

SoftBank

# Sustainability Report 2022





### 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 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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- (2) Create new industries through DX
- (3) Revitalize local communities (regional revitalization)

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- (2) Provide an environment in which everyone can access information
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## 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 and is advancing initiatives aimed at the achievement of the SDGs. 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 the SDGs 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.

*Junichi Miyakawa*

Junichi Miyakawa

President & CEO  
SoftBank Corp.



## 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, and we are striving to enhance our communications infrastructure. In addition to further developing 5G technology and expanding our service area footprint, we are involved in a project to bring Internet connectivity to the entire world using high-altitude platform stations (HAPS) based in the stratosphere. 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

Addressing global environmental issues is another important management issue. The signing of the Paris

Agreement in 2015 has made it more important than ever to mitigate climate change as countries worldwide take steps to align their efforts behind a united front. SoftBank Corp. has endorsed the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and is proactively advancing disclosure regarding climate change. The Government of Japan has declared its intention to make the country carbon neutral, reducing overall emissions of greenhouse gases to net zero by 2050. Determined to contribute to rapid decarbonization, SoftBank Corp. issued the Carbon-Neutral 2030 Declaration. This Declaration sets the target of net zero greenhouse gas emissions by 2030, the international community's target year for achieving the SDGs. To reach this goal, SoftBank Corp. will switch to 100% virtually renewable energy while reducing the energy consumption of its facilities and equipment by making maximum use of leading-edge technologies, such as AI and IoT. In addition, in April 2022, we established the Green Infrastructure Promotion Office. We will continue to strengthen our initiatives aimed at the greater use of renewable energy.

## Diversity, Equity and Inclusion Initiatives

People are the driving force behind all corporate development. We have implemented a wide range of human resource development initiatives, but diversity initiatives are also crucial. Under the banner of diversity,

equity and inclusion, we aim to create organizations in which all employees understand their mutual differences and leverage them as strengths, thinking and expressing themselves freely to proactively generate innovation. One theme we are particularly focused on is the professional advancement of women. In 2021, we announced the target of tripling women's representation in senior management from the FY2021 level to 20% by FY2035. As a first step toward this goal, we established the Advancement of Women Promotion Committee, which I chair personally. Looking to fundamentally overhaul existing business models and work environments, we have also brought in external experts and are advancing concrete discussions. Last year, we also welcomed two new External Board Directors as part of efforts to reinforce corporate governance. They bring expert insight and have helped us achieve more multi-dimensional, active discussion.

## In Closing

Constantly striving and evolving are in SoftBank Corp.'s DNA. As we further bolster our "Beyond Carrier" growth strategy, we will endeavor to contribute to the achievement of the SDGs and help solve the issues facing society.

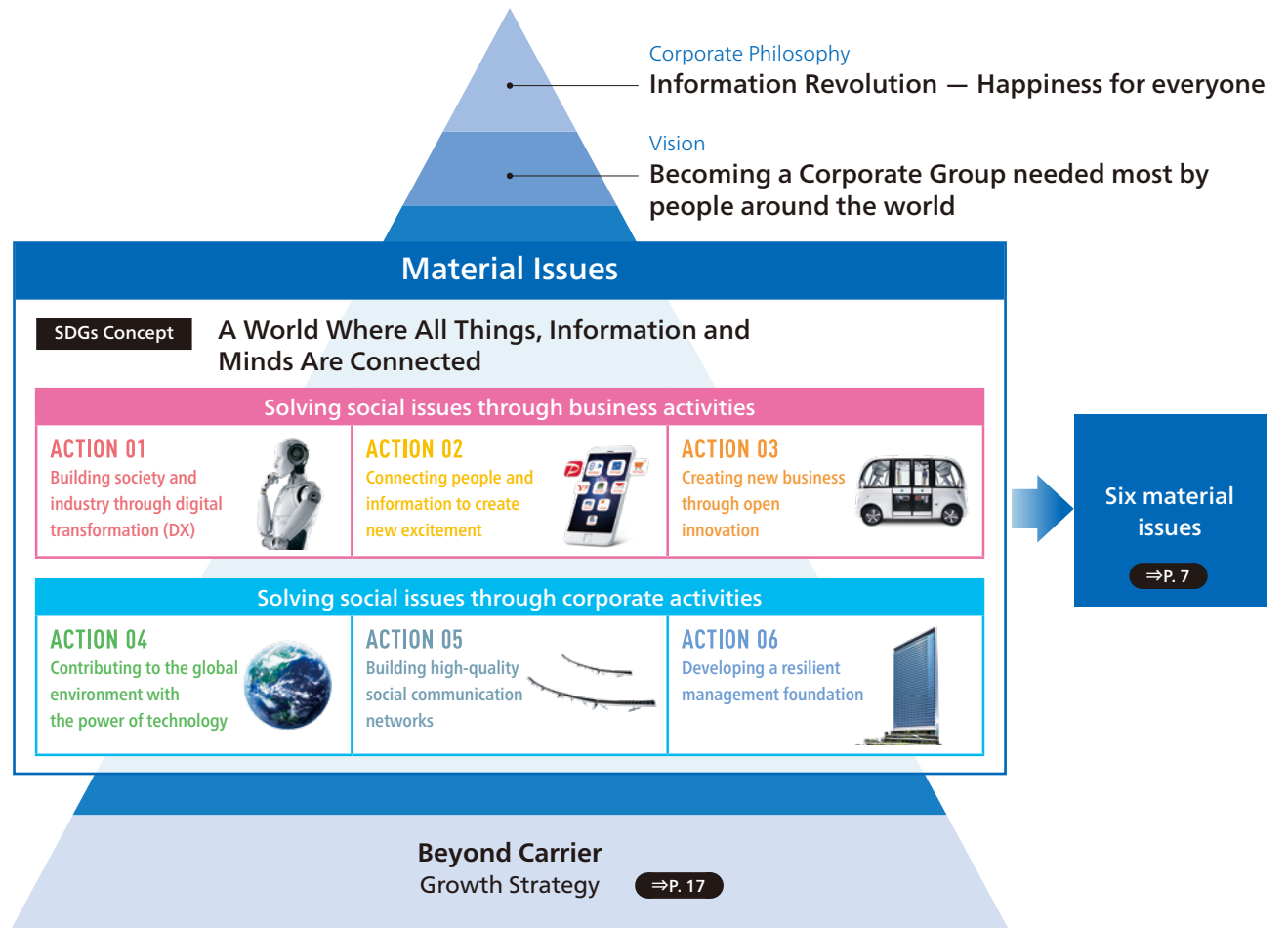
# Sustainability Strategy

## Contributing to Business Growth and the Creation of a Sustainable Society Under the Concept of “A World Where All Things, Information and Minds Are Connected” to Achieve the SDGs

Faced with a variety of increasingly serious social problems, companies must work toward the achievement of the Sustainable Development Goals (SDGs), a set of shared global goals for a peaceful, prosperous and sustainable society.

Since our founding, we have contributed to resolving social issues through technology based on our corporate philosophy, “Information Revolution — Happiness for everyone.” SoftBank Corp. has declared “a world where all things, information and minds are connected” as the concept under which it will help to achieve the SDGs, which comprise universal themes for the realization of a sustainable world. 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 “Beyond Carrier” growth strategy and contribute to realizing the world envisioned by the SDGs.



# 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.” Combining a visionary perspective for the future with a SoftBank’s unique point of view, the six material issues originate from contemporary society and our business, as well as from our determination to achieve the SDGs by 2030.

### Material Issues

#### Solving social issues through business activities

## 1

### Building society and industry through digital transformation (DX)




**SDGs value creation**

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

## 2

### Connecting people and information to create new excitement




**SDGs 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




**SDGs value creation**

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

#### Solving social issues through corporate activities

## 4

### Contributing to the global environment with the power of technology




**SDGs value creation**

- (1) Contribute to the mitigation of climate change through technology and business
- (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




**SDGs 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



**SDGs value creation**

- (1) Enhance corporate governance and ensure its effectiveness
- (2) Sustainable growth through cooperation with stakeholders
- (3) Enhance employee happiness with diversity and inclusion
- (4) Enhance productivity with advanced workplace environments

# Approach to Materiality

## Resolving Social Issues through Business and Corporate Activities

SoftBank Corp. has identified three material issues each under the categories of “solving social issues through business activities” and “solving social issues through corporate activities.” Based on our activities and outcomes under these material issues, we have determined the value that we provide toward the realization of the SDGs.

Below, we have laid out the key actions, businesses, services and initiatives we are implementing to realize this value creation.

### Material Issues

	Material Issues	SDGs value creation	Main businesses and initiatives
Solving social issues through business activities	<b>1</b> 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 (2) Create new industries through DX (3) Revitalize local communities (regional revitalization)	<ul style="list-style-type: none"> <li>Leverage 5G, big data, AI, IoT and other technologies to contribute to the vitality of customer businesses</li> <li>Streamline industry through AI, RPA,<sup>1</sup> big data and IoT</li> <li>Create start-ups and new businesses in various industries using DX (main fields: logistics, infrastructure, distribution, real estate/construction, healthcare, insurance/finance)</li> <li>Promote co-creation through DX (ONE SHIP, etc.)</li> <li>Realize smart cities</li> <li>Solve social issues by providing DX solutions to local communities and governments (cooperative agreements, pilot tests, dispatch of digital talent, etc.)</li> </ul>
	<b>2</b> 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 (2) Provide an environment in which everyone can access information (3) Leverage ICT to create new lifestyles and enhance the foundations for daily life	<ul style="list-style-type: none"> <li>Provide wide-ranging customer value, price plans and services through the spread of smart devices and multiple brands</li> <li>Provide new experiences using 5G (VR, sports viewing, etc.)</li> <li>Provide news and information and increase accessibility through Yahoo! JAPAN and provide services through the LINE communication app, etc.</li> <li>Hold smartphone classes in stores nationwide</li> <li>Contribute to education, healthcare and finance using ICT (Yahoo! JAPAN, PayPay, LINE, LOHACO, HELPO, etc.)</li> <li>Evolve retail through new BtoC and CtoC platforms (PayPay Mall, ZOZOTOWN, ASKUL, etc.)</li> </ul>
	<b>3</b> 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 (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	<ul style="list-style-type: none"> <li>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.)</li> <li>Roll out successful SoftBank Vision Fund projects in Japan and overseas through global partnerships (WeWork Japan, PayPay Corporation, DiDi Mobility Japan Corp., etc.)</li> <li>Job posting system to shift human resources to new and growing businesses</li> <li>Allocate personnel to new businesses through improvements in operational efficiency</li> <li>Human resource recruitment, development, systems<sup>2</sup> and compensation necessary to create and promote new businesses</li> <li>Cutting-edge R&amp;D</li> </ul>
Solving social issues through corporate activities	<b>4</b> Contributing to the global environment with the power of technology	Contribute to mitigating climate change, promoting a circular economy and the adoption of renewable energy by utilizing cutting-edge technologies to pass on a sustainable global environment to the next generation. (1) Contribute to the mitigation of climate change through technology and business (2) Promote a recycling-based society (circular economy) (3) Realize a prosperous society through the spread of renewable energy	<ul style="list-style-type: none"> <li>Switch electricity used in business activities, including by base stations, to electricity from virtually renewable energy<sup>3</sup></li> <li>Utilize AI, IoT and other technologies to improve power use efficiency (develop next-generation batteries, etc.)</li> <li>Utilize IoT to improve power use efficiency and promote environmental awareness</li> <li>Implement initiatives aimed at achieving carbon neutrality</li> <li>Promote paperless operations through the spread and use of IoT</li> <li>Promote recycling (mobile phone recycling, etc.)</li> <li>Reduce water resource use and waste in business activities</li> <li>Implement initiatives to conserve biodiversity</li> <li>Promote the use of clean energy, mainly through SB Power/SoftBank Denki</li> </ul>
	<b>5</b> 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 (2) Construct robust communications infrastructure to contribute to disaster prevention and mitigation (3) Promote data security and privacy protection initiatives	<ul style="list-style-type: none"> <li>Broad rollout of 5G</li> <li>Participate in submarine cable projects</li> <li>Eliminate regional communications disparities by expanding networks</li> <li>Advance initiatives to prevent network accidents</li> <li>Secure communications service environments in the event of a disaster (using mobile base stations, portable satellite antennas, drones, etc.)</li> <li>Build frameworks for quickly restoring communications environments after disasters</li> <li>Disaster recovery countermeasures, including creating three-route backbone networks</li> <li>Support network monitoring and operation with AI</li> <li>Thoroughly educate employees and build secure environments and facilities</li> <li>Operation and management using advanced security systems and tools</li> <li>Promote the protection and appropriate use of personal information</li> </ul>
	<b>6</b> 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. (1) Enhance corporate governance and ensure its effectiveness (2) Sustainable growth through cooperation with stakeholders (3) Enhance employee happiness with diversity and inclusion	<ul style="list-style-type: none"> <li>Reinforce compliance</li> <li>Eliminate anti-social forces and prevent corruption and unethical behavior</li> <li>Build a sophisticated internal control system</li> <li>Increase the sophistication of the Board of Directors</li> <li>Enhance risk assessment</li> <li>Enhance supply chain management</li> <li>Sound and transparent disclosure</li> <li>Coordination with organizations and regional communities</li> </ul>
			<ul style="list-style-type: none"> <li>Support for employee growth and career realization<sup>4</sup></li> <li>Fair evaluation and remuneration system</li> <li>Promote the participation of diverse talent (professional participation of women, recruitment and retention of persons with disabilities, and initiatives related to LGBTQ+ persons)</li> <li>Harassment prevention</li> <li>Promote workstyle reforms<sup>5</sup> (Smart &amp; Fun!)</li> <li>Offer diverse and flexible workstyles (Smart offices, teleworking, co-working spaces, etc.)</li> <li>Promote health and productivity management</li> </ul>

1. RPA: Robotic process automation 2. SoftBank Academia, SoftBank InnoVenture, SoftBank University 3. To be achieved primarily by using 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



# 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. In addition to establishing “a world where all things, information and minds are connected” as the concept for our efforts to address the SDGs, we focused on the achievement of the SDGs and on society in 2030 (the deadline for the SDGs), identifying six material issues that take into account the importance of our corporate and business activities as well as external stakeholders. By acting on these six material issues, we will accelerate our “Beyond Carrier” growth strategy and target further corporate growth.

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,

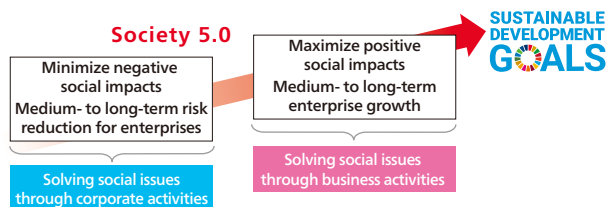
technology is essential for achieving SDGs. In other words, technology can minimize negative social impacts and reduce medium- to long-term risks for enterprises while maximizing positive social impacts and achieving medium- to long-term enterprise growth, giving it a central role in leading the achievement 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.

Furthermore, 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.

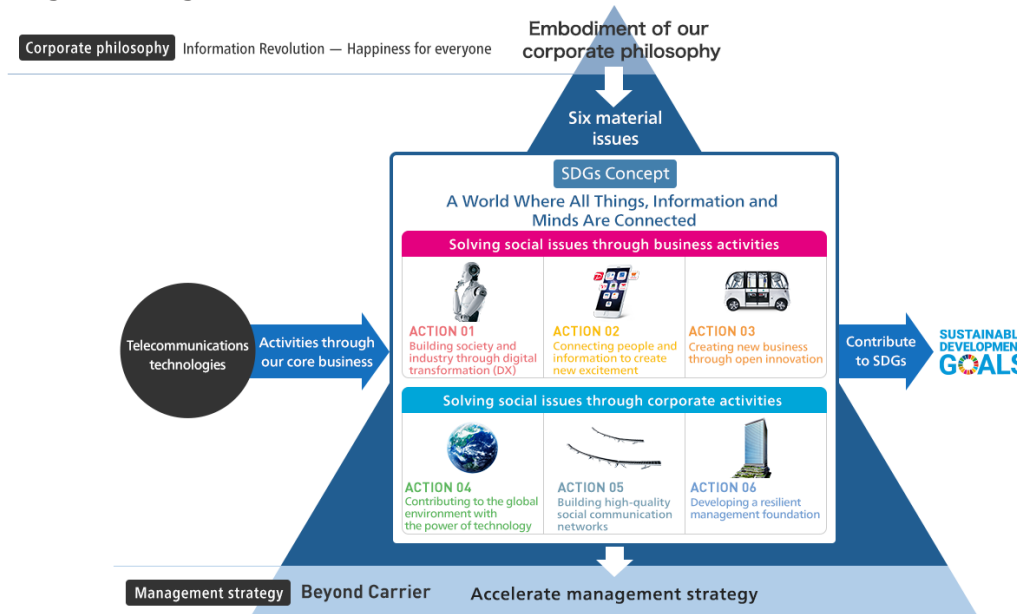
All group employees will work as one to further contribute to the resolution of issues faced by society and individuals as we work toward the realization of the sustainable world envisioned by the SDGs.

### 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)

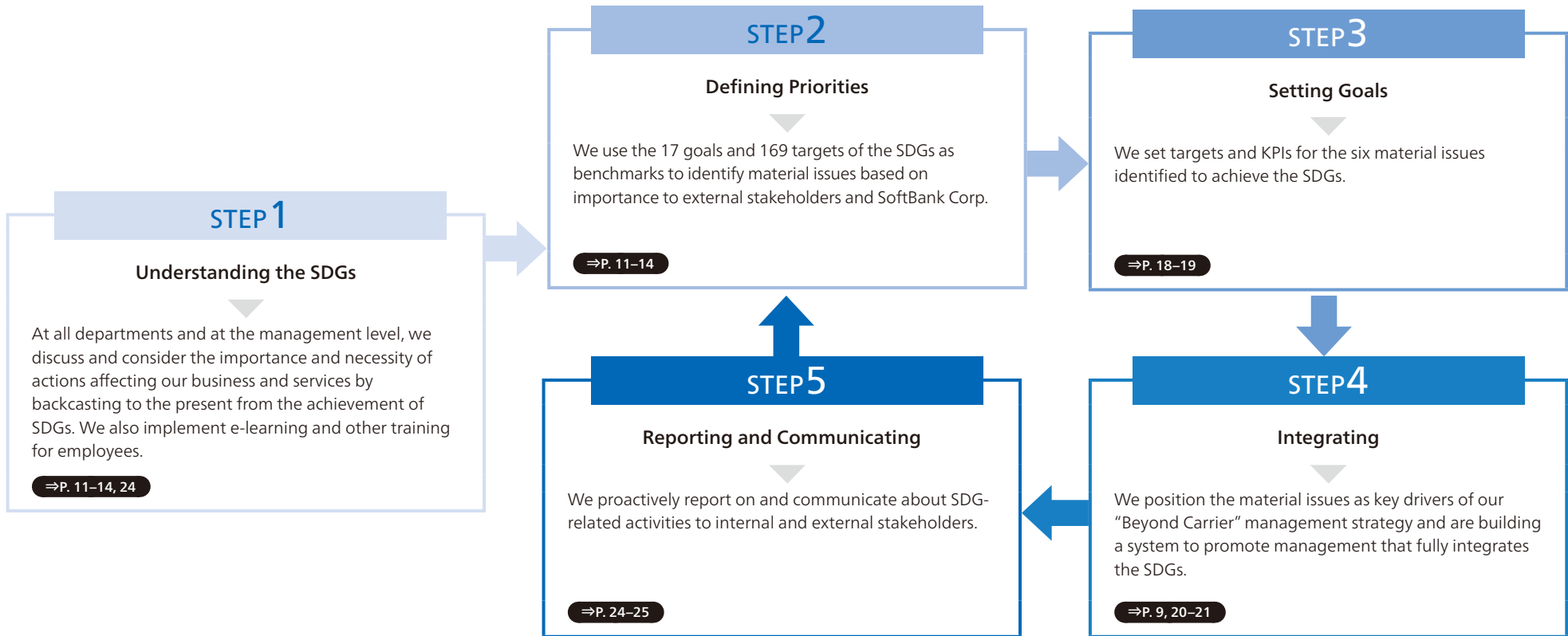
### Strategic Positioning of SDGs



# 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.



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

# Material Issue Selection Flow

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.” In identifying these material issues, we selected items that are important to both stakeholders and our businesses based on the SDGs, which are global in scope.

## External Importance

We considered the perspectives of stakeholders based on SDGs and a variety of other angles, including the requirements of socially responsible investment (SRI) ratings agencies, GRI standards, SASB standards, ISO 26000, other international guidelines and major external ratings agency requirements. In addition, we proactively engaged in discussions with external stakeholders, including discussions with external directors and experts, to determine the degree of external importance associated with specific standards and requirements.

## Internal Importance

Considering the circumstances and plans in each of our divisions and in businesses throughout the SoftBank Corp. group against the 17 goals and 169 targets of the SDGs, we discussed, examined and evaluated which businesses and services are important to us and what methods and services we are capable of implementing to contribute. The SDGs Promotion Committee discussed these issues and identified the importance and impact of issues to the SoftBank Corp. group.



Matching and plotting internal and external evaluations based on the results of their importance and impact, specific issues were classified and evaluated in three levels: “strategic materiality,” “important materiality” “management materiality.” The 19 items within “strategic materiality” and “important materiality” (SDGs value creation items) were categorized by content and the ways they relate to one another into six integrated material issues.

Material issues are determined annually, by final approval of the Board of Directors, after first undergoing numerous discussions with SDGs promotion managers in each department and group company; subsequent deliberations by higher-level bodies, such as management meetings; and consultations with the SDGs Promotion Committee.

## Reverification of the Material Issues

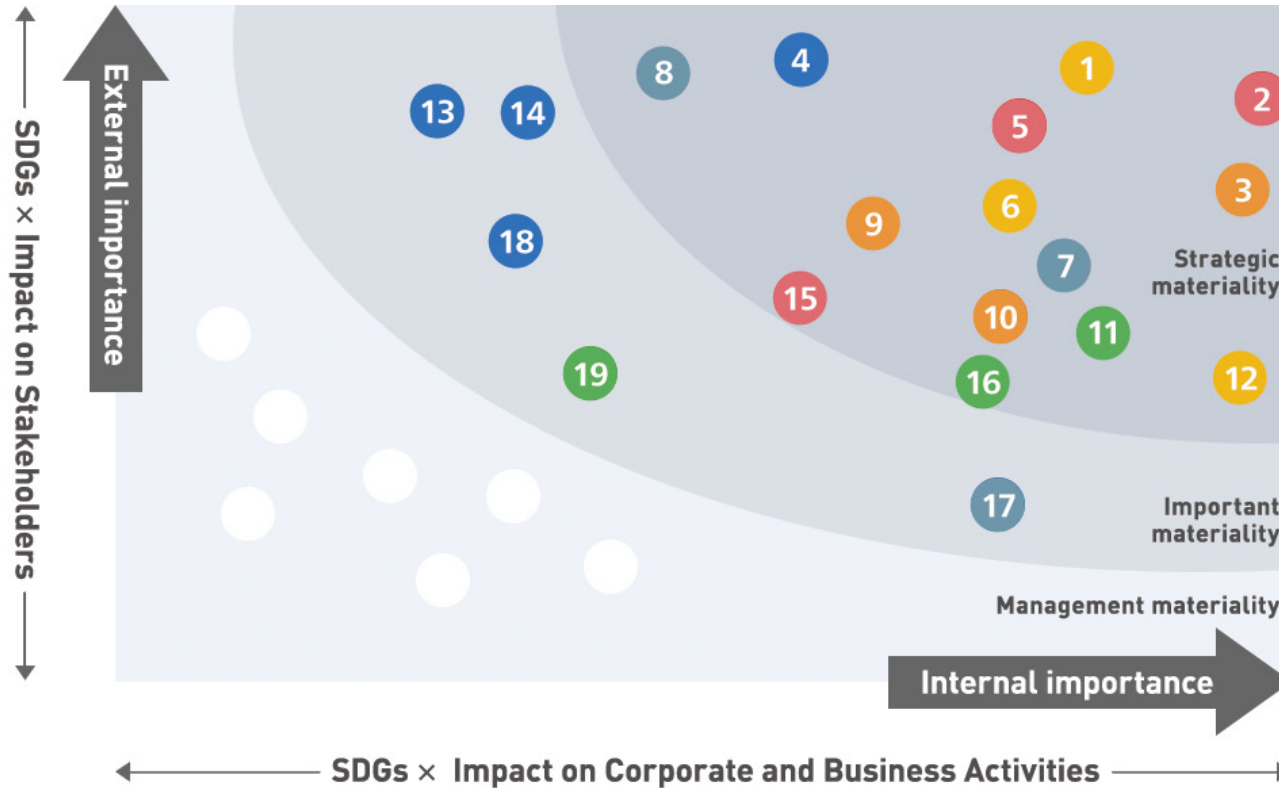
In the year ended April 2022, the SDGs Promotion Committee and the Board of Directors reevaluated SoftBank Corp.’s material issues and SDGs value creation items, examining the impacts of changes in society and the external environment<sup>1</sup> on our businesses, as well as the outlooks, circumstances and degree of importance of our businesses with respect to the issue and items. These impacts and degrees of importance<sup>2</sup> were then reflected in the material issues and SDGs value creation items.

These initiatives serve to further accelerate the “Beyond Carrier” strategy and reaffirm for the entire company, including Board Directors and top management, its position as a key driver of our businesses.

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

# Material Issue Selection Flow

## Materiality Map



### 19 Value Creation Items

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

### Category

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



# Material Issue Selection Flow

## Relationships Between the Material Issues and the 169 SDG Targets

Material Issues	SDGs Value Creation	SDGs																
		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.

# Material Issue Selection Flow

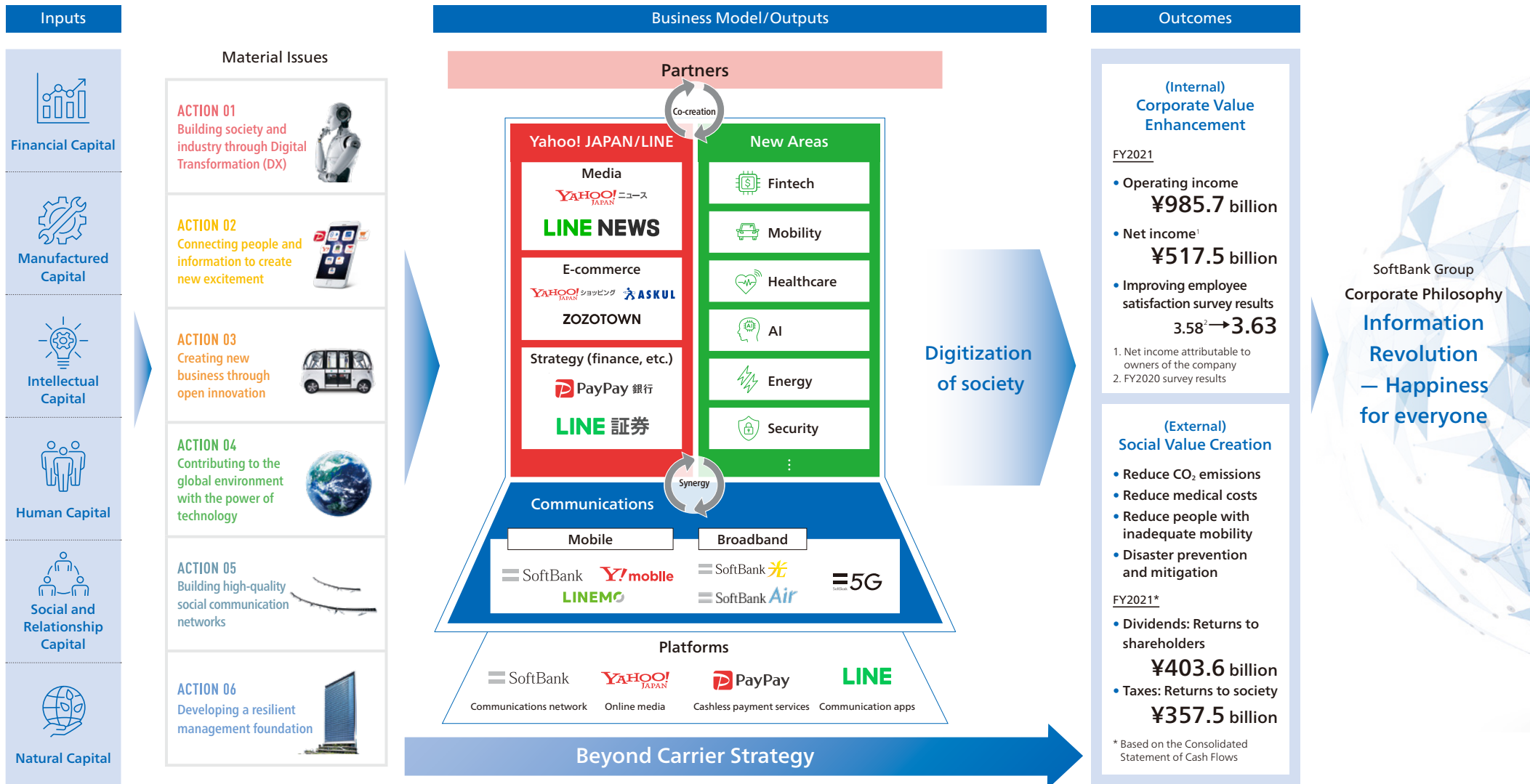
## Relationship Between the Material Issues and Key Guidelines

Material Issues	SDGs 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.

# Value Creation Process


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.



# Value Creation Process

## Sources of Competitive Advantage (Inputs)

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. In addition to mobile and broadband services, the SoftBank Corp. group operates the Yahoo! JAPAN portal site, PayPay cashless payment service and LINE communication service. 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.




### Financial Capital

- Total** (equity attributable to owners of the parent)  
**¥1,675.2 billion** (March 31, 2022)
- Adjusted free cash flow** (excluding Z Holdings, etc.)<sup>1</sup>  
**¥579.7 billion** (FY2021)
- Long-term ratings** (as of September 10, 2021)  
**R&I: A+; JCR: AA-<sup>2</sup>**

### 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 of approximately ¥600 billion and strive to maintain a sound financial standing.



### Manufactured Capital

- Capital expenditures**  
**¥414.2 billion** (FY2021)<sup>3</sup>
- Growth investment**  
**¥88.0 billion** (FY2021)

### Investment in Growth

SoftBank Corp. undertakes capital expenditure to build high quality communications networks. We conduct efficient capital expenditure to further develop 5G technologies and expand our service area while also making ongoing investments in new businesses, mainly through M&A.




### Intellectual Capital

- Cutting-edge technologies and business models of the SoftBank Group's portfolio companies**
- Best Japan Brands 2022: USD5,435 million<sup>4</sup>**

### Collaboration and Synergy within the SoftBank Group

As a member of the SoftBank Group, SoftBank Corp. collaborates with 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. Leveraging unique Group synergy, we are working to further expand the customer base with the aim of maximizing the corporate value of the SoftBank Corp. group.




### Human Capital

As of March 31, 2022

- Consolidated group employees: 49,581**
- Group sales personnel: Approx. 15,000<sup>5</sup>**
- Group engineering personnel: Approx. 12,000<sup>5</sup>**

### 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, SoftBank Corp.'s numerous communications infrastructure engineers, along with the software engineers of Yahoo Japan, LINE and other group companies, back up the group's diverse businesses.




### Social and Relationship Capital

- User base<sup>6</sup>**  
**Smartphone subscribers: 27.58 million** (as of March 31, 2022)  
**SoftBank Hikari subscribers: 7.31 million** (as of March 31, 2022)<sup>7</sup>  
**Yahoo! JAPAN users: 86.00 million**  
**LINE users: 92.00 million**  
**PayPay users: 49.00 million**
- Shops: Approx. 6,300** (as of March 31, 2022)<sup>8</sup>
- Business with 94% of large companies<sup>9</sup>**

### Unrivaled Business Foundation

SoftBank Corp. has one of the largest user bases in Japan. Spanning a wide range of fields, from communications to e-commerce, payments and social media, this user base is a major strength, allowing us to quickly create new businesses.

As we aim for society-wide digitization that leaves no one behind, our shops are important points of contact with customers. Leveraging the customer contact points we have developed through our businesses, we will use cutting-edge technologies to connect the powerful platforms of the SoftBank Corp. group and create new value.



### Natural Equity

- Electricity use**  
**2,117,259 MWh** (FY2021)

### Carbon-neutral Declaration<sup>10</sup>

SoftBank Corp. has issued the Carbon-Neutral 2030 Declaration. Under this declaration, we are working to reach net zero greenhouse gas emissions by switching to virtually renewable energy for 100% of power used in our business activities by 2030, the year targeted by international society for the achievement of the Sustainable Development Goals (SDGs), while advancing energy conservation efforts utilizing cutting-edge technologies, such as AI and IoT.

1. Adjusted free cash flow = Free cash flow + (proceeds from the securitization of installment sales receivables – repayments thereof)  
Excludes free cash flow of A Holdings Corporation and the Z Holdings Group as well as loans to Board Directors, etc.; includes dividend payments received from A Holdings Corporation

2. R&I: Japan Rating & Investment Center; JCR: Japan Credit Rating Agency

3. Acceptance basis, excluding capital expenditures of the Z Holdings Group, 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. Sales personnel: Number of sales employees at SoftBank Corp.; Engineering personnel: Total engineering employees at SoftBank Corp., Yahoo Japan and LINE

6. Figures for Yahoo! JAPAN are average monthly users from January to October 2021, based on the Nielsen Digital Content Ratings (Monthly Total Report). Does not include overlap of smartphone and personal computer users.  
Figures for LINE are monthly users (as of March 31, 2022)  
Figures for PayPay are cumulative registered users (as of July 2022)

7. Number of subscribers including SoftBank Air

8. Directly managed retail outlets, agency stores, big-box electronics retailers and shops offering multiple carriers

9. Approximate share of Japan-listed companies with annual sales of ¥100 billion or more that do business with SoftBank Corp. (as of March 31, 2022)

10. Applies to SoftBank Corp. (non-consolidated); Scope 1 and Scope 2



# Management Strategy for Accelerating Corporate Growth

## “Beyond Carrier” Growth Strategy

In FY2017, the SoftBank Corp. group established the “Beyond Carrier” growth strategy. Under this strategy, the group aims to achieve further growth in its mainstay communications business through the expansion of its smartphone and broadband subscriber bases and the new communication infrastructure of 5G while going beyond the bounds of a communications carrier, proactively engaging in businesses in a wide range of fields in the information and technology sector to maximize corporate value.

Under the “Beyond Carrier” Strategy, we launched the cashless payment service PayPay in September 2018 and made Yahoo Japan Corporation (now Z Holdings Corporation), which runs Yahoo! JAPAN, one of the largest portal sites in Japan, a group subsidiary in June 2019. We then completed the management integration of Z Holdings and LINE, one of

Japan’s largest social communication service providers in March 2021. These initiatives have made us the largest communications and IT group in Japan, with an enormous user base: the SoftBank Corp. group boasts approximately 39 million mobile phone service subscribers,<sup>1</sup> Yahoo! JAPAN has approximately 86 million users,<sup>2</sup> PayPay has approximately 49 million,<sup>3</sup> and LINE has approximately 92 million.<sup>4</sup>

Taking a unique approach, we are leveraging the cutting-edge AI, other technologies and business models of the portfolio companies of SoftBank Group Corp., our parent company. Compared to launching new businesses on our own, partnering with these companies enables us to minimize initial investment costs for efficient business operations. In addition, to rapidly launch new businesses, the SoftBank Corp. group is combining its numerous strengths, including the

customer bases of its communications business and Yahoo! JAPAN/LINE segment; 5G, software and other technologies; and the sales capabilities of the Enterprise Business.

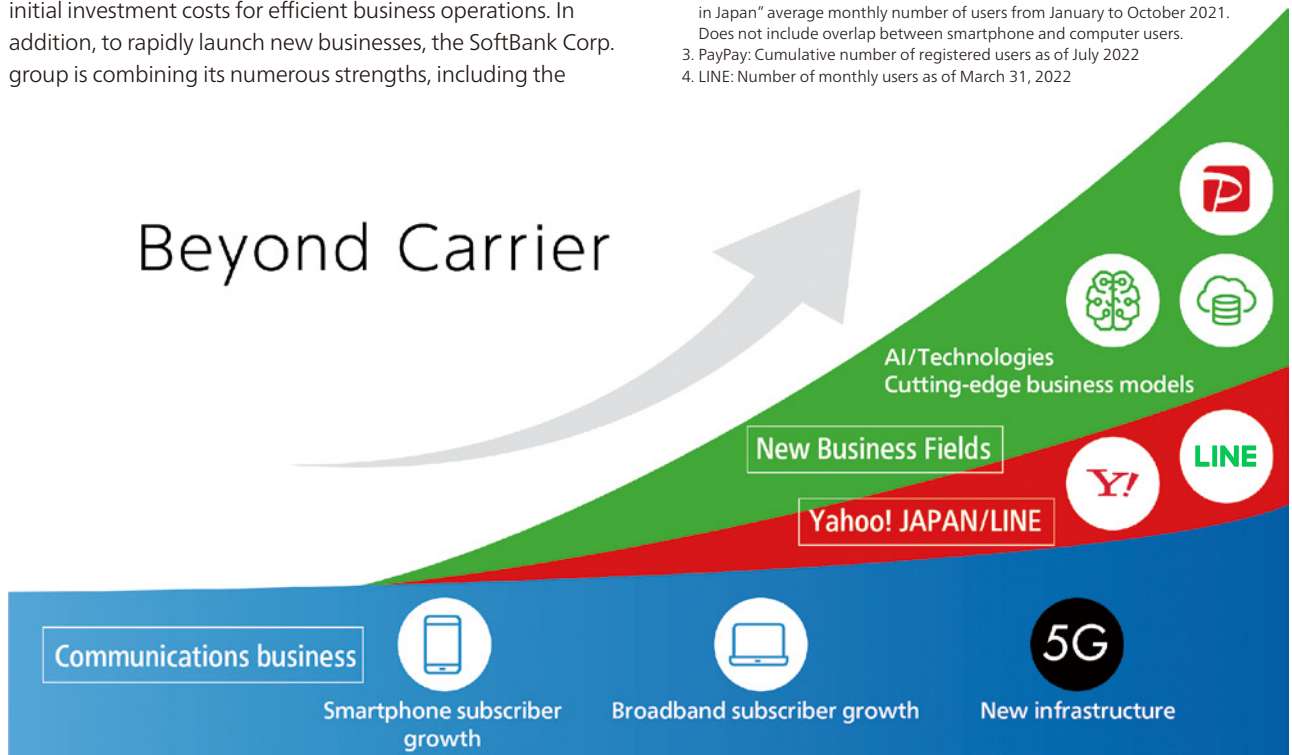
Going forward, in addition to our telecommunications services that serve as an indispensable lifeline in society, we work to solve even more social issues through the provision of new services employing state-of-the-art technologies. By solving social issues through the power of technology, SoftBank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

1. Cumulative main subscribers for smartphones, feature phones, tablets, mobile data communication devices, Wireless Home Phone, etc. (as of March 2022)  
 2. Yahoo! JAPAN: Nielsen “TOPS OF 2021: DIGITAL IN JAPAN Top 10 Total Digital Reach in Japan” average monthly number of users from January to October 2021. Does not include overlap between smartphone and computer users.  
 3. PayPay: Cumulative number of registered users as of July 2022  
 4. LINE: Number of monthly users as of March 31, 2022

### Business Foundation Boasting Unrivaled Customer Touchpoints

Customer touchpoints			
SoftBank Mobile phone service subscribers <b>39 million</b>	YAHOO! JAPAN Online media users <b>86 million</b>	PayPay Smartphone payment users <b>49 million</b>	LINE Communication app users Japan <b>92 million</b>
<b>Enterprise:</b> Dealings with <b>94%</b> of large companies <sup>1</sup> Consumer: <b>6,300</b> stores nationwide <sup>2</sup>			
<b>Human resources</b> Group sales employees <b>Approx. 15,000</b> <sup>3</sup> Group engineers <b>Approx. 12,000</b> <sup>4</sup>			
<b>Communication Platform/Infrastructure</b>			

1. Approximate share of Japan-listed companies with annual sales of ¥100 billion or more that do business with SoftBank Corp. (as of March 2022)  
 2. Total SoftBank and Y!mobile directly managed retail outlets, agency stores, big box electronics retailers and shops offering multiple carriers (as of March 2022)  
 3. SoftBank Corp. sales employees (as of March 2022)  
 4. Total SoftBank Corp., Yahoo Japan Corporation and LINE Corporation engineers (as of March 2022)



# 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 Issues	SDGs Value Creation	FY2022 KPIs	FY2021 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 <sup>1</sup>	1) Positive 9.3% <sup>2</sup>
	(2) Create new industries through DX	1) Projects undertaken through co-creation with customers: 24 projects in progress <span>Updated</span> 2) Create at least one example of social implementation in each of the seven business areas <sup>3</sup> <span>New</span>	1) Launched 19 projects
	(3) Revitalize local communities (regional revitalization)	1) Initiatives to address the material issues in partnership with local governments: More than 75 <span>Updated</span>	1) Cumulative total of 76 local governments
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) Survey for NPS <sup>4</sup> improvement: Monitor results	1) 27.58 million 2) Customer satisfaction survey responses: 5.42 million
	(2) Provide an environment in which everyone can access information	1) Yahoo! News DAU: 45 million <sup>5</sup> 2) Expand the HAPS Alliance to broaden Internet communications across the world: Promoting initiatives 3) Smartphone classes: 800,000 classes <span>Updated</span>	1) 43.50 million 2) Issued a white paper 3) 800,000 classes
	(3) Leverage ICT to create new lifestyles and enhance the foundations for daily life	1) Cumulative registered PayPay users: 60 million <span>Updated</span> 2) E-commerce domestic merchandise transaction value: ¥3.8 trillion (FY2024) <span>Updated</span>	1) 46.79 million 2) ¥3.0 trillion
3 Creating new business through open innovation	(1) Develop new business models with cutting-edge technologies	1) Promote initiatives for HAPS commercialization (FY2027) <span>Updated</span> 2) Promote business for solving social issues using unique electronic reference points <sup>7</sup> /ichimill <sup>7</sup> high-precision positioning service • Form industry-academia consortium (FY2022) • Release infrastructure monitoring solution service (FY2022) <span>New</span>	1) Achieved international standardization of radio propagation prediction methods
	(2) Incubate and spiral-up cutting-edge businesses overseas	1) Promote business start-up and development in new business areas <span>Updated</span>	1) Value up support: 5 companies New business/investment prospects considered: 8 companies
	(3) Build systems to recruit and develop human resources to lead growth and create new businesses	1) Promote SoftBank InnoVenture commercialization	1) Considered commercialization of themes in line with the Beyond Carrier strategy: 4 projects (171 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) Ratio of renewable energy for base stations: 70% or greater (FY2022) 2) Contribution to CO <sub>2</sub> reduction across society: Spread and expand household energy-saving services through electricity management apps, etc. <span>Updated</span> 3) Carbon neutrality (FY2030) <sup>8</sup>	1) Ratio of renewable energy for base stations: 53.5% 2) Spread and expanded household energy-saving services through electricity management apps, etc. 3) • Promoted switch to renewable energy • Considered energy-saving facilities using technology/the introduction of renewable energy with additionality <sup>9</sup>
	(2) Promote a recycling-based society (circular economy)	1) Mobile phones collected for reuse or recycling: 10 million (FY2020–2025) 2) Percentage of decommissioned base stations going to landfill: 1% or less (annually) 3) Promote initiatives related to conserving biodiversity (natural capital) <span>New</span>	1) 5.07 million phones (FY2020–2021) 2) 0.2%
	(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 <sub>2</sub> emissions reduced by providing Shizen Denki: 19,000 tons-CO <sub>2</sub> <sup>10</sup>

1. CAGR: Compound annual growth rate  
 2. Of solutions and other sales, recurring revenues, which we focus on, increased by 17.7% from the previous fiscal year.  
 3. Seven business areas: retail/distribution, logistics, insurance/finance, social infrastructure, healthcare, super cities/ smart cities, and other industries  
 4. NPS: Net promoter score, a metric for assessing customer loyalty  
 5. DAU: Daily active users  
 6. Unique reference points established by SoftBank Corp. as fixed stations for receiving GNSS signals from a global navigation satellite system (GNSS; a general term that includes quasi-zenith satellite systems, GPS, GLONASS and Galileo)

7. 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, global navigation satellite system (GNSS; a general term that includes quasi-zenith satellite systems, GPS, GLONASS and Galileo), such as the Michibiki quasi-zenith satellite system  
 8. Based on SoftBank Corp.'s total emissions in 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)  
 9. Considering ways to contribute to the expansion of new renewable energy sources, in addition to the use of conventional renewable energy sources  
 10. Shizen Denki: Service that provides 100% virtually renewable energy source through the use of non-fossil certificates

## Material Issue KPIs: Targets and Results

Material Issues	SDGs Value Creation	FY2022 KPIs	FY2021 Results
5 Building high-quality social communication networks	(1) Prepare sustainable life infrastructure	1) 5G deployment plan Number of base stations: Over 50,000 (end of 2022) Population coverage: Over 90.6% (end of FY2022) <b>Updated</b> 2) Number of major network accidents: Zero 3) Asia Direct Cable (ADC) high-capacity optical submarine cable: Start of operation (FY2023) <b>Updated</b>	1) Achieved 90% population coverage (March 31, 2022)  2) Zero major accidents 3) Japanese coastal waters: Commercial launch of Okinawa route, Tohoku route redesigned 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: Optical cable construction (end of 2022) Commercial operation start (end of FY2022) <b>Updated</b> 2) Maintain and enhance equipment and materials for disaster response and recovery: <ul style="list-style-type: none"> <li>• Maintain at least 200 mobile base station vehicles/portable mobile base stations</li> <li>• Maintain at least 80 mobile power supply vehicles</li> <li>• Maintain at least 200 portable satellite antennas</li> <li>• Strengthen cooperation with external organizations involved in disaster recovery <b>Updated</b></li> </ul>	1) Okinawa route: Commercial launch Tohoku route: Redesigned 2) Maintained and enhanced
	(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 <b>Updated</b>	1) Zero major accidents 2) Zero major accidents 3) Released Privacy Center, Privacy Dashboard opened
6 Developing a resilient management foundation	(1) Enhance corporate governance and ensure its effectiveness	1) Number of compliance violations: Performance monitoring (annually) 2) Employees' attendance rate at compliance training sessions: 99% or more (annually) <b>Updated</b> 3) Awareness of Compliance Hotline among full-time employees: 99% or more <b>New</b> 4) Ensure effectiveness of the Board of Directors: Conduct evaluation 5) Average attendance rate of all Board Directors at Board of Directors meetings: 75% or higher	1) Number of disciplinary actions: 40 2) Compliance Exam-taking rate: 100%  4) Evaluation conducted in FY2021 5) Average at Board of Directors meetings: 97.37%
	(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: 10 or more companies <b>Updated</b> 4) Number of partnerships with NPOs: 1,000 organizations (FY2023)	1) Survey collection rate: 93% 2) 100% 3) 5 companies 4) 791 organizations
	(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 <b>Updated</b> 5) Return rate from childcare leave: 100% <b>New</b> 6) Ratio of male employees taking childcare leave: 30% (FY2023), 50% (FY2026) <b>New</b> 7) Number of employees who retire due to nursing care responsibilities: 0 <b>New</b>	1) 7.6%  2) 2.34% 3) 70.1% 4) Number of fatal accidents: Zero
	(4) Enhance productivity with advanced workplace environments	1) Promotion of workstyles for the post-COVID-19 environment <ul style="list-style-type: none"> <li>• Provide office environments that encourage diverse workstyles: Performance monitoring (annually)</li> </ul> 2) Ratio of telework: 90% or greater (annually) <b>Updated</b> 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) Renovated and transitioned to a free address system at 12 offices Utilized shared office space in 5 of our own satellite locations, 33 WeWork locations, and over 250 other locations nationwide 2) 95.9% 3) 25.8% 4) 5 stars in the Nikkei SDGs Management Survey, 5 stars in the 5th Nikkei Smart Work Management Survey Innovation Award in the Nikkei Smart Work Awards 2022 Certification in the 2022 Certified Health & Productivity Management Outstanding Organizations Recognition Program in the large enterprise ("White 500") category

# Sustainability Promotion Structure

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

**Sustainability Basic Policy**

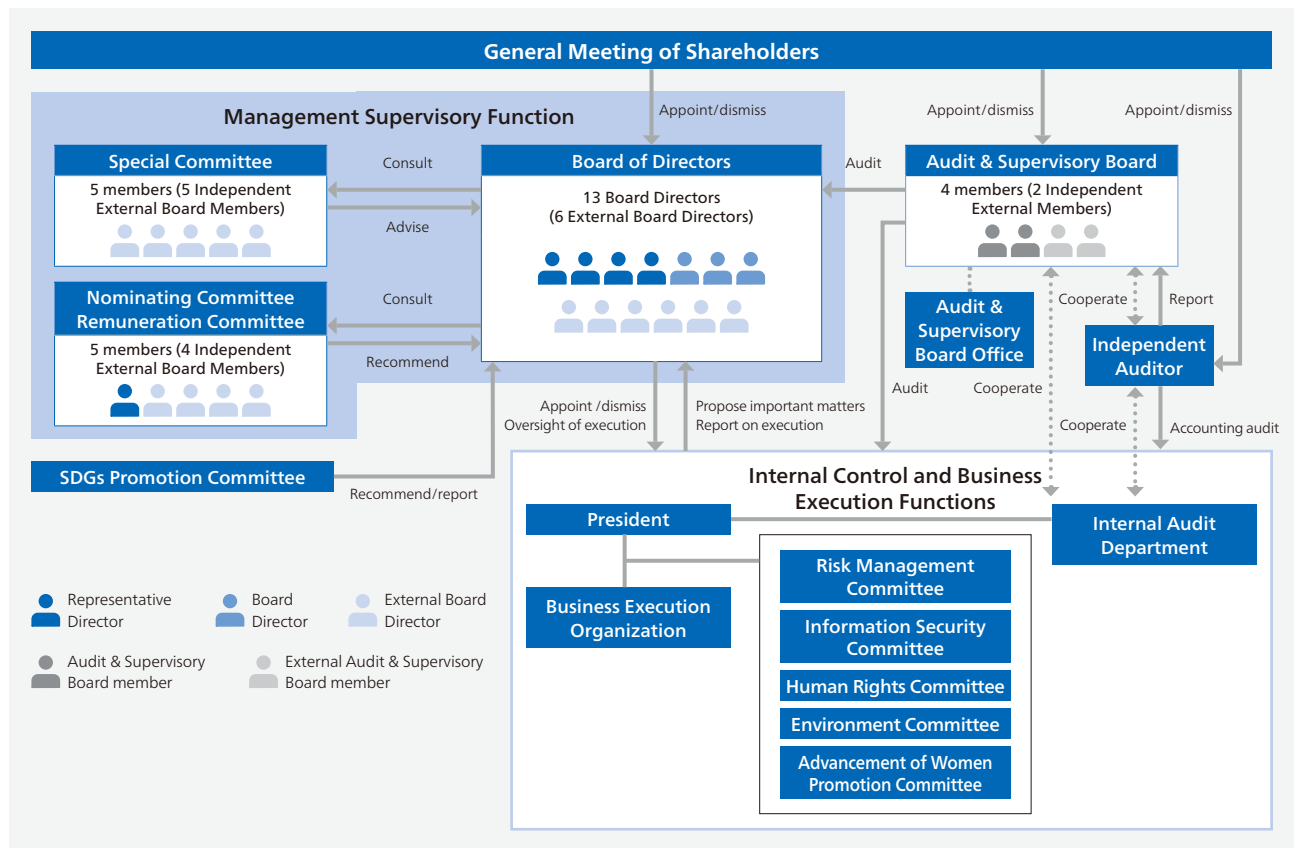
At SoftBank, we will work to resolve various social issues through our corporate and business activities to realize a sustainable society in which all things, information and minds are connected.

- We will provide wonder, peace of mind, and delight through a customer-oriented business approach.
- To meet stakeholder expectations, we will continue to challenge ourselves to achieve corporate growth and 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.

In terms of internal sustainability information and activities, the SDGs Promotion Committee conducts surveys of social issues to address, centered on SDGs, and formulates action plans at least four times each year. Additionally, activity reports are provided to the Board of Directors to reflect sustainability perspectives and awareness in management. Aiming to further elevate our sustainability activities, we

have established the SDGs Promotion Council, an independent, third-party advisory body composed mainly of outside experts, to secure the effectiveness of the SDGs Promotion Committee. Similarly, to strengthen our response to climate change, the Carbon Neutrality Working Committee was established as a subcommittee of the SDGs Promotion Committee.

▶ **Corporate Governance System**

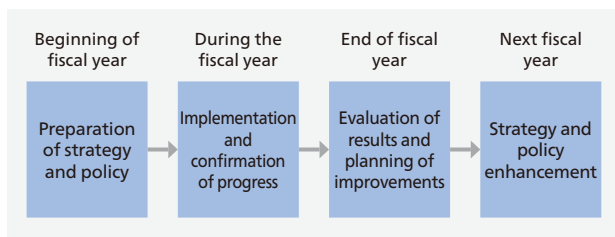




# Sustainability Promotion Structure

## SDGs Promotion Committee

Based on the advice and deliberations of the SDGs 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.



### SDGs Promotion Committee Meetings

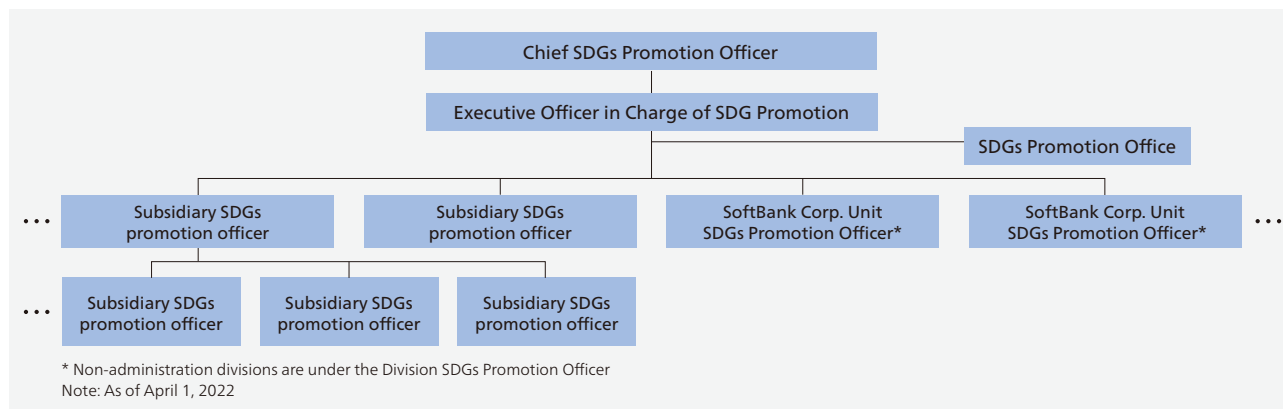
FY	Date	Agenda (excerpts)
FY2021	1st meeting: April 20	<ul style="list-style-type: none"> <li>Confirmation of FY2020 results</li> <li>Reexamination of material issues and confirmation of details</li> <li>Details of KPIs in FY2021</li> <li>FY2021 implementation plan</li> </ul>
	2nd meeting: July 27	<ul style="list-style-type: none"> <li>ESG-related external environment and trends</li> <li>Progress on SDG promotional activities</li> <li>Action toward carbon neutrality</li> <li>Dialogue with outside experts: Importance of SDGs management</li> </ul>
	3rd meeting: October 26	<ul style="list-style-type: none"> <li>ESG-related external environment and trends</li> <li>Progress in the first half of FY2021 on material issue KPIs</li> </ul>
	4th meeting: January 18	<ul style="list-style-type: none"> <li>Environment-related trends</li> <li>Future trend analysis</li> <li>Targets for measures in FY2022</li> </ul>

## Internal Executive Structure

Junichi Miyakawa, President & CEO, has ultimate responsibility for promoting the SDGs and the overall sustainability activities of SoftBank Corp., its subsidiaries and the SoftBank Corp. group as the Chief SDGs Promotion Officer. The SDGs Promotion Office was established to lead the SoftBank Corp. group's sustainability activities. Fumihiro Aono, Executive Vice President and CHRO, directs these

activities as the Executive Officer in Charge of SDGs Promotion. In addition, SDGs promotion officers have been appointed at SoftBank Corp. and its subsidiaries to conduct various activities in line with business efforts and collaborate with the SDGs Promotion Office to advance high-impact activities through united group efforts.

### Sustainability Promotion Structure



## 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 SDGs Promotion, bringing together all group companies, at least twice a year. In FY2021, the Committee met in September 2021 and March 2022, with SDGs promotion officers and persons in charge of SDGs promotion participating as representatives of their respective group companies. At these meetings, 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 (FY2021 grand prize winner: HAPSMobile Inc.), which recognize successful SDG-related initiatives at group companies.



# Message from the Executive Officer in Charge of SDGs Promotion



**Fumihiro Aono**

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

## I am confident that the work of all SoftBank Corp. employees contributes to achieving the SDGs.

### ■ Promoting the SDGs

As a good corporate member of society, SoftBank Corp. regards contributing to the creation of a sustainable society as a vital management issue. We are working hard toward the attainment of the globally shared targets of the Sustainable Development Goals (SDGs). To respond to the concerns and expectations of a wide range of stakeholders, from communities to customers and business partners, we are building a framework for contributing to the SDGs through our corporate and business activities.

In addition to establishing the SDGs Promotion Committee as an advisory body to the Board of Directors, the SoftBank Corp. group has launched the SDGs Promotion Office, which promotes related efforts at the group level.

Junichi Miyakawa, President & CEO, serves as the SoftBank Corp. group's Chief SDGs Promotion 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 SDGs Promotion.

### ■ Responding to Climate Change and Other Global Environmental Problems

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

We are advancing efforts based on the recommendations of the Task Force on Climate-related Financial Disclosure (TCFD) and working hard to provide full and proactive disclosure. In May 2021, we announced the Carbon-Neutral 2030 Declaration, which pledges that SoftBank Corp. will reduce its emissions of greenhouse gases to net zero by 2030. SoftBank Corp. is working to switch the electricity it uses to 100% effectively renewable energy while making maximum use of cutting-edge technologies to advance responses to climate change, promote a recycling-based society and spread the use of renewable energy.

Furthermore, 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 private-sector companies in November 2021 to discuss pathways and policies to achieve net zero carbon emissions by the middle of this century. While promoting digital transformation (DX) across a wide range of industries, SoftBank Corp. recognizes that, to reduce environmental impact and realize a sustainable society, broadly reducing the power use and increasing the energy efficiency of communications infrastructure and devices will be crucial, as will optimizing the energy supply-demand balance across social and industrial structures as a whole. Using the insights gained through such efforts, we are participating in the policy proposal drafting and other activities of ETI-CGC to help achieve the government of Japan's goal of reducing greenhouse gas emissions to zero by 2050.

## Message from the Executive Officer in Charge of SDGs Promotion

### Meeting Society's Needs

In recent years, initiatives related to ensuring respect for human rights have been growing even more important. In accordance with such international standards as the Universal Declaration of Human Rights and the 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.

To achieve dynamic and supportive work environments for all, we are focusing on diversity, equity and inclusion and creating opportunities and environments for diverse personnel to apply their individuality and skills regardless of age, sex, nationality or disability. In June 2021, SoftBank Corp. set the targets of increasing women's representation in senior management to 15% by FY2030 and 20% by FY2035, and in July 2021 we established the Advancement of Women Promotion Committee. With Junichi Miyakawa, President & CEO, as the committee chair and outside experts as advisors, the Committee has begun initiatives aimed at promoting women's professional participation and advancement in earnest. 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.

Furthermore, to foster each employee's individuality and respect diversity, we emphasize autonomous career development driven by employees themselves. Under our self-driven career development framework, rather than

imposing a company-led uniform system of career development and training, employees themselves make selections based on their own career goals.

As part of our workstyle reform efforts, in 2017 we launched the Smart & Fun! Initiative, aimed at leveraging IT and other technology to create environments that enable employees to achieve a good work-life balance and invest in new initiatives and personal growth. As an enterprise whose businesses utilize the latest technologies, SoftBank Corp. has proactively adopted working from home and other telework styles, promoting advanced workstyles that help employees make the most efficient use of their time. In April 2021, to achieve further innovation in workstyles, the company moved its headquarters into a smart building in the Takeshiba area of Tokyo, seeking to maximize employee performance with an office environment equipped with cutting-edge, AI-driven technology. Through such efforts, we continue to promote innovative and creative workstyles unbound by constraints of time or place.

### Strengthening Governance

Achieving a sustainable society requires ongoing business growth and corporate value enhancement. For this, reinforcing corporate governance is essential.

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.

### All Employees Contribute to the SDGs

Approximately 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, our material issues and the SDGs serve as a compass, guiding each individual employee. 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 society.

I am confident that the work of every last person at SoftBank is relevant to the SDGs and makes a difference toward their achievement.



# Promoting Awareness of the SDGs

## 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 the Sustainable Development Goals (SDGs) so that we can steadily advance businesses and initiatives that contribute to their achievement. By inculcating the awareness that the work and activities of all employees contribute to the SDGs, we aim for each employee to conduct their duties with the SDGs in mind. Twice a year, we conduct an SDG awareness survey of all employees. The March 2022 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.



### 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.

### 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.

For SoftBank shop crew, who play a vital role in promoting the material issues, explanations are presented on the group’s relationship with the SDGs, using examples from shop activities, as part of crew brand training.

### 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.





## Promoting Awareness of the SDGs

### External Messaging and Dissemination of Initiatives

SoftBank Corp. proactively disseminates information through a variety of contact points to convey to stakeholders its stance and initiatives with regard to contributing to the achievement of the Sustainable Development Goals (SDGs).

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

#### SDGs Concept Video

SoftBank Corp. has released a concept video concisely explaining its SDGs 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 SoftBank Corp.'s approach to the SDGs and 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 local governments and organizations, universities, elementary and junior high schools, and business partners. 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.

#### "SoftBank Sustainability" Website

The "SoftBank Sustainability" website explains SoftBank Corp.'s stance and initiatives toward the SDGs and sustainability to external stakeholders. We aim to foster a deeper understanding of our efforts by providing information that stakeholders want to know on an ongoing basis.

#### Communicating through SoftBank News and Social Media

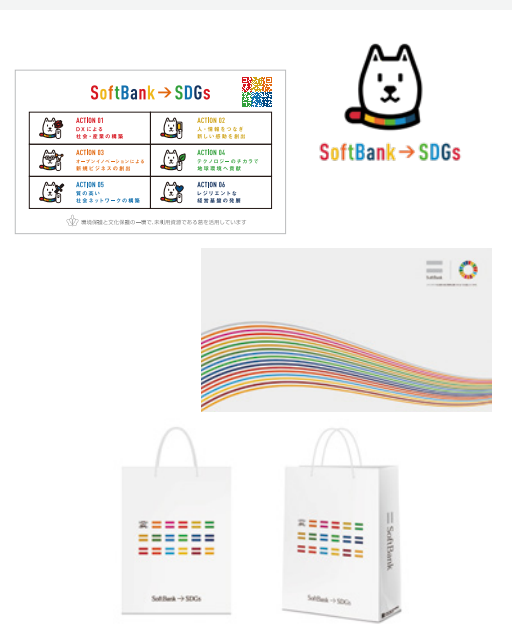
We disseminate information on SoftBank initiatives that contribute to the achievement of the SDGs through our owned media channel SoftBank News, which provides information useful for daily life and the latest information on SoftBank under the theme of "IT × lifestyles," as well as through official SoftBank 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.



#### 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.





# COVID-19 Response

In response to the COVID-19 pandemic, we have undertaken various initiatives and efforts to support our customers, business partners, employees and store crew.

SoftBank Corp. will continue to fulfill its responsibilities during times of emergency as a company at the forefront of the Information Revolution, mainly in the telecommunications business, and make every effort to contribute to ending the pandemic as soon as possible.

## For Customers

### Store Initiatives

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

- (1) Ensure sufficient distance between seats when serving customers
- (2) Sterilization of shared spaces and items used by customers and crew
- (3) Face masks, goggles, disinfectant wipes and disinfectant spray provided for crew
- (4) Use of plexiglass barriers for face-to-face interactions with customers
- (5) Mandatory face masks for crew, thorough hand washing and gargling
- (6) Crew body temperature measurements and health reports every morning
- (7) Body temperature measurement of customers visiting stores using an AI body temperature detection solution and non-contact thermometers
- (8) Crew health screenings via regular PCR testing

### Shop Visits by Appointment

To ease congestion inside shops, customers are asked to make an appointment before visiting one of our shops. This enables smooth customer service and prevents crowding (appointment requirements are waived in the case of product failures or other emergencies).

### Online Services

Most contract-related procedures can be performed from the customer's home through our website, eliminating the need to come into a shop. Procedures available online range from purchasing a smartphone to checking usage fees and contract changes, such as switching plans or optional services.

## Additional Online Informational

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

### Payment Deadline Extensions

For customers who experienced difficulty paying their service usage fees, we granted payment deadline extension requests.

## For Corporate and Government Partners

### "SenseThunder" AI Temperature Detection Solution

"SenseThunder" uses AI to authenticate individuals and measure their temperature. To identify individuals who may have a fever in real time, this contactless system performs measurements within 0.5 seconds, whether or not the user is wearing a mask. The solution supports fever screening and can be used to ensure mask wearing. Companies and local government offices can use this solution to reduce risk of disease transmission, contributing to greater peace of mind.

### Mobile PCR Testing Service

SoftBank Corp. and MONET Technologies Inc. are taking part in the planning, building and operation of mobile PCR testing vehicles developed by SB Coronavirus Inspection Center Corp., a subsidiary of SoftBank Group Corp.

By building a testing system that can flexibly respond to fluctuations in testing demand caused by varying case numbers, we aim to accelerate the normalization of economic activities, including the revitalization of local economies by helping prevent the spread of COVID-19.



## For Employees

### PCR Testing for Safe and Secure Workplaces

In partnership with Healthcare Technologies Corp. and SB Coronavirus Inspection Center Corp., a subsidiary of SoftBank Group Corp., SoftBank Corp. has set up a framework to provide PCR saliva testing to interested departments and employees using the healthcare app HELPO. Through measures such as this, we are providing support to prevent the spread of infection, protecting company employees and their families, as well as business partners.

### Workplace Vaccinations and Special Paid Leave for Side Effects

SoftBank Corp. provides a COVID-19 workplace vaccination program for employees of SoftBank Corp. and its group companies, along with their families, as well as for staff working at SoftBank and Y!mobile shops and call centers, business partners, medical professionals and local residents. The program had administered approximately 240,000 vaccine doses at twelve sites across Japan as of May 31, 2022.

In addition, we grant up to three days of COVID-19 post-inoculation side-effect leave. Employees can use this special paid leave to recover from side effects caused by vaccination, to go with family members for vaccination, or to provide care for family members suffering vaccination side effects.

# 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

To enable SoftBank, Y!mobile and LINEMO customers to gather information and confirm their safety without worrying about fees while traveling in Ukraine, SoftBank Corp. has waived all call and SMS usage fees, as well as Global Roaming Packet Flat Rate fees, for users in Ukraine beginning March 1, 2022. We have also expanded this initiative to waive fees under the Global Anshin Flat Rate plan launched July 13, 2022 (as of July 31, 2022).

Similarly, for customers who need to contact Ukraine, we have waived charges for international calls and SMS from Japan to Ukraine made using certain services, including fixed-line communications, since March 1, 2022 (as of the end of July 2022).

[⇒See covered services \(Japanese\)](#)

## Employee Fundraising

We held an employee fund drive from March 11 to April 30, 2022. The funds donated by employees of SoftBank Corp. were matched by the company, and the combined amount was donated through the Japanese Red Cross Society to fund the support activities of NPOs in affected areas.

## Ukraine Relief Fundraising Project

From March 4 to 31, 2022, SoftBank Corp. carried out the Ukraine Relief Fundraising Project. The funds donated through this project were donated through the Japanese Red Cross Society to support the humanitarian efforts in Ukraine carried out by the International Committee of the Red Cross, the International Federation of Red Cross and Red Crescent Societies, and national Red Cross societies, as well as to support overseas relief efforts, including those in neighboring countries accepting Ukrainian refugees.

## Smartphones Loaned to Ukrainian Refugees Free of Charge

SoftBank Corp. is loaning smartphones to refugees from Ukraine free of charge. We began loans of approximately 210 phones on April 5, 2022, waiving all fees, including domestic and international calls and data usage.

In response to subsequent growth in demand across Japan, since May 31, 2022, in collaboration with SoftBank Group Corp., we have been loaning out around 2,000 smartphones to Ukrainian refugees free of charge. The phones lent out are pre-installed with AI translation and interpretation apps to facilitate their use as communication tools and make daily life more convenient for the refugees.

## Ukrainian Refugee Support Portal Site

Z Holdings Corporation has set up a portal site offering information about the initiatives of Z Holdings Group companies and the latest news from Ukraine, as well as a page with information in Ukrainian on support contacts for Ukrainian refugees.



# 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, artificial intelligence (AI), IoT,<sup>1</sup> RPA<sup>2</sup> and big data. 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 field of food, 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
- Reduce economic disparities between regions

## SDGs Value Creation

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

## 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
- Declines 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 vision, "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 aging issues and regional revitalization

## KPIs

- (1) • Revenue from business solutions and others: 10% CAGR<sup>1</sup>
- (2) • Projects undertaken through co-creation with customers: 24 projects in progress
  - Create at least one example of social implementation in each of the seven business areas<sup>2</sup>
- (3) • Initiatives to address the material issues in partnership with local governments: More than 75

1. CAGR: Compound annual growth rate

2. Seven business areas: retail/distribution, logistics, insurance/finance, social infrastructure, healthcare, super cities/smart cities, and other industries

## 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.)



## Building Society and Industry through Digital Transformation (DX)

### Key Person Interview



**Yasuyuki Imai**

Representative Director & COO

#### ■ Social Implementation of Digital Technologies

Today, innovation using cutting-edge technologies is advancing in countries and regions around the world, but lagging in Japan. I believe this is because many Japanese companies are more concerned with maintaining the status quo than innovation. In order to break out of this rut, corporate management must seriously discuss how to make their companies into constant innovators. SoftBank Corp. is no exception. The key is to create mechanisms that can continuously create new businesses. We must then combine these with our business scale as a large corporation. Finally, we must not fall prey to the tendency of big companies to fear

change and risk, always putting the safety of the company first. I believe that by doing these three things, we can become a constant innovator. Putting these principles into practice, SoftBank Corp. aims to solve a wide range of social issues by leveraging technology to innovate across all industries. We have already begun initiatives to implement digital technologies in society.

#### ■ Corporate DX and Social DX

To implement digital technologies in society, SoftBank Corp. is advancing both corporate DX and social DX. In corporate DX, we are focusing on problem-solving based on data utilization. We are strengthening sales of consulting services that analyze diverse data, both corporate and external, to identify issues and propose solutions. In addition, we are actively developing human capital and collaborating with partner companies to strengthen our ability to make proposals. In terms of data utilization, our greatest strengths are that Yahoo! JAPAN and LINE—which have a tremendous number of customer touchpoints—are part of the SoftBank Corp. group, and that we have a solid customer base cultivated through our mobile business. We expect to be able to use these customer touchpoints not only to support the formulation of digital marketing business strategies by analyzing market needs, but also to rapidly spread the use of new services that companies create.

Looking at social DX, we have begun initiatives to address various issues facing Japan, such as depopulation

in rural areas and labor shortages due to the low birthrate and aging population. In order to compensate for the decline in the labor force with digital technology, we are advancing the public-private co-creation of a data linkage platform that links and utilizes a wide range of data. 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.

#### ■ Promoting Collective Impact

No one company can drive innovation and DX alone. That is why the idea of “collective impact” is key. Collective impact is an approach to solving problems in which multiple units, including companies, municipalities, universities, national governments, foundations and NPOs, work together to create solutions to shared challenges. As a way of harnessing the power of partnership and individual initiative to solve problems, this approach is in line with the idea behind the SDGs of working in partnership to build a sustainable world. SoftBank Corp., as one company actively promoting collective impact, aims to help solve a wide variety of social issues.

# Building Society and Industry through Digital Transformation (DX)

SDGs Value Creation 1

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

By utilizing such technologies as 5G, big data, 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

The global trend toward digitization, which was boosted by the spread of COVID-19, is expected to accelerate even further across all industries. 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 a centralized network, security and data center services so that companies can freely utilize a variety of public clouds, including Google Cloud and Microsoft Azure. In addition, SoftBank Corp. provides consulting, implementation support, and

managed service provider (MSP) services fully supported by experienced cloud specialist SEs, offering comprehensive support from implementation to operation. In recognition of these proposal and technical capabilities, SoftBank Corp. obtained two Microsoft Azure partner certifications, Microsoft Azure Expert MSP and Microsoft Azure Networking MSP, in February 2020, becoming the first company in Japan to win two certifications. SoftBank Corp. employees are continuously updating their skills, with some having earned Google Cloud Partner Certification and others having earned all 11 Amazon Web Service certifications.

In Japan today, small and medium-sized enterprises account for approximately 60% of the country's GDP. Among the numerous small and medium-sized enterprises, many are












excellent manufacturers. Yet, it is not uncommon to find that they have not digitized their supply chains, that their operations are not automated, and that their primary means of communication is telephone or fax. To support enterprises facing such digitization challenges, SoftBank Corp. proposes solutions such as smartphones and cloud computing to help them go paperless, improve communication efficiency, streamline operations, and reduce costs.

In particular, SoftBank Corp. is strengthening support for these companies to comply with laws and regulations, as there are upcoming legal changes that companies will need to deal with from 2022 to 2024. For example, we provide a set that includes LINE WORKS, smartphones and 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 also provide 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.\*

In the future, 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

 <div style="display: flex; justify-content: space-around; margin-top: 10px;"> <div style="text-align: center;">  <p>Gold Microsoft Partner</p> </div> <div style="text-align: center;">  <p>Azure Expert MSP<sup>1</sup></p> </div> </div> <div style="text-align: center; margin-top: 10px;">  </div> <div style="text-align: center; margin-top: 10px; background-color: #e6f2ff; padding: 5px;"> <p>Top rank in partner certification program</p> </div> <div style="text-align: center; margin-top: 10px;"> <p>Microsoft Azure Networking MSP<sup>1</sup></p> </div> <div style="text-align: center; margin-top: 10px; background-color: #e6f2ff; padding: 5px;"> <p>Certification program for network services</p> </div>	 <div style="display: flex; justify-content: space-around; margin-top: 10px;"> <div style="text-align: center;">  <p>Google Cloud Partner</p> </div> <div style="text-align: center;">  <p>Google Cloud Premier Partner<sup>2</sup></p> </div> </div> <div style="text-align: center; margin-top: 10px; background-color: #e6f2ff; padding: 5px;"> <p>Top partner with outstanding experience and skills</p> </div> <div style="text-align: center; margin-top: 10px;">  <p>2021 Sales Partner of the Year - Japan</p> </div> <div style="text-align: center; margin-top: 10px; background-color: #e6f2ff; padding: 5px;"> <p>Partner with excellent sales performance</p> </div>	 <div style="text-align: center; margin-top: 10px;">  <p>2022 APN ALL AWS Certifications Engineer</p> </div> <div style="text-align: center; margin-top: 10px; background-color: #fff9c4; padding: 5px;"> <p>SoftBank Corp. has employees with all 11 AWS certifications</p> </div> <div style="text-align: center; margin-top: 10px;">  <p>AWS APN Advanced Tier Service Partner</p> </div> <div style="text-align: center; margin-top: 10px; background-color: #fff9c4; padding: 5px;"> <p>Partner with excellent sales performance</p> </div>
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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.

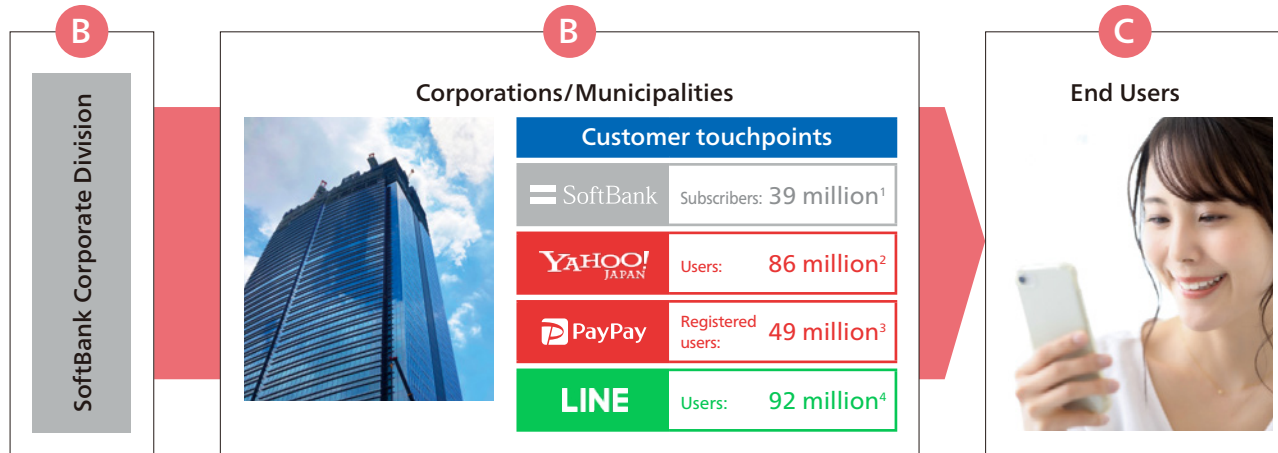


# Building Society and Industry through Digital Transformation (DX)

SDGs Value Creation 1

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

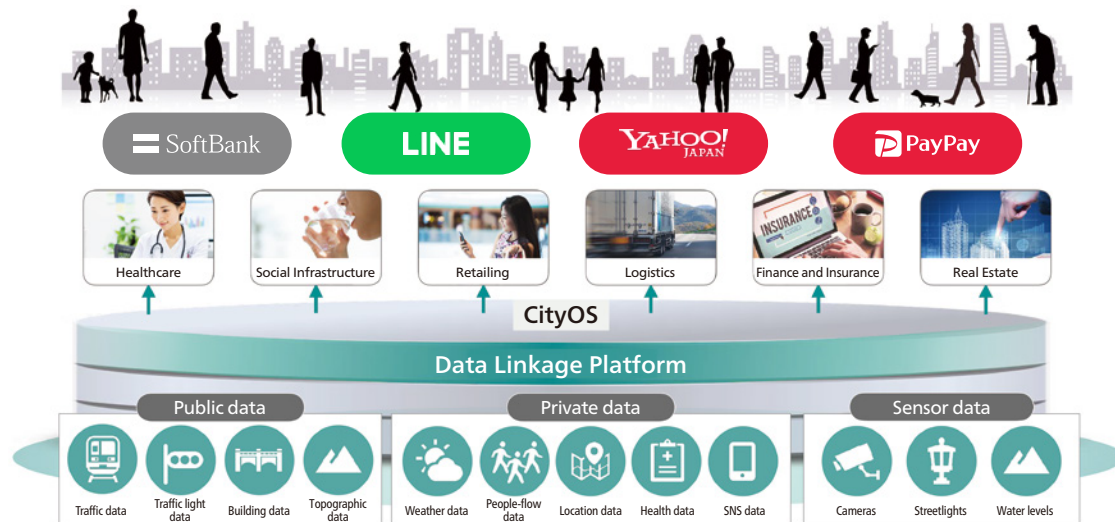
### Promote Corporate and Social DX through Digitization Support



1. Cumulative main subscribers for smartphones, feature phones, tablets, mobile data communication devices, Wireless Home Phone, etc.  
 2. Yahoo! JAPAN: Nielsen "TOPS OF 2021: DIGITAL IN JAPAN Top 10 Total Digital Reach in Japan" average monthly number of users from January to October 2021. Does not include overlap between smartphone and computer users.  
 3. PayPay: Cumulative number of registered users as of July 2022  
 4. LINE: Number of monthly users as of March 31, 2022

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)

SDGs Value Creation 1

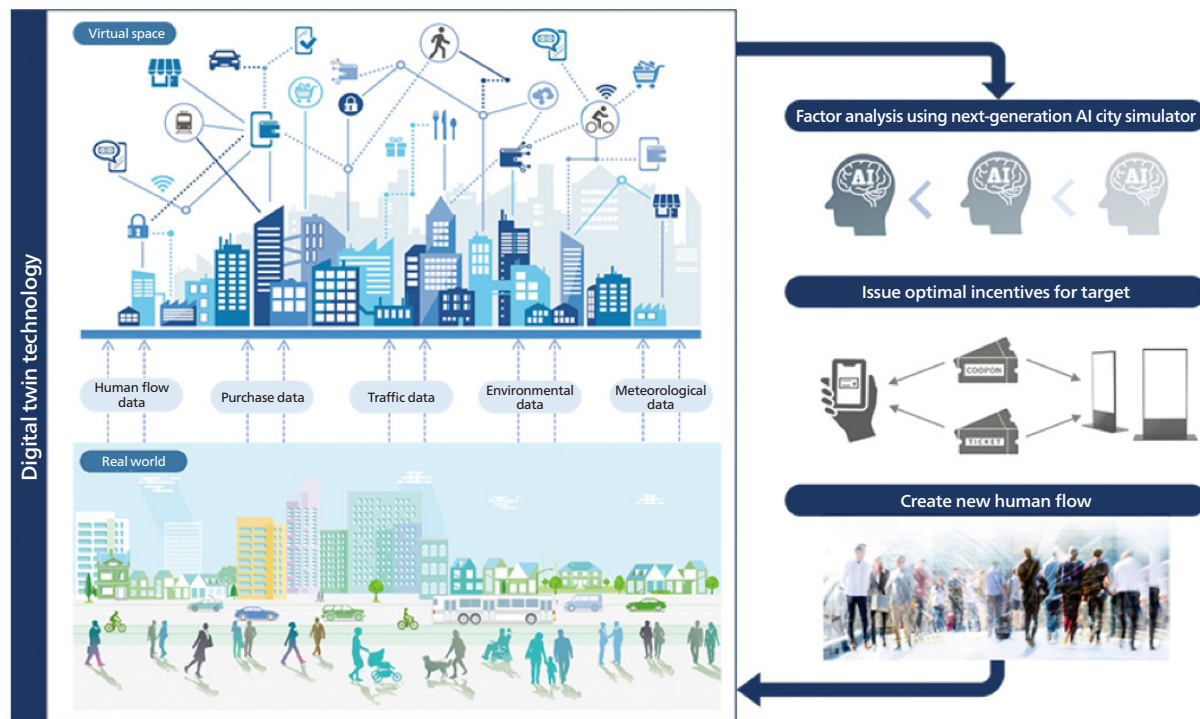
## Expand and Enhance the Efficiency of the Industrial Base through Cutting-edge Technologies

### Promote Corporate and Social DX through Digitization Support

One of the leading examples of smart cities is the Beyond AI Joint Project initiative by the University of Tokyo and SoftBank Corp. The Beyond AI Joint Project has begun research on a next-generation AI urban simulator for Ebina Station on the Odakyu Line and surrounding facilities, implementing 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 actually notify visitors'

smartphone apps of various information, issue coupons and display information on digital signage in facilities, and we will develop and implement technologies for society related to both easing congestion and promoting purchasing, optimizing traffic and guiding evacuation in the event of a disaster by encouraging people to change their behavior.

SoftBank Corp. will continue to contribute to society by playing a role in realizing a safe and secure society through the promotion of DX, including the use of digital data for disaster prevention, and we will strive to make Japan a leading DX country.



#### SoftBank Corp. Chosen as a DX Stock for the 2nd Consecutive Year by METI and TSE

SoftBank Corp. was selected as a Digital Transformation (DX) Stock 2022 by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange in recognition of its development of new businesses in a wide range of fields using technology and its efforts with partner companies to solve social issues.



#### SoftBank Corp. Wins Two CEATEC AWARD 2021 Category Awards

CEATEC is one of the largest international IT and electronics trade shows in Asia. In the show's CEATEC AWARD 2021, SoftBank Corp. won awards in the Solutions Category and the Super City/Smart City Category for its non-terrestrial network (NTN) next-generation communications solutions and Smart City Platform for accelerating smart city initiatives, respectively.



#### SoftBank Corp. Becomes the First Japanese Company to Receive the CompTIA Certified Team Award

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.



## Building Society and Industry through Digital Transformation (DX)

### SDGs 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

Efforts are underway to make use of 5G's high-speed, high-capacity, low latency, and multiple connections features at construction sites. 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. Various tools such as drones will be utilized to acquire images and point cloud data, and methods of data acquisition and confirmation that do not rely on human labor will be 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 Report 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<sup>1</sup> technology, to jointly develop a new service called VR Remote Support.

VR Remote Support offers Training Mode, for creating and sharing VR<sup>1</sup> 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<sup>2</sup> 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.<sup>3</sup>

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)

SDGs Value Creation 1

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

### DX Support Initiatives

#### Drone Service “SoraSolution” Solving Social Issues from the Sky

Aging infrastructure is a serious problem facing Japan. The inspection of such infrastructure as steel towers, bridges and walls of large buildings to confirm safety and security is often dangerous due to elevated heights. The use of drones can improve the efficiency of inspection work using aerial photography and replace human workers in elevated locations that are difficult to reach in person. SoftBank provides SoraSolution, a service that enables anyone to easily use drones.



#### Differentiation through Safety, Efficiency and Comprehensive Packages

SoftBank Corp.’s drones offer three advantages. First, they enable work to be performed safely. Using drones can thus help improve work environments. Second, they offer work efficiency improvement through cloud-based management. By realizing seamless data processing, our systems help improve work efficiency. Third, we offer comprehensive packages. We handle everything from pre-implementation support to drone preparation, flight permit applications, automated AI analysis of acquired data and report management on a one-stop basis.

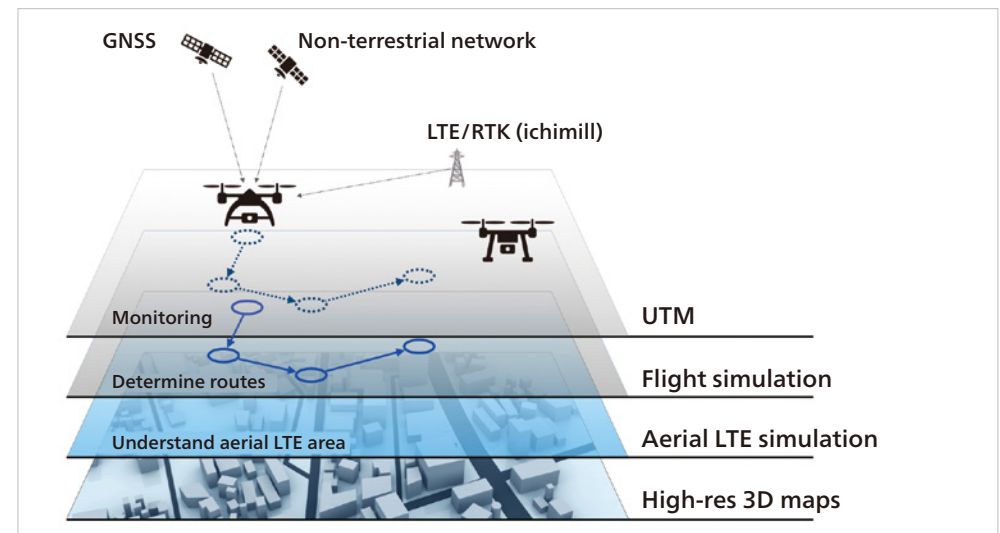
SoftBank Corp. also offers the ichimill high-precision positioning service. Used with our drones, this service enables high-precision automated flying. By identifying locations at the centimeter level, ichimill provides greater precision in gathering information on irregularities and fixed-point observations.

#### Enabling Safe, Secure Drone Operations with Longer Flight Times and Ranges

Going forward, loosening regulations are expected to make possible automated drone flights out of visual range with no human operator (Level 4 autonomy) in populated areas. With this, the use of drones will expand to a wider range of areas and applications.

This expansion will require a number of elements, including high-precision 3D maps, simulations of the aerial LTE environment and flight routes based on these maps, as well as unmanned aircraft system traffic management (UTM) systems for controlling the flights of multiple drones.

SoftBank Corp. is proactively advancing demonstration testing of drone delivery and other drone applications. Working toward Level 4 autonomy, going forward we will build an operational platform for the safe and secure operation of multiple drones with longer flight times and ranges and roll out services using this technology through SoraSolution.



# Building Society and Industry through Digital Transformation (DX)

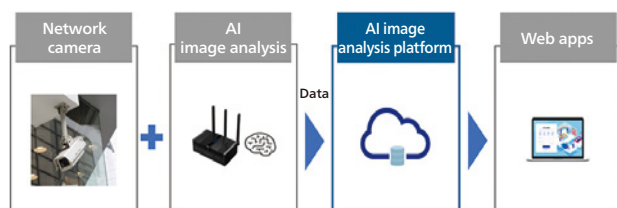
SDGs Value Creation 1

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

### DX Support Initiatives

#### DX Support Initiatives STAION, an AI Video Analysis Platform Utilizing Camera Footage for a Variety of Applications

In FY2021, we launched the STAION Partner Program to promote service development and co-creation among partner companies based on STAION. STAION is an AI video analysis platform that utilizes footage analyzed by AI for a variety of purposes, including automation and streamlining of operations, productivity and safety improvement, marketing, population flow analysis, monitoring and crime prevention. These AI video analysis features can support a wide range of business and services in a wide range of industries.

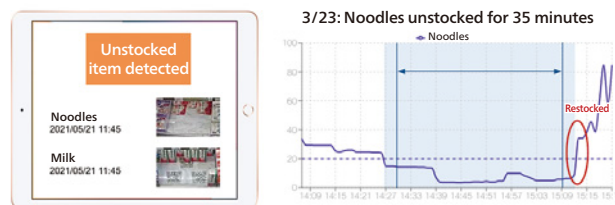


STAION concept

#### Next-generation Experimental Supermarket Opens with AI to Improve Customer Satisfaction

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 improves customer satisfaction by utilizing AI and other technologies. Through this endeavor, we aim to contribute to solving the retail industry's labor shortage issues and create new shopping experiences, and to promote DX in the industry by leveraging the solutions and initiatives to be pilot tested.

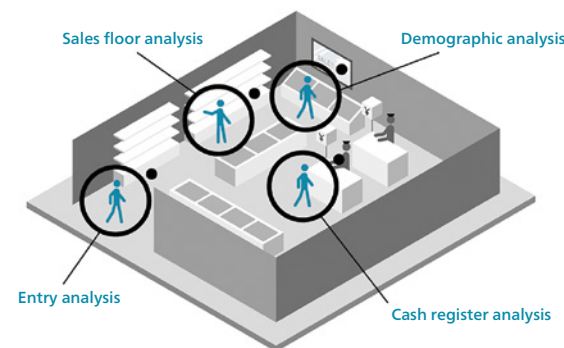
A variety of AI-based initiatives are being trialed at the pilot store. The first is automatic detection of out-of-stock items using AI cameras. This makes it possible for staff to replenish products at the optimum time, allowing customers to enjoy a smooth shopping experience.



AI cameras automatically detect out-of-stock items

The second is the unique carts that suggest recommended products and recipes based on the products selected by the customer. Each cart is equipped with a dedicated tablet and bar code reader. When customers scan item bar codes, the tablet displays AI recommendations for recipes and other items that make a good match.

The third is the use of AI to predict the number of people waiting at the cash register. Based on images from in-store cameras, AI analyzes the number of people entering the store, the number of people waiting at the cash register, and the time it takes to complete check out. The system is able to predict the number of people waiting to check out, enabling it to help determine the number of cash registers that should be in operation, as well as staffing levels for each day of the week and time of day, thereby reducing customer wait times. Other initiatives include in-store analysis of customer traffic flow, distribution of information via signage and analysis of the demographics of the viewers of such information.



#### Future Technology for Medical and Nursing Care Facilities

In the future, we plan to expand services utilizing STAION beyond the retail industry. For medical and nursing care facilities, we will provide a service that detects when someone falls to automatically alert staff, with the aim of reducing rounds. Other services that can be used in factories, train stations and airports will be developed in the future.

Under the "Beyond Carrier" strategy, SoftBank Corp. is focusing on providing innovative services in a wide range of industries and co-creating DX initiatives with other companies, going beyond the boundaries of a traditional telecommunications carrier. Through the construction of the STAION platform, we will provide a one-stop shop for the environment and devices necessary for camera image analysis, as well as a wide variety of services that utilize the analysis results, thereby contributing to solving problems and expanding business value in all industries.



# Building Society and Industry through Digital Transformation (DX)

## SDGs Value Creation 2 Create New Industries through DX

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

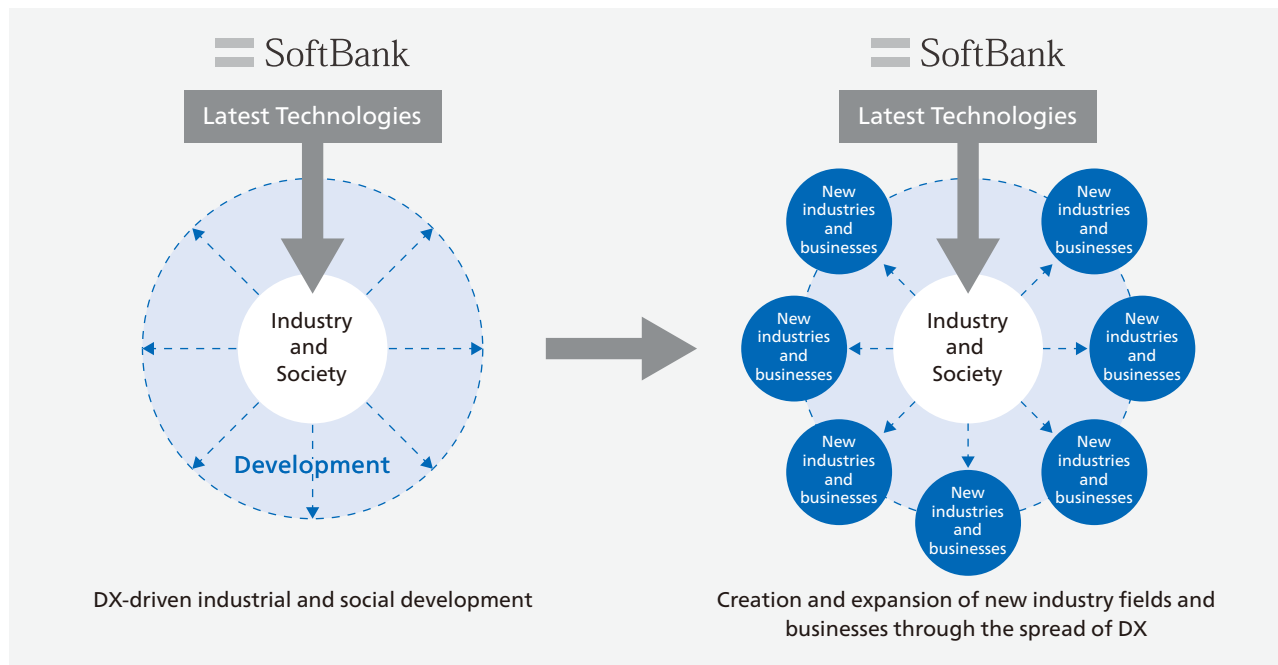
### Approach

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.

SoftBank Corp. aims to implement 24 projects in FY2022. Mainly through the 19 projects currently in progress, 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.



19 Projects for Advancing DX	
Logistics	4
Infrastructure	2
Retail/distribution	4
Real estate/construction	4
Healthcare	1
Health insurance/finance	2
Other industries	2

Note: As of the end of FY2021.



# Building Society and Industry through Digital Transformation (DX)

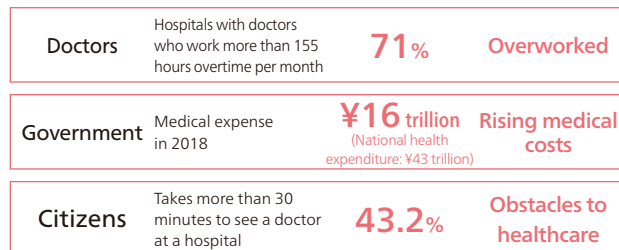
SDGs Value Creation 2

## Create New Industries through DX

### Medical Care/Healthcare

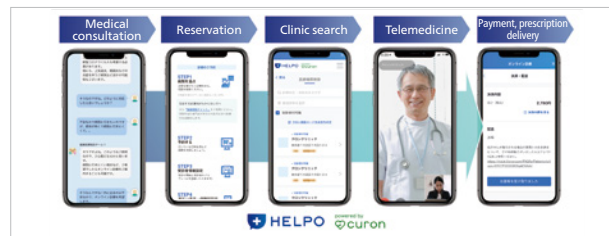
#### HELPO—Promoting Healthcare DX

Medical institutions in Japan are said to currently be facing a crisis in their ability to maintain medical services due to various problems including overworked physicians. Medical costs are increasing as the population ages, and there are concerns about the limits of the universal health insurance system and other issues. A multifaceted approach is needed to resolve these issues, including a review of this system. One important measure is to prevent risks that lead to major illnesses in the presymptomatic stage, thereby halting the progression of a health condition into a full-blown disease.



Healthcare Technologies Corp., a SoftBank Corp. subsidiary, has created the HELPO healthcare app to reduce the burden on the Japanese medical field and improve the health of each individual by promoting new business in the healthcare area, thereby ensuring that Japan's unique and respected 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

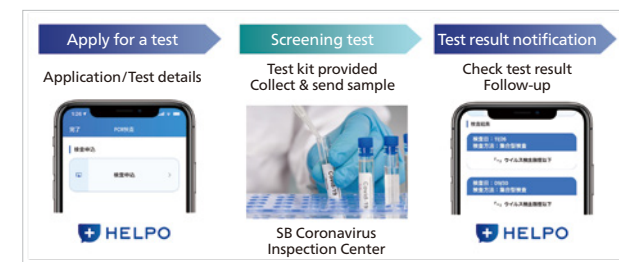
department. If treatment with over-the-counter drugs is appropriate, the app will provide information on the suitable medicine available on HELPO Mall, an e-commerce website for over-the-counter drugs. In addition to over-the-counter drugs, HELPO Mall allows users to purchase a wide variety of products such as health foods, cosmetics and daily necessities from partners of the company. Sale and delivery of products from HELPO Mall is also simplified by the app, which collaborates with partner corporations such as drug stores. Store staff of partner corporations can utilize the provided HELPICK app, which facilitates shipping operations and reduces the burden on store staff in making deliveries. Moreover, based on health checkup results, HELPO Remote Specific Health Guidance\* advises eligible users on how to prevent metabolic syndrome and improve lifestyle habits such as diet, sleep, and exercise. In June 2021, telemedicine functions were added to HELPO in collaboration with MICIN Inc. and its "curon" online medical service. This newly added functionality allows HELPO to offer a full range of healthcare services, from health and medical consultations to online medical care. SoftBank Corp. will continue to expand HELPO's functions through co-creation with partner companies to promote healthcare DX in Japan.



\* Developed based on MIRAMED, a behavior modification application to reduce the risk of metabolic syndrome and related diseases developed by the Self-Managing Healthy Society program of the University of Tokyo Center of Innovation (COI). The University of Tokyo COI is an industry-academia collaborative program led by the Ministry of Education, Culture, Sports, Science and Technology and the Japan Science and Technology Agency.

#### Saliva PCR Test Services through HELPO

In cooperation with SB Coronavirus Inspection Center Corp. (a SoftBank Group company), Healthcare Technologies is entrusted with PCR testing operations in corporations and local governments, and the company also provides the HELPO PCR testing packages for individuals. These efforts are aimed at enabling even more people to easily undergo inexpensive PCR tests in order to fight the spread of COVID-19. Using HELPO saliva-based PCR tests makes the whole process easy, from making the reservation to confirming the results. Through the HELPO app, users can easily confirm information from the reservation to the sample collection method. This enables users to collect samples, send those samples to the inspection center via the appropriate method, and undergo testing. Finally, users can check their test results on the app at a later date.



#### Supporting Workplace Vaccinations at Corporations

Healthcare Technologies has provided the HELPO Vaccination Support Option supporting workplace vaccination at corporations. By using this option, staff in charge of workplace vaccination can perform processes such as accepting vaccination reservations, conducting pre-examinations online and managing vaccination information. Furthermore, traceability can be achieved through just a few steps, with low man-hours.

# Building Society and Industry through Digital Transformation (DX)

SDGs 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 Mitsui & Co., Ltd. established the Healthcare AI Platform Collaborative Innovation Partnership (HAIP) on April 1, 2021, based on the Technology Research Association Law and with the approval of the Minister of Health, Labour and Welfare and the Minister of Economy, Trade and Industry.

HAIP is a Collaborative Innovation Partnership (CIP), a non-profit mutual benefit corporation established with the approval of the qualified minister in accordance with the Technology Research Association Law, with the aim of overcoming problems that cannot be solved by a single organization and promoting commercialization of technologies through test research in collaboration among multiple companies, universities, independent administrative agencies, etc. The newly established HAIP will conduct research and development on fundamental technologies common to the industry that will contribute to the spread and development of healthcare AI services. In addition, since CIPs can be reorganized into joint-stock companies based on the results of their research, HAIP will take steps to transition to a joint-stock company in the future, with the aim of commercializing the research results and implementing them in society.

#### Providing Consistent, Advanced Medical Services Across Japan

HAIP was established because the increasing sophistication and fragmentation of medical care has placed excess burden on the medical field, requiring more time than ever before to acquire knowledge and skills. HAIP is working to reduce this burden by researching and developing AI and IoT to provide advanced medical services in a consistent manner nationwide and to streamline medical treatment.

The development of medical AI services will provide a variety of assistance to tasks previously only done by people working in the medical field. For example, it can provide assistance in diagnostic imaging, genomic diagnosis, differential diagnosis, and deciding treatment courses, and it can assist in consultation and nursing records by converting the physician's spoken words to the patient into text. By aiming to develop the service in a user-friendly and accessible form that can be easily introduced at rural clinics and other facilities, we hope to encourage widespread use of medical AI services and help eliminate disparities in medical care.

#### R&D Results Released for Public Use

HAIP aims to establish an environment in which both medical institutions and private health checkup centers, as well as

insurance companies, can utilize medical AI services easily and safely. HAIP will encourage the research and development of innovative medical AI services quickly and economically through the development of industry-wide basic technology. The results of HAIP's research and development will be released to the public domain for anyone to utilize, contributing to the further diffusion and development of medical AI services. In addition to ensuring the quality of medical care and reducing the burden on medical professionals, we aim to help realize Society 5.0 in the medical field.

Note: HAIP's activities will be carried out in collaboration with other SIP participating organizations under the SIP "System for Advanced Diagnosis and Treatment by AI Hospitals" to promote research and development with a view to future social implementation.

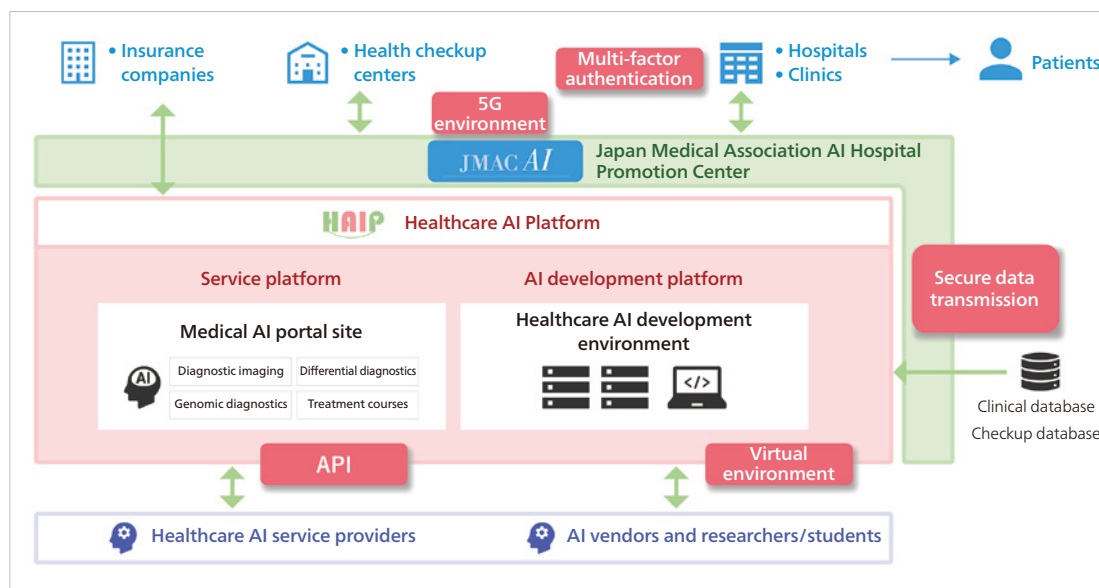


Diagram of the healthcare AI platform

# Building Society and Industry through Digital Transformation (DX)

SDGs 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

Food loss is an important problem in society. Compared to other industries, the food industry has not invested much in IT and relies heavily on human resources and analog operations, leading to 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<sup>1</sup> and weather data.

Utilizing Sakimiru helps resolve issues such 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, helping eliminate dependence on individual’s skills and reduce expenses. In addition, sales promotions can be conducted at

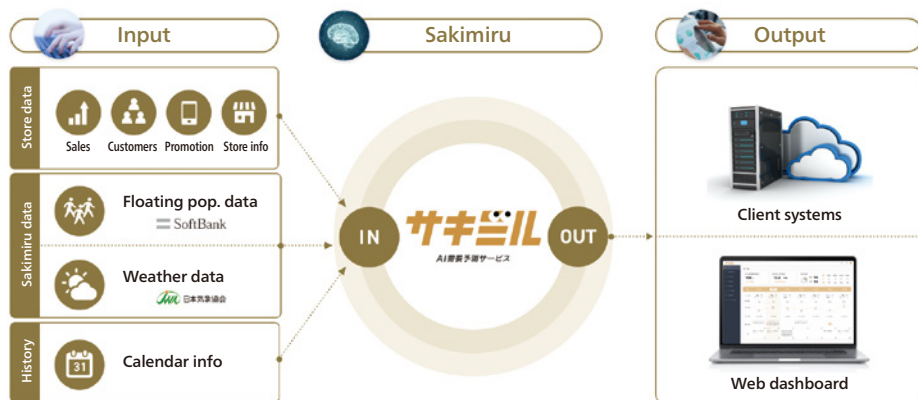
optimum times, based on the number of visitors, which contributes to improved sales and operational efficiency.

Sakimiru’s unique feature is that it can 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, weather and other data held by the Japan Weather Association, while population flow data will be derived from SoftBank Corp.’s base stations, which have access to tens of millions of mobile phone locations, which is 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.

##### Achieved 93% Prediction Accuracy in Trials Helps Reduce Lost and Wasted Products

Prior to the launch of Sakimiru, trials were conducted at drug stores and supermarkets in cooperation with owner Valor Holdings Co., Ltd. As a result, we obtained data showing a customer traffic prediction accuracy of approximately 93%,<sup>2</sup> and this improved forecasting accuracy helped reduce shortages and waste from daily deliveries and perishable products. Valor Holdings plans to gradually introduce Sakimiru to all 1,200 stores in the future, and to use the forecast number of customers visiting stores for inventory ordering operations. In January 2022, Sakimiru will begin providing other stores with the ability to forecast the number of customers visiting their stores, and in the future, functions such as product demand forecasting, inventory ordering and work shift creation will be added to the system. In general, detailed customization to improve accuracy tends to increase costs, but Sakimiru provides a low-cost, high-precision service to help solve issues in the retail and restaurant industries from multiple perspectives.

1. The data used for Sakimiru is from SoftBank Corp.’s National Movement Statistics. Population flow data is provided by utilizing statistically processed data that is anonymized so that individuals cannot be identified.  
 2. Average forecast accuracy is calculated using the “1-MAPE” (mean absolute percentage error). Calculated based on the results of preliminary verification conducted by Chubu Yakuhin Co., Ltd. and not all companies will have the same accuracy.  
 Trial period: March 2021 at ten eligible stores



# Building Society and Industry through Digital Transformation (DX)

SDGs Value Creation 2

## Create New Industries through DX

### Infrastructure

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

Water is part of the essential infrastructure for daily life. However, Japan now faces the issue of increased maintenance costs due to the aging of water supply infrastructure. Furthermore, water shortages have become a serious problem throughout the world.

Aging facilities

Only 30% of pipelines are earthquake-proof

Maintenance cost



Loss-making operations



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 circulation system and SoftBank's knowledge in communications technology and social infrastructure construction, we aim to introduce a decentralized water supply system that is independent of water service in Japan.

Based on its purpose of "taking on the challenge of solving water problems," WOTA has developed and implemented

technology in society. One example is the autonomous decentralized water circulation system WOTA BOX, which utilizes water circulation technology to enable many people to use water for bathing and other purposes even when there is a limited amount of water due to a disaster disrupting water or sewer services. Another example is the handwashing machine WOSH. Utilizing water circulation technology, WOSH can even be installed in locations without water supply. WOSH is designed to be effective for public hygiene measures throughout an entire city, and WOTA has been working to implement this in society.

Furthermore, WOTA aims to solve water supply infrastructure issues with its core technologies, 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 regeneration treatment process based on the data, achieving a water regeneration rate of over 98%. In addition, as sensor measurement data is accumulated as learning data, the optimal water treatment algorithm is constantly evolving, leading to more efficient water treatment.

WOTA has received high praise for its innovative ideas for solving water problems, including the Earthshot Prize in

December 2021. This environmental award was established by Prince William, Duke of Cambridge and the Royal Foundation to solve global environmental challenges. With the Government of Antigua and Barbuda, WOTA initiated a study in March 2022 of using WOTA's technology to address water needs. The two parties will work together to solve water problems and achieve sustainable development in Antigua and Barbuda using WOTA's technology.

Going forward, SoftBank Corp. and WOTA will continue to promote sales alliances and construct a system for promoting social implementation of a new public health infrastructure. Through decentralized water supply systems using cutting-edge technology, we will develop a sustainable next-generation water infrastructure, and work to solve water problems in Japan and around the world.

#### e-kakashi IoT Sensors Support Smart Agriculture

SoftBank Corp.'s e-kakashi system uses IoT sensors to analyze environmental data collected from indoor and outdoor farm fields with AI that incorporates knowledge from plant science to suggest optimal cultivation methods. This IoT solution has been used in Japan and overseas to provide farmers with multifaceted support.

Recently, there is an urgent need to utilize technology and data to improve the efficiency of farming operations, increase yield and quality, and pass on skills. To encourage more farmers to use e-kakashi, this service was renewed in October 2021. The price range has become more accessible, with expanded specifications and functions. We are working to promote the product not only to farmers, but also to researchers as well as for food manufacturers, seed and seedling growers, and livestock breeders.

#### 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



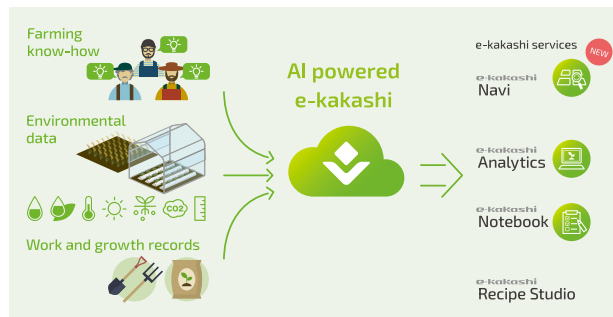
# Building Society and Industry through Digital Transformation (DX)

SDGs Value Creation 2

## Create New Industries through DX

### Infrastructure

e-kakashi is also used for environmental conservation. To understand actual CO<sub>2</sub> absorption amounts in green spaces for companies and facilities, SoftBank Corp. has developed a system to estimate the amount by combining weather data and environmental data collected from sensors with a proprietary algorithm, and trials are being conducted. In rice paddies, which release large amounts of methane, a greenhouse gas, we are conducting research on scientifically based water management with the aim of curbing methane production and realizing effective and optimal use of water resources.



SoftBank Corp. will continue to aim for value creation by providing a variety of data on cultivation technology and the results of its analysis as solutions, and continue R&D to make e-kakashi an agricultural information platform that facilitates various transactions related to agriculture and provides new value.

### Logistics

#### MeeTruck DX Solution for the Logistics Industry

The logistics industry in Japan is currently facing a variety of challenges, including a shortage of drivers and an increase in labor hours amid increasing small-lot deliveries accompanying the explosive growth of e-commerce.

In the logistics industry, where labor shortages are becoming more serious, there is a need to solve the industry's problems by digitizing paper, telephone, fax and other less efficient modes. Systems need to be developed that enable appropriate vehicle dispatch management via apps. SoftBank Corp. established MeeTruck K. K. jointly with Nippon Express Co., Ltd. to support the digitization of the logistics industry. MeeTruck advances digital transformation in the logistics industry by providing cloud-based business support services for logistics companies that move freight by truck. The web application makes it easy for anyone in real time to register orders for shipping operations, allocate trucks and create work schedules on a web application, regardless of location or time.



Truck dispatch support service screen

It also provides a restricted time management function that makes time management easier to understand visually to prevent overworked drivers. Moreover, a performance inquiry function automatically tabulates sales by driver, vehicle and shipper based on freight rates and other data registered on the app, which displays these on a monthly basis.

In addition, MeeTruck provides a service for logistics operators and shippers that matches transportation needs with information on available vehicles using a chat and notification function on a smartphone application, and also provides insurance to cover liability for transportation companies. By creating new value through the use of technology, MeeTruck will contribute to the sustainable development of the logistics industry by providing fundamental services for the industry.



Cargo search screen



Truck search screen



# Building Society and Industry through Digital Transformation (DX)

SDGs Value Creation 2

## Create New Industries through DX

### Smart Cities

The rapid concentration of populations in cities is leading to a variety of problems, such as increased traffic congestion and air pollution, rising crime rates and environmental degradation. To address these, the smart city is attracting growing interest around the world as a new concept for urban environments. Today, Japan is facing severely graying demographics and a serious decline in its working population. The realization of smart cities is 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.

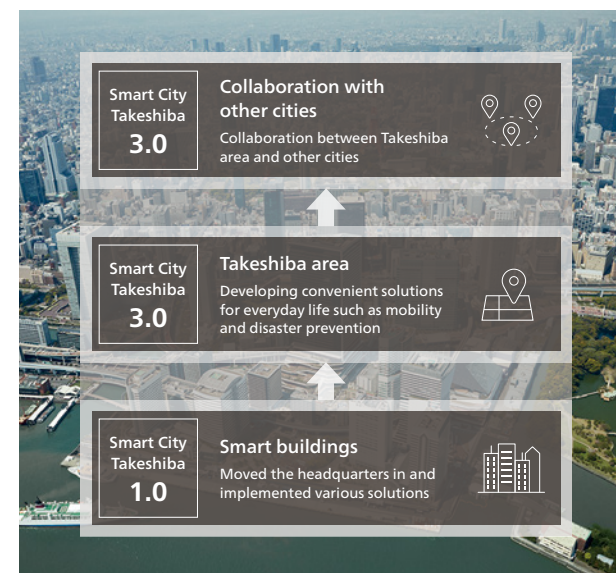
We will advance smart cities through co-creation powered by IoT, ICT and DX solutions to realize sustainable cities and regions that aim for overall optimization to promote the well-being of their inhabitants.

### 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.



Going forward, as Phase 2, we will further expand the linkage of this information and link it to data from the city blocks surrounding Takeshiba Office Tower. For example, we will use information on river water levels obtained from sensors and information on population flow and congestion obtained from AI cameras in the city to deliver real-time disaster prevention information in the city that is more accessible, thereby promoting optimal evacuation behavior.



# Building Society and Industry through Digital Transformation (DX)

SDGs Value Creation 2

## Create New Industries through DX

### Smart Cities

#### 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.

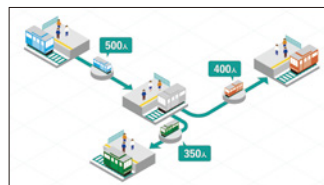
National Movement Statistics is a human flow statistics service that combines the fully anonymized location for tens of millions of devices from SoftBank Corp.'s mobile phone base stations with Pacific Consultants' knowledge and know-how in urban planning, transportation planning and other aspects of 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.

By making data related to the movement of people easily accessible, we support such urban development measures as urban planning and development, disaster countermeasures, plans for opening of commercial facilities, invigoration of tourist spots and the introduction of new mobility services.

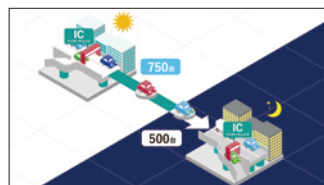
#### Outline of Services Provided



- **Grid square origin-destination (OD) volume**  
Ascertains changes in the movement status of people by method of transportation



- **Transportation facility (OD) volume**  
Ascertains the usage status of trains, including transfers



- **Cross-section traffic volume**  
Ascertains the number of people moving between two adjacent transportation facilities by time period



- **Population currently in area**  
Ascertains the number of people staying in grid squares or other designated areas by time slot

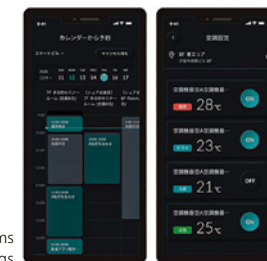
#### Smart Work Solution

Workstyle reforms in recent years, coupled with the rapid expansion of online meeting and other remote work tools brought about by 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 for the expansion of 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.

To address these issues, 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, and at the new headquarters of AEON DELIGHT CO., LTD. in Chiyoda-ku, Tokyo.



In-app screens for reserving meeting rooms and changing air conditioner settings

## Building Society and Industry through Digital Transformation (DX)

SDGs 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. Furthermore, to respond to the requirements of the COVID-19 pandemic, digital transformation is urgently needed to accelerate the response of insurance companies and the industry for remote and efficient business operations.

LeadInX Corp., a SoftBank Corp. subsidiary, advances digitization in the insurance industry through new insurance planning and business matching with insurance companies and insurance agencies, InsurTech services, and marketing support for insurance sales. By providing a highly scalable and flexible system that seamlessly links insurance companies and insurance agents, it enables speedy product deployment and automation of insurance operations 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 end-user needs. Furthermore, instead of insurance companies taking the lead in planning insurance products as in the past, companies with a customer base can proactively combine

planning and sales strategies to provide insurance products that meet the increasingly diverse needs of their customers.

In addition, as end-users' needs for insurance become more diverse, they increasingly want to be able to easily purchase insurance when they need it via their smartphones. LeadInX provides a platform that makes it easy for anyone to purchase insurance, including the ability to complete the entire process digitally, from insurance enrollment to payment of claims, on the product or service purchase screen of an online shopping or travel booking service. The "Corona (COVID-19) Omimai (allowance) (Group General Insurance)" insurance, offered through the PayPay cashless payment app, "PayPay Hoken (One Day Hoken)," was well-received as a timely product, with the number of subscriptions exceeding 200,000 subscribers within one and a half months of service launch on December 16, 2021. In April 2022, SoftBank Corp. will begin offering the industry's first "Heat Stroke Allowance" insurance, which pays an allowance payment in the event of prescribed medical treatment for heat stroke, and other products to further meet needs.

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

#### Co-creation with Partner Corporations

##### Establishment of the SoftBank 5G Consortium

The SoftBank 5G Consortium was established as an organization that debates and reviews specific solutions for themes in each industry and field, and conducts open demonstration experiments. Participants in the consortium include experts and corporations from each field, suppliers who support the 5G era through their products/services (5G communication equipment, cloud, edge computing, IoT devices, etc.), and solution partners. Existing ONE SHIP members also participate in the consortium and we have started recruiting new members to work on the development of 5G solutions for demonstration testing and commercialization, accelerating the social implementation of 5G with our partners.



## Building Society and Industry through Digital Transformation (DX)

SDGs Value Creation 2

### Create New Industries through DX

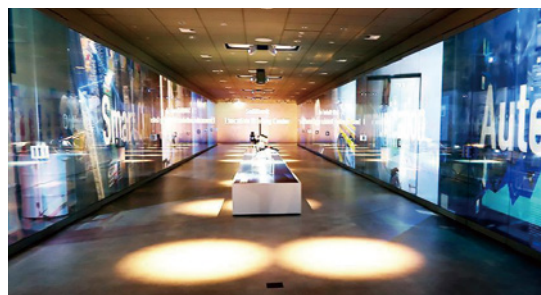
#### Co-creation with Partner Corporations

##### Executive Briefing Center—Working Together with Customers to Define a Path to the Future and Accelerating DX

SoftBank Corp. opened the Executive Briefing Center (EBC) at our headquarters in Takeshiba as a facility for experiencing the latest solutions aimed at accelerating corporate DX initiatives. The EBC is a facility where discussions for customers' business growth are held through the introduction of the latest use cases, related to 5G, AI and IoT, currently being implemented in society. We also offer an Executive Briefing Program (EBP), an experience program tailored to each customer, to help customers realize their ideas and future visions through discussions involving business and department personnel under the facilitation of experts with specialized knowledge. The EBC is updated daily with new technology and information, allowing customers to discover and experience new things whenever they visit.

The EBC surpasses simple exhibitions to show what is actually being provided by SoftBank Corp. and our partner companies while working to achieve DX through innovative service provision in a wide range of industrial fields and through co-creation with other companies. SoftBank Corp. believes that dialogue with customers while experiencing actual products and services is important for working together to create new businesses and solutions. Additionally, we hold discussions in advance with customers scheduled to visit the EBC regarding the content of previous proposals. Based on those discussions, we research industry trends from a variety of information sources, interactions with analysts at the announcement of financial results, and corporate strategies. We then spend a preparation period of approximately one month per company to design a program and co-create with customers.

The EBC conveys the feasibility of a wide range of solutions that goes beyond the communication field to include non-communication fields such as AI, digital twin technology, and solutions (smart cities) for local governments. In this way, we will work together with customers to envision their future.



Area to physically experience solution demonstrations



Up-to-date information input from department managers

##### Building a Demonstration Environment for Manufacturing DX in Osaka

SoftBank Corp. and i-RooBO Network Forum, a consortium of robotics and technology-related companies, are building a demonstration environment in the Asia Pacific Trade Center (ATC) commercial complex in Osaka City to support DX in the manufacturing industry by using 5G and IoT to collect and link data from production facilities.

ATC is a facility that houses IATC, a manufacturing site automation support facility operated by iRooBO, and IATC-Lab, an R&D support facility, as well as 5G X LAB OSAKA, a development support base for products and services utilizing 5G, jointly operated by MHI, iRooBO and others. IoT sensors and other devices are installed in production equipment, control devices and collaborative robots for demonstrations at IATC and IATC-Lab, and connected to the cloud (Microsoft Azure) using our 5G and SmartVPN closed network service to create a secure data collection and collaboration system.

By using this demonstration environment, companies developing solutions for the manufacturing and production industries can test their solutions and the effects of implementation, through data accumulation and visualization, in an environment similar to that of actual production facilities. It can also be verified for remote operation using devices that have a secure connection to the cloud. Furthermore, by utilizing 5G X LAB OSAKA's testing environment and business support, we expect to speed up the development and testing of new solutions for the manufacturing industry.



# Building Society and Industry through Digital Transformation (DX)

SDGs Value Creation 3

## Revitalize Local Communities (Regional Revitalization)

Through the utilization of cutting-edge technologies and DX promotion, we will address various social issues and contribute to the realization of regional revitalization, aiming to provide goods and services that meet diverse needs without disparity as envisioned with Society 5.0.

### Collaboration with Local Governments and Organizations

Under our “Beyond Carrier” growth strategy, we are working on regional revitalization to deepen our ties with local governments and communities, and to help solve issues in local communities through ICT.

Regional revitalization is one of the most important strategies of the Japanese government, in response to major challenges facing the country, namely its rapidly shrinking population and severe demographic graying. Various initiatives are being undertaken with the goal of creating autonomous and sustainable communities in every region that make the most of their unique characteristics and maintain 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 from the local level. The government aims to create a new wave of change and narrow the gap between rural and urban areas, and 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 and livelihoods. At the same time, though, they have the potential to help solve various issues facing communities, such as advancing ages and declining birthrate. For example, the fast-tracking of 5G network installation will make it easier to create and grow businesses and industries in various regions, not just metropolitan areas as has been the case, and it could lead to regional revitalization and national resilience, which are indispensable for improving international competitiveness. In addition to 5G, we believe the power of the cutting-edge technologies of SoftBank Corp. and its group companies, such as cashless FinTech, MaaS, AI, IoT and smart cities, will greatly support regional revitalization.

We are pioneering the examination of various issues faced by local governments, taking advanced initiatives, and taking the lead in solving problems with local communities using cutting-edge technology. 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 promotion 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, and to date, we have concluded various partnership agreements with 89\* local governments nationwide.

\*As of July 31, 2022





## Building Society and Industry through Digital Transformation (DX)

SDGs Value Creation 3

### Revitalize Local Communities (Regional Revitalization)

## Collaboration with Local Governments and Organizations

### Partnership Agreements with Local Governments

Note: Agreements concluded after January 1, 2019 (as of the end of July 2022) though some agreements are omitted.

Partner local government	Agreement date	Partnership description
Iizuka City, Fukuoka Prefecture	January 10, 2019	Comprehensive cooperation agreement on education business cooperation
Miyagi Board of Education	January 17, 2019	Comprehensive cooperation agreement education and improvement of local athletics by utilizing ICT
Yokohama City, Kanagawa Prefecture	January 18, 2019	Comprehensive cooperation agreement towards the realization of "SDGs Future City Yokohama"
Ishinomaki City, Miyagi Prefecture Ishinomaki Senshu University	January 25, 2019	Comprehensive cooperation agreement on promotion of education and sports
Gifu City, Gifu Prefecture	February 1, 2019	Comprehensive cooperation agreement on regional revitalization
Kanagawa Prefecture	February 4, 2019	Comprehensive agreement on collaboration and cooperation toward the realization of Society 5.0
Kamakura City, Kanagawa Prefecture	March 4, 2019	Comprehensive agreement on partnership and cooperation across multiple fields
Tochigi Prefecture	March 26, 2019	Comprehensive cooperation agreement concerning the improvement of prefectural services and regional revitalization
Otsu City, Shiga Prefecture	April 15, 2019	Agreement on collaboration and cooperation in promoting smart cities
Obu City, Aichi Prefecture	May 14, 2019	Comprehensive cooperation agreement on sustainable town development
Ofunato City, Iwate Prefecture	May 17, 2019	Entered into an agreement on education business cooperation
Iwate Prefecture	July 5, 2019	Comprehensive cooperation agreement for the purpose of building a peaceful, healthy, and prosperous society for citizens of the prefecture
Sendai University, Kesenuma City, Miyagi Prefecture	July 25, 2019	Cooperative agreement on club activity support projects utilizing ICT, etc.
Chiba City, Chiba Prefecture	August 22, 2019	Comprehensive cooperation agreement on solutions to social issues, regional revitalization, and improvement of civic life
Kameoka City, Kyoto Prefecture	October 30, 2019	Agreement on environment and education business cooperation
Niihama City, Ehime Prefecture	November 27, 2019	Agreement on cooperation and collaboration for promotion of smart cities
Osaka Prefecture	December 3, 2019	Comprehensive cooperation agreement on collaboration and cooperation across multiple fields
Shizuoka City, Shizuoka Prefecture	December 16, 2019	Comprehensive cooperation agreement for regional revitalization
Aichi Prefecture	December 19, 2019	Comprehensive cooperation agreement for regional revitalization
Ogawara Board of Education in Miyagi Prefecture	December 20, 2019	Agreement on education business cooperation
Kawanishi City, Hyogo Prefecture	February 3, 2020	Collaboration agreement for the improvement of citizen services using ICT
Nisshin City, Aichi Prefecture	February 18, 2020	Agreement regarding business cooperation concerning issues such as child-rearing support
Hamamatsu City, Shizuoka Prefecture	March 23, 2020	Comprehensive cooperation agreement for regional revitalization, including the promotion of digital smart cities, revitalization of local industries, and city promotion
Ena City, Gifu Prefecture	March 26, 2020	Cooperative agreement for revitalizing the region and improving citizen services using ICT

Partner local government	Agreement date	Partnership description
Kakegawa City, Shizuoka Prefecture	April 9, 2020	ICT comprehensive cooperation agreement for the purpose of regional revitalization and improvement of citizen services
Osaka City, Osaka Prefecture	July 20, 2020	Cooperation agreement for creation of 5G related business (tripartite agreement with the AIDOR community)
Nishio City, Aichi Prefecture	July 22, 2020	Cooperative agreement on Community Development Utilizing ICT
Kamaishi City, Iwate Prefecture	July 31, 2020	Cooperation agreement on local revitalization
Nichinan Town, Tottori Prefecture, Tottori University	August 21, 2020	Cooperative agreement on problem solving and SDGs promotion in mountainous areas
Morimachi, Hokkaido	August 24, 2020	Business cooperation agreement in ICT education
Nakama City, Fukuoka Prefecture	September 10, 2020	Cooperative agreement on futuristic urban development for the purpose of improving resident services
Sakai City, Fukui Prefecture	September 25, 2020	Cooperative agreement to create a bright future by utilizing ICT
Ebino City, Miyazaki Prefecture	September 28, 2020	Cooperative agreement for regional revitalization and improvement of resident services using ICT
Ogaki City, Gifu Prefecture	September 30, 2020	Agreement on cooperation and collaboration aimed at using cutting-edge technology to enhance the educational environment
Iwaki City, Fukushima Prefecture	October 2, 2020	Cooperative agreement on the promotion of Society 5.0
Miyazaki City, Miyazaki Prefecture	October 7, 2020	Cooperative agreement to promote regional revitalization
Mino City, Gifu Prefecture	October 12, 2020	Cooperative agreement on regional revitalization measures such as using ICT in education, childcare support, and health
Iyo City, Ehime Prefecture	October 14, 2020	Cooperative agreement on using ICT for urban development aimed at sustainable livability and SDGs
Ichinoseki City, Iwate Prefecture	December 17, 2020	Cooperative agreement on using ICT for human development/urban development which will connect to the future
Tagawa City, Fukuoka Prefecture	March 23, 2021	Cooperative agreement on the utilization of DX and ICT inside/outside of government agencies
Tokunoshima Town, Kagoshima Prefecture	March 25, 2021	Cooperative agreement on solving educational issues on remote islands and promoting SDGs future cities
Otake City, Hiroshima Prefecture	March 31, 2021	Agreement on the promotion of digitization
Miyoshi City, Hiroshima Prefecture	April 9, 2021	Cooperative agreement related to "Garden City x Digital"
Saku City, Nagano Prefecture	June 29, 2021	Regional Revitalization Project Cooperative Agreement
Higashi-Hiroshima City, Hiroshima Prefecture, Hiroshima University	July 2, 2021	Agreement on the promotion of comprehensive cooperation for the realization of Society 5.0 and smart cities in Higashi-Hiroshima City and surrounding areas

## Building Society and Industry through Digital Transformation (DX)

SDGs Value Creation 3

### Revitalize Local Communities (Regional Revitalization)

#### Collaboration with Local Governments and Organizations

Partner local government	Agreement date	Partnership description
Kyoto City, Kyoto Prefecture	July 9, 2021	Cooperative agreement on promoting digitization for revitalization of local communities
Kofu Town, Tottori Prefecture	October 4, 2021	Cooperative agreement on improving residents' lives through DX promotion
Aichi Prefecture	October 26, 2021	Comprehensive cooperative agreement on the promotion of digital transformation
Nobeoka City, Miyazaki Prefecture Nobeoka City Board of Education	November 19, 2021	Cooperative agreement on futuristic urban development for the purpose of improving resident services
Kuwana City, Mie Prefecture	November 30, 2021	Agreement on the promotion of digitization for the realization of Digital First
Kobe City, Hyogo Prefecture	December 16, 2021	Business cooperation agreement on supporting the improvement of digital literacy of the elderly, etc.
Kama City, Fukuoka Prefecture	December 22, 2021	Business cooperation agreement on DX promotion
Ichihara City, Chiba Prefecture	February 14, 2022	Cooperation agreement on promotion of digitization
Habikino City, Osaka	February 28, 2022	Cooperation agreement on the project to promote the use of ICT for the elderly
Osaki City, Miyagi Prefecture	March 7, 2022	Business cooperation agreement on business efficiency and improvement of citizen services through the use of ICT
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	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

#### Automated BRT, One Solution to Rural Transportation Issues

SoftBank Corp. is working with local organizations and other relevant regional groups to achieve sustainable transportation services in cooperation with planned community development. One of these concerns next-generation mobility services that can operate safely, stably and flexibly in terms of 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 form platoons and run in convoys.

Under its "Beyond Carrier" business 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) have started BRT trials using automated driving and convoy driving technology on a dedicated test course (Yasu City, Shiga Prefecture) in October 2021.



Concept drawing of self-driving convoy BRT system

## Building Society and Industry through Digital Transformation (DX)

SDGs Value Creation 3

### Revitalize Local Communities (Regional Revitalization)

#### Collaboration with Local Governments and Organizations

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 urban 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, etc.

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

#### Test Rides on Self-driving Buses on the Kesenuma Line BRT

East Japan Railway Company's (JR-East) Kesenuma Line BRT project is moving forward toward the practical application of self-driving buses. Participating companies are MHI, JR-East, Advanced Smart Mobility Co., Ltd., Aichi Steel, Kyocera Corporation, KYOCERA Communication Systems Co., Ltd., JTEKT Corporation, The Nippon Signal Co., Ltd., NEC Corporation and BOLDLY Inc.

In September 2021, test rides of self-driving buses were conducted as a demonstration to let local residents and many others know how comfortable and safe the vehicles are. During the test ride, an environment that simulates actual conditions was created on a dedicated BRT road, where the vehicle was self-driven at 60 kilometers per hour, traveled through tunnels, automatically stopped when obstacles were detected, alternated with oncoming buses and underwent in-vehicle monitoring.



Large self-driving buses exclusively for BRT

#### 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.

Setouchi Tech LAB includes exhibit spaces highlighting cutting-edge technologies and use cases of IoT- and API-linked\* technologies that can 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.

\* API: Application programming interface. An interface in application development that calls up functions and data bases



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



## Building Society and Industry through Digital Transformation (DX)

SDGs Value Creation 3

### Revitalize Local Communities (Regional Revitalization)

#### Collaboration with Local Governments and Organizations

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

SoftBank Corp. serves as organizer of the Susami Smart Cities Promotion Consortium in the town of Susami, Wakayama Prefecture. In anticipation of a large-scale disaster, disaster prevention measures are being established with the aim of ensuring the efficient delivery of goods by digitizing and automating requests for supplies to and from evacuation centers and roadside stations. These efforts are centered on the Roadside Station Susami, which has been designated as a disaster prevention roadside station.

Amid aging demographics and population decline in Japan, there are concerns that it will become difficult to maintain urban functionality. In addition to healthcare, education and livelihood, which enable people to live with peace of mind in cities, disaster prevention is now an important focus. In an aging community like Susami, there are few people able to help in the event of a disaster, so there are great expectations for a solution through the use of advanced ICT technology.

The Susami Smart City Promotion Consortium will 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. To support the needs for efficiency of evacuation center operators, SoftBank Corp. is using disaster supply volume data and headcount data to predict the number of days until supply shortages occur after a disaster.

SoftBank Corp. will continue to address local issues in Susami and use the various results obtained in this project to help solve social issues throughout disaster-prone Japan.



A route from the roadside station to an evacuation center is established to transport supplies by drone.



LINE communications from evacuation centers are visible on the management screen in real time, enabling relief supplies to be delivered to evacuation centers.

##### Collaboration between High-level Digital Human Resources and Local Companies to Solve Regional Issues

To realize the Japanese government's Digital Garden City Nation initiative, which aims to eliminate the disparity between urban and rural areas through the use of digital technology, SoftBank Corp. is working on the development of 5G base stations and cooperative agreements with local governments to promote regional DX. SoftBank Corp. also participated in the Ministry of Economy, Trade and Industry's Furusato Co-LEAD program in FY2021 and proposed a new business model for the tourism industry in Okinawa Prefecture in cooperation with other companies. Furusato Co-LEAD is a demonstrative program in which highly skilled digital human resources (specialists from urban companies familiar with digital technology) and local SMEs collaborate to create new business model ideas utilizing digital technology.

The program involved a fieldwork tour of the region, followed by matching advanced digital talent with local SMEs seeking assistance. SoftBank Corp. teamed up with the Okinawa Prefectural Government as a company with highly skilled digital human resources to lead the team in Okinawa and proposed a new business model.

One of the issues in Okinawa is overtourism, especially involving large numbers of travelers crowded onto cruise ships, that has a negative impact on the surrounding environment. Travel agencies and tourist facilities in Okinawa participated in this project. For the travel agencies, SoftBank Corp. analyzed the data and proposed tour options and marketing strategies that would reduce overcrowding by spreading out tourists over multiple destinations. For the tourist facilities, we proposed a data-driven management system that would allow them to formulate strategies and conduct efficient management based on real data.

SoftBank Corp. will continue to take initiative and lead the digital transformation of the region by leveraging its experience and expertise.



Group photo of the Okinawa team, with their hands posed in the "C" of Furusato Co-LEAD

# Building Society and Industry through Digital Transformation (DX)

SDGs Value Creation 3

## Revitalize Local Communities (Regional Revitalization)

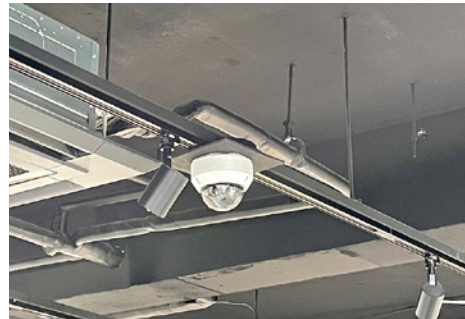
### Collaboration with Local Governments and Organizations

#### Solving Local Issues through Industry-academia Collaboration

In collaboration with Taisho University, we are working to revitalize the local community through data utilization using AI cameras and AI digital signage installed in the shopping district. Taisho University has developed an area in Toshima-ku, Tokyo, including the Sugamo shopping district, as the Sugamo Machinaka Campus, with classrooms, a specialty store, cafes and other facilities. The Gamalldo management project, conducted as part of the Practical Theory of Regional Problem-solving class at Taisho University's Faculty of Regional Development, makes use of AI signage and AI cameras installed in stores to analyze and verify pedestrian data in front of the stations, storefronts and inside stores. Open data on the movement of people in front of stations, storefronts and inside stores is collected and analyzed in combination with public trends and weather conditions to help increase the number of store visitors, as well as to improve sales through planning effective ways to conduct promotions and time-limited sales.



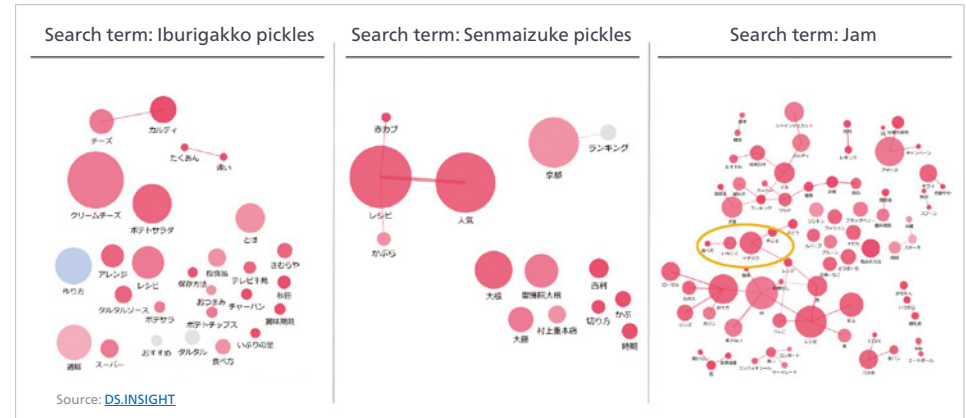
AI signage with camera installed in Gamall Marche



Video data acquired by cameras in the store is transmitted to an AI box in the store

The consumer behavior data includes population flow, the age and gender of visitors, and is collected at points such as the entrance to the station or shopping district, the storefront and inside the store. By combining data such as product lineups and sales, it will be possible to conduct cross-sectional analyses, such as the relationship between the time visitors spend in front of a specific product shelf and the sales of the displayed products, or the correlation between the viewer rate of each sign's advertisement content and sales of the advertised products.

In addition, by analyzing behavioral big data using DS.INSIGHT,\* statistical analysis of people's interests and trend data linked to search terms is possible. This enables the planning and effective execution of measures according to trends, such as displaying products with the most popular search terms or showcasing cooking tips for a product.



Visual mapping of common search term pairs

This initiative is being conducted through industry-academia collaboration between educational institutions and companies, leveraging their respective expertise. Taisho University is providing knowledge on regional issues and formulating a practical curriculum for data science education, while Neural Pocket Inc. is providing AI analysis technology for camera images and collaborating on data collection. In October 2020, SoftBank Corp. signed a partnership agreement with Taisho University, and is using its knowledge and experience in advanced technology to support this initiative and promote regional revitalization.

\* DS.INSIGHT: A desk research tool provided by Yahoo Japan Corporation that enables analysis of the latest trends, consumer interests and population movements in a specific area by visualizing the estimated number of people searching for a keyword and the number of words simultaneously being searched.



# 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

### SDGs 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

### KPIs

- (1) • Smartphone cumulative subscribers: 30 million (FY2023)
  - Survey for NPS<sup>1</sup> improvement: Monitor results
- (2) • Yahoo! News DAU: 45 million<sup>2</sup>
  - Expand the HAPS Alliance<sup>3</sup> to broaden Internet communications across the world: Promoting initiatives
  - Smartphone classes: 800,000 classes

### 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 through provision of super apps
- Increased profit opportunities via deeper data-driven marketing

### 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 (PayPay Mall, ZOZOTOWN, ASKUL, etc.)

## Connecting People and Information to Create New Excitement

### Key Person Interview



**Jun Shimba**

Representative Director & COO

#### Offering Appealing Customer Experiences through the Multi-brand Strategy and Group Synergies

Mobile services centered around smart devices are increasingly important as an essential lifeline underpinning all social and economic activity.

SoftBank Corp. considers enabling widespread access to lifestyles of convenience and abundance through the spread of smart devices to be one of its missions, and we are deploying a multi-brand strategy to offer services that match the lifestyles 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 a range of services leveraging SoftBank Corp. group synergies to create even more appealing value. By providing a wide range of services—such as Yahoo! JAPAN Shopping, PayPay, LINE and ZOZOTOWN—in an easy-to-use format, we aim to make new lifestyle proposals and provide even better customer experiences.

#### Promoting Digitalization That Leaves No One Behind

SoftBank Corp. is working toward the digitalization of society, and the importance of smartphones as touchpoints for enjoying the benefits of digital technologies is growing.

SoftBank Corp. is proactively working to eliminate the digital divide through a variety of initiatives. At SoftBank and Y!mobile shops across Japan, approximately 1,200 SoftBank-certified smartphone advisors support customers by suggesting the price plan and device best suited to them and walking them through the initial settings after purchase. Moreover, we offer smartphone classes to first-time smartphone users and customers who are not familiar with smartphones so they can learn how fun and convenient smartphones can be. In FY2021, we held smartphone classes approximately 800,000 times across Japan. Beginning in April 2022, we have been offering traveling smartphone classes in 10

municipalities across Japan using the Smartphone All-Around Support Vehicle. By bringing smartphone classes to users in areas without convenient public transportation, such as mountainous regions, we are working to provide smartphone classes throughout Japan.

Going forward, we will continue to work in partnership with municipalities, taking flexible and diverse approaches to meet customer needs as we strive to provide support for comfortable living with smartphones.

#### Working toward the SDGs and a Sustainable World

By promoting the uptake of smartphones through the multi-brand strategy, offering cutting-edge technologies via 5G, providing services leveraging group synergies across Yahoo!, PayPay and Line, and implementing shop operations and smartphone classes to support our customers, we seek to realize appealing customer value. Through digitalization that leaves no one behind, we hope to contribute to the achievement of the SDGs and the realization of a sustainable world.

## Connecting People and Information to Create New Excitement

SDGs 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 (such as Yahoo! JAPAN, PayPay, ZOZOTOWN and LINE, which joined the group in March 2021) 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.

### Core Competence Leveraging Group Synergies

In order to provide optimal services that meet the needs of our customers, we strive to leverage group synergies to provide attractive value that is suited to the individual needs and circumstances of our users. By identifying our strengths in each field and working together to mutually complement the technologies and resources of each part of the group, we will create businesses that enable all people to enjoy unprecedented new experiences, excitement and a high quality of life while looking forward to the next generation to contribute to the achievement of the SDGs.

## SoftBank's Mobile Strategy

### Further Evolution of Strategy by Adding LINE's Assets

Multi-brand Strategy	Differentiation by Group Assets						
<p style="text-align: center;"><b>Three brands, with the addition of LINEMO</b></p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="background-color: #808080; color: white; padding: 5px; text-align: center;"> <b>SoftBank</b> </td> <td style="padding: 5px;">High-capacity Reasonably priced</td> </tr> <tr> <td style="background-color: #D9534F; color: white; padding: 5px; text-align: center;"> </td> <td style="padding: 5px;">Low-/Medium-capacity Low price</td> </tr> <tr> <td style="background-color: #70AD47; color: white; padding: 5px; text-align: center;"> </td> <td style="padding: 5px;">Low-/Medium-capacity Online-only</td> </tr> </table>	<b>SoftBank</b>	High-capacity Reasonably priced		Low-/Medium-capacity Low price		Low-/Medium-capacity Online-only	<p style="text-align: center;"><b>Leading services in Japan</b></p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;"> <p>Shopping, travel, video, etc.</p> </div> <div style="text-align: center;"> <p>Messenger</p> </div> </div> <div style="display: flex; justify-content: space-around; align-items: center; margin-top: 10px;"> <div style="text-align: center;"> <p>Mobile payment</p> </div> <div style="text-align: center;"> <p>Fashion e-commerce website</p> </div> </div>
<b>SoftBank</b>	High-capacity Reasonably priced						
	Low-/Medium-capacity Low price						
	Low-/Medium-capacity Online-only						



# Connecting People and Information to Create New Excitement

## SDGs 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. 5G has three key features: high speed and large capacity, enabling smooth access to 4K and 8K video, virtual reality (VR), augmented reality (AR) and other content; massive device connectivity, enabling the network connection not just of smartphones and tablets, but all kinds of devices throughout the home and around town; and low-latency, enabling the remote control of high-quality AR and other content in real time with ultra-high reliability. The practical application of 5G will make daily life even more convenient and enjoyable through VR, AR and mixed reality (MR).

SoftBank Corp. considers 2021 as the first year when customers actually used 5G. In order to be No. 1 in 5G, we aim to be the best in five categories, namely, "price," "products," "content," "sales support," and "network."

#### High speed and large capacity

Enables smooth access to 4K and 8K video, VR, AR and other content.



#### Ultra-high reliability and low latency

The evolution of low latency enables the real-time remote control of self-driving vehicles and robots.



#### Massive device connectivity

5G connects not only smartphones and tablets to networks, but also all kinds of devices at home and around town.



#### 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

#### 月額基本使用料がずーっとおトク!

	シンプルS	シンプルM	シンプルL
月額基本使用料	2,178円	3,278円	4,158円
	家族で入ると2回線目以降1,188円/月割引 (家族割サービス*適用時)		
	990円	2,090円	2,970円
月間データ容量 (税込標準)	3GB	15GB	25GB

\*1【家族割引サービス】「おうち割 光セット(A)」との併用不可。【通話料】通話従量制のサービスです。国内通話は30秒につき22円かかります。

Ad showing plan details

#### LINEMO service plans



Ad showing plan details



# Connecting People and Information to Create New Excitement

SDGs Value Creation 1

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

### 5G Services

#### Network

SoftBank Corp. has been accelerating its development of 5G base stations. As of March 31, 2022, our 5G network covered more than 90% of the domestic population, with the number of 5G base stations nationwide exceeding 23,000 as of January 31, 2022. 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.

⇒Initiatives for the Rapid Deployment of the 5G Network P. 119

#### Immersive Viewing Experience through 5G LAB

Launched on March 27, 2020, 5G LAB is a service only possible in the 5G era, offering content that realizes a highly immersive viewing experience. 5G LAB includes entertainment broadcasting services, such as AR SQUARE, VR SQUARE and GAME SQUARE, as well as sports broadcasting services, such as Basketball Live and Baseball Live, and can be enjoyed on smartphones and tablets regardless of carrier.



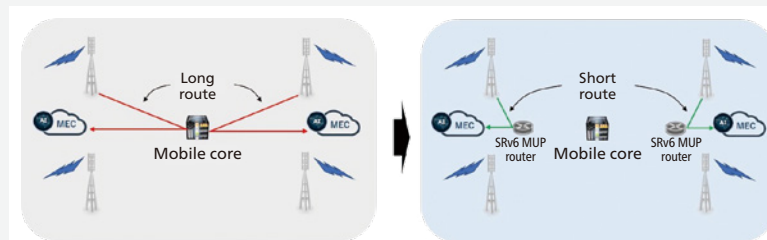
#### SRv6 MUP: Changing the Concept of Mobile Communications

SRv6 MUP is a high-speed mobile communication technology for efficiently using many services simultaneously. The number of devices connected to the Internet is increasing, and the volume of communications and types of applications are growing. Amid this growth, 5G has been introduced as a mobile communication standard that enables high-speed, high-capacity, low-latency communications. However, in order to fully take advantage of its high performance, network mechanisms must be made to function efficiently, much like general-purpose Internet Protocol (IP) technology.

These networks allow routers to communicate to find the optimal route via a router near the recipient, so that data is delivered to the recipient's device via an efficient route. Unlike existing centralized mobile core technologies, SRv6 MUP can provide the shortest path at the edge of the network, enabling even lower-latency, higher-capacity service environments, such as multi access edge computing (MEC).

In February 2022, SoftBank Corp. successfully demonstrated SRv6 MUP. In April 2022, we began implementing network slicing using SRv6 Flex-Algo, a new feature of SRv6, in commercial networks. We will continue to accelerate efforts to realize even more efficient and sophisticated 5G networks.

The combination of SRv6 MUP low latency routing technology and SRv6 Flex-Algo network slicing technology will enable services to be deployed close to customers, providing comprehensive support for customers through the delivery of services to a wide range of devices.



Hairpin routes of existing mobile technologies cause increases in access delays to MEC and other services

SRv6 MUP routers provide optimal routes to MEC and other services

# Connecting People and Information to Create New Excitement

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

### 5G Services

#### Bringing the PayPay Dome to the Metaverse in Collaboration with the Fukuoka SoftBank HAWKS

##### Metaverse Project in the Physical Space

From May 27 to 29, 2022, SoftBank Corp. and the Fukuoka SoftBank HAWKS held a new event offering new experiences via AR at FUKUOKA PayPay Dome. During the event, visitors to PayPay Dome were able to enjoy AR merging the real world with the virtual using VPS technology.\*

The SoftBank HAWKS official VTubers (virtual mascots), Takamine Umi and Aritaka Hina, made AR appearances via visitors' smartphones at the seven gates on the exterior deck around the dome. AR motion capture enabled the two characters to react to visitors' motions in real time, waving their hands in response to visitors for an interactive experience. Furthermore, visitors participating in the "Practice Viewing Course," part of the PayPay Dome Tour, could point their smartphones toward the practice area to see the stats of players practicing, at pitches thrown to see pitch analysis data (such as pitch speed and trajectory), or at the sky to see an airship flying by.

\* VPS: Visual positioning service/system, services and systems for estimating location based on image data



© Fukuoka SoftBank HAWKS

##### Virtual PayPay Dome

Virtual PayPay Dome is a 3D reproduction of the real PayPay Dome in virtual space, launched May 27, 2022 as a new 5G LAB service easily accessible by smartphone or personal computer web browser. Users controlling a 3D avatar can stroll around the perimeter of PayPay Dome, the concourse and inside the dome, as well as visit the players' locker rooms, which are inaccessible to the general public in real space. Visitors can also enjoy such actions as launching jet balloons and chatting with other visitors. In addition, for the first time in Japanese sports history,\* spectators are able to enjoy a quasi-real time pitching experience, which analyzes pitches (speed and trajectory) during a game and reproduces them in virtual space in quasi-real time (available only for games at PayPay Dome). The functions behind the quasi-real-time pitching experience have been patented.

\* According to a SoftBank internal survey, as of May 25, 2022



Virtual reproduction of a pitch in quasi-real time



The outside of Virtual PayPay Dome

#### SoftBank Shops Open in ZEPETO, Asia's Largest Metaverse Platform

On June 23, 2022, SoftBank Corp. opened Japan's first\* 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 300 million users. 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.

\* According to a SoftBank internal survey, as of June 23, 2022

##### SoftBank Store in ZEPETO Features

- 24-hour, 365-day customer support
- Exclusive photo zone and items
- Integration with online store for contracts and purchases



# Connecting People and Information to Create New Excitement

SDGs 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 to provide ever-better service and meet customer expectations.

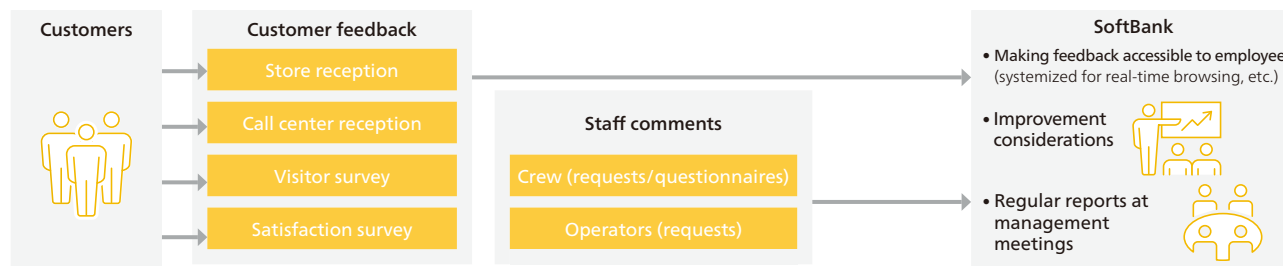
#### Customer Surveys

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. We collect approximately 3.2 million responses each year.

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. Each year, random satisfaction surveys reach another million customers under contract. 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

### Making Customer and Staff Feedback Accessible



### Collecting Staff Insights

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, call center operators post approximately 2,500 submissions a month based on customer opinions. Operators also submit around 100 posts each month via comment box regarding issues they have noticed. This feedback is shared with the relevant departments in an effort to make improvements.

### 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 communication with customers to 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.

## Connecting People and Information to Create New Excitement

SDGs 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 by improving access to information.

The convenience of Internet-based lifestyle services, including online shopping and other 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 not achievable by any one company alone.

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 and speed 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.

To prevent such problems as the digital divide from arising or worsening with the spread of digitalized society, we will continue working to realize environments that enable everyone to access information.

## 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 more than 86 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, traffic information and entertainment, including information on sports, television and horoscopes.



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, 24 hours a day, 365 days a year.

In Yahoo! JAPAN News Topics, articles undergo editing based 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 2021, based on Nielsen's "TOPS OF 2021: 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 60% of active users use non-password authentication (using text messages or biometrics).

In December 2021, we began offering biometric authentication via fingerprint and facial recognition for access from personal computers (including both Windows and Mac systems). This has enabled even more users to utilize highly convenient and safe biometric authentication across a wider range of situations.

Yahoo! JAPAN is focusing considerable effort on the R&D and implementation of safe authentication methods. In FY2021, Yahoo! JAPAN received the 69th Electrical Science and Engineering Promotion Award and the 2021 IPSJ Industrial Achievement Award for its research, development, standardization and commercial deployment of passwordless authentication.

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



# Connecting People and Information to Create New Excitement

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

### Improving Accessibility to Information on the Internet

#### Improving the 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 create a space for healthy discussion while respecting the diverse opinions of individual users.

To further improve the integrity of this discussion space, we are reinforcing a range of initiatives, including the following.

#### Changes in Wording of AI-based Warning Messages and Stricter Posting Suspensions

Users posting comments judged by AI to violate the rules are shown a cautionary message prompting them to rethink their comments. The wording of this message has been strengthened to include a warning that their ability to post comments may be suspended.



The warning message before and after the change (from a December 2021 release)

#### Automatically Hiding the Comment Section for Specific Articles

The comment section of articles with more than a certain number of total comments may be automatically hidden based on the number of rule-breaking comments and other criteria determined by AI.

#### Warning Messages during Election Campaigns

In consideration of respect for diverse opinions and the importance of realizing fair elections, cautionary messages are shown when users submit comments during election campaigns to discourage the posting of false information that may interfere with the fairness of the election or affect the election results.

Yahoo! JAPAN News will continue to implement various other measures, including strengthened efforts to prevent defamatory posts through mechanisms that encourage users to reconsider before posting, and the development of AI that can present readers with a variety of opinions. With these measures, Yahoo! JAPAN News will provide users with the opportunity to develop interest in news and see multiple perspectives through the diverse views and opinions posted in the comment section.

#### Launch of New Spot Search Function for Camera Search

The Yahoo! JAPAN Browser Android app, boasting approximately 15 million downloads to date, includes a Camera Search function that allows users to search for products or other items based on a picture. By applying proprietary AI-powered image analysis technology to this function, we have launched a new function, Spot Search, by which users can use a photo to search for facilities and tourist destinations in Japan.



This function digitizes and extracts characteristics about the locations shown in a photo using AI. These characteristics are then compared against a database of the characteristics of a large number of facilities, tourist destinations and other locations of interest to identify the location in the photo.

The search results show the name and description of the place, related images, the address and other relevant data, making it easy to look online for more information about the location of interest. A list of related search terms—words that are often searched with the name of the location—is also shown, allowing users to search based on the common interests of other users. Using this function, users can find out the location of places they have seen online or on social media, or find out the name of a building that caught their eye when passing by.



## Connecting People and Information to Create New Excitement

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

#### Improving Accessibility to Information on the Internet

##### Launch of Turn-by-turn Bicycle Route Navigation

The Yahoo! JAPAN MAP app (for iOS and Android) has added a bicycle route search option and launched a navigation function that provides turn-by-turn directions for bicycles via voice and a guidance panel indicating, for example, which direction to proceed at approaching intersections. The bicycle route search is also linked to the raincloud radar function, allowing users to check the movement of rainclouds and rate of precipitation from an hour before their scheduled route to up to six hours later.

Yahoo! JAPAN MAP is expanding its functionality to enable users to smoothly navigate all kinds of journeys with a single app, to date providing route searches for cars, public transportation and walking. With the launch of the bicycle route search, users can now see routes optimized for bicycle travel, helping to prevent cyclists from mistakenly getting onto highways.

In addition, tapping the raincloud button on the map activates raincloud radar, allowing users to check the movement of rainclouds and precipitation on the searched bicycle route at a glance, making it easier to plan bicycle use according to the weather.

We will continue working to improve user convenience, including the promotion of the use of bicycles, which are attracting attention as an environmentally friendly means of transportation.



Comparison of car route search (left) and bicycle route search (right)

##### Full-scale Quick Commerce Roll Out

Yahoo Japan and group companies ASKUL Corporation and Demae-can Co., Ltd. jointly launched the full-scale roll out of Yahoo! JAPAN Mart by ASKUL, a quick commerce service for groceries and daily necessities, following demonstration trials. Yahoo! JAPAN Mart enables users to select items from ASKUL Corporation's wide variety of products centered on groceries and daily necessities, place an order, make payment, and receive the products in as little as 15 minutes,\* all via the Demae-can service. After receiving an order, Demae-can delivery staff collect the products at a special warehouse (store) and deliver them to the designated destination by bicycle or motorcycle.

With the rising number of dual-earner households and seniors, as well as the increase in time spent at home due to the pandemic, demand is growing for online shopping and delivery. To meet this demand, the new service aims to realize a world where users can get what they need, when they need it. In addition, the service is expected to improve work stability for gig workers by enabling them to make deliveries during idle hours when meal delivery orders are low. It also offers a way of making use of vacant offices, which have increased due to the pandemic, by converting them into stores. In these and other ways, we are working to solve social issues.

\* Delivery time is an estimate and may vary due to weather, traffic or other unavoidable circumstances.

##### Launch of Election Website for the Visually Impaired

The Yahoo! JAPAN Kikoeru Senkyo election information website for the visually impaired was launched for the October 31, 2021 regular House of Representative election. This website enables the use of screen reader software to help visually impaired users access information about candidates.

Today, more than 90% of visually impaired people in Japan use the Internet.<sup>1</sup> Many of these users access online information using screen reader software that “reads aloud” text by converting it to audio. However, campaign bulletins, an important source of election information, are not required to be provided with screen reader-compatible text when posted online. The provision of such data has been left to candidates' discretion. Despite the Internet's potential as a tool to facilitate access to information for the visually impaired, the approximately 110,000 individuals with grade 1 visual impairments across Japan<sup>2</sup> continue to face difficulty in getting information from election bulletins online.

The Yahoo! JAPAN Kikoeru Senkyo site posted election bulletin information for candidates across the country<sup>3</sup> in a screen reader-compatible format and, following the election, provided information about vote counts and election results.

In addition, the site provides a sample of real screen reader audio for non-visually impaired users to promote awareness of and interest in the ways that the visually impaired use audio to get information.

Through Yahoo! JAPAN Kikoeru Senkyo, we aim to help make it easier for the visually impaired to access election information and, in the future, to make election information easily accessible to everyone.

1. Source: 2012 survey on the use of the Internet and other technologies by disabled persons (Research Department, Institute for Information and Communications Policy, Ministry of Internal Affairs and Communications)
2. Source: 2006 Survey on Persons with Physical Disability (Policy Planning Division, Department of Health and Welfare for Persons with Disabilities, Social Welfare and War Victims' Relief Bureau, Ministry of Health, Labour and Welfare)
3. 857 candidates in single-seat constituencies

# Connecting People and Information to Create New Excitement

## SDGs 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. In areas without telecommunications infrastructure, companies and industry are unable to benefit from the transformation brought about by digital technologies. As a result, problems that could be addressed by such innovation remain unsolved.

To enable more people to enjoy new lifestyles of convenience and abundance, we are working to eliminate the digital divide by improving the accessibility of information.

SoftBank Corp. aims for the realization of 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\* respond to customer inquiries free of charge. Advisors ascertain 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. Our smartphone advisors offer classes on a variety of topics, such as using tablets, online shopping and smartphone payment services, as well as smartphone classes open to both SoftBank and non-SoftBank customers alike. In July 2020, we launched online smartphone classes using Zoom, offering services equivalent to those provided in-store. We also offer pre-recorded videos of smartphone classes on our website. Through such measures, we seek to provide customers the support they need to use smartphones and other services while reducing anxiety about the risk of COVID-19 transmission.

\* Smartphone advisor: Support specialist store staff certified by SoftBank who conduct smartphone classes and provide guidance on using smartphones.

#### Classes Offered

##### ■ First smartphone experience

- Try using a smartphone

##### ■ Using an iPhone/Android/Simple Smartphone

- Reading the screen
- Using maps and the camera
- Using the Internet and apps
- Customize your settings

##### ■ Using a tablet

- Try using a tablet
- Using the camera and Internet
- Using apps

##### ■ Lifestyle

- Online shopping with apps
- Using smartphone payment services
- Buying and selling on flea market apps
- Communication via LINE (Beginner)
- Communication via LINE (Applied)
- Mastering LINE (LINE Groups, LINE Music)
- Save data using Wi-Fi
- Filtering and online hazards
- Handy uses of IoT
- Smartphone security
- Disaster readiness
- Fee plan consultation
- Order delivery from your smartphone
- Try using the metaverse

##### ■ Programming

- Creating an iPhone app
- Making a game
- Think like a programmer
- Try IoT programming

##### ■ Government services

- Applying for an Individual Number Card
- Using the Individual Number Card Portal
- Applying for Individual Number Card Points
- Registering a health insurance cards/ Registering a bank account to receive government payments
- Using e-Tax
- Using telemedicine
- Using the vaccine passport app

#### Notes:

1. All classes are offered free of charge.
2. Classes are offered only by appointment, which can be made in-store or over the phone.
3. Classes offered are subject to change without notice.



#### 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. The Smartphone All-Around Support Vehicle has been holding smartphone classes in 13 municipalities in 10 regions around Japan since mid-April. Anyone can take part in these classes free of charge, including individuals who do not have a smartphone or have a smartphone with another carrier.

Until now, we have held smartphone classes at public facilities when requested by municipalities. However, in some areas, such as isolated mountainous regions, the lack of convenient public transportation often makes it difficult for seniors to get to the classes. To solve this issue, we developed a “multi-task vehicle\*” 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 leverages MONET’s development capabilities and expertise in mobile services and 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.

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

\* The multi-task vehicle was developed by MONET.



# Connecting People and Information to Create New Excitement

## SDGs 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 1,724 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 how to apply for Individual Number Card points to increase participants' familiarity with public services so that they can easily receive them.



#### Development of Products for Seniors and Children

In light of the spread of smart devices, we provide devices and plans that are easy for everyone to use, from children to seniors, to prevent the digital divide from widening. In

addition to simple smartphones and easy smartphones that can be easily operated by seniors, we offer junior smartphones and kids phones for teens and children, as well as plans for customers over the age of 60 through Y!mobile.

#### Simple Smartphones and Easy Smartphones

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



#### Junior Smartphones

This free service allows iPhones and Android smartphones to be configured for use by children, so that their guardians can let them use smartphones with peace of mind. The service blocks the use of pay services or purchases by children without the knowledge of guardians and prevents the launch of harmful sites and apps.



#### Kids Phones

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



#### 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 and Security

### Eliminating the Digital Divide Overseas

#### Developing Telecommunications Infrastructure in Africa

SoftBank Corp. and the Smart Africa Secretariat are working to bridge the digital divide by providing affordable internet connectivity to regions in Africa with underdeveloped telecommunications infrastructure.

Smart Africa is working to implement the Bulk Capacity Purchase Project, an initiative that aims to deliver affordable internet connectivity for all Africans through the large-scale joint procurement efforts of Smart Africa member countries. SoftBank Corp. became a Smart Africa member in October 2020. 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.

To contribute to the Bulk Capacity Purchase Project, SoftBank Corp. will deploy its Non-Terrestrial Network (NTN) Solutions to reduce internet costs and build affordable internet infrastructure. SoftBank's NTN Solutions will utilize the connectivity services of HAPSMobile and others.

The partnership's vision is to begin by building Internet infrastructure and eventually expand initiatives to the digital transformation (DX) of industry, seeking to accelerate the socioeconomic transition to and development of a knowledge-based economy in Africa in such areas as information and communications. The collaboration will also aim for the realization of a single digital market on the continent through the Internet and ICT. To bridge the global digital divide, SoftBank Corp. and Smart Africa will also study ways to collaborate and engage with organizations such as the HAPS Alliance, an industry organization cooperating in the area of promoting the use of HAPS.



# Connecting People and Information to Create New Excitement

## SDGs 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).

By advocating to relevant authorities in various countries, developing common HAPS product specifications and promoting the standardization of HAPS technology interoperability, the alliance aims to build a worldwide Internet connectivity environment utilizing high-altitude communication networks and aerial vehicles to solve a wide range of social problems.

⇒SoftBank's NTN Concept for Connecting Communications Networks Worldwide P. 122

⇒Stratosphere-based High-altitude Platform Stations (HAPS) P. 76

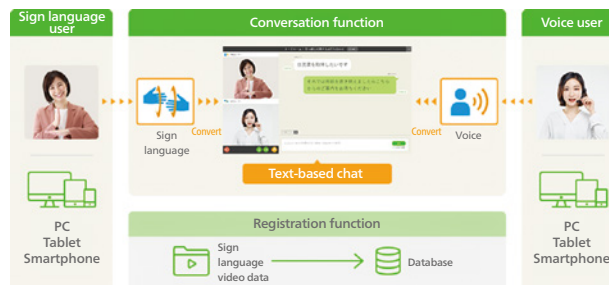
#### Initiatives to Solve Issues Faced by People with Disabilities

#### 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 identify signs.

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



\* Coming 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, ranging from how to use their devices to contract-related matters.



#### 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



## Connecting People and Information to Create New Excitement

SDGs 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 improve the convenience and expand the 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

Spurred by the COVID-19 pandemic, global demand for e-commerce is now extremely high. The e-commerce market of Japan reached ¥19.3 trillion in 2020 and is projected to maintain this scale going forward. Aiming to have the highest domestic e-commerce transaction volume (in merchandise sales) at ¥3.8 trillion by 2023, SoftBank Corp. is promoting an approach leveraging group synergies.

Led by Yahoo! JAPAN, our annual e-commerce transaction volume has been steadily increasing year by year, reaching ¥3.6 trillion in FY2021. Z Holdings Corporation's e-commerce

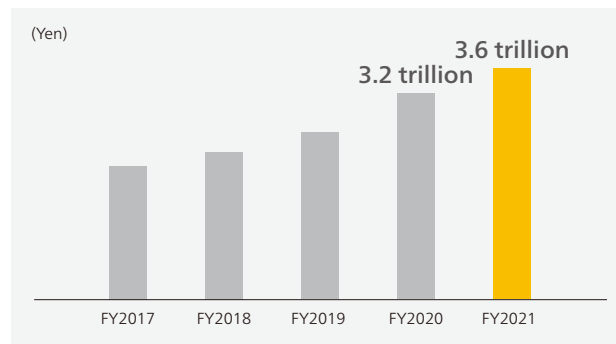
services are wide-ranging. They include shopping businesses, such as Yahoo! JAPAN Shopping, PayPay Mall, ZOZOTOWN, ASKUL, LOHACO and LINE GIFT; and reuse businesses, such as YAHUOKU! and PayPay Flea Market. All of these are used by people of all ages.

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)



1. Cumulative main subscribers for smartphones, feature phones, tablets, mobile data communication devices, Wireless Home Phone, etc. (as of March 31, 2022)  
 2. Yahoo! JAPAN: Average monthly users from January to October 2021, based on Nielsen's "TOPS OF 2021: DIGITAL IN JAPAN, Top 10 by Total Digital Reach in Japan." Does not include overlap of smartphone and personal computer users.  
 3. PayPay: Cumulative registered users (as of July 2022)  
 4. LINE: Monthly users (as of March 31, 2022)

# Connecting People and Information to Create New Excitement

SDGs 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 49 million cumulative registered users (as of July 2022) and 3.74 million member stores (as of June 2022). The total number of payments in the six months from October 2021 to March 2022 exceeded 1.9 billion, about 1.8 times the volume in the same period of the previous fiscal year.

In addition, as the COVID-19 pandemic has greatly affected all of Japan, PayPay has served as a platform to popularize electronic payment, which has been recommended as part of "new normal" lifestyles. 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 showing a barcode



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 PayPay Mall, 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 also aims to build an ecosystem starting with the enhancement of financial services and create a "super app" that goes beyond payments to solve all kinds of issues faced by users.

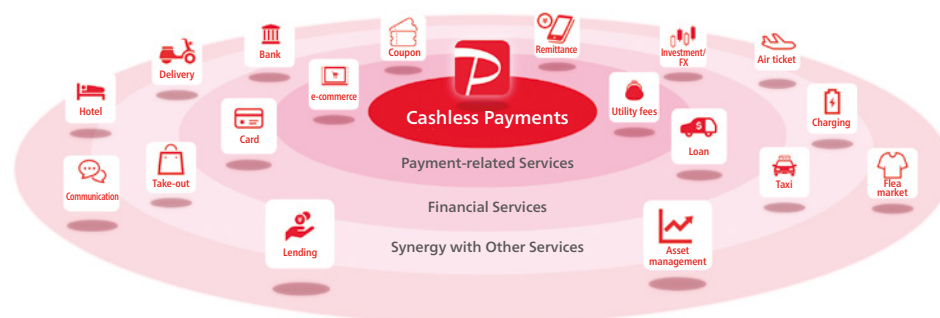
#### Main Initiatives in FY2021

- Promoted enrollment in the PayPay My Store Lite Plan and provided DX support to member stores
- Added new services to the mini-app, such as ChargeSPOT and PayPay Insurance (1 day insurance)
- Launched PayPay Atobarai, a new, convenient way of paying through the PayPay app
- Launched the PayPay Stamp Card function, making it easy for small and medium-sized businesses to issue stamp cards

#### Registered Users, Member Stores and Number of Payments



1. Cumulative users to register an account. As of July 2022.  
 2. Cumulative registered PayPay locations, such as stores and taxis. As of June 2022.  
 3. Does not include uses of PayPay's inter-user fund send/receive functions or payments made using the Alipay app.



# Connecting People and Information to Create New Excitement

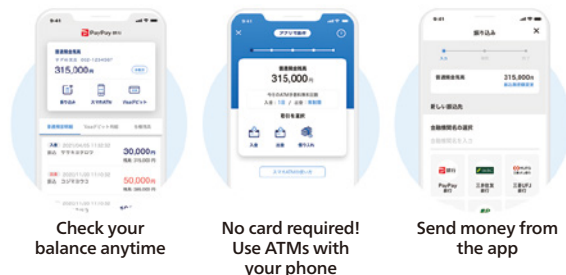
## SDGs Value Creation 3 Leverage ICT to Create New Lifestyles and Enhance the Foundations for Daily Life

### 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 business loans via the website used by PayPay member stores.



Check your balance anytime

No card required! Use ATMs with your phone

Send money from the app

#### PayPay Securities: Offering Services That Make Stock Investment More Accessible

As Japan’s first securities company specializing in trading with smartphones, PayPay Securities offers unprecedented financial services, such as a simple three-tap procedure and investment in units of thousands of yen, so even first-time investors can easily start stock investment.

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

In addition, the Point Management service has exceeded 6 million users<sup>1</sup> since its launch in 2020. In this service, PayPay points<sup>2</sup> are converted into management points<sup>3</sup> provided by PPSC Investment Service Corporation (a wholly owned subsidiary of PayPay Securities). Using these management points, users can select a course for a simulated investment management experience. Point Management allows anyone to immediately start the investment experience on the PayPay app and does not require an account opening or other troublesome procedures. The service has attracted a sizable user base.

1. As of March 30, 2022
2. Points added to users’ PayPay accounts due to special bonus offerings, promotional campaigns, etc.
3. The management points provided by PPSC Investment Service Corporation are only for management in Point Management and cannot be used for any other services at this time.



#### 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 35 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.

SB Payment Service’s transaction volumes are growing every year, exceeding ¥5.3 trillion in FY2021 (a 31.5% increase over the previous fiscal year). Backed by this impressive track record as a payment service provider, SB Payment Service not only operates in this capacity but also holds licenses from numerous international credit-card brands, including Visa, Mastercard and UnionPay. 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.



# Connecting People and Information to Create New Excitement

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

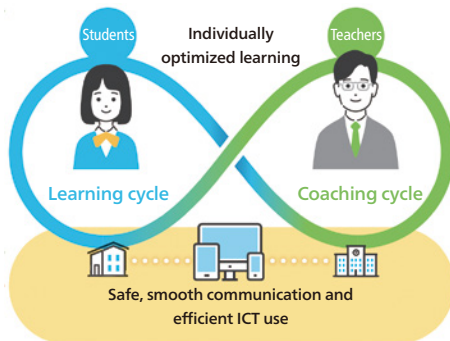
### Using Technology in Education

#### 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 is a platform for nurturing each child's ability to learn independently. It has three main functions: functions to encourage student learning, including educational videos and web tests; 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 ICT support for schools and realizes individually optimized learning.

Classi can also link with a great deal of educational content from other companies, allowing schools to choose from a wide lineup according to their specific circumstances.



#### ▶ Three Features of Classi

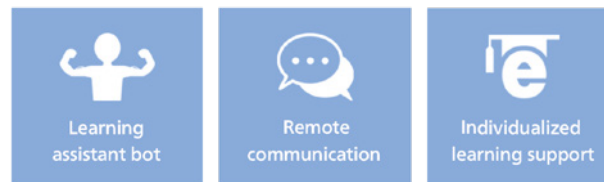
- Establishes a student learning cycle that promotes independent learning
- Establishes a teacher coaching cycle that improves the visibility of student activity
- Supports smooth communication and promotes ICT activities that allow oversight by schools and guardians

#### “palstep” Service Supporting Learning for Children Who Have Difficulty Learning in School and Classes

“palstep” is an e-learning study support service provided as part of social contribution activities conducted by SB Players Corp. to provide solutions to national and local governments. “palstep” is provided free of charge to municipalities and schools seeking to support children who have difficulty learning in a school or classroom setting to help ensure educational opportunities for all.

“palstep” offers features that enables learning at each individual's level, so that even if a child is behind, they can continue learning at their own pace, thereby nurturing children's self-motivation.

#### ▶ Service Features



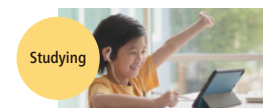
#### Colorful Tech Academy: Introducing Learning Methods for Reading, Writing, and Expression Using ICT

SB Players Corp. has opened the Colorful Tech Academy to introduce learning methods using ICT devices, such as tablets, for children under the theme of brightly coloring the future of children with the power of technology.

Through online seminars, elementary school, junior high school and high school students learn effective ways to study reading, writing and self-expression using ICT devices. In addition, for parents and guardians with concerns over the use of tablets by children, the Academy introduces tips for rule creation regarding tablet use at home and using technology appropriately. Going forward, the Academy will continue to offer support for children's learning from a variety of angles.

#### ▶ Online Seminars

1. Introductory Seminar for Reading and Writing Using Technology (For Elementary, Junior High School and High School Students)
2. Seminar for Expressing Oneself Using Technology (For Elementary, Junior High School and High School Students)
3. Seminar for Studying Using Technology (For Elementary, Junior High School and High School Students)
4. Technology Utilization Seminar for Parents and Guardians (For Parents and Guardians)





# Connecting People and Information to Create New Excitement

## SDGs 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.



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 approximately 750 schools have participated in this practical research.

Additionally, widely publicized examples of this project have led to opportunities for proposing to the Ministry of Education, Culture, Sports, Science and Technology (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 Maho Project from MEXT was approved in February 2020. Using technology to improve learning environments enables individual learning support for all children. The project is thus helping to create environments that can draw out the true abilities of children with disabilities.

Beginning in FY2022, in addition to the initiatives implemented to date, we are partnering with special education teacher training programs at educational institutions. The annual Maho Project summer seminar for children’s guardians and the general public has been incorporated into intensive courses for university and professional school students in training to be teachers. By thus deepening coordination with institutions that are

training special education teachers, we aim to produce teachers who know how to use ICT in special education and more broadly apply the results of our practical research.

#### “AI Smart Coach” Sports Support Service

SoftBank Corp. launched the sports support service AI Smart Coach on March 31, 2022.

AI Smart Coach is a service developed jointly with the University of Tsukuba for school sports clubs and amateur athletes. With learning, comparison and recording functions, the service helps users improve their sports skills with such tools as skeletal motion estimation AI and marking, which help users check and improve 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.

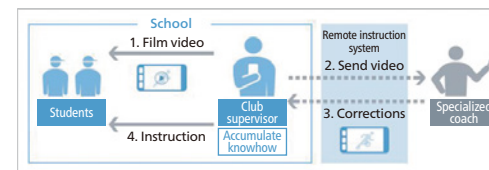


In recent years, many issues with school sports have been increasingly apparent. In elementary schools, a single teacher typically teaches all subjects. The resulting lack of expert physical education has been sighted as a possible cause of aversion to sports among children. At junior high and high schools, 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, resulting in, for example, some teams 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 susceptibility to weather and time constraints, as well as reduce working hours for teachers.



ICT-based remote sports instruction framework

We are currently implementing pilot tests of AI Smart Coach for use in school sports, including club activity instruction and gym class. 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 and model videos created by expert instructors and provided by the app. 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.

# Connecting People and Information to Create New Excitement

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

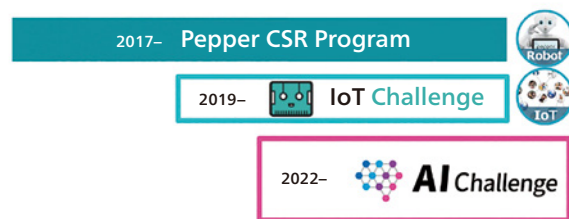
### Utilization of Technology in Education

#### “AI Challenge” Educational Program

SoftBank Corp. launched the Pepper CSR Program in 2017 with the aim of helping develop logical thinking and other skills in junior high school students. Since then, we have been implementing ongoing AI education support activities, such as IoT Challenge, in which Pepper humanoid robots are linked with micro:bit programming educational materials, realizing more creative programming instruction not possible with the programming educational materials alone.



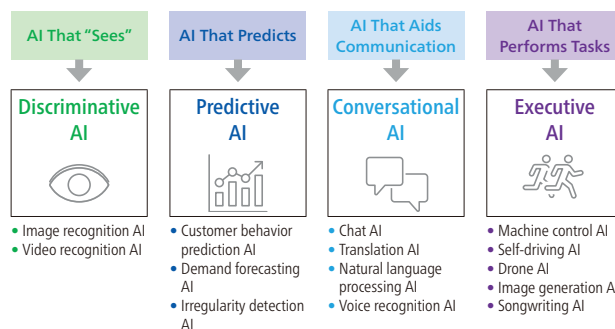
#### Youth Education Initiatives



In April 2022, SoftBank Corp. launched AI Challenge, an educational program for high school students aimed at fostering AI skills.

AI Challenge is aimed at fostering domestic talent with skills in AI. In the program, students learn the basics and mechanisms of AI through practical study. The program offers two courses that teachers across Japan can use in their comprehensive inquiry and other classes: the Literacy Course and Hands-on Course.

#### Four types of AI that participants learn about through AI Challenge



Classes at participating schools

Ryuji Noguchi provided advice on the development of original educational materials for AI Challenge. Mr. Noguchi works on AI projects as director and chief marketing officer at ELYZA, Inc. and has served on the Human Resource Development Committee of the Japan Deep Learning Association and as an advisor to wide range of companies and other organizations on AI-related issues.

#### STEAM Education through STELABO



SB C&S Corp., launched the STELABO business, a school that promotes STEAM\* education with the aim of empowering children to succeed in the future through learning about manufacturing and programming.

STELABO aims to nurture four abilities in elementary school students: (1) aptitude in science, math and ICT fundamentals, (2) the ability to think deeply on one’s own, (3) the ability to cooperate with and learn from one another, and (4) the power of creativity and expression.

Lessons first involve learning about basic principles and mechanisms. Then, students work on producing assignments using the knowledge they just acquired through trial and error on their own or by working with classmates. At the end of the lessons, students present their work, then at home they continue with applied assignments (homework) to solidify what they have learned. Going forward, the above-listed four abilities will grow increasingly necessary in society, and the program develops them by repeating the cycle of providing input, deepening understanding through creation and generating output as reinforcement.

\* STEAM is an interdisciplinary approach to education, short for the subjects it combines: science, technology, engineering, arts/liberal arts and mathematics.

# Connecting People and Information to Create New Excitement

## SDGs 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 launched by Healthcare Technologies Corp., a SoftBank Corp. subsidiary, in July 2020. The app allows users to easily consult with a medical team of physicians, nurses and pharmacists 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. Users can also search for hospitals and clinics that meet their specific needs and purchase over-the-counter medicine through the app.

This service can assist companies aiming to implement health and productivity management by providing health support for all employees, whether working from home, onsite, or in another format. By carefully asking each employee about their physical health through chat, the service guides them to take appropriate action. Employees can consult HELPO not only about sudden health problems, but also about ways to improve chronic ailments and concerns they may have even when they are in good health.

In addition, the introduction of HELPO is expected to help companies enhance their welfare benefits and improve their health and productivity management performance indicators.

⇒HELPO—Promoting Healthcare DX P. 37

⇒Solving Social Issues in the Healthcare Field: Healthcare Technologies Corp. P. 82

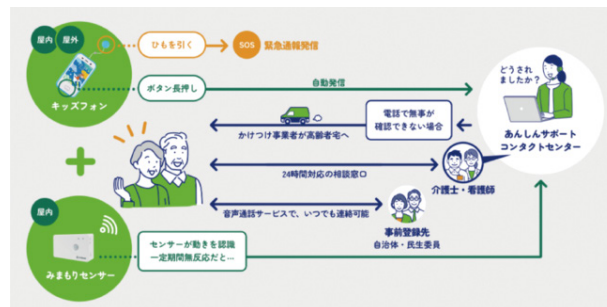


#### A New Service to Look After Seniors Using IoT

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, such as the need for a land-line and 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

#### Early Dementia Intensive Support with ICT Devices

As a new initiative in early dementia intensive support for the early detection of dementia, we implemented trials in coordination with Shijonawate City of Osaka Prefecture, the Kusunoki Area Union (Shijonawate Branch), the Shijonawate City Region Early Dementia Intensive Support Team and the Community Comprehensive Support Center.

In early dementia intensive support, medical care, nursing care, and welfare specialists visit people who have or are suspected of having dementia and their families. These visitors provide support by offering information about dementia, as needed, and helping patients receive medical examinations and make visits and appropriate use of long-term care insurance services. In the Shijonawate City region, an Early Dementia Intensive Support Team was established in January 2018 to provide such support.

In a six-month trial started March 15, 2021, ICT devices\* provided by SoftBank were used by a dementia support team during their visits to the residences of those receiving support so specialist dementia physicians would be able to understand the status of support receivers and provide advice online.

Although the medical professionals involved had concerns about the use of ICT devices at first, as a result of this trial, doctors were able to speak directly to people at their homes and provide advice remotely using tablets, helping to begin treatment more quickly while reducing the risk of transmitting infectious disease. Furthermore, in addition to medical consultations, over the course of the trial, the use of the ICT tools expanded to include online meetings and conferences among those involved, yielding more efficient coordination.

\* Provision of ICT devices and communication lines

# Connecting People and Information to Create New Excitement

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

### Using Technology in Medicine, Healthcare and Welfare

#### “Orange Safety Net” Elderly Monitoring Support

As part of its services for monitoring seniors with dementia using smartphones, SoftBank Corp. provides Orange Safety Net, a smartphone app offering nationwide monitoring of the whereabouts of wandering seniors with dementia. This service has been deployed by seven local governments as of the end of March 2022. 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.

#### Collaboration with Communities to Watch Over Wandering Seniors



#### Ugokuma App to Promote Walking and Prevent Geriatric Frailty

SoftBank Corp. has launched initiatives to help prevent 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 as a way of preventing frailty.

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



The Ugokuma app features a friendly bear 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 will be 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, we are holding fun, leisurely walking events where participants can put what they have learned to use.

#### Main Functions

- Frailty check<sup>1</sup>
- Walking distance and calorie burning measurement<sup>2</sup>
- In-app chat with and comments from the Ugokuma character

1. Frailty check function: Created based on the “Manual for Evaluating Vital Functions to Prevent the Need for Nursing Care (Revised Edition),” Study Group on the Manual for Evaluating Vital Functions to Prevent the Need for Nursing Care
2. Walking distance and calorie burning measurement: Made using values from “Physical Activity MET Values Table,” National Institutes of Biomedical Innovation, Health and Nutrition



# 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

## SDGs Value Creation

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

## KPIs

- (1)
  - Promote initiatives for HAPS commercialization (FY2027)
  - Promote business for solving social issues using unique electronic reference points<sup>1</sup>/ichimill<sup>2</sup> high-precision positioning service
  - Form industry-academia consortium (FY2022)
  - Release infrastructure monitoring solution service (FY2022)
- (2)
  - Promote business start-up and development in new business areas

## Main Businesses and Initiatives

- Develop new businesses to promote the social implementation of digital technologies (mobility x AI: MONET Technologies Inc.; stratosphere-based high-altitude platform station: HAPSMobile Inc.; autonomous mobility: BOLDLY Inc.)
- Roll out successful SoftBank Vision Fund projects in Japan and overseas through global partnerships (WeWork Japan, PayPay Corporation, DiDi Mobility Japan Corp., etc.)

## 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

- (3)
  - Promote SoftBank InnoVenture commercialization

1. 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)
2. 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

- 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

## Creating New Business through Open Innovation

### Key Person Interview



**Eric Gan**  
Executive Vice President

#### Building a Sustainable World through Business Expansion in New Domains

Sustained corporate development requires the trust of customers, shareholders, business partners and society at large. Working under the corporate philosophy of “Information Revolution — Happiness for everyone,” I believe that SoftBank Corp. has the social mission of creating new frameworks and value to realize a more prosperous world. Advanced technologies, like AI, and cutting-edge business models are integral to solving the wide-ranging challenges facing the planet and society, as well as to ensuring SoftBank Corp.’s continued growth. In other words, expanding businesses in new domains outside of communications is the crucial engine that will power the development of SoftBank Corp. and its contribution to creating a society in which people can enjoy lifestyles of greater comfort and abundance.

#### The Strengths of SoftBank

To create new businesses, we must generate and provide new value sought by society and customers. SoftBank Corp. is working with global AI companies that are portfolio companies of SoftBank Group Corp. and other partners in and outside Japan to develop new businesses using cutting-edge business models and technologies. SoftBank Corp. has a wealth of sales and technological capabilities, sales channels and communications infrastructure developed mainly

through its communications and Internet businesses. I think that the ability to rapidly launch new businesses by making maximum use of these business foundations is a unique strength of the SoftBank Group.

#### Solving Social Problems and Transforming Lifestyles

SoftBank Corp. aims to use cutting-edge technologies to solve a wide variety of issues in society and transform people’s very lifestyles. Our most notable new businesses include PayPay, Tabist and OpenStreet. PayPay has helped spread and firmly root the use of cashless payments among consumers. Tabist offers new travel experiences, taking advantage of the appeal of lodging facilities across Japan through the digital transformation of the tourism and hospitality industry. OpenStreet, meanwhile, provides a shared mobility platform. In July 2022, the number of OpenStreet stations nationwide surpassed 5,000, making it the greatest in the domestic share cycle market (as of July 2022). We aim to continue to offer convenient and pleasant services going forward.

#### In Closing

By developing cutting-edge technologies and business models, I believe SoftBank Corp. can realize continued growth while contributing to the realization of a sustainable world by solving issues.

# Creating New Business through Open Innovation

SDGs 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.

### 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.

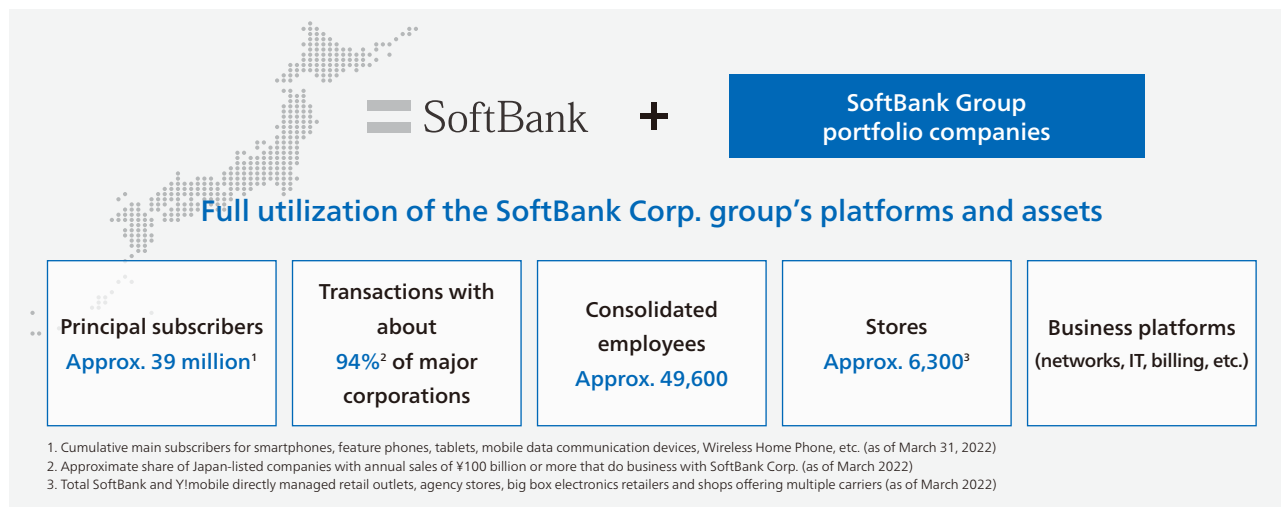
#### 2. Collaboration with SoftBank Group Investees

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 12,000 engineers group-wide.\* Leveraging these powerful sales and technological capabilities enables us to rapidly establish new businesses.

\* Total SoftBank Corp., Yahoo Japan Corporation and LINE Corporation engineers (as of March 2022)



### Main New Business Domains

<b>Communications</b>	<b>Mobility</b>	<b>Big Data and AI</b>	<b>Location and Real Estate</b>
<b>Healthcare</b>	<b>Fintech</b>	<b>Security</b>	<b>Energy</b>

## Creating New Business through Open Innovation

SDGs 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 Sunlider unmanned aircraft with its aircraft development partner, U.S.-based AeroVironment, Inc. On September 21, 2020, Sunlider 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 promote cooperation to advocate to the relevant authorities in various countries, develop common HAPS product specifications and promote the standardization of HAPS technology interoperability. 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.

At the same time, we are working to set up the systems needed to commercialize HAPS. 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.

We will continue to work to address the remaining hurdles to HAPS commercialization. By steadily resolving each of these issues in turn, we target commercialization in 2027, aiming to provide communications network service over wide areas, including sparsely populated regions. In addition, because the Sunlider 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."

##### Joint Venture with Lendlease to Explore the Use of HAPS in Australia

On April 29, 2022, HAPSMobile and Lendlease established a joint venture company in Sydney to explore the potential of a HAPS business in Australia.

While Australia has an enormous land area, most of the country is sparsely populated, with some regions that have no permanent population. As a result, setting up mobile phone base stations and building networks in rural and remote areas has been cost prohibitive, and providing coverage nationwide has been impractical. Since HAPS telecommunications systems are based in the stratosphere, they offer a flexible way to provide high-speed LTE and 5G connectivity to areas not covered by terrestrial base stations. Using HAPS, we aim to provide Internet access to sparsely populated areas, as well as to increase convenience across a wide range of fields, such as industrial IoT and emergency communications.



## Creating New Business through Open Innovation

### SDGs 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 a hard time 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 Providing Various Lifestyle Support MaaS in One Package

In August 2021, MONET launched a service for municipalities and enterprises that bundles the various services needed to realize on-demand buses and medical or government MaaS into a single package. The service furnishes many of the elements required to offer vehicle-based services, including administrator systems, driver apps, modified vehicles, and a smartphone app for users that allows them to, for example, reserve an on-demand bus.

#### On-demand Medical MaaS

MONET took part in an on-demand medical MaaS pilot test conducted by MRT Inc. from November 4 to December 27, 2021, providing a vehicle and dispatch system. The test took place across six rural towns in Mie Prefecture.

All six of the towns involved share the regional issues of population decline and graying. They also include mountainous areas with little public transport. Difficulty accessing medical care in these areas has led to such issues as the worsening of chronic health conditions and increased medical costs. Aiming to solve medical issues like these, the pilot test used a "multi-task vehicle," provided by MONET and designed to be usable for a range of applications, to provide health guidance, encourage residents to seek medical care and carry out telemedicine.



Vehicle used for the on-demand medical MaaS pilot test in Mie Prefecture

#### Government and Retail MaaS Using the "Multi-task Vehicle"

From February 7 to March 11, 2022, MONET carried out a pilot test in Abira, Hokkaido, using the "multi-task vehicle" in multiple applications, including government MaaS and retail MaaS, in collaboration with the local government and local retailers.

This pilot test aimed to solve daily challenges that arise in winter in regions with heavy snowfall, such as mobility difficulties caused by snow accumulation and icy roads. As a government MaaS use case, the Abira town government carried out pilot testing of a service that brings Individual Number Card application procedures to residents. In retail MaaS, the pilot test included traveling sales of local specialty goods sold at the Abira D51 Station road rest area and shopping support via the delivery of goods ordered by residents.



Exterior and interior of the "multi-task vehicle" in Abira

## Creating New Business through Open Innovation

SDGs Value Creation 1

### Develop New Business Models with Cutting-edge Technologies

#### Mobility

##### **BOLDLY: Sustainable Public Transport Using Autonomous Vehicles**

Against the backdrop of bus route closures and driver shortages, BOLDLY Inc. (formerly SB Drive Corp.) is conducting pilot tests of self-driving buses across Japan and provides the Dispatcher self-driving fleet management platform. Through these and other initiatives, BOLDLY is working to quickly realize convenient and sustainable mobility services using autonomous vehicles.

##### **Self-driving Bus Routes in Sakai Quadrupled to 20 km**

BOLDLY has been operating self-driving buses in the town of Sakai, Ibaraki Prefecture, since November 26, 2020. In their first year, these buses drove a total of approximately 14,500 km and carried approximately 5,300 passengers. BOLDLY handles the various management and other operations needed to run the self-driving buses, such as route selection and design, 3D map data collection, and obstacle sensor and vehicle settings. From August 2, 2021, the total routes covered by these buses were expanded from approximately 5 km to approximately 20 km.

In February 2022, this initiative received the grand prize in the FY2021 Car-Society Partnership Awards held by the



Automobile Business Association of Japan, among others, in recognition of the cooperative efforts of the entire community, including residents and local companies, to bring self-driving buses to the town.

##### **Pilot Test of Self-driving Bus in Snow and Sub-zero Temperatures in Kamishihoro, Hokkaido**

From December 15 to 19, 2021, MONET implemented a pilot test of a self-driving bus in winter conditions, including snow and temperatures below 0°C. The test was implemented with cooperation from the local government to remove snow and prevent ice on roads, and was the first in Japan to operate a self-driving bus with no steering wheel. The bus's operation in winter conditions provided data about the how the bus's sensors are affected by changes in the surrounding environment caused by accumulated snow or by clumps of snowflakes in the air, as well as vehicle performance in sub-zero temperatures and the efficacy of road ice countermeasures.



Pilot test in Kamishihoro

##### **Partnership with May Mobility Aimed at Rapid Implementation of Autonomous Driving Service**

SoftBank Corp. has entered into a partnership with May Mobility, Inc., a U.S. company based in Michigan and a leader in autonomous vehicle technology with deployments in

North America and Japan. Under the agreement, we are working together to quickly realize an autonomous driving service using SoftBank Corp.'s 5G network in Japan.

##### **Future Initiatives**

##### **1. Realizing a Next-generation Network for Automated Driving**

Currently, R&D is under way with the aim of achieving the practical application of automated driving at Level 4 (high driving automation) and Level 5 (full driving automation). At Level 4 and Level 5, self-driving vehicles will operate autonomously, even with no driver present. Ensuring the safe operation of such self-driving vehicles will require remote monitoring of the vehicle in use. This, in turn, will require a high-capacity, low-latency network optimized for automated driving in order to collect images taken of the vehicle's environment, information about the vehicle itself, and information from sensors installed on the surrounding roads, and to link this information with the monitoring center in real time. SoftBank Corp. aims to realize a next-generation network for automated driving in Japan by combining its accumulated expertise in vehicle communications with May Mobility's automated driving technology.

##### **2. Working toward Real-world Implementation of Automated Driving Services**

In addition to building networks, the real-world implementation of automated driving services will require the construction of remote monitoring management systems and charging and maintenance facilities, as well as the development of user apps for vehicle dispatch and payment. Leveraging its expertise in ICT and DX, SoftBank Corp. is working to contribute to the rapid real-world implementation of automated driving services, with a view to future linkage with its customer base and the various services of group company MONET Technologies Inc.

# Creating New Business through Open Innovation

SDGs 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<sup>1</sup> using signals from a GNSS,<sup>2</sup> 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.

On November 1, 2021, SoftBank Corp., ALES Corp. and Switzerland-based u-blox AG announced an agreement to

collaborate on the global roll out of high-precision positioning services. SoftBank Corp. provides the ichimill high-precision positioning service in Japan, and its subsidiary ALES operates a business that generates and delivers positioning correction data. The third partner, u-blox, is a global technology leader in positioning services for the automotive, industrial and consumer markets and electronic components for wireless communications, providing PointPerfect high-precision positioning services mainly in Europe and the United States. Through this business collaboration, we aim to construct a usage environment that enables the provision of a common high-precision positioning service in Japan, the United States and Europe for global automakers and manufacturers of construction and agricultural machinery. Specifically, we will work together to develop global correction data transmission infrastructure, as well as GNSS receivers and other devices, and expand service areas.

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

#### 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.

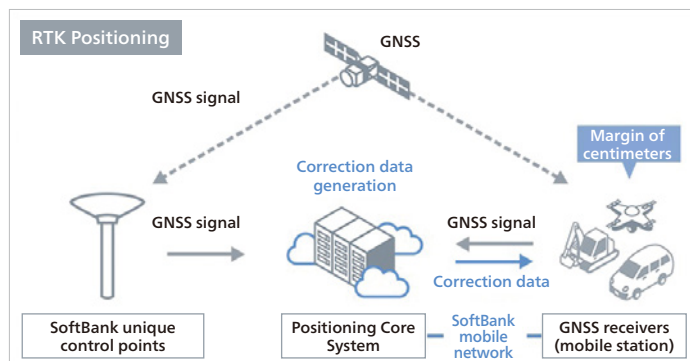
The ALES Transmission System is used by ichimill,\* a high-precision positioning service provided by SoftBank Corp. to corporate clients. ALES also uses this system in the Centimeter-level Positioning Service for consumers, launched in August 2020.

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."



## Creating New Business through Open Innovation

SDGs Value Creation 1

### Develop New Business Models with Cutting-edge Technologies

#### Big Data, AI and Location

##### 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.

Amid the social upheaval caused by the COVID-19 pandemic, Agoop has provided government bodies at all levels and news media nationwide with floating population analytical reports, helping assess the effectiveness of measures to restrain and prevent the spread of infection.



In addition, in April 2022, Agoop launched Machi-Repo, a human flow marketing tool that allows customers to freely specify the areas they wish to study anywhere in Japan and quickly analyze the number and types of visitors to those areas. Machi-Repo is equipped with a basic menu of 12 select analysis options and is easy to use, providing analysis results with just a few clicks. The tool can provide data on the number and attributes of visitors, peak hours, trade area coverage, ratio of visitors by length of stay and other metrics, not only for users' own stores, but also areas where their competitors have stores to analyze differences. This enables support for strategy planning based on numerical data in the retail industry. In other industries, it can be used for tourism demographic surveys, verification of the effectiveness of tourism events, and to provide metrics for real estate investment decision making.

##### 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.

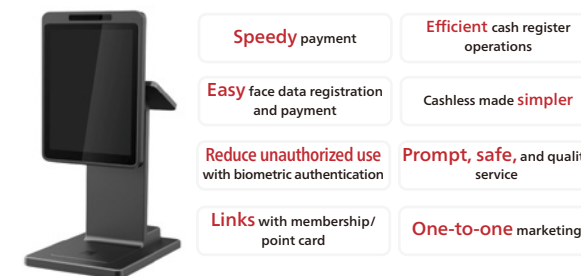
Japan Computer Vision's SenseThunder AI temperature detection combines AI-based facial-recognition technology with an infrared camera to take temperature readings from a distance and conduct high-speed, high-precision measurements even of subjects wearing a surgical mask and glasses, enabling people 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 use cases as attendance management, access control and reception management.

In addition, Japan Computer Vision launched PayPadPlus in April 2022. This device will improve customer experience and contribute to smooth store operations in today's digital society.

PayPad Plus is a dual-display Android device with a dual-lens (RGB+IR) camera, designed to work with existing POS systems in retail stores and commercial facilities. In addition to face recognition payment, it is also expected to be used for linking membership IDs with facial data and payment information to manage point systems.

In addition to retail stores and commercial facilities, face recognition payment at crowded stadiums and entertainment facilities can reduce the time required for person-to-person payment, optimize time spent at facilities by reducing checkout wait times, and improve convenience.



PayPad Plus biometric payment device



# Creating New Business through Open Innovation

SDGs Value Creation 1

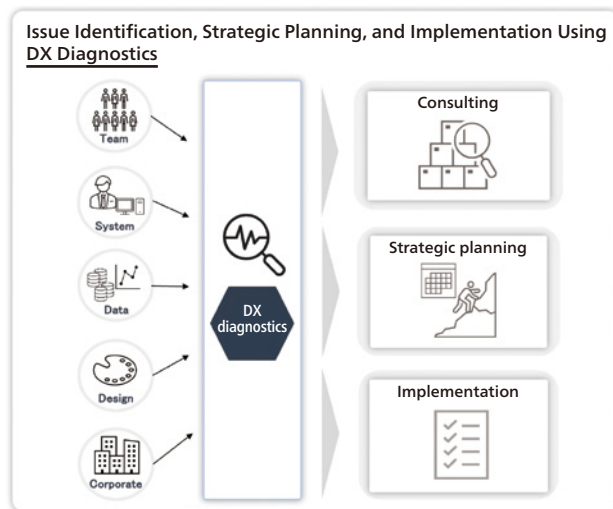
## Develop New Business Models with Cutting-edge Technologies

### Big Data, AI and Location

#### Incudata Supports Corporate Clients in Using Data to Advance DX

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

In addition to supporting the strategic planning of data utilization and the construction and operation of analytical platforms utilizing Treasure Data CDP, Incudata provides one-stop solutions to data utilization issues by combining SoftBank Corp.'s data and technology with the Hakuhold Group's marketing and consulting capabilities, helping companies strengthen their competitiveness and transform their businesses.



One-stop, one-team support framework

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. To help companies overcome these difficulties, in August 2021 Incudata launched DX Diagnostic Consulting, which provides services ranging from visualization and evaluation of the status of DX initiatives to support for the planning and execution of DX strategy.

Incudata has helped many companies utilize data and transform their businesses by consulting on data utilization strategy planning, data analysis platform construction and operation, and data privacy protection and associated security system construction and operation. We will leverage the insights provided through these services going forward to rapidly and powerfully advance DX.

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

The worldwide growth in internet traffic, which has continued relentlessly in recent years, is intensifying today amid changes in behavior patterns, such as the trend toward working and studying at home. Responding to this burgeoning demand is a major issue for internet service providers (ISPs).



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 deliver low-latency, high-quality communications. Charging global standard rates for IX connections instead of the higher rates common in Japan (said to be the highest in the world), this business contributes to the reduction of the ballooning Internet traffic costs faced by customers.

In May 2022, BBIX launched Open Connectivity eXchange (OCX), a cloud-based network service provided on BBIX's IX platform, to help clients build networks and optimize costs. OCX provides on-demand, highly secure, low-latency, scalable connectivity services 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 data center network equipment, reducing procurement and maintenance costs.

BBIX will build network cloud infrastructure to support regional DX by developing a closed network and cloud access points over networked BBIX IX infrastructure to support communication environments in the multi-cloud era.

# Creating New Business through Open Innovation

SDGs Value Creation 1

## Develop New Business Models with Cutting-edge Technologies

### 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 resource, 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. In February 2021, HELPO began offering the HELPO PCR testing package, a saliva PCR test service for individuals, in collaboration with SB Coronavirus Inspection Center Corp.

In addition, HELPO added a telemedicine service in collaboration with MICIN Inc. 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.

#### ▶ 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.
Clinic search	Search for clinics based on user-specific conditions
HELPO Mall	A Healthcare Technologies online store quickly delivers sundries and over-the-counter medicines
PCR testing (for companies and municipalities)	Support for operating PCR testing for employees and residents
PCR testing (for individuals)	Users can arrange testing for themselves and their families
Vaccination support	Support for workplace and municipality vaccination programs
Remote specific health guidance	Support for specific health guidance provided by companies and municipalities

⇒HELPO—Promoting Healthcare DX P. 37

⇒HELPO Healthcare App P. 71

#### Partnership with Pear Therapeutics to Develop Digital Therapeutics for Sleep/Wake Disorders

SoftBank Corp. and Pear Therapeutics (US), Inc. have entered into an agreement to develop software-based medicines called digital therapeutics (DTx) for the treatment of sleep/wake disorders in the Japanese market. Pear is a category creator in prescription digital therapeutics (PDTs), a version of DTx that are authorized by regulatory bodies such as the U.S. Food and Drug Administration (FDA) after rigorous review of clinical data, quality and safety. Separately, Pear has received funding from SoftBank Vision Fund 2.

Pear has a pipeline of product candidates across therapeutic areas and is currently marketing three PDTs authorized by FDA. One of these products, Somryst®, the only FDA-authorized PDT for the treatment of chronic insomnia, is supported by two randomized control trials that showed a 45% decrease in severity of insomnia symptoms<sup>1</sup>. The use of Somryst® in a 24-month analysis also showed a reduction in per-patient costs.<sup>2</sup>

Under the agreement with SoftBank Corp., Pear will develop DTx applications for the treatment of sleep/wake disorders for the Japanese market. Sleep problems constitute a global epidemic that threatens health and quality of life for up to 45% of the world’s population, presenting major opportunities for DTx to address unmet patient needs globally. According to the Japanese Association of Preventive Medicine for Adult Disease, 20% of all adults in Japan are chronically sleep deprived, and 15% feel excessively sleepy during the day.<sup>3</sup>

By promoting the development of DTx in Japan, SoftBank Corp. aims to deliver high-quality healthcare services to those who need them and enhance mental healthcare through prevention and treatment using advanced technology.

⇒1.Details

⇒2. Details

⇒3. Details

### 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.

Transactions processed	41.44 million transactions/month
Settlement volume	¥666.3 billion/month
Online transactions	108.63 million/month
Average credit processing speed*	1–2 seconds/transaction

\* April 2022 figures

# Creating New Business through Open Innovation

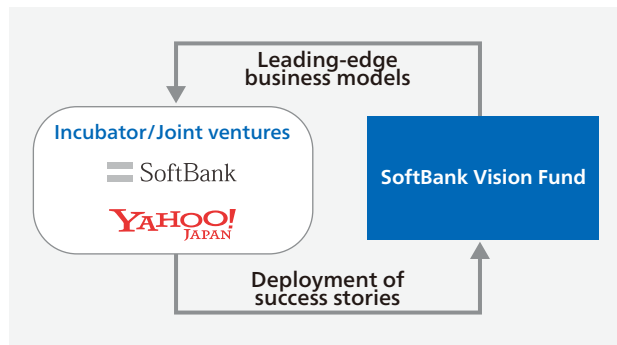
SDGs Value Creation 2

## 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 create businesses 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.

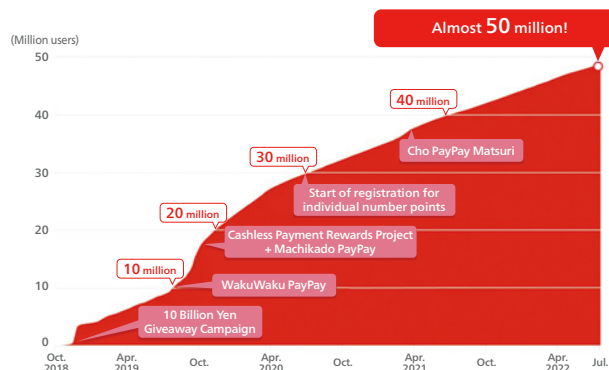


### Fintech

#### PayPay Cashless Payment Service

SoftBank Corp. and Yahoo Japan Corporation established PayPay Corporation through a joint investment on June 15, 2018, in partnership with Paytm, the largest payment service provider in India. The service’s base of registered users and accepting retail outlets has grown steadily since its launch. As of July 2022, the cumulative number of registered users exceeds 49 million, while the number of stores that accept PayPay has topped 3.74 million (as of June 2022). The number of transactions exceeded 1.9 billion in the six months from October 2021 to March 2022, approximately 1.8 times the number in the same period of the previous year.

#### Cumulative Registered User



PayPay has expanded the number of registered users and merchants by playing the role of a platform to promote electronic payment, recommended as part of “new normal” lifestyles amid the ongoing COVID-19 pandemic. In February 2022, we began offering PayPay Atobarai on the PayPay app, which allows users to pay the amount spent during the month in a lump sum the following month. In addition, PayPay Stamp Card provides both large chains and small and medium-sized merchants with the ability to easily issue their own stamp cards, further supporting merchants’ DX, improving operations and accelerating the efficiency of their sales activities. From October 2021, we began charging a fee for the use of the settlement system by member stores (with annual sales of less than ¥1 billion\*). The commission rate starts at 1.60% (excluding tax), the lowest in the cashless payment industry, to allow merchants to use PayPay at a low cost.

PayPay will continue to promote cashless payment and strive toward user convenience and productivity improvement in society through the addition and expansion of its services while working toward sustainable business management.

⇒For more on financial services initiatives centered around PayPay, please see page 66.

\* Corporations with annual sales of ¥1 billion or more that became PayPay merchants before April 1, 2020 and had no payment system usage fee until the end of September 2021 also have to pay a payment system usage fee after October 2021. Usage fees were charged for corporations with annual sales of ¥1 billion or more that became PayPay merchants on or after April 1, 2020.

# Creating New Business through Open Innovation

SDGs 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.

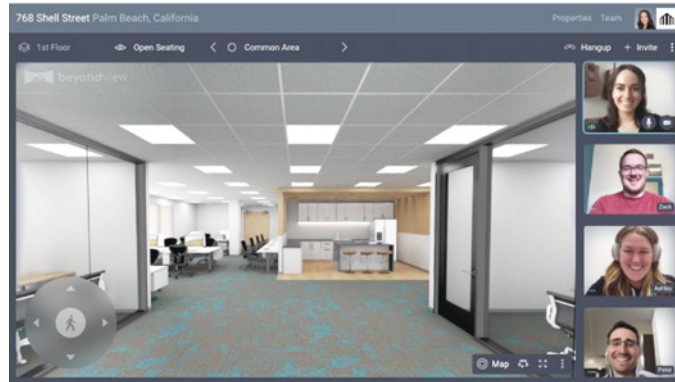
WeWork offers a variety of office environments to meet the diversifying needs of customers, from satellite offices to headquarters. We also promote open innovation and community participation to create an environment where members can easily share new ideas and promote collaboration.

In April 2022, WeWork Japan chose BeyondView's digital solutions for real estate and began offering a flexible office experience of the future that mixes physical and digital space through digital twin technology and AI. This allows corporate administrative and facilities staff to take a virtual office tour in high-definition 3D when considering moving to WeWork, reducing the time it takes to make the decision to move.

Against the backdrop of the increased number of business meetings conducted through online conferencing in the wake of the COVID-19 pandemic, the new business model will address the needs of customers who want to experience

the office virtually without actually visiting a WeWork location, as well as improve the efficiency of the sales structure and product design, thereby establishing a new business meeting model.

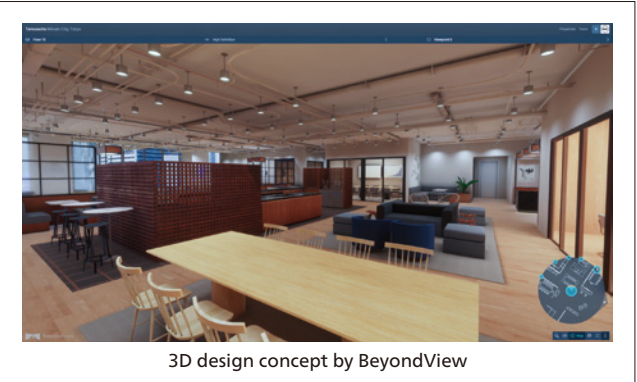
WeWork Japan's mission is to create communities where anyone can work in their own style and take on challenges. WeWork Japan endeavors to create new workstyles that will become the de facto standard in the future by providing office environments that draw out open innovation spanning the boundaries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



Virtual office tour through BeyondView's digital solutions



Space before design



3D design concept by BeyondView

Product design using BeyondView's digital solutions



# Creating New Business through Open Innovation

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

### Location and Real Estate

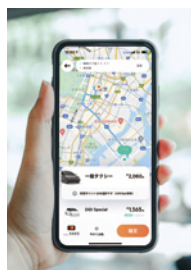
#### DiDi Taxi Dispatch Platform Service

Established in June 2018 as a joint venture between SoftBank Corp. and China-based Didi Chuxing Technology Co., Ltd., DiDi Mobility Japan Corp. (“DiDi Mobility Japan”) 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.

The taxi dispatch platform matches available taxis with passenger via an app. Advanced AI analytical and predictive technology optimizes taxi dispatch for a smoother taxi experience than ever before. To hail a cab, customers enter their departure location and destination in the smartphone app. In real time, they can then confirm the location and arrival time of their taxi, as well as information about the vehicle itself. In the event that a customer cannot find their taxi, the driver and customer can text each other. Payments are handled within the app, so the passenger can exit the taxi immediately upon arriving at their destination.

The driver version of the app, for taxi operators, features a simple interface for receiving a hail, picking up passengers and receiving payment. Fleet managers can use a special console to manage dispatch status and driver utilization.



#### Tabist Offering New Travel Experiences Highlighting the Appeal of Accommodations Across Japan through DX in the Tourism and Lodging Industry

OYO Japan, which operates an accommodation reservation website, changed its name to Tabist in April 2022. With the name change, the OYO Hotels & Homes Group will undergo a rebrand, transforming from a global hotel chain trusted for its solid quality into a brand that offers new travel experiences that fit better with the Japanese travel and lodging environment.

In the future, Tabist will focus on localizing its services for the Japanese market, as well as promoting the creation of new travel experiences that bring together its partner lodging facilities, travelers and the surrounding local communities. OYO Hotels & Homes is a shareholder of Tabist and will continue to collaborate with Tabist to enhance the corporate value of both companies through the reciprocal flow of visitors.



With the vision of providing life-enriching travel to all people, Tabist will first promote its business to become one of the largest hotel and ryokan brands in Japan with 300 facilities and 10,000 rooms, offering accommodations in all 47 prefectures. In addition, Tabist will focus on developing unique products and further accelerate business growth by expanding its user base, especially among millennials.

#### 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.

Mapbox has released a new open source library, Mapbox Mobile Maps SDK v10, which helps increase map loading speed. To enhance performance, Mapbox is working to enable the use of 3D maps on mobile platforms and reduce loading and download times.

#### Map Ad Network Launched

Mapbox is also building a digital advertising business network. Launched in August 2021, the Map Ad Network service is a map advertising network with seven map service providers. Mapbox aims to reach 30 million users through the network within a year.

Map Ad Network provides map-optimized advertising solutions to maximize the potential media value of maps. By participating in Map Ad Network, compared with running ads on their own, map providers have access to a larger volume and variety of ads, enabling better customization to individual users and boosting ad revenue.



# Creating New Business through Open Innovation

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

### Security

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

Cybereason Japan Corp., the Japanese affiliate of Cybereason Inc. in the United States, is the provider in the Japanese market of the Cybereason cyberattack protection platform.

Cybereason is a prevention platform that safely and reliably protects corporate and institutional systems from cyberattacks. Cybereason provides machine learning engines and graph processing systems that deeply analyze vast amounts of data within corporations and organizations from all angles. A full-stack behavior-detection solution—including next-generation antivirus (NGAV), ransomware protection, malicious PowerShell use countermeasures, EDR capabilities and more—provides unprecedented threat visibility to stop increasingly complex and sophisticated cyberattacks.

#### Launched Cybersecurity Program Evaluation Service

Cybereason Japan began offering a cybersecurity program evaluation service in March 2022 to help companies identify cybersecurity issues and formulate a roadmap for cybersecurity measures in light of the fact that cyberattacks are becoming more sophisticated and large-scale and that many Japanese companies and organizations have been victims of cyberattacks.

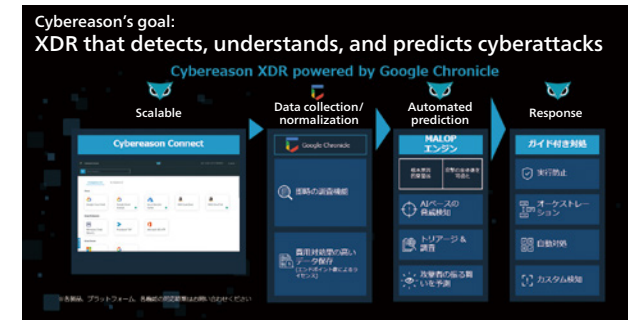
This service is a comprehensive cybersecurity posture assessment based on Cybereason’s extensive cybersecurity knowledge and the NIST CSF,\* a global standard framework. Cybereason EDR is a service that identifies cybersecurity-related issues for companies and organizations as a whole through terminal (endpoint) level assessments using Cybereason EDR’s sensor (agent software), and supports the formulation of a roadmap for cybersecurity measures in response to those issues.

\* The NIST CSF is a framework for security measures developed by the U.S. National Institute of Standards and Technology (NIST), based on input from governments and the private sector, and is used globally as a guideline for improving security measures.

#### Cybereason XDR Powered by Google Chronicle Available for the Japanese Market from Summer 2022

Cybereason Japan will launch Cybereason XDR powered by Google Chronicle, an AI-driven XDR (extended detection and response) platform jointly developed with Google Cloud, for Japanese companies and organizations in the summer of 2022. 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 predict cyberattacks faster than ever before, enabling organizations to comprehensively enhance their security environments.

Cybereason Japan aims to contribute to the further development of the Japanese economy as well as to create an environment in which Japanese companies and organizations can promote DX with confidence by helping to build a more robust cybersecurity framework.



# Creating New Business through Open Innovation

SDGs Value Creation 2

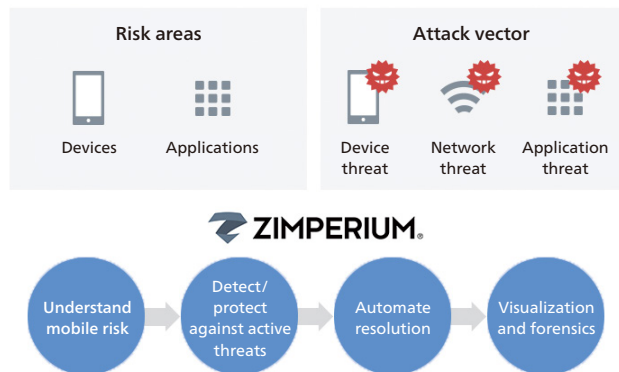
## Incubate and Spiral-up with Cutting-edge Businesses Overseas

### Security

#### zIPS Security Solutions for Mobile Devices

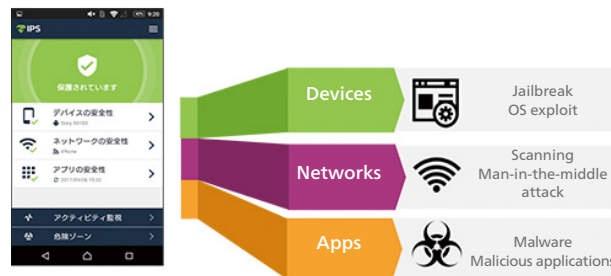
SoftBank Corp. offers zIPS, a mobile-security solution service for enterprises that defends against even unknown threats using a unique AI-equipped threat-detection engine developed by U.S.-based Zimperium, Inc.

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.



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 People's 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 through CONNECT Hubs and CONNECT Sensors. 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 as of May 2022

- 22 corporate customers  
Encored Japan products and services based on the latest technologies are used by 22 corporate customers.
- 2,245,498 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 2,245,498 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.

## Creating New Business through Open Innovation

SDGs Value Creation 3

# Build Systems to Recruit and Develop Human Resources to Lead Growth and Create New Businesses

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. 181-182

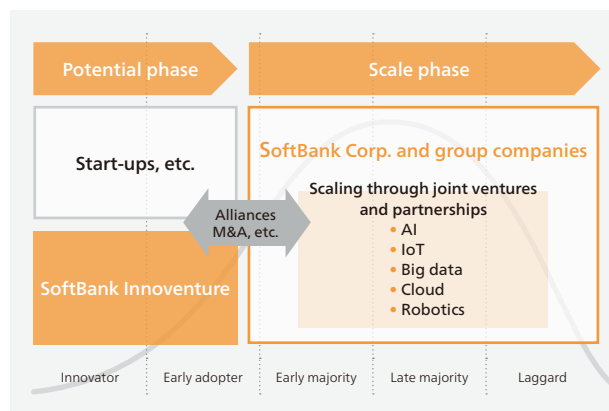
### Providing Opportunities for Growth Aligned with Business Strategy

#### 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

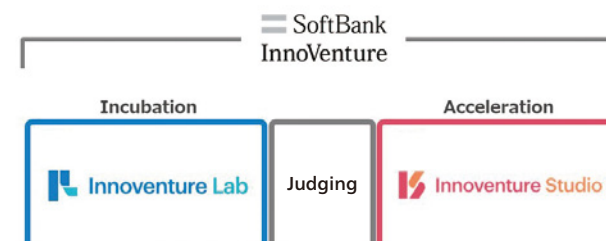


#### Strengths

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.





# Creating New Business through Open Innovation

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

### 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. During the COVID-19 pandemic, the conference has been held online, 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.

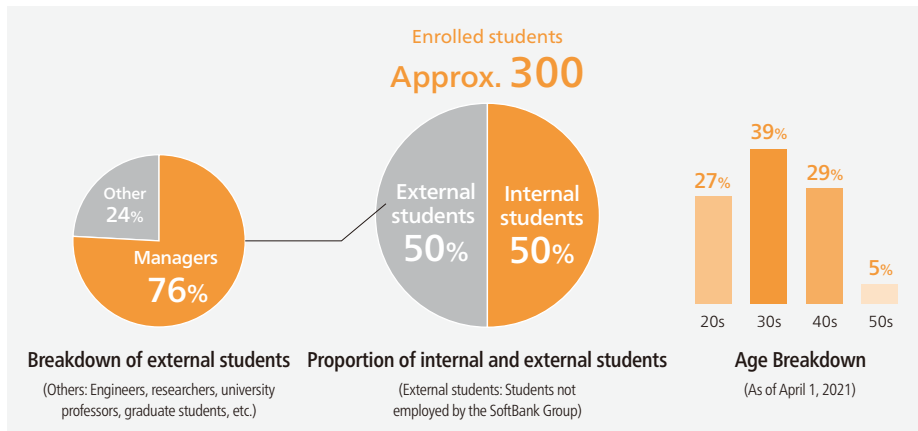
#### TURE-TECH Regional Revitalization Internship Program

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 March 2021, 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.





# Creating New Business through Open Innovation

SDGs Value Creation 3

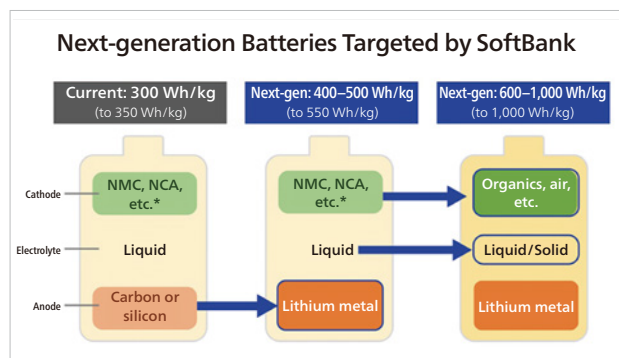
## Build Systems to Recruit and Develop Human Resources to Lead Growth and Create New Businesses

### 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.

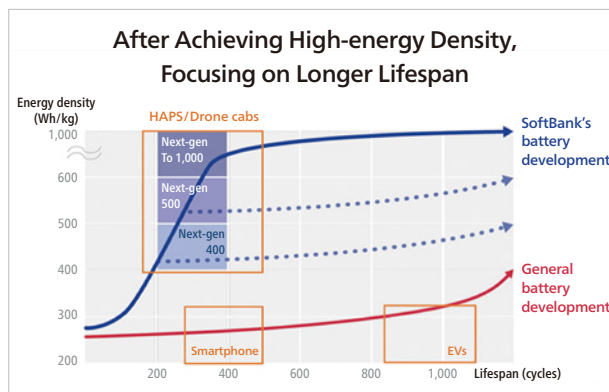
By evaluating and comparing the cells of manufacturers from around the world under controlled conditions, the Lab is able to rapidly analyze differences in performance and identify technological issues. The Lab's test results will be fed back to manufacturers to accelerate the development of next-generation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



\* 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.



#### Joint Research on the Smart Aquaculture of Sturgeon Using IoT and AI

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.

Even today, sturgeon aquaculture methods remain unestablished and present such risks as the loss of entire schools due to environmental changes. In response to these issues, we are conducting fundamental research aimed at establishing low-cost and efficient aquaculture methods through the use of image data to automatically detect abnormal behavior from individual sturgeon or entire schools. The research project will run from February 1, 2020 to January 31, 2023.

#### Identifying Individuals and Analyzing Behavior to Quickly Detect Abnormalities with Machine Learning

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. Our joint research aims to analyze sturgeon behavior using cutting-edge technologies, such as IoT and AI, in order to reduce risks and solve issues in sturgeon aquaculture.

The joint research uses machine learning to identify individual sturgeon and analyze their behavior to quickly detect abnormal behavior, prevent the spread of disease, and detect abnormalities in the aquaculture environment, such as water flow stoppage and excessive food supply. In these ways, we are studying optimal sturgeon aquaculture methods.

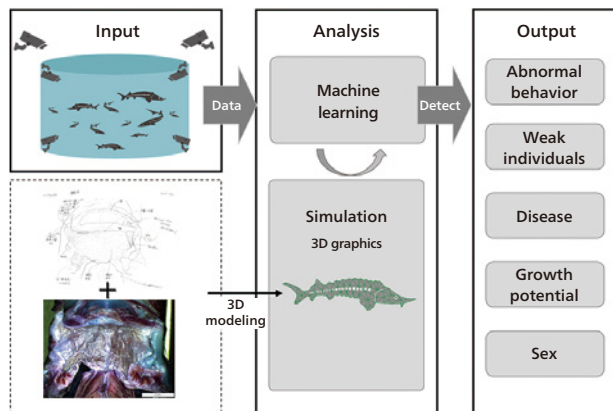
# Creating New Business through Open Innovation

## SDGs Value Creation 3

## Build Systems to Recruit and Develop Human Resources to Lead Growth and Create New Businesses

### Research and Development in Support of Operations

In addition to the real-time collection and analysis of underwater and above-water image data and environmental data using IoT devices, our research uses 3D computer graphic (CG) simulation data of individual sturgeon swimming in a variety of virtual environments based on simulated water currents and 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.



Flow of joint research on the smart aquaculture of sturgeon

This joint research is expected to produce results that will help secure sustainable fisheries 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.

### Research Paper Accepted by SIGGRAPH Asia 2021: Realistically Simulating Schooling Behavior with CG and Fish Counting with Machine Learning

As part of the R&D that supports its businesses, SoftBank Corp. presents research papers on its research achievements. A paper on the results of joint research with Nosan Corporation was accepted and presented at SIGGRAPH Asia 2021, an international conference in the field of computer graphics and interactive technologies held in Tokyo in December 2021. The paper was titled "Foids: Bio-Inspired Fish Simulation for Generating Synthetic Datasets."

### 97% Accurate to Manual Counting

Until now, underwater image analysis has faced challenges in recognition accuracy due in part to the difficulty of collecting large amounts of training data. In this paper, we propose a method to generate large amounts of training data using CG and automatically add annotations (accurate information necessary for machine learning). To apply this method to actual underwater recordings, in addition to realistically

simulating the forms of the fish and individual fish movements, it is necessary to simulate schooling behavior. We have now succeeded in simulating realistic schooling behavior with CG, incorporating a wide range of factors based on fish biology, from preferred temperature to lighting, swimming speed, collision avoidance speed and neuroscience-based decision-making intervals.

### Potential to Improve Feeding Efficiency and Stabilize Operations in Smart Aquaculture

The results of this research have enabled the automatic generation of training models that can be adapted to any environment. The application of trained models to videos of fish in actual sea cages has achieved fish counts that are on par with using nets to remove fish from the water for manual counting.

The research described in this paper provides an algorithm that can be adapted for variations in environment, such as different cages, weather conditions or currents, and to different fish species by changing the fish model. By providing a tool to estimate production volumes (the number of fish), the research results are expected to help improve feeding efficiency and stabilize operations in smart aquaculture going forward.



Using the Foids method to count the fish in actual underwater footage



## Creating New Business through Open Innovation

### SDGs Value Creation 3

## Build Systems to Recruit and Develop Human Resources to Lead Growth and Create New Businesses

### Research and Development in Support of Operations

#### Next-generation Virtual Fitting Experience App

In collaboration with ZOZO NEXT, Inc. and MN Inter-Fashion Ltd., SoftBank Corp. has developed ALTRM, a next-generation virtual fitting experience app. Using the ALTRM app, users can virtually try on clothes with a 3D virtual avatar from their home, office or anywhere else, whenever they like.

#### Using Avatars to Check Size and Fit Like a Real Fitting

After logging in, users input their height and weight, which the app uses to generate a 3D virtual avatar. Body shape measurement data accumulated by ZOZOSUIT is used to generate the avatar's body shape. Next, users can put an item of clothing on their 3D virtual avatar by simply tapping the icon of the item on the screen, enabling them to check the size and fit, just like actually trying it on.

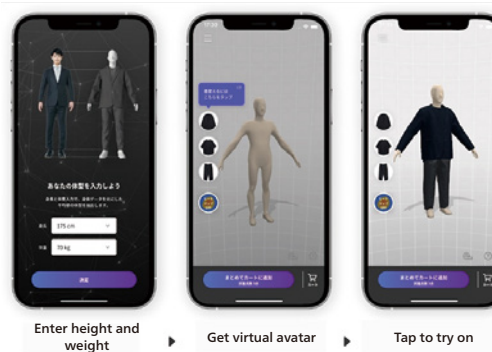
SoftBank Corp. handled the development of the elemental technologies for the generation of 3D virtual avatars and virtual fitting used in ALTRM. We have realized technologies that enable complex computational processing—such as 3D virtual avatar generation based on measurement data and real-time clothing simulation—to operate in a widely accessible ordinary mobile environment. ZOZO NEXT handled the development of the app to allow users to try on clothes on their smartphones using SoftBank Corp.'s elemental technologies.

A user test of ALTRM was conducted over a 30-day period from February to March 2022, with a total of approximately 400 people actually using the app. For this test, all 14 items (in sizes S/M/L) from MN Inter-Fashion's newly launched men's wear brand "ALTRM" were sold to verify changes in the purchase rate as a result of implementing the virtual fitting.

#### Potential Metaverse and Digital Twin Uses beyond Fitting

With the introduction of the ALTRM virtual fitting experience app, users can try on clothes online, anytime, anywhere, without having to visit a physical store. The ability to try on items virtually before purchasing is expected to reduce returns due to size mismatches or discomfort while wearing, which have been issues in online shopping, and help realize a higher conversion rate (CVR).

The newly developed ALTRM technology is expected to be used not only for clothes fitting, but also in metaverse and digital twin applications, as well as apparel industry DX through online exhibitions of fabrics and materials and on production lines. As the apparel industry moves further online and digitizes, we will continue to offer new customer experiences that surpass the traditional in-person experience.



Screens of the ALTRM app

# Contributing to the Global Environment with the Power of Technology

## Realizing a Carbon-neutral, Recycling-oriented Society



SoftBank Corp. regards addressing environmental problems as an important management issue. Aiming to achieve environmental sustainability, we use cutting-edge technologies, address climate strategy and utilize new sources of energy to protect the environment. We want to avoid degrading the planet and seek, instead, to leave it richer for the next generation. SoftBank Corp. will respond to climate change and promote the achievement of a recycling-oriented society by improving power use efficiency through the use of its cutting-edge technologies and encouraging the adoption of renewable energy.

In order to contribute to the solution of the increasingly serious problem of climate change, SoftBank Corp. has announced the Carbon-Neutral 2030 Declaration, which aims to reduce greenhouse gas emissions from our business activities, such as those from electricity use, to essentially zero by 2030, the year targeted by international society for the achievement of the Sustainable Development Goals (SDGs).

We will promote energy conservation through such measures as utilizing renewable energy aimed at suppressing CO<sub>2</sub> emissions, switching to energy-saving

equipment and improving the efficiency of electricity use by utilizing and spreading IoT.

SoftBank Corp. will also actively utilize such cutting-edge technologies as AI and big data in fields that contribute to reducing energy use and greenhouse gas emissions. As the theme of technology utilization to address environmental issues attracts greater attention, we will fully leverage synergies with group companies to improve the power efficiency of our facilities and equipment while taking measures to reduce our environmental load.

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 recycling and reuse. To maintain functioning ecosystems and a sustainable planet for the next generation, we give due consideration to the impacts of our businesses on ecosystems and conserve biodiversity through our business and social contribution activities.

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

### Risks and Opportunities

#### Risks

- Increasing restoration and prevention costs related to more frequent infrastructure disruption and communication blackouts due to natural disasters
- Difficulty in securing non-fossil fuel electricity and long-term increase in electricity procurement costs
- Impact on financing due to insufficient environmental efforts

### SDGs Value Creation

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

### KPIs

- (1)
  - Ratio of renewable energy for base stations: 70% or greater (FY2022)
  - Contribution to CO<sub>2</sub> reduction across society: Spread and expand household energy-saving services through electricity management apps, etc.
  - Carbon neutrality (FY2030)\*
- (2)
  - Mobile phones collected for reuse or recycling: 10 million (FY2020–2025)
  - Percentage of decommissioned base stations going to landfill: 1% or less (annually)
  - Promote initiatives related to conserving biodiversity (natural capital)
- (3)
  - Renewable energy power provision: Expand provision of renewable energy power plans

\* Based on SoftBank Corp.'s total emissions in 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)

### Main Businesses and Initiatives

- Switch electricity used in business activities, including by base stations, to electricity from virtually 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 achieving carbon neutrality
- 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 SB Power/SoftBank Denki

\* To be achieved primarily by using non-fossil certificates designated as renewable energy

## Contributing to the Global Environment with the Power of Technology

### Key Person Interview



**Masato Ikeda**

CSR Division Head, Senior Director of the SDGs Promotion Office

#### ■ Social Background

Global environmental problems, such as marine pollution and deforestation, are becoming more complex and serious. As inhabitants of the Earth, it is our urgent responsibility to deal with these problems. The Japanese government has announced its target for reducing greenhouse gas emissions to net zero, realizing decarbonization across society by 2050. Against this backdrop, in Japan, there is an accelerating emphasis on responding to global environmental problems, most notably climate change.

#### ■ Carbon-Neutral 2030

In May 2021, SoftBank Corp. announced the Carbon-Neutral 2030 Declaration. We aim to achieve net zero

greenhouse gas emissions by 2030 through a combination of switching to virtually renewable energy for power used in business activities and energy saving utilizing AI and other cutting-edge technologies.

More than half of the annual greenhouse gas emissions from SoftBank Corp.'s business activities are attributable to power used at mobile phone base stations. To reduce these emissions, we are switching to electricity from virtually renewable energy to power base stations. In FY2021, about 50% of base station power came from virtually renewable energy, and we aim to increase this to 70% in FY2022.

Furthermore, SoftBank Corp. is promoting the active use of such cutting-edge technologies as AI and big data in fields that contribute to energy use and the reduction of greenhouse gas emissions. Expectations are growing higher as increasing attention is paid to the application of cutting-edge technology to environmental issues. For example, many believe that using AI machine learning to analyze vast amounts of environmental data can predict impacts on the global environment. By fully utilizing its cutting-edge technologies and synergies with group companies, SoftBank Corp. is advancing measures to improve the power efficiency of its facilities and equipment and reduce its environmental burden.

#### ■ Conserving Biodiversity and Realizing a Recycling-based Society

We are implementing key initiatives to promote biodiversity conservation and a recycling-based society. In terms of biodiversity conservation, we launched the

Future and Coral Project in collaboration with Onna Village in Okinawa Prefecture, which has one of the world's largest coral planting areas. Under this project, we use donations solicited online to plant coral seedlings. By doing so, we are contributing to the achievement of SDG 14, "Conserve and Sustainably Use Oceans, Seas and Marine Resources for Sustainable Development." Furthermore, to reduce microplastics, we have switched to shopping bags made from 80% biomass-derived materials at SoftBank and Y!mobile shops nationwide.

SoftBank Corp. is also focusing efforts on mobile phone recycling. To make use of valuable rare metals in devices, a practice known as urban mining, we collect unwanted devices regardless of their brand, manufacturer or age. Going forward, we will continue working toward the achievement of a recycling-based society.

#### ■ In Conclusion

SoftBank Corp. provides diverse opportunities for learning about the environment, from regular environmental education for employees to hands-on tree planting activities for parents and their children. To leave a better planet for future generations, all SoftBank Corp. executives and employees will cooperate in promoting the reduction of environmental burden. We will continue to advance initiatives toward the realization of a sustainable society by using technology to contribute to the global environment, aiming for "a world where all things, information and minds are connected."



## 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. We have established the Environmental Action Guidelines and set up an environmental management system and corresponding administrative structure under which all executives and employees work together to reduce environmental burden.



Contribution to climate change countermeasures



Promotion of a recycling-based society



Biodiversity conservation

#### Environmental Management System

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

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

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

\* RoHS Directive: A European Union directive that prohibits the inclusion of toxic substances in electrical and electronic equipment

#### 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 SDGs 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.

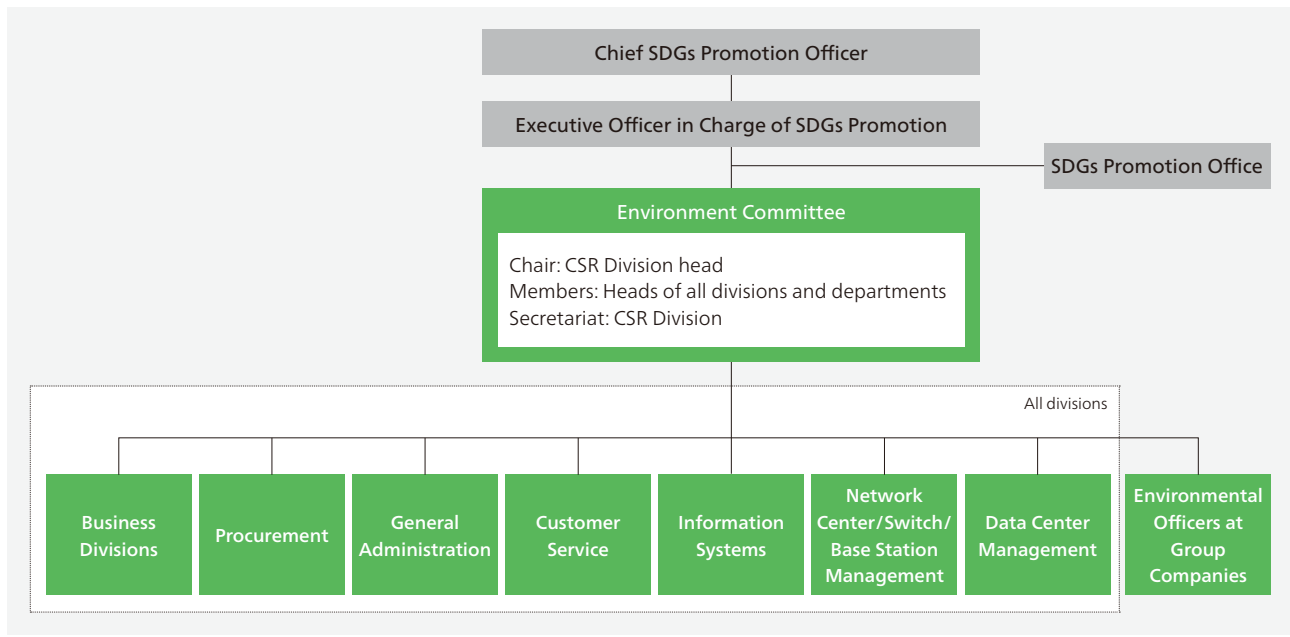


# Contributing to the Global Environment with the Power of Technology

## 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 SDGs Promotion as a cross-divisional organization for considering all environment-related matters. Under this framework, we implement company-wide environmental conservation activities.



### 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 FY2021.

We 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, examine various items in need of review, and continuously work toward improvement. As a result of external audits, we maintained ISO 14001 certification in FY2021.

### 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 greenhouse gas emissions. Additionally, we continue to implement energy-saving measures, such as optimizing the temperature settings for air conditioning equipment in data centers and network centers, actively adopting energy-saving equipment, and systematically updating equipment to promote efficiency in energy use.

# Contributing to the Global Environment with the Power of Technology

## Environmental Management

### 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 FY2021.

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



### Main Registration Scope

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

### Environmental Targets

Category	Target	Main Measures
Climate change countermeasures	Ratio of renewable energy for base stations: 50% or greater (FY2021)	<ul style="list-style-type: none"> <li>• Switch to electricity from essentially renewable energy</li> </ul>
	Carbon neutrality (FY2030)	<p><u>Offices</u></p> <p>Measures in cooperation with building owners</p> <ul style="list-style-type: none"> <li>• Use low-carbon power</li> <li>• Adopt motion-sensing light switch systems</li> <li>• Install LED lighting</li> </ul> <p><u>Network centers/data centers</u></p> <p>Reduce electricity consumption intensity by 1% annually</p> <ul style="list-style-type: none"> <li>• Install LED lighting</li> <li>• Replace air conditioners</li> <li>• Turn off and remove unnecessary equipment</li> <li>• Install solar panels</li> </ul>
Promote a recycling-based society	10 million reused/recycled devices (FY2020–FY2025)	<ul style="list-style-type: none"> <li>• Set up systems</li> <li>• Provide information</li> </ul>
Compliance with environmental laws and regulations	Proper handling of industrial waste	<p><u>Offices</u></p> <ul style="list-style-type: none"> <li>• Educate employees</li> <li>• Create manual and contract templates</li> <li>• Set up systems, including consultation contact points</li> </ul> <p><u>Network centers/data centers</u></p> <ul style="list-style-type: none"> <li>• Digitize disposal procedures</li> <li>• Ensure thorough compliance with laws and regulations</li> </ul>
	Proper handling of waste CFCs	<p><u>Network centers/data centers</u></p> <ul style="list-style-type: none"> <li>• Digitize disposal procedures</li> <li>• Ensure thorough compliance with laws and regulations</li> </ul>

## Contributing to the Global Environment with the Power of Technology

### Environmental Management

#### Third-party Verification of Environmental Data

The FY2021 amounts of greenhouse gas emissions (Scope 1, 2 and 3), energy consumption and industrial waste of SoftBank Corp. (non-consolidated), as well as the water usage of the SoftBank Corp. headquarters building 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).

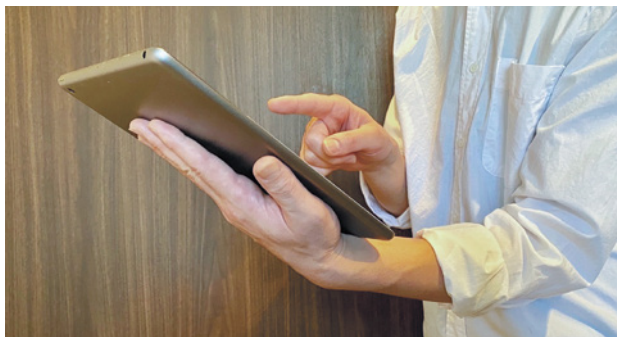
#### Employee Training and Education

##### 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.



#### Green Procurement

##### Promoting Products That Help Reduce CO<sub>2</sub> 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<sub>2</sub> 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.



## Contributing to the Global Environment with the Power of Technology

SDGs Value Creation 1

# Contribute to the Mitigation of Climate Change through Technology and Business

SoftBank Corp. is actively working to reduce greenhouse gas emissions through business activities, such as using renewable energy and leveraging AI, IoT and other technologies to increase power efficiency. Additionally, we are working to promote CO<sub>2</sub> emissions reduction throughout society and contribute to realizing a sustainable society in light of climate change.

### Carbon-Neutral 2030



## CARBON NEUTRAL 2030

SoftBank Corp. is advancing Carbon-Neutral 2030 to reduce greenhouse gas emissions to net zero. Under this initiative, we will switch to the use of virtually renewable energy for 100% of power used in our business activities by 2030, which is the year targeted by international society for the achievement of the Sustainable Development Goals (SDGs), and advance energy conservation efforts that utilize cutting-edge technologies, such as AI and IoT. SoftBank Corp. will contribute to the global environment through the spread of renewable energy and the utilization of cutting-edge technology and contribute to the realization of decarbonization across society by realizing carbon-neutral operations. Our reduction targets for greenhouse gas emissions have been verified as science-based by the Science Based Targets initiative (SBTi), an international climate change initiative.

Note: Carbon-Neutral 2030 applies to the Scope 1 and Scope 2 emissions of SoftBank Corp.

### 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<sub>2</sub> equivalent (FY2019 results), more than half of which is attributable to power use at base stations across Japan. Our total annual greenhouse gas emissions are equivalent to those of approximately 250,000 ordinary households. In order to reduce CO<sub>2</sub> emissions, we have decided to switch to electricity from virtually renewable energy supplied by SB Power.\* In FY2021, 50% of base station power came from virtually renewable energy, and we aim to increase this to 70% or more in FY2022.

We are also steadily switching to virtually renewable energy for facilities and equipment other than base stations to reduce CO<sub>2</sub> emissions.

\* Electricity from virtually renewable energy: Electricity from effectively 100% renewable energy, with zero net CO<sub>2</sub> 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, it is said that using AI machine learning to analyze vast amounts of environmental data can predict 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 throughout the world.

By fully utilizing its cutting-edge technologies and synergies with group companies, SoftBank Corp. is advancing measures to improve the power efficiency of its facilities and equipment and 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.





## Contributing to the Global Environment with the Power of Technology

SDGs Value Creation 1

### Contribute to the Mitigation of Climate Change through Technology and Business

#### Carbon-Neutral 2030

##### 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.

##### 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. The evolution of devices is driving an increase in power consumption and, in turn, CO<sub>2</sub> emissions. By increasing the capacity and energy density of batteries installed in these devices, it is possible to improve the performance and efficiency of devices, and to reduce environmental burden. The SoftBank Next-generation Battery Lab was established in June 2021 to test and evaluate next-generation batteries from around the world. In October 2021, in collaboration with Empower Greentech Inc. of the United States, the Lab succeeded in demonstrating a lightweight, high-capacity, high mass-energy density lithium metal battery with a mass-energy density more than twice that of conventional batteries (520 Wh/kg class).

By advancing R&D and efforts toward early commercialization, we aim to serve as a platform to promote the development of next-generation batteries.



Mass-energy density 520Wh/kg class battery jointly developed by SoftBank Corp. and Empower Greentech

##### R&D of Zero-emission Electric Robots for Rural Forest Maintenance

Japan's forestry industry faces numerous challenges, such as a declining rate of domestic lumber supply due to demographic graying, labor shortages and insufficient price competitiveness, as well as the negative environmental impact of the resulting decline in CO<sub>2</sub> absorption by woodlands. To solve social issues in the forestry industry, SoftBank Corp. is researching ways to support the adoption of ICT in the industry, including robots, drones, AI and 5G. In FY2021, SoftBank Corp. was commissioned to carry out a New Energy and Industrial Technology Development Organization (NEDO) research program on zero-emission electric robots for forest maintenance in rural areas. Under this project, we conducted tests of the usefulness of four-legged walking robots jointly with the Forestry and Forest Products Research Institute. Furthermore, in June 2022, the Forestry and Forest Products Research Institute and SoftBank Corp. announced a pilot test program to determine what kind of tasks four-legged walking robots could perform in forestry, building on the results of testing so far with the aim of realizing smart forestry using robots. Going forward, we will work toward the practical implementation of digital technologies in the primary sector by quickly achieving smart forestry utilizing robots and other technologies.

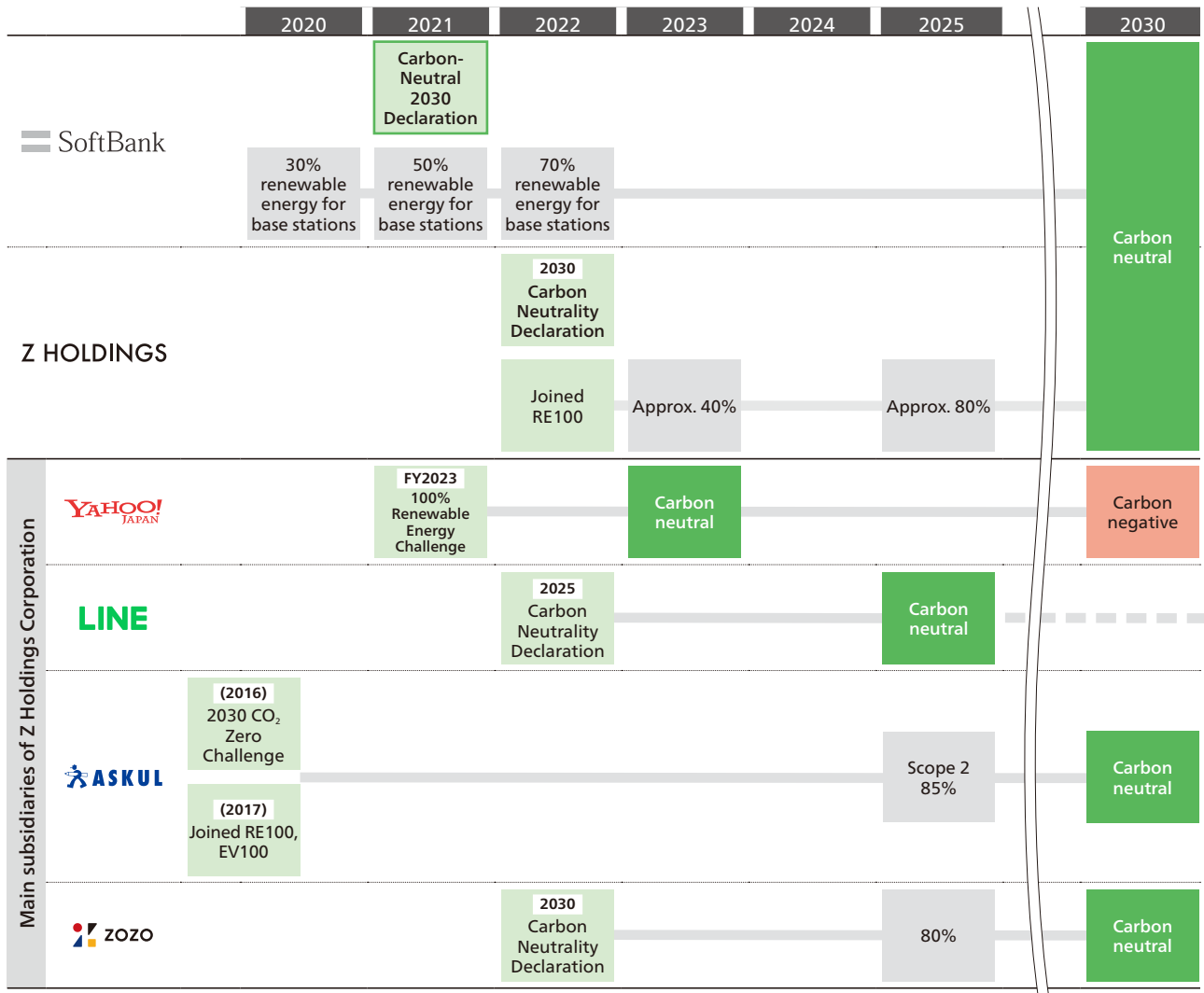


# Contributing to the Global Environment with the Power of Technology

## SDGs Value Creation 1 Contribute to the Mitigation of Climate Change through Technology and Business

### Group Carbon Neutrality

#### Roadmap to Carbon Neutrality



Note: Carbon neutrality targets are for Scope 1 and Scope 2.

#### Group Company Decarbonization Initiatives

Z Holdings Corporation has announced its “2030 Carbon Neutrality Declaration,” setting out plans to achieve net zero greenhouse gas (GHG) emissions in the business activities of all ZHD Group companies, including Yahoo Japan, LINE, ASKUL and ZOZO, by FY2030. In June 2022, the ZHD Group joined RE100, a global initiative under which companies pledge to switch 100% of the electricity used in their business activities to renewable energy.

\* RE100: An international business initiative operated by the Climate Group and CDP that promotes the use of 100% renewable energy by corporations.



Yahoo Japan Corporation is using the corporate version of Japan’s “hometown tax” system as part of its domestic efforts to advance decarbonization and renewable energy. To promote decarbonization and related efforts, Yahoo! JAPAN broadly solicits proposals for regional revitalization initiatives aimed at achieving carbon neutrality from regional public bodies and donates through the “hometown tax” system to support them.

# Contributing to the Global Environment with the Power of Technology

## SDGs Value Creation 1 Contribute to the Mitigation of Climate Change through Technology and Business

### 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 achievement of the Sustainable Development Goals (SDGs) set by the United Nations 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 SDGs 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 SDGs 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 SDGs Promotion Officer and the Executive Officer in Charge of SDGs 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. SoftBank Corp. conducts scenario analysis to consider strategies for adapting to possible future events caused by climate change. 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, while the risks from sea level rise and temperature

rise are limited, 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 virtually 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 virtually renewable energy by FY2023, 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 of about ¥16,000 per ton of CO<sub>2</sub> equivalent starting in 2025. 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. For example, we expect that a disaster on par with the July 2020 heavy rainfall and flooding in Kyushu would require a restoration cost of approximately ¥330 million. We have mobile phone base stations in operation nationwide, and based on our analysis of the financial impact of disaster recovery costs, we have secured an appropriate budget and are prepared to respond quickly.

# Contributing to the Global Environment with the Power of Technology

## SDGs Value Creation 1 Contribute to the Mitigation of Climate Change through Technology and Business

### Disclosure Based on the TCFD Recommendations

#### Identified Risks and Opportunities

Climate-related Risks	Identified Risks	Scenario	External Scenario	Financial Risks <sup>1,2</sup>			Response Measures/ Opportunities		
				Short-term	Medium-term	Long-term			
Transition Risk	Policy and Legal	Increased operating costs due to introduction of carbon tax	1.5°C scenario	IEA SDS/ NZE	Small	Medium	Medium	<ul style="list-style-type: none"> <li>Achieve carbon neutrality (FY2030)</li> <li>Switch to energy-saving equipment</li> <li>Improve efficiency of electricity use through the use of AI and IoT</li> <li>Promotion of renewable energy power supply</li> <li>Expansion of remote services and e-commerce markets to reduce travel</li> <li>Expansion of businesses related to the sharing economy</li> <li>Expansion of the market for energy-efficient solutions</li> </ul>	
	Technology				Impact on business promotion due to delay in introduction of energy-saving technologies	Small	Small		Small
	Market				Impact on sales due to delays in providing decarbonization services	Small	Small		Small
	Reputation	Damage to brand image and impact on stock price if decarbonization efforts are deemed insufficient	Small	Small	Small				
Physical Risk	Acute	Increased repair costs due to increased base station damage due to heavy rains, typhoons, etc.	1.5°C scenario	IPCC SSP1-1.9	Small	Small	Small	<ul style="list-style-type: none"> <li>Backbone network redundancy</li> <li>Securing communications during disasters through a tethered balloon radio relay system</li> <li>Construction of a high-altitude communication network in the stratosphere</li> <li>Switch to energy-saving equipment</li> <li>Improve efficiency of electricity use through the use of AI and IoT</li> </ul>	
			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		
			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 (-2025), medium-term (-2035), and long-term (-2050)

#### Risk Management

Climate change-related risks are selected and reviewed by the Environment Committee under the supervision of the Executive Officer in Charge of SDGs Promotion. The identified risks are analyzed, taking into consideration various external factors, and evaluated by the Executive Officer in Charge of SDGs Promotion. As a result of the scenario analyses in FY2021, it was confirmed that there are no significant risks related to changes in strategy.

The Environment Committee monitors and manages progress toward the KPIs related to the identified risks, including regulatory, reputational, market, technological and physical risks, and manages progress. These efforts are reported to the SDGs Promotion Committee, and especially important matters are referred to the Board of Directors.

#### 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 Office 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.



## Contributing to the Global Environment with the Power of Technology

SDGs Value Creation 1

### Contribute to the Mitigation of Climate Change through Technology and Business

#### 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 FY2021, Scope 1 and 2 greenhouse gas emissions totaled 708,534 t-CO<sub>2</sub> and Scope 3 emissions totaled 8,685,602 t-CO<sub>2</sub>. This data's coverage extends over 93% 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, the year targeted for the achievement of the SDGs. We used virtually renewable energy for 30% of base station power in FY2020 and 50% in FY2021, and we aim to increase this to 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 93% of consolidated sales).

Category		Unit	FY2017	FY2018	FY2019	FY2020	FY2021
Greenhouse Gas (GHG) Emissions (Scope 1, 2)	Total	t-CO <sub>2</sub>	722,514	693,953	776,104	620,929	708,534
	GHG Scope 1	t-CO <sub>2</sub>	11,386	11,456	15,803	15,416	10,709
	GHG Scope 2	t-CO <sub>2</sub>	711,128	682,497	760,301	605,513	697,825
	GHG emissions intensity <sup>1</sup>	t-CO <sub>2</sub> /Gbps	849	682	628	411	359
Greenhouse gases (Breakdown of Scope 1)	Carbon dioxide (CO <sub>2</sub> )	t	—	—	—	14,962	10,134
	Methane (CH <sub>4</sub> )	t-CO <sub>2</sub>	—	—	—	293	25
	Dinitrogen monoxide (N <sub>2</sub> O)	t-CO <sub>2</sub>	—	—	—	0.03	3
	Hydrofluorocarbons (HFCs)	t-CO <sub>2</sub>	—	—	—	162	547
	Perfluorocarbons (PFCs)	t-CO <sub>2</sub>	—	—	—	0	0
	Sulfur hexafluoride (SF <sub>6</sub> )	t-CO <sub>2</sub>	—	—	—	0	0
	Nitrogen trifluoride (NF <sub>3</sub> )	t-CO <sub>2</sub>	—	—	—	0	0
Energy	Electric power consumption	MWh	1,418,791	1,355,703	1,644,234	1,680,530	2,117,259
	Of which, renewable energy consumption	MWh	44	44	32,516	324,766	631,248
	City gas	m <sup>3</sup>	4,731,000	4,554,000	4,508,000	4,914,000	3,256,578
	Heavy oil A	kL	144	190	160	198	213
	Energy consumption intensity <sup>2</sup>	MWh/Gbps	1,667	1,332	1,296	1,124	1,084
	Electric power consumption in data centers	MWh	77,428	73,670	263,620	271,711	534,275
	Renewable energy rate	%	—	—	7.9	8.6	25.1
	Power usage effectiveness	—	1.71	1.74	1.57	1.50	1.42

1. Greenhouse gas emissions at 1 Gbps 2. Electric power consumption at 1 Gbps

Notes: 1. FY2021 coverage was 93% (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).

# Contributing to the Global Environment with the Power of Technology

## SDGs Value Creation 1 Contribute to the Mitigation of Climate Change through Technology and Business

### Disclosure Based on the TCFD Recommendations

Category	Unit	FY2021	Ratio (%)	Scope 3 Description of Calculation
Scope 1: Direct emissions		10,709	0.1	—
Scope 2: Indirect emissions from energy sources		697,825	7.4	—
Scope 3: Other indirect emission		8,685,602	92.5	—
Category 1: Purchased goods and services	t-CO <sub>2</sub>	2,715,644	28.9	Calculated by multiplying the purchase price of products and services by the CO <sub>2</sub> emission factor, including the procurement and transportation processes
Category 2: Capital goods		1,211,839	12.9	Calculated by multiplying the capital investment amount by the CO <sub>2</sub> emission factor of capital goods
Category 3: Fuel- and energy-related activities not included in Scope 1 or Scope 2		991,026	10.5	Calculated by multiplying fuel/electric power consumption by the CO <sub>2</sub> emission factor for fuel procurement in manufacturing processes and, for electric power procured for sale from external sources, calculated by multiplying the amount of electric power by the CO <sub>2</sub> emission factor upon fuel procurement
Category 4: Upstream transportation and distribution		192,923	2.1	Calculated by multiplying transportation costs by the CO <sub>2</sub> emission factor for transportation between bases and shipping (procurement transportation is included in Category 1)
Category 5: Waste generated in operations		2,702	0.0	Calculated by multiplying the weight of industrial waste by the CO <sub>2</sub> emission factor for each kind of waste disposal method
Category 6: Business travel		6,149	0.1	Calculated by multiplying the amount paid for transportation allowances by the CO <sub>2</sub> emission factor for each transportation category, by multiplying the number of days of accommodation by the CO <sub>2</sub> emission factor per day of accommodation, and by multiplying the total travel distance of rental cars by the CO <sub>2</sub> emission factor for each fuel type and maximum loading capacity
Category 7: Employee commuting		15,980	0.2	Calculated by multiplying the total commuting distance of employees by the CO <sub>2</sub> emission factor per km of travelers for each transportation category and multiplying the power consumption during telework by the CO <sub>2</sub> emission factor of electric power
Category 8: Upstream leased assets		376,440	4.0	Calculated by multiplying the total floor area of warehouses and rental offices by the CO <sub>2</sub> emission factor per area for each building use and by multiplying the electric power consumption of telecommunications equipment installed and operated at rental properties by the CO <sub>2</sub> emission factor for electric power
Category 9: Downstream transportation and distribution		716,763	7.6	For shipping, it is calculated by multiplying transportation costs by the CO <sub>2</sub> emission factor
Category 10: Processing of sold products		0	0.0	(Not to be calculated)
Category 11: Use of sold products		2,275,537	24.2	Calculated by multiplying the number of products sold/rented by lifelong power consumption of each product and the CO <sub>2</sub> emission factor of electric power
Category 12: End-of-life treatment of sold products		148,668	1.6	Calculated by multiplying the total weight of products sold by the CO <sub>2</sub> emission factor for each kind of waste
Category 13: Downstream leased assets		48	0.0	Calculated by multiplying the number of units rented by electric power consumption and the CO <sub>2</sub> emission factor for electric power
Category 14: Franchises		31,883	0.3	Calculated by multiplying the total floor area of franchise shops by the CO <sub>2</sub> emission factor per area for each building use
Category 15: Investments		0	0.0	(Not to be calculated)
<b>Total</b>		<b>9,394,136</b>	<b>100.0</b>	

Notes: 1. Coverage (consolidated net sales basis) is as follows. Scope 1, 2: 93%; Scope 3: 88%  
 2. Verified by the Japan Quality Assurance Organization, a third-party institution (verified ISO 14064-3 compliant with a limited level of assurance).

# Contributing to the Global Environment with the Power of Technology

## SDGs Value Creation 1 Contribute to the Mitigation of Climate Change through Technology and Business

### External Evaluations

#### CDP Climate Change

In recognition of its strategy and response to climate change, for two consecutive years, SoftBank Corp. has 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.



#### EcoVadis

In June 2020, 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.



#### CDP Supplier Engagement Rating

In 2021, 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.



#### 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.



#### Verified by Science Based Targets

The targets of SoftBank Corp.’s Carbon-Neutral 2030 Declaration, aimed at achieving virtually 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.



#### 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. endorses the Green Transformation (GX) League Basic Concept announced by the Ministry of Economy, Trade and Industry. We are working with other endorsing 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 FY2021, we made policy recommendations to the Ministry of the Environment and the Ministry of Economy, Trade and Industry regarding the acceleration of economic-environmental virtuous cycles, realizing such cycles in regional communities, and speeding up the transition to renewable energy.

## Contributing to the Global Environment with the Power of Technology

### SDGs Value Creation 1

## Contribute to the Mitigation of Climate Change through Technology and Business

### Participation in Industry Associations and Other Projects

#### TCA/GSMA

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, mobile phone recycling 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

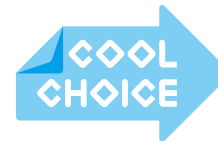
SoftBank Corp. supports the Ministry of the Environment's Fun to Share campaign, through which participants can enjoy sharing and disseminating knowledge and technology that supports the achievement of a prosperous low-carbon society. Accordingly, we are contributing to the realization of a low-carbon 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.

#### 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.

#### 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<sub>2</sub> emissions as a communications operator, which include the formulation of procurement standards that are focused on reducing CO<sub>2</sub> 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.

Acting under the five principles of ETI-CGC, SoftBank Corp. will participate in various ETI-CGC activities, including the drafting of policy suggestions, leveraging the insights gained through its current business operations in providing DX solutions, digital twin technology, and its telecommunications infrastructure. By doing so, we aim to contribute to the realization of the government of Japan's goal of reducing GHG emissions to zero by 2050 and, more broadly, keep global warming to within 1.5°C by further reducing GHG emissions, build cooperative relationships between developed and developing countries, and conserve biodiversity and ecosystems.

#### The ETI-CGC is driven by the following five principles:

1. We will safeguard the sustainability of our environment, the Global Commons. To this end, we will chart pathways to reduce Japan's greenhouse gas emissions to net-zero by 2050.
2. Capitalizing on findings and scientific insights across the world and in Japan, we will study pathways compatible with local circumstances in order to achieve carbon neutrality, while safeguarding well-being and wealth.
3. With these pathways, we aim to become an international model case for countries with unique local circumstances and subsequently make contributions to the carbon neutrality of the entire world.
4. We will consider the implementation of the pathways an opportunity to transform Japan's industrial structure and economic/social system as well as our behavioral pattern towards the future. We will also discuss how we can take advantage of this opportunity.
5. We will make policy proposals and take a leadership role in stimulating discussions on a broader basis.

Going forward, to explore pathways and make policy proposals aimed at achieving carbon neutrality in Japan's energy system by 2050, in coordination with the Energy Transitions Commission (ETC), we will periodically hold discussions about energy transition toward carbon neutrality with the other ETI-CGC members.



# Contributing to the Global Environment with the Power of Technology

## SDGs Value Creation 1 Contribute to the Mitigation of Climate Change through Technology and Business

### Primary Initiatives

#### Initiatives of Group Companies

##### Free Demand Response Service through Eco-Denki App

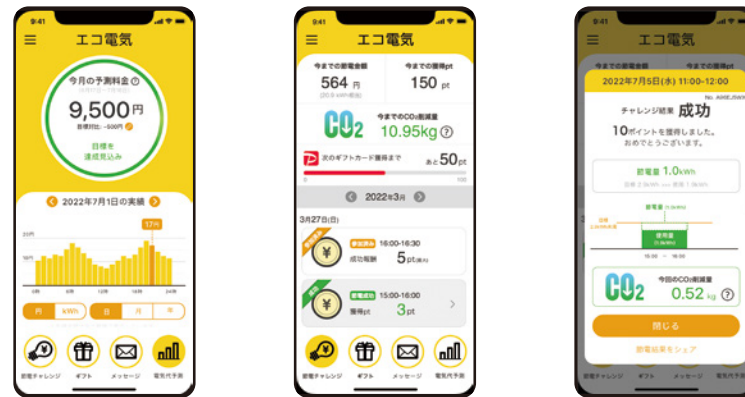
Group company SB Power Corp. provides the Eco-Denki App free of charge to SoftBank Denki customers. This app enables users to check their past electricity bills and forecast bill for the coming month. It also provides a Power Saving Challenge service that allows users to easily and comfortably save electricity through the app. As of June 2022, this app was used by approximately 500,000 households across Japan, the most of any such household power-saving (demand response) service.

Power Saving Challenge is a service that asks customers to cooperate in saving electricity and awards them PayPay points based on their success in doing so. Power Saving Challenge utilizes original AI and other technology\* to request power saving, especially at times of peak power use; users can check their power savings and rewards the next day, encouraging ongoing participation in power-saving efforts. In FY2021, Power Saving Challenge led to an annual power savings of 5,080 MWh and an emissions reduction effect of 2,663 t-CO<sub>2</sub>.

\* Uses patented technology of ENCORED JAPAN Inc., a subsidiary of SoftBank Corp.

In addition, the service has been designed to promote participation, with such features as a simple interface and push notification reminders to save power, achieving a high rate of participation in power-saving efforts. On March 22, 2022, when the Ministry of Economy, Trade and Industry issued a warning about strain on the power supply, households participating in Power Saving Challenge reduced their power use by 10% more than non-participating households. The government of Japan has called for power-saving efforts in light of expected difficulty meeting power demand in the summer and winter of 2022. Demand response services, such as Power Saving Challenge, are one promising measure in this area.

SB Power will continue to develop and provide energy-saving and environmentally friendly services, such as demand response, by utilizing the latest services and content for smartphones owned by SoftBank Corp. and its group companies along with big data analysis technology using AI in the power retail business.



The Eco-Denki App

## Contributing to the Global Environment with the Power of Technology

SDGs Value Creation 2

### Promote a Recycling-based Society (Circular Economy)

We reduce our environmental impact and contribute to the achievement of a recycling-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. Even old devices that are not in demand

within Japan can sometimes be utilized overseas. In these cases, we refurbish traded-in devices and ship them to areas where they can be reused, primarily in emerging countries.

##### Recycle

As a member of the Mobile Recycle Network (MRN), which conducts mobile phone and PHS recycling activities, we collect used mobile phones, battery packs and charging devices, regardless of the original mobile network operator or

manufacturer. When collecting and subsequently recycling these devices, we ensure customer privacy by completely erasing smartphone data and physically demolishing flip phones using a flip-phone hole punch device. In FY2021, we collected a total of 2.5 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



モバイルリサイクルネットワーク  
携帯電話・PHSのリサイクルに力を。.

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 600 children participated in the Risaikuru course between April 2018 and March 31, 2022.



## Contributing to the Global Environment with the Power of Technology

### SDGs 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 processes, including internal and external procedures, report publication and meetings. We have successfully reduced paper-based printing by 90% compared to FY2011. In addition, beginning in April 2021, we have been working to push paperless operations further through a project to digitize the process of marking official documents with seals in order to improve operational efficiency.

#### 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<sub>2</sub> 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 by the entrance to our employee support center on the 29th floor of 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.

# Contributing to the Global Environment with the Power of Technology

## SDGs Value Creation 2 Promote a Recycling-based Society (Circular Economy)

### Promoting a Recycling-based Society

#### Group Company Initiatives

##### Reducing Environmental Load at 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 the use of carbon offsets for paper documents.



In addition, as much as possible, Yahoo Japan avoids throwing away fixtures and equipment no longer needed due to moving and renovating offices, instead selling them to businesses that collect such materials for reuse or recycling.

During the COVID-19 pandemic, employee workstyles have changed greatly, leading to a re-optimization of office space and a growing need to improve employees' work environments at home. To address these needs, in addition to normal recycling efforts, we offered certain office chairs and computer monitors for sale to employees, providing 1,277 chairs and 374 monitors. In addition, due to the decrease in employees working in-office, the amount of emergency food supplies required decreased. We donated 34,640 meals worth of these supplies to external organizations, helping reduce food loss.

#### 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 10 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		FY2019	FY2020	FY2021
Decommissioned base stations	Landfill disposal rate	1.40	0.51	0.20
Used mobile phones	Collected for reuse/recycling	2,425,840	2,541,078	2,532,827

Note: Values are for SoftBank Corp. (non-consolidated).

##### Industrial Waste and Landfill Disposal

Item (unit)	FY2017	FY2018	FY2019	FY2020	FY2021
Industrial waste (t)	1,159	1,092	5,226	6,313	6,196
Landfill disposal (t)	35	33	153	831	528

Notes: 1. FY2021 coverage was 93% (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.

#### 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. We aim to maintain each year's annual office consumption of water for potable use at a level that is slightly lower than in the previous fiscal year.

##### Water Usage

Category	FY2019	FY2020	FY2021
Office water consumption and wastewater discharge* (m <sup>3</sup> )	917,542	929,588	926,938

\* 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.  
 Note: FY2021 coverage was 93% (consolidated net sales basis).

#### 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.



## Contributing to the Global Environment with the Power of Technology

### Biodiversity (Natural Capital) Conservation Initiatives

SoftBank Corp.’s corporate activities benefit from the ecosystems and natural capital of the Earth. We recognize the importance of preserving biodiversity from the perspective of sustainable corporate management.

SoftBank Corp. gives due consideration to the impact on ecosystems in its supply chain and business activities, such as communications services in regions of significant biodiversity, including natural preserves designated under international agreements, laws or regulations. In order to leave a sustainable Earth with functioning ecosystems for the next generation, we are advancing efforts to preserve biodiversity through our business and social contribution activities.

#### 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.

##### 1 Post 1 Plant: Coral Day Photo Contest 2022

The Coral Day Photo Contest is held to raise awareness of the appeal of coral and the harsh conditions surrounding coral today. This is done by having participants post photos on social media of beautiful coral they want to preserve for the

future, or beautiful oceans with coral. SoftBank Corp. purchases one coral seedling for each social media account that posts a photo. The seedlings are planted in the waters off Onna Village, Okinawa Prefecture, to help ensure beautiful coral in the future. Through the May 2022 photo contest, the Future and Coral Project planted 96 coral seedlings.

- Cumulative coral seedlings planted to date (as of June 2022): **212**



A winning photo in the 1 Post 1 Plant: Coral Day Photo Contest 2022

##### Smart Aquaculture Joint Research Project

In aquaculture, some species, like salmon, can be harvested in a year or less, while others, like sturgeon, must grow for several

years before they lay eggs. The different time frames of these long-term and short-term forms of aquaculture require different technologies. Most long-term photographic equipment and LiDAR sensors used on land cannot be used to gather data underwater for research, making precise annotation of video data impossible, even when done manually. This has been a challenge for image analysis using deep learning for many years. We have now invented a fish behavior simulation technology called Foids that automatically generates training data sets with the aim of applying AI to aquaculture. This technology realistically simulates fish behavior, which is automatically and accurately annotated for application to deep learning models. A network thus trained on computer-generated graphics, when fed real-world data, achieved 97% accuracy in counting the number of fish in a tank compared with the results obtained by manual counting. In FY2021, we applied this technology to salmon, which are grown in short-term aquaculture, and successfully counted the number of fish using video taken in fish tanks.

Furthermore, in long-term aquaculture, since February 2020, SoftBank Corp. and the Graduate School and Faculty of Fisheries Sciences at Hokkaido University have been conducting a joint research project on the smart aquaculture of sturgeon using IoT and AI technology. As our recent research has made it possible to detect the number of fish in a sample, we will further develop this technology going forward with the aim of automatically distinguishing individual fish.

# Contributing to the Global Environment with the Power of Technology

## Biodiversity (Natural Capital) Conservation Initiatives

### Primary Initiatives

#### 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 not offered in FY2020 or FY2021.



#### Office Initiatives

SoftBank Corp.'s headquarters are located in Tokyo Portcity Takeshiba Office Tower. The lower floors of the tower have an area known as Skip Terrace, which is the site of Takeshiba Shinhakkei, a project consisting of eight biodiversity initiatives incorporating water and greenery to create a relaxing space surrounded by greenery. In addition to contributing to regional biodiversity conservation, SoftBank Corp. is cooperating with the local community and employees to implement such initiatives as environmental education programs at Skip Terrace.

In June 2021, an event was held to teach participants about the Mitsubachi Project, an urban beekeeping initiative being implemented on Skip Terrace. Approximately 50 employees from the building's corporate tenants, including SoftBank Corp., took part in this event, helping to create an environment of rich greenery while promoting environmental education and community engagement through Takeshiba Shinhakkei.



#### 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 actively conduct activities aimed at protecting biodiversity.

Moving forward, we will continue to perform biodiversity protection activities and promote initiatives that are consistent with global trends 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.



# Contributing to the Global Environment with the Power of Technology

## Biodiversity (Natural Capital) Conservation Initiatives

### 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 Kioicho Garden Terrace, where its Tokyo office is located. Accordingly, Yahoo Japan is working to conserve and regenerate biodiversity through biotope 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 May 2022. We will continue working to promote harmony between the natural environment, the planet and future society.



Biotope at Kioicho Garden Terrace

#### 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, the project has planted 199,080,000 trees covering 141,276 hectares of tree farms in Indonesia (as of May 2022).

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 the Global Environment with the Power of Technology

SDGs 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 virtually 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 contribute to the achievement of 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 High Voltage 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<sub>2</sub> emissions of essentially zero<sup>1</sup> 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.<sup>2</sup> In FY2021, we realized an annual reduction effect of

approximately 19,000 tons of CO<sub>2</sub> 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 High Voltage Environmental Option, an optional low-environmental impact power service plan for enterprises. In May 2021, we started providing service compatible with the global environmental initiative RE100 to the Shirakawa Data Center of Yahoo Japan Corporation. Through such efforts, we are supporting the decarbonization initiatives of group companies.

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 virtually renewable energy.

1. By combining the electricity supplied to customers with non-fossil certificates designated as a renewable energy, this service realizes the virtual supply of electricity with a renewable energy ratio of 100% and zero CO<sub>2</sub> 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.





# Building High-quality Social Communication Networks

Highly Convenient, Stable, and Trustworthy Networks and Security



Based on the idea that communication networks are essential lifelines for society, SoftBank Corp. makes every effort to provide stable connectivity to highly reliable information and communication services at all times using the latest high-quality network technologies. In addition, by monitoring and operating our networks using cutting-edge technologies and implementing thoroughgoing security training for employees, we strive to fulfill our responsibility as a telecommunications carrier to protect the important data of our customers.

To provide better service, we are advancing the rapid nationwide rollout of 5G and developing non-terrestrial networks (NTN solutions), most notably stratosphere-based high-altitude platform stations (HAPS), to bring networks to the entire world, so that anyone, anywhere can connect.

We also strive to strengthen our disaster prevention and mitigation efforts in preparation to maintain our communications infrastructure in the event of a disaster. SoftBank Corp. is strengthening its

initiatives to provide stable communication services under any circumstances and maintain lifelines.

Furthermore, as cyberattacks have become increasingly sophisticated in the modern age, we are enhancing the strength of our information security by monitoring and operating our networks 24 hours a day, 365 days a year, implementing advanced security systems and conducting exhaustive security training for all our employees so that customers can use our services safely and securely. In addition, we have launched a Privacy Center website for the handling of customer data, putting customer privacy first. Through the Privacy Center website, we are promoting customer understanding and provide a dashboard that allows customers to check and manage how their information is used.

SoftBank Corp. will create new value and contribute to the creation of sustainable communities and industrial development by combining 5G and network infrastructure 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

## SDGs 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 high-speed, large-capacity and massive device connectivity
- Increased 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 autonomous driving and telemedicine
- Increased customer satisfaction through high network quality and dependable security

## KPIs

- (1) 5G deployment plan: Number of base stations: Over 50,000 (end of 2022)  
Population coverage: Over 90.6% (end of FY2022)
  - Number of major network accidents: Zero
  - Asia Direct Cable (ADC) high-capacity optical submarine cable: Start of operation (FY2023)
- (2) Tohoku Route: Optical cable construction (end of 2022)/Commercial operation start (end of FY2022)
  - 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

## Main Businesses and Initiatives

- Broad rollout of 5G
- Participate in submarine cable projects
- Eliminate regional communications disparities by expanding networks
- Advance initiatives to prevent network accidents
- 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
- Support network monitoring and operation with AI
- Thoroughly educate employees and build secure environments and facilities
- Operation and management using advanced security systems and tools
- Promote the protection and appropriate use of personal information

## Building High-quality Social Communication Networks

### Key Person Interview



**Hideyuki Tsukuda**

Executive Vice President & CTO

#### Playing a Central Role in Society by Rapidly Rolling Out 5G and New Technologies

5G will be the key to evolving many industries and services going forward. Working to rapidly roll out 5G, SoftBank Corp. launched 5G service in March 2020, reaching 90% domestic coverage on a population basis by the end of March 2022. In October 2021, we launched 5G standalone ("5G SA") service, delivering ultra-high-speed, large-capacity, ultra-low latency and massive device connectivity, the defining characteristics of 5G. In this and other initiatives, we are developing technologies to build world-leading communications networks. Technology is the cornerstone of SoftBank; by leading the

way in technology, SoftBank Corp. will play a central role in society as a digital platformer and advance the digital transformation (DX) of industry in Japan.

#### Eliminating Terrestrial Communications Dead Zones with NTN Solutions

To provide stable network connectivity to everyone and anyone, all around the world, SoftBank Corp. is working toward the realization of non-terrestrial network (NTN) solutions. These solutions provide communications from space or the stratosphere to enable connectivity in places out of range of signals from terrestrial base stations, such as the open sea or regions with underdeveloped infrastructure. With NTN solutions, we aim to completely eliminate terrestrial communications dead zones across the entire planet, building robust social communications infrastructure in order to eliminate the digital divide globally, including in regions that have until now not had Internet access.

#### Disaster Readiness, Information Security and Privacy Protection

In recent years, fueled by climate change, major natural disasters have been occurring frequently around the world. Communications infrastructure is crucial when such disasters strike. We are constantly reinforcing measures to ensure that we can provide stable communications services under any circumstances. In addition to building in network redundancy and power outage countermeasures, we have deployed mobile base station vehicles and mobile power supply vehicles around the

country. Through these and a variety of other initiatives, we are working to ensure that customers can always use communications services with peace of mind.

In addition, to ensure that customers can safely and securely use our services, we are reinforcing security measures to protect against increasingly sophisticated cyberattacks and bolstering customer privacy protection. To reinforce security, we are monitoring and operating networks using cutting-edge technologies, adopting robust security systems and implementing thoroughgoing training for employees. To strengthen privacy protection, we launched the Privacy Center website in March 2022. In addition to explaining our initiatives in an easy-to-understand way, we now provide a dashboard that enables customers to easily check and change their privacy settings so that their personal data is not used in unwanted ways.

#### Building the Future

Communications services will continue to be important going forward. Against this backdrop, SoftBank aims to be a corporate group that creates the future. To accomplish this, we are focusing efforts on developing engineers, and we seek to nurture more consulting talent that can anticipate the challenges of the future. Rather than simply suggesting solutions to current issues, making proposals that combine various technologies by imagining the future a decade from now will enable us to create a better future. By enhancing our capability to provide insights to increase convenience with regard to issues not yet seen as problems, we aim to become the Corporate Group needed most by people around the world.

## Building High-quality Social Communication Networks

SDGs Value Creation 1

### Prepare Sustainable Life Infrastructure

By maintaining safe and resilient infrastructure protected by advanced security and deploying next-generation communication networks, SoftBank Corp. provides convenient and reliable communications services. As the foundation connecting people, goods and information, our networks support social and economic activity, contributing to the realization of a flexible and evolving society able to respond to changes in the global conditions and the social environment.

#### Initiatives for the Rapid Deployment of 5G Networks

Working toward the realization of the government of Japan’s Vision for a Digital Garden City Nation, SoftBank Corp. has been accelerating its development of 5G base stations. As of March 31, 2022, our 5G network covered more than 90% of the domestic population, with the number of 5G base stations nationwide exceeding 23,000 as of January 31, 2022. 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.

#### 5G Networks Provided to Individual Companies and Municipalities

High-volume, high-speed data transmission using 5G enables high-definition live video streaming and telemedicine. Because 5G has a latency approximately one tenth that of 4G, it has great potential for use in applications that require nearly real-time communications, such as the operation of self-driving agricultural equipment and remote control of robots. 5G can also simultaneously connect large numbers of devices, which will accelerate the development of IoT.

#### 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

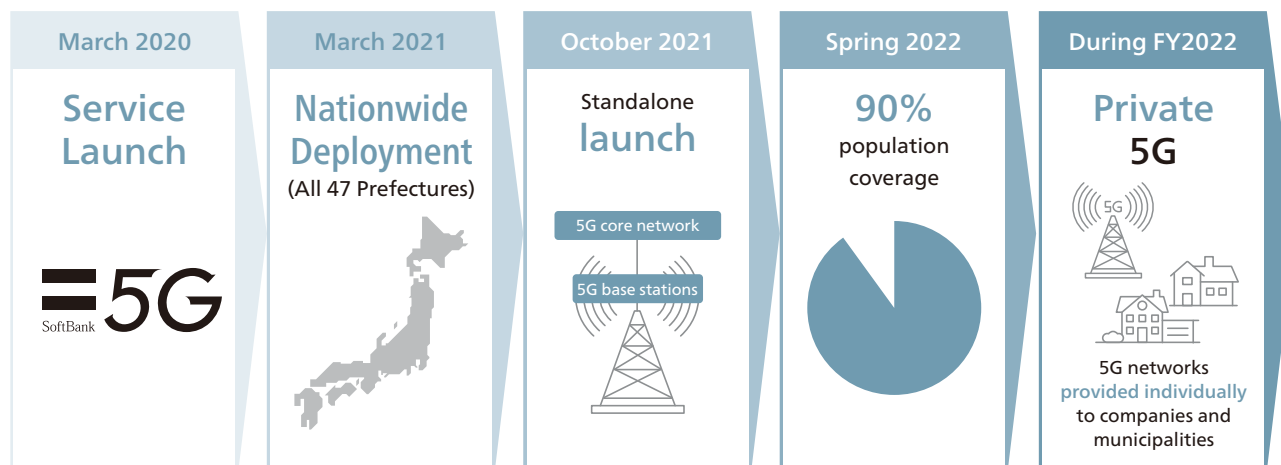
congestion. In addition, local 5G networks can be kept isolated from external networks for highly secure data transmission.

Private 5G, a service we plan to launch in FY2022, 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.

High-quality, dedicated local 5G networks are already being adopted by companies and municipalities. Going forward, local 5G is expected to be used in a wide range of fields, from smart factories that coordinate robots and control systems via wireless networks to improve the efficiency of production lines to video streaming at stadiums and remote work on construction sites.

The launch of Private 5G will promote the use of 5G even by companies that had previously given up on 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, which is also seeing rapid growth, 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.





## Building High-quality Social Communication Networks

### SDGs 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, we station technicians at network centers nationwide to maintain wireless base stations, mobile phone transmission lines and equipment within the network centers. In addition, 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.

To effectively utilize know-how cultivated in the field toward the stable operation of telecommunication networks, we hold Maintenance Pro Contests every year as a place to share operational improvement measures devised at nationwide network centers and the Network Operations Center. We also systematically roll out measures that have been particularly effective in improving business operations nationwide.

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.

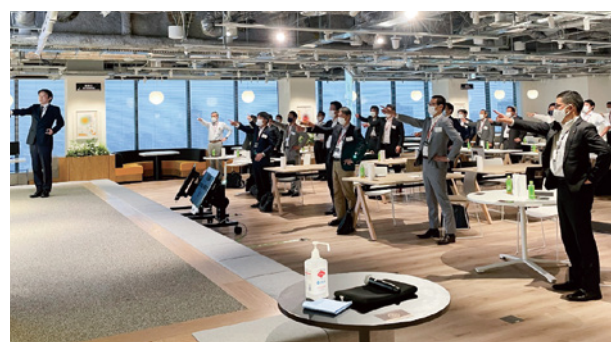
In FY2021, there were no serious network accidents that fall under Article 57 of the Ordinance for Enforcement of the Telecommunications Business Act.

#### Building Safe Base Stations

With the construction of 5G base stations in full swing, as part of our ongoing safety management and accident prevention activities, we held a national safety convention with relevant construction companies online in July 2021. 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 have delivered messages about upcoming initiatives and heightening safety awareness, striving to eliminate accidents.



July 2021 national safety convention

#### Radio Wave Safety

##### Providing Information Regarding Radio Wave Safety

SoftBank Corp. studies the effects of radio waves on human health 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. We publish the results of this research.

##### Policy Regarding Radio Wave Safety

Radio waves are used in a wide range of fields. In addition to mobile phone service, these include radio and television broadcasting, 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. 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., provide services in accordance with these laws and regulations.

⇒For details, please see our website.



## Building High-quality Social Communication Networks

### SDGs Value Creation 1

### Prepare Sustainable Life Infrastructure

#### Building Overseas Networks

SoftBank Corp. has participated in numerous submarine cable projects, including the recent Asia Direct Cable (ADC), which commenced in earnest in 2020.

ADC will link the Asia-Pacific region by submarine cable. The project, led by SoftBank Corp., began full-scale preparations to lay cable connecting Japan, China, Hong Kong, the Philippines, Vietnam, Thailand and Singapore in 2020. The total length of the cable will be approximately 9,400 km. The cable was connected in Japan in FY2021, and work has begun on laying cable in the other countries.

Focused on the further expansion of new businesses utilizing various cutting-edge technologies and services under the "Beyond Carrier" growth strategy, we are working to build overseas networks to meet the rapidly increasing demand for Internet traffic. These networks serve as critical infrastructure supporting the global businesses of the SoftBank Corp. group companies and our customers.

#### An Industrial Revolution in the Sea with Beyond 5G

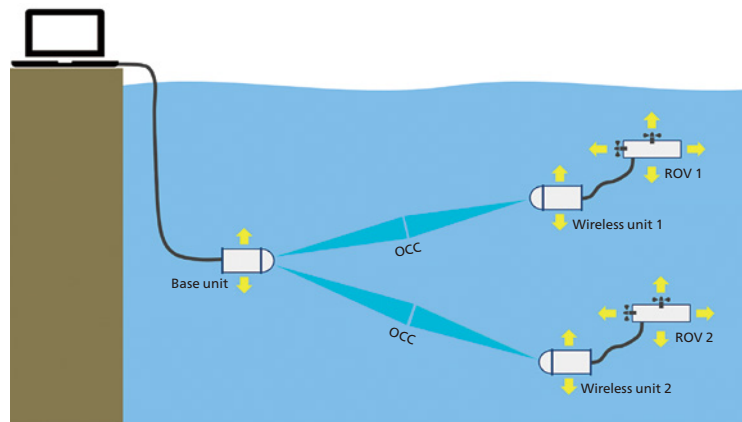
In a joint research project, SoftBank Corp. and Tokyo University of Marine Science and Technology have successfully demonstrated remote control using tracking technology that enables wireless optical one-to-many communications underwater. Three underwater optical wireless transmitters (one base unit and two wireless units) were able to automatically acquire and track one another to establish and maintain one-to-many communications. Using this connection, two remotely operated vehicles (ROVs) connected to the wireless units were successfully controlled in real time, a world-first.\*

\* At April 22, 2022 (SoftBank and Tokyo University of Marine Science and Technology survey)

The newly developed tracking technology enables the future creation of practical underwater (submarine) wireless communications networks, which are expected to yield major economic impacts, such as increasing efficiency in marine industries and creating new industries. Going forward, these technologies will significantly improve the freedom of operation of underwater robots, with group control of underwater robots used to efficiently manage marine resources, inspect underwater equipment, take position measurements underneath sea ice, and in other next-generation marine mobility applications. Through such uses, as well as in communication between manned submersible vessels, these technologies are expected to create markets related to the use of all kinds of underwater craft.

#### New Technology Enables Practical Development of Submarine Wireless Communications Networks

Until now, acoustic communication has been used for submarine communication. The slow transmission speed of such technologies makes it difficult to secure the transmission rate of video and control signals required for the real-time control of underwater robots. In addition, the diffuse acoustic reflections off the sea surface and seafloor have posed challenges in terms of communications stability and positioning accuracy.



Demonstration test diagram

The newly developed technology combines autonomous tracking technology based on image recognition with optical camera communication (OCC) technology that extracts signals from modulations in light. This enables data transmission to and from multiple communication targets scattered over a wide area, remote control, data relay between multiple underwater robots as they pass one another, and synchronized control. As a result, the technology makes possible the practical development of submarine wireless communication networks, bringing us closer to the realization of underwater robots that are not affected by cable tension or acoustic reflections on the seafloor or sea surface in areas with fast underwater currents or around offshore structures in coastal areas.

#### Building Global Submarine Communications Networks with Long-distance Underwater Wireless Communications

This tracking technology will be useful in marine development and oceanographic surveying. Future applications are broad-ranging, including docking and data communication between undersea stations and underwater robots; surveying narrow areas by launching small robots from manned submersible vessels; and the creation of coastal security networks through synchronized control of multiple underwater robots.

In light of the major potential in this area, SoftBank Corp. and Tokyo University of Marine Science and Technology will continue research and development of more advanced tracking technologies aimed at the realization of an industrial revolution in the sea through Beyond 5G communications. Going forward, we will work to realize many-to-many underwater optical wireless communications over short and medium distances, as well as one-to-one underwater optical wireless communications over long distances in excess of 1 km. Combining these with non-terrestrial networks (NTNs), we aim to establish a global undersea communications network.

# SoftBank's Non-terrestrial Network Concept for Providing Communication Networks Everywhere

## Two Solutions: OneWeb and HAPS

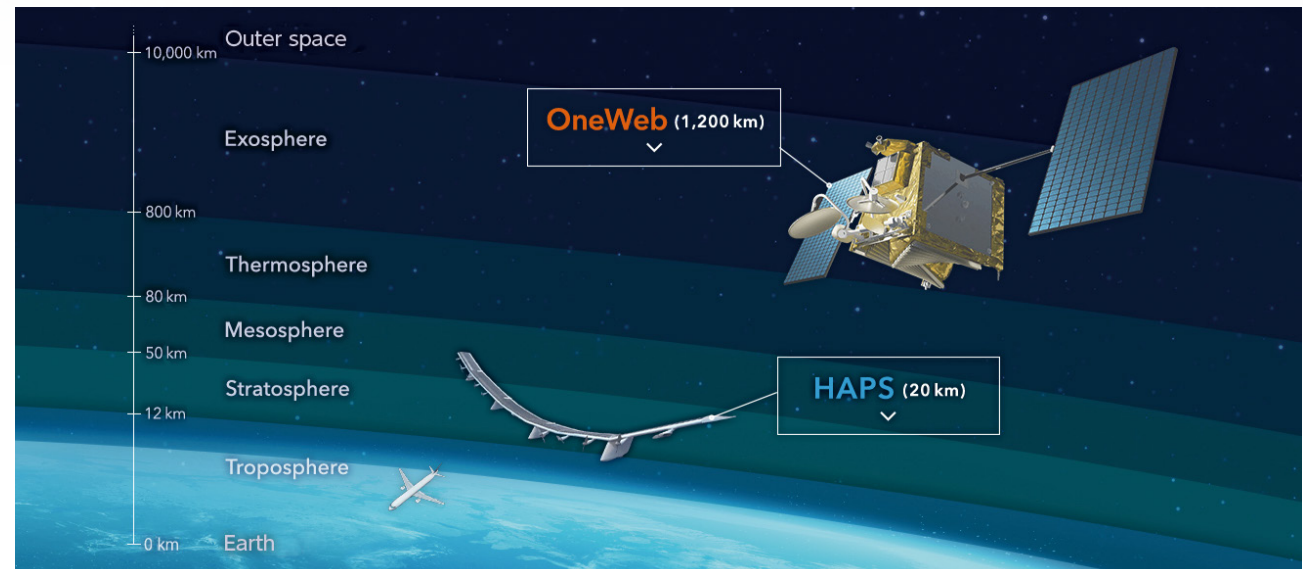
SoftBank Corp. has made closing the global digital divide part of its mission. Accordingly, we are advancing initiatives in non-terrestrial networks (NTNs) that provide telecommunications connectivity from space and the stratosphere.

The world is well into the era of the computer and Internet, termed the Third Industrial Revolution, and the ways we live are changing enormously. As we progress into the 21st century, we are now on the verge of a new age of transformation driven by AI and big data. At the same time, however, even today, around half of the world's population is still without access to the Internet.

While some people now live in a more comfortable digitized world thanks to the Internet, those without Internet access remain in the analog world. The innovation brought about by digital technologies is leaving behind companies and industries in areas without communications infrastructure, and problems that could be addressed by such innovation remain unsolved. To address these issues, SoftBank Corp. is advancing the NTN Concept, aiming to realize a world in which anyone, anywhere, can connect.

Under the NTN Concept, we are developing NTN solutions based on two communications services: OneWeb and HAPS. OneWeb delivers high-volume, low-latency communication from satellites in low Earth orbit at an altitude of 1,200 km. HAPS, meanwhile, flies in the stratosphere at an altitude of 20 km and delivers connectivity to ordinary mobile handsets. Different users have different network requirements in terms of quality, speed and price, reflecting differences between BtoB uses, BtoC uses, or between industries and business

types. SoftBank Corp. will take advantage of the two services' different communication speeds and methods to offer users solutions that suit their particular applications, developing business globally. In addition, we are working with Smart Africa Secretariat, an alliance that seeks to solve digital challenges in Africa, with the aim of building affordable Internet infrastructure on the continent using NTN solutions.





## SoftBank's Non-terrestrial Network Concept for Providing Communication Networks Everywhere

### Connecting People Worldwide

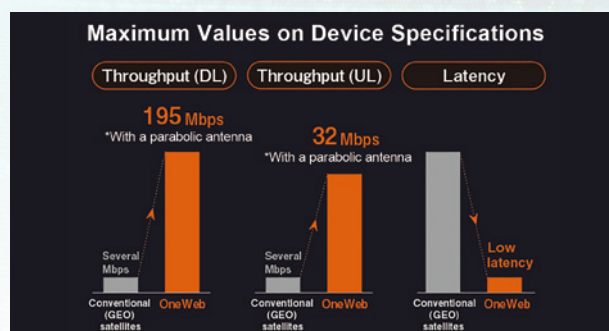
By building a global network in the sky with the OneWeb and HAPS solutions, SoftBank Corp. seeks to provide connectivity to all the people and things on Earth. Bringing the Internet to the entire world will enable analog industries with underdeveloped communications infrastructure to rapidly digitize, transforming society. To achieve this, we aim to provide seamless connection through advanced communications services and digital transformation (DX) solutions.

#### OneWeb Communications Service Delivered via 648 Satellites in Low Earth Orbit

#### Providing High-speed, Low-latency Communications

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.

Because of the shorter distance that signals have to travel from the ground, OneWeb is able to offer downlink speeds of up to 195 Mbps and uplink speeds of up to 32 Mbps (device specification maximum speeds). At the same time, OneWeb offers low latency—approximately one tenth that of geostationary satellites. Using the satellite link as a relay network makes it possible to establish cellular communication networks outside existing coverage areas.



Note: Future services offered by OneWeb are under consideration and are subject to change.

#### Providing Broadband Communications to Areas Out of Range of Ordinary Signals

Applications of OneWeb including providing broadband communications to vessels at sea beyond the range of onshore base stations, enabling the real-time communications necessary for the autonomous navigation systems expected to proliferate going forward. OneWeb can also provide communications to construction sites located outside existing coverage areas to facilitate the adoption of ICT practices, such as remote monitoring or the remote operation of construction equipment.

When mobile signals are cut off by a disaster, OneWeb can provide signals to affected areas regardless of conditions on the ground, offering backup communications. As such, it will be a useful tool for business continuity planning (BCP).

OneWeb can also provide Internet access to planes in flight beyond mobile signal range, allowing those on board to enjoy Internet access.

OneWeb LLC, which provides OneWeb, was established with the vision of closing the digital divide with its satellite network. It was acquired by the U.K. government and Bharti Group in November 2020, and raised funds from SoftBank Group Corp., Eutelsat, Hughes Network Systems and Hanwha Systems in 2021. In May 2021, SoftBank Corp. and OneWeb LLC agreed to collaborate on deployment in Japan, and preparations for service launch are under way.

#### Stratosphere-based High-altitude Platform Station HAPS

#### Providing Service to an Area 200 km Across from Unmanned Aircraft

The 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.

The stratosphere is an unexploited area, at a higher altitude than that of commercial aviation. Flying in the stratosphere offers many advantages: average annual wind speeds of 5 to 15 m/s allow aircraft to steadily circle within a defined area; it is an unexploited area in which almost no commercial aircraft operate; and, because it is closer to the Earth than satellites, it enables low-latency communications.

Because HAPS uses the same frequencies as terrestrial communications, unlike satellite communication, HAPS does not require special-purpose terminals and is able to directly communicate with smartphones and other standard mobile devices. SoftBank Corp. is working to expand coverage areas through HAPS, with an eye toward the Beyond 5G/6G world.

# SoftBank's Non-terrestrial Network Concept for Providing Communication Networks Everywhere

## Connecting People Worldwide

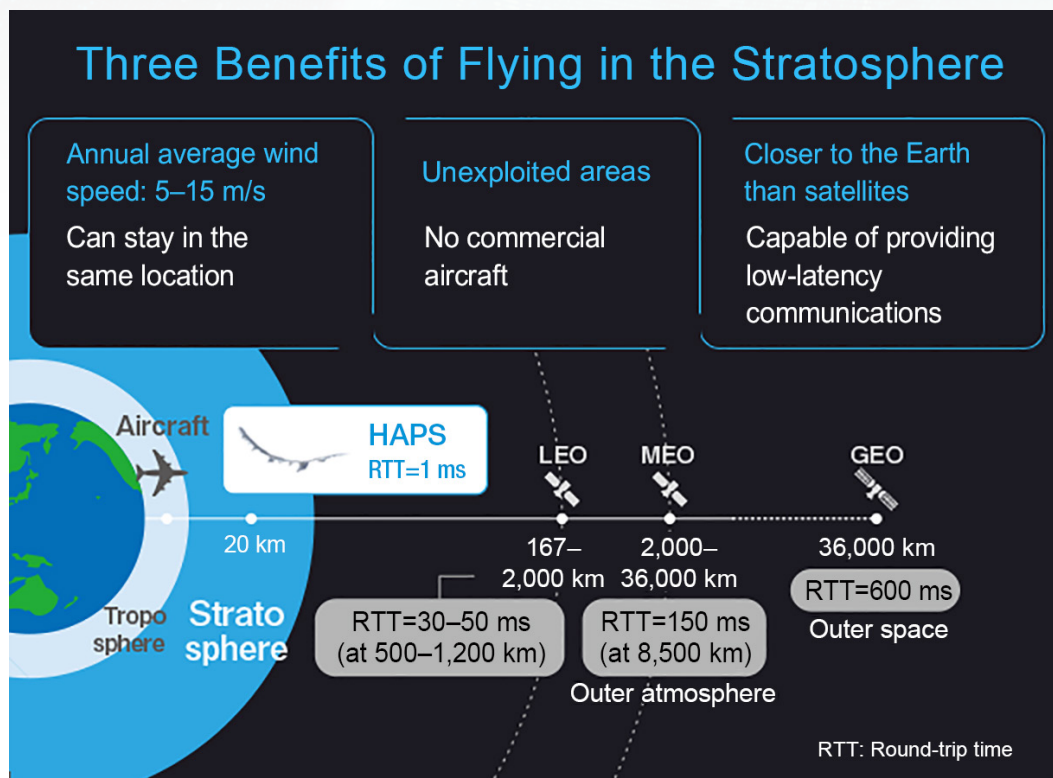
### Providing Communications via Aircraft Over Disaster-stricken Areas

With HAPS, one aircraft can cover an area 200 km across, enabling spot provision of mobile signal to sparsely populated areas, like islands and mountainous regions. When terrestrial communication facilities and networks are impaired by natural disasters, such as earthquakes or tsunamis, HAPS can provisionally restore communication by flying aircraft over the

affected areas. Furthermore, HAPS can enhance networks for IoT. By providing communications from the stratosphere, it is possible to build a three-dimensional network that encompasses mid-air space and provide communication services for such IoT devices as drones, which are expected to become widespread in the future. HAPS is also promising for applications other than communications, such as mounting optical cameras and sensors. Because HAPS fly closer to the

Earth than satellites, such applications could provide more detailed information about conditions on the ground.

HAPSMobile Inc. was established by SoftBank Corp. in December 2017 to pursue the HAPS business. The company conducted its first test flight into the stratosphere on September 21, 2020, reaching an altitude of about 19 km. Just three years after the start of aircraft development, HAPSMobile achieved stratospheric flight and successfully tested Internet communications with stratosphere-ready communication payloads. Going forward, HAPSMobile will continue to advance development toward commercialization.



### Our Ultimate Goal: To Be a Digital Platformer

SoftBank Corp.'s businesses extend beyond the provision of communications through the NTN Concept. In a world where all people and things are connected by a global network, we will provide a platform that gathers data, analyzes issues in specific industries and optimizes the value chain using AI. We will bring about transformation across all industries by centralizing systems that were previously only partially optimized, enabling overall optimization.

Under the "Beyond Carrier" growth strategy established in FY2017, SoftBank Corp. aims to achieve further growth in its mainstay communications business while also expanding into domains other than communications. In FY2021, we shifted into phase 2 of the growth strategy. In phase 2, we are responding to the increasing digitization of society. We aim to become a digital platformer that creates new value by connecting our dynamic platforms with the power of cutting-edge technologies, based on the strength of the extremely high number of user touchpoints we have cultivated to date.



## Building High-quality Social Communication Networks

SDGs Value Creation 2

# Construct Robust Communications Infrastructure to Contribute to Disaster Prevention and Mitigation

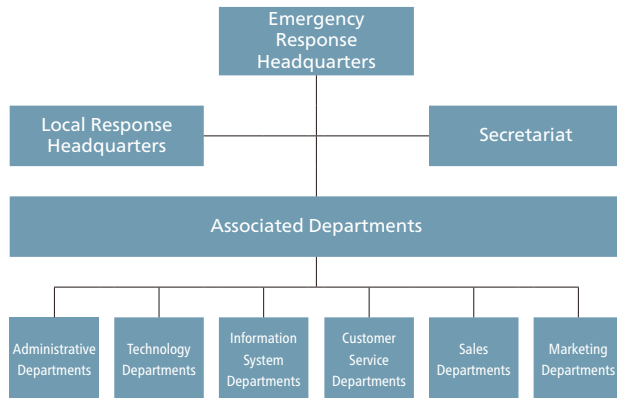
Communications infrastructure is one of the most important lifelines in the event of a disaster and essential to ordinary life. SoftBank Corp. is implementing thoroughgoing measures to ensure that it can provide stable communications services no matter the circumstances, building disaster-resilient communications networks and preparing to quickly restore base stations in the event of damage. In these ways, SoftBank Corp. contributes to the realization of society with reliable communications at all times.

### Disaster Response

#### Disaster Response System

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



#### 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 Operational 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.

<b>Comprehensive Response Manuals</b>	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).
<b>Emergency System and Contact Network</b>	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.
<b>Disaster Response Equipment and Disaster Supplies Deployment</b>	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.

# Building High-quality Social Communication Networks

SDGs Value Creation 2

## Construct Robust Communications Infrastructure to Contribute to Disaster Prevention and Mitigation

### Disaster Response

#### 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 2022)

	Small	Medium	Large
Hokkaido	1	4	2
Tohoku	1	4	3
Kanto	3	13	11
Shinetsu	0	2	0
Hokuriku	1	2	2
Tokai	1	4	6
Kinki	1	6	4
Chugoku	1	4	2
Shikoku	0	3	2
Kyushu	1	7	3
Okinawa	0	5	1
<b>Total</b>	<b>10</b>	<b>54</b>	<b>36</b>

#### 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

#### 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 and strive to provide continuous service.



Mobile power supply vehicles

#### Mobile Power Supply Vehicles by Region

(as of March 2022)

Hokkaido	6	Kinki	11
Tohoku	12	Chugoku	6
Kanto	22	Shikoku	7
Shinetsu	2	Kyushu	13
Hokuriku	5	Okinawa	5
Tokai	11	<b>Total</b>	<b>100</b>

# Building High-quality Social Communication Networks

**SDGs 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 2022)

Hokkaido	14	Kinki	24
Tohoku	16	Chugoku	22
Kanto	78	Shikoku	26
Hokuriku	18	Kyushu	52
Tokai	10	Okinawa	22
<b>Total</b>			<b>282</b>

#### Disaster Drills with National and Local Governments

Based on the Agreement on Mutual Cooperation to Secure Telecommunications During Disasters formed with the Japan Coast Guard, SoftBank Corp. carries out disaster drills jointly with NTT DOCOMO, Inc. and KDDI Corporation.

On November 24, 2021, we held a drill with the 1st Regional Coast Guard Headquarters at Otaru Pier 2 in Otaru City to practice loading telecommunications equipment onto a Japan Coast Guard vessel. During the drill, the participants practiced a simulated landing in a small boat for the purpose of transporting by sea the telecommunications equipment of telecommunications carriers to areas cut off from networks by a large-scale disaster. Through the drill, we confirmed procedures for loading telecommunications equipment and its stability onboard in rough weather at sea.

On February 15, 2022, we conducted a drill involving loading equipment onto vessels using a floating pier with the 4th Regional Coast Guard Headquarters at the Coast Guard base in Nagoya. This drill, which practiced seaborne equipment delivery, was based on the scenario that a major disaster had damaged the facilities of telecommunications carriers.



#### Tethered Balloon Radio Relay System

SoftBank Corp. has developed a tethered balloon radio 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 tethered balloon radio relay system lifts wireless relay equipment to an altitude of 100 m to cover a 5-km radius across open terrain. SoftBank 4G LTE voice communications and packet transmissions, such as texting and Internet, can be used within the coverage area.



#### 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.

## Building High-quality Social Communication Networks

SDGs Value Creation 2

### Construct Robust Communications Infrastructure to Contribute to Disaster Prevention and Mitigation

#### Coordinating with National and Local Governments

##### 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 landslides caused by heavy rains beginning July 1, 2021 and flooding linked to heavy rains beginning August 11, 2021, we loaned out 25 and 45 devices, respectively, including mobile phones and Wi-Fi systems, in disaster-stricken areas.

⇒Disaster and Reconstruction Support P. 207

##### Support for Securing Means of Communication at Evacuation Centers

When disaster strikes, we provide evacuation centers with mobile phones and land-line phones (3G) 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.



##### Yahoo! JAPAN Disaster Response Alliances

Yahoo Japan Corporation forms disaster response alliances with local governments to help provide timely emergency information to residents when disasters occur. Yahoo Japan consolidates, organizes and sends out a variety of information about disasters, including disaster warnings issued by local governments and information on government-specified evacuation sites and centers, to improve information access. In addition, to prevent difficulty accessing local government websites due to excess traffic during disasters by reducing the traffic load, Yahoo Japan releases cached versions of these sites. Currently, Yahoo Japan has concluded alliances with 1,500 local governments.

##### Disaster Readiness Information

###### ■ Disaster Prevention Notebook

The Disaster Prevention Notebook service offers content useful not only when a disaster occurs, but also for everyday readiness, including articles and information about disaster readiness supplies.



⇒Disaster Readiness Notebook on Yahoo! JAPAN Weather & Disaster (Japanese)

##### Disaster Response

###### Securing Communications When Disaster Strikes

When severe weather or other factors impact 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.

In a major disaster, mobile phone and Internet access surges in the affected areas as customers try to confirm the safety of their family and friends. 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.

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.



# Building High-quality Social Communication Networks

SDGs Value Creation 2

## Construct Robust Communications Infrastructure to Contribute to Disaster Prevention and Mitigation

### Coordinating with National and Local Governments

#### 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.

##### ■ 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.



#### Successful Trial of High-altitude Tethered Balloon Base Station System

SoftBank Corp. and the U.S.-based SoftBank Group Corp. investee Altaeros Energies, Inc. have jointly developed a high-altitude tethered balloon base station system equipped with a cylindrical antenna (a multi-element phased array antenna) that realizes communication area footprint stabilization. In May 2022, a field trial conducted in Hokkaido achieved stable, wide-area network coverage with this system. This "footprint fixation technology" is being developed by SoftBank Corp. and HAPSMobile Inc. with the aim of providing stable network coverage (a footprint) using high altitude platform station (HAPS) technologies.

The field trial tested a high-altitude tethered balloon base station system developed by combining the new footprint fixation technology with Altaeros's ST-Flex high-altitude autonomous tethered aerostat. Compared to the previous system, the new system was operable at higher altitudes and carried heavier communication payloads.

Airborne communications platforms like HAPS operate using an aircraft equipped with a wireless base station that provides mobile wireless telecommunications service to the ground while flying in a circle. One challenge with such systems is that the communications footprint projected on the ground moves as the aircraft turns, which in turn causes frequent handovers and affects reception strength

levels, leading to unstable telecommunications quality. The unprecedented footprint fixation technology developed by SoftBank Corp. and HAPSMobile solves this challenge. A cylindrical antenna with digital beamforming control fixes the footprint on the ground by dynamically controlling the direction of the radio beams as the airborne vehicle rotates. This new solution will be essential for airborne wireless telecommunications platforms.

Going forward, SoftBank Corp. will leverage the know-how and data gleaned from the field trial to restore communications coverage after disasters and to build HAPS telecommunications platforms.



Altaeros's high-altitude tethered aerostat used in the field trial in Hokkaido

## Building High-quality Social Communication Networks

SDGs Value Creation 3

# Promote Data Security and Privacy Protection Initiatives

Doing its utmost to ensure the confidentiality of communications and protect customer information, SoftBank Corp. monitors and operates networks using the latest technologies and conducts thorough security education for employees. 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.

# Building High-quality Social Communication Networks

## SDGs 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

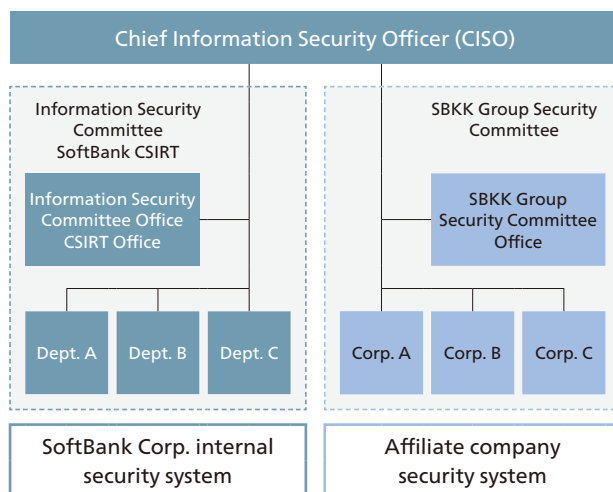
SoftBank CSIRT was established to prevent security incidents and minimize damage by quickly responding when security incidents occur. SoftBank CSIRT deals with security incidents related to the services SoftBank Corp. provides. Overseen by the CISO, the team consists of members from the Security Department 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.



## Building High-quality Social Communication Networks

SDGs 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 WiFi, 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.



## Building High-quality Social Communication Networks

SDGs 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.

##### ■ Participation in "Cyber-bousai"

To promote security education for safe and worry-free Internet use, SoftBank Corp. participates in "Cyber-bousai" crime-prevention events held under the initiative of LINE Corporation. The 2022 event's theme was everyday passwords. The event highlighted the dangers of using weak passwords and introduced immediately implementable countermeasures.

##### 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.

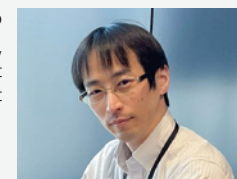
##### Security Expert Interview

##### Practical Training in the Fight Against Increasingly Sophisticated Cyberattacks

Cooperation among various departments is indispensable to respond to increasingly advanced and sophisticated cyberattacks. SoftBank Corp. has a Computer Security Incident Response Team (CSIRT). Composed of more than 300 staff members from various divisions, CSIRT responds to cyberattacks and provides annual training to review appropriate responses for specific types of actual cyberattacks. During training, participants go over response procedures, from incident occurrence to resolution, identifying issues to further refine the procedures. This training equips employees to respond with greater precision when an actual incident occurs. Completely preventing cyberattacks is virtually impossible, so lowering the chance of cyberattacks as much as possible and minimizing the damage are important. We strive to predict constantly changing cyberattacks and to take preventive measures against these attacks.

Katsuyuki Matsumoto

Section Manager,  
Security Management Section, ISC Department  
Cybersecurity Division, Technology Unit



## Building High-quality Social Communication Networks

SDGs 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.

###### ■ 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.

# Building High-quality Social Communication Networks

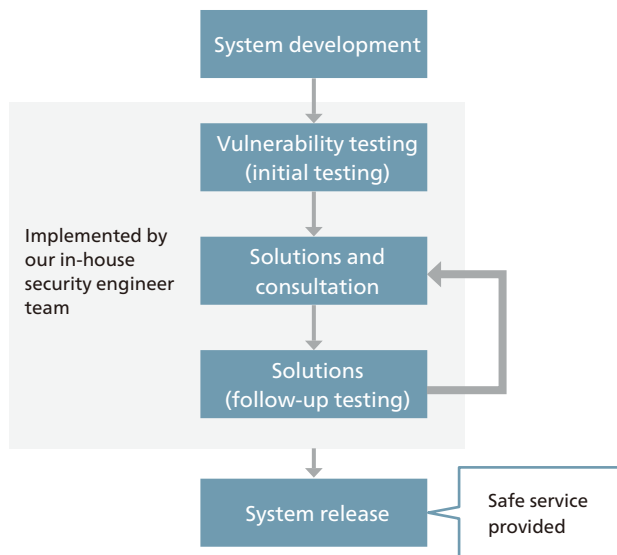
## SDGs Value Creation 3 Promote Data Security and Privacy Protection Initiatives

### 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.



#### 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 FY2021 was zero. In order to prevent serious information security incidents, we will continue to conduct training and implement initiatives to prevent security breaches.

#### Message from the Chief Information Security Officer

DX is advancing in daily living and corporate activities, and, further boosted by the COVID-19 pandemic, more and more activities can be conducted entirely online. The keys to accelerating this progress are cutting-edge technologies, like 5G, AI, IoT, RPA, cloud computing and big data. By actively investing in and developing these fields, SoftBank Corp. is working to help achieve the SDGs, solve social issues, increase customer productivity, and provide new and more convenient experiences for all.

Labor saving and automation with AI and RPA are prompting a shift to more creative, value-added work. Controls and data analysis using IoT sensors are now being used to monitor minute changes and make forecasts that can be used in forward-looking investment and risk avoidance.

The foundation on which these are built is advanced ICT, cutting-edge communications infrastructure and information security. In recent years, security risks are growing more diverse and advanced. These include increasingly sophisticated cyberattacks, persistent attacks by international hacking groups, attacks targeting remote work environments and insider threats.

Constantly watching and studying threat trends, SoftBank Corp. is continually evolving its information security to support the innovation brought about by DX while providing services that customers can use with confidence.



**Tadashi Iida**  
Chief Information Security Officer

## Building High-quality Social Communication Networks

### SDGs Value Creation 3 Promote Data Security and Privacy Protection Initiatives

#### Privacy Protection Initiatives

##### Privacy Center Website

SoftBank Corp. aims to provide 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 have launched a dashboard that allows customers to check and manage the use of their information.



##### Personal Data Protection Action Guidelines

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)



# Building High-quality Social Communication Networks

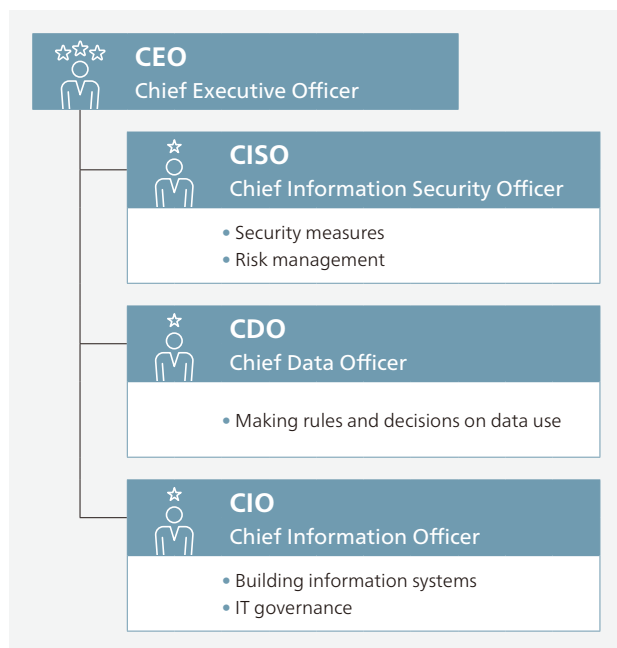
## SDGs Value Creation 3 Promote Data Security and Privacy Protection Initiatives

### Privacy Protection Initiatives

#### 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.



##### Rules

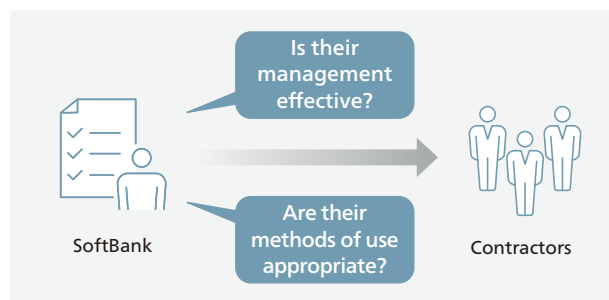
SoftBank Corp. has established internal regulations regarding the handling of personal data, clearly stating its policy in this area. We ensure internal awareness of our strict stance against

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.



#### 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).

# Building High-quality Social Communication Networks

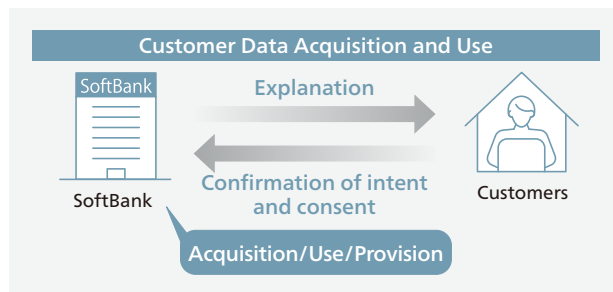
## SDGs Value Creation 3 Promote Data Security and Privacy Protection Initiatives

### Privacy Protection Initiatives

#### Privacy Protection and Consideration for Customers

##### ■ Appropriate Acquisition, Use, Provision and Publication of Personal Data

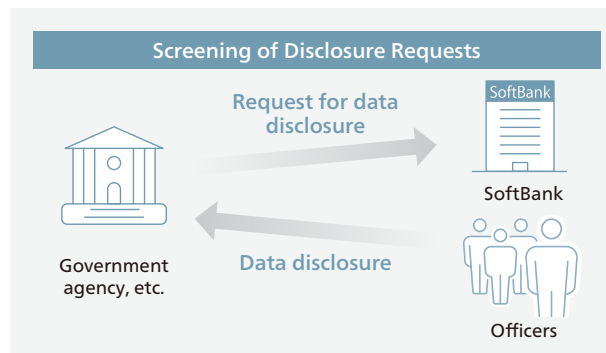
In consideration of privacy, SoftBank Corp. limits the acquisition, use and provision of personal data. When acquiring personal data, SoftBank Corp. clearly specifies the purpose of use via legal and fair means, such as in writing (on application forms, etc.), on screen (on websites, etc.) or verbally. 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.



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.



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.



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,

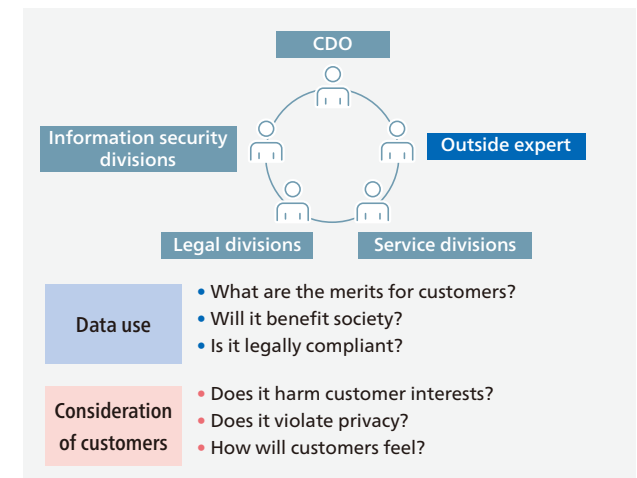
except when necessary to provide telecommunications services, when the customer has given consent, when required by law or when there is other justifiable cause for noncompliance with the law.

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.



## Building High-quality Social Communication Networks

SDGs Value Creation 3

### Promote Data Security and Privacy Protection Initiatives

#### Privacy Protection Initiatives

##### Reporting and Future Initiatives

In FY2021, there were no legal violations resulting in disciplinary action from the authorities such as personal information leaks or use outside of the intended purpose, or complaints. Any leaks of personal information or other such incidents are announced on SoftBank Corp.'s website.

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  
In addition to handling data in the countries and regions described 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 to diversify, and AI technologies are forecast to continue to grow 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 in 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 July 12, 2022, 57 companies have applied the policy.

Going forward, we will continue to work within the group to further improve this framework and ensure the safe and secure use of AI. In addition, we plan to strengthen the framework by establishing guidelines with more specific rules and considering the establishment of an external committee consisting of AI experts.

[⇒Details](#)

# 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 this and other efforts, we are working hard to foster a working environment in which a diverse workforce, including LGBTQ and other sexual minorities, can

exercise their individuality and talents, and all employees can feel proud of and rewarded by the work they do. 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 developing and 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 and inclusion

## SDGs Value Creation

- (1) Enhance corporate governance and ensure its effectiveness
- (2) Sustainable growth through cooperation with stakeholders
- (3) Enhance employee happiness with diversity and inclusion
- (4) Enhance productivity with advanced workplace environments

## KPIs

- (1)
  - Number of compliance violations: Performance monitoring (annually)
  - Employees' attendance rate at compliance training sessions: 99% or more (annually)
  - Awareness of Compliance Hotline among full-time employees: 99% or more
  - 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: 10 or more companies
  - Number of partnerships with NPOs: 1,000 organizations (FY2023)
- (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
  - Return rate from childcare leave: 100%
  - Ratio of male employees taking childcare leave: 30% (FY2023), 50% (FY2026)
  - Number of employees who retire due to nursing care responsibilities: 0
- (4)
  - Provide office environments that encourage diverse workstyles: Performance monitoring (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)

## Risks and Opportunities

### Risks

- Loss of trust as a corporation due to violation of laws or regulations or to absence of corporate governance
- Deterioration of reputation due to human rights violations or inadequate response on environmental issues

### Opportunities

- Investor confidence in corporate governance and supply chain management
- Improvement of motivation and emergence of innovation through workstyle reforms and diversity promotion
- Improvement of productivity through advanced workstyles, transformation of established work processes and commercialization of expertise

## 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
  - Support for employee growth and career realization
  - 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)
  - Harassment prevention
  - Promote workstyle reforms\* (Smart & Fun!)
  - Offer diverse and flexible workstyles (Smart offices, teleworking, co-working spaces, etc.)
  - Promote health and productivity management
- \* Super flextime system, teleworking, operational improvements using AI and RPA, permitting employees to take side jobs



## Developing a Resilient Management Foundation

### Key Person Interview



**Kenichi Nagasaki**  
General Affairs  
Division Head

#### Building a Robust Management Platform for Achieving the SDGs

Communication is a lifeline. As a provider of that lifeline, all of SoftBank Corp.'s business activities contribute to the achievement of the Sustainable Development Goals (SDGs). I believe that supporting our businesses with a robust management foundation contributes not only to the sustainable growth of SoftBank Corp., but also to the achievement 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. In June 2021, we elected two additional female External Board Directors, helping ensure discussion from diverse viewpoints. We have also voluntarily set up the Nominating Committee and Remuneration Committee as advisory bodies to the Board of Directors, and in February 2022 we established 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 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.



**Yasuyuki Genda**  
Human Resources  
Division Head

#### Supporting a Diverse Workforce

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. In July 2021, SoftBank Corp. established the Advancement of Women Promotion Committee and began advancing company-wide efforts under its leadership. We are moving forward to create a dynamic

and supportive work environment for everyone, including LGBTQ individuals and persons with disabilities, fostering an environment in which all employees find fulfillment and take pride in their work. In addition, we have established SoftBank's Human Rights Policies and are working to increase awareness of human rights among all stakeholders.

#### Smart Workstyles

To maximize organizational and individual productivity, we are promoting smart work, using diverse workstyles to enhance production efficiency. Guided by the in-house slogan "Smart & Fun!" we are taking a unique approach to workstyle reforms, leveraging IT to make work more effective and enjoyable so that our people can be more creative and innovative. The offices of our headquarters utilize community workspaces designed with the aim of bringing out the best performance in each employee and fostering open innovation across divisional boundaries. We will continue to lead Japan in the practice of smart workstyles going forward.

#### Utilizing Our Human Capital

We have shifted from thinking of our employees as human "resources" to human "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.

# Developing a Resilient Management Foundation

SDGs 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.

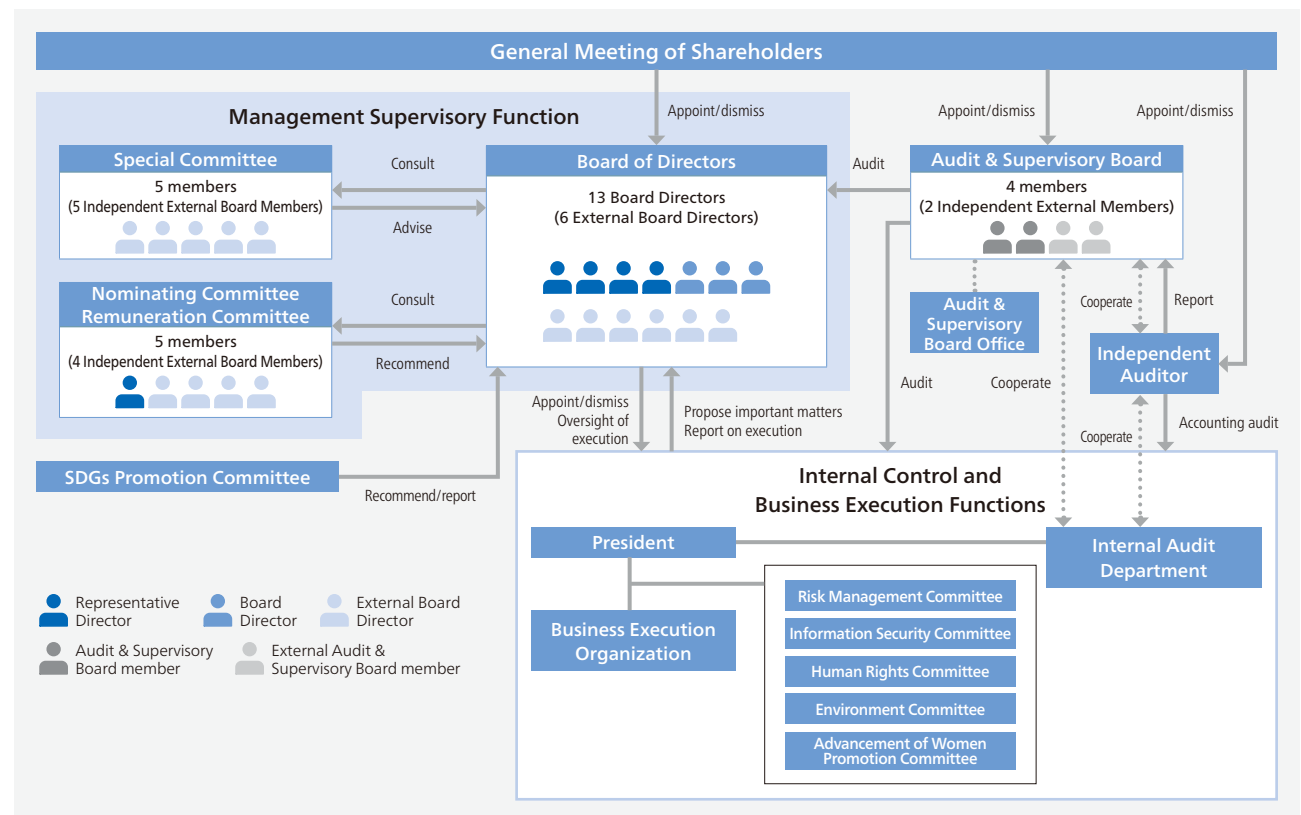
### Corporate Governance

#### 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



# Developing a Resilient Management Foundation

SDGs Value Creation 1

## Enhance Corporate Governance and Ensure Its Effectiveness

### Corporate Governance

#### Board of Directors

The Board of Directors consists of 13 Board Directors, including six 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 SDGs Promotion Committee as advisory bodies to the Board of Directors. The Nominating and Remuneration committees each comprise the CEO and four 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 SDGs Promotion Committee is led by the Chief SDGs Promotion 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 13 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	Representative Director & Chairman
Junichi Miyakawa	Representative Director
Jun Shimba	Representative Director
Yasuyuki Imai	Representative Director
Kazuhiko Fujihara	Board Director
Masayoshi Son	Founder and Board Director
Kentaro Kawabe	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)
Reiko Hishiyama	External Board Director (Independent Officer)
Naomi Koshi	External Board Director

Notes: 1. Average attendance of meetings of the Board of Directors by all Board Directors in FY2021 was 97.4%.  
2. Average attendance of meetings of the Board of Directors by External Board Directors in FY2021 was 98.6%.  
(The above statement factors in attendance ratios of Reiko Hishiyama and Naomi Koshi, who were appointed as External Board Directors on June 22, 2021 and, therefore, whose attendance has been counted based on the number of Board of Directors meetings held thereafter.)

⇒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 FY2021 are as outlined below.

##### Evaluation Methods

- (1) Persons subject to evaluation  
Five internal Board Directors, six External Board Directors and four Audit & Supervisory Board Members
- (2) Methods  
Questionnaire surveys (with name of respondents stated) and interviews
- (3) Evaluation period  
December 2021 to June 2022
- (4) Evaluation process  
The evaluation of effectiveness in FY2021 took place according to the following schedule.
  - December 2021 The Board of Directors deliberated on perspectives for evaluation and questionnaire items, taking the opinions of a third-party organization into consideration.
  - January 2022 Questionnaires were distributed and collected (the third-party organization tabulated and analyzed the data)
  - February 2022 Based on the results of analysis of the questionnaires, the third-party organization conducted interviews with each Board Director.
  - March to May 2022 SoftBank Corp. received the third-party organization reports on the identified issues and suggested directions for improvement; based on these reports, Board Directors and Audit & Supervisory Board Members engaged in discussions regarding the issues and proposed directions for improvement.
  - June 2022 The Board of Directors decided on the issues identified in the course of the evaluation of Board effectiveness for FY2021, along with proposed directions for improvement

## Developing a Resilient Management Foundation

SDGs Value Creation 1

### Enhance Corporate Governance and Ensure Its Effectiveness

#### Corporate Governance

##### ■ Questionnaire items

Main subjects included in questionnaires conducted in the FY2021 evaluation are as listed below. Respondents were asked to rate each item using a five-grade system. They were also invited to elaborate on their opinions in comment spaces for each item.

1. Strategy and execution
2. Risk and crisis management
3. Corporate ethics
4. Business reorganization transactions (merger, acquisition, divestment or business alliance)
5. Group governance
6. Evaluation of top management, remuneration and succession plans
7. Stakeholder dialogue
8. Composition and operation of the Board of Directors

##### ■ Initiatives Undertaken in FY2021 to Address Issues Identified via the FY2020 Evaluation

To address issues identified via the FY2020 evaluation of the Board of Directors' effectiveness, the Board of Directors took on the following initiatives.

##### • Invigorate strategic discussions

As some respondents suggested that the Board of Directors has not allocated sufficient time to strategic discussions in the course of the previous round of the evaluation, the Board of Directors reviewed allocation of time spent for each agenda item while newly instituting periodic meetings of External Board Directors, Chairman, and President & CEO to secure opportunities for the exchange of frank opinions regarding themes that should be addressed by the Board of Directors. As a result, opinions gleaned via the FY2021 evaluation included those acknowledging improvement in the quality of discussions, including those involving External Board Directors, backed by increased time being allocated to strategic subjects. On the other hand, some respondents suggested that the Board of Directors needs to engage in discussions employing medium- to long-term perspective instead of focusing on addressing short-term strategic matters.

##### • Strengthen group risk management

In response to suggestions that the Board of Directors should consider the strengthening of risk management measures for group companies in step with the expansion of the group, the Board of Directors has developed a structure supporting the periodic reporting of operational status on a quarterly basis to ensure the ongoing monitoring of group companies. Under this structure, the Board of Directors has also made it a rule for group companies to report the occurrence of any serious incident in a timely manner.

In the course of the FY2021 evaluation, some respondents concluded that the aforementioned move resulted in a significant improvement, enabling the Board of Directors to maintain the timely monitoring of the status of group companies. However, other opinions suggested that there remains room for improvement in the development and operation of said structure for timely information sharing in light of the multilayered composition of group companies.

##### ■ Summary of Results of the FY2021 Evaluation of the Board of Directors' Effectiveness

Based on results of questionnaires and interviews, it was confirmed that the Board of Directors has more or less achieved the shape of corporate governance to which SoftBank Corp. aspires and that the Board is effective. On the other hand, the evaluation confirmed that the Board of Directors should address the priority issues listed below to secure effectiveness and enhance its functions.

##### 1. Engage in in-depth discussions of medium- to long-term strategies

The Board of Directors needs to engage in discussions regarding medium- to long-term growth strategies, including sustainability strategy and human capital strategy, by employing a cross-organizational approach encompassing the entire group and unconfined by the conventional framework of business segments.

##### 2. Strengthen group governance and risk management

The Board of Directors needs to consider the development of a structure for supervising risk information gleaned from across the group so that it can assess and recognize important risks inherent in operations undertaken by each group company. In this way, the Board of Directors should exercise wide-ranging oversight while engaging in discussion regarding countermeasures against such risks based on in-depth understanding of group companies' business characteristics as well as respect for the autonomy of their management.

##### 3. Discuss issues associated with the simultaneous public listing of the parent and its subsidiary (secure independence relative to transactions involving conflicts of interest)

The Board of Directors needs to ensure the effectiveness of the Special Committee's functions from the perspective of protecting the interests of noncontrolling shareholders and securing their independence. The Board of Directors considers exercising supervision over transactions involving conflicts of interest arising from the simultaneous public listing of the parent and its subsidiary to be an important corporate governance issue that should be systematically addressed on an ongoing basis. Because of this, the Special Committee has been in place from the beginning of FY2022. This committee consists solely of independent External Board Directors and is tasked with deliberating and discussing important transactions that involve conflicts of interest between controlling and noncontrolling shareholders, providing the Board of Directors with recommendations on these matters.

The Board of Directors will continue to press ahead with efforts to enhance its effectiveness by addressing these issues, in view of factors such as the company's intended direction and the business environment.



# Developing a Resilient Management Foundation

SDGs Value Creation 1

## Enhance Corporate Governance and Ensure Its Effectiveness

### Corporate Governance

#### Audit & Supervisory Board

The Audit & Supervisory Board consists of four members, two of whom are external members (two full-time members and two part-time members). The Internal Audit & Supervisory Board Members consist of one full-time member and one part-time member. The full-time Internal Audit & Supervisory Board Member has extensive knowledge and experience in the fields of corporate governance and compliance accumulated through serving as an executive officer, 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 is a certified public accountant and has extensive knowledge and experience in accounting, including many years in charge of the accounting unit of SoftBank Group Corp. The External Audit & Supervisory Board Members consist of one full-time member and one part-time member, both of which are fully independent. The full-time External Audit & Supervisory Board Member has extensive experience in heading compliance and risk management divisions of a financial institution. The part-time External Audit & Supervisory Board Member has extensive knowledge and experience as a certified public accountant. The Audit & Supervisory Board Members, including the External Audit & Supervisory Board members, attend Board of Directors meetings to monitor and verify the status of decision making by the Board of Directors and the fulfillment of its supervisory duties over each 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.

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 Accounting 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 dedicated personnel 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
Yasuharu Yamada	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 (27 members as of June 6, 2022) is an organization directly under the CEO that conducts internal audits of the overall duties of the company. The Internal Audit Department mainly evaluates business compliance with laws and regulations and effectiveness of internal controls, and reports the results of internal audits to the CEO and the Board of Directors while explaining them to the Audit & Supervisory Board Members. 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 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.

## Developing a Resilient Management Foundation

SDGs Value Creation 1

### Enhance Corporate Governance and Ensure Its Effectiveness

#### 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.

##### 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.

Members of the committee are as listed below (as of June 24, 2022).

Chair: Atsushi Horiba  
(independent External Board Director)

Members: Takehiro Kamigama, Kazuaki Oki, Kyoko Uemura and Reiko Hishiyama  
(independent External Board Directors)

Observer: Naomi Koshi (External Board Director), Yasuharu Yamada and Yoko Kudo (independent External Audit & Supervisory Board Members)

##### Avoiding Conflict of Interest

###### Relationship with Parent Company

Our parent company, SoftBank Group Corp., holds 40.68% of the voting rights of SoftBank Corp. (as of March 31, 2022) through its subsidiary SoftBank Group Japan Co., Ltd. Three of the 13 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 in December 2018, 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.

## Developing a Resilient Management Foundation

### SDGs Value Creation 1

## Enhance Corporate Governance and Ensure Its Effectiveness

### Corporate Governance

#### Nominating and Remuneration Committees

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 four independent External Board Directors (the four 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) Junichi Miyakawa (CEO)	

#### 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.

#### 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.

## Developing a Resilient Management Foundation

SDGs Value Creation 1

### Enhance Corporate Governance and Ensure Its Effectiveness

#### Corporate Governance

##### Total Remuneration for Board Directors and Audit & Supervisory Board Members (FY2021)

Title	Total remuneration (Million yen)	Subtotals for each type of remuneration (Million yen)			Number of recipients
		Basic remuneration	Performance-based remuneration <sup>1</sup>	Other <sup>2</sup>	
Directors (excluding External Board Directors)	2,323	444	1,606	273	6
Audit & Supervisory Board Members (excluding External Audit & Supervisory Board Members)	18	18	—	—	1
External Board Directors	75	75	—	—	6
External Audit & Supervisory Board Members	29	29	—	—	2

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 FY2021.

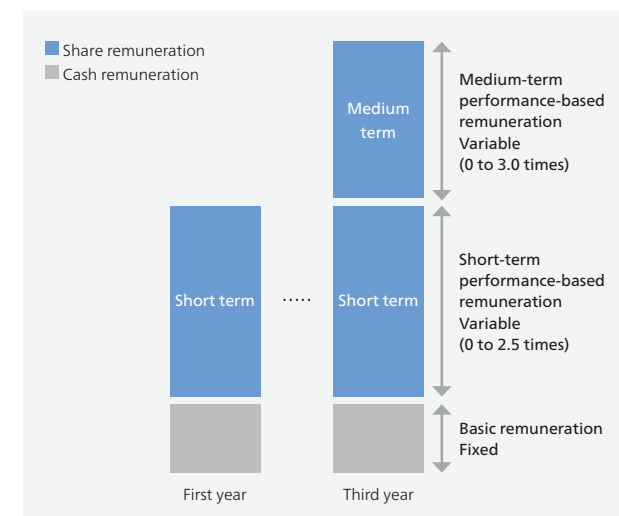
##### Total Consolidated Remuneration and Other Compensation for Each SoftBank Officer (FY2021)

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	539	Board Director	Submitting company	96	380	63
Junichi Miyakawa	647	Board Director	Submitting company	120	475	52
Jun Shimba	398	Board Director	Submitting company	84	270	44
Yasuyuki Imai	422	Board Director	Submitting company	84	294	44
Kazuhiko Fujihara	278	Board Director	Submitting company	60	187	31
Kentaro Kawabe	381	Director	Z Holdings Corporation	85	296*	—

\* Representing performance-based remuneration paid by Z Holdings Corporation for FY2021 and consisting of the sum of bonuses and remuneration in shares

Note: This is the amount of payment of officers' remuneration for FY2021.

##### 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.



# Developing a Resilient Management Foundation

## SDGs Value Creation 1 Enhance Corporate Governance and Ensure Its Effectiveness

### Corporate Governance

#### 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)<sup>1</sup> as well as the SDGs material issue targets.<sup>2</sup> The degree of accomplishment of the SDGs 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. SDGs material issue targets: The SDGs 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.

$$\text{Short-term performance-based remuneration} = \text{Base amount by position} \times \left( \frac{\text{Net income coefficient} \times 50\% + \text{Operating income coefficient} \times 50\%}{\text{Degree of accomplishment relative to performance targets}} + \text{Material issue coefficient} + 0 \text{ to } 5\% \right)$$

#### 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.

$$\text{Medium-term performance-based remuneration} = \text{Base amount by position} \times \text{Total Shareholder Return (TSR) coefficient}^*$$

\* 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 factor 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. When such stockholding is deemed to no longer have significance in terms of serving the intended holding purpose or lack economic rationale, the company will divest such stockholding as necessary after giving due consideration to stock prices and other market trends.

Methods for verifying such stockholding are as follows: The company confirms the consistency of transactional relationships with the issuer in light of the stockholding purpose on a company-by-company basis while assessing its economic rationale by calculating the issuer’s proportional contribution to the company’s profit relative to the amount of investment in such stockholding. When such stockholding is considered to have no significance in terms of serving the intended holding purpose or when the issuer’s contribution to the company’s profit falls short of 50% of average non-consolidated ROA during the past three fiscal years, such stockholding becomes subject to discussions regarding possible divestment. In addition, a policy-oriented stock whose market value declined 30% or more from its book value is also earmarked for possible divestment upon the examination of the issuer’s response to its management accountability from the perspective of corporate governance. Based on the above factors, 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 (Japanese)

## Developing a Resilient Management Foundation

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### 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

To ensure that corporate activities are based not only on compliance with laws and regulations, but also on high ethical standards, SoftBank Corp. has established a code of conduct related to compliance to be followed by all Board Directors and employees as well as the following structure to continuously reinforce the compliance system.

- (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 Compliance 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

SoftBank Corp. has established the following system to appropriately store and manage information related to 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 Risk Management

SoftBank Corp. has established the following system to avoid, mitigate or otherwise deal with, as needed, a variety of risks in its business operations.

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. 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. 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

SoftBank Corp. has established the following structure to maintain an efficient management system:

- (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.

## Developing a Resilient Management Foundation

### SDGs 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

SoftBank Corp. shares the fundamental concepts and philosophies throughout the SoftBank Corp. group and reinforces the management system and compliance in accordance with the SoftBank Code of Corporate Conduct and other group-wide rules. In addition, the following systems have been established, applying such Group-wide rules to the Board Directors and employees of the SoftBank Corp. group.

- (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 Compliance 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 Chief Information Security Officer (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.

## Developing a Resilient Management Foundation

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### Enhance Corporate Governance and Ensure Its Effectiveness

#### Internal Control System

##### Other Systems to Ensure That Audit & Supervisory Board Member Audits Are Conducted Effectively

The following matters are provided as other systems to ensure that the audits by the Audit & Supervisory Board Members are conducted effectively.

- (1) When the Audit & Supervisory Board Members deem it necessary, opportunities 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 regularly reports its findings to the Risk Management Committee, which consists of Board Directors. The Risk Management Committee determines the degree of importance and owners of the risks, and confirms and promotes countermeasures developed and implemented by the risk owners, thereby reducing risks and preventing the occurrence of risk events. The Risk Management Committee regularly reports the results of these efforts to the Board of Directors. SoftBank Corp. group companies also manage risks individually and continuously work to reduce risks and prevent their occurrence.

In terms of information management, we implement awareness raising activities to prevent improper information management and the leakage of confidential information. Through these and other ongoing efforts, we strive to reinforce the information management framework.

##### 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 each audit to the CEO.

##### 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.

##### 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.



# Developing a Resilient Management Foundation

SDGs 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. regularly implements a PDCA cycle in an effort to mitigate and prevent risks.

In addition, risk management is included in the evaluation of the capabilities of managers and other employees.

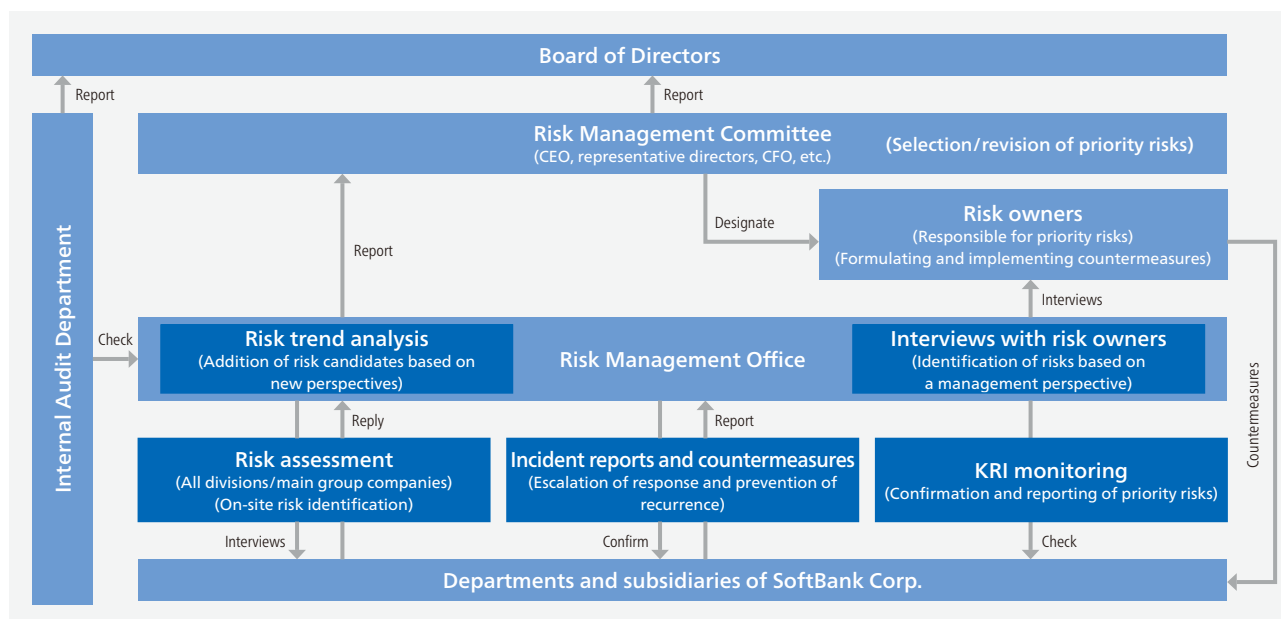
#### Risk Management System

To identify and prevent the emergence of company-wide risks, SoftBank Corp. has established a system of management that analyzes risks from various angles internally. When proposing measures at the applied business level, each division includes risks in its considerations. In addition, the Risk Management Office periodically identifies company-wide and comprehensive risks, checks the status of countermeasures, and reports the results to the Risk Management Committee. This committee meets twice a year and comprises the CEO, representative directors, the CFO and others, with the participation of Audit & Supervisory Board Members and

related department managers. The Risk Management Committee determines the priority level of various risks and the person responsible for dealing with each (the risk owner), issues instructions on countermeasures, and reports the status to the Board of Directors. The Internal Audit Department confirms and oversees these overall risk management systems and conditions from an independent standpoint.

In addition, from the standpoint of group-wide risk management, we have established a reporting system for subsidiaries and affiliates, and we conduct periodic checks of business-related risks identified by group companies and the status of countermeasures.

#### Risk Management System



# Developing a Resilient Management Foundation

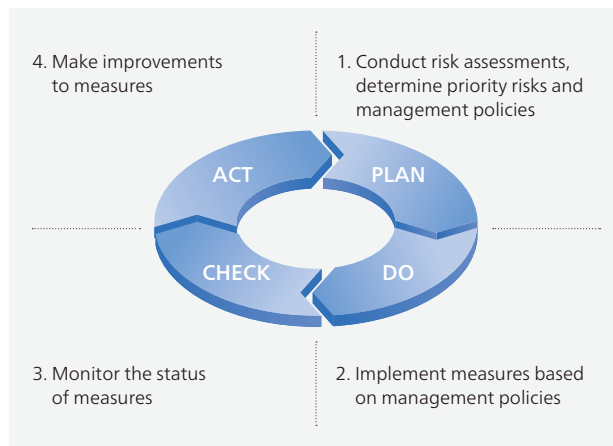
SDGs Value Creation 1

## Enhance Corporate Governance and Ensure Its Effectiveness

### Risk Management

#### Risk Management Methods

Overall risk management is conducted in a PDCA cycle consisting of (1) conducting annual risk assessments to comprehensively identify potential risks so that the Risk Management Committee can determine the priority risks and formulate management policies, (2) implementing measures based on the management policies, (3) the Risk Management Division monitoring the status of the measures and (4) making improvements to the measures.



#### Yearly Schedule

To manage and mitigate risks, we take the following management steps over the course of the year as part of our PDCA cycle.

FY	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.
Disclosure			★ Annual Securities Report published									
Risk Management Committee							Meets around October <b>C</b> Risk Management Committee (interim report)				Meets around February <b>P</b> Risk Management Committee (Select/review priority risks)	
Risk owners	<b>D</b> Formulate/implement countermeasures to priority risks								<b>A</b> Formulate/implement additional measures			
							<b>P</b> Risk owner interviews					
Risk Management Office					<b>P</b> Assess status of risk countermeasures (first half)			<b>C</b> Assess status of risk countermeasures (second half)				
	<b>C</b> KRI monitoring (monthly)											
Divisions/ Subsidiaries, etc.			<b>P</b> Risk assessment									

**P** Plan   **D** Do   **C** Check   **A** Act

# Developing a Resilient Management Foundation

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## Enhance Corporate Governance and Ensure Its Effectiveness

### Risk Management

#### Addressing Major Risks

SoftBank Corp. takes a comprehensive view of risks, partly through the risk assessments of each division and interviews of risk owners, to select major risks and implement risk management.

We strive to reduce and prevent risks by identifying and responding to risks that could significantly impede our business activities due to changes in the constantly evolving external environment in a timely and comprehensive manner.

Note: The Risk Management Committee supervises major risks. This body is headed by Junichi Miyakawa, a Representative Director with extensive experience in information security.

#### 1. 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		
<ul style="list-style-type: none"> <li>International/domestic political conditions</li> <li>Competitors' situations</li> <li>Customer expectations</li> <li>Amendments to laws</li> <li>Economic fluctuations</li> <li>Demographic changes</li> <li>Product/service defects</li> </ul>	<ul style="list-style-type: none"> <li>Risk of MVNO market share expansion; 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</li> <li>Risk of providing products or services with major defects that cause damage to customers</li> </ul>	<ul style="list-style-type: none"> <li>Adopt services, products and sales methods that suit consumer preferences</li> <li>Thorough quality control during manufacturing and development stages</li> </ul>
b. Adapting to technology and business models		
<ul style="list-style-type: none"> <li>Technological innovation</li> </ul>	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 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		
<ul style="list-style-type: none"> <li>Cyberattacks, leaked/missing/lost information</li> <li>Inappropriate use of information assets</li> <li>Inappropriate use of products/services</li> </ul>	<ul style="list-style-type: none"> <li>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</li> <li>Risk of losing society's confidence and trust in SoftBank Corp. due to mistaken use of our information assets resulting in violation of laws and/or social criticism</li> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>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</li> <li>Establish guidelines and conduct training</li> <li>Periodic monitoring of unauthorized use</li> </ul>
d. Stable provision of network services		
<ul style="list-style-type: none"> <li>Telecommunication network failures</li> </ul>	<ul style="list-style-type: none"> <li>Risk of being unable to maintain telecommunications service quality due to increased network traffic or an inability to secure necessary frequency bands</li> <li>Risk of being unable to operate telecommunication networks or information systems normally due to a natural disaster, pandemic, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Bolster the telecommunications network based on predictions of future traffic</li> <li>Introduce network redundancy and countermeasures for power outages at network centers and base stations</li> </ul>
e. Corporate acquisition, business alliances, establishment of joint ventures, etc.		
<ul style="list-style-type: none"> <li>Investment and loans</li> </ul>	Risk of investee companies being unable to perform as expected; risk of business partnerships and joint ventures not producing expected results	Conduct sufficient due diligence when considering each investment to make investment decisions in accordance with the prescribed approval process

## Developing a Resilient Management Foundation

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### Enhance Corporate Governance and Ensure Its Effectiveness

#### Risk Management

Risks	Typical risk examples	Risk mitigation measures
f. Dependence on other companies' management resources		
(a) Outsourcing • Inappropriate management of information by outsourcers	<ul style="list-style-type: none"> <li>• Risk of outsourcers being unable to perform work as expected</li> <li>• 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</li> </ul>	Conduct periodic audits of outsourcers' work
(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
g. 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
h. 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 smartphone 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
i. Training and securing human resources		
<ul style="list-style-type: none"> <li>• Human resources (hiring, reassignment, training)</li> <li>• Labor management (overwork, etc.)</li> <li>• Human rights</li> <li>• Diversity</li> </ul>	<ul style="list-style-type: none"> <li>• Risk of being unable to secure engineers or other human resources necessary for business operation as planned</li> <li>• 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</li> <li>• Risk of damaging society's trust and confidence in SoftBank Corp. due to being unable to meet social demands for respecting and leveraging diversity</li> </ul>	<ul style="list-style-type: none"> <li>• Adopt a remuneration system that considers the expertise of human resources with high market value</li> <li>• Establish a human rights policy and human rights due diligence process; conduct risk assessments</li> <li>• Ensure company-wide awareness of efforts related to diversity; conduct training</li> </ul>

#### 2. Risk Related to Laws, Regulations and Compliance

Risks	Typical risk examples	Risk mitigation measures
a. Laws, regulations, systems, etc.		
<ul style="list-style-type: none"> <li>• Regulations based on laws</li> <li>• Affiliated companies</li> </ul>	<ul style="list-style-type: none"> <li>• Risk of violating laws/regulations; risk of new or amended laws/regulations that have adverse effects on operations</li> <li>• Risk of damaging society's trust in the company in the event that misconduct, etc., by an affiliated company cannot be prevented</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor amendments of laws/regulations; consult with lawyers and other external experts as necessary</li> <li>• Bolster reporting systems and communication with affiliated companies; understand affiliated companies' risks through risk assessments, etc.</li> </ul>
b. Lawsuits, etc.		
<ul style="list-style-type: none"> <li>• Contract disputes</li> <li>• Lawsuits</li> </ul>	Risk of negatively impacting the SoftBank Corp. group's corporate image due to infringing upon the rights of a third party	Confirm laws, regulations, systems, and agreement terms of contracts, etc.



## Developing a Resilient Management Foundation

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### Enhance Corporate Governance and Ensure Its Effectiveness

#### Risk Management

##### 3. Risk Related to Finance and Accounting

Risks	Typical risk examples	Risk mitigation measures
a. Fund procurement and leasing		
<ul style="list-style-type: none"> <li>• Liquidity</li> <li>• Credit control</li> <li>• Exchange/interest rates</li> <li>• Financial markets</li> </ul>	Risk of increased fund procurement cost due to rising interest rates, etc.	Build a financial base to maintain sufficient funds by diversifying means of fund procurement
b. Changes to accounting and tax systems		
<ul style="list-style-type: none"> <li>• Covenants</li> <li>• Tax/accounting</li> </ul>	Risk of impact to the SoftBank Corp. group's business development, financial condition and performance due to additional tax burden caused by changes to accounting/tax systems, etc.	Consult with external experts, such as tax advisors, as necessary
c. Impairment loss		
<ul style="list-style-type: none"> <li>• Impairment loss</li> </ul>	Risk of impact to the SoftBank Corp. group's business development, financial condition and performance due to impairment loss	Build a system for periodic monitoring

##### 4. Other

Risks	Typical risk examples	Risk mitigation measures
a. Leadership team		
<ul style="list-style-type: none"> <li>• Leadership team</li> </ul>	Risk of impact to the SoftBank group's business development if unforeseen circumstances affect the leadership team	Build an organizational structure that can take over the leadership team's work duties
b. Relationship with the parent company		
Parent company control or substantial influence over matters to be resolved at a general meeting of shareholders <ul style="list-style-type: none"> <li>• Independence</li> <li>• Objectivity</li> <li>• Transparency</li> </ul>	Possibility of the parent company having substantial influence over matters to be resolved at a general meeting of shareholders	Exercise the option to establish a Special Committee, Nominating Committee and Remuneration Committee in order to ensure independence

## Developing a Resilient Management Foundation

SDGs Value Creation 1

### Enhance Corporate Governance and Ensure Its Effectiveness

## Risk Management

### Emerging Risks

SoftBank Corp. reviews risks on a periodic basis to identify and manage emerging risks that could potentially have a substantial impact on its businesses.<sup>1</sup> We consider the emerging risks identified through this process from short-term and medium- to long-term standpoints<sup>2</sup> and take measures to address them.

The emerging risks for FY2022 are as follows.

1. Risks that currently do not exist or are not recognized, but that may appear or evolve due to changes in the external environment, etc., and could potentially have a substantial impact on business requiring changes to business strategy or business models.

2. In general, "medium- to long-term" refers to a time frame of three to five years or longer.

### International Affairs (Including Economic Security, etc.)

Risk definition	Risk of restrictions on or difficulty continuing SoftBank Corp.'s business due to worsening political, social, military, or cultural relations or rising tension between countries
Typical risk examples	<ul style="list-style-type: none"> <li>• Delays/difficulty in procuring base stations, network equipment, purchased products (mobile devices, etc.), or development materials from domestic/international suppliers</li> <li>• Increased cyberattacks in retaliation for sanctions on countries in conflict</li> <li>• Difficulty in procuring energy (fossil fuels, gas, etc.) due to political factors; impact of rising procurement costs on revenue</li> <li>• Regulations excluding foreign products that pose a threat in terms of core infrastructure (such as base stations)</li> <li>• Delays in starting service due to prior inspection of core infrastructure by countries, etc.</li> <li>• Tightened legal regulations in each country due to global data governance</li> </ul>
Impact on business	<p>SoftBank Corp. has offices and affiliated companies in Europe, the United States, Asia, and around the world; provides products and services to domestic and international customers; and procures telecommunications equipment, products for customers, and development materials from a wide range of domestic and international suppliers. We work with many international suppliers in the telecommunications business in particular, creating the potential for substantial business impacts from such issues as confrontation between countries on the international stage, regional conflicts, terrorism, and military action. In addition, our telecommunications business uses large amounts of electricity at base stations, network facilities, data centers, etc., to provide our customers with a high-quality communication environment, and 5G requires more power than 4G.</p> <p>Based on these conditions, in the short term, there is a possibility of global shipping delays for telecommunications-related equipment due to aviation or marine shipping restrictions imposed by countries in conflict or related countries, shortages of semiconductors for mobile devices, etc., due to logistical delays in affected regions, supply chain disruptions due to delays or suspension of suppliers' business activities caused by cyberattacks in retaliation for sanctions on countries in conflict, etc. These may have a large impact on SoftBank Corp.'s telecommunications business.</p> <p>In the medium to long term, there is a possibility of costs involved in changing suppliers or equipment for base stations or network equipment as a result of conflict increasing crude oil prices and leading in turn to cost increases for shipping, etc., in the supply chain, or changes in the international political landscape leading to changes to national policy or regulations. There is also a possibility that SoftBank Corp.'s business development, financial condition and performance will be impacted in the event that changes in the international political landscape lead to regulations or restrictions on suppliers and combine with global increases in crude oil prices, etc., to result in continued increases in power prices, or in the event that obstacles to energy procurement lead to difficulty in providing a stable supply of services and products.</p>
Countermeasures	<p>We are monitoring and gathering information on international conditions, and laws and regulations in countries where we provide services as well as countries where suppliers are based, and we consult with external experts as necessary. Through these efforts, in the short term, we are working on distribution and diversification of suppliers to strengthen the supply chain by distributing risk in case of disruptions.</p> <p>In the medium to long term, in addition to monitoring and gathering information on international conditions, we work to reduce risk and minimize the impact of rising power prices on our revenue by continuing research and development for the practical use of next-generation batteries, advancing the adoption of communications infrastructure with low environmental impact being developed by an affiliated company, and further coordinating with government and industry organizations.</p>

# Developing a Resilient Management Foundation

SDGs Value Creation 1

## Enhance Corporate Governance and Ensure Its Effectiveness

### Risk Management

#### Climate Change

Risk definition	Risk of financial losses from adoption of carbon taxes and renewable energy and increased restoration/maintenance costs due to greater frequency and severity of natural disasters; risk of damage to society's trust and confidence in SoftBank Corp. as a result of insufficient response to environmental issues
Typical risk examples	<ul style="list-style-type: none"> <li>• Increased power costs due to shift to renewable energy</li> <li>• Damage to society's trust and confidence in SoftBank Corp. if customers, etc., deem its environmental efforts insufficient</li> <li>• Increased tax burden due to adoption of carbon taxes</li> <li>• Increased restoration/maintenance costs due to greater frequency and severity of natural disasters and resulting equipment damage</li> <li>• Procurement delays/difficulties for base station equipment, etc., as a result of supply chain disruptions due to natural disasters linked to climate change</li> <li>• Revenue impact from difficulty in procuring energy (fossil fuels, gas, etc.) due to climate change and rising procurement costs</li> </ul>
Impact on business	<p>SoftBank Corp.'s telecommunications business uses large amounts of electricity at base stations, network facilities, data centers, etc., to provide customers with a high-quality communication environment, and 5G requires more power than 4G.</p> <p>In the short term, there is a possibility that our business development, financial condition and performance will be impacted by increased power costs due to the shift to renewable energy. In addition, there is a possibility that business operations will be impacted in the event that the SoftBank Corp. group's efforts or disclosures related to climate change are seen as insufficient, or in the event that we are unable to win the understanding of customers, employees, suppliers, investors, communities, nations, government agencies, etc.</p> <p>In the medium to long term, there is a possibility of increased tax burden due to adoption of carbon taxes, etc. as well as a possibility of increased restoration/maintenance costs due to greater frequency and severity of natural disasters and resulting equipment damage. In the event that energy procurement costs continue to rise as a result of increased demand due to the shift toward renewable energy, there is a possibility that power procurement costs for base stations, data centers, etc., will be affected, impacting our business development, financial condition and performance.</p>
Countermeasures	<p>We aim to switch the power used for business activities to 100% virtually renewable energy<sup>1</sup> by 2030, the year targeted for achievement of the SDGs.<sup>2</sup> We are also working toward our goal of Carbon-Neutral 2030 to achieve virtually zero greenhouse gas emissions through the use of AI, IoT and other cutting-edge technologies for energy conservation.</p> <p>In the short term, we are bolstering our efforts and promoting energy conservation by using renewable energy to reduce CO<sub>2</sub> emissions for base station power consumption (which makes up the majority of the electrical power used in our business activities), transitioning to energy-saving equipment, and improving the efficiency of energy use by expanding the use of IoT and AI. We are making progress on greenhouse gas emission reduction by implementing energy conservation in steps, from 30% renewable energy for base station power consumption in FY2020, to 50% in FY2021, then 70% in FY2022. We also offer information about our CO<sub>2</sub> reduction efforts to help promote understanding of our efforts.</p> <p>In the medium- to long-term, to strengthen our disaster prevention and mitigation efforts, we will continue to promote redundancy in backbone networks and secure communications during disasters using a tethered balloon radio relay system. In addition, as one initiative aimed at achieving carbon neutrality in 2030, we are currently working on the joint development of large-capacity, high mass-energy density, lightweight lithium ion batteries.</p>

1. Electricity that is essentially 100% renewable energy through the use of non-fossil certificates designated as renewable energy

2. Based on SoftBank Corp.'s emissions in 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)

## Developing a Resilient Management Foundation

SDGs Value Creation 1

### Enhance Corporate Governance and Ensure Its Effectiveness

#### Risk Management

##### Business Continuity Planning for Major Accidents or Disasters

###### 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 government, 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. 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 do not tolerate discrimination or harassment on the basis of race, ethnicity, religion, nationality, birthplace, gender, gender identity, sexual orientation, age, disability, or illness.

###### 3. Customer Satisfaction

We will provide products and services that meet the needs of our customers as well as accurate information on those products and services. We will also respond appropriately to customers' opinions and comments.



## Developing a Resilient Management Foundation

SDGs Value Creation 1

### Enhance Corporate Governance and Ensure Its Effectiveness

#### Compliance

##### 4. Commitment to Fair Business Practices

We conduct business activities through fair competition in the marketplace without engaging in anti-competitive conduct and maintain relationships with business partners that are fair and enable mutual development.

##### 5. Proper Use and Management of Company Assets

We use and manage company assets in accordance with the proper rules, and we do not use them for personal gain or unlawful profit. Moreover, we do not engage in transactions involving conflicts of interest without the company's permission or in insider trading.

##### 6. Promotion of a Mutually Pleasant and Comfortable Working Environment

We recognize and respect each other's diversity to promote innovation throughout the company while also respecting diverse styles of work, striving to improve occupational safety and health, and working to maintain and promote a working environment that is pleasant for everyone.

##### 7. Social Contribution and Environmental Conservation

We value resources and strive to preserve the global environment while also contributing to society in a sustainable manner through the resolution of social issues and dialogue with local communities.

##### 8. Respect for Intellectual Property Rights

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.

##### 9. Protection of Information

We respect the privacy of our customers, business partners, and employees and protect and manage personal information, confidential information, and other information assets in the proper manner while also striving to protect such information from information security threats.

##### 10. Appropriate Relationship with Politics and Government

We maintain appropriate relationships with political and governmental officials and do not take part in corruption or unethical behavior, such as giving or receiving inappropriate gifts or entertainment.

##### 11. Insulation from Antisocial Forces and Criminal Activity

We have no involvement whatsoever with antisocial forces or criminal activity, 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. 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 compliance issues, including bribery and corruption, to the CCO, who monitors overall management of corruption-related issues and determines 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.

#### 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.

In FY2021, we received 228 inquiries and reports regarding compliance violations through the Hotline and other channels. Of these, 17 cases remained under investigation as of March 31, 2022. The number of cases where violations were confirmed amounted to 40, and we implemented 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 (11), security violations (6), negligence of duties (1), harassment (13), and others (9).

#### Compliance Initiatives

##### Training

We provide many types of training. These including level-specific training, such as that for executives, managers, mid-level employees and new hires, as well as 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.

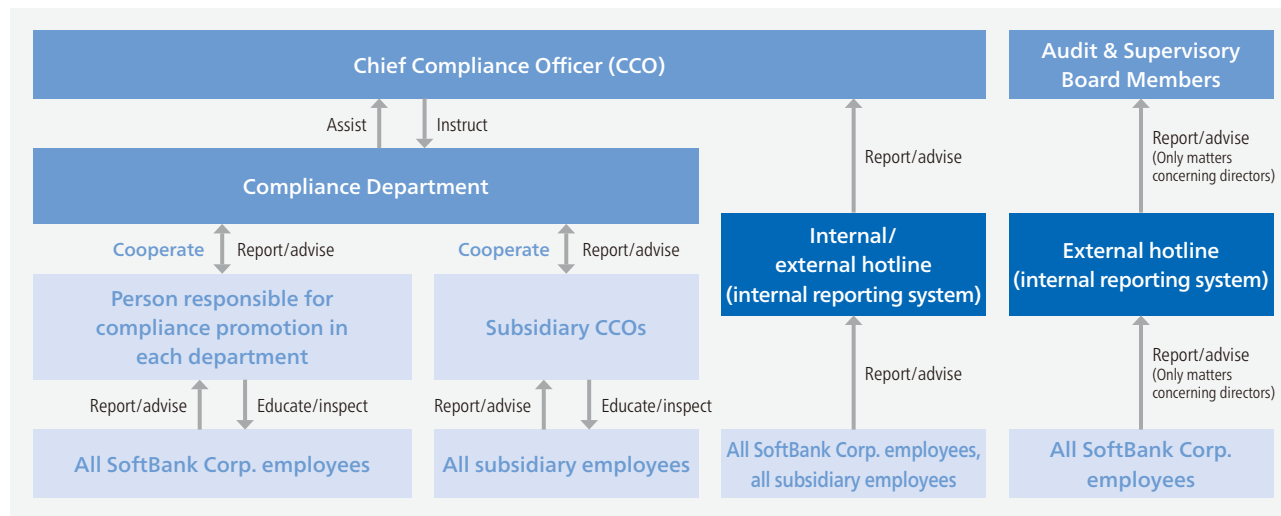
# Developing a Resilient Management Foundation

SDGs Value Creation 1

## Enhance Corporate Governance and Ensure Its Effectiveness

### Compliance

#### Compliance Promotion Structure



#### 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 FY2021, 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 FY2021.

⇒ ESG Data Book 2022

#### 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.

# Developing a Resilient Management Foundation

SDGs Value Creation 1

## Enhance Corporate Governance and Ensure Its Effectiveness

### Compliance

#### 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

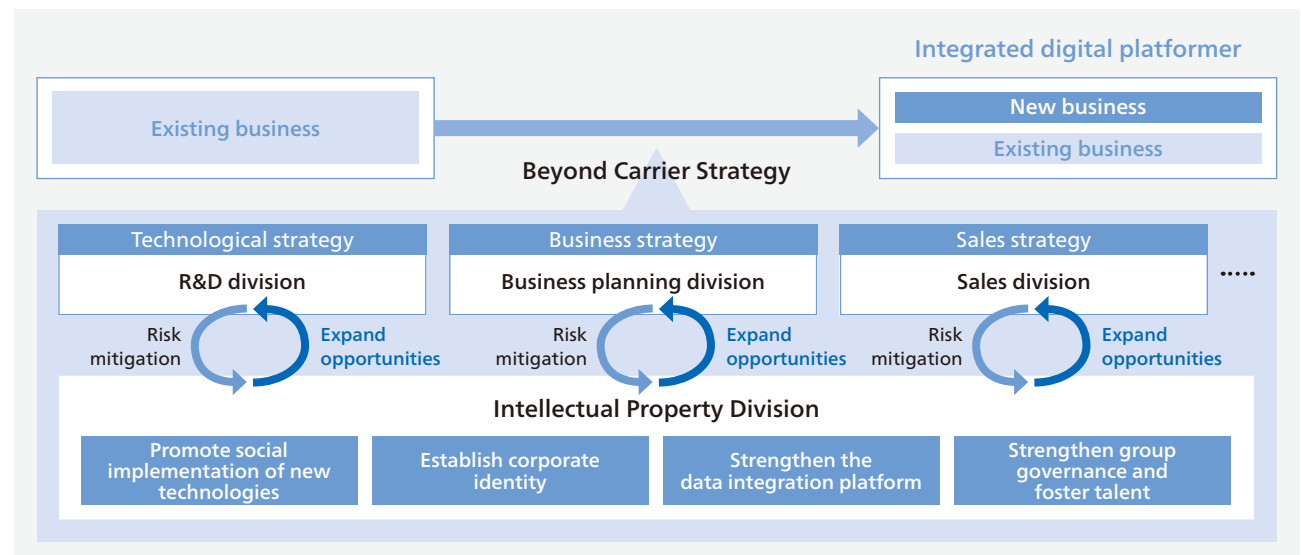
property, the intellectual property division will contribute both to enhancing corporate value and to the creation of value through the Sustainable Development Goals (SDGs).

#### 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.

<b>Main Activities</b>	<ul style="list-style-type: none"> <li>• Screening of brand usage</li> <li>• Strengthening coordination with brand licensees</li> <li>• Strengthening practices for identifying misuse of brands by other companies (including enforcement measures)</li> </ul>
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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.



# Developing a Resilient Management Foundation

SDGs Value Creation 1

## Enhance Corporate Governance and Ensure Its Effectiveness

### Compliance

#### 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 it also has the potential to put at risk the health and safety of customers who put their faith in the brand.

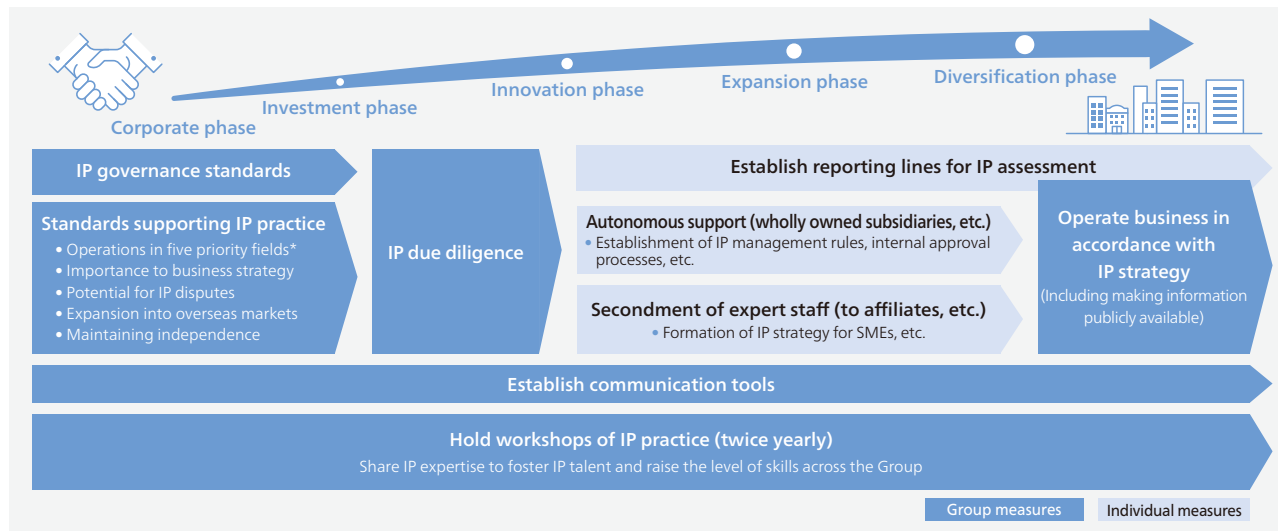
To detect the unauthorized use of our brands by other companies and act rapidly to eliminate or prevent such

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.

#### 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.

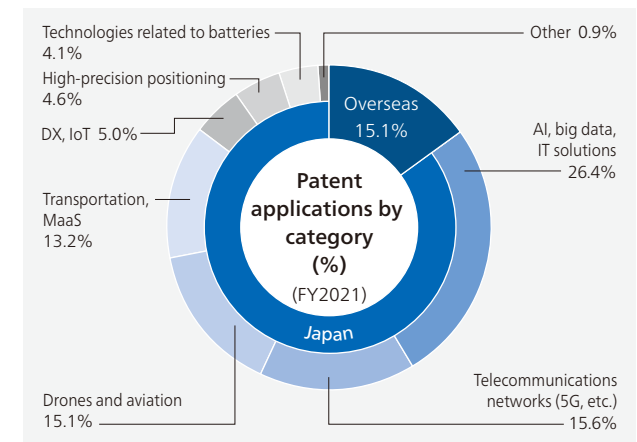
In light of the Beyond Carrier Strategy advanced by SoftBank Corp., as a result of focusing on patent applications in communications network technology as well as new business areas applying AI and IoT, in FY2021 we submitted a total of 219 patent applications in Japan and overseas.



\* The five priority fields under the Ministry of Economy, Trade and Industry’s “Connected Industries” framework

⇒Details (Japanese)

#### Patent Applications





## Developing a Resilient Management Foundation

SDGs Value Creation 1

### Enhance Corporate Governance and Ensure Its Effectiveness

#### Compliance

##### 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.

##### Taxation Risks and Governance System

In addition to engaging in impartial and fair transactions domestically and overseas, we fulfill our responsibilities as a taxpayer while reducing taxation risks through appropriate and rational tax planning. 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. A Chief Financial Officer (CFO), who is a Board Director, approves and is responsible for the overall management and policies of taxation practices. External advisors are also periodically consulted as part of 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 take the 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 along with verifying and documenting that transactions are conducted according to the arm's length principle. 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 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 (FY2021)/Names of entities and primary activities

#### Support of Human Rights

##### SoftBank's Human Rights Policies

##### 1. Promises with respect to human rights

All of the executives and employees of SoftBank Corp. and its group companies (hereinafter, "We") contribute to the development of a sustainable society by respecting human rights in every aspect of our corporate activities.

##### 2. References and scope

We strive to avoid being party to discrimination and the violation of human rights in all services, products, and business activities in accordance with international principles of human rights<sup>1</sup> while also requiring suppliers and business partners to respect and refrain from infringing on human rights under these principles.

##### 3. Emphasis on diversity

We respect the diversity of the colleagues that we work with, and we do not tolerate discrimination or harassment on the basis of race, ethnicity, religion, nationality, birthplace, gender, gender identity, sexual orientation, age, disability, or illness. Opportunities shall be equal at all times, and hiring, placement, evaluation, remuneration, and promotion are conducted based on individual abilities, experience, and performance.

##### 4. Prohibition of forced labor and child labor

We prohibit any and all forms of forced labor and human trafficking as well as child labor and undertake the revision and eradication of labor practices which violate human rights.

# Developing a Resilient Management Foundation

SDGs Value Creation 1

## Enhance Corporate Governance and Ensure Its Effectiveness

### Support of Human Rights

#### 5. Respect for the freedom of association and the exercise of the right to collective bargaining

We respect the right to form labor unions based on the wishes of individual employees as well as the right to choose whether or not to participate, and we affirm the exercise of effective collective bargaining rights. The company shall negotiate in good faith through constructive dialogue with labor representatives.

#### 6. Benefits and wages

We endeavor to comply with applicable laws regarding wages, working hours, overtime, and benefits. In addition, we endeavor to reduce excessive working hours, beyond the level stipulated by legal compliance, and to provide employees with remuneration that exceeds living wages and is competitive when compared with labor markets in the same region and industry.

#### 7. Employee safety and health preservation

We comply with the laws, regulations, and rules concerning safety and health while providing a sound and intelligent working environment, and maintain such compliance and environment by implementing appropriate measures with regard to health risks.

#### 8. Freedom of expression and the protection of privacy

We recognize the importance of freedom of expression and safeguarding privacy in telecommunications, on the Internet, and in communications on social media, and take the utmost care not to infringe on such rights. In addition, we serve all customers in a fair and equitable manner while providing reliable and highly convenient services.

#### 9. Initiatives and systems directed at the respect of human rights

We construct mechanisms that are effective countermeasures to prevent the violation of human rights by establishing appropriate reporting contact points. To evaluate the impact of business activities on human rights, we carry out human rights due diligence, continuously monitor impact, and report to the appropriate parties. In the unlikely event that business activities should have a negative impact on human rights, we shall respond appropriately using fair and equitable remedial actions to mitigate and resolve such impacts.

#### 10. Communication

The promotion of these Policies is under the jurisdiction of the Human Rights Committee, which includes the CEO, and the contents of these Policies shall be disseminated to all executives, employees, and external stakeholders through proactive activities to promote awareness of human rights.

1. Refers to the "Universal Declaration of Human Rights," "UN Guiding Principles on Business and Human Rights," "Children's Rights and Business Principles," and the eight Fundamental Conventions of the ILO.<sup>2</sup>
2. Eight Fundamental Conventions of the ILO:
  - (1) Forced Labour Convention
  - (2) Freedom of Association and Protection of the Right to Organise Convention
  - (3) Right to Organise and Collective Bargaining Convention
  - (4) Equal Remuneration Convention
  - (5) Abolition of Forced Labour Convention
  - (6) Discrimination (Employment and Occupation) Convention
  - (7) Minimum Age Convention
  - (8) Worst Forms of Child Labour Convention

#### 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, and we actively work to promote diversity so that each and every employee can demonstrate his or her uniqueness and abilities.

#### Promotion Structures

SoftBank Corp.'s human rights education activities are based on the SoftBank Charter of Human Rights. These activities are conducted mainly by the Human Rights Education 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 Business Development Unit, the Finance Unit, and the Corporate Affairs Unit, as well as Heads of the Human Resources Division, the General Affairs

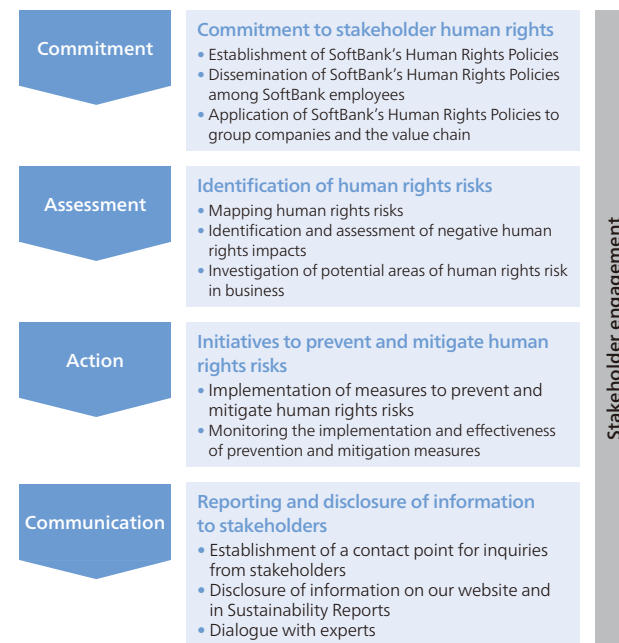
Division, the Legal & Risk Management Division, and the CSR Division. The Committee promotes human rights activities within the company through day-to-day activities, including human rights due diligence management; investigations of and responses to items that might represent human rights violations; and planning and conducting training on human rights to increase awareness internally.

#### Human Rights Due Diligence

##### 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



# Developing a Resilient Management Foundation

SDGs Value Creation 1

## Enhance Corporate Governance and Ensure Its Effectiveness

### Support of Human Rights

#### 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.

We take appropriate measures to reduce potential risk. To address impacts on human rights 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 plan to continually review and update our list of mapping items.

Note: From FY2021, we changed the risk evaluation standards based on our own risk management.

#### Identification and Evaluation of Negative Impact on Human Rights

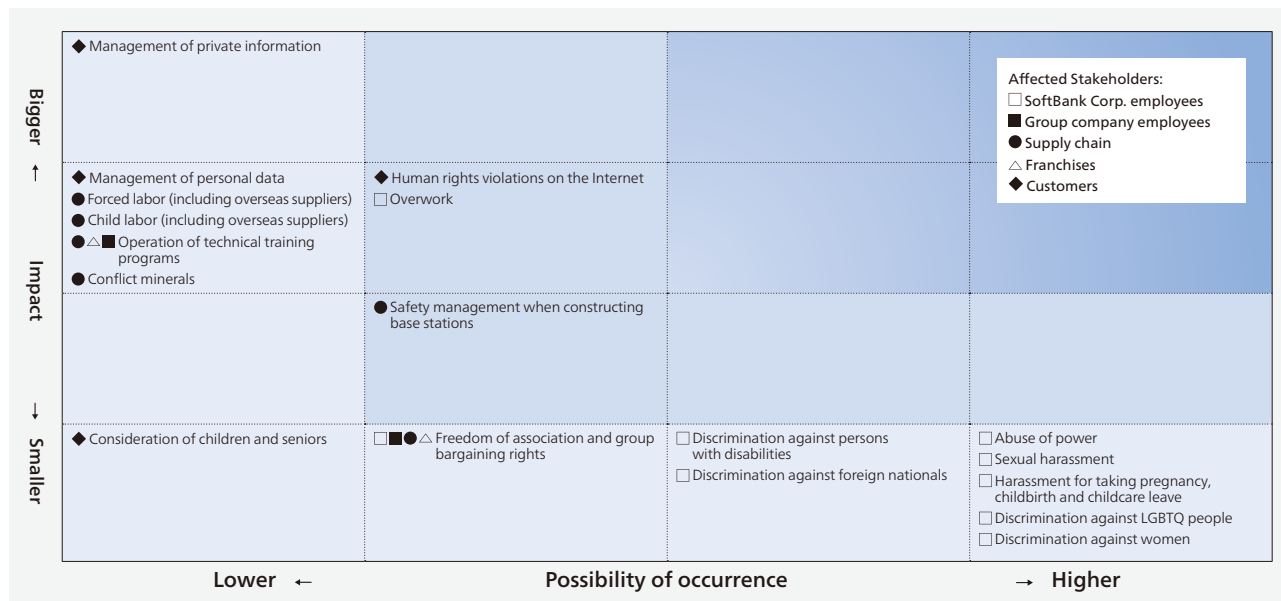
As part of its human rights due diligence, SoftBank carries out assessments to identify human rights risks in key segments. The key themes, targeted segments, and results of the FY2021 assessment are as follows.

#### Key themes in the FY2021 assessment and related segments

Key themes in the assessment	<ol style="list-style-type: none"> <li>1. Basic stance on human rights</li> <li>2. Commitment (promises and messaging): Policies related to human rights</li> <li>3. Prohibition of forced labor, human trafficking and child labor (avoidance of complicity in human rights violations)</li> <li>4. Prohibition of harassment</li> <li>5. Prohibition of discrimination</li> <li>6. Work time</li> <li>7. Freedom of association and right to organize for employees</li> </ol> <p>⇒Self-assessment items related to human rights (Japanese)</p>
Targeted segments	<ol style="list-style-type: none"> <li>1. Value chain                     <ol style="list-style-type: none"> <li>(1) Main suppliers</li> <li>(2) Sales agents operating SoftBank Shops and Y!mobile Shops</li> </ol> </li> <li>2. SoftBank Corp. subsidiaries and affiliates</li> <li>3. Investors in joint ventures</li> <li>4. SoftBank employees</li> </ol>

⇒Assessment results (number of companies)

#### Mapping Human-rights Risk



# Developing a Resilient Management Foundation

SDGs Value Creation 1

## Enhance Corporate Governance and Ensure Its Effectiveness

### Support of Human Rights

#### 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, and the sales agencies that run SoftBank Shops and Y!mobile Shops, which are our main sales channels and contact points with customers. 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 166 domestic and overseas subsidiaries and 34 affiliated companies. The assessments turned up no real impact on human rights. However, potential human rights risk was identified for 34 companies (including two affiliated companies). As a risk mitigation measure, we requested these companies survey their suppliers and make improvements to the items where their efforts were insufficient regarding the value chain. Going forward, 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.

#### 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.

⇒Items in human-rights assessments when considering investment in joint ventures

#### 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.

Employee interviews	<p>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 the interviews indicated the presence of human rights problems, the appropriate departments are promptly contacted and improvements are made in response. When human rights related risks were identified, we swiftly implemented improvement measures in collaboration with relevant departments.</p> <p>Going forward, we will value dialogue with employees and strive to assess and improve workplace conditions.</p>
Surveying employees about human rights	<p>In 2021, we conducted a survey of 25,500 employees with the aim of promoting understanding of human rights and confirming whether human rights violations were occurring at workplaces. The survey turned up no responses requesting relief for human rights violations in the workplace. However, we have drafted and implemented measures to reduce risks for 11 items that could become human rights risks and came to light from the survey results. In addition, in tandem with the survey, we told employees about contact points for consultation as part of efforts to prevent human rights violations. SoftBank Corp. will continue to carry out these surveys on an annual basis and will conduct continuous monitoring in order to discover any harm from human rights violations, provide prompt relief, and carry out awareness-raising and training to reduce human rights risk.</p>

⇒Questions in survey of employees on human rights



# Developing a Resilient Management Foundation

SDGs Value Creation 1

## Enhance Corporate Governance and Ensure Its Effectiveness

### Support of Human Rights

#### Surveys on Themes with Business-related Human Rights Risks

In FY2021, as part of our human rights due diligence, we conducted a survey related to initiatives aimed at reducing human rights risks with a focus on themes that are assumed to have particularly high business-related human rights risks. The survey was conducted by human rights managers in the form of interviews with managers responsible for targeted themes. It confirmed the status of operational processes and conditions onsite that are difficult to assess through quantitative surveys.

The following are themes we focused on based on advice from experts.

Theme	Action
Management of personal data	<ul style="list-style-type: none"> <li>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 a laws, regulations and customer sentiment.</li> <li>We disclose our Privacy Policy, service clauses, usage rules, and other such information on our official website. In addition, to respect customers' decisions, customers themselves can set and manage usage methods for their personal data.</li> </ul>
Consideration for seniors, children, youth and persons with disabilities	<p><b>Supporting seniors: Easy Smartphone 2</b> 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.</p> <p><b>Protecting children and youth: Kids Phone 2 and Junior Smartphone</b> 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.</p> <p><b>Protecting persons with disabilities: Assist Guide</b> 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 that they can live comfortable lives day by day.</p>
Safety management for construction workers involved in building base stations and other structures	<p><b>Assigning construction safety managers</b> 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.</p> <p><b>Responding to construction workers</b> 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.</p> <p><b>Analyzing risks and identifying issues</b> We conducted nationwide safety competitions, safety "Pulse" surveys, and awards for zero accidents.</p>

⇒Details

## Developing a Resilient Management Foundation

SDGs Value Creation 1

### Enhance Corporate Governance and Ensure Its Effectiveness

#### Support of Human Rights

##### 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 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.

In addition, we provide information that supports the human rights promotion measures of each group company by, for example, regularly providing information related to SoftBank Corp.'s human rights due diligence activities, human rights education content for employees, and relevant information for human rights managers.

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.

##### 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 FY2021, a total of 13 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 FY2021, 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.

##### 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.

##### Training Conducted in FY2021

Name	Trainees	Type of training
Pledging adherence to the SoftBank Code of Conduct	All employees	Other
Compliance training for new hires	New employees / Mid-career hires	e-Learning
Harassment prevention course (on abuse of power, sexual harassment)	All employees	e-Learning
Harassment prevention course (LGBTQ version)	All employees	e-Learning
Training for newly appointed managers	Newly appointed managers	e-Learning
Compliance test	All employees	e-Learning
Compliance magazine (sexual harassment, etc.)	All employees	Email newsletter
FY2021 survey related to human rights (learning part)	All employees	Email newsletter
New: Harassment prevention course (racial harassment)	All employees	e-Learning
New: Harassment prevention course (remote harassment)	All employees	e-Learning
New: Harassment prevention course (vaccine harassment)	All employees	e-Learning

## Developing a Resilient Management Foundation

### SDGs Value Creation 1

## Enhance Corporate Governance and Ensure Its Effectiveness

### Support of Human Rights

#### 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 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 2021, we set up a technical intern training program in Japan with the theme of eliminating forced labor. Discussions were held following explanations from experts mainly regarding the

mechanisms of programs and current problems. Through these active discussions, we were able to clarify issues in running the technical training program and the roles we should play to solve issues. We set themes in line with the human rights issues that will change from the next fiscal year onward and will continue holding stakeholder dialogue to prevent human rights problems in the company's businesses.

Topic	Speaker	Description
1st Stakeholder Dialogue: August 24, 2020	Keiichi Ushijima; Part-time lecturer, Tohoku University Graduate School	<p><b>"The role of telecommunications carriers in promoting respect for privacy"</b></p> <ul style="list-style-type: none"> <li>• Current trends surrounding human rights issues</li> <li>• Potential human rights risks identified by SoftBank Corp.</li> <li>• Ideas for SoftBank Corp.'s future activities</li> </ul>
2nd Stakeholder Dialogue: August 31, 2020	Daisuke Takahashi; Attorney, Shinwa Sohgoh Law Offices	<p><b>"Human rights issues brought about by technology developments"</b></p> <ul style="list-style-type: none"> <li>• Effects of AI and other technologies on human rights (e.g., the human rights of socially vulnerable people, privacy, freedom of expression)</li> <li>• The importance of promoting activities targeting human rights issues (human rights due diligence, mechanisms for responding to complaints)</li> </ul>
3rd Stakeholder Dialogue: February 18, 2022	Akira Hatate; Director, Japan Civil Liberties Union (JCLU)	<p><b>"Learning from scratch about problems related to foreign national workers from the perspective of business and human rights"</b></p> <ul style="list-style-type: none"> <li>• Human rights problems faced by foreign national workers in Japan</li> </ul>

#### Promoting Diversity

SoftBank Corp. is working hard to foster opportunities and environments in which a diverse workforce can exercise their individuality and talents, regardless of age, gender, nationality or disability. At SoftBank Corp., positions and compensation are determined based on fair evaluations of individuals' roles, performance and capabilities.

We aim to be an organization in which all employees unite in efforts to achieve the Corporate Philosophy, leveraging each other's strengths, thinking creatively and sharing ideas freely to generate innovation.

To promote internal diversity, we confront issues in each of our organizational units. The Diversity Promotion Section, a dedicated organization of the Human Resources Division, spearheads this effort by providing all employees with e-learning resources on unconscious bias and offering diversity management training to managers, among other efforts.

#### Measures Against Overwork

SoftBank Corp. is committed to strict 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. To this end, we assess the risk of overwork and undertake corrective measures as needed. Specifically, we use our attendance management system to run simulations of monthly and yearly work hours. When a simulation identifies employees who are expected to work particularly long hours, we check on the status of these employees individually, explore ways of addressing the situation and submit reports to the appropriate management level. By doing so, we strive to rectify overly long working hours.

We assess actual working conditions through regular unlogged overtime surveys of all employees and conduct educational activities using employee attitude surveys concerning overtime work. By reporting regularly to the Division Heads Meeting and the Occupational Safety and Health Committee about these initiatives and conditions surrounding overwork, we are able to strengthen the initiatives while verifying the effects of risk reduction.

#### 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.

## Developing a Resilient Management Foundation

SDGs 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

Based on SoftBank Corp.'s corporate philosophy of "Information Revolution — Happiness for everyone," we strive to be a lifestyle-driven company that makes people's lives richer and more enjoyable. To achieve these goals, we will conduct purchasing activities based on the following policies.

##### 1. Provision of fair opportunities for competition

We will disclose information on purchasing transactions appropriately, and at the appropriate time, in order to provide opportunities for fair competition to all business partners and suppliers worldwide who may wish to engage in these purchasing transactions, and we will avoid reciprocal dealings and excessive reliance on a specified supplier.

##### 2. Selection of business partners based on clear and rational criteria

As a rule, we will obtain proposals and quotations from multiple potential business partners and suppliers, and choose suppliers based on clear and rational criteria, such as quality, price, delivery, stable supply and reliability. Furthermore, decisions related to the selection of suppliers will be made by the Procurement Division, independently from other divisions.

##### 3. Compliance with laws

When engaging in procurement transactions, we will comply with all related laws and regulations, including the Subcontract Act and antitrust laws, and we will not undertake transactions that violate rights, such as the intellectual property rights of third parties.

##### 4. Management of confidential information provided by business partners

Based on an awareness of the value of confidential information provided by business partners and suppliers, we will handle such information in the same way as our own confidential information, and will not disclose it to any third party without prior approval.

##### 5. Building mutual confidence with business partners

We place great value on communications with business partners and suppliers, and will make every effort to build relationships of mutual trust.

##### 6. Green procurement

We will be conscious of environmental protection, procuring products and services with minimal environmental impact.

##### 7. Prohibition of mixing private relations

We will not maintain private relationships with any business partners or suppliers, nor maintain personal interests in these entities.

##### 8. Positive evaluation of CSR efforts by business partners

As we carry out our business activities, we place great importance on fulfilling our social responsibilities throughout all aspects of the supply chain, including business partners and suppliers. With this in mind, we will actively and appropriately recognize cooperation with our own CSR activities, as well as CSR efforts undertaken by business partners and suppliers.

To promote the above procurement activities, as a rule, we will use electronic transaction systems.

#### Supplier Ethics and Rules of Conduct

To maintain a balance of environmental, social and economic considerations, and to contribute to sustainable growth, SoftBank Corp. conducts autonomous activities based on the perspective of corporate social responsibility (CSR) in its transactions and activities with all interested parties (shareholders, employees, customers, business partners, suppliers and government agencies) and asks that interested parties in the supply chain also act based on a CSR perspective.

At its core, CSR is to be undertaken autonomously by individual companies. However, for SoftBank Corp. to provide customers with safe, reliable and valuable products and services, the cooperation of business partners and suppliers in the supply chain is essential.

Based on this approach, SoftBank Corp. has established the Supplier Ethics and Rules of Conduct, which it asks business partners to proactively adopt.

We also ask that business partners and suppliers comply with these rules in activities that involve their own suppliers, in addition to their in-house operations.

⇒Supplier Ethics and Rules of Conduct



# Developing a Resilient Management Foundation

SDGs Value Creation 2

## Sustainable Growth through Cooperation with Stakeholders

### Supply Chain Management

#### 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<sub>2</sub> 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.

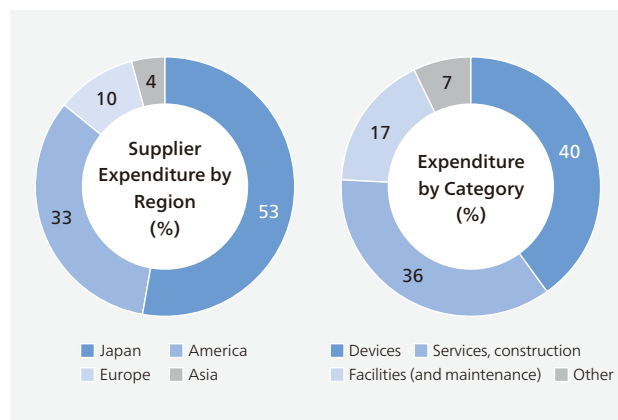
##### Establishment of Guidelines for Human Rights-conscious Procurement

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.

### Supply Chain Overview

#### Status of Supply Chains

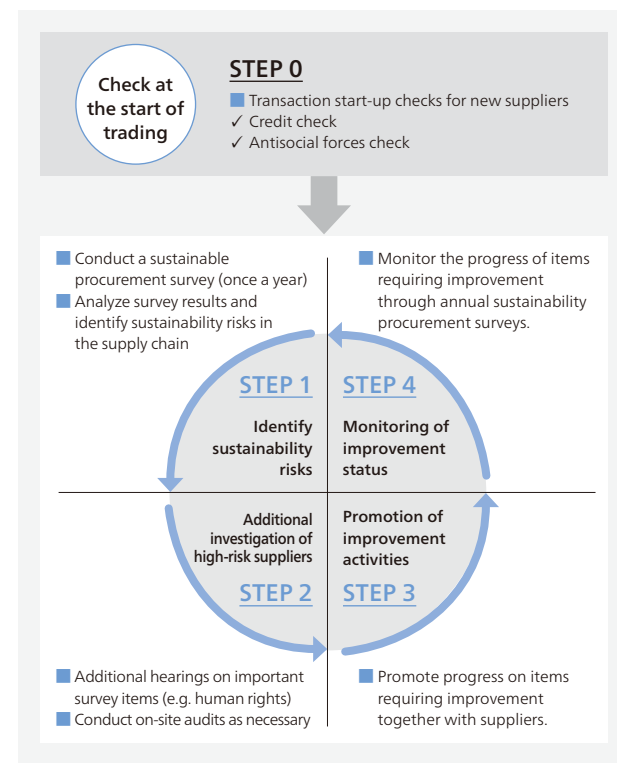
SoftBank Corp.'s supply chains extend to a wide array of countries and regions around the world. In FY2021, 53% of our corporate expenditure on suppliers was in Japan, followed by 33% in the Americas, 10% in Europe and 4% in other parts of Asia. By category, SoftBank Corp.'s expenditure on suppliers consisted of 40% for devices, 36% for services and construction, 17% for facilities (including maintenance) and 7% for other items.



#### 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.



# Developing a Resilient Management Foundation

SDGs Value Creation 2

## Sustainable Growth through Cooperation with Stakeholders

### Supply Chain Overview

#### Critical Suppliers

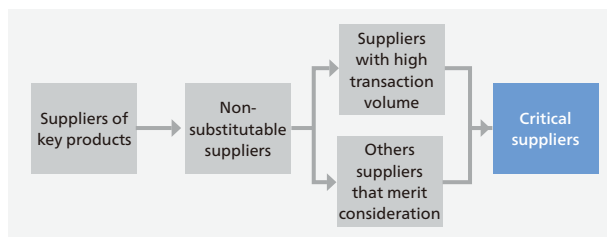
Cultivating sound relationships with a wide range of suppliers is vital to SoftBank Corp.'s business activities.

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. 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.
Others suppliers that merit consideration	Suppliers whose risks, if they materialize, could significantly impact SoftBank Corp.'s reputation.

#### Designation Process



#### 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 a survey adopting the Self-assessment Questionnaire (SAQ)<sup>1</sup> prepared in 2017 by UN Global Compact Network Japan (GCNJ), the Japan chapter of the United Nations initiative on corporate sustainability. 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 FY2021 was 93%. In addition, in FY2021, we conducted a High Risk Management Questionnaire<sup>2</sup> for suppliers, using a

shared format with KDDI Corporation, which is promoting collaboration in sustainability procurement activities.

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.

[⇒Overview of FY2021 sustainable procurement surveys](#)

##### 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.

## Developing a Resilient Management Foundation

SDGs 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.

##### Communication with Suppliers

SoftBank Corp. presents briefings to suppliers, in which we reiterate our request that suppliers adhere to the Supplier Ethics and Rules of Conduct, 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 addition, in March 2022, we made a Declaration of Partnership Building in order to further promote cooperation and coexistence with our supply chain business partners and value-creating businesses.

Since 2014, as part of annual evaluations of suppliers for major wireless handset manufacturers, SoftBank Corp. engages in regular interdepartmental exchanges of views with these companies, including with officers. SoftBank Corp. shares the results of evaluations directly with the suppliers, focusing on the perspectives of technology, quality, delivery, finances, purchasing and CSR. Through these ongoing exchanges of views, suppliers and SoftBank Corp.'s technology and purchasing divisions work as a team to improve ethical purchasing.

⇒Declaration of Partnership Building (Japanese)

##### 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 90% of its order placement by EDI in FY2021 and aims to raise this percentage still further in FY2022 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 Supplier Ethics and Rules of Conduct and includes targets for sustainable procurement in the performance evaluations of such personnel. Going forward, SoftBank Corp. will strive to further improve the knowledge and awareness these employees possess on sustainable procurement.

\* This qualification measures knowledge required for procurement duties.

## Developing a Resilient Management Foundation

SDGs 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.

Measures for maintaining and strengthening specific aspects of engagement are planned and proposed with an eye not only to the creation of new business opportunities, but also potential risks. Engagement can be affected by a variety of factors, such as the degree of participation or differences of opinion among stakeholders. As such, we continue to take appropriate corrective measures in cases where there are substantial risks to achieve more effective engagement.

It is important to ensure that the engagement process is not hindered by language barriers or difficulties in understanding specialized content. SoftBank Corp. offers an English version of its website and provides a wide range of information online to secure effective engagement that is accessible to all stakeholders.

##### 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 important 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.

##### Determining Engagement Methods and Addressing Risks

The method of stakeholder engagement is determined from the perspectives of timeliness of information, ease of acquisition, and ease of participation by each stakeholder.

In maintaining and strengthening individual engagements, we formulate policies and initiatives that create new business opportunities. We also take risks into consideration. There may be risks that affect the proper execution of the engagement, such as differences in the level of participation, purpose of participation, and time and physical constraints among stakeholders.

To manage and reduce such risks, we clarify the purpose of engagement, ensure sufficient time for engagement, and introduce various engagement methods. After periodic evaluation of the effectiveness of these methods, we take appropriate corrective measures for high-risk cases, aiming to lead to more effective engagement.

To ensure that the engagement process is not hindered by language barriers or lack of expertise, we are working to ensure that all stakeholders can fully participate in the engagement process through the SoftBank Corp. website, which is available in English and contains extensive information.



## Developing a Resilient Management Foundation

SDGs 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/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	<ul style="list-style-type: none"> <li>Exchange of views on strategic processes in January 2020</li> <li>Second SDGs Committee Expert Review of FY2020</li> </ul>
Part-time lecturer, Tohoku University Graduate School	Keiichi Ushijima	August 24, 2020	Roles expected of communications carriers in protecting privacy
Attorney, Shinwa Sohgo 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)	Mari Yoshidaka	March 25, 2022	SDGs Promotion Committee (third-party advisory body) Trends in Sustainability Priority Themes
Representative Director and CEO, Neural Inc.	Kenji Fuma		

# Developing a Resilient Management Foundation

SDGs Value Creation 2

## Sustainable Growth through Cooperation with Stakeholders

### Stakeholder 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 89\* 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 July 31, 2022

⇒List of concluded agreements (Japanese)

⇒List of cooperation agreements with local governments p. 47

#### 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 FY2021, we partnered with 688 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. Research conducted in FY2021 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.

#### ▶ Examples of External Initiatives in Which SoftBank Corp. is Active

<b>Communications and communication standards</b>
Japan Mobile Communications Infrastructure Association
International Telecommunication Union Radiocommunication Sector (ITU-R)
Association of Radio Industries and Businesses (ARIB)
Telecommunications Carriers Association (TCA)
<b>Society</b>
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
<b>Environment</b>
ETI-CGC
TCFD Consortium
TCFD Supporter
Japan Business Initiative for Biodiversity (JBIB)
EcoVadis
GSMA Climate Action Taskforce
Renewable Energy Governors' Alliance
COOL CHOICE popular national movement
Fun to Share climate change campaign
Environmental Management Subcommittee of the United Nations Global Compact (UNGC)

Note: As of May 2022

## Developing a Resilient Management Foundation

SDGs Value Creation 3

# Enhance Employee Happiness with Diversity and Inclusion

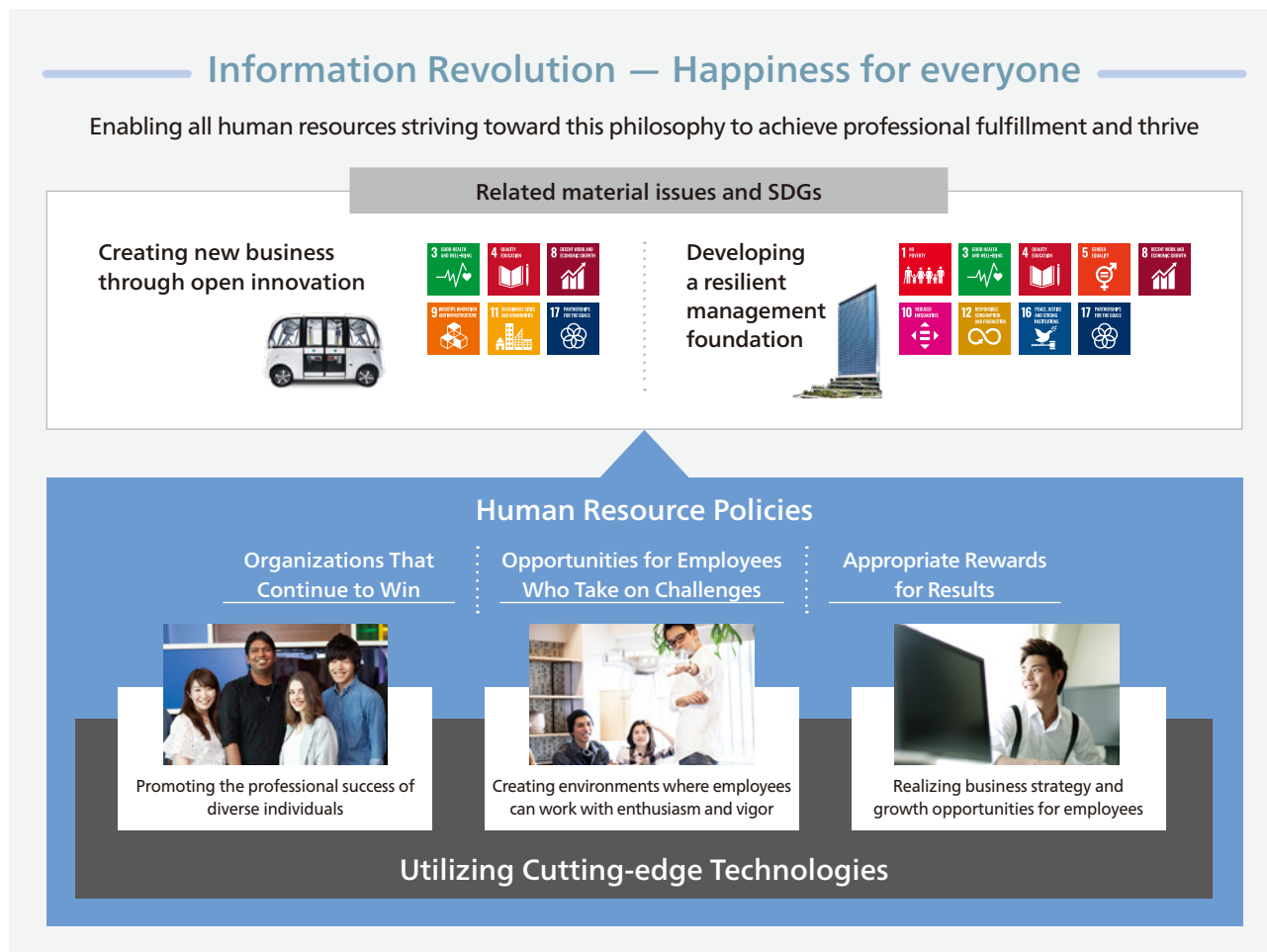
SoftBank Corp. will work to build an environment in which all employees can fully demonstrate their unique abilities and achieve professional fulfillment based on their diverse backgrounds. By building more creative organizations, we will pursue a corporate culture that is consistently chosen by in-demand human resources and strive to continuously increase our corporate value.

### Human Resource Mission

Employee development is an important priority that relates to the Sustainable Development Goals (SDGs) and our material issues “Creating new business through open innovation” and “Developing a resilient management foundation.” We believe that ongoing social development through the growth of human resources contributes to increasing corporate value.

The acceleration of the “Beyond Carrier” strategy and shift to more multifaceted businesses are creating a greater need for diverse human resources and flexible personnel initiatives tailored to specific businesses. To grow businesses by making maximum use of human resources, it is crucial to determine the environment that will enable each individual to exercise their abilities to the fullest.

Going forward, aware of the importance of promoting employee growth in concert with business strategy, we will advance human resource strategy utilizing cutting-edge technologies.



# Developing a Resilient Management Foundation

SDGs Value Creation 3

## Enhance Employee Happiness with Diversity and Inclusion

### Human Resource Systems

#### Basic Policies and Approaches

Evaluation and remuneration are based on fair and just frameworks that enable people who achieve results through their efforts to advance to the next challenge.

#### Grade/Evaluation/Remuneration Systems

<b>Mission Grade System</b>	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.
<b>Evaluation System</b>	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 their value.
<b>Connecting Material Issue Targets with Evaluation Systems</b>	When setting goals during annual assessments, we guide employees in ambitiously incorporating their own personal efforts to achieve the SDGs material issue targets and KPIs. We encourage each and every employee to view the SDGs as a personal matter.
<b>Remuneration System</b>	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.

<b>SoftBank Award</b>	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."
<b>Team Profit Management</b>	This is an award system for the sales division. It 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 also ensures that those improvement activities permeate through all levels of the organization, contributing to employee vitality and improved business performance.

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 pulse survey is intended to enable employees to measure changes in their own condition and facilitate timely communication among supervisors and members.

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.

ES Surveys		FY2017	FY2018	FY2019	FY2020	FY2021
Response rate (%)		97.2	98.1	97.4	96.8	96.4
Overall satisfaction level*	Average for men	3.51	3.53	3.55	3.59	3.63
	Average for women	3.44	3.46	3.49	3.57	3.63
	Company-wide average	3.50	3.51	3.53	3.58	3.63

\* 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)  
Note: Overall satisfaction level in FY2021 (company-wide average): 3.63



# Developing a Resilient Management Foundation

SDGs 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.

<b>New Graduate Recruits</b>	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.
<b>Normal Hiring</b>	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.
<b>No. 1 Recruitment</b>	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.
<b>Wide Variety of Recruitment Programs</b>	As part of the "SoftBank SUMMER Program" job-hunting internship, we carry out the in-person "Job-match Intern" work experience program and the online work experience program "Beyond Border Week Challenge." 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.
<b>Online Recruitment Activities</b>	In response to the COVID-19 pandemic, 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.

To foster employees' individuality while respecting their diversity, the University emphasizes self-driven career development undertaken by the employees themselves. Based on this approach, rather than offering uniform career development and training structures defined by the company, SoftBank University provides a framework for self-driven career development in which employees choose their own program in keeping with their own unique career goals.

The University has adopted a learning style that leverages SoftBank Corp.'s strengths, making full use of ICT. In addition to group training, programs include e-learning courses offered through PCs, smartphones and tablet devices, as well as real-time interactive online training and archived video feeds.

There are three main programs: the Business Program, in which employees learn the skills required to undertake business of their own accord; the Technology Program, in which employees acquire technology-related knowledge and skills to develop growth businesses and expand existing businesses; and Level Specific Programs, which support growth and the acquisition of skills required when changing roles or positions. Employees can receive the training they personally need to suit their unique career goals and duties.

#### SoftBank University Certified Instructors

In June 2009, the SoftBank University Internally Certified Instructor (ICI) program was introduced to enable employees to pass on their knowledge, experience and insight to others, and to promote more effective personnel training.

With employees acting as training instructors, the training is more in line with real-world experience, so other employees have the opportunity to acquire even more advanced skills. The instructors plan and implement the training in parallel with their regular duties, so rather than just passing on knowledge, they are able to incorporate content that leverages their own unique experiences and expertise, leading to more effective training.

As of March 2022, there were more than 120 ICIs, providing as many as 60 courses.

# Developing a Resilient Management Foundation

SDGs Value Creation 3

## Enhance Employee Happiness with Diversity and Inclusion

### Human Resource Development

#### 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. To measure employees' IT literacy, SoftBank Corp. developed its own IT examination. This exam 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. As the adoption of remote work accelerates during the COVID-19 pandemic, employees increasingly need to be able to learn without being bound to particular times and places. To serve this need, 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

SBU Tech has provided learning support for various technology skills. 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. Moving forward, SoftBank Corp. plans to provide even more attractive content by such means as holding lectures by outside experts and supporting employees who are studying for the Deep Learning for GENERAL and Deep Learning for ENGINEER qualification exams offered by the Japan Deep Learning Association.

#### Knowledge Marche

In July 2013, SoftBank Corp. began providing opportunities for employee-originated learning aimed at fostering a culture of mutual learning through a program called "Knowledge Marche." Knowledgeable employees hold small-group workshops and study sessions in order to share expertise among equals. Going forward, SoftBank Corp. will continue to support the growth of employees by holding training that reflects the know-how, knowledge and experience of employees.

#### Internal Testing (Statistics and IT)

SoftBank Corp. offers IT tests and SoftBank-style business statistics tests for the purpose of improving and visualizing IT skills and statistics capabilities, which are necessary for responding to changes in business. Employees can ascertain their own skills through the company's original tests that are supervised and developed by experts inside and outside the company.

#### 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.

Note: Available to full-time employees (including commissioned employees) belonging to our Technology Unit and the Research Institute of Advanced Technology.

#### Various 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.

# Developing a Resilient Management Foundation

SDGs Value Creation 3

## Enhance Employee Happiness with Diversity and Inclusion

### Career Development and Utilizing Abilities

#### Digital Worker 4000 Project

As a powerful engine to drive structural reforms, this project aims to expand business by digitizing the equivalent of 4,000 employees' work company-wide, thereby increasing efficiency and freeing up employees for new businesses and higher-value-added work. In February 2022, we achieved the target of increasing efficiency and digitizing work equivalent to that of 4,000 employees.

#### Opportunities for Career Building

Once a year, employees can use the self-assessment system to report on how they are adapting to their responsibilities and workplace or declare their desire for a transfer. By holding discussions with supervisors based on the content of the self-assessment, we provide opportunities for open feedback on career issues and enable transfers while promoting the placement of the right people in the right positions by considering individual aptitude and ability. When launching a new business or establishing a new company, participants are recruited through the job posting system, providing employees with opportunities to achieve personal growth and self-realization.

<b>Job Posting (In-house Recruiting) System</b>	This system facilitates recruiting staff for the startup of a new business or new company.
<b>Free Agent (In-house Recruiting) System</b>	This system enables ambitious employees to apply for and be transferred to a position in another division or group company.
<b>Certification Support System</b>	SoftBank Corp. 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.
<b>Self-assessment System</b>	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 report on their suitability to their current workplace and the work that they would like to do in the future, and then participate in face-to-face meetings with their superiors.
<b>Skill Development Goals</b>	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.
<b>SB Career Dock</b>	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.
<b>Programs for Senior Employees</b>	SoftBank Corp. offers a variety of career development support programs, including job postings for employees aged 50 and over, as well as the SB Career Dock.
<b>Rehiring of Retirees</b>	SoftBank Corp. has put in place a continuing employment system for employees who have worked until the age of 65. Employees who meet certain criteria can continue their employment in the capacity of commissioned employees up to the age of 70. After the age of 60, employees can choose workstyles other than full-time employment.
<b>Training Programs to Seek Out and Foster Successors</b>	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.

### Promoting Diversity

#### 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.

June 2021  
Junichi Miyakawa  
President & CEO  
SoftBank Corp.

# Developing a Resilient Management Foundation

SDGs Value Creation 3

## Enhance Employee Happiness with Diversity and Inclusion

### Promoting Diversity

#### 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

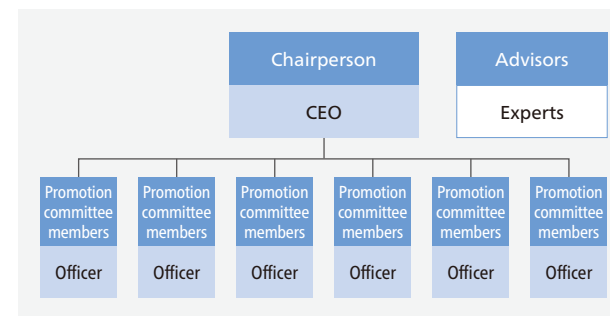
We position diversity as an important management issue and undertake measures with a primary focus on supporting women in the workforce.

As of April 2022, women accounted for about 27.0% of all employees at SoftBank Corp. and the ratio of female managers was 7.6%. More than 90% of female employees return to work after maternity/childcare leave. The average length of service by gender differs only slightly at 13.1 years for men and 13.0 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.

#### Advancement of Women Promotion Committee



#### Number and Ratio of Women in Managerial Positions

Item	April 2018	April 2019	April 2020	April 2021	April 2022
Number of women in managerial positions	241	272	300	338	378
Ratio of women in managerial positions	5.6	6.2	6.6	7.1	7.6

#### “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 holding career training for female employees and holding mentor programs.



# Developing a Resilient Management Foundation

SDGs Value Creation 3

## Enhance Employee Happiness with Diversity and Inclusion

### Promoting Diversity

#### Recruitment Event for Women

SoftBank Corp. creates workplace environments in which each employee can maximize their abilities according to their life stage. On May 17 and 19, 2021, 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



#### 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 on Zoom calls anonymously and with the camera turned off. We conducted a follow-up survey that found satisfaction with the trial was very high at 93%, and, moving forward, will consider conducting another trial with group-wide collaboration.



The in-house femtech product exhibition

#### 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 compare the basic salaries and basic salaries plus bonuses for men and women once a year at the levels of officers, managers and non-managers across the company in order to ascertain actual conditions. 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 structure. In response to these circumstances, we are taking various measures to promote the advancement of women in the workforce.

#### Results of Fact-finding Survey

Managers (women : men)		Non-managers
Basic salary	Basic salary + bonuses	Basic salary + bonuses
1 : 1.07	1 : 1.06	1 : 1.20

Notes: 1. The same salary system is applied to men and women. The difference is due to the grade structure.  
2. Figures were calculated based on the median amounts.

# Developing a Resilient Management Foundation

SDGs Value Creation 3

## Enhance Employee Happiness with Diversity and Inclusion

### Promoting Diversity

#### Hiring People with Disabilities

As of June 2022, SoftBank Corp.'s hiring rate of employees with disabilities is 2.46% 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



**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

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.

\* 214 organizations have endorsed this alliance and adopted relevant measures (as of April 30, 2022)

#### 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 FY2021, 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 Diversity Promotion	We conduct e-learning training for all employees once a year to deepen their understanding of women's advancement, LGBTQ issues, persons with disabilities, and multicultural coexistence at SoftBank Corp.
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.

## Developing a Resilient Management Foundation

SDGs Value Creation 3

### Enhance Employee Happiness with Diversity and Inclusion

#### Promoting Diversity

##### HR Data

⇒ESG Data Book 2022

##### Third-party Assurances of Corporate Data

We have obtained third-party assurances from the Japan Quality Assurance Organization (JQA) with regard to FY2021 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.

#### Balancing Work and Childcare

##### 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.

A portal site on the company intranet has been set up with information on childcare support, including interviews with male employees who are balancing work and childcare, as well as childcare-related systems and procedures. Various efforts are being made to encourage male employees to take childcare leave, including an annual corporate version of a parenting class to deepen understanding of the need for male childcare leave.

⇒“100% Paternity Leave Declaration” (Japanese)

# Developing a Resilient Management Foundation

SDGs Value Creation 3

## Enhance Employee Happiness with Diversity and Inclusion

### Balancing Work and Childcare

#### 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 FY2021, 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 80 people.

Years of service	Less than 1 year	1 year or more				
	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

#### Initiatives to Alleviate Childcare Concerns

SoftBank Corp. has introduced shared use<sup>1</sup> 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,<sup>2</sup> a SoftBank Corp. employee welfare program, and can receive childcare subsidies for the use of partnered nursery schools.

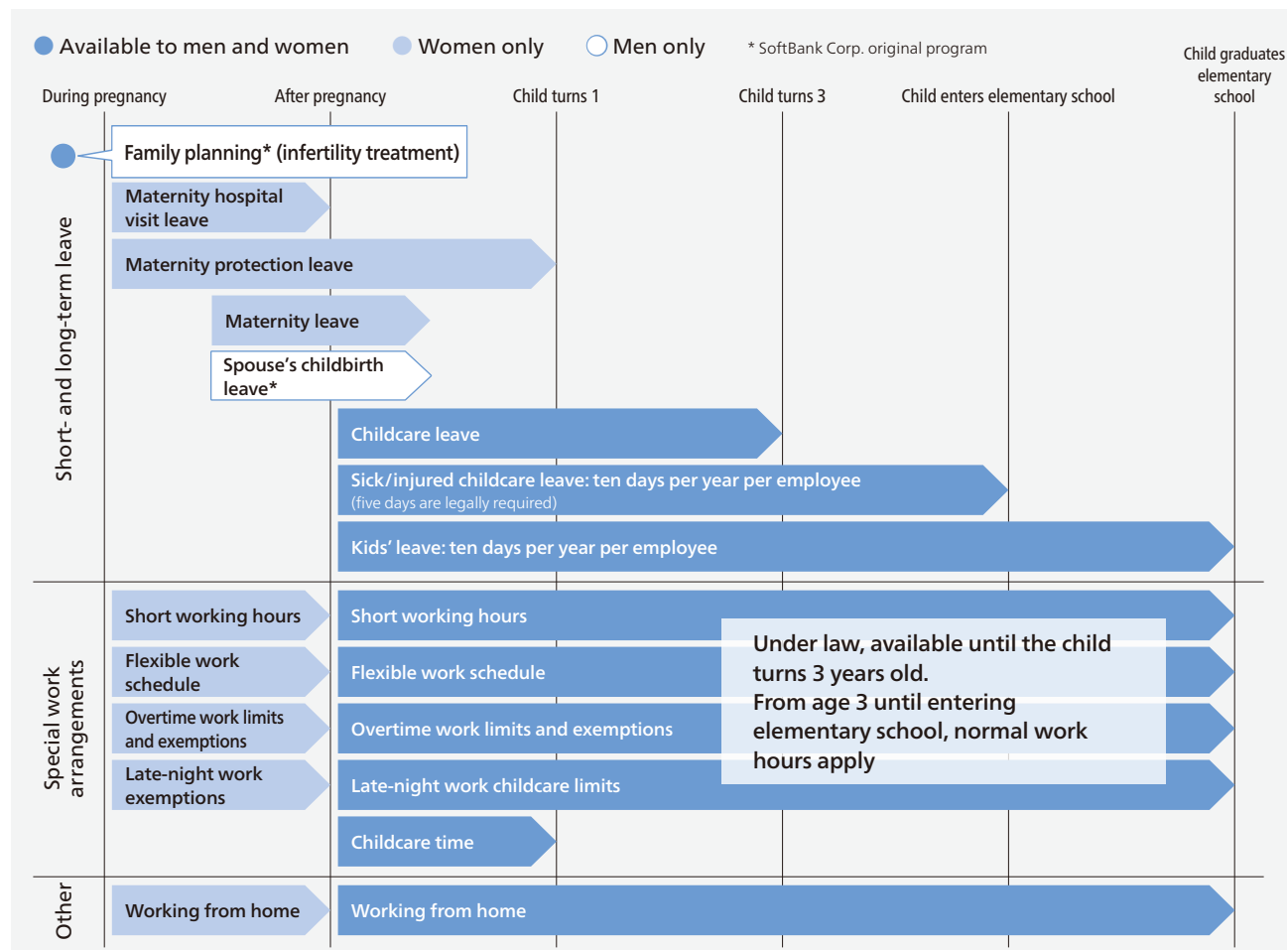
Employees can continue to use company-issued mobile phones during childcare leave (including maternity leave) and can contact the company and take e-learning courses as well, to lessen their anxiety in preparation for their return to work. We also hold orientations and consultation meetings that can 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 November 2021)  
 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





## Developing a Resilient Management Foundation

SDGs Value Creation 3

### Enhance Employee Happiness with Diversity and Inclusion

#### Balancing Work and Childcare

##### 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. e-learning content is also available for employees who cannot attend in person.
	Orientation during childcare leave	Employees can bring their children to orientation sessions during childcare leave. At these events, employees on leave receive explanations on systems in preparation for returning to work and talk among themselves about how more experienced mothers spend their time. These sessions are popular as an opportunity to visit the office after an extended break.
	"Return to work" orientation	These orientation sessions include introductions to in-house communities and systems that can be used after returning to work, as well as discussions about returning employees' concerns.
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. Childcare leave can be extended up to the child's third birthday, and even after returning to work employees can work from home and make use of SoftBank's original kids' leave, as well as sick/injured childcare leave that goes beyond 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. A portal site on the company intranet has been set up with information on childcare support, including interviews with male employees who are balancing work and childcare, as well as childcare-related systems and procedures. Various efforts are being made to encourage male employees to take childcare leave, including an annual corporate version of a parenting class to deepen understanding of the need for paternity leave.
	Holding parenting classes	We participated in a corporate parenting class held by Fathering Japan (NPO), and, in March 2022, we held SoftBank's own version of a parenting class. Moving forward, we will continue our efforts to create a workplace environment that enables men to be involved in childcare.
	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	In January 2022, we held a seminar 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.

# Developing a Resilient Management Foundation

## SDGs 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.

<b>Accumulated Annual Vacation</b>	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).
<b>Special Paid Leave</b>	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)
<b>Special Unpaid Leave</b>	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	<b>New Graduate Housing Assistance</b>	New graduates can receive partial rent assistance for the first three years after being hired.
	<b>SoftBank Employee Shareholders Association</b>	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.
	<b>Asset Building</b>	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).
	<b>Company Residences for Transferred Employees</b>	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.
	<b>Other Welfare Services</b>	Employees are enrolled in two fringe benefit programs: "Benefit Station," a service provided by Benefit One Inc., and SoftBank's original "Gift Program."
	<b>Life Planning Support</b>	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	<b>Defined Contribution Pension (Company Contribution/ Selective Contribution)</b>	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.
	<b>Defined Benefits/ Selective Contribution Pension Plan</b>	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	<b>"Spouse Welcome Back" Re-hiring System</b>	When a permanent employee leaves the company to go with 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 2022

SoftBank Corp. was recognized as a Welfare Promotion Corporation for its particularly outstanding initiatives under Hataraku Yell 2022, a program that recognizes enterprises making efforts to enhance and effectively utilize employee welfare initiatives.



## Developing a Resilient Management Foundation

### SDGs 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 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 and conduct educational activities using surveys about employee attitudes concerning overtime work. By reporting regularly to the Division Heads Meeting and the Occupational Safety and Health Committee about these initiatives and conditions surrounding overwork, we strengthen the initiatives while verifying risk reduction effects.

##### Labor-related Compliance

During FY2021, one labor-related compliance violation was discovered at SoftBank Corp. This violation occurred in part because certain employees were not able to take required breaks. SoftBank Corp. provided appropriate guidance to the managers in charge, took steps to raise awareness among all employees, and reported on improvement measures to the Labour Standards Inspection Office.

##### 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 2021 (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.

# Developing a Resilient Management Foundation

SDGs 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

#### Occupational Safety and Health Activities

##### 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.

##### Safety and Health Management in Base Station Construction

As a communications carrier, SoftBank Corp. manages construction outsourced to business partners. Because the construction of base stations involves dangerous work in high places, thorough safety and health management is essential. SoftBank Corp. has also enacted its own Construction Safety Policy, a set of rules that enhance workplace monitoring to ensure worksite safety by eliminating dangers that might

escape workers' notice. Safety competitions and video-based safety education activities are conducted jointly with business partners with the goal of zero accidents during construction.

##### ■ 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.

##### ■ Measures for Construction Workers

We commence construction only after ensuring awareness among construction workers of rules for using 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

##### 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.

##### 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, as well as family members accompanying those employees. 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.

##### Data on Labor Practices

Total annual work time/Ratio of paid leave used/Average annual employee salary/Employee bonuses

⇒ESG Data Book 2022



## Developing a Resilient Management Foundation

SDGs Value Creation 4

# Enhance Productivity with Advanced Workplace Environments

Leveraging cutting-edge technologies, we have put in place advanced workplace environments that enable diverse 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.

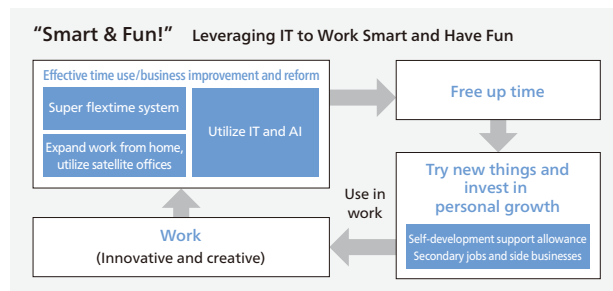
### Promoting Smart Workstyles

#### 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.

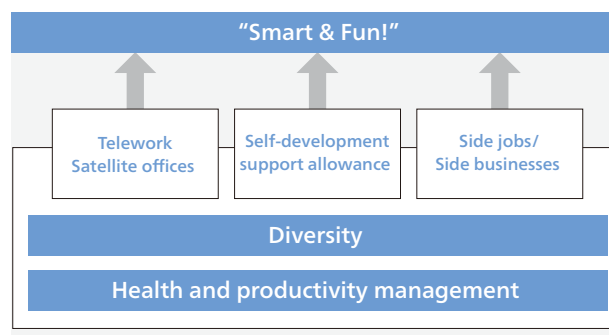
Based on SoftBank Corp.'s internal work slogan "Smart & Fun!" we are implementing workstyle reforms to allow us to work smart and have fun with the freedom to be more creative and innovative.

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!" as 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, combining, for example, 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.

# Developing a Resilient Management Foundation

SDGs 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 cafeteria sometimes offers dishes featuring sustainable seafood cultivated in ASC-certified fisheries. Through such efforts, cafeteria operations contribute to the achievement of the SDGs.



#### 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.

<p><b>Teleworking</b></p>	<p>When introducing company-wide telework, SoftBank Corp. set up a stable remote environment. We also formulated usage rules for Zoom and Slack as part of their company-wide adoption as tools for supporting remote communication. In addition, we are working to further promote paperless operations, such as the digitization of invoices using optical character recognition (OCR), electronic contract services that can digitize the stamping of official seals and OCR support for handling receipts.</p> <p>SoftBank Corp. has transitioned to a system that allows employees to work from home as often as they like. In FY2020, excluding employees required to always be on-site, 95.9% of employees utilized teleworking.</p> <p>Note: Teleworking includes work from home, satellite offices, etc.</p>
<p><b>Satellite Offices</b></p>	<p>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.</p> <p>SoftBank Corp. fully utilizes WeWork workspaces throughout Japan (including five offices in the Kanto region) and more than 250 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.</p>
<p><b>Super Flextime System</b></p>	<p>This system eliminates core working hours and allows employees to change their starting and ending times on a daily basis based on work conditions.</p>
<p><b>No Overtime Day</b></p>	<p>Every Wednesday is designated "No Overtime Day" so that employees can fully enjoy their private time after work and lead healthier lives.</p>
<p><b>Premium Friday</b></p>	<p>We encourage employees to leave at 3 PM on the last Friday of every month.</p>
<p><b>Self-development Support Allowance</b></p>	<p>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.</p>
<p><b>Secondary Jobs and Side Businesses</b></p>	<p>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 more than 2,200 cases as of April 2022.</p>
<p><b>SoftBank-style Internal Secondary Job System</b></p>	<p>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.</p>
<p><b>Workstyle Support Fund</b></p>	<p>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.</p>

# Developing a Resilient Management Foundation

SDGs Value Creation 4

## Enhance Productivity with Advanced Workplace Environments

### Promoting Smart Workstyles

**Received Five-star Rating in the Nikkei Smart Work Management Survey and Innovation Award in the Nikkei Smart Work Awards 2022**

SoftBank Corp. has received the highest possible five-star rating for four 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.

In addition, we received the 2022 Innovation Award in recognition of the high ratio of IT personnel among full-time employees and our proactive efforts to develop human resources in cutting-edge fields. Specifically, we were recognized for our success in spinning off businesses from the SoftBank InnoVenture internal start-up system, the large number of foreign nationals in research and other high-expertise positions, and having more than 5,000 IT personnel.



### 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

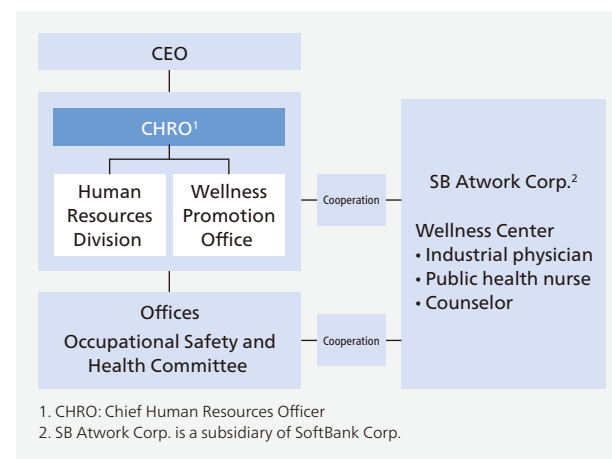
The most important foundation for tackling this new stage of the Information Revolution and realizing continuing growth is to be a group in which each individual employee is healthy in both mind and body, and that is always brimming with energy. In signature SoftBank style, we will actively utilize cutting-edge 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



## Developing a Resilient Management Foundation

SDGs Value Creation 4

### Enhance Productivity with Advanced Workplace Environments

## Health and Productivity Management

### Priority Measures, Targets and Results

#### Prevention of Severe Disease and Health Deterioration

	FY2017	FY2018	FY2019	FY2020	FY2021	
	Result	Result	Result	Result	Target	Result
Ratio of employees who underwent a regular medical checkup (%)	99.7	99.9	100	100	100	100
Ratio of employees who underwent an in-depth medical checkup (%)	55.5	57.0	53.8	58.7	60.0	65.1
Ratio of positive findings (possible health issues) in the regular health examination (%)	51.9	54.7	55.1	57.9	57.4	57.9
Completion rate for specific health guidance (%)	30.1	31.6	32.9	31.5	40.0	57.7

#### Smoking Rate Reduction

	FY2017	FY2018	FY2019	FY2020	FY2021	
	Result	Result	Result	Result	Target	Result
Ratio of employees who smoke (%)	30.6	29.9	29.7	26.8	25.8	25.8

	FY2017	FY2018	FY2019	FY2020	FY2021	
	Result	Result	Result	Result	Target	Result
Ratio of employees who underwent a stress check (%)	89.4	90.1	91.0	84.7	85 or above	86.1
High-stress rate (%)	12.9	12.7	13.3	11.2	13 or below	11.8
Absenteeism <sup>1</sup> (days)	4.9	4.6	4.6	3.8	5 or below	4.0
Presenteeism <sup>2</sup> (%)	—	19	20	19	18	15

1. Absence or leave due to illness or injury

2. Number of days per week on which employees feel their work efficiency is lower due to poor health, based on our health awareness survey. Based on the number of employees who answered either "1-2 days a week" or "3 or more days a week."

### Selected under the 2022 Certified Health & Productivity Management Outstanding Organizations Recognition Program

SoftBank Corp. was selected under the 2022 Certified Health & Productivity Management Outstanding Organizations Recognition Program in the large enterprise ("White 500") category.\* This program recognizes companies that proactively work to advance health management for employees from a corporate management perspective.

2022 marked the fourth consecutive year that SoftBank Corp. has earned White 500 certification.

\* "Health & Productivity Management Outstanding Organizations" are those that practice good health and productivity management in collaboration with insurers, and the "White 500" certification is awarded jointly by the Ministry of Economy, Trade and Industry (METI) and the Nippon Kenko Kaigi. The goal is to increase the visibility of outstanding companies actively involved in health and productivity management so that these companies can receive due social recognition.





## Developing a Resilient Management Foundation

SDGs Value Creation 4

### Enhance Productivity with Advanced Workplace Environments

## Health and Productivity Management

### Maintaining and Improving Employee Health

SoftBank Corp. is implementing measures to keep its employees working in good health, aiming to always maintain a vital and vibrant organization.

Initiatives for Employee Self-care	Pulse Survey	SoftBank Corp. carries out a monthly "pulse" survey for the purpose of ascertaining the condition of individual employees and promoting communication between supervisors and their team members. By answering the 13-question survey once a month, employees can evaluate changes in their own condition.
	Stress Checks	Stress checks are conducted to improve workplace environments and prevent mental health problems through self-care. The Wellness Eye stress check system is used to support self-care and make improvements to organizational issues.
	Peer Supporter System	Under the peer supporter system, adopted in 2008, volunteer employees respond to inquiries from their peers and reach out to employees who appear to be struggling.
	Online Health Care Consultation Service	SoftBank Corp. provides employees with an online health care consultation service, which offers consultations with a highly specialized healthcare team via PCs, smart phones and other devices.
Measures for Maintaining Health	Work-interval System	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.
	Encouraging the Use of Annual Paid Holidays	SoftBank Corp. encourages employees to use annual paid holidays on Premium Fridays (the last Friday of every month), single weekdays sandwiched between a weekend and a national holiday, weekdays during the spring Golden Week holidays and during the summer (July through September). Note: Annual paid holiday usage in FY2021: 70.1%
	Ban on Smoking During Work Hours	Smoking has been completely prohibited during working hours since April 2020. SoftBank Corp. regularly offers financial assistance to partially cover the costs of quitting, including nicotine patches, nicotine gum and outpatient treatment. The ratio of employees who smoke at SoftBank Corp. was 25.8% as of March 31, 2022.
Support for Improving Employee Health	Improving Health Literacy	Through an internal program called "You'll understand it in 5 minutes! SoftBank's health and productivity management," we are working to improve employee literacy regarding health.
	Improving Eating Habits	To help employees improve their dietary habits, SoftBank Corp. conducts online seminars and e-learning programs and provides special healthy menu items in the employee cafeteria.
	Encouraging Exercise Habits	SoftBank Corp. holds online morning and evening yoga classes via Zoom, walking events, and video streaming of stretching classes taught by a physiotherapist. Employees are also encouraged to participate in company sports clubs.
	Improving Mental Health	SoftBank Corp. offers online seminars about improving sleep quality and provides e-learning on self-care and team-care.
Healthy Workplace Environments	Promoting Women's Health	SoftBank Corp. distributes a "Women's Energy Support Column" by e-mail to all employees and holds women's health support seminars and related events.
	Preventing Workplace Harassment	SoftBank Corp. provides awareness-raising activities, including training and e-learning, to ensure a harassment-free workplace. We have set up a primary contact point for harassment-related issues, through which employees can speak with a counselor and discuss how to proceed.

## Supporting Employees in the Fight Against COVID-19

Antibody Tests for Employees	SoftBank Corp. conducted antibody tests internally and provided the test results to SoftBank Group Corp., which then compiled and presented them at an event titled "Interview with Experts on Preliminary Results of Antibody Test Results for COVID-19." SoftBank Group Corp. has also published the "SoftBank Model" for making effective use of Group employee voluntary testing as part of efforts to ensure safe work environments and appropriately advance corporate activities.
Voluntary Employee Saliva PCR Testing	SoftBank Corp. has been implementing in-house saliva PCR tests for interested employees. This initiative is aimed at alleviating employee anxiety and providing safe and secure workplace environments by enabling employees to get tested prior to coming to the office or going on a business trip, or if they were in contact with an infected individual but not eligible for a government PCR test.
COVID-19 Workplace Vaccinations	SoftBank Corp, SoftBank Group Corp. and Group companies worked together to implement workplace vaccination and mass vaccination programs. Group employees and their families, along with business partners, medical professionals and local residents were all eligible. Our vaccination programs have administered approximately 240,000 vaccine doses at twelve sites across Japan as of May 31, 2022.
Facilitating Employee Vaccination	If an employee receives a vaccination during working hours on a working day, the time required for vaccination is treated as working hours. Transportation expenses are paid if the employee uses public transportation to access the vaccination site. Furthermore, we provide post-inoculation side-effect leave, a form of special paid leave that employees can use to recover from side effects caused by vaccination, go with family members for vaccination, or provide care for family members suffering vaccination side effects.

# 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.

## 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.



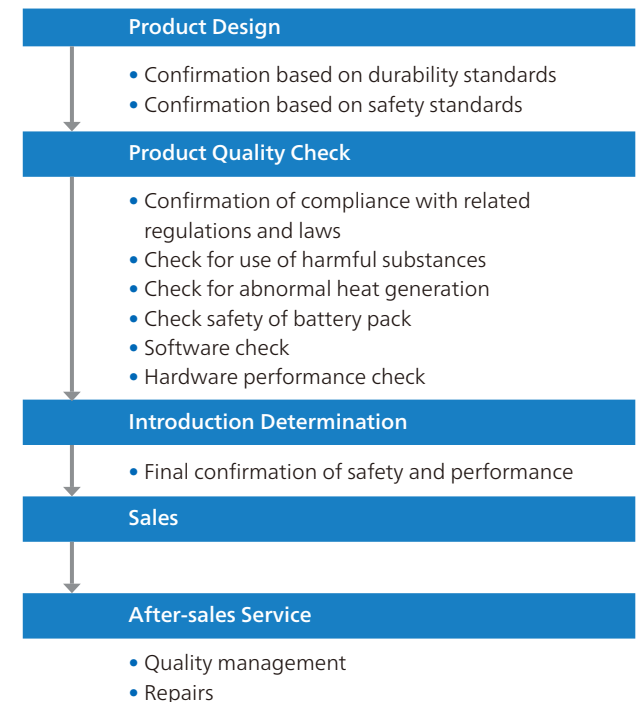
## Product Quality Control

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



# 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 FY2021, 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.

## Brand Management

### Corporate Identity

#### 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 “Super PayPay Coupon” commercials featuring a collaboration between the canine father of the Shirato Family and actor Daisuke Miyagawa, who appears in PayPay commercials, as well as an ad titled “Merihari Unlimited x YouTube Premium,” featuring the popular YouTuber HIKAKIN to convey the appeal of our pricing services.

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.”

#### Advertising Awards Received

##### SoftBank

CM Soken Consulting May 2019 Commercial Popularity Ranking 1st Place (Production)

Student discount commercial “Giga Koku Monogatari, Karaoke”

CM Soken Consulting April 2020 Commercial Popularity Ranking 1st Place (Production)

5G promotion commercial “Shirato Family, 5G is Doraemon?”

ACC2019 Film Section A Category (TV commercial)

Bronze: “Shirato Family Giga Dorobo”

ACC2019 Film Section A Category (TV commercial)

Bronze: “Shirato Family Interview with Rei Kikukawa”

ACC2019 Media Creative Section

Gold: “Kimi No Na Wa?” Terrestrial broadcast project

87th Mainichi Advertisement Design Competition Second Place, Advertiser Category

“New’ na jidai wo ‘york’ shiyone” (two facing newspaper pages)

68th NIKKEI AD Award (2019) Electrical, Communication, IT Category Excellence Award

Published August 22, 2019 30 lines (5G Hachimura)

APA Awards 2020 Advertisement Production Category, Minister of Economy, Trade and Industry Award, Excellence Award

Giga Koku graphics

34th All Japan DM Award Gold Award & Jury Special Award Implementation Effect Category

“Direct marketing encouraging childcare support clubs and direct marketing promoting kids’ phones”

73rd Dentsu Advertising Awards Film Advertising/Spot Short Version (First Half) Silver Award

Half price support and promotion commercial “Chuka Hanhan” version

Transit Advertising Awards 2020 Excellence Award, Train Station Signboard Category

“5G is Doraemon?”

88th Mainichi Advertisement Design Competition Second Place, Advertiser Category

“5G is Doraemon?” (Single newspaper page)

CM Soken Consulting December 2020 Commercial Popularity Ranking 1st Place (Company/Brand/Production)

5G promotion commercial “5G is Doraemon? Time machine” version

CM Soken Consulting February 2021 Commercial Popularity Ranking 1st Place (Company/Brand/Production)

Student discount promotion commercial “Gakuwari HERO’s: Oyakoko” version

CM Soken Consulting Best Advertiser

(FY2020 No.1 company with the most popular commercials)

35th Japan DM Award Bronze

PayPayDM

##### Y!mobile

CM Soken Consulting December 2019 Commercial Popularity Ranking 1st Place (Company/Brand/Production)

Student discount commercial “Oyako de Dance”

NTV CM Awards 2019 – NTV CM Award

Y!mobile “Y!BAND Honoo” version

National Catalog Exhibition Highest Award: Minister of Economy, Trade and Industry Award

“Smartphone No Tomo”

72nd Dentsu Advertising Awards, Activation Planning – Silver Award

Y!mobile Student Discount “Wai Moba Gakuen” (nationwide unified smartphone debut test)

ADFEST 2019, Brand Experience & Engagement Lotus Division, Use of Digital & Social Platforms – Gold

“Love begins when the end of school bell rings”

London International Advertising Awards 2019, Digital Section, Use of Social Media – Silver

“Love begins when the end of school bell rings”

JPM Planning Solution Award 2019, Digital Promotion Planning Division – Silver

“Love begins when the end of school bell rings”

EPICA AWARDS 2019, Communication & Public Services – Gold

“Parallel School Days”

ADFEST 2020

- BRANDED ENTERTAINMENT LOTUS Category  
USE OF FICTION FILM Silver
  - MEDIA LOTUS Category  
USE OF BRANDED ENTERTAINMENT & CONTENT: PROGRAM & PLATFORM Silver
- “Parallel School Days”

2020 60th ACC TOKYO CREATIVITY AWARDS, Marketing Effectiveness Category – ACC Bronze

“Senior Strategy (Easy Smartphones)”

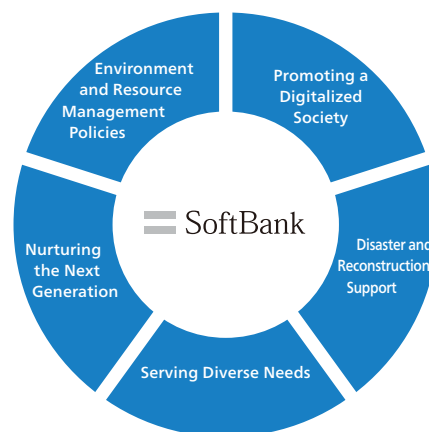


# Community Participation | Social Contribution Activities (CSR Initiatives)

## 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 and aim to contribute to the achievement of the SDGs 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
	FY2020	FY2021	
Cash donations	143.6	295.0	Donations to organizations, etc.
In-kind donations	8,497.4	52.9	Free provision of various services for disasters, etc.
Time donations*	2,420.2	2,460.6	Monetary equivalent of time spent on social contribution activities, etc.
Administrative expenses	1,035.7	1,083.4	
(Of which) Implementation of social contribution activity programs	637.6	525.8	
(Of which) Environmental measures	398.1	557.5	Recycling costs, etc.

\* Converted to monetary value

# 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, Kyushu, Chugoku and Shikoku, 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



### 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

### Solving Educational Issues on Remote Islands (Tokunoshima Town, Kagoshima)

In March 2021, SoftBank Corp. and Tokunoshima Town in Kagoshima Prefecture entered into a cooperative agreement on solving educational issues on remote islands and promoting SDGs future cities. To address educational disparities that arise due to the geographic isolation of remote islands, we are using remote instruction via ICT to provide online company visits and lessons about workstyles. Through these efforts, we are supporting career education that helps participants develop a vision for their future career.

### Infectious Disease Transmission Prevention Education Video (Nagano)

SoftBank Corp. entered into a comprehensive cooperation agreement with Nagano Prefecture in 2018, under which it has been engaged in personnel exchange and other activities. In February 2022, we created a video to teach about infectious disease transmission prevention. Featuring humanoid robot Pepper along with Nagano Prefecture's PR character Arukuma, the video reviews basic transmission prevention practices in a



Infectious disease transmission prevention video

fun story format, from arrival at school to departure. The video was distributed to elementary and junior high schools in Nagano Prefecture.

### Promoting Local DX (Kofu Town and Nanbu Town, Tottori)

In October 2021, SoftBank Corp. and Kofu Town in Tottori Prefecture entered into a cooperative agreement aimed at improving residents' quality of life through DX. Under this agreement, we are working to enable all households in Kofu Town to utilize smartphones.

We have been working to quickly send out government and lifestyle information as well as evacuation information during disasters from the town's public offices in order to build a foundation for safe and secure living. Furthermore, to eliminate educational disparities in rural areas, we are introducing remote instruction via ICT to help children learn and improve the quality and skill levels of school club activities.



A smartphone class led by a smartphone advisor

In October 2021, a SoftBank Corp. employee was appointed Deputy Chief Information Officer (CIO) of Nanbu Town in Tottori Prefecture. By proposing projects related to digital technology and offering advice, this employee is helping solve local challenges. Beginning in FY2022, the deputy CIO helped launch the prefecture's first-ever project to reduce printed newsletters by promoting paperless communications, testing the use of LINE to deliver community newsletters to residents and attending explanation sessions for residents, energetically promoting local digitization. In addition, the deputy CIO is working to promote community revitalization using digital technologies by, for example, proposing a project in cooperation with local youth organizations and high schools in which young people lead digital technology training for seniors.

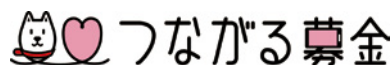


Nanbu Town Deputy CIO (left)

# Community Participation | Social Contribution Activities (CSR Initiatives)

## Donations as Social Contributions

### Tsunagu Bokin—Connected through Fundraising

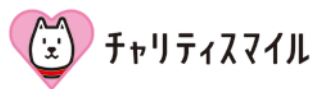


SoftBank smartphone users can add a donation to their smartphone bill payments or make a donation using their SoftBank points. By providing a platform that allows people to more easily participate in a wider variety of non-profit fundraising activities, we will continue to support the efforts of non-profit organizations and the resolution of social issues.

#### FY2021 Results

Registered groups: 595  
Total annual donations: Approximately ¥300 million

### Charity Smile

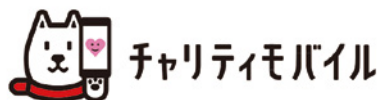


Charity Smile is an optional mobile phone service aimed at providing ongoing support to children who have lost their homes due to abuse, or have lost their parents to accidents or disasters. Customers make monthly donations of ¥10, which SoftBank Corp. matches, to provide a monthly ¥20 per customer to non-profit organizations that support children.

#### FY2021 Results

Total donations: ¥6,481,286

### Charity Mobile



“ソフトバンク”の携帯電話を使うだけで社会貢献

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).

#### FY2021 Results

Total donations: ¥62,725

## Employee Volunteer Participation

### Employee Volunteer Activities

To encourage employees to participate in community 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
179 people	16 people	56 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.

## Community Participation | Social Contribution Activities (CSR Initiatives)

### Employee Volunteer Participation

#### 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.

Due to the COVID-19 pandemic, we did not hold employee blood donation drives in FY2021. We are considering ways of implementing these initiatives going forward in a format adapted to prevent COVID-19 transmission.

#### 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.

#### FY2021 Results

Total donations: ¥4,166,746

### Promoting a Digitalized Society

Leveraging information technology, we aim for a society in which everyone everywhere can live comfortably and freely.

#### Supporting the Education of Children with Disabilities: The Maho Project

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."



#### ICT Education Cooperation Project in Special Needs Education with the Hokkaido Board of Education

In one of the research studies of the Maho Project in FY2021, we launched support for four schools for the visually impaired in Hokkaido Prefecture through the Hokkaido Board of Education and Hokkaido Special Needs Education Center. Special education in Hokkaido faces the challenges of reductions in school size due to low birthrates and schools located in remote areas. To resolve these challenges, we are promoting ICT use and more effective, efficient lessons for children with disabilities.

Implemented under the leadership of the Board of Education, the Maho Project is the first initiative of its kind in Japan. It offers remote classes to connect multiple special needs schools, enabling teachers and students to communicate with each other.

The program began by providing support to four schools for the visually impaired, and, in coming years, the project aims for expansion to other special needs education institutions in Hokkaido. In FY2021, the remote classes connecting the students and teachers of those four schools were held in an online conference format, enabling the provision of highly specialized education at schools facing difficulties in maintaining specialized support and instruction for the visually impaired students.



## Community Participation | Social Contribution Activities (CSR Initiatives)

### Promoting a Digitalized Society

#### Tekuteku Digital Childcare Notebook: Promoting DX in Childcare Support

With cooperation from SoftBank Corp., Healthcare Technologies Corp. began providing Tekuteku, a digital childcare notebook, to local governments in May 2022. Tekuteku is designed to help advance the digital transformation (DX) of childcare support.

Tekuteku is a free smartphone web service combining the functions of maternal and child health handbooks with columns about maternity and childcare topics, as well as access to government administrative procedures, in a one-stop format. The service is aimed at using ICT to realize a society that is attentive to children's growth and offers greater peace of mind for parents. It also aims to prevent the isolation of parents having difficulties with childcare by encouraging them to readily consult with specialized agencies regarding concerns they have about childcare.



Tekuteku digital childcare notebook screens

### 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.

#### Supporting Education Using Cutting-edge Technologies: IoT Challenge

Programming education has been compulsory in elementary and middle schools in Japan since FY2020. In response, SoftBank Corp. provides various opportunities for programming education. As part of this effort, from FY2019 to FY2021, we implemented the IoT Challenge education program, which used the humanoid robot Pepper and micro:bit programming educational materials. We also conduct hands-on programming classes using Pepper around the country to create opportunities for children to think about the future.



#### 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, a program in which 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.



## Community Participation | Social Contribution Activities (CSR Initiatives)

### 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.

⇒Utilization of Technology in Education P. 69

#### Adoption to Date

Cumulative municipalities: 55  
Cumulative school clubs: 265

Note: As of March 31, 2022



### 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.

#### Short Time Work

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. 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, in February 2018 we set up the Short Time Work Alliance.\*

\* 214 endorsing and practicing organizations (as of April 30, 2022)

#### 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)



### 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.

## Community Participation | Social Contribution Activities (CSR Initiatives)

### Disaster and Reconstruction Support

#### Main Support Efforts in FY2021

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
April 2	Major fire in Matsue, Shimane	○		○	○	○	○	○	○
July 3	Heavy rains starting July 1	○	○	○	○	○	○	○	○
August 10	Heavy rains from Typhoon No. 9	○		○	○	○	○	○	○
August 13	Heavy rains starting August 11	○	○	○	○	○	○	○	○
September 7	Landslide in Chino, Nagano	○		○	○	○	○	○	○
March 17	2022 Fukushima earthquake	○	○	○	○	○	○	○	○

#### Response to the Great East Japan Earthquake

Immediately after the Great East Japan Earthquake on March 11, 2011, in addition to locally based recovery activities, we provided necessary support to disaster-stricken areas and engaged in various recovery support activities. 2021 marked the passing of 10 years since the disaster, and SoftBank Corp. felt that going forward Tohoku needs continued dedication to reconstruction and support for initiatives and efforts that will be the driving force for the future. As a result, we updated the "3.11 TOHOKU Support Continues" special section on our website that was released in March 2020. To help people remember the disaster, the website communicates the current situation in Tohoku and our support activities while calling for support for Tohoku.

Moreover, as an initiative focused on the future of the disaster-stricken areas, in March 2021, we inaugurated the Next Action → Social Academia PROJECT in cooperation with the General Incorporated Association Pionism and Yahoo Japan Corporation. This project is aimed at human resource development and business creation to power reconstruction from the Great East Japan Earthquake. Targeting young people ages 16 to 29 who aim to start businesses based in Fukushima Prefecture in the future, the project's goal is to create numerous businesses and produce numerous personnel that will flourish on the global stage over the decade ending in 2030. Fully leveraging the business creation and commercialization know-how of SoftBank Corp., Pionism and Yahoo Japan Corporation, as of March 2022, the project has taken in more than 150 participants, leading to the creation of three businesses.



Participants in the Next Action→Social Academia PROJECT

## Community Participation | Social Contribution Activities (CSR Initiatives)

### Disaster and Reconstruction Support

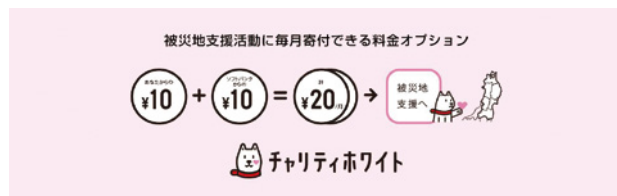
#### Charity White

Launched in August 2011, Charity White allows mobile phone users to add ¥10 donations to their monthly fees.<sup>1</sup> SoftBank Corp. matches these donations, for a total monthly donation of ¥20. The donated funds, which to date total more than ¥1.1 billion,<sup>2</sup> 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 March 31, 2022

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.

In classes based on the disaster readiness content, Pepper acts as an assistant teacher. By interacting with Pepper, students can have fun while learning about disaster readiness and precautions in the event of disasters with a sense of self-responsibility. The content ensures consistent lesson quality, with no need for human teachers with in-depth knowledge of disaster readiness.



#### “My Timeline” Evacuation Action Plan Content

Under the oversight of Hiroshima Prefecture, SoftBank Corp. developed disaster readiness content about individual evacuation plans for disasters titled “My Timeline” for the learning humanoid robot Pepper.

Using the content, students at elementary and junior high schools create a personalized timeline, aimed at providing an impetus for their families to decide rules and delegate roles for evacuating.

While interacting with Pepper, which functions as an assistant teacher, students can enjoy creating their own timeline, checking their local evacuation sites on hazard maps, and learning about different alert levels and the importance of prompt evacuations to avoid harm.

Going forward, we plan to provide these classes nationwide, building on their successful launch in elementary schools in Hiroshima Prefecture.





# External Evaluations

## ESG Evaluations

### DJSI Asia/Pacific Index

In 2021, SoftBank Corp. was selected for the first time for inclusion in the Dow Jones Sustainability Asia/Pacific Index (DJSI Asia/Pacific Index). The DJSI Asia/Pacific Index is part of the Dow Jones Sustainability Indices (DJSI), a leading global index for environmental, social and governance (ESG) investing.



### 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.

**2022 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.

**2022 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 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.



### Five Stars in the Nikkei SDGs Management Survey 2021

SoftBank Corp. received the maximum five stars in the Nikkei SDGs Management Survey 2021, which evaluates companies' overall SDGs management based on the four pillars of SDGs strategy/economic value, social value, environmental value and governance. In addition, SoftBank Corp. received the Social Value Award, one of three awards given based on the survey.



### 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.



### EcoVadis Silver Medal Certification

SoftBank Corp. received a Silver Medal rating in the EcoVadis 2021 sustainability questionnaire. Our efforts received high ratings across all four themes: Environment, Labor & Human Rights, Ethics and Sustainable Procurement.



### Digital Transformation Stock 2022

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 2022 by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange.



### 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.



## External Evaluations

### ESG Evaluations

#### 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).



#### CDP 2021 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 virtually zero greenhouse gas emissions by 2030, were verified by the Science Based Targets initiative (SBTi) as being soundly science based targets.



### Website and Information Disclosure

#### Selected as an Excellent Company in the Gomez ESG Site Ranking 2021

SoftBank Corp. was selected as an excellent company in the Gomez ESG Site Ranking 2021 conducted by BroadBand Security Inc.



#### Gold Prize in Gomez IR Site Ranking 2021

SoftBank Corp. received the Gold Prize in the Gomez IR Site Ranking 2021.



#### Commendation Award in Daiwa IR's 2021 Internet IR Awards

SoftBank Corp. received the Commendation Award in Daiwa Investor Relations Co. Ltd.'s 2021 Internet IR Awards, which recognize listed companies that make effective use of their IR websites.



#### Selected as an AAA Website in the 2021 All Japanese Listed Companies' Website Ranking

SoftBank Corp.'s website was selected as an AAA Website in the 2021 All Japanese Listed Companies' Website Ranking survey run by Nikko Investor Relations.



#### Silver (Award of Excellence) in the Sustainability Site Award 2022

SoftBank Corp. received a silver award (award of excellence) in the Sustainability Site Award 2022, 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.

#### Two Awards in the Asia Sustainability Reporting Awards 2021

At the Asia Sustainability Reporting Awards 2021, held by CSRWorks International, SoftBank Corp. was the only Japanese company to receive gold in the category of Asia's Best SDG Reporting and silver in the category of Asia's Best Climate Reporting.



## External Evaluations

### Labor Practices

#### 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 2022 Welfare Promotion Corporation

SoftBank Corp. was recognized as a Welfare Promotion Corporation for its particularly outstanding initiatives under Hataraku Yell 2022, 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.



#### Excellence in Corporate Health and Productivity Management (White 500)

SoftBank Corp. was selected for a fourth consecutive year under the 2022 Certified Health & Productivity Management Outstanding Organizations Recognition Program in the large enterprise (“White 500”) category. This program, run by the Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi, recognizes companies that implement outstanding health and productivity management initiatives.



#### Five-star Rating in the Nikkei Smart Work Management Survey and Innovation Prize in the Nikkei Smart Work Awards 2022

SoftBank Corp. has received the highest possible five-star rating for four years in a row in the Nikkei Smart Work Management Survey conducted by Nikkei Inc. The Japan-based survey ranks all listed companies and companies with over 100 employees based on the three pillars of human resources, innovation and market development. Combined with elements of business foundations, these are used to comprehensively evaluate corporate strength.



In addition, we received the 2022 Innovation Prize in recognition of our system for promoting innovation, including the success in creating new start-ups through the SoftBank InnoVenture new business proposal system, the large number of foreign nationals in research and other positions, the high ratio of IT personnel among full-time employees, and our proactive efforts to develop human resources in cutting-edge fields.

#### 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 been certified as a Sports Yell Company by the Japan Sports Agency for its proactive promotion of sports to improve the health of employees.



# Third-party Assurances and Certifications

## ISO 9001



Note: Copies of certificates are published herein.

The main registration scope for ISO 9001 certification is as follows:

- |   |   |
|---|---|
| Process Management Division             | Kanto Network Center                      |
| IaaS Engineering Department 1           | Tokai Network Engineering Department      |
| ICT Operation Division                  | Hokuriku Network Engineering Department   |
| Tokyo Data Center No. 1                 | Kansai Network Engineering Department     |
| Tokyo Data Center No. 2                 | Chugoku Network Engineering Department    |
| Tokyo Data Center No. 4                 | Shikoku Network Engineering Department    |
| Tokyo Data Center No. 5                 | Kyushu Network Engineering Department     |
| Sapporo Data Center                     | Network Operations Division               |
| Osaka Data Center                       | Solution Operations Division              |
| Osaka Central Data Center               | Corporate Information Technology Division |
| Osaka Data Center No. 3                 | IT Operation Division                     |
| Kitakyushu e-Port Data Center           | Enterprise Network Department             |
| Kitakyushu e-Port Data Center No. 2     | Backbone Network Department               |
| Oita Data Center                        |   |
| Hokkaido Network Engineering Department |   |
| Tohoku Network Engineering Department   |   |

## ISO 14001



Note: Copies of certificates are published herein.

The main registration scope for ISO 14001 certification is as follows:

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

## ISO 27001



Note: Copies of certificates are published herein.

The main registration scope for ISO 27001 certification is as follows:

- |  |   |
|--|---|
| Contact Center Operations Department                               | Osaka Data Center                         |
| Billing Center Operation Department                                | Osaka Central Data Center                 |
| IaaS Engineering Department 1                                      | Osaka Data Center No. 3                   |
| SE Department 1, UC Design Division, Solution Engineering Division | Kitakyushu e-Port Data Center             |
| ICT Operation Division   | Kitakyushu e-Port Data Center No. 2       |
| Tokyo Data Center No. 1  | Oita Data Center                          |
| Tokyo Data Center No. 2  | SaaS Service Department                   |
| Tokyo Data Center No. 4  | Cybersecurity Division                    |
| Tokyo Data Center No. 5  | Network Operations Division               |
| Sapporo Data Center  | Solution Operations Division              |
|  | Corporate Information Technology Division |
|  | IT Operation Division                     |



# Third-party Assurances and Certifications

## Greenhouse Gas Emissions Verification Report

**JQA** No.1811004373

### Independent Verification Report

To: SoftBank Corp.

**1. Objective and Scope**  
Japan Quality Assurance Organization (hereinafter "JQA") was engaged by SoftBank Corp. (hereinafter "the Company") to provide an independent verification on "FY2021 SoftBank Corp. GHG emissions calculation report/Scope1,2/," "FY2021 SoftBank Corp. GHG emissions (Scope1) calculation report," "FY2021 SoftBank Corp. water consumption calculation report" and "FY2021 SoftBank Corp. amount of industrial waste disposal, final waste disposed and final disposal rate calculation report" (hereinafter "the Reports"). The content of our verification was to express our conclusion, based on our verification procedures, on whether the statement of information in the Reports was correctly measured and calculated, in accordance with the "GHG emissions calculation rule, ver.11," "Scope1 calculation rule Ver.1.07," the "Water consumption calculation rule, ver.17" and the "Amount of industrial waste disposal, final waste disposed and final disposal rate calculation rule, ver.6" (hereinafter "the Rules"). The purpose of the verification is to evaluate the Reports objectively and to enhance the credibility of the Reports.  
\*The fiscal year 2021 of the Company ended on March 31, 2022.

**2. Procedures Performed**  
JQA conducted verifications in accordance with "ISO 14064-1" for GHG emissions and with "ISAE3000" for Energy consumption, Water consumption and Amount of industrial waste disposal. The organizational boundaries of this verification include SoftBank Corp. (including the base station) and its major subsidiaries Yahoo Japan Corporation (including the overseas sites), ASKUL Corporation, SB C&S Corp., LINE Corporation, SB Power Corp., ZOEXO, Inc., Wireless City Planning Inc. (the base station only), SB Technology Corp., IDC Frontier Inc. and ITmedia Inc. The scope of this verification assignment is as indicated in ANNEX. The verification was conducted to a limited level of assurance and quantitative materiality was set at 5 percent each of the total emissions, consumption and amount of disposal in the Reports.  
Our verification procedures included:  

- Performing validation at the Company's environmental supervising division check the Rules prior to the Site Visit.
- Holding on-site verification at the Company's 4 domestic sites and 20 base stations selected by the Company for Scope 1 & 2.
- On-site assessment to check the report scope and boundaries, GHG source, water usage and waste generation, monitoring points, monitoring and calculation systems, and its controls for overall.
- For Scope 1, performing validation of marginal functions to check the Rules, and checking calculation scenarios and allocation method, monitoring and calculation systems, and emission data against evidence at 3 group companies selected by the Company.

**3. Conclusion**  
Based on the procedures described above, nothing has come to our attention that caused us to believe that the statement of the information regarding the Company's FY2021 GHG emissions from Scope 1, 2 & 3, Energy consumption, Water consumption, and Amount of industrial waste disposal in the Reports, is not materially correct, or has not been prepared in accordance with the Rules.

**4. Consideration**  
The Company was responsible for preparing the Reports, and JQA's responsibility was to conduct verification of GHG emissions, Energy consumption, Water consumption, and Amount of industrial waste disposal in the Reports only. There is no conflict of interest between the Company and JQA.

Satoru Asada, Board Director  
For and on behalf of Japan Quality Assurance Organization  
1-25, Kandamachiko, Chiyoda-ku, Tokyo, Japan  
June 15, 2022

\*Please refer to the annex in the next page.

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→ESG Data Book 2022

**JQA** No.1811004373

### Independent Verification Report ANNEX

To: SoftBank Corp.

The organizational boundaries and scope of this verification assignment

Company Name	Scope of this verification assignment			
	Scope 2	Scope3 (Category)	Water consumption	Amount of industrial waste disposal
1 SoftBank Corp.	○	○ (1,2,3,4,5,6,7,8,11,12 & 14)	○ (Head Office)	○
2 Yahoo Japan Corporation	○	○ (1,2,3,5,6,7 & 9)	—	—
3 ASKUL Corporation	○	—	—	—
4 LINE Corporation	○	—	—	—
5 ZOEXO, Inc.	○	○ (1,2,3,4,5,6,7,8,11 & 12)	—	—
6 IDC Frontier Inc.	○	—	—	—
7 ITmedia Inc.	○	○ (1,2,3,4,6 & 7)	—	—
8 SB C&S Corp.	○	○ (1,2,3,4,5,6,7,8,11,12 & 14)	—	—
9 SB Power Corp.	○	○ (1,2,3 & 6,7)	—	—
10 SB Technology Corp.	○	○ (1,2,3,4,5,6,7,8,11 & 12)	—	—
11 Wireless City Planning Inc.	○	○ (1,2,3 & 6)	—	—

[Note] ○: Covered —: Not covered

\*Please refer to the previous page.

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## Socially Relevant Information Verification Report

**JQA** No.1811004401

### Information on a Social Dimension Verification Report

To: SoftBank Corp.

**1. Objective and Scope**  
Japan Quality Assurance Organization (hereinafter "JQA") was engaged by SoftBank Corp. (hereinafter "the Company") to provide an independent verification on "SoftBank Corp. indicators of a social dimension calculation report for 2021" (hereinafter "the Report"). The content of our verification was to express our conclusion, based on our verification procedures, on whether the statement of information regarding the indicators of a social dimension in the Report, as shown in Table 1, was correctly calculated, in accordance with the calculation rule for social performance data prepared by the Company (hereinafter "the Rule"). The purpose of the verification is to evaluate the Report objectively and to enhance the credibility of information regarding indicators of a social dimension in the Report.

Table 1. Indicators of a social dimension

1. Rate of women in management position <sup>(*)</sup>	2. Rate of annual paid leave taken <sup>(*)</sup>	3. Teleworking rate <sup>(*)</sup>
4. 1. Average annual salary of employees by gender <sup>(**)</sup>	4. 2. Average annual salary of board members by gender (these salary only) <sup>(**)</sup>	4. 3. Average annual salary of board members by gender (these salary and bonuses) <sup>(**)</sup>
4. 4. Average annual salary of management positions by gender (these salary only) <sup>(**)</sup>	4. 5. Average annual salary of management positions by gender (these salary and bonuses) <sup>(**)</sup>	4. 6. Average annual salary of non-management positions by gender (these salary and bonuses) <sup>(**)</sup>
5. Number of serious accidents (fatal accidents) in the base station construction works <sup>(**)</sup>		

<sup>(\*)</sup> The fiscal year 2021 of the Company ended on March 31, 2022. <sup>(\*\*)</sup> As of April 1, 2022.

**2. Procedures Performed**  
JQA conducted verification in accordance with "ISAE 3000". The scope of this verification assignment includes indicators shown in Table 1. The verification was conducted to a limited level of assurance and quantitative materiality was set at 1 percent of the each indicator in the Report. The organizational boundaries for items 1-4 included 57 domestic sites and other sites<sup>(\*)</sup>, and for items 5 included the base station construction works ordered by Technology List of the Company and started in FY 2021.  
<sup>(\*)</sup> "Other sites" mean those workplaces for employees that do not belong to any particular sites.

Our verification procedures included:  

- Performing validation of engaged functions to check the Rule, and checking calculation scenarios, monitoring and calculation systems, and calculation results in the Statement against evidence.
- Watching. Cross-checking the calculation results against evidence.

**3. Conclusion**  
Based on the procedures described above, nothing has come to our attention that caused us to believe that the statement of the information regarding the Company's Fiscal Year ended March 31, 2022 indicators of a social dimension in the Report, is not materially correct, or has not been prepared in accordance with the Rule.

**4. Consideration**  
The Company was responsible for preparing the Report, and JQA's responsibility was to conduct verification of indicators of a social dimension in the Report only. There is no conflict of interest between the Company and JQA.

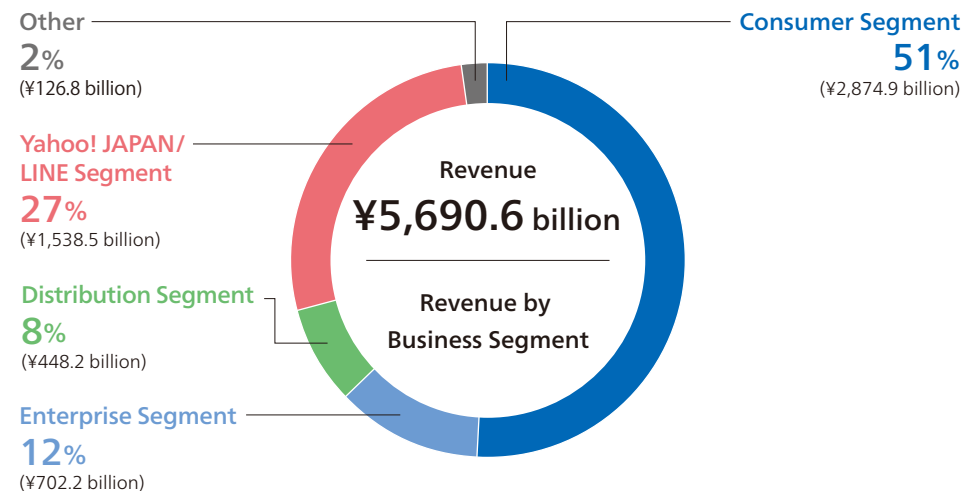
Satoru Asada, Board Director  
For and on behalf of Japan Quality Assurance Organization  
1-25, Kandamachiko, Chiyoda-ku, Tokyo, Japan  
June 3, 2022

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# Company Overview (as of March 31, 2022)

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	Ken Miyauchi, Representative Director & Chairman Junichi Miyakawa, President & CEO Jun Shimba, Representative Director & COO Yasuyuki Imai, Representative Director & COO
Common stock	¥204,309 million
Number of employees	Non-consolidated 18,929 Consolidated 49,581
URL	<a href="https://www.softbank.jp/en/">https://www.softbank.jp/en/</a>

## FY2021 Performance (Consolidated)



Notes: 1. The revenue ratio for each segment is calculated based on sales to external customers. As percentages are rounded off to the first decimal place, the percentage total for the chart may not add up to 100.  
2. Since LINE Corporation became a SoftBank Corp. group subsidiary in March 2021, the name of the reportable segment was changed from "Yahoo Japan" to "Yahoo! JAPAN/LINE" from FY2021.

## 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

## 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

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### ■ 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.

### ■ Report period

FY2021 (April 1, 2021 to March 31, 2022)

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 2022 (next report planned for September 2023)

### ■ Referenced guidelines

- Global Reporting Initiative (GRI) Standards
- Sustainability Accounting Standards Board (SASB)
- OECD Guidelines for Multinational Enterprises
- International Integrated Reporting Council (IIRC)
- 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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