct robust communications infrastructure to contribute to disaster prevention and mitigation
- (3) Promotion of data security and privacy protection initiatives

KPIs

- (1) 5G deployment plan Number of base stations:
 - Over 10,000 (end of FY2020)
 - Over 50,000 (end of FY2021)
 - Population coverage: Over 90% (end of FY2021)
- (2) Number of major network accidents: Zero (FY2020)
 - Submarine cable "ADC(Asia Direct Cable)": Start operation (FY2022)
- (3) Establishment of three main routes (for Okinawa/Tohoku): Completion (FY2021)
 - Equipment and materials for disaster response and recovery: Support and enhancement (annually)
- (3) Number of major accidents involving information security: Zero (annually)
 - Number of major accidents involving privacy issues: Zero (annually)
 - Implementing initiatives that help customers to understand how to handle their personal information

Main Business / Initiatives

- Construct 5G mobile communications systems to enable "high-speed, high-capacity," "ultra-high-reliability, low-latency" and "massive device connectivity"
- Provide communications services with stable connections
- Secure communications in the event of a disaster through tethered balloon radio relay systems
- Redundancy in backbone networks
- Network monitoring and operation utilizing AI
- Develop and operate high-level security environments
- Thoroughly educate employees on security

[SDGs Value Creation]

(1) Prepare Sustainable Life Infrastructure

By maintaining safe and resilient infrastructure protected by advanced security and deploying next-generation communication networks, SoftBank provides convenient and reliable communication services. As a result, we will contribute to the realization of a flexible and progressive society that sustains social and economic activities as the foundation connecting people, goods and information, able to respond to changes in the global conditions and social environments.

Initiatives for the Early Deployment of 5G Networks

To accelerate the roll out of 5G networks leveraging know-how cultivated in the 4G era and collaborating with other companies, we launched 5G services in March 2020 and aim to deploy 10,000 base stations by the end of fiscal 2020, expanding to 50,000 base stations by the end of fiscal 2021, to achieve a population coverage rate of 90% by the end of fiscal 2021.

Additionally, it is important that we leverage our existing base stations, Massive MIMO know-how and infrastructure sharing with KDDI. First, we have over 230,000 base station installation locations, which is by far the most compared to other companies. We have already realized the network configuration required in the 5G era: high-density in urban areas and wide-area in the suburbs.

Furthermore, Massive MIMO enables an overwhelmingly large number of antenna elements to be housed in a single wireless base station, making it an important 5G technology as it enables the transmission of necessary radio waves to the places where they are required. SoftBank already introduced this technology in 4G services on our initiative. This improves communication speeds and enables the delivery of uniform quality communications to all users, preventing communication speeds from dropping even in congested areas.

In April, we also established "5G JAPAN", a joint venture with KDDI. 5G JAPAN will promote infrastructure sharing to efficiently use the base station assets owned by both companies and accelerate the regional expansion of 5G networks.

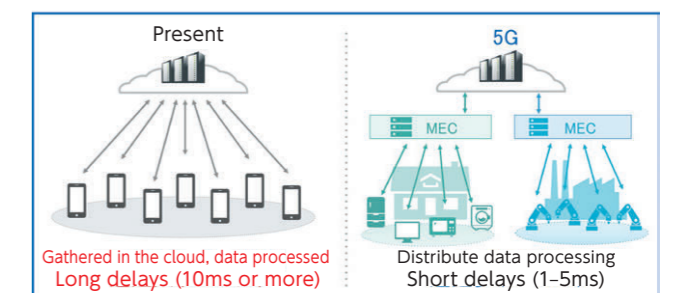
5G has the three features: "high speed, large capacity," "ultra-high reliability, low latency" and "massive device

connectivity" and rather than being limited to smartphones and tablets, is expected to be used in all industries.

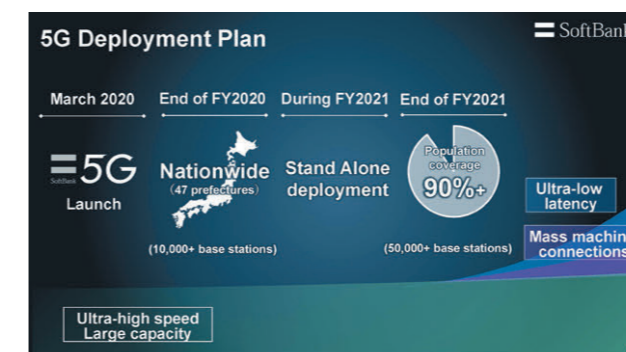
Technologies such as sophisticated virtual reality (VR) and augmented reality (AR) are already being used in some industries, and when high-speed, large-capacity data communication is realized with the launch of 5G services, the number of products and services that utilize these technologies, as well as their promotion, is expected to increase.

Currently, these services are generally used for games and camera applications, but their application is expected to spread to various business fields, including healthcare (surgery simulations and use in telemedicine), tourism (encourages travel by displaying realistic tourist destination images and sightseeing spot guidance) and spectator sports (multiple perspective real-time communication through avatars).

In addition, the evolution of ultra-high reliability and low latency makes it possible to deliver all kinds of information in real time that can be utilized it with fewer delays. With conventional communication technologies, huge amounts of data are processed outside mobile networks using cloud and other technologies. 5G uses multi-access edge computing (MEC), which enables ultra-low latency by processing information near the terminal or wireless section.



With this technology, it is possible to automate operations that were difficult to automate using conventional communication technologies, such as the automated control of construction equipment and factories, and efficient merging onto highways, thus we can expect dramatically improved logistics and productivity.



Note: May 11, 2020, earnings announcement materials for the fiscal year ending March 31, 2021

Materiality 5

Building High-quality Social Communication Networks

[SDGs Value Creation] (1) Prepare Sustainable Life Infrastructure

Using the current 4G technology, there is a mechanism (IoT) for connecting home appliances and smart speakers to the network, but with 5G, it will be possible to connect everything to the network by taking advantage of massive device connectivity. For example, connecting home appliances to the Internet will enable remote control and automated management, connecting lifelines such as electricity and gas to a network to achieve both energy savings and comfort.

In the future, we expect 5G to facilitate a society in which everything is connected to networks. We can say that this service has the potential to significantly change the concept of mobile networks preceding 4G services up to now, and will change the workstyle and lives of every human being. The 5G evolution has only just begun. Going forward, the overall impact of 5G will become even clearer due to the construction of infrastructure and the development of content services. 5G technology is essential to Japan's competitiveness in the international community and for its response to the increasingly diverse values of the individual people living in it. We believe that the evolution of mobile network environments over the next few years will be a major subject of attention. (see Materiality 2 on p. 47)

Beyond 5G / 6G

As 5G services have only just begun, in the world of researchers, the challenge of going Beyond 5G/6G (6th generation mobile communication system) has already begun, with "terahertz waves" as the keyword. This is an intermediate region between radio waves and light (light waves), and its major feature is that it has both radio wave transparency and the straight line propagation of light.

Using terahertz waves, we are working on research and development aimed at realizing ultra-high-speed telecommunications exceeding 5G and the practical application of 6G. In June, SoftBank, along with Gifu University and the National Institute of Information and Communications Technology, succeeded in developing an ultra-small antenna that operates in the 300 GHz band terahertz radio frequency. Going forward, we will continue to accelerate research and development toward the practical application of ultra-high-speed wireless communications in the Beyond 5G/6G era, and contribute to developments in the telecommunications business.

Providing Stable Telecommunications Services

Provide Comfortable and Safe Telecommunications Networks

In order to stably operate telecommunications networks that are the basis of information and communication services, technicians are stationed at network centers nationwide to maintain wireless base stations, mobile phone transmission lines and equipment installed in telecommunications centers. In addition, the operating status of telecommunication networks and wireless base stations is monitored 24 hours a day, 365 days a year by professional engineers at the Network Operations Center.

To utilize know-how cultivated in the field for the stable operation of telecommunication networks, we hold "Maintenance Pro Contests" every year as a place to share business improvement measures devised at network centers and network operation centers nationwide, while systematically rolling out measures that are particularly effective in improving business operations nationwide.

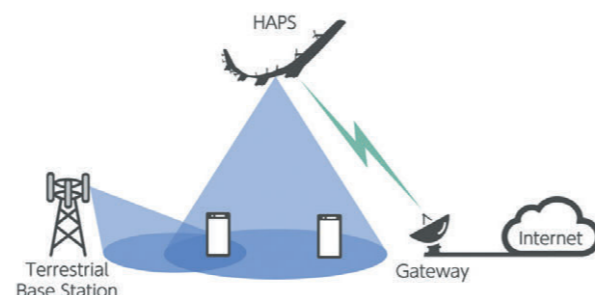
In addition, we are certified by international standards such as "Integrated Management System," "Quality Management System" and "IT Services Management System," and are establishing a system for continuous business improvements to maintain and enhance the quality of our services.

In fiscal 2019, there were no serious network accidents that fall under Article 57 of the Ordinance for Enforcement of the Telecommunications Business Act.

Aiming to Realize a Society in which Everyone is Connected to a Stable Network Anytime, Anywhere

In areas and regions where telecommunication networks have not been established, such as mountainous regions, remote islands and developing countries, we are developing the High Altitude Platform Station (HAPS) business through our subsidiary, HAPSMobile Inc., in an effort to build a stable Internet connection environment.

HAPS is an unmanned aircraft system that flies in the stratosphere and operates like a telecommunications base station. It is a general term for systems that can provide communication services to a wide area. As it enables the provision of a stable telecommunications network without being affected by conditions on the ground, we also hope the utilization of this technology will contribute to rescue and recovery efforts in the event of a large-scale natural disaster.



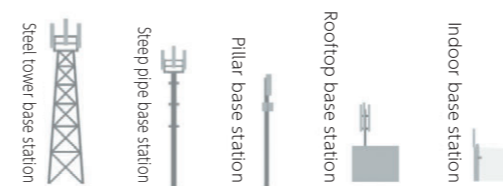
Mobile Area Construction Initiatives

We strive to meticulously deliver wireless coverage to the places where people gather, to facilitate connectivity every day, 365 days a year.

There are various types of base stations that deliver signals, and by arranging them efficiently, we are building telecommunications areas. For example, there are steel tower base stations able to cover large areas, building rooftop base stations installed on the rooftops of office and apartment buildings, compact and lightweight concrete pillar base stations and indoor base stations installed in indoor and underground locations where it is difficult to acquire a signal. We install these base stations ingeniously using the unique characteristics of each in business districts and other areas where tall buildings are concentrated, as well as underground where it is difficult to acquire a signal. Even in tourist destinations where the environment is protected, we pay careful attention to how we install base stations to cover the area.

Also, in the event of a power outage due to an earthquake or other natural disaster, we are able to maintain service for about three hours, and in the event of an emergency, peripheral stations such as government offices, which are important bases, have been strengthened using power outage countermeasures and are able to offer service around the clock.

Going forward, we will continue to protect everyone's "connection" based on the belief that, as a telecommunications carrier, we have an obligation to support social infrastructure.



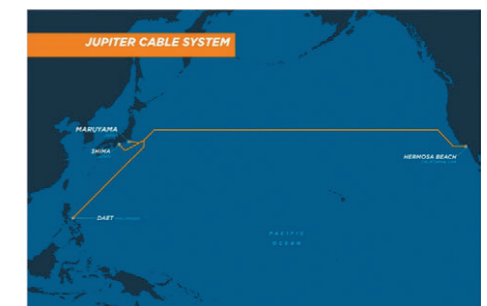
Efforts to Build Overseas Networks

Up to now, SoftBank has participated in numerous submarine cable projects, and recently, we are engaged in two large-scale projects: The Asia Direct Cable (ADC), which commenced in earnest in 2020, and JUPITER, which started in 2020.

ADC, which runs submarine cables to six Asian countries, is a project led by SoftBank that will begin in earnest in 2020, laying cable connecting Japan, China, Hong Kong, the Philippines, Vietnam, Thailand and Singapore. The length of the cable is approximately 9,400 km, and we aim to complete the project and commence operations by the end of 2022.



The submarine cable "JUPITER" connecting Japan, the United States and the Philippines is a project that started in 2017 and commenced operations in 2020. Cables with a combined length of 14,000 km connect the United States (Los Angeles), Japan (Chiba and Mie Prefectures) and the Philippines (Daet). Construction is underway, led by a consortium of six global companies, with SoftBank co-chairing the construction group. Know-how cultivated on this project will be applied to "ADC."



Focused on the further expansion of new businesses utilizing various cutting-edge technologies and services such as 5G, IoT, AI, and the cloud, we will optimize network infrastructure to meet the rapidly increasing demand for Internet traffic as critical infrastructure supporting the global business of each Group company and customer business.

Materiality 5

Building High-quality Social Communication Networks

[SDGs Value Creation] (1) Prepare Sustainable Life Infrastructure

Radio Wave Status Examination and Improvement Activities

Radio Wave Improvement Efforts

SoftBank is making every effort to improve the status of radio waves to provide all customers with a more comfortable network environment.

● Spots Connected with LTE

The main spots throughout Japan that are connected by SoftBank 4G LTE include the Shinkansen, subways and between subway lines, golf courses, campsites, cherry blossom viewing spots, ski resorts, universities, service areas and parking lots, roadside stations, airports, World Heritage sites (cultural heritage sites), temples and shrines, Japan's Top 100 Castles, the 88 sacred pilgrimage sites in Shikoku, stadiums and event venues, leisure facilities and beaches.

● Indoor Radio Wave Improvement Service

To improve the indoor radio environment, we propose the appropriate equipment and services according to building and radio wave environments. There are methods for improving radio wave environments, including the installation of femtocell devices on customers' broadband lines to send radio waves from the femtocell device indoors to improve radio waves, and by placing the device near windows or balconies, it can pick up strong signals from outside and send radio waves indoors.



● Call and Telecommunications Quality Radio Wave Improvement Service Window

For customers who have trouble with calls and telecommunications quality, we accept information and requests for radio wave improvement services through our website. We propose solutions to customers with the appropriate equipment in accordance with building and radio wave environments.

System for Ensuring Communications Quality at Events

Area measures are being strengthened at events held throughout Japan. During events, communications tend to be congested due to the concentration of customers. At SoftBank, we are working to create environments in which communications congestion can be alleviated and mobile phone services can be used comfortably by deploying mobile base station vehicles around the event venue and installing "SoftBank Wi-Fi spots," among other area measures.

Radio Wave Safety

Providing Information Regarding Radio Wave Safety

SoftBank believes in the necessity of showing consideration to people who are worried about how electrical waves from base stations and mobile phones may impact their health. Accordingly, we investigate the effects of radio waves on health so that customers can use their mobile phones and smartphones with peace of mind, and publish the results on our website.

Policy Regarding Radio Wave Safety

Explains our policy regarding radio wave safety and the systems that allow customers to use our services with peace of mind.

Topical Absorption Policy for Mobile Phones and Other Devices

Explains the specific absorption rate (SAR) and incident power density of mobile phones.

Public Institution Perspective on Radio Wave Effects on the Human Body

Readers can view the public institution perspective regarding the influence of radio waves on the human body.

Requests to Customers Using Mobile Phones

Our requests to customers when using mobile phones and other devices.

→ <https://www.softbank.jp/corp/aboutus/public/>

Research to Confirm the Safety of Radio Waves

In order for local residents living near base stations to understand radio wave safety concerns, SoftBank engages in educational activities regarding the safety of radio waves, such as providing explanations to local residents when constructing base stations in their area.

Our goal is to provide explanations that reassure local residents in response to questions or requests regarding the safety of radio waves.

Since November 2002, we have been conducting experiments with other telecommunications companies to investigate the effects of radio waves on living organisms. The results of these experiments, which were announced in 2007, did not find effects of radio waves from mobile phones on living organisms at the cellular or genetic level. For details, please see the related press release.

→ Press Release: Report on Result of Experiments in Joint Study for Investigating the Effect of Radio Waves on Living Organisms https://www.softbank.jp/corp/group/sbm/news/press/2007/20070124_01/

[SDGs Value Creation]

(2) Construct Robust Communications Infrastructure to Contribute to Disaster Prevention and Mitigation

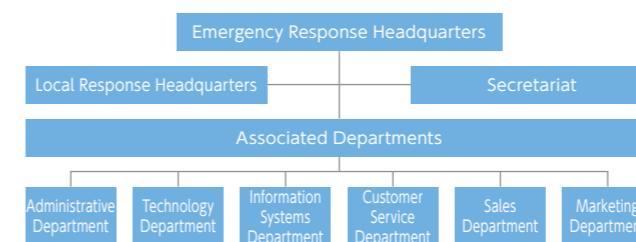
As communication infrastructure is one of the most important lifelines in the event of a disaster, SoftBank is strengthening efforts to provide stable information and communication services in all circumstances. Providing critical social infrastructure supporting people's lives, we will contribute to the realization of a connected and secure society.

Disaster Response

Establishment of Emergency Response Department

In the event of a major disaster, personnel from each company will gather and analyze information on the damage in their areas of responsibility. Based on the impact of the damage, an Emergency Response Department will be established and take action to rapidly restore the telecommunications network.

Emergency Response Headquarters Structure



Large-scale Advanced Disaster Business Continuity Plan (BCP)

Emergency Operational Plans

SoftBank Corp. is working to ensure the provision of stable telecommunications services and to ensure the safety of customers in emergency situations such as a natural disaster, terrorist attacks or pandemics.

● Disaster Operational Plan

Japan's Disaster Countermeasures Basic Act was established for the purpose of protecting national land as well as citizens' lives, livelihoods and property, and to maintain social order and secure public welfare in the event of a disaster. The Act's disaster management system stipulates the roles and responsibilities of the national government, local governments and designated public institutions.

Under the Act, SoftBank is designated as a public institution as set out by the national government, and thus formulates Disaster operational plans. The Company has established systems for disaster prevention and preparedness, and in the case of disasters, responds in accordance with their Disaster operational plans while working closely with relevant government organizations and public corporations.

→ Disaster Operational Plan https://cdn.softbank.jp/corp/set/data/csr/responsibility/management/riskmanagement/pdf/gyomu_koukyou.pdf

● Civil Protection Operational Plan

The Law concerning the Measures for Protection of the People in Armed Attack Situations etc. ("the Civil Protection Law") was formulated with the aim of protecting the lives, health and assets of citizens in the event of an armed attack and minimizing the impact of an armed attack on citizens' lives and on the nation's economy. The Civil Protection Law allocates roles to the national government, prefectural and municipal governments, cities, towns and villages, defines the roles of designated public institutions and delineates an organizational framework for protecting civilians.

SoftBank, which is a designated public institution, has developed a Civil protection operational plan based on the Civil Protection Law. In the event of the threat or occurrence of a terrorist attack, the Company will coordinate with other relevant institutions in accordance with the Civil Protection Operational Plan.

→ Civil Protection Operational Plan https://cdn.softbank.jp/corp/set/data/csr/responsibility/management/riskmanagement/pdf/sb_protection.pdf

New Flu Strain Countermeasures

New Flu Strain Countermeasures Operational Plan

In its Guidelines on Measures against New Flu Strains, the Japanese government sets out strengthened measures to counter new strains of influenza for the purpose of protecting citizens' lives and health, and to minimize any potential impact on daily life and the economy. The Guidelines stipulate the roles and responsibilities of designated public companies and a management system for emergencies.

Under the Guidelines, SoftBank, which is a designated public institution as set out by the national government, is formulating Operational Plans in line with the government's action plan. Incorporating systems for before an outbreak occurs and after an outbreak occurs outside Japan, infection countermeasures and other items into the Operational Plans, SoftBank will work closely with relevant government organizations and public corporations to respond to an outbreak.

→ New Flu Strains Countermeasure Operational Plan https://cdn.softbank.jp/corp/set/data/csr/responsibility/management/riskmanagement/pdf/sb_newflu.pdf

Materiality 5

Building High-quality Social Communication Networks

[SDGs Value Creation] (2) Construct Robust Communications Infrastructure to Contribute to Disaster Prevention and Mitigation

Disaster Management Structure

Disaster Operational Plan

Under Japan's Disaster Countermeasures Basic Act, SoftBank is a designated public institution as set out by the national government, and thus formulates Disaster operational plans. The company has established systems for disaster prevention and preparedness, and in the case of disasters, respond in accordance with their Disaster Operational plans while working closely with relevant government organizations and public corporations.

Internal System Establishment

To be able to respond swiftly in the event of a disaster, SoftBank has prepared and thoroughly disseminated response manuals, developed an emergency contact system and deployed emergency supplies.

Comprehensive Response Manual	If a facility is likely to be damaged by a disaster, we have established measures to minimize the impact on services (such as the creation of a disaster response manual) to ensure a prompt recovery.
Emergency System Establishment and Contact Network Maintenance	We have established a system able to quickly respond to telecommunications network failures in the event of a disaster, and maintain an emergency contact network in preparation for emergencies.
Disaster Response Equipment and Disaster Supplies Deployment	To quickly restore communication networks, SoftBank maintains restoration materials and spare equipment, as well as stockpiles of daily necessities such as drinking water and food at bases across Japan. We also have disaster response equipment (emergency generators and other items) throughout the country.

Disaster Response Base Station Utilization

Development and Implementation of Moored-balloon Wireless Relay Systems

To quickly restore lifeline mobile phone service following a disaster, we have developed a moored-balloon wireless relay system for deployment when a base station is rendered inoperable. These have been positioned at key locations across Japan to provide back-up communications channels for use in a disaster.

The moored-balloon wireless relay system is capable of lifting wireless relay equipment to an altitude of 100 meters, a technology able to cover a five-kilometer radius in open terrain.

SoftBank 4G LTE voice communications and packet transmissions such as email and Internet can be used within the coverage area.



Deployment of Mobile Base Station Vehicles and Portable Base Stations

SoftBank will deploy mobile base stations to rapidly restore services in disaster areas where base stations have been damaged or have lost power.

There are many types of mobile base stations positioned across Japan for use in emergencies.



Mobile base station vehicles Portable mobile base stations

(As of April 2020)

Number of mobile base station vehicles by region			
	Small	Medium	Large
Hokkaido	1	4	2
Tohoku	1	4	3
Kanto	3	13	11
Shinetsu	0	2	0
Hokuriku	1	2	2
Tokai	1	4	6
Kinki	1	6	4
Chugoku	1	4	2
Shikoku	0	3	2
Kyushu	1	7	3
Okinawa	0	5	1
Total	10	54	36

Deploying Mobile Power Supply Vehicles Across Japan

We have 82 mobile power supply vehicles across Japan to provide power to base stations in the case of power outages in a disaster.



Mobile power supply vehicles
(As of April 2020)

Number of mobile base station vehicles by region	Hokkaido	5
	Tohoku	8
	Kanto	15
	Shinetsu	3
	Hokuriku	4
	Tokai	9
	Kinki	11
	Chugoku	5
	Shikoku	6
	Kyushu	12
Okinawa	4	
Total	82	

Rapid Restoration of Service at Damaged Base Stations

● Creating New Transmission Routes at Existing Base Stations

When damaged transmission lines render base stations inoperative, these base stations will be brought back into operation by establishing interexchange transmission routes using microwave relays, temporary dedicated lines, and equipment for satellite communications.



Mobile satellite antennas Microwave relays

● Reconstruction of Base Stations

Should a base station become inoperative due to damage to the facility or communications equipment, it can be rebuilt in the same place after checking the safety of the ground and foundations and confirming that users are present to use the base station.

Coordinating with National and Local Governments

Structure Based on Disaster Response Agreements

To assist swift restoration efforts in the event of a major disaster or emergency, SoftBank has entered into "Disaster Response Agreements" with Japan's Ministry of Defense and the Japan Coast Guard for the purpose of securing communications and mutually cooperating in a wide range of areas.

As communications are a necessary means of assisting life-saving activities following a disaster, SoftBank provides satellite mobile phones, SoftBank mobile phones and other communication equipment to the Ministry of Defense and the Japan Coast Guard.

Furthermore, the Ministry and Coast Guard provides SoftBank with logistics assistance and the ability to use their facilities and equipment so SoftBank can better secure communications and conduct restoration activities in affected areas.

In preparation for emergencies, we are conducting training nationwide in collaboration with the Ministry of Defense and the Japan Coast Guard.

SoftBank will continue to work closely with the Ministry of Defense, Coast Guard and other related institutions in disaster preparedness and carry out its responsibilities to society as a telecommunications carrier.

Loan of Mobile Phones to Local Governments and Other Organizations

SoftBank has positioned 1,500 satellite and mobile phones* (from April 2019 through March 31, 2020) at locations across Japan for use in relief and recovery activities in disaster areas, and has prepared a structure whereby they can be loaned free of charge to local governments, public organizations, NPOs and other organizations. (As of April 2020)

Note: Not including devices loaned out in response to the novel coronavirus pandemic

Securing Means of Communication for Disaster Victims

As part of our assistance to evacuation centers when disaster strikes, in addition to mobile phones and land-line phones for calls, we will set up Wi-Fi systems (00000 JAPAN) that people will be able to use for free as a means of communication to gather information and check the safety of friends and family members.



Materiality 5

Building High-quality Social Communication Networks

[SDGs Value Creation] (2) Construct Robust Communications Infrastructure to Contribute to Disaster Prevention and Mitigation

Disaster Response

Securing Communications When Disaster Strikes

In a major disaster, mobile phone and Internet access surges in the affected areas as customers try to confirm the safety of their family and friends, which may result in difficulties with regular communications.

To prevent a large-scale network system failure caused by increased congestion, and protect emergency calls (the telephone numbers 110 and 119 in Japan) and other important communications, SoftBank may temporarily regulate communications services in accordance with the Telecommunications Business Act and in proportion to the scale of the congestion. Through such communications regulation, we are able to protect and preserve a degree of communications services while avoiding a major communications failure. We ask for our customers' understanding with regard to any inconveniences this may cause.

Services Providing Peace of Mind When Disaster Strikes

SoftBank provides information on disasters and disaster prevention, notifications when disaster strikes and services ensuring a means of communication for customers.

Confirming Information to Prepare for Disasters

Know Ahead of Time! Disaster Prevention Information

We provide information including columns on practical disaster prevention and disaster prevention merchandise to raise awareness regarding disasters and disaster prevention.



Prompt Provision of Information When Disaster Strikes

Yahoo! Disaster Prevention Bulletin

Customers are promptly sent push notifications in the event of sudden heavy rains or earthquakes, including evacuation advisories. This free weather app provides information regarding earthquakes, warnings, evacuation advisories and other breaking news at the users' current location and in three other set locations.



Emergency Alert Emails

This service disseminates "Earthquake Early Warning" and "Tsunami Warning" messages distributed by the Japan Meteorological Agency and "Disaster and Evacuation Information" distributed by national and local governments to customers in the affected areas.



Securing Communications When Disaster Strikes

Disaster Message Board Service

This service enables customers to store and convey messages to the people with whom they want to communicate if voice calls surge when disaster strikes and it becomes difficult to connect.



Disaster Voice Message Service

If voice calls surge when disaster strikes and it becomes difficult to connect, this dedicated service delivers voice messages by packet communication rather than voice communication.



Emergency Call Location Information Notification

When emergency calls (110, 118 and 119 in Japan) are placed from a SoftBank mobile phone, information about the location where the emergency call was placed is automatically provided to the emergency operator.



Disaster Initiatives in Fiscal 2019

During Typhoon No. 15 in September 2019, and Typhoon No. 19 in October 2019, there were areas in which it was difficult to access mobile phone services due to power outages and the impact on telecommunications equipment. Immediately after these typhoons, we established a Disaster Response Headquarters and brought in personnel and recovery equipment from all over the country to quickly establish a full-scale recovery support system.

In terms of recovery efforts, we quickly brought in mobile base station vehicles, portable base stations, portable satellite antennas, mobile power supply vehicles and portable generators, and worked to ensure the supply of power and secure the area.

Going forward, to minimize the damage caused by natural disasters, SoftBank will strive to build a solid communication infrastructure that contributes to disaster prevention and mitigation.

Mobile Phone Network Recovery Efforts

Equipment Deployed

Typhoon No. 15	
Landfall	Approximately 01:00 on September 9, 2019
Recovery completed	17:38 on September 18, 2019
Activity duration	10 days
Personnel deployed	6,042 people
—Deployed Equipment—	
Mobile base station vehicles	31
Mobile power supply vehicles	6
Portable base stations	50
Portable satellite antennas	50
Portable generators	343

Specific Initiatives

- Advance establishment of bases for recovery work and gas stations in each region to accelerate recovery efforts
- If fallen trees hinder access to sites where base stations need to be restored, we prioritize the deployment of portable base stations and satellite antennas in accordance with conditions onsite
- In flooded areas, we organize areas surrounding base stations and install portable base stations
- In addition to supplying power to base stations affected by power outages using mobile power supply vehicles and portable generators, we deploy mobile base station vehicles, portable base stations and portable satellite antennas onsite.



Typhoon No. 19	
Landfall	Approximately 19:00 on October 10, 2019
Recovery completed	20:33 on October 16, 2019
Activity duration	7 days
Personnel deployed	3,142 people
—Deployed Equipment—	
Mobile base station vehicles	53
Mobile power supply vehicles	32
Portable base stations	81
Portable satellite antennas	45
Portable generators	485

Materiality 5

Building High-quality Social Communication Networks

[SDGs Value Creation] (2) Construct Robust Communications Infrastructure to Contribute to Disaster Prevention and Mitigation

Group Company Initiatives (Yahoo Japan Corporation)

SoftBank's main Group company, Yahoo Japan, provides information and takes steps to mitigate natural disasters such as earthquakes, storms, floods and other threats, and makes efforts to prevent or alleviate damage and take prompt action after disaster strikes.

Rapid Disaster Information Notifications

The Yahoo! Disaster Prevention Bulletin app enables customers to quickly receive push notifications pertaining to earthquake and tsunami early warnings, heavy rainfall forecasts, landslides, heatstroke warnings, volcanic eruptions, civil protection and crime prevention.



Reliable and Prompt Personal Safety Notifications

The Yahoo! Safety Confirmation service enables quick and easy confirmation of the safety of important people such as employees, students and other personnel when disaster strikes. SoftBank supports this as the first step in protecting human life, which is an important focus of our business continuity planning.



Disaster Information Display on All Website Pages

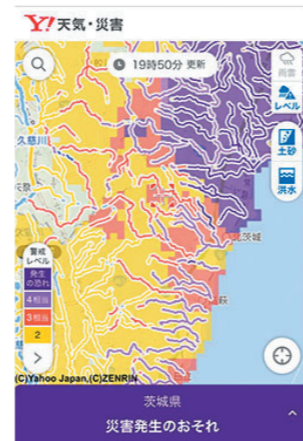
In the event of a disaster such as an earthquake or tsunami, space normally used for banner advertisements will display breaking news to accurately inform as many people as possible about the earthquake or tsunami.



Heavy Rain Risk Notifications Announce Risk of Landslides and Flooding, Advise Actions to Take

In conjunction with the Japan Meteorological Agency, Yahoo provides users with "heavy rain risk notifications" for each municipality using a smartphone app provided by Yahoo! JAPAN. Using various disaster prevention weather information from the Japan Meteorological Agency, such as the warnings on the distributed risk of heavy rain and flooding" to warn of heavy rains and flooding, each municipality is notified in one of five risk levels, and when the risk level rises to the equivalent of warning level three or higher* indicating the risk of landslides and flooding, push notifications instruct the customer of what actions should be taken to support evacuation decision-making before a disaster occurs at the earliest stage possible.

Note: Warning level stipulated by the Cabinet Office Guidelines Regarding Evacuation Recommendations



Cycling Event Preserving Earthquake Memories for the Future

The "Tour de Tohoku" is a cycling event held every year since 2013 with the purpose of supporting the reconstruction of the Great East Japan Earthquake and preserving memories of the Great East Japan Earthquake for the future. At the Seventh Tour de Tohoku in 2019, a total of 3,973 riders toured the Sanriku coast of Miyagi Prefecture, passing through the cities of Sendai, Ishinomaki, Kesenuma, Higashi-Matsushima, Tagajo, Shiogama, Onagawa and Minami-Sanriku. This has become the largest cycling event in Japan in terms of participants and distance.

Raising Disaster Awareness through Provision of the "Disaster Calendar"

We provide a "disaster calendar" that enables the browsing of past disaster records in a calendar format pertaining to earthquakes, volcanic eruptions, typhoons and torrential rains on the day they occurred in Japan and overseas collected from news outlets, governments and libraries.

SEMA Initiatives Preventing Aid Supply Mismatches

When a large-scale natural disaster occurs, SEMA* facilitates the one-stop provision of essential corporate goods and services. Yahoo Japan participates in SEMA as the secretariat.

During normal times, SEMA compiles a list of the goods and services that affiliated companies can provide. When a large-scale natural disaster occurs, SEMA uses the list to expedite the supply of the goods and services needed.



Note: SEMA: Social Emergency Management Alliance

Providing Timely Disaster Information through Disaster Agreements with More than 1,000 Local Governments.

Leveraging the utility of the Internet in the event of a disaster, SoftBank promotes agreements with local governments in Japan aimed at transmitting disaster information to as many residents as possible. We have disaster agreements with 1,094 municipalities (as of July 31, 2020).

Under these agreements, we provide tools for delivering emergency information to the Yahoo! Disaster Bulletin app that is collected and displayed by Yahoo! to facilitate access to disaster alerts issued by local governments and information regarding evacuation centers and sites designated by the government among other disaster-related information. At present, 908 local governments utilize these tools (as of July 31, 2020).

In addition, to prevent websites operated by local governments from being difficult to browse due to high traffic in the event of a disaster, the cache site will be made public to improve access.

River Level Information for Protection from Flooding

By displaying changes in water level from observatories every 10 minutes in an easily understandable format through "Yahoo! Weather/Disaster" and issuing alerts and warnings, we provide information on river water levels enabling rapid decision-making with regard to voluntary evacuations.

Nationwide Disaster Prevention Testing

To preserve fading memories of earthquake disasters and teach the importance of disaster preparedness, from March 1 to March 31, SoftBank conducted nationwide disaster prevention model testing using the Yahoo! JAPAN smartphone app to instill the knowledge and skills necessary for disaster prevention and examine types of disaster prevention.



Implementing Initiatives Using Employee Volunteers to Avoid Reduce the Number of Disaster Victims

From November 2018 to March 2019, employee volunteers gathered to engage in ideation*1 and prototyping*2 aimed at reducing the number of disaster victims.

*1 An activity to create new ideas, a phrase that combines the words "idea" and "marathon."

*2 Creating products and services that actually move with a sense of speed.

Disaster Preparedness and Awareness Initiatives Tailored to the Individual

On March 5, 2019, we conducted the "Yahoo! Disaster Prevention Diversity Project" to raise awareness regarding disaster preparedness among each individual employee. This hands-on event featured a concept movie that raised awareness by inviting viewers to consider what disaster prevention measures are most suitable for them, a special website enabling users to search for disaster prevention information, merchandise that matches individual characters and lifestyles, and a disaster prevention book that participants created themselves.

Materiality 5

Building High-quality Social Communication Networks

[SDGs Value Creation]

(3) Promotion of Data Security and Privacy Protection Initiatives

SoftBank will contribute to the realization of a society in which telecommunications can be used safely with peace of mind through our efforts to monitor and operate networks using the latest technologies, conducting thorough security education for employees, protecting communication confidentiality and customer information, and understanding information security risks.

Information Security and Privacy Protection

Information Security Policy Management

SoftBank has established an "Information Security Policy" enabling us to consistently earn the trust of our customers and society by taking comprehensive and advanced measures to counter the risk of information leakage.

In compliance with our "Information Security Policy" and "Privacy Policy," we strive to maintain information security by protecting information assets from various threats and handling them appropriately.

Information Security Policy Management

1. Creation of an information security management structure

SoftBank created a highly secure information security management system in an effort to protect all information assets held by the Company and comply with information security-related laws, regulations and other standards to consistently earn the trust of society.

2. Appointment of Chief Information Security Officer

SoftBank established the Information Security Committee and appointed a Chief Information Security Officer (CISO), which enables us to engage in proactive measures ensuring an accurate understanding of the Company-wide information security status and promptly take the necessary measures.

3. Maintenance of internal rules regarding information security

SoftBank established internal rules based on our Information Security Policy to clearly demonstrate our clear stance on the handling of personal information and all information assets in general, and to make everyone within and outside the Company aware of our strict position on information leaks.

4. Audit system maintenance and enhancement

SoftBank maintains a system for conducting internal audits to ensure compliance with information security policies and other rules and regulations. We also strive to conduct ongoing external audits to obtain more objective

evaluations. These regular audits verify that our employees are complying with security policies.

5. Realizing a system for thoroughly implementing information security measures

SoftBank will realize a system that reflects thorough measures to prevent unauthorized intrusion, leakage, falsification, loss, destruction and obstruction of information asset usage. In terms of countermeasures, we thoroughly manage access to data and systems by granting access rights based on the "need to know principle"* and limiting the database access rights of employees working in high-security areas.

Note: Need to know principle: Information is provided only to those people with a need to know, but is not provided to those without the need to know.

6. Improving Information security literacy

SoftBank provides thorough security education and training to employees so that everyone involved with information assets can conduct their work with information security literacy. We also provide ongoing education and training to enable responses to constantly changing conditions.

7. Outsourcer management system enhancement

When concluding business outsourcing contracts, SoftBank thoroughly examines outsourcer eligibility and requests that security levels equal to or higher than those maintained by the Company. In addition, to confirm that security levels are being maintained appropriately, we continuously review outsourcers and make an effort to strengthen agreements.



Application of the Information Security Policy

"Information assets" covered by this policy include information obtained or known through the ordinary course of SoftBank business as well as all information held by the Company for business purposes. All SoftBank directors, employees and temporary staff engaged in handling and controlling information assets, as well as outsourcers and their employees who handle Company information assets, must comply with the Information Security Policy. (As of August 31, 2020)

Action Guidelines for Personal Information Protection

SoftBank strives to fully comply with the "Act on the Protection of Personal Information," the "Act on the Use of Numbers to Identify a Specific Individual in the Administrative Procedures," the "Guidelines Concerning Protection of Personal Information in Telecommunications Business," "Guidelines for Proper Handling of Specific Personal Information (for Business Operators)" and "Personal Information Protection Management System-Requirements" (JISQ15001) and implements the following items to protect personal information.

1. Enhanced employees training

Provide all of SoftBank employees and temporary staff who handle personal data with training at least once a year, create learning materials on personal data handling for distribution to all SoftBank employees and temporary staff.

2. Development of Company rules concerning personal data handling

Ensure SoftBank's strict stance on leakage of personal data is fully communicated throughout the Company, develop Company rules concerning personal data handling to demonstrate a clear policy for personal data handling.

3. Appointment and enhanced function of Chief Privacy Officer

SoftBank established a Chief Privacy Officer, appointing the Chief Information Security Officer in this position and will establish a system clarifying this role to comply with laws and guidelines, formulate internal regulations, maintain our auditing system and supervise the handling of personal data.

4. Implementation of appropriate information security measures

SoftBank takes necessary and appropriate measures that control access to personal data to prevent leakage, loss or damage of personal data and safely manage personal data by restricting the taking of data outside the Company and preventing unauthorized external access.

5. Outsourced operations

(1) In some cases, SoftBank outsources some or all of its handling of personal data collected in the sales of various

services, responses to customer inquiries, facility maintenance, pricing-related work, marketing activities and other related operations.

(2) SoftBank fully examines the eligibility of outsourcers when concluding outsourcing agreements. We establish safety management measures, confidentiality, conditions for re-subcontracting and other matters regarding the proper handling of personal data, regularly monitoring outsourced operations to ensure proper supervision of outsourced operations.

Furthermore, when providing telecommunications subscriber information to third parties, including business outsourcing contractors, SoftBank complies with Article 4 of the Telecommunications Business Act and other provisions related to the protection of telecommunications confidentiality.

(3) When insourcing operations, SoftBank uses personal data provided by outsourcers only to the extent necessary for achieving the purposes of the agreements with these outsourcers.

6. Maintenance and enhancement of auditing system

SoftBank maintains an auditing system to ensure personal data is properly protected.

We are also considering auditing that involves the use of an access log, which is considered to be effective for the early detection of personal data leaks and the prevention of leaks due to the deterrent effect.

7. Proper acquisition, use, provision and announcement of personal information

When acquiring personal information, SoftBank legally and fairly obtains personal information by means of application forms, websites or verbal explanations, having first clarified the purpose and use of said personal information. In addition, the use and provision of personal data and the disclosure of retained personal data will be carried out appropriately in consideration of the content and scale of the business.

Moreover, if SoftBank receives personal information from a third party, we comply with laws and regulations related to the protection of personal information, respect the provider's philosophy of protecting personal information and handle said information in accordance with conditions stipulated in the agreement between the provider and SoftBank.

8. Continuous improvement of personal information protection-related activities

SoftBank attempts to continuously revise and improve the activities stated in paragraphs 1 through 7 above.

Materiality 5

Building High-quality Social Communication Networks

[SDGs Value Creation] (3) Promotion of Data Security and Privacy Protection Initiatives

9. Revisions

SoftBank may revise all or a part of these "Personal Information Protection Principles." In the event of a material change, SoftBank will announce details on its official website and by other means in an easily comprehensible manner.

Application of the Action Guidelines for Personal Information Protection

Within the Action Guidelines for Personal Information Protection, "personal information," "personal data" and "retained personal data" means those stipulated by law concerning the protection of personal information, and it does not distinguish among SoftBank customers, business partner employees or SoftBank employees.

The Action Guidelines for the Protection of Personal Information applies to all personal information acquired and managed by SoftBank, unless otherwise specified in each item. (As of August 31, 2020)

Information Security Committee (ISC)

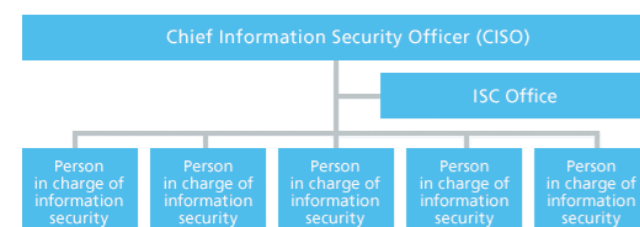
SoftBank appoints a Chief Information Security Officer (CISO) who chairs and periodically convenes the Information security committee (ISC). The ISC is composed of each division's persons in charge of information security, and seeks to promote and manage information security activities company-wide. In addition, in order to implement effective security measures, we have formed an Information security committee Office (ISC Office) for the rapid implementation and alignment of Company-wide information security measures and plans.

SoftBank has appointed Chief Privacy Officers to determine policy related to the handling of personal information and to work to protect the personal information of customers and staff.

Roles

As an interdisciplinary organization, the Information Security Committee is working toward Company-wide promotion and management of information security activities.

1. Sharing of information beneficial to information-security activities
2. Company-wide sharing of measures and plans related to information-security activities
3. Understanding and improvement of information-security status company-wide
4. Promotion and development of information-security education



Specific Information Security Countermeasures

Information Security Initiatives

SoftBank recognizes its major responsibility as a communications service provider (for mobile communication services, broadband comprehensive services, fixed-line services and others) to strictly protect personal information received from customers, and abides by the communications privacy* provisions guaranteed by the Japanese Constitution. With the goal of strengthening information security, SoftBank works to create a structure for promoting information security activities, and conducts staff education and training through organizational, personnel, physical and technological measures.

In addition, SoftBank has acquired ISO 27001, an international standard for information security management systems (ISMS). By establishing and maintaining an information security management system, we earn the trust of our customers while maintaining and continuously improving our information security system.

Note: "Prohibition of infringement" is one of the important rights guaranteed by the Japanese Constitution. In addition to communications content, the name and address of the transmitter, the presence or absence of communications and other aspects are also subject to confidentiality protection.

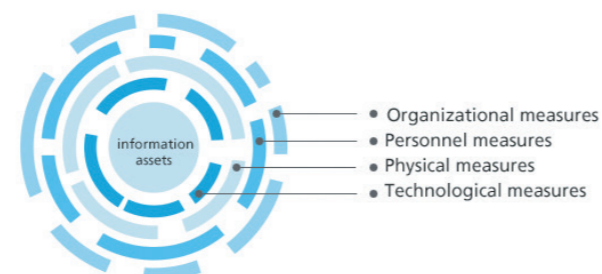
Employee Training and Awareness Initiatives

SoftBank established a security portal website on the Company intranet to make employees more aware of information security. On this website, in addition to posting rules and guidelines pertaining to information security, we make an effort to further raise awareness among employees with regard to information security with expanded content including a consultation section and emergency contact information in the event of a security breach and the regular distribution of e-learning for employees.

Security Incidents

Due to various information security initiatives and training, the number of serious information security breaches was zero in fiscal 2019. We will continue conduct training and make efforts to prevent security breaches to prevent serious information security incidents before they occur.

Four Types of Information Security Measures



Technological Measures

SoftBank monitors internal network use, individual server access and the status of office computers in the Security Operation Center (SOC), designated as a high security area, with the aim of maintaining and managing security levels. Additionally, the physical location of and network access for individuals and groups have been completely separated according to each security level.

With regard to office computers, we are tightening security by controlling access to unrelated websites and promoting thin-clients. This is done with the aim of keeping classified documents within the company at all times, and to limit access to websites unrelated to office work.



Data Privacy Initiatives to Protect Personal Information

SoftBank strives to strictly observe human rights when handling personal information based on laws concerning the protection of personal information. We are a member of an accredited personal information protection organization (Telecommunications Personal Information Protection Promotion Center) and comply with the personal information protection guidelines for telecommunications businesses to take the initiative in privacy protection.

The Chief Information Security Officer (CISO) selected by the Board of Directors is responsible for implementing the "Personal Information Protection Management Systems-Requirements" (JIS Q 15001) as the administrator for personal information protection. In the event that the administrator for personal information protection receives a request for personal information from an administrative body, the administrator shall verify the validity of that request. When providing personal information to third parties, the consent of the individual shall be obtained by law.

To prevent a human rights violation relating to personal information from occurring, restrictions are applied to the retrieval, use, and provision of information involving human rights within the processes to comply with the Personal Information Protection Management Systems, and regular risk assessments are conducted to ensure their appropriate operation. In the event a risk is verified, the appropriate risk response is carried out, and the risk is minimized through monitoring and continuous improvement.

In the event that a human rights violation relating to personal information occurs, it shall be promptly investigated, and the necessary corrective measures are implemented. In the event that a human rights violation relating to personal information occurs as a result of providing personal information to a third party, points of contact shall be established, and other necessary responses will be implemented to provide relief measures to the affected individuals.

During fiscal 2019, there were no leaks of personal information, complaints or other incidents concerning information handling in violation of the law. In the event that a personal information leak or other legal violation should occur, the incident will be announced on the SoftBank website.

Materiality 6

Developing a Resilient Management Foundation

-Tenacious and Honest Corporate Governance, Organization, and Personnel-



SoftBank will work to further strengthen its management foundation supporting sustainable growth and realize progressive and diverse workstyles enabling all employees to maximize their capabilities.

Along with building a sophisticated governance system, increasing management transparency and ensuring sincere and fair corporate governance, SoftBank will pursue the creation of strong relationships of trust and mutually sustainable development with stakeholders through timely and appropriate information disclosure and ongoing dialogues with stakeholders.

Under the slogan "Smart & Fun!," SoftBank strives to create new innovation, increase employee happiness while promoting workstyle reforms that make the most of health management and technology to maximize the productivity of organizations and individuals by developing and providing innovative and creative workstyles and progressive workplace environments unconstrained by time or place where diverse human resources can play active roles.

Social Issues

- Workstyle reforms, promotion of diversity and inclusion
- Corporate governance enhancements
- Consideration for social and environmental aspects throughout supply chains

Risks and Opportunities

Risks

- Loss of trust due to violation of laws or regulations
- Loss of trust as a corporation due to absence of corporate governance

Opportunities

- Emergence of innovation through workstyle reforms and diversity promotion
- Cost reductions from increased efficiency through creation of progressive workplace environment
- Conversion to energy-efficient equipment

SDGs Value Creation

- (1) Enhance corporate governance and ensure its effectiveness
- (2) Sustainable growth through cooperation with stakeholders
- (3) Enhance employee happiness with diversity and inclusion
- (4) Enhance productivity with advanced workplace environments

KPIs

- (1) • Number of compliance violations: Performance monitoring (annually)
 - Number of compliance training sessions: Performance monitoring (annually)
- (2) • Sustainability procurement survey collection: 90% or greater (annually)
 - Number of partnerships with NPOs: 1,000 organizations (FY2023)
- (3) • Number of women in managerial roles: 300 (FY2022)
 - Employment of persons with disabilities: At or above the legally mandated level (annually)
 - Paid leave acquisition rate: Keep at 70% or above (annually)
 - Accidents at work sites involving injury or death: Zero (annually)
- (4) • Provide office environments that encourage diverse working styles: Performance monitoring (annually)
 - Teleworking ratio: 70% or greater (annually)
 - Ratio of smokers: Less than 20% (annually)
 - High ranking in Japan surveys: Highly ranked among the major surveys (annually)

Main Business and Initiatives

- Enhance corporate governance systems and thoroughly prevent compliance violations
- Implement sophisticated internal controls, eliminate antisocial forces, and prevent corruption
- Ethical procurement and transactions
- Sound and transparent information disclosure
- Cooperation with local communities through initiatives such as disaster management agreements and the Social Emergency Management Alliance (SEMA)
- Support for employee growth and career realization (Free-agent system and job posting system, SoftBank University, SoftBank career dock)
- Fair evaluation and recruitment system
- Promote participation by women, including recruitment and employment of persons with disabilities, and initiatives related to LGBT persons
- Harassment prevention
- Work-style reforms (Super Flextime System, telecommuting, operational improvements using AI and IoT, permit employees to take side jobs)
- Promote health and productivity management
- Relocate the corporate headquarters to a smart building
- Promote diverse working styles unconstrained by time or place (telecommuting, use of co-working spaces)

[SDGs Value Creation]

(1) Enhance Corporate Governance and Ensure its Effectiveness

SoftBank will achieve sustainable growth and increase corporate value over the medium to long term by strengthening corporate governance and ensuring management transparency, engaging in sincere and fair corporate governance that is trusted by society, preventing corruption and non-compliance and working to respect human rights in accordance with international standards.

Corporate Governance

Basic Policy

Under the basic concepts of "freedom, fairness and innovation" and our corporate philosophy "Information Revolution — Happiness for everyone," SoftBank attempts to maximize corporate value based on our Japanese telecommunications business and is committed to providing products and services utilizing cutting-edge technologies.

We recognize that ensuring the effectiveness of corporate governance is indispensable for realizing this vision, thus we are strengthening corporate governance based on the "SoftBank Code of Conduct," through which we share our basic ideas and philosophy, as well as the various rules with which Group companies and their officers must comply.

Corporate Governance Structure

SoftBank Corp.'s Board of Directors is a decision-making body for important matters and an oversight body for the status of business execution. The Board of Directors also plays a role in steering management to improve long-term enterprise value. At present, the Board of Directors consists of 11 directors, including four external directors, and makes management decisions following "appropriate investigation" and "thorough consideration."

In addition, the Company's Audit & Supervisory Board conducts efficient and effective audits regarding the status of execution of duties by directors. The Audit & Supervisory Board consists of four Audit & Supervisory Board Members, including two external Audit & Supervisory Board Members, and formulates the "audit policy" and "audit plan." Audit & Supervisory Board Members carry out audit activities in accordance with this policy and plan.

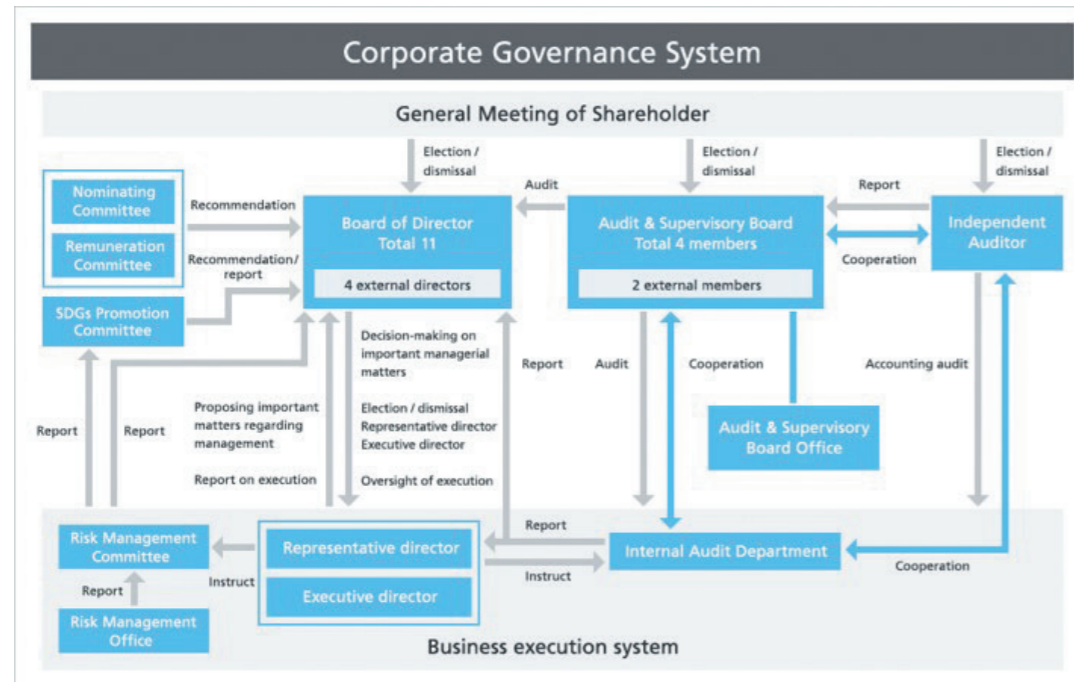
Moreover, the Company introduced the executive officer system to ensure clarification of the management supervisory function, strengthening the business execution function of the Board of Directors, and expediting management goals. Thus, the Company judges that its corporate governance is functioning effectively.

Materiality 6

Developing a Resilient Management Foundation

[SDGs Value Creation] (1) Enhance Corporate Governance and Ensure its Effectiveness

Corporate Governance System



Board of Directors

The Board of Directors consists of 11 directors, including four external directors, and their terms of office last until the conclusion of the Annual General Meeting of Shareholders held with respect to the final fiscal year ending within one year after election.

The Company stipulates the maximum number of directors at 15 in the Articles of Incorporation. The Board of Directors elects director candidates who are considered the most suitable for the position, regardless of their nationality, ethnicity, gender, or age, based on discussions by the Nominating Committee. At present, there are 11 directors serving, all of whom have a wealth of knowledge and experience regarding business management. Four Independent External Directors have been elected, and they hold constructive and lively discussions at the Board of Directors meetings from diverse perspectives, including outside perspectives.

The Company's Board of Directors conducts an analysis and evaluation of the effectiveness of the Board of Directors with the support of an independent organization once a year, for the purpose of working on continuously enhancing effectiveness. The fiscal 2019 analysis and evaluation took place between January 2020 and February 2020.

Continuing from fiscal 2018, the Board of Directors conducted a questionnaire survey and individual interviews in fiscal 2019 for all of the Representative Directors, External Directors and Audit & Supervisory Board Members, and evaluated the separation of execution and oversight, Group governance, succession planning, risk management oversight, the conduct of Board of Directors meetings and dialogue with stakeholders.

The results thereof show that the Company's Board of Directors "is effectively functioning overall." In addition, it was confirmed that progress was made on matters identified as in need of improvement in the fiscal 2018 evaluation.

Meanwhile, it was confirmed at Board of Directors meetings held in March and April 2020 that improvements would continue to be made in ESG and SDGs initiatives, which were identified as having room for improvement in the fiscal 2019 evaluation. The Company will continue to conduct evaluations of the effectiveness of the Board of Directors going forward to enhance the effectiveness of the Board of Directors.

Board of Directors

Masayoshi Son	Chairman
Ken Miyauchi	Representative Director
Jun Shimba	Representative Director
Yasuyuki Imai	Representative Director
Junichi Miyakawa	Representative Director
Kazuhiko Fujihara	Director

Kentaro Kawabe	Director
Atsushi Horiba	External Director
Takehiro Kamigama	External Director
Kazuaki Oki	External Director
Kyoko Uemura	External Director

Audit & Supervisory Board

The Audit & Supervisory Board consists of four members, two of whom are external members (two full-time members and two part-time members).

The Internal Audit & Supervisory Board members consist of one full-time member and one part-time member. The full-time Internal Audit & Supervisory Board member has extensive knowledge and experience in the fields of corporate governance and compliance accumulated through serving as an executive officer, CCO (Chief Compliance Officer), and head of the General Affairs Division of the Company, as well as in corporate management accumulated through serving as the president of a Group company. The part-time Internal Audit & Supervisory Board member is a certified public accountant and has extensive knowledge and experience in accounting, including many years in charge of the accounting unit of SoftBank Group Corp. The external Audit & Supervisory Board members consist of one full-time member and one part-time member, both of which are fully independent. The full-time external Audit & Supervisory Board member has extensive experience in heading compliance and risk management divisions of a financial institution. The part-time external Audit & Supervisory Board member has extensive knowledge and experience as a certified public accountant.

The Audit & Supervisory Board members, including the external Audit & Supervisory Board members, attend Board of Directors meetings to monitor and verify the status of decision-making by the Board of Directors and the fulfillment of its supervisory duties over each director. They also audit the execution of duties by the directors, etc., as well as the directors and the Audit & Supervisory Board members of major subsidiaries, through regular interviews and other means.

The Audit & Supervisory Board establishes an audit policy, audit plan and priority audit items for each fiscal year. It meets once a month in principle, receives regular reports from each department related to the internal control system to confirm the status of the execution of duties by directors based on the priority audit items, and confirms the appropriateness of business execution. In addition, the Audit & Supervisory Board receives quarterly reports on the progress and results, etc. of audits from the Independent Auditor, and exchanges information and opinions with them. It also receives explanations of individual matters from directors, or others as necessary.

Basic Audit Policy and Priority Audit Items

1. Basic Audit Policy

In accordance with laws, regulations, the Articles of Incorporation and the Audit & Supervisory Board Regulations, Audit & Supervisory Board Members ensure the sound and sustainable growth of the Company by conducting audits of business execution by directors and perform duties to establish a high-quality corporate governance system able to earn the trust of society. We also strive to improve the efficiency and quality of audits through close cooperation with the Internal Audit Department, the Internal Control Division and the Independent Auditor. Furthermore, the Audit & Supervisory Board is conducted in accordance with Audit & Supervisory Board Rules and Audit & Supervisory Board Regulations.

2. Priority Audit Items

- | | |
|--|---|
| (1) Legality audit | (6) Accounting auditor evaluation |
| (2) Internal control system audit | (7) IFRS, related accounting efforts confirmation |
| (3) Board of Directors decision-making audit | (8) BCM, accident response confirmation |
| (4) Information disclosure audit | (9) Radio wave governance trend response confirmation |
| (5) Group management audit | |

Audit & Supervisory Board Members

Eiji Shimagami	Full-time Audit & Supervisory Board Member
Yasuharu Yamada	Full-time external Audit & Supervisory Board Member

Kazuko Kimiwada	Audit & Supervisory Board Member
Kenichiro Abe	External Audit & Supervisory Board Member

Internal Audit Department

The Internal Audit Department (27 members as of June 25, 2020) conducts internal audits of the overall duties of the Company as an organization directly under the CEO. The Internal Audit Department mainly evaluates business compliance with laws and regulations and effectiveness of internal controls, and reports the results of internal audits to the CEO and the Board of Directors of the Company while explaining them to the Audit & Supervisory Board Members. The Internal Audit Department also conducts audits of subsidiaries as a parent company in an effort to strengthen the governance of the entire Group in collaboration with the Audit Departments of Group companies. Furthermore, internal and external quality evaluations are conducted as an initiative aimed at improving audit quality.

Support System for External Directors and External Audit & Supervisory Board Members

The Company seeks to ensure that all officers, including the external Audit & Supervisory Board Members, can participate fully in the Board of Directors meetings having fully grasped the specific details of the agenda for discussion. The secretariat to the Board of Directors therefore provides them with materials for the Board of Directors meetings beforehand, including supplemental briefings and other information as required. In addition, the Audit & Supervisory Board Office has been established to support the duties of all Audit & Supervisory Board Members, including external members. The office comprises dedicated personnel who act under the direction of the Audit & Supervisory Board Members to gather information, investigate matters, and provide other assistance.

Materiality 6

Developing a Resilient Management Foundation

[SDGs Value Creation] (1) Enhance Corporate Governance and Ensure its Effectiveness

Nominating and Remuneration Committees

SoftBank voluntarily established the nominating and remuneration committees as advisory bodies to the Board of Directors. The nominating and the remuneration committees comprise the CEO and Independent External Directors to ensure independence of the committees, deliberate proposals for the election and dismissal of Directors, the nomination of Representative Directors, remuneration for Directors and to make recommendations to the Board of Directors. The Board of Directors fully respect recommendations from these committees, using them as material for Board of Directors discussions.

〈Nominating and Remuneration Committee Members〉

	Nominating Committee	Remuneration Committee
Objective	Determine content of proposals upon deliberation on proposals for the election and dismissal of Board Directors and the nomination of Representative Directors at the General Meeting of Shareholders.	Conducts proposals on the remuneration program for Board Directors and Audit & Supervisory Board Members in addition to proposals on the remuneration of individual Board Directors of the Company.
Chairman	Atsushi Horiba (external director)	
Composition (including committee chairman)	Ken Miyauchi (CEO) Atsushi Horiba (external director) Takehiro Kamigama (external director) Kazuaki Oki (external director) Kyoko Uemura (external director)	

Independence Evaluation Criteria

SoftBank selects independent external directors based on the independence criteria set forth by the Tokyo Stock Exchange. In addition to possessing qualities and abilities that contribute to enhancing corporate value and demonstrating extensive knowledge of each area of specialization, candidates for independent external director are selected for their ability actively participate in constructive Board of Director discussions and express opinions without hesitation. In selecting candidates for independent external director, the Board of Directors makes decisions in light of discussions with the Nominating Committee.

Director Remuneration

The remuneration policy for Company directors is to confirm that remunerations are at an appropriate level compared to remuneration for domestic company managers roughly of the same or larger business scale based on a survey concerning remuneration for domestic company managers conducted by an independent organization.

The policy for determining directors' remuneration is to enhance the motivation of directors to contribute to improving short-term as well as medium- to long-term business results, while controlling excessive risk-taking. The policy aims to enable sustainable growth and improvement of medium- to long-term enterprise value, while realizing steady profit growth, creating stable cash flows, and establishing a rapport with stakeholders. The basic policy for the ratio of payment of basic remuneration to performance-based remuneration shall be "basic remuneration: performance-based remuneration = 1 : 2.3-3.2" in principle. The performance-based remuneration is allowed to fluctuate within the range of 0-1.5 times the base amount by position. The performance-based remuneration comprises cash payment and share-based payment, and the ratio of payment has been determined to be "cash payments : share-based payments = 1 : 1."

Remuneration for External Board Directors, who are independent of business execution, Audit & Supervisory Board Members, who audit the business execution of Board Directors, and External Audit & Supervisory Board Members consists solely of fixed remuneration.

(Total Remuneration for Directors and Audit & Supervisory Board Members with Subtotals for Each Type of Remuneration and Numbers of Recipients (FY2019))

Title	Total remuneration (¥ millions)	Subtotals for each type of remuneration (¥ millions)			Number of recipients	
		Basic remuneration	Performance-based remuneration ^{*1} Cash payment	Share-based payment ^{*2} Other ^{*3}		
Directors (excluding external directors)	2,034	432	628	628	345	6
Audit & Supervisory Board Members ^{*4} (excluding external Audit & Supervisory Board Members)	14	14	—	—	—	2
External directors	48	48	—	—	—	4
External Audit & Supervisory Board Members	16	16	—	—	—	2

*1 Performance-based remuneration comprises cash payment and share-based payment.

*2 Share-based payment is made in the form of restricted stock, which was introduced at the 34th Annual General Meeting of Shareholders held on June 24, 2020. The restricted stock is scheduled to be granted on July 20, 2020, and will be accounted for (recorded as expense) in FY2020.

*3 The Other category presents amounts of stock options, which is accounted for (recorded as expense) in FY2019. The amounts differ from those actually obtained through exercise of rights and sale. In accordance with the terms of right exercise, the start date for right exercise has yet to come as of the end of FY2019.

*4 Audit and supervisory board members include one audit and supervisory board member who retired during FY2019.

〈Total Amount of Consolidated Remuneration and Other Compensation for Each SoftBank Officer (FY 2019)〉

Name	Total consolidated remuneration (¥ millions)	Title	Company name	Subtotals for each type of remuneration (¥ millions)			Other
				Basic remuneration	Performance-based remuneration Cash payment	Share-based payment	
Ken Miyauchi	608	Director	Submitting company	120	200	200	89
Jun Shimba	355	Director	Submitting company	84	113	113	45
Yasuyuki Imai	355	Director	Submitting company	84	113	113	45
Junichi Miyakawa	355	Director	Submitting company	84	113	113	45
Kazuhiko Fujihara	270	Director	Submitting company	60	89	89	33
Kentaro Kawabe	223	Director	Z Holdings Corporation	85	98	40	—

Note: Only directors whose total consolidated remuneration and other compensation is ¥100 million or more.

Avoiding Conflict of Interest

All transactions are approved after examinations by dedicated departments such as accounting, finance and legal affairs in light of the scale and importance of the transaction based on internal rules. Additionally, we have a system in which corporate auditors and internal audit departments continuously check details within the decision-making process.

Competing director industry transactions and transactions between directors and companies, are determined as matters to be resolved in the Board of Directors Regulations, with the result of each transaction approved by the Board of Directors reported to the Board of Directors. In addition, related-party transactions are regularly monitored based on the Related Party Regulations, with the transaction status disclosed in securities reports and financial statements, and conflicts of interest supervised by the Board of Directors.

Materiality 6

Developing a Resilient Management Foundation

[SDGs Value Creation] (1) Enhance Corporate Governance and Ensure its Effectiveness

Relationship with Parent Company

Our parent company, SoftBank Group Corp., holds 67.13% of the voting rights of the Company (as of March 31, 2020) through its subsidiary SoftBank Group Japan Co., Ltd. Two of the 11 directors of the Company are also directors of the parent company, and one of the four Audit & Supervisory Board members of the Company is also Senior Vice President of the parent company. In addition, among the investees of SoftBank Group Corp., and the corporate group including its subsidiaries (hereinafter, "SoftBank Group"), the Company enjoys the merits of belonging to the SoftBank Group, including efforts to expand new businesses through partnerships with companies that possess cutting-edge technologies and companies that provide solutions.

In preparation for our public listing in December 2018, the Company abolished parent company approval items and prior reporting items, reduced personal relationships such as concurrent posts of officers and employees, and eliminated the borrowing of funds from the parent company and debt guarantees among other measures taken to ensure independence from the parent company. In addition, four independent external directors and two independent external Audit & Supervisory Board members have been appointed based on independence standards set by the Tokyo Stock Exchange, allowing the Company to create a system that enables independent business operations by minimizing involvement by the parent company.

Internal Control System

Basic Views on Internal Control System and the Progress of System Development

The Company makes decisions on the following matters at the Board of Directors meetings in accordance with the Companies Act and an ordinance of the Ministry of Justice with regard to the system to ensure that the execution of duties by directors is in compliance with laws, regulations, and the Articles of Incorporation and the system to ensure the appropriateness of operations.

The System to ensure that the execution of the duties of directors and employees with laws, and the Articles of Incorporation of the Company

The Company has established to prescribe the Compliance code of conduct to be followed by all directors and employees to ensure that corporate activities are appropriate based not only on compliance with laws and regulations, but also on high ethical standards, and has established the following structure to continuously reinforce the compliance system:

- (1) Appointment of a Chief Compliance Officer (CCO). The CCO proposes and carries out measures required to establish and enhance the Company's compliance system.
- (2) Established a Compliance Office. The Compliance Office assists the CCO.
- (3) Personnel responsible for the Compliance Department and personnel promoting compliance are placed in each department for thorough compliance.
- (4) Established internal and external hotlines (the reporting contact office for compliance) for direct reporting and consultations by directors and employees, to quickly identify, rectify and prevent the recurrence of any inappropriate issues in corporate activities. The Company ensures that persons who have reported or consulted on the hotlines will not be treated disadvantageously by prohibiting the disadvantageous treatment of persons on the grounds of having reported or consulted on the hotline in the Compliance Regulations.

- (5) Audit & Supervisory Board Members and the Audit & Supervisory Board submit requests for improvements to the Board of Directors, if they identify issues in the system for compliance with laws, regulations, and the Articles of Incorporation.

System for the storage and management of information regarding the execution of duties by directors

The Company has established the following system to appropriately store and maintain information related to the execution of duties by directors:

- (1) The Company determines retention periods and methods and measures to prevent accidents, based on the Information Management Regulations, and classifies and appropriately stores these documents according to their degree of confidentiality.
- (2) A Chief Information Security Officer (CISO) is appointed as the person responsible for information security management, and persons responsible for information security are placed in each department to establish a system to store and maintain information, based on the Information Security Basic Regulations.
- (3) The Chief Data Officer Office has been established and a Chief Data Officer (CDO) has been appointed. In addition, policies and rules have been set out to manage and strategically utilize internal and external data, and the internal management system for handling secrecy of communication and personal information has been strengthened.

Regulations and systems related to risk management

The Company has established the following system to avoid or minimize risk and to implement necessary measures related to the variety of risks in its business operations:

Based on the Risk Management Regulations, the risk management department summarizes the status of risk evaluation, analysis and response at each unit, and regularly reports its findings to the risk management committee consisting of representative directors and other committee members. The risk management committee determines the degree of importance and owners of the risks, and confirms and promotes measures developed and taken by the risk owners, thereby reducing risks and preventing the occurrence

of risk events. The risk management committee then regularly reports its findings to the Board of Directors. When an emergency situation arises, an Emergency Response Department will be established and efforts will be made to minimize the damage (loss) based on the instructions of the Emergency Response Department.

System to ensure the efficiency of directors in the execution of their duties

The Company has established the following structure to maintain an efficient management system:

- (1) The Company has set out the Board of Directors Rules to clarify matters to be resolved and reported by the Board of Directors, and the Internal Approval Regulations and other regulations related to institutional decision-making to clarify decision-making authority.
- (2) To strengthen functions for overseeing the execution of duties and enhance objectivity in management, the Board of Directors includes external directors who are independent of the Company.
- (3) To ensure that the directors can discuss matters fully at Board of Directors meetings, they are provided with materials for the meeting in advance, and with additional or supplementary materials upon their request.
- (4) The scope of operations, authority and responsibilities necessary for operations are clearly defined in the Regulations on Segregation and Authority of Duties.

System to ensure appropriateness of the operations of the Company and the Group

The Company shares fundamental concepts and policies throughout the Group and reinforces the management system and compliance in accordance with the SoftBank Code of Corporate Conduct, etc. established by its parent company. In addition, the following systems have been established to apply Group-wide rules to directors and employees of the Company and its subsidiaries:

- (1) In establishing and reinforcing the compliance system of each Group company as well as implementing compliance, the CCO gives advice, instructions, and orders to CCO of each Group company to ensure that such activities comply with the Group's basic compliance policy. The reporting contact office for compliance has also been established to receive reports and provide consultation to directors and employees of each Group company to quickly identify, rectify, and prevent the recurrence of any inappropriate issues in corporate activities. The Company ensures that persons who have reported or consulted on the hotline will not be treated disadvantageously by prohibiting the disadvantageous treatment of persons on the grounds of having reported or consulted on the hotline in the Compliance Regulations.
- (2) The Group Information Security Committee, composed of the persons responsible for information security in each Group company, shall be established to share information on system responses and the status of measures, knowledge and technology

related to information security. This Committee is headed by the Chief Information Security Officer (CISO) who is responsible for information security in the Company.

- (3) The representative of each Group company must submit a Representative Oath pertaining to the financial reports submitted to SoftBank Corp., which ensures the accuracy of the annual securities report and other reports submitted by the Group as a whole.
- (4) The Internal Audit Department comprehensively judges the results of past internal audits, financial position, and carries out internal audits of Group companies deemed as having a high risk.
- (5) Each Group company addresses risks in an effort to reduce and prevent any possible risks. In addition, in the event of emergency, each Group company will be requested to immediately report to the Company based on the Risk Management Regulations, and efforts will be made to minimize damage (loss) through cooperation between the Company and Group companies depending on the circumstances.

System for excluding organized crime and other criminal elements

The Company clearly states in the Regulations on Countermeasures against Antisocial Forces its policy of having absolutely no association with antisocial forces that pose a threat to public order and safety. The Company establishes an internal system against antisocial forces and has a responsible division in place to carry out overall management. For dealing with unreasonable requests from antisocial forces, the Company will firmly refuse those requests in a resolute manner in cooperation with the police and other external specialist institutions.

Matters relating to the relevant employees when Audit & Supervisory Board Members request to have support staff that assists the Audit & Supervisory Board Members, matters relating to the independence of the relevant employees from the directors, and matters relating to ensuring the effectiveness of instructions given to the relevant employees

The Company has established the Assistant to Audit Department as an organization to support the work of the Audit & Supervisory Board Members, and assigns dedicated staff to this department. The appointment of the support staff is notified to the Audit & Supervisory Board Members, and any personnel changes, evaluations, or other such actions require the agreement of the Audit & Supervisory Board Members. In addition, directions and instructions to the support staff are issued by the Audit & Supervisory Board Members to ensure the effectiveness of the instructions.

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Developing a Resilient Management Foundation

[SDGs Value Creation] (1) Enhance Corporate Governance and Ensure its Effectiveness

System for reporting to the Audit & Supervisory Board Members by directors and employees and other systems for reporting to the Audit & Supervisory Board Members

Directors and employees will report the following matters to the Audit & Supervisory Board Members or the Audit & Supervisory Board without delay (or immediately for any urgent matters including facts that may potentially cause severe damage to the Company):

- (1) Matters related to the compliance system or use of the reporting contact office for compliance.
- (2) Matters related to finance (including financial reporting and actual status to budget planning).
- (3) Matters related to human resources (including labor management).
- (4) The status of work related to risk matters on information security.
- (5) The status of work related to large-scale disaster and network disruption, etc.
- (6) The development status of internal control.
- (7) The status of work related to external fraud investigations.
- (8) Matters related to violations of laws, regulations, or the Articles of Incorporation.
- (9) Results of audits conducted by the Internal Audit Department.
- (10) Other matters which could cause significant damage to the Company and other matters that the Audit & Supervisory Board Members have decided that need to be reported in order for them to execute their duties.

Other systems to ensure that the audits by the Audit & Supervisory Board Members are conducted effectively

The following matters are provided as other systems to ensure that the audits by the Audit & Supervisory Board Members are conducted effectively.

- (1) When the Audit & Supervisory Board Members deem it necessary, opportunities shall be provided for them to interview directors or employees of the Company and Group companies. In addition, the Audit & Supervisory Board Members periodically meet with the Independent Auditor and the Audit & Supervisory Board Members of major subsidiaries and other entities for an exchange of information and to ensure cooperation, and also attend important meetings.
- (2) The Company ensures a system that persons who have reported or consulted with the Audit & Supervisory Board Members will not be treated disadvantageously on the grounds of having reported or consulted with the Audit & Supervisory Board Members.
- (3) The Company shall pay expenses relating to the Independent Auditor, the attorneys and other professionals, and other expenses associated with the execution of duties by the Audit & Supervisory Board Members.

Overview of the Implementation Status of the System to Ensure the Appropriateness of the Operations

Matters concerning compliance

The Company continues to conduct compliance training for its directors and employees, as well as offering information and giving advice, and so forth, as necessary, for enhancing the compliance system. In addition, the Company works to ensure the effectiveness of compliance of the Company by establishing and operating hotlines so that directors and employees of the Company and its subsidiaries can report and consult directly. The effects of these measures are reviewed to make improvements, as necessary.

Matters concerning risk

Based on the Risk Management Regulations, the risk management department summarizes the status of risk evaluation, analysis and response at each unit, and regularly reports its findings to the risk management committee consisting of directors. The risk management committee determines the degree of importance and owners of the risks, and confirms and promotes measures developed and taken by the risk owners, thereby reducing risks and preventing the occurrence of risk events. The risk management committee then regularly reports its findings to the Board of Directors. Group companies also manage risks individually and continuously work on reducing risks and preventing the occurrence thereof.

Matters concerning internal audits

The Internal Audit Department carries out audits on the effectiveness of the system for compliance with laws, regulations, and the Articles of Incorporation as well as the risk management process at the Company. In addition, the department continuously carries out audits of Group companies deemed as having a high risk and reports the results of the audits to the CEO each time.

Matters concerning the execution of duties by directors and employees

The Company ensures efficiency in the execution of duties by its directors and employees based on internal regulations such as the Board of Directors Rules, Internal Approval Regulations and Regulations on Segregation and Authority of Duties. The Company also ensures an environment where matters can be fully discussed at the Board of Directors meetings by directors.

Matters concerning the execution of duties by Audit & Supervisory Board Members

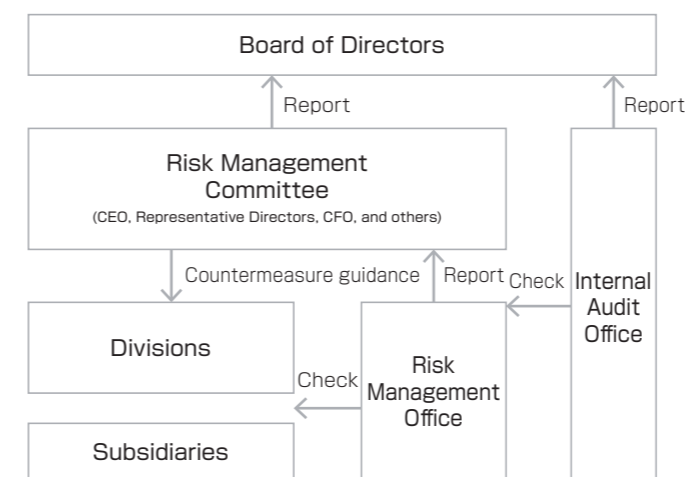
The Audit & Supervisory Board Members attend the Company's important meetings and arrange opportunities to interview directors and employees of the Company and the Group, as necessary. In addition, they continue to enhance cooperation by holding regular meetings with the Independent Auditor and Audit & Supervisory Board Members and other personnel of major subsidiaries. Through these efforts, the Audit & Supervisory Board Members ensure the effectiveness of audits.

Risk Management

The corporate business environment is in constant flux, with risks becoming increasingly complex and diversified. Early detection and prompt countermeasures are effective for responding to risks. SoftBank established a system for identifying risks and implementing preventative countermeasures and regularly engages in the PDCA cycle in an effort to mitigate and avoid risks.

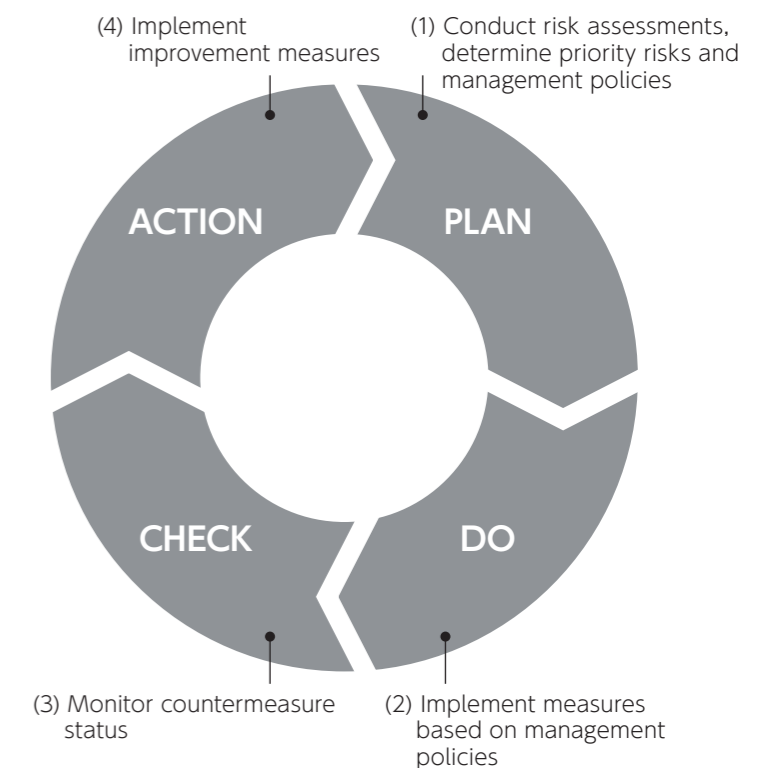
Risk Management System

To identify and prevent the emergence of Company-wide risks, SoftBank established a system of management that analyzes risks from various angles within the Company. In addition to conducting inspections including risks of department plans for various site measures, the Risk Management Office regularly conducts Company-wide and comprehensive risk assessments and checks on the status of countermeasures, all of which is reported to the Risk Management Committee (whose members include the CEO, representative directors, the CFO and others, with the participation of Audit & Supervisory Board Members and related department managers). The Risk Management Committee determines the importance of risks and the responsible party (risk owner), provides instructions on countermeasures and reports the situation to the Board of Directors. The Internal Audit Department confirms the overall risk management system status from an independent standpoint.



Risk Management Methods

Company-wide risks are managed by (1) conducting annual risk assessments to identify risks so that the Risk Management Committee can determine the importance of risks and formulate management policies, (2) implementing risk countermeasures measures, (3) monitoring the progress of countermeasures implemented by the Risk Management Office, and (4) implementing the PDCA cycle to improve measures.



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[SDGs Value Creation] (1) Enhance Corporate Governance and Ensure its Effectiveness

Typical Risks and Mitigation Measures

Risk items	Example of typical risks	Risk mitigation measures
Risks related to changes in politics, economy, social conditions, regulations, market environments and competition with other companies <ul style="list-style-type: none"> Domestic and international political conditions Legal revisions, economic fluctuations Interest and exchange rates Financial markets Demographic changes Respect for human rights Diversity Climate change Corporate social responsibility, etc. 	Risk of competition for Group services due to expansion of MVNO market share, intensifying competition in the telecommunications industry due to new entrants, rapid spread of services by start-up companies	Introduce services, products and sales methods that suit consumer preferences
Risks related to changes in technology and business models <ul style="list-style-type: none"> Technological innovations Status of competitors Customer expectations 	Risk that the Group will not be able to respond in a timely and appropriate manner to changes in the market environment, including the emergence of new technologies and business models such as 5G	Surveys of the latest technology and market trends, demonstration experiments for the introduction of services with strong technological superiority and consideration of alliances with other companies
Risk of information leaks and the inappropriate use of SoftBank products and services <ul style="list-style-type: none"> Cyber-attacks, information leaks, loss or disappearance of items Inappropriate management of information assets 	Risk of information leaks or loss due to intentional Group actions, negligence or unauthorized access such as cyber-attacks by a third party	Limit workplace areas related to confidential information and establish entry/exit management rules; monitor and prevent unauthorized access via cyber-attacks from outside the Company; separate and make independent access authority and network usage according to information security level
Risks related to the provision of stable networks <ul style="list-style-type: none"> Communication network failures 	Risk of inability to maintain communication services quality due to increased traffic (volume) and the inability to secure the required frequency bands	Strengthen communication networks based on future traffic forecasts; introduce network redundancy and power outage countermeasures at network centers and base stations
Risks related to corporate acquisitions, business alliances and establishment of joint ventures <ul style="list-style-type: none"> Investments and loans 	Risk that Group investee companies will not be able to achieve expected results; risk of business alliances and joint ventures not producing expected results	When considering the execution of individual investments, conduct necessary and sufficient due diligence, then make investment decisions through a defined approval process
Risks of dependence on other companies' management resources <ul style="list-style-type: none"> Other companies' management resources 	Risk of inability to maintain usage of communication line equipment owned by other businesses; risk of supply outages, delivery delays or other problems with the procurement of communication equipment	Adopt policies for using communication line equipment from multiple companies and procuring equipment from multiple business partners to build networks
Risks related to developing and retaining human resources <ul style="list-style-type: none"> Human resources (recruitment, occupational changes) Labor management (overwork, etc.) 	Risk of not being able to retain human resources, such as engineers, required for business operations as planned	Introduce remuneration system that considers level of expertise for personnel with high market value
Legal and compliance risks <ul style="list-style-type: none"> Regulatory status of laws 	Risk of violating laws and regulations; risk of introduction or revision of laws and regulations that may adversely affect the business	Monitor legal and regulatory revisions; consult with lawyers and other outside experts when necessary
Financial and accounting risks <ul style="list-style-type: none"> Liquidity and credit Covenants, taxes and accounting 	Risk of increased funding costs due to rising interest rates; risks due to changes in accounting and tax systems or impairment losses	Build financial base with sufficient funds by diversifying financing methods; consult with advisory tax accountants and other outside experts when necessary
Relationship risks with parent company <ul style="list-style-type: none"> Independence and objectivity Transparency 	Risk that parent company may have a significant impact on the shareholders meeting resolutions	Voluntarily establish a Nominating Committee and Remuneration Committee chaired by an independent external director comprising independent external directors and the CEO to ensure independence regarding the nomination of officers and determination of remuneration
Service outage and degradation risks due to related system failures <ul style="list-style-type: none"> System failures 	Risk of being unable to continuously provide services due to human error, equipment or system problems, cyber-attacks by third parties, hacking, or other unauthorized access in customer systems, smartphone payment service PayPay or other services	Establish network redundancy and clarify recovery procedures in the event of a failure or other accident

Compliance

Basic Policy

Compliance at SoftBank Corp. is not merely about complying with laws and regulations, but also about meeting society's higher ethical and moral expectations. All our senior executives and employees at SoftBank Corp. are obliged to comply with the Code of Conduct which sets out rules and responsibilities for all members.

SoftBank Code of Conduct

1. Compliance Commitment

We have a high sense of ethics, follow all applicable laws and internal rules, and act in accordance with social common sense while also reporting and consulting with superiors or using the Compliance Hotline to resolve issues in the event that a violation or an act which is a potential violation is discovered.

2. Respect for Human Rights and Prohibition of Discrimination and Harassment

We respect human rights and do not tolerate discrimination or harassment on the basis of race, ethnicity, religion, nationality, birthplace, gender, gender identity and sexual orientation, age, disability, or illness.

3. Customer Satisfaction

We will provide products and services that meet the needs of our customers as well as accurate information on those products and services. We will also respond appropriately to customers' opinions and comments.

4. Commitment to Fair Business Practices

We conduct business activities through fair competition in the marketplace regardless of anticompetitive actions and maintain relationships with business partners that are fair and enable mutual development.

5. Proper Use and Management of Company Assets

We use and manage company assets in accordance with the proper rules, and we do not use them to obtain individual or unlawful benefits. Moreover, we do not engage in transactions involving conflicts of interest without the company's permission or insider trading.

6. Promotion of a Mutually Pleasant and Comfortable Working Environment

We recognize and respect each other's diversity to promote innovation throughout the company while also respecting diverse styles of work and striving to improve occupational safety and health to maintain and promote a working environment that is easy for anyone to work in.

7. Social Contribution and Environmental Conservation

We value resources and strive to preserve the global environment while also contributing to society in a sustainable manner through the resolution of social issues and dialog with local communities.

8. Respect for Intellectual Property Rights

We recognize the importance of intellectual property rights, and will respect the intellectual property rights of others, and promote the appropriate protection and utilization of our own intellectual property rights.

9. Protection of Information

We respect the privacy of our customers, business partners, and employees and protect and manage personal information, confidential information, and other information assets in the proper manner while also doing our best to protect such information from information security threats.

10. Appropriate Relationship with Politics and Government

We maintain appropriate relationships with political and governmental officials and do not take part in corruption or corrupt actions such as giving or receiving inappropriate gifts or entertainment.

11. Insulation from Antisocial Forces and Criminal Acts

We have no involvement whatsoever with antisocial forces or criminal acts such as money laundering.

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[SDGs Value Creation] (1) Enhance Corporate Governance and Ensure its Effectiveness

Compliance Promotion Structure

By appointing the Chief Compliance Officer (CCO), the Board of Directors of SoftBank Corp. maintains a corporate compliance structure led by the CCO who establishes and strengthens the internal compliance structure through various means and initiatives. The CCO is assisted by the Compliance Department whose members further liaise with Compliance Promoters and Representatives in each business unit to ensure that our day-to-day operations are compliant with all relevant laws and regulations as well as our internal compliance policies.

The Compliance Department reports actual or potential compliance issues, which include matters concerning bribery and corruption, on a regular basis to the CCO who is thus enabled to monitor and determine applicable actions to be made. In addition, the Compliance Department makes sure that these cases are reported regularly to the Board of Directors and the Statutory Auditors as necessary.

The “SoftBank Code of Conduct” has been circulated to all employees at the SoftBank Corp. Group, including our subsidiaries and affiliated companies, to emphasize that the Group’s expectations on compliance are shared and understood by everyone.

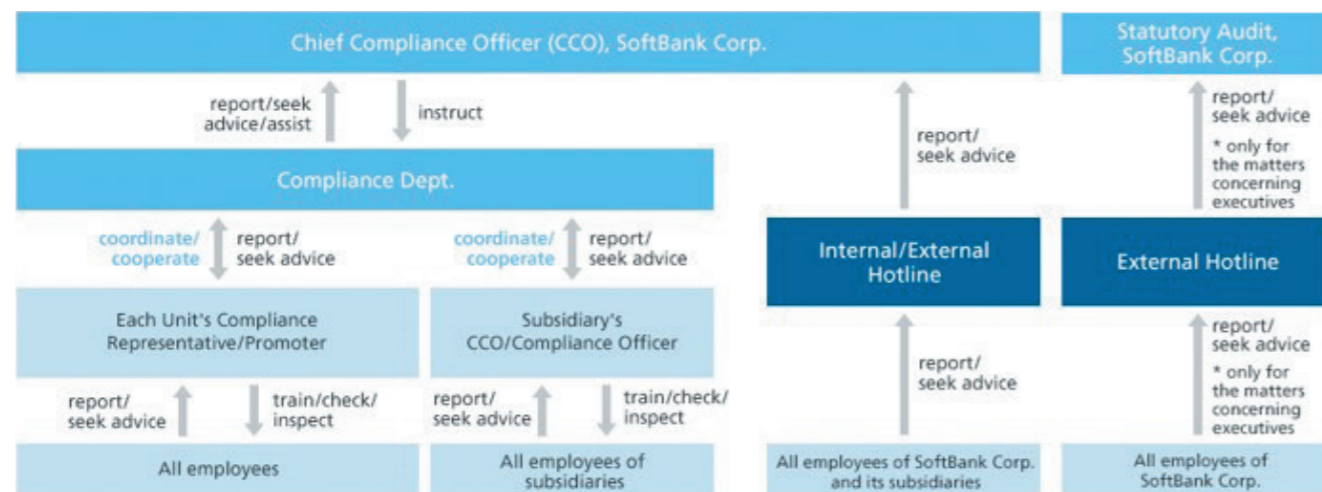
Hotline (Internal Reporting System)

SoftBank Corp.’s Compliance Hotline is available to everyone, from executives to employees, business partners and subsidiaries. They are welcome to bring any potential or actual compliance violations to our attention through the Hotline. Our Compliance Hotline serves as a pipeline for the early discovery and prevention of all compliance issues including bribery and corruption. After the allegation is received, the Compliance Department will investigate and implement all necessary and appropriate measures as appropriate. We also guarantee that whistleblowers will be protected from any retaliation.

SoftBank Corp.’s Compliance Hotline accepts all inquiries and reports including anonymous ones through various methods—in person or via phone, e-mail and post. We have two Hotlines, each managed by the Compliance Department and an outside law firm. Any allegations regarding senior executives can be presented to our Statutory Auditors, which is an independent body, free from any influence.

SoftBank Corp.’s Hotline was certified under the Consumer Affairs Agency’s “Whistleblowing Compliance Management System” on February 28, 2020, as it was found to conform with the “Guideline for Private Enterprises Regarding the Development and Operation of Internal Reporting Systems Based on the Whistleblower Protection Act.”

〈Compliance Promotion Structure〉



Compliance Initiatives

Training

Training content and method of delivery vary depending on position and seniority as the content and scope of information is not the same for everyone. Hence, we prepare different training programs for recent graduates, new hires, managers and senior executives in consideration of their position and experience.

Topics include but are not limited to fake subcontracting, harassment and bribery, as we develop separate learning materials as new compliance risks are identified.

Compliance Awareness Month

Compliance Awareness Month is held annually for the purpose of enhancing the compliance awareness of all senior executives and employees. In addition to e-learning based on specific compliance topics familiar to officers and employees, we conduct a compliance test on the Company intranet in which many officers and employees participate every year to self-diagnose their degree of knowledge and understanding of compliance.

Corruption Prevention Initiatives

The SoftBank Code of Conduct states our determination in maintaining appropriate relationships with political and governmental officials, and prohibits any behavior that can be interpreted as a corrupt practice. We commit to conducting fair business practices on the premise of complying with anti-bribery laws and regulations in each jurisdiction. SoftBank strictly bans directors from engaging in corrupt practices as recommended by the Transparency International’s “Business Principles for Countering Bribery.”

All employees at SoftBank are obliged to comply with the “Standard of Conduct on Maintaining Appropriate Relationships with Civil Servants” which prescribes procedures for gifts, entertainment and meals offered to governmental officials, agent appointment applications and political contributions. In accordance with this Standard of Conduct, we are also obliged to keep records as appropriate and strictly banned from paying any kind of facilitation fees. The Compliance Department regularly reviews all entertainment fees spent to check whether necessary pre-approval procedures were met.

Note: In fiscal 2019, there were no cases of legal action, fines or penalties related to corruption or bribery.

All our business partners and suppliers are required to comply with “Supplier Ethics and Rules of Conduct” which prohibits them from engaging in any form of bribery.

Responsible Political Participation

SoftBank values responsible participation in politics and policymaking, which benefits our stakeholders as well as other members of society. This determination is reflected in our Code of Conduct, which includes a clause on how to maintain appropriate relationships with governmental officials.

SoftBank also maintains a neutral position with respect to political parties and politicians, and complies with the Public Offices Election Act, the Political Funds Control Act, and other political laws and regulations. Donations to individual politicians, which are prohibited by law, and donations to specific political groups and political parties in excess of the amount permitted by law, are strictly prohibited.

All political contributions are subject to approval by the Board of Directors and shall be disclosed on our website accordingly. No political contributions were made in fiscal 2019.

For more details, please see the ESG Data Book.

Fair Competition Initiatives

The SoftBank Code of Conduct stipulates that the Company avoid engaging in anti-competitive acts, conduct business activities through fair competition in the market, maintain fair and mutually developable relationships with business partners and ensure that all employees maintain compliance.

SoftBank’s Code of Ethical Purchasing asks all business partners to comply with laws and regulations related to fair transactions, such as the Antimonopoly Act and the Subcontract Act, avoid engaging in any form of bribery and promote proper business operations.

Involvement with Antisocial Forces

In accordance with “Rules for Handling Antisocial Forces,” SoftBank’s policy is to have no involvement whatsoever with antisocial forces that threaten social order and safety.

We established an internal system regarding antisocial forces and have a dedicated department engaged in overall management.

If SoftBank receives unreasonable requests from antisocial forces, we will firmly refuse to acquiesce and adopt a resolute attitude in cooperation with the police and other external specialized agencies.

Materiality 6

Developing a Resilient Management Foundation

[SDGs Value Creation] (1) Enhance Corporate Governance and Ensure its Effectiveness

Intellectual Property

Intellectual Property Strategy

Based on our corporate philosophy "Information Revolution — Happiness for Everyone," SoftBank's basic policy is to enhance corporate value and contribute to ICT industry development by respecting the intellectual property of others and proactively creating, protecting and utilizing intellectual property.

Intellectual property strategy is the cornerstone of our R&D, business and sales strategies, and SoftBank believes that strengthening cooperation between each Company department and the Intellectual Property Department, and continuously revitalizing intellectual property activities will enhance the competitiveness of our services, contribute to the retention and expansion of customers and secure an advantage over our competitors.

Intellectual Property Initiatives

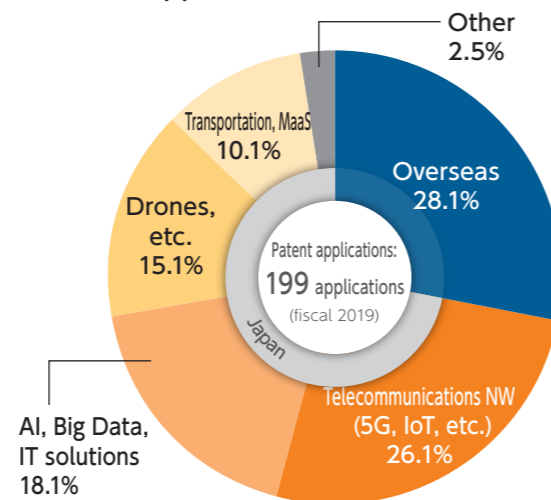
In protecting intellectual property, SoftBank complies with relevant laws and regulations, striving to proactively protect and utilize intellectual property based on internal rules regarding patents and trademark management.

In light of the Beyond Carrier strategy promoted by SoftBank, as a result of focusing on patent applications in communication technologies such as 5G as well as new business areas such as AI, IoT and transportation solutions, in fiscal 2019, we made a total of 199 patent applications in Japan and overseas.

Intellectual Property Initiatives Related to Employees

SoftBank maintains an intellectual property portal site on our Company intranet. In addition to e-learning that enables the systematic acquisition of basic knowledge regarding intellectual property, this portal site includes various columns on this subject as well as the status of intellectual property ownership. We also have a consultation desk and an infringement reporting desk to disseminate information and raise awareness about the importance of intellectual property. In this way, SoftBank promotes the creation of intellectual properties by employees while making efforts to prevent the infringement of intellectual properties owned by others.

〈Patent Application Status〉



Tax Strategy

Basic Policy

The SoftBank Corp. Group is striving to implement compliance practices in which each individual executive and employee possesses a strong sense of ethics and responsibility at all times. Within tax governance as well, business activities are conducted in a conscientious manner through responsible actions based on accounting regulations and the "SoftBank Code of Conduct." In addition to ensuring transparency in taxation matters, we aim to contribute to the growth of the economic society in every country and region that we operate in by complying with the tax laws and regulations in all countries of operation and paying taxes in a way which emphasizes fairness as well as by unequivocally adhering to the BEPS Actions and other forms of international tax compliance.

Compliance with Transfer Pricing Regulations

We comply with the laws and regulations of each country in overseas transactions and take the appropriate measures for tax reform according to OECD Transfer Pricing Guidelines and each of the action plans within the BEPS project. To mitigate taxation risks, methods for aggregating information are devised by the addition of the Tax Group in overseas transactions along with verification and documentation that transactions are conducted according to the arm's length principle.

In addition, we monitor whether overseas portfolio companies make investments in low tax rate countries, and maintain systems so as to be able to provide the appropriate reporting.

Taxation Risks and Governance System

In addition to engaging in impartial and fair transactions domestically and overseas, we fulfill our responsibilities as a taxpayer while reducing taxation risks through appropriate and rational tax planning. A Board Director and CFO (Chief Financial Officer) is responsible for the management and policies of taxation practices. External advisors are also periodically consulted as part of the examination of taxation risks. We actively maintain the following systems regarding transfer pricing regulations and tax havens, particularly with respect to overseas-related transactions.

Tax Haven Compliance

We do not engage in tax planning aimed at tax avoidance such as the use of tax havens through business entities that are not in accordance with business objectives and substance. When investing in countries with lower taxes or when the tax rate is lowered due to legislative amendments in countries or regions where we are developing our businesses, we determine whether tax haven countermeasures are applicable pursuant to the laws and regulations of each country. As a result, we apply tax payment by self-assessment in the event that we are subject to tax haven countermeasures.

Support of Human Rights

Human Rights Activities

Basic Approach

SoftBank respects human rights, and acts in accordance with international standards such as the Universal Declaration of Human Rights and the Guiding Principles on Business and Human Rights. Any and all discrimination or harassment on the basis of age, gender, nationality, or disability is prohibited, and we actively work to promote diversity so that each and every employee can demonstrate his or her unique characteristics and abilities.

Promotion Structures

SoftBank's human rights education activities are based on the SoftBank Charter of Human Rights, which have received the approval of the Board of Directors. These activities are conducted mainly by the Human Rights Education Committee, which is chaired by President & CEO Ken Miyauuchi, and whose members include Directors in charge of the Consumer Business Unit, the Enterprise Business Unit, the Technology Unit, the Finances Unit, and the Human Resources & General Affairs Unit, as well as Heads of the Human Resources Division, the General Affairs Division, the Legal Division, and the CSR Division. By planning and conducting training on human rights, these Committee members manage due diligence surrounding human rights and ensure that everyone in the company has a thorough awareness of human rights. They also promote human rights education both within the company and among outside stakeholders, through day-to-day activities including investigations of, and responses to, items brought to the company's attention that might represent human rights violations.

Responses to Human Rights Issues

Human Rights Risk Assessment

As part of in-house human rights due diligence, SoftBank has put in place frameworks, including an Employee Satisfaction (ES) survey for all employees, to identify any behaviors that might infringe on human rights, as well as organizational

issues that could give rise to human rights risks.

The ES Survey has been conducted each year since 2004. Human rights issues identified as "high risk" through survey results are effectively resolved with training and in-house educational activities, and when specific cases arise, they are resolved by the Human Resources Division, while the reporting party is provided with assistance and support. Comprehensive processes have also been put in place to reduce risks and determine the effectiveness of corrective measures. ES Surveys conducted in the following year are used to monitor the status of resolution for human rights issues identified during the previous year.

Since 2018, risk assessments have been conducted at SoftBank as well as 38 core Group companies. These risk assessments are effective in monitoring and identifying potential and manifested human rights risks arising as a result of business activities undertaken by SoftBank Corp. and its Group companies.

By building human rights due diligence structures for all business activities, including SoftBank's supply chain, we prevent the materialization of human rights risks resulting from SoftBank's business, or risks that might affect SoftBank's business. At the same time, we create structures that can respond to changes in the environment and ensure that appropriate corrective measures are always put in place without delay.

Respect for Privacy

SoftBank considers "respect for privacy" to be a human rights issue that is closely linked with business. When providing communication services, SoftBank receives personal information related to its customers and others. To ensure the appropriate handling of private and personal information, we have implemented security measures and company-wide training based on "Action Guidelines for the Protection of Personal Information" and our "Information Security Policy," and have put in place an internal auditing structure. (see Materiality 5 on p.118)

Materiality 6

Developing a Resilient Management Foundation

[SDGs Value Creation] (1) Enhance Corporate Governance and Ensure its Effectiveness

In 2020, we conducted two stakeholder dialogues to identify human rights problems unique to SoftBank's business. These two dialogues involved discussions based on knowledge provided by experts on the themes of "The role of communication carriers in promoting respect for privacy" and "Human rights issues brought about by technology developments." Through lively debates, we were able to clarify SoftBank's role in resolving human rights problems, as well as issues unique to this business that should be given priority. Based on the results of these dialogues, we will promote more advanced activities targeting human rights issues that are closely tied into SoftBank's business, including respect for privacy, and continue discussions with stakeholders in the future.

1st Stakeholder Dialogue

Keiichi Ushijima; Part-time lecturer, Tohoku University Graduate School

"The role of communication carriers in promoting respect for privacy"

- Current trends surrounding human rights issues
- Potential human rights risks identified by SoftBank
- Ideas for SoftBank's future activities

2nd Stakeholder Dialogue

Daisuke Takahashi; Attorney, Shinwa Sohgo Law Offices

"Human rights issues brought about by technology developments"

- Effects of AI and other technologies on human rights (e.g., the human rights of socially vulnerable people, privacy, freedom of expression)
- The importance of promoting activities targeting human rights issues (human rights due diligence, mechanisms for responding to complaints)

Human rights education and training

The "SoftBank Code of Conduct" stipulates respect for human rights and a prohibition of discrimination and harassment, and at the same time cultivates an awareness of the importance of human rights within the company, by offering human rights education and training for employees. In addition to training that targets specific levels, such as new employee training and training for newly appointed managers, all employees in management positions and above undergo both regular training and training upon receiving promotions, regarding methods for responding to consultations and reports on bullying or harassment incidents.

In October 2019, for the third consecutive year, SoftBank received the top-level Gold award in the "PRIDE Index*," which evaluates activities related to LGBT-related initiatives.

Note: An index established by the volunteer organization "work with Pride"

Training Conducted in 2019

Name	Trainees	Type of training
Harassment prevention course (on abuse of power, sexual harassment)	All employees	e-Learning
Compliance test	All employees	e-Learning
Compliance education for managers	All managers	e-Learning
Compliance training for management executives (on harassment)	Managers; General Manager level and above	Group training
Compliance training	Mid-career hires	Group training
Compliance manual	New employees / Employees hired mid-career	e-Learning
The problem of "Buraku" class discrimination, and how to resolve it	New employees	e-Learning

Participation in international initiatives

To further strengthen SoftBank's human rights education activities, we have signed the United Nations Global Compact (a non-binding agreement that encourages businesses to adopt sustainable and socially responsible policies), and we exchange opinions with outside stakeholders and companies with similar aspirations. Through the UN Global Compact, we participate in Human Rights Due Diligence Workshops as part of efforts to promote awareness as a corporate citizen and engage in ongoing dialogue about critical human rights issues.

Two consultation routes

SoftBank offers two points of contact for consultations by all Directors, full-time and contract employees, and temporary employees working in the SoftBank Group. We have put in place mechanisms to accurately identify and respond to human rights problems related to business activities. In fiscal 2019, there were 14 cases of human rights violations (including harassment) that resulted in disciplinary action for the parties involved. In each case, the facts were investigated so as to ensure that the persons reporting the incidents were not placed in a disadvantageous situation, the company responded appropriately in accordance with in-house regulations, and measures were implemented to prevent similar cases from occurring in the future.

Compliance Hotline

SoftBank has put in place a compliance hotline as a contact point for consultations regarding compliance violations, including human rights problems. This hotline allows anonymous consultations to protect the privacy of reporting parties. SoftBank's hotline has received confirmation as being in conformance with the "Guidelines for Private Enterprises Regarding the Development and Operation of Internal Reporting Systems Based on the Whistleblower Protection Act" (December 9, 2016; Consumer Affairs Agency (CAA)), and on February 28, 2020, it received the CAA's Internal Reporting System certification (Declaration of Conformity).

Harassment consultations

SoftBank maintains a full-time contact point for consultations on incidents of harassment and bullying, including sexual harassment, abuse of power harassment, and human rights violations.

SoftBank's human rights policy

1. Promises with respect to human rights

All of the executives and employees of SoftBank Corp. and its Group companies (hereinafter, "We") contribute to the development of a sustainable society by respecting human rights in every aspect of our corporate activities.

2. References and scope

We strive to avoid involvement in discrimination and the violation of human rights in all services, products, and business activities in accordance with the international principles of human rights*1, while also requiring suppliers and business partners to respect and refrain from infringing on human rights under these principles.

3. Emphasis on diversity

We respect the diversity of the colleagues that we work with, and we do not tolerate discrimination or harassment on the basis of race, ethnicity, religion, nationality, birthplace, gender, gender identity and sexual orientation, age, disability, or illness. Opportunities shall be equal at all times, and hiring, placement, evaluation, remuneration, and promotion are conducted based on individual abilities, experience, and performance.

4. Prohibition of forced labor and child labor

We prohibit any and all forms of forced labor and human trafficking as well as child labor and undertake the revision and eradication of labor practices which violate human rights.

5. Respect for the freedom of association and the exercise of the right to collective bargaining

We respect the right to form labor unions based on the wishes of individual employees as well as the right to choose whether or not to participate, and we affirm the exercise of effective collective bargaining rights. The company shall negotiate in good faith through constructive dialog with labor representatives.

6. Benefits and wages

We endeavor to comply with applicable laws regarding wages, working hours, overtime, and benefits. In addition, we endeavor to reduce excessive working hours, beyond the level stipulated by legal compliance,

and to provide employees with remuneration that exceeds living wages and is competitive when compared with other labor markets in the region and industry.

7. Employee safety and health preservation

We comply with the laws, regulations, and rules concerning safety and health while providing a sound and intelligent working environment, and maintain such compliance by implementing the appropriate measures with regard to health risks.

8. Freedom of expression and the protection of privacy

We recognize the freedom of expression and the importance of safeguarding protection privacy in telecommunications and on the Internet, and communications on social media, and take the utmost care not to infringe on such rights. In addition, we serve all customers in a fair and equitable manner while providing reliable and highly convenient services.

9. Initiatives and systems directed at the respect of human rights

We construct mechanisms that are effective countermeasures to prevent the violation of human rights by establishing the appropriate reporting point of contact. To evaluate the impact of business activities on human rights, we carry out human rights due diligence, continuously monitor impact, and report to the appropriate parties. In the unlikely event that business activities should have a negative impact on human rights, we shall respond appropriately using fair and equitable remedial actions to mitigate and resolve such effects.

10. Communication

The promotion of this Charter is under the jurisdiction of the Human Rights Committee, which includes the CEO/Chief Executive Officer, and the contents of the Charter shall be disseminated to all executives, employees, and external stakeholders through the proactive promotion of activities concerning the awareness of human rights.

*1 : Refers to the "Universal Declaration of Human Rights," "UN Guiding Principles on Business and Human Rights," "Children's Rights and Business Principles," and the "Eight Fundamental ILO Conventions."

Materiality 6

Developing a Resilient Management Foundation

[SDGs Value Creation]

(2) Sustainable Growth through Cooperation with Stakeholders

We will engage in co-creation through ongoing dialogue and appropriate information disclosure to all stakeholders in relation to business activities, and contribute to the growth of a sustainable society by taking on social issues and making optimal decisions throughout the entire supply chain.

Supply Chain

Procurement Policy

Based on SoftBank's corporate philosophy of "Information Revolution — Happiness for Everyone," we will strive to be a lifestyle-driven company that makes people's lives richer and more enjoyable. To achieve these goals, we will conduct purchasing activities based on the following policies.

1. Provision of fair opportunities for competition

We will disclose information on purchasing transactions appropriately, and at the appropriate time, in order to provide fair competitive opportunities for all business partners and suppliers worldwide who wish to engage in these purchasing transactions, and we will avoid reciprocal dealings or excessive reliance on a specified supplier.

2. Selection of business partners based on rational and clear criteria

As a rule, we will obtain proposals and quotations from multiple business partners and suppliers, and choose suppliers based on clear and logical standards, such as quality, price, delivery, stable supply, and reliability.

Furthermore, decisions related to the selection of suppliers will be made by the Procurement Division, independently from other divisions.

3. Compliance with laws

When engaging in procurement transactions, we will comply with all related laws and regulations, including antitrust laws and the Act Against Delay in 'Payment, etc.' to Subcontractors," and we will not undertake transactions that violate rights, such as third-party intellectual property rights.

4. Management of confidential information provided by business partners

Based on an awareness of the value of confidential information provided by business partners and suppliers, we will handle such information in the same way as our own confidential information, and will not disclose it to any third party without prior approval.

5. Mutual confidence-building with business partners

We place great value on communications with business partners and suppliers, and shall make every effort to build mutual trust relationships.

6. Green procurement

We will be conscious of environmental protection, procuring products and services with minimal environmental impact.

7. Prohibition of mixing private relations

We will not maintain private relationships with any business partners or suppliers, nor maintain personal interests in these entities.

8. Positive evaluation of CSR efforts by business partners

As we carry out our business activities, we place great importance on fulfilling our social responsibilities throughout all aspects of the supply chain, including business partners and suppliers. With this in mind, we will actively and appropriately recognize cooperation with our own CSR activities, as well as CSR efforts undertaken by business partners and suppliers.

As a rule, we will use electronic transaction systems to promote the above procurement activities.

Code of Ethical Purchasing

To maintain a balance of environmental, social, and economic considerations, and to contribute to sustainable growth, SoftBank conducts autonomous activities based on the perspective of "Corporate Social Responsibility" (CSR) in transactions and activities with all interested parties (shareholders, employees, customers, business partners and suppliers, government agencies), and asks that interested parties in the supply chain also act based on a CSR perspective.

At its core, CSR is to be undertaken autonomously, but for SoftBank to provide customers with safe, reliable, and valuable products and services, it is essential that we have the cooperation of business partners and supplier companies in SoftBank's supply chain.

Based on this approach, SoftBank has stipulated a "Code of Ethical Purchasing," and asks business partners to adopt this code proactively.

We also ask that business partners and suppliers comply with this code not only in their in-house operations, but in activities that involve their own suppliers as well.

Responsible Mineral Procurement

To fulfill our social responsibilities in procurement activities, we will collaborate with business partners to ensure that the tantalum, tin, tungsten, and gold used in products is not sourced from anti-government forces that are infringing on human rights in the Democratic Republic of the Congo and surrounding countries.

Specifically, the Code of Ethical Purchasing stipulates that the tantalum, tin, tungsten, and gold used is not sourced from anti-government forces that are infringing on human rights in the Democratic Republic of the Congo and surrounding countries, and business partners are asked to comply with this code.

Participation in Outside Organizations

SoftBank participates in the Global Compact Network Japan's "Supply Chain Subcommittee," maintaining an awareness of issues to be tackled by companies, and engaging in ongoing dialogues regarding specific solutions.

Materiality 6

Developing a Resilient Management Foundation

[SDGs Value Creation] (2) Sustainable Growth through Cooperation with Stakeholders

Stakeholder Engagement

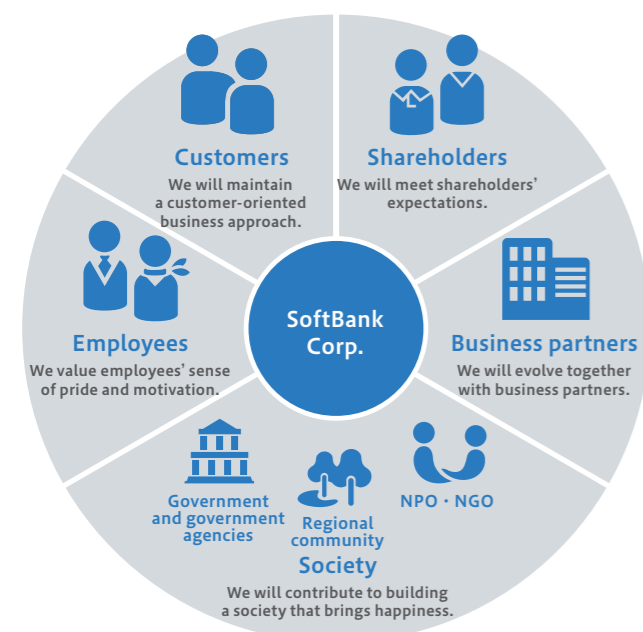
Approach

SoftBank's business activities involve diverse stakeholders. To achieve continuous growth, it must build good relationships with those stakeholders, and create value for society with them as well. To reflect stakeholders' voices in business activities, we have established contact points suited to each stakeholder, and have put in place structures to communicate the valuable comments received to SoftBank's management.

Activities

We will monitor the results of stakeholder engagement, including comments received through these various contact points, and based on the promotion structures supervised by the Director in charge of sustainability, we will use these results to improve our day-to-day business activities. To ensure that comments are delivered accurately to top management, opinions are summarized by the respective divisions in charge, and that information is shared regularly with Directors and top-level confidential bodies, including the Board of Directors and other management meetings. The results of stakeholder engagement are also shared with other related shareholders as deemed necessary, for example in the form of reports.

Measures are also planned and proposed to maintain and strengthen individual engagements, not only to create new business opportunities, but also taking risks into consideration. Engagement can be affected by a variety of factors, such as the degree of participation or differences of opinion among



stakeholders. We continue to take appropriate corrective measures in cases where there are substantial risks, to achieve more effective engagement.

It is important to ensure that the engagement process is not hindered by language barriers or difficulties in grasping specialized content. SoftBank's website offers English functions and provides a wide range of information so that engagement is fully accessible to all stakeholders.

Examples of Stakeholder Engagement

Involvement with stakeholders

Stakeholder	Relationship	Engagement methods
Customers	To increase customer satisfaction, shop crews and contact centers will work every day to increase the quality of services and network environments.	Customer contact points Website, Social media Shops, Smart phone classes
Shareholders	To earn the trust of shareholders, we will strive for corporate management performance and accurate information disclosure that meets shareholders' expectations.	Annual General Meetings of Shareholders IR briefings (earnings results briefings, briefings for individual investors, business briefings) Integrated reports / Sustainability reports Shareholder Tsushin (News) One-on-one meetings about IR/SR activities Website
Business partners	We will build good and fair relationships with business partners, and strive to mutually evolve and increase corporate value by resolving CSR issues together.	Supplier briefings Website Integrated reports / Sustainability reports
Employees	We recognize the importance of job satisfaction and employee motivation, and demonstrate this by building energetic work environments and supporting employees' social contribution activities.	Exchanges of opinions with labor unions Diversity Café Training and seminars Employee Satisfaction surveys, "Pulse" surveys Compliance Awareness Monthly Contact points for in-house and external consultations Intranet / Employee in-house newsletters
Regional community	We promote dialogs and provide appropriate explanations to residents in the regional community, for example regarding the construction of new base station facilities.	Website Briefings for regional residents Visits to municipalities / explanations
Japanese government / Government agencies / Industry organizations	We will achieve growth as a company that competes fairly based on fair competition and compliance with all relevant laws and regulations.	Participation in policy councils Participation in councils and social gatherings with government agencies Employee Manpower exchanges, including seconding to regional municipalities Activities through industry organizations

Explanations for Regional Residents

SoftBank builds base station facilities to provide high-quality telecommunication services to as many customers as possible. When building these base stations, we feel that it is SoftBank's responsibility to place top priority on the safety, security, and environment of residents in that region. We engage in dialogues and provide appropriate explanations to the parties in specified communities in accordance with relevant laws and in-house rules, and begin construction only after ensuring a full understanding of the roles of the stations and the safety of radio waves. During the construction phase, we place top priority on the safety of residents in the regional community, and provide detailed explanations in response to inquiries and comments received through company contact points.

To ensure that Children can Use the Internet Safely

As the use of smart phones becomes commonplace even among young people, there is a growing risk that children will access inappropriate websites through the Internet, leading to potentially harmful situations. To prevent problems and provide a safe Internet environment for children, SoftBank offers free filtering services that contribute to customer satisfaction and peace of mind.

Agreements with Municipalities

SoftBank has completed agreements with 47* municipalities nationwide to promote regional revitalization. By building collaborative relationships with municipalities and regions, we will contribute to regional revitalization in response to social issues and the unique needs of each region.

Note: As of August 31, 2020
(see Materiality 1 on p. 39)

External initiatives

SoftBank supports and participates in worldwide initiatives aimed at building a sustainable society, and shares a wide range of information related to these initiatives.

Examples of external initiatives in which SoftBank is active	
Communications and communication standards	Environment
Japan Mobile Communications Infrastructure Association	TCFD Consortium
International Telecommunication Union - Radiocommunication Sector (ITU-R)	TCFD Supporter
Association of Radio Industries and Businesses (ARIB)	Japan Business Initiative for Biodiversity (JBIB)
Telecommunications Carriers Association (TCA)	Eco Vadis
Society	
UN Global Compact	GSMA Climate Action Task Force
Regional Revitalization SDGs Public/Private Sector Partnership Platform	Renewable Energy Governors' Alliance
Kyoto Super SDGs Consortium	COOL CHOICE popular national movement
Tsukuba SDGs Partners	Fun to Share climate change campaign
	Environmental Subcommittee of the United Nations Global Compact

(As of July 2020)

Materiality 6

Developing a Resilient Management Foundation

[SDGs Value Creation]

(3) Enhance Employee Happiness with Diversity and Inclusion

SoftBank will work to build an environment in which all employees can fully demonstrate their unique abilities and enjoy personal satisfaction, based on their diverse backgrounds. By building more creative organizations, we will pursue a corporate culture that always chooses people with high market value, and strive to continuously increase corporate value.

Human Resource Policies

Basic Policies and Approaches

Organizations that continue to win are essential to achieving continued business growth and success, and it is important that these organizations comprise employees that are always full of energy and vitality. To generate SoftBank's unique vitality, we will support the potential of employees who take on challenges, and clearly recognize those employees' achievements.

Organizations that Continue to Win

For a company to survive for 300 years, it must be an organization that continues to win. It must not succumb to the ills of a large corporation. It must always maintain the mindset of a startup company, in which all employees look forward to change and take on challenges with excitement. SoftBank will continue its efforts to be an organization overflowing with this vitality.

Opportunities for Employees who Take on Challenges

SoftBank supports employees who take on challenges for personal growth. Capitalizing on opportunities is up to the individual. We want employees that constantly challenge themselves, without fear of failure. As these exceptional individuals gather to better themselves and each other, we will continue to provide those who take on challenges with the opportunity to grow.

Appropriate Rewards for Results

SoftBank appropriately rewards results in work. For those with ability and will, there are unlimited opportunities to shine, regardless of age, gender, nationality, or academic history. If you work hard, then you will be duly rewarded for your achievements.

SoftBank's Value

The DNA of the SoftBank Group, which strives to be a global No. 1 company that will continue to grow for 300 years, is embodied in the SoftBank value that "Effort is Fun." We have put forward five values that are particularly important to us: "No. 1", "Challenges", "Reverse

Planning", "Speed", and "Tenacity." To survive in a rapidly changing business environment, we will put these values into practice in our work, so that we can overcome any and all trials that we encounter.

HR Systems

Basic Policies and Approaches

Evaluations and remuneration are based on fair and just frameworks that enable people who demonstrate results through their efforts to take on the next challenge.

Grade / Evaluation / Remuneration Systems

Mission Grade System

Fields and grades are decided according to the individual's mission and workstyle, rather than personal attributes such as age or gender. Mission statements are set for each position: Directions for challenges are presented by clarifying the mission that the company expects of the employee, and clearly defining the skills to be demonstrated.

Evaluation System

SoftBank has adopted a number of evaluation indexes, including: Evaluation contributions, which recognize work achievements and contributions to the organization; Mission evaluations, which recognize individual missions and abilities; and evaluations of the core abilities and values required to carry out those missions.

Remuneration System

The remuneration system is tied into the Mission grade system and the evaluation system. Bonuses are tied into the individual's contribution evaluations, and flexibility is maintained so that remuneration can be paid in keeping with contributions to the organization.

Award System

SoftBank Award

The key words are "Challenge" and "Innovation." This system awards contributions resulting from ambitious and creative activities by teams and individuals, rather than simply sales and profits. Encouraging employees to recognize and applaud one another's achievements improves employee motivation and cultivates a desire to take on challenges.

Team Profit Management

Team profit management is an award system for the sales division. It focuses on the smallest organizational units in the front lines (sections or teams), because when individual teams work autonomously to improve profits with a first-person awareness, that serves as a tremendous driving force for the company as a whole, tying into increased performance and growth.

Results are tabulated for each quarter, and the top-ranking team receives a team bonus as further incentive.

Employee Satisfaction (ES) Surveys

Employee Satisfaction (ES) surveys are conducted each year to monitor status and identify issues, as part of efforts to build stronger organizations and increase motivation. Action plans are created based on an analysis of results and conditions, both companywide and in each division. This ties into continuous improvement activities for building better organizations, and also ensures that those improvement activities permeate through all levels of the organization, contributing to employee vitality and improved business performance.



Recruiting

Basic Policies and Approaches

SoftBank recruits from a diverse pool of people, including new graduates and mid-career hires.

All recruits are selected based on the same selection standards, regardless of age, gender, nationality, or disabilities.

New Graduate Recruits

SoftBank recruits new University graduates based on a policy of "universal hiring." Unlike most Japanese companies, which recruit large numbers of graduates at once, SoftBank keeps its doors wide open so that people who wish to take on challenges can seek employment freely, of their own accord. Because candidates are not limited by the passage of time after graduation, they can apply for a position with SoftBank even after working for a time at another company.

All recruits are selected based on the same criteria, regardless of attributes such as gender or nationality. Candidates can apply through a wide range of selection programs – including OTJ-style internships and "No. 1 Recruitment," which emphasizes the applicant's skills and accomplishments – and so can present themselves in the best possible light.

Use of Technologies in Recruiting

SoftBank actively uses technologies in its recruiting activities to match recruits with companies, and to invest the time saved in more strategic recruiting that will bring about the best results for both the candidates and the company.

To this end, a wide range of technologies have been adopted; for example: Video interviews have been introduced to reduce the burden of time and costs for candidates traveling to selection venues, and AI-based chat bots are used to reduce the time and effort required to respond to candidate inquiries.

The use of AI as a tool in scoring entry sheets and video interviews contributes to fair and objective evaluations based on uniform evaluation standards.

Note: If a candidate fails a screening or interview based on AI results, those results are re-evaluated by an HR officer to guarantee the accuracy of the selection process.

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Manpower Training

Basic Policies and Approaches

To foster employees who contribute to the realization of the company's management philosophy, SoftBank provides opportunities for all Group employees to share a common goal, to learn together, and to grow through friendly competition. We strive for manpower training that respects diversity, which is a source of continuous growth, and which fosters the individuality of each employee.

We also provide various forms of career development support, to assist employees on their career path. We help employees to define their own career goals and ideal form for the future, identify the knowledge, skills, and experience required to achieve those goals, and support them in developing the careers that they have chosen for themselves. In this way, we strive to foster employees whose originality always shines through.

SoftBank University

SoftBank University is a training institution that was established in September 2010, and which offers practical programs to foster employees who contribute to the realization of SoftBank's management philosophies.

To foster employees' individuality while respecting their diversity, the University emphasizes autonomous career development by the employees themselves. Based on this approach, rather than offering uniform career development and training structures defined by the company, SoftBank University provides a framework for independent career development in which employees choose their own program in keeping with their own unique career goals.

The University has adopted a learning style that leverages SoftBank's strengths, making full use of ICT. In addition to group training, programs include e-learning courses offered through PCs, smartphones, and tablet devices, as well as live online training and archived video feeds.

There are three main programs: the "Business Program," in which employees learn the skills required to undertake business of their own accord (approx. 80 courses); the "Technology Program," in which employees acquire technology-related knowledge and skills to develop growth business and expand existing business; and "Level Specific Programs," which support the acquisition and enhancement of skills required when changing roles or positions. Employees can receive the training they personally need, to suit their unique career goals and duties.



SoftBank University Certified Instructors

In June 2009, the "SoftBank University Internally Certified Instructor (ICI*) program" was introduced to enable employees to pass on their expertise (knowledge, experience, and wisdom) to others, and to promote more effective manpower training.

With employees acting as training instructors, the training is more in line with real-world experience, so other employees have the opportunity to acquire even more advanced skills. The instructors plan and implement the training in parallel with their regular duties, so rather than just passing on knowledge, they are able to incorporate content that leverages their own unique experiences and expertise, leading to more effective training.

As of March 2020, there were more than 110 ICIs, providing as many as 60 courses.

Note: Internally Certified Instructor

Knowledge Marche

In July 2013, SoftBank kicked off the "Knowledge Marche" program as a venue for studies originating from employees, to cultivate a corporate culture in which employees learn from one another. Employees hold small workshops and study meetings to share their own knowledge and wisdom on an equal footing with colleagues. We will continue to support employees' growth through training that reflects those employees' valuable knowledge, skills, and experience.

Various Training Programs

Learning Opportunities for Successful Candidates

SoftBank offers learning support for successful candidates during the period between the decision to hire and day they begin work, to increase new employees' motivation and ensure a smooth start in this new stage of their lives.

A wide range of contents is offered, including e-learning that covers the company's history, business manners, and business/IT skills such as MS Excel; invitations to lectures; and certification tests to measure the skills required of SoftBank employees.

These prospective employees can also receive support in obtaining specified certifications (examination fees and limited financial support).

Group Training

All new employees receive the same general training for about three weeks after joining the company, while engineers undergo additional training for up to four weeks after that. During this period, these recruits have the opportunity to switch their mindset to that of a full-fledged employee, while at the same time learning the skills and thinking processes that will be essential to their work, including business manners and how to create

documents. After that, they can receive practical project work training even as they study plans as part of a team. This training is the first step toward becoming a businessman capable of adopt many different types or styles of work, learn them independently, and implement them appropriately.

Technical Training

Technical training, in the form of an "Engineer Course," lasts for up to four weeks after the general training is complete, targeting new employees that require specialized knowledge in their assigned positions. This training covers basic knowledge of networks (communication mechanisms and LAN construction), as well as security, system development processes, and programming.

"Elder" System

Through the "Elder" system, experienced staff ("Elders") are assigned to support new employees, communicating closely with them on a day-to-day basis and providing on-the-job training. In this way, new employees can familiarize themselves with the organization, and learn to handle their duties independently from an early stage.

3rd-year Step-up Training

This training targets young employees in their third year after entering the company as new graduates. They are encouraged to review their experience since joining the company, to gain a new awareness of their own strengths and roles in the company, and of the values that they consider most important.

They can identify issues as they think about the type of employee they want to be, and take appropriate action, and at the same time learn the skills required at this new stage of their work. The third year is an important landmark in their career, and this training is useful in moving on to the next step.

Training for New Managerial Employees (Section and Division Managers)

Managers need to take responsibility for achieving organizational goals, and also contribute to keeping the organization united.

For this reason, SoftBank offers training to improve skills both in "managing business" and "managing people."

Career Development and Demonstrating Abilities

Opportunities for Career Building

Job Posting (in-house recruiting) System

SoftBank has a system for recruiting staff for the startup of a new business or new company. It provides employees with opportunities for personal growth and self-fulfillment, and creates an environment in which anyone can take on new challenges.

Free Agent (in-house recruiting) System

This system enables ambitious employees to take on the challenge of improving their own careers. Employees can apply for a position in another Division or Group company where they wish to work, and the transfer can be implemented if the necessary conditions are met.

Certification Support System

SoftBank supports employees seeking to obtain certifications to improve their skills or for personal betterment, by covering the cost of the examination fees and offering subsidies. This support system covers about 240 certifications, in the fields of business, engineering, and IT.

Self-assessment System

Once each year, employees submit a self-assessment report on their suitability to their current workplace and on the work that they would like to do in the future, and then participate in face-to-face meetings with their superiors. This system ensures that employee assignments take into account the employee's own aptitudes and future career goals.

Skill Development Goals

Every six months, employees inventory their own skills and define their own skill development goals, and the company supports the development of those skills in conjunction with in-house training.

SB Career Dock

The "SB Career Dock" is a support initiative designed to help employees take a positive first step toward their future careers, for example through personal growth and expanded work opportunities. Seminars and lectures by experts, group training, videos, and other materials and events provide employees with opportunities to regularly review their own skills and abilities.

Programs for Senior Employees

SoftBank offers a variety of career development support programs to create new work opportunities for senior employees. Programs include job postings for employees aged 50 and over, as well as the SB Career Dock and "Second Life" seminars.

Rehiring of Retirees

SoftBank has put in place a "continuing employment system" for full-time employees who have worked until the retirement age of 60. Employees who meet certain criteria can continue their employment in the capacity of part-time employees up to the age of 65.

In this way, employees can continue to demonstrate and apply the rich experience and diverse, specialized skills that they have cultivated throughout their careers.

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Training Programs to Seek Out and Foster Successors

With the announcement of the “SoftBank Next 30-year Vision,” Masayoshi Son launched “SoftBank Academia” with the goal of identifying and fostering his own potential successors. The program launched on July 28, 2010.

The program has students focus on developing practical skills and actively providing feedback to support one another, as well as lecture courses taught by Mr. Son in his capacity as founding headmaster .

The program is not exclusive to SoftBank employees, and has been openly accepting students from outside the SoftBank Group since June 2011. Students admitted to the program are selected following a thorough review process designed to shine a light on highly motivated individuals with diverse backgrounds who are eager to inspire and be inspired, and who have what it takes to lead the SoftBank Group.

candidates with disabilities; The promotion of active participation by women; Workstyle reforms aimed at achieving “Smart & Fun” workplaces; Support for employees handling both work and the care of children or elderly family members; Recruiting manpower with specialized knowledge and skills; Promoting active participation by senior employees; Rehiring of retirees; and Promoting active participation by non-Japanese employees. The goal of these activities is to encourage diverse manpower to share common values and to put in place an environment where these systems can be used effectively, thereby improving the organization’s performance.

Systems for Promoting Diversity

To promote diversity within the company, SoftBank identifies issues in each organization, and has established a dedicated organization – the Diversity Promotion Section – within the Human Resources Division. The Diversity Promotion Section leads activities that include e-learning in unconscious bias for all employees and diversity management training for managers.

Understanding LGBT and Other Sexual Minorities Support for LGBT Employees

Our goal at SoftBank is to maintain a working environment in which all employees, regardless of their sexual orientation, can feel proud of and rewarded by the work they do.

In October 2016, SoftBank amended its internal rules to recognize same-sex partners as spouses in line with the definition stipulated in its internal documentation, in addition to spouses recognized under Japanese law. If the relevant documentation is submitted and processed, same-sex partners are eligible to receive special leave and other spousal benefits equal to those of other married couples. SoftBank has also set up an LGBT-related consultation desk at its Wellness Center in conjunction with HR consultation services.

In the preface to internal rules on respecting human rights and the prohibition of discriminatory behavior, SoftBank added clauses related to mutual respect for human rights regardless of gender, sexual orientation, and gender identity, making it clear that discrimination on the grounds of sexual orientation is strictly

forbidden. SoftBank is also promoting LGBT awareness at training sessions for newly appointed managers and through e-learning training for all employees. SoftBank will continue striving to develop a workplace environment where all kinds of employees can fully realize their potential and take on challenges to achieve personal growth.

Participating in Japan’s largest LGBT Event, “Tokyo Rainbow Pride”

SoftBank approves of the mission behind “Tokyo Rainbow Pride,” which aims to create a society in which LGBT and people in other sexual minorities can live in a way which is true to themselves without being subject to discrimination or prejudice.

SoftBank employees and their families participated in the parades held in 2018 and 2019. During the parades, the SoftBank Omotesando shop located along the parade course decorated the shop interior with a rainbow theme and handed out shopping bags with a limited-edition design. SoftBank crew members engaged in awareness activities by wearing original T-shirts, and the company’s LGBT initiatives were introduced in a panel exhibition inside the venue.

In 2020, the event was canceled due to the spread of the novel coronavirus infection, but SoftBank participated in an online parade (a Web streaming event) hosted by OUT JAPAN Co., Ltd., to communicate the company’s approach to LGBT initiatives.



Awarded the “Gold” Rating in the “PRIDE Index” for Three Consecutive Years

For three consecutive years starting in 2017, SoftBank received the highest “Gold” rating in the “PRIDE Index” evaluation for its internal initiatives related to LGBT and other sexual minorities.

The “PRIDE Index,” which is awarded to companies with outstanding LGBT initiatives, was established by the “work with Pride (Japanese)” volunteer association to achieve broad social recognition of specific ways to create comfortable workplaces for LGBT and other sexual minorities.



“Colorful Project” In-house Community

In April 2017, employee volunteers in the human resources Department collaborated in kicking off the “Colorful Project,” an in-house community that is an ally for LGBT. It is actively creating workplaces where anyone can be themselves, working energetically and placing value on smiling faces. By communicating accurate information about LGBT, employees with diverse backgrounds are creating an environment that promotes mutual understanding.

Hiring People with Special Needs

At SoftBank, we want each employee to utilize his or her respective abilities to play an active role in the company. As a general principle, SoftBank applies the same criteria in the employment of people with special needs as non-disabled persons, and once employed, there is no differentiation in employee compensation. While consideration is given to an employee’s disability, the scope of work, promotions, and evaluation standards are identical to those of non-disabled employees. Our goal is to create an environment in which everyone can work with a positive attitude regardless of any special needs. As of June 2020, the hiring ratio of employees with special needs is 2.39% of all persons working in Japan and overseas.

Short Time Work System

This system enables employees to work for less than 20 hours a week if they find it difficult to work for long hours due to mental or developmental disabilities, even if those disabilities are not a hindrance to the execution of duties. The company clearly defines the details of the work, and hires disabled persons who are capable of executing the duties in question.

By building a work environment in which employees can demonstrate their unique abilities even in a short time, we create work opportunities for people who have not had the chance to work even if they wished to do so in the past. The system is also expected to promote the effective use of manpower in other companies and municipalities.

In February 2018, we established* the “Short Time Work Alliance” in collaboration with the University of Tokyo Research Center for Advanced Science and Technology, Assistive Technology, to promote the adoption of the short time work system throughout society, and to create a society in which diverse people can live in harmony. We will continue to collaborate with many companies and municipalities, and contribute to creating a society in which anyone can actively demonstrate their unique attributes.

Note: 173 organizations have endorsed this alliance and adopted relevant measures (as of March 31, 2020)

Promoting Diversity

Basic Policies and Approaches

SoftBank maintains an environment that offers opportunities where diverse manpower can demonstrate their individuality and abilities, regardless of age, gender, nationality, or disabilities. Positions and compensation are decided based on fair evaluations in keeping with roles, achievements, and abilities.

Diversity Management

SoftBank strives to build organizations in which each and every employee can freely express his or her opinions, and where all employees share a desire to embody the management philosophy, leveraging their respective strengths, to bring about innovations.

Specific activities include: Understanding of LGBT and others belonging to sexual minorities, with that understanding embodied in the application of in-house systems; Hiring standards that ensure equal treatment for



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Supporting Women in the Workforce

As of April 2020, women accounted for about 30% of the employees at SoftBank, and for 6.6% of managerial positions. More than 90% of female employees who take maternity/childcare leave return to work. In addition, the average length of service is 12.2 years for men and 11.7 years for women, which is a difference of just six months. Many female employees are successfully balancing both their work and parenting responsibilities.

Furthermore, to enable women to be even more active in the workforce, SoftBank is enhancing its system of childcare leave and reduced working hours beyond what is stipulated in the Child Care and Family Care Leave Act. In addition to creating a work environment that enables mothers to have and raise children with peace of mind, SoftBank offers special childbirth allowances, childcare support, and other unique career support systems so female employees can reach their full potential.

〈Action Plan Based on the Act on Promotion of Women's Participation and Advancement in the Workplace〉

Plan period	April 1, 2019 ~ March 31, 2022 (3 years)
Issues for SoftBank	Ratio of female managers is low in comparison to industry average
Description	Goal 1: 300 female managers by fiscal 2021
	[Initiative] Approach female employees and their superiors, and change the culture of the organization
	<ul style="list-style-type: none"> ● April 2019 ~ Conduct training workshops that contribute to further increasing female employees' career awareness, skills, and abilities Conduct training and workshops to ensure a clear understanding of work assignments and training that are not influenced by gender Conduct training and workshops targeting corporate culture and awareness reforms that promote acceptance of diversity in workstyles Note: The above activities have been ongoing since 2016, and some degree of impact has been recognized
	Goal 2: Increase the number of female leaders as candidates for future management positions
	[Initiative] Identify and resolve issues
	<ul style="list-style-type: none"> ● April 2019 ~ : Monitor current status and issues in relation to leaders and the next generation of managers, study measures, and conduct trials ● April 2020 ~ : Conduct activities based on current status ● April 2021 ~ : Verify activity results and study improvements



"Eruboshi" Certification

SoftBank Corp. has received the "Eruboshi" designation (Class 2*) from the Minister for Health, Labor and Welfare in recognition of being a company that excels in the empowerment of women.

We will continue to support women's active participation in the workplace, for example by participating in the "New Eijo College," and inter-industry exchange project to promote women working in sales positions, and holding "Life/Career Vision Workshops" for female employees.

Note: The "Eruboshi" certification system provides certifications in three stages according to the number of evaluation items met.

SoftBank's Main Activities Related to "Eruboshi" Certification

Recruiting events

In May 2020, a career seminar was held for successful female candidates to provide a clear image of what it is like to work at SoftBank.

The seminar included explanations of SoftBank's HR policies and childcare support systems, as well as presentations by female employees regarding workstyles and descriptions of the actual work activities.

Through both individual and group work, each of the participants had the opportunity to think about what it means to be a working woman, and in a survey conducted after the event, all 29 participants responded that they were satisfied with the content.

Career training for women

Each year, SoftBank holds an original "Life/Career Vision Training" program as well as workshops for women, featuring outside lecturers. In this way, we create opportunities for employees to examine their own careers, placing equal importance on workstyles and life events.

To ensure that SoftBank continues to grow as a company, we will strive to draw out the maximum potential of individuals and organizations, and encourage diverse employees to participate actively and take on challenges while gaining satisfaction from both their work and home lives.



Description of activities

- Workshops for women, featuring outside lecturers (3 times/year)
- In-house mentor programs for women in managerial and leadership positions



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HR Data

Item	Boundary	Unit	FY ended March 2017	FY ended March 2018	FY ended March 2019	FY ended March 2020	
No. of employees*1	SB + major subsidiaries	Persons	Female	5,351	5,358	5,356	7,730
			Male	13,381	13,433	13,468	18,332
			Total	18,732	18,791	18,824	26,062
Average number of temporary employees*1	SB + major subsidiaries	Persons	3,672	3,701	3,606	4,294	
Average years of service*1	SB + major subsidiaries	Years	Female	9.6	10.3	10.9	10.2
			Male	11.4	12.0	12.2	11.2
			Total	10.9	11.4	11.9	10.9
Average age*1	SB + major subsidiaries	Age	Female	35.1	35.8	36.3	36.6
			Male	39.5	40.0	40.1	39.3
			Total	38.2	38.7	39.1	38.5
Breakdown of employees by age*1	SB + major subsidiaries	Persons	20s	3,550	3,434	3,337	5,042*3
			30s	7,684	7,412	7,276	10,017*3
			40s	5,584	5,810	5,904	7,863*3
			50s	1,891	2,113	2,283	2,905*3
			60s	23	22	24	45*3
Average annual salary	SB + major subsidiaries	¥1,000	7,554	7,818	7,298	7,782	
Employee bonuses (median)	SB	¥1,000	2,430	2,662	2,135	2,253	
Number of non-Japanese employees*1	SB + major subsidiaries	Persons	323	337	393	618	
Number of non-Japanese managers*2	SB + major subsidiaries	Persons	19	26	32	40	

Note: SB: SoftBank Corp.

*1: As of March 31 each year

*2: As of April 1 each year

*3: Seconded employees received are not included for some companies

Third-party Assurances of Companies' Data

In September 2020, third-party assurances were obtained from the Japan Quality Assurance Organization (JQA) with regard to the number of female managers, employment ratio for disabled persons, and ratio of paid holidays used in 2019.

Balancing Work and Childcare

Acquisition of "Platinum Kurumin" Special Certification Mark

As part of proactive efforts to build a workplace environment in which employees can demonstrate their full potential while attending both to work and child-raising responsibilities, SoftBank has established childcare support policies and created action plans for general business operations as stipulated in the Act on Advancement of Measures to Support Raising Next-Generation Children. The company has introduced and applied systems for supporting balance in work and childcare, and as a result of these efforts, in October 2017, SoftBank received the "Platinum Kurumin" special certification mark, which recognizes companies demonstrating outstanding achievements in this field.



Initiatives Targeting Japan's Decreasing Birthrate

Based on an awareness of the decreasing birth rate in Japan, SoftBank has implemented initiatives aimed at creating a workplace environment where employees can have and raise children with peace of mind. As part of these efforts, the company offers a "childbirth allowance" ranging from ¥50,000 for a first child to ¥5 million for a fifth child.



Years of service	Less than 1 year	1 year or more				
		All children	1st child	2nd child	3rd child	4th child
Number of children						
Allowance	¥20,000	¥50,000	¥100,000	¥1 million	¥3 million	¥5 million

Childcare Support Systems: Descriptions

Category	System	Description
Maternity leave	Child plan	Leave required for hospitalization to undergo infertility treatment Note: Unpaid unless replaced with accumulated annual vacation days
	Maternity leave for outpatient medical care	Leave required for medical checkups during pregnancy; a available until one year post-delivery Note: Unpaid unless replaced with accumulated annual vacation days Note: Half days allowable
	Maternity protection care leave	When a doctor's order is received regarding maternal protection Note: Unpaid unless replaced with accumulated annual vacation days Note: Applies to measures for alleviating work burden or for maternity protection leave
Leave and holidays during childcare	Maternity leave	Six weeks prior to and eight weeks after childbirth Note: Employees working in sales may take maternity leave immediately after pregnancy is confirmed
	Paternity leave	Five days during the period from one week before to one month after spouse's expected date of childbirth Note: Half days allowable
	Childcare leave	Until the day before the child's first birthday Note: Paid vacation can be applied to the last five days of childcare leave Note: May be taken even when the employee's spouse is able to provide childcare Note: If both parents are SoftBank employees, leave may be taken for up to one year after Maternity Leave is completed, until the child is 14 months old (Mum and Dad Childcare Leave Plus) Note: If it is difficult to return to work because the child cannot be placed in a nursery school, leave can be extended for one year each at the child's first and second birthday, up to the day before the child's third birthday. In the case of employees working in sales, childcare leave is available up to the day before the child's third birthday.
Special work arrangements	Sick/injured childcare leave	Ten days per year for each child until the child enters elementary school, for home care or to accompany the child during health check-ups and vaccinations. Note: Unpaid unless replaced with accumulated annual vacation days Note: Half days allowable
	Kids' leave	10 days per year until the child graduates from elementary school; To be used as required for home care, vaccinations/health check-ups, parental attendance at school/nursery events, in cases where childcare is needed due to circumstances at nursery school, kindergarten, or elementary school, or due to hospitalization of the spouse. Note: Unpaid unless replaced with accumulated annual vacation days Note: Half days allowable
Special work arrangements	Short working hours during pregnancy	Short working hours, with no core time, may be applied at any time during pregnancy Note: Flextime system: 7:00AM ~ 10:00PM Note: Working hours can be shortened by up to two hours and 45 minutes per day Note: Employees working in sales can apply short working hours at any time during pregnancy
	Flexible work schedule during pregnancy	Flexitime, with no core time, may be applied at any time during pregnancy Note: Flextime system: 7:00AM ~ 10:00PM Note: This system is not available to employees working in sales
	Short working hours for childcare	Short working hours, with no core time, may be applied at any time until the child completes elementary school Note: Flextime system: 7:00AM ~ 10:00PM Note: Working hours can be shortened by up to two hours and 45 minutes per day Note: Employees working in sales can apply short working hours while raising children
	Flexible work schedule for childcare	Flexitime, with no core time, may be applied at any time until the child completes elementary school Note: Flextime system: 7:00AM ~ 10:00PM Note: This system is not available to employees working in sales
	Overtime/late-night work limits for childcare	Limitations on or exemptions from overtime and late-night work can be applied until the child completes elementary school
	Childcare break time	Employees can take breaks for childcare activities during working hours until the day before the child's first birthday

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Initiatives to Alleviate Childcare Concerns

SoftBank has introduced shared use of a company-run nursery school as part of measures to alleviate employees' anxiety about their children being on waiting lists for nursery school during childcare leave, and to support employees in returning to work quickly. Employees also have access to daycare, babysitting, and housekeeping services through the "Benefit Station," a SoftBank employee welfare program, and can receive childcare subsidies for the use of partnered nursery schools. Employees can continue to use company-issued mobile phones during childcare leave (including maternity leave) and can contact the company and take e-learning courses as well, to ensure seamless access to information in preparation for their return to work.



Consultation meetings prior to maternity leave	Employees can attend consultation meetings with HR receive advice and explanations on services available during pregnancy, as well as procedures and subsidies available after childbirth. E-learning content is also available for employees who cannot attend in person.
Orientation during childcare leave	Employees can bring their children to orientation sessions during childcare leave. At these events, employees on leave receive explanations on systems in preparation for returning to work, and talk among themselves about how more experienced mothers spend their time. These sessions are popular as an opportunity to visit the office after an extended break.
"Return to work" orientation	These orientation sessions include introductions to in-house communities and systems that can be used after returning to work, as well as discussions about returning employees' concerns.

Childcare Support Initiatives

Alleviating Anxiety, from Pregnancy to the Return to Work

SoftBank provides expectant mothers with e-learning and handbooks that offer detailed information on subsidies and other support systems, and also holds regular consultation meetings. Employees on childcare leave are invited to attend orientation events with their children, so that they will feel confident of their connection with the company. These events alleviate employees' anxieties about coming back to work, and provide an opportunity to prepare for their return. Once they are back to work, they can attend discussion meetings with other parents who have recently been on childcare leave.

Leave and Holidays during Childcare

To support employees through pregnancy and childbirth and while they raise their children, SoftBank has put in place a flexible work system that can be used from pregnancy until the child completes sixth grade in elementary school. Childcare leave can be extended up to the child's third birthday, and even after returning to work employees can work from home and make use of SoftBank's original Kids' leave, as well as Sick/injured childcare leave that goes beyond even what is stipulated by law.

Promoting Men's Participation in Childcare

SoftBank strives to increase awareness of systems for male employees, for example by distributing a "Childcare support mail magazine" and posting "Active Dad" interviews on the company intranet to introduce dads who help with childcare as in-house role models.

Building a Strong Employee Support Network for Childcare

Oya Oya Club (Parents Club) was established in 2004 by a group of childcare peer supporters with the goal of improving parent-child communication. The club provides communication training through workshops based on knowledge of counseling and coaching, to teach skills for picking up on children's communication signals and building trust. Communities for female employees also hold events regularly to help strengthen family ties.



Opportunities for Family Interactions and Strengthening Bonds

Furano Nature School

In cooperation with the NPO C.C.C. Furano Nature School, SoftBank holds original programs every year to foster understanding of nature and the environment as well as to help build healthy parent-child relationships. The programs provide an opportunity for families to spend time together and learn about the environment in the rich natural surroundings of Hokkaido.



Family Day

Family members are invited to the office for "Family Days," where they can gain a deeper understanding of the company, the work, and the workplace environment.

Family Days have been held since 2008, and at the event held at the Head Office, close to 1,000 employees and their families participate each year. At these events, family members can tour areas that would normally be off-limits, eat lunch in the employee cafeteria, and take programming lessons with the humanoid robot "Pepper."

Family Day events increase employees' motivation to work, and give them an opportunity to learn about their colleagues' families. It improves communications among employees, and cultivates a comfortable work environment where employees care about one another, helping to reduce on-the-job stress.



Supporting a Balance in long-term Care and Work

SoftBank is working to enhance systems for providing information and support to resolve the concerns and challenges faced by employees who are trying to balance work with caring for senior family members. Our goal is to eliminate the need for employees to leave their jobs due to the burdens of long-term care at home.

Category	System	Description
Leave and holidays to provide long-term care	Long-term care leave	Up to one year when providing long-term care for a family member Note: Can be taken in segments. Unpaid unless replaced with accumulated annual vacation days.
	Long-term care holidays	10 days per year, to provide care for family members, or to accompany family on hospital visits Note: Available when "Requiring assistance" status is confirmed Employees other than full-time or junior employees: 5 days per year
Special work arrangements	Short working hours for long-term care	Short working hours, with no core time, may be applied. Applications for extensions required at one year intervals (no limit on the number of extensions). Note: Flextime system: 7:00AM ~ 10:00PM Working hours can be shortened by up to two hours and 45 minutes per day Employees working in sales can apply short working hours while providing long-term care
	Flexible work schedule for long-term care	Flextime, with no core time, may be applied. Note: Flextime system: 7:00AM ~ 10:00PM This system is not available to employees working in sales
	Overtime/late-night work limits for long-term care Exemption from overtime	Limits or exemptions for overtime and limits for late-night work are available for employees providing long-term care to family members
Other	Bullet train (express train) commuting for full-time caregivers	Full-time employees providing long-term care to family members can receive authorization to commute by Shinkansen bullet train or other express train, if required conditions are met.

<Taking Childcare Leave>

Item		Boundary	Unit	FY ended March 2017	FY ended March 2018	FY ended March 2019	FY ended March 2020
Number of employees taking childcare leave	Female	SB + major subsidiaries	Persons	299	334	348	573
	Male			66	101	141	278
Ratio of employees taking childcare leave	Female	SB + major subsidiaries	%	100	100	100	100
	Male			9	14	20	28

Note: SB: SoftBank Corp.

Materiality 6

Developing a Resilient Management Foundation

[SDGs Value Creation] (3) Enhance Employee Happiness with Diversity and Inclusion

Welfare / Life Design Support

SoftBank is always thinking about employees' happiness and what the company can do for employees, and offers support so that employees can enjoy better work environments and more comfortable lives.

Annual Paid Holidays

Annual paid holidays are provided as shown in the table below, according to the number of years of employment. Holidays can be taken in half-day units.

1st year	2nd year	3rd year	4th year	5th year	6th year	7th year onward
11 days	16 days	17 days	18 days	19 days	20 days	21 days

Note: Annual paid holidays are valid for two years.

Note: When an employee joins the company in October, eight days of paid holiday are provided in the first year.

Accumulated annual vacation

After the validity of annual paid holidays have expired, those days can be saved up as "accumulated annual vacation" days (up to 60 days). These days can then be used when the employee is absent due to injury or illness, as well as for long-term care holidays or leave, disaster leave, maternity leave, sick/injured childcare leave, kids' leave, or maternity protection leave.

Special paid leave

The following special paid leave is available as separate from annual paid holidays: Wedding leave, Spouse's childbirth leave, child's wedding leave, Refresh leave, Bereavement leave, Transfer leave, Public-service leave, Disaster leave, Transportation shutdown leave, Summons leave, Donor leave, Volunteer activities leave, and Occupational illness/injury leave (up to third day)

Employees representing Japan in international competitions, regardless of whether those competitions are sports, cultural, or otherwise, are provided with special paid leave to participate in those events.

Note: As of February 20, 2019

Special unpaid leave

The following special unpaid leave is available as separate from paid holidays: Public-service leave, Menstrual leave, Special leave before and after childbirth, Maternity hospital visit leave*, Sick/injured childcare leave, Kids' leave, Maternity protection leave*, Long-term-care leave*, Occupational illness/injury leave (4th day onward), Handicap leave (hospital visit leave for disabled employees)*, and Cancer treatment leave*

Note: Can be taken as accumulated annual vacation days

New Graduate Housing Assistance

New graduates can receive partial assistance on rent for the first three years after joining the company. (Available when the rental is in the employee's name, and the employee is paying rent personally.)

SoftBank Employee Shareholders Association

Through employee ownership of SoftBank Corp.'s shares, SoftBank strives to increase the sense of unity among employees, and at the same time increase awareness of management participation based on "community management." The Employee Shareholders Association was established so that employees can enjoy the benefits of the company's growth, and also to contribute to long-term asset building.

Employees can purchase shares in small lots, setting purchase amounts suited to their unique situations, starting from units of ¥1,000. In addition to individual contributions, company incentives (10% of contributions) are also available.

Asset Building

Through SoftBank's asset building system, SoftBank has completed contracts with institutions that handle asset building operations. An amount set by the employee is deducted from monthly salaries and bonuses, and is deposited in that institution. There are three types of asset building: general assets, pension assets, and housing assets. Once each year, the company offers an incentive payment (3% of the built asset amount (up to ¥9,000)).

Company Residences for Transferred Employees

SoftBank has prepared company residences for use by employees that have been transferred to new work locations. Employees are able to decide on the type of residence according to their lifestyle after the transfer (e.g., on an assignment away from their family, or living with family), and the company handles contract procedures on the employee's behalf.

The company also bears all expenses related to the residence contract, as well as offering a transfer preparation allowance and covering part of the rent.

Note: The choice of residence is based on standards stipulated by SoftBank.

Employee Cafeteria

The employee cafeteria encompasses the entire 25th floor of the Shiodome Head Office building in Tokyo, offering a beautiful view of Rainbow Bridge and the Odaiba area of Tokyo Bay. It offers a diverse lineup of dishes, including original SoftBank menu items and collaborations with famous restaurants and chefs. The cafeteria is also used for special events such as press conferences and inter-industry gatherings.



Fukuoka SoftBank HAWKS Baseball Games

Each year, pep rallies are held in the Head Office employee cafeteria to cheer on the Fukuoka SoftBank HAWKS baseball team, and also to watch the games. A "Hawks Festival" team support event is also held in venues nationwide. These regular events contribute to a sense of Group unity and promote friendly interactions among employees.



Other Welfare Services

SoftBank is currently a member of the "Benefit Station," a fringe benefit service provided by Benefit One Inc. Benefit Station offers a wide range of services, including day care and babysitters. SoftBank's original "Gift Program" service allows SoftBank points to be exchanged for unique products that can be used with employees' family members. "Life Planning Support" is a program that assists employees in creating asset formation plans and designing future goals. It focuses mainly on investment education and asset formation for employees, in three

formats: Regular life plan seminars, the use of simulation tools, and private consultations with financial planners.

Pension System

SoftBank has introduced both a defined contribution pension (company contribution / selective contribution) and a defined benefits / selective contribution pension plan.

Defined Contribution Pension (Company Contribution / Selective Contribution)

In the defined contribution pension (401k), the company contributes in installments, and the subscriber (the employee) decides how that contribution will be managed. The pension amount received in the future then fluctuates depending on how well those instruments perform.

If the employee chooses, part of bonus payments can be contributed to the 401(k). Amid the declining childbirth rate and the growing senior population, the financing of public pensions has become a growing concern, so this type of pension system will continue to play an increasingly important role.

Defined Benefits / Selective Contribution Pension Plan

The Defined benefits / selective contribution pension plan is designed to increase options in asset formation for the future. As a stable pension system that enables preferential savings, it allows employees to set their preferred contributions from company bonuses. This system is similar to the Defined contribution pension in that the employee can choose the amount of the bonus payment to contribute, but in the case of the Defined benefits system, the employee does not need to worry about asset management; interest is paid in accordance with the yield on government bonds, and the principal is guaranteed. This system was introduced in December 2018 to enhance the existing pension system.

"Spouse Welcome Back" Re-employment System

When a full-time employee leaves the company to go along with a spouse who has been transferred to a different location, as long as certain conditions are met, that employee can use the "Spouse Welcome Back" system to be reinstated at SoftBank upon returning to the region where they originally lived.

Materiality 6

Developing a Resilient Management Foundation

[SDGs Value Creation]

(4) Enhance Productivity with Advanced Workplace Environments

Leveraging cutting-edge technologies, we have put in place advanced workplace environments that enable diverse manpower to participate actively, creating new innovations and increasing employee happiness, which ultimately leads to the continued growth of the company. By maximizing the productivity of individuals and organizations through optimum workstyles for employees, we increase productivity throughout the company as a whole, which in turn contributes to increased corporate value and strategic investments in the future.

Promoting Workstyle Transformations with "Smart & Fun!"

Basic Policies and Approaches

SoftBank applies IT, AI (artificial intelligence), and other technologies to maximize the productivity of individuals and organizations through optimum workstyles for employees, promoting smart work that incorporates diverse approaches.

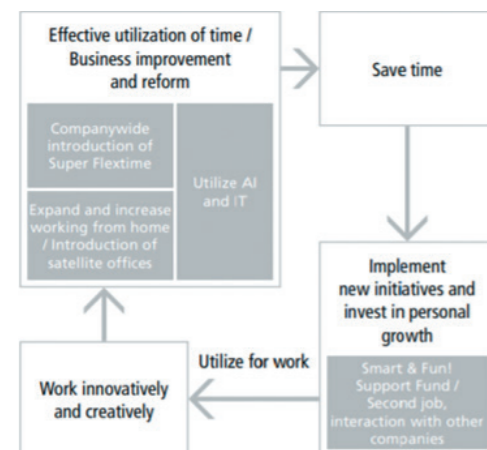
Based on SoftBank's internal work slogan "Smart & Fun!," we are working to bring about a workstyle transformation that allows us to work smart and have fun, freeing us to be more creative and innovative.

We have introduced the Super Flextime System, which maximizes achievements and frees up more time through greater work efficiency, striving for balance that is not limited by conventional working hours. By allocating this extra time to self-development, employee exchanges, and communicating with friends and family, and by investing in personal growth, individual employees and the company as a whole become more innovative and creative. Our goal is to make it "Fun!" for people to work, because we believe that this will lead to better results.

SoftBank has implemented social distancing in its offices to prevent the spread of the novel coronavirus infection. At the same time, to maximize the productivity of individuals and organizations, on June 1, we introduced new workstyles including the use of satellite offices and working from home, and

Self-development support allowance

~Use IT to make work "Smart & Fun!"~



allowing employees to travel directly to and from their homes and outside destinations. Anyone of these measures can be combined as often as deemed necessary. We also strive to keep the number of employees coming to the office on any given day at 50% or less.

Teleworking

Through the use of IT, we have achieved flexible and diverse workstyles that are not limited by time or location. This has enabled us to increase work productivity and provide work environments suited to employees' respective life stages. When the state of emergency was declared amid the spread of the novel coronavirus infection, approximately 14,000 employees – more than 90%, excluding only essential workers – were able to work from home.

Satellite Offices

Five business offices in the Kanto region are open to all employees for use as satellite offices.

We promote efficient workstyles to minimize travel time, for example by having employees in the sales division use the nearest satellite office when traveling to outside locations.

On July 9, 2018, SoftBank opened an office in the "WeWork" community workspace in Hibiya Park Front, Tokyo. Since July 2020, 13 WeWork locations nationwide have been made available as satellite offices, to maximize productivity through flexible workstyles that are not limited by physical locations.

Work From Home Systems

Employees can work from home whenever they want, with no monthly limits, so they can choose the workstyle that suits them best.

Super Flextime System

This system eliminates core working hours and allows employees to change their starting and ending times on a daily basis based on work conditions.

"Leave on Time" Day

Every Wednesday as designated "Leave on Time" Day, so that employees can fully enjoy their private time after work, and lead healthier lives.

Premium Friday

We support Premium Friday, a measure developed by Japan's Ministry of Economy, Trade and Industry (METI) and the Premium Friday Promotion Council to promote consumption. With this measure, we encourage employees to leave at 3PM on the last Friday of every month.

Self-development Support Allowance

SoftBank established a self-development support allowance called the "Smart & Fun! Support Fund," which provides ¥10,000 per month for all full-time employees so that they can use the time saved through efficiency reforms as opportunities for personal growth.

Authorization for Side Jobs

SoftBank allows employees to take side jobs that will help them develop skills and grow as long as it will not have an impact on the company's business, and they receive permission from the company in advance. The goal is to combine the knowledge and skills that they acquire through the side jobs with the knowledge and experience that they cultivated previously, to create new innovations by revitalizing existing business or developing new business for the future. Prohibitions on side jobs were lifted in November 2017, and as of August 2020, more than 1,000 employees had received these authorizations

Five stars in the "Nikkei Smart Work Survey" and a Special Award at the Nikkei Smart Work Awards 2019

The Nikkei Smart Work Survey, a study conducted by Nikkei Inc., gave SoftBank a 5-star rating, the highest possible rating, for two consecutive years. This survey ranks all listed companies and companies with 100 or more employees based on four factors: human resources, innovation, market development, and management fundamentals.

SoftBank also received a special judges award at the Nikkei Smart Work Awards 2019, which evaluates factors such as market development, strengthening innovation capabilities, and the proactive use of cutting-edge technologies, as well as the use of other companies' advanced technologies.



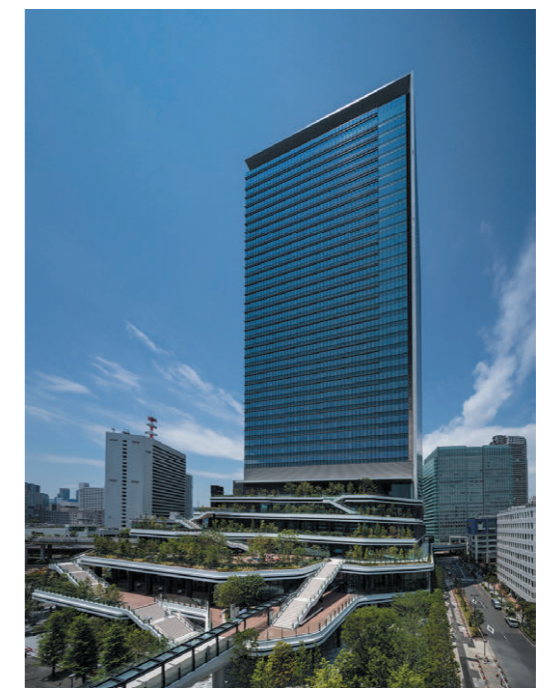
New Offices

Shift to Innovative and Creative Work Styles at New Offices

Tokyo is planning to relocate its Head Office to Tokyo Port City Takeshiba, to implement further work style transformations and to strengthen its Business Continuity Plans (BCP). At the new office, we will strive to create open innovations cutting across divisions, and using teleworking in satellite offices, we will adopt more innovative and creative work styles that are not restricted by physical locations, space, or established communities.

The Head Office building will be a cutting-edge smart building that uses AI and IoT to gather and apply a wide range of data in real time, for example to show the availability of restaurant seating and bathrooms, and to encourage off-peak commuting by showing congestion in elevator halls. It will also provide visual information on the location of security staff and how long users are in the building.

Up to now, SoftBank has undertaken workstyle innovations based on the slogan "Smart & Fun!", for example by introducing the Super Flextime System with no core time. With the relocation, we will further promote diverse workstyles to maximize productivity for individuals and organizations, and to further increase management efficiency.



Materiality 6

Developing a Resilient Management Foundation

[SDGs Value Creation] (4) Enhance Productivity with Advanced Workplace Environments

Health Management

SoftBank's Health Management Declaration

SoftBank will actively utilize cutting edge AI and information & communication technologies to promote health management that maintains and enhances the wellbeing of our employees and their families.

SoftBank implements health management for employees strategically, from a corporate perspective. Based on the company's corporate philosophy, investing in employees' health is expected to add vitality to the organization, for example by improving employees' energy and productivity. The goal of SoftBank's health management activities is to maximize productivity for individuals and organizations, as a company that continues to grow and take on challenges in each new stage of the information revolution.

Health Management Declaration

The most important foundation for tackling this new stage of the Information Revolution and realizing continuing growth is to be a group in which each individual employee is healthy in both mind and body and always brimming with energy. In signature SoftBank style, we will actively utilize cutting edge AI and information and communication technologies to promote health management that maintains and enhances the wellbeing of our employees and their families.

SoftBank Corp.
President & CEO
Ken Miyachi

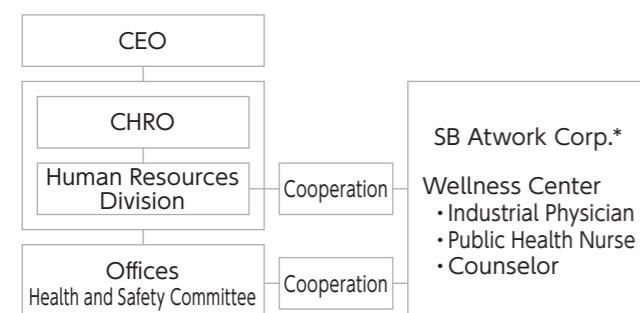
Basic Mental and Physical Health Policy

Support the wellbeing of all SoftBank Group employees so all work aspirations can be achieved with a sound body and mind.

Work to create a safe and comfortable work environment in which each employee can reach their full potential.

Observe compliance related to occupational health and safety laws to become a highly trusted corporate group among internal and external stakeholders.

Health Management Promotion System



Note: SB Atwork Corp. is a subsidiary of SoftBank Corp.

External Evaluations

Outstanding Health Management Organizations 2020 Certified in the Large Enterprise Category (White 500)

SoftBank received certification from the Ministry of Economy, Trade and Industry (METI) as a "White 500" organization in the Certified Health Management Organization Program, which recognizes companies that engage in efforts to advance health management for employees from a corporate management perspective. 2020 was the second consecutive year in which the company earned the White 500 certification.

Note: "Outstanding Health Management Organizations" are those that practice good health management in collaboration with insurers, and the "White 500" certification is awarded jointly by METI and the Nippon Kenko Kaigi (Japan Health Conference). The goal is to build environments that increase the visibility of outstanding companies actively involved in health management, so that these companies can receive social recognition.



Activities to Maintain and Improve the Health of Employees Promoting Health Management

SoftBank promotes activities and initiatives related to health management, to ensure that employees are healthy in both mind and body.

Establishment of a Wellness Center

The Wellness Center, which was established in 2007 and is operated by SB Atwork Corp., has full-time industrial physicians, public health nurses, and specialized counselors to help build safe and comfortable workplace environments, and to maintain and promote employees' health.

The Center provides support for both physical and mental health through follow-up measures after physical checkups, along with counseling, massages, and care for employees who have been working too hard.

Promoting Regular Health Examinations

In order to facilitate the early detection and treatment of diseases, we educate employees regarding the importance of regular health examinations, and encourage them to receive checkups. (In fiscal 2019, 100% of employees received a health examination.)

Stress Checks

Stress checks are conducted to improve workplace environments and prevent mental health problems through self-care. These stress checks have been conducted regularly since 2007, and since December 2015, they have been a requirement in workplaces offices with used by 50 or more workers

on site at all times. "Wellness Eye" – a stress check system developed by SB Athome Corp. (a SoftBank subsidiary) through collaborations between industry and academia – is used to support selfcare and resolve organizational issues.



Online Health Care Consultation Service

SoftBank also provides employees with an online health care consultation service, which offers consultations with a highly specialized healthcare team via PCs, smart phones, and other devices, to respond to concerns or anxieties regarding health and medicine.

No Smoking During Working Hours

SoftBank has been gradually phasing out smoking during working hours since April 2019 to promote better employee health. Smoking has been prohibited during all working hours since April 2020. The company regularly offers financial assistance to cover some of the costs of quitting, including nicotine patches, nicotine gum, and visits to clinics for treatments to break the habit. The ratio of smokers at SoftBank during the year ended March 31, 2020, was 29.7%.

Introduction of the Peer Supporter System

In the Peer supporter system, which was introduced in 2008, employees qualified as industrial counselors or career consultants – following a training and selection process – respond to inquiries from other employees on a volunteer basis, or proactively call on employees who appear to be struggling.

Initiatives for Maintaining Health

SoftBank has undertaken a number of initiatives to be an organization that is always full of vitality, so that employees can continue to work in good health.

Introduction of a "Between Work Interval" System

SoftBank has introduced a "Between work interval" system that ensures a specified break time between the end of work and the start of the next business day, so that employees are assured of having sufficient time for personal activities and for sleep. The system applies to all employees, and

makes it a requirement to take ten hours or more of consecutive break time between "shifts." Exceptions can be made when urgent matters arise.

Encouraging the Use of Annual Paid Holidays

To promote workstyles with a healthy balance of work and personal time, SoftBank supports Premium Friday (in which employees are encouraged to leave at 3PM on the last Friday of every month), and has put in place an environment that makes it easy for employees to take paid holidays, by recommending that employees use their paid holidays when there is only one weekday between the weekend and a national holiday, or during the Spring "Golden Week" holidays.

Note: Ratio of paid holidays used during fiscal 2018: 76.5%
Ratio of paid holidays used during fiscal 2019: 72.2%

Support for Improving Employees' Health Improving Health Literacy

A program called "You'll understand it in 5 minutes! SoftBank's health management" was designed to improve employee literacy regarding health.

Improving Eating Habits

SoftBank conducts group seminars and e-learning programs to improve employees' eating habits, and provides special healthy menu items in the employee cafeteria.

Encouraging Exercise Habits

SoftBank holds walking events as well as online morning yoga classes via Zoom and video streaming of stretching classes taught by a physiotherapist, and encourages employees to participate in in-house club activities.

Improving Mental Health

SoftBank offers courses on "sleep debt" to promote healthy sleeping habits, and also provides e-learning on self-care and "line care," in which managers monitor the physical and mental health of employees under their charge.

Activities Promoting Women's Health

SoftBank distributes a "Women's Energy Support Column" by e-mail to all employees, and holds "Women's health support seminars" and related events.

Healthy Workplace Environments Preventing Workplace Harassment

SoftBank provides awareness activities, including division-specific training and e-learning, to ensure a healthy and safe workplace free from all forms of harassment. If a harassment incident does occur, a primary contact point has been established so that appropriate measures can be taken as quickly as possible. As part of the response, the counselor will first listen to what happened, and then discuss the next steps with the employee. All consultations are handled with complete confidentiality, so that employees can raise issues with peace of mind.

Materiality 6

Developing a Resilient Management Foundation

[SDGs Value Creation] (4) Enhance Productivity with Advanced Workplace Environments

Labor Practices

Labor Practice Initiatives

Policies concerning labor practices are put forward in the "SoftBank Human Policy," and we maintain various systems to promote appropriate labor practices. Policies concerning wages, working hours, and other labor standards are translated into English so that they can be understood by all employees working in Japan and overseas.

Specific Initiatives

Labor-management Relations

We respect the freedom of association and the right of collective bargaining as employee rights, and accept the effective exercise of these rights. SoftBank has completed a labor agreement with the labor union. To engage in constructive discussions between labor and management, we host labor-management consultations and committee meetings between the representatives of the labor union and management to improve various systems and discuss wages, lump-sum payments, and occupational safety and health, and also to regularly exchange opinions about the management environment.

Labor Risk Assessment

In order to verify that we are complying with the appropriate labor practices in our own business activities, we assign a human resources specialist as the person in charge of human resources when launching a new subsidiary so that the organization functions in a healthy manner to accomplish goals and to prevent any harm to the employees working there. Specifically, we assess the risks of overwork and other labor problems, and have established a framework for resolving issues and ensuring that measures are implemented in a timely manner.

In our existing businesses as well, we assess risks of overwork and implement corrective measures to ensure compliance with Article 36 of the Labor Standards Act, regarding overtime. Specifically, we ensure appropriate working hours by checking each employee's situation, and especially those who are expected to work long hours, based on a simulation of monthly and annual working hours using the attendance management system. Countermeasures are considered when deemed necessary, and reports on each case are submitted to management staff. We assess actual working conditions through regular "Service overtime surveys" of all employees, and conduct educational activities through "Employee attitude surveys concerning overtime work." By reporting regularly to the Division Heads Meeting and the Occupational Safety and Health Committee about these initiatives and conditions surrounding overwork, we are able to strengthen the initiatives while verifying the effects of risk reduction.

Labor-related Compliance

During fiscal 2019, one labor-related compliance violation was discovered at SoftBank Corp. The violation concerned an employee who was made to work outside of the time frame stipulated by the "Article 36 Agreement." The Agreement was revised to reflect this violation, and was submitted to the Labor Standards Inspection Office to resolve the situation.

Ensuring Fair and Industry-competitive Treatment

SoftBank strives to pay industry-competitive wages that go beyond compliance with the legal minimum wage, and exceed a simple "living wage." Decisions on remuneration are made in compliance with applicable laws in each region, and we have set a standard* for the starting wage of new graduates that substantially exceeds the national weighted average amount of the regional minimum wage.

Note: Equivalent to approximately 170% as of 2020 (approximately 150% compared to the minimum wage in Tokyo)

Participating in Initiatives

As a company that has signed the United Nations Global Compact, SoftBank Corp. has announced its support for the freedom of association and the effective approval of the right to collective bargaining, the abolition of forced labor and child labor, and the elimination of discrimination with respect to employment and occupation. We are also strengthening initiatives directed at appropriate labor practices through opportunities for proactive information exchanges with outside entities.

For some time now, SoftBank has engaged in continuous exchanges with the human resource departments of leading companies in various industries. Notably, since 2017, we have exchanged opinions about labor problems and considered measures through jointly hosted workshops on labor practices. The information obtained is used as in-house feedback to promote appropriate labor practices.

Occupational Safety and Health policies

To maintain a working environment in which employees can work with a healthy mind and body, we have established "Safety and Health Management Rules" that are applied throughout the SoftBank Corp. Group. Under this system, the Occupational Safety and Health Committee plays a central role in setting numerical goals for occupational safety and health, monitoring performance, and promoting activities in each organization and throughout the company as a whole aimed at achieving those goals.

Note: Scope: SoftBank Corp. and its Group companies

Occupational Safety and Health Activities

Occupational Safety and Health Risk Checks and Audits

To prevent work-related accidents, we feel that it is important to identify occupational safety and health risks in SoftBank's business activities, and to take action in reducing those risks. As part of risk

assessment efforts, we ensure employees' health and safety by regularly conducting stress checks, and we have a designated industrial physician check employee work environments and job descriptions through monthly workplace audits, to identify potential hazards related to occupational safety and health.

The results of risk assessments are reported to each workplace, and we conduct improvement activities aimed at reducing risks in cases where those risks are deemed high.

Management of Safety and Health in the Construction of Base Stations

As a telecommunications carrier, SoftBank manages construction orders placed with telecommunications construction companies. Because the construction of base stations involves dangerous work in high places, thorough safety and health management is essential. In addition to ensuring the safety of the work environment, SoftBank begins construction work only after educating the workers involved in the project about the rules for using the related tools and equipment. SoftBank has also enacted original "Construction Safety Policy" rules that enhance workplace monitoring to ensure work site safety by eliminating dangers that might escape workers' notice. Meanwhile, safety competitions and video-based safety education activities are conducted jointly with the telecommunications construction companies to reach the goal of "zero accidents" during construction projects.

Emergency Preparedness Procedures

SoftBank has put in place systems to ensure employee safety in the event of an earthquake, typhoon, or other emergency. In the event of such a crisis, an Emergency Response Headquarters is established as deemed necessary, and appropriate measures are implemented based on regulations stipulated

by SoftBank. We also conduct regular in-house training and implement equipment safety procedures and other measures to prepare for emergencies. As an additional safety measure, drinking water, food, and other daily necessities are kept on hand at all times at work sites around the country, to create an environment which ensures that employees stay healthy even when a disaster occurs.

Safety and Health Management for Employees and Overseas Assignments, Including Family Members

SoftBank undertakes a variety of activities to ensure the health and safety of employees on overseas assignments, as well as family members accompanying those employees, providing support to ensure that employees can work anywhere in the world with peace of mind.

- Employees have in-person consultations with an industrial physician before beginning their assignments
- During their assignments, employees are required to return to Japan temporarily for a medical checkup (If the employee is unable to return to Japan temporarily, SoftBank bears the cost of equivalent medical checkups in the country in question.)
- The employee participates in HR interviews before, during, and after the assignment to monitor physical and mental health, and to follow up on issues arising in day-to-day life
- To prepare for emergencies, SoftBank has introduced an "Emergency overseas evacuation service" that enables all employees on overseas assignments or business trips to evacuate to another country in the event of a terrorist attack or political unrest, as well as an "Emergency medical transport service" that provides transportation to another country for medical treatment in the event of a serious illness or injury.
- SoftBank confirms the safety of all employees on overseas assignments or business trips in the event of an emergency

Data on Labor Practices

Ratio of paid holidays used / Total annual work time / Average annual employee salary

Item	Boundary	Unit	FY ended March 2017	FY ended March 2018	FY ended March 2019	FY ended March 2020
Total annual work time	SB + main subsidiaries	Hours	1,846	1,811	1,764	1,756
Ratio of paid holidays used	SB	%	73.3	75.1	76.5	72.2
	SB + main subsidiaries	%	73.2	75.0	76.4	74.2
Average annual salary	SB + main subsidiaries	¥1,000	7,554	7,818	7,298	7,782
Employee bonuses (median)	SB	¥1,000	2,430	2,662	2,135	2,253

Note: SB: SoftBank Corp.

Initiatives Supporting Business Activities

Customer Relationship Management

Efforts to Increase Customer Satisfaction

SoftBank engages in daily efforts to provide services and build network environments that satisfy customers. Through interactions in stores and call centers, we uncover potential issues from customer requests that have been gleaned from questionnaires and other sources, and we reflect this feedback into our operations to provide our customers peace of mind. We are also making efforts to improve customer satisfaction by visualizing customer feedback and incorporating it into the PDCA cycle to accelerate improvements, while thoroughly educating sales staff (hereinafter, "crew") who are on the frontlines of customer support.

Customer Surveys

SoftBank conducts questionnaire surveys of customers who visit our stores so that we can incorporate the opinions and requests of customers into our business activities. The survey includes Net Promoter Scores* (NPS) and the underlying reasons for them, as well as crew member customer service evaluations for every customer store visit. We collect approximately 1.8 million responses each year.

Questionnaire responses are visually displayed on a dedicated system and the contents are shared at store meetings to enable each store to efficiently apply them to the PDCA cycle and conduct improvement activities.

In addition, we conduct satisfaction surveys at random among customers under contract. Customer opinions and comments gathered through 900,000 annual questionnaire responses are also reported along with issues and countermeasures at management and other meetings.

Note: Net Promoter Scores are a metric for assessing customer loyalty

Efforts to Collect Items Noticed by Staff

We engage in efforts leading to improved satisfaction by collecting requests and items of note working staff have noticed through interactions with customers.

We collect items for improvement and issues noticed by crews working at stores through interactions with customers.

In addition, call center operators gather approximately 3,000 submissions a month in an effort to post customer opinions, referred to as "Voice of Customer" (VOC). Operators also submit 500 posts each month from a "comment box" regarding issues they noticed. This feedback is shared with the relevant departments and responses are made as necessary.

Efforts to Increase Satisfaction of Enterprise Customers

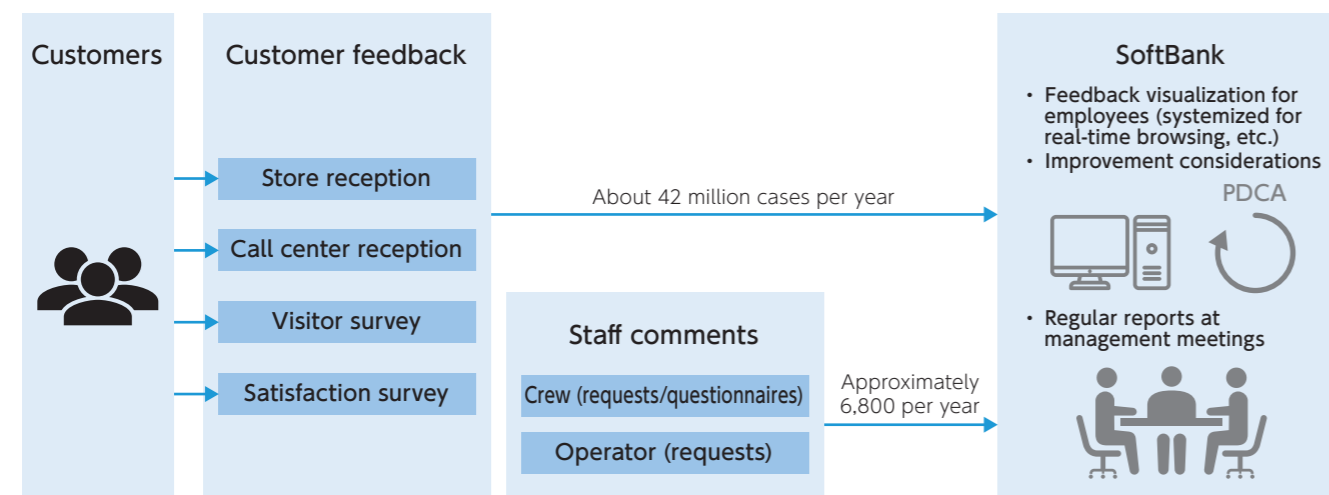
We use videos and a variety of other tools at proposals and briefing sessions to help enterprise customers easily understand our solutions and services.

We constantly seek to provide services that are user-friendly and reliable from the customer's standpoint while also making efforts to strengthen all aspects of services from the perspective of consumers who are downstream from customers.

〈External Assessments〉

2018 Corporate Network Service Customer Satisfaction Survey
Number One in Overall Satisfaction in the Large Enterprise category
Nikkei Computer Customer Satisfaction Survey 2019-2020 Network Service (Wireless) First Place

〈Efforts to visualize customer and staff feedback〉



Crew Education Initiatives

SoftBank engages in education efforts to ensure high levels of knowledge and skills for crew members who interact directly with customers in stores with the aim of creating SoftBank, Y!mobile and other stores that provide customers with a higher degree of happiness. We share our aspirations, teach customer service etiquette and product knowledge, and provide all crew members with group training, e-learning, video content and other tools appropriate to their level, purpose and role, while visualizing the management and skill acquisition status of each crew.

We have also introduced in-store live training enabling group training and education with the aim of creating new learning opportunities for crew members.

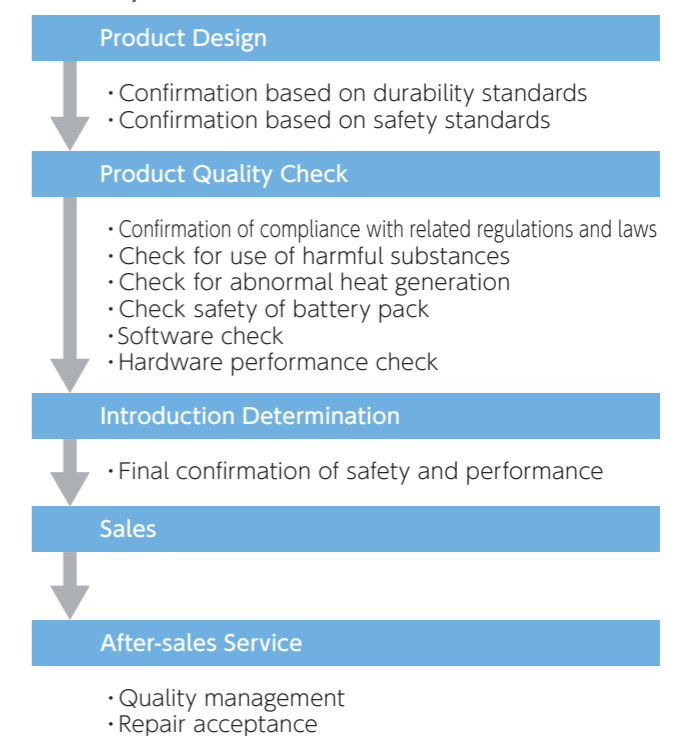
By conducting this training in a timely manner in line with the release of new models and services, we can directly share sales tactics and other noteworthy points for communication with customers to crews nationwide. Knowledge and customer service skills gained through daily work and training are evaluated through the SoftBank and Y!mobile qualification examinations, with certified crews displaying badges that represent their certification in an effort to improve customer service at each store. SoftBank and Y!mobile stores also hold the "Customer Service No. 1 Grand Prix," which involves role-playing where crews play the part of customers at mass retailers, to select and commend the crews with the best customer service in all each district throughout Japan. This activity is sent in video format to retail stores nationwide as an opportunity to share examples of better customer service, which not only awards excellent crews but also improves customer satisfaction.

Ensuring Customers Use Products Safely

SoftBank believes it is important to provide products and services that meet social needs (customer and market expectations), thus we strive to provide safe, secure products and services based on universal design. In addition, we implement thorough quality control, from design to market quality after launch, with a strict focus on safety. We established our own safety standards above and beyond compliance with laws and guidelines, fully confirming safety across the design, development and manufacturing processes. We also implement 100% of the labeling required for relevant regulations during shipping and delivery. If failure or quality issues arise after a product is released, we will accept repairs at stores nationwide or online, promptly investigate the cause and work to improve and increase quality. In the event of a serious malfunction, we established an Emergency Response Headquarters system led by the President to determine malfunction details and cause, decide policy and provide prompt responses. In an effort to prevent the misuse of products, we also engage in safety promotion activities through various announcements in collaboration with the MCPC* and other industry organizations.

Note: Mobile Computing Promotion Consortium

〈Quality Control Flowchart〉



Initiatives Supporting Business Activities

Brand Management

Corporate Identity

Company Name Origin

SoftBank Group Corp. (formerly, "SoftBank Corp.") started out in 1981 as a distributor of personal computer software. As software is called "soft" in Japanese, the name "SoftBank" literally means "a bank of software." The word "bank" was chosen based on the grand aspiration to be a key source of infrastructure for the information society.

Corporate Logo



The SoftBank logo consists of the brand symbol, which is a combination of "two lines" and "silver," and the word SoftBank. The double-line represents the "=" (equal) sign, symbolizing the Group's role as an actor in the information revolution. It shows that the SoftBank Group has an "answer" it can provide to customers and help solve the various problems the world faces. The double-line also expresses interactive communication and unlimited possibilities. The brand color silver shines brightly on its own, unaffected by surrounding colors. Combined with the double-line, it becomes a banner that symbolizes the information revolution, not losing its luster with the passage of time.

Responsible Advertising and Public Relations Activities

When conducting advertising, public relations activities, and other communication activities, SoftBank is careful to consider the accuracy of information concerning the management policies and business description, technologies, products, and services as well as ethics (sufficient consideration of human rights, environment, confidential information, intellectual property rights, personal information, and other problems). At the same time, we listen to the opinions of wider society and incorporate them in our business.

When it comes to advertisements and other forms of publicity, we consider advertising ethics and endeavor to display content which complies with the Act Against Unjustifiable Premiums and Misleading Presentations and other applicable laws as well as the "Voluntary Standards and Guidelines Concerning Telecommunications Service Advertising Displays" established by the Telecom Services

Promotion Conference business group.

In the Legal, Technology, Marketing, and other departments, we verify content according to legal compliance, consumer protection, and the customer's perspective while also consulting with attorneys and other external experts and specialized organizations as needed to verify that the advertising display content is accurate and appropriate.

After a major advertising proposal has been decided, advertising content is verified at the management level by presenting the content in a managerial meeting or by providing individual explanations to managerial personnel.

Feedback concerning advertising activities which have already been executed are also accepted by SoftBank Customer Support (inquiries). Moreover, we continuously monitor previously conducted advertising activities by subjecting them to a regular advertising check scheme conducted by an industry organization (Telecom Services Promotion Conference) to verify that there are no legal, guideline-based, or ethical issues with the content.

In this manner, we establish a strict verification process and mechanism for detecting problems. In the unlikely event that a customer, administrative authority, or consumer group, etc. points out a problem with our advertising activities, we change the content.

During fiscal 2019 there were no cases of unjustifiable and misleading representation as stipulated in the Act Against Unjustifiable Premiums and Misleading Presentations resulting in administrative disposition within SoftBank's advertising activities.

In order to continue responsible advertising activities, it is important to improve ethical awareness with respect to advertising displays within the company. At SoftBank, we conduct periodic group training and e-learning regarding advertising display ethics to promote an understanding of the relevant laws, advertising display rules defined by the industry, and internal rules, etc.

In addition, in order to upgrade our level of responsible advertising activities, we participate in the "Japan Advertisers Association (JAA)" which aims for the healthy development of advertising activities and feed back the knowledge obtained through discussions with participating companies and leading experts into our advertising activities.

About Advertising

SoftBank has developed highly popular advertising and topical series such as the Shirato Family series of commercials launched in 2007. Recently, we started the "5G is Doraemon?" series, which is a collaboration between "SoftBank 5G" and cartoon character "Doraemon," as well as the "Katte Ni HERO'S" series, which conveys the attractiveness of the pricing service "Merihari Plan."

In addition, SoftBank's low-priced smartphone brand "Y!mobile" features humorous and friendly commercials that aim to simply convey the value of the "Y!mobile" brand since its commercial launch in 2014.

Advertising Awards History

SoftBank

CM Research Institute September 2018 1st Place in commercial popularity ranking (production)

Target: Unlimited video SNS commercial "Shirato Family/Mystery Train"

CM Research Institute November 2018 1st Place in commercial popularity ranking (production)

Target: Unlimited video SNS commercial "Shirato Family NO MORE Giga Dorobo"

CM Research Institute May 2019 commercial ranking 1st Place (production)

Target: Student discount commercial "Giga Koku Monogatari, Karaoke"

CM Research Institute April 2020 commercial popularity ranking 1st Place (production)

Target: 5G promotion commercial "Shirato Family, 5G is Doraemon?"

ACC 2019 Film Section A Category (TV commercial) Bronze "Shirato Family Giga Dorobo"

ACC 2019 Film Section A Category (TV commercial) Bronze "Shirato Family Interview with Rei Kikukawa"

ACC 2019 Media Creative Section Gold: "Kimi No Na Wa?" Terrestrial broadcast project

68th NIKKEI AD Award (2019) Electrical, Communication, IT Category Excellence Award

Published August 22, 2019 30 lines (5G Hachimura)

APA Awards 2020 Advertisement Production Category, Minister of Economy, Trade and Industry Award Excellence Award

Giga Koku graphics

34th All Japan DM Award Gold Award & Jury Special Award Implementation Effect Category

Target: "Direct marketing encouraging childcare support clubs and direct marketing promoting kids' phones"

Y!mobile

CM Research Institute December 2019 1st Place in commercial popularity ranking (Company/brand/production)

Target: Student discount commercial "Oyako de Dance"

NTV CM Awards 2019 - NTV CM Award Y!mobile "Y!BAND Honoo" version

National Catalog Exhibition Highest Award "Minister of Economy, Trade and Industry Award" Target: "Smartphone No Tomo"

72nd Dentsu Advertising Awards Activation Planning - Silver Award

Wai Mobile Student Discount "Wai Moba Gakuen" (nationwide unified smartphone debut test)

"AD FEST 2019" Brand Experience & Engagement Lotus Division Use of Digital & Social Platforms - Gold

"Love begins when the end of school bell rings"

"CLIO AWARDS 2018" Branded Entertainment Digital/Mobile Category - Silver "Love begins when the end of school bell rings"

"London International Advertising Awards 2019" Digital section Use of Social Media - Silver

"Love begins when the end of school bell rings"

"Spikes Asia 2018" Entertainment Division Excellence in Audience Engagement & Distribution Strategy Silver

"Love begins when the end of school bell rings"

ACC 2018 Branded Communication Division A Category (Digital Experience) - Silver

"Love begins when the end of school bell rings"

"JPM Planning Solution Award 2019" Digital Promotion Planning Department - Silver

"Love begins when the end of school bell rings"

"EPICA AWARDS 2019" Communication & Public Services - Gold "Parallel School DAYS"

Initiatives Supporting Business Activities

Community Participation | Social Contribution Activities (CSR Initiatives)

Approach

As a company leading the Information Revolution, we utilize our strengths in technology to promote activities which contribute to society. Based on a fundamental sustainability policy, the main themes of our social contribution activities to create a sustainable society are the "promotion of an information society," "next-generation education," "support for a diverse society," "environmental and resource measures" and "disaster counter-measures and reconstruction support." These focus themes are linked to our corporate philosophy "Information Revolution — Happiness for Everyone" and our growth strategy "Beyond Carrier" in the hope that knowledge gained from social contribution activities and connections with society will lead to further improvements in business activities.

While engaging in repeated discussions with stakeholders including everyone in local communities, we sincerely undertake the resolution of social issues and aim to contribute to the achievement of the SDGs to create a society in which everyone can enjoy a convenient and comfortable lifestyle.

<Social Contribution Activity Expense Data>

Item	Social Contribution Activity Expense (Millions of yen)	Note
Implementation of social contribution activity measures	780.9	Includes expenses for implementation of CSR activities and smartphone classes
Cash donation	4.68	Charity White and other donations
In-kind donation	35.7	Device rentals during disasters, etc.
Time donation*	2,105.2	Personnel expenses related to CSR activities
(Internal) employee volunteer participation	4.5	Personnel expenses related to volunteer participation
Recycling and other environmental expenses	97.5	
Others (group sponsorships, etc.)	12.4	Group sponsorships, etc.

Note: Converted to monetary value

Deploying Senior Personnel to Resolve Regional Issues

Since 2017, to work more closely with local communities and resolve local social issues, we have established bases for CSR activities in Hokkaido, Tohoku, Hokuriku, Tokai, Kansai, Kyushu, Chugoku, Shikoku and Okinawa where we deploy about 70 senior CSR employees with a wealth of experience and achievements as ICT professionals that play a central role in resolving local social issues and supporting regional revitalization. This initiative will also promote work style reforms as a new role model for utilizing senior human resources.

<Regional CSR Deployment Bases>



Working More Closely with the Governments while Using ICT to Resolve Social Issues

SoftBank contributes to regional revitalization through cooperation with local governments and other authorities, including the Ministry of Internal Affairs and Communications' "Regional Revitalization Personnel Exchange Program" as well as agreements with and appointments of various advisors to provide a frontline response to the resolution of social issues using ICT. (As of August 31, 2020)



Supporting Communities and Groups

Local Specialty Product Support

We hold exhibitions in the SoftBank employee cafeteria at the Head Office (located in the Shiodome area of Tokyo) to support the promotion of local specialties. On the day of the event, video announcements are made in the Head Office elevators and our intranet website, drawing many employees to the exhibit. In fiscal 2019, exhibitions were held in the municipalities of Ibaraki and Aomori Prefectures, as well as in Ehime Prefecture to provide support in areas that had been severely damaged by heavy rains in Western Japan.



Yahoo! Yell Market

In response to flagging sales of specialty products from areas affected by COVID-19, we are selling products that are facing sales channel difficulties on Yahoo! Yell Market, which is operated by Yahoo Japan. With the message of "supporting delicious food by buying and eating it at home," consumers can purchase local products such as Satsuma poultry from Kanoya, Kagoshima Prefecture, and *oyaki* (Japanese-style dumplings) from Nagano Prefecture. Going forward, SoftBank will continue to support local communities through e-commerce.



Tsunagu Bokin—Connected through Fundraising

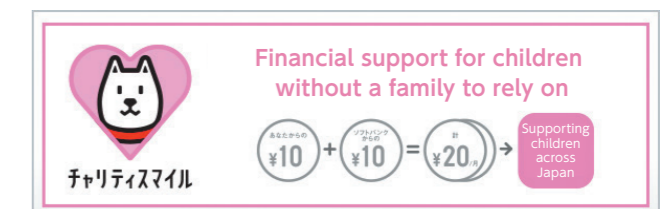
SoftBank smartphone users can add a donation to their smartphone bill payments or make a donation using their T-POINTS. By providing a platform that allows people to more easily participate in a wider variety of non-profit fundraising activities using the smartphones that have become such a familiar part of life, we will continue to support the efforts of non-profit organizations and the resolution of social issues.

<Fiscal 2019 Results>

Registered groups: Approximately 500
Total donations: Approximately ¥300 million per year

Charity Smile

An optional mobile phone service that provides ongoing support to children who have lost their homes due to abuse, or have lost their parents to accidents or disasters, through monthly donations of ¥20 per month per customer to supporting non-profit organizations, with each donation comprising ¥10 from a customer and a matching ¥10 donation from SoftBank Corp.



<Fiscal 2019 Results>

Total donations: ¥7,143,476

Charity Mobile

This is a program that allows users of SoftBank mobile phones to donate 3% of their monthly mobile phone usage fees to non-profit organizations over the course of two years.

When customers sign up for this plan using a special application page that appears when they purchase or upgrade their mobile phones, SoftBank will donate a fixed amount of ¥6,000, and 3% of their monthly mobile phone usage fees over the course of two years*, to non-profit organizations of their choosing (with no additional fees or burdens for the customer).

Note: A maximum donation period of 24 months

<Fiscal 2019 Results>

Total donations: ¥131,332

Initiatives Supporting Business Activities

Community Participation | Social Contribution Activities (CSR Initiatives)

Employee Volunteer Participation

Employee Volunteer Activities

To encourage employees to participate in community volunteer activities, SoftBank provides up to two days a year of volunteering leave. Through volunteer efforts such as cleanup activities, support for people with disabilities and support for areas affected by large-scale disasters, employees engage in close communication with the community beyond their core business. Furthermore, by applying that experience and knowledge to our core business, we aim to contribute to a better society.

Volunteering Leave Utilization

Fiscal 2018	Fiscal 2019
153 people	179 people

Employee Volunteer System

Utilizing the experience and skills employees have accumulated through their work and hobbies, the SoftBank Group Employee Pro Bono System supports non-profit organization efforts to resolve social issues through volunteering. We also provide various systems including local employees supporting and participating in events held by local municipalities to enliven the community, enabling employees to use their skills and experiences accumulated through their core business and hobbies to support regional revitalization.

Employee Blood Donations

SoftBank employees participate in blood donations at our Head Office and regional bases. In February 2020, approximately 250 employees donated blood at the Head Office located in the Shiodome area of Tokyo. Additionally, in recognition of our ongoing blood donation promotion efforts, we received the "President's Special Commendation for Corporate Distinguished Service" at the 2017 Japan Red Cross Nationwide Conference.

Employee Fundraising

In response to our employees' desire to support NPOs, SoftBank Corp. established an employee fundraising system in April 2013, through which donations continue to be given to certain organizations. Also, after a major disaster, we form a separate employee fund to help those affected. We match all employee donations, enabling a two-fold contribution to be made to non-profit organizations in disaster-stricken areas.

<Fiscal 2019 Results>

Total donations: ¥4,262,079

Promotion of an Information-oriented Society

Responses to the Digital Divide (Maho Project) Using cutting-edge technologies to support the education of children with special needs

Research undertaken since 2009 on ways of utilizing mobile devices to benefit children with special needs. SoftBank is researching the potential for ICT as a method of communication and cognition by lending tablets and the humanoid robot "Pepper" free of charge for a set amount of time to schools participating in the project for use in learning and daily life. Children unable to communicate well with others are able to communicate by displaying words on the tablet to facilitate mutual understanding and use an application displaying a picture of a timer to support the understanding of abstract time concepts like "wait a minute."

Participant Feedback



A student with a progressive illness in need of assistance with transportation and other aspects of daily life was unable to describe a role in society and worried

about the future. This student is good at operating computers and using other technologies.

Participating in this project and programming Pepper enabled the student to actively participate in various activities and gain confidence. As a result, the student decided to pursue engineering as a future career, taking on the challenge of the Waseda University entrance exam, which was passed. At university, this student is studying about how technology can resolve and make up for various difficulties faced by people with physical disabilities.

Recording Growth and Development Status Using the ICT "Growth Log Service"

This online service records and manages information on growth, development and health from infancy throughout one's lifetime for the purpose of realizing seamless support. In addition to the development record traditional maternity health record book, this service enables the recording of the health, growth and development status of the entire family. The amount of information that can be understood will increase and become useful in daily life for learning, social welfare and other purposes.

Local governments can use the notification function to deepen their relationship with residents.

Residents will be able to understand their condition

and of that of their family quickly by recording information. Also, sharing recorded information with the local government will make it easier to receive the appropriate support.

Currently, this service has been introduced in Ikeda City, Osaka Prefecture, Niimi City, Okayama Prefecture, and Abira, Hokkaido (as of August 31, 2020).



Note: The growth/development recording function of the "Growth Log Service" ("Face Sheet" "Current Condition"), is based on the recording file Ikeda Tsunagari Sheet "ikeda_s" jointly developed by the United Graduate School of Child Development, Osaka University, and Ikeda City.

Next-generation Education Initiatives

Supporting Education Using Cutting-edge Technologies

From 2020, programming education will be compulsory in elementary and middle schools in Japan, so SoftBank is providing various opportunities for programming education. As part of this effort, in fiscal 2019, we started the new education program "IoT Challenge," which uses Pepper and micro:bit. We also conduct hands-on programming classes using Pepper in various locations to support the creation of opportunities for children to think about the future.

Disaster Prevention Education Using Pepper

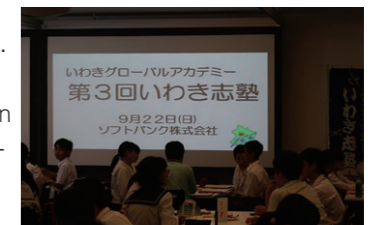
As part of our community-based CSR activities, we are also focusing efforts on developing the next generation and educating children. We conduct disaster prevention classes using Pepper in elementary and middle schools in conjunction with the Japan Meteorological Agency as a disaster prevention countermeasure for abnormal weather caused by climate change. In fiscal 2019, we began implementing the program in Miki City, Hyogo Prefecture, Fukuoka City, Fukuoka Prefecture, and other locations. Disaster prevention lesson



content from the Meteorological Agency is loaded into Pepper, who then acts as a teacher to conduct disaster prevention lessons on heavy rain, earthquakes and other topics for children. The utilization of robots and ICT enables children to have fun while learning about disaster prevention.

Career Classes for Students

CSR employees take the podium as teachers at middle and high schools across Japan to conduct Career Classes. Reflecting on their careers as business people up to now, this special class offers students a fresh perspective on what it is like to work in a corporation that they normally would not come in contact with. In fiscal 2019, these classes were held in Iwaki City, Fukushima Prefecture, Yoshida, Nagano Prefecture, and other locations. Going forward, SoftBank will continue to engage in next-generation development in collaboration with local communities.



Using ICT to Support Gym Classes and Club Activities

SoftBank provides remote support using smart coaches for the purpose of supporting remote islands and other areas impacted by geographical issues, as well as teachers who lack experience in competition and leadership skills in school gym classes and club activities. Teachers and students can watch videos on their smartphones, tablets, and PCs to receive online distance learning from professional coaches having a wealth of knowledge and experience.

This initiative is also incorporated into classes at universities and other institutions with the aim of supporting school teachers, nurturing children and developing future leaders. (see Materiality 2 on p. 69)

<Introduction Efforts>

Cumulative number of municipalities: 48

Cumulative number of club activities: 138

Note: As of March 31, 2020



Initiatives Supporting Business Activities

Community Participation | Social Contribution Activities (CSR Initiatives)

Support for a Diverse Society

SoftBank aims to use technology to create a society in which people of all ages can remain physically and mentally healthy and comfortable in their own way.

Elderly Monitoring Support Orange Safety Net

We facilitate a monitoring support service that uses smartphones for elderly people with dementia through the provision of "Orange Safety Net," a smartphone app that monitors the whereabouts of elderly people with dementia across Japan. This service has been deployed by 10 local governments so far and has been used since June 2019 in Kumakogen, Ehime Prefecture, where approximately 48% of the population is elderly. In actual search activities, there are cases where a missing person was discovered in 10 to 15 minutes due to the smooth exchange of information.



Short-time Telework

This system aims to allow those who have the desire and ability to work but lack employment opportunities due to day-to-day commitments or do not have workplaces nearby appropriate for their capabilities to use their homes or co-working spaces using ICT devices such as PCs, smartphones and tablets to work in ways that are unrestricted by time or place. As one area of collaboration under the comprehensive collaboration agreement concluded with Yokohama City in 2018 regarding the promotion of "SDGs Future City" in an effort to realize an environment where women can work and play active roles, in March 2019, we launched trials involving people who live in Shiomidai (Isogo Ward, Yokohama City). In February 2020, we launched Phase Two at Tama-Plaza Station (Aoba Ward, Yokohama City).

Disaster-stricken Area Support

Efforts to Support Disaster-stricken Areas Employee Volunteer Activities

When a natural disaster occurs in Japan, SoftBank lends mobile phones and other digital devices and donates funds to support disaster-stricken areas. We provide liaison support enabling us to work closely with local governments to hasten our response with regard to disaster conditions and the necessary support.

In addition to the unlimited lending of mobile phones for local governments and Self-Defense Forces dispatched to provide disaster relief, we also provide necessary assistance including usage fee deadline extensions, communications fee reductions and free or reduced-rate repairs for damaged devices.

Additionally, we work to conclude Yahoo! Disaster Agreements with local governments in an effort to improve local resident access to disaster information by facilitating the dissemination of information from the local government where the disaster occurred online or through the Yahoo! Disaster Prevention app.

As a telecommunications company and a member of society, we will work to restore infrastructure in an ongoing effort to support disaster-stricken areas.

〈Main Support Efforts (Fiscal 2019)〉

		Device rentals	Donations
July	Heavy rain in southern Kyushu	30units	—
August	Heavy rains	77units	—
September	Typhoon No. 15	267units	¥671,337
October	Typhoon No. 19	723units	¥6,184,204



Great East Japan Earthquake Recovery Support

Response to the Great East Japan Earthquake

Immediately after the earthquake on March 11, 2011, in addition to local recovery activities, we provided the necessary support to disaster-stricken areas and engaged in various recovery support activities.

2021 will mark 10 years since the Great East Japan Earthquake, but as recovery efforts are still underway, SoftBank will maintain its support through various activities aimed at rebuilding the Tohoku area. In March 2020, we launched a special section on our website called "3.11 TOHOKU Support Continues." That same month, we also implemented the "3.11 TOHOKU Ouen Project" in collaboration with "Pokémon GO." During this campaign, customers who visited SoftBank and Y!mobile store in three Tohoku prefectures received items used in the "Pokémon GO" game, with the SoftBank and Y!mobile store appearing in the game's "Poké Stop" and "Gym" photo disk design, which changed to a message asking for assistance in Tohoku, a call for support so that memories of Tohoku will not fade.



Charity White

Launched in August 2011, *Charity White* allows mobile phone users to add a ¥10 donation to their monthly fees. SoftBank Corp. launched a service matching ¥10 for each donation*1, a total monthly donation of ¥20. Total donations have exceeded ¥1.1 billion*2, and the funds are being used for educational and psychological support of children in the Tohoku region.

*1 Recipient organizations: Ashinaga Foundation / Central Community Chest of Japan

*2 As of March 31, 2020

Charity White is an optional plan where users donate ¥10 to their monthly basic usage fee, with SoftBank also contributing ¥10, for a total donation of ¥20 to children in disaster-stricken areas every month.



SoftBank Tohoku Kizuna Cup



As part of our recovery assistance for the Great East Japan Earthquake, since 2018 SoftBank has been holding events that provide children in Tohoku with opportunities to enjoy sports and cultural activities. In fiscal 2019, we supported activities in six categories: basketball, baseball, soccer, bicycle, wind instruments, and table tennis, events which approximately 1,000 people enjoyed that fosters bonds between friends. We also provide support using ICT, including the facilitation of remote instruction from former professional athletes, enabling guidance not normally received before the events.

We aim for this event to be one in which all participating children play leading roles in friendly games where children of the same generation can interact with each other across prefectures and regions, as well as receive technical guidance and social exchanges with famous athletes.

Among the children who individually participated in the basketball category in fiscal 2018, being in the tournament resulted in their selection as participating members of the Junior Youth Academy, making this event also a place to find talented individuals with great future potential.

With the cooperation of professional sports associations, local governments, corporation and media companies, we aim to provide ongoing support to the Tohoku recovery efforts by holding community-based events such as these in Tohoku and other disaster-stricken areas.



Initiatives Supporting Business Activities

External Evaluations

ESG Evaluation

SOMPO Sustainability Index

Selected as a constituent of the "SOMPO Sustainability Index" operated by SOMPO Asset Management Co., Ltd. This index is used for "SOMPO Sustainable Management," which broadly invests in companies with high Environmental, Social and Corporate Governance (ESG) ratings.



EcoVadis Silver Medal Certification

SoftBank received a Silver Medal rating in the EcoVadis 2020 sustainability questionnaire. Our efforts received high ratings among all four themes: Environment, Labor & Human Rights, Ethics and Sustainable Procurement.

Customer Satisfaction Survey

2018 Cloud Service Provider Customer Trial Survey (SM) (Cloud type Groupware Introduction Vendor Segment)

In a customer satisfaction survey of system vendors that support the sales and introduction of cloud-type groupware products for enterprises, SoftBank has ranked first in overall satisfaction for the third consecutive year since 2016.

Nikkei Computer Customer Satisfaction Survey 2019–2020 Number One in Customer Satisfaction for Network Services (Wireless)

SoftBank was ranked number one Customer Satisfaction for Network Services (Wireless) in the Nikkei Computer Customer Satisfaction Survey 2019–2020, which asks user corporate decision-makers to evaluate vendors that provide IT products and services.

Website

2019 "Internet IR Awards" Commendation Award (Daiwa IR)

SoftBank received the Commendation Award at the 2019 "Internet IR Awards," which recognize listed companies that make effective use of their IR websites.

Selected as a AAA Website in the Fiscal 2019 All Japanese Listed Companies' Website Ranking

SoftBank's IR website was selected as a "AAA Website in Nikko Investor Relations Fiscal 2019 All Japanese Listed Companies' Website Ranking survey.

Labor Practices

Platinum Kurumin

In February 2017, we obtained Platinum Kurumin certification from the Minister of Health, Labour and Welfare as "a company that has already received the Kurumin certification that has introduced and utilized a system for supporting work-life balance to a considerable extent and is implementing high-level efforts."



PRIDE Index Gold Rating

SoftBank was awarded the highest "Gold" rating in the PRIDE index for policies regarding LGBT and other sexual minorities within the Company for the third straight year since 2017.



The "PRIDE Index" commends companies for excellence in LGBT initiatives. It was established by the private organization "work with Pride" aimed at the broad recognition of concrete measures for the creation of workplaces where LGBT and other sexual minorities can work comfortably.

Tokyo Sports Promotion Company Certification

SoftBank was certified as a "Tokyo Sports Promotion Company" for excellence the sports support area and the promotion of sports activities for employees.



Eruboshi

SoftBank has received the "Eruboshi" designation (class 2) from the Minister for Health, Labor and Welfare in recognition of being a company that excels in the empowerment of women. Going forward, we will maintain efforts to promote the success of women, such as holding career training for female employees and implementing mentoring programs.



Excellence in Corporate Health and Productivity Management Category (White 500)

SoftBank was selected and recognized as a "White 500" organization in the "Health Management Paid Corporation 2019" large enterprise category by the Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi for excellence in healthcare management efforts.



Sports Yell Company

SoftBank was certified as a "Sports Yell Company" by the Japan Sports Agency for its proactive promotion of sports to improve the health of all employees.



Five Stars in the Third Nikkei Smart Work Survey, Special Commendation at Nikkei Smart Work Awards 2019

The Nikkei Smart Work Survey, a study conducted by Nikkei Inc., gave SoftBank a five-star rating, the highest possible rating, for two consecutive years. The Japan-based survey ranks all listed companies and companies with over 100 employees based on four aspects: human resources, innovation, market development and management fundamentals. A company's strength is comprehensively evaluated based on points drawn from these four survey categories.

SoftBank also received a Special Commendation at Nikkei Smart Work Awards 2019 due to our market development, innovation advancements and proactive use of cutting-edge technologies, as well as our promotion of advanced technologies from other companies.



Initiatives Supporting Business Activities

Third-Party Assurances and Certifications



ISO9001

Note: Copies of certificates are published herein

ISO9001 Certification
Main registration scope for ISO9001 certification is as follows:

- IaaS Engineering Department
- Sapporo Data Center
- Tokyo #1 Data Center
- Tokyo #2 Data Center
- Tokyo #3 Data Center
- Tokyo #4 Data Center
- Tokyo #5 Data Center
- Osaka Data Center
- Osaka Central Data Center
- Osaka #3 Data Center
- Kita-Kyushu e-PORT Data Center
- Kita-Kyushu e-PORT #2 Data Center
- Oita Data Center
- ICT Operation Division
- Process Management Division
- Hokkaido Network Technology Department
- Tohoku Network Technology Department
- Kanto Network Center
- Tokai Network Technology Department
- Department Hokuriku Network Technology
- Department Kansai Network Technology Department
- Department Chugoku Network Technology
- Department Shikoku Network Technology Department
- Department Kyushu Network Technology Department
- Department East Japan Platform Operation
- Department West Japan Platform Operation
- Department Server Platform Operations Department
- Department Global Service Operations Department
- Department East Japan Network Operations
- Department West Japan Network Operations
- Department Information Technology Division
- Department IT Operation Division
- Department ISC Division



ISO14001

Note: Copies of certificates are published herein

ISO14001 Certification
Main registration scope for ISO14001 certification is as follows:

- Sapporo Data Center
- Tokyo #4 Data Center
- Department Kita-Kyushu e-PORT Data Center
- Department Kita-Kyushu e-PORT #2 Data Center
- Department Oita Data Center
- Department Contact Center Operation Department
- Department Hokkaido Network Technology Department
- Department Tohoku Network Technology Department
- Department Kanto Network Center
- Department Tokai Network Technology Department
- Department Hokuriku Network Technology Department
- Department Kansai Network Technology Department
- Department Chugoku Network Technology Department
- Department Shikoku Network Technology Department
- Department Kyushu Network Technology Department
- Department General Affairs Division



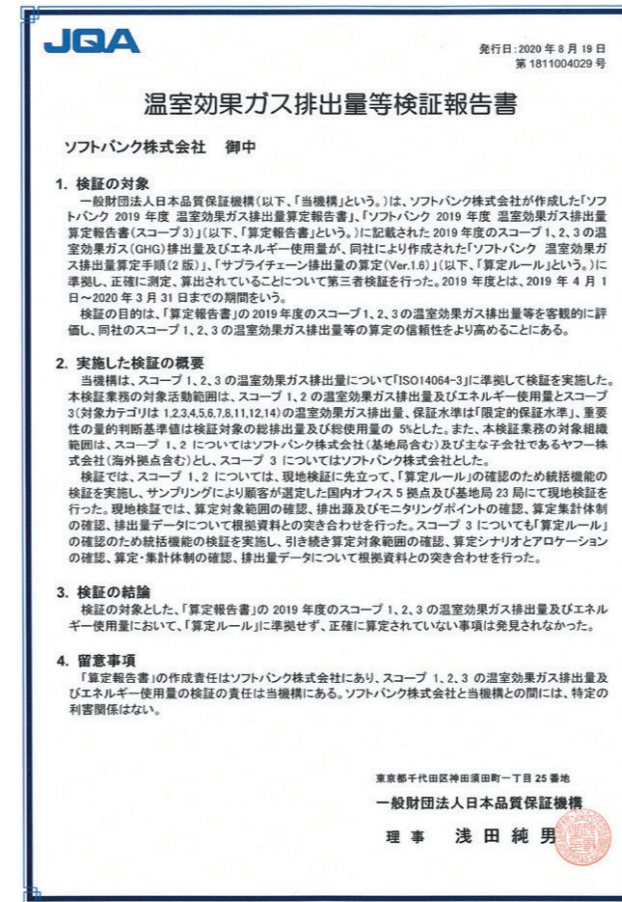
ISO27001

Note: Copies of certificates are published herein

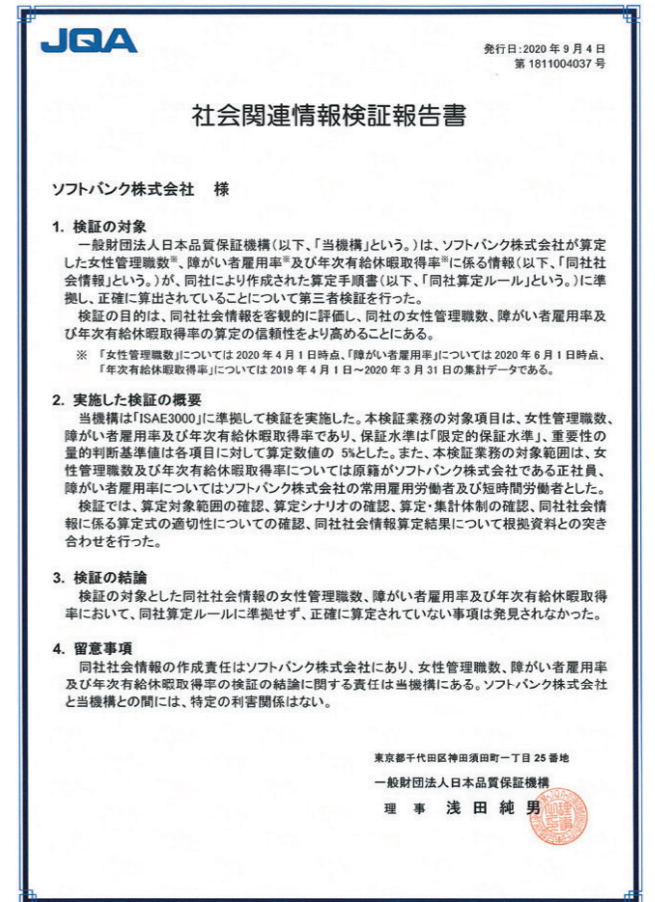
ISO27001 Certification
Main registration scope for ISO27001 certification is as follows:

- IaaS Engineering Department
- SaaS Engineering Department 2
- Government & Public SE Department
- Sapporo Data Center
- Tokyo #1 Data Center
- Tokyo #2 Data Center
- Tokyo #3 Data Center
- Tokyo #4 Data Center
- Tokyo #5 Data Center
- Osaka Data Center
- Osaka Central Data Center
- Osaka #3 Data Center
- Kita-Kyushu e-PORT Data Center
- Kita-Kyushu e-PORT #2 Data Center
- Oita Data Center
- ICT Operation Division
- Process Management Division
- Network Operations Division
- Information Technology Division
- IT Operation Division
- ISC Division

Greenhouse Gas Emissions Verification Report



Socially Relevant Information Verification Report



Company Overview

Company name	: SoftBank Corp.
Description of business	: Provision of mobile communications services, sales of mobile devices, provision of fixed-line telecommunications and ISP services
Established	: December 9, 1986
Corporate headquarters	: 1-9-1 Higashi-Shimbashi, Minato-ku, Tokyo 105-7317 Japan
Representatives	: Ken Miyauchi, President & CEO Jun Shimba, Representative Director & COO Yasuyuki Imai, Representative Director & COO Junichi Miyakawa, Representative Director & CTO
Common stock	: ¥204,309 million (as of March 31, 2020)
Number of employees	: Non-consolidated: Approximately 17,300 (as of March 31, 2020) Consolidated: 37,821 (as of March 31, 2020)
URL	: https://www.softbank.jp/en/

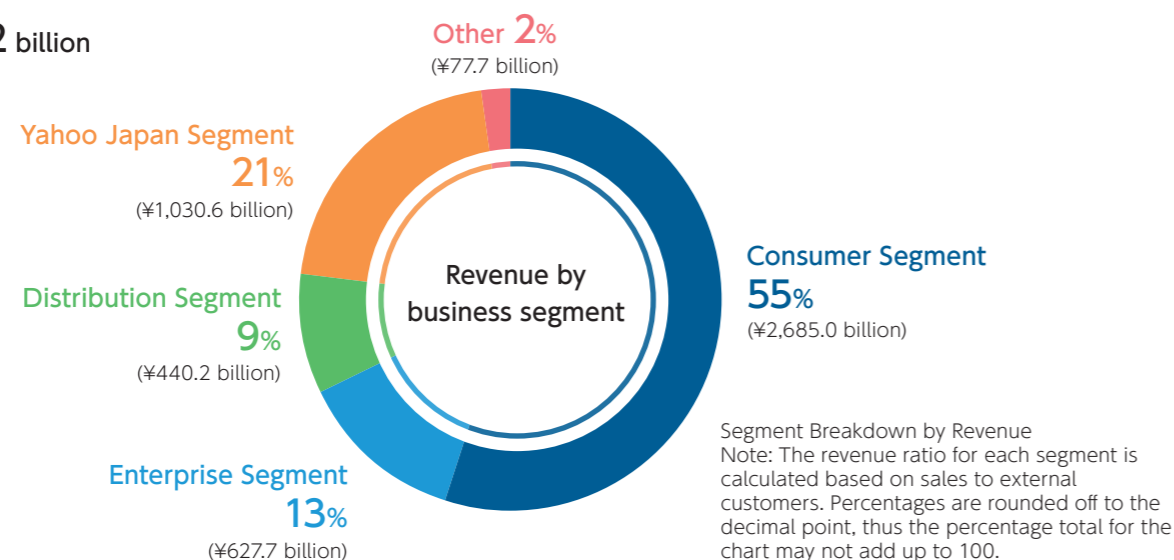
ISO Certifications

Item	Remarks
Integrated Management Systems	PAS 99
Quality Management Systems	ISO 9001
Environmental Management Systems	ISO 14001
IT Services Management Systems	ISO 20000-1
Information Security Management Systems	ISO 27001
Personal information protection management systems	JIS Q 15001
ISMS cloud security certifications	ISO 27017 JIP-ISMS517-1.0

Fiscal 2019 Performance (Consolidated)

Revenue

¥ 4,861.2 billion



Information Disclosure Approach

SoftBank discloses information to all stakeholders based on the following approach.

Compliance with laws and regulations

Regarding Company information that influences investment decisions, SoftBank discloses information in accordance with the Financial Instruments and Exchange Act and various regulations stipulated by the Tokyo Stock Exchange. In addition, we make every effort to prevent the infringement of copyrights and intellectual property rights.

Information accuracy and editorial independence

To ensure information disclosure accuracy, SoftBank thoroughly checks accuracy using an internal system and incorporates objective evaluations. In addition, in the process of determining content for disclosure, we avoid the influence of external organizations and individuals to ensure editorial independence.

Timely and appropriate information disclosure

SoftBank discloses information in a timely, appropriate, and easily understandable format to facilitate the investment decisions of shareholders and investors. In addition, even when the disclosure standards of various laws and regulations are not applicable, we proactively disclose actionable information to our shareholders and investors through our website and various reports.

Fairness of information disclosure

We strive to disclose information fairly so that there are no discrepancies in information disclosed to different stakeholders. Materials and videos, such as financial results briefings and subsequent Q&A sessions, are posted on the Company's website, and efforts are made to disclose information in English to ensure access for all stakeholders.

Information ethics

When disclosing information, SoftBank makes an effort to avoid violating social ethics by respecting diversity and considering disclosure from a neutral perspective on human rights.

Editorial Policy

Report period

Fiscal 2019 (April 1, 2019 to March 31, 2020)

Note: Certain information concerning matters before and after this period has also been included.

Organizations covered

SoftBank Corp. and its group companies

Publication date

October 2020

(next report planned for September 2021)

Referenced guidelines

- Global Reporting Initiative (GRI) "GRI Standards"
- Sustainability Accounting Standards Board (SASB)
- International Integrated Reporting Council (IIRC)
- ISO 26000

Websites

SoftBank Sustainability

<https://www.softbank.jp/en/corp/sustainability/>

IR Library

<https://www.softbank.jp/en/corp/ir/documents/>

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