

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	FY2025	
			KPIs	Results
1	Building Society and Industry through DX	① Expand and enhance the efficiency of the industrial base through cutting-edge technologies	●Revenue from Business solution and others: 10% CAGR ^{※1}	●13% year on year (FY2025) 13% CAGR (FY2023 to FY2025) ^{※2}
		② Create new industries through DX	●Promotion of AX (Automation Transformation) solutions to enhance corporate productivity and value creation: 1,000 implementations	●1,329
		③ Revitalize local communities (regional revitalization)	Initiatives to address the material issues in partnership with local governments: More than 25 ^{※3}	●44
2	Connecting People and Information to Create New Excitement	① Realize attractive customer value through the spread of smart devices	●Smartphone cumulative subscribers: Expansion of the continuous customer base ●Understanding customer feedback / NPS ^{※4} improvement: Number of surveys collected	●240 thousand net additions ●4.29 million
		② Provide an environment in which everyone can access information	●Aggregate utilization rate on LINE NEWS / Yahoo! News: 79% or higher ●Number of participants in smartphone classes: 1.2 million participants	●79% ●1.4 million participants
		③ Leveraging ICT to create new lifestyles and enhance the foundations for daily life	●Cumulative registered PayPay users: 70 million ^{※5} ●E-commerce domestic merchandise transaction value: ¥3.12 trillion	●73.36 million ●¥3.31 trillion
3	Creating New Business through Open Innovation	① Building a foundation to support business transformation through AI	●Commercial deployment of homegrown LLMs(Large Language Models) ●Promotion of AI governance	●Started offering Sarashina API to enterprise customers ●Promotion of AI governance: -AI Ethics Committee: 2 meetings -Group governance: AI Ethics Policy applied to 13 more companies (88 total); risk assessments for 21 companies (107 total) -Internal education: 3 training and study sessions; 14 e-mail newsletters -Lobbying activities: ongoing external engagement
		② Development of next-generation business initiatives through cutting-edge technologies and business collaborations	●Pursuing initiatives to realize the NTN concept (FY2027) ●Strategic partnerships and business investments in new business areas	●Pursuing initiatives to realize the NTN concept (FY2027) ●Strategic partnership with Cubic ⁹ for commercialization of connected vehicle solutions -High energy density HAPS battery pack selected for a NEDO R&D project -Collaborative agreement for demonstration of optical wireless communications between space and the stratosphere -Two ITU-R international standardization outcomes on HAPS radio wave propagation ●Strategic partnerships and business investments in new business areas: 3
		③ Build systems to recruit and develop human resources to lead growth and create new businesses	●Promote SoftBank InnoVenture commercialization	●Commercialization: 3 cases (231 applications)
4	Contributing to the Global Environment with the Power of Technology	① Contribute to the mitigation of climate change through technology and business	●Carbon neutrality (Scope 1, 2 ^{※6}) (FY2030) ^{※7} Net-zero emissions (Scope 1, 2, 3 ^{※6}) (FY2050) ^{※7} ●Ratio of renewable energy to electricity used by the company ^{※8} : 50% or more (FY2030) ^{※9} ●Ratio of renewable energy: 65% ^{※10} ●Contribution to CO2 reduction across society: -Spread and expand household energy-saving services through electricity management apps, etc. -Creation and expansion of climate change-related businesses	●Reduced by 44 thousand t-CO2 year on year ^{※13} The increase in emissions reflects business growth and the expansion of the scope of companies covered for calculation. ●Approx. 20 million kWh of renewable energy supplied annually ●66% ^{※13} ●Contribution to CO2 reduction across society: -Expansion of household energy saving services through electricity apps -Approx. 1.3 million participating households -Creation and expansion of climate change related businesses -Expanded sales of renewable energy plans -Sales of the non-fossil certificate agency purchasing service
		② Promote a recycling-based society (circular economy)	●Mobile phones collected for reuse or recycling: 14 million (FY2020-2025) ●Recycling rate of decommissioned base stations: 99% or higher (annually) ●Industrial waste recycling rate: Increase by 1% annually	●15.32 million ●99% or more ●Improved by 2.3% annually
		③ Contribute to biodiversity conservation	●Achieving Nature Positive by 2030: -Promotion of forest conservation by more than doubling the area of land development in Key Biodiversity Area -Promotion of initiatives such as tree planting to contribute to water source replenishment equivalent to 1% ^{※11} ^{※12} of water usage for newly developed data centers ●Promotion of initiatives related to conserving biodiversity / natural capital	●Achieving Nature Positive by 2030: -Forest conservation activities: 2,437m ² -Tree planting and related activities equivalent to one facility: 2.5ha
		④ Realize a prosperous society through the spread of renewable energy	●Promotion of renewable energy power provision through offerings such as renewable energy power plans	●Promotion of initiatives related to conserving biodiversity / natural capital -Cumulative participants in coral conservation activities: 13,831 ^{※14} , ^{※15} ●CO2 emissions reduced through Shizen Denki ^{※16} : 26 thousand t-CO2 CO2 emissions reduced through environmental options for enterprise customers: 17 thousand t-CO2

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5	Building High-quality Social Infrastructure	① Prepare sustainable life infrastructure	<ul style="list-style-type: none"> 5G deployment plan <ul style="list-style-type: none"> Expansion of 5G SA coverage: Smartphone SA in key areas of all prefectures (FY2026) Completion of Phase 1 construction and opening of the Hokkaido Tomakomai Brain DataCenter (FY2026) 	<ul style="list-style-type: none"> 5G standalone rollout completed in key areas of all prefectures Completion of Phase 1 construction and opening of the Hokkaido Tomakomai Brain DataCenter (FY2026): <ul style="list-style-type: none"> Land development: ongoing Building construction: ongoing Equipment installation: ongoing Network equipment design: completed Server orders: completed Zero major accidents
		② Construct robust communications infrastructure to contribute to disaster prevention and mitigation	<ul style="list-style-type: none"> Number of major network accidents: Zero Maintain and enhance equipment and materials for disaster response and recovery: Strengthen cooperation with external organizations involved in disaster recovery 	<ul style="list-style-type: none"> Mobile base station vehicles: 96 Portable mobile base stations: 250 Mobile power supply vehicles: 92 Portable satellite antennas: 817 External coordination strengthening: drills conducted
		③ Promote data security and privacy protection initiatives	<ul style="list-style-type: none"> Number of major accidents involving information security: Zero (annually) Number of major accidents involving privacy issues: Zero (annually) Ensuring transparency in data usage related to AI 	<ul style="list-style-type: none"> Zero major accidents 2 Transparency in AI related data usage: completed
6	Developing a Resilient Management Foundation	① Enhance corporate governance and ensure its effectiveness	<ul style="list-style-type: none"> Monitor the number of compliance violations (annually) Employees' attendance rate at compliance training sessions: 99% or more (annually) Employee Compliance Awareness Survey: Score 75 or higher Awareness of Compliance Hotline among 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 more 	<ul style="list-style-type: none"> Disciplinary actions: 38 100% Score: 76 100% Evaluation conducted in FY2025 96.7%
		② Sustainable development through cooperation with stakeholders	<ul style="list-style-type: none"> Number of key suppliers' sustainability assessment implementation: Over 75 companies (annually) Support for improvement activities at high-risk suppliers: 100% implementation Supplier inspection / audits: 23 or more companies Selection for DJBIC World (annually) 	<ul style="list-style-type: none"> 80 companies 100% 24 companies Selected for inclusion in the DJSI World Index for the fourth consecutive year
		③ Promoting employee well-being and advancing DE&I to maximize human capital	<ul style="list-style-type: none"> Ratio of women in management positions: 20% or more (FY2035) -15% or more by FY2030 (double the ratio of FY2021) Ratio of annual paid leave taken: Keep at 70% or more (annually) Major incidents involving employees and construction: Zero (annually) Return rate from childcare leave: 100% (annually) Ratio of male employees taking childcare leave: 70% or more (FY2025), 85% or more (FY2030) Number of employees who retire due to nursing care responsibilities: Zero (annually) 	<ul style="list-style-type: none"> 10.9% 77% 0 100% 81% 0
		④ Enhance productivity with advanced workplace environments	<ul style="list-style-type: none"> Provide office environments that encourage diverse work styles: Understanding actual numbers and results (annually) Ratio of monthly telework implementation^{*17}: 90% or more (annually) Ratio of employees who smoke: Decrease of 1% or more YoY, less than 20% (FY2030) 	<ul style="list-style-type: none"> Shared office locations utilized nationwide: 5 in-house, 31 WeWork, 800+ other locations 94.9% 24%

[Notes]

- *1 CAGR: Compound Annual Growth Rate, calculated by the Group
- *2 From FY2024, the revenues of SB Technology Corp., Cybertrust Japan Co., Ltd. and other companies transferred from "Other" to the "Enterprise segment" are included in "Business solution and others." In addition, from FY2024, the Company revised its business management categories and transferred certain products from "Mobile" and "Fixed-line" to "Business solution and others." As a result, the FY2023 figures for "Business solution and others" have been retrospectively adjusted.
- *3 Number of group-wide cases of commencing provision of solutions
- *4 Net Promoter Score, a metric used to assess customer loyalty
- *5 Figure is a medium-term target for PayPay Corporation only
- *6 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 Scope 2, occurring in the value chain associated with the company's business activities
- *7 Applicable entities: SoftBank Corp. and its consolidated subsidiaries

- *8 Total of the Company and Wireless City Planning, Inc.
- *9 Procurement of renewable energy such as wind, solar, etc.
- *10 The target companies are SoftBank Corp. and its major subsidiaries (in accordance with the boundaries specified in the ESG Data Book)
- *11 Equivalent to 1% of the daily water usage of a data center
- *12 Equivalent to the usage of one unit based on the calculation model of our company (tree planting required for replenishment is over 2 hectares)
- *13 Excluding figures for electricity supplied through building owners
- *14 Covering the period from 2019 through the end of March 2026
- *15 Cumulative number of participations, including planting events, beach cleanups, and donations
- *16 Effectively 100% renewable electricity achieved through the use of non-fossil certificates designated as renewable energy
- *17 Percentage of employees who teleworked at least once a month