SoftBank

Sustainability Report
2023

Corporate Philosophy

Information Revolution — Happiness for everyone

Under the shared philosophy of the SoftBank Group, "Information Revolution — Happiness for everyone," since its founding, SoftBank Corp. and its subsidiaries have constantly sought to contribute to the wellbeing of people and society.

Vision

Becoming a Corporate Group needed most by people around the world

SoftBank Corp. aims to contribute to happiness for everyone through the Information Revolution and become "the corporate group needed most by people around the world." To achieve this vision, SoftBank Corp. will leverage the business base it has built and the power of digital technology to realize its ideal of a society that is convenient, comfortable and safe for all.

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ESG Index

Message from the Chief ESG Officer

Junichi Miyakawa

President & CEO
Chief ESG Officer
SoftBank Corp.

Contributing to the Creation of a Sustainable World

Guided by the corporate philosophy "Information Revolution — Happiness for everyone," SoftBank Corp. has contributed to society by providing innovative businesses and services. Today, as a good corporate citizen, SoftBank Corp. regards contributing to the creation of a sustainable world as one of its most essential management issues. Guided by the concept of "a world where all things, information and minds are connected," SoftBank Corp. has identified six material issues with which it must engage in order to advance the development of a sustainable world. The standards we apply in identifying these material issues include not only their importance to SoftBank Corp., but how closely they relate to international guidelines and the concerns of stakeholders. By taking on these challenges as we pursue our "Beyond Carrier" strategy, we aim to enhance our corporate value and contribute to the realization of a sustainable world.

Our Responsibility as a Communications Infrastructure Company

Communications infrastructure is an indispensable lifeline for society. As a telecommunications carrier that provides that infrastructure, SoftBank Corp. has a responsibility to provide stable and highly reliable communications

services. In addition to further enhancing our services, such as by developing standalone 5G, in order to realize a world in which everyone has equal and adequate access to the information they want, we are advancing initiatives in non-terrestrial network (NTN) solutions, such as stratosphere-based high-altitude platform station (HAPS).

More than a decade has passed since northeastern Japan was devastated by the Great East Japan Earthquake, but I will never forget my frustration at the fragility of our recovery framework when leading the on-site recovery efforts in the immediate aftermath of the disaster. Since then, we have worked tirelessly to expand our service area and make our network more resilient. SoftBank Corp. will continue to build infrastructure that is resistant to disasters and fortify support measures to be prepared for disasters.

Addressing Environmental Problems

We believe that contributing to decarbonization through business activities and corporate activities is important. We have endorsed the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and the Paris Agreement, an international framework for reducing greenhouse gas (GHG) emissions from 2020 onward. Accordingly, we are advancing efforts to reduce our GHG emissions and disclose climate change-related information. In the current fiscal year, SoftBank Corp. has made the decision to expand its Net Zero initiatives to include its group companies. Through these initiatives, we

are working to reduce GHG emissions from business activities to zero throughout the supply chain by 2050.

SoftBank Corp.'s mainstay communications business consumes a great deal of power. Based on our belief that the continuation and expansion of our business must never be allowed to cause environmental destruction, we are advancing a variety of initiatives, such as using advanced technology to save power and utilizing renewable energy. We have set the concrete target of using renewable energy for 100% of power used in our business activities by 2030 (including 50% or more renewable energy with additionality). As part of efforts toward this target, in May 2023, we formed new renewable energy procurement contracts with power producers and announced our commitment to securing a stable supply of renewable energy. With this move, we aim to shift to a business structure that will be less susceptible to the impacts of rising electricity prices while contributing to decarbonization.

Human Capital Management Initiatives

Amid population decline and labor shortages, human capital management is more important than ever to secure competitiveness and the talent to handle evolving technologies. Seeking to promote medium- to long-term business strategy in concert with employee growth, we aim to make SoftBank Corp. an even more vibrant and dynamic company though multifaceted investment in

human capital. To this end, we regard people as the most crucial driving force of corporate growth. We are shifting from a conventional view of employees as "assets" to be managed to instead regard them as kind of non-financial "capital," a source of future value. Accordingly, we are working to better utilize the talents of our human resources, more proactively support their growth and further encourage them to take on challenges. We are also actively advancing diversity, equity and inclusion, such as initiatives to promote the active professional participation of women, aiming to foster a corporate culture in which everyone can thrive while being true to themselves.

In Closing

The emergence of generative AI, most famously ChatGPT, has rocked society, and I feel that the so-called "singularity," the point at which AI transcends human intelligence, is at last upon us. In addition to partnering with IT companies that provide generative AI to help our clients implement these technologies in their systems, we are working to develop generative AI in-house. While providing new value to the world, we will continue to reinforce efforts to promote the six material issues to advance sustainability. By doing so, we will fulfill our corporate responsibility to solve social issues and contribute to the realization of a sustainable world.

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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"

Faced with a variety of increasingly serious social problems, companies must work toward 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 Corp. has declared "a world where all things, information and minds are connected" as the concept under which it aims to contribute to the realization of a sustainable world while achieving sustainable growth. We have identified six material issues for realizing this connected world. We believe these six material issues embody our corporate philosophy, "Information Revolution — Happiness for everyone," and serve as an important compass for our "Beyond Carrier" growth strategy.

Through the identification of and response to material issues, SoftBank Corp. will accelerate its management strategy and contribute to realizing a sustainable world.

Corporate Philosophy
Information Revolution — Happiness for everyone

Vision
Becoming a Corporate Group needed most by people around the world

Material Issues

Concept A World Where All Things, Information and Minds Are Connected

Solving social issues through business activities

ACTION 01 Building society and industry through digital transformation (DX)

ACTION 02 Connecting people and information to create new excitement

ACTION 03 Creating new business through open innovation

Solving social issues through corporate activities

ACTION 04 Contributing to the global environment with the power of technology

ACTION 05 Building high-quality social communication networks

ACTION 06 Developing a resilient management foundation

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Approach to Materiality

Resolving Social Issues through Business and Corporate Activities

Based on the concept of "a world where all things, information and minds are connected," SoftBank Corp. contributes to the realization of a sustainable society through the power of technology, which is its strength, and has identified six material issues for achieving sustainable growth. These material issues will accelerate our "Beyond Carrier" growth strategy and are positioned as key drivers of our business.

The material issues are divided into those related to resolving social issues through business activities, namely "building society and industry through digital transformation (DX)," "connecting people and information to create new excitement" and "creating new businesses through open innovation," as well as those related to solving social issues through corporate activities, namely "contributing to the global environment with the power of technology," "building high-quality social communication networks" and "developing a resilient management foundation."

The material issues not only help to mitigate risk related to our corporate and business activities, but also represent opportunities to accelerate our sustainable growth. The six material issues encompass both contemporary society and our current business, as well as the social conditions and issues of the future, thus combining a visionary perspective for the future with SoftBank's unique point of view.

Material Issues

Solving social issues through business activities

1 Building society and industry through digital transformation (DX)

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)

2 Connecting people and information to create new excitement

Value creation
(1) Realize attractive customer value through the spread of smart devices
(2) Provide an environment in which everyone can access information
(3) Leverage ICT to create new lifestyles and enhance the foundations for daily life

3 Creating new business through open innovation

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

Solving social issues through corporate activities

4 Contributing to the global environment with the power of technology

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

5 Building high-quality social communication networks

Value creation
(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

6 Developing a resilient management foundation

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

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Approach to Materiality

Material Issues

Material Issues			Value Creation	Main Businesses and Initiatives
Solving social issues through business activities	**1** Building society and industry through digital transformation (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	• Leverage 5G, big data, AI, IoT and other technologies to contribute to the vitality of customer businesses • Streamline industry through AI, RPA,[1] big data and IoT
			(2) Create new industries through DX	• Create start-ups and new businesses in various industries using DX (main fields: logistics, infrastructure, distribution, real estate/construction, healthcare, insurance/finance) • Promote co-creation through DX (ONE SHIP, etc.) • Realize smart cities
			(3) Revitalize local communities (regional revitalization)	• Solve social issues by providing DX solutions to local communities and governments (cooperative agreements, pilot tests, dispatch of digital talent, 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.	(1) Realize attractive customer value through the spread of smart devices	• Provide wide-ranging customer value, price plans and services through the spread of smart devices and multiple brands • Provide new experiences using 5G (VR, sports viewing, etc.)
			(2) Provide an environment in which everyone can access information	• Provide news and information and increase accessibility through Yahoo! JAPAN and provide services through the LINE communication app, etc. • Hold smartphone classes in stores nationwide
			(3) Leverage ICT to create new lifestyles and enhance the foundations for daily life	• Contribute to education, healthcare and finance using ICT (Yahoo! JAPAN, PayPay, LINE, LOHACO, HELPO, etc.) • Evolve retail through new BtoC and CtoC platforms (Yahoo! JAPAN Shopping, ZOZOTOWN, ASKUL, etc.)
	3 Creating new business through open innovation	Develop new businesses, 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.	(1) Develop new business models with cutting-edge technologies	• Develop new businesses to promote the social implementation of digital technologies (mobility × AI: MONET Technologies Inc.; stratosphere-based high-altitude platform station: HAPSMobile Inc.; autonomous mobility: BOLDLY Inc.) • Promote next-generation infrastructure frameworks
			(2) Incubate and spiral-up cutting-edge businesses overseas	• Roll out successful SoftBank Vision Fund projects in Japan and overseas through global partnerships (WeWork Japan, PayPay Corporation, DiDi Mobility Japan Corp., etc.)
			(3) Build systems to recruit and develop human resources to lead growth and create new businesses	• Job posting system to shift human resources to new and growing businesses • Allocate personnel to new businesses through improvements in operational efficiency • Human resource recruitment, development, systems[2] and compensation necessary to create and promote new businesses • Cutting-edge R&D
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.	(1) Contribute to the mitigation of climate change through technology and business	• Switch electricity used in business activities, including by base stations, to electricity from renewable energy[3] • Utilize AI, IoT and other technologies to improve power use efficiency (develop next-generation batteries, etc.) • Utilize IoT to improve power use efficiency and promote environmental awareness • Implement initiatives aimed at net zero emissions (Scope 1, 2 and 3) group-wide
			(2) Promote a recycling-based society (circular economy)	• Promote paperless operations through the spread and use of IoT • Promote recycling (mobile phone recycling, etc.) • Reduce water resource use and waste in business activities • Implement initiatives to conserve biodiversity
			(3) Realize a prosperous society through the spread of renewable energy	• Promote the use of clean energy, mainly through SoftBank Denki
	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.	(1) Prepare sustainable life infrastructure	• Broad rollout and quality enhancement of 5G • Participate in submarine cable projects • Eliminate regional communications disparities by expanding networks • Advance initiatives to prevent network accidents • Support network monitoring and operation with AI
			(2) Construct robust communications infrastructure to contribute to disaster prevention and mitigation	• Secure communications service environments in the event of a disaster (using mobile base stations, portable satellite antennas, drones, etc.) • Build frameworks for quickly restoring communications environments after disasters • Disaster recovery countermeasures, including creating three-route backbone networks
			(3) Promote data security and privacy protection initiatives	• Operation and management using advanced security systems and tools • Promote the protection and appropriate use of personal information • Thoroughly educate employees and build secure environments and facilities
	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 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	• Reinforce compliance • Eliminate anti-social forces and prevent corruption and unethical behavior • Build a sophisticated internal control system • Increase the sophistication of the Board of Directors • Enhance risk assessment
			(2) Sustainable growth through cooperation with stakeholders	• Enhance supply chain management • Sound and transparent disclosure • Coordination with organizations and regional communities
			(3) Enhance employee happiness with diversity and inclusion	• Human capital management initiatives • Support for employee growth and career realization[4] • Fair evaluation and remuneration system • Promote the participation of diverse talent (professional participation of women, recruitment and retention of persons with disabilities, and initiatives related to LGBTQ persons)
			(4) Enhance productivity with advanced workplace environments	• Promote smart workstyles[5] (Smart & Fun!) • Offer diverse and flexible workstyles (optimal mix of work in-office, from home, from satellite offices, etc.) • Promote health and productivity management

1. RPA: Robotic process automation   2. SoftBank Academia, SoftBank InnoVenture, SoftBank University   3. Including the use of non-fossil certificates designated as renewable energy
4. Free-agent system, job posting system, SoftBank University, SB Career Dock   5. Super flextime system, teleworking, operational improvements using AI and RPA, permitting employees to take side jobs

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SoftBank SDGs

SDG Initiatives as a Key Driver of Growth

SoftBank Corp. considers its contribution to the achievement of SDGs 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 business and corporate activities.

The government of Japan advocates "Society 5.0," a new society realizing economic development and the resolution of social issues through an advanced system integrating cyberspace and physical space. In addition, the Japan Business Federation (Keidanren) has announced the "Society 5.0 for SDGs" concept aimed at achieving economic development and the resolution of social issues by maximizing the use of innovative technologies to achieve the SDGs. Indeed, technology is essential for achieving SDGs. In other words, technology can minimize negative social impacts and reduce medium- to long-term risks for enterprises 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.

Telecommunications and technology are our main businesses. As such, contributing to the achievement of SDGs will not only be useful in resolving social issues from a variety of perspectives, but provide a driving force that enables us to respond to external stakeholder demands and further business and corporate growth.

Moreover, to ensure that SoftBank Corp. contributes to the SDGs, we must ensure that the corporate and business activities conducted by SoftBank Corp. and its group companies address social issues. We also believe that it is important to inculcate a collective awareness among employees. We examine how the businesses and individual operations performed by SoftBank Corp. and its group companies relate to the 17 goals and 169 targets of the SDGs. Backcasting from the SDGs to plot out how our businesses and operations can contribute, we foster an awareness that enables everyone in the group to proactively work toward the achievement of the SDGs.

All group employees will work as one to further contribute to the resolution of issues faced by society and individuals as we work toward the realization of the sustainable world envisioned by the SDGs.

▼ Approach to Achieving the SDGs
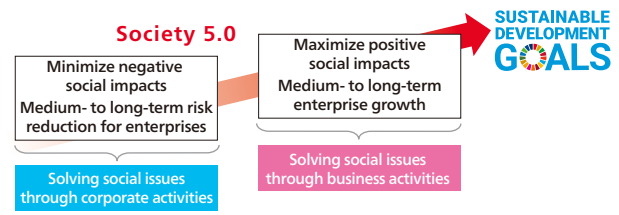
Note: Created by SoftBank Corp. using a joint research report regarding the promotion of investment in problem-solving innovations from Keidanren, the University of Tokyo and the Government Pension Investment Fund (GPIF)

▼ Strategic Positioning of SDGs
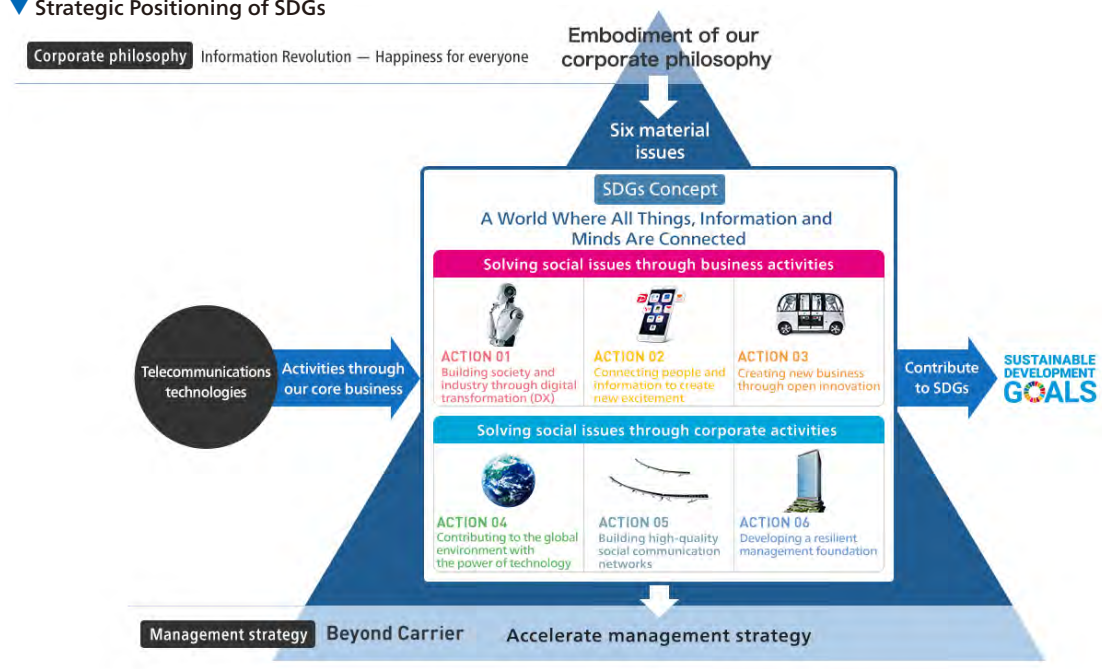
SoftBank SDGs

Response to the SDG Compass

The SDG Compass was developed in March 2016 by the Global Reporting Initiative (GRI), the UN Global Compact and the World Business Council for Sustainable Development (WBCSD) as a guide for the corporate integration of SDGs into management strategy. The SDG Compass explains how the SDGs affect individual businesses and provides tools to put sustainability at the heart of business strategy. It is a global guide to support companies in aligning their strategies with the SDGs and in measuring and managing their contribution. The SDG Compass framework comprises five steps. SoftBank Corp. utilizes a PDCA cycle in implementing these steps.

Step 1 — Understanding the SDGs

At all departments and at the management level, we discuss and consider the importance and necessity of actions affecting our business and services by backcasting to the present from the achievement of SDGs. We also implement e-learning and other training for employees.
➔ P. 11–15, 28–29

Step 2 — Defining Priorities

We use the 17 goals and 169 targets of the SDGs as benchmarks to identify material issues based on importance to external stakeholders and SoftBank Corp.
➔ P. 11–15

Step 3 — Setting Goals

We set targets and KPIs for the six material issues identified to achieve a sustainable world and sustainable growth.
➔ P. 21–22

Step 4 — Integrating

We position the material issues as key drivers of our "Beyond Carrier" management strategy and are building a system to promote management that fully integrates the SDGs.
➔ P. 9, 23–24

Step 5 — Reporting and Communicating

We proactively report on and communicate about SDG-related activities to internal and external stakeholders.
➔ P. 27–29

Note: Prepared by SoftBank based on "SDG Compass" issued by GRI, the UN Global Compact and WBCSD

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Identifying Material Issues

SoftBank Corp. has identified six material issues to address in order to develop a sustainable society based on the concept "a world where all things, information and minds are connected."

Evaluating and Reviewing Materiality in the Material Issue Identification and Verification Process

Issues are identified based on evaluations from two perspectives: their external importance (to stakeholders) and internal importance (to SoftBank Corp.). External importance is determined with consideration given to international guidelines such as the GRI Standards and SDGs, discussions at international conferences, investor opinions and the views of experts representing external stakeholders, while internal importance is determined with reference to discussions within the business units, divisions and subsidiaries. In addition, we review the material issues each fiscal year in light of the changing expectations of external stakeholders and societal trends with regard to ensuring the effectiveness of ESG promotion.

In implementing the material issue identification and verification process, the ESG promotion officers of each division and group company hold several discussions of the materiality assessments based on short-, medium- and long-term plans. The ESG Promotion Committee then discusses the results of these discussions before final approval by the Board of Directors.

Linking the Material Issues and Management Strategy: Sustainable Growth and Social Impact

In the material issue identification and verification process, in addition to the impact of changes in society and the external environment[1] on our businesses, based on the principle of double materiality, we reflect the positive and negative impacts of the company on society and the environment, along with the outlook, status and importance of our businesses,[2] in our material issues and the value we create.

These initiatives serve to further accelerate our management strategy and reaffirm for the entire company, including Board Directors, top management and employees, the importance of the material issues in achieving our long-term vision of providing next-generation social infrastructure essential for development of a digital society. Based on this awareness, we will continue working to realize both a sustainable society and sustainable corporate growth.

1. The increased importance of climate strategy, biodiversity and natural capital; the impacts of geopolitical issues and international tensions; and the increased importance of information security and the protection of data and personal information, including cyberattacks and tightening data transfer regulations
2. The further promotion of the practical implementation of digital technologies and corporate and social DX; the creation of new lifestyle value and pursuit of customer value; global-scale business expansion; energy sector initiatives; and the increased importance of coordination with group companies and strengthening of synergy

External Importance

Based on international guidelines (GRI, SASB, SDGs, etc.), international reports (WBCSD's "Macrotrends & Disruptions Shaping 2020–2030" Vision 2050 issue brief, etc.), as well as requests related to various issues from such stakeholders as experts (university professors, prominent industry figures, etc.) and investors, and external initiatives such as ESG ratings, we identify material issues considering both the impact of society and the environment on the company and group and, conversely, the impact of the company and group on society and the environment.

Internal Importance

Importance is determined considering the impacts of society and the environment on the company and group as well as the impacts of the company and group on society and the environment based the company's and group's short-, medium- and long-term future plans and their importance; international reports, such as WBCD Vision 2050; and future forecast reports issued by the Japanese Cabinet Office. Based on such considerations, we identify material issues after discussions by the ESG Promotion Committee.

Identifying Material Issues

Materiality Map

Category

- 🔴 Building society and industry through digital transformation (DX)
- 🟢 Contributing to the global environment with the power of technology
- 🟡 Connecting people and information to create new excitement
- 🔵 Building high-quality social communication networks
- 🟠 Creating new business through open innovation
- 🔵 Developing a resilient management foundation

Impact on Stakeholders*

External importance

Internal importance

Strategic materiality

Important materiality

Management materiality

Current and Future Impact on Corporate and Business Activities*

19 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. Leverage ICT to create new lifestyles and enhance the foundations for daily life
7. Develop new business models with cutting-edge technologies
8. Incubate and spiral-up cutting-edge businesses overseas
9. Build systems to recruit and develop human resources to lead growth and create new businesses
10. Contribute to the mitigation of climate change through technology and business
11. Promote a recycling-based society (circular economy)
12. Realize a prosperous society through the spread of renewable energy
13. Prepare sustainable life infrastructure
14. Construct robust communications infrastructure to contribute to disaster prevention and mitigation
15. Promote data security and privacy protection initiatives
16. Enhance corporate governance and ensure its effectiveness
17. Sustainable growth through cooperation with stakeholders
18. Enhance employee happiness with diversity and inclusion
19. Enhance productivity with advanced workplace environments

* Impacts of the environment and society on SoftBank Corp. and the impacts of SoftBank Corp. on the environment and society

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Identifying Material Issues

Principle of Double Materiality

Our materiality issues are identified in line with the principle of double materiality advocated in international guidelines, taking into consideration not only the impacts of society and the environment on company, but also the impacts of the company's corporate and business activities on society and the environment. Specifically, we consider both positive and negative impacts exerted by the company on each type of stakeholder.

Material Issues		Impact on Society and the Environment	Major Stakeholders
1 Building society and industry through digital transformation (DX)	Positive	• Expand and enhance the efficiency of the industrial base through cutting-edge technologies (including improving labor productivity and alleviating labor shortages) • Creation of new businesses and industries through DX • Revitalizing local communities through the use of technology (regional revitalization)	• Customers • Local communities
	Negative	• Changes in employment structure due to DX/industrial transformation	
2 Connecting people and information to create new excitement	Positive	• Provide advanced communications and ICT through the spread of smart devices to realize new information experiences and attractive value • Provide an environment in which everyone can access information • Leverage ICT to create new lifestyles and enhance the foundations for daily life (online shopping, cashless society, advanced ICT in healthcare/education, etc.)	• Customers • Local communities
	Negative	• Need for environments that curb the digital divide and other information disparities and make information accessible to everyone, including the elderly, people with disabilities, and the poor • Concerns about the impact of cyberbullying and crime due to improper access to information and use of the Internet	
3 Creating new business through open innovation	Positive	• Promote the implementation of digital society by developing new business models with cutting-edge technologies • Incubate and spiral-up cutting-edge businesses overseas to advance new value creation in Japan • Build systems to create new businesses • Develop digital human resources capable of utilizing the latest technologies and implementing them in society	• Customers • Employees • Shareholders/investors • Local communities
	Negative	• Concerns about disrupting existing businesses by developing new businesses and services	

Material Issues		Impact on Society and the Environment	Major Stakeholders
4 Contributing to the global environment with the power of technology	Positive	• Contribute to the mitigation of climate change through technology and business • Promote a recycling-based society (circular economy) • Realize a prosperous society through the spread of renewable energy	• Customers • Employees • Shareholders/investors • Local communities • The environment
	Negative	• GHG emissions from electricity use in business activities • Environmental and social impacts associated with the use of resources (rare metals, forests, wastewater, waste, etc.) • Environmental impacts such as deforestation due to installation of base stations in mountainous areas	
5 Building high-quality social communication networks	Positive	• Enjoyment of sustainable living infrastructure • Construct robust communications infrastructure to contribute to disaster prevention and mitigation	• Customers • Employees • Shareholders/investors • Local communities
	Negative	• Delays in restoration in the event of communication failures or infrastructure disruptions due to natural disasters • Impact on data security due to cyberattack damage, etc.	
6 Developing a resilient management foundation	Positive	• Contribution to market stability by enhancing corporate governance and ensuring its effectiveness • Developing a sustainable society through cooperation with stakeholders • Enhancing employee happiness with diversity and inclusion to create a rewarding work environment where everyone can fulfill their potential • Advanced workplace environments	• Employees • Shareholders/investors • Local communities • NGOs/NPOs
	Negative	• Insufficient governance response resulting in loss of trust by business partners and shareholders • Environmental and social impacts in the supply chain (human rights, occupational health and safety, conflict minerals, etc.)	

Integration of Sustainability-related Risks into Enterprise Risk Management

We integrate sustainability risks related to the identified material issues (climate change, human resource development and retention, etc.) into enterprise risk management. Every six months, the Risk Management Committee, whose members include the president, vice presidents and CFO, and which is attended by the Audit & Supervisory Board Members and the heads of related departments, is held to evaluate, monitor and review risks. Please refer to the Risk Management page of our website for specific details of risks and management systems.

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Identifying Material Issues

Relationships Between the Material Issues and the 169 SDG Targets

Material Issues / Value Creation		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
1 Building society and industry through digital transformation (DX)	(1) 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		11-2, 11-3, 11-a						17-16, 17-17
	(2) Create new industries through DX	1-3							8-3	9-2								
	(3) Revitalize local communities (regional revitalization)	1-2, 1-3	2-4						8-9	9-1, 9-2, 9-a		11-1, 11-2, 11-3, 11-4, 11-7, 11-a						17-16, 17-17
2 Connecting people and information to create new excitement	(1) Realize attractive customer value through the spread of smart devices	1-2										11-1						
	(2) Provide an environment in which everyone can access information	1-2			4-7					9-1, 9-b, 9-c	10-2	11-1						
	(3) Leverage 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								
3 Creating new business through open innovation	(1) 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						
	(2) Incubate and spiral-up cutting-edge businesses overseas									9-2, 9-3, 9-b		11-1, 11-3, 11-a						17-6
	(3) Build systems to recruit and develop human resources to lead growth and create new businesses				4-3, 4-4, 4-7					9-5								
4 Contributing to the global environment with the power of technology	(1) Contribute to the mitigation of climate change through technology and business							7-2, 7-3						13-1, 13-3				17-16, 17-17
	(2) Promote a recycling-based society (circular economy)						6-4						12-5		14-1	15-2, 15-5		
	(3) Realize a prosperous society through the spread of renewable energy			3-9				7-2						13-1				17-16, 17-17
5 Building high-quality social communication networks	(1) Prepare sustainable life infrastructure									9-1, 9-4, 9-a, 9-c		11-1					16-10	
	(2) Construct robust communications infrastructure to contribute to disaster prevention and mitigation											11-5		13-1				
	(3) Promote data security and privacy protection initiatives																16-6, 16-10	
6 Developing a resilient management foundation	(1) Enhance corporate governance and ensure its effectiveness																16-4, 16-5, 16-6, 16-7	
	(2) Sustainable growth through cooperation with stakeholders												12-6				16-6, 16-7	17-16, 17-17
	(3) Enhance employee happiness with diversity and inclusion	1-3		3-1	4-3, 4-4, 4-7	5-1, 5-2, 5-4, 5-5			8-5, 8-7		10-2, 10-3						16-1, 16-b	
	(4) Enhance productivity with advanced workplace environments	1-3		3-3, 3-8, 3-a	4-3, 4-4				8-2, 8-5, 8-8									

Notes: 1. Created from the 169 targets of the United Nations' Sustainable Development Goals (SDGs) and "SDGs Action List for Corporations, Ver. 1," prepared by the Keio Research Institute at SFC xSDG Lab
2. Numbers shown in the table indicate the related SDG targets.

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Identifying Material Issues

Relationship Between the Material Issues and Key Guidelines

Material Issues	Value Creation	Guidelines		
		SASB*	ISO 26000 (Core Subjects)	GRI
1 **Building society and industry through digital transformation (DX)** **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) Provide an environment in which everyone can access information	—	●	●
	(3) Leverage 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 overseas 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) Promote data security and privacy protection initiatives	●	●	●
6 **Developing a resilient management foundation** **Resilient and honest corporate governance, organization, and personnel**	(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	—	●	●

* Sustainability Accounting Standards Board (SASB) is located in the United States.

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Value Creation Process

Maximizing Corporate Value, Centered on the "Beyond Carrier" Strategy

SoftBank Corp. works to sustainably grow its communications business while proactively developing businesses across a wide range of information and technology fields, beyond the framework of a communications carrier, to maximize its corporate value. By serving as a catalyst for digitization across society and solving social issues, we aim to become the Corporate Group needed most by people around the world.

SoftBank Group Corporate Philosophy

Information Revolution — Happiness for everyone

Material Issues

ACTION 01
Building society and industry through Digital Transformation (DX)

ACTION 02
Connecting people and information to create new excitement

ACTION 03
Creating new business through open innovation

ACTION 04
Contributing to the global environment with the power of technology

ACTION 05
Building high-quality social communication networks

ACTION 06
Developing a resilient management foundation

Inputs

- Financial Capital
- Manufactured Capital
- Intellectual Capital
- Human Capital
- Social and Relationship Capital
- Natural Capital

Business Model/Outputs

Beyond Carrier

LINE

YAHOO! JAPAN

PayPay 銀行

銀行 Payment Service

PayPay カード

PayPay

New Areas

Yahoo! JAPAN/LINE

Finance

Cloud

DX platform

Security

DX/Solutions

Communications business

Mobile | Broadband | 5G

Outcomes

Long term vision for 2030

Provide next-generation infrastructure that is indispensable to the development of a digitalized society

Medium-term Management Plan

- Execute the "Beyond Carrier" strategy
- Achieve net income of ¥535.0 billion in FY2026
- Increase the ratio of renewable energy to electricity used by the company

(Internal)

Corporate Value Enhancement

- Corporate revenue, profit, cash flows, etc.

(External)

Social Value Creation

- Reduce CO_2 emissions
- Reduce medical costs
- Reduce people with inadequate mobility
- Disaster prevention and mitigation

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Value Creation Process

Sources of Competitive Advantage and Results (Inputs and Outcomes)

The SoftBank Corp. group has wide-ranging capital, built up through its businesses, that offers competitive advantages. In particular, we boast one of the largest user bases in Japan, a crucial factor for promoting society-wide digitization. Spanning a wide range of fields, including communications, e-commerce, payments and social media, our enormous domestic customer base will contribute greatly to the SoftBank Corp. group's future business development and corporate value enhancement. We will continue working to create new social value and, through such efforts, achieve sustainable corporate growth.

Financial Capital

- **Total** (equity attributable to owners of the parent)
  ¥2,224.9 billion (FY2022)
- Adjusted free cash flow (excluding Z Holdings, etc.)[1]
  ¥618.6 billion (FY2022)
- Long-term ratings (as of August 23, 2023)
  R&I: A+; JCR: AA-[2]

Financial Soundness
SoftBank Corp. focuses on adjusted free cash flow (FCF), which is calculated as operating cash flow less capital expenditures and growth investment.
To maintain high shareholder returns while investing in growth, we will continue to generate a stable annual adjusted FCF and strive to maintain a sound financial standing.

Manufactured Capital

FY2022
- Capital expenditures
  ¥407.5 billion[3]
- Growth investment
  ¥15.8 billion

Investment in Growth
SoftBank Corp. undertakes capital expenditure to build high-quality communications networks. We conduct efficient capital expenditure to further develop 5G technologies while also making ongoing investments in new businesses, mainly though M&A.

Intellectual Capital

- Cutting-edge technologies and business models of the SoftBank Group's portfolio companies
- Value of the SoftBank brand
- Best Japan Brands 2023:
  USD 5,295 million[4]

Collaboration and Synergy within the SoftBank Group
As a member of the SoftBank Group, SoftBank Corp. collaborates, including the Group's global unicorns, including the portfolio companies of the parent, to incorporate cutting-edge technologies and business models with relatively low up-front investment.

Human Capital

As of March 31, 2023
- Consolidated group employees:
  54,986

Group Sales and Technological Abilities
The SoftBank Corp. group boasts a large force of sales personnel, primarily in the Enterprise Segment, who engage in sales of solutions (consulting), going beyond sales of products alone. Furthermore, our numerous engineers back up the group's diverse businesses.

Social and Relationship Capital

- User base[5]
  Smartphone subscribers:
  29.26 million
  (as of March 31, 2023)
  Yahoo! JAPAN users:
  85.00 million
  LINE users:
  95.00 million
  PayPay users:
  58.00 million

Unrivaled Business Foundation
SoftBank Corp. has one of the largest user bases in Japan, which is a major strength in its businesses.
As we aim for society-wide digitization that leaves no one behind, we will leverage the customer contact points we have developed through our businesses and utilize the SoftBank Corp. group's business platforms to the fullest to create new value.

Natural Equity

- Electricity use
  2,278,902 MWh (FY2022)

Working toward Net Zero[6]
Under its Carbon-Neutral 2030 Declaration, SoftBank Corp. aims to reduce greenhouse gas emissions from its own business processes and energy consumption to zero by 2030. On top of this, we are working toward our "Net Zero" goal of reducing greenhouse gas emissions associated with all business activities (supply chain emissions) to net zero by 2050.

Corporate Value Enhancement

FY2022
- Operating income: **¥1,060.2 billion**
- Net income*:   **¥531.4 billion**
- Employee satisfaction: **3.62 out of 5**
* Net income attributable to owners of the parent

Social Value Creation

FY2022
- Dividends: **¥405.6 billion** returned to shareholders
- Taxes: **¥265.7 billion** returned to society
- Personnel costs: **¥501.1 billion** returned to employees

Note: Dividends and taxes paid are presented on a consolidated cash flow basis. Personnel costs are wages and benefits for employees and officers (on the basis of the Consolidated Statement of Income breakdown of expenses by nature).

1. Adjusted free cash flow = Free cash flow + (proceeds from the securitization of installment sales receivables – repayments thereof) Excludes free cash flow of the Z Holdings Group, PayPay, etc., as well as loans to Board Directors, etc.; includes dividend payments received from A Holdings Corporation. PayPay, etc. includes A Holdings Corporation, B Holdings Corporation, PayPay Corporation and PayPay Card Corporation.
2. R&I: Japan Rating & Investment Center; JCR: Japan Credit Rating Agency
3. Capital expenditures of the Enterprise segment. Acceptance basis, excluding investments in devices for rental services, shared equipment (contributions by other operators), and the impact of adopting IFRS 16.
4. Brand value calculated by Interbrand Japan
5. Figures for Yahoo! JAPAN are average monthly users from January to October 2022, based on Nielsen's "TOPS OF 2022: DIGITAL IN JAPAN, Top 10 by Total Digital Reach in Japan." Does not include overlap of smartphone and personal computer users.
   Figures for LINE are active monthly users (MAU) (as of June 2023)
   Figures for PayPay are registered users (as of June 2023)
6. Carbon-Neutral 2030 Declaration applies to Scope 1 and 2; "Net Zero" applies to Scope 1, 2 and 3; the scope of both has been expanded from SoftBank Corp. to include its group companies (consolidated subsidiaries).

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Management Strategy for Accelerating Corporate Growth

"Beyond Carrier" Growth Strategy

Under the "Beyond Carrier" growth strategy, SoftBank Corp. aims at sustainable growth in its core communications business while also going beyond the framework of a communications carrier to proactively engage in businesses across a wide range of fields, including digital translation (DX)/solutions, finance, Yahoo! JAPAN/LINE, and new areas, and thereby maximize corporate value.

By advancing the "Beyond Carrier" strategy, we have grown into a communication and IT corporate Group with not only one of Japan's leading communications networks, but also one of its largest user bases through Yahoo! JAPAN (one of the country's largest portal sites), LINE communication services and PayPay cashless payment services.

Another strength is our ability to leverage the cutting-edge AI and other technologies, as well as the business models, of the portfolio companies of SoftBank Group Corp., our parent company. Partnering with these companies enables us to minimize initial investment costs for efficient business operations.

Going forward, in addition to our telecommunications services that serve as an indispensable lifeline in society, we will work to solve even more social issues through the provision of new services employing state-of-the-art technologies. By solving social issues through the power of technology, SoftBank aims to maximize corporate value and become the Corporate Group needed most by people around the world.

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Management Strategy for Accelerating Corporate Growth

Medium-term Management Plan

At the earnings presentation on May 10, 2023, SoftBank Corp. provided an overview of the medium-term management targets announced in August 2020 and announced its long-term vision along with its medium-term management plan for the period ending FY2025.

SoftBank Corp.'s long-term vision for 2030 is "Provide next-generation social infrastructure essential for development of a digital society." Speaking about the long-term vision, President & CEO Junichi Miyakawa indicated the company's determination to solve structural issues in infrastructure, remarking, "we aim to be an indispensable presence that supports the diverse digital services of the future, including the construction of next-generation social infrastructure that will be able to handle the rapid increase in data processing, and power demand for such processing, driven by the accelerating development of AI."

We have designated three phases of our efforts to realize the long-term vision. In phase 1, announced in August 2020, we promoted digital transformation (DX) and the research and development of necessary technologies. As a result, we achieved our medium-term management targets and advanced to phase 2 at the end of FY2022.

Over the three-year period of phase 2, from FY2023 to FY2025, we will work to rebuild our business foundation while promoting further DX business expansion and the implementation of technology for commercialization.

We will work closely with group companies in pursuit of medium- and long-term growth to maximize corporate value, aiming to achieve record-high profit for the SoftBank Corp. group in FY2025. Then, in phase 3, which will be the culmination of these efforts extending to FY2030, we will work to achieve the further business growth of the SoftBank Corp. group. Through the completion of next-generation business infrastructure, we aim to both achieve the ongoing growth of SoftBank Corp. and contribute to the realization of a sustainable world.

Long-term Vision — Provide next-generation social infrastructure essential for development of a digital society

Phase 1
- Achieve medium-term management targets
- Promotion of digital transformation (DX)
- Research and development of necessary technologies

Phase 2
- Rebuild business foundation
- DX business expansion
- Implementation of technology for commercialization

Phase 3
- Further business growth
- Completion of next-generation business infrastructure

FY2021   FY2022   FY2023   FY2024   FY2025   FY2026   FY2027   FY2028   FY2029   FY2030

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Management Strategy for Accelerating Corporate Growth

Relationship of the Long-term Vision with the Material Issues and Growth Strategy

Our long-term vision for 2030 provides a picture of the future we aim to reach by steadily and methodically implementing our growth strategies and by taking action to address the material issues, which encapsulate significant medium- to long-term internal and external issues facing the company. In this way, our long-term vision is closely interlinked with our material issues and growth strategy.

Corporate Philosophy
Information Revolution — Happiness for everyone

Vision
Becoming a Corporate Group needed most by people around the world

Material Issues

Concept
A World Where All Things, Information and Minds Are Connected

Solving social issues through business activities

ACTION 01
Building society and industry through digital transformation (DX)

ACTION 02
Connecting people and information to create new excitement

ACTION 03
Creating new business through open innovation

Solving social issues through corporate activities

ACTION 04
Contributing to the global environment with the power of technology

ACTION 05
Building high-quality social communication networks

ACTION 06
Developing a resilient management foundation

Beyond Carrier
Growth Strategy

Medium- to long-term goals for society and the company

Long-term Vision

Provide next-generation social infrastructure essential for development of a digital society

Realize through growth strategy

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Material Issue KPIs: Targets and Results

In order to promote steady progress on the material issues, SoftBank Corp. has established key performance indicators (KPIs) for each issue. These KPIs are used to conduct regular progress evaluations and report results, and are revised as needed in response to changes in business conditions and society.

Material Issue	Value Creation	FY2023 KPIs	FY2022 Results
1 Building society and industry through digital transformation (DX)	(1) Expand and enhance the efficiency of the industrial base through cutting-edge technologies	1) Revenue from business solutions and others: 10% CAGR[1]	1) Positive 15.0%
	(2) Create new industries through DX	1) — 2) Create at least one example of social implementation in each of the seven priority business areas[2] **Updated**	1) Launched 25 projects 2) Created at least one example of social implementation in each business area
	(3) Revitalize local communities (regional revitalization)	1) Initiatives to address the material issues in partnership with local governments: More than 25[3] **Updated**	1) Initiatives to address the material issues in partnership with local governments: 121
2 Connecting people and information to create new excitement	(1) Realize attractive customer value through the spread of smart devices	1) Smartphone cumulative subscribers: 30 million (FY2023) 2) Understanding customer feedback/NPS[4] improvement: Number of surveys collected **Updated**	1) 29.26 million 2) Customer satisfaction survey responses: 5.16 million
	(2) Provide an environment in which everyone can access information	1) Yahoo! News DAU: 45 million[5] 2) Expand the HAPS Alliance to broaden Internet communications across the world: Promoting initiatives 3) Smartphone classes: 900,000 classes **Updated**	1) 42.56 million 2) Alliance members: Increased to 53 companies 3) 968,000 classes
	(3) Leverage ICT to create new lifestyles and enhance the foundations for daily life	1) Cumulative registered PayPay users: 60 million[6] 2) E-commerce domestic merchandise transaction value: ¥3.11 trillion (FY2023)[7] **Updated**	1) 56.64 million 2) ¥2.99 trillion
3 Creating new business through open innovation	(1) Develop new business models with cutting-edge technologies	1) Promote initiatives for HAPS commercialization • Development of foundational technologies for realization of HAPS • High-performance lightweight battery commercialization (FY2025) • Practical application of highly efficient lightweight motors for stratosphere (FY2027) • Development of stratosphere-ready radio equipment for telecommunication services (FY2027) **Updated** 2) —	1) Promote initiatives for HAPS commercialization Initiatives for commercialization • Communication technology: Successfully tested a cylindrical antenna that realizes footprint stabilization • Batteries: Developed and successfully tested lithium-metal battery cell in the stratosphere • Other: Developed radiowave propagation simulator for HAPS using the ITU-R global standard model 2) Promote business for solving social issues using unique electronic reference points[8]/ichimill[9] high-precision positioning service • Formation of industry-academia consortium: Achieved • Service release of infrastructure monitoring solution: Achieved
	(2) Incubate and spiral-up cutting-edge businesses overseas	1) Promote business start-up and development in new business areas	1) 9 businesses
	(3) Build systems to recruit and develop human resources to lead growth and create new businesses	1) Promote SoftBank InnoVenture commercialization	1) Considered commercialization: 5 projects (356 applications)
4 Contributing to the global environment with the power of technology	(1) Contribute to the mitigation of climate change through technology and business	1), 2) • Net zero emissions (Scope 1, 2, 3[10]) (FY2050) **New** • Carbon neutrality (Scope 1, 2[10]) (FY2030) (Ratio of renewable energy to electricity used by the company:[11] 100% by FY2030) (Purchasing non-fossil certificates and demonstrating additionality in renewable energy) • Ratio of renewable energy to electricity used by the company:[11] 50% or greater (FY2030)[12] **New** • Ratio of renewable energy for base stations: 80% or greater (FY2023) **Updated** 3) Contribution to the reduction of CO_2 emissions in society as a whole: Spread and expand household energy-saving services through electricity management apps, etc.	1) Ratio of renewable energy for base stations: 72.1% 2) • Promoted switch to renewable energy • Considered energy-saving facilities using technology/the introduction of renewable energy with additionality[13] 3) Households using the service: Approximately 1.20 million
	(2) Promote a recycling-based society (circular economy)	1) Mobile phones collected for reuse or recycling: 12 million (FY2020-2025) **Updated** 2) Percentage of decommissioned base stations going to landfill: 1% or less (annually) 3) • Promote initiatives related to conserving biodiversity/natural capital • Reducing the impact of land development on biodiversity **Updated**	1) 7.30 million phones (FY2020–2022) 2) 0.04% 3) Coral seedlings planted by Future and Coral Project: 136
	(3) Realize a prosperous society through the spread of renewable energy	1) Renewable energy power provision: Expand provision of renewable energy power plans	1) CO_2 emissions reduced by providing Shizen Denki: 38,000 tons-CO_2[14]

Note: Unless otherwise specified, the KPI metrics and targets, as well as results, are for SoftBank Corp. on a non-consolidated basis.
1. CAGR: Compound annual growth rate, calculated by the group
2. Priority business areas: retail/distribution, logistics, insurance/finance, social infrastructure, healthcare, super cities/smart cities, and other industries
3. Number of group-wide cases of commencing provision of solutions
4. NPS: Net promoter score, a metric for assessing customer loyalty
5. DAU: Daily active users
6. Figure for PayPay Corporation only
7. Switched to target for a single fiscal year
8. Unique reference points established by SoftBank Corp. as fixed stations for receiving signals from a global navigation satellite system (GNSS; a general term that includes quasi-zenith satellite systems, GPS, GLONASS and Galileo)
9. ichimill: A service that enables positioning with a margin of error of only a few centimeters via RTK positioning (a method of high-precision positioning by sending signals between a fixed station and a mobile station in real time) using signals from a GNSS, such as the Michibiki quasi-zenith satellite system
10. 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 (supply chain emissions associated with the activities of the company)
11. Total for SoftBank Corp. and Wireless City Planning, Inc.
12. Procurement from new (additional) renewable energy generation (wind, solar, etc.)
13. Considering ways to contribute to the expansion of new renewable energy sources, in addition to the use of conventional renewable energy sources
14. A service that provides 100% renewable energy sourced through the use of non-fossil certificates

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Material Issue KPIs: Targets and Results

Material Issue	Value Creation	FY2023 KPIs	FY2022 Results
5 Building high-quality social communication networks	(1) Prepare sustainable life infrastructure	1) 5G deployment plan Expansion of 5G standalone (SA) coverage: Smartphone SA in key areas of all prefectures (FY2026) `Updated` 2) Number of major network accidents: Zero 3) High-capacity optical submarine cable: Start of operation (FY2023)	1) **5G deployment plan** • Number of base stations: Over 50,000 • 90.6% population coverage 2) Zero major accidents 3) • Japanese coastal waters: Cable installation completed • Southeast Asian waters: Construction started, optical cable land connection completed
	(2) Construct robust communications infrastructure to contribute to disaster prevention and mitigation	1) Tohoku Route: Commercial operation start (end of FY2023) `Updated` 2) Maintain and enhance equipment and materials for disaster response and recovery: Maintain at least 200 mobile base station vehicles/portable mobile base stations; maintain at least 80 mobile power supply vehicles; maintain at least 200 portable satellite antennas; strengthen cooperation with external organizations involved in disaster recovery	1) Sendai-Yamagata Route: Construction completed 2) • Maintained and enhanced • Signed disaster agreements with overseas-facing organizations
	(3) Promote 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) Helping customers understand how their personal information is handled • Addition of a privacy dashboard setting function • Disclosure of information handling of application/website usage details `Updated`	1) Zero major accidents 2) Zero major accidents 3) Privacy dashboard setting function: Under development
6 Developing a resilient management foundation	(1) Enhance corporate governance and ensure its effectiveness	1) Monitor the number of compliance violations (annually) 2) Employees' attendance rate at compliance training sessions: 99% or more (annually) 3) Employee Compliance Awareness Survey: Score 4.0 or higher `New` 4) Awareness of Compliance Hotline among full-time employees: 99% or more (annually) 5) Ensure effectiveness of the Board of Directors: Conduct evaluation 6) Average attendance rate of all Board Directors at Board of Directors meetings: 75% or higher	1) Number of disciplinary actions: 47 2) Employees' attendance rate at compliance training sessions: 100% 3) — 4) 100% 5) Evaluation conducted in FY2022 6) Average at Board of Directors meetings: 94.67%
	(2) Sustainable growth through cooperation with stakeholders	1) Sustainability procurement survey collection: 90% or greater (annually) 2) Support for improvement activities at high-risk suppliers: 100% implementation 3) Supplier inspection/CSR audits: 15 or more companies `Updated` 4) Number of partnerships with NPOs: 1,000 organizations (FY2023) 5) Selection for DJSI World Index (annually) `New`	1) Survey collection rate: 94% 2) 100% 3) 12 companies 4) 918 organizations 5) —
	(3) Enhance employee happiness with diversity and inclusion	1) Ratio of women in management positions: 20% or more (FY2035) 15% or more by FY2030 (double the ratio of FY2021) 2) Ratio of employees with disabilities: At or above the legally mandated level (annually) 3) Ratio of annual paid leave taken: Keep at 70% or above (annually) 4) Serious accidents involving employees or at construction sites: Zero (annually) 5) Return rate from childcare leave: 100% (annually) 6) Ratio of male employees taking childcare leave: 30% or more (FY2023), 50% or more (FY2026) 7) Number of employees who retire due to nursing care responsibilities: 0 (annually)	1) 8.6% 2) 2.46% 3) 77.3% 4) Number of fatal accidents: Zero 5) 100% 6) 65% 7) Zero
	(4) Enhance productivity with advanced workplace environments	1) Provide office environments that encourage diverse workstyles: Understanding actual numbers and results (annually) 2) Ratio of telework*: 90% or greater (annually) 3) Ratio of employees who smoke: Decrease of 1% or more YoY, less than 20% (FY2030) 4) High ranking in Japan surveys: Highly ranked among the major surveys (annually)	1) **Promotion of workstyles for the post-COVID-19 environment: Provide office environments that encourage diverse workstyles** • Utilization of shared office space in 6 of our own satellite locations, 34 WeWork locations, and over 441 other locations nationwide • Opening our own new satellite office (Tsudanuma, Chiba area) 2) 95.7% 3) 24.7% (down 1.1 percentage points) 4) • Won the grand prize in the Nikkei Smart Work Awards 2023 • 5 stars in the 6th Nikkei Smart Work Management Survey • 5 stars in the Nikkei SDGs Management Survey 2022 • Certification in the 2023 Certified Health & Productivity Management Outstanding Organizations Recognition Program in the large enterprise ("White 500") category • Selected in the 2023 Health & Productivity Stock Selection

Note: Unless otherwise specified, the KPI metrics and targets, as well as results, are for SoftBank Corp. on a non-consolidated basis.
* Ratio of employees who engaged in telework once or more a month

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Sustainability Promotion Structure

To promote its growth strategy and sustainability in an integrated manner, SoftBank Corp. has established the Sustainability Basic Policy and ESG Promotion Committee (chaired by Junichi Miyakawa) as an advisory body to the Board of Directors.

In terms of internal sustainability information and activities, the ESG Promotion Committee conducts surveys of social issues to address 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 management.

Aiming to further elevate our sustainability activities, we have established the Advisory Committee, an independent, third-party advisory body composed mainly of outside experts, to secure the effectiveness of the ESG Promotion Committee.

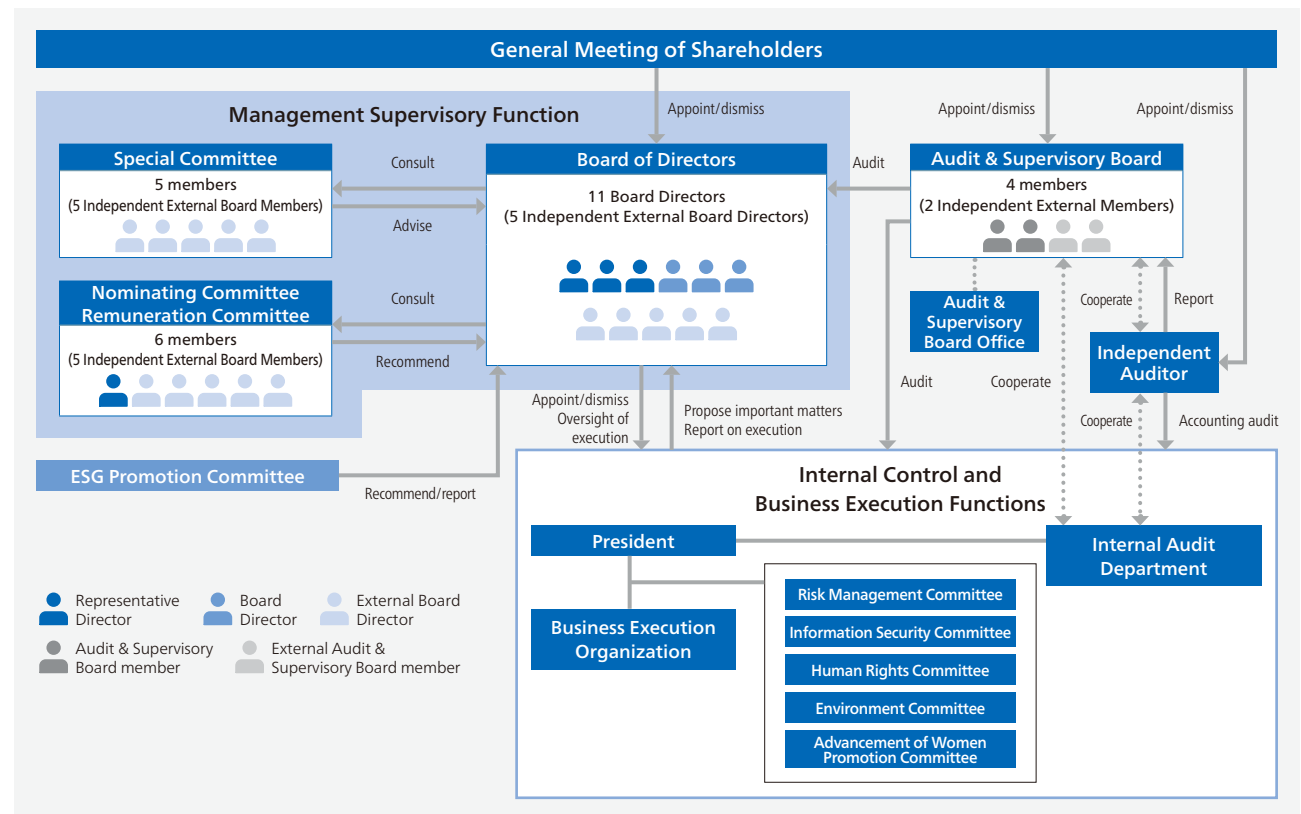**Sustainability Basic Policy**

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 transparent information disclosure.
- 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 promoting a digitalized society, nurturing the next generation, serving diverse needs, implementing environment and resource management policies, and providing disaster and reconstruction support.

Corporate Governance System

General Meeting of Shareholders

Management Supervisory Function

Special Committee
5 members
(5 Independent External Board Members)

Nominating Committee
Remuneration Committee
6 members
(5 Independent External Board Members)

Board of Directors
11 Board Directors
(5 Independent External Board Directors)

Audit & Supervisory Board
4 members
(2 Independent External Members)

Audit & Supervisory Board Office

Independent Auditor

ESG Promotion Committee

Appoint/dismiss | Consult | Advise | Consult | Recommend | Appoint/dismiss | Audit | Cooperate | Report | Recommend/report

Internal Control and Business Execution Functions

President

Business Execution Organization

Risk Management Committee
Information Security Committee
Human Rights Committee
Environment Committee
Advancement of Women Promotion Committee

Internal Audit Department

Appoint/dismiss Oversight of execution | Propose important matters Report on execution | Audit | Cooperate | Cooperate | Accounting audit

Legend:
- Representative Director
- Board Director
- External Board Director
- Audit & Supervisory Board member
- External Audit & Supervisory Board member

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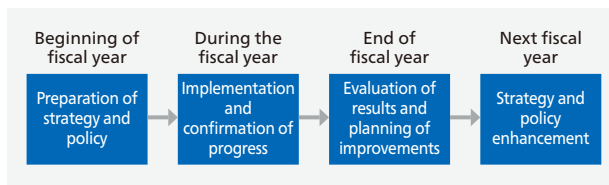
Sustainability Promotion Structure

ESG Promotion Committee

Based on the advice and deliberations of the ESG Promotion Committee, SoftBank Corp. is enhancing the level of its response to sustainability issues by deepening its understanding of sustainability and driving the PDCA cycle.
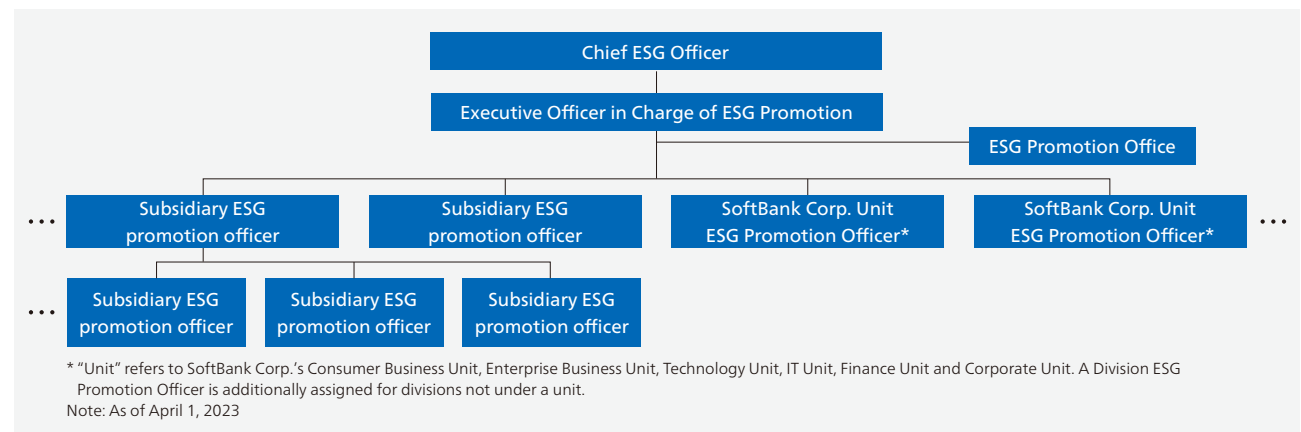
Beginning of fiscal year	During the fiscal year	End of fiscal year	Next fiscal year
Preparation of strategy and policy	Implementation and confirmation of progress	Evaluation of results and planning of improvements	Strategy and policy enhancement

▼ ESG Promotion Committee

FY	Date	Agenda (excerpts)
FY2022	1st meeting: April 19	• Confirmation of FY2021 results • Reexamination of material issues and confirmation of details • Details of KPIs in FY2022 • FY2022 implementation plan
	2nd meeting: July 26	• ESG-related external environment and trends • Progress on sustainability promotional activities • Status of carbon neutrality promotion
	3rd meeting: October 18	• Dialogue with outside experts: Trends in sustainability among global companies • Progress in the first half of FY2022 on material issue KPIs
	4th meeting: January 31	• Progress on sustainability promotional activities • Discussion of sustainability projects

Internal Executive Structure

Junichi Miyakawa, President & CEO, has ultimate responsibility for promoting the overall sustainability activities of SoftBank Corp., its subsidiaries and the SoftBank Corp. group as the Chief ESG Officer. The ESG Promotion Office was established to lead the SoftBank Corp. group's sustainability activities. Fumihiro Aono, Executive Vice President and CHRO, directs these activities as the Executive Officer in Charge of ESG Promotion. In addition, ESG promotion officers have been appointed at SoftBank Corp. and its subsidiaries to conduct various activities in line with business efforts and collaborate with the ESG Promotion Office to advance high-impact activities through united group efforts.

▼ Sustainability Promotion Structure

Chief ESG Officer
Executive Officer in Charge of ESG Promotion
ESG Promotion Office
Subsidiary ESG promotion officer
Subsidiary ESG promotion officer
SoftBank Corp. Unit ESG Promotion Officer*
SoftBank Corp. Unit ESG Promotion Officer*
Subsidiary ESG promotion officer
Subsidiary ESG promotion officer
Subsidiary ESG promotion officer

* "Unit" refers to SoftBank Corp.'s Consumer Business Unit, Enterprise Business Unit, Technology Unit, IT Unit, Finance Unit and Corporate Unit. A Division ESG Promotion Officer is additionally assigned for divisions not under a unit.
Note: As of April 1, 2023

Strengthening Group Coordination

To strengthen and enhance the sustainability efforts of the SoftBank Corp. group as a whole, we hold meetings of a Group Liaison Committee on ESG Promotion, bringing together all group companies, at least twice a year. At these meetings, SDGs promotion officers and persons in charge of SDGs promotion participate as representatives of their respective group companies. The representatives share information on the status of sustainability measures at each company and conduct group discussions to fortify synergies among group companies. The Group Liaison Committee also takes steps to foster and strengthen group-wide solidarity and raise awareness on sustainability issues internally. Measures to this end include holding the SoftBank Corp. group SDGs Action Awards (FY2022 grand prize winner: SB Power Corp.), which recognize successful SDG-related initiatives at group companies.

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Message from the Executive Officer in Charge of ESG Promotion

Our ESG Promotion Structure

As a good corporate member of society, SoftBank Corp. regards contributing to the creation of a sustainable society as a vital management issue. We have built a framework for responding to the concerns and expectations of a wide range of stakeholders, from communities to customers and business partners. In addition to establishing the ESG Promotion Committee as an advisory body to the Board of Directors, we have established the ESG Promotion Office as a specialized body to promote the penetration of our approach to ESG in the business activities of SoftBank Corp. and its group companies. Junichi Miyakawa, President & Representative Director, serves as the SoftBank Corp. group's Chief ESG Officer, assuming the lead role in SDGs promotion, while I am responsible for promoting the SDGs group-wide as the Executive Officer in Charge of ESG Promotion.

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

Aiming for Net Zero Group-wide by 2050

Addressing Climate Change

SoftBank Corp. positions its response to global environmental issues as one of its key material issues.

In April 2020, SoftBank Corp. announced its support for the recommendations of Task Force on Climate-related Financial Disclosures (TCFD). Based on the TCFD Recommendations, we are proactively working to implement and enhance disclosure. In addition to the target of our Carbon-Neutral 2030 Declaration of reducing Scope 1 and 2 emissions to net zero by 2030, in June 2023 we announced our "Net Zero" target of reducing emissions throughout the supply chain, including Scope 3, to net zero by 2050. The entire group is working together toward this goal.

We believe that it will be crucial to promote digital transformation (DX) across a wide range of industries while also increasing the energy efficiency of communications infrastructure in order to reduce environmental impact and advance DX. In addition to procuring renewable energy and using cutting-edge technologies to save energy, we will work with group companies, suppliers and other business partners to contribute to decarbonization.

Addressing Biodiversity

The importance of taking steps to protect biodiversity is increasing, as evidenced by the Kunming-Montreal Global Biodiversity Framework adopted in 2022 at the 15th Conference of the Parties to the Convention on Biological Diversity (COP 15). SoftBank Corp. supports the international community's target of being nature-positive and is working to reduce its impact on biodiversity. We are also participating in the 30by30 Alliance, which aims to protect 30% of the nation's lands and waters by 2030, and, having endorsed the principles of the Taskforce on Nature-related Financial Disclosures (TNFD), joined the TNFD Forum in May 2022. Going forward, we will proactively provide ongoing disclosure based on the TNFD disclosure framework.

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Message from the Executive Officer in Charge of ESG Promotion

Aiming to Build Vibrant Organizations

SoftBank Corp. regards diversity, equity and inclusion as an important management issue and strives to foster opportunities and environments that enable a diverse workforce to exercise their individuality and talents, regardless of age, gender, nationality or disability. The Advancement of Women Promotion Committee, established in July 2021 and chaired by Junichi Miyakawa, President & Representative Director, comprises officers of group bodies as well as outside experts, and has been holding deep discussions. Recently, we have reinforced efforts to deeply examine the individual issues within each organization and advance concrete measures, further enhancing employee awareness. By fostering environments in which a diverse workforce of capable people can thrive and creating a dynamic and supportive organization, the SoftBank Corp. group aims for further business growth.

Each and every one of the people working in the SoftBank Corp. group is a crucial driving force of corporate growth. We therefore regard employees as an important form of capital and support their growth in a variety of ways. To develop diverse human resources, rather than imposing a company-led uniform system of career development and training, we provide a self-driven career development framework that allows employees themselves to make selections based on their own career goals. Under our "Smart & Fun!" slogan, we are working to create environments that enable employees to achieve a good work-life balance and invest in new initiatives and personal growth by effectively leveraging IT and other technologies. Seeking to maximize employee performance, we are utilizing the latest technologies to further promote innovative and creative workstyles unbound by constraints of time or place.

Strengthening Governance

Robust corporate governance is essential to the realization of a sustainable world. SoftBank Corp. has built a sophisticated system of corporate governance, centered on the Board of Directors and the Audit & Supervisory Board, and is reinforcing these bodies' mutual monitoring functions. To ensure that all employees engage in highly transparent governance and sound business practices, we require strict compliance with the SoftBank Code of Conduct and work hard to instill these values in employees through training and a wide variety of other efforts. In this way we endeavor to guarantee transparency in all our corporate activities and improve and strengthen corporate governance to earn the trust of all stakeholders.

Furthermore, in accordance with such international standards as the Universal Declaration of Human Rights and the UN Guiding Principles on Business and Human Rights, SoftBank Corp. is focusing closely on respect for human rights and related responses. Under SoftBank's Human Rights Policies, the company calls on all stakeholders, from employees to customers, business partners and the supply chain, to prohibit discrimination and harassment, and creates processes for human rights due diligence to respect the human rights of all stakeholders affected by its business activities.

All Employees Contribute to the Creation of Sustainable World

More than 50,000 people work as part of the SoftBank Corp. group. As they execute their daily duties in their respective divisions, employees somehow wonder how or if their work benefits society.

At such times, I hope that our six material issues, designated as themes for the realization of a sustainable world and sustainable corporate growth, will serve as a compass, helping each employee to think about how their work relates to the material issues and serves society. I believe it is vital that all employees share an awareness that, through the value provided by our businesses, they are contributing to the creation of a sustainable world. Indeed, I am confident that the work of every last person at SoftBank contributes to the realization of a sustainable world.

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Promoting Awareness of ESG

External Messaging and Dissemination of Initiatives

SoftBank Corp. proactively disseminates information through a variety of contact points to convey to stakeholders its stance on ESG and related initiatives.

In our communications, we highlight policies and initiatives that contribute to building a sustainable society in a clear and straightforward manner.

Website and Publications

The "SoftBank Sustainability" website explains SoftBank Corp.'s stance toward sustainability and related initiatives to stakeholders.

We also provide explanations of our approaches to sustainability and related initiatives and results in the Annual Report, Annual Securities Report and other publications.

We aim to foster a deeper understanding of our corporate value and sustainability through the appropriate disclosure and dissemination of information that investors and other stakeholders want to know.

➔ SoftBank Sustainability

Communicating through SoftBank News and Social Media

We disseminate information on SoftBank initiatives that contribute to the achievement of the SDGs through our owned media channel SoftBank News, which provides information useful for daily life and the latest information on SoftBank under the theme of "IT × lifestyles," as well as through official SoftBank accounts on social media. Through SoftBank News, we have launched a series of articles titled "SoftBank SDGs Actions" (in Japanese only). This series highlights SoftBank Corp.'s initiatives aimed at helping achieve the SDGs through business and corporate activities, spotlighting the employees involved.

SoftBank News feature

Concept Video

SoftBank Corp. has released a concept video concisely explaining its ESG strategy. Based on our corporate philosophy, "Information Revolution — Happiness for everyone," and the concept of "a world where all things, information and minds are connected," this video communicates the meaning behind the material issues along with footage related to specific initiatives.
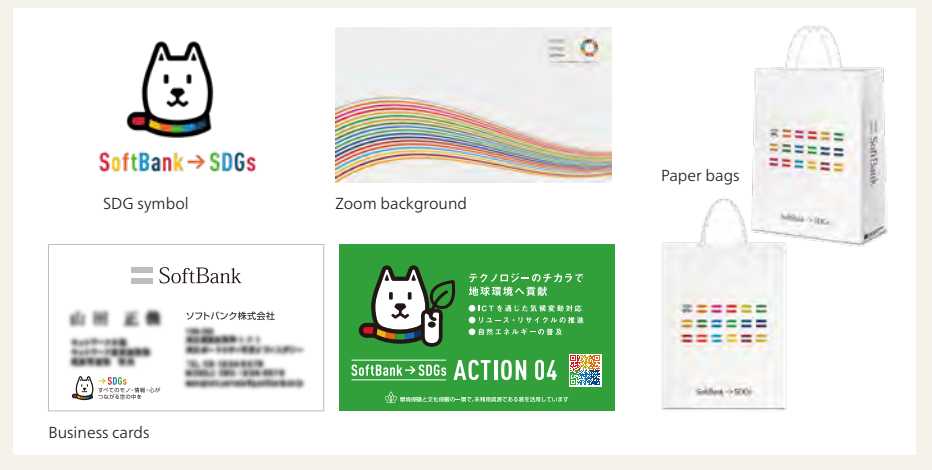
Lectures and Study Sessions

We conduct lectures and study sessions to explain SoftBank Corp.'s approach to and initiatives aimed at helping achieve the SDGs to companies, business partners, local governments and organizations, universities, and elementary and junior high schools. We hope that these efforts will not only deepen understanding of SoftBank Corp. but also help foster a shared recognition of the importance of each individual's awareness and actions toward achieving the SDGs.

Symbol Development and Use on Company and Customer Items

To convey to as many people as possible SoftBank's efforts toward achieving the SDGs, we created an SDG symbol using the motif of the beloved canine father of the otherwise human Shirato family. We use this symbol on corporate tools (business cards, envelopes, paper bags, etc.) and have made it into a Zoom background that is available for all employees to use.
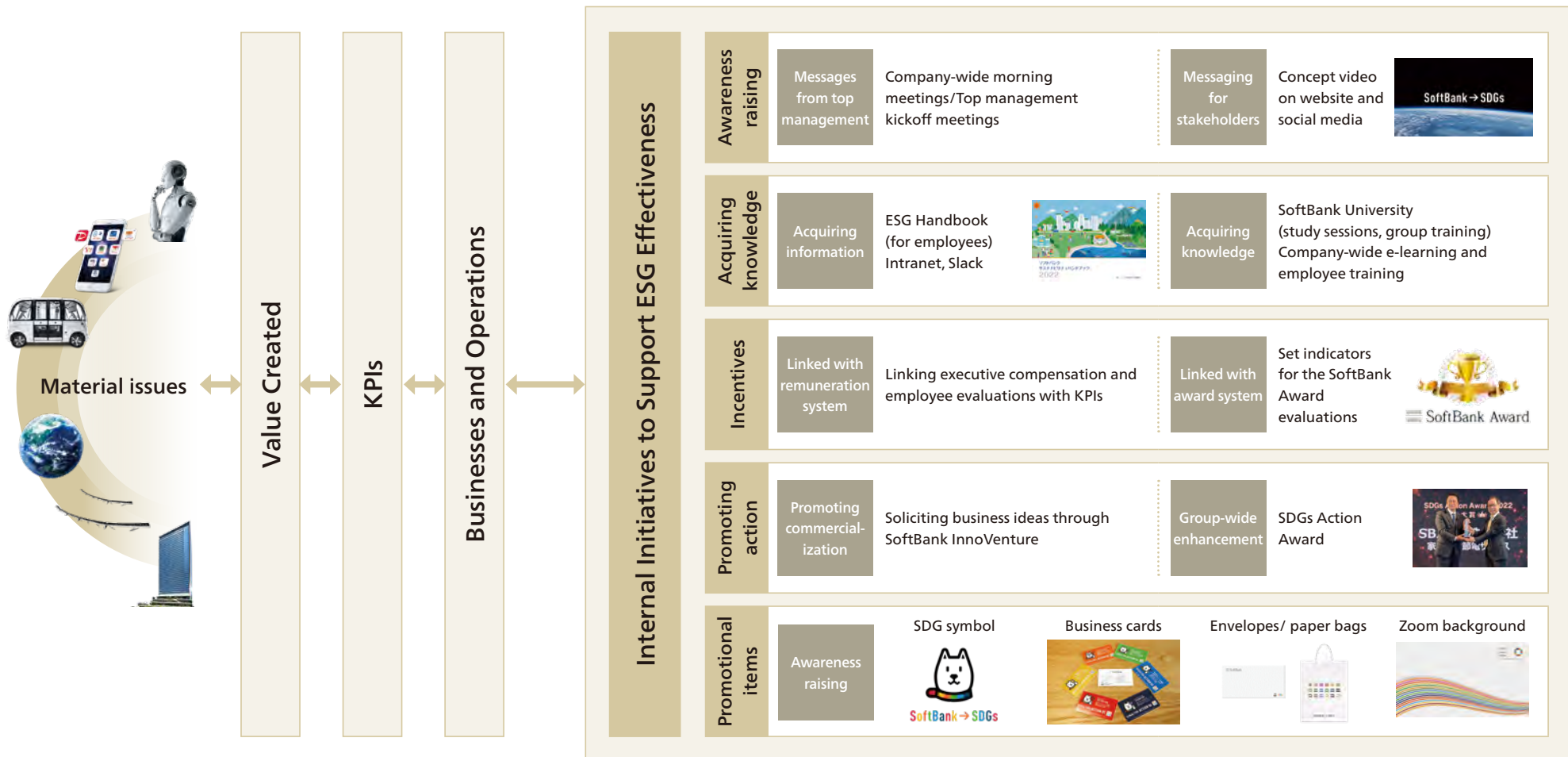
Also, we use environmentally friendly materials for our disposable shopping bags, document folders and desktop calendars. We include information about our SDG-related indicatives on these items for use as touchpoints for informing customers of our efforts on the SDGs.

SDG symbol   Zoom background   Paper bags

Business cards

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Promoting Awareness of ESG

Internal Mechanisms to Support ESG Effectiveness

SoftBank Corp. has designated KPIs linked to its material issues and value creation, and promotes ESG through its businesses and other initiatives. To this end, it is essential for all employees to take ownership of ESG and to reflect and promote it in their respective businesses and work. SoftBank Corp. encourages employees to engage with ESG and proactively promotes awareness internally while integrating and systematizing related initiatives to enhance their effectiveness.

Material issues ⟷ Value Created ⟷ KPIs ⟷ Businesses and Operations ⟷ Internal Initiatives to Support ESG Effectiveness

Awareness raising
- Messages from top management: Company-wide morning meetings/Top management kickoff meetings
- Messaging for stakeholders: Concept video on website and social media

Acquiring knowledge
- Acquiring information: ESG Handbook (for employees) Intranet, Slack
- Acquiring knowledge: SoftBank University (study sessions, group training) Company-wide e-learning and employee training

Incentives
- Linked with remuneration system: Linking executive compensation and employee evaluations with KPIs
- Linked with award system: Set indicators for the SoftBank Award evaluations

Promoting action
- Promoting commercialization: Soliciting business ideas through SoftBank InnoVenture
- Group-wide enhancement: SDGs Action Award

Promotional items
- Awareness raising: SDG symbol　Business cards　Envelopes/ paper bags　Zoom background

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Promoting Awareness of ESG

Internal Dissemination and Awareness Efforts

We carry out a variety of training and awareness activities to ensure that each employee correctly understands our policies and strategy related to ESG issues so that we can steadily advance businesses and initiatives that contribute to the creation of a sustainable world. Twice a year, we conduct an awareness survey of all employees. The March 2023 survey found that 99.3% of employees knew of the SDGs, and 85.3% personally supported them. We will continue internal dissemination and awareness efforts in this area.

Employee Training

To foster a deeper understanding of SDGs, we implement annual "SoftBank SDGs" e-learning for all employees. The content taught ranges from basic knowledge of the SDGs to their application in everyday work. SoftBank Corp. also provides employees with opportunities to gather a wide range of information and exchange views about the SDGs. These include group-wide seminars on sustainability presented by invited experts; optional round-table discussions on SDGs themes; and dissemination of information via the company intranet and Slack.

Training for New Employees, New Managers and Crew

To improve knowledge and awareness among employees, SoftBank Corp. includes the SDGs in various types of employee training. In training for new hires in FY2021 and FY2022, employees worked in teams to come up with and present new business proposals on the theme of the SDGs. In training sessions for new managers, exercises are conducted to reinforce managers' understanding of each company's duty to grapple with the SDGs and the importance of doing so, as well as of the material issues, SoftBank Corp.'s policy for addressing the SDGs.

We also provide training for SoftBank shop crew and smartphone advisors®, who play a vital role in promoting the material issues, to provide opportunities to consider ways to take action at shops toward the achievement of the SDGs.

Soliciting SDG-related Business Ideas

We solicit business ideas related to sustainability on such themes as "SDGs," "Fem Tech" and "Climate Tech" through the SoftBank InnoVenture internal entrepreneurship system. We consider businesses that enable each and every employee to contribute to the SDGs, promoting initiatives aimed at achieving SDGs while supporting the realization of employee business ideas and the creation of new businesses.

Reflecting SDG Initiatives in Employee Remuneration and Incentive Plans

As part of advancing group-wide SDG-related initiatives, we guide employees to incorporate their own personal efforts to achieve the SDGs when setting targets for their own contribution, checking the alignment of such efforts with the targets of the organization they belong to for the material issues and SDGs value creation. This practice provides each employee with the opportunity to incorporate the SDGs into their own duties. The SoftBank Award is conferred on SoftBank employees who achieve significant results through ambitious and original efforts. To encourage employees to proactively incorporate the SDGs into their efforts, one of the factors considered in evaluating a project for the award is its degree of contribution to the achievement of the SDGs.

The Sustainability Handbook

SoftBank Corp. has issued the Sustainability Handbook to help all employees better understand sustainability and the group's initiatives aimed at contributing to the achievement of the SDGs. The handbook is also publicly available on our website for use as a tool for communication with customers.

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Value Creation 2 Create New Industries through DX   Value Creation 3 Revitalize Local Communities (Regional Revitalization)   ]

Building Society and Industry through Digital Transformation (DX)

Redefining Industry with DX

SoftBank Corp. is using cutting-edge technologies to help corporations and governments innovate the way they operate and organize themselves while promoting social change to enhance people's lives through digital transformation (DX).

SoftBank Corp. promotes the digitization of the business environment using cutting-edge technologies, such as 5G, AI, IoT[1] and RPA.[2] By doing so, we will prompt revisions to business processes. We aim for overall, rather than partial, optimization to increase the efficiency of entire corporations and even industries, thereby accelerating the speed of social change. In addition to redefining industries and society, SoftBank Corp. will thus create new businesses and industries and support the cultivation of human resources with advanced digital skills.

In the medical field, for example, SoftBank Corp. provides healthcare apps through corporations and municipalities. These apps enable the provision of individually optimized services to employees and residents who can consult via chat with physicians, nurses and pharmacists on health and medical issues. Users can also search for clinics, purchase over-the-counter medications, receive online medical consultations and guidance on the use of medicines, and have prescriptions sent to them.

In the fields of retail and food service, we provide a cloud-based, AI-powered demand forecasting service that helps reduce food loss and solve problems caused by population decline. To predict customer traffic to individual stores, the service analyzes data on the flow of people, the weather and retail stores so that businesses can optimize their order volumes and personnel costs while improving sales.

SoftBank Corp. is also aiming to achieve smart cities that contribute significantly to urban revitalization and industrial development by utilizing technology throughout the entire cityscape. Through industry-government-academia collaboration, we will centrally manage public data, such as traffic information; privately held data, such as the flow of people; and sensor data, such as river water levels. By conducting simulations and forecasting in virtual space, we will be able to find optimal solutions to problems facing cities, which can then be applied in real space.

In addition, SoftBank Corp. is implementing such initiatives as entering into partnerships with local governments in order to address a wide range of issues faced by regional areas using technology. These include labor shortages due to Japan's severe demographic graying, disaster countermeasures and tourism promotion.

1. Internet of things. Refers to technologies or services that are achieved by attaching sensors to various objects, equipping those objects with communication functions and connecting the objects to the Internet.
2. Robotic process automation. Refers to the use of software robots to automate and streamline operations.

Social Issues

- Advance the foundation of industry and renew aging infrastructure
- Resolve labor shortages caused by population decline
- Close economic disparities between regions

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)

Risks and Opportunities

Risks
- Loss of promising markets due to lack of digital strategy or vision, decline in corporate appetite for innovation, or stagnation in digitization due to delay in loosening regulations
- Decline in profitability due to intensified competition from numerous new entrants into the enterprise solutions market
- Loss of business opportunities due to shortage of digital talent

Opportunities
- Realization of SoftBank's corporate philosophy, "Information Revolution — Happiness for everyone," support for our corporate activities from customers and investors
- Expansion of solutions business for implementing digital technologies in society
- Growing opportunities to provide solutions for demographic graying issues and regional revitalization
- Business expansion through the development and implementation of solutions leveraging generative AI

KPIs

(1) • Revenue from business solutions and others: 10% CAGR[1]
(2) • Create at least one example of social implementation in each of the seven priority business areas[2]
(3) • Initiatives to address the material issues in partnership with local governments: More than 25[3]

1. CAGR: Compound annual growth rate, calculated by the group
2. Priority business areas: retail/distribution, logistics, insurance/finance, social infrastructure, healthcare, super cities/smart cities, and other industries
3. Number of group-wide cases of commencing provision of solutions

Main Businesses and Initiatives

- Leverage 5G, big data, AI, IoT and other technologies to contribute to the vitality of customer businesses
- Streamline industry through AI, RPA,* big data and IoT
- Create start-ups and new businesses in various industries using DX (main fields: logistics, infrastructure, distribution, real estate/construction, healthcare, insurance/finance)
- Promote co-creation through DX (ONE SHIP, etc.)
- Realize smart cities
- Solve social issues by providing DX solutions to local communities and governments (cooperative agreements, pilot tests, dispatch of digital talent, etc.)

* Robotic process automation. Refers to the use of software robots to automate and streamline operations.

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Value Creation 2 Create New Industries through DX   Value Creation 3 Revitalize Local Communities (Regional Revitalization)   ]

Building Society and Industry through Digital Transformation (DX)

Key Person Interview

Yasuyuki Imai
Representative Director & COO

New Waves in Technology

Generative AI, most notably ChatGPT, is making big waves in the business world. We are receiving frequent inquiries about generative AI from our enterprise customers, and I feel its true value is about to be put to the test in a new way.

More than ever, it is crucial to effectively use these constantly evolving technologies and build businesses around them. Over the past several years, in addition to providing communications infrastructure, we have been working to solve issues in a variety of industries, aiming to become our enterprise customers' digital transformation (DX) partner. As a result of our efforts to go beyond internal DX by offering our expertise in this area to customers, we were selected as a Digital Transformation Stock 2023, marking the third consecutive year we have received this honor.

Leveraging our accumulated expertise, we will be there as partner for our customers in generative AI, as well, working to solve issues they face.

Corporate DX

SoftBank Corp.'s Enterprise Segment proposes solutions tailored to the challenges faced by individual companies in the practical application of digital technologies—corporate DX. We have recently been advancing analyses of such industries as manufacturing, retail, construction, real estate and finance, as well as local government operations, thereby laying the groundwork to make proposals that address industry-specific issues and company-specific management challenges. We are also stepping up efforts to approach small and medium-sized enterprises to promote digitalization at companies that are further behind in this area.

To meet the needs of our enterprise customers, we offer a wealth of solutions, including the cloud, networks, security, digital marketing, IoT and AI, with one-stop service from consulting to system building and operational support. Furthermore, our customers greatly appreciate that we can make proposals leveraging our base of customer touchpoints, one of the largest in Japan, through synergies with Yahoo Japan, LINE and other group companies. In addition, we make extensive use, internally, of the products and services that we offer in order to accumulate know-how that we can then use as a major strength in making proposals to customers.

To further reinforce this strength, this year, as a new initiative, we are making thorough use of generative AI internally. Employees are incorporating generative AI into their work in an effort to improve productivity and operational efficiency. We are also holding a contest in the corporate division with the aim of using successes achieved through this initiative to formulate proposals for solutions to issues faced by enterprise customers. We are confident that these efforts will further accelerate the DX of various industries and the social implementation of digital technologies, helping our customers achieve business growth while contributing to the further revitalization of the Japanese economy.

Social DX

SoftBank Corp. is proactively advancing initiatives in social DX to provide digital solutions to such issues as labor shortages, disasters and energy issues. For example, we have begun offering a healthcare app, which can be used for health and medical consultations and to search for clinics, not only to companies and municipalities, but also individual customers in an effort to help solve such issues as growing medical costs and doctor shortages. We also provide municipalities with portable water reuse systems for recycling wastewater when municipal plumbing is out of operation due to natural disasters or other emergencies, contributing to measures to handle disasters. In addition, we have launched new initiatives to improve the overall energy efficiency of office buildings and other facilities in the Takeshiba area of Minato-ku using cutting-edge technologies.

We are also advancing the public-private co-creation of super-distributed computing infrastructure for coordinating and utilizing all kinds of data in order to realize digitalization across a wide range of fields via a common platform that will link data scattered across individual companies and organizations. By linking data that was previously disparate on a single platform, we aim to realize a more convenient society through services that make information easily available where it is needed and seamless information linkage between different services.

Through such initiatives, we will create new digital industries and produce digital professionals to drive the DX of society overall as a provider of the next-generation infrastructure necessary for a super-digitalized society. All of us at SoftBank Corp. will continue to work together to contribute to the creation of a sustainable society and achieve business growth.

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Value Creation 2 Create New Industries through DX   Value Creation 3 Revitalize Local Communities (Regional Revitalization)   ]

Building Society and Industry through Digital Transformation (DX)

Value Creation 1 Expand and Enhance the Efficiency of the Industrial Base through Cutting-edge Technologies

By utilizing such technologies as 5G, AI and IoT, we will widely deploy cutting-edge solutions to society and contribute to the development of social infrastructure through DX by streamlining and revitalizing business.

Promote Corporate and Social DX through Digitization Support

Under SoftBank Corp.'s "Beyond Carrier" growth strategy, we are supporting the digitization of all industries.

SoftBank Corp. provides more than a hundred solutions to promote corporate DX in four areas: the digital communication area to accelerate corporate information sharing and communication, the digital automation area to promote automation of operations and onsite work, the digital marketing area to make forecasts based on vast amounts of information and apply them to marketing, and the security area to support them all.

Cloud services are indispensable to corporate DX. However, many companies are still facing problems that prevent them from adopting cloud systems, such as insufficient cloud knowledge, lack of personnel and information security risks. Under its "Multicloud Strategy," SoftBank Corp. provides centralized network, security and data center services so that companies can freely utilize a variety of public clouds, including SoftBank Corp.'s White Cloud ASPIRE, Microsoft Azure and Google Cloud. OnePort multi-cloud access also enables us to build more flexible networks by connecting from our closed network to multiple cloud services via a single physical port. In addition, SoftBank Corp. provides consulting, implementation support and

managed service provider (MSP) services fully supported by experienced cloud specialist engineers, offering comprehensive support from implementation to operation. SoftBank Corp. employees are continuously updating their skills, with some having earned Microsoft Azure and Google Cloud partner certification and others having earned all 11 Amazon Web Service certifications.

■ DX Support for Companies

To support enterprises facing digitization challenges, SoftBank Corp. proposes solutions such as smartphones and cloud computing to help them go paperless, streamline operations and reduce costs.

In particular, SoftBank Corp. is strengthening support for

these companies to comply with laws and regulations in light of legal changes coming into effect from 2022 to 2024. For example, we provide a set that includes LINE WORKS, smartphones and mobile device management (MDM) as a countermeasure against shadow IT risk in accordance with the revision of the Personal Information Protection Law. We also offer video alcohol detection solutions together with smartphones in preparation for the mandatory alcohol checks due to the revision of the Road Traffic Act. In addition, we support a full range of initiatives to comply with laws and regulations that are burdensome for small and medium-sized enterprises, such as providing cloud time and attendance management systems and smartphones in accordance with the workstyle reform laws.*

Furthermore, we are reinforcing services to support companies struggling with digitization. Support services include digitization diagnostics, which, as a first step, help companies understand the current state of their digitization, identify issues they face and develop next steps, as well as a subsidy concierge service that provides consultation about the IT adoption subsidies offered by the Ministry of Economy, Trade and Industry and handles the application process on behalf of customers.

The SoftBank Corp. group will further contribute to the expansion of customers' businesses through corporate digitization while utilizing a B-to-B-to-C business model that leverages some of Japan's largest customer touchpoints, such as Yahoo! JAPAN, PayPay and LINE.

* Acts on the development of related laws to promote workstyle reforms

## Multiple Certifications from Partners

Microsoft Azure	Google Cloud	aws
Microsoft Azure Networking MSP¹	**Google Cloud Premier Partner²**	aws PARTNER NETWORK — 2022 APN ALL AWS Certifications Engineer
Certification program for network services	Top partner with outstanding experience and skills	**SoftBank Corp. has employees with all 11 AWS certifications**
Japan Partner of the Year 2020	**2021 Sales Partner of the Year - Japan**	**AWS APN Advanced Tier Service Partner**
Partner with excellent sales performance	Partner with excellent sales performance	Partner with excellent sales performance

1. MSP: Managed service provider, a business that operates, maintains and monitors systems used by customers
2. Google Cloud is a trademark of Google LLC.

Building Society and Industry through Digital Transformation (DX)

Value Creation 1 **Expand and Enhance the Efficiency of the Industrial Base through Cutting-edge Technologies**

Promote Corporate and Social DX through Digitization Support
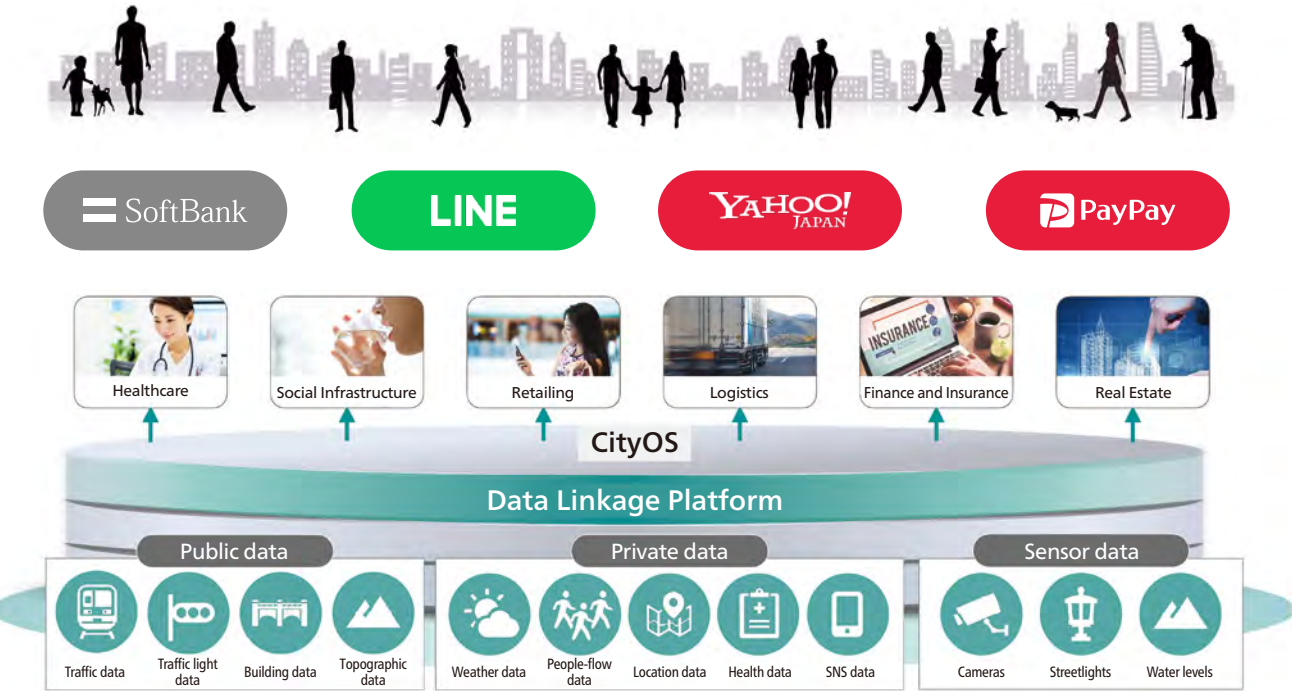
■ Promoting DX in Society

One initiative for DX in society is smart cities, and SoftBank Corp. is promoting the construction of a next-generation data linkage platform. This next-generation data linkage platform is an infrastructure for centrally linking public data such as traffic information, private data such as weather information and human flow, and sensor data such as cameras and river water levels. By linking healthcare, retail, logistics, finance and other services to the aggregate next-generation data linkage platform, all industries will be further optimized. By delivering these services to residents through SoftBank Corp.'s touchpoints with the largest number of end users in Japan, we aim to provide more convenient and prosperous lifestyles, and at the same time, to create cities that fit the future of Japan, where the working population is decreasing.

One of the features of SoftBank Corp.'s DX business is the aim to create a society in which data is used for all kinds of digital services, such as healthcare and disaster prevention, by connecting information across public and private sectors and all industries to a next-generation data linkage platform. These digital services are created through new businesses co-created with SoftBank Corp.'s partners. By working side-by-side with our partners on the frontlines of the field, we understand the issues and continuously create new businesses with the ability to execute and promote. By leveraging the strength of our many customer touchpoints, including users of both SoftBank Corp. and its group companies, we will build the next-generation infrastructure for these digital services, thereby transforming the social structure. In this way, we will contribute to the promotion of DX in Japan and the creation of a sustainable society.

Building Society and Industry through Digital Transformation (DX)

Value Creation 1 — Expand and Enhance the Efficiency of the Industrial Base through Cutting-edge Technologies

Promote Corporate and Social DX through Digitization Support

■ Next-generation AI Urban Simulator

The Beyond AI Joint Project initiative being implemented by the University of Tokyo and SoftBank Corp. is conducting research on a next-generation AI urban simulator for Ebina Station on the Odakyu Line and surrounding facilities that applies a population flow guidance algorithm to promote behavioral change in visitors. Utilizing digital twin technology, which reproduces the real world in a virtual space, Ebina Station and the surrounding area are simulated in digital space to visualize and predict population flow and behavior using data on human movement, traffic, purchases and visitor attributes. Based on this, the project will develop and implement technologies to ease congestion, promote purchasing, optimize traffic and guide evacuation in the event of a disaster by providing visitors with information via smartphone app notifications, issuing coupons and displaying information on digital signage in facilities to encourage behavioral changes.

SoftBank Corp. will continue to contribute to the realization of a safe and secure society through the promotion of DX, including the use of digital data for disaster preparedness, while striving to make Japan a leading DX country.
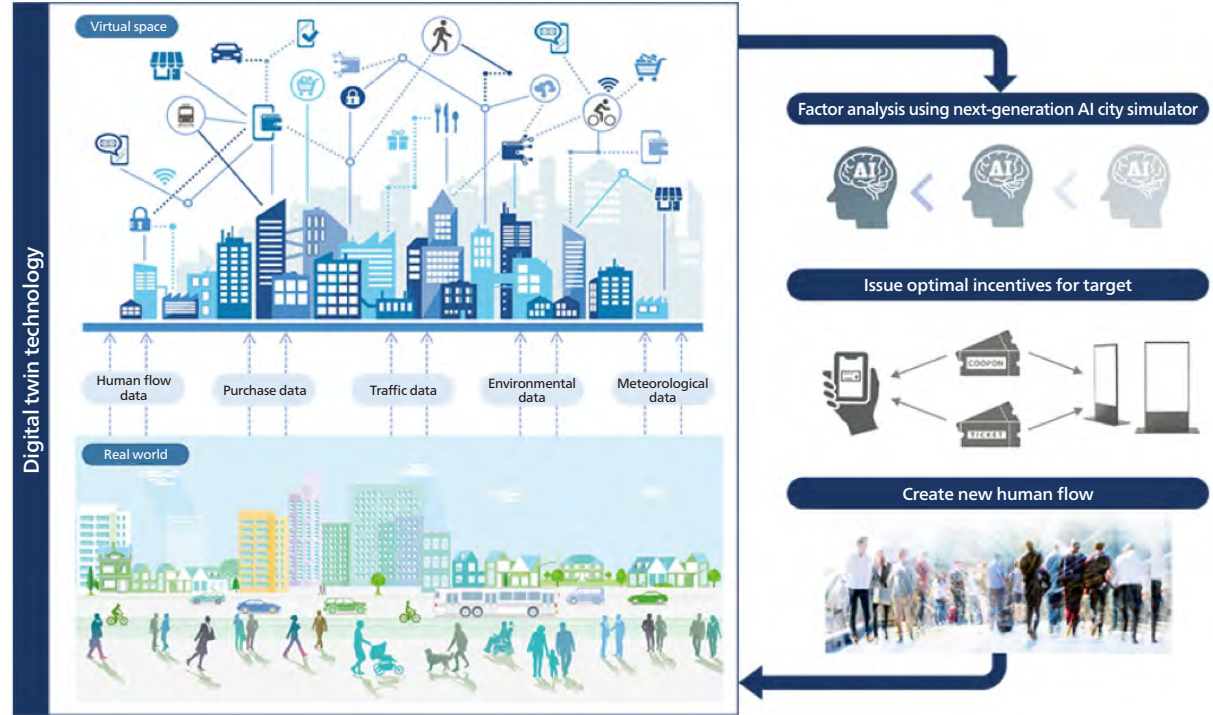
Chosen as a DX Stock for the 3rd Consecutive Year

SoftBank Corp. was selected as a Digital Transformation (DX) Stock 2023 by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange in recognition of its efforts to support the DX of companies, as well as that of society, to create new industries. SoftBank Corp. was the only company in the information and telecommunications industry to be selected. We also received high marks for our culture of taking on business models that realize DX and continually striving to innovate corporate management, including our in-house entrepreneurship program; the free agent system, which allows employees to apply for a position in another division of their choosing to further their careers; and our proactive stance toward DX, including the establishment of numerous joint ventures.

SoftBank Corp. Becomes the First Japanese Company to Receive the CompTIA Certified Team Award for Two Consecutive Years

The CompTIA headquarters in the United States provides the annual CompTIA Certified Team Award, recognizing organizations in which at least 80% of staff is CompTIA certified and that demonstrate the skills and dedication to provide superior service internally and externally. SoftBank Corp. became the first Japanese company to receive the CompTIA Certified Team Award for two consecutive years.

Building Society and Industry through Digital Transformation (DX)

Value Creation 1

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

DX Support Initiatives

STAION, an AI Video Analysis Platform Utilizing Camera Footage for a Variety of Applications

SoftBank Corp.'s STAION is an AI video analysis platform that utilizes video data captured by camera for a wide variety of purposes. STAION provides one-stop video analysis solutions applicable to a wide range of industries and businesses through linkage with edge devices to analyze camera footage, communications networks, and services that can use AI-powered analysis to, for example, identify out-of-stock items, empty seats, dangerous behavior and defective products as well as count people and estimate their age and gender.

AI Analysis Service for Retail Powered by STAION

SoftBank Corp. has developed AI Analysis Service for Retail Powered by STAION as the first service using STAION. The service offers three functions: counting the number of store visitors and analyzing their characteristics; measuring the time that visitors spend on the sales floor, and measuring how long visitors look at digital signage. With these functions, customers can use camera footage to formulate and evaluate the effectiveness of marketing measures based on data.

The service is composed of a device that performs AI analysis of video footage, a video analysis platform and a web app (visualization tools). By connecting the AI analysis device to an IP camera,* video data can be analyzed securely on-site, without the need to upload it to the cloud.

Going forward, we plan to roll out functions that meet significant needs in retail, such as analyzing repeat purchases and display arrangement, to contribute to the DX of the retail sector.

* Only cameras that meet the Open Network Video Interface Forum (ONVIF) standard can connect to AI Analysis Service for Retail Powered by STAION.

Next-generation Supermarkets That Enhance Customer Satisfaction with AI

In August 2021, SoftBank Corp. and Kobe Bussan Co., Ltd. opened a directly managed pilot store, Gyomu Super Tenkajaya Ekimae Store (Nishinari-ku, Osaka City) as an experimental next-generation supermarket that utilizes AI and other technologies.
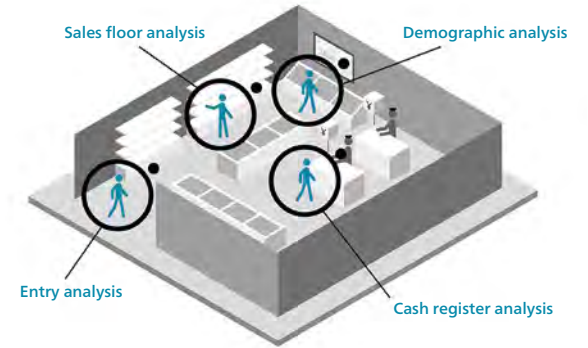
Aiming to further reinforce low-cost operations and enhance customer satisfaction, we are implementing the following initiatives to promote DX in the sector.

1) Automatic detection of out-of-stock items

Video of product displays from cameras on the sales floor is analyzed by AI to provide clear, real-time data on display status and detect out-of-stock items, thereby enabling restocking at the optimal timing.

2) Analysis of customer flow within the store

Using video from cameras in the store, the service can provide AI analysis of the behavior of customers in front of a particular product, or the time that customers spend in line for the register. These results can be used to help boost sales and to optimize the number of registers in operation by predicting the number of waiting customers.

Sales floor analysis
Demographic analysis
Entry analysis
Cash register analysis

Next-generation supermarket

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Building Society and Industry through Digital Transformation (DX)

Value Creation 1   ## Expand and Enhance the Efficiency of the Industrial Base through Cutting-edge Technologies

DX Support Initiatives

Biz-Raku: Total Support for the DX of SMEs

Biz-Raku is a new solution business of SoftBank Corp. group company ASKUL that uses the power of digital technology to solve

Biz-Raku logo

business-related problems faced mainly by small to medium-sized enterprises (SMEs) through the provision of software as a service (SaaS) as well as telecommunications products and services necessary for customer DX. SoftBank Corp. and its group companies are providing wide-ranging support for Biz-Raku in the areas of offering telecommunication services and solutions for enterprises.

Many SMEs today face the problem of not having in-house IT staff, and their top priorities when selecting a vendor to purchase IT tools are the availability of implementation support and after-sales services, as well as the ease of seeking support and asking questions. To meet these needs, Biz-Raku provides one-stop service through a customer-focused framework encompassing consultation, proposing products that solve issues according to customer needs, a process that allows the customer to actually try SaaS and telecommunication products, and operational support after implementation.

Based on a track record of handling more than 400,000 types of products for enterprise customers, SoftBank Corp. and its group companies are helping develop the Biz-Raku product lineup by carefully selecting easy-to-use products and services that meet customer needs, including groupware, information security and other SaaS, as well as smartphones, Wi-Fi and other communication products. Moreover, SoftBank Corp.'s marketing and system development staff are assisting with the Biz-Raku business and providing knowledge and expertise in areas such as

customer support. SoftBank Corp. group company SB Engineering Corp., meanwhile, provides and operates Minnano IT Support, an IT systems outsourcing service that is one of the services offered through Biz-Raku.

Aiming to "create tomorrow's digitalization of small and medium-sized enterprises," ASKUL and SoftBank Corp. will strive to further expand their offerings of products and services to accommodate the changing work styles and new needs of customers in order to contribute to SME DX and workstyle reforms.

Service Content and Features of New Business Biz-Raku

Biz-Raku is a solution business that uses the power of digital technology to solve the business-related problems faced mainly by SMEs against a backdrop of workstyle changes, labor shortages and legal reforms. Based around a website that sells SaaS and telecommunication products and services, Biz-Raku combines consultation services provided by professional staff with sales services to help customers solve their problems. Combining the insight into customer issues provided by ASKUL's contact with customers at all kind of workplaces across Japan with SoftBank Corp.'s track record in supporting companies' DX using cutting-edge solutions, Biz-Raku provides services that make work easy.

About Biz-Raku
Service that solves customer problems

1.
Consult with us

2.
Select products

3.
Order

4.
Solve

Biz-Raku Consultation Room is a free service that allows customers to seek consultation by phone or online about their digitization and IT issues.

Minnano IT Support is an IT operations outsourcing service provided using tablets.

Note: This service is provided and operated by SB Engineering.

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Building Society and Industry through Digital Transformation (DX)

Value Creation 1 Expand and Enhance the Efficiency of the Industrial Base through Cutting-edge Technologies

DX Support Initiatives

DX of Construction Sites Using 5G

Aiming to realize remote supervision of construction sites, we are conducting trials using 5G and digital twin technology at East Japan Railway Company's (JR-East) large-scale replacement of the Senju Power Plant (Tokamachi City, Niigata Prefecture).

During the construction phase, JR-East performs quality checks at construction sites in multiple aspects, for example to ensure that the dimensions of the structure and the type and location of the rebar are in accordance with the design drawings, among other items. Currently, this requires time-consuming travel from the office to the construction site and in-person confirmation. In the demonstration experiment, digital twin technology, which acquires images and point cloud data at construction sites and reproduces on-site conditions in a virtual space, will be used to perform quality checks and other tasks remotely, such as from the office. Drone and other tools will be utilized to acquire images and point cloud data, and methods of data acquisition and confirmation that do not rely on human labor are being considered. In addition, 5G with its high-speed and large-capacity communications will be utilized for transmission of acquired data to enable real-time, remote monitoring of construction status. With the aim of promoting workstyle reforms in construction work, the results of the trials will be horizontally deployed in various projects to realize DX in construction projects.


At the construction site (acquire images and point cloud data in real space)/At the office (check the construction site in virtual space)

VR Remote Support Enables Remote Group Training and Operational Support

Human capital development is a challenge shared by all corporations. As the COVID-19 pandemic complicated group training and on-site education, SoftBank Corp. received inquiries from many enterprises about remote training. To address these needs, we partnered with Pocket Queries, Inc., which has strengths in the development of systems using XR[1] technology, to jointly develop a new service called VR Remote Support.

VR Remote Support offers Training Mode, for creating and sharing VR[1] training materials to enable remote group training, and Real Time Mode, in which a 360° camera is set up in a factory or other workplace, and someone in a remote location uses VR to provide instructions and support to the people on-site. Leveraging high-speed, high-volume 5G communications and the latest VR technology, VR Remote Support enables the acquisition of skills and know-how through practical experience in VR space that cannot be achieved through e-learning.
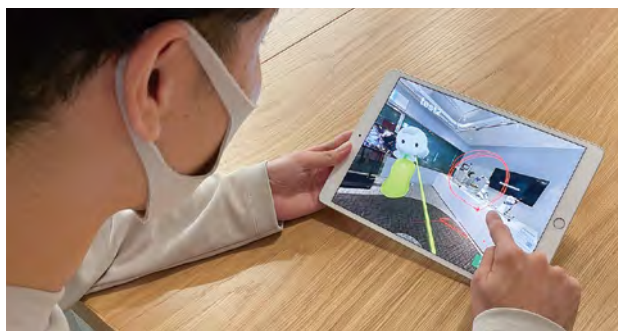
Using an iPad to provide VR remote support

The easy-to-use service provides the application, cloud environment and communication network[2] setup in a seamless package, so that customers only need to use the 360° camera and VR devices or tablets. When used within our 5G area, the service can stably stream high-definition VR video to multiple devices simultaneously.[3]

SoftBank Corp. and Pocket Queries, Inc. are combining their technological strengths to understand the needs of diverse customers and add new functions and improvements to make VR Remote Support easily accessible to a wide variety of customers, regardless of scale or industry.

1. Extended reality, a term encompassing a number of advanced technologies, including virtual reality (VR), augmented reality (AR) and mixed reality (MR).
2. The service can be used on closed networks, without passing through the external Internet.
3. Depending on the application specifications, up to 10 VR devices and tablets can be connected at once.

Remote group training using VR goggles

Building Society and Industry through Digital Transformation (DX) Redefining Industry with DX   [Key Person Interview   Value Creation 1 Expand and Enhance the Efficiency of the Industrial Base through Cutting-edge Technologies
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Building Society and Industry through Digital Transformation (DX)

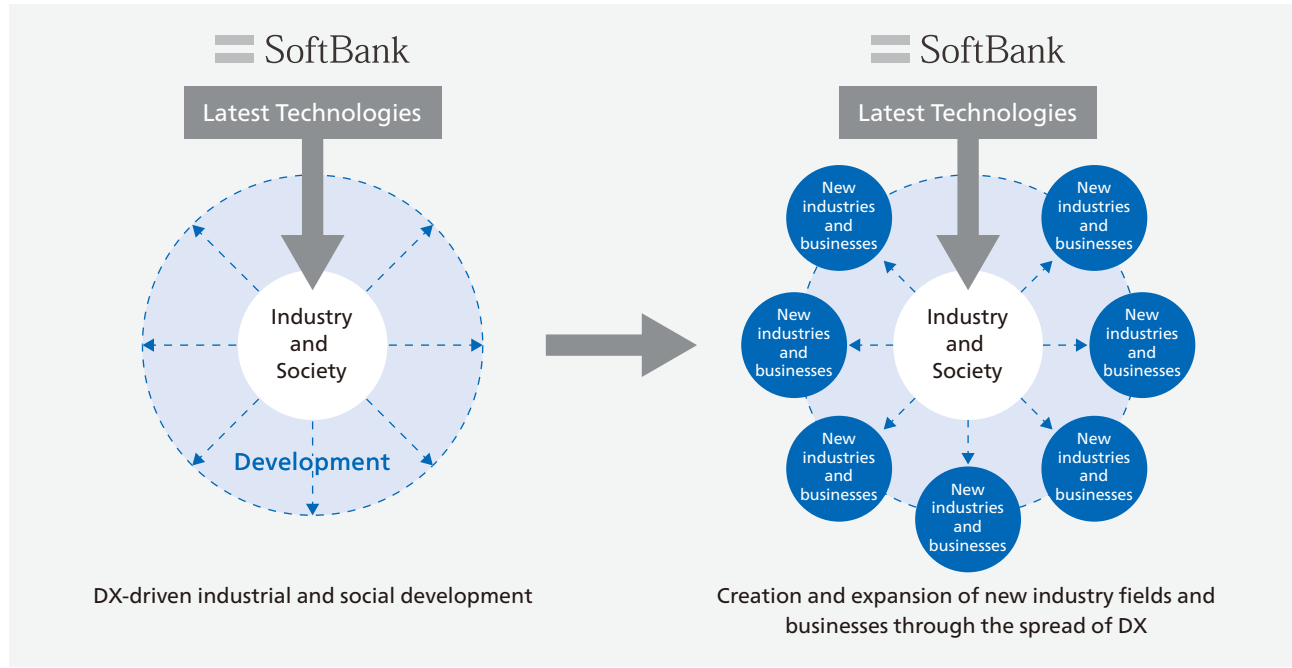Value Creation 2

Create New Industries through DX

Aiming to solve a wide range of social issues, we will work to create and develop new industries, fields and businesses through the spread and penetration of cutting-edge digital solutions and services, such as AI, RPA and IoT.

Approach

We will create diverse use cases by promoting the use of DX solutions and services in various industries, companies and organizations. By doing so, we will not only maximize our customers' enterprises and businesses, but dramatically increase new business opportunities. Furthermore, we will broker business matching and otherwise provide opportunities for companies and organizations to come together in ways not achievable under traditional business practices and values.

Mainly through 25 projects, we are working to develop new business models through DX and implement them in society.

The business models generated through DX will solve a variety of social issues in such areas as corporate work-style reforms, logistics, healthcare and infrastructure. By enhancing efficiency in all kinds of processes and jobs throughout society, they will make people's lives richer and safer.

DX-driven industrial and social development

Creation and expansion of new industry fields and businesses through the spread of DX

25 Projects for Advancing DX	
Retail/distribution	4
Logistics	2
Health insurance/finance	5
Infrastructure	7
Healthcare	3
Super cities/smart cities	2
Other industries	2

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Building Society and Industry through Digital Transformation (DX)

Value Creation 2   **Create New Industries through DX**

Medical Care/Healthcare

HELPO—Promoting Healthcare DX

Japan today faces numerous problems that threaten the sustainability of conventional medical care, such as ballooning medical costs due to severe demographic graying and overworked physicians. A multifaceted approach is needed to resolve these issues, including a review of existing systems. One important measure is to prevent risks at the presymptomatic stage, thereby halting the progression of a health condition into a full-blown disease. This approach is expected to help reduce medical costs.

Doctors	Hospitals with doctors who work more than 155 hours overtime per month	**71**%[1]	Overworked
Government	Medical expense in 2020	**¥16** trillion (National health expenditure: ¥42.9 trillion)[2]	Rising medical costs
Citizens	Takes more than 30 minutes to see a doctor at a hospital	**43.2**%[3]	Obstacles to healthcare

1. Source: Ministry of Health, Labour and Welfare study report on workstyle reforms for physicians (figure for hospitals with 400 or more beds)
2. Source: Ministry of Health, Labour and Welfare 2020 summary of national medical care expenditure
3. Ministry of Health, Labour and Welfare 2017 patient's behavior survey

Healthcare Technologies Corp., a SoftBank Corp. subsidiary, provides the HELPO healthcare app to improve the health of each individual by promoting new business in the healthcare sector, thereby helping to ensure that Japan's unique universal healthcare system will be maintained for future generations. The main service of HELPO is a Health & Medical Consultation Chat which allows users to freely consult with a medical team of physicians, nurses and pharmacists 24 hours a day, 365 days a year when they start to feel unwell (during the

presymptomatic disease phase) or when they feel uneasy about their physical condition. Based on the consultation chat, users will be advised on the appropriate action to take. If the user needs to see a physician at a medical institution, the app will provide guidance on the appropriate medical department. If treatment with over-the-counter drugs is appropriate, the app will provide information on the suitable medicine available on HELPO Mall, an e-commerce website for over-the-counter drugs.

In addition to over-the-counter drugs, HELPO Mall offers a wide variety of products such as health foods, cosmetics, daily necessities and test kits. Within central Tokyo, products arrive in as little as three hours, making it easy for users to purchase over-the-counter drugs or daily necessities when they have a spare moment, even during a busy day. HELPO also offers telemedicine service during the day on weekdays and, since July 2022, on weekday evenings and weekends. This allows HELPO to offer a full range of healthcare services, from health and medical consultations to telemedicine. Beginning in December 2022, in addition to existing services for companies and municipalities, HELPO launched services for individuals. SoftBank Corp. will continue to expand HELPO's functions through co-creation with partner companies to promote healthcare DX in Japan.

Providing a full range of online healthcare services

Basic functions

1 Health & Medical Consultation Chat (24 hours a day, 365 days a year)

2 Telemedicine

3 HELPO Mall

4 Clinic search

5 Pedometer

Optional functions/other

6 Online specific health guidance (for companies and municipalities only)

7 Point program (for individual users only)

8 Digital childcare notebook

* Web serivce

HELPO service functions

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Building Society and Industry through Digital Transformation (DX)

Value Creation 2   **Create New Industries through DX**

Medical Care/Healthcare

Healthcare AI Platform Collaborative Innovation Partnership (HAIP)

SoftBank Corp., BIPROGY Inc., Hitachi, Ltd., IBM Japan, Ltd. and other partners established the Healthcare AI Platform Collaborative Innovation Partnership (HAIP) on April 1, 2021 to promote the spread and development of healthcare AI services. As of May 1, 2023, HAIP comprises 16 domestic enterprises, including private companies, universities and national research institutions. Working with the Japan Medical Association's Promotion Center for AI Hospital & Clinic, HAIP aims to spread and develop healthcare AI services by providing an integrated healthcare AI platform encompassing the development, evaluation and implementation of healthcare AI.

This healthcare AI platform comprises the AI Development Platform, which enables the development of healthcare AI using medical data; the Lab Platform, which supports AI evaluation; and the Service Platform, which provides healthcare AI services. Moreover, HAIP is engaged in R&D on platform technology issues that are common to the entire industry and cannot be addressed by individual companies, such as the utilization of various healthcare data, the establishment of common connection procedures based on next-generation standards, providing a high-security environment to guard against threats such as ransomware, and complying with international standards such as HL7 FHIR.

The development of medical AI services will provide a variety of assistance to tasks previously only performed by medical professionals, such as diagnostic imaging, genomic diagnosis, differential diagnosis and deciding treatment courses. By aiming to develop the service in a form that can be easily introduced at rural clinics and other facilities, we hope to encourage the widespread use of healthcare AI services and help eliminate disparities in medical care.

▼ **Healthcare AI Platform Portal Mockup**
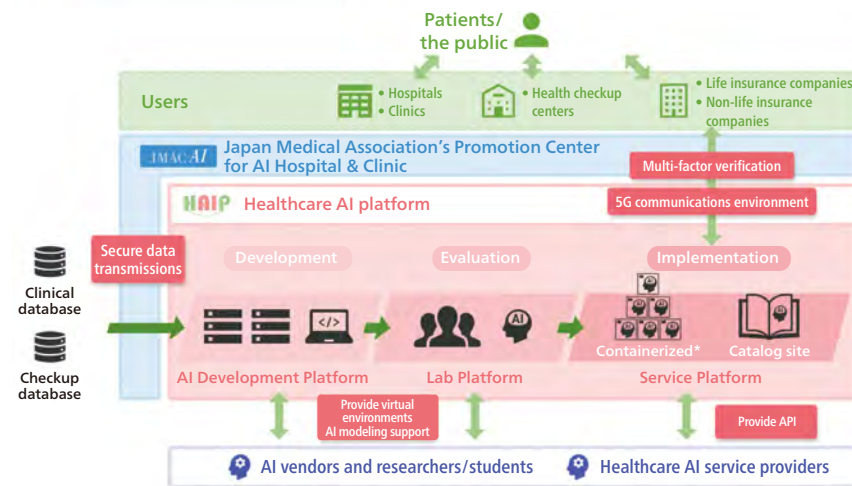
* Containers: A technology for efficiently running multiple applications. Containerized systems increase the portability of healthcare AI services from on-premise environments to cloud environments.

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Building Society and Industry through Digital Transformation (DX)

| Value Creation 2 | **Create New Industries through DX** |

Retail/Food & Beverage

Sakimiru Demand Forecasting Service

Reducing Dependence on Individuals, Food Waste, Opportunity Loss and Costs

Japan's retail and food service industries face numerous issues, including 5.7 million tons of food waste per year,[1] high employee turnover and difficulty hiring. The food industry, in particular, has lagged in terms of IT investment compared with other industries, and relies heavily on human resources and analog operations, leading to operational inefficiencies and food loss when customer counts and demand forecasts based on experience and intuition are off. To address this serious social issue, SoftBank Corp.
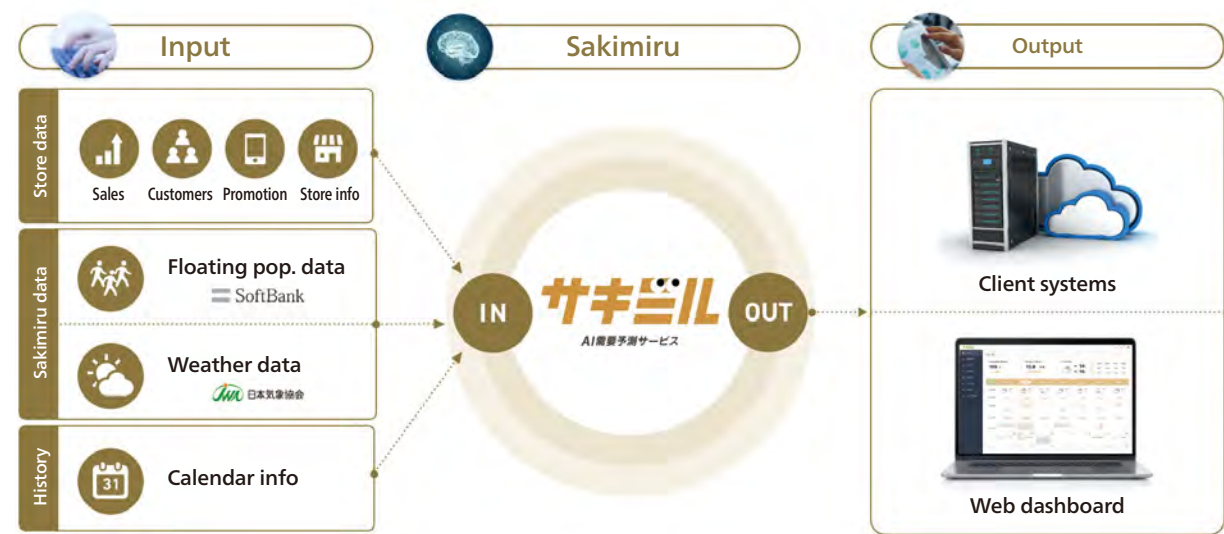
collaborated with the Japan Weather Association to create Sakimiru, which means "see the future," an AI-powered demand forecasting service using population flow data[2] and weather data.

Utilizing Sakimiru helps resolve such issues as dependence on specific individuals to perform certain tasks, food waste, opportunity loss and wasteful expenses. AI demand forecasting makes it possible to optimize product orders and work shifts based on the number of expected customers with the aim of eliminating dependence on individual's skills and reducing expenses. In addition, sales promotions can be conducted at optimum times based on the number of visitors, contributing to improved sales and operational efficiency.

What makes Sakimiru unique is its ability to predict the number of customers visiting a store with a high degree of accuracy by using demand forecasting algorithms based on inputs such as client company data, population flow data and weather data. The latter includes temperature, solar radiation, wind speed, precipitation, snowfall, humidity and other weather data from the Japan Weather Association, while population flow data is derived from SoftBank Corp.'s base stations, which have access to tens of millions of mobile phone locations, which are then extrapolated to Japan's population of approximately 120 million. The data obtained is analyzed using an AI algorithm jointly developed by data scientists from SoftBank Corp. and the Japan Weather Association to predict the number of customer visits up to two weeks in advance. In addition, by understanding the flow of people in a store's area, it is now possible to predict the number of customers who will visit the store without relying solely on past store data results.

SoftBank Corp. will effectively utilize data through Sakimiru to help solve issues in the retail and food service industries from multiple perspectives.

1. FY2019 estimate from the Ministry of Agriculture, Forestry and Fisheries of Japan
2. Uses data from the National Movement Statistics. Service is provided by utilizing statistically processed data that is anonymized so that individuals cannot be identified.

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Building Society and Industry through Digital Transformation (DX)
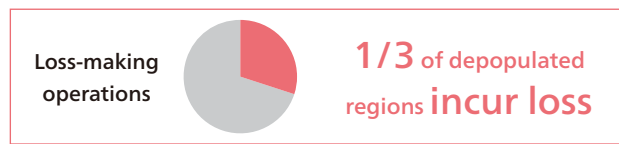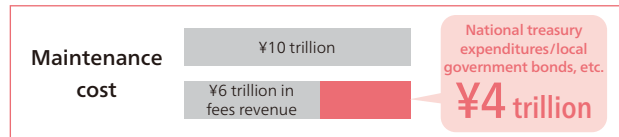
Value Creation 2 Create New Industries through DX

Infrastructure

WOTA—Constructing a Decentralized Water Supply System Independent of Water Infrastructure

As Japan faces societal problems related to aging infrastructure, maintaining water supply infrastructure and the rising costs of doing so are becoming more of an issue every year. At the same time, many regions of the globe are experiencing increasingly severe water shortages due to climate change.

Aging facilities — Only **30**% of pipelines are earthquake-proof

Maintenance cost — ¥10 trillion / ¥6 trillion in fees revenue / National treasury expenditures/local government bonds, etc. **¥4 trillion**

Loss-making operations — **1/3** of depopulated regions **incur loss**

In order to use the power of technology to find solutions to these problems, SoftBank Corp. has formed a partnership with WOTA Corp., a water treatment autonomous control technology company. By combining WOTA's small-scale decentralized water reuse system and SoftBank's knowledge in communications technology and infrastructure construction, we aim to introduce a decentralized water supply system that is independent of water service in Japan.

WOTA aims to solve water supply infrastructure issues with its core technology, namely IoT and AI-based water treatment technology that can be autonomously controlled. WOTA's proprietary IoT sensors measure water quality, and AI derives the optimal recycling tr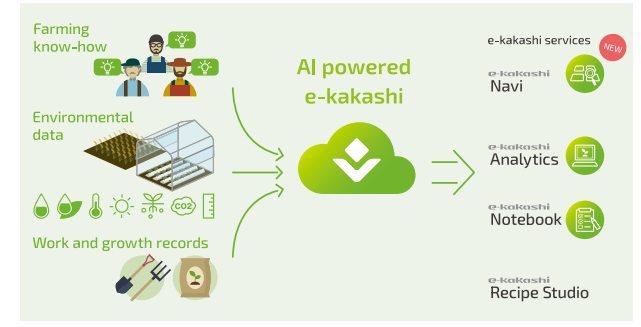eatment process based on the sensor data, achieving a water recycling rate of over 98%. In addition, as sensor measurement data is accumulated to train the AI, the optimal water treatment algorithm is constantly evolving, leading to more efficient water treatment.

Working toward practical social implementation, in fiscal 2023 we began a pilot test in the village of Toshima, Tokyo, using a small-scale decentralized water reuse system developed by WOTA to recycle all domestic wastewater. The project is aimed at solving a variety of water-related challenges faced by Toshima and the other Tokyo Islands, such as the operating losses of public water services, drought risk and insufficient management personnel.

WOTA is developing a number of products and technologies, aiming for practical social implementation. One example is the portable water reuse system WOTA BOX, which utilizes water recycling technology to enable many people to use water for bathing and other purposes even when water supply is limited due to municipal water services being disrupted by a disaster. Another example is the water reuse hand-wash stand WOSH, which can be installed in locations without water supply and is designed to be an effective part of community-wide public health measures.

Through decentralized water reuse systems using cutting-edge technology, SoftBank Corp. and WOTA will continue to develop sustainable next-generation water infrastructure, working to solve water-related problems in Japan and around the world.

Constant Monitoring Using AI and IoT Sensors
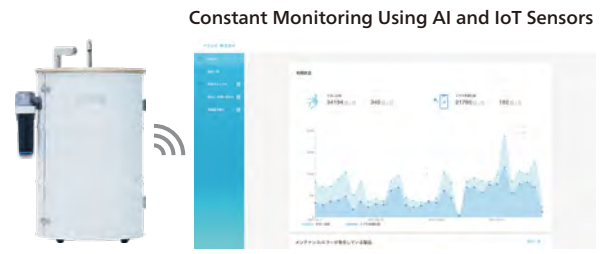
Monitor and control WOSH conditions and water quality with sensors and water treatment AI allowing immediate notification on the dashboard

e-kakashi IoT Sensors Support Smart Agriculture

The e-kakashi system uses IoT sensors to analyze environmental data collected from indoor and outdoor farm fields, weather data, data on crop growth and work performed with AI that incorporates knowledge from plant science to suggest optimal cultivation methods. This IoT solution is being used in Japan and overseas.

e-kakashi is also used for environmental conservation. As one aspect of this, we are providing the Natural Capital Credit Consortium (in which SoftBank Corp. has participated since December 2022) with e-kakashi's AI-powered "brain" for agriculture (its CO_2 absorption estimation system) to help with verification testing of estimating the CO_2 absorption of trees and other plants.

SoftBank Corp. will continue aiming to provide a variety of data on cultivation technology and the results of its analysis as solutions as it advances R&D to make e-kakashi an agricultural information platform that helps solve a variety of issues in agriculture, such as improving cultivation efficiency, production volume and quality, and passing on skills, while providing new value through synergy.

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Building Society and Industry through Digital Transformation (DX)

Value Creation 2   **Create New Industries through DX**

Smart Cities

The rapid population inflow to cities around the world is leading to a variety of problems, such as traffic congestion and air pollution, rising crime rates and environmental degradation. To address these, the smart city is attracting growing interest as a new concept for urban environments. Today, Japan is facing severely graying demographics and a serious decline in its working population. Efforts to realize smart cities are aimed at solving these problems, upgrading social infrastructure and creating a sustainable society. To realize smart cities, it is essential to enhance collaboration on various DX solutions across industries.

Enhancing collaboration will require 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. We believe that providing various IoT platforms to the people involved will open up new service possibilities.

We will advance smart cities through co-creation powered by IoT, ICT and DX solutions to realize sustainable cities and regions that aim for overall optimization to promote the well-being of their inhabitants.

Smart City Takeshiba

SoftBank Corp. is working with Tokyu Land Corporation to build a model urban smart city in the Takeshiba area of Tokyo, which is a national strategic special zone. At Tokyo Port City Takeshiba Office Tower, SoftBank Corp.'s headquarters, approximately 1,400 sensors are in operation to acquire a variety of data within the building. By collecting and utilizing the data on the platform, the system provides a mechanism to disseminate useful information to building users in real time, such as distributing coupons to workers and visitors at appropriate times by comparing the congestion rate of restaurants in the building to the weather and time of day. This system received a 2022 Good Design Award as smart city model case.
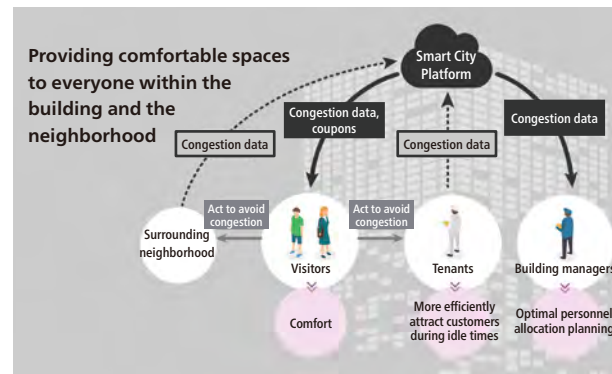
"Congestion visualization solution for Smart City Takeshiba" received a 2022 Good Design Award

Beginning in FY2023, we are working to expand these initiatives by utilizing the Smart City Platform data exchange platform—which enables the real-time use of wide-ranging data collected in the Takeshiba area—to solve urban issues, such as reinforcing disaster prevention measures and enhancing visitor circulation. Specifically, we are implementing a disaster-readiness service that obtains and transmits information about the state of the neighborhood in real time and using digital twin technology to enhance area management after a disaster. We are also installing cameras in digital signage to track visitor traits and behavior patterns in order to provide data on specific facilities and promote cross-visitation and circulation.

We will continue working to solve issues across a wide range of fields in order to promote economic development and the creation of added value in the Takeshiba area.

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Building Society and Industry through Digital Transformation (DX)

| Value Creation 2 | ## Create New Industries through DX

Smart Cities

Promoting Smart City Initiatives in Aizuwakamatsu City

AiCT Consortium was established to further regional revitalization in Aizuwakamatsu City. As a member of the Consortium, SoftBank Corp. is involved in efforts to enhance resident services in such areas as disaster prevention and healthcare.

Since March 2023, we have provided city residents with the Digital Bosai app, which provides personalized evacuation support based on user attributes and location data and helps users confirm the safety of their families in the event of a disaster. In addition, by linking the HELPO healthcare app with the Aizuwakamatsu Plus community information portal for residents, we are supporting health management that is closely aligned with the living habits of individual residents.

Going forward, we will promote Aizuwakamatsu nationwide as a model smart city for Japan, aiming for regional DX.

Digital Bosai service that uses location data

National Movement Statistics—Data on the Movement of 120 Million People Throughout Japan

Japan is already confronting certain challenges that are still down the road for many other nations, and Japanese cities face a wide variety of problems, such as traffic congestion, aging infrastructure and frequent natural disasters. SoftBank Corp. is working to solve these problems through the concept of smart infrastructure. As one such initiative, we have released a human flow statistics service, National Movement Statistics, in collaboration with Pacific Consultants Co., Ltd.

National Movement Statistics is a human flow statistics service that combines the fully anonymized location for tens of millions of devices from SoftBank Corp.'s mobile phone base stations with Pacific Consultants' knowledge and know-how in urban planning, transportation planning and other aspects of social infrastructure. We are able to extrapolate from data on the movement of people to make predictions about the entire population of Japan (approximately 120 million people). We achieve highly accurate estimations by combining location data, current usage data for railways and other transportation modes, and statistical data such as the population in each area.

We support urban development measures by making data related to the movement of people easily accessible. This extends to urban planning and development, disaster countermeasures, plans for the opening of commercial facilities, invigoration of tourist spots and even the introduction of new mobility services.

Smart Work Solution

Workstyle reforms in recent years, coupled with the rapid expansion of online meeting and other remote work tools in the wake of the COVID-19 pandemic, have enabled more flexible ways of working unbound by time or location. As a result, the role of the physical office is changing.

However, conventional offices were not designed with flexible workstyles in mind. As such, existing offices are facing a range of issues related to time and location restraints, such as insufficient meeting rooms to accommodate the increase in online meetings, insufficient supply of booths for making calls, difficulty locating employees when using free-address systems, and the absence of necessary staff during hours when customer inquiries are received.

SoftBank Corp. offers the smartphone app WorkOffice+. Through the app, users can maintain optimal control of building facilities (such as air conditioners, security systems and other building facilities), and IoT devices. Optimization is based on user needs and activity, including reservations and usage of meeting rooms and desks, along with data on people entering and exiting the premises. We provide end-to-end support covering all the installation, consulting, and communications network set-up necessary to adopt the app, enabling more flexible workstyles.

Since its release in 2021, the app has been used by a wide range of companies, including both office building owners and tenants. It has been adopted at +SHIFT NOGIZAKA, an office building developed by Sun Frontier Fudousan Co., Ltd. in Minato-ku, Tokyo, at the new headquarters of AEON DELIGHT CO., LTD. in Chiyoda-ku, Tokyo, and at Takenaka Central Building South, a property jointly owned by Takenaka Corporation and ASAHI FACILITIES INC.

Functions of WorkOffice+

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Building Society and Industry through Digital Transformation (DX)

Value Creation 2   **Create New Industries through DX**

Smart Cities

Linking WorkOffice+ with Takenaka Corporation's BCS Plus

Takenaka Corporation provides Building Communication System Plus (BCS Plus), a smart building solution package built around a cloud-based building OS that accumulates data from building equipment monitoring and IoT sensors. By linking BCS Plus with SoftBank's WorkOffice+, tenants can use the environment visualization functions of WorkOffice+ to check office temperature and humidity as well as the availability of restrooms within the building via the WorkOffice+ smartphone app. Furthermore, using the request function (an optional environment visualization function), tenants can communicate their perceptions, such as whether a space is hot or cold, to building managers, who can adjust the air conditioning accordingly, helping to balance electricity use optimization with tenant comfort.

In March 2023, BCS Plus was installed at Takenaka Central Building South, a property jointly owned by Takenaka Corporation and its group company ASAHI FACILITIES INC. Going forward, by expanding the use of Takenaka's BCS Plus, we will support efforts to improve office comfort while advancing efforts toward carbon neutrality.

Collaboration on the Nagasaki Stadium Project

SoftBank Corp. and Japanet Holdings Co., Ltd. are collaborating on ICT for the Nagasaki Stadium City Project, a complex centered on a stadium that the Japanet group aims to open in 2024. The stadium at the heart of Nagasaki Stadium City has been named "PEACE STADIUM Connected by SoftBank," reflecting our commitment to promoting peace from the stadium and creating a next-generation Stadium City that produces new value by leveraging cutting-edge technologies built on communications to connect people, goods and information. Through this project, we aim to realize a new regional development model that will lead the way toward the future of Japan.

We are currently considering the following initiatives.

1. Building a Communications Network as the Foundation for a Smart City

Working with its group companies and other partners, SoftBank Corp. is building a communications network that will support a smartphone app being planned by the Japanet Group specifically for Stadium City. By connecting the people, goods and information in Stadium City, this initiative aims to provide unprecedented and inspiring customer experiences, leverage data to facilitate efficient facility operations, and stimulate consumption within the facility and the surrounding community.

2. Creating a Stadium City Where Visitors Will Stay Longer by Facilitating Comfort

By analyzing population flow data, we will inform visitors about crowded areas, helping them avoid congestion and stay in comfort, for longer, in Stadium City.
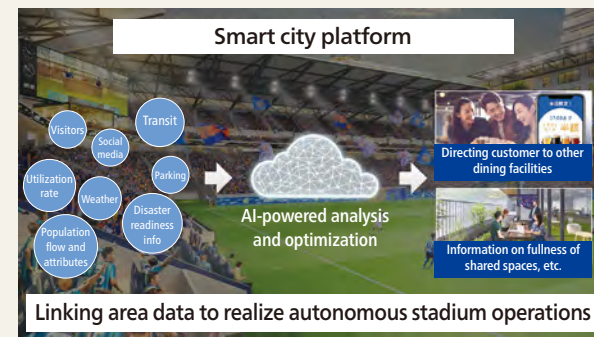
Smart city platform

The future smart city

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Building Society and Industry through Digital Transformation (DX)

Value Creation 2   ## Create New Industries through DX

Fintech

Expanding Insurance Possibilities InsurTech Solutions

While the Japanese insurance market is one of the largest in the world, it faces the threat of shrinkage due to population decline, automated driving technology, related technological innovations, and other factors. Needs are evolving with changes in consumer lifestyles and preferences, as well as the progress of digitization, requiring the digital transformation (DX) of the entire insurance industry. LeadInX Corp., a SoftBank Corp. subsidiary, advances DX in the insurance industry by providing insurance companies and agencies with InsurTech services, new insurance planning and business matching, and marketing support for insurance sales.

By providing digital insurance systems—Graphene and Nano for insurance companies, and Fusion for insurance agencies—LeadInX helps seamlessly link insurance companies and insurance agencies while offering excellent scalability and flexibility to enable speedy product deployment and insurance operation automation through AI. In addition, we statistically analyze policyholder trends and efficiently use this information to improve

service through, for example, improved UI and UX, as well as to plan new products, thereby providing products that meet diversifying end-user needs.

The use of LeadInX's systems enables the development of insurance programs that users can easily enroll in through their smartphone. The scenario-specific insurance offered through Yahoo! JAPAN Shopping, YAHUOKU! And Yahoo! Japan Travel places insurance sales within the flow of other purchasing processes, providing an excellent user experience in which customers can apply and pay for insurance right when they buy a product or make a travel reservation. A cumulative total of more than 1.9 million such policies have been purchased to date (as of July 2023).

PayPay Hoken (insurance), a mini app offered through the PayPay cashless payment service, provides an easy and smooth insurance enrollment process. PayPay Hoken provides a marketplace offering a wide range of insurance products. A cumulative total of more than 2.0 million such

policies have been purchased through the marketplace to date (as of July 2023).

In January 2023, the PayPay Hoken mini app launched sales of "Influenza Allowance" and "Anshin Medical" insurance, the result of working with insurers and agencies to plan and develop new forms of insurance and providing a digital insurance system and UI/UX support to enhance service value. In addition, we sold "Heat Stroke Allowance" insurance for a limited time between April and October 2022, garnering significant media attention. Sales of this insurance were reopened in April 2023 with a discount for repeat customers, pushing forward with new efforts to improve insurance based on past data.

LeadInX is committed to improving convenience for insurers, insurance agencies (partners), and end users by utilizing technology to realize a society in which every individual can easily access insurance and live life to the fullest.

Graphene and Nano Systems for Insurance Companies

Fusion System for Insurance Agencies

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Building Society and Industry through Digital Transformation (DX)

Value Creation 3 Revitalize Local Communities (Regional Revitalization)

Through the utilization of cutting-edge technologies and DX promotion, we will address various regional social issues and contribute to the realization of regional revitalization, aiming to provide goods and services that meet diverse needs while eliminating disparities, as envisioned with Society 5.0.

Collaboration with Local Governments and Organizations

SoftBank Corp. is working to deepen ties with local governments and communities and help solve issues in local communities through ICT in order to contribute to regional revitalization.

Regional revitalization is one of the most important strategies of the Japanese government to address its rapidly shrinking population and severe demographic graying. Various initiatives are being undertaken with the goals of creating autonomous and sustainable communities that make the most of their unique regional characteristics and maintaining a vibrant society for the future. In addition, the government's Vision for a Digital Garden City Nation is promoting the implementation of digital technology starting in regional areas to create a new wave of change and narrow the gap between rural and urban areas. Against this backdrop, technology is becoming increasingly important in regional revitalization.

State-of-the-art technologies such as 5G, IoT and AI play a role in the shift to more comfortable and convenient lifestyles. At the same time, though, they have the potential to help solve various issues facing communities, such as advancing ages and the declining birthrate. For example, the development of 5G networks will make it easier to create and grow businesses and industries in various regions, not just metropolitan areas, leading 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 and other fintec, MaaS, AI, IoT and smart cities, will greatly support regional revitalization.

We are pioneering efforts to study various issues faced by local governments, implement advanced initiatives and solve problems using cutting-edge technology, leveraging ICT to help solve issues in regional communities. We are also deepening our ties with local governments and communities by dispatching our DX personnel there and holding seminars and other events to raise awareness of DX among local officials. SoftBank Corp. also provides advisory services to local governments while conducting a wide variety of initiatives and demonstrations, including services provided by group companies. To ensure the stability of these efforts, we have concluded various partnership agreements. To date, we have concluded various partnership agreements with 113* local governments nationwide.

* As of July 31, 2023

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Building Society and Industry through Digital Transformation (DX)

Value Creation 3
Revitalize Local Communities (Regional Revitalization)

Collaboration with Local Governments and Organizations

Partnership Agreements with Local Governments
Note: Agreements concluded after April 1, 2022 (as of March 31, 2023); some agreements are omitted.

Partner local government	Agreement date	Partnership description
Shima City, Mie Prefecture	April 22, 2022	Cooperation agreement on DX promotion for local government
Oita City Board of Education	May 10, 2022	Cooperation agreement on support for improvement of citizens' ability to utilize information
Uozu City, Toyama Prefecture	May 10, 2022	Cooperation agreement on the promotion of ICT and digital technology
Kagoshima City Board of Education	May 16, 2022	Cooperation agreement on ICT-enabled AI human resource development
Funabashi City, Chiba Prefecture	June 1, 2022	Business cooperation agreement on digital education
Komatsu City, Ishikawa Prefecture	June 3, 2022	Comprehensive cooperation agreement on regional revitalization through ICT and promotion of municipal DX
Usa City, Oita Prefecture	July 22, 2022	Business cooperation agreement for training digital utilization support staff and improving citizens' ability to utilize information
Moriguchi City, Osaka Prefecture	July 22, 2022	Cooperation agreement on solving regional issues
Morioka City, Iwate Prefecture	August 30, 2022	Cooperation agreement on promoting municipal DX
Ozu Town, Kumamoto Prefecture	September 22, 2022	Cooperation agreement on enhancing resident services using ICT
Kokonoe, Kusu District, Oita Prefecture	October 26, 2022	Business cooperation agreement for training digital utilization support staff and improving citizens' ability to utilize information
Saitama City, Saitama Prefecture	November 1, 2022	Cooperation agreement on digital divide countermeasures
Usuki City, Oita Prefecture	November 2, 2022	Business cooperation agreement on promoting digital transformation
Hyuga City, Miyazaki Prefecture	November 10, 2022	Business cooperation agreement on supporting the improvement of residents' digital literacy
Kamiita Town, Tokushima Prefecture	January 18, 2023	Business cooperation agreement on supporting the improvement of digital literacy of the elderly
Shizuoka Prefecture	January 26, 2023	Cooperation agreement on DX promotion
Yonago City, Tottori Prefecture	February 1, 2023	Comprehensive cooperation agreement on DX promotion
Sera Town, Hiroshima Prefecture	February 15, 2023	Cooperation agreement on developing human resources with digital skills and promoting digitalization
Nanto City, Toyama Prefecture	March 1, 2023	Comprehensive cooperation agreement aimed at regional revitalization through DX
Higashimurayama City, Tokyo	March 3, 2023	Cooperation agreement on providing the Ugokuma walking app
Kawaminami Town, Miyazaki Prefecture	March 24, 2023	Business cooperation agreement on supporting residents' ability to use digital technologies
Yamagata City, Yamagata Prefecture	March 29, 2023	Cooperation agreement on regional revitalization through DX and ICT and enhancing resident services

Collaborative DX Training for the Toyama Prefectural Government

SoftBank Corp., Toyama Prefectural University and the Toyama prefectural government are collaboratively implementing a training program aimed at promoting digital transformation (DX) in the Toyama Prefectural Government.

Like many other prefectures of Japan, Toyama faces a low birth rate and aging population, and the decline in its population continues unabated. At the same time, the numerous initiatives being promoted by Japan's central government, such as the roll out of Individual Number Cards and increased security measures, are creating a heavy burden on prefectural public employees. Through DX, the prefectural government is working to advance work reforms and increase the convenience of services for residents in order to contribute to regional revitalization.

DX training program for the Toyama prefectural government

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Building Society and Industry through Digital Transformation (DX)

Value Creation 3   ## Revitalize Local Communities (Regional Revitalization)

Collaboration with Local Governments and Organizations

Increasing Employee and Resident Satisfaction with Cloud PBX and Smartphones

In 2020, the city government of Mitoyo, Kagawa Prefecture, became one of the first municipalities in Japan to adopt a free address system in its offices, aiming to alleviate the issue of insufficient communication. Although the city advanced a range of other operational reforms, as well, it continued to use land lines in the office, making it impossible for employees to choose their seats freely and necessitating additional steps in relaying calls. To address these issues, the city adopted ConnecTalk, a cloud PBX provided by SoftBank Corp. The office eliminated almost all land lines and provided employees with smartphones, enabling employees to fully utilize the free address system and fostering greater communication. Enabling calls directly to the phones of specific staff members has made it possible to more quickly handle inquiries from residents, and the use of video calls and language interpreting apps has greatly improved operational effectiveness. Furthermore, ConnecTalk settings can be controlled via an online interface, significantly reducing administrator burden. The use of ConnecTalk has thus contributed to the city's DX, simultaneously improving services for residents and work efficiency for city employees.

Mitoyo City Office

Automated BRT, One Solution to Rural Transportation Issues

SoftBank Corp. is working with relevant local organizations to achieve sustainable transportation services in conjunction with planned community development. One such initiative concerns next-generation mobility services that can operate safely, stably and flexibly while maintaining transportation capacity and speed. More specifically, we are working on the development of automated bus rapid transit (BRT) technology in which different types of self-driving buses run in convoys.

Under its "Beyond Carrier" growth strategy, SoftBank Corp. is working to transform various industries through the use of cutting-edge technology. Through this project, we aim to help solve issues in the field of mobility in various regions.

Commenced BRT Self-driving Convoy Trials with West Japan Railway Company

SoftBank Corp. and West Japan Railway Company (JR-West) started BRT trials using automated driving and convoy driving technology on a dedicated test course (Yasu City, Shiga Prefecture) in October 2021.

In March 2020, SoftBank Corp. and JR-West launched a project to develop a self-driving convoy BRT system with the aim of realizing next-generation mobility services as sustainable regional transportation linked to community development. Under this project, we have been preparing for trials, including creating a dedicated test course, with the aim of becoming the first company in Japan to automate the operation of articulated buses and the practical application of self-driving buses in a convoy. With the completion of the driving path on the dedicated test course, we have begun trials using three types of self-driving vehicles (articulated buses, large buses and small buses), in

which self-driving vehicles of different vehicle types merge and drive in formation.

Through demonstration experiments on the test course, we aim to establish self-driving convoy BRT technology and create a standardized system package, working toward social implementation as a next-generation mobility service by the mid-2020s.

Self-driving convoy BRT

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Building Society and Industry through Digital Transformation (DX)

Value Creation 3   ## Revitalize Local Communities (Regional Revitalization)

Collaboration with Local Governments and Organizations

Promoting Digital Transformation in Regional Areas: Setouchi Tech LAB

SoftBank Corp. opened Setouchi Tech LAB in Fukuyama City, Hiroshima Prefecture. The facility was established as a base to promote digital transformation (DX) in the city and surrounding region. Based on the concept of delivering solutions from the Fukuyama/Bingo area to the Setouchi region and from there to all of Japan, the facility is cultivating and developing digital technologies and business models closely aligned with the local area.

In addition, Setouchi Tech LAB includes exhibit spaces highlighting cutting-edge technologies and use cases of technologies that can be easily applied—even by companies and organizations without a great deal of familiarity with digital technologies—to solve real issues facing not just Fukuyama City, but the Bingo area and the overall Setouchi region. Exhibits are updated constantly to reflect current trends, so that each visit offers new discoveries and experiences. Setouchi Tech LAB also regularly hosts events, workshops, cross-industry networking sessions and other opportunities for communication. By thus fostering a greater understanding of technology, the facility is being used to help solve local issues and promote DX in the region.

Exhibit related to local issues: 3D models of buildings, such as public facilities and private corporate facilities

Future Disaster Preparation to Protect the Community in a Large-scale Earthquake

In anticipation of communities being cut off from outside access in a disaster, the Susami Smart Cities Promotion Consortium in the town of Susami, Wakayama Prefecture, is preparing to utilize drone logistics and smart phone ordering to deliver relief supplies between Roadside Station Susami and evacuation centers or isolated communities in the event of a disaster. These efforts are aimed at meeting needs for greater efficiency in evacuation center operation and include using disaster supply volume data and headcount data to predict the number of days until supply shortages occur after a disaster.

Amid aging demographics and population decline in Japan, there are concerns that it will become difficult to maintain urban functionality. In addition to the healthcare, education and daily living functions of cities that enable people to live with peace of mind, disaster prevention is an important focus. Solutions leveraging advanced ICT technology have great potential in aging communities like Susami.

In July 2022, the consortium conducted simulations of drone flight routes and LTE signal conditions during a disaster using 3D maps. Based on this simulation, it then implemented demonstration experiments to investigate the use of drones to check damage to bridges after a disaster. These efforts are helping to improve the efficiency of advance drone flight route planning and will enable rapid checks for damage by using drone photography to replace the dangerous work of public employees visually confirming the situation onsite.

SoftBank Corp. will continue to address local issues in Susami and use the insights and data obtained in this project for the good of disaster-prone Japan.
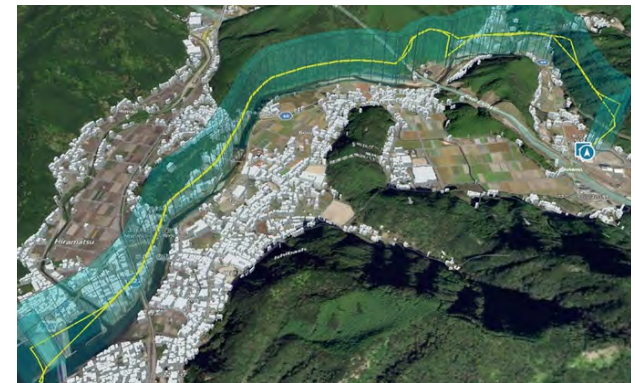

Drones are used to check for damage to bridges

Illustration of simulated flight route

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Connecting People and Information to Create New Excitement

Enhancing Lifestyles with Information and Communications Technology (ICT)

In order to lead more people to new lifestyles of convenience and abundance, SoftBank Corp. not only aims to promote the widespread use of smartphones, tablets and other smart devices, but also to provide new information-based experiences and attractive value by providing advanced telecommunications and ICT facilitating communication and information acquisition that enable users to take action as needed in all kinds of daily life situations.

Cutting-edge technologies are powering the evolution of user experiences, making possible services and content that require high-speed, large-capacity data transmission, such as virtual reality (VR) and augmented reality (AR). These technologies include the latest high-speed, large-capacity, low-latency communications using 5G, greater efficiency in computing power through improved cloud technologies, as well as enhanced user interfaces and recognition of the real world using AI. In addition, the uptake of metaverse businesses and non-fungible tokens (NFTs) going forward is expected to drive changes in lifestyles and communication tools, enabling unprecedented new service experiences.

In order to deliver appealing, cutting-edge experiences to more customers and meet diversifying user needs, SoftBank Corp. is advancing its multi-brand strategy, based on the three brands of SoftBank, Y!mobile and LINEMO.

Furthermore, the addition of LINE to the SoftBank Corp. group further reinforces group synergies, already an area of strength, and is helping us build customer experiences with appealing usability for the "new normal" era. Linking our conventional communications services with e-commerce (mainly through Yahoo! JAPAN), LINE's abundant service lineup and the fintech domain of PayPay, we will be able to offer comprehensive proposals tailored to the individual lifestyles of consumers. By providing more convenient Internet service and constantly creating new value, we will promote smart and environmentally friendly economic activity. Furthermore, we aim to solve such social issues as the digital divide so that everyone, regardless of age, physical condition or socioeconomic status, can confidently enjoy the convenience and value of smart devices and the Internet.

Social Issues

- Realization of enriched daily life by spreading and using smart devices
- Bridge the digital divide, matching users and suppliers of information and services

Value Creation

(1) Realize attractive customer value through the spread of smart devices
(2) Provide an environment in which everyone can access information
(3) Leverage ICT to create new lifestyles and enhance the foundations for daily life

Risks and Opportunities

Risks
- Declining profitability in existing telecommunications services due to commodification and the resulting intensifying competition
- Declining profitability due to intensifying competition or mismatch with customer needs in the e-commerce and finance/payment businesses

Opportunities
- Growth in smartphone subscribers and increase of large-volume data users
- Expansion of business to non-telecommunication areas, such as finance and payment services
- Increased profit opportunities via deeper data-driven marketing

KPIs

(1)
- Smartphone cumulative subscribers: 30 million (FY2023)
- Understanding customer feedback / NPS[1] improvement: Number of surveys collected

(2)
- Yahoo! News DAU[2]: 45 million
- Expand the HAPS Alliance to broaden Internet communications across the world: Promoting initiatives
- Smartphone classes: 900,000 classes

(3)
- Cumulative registered PayPay users: 60 million[3]
- E-commerce domestic merchandise transaction value: ¥3.11 trillion (FY2023)

1. NPS: Net Promoter Score, a metric used to assess customer loyalty
2. DAU: Daily active users
3. Figure for PayPay Corporation only
Note: The businesses listed include initiatives of SoftBank Corp. and its group companies.

Main Businesses and Initiatives

- Provide wide-ranging customer value, price plans and services through the spread of smart devices and multiple brands
- Provide new experiences using 5G (VR, sports viewing, etc.)
- Provide news and information and increase accessibility through Yahoo! JAPAN and provide services through the LINE communication app, etc.
- Hold smartphone classes in stores nationwide
- Contribute to education, healthcare and finance using ICT (Yahoo! JAPAN, PayPay, LINE, LOHACO, HELPO, etc.)
- Evolve retail through new BtoC and CtoC platforms (Yahoo! JAPAN Shopping, ZOZOTOWN, ASKUL, etc.)

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Connecting People and Information to Create New Excitement
Key Person Interview

Jun Shimba
Representative Director & COO

The Multi-brand Strategy and Services That Leverage Group Synergies

SoftBank Corp. considers enabling widespread access to lifestyles of convenience and abundance through the spread of smartphones to be one of its missions, and we are deploying a multi-brand strategy to offer services that match the lifestyles and usage needs of all customers. Under this strategy, we offer three brands: SoftBank, with large capacity data plans; Y!mobile, with low-cost small- and medium-capacity data plans; and LINEMO, our online-only brand. Customers are able to select the brand that best fits their lifestyle and usage. In addition, we provide after-sales service to ensure that customers can use their smartphones with confidence after signing up for a plan, striving to enhance customer satisfaction. Leveraging our high-quality communications network, we are providing new convenience and positive experiences for customers in the areas of entertainment, online shopping, social media, payments and finance through collaboration across the services provided by the group, mainly Yahoo! Japan, PayPay and LINE. Aiming for further business growth, we will continue to provide services that satisfy customers, always listening to their feedback.

Closing the Digital Divide

To help close the digital divide, we conduct individually tailored initiatives to help first-time smartphone users and customers who are not familiar with smartphones use them with confidence and comfort. At SoftBank and Y!mobile shops across Japan, approximately 1,200 SoftBank-certified smartphone advisors provide wide-ranging customers with support by suggesting the price plan and device best suited to their needs, walking them through the initial settings after purchase, and assisting with regular inspections. Furthermore, we offer smartphone classes across Japan, teaching not just the basics of smartphone use, but also how to use smartphone payment services and ways to use smartphones in daily living, including for disaster preparedness. In FY2022, we held smartphone classes approximately 950,000 times across Japan. In addition, in response to requests from municipalities, civic organizations and businesses, we dispatch instructors to conduct smartphone seminars and individual orientations. These events are available to all, regardless of participants' phone model or service carrier. They allow participants to try using a smartphone before purchasing and cover the basic operations of digital devices along with the use of a variety of services. In FY2021 and FY2022, we held approximately 15,000 such events. We will continue to work with local communities and organizations to provide a variety of forms of support that help customers use smartphones with confidence.

Working toward a Sustainable World

Aiming to realize appealing customer value, we will continue to promote the uptake of smartphones and build high-quality communications networks through the multi-brand strategy while strengthening synergies with Yahoo! JAPAN, PayPay, LINE and other group companies. At the same time, we will work to eliminate customer concerns through shop operations and smartphone classes. Through digitalization that leaves no one behind, we hope to contribute to the realization of a sustainable world.

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Connecting People and Information to Create New Excitement

Value Creation 1 # Realize Attractive Customer Value through the Spread of Smart Devices

We aim to create value that provides rich linkage between people and information through the provision of the latest devices, the development of services and the provision of information and content that make maximum use of the power of ICT and other technology.

Customer needs have been diversifying in recent years. To understand these needs, it is essential to understand customer 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 improving efficiency and reducing costs. Additionally, to provide services optimized to customer needs, SoftBank Corp. will make active use of the diverse customer touchpoints within the services of its group companies and leverage cutting-edge technologies to continue providing attractive value suited to individual needs and circumstances.

By doing so, we believe we will be able to realize a society in which all people are able to enjoy new experiences and excitement, as well as lifestyles of high quality and abundance.

Toward 30 Million Cumulative Smartphone Subscribers

To achieve the target of 30 million cumulative smartphone subscribers, we are advancing our multi-brand strategy and differentiation by group assets.

We offer three brands under the multi-brand strategy to meet diverse customer needs. The SoftBank brand is for active smartphone users and Y!mobile is for light users, while the LINEMO online-only brand is for users in the digital native generation and tailored to meet growing needs for services that can be completed online reflecting lifestyle changes. Moreover, since various handling charges are waived when switching between these brands, customers can switch easily anytime, allowing them to freely select the best brand for their current life stage. Differentiation by group assets, meanwhile, is realized by combining the mobile services centered on 5G and smartphone (the foundation of our business) with our group assets (Yahoo! JAPAN, LINE, PayPay and ZOZOTOWN) to strengthen ties with customers and offer more convenient and affordable services. We will continue to expand our customer base with services that leverage group synergies.

SoftBank's Mobile Strategy
Further Evolution of Strategy by Adding LINE's Assets

Multi-brand Strategy

Three brands, with the addition of LINEMO

SoftBank	High-capacity Reasonably priced
Y!mobile	Low-/Medium-capacity Low price
LINEMO	Low-/Medium-capacity Online-only

Differentiation by Group Assets

Leading services in Japan

YAHOO! JAPAN — Shopping, travel, video, etc.
LINE — Messenger
Mobile payment — PayPay
Fashion e-commerce website — ZOZOTOWN

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Connecting People and Information to Create New Excitement

Value Creation 1 **Realize Attractive Customer Value through the Spread of Smart Devices**

5G Services

5G offers communication speeds faster than 4G and is noteworthy for its ability to connect a large number of devices with close to zero latency.

　Much attention related to 5G has focused on how it enables quick and easy streaming of high-resolution video that previously would have taken time to download thanks to its high speed and large capacity. However, 5G can also do much more, including the smooth remote control of robotics, enabling telemedicine and other applications previously considered infeasible. Furthermore, by connecting household appliances, vehicles and all kinds of devices in our daily lives to the Internet, 5G has the potential to make our lives more convenient and serve as an important platform for social development.

The Possibilities of 5G

High speed, high capacity

Highly detailed and realistic video, etc.

Note: This is a feature of the new wavelengths used for 5G (28 GHz and 3.7 GHz)

Low latency

Remote control of dangerous operations, telemedicine, etc.

Massive device connectivity

Smart cities, natural environment disaster management, etc.

The Society-Transforming Future of 5G

Smart cities

Autonomous mobility

Remote surgery

Massive device connectivity

Unmanned warehouses

Low latency

Smart homes

Unmanned stores

High speed, high capacity

AR/VR/FR

Facial recognition

Smart offices

Telemedicine

Smart factories

Security robots

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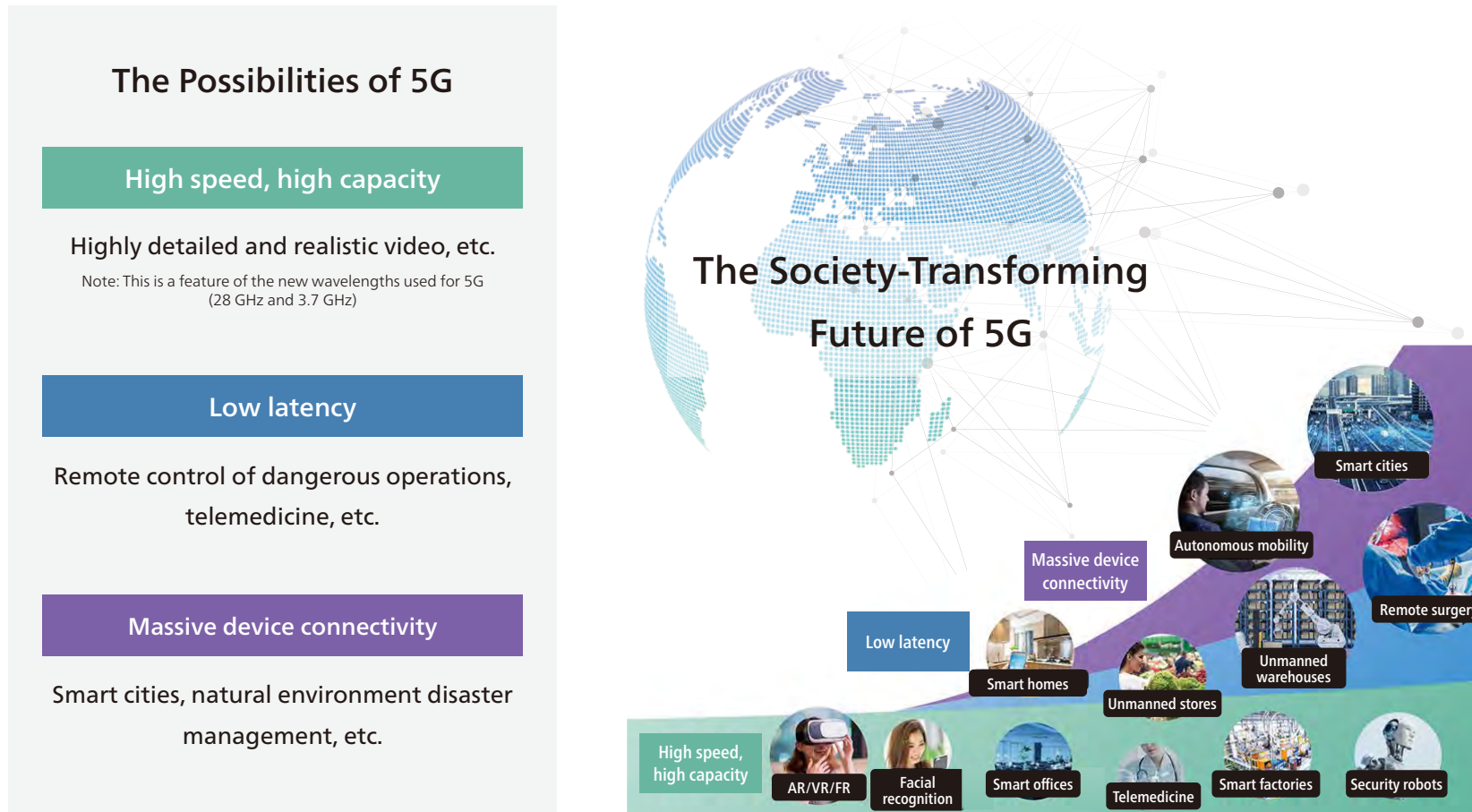
Connecting People and Information to Create New Excitement

Value Creation 1   Realize Attractive Customer Value through the Spread of Smart Devices

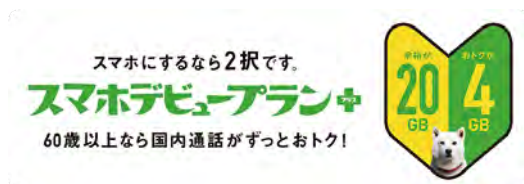## 5G Services

Service Fees

To enable more customers to have appealing, cutting-edge experiences, we offer 5G through the SoftBank, Y!mobile and LINEMO brands to meet broad-ranging needs across customers' life stages.

■ Merihari Unlimited Plan, for high-volume communication users

Merihari Unlimited Plan ad

■ Smartphone Debut Plan, for first-time smartphone buyers

Ad showing plan details

■ Y!mobile service plans

Ad showing plan details

■ LINEMO service plans

Ad showing plan details

5G-era Immersive Viewing Experience through 5G LAB

Launched on March 27, 2020, 5G LAB is a highly immersive content distribution platform only possible in the 5G era. 5G LAB offers a variety of services that users can easily enjoy via smartphones regardless of their mobile service carrier, including augmented reality (AR), virtual reality (VR) and other extended reality (XR) services, as well as services related to the metaverse, NFTs and sports broadcasting.

Network

SoftBank Corp. has been accelerating its development of 5G base stations. We have developed a proprietary system for use when installing 5G base stations that automates and streamlines integration tasks, such as adjusting base station settings, communication tests and radio wave emission preparations, thereby reducing the necessary man-hours and enabling the rapid deployment of the 5G network. While accelerating the development of 5G base stations, we will also promote integrated development across both urban and rural areas.

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Connecting People and Information to Create New Excitement

Value Creation 1 Realize Attractive Customer Value through the Spread of Smart Devices

5G Services

Entering Metaverse-related Services

SoftBank Shop in ZEPETO

On June 23, 2022, SoftBank Corp. opened a virtual mobile carrier store with shop crew avatars that can serve customers in ZEPETO (run by NAVER Z Corporation), Asia's largest metaverse platform, boasting approximately 400 million users worldwide. This virtual shop is called "SoftBank Store in ZEPETO."

After downloading the ZEPETO app to their smartphone or other device, anyone can easily create a stylish 3D avatar free of charge and then use it to visit the SoftBank Store in ZEPETO.

SoftBank Store in ZEPETO Features
- 24-hour, 365-day customer support via chat bots in SoftBank crew avatars
- Exclusive photo zone and items
- Integration with online store for contracts and purchases

ZEP 2D Metaverse Platform

ZEP is a 2D metaverse platform that amassed 3 million users within just 10 months in South Korea. The platform enables the creation of a metaverse with a wide array of functions, including video calls, chat and NFT integration.

SoftBank Corp. plans to use ZEP in the areas of events, tourism and customer service. As a model for event initiatives, we opened "Naniwa Danshi House in ZEP," a virtual space designed around the aesthetic of the boy band Naniwa Danshi. As a model of tourism initiatives, we have created "PayPay Dome in ZEP," a space that takes the FUKUOKA PayPay Dome as a motif, and as a model for customer service initiatives, we opened "SoftBank Store in ZEP."

The area around the FUKUOKA PayPay Dome in ZEP

Metapa® Metaverse Mobile App

On July 1, 2022, SoftBank Corp. opened a virtual mobile carrier store with shop crew avatars that can serve customers in the metaverse mobile app Metapa® (run by Toppan Inc.).

After downloading the Metapa® app to their smartphone,[1] anyone can use a 3D avatar free of charge[2] to visit the SoftBank Store in Metapa. Inside, users can examine 3D models of phones available for sale at their leisure or tap on posters on the walls to visit webpages for specific services. Within operating hours, users can also contact store crew, as if visiting a store without leaving the comfort of their home.

1. As of June 9, 2023, an in-browser version for personal computers is also available.
2. App downloads and usage are subject to data service fees.

Features of SoftBank Store in Metapa
- The use of AR allows users to understand the real size of the 3D models of smartphones on display.
- Customers can communicate with one another and the shop crew avatars.
- By tapping on the posters in the shop, users can try a variety of services or enter service contracts.

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Connecting People and Information to Create New Excitement

Value Creation 1 — **Realize Attractive Customer Value through the Spread of Smart Devices**

5G Services

Launch of NFT LAB, an NFT Market Focused on XR Content

On March 7, 2023, SoftBank Corp. launched NFT LAB, a general NFT market focused mainly on the sale of non-fungible tokens (NFTs) that allow users to enjoy XR[1] content, based on the concept of usable, playable NFTs.

NFT LAB is linked with 5G LAB, offering an extensive lineup of XR content NFTs for users to enjoy.

In addition, NFT LAB is linked to the platform of LINE Xenesis Corporation, which carries out businesses related to crypto assets and blockchains for LINE. As a result, users can easily purchase NFTs by logging into their LINE accounts and use the LINE NFT general NFT marketplace[2] to buy and sell NFTs (secondary trading).[3]

1. Extended reality, a term encompassing a number of advanced technologies, including virtual reality (VR), augmented reality (AR) and mixed reality (MR)
2. LINE's general NFT marketplace, where users can buy, sell and trade NFTs via a simple interface and payment system
3. Sales prices (for secondary trading) on LINE NFT vary by item; please check LINE NFT for details. Some NFTs purchased on NFT LAB cannot be resold.

Experience-based value provided by NFT LAB
- **XR content experiences**
  Users can enjoy AR, VR and other XR content.
- **Metaverse experiences**
  Users can access metaverse spaces exclusive to NFT holders.
- **Real-world experiences**
  Users can participate in sports and entertainment events.

FASHION TECH TOKYO—A New Fashion Tech Service for the Metaverse Era

KINGBEAT Co., Ltd. and Realize Innovations Corp., a SoftBank Corp. group company, are collaborating to create new fashion tech for the metaverse era. On January 27, 2023, they launched FASHION TECH TOKYO, an innovative fashion tech service that combines volumetric video (3D holograms) with digital fashion to realize new fashion possibilities, such as creating 3D digital fashion for VR,[1] AR[1] and metaverse applications, and holding 3D virtual fashion shows.

Volumetric video is a technology for generating 3D video by capturing entire spaces, including the movement of people and things, as 3D data. These 3D videos can be combined with XR technologies and the metaverse to provide new viewing experiences across a wide range of domains, from entertainment and sports to education.

Going forward, we will advance the fashion tech business based on the FASHION TECH TOKYO, including collaborations with established brands, the creation of original pieces, and digital fashion contests for young creators and students.

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Connecting People and Information to Create New Excitement

Value Creation 1   Realize Attractive Customer Value through the Spread of Smart Devices

Efforts to Increase Customer Satisfaction

SoftBank Corp. constantly works to provide services and build network environments that satisfy customers. Through interactions in shops and via call centers, as well as questionnaires and other sources, we uncover latent issues from customer requests. By diligently reflecting these insights in our operations to solve issues, we provide our customers safety and peace of mind. We are also making efforts to improve customer satisfaction by making customer feedback more visible and incorporating it into the PDCA cycle to accelerate improvements, while thoroughly educating sales staff ("crew") who are on the frontlines of customer support. These efforts are regularly reported to management as part of initiatives aimed at meeting customer expectations with better service.

### Collecting Staff Insights/Enhancing Quality at Contact Centers

We work to improve satisfaction by collecting requests and items of note that staff notice through interactions with customers.

We use crew surveys to collect items for improvement and issues noticed by crew working at stores through interactions with customers.

In addition, we ask customers who make inquiries to our service contact centers to answer a customer satisfaction survey, aiming to improve the skills of our operators in handling inquiries and overall service quality. The customer service provided by individual operators is also recorded and used not only to provide feedback to operators themselves, but also in internal training. Customer survey results, meanwhile, are reviewed by workplace managers as well as the officers in charge of relevant operations and other executives as part of efforts to improve contact center service quality.

Customer requests and opinions received by contact centers are shared with the relevant departments and appropriately reflected in business measures in order to provide better service and improve operations.

Making Customer and Staff Feedback Accessible
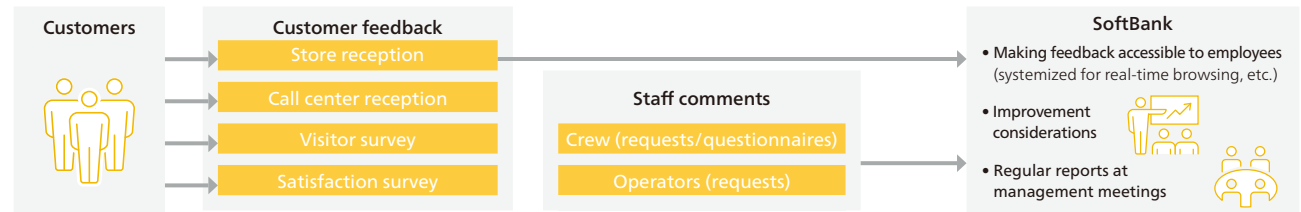
Customer Surveys

We conduct surveys of customers who visit our stores so that we can incorporate their opinions and requests into our business activities. The survey provides a Net Promoter Score* (NPS) for the store the customer visited and the underlying reasons, as well as crew member customer service evaluations.

Survey responses are visually displayed on a dedicated system, with the content shared at store meetings, enabling each store to efficiently implement the PDCA cycle and conduct improvement activities. Customer opinions and comments gathered this way are used to identify issues and countermeasures that are reported to the Management Council and other bodies.

* Net Promoter Score: A metric for assessing customer loyalty

Crew Education Initiatives

SoftBank Corp. engages in education efforts to develop the appropriate mindsets and skills in the crew members who interact directly with customers in stores, aiming to realize SoftBank, Y!mobile and other stores that better serve customers.

We share SoftBank's 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. Each crew member's skill acquisition status is tracked to manage their individual education.

We have also introduced in-store "live" training enabling learning equivalent to group training from stores, aiming to create 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 customer communication with crews nationwide. Knowledge and customer service skills gained through daily work and training are evaluated through qualification examinations in an effort to improve customer service at each store. Crew that have earned qualifications through these examinations wear badges that represent their certification. SoftBank and Y!mobile stores also hold the Customer Service No. 1 Grand Prix, which involves role-playing as customer service staff at mass retailers, to select and commend the crews offering the best customer service in each district throughout Japan. This activity is broadcast in video format to retail stores nationwide to share examples of better customer service, serving to both recognize excellent crew and help improve customer satisfaction.

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Connecting People and Information to Create New Excitement

Value Creation 2

Provide an Environment in which Everyone Can Access Information

SoftBank Corp. will contribute to the realization of a world in which everyone has equal and adequate access to the latest information by providing an attractive platform connecting people and information that enables everyone to get the information they require in real time in order to bridge the digital divide arising from the spread of digitalized society.

The convenience of Internet-based lifestyle services, including e-commerce, is improving constantly. Building on the track record, know-how and customer base in the e-commerce domain of Yahoo Japan, ZOZOTOWN and other group companies, the SoftBank Corp. group provides convenient services that are safe to use for everyone by leveraging synergies achieved by linking the services of group companies to globally create new value.

In addition, we are making improvements on a daily basis to enable customers to find the information they need easily, safely and comfortably using the Internet. By taking advantage of the immediacy of the Internet, SoftBank Corp. strives to provide services and content from which users can easily obtain necessary information on all topics, from highly urgent information such as news and disaster information, to sports and entertainment, in a timely manner. To this end, we are working to build and enhance the necessary infrastructure to improve information accessibility.

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 easily access information essential for daily life. Yahoo Japan Corporation is one of the largest Internet companies in Japan, with 85 million monthly users,* and the media business is one of its main business domains.

Leveraging the immediacy and speed of the Internet, in addition to news, disaster information and other highly urgent information that everyone needs, Yahoo! JAPAN provides a variety of other information, such as financial news, maps, transit information and sports.

Yahoo! JAPAN News, a key content channel of Yahoo! JAPAN, was launched in July 1996. Yahoo! JAPAN News delivers articles and videos distributed by a wide variety of partners, such as newspaper publishers, telecommunications companies and TV stations.

In Yahoo! JAPAN News Topics, based on an editorial policy centered on the criteria of public relevance and social interest, disaster information and important news are published quickly so users do not miss breaking news.

Yahoo! JAPAN News is used by a wide range of age groups and is one of the largest news websites in Japan.

* Average monthly users from January to October 2022, based on Nielsen's "TOPS OF 2022: DIGITAL IN JAPAN, Top 10 by Total Digital Reach in Japan." Does not include overlap of smartphone and personal computer users.

Enhancing the Convenience and Safety of Biometric Authentication

To prevent harm from phishing and password list attacks, Yahoo! JAPAN started offering a login method using text messages and not passwords in 2017.

Since then, we have expanded the use of biometric authentication in Android and iOS smartphone apps and web browsers. Today, more than 70% of active users use non-password authentication (using text messages or biometrics).

In September 2022, Yahoo! JAPAN was among the first Internet service providers to launch the use of passkeys—a safer, more convenient password-free authentication technology. This move allows the use of secure, password-free verification across multiple devices and eliminates the need to set up accounts again when switching to a new device.

Going forward, we will continue to advance R&D and provide services to ensure user safety and peace of mind.

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Connecting People and Information to Create New Excitement

Value Creation 2   **Provide an Environment in which Everyone Can Access Information**

Improving Accessibility to Information on the Internet

Improving the Diversity and Integrity of the Yahoo! JAPAN News Comment Section

Yahoo! JAPAN News seeks to leverage the interactive nature of the Internet to create greater information value by providing a forum for individuals to express their views, in addition to high-quality information provided by articles from media companies. We have been providing a comment section since 2007, and we believe it is of utmost importance that users can use it with peace of mind. We enforce a zero-tolerance policy for comments that could be construed as human rights violations or discriminatory, and we are making various efforts to build a space for healthy discussion while respecting the diverse opinions of individual users.

We are reinforcing a range of initiatives to further improve the integrity of this discussion space.

■ AI Comment Diversification Model

The AI comment diversification model is a system for showing a more diverse range of comments on articles. When the number of comments on an article exceeds a set threshold, comments with similar content are grouped by the AI model, which then selects examples from each group to display at the top of the comment section.

The use of this model is aimed at allowing users to see not just the most popular opinions, but a more diverse range of varied perspectives. It is also expected to alleviate echo chamber effects, in which large numbers of similar comments create the impression that majority views are necessarily correct, leading to the concentration of additional similar comments and escalation of their content.

■ Requiring Users to Register Their Mobile Phone Numbers to Comment

Yahoo! News works to deter libelous and other inappropriate comments, employing a 24-hour specialized human patrol team and AI to monitor comments and suspend the commenting privileges of accounts that have made inappropriate comments.

Beginning in November 2022, Yahoo! News requires users to register a mobile phone number to their account in order to post comments, thereby strengthening measures to deal with users who repeatedly make inappropriate comments using multiple accounts. As a result, the number of commenting privilege suspensions of new accounts has dropped by 56%,* and the number of abusive users and inappropriate comments has measurably decreased.
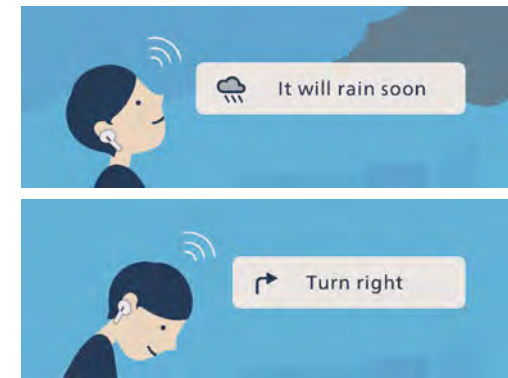
Yahoo! JAPAN News will continue to provide users with the opportunity to develop an interest in news and see multiple perspectives through the diverse views and opinions posted in the comment section, striving to create a space for healthy discussion.

* Comparison of figures for October 2022, before the new measures, and the average for December 2022 and January 2023, after the new measures.

Launch of Function that Provides Audio Information Controlled by Head Movement

Yahoo! JAPAN MAP is adding new functions, such as audio directions to allow users to smoothly travel by any means, from car to train, on foot or by plane. In April 2023, we launched a new "Head Remote" function that uses the gyroscope sensors in AirPods Pro to allow users to hear weather information by looking up or check the remaining time and distance to their destination by looking down. By reducing the frequency with which users look at their smartphone screens, this function also helps to reduce distracted walking.

Yahoo! JAPAN MAP will continue to expand and improve its functions to provide clear, accurate and timely travel information, striving to improve user convenience.

Note: AirPods Pro is a trademark of Apple Inc. in the United States and other countries.

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Connecting People and Information to Create New Excitement

| Value Creation 2 | Provide an Environment in which Everyone Can Access Information |

Improving Accessibility to Information on the Internet

New Function Lets Users Choose Environmentally Friendly Routes

Yahoo! JAPAN launched a new function for Yahoo! JAPAN MAP, Yahoo! Car Navi, and Yahoo! Transfer Guide that allows users to see the CO_2 emissions from the options that come up when searching for a route, enabling them to choose an environmentally friendly route.

The new function was launched to cultivate an awareness of CO_2 emissions among the many users of these services by showing the CO_2 emissions from the means of transportation they use.

In Yahoo! JAPAN MAP and Yahoo! Car Navi, driving route search results show estimated CO_2 emissions along with each route's distance and other details.[1] This allows users to be more aware of their CO_2 emissions in everyday life and actually take lower-emissions routes by considering the environmental friendliness of each route alongside other factors, such as time required.

Yahoo! Transfer Guide shows the CO_2 emissions from each train route option as well as the CO_2 emissions from using a car to travel the same route, allowing users to see how much taking the train contributes to emissions reduction.[2] Furthermore, an "Eco" logo is displayed by routes with low CO_2 emissions, so that users can identify environmentally friendly routes at a glance and maintain an awareness of emissions in everyday life.

Yahoo! JAPAN will continue to advance measures to address climate change while fostering an awareness of CO_2 emissions reduction among users through these three transportation-related services.

1. Emissions estimates are calculated based on data including route distance and elevation using technology provided by Sumitomo Electric System Solutions Co., Ltd.
2. Emissions estimates are calculated based on data including CO_2 emissions volumes and transport volumes from transportation operators using technology provided by Val Laboratory Corporation. The CO_2 emissions volumes of transportation operators are based on data published by the Ministry of Land, Infrastructure, Transport and Tourism, and the use of electricity derived from renewable energy, etc., by transportation providers is not taken into account.

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Connecting People and Information to Create New Excitement

Value Creation 2

Provide an Environment in which Everyone Can Access Information

Initiatives for Eliminating the Digital Divide

The Internet has greatly changed the ways we live, and the shift toward a digital society continues to accelerate. At the same time, approximately half of the world's population still has no Internet access. To enable more people to enjoy lifestyles of convenience and abundance, we are working to improve and realize a world in which everyone has equal and adequate access to the information they want.

Smartphone Advisor® System and Smartphone Classes

At SoftBank stores, SoftBank-certified expert smartphone advisors®* ascertain customers' usage details and provide solid support, from help selecting the most suitable price plan and appropriate device to walking customers through such initial settings as filtering and providing consultation for repairs.

Smartphone advisors® and other SoftBank-certified smartphone specialists hold smartphone classes, open to both SoftBank and non-SoftBank customers alike. These easy-to-follow classes show both prospective and current users of smartphones and tablets how convenient and fun these devices can be. Furthermore, we make the content of the smartphone classes held at stores available in video form online.

* Smartphone advisor®: Support specialist store staff certified by SoftBank who conduct smartphone classes and provide guidance on using smartphones. Smartphone advisor® is a registered trademark of SoftBank Corp.

Smartphone Lending and Classes for Seniors in Minato-ku to Eliminate the Digital Divide

SoftBank Corp. has been commissioned by Tokyo's Minato-ku to carry out a program aimed at eliminating the digital divide for seniors. As part of these efforts, we are implementing a project to promote the use of smartphones by providing seniors with opportunities to try them. The project entails lending smartphones free of charge for six months to up to 500 Minato-ku residents ages 65 or above who do not own a smartphone. In addition, we held classes on the basics of smartphone use from August 1, 2022 to June 30, 2023. By providing ongoing support to help seniors, people with disabilities, and local neighborhood associations effectively use smartphones and tablets, the project is increasing opportunities to try using a smartphone, promoting the digitization of neighborhood associations and advancing barrier-free access to information for people with disabilities.

Smartphone consultation counter for seniors/information dissemination class for local neighborhood associations

Smartphone All-Around Support Vehicle

Aiming to eliminate the digital divide faced by seniors, the Smartphone All-Around Support Vehicle, a van equipped to provide mobile smartphone classes, commenced operation on April 4, 2022, in cooperation with municipalities across Japan and MONET Technologies Inc. Since then, it has been conducting classes around the country.

The difficulties in accessing transportation and shopping faced by people living in mountainous and other remote areas due to the weakening of distribution functions and transportation functions is a social issue in Japan. Until now, we have held smartphone classes at public facilities when requested by municipalities, but it was often difficult for seniors to get to the classes. To solve this issue, we developed a "multi-task vehicle[1]" with an interior layout that can be flexibly changed for a variety of uses, and the Smartphone All-Around Support Vehicle project using this vehicle. The Smartphone All-Around Support Vehicle is equipped with monitors and tablets. This allows online communication with smartphone advisors and customer support operators, enabling smartphone classes and other services to go to users in areas without convenient public transportation. So far, classes have been held in 54 municipalities.[2]

Going forward, we will advance initiatives to further expand the areas and services covered by the Smartphone All-Around Support Vehicle.

1. The multi-task vehicle was developed by MONET.
2. As of January 2023

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Value Creation 2

Provide an Environment in which Everyone Can Access Information

Initiatives for Eliminating the Digital Divide

Selected as the Operator of the Ministry of Internal Affairs and Communications' Project on Digital Utilization Support for Users

Since 2021, SoftBank Corp. has been selected to operate the nationwide deployment model of a Ministry of Internal Affairs and Communications' project on digital utilization support for users. SoftBank Corp. provides classes on the use of government services as part of the smartphone classes led by smartphone advisors® and certified smartphone class instructors at SoftBank shops nationwide. These efforts are under way at 2,004 SoftBank shops across Japan.

The class on using government services helps participants navigate online government procedures. Instructors provide easy-to-understand explanations of how to apply for an Individual Number Card, how to use the Individual Number Card portal site and the application procedures for using an Individual Number Card as a health insurance card to increase participants' familiarity with public services so that they can easily receive them.

Smartphone Experience Bus Tour of Ishigaki for Seniors

As part of an Okinawa Prefecture project to create models for supporting the use of digital technologies in regional areas, SoftBank Corp. worked with the prefectural government, Ishigaki City and advertising agency Brain Okinawa Inc. to implement an event for seniors. Participants got to try using a smartphone while enjoying a bus tour around the island of Ishigaki.

The day before the tour, participants took an introduction to smartphones class at the Ishigaki City Hall, learning how to turn on a smartphone and other basic controls, as well as about apps they would use on the day of the tour. They then enjoyed touring Ishigaki while trying out smartphones.

Development of Products for Seniors and Children

We provide devices and plans that are easy for everyone to use, from children to seniors. In addition to the Simple Smartphone 6 and Kantan Smartphone 3 that can be easily operated by seniors, we offer the Kids Phone 3 for children and teenagers, as well as plans for customers over the age of 60 through Y!mobile.

Simple Smartphone 6 and Kantan Smartphone 3

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

Kids Phone 3

These smartphones are equipped with various monitoring functions that block contact from strangers, including Ichi Navi, which allows parents to see the whereabouts of children.

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Connecting People and Information to Create New Excitement

Value Creation 2 — Provide an Environment in which Everyone Can Access Information

Initiatives for Eliminating the Digital Divide

Aiming for a World Free of Information Disparities: Promotion of the HAPS Alliance

The HAPS Alliance was established as an industry organization bringing together the world's leading companies in the telecommunications, technology and aviation industries, as well as governments, universities, research organizations and a wide range of other enterprises, to advance the provision of Internet communications utilizing high-altitude aircraft. Aiming to eliminate the digital divide around the world, member companies work together to promote the use of high-altitude platform stations (HAPS).

The alliance aims to solve a wide range of social problems by building a worldwide Internet connectivity environment utilizing high-altitude communication networks and aerial vehicles. To achieve this, it is advocating to relevant authorities in various countries, developing common HAPS product specifications, promoting the standardization of HAPS technology interoperability and establishing aviation-related operational systems.

Initiatives to Solve Issues Faced by People with Disabilities

SureTalk Connects the Hearing and the Hearing Impaired

SureTalk is a communication tool jointly developed by The University of Electro-Communications and SoftBank Corp. that uses AI to facilitate communication between users of signed languages and users of spoken languages. The software converts signed or spoken language into text in real time, allowing users to converse via a screen. The AI is trained to recognize signs by analyzing large amounts of video data; the software watches many people signing to identify the common elements of specific signs, filtering out the aspects of the motions that are unique to individuals. Through the process, the AI learns to identity signs.

Using SureTalk, we aim to build social infrastructure to enable people with hearing disabilities to communicate freely in all kinds of situations.

Note: Coming soon to more devices

Sign Language Counter and Remote Sign Language Window

The SoftBank Shibuya store has a sign language counter staffed full-time with Japanese Sign Language users so that customers with hearing disabilities can conduct contract-related business and consultations with peace of mind. In addition, at some SoftBank shops, customers can use FaceTime video conferencing via an iPhone or iPad to connect with signing staff at the Shibuya store's sign language counter in order to make inquiries.

Establishment of the Council for a Multicultural Society with Sign Language

On October 26, 2022, the University of Electro-Communications, Tsukuba University of Technology, Kyushu Institute of Technology, Nagoya Institute of Technology and SoftBank Corp. established the Council for a Multicultural Society with Sign Language, aimed at building new social infrastructure for smoother communication between the hearing and hearing impaired.

Going forward, we will work with the Japanese Federation of the Deaf as we seek broad-ranging participation from universities, research institutions, businesses, municipalities and other relevant organizations, working to realize a harmonious multicultural society that includes sign language.

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Connecting People and Information to Create New Excitement

Value Creation 2   ## Provide an Environment in which Everyone Can Access Information

Initiatives for Eliminating the Digital Divide

Dokokana GPS2 for Checking the Location of Children, Seniors or Objects with Smartphones

Dokokana GPS2, launched on December 7, 2022, allows smartphone users to see the current location and movement history of a compact square-shaped device equipped with a GPS satellite positioning signal receiver. It also includes a wealth of functions for keeping watch over the movements of children or seniors using smartphones, such as providing notifications when the device arrives at home or other destinations.

Wide array of oversight functions

- Check the device's current location
- See the history of where the device has been
- Automatically detects arrival at and departure from registered locations and sends text notifications
- Users can send a text to the smartphone by pressing a button on the GPS device

Safety and Security

As part of our responsibility as a telecommunications provider, we implement initiatives to ensure that everyone can safely and securely use smartphones and the Internet. These include educational initiatives for children to encourage appropriate use and services that help customers avoid getting involved in criminal activity.

➔ Safety Concerns

Eliminating the Digital Divide Overseas

Developing Telecommunications Infrastructure in Africa

SoftBank Corp. became a Smart Africa Secretariat member in October 2020, and became a Platinum Member and Board Member in 2022. HAPSMobile Inc., a subsidiary of SoftBank Corp., and the Ministry of ICT and Innovation of Rwanda signed a Memorandum of Understanding (MoU) in July 2020 under which they will conduct a joint research project on the use of stratosphere-based high-altitude platform stations (HAPS) to provide mobile Internet connectivity in Rwanda.

Smart Africa is an alliance of 38 African countries, as well as international institutions and global private-sector companies. Working with Smart Africa, SoftBank Corp. is taking part in the Bulk Capacity Purchase project, which aims to provide affordable Internet connectivity to regions in Africa with underdeveloped telecommunications infrastructure. Through this project, we are advancing initiatives to eliminate the digital divide.

■ The EdTech Project: Providing High-quality Education in Rwanda

Since FY2020, SoftBank Corp. has been implementing the experimental EdTech Project aimed at providing high-quality education. Beginning in the autumn of 2023, we will increase the number of schools receiving service through the project.

In addition to other social issues, many areas of Africa face education-related challenges, such as a shortage of teachers and disparities in the level of education available. Under the EdTech project, we will provide satellite communications for schools in areas of Rwanda with underdeveloped

communications infrastructure and use the Cloud Campus* e-learning platform to offer classes using digital video content as well as videos of classes taught by highly skilled teachers in Rwanda. Through such efforts, we will provide educational opportunities combining online products and local resources. The EdTech Project has been praised by Rwanda's Minister of Education as the first project to provide a comprehensive package encompassing satellite communications, the creation of educational content, training on how to use such content and other on-the-ground support. We are preparing to implement the project at 20 schools in Rwanda.

SoftBank Corp. is also involved in helping to provide conditions necessary to eliminate educational disparities in Rwanda by supplying devices and electricity, working to build environments that will make remote learning possible.

As an example of a future use of HAPS, we are considering the use of HAPS in EdTech services for schools in regions where terrestrial communications signals do not reach in order to promote the digitization of rural schools.

* Cloud Campus: An online education platform developed and operated by SoftBank Group company Cyber University Inc.

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Connecting People and Information to Create New Excitement

Value Creation 2   **Provide an Environment in which Everyone Can Access Information**

Initiatives for Eliminating the Digital Divide

Assist Guide App Expands Opportunities of Those Facing Challenges in Daily Life

Assist Guide is an app that allows users to make a visualized list of things to do and how to do them for use in daily life. With smartphones, users can photograph each step of a task, add explanations and arrange them in order to make it easier to understand the activity as a whole.

Assist Guide can help children, seniors and those with other difficulties in daily life (including those with intellectual or developmental disabilities) broaden the scope of their activities in daily life.

In November 2021 and July 2022, Kagawa University and the city of Takamatsu, Kagawa, carried out demonstration tests applying the app to using trains and buses.

Participants used Assist Guide, in which the steps to get from point A to point B were laid out in photos. With the app, participants who previously had difficulty using trains and buses, including individuals with intellectual and developmental disorders, were able to travel on their own. We will continue to help remove barriers in society using Assist Guide to create environments that allow users to exercise their full abilities.

Illustration of in-app screens

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Connecting People and Information to Create New Excitement

Value Creation 3

Leverage ICT to Create New Lifestyles and Enhance the Foundations for Daily Life

Utilizing advanced communications technology and ICT, we aim to enhance lifestyles and the foundations for daily life by improving the convenience and expanding the use of services that are closely related to everyday living, such as finance, education and medicine.

Through the development of advanced communications technology, ICT has become an essential part of our lives, involved in the purchase of food, clothing and sundries.

Furthermore, promising initiatives are under way to expand the convenience and use of ICT in such fields as finance, education and medicine. By advancing initiatives to promote the further evolution and growth of technology in these fields, we will provide more innovative and convenient services.

Aiming to Be No.1 in E-commerce in Japan

Global demand for e-commerce is extremely high, and the e-commerce market of Japan surpassed ¥20 trillion in 2022.

Led by Yahoo! JAPAN, the SoftBank Corp. group's annual e-commerce transaction volume has been steadily increasing year by year, reaching ¥4.1 trillion in FY2022. Z Holdings Corporation's e-commerce services are wide-ranging. They include shopping businesses, such as Yahoo! JAPAN Shopping, ZOZOTOWN, ASKUL, LOHACO and LINE GIFT; and reuse businesses, such as YAHUOKU! and PayPay Flea
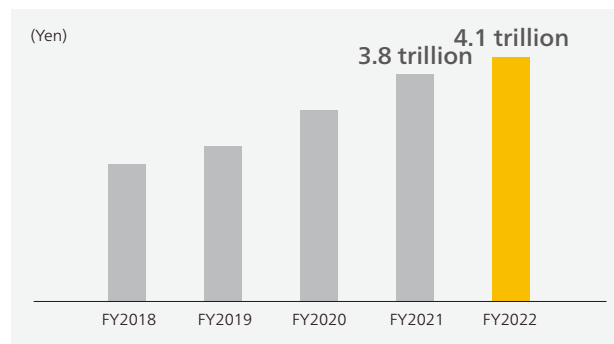
Market. All of these are used by people of all ages.

Utilizing group synergies, a strength of the SoftBank Corp. group, as well as the user touchpoints of our abundant roster of services, such as SoftBank and Y!mobile communications, LINE, PayPay and Yahoo! JAPAN, we will send customers between e-commerce services with many users to provide even more convenient service. Furthermore, in addition to enhancing the convenience of online shopping, we will work to increase distribution quality, from

when orders are received to shipment and delivery, aiming to reinforce coordination throughout all aspects of the e-commerce environment.

Going forward, we will continue working to provide an easy, safe and worry-free online shopping experience to everyone, raising customer satisfaction while rolling out a variety of services aimed at becoming No. 1 in e-commerce in Japan.

▼ **E-commerce Transaction Volume**
(Merchandise, Service / Digital)

(Yen)

FY2018 FY2019 FY2020 FY2021 **3.8 trillion** FY2021 **4.1 trillion** FY2022

SoftBank	YAHOO! JAPAN	PayPay	LINE
40 million[1] principal subscribers	**85 million**[2] users	**58 million**[3] registered users	**95 million**[4] users

Sending customers to each other

YAHOO! JAPAN ショッピング   ヤフオク!   PayPay フリマ
LOHACO   ZOZOTOWN   ASKUL

1. Cumulative main mobile subscribers (as of June 30, 2023)
2. Yahoo! JAPAN: Average monthly users from January to October 2022, based on Nielsen's "TOPS OF 2022: DIGITAL IN JAPAN, Top 10 by Total Digital Reach in Japan." Does not include overlap of smartphone and personal computer users.
3. PayPay: Registered users (as of June 2023)
4. Monthly active users (MAU) (as of June 2023)

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Connecting People and Information to Create New Excitement

Value Creation 3 **Leverage ICT to Create New Lifestyles and Enhance the Foundations for Daily Life**

Using Technology in Finance

Financial Services Initiatives Centered on PayPay

The PayPay cashless payment service enables users to complete payment seamlessly with a smartphone app. Since launch of the service in 2018, PayPay has continued to increase its numbers of users and member stores, reaching 58 million cumulative registered users (as of June 2023) and 4.10 million registered locations (as of March 2023). The total number of payments in FY2022 exceeded 5.1 billion, about 1.4 times the volume in the previous fiscal year. Furthermore, PayPay Card Corporation became a wholly owned subsidiary of PayPay Corporation in October 2022, further reinforcing its cooperation with PayPay, and the number of current PayPay Card and PayPay Card Gold members has exceeded 10 million (as of March 31, 2023). The spread of PayPay has led many people to start paying with their smartphones or using code payments. In this way, the provision of PayPay financial services is making it possible to easily, safely and securely use financial services, even for people who have never used financial services before.

Pursuing Convenience from the User Perspective

With PayPay, we are constantly working to enhance ease of use from the user perspective, striving to expand functionality to fully meet user needs and solve the challenges they face through the PayPay app.
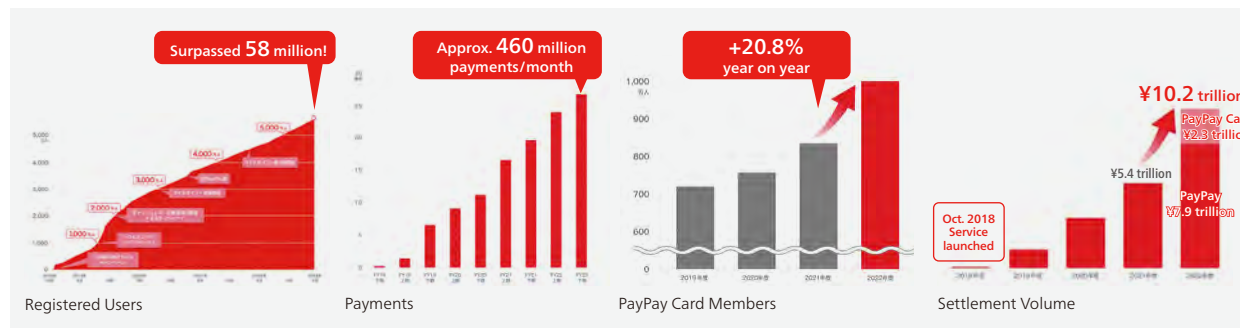
Paying by scanning a QR code

PayPay is utilizing the SoftBank and Yahoo! JAPAN Wallet customer bases to expand its range of services, including offline payments as well as online payments, utility payments (invoice payments) and interpersonal transactions. By linking with e-commerce services such as Yahoo! JAPAN Shopping, PayPay Flea Market and other mobile services and realizing delivery order placements and coupon acquisition through

the PayPay app, we will continue to develop services that are convenient and economical for customers. PayPay will continue to offer the convenience of cashless payments with the goal of providing a safe cashless shopping experience throughout Japan. By evolving PayPay toward a "super app" that will make users' lives richer and more convenient, we will foster a culture encapsulated as "Anytime, Anywhere with PayPay."

Initiatives in FY2022
- Launched financial service mini-apps PayPay Invest and PayPay Bank
- Launched the insurance industry's first "Heat Stroke Allowance" and "Influenza Allowance" insurance programs through PayPay Hoken
- Established PayPay's first overseas development base in India, aiming to further enhance development speed and product quality
- Launched LYP Mileage, a mileage-based sales promotional service
- Launched PayPay Gift Voucher, a new way to pay

▼ Registered Users, Payments, PayPay Card Members and Settlement Volume

Surpassed **58** million!

Approx. **460** million payments/month

+20.8% year on year

¥**10.2** trillion
PayPay Card ¥2.3 trillion
¥5.4 trillion
PayPay ¥7.9 trillion

Oct. 2018 Service launched

Registered Users

Payments

PayPay Card Members

Settlement Volume

Anytime, Anywhere with PayPay

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Connecting People and Information to Create New Excitement

Value Creation 3 **Leverage ICT to Create New Lifestyles and Enhance the Foundations for Daily Life**

Using Technology in Finance

PayPay Bank: Eliminating the Need for a Cash Card

PayPay Bank, a group company of Z Financial Corporation (under Z Holdings Corporation) and Sumitomo Mitsui Banking Corporation, changed its name from The Japan Net Bank in April 2021. Any and all banking services offered by PayPay Bank, from account opening applications to bank transfers, foreign currency deposits and mutual fund management can be accessed via smartphone. PayPay Bank can be used to charge PayPay and other various cashless payment services, and the PayPay Bank app enables customers to use Seven Bank and Lawson Bank ATMs without a cash card. Inquiries are accepted via LINE 24 hours a day, so that customers can confidently use all the services of a bank with just a smartphone.

PayPay is evolving into a "super app" that combines multiple functions. PayPay Bank will continue to contribute to fintech innovation by accelerating the combination of ICT and financial services through such measures as the establishment of a system offering services via the website used by PayPay member stores.

1 Check your balance anytime
2 Make deposits and withdrawals at ATMs
3 Send money from the app
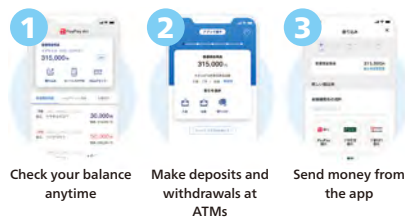
PayPay Securities: Making Investment More Accessible

As Japan's first securities company specializing in trading with smartphones, PayPay Securities offers unprecedented financial services, such as investment in just three simple taps and investment in units of thousands of yen, even in well-known Japanese and U.S. companies, so that even first-time investors can easily start stock investment.

PayPay Invest, launched in August 2022, is a service that allows users to purchase U.S. stocks, ETFs and mutual funds in units of as little as ¥100 through the PayPay app. Since April 2023, users can use not only PayPay Money, but also PayPay Points to buy securities or add to their mutual fund investments. By enabling users to start investing using small account balances or accumulated points, PayPay Securities is helping to lower barriers to investment and thereby contribute to increasing the number of people with investing experience, a target of the Japanese Government's Doubling Asset-based Income Plan.

PayPay Securities will continue to offer unprecedented financial services that are the easiest to use and simplest, so that more customers can experience investment.

Securities can be purchased with PayPay Points

SB Payment Service: Comprehensive Proposals in a Wide Range of Business Domains

SB Payment Service Corp. is a comprehensive provider of payment services. The company offers online settlement services that gather together the payment methods of over 40 brands, including credit card settlement, carrier settlement, convenience store settlement, buy-now-pay-later, PayPay (online payment), LINE Pay and Rakuten Pay (online payment) methods indispensable for today's e-commerce and online shopping. SB Payment Service also supports in-person settlement services for stores and other businesses, such as credit card, QR code and e-money settlement, powerfully supporting merchants' online-merge-offline (OMO) needs by providing a wide array of settlement methods and systems.

As unlawful and fraudulent e-commerce transactions increase year by year, SB Payment Service protects operators from this threat by providing a comprehensive, one-stop settlement service using a common platform for detecting unlawful transactions using AI.

PayCAS Mobile for One-stop Cashless Payments

PayCAS Mobile, from SB C&S Corp., is an all-in-one mobile cashless payment terminal. Equipped with SoftBank SIM technology and sized for one-handed use, the terminal is conveniently portable.
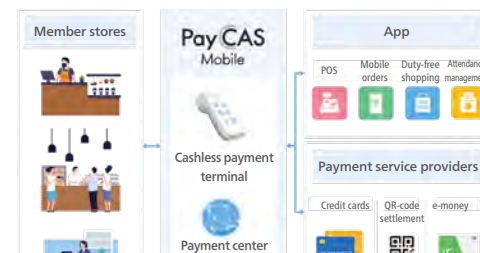
PayCAS Mobile accommodates a wide range of payment methods—from credit cards to e-money and QR-code settlement—with a single device to meet diverse customer needs. It eliminates the need for coordination between stores and payment service providers and is easy to set up, requiring no optical fiber or other local network environment. Furthermore, through the PayCAS DX Store, users can access useful apps for business operations in such areas as POS and attendance management, solving a variety of store management issues with a single device. Going forward, we will continue working to provide superior one-stop cashless payment service, aiming to make store operations easier and more convenient.

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Value Creation 1 Realize Attractive Customer Value through the Spread of Smart Devices   Value Creation 2 Provide an Environment in which Everyone Can Access Information
Value Creation 3 Leverage ICT to Create New Lifestyles and Enhance the Foundations for Daily Life   ]

# Connecting People and Information to Create New Excitement

Value Creation 3   ## Leverage ICT to Create New Lifestyles and Enhance the Foundations for Daily Life

Utilization of Technology in Education

Classi Educational Platform: Supporting the Multi-purpose Use of ICT in Schools

Classi is an educational platform operated by Classi Corp., a joint venture between Benesse Holdings Corporation and SoftBank Corp. To make the most effective use of Classi, SoftBank Corp. is supporting the low-cost, secure incorporation of tablet devices in schools introduced by Benesse Corporation.
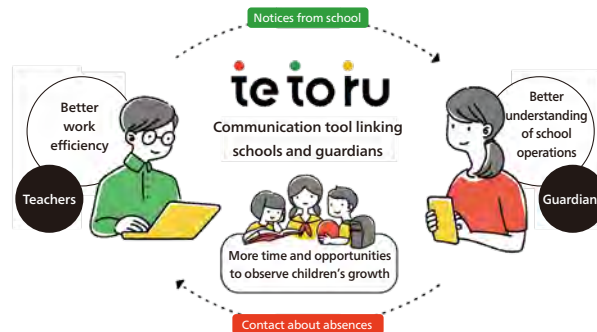
Classi can be used via the cloud on a wide range of devices, including smartphones, tablets and PCs. It has three main function types: functions to encourage student learning, including educational videos and drills; functions to support teacher coaching by collecting a wide range of data related to student learning; and a communication function to facilitate smooth connections between schools and parents using ICT. Based on these functions, together with teachers, Classi provides multifaceted support for the adoption of ICT in schools and realizes individually optimized learning for each student.

Individually optimized learning — Students — Learning cycle — Teachers — Coaching cycle — Safe, smooth communication and efficient ICT use
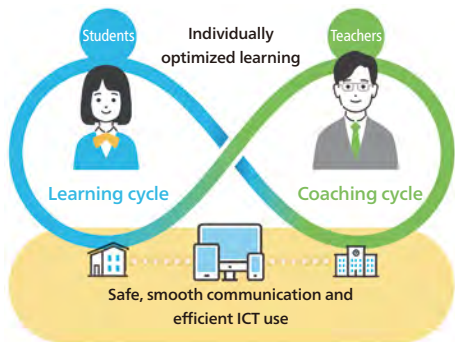
tetoru Guardian Communication Service for Elementary and Junior High Schools

tetoru is a communication service that links the guardians of children in elementary and junior high school with their schools, developed jointly by Classi Corp. and EDUCOM Co., Ltd. By digitizing communications between teachers and guardians previously handled over the phone and by email, the service enables the integrated online management of communications between the school and guardians, such as notices or contact about children's absences from school. In this way, it helps to reduce the workload for teachers and foster a greater understanding of the school among guardians. As of May 2023, tetoru has been adopted by approximately 2,000 schools nationwide. Furthermore, tetoru received a Good Design Award 2022 for its simple, easy-to-use design.

tetoru will continue to foster relationships of trust through smooth communication between schools and guardians while contributing to the adoption of ICT at schools.

Notices from school — Better work efficiency — Teachers — te to ru Communication tool linking schools and guardians — More time and opportunities to observe children's growth — Better understanding of school operations — Guardians — Contact about absences

Yahoo! Tech Academy Online Programming School

Yahoo Japan Corporation ("Yahoo! JAPAN") formed a business alliance with KiRAMEX CORPORATION, a consolidated subsidiary of UNITED, Inc. that operates digital education businesses, to launch the Yahoo! Tech Academy fee-based online programming school on November 30, 2022.

Yahoo! Tech Academy offers a curriculum developed jointly by Yahoo! JAPAN employees involved in the development of new graduate engineers and KiRAMEX, which offers Tech Academy, a programming school that has been attended by over 30,000 students. It imparts the practical skills that students with no prior programming experience need to work as web engineers at Yahoo! Japan operating companies. Through a high-quality curriculum that includes one-on-one career counseling with Yahoo! JAPAN engineers and lectures from professional engineers, such as Yahoo! Japan's Chief Technical Officer (CTO) of Commerce,[1] the program promotes the reskilling of individuals with no prior programming experience as engineers and supports them in looking for a job in their new field.[2]

According to data from the Ministry of Economy, Trade and Industry, reflecting the overall decline in the population of young people in Japan, the number of people entering IT-related industries peaked in 2019 and will be lower than the number of people retiring going forward, leading to a shortage of up to 790,000 IT professionals by 2030. As such, training IT professionals is a pressing issue. By externally applying its accumulated expertise, Yahoo! JAPAN will help resolve Japan's IT personnel shortage.

1. Lectures from professional engineers are held twice during the course. The program beginning in January 2023 included a lecture from the CTO of Commerce, but the lecturers of future programs may vary.
2. Job placement services, including support for job hunting and referrals, are handled by KiRAMEX.

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Value Creation 3   Leverage ICT to Create New Lifestyles and Enhance the Foundations for Daily Life

Utilization of Technology in Education

Maho Project to Support Children with Disabilities

The Maho Project is an experimental research project implemented in partnership with the Research Center for Advanced Science and Technology at the University of Tokyo. Through the project, we are conducting practical research into using technology to support children who want to learn but who, for a variety of reasons, have difficulties with standard learning methods.

魔法のプロジェクト

In the experimental research project, SoftBank Corp. lends out tablet devices and the humanoid robot Pepper free of charge for a certain period to special needs schools all over Japan for use in learning and daily life with the objective of increasing opportunities for children to participate in society. Since this project was launched in 2009, a total of more than 700 schools have participated in this practical research.

Additionally, widely publicized examples of this project have led to opportunities for advocating to the Ministry of Education, Culture, Sports, Science and Technology (MEXT) that some children who have difficulty learning on their own can learn more effectively with the aid of technology. As a result, support for the project was again approved by MEXT for FY2023.

Beginning in FY2023, in addition to our ongoing research focused on individual children, we plan to implement experimental research to investigate how ICT can be used in settings where children with disabilities are learning together with other children around their age. The main theme of this new research will be inclusive education, aimed at enabling children with disabilities to independently participate in society in the future.

The Maho Project will continue efforts aimed at building a more diverse society by using ICT to foster inclusive educational environments. By doing so, the project aims to bring out the maximum abilities and potential of children with disabilities to build a solid foundation for their lives in the future.

"AI Smart Coach" Sports Support Service

AI Smart Coach is a service developed jointly with the University of Tsukuba for school sports clubs and amateur athletes. With learning, comparison and review functions, the service helps users improve their sports skills.

The service features such functions as activity logging and AI skeletal motion analysis and marking to help users check their form. It can also be used with the Smart Coach online lesson service, through which users can receive remote instruction from former professional athletes and professional coaches.

In recent years, many issues with school sports have been increasingly apparent. In elementary schools, a single teacher typically teaches all subjects. The resulting lack of expert physical education has been sighted as a possible cause of aversion to sports among children.

At junior high and high schools, teachers sometimes have to lead school clubs for sports they have never played. At the same time, demand for participation in private teams with professional instructors, rather than school clubs, is rising, but there remain regional disparities in the availability of such teams. Private teams also face various regulation-related issues, such as not being eligible to participate in tournaments. In light of these conditions, we aim to promote school-centered community development, including frameworks for local residents and companies to provide sports instruction and financial support, to promote the further development of school sports.

ICT Support for Extracurricular Activities

The ICT Support for Extracurricular Activities initiative supports extracurricular activity and physical education instruction in elementary, junior high and high schools using smartphones and tablets to provide remote guidance from coaches with abundant knowledge and experience. By thus supplementing instructional skills in school sports instruction through remote guidance from an expert coach, the initiative alleviates the worries of teachers tasked with leading extracurricular activities and physical education. Additionally, we aim to eliminate regional disparities caused by remoteness and time constraints, as well as reduce working hours for teachers.

ICT-based remote sports instruction framework

We are currently promoting the use of AI Smart Coach in school sports, including club activity instruction and gym class. Students can view model videos created by expert instructors for 15 different sports and compare them with their own performance. In addition, the service supports children's independent learning and skill improvement by allowing them to compare videos they take of themselves using smartphones with videos of their teachers or more advanced teammates. The app also aims to contribute to the educational side of school sports by allowing children to exchange opinions about each other's videos and easily look back on their growth across their own past videos.

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Connecting People and Information to Create New Excitement

Value Creation 3   **Leverage ICT to Create New Lifestyles and Enhance the Foundations for Daily Life**

Utilization of Technology in Education

Educational Program to Develop AI Skills: AI Challenge

Since April 2022, SoftBank Corp. has been offering AI Challenge, a set of practical teaching materials for junior high and high school students aimed at developing AI skills through inquiry-based learning. These materials are being used nationwide in interdisciplinary activity and inquiry classes.

AI Challenge offers students the opportunity to learn the basic mechanisms of AI, generate diverse and creative ideas, and then put them into action by using an AI building environment to create an AI system through trial and error using machine learning. Later, they acquire implementation skills by designing, developing and evaluating AI-based systems that will be useful in the real world, from defining requirements onward. Through a series of such experiences, the program aims to develop the qualities and abilities required in the professionals who will lead the way in the use of AI throughout society in the future.

> **Cumulative student participants   Approx. 12,000**
> As of February 28, 2023

AI Challenge at Himi High School

Toyama Prefectural Himi High School has been using AI Challenge in first-year interdisciplinary inquiry classes. In these classes, students gained a basic knowledge of AI, learned about the changes in society it is causing and got to experience building AI tools.

In group hands-on study, students used AI tools to identify images. Capturing images with laptop cameras, each group discussed various ways of using the tools, such as identifying students' faces and determining whether parking spaces were open or occupied.

After participating, one student reflected on the potential use of AI for checking table availability at restaurants, while another said that they hoped to use the experience in work with AI in the future.

AIMINA Cloud-based AI Platform Makes Learning, Creating and Testing Easy

AIMINA is an AI platform offered by SB C&S Corp. that provides one-stop cloud-based service for AI, from gathering information to developing and evaluating models. AIMINA allows users without any specialized knowledge to easily try out AI and allows them to find ways of using the platform to match their specific needs, from learning about AI in general starting from the basics to immediately trying out AI applications using data they already have.

SB C&S and the Oita AI Technology Center, which promotes the use of AI technologies in Oita prefecture, have partnered to advance the use of AI and creation of AI businesses within the prefecture. Working together, on November 16, 2022, they held a class for around 30 students of the horticultural business course of Oita Prefectural Oita Higashi High School using the AIMINA platform to allow students to easily learn, create and test AI applications.

The class was aimed at creating an environment where students without programming skills can actively utilize AI. Taking a hands-on approach, students actually used AIMINA, learning first-hand how to create an AI tool to sort sample images of fruit and check its accuracy.

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Connecting People and Information to Create New Excitement

Value Creation 3   Leverage ICT to Create New Lifestyles and Enhance the Foundations for Daily Life

Using Technology in Medicine, Healthcare and Welfare

HELPO Healthcare App

HELPO is a healthcare app provided by Healthcare Technologies Corp., a SoftBank Corp. subsidiary. The app allows users to easily consult with a medical team of physicians, nurses and pharmacists by chat 24 hours a day, 365 days a year when they start to feel poorly (presymptomatic disease) or when they feel uneasy about their physical condition. Previously provided for corporations and municipalities, the service was launched for individuals on December 1, 2022. By providing HELPO to a wider range of customers, we aim to realize a society in which everyone can more easily receive assistance for mental or physical health issues by seeking health and medical advice and receiving online examinations.

➜ HELPO—Promoting Healthcare DX P. 39

➜ Solving Social Issues in the Healthcare Field: Healthcare Technologies Corp. P. 81

A New Service to Look After Seniors Using IoT

Mimamori Plus-24* was launched on April 1, 2022 for local governments across Japan as a new service that helps look after seniors who live alone.

　Previous emergency alert services presented numerous issues like needing a land-line or not working outdoors. Mimamori Plus-24 solves these issues, enabling more comprehensive monitoring of seniors' safety by combining an emergency alert system using kids' phones provided by SoftBank Corp., activity detection via IoT sensors provided by SB C&S Corp., and a contact center run by Anshin Support Co., Ltd.

* This service is provided through a business tie-up between Anshin Support, SoftBank Corp. (which implements social contribution activities and provides IoT devices and communication lines), and SB C&S (which provides IoT sensor-related products and services to enterprises).
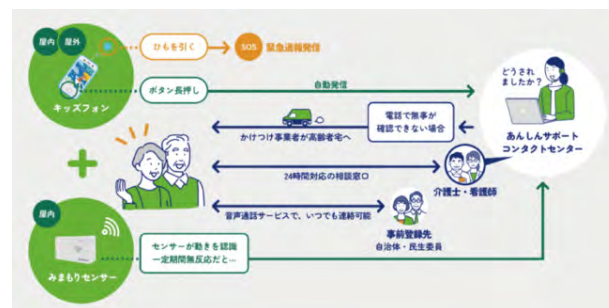
Support structure of the Mimamori Plus-24 monitoring service for seniors

"Orange Safety Net" Elderly Monitoring Support

Orange Safety Net is a service for quickly locating missing seniors with dementia through community-wide cooperation. SoftBank Corp. provides Orange Safety Net for municipalities. Through the service, local governments and community search collaborators work together, sharing information in real time about the search to help quickly find the missing person. To protect personal information, search requests made by seniors' families or other parties can only be seen by search collaborators who have been approved ahead of time by the municipality and have agreed to participate in the search through the app. After the search is over, access to the request is automatically restricted, thus making the information available only to those who need it while they need it. This service has been deployed by seven local governments as of the end of March 2023. In Kumakogen Town, Ehime, where approximately 48% of the population is elderly, it has been in use since June 2019. In actual search activities in Kumakogen, there have been cases where a missing person was found within 10 to 15 minutes thanks to the smooth exchange of information using the service.

Ugokuma App to Promote Walking and Address Geriatric Frailty

SoftBank Corp. has launched initiatives to address geriatric frailty by using technology to improve the health of seniors.

　Frailty is a weakened state of decreased physical and cognitive function, in which individuals are not fully healthy but do not yet require nursing care. Working with Fujimino City, Saitama, and Kofu Town, Tottori, in June 2022 SoftBank Corp. began pilot testing of a new smartphone app, Ugokuma, to promote the formation of walking habits.

　Participants in SoftBank's smartphone classes were asked to use Ugokuma for a specified period. Step count data from the app, data based on the app's frailty check function and data provided by health awareness surveys of participants were used to verify the app's effectiveness.

　The Ugokuma app features a friendly character named Ugokuma that users can talk with. The character praises and cheers on users, encouraging the formation of walking habits through communication. During the pilot test, SoftBank's smartphone classes were used to teach participants how to use the Ugokuma app, along with the basics of smartphone use, so that the participants can use the app with confidence. Furthermore, in Kofu Town we held fun, leisurely walking events where participants can put what they have learned to use. Following the pilot test, the Ugokuma app was provided on the Kantan Smartphone 3, launched in March 2023, to support steps customers are taking against frailty.

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Creating New Business through Open Innovation

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

Leveraging its connections to leading companies around the world, SoftBank Corp. is determined to create innovative businesses and deploy new technologies and business models in Japan while building a highly professional workforce to support the expansion and spread of those new businesses.

To accelerate the transformation of lifestyles and industries, SoftBank Corp. will go beyond the bounds of a communications carrier to deliver a steady stream of innovative services in a wide range of domains, including fintech, mobility and healthcare, through the use of such cutting-edge technologies as AI, IoT and 5G as well as partnerships with outstanding companies in Japan and around the world.

SoftBank Corp. is committed to building frameworks for recruitment, training and business creation that will drive growth and to being an early mover in developing businesses to serve next-generation needs. For these purposes, SoftBank Corp. hires and trains personnel who have advanced professional skills and builds frameworks that become key drivers of new business creation. We regard these efforts as key initiatives to create businesses.

To further the "Beyond Carrier" strategy, we are advancing R&D using state-of-the-art technologies, working toward society-wide optimization in order to provide services that enable lifestyles of greater convenience and abundance while solving social issues.

We are approaching an era in which the Internet and digital technologies will facilitate connections between all industries and all spaces will be filled with telecommunications signals; communication will be possible anywhere, and software will be able to create anything.

In order to build such a future, since 2017, SoftBank Corp. has been actively working to uncover and develop new technologies—from next-generation networks to stratosphere-based high-altitude platform stations (HAPS) and autonomous vehicles—and develop them into businesses.

In addition to further accelerating these initiatives, on April 1, 2022, we established the Research Institute of Advanced Technology. Under the direct control of the President and CEO, the institute is aimed at fostering even freer thinking to take on new challenges and spur collaboration with leading-edge players around the world. This is the first time since SoftBank's founding that the company has created an organization with the title of "Research Institute."

Applying cutting edge technologies, from network technologies and engineering to digital art, data and trust, we will solve the issues facing society going forward to create the future.

Social Issues

Advance innovation using ICT platforms: Promoting the widespread adoption of cashless settlement, securing means of transportation amid the difficulties posed by an aging population and low birthrate, facilitating online healthcare, and enabling access to communications in developing countries

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) Promote initiatives for HAPS commercialization
  - Development of foundational technologies for realization of HAPS
  - High-performance lightweight battery commercialization (FY2025)
  - Practical application of highly efficient lightweight motors for stratosphere (FY2027)
  - Development of stratosphere-ready radio equipment for telecommunication services (FY2027)
(2) Promote business start-up and development in new business areas
(3) Promote SoftBank InnoVenture commercialization

Risks and Opportunities

Risks
- Loss of business opportunities due to delay of business development resulting from shortages of required human resources and knowledge
- Inability to recoup invested funds or impairment losses due to failure to achieve expected results

Opportunities
- Quickly secure market share through the acquisition of human resources and knowledge and speedy business development through collaboration with partners
- Advancement and deepening of innovation through co-creation and expansion of the scale of businesses and markets in which the group participates

Main Businesses and Initiatives

- Develop new businesses to promote the social implementation of digital technologies (mobility × AI: MONET Technologies Inc.; stratosphere-based high-altitude platform station: HAPSMobile Inc.; autonomous mobility: BOLDLY Inc.)
- Promote next-generation infrastructure frameworks
- Roll out successful SoftBank Vision Fund projects in Japan and overseas through global partnerships (WeWork Japan, PayPay Corporation, DiDi Mobility Japan Corp., etc.)
- Job posting system to shift human resources to new and growing businesses
- Allocate personnel to new businesses through improvements in operational efficiency
- Human resource recruitment, development, systems* and compensation necessary to create and promote new businesses
- Cutting-edge R&D

* SoftBank Academia, SoftBank InnoVenture, SoftBank University

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Creating New Business through Open Innovation
Key Person Interview

Miki Fukazawa
Corporate Officer, Alliance Strategy Division Head

Expanding Businesses in New Sectors to Build a Sustainable Society

Under its corporate philosophy of "Information Revolution — Happiness for everyone," I believe that creating new systems and values to realize greater prosperity is part of SoftBank's social mission. While working to solve a variety of issues facing the planet and society, we will focus on such technologies as AI and cutting-edge business models to expand businesses in new sectors and contribute to the creation of a sustainable world.

SoftBank's Investment Strategy and Strengths in Business Development

Our "Beyond Carrier" growth strategy is aimed at going beyond the framework of communications carrier to proactively expand group businesses in a wide range of fields within the information and technology sector and thereby maximize corporate value. Aiming to create new businesses and further expand corporate value, we will formulate and execute investment strategies in accordance with SoftBank Corp.'s medium- to long-term strategic themes.

One of SoftBank Corp.'s strengths in creating new businesses lies in our collaborations with global AI companies and unicorns that are portfolio companies of SoftBank Group Corp. as well as other partners in and outside Japan. SoftBank Corp. has a wealth of sales and technological capabilities, as well as a store network and communications infrastructure developed mainly through its communications and Internet businesses. On top of these, we also have one of the largest bases of customers touchpoints in Japan through Yahoo! JAPAN, LINE, PayPay and other businesses. I think that the ability to rapidly launch new businesses by making maximum use of these assets is a unique strength of the SoftBank Group.

Solving Social Problems and Transforming Lifestyles

SoftBank Corp. aims to not only create and expand new businesses, but to use cutting-edge technologies to solve all kinds of social issues and transform people's very lifestyles. For example, through its HELLO CYCLING share cycle service, OpenStreet is deepening cooperation with numerous municipalities, improving mobility within communities, and helping solve community issues, such as that of abandoned bicycles. OpenStreet now has more than 6,300 stations across Japan and has surpassed 2 million members. Furthermore, the number of municipalities that have formed agreements related to share cycle services and the use of public land now exceeds 100. Through these efforts, we are helping realize short-distance transportation infrastructure services rooted in communities and thus contributing to the solution of local social issues.

PayPay, meanwhile, has significantly transformed lifestyles by spreading the use of cashless payments. The numbers of PayPay users and member stores have continued to grow since the service's launch in 2018. Today, PayPay boasts the top share of the domestic code payment market, with 58 million registered users, 2.35 million payment locations, and more than 5.1 billion transactions in FY2022. In addition, more than 10 million customers have used a new service developed in collaboration with PayPay Securities to lower the threshold for investment by enabling investment using points. Through such efforts, we are working to further transform lifestyles through PayPay. Going forward, we will continue to solve social issues and drive lifestyle change through innovation powered by new business creation.

In Closing

By finding cutting-edge technologies and business models and promoting their growth through investment, we will solve social issues and work toward the future growth of SoftBank Corp. while contributing to the realization of a sustainable world.

Creating New Business through Open Innovation

Value Creation 1

Develop New Business Models with Cutting-edge Technologies

Advantages in New Businesses and Business Promotion

The SoftBank Corp. group 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 leveraging the strengths built up through our communications business in collaboration with leading-edge AI corporate groups worldwide in which our parent company, SoftBank Group Corp., has invested, we are able to launch businesses efficiently with minimal initial investment compared to doing so independently.

SoftBank + **SoftBank Group portfolio companies**

Full utilization of the SoftBank Corp. group's platforms and assets

Principal subscribers **Approx. 40 million[1]**	Transactions with about **93%[2] of major corporations**	Consolidated employees **Approx. 55,000**	Stores **Approx. 6,500[3]**	Business platforms (networks, IT, billing, etc.)

1. Cumulative main mobile subscribers (as of June 30, 2023)
2. Approximate share of Japan-listed companies with annual sales of ¥100 billion or more that do business with SoftBank Corp. (as of March 2023)
3. Total SoftBank and Y!mobile directly managed retail outlets, agency stores, big box electronics retailers and shops offering multiple carriers (as of March 2023)

Three Competitive Advantages

1. Unrivaled Customer Contact Points
The SoftBank Corp. group possesses one of the largest user bases in Japan across a wide range of fields, including telecommunications, online shopping, payments and social media. Moreover, the group has mobile phone shops across the country serving as touchpoints with consumers and does business with nearly all of the large enterprises in Japan. Through customer contact points across multiple fronts, with both individuals and enterprises, in-person and online, our new businesses are able to reach an extensive range of consumers and companies from the early phases of launch.

2. Collaboration with SoftBank Group Investees
Our parent company, SoftBank Group Corp., invests in unicorn companies worldwide through funds and other means. As a member of the SoftBank Group, we are able to collaborate with these companies and develop their cutting-edge technologies and business models into new businesses.

3. Powerful Sales and Technological Capabilities
Our highly capable sales force is known for having explosively popularized ADSL in Japan through an innovative sales approach in the early 2000s. At the same time, we put considerable effort into securing technological personnel and have a total of more than 10,000 engineers group-wide.* Leveraging these powerful sales and technological capabilities enables us to rapidly establish new businesses.

* Total engineers of SoftBank Corp., Yahoo Japan Corporation, LINE Corporation, etc. (as of March 2023)

Main New Business Domains

Communications	Mobility	Big Data and AI	Location and Real Estate
Healthcare	Fintech	Security	Energy

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Creating New Business through Open Innovation

Value Creation 1 — **Develop New Business Models with Cutting-edge Technologies**

Communications

Stratosphere-based High-altitude Platform Station (HAPS)

Established as a subsidiary of SoftBank Corp. in 2017, HAPSMobile Inc. aims to develop business globally by building a high-altitude platform station (HAPS) system that provides network connectivity from the sky.

HAPSMobile has developed the Sunglider unmanned aircraft with its aircraft development partner, U.S.-based AeroVironment, Inc. On September 21, 2020, Sunglider undertook its fifth test flight out of Spaceport America in New Mexico. The test achieved successful stratospheric flight just three years after the start of fuselage development. It also marked the world's first successful LTE transmission from the stratosphere using a HAPS autonomous flight system.

HAPS uses unmanned aircraft flying in the stratosphere that operate like telecommunications base stations, enabling the creation of a stable Internet connection environment in regions where telecommunication networks have not been established, such as mountainous regions, remote islands and developing countries. HAPS can provide network coverage over a wide area from the stratosphere down to the ground, contributing to the uptake and effective use of drones, as well as the spread of IoT and 5G. Because these systems can provide stable communications networks regardless of conditions on the ground, they are expected to contribute greatly to rescue and recovery efforts after major natural disasters.

In February 2020, the HAPS Alliance was established under the leadership of HAPSMobile as an industry organization bringing together the world's leading companies in the telecommunications, technology and aviation industries, as well as governments, universities and research organizations, to advance the provision of Internet communications utilizing high-altitude aircraft. The alliance seeks to coordinate advocacy to relevant authorities in various countries, develop common HAPS product specifications, promote interoperability through the standardization of HAPS technology and set up aviation-related operational systems. Through these activities, the alliance aims to resolve various social issues and create value by building an Internet connectivity environment covering the entire planet utilizing high-altitude communication networks and aircraft. Through the HAPS Alliance, we aim to realize a world where anyone can access information, and we will continue activities to expand global-scale Internet communications.

We are working to set up the systems and develop the elemental technologies needed to commercialize HAPS. On the systems side, in terms of international radio frequency systems, we are advocating for an expansion of the HAPS spectrum bands at the International Telecommunication Union's World Radiocommunication Conference 2023 (WRC-23; amendments to the Radio Regulations are expected to enter effect in January 2025). We have achieved the international standardization of a radiowave propagation prediction method for accurately estimating radiowave interference at high altitudes, which will be necessary for consideration at WRC-23. The prediction method will also be useful for the design of HAPS network coverage areas. We will continue to advance international standardization efforts to improve the prediction method. In terms of aviation systems, we are advocating with regulatory and standardization authorities to clarify the position of HAPS under the Convention on International Civil Aviation and its annexes while advancing initiatives to make necessary changes to national aviation systems.

In elemental technologies, we are advancing R&D in such areas as batteries, motors and radio equipment. In batteries, to extend flight times, we aim to develop and commercialize more efficient, lightweight batteries by FY2025. In motors, we are working to develop highly reliable, high-efficiency, lightweight motors that can help realize longer stratosphere flight times by FY2027. We are also developing radio equipment, with the aim of enabling stable, high-speed communications from the stratosphere by FY2027, along with a variety of other elemental technologies.

We will continue to work to address the remaining hurdles to HAPS commercialization. By steadily resolving each of these issues in turn, we aim to provide network service over wide areas, including sparsely populated regions. In addition, because the Sunglider unmanned aircraft developed by HAPSMobile operates on solar power, it will contribute to the achievement of Sustainable Development Goal 7, "Ensure access to affordable, reliable, sustainable and modern energy for all."

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Creating New Business through Open Innovation

Value Creation 1 ## Develop New Business Models with Cutting-edge Technologies

Mobility

MONET: Pursuing the Potential of Mobility Services

MONET Technologies Inc. is a joint venture between SoftBank Corp. and Toyota Motor Corporation, with capital participation from other companies, that commenced operations on February 1, 2019. MONET's objective is to create new value and solve social issues related to transportation in collaboration 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 traffic jams in urban areas, traffic accidents caused by older drivers, an increase in elderly people who have turned in their drivers' licenses and now have difficulty getting around, areas without public transportation due to depopulation, and driver shortages. MONET is working toward the realization and spread of new mobility services that bring people, goods and services together. These include streamlined mobility services using on-demand vehicle-dispatch platforms, as well as mobile convenience stores, clinics and offices.

Launch of Service for Enterprises Enabling On-demand Bus Reservations through LINE

In July 2023, MONET launched a service for reserving on-demand buses through the official LINE accounts of municipalities and businesses. This service is provided as an option for enterprises to allow them to provide on-demand buses and other MaaS in a single package through LINE. It features a simple user interface (UI) that allows users to make reservations using intuitive controls within the LINE app. The UI has been distilled to the minimum necessary functions for ease of use by seniors and other users who may feel uneasy about operating complex, multifunctional smartphone apps.

On-demand bus reservation home screen

Desired pick-up time selection

BOLDLY: Sustainable Public Transport Using Autonomous Vehicles

Against the backdrop of bus route closures and driver shortages, BOLDLY Inc. is providing support for the implementation of self-driving buses across Japan and provides the Dispatcher platform for self-driving fleet management. Through these and other initiatives, BOLDLY is working to realize convenient and sustainable mobility services using autonomous vehicles.

Start of Regular Operation of Self-driving Bus Launched in Kamishihoro, Hokkaido

On December 1, 2022, MONET began regular services of a NAVYA ARMA self-driving bus in the town of Kamishihoro, Hokkaido. Phase 1 of the project has utilized Level 2 driving automation since initiating regular bus service in December. Marking a major transition, Phase 2 is scheduled to commence during FY2023, with the aim of realizing the practical implementation of Level 4 automated driving service in an urban area.* Population decline and other

factors are increasing the difficulty of maintaining existing public transportation in this area. In response, by operating self-driving buses on regular schedules and routes around town, this initiative aims to help create opportunities for residents to get out, invigorating the community and promoting greater health while realizing sustainable public transportation.

* For some time after the transition, the bus will operate at Level 2 in some situations, such as at intersections with traffic signals.

Bus route

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Value Creation 1 Develop New Business Models with Cutting-edge Technologies

Big Data, AI and Location
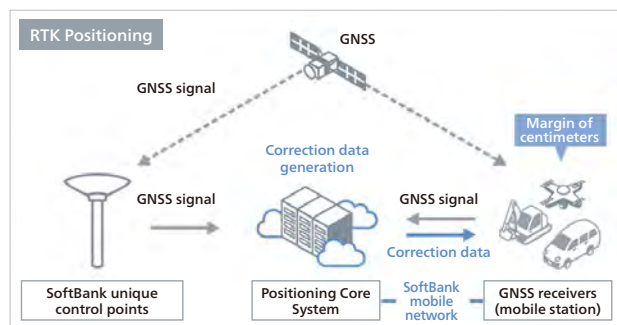
ichimill High-precision Positioning Service

ichimill is a service that enables positioning with a margin of error of only a few centimeters via RTK positioning[1] using signals from a GNSS,[2] such as the Michibiki quasi-zenith satellite system.

SoftBank Corp. has installed over 3,300 unique electronic reference points (fixed stations), which are necessary for RTK positioning, at its base stations across Japan, so users do not have to set up reference points of their own.

Correction data is generated by a "Positioning Core System" based on signals received by the unique reference points and sent to GNSS receivers (mobile stations) mounted on agricultural machinery, construction equipment, automated vehicles, drones and other equipment using SoftBank Corp.'s mobile communications network.

RTK positioning uses this correction data and signals received by GNSS receivers for highly accurate centimeter-level positioning in real time.

1. RTK positioning: Real time kinematic position, a method of high-precision positioning by sending signals between a fixed station and a mobile station in real time
2. GNSS: Global navigation satellite system, a general term that includes quasi-zenith satellite systems (QZSS), GPS, GLONASS and Galileo

RTK Positioning
- GNSS
- GNSS signal
- Correction data generation
- Margin of centimeters
- GNSS signal
- GNSS signal
- Correction data
- SoftBank unique control points
- Positioning Core System
- SoftBank mobile network
- GNSS receivers (mobile station)

Generating and Transmitting Position Correction Data: The ALES Transmission System

ALES provides the ALES Transmission System, which generates correction data based on signals received by more than 3,300 unique reference points across Japan and transmits this data to GNSS receivers.

The ALES Transmission System is used by ichimill,* a high-precision positioning service provided by SoftBank Corp. to corporate clients. ALES also uses this system in the Centimeter-level Positioning Service for consumers, launched in August 2020.

This service, which enables high-precision positioning, is put to use in a wide array of industries, from agriculture to construction and automotive.

In agriculture, it is applied in the automated and assisted driving of tractors and other agricultural machinery, as well as the automatic navigation of drones used in crop dusting. The construction industry applies the service in surveying and the management of positioning and work histories of construction equipment. In the automotive industry, the service is expected to be used in highly precise self-locating of autonomous vehicles, as well as in MaaS, where it is anticipated to enhance vehicle position management, route management and navigation.

Through the provision of the ALES Transmission System, ALES works with a wide range of partner companies to develop and implement innovative GNSS solutions to make people's lives richer and more convenient than ever.

* Within SoftBank Corp.'s ichimill, the ALES Transmission System is referred to as the "Positioning Core System."

Agoop Brings New Perspectives to Business with Big Data Using Positioning Information

Agoop Corp. is engaged in big data operations using positioning information. Based on positioning data acquired from apps on the smartphones of consenting users, Agoop generates and analyzes data on floating populations, which is a valuable tool for tasks such as trading-area analysis, marketing, tourism analysis, disaster preparedness and urban planning. The data provided by Agoop is used by organizations ranging from companies to academic institutions and local governments. Floating population data can unlock possibilities for a more affluent society, as it can reveal demand in a wide range of businesses, including health products and services, healthcare, medicine, social services, disaster preparedness, crime prevention, transportation, tourism, education and finance.

On March 31, 2023, Agoop formed an agreement to cooperate on disaster-resilient community building with the Disaster Management Research Institute of the Japanese Red Cross College of Nursing, aiming to promote disaster countermeasures and support community recovery and development. The two organizations have previously conducted joint pilot tests aimed at using floating population data and AI to understand the status of tsunami evacuation in real time. Going forward, they will further strengthen their collaboration, working together to advance disaster countermeasures alongside community recovery and development.

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Creating New Business through Open Innovation

Value Creation 1   ## Develop New Business Models with Cutting-edge Technologies

Big Data, AI and Location

Japan Computer Vision Offers AI-driven Image Recognition Solutions

SoftBank Corp. subsidiary Japan Computer Vision Corp. provides cutting-edge AI-driven solutions for smart buildings and the smart retail sector. By enhancing and raising the efficiency of office environments, optimizing the layout of stores and commercial facilities, helping improve hospitality and streamlining payment, Japan Computer Vision is creating workstyles and lifestyles for a new era.

Japan Computer Vision's SenseThunder AI temperature detection combines AI-based facial-recognition technology with an infrared camera to take temperature readings from a distance and conduct high-speed, high-precision measurements even of subjects wearing a surgical mask and glasses, enabling people to enter premises without removing their masks. The system does not take much space to install and does not require an operator, so there is no human resource burden, such as the need to assign staff to temperature measurement at reception. Thanks to these merits, it is widely used at national and local government offices, companies and medical facilities to prevent the spread of COVID-19. SenseThunder is also contributing to the improvement of corporate operational efficiency and DX in such applications as attendance management, access control and reception management.

Incudata Uses Data to Support Corporate Clients in Advancing DX

Incudata Corp. is a joint venture between SoftBank Corp., Hakuhodo Inc. and Treasure Data, Inc.

By combining SoftBank Corp.'s data and technology with the Hakuhodo Group's marketing and consulting capabilities, Incudata provides one-stop support for customers, from formulating data strategies to building and operating analytical platforms utilizing Treasure Data CDP and implementing related measures, with ongoing support until customers see results from data utilization.
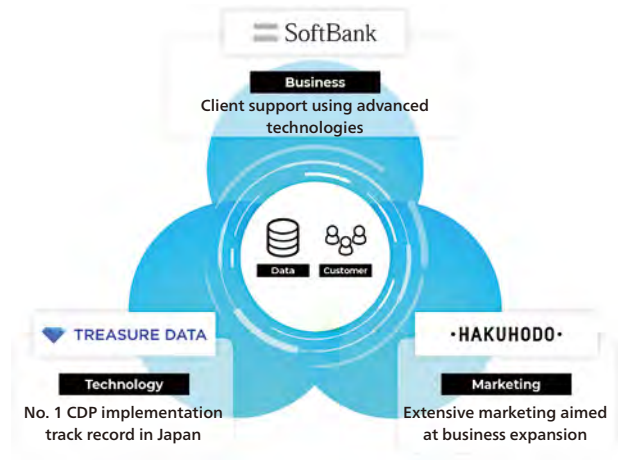
In recent years, more and more companies have been focusing on DX to improve customer experience value and streamline internal operations. Business transformation centered on the use of digital technology and data is becoming increasingly necessary for companies to secure ongoing growth and competitive advantage. However, in many cases, DX ends up taking up enormous amounts of time, as the man-hours and tasks to be tackled are wide ranging. These can span building data analysis platforms to introducing appropriate IT tools, setting up and strengthening DX promotion organizations and systems, as well as training human resources. Incudata has helped many companies implement DX projects in the marketing sector by consulting on data utilization strategy planning, data analysis platform building and operation, and data privacy protection, as well as associated security system building and operation. Incudata will leverage the insights obtained through these services going forward to rapidly and powerfully advance corporate DX and thereby help solve issues that businesses face.

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Creating New Business through Open Innovation

Value Creation 1 Develop New Business Models with Cutting-edge Technologies

Big Data, AI and Location

Helping Solve Internet Use Issues through IX: BBIX, Inc.

SoftBank Corp. subsidiary BBIX, Inc. conducts Internet exchange (IX) operations with a mission of spreading and developing the Internet, to create a world in which everyone can use the Internet with ease and convenience. The company has operations in Asia, including Japan, as well as Europe and North America.

BBIX allows customers to connect to its many IX connection points in convenient locations in Japan and overseas to enable major Internet service providers (ISPs), content providers and CATV businesses around the world to directly connect to one another, helping realize a low-latency, high-quality communications environment.

Furthermore, since May 2022, BBIX has been providing Open Connectivity eXchange (OCX), a cloud-based network service, mainly for enterprises. OCX provides on-demand connectivity to a variety of cloud services and data centers used by customers via a dedicated customer portal. This eliminates the need for customers to purchase and maintain network equipment, reducing costs.

Leveraging its IX platform, BBIX will contribute to enhancing Internet connection quality and reducing costs for customers.

Healthcare

Solving Social Issues in the Healthcare Field: Healthcare Technologies Corp.

Healthcare Technologies Corp. is a SoftBank Corp. subsidiary established in the DX domain to promote solutions to a wide range of social issues in the healthcare field. Healthcare Technologies provides a healthcare platform to help improve people's health, optimize healthcare resources, and maintain universal healthcare coverage. Healthcare Technologies provides HELPO, a one-stop healthcare app that provides useful functions for disease prevention, improvement of presymptomatic disease and health promotion. HELPO added a telemedicine service in June 2021, as well as the HELPO Remote Specific Health Guidance function, developed based on the University of Tokyo Center of Innovation Self-Managing Healthy Society program's MIRAMED, in November 2021. Service for individual users was launched in December 2022.

▼ **Functions of HELPO**

Health/Medical Consultation	Expert medical team answers in chat
Telemedicine	In addition to normal telemedicine, after using the Health & Medical Consultation Chat, users can select the appropriate medical department for their needs
HELPO Mall	A Healthcare Technologies online store quickly delivers sundries and over-the-counter medicines
Clinic search	Search for clinics based on user-specific conditions
Step counting	A simple pedometer function that displays progress toward user-set targets
Remote specific health guidance (for companies and municipalities only)	Support for specific health guidance provided by companies and municipalities
Point program (for individual users only)	An original point program that offers special perks for daily walking

➔ HELPO—Promoting Healthcare DX P. 39

➔ HELPO Healthcare App P. 73

Fintech

From OMO to AI-powered Fraud Countermeasures: SB Payment Service Corp.

SB Payment Service Corp. provides a wide array of payment methods and systems tailored to customer needs in e-commerce, online shopping and in-person transactions at stores or elsewhere. Today, with the rapid uptake of AI, a wave of major change is sweeping through payments. To protect businesses from increasingly common fraudulent e-commerce transactions, SB Payment Service provides an AI fraud detection service via the same platform as its payment systems to realize a one-stop, comprehensive payment service.

In addition, as the company responsible for the SoftBank Group's fintech business, SB Payment Service is working with leading companies to proactively meet online-merge-offline (OMO) needs.

Drawing on an extensive track record, SB Payment Service caters to merchant settlement needs with a seamless, high-quality payment experience, offering a wide selection of methods to suit each operator's needs and line of business.

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Creating New Business through Open Innovation

Value Creation 2

Incubate and Spiral-up with Cutting-edge Businesses Overseas

SoftBank Corp. contributes to the maximization of economic opportunities through 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.

Incubating and Spiraling-up Overseas Businesses through Group Synergy

Utilizing the success models and cutting-edge technologies of the global leading companies in which SoftBank Group Corp. has invested, SoftBank Corp. can roll out businesses in Japan quickly, with lower investment cost and risk than launching a business from scratch. Moreover, SoftBank Corp. extends the lessons from success stories in Japan to its overseas operations, generating a spiraling-up effect.
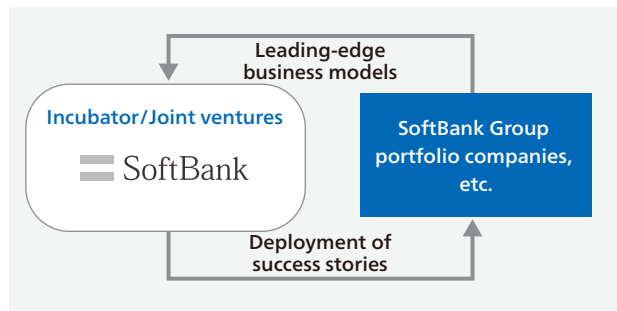
Fintech

PayPay Cashless Payment Service

Since launching services, SoftBank Corp. subsidiary PayPay Corporation has continued to increase its numbers of users and member stores, reaching 58 million registered users (as of June 2023) and more than 4.10 million registered locations (as of March 2023). The total number of payments in FY2022 (April 2022 to March 2023) exceeded 5.1 billion, about 1.4 times the volume in the previous fiscal year.

Over the years, PayPay has expanded the range of financial services that can be used smoothly and easily from within the PayPay app, including the PayPay Invest and the PayPay Hoken (insurance) mini-app.* As a new initiative, on April 1, 2023, PayPay filed an application with the Minister of Health, Labour and Welfare for specification as a funds transfer service provider in preparation to enable the digital payment of wages into PayPay accounts.
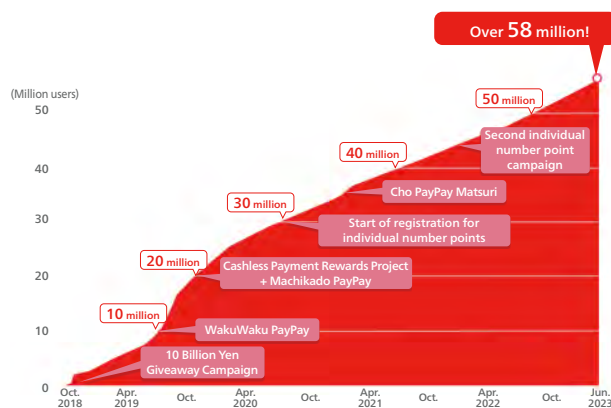
The payment of wages into digital wallets will not only provide greater freedom of choice with regard to methods for receiving wages for users (workers), but also improve convenience, as users will no longer need to bother with topping up their PayPay balances as they make payments. In addition, for enterprises (employers), such systems are expected to facilitate even more diverse workstyles, such as enabling side jobs, thereby offering benefits in terms of hiring, personnel and labor management.

By continuing to promote cashless payments while adding and expanding new services, PayPay will work to enhance customer convenience and societal productivity while contributing to sustainable business operations.

* PayPay Hoken mini-app: A feature that allows users to smoothly and easily reserve services or order products offered by partner companies of PayPay Corporation and make related payments through the PayPay app.

▼ Cumulative Registered Users

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Creating New Business through Open Innovation

Value Creation 2 — **Incubate and Spiral-up with Cutting-edge Businesses Overseas**

Location and Real Estate

WeWork: Flexible Offices

WeWork Japan offers flexible offices that provide a lively work environment and efficient office operations for all employees, currently operating approximately 40 locations in seven cities in Japan.

WeWork offers a variety of office environments to meet the diversifying needs of customers, from satellite offices to headquarters. We also promote open innovation and community participation to create an environment where members can easily share new ideas and promote collaboration.

WeWork received the rank of "Best Workplace" (the highest of four ranks) and a diversity score of 87 points in D&I AWARD 2022. Run by JobRainbow Co., Ltd., this awards program recognizes companies leading the way in diversity and inclusion (D&I) in Japan. As a D&I leader, WeWork promotes D&I at a high level, not only for Japan but by global standards, and was highly evaluated for fostering a corporate culture of D&I and advancing initiatives to actively involve all employees in D&I promotion.

DiDi Taxi Dispatch Platform Service

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

DiDi Mobility Japan integrates Didi Chuxing Technology's taxi-dispatch platform, an advanced analytical and predictive technology using world-leading AI, with SoftBank Corp.'s marketing capabilities and operating platform as a communications carrier.

Using the DiDi taxi dispatch app, after users input their departure location and destination, a taxi arrives to pick them up in an average of five minutes.* The taxi dispatch platform matches available taxis with passengers via the app to optimize taxi dispatch. DiDi enables users to hail a taxi in three simple steps, and because the app automatically finds the route using the input destination, users do not have to give drivers directions. The app also enables cashless payment, eliminating the need to handle cash and make change, which can be cumbersome within a vehicle. By eliminating a variety of complaints and anxieties that users have about using taxis, the service allows passengers to travel by taxi with greater peace of mind.

* The arrival time of the affiliate vehicle to the specified location after the vehicle to be dispatched is determined (January–December 2022 national average). In some cases, dispatch may take more than five minutes, or there may be no vehicle available for dispatch.
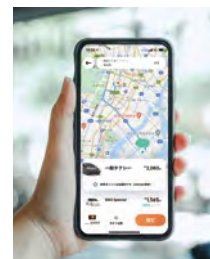
Tabist Offering New Travel Experiences Highlighting the Appeal of Accommodations Across Japan through DX in the Tourism and Lodging Industry

Tabist Co., Ltd. supports the DX of lodging facilities. To better highlight the appeal of lodging facilities in Japan, Tabist provides a stay management system suited to facilities in Japan and a dynamic pricing framework, thereby promoting the DX of the tourism and lodging industry.

In addition, the company aims to stimulate travel demand by bringing millennials into its customer base through the Tabist brand. Going forward, Tabist will focus on localization within Japan to build a brand tailored to needs in Japan while advancing the creation of new travel experiences that bring together the community of its partner lodging facilities, guests and other nearby facilities.

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Creating New Business through Open Innovation

Value Creation 2 ## Incubate and Spiral-up with Cutting-edge Businesses Overseas

Location and Real Estate

Mapbox Map Development Platform

Mapbox Japan ("Mapbox") is a joint venture established by SoftBank Corp. and U.S.-based Mapbox, Inc. As a leader in cartography, the joint venture provides Mapbox, a development platform for map data services. The platform promotes the effective use of a company's own location data. Corporate users can build maps, optimized to specific uses, by freely combining a variety of in-house and external data.

In April 2023, Mapbox commenced support for the development of digital map educational materials by Atsugi Senior High School and Atsugi-Seinan Senior High School in Kanagawa. As with the programming education that has become a mandatory part of study over the past two to three years, many teachers in Japan are still figuring out how to teach new integrated geography curriculum. The Mapbox map development platform makes it easy for anyone to create digital maps and has features that enable data integrated into maps to be displayed in a variety of easy to understand formats, such as heatmaps and graphs. As a result, many users have already developed and shared digital maps that are easy for teachers and students to use for classes on topics like natural disasters and preparedness using Mapbox. Noticing these features, teachers at the two high schools reached out to Mapbox, leading to the start of this initiative.

The developed materials and lesson plans will be further brushed up through use over the school year, with the aim of sharing them nationwide.
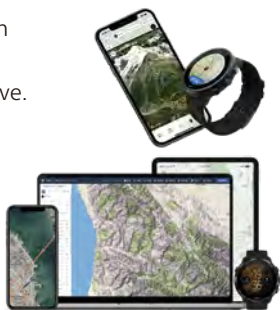
Security

Cybereason: A Service that Detects and Counters Cyberattacks in Real Time

Cybereason G.K. is the provider in the Japanese market of the AI-driven Cybereason cyberattack protection platform.

Since March 2022, Cybereason has implemented Cybereason XDR for a select group of users prior to the full roll out. This service correlates and analyzes log data across an organization's entire IT environment (including endpoints, networks, identity management and unified authentication, cloud and workspaces) to detect, understand and counter cyberattacks faster than ever before. In this way, the service is aimed at significantly reducing incident investigation and response times and solving issues posed by shortages of security professionals.

Having built a track record of multiple implementations in Japan and reflected feedback from the initial users, the company launched Cybereason XDR for all companies and organizations in Japan on April 3, 2023.

Based on the detection capabilities of Cybereason EDR, the highest rated product in the MITRE ATT&CK* Evaluations, Cybereason XDR automates the investigation of a wide range of sophisticated attacks and provides a complete picture of attacks, significantly reducing the time

Cybereason's goal:
XDR that detects, understands, and predicts cyberattacks

required to investigate and respond to customer incidents. Furthermore, when combined with managed detection and response (MDR) service, in which expert analysts monitor customers' environments 24 hours a day, 365 days a year, Cybereason XDR provides powerful support to customer security teams, solving the issues caused by professional shortages.

* A framework for understanding attacker tactics and techniques

zIPS Security Solutions for Mobile Devices

SoftBank Corp. offers zIPS, a mobile-security solution service for enterprises that defends against even unknown threats using the unique AI-equipped threat-detection engine of U.S.-based Zimperium, Inc.

At a time when attacks on mobile devices are constantly growing more serious, clearly understanding the risks these attacks present and taking effective action against them is a responsibility of every company and a necessary condition for business growth.

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Creating New Business through Open Innovation

Value Creation 2 ## Incubate and Spiral-up with Cutting-edge Businesses Overseas

Security

Unlike conventional signature-based security, zIPS detects unusual behavior generated by devices and attacks from operating system processes. This allows zIPS to respond to attacks against mobile devices regardless of the infiltration route, enabling companies to respond promptly and effectively.

Moreover, zIPS can be combined with enterprise mobility management (EMM), mobile device management (MDM) and other device management services. This enables a company's mobile device administrator to respond rapidly when a threat is detected to prevent it from propagating, for example by shutting down Wi-Fi service or locking devices remotely, keeping devices in use safe.
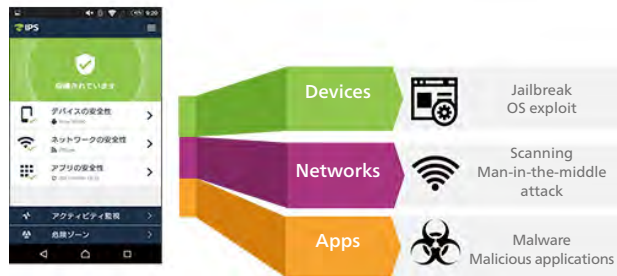
Energy

Encored Japan Provides Energy Data Analysis Platform to Enrich Lifestyles

Encored Japan Inc. aims to create new value and new services from energy data through innovative AI technologies and IoT products, and to contribute to the realization of a prosperous future that connects people to people and people to society.

Encored Japan provides products and technologies that gather energy and environmental data from the real world into the CONNECT Cloud, including data collected through CONNECT Hub and CONNECT Sensor IoT devices and data on electricity use in 30-minute increments from smart meters installed in homes. The CONNECT Cloud analyzes that input to draw out the most valuable data and provides a variety of services that can be accessed at any time through Connect Enterprise and Connect Apps.

Results

■ **24 corporate customers**
Encored Japan products and services based on the latest technologies are used by 24 corporate customers.

■ **2,322,540 households**
The CONNECT Cloud collects and analyzes approximately 100 million records of electronic and environmental data each day and through CONNECT Apps; Encored Japan products and services are provided to 2,322,540 households.

■ **Number of shipped products**
We have provided 136,644 CONNECT Hubs and CONNECT Sensors to households all over Japan through various services and industries, including real estate agents and city gas companies.

■ **Technology Patents**
As an energy tech company, Encored Japan has registered a total of 24 patents for technologies and systems, trademarks for products and services, and design rights.

As of July 2023

Note: Includes pending items filed and items filed by ENCORED and Encored Technologies

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Creating New Business through Open Innovation

Value Creation 3
Build Systems to Recruit and Develop Human Resources to Lead Growth and Create New Businesses

In order to rapidly develop businesses that meet next-generation needs, SoftBank Corp. hires and trains personnel who have advanced professional skills and builds frameworks that become key drivers of new business creation. We regard these efforts as key initiatives to create businesses.

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

In order to train personnel who will create and advance new businesses, SoftBank Corp. operates unique training programs, including SoftBank InnoVenture and SoftBank Academia.

In addition, we are proactively advancing development focused on the next generation of cutting-edge technologies, such as AI, IoT, robotics, digital twin, and even 6G and HAPS. Through group synergy and collaboration with external companies and universities, we strive to create new value and new businesses by integrating diverse personnel and our accumulated technologies.

Through a variety of internal and external approaches, we will continue to advance recruitment and training while working to establish production bases and business operations for sustainable technologies, aiming to be a global leader across a wide range of fields.

→ Human Resource Development P. 175–176

Providing Opportunities for Growth Aligned with Business Strategy

SoftBank InnoVenture (InnoVenture = Innovation + Venture)

SoftBank InnoVenture is an in-house entrepreneurship 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 outside the company, and provides wide-ranging support from the pre-idea creation stage to scaling up after commercialization.

SoftBank InnoVenture will continue to help foster a corporate culture that accepts new challenges by strongly encouraging employees to come up with new business ideas.

▼ "Zero-to-One" Business Creation

■ Strengths

1. Any employee of the SoftBank Group can make any number of proposals.
Proposals with outside partners are also accepted.

2. We provide attentive support at each business stage, from pre-proposal preparation to commercialization, and even exiting.

3. We operate SB Innoventure Corp. as a stand-alone company to provide an environment conducive to business study toward commercialization.

Overview of SoftBank InnoVenture

SoftBank InnoVenture provides wide-ranging support from the pre-idea creation stage to scaling up after commercialization.

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Creating New Business through Open Innovation

Value Creation 3 | Build Systems to Recruit and Develop Human Resources to Lead Growth and Create New Businesses

Providing Opportunities for Growth Aligned with Our Business Strategy

SoftBank Academia

SoftBank Academia was established in 2010 by current Board Director and founder Masayoshi Son with the aim of identifying and fostering both potential successors to lead the SoftBank Group and people who will take up the challenge of our AI cluster strategy. Through a variety of programs, the approximately 300 SoftBank Academia students learn with and from one another.

Participants are recruited widely, from both inside and outside the SoftBank Group. The programs are well-rounded and varied. They include a presentation program based on themes related to management issues pertaining to the SoftBank Group; the Management Game, which simulates corporate management; special lectures on management theory presented by Masayoshi Son; and conversations with distinguished guests.

SoftBank Academia is both a place for the practical study of management and a forum where students, gathered from within and outside the SoftBank Group, encourage each other in friendly rivalry. It will continue to evolve as an agora whose members strive to be the best they can.

SoftBank Academia Programs

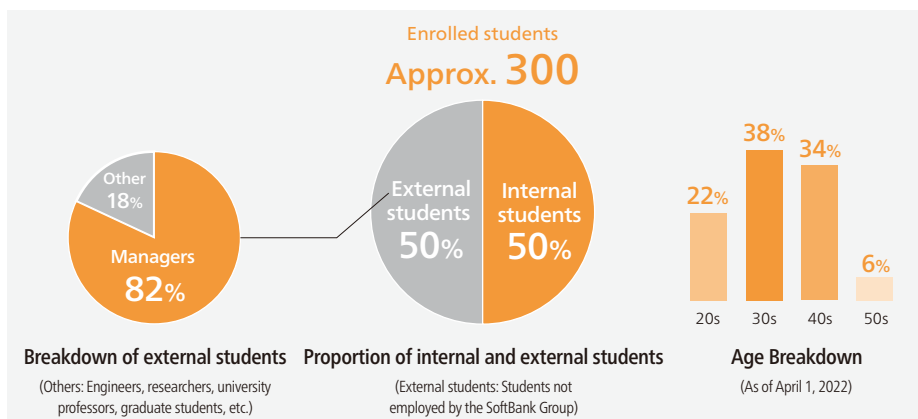|		
1	Presentation program	Students present their ideas on a topic set by Masayoshi Son that relates to business issues facing the SoftBank Group. Those who make it through a preliminary round get the opportunity to make their presentation in front of Son and other senior management of the SoftBank Group.
2	Management Game	The Management Game involves each participant acting as the manager of a company in competition with other SoftBank Academia students, fostering management skills such as strategy development, and responding to circumstances with quick and appropriate decisions.
3	Special lectures	These lectures include presentations by Masayoshi Son himself on his approach to management theory and panel discussions with well-known business leaders.
4	Conference	Generally held once a year, the conference provides a venue for information sharing and includes presentations by Academia students on their work over the previous year. The conference is held in a hybrid online/offline format, fostering connections among participants in different locations.
5	Study groups	SoftBank Academia students take the lead in planning study groups on topics that they want to learn more about. Students are free both to choose any topic they want and to participate in any study group that sparks their interest.
6	Projects	These projects are voluntary and run to their own schedule. Examples include special projects directly overseen by Masayoshi Son and collaborative projects undertaken in partnership with SoftBank Group companies.

TURE-TECH Regional Revitalization Internship Program

When hiring new college graduates, SoftBank Corp. searches far and wide for diverse talent who can support next-generation businesses. For this purpose, we conduct the Job-Match in-person internship program, the Beyond Border Week Challenge online work-experience program and the TURE-TECH internship program for regional revitalization.

TURE-TECH is an internship program for students aiming to become the "change leaders" who will build the world of the coming era. Japan is confronting many issues earlier than other nations, and interns in this regional-revitalization program seek solutions to problems facing local governments by traveling to regions of interest and interviewing city employees, local residents and business owners. On the last day of the internship, the interns submit to the mayor of the municipality a proposal for solving problems using ICT.

In September 2022, the TURE-TECH internship program was held fully online, due to the COVID-19 pandemic. Through online interviews and local live broadcasts, participants developed proposals for solving specified issues and presented them to the mayor of the participating city.

SoftBank Corp.'s mission is "Information Revolution—Happiness for everyone." By bringing students directly to the places where this revolution is needed, SoftBank Corp. provides interns of diverse backgrounds with real-world, hands-on experience that goes beyond armchair theorizing in search of solutions to problems that have no pre-defined answers.

Enrolled students
Approx. 300

Other 18%
Managers 82%

External students 50%
Internal students 50%

22% 20s
38% 30s
34% 40s
6% 50s

Breakdown of external students
(Others: Engineers, researchers, university professors, graduate students, etc.)

Proportion of internal and external students
(External students: Students not employed by the SoftBank Group)

Age Breakdown
(As of April 1, 2022)

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Value Creation 3 Build Systems to Recruit and Develop Human Resources to Lead Growth and Create New Businesses

Research and Development in Support of Operations

SoftBank Corp. has evolved by incorporating a wide variety of corporate cultures and integrating diverse personnel and the technologies it has gathered. Looking to the future, SoftBank Corp. aims to acquire data through its communications infrastructure and analyze and recombine it on a wide range of platforms to create novel value that enriches people's lives. To this end, SoftBank Corp. will build a robust communications infrastructure focused on 5G and press forward with the development of leading-edge technologies, including AI, IoT, robotics, digital twin, and even 6G and the stratosphere-based high-altitude platform stations (HAPS), raising the sophistication of its communications platform to new heights. Never resting on our latest achievements, we will press ever onward, tackling the challenges of technological development to contribute to the provision of solutions and new value.

Future Core Digital Technology Co-creation Lab

SoftBank Corp. and the National Institute of Advanced Industrial Science and Technology (AIST) launched the Future Core Digital Technology Co-creation Lab project in December 2021. Through this project, we are coordinating efforts to create the architecture and promote the R&D and social implementation of elemental technologies for next-generation infrastructure, including that for smart cities, a promising approach to solving social issues while promoting future growth.

The Future Core Digital Technology Co-creation Lab project is aimed at realizing Society 5.0 with next-generation digital technology that integrates physical space with cyber space in advanced ways, such as smart cities and digital twin technology. To this end, the project is advancing R&D and the social implementation of cutting-edge digital technologies and global-standard next-generation infrastructure. Furthermore, in addition to SoftBank Corp. and AIST, we are considering coordination with other companies and research institutions in order to build social platforms for safe and secure data linkage.

Specifically, the Future Core Digital Technology Coordination Laboratory has been set up within the project to implement joint research aimed at building platforms for the seamless integration of physical and cyber space. The laboratory's initial research focus is to build a spatiotemporal data platform for understanding three-dimensional spaces as well as the movement of people and other things through them over time. We are advancing R&D with the aims of applying the results in this area in the real world and to new research areas.

Furthermore, SoftBank and AIST will actively promote personnel exchange through joint research in order to develop talent to build future-oriented digital infrastructure.

The Institute for AI and Beyond

SoftBank Corp., the University of Tokyo and other partners established the Institute for AI and Beyond as an AI research institution. The Institute launched joint-research operations in July 2020.

The Institute for AI and Beyond pursues research in two directions: basic research (medium- and long-term research), aimed at creating new academic fields through research into fundamental AI technologies and their fusion with other academic fields, as well as applied research (high-cycle research) that aims to utilize AI to address various social and industrial issues.

Until recently, university research institutes were unable to directly invest in businesses. As a result, universities could recoup only limited returns on the results of their research through such means as patent licensing, in some cases making it difficult to pursue ongoing research.

The Institute for AI and Beyond aims to promote AI research in Japan and contribute to its social implementation by combining the world-class academic prowess of the University of Tokyo and the business insight of SoftBank Corp. accumulated through its efforts to create new social value. We will actively utilize the new Collaborative Innovation Partnership (CIP) system established by the Ministry of Economy, Trade and Industry to create a positive cycle of accelerating business deployment and using the returns to further research and education. By doing so, we will realize ongoing research and the social implementation of research results.

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Creating New Business through Open Innovation

Value Creation 3 **Build Systems to Recruit and Develop Human Resources to Lead Growth and Create New Businesses**

Research and Development in Support of Operations

The SoftBank Next-generation Battery Lab

The diversification of mobile devices seen in recent years is driving a worldwide push to develop next-generation batteries. In June 2021, SoftBank Corp. established the SoftBank Next-generation Battery Lab, a facility for the evaluation and testing of a wide array of next-generation batteries from around the world. The Lab's aim is to conduct R&D on next-generation batteries that will be safe with high mass-energy density (Wh/kg) and rapidly commercialize them.

By evaluating and comparing the cells of manufacturers from around the world under controlled conditions, the Lab is able to rapidly analyze differences in performance and identify technological issues. The Lab's test results will be fed back to manufacturers to accelerate the development of next-generation batteries.

Next-generation Batteries Targeted by SoftBank
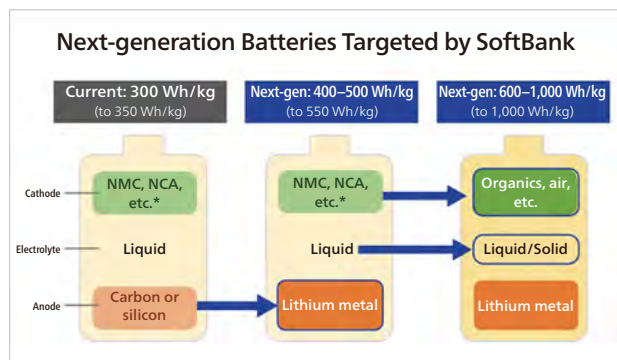
* NMC: Ternary cathode (nickel, manganese, cobalt); NCA: Nickel-rich cathode (nickel, cobalt, aluminum)

In October 2021, the Lab, in collaboration with its research partners, announced three research achievements: the development of cathode materials for all-solid-state batteries aimed at high mass-energy density; the development of a capacity prediction model for organic cathode materials using materials informatics (MI); and the prototype demonstration of a 520 Wh/kg cell. The success of these demonstration experiments is a major step toward the practical application of lithium-rich cathodes, which remains largely unprecedented globally. These achievements are expected to accelerate the development of next-generation batteries to be utilized in existing IoT and other devices that require high mass-energy density, and in next-generation communication systems, such as stratosphere-based high-altitude platform stations (HAPS).

The SoftBank Next-generation Battery Lab will continue working to be a platform that spurs and supports the development of next-generation batteries.
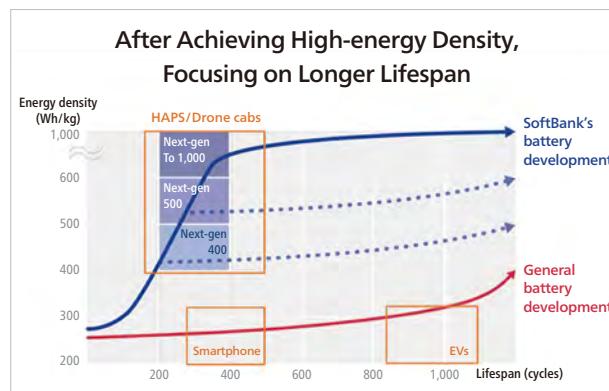
After Achieving High-energy Density, Focusing on Longer Lifespan

Agreement Aimed at Establishing a High Quality Lineage of Sturgeon for Practical Aquaculture Using IoT, AI and Biology

SoftBank Corp. and the Graduate School and Faculty of Fisheries Sciences at Hokkaido University are conducting a joint research project on the smart aquaculture of sturgeon using IoT and AI technology to support the fisheries industry. On March 28, 2023, SoftBank Corp., Hokkaido University, and the Town of Bifuka, Hokkaido, signed an industry-academia-government partnership agreement aimed at establishing a high-quality lineage of sturgeon for practical aquaculture using the power of IoT, AI and biology.

Sturgeon require at least six years of rearing before they can lay eggs, and male and female sturgeon remain indistinguishable for two to three years following birth, making them very costly to raise. Furthermore, once immature sturgeon roe begin to grow, water contamination, however brief, can have a tremendous impact on caviar quality, making it difficult to guarantee quality. Making the growth period as short as possible can therefore reduce the risk of quality degradation. Through the new agreement, we aim to establish a high-quality lineage of sturgeon for aquaculture using Hokkaido University's biology expertise and SoftBank Corp.'s IoT and AI technologies, with the aquaculture being carried out by the town of Bifuka.

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Creating New Business through Open Innovation

Value Creation 3   Build Systems to Recruit and Develop Human Resources to Lead Growth and Create New Businesses

Research and Development in Support of Operations

Joint Research on the Smart Aquaculture of Sturgeon Launched in February 2020

In addition to the real-time collection and analysis of underwater and above-water image data and environmental data using IoT devices, our joint research on the smart aquaculture of sturgeon uses 3D computer graphic (CG) simulation data of individual sturgeon swimming in a variety of virtual environments based on a CG musculoskeletal model of the sturgeon. The 3D CG model of the sturgeon is generated based on the skeleton and muscles of the fish. Unlike conventional animation models, it reproduces realistic musculoskeletal 3D CG that enables biologically based simulation. By promoting the use of detailed fish 3D CG, we aim to contribute to a wide range of fields in the fisheries industry, including aquaculture, education and R&D.
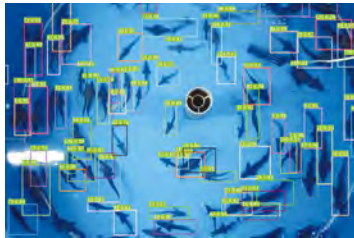
Sturgeon tracking result

Sturgeon musculoskeletal model

This joint research is expected to produce results that will help secure sustainable fishery resources. The project will continue to examine the potential and feasibility of various technologies in the fisheries industry with the aim of establishing low-cost, safe and environmentally friendly aquaculture methods using IoT and AI.

Launch of SoftBank Fish Cages Research Aimed at Optimizing Feeding in Red Seabream Aquaculture Using IoT and AI

In March 2023, we set up SoftBank fish cages for red seabream in Ehime Prefecture to carry out demonstration experiments aimed at optimizing feeding. In prior research, we successfully developed technology to automatically count fish using deep learning. To promote further innovation in aquaculture, SoftBank Corp. set up its own fish cages to carry out novel experiments.

Red seabream tend to avoid underwater cameras, making it difficult to acquire good underwater footage of them. Using our own fish cages, we are acclimating our red seabream to the presence of cameras. This will allow us to not only gather data for behavioral analysis, but observe and track the growth of individual fish. It will enable quantitative evaluations of feeding based on such parameters as feeding methods and amounts, facilitating responses to changes in the physical condition or appetite of fish and thereby enabling enhanced health management and culture efficiency.

We are also using IoT devices and building cloud services for continuous data collection. Data will be collected in the cloud, analyzed using AI and used to optimize feeding amounts and timing. These technologies are expected to not only improve efficiency for red seabream aquaculture professionals, but enable the aquaculture of red seabream using only fishmeal-free plant-based protein, which until now has been a challenge, thereby contributing to ocean sustainability.

By combining AI and IoT, we will blaze the trail toward a sustainable future for
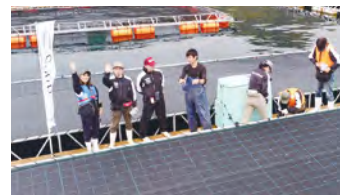
SoftBank fish cages

the fisheries industry and continue to push onward toward a new chapter of the aquaculture industry.

Research Paper Accepted by NeurIPS 2022: Autonomously Simulating Fish Schooling Behavior Using Deep Reinforcement Learning

As part of the R&D that supports its businesses, SoftBank Corp. presents research papers on its research achievements. A paper authored jointly by SoftBank Corp. and U.S.-based NeuralX, Inc. was accepted by Neural Information Processing Systems 2022 (NeurIPS 2022), a top-ranked conference in machine learning held in New Orleans, in the United States, in November 2022. The paper was titled "DeepFoids: Adaptive Bio-Inspired Fish Simulation with Deep Reinforcement Learning."

Feeding is an extremely important aspect of aquaculture in terms of maintaining the aquatic environment and promoting efficiency. However, feeding is currently dependent on the gut feelings and experience of human staff based on their observations of fish behavior from above the water's surface, as there is no effective way to monitor fish underwater. Until now, no method has been proposed to autonomously simulate fish schooling behavior while accounting for differences in such factors as cage size, fish density and fish species.

In this study, we simulated fish schooling behavior, which is essential to creating a feeding simulation. Using deep reinforcement learning, we showed that fish behave differently in sparse and dense conditions and verified our results by comparing them to actual video footage.

With further research, we expect that the simulation of feeding conditions will enable us to propose optimal feeding methods based on cage size, fish species, fish numbers and environmental conditions.

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Contributing to the Global Environment with the Power of Technology

Realizing a Carbon-neutral, Recycling-oriented Society

Addressing environmental problems is an important management issue. We want to avoid degrading the planet and instead leave it richer for future generations. We use cutting-edge technologies to improve power efficiency and promote renewable energy use while implementing climate change countermeasures and working toward a recycling-oriented society.

The 27th session of the Conference of the Parties to the United Nations Framework Convention on Climate Change (COP 27) reaffirmed the Paris Agreement's 1.5°C target (to limit the average global temperature increase to 1.5°C above pre-industrial levels). Companies are being called upon to strengthen and accelerate their climate change countermeasures to help achieve this target. Against this backdrop, SoftBank Corp. is advancing activities under the Carbon-Neutral 2030 Declaration, aiming to reduce greenhouse gas (GHG) emissions from business activities, such as those from electricity use, to essentially zero by 2030. We are also working toward net zero emissions throughout the supply chain, including suppliers and business partners, by 2050 to contribute to societal decarbonization.

To reduce CO_2 emissions, we are working to effectively utilize renewable energy, transition to energy-saving equipment, and improve the power efficiency of our facilities and equipment while reducing their environmental burden by using cutting-edge technologies.

At the same time, companies face growing expectations to protect and contribute to natural equity and biodiversity through nature-positive initiatives, reflecting the momentum of the Kunming-Montreal Global Biodiversity Framework adopted in December 2022 at the 15th Conference of the Parties to the Convention on Biological Diversity (COP 15); 30by30, which aims to protect at least 30% of the world's lands and waters by 2030; and the adoption of Japanese government's National Biodiversity Strategy and Action Plan 2023–2030. In light of these growing demands, SoftBank Corp. is conscientious of the impacts of its businesses on ecosystems and works to conserve biodiversity through business and social contribution activities.

Furthermore, to protect the global environment and preserve natural resources, we seek to limit the amount of resources used by our corporate activities and businesses and to promote their recycling and reuse.

We also endeavor to achieve a prosperous society through the spread of renewable energy by promoting and expanding renewable energy-based businesses and services.

Social Issues

- Response to natural disasters caused by global warming and climate change
- Transition to an energy-saving, circular economy that recycles and reuses limited resources
- Growing power consumption with increasing data processing and the concentration of power consumption in urban areas

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

KPI

(1) • Net zero emissions (Scope 1, 2, 3)[1] (FY2050)
 • Carbon neutrality (Scope 1, 2)[1] (FY2030)
  (Ratio of renewable energy to electricity used by the company:[2] 100% by FY2030) (Purchasing non-fossil certificates and demonstrating additionality in renewable energy)
 • Ratio of renewable energy to electricity used by the company:[1] 50% or greater (FY2030)[3]
 • Ratio of renewable energy for base stations: 80% or greater (FY2023)
 • Contribution to the reduction of CO_2 emissions in society as a whole: Spread and expand household energy-saving services through electricity management apps, etc.

1. 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: Other indirect emissions not included in Scope 1 or Scope 2, such as emissions from the company's supply chain activities
2. Total for SoftBank Corp. and Wireless City Planning, Inc.
3. Procurement from new (additional) renewable energy generation (wind, solar, etc.)

(2) • Mobile phones collected for reuse or recycling: 12 million (FY2020-2025)
 • Percentage of decommissioned base stations going to landfill: 1% or less (annually)
 • Promote initiatives related to conserving biodiversity/natural capital
 • Reducing the impact of land development on biodiversity
(3) • Renewable energy power provision: Expand provision of renewable energy power plans

Risks and Opportunities

Risks
- Increasing restoration and prevention costs related to more frequent infrastructure disruption and communication blackouts due to disasters
- Difficulty in securing non-fossil fuel electricity and long-term increase in electricity procurement costs
- Impact on financing due to insufficient environmental efforts
- Insufficient electricity supply to carry out next-generation infrastructure projects

Opportunities
- Expansion of the market for highly energy-efficient solutions that utilize IoT, etc.
- Expansion of businesses related to the sharing economy and renewable energy
- Stabilization of business operations using geographically distributed data centers and super-distributed computing infrastructure (xIPF)
- Securing an affordable and continuous supply of non-fossil fuel electricity

Main Businesses and Initiatives

- Switch electricity used in business activities, including by base stations, to electricity from renewable energy*
- Utilize AI, IoT and other technologies to improve power use efficiency (develop next-generation batteries, etc.)
- Utilize IoT to improve power use efficiency and promote environmental awareness
- Implement initiatives aimed at net zero emissions (Scope 1, 2 and 3) group-wide
- Promote paperless operations through the spread and use of IoT
- Promote recycling (mobile phone recycling, etc.)
- Reduce water resource use and waste in business activities
- Implement initiatives to conserve biodiversity
- Promote the use of clean energy, mainly through SoftBank Denki

* Including the use of non-fossil certificates designated as renewable energy

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Contributing to the Global Environment with the Power of Technology

Key Person Interview

Masato Ikeda

CSR Division Head, Senior Director of the ESG Promotion Office

Protecting the Global Environment

The 2022 United Nations Conference of the Parties of the UNFCCC (COP27) reaffirmed the importance of initiatives based on the Paris Agreement's 1.5°C target. As this shows, international initiatives to address climate change are growing even more important. The Japanese government has announced its target to realize carbon neutrality by reducing overall greenhouse gas (GHG) emissions to net zero by 2050. To help meet this goal, companies must urgently work toward decarbonization. SoftBank Corp. has made contributing to the global environment one of its material issues and is working to address increasingly complex and serious global environmental issues, such as climate change and biodiversity loss.

Working with Group Companies toward Net Zero

Under its Carbon-Neutral 2030 Declaration, SoftBank Corp. aims to reduce GHG emissions from its own business processes and energy consumption (Scope 1 and 2) to zero by 2030. On top of this, we have now announced our "Net Zero" goal of reducing greenhouse gas emissions associated with the supply chain, including those of business partners (Scope 1, 2 and 3), to net zero by 2050. In June 2023, we decided to expand these initiatives to SoftBank Corp. group companies. We are switching to electricity from renewable energy to power base stations and forming renewable energy procurement agreements with renewable energy producers, aiming to procure at least half of the electricity used by the company* from renewable energy sources by 2030. At the same time, we are working to reduce GHG emissions through our business activities, including saving energy by using AI and other new technologies. Meanwhile, our group companies are advancing a wide range of initiatives to reduce GHG emissions, such as selecting environmentally friendly products and services and promoting the uptake and expansion of power-saving services offered through apps.

* Total for SoftBank Corp. and Wireless City Planning, Inc.

Conserving Biodiversity and Realizing a Recycling-based Society

SoftBank Corp. recognizes the importance of conserving biodiversity and realizing a recycling-based society, both for their own sake and in terms of sustainable corporate operations. To conserve biodiversity, we support the international community's target of being nature-positive.

Furthermore, we endorse the principles of the Taskforce on Nature-related Financial Disclosures (TNFD) and are proactively advancing disclosure based on the TNFD disclosure framework. We are also implementing conservation efforts in partnership with local communities. As one such initiative, working with Onna Village in Okinawa Prefecture, we have established the Future and Coral Project, under which we use donations collected online to plant coral seedlings and conduct beach cleanup activities. To realize a recycling-based society, we collect used mobile phones for recycling at our shops across the country. In the three years from FY2020 to FY2022, we collected approximately 7.3 million devices. In addition, we are implementing environmental conservation initiatives in cooperation with municipalities, such as environmental education for elementary and junior high school students and the Zero Litter Project, which uses LINE and IoT-enabled trash cans.

In Closing

I strongly feel that achieving environmental sustainability will require cooperation and dialogue between corporations, government and research institutions. By joining forces with a wide range of stakeholders to tackle social issues and reduce environmental impact through the use of technology, I believe that we can pass on a sustainable planet to future generations. This is a crucial responsibility for us as a company.

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Contributing to the Global Environment with the Power of Technology

Environmental Management

Toward a Brighter Future for People and for Nature

SoftBank Corp. recognizes global environmental problems as an important management issue. To ensure that all executives and employees work together to reduce environmental burden, we have established the Environmental Action Guidelines and set up an environmental management system and corresponding administrative. By proactively promoting the maintenance and preservation of the global environment through our business activities, we seek to contribute to the ongoing development of a sustainable society.

Contribution to climate change countermeasures

Promotion of a recycling-based society

Biodiversity conservation

Environmental Action Guidelines

SoftBank Corp. has established these guidelines under the oversight of the Board of Directors to ensure that all executives and employees work together to reduce environmental burden and contribute to the ongoing development of a sustainable society by proactively working to maintain and preserve the global environment through business activities.

The business activities covered by these guidelines encompass all facilities, equipment, distribution and logistics, as well as business expansion through M&A and the establishment of joint ventures, and entry into new businesses.

- Comply with environmental laws, ordinances and other regulations and requirements.
- Establish an Environment Committee under the oversight of the Executive Officer in Charge of ESG Promotion to establish an environmental management system, set environmental targets for reduction of greenhouse gas emissions, energy saving, resource saving, waste reduction, and water use reduction, and to continue to improve our environmental performance to solve issues in such areas as climate change countermeasures and resource depletion.
- Promote environmentally friendly green procurement in our purchase of office equipment and supplies.

- Strive 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.
- Take into account the business impact on ecosystems and promote initiatives to conserve biodiversity.
- 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.

Environmental Management System

SoftBank Corp. has established Environmental Action Guidelines, an environmental management system, and an administrative structure to promote environmentally friendly corporate activities and support proactive environmental conservation activities. Toward more environmentally friendly corporate activities, we are addressing matters deemed to have a particularly important environmental impact, including global warming prevention, recycling used mobile phones, resource conservation, and limiting the use and emissions of substances specified by the Restriction of Hazardous Substances (RoHS) Directive.*

As environmental awareness increases, companies face increasingly diverse requirements, including demand for environmentally friendly products and services, regulations concerning environmental conservation, and the need for smarter, energy- and resource-saving operations. To quickly respond to these requirements and adapt, we will faithfully perform the PDCA (plan, do, check, act) cycle in our environmental management system, striving for improvement.

SoftBank Corp. has acquired certification under ISO 14001, an international environmental management system standard, for 19 sites designated under the Act on the Rational Use of Energy as type 1 or type 2 designated energy management factories, etc. These include SoftBank Corp.'s headquarters, network centers and data centers.

* RoHS Directive: A European Union directive prohibiting toxic substances in electrical and electronic equipment

Iterative Cycle from Plan to Action

Revise the plan for improvement based on the evaluation and check results

Create a plan in accordance with the Environmental Action Guidelines, considering environmental impact and cost effectiveness

Execute the plan in coordination with the concerned departments while giving necessary instructions

Keep track of the execution status of the plan and evaluate and check its effects

Plan — **Do** — **Check** — **Act**

Environmental Action Guidelines

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Value Creation 1 Contribute to the Mitigation of Climate Change through Technology and Business   Value Creation 2 Promote a Recycling-based Society (Circular Economy)   Biodiversity and Natural Capital Conservation
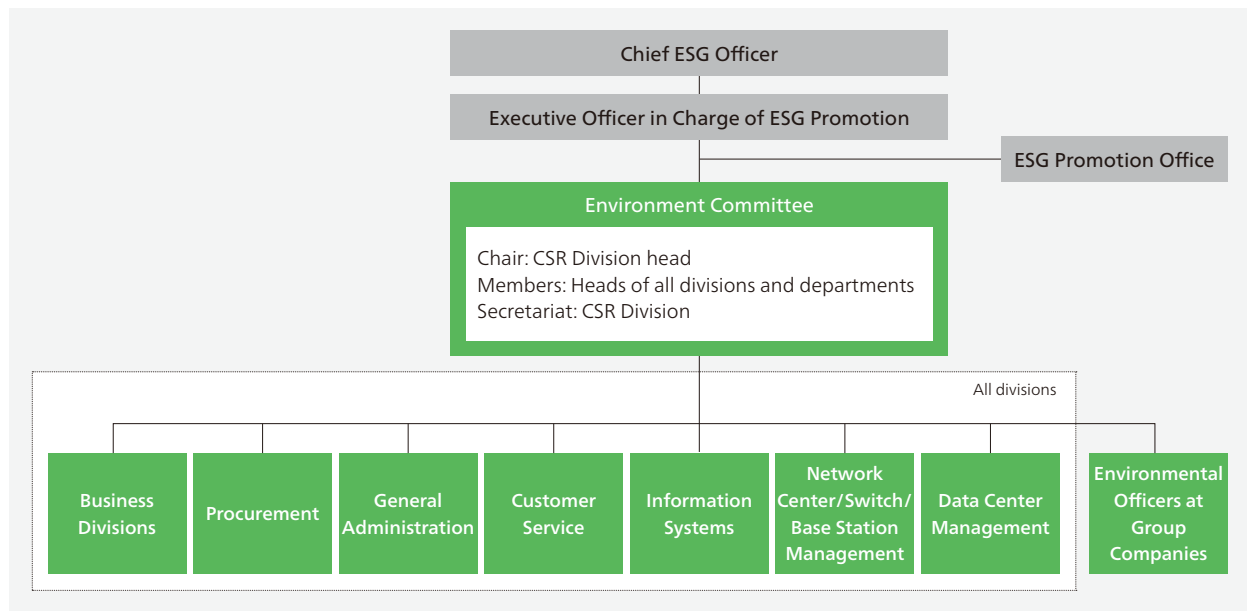Value Creation 3 Realize a Prosperous Society through the Spread of Renewable Energy   ]

Contributing to the Global Environment with the Power of Technology

Environmental Management

Environmental Management Framework

To maintain an environmental management system in compliance with the ISO 14001 international standard, we have established the Environment Committee overseen by the Executive Officer in Charge of ESG Promotion as a cross-divisional organization for considering all environment-related matters. Under this framework, we implement company-wide environmental conservation activities.

Environmental Targets

Category	Target	Main Measures
Climate change countermeasures	Ratio of renewable energy for base stations: 80% or greater (FY2023)	• Procurement of environmental value certificates
	Ratio of renewable energy to electricity used by the company: 50% or greater (FY2030)	• New procurement from renewable energy generation
	• Carbon neutrality (FY2030) • Net zero emissions (FY2050)	• Procurement of environmental value certificates/Implementation of various energy conservation measures Offices, etc. Measures in cooperation with building owners Network centers/data centers Reduce electricity consumption intensity by 1% annually
Promote a recycling-based society	Mobile phones collected for reuse or recycling: 12 million (FY2020-2025)	• Establishment of systems • Dissemination of information
	Percentage of decommissioned base stations going to landfill: 1% or less	• Ensure recycling
Biodiversity conservation	• Promote initiatives related to conserving biodiversity/natural capital • Reducing the impact of land development on biodiversity	• Promote initiatives to reduce the impact of business on biodiversity • Coral conservation activities in Onna Village
Compliance with environmental laws and regulations	Proper handling of industrial waste	Offices • Educate employees • Create manual and contract templates • Set up systems, including consultation contact points Network centers/data centers • Digitize disposal procedures • Ensure thorough compliance with laws and regulations
	Proper handling of waste CFCs	Network centers/data centers • Digitize disposal procedures • Ensure thorough compliance with laws and regulations
	Proper management of plastics	• Curb plastic usage • Set recycling targets • Publish results of efforts to meet targets • Monitor the amount of plastic waste generated

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Contributing to the Global Environment with the Power of Technology

Environmental Management

Compliance with Environmental Laws and Regulations and Internal Audits

Through our environmental management system, we strive to comply with environmental laws and regulations. The company had no violations of environmental laws or regulations, including those related to air, water or soil pollution, in FY2022.

We also regularly conduct internal audits to ensure that our environmental management system fulfills the ISO 14001 requirements and is being implemented in a way that is effective based on our environmental targets. Based on the results of these audits, we identify issues, take corrective measures, review the environmental management system and continuously work toward improvement. As a result of external audits, we maintained ISO 14001 certification in FY2022.

External Audits

At SoftBank Corp.'s headquarters in Tokyo Portcity Takeshiba Office Tower, we are implementing various power-saving measures in line with aims of the Act on the Rational Use of Energy and the Tokyo Metropolitan Environmental Security Ordinance. For example, we have installed such energy-saving technologies as LED lighting automatically controlled by motion sensors and automatic window blinds.

Furthermore, our headquarters, large-scale network centers and data centers have acquired ISO 14001 certification (an international standard for environmental management systems) and are actively working to reduce electricity consumption. We continue to implement energy-saving measures, such as optimizing the temperature settings for air conditioning equipment in base stations and network centers, actively adopting energy-saving equipment, and

systematically replacing aging or obsolete equipment to promote efficiency in energy use. At data centers, in particular, the use of heat flow analysis and localized air conditioning has helped to reduce electricity consumption.

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, regulations and other requirements related to environmental conservation and promote environmentally friendly corporate activities. As a result of a third-party review, we maintained ISO 14001 certification in FY2022.

- Certifying and examining authority: BSI Group Japan K.K.
- Accreditation organization: ANSI-ASQ National Accreditation Board (ANAB)
- Registered certification number: EMS81966
- Date of first certification: September 9, 2004

Main registration scope

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

Third-party Verification of Environmental Data

The FY2022 amounts of greenhouse gas emissions (Scope 1, 2 and 3), energy consumption and industrial waste and water usage have undergone third-party verification by the Japan Quality Assurance Organization (verified ISO 14064-3 and ISAE 3000 compliant with a limited level of assurance).

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Contributing to the Global Environment with the Power of Technology

Environmental Management

Employee Training and Education

Environmental Training for Employees

We regularly conduct e-learning-based environmental education to provide employees with basic knowledge concerning environmental conservation and raise their awareness. The curriculum enables all employees to learn about broad-ranging environmental conservation topics.

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.

This environmental e-learning content can be used on iPads and iPhones, facilitating the effective use of employee time. In FY2022, we provided e-learning focused on climate change countermeasures, and 75.4% of employees participated.

Green Procurement

Promoting Products That Help Reduce CO_2 Emissions

In order to contribute to the sustainable development of society, SoftBank Corp. has established the Green Procurement Guidelines, which explain its fundamental approach to green procurement to our suppliers. 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 promoting product procurement that helps reduce CO_2 emissions. Moving forward, we will ensure that we carry out business activities that prioritize the environment by welcoming voluntary and proactive proposals from our suppliers and joining forces with them to conduct environmental conservation activities.

* ICT Ecology Guideline Council: 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 Corp. is building communication channels between users and NPOs via Connected through Fundraising, a platform that allows users to make donations along with their SoftBank smartphone payments, and Yahoo! JAPAN Internet Fund Raising, which is one of Japan's largest donation portal sites and operated by Yahoo Japan Corporation. Through the construction of these channels, we aim to create opportunities for new activities.

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

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

When conducting these activities, we utilize Yahoo! JAPAN Internet Fund Raising to collect donations from a large number of supporters. We have received donations from more than 47,000 individuals through to date. Their support has been providing power to our activities.

We hope that the children who experience nature through these activities will someday teach their own children about the importance of protecting the natural environment. And, over time, through this rich chain of caring for nature, we hope many adults will get involved in conservation efforts.

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Contributing to the Global Environment with the Power of Technology

Value Creation 1   # Contribute to the Mitigation of Climate Change through Technology and Business

Contributing to measures to combat climate change is our responsibility as a company. SoftBank Corp. is using renewable energy and leveraging AI, IoT and other cutting-edge technologies to increase power efficiency in an effort to help realize a sustainable society. Furthermore, SoftBank Corp. endorses the Paris Agreement, the new international framework for reducing greenhouse gas (GHG) emissions that has superseded the Kyoto Protocol from 2020 onward. To help meet the agreement's emissions reduction targets, we are working to reduce GHG emissions through business activities and advancing initiatives aimed achieving net zero emissions throughout the supply chain, including business partners, in order to help realize decarbonization across society.

Net Zero Efforts with Group Companies

2030	2050
Toward virtually zero greenhouse gas emissions	Toward virtually zero greenhouse gas emissions, including the supply chain
CARBON NEUTRAL 2030	→ NET ZERO

SoftBank Corp. made its Carbon-Neutral 2030 Declaration in May 2021, aiming to reduce Scope 1 and 2 GHG emissions—emissions from business processes and energy consumption—to zero by 2030 through the use of AI, IoT and other cutting-edge technologies for energy conservation. On top of this, in August 2022, we announced our "Net Zero" goal of achieving net zero emissions for the entire supply chain, including Scope 3, by 2050. Furthermore, to accelerate decarbonization across society, in June 2023 we expanded our Net Zero initiatives to include group companies.[1]
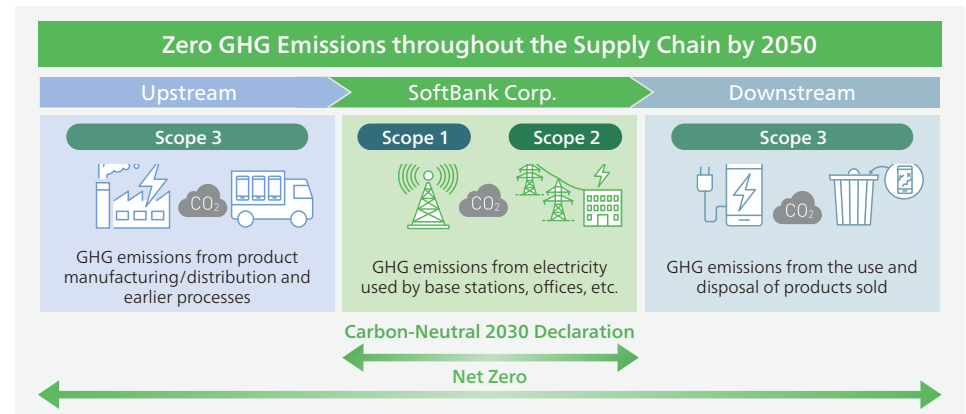
Coinciding with this move, SoftBank Corp. submitted a commitment letter to the Science Based Targets initiative (SBTi[2]), an international climate change initiative, to have the Net Zero targets for greenhouse gas emissions verified as science-based.[3]

1. Consolidated group companies
2 ➜ **SBTi (Science Based Targets initiative)**
3. SoftBank Corp.'s short-term targets received SBT verification in June 2021.

Participation in Ministry of the Environment Model Project
SoftBank Corp. participated in the Ministry of the Environment's FY2022 Model Project for Promoting Decarbonization of the Entire Supply Chain of Large Corporations. As part of the project, we studied emissions reduction measures aimed at achieving net zero emissions by 2050 and formulated a roadmap to 2050. Based on this roadmap, we are working with related parties within and outside the group to promote effective initiatives aimed at net zero emissions.

Zero GHG Emissions throughout the Supply Chain by 2050

Upstream	SoftBank Corp.	Downstream
Scope 3	Scope 1 Scope 2	Scope 3
GHG emissions from product manufacturing/distribution and earlier processes	GHG emissions from electricity used by base stations, offices, etc.	GHG emissions from the use and disposal of products sold

Carbon-Neutral 2030 Declaration
Net Zero

SoftBank Corp.'s Primary Initiatives Aimed at Net Zero Emissions

Scope 1 Direct GHG emissions from the company itself (fuel burning and industrial processes)	**Renewable energy** • Convert all electricity usage to renewable energy sources by fiscal 2030 • Sign long-term renewable energy procurement contracts to switch to renewable energy with additionality for at least 50% of the electricity used by the company* by FY2023
Scope 2 Indirect emissions from the purchase of electricity, heat or steam	**Energy efficiency** • Utilize AI and IoT to promote electricity usage efficiency and energy savings • Reduce environmental impacts by developing next-generation batteries • Improve electricity usage efficiency with super-distributed computing infrastructure (xIPF) **Data center initiatives** • Deploy distributed AI data centers that utilize green energy
Scope 3 Emissions Indirect emissions other than those in Scope 1 and 2 (emissions from other companies associated with the activities of the company)	• Develop emission reduction guidelines for business partners • Participate in the Ministry of the Environment's model project to promote decarbonization across the entire supply chain in order to establish emission reduction plans • Reduce GHG emissions related to commuting by promoting telework

* Total for SoftBank Corp. and Wireless City Planning, Inc.

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Contributing to the Global Environment with the Power of Technology

Value Creation 1   ## Contribute to the Mitigation of Climate Change through Technology and Business

Net Zero Efforts with Group Companies

Main Initiatives to Achieve Net Zero at Group Companies

SB C&S Corp.

SB C&S

- Promote the selection and sale of environmentally conscious products and services
- Promote the sale of cloud-based platforms
- Conduct surveys on and request cooperation from suppliers regarding efforts to reduce environmental impacts

SB Power Corp.

SB Power

- Jointly promote the utilization of renewable energy with SoftBank Corp.
- Spread and expand energy-saving services for households through the Eco-Denki App and other means

SB Technology Corp.

SB Technology

- Reduce greenhouse gas emissions both for customers and in-house by promoting cloud-based services
- Reduce transportation costs and GHG emissions by providing paperless

Z Holdings Corporation

Z HOLDINGS

- Construct, renovate, acquire and operate data centers with power usage effectiveness (PUE)* of under 1.5
- Procure renewable energy necessary for operating data centers

Yahoo Japan Corporation

YAHOO! JAPAN

- Convert the power supply of data centers in the U.S. state of Washington to 100% renewable energy sources
- Reduce Yahoo! JAPAN Shopping re-deliveries by strengthening deliveries at specified times and doorstep deliveries and through delivery status coordination

LINE Corporation

LINE

- Promote the conversion of electricity usage at offices and data centers to electricity from renewable energy
- Reduce energy consumption by reducing server storage burden through the utilization of data processing technologies developed in-house

ASKUL Corporation

ASKUL

- Use electric vehicles for last-mile delivery
- Convert 65% of electricity used by the entire group, including at headquarters, logistics centers, and subsidiaries, to renewable energy sources

ZOZO, Inc.

ZOZO

- Convert electricity used at headquarters and logistics bases to 100% renewable energy sources
- Improve loading efficiency when shipping from logistics bases to reduce CO_2 emissions from product transportation
- Implement Yamato Transport's "EAZY" to reduce CO_2 from re-deliveries

* Power usage effectiveness (PUE): An indicator of the efficiency of data centers and similar facilities

Improving the Visibility of CO_2 Emissions in Route Searching (Yahoo! JAPAN)

Yahoo! JAPAN MAP (a map app), Yahoo! Car Navi (a car navigation app), and Yahoo! Transfer Guide (a train route/transfer lookup app), provided by Yahoo Japan Corporation, launched a new function in February 2023 that allows users to see the CO_2 emissions from the options that come up when searching for a route, enabling them to choose an environmentally friendly route.

According to a survey by the Ministry of Land, Infrastructure, Transport and Tourism, the transportation sector, including automobiles and railways, accounts for close to 20% of Japan's total CO_2 emissions. This finding suggests that, in addition to efforts by companies, civic organizations and the government, it is important for individuals to be aware of reducing their CO_2 footprint in such aspects of daily living as individual transportation. The Ministry's *White Paper on Land, Infrastructure, Transport and Tourism in Japan, 2022,* meanwhile, states that effectively and continuously incorporating the perspective of decarbonization into daily life will be necessary to mobilize great numbers of people to take long-term, ongoing steps toward decarbonization.

Against this backdrop, Yahoo! JAPAN launched the new function to cultivate an awareness of CO_2 emissions among the many users of these apps by displaying CO_2 emissions within the services they already use when taking transportation in their daily lives. Under its mission, "Making Japan more convenient, with the power of information technology," Yahoo! JAPAN is advancing measures to address climate change while fostering an awareness of CO_2 emissions reduction among users through these three transportation-related services in order to help realize a sustainable society.

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Contributing to the Global Environment with the Power of Technology

Value Creation 1   Contribute to the Mitigation of Climate Change through Technology and Business

Working toward Decarbonization

Shift to Renewable Energy for Power Used at Base Stations

SoftBank Corp.'s main business is the mobile communications business. The annual greenhouse gas emissions from our business activities total approximately 680,000 tons CO_2 equivalent (FY2019 results), more than half of which is attributable to power use at base stations across Japan. Our total annual greenhouse (GHG) gas emissions are equivalent to those of approximately 250,000 ordinary households. In order to reduce GHG emissions, we have decided to switch to electricity from renewable energy supplied by SB Power.* In FY2022, 72.1% of base station power came from renewable energy, and we aim to increase this to 80% or more in FY2023.

* Electricity supplied from effectively 100% renewable energy, with zero net CO_2 emissions, achieved by combining non-fossil certificates designated as renewable energy.

Increased Power Efficiency Utilizing AI and IoT

Utilizing cutting-edge technologies, such as AI, IoT and big data to analyze vast amounts of environmental data with AI machine learning is thought to be capable of predicting impacts on the global environment. Since various measures can be implemented based on these predictions, the utilization of cutting-edge technology to address environmental problems is attracting attention around the world.

By fully utilizing its cutting-edge technologies, such as AI and IT, and synergies with group companies, SoftBank Corp. is advancing measures to improve the power efficiency of its facilities and equipment and to reduce its environmental burden.

Initiatives at Base Stations and Network Centers

At network centers in Toda City, Saitama Prefecture, and elsewhere, we have installed solar panels with a power generation capacity of approximately 10,000 kWh per year.

Additionally, we have set up wireless base stations equipped with solar panels ("eco base stations"). Under good weather conditions, these solar panels are capable of producing all the energy needed to operate the stations.

Data Center Initiatives

SoftBank Corp. group companies Yahoo Japan Corporation and IDC Frontier Inc. are striving to improve the energy efficiency of their data centers.

The Kitakyushu Data Center is the first large-scale commercial data center in Japan to implement ambient air cooling. This environmentally friendly data center saves energy by optimizing its air conditioning efficiency.

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 from outside covers more than 90% of the data center's annual air conditioning load.

Office Initiatives

At the Tokyo Portcity Takeshiba Office Tower where SoftBank Corp.'s headquarters are located, we are saving energy through efficient building management. For example, we have installed LED lighting automatically controlled by motion sensors and automatic window blinds that increase air conditioning efficiency.

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Contributing to the Global Environment with the Power of Technology

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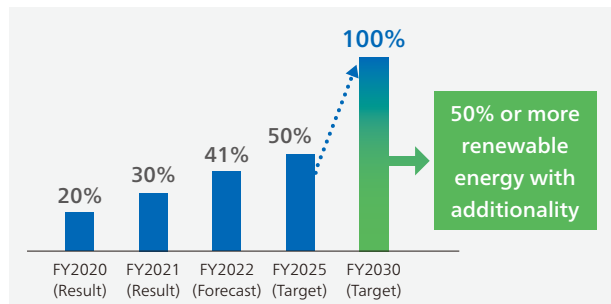
Working toward Decarbonization

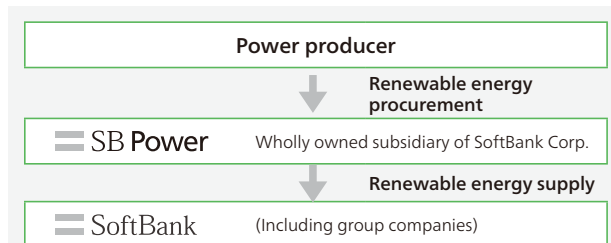### Adoption of Renewable Energy with Additionality

By procuring new renewable energy, we aim to procure all of the electricity we need for our telecommunications business from renewable energy generation in the future. By entering into long-term renewable energy procurement contracts, we will reduce greenhouse gas emissions by switching to renewable energy with additionality[1] for at least 50% of the electricity used by the company[2] by FY2023, contributing to the achievement of carbon neutrality at the levels of the company and society.

1. Procurement from new (additional) renewable energy generation (wind, solar, etc.)
2. Total for SoftBank Corp. and Wireless City Planning, Inc.
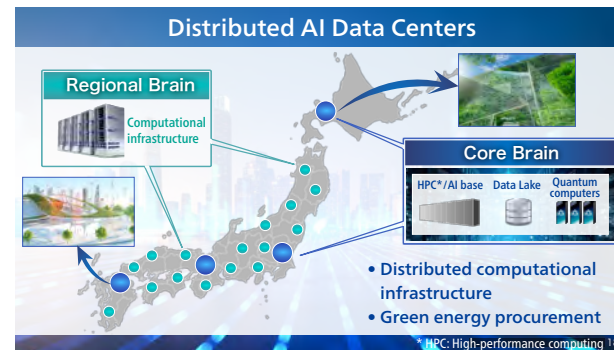
▼ Renewable Energy

- FY2020 (Result): 20%
- FY2021 (Result): 30%
- FY2022 (Forecast): 41%
- FY2025 (Target): 50%
- FY2030 (Target): 100%
- 50% or more renewable energy with additionality

▼ Procurement Scheme

Power producer
↓ Renewable energy procurement
SB Power   Wholly owned subsidiary of SoftBank Corp.
↓ Renewable energy supply
SoftBank   (Including group companies)

Building Distributed AI Data Centers

SoftBank Corp. believes that the development of a next-generation society incorporating AI that autonomously works with humans will require the creation of next-generation infrastructure capable of generating and processing vast amounts of data. Currently, many data centers are located in Tokyo and Osaka, resulting in the concentration of data processing and power consumption in urban areas. As such, if data processing and power consumption continue to increase without other changes, the risk of power outages in urban areas will increase. To address this issue, we will build around four data centers with large-scale computing capacity ("core brains") distributed across Japan, as well as mid-sized data centers ("regional brains") located in regional areas where they will be able to stably procure power from green energy development. In addition, we will use multi-access edge computing (MEC) at points close to where smartphones and other devices are used to build distributed AI data centers. The implementation of distributed AI data centers will enable the distributed processing of data, which is expected to increase exponentially, and bolster overall computational capacity while optimizing power consumption.

Distributed AI Data Centers

Regional Brain
Computational infrastructure

Core Brain
HPC*/AI base   Data Lake   Quantum computers

- Distributed computational infrastructure
- Green energy procurement
* HPC: High-performance computing

Reducing Environmental Load by Developing Next-generation Batteries

SoftBank Corp. is working to reduce environmental burden through R&D aimed at the development and practical application of next-generation batteries. In June 2021, we established the SoftBank Next-generation Battery Lab to test and evaluate next-generation batteries from around the world in order to help quickly commercialize next-generation batteries. Furthermore, in April 2022, we established the Research Institute of Advanced Technology to conduct R&D aimed at the practical implementation of new technologies. The Institute is engaged in R&D related to high-specific energy (energy capacity per unit of mass) next-generation batteries.

In March 2023, SoftBank Corp. announced it developed a battery pack for stratosphere-based high-altitude platform stations (HAPS) using a high-specific energy lithium-metal battery cell developed jointly with Enpower Japan Corp. Working in cooperation with ENAX Inc., SoftBank Corp. succeeded in reducing the weight of the battery pack components, bringing the companies much closer to building a battery pack with a specific energy of 300 Wh/kg. A charge-discharge cycle test in the stratosphere using the battery pack conducted from January 30 to February 2, 2023 demonstrated successful operation in stratospheric conditions, a first for such battery packs.

Battery pack for HAPS

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Contributing to the Global Environment with the Power of Technology

Value Creation 1 — Contribute to the Mitigation of Climate Change through Technology and Business

Working toward Decarbonization

Initiatives through the ETI-CGC Industry-academia Collaborative Platform

Together with 11 other major Japanese companies, SoftBank Corp. is participating in the Energy Transition Initiative-Center for Global Commons (ETI-CGC), an initiative led by the University of Tokyo to study Japan's energy transition. We are participating as leader in the communications industry. ETI-CGC is engaged in discussions of pathways for Japan to achieve decarbonization (net zero GHG emissions) by the middle of this century. By providing information about these discussions to the world, ETI-CGC aims to promote understanding of the decarbonization initiatives in countries around the world that, like Japan, face a variety of complicating circumstances in this area. Through industry-academia collaboration based on a common aspiration to realize carbon neutrality, we are seeking the optimal pathway for Japan.

Currently, we are discussing items to be considered in the energy sector, including scenario formulation that classifies energy sources required to achieve carbon neutrality; changes in the energy mix; and changes in energy demand in each sector. ETI-CGC presented an interim report on analysis of Japan's net zero in 2050 scenario at COP27 in November 2022, and on June 2023 presented a further interim report on said scenario titled "Net Zero Japan 2050 - Summary for Business Leaders."

SoftBank Corp. will leverage its insights gained through the operation of telecommunications infrastructure as it participates in various ETI-CGC activities, including the drafting of policy recommendations. By doing so, we aim to contribute to the realization of the government of Japan's goal of reducing GHG emissions to net zero by 2050.

Invigorating Carbon Credit Markets: Participation in the Natural Capital Credit Consortium

The Taskforce on Scaling Voluntary Carbon Markets (TSVCM), established to expand carbon credit markets in the private sector, has made recommendations on the importance of invigorating future credit market, including pointing out the need to expand current credit markets by a factor of 15 or more to achieve net-zero emissions at the societal level. Japan's carbon credit markets have traded mainly government-led credits, including the conventional J-Credit scheme and joint crediting mechanism (JCM), as well as the GX league launched in 2023, while private sector-led voluntary credits like those in Europe and the United States remain underdeveloped. In order to invigorate the carbon credit market in Japan going forward, it will be necessary to promote more active use of both government-led credits and voluntary credits. In addition to credits based on greenhouse gas (GHG) emissions reductions through the adoption of renewable energy or energy-saving efforts, credits can be generated based on other GHG emission reduction effects, such as those of reforestation, tree thinning and other forestry initiatives. However, challenges remain in increasing the accuracy and reliability of credit creation in such areas.

SoftBank Corp. has joined the Natural Capital Credit Consortium (NCCC), an alliance working to invigorate Japan's carbon credit markets and promote the creation of new carbon credits. The NCCC is chaired by Shunsuke Managi, director of the United Nations Inclusive Wealth Report and distinguished professor and director of the Urban Institute at Kyushu University. The NCCC currently has

44 corporate members. The consortium aims to reinvigorate regional areas and contribute to decarbonization through the creation of carbon credits using regional forests and agricultural land. To participate and contribute using its strengths in technology, SoftBank Corp. worked with NCCC to provide its e-kakashi agricultural AI brain for use in the verification testing of estimating the CO_2 absorption of trees and other plants in multiple municipalities. e-kakashi uses environmental data, such as soil temperature acquired from e-kakashi sensors, with a proprietary algorithm to estimate the amount of CO_2 absorbed by grassy areas and forests.

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Contributing to the Global Environment with the Power of Technology

Value Creation 1 Contribute to the Mitigation of Climate Change through Technology and Business

Disclosure Based on the TCFD Recommendations

Amid mounting climate change risks due to global warming, there is a growing trend of assessing the financial impact of climate change on corporate businesses. The Task Force on Climate-related Financial Disclosures (TCFD) is an international initiative established by the Financial Stability Board (FSB) in 2015 to encourage companies to disclose information on the financial implications of the risks and opportunities that climate change presents to their businesses.

We believe that assessing climate-related risks and opportunities in our business activities and proactively disclosing and enhancing information in line with the framework of governance, strategy, risk management, and metrics and targets recommended by the TCFD for companies is crucial for sustainable corporate growth and is an important part of our responsibility to help realize decarbonization across society.

Support for the TCFD Recommendations

In April 2020, SoftBank Corp. announced its support for the TCFD Recommendations. Based on the TCFD Recommendations, we are proactively working to implement and enhance disclosure.

Governance

We regard contribution to the realization of a sustainable society as an important management issue, and have identified material issues to be addressed to this end, one of which is "Contribute to the mitigation of climate change through technology and business." We have established the ESG Promotion Committee as an advisory body to the Board of Directors to promote measures related to climate change. SoftBank Corp.'s President and Representative Director

assumes the position of Chief ESG Promotion Officer and, under the supervision of the Board of Directors, has final responsibility for overall sustainability activities, including strategies related to climate change-related risks and opportunities. In addition, to advance internal climate change-related initiatives, we have established the Environment Committee under the direction of the Chief ESG Promotion Officer and the Executive Officer in Charge of ESG Promotion. The Environment Committee is chaired by the General Manager of the CSR Division, consists of environmental managers from our business units and group companies, and promotes specific measures to achieve Carbon-Neutral 2030.

Strategy

SoftBank Corp. operates a telecommunications business that includes 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 consider strategies for adapting to possible future events caused by climate change, SoftBank Corp. conducts scenario analyses of two scenarios: a 1.5°C scenario in which decarbonization proceeds rapidly, and a 4°C scenario in which climate change countermeasures stall and global warming advances further. We have identified risks that are expected to occur by 2050 and which will have a particularly large financial impact on businesses, including upstream and downstream areas of the value chain.

Climate Change-related Risks and Opportunities

Under a 1.5°C global warming scenario, the scenario analysis identified that while reputational and technological risks are limited, there are potential regulatory risks such as carbon taxes associated with increased electricity use. In the 4°C scenario, the risks are limited from sea level rise and temperature rise, but we identified the risk of more frequent

base station outages due to power outages caused by heavy rainfall. In terms of risk countermeasure and opportunities, we have decided upon Carbon-Neutral 2030, in which all electricity and other energy used in our business activities will be renewable energy by FY2030, established a plan to promote the use of renewable energy for base station power, and set a KPI regarding the provision of electricity from renewable energy sources for one of our material issues. As an interim goal of the Carbon-Neutral 2030 Declaration, we plan to complete the conversion of at least 70% of base station electricity to renewable energy by FY2022, and to move toward achieving carbon neutrality in FY2030.

Impact on Business Strategies and Financial Planning

Under the 1.5°C scenario, we assumed that there would be no acute or chronic physical risks from climate change at a level that would affect our business, but that policies, laws and regulations to combat climate change would be strengthened; we estimated the impact of a carbon tax on par with those in Europe. Furthermore, we will closely monitor the future developments of carbon pricing as a domestic regulatory measure. In the 4°C scenario, we assumed that there would not be strengthening of policies, laws and regulations, including the strengthening of climate change countermeasures, and that transition risks in the areas of technology, markets and reputation would not materialize. However, under this scenario, we expect to see physical impacts of climate change, such as more severe extreme weather events. Based on the ¥770 million cost of restoration for damage in FY2019, which was the most severe damage incurred by company due to heavy rainfall in recent years, we have estimated the potential financial impact that is expected to occur in the future. Based on our analysis of the financial impact of disaster recovery costs, we have secured an appropriate budget and are prepared to respond quickly.

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Contributing to the Global Environment with the Power of Technology

Value Creation 1   Contribute to the Mitigation of Climate Change through Technology and Business

Disclosure Based on the TCFD Recommendations

▼ Identified Risks and Opportunities

Risk type	Category	Identified Risks	Scenario	External Scenario	Financial Risks[1,2]			Response Measures/Opportunities
					Short-term	Medium-term	Long-term	
Transition Risk	Policy and Legal	Increased tax burden due to introduction of carbon tax	1.5°C scenario	IEA:NZE/ SDS/STEPS	Small	Small	Small	• Achieve the Net Zero target (FY2050) • Achieve carbon neutrality (FY2030)
	Technology	Impact on business promotion due to delay in introduction of energy-saving technologies			Small	Small	Small	• Switch to energy-saving equipment • Improve efficiency of electricity use through the use of AI and IoT
	Market	Impact on sales due to delays in providing decarbonization services			Small	Small	Small	• Promotion of renewable energy power supply • Expansion of remote services and e-commerce markets to reduce travel • Expansion of businesses related to the sharing economy • Expansion of the market for energy-efficient solutions
	Reputation	Damage to brand image and impact on stock price if decarbonization efforts are deemed insufficient			Small	Small	Small	• Proactive information publication • Contribution to the reduction of CO_2 emissions in society as a whole • Encourage people to change their behavior through online fundraising, etc.
Physical Risk	Acute	Increased repair costs due to increased base station damage	1.5°C scenario	IPCC SSP1-1.9	Small	Small	Small	• Reinforcement of power supply, installation of generators and long-life batteries • Improved wind pressure resistance of antenna support columns • Backbone network redundancy • Construction of a high-altitude communication network in the stratosphere
			4°C scenario	IPCC SSP5-8.5	Small	Small	Small	
	Chronic	Increased air conditioning costs due to rising temperatures	1.5°C scenario	IPCC SSP1-1.9	Small	Small	Small	• Switch to energy-saving equipment • Improve efficiency of electricity use through the use of AI and IoT
			4°C scenario	IPCC SSP5-8.5	Small	Small	Small	

1. Financial risk: Impact on consolidated operating income is described in three levels (large, medium and small).
2. Time horizons: Short-term (2023), medium-term (–2025), and long-term (2026–)

Risk Management

Climate change-related risks are selected and reviewed by the Environment Committee under the supervision of the Executive Officer in Charge of ESG Promotion. The identified risks are analyzed, taking into consideration various external factors, and evaluated by the Executive Officer in Charge of ESG Promotion. As a result of the scenario analyses in FY2022, it was confirmed that there are no significant risks related to changes in strategy.

Integration into the Company-wide Risk Management Process

In order to identify and prevent the manifestation of company-wide risks, we have established a management system that analyzes risks from various angles within the company. Each division includes risks in considerations when proposing measures at the applied business level. In addition, the Risk Management Division periodically identifies company-wide and comprehensive risks, checks the status of countermeasures, and reports the results to the Risk Management Committee. The Risk Management Committee determines the level of importance of risks and the person responsible for dealing with them (risk owner), issues instructions on countermeasures, and reports the status to the Board of Directors. The Internal Audit Department confirms these overall risk management systems and conditions from an independent standpoint.

Climate change risks managed by the Environment Committee are integrated into company-wide risk management, and through regular risk management cycles, we are working to reduce and prevent risks.

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Contributing to the Global Environment with the Power of Technology

Value Creation 1 Contribute to the Mitigation of Climate Change through Technology and Business

Disclosure Based on the TCFD Recommendations

Metrics and Targets

To manage the risks and opportunities that climate change poses to the company, we manage environmental impact data, including greenhouse gas emissions (Scope 1, 2, and 3). In FY2022, Scope 1 and 2 greenhouse gas emissions totaled 579,919 t-CO_2 and Scope 3 emissions totaled 9,368,649 t-CO_2. This data's coverage extends over 99.4% of consolidated group sales, unless otherwise noted.

Targets and Performance

Our main goal is to achieve carbon neutrality by reducing greenhouse gas emissions from electricity used in our business activities to net zero by 2030.

We used renewable energy for 30% of base station power in FY2020, 50% in FY2021 and 70% in FY2022. In addition, we will promote the reduction of greenhouse gas emissions from all of our other facilities and equipment to achieve net zero greenhouse gas emissions from FY2030 onward.

The carbon neutrality target covers Scope 1 (direct greenhouse gas emissions by the company itself) and Scope 2 (indirect emissions from the use of electricity, heat and steam supplied by other companies) for SoftBank Corp. and its major subsidiaries (representing 100% of consolidated sales).

In June 2023, SoftBank Corp. announced its commitment to achieve net-zero greenhouse gas emissions associated with all business activities (including supply chain emissions) across Scope 1, 2 and 3 by FY2050. At the same time, we also committed to acquiring SBT Net-Zero certification of this long-term target, and have been advancing related initiatives.

Category		Unit	FY18	FY19	FY20	FY21	FY22
Greenhouse Gas (GHG) Emissions (Scope 1, 2)	Total	t-CO_2	693,953	776,104	620,929	708,534	579,919
	GHG Scope 1	t-CO_2	11,456	15,803	15,416	10,709	13,998
	GHG Scope 2	t-CO_2	682,497	760,301	605,513	697,825	565,921
	GHG Emissions Intensity[1]	t-CO_2/Gbps	682	628	411	359	249
Greenhouse Gas (Breakdown of Scope 1)	Carbon Dioxide (CO_2)	t	—	—	14,962	10,134	13,427
	Methane (CH_4)	t-CO_2	—	—	293	25	17
	Dinitrogen Monoxide (N_2O)	t-CO_2	—	—	0.03	3.00	2.35
	Hydrofluorocarbons (HFCs)	t-CO_2	—	—	162	547	551
	Perfluorocarbons (PFCs)	t-CO_2	—	—	0	0	0
	Sulfur Hexafluoride (SF_6)	t-CO_2	—	—	0	0	0
	Nitrogen Trifluoride (NF_3)	t-CO_2	—	—	0	0	0
Greenhouse Gas (GHG) Emissions (Scope 3)		t-CO_2	—	5,931,433	3,121,487[2]	8,685,602	9,368,649
Energy	Electric Power Consumption	MWh	1,355,703	1,644,234	1,680,530	2,117,259	2,278,902
	Of which, Renewable Energy Consumption	MWh	44	32,516	324,766	631,248	998,571
	Renewable Energy Rate	%	0.0	2.0	19.3	29.8	43.8
	City Gas	m³	4,554,000	4,508,000	4,914,000	3,256,578	3,067,817
	Heavy Oil A	kL	190	160	198	213	354
	Energy Consumption Intensity[3]	MWh/Gbps	1,332	1,296	1,124	1,084	979
	Electric Power Consumption in Data Centers	MWh	73,670	263,620	271,711	534,275	565,824
	Of which, Renewable Energy Consumption	MWh	0	20,874	23,503	133,946	253,863
	Renewable Energy Rate	%	—	7.9	8.6	25.1	44.9
	Power Usage Effectiveness	—		1.74	1.57	1.50	1.42	1.34

1. Greenhouse gas emissions at 1 Gbps
2. Coverage for FY2020 greenhouse gas emissions (Scope 3) differs from other years
3. Electric power consumption at 1 Gbps
Notes: 1. FY2022 coverage was 99.4% (consolidated net sales basis). However, GHG emissions intensity figures are for SoftBank Corp. alone (non-consolidated).
2. The increase in FY2021 is due to an expansion in boundaries.
3. Scope 1 and 2 emissions and energy consumption were verified by the Japan Quality Assurance Organization, a third-party institution (verified ISO 14064-3 compliant with a limited level of assurance).

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Contributing to the Global Environment with the Power of Technology

Value Creation 1   Contribute to the Mitigation of Climate Change through Technology and Business

Disclosure Based on the TCFD Recommendations

Category		Unit	FY22	Rate (%)	Scope 3 Description of Calculation
Scope 1: Direct Emission			13,998	0.1	—
Scope 2: Indirect Emission of Energy Sources			565,921	5.7	—
Scope 3: Other Indirect Emission			9,368,649	94.2	—
	Category 1: Purchased Goods and Services		2,916,405	29.3	Calculated by multiplying the purchase price of products and services by the CO_2 emission factor, including the procurement and transportation processes
	Category 2: Capital Goods		1,312,591	13.2	Calculated by multiplying the capital investment amount by the CO_2 emission factor of capital goods
	Category 3: Fuel- and Energy-Related Activities Not Included in Scope 1 or Scope 2		1,262,619	12.7	Calculated by multiplying fuel/electric power consumption by the CO_2 emission factor for fuel procurement in manufacturing processes and, for electric power procured for sale from external sources, calculated by multiplying the amount of electric power by the CO_2 emission factor upon fuel procurement
	Category 4: Upstream Transportation and Distribution		147,001	1.5	Calculated by multiplying transportation costs by the CO_2 emission factor for transportation between bases and shipping (Procurement transportation is included in Category 1)
	Category 5: Waste Generated in Operations		1,986	0.0	Calculated by multiplying the weight of industrial waste by the CO_2 emission factor for each kind of waste disposal method
	Category 6: Business Travel	t-CO_2	14,780	0.1	Calculated by multiplying the amount paid for transportation allowances by the CO_2 emission factor for each transportation category, by multiplying the number of days of accommodation by the CO_2 emission factor per day of accommodation, and by multiplying the total travel distance of rental cars by the CO_2 emission factor for each fuel type and maximum loading capacity
	Category 7: Employee Commuting		17,295	0.2	Calculated by multiplying the total commuting distance of employees by the CO_2 emission factor per km of travelers for each transportation category and multiplying the power consumption during telework by the CO_2 emission factor of electric power
	Category 8: Upstream Leased Assets		428,056	4.3	Calculated by multiplying the total floor area of warehouses and rental offices by the CO_2 emission factor per area for each building use and by multiplying the electric power consumption of telecommunications equipment installed and operated at rental properties by the CO_2 emission factor for electric power
	Category 9: Downstream Transportation and Distribution		678,913	6.8	For shipping, it is calculated by multiplying transportation costs by the CO_2 emission factor
	Category 10: Processing of Sold Products		0	0.0	(Not to be calculated)
	Category 11: Use of Sold Products		2,397,972	24.1	Calculated by multiplying the number of products sold/rented by lifelong power consumption of each product and the CO_2 emission factor of electric power
	Category 12: End-of-Life Treatment of Sold Products		160,830	1.6	Calculated by multiplying the total weight of products sold by the CO_2 emission factor for each kind of waste
	Category 13: Downstream Leased Assets		961	0.0	Calculated by multiplying the number of units rented by electric power consumption and the CO_2 emission factor for electric power
	Category 14: Franchises		29,242	0.3	Calculated by multiplying the total floor area of franchise shops by the CO_2 emission factor per area for each building use
	Category 15: Investments		0	0.0	(Not to be calculated)
Total			9,948,568	100.0	

Notes: 1. Coverage (consolidated net sales basis) is as follows. Scope 1, 2: 99.4%; Scope 3: 90.9%
        2. Verified by the Japan Quality Assurance Organization, a third-party institution (verified ISO 14064-3 compliant with a limited level of assurance).

External Evaluations

CDP Climate Change

In recognition of its strategy and response to climate change, in FY2022, SoftBank Corp. received an "A-" rating from the CDP (headquarters: London, UK), an international non-profit organization that conducts environmental assessments of major corporations and cities around the world.

CDP Supplier Engagement Rating

In 2022, SoftBank Corp. was selected for the leaderboard, the highest designation, in the CDP's Supplier Engagement Rating for its efforts to combat climate change throughout the supply chain.

Verified by Science Based Targets

The targets of SoftBank Corp.'s Carbon-Neutral 2030 Declaration, aimed at achieving zero greenhouse gas emissions by 2030, were verified in June 2021 by the Science Based Targets initiative (SBTi) as being based on sound scientific grounds.

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Value Creation 1   Contribute to the Mitigation of Climate Change through Technology and Business

External Evaluations

EcoVadis
In 2022, French evaluation organization EcoVadis awarded SoftBank Corp. a silver rating based on its sustainability questionnaire. Our efforts received high ratings across all four themes: Environment, Labor & Human Rights, Ethics and Sustainable Procurement.

Ministry of the Environment Eco-First
SoftBank Corp. has been certified as an Eco-First Company by the Minister of the Environment for declaring that it will engage in "advanced, unique and industry-leading business activities" in the field of the environment, including measures against global warming, waste and recycling.

Excellent Reliability Report Award in the Ministry of the Environment's Environmental Communication Awards
In recognition of its high level of disclosure in environmental reporting, SoftBank Corp. received the Excellent Reliability Report Award (Chairman's Award of The Japanese Association of Assurance Organizations for Sustainability Information) in the environmental reporting category of the 24th Environmental Communication Awards.

Participation in Industry Associations and Other Projects

Environmental Management Subcommittee of the United Nations Global Compact
SoftBank Corp. is part of 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 gather the most up-to-date information while striving to resolve issues through discussions with other member companies.

GX League
SoftBank Corp. participates in the Green Transformation (GX) League set up by the Ministry of Economy, Trade and Industry. We are working with other participating companies to contribute to the transformation of the overall economic and social system and creation of new markets from the perspectives of achieving carbon neutrality by 2050 and achieving a positive cycle of economic growth and environmental sustainability.

Renewable Energy Council
SoftBank Corp. participates as an associate member in the Renewable Energy Council consisting of prefectures throughout Japan, and the GDC Renewable Energy Council, which consists of government designated cities. Together with local governments from 34 prefectures and 20 cities throughout Japan, we make policy proposals and share information to promote the spread of renewable energy. In FY2022, we made policy recommendations to the Ministry of the Environment and the Ministry of Economy, Trade and Industry regarding the promotion of agile fiscal spending aimed at realizing decarbonization, budgetary measures for achieving the national target of carbon neutrality in 2050, and the implementation of carbon pricing and other measures.

TCA/GSMA
SoftBank Corp. participates in the Climate Action Taskforce, which addresses climate change and other environmental issues as an initiative of the GSM Association (GSMA), an organization of global telecommunications carriers. Furthermore, we have joined the Environmental Committee of the Telecommunications Carriers Association (TCA), which comprises domestic communications operators. Through this committee, we exchange information concerning climate change, circular economy initiatives and other environmental matters with the personnel responsible for environmental concerns at other member organizations.

Membership in the TCFD Consortium
SoftBank Corp. is a member of the TCFD Consortium, which includes companies and financial institutions that support the TCFD recommendations and cooperate to promote relevant initiatives. The 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.

Participation in the Fun to Share Climate Change Campaign
SoftBank Corp. supports the Ministry of the Environment's Fun to Share campaign, through which 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 power and energy conservation measures for using office facilities or conducting operations, as well as recommending seasonally appropriate business attire through the company's intranet.

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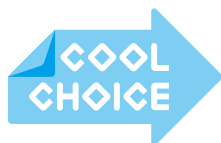# Contributing to the Global Environment with the Power of Technology

Value Creation 1 Contribute to the Mitigation of Climate Change through Technology and Business

Participation in Industry Associations and Other Projects

Endorsement of the COOL CHOICE National Movement

SoftBank Corp. supports the COOL CHOICE national movement being led by the Ministry of the Environment. COOL CHOICE encourages consumers to make smart choices in all aspects of living as a way of mitigating global warming, such as choosing energy-saving, low carbon products, services, and actions. We are promoting awareness in line with the goals of the movement.

As part of our activities to popularize and expand the use of renewable energy, SoftBank Corp. is contributing to addressing global warming by providing a "Shizen Denki"* (electricity from renewable sources) plan that utilizes essentially renewable energy.

* A service that provides 100% renewable energy sourced through the use of non-fossil certificates.

Participation in Public-Private Partnership Council for New National Movement

SoftBank Corp. is participating in the Public-Private Partnership Council for New National Movement, which comprises the national government, municipalities, private companies, civic organizations and consumers, to advance the national movement for new and prosperous lifestyles toward decarbonization, a project of the Ministry of the Environment aimed at transforming the behavior and lifestyles of citizens and consumers to achieve decarbonization. By taking part in the Council, SoftBank Corp. is contributing to the national movement by helping citizens and consumers transition to new lifestyles.

Acquisition of Eco-ICT Mark

SoftBank Corp. 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 determined

by the council. This award recognizes our efforts to reduce CO_2 emissions as a communications operator, which include the formulation of procurement standards that are focused on reducing CO_2 emissions and cover both equipment and services.

Participation in the ETI-CGC Industry-academia Collaborative Platform

SoftBank Corp. is participating in the Energy Transition Initiative-Center for Global Commons (ETI-CGC), an industry-academia collaborative platform established by the University of Tokyo's Center for Global Commons (CGC) together with 13 Japan-based companies to discuss pathways and policies to achieve net zero carbon emissions by the middle of this century.

Membership in Japan Climate Leaders' Partnership

SoftBank Corp. is a supporting member of the Japan Climate Leaders' Partnership (JCLP), an enterprise group aimed at realizing a sustainable decarbonized society. We will contribute to the development of a sustainable society by strengthening our own efforts toward decarbonization through keeping tabs on the latest trends in decarbonization initiatives and by building relationships with companies that are leading the way.

Participation in Future Creation Conference

SoftBank Corp. took part in the Future Creation Conference alongside the Ministry of Economy, Trade and Industry and National Institute of Advanced Industrial Science and Technology to backcast from the future society we aim for to the possible future (transition period) with the aim of studying, proposing and implementing action plans for realization. Discussions at the conference included the actions that Japan should take for green transformation (GX).

Primary Initiatives

Initiatives of Group Companies

Demand Response Service through Eco-Denki App

Group company SB Power Corp. provides the Eco-Denki App free of charge to SoftBank Denki customers. This app enables users to check their past electricity bills and forecast their bill for the coming month. It also provides a Power Saving Challenge, a power-saving (demand response) service that utilizes proprietary AI technology. As of June 2022, these power-saving services were used by the majority of SoftBank Denki customers.

Power Saving Challenge is a service that asks customers to cooperate in saving electricity through the app during periods of peak power use and awards them PayPay points based on their success in doing so. Users can check their power savings and rewards the next day, like a game. In FY2022, Power Saving Challenge led to an annual power savings of 18,010 MWh and an emissions reduction effect of 9,400 t-CO_2.

Furthermore, in August 2022, SB Power began offering the Electricity-Saving Challenge Package, a generic power-saving service for electricity retailers that features the point-granting function of the Power Saving Challenge. As of December 2022, the service was used by five major electricity retailers.

The Eco-Denki App

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Contributing to the Global Environment with the Power of Technology

Value Creation 2

Promote a Recycling-based Society (Circular Economy)

We reduce our environmental impact and contribute to the achievement of a recycling-based society by promoting business activities that are based on sustainable production and consumption through the application of the three Rs (reduce, reuse, recycle) and mobile phone recycling initiatives.

Promoting a Recycling-based Society

In order to effectively use limited resources, SoftBank Corp. promotes the reuse and recycling of used mobile phones and promotes the resource recovery of communication equipment, such as cables and exchanges, used when updating or decommissioning network equipment. Furthermore, SoftBank Corp. contributes to the promotion of a recycling-based society by actively advancing paperless operations through the utilization of smart devices, reducing plastics and waste, and effectively using water resources.

Promotion of 3R Activities through 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, replacing documents that come with devices such as instruction manuals with electronic applications, and utilizing iPads instead of paper documents in stores. 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 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 still-usable mobile phones and tablets has a major environmental impact. 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. In FY2022, we collected a total of 2.22 million used mobile phones for reuse and recycling.

Resource Recovery

As part of our product stewardship efforts, which are aimed at reducing our environmental impact, we recycle used mobile phones, battery packs and other accessories collected from customers, enabling the recovery of such resources as rare metals (palladium, cobalt, etc.), gold, silver and copper. In addition, we strive to 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. We also implement resource recovery from equipment other than mobile phones, such as cables, exchanges, utility poles and other communication equipment waste generated during network equipment replacement or decommissioning.

Recycling Education Activities

In collaboration with local governments and other organizations, SoftBank Corp. holds an environmental class called Risaikuru to teach the importance of recycling through the experience of disassembling mobile phones. By actually disassembling a mobile phone to learn about its structure and materials, and by working with the disassembled mobile phone parts, participants can have fun being creative while better understanding the importance of recycling.

More than 700 children participated in the Risaikuru course between April 2018 and March 31, 2023.

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Contributing to the Global Environment with the Power of Technology

Value Creation 2 ## Promote a Recycling-based Society (Circular Economy)

Promoting a Recycling-based Society

Efforts to Reduce Paper Usage

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 internal and external procedures, including reports and meeting materials. We have successfully reduced paper-based printing by 90% compared to FY2011. In addition, a project to digitize the process of marking official documents with seals in order to improve operational efficiency launched in April 2021 has progressed smoothly, contributing greatly to the promotion of paperless operations.

Use of Environmentally Friendly Materials in Business Tools

Recyclable Paper Bags

All paper bags with company logos used by SoftBank Corp. employees for sales activities are made of recyclable materials. In addition to eliminating plastic lamination on the bag surface, we do not use plastic for the handle.

Handles are tied on, which avoids the need for adhesives or fasteners. The bags use recyclable paper that has been approved by the Forest Stewardship Council® (FSC®), an international non-profit organization established with the aim of disseminating responsible forest management throughout the world. Logos are printed in vegetable ink that is more biodegradable than petroleum-based solvents and emits almost no volatile organic compounds, thereby contributing to reducing environmental load.

Use of Biomass Plastic

We are gradually transitioning to bags made of biomass plastic for use when distributing catalogs and delivering products to customers at SoftBank shops and Y!mobile shops. The new bags have acquired the Biomass Mark and use a high ratio (80%) of plant-derived materials. By transitioning from petroleum-derived plastics to plant-derived biomass plastics, SoftBank Corp. will contribute to CO_2 reduction without compromising customer convenience.

Utilization of Kudzu, an Underused Resource

In March 2021, SoftBank participated in the Kudzu Utilization Consortium in Kakegawa City. We distribute business cards partially made from kudzu to our employees. In addition to reducing the amount of wood pulp used, this helps to promote the kudzu fabric industry, which is a traditional craft of Kakegawa City, and to prevent the impact of kudzu overgrowth on the landscape and ecosystem. Moreover, by distributing business cards, it also fulfills a major role in disseminating information internally and externally.

Business cards made using kudzu

Waste Reduction

Proper Disposal of Waste

Through recycling efforts, we are striving to cut back on the landfill disposal of communications equipment and construction waste associated with network infrastructure. At the same time, we appropriately dispose of waste resulting from business activities in accordance with the Waste Management and Public Cleansing Act.

Reuse of Equipment and Stationery

With the goal of reducing waste for the good of the environment, we have installed a reuse shelf in the employee support center at our corporate headquarters. Departments can place equipment and stationery they no longer need on this shelf, where it can be collected and reused internally. In addition, we have shifted to a system of shared stationery equipment, instead of stationery belonging to individuals or specific departments, and set up lending spaces on each floor.

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Value Creation 3 Realize a Prosperous Society through the Spread of Renewable Energy   ]

Contributing to the Global Environment with the Power of Technology

Value Creation 2   Promote a Recycling-based Society (Circular Economy)

Promoting a Recycling-based Society

Environmentally Conscious Initiatives with Smartphones
Smartphones Made with Recycled Plastic

Recycled plastic is used in the casing of the smartphones SoftBank Corp. provides under the SoftBank and Y!mobile brands. We have also reduced the paper used in packaging for these products by adjusting the materials and structure to realize thinner packaging. Through such efforts, we are promoting ethical, environmentally conscious smartphone sales.
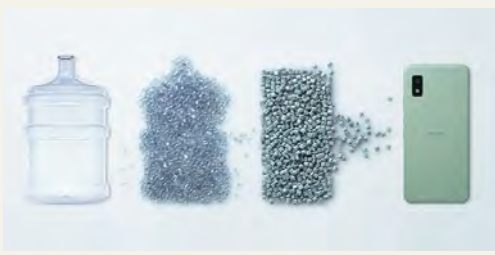
Group Company Initiatives

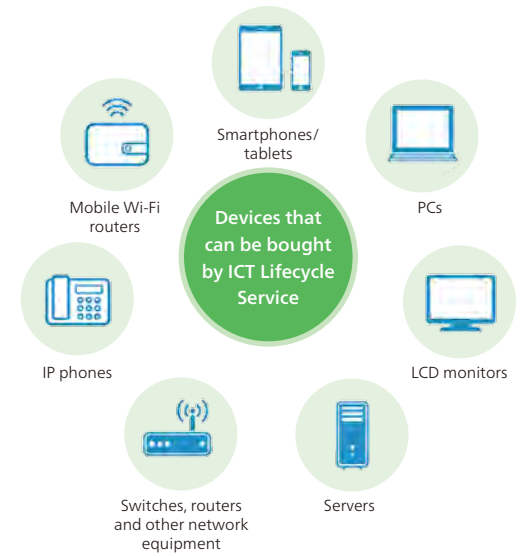### Reducing Environmental Load Internally (Yahoo! JAPAN)

Yahoo Japan Corporation is implementing a range of measures to reduce its environmental load. These include the use of LED lighting throughout its offices, sorting waste into 15 categories, distributing laptop computers to move work processes and documents online, shifting to paperless electronic payslips and recycling paper documents.

In November 2022, Yahoo Japan selected HPE Asset Upcycling Services (AUS), provided by Hewlett Packard Enterprise, to recycle and reuse its end-of-use IT assets. Until now, when removing or disposing of IT devices, Yahoo Japan's hard disc drives and other storage media were not reused, but destroyed with a specialized tool and treated as waste. With AUS, the data on such devices is erased without destroying the devices themselves, enabling their reuse. To prevent security risks associated with not destroying the devices, AUS provides measures at every step of the process, including dedicated lockable cages for Yahoo Japan, sealed trucks, GPS tracking and route reporting. This allows for the reuse of IT assets without compromising on thoroughgoing security measures.

Buying Unneeded ICT Equipment (SB C&S Corp.)

SoftBank Corp. group company SB C&S Corp. provides ICT Lifecycle Service to promote the 3Rs and help realize a circular economy by buying ICT devices that customers no longer need. This comprehensive service extends from device appraisal to transportation and the erasure of data. In December 2022, the cumulative number of devices bought through this service reached approximately 600,000. In addition to promoting environmentally friendly reuse and recycling, the service suppresses the generation of waste and helps reduce the burden of disposal procedures and industrial waste-related costs for companies. SB C&S is creating new products and services to contribute to the formation of a circular economy and protect valuable global resources.

Smartphones/ tablets

Mobile Wi-Fi routers

PCs

Devices that can be bought by ICT Lifecycle Service

IP phones

LCD monitors

Switches, routers and other network equipment

Servers

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Contributing to the Global Environment with the Power of Technology

| Value Creation 2 | Promote a Recycling-based Society (Circular Economy) |

Promoting a Recycling-based Society

Metrics and Targets

We manage data on environmental load in order to contribute to the creation of a recycling-based society. Our main targets are to collect 12 million used mobile phones for reuse or recycling (FY2020–FY2025) and to dispose of less than 1% of decommissioned base stations in landfills.

▼ **Decommissioned Base Station Landfill Disposal Rate/Used Mobile Phones Collected for Reuse or Recycle**

Category		FY2020	FY2021	FY2022
Decommissioned base stations	Landfill disposal rate (%)	0.51	0.20	0.04
Used mobile phones	Collected for reuse/recycling	2,541,078	2,532,827	2,229,218

Note: Values are for SoftBank Corp. (non-consolidated).

▼ **Industrial Waste and Landfill Disposal**

Item (unit)	FY2018	FY2019	FY2020	FY2021	FY2022
Industrial waste (t)	1,092	5,226	6,313	6,196	6,398
Landfill disposal (t)	33	153	831	528	557

Notes:1. FY2022 coverage was 90.7% (consolidated net sales basis).
2. Values increased in FY2019 due to a change in boundaries.
3. The method of calculating the landfill disposal amount was changed from FY2020.
4. Verified by the Japan Quality Assurance Organization, a third-party institution (verified ISAE 3000 compliant with a limited level of assurance).

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 company-wide basis under the supervision of the executive officer in charge.

▼ **Water Usage**

Category	FY2020	FY2021	FY2022
Water usage (m³)	1,330,834	675,729	731,594

* For offices not equipped with meters, consumption is estimated based on floor area using data on consumption per unit of floor area for the SoftBank Corp. group.
Notes:1. FY2022 coverage was 75.8% (individual company net sales basis).
2. Due to a change in definition in FY2022, the figures for FY2021 have been retroactively adjusted.
3. Verified by the Japan Quality Assurance Organization, a third-party institution (verified ISAE 3000 compliant with a limited level of assurance).

Water Risk and Water Resource Management Initiatives

We are implementing water usage management initiatives, including setting water usage targets and regularly managing and evaluating progress on relevant activities.

At Tokyo Portcity Takeshiba Office Tower, where SoftBank Corp.'s headquarters is located, rainwater is collected via a roof drain. Kitchen wastewater is also collected, stored and sterilized. The collected water is reused for flushing toilets, reducing non-potable service water use by more than 30%.

In addition, on each floor, we have fitted hot water supply systems with water-saving equipment and installed noise machines in toilet stalls to reduce the number of times toilets are flushed. We are also raising employee awareness regarding water conservation by informing them of these activities through our intranet and other media.

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Contributing to the Global Environment with the Power of Technology

Biodiversity and Natural Capital Conservation

SoftBank Corp. supports the international community's goal of being nature positive. To that end, we are promoting efforts to reduce impacts on biodiversity and address deforestation due to land development associated with business activities, including the value chain. Furthermore, we endorse the principles of the Task Force on Nature-related Financial Disclosures (TNFD) and actively promote information disclosure based on the TNFD disclosure framework. In order to ensure a sustainable planet with functioning ecosystems for future generations, we promote initiatives related to biodiversity conservation within our business operations and ask all of our suppliers (tier-1 and non-tier-1) and business partners to cooperate, as well. We also work with external partners to conserve biodiversity through business activities and social contribution activities.

Biodiversity Conservation

Governance

SoftBank Corp. has established the ESG Promotion committee as an advisory body to the Board of Directors. The President and CEO serves as the Chief ESG Officer and bears ultimate responsibility for overall sustainability activities under the supervision of the Board of Directors. In FY2023, the ESG Promotion Committee established a policy on biodiversity and a material issue KPI regarding the mitigation of biodiversity impact associated with land development.

Strategy

We conduct evaluations of dependencies, impacts and business risks related to the global environment, including biodiversity and climate change, encompassing the areas near the company and its business operations, as well as upstream and downstream in the supply chain. The identified dependencies, impacts and business risks are analyzed, taking into account various external factors, and evaluated by the Executive Officer in Charge of ESG Promotion.

Furthermore, considering the identified risks and impacts, as well as the company's unique circumstances, we have conducted surveys of the proximity between base stations and areas of significant biodiversity, confirming that none of our facilities present an urgent need for measures in terms of the significance or integrity of biodiversity.

▼ Identified Dependencies, Impacts and Business Risks

	Dependency	Impact	Physical Risk	Social Risk
Water	Large volume use in semiconductor manufacturing for use in radio equipment, etc.	Water scarcity and land subsidence induced by excessive water extraction; water pollution	Impact of supply chain water shortages on product sourcing	• Loss of orders or product boycotts due to inadequate recognition of our environmental efforts • Impact of insufficient disclosure on investments, financing and stock price due to insufficient disclosure • Loss of business opportunities due to delayed response to market changes • Increased management workload due to heightened litigation risks, etc.
	Server cooling water		Impact of water shortages on business promotion	
Forests (land utilization)	Supply of rare metals, etc., for use in radio equipment	Deforestation and soil contamination associated with mining development	Impact of tightening supply chain regulations on product sourcing	
	Disaster prevention functions of base stations, mainly in mountainous areas	Deforestation, weed control and other changes to forest ecosystems due to land modification associated with construction	Impact of tightening regulations on business promotion	
	Land for construction of large facilities			
	Supply of paper used for products and sales	Deforestation due to pulp and paper production		
Other	Soil contamination and other issues caused by improper disposal of waste and e-waste associated with business operations			
	Marine outflow or leakage due to improper disposal of plastics used in products, promotional materials, etc.			
	The introduction of invasive species due to the importation of products, etc.			

Risk and Impact Management

In order to identify and prevent the manifestation of company-wide risks, we have established a management system that analyzes risks from various angles within the company. Risks related to the global environment, including biodiversity and climate change that have been identified are integrated into company-wide risk management, and through regular risk management cycles, we work to reduce and prevent risks. The Risk Management Committee determines the importance of risks and the person responsible for dealing with them (risk owner), issues instructions on countermeasures and reports the status to the Board of Directors.

Metrics and Targets

In order to fulfill its responsibility of providing stable communication services, in some cases, SoftBank Corp. cannot avoid installing network facilities in natural preserves designated by the national government or international agreement. The total area of telecommunication facilities and other equipment installed in nature preserves in FY2022 was 492 m^2.

SoftBank Corp. has long been engaged in forest conservation efforts, and in FY2023, we have set the goal of conserving a greater area of forest than the area developed in the previous fiscal year, including that of natural preserves. We plan to continue these efforts in the future.

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Contributing to the Global Environment with the Power of Technology

Biodiversity and Natural Capital Conservation

Primary Initiatives

Marine Environment Protection through Coral Conservation

In recent years, the marine environment has been deteriorating rapidly due to a variety of problems, including global warming caused by climate change and environmental destruction caused by the increase in marine plastic waste. To protect the marine environment, SoftBank Corp. launched the Future and Coral Project in July 2019 in collaboration with various corporations and organizations, including Onna Village in Okinawa Prefecture, which shares our aspiration for protecting the marine environment and realizing a future with beautiful oceans.

The Future and Coral Project is intended to protect coral and ensure that it exists in the future. Coral, which is being severely damaged by global warming, fulfills a major role in the ecosystem, providing a habitat for marine life. The project consists of initiatives to collect donations, purchase coral seedlings, hold volunteer tours for planting the coral seedlings, conduct cleanup activities for local beaches, and disseminate information to raise awareness of the current situation and importance of coral.

On March 5, 2023, the project took part in Coral Day events held in Onna Village. Around 300 volunteers carried out the environmental conservation activities that included planting coral seedlings, "Green Clean" tree planting and a beach cleanup.

Planting a coral seedling

"Green clean" tree planting

> **Future and Coral Project**
> **Cumulative coral seedlings planted: 332**
> (as of June 2023)

Smart Aquaculture through Research into Fish Schooling Behavior

Feeding is an extremely important aspect of aquaculture in terms of maintaining the aquatic environment and promoting efficiency. However, feeding is currently dependent on the gut feelings and experience of human staff based on their observations of fish behavior from above the water's surface, as there is no effective way to monitor fish underwater. Optimized feeding is necessary both to support fish farming businesses and to protect the aquatic environment.

SoftBank Corp. simulated fish schooling behavior, which is essential to creating a feeding simulation. Until now, no method had been proposed to autonomously simulate fish schooling behavior while accounting for such variables as cage size, fish density and fish species. Through this research, using deep reinforcement learning, we showed that fish behave differently in sparse and dense conditions and verified the results by comparing them to actual video footage.

A paper authored jointly by SoftBank Corp. and U.S.-based NeuralX, Inc. was accepted by Neural Information Processing Systems 2022 (NeurIPS 2022), a top-ranked conference in

Comparison of Real Video and Simulation Results (left: sparse conditions; right: dense conditions)
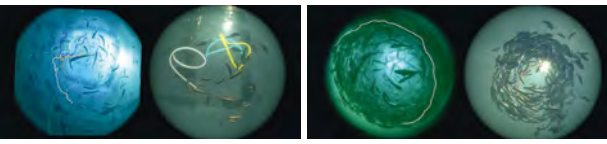
Real video   Simulation   Real video   Simulation

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machine learning held in New Orleans, Louisiana, in the United States, from November 28 to December 9, 2022. At NeurIPS 2022, we presented the research results detailed in the paper, including a method of autonomously simulating fish schooling behavior using DRL.

Environmental Education for Employees and Their Families

In collaboration with the C.C.C. Furano Nature School, a non-profit organization chaired by So Kuramoto, we hold an original "Summer Nature School for Parents and Children" program for employees based on the themes of creating healthy relationships between parents and children and thinking seriously about the environment and nature.

Since its launch in 2007, more than 250 parents and children have participated in this program, conducting future-oriented activities, such as tree planting aimed at restoring forests in areas that were formerly used as golf courses.

* Due to the impact of the COVID-19 pandemic, this program was suspended from FY2020 to FY2022.

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Contributing to the Global Environment with the Power of Technology

Biodiversity and Natural Capital Conservation

Primary Initiatives

Office Initiatives

SoftBank Corp.'s headquarters are located in Tokyo Portcity Takeshiba Office Tower. The lower floors of the tower have an outdoor area known as Skip Terrace, which is the site of Takeshiba Shinhakkei, a project consisting of eight biodiversity initiatives being implemented by Tokyu Land Corporation. As part of this project, SoftBank Corp. is cooperating with the local community and employees of neighboring companies to implement such initiatives as environmental education programs to contribute to regional biodiversity conservation efforts.

Through Takeshiba Shinhakkei, SoftBank Corp. employees, along with local nursery schools and residents, participate in urban beekeeping and rice planning and harvesting events at Skip Terrace, helping to create an environment of rich greenery while promoting environmental education and community engagement.

Membership in the Japan Business Initiative for Biodiversity

SoftBank Corp. is a network member of the Japan Business Initiative for Biodiversity (JBIB), a collective of companies that enthusiastically 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 in this area.

Participation in the 30by30 Alliance

SoftBank Corp. participates in the 30by30 Alliance, a coalition aimed at protecting at least 30% of the nation's lands and waters by 2030 in order to advance the nature-positive goal of halting and reversing biodiversity loss.

By participating in the alliance, we will work toward biodiversity conservation and the realization of a sustainable society.

Endorsement of the "Initiative based on the Declaration of Biodiversity by Keidanren"

In addition to participating in the Keidanren Committee on Nature Conservation, SoftBank Corp. has endorsed the aims of the Declaration of Biodiversity by Keidanren and the "Initiative based on the Declaration of Biodiversity by Keidanren."

Initiative based on the Declaration of Biodiversity by Keidanren

Membership in the TNFD Forum

SoftBank Corp. has endorsed the principles of the Task Force on Nature-related Financial Disclosures (TNFD) and joined the TNFD Forum in May 2022. We will actively promote information disclosure based on the TNFD disclosure framework.

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Contributing to the Global Environment with the Power of Technology

Biodiversity and Natural Capital Conservation

Initiatives of Group Companies

Biotope Maintenance (Yahoo Japan)

Yahoo Japan Corporation cooperates in "City Planning for Formation of an Ecological Network (Ecological Corridor) that Connects Precious Green Areas in the City Center," a project promoted by Tokyo Garden Terrace Kioicho, where its Tokyo office is located. Accordingly, Yahoo Japan is working to conserve and regenerate biodiversity through biotype development.

Fireflies have been found living in the section of the Imperial Palace's inner moat near the office. Taking these fireflies as a familiar symbol of natural restoration, efforts have been made to create a habitat for them in the Kioicho biotope. The presence of mature fireflies in the biotope was first confirmed in May 2017, and reconfirmed in July 2023. We will continue working to promote harmony between the natural environment, the planet and future society.

Biotope at Tokyo Garden Terrace Kioicho

Media for a Richer Future (Yahoo Japan)

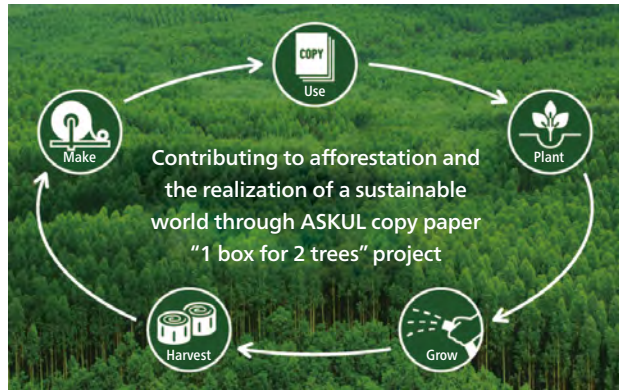In September 2021, Yahoo Japan launched the Yahoo! JAPAN SDGs media service, offering information about various social issues and initiatives under the theme of the Sustainable Development Goals (SDGs). This media portal highlights initiatives to solve issues related to the environment and sustainability. Some content includes links to fundraising or e-commerce sites to support the people and organizations working to address such issues and help users take action themselves. With the launch of the service, Yahoo Japan also registered as a member of the United Nations SDG Media Compact. Based on the idea that media has a key part to play in mobilizing public opinion and promoting action toward the achievement of the SDGs, the United Nations is calling on media outlets and related organizations around the world to join the SDG Media Compact. Yahoo Japan will continue to work with a variety of external companies and organizations, aiming to contribute to the achievement of the SDGs in Japan by providing information through Yahoo! JAPAN SDGs.

1 Box for 2 Trees (ASKUL)

ASKUL Corporation sells copy paper made in Indonesia. Approximately one farmed tree, such as eucalyptus, is required to produce one box (5,000 A4 sheets) of this paper. The concept of the "1 box for 2 trees" project is to ensure that for each box of paper used, two trees—twice the number needed to make the paper—are planted. In the more than 10 years since its start, as of June 2023, the project has planted approximately 217,140,000 trees covering 154,824 hectares of tree farms in Indonesia.

ASKUL will continue to manage tree farms to sustainably plant, grow and harvest trees while implementing a wide range of initiatives to promote harmony with the surrounding communities, biodiversity conservation and, by doing so, contribute to global environmental conservation.

Contributing to afforestation and the realization of a sustainable world through ASKUL copy paper "1 box for 2 trees" project

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Contributing to the Global Environment with the Power of Technology

Value Creation 3 Realize a Prosperous Society through the Spread of Renewable Energy

Based on cutting-edge technologies, we are working to save power and shift to electricity from renewable energy at our own facilities and equipment while implementing initiatives to address climate change and promote a circular economy to contribute to the spread of renewable energy in society. Through these efforts, we will help achieve an environmentally friendly society that provides more people with access to natural energy.

Initiatives for Spreading Renewable Energy

Shizen Denki and SoftBank Denki for Biz Environmental Option

SoftBank Corp. and SB Power Corp. provide Shizen Denki, a household electricity fee option offering a renewable energy ratio of essentially 100% and CO_2 emissions of essentially zero[1] to power areas in Hokkaido, Tohoku, Tokyo, Chubu, Kansai, Chugoku, Shikoku and Kyushu. At the same time, SB Power contributes 50 yen per month for each Shizen Denki contract to support activities by forest conservation groups.[2]

In FY2022, we realized an annual reduction effect of approximately 38,000 tons of CO_2 emissions through the provision of Shizen Denki.

To support the accelerating decarbonization efforts of corporations and local governments, in February 2021, we also began offering the SoftBank Denki for Biz Environmental Option, an optional low-environmental impact power service plan for enterprises. In FY2022, we realized an annual reduction effect of approximately 5,500 tons of CO_2 emissions through the provision of SoftBank Denki for Biz.

Going forward, SoftBank Corp. and SB Power will continue to contribute to the realization of an environmentally friendly society by providing power services that make use of renewable energy.

1. By combining the electricity supplied to customers with non-fossil certificates designated as a renewable energy, this service realizes the supply of electricity with a renewable energy ratio of 100% and zero CO_2 emissions.
2. Donations to organizations that execute projects certified under the J-Credit Scheme operated by the Ministry of Economy, Trade and Industry; the Ministry of the Environment; and the Ministry of Agriculture, Forestry and Fisheries.

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Value Creation 2 Construct Robust Communications Infrastructure to Contribute to Disaster Prevention and Mitigation Value Creation 3 Promote Data Security and Privacy Protection Initiatives]

Building High-quality Social Communication Networks

Highly Convenient, Stable, and Trustworthy Networks and Security

Communication networks are essential lifelines for society. Based on these networks, SoftBank Corp. consistently provides the latest high-quality services to ensure stable connectivity to highly reliable information and communication services at all times.

To provide better service, we are advancing the nationwide rollout of 5G, which started service in March 2020. We are also developing non-terrestrial networks (NTN solutions), most notably stratosphere-based high-altitude platform stations (HAPS). NTN solutions provide communications networks from space and the stratosphere so that anyone, anywhere can connect.

To maintain our communications infrastructure in the event of a disaster, we strive to be well prepared and reinforce disaster prevention and mitigation initiatives. We are strengthening initiatives to maintain lifelines in order to provide stable communication services under any circumstances.

Furthermore, as cyberattacks—including attacks on supply chains and on remote work environments resulting from workstyle reforms—grow increasingly sophisticated and complex, we constantly monitor the ways they are changing and proactively use cutting-edge technologies to guard against them. In addition to maintaining sophisticated security environments, we are working to further enhance our systems for 24/7 security monitoring and implementing immediate response. We also carry out training to instill a strong awareness of security in all employees. As for the handling of customer data, we have launched a Privacy Center website that provides a dashboard by which customers can check and manage how their information is used, putting customer privacy first.

SoftBank Corp. will create new value and contribute to the creation of sustainable communities and industrial development by combining 5G and networks with cutting-edge technologies and wide-ranging customer contact points.

Social Issues

- Maintenance and management of high quality networks
- Prevention and rapid restoration of infrastructure disruption by natural disasters
- Response to sophisticated cyberattacks

Value Creation

(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

Risks and Opportunities

Risks
- Loss of new business opportunities requiring 5G with ultra-high-speed, large-capacity, ultra-low latency and massive device connectivity
- Increasing response costs, deterioration of customer trust or loss of subscribers due to network outages or delays in disaster recovery
- Deterioration of customer trust or loss of subscribers due to the improper use or leakage of personal information

Opportunities
- Increased ARPU and revenue reflecting communications speed and capacity increases, through the nationwide expansion of 5G coverage
- Development of new industries and services that use 5G, such as automated driving and telemedicine
- Increased customer satisfaction through high communications quality and dependable security

Main Businesses and Initiatives

- Broad rollout and quality enhancement of 5G
- Participate in submarine cable projects
- Eliminate regional communications disparities by expanding networks
- Advance initiatives to prevent network accidents
- Support network monitoring and operation with AI
- Secure communications service environments in the event of a disaster (using mobile base stations, portable satellite antennas, drones, etc.)
- Build frameworks for quickly restoring communications environments after disasters
- Disaster recovery countermeasures, including creating three-route backbone networks
- Operation and management using advanced security systems and tools
- Promote the protection and appropriate use of personal information
- Thoroughly educate employees and build secure environments and facilities

KPIs

(1)
- 5G deployment plan: Expansion of 5G standalone (SA) coverage: Smartphone SA in key areas of all prefectures (FY2026)
- Number of major network accidents: Zero
- High-capacity optical submarine cable: Start of operation (FY2023)

(2)
- Tohoku Route: Commercial operation start (end of FY2023)
- Maintain and enhance equipment and materials for disaster response and recovery: Maintain at least 200 mobile base station vehicles/portable mobile base stations; maintain at least 80 mobile power supply vehicles; maintain at least 200 portable satellite antennas; strengthen cooperation with external organizations involved in disaster recovery

(3)
- Number of major accidents involving information security: Zero (annually)
- Number of major accidents involving privacy issues: Zero (annually)
- Helping customers understand how their personal information is handled: Addition of a privacy dashboard setting function; disclosure of information handling of application/website usage details

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Building High-quality Social Communication Networks

Key Person Interview

Hideyuki Tsukuda
Executive Vice President & CTO

Offering New Services with Progress in 5G Technology

Under our "Beyond Carrier" strategy, we are working to further reinforce the foundations of our communications business while using the latest technologies to promote the digital transformation (DX) of industry and help solve social issues. We launched nationwide commercial 5G service in March 2020, followed by 5G standalone ("5G SA") commercial service in October 2021. By doing so, we have realized ultra-high speed, large-capacity, ultra-low latency and massive device connectivity not previously feasible. Beginning in March 2023, we now also offer private 5G, enabling network slicing and network services customized to the needs of companies.

Going forward, by expanding 5G SA and offering private 5G (shared type and dedicated type) to meet even more industry needs, we will realize a wide range of unprecedented services.

Disaster Readiness and Creating Safe and Reliable Communications Environments

SoftBank Corp. regards communications infrastructure as a vital lifeline. In recent years, fueled by climate change, major natural disasters have been occurring frequently around the world. We are implementing numerous measures to minimize the impact on communications services when disaster strikes, such as deploying tethered balloon radio relay systems, wired power feed drone wireless relay systems, mobile base station vehicles and mobile power supply vehicles. Through such efforts to ensure network redundancy and deal with power outages, we strive to provide stable communications services.

We also prioritize the reinforcement of information security and customer privacy protection. To strengthen information security, we use cutting-edge security systems to guard against increasingly sophisticated cyberattacks. To protect customer privacy, we conduct training for employees and provide a dashboard via our Privacy Center website that enables customers to check and change their privacy settings so that their personal data is not used in unwanted ways.

Building a Ubiquitous Network with NTN Solutions

SoftBank is aiming to expand its communications network coverage both on land and into the sky through a ubiquitous network (multi-layered network) that combines existing terrestrial mobile networks with satellites (low Earth orbit and geostationary) and stratosphere-based high-altitude platform stations (HAPS). As all companies and industries around the world are increasingly required to digitally transform and automate, connectivity needs are expected to further diversify. In collaboration with partner companies, SoftBank Corp. aims to contribute to society by creating a ubiquitous network that allows various communication methods all around the world to seamlessly connect.

Working to Offer Next-generation Infrastructure

SoftBank Corp. is working to evolve its existing communications infrastructure to provide next-generation infrastructure that will help realize the society of the future. Data centers in Japan are currently concentrated in urban areas and, consequently, so is data processing and the requisite power consumption. By building data centers around the country, we can better distribute data processing and power use, enabling the use of locally produced power and thereby solving this structural issue. Going forward, in addition to continuing to provide stable communication networks, we seek to continuously create new value using cutting-edge technologies to help solve social issues across a diverse range of fields.

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Building High-quality Social Communication Networks

Value Creation 1 # Prepare Sustainable Life Infrastructure

By maintaining safe and resilient infrastructure centered on the 5G network and protected by advanced security, SoftBank Corp. provides convenient and reliable communications services. As the foundation connecting people, goods and information, our networks support social and economic activity. Aiming to further evolve this infrastructure, we will continue to advance technological development to solve issues and help provide new value.

Initiatives for the Rapid Deployment of 5G Networks

SoftBank Corp. has been accelerating its development of 5G base stations. We are advancing a variety of research and other initiatives aimed at utilizing the full potential of 5G technologies, such as developing services that leverage its high speed and large capacity, as well as fundamental research related to ultra-high reliability, low latency and massive device connectivity.

Forms of 5G Use

In addition to public 5G—the service generally referred to by "5G"—forms of 5G use include local 5G, in which private 5G networks are individually set up, and private 5G, which entails the exclusive use of a part of public 5G service. Furthermore, there are two types of private 5G, namely the shared type, in which the 5G environment is shared with public 5G, and the dedicated type, in which the 5G environment is set up and operated on the customer's premises.

On March 29, 2023, SoftBank Corp. launched its Private 5G service for enterprises. SoftBank's Private 5G is a shared-type managed service that can be customized based on the needs of specific companies, local governments and other organizations.

Local 5G and Public 5G

Local 5G refers to private 5G networks built by companies other than telecommunications carriers or municipalities specifically for use in a certain area, building or facility. Compared with public 5G, local 5G networks are less likely to be affected by communications problems in other areas or network congestion.

Private 5G, meanwhile, is like local 5G in that it entails building individual networks for companies and municipalities. However, entities using Private 5G will not have to go through the burdensome process of obtaining a radio license, as with normal local 5G. Instead, SoftBank Corp., as a telecommunications carrier, will install network infrastructure tailored to the project's requirements at base stations on the grounds of the company or municipality and handle maintenance and operations. In this way, Private 5G will offer the advantages of creating individually optimized 5G networks with less hassle.

Private 5G is expected to advance the use of 5G even by companies that previously had to forgo using local 5G due to the hassle or cost. In the "new normal" era, needs for technologies that allow work to proceed without human operators being onsite, such as remote control and automation, are growing. The use of 5G in this area and in remote work will enable smoother, more efficient business operations.

As we enter the full-fledged digital era, 5G is expected to play a major role in advancing digital transformation (DX). By offering 5G services tailored to customer businesses and needs, we will help customers increase their efficiency and competitiveness, thereby contributing to sustainable social development.

Public 5G Telecommunications carrier's licensed spectrum	**Private 5G (Shared type)** Telecommunications carrier's licensed spectrum	**Private 5G (Dedicated type)** Telecommunications carrier's licensed spectrum	**Local 5G** Local 5G spectrum
Telecommunications carriers operating 5G environments nationwide	Operated by sharing the 5G environment with public 5G	Set up and operated by SoftBank on customer premises	Companies and local governments individually build 5G environments
Setup/operation: SoftBank Installation: Nationwide	Setup/operation: SoftBank Installation: Nationwide	Setup/operation: SoftBank Installation: On customer premises	Setup/operation: Customers Installation: On customer premises

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Building High-quality Social Communication Networks

Value Creation 1

Prepare Sustainable Life Infrastructure

Providing Stable Telecommunications Services

Telecommunications networks are the basis of information and communication services. In order to stably operate these networks, SoftBank Corp. stations technicians at network centers nationwide to maintain wireless base stations, mobile phone transmission lines and equipment within the network centers. The operating status of telecommunication networks and wireless base stations is monitored 24 hours a day, 365 days a year by expert engineers at the Network Operations Center.

We hold Maintenance Pro Contests every year to promote the horizontal roll-out to other divisions of operational improvement measures implemented at our nationwide network centers and the Network Operations Center, aiming to improve the reliability and efficiency of operations. In addition, we are certified by international standards such as those for Integrated Management Systems, Quality Management Systems, and IT Services Management Systems. We have established a system for continuous operational improvements to maintain and enhance the quality of our services.

In FY2022, there were no serious network accidents that fall under Article 57 of the Ordinance for Enforcement of the Telecommunications Business Act.

Building Safe Base Stations

As part of our ongoing safety management and accident prevention activities, we hold an annual national safety convention with relevant construction companies. In 2022, we held the event in the metaverse for the first time. To ensure safety, we conducted safety "pulse" surveys, held accident prevention study groups, monitored construction companies, and shared examples of safe and unsafe practices by distributing hazard prediction support booklets. We also held safety awards to commend the stable operations and robust safety management know-how of business partners that have maintained long accident-free records.

To safely complete the major project of building the 5G network, we continue to reinforce on-site safety patrols and thoroughly educate construction staff. In addition, we provide messaging about heightening safety awareness and implementing safety awareness initiatives aimed at eliminating accidents.

National safety convention in the metaverse

Radio Wave Safety

Providing Information Regarding Radio Wave Safety

Radio waves are used in a wide range of fields. In addition to mobile phone service, these include emergency wireless systems, satellite broadcasting, navigation systems, wireless LAN networks and IoT devices. Indeed, radio waves are used in innumerable ways that are essential to everyday life.

SoftBank Corp. studies the effects of radio waves on human health and published information about the safety of radio waves so that customers who are worried about the impacts of electrical waves from base stations and mobile phones can use their mobile phones and smartphones with peace of mind.

Policy Regarding Radio Wave Safety

To prevent negative health effects, the strength of radio waves emitted by base stations and mobile phones is regulated by Japan's Radio Act and other laws and regulations. Enterprises that use radio waves, including SoftBank Corp., adhere to these laws and regulations.

Specifically, SoftBank Corp. provides services in line with its Policy Regarding Radio Wave Safety and Topical Absorption Policy for Mobile Phones and Other Devices.

➜ Details

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Building High-quality Social Communication Networks

Value Creation 1   ## Prepare Sustainable Life Infrastructure

Building Overseas Networks

SoftBank Corp. is part of the Asia Direct Cable (ADC) project to build an optical submarine cable with a total length of approximately 9,400 km connecting Japan, China, Hong Kong, the Philippines, Vietnam, Thailand and Singapore. The project aims for completion and the start of operations within 2023.

The cable will feature multiple pairs of high capacity optical fibers and is designed to carry more than 140 Tbps of traffic. ADC's high capacity will allow it to meet rapidly increasing demand for Internet traffic in the Asia-Pacific region driven by 5G, IoT, AI and cloud services. The operation of the ADC will also provide additional network redundancy in the region, realizing highly reliable communications and enabling more flexible response to changes in connectivity demand.

SoftBank Corp. will provide the SoftBank Maruyama Cable Landing Station, located in Minamiboso City, Chiba, for the ADC cable landing in Japan. Serving an important role as a data center and international communications hub, this station provides landing services for many submarine cables, including JUPITER, a trans-Pacific optical submarine cable already in operation. Through connections to cables like ADC and Jupiter and the creation of connection facilities, SoftBank Corp. will continue to stably offer service to meet traffic demand in the Asia-Pacific region and provide an important gateway for international submarine cables in Japan.

ADC system route map

An Industrial Revolution in the Sea with Beyond 5G

Aiming to power an industrial revolution in the sea with 5G, a team comprising researchers from SoftBank Corp. and researchers under Professor Shinpei Gotoh of Tokyo University of Marine Science and Technology, with the cooperation of Koichiro Shibata, Vice Principal of Hokkaido Akkeshi Shoyo High School, successfully demonstrated the remote control of an underwater robot in real time, a world-first.*

Acoustic communication has conventionally been used for submarine communication. However, the slow transmission speed and low amount of information transmitted with such technologies present numerous issues, including difficulties with precise positioning, real time communication and security. Visible light communication technology has gained attention as a potential solution to these issues, but this technology requires the precise reception of light signals with extremely high directionality, necessitating high-precision optical tracking technology. In the recent demonstration experiment, the research team used optical camera communication (OCC) technology, which does not require high-precision optical tracking technology and can establish communications with just imprecise tracking using a camera trained on a communications target. Furthermore, using wireless communications via the communications satellites of Thuraya Telecommunications Company—a non-terrestrial network (NTN) that extends coverage to the open sea and
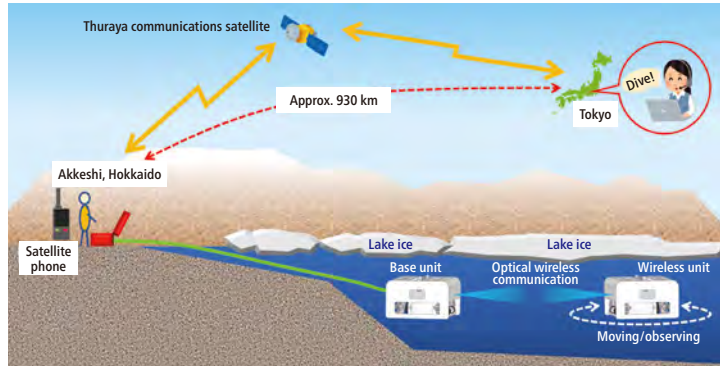

Diagram of robot control demonstration test using NTN and OCC

polar regions—we were able to freely control two underwater robots operating in narrow spaces beneath the thick ice covering Lake Akkeshi, where terrestrial network signals do not reach, from the SoftBank Corp. Head Office in Minato-ku, Tokyo, some 930 kilometers away.

The commercialization of this technology will reduce the burden of field surveys for data collection, observation, equipment monitoring and maintenance even in regions and waters that are difficult to access. Furthermore, the use of OCC and underwater laser communication technology that employs high-precision optical tracking and is capable of medium- and long-range, high-volume communications will enable stable, real time communications with robots, even in very shallow waters where positioning with conventional acoustic communications is difficult. As such, these technologies are expected to be useful in fishery surveys under sea and lake ice. And, because they are not readily impacted by hydrographic or weather conditions, these submarine wireless communication technologies have great potential for creating infrastructure, such as submarine lighthouses, making them promising for use in next-generation marine logistics.

Underwater optical wireless communication technology will enable the construction of practical submarine wireless communication networks, which are expected to yield major economic impacts, such as increasing efficiency in marine industries and creating new industries. To make this technology even more practical and reliable, SoftBank Corp. and Tokyo University of Marine Science and Technology plan to first work on its practical application in the polar regions and around the Izu-Ogasawara islands through demonstration tests in the Antarctic Ocean and elsewhere. In order to realize an industrial revolution in the sea through Beyond 5G, we aim to establish a global undersea communication network by realizing short- and medium-range one-to-one and many-to-many optical wireless communications within a communication distance of 10 to 100 meters, as well as long-range one-to-one submarine optical wireless communications over a communication distance of several hundred meters or more.
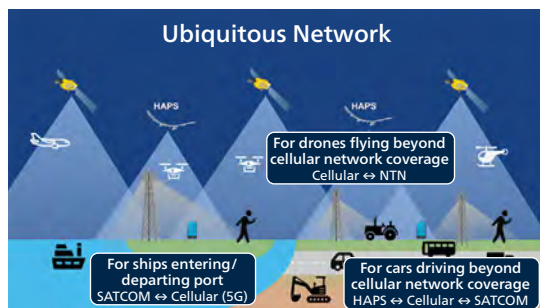
* At March 3, 2023 (SoftBank and Tokyo University of Marine Science and Technology survey)

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Building High-quality Social Communication Networks

| Value Creation 1 | Prepare Sustainable Life Infrastructure

NTN Solutions

SoftBank Corp. has made closing the global digital divide part of its mission. Accordingly, we aim to build a ubiquitous network that combines non-terrestrial networks (NTNs) that provide telecommunications connectivity from space and the stratosphere with terrestrial mobile networks. By doing so, we aim to enable seamless connection to a variety of communications from anywhere on Earth. As elements of the ubiquitous network, we plan to roll out OneWeb, HAPS and other NTN solutions.

Ubiquitous Network

For drones flying beyond cellular network coverage
Cellular ↔ NTN

For ships entering/departing port
SATCOM ↔ Cellular (5G)

For cars driving beyond cellular network coverage
HAPS ↔ Cellular ↔ SATCOM

Providing High-speed, Low-latency Communications with OneWeb

OneWeb high-volume, high-speed satellite communication services are provided using satellites in low Earth orbit at an altitude of 1,200 km, closer to the surface of the Earth than geostationary satellites. These satellites are launched into one of 12 orbits, in which they circle the Earth every two hours. Placing large numbers of satellites in low Earth orbits that are closer to ground than geostationary satellites enables OneWeb to offer higher speed and lower latency than conventional satellite communications.

In April 2021, SoftBank Corp. and OneWeb LLC, which provides OneWeb, agreed to collaborate on deployment in Japan, and preparations for service launch are under way.

Following the completion of its global constellation in early 2023, OneWeb is on track to deliver full global coverage by the end of 2023. In response to this achievement, SoftBank Corp. has commenced preparations for providing satellite communication services utilizing OneWeb in Japan.

Note: The future provision of this service is under consideration and subject to change.

HAPS: Providing Service to an Area 200 km Wide from Unmanned Aircraft

The stratosphere-based high-altitude platform station (HAPS) is a means of providing terrestrial communication services from unmanned aircraft that remain aloft in the stratosphere for long periods at an altitude of 20 km. One HAPS aircraft can provide service to a much wider area than a terrestrial base station, with a land coverage diameter of about 200 km, enabling spot provision of mobile signal to sparsely populated areas, like islands and mountainous regions. Furthermore, after natural disasters, HAPS can provisionally restore communication by flying aircraft over the affected areas.

Radiowave Propagation Simulator Developed for HAPS

In November 2022, SoftBank Corp. and HAPSMobile Inc., its subsidiary established to develop the HAPS business, developed a radiowave propagation simulator that implements the HAPS Radiowave Propagation Prediction Method that became part of the International Telecommunication Union Radiocommunication Sector (ITU-R)'s global standard in October 2021 based on contributions from SoftBank and HAPSMobile. The simulator will make it possible to analyze radiowave propagation with greater accuracy and efficiency for HAPS service rollouts.

This radiowave propagation simulator can analyze radiowave propagation loss by utilizing weather data, such as variations by latitude and longitude in atmospheric temperatures and rainfall intensity, and geographical information that includes terrain and buildings, making it possible to accurately analyze radiowave propagation in regions around the world.

Utilizing this simulator, SoftBank Corp. and HAPSMobile will further study radiowave propagation analysis and system design.

Development of Next-generation Lithium-metal Battery Pack and Successful Demonstration in the Stratosphere

In October 2022, SoftBank Corp. developed a battery pack for HAPS using a next-generation lithium-metal battery cell. The next-generation lithium-metal battery cell was developed jointly with Enpower Japan Corp. and boasts a specific energy of 439 Wh/kg. Furthermore, in cooperation with ENAX Inc., SoftBank Corp. successfully reduced the weight of the pack components, including a constraint mechanism, heaters and insulation materials, bringing the companies much closer to building a battery pack with a specific energy of 300 Wh/kg.

SoftBank Corp. and HAPSMobile Inc. conducted a charge-discharge cycle test of the battery pack in the stratosphere from January 30 to February 2, 2023. The pack demonstrated the same level of regular operation in the stratosphere at extremely low temperatures of around -60 °C as shown during the ground tests, a first for such battery packs.

In the near future, SoftBank Corp. aims to develop a large battery pack as a power source for HAPS operation. In addition to HAPS, SoftBank Corp. will consider using such packs for industrial drone applications.

Demonstration in the stratosphere

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Building High-quality Social Communication Networks

Value Creation 2 — Construct Robust Communications Infrastructure to Contribute to Disaster Prevention and Mitigation

Communications infrastructure is one of the most important lifelines in the event of a disaster. To ensure stable communications services no matter the circumstances, SoftBank Corp. is building disaster-resilient communications networks and systems to effect rapid recovery in the event of damage. Using AI and ICT, we quickly collect and communicate information on disasters to help keep people safe and mitigate harm after disasters strike.

Disaster Response

Structure Based on Disaster Response Agreements

To assist swift restoration efforts in the event of a major disaster or emergency, SoftBank Corp. 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 Corp. provides satellite phones, ordinary mobile phones and other communication equipment to the Ministry of Defense and the Japan Coast Guard.

Furthermore, the Ministry and Coast Guard provide logistics assistance and the use of their facilities and equipment so that SoftBank Corp. can better secure communications and work toward restoration in affected areas.

In preparation for emergencies, we conduct training around Japan in collaboration with the Ground Self-Defense Force and Coast Guard. SoftBank Corp. will continue to work closely with the Ministry of Defense, the Japan Coast Guard and other related institutions to ensure disaster preparedness and carry out its responsibilities to society as a telecommunications carrier.

Disaster Management Structure

Disaster Operation Plan

Under Japan's Basic Act on Disaster Management, SoftBank Corp. is a designated public institution as determined by the national government and therefore has formulated a Disaster Management Operation Plan. SoftBank Corp. has established systems for disaster prevention and preparedness, and in the case of disasters, responds in accordance with the Disaster Management Operation Plan while working closely with relevant institutions.

Internal Systems

To respond swiftly in the event of a disaster, SoftBank Corp. has prepared and thoroughly disseminated response manuals, developed an emergency contact system and deployed emergency supplies.

Comprehensive Response Manuals	If a facility is likely to be damaged by a disaster, we have designated measures to minimize the impact on services and ensure a prompt recovery (by such means as the creation of disaster response manuals).
Emergency System and Contact Network	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 Corp. maintains repair supplies and spare equipment, as well as stockpiles of such daily necessities as drinking water and food at its locations across Japan. We also have disaster response equipment (emergency generators, etc.) deployed nationwide.
Emergency Response Headquarters	In the event of a major disaster or other emergency, personnel from each division gather and analyze information on impacts and damage in their areas of responsibility. Depending on the extent of the impacts, an Emergency Response Headquarters may then be established to take action to rapidly restore operations.

Emergency Response Headquarters Structure

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Building High-quality Social Communication Networks

Value Creation 2   Construct Robust Communications Infrastructure to Contribute to Disaster Prevention and Mitigation

Disaster Response

Deploying Mobile Power Supply Vehicles

We have mobile power supply vehicles deployed across Japan to provide power to base stations in the case of power outages in a disaster. We aim to maintain at least 80 mobile power supply vehicles. As of March 2023, we have 91 deployed nationwide, striving to provide continuous service.

Mobile power supply vehicle

Mobile Power Supply Vehicles by Region

(as of March 2023)

Hokkaido	6	Kinki	11
Tohoku	9	Chugoku	6
Kanto	18	Shikoku	7
Shinetsu	2	Kyushu	13
Hokuriku	5	Okinawa	4
Tokai	10	Total	91

Deployment of Mobile Base Station Vehicles and Portable Mobile Base Stations

SoftBank Corp. deploys mobile base stations to rapidly restore service in disaster-stricken areas where base stations have been damaged or have lost power. We aim to maintain more than 200 mobile base stations of various types across Japan in preparation for emergencies in order to assist in the recovery of areas affected by disasters.

Mobile Base Station Vehicle

Mobile Base Station Vehicles
■ Small Mobile Base Station Vehicles
When transmission lines are damaged by disasters, these temporary base stations provide an entrance to the satellite network. Thanks to their high mobility, small vehicles are typically the first to reach the scene of disasters.
■ Medium Mobile Base Station Vehicles
These temporary base stations provide an entrance to the satellite network when transmission lines are damaged by disasters or use ground transmission lines if available.
■ Large Mobile Base Station Vehicles
These temporary base stations provide an entrance to the satellite network when transmission lines are damaged by disasters or use ground transmission lines if available. Capable of carrying the most simultaneous voice calls of all mobile base station vehicles, the large vehicles are all equipped to use SoftBank 4G LTE.

Mobile Base Station Vehicles by Region

(as of March 2023)

	Small	Medium	Large
Hokkaido	1	4	2
Tohoku	1	4	3
Kanto	2	13	10
Shinetsu	0	3	1
Hokuriku	1	2	2
Tokai	1	6	6
Kinki	1	6	4
Chugoku	1	4	2
Shikoku	1	3	2
Kyushu	1	7	3
Okinawa	0	2	1
Total	10	54	36

Portable Mobile Base Stations

We have deployed 200 portable mobile base stations that can provide an entrance to the satellite network nationwide. Of these, 100 can be mounted on vehicles.

Portable mobile base stations

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Value Creation 2 — Construct Robust Communications Infrastructure to Contribute to Disaster Prevention and Mitigation

Disaster Response

Deploying Portable Satellite Antennas

These collapsible auto-acquiring satellite antennas can be used to quickly set up temporary satellite-based communication links. Equipped to support high-speed communications, by using high-speed satellite circuits, these antenna systems can be used as an alternative to optical fiber lines. We currently have 282 of these antennas deployed across Japan.

Portable satellite antenna

Portable Satellite Antennas by Region

(as of March 2023)

Hokkaido	14	Kinki	24
Tohoku	16	Chugoku	22
Kanto	57	Shikoku	26
Hokuriku	10	Kyushu	73
Tokai	18	Okinawa	22
Total			282

Microwave Links

Base station antennas are set up in locations with clear lines of sight to one another (free of obstacles that could block radio waves), and wireless signals in the millimeter wave or microwave bands are used for communication in place of optical fiber connections.

Coordination with National and Local Governments

Disaster Drills

To ensure rapid response in the event of a major disaster, SoftBank Corp. regularly conducts disaster drills in coordination with local governments, the Ground Self-Defense Force, the Ministry of Defense and the Japan Coast Guard. We participate alongside other lifeline providers, such as power companies, in supply packing drills with the Self Defense Force and Coast Guard, as well as drills held by local governments, including comprehensive disaster drills and drills for helping people who cannot reach their homes in a disaster. Through these drills, participants confirm emergency contact systems and coordination procedures, aiming to enable smooth collaboration when an actual disaster strikes.

We also conduct disaster recovery drills to confirm restoration methods and procedures for specific situations and cases to improve our ability to provide continuous communications services under any circumstances. To quickly restore service in areas with poor communications service or no service when base stations have been damaged, lost power or been cut off from the network by a disaster, we have a variety of equipment, including mobile base station vehicles and portable base stations, deployed across the country. These facilities switch power sources to emergency batteries during power outages, and we have emergency generators at our maintenance centers around the country for use should these power sources be insufficient, such as during prolonged power outages. We regularly conduct drills on the use of this equipment.

Wired Power Feed Drone Wireless Relay System

In collaboration with the Tokyo Institute of Technology and Futaba Corporation, SoftBank Corp. has developed a wired power feed drone wireless relay system for deployment to quickly restore lifeline mobile phone service when a base station has been damaged by a disaster. These have been positioned at key locations across Japan to provide back-up communication channels for use in a disaster. The new system began operation in July 2022. In preparation to provide temporary connections after disasters, the system was first deployed to SoftBank Corp.'s network centers in the Kanto area, with plans to expand its use nationwide going forward.

The wired power feed drone wireless relay system is equipped with both wireless relay equipment and a wired power supply system. It comprises wireless relay equipment on the ground (the main unit) and on a drone (the extension), with communications between the two via optical fiber using radio on fiber (RoF) technology. The connection between the mobile network and the base station wireless transmission equipment connected to the main unit is, in most deployments, by satellite, enabling the rapid establishment of a temporary service area regardless of any damage from disasters to permanent base stations or other ground-based equipment. Because the system can use LTE (2.1 GHz) communications, by positioning the drone 100 m off the ground, it can provide a service area with a radius of more than 3 km in suburban areas, or more than 5 km in more open areas.

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Building High-quality Social Communication Networks

Value Creation 2   Construct Robust Communications Infrastructure to Contribute to Disaster Prevention and Mitigation

Coordinating with National and Local Governments

Reconstruction of Base Stations

Should a base station become inoperable due to damage to the facility or communications equipment in a disaster, it is 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.

Loaning Devices to Local Governments

SoftBank Corp. has deployed satellite phones, mobile phones and tablets at locations across Japan for use as a means of communication in disaster areas for relief and recovery activities. We have established a structure whereby these devices can be loaned free of charge to local governments, public organizations, NPOs and other organizations. After the heavy rains beginning July 14 and August 3, 2022, as well as after Typhoon No. 15 of 2022, we loaned out mobile phones, Wi-Fi systems and other devices in disaster-stricken areas. As of March 2023, we have a total of 101 devices out on loan.

Support for Securing Means of Communication at Evacuation Centers

When disaster strikes, we provide evacuation centers with mobile phones and land-line phones for calls. As an additional form of assistance, we provide facilities for use free of charge that include charging services during power outages and Wi-Fi systems (00000JAPAN) that allow users to access the Internet via their personal computers or smartphones. These added means of communication help evacuees confirm the safety of friends and family members, as well as gather information on support.

Securing Communications When Disaster Strikes

In a major disaster, mobile phone, and Internet and network device access surges in the affected areas as customers try to confirm the safety of their family and friends. The resulting network congestion can cause difficulties with regular communications and even such important communications as emergency calls designated under the Telecommunications Business Act (calls to the telephone numbers 110 and 119 in Japan).

To prevent a large-scale network system failure caused by congestion, SoftBank Corp. may temporarily restrict communications services as necessary in proportion to the scale of the congestion in order to protect and maintain certain essential communications services.

When a disaster impacts mobile phone service, SoftBank Corp. quickly establishes a Disaster Response Headquarters. We gather personnel from all over the country and bring in mobile base station vehicles, portable base stations, portable satellite antennas, mobile power supply vehicles, portable generators and other equipment to ensure the supply of power and help secure the area.

Going forward, to minimize the damage caused by natural disasters, SoftBank Corp. will strive to construct robust communications infrastructure that contributes to disaster prevention and mitigation.

Services Providing Peace of Mind When Disaster Strikes

SoftBank Corp. provides information on disasters and disaster prevention, as well as notifications and services that help secure a means of communication for customers when disaster strikes.

■ **Yahoo! JAPAN Disaster Alert App**
The Yahoo! JAPAN Disaster Alert app promptly alerts customers with push notifications about sudden heavy rains or earthquakes, including evacuation orders. This free disaster prevention app provides information regarding the user's current location and up to three other user-specified locations in Japan so that users can receive information about places they are planning to travel or where their families reside.

■ **Disaster Prevention Notebook**
The Disaster Prevention Notebook service offers content useful not only for disaster readiness, but also for everyday life, including articles and information about disaster readiness supplies.
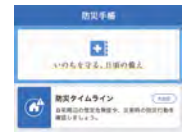
■ **Emergency Alert Emails**
This service broadcasts earthquake early warnings and tsunami warning messages issued by the Japan Meteorological Agency as well as disaster and evacuation information issued by national and local governments to customers in the affected areas.

■ **Disaster Message Board Service**
This service enables customers to store and send messages to the people with whom they want to communicate if voice calls surge when disaster strikes and it becomes difficult to connect.

■ **Emergency Call Location 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.

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Building High-quality Social Communication Networks

Value Creation 3   Promote Data Security and Privacy Protection Initiatives

SoftBank Corp. monitors and operates networks using the latest technologies and conducts thorough security education for employees, doing its utmost to ensure the confidentiality of communications and protect customer information. By understanding information security risks and proactively working to protect the privacy of customers' personal data, we strive to contribute to the realization of a society in which telecommunications can be used safely and with peace of mind.

Information Security and Privacy Protection

Policy

SoftBank Corp. has formulated and adheres to the Information Security Policy and Personal Data Protection Policy so that it can keep the trust of customers and the wider community by implementing far-reaching and advanced solutions to counter the risk of information leaks. We endeavor to maintain information security by appropriately handling and protecting our information assets from a variety of threats.

Information Security Policy

■ Information Security Policy Management

1. Creation of an information security management system
SoftBank Corp. has created a highly secure information security management system in an effort to protect all the information assets it holds and comply with information security-related laws, regulations and other standards to consistently earn the trust of society.

2. Appointment of a Chief Information Security Officer
SoftBank Corp. has established the Information Security Committee and appointed a Chief Information Security Officer (CISO). By proactively using this framework, we are able to ensure an accurate understanding of the company-wide information security status and promptly take necessary measures.

3. Maintenance of internal rules regarding information security
SoftBank Corp. has established internal rules based on the Information Security Policy to clearly indicate its stance on the handling of personal information and all information assets, and to make everyone within and outside the company aware of its strict position on information leaks.

4. Audit system maintenance and enhancement
SoftBank Corp. maintains a system for conducting internal audits to ensure compliance with the Information Security Policy 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 thorough information security measures
SoftBank Corp. 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.

* Need to know principle: Information is provided only to those people with a need to know, and is not provided to those without a need to know.

6. Improving information security literacy
SoftBank Corp. 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 Corp. thoroughly examines outsourcer qualifications and requests that outsourcers maintain security levels equal to or higher than those of SoftBank Corp. In addition, to confirm that security levels are being maintained appropriately, we continuously review outsourcers and work to strengthen agreements.

■ Scope of the Information Security Policy
The "information assets" covered by this policy include information obtained or known through the ordinary course of SoftBank Corp.'s business as well as all information held by the company for business purposes. All SoftBank Corp. directors, employees and temporary staff engaged in handling and controlling information assets, as well as outsourcers and their employees who handle SoftBank Corp. information assets, must comply with the Information Security Policy.

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Building High-quality Social Communication Networks

Value Creation 3 | **Promote Data Security and Privacy Protection Initiatives**

Information Security and Privacy Protection

Information Security System

SoftBank Corp. has an information security management system in place to ensure adherence to laws and regulations regarding information security, safeguard its information assets and defend against cyberattacks. SoftBank Corp. has formulated its Information Security Policy to be followed by employees and established the position of Chief Information Security Officer (CISO). We have also established the Information Security Committee (ISC), chaired by the CISO, and the SoftBank Computer Security Incident Response Team (SoftBank CSIRT). These bodies review policies as needed to adapt to changes in the security environment and technological innovation, and share information helpful for planning information security and cybersecurity measures.

When an information security breach causes a system failure, the system operation head and the CISO coordinate to assess the situation, evaluate responses and restore the system. Additionally, in the event of serious issues, we establish an Emergency Response Headquarters headed by the CEO and promptly report to the Ministry of Internal Affairs and Communications and other appropriate authorities as mandated by laws and regulations.

Information Security Committee

The Information Security Committee (ISC), chaired by the CISO, is composed of each division's person in charge of information security. It is a cross-functional organization that seeks to promote and manage various initiatives for information security. In order to ensure the effective execution of initiatives, we have set up the Information Security Committee Office (ISC Office) to help plan and swiftly implement information security measures.

■ Roles of the ISC
- Sharing of information beneficial to information security activities
- Company-wide sharing of measures and plans related to information security activities
- Company-wide monitoring and improvement of information security status
- Information security education and training
- Coordinating information security initiatives across departments

SoftBank CSIRT

SoftBank CSIRT was established to prevent security incidents and minimize damage by quickly responding when security incidents occur. SoftBank CSIRT deals with security incidents related to the services SoftBank Corp. provides. Overseen by the CISO, the team consists of members from the Security Department and members appointed by the heads of other departments. The CSIRT Office works with the Information Security Committee Office and related organizations, both inside and outside the company, to support the team.

In order to prevent security incidents, SoftBank CSIRT addresses system vulnerabilities (information collection and analysis, making response requests and reviewing of response status), formulates security rules, provides security training and sends warnings about potential security issues. To prepare for and respond to any incidents that should occur, the team has established an incident response flow and carries out incident response training.

Security System of Affiliate Companies

SoftBank Corp.'s affiliate companies (subsidiaries and affiliates) have risk management structures in place, mitigating information security and cybersecurity risks and preventing incidents. They also assess, analyze and respond to security risks.

The SBKK Group Security Committee, headed by the CISO and comprising members in charge of information security management at affiliate companies, shares information on threats and solutions regarding information security. The Committee also executes security training and drills, and coordinates responses when incidents occur. Additionally, the SoftBank Affiliate Company Security Guidelines stipulate matters to be observed and the governance structure necessary for group companies to manage security appropriately.

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Building High-quality Social Communication Networks

Value Creation 3 Promote Data Security and Privacy Protection Initiatives

Protecting Customer Information

We take measures to protect our customers from information leaks and cyberattacks so that they can use our services with peace of mind.

Security Measures

To protect our various information assets, including customer information, we have a security governance structure in place, providing security checks and advice when services are developed and launched internally. We also conduct security tests prior to their release and during operations. Furthermore, we run the Security Operation Center (SOC), which monitors services and equipment, establish regulations, collaborate internally and with other organizations, and review our solutions and consider new ideas by referring to the Cybersecurity Framework (CSF) of the U.S.-based National Institute of Standards and Technology (NIST) and the CIS Controls of the U.S.-based Center for Internet Security (CIS).

Rigorous Information Management

SoftBank Corp. has established tiered security areas ranging from level 1 to 5 in its facilities, applying strict controls in accordance with each level. Levels 3 and above are considered high-security areas. Especially important data, such as personal information and confidential communications, are exclusively handled in these areas.

For example, at the Customer Support Center, which is designated as a high-security area, we strictly control security under the rules specifically designed for these areas, using security guards and passes to manage entry and exit to the facilities while restricting prohibited items from the facilities.

Additionally, our operations fully adhere to ISO 27001, the international standard for information security management systems. We undergo an external audit twice a year based on ISO 27001 to confirm that our information security management is appropriately run, including compliance with our Privacy Policy.

Security Monitoring

To protect customer information and the equipment used to provide telecommunication services, security analysts monitor security at our Security Operation Center (SOC) 24 hours a day, 365 days a year.

As measures against cyberattacks, we monitor for DoS attacks* on our telecommunications service equipment and infiltration into devices connected to our equipment, detect malware infections of our employees' computers and their access to unauthorized websites, and watch for attacks that could exploit vulnerabilities in our in-house systems. We also take steps to deter the theft of data and unauthorized device use.

* DoS attack: Denial of service attack, in which a flood of data is directed at a target site to disrupt its systems so that they cannot function normally

Protecting the Usage Environment of Customers

We offer a variety of security measures to protect customers from viruses, spyware, one-click fraud and other hazards to provide a pleasant experience when using our mobile phone, smartphone and Internet services.

• Viruses

Smart Security powered by McAfee® protects customers' smartphones from viruses. This service detects viruses that can infiltrate smartphones through installed applications, e-mail attachments and microSD memory cards.

• One-click Fraud

SagiWall/Internet SagiWall detects dangerous websites, such as those designed for one-click fraud schemes, when customers use the Internet. This service constantly monitors websites being browsed and displays a warning screen when a user attempts to access a suspected dangerous website.

• Security Protection

BB Security is a service for users of the SoftBank Hikari and SoftBank Air home Internet services that constantly maintains the latest security environment for their smartphones and computers.

• Sniffing/Hacking

Security Checker protects customers' smartphones when they are connected to a telecommunications network, such as through public Wi-Fi, by safeguarding their important data and detecting such hazards as sniffing and wiretapping.

Spam Mail

To protect against malicious e-mails, such as spam and fake bills unexpectedly sent to mobile phones or smartphones, we provide our customers with spam filters as a standard feature. These filters automatically sort e-mails based on our accumulated database of spam to block the receipt of malicious emails. We have also set up a reporting center where our customers can report any spam e-mails they have received by simply forwarding them. When it is confirmed that spam has been sent from a SoftBank registered address, we may take strict measures against the address owner, including suspension or cancellation of service.

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Building High-quality Social Communication Networks

Value Creation 3 **Promote Data Security and Privacy Protection Initiatives**

Protecting Customer Information

Unauthorized Access

Cases of malicious third parties gaining unauthorized access to personal information as a result of virus infection or accessing URLs sent in e-mails are increasingly common. This personal information can include bank account numbers, credit card numbers, and login IDs and passwords. We are strengthening security to protect our customers' personal information by preventing the use of such information to gain unauthorized access to the My SoftBank and My Y!mobile member sites, where members can confirm and change fees and contract details.

■ **Passcodes**

Customers can change their settings to require the passcode they specified when signing their contract when logging into My SoftBank or My Y!mobile.

■ **One-time Passwords**

When a customer uses SoftBank or Y!mobile Matomete Shiharai payment options, an SMS (a text) is sent to their phone with an authorization code. This code is valid for one time only and is only known to the registered user.

■ **Unauthorized Access**

In order to prevent unauthorized access, such as identity impersonation, when a customer attempts to use certain options available on the My SoftBank or My Y!mobile membership sites, we may send a SMS or e-mail to confirm the usage status of their mobile phone.

Collaborative Cybersecurity

As an operator of communications infrastructure vital to society and as a company providing innovative services by integrating telecommunications with cutting-edge technologies, SoftBank Corp. works with various external organizations to help improve security across society. The Computer Security Incident Response Team (CSIRT) represents SoftBank Corp. in collaborations with external organizations.

Information Sharing with Local and Overseas CSIRT

SoftBank CSIRT is a member of security organizations both in Japan and overseas, engaging in discussions on common security themes and issues with the CSIRTs of other companies to study effective responses and solutions.

▼ **Memberships**

Nippon CSIRT Association

FIRST
(Forum of Incident Response
and Security Teams)

ICT-ISAC Japan

Incident Response Coordination and Joint Exercises

In the event that an incident occurs at multiple organizations from a single cause, or an incident at one organization also affects other organizations, we coordinate and implement a response with the CSIRTs of other companies, as needed, to address the issue.

To ensure a quick response to incidents, we regularly conduct joint exercises with the CSIRTs of other companies, verifying how we will work together when incidents occur.

Through these efforts we aim to minimize the impact caused by incidents and mitigate any harm.

Receiving Reports of Security Vulnerabilities

We work to improve the security of our websites and services in various ways, including vulnerability tests. SoftBank CSIRT welcomes reports from engineers outside the group on any vulnerability they have discovered in our website or services, using information received in cooperation with the relevant department or individuals to address the issue.

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Value Creation 3 **Promote Data Security and Privacy Protection Initiatives**

Protecting Customer Information

Ongoing Security Enhancement

In response to the spread of digital devices and increasingly sophisticated cyberattacks, we strive to continuously strengthen security by adopting new technologies and methods, raising employee awareness through education, and training security specialists.

Personnel Measures

■ Employee Training

In order to ensure appropriate handling of information in ordinary operations and to raise awareness of information security and cybersecurity, we provide classroom training, regular e-learning programs and security drills for executives and employees while updating security rules on an ongoing basis.

With particular focus on the topics of protecting personal information, the confidentiality of communications and preventing internal wrongdoing, we implement ongoing internal training to improve our employees' knowledge and ethics. Useful materials and educational videos on information security are available on the company intranet for employees to access at any time. In FY2022, we designated a Group Security Month for group companies, implementing intensive training in an effort to raise group-wide awareness.

■ Training of Security Experts

Our security experts work hard not only to collect and share information on security threats and solutions, but also to improve their technical skills and knowledge so that they can guard against ever-changing security threats. We encourage our security experts to obtain security qualifications to build their expertise.

> **Qualifications Held by Our Security Experts**
> CISSP, Certified Information Systems Auditor (CISA), Certified Information Security Manager (CISM), Registered Information Security Specialist (RISS), GIAC qualifications, CEH, AWS Certified Security - Specialty, among others.

Technological Measures

■ Monitoring Technology

While the early detection of incidents is becoming increasingly difficult due to the growing complexity of attack techniques in recent years, the number of detected incidents is constantly rising. SoftBank Corp. strives to improve the quality of monitoring by continuously upgrading detection methods, implementing analysis and solutions leveraging threat intelligence (information useful to detecting and blocking attacks), and automating response operations so that no signs of attack are missed.

■ Monitoring of Threats and Attacks

By monitoring communication log data collected from digital devices and equipment, such as servers, we anticipate and identify threats from multiple angles, including suspicious communications inside or outside of our organization and potential malware infections. We have built information-sharing frameworks with security organizations we belong to and with security vendors to ensure we are aware of the latest developments by reviewing incidents at other companies and reports on vulnerabilities and attacks.

We aim to detect increasingly sophisticated and complex attacks as early as possible by implementing security information and event management (SIEM) to detect the latest attacks by collecting log data and performing correlation analysis.

■ Monitoring of Telecommunication Networks Security

Since telecommunications networks serve as social infrastructure, expectations for their reliability and quality are far higher than ever before. SoftBank Corp., as a telecommunications provider, performs various kinds of monitoring to provide a stable telecommunications network. Monitoring security is one part of this effort.

5G networks offer not only higher speeds but also ultra-low latency and massive device connectivity. Thanks to these features, 5G is expected to be applied across a wide variety of new use cases, like remote operations and autonomous driving. SoftBank Corp. is building an even more advanced security monitoring system to respond to changes in data traffic caused by DDoS attacks* and to deal with cyberattack attempts to access 5G equipment.

* DDoS attacks: Distributed denial-of-service attacks, a form of cyberattacking a specific device by overwhelming it with a simultaneous flood of data traffic from multiple devices

> **5G Network Features and Use Cases**
> *Ultra-low latency:* Remote-controlled robots, autonomous driving, telemedicine—all previously considered difficult due to latency.
> *Massive device connectivity:* Powerful acceleration of IoT that will revolutionize industries and society, with more things and sensors connected to networks.

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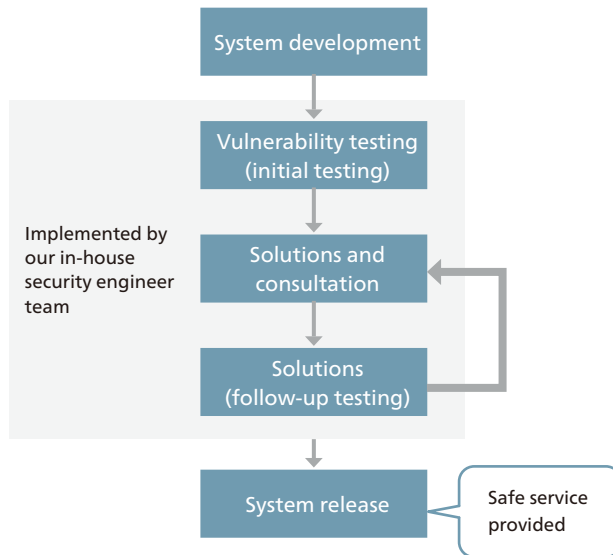# Building High-quality Social Communication Networks

Value Creation 3 Promote Data Security and Privacy Protection Initiatives

Protecting Customer Information

■ Security Testing

If we launch services with flawed system settings or latent vulnerabilities, attacks on our network and systems could result in harm to customers. Our security engineer team carries out thorough vulnerability testing and issues instructions to address any vulnerabilities detected so that we can provide safe services.

Since new vulnerabilities can emerge even after the release of a service, we continue vulnerability testing and follow-ups to minimize security risks.

```
        System development
                ↓
        Vulnerability testing
           (initial testing)
                ↓
          Solutions and        ←┐
          consultation          │
                ↓               │
           Solutions ───────────┘
        (follow-up testing)
                ↓
         System release  →  Safe service
                             provided
```

Implemented by our in-house security engineer team

■ Enhancing the Internal Security Environment

We seek to protect against increasingly sophisticated attacks by proactively adopting the most advanced technologies, such as mobile device management (MDM) and endpoint detection and response (EDR), which are becoming standard security solutions. Additionally, we carry out targeted attack e-mail simulation exercises and other measures to help strengthen our internal network security.

Information Security Incident Status

The number of serious information security breaches in FY2022 was zero. In order to prevent serious information security incidents, we will continue to conduct training and implement initiatives to prevent security breaches.

Cybercrime Prevention Educational Activities

BBSS Corporation issues a monthly report on Internet fraud as part of its cybercrime prevention and educational activities. The report is based on analyses of data on fraud websites detected and collected by the SagiWall® security software that protects against online fraud. It highlights techniques used by fraud sites, including the emergence of new sites, their characteristics, the latest fraud techniques and key considerations for harm prevention.

In March 2023, SagiWall detected 5,778,392 fraud websites, up 673,820 from February.

By publishing the monthly Internet fraud report, BBSS is helping to prevent harm from increasingly sophisticated cybercrime.

Privacy Protection Initiatives

Privacy Center Website

SoftBank Corp. aims to enable convenient and comfortable living through the appropriate use of customers' personal data in a variety of applications. We have set up the Privacy Center website to provide clear explanations of our initiatives in this area, including the ways we acquire, use and protect customer information. In addition, we provide a dashboard that allows customers to check and manage the use of their information.

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Building High-quality Social Communication Networks

Value Creation 3 — Promote Data Security and Privacy Protection Initiatives

Privacy Protection Initiatives

Personal Data Protection Action Guidelines

SoftBank Corp. uses the customers' personal data to enhance customer quality of life and solve social issues. We take the utmost care in the handling and protection of personal data.

1. We respect the wishes of our customers to the greatest extent possible.
   Personal data is our customers' valuable information. By allowing customers to manage how and for what their data is used, we respect customer wishes and avoid using their data in undesired ways.
2. We explain in a manner that is easy to understand from the customer's perspective.
   We strive to explain our approach to and methods of using personal data in ways that customers will easily understand, using clear language, illustrations and other tools.
3. We strictly manage our customers' valuable data.
   We maintain thoroughgoing security to protect personal data from increasingly diverse cyberattacks and other threats 24 hours a day, 365 days a year.
4. We handle personal data within proper systems.
   We build dedicated company-wide structures to handle personal data appropriately from a variety of perspectives, including laws and regulations, popular opinion and customer sentiment. We also proactively implement training and education for employees in cooperation with partner companies.
5. We use personal data in efforts to resolve social challenges.
   By using customer data, we work to resolve a wide range of social challenges, aiming to create a prosperous society in which everyone can live in comfort.

Personal Data Protection Policy

SoftBank Corp. handles the personal data of customers and various other stakeholders. We take the utmost care in the handling of such personal data, endeavoring to give due consideration to the rights of customers and other stakeholders. In addition to strictly complying with the following laws and regulations, guidelines set by the government and other norms, taking the initiative in protecting privacy, we have joined an accredited personal information protection organization (the Japan Data Communication Association) as a covered business operator.

• Act on the Protection of Personal Information
• Telecommunications Business Act (provisions on confidentiality of communications)
• Guidelines for Protection of Personal Information in Telecommunications Business
• Personal information protection management systems - Requirements (JIS Q 15001)

Personal Data Protection Framework

■ Structure

SoftBank Corp. has built a company-wide framework for protecting the personal data of customers and other parties. We practice integrated management of personal data from the three perspectives of data management, information security and information systems, with designated officers responsible for each.

CEO
Chief Executive Officer

CISO
Chief Information Security Officer
• Security measures
• Risk management

CDO
Chief Data Officer
• Making rules and decisions on data use

CIO
Chief Information Officer
• Building information systems
• IT governance

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Building High-quality Social Communication Networks

Value Creation 3   Promote Data Security and Privacy Protection Initiatives

## Privacy Protection Initiatives

■ Rules

SoftBank Corp. has established internal regulations regarding the handling of personal data, clearly stating its policy in this area. We ensure internal awareness of our strict stance against the leakage, loss, and damage of personal data. In the event of such an incident, we take appropriate measures, including disciplinary action, based on the employment regulations.

In addition, all SoftBank Corp. employees and temporary staff who handle such personal receive training once a year to ensure the appropriate handling of such data.

■ Outsourcing

SoftBank Corp. sometimes outsources all or part of its operations that involve handling personal data, including customer inquiry response for various services, facility maintenance and fee-related operations. We thoroughly screen the qualifications of contractors when forming outsourcing agreements. Safety management measures, confidentiality, terms of subcontracting and other matters related to the proper handling of personal data are set out in such outsourcing agreements. Throughout the period of outsourced operations, we regularly monitor outsourced work to ensure appropriate oversight.

When performing operations outsourced to SoftBank Corp. from other companies, we use any provided personal data only within the scope necessary to complete the purpose of the outsource agreement.

Is their management effective?

Are their methods of use appropriate?

SoftBank   Contractors
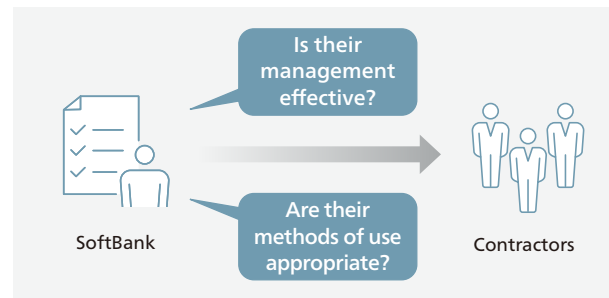
Security Measures

In order to prevent leaks of personal information and other such incidents, SoftBank Corp. takes necessary and appropriate safety management measures, such as access control, restrictions on the removal of information from designated areas, and measures to prevent unauthorized access from the outside.

In order to make security measures effective, SoftBank Corp. thoroughly enforces compliance with the Personal Information Protection Management System and carries out risk assessments on a regular basis. When a risk is discovered, SoftBank Corp. takes appropriate measures and conducts monitoring to minimize the risk. There is also a system in place to internally audit whether personal data is properly protected.

Cyberattack Defense
We implement wide-ranging cyberattack countermeasures, such as monitoring for DoS attacks on our telecommunications service equipment, malware infections of employee computers and access to unauthorized websites.

Constant Monitoring by Specialists
Our Security Operation Center (SOC) provides specialized security monitoring 24 hours a day, 365 days a year.

Preventing Data Theft
We grant only the minimum necessary data access privileges to employees and collaborators, and activity on work computers is monitored and logged.

Data Storage Limitation
We set limits on how long personal data is stored based on the period needed to achieve its purpose of use (including legally required storage periods).

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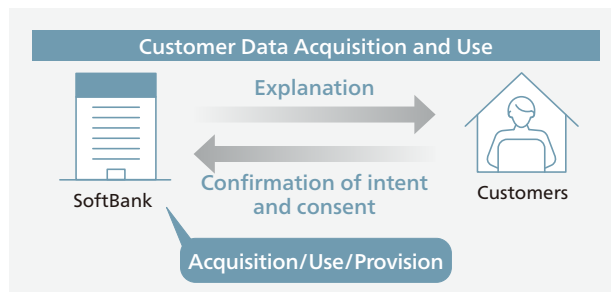# Building High-quality Social Communication Networks

Value Creation 3 **Promote Data Security and Privacy Protection Initiatives**

Privacy Protection Initiatives

Privacy Protection and Consideration for Customers

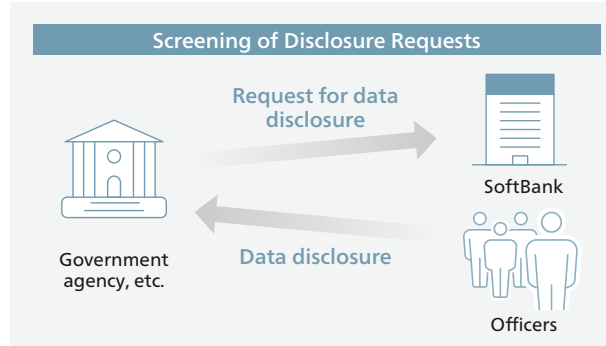■ **Appropriate Acquisition, Use, Provision and Publication of Personal Data**

In consideration of privacy, SoftBank Corp. limits the acquisition, use and provision of personal data. When acquiring personal data, SoftBank Corp. clearly specifies the purpose of use via legal and fair means, such as in writing (on application forms, etc.), on screen (on websites, etc.) or verbally. In addition, SoftBank Corp. uses, provides and publishes personal data in an appropriate manner, taking into consideration business content and scale. In particular, the handling of sensitive information is based on the consent of the individual and limited to the extent necessary for business execution, except when otherwise stipulated by law.

Customer Data Acquisition and Use

Explanation

Confirmation of intent and consent

SoftBank   Customers

Acquisition/Use/Provision

In addition, personal data is retained for the period required to achieve its purpose of use (including legally required storage periods). Personal data received from third parties is handled in compliance with laws and regulations, with respect for the privacy principles of the provider, and in adherence to the conditions stipulated in any agreement separately executed between the provider and SoftBank Corp.

Receipt of Personal Data from Partner Companies

Provision from third party

Partner company   SoftBank

When a government agency requests personal information, the Chief Data Officer (CDO) confirms the validity of the request. When providing personal data to a third party, SoftBank Corp. obtains the consent of the individual as required by law.

Screening of Disclosure Requests

Request for data disclosure

SoftBank

Data disclosure

Government agency, etc.

Officers

In the event of human rights violations related to personal data, we promptly investigate and take necessary corrective actions. In the event of human rights violations related to personal data as a result of providing personal data to a third party, SoftBank Corp. takes necessary measures, such as setting up a point of contact to provide remedy to affected individuals.

■ **Handling of Communications Information**

SoftBank Corp. manages personal data related to the confidentiality of communications especially strictly. We do not acquire, store, use or provide information pertaining to the confidentiality of communications, such as communication history, call history or caller information, except when necessary to provide telecommunications services, when the customer has given consent, when required by law or when there is other justifiable cause for noncompliance with the law.

Information pertaining to the confidentiality of communications is promptly deleted after handling.

When providing telecommunications subscriber information to third parties, including outsourcing contractors, we comply with Article 4 of the Telecommunications Business Act and other related provisions regarding the protection of the confidentiality of communications.

■ **Privacy Impact Assessment**

When SoftBank Corp. utilizes personal data, a team of experts that includes an outside expert assesses the impact of said data use. The multifaceted assessment covers not only laws and regulations, but also merits to customers, contribution to society, and disadvantages and negative sentiment caused for customers, in order to confirm that the use of data will provide safety and security to customers.

CDO

Information security divisions

Outside expert

Legal divisions   Service divisions

Data use
- What are the merits for customers?
- Will it benefit society?
- Is it legally compliant?

Consideration of customers
- Does it harm customer interests?
- Does it violate privacy?
- How will customers feel?

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Value Creation 2 Construct Robust Communications Infrastructure to Contribute to Disaster Prevention and Mitigation   Value Creation 3 Promote Data Security and Privacy Protection Initiatives]

Building High-quality Social Communication Networks

Value Creation 3
Promote Data Security and Privacy Protection Initiatives

Privacy Protection Initiatives

Reporting and Future Initiatives

In FY2022, there were no legal violations resulting in disciplinary action from the authorities (such as personal information leaks or use outside of the intended purpose), complaints or other major accidents involving privacy.

We will continue to make revisions and improvements in order to protect the personal data of our customers and other stakeholders.

SoftBank Corp. may revise all or part of the contents of the Personal Data Protection Policy. Any significant changes are announced in an easy-to-understand manner on our website.

■ Scope of the Personal Data Protection Policy

The Personal Data Protection Policy applies to all subjects of personal data acquisition by SoftBank Corp., including customers and the employees of SoftBank Corp. and of business partners.

The Personal Data Protection Policy applies to all personal data acquired by SoftBank Corp. unless otherwise specified.

Provision to Overseas Third Parties

When permitted by customer consent or by laws and regulations, SoftBank Corp. may provide customers' personal data to overseas third parties (including when outsourcing operations). When transferring data to other countries, we consider systems for protecting personal data in the countries in question and provide personal data only if they meet standards equivalent to those in Japan.

Specifically, we implement safety management measures according to the following two categories.

1. Countries and regions with personal information protection systems equivalent to those in Japan (the European Union, etc.)
   We thoroughly screen the qualifications of enterprises to which we provide data. Safety management measures, confidentiality, terms of subcontracting and other matters related to the proper handling of personal data are set out in contracts with such enterprises. We regularly monitor the handling of personal data to ensure appropriate oversight.
2. Countries and regions without personal information protection systems equivalent to those in Japan
   Aside from handling data in the countries and regions described in 2. above, in operations elsewhere, we do not store data and we have in place measures to ensure adequate data protection, including mechanisms for viewing data without storing it, and the use of security rooms with strict entry and exit control.
   In addition, every year, we confirm the status of systems that could impact the handling of personal data, based partly on information published by Japanese government agencies.

SoftBank AI Ethics Policy

Under the "Beyond Carrier" strategy, SoftBank Corp. is moving beyond its previous framework as a telecommunications carrier, using cutting-edge technologies, such as AI and IoT, to provide innovative services and advance DX.

The use of AI, in particular, has been expanding across all industries in recent years. Going forward, uses of AI are expected to continue diversifying, and AI technologies are forecast to continue growing more sophisticated.

However, AI is a technology that requires ethical considerations and caution, as it may, for example, lead to discriminatory evaluation and selection, depending on how it is utilized.

Against this backdrop, SoftBank Corp. has established the SoftBank AI Ethics Policy in order to appropriately utilize AI to provide safe services that customers can use with confidence.

Specifically, the policy lays out guidelines covering six areas: "Principle of Human-Centeredness," "Respect for Fairness," "Pursuit of Transparency and Accountability," "Ensuring Safety," "Privacy Protection and Security" and "Development of AI Human Resources and Literacy." We will conduct business operations and develop services in line with these guidelines.

We have also set up a system by which the SoftBank AI Ethics Policy may be applied by group companies. As of June 1, 2023, 56 companies have applied the policy and established internal guidelines with more specific rules. Going forward, we will continue to work within the group to strengthen the framework, including the establishment of an external committee consisting of AI experts.

➜ Details

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Developing a Resilient Management Foundation

Resilient and Honest Corporate Governance, Organization, and Personnel

SoftBank Corp. is strengthening and improving its corporate governance and building a sophisticated governance system to pursue sustainable growth and improve corporate value over the medium to long term. In addition to increasing management transparency and ensuring honest and fair corporate governance, SoftBank Corp. endeavors to develop strong relationships of trust and pursue mutually sustainable development with stakeholders through timely and appropriate information disclosure and ongoing dialogue with stakeholders.

SoftBank Corp. believes that a talented and diverse workforce is the driving force powering its continued business growth and regards the promotion of diversity as an important management priority. As such, SoftBank Corp. has established the Advancement of Women Promotion Committee. Through efforts like this, we are working hard to foster a working environment in which all members of its diverse workforce, including LGBTQ and other sexual minorities, can exercise their individuality and talents, and where all employees can feel proud of the work they do and take fulfillment from it. In addition to our employees, we are working with outside stakeholders related to our supply chain to ensure respect for human rights.

SoftBank Corp. is promoting smart work, leveraging such cutting-edge technologies as IT and AI while fostering advanced workplace environments and diverse workstyles to boost productivity. Under the slogan "Smart & Fun!" SoftBank Corp. strives to empower diverse human resources to play active roles by offering innovative and creative workstyles and progressive workplace environments unconstrained by time and place. In so doing, SoftBank Corp. is working to generate innovation and increase employee happiness while promoting workstyle reforms that make the most of health and productivity management and technology, thereby maximizing the productivity of organizations and individuals.

Social Issues

- Corporate governance enhancement
- Consideration for social and environmental aspects throughout supply chains
- Workstyle reforms, promotion of diversity, equity and inclusion (DE&I)

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

Risks and Opportunities

Risks
- Loss of trust as a corporation due to violation of laws or regulations or to inadequate corporate governance
- Deterioration of reputation due to human rights violations or inadequate response on environmental issues
- Decreased employee motivation, increased turnover and increased employee turnover and negative impact on hiring

Opportunities
- Investor confidence in corporate governance and supply chain management
- Improvement of motivation and emergence of innovation through workstyle reforms and DE&I promotion
- Improvement of productivity through advanced workstyles, securing and retaining the necessary human resources, the transformation of established work processes and the commercialization of expertise

KPIs

(1)
- Number of compliance violations: Performance monitoring (annually)
- Employees' attendance rate at compliance training sessions: 99% or more (annually)
- Employee Compliance Awareness Survey: Score 4.0 or higher
- Awareness of Compliance Hotline among full-time employees: 99% or more (annually)
- Ensure effectiveness of the Board of Directors: Conduct evaluation
- Average attendance rate of all Board Directors at Board of Directors meetings: 75% or higher

(2)
- Sustainability procurement survey collection: 90% or greater (annually)
- Support for improvement activities at high-risk suppliers: 100% implementation
- Supplier inspection/CSR audits: 15 or more companies
- Number of partnerships with NPOs: 1,000 organizations (FY2023)
- Selection for DJSI World Index (annually)

(3)
- Ratio of women in management positions: 20% or more (FY2035) 15% or more by FY2030 (double the ratio of FY2021)
- Ratio of employees with disabilities: At or above the legally mandated level (annually)
- Ratio of annual paid leave taken: Keep at 70% or above (annually)
- Serious accidents involving employees or at construction sites: Zero (annually)
- Return rate from childcare leave: 100% (annually)
- Ratio of male employees taking childcare leave: 30% or more (FY2023), 50% or more (FY2026)
- Number of employees who retire due to nursing care responsibilities: 0 (annually)

(4)
- Provide office environments that encourage diverse workstyles: Understanding actual numbers and results (annually)
- Ratio of telework: 90% or greater (annually)
- Ratio of employees who smoke: Decrease of 1% or more YoY, less than 20% (FY2030)
- High ranking in Japan surveys: Highly ranked among the major surveys (annually)

Main Businesses and Initiatives

- Reinforce compliance
- Eliminate anti-social forces and prevent corruption and unethical behavior
- Build a sophisticated internal control system
- Increase the sophistication of the Board of Directors
- Enhance risk assessment
- Enhance supply chain management
- Sound and transparent disclosure
- Coordination with organizations and regional communities
- Human capital management initiatives
- Support for employee growth and career realization[1]
- Fair evaluation and remuneration system
- Promote the participation of diverse talent (professional participation of women, recruitment and retention of persons with disabilities, and initiatives related to LGBTQ persons)
- Promote smart workstyles[2] (Smart & Fun!)
- Offer diverse and flexible workstyles (optimal mix of work in-office, from home, from satellite offices, etc.)
- Promote health and productivity management

1. Free-agent system, job posting system, SoftBank University, SB Career Dock
2. Super flextime system, teleworking, operational improvements using AI and RPA, permitting employees to take side jobs

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Developing a Resilient Management Foundation
Key Person Interview

Yasuyuki Genda
Corporate Officer,
Human Resources Division Head and
General Affairs Division Head

Building a Robust Management Base for Social and Corporate Sustainability

Communication is a lifeline. As a provider of that lifeline, reinforcing the management foundations underlying our business not only enables our ongoing growth, but contributes to the realization of a sustainable society.

Achieving Effective Corporate Governance

SoftBank Corp. is a company with an Audit & Supervisory Board, and its corporate governance system is based around the Board of Directors and Audit & Supervisory Board. At least one third of the Board of Directors are independent External Board Directors. We have also voluntarily set up the Nominating Committee and Remuneration Committee as advisory bodies to the Board of Directors, as well as the Special Committee to consider the protection of minority shareholders with regard to transactions involving significant conflicts of interest with the parent or other parties. All of these committees are chaired by and primarily comprise independent External Board Directors in an effort to ensure their objectivity and independence. Furthermore, every year we evaluate and analyze the effectiveness of the Board of Directors with support from a third-party organization; we take ongoing action to increase the Board's effectiveness, applying the criticisms and suggestions received from the Audit & Supervisory Board Members.

Fostering a corporate culture that respects the opinions and perspectives of stakeholders and enhancing the effectiveness of corporate governance are crucial. SoftBank Corp. has established and strictly enforces the SoftBank Code of Corporate Conduct and Sustainability Basic Policy, aiming to build positive relationships with all stakeholders and realize a sustainable world.

Supporting a Diverse Workforce and Utilizing Our Human Capital

One of SoftBank's enduring missions is to connect people with business. We believe that our people are the key driver of our businesses and that fostering opportunities and environments in which diverse personnel can put their individuality and talents to use is vitally important. By closely coordinating business strategy and human resource strategy over the medium to long term, we aim to always advance human resource strategy that is aligned with the current social environment and social needs in terms of the type of talent, organization and human resource portfolio that will be necessary for the future of the company as society changes. At the same time, as society, the environment and values evolve over time, so have our personnel policies and approaches. In FY2023, we have revised our existing Human Resource Policy and formulated a new policy. We maintained the fundamental approach outlined in the existing policy while also more clearly indicating our belief in the importance of sustained employee health and happiness, i.e. well-being. Under the new policy, we will continue to advance human resource strategy group-wide. We are also shifting from thinking of employees as resources to be managed and instead looking at them as a form of capital, placing an increased emphasis on effectively utilizing their talents and supporting their growth. SoftBank Corp. is advancing wide-ranging investment in its human capital, spanning skill development; engagement enhancement; diversity, equity and inclusion; and health and productivity management. By doing so, we aim to power further business growth and ensure that all employees can work with enthusiasm and vigor, continuing to grow and take on new challenges.

Health and Productivity Management

The physical and mental health of each employee is a driving force that makes possible the realization of the dreams and aspirations of both company and individual alike. As such, maintaining and improving employee health is an important management issue. Our wide-ranging initiatives in the areas of health management, safe and welcoming work environments, and health maintenance and improvement have garnered significant outside praise. Notably, SoftBank Corp. has been selected under the Ministry of Economy, Trade and Industry's Certified Health & Productivity Management Outstanding Organizations Recognition in the large enterprise ("White 500") category for five consecutive years. In addition, in FY2022, we were included for the first time in the Health & Productivity Stock Selection, a select group chosen from the "White 500" companies. We will continue aiming to be a group in which each individual employee is healthy in both mind and body, and that is always brimming with energy.

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Developing a Resilient Management Foundation

Value Creation 1 Enhance Corporate Governance and Ensure Its Effectiveness

SoftBank Corp. 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 concept of "Information Revolution — Happiness for everyone," the corporate philosophy shared by all SoftBank Corp. group companies, SoftBank aims "to become the Corporate Group needed most by people around the world." To realize this vision, we attempt to create innovative social infrastructure by building on our Japanese telecommunications business we have developed to date and by providing products and services utilizing cutting-edge digital technologies. In this way, we are striving to create an ideal society in which everyone can enjoy convenience, comfort and safety.

The SoftBank Corp. group recognizes that ensuring the effectiveness of corporate governance is indispensable for realizing this vision. Thus, we are strengthening corporate governance by ensuring that our basic ideas and philosophy are shared by all in addition to enforcing the various rules with which group companies and their officers must comply.

Corporate Governance System

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Developing a Resilient Management Foundation

Value Creation 1 ## Enhance Corporate Governance and Ensure Its Effectiveness

Corporate Governance

Board of Directors

The Board of Directors consists of 11 Board Directors, including five External Board Directors. 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.

SoftBank Corp. voluntarily established the Nominating Committee, the Remuneration Committee, the Special Committee and the ESG Promotion Committee as advisory bodies to the Board of Directors. The Nominating and Remuneration committees each comprise the CEO and at least three independent External Board Directors (selected by resolution of the Board of Directors) to ensure independence of the committees. The Special Committee consists of five independent External Board Directors (selected by resolution of the Board of Directors) and is tasked with deliberating and discussing important transactions and actions that involve conflicts of interest between controlling and noncontrolling shareholders. The ESG Promotion Committee is led by the Chief ESG Officer, a position concurrently held by the President & CEO. Other in-house committees include the Risk Management Committee, the Information Security Committee, the Human Rights Committee, the Environment Committee and the Advancement of Women Promotion Committee.

Agenda items to be submitted to the Board of Directors are determined in accordance with the Articles of Incorporation and the Board of Directors Rules. In addition, SoftBank Corp. has introduced the executive officer system to clarify the management supervisory function of the Board of Directors, strengthen the business execution function and expedite management.

SoftBank Corp. 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, also taking into consideration their nationality, ethnicity, gender and age, based on

discussions by the Nominating Committee. At present, there are 11 Board Directors serving, all of whom have a wealth of knowledge and experience regarding business management. Five independent External Board Directors have been elected, and they hold constructive and lively discussions at the Board of Directors meetings from diverse perspectives, including outside perspectives.

Board of Directors

Ken Miyauchi	Director & Chairman
Junichi Miyakawa	Representative Director
Jun Shimba	Representative Director
Yasuyuki Imai	Representative Director
Kazuhiko Fujihara	Board Director
Masayoshi Son	Founder and Board Director
Atsushi Horiba	External Board Director (Independent Officer)
Takehiro Kamigama	External Board Director (Independent Officer)
Kazuaki Oki	External Board Director (Independent Officer)
Kyoko Uemura	External Board Director (Independent Officer)
Naomi Koshi	External Board Director (Independent Officer)

Notes: 1. Average attendance of meetings of the Board of Directors by all Board Directors in FY2022 was 94.7%.
2. Average attendance of meetings of the Board of Directors by External Board Directors in FY2022 was 96.2%.

➔ Skill Matrix of Board Directors, Reasons for Electing External Board Directors and the Status of Their Attendance

Independence Evaluation Criteria

SoftBank Corp. selects independent External Board Directors based on the independence criteria set forth by the Tokyo

Stock Exchange. In addition to possessing qualities and abilities that contribute to the enhancement of corporate value and demonstrating extensive knowledge in their respective areas of expertise, candidates for independent External Board Director are selected for their ability to actively participate in constructive Board of Directors discussions and express opinions without hesitation. The Board of Directors takes into account the discussions of the Nominating Committee when making decisions regarding the selection of candidates for independent External Board Director.

Evaluation of the Effectiveness of the Board of Directors

To ensure its effectiveness and enhance its function, the Board of Directors annually analyzes and evaluates the effectiveness of its operations.

Methods used in and results of the evaluation of the Board of Directors' effectiveness for FY2022 are as outlined below.

■ Evaluation Process

Subjects of evaluation
Five Internal Board Directors, five External Board Directors and four Audit & Supervisory Board Members

Evaluation Methods
Methods: Questionnaire (with name of respondents stated), interviews or both
Evaluation period: January 2023 to June 2023

Questionnaire items:	
1. Strategies and implementation thereof	5. Group governance
2. Risk and crisis management	6. Evaluation of top management, remuneration and succession planning
3. Corporate ethics	7. Dialogue with stakeholders
4. Business restructuring (mergers, acquisitions, divestitures and business alliances)	8. Composition and operation of the Board of Directors

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Developing a Resilient Management Foundation

Value Creation 1 | **Enhance Corporate Governance and Ensure Its Effectiveness**

Corporate Governance

■ Overview of the Results of the Evaluation of the Effectiveness of the Board of Directors for FY2022

As a result of the effectiveness evaluation for FY2022, it was confirmed that the Board of Directors has been making improvements every year toward the company's vision of corporate governance, and that a high level of effectiveness has been ensured overall.

In the course of conducting the effectiveness evaluation for the fiscal year under review, the status of the responses to the issues raised in previous fiscal years was also confirmed.

Status of Responses to the Issues of Previous Fiscal Years	
1	Efforts were made to increase opportunities for discussion of medium- and long-term strategy.
2	The Board of Directors strengthened its monitoring of the group's risk management by ensuring the prompt reporting of important risk information that takes into account the business characteristics of each group company.
3	The system for protecting the interests of minority shareholders was strengthened by having the Special Committee discuss and review important transactions that may cause conflicts of interest between controlling shareholders and minority shareholders.

Priority Issues to Be Addressed Going Forward	

Deepen Discussion of Medium- to long-term Strategies Further	Strengthen the process of theme setting and discussion at Board of Directors meetings on the following priority issues
	(1) Business portfolio strategy
	  Eliminate duplicate businesses within the group and clarify priority businesses for growth
	  Strengthen business portfolio strategy through ex-post evaluations of investments
	(2) Financial strategy
	  Develop a financial strategy to achieve an optimal capital structure consistent with the above business portfolio strategy
	(3) Human resource strategy
	  Develop and promote core human resources based on medium- to long-term strategy

Strengthen Monitoring Related to the Group's Governance and Risk Management Systems	Systematically organize potential risks associated with future group reorganization and strengthen the monitoring system for such risks
Utilize the Knowledge of External Board Directors	Further utilize the knowledge of External Board Directors in setting the agenda in order to strengthen the functions of the Board of Directors

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 governance, compliance and risk management accumulated through serving as an executive officer, Chief Compliance Officer (CCO), 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 has extensive knowledge and experience in accounting as a certified public accountant and serves as a corporate officer and head 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 whom are fully independent. The full-time External Audit & Supervisory Board Member has extensive knowledge and experience in human resources, compliance and risk management at a financial institution. The part-time External Audit & Supervisory Board Member has extensive knowledge and experience in finance and accounting as a certified public accountant in the State of California.

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 Board Director. They also audit the execution of duties by the Board Directors, etc., as well as the Board Directors and the Audit & Supervisory Board Members of major subsidiaries, through regular interviews and other means.

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Developing a Resilient Management Foundation

Value Creation 1 ## Enhance Corporate Governance and Ensure Its Effectiveness

Corporate Governance

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 Board Directors based on the priority audit items, and confirms the appropriateness of business execution. It also receives reports from the Independent Auditor regarding the progress and results of audits on a quarterly basis and exchanges information and opinions with them about those audits. In addition, the Audit & Supervisory Board receives explanations from Board Directors and other parties regarding individual projects as necessary. Furthermore, the Audit & Supervisory Board Office has been established to support the duties of all Audit & Supervisory Board Members, including external members. The office comprises a dedicated staff who act under the direction of the Audit & Supervisory Board Members to gather information, investigate matters and provide other assistance.

➔ Skill Matrix of Audit & Supervisory Board Members, Reasons for Electing Audit & Supervisory Board Members and the Status of Their Attendance

Audit & Supervisory Board Members

Eiji Shimagami	Full-time Audit & Supervisory Board Member
Shuji Kojima	Full-time External Audit & Supervisory Board Member (Independent Officer)
Kazuko Kimiwada	Audit & Supervisory Board Member
Yoko Kudo	External Audit & Supervisory Board Member (Independent Officer)

Internal Audit Department

The Internal Audit Department (25 members) is an organization directly under the President & CEO that develops a risk-based annual audit plan, conducts internal audits of the overall operations of the company, and also conducts the group-wide internal control audits of group companies (mainly consolidated subsidiaries). The Internal Audit Department mainly evaluates business compliance with laws and regulations and effectiveness of internal controls, and reports the results of internal audits as well as the follow-up status of past audit findings to the President & CEO, as well as the Board of Directors, Audit & Supervisory Board Members and Audit & Supervisory Board. The Internal Audit Department also conducts audits of subsidiaries on behalf of their 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 Board Directors and External Audit & Supervisory Board Members

Prior Explanations of Agenda Items to Be Addressed at Upcoming Board of Directors Meetings	The company seeks to ensure that all officers, including the External Board Directors and 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. Thus, prior explanation meetings for External Board Directors and External Audit & Supervisory Board Members are held before each Board of Directors meeting. Each prior explanation meeting is attended by the CFO and other individuals so that they can take part in question and answer sessions held after detailed explanations are given by representatives of departments in charge of the subjects being discussed. This helps facilitate the understanding of agenda items among External Board Directors and External Audit & Supervisory Board Members. When issues are identified via feedback from an External Board Director in the course of prior explanation, departments in charge of the relevant subjects work to clear such issues before the upcoming Board of Directors meeting is convened.
Collaboration between External Board Directors and the Audit & Supervisory Board	Twice a year, the External Board Directors and Audit & Supervisory Board Members meet for information exchange and to facilitate mutual understanding through information sharing and the exchange of opinions.
Collaboration between External Board Directors and Independent Auditors	Once a year, the External Board Directors hold an information-sharing interview with the independent auditors. With the attendance of the CFO and other individuals, these interviews involve the exchange of opinions regarding the recognition of the operating environment, the status of the development of internal control systems and issues of concern in connection with corporate governance.

Handling of Transactions with Majority Shareholders

SoftBank Corp. recognizes that related party transactions, including transactions with the parent group, could possibly involve the exploitation of advantageous positions and unjustly affect the company's financial position and operating results. Based on this recognition, the company regulates related party transactions based on the Related Party Regulations and the Related Party Transaction Management Manual, paying particular attention to whether such transactions can be deemed rational in terms of the group's business management and whether transactional conditions are appropriate based on comparisons with transactions with external companies. With regard to the handling of transactions considered particularly important, the Special Committee, consisting solely of independent External Board Directors, provides the Board of Directors with consultation and advice before the latter decides on whether to greenlight such transactions. In this way, such transactions are undertaken only when the Board of Directors gives approval on a case-by-case basis.

Moreover, related party transactions not considered particularly important are, in principle, being monitored by the Finance & Accounting Division on an annual basis to confirm their total value and other details.

In addition, when a director seeks to engage in transactions deemed to compete with the company's business or in transactions with the company itself, the Board of Directors examines such transactions in accordance with the Board of Directors Rules. These transactions are undertaken only when the Board of Directors gives approval on a case-by-case basis. Also, these rules stipulate that results of such transactions must be reported to the Board of Directors.

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Developing a Resilient Management Foundation

Value Creation 1 **Enhance Corporate Governance and Ensure Its Effectiveness**

Corporate Governance

Special Committee

SoftBank Corp. has established the Special Committee as an advisory body to the Board of Directors. This committee consists of five independent External Board Directors and is tasked with deliberating and discussing important transactions and moves that involve conflicts of interest between controlling and noncontrolling shareholders. At Special Committee meetings, each independent External Board Director contributes their opinions and engages in discussions from the perspective of protecting the interests of noncontrolling shareholders.

Chair:	Atsushi Horiba (independent External Board Director)
Members:	Takehiro Kamigama, Kazuaki Oki, Kyoko Uemura and Naomi Koshi (independent External Board Directors)
Observers:	Shuji Kojima and Yoko Kudo (independent External Audit & Supervisory Board Members)

(As of June 21, 2023)

Avoiding Conflict of Interest

Relationship with Parent Company

Our parent company, SoftBank Group Corp., holds 40.47% of the voting rights of SoftBank Corp. (as of March 31, 2023) through its subsidiary SoftBank Group Japan Co., Ltd. Two of the 11 directors of SoftBank Corp. are also directors of the parent company, and one of the four Audit & Supervisory Board Members of SoftBank Corp. is also Senior Vice President of the parent company. In addition, as an investee of SoftBank Group Corp. and a member of its corporate group of subsidiaries ("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 its public listing, SoftBank Corp. 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.

SoftBank Corp. also appointed five independent External Board Directors and two independent External Audit & Supervisory Board Members based on independence standards set by the Tokyo Stock Exchange.

In addition, SoftBank Corp. has established the Special Committee as an advisory body to the Board of Directors. This committee consists of five independent External Board Directors and is tasked with deliberating and discussing important transactions and moves that involve conflicts of interest between controlling and noncontrolling shareholders.

Through these and other measures, SoftBank Corp. has minimized the possibility of intervention from the parent and thus secured structural independence in business management.

Nominating Committee and Remuneration Committee

SoftBank Corp. has voluntarily established the Nominating Committee and Remuneration Committee as advisory bodies to the Board of Directors. The committees comprise the CEO and at least three independent External Board Directors (independent External Board Directors are selected to serve on the committees by resolution of the Board of Directors) to ensure the independence of the committees. The committees deliberate and make recommendations to the Board of Directors regarding the election and dismissal of Board Directors, the nomination of Representative Directors, and the remuneration of Board Directors. The Board of Directors fully respects recommendations from these committees, using them as valuable input for Board of Directors discussions.

Nominating and Remuneration Committee Members

	Nominating Committee	Remuneration Committee
Objective	Deliberate and make suggestions to the Board of Directors regarding the election and dismissal of Board Directors and the nomination of Representative Directors	Deliberate and make suggestions to the Board of Directors regarding the remuneration of individual Board Directors and executive remuneration policy
Chairman	Atsushi Horiba (External Board Director)	
Composition (including committee chairman)	Atsushi Horiba (External Board Director) Takehiro Kamigama (External Board Director) Kazuaki Oki (External Board Director) Kyoko Uemura (External Board Director) Naomi Koshi (External Board Director) Junichi Miyakawa (CEO)	

As of June 21, 2023

CEO Succession Plan

Proposals on the appointment or dismissal of Board Directors, including the CEO, are decided by resolution of the Board of Directors, deferring as much as possible to the suggestions of the Nominating Committee based on its prior discussions, and then brought before the General Meeting of Shareholders. Standards for Board Director candidates include possessing qualities and abilities that will contribute to the enhancement of corporate value and demonstrating extensive knowledge in their respective areas of expertise. The overall balance of skills and other attributes of the Board of Directors is also taken into account.

For the CEO's successor, the Nominating Committee discusses the qualities and abilities needed in the next CEO, such as the ability to formulate a vision and knowledge of technology and finance, and then defines the requirements for candidates based on corporate strategy. The Committee then selects a number of internal candidates, who are given opportunities to gain concrete experience through actual corporate management and business operations. While taking account of internal 360-degree evaluations and the content of various internal and external communications, the committee periodically monitors the candidates and reviews the requirements, processes and candidates as necessary. This framework enables us to nominate the most suitable successor for the business environment at the time of succession.

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Developing a Resilient Management Foundation

| Value Creation 1 | Enhance Corporate Governance and Ensure Its Effectiveness |

Corporate Governance

Director Remuneration

The remuneration policy for SoftBank Corp. officers is determined by confirming that remunerations are at a competitive level compared to remuneration for managers of domestic and overseas companies of similar or greater business scale, based on surveys of remuneration for domestic company managers conducted by an independent organization.

The purpose of remuneration for directors is to enable them to achieve stable growth in profit, create steady cash flows, and secure sustainable corporate growth and medium- to long-term improvement in corporate value in a way that develops favorable relationships with stakeholders. Therefore, remuneration is determined with an eye to enhancing the recipients' motivation to contribute not only to short-term achievements but also to medium- to long-term improvement in operating results even as they maintain a prudent stance against excessive risk-taking.

Basic remuneration consists of annual salary determined by the title of each recipient as follows: Chairman (¥96 million); President & CEO (¥120 million); Vice President (¥84 million); Senior Executive Officer (¥60 million).

Based on the above amount of annual salary, a fixed amount of monthly cash remuneration is paid to each recipient. Performance-based remuneration consists of a short-term performance-based portion and a medium-term performance-based portion. This remuneration is entirely paid in company shares with transfer restrictions. In the event of major revisions or restatements of the value of financial statement indicators that provide the basis for the calculation of performance-based remuneration, the company may acquire allotted shares from the recipients without compensation based on their job responsibilities.

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 Board Directors and Audit & Supervisory Board Members (FY2022)

| Title | Total remuneration (Million yen) | Subtotals for each type of remuneration (Million yen) | | | Number of recipients |
		Basic remuneration	Performance-based remuneration[1]	Other[2]	
Directors (excluding External Board Directors)	2,025	444	1,331	251	6
Audit & Supervisory Board Members (excluding External Audit & Supervisory Board Members)	18	18	—	—	1
External Board Directors	84	84	—	—	6
External Audit & Supervisory Board Members	30	30	—	—	3

1. Performance-based remuneration was conferred on July 20, 2022 as shares with restriction on transfer. It will be appropriated (as an expense) in the following consolidated accounting year.
2. In non-cash remuneration, etc., the amount appropriated (as an expense) in the consolidated fiscal year under review for stock options conferred in March 2018 and July 2021 is listed. This amount is different from the actual amount resulting from exercise or sale.
Note: This is the amount of payment of officers' remuneration for FY2022.

Total Consolidated Remuneration and Other Compensation for Each SoftBank Corp. Officer (FY2022)

| Name | Total consolidated remuneration (Million yen) | Title | Company name | Subtotals for each type of remuneration (Million yen) | | |
				Basic remuneration	Performance-based remuneration	Other
Ken Miyauchi	470	Board Director	Submitting company	96	319	55[1]
Junichi Miyakawa	574	Board Director	Submitting company	120	399	55[1]
Jun Shimba	355	Board Director	Submitting company	84	227	44[1]
Yasuyuki Imai	355	Board Director	Submitting company	84	227	44[1]
Kazuhiko Fujihara	249	Board Director	Submitting company	60	159	30[1]
Kentaro Kawabe	388	Board Director	Z Holdings Corporation	96	191[2]	100[3]

1. Figures represent the amounts accounted for (expensed) in the fiscal year ended March 31, 2023 concerning the stock options granted in March 2018 and July 2021.
2. The amount is performance-based remuneration for FY2022 paid by Z Holdings Corporation and represents the total amount of bonuses and share-based payment (RS).
3. The amount represents the total amount of the Stock-Based Remuneration Plan (RSU Plan using a Board Incentive Plan Trust) and stock options granted by Z Holdings Corporation.
Note: Only directors whose total consolidated remuneration and other compensation is ¥100 million or more are listed above.
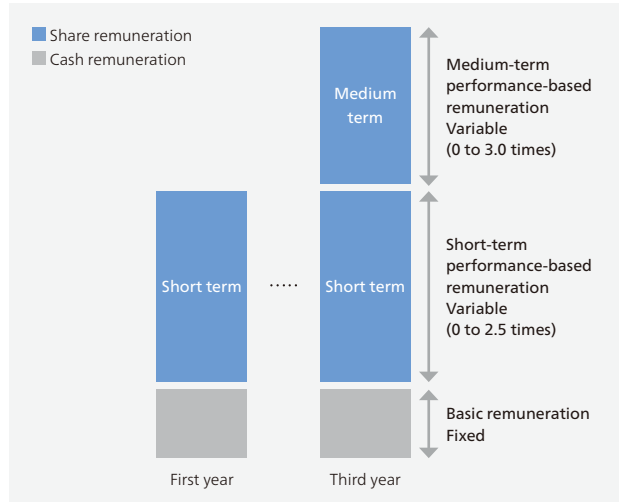
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Developing a Resilient Management Foundation

Value Creation 1 Enhance Corporate Governance and Ensure Its Effectiveness

Corporate Governance

Remuneration System for Board Directors (Excluding External Board Directors)

Remuneration of Board Directors (except External Board Directors) consists of basic remuneration plus performance-based remuneration. The purpose of this arrangement is to combine a fixed amount of remuneration with a variable amount that incentivizes Board Directors to improve both short-term business results and medium-to-long-term corporate value.

- Share remuneration
- Cash remuneration

Medium term — Medium-term performance-based remuneration Variable (0 to 3.0 times)

Short term ····· Short term — Short-term performance-based remuneration Variable (0 to 2.5 times)

— Basic remuneration Fixed

First year   Third year

Method of Calculation of Short-term Performance-based Remuneration

The basic policy on the ratio of payment of basic remuneration to short-term performance-based remuneration is to maintain a ratio of 1 : 2.3–3.2 between basic remuneration and short-term performance-based remuneration. The short-term performance-based remuneration is allowed to fluctuate within a range of 0–2.5 times (target: 1.0 time) the base amount by position, based on the company's single-fiscal-year business results and related factors.

The indicators adopted for determining whether Board Directors have accomplished their targets for short-term business results are net income and operating income attributable to owners of parent (consolidated basis)[1] as well as the material issue targets.[2] The degree of accomplishment of the material issue targets is added separately within a range of 0–5% to a coefficient calculated from the degree of accomplishment of the targets for net income and operating income. Short-term performance-based remuneration is entirely paid in company shares with restriction on transfer.

1. With regard to the adoption of net income and operating income attributable to owners of parent, when the company encounters such extraordinary factors as impairment, unusual fluctuations in management indicators (FCF, etc.), the occurrence of serious misconduct or accident, or other factors requiring particular consideration, the coefficient may be redefined after seeking consultation from the Remuneration Committee.
2. Material issue targets: The material issue targets are selected from six material issues identified as necessary for the sustainable growth of the company. These include the rate of use of renewable energy for powering base stations with the aim of achieving Carbon-Neutral 2030.

Short-term performance-based remuneration = Base amount by position × (Net income coefficient ×50% + Operating income coefficient ×50%)+ Material issue coefficient +0 to 5%

Degree of accomplishment relative to performance targets

Method of Calculation of Medium-term Performance-based Remuneration

The basic policy on the ratio of payment of basic remuneration to medium-term performance-based remuneration is to maintain a ratio of 1 : 1.7–2.1 between basic remuneration and medium-term performance-based remuneration. The medium-term performance-based remuneration is determined based on the company's business results over the most recent three years and the like.

The indicator adopted for use in determining the degree of accomplishment of the target for medium-term business results is total shareholder return (TSR). The medium-term performance-based portion is allowed to fluctuate within a range of 0–3.0 times the indicator. The coefficient is calculated based on the ratio of the company's TSR to its

share price on TOPIX. Medium-term performance-based remuneration is entirely paid in company shares with restriction on transfer.

Medium-term performance-based remuneration = Base amount by position × Total Shareholder Return (TSR) coefficient*

* Determined based on comparison of the company's TSR to its share price on TOPIX. With regard to the adoption of TSR, when the company encounters such extraordinary factors as share splits, the occurrence of serious misconduct or accident, or other factors requiring particular consideration, the coefficient may be redefined after seeking consultation from the Remuneration Committee.

Policies on Cross-shareholdings and Standard for the Exercise of Voting Rights

In order to realize sustainable improvement in corporate value, SoftBank Corp. may maintain cross-shareholding when such stockholding is deemed to serve such important purposes as formulating business alliances and securing potential for business synergies in the context of management strategies outside pure investment. At SoftBank Corp., the primary purposes of cross-shareholdings include establishing advantages in business expansion or operational management, creating synergies, securing human resources or technologies, and achieving cost reduction effects.

Every year, we verify the holding status of each such stock to confirm its conformity with the purpose of holding.

Based on this verification, the Board of Directors receives reports regarding the continuation or disappearance of rationale for each cross-shareholding.

The company also exercises its voting rights associated with cross-shareholdings in an appropriate manner after giving comprehensive consideration to whether its voting decision can be beneficial to sustainable improvement in the issuer's corporate activities.

➜ Status of Stockholdings

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Developing a Resilient Management Foundation

Value Creation 1

Enhance Corporate Governance and Ensure Its Effectiveness

Internal Control System

Basic Approach to and Development of the Internal Control System

In accordance with the Companies Act and the ordinances of the Ministry of Justice, SoftBank Corp. makes decisions at the Board of Directors on the following matters regarding the system to ensure that the execution of duties by Board Directors is in compliance with laws, regulations and the Articles of Incorporation, and other systems to ensure the appropriateness of operations.

System to Ensure that the Execution of the Duties of Board Directors and Employees Complies with Laws, Regulations and the Articles of Incorporation

1	Appointed a Chief Compliance Officer (CCO). The CCO proposes and carries out measures required to establish and enhance SoftBank Corp.'s compliance system.
2	Established a department with authority over compliance to assist the CCO.
3	Compliance Department personnel and personnel responsible for promoting compliance are placed in each department to ensure thorough compliance.
4	Established internal and external hotlines (compliance reporting contact points) for direct reporting and consultations by Board Directors and employees to quickly detect, rectify and prevent the recurrence of any inappropriate issues in corporate activities. To ensure that persons who have used the hotlines will not be treated disadvantageously, the Whistleblowing Regulations prohibit the disadvantageous treatment of persons on the grounds of having reported or consulted on the hotline.
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 ensuring compliance with laws, regulations and the Articles of Incorporation.

System for the Storage and Management of Information Regarding the Execution of Duties by Board Directors

1	Based on the Information Management Regulations, SoftBank Corp. determines storage periods and methods, as well as measures to prevent accidents. Information is classified according to its degree of confidentiality for appropriate storage and management.
2	Based on the Information Security Basic Regulations, a Chief Information Security Officer (CISO) is appointed, and persons responsible for information security are placed in each department to establish a system to store and manage information.
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 confidential communications and personal information has been strengthened.

Regulations and Systems Related to Managing the Risk of Loss

1	Based on the Risk Management Regulations, the risk management departments summarize the status of risk evaluation, analysis and response within each unit and regularly report their findings to the Risk Management Committee. This committee's members include Representative Board Directors.
2	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 to mitigate risks and prevent the occurrence of risk events. The Risk Management Committee regularly reports the results of these efforts to the Board of Directors.
3	When an emergency situation arises, an Emergency Response Headquarters is established to direct efforts to minimize damage (loss).

System to Ensure the Efficiency of Board Directors in the Execution of Their Duties

1	SoftBank Corp. 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 Board Directors who are independent of SoftBank Corp.
3	To ensure that the Board Directors can discuss matters fully at Board of Directors meetings, they are provided with materials for meetings in advance, and with additional or supplementary materials upon their request.
4	The scope of authority and responsibilities necessary for the execution of Board Director duties is clearly defined in the Regulations on Segregation and Authority of Duties.

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Developing a Resilient Management Foundation

Value Creation 1   ## Enhance Corporate Governance and Ensure Its Effectiveness

Internal Control System

System to Ensure Appropriateness of the Operations of Corporate Group Comprising SoftBank Corp., Its Parent Company and Its Subsidiaries

1	The CCO establishes and reinforces the compliance system of the SoftBank Corp. group. In implementing compliance, the CCO gives advice, instructions and orders to the CCO of each group company to ensure that relevant activities comply with the SoftBank Corp. group's basic compliance policy. A reporting contact point for compliance has also been established to receive reports and provide consultation to Board Directors and employees of the SoftBank Corp. group in order to quickly detect, rectify and prevent the recurrence of any inappropriate issues in corporate activities. To ensure that persons who have used the contact point will not be treated disadvantageously, the Whistleblowing Regulations prohibit the disadvantageous treatment of persons on the grounds of having reported or consulted on the hotline.
2	The Group Security Committee, composed of the persons responsible for information security in each group company, has been established to share information on system responses, the status of measures, knowledge and technology related to information security. This committee is headed by SoftBank Corp.'s CISO.
3	The representative of each group company is required to submit a Representative Oath pertaining to financial reports submitted to SoftBank Corp. in order to ensure the accuracy of the annual securities report and other reports of the SoftBank Corp. group as a whole.
4	The Internal Audit Department comprehensively judges the results of past internal audits, financial position and other factors and carries out internal audits of SoftBank Corp. and other group companies deemed as having a high risk.
5	The SoftBank Corp. group manages risks, working to mitigate and avoid them. In the event of an emergency, each group company is requested to immediately report to SoftBank Corp. based on the Risk Management Regulations, and efforts are made to minimize damage (loss) through cooperation between SoftBank Corp. and group companies as required by the circumstances.

System for Excluding Organized Crime and Other Criminal Elements

SoftBank Corp. clearly states in the Regulations on Countermeasures against Antisocial Forces its policy of having absolutely no association with antisocial forces (organized crime) that pose a threat to public order and safety. SoftBank Corp. has established an internal system to handle issues related to antisocial forces and has designated a responsible division to carry out overall management in this area. SoftBank Corp. works in cooperation with the police and other external specialist institutions to firmly and resolutely refuse any undue demands from antisocial forces.

Assistants to Audit & Supervisory Board Members

SoftBank Corp. has established the Audit & Supervisory Board Office as an organization to support the work of the Audit & Supervisory Board Members, and assigns dedicated staff to this office. 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 orders to the support staff are issued by the Audit & Supervisory Board Members to ensure the effectiveness of such instructions.

Systems for Reporting to the Audit & Supervisory Board Members

Board Directors and employees 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 reporting contact points for compliance.
2. Matters related to finance (including financial reporting and actual performance in relation to planned budgets).
3. Matters related to human resources (including labor management).
4. The status of work related to risk matters related to information security.
5. The status of work related to large-scale disasters and network disruptions, 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 that could cause significant damage to the company and other matters that the Audit & Supervisory Board Members have decided need to be reported in order for them to execute their duties.

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Developing a Resilient Management Foundation

Value Creation 1   ## Enhance Corporate Governance and Ensure Its Effectiveness

Internal Control System

Systems to Ensure That Audit & Supervisory Board Member Audits Are Conducted Effectively

1	When the Audit & Supervisory Board Members deem it necessary, opportunities are provided for them to interview Board Directors or employees of the SoftBank Corp. group. 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 to coordinate, and also attend important meetings.
2	SoftBank Corp. ensures that persons who have reported to or consulted with the Audit & Supervisory Board Members will not be treated disadvantageously on the grounds of having done so.
3	SoftBank Corp. pays expenses associated with the execution of duties by the Audit & Supervisory Board Members, including expenses relating to the Independent Auditor, attorneys and other professionals.

Implementation of the System to Ensure the Appropriateness of Operations

Compliance	SoftBank Corp. conducts compliance training for its Board Directors and employees, as well as providing information and giving advice, as necessary, for the ongoing enhancement of the compliance system. In addition, SoftBank Corp. works to ensure the effectiveness of its compliance efforts by establishing and operating hotlines by which its Board Directors, employees and subsidiaries can report and consult directly. The effects of these measures are reviewed to make improvements, as necessary.
Risk	Based on the Risk Management Regulations, the risk management department summarizes the status of risk evaluation, analysis and response at each unit and reports its findings to the Risk Management Committee. Consisting of Board Directors, with the participation of Audit & Supervisory Board Members and related department managers, the Risk Management Committee determines the degree of importance and owners of (persons responsible for) the risk; confirms and promotes countermeasures developed and implemented by the risk owners; and issues directions regarding countermeasures, thereby preventing the occurrence of risk events and mitigating risk. The Risk Management Committee regularly reports the results of these efforts to the Board of Directors. The Committee also conducts periodic checks of business-related risks identified by group companies and the status of countermeasures to prevent risk events and mitigate risk on an ongoing basis.
Execution of Duties by Board Directors and Employees	SoftBank Corp. ensures efficiency in the execution of duties by its Board 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. SoftBank Corp. also ensures an environment where matters can be fully discussed at the Board of Directors.
Internal Audits	The Internal Audit Department carries out audits on the effectiveness of SoftBank Corp.'s risk management process and system for ensuring compliance with laws, regulations and the Articles of Incorporation. In addition, the department continuously carries out audits of SoftBank Corp. group companies deemed high-risk and reports the results of audits to the President & CEO, as well as the Board of Directors, Audit & Supervisory Board Members and Audit & Supervisory Board.
Audit & Supervisory Board Member Duties	The Audit & Supervisory Board Members attend SoftBank Corp.'s important meetings, and the company arranges opportunities for them to interview Board Directors and employees of SoftBank Corp. and its group companies as necessary. In addition, the Audit & Supervisory Board Members foster ongoing cooperation by holding regular meetings with the Independent Auditor and Audit & Supervisory Board Members and other personnel of major subsidiaries. Through these efforts, the company ensures the effectiveness of audits.

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Developing a Resilient Management Foundation

Value Creation 1 Enhance Corporate Governance and Ensure Its Effectiveness

Risk Management

The corporate business environment is in constant flux, with risks becoming increasingly complex and diversified. The most effective way to deal with risks is through early detection and prompt countermeasures. With a company-wide system for identifying risks and implementing preventative measures in place, SoftBank Corp. has created a PDCA cycle in an effort to mitigate and prevent risks.
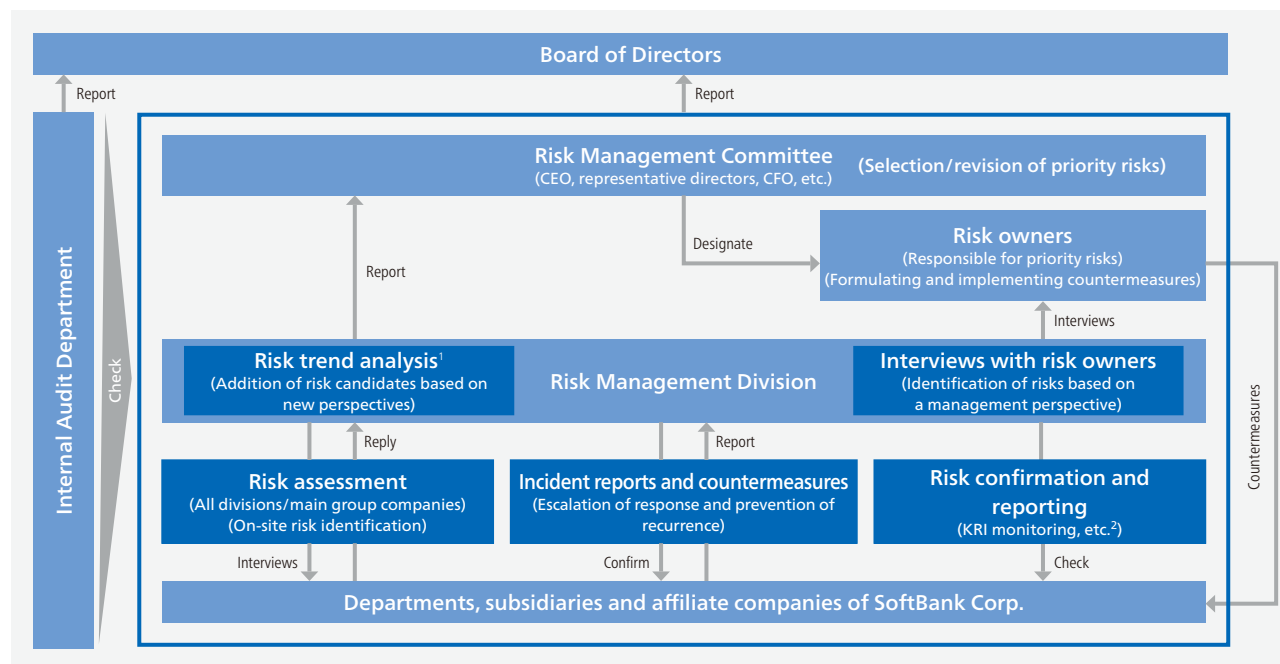
Risk Management System

SoftBank Corp. has established a system of management to identify and prevent the emergence of company-wide risks from various angles. When proposing measures at the applied business level, each Head Office division includes risks in its considerations. In addition, the Risk Management Division, which is independent from the business divisions, conducts company-wide, comprehensive identification of risks and confirms the status of measures taken (twice a year), and reports to the Risk Management Committee. This committee comprises the CEO, representative directors, the Chief Financial Officer (CFO) and others, with the participation of Audit & Supervisory Board Members and related department managers. The Risk Management Committee determines the priority level of various risks and the person responsible for dealing with each (the risk owner), issues instructions on countermeasures, and makes status reports to the Board of Directors. The committee also supervises risks that may have a significant impact on the group, with a Director experienced in information security (President & CEO Junichi Miyakawa) playing a central role.

The Internal Audit Department conducts an independent audit of the entire risk management system and situation.

For employees, we ensure company-wide awareness and conduct training (e-learning, etc.) on risks that need to be addressed, and have set up an internal consultation desk.

Risk Management System

We have also incorporated risk management into competency assessments of employees, including those at the managerial level.

In addition, from the standpoint of group-wide risk management, we have established a reporting system for subsidiaries and affiliated companies, and we conduct periodic checks of business-related risks identified by group companies and the status of countermeasures.

1. Risk trend analysis: A technique used by risk managers to predict future events such as accidents and business losses
2. KRI: Key risk indicators

Notes: 1. The Chief Human Resources Officer (CHRO) and the head of the Internal Audit Department independently report on risk management and audits to the Board of Directors based on their respective responsibilities.
2. We are working to further improve the precision of our risk management system using outside evaluations of risk management through the use of an internal control reporting system as stipulated by the Financial Instruments and Exchange Act and SSAE18-compliant evaluation of internal control by a third-party organization.
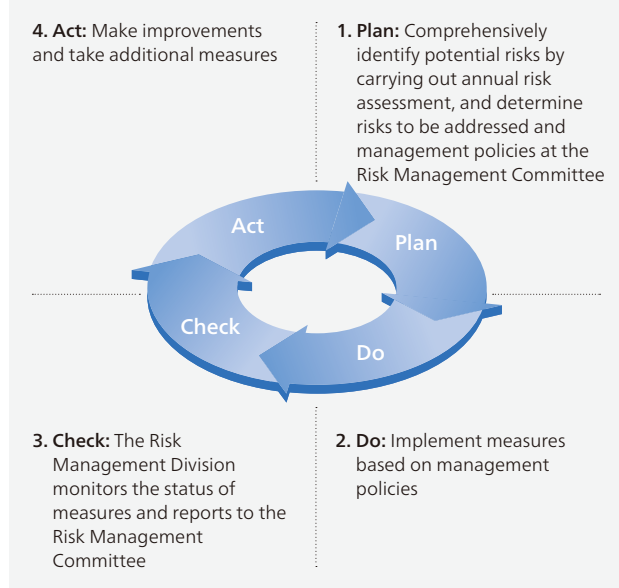
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Value Creation 1 **Enhance Corporate Governance and Ensure Its Effectiveness**
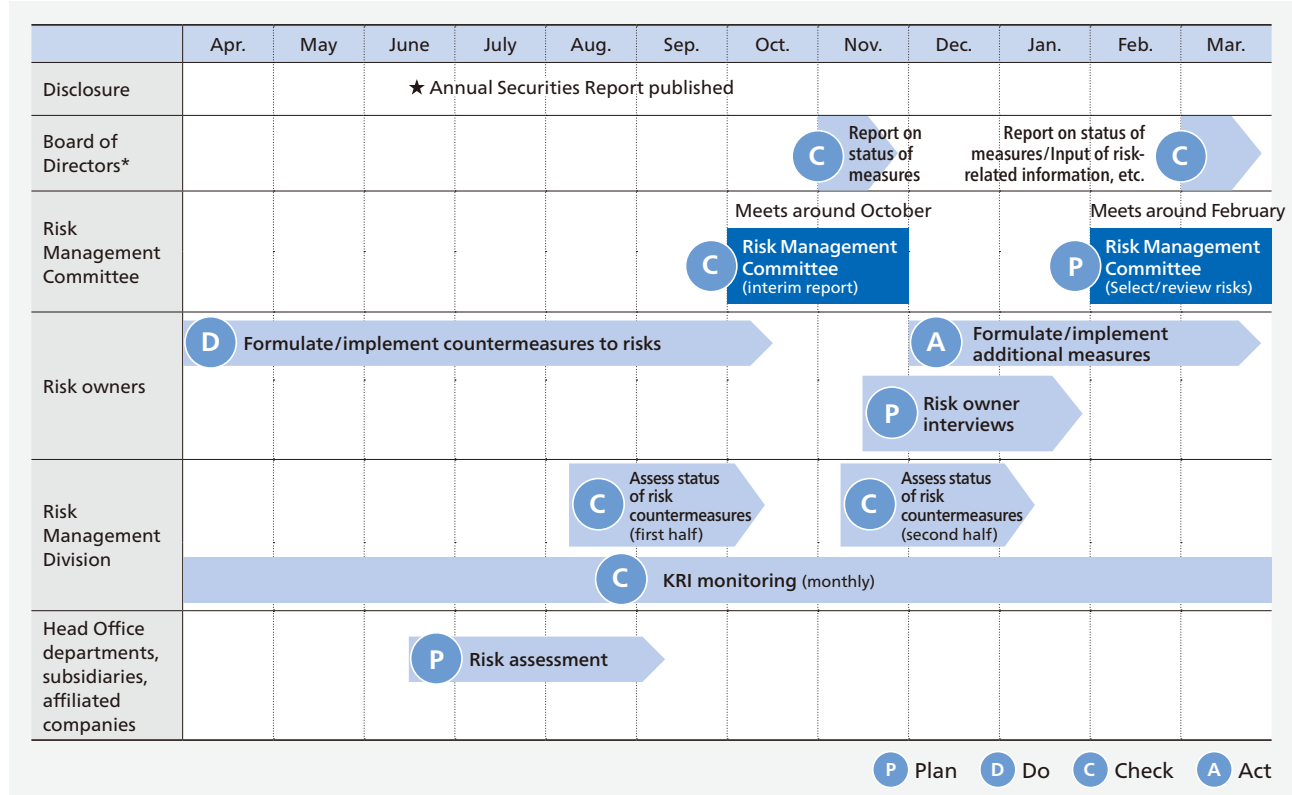
Risk Management

Risk Management Methods

We have established a PDCA cycle by engaging in the risk management described below over the course of the year. By executing this risk management cycle on a regular basis, we are working to mitigate and prevent risks, which are growing more complex and diverse.

4. Act: Make improvements and take additional measures

1. Plan: Comprehensively identify potential risks by carrying out annual risk assessment, and determine risks to be addressed and management policies at the Risk Management Committee

Act — Plan — Do — Check

3. Check: The Risk Management Division monitors the status of measures and reports to the Risk Management Committee

2. Do: Implement measures based on management policies

Yearly Schedule

Risks are identified, selected, evaluated and reviewed through risk assessments by each head office department, subsidiary and affiliated company, and through interviews with risk owners.

Specifically, the risk owner considers and implements risk countermeasures based on the risks determined by the Risk

Management Committee to have a significant impact on the company and on the results of risk reviews. The Risk Management Division monitors the status of measures taken by risk owners and reports on their status to the Risk Management Committee. Based on the results of this process, risk owners make further improvements and take additional measures.

In addition, the Risk Management Division regularly reports to the External Board Directors on the selection of risks and the status of measures taken against them as well as the results of risk reviews and the latest risk-related information, including recent technological trends. The External Board Directors, in turn, provide the Risk Management Division with advice on risk management.

	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.
Disclosure				★ Annual Securities Report published								
Board of Directors*							C Report on status of measures		Report on status of measures/Input of risk-related information, etc.			C
Risk Management Committee							Meets around October — C Risk Management Committee (interim report)			Meets around February — P Risk Management Committee (Select/review risks)		
Risk owners		D Formulate/implement countermeasures to risks							A Formulate/implement additional measures			
								P Risk owner interviews				
Risk Management Division					C Assess status of risk countermeasures (first half)			C Assess status of risk countermeasures (second half)				
							C KRI monitoring (monthly)					
Head Office departments, subsidiaries, affiliated companies		P Risk assessment										

P Plan D Do C Check A Act

* "Board of Directors" above includes advance briefings for External Directors and Audit & Supervisory Board Members.

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Developing a Resilient Management Foundation

Value Creation 1   ## Enhance Corporate Governance and Ensure Its Effectiveness

Risk Management

Addressing Risks That Significantly Impact the Company

SoftBank Corp. works to mitigate and prevent risks by selecting those that have a significant impact on its business activities based on the likelihood
of occurrence and the magnitude of potential effect, determining which risks to prioritize and implementing countermeasures.

Risk Related to Management Strategy

Risks	Typical Risk Examples	Risk Mitigation Measures
a. Changes to economic conditions, regulatory or market environments, and competition with other companies		
• Domestic political conditions • Competitors' situations • Customer expectations • Amendments to laws • Economic fluctuations • Demographic changes • Product/service defects	• Risk of increased competition in the telecommunications industry due to new entrants, etc.; rapid spread of services from startups competing with the SoftBank Corp. group's services • Risk of providing products or services with major defects that cause damage to customers	• Adopt services, products and sales methods that suit consumer preferences • Thorough quality control during manufacturing and development stages
b. Adapting to technology and business models		
• Technological innovation	Risk of the SoftBank Corp. group being unable to respond appropriately or in a timely manner to changes in the market, such as the emergence of new technologies (including generative AI) or business models	Research the newest technology and market trends, conduct verification testing to introduce technically superior services, consider alliances with other companies, etc.
c. Leakage or mishandling of information (including personal information) and inappropriate use of products and services provided by the SoftBank Corp. group		
• Leakage or loss of information due to cyber attacks • Inappropriate use of information assets • Inappropriate use of products/services	• Risk of information leakage, loss, etc., due to intentional or negligent actions of the SoftBank Corp. group or unauthorized access, such as cyberattacks, by a third party • Risk of losing society's confidence and trust in the SoftBank Corp. group due to mistaken management or use of our information assets resulting in social criticism • Risk of lowered confidence and trust due to misuse (crimes, etc., such as fraud) of apps or payment services provided by the SoftBank Corp. group	• Limit areas of work related to confidential information and establish access control rules; monitor and prevent unauthorized access due to cyberattacks from outside the company; separate and isolate access and network use according to information security levels • Establish guidelines and conduct training • Periodic monitoring of unauthorized use
d. Destabilization of international conditions		
• Procurement of equipment, facilities, etc.	Risk of delays in transportation of telecommunications business equipment and facilities due to regulations and restrictions imposed on aircraft, ships, etc., by countries in conflict or other countries involved	Conduct monitoring, gather information, and decentralize and diversify suppliers
e. Stable provision of network services		
(a) Telecommunication network failures	• Risk of being unable to maintain telecommunications service quality due to increased network traffic or an inability to secure necessary frequency bands • Risk of being unable to operate telecommunication networks or information systems normally due to a natural disaster, pandemic, etc.	Bolster the telecommunications network based on predictions of future traffic
(b) Unpredictable circumstances such as natural disasters	Risk of a natural disaster, pandemic, etc., impeding the normal operation of telecommunication networks or information systems	Introduce network redundancy, establish an emergency recovery system, and implement countermeasures for power outages at network centers and base stations

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Developing a Resilient Management Foundation

Value Creation 1

Enhance Corporate Governance and Ensure Its Effectiveness

Risk Management

Risks	Typical Risk Examples	Risk Mitigation Measures
f. Corporate acquisition, business alliances, establishment of joint ventures, organizational restructuring within the group, etc.		
• Investment and loans	Risk of investee companies being unable to perform as expected	Conduct sufficient due diligence when considering each investment to make investment decisions in accordance with the prescribed approval process
g. Dependence on other companies' management resources		
(a) Outsourcing • Inappropriate management of information by outsourcers	• Risk of outsourcers being unable to perform work as expected • Risk of infringing on customers' human rights as a result of an outsourced company fraudulently acquiring SoftBank Corp. group and customer information or using it for other purposes	• Conduct periodic audits of outsourcers' work • Evaluate and select suppliers in accordance with the Purchasing Regulations
(b) Use of other companies' facilities • Other companies' management resources	Risk of becoming unable to continue using communication line equipment owned by other operators	Use multiple operators' communication line equipment
(c) Procurement of equipment • Supply disruptions • Delivery delays	Risk of supply disruptions, delivery delays or other problems in the procurement of telecommunications equipment, etc.	Build networks by procuring equipment from multiple suppliers
h. Use of the SoftBank brand		
• Brand use	Risk that our actions negatively impact the trust or interests of SoftBank Group Corp. and we become unable to use the SoftBank brand	Bolster the system for checking prior to using the brand, release materials related to brand use, and conduct training
i. Service interruption or degradation due to related system failure		
• System failures	Risk of becoming unable to continuously provide service for customer-facing systems, the PayPay cashless payment service, etc., due to human error, equipment/system problems, cyberattack by a third party, hacking, or other unauthorized access	Add redundancy to the network and clarify recovery procedures in case of failure or other accidents
j. Training and securing human resources		
• Human resources (hiring, training) • Labor management (overwork, etc.) • Human rights • Diversity	• Risk of being unable to secure engineers or other human resources necessary for business operation as planned • Risk of damaging society's trust and confidence in SoftBank Corp. due to being unable to meet social demands for consideration for basic human rights • Risk of damaging society's trust and confidence in SoftBank Corp. due to being unable to meet social demands for respecting and leveraging diversity	• Adopt a remuneration system that considers the expertise of human resources with high market value • Establish a human rights policy and human rights due diligence process; conduct risk assessments • Ensure company-wide awareness of efforts related to diversity; conduct training
k. Climate change		
Increasing damage from natural disasters	Risk of higher restoration and maintenance costs due to an increase in disaster-affected facilities and worsening of damage	Promote redundancy of backbone networks and secure communications in the event of a disaster, etc.

➜ Addressing risks that have significant impact on the company

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Developing a Resilient Management Foundation

Value Creation 1 ## Enhance Corporate Governance and Ensure Its Effectiveness

Risk Management

Business Continuity Planning

Disaster Operation Plans

SoftBank Corp. is working diligently to secure the safety of customers and provide stable communications services in the event of a natural disaster, terrorist attack, pandemic or other emergency.

■ Disaster Operation Plan

The Basic Act on Disaster Management was established for the purpose of protecting the nation's lands and people from damage to life, person and property in the event of a disaster, formulating basic principles for disaster management, maintaining social order and protecting the public welfare. To this end, the Act specifies the roles of the national government, local governments and designated public institutions, as well as frameworks for implementation in the event of disaster.

SoftBank Corp. is a designated public institution as determined by the national government based on the Basic Act on Disaster Management and therefore has formulated a Disaster Management Operation Plan. This plan establishes preventive measures and responses to disasters as well as frameworks to follow when disaster strikes. When disaster strikes, SoftBank Corp. responds in accordance with the Disaster Management Operation Plan while working closely with relevant institutions.

➔ Disaster Management Operation Plan

■ Civil Protection Operation Plan

The Law Concerning the Measures for Protection of the People in Armed Attack Situations, etc. (Civil Protection Law) was established for the purpose of protecting the nation's people from damage from armed attack to life, person and property, and to minimize the impact of an armed attack on daily life and the nation's economy. To this end, the Civil Protection Law allocates roles to the national, prefectural and municipal governments; defines the roles of designated public institutions; and delineates an implementation framework for protecting the public.

SoftBank Corp. is a designated public institution as determined by the national government based on the Civil Protection Law and therefore has formulated a Civil Protection Operation Plan. In the event of the threat or occurrence of a terrorist attack or other armed attack, SoftBank Corp. responds in accordance with the Civil Protection Operation Plan while working closely with relevant institutions.

➔ Civil Protection Operation Plan

■ Operation Plan for Measures Against Novel Influenza, etc.

The Act on Special Measures against Novel Influenza, etc., was established for the purpose of protecting the lives and health of the public and minimizing the impact on daily life and the nation's economy by strengthening measures against novel strains of influenza, etc. To this end, the Act specifies the roles of the national government, local governments and designated public institutions, as well as frameworks for implementation in the event of an emergency.

SoftBank Corp. is a designated public institution as determined by the national government based on the Act on Special Measures against Novel Influenza, etc., and therefore has formulated an Operation Plan in line with the government's action plan. The Operation Plan lays out frameworks to follow before a disease outbreak begins and when it is nascent overseas, measures against infection and other matters. We will implement the plan as appropriate while working closely with relevant institutions.

➔ Operation Plan for Measures Against Novel Influenza, etc

Compliance

Basic Approach

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 executives and employees are obliged to comply with the SoftBank Code of Conduct. Based on the Code, we maintain compliance in our work with a strong sense of ethics and responsibility.

Compliance with the SoftBank Code of Conduct is included in the evaluation of the capabilities of managers and other employees.

SoftBank Code of Conduct

1. Compliance Commitment
We will maintain high ethical standards, observe all applicable laws, regulations and internal rules, and act in accordance with social norms, and in the event we become aware of any actual or possible breach of the foregoing, we will seek to resolve such breach by reporting to and consulting with our manager, or by using the compliance hotline.

2. Respect for Human Rights and Prohibition of Discrimination and Harassment
We respect human rights and will not tolerate discrimination or harassment based on race, ethnicity, religion, nationality, origin, gender, gender identity, sexual orientation, age, disability or disease, etc.

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.

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Developing a Resilient Management Foundation

Value Creation 1 Enhance Corporate Governance and Ensure Its Effectiveness

Compliance

4. Commitment to Fair Business Practices
We will conduct our business activities without engaging in anti-competitive conduct in the market and maintain fair and mutually viable relationships with our business partners.

5. Proper Use and Management of Company Assets
We will use and manage company assets in accordance with appropriate rules and not use them for personal gain or unlawful profit. Further, we will not engage in transactions that involve conflicts of interest without the prior approval from the company or that constitute insider trading.

6. Promotion of a Mutually Pleasant and Comfortable Working Environment
We will promote innovation throughout the company by recognizing and respecting each other's diversity, while respecting various working styles and striving to ensure a safe and healthy workplace and promote a pleasant and comfortable working environment for everyone.

7. Social Contribution and Environmental Conservation
We value resources and strive to preserve the global environment and are committed to contributing to society in a sustainable manner through the resolution of social issues in liaison 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 value all information and data related to our customers, business partners and employees, and are committed to handling personal information and confidential information and other information assets in an appropriate manner and protecting them from security threats.

10. Appropriate Relationship with Politics and Government
We will maintain appropriate relationships with political and governmental officials and not be involved in corruption or unethical behavior such as providing or receiving inappropriate gifts or entertainment.

11. No Association with Organized Crime Groups or Criminal Activities
We will not have any involvement whatsoever with organized crime groups or criminal activities such as money laundering.

Compliance Promotion Structure

The Board of Directors of SoftBank Corp. appoints a Chief Compliance Officer (CCO), who proposes and implements measures necessary to establish and strengthen a compliance promotion structure with the aims of ensuring compliance with laws, regulations and the SoftBank Code of Conduct and preventing violations. The CCO is assisted by the Compliance Department, which liaises with its personnel stationed in each of the business units and their personnel responsible for promoting compliance to ensure compliance in the day-to-day operations across divisions through regular inspections and education.

The Compliance Department regularly reports on actual or potential violations of the SoftBank Code of Conduct and compliance issues, including bribery and corruption, to the CCO. The CCO is responsible for monitoring overall management of violations/issues and determining related policy. In addition, the status of these efforts is reported regularly to the Board of Directors and the Audit & Supervisory Board. The SoftBank Code of Conduct is circulated to all employees (including temporary employees) of the SoftBank Corp. group, including subsidiaries and affiliated companies, to promote compliance with laws, regulations and corporate ethics in business operations.

The SoftBank Code of Conduct, the system for promoting adherence to it, and the reporting structure for violations are verified by an independent third-party.

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. Consultations and reports are handled appropriately following a thorough investigation, and the whistleblowing regulations prohibit any adverse treatment of persons consulting with or reporting to the hotline, regardless of the content of such consultation or report.

SoftBank Corp.'s Compliance Hotline accepts all inquiries and reports, including those made anonymously, 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 Audit & Supervisory Board Members, who are independent from senior executives.

The SoftBank Code of Conduct includes content related to legal compliance and the enforcement of internal rules. The Code of Conduct also stipulates that appropriate disciplinary action is to be taken in the case of compliance violations.

In FY2022, we received 267 inquiries and reports regarding compliance violations through the Hotline and other channels. Of these, 53 cases remained under investigation as of March 31, 2023. The number of cases where compliance violations were confirmed amounted to 47, and we took necessary disciplinary action against the individuals who committed such violations in line with SoftBank Corp.'s internal rules.

Note: The breakdown of cases by type of violation is as follows: Inappropriate sales practices (12), security violations (16), negligence of duties (2), harassment (5), and others (12).

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Value Creation 1   ## Enhance Corporate Governance and Ensure Its Effectiveness

Compliance
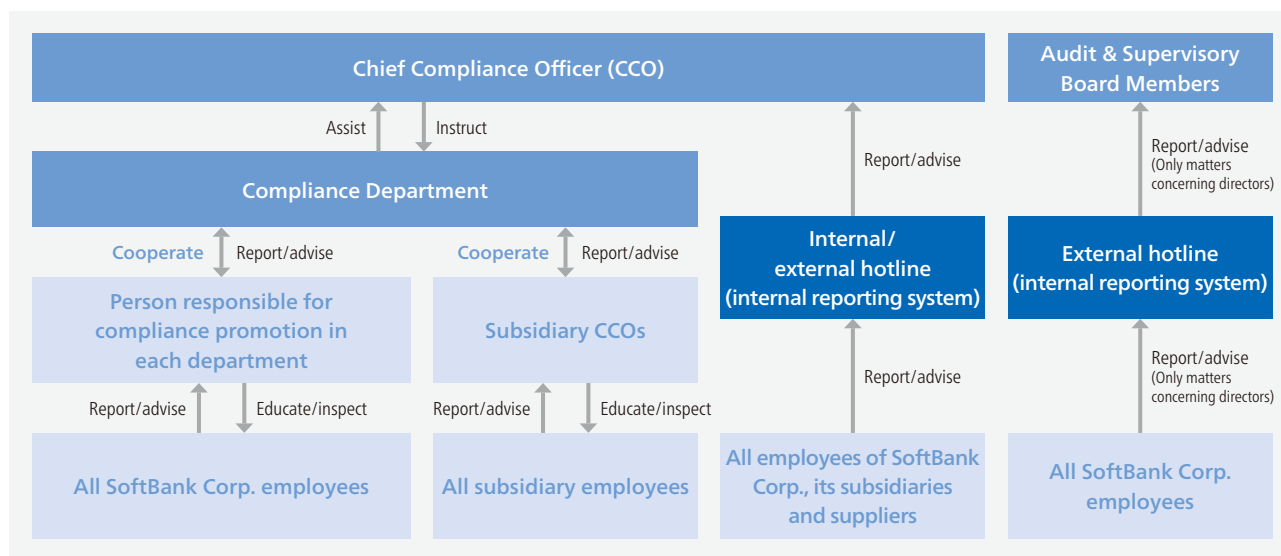
Compliance Initiatives

Training	We provide many types of training. These include level-specific training (such as that for executives, managers, mid-level employees and new hires), training on specific topics, and training for the executives and compliance officers of subsidiaries. Topics include fake subcontracting, harassment and bribery, with training for specific divisions focused on the risks they face.
Compliance Awareness Month	Compliance Awareness Month is held annually for the purpose of enhancing the compliance awareness of all executives and employees. During Compliance Awareness Month, we conduct a compliance test based on familiar, concrete scenarios for all employees so that they can self-evaluate their knowledge and understanding of compliance. We also require employees to sign an annual pledge of compliance with the SoftBank Code of Conduct. In addition, every year we carry out training for top management on important compliance topics that require caution in our businesses.
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 Transparency International's "Business Principles for Countering Bribery." In addition, we established the SoftBank Anti-Bribery and Corruption Policy in June 2022. We will continue to reinforce measures to prevent corruption. All employees at SoftBank Corp. are obliged to comply with the Standard of Conduct on Maintaining Appropriate Relationships with Civil Servants and the Internal Approval Regulations. These two regulations prescribe procedures for gifts, entertainment and meals offered to governmental officials, agent appointment applications, political contributions and sponsorships; oblige us to keep records as appropriate; strictly ban us from paying any kind of facilitation fees; and prescribe the preparation and operation of mechanisms to ensure that employees do not engage in corrupt practices, either directly or indirectly. The Compliance Department regularly checks application procedures from a corruption-prevention perspective. In FY2022, 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 the Supplier Ethics and Rules of Conduct, which prohibit them from engaging in any form of bribery.

Responsible Political Participation	SoftBank Corp. engages conscientiously with politics and policymaking, seeking to contribute to the formulation and implementation of policy that benefits not only its major stakeholders, but society as a whole. The SoftBank Code of Conduct, which has been approved by the Board of Directors, includes stipulations on appropriate involvement in politics and policymaking. SoftBank Corp. values maintaining neutrality 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 or political parties in excess of the amounts permitted by law, are strictly prohibited. All political contributions are subject to approval by the Board of Directors and any contributions made are appropriately disclosed on our website. No political contributions were made in FY2022. ➔ *ESG Data Book 2023*
The Compliance Handbook	To foster deeper understanding of the SoftBank Code of Conduct and ensure that correct practices are followed, the Compliance Handbook is published on the company intranet so that employees can make use of it at any time. The Compliance Handbook provides explanations of laws and regulations along with case studies and other relevant information.

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Developing a Resilient Management Foundation

Value Creation 1 ## Enhance Corporate Governance and Ensure Its Effectiveness

Compliance

Compliance Promotion Structure

Fair Competition Initiatives

The SoftBank Code of Conduct stipulates that the company avoid engaging in anti-competitive acts, conduct business activities through fair market competition, maintain relationships that are fair and enable mutual development with business partners, and ensure that all employees maintain compliance.

The Supplier Ethics and Rules of Conduct require 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

Intellectual Property

Intellectual Property Strategy

The SoftBank Code of Conduct, which all executives, employees and group companies are required to abide by, declares the following: "We recognize the importance of intellectual property rights, and we will respect the intellectual property rights of others while promoting the appropriate protection and utilization of our own intellectual property rights." Our intellectual property strategy lays out the core principles for how we intend to enhance corporate value and contribute to the industrial development of society as a whole by striving to create, protect and utilize intellectual property while at the same time respecting the intellectual property rights of others.

We see this intellectual property strategy as being a foundation for our business, technology (R&D), sales and other key strategies. The continuous promotion of the intellectual property strategy helps us to enhance the competitiveness of our services, to maintain and expand our customer base, and to stay ahead of our competitors. Moreover, we are striving to resolve societal challenges by undertaking our own digital shift, taking maximum advantage of such cutting-edge technologies as AI and the IoT, and by serving as a flagbearer promoting the digital transformation (DX) of society and industry.

Intellectual Property Management Structure

Along with our core telecommunications business, the active pursuit of new business expansion utilizing leading-edge technologies and business models calls for us, more than ever before, to go about our activities with a strong and comprehensive sense of ethics and responsibility to ensure compliance across all areas, including intellectual property.

Our intellectual property division, having responsibility for administering intellectual property, has been promoting our intellectual property strategy by strengthening engagement with the other operational divisions responsible for other key strategies such as business, technology (R&D) and sales. In addition, in terms of enhancing corporate governance and ensuring its effectiveness, we take a multifaceted approach to establish the organizational infrastructure required both for the risk control functions relating to intellectual property, and to ensure that our business is conducted in a strategic and efficient manner.

By maintaining a strong sense of ethics and responsibility to ensure compliance across all areas, including intellectual property, the intellectual property division will contribute to enhancing corporate value.

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Value Creation 1 — ## Enhance Corporate Governance and Ensure Its Effectiveness
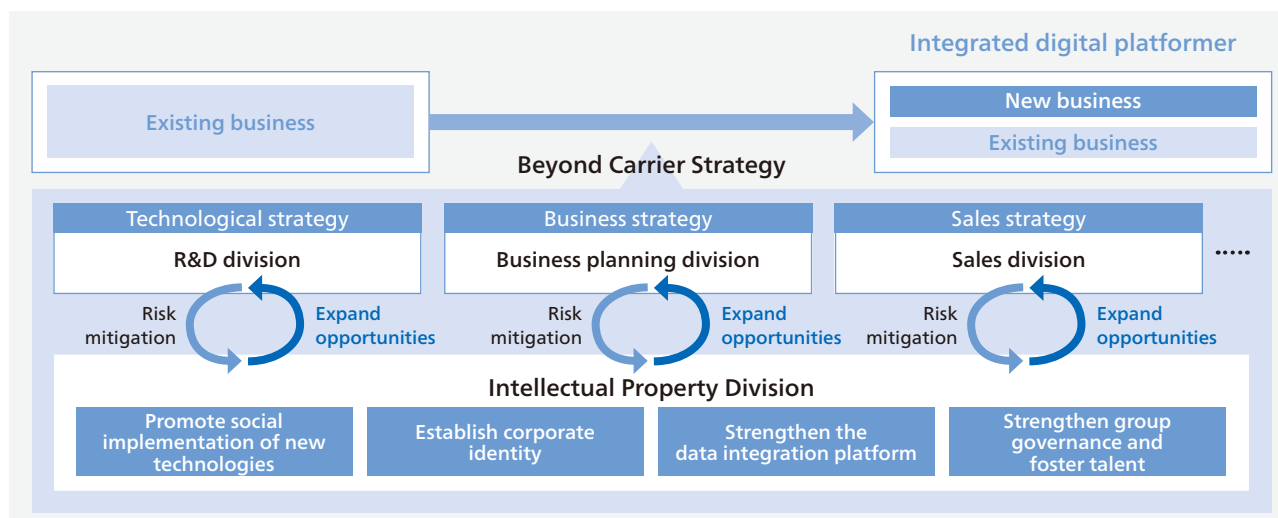
Compliance

Maintaining and Enhancing the SoftBank Brand Image

To maintain and enhance the SoftBank brand image, the intellectual property division and branding division work together to implement appropriate brand management, striving to prevent any negative impacts on customers who put their faith in the SoftBank brand.

Main Activities	• Screening of brand usage • Strengthening coordination with brand licensees • Strengthening practices for identifying misuse of brands by other companies (including enforcement measures)

In addition to preparing rules and manuals, the branding division also regularly reviews actual brand usage and provides an in-house point of contact for inquiries relating to brand use to support SoftBank Corp.'s businesses.
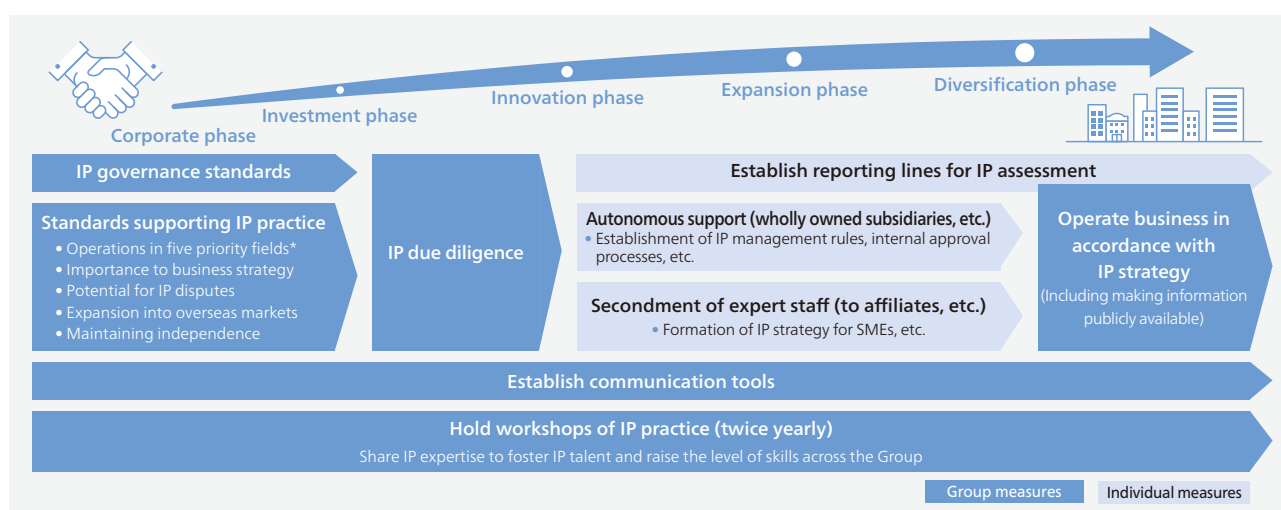

Primary Initiatives

Strengthening Group Intellectual Property Governance and Fostering Talent	With the aim of achieving the early rollout of new business models that draw on leading-edge technologies from around the world, we are working to expand opportunities for intellectual property. These efforts extend from the intellectual property due diligence conducted prior to the establishment of an operating company to putting intellectual property rules in place after establishment, fostering talent in the field of intellectual property and encouraging the acquisition of intellectual property rights. This also involves working together as a group to establish governance structures, including the formulation of standards for intellectual property governance and conducting periodic assessments of relevant subsidiaries and affiliates according to their corporate phase. We also host workshops on intellectual property practice in partnership with SoftBank Group Corp. The aim of these is to achieve a deeper and more comprehensive intellectual property strategy for the SoftBank Group as a whole by sharing expertise in intellectual property practice while maintaining the independence of individual Group companies. Furthermore, a course on SoftBank's intellectual property strategy entitled "Practical Challenges and Responses by SoftBank Legal" has been taught since 2019 in the Advanced Business Law Program of the University of Tokyo's World-leading Innovative Graduate Study (WINGS) Program, primarily aimed at educating undergraduate and graduate students in intellectual property.
Eliminating Unauthorized Brand Use That Threatens the Multi-brand Strategy	Failing to take action against counterfeit goods or services from other companies that make unauthorized use of our brands not only invites damage to the brand image and the illicit flow of funds, but also has the potential to endanger the health and safety of customers who put their faith in the brand. To detect the unauthorized use of our brands by other companies and act rapidly to eliminate or prevent such infringements, we are strengthening cooperation with the intellectual property divisions of the group companies licensed to use the SoftBank, Y!mobile and LINEMO brands, which we are advancing under our multi-brand strategy, working together as a group on measures for enhancing brand value. In addition to border enforcement measures (import seizures by Japan Customs and training for customs officers to distinguish counterfeits), we also make information publicly available on an ongoing basis to help address problems by exchanging information with industry organizations and government agencies.
Establishment of a Data Linkage Platform	In accordance with the Unfair Competition Prevention Act and Copyright Act, we are strengthening cooperation with internal divisions that are responsible for data management and those that utilize data. We are also working to determine guidelines for the appropriate management of internal and external data, and to establish a platform for strategic use of data. Furthermore, by working with the police on ongoing monitoring to identify and take down phishing sites, we are helping to create an environment in which people can use data with confidence.
Protection of Intellectual Property	In protecting intellectual property, SoftBank Corp. 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 advanced by SoftBank Corp., as a result of focusing on patent applications in communications network technology as well as new business areas applying AI and IoT, in FY2022 we submitted a total of 264 patent applications in Japan and overseas.

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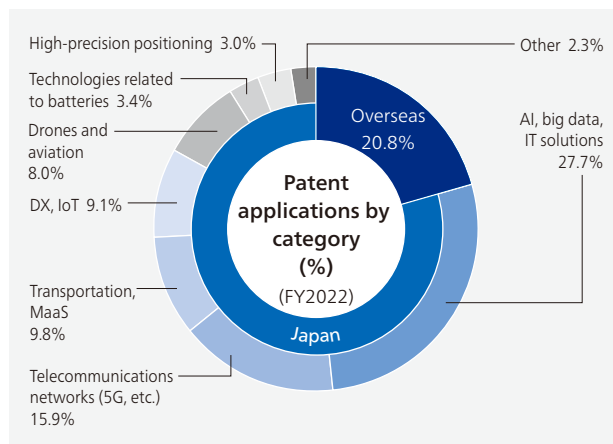
Value Creation 1 Enhance Corporate Governance and Ensure Its Effectiveness

Compliance

* The five priority fields under the Ministry of Economy, Trade and Industry's "Connected Industries" framework

▼ Patent Applications

- High-precision positioning 3.0%
- Technologies related to batteries 3.4%
- Drones and aviation 8.0%
- DX, IoT 9.1%
- Transportation, MaaS 9.8%
- Telecommunications networks (5G, etc.) 15.9%
- Other 2.3%
- Overseas 20.8%
- AI, big data, IT solutions 27.7%
- Japan

Patent applications by category (%) (FY2022)

Taxation Risks and Governance System

We engage in fair and impartial transactions domestically and overseas. We also fulfill our responsibilities as a taxpayer while reducing taxation risks through appropriate and rational tax planning. We build sound relations with tax authorities, receiving advance rulings when necessary. When differences of opinion arise, we strive to resolve them through constructive dialogue. The Chief Financial Officer (CFO), who is a Board Director, approves and is responsible for the overall management of taxation practices and related policies. In addition, tax issues that arise in each business are reported, as necessary, to the Audit & Supervisory Board, which confirms their status by such appropriate means as requesting explanations of tax issues from the Independent Auditor. External advisors are also periodically consulted in the examination of taxation risks. In particular, with respect to overseas transactions, we actively maintain the following systems regarding transfer pricing regulations and tax havens.

Compliance with Transfer Pricing Regulations

We comply with the laws and regulations of each country in overseas transactions and are implementing appropriate measures for tax reform according to OECD Transfer Pricing Guidelines and the action plans within the BEPS project. To mitigate taxation risks, we aggregate information by involving the Tax Group in overseas transactions, ensuring that transactions are conducted according to the arm's length principle, with proper verification and documentation. In addition, we refrain from moving earnings to low-tax-rate countries solely for the purpose of tax avoidance, 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.

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 socioeconomic growth in every country and region where we operate by complying with the tax laws and regulations in all countries of operation; paying taxes in a way which emphasizes fairness; and unequivocally adhering to the BEPS Actions and other forms of international tax compliance.

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Developing a Resilient Management Foundation

Value Creation 1 **Enhance Corporate Governance and Ensure Its Effectiveness**

Compliance

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 tax rates or when the tax rate is lowered due to legislative amendments in countries or regions where we do business, we determine whether tax haven countermeasures are applicable pursuant to the laws and regulations of each country. In the event that we determine that we are subject to tax haven countermeasures, we apply tax payment by self-assessment.

➜ **Income tax payments by region (FY2022)/Names of entities and primary activities**

Support of Human Rights

Basic Approach

SoftBank Corp. respects human rights and acts in accordance with international standards, such as the Universal Declaration of Human Rights and the UN Guiding Principles on Business and Human Rights. Any and all discrimination or harassment on the basis of age, gender, nationality or disability is prohibited. We have established the SoftBank's Human Rights Policies and actively work to promote diversity and inclusion so all employees can demonstrate their uniqueness and abilities.

➜ **SoftBank's Human Rights Policies**

Promotion Structures

SoftBank Corp.'s human rights education activities are based on SoftBank's Human Rights Policies, which are approved by the Board of Directors. These activities are conducted mainly by the Human Rights Committee, which is chaired by President & CEO Ken Miyauchi, and whose members include Board Directors in charge of the Consumer Business Unit, the Enterprise Business Unit, the Technology Unit, the Finance Unit, and the Corporate Affairs Unit, as well as Heads of the Human Resources Division, the General Affairs Division, the Legal & Risk Management Division, and the CSR Division. The Committee, convened annually since FY2020, promotes human rights activities within the company through day-to-day activities, including human rights due diligence management; investigations of and responses to items that might represent human rights violations; and planning and conducting training on human rights to increase awareness internally.

Matters deliberated by the Human Rights Committee are discussed and reported at the Board of Directors meetings.

Human Rights Due Diligence Initiatives

Human Rights Due Diligence Process

In accordance with the United Nations Guiding Principles on Business and Human Rights, SoftBank Corp. has established a human rights due diligence process to ensure respect for the human rights of all stakeholders affected by its business activities.

▼ Human Rights Due Diligence Process

Commitment

Commitment to stakeholder human rights
- Establishment of SoftBank's Human Rights Policies
- Dissemination of SoftBank's Human Rights Policies among SoftBank employees
- Application of SoftBank's Human Rights Policies to group companies and the value chain

Assessment

Identification and assessment of human rights risks
- Assessments to identify human rights risks
- Research on specific potential business human rights risks
- Mapping human rights risks

Action

Initiatives to prevent and mitigate human rights risks
- Implementation of measures to prevent and mitigate human rights risks
- Monitoring the implementation and effectiveness of prevention and mitigation measures
- Human rights awareness-raising activities for employees, including those of group companies

Communication

Reporting and disclosure of information to stakeholders
- Establishment of a contact point for inquiries from stakeholders
- Disclosure of information on our website and in Sustainability Reports
- Dialogue with experts

Stakeholder engagement

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Developing a Resilient Management Foundation

Value Creation 1 Enhance Corporate Governance and Ensure Its Effectiveness

## Human Rights Initiatives

Mapping Human-rights Risk

SoftBank Corp. conducted mapping of human rights issues that carry risk of negative impact arising from the company's business activities. We believe that the items listed below represent human rights risks of high priority for counteraction by the company. Guided by our process for human rights due diligence, we are identifying and evaluating real and potential impacts on human rights.

To address human rights risks that are already occurring, we implement solutions to eliminate the negative impacts and other problems. Where necessary, we undertake appropriate relief measures for the victims. We also take appropriate measures to mitigate potential risk.

We plan to continually review and update our list of mapping items.

Note: From FY2022, we have changed our assessment criteria for human rights risks. The new criteria are based on our general risk assessment criteria while additionally factoring in the difficulty of remediation (the possibility of remediation in the event of human rights violations).

▼ Mapping Human-rights Risk
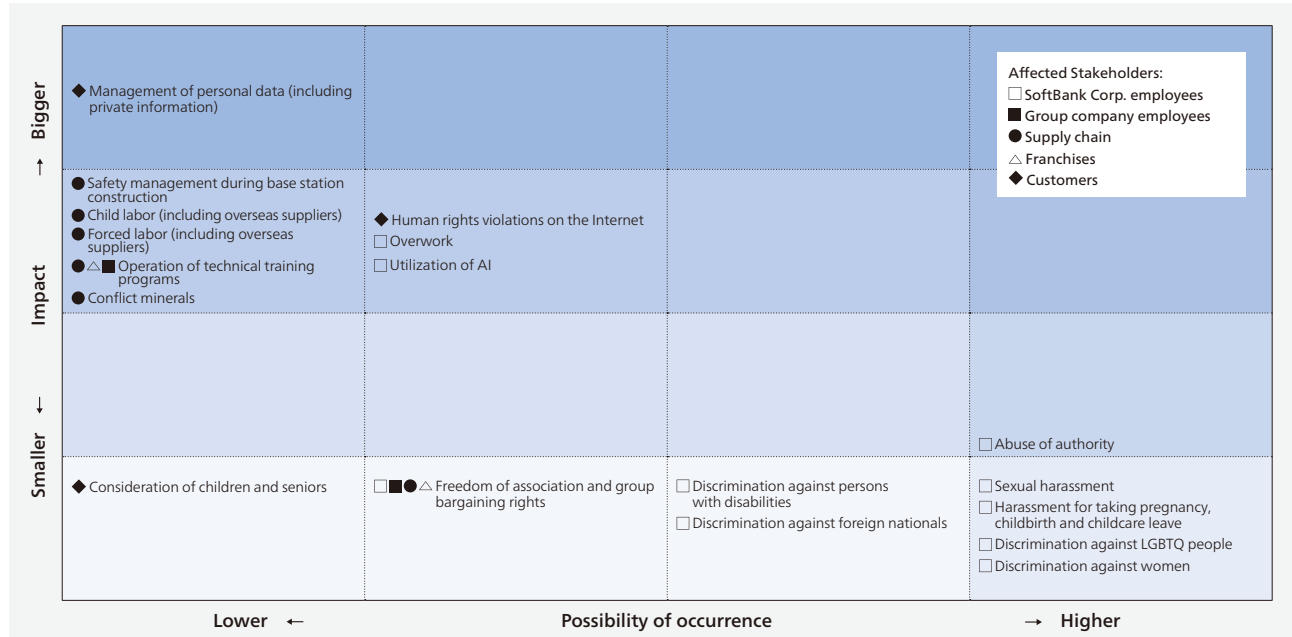
Identification and Evaluation of Negative Impact on Human Rights

As part of its human rights due diligence, SoftBank has carried out assessments to identify human rights risks in key segments since FY2020. The key themes, targeted segments, and results of the FY2022 assessment are as follows.

▼ Key Themes in the FY2022 Assessment and Related Segments

Key Themes in the Assessment	1. Basic Stance on Human Rights and Major Initiatives 2. Commitments: Human Rights Policy 3. Prohibition of Forced Labor, Trafficking in Persons and Child Labor (Avoidance of Complicity in Human Rights Abuses) 4. Prohibition of Harassment 5. Prohibition of Discrimination 6. Long Working Hours 7. Employees' Freedom of Association and Right to Organize ➜ Self-assessment items related to human rights
Targeted Segments	1. Value chain 　(1) Main suppliers 　(2) Sales agents operating SoftBank Shops and Y!mobile Shops 2. SoftBank Corp. group companies: The group's business (SoftBank Corp. and subsidiaries), joint ventures (affiliates, etc.) 3. Investment targets at the time of considering investment 4. SoftBank Corp. employees

➜ Assessment results (number of companies)

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Developing a Resilient Management Foundation

Value Creation 1 ## Enhance Corporate Governance and Ensure Its Effectiveness

Human Rights Initiatives

Mitigation Actions for Major Risk Items

As a result of the FY2022 assessment, 49 entities (including our value chain, our own business and joint ventures) were found to need risk mitigation. The major potential human rights risk items identified at these targets and the actions taken to mitigate the risks are listed below.

Segment	Subjects	Risk Details	Mitigation Actions
• Major Suppliers • Store management sales agents • Subsidiaries/affiliated companies	Prohibition of forced labor, human trafficking and child labor	**Human rights of technical intern trainees (migrant workers):** In some assessment recipients, there is a lack of awareness regarding the presence of technical intern trainees in the supply chain and whether their human rights are being protected.	• Requests for supply chain investigations (and provision of request procedures and survey forms) • Providing procedures for responding to human rights violations in the supply chain when they are discovered • Holding briefing sessions for group companies
Subsidiaries/affiliated companies	Basic stance on human rights	**Conducting human rights surveys for employees:** In some cases, companies have not conducted surveys on discrimination, harassment, forced labor and such issues affecting employees, and are not adequately aware of actual conditions.	• Requests to conduct investigations (and provision of procedure manual and questionnaire format) • Providing procedures for responding to human rights violations when they are discovered • Holding briefing sessions for group companies
Subsidiaries/affiliated companies	Discrimination/harassment	**Employee awareness initiatives:** In some cases, there are insufficient efforts to reduce discrimination and harassment, such as training and awareness programs for employees.	• Provide educational content for employees of each company and request training, etc. • Hold briefing sessions for group companies

Human Rights Assessments When Considering Investment in Joint Ventures

In addition to assessing human rights in existing business activities, we carry out human rights assessments of new business ventures. Important items covered in the assessment include prohibition of forced labor, prohibition of discrimination, prohibition of harassment, respect for the right to organize and prohibition of child labor. A passing grade on this assessment is one of our criteria for considering investment.

➜ Human rights assessment when considering joint venture investment

Assessment of Human Rights in the Value Chain

Since FY2020, as part of our efforts with respect to the value chain, we have regularly requested self-assessments from our main suppliers, which have been supplying us for numerous years; the sales agencies that run SoftBank Shops and Y!mobile Shops, which are our main sales channels and contact points with customers; and others. We ask that they assess their efforts on human rights and confirm whether they are complicit in human rights violations. In cases where the assessment uncovers human rights risk, we conduct efforts to solve and correct the problems. SoftBank Corp. will continue to request these self-assessments on a regular basis while conducting continuous monitoring and proposing improvements as the company continues striving for further risk reduction.

➜ Assessment of human rights in the value chain

Human Rights Assessments of Group Companies

Self-assessments related to human rights were conducted by SoftBank Corp. as well as 159 domestic and overseas subsidiaries and 22 affiliated companies. The assessments found no actual impact on human rights. However, for the 22 companies (including five affiliates) where potential human rights risks were identified, we not only requested improvements, but also supported improvement initiatives by providing manuals describing risk mitigation procedures, necessary survey forms and educational content for employees at each company. Going forward, we will continue to request these self-assessments on a regular basis and strive to further reduce risks through continuous monitoring and improvement proposals.

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Developing a Resilient Management Foundation

Value Creation 1 **Enhance Corporate Governance and Ensure Its Effectiveness**

Human Rights Initiatives

Human-rights Assessments of SoftBank Corp. Employees

As part of its human rights due diligence, SoftBank Corp. carries out employee interviews and questionnaire surveys. When problems are observed, the company carries out direct or indirect relief measures.

HR Interviews/ Roundtable Discussions	Between 2015 and 2021, the company's Human Resources Department conducted interviews with employees to assess employee working conditions (cumulative total: interviews with 26,100 people). If any risks related to human rights were identified, we promptly took remedial action in cooperation with the relevant divisions. Additionally, in 2022, roundtable discussions were held between the Head of the Human Resources Division and employees at nine major business sites nationwide (117 participants in total). This direct dialogue between the head of human resources and employees facilitates rapid improvements. We will value dialogue with employees and strive to assess and improve workplace conditions.
Survey on Human Rights for Employees	Every year, we conduct training and provide educational content to employees on human rights, with a focus on discrimination and harassment. In addition, all employees are informed of a consultation service available in the event of human rights violations. We strive to prevent human rights violations, and in the event that they do occur, we treat them seriously and in accordance with internal regulations. Furthermore, we conduct an annual survey of all employees to identify any potential human rights violations. In FY2022, we surveyed 25,500 employees, and no responses were received requesting remedy for human rights violations in the workplace. However, based on the results of the survey, we have identified nine issues (four of which are key issues) that could become human rights risks, and we are working with the divisions in charge to examine and implement measures to reduce these risks. The results of the survey and risk mitigation measures are made available to employees. We will continue to ensure respect for the human rights of our employees through ongoing surveys and monitoring.

Subject	Potential Risks (key issues)	Risk Mitigation Measures
Discrimination/ Harassment	Abuse of authority	Ongoing training for employees and further expansion of content
	Harassment related to pregnancy, childbirth and childcare leave	• Add training content on discrimination related to maternity and paternity issues • Promote an environment that makes it easier for men to take childcare leave
	Discrimination on the basis of gender	• Ongoing training for employees (unconscious bias)
	Age-related discrimination and harassment	• Ongoing training for employees • Verification of age-related systems/ongoing consideration of their frameworks

➜ Survey on Human Rights for Employees

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Developing a Resilient Management Foundation

Value Creation 1 ## Enhance Corporate Governance and Ensure Its Effectiveness

Human Rights Initiatives

Individual Surveys on Specific Themes with Business-related Human Rights Risks

Since FY2020, as part of our human rights due diligence, we have identified initiatives to reduce human rights risks by focusing on specific themes in our business where we expect human rights risks to be particularly high.

To this end, human rights managers conduct interviews with managers responsible for targeted themes. By doing so, they have confirmed the status of operational processes and conditions onsite that are difficult to assess through quantitative surveys.

In 2022, we have added a new theme, "Managing human rights in the use of AI."

Theme	Action
Management of Personal Data	**Person in charge and organizational structure** • We established the position of Chief Data Officer (CDO) as the person responsible for managing personal data. We have built a company-wide specialized organization to handle personal data from diverse perspectives, such as laws, regulations and customer sentiment. **Privacy Policy and consultation services** • We have established and disclose our Privacy Policy, in which we specify the purpose and scope of the use of personal data held by the company. • We have set up a customer consultation point to handle complaints regarding the disclosure of held data and the handling of personal data. **Preventing human rights violations through privacy impact assessments** • When using privacy information, we strive to prevent human rights violations by assessing not only whether the information will benefit our customers and serve the public interest, but also whether it will infringe on privacy or cause disadvantages to our customers. **Protection of personal data** • In order to protect our customers' data, we are strengthening our system by assigning a person in charge of security, data utilization and information systems. • We have established an Information Security Policy and rules for data utilization, and we conduct education and training for employees on a regular basis to disseminate and raise awareness of concepts and precautions related to data protection.
Consideration for Seniors, Children, Youth and Persons with Disabilities	**Supporting seniors: Kantan Smartphone 2+** • We developed this product with the aim of supporting users hesitant to switch from feature phones to smartphones, as well as protecting seniors from criminal activity. **Protecting children and youth: Kids Phone 3** • We developed and provide handsets and services that are adapted to the protections needed for each generation while ensuring users are safe from human rights violations online. **Protecting persons with disabilities: Assist Guide** • We provide the Assist Guide app for smartphones to ensure that the human rights of children who face difficulty in their daily lives are respected and to help facilitate their everyday life.

Theme	Action
Safety Management for Construction Workers Involved in Building Base Stations and Other Structures	**Assigning construction safety managers** • Regarding worker safety for both the company and its business partners, we assigned construction safety managers to provide overall project supervision. They lead the safety management of base station construction; develop management methods and formulate safe operation policies to ensure the safety of onsite workers; educate workers; monitor affiliated companies; and plan new measures. **Responding to construction workers** • We provide necessary safety equipment (such as protective gear) to the company's employees in order to ensure the safety of the work environment. Supervisors also instill proper understanding of tool and equipment usage rules for workers engaged in commissioned construction projects. **Analyzing risks and identifying issues** • We conducted nationwide safety competitions, safety "Pulse" surveys, and awards for zero accidents.
Managing Human Rights in the Use of AI	**SoftBank AI Ethics Policy** • In July 2022, we established and published the SoftBank AI Ethics Policy. This policy establishes guidelines for six principles, including "Principle of Human-Centeredness" and "Privacy Protection and Security." We conduct business operations and service development in accordance with these guidelines. **Applying the policy at group companies** • We have in place a framework for applying the policy to group companies, and as of July 2022, 56 companies have decided to apply the SoftBank AI Ethics Policy. **Governance structure** • Various regulations and management systems are in place, including a governance structure to link policies to operations and an operational process to ensure compliance with policies at the service development stage.

➜ Details

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Developing a Resilient Management Foundation

Value Creation 1

Enhance Corporate Governance and Ensure Its Effectiveness

Human Rights Initiatives

Activities to Raise Awareness of Human Rights

Human Rights Education and Training

The SoftBank Code of Conduct stipulates respect for human rights and the prohibition of discrimination and harassment. We strive to raise awareness of the importance of human rights within the company by offering human rights education and training that covers SoftBank's Human Rights Policies for all 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.

Education for Group Companies

To mitigate human rights risks for subsidiaries and affiliated companies, we provide the self-assessment tools related to human rights utilized at SoftBank Corp. and ask each company to make improvements based on the results of the assessments. Through these efforts, we work to mitigate human rights risks and expand the human rights systems of each company.

Specifically, along with the regular provision of information on the company's human rights due diligence activities and relevant information to human rights personnel, in 2022 we published data focusing on our initiatives and provided basic educational content on human rights for employees on a quarterly basis.

Going forward, we intend to continue working to bolster human rights promotion activities across the group mainly through the two-way provision of information and sharing of know-how while confirming the status of initiatives related to human rights at each group company.

■ Training Conducted in FY2022

Title	Trainees	Training Type
Pledging adherence to the SoftBank Code of Conduct	All employees	Other
Compliance training for new hires	New employees/Mid-career hires	e-Learning
Training for newly appointed managers	Newly appointed managers	e-Learning
Compliance Test	All employees	e-Learning
Compliance Magazine	All employees	Email newsletter
Harassment Prevention Course (Abuse of authority/Sexual harassment/ Sexual orientation and gender identity (SOGI) discrimination)	All employees	e-Learning
New: Harassment Prevention Course (Age discrimination)	All employees	e-Learning
New: Harassment Prevention Course (Gender discrimination)	All employees	e-Learning
Human rights educational content (4 times)	All employees	Email newsletter
Unconscious Bias Training	All employees	e-Learning
Diversity & Inclusion Training	Managers	Online training
Diversity Management Training	Managers	Online training

Three Contact Points for Consultation

SoftBank Corp. provides contact points for consultation with all company stakeholders, including customers, suppliers, people who work in the company's supply chains, and employees. These contact points provide a mechanism for effectively learning about and responding to human rights problems in business activities.

In FY2022, a total of six cases of harassment and other violations of human rights occurred, resulting in disciplinary action against the offending parties. In each case, SoftBank Corp. conducted a survey of the facts of the case in a way that did not cause disadvantage to the consulting party. Appropriate responses were taken in accordance with internal regulations and measures were drawn up to prevent recurrence of similar cases. In cases of human rights violations arising from workplace harassment in FY2022, we considered and implemented appropriate disciplinary actions against the offending parties, revised the content of its harassment-prevention seminars for all employees in view of the cases, and enhanced the content of the seminars in terms of types of harassment, its impact and the case studies used to illustrate them.

Note: Consultation services are provided on a webpage available both Japanese and English.

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Developing a Resilient Management Foundation

Value Creation 1   ## Enhance Corporate Governance and Ensure Its Effectiveness

Human Rights Initiatives

Contact Points for Consultation on Human Rights	SoftBank Corp. has established permanent contact points to receive opinions and inquiries from stakeholders about human rights. When problems are pointed out through the contact points, SoftBank Corp. promptly investigates. In the event that a violation of human rights is confirmed through such an investigation, SoftBank Corp. promptly provides relief to the victims, corrects the problem and takes steps to prevent its recurrence. The personal information and content of opinions or inquiries of the users of these contact points are managed with the strictest care and not divulged externally without the consent of those individuals.
Compliance Hotline	SoftBank Corp. has established a Compliance Hotline for the use of all employees working in the SoftBank Corp. group, including directors, full-time employees, employees accepted on secondment, commissioned employees, contract employees, and temporary employees. They can use the hotline to seek consultation about compliance violations, including human rights problems. The privacy of everyone who seeks consultation through the Compliance Hotline is strictly protected. Anonymous consultations are also welcomed.
Contact Points for Consultation on Harassment	The SoftBank Corp. group takes all reports of harassment seriously. When individuals consult with us on harassment issues, we observe strict confidentiality to protect them from repercussions and deal with the issues appropriately, taking such steps as conducting necessary investigations, providing relief and implementing measures to prevent recurrences. Guided by this commitment, the group has established contact points for consultation on harassment for the use of all employees working in the SoftBank Corp. group (Board Directors, full-time employees, seconded employees, commissioned employees, contract employees, temporary employees, etc.). All cases consulted on or reported to the contact points are investigated by the Human Resources Department, taking great care to protect the privacy of the consulting individual. If an investigation confirms that serious harassment has occurred, the Disciplinary Review Committee deliberates on the appropriate penalty for the offending person. The problem is promptly corrected, relief is provided and appropriate measures are implemented to prevent recurrence. The details of the case are managed with the strictest care, with no reports divulged to third parties without the express consent of the consulting person.

Working with Stakeholders

Stakeholder Dialogue

In FY2022, we held a stakeholder dialogue on the theme of "AI and Human Rights: 'Discrimination by AI' and Fairness." Through dialogue with experts, we have deepened our understanding of the mechanisms by which discrimination via AI occurs and clarified human rights issues and points that we need to address when using AI and data in telecommunications/IT business. In the next fiscal year and beyond, we will continue to hold stakeholder dialogues to prevent the occurrence of human rights issues in our business by setting themes in response to changing human rights issues.

Topic	Speaker	Description
1st Stakeholder Dialogue: August 24, 2020	Keiichi Ushijima; Part-time lecturer, Tohoku University Graduate School	"The role of telecommunications carriers in promoting respect for privacy" • Current trends surrounding human rights issues • Potential human rights risks identified by SoftBank Corp. • Ideas for SoftBank Corp.'s future activities
2nd Stakeholder Dialogue: August 31, 2020	Daisuke Takahashi; Attorney, Shinwa Sohgoh 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)
3rd Stakeholder Dialogue: February 18, 2022	Akira Hatate; Director, Japan Civil Liberties Union (JCLU)	"Learning from scratch about problems related to foreign national workers from the perspective of business and human rights" • Human rights problems faced by foreign national workers in Japan
4th Stakeholder Dialogue: March 15, 2023	Associate Professor Kei Narihara, Graduate School of Law, Kyushu University	AI and Human Rights: "Discrimination by AI" and Fairness • The mechanisms by which discrimination via AI occurs • Human rights issues when using AI and data in the telecommunications/IT business

Participation in International Initiatives

To further strengthen SoftBank Corp.'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 and Human Rights Education Workshops as part of efforts to promote awareness as a corporate citizen and engage in ongoing dialogue about critical human rights issues.

Participation in the Tokyo Business Liaison Council on Human-rights Enlightenment

SoftBank Corp. participates in the Tokyo Business Liaison Council on Human-rights Enlightenment, a forum that brings together 123 companies headquartered in Tokyo (with a combined workforce of some 1.5 million people). In coordination with government agencies and business organizations, the Council spearheads a wide range of initiatives aimed at addressing social integration and other human rights issues from a corporate perspective.

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Developing a Resilient Management Foundation

Value Creation 2 # Sustainable Growth through Cooperation with Stakeholders

In our business activities, we will engage in co-creation through ongoing dialogue and appropriate information disclosure to all stakeholders, 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 Management

Procurement Policy

SoftBank Corp. has established the Procurement Policy in order to maintain fair and positive relationships with suppliers. All procurement activities conducted by the Procurement Division are carried out in accordance with this basic policy.

The full content of the Policy is available on our website, and we strive to ensure awareness and understanding of it among relevant staff internally.

➜ Procurement Policy

Supplier Ethics and Rules of Conduct

In order to deal with CSR-related issues together with suppliers, provide safe and reliable products and services to customers, and conduct business activities with the trust of society, we have established the Supplier Ethics and Rules of Conduct. We request that all suppliers comply with these ethical standards and rules.

➜ Supplier Ethics and Rules of Conduct

Environmental Action Guidelines and Green Procurement Guidelines

To ensure that the group contributes to the ongoing development of a sustainable society by proactively working to maintain and preserve the global environment through business activities, SoftBank Corp. has established the Environmental action guidelines, as well as the Green Procurement Guidelines, which explain its fundamental approach to green procurement to suppliers.

By establishing these guidelines, we aim to promote product procurement that helps reduce CO_2 emissions.

Moving forward, we will carry out business activities that prioritize the environment by welcoming voluntary and proactive proposals from our suppliers and joining forces with them to conduct environmental conservation activities.

➜ Environmental action guidelines
➜ Green Procurement Guidelines

Supply Chain Strategy

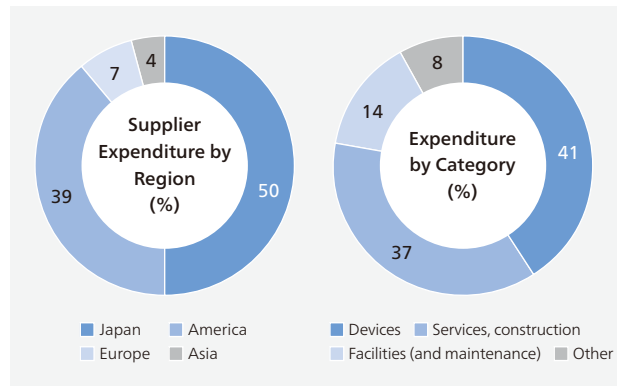| Responsible Procurement Activities	The procurement policy is important to both achieving our corporate philosophy and managing procurement costs, quality, delivery time and supply stability. Based on the policy, we have identified the following five items as particularly important in our supply chain strategy: (1) Provision of fair opportunities for competition, (2) Selection of business partners based on clear and rational criteria, (3) Compliance with laws, (4) Management of confidential information provided by business partners, and (5) Green procurement.
Respect for Human Rights and Ensuring Occupational Health and Safety	We have established the Supplier Ethics and Rules of Conduct in order to carry out corporate activities that will be trusted by society with our suppliers. The Rules of Conduct include such stipulations on respect for human rights as the prohibition of child labor and forced labor, the prohibition of discrimination and inhumane treatment, and the reduction of excessive working hours, as well as items about the improvement of the working environment for employees. We require suppliers to strictly comply with these rules.
Promoting the Environmental Action Guidelines and Green Procurement Guidelines	We have established the Environmental action guidelines from the perspective of global environmental conservation through our business activities, as well as the Green Procurement Guidelines, which are aimed at promoting the introduction of products that contribute to reducing CO_2 emissions. By adhering to these guidelines and promoting understanding of them among suppliers, we are advancing environmentally friendly procurement activities as part of efforts to address climate change.

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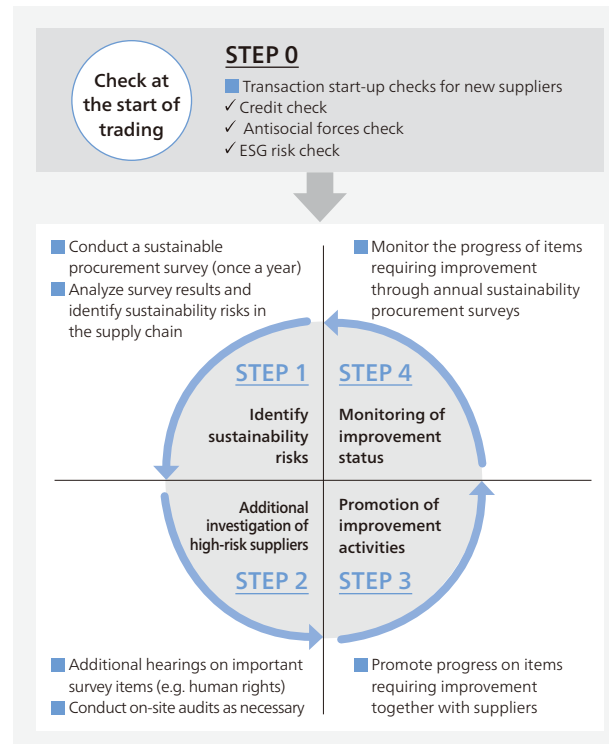
Supply Chain Overview

Status of Supply Chains

SoftBank Corp.'s supply chains extend to a wide array of countries and regions around the world. In FY2022, 50% of our corporate expenditure on suppliers was in Japan, followed by 39% in the Americas, 7% in Europe and 4% in other parts of Asia. By category, SoftBank Corp.'s expenditure on suppliers consisted of 41% for devices, 37% for services and construction, 14% for facilities (including maintenance) and 8% for other items.

Supplier Expenditure by Region (%): 50, 39, 7, 4
■ Japan ■ America ■ Europe ■ Asia

Expenditure by Category (%): 41, 37, 14, 8
■ Devices ■ Services, construction ■ Facilities (and maintenance) ■ Other

Supplier Selection

We are reducing risks in the supply chain through a PDCA cycle, which includes the establishment of the Supplier Ethics and Rules of Conduct, conducting risk assessment through sustainable procurement surveys, evaluating suppliers and identifying issues, and conducting interviews with suppliers. In addition, when starting a new supplier transaction, we evaluate and select the supplier in accordance with our Purchasing Regulations and conclude a basic transaction agreement that stipulates the supplier's compliance with our

Supplier Ethics and Rules of Conduct. Environmental, social and governance (ESG) aspects are included in the supplier selection evaluation for telecommunications and IT equipment procured for use in the services we provide, as well as for some facility equipment installed as part of our telecommunications infrastructure. We promote responsible procurement activities by continuously reviewing our purchasing activities with suppliers based on the evolving demands of the international community, checking compliance with the Supplier Ethics and Rules of Conduct, and considering ESG aspects when selecting suppliers.

Check at the start of trading

STEP 0
■ Transaction start-up checks for new suppliers
✓ Credit check
✓ Antisocial forces check
✓ ESG risk check

■ Conduct a sustainable procurement survey (once a year)
■ Analyze survey results and identify sustainability risks in the supply chain

■ Monitor the progress of items requiring improvement through annual sustainability procurement surveys

STEP 1 Identify sustainability risks

STEP 4 Monitoring of improvement status

STEP 2 Additional investigation of high-risk suppliers

STEP 3 Promotion of improvement activities

■ Additional hearings on important survey items (e.g. human rights)
■ Conduct on-site audits as necessary

■ Promote progress on items requiring improvement together with suppliers
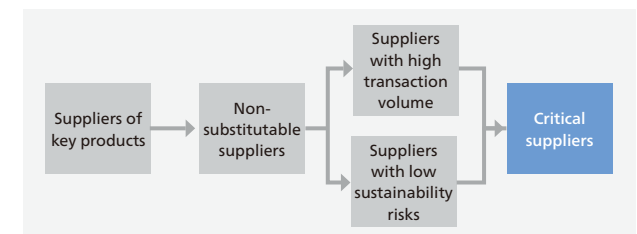
Critical Suppliers

Cultivating sound relationships with a wide range of suppliers is vital to SoftBank Corp.'s business activities.

SoftBank Corp.'s stable of suppliers currently numbers over 2,000 companies worldwide. In supply chain management, we designate critical suppliers based on factors such as transaction volume and whether there are alternative suppliers as well as environmental, social and governance (ESG) considerations. By designating critical suppliers from among the diverse range of suppliers that work with us, we maintain appropriate supply chain management.

Criteria for Selecting Critical Suppliers

Suppliers of key products	Suppliers that handle key products and components, such as those for the wireless handsets, base stations and networks that support our core business, namely the domestic communications business (mobile and fixed-line businesses).
Non-substitutable suppliers	Suppliers that cannot be replaced (if substitute products are fundamentally not available on the market, or if long-term supply chain disruptions would critically damage SoftBank Corp.'s core business).
Suppliers with high transaction volume	Suppliers with which we have transactions above a certain volume.
Suppliers with low sustainability risks	Excellent in terms of ESG, with no risks identified by region, sector or procurement category.

Designation Process

Suppliers of key products → Non-substitutable suppliers → Suppliers with high transaction volume / Suppliers with low sustainability risks → Critical suppliers

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Developing a Resilient Management Foundation

Value Creation 2 ## Sustainable Growth through Cooperation with Stakeholders

Supply Chain Overview

Construction of a Sustainable Supply Chain

Sustainable Procurement Surveys

SoftBank Corp. identifies sustainability risks in its supply chains and conducts annual sustainable procurement surveys of its main suppliers to deal with them appropriately. SoftBank Corp. targets an annual rate of return of completed sustainable procurement surveys of 90% or greater.

Since FY2020, SoftBank Corp. has been conducting surveys on corporate sustainability using the Self-assessment Questionnaire (SAQ)[1] prepared in 2017 by UN Global Compact Network Japan (GCNJ), the Japan chapter of the United Nations initiative. Analysis of the survey results has revealed a number of items that required improvement. For these items, SoftBank Corp. is working with suppliers to advance improvements and monitoring the situation. The rate of return of completed sustainable procurement surveys in FY2022 was 94%. In addition, in FY2022, we conducted a High Risk Management Questionnaire,[2] which comprises a section adopted since FY2021 on conflict minerals and foreign technical internships, as well as a section on the environment, including Scope 1, 2 and 3 CO_2 emissions.

1. The SAQ consists of nine core items extracted from the Ten Principles of the UN Global Compact, international guidelines such as ISO 26000, and CSR questionnaires used in certain industries. It is designed for common use across buyers and suppliers, regardless of industry.
2. The High Risk Management Questionnaire covers important issues in line with current conditions other than company policies and guidelines (codes of conduct), such as human rights and the environment.

➜ Sustainability Procurement Survey

Responsible Mineral Procurement

To fulfill our social responsibilities in procurement activities, we work with suppliers to ensure that our products are not made using conflict minerals, which provide a source of funding for anti-government forces that infringe on human rights.

Specifically, the Supplier Ethics and Rules of Conduct stipulate that suppliers must not use conflict minerals (tantalum, tin, tungsten and gold) that provide funding for anti-government forces infringing on human rights in the Democratic Republic of the Congo and surrounding countries. Suppliers are asked to comply strictly with these rules.

Supplier Visits and Audits

Since FY2021, we have been inspecting suppliers' compliance with the Supplier Ethics and Rules of Conduct in the areas of human rights, labor, health and safety, and the environment during on-site inspections of suppliers' factories and other facilities by purchasing managers and accumulating records of such inspections. In FY2022, we started to conduct third-party audits of items based on the legal requirements of each country where we operate and the requirements of global standard audit standards, such as the ILO codes and RBA.

As a result of the audit, if a company is deemed to be high-risk and require improvement, an improvement plan will be formulated and implemented after the audit.

On-site audit	FY2021	FY2022	FY2023
Target	2 or more companies	10 or more companies	15 or more companies
Results	5 companies	12 companies	—

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Developing a Resilient Management Foundation

Value Creation 2 ## Sustainable Growth through Cooperation with Stakeholders

Supply Chain Overview

Measures for Enhancement

Collaboration with Other Companies	SoftBank Corp. participates in related initiatives, including in the Supply Chain Subcommittee of GCNJ. Collaborating through this Subcommittee with companies in a wide range of industries, SoftBank Corp. shares practical issues related to social and environmental problems, such as human rights violations in supply chains, and produces outputs to support those solutions. The aim of these efforts is to achieve sustainable supply chain management across a broad swath of industries. In addition, as a cooperative framework among communications carriers, SoftBank Corp. regularly exchanges opinions with KDDI Corporation, aiming to enhance the sophistication of both companies' sustainability procurement activities.
Declaration of Partnership Building	In support of the aims of the Council on Promoting Partnership Building for Cultivating the Future, we have made a Declaration of Partnership Building. We aim to build new partnerships by promoting collaboration, co-existence and co-prosperity with our supply chain partners and businesses that create value. Our declaration stipulates the following specific points. Declaration of Partnership Building • We will improve operational efficiency with related business partners through information sharing and improving visibility throughout the entire supply chain. • By promoting operations through an electronic transaction system (Web-EDI), we will promote telework and paperless operations, thereby reinforcing operational efficiency and control for both parties. • We practice health and productivity management and provide know-how and other support to our partner companies.

Communication with Suppliers	SoftBank Corp. presents briefings to suppliers, in which it requests that they adhere to the Supplier Ethics and Rules of Conduct, including provisions related to consideration for the environment and human rights, and makes efforts to improve awareness of CSR throughout suppliers' organizations. Since FY2020, more than 30 critical suppliers have taken part in these briefings. By explaining the commitments prescribed in the Supplier Ethics and Rules of Conduct, SoftBank Corp. encouraged suppliers to engage in efforts contributing to the environment and communities, and to build frameworks to strengthen information security and advance fair business practices.
	    In FY2023, we also plan to provide suppliers with explanations of human rights due diligence, an issue of growing importance in recent years, as well as our decarbonization efforts.
	    In addition, we have been conducting regular cross-divisional exchanges of opinions, including at the executive level, with major radio manufacturers as part of our annual supplier evaluation since 2014. This is an ongoing activity in which suppliers, technical departments and procurement departments work together to make improvements.

Reduction of Greenhouse Gas Emissions in the Supply Chain (Scope 3)	SoftBank Corp. is working to achieve net zero emissions by 2050, encompassing all greenhouse gases related to our business activities. This encompasses not only greenhouse gas emissions from electricity used in our business activities (Scope 1 and 2) but also those from our entire supply chain, including business partners (Scope 3). **➔ Toward zero greenhouse gas emissions, including the supply chain: Net Zero** Since the overwhelming majority of the greenhouse gas emissions in our supply chain fall under Scope 3, we need to decarbonize our entire supply chain, and as such, working alongside suppliers is essential. In FY2023, we have established Guidelines for Reducing Greenhouse Gas Emissions in the Supply Chain, outlining our basic approach to promoting net zero emissions, and we will continue to promote purchasing activities to achieve the net zero goal. **➔ Guidelines for Reducing Greenhouse Gas Emissions in the Supply Chain**
Establishment of Guidelines for Human Rights-conscious Procurement	As part of our sustainability procurement activities, we have established the Guidelines for Human Rights-conscious Procurement Activities for Goods, Novelties, and Promotional Items. Before placing orders, we confirm compliance with the guidelines.
Electronic Transaction System	SoftBank Corp. uses an electronic transaction system (Web-EDI) to implement purchasing activities. This electronic data interchange (EDI) format is used exclusively for business-to-business (BtoB) transactions. We use online systems for estimates, contracts and delivery inspections. Using EDI provides several benefits, such as cutting costs, streamlining operations and strengthening controls. SoftBank Corp. conducted 91% of its order placement by EDI in FY2022 and aims to raise this percentage still further in FY2023 and subsequent years.
Bolstering Purchasing Skills	Fair, impartial and transparent dealings are crucial when negotiating with various suppliers to achieve continuous, stable procurement. With this goal in mind, SoftBank Corp. provides annual basic training to personnel in charge of purchasing (for example, training on the provisions of the Subcontract Act) and conducts basic training for newly appointed purchasing personnel. To improve procurement and purchasing skills, SoftBank Corp. encourages individuals in charge of purchasing to obtain outside qualifications as certified purchasing professionals (CPPs).* In addition, the company provides training to purchasers on such topics as the basics of sustainable procurement and includes targets for sustainable procurement in the performance evaluations of such personnel. * This qualification measures knowledge required for procurement duties.

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Developing a Resilient Management Foundation

Value Creation 2 — **Sustainable Growth through Cooperation with Stakeholders**

Stakeholder Engagement

Approach

SoftBank Corp.'s business activities involve diverse stakeholders. To achieve continuous growth, we must build good relationships with those stakeholders and create value for society together. SoftBank Corp. and its group companies are implementing stakeholder engagement initiatives based on the following approach.

Framework

To incorporate the views of stakeholders into their business activities, SoftBank Corp. and its group companies establish contact points tailored to the needs of their specific stakeholders and create mechanisms through which the valuable input these provide can be fed back into management.

SoftBank Corp. and its group companies monitor the results of stakeholder engagement, including comments received through these various contact points, and use these results to improve day-to-day business activities based on promotion structures supervised by the Board Director in charge of sustainability. To ensure that comments reach top management, opinions are summarized by the divisions in charge and shared regularly with executives and upper-level management bodies, such as management meetings and the Board of Directors. The results of stakeholder engagement are also shared with related stakeholders, as necessary, in reports or other formats.

Key Stakeholder Identification and Prioritization

SoftBank Corp. and the SoftBank Corp. group's diverse businesses involve a wide range of individuals and organizations. From the perspective of long-term growth and building sustainable relationships based on internal and external environmental analysis, SoftBank Corp. and its group have identified customers, employees, suppliers, shareholders, local communities, national and government agencies, and industry associations as key stakeholders. Furthermore, in conducting effective stakeholder and engagement, we prioritize our stakeholders by ascertaining their level of dependence, responsibility and influence on our business activities.

We conduct periodic reviews of key stakeholders as part of an identifying process, via the steps below, in response to internal and external environmental changes.

1. Create a long list of all stakeholders in the SoftBank Corp. group's business activities
2. Categorize the stakeholders
3. Identify key stakeholders through internal discussions based on their importance to the long-term growth of the group and the status of other companies in the industry.

Furthermore, the following items are considered in the process of prioritizing stakeholders for the implementation of effective stakeholder engagement.

Dependency	Stakeholders who are dependent on the company or group's activities, products or services; or stakeholders on which our business activities rely
Responsibility	Stakeholders to whom the group or the company has current or future legal obligations
Influence	Stakeholders who have influence over the organization and decision making
Diverse perspectives	Stakeholders who provide opinions, analysis, evaluations or other inputs to the business activities of the company or group

Determining Engagement Methods and Addressing Risks

The method of stakeholder engagement is appropriately determined from the perspectives of timeliness of information, ease of acquisition, and ease of participation by each stakeholder.

However, in each individual engagement, there is a possibility of risks arising from stakeholder participation, such as differences among stakeholders in degree or objectives of involvement, as well as variations in time and physical constraints. To manage and mitigate such risks and prevent them from materializing, we implement the following processes when conducting stakeholder engagement.

1. Before engaging, we clarify the purpose and expected outcomes of the engagement, and ensure sufficient time is allocated for the engagement process.
2. During the engagement process, we ensure that stakeholder participation is not hindered by language barriers or lack of expertise by providing English support and comprehensive information on our website.
3. We regularly evaluate the effectiveness of engagement and make improvements to enhance the effectiveness of our engagement methods when significant potential risks related to stakeholder participation are identified.
4. If risks materialize, we identify the issues, and implement appropriate corrective measures through ongoing communication with stakeholders.

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Developing a Resilient Management Foundation

Value Creation 2 — Sustainable Growth through Cooperation with Stakeholders

Stakeholder Engagement

Stakeholder	Relationship with the SoftBank Corp. Group	Engagement Methods
Customers	To increase customer satisfaction, shop crews and contact centers work every day to increase the quality of services and network environments.	Customer contact points, website, social media, shops, smartphone classes
Employees	We value the satisfaction and pride of our employees by creating a workplace environment where they can work with vitality and by supporting their social contribution activities.	Exchange of opinions with labor unions, Diversity Week, various training and seminars, employee satisfaction (ES) surveys, "pulse" surveys, Compliance Awareness Month, internal and external consultation services, intranet and internal newsletters
Suppliers	We 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 and Sustainability Reports
Shareholders	Aiming to be a trusted company, we strive to practice corporate management that meets the expectations of our shareholders and to disclose accurate information.	General Meeting of Shareholders, IR briefings (earnings presentation, briefings for individual investors, business briefings), Integrated Reports and Sustainability Reports, Reports to Shareholders, individual interviews for IR/SR activities, website
Local communities	We promote dialogue and provide appropriate explanations to residents in local communities, for example regarding the construction of new base station facilities.	Website, briefings for regional residents, visits to municipalities/explanations
National and government agencies/Industry organizations	We strive to achieve growth as a company that competes fairly and complies with all relevant laws and regulations.	Participation in policy councils, participation in councils and social gatherings with government agencies, employee exchanges including secondment to regional municipalities, activities through industry organizations

List of Stakeholder Dialogue Events

Affiliation	Presenter	Date	Discussion Content
University of Tokyo Future Vision Research Center	Hiroshi Naka	July 14, 2020	• Exchange of views on strategic processes in January 2020 • Second SDGs Committee Expert Review of FY2020
Part-time lecturer, Tohoku University Graduate School	Keiichi Ushijima	August 24, 2020	Roles expected of communications carriers in protecting privacy
Attorney, Shinwa Sohgoh Law Offices	Daisuke Takahashi	August 31, 2020	Human rights issues raised by technological development
Representative Director, SDG Partners, Inc.	Kazuo Tase	October 16, 2020	SDGs and ESG
Distinguished Professor of Technology and Policy and the Director of the Urban Institute at Kyushu University	Shunsuke Managi	From May 2021	Social impact of ESG
Deputy General Manager, Corporate Planning Dept. and Principal Sustainability Strategist, Mitsubishi UFJ Research and Consulting Co., Ltd.	Mari Yoshidaka	July 27, 2021	Second SDGs Committee Expert Review of FY2021
Representative Director and CEO, Neural Inc.	Kenji Fuma	August 4, 2021	Lecture to all employees: "What does it mean for companies to tackle the SDGs? A reading from an ESG perspective"
Representative Director and CEO, Neural Inc.	Kenji Fuma	February 17, 2022	Lecture for all employees "The Forefront of Carbon Neutrality! - Important issues in the SDGs that you should know about now"
Representative Director, Virtue Design Senior Lecturer, Graduate School of Media and Governance, Keio University (Part-time Lecturer) Representative Director and CEO, Neural Inc.	Mari Yoshidaka Kenji Fuma	March 25, 2022	SDGs Promotion Committee (third-party advisory body) Trends in Sustainability Priority Themes
Representative Director, Virtue Design Senior Lecturer, Graduate School of Media and Governance, Keio University (Part-time Lecturer) Representative Director and CEO, Neural Inc.	Mari Yoshidaka Kenji Fuma	September 15, 2022	SDGs Promotion Committee (third-party advisory body) Net Zero Compliance
Representative Director and CEO, Neural Inc.	Kenji Fuma	October 18, 2022	Second SDGs Committee Expert Input of FY2021 The Sustainability Trends That Global Company Leadership is Watching
Representative Director, Virtue Design Senior Lecturer, Graduate School of Media and Governance, Keio University (Part-time Lecturer) Representative Director and CEO, Neural Inc.	Mari Yoshidaka Kenji Fuma	March 27, 2023	SDGs Promotion Committee (third-party advisory body) The Latest Trends in Sustainability
Central Community Chest of Japan/Mirai Kodomo Foundation/Ashinaga Foundation/Japan Guide Dog Association	—	June 26, 2023	NPO/NGO Dialogue

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Developing a Resilient Management Foundation

Value Creation 2 ## Sustainable Growth through Cooperation with Stakeholders

Stakeholder Engagement

Stakeholders	Engagement
Dialogue with Local Residents	When building base stations, we feel that it is our responsibility to place top priority on the safety, peace of mind and environment of the people in the local community. We engage in dialogue and provide appropriate explanations to the people in communities specified in accordance with relevant laws and in-house rules. We begin construction only after ensuring that residents fully understand the roles of the stations and the safety of radio waves. Furthermore, we provide detailed explanations in response to inquiries and comments received through community contact points.
Internet Safety for Children	As the use of smartphones becomes commonplace even among children, there is a growing risk that children will access inappropriate or harmful websites through the Internet, leading to problems or danger. To prevent problems and provide a safe Internet environment for children, SoftBank Corp. offers free filtering services that contribute to customer satisfaction and peace of mind.
Agreements with Municipalities	SoftBank Corp. has formed agreements with 108* municipalities nationwide to promote regional revitalization. By building collaborative relationships with municipalities and regions, we will contribute to regional revitalization in line with the social issues and unique needs of each region. *As of March 31, 2023 ➜ List of cooperation agreements with local governments p. 48
Partnerships with NPOs	SoftBank Corp.'s target for partnerships on CSR activities with NPOs is to engage in partnerships with 1,000 organizations in FY2023. In FY2022, we partnered with 918 NPOs, including the Japan Foundation, the Ashinaga Foundation, the Japanese Red Cross Society, the Japan Platform, the Medecins Sans Frontières Japan Association and NPO Florence.
Partnership with Educational Institutions	SoftBank Corp. is engaged in ongoing joint research with the Urban Institute at Kyushu University aimed at developing methods for evaluating sustainable business management. Our research has found that strengthening initiatives related to the SDGs and ESG issues positively impacts share price by 3%–5%.
External Initiatives	SoftBank Corp. supports and participates in worldwide initiatives aimed at building a sustainable society and shares a wide range of information related to these initiatives.

NPO/NGO Dialogue

In June 2023, we held an NPO/NGO dialogue, discussing the theme of social welfare with participating organizations.

Participants from SoftBank Corp. spoke about the importance of leveraging the expert perspectives of NPOs in initiatives to solve social issues, while the other participating organizations asked questions and provided opinions about the beneficiaries and supporters of such activities, as well as the issues faced by the organizations themselves.

These discussions particularly highlighted issues related to the digital divide and efficiently disseminating information, and also focused on the importance of providing opportunities to children and sharing information through cooperation with NPOs.

The dialogue was an important event for blazing a trail to sustainability. Going forward, we will continue to deepen cooperation with NPOs and NGOs to further advance initiatives aimed at solving social issues.

▼ **Examples of External Initiatives in Which SoftBank Corp. is Active**

Communications and Communication Standards
Japan Mobile Communications Infrastructure Association
International Telecommunication Union - Radiocommunication Sector (ITU-R)
Association of Radio Industries and Businesses (ARIB)
Telecommunications Carriers Association (TCA)

Society
UN Global Compact (UNGC)
Regional Revitalization SDGs Public/Private Sector Partnership Platform
Kyoto Super SDGs Consortium
Tsukuba SDGs Partners
Children's Rights in Sport Principles (UNICEF)
The Valuable 500

Environment
ETI-CGC
TCFD Consortium
TCFD Supporter
Japan Business Initiative for Biodiversity (JBIB)
EcoVadis
GSMA Climate Action Taskforce
Renewable Energy Council
COOL CHOICE popular national movement
Fun to Share climate change campaign
Environmental Management Subcommittee of the United Nations Global Compact (UNGC)
Keidanren Committee on Nature Conservation
TNFD Forum

Note: As of June 2023

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Developing a Resilient Management Foundation

Value Creation 3

Enhance Employee Happiness with Diversity and Inclusion

SoftBank Corp. will work to build an environment in which all employees can fully demonstrate their unique abilities and achieve professional fulfillment based on their diverse backgrounds. By building more creative organizations, we will pursue a corporate culture that is consistently chosen by in-demand human resources and strive to continuously increase our corporate value.

Orientation of Our Human Resource Strategy

Our human resource mission is to connect people and business and achieve growth for both. To generate vitality, we adhere to human resource policies that support the potential of individuals who are willing to take on challenges, provide appropriate recognition for those who deliver results, and foster an environment where diverse human resources can work with vigor and enthusiasm. We are shifting our perspective from perceiving and managing employees as "resources" in the traditional sense to viewing them as "capital," placing an increased emphasis on effectively utilizing their talents and supporting their growth.

SoftBank Corp. is advancing wide-ranging investment in human capital, spanning skill development; engagement enhancement; diversity, equity and inclusion (DE&I); and health and productivity management. By doing so, we aim to power further business growth and ensure that all employees can work with enthusiasm and vigor, continuing to grow and take on new challenges.
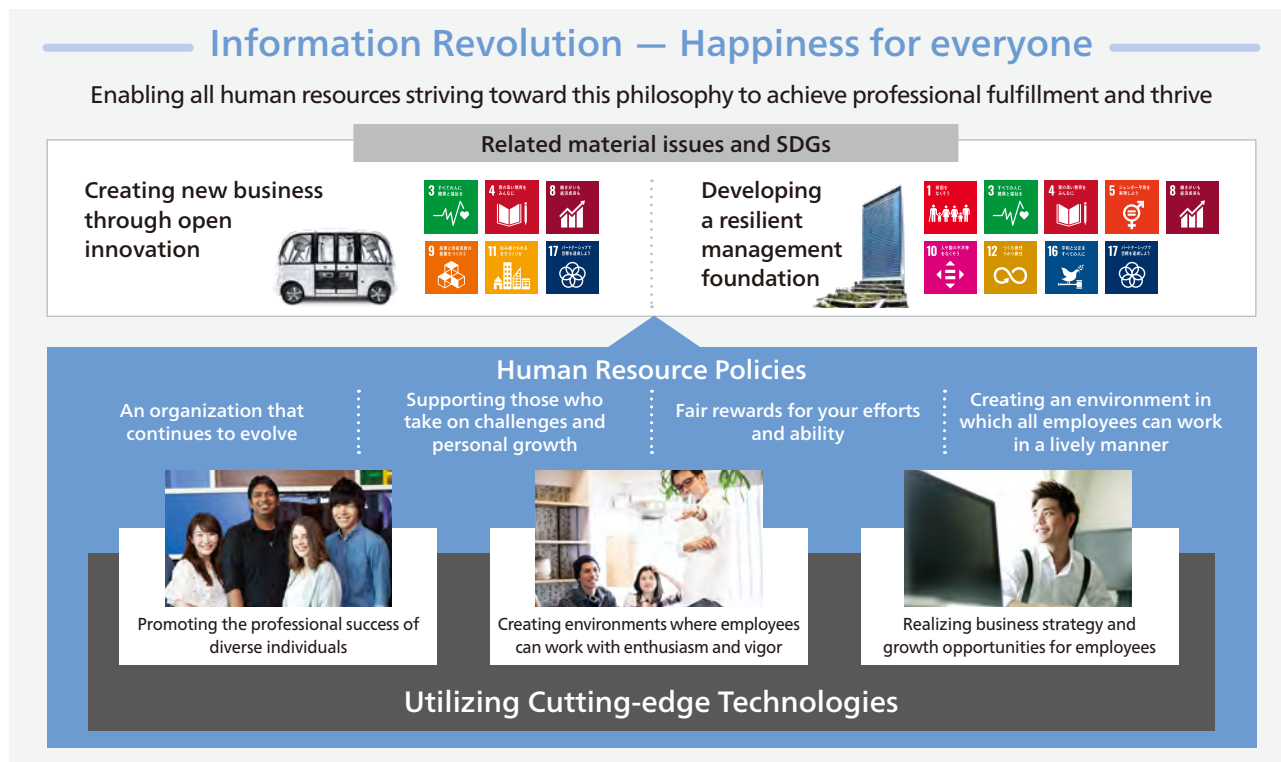
Human Resource Policies

Recognizing the need to define the role of human resource operations within the company and the link between company and employees, we established the Human Rights Policies in 2015. They consisted of three policies, spelling out the indispensable role of human resource operations in corporate growth, support for employees who take on challenges and fair rewards for work achievements.

Since then, however, changes in the environment surrounding human capital, such as the uptake of remote work, changing understandings of work itself and the accelerating use of technology, have in turn been changing the relationships between companies and individuals. In light of these shifts, as well as generational differences in values, we revised the Human Resource Policies in 2023. The core content is the same, but we have updated the expressions used and particular nuances to better communicate SoftBank Corp.'s approach to employees to the world today.

In addition to updating the existing three policies, we added a fourth based on our belief that the sustained well-being—e.g., health and happiness—of employees is closely correlated to improvement in performance and the effective use of human capital.

Under the new Human Resource Policies, we will continue to advance human resource strategy with an awareness of the interconnectedness of employee growth and business strategy.

Information Revolution — Happiness for everyone

Enabling all human resources striving toward this philosophy to achieve professional fulfillment and thrive

Related material issues and SDGs

Creating new business through open innovation

Developing a resilient management foundation

Human Resource Policies

An organization that continues to evolve

Supporting those who take on challenges and personal growth

Fair rewards for your efforts and ability

Creating an environment in which all employees can work in a lively manner

Promoting the professional success of diverse individuals

Creating environments where employees can work with enthusiasm and vigor

Realizing business strategy and growth opportunities for employees

Utilizing Cutting-edge Technologies

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Developing a Resilient Management Foundation

Value Creation 3 **Enhance Employee Happiness with Diversity and Inclusion**

Human Resource Systems

Basic Policies and Approaches

Employee grade, evaluation and remuneration are based on fair and just frameworks that enable everyone who achieves results through their efforts to advance to the next challenge, regardless of personal factors, such as age or gender.

Grade/Evaluation/Remuneration Systems

Mission Grade System	Employee fields and grades are decided according to the individual's mission and workstyle. Mission statements are designated for each position, laying out the mission expected of the employee and the skills to be demonstrated in order to indicate the direction in which they should strive.
Evaluation System	SoftBank Corp. has adopted a number of evaluation indexes, including contribution evaluations, which recognize work achievements and contributions to the organization; mission evaluations, which recognize an individual's mission and abilities; and evaluations of the core abilities required to carry out each mission and value provided.
Connecting Material Issue Targets with Evaluation Systems	When setting goals during annual assessments, we guide employees in ambitiously incorporating their own personal efforts to achieve the material issue targets and KPIs.
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 contribution to the organization.

Award System

We have established an award system to motivate employees and cultivate a desire to take on challenges.

SoftBank Award	Rather than simply recognizing sales and profits, we award contributions resulting from ambitious and creative activities by teams and individuals based on the key words of "Challenge" and "Innovation."
Team Profit Management	This award system for the sales division focuses on the smallest front-line organizational units (sections or teams) and encourages individual teams to work autonomously to improve profits with the mindset that they are key players. Results are tabulated for each six-month period, and we provide the top-ranking team with a team bonus as further incentive.

Employee Satisfaction Surveys

Employee Satisfaction (ES) surveys are conducted each year with the goal of achieving an "overall satisfaction level of 3.5 or higher," to monitor 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 company-wide and in each division. This ties into continuous improvement activities for building better organizations and ensures that said improvement activities permeate through all levels of the organization.

SoftBank Corp. implements a monthly "pulse" survey for the purpose of ascertaining the condition of individual employees and promoting communication between supervisors and their team members. The survey enables employees to measure changes in their own condition and show the results of their work to their supervisors, encouraging better communication.

We view ES surveys and pulse surveys as a form of risk assessment. By using the results of surveys to appropriately keep tabs on risks related to securing and retaining human resources, we are able to retain outstanding human resources who contribute to enhanced employee vitality, improved corporate performance and sustainable business growth.

From FY2023, the ES surveys and pulse surveys have been overhauled and integrated into a new Engagement Survey (implemented annually and monthly) to further promote employee work-life integration, workplace vitality and engagement.

ES Surveys		FY2018	FY2019	FY2020	FY2021	FY2022
Response Rate (%)		98.1	97.4	96.8	96.4	96.3
Overall Satisfaction Level*	Average for men	3.53	3.55	3.59	3.63	3.63
	Average for women	3.46	3.49	3.57	3.63	3.63
	Company-wide average	3.51	3.53	3.58	3.63	3.62

* Overall satisfaction level: Aggregated values of results related to work, workplace, boss and company
Scored out of 5 (Up to 2.99 = Low, 3.00 to 3.49 = Normal, 3.50 to 3.99 = High, 4.00 or higher = Very high)

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Developing a Resilient Management Foundation

Value Creation 3   Enhance Employee Happiness with Diversity and Inclusion

Recruiting

Basic Policies and Approaches

SoftBank Corp. defines its ideal candidate as one who will enjoy change at SoftBank, seizing every opportunity to take on a new challenge. We recruit from a diverse pool of talent, including new graduates and mid-career hires. All recruits are selected based on the same selection standards, regardless of age, gender, nationality or disability.

New Graduate Recruits	SoftBank Corp. recruits new university graduates based on a policy of universal hiring. Unlike most Japanese companies, which recruit new graduates immediately upon graduation each year, SoftBank Corp. keeps its doors wide open so that people who wish to take on challenges can seek employment freely at the timing that makes sense for them. Because candidates are not limited by the passage of time after graduation, they can apply for a position with SoftBank Corp. even after working for a time at another company.
Normal Hiring	SoftBank Corp. looks for human resources who are capable of performing in a rapidly changing environment, not limiting themselves to specific fields of activity as they work toward a swiftly evolving future. Accordingly, we use a wide variety of hiring methods.
No. 1 Recruitment	SoftBank Corp. has a recruiting program for students that have achieved the status of No. 1 in any of a number of fields related to technology, business, academics, sports, and creative endeavors. Applicants to date have become No. 1 in a wide range of fields; for example, winning nationwide sports tournaments or winning robot competitions.
Wide Variety of Recruitment Programs	We carry out the in-person "Job-match Intern" work experience internship program for job seekers. In addition, we operate the TURE-TECH regional revitalization internship program for students aiming to become the "change leaders" who will build the world of the coming era.
Online Recruitment Activities	Even following the downgrade of the legal status of COVID-19 by the Japanese government, in certain circumstances, SoftBank Corp. carries out recruiting (of new graduates and mid-career employees) activities online, including company information sessions, interviews and informal discussions.

Human Resource Development

Basic Policies and Approaches

To foster employees who contribute to the realization of our corporate philosophy, we provide opportunities for all group employees to share common goals, learn together and grow through friendly competition. We strive to respect diversity, which is a source of continuous growth, and foster human resources with rich individuality.

We also provide various forms of career development support to assist employees on their career path. We help employees define their own career goals and ideals for the future; identify the knowledge, skills and experience required to achieve those goals and ideals; and develop the careers that they have chosen for themselves. In this way, we strive to foster employees with abundant individuality.

SoftBank University	SoftBank University was established in September 2010. This training institution offers practical programs to train personnel who contribute to the realization of SoftBank's corporate philosophy. The University emphasizes self-driven career development undertaken by the employees themselves, providing a framework for self-driven career development in which employees choose their own program in keeping with their own unique career goals. SoftBank University has adopted a learning style that leverages SoftBank Corp.'s strengths, making full use of ICT. In addition to group training, programs include e-learning courses as well as real-time interactive online training and archived video feeds. The University comprises three main programs: the Business Program, the Technology Program and Level Specific Programs. Through these, employees can receive the training they personally need to suit their unique career goals and duties.
SoftBank University Certified Instructors	The SoftBank University Internally Certified Instructor (ICI) program was launched in June 2009. Under this program, employees with a certain skill level are certified as SoftBank University instructors. This provides opportunities for employees to implement training as instructors, and helps ensure that training is in line with real-world experience, so other employees have the opportunity to acquire even more advanced skills. As of March 2023, there were 103 ICIs, providing as many as 50 courses.
SoftBank University Tech	In 2019, SoftBank Corp. established SoftBank University Tech (SBU Tech) to encourage all employees, not just engineers, to acquire technology skills, so that their knowledge and skills will form the foundation for future growth businesses and DX. Our IT examination measures employees' IT literacy and enables employees to understand their own level of IT knowledge and reinforce weak areas of knowledge and skills through such means as group training and e-learning. SoftBank Corp. provides employees with the Udemy online learning service, which offers unlimited access to approximately 4,000 videos on programming languages and other topics. Electronic documents are also available for employees to study. Through such means, SoftBank Corp. affords employees with wide-ranging learning resources.
AI Campus from SBU Tech	As we aim to further promote our business in the future, there is a growing need for human resources who can utilize cutting-edge technologies, especially AI, from a reskilling and unlearning perspective. In response to these trends, from 2021, we have held AI Campus from SBU Tech. This program offers the AI-related learning content previously offered via SBU Tech in a systematic format. We also hold lectures by outside experts and support employees who are studying for the Deep Learning for GENERAL and Deep Learning for ENGINEER qualification exams offered by the Japan Deep Learning Association.
Internal Skill Tests (Business Statistics, IT)	SoftBank Corp. offers a business statistics skill test and IT skill test for the purpose of improving and visualizing IT and statistics skills, which are necessary for responding to changes in business. Employees also use these tests to gauge their readiness to take tests for external qualifications, such as the Business Statistics Specialist exam, IT Passport Test, Fundamental Information Technology Engineer Examination and Applied Information Technology Engineer Examination.
Technical Meister System	The Technical Meister System is our system of in-house certification for engineers with outstanding knowledge and skills in specialized fields. These engineers are permitted to freely engage in R&D in their specialized field while handling their main work responsibilities. The system aims to facilitate further technical study and the cultivation of younger professionals.

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Developing a Resilient Management Foundation

Value Creation 3 | Enhance Employee Happiness with Diversity and Inclusion

Human Resource Development

Training Programs

New Employee Training	Learning opportunities for successful candidates	SoftBank supports the education of successful candidates during the period between the decision to hire and the day they begin work to heighten their aspirations for joining the company and ensure a smooth start in this new stage of their lives.
	Universal training	All new employees receive the same general training for about three weeks after joining the company. During this period, these recruits switch their mindset to that of a full-fledged employee and receive practical project work training while studying plans as part of a team.
	Technical training	Technical training lasts for up to four weeks after the general training is complete, targeting new employees that require specialized knowledge. In classes organized by level, they learn programming languages and basic network knowledge that engineers need to know.
	"Elder" system	Through the "Elder" system, experienced staff ("Elders") are assigned to support new employees. In this way, new employees can familiarize themselves with the organization and quickly learn to handle their duties independently.
Young Employee Training	3rd-year step-up training	This training targets young employees in their third year after entering the company as new graduates. They review their experience since joining the company to gain a new awareness of their own strengths and roles in the company.
Training for New Managerial Employees	Training for section and division managers	SoftBank Corp. offers training to managers to improve the necessary skills of both managing businesses and managing people.

Career Development and Utilizing Abilities

Opportunities for Career Building

We offer a variety of career development opportunities to provide an environment where employees can achieve personal growth and self-realization.

Job Posting (In-house Recruiting) System	This system facilitates recruiting staff for the startup of a new business or new company.
Free Agent (In-house Recruiting) System	This system enables ambitious employees to apply for and be transferred to a position in another division or group company.
Certification Support System	This system supports employees seeking to obtain certifications to improve their skills or for personal betterment by covering the cost of the examination fees and offering monetary incentives.
Self-assessment System	This system ensures that employee assignments take into account the employee's own aptitudes and future career goals by having employees submit a yearly self-assessment in which they take stock of their career to date and report on their suitability to their current workplace, the work that they would like to do in the future and overall career goals, and then participate in face-to-face meetings with their superiors.
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.
Training Programs to Seek Out and Foster Successors	SoftBank Academia is open to not only employees but also to people outside the group with the aim of discovering and training successors as well as businesspeople who can carry out AI strategies for the SoftBank Group.
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. It includes lectures and career training sessions for specific age groups.

Promoting the Active Participation of Senior Employees

SoftBank Corp. supports the active participation of all employees who are capable and motivated, regardless of age or gender. In addition to a continued employment system that enables employees who desire to continue working after the mandatory retirement age until they reach age 65 to do so, since FY2021, employees who meet certain criteria are allowed to work until age 70. Further, we support diverse workstyles and career development through a variety of systems that include allowing employees to take side jobs and set their own weekly work hours and days.

50s	Job postings for senior employees	When jobs are posted to recruit employees for new businesses or new companies, we include postings that are aimed particularly at creating new opportunities for senior personnel to play an active role and proactively take on new challenges.
	Career training for employees in their 50s	We hold training sessions in which participants review and think about their careers so far and going forward.
	Second life seminar	These seminars are held as opportunities for full-time employees that are approaching the mandatory retirement age to gain a correct understanding of pensions, medical insurance and other public pension systems, as well as our continued employment system, and to think about their post-retirement life plans.
	Senior career change assistance	We support the efforts of employees age 50 and over who find themselves at a career turning point to take on the challenge of changing to a career outside SoftBank Corp., going independent or launching their own business, as one of many diverse career options.
60s	Short-time, short-week work	Employees can utilize workstyles other than full-time work (3 to 4 days per week/at least 5 hours of work per day), such as taking side jobs/concurrent employment through a dual employment system,* as one of many diverse workstyles. * As long as there is no negative impact on their main job, employees can engage in dual employment aimed at cultivating an innovative and creative culture and increasing their skills through diverse experiences.
	Extended employment past age 65	If certain criteria are met, individuals may extend employment past age 65, the maximum age for continued employment.

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Developing a Resilient Management Foundation

| Value Creation 3 | Enhance Employee Happiness with Diversity and Inclusion |

Promoting Diversity

Message from the President

Message from the President

SoftBank Corp. will continue to challenge itself and evolve toward a comprehensive digital platformer with the aim of becoming the corporate group needed most by people around the world. One of the driving forces in this evolution is the establishment of a management base that enables diverse human resources to play an active role. It is essential to eliminate barriers due to age, gender, nationality or disability. Furthermore, it is extremely important to ensure diversity among core human resources involved in management.

I position diversity as an important management issue. Beginning by focusing on promoting the active participation of women, we have set up an Advancement of Women Promotion Committee, which includes expert outside advisors. By actively promoting diversity, equity and inclusion in order to realize a corporate culture in which diverse human resources can play an active role, I hope to make SoftBank Corp. an even more vibrant and dynamic company.

Junichi Miyakawa
President & CEO
SoftBank Corp.

Basic Policies and Approaches

SoftBank Corp. provides opportunities and environments that enable diverse human resources to demonstrate their individuality and abilities, regardless of age, gender, nationality or disability. Positions and compensation are decided based on impartial evaluations in keeping with roles, achievements and abilities.

SoftBank Corp. strives to build organizations in which each and every employee shares the common desire to realize the corporate philosophy and leverages their respective strengths while thinking and expressing themselves freely to bring about innovation.

The Chief Human Resources Officer (CHRO) is responsible for and oversees the internal promotion of diversity. To address issues facing each organization, SoftBank Corp. implements such initiatives as e-learning on unconscious bias for all employees and diversity management training for managers. The Diversity Promotion Section, a specialized organization within the Human Resources Division, fulfills a central role in these initiatives.

Supporting Women in the Workforce

We position diversity as an important management issue and undertake measures with a primary focus on supporting women in the workforce.

As of April 2023, women accounted for about 27.0% of all employees at SoftBank Corp. and the ratio of female managers was 8.6%. More than 90% of female employees return to work after maternity/childcare leave. The average length of service by gender differs only slightly at 13.5 years for men and 13.4 years for women. These statistics show how many female employees are balancing work and childcare.

Furthermore, to see even greater utilization of women in the workforce, SoftBank Corp. is improving and expanding 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, we offer special childbirth allowances, childcare support and other unique career support systems so female employees can reach their full potential.

Specifically, career training and leadership training is provided for female employees on an ongoing basis along with support to foster a sense of community among employees. From 2018, a mentoring program run by internal managers was started to support various forms of career development to enable women to play a greater role within SoftBank Corp. With the goal of increasing the ratio of female managers to 20% by FY2035, we established the Advancement of Women Promotion Committee made up of our CEO and officers on July 1, 2021. The target of 20% is approximately three times the ratio of female managers (7.1%) in FY2021, and includes a stepping-stone target of at least 15% (double the ratio in FY2021) by FY2030.

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Value Creation 3 ## Enhance Employee Happiness with Diversity and Inclusion

Promoting Diversity

Advancement of Women Promotion Committee

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              Chairperson          Advisors
                 CEO                Experts

Promotion    Promotion    Promotion    Promotion    Promotion
committee    committee    committee    committee    committee
members      members      members      members      members

Officer      Officer      Officer      Officer      Officer
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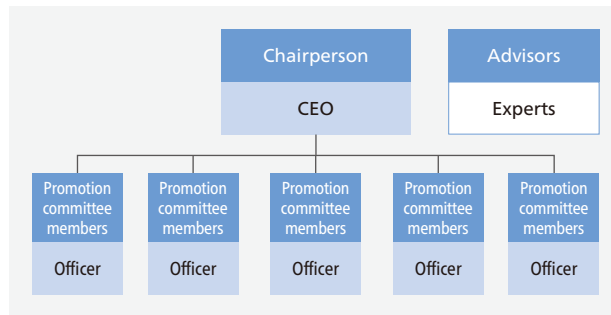
Number and Ratio of Women in Managerial Positions

Item	April 2019	April 2020	April 2021	April 2022	April 2023
Number of women in managerial positions	272	300	338	378	444
Ratio of women in managerial positions	6.2	6.6	7.1	7.6	8.6

"Eruboshi" Certification

SoftBank Corp. 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.

Moving forward, we will continue our efforts to promote active participation by women, such as career training for female employees and mentor programs.

Recruitment Event for Women

SoftBank Corp. creates workplace environments in which each employee can maximize their abilities according to their life stage. On March 14 and April 19, 2023, we held the SoftBank Woman Live recruitment event for new female graduates who seek personal growth while having full careers, raising children, and leading a fulfilling personal life.

At SoftBank Woman Live, in addition to introducing our unique efforts to support career development, employees discussed SoftBank Corp.'s comfortable working environment for women, barriers to taking childcare leave, and working styles after returning from leave based on their personal experiences. The speakers included three female employees with varied career experiences as a manager, as a salesperson with experience at regional offices, and as a parent currently raising children, along with a male employee who is also highly involved in childcare.

Career Training for Women

Every year, we invite outside experts and hold workshops for women to create opportunities for every woman to consider their own career, such as balancing working style and life events.

To ensure that SoftBank Corp. 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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Developing a Resilient Management Foundation

Value Creation 3 **Enhance Employee Happiness with Diversity and Inclusion**

Promoting Diversity

Holding Femtech Trials for All Employees

To create a women-friendly work environment, we conducted an in-house trial related to femtech—technology that solves women's health issues.

In the trial, we held study groups and product exhibitions to pique interest in femtech, enabling people to experience femtech products for free. We simultaneously held study groups with the theme of women's health. To make participants feel more comfortable, we conducted the trial in a way that was tailored to their preferences, such as allowing them to participate in online meetings anonymously and with the camera turned off. We conducted a follow-up survey that found satisfaction with the trial was very high at 93%. Moving forward, we will consider conducting another trial with group-wide collaboration.

Efforts to Eliminate the Gender Pay Gap

SoftBank Corp. has introduced a compensation system for all employees that rewards work results by determining grades according to factors such as the assigned mission and working style, not according to personal factors such as age and gender. We strive to pay fair wages regardless of gender and aim to eliminate the gender pay gap. Under this policy, we implement an annual fact-finding survey comparing the monthly salary and monthly salary plus bonuses of men and women for both permanent and non-permanent workers across the company. Although the same salary system is applied to both men and women, there is a difference in total compensation between men and women due to the current grade composition. In response to these findings, we are taking various measures to promote the advancement of women in the workforce.

Results of Fact-finding Survey

Wages of Women when Men's Wages Are 100%		FY2020	FY2021	FY2022
All Workers	Monthly salary (%)	75.7	76.8	77.4
	Monthly salary + bonus (%)	74.0	75.2	75.7
Permanent Workers	Monthly salary (%)	76.4	77.0	77.5
	Monthly salary + bonus (%)	75.7	76.3	76.6
Non-permanent Workers	Monthly salary (%)	83.7	88.7	88.0
	Monthly salary + bonus (%)	81.6	86.3	84.5

Note: The same salary system is applied to men and women. Differences are due primarily to grade composition.

Hiring People with Disabilities

As of June 2023, SoftBank Corp.'s hiring rate of employees with disabilities is 2.74% of all employees working in Japan and overseas. We want each employee to utilize their respective abilities to play an active role in the company. As a general principle, SoftBank Corp. applies the same criteria in the employment of people with disabilities as non-disabled persons, and once employed, there is no differentiation in employee compensation. Although an employee's disability is given consideration, 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.

Short Time Work

Short time work enables employees to work for less than 20 hours a week if they have not had the chance to work because they find it difficult to work for long hours for some reason. This alternative workstyle realizes a workplace where everyone can work together. By enabling employees to leverage their unique abilities and experience in their work, we create work opportunities for a more diverse range of people, and this workstyle is also expected to promote the effective use of manpower in other companies and communities.

In February 2018, we established the Short Time Work Alliance to promote the widespread adoption of short time work and create a society in which diverse people can live in harmony.* We will continue to collaborate with many companies and municipalities to contribute to creating a society in which anyone can actively demonstrate their unique attributes.

* 224 organizations have endorsed this alliance and adopted relevant measures (as of April 30, 2023)

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Value Creation 3 Enhance Employee Happiness with Diversity and Inclusion

Promoting Diversity

Participation in "The Valuable 500"

SoftBank Corp. has endorsed and signed on to "The Valuable 500," an initiative created to promote the participation of people with disabilities in business.

SoftBank Corp.'s Commitment

1. Corporate Policy
Based on our corporate philosophy "Information Revolution — Happiness for everyone," we contribute to realizing a future in which diverse people, with or without disabilities, can play active roles in society.

2. Providing a Work Environment Where Everyone Can Play an Active Role
We provide an environment that has opportunities, career paths, and support so persons with disabilities can fully exercise their capabilities.

3. Creating Work Opportunities
We create opportunities so people with diverse traits can work together. We do this by providing work environments for persons with disabilities where they can choose to work on a short-term basis, among other programs.

4. Collaborating and Co-existing with Society
We strive to realize a society where people with diverse traits can live comfortably by providing services to support persons with disabilities in their everyday lives. We also develop and promote various employment programs by collaborating with other companies and local governments to realize a society where persons with disabilities can work together with them.

5. Providing Information
We disseminate information broadly to inform society about our measures to support persons with disabilities and the significance of such support.

Spreading Understanding for Diversity and Inclusion

SoftBank Corp. promotes diversity and implements various efforts on a daily basis to create a work environment where everyone can work comfortably.

Diversity Week	We established Diversity Week for employees to deepen their thinking on diversity. In FY2022, we held events and seminars to deepen understanding regarding women's health, men's childcare leave, and topics surrounding persons with disabilities and LGBTQ people.
e-Learning on Unconscious Bias	We conduct e-learning training for all employees once a year so they can learn about unconscious bias and ways to deal with it.
Support for LGBTQ Employees	In the preface to internal rules on respecting human rights and the prohibition of discriminatory behavior, SoftBank Corp. has 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 Corp. is also promoting LGBTQ awareness at training sessions for newly appointed managers and through e-learning training for all employees.
Participating in Tokyo Rainbow Pride	SoftBank Corp. approves of the mission behind Tokyo Rainbow Pride, which aims to create a society in which LGBTQ and other sexual minorities can live in a way which is true to themselves without being subject to discrimination or prejudice.
Awarded the "Gold" Rating in the PRIDE Index	SoftBank Corp. has been awarded the highest rating of "Gold" in the PRIDE Index for policies regarding LGBTQ and other sexual minorities within the company.
"Colorful Project" In-house Community	The Colorful Project (LGBT and Ally Association) is an in-house community of like-minded individuals. With the aim of increasing the number of people who show understanding for LGBTQ people in the workplace and fostering a culture of understanding and acceptance, Colorful Project publishes monthly email newsletters and holds events such as seminars and movie screenings.

HR Data

➜ *ESG Data Book 2023*

Third-party Assurances of Corporate Data

We have obtained third-party assurances from the Japan Quality Assurance Organization (JQA) with regard to FY2022 data on the ratio of women in management positions, ratio of annual paid leave taken, ratio of telework, average annual salary of employees, average annual pay for executives, average annual salary of employees at management positions, average annual salary of employees at non-management positions and number of major accidents during base station construction.

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Developing a Resilient Management Foundation

Value Creation 3 ## Enhance Employee Happiness with Diversity and Inclusion

Balancing Work and Childcare/Nursing Care

Basic Policies and Approaches

SoftBank Corp. believes that one fundamental role required of corporations is to create a work environment where children who will lead the next generation of society can be born and raised with peace of mind. In order to actively create a workplace environment where employees can maximize their abilities while balancing work and childcare, we have established childcare support system policies. In addition, due to a decline in the birthrate and increase in the senior population, Japan is facing a situation where everyone will soon be affected by the need for nursing care. Our goal is to eliminate the need for employees to leave their jobs due to the burdens of long-term nursing care at home by creating an environment where employees providing nursing care can continue to thrive professionally.

Childcare Support System Policies

Based on the idea of supporting people who wish to continue working while fulfilling their family childcare responsibilities, our childcare support systems operate under the following two policies.

- Creating a framework that allows employees raising children to stay highly motivated at work and continue to aspire to grow professionally.
- Creating a framework to avoid situations where childcare becomes a barrier for employees, prevents them from leveraging their full potential or causes them to leave their job.

We will continue to provide support for balancing work and childcare so employees who are expecting or raising children can continue to grow and advance professionally like all other employees.

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 childcare responsibilities, SoftBank Corp. has established childcare support policies. The company has introduced and applied systems for supporting balance in work and childcare, and as a result of these efforts, in February 2017, SoftBank Corp. received the "Platinum Kurumin" special certification mark, which recognizes companies demonstrating outstanding achievements in this field.

Promoting Men's Participation in Childcare

To promote the use of childcare leave by male employees, SoftBank Corp. endorses the "100% Paternity Leave Declaration" program of Work-Life Balance Co., Ltd.

An internal portal has been set up with information on childcare support, including interviews with male employees who are balancing work and childcare, as well as childcare support systems and procedures. Various efforts are being made to encourage male employees to take childcare leave, including a corporate version of a parenting class to deepen understanding of the need for male childcare leave. As a result of such efforts, the percentage of eligible male employees who took childcare leave rose from 28% in FY2021 to 65% in FY2022.

Initiatives Targeting Japan's Decreasing Birthrate

As part of our efforts to address the issue of low birthrates in Japan, we have established our own childcare support system that exceeds the statutory requirements, including special childbirth allowances.

Childbirth Allowance System

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. In FY2022, childbirth allowances for first and second children were paid to a total of about 730 people, and allowances for third and subsequent children were paid to about 100 people.

Years of Service	Less than 1 Year	1 Year or More				
Number of Children	All Children	1st Child	2nd Child	3rd Child	4th Child	5th Child or More
Allowance (Thousand yen)	20	50	100	1,000	3,000	5,000

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Value Creation 3 Enhance Employee Happiness with Diversity and Inclusion

Balancing Work and Childcare/Nursing Care

Initiatives to Alleviate Childcare Concerns

SoftBank Corp. has introduced shared use[1] of around 100 company-run nursery schools as part of measures to alleviate employee 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 Benefit Station,[2] a SoftBank Corp. employee welfare program, and can receive childcare subsidies for the use of partnered nursery schools.
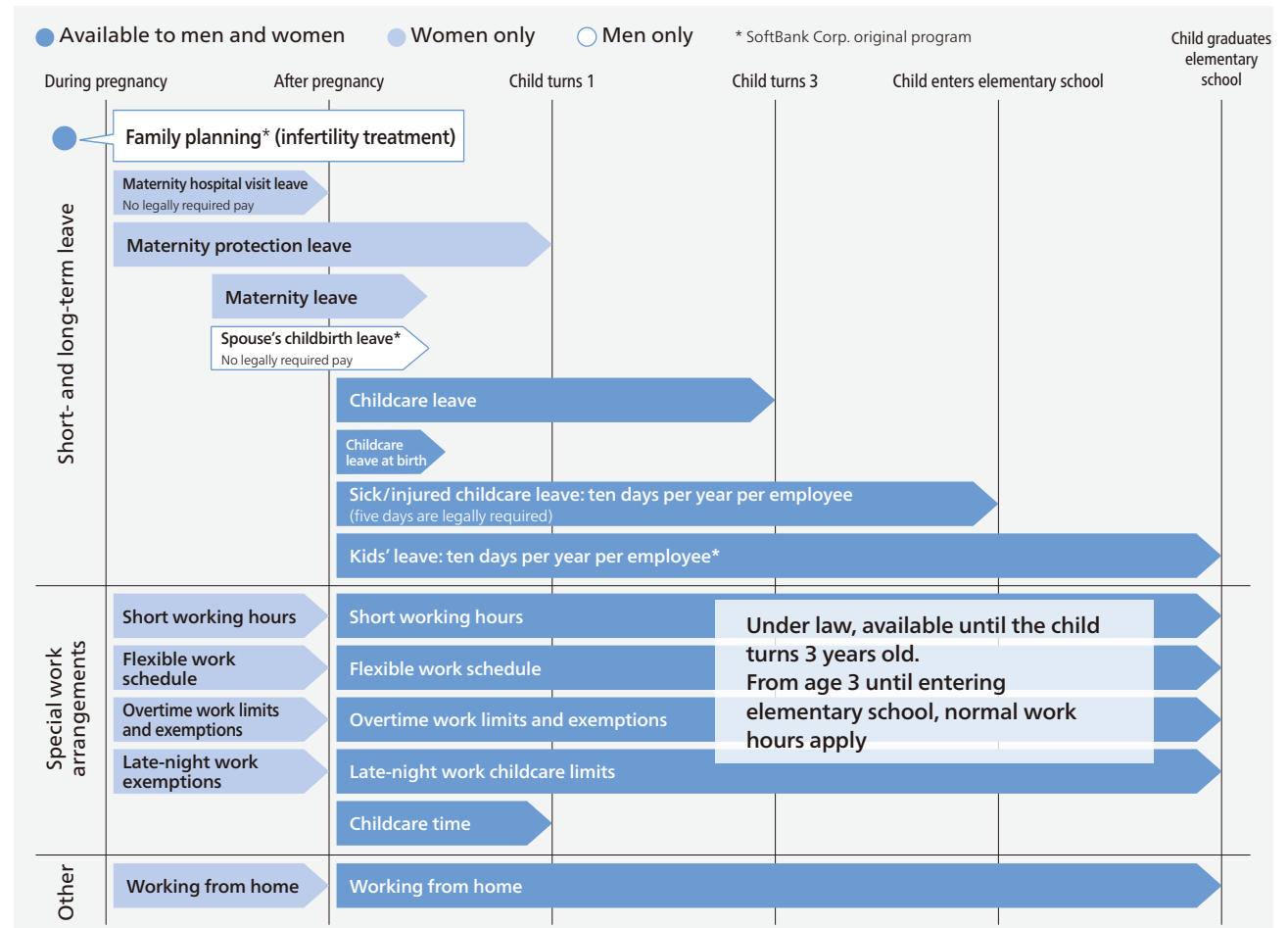
Employees can continue to use company-issued mobile phones during childcare leave (including maternity leave) and can contact the company and take e-learning courses as well, to lessen their anxiety in preparation for their return to work. We also hold orientations and consultation meetings that can be attended with babies in tow as part of our outreach efforts.

1. A method of providing access to nursery schools using vacancies at nursery schools set up by other companies (the figure is as of May 2023)
2. Benefit Station is a benefit welfare service provided by Benefit One Inc.

Childcare Support Systems

To enable employees and their spouses to go through childbirth and raise children without worry, we have a flexible work system that can be used from the time of pregnancy until children have finished sixth grade of elementary school.

➜ Childcare support systems

● Available to men and women   ● Women only   ○ Men only   * SoftBank Corp. original program

During pregnancy | After pregnancy | Child turns 1 | Child turns 3 | Child enters elementary school | Child graduates elementary school

Short- and long-term leave
- Family planning* (infertility treatment)
- Maternity hospital visit leave — No legally required pay
- Maternity protection leave
- Maternity leave
- Spouse's childbirth leave* — No legally required pay
- Childcare leave
- Childcare leave at birth
- Sick/injured childcare leave: ten days per year per employee (five days are legally required)
- Kids' leave: ten days per year per employee*

Special work arrangements
- Short working hours | Short working hours
- Flexible work schedule | Flexible work schedule
- Overtime work limits and exemptions | Overtime work limits and exemptions
- Late-night work exemptions | Late-night work childcare limits
- Childcare time

Under law, available until the child turns 3 years old. From age 3 until entering elementary school, normal work hours apply

Other
- Working from home | Working from home

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Developing a Resilient Management Foundation

<div>Value Creation 3</div>

Enhance Employee Happiness with Diversity and Inclusion

Balancing Work and Childcare/Nursing Care

Childcare and Nursing Care Support Initiatives

During Pregnancy and Childbirth	Consultation meetings prior to maternity leave	Employees can attend consultation meetings at an HR consultation desk to receive advice and explanations on services available during pregnancy, as well as procedures and subsidies available after childbirth.
	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.
	"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.
During Childcare	Short- and long-term leave during childcare	To support employees through pregnancy and childbirth and while they raise their children, SoftBank Corp. has put in place a flexible work system that can be used from pregnancy until the child completes sixth grade in elementary school. Expired annual leave can be used for childcare leave, and childcare leave can be extended up to the child's third birthday. 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 what is stipulated by law.
	Encouraging men to participate in childcare	SoftBank Corp. endorses the "100% Paternity Leave Declaration" program of Work-Life Balance Co., Ltd. to encourage men to take childcare leave. Many of the childcare support systems, such as the paid leave system for childbirth by a spouse, childcare leave, kids' leave, and short-time flex work, exceed statutory requirements, making it easier for employees to participate in childcare. An internal portal site has been set up with information on childcare support, including interviews with male employees who are balancing work and childcare, as well as childcare support systems and procedures. Various efforts are being made to encourage male employees to take childcare leave, including a corporate version of a parenting class to deepen understanding of the need for paternity leave.
	Building a strong employee support network for childcare	Oya Oya Club (Parents Club) was established by a group of childcare peer supporters with the goal of improving parent-child communication. Communities for female employees also hold events regularly to help strengthen family ties.
	Furano Nature School	In cooperation with the NPO C.C.C. Furano Nature School, SoftBank Corp. 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.
During Nursing Care	Seminar to support balancing work and nursing care	We hold seminars to provide employees with basic knowledge on nursing care and to support their efforts to balance work and nursing care. Through ongoing efforts, we will continue to promote the creation of an environment in which employees can engage in nursing care while working.

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Developing a Resilient Management Foundation

Value Creation 3 ## Enhance Employee Happiness with Diversity and Inclusion

Welfare and Life Design Support

SoftBank Corp. is always thinking about employees' happiness and what it can do for employees, offering 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

Notes: 1. Annual paid holidays are valid for two years.
2. If an employee joins the Company in the middle of the fiscal year, the number of days granted in the first fiscal year varies depending on the month in which that employee joined the Company.

Accumulated Annual Vacation	Expired annual paid holidays can be saved up as "accumulated annual vacation" days (up to 60 days). These accumulated days can be used for absence due to personal injury or illness, nursing care leave, fertility treatment, and some types of special unpaid leave (see below).
Special Paid Leave	The following special paid leave is available 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, volunteering leave, and occupational illness/injury leave (up to three days)
Special Unpaid Leave	The following special unpaid leave is available 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 (fourth day onward), handicap leave (hospital visit leave for disabled employees),* and cancer treatment leave*

* Can be taken using accumulated annual vacation days

Welfare	New graduate housing assistance	New graduates can receive partial rent assistance for the first three years after being hired.
	SoftBank employee shareholders association	The Employee Shareholders Association was established so that employees can enjoy the benefits of the company's growth and to contribute to long-term asset building.
	Asset building	Funds are deducted from monthly salaries and bonuses and deposited with a financial institution to build assets. Once each year, the company offers an incentive payment of 3% of the built asset amount (up to ¥9,000).
	Company residences for transferred employees	This system provides company residences for use by employees that have been transferred to new work locations. Employees can choose their residence type according to their lifestyle after the transfer.
	Other welfare services	Employees are enrolled in two fringe benefit programs: "Benefit Station," a service provided by Benefit One Inc., and SoftBank's original "Gift Program."
	Life planning support	Employees receive support for asset building and investment education in three formats: Periodic life plan seminars, the use of simulation tools, and private consultations with financial planners.
Pension System	Defined contribution pension (company contribution/selective contribution)	The company contributes funds, and the subscriber (the employee) decides how that contribution will be managed. The pension amount received in the future then fluctuates depending on the outcome of this management.
	Defined benefits/selective contribution pension plan	Under this system, an amount of the employee's choosing is contributed from the employee's bonuses. 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.
Re-hiring System	"Spouse welcome back" re-hiring system	When a permanent employee leaves the company to accompany a spouse who has been transferred to a different location, as long as certain conditions are met, that employee can be reinstated upon returning to the region where they originally lived.

Recognized as a Welfare Promotion Corporation under Hataraku Yell 2023

SoftBank Corp. has been recognized as a Welfare Promotion Corporation, the highest designation, for its particularly outstanding initiatives under Hataraku Yell, a program that recognizes enterprises making efforts to enhance and effectively utilize employee welfare initiatives.

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Developing a Resilient Management Foundation

Value Creation 3 **Enhance Employee Happiness with Diversity and Inclusion**

Labor Practices

Basic Policies and Approaches

Our policies concerning labor practices are put forward in "SoftBank's Human Rights Policies," and we maintain various systems to promote appropriate labor practices. Policies concerning wages, working hours and other labor standards are translated into several languages so that they can be understood by all employees working in Japan and overseas.

Specific Initiatives

Labor-management Relations	SoftBank Corp. respects and effectively recognizes the freedom of association and the right of collective bargaining as employee rights. SoftBank Corp. has formed a labor agreement with the labor union. To engage in constructive labor-management dialogue, SoftBank Corp. hosts labor-management consultations and committee meetings between the representatives of the labor union and management to discuss wages, lump-sum payments, and occupational safety and health, as well as to regularly exchange opinions about system improvement and the management environment.	Labor-related Compliance	There were no labor-related compliance violations in FY2022.
Labor Risk Assessment	In order to verify that we are complying with the appropriate labor practices in our own business, we assess the risks of overwork and other labor problems in new businesses, and we have in place a framework for swiftly implementing countermeasures and resolving issues. We assign a human resources specialist as the person in charge of human resources when launching a new subsidiary so that the organization will function soundly to accomplish its goals while preventing any harm to the health of the employees working there. In our existing businesses, we assess risks of overwork and implement corrective measures to ensure compliance with the "three-six agreement," the company's agreement with employees on work hours and overtime based on Article 36 of Japan's Labor Standards Act. Specifically, we ensure appropriate working hours using simulations of monthly and annual working hours based on data from the attendance management system to identify employees expected to work especially long hours. We then check on the status of these employees individually, consider countermeasures if necessary, and regularly report on each case to management. We assess actual working conditions through regular unlogged overtime surveys of all employees. We also conduct educational activities using surveys about employee understanding of the three-six agreement and the handling of working hours. By reporting regularly to the Division Heads Meeting and the Occupational Safety and Health Committee about these initiatives and conditions surrounding overwork, we strengthen the initiatives while verifying risk reduction effects.	Ensuring Fair and Industry-competitive Treatment	SoftBank Corp. 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. * Equivalent to approximately 170% as of 2023 (approximately 150% compared to the minimum wage in Tokyo)
		Human Resource Development Initiatives	SoftBank Corp. strives to create workplaces that are supportive of self-driven career development so that all employees can achieve self-actualization and professional fulfillment in their work.
		Participation in External Initiatives	As a signatory to the UN Global Compact, SoftBank Corp. has declared its commitment to upholding the freedom of association and the effective recognition of the right to collective bargaining; the elimination of forced and compulsory labor; the abolition of child labor; and the elimination of discrimination in respect of employment and occupation. In addition, by proactively exchanging information with outside organizations, we are reinforcing initiatives aimed at ensuring appropriate labor practices. We have long been in regular contact with the human resources departments of leading companies in a wide range of industries, and since 2017, we have held joint workshops on labor practices with these companies, exchanging views on labor issues and considering measures together. The information gleaned from these efforts is provided as feedback internally to promote appropriate labor practices.

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Developing a Resilient Management Foundation

Value Creation 3   Enhance Employee Happiness with Diversity and Inclusion

Occupational Safety and Health

Policy

To maintain a working environment in which employees can work with a healthy mind and body, we have established the Safety and Health Management Rules, which are applied throughout the SoftBank Corp. group. The Occupational Safety and Health Committee plays a central role in setting numerical targets for occupational safety and health, monitoring performance and promoting activities aimed at achieving those goals in each organization and on a company-wide basis.

Note: The scope of this policy is SoftBank Corp. and its group companies.

Initiatives for Employees

Maintaining and Improving Employee Health	SoftBank Corp. has made the Health Management Declaration, positioning the maintenance and improvement of employee health as an important management issue. We identify key initiatives regarding health and productivity management within the company, set appropriate goals and monitor annual performance. To promote the implementation of initiatives to achieve these goals, we formulate action plans in accordance with the Health and Productivity Management Strategy Map, which is approved by management meetings.
Internal Risk Checks and Audits	To prevent work-related accidents, we feel that it is important to identify occupational safety and health risks in our business activities, and to take action to reduce 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 the content of the work they are doing 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 deemed to be high.
Disaster and Other Emergency Preparedness	SoftBank Corp. 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, as necessary, an Emergency Response Headquarters is established and appropriate measures are implemented based on internal regulations. 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 that ensures that employees stay healthy even when a disaster occurs.
Occupational Accident Prevention	To prevent occupational accidents involving employees, it is important to identify potential risks that can cause occupational hazards. Based on past incidents and the potential for recurrences in the medium to long term, we have identified and evaluated potential risks based on incident frequency and impact severity. As a result, we have determined that occupational accidents involving company vehicles is a risk that should be prioritized.

Initiatives to Prevent Major Accidents	SoftBank Corp. aims for zero major accidents associated with company vehicles and implements various safety measures to achieve this goal. • Deployment of vehicles equipped with advanced driver assistance systems (ADAS) • Operational management through telematics • Pre- and post-operation alcohol checks for all drivers, with records maintained • Prohibition of smartphone usage while driving, including hands-free calls • Submission of driver's license declaration (annually) • Mandatory participation in safe driving education (annually, for individuals who have caused accidents) and accident prevention awareness campaigns (monthly)
Response to Occupational Accidents	Occupational accidents resulting from company vehicles accidents are reported through a dedicated occupational accident reporting channel. A process is in place for reporting cases with serious consequences, such as death or serious injury, or suspected violations of laws and regulations, through the compliance reporting route, as well. We take appropriate action (investigation, response to findings, etc.) in response to occupational accidents, including analyzing drive recorder data from the time of accidents, to prevent recurrence.
Health and Safety Management for Employees on Overseas Assignments, Including Family Members	SoftBank Corp. takes a variety of measures to ensure the health and safety of employees on overseas assignments and family members accompanying them. These include employees having in-person consultations with an industrial physician before beginning their assignments; requiring employees to return to Japan temporarily for a medical checkup during their assignments; having employees join the medical consultation support service at their place of employment; having employees participate 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; and confirming the safety of all employees on overseas assignments or business trips in the event of an emergency. Through these efforts, we provide support to ensure that employees can work anywhere in the world with peace of mind.

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Developing a Resilient Management Foundation

Value Creation 3   ## Enhance Employee Happiness with Diversity and Inclusion

Occupational Safety and Health

Safety and Health Management in Base Station Construction

As a communications carrier, SoftBank Corp. conducts safety management for construction outsourced to business partners.

Identifying and Reducing Major Safety Risks	As a result of an assessment of possible safety risks in construction based on analysis of past accidents and data on causes of fatal accidents in the construction industry, we have identified work at heights during base station construction as a major risk and are addressing this risk on an ongoing basis over the long term. For work at heights, which is a major risk, we are striving to achieve our target of zero serious accidents at construction sites by prioritizing related risk reduction initiatives.
Safety Inspections at Construction Sites	To prevent occupational accidents, safety inspections of construction sites are conducted by inspection staff designated by the regional engineering manager and the construction safety manager according to an inspection plan prepared in advance. Inspections are based on the Safety Inspection Check Sheet and check construction site management conditions, worker assignments, worker practices, work environments, documents and other items. If potential for a serious industrial accident is found, we request an improvement report from our business partners and carry out follow-up inspections. The main conditions for conducting an inspection are the following. • Hazardous work, such as working at heights and working with heavy machinery • New entrants and construction companies with limited experience in construction for the company
Response to Occupational Accidents in Base Station Construction and Prevention of Recurrence	Any occupational accidents that occur during base station construction are reported to the construction safety manager by the department in charge of construction and appropriate action (investigation, response to findings, etc.) is taken in order to promptly implement recurrence prevention measures.

Construction Safety Manager	Construction Safety Manager We have designated a construction safety manager responsible for company-wide coordination of efforts related to ensuring the safety of the workers of SoftBank Corp. and its construction project business partners. The construction safety manager is involved in various educational and promotional activities. These include leading base station construction safety management; developing safe work policies and management methods to promote the safety of on-site workers, including those of business partners; implementing worker education; monitoring affiliates; and planning new measures.
Support for Work Crews	In addition to sufficiently ensuring the safety of the work environment, SoftBank Corp. provides necessary safety equipment (e.g., protective gear) to its employees. We also begin construction work after only educating the workers involved in the outsourced construction about the rules for using the work tools and equipment.

Risk Analysis and Issue Identification	Since 2005 Established the Construction Safety Policy, allocated dedicated supervisors
	Since 2006 Held construction company safety awards
	Since 2008 Promoted the use of full safety harnesses (ahead of legal requirements)
	           Rolled out quarterly safety slogans
	Since 2014 Made full safety harnesses mandatory for all applicable workers
	Since 2017 Held national safety conventions (hosted by SoftBank Corp. for business partners)
	Since 2020 Safety "pulse" surveys: Enable monthly tracing of important aspects of safety management implemented by business partners while improving the visibility of the management status of individual worksites
	           Accident-free awards: SoftBank Corp. commends the stable operations and robust safety management of business partners that have maintained long accident-free records

Data on Labor Practices

Total annual work time/Ratio of paid leave used/Average annual employee salary/Employee bonuses

➜ *ESG Data Book 2023*

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Developing a Resilient Management Foundation

Value Creation 4 Enhance Productivity with Advanced Workplace Environments

Leveraging cutting-edge technologies, we have put in place advanced workplace environments that enable diverse talent to actively participate, spurring innovation and increasing employee happiness to promote the continued growth of the company. By maximizing the productivity of individuals and organizations through optimum workstyles for employees, we increase productivity throughout the entire company, which in turn contributes to increased corporate value and strategic investments in the future.

Promoting Smart Workstyles

Promoting Workstyle Transformation with "Smart & Fun!"

SoftBank Corp. applies IT, AI and other technologies to promote smart work that incorporates diverse approaches with the aim of maximizing the productivity of individuals and organizations through optimum workstyles for employees.

Based on SoftBank Corp.'s internal work slogan "Smart & Fun!" we are implementing workstyle reforms to allow us to work smart and have fun with the freedom to be more creative and innovative.

We have eliminated core working hours and adopted the Super Flextime System, which frees up more time and maximizes results through greater work efficiency, striving for balance that is not limited by conventional working hours. By allocating this extra time to self-development, employee relationships, and communicating with friends and family, as well as by investing in personal growth,
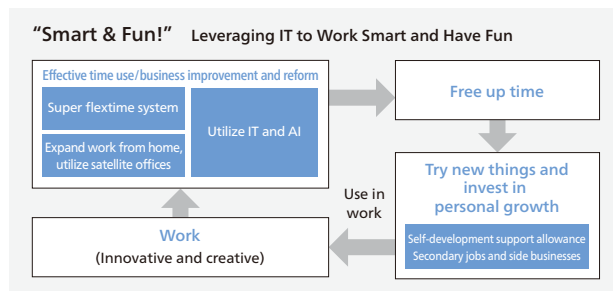
individual employees and the company as a whole become more innovative and creative. Our goal is to make work "Fun!" and by doing so achieve better work results.

Diversity and Health and Productivity Management

We believe that diversity, along with health and productivity management, is the foundation for realizing "Smart & Fun!" workstyles. Diversity brings together the strengths of diverse individuals. Health and productivity management promotes the mental and physical health of all employees. Aiming to make the entire organization more innovative and creative to achieve greater results, we are working to promote diversity and health and productivity management.
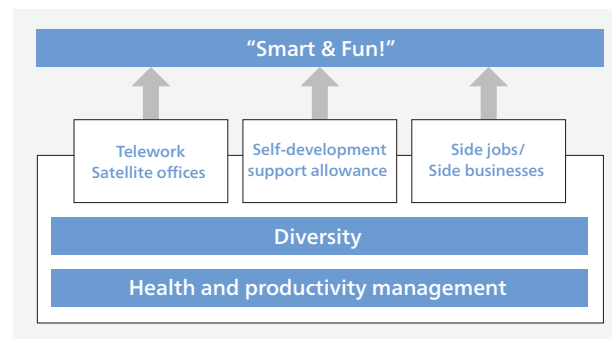
New Workstyle Initiatives

We are implementing a variety of initiatives to realize "Smart & Fun!" and maximize the productivity of individuals and organizations. Based on the belief that maximizing the performance of the organization and individual employees will lead to an increase in corporate value, SoftBank Corp. is encouraging employees to adopt the best mix of work styles for them, for example, combining working from home, the use of satellite offices, or going directly between meeting destinations and home, with no limits on the usage of any particular style. We have not set a company-wide uniform rate of required office attendance, instead letting specific organizations set their own rules based on the nature of their businesses in order to practice work styles that allow the organization and individual employees to demonstrate their capabilities to the fullest.

Office Environment Featuring Cutting-edge Technology

To promote further innovation in workstyles and reinforce business continuity planning (BCP), in January 2021, SoftBank Corp. moved its headquarters to the Takeshiba area of Tokyo. The new office is a community-based workspace designed to enable all employees to perform at their best and embody the "Smart & Fun!" slogan. In addition to fostering open innovation that transcends boundaries between in-office divisions, with the move, we aim to realize more innovative and creative workstyles that are not tied to working hours or places.

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Developing a Resilient Management Foundation

Value Creation 4 **Enhance Productivity with Advanced Workplace Environments**

Promoting Smart Workstyles

Cafe Shiba

On the 30th floor of the Tokyo Portcity Takeshiba Office Tower, where SoftBank Corp.'s headquarters are located, we created a cafeteria based on the concept of meeting and connecting with people. The cafeteria was designed as a place for cultivating solidarity through communication by enjoying delicious food together. Seats for eating alone have been minimized, and the cafeteria features an event space and banquet space for use with external customers, making it a fertile communication forum. The cafeteria serves sustainable coffee grown on environmentally friendly farms. Moreover, in order to eliminate plastic, paper cups (including lids made from paper) and straws made from corn are used. The café also proactively uses irregularly shaped vegetables in its dishes in an effort to help eliminate food loss through enjoyable dining. Through such efforts, cafeteria operations contribute to the achievement of the SDGs.

©SoftBank Corp.

Flexible Workstyle Initiatives

Leveraging IT, we are working to realize flexible and diverse workstyles not bound by time or place, provide work environments suited to each employee's life stage and increase work productivity.

Teleworking	We allow employees to work from home, using online conferencing systems, business chat software and other IT tools. In FY2022, the ratio of telework was 95.7%.
Satellite Offices	As part of efforts to adopt teleworking, we are opening satellite offices for use by all employees with the aim of maximizing employee productivity by expanding work locations. SoftBank Corp. fully utilizes WeWork workspaces throughout Japan (including six offices in the Kanto region) and more than 400 other shared offices. In this way, we are shifting to a more innovative and creative way of working that is not tied to any place, space, or community.
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.
No Overtime Day	Every Wednesday is designated "No Overtime Day" so that employees can fully enjoy their private time after work and lead healthier lives.
Premium Friday	We encourage employees to leave work at 3 PM on the last Friday of every month.
Self-development Support Allowance	We provide a self-development support allowance of ¥10,000 per month to all full-time employees in order to help each individual employee continue working toward personal growth.
Secondary Jobs and Side Businesses	SoftBank Corp. allows employees to take secondary jobs, conditional upon advance permission, that will help them develop skills and grow, as long as it will not impact their duties at the company. Since the prohibitions on secondary jobs were lifted in November 2017, permission has been granted in approximately 3,000 cases as of April 2023.
SoftBank-style Internal Secondary Job System	In February 2021, we introduced a SoftBank-style internal secondary job system for matching employees who desire opportunities to grow and display their capabilities with organizations that require outside perspectives, experience and expertise.
Workstyle Support Fund	In light of working styles during the COVID-19 pandemic, SoftBank Corp. established a new Workstyle Support Fund in September 2020 as an allowance for supporting new styles of working.

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Developing a Resilient Management Foundation

Value Creation 4 ## Enhance Productivity with Advanced Workplace Environments

Promoting Smart Workstyles

Received Five-star Rating in the Nikkei Smart Work Management Survey and Grand Prize in the Nikkei Smart Work Awards 2023

SoftBank Corp. has received the highest possible five-star rating for five years in a row in the Nikkei Smart Work Management Survey conducted by Nikkei Inc. The survey evaluates companies using 18 indicators in the three areas of human resources, innovation and market development based on questionnaires filled out by companies, consumer surveys and published data.

We also received the Grand Prize in the Nikkei Smart Work Awards 2023 in recognition of our realization of flexible workstyles using teleworking, the high degree of freedom afforded by the broad scope of our flextime system, our high level of investment in human resources, and our proactive stance toward joint development with other companies and involvement with outside institutions.

NIKKEI Smart Work
★★★★★ 2023 Best 24

NIKKEI Smart Work
Awards 2023 大賞

Health and Productivity Management

Basic Policies and Approaches

SoftBank Corp. aims to help maintain and improve the health of employees in accordance with its Basic Mental and Physical Health Policy. The physical and mental health of each employee is the driving force toward the achievement of the dreams and aspirations of the corporation and individuals. Accordingly, SoftBank Corp. has made the Health Management Declaration, positioning the maintenance and improvement of employee health as an important management issue.
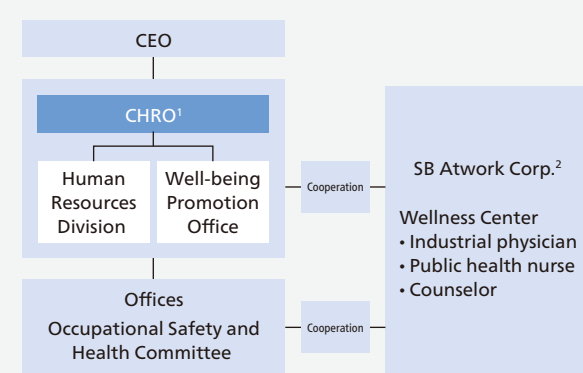
Health Management Declaration

To tackle this new stage of the Information Revolution and realize continuing growth, it is essential to be a group in which each individual employee is healthy in both mind and body, a group that is 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.

Junichi Miyakawa
President & CEO
SoftBank Corp.

Basic Mental and Physical Health Policy

- Support the wellbeing of all SoftBank Corp. employees so that they can work toward their aspirations with a sound body and mind.
- Work to create a safe and comfortable work environment in which each employee can reach their full potential.
- Maintain compliance with occupational health and safety laws and regulations to become a highly trusted corporate group among internal and external stakeholders.

Health and Productivity Management Promotion System

1. CHRO: Chief Human Resources Officer
2. SB Atwork Corp. is a subsidiary of SoftBank Corp.

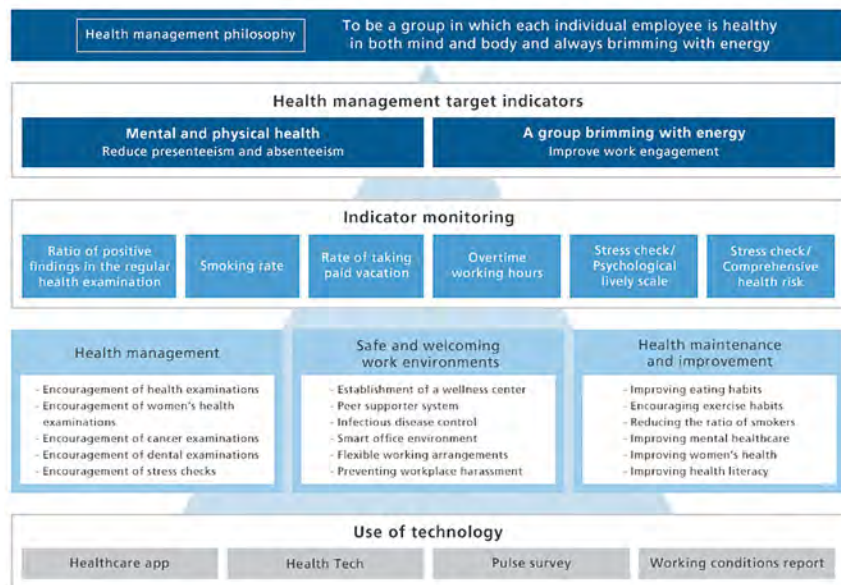|	
Well-being Promotion Office	A dedicated team that reports directly to the CHRO and is tasked with promoting an environment in which all employees are able to enjoy good mental and physical health in their work. The office plans and implements health and productivity management measures in partnership with the Wellness Center of group company SB Atwork Corp.
SB Atwork Corp. Wellness Center	Staffed full time by qualified specialists, the Wellness Center of SB Atwork Corp. provides somewhere for employees to go for consultation about their mental or physical health. These specialists staff include industrial physicians for internal medicine and mental health, public health nurses, counselors and masseurs.
Each office's Occupational Safety and Health Committee	Maintaining the safety and health of everyone in the workplace is essential to our business activities. An Occupational Safety and Health Committee has been set up at each office with more than 50 employees to coordinate the provision of a safe and welcoming work environment. The committees also play a part in facilitating workplace improvements by looking at what other workplaces are doing about health and safety and by sharing information about their own good practices.

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Developing a Resilient Management Foundation

Value Creation 4 **Enhance Productivity with Advanced Workplace Environments**

Health and Productivity Management

Broad-ranging Health and Productivity Management KPIs

We have defined broad-ranging KPIs covering employee engagement as well as mental and physical health. We utilize a PDCA cycle to make ongoing improvements to our practices, monitoring indicators based on three approaches: health management, safe and welcoming work environments, and health maintenance and improvement.

Health Management

Promoting Medical Checkups	To facilitate the early detection and treatment of illness, we encourage employees to receive regular medical checkups and promote awareness of the importance of doing so. The Chief Human Resources Officer (CHRO) sends an e-mail to all employees stressing the importance of medical checkups and follow-up exams, and any employees who have not yet had their checkups are reminded to do so. We are reinforcing this message by enlisting the aid of the departmental human resource staff responsible and utilizing tools to remind not only the employees who have yet to have their examinations, but also their supervisors. Thanks to these measures, we have achieved 100% coverage for these regular medical checkups for four consecutive years, since FY2019. Moreover, the total sum spent on health examinations during FY2022 was around ¥180 million.
High-risk Employees and Those Requiring Follow-up Examinations	To create an environment where it is easy for employees to get medical checkups or follow-up examinations (repeat checkups or in-depth checkups), since April 2022, the time spent getting medical checkups and exams has been treated as working hours, and employees are reimbursed for their travel costs to and from the medical facilities. A target of 80% has also been set for follow-up examinations in an effort to catch and treat ill health early. For employees who are found by medical checkups to be in the high-risk group, our industrial physician and public health nurses provide health advice by e-mail or through a consultation, such as recommending that said employees seek care at a medical institution or offering lifestyle improvement guidance.
Promoting Women's Health, Cancer, and Dental Examinations	Depending on employee age and gender, we offer cancer and women's health examinations to facilitate the early detection and treatment of cancer and diseases specific to women. In addition, dental checks are made available in the workplace in partnership with the company's health insurer to help employees maintain good dental health.
Promoting Stress Checks	As part of our mental healthcare efforts, we encourage all employees to take regular stress checks using the Wellness Eye system provided by group company SB AtWork Corp. This encourages self-care that helps prevent mental health issues and has been useful in improving workplace conditions.

Recognized under the Health & Productivity Stock Selection for the First Time and in the Certified Health & Productivity Management Outstanding Organizations Recognition Program for the Fifth Consecutive Year

SoftBank Corp. was selected under the Health & Productivity Stock Selection, run by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange, for the first time. This program recognizes companies that proactively work to advance health management for employees from a corporate management perspective.

SoftBank Corp. was also selected under the Certified Health & Productivity Management Outstanding Organizations Recognition Program, operated jointly by the Ministry of Economy, Trade and Industry and Nippon Kenko Kaigi, in the large enterprise ("White 500") category. 2023 marked the fifth consecutive year that SoftBank Corp. has earned White 500 certification.

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Value Creation 2 Sustainable Growth through Cooperation with Stakeholders   Value Creation 3 Enhance Employee Happiness with Diversity and Inclusion
Value Creation 4 Enhance Productivity with Advanced Workplace Environments   ]

Developing a Resilient Management Foundation

Value Creation 4   Enhance Productivity with Advanced Workplace Environments

Health and Productivity Management

Safe and Welcoming Work Environments

Wellness Center	The Wellness Center operated by SB Atwork Corp. provides a place for employees to consult about their physical and mental health with full-time public health nurses and industrial physicians who specialize in internal or psychological medicine. The center includes a counseling room and massage room.	
Peer Supporter System	Under our peer supporter system, employees who hold occupational counseling or health and safety-related qualifications may volunteer as accessible counselors within the workplace after passing a specific selection process and receiving training.	
Infectious Disease Control	SoftBank Corp. takes measures to prevent the spread of influenza, COVID-19 and other infectious diseases. For COVID-19, we offer antibody testing for all employees, and the company has its own program of saliva PCR testing for staff. We have also provided workplace vaccination operations both for members of the group and outside parties.	
Smart Office Environment	SoftBank Corp. provides community-style workspaces that embody the concept of "Smart & Fun!" enabling all employees to perform at their best. A variety of health-promoting measures have also been adopted at our offices to provide a safe and welcoming work environment.	
Flexible Working Arrangements	Encouraging a Clear Distinction between Work and Private Life	To make it easier to take annual paid leave, employees are encouraged to take off workdays that fall between a weekend and a public holiday. The company also designates a weekly No Overtime Day and encourages participation in Premium Friday, in which employees can leave early on the last Friday of the month.
	Work-interval System	To ensure that employees have enough time for their daily non-work activities and sleep, SoftBank Corp. has introduced a work-interval system requiring all employees to take at least 10 consecutive hours off between finishing work one day and starting work the next.
	Support for Maintaining Employment While Undergoing Cancer Treatment	We have established cancer treatment leave that employees can use when they are unable to work due to cancer-related hospital visits, treatment or feeling unwell the day after treatment. This system helps employees balance treatment and work.
Preventing Workplace Harassment	SoftBank Corp. works to promote employee awareness of harassment through division-specific seminars, e-learning and other means. Should an incident involving harassment occur, a primary contact point has been established so appropriate measures can be taken as quickly as possible. A counselor will first listen to what happened and then discuss next steps with the employee. All consultations are handled with complete confidentiality.	
Pulse Surveys	In October 2019, we introduced a "pulse" survey developed in-house to measure the ordinary level of fulfillment among employees. By answering a total of 13 questions (about 3 minutes) on work, life and health once a month, employees can measure changes in their own condition. Furthermore, the pulse survey is intended to facilitate timely communication among supervisors and team members.	

Health Maintenance and Improvement

Improving Eating Habits	• Diet program with genetic testing • Training video "Health management (including managing alcohol consumption) for workers" • Recipes for healthy eating • Provision of healthy options and sale of lunches that are certified "smart meals"[1] (staff canteen) 1. Smart meals are nutritionally balanced meals containing healthy ingredients. The concept is part of an initiative by the Healthy Meal & Dietary Environment Consortium aimed at promoting healthy dietary environments.
Encouraging Exercise Habits	• Yoga sessions before morning company meetings • Morning and evening yoga sessions via Zoom (average participant satisfaction rating: > 90%) • Walking events (spring and fall events during FY2022, Participation: approximately 3,700 people) • Stretching instructional videos taught by a physiotherapist • Providing simple physical strength measurements and instructions for self-checks at home • Encouragement of company club activities
Reducing the Ratio of Employees Who Smoke	• Ban on smoking during working hours (every day since April 2020) • Closure of workplace smoking rooms • Training video "Smoking and Health" • E-mail magazine and anti-smoking column • Subsidies for cost of smoking cessation programs • Smoking cessation advice from public health nurses
Improving Mental Health	• Sleep seminars (attended by approximately 1,600 people) • Training videos "Self-care, team-care, and more" and "Health management (including managing alcohol consumption) for workers" • Discount on cost of sleep apnea syndrome (SAS) examination • Department-specific training
Improving Women's Health	• Health seminar to support the empowerment of women (attended by approximately 350 people) • Seminars on women's health as an issue for everyone (four seminars attended by approximately 500 people) • Femtech working group and trial • "Health management for women in the workplace" training video for management • Column on supporting women's wellbeing
Improving Health Literacy	• Proactive dissemination of information about health and productivity management • Providing the Wellness Eye Study video learning program • Providing the HELPO healthcare app

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Developing a Resilient Management Foundation

| Value Creation 4 | Enhance Productivity with Advanced Workplace Environments |

Health and Productivity Management

Yoga Sessions before Morning Company Meetings

A yoga session, led by an employee who is a qualified yoga instructor, is held prior to the monthly company-wide morning meeting. Employees from all over Japan participate via live video stream, including the President and other senior management. These sessions highlight the importance of health management and help get employees into the habit of exercise.

Yoga session before a morning company meeting

Priority Measures, Targets and Results

Prevention of Severe Disease and Health Deterioration

	FY2018	FY2019	FY2020	FY2021	FY2022	
	Result	Result	Result	Result	Target	Result
Ratio of employees who underwent a regular medical checkup (%)	99.9	100	100	100	100	100
Ratio of employees who underwent follow-up examinations (%)	57.0	53.8	58.7	64.0	70.0 or above	73.1[1]
Ratio of positive findings (possible health issues) in the regular health examination (%)	54.7	55.1	57.9	57.9	57.4 or below	56.7
Completion rate for specific health guidance (%)[2]	31.6	32.9	31.5	57.7	65.0 or above	50.2

Smoking Rate Reduction

	FY2018	FY2019	FY2020	FY2021	FY2022	
	Result	Result	Result	Result	Target	Result
Ratio of employees who smoke (%)	29.9	29.7	26.8	25.8	24.8 or below	24.7

	FY2018	FY2019	FY2020	FY2021	FY2022	
	Result	Result	Result	Result	Target	Result
Ratio of employees who underwent a stress check (%)	90.1	91.0	84.7	86.1	95.0 or above	87.2
High-stress rate (%)	12.7	13.3	11.2	11.8	13.0 or below	12.2
Absenteeism[3] (days)	4.6	4.6	3.8	4.0	5.0 or below	4.1
Presenteeism[4] (%)	81.0	80.0	81.0	85.0	85.0 or above	85.0

1. As of July 13, 2023
2. Because the completion rate for specific health guidance is calculated after the conclusion of ongoing support for all eligible individuals, the target and results for the previous fiscal year are shown.
3. Absence or leave due to illness or injury
4. Up to FY2020, this was determined from the health awareness survey data on how often business efficiency was impeded by ill-health, with responses of "1 or 2 days a month" or "almost never" deemed to indicate presenteeism. From FY2021 onward, the number was obtained from the University of Tokyo Single-Item Presenteeism Question (SPQ).

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Initiatives Supporting Business Activities

Quality Control

SoftBank Corp. believes it is important to provide high-quality products and services that meet social needs (customer and market expectations), that comply with relevant laws and regulations, and that customers can use safely and with confidence through the implementation of quality control.

Base Station Quality Control

To provide pleasant, safe and secure communications environments, we are constantly working to maintain base station quality control.

Using AI, drones and other cutting-edge technologies, we are advancing the automation of work in this area, including base station installation, inspection and performance tuning.

Product Quality Control

We strive to provide safe, secure products and services based on universal design. To this end, we implement exacting quality control, from design to market quality after launch, with a focus on safety. In addition to ensuring compliance with laws, regulations and guidelines, we have established our own safety standards, using them to thoroughly confirm safety across the design, development and manufacturing processes.

We also implement all labeling required by relevant regulations during shipping and delivery. If failure or quality issues arise after a product is released, we accept repairs at stores nationwide and online, promptly investigate the cause, and work to improve and increase quality. In the event of a serious malfunction, we establish an Emergency Response Headquarters led by the President to determine the details and cause of the malfunction, decide policy and promptly respond. 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.

* MCPC: Mobile Computing Promotion Consortium

▼ Quality Control Flowchart

Product Design
- Confirmation based on durability standards
- Confirmation based on safety standards

↓

Product Quality Check
- Confirmation of compliance with related regulations and laws
- Check for use of harmful substances
- Check for abnormal heat generation
- Check safety of battery pack
- Software check
- Hardware performance check

↓

Introduction Determination
- Final confirmation of safety and performance

↓

Sales

↓

After-sales Service
- Quality management
- Repairs

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Brand Management

Corporate Identity

Company Name Origin

SoftBank Corp.'s parent company, SoftBank Group 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 society in the information age.

Corporate Logo

The SoftBank logo consists of the brand symbol, which is a combination of two lines and the color silver, and the word "SoftBank." The double-line forms the "=" (equal) sign, symbolizing the Group's role as an actor in the Information Revolution. It shows that the SoftBank Group offers answers to help solve the various problems faced by customers and the world. 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 forms a timeless banner that symbolizes the Information Revolution.

Responsible Advertising and Public Relations Activities

When conducting advertising, public relations activities and other communication activities, SoftBank Corp. is careful to consider the accuracy of information concerning management policies, business descriptions, technologies, products and services, as well as the ethics of such content (to ensure sufficient consideration of human rights, the environment, confidential information, intellectual property rights, personal information and other issues). 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 that 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.

In our legal, technology, marketing and other departments, we verify content in terms of legal compliance, consumer protection and the customer's perspective while also consulting with attorneys, other external experts and specialized organizations as needed to verify that advertising display content is accurate and appropriate.

After a major advertising proposal has been selected, its advertising content is verified at the management level by presenting the content in a managerial meeting or by providing explanations to individual managerial personnel.

Feedback concerning advertising activities which have already been executed is accepted by SoftBank Customer Support. Moreover, we 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 maintain a strict verification process and mechanisms for detecting problems. In the unlikely event that a customer, administrative authority, consumer group or other organization points out a problem with our advertising activities, we revise the content in question.

During FY2022, there were no cases of unjustifiable and misleading representation as stipulated in the Act Against Unjustifiable Premiums and Misleading Presentations resulting in government action within SoftBank Corp.'s advertising activities.

In order to continue responsible advertising activities, it is important to improve internal ethical awareness with respect to advertising content. At SoftBank Corp., we conduct periodic group training and e-learning regarding advertising content ethics to promote an understanding of the relevant laws, advertising content rules defined by the industry, internal rules, etc.

In addition, in order to further enhance our responsible advertising activities, we participate in the Japan Advertisers Association (JAA), which aims for the sound development of advertising activities. We then ensure the knowledge, obtained through discussions with other participating companies and leading experts, is fed back into our advertising activities.

About Advertising

SoftBank Corp. implements highly popular, memorable advertising, such as the Shirato Family series of commercials launched in 2007. Recently, we have run a wide range of ads aimed at specific target audiences, such as "Shirato Family × SPY" series featuring actors Hidetoshi Nishijima and Taiga Nakano as spies on an undercover investigation into the oh-so-happy Shirato Family, as well as ads featuring the video content creator HIKAKIN as a "smartphone debut supporter" to highlight a SoftBank Corp. project to support families concerned about letting their children have their first smartphones.

In addition, we began commercials for SoftBank Corp.'s low-priced smartphone brand Y!mobile in 2014. These commercials are humorous and friendly, aimed at straightforwardly conveying the value of the Y!mobile.

Advertising for the LINEMO online-only brand launched in March 2021 communicates valuable and attractive services for LINE users, such as the LINE Giga Free service, under the concept of "Fun surprise."

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Community Participation | Social Contribution Activities (CSR Initiatives)

Basic Approach

As a leader in the Information Revolution, SoftBank Corp. utilizes its strengths in technology to implement activities that contribute to society. Based on our Sustainability Basic Policy, to create a sustainable society, we have designated five focus themes of our social contribution activities: "promoting a digitalized society," "nurturing the next generation," "serving diverse needs," "environment and resource management policies" and "disaster and reconstruction support." These focus themes are linked to our corporate philosophy, "Information Revolution — Happiness for everyone," and our growth strategy, "Beyond Carrier," and we apply the knowledge and connections with society gained from social contribution activities to further improve our business activities.

While engaging in ongoing discussions with local communities and other stakeholders, we earnestly undertake the resolution of social issues in order to create a society in which everyone can enjoy a convenient and comfortable lifestyle.
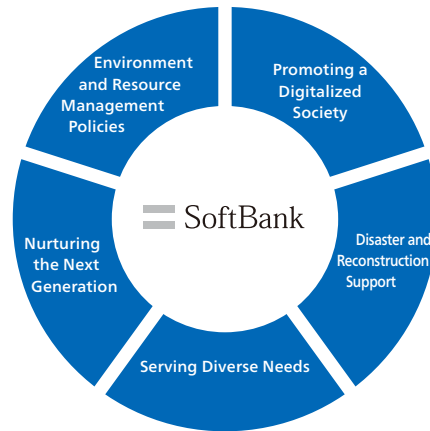
Five Social Contribution Activity Focus Themes

Promotion Structure

SoftBank Corp.'s CSR Division formulates basic policies for CSR activities and identifies focus themes for the company and the entire SoftBank Corp. group. These are shared throughout the group. Each SoftBank Corp. group company has established its own CSR department or person in charge of CSR and has built a system to promote its own activities in accordance with its specific business and characteristics.

In order to monitor the results of CSR activities and the annual activity plans across the group, information is exchanged on a regular basis by such means as CSR group liaison meetings. In addition, the results and status of SoftBank Corp.'s CSR activities are reported to management, who provide feedback to promote effective social contribution activities.

Social Contribution Activity Expenses

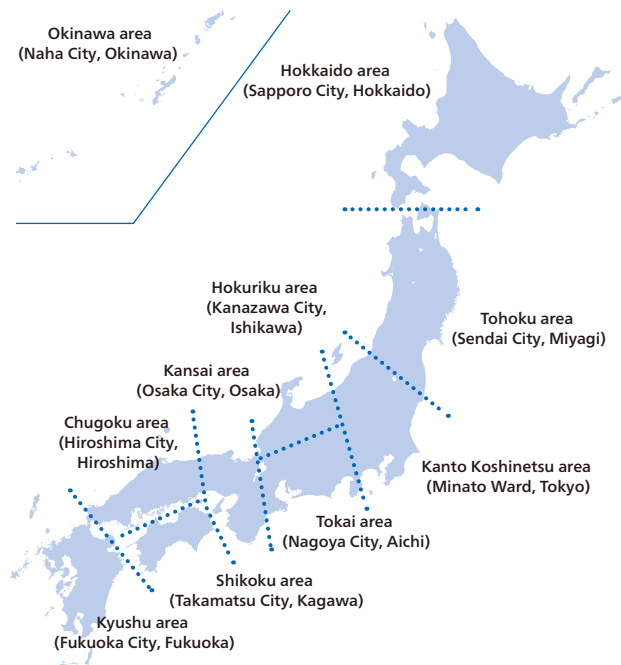|	Social Contribution Activity Costs (Millions of yen)		Notes
	FY2021	FY2022	
Cash Donations	295.0	127.9	Donations to organizations, etc.
In-kind Donations	52.9	3,103.0	Free provision of various services for disasters, etc.
Time Donations*	2,460.6	2,551.8	Monetary equivalent of time spent on social contribution activities, etc.
Administrative Expenses	1,083.4	721.4	
(Of which) Implementation of social contribution activity programs	525.8	350.3	
(Of which) Environmental measures	557.5	371.1	Recycling costs, etc.

* Converted to monetary value

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Community Participation | Social Contribution Activities (CSR Initiatives)

Deploying Senior Personnel to Resolve Regional Issues

To help resolve local social issues in close cooperation with local communities, we have established bases for CSR activities in Hokkaido, Tohoku, Hokuriku, Tokai, Kansai, Chugoku, Shikoku, Kyushu and Okinawa, where we deploy about 60 senior CSR employees with a wealth of experience and achievements. As ICT professionals, they play a central role in resolving local social issues and supporting regional revitalization. This initiative also promotes workstyle reforms as a new model for utilizing senior human resources.

▼ Regional CSR Deployment Bases

Okinawa area
(Naha City, Okinawa)

Hokkaido area
(Sapporo City, Hokkaido)

Hokuriku area
(Kanazawa City, Ishikawa)

Tohoku area
(Sendai City, Miyagi)

Kansai area
(Osaka City, Osaka)

Chugoku area
(Hiroshima City, Hiroshima)

Kanto Koshinetsu area
(Minato Ward, Tokyo)

Tokai area
(Nagoya City, Aichi)

Shikoku area
(Takamatsu City, Kagawa)

Kyushu area
(Fukuoka City, Fukuoka)

Working Closely with Local Governments Using ICT to Resolve Social Issues

SoftBank Corp. contributes to regional revitalization through cooperation with local governments and other authorities, including through the Ministry of Internal Affairs and Communications' Regional Revitalization Personnel Exchange Program as well as by serving as advisors. Through efforts like these, we are involved in frontline efforts to solve social issues using ICT.

SoftBank Corp. employee (left) taking office as a municipality advisor

Counseling Events to Eliminate the Digital Divide (Sera, Hiroshima)

A SoftBank Corp. employee serving as a DX promotion advisor in the town of Sera, Hiroshima, is holding smartphone counseling events aimed at eliminating the digital divide in cooperation with local high school students. At these events, students of Hiroshima Prefectural Sera Senior High School act as instructors, working one-on-one with local seniors to teach them the basics of using a smartphone. SoftBank Corp. shares its accumulated know-how regarding smartphone use with the students, who then take the lead in planning and running regular events, helping to eliminate the digital divide for local seniors while improving the local living environment.

Preventing Over-the-phone Fraud Targeting Seniors (Kanagawa Prefecture)

SoftBank Corp. is working with the Kanagawa Prefectural Police and the prefectural government to help prevent seniors from falling prey to fraud committed over the phone. Specifically, we are providing information about preventive measures using the spam call filtering functions of SoftBank's

Spam call prevention class with Pepper as an instructor

Ouchi no Denwa fixed-line service and Y!mobile's Kantan Smartphone 2+. We are also holding classes highlighting examples of over-the-phone fraud and explaining ways to prevent spam calls.

By holding these classes at SoftBank Shops in Kanagawa Prefecture and using the humanoid robot Pepper as an instructor in crime prevention classes held by the Kanagawa Prefecture Police, we are striving to further raise awareness.

Zero Litter Project (Kameoka City, Kyoto Prefecture)

In April 2022, SoftBank Corp. and Kameoka City launched the Zero Litter Project. The project contributes to the beautification of the city by strengthening measures against littering. Efforts include environmental education for city elementary schools using the humanoid robot Pepper, asking residents to post information about litter they encounter on the city's official LINE account, and, based on the information collected through such posts, installing IoT-enabled trash cans. By starting with the Hozu River, which is located upstream of the Yodo River, this initiative aims to contribute to the beautification of the entire Yodo River environment.

IoT-enabled garbage cans installed at Kameoka Station

Adopting Short Time Work (Nisshin City, Aichi)

Nisshin City and SoftBank Corp. have formed an agreement regarding business cooperation concerning issues such as child-rearing support. As part of these efforts, the city has adopted a short time work system promoted by SoftBank Corp., working with local companies to advance the social participation of parents with young children in the city. In September 2022, we launched a cross-regional short time work initiative, utilizing human resources from Nisshin City and companies promoting diverse work styles outside the prefecture. We hope to expand this new workstyle from Nisshin City to the rest of Japan, so that talented human resources can play an active role in society, even when working reduced hours and regardless of their location.

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Community Participation | Social Contribution Activities (CSR Initiatives)

Donations as Social Contributions

Tsunagaru Bokin—Connected through Fundraising

SoftBank smartphone users can add a donation to their smartphone bill payments or make a donation using their SoftBank points. By providing a platform that allows people to more easily participate in a wider variety of non-profit fundraising activities, we will continue to support the efforts of non-profit organizations and the resolution of social issues.

FY2022 Results

Registered groups: 622
Total annual donations: Approximately ¥300 million

Charity Smile

Charity Smile is an optional mobile phone service aimed at providing ongoing support to children who have lost their homes due to abuse, or have lost their parents to accidents or disasters. Customers make monthly donations of ¥10, which SoftBank Corp. matches, to provide a monthly ¥20 per customer to non-profit organizations that support children.

FY2022 Results

Total donations: ¥7,016,292

Charity Mobile

When customers sign up for a new mobile phone line or phone upgrade through a special application page, SoftBank Corp. donates a fixed amount of ¥6,000 and 3% of their monthly mobile phone usage fees for two years to a non-profit organization of their choosing (with no additional fees or burdens for the customer).

FY2022 Results

Total donations: ¥31,120

Employee Volunteer Participation

Employee Volunteer Activities

To encourage employees to participate in volunteer activities, SoftBank Corp. 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 the Company's core business. Furthermore, by applying the experience and knowledge obtained through volunteering to our core business, we aim to contribute to the creation of a better world.

Volunteering Leave Utilization

FY2019	FY2020	FY2021	FY2022
179 people	16 people	56 people	98 people

Employee Volunteer Systems

We offer a number of systems to enable employees to utilize the experience and skills they have accumulated through their work and hobbies through volunteering. These include the SoftBank Group Employee Pro Bono System, which supports the efforts of non-profit organizations to resolve social issues, as well as a system by which employees can support and participate in events held by local municipalities to enliven the community.

Employee Blood Donations

We hold blood donation drives for employees at our Head Office and regional bases. 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.

In FY2022, we conducted our first blood donation drive for employees since moving the SoftBank Corp. headquarters to the new location in Takeshiba.

Employee Fundraising

Our employees want to support non-profit organizations. In response, SoftBank Corp. established an employee fundraising system in April 2013. Moreover, when a major disaster occurs, we create a separate fund for employee donations. SoftBank Corp. then matches these to provide double the amount of support for the relief efforts of non-profit organizations in disaster-stricken areas.

FY2022 Results

Total donations: ¥8,112,448

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Community Participation | Social Contribution Activities (CSR Initiatives)

Promoting a Digitalized Society

Leveraging information technology, we aim for a society in which everyone everywhere can live comfortably and freely.

Supporting Education on Appropriate Information Use for Children to Promote Better Communication

SoftBank Corp., Yahoo Japan and the LINE MIRAI Foundation have launched the Digital Usage Skills Development Project to create an environment in which

children and adolescents can acquire knowledge about appropriate information use, aiming to promote better communication and sound Internet usage. This project brings together the knowledge and expertise of each party in the field of appropriate information use education to provide content that is easier to understand and use.

Specifically, we are promoting the use of the GIGA Workbook. The GIGA Workbook comprises a wealth of educational materials that focus on appropriate information use, covering the characteristics of the Internet, appropriate communication methods and the risks of information. In addition to the creation and provision of teaching materials, we also focus on providing guidance on their use, training and support for teachers.

Seminars on the Proper Use of Information Technology

Many people, especially seniors, are concerned about risks and problems that could arise from Internet and smartphone use.

To address these concerns, we have formulated a curriculum of seminars for adults, including seniors, which we began holding in FY2022. Designed to provide information useful to all participants, these seminars cover smartphone and Internet basics, such as using Wi-Fi and cashless payments, as well as examples of problems and scams so participants learn what to look out for.

Tekuteku Digital Childcare Notebook: Promoting DX in Childcare Support

The Tekuteku digital childcare notebook is a web service* that SoftBank Corp. provides to municipalities to support parents during pregnancy, after childbirth and with childcare.

Through Tekuteku, users can access helpful childcare information and utilize maternal and child health handbook functions, as well as a development assessment function that helps identify developmental issues early. Tekuteku also encourages users who are concerned about their child reaching developmental milestones later than expected to seek consultation at their municipality's designated contact point. By providing a mechanism that aids in the early detection of developmental issues and early intervention by relevant agencies, Tekuteku supports the creation of community environments in which parents can raise their children with peace of mind.

Tekuteku digital childcare notebook screens

* Provided by SoftBank Corp. subsidiary Healthcare Technologies Corp.

Community Participation | Social Contribution Activities (CSR Initiatives)

Nurturing the Next Generation

By providing equal opportunities to experience the latest technologies, regardless of region of residence or educational environment, we seek to contribute to a future in which children ambitiously pursue their dreams and to realize a more parent-friendly society.

Educational Program to Develop AI Skills: AI Challenge

Japan is facing a shortage of people with skills in AI, and developing young human resources to fill the shortfall is an urgent task facing the country. In light of this, in April 2022, SoftBank Corp. launched AI Challenge, an educational program in which junior high and high school students learn the basics and mechanisms of AI through practical study. Through this initiative, we aim to promote the development of talent that can effectively use AI.

After first learning and understanding the basics of AI, the students think up ways of using AI to solve problems. SoftBank Corp. group employees involved in AI work then provide feedback and advice regarding their ideas from the unique perspective provided by their real-world experience.

Educational Support Using Humanoid Robot Pepper

Since April 2017, we have been offering learning opportunities utilizing the humanoid robot Pepper. In addition to learning programming, participants think about the relationship between humans and robots. They also get to actually experience the process of solving real-world problems by programming Pepper. This fosters logical thinking, problem solving skills and imagination through exploratory learning. Pepper is also used to support children's learning by acting as an assistant teacher, providing content for classes on such topics as disaster readiness, the proper use of information technology and sportsmanship.

Nurturing the Next Generation Using ICT to Support Gym Classes and Club Activities: ICT Support for Extracurricular Activities

SoftBank Corp. uses the Smart Coach service to provide remote support for school gym classes and sports clubs. Specifically, we aim to support the communities of remote islands and other isolated areas, as well as teachers who lack experience and instructional skills in sports. Teachers and students can watch videos on their smartphones, tablets and PCs to receive online distance learning from professional coaches who have a wealth of knowledge and experience.

This initiative is also being used in classes at universities with the aim of developing future instructors while supporting school teachers and nurturing children.

Adoption to Date

Cumulative municipalities: 60
Cumulative school clubs: 225
Note: As of March 31, 2023

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Community Participation | Social Contribution Activities (CSR Initiatives)

Serving Diverse Needs

Leveraging its strengths in information technology, SoftBank Corp. aims to realize environments in which each individual can freely live in the way that makes sense for them.

Supporting the Education of Children with Disabilities: The Maho Project

魔法のプロジェクト

Since 2009, SoftBank Corp. has been implementing the Maho Project, an experimental research project on utilizing cutting-edge mobile devices to benefit children with disabilities. The project is researching the potential of ICT as a tool for communication and understanding by lending tablets and the humanoid robot Pepper free of charge for a fixed period to participating schools for use in learning and daily life. For example, tablets are used to display words in order to facilitate communication for children who have difficulty with spoken conversation, and apps facilitate learning, such as by displaying a picture of a timer to help children understand the abstract idea of "wait a minute."

Short Time Work Initiative to Promote Diversity by Working Together

ショートタイムワーク
誰もが自分らしく活躍できる未来へ

We are creating work environments that empower individuals who want to work but have not had the opportunity to do so due to such factors as disability, illness, or responsibilities for childcare and nursing care. Specifically, they can work short hours, even less than 20 hours a week. In this way, we are expanding the range of diversity in workstyles and promoting environments that enable diverse individuals to take part in society. In addition, to spread the practice of short time work more broadly across regions and industries in order to create environments that make it easier for anyone to work, we set up the Short Time Work Alliance* in February 2018.

* 224 endorsing and practicing organizations (as of March 31, 2023)

Introduction at Municipalities

- Isogo Ward, Yokohama City (from March 2019)
- Aoba Ward, Yokohama City (March to August 2020)
- Sukagawa City, Fukushima Prefecture (from February 2021)
- Nisshin City, Aichi Prefecture (from October 2021)
- Gifu City, Gifu Prefecture (from April 2022)
- Seki City, Gifu Prefecture (from January 2023)
- Nishio City, Aichi Prefecture (from January 2023)

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Community Participation | Social Contribution Activities (CSR Initiatives)

Disaster and Reconstruction Support

We carry out disaster readiness initiatives and provide support for people and areas affected by disasters.

Efforts to Support Disaster-stricken Areas

When a natural disaster occurs in Japan, SoftBank Corp. lends mobile phones and other digital devices and donates funds to support disaster-stricken areas. We provide liaison support, maintaining close communication with local governments about disaster conditions and the support they need so that we can act quickly. We lend mobile phones and other devices to local governments, as well as Self-Defense Forces dispatched to provide disaster relief. We also provide assistance including usage fee deadline extensions, communications fee reductions or exemptions, and free or reduced-rate repairs for damaged devices.

Additionally, Yahoo Japan Corporation works to conclude Disaster Agreements with local governments. These agreements help improve access to disaster information for local residents by enabling impacted municipalities to disseminate information both online and through the Yahoo! JAPAN Disaster Alert app.

As a telecommunications company and a member of society, we will work to restore infrastructure and provide support to disaster-stricken areas.

Main Support Efforts in FY2022

Date	Disaster	Smartphones/Mobile Phones			Internet/Fixed-line Phones			Electricity	
		Payment date extension	Device loans	Repair/ replacement fee reduction/ exemption	Payment date extension	Base fee reduction/ exemption	Free device replacement	Payment date extension	Fee reduction/ exemption
July 16	Heavy rains starting July 14	○	○	○	○	○	○	○	○
August 4	Heavy rains starting August 3	○	○	○	○	○	○	○	○
September 18	Typhoon No. 14	○		○	○	○	○	○	○
September 24	Typhoon No. 15	○	○	○	○	○	○	○	○
December 20	Heavy snow starting December 17	○		○	○	○	○	○	○
December 24	Heavy snow starting December 22	○		○	○	○	○	○	○
December 31	Landslide in Tsuruoka, Yamagata	○		○	○	○	○	○	○
January 25	Heavy rains starting January 24	○		○	○	○	○	○	○
February 9	2023 Turkey–Syria earthquake		○						

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Community Participation | Social Contribution Activities (CSR Initiatives)

Disaster and Reconstruction Support

SoftBank Corp. has provided various forms of support for the communities impacted by the February 6, 2023 Turkey–Syria earthquake.

Support Following the 2023 Turkey–Syria Earthquake

2023 Turkey and Syria Earthquake Relief Fund Project
SoftBank Corp. implemented the 2023 Turkey and Syria Earthquake Relief Fund Project from February 9 to April 6, 2023. Along with donations from employees, the funds donated though this project were donated through the Japanese Red Cross Society to support relief and recovery efforts implemented by the International Federation of Red Cross and Red Crescent Societies.

Waiving Communications Fees
To support communication with the affected areas, SoftBank Corp. made voice calls and SMS between Japan and Turkey and within Turkey free of charge for customers using its SoftBank, Y!mobile and LINEMO branded smartphone and mobile phone services between February 6 and May 31, 2023 (JST).

Providing the WOTA BOX Portable Water Reuse System
To provide safe and clean water for showering and hand washing to victims, medical personnel, aid workers and others in the affected areas, SoftBank Corp. lent five WOTA BOX portable water reuse systems made by WOTA Corp. to NGOs working on the ground. SoftBank Corp. has a capital and business partnership with WOTA Corp.

Lending Satellite Phones to Aid Organizations
SoftBank Corp. lent satellite phones to NGOs and other aid organizations working in the affected areas for use as a means of communication and confirming the safety of those in said areas.

Humanitarian Support for Ukraine

The companies of the SoftBank Group are providing various forms of support in response to the humanitarian crisis in Ukraine. We will continue support efforts going forward and hope for a swift resolution to the crisis.

Waiving communications fees

Employee fundraising

Ukraine Relief Fundraising Project

Ukrainian refugee support portal site

**Lending smartphones to Ukrainian refugees free of charge**
(as of June 30, 2023)

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Community Participation | Social Contribution Activities (CSR Initiatives)

Disaster and Reconstruction Support

Charity White

Launched in August 2011, Charity White allows mobile phone users to add ¥10 donations to their monthly fees.[1] SoftBank Corp. matches these donations, for a total monthly donation of ¥20. The donated funds, which to date total more than ¥1.1 billion,[2] are used to provide educational and psychological support to children in the Tohoku region.

1. Recipient organizations: Ashinaga Foundation and Central Community Chest of Japan
2. As of January 31, 2023
Note: This service has ended new sign-ups as of July 31, 2020.
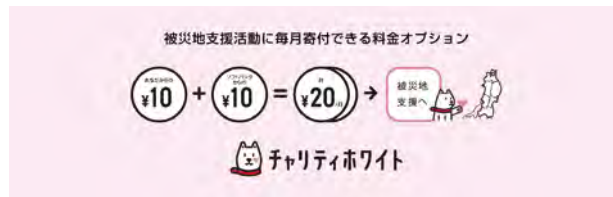
Commendation from the Director-General of the Japan Meteorological Agency for Elementary and Junior High School Disaster Readiness Classes

In June 2022, a SoftBank Corp. initiative to hold disaster readiness classes at schools across Japan using the humanoid robot Pepper received a commendation from the Director-general of the Japan Meteorological Agency in recognition of its contribution to promoting knowledge of disaster readiness.

Under this initiative, we have been holding disaster readiness classes across Japan, mainly at elementary and junior high schools. These classes use the disaster readiness content (with lessons on heavy rains, earthquakes and tsunamis) of the Robo Blocks School Template (part of the Pepper social contribution model), prepared with oversight from the Japan Meteorological Agency. Since first being used in Fukuoka in 2019, these classes have expanded to 26 prefectures to date, reaching more than 9,000 students.

Disaster readiness education using Pepper will continue to help participants learn what to do when a disaster strikes while providing students across the country with opportunities to experience cutting-edge technologies.

Disaster Readiness Classes Using the Humanoid Robot Pepper

We hold disaster readiness classes at elementary schools using a Pepper program created by SoftBank Corp. based on the disaster readiness handbook distributed to fifth grade students in Miyagi prefecture by FM Sendai. Pepper talks about and quizzes students on precautions to take in the event of an earthquake. This approach helps participants think of natural disasters in real, practical terms. Raising awareness of disaster prevention, the program also helps students predict potential disaster-related hazards in everyday situations.

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Quality Control   Brand Management   Community Participation | Social Contribution Activities (CSR Initiatives)   **External Evaluations**   Third-party Assurances and Certifications   Company Overview

External Evaluations

ESG Evaluations

DJSI World Index and DJSI Asia Pacific Index

SoftBank Corp. has been selected for inclusion in the Dow Jones Sustainability World Index (DSJI World Index), which surveys the top 3,500 listed companies in the world by market capitalization and selects the top 10% from each industry. SoftBank Corp. was selected for the first time in FY2022 and received the highest score among the companies selected from Japan. SoftBank Corp. was also the only Japan-based company selected for the "Telecommunication Services" industry group. In addition, in FY2022, SoftBank Corp. was selected for inclusion in the Dow Jones Sustainability Asia/Pacific Index (DJSI Asia/Pacific Index) for a second consecutive year.

Member of
Dow Jones Sustainability Indices
Powered by the S&P Global CSA

MSCI Japan ESG Select Leaders Index

SoftBank Corp. has been selected for inclusion in the MSCI Japan ESG Select Leaders Index, a leading environmental, social and governance (ESG) index that has been adopted as a benchmark for passive ESG investing by Japan's Government Pension Investment Fund (GPIF), one of the world's largest public pension funds.

2023 CONSTITUENT MSCI JAPAN
ESG SELECT LEADERS INDEX

MSCI Japan Empowering Women Index (WIN)

SoftBank Corp. has been selected for inclusion in the MSCI Japan Empowering Women Index (WIN), which is made up of companies with excellent performance in gender diversity.

2023 CONSTITUENT MSCI JAPAN
EMPOWERING WOMEN INDEX (WIN)

FTSE4Good Index Series

Since 2020, SoftBank Corp. has been selected for inclusion in the FTSE4Good Index Series, a world-leading environmental, social and governance (ESG) index run by FTSE Russell.

FTSE4Good

FTSE Blossom Japan Index

Since 2020, SoftBank Corp. has been selected for inclusion in the FTSE Blossom Japan Index, an environmental, social and governance (ESG) index run by FTSE Russell designed to measure the performance of Japanese companies implementing outstanding ESG initiatives.

FTSE Blossom Japan

FTSE Blossom Japan Sector Relative Index

Since 2022, SoftBank Corp. has been selected for inclusion in the FTSE Blossom Japan Sector Relative Index, an index that reflects the performance of Japanese companies that demonstrate strong environmental, social and governance (ESG) practices relative to their respective sectors.

FTSE Blossom Japan Sector Relative Index

Five Stars in the Nikkei SDGs Management Survey 2022

For a second consecutive year, SoftBank Corp. received the maximum five stars in the Nikkei SDGs Management Survey 2022, which evaluates companies' overall SDGs management based on the four pillars of SDGs strategy/economic value, social value, environmental value and governance.

NIKKEI SDGs

SOMPO Sustainability Index

SoftBank Corp. has been selected for inclusion in the SOMPO Sustainability Index operated by SOMPO Asset Management Co., Ltd. This index is used for "SOMPO Sustainable Management," an initiative for investing broadly in companies that SOMPO Asset Management Co., Ltd. evaluates highly in terms of environmental, social and governance (ESG) performance.

2023
Sompo Sustainability Index

EcoVadis Silver Medal Certification

SoftBank Corp. received a Silver Medal rating in the EcoVadis 2022 sustainability questionnaire. Our efforts received high ratings across all four themes: Environment, Labor & Human Rights, Ethics and Sustainable Procurement.

SILVER 2022
ecovadis
Sustainability Rating

Digital Transformation Stock 2023

In recognition of its efforts to solve social issues through new businesses, SoftBank Corp. was the only company in the information and telecommunications industry to be selected as a Digital Transformation Stock 2023 by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange.

DX銘柄2023
Digital Transformation

Eco-First Company

SoftBank Corp. has been certified as an Eco-First Company by the Minister of the Environment for declaring that it will engage in "advanced, unique and industry-leading business activities" in the field of the environment, including measures against global warming, waste and recycling.

ECO FIRST 1

S&P/JPX Carbon Efficient Index

SoftBank Corp. has been selected for inclusion in the S&P/JPX Carbon Efficient Index, an index that determines the weighting of constituent stocks based on the disclosure of environmental information and the level of carbon efficiency (carbon emissions per unit of revenue).

S&P/JPX Carbon Efficient Index

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External Evaluations

ESG Evaluations

CDP 2022 Climate Change

In recognition of its strategy and response to climate change, SoftBank Corp. received an "A-" rating from the CDP (headquarters: London, UK), an international non-profit organization that conducts environmental assessments of major corporations and cities around the world.

In CDP's Supplier Engagement Rating, SoftBank Corp. was selected for the leaderboard, the highest designation, for its efforts to combat climate change throughout the supply chain.

Verified by Science Based Targets Initiative

The targets of SoftBank Corp.'s Carbon-Neutral 2030 Declaration, aimed at achieving zero greenhouse gas emissions by 2030, were verified by the Science Based Targets initiative (SBTi) as being soundly science based targets.

Initiative based on the Declaration of Biodiversity by Keidanren

In addition to participating in the Keidanren Committee on Nature Conservation, SoftBank Corp. has endorsed the aims of the Declaration of Biodiversity by Keidanren and, in June 2023, further endorsed the "Initiative based on the Declaration of Biodiversity by Keidanren."

TNFD Forum

SoftBank Corp. has endorsed the principles of the Task Force on Nature-related Financial Disclosures (TNFD) and joined the TNFD Forum in May 2022. We will actively promote information disclosure based on the TNFD disclosure framework.

Website and Information Disclosure

Selected as a Top10- Excellent Company in the Gomez ESG Site Ranking 2022

SoftBank Corp. was selected as a top-10 excellent company in the Gomez ESG Site Ranking 2022 conducted by BroadBand Security Inc.
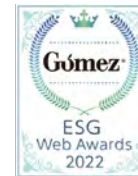
Gold Prize in Gomez IR Site Ranking 2022

SoftBank Corp. received the Gold Prize, with the No. 1 overall rank, in the Gomez IR Site Ranking 2022 run by BroadBand Security, Inc.

Commendation Award in Daiwa IR's 2022 Internet IR Awards

SoftBank Corp. received the Commendation Award in Daiwa Investor Relations Co. Ltd.'s 2022 Internet IR Awards, which recognize listed companies that make effective use of their IR websites.

Selected as an AAA Website in the 2022 All Japanese Listed Companies' Website Ranking

SoftBank Corp.'s website was selected as an AAA Website in the 2022 All Japanese Listed Companies' Website Ranking survey run by Nikko Investor Relations Co., Ltd.

Gold (Grand Prize) in the Sustainability Site Award 2023

SoftBank Corp. received a gold award (grand prize) in the Sustainability Site Award 2023, a ranking of websites according to the level of information they provide, run by the Association for Sustainability Communication, a general incorporated association that conducts surveys and provides consulting services on sustainability information disclosure.

Silver in the Asia Sustainability Reporting Awards 2022

At the Asia Sustainability Reporting Awards 2022, held by CSRWorks International, SoftBank Corp. received silver in the category of Asia's Best SDG Reporting.

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External Evaluations

Labor Practices

2023 Health & Productivity Stock Selection

SoftBank Corp. was selected under the Health & Productivity Stock Selection, run by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange, for the first time. This program recognizes companies that proactively work to advance health and productivity management for employees from a corporate management perspective.

Excellence in Corporate Health and Productivity Management (White 500)

SoftBank Corp. was selected under the Certified Health & Productivity Management Outstanding Organizations Recognition Program, operated jointly by the Ministry of Economy, Trade and Industry and Nippon Kenko Kaigi, in the large enterprise ("White 500") category. 2023 marked the fifth consecutive year that SoftBank Corp. has earned White 500 certification.

Next-generation Certification Mark (Kurumin)

In 2017, SoftBank Corp. obtained Platinum Kurumin certification from the Minister of Health, Labour and Welfare. This designation is granted to companies that have already received the standard Kurumin certification and further introduced and utilized systems for supporting work-life balance to a considerable extent, implementing high-level efforts.

Eruboshi

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. Going forward, we will continue to advance efforts to promote the professional success of women, such as holding career training for female employees and implementing mentoring programs.

Hataraku Yell 2023 Welfare Promotion Corporation

SoftBank Corp. was recognized as a Welfare Promotion Corporation for its particularly outstanding initiatives under Hataraku Yell 2023, a program that recognizes enterprises making efforts to enhance and effectively utilize employee welfare initiatives.

PRIDE Index Gold Rating

SoftBank Corp. has been awarded the highest rating of "Gold" in the PRIDE Index for policies regarding LGBTQ and other sexual minorities within the company.

Five-star Rating in the Nikkei Smart Work Management Survey and Grand Prize in the Nikkei Smart Work Awards 2023

SoftBank Corp. has received the maximum five-star rating in the 6th Nikkei Smart Work Management Survey.
In addition, we received the Grand Prize, the highest evaluation in the Nikkei Smart Work Awards 2023, which select leading companies that are ambitiously revolutionizing productivity through workstyle reforms. SoftBank Corp. was particularly praised for realizing flexible workstyles using teleworking and its investment in human resources, including training systems, as well as its proactive joint development with other companies and involvement with outside institutions.

Tokyo Sports Promotion Company Certification

SoftBank Corp. has been certified as a Tokyo Sports Promotion Company for excellence in sports support and the promotion of sports activities for employees.

Sports Yell Company

SoftBank Corp. has received bronze certification as a Sports Yell Company by the Japan Sports Agency for its proactive promotion of sports to improve the health of employees. This is the fifth consecutive year that SoftBank Corp. has been certified.

Award of the Minister for Internal Affairs and Communications within the Top Hundred Telework Pioneers

SoftBank Corp. was included in the Top Hundred Telework Pioneers, a group of companies and other organizations advancing the introduction and utilization of teleworking. Furthermore, SoftBank Corp. received an Award of the Minister for Internal Affairs and Communications, a distinction given to a select subsection of the Top Hundred companies making outstanding efforts that serve as a model for other organizations.

SoftBank Corp. Becomes the First Japanese Company to Receive the CompTIA Certified Team Award for Two Consecutive Years

The CompTIA headquarters in the United States provides the annual CompTIA Certified Team Award, recognizing organizations in which at least 80% of staff is CompTIA certified and that demonstrate the skills and dedication to provide superior service internally and externally. SoftBank Corp. became the first Japanese company to receive the CompTIA Certified Team Award for two consecutive years.

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Third-party Assurances and Certifications

ISO 9001

This is a copy of the original certificate.

The main registration scope for ISO 9001 certification is as follows:

- Process Management Division
- Cloud Engineering Division
- IaaS Engineering Department 1
- Tokyo Data Center No. 2
- Tokyo Data Center No. 4
- Tokyo Data Center No. 5
- Sapporo Data Center
- Osaka Data Center
- Osaka Central Data Center
- Osaka Data Center No. 3
- Kitakyushu e-Port Data Center
- Kitakyushu e-Port Data Center No. 2
- Oita Data Center
- ICT Operation Division
- Kanto Network Center, Area Network Division
- Kansai Network Engineering Department, Area Network Division
- Hokkaido Network Engineering Department, Area Network Division
- Tohoku Network Engineering Department, Area Network Division
- Tokai Network Engineering Department, Area Network Division
- Hokuriku Network Engineering Department, Area Network Division
- Chugoku Network Engineering Department, Area Network Division
- Shikoku Network Engineering Department, Area Network Division
- Kyushu Network Engineering Department, Area Network Division
- Network Operations Division
- Solution Operations Division
- Corporate Information Technology Division
- IT Operation Division
- Enterprise Network Department, IP & Transport Technology Division
- Backbone Network Department, IP & Transport Technology Division

ISO 14001

This is a copy of the original certificate.

The main registration scope for ISO 14001 certification is as follows:

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

ISO 27001

This is a copy of the original certificate.

The main registration scope for ISO 27001 certification is as follows:

- Billing Center Operation Department, Process Management Division
- Contact Center Operation Department, Process Management Division
- SE Department 1, UC Design Division, Solution Engineering Division
- IaaS Engineering Department 1, Cloud Engineering Division
- Tokyo Data Center No. 2
- Tokyo Data Center No. 4
- Tokyo Data Center No. 5
- Sapporo Data Center
- Osaka Data Center
- Osaka Central Data Center
- Osaka Data Center No. 3
- Kitakyushu e-Port Data Center
- Kitakyushu e-Port Data Center No. 2
- Oita Data Center
- ICT Operation Division
- SaaS Service Department, Enterprise Product & Business Strategy Division
- Cybersecurity Division
- Network Operations Division
- Solution Operations Division
- Corporate Information Technology Division
- IT Operation Division

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Third-party Assurances and Certifications

Greenhouse Gas Emissions Verification Report
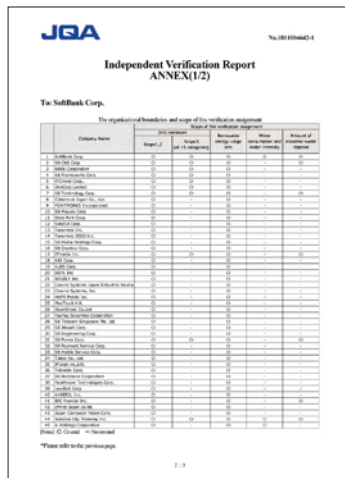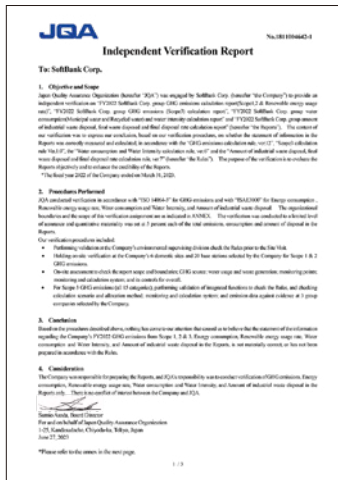
➜ Verification Report
➜ *ESG Data Book 2023*

Information on a Social Dimension Verification Report

➜ Verification Report
➜ *ESG Data Book 2023*

➜ Verification Report

Materiality Assessment Process Versification Report
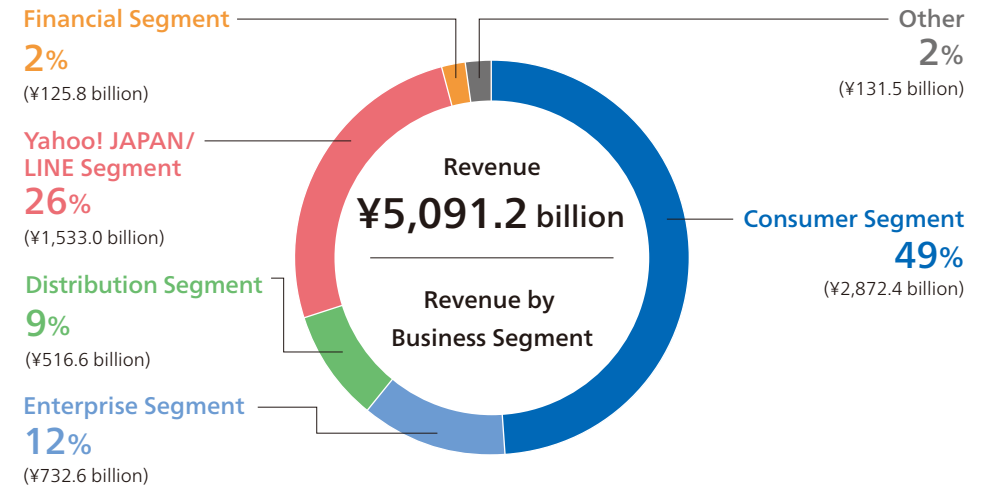

➜ Verification Report

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Company Overview (as of March 31, 2023)

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	1-7-1 Kaigan, Minato-ku, Tokyo 105-7529 Japan
Representatives	Junichi Miyakawa, President & CEO
	Jun Shimba, Representative Director & COO
	Yasuyuki Imai, Representative Director & COO
Common stock	¥204,309 million
Number of employees	Non-consolidated 19,045
	Consolidated 54,986
URL	https://www.softbank.jp/en/

Certifications

Description	Certification
Integrated Management Systems	PAS 99
Quality Management Systems	ISO 9001
Environmental Management Systems	ISO 14001
IT Service 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

FY2022 Performance (Consolidated)

Financial Segment
2%
(¥125.8 billion)

Yahoo! JAPAN/ LINE Segment
26%
(¥1,533.0 billion)

Distribution Segment
9%
(¥516.6 billion)

Enterprise Segment
12%
(¥732.6 billion)

Revenue
¥5,091.2 billion
Revenue by Business Segment

Other
2%
(¥131.5 billion)

Consumer Segment
49%
(¥2,872.4 billion)

Notes:
1. The revenue ratio for each segment is calculated based on sales to external customers.
2. The components of revenue include ¥148,111 million in revenues from other sources, excluding those arising from IFRS 15 "Revenue from Contracts with Customers" (mainly from Enterprise Segment leases).
3. "Mobile" and "Business solution and others" in the Enterprise Segment include telecommunications service revenues and revenues from sales of goods and others.
4. Effective October 1, 2022, the company revised its reporting segment classifications following the acquisition of PayPay as a subsidiary and added the Financial Segment. The main subsidiaries that constitute the Financial Segment are PayPay Corporation, PayPay Card Corporation, SB Payment Service Corp. and PayPay Securities Corporation.

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Information Disclosure Approach

SoftBank Corp. discloses information to all stakeholders based on the following approach.

◼ Compliance with laws and regulations

Regarding corporate information that may influence investment decisions, SoftBank Corp. discloses information in accordance with the Financial Instruments and Exchange Act and various regulations stipulated by the Tokyo Stock Exchange. In addition, SoftBank Corp. makes every effort to prevent the infringement of copyrights and intellectual property rights.

◼ Information accuracy and editorial independence

To ensure information disclosure accuracy, SoftBank Corp. 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 Corp. 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 those of financial results briefings and subsequent Q&A sessions, are posted on SoftBank Corp.'s website, and efforts are made to disclose information in English to ensure access for all stakeholders.

◼ Information ethics

When disclosing information, SoftBank Corp. makes an effort to avoid violating social ethics by respecting diversity and taking care to disclose information in a way that is free of bias from a human rights perspective.

Editorial Policy

This report communicates the SoftBank Corp. group's efforts toward sustainable growth while using Global Reporting Initiative (GRI) Standards as a reference. In addition, this report strives to cover not only financial information but also non-financial information with the aim of enabling stakeholders to comprehensively assess the value of SoftBank Corp.

◼ Disclaimer

This report contains forward-looking statements, such as statements about plans, forecasts and strategies. These forward-looking statements are based on the information available to SoftBank Corp. as of the preparation of this report and assumptions that it believes are reasonable, and they inherently contain various risks and uncertainties. Future results or performance may differ materially from forward-looking statements due to changes in the operating environment or other factors.

◼ Trademarks

The names of products and services used in this report are the trademarks or registered trademarks of their respective owners.

◼ Report period

FY2022 (April 1, 2022 to March 31, 2023)
Note: Certain information concerning matters before and after this period has also been included.

◼ Organizations covered

SoftBank Corp. and its Group companies

◼ Publication date

September 2023 (next report planned for September 2024)

◼ Referenced guidelines

- Global Reporting Initiative (GRI) Standards
- Sustainability Accounting Standards Board (SASB)
- OECD Guidelines for Multinational Enterprises
- International Financial Reporting Standards
- ISO 26000

◼ Website

SoftBank's Sustainability
https://www.softbank.jp/en/corp/sustainability/
IR Documents
https://www.softbank.jp/en/corp/ir/documents/

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GRI Standard Content Index

Statement on the Use of GRI Standards SoftBank Corp. has reported the information listed in this index with reference to the GRI Standards concerning the period from April 1, 2022 to March 31, 2023.

GRI 1 used: GRI 1: Foundation 2021

■ Universal Standards

GRI 2: General Disclosures 2021

1. The organization and its reporting practices

	Disclosure	Pages	External Links
2-1	Organizational details	210	Corporate Data
2-2	Entities included in the organization's sustainability reporting	210	Corporate Data/SoftBank Corp. Companies
2-3	Reporting period, frequency and contact point	211	Corporate Data
2-4	Restatements of information	None	
2-5	External assurance	93-95	Environmental Management
		208-209	ISO Certifications

2. Activities and workers

	Disclosure	Pages	External Links
2-6	Activities, value chain and other business relationships	16-20	Our Business/Growth Strategy
		166-169	Supply Chain Management
2-7	Employees	17	ESG Data Book/Audited Consolidated Financial Statements
2-8	Workers who are not employees		ESG Data Book/Audited Consolidated Financial Statements

3. Governance

	Disclosure	Pages	External Links
2-9	Governance structure and composition	139-148	Corporate Governance
2-10	Nomination and selection of the highest governance body	139-148	Corporate Management/Corporate Governance Report
2-11	Chair of the highest governance body	139-148	Corporate Management
2-12	Role of the highest governance body in overseeing the management of impacts	139-148	Corporate Governance
2-13	Delegation of responsibility for managing impacts	139-148	Corporate Governance
2-14	Role of the highest governance body in sustainability reporting	23-24	ESG Policy and Structure
2-15	Conflicts of interest	143	Corporate Governance/Corporate Governance Report
2-16	Communication of critical concerns	23-24, 139-141, 146-148, 149-153	Corporate Governance
2-17	Collective knowledge of the highest governance body	23	Corporate Governance Report
2-18	Evaluation of the performance of the highest governance body	139-148	Corporate Governance
2-19	Remuneration policies	144-145	Corporate Management
2-20	Process to determine remuneration	144-145	Corporate Management
2-21	Annual total compensation ratio		ESG Data Book

4. Strategy, policies and practices

	Disclosure	Pages	External Links
2-22	Statement on sustainable development strategy	4-5, 25-26, 31, 52, 75, 92, 118, 138	Message from the Chief ESG Officer/ Message from the Executive Officer in Charge of ESG Promotion
2-23	Policy commitments	2, 6, 9	Vision and Strategy
		23-24	ESG Policy and Structure
		93	Environmental Management
		159	Human Rights Initiatives
		211	Approach to Information Disclosure
2-24	Embedding policy commitments	32-50, 53-73, 76-90, 93-116, 119-136, 139-204	Our Response to the SDGs/ Major ESG Initiatives/SoftBank News
2-25	Processes to remediate negative impacts	153-159	Compliance
2-26	Mechanisms for seeking advice and raising concerns	164-165	Human Rights Initiatives> Grievance Mechanism/Compliance > Compliance Hotline
2-27	Compliance with laws and regulations	153-159	Compliance
2-28	Membership associations	106-107, 130, 172	Collaboration to protect cyber security

5. Stakeholder engagement

	Disclosure	Pages	External Links
2-29	Approach to stakeholder engagement	170-172	Stakeholder Engagement
		166	Procurement Policy
		166-169	Supply Chain Management
2-30	Collective bargaining agreements	185	Labor Practice Initiatives

GRI 3: Material Topics 2021

Material topics

	Disclosure	Pages	External Links
3-1	Process to determine material topics	11-15	Material Issues>Identifying material issues
3-2	List of material topics	6-22	Material Issues
3-3	Management of material topics	30, 51, 74, 91, 117, 137	Material Issues
		6-24	ESG Policy and Structure
		4-5	Message from the Chief ESG Officer
		25-26	Message from the Executive Officer in Charge of ESG Promotion
		93-96, 127-136, 139-148, 149-153, 153-159, 159-165, 166-169	Major ESG Initiatives

GRI Standard Content Index

■ Topic-specific Standards

200: Economic

GRI 201: Economic Performance 2016

	Disclosure	Pages	External Links
201-1	Direct economic value generated and distributed	16-17, 196-204	Investor Relations/Audited Consolidated Financial Statements/Social Contribution Activities
201-2	Financial implications and other risks and opportunities due to climate change	91, 102-104, 152	Environmental Management/Risk Factors/Risk Management
201-3	Defined benefit plan obligations and other retirement plans	184	
201-4	Financial assistance received from government	None	

GRI 202: Market Presence 2016

	Disclosure	Pages	External Links
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	Data unavailable/ incomplete	
202-2	Proportion of senior management hired from the local community	None	

GRI 203: Indirect Economic Impacts 2016

	Disclosure	Pages	External Links
203-1	Infrastructure investments and services supported	32-46, 47-50, 119-122, 123-126, 199-204	Building Society and Industry through DX/Supporting Regions and Non-profit Organizations/Building High-quality Social Communication Networks/Recovery Measures/Fostering the next generation/Promotion of an information-oriented society
203-2	Significant indirect economic impacts	None	

GRI 204: Procurement Practices 2016

	Disclosure	Pages	External Links
204-1	Proportion of spending on local suppliers	Data unavailable/ incomplete	

GRI 205: Anti-corruption 2016

	Disclosure	Pages	External Links
205-1	Operations assessed for risks related to corruption	152	
205-2	Communication and training about anti-corruption policies and procedures	154-157	Compliance
205-3	Confirmed incidents of corruption and actions taken	154-155	Compliance/ESG Data Book

GRI 206: Anti-competitive Behavior 2016

	Disclosure	Pages	External Links
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	153-159	ESG Data Book

GRI 207: Tax 2019

	Disclosure	Pages	External Links
207-1	Approach to tax	158	Tax Strategy
207-2	Tax governance, control, and risk management	158-159	Tax Strategy
207-3	Stakeholder engagement and management of concerns related to tax		Tax Strategy
207-4	Country-by-country reporting		Tax Strategy

300: Environmental

GRI 301: Materials 2016

	Disclosure	Pages	External Links
301-1	Materials used by weight or volume		ESG Data Book
301-2	Recycled input materials used	108-111	Promotion of a Recycling-oriented Society
301-3	Reclaimed products and their packaging materials	109-111	Promotion of a Recycling-oriented Society

GRI 302: Energy 2016

	Disclosure	Pages	External Links
302-1	Energy consumption within the organization	104-105	ESG Data Book/Climate Change
302-2	Energy consumption outside of the organization	104-105	ESG Data Book/Climate Change
302-3	Energy intensity	104	ESG Data Book
302-4	Reduction of energy consumption	94, 107, 116	Biodiversity Conservation/ESG Data Book
302-5	Reductions in energy requirements of products and services	99-100	ESG Data Book

GRI 303: Water and Effluents 2018

	Disclosure	Pages	External Links
303-1	Interactions with water as a shared resource	Data unavailable/incomplete	
303-2	Management of water discharge-related impacts	Data unavailable/incomplete	
303-3	Water withdrawal	111	ESG Data Book
303-4	Water discharge	111	ESG Data Book
303-5	Water consumption	111	ESG Data Book

GRI 304: Biodiversity 2016

	Disclosure	Pages	External Links
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas		Biodiversity Conservation
304-2	Significant impacts of activities, products, and services on biodiversity	112-115	Biodiversity Conservation
304-3	Habitats protected or restored	112-115	Biodiversity Conservation
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	None	

GRI 305: Emissions 2016

	Disclosure	Pages	External Links
305-1	Direct (Scope 1) GHG emissions	104-105	Climate Change/ESG Data Book
305-2	Energy indirect (Scope 2) GHG emissions	104-105	Climate Change/ESG Data Book
305-3	Other indirect (Scope 3) GHG emissions	104-105	Climate Change/ESG Data Book
305-4	GHG emissions intensity	104-105	Climate Change/ESG Data Book
305-5	Reduction of GHG emissions	104-105	Climate Change/ESG Data Book
305-6	Emissions of ozone-depleting substances (ODS)	Data unavailable/incomplete	
305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	Data unavailable/incomplete	

GRI Standard Content Index

GRI 306: Waste 2020

	Disclosure	Pages	External Links
306-1	Waste generation and significant waste-related impacts	109-111	Promotion of a Recycling-oriented Society
306-2	Management of significant waste-related impacts	109-111	Promotion of a Recycling-oriented Society
306-3	Waste generated	111	ESG Data Book
306-4	Waste diverted from disposal		ESG Data Book
306-5	Waste directed to disposal	111	ESG Data Book

GRI 306: Effluents and Waste 2016

	Disclosure	Pages	External Links
306-1	Water discharge by quality and destination	Data unavailable/incomplete	
306-2	Waste by type and disposal method		ESG Data Book
306-3	Significant spills	None	
306-4	Transport of hazardous waste	Data unavailable/incomplete	
306-5	Water bodies affected by water discharges and/or runoff	Data unavailable/incomplete	

GRI 308: Supplier Environmental Assessment 2016

	Disclosure	Pages	External Links
308-1	New suppliers that were screened using environmental criteria	Data unavailable/incomplete	
308-2	Negative environmental impacts in the supply chain and actions taken	Data unavailable/incomplete	

400: Social

GRI 401: Employment 2016

	Disclosure	Pages	External Links
401-1	New employee hires and employee turnover		ESG Data Book
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Data unavailable/incomplete	
401-3	Parental leave	181-183	ESG Data Book

GRI 402: Labor/Management Relations 2016

	Disclosure	Pages	External Links
402-1	Minimum notice periods regarding operational changes	Data unavailable/incomplete	

GRI 403: Occupational Health and Safety 2018

	Disclosure	Pages	External Links
403-1	Occupational health and safety management system	186-187	Promotion of Occupational Health and Safety
403-2	Hazard identification, risk assessment, and incident investigation	186-187	Promotion of Occupational Health and Safety
403-3	Occupational health services	185-187, 188-193	Promotion of Occupational Health and Safety/ Creating a Healthy Working Environment
403-4	Worker participation, consultation, and communication on occupational health and safety	185-187	Promotion of Occupational Health and Safety
403-5	Worker training on occupational health and safety	186-187	Promotion of Occupational Health and Safety
403-6	Promotion of worker health	190-193	Creating a Healthy Working Environment
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	186-187	Promotion of Occupational Health and Safety
403-8	Workers covered by an occupational health and safety management system	186-187	Promotion of Occupational Health and Safety
403-9	Work-related injuries	186	Promotion of Occupational Health and Safety
403-10	Work-related ill health	186	Promotion of Occupational Health and Safety

GRI 404: Training and Education 2016

	Disclosure	Pages	External Links
404-1	Average hours of training per year per employee		ESG Data Book
404-2	Programs for upgrading employee skills and transition assistance programs	86-87, 175-176	Career Development and Opportunities to Excel
404-3	Percentage of employees receiving regular performance and career development reviews	176	Career Development and Opportunities to Excel

GRI 405: Diversity and Equal Opportunity 2016

	Disclosure	Pages	External Links
405-1	Diversity of governance bodies and employees	177-180	ESG Data Book
405-2	Ratio of basic salary and remuneration of women to men	179	Promotion of Diversity

GRI 406: Non-discrimination 2016

	Disclosure	Pages	External Links
406-1	Incidents of discrimination and corrective actions taken	None	

GRI 407: Freedom of Association and Collective Bargaining 2016

	Disclosure	Pages	External Links
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	None	

GRI 408: Child Labor 2016

	Disclosure	Pages	External Links
408-1	Operations and suppliers at significant risk for incidents of child labor	None	

GRI 409: Forced or Compulsory Labor 2016

	Disclosure	Pages	External Links
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	None	

GRI 410: Security Practices 2016

	Disclosure	Pages	External Links
410-1	Security personnel trained in human rights policies or procedures	Data unavailable/incomplete	

GRI 411: Rights of Indigenous Peoples 2016

	Disclosure	Pages	External Links
411-1	Incidents of violations involving rights of indigenous peoples	None	

GRI 413: Local Communities 2016

	Disclosure	Pages	External Links
413-1	Operations with local community engagement, impact assessments, and development programs	170-172, 47-50	Stakeholder Engagement
413-2	Operations with significant actual and potential negative impacts on local communities	None	

GRI 414: Supplier Social Assessment 2016

	Disclosure	Pages	External Links
414-1	New suppliers that were screened using social criteria	Data unavailable/incomplete	
414-2	Negative social impacts in the supply chain and actions taken	168	Supply Chain Management/ Sustainability Procurement Survey

GRI Standard Content Index

GRI 415: Public Policy 2016			
	Disclosure	Pages	External Links
415-1	Political contributions	155	ESG Data Book/Compliance

GRI 416: Customer Health and Safety 2016			
	Disclosure	Pages	External Links
416-1	Assessment of the health and safety impacts of product and service categories	194	
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	None	

GRI 417: Marketing and Labeling 2016			
	Disclosure	Pages	External Links
417-1	Requirements for product and service information and labeling	Disclosure restricted to protect confidentiality	
417-2	Incidents of non-compliance concerning product and service information and labeling	None	
417-3	Incidents of non-compliance concerning marketing communications	195	

GRI 418: Customer Privacy 2016			
	Disclosure	Pages	External Links
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	136	ESG Data Book

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