What Is Our Approach to Sustainability?

To realize a sustainable society, we have identified six material issues to address under the concept of "a world where all things, information, and minds are connected". This section describes our sustainability strategy and provides an overview of our material issues.

Sustainability Strategy

We have established the concept of "a world where all things, information, and minds are connected" to achieve both our contribution to a sustainable society and our own sustainable growth, and have identified six material issues as themes for realizing this concept. We believe these are not only the embodiment of our corporate philosophy, "Information Revolution — Happiness for everyone," but also an important compass for promoting our *Beyond Carrier* growth strategy.

Furthermore, our Long-term Vision for 2030 represents the state where our material issues—which are our key medium- to long-term internal and external challenges—have been executed and realized. It also shows the future outlook that will be materialized through the planned and steady execution of our growth strategy. In this way, our Long-term Vision, material issues, and growth strategy maintain a strong, interconnected relationship.

Sustainability Strategy

To integrate and promote our growth strategy and sustainability, we have established the "Sustainability Basic Policy." The Board of Directors oversees the progress of our sustainability initiatives and deliberates and resolves important related matters. Furthermore, to strengthen our management oversight functions, we have established the ESG Promotion Committee as an advisory body to the Board of Directors.

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 a 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 bribery, etc.).
- To create a better future for everyone, we will continue to drive an information-based society, support education for the next generation, increase communication for our diverse society, protect the environment and manage resources in a sustainable manner, conserve biodiversity, and provide disaster response and relief.

Sustainability oversight structure

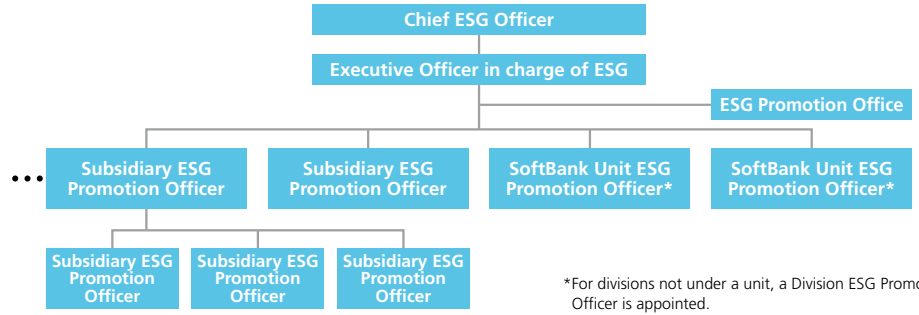
To further advance sustainability-driven management, the Board of Directors deliberates and resolves key sustainability matters and oversees the progress of its initiatives. Furthermore, to reinforce governance oversight in the sustainability area, the Company has established the ESG Promotion Committee (chaired by Junichi Miyakawa, President & CEO) as an advisory body to the Board. The Committee convenes, in principle, quarterly (four times a year) and on an ad hoc basis when important issues arise, to monitor the progress of the Group's sustainability activities and make recommendations to the Board. In its decision-making, the Board gives full consideration to these recommendations, ensuring that sustainability perspectives are properly integrated into the Company's management.

(Note) For the corporate governance system, please refer to P85.

Sustainability execution structure

The President & CEO, as the Chief Officer of ESG Promotion, is responsible for the SoftBank Group's overall sustainability initiatives, and the Executive Vice President & CHRO serves as the executive officer in charge of ESG promotion. In addition to establishing the ESG Promotion Office to promote the Group's sustainability activities, we have appointed an ESG promotion officer in each of our divisions and subsidiaries. These officers carry out various activities tailored to their business operations and work in coordination with the ESG Promotion Office to enhance the effectiveness of these efforts as a unified group. Furthermore, we respond swiftly to sustainability issues by collaborating with the Risk Management Committee, the Environment Committee, and the Committee for the Promotion of Women in the Workforce, among others.

Sustainability promotion structure (as of June 26, 2025)



*For divisions not under a unit, a Division ESG Promotion Officer is appointed.

Annual agenda of ESG Promotion Committee

[FY2024]

Date	Agenda
1st meeting Apr. 16	• ESG trends and developments • FY2023 performance review • Results of material issues review • FY2024 KPIs
2nd meeting Jul. 23	• Dialogue with experts: Report on the importance and trends of ESG from an investor's perspective • Company-wide promotion of ISSB/SSBJ standards • ESG initiatives for the supply chain • ESG promotion-related (ESG briefing session for investors)
3rd meeting Oct. 22	• ESG trends and developments • Progress of KPIs for the first half of FY2024 • Progress on ISSB/SSBJ compliance
4th meeting Jan. 28	• Progress on ISSB/SSBJ compliance • Internal carbon pricing-related • ESG promotion-related (SDGs Action Award)

[FY2023]

Date	Agenda
1st meeting Apr. 18	• FY2022 performance review • Results of material issues review • FY2023 KPIs
2nd meeting Jul. 24	• ESG trends and developments • Dialogue with experts: Net-zero business • Dialogue with leading ESG companies
3rd meeting Oct. 24	• ESG trends and developments • Dialogue with companies practicing ESG management • Progress of KPIs for the first half of FY2023
4th meeting Jan. 23	• ESG promotion-related (CSRD compliance, ESG briefing for investors, SDGs Action Award) • Dialogue with companies practicing ESG management

Material Issues

Under the concept of "a world where all things, information, and minds are connected," SoftBank has identified six material issues for sustainable growth. These serve as key drivers for both contributing to a sustainable society and enabling our own sustainable growth, forming visionary material issues that guide us toward realizing our future vision.

(Please refer to "Material Issues" on our website for details on material issues, including risks and opportunities and SoftBank's initiatives.)

Six material issues

		Material issues	Value creation	Target KPIs in FY2025 (Note)	FY2024 results	Related pages
Solving social issues through business	 **ACTION 01** **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.	(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)	Revenue from business solution and others • CAGR: 10%*1	27% YoY increase*2	Enterprise Segment P41
	 **ACTION 02** **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 customers and partners by providing attractive platforms that connect people to information.	(1) Realize attractive customer value through the spread of smart devices (2) Provide an environment in which everyone can access information (3) Leveraging ICT to create new lifestyles and enhance the foundations for daily life	1) Smartphone cumulative subscribers: • Continuous expansion of the customer base 2) Cumulative registered *PayPay* users • 70 million*3	1) 1.04 million 2) 68.38 million	Consumer Segment P39 Financial Segment P45
	 **ACTION 03** **Creating new business through open innovation**	Develop cutting-edge technologies and innovative business models 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.	(1) Building a foundation to support business transformation through AI (2) Development of next-generation business initiatives through cutting-edge technologies and business collaborations (3) Build systems to recruit and develop human resources to lead growth and create new businesses	Commercial deployment of homegrown LLMs*4	Construction of a homegrown LLM*4 with 460 billion parameters	What Is Our Long-term Growth Strategy? P19
Solving social issues through corporate activities	 **ACTION 04** **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.	(1) Contribute to the mitigation of climate change through technology and business (2) Promote a recycling-based society (circular economy) (3) Contribute to biodiversity conservation (4) Realize a prosperous society through the spread of renewable energy	• Net zero emissions (Scope 1, 2, 3*5) (FY2050)*6 • Carbon neutrality (Scope 1, 2*5) (FY2030)*6	Scope 1, 2: progress in emissions reduction in line with SBTi*7 standard (Aligned with the IPCC*8 1.5°C scenario) Scope 3: increase in emissions due to expanded calculation boundary and business growth	How Will We Achieve Carbon Neutrality? P71
	 **ACTION 05** **Building high-quality social infrastructure**	We are committed to maintaining a constantly connected and stable communication network, while also protecting our customers' important data. In addition, we will promote the construction of a "Next-generation Social Infrastructure" with a structure that can meet data processing and the demand for electricity, which is expected to increase rapidly due to the accelerated evolution of AI.	(1) Prepare sustainable life infrastructure (2) Construct robust communications infrastructure to contribute to disaster prevention and mitigation (3) Promote data security and privacy protection initiatives	5G deployment plan • Expansion of 5G standalone (SA) coverage: smartphone SA in key areas of all prefectures (FY2026)	21 prefectures completed	Information Security P104 CISO Interview P106 AI Governance P108
	 **ACTION 06** **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 and advancing health and productivity management to maintain and improve the health of employees and their families.	(1) Enhance corporate governance and ensure its effectiveness (2) Sustainable development through cooperation with stakeholders (3) Promoting employee well-being and advancing DE&I to maximize human capital (4) Enhance productivity with advanced workplace environments	Ratio of women in management positions • 20% or more (FY2035) 15% or more by FY2030 (double the ratio of FY2021)	9.9%	Human Resource Strategy P62 How Do We Ensure the Effectiveness of Our Governance? P81

(Note) Unless otherwise specified, the KPI metrics and targets, as well as results, are for SoftBank Corp. on a standalone basis.
*1 Calculated by the Group. CAGR: Compound Annual Growth Rate.
*2 From the first quarter of FY2024, SB Technology Corp. and Cybertrust Japan Co., Ltd., etc., which were previously classified under "Other," have been transferred to the "Enterprise segment." Also, in the first quarter of FY2024, the Company has revised its business management categories and transferred certain products from "Mobile" and "Fixed-line" to "Business solution and others." As a result, the figures for the "Enterprise segment" and the breakdown of all service categories in the segment revenue for FY2023 have been retrospectively adjusted. The results for FY2024 are calculated based on figures after retrospective adjustments.
*3 Figure for PayPay Corporation only, mid-term target.
*4 Large Language Models
*5 Scope 1: direct greenhouse gas emissions by the Company itself; Scope 2: indirect emissions from the use of electricity, heat and steam supplied by other companies; Scope 3: indirect emissions other than Scope 1 and 2 (emissions from supply chain associated with the activities of the Company).
*6 Covers the SoftBank Group.
*7 Science Based Targets initiative
*8 Intergovernmental Panel on Climate Change

Identifying material issues

Our material issues and the value creation are based on the concept of double materiality, as described later. This approach considers not only the impact of society and the environment on our company, but also the impact of our Company on each stakeholder.

Based on the risks and opportunities identified through the Company's comprehensive risk assessment for short-term (within a few years), medium-term (3-5 years, aligned with the Mid-term Plan), and long-term (10-30 years) perspectives, we evaluate our own significance (likelihood of occurrence and impact). Additionally, we recognize the importance as outlined in international guidelines and reports, and assess external significance by considering the positive and negative impacts (scale, severity, likelihood of occurrence, etc.) on stakeholders such as investors, NGOs/NPOs, customers, employees, and suppliers. We evaluate from the perspectives of both internal and external significance, taking into account the opinions of experts and other third parties. After discussions within the ESG Promotion Committee, we identify and determine the material issues with the approval of the Board of Directors.

Each material issue consists of multiple value creation (values generated through our business activities and initiatives) and contributes to the creation of business and business opportunities.

External importance	Internal importance
Based on the significance of issues identified in international guidelines (such as GRI, SASB, and the SDGs), international reports (like WBCSD Vision 2050), and ESG rating agencies, as well as the potential impact on stakeholders—including investors, NGOs/NPOs, customers, employees, and suppliers (scale, severity, likelihood of occurrence, etc.)—we formulate our strategy by assessing two key aspects: the impact of society and the environment on our Company and Group, and the impact of our Company and Group on society and the environment.	Based on the significance (likelihood of occurrence/frequency and impact) of short-, medium-, and long-term risks and opportunities identified through the Company's comprehensive risk assessment, we assess the importance of various issues within our Company and our Group. We then formulate our approach after considering dialogues with experts and investors, and engaging in discussions within the ESG Promotion Committee.

Addressing double materiality

The principle of double materiality is the concept that importance should be considered from two aspects: the financial impacts of society and the environment on the Company, as well as the impacts of corporate activities on society and the environment. The concept is advocated in international guidelines and others. We identify our material issues based on the principle of double materiality, considering not only the impacts of society and the environment on the Company and the Group but also the impacts of our corporate and business activities on society and the environment. In addition, the impacts caused by the Company*1 are considered with respect to both positive and negative impacts on each stakeholder.

Integrate sustainability-related risks into Company-wide risk management

We integrally manage Company-wide risks and opportunities, including those related to sustainability (such as climate change and human capital). In our Company-wide risk management process, we conduct risk assessments for the Company and its major subsidiaries that incorporate sustainability perspectives, such as the SASB Standards and the CDSB Framework application guidance. Based on these assessments and interviews with our executive officers and risk owners, the Risk Management Committee selects significant risks and opportunities from a Company-wide perspective. Furthermore, the ESG Promotion Committee utilizes the results of these risk assessments to review and re-evaluate our material issues and KPIs from both internal and stakeholder viewpoints, and monitors the progress of our sustainability activities and KPIs.

Materiality map

[Category]

- Building society and industry through DX
- Creating new business through open innovation
- Building high-quality social infrastructure
- Connecting people and information to create new excitement
- Contributing to the global environment with the power of technology
- Developing a resilient management foundation

[20 value creation items]

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)
4. Realize attractive customer value through the spread of smart devices
5. Provide an environment in which everyone can access information
6. Leveraging ICT to create new lifestyles and enhance the foundations for daily life
7. Building a foundation to support business transformation through AI
8. Development of next-generation business initiatives through cutting-edge technologies and business collaborations
9. Build systems to recruit and develop human resources to lead growth and create new businesses
10. Contribution to climate change policy/measures through technology and business
11. Promote a recycling-based society (circular economy)
12. Contribution to biodiversity conservation
13. Realize a prosperous society through the spread of renewable energy
14. Prepare sustainable life infrastructure
15. Construct robust communications infrastructure to contribute to disaster prevention and mitigation
16. Promotion of data security and privacy protection initiatives
17. Enhance corporate governance and ensure its effectiveness
18. Sustainable growth through cooperation with stakeholders
19. Promoting employee well-being and advancing DE&I to maximize human capital
20. Enhance productivity with advanced workplace environments

*1 Please refer to "Identifying material issues" on our website for details.
*2 Refer to the impacts of the environment and society on the Company and Group and the impacts of the Company and Group on the environment and society.
(Note) Obtained third-party assurance for the material issues identification process (from Japan Quality Assurance Organization).