

Developing a Resilient Management Foundation

Resilient and Honest Corporate Governance, Organization, and Personnel



SoftBank Corp. is strengthening and improving its corporate governance and building a sophisticated governance system to pursue sustainable growth and improve corporate value over the medium to long term. In addition to increasing management transparency and ensuring honest and fair corporate governance, SoftBank Corp. endeavors to develop strong relationships of trust and pursue mutually sustainable development with stakeholders through timely and appropriate information disclosure and ongoing dialogue with stakeholders.

SoftBank Corp. believes that a talented and diverse workforce is the driving force powering its continued business growth and regards the promotion of diversity as an important management priority. As such, SoftBank Corp. has established the Advancement of Women Promotion Committee. Through efforts like this, we are working hard to foster a working environment in which all members of its diverse workforce, including LGBTQ and

other sexual minorities, can exercise their individuality and talents, and where all employees can feel proud of the work they do and take fulfillment from it. In addition to our employees, we are working with outside stakeholders related to our supply chain to ensure respect for human rights.

SoftBank Corp. is promoting smart work, leveraging such cutting-edge technologies as IT and AI while fostering advanced workplace environments and diverse workstyles to boost productivity. Under the slogan "Smart & Fun!" SoftBank Corp. strives to empower diverse human resources to play active roles by offering innovative and creative workstyles and progressive workplace environments unconstrained by time and place. In so doing, SoftBank Corp. is working to generate innovation and increase employee happiness while promoting workstyle reforms that make the most of health and productivity management and technology, thereby maximizing the productivity of organizations and individuals.

Social Issues

- Corporate governance enhancement
- Consideration for social and environmental aspects throughout supply chains
- Workstyle reforms, promotion of diversity, equity and inclusion (DE&I)

Value Creation

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

Risks and Opportunities

Risks

- Loss of trust as a corporation due to violation of laws or regulations or to inadequate corporate governance
- Deterioration of reputation due to human rights violations or inadequate response on environmental issues
- Decreased employee motivation, increased turnover and increased employee turnover and negative impact on hiring

Opportunities

- Investor confidence in corporate governance and supply chain management
- Improvement of motivation and emergence of innovation through workstyle reforms and DE&I promotion
- Improvement of productivity through advanced workstyles, securing and retaining the necessary human resources, the transformation of established work processes and the commercialization of expertise

Main Businesses and Initiatives

- Reinforce compliance
- Eliminate anti-social forces and prevent corruption and unethical behavior
- Build a sophisticated internal control system
- Increase the sophistication of the Board of Directors
- Enhance risk assessment
- Enhance supply chain management
- Sound and transparent disclosure
- Coordination with organizations and regional communities
- Human capital management initiatives
- Support for employee growth and career realization'
- Fair evaluation and remuneration system
- Promote the participation of diverse talent (professional participation of women, recruitment and retention of persons with disabilities, and initiatives related to LGBTQ persons)
- Promote smart workstyles' (Smart & Fun!)
- Offer diverse and flexible workstyles (optimal mix of work in-office, from home, from satellite offices, etc.)
- Promote health and productivity management

1. Free-agent system, job posting system, SoftBank University, SB Career Dock
2. Super flexitime system, teleworking, operational improvements using AI and RPA, permitting employees to take side jobs

KPIs

- (1)
 - Number of compliance violations: Performance monitoring (annually)
 - Employees' attendance rate at compliance training sessions: 99% or more (annually)
 - Employee Compliance Awareness Survey: Score 4.0 or higher
 - Awareness of Compliance Hotline among full-time employees: 99% or more (annually)
 - Ensure effectiveness of the Board of Directors: Conduct evaluation
 - Average attendance rate of all Board Directors at Board of Directors meetings: 75% or higher
- (2)
 - Sustainability procurement survey collection: 90% or greater (annually)
 - Support for improvement activities at high-risk suppliers: 100% implementation
 - Supplier inspection/CSR audits: 15 or more companies
 - Number of partnerships with NPOs: 1,000 organizations (FY2023)
 - Selection for DJSI World Index (annually)
- (3)
 - Ratio of women in management positions: 20% or more (FY2035)
 - 15% or more by FY2030 (double the ratio of FY2021)
 - Ratio of employees with disabilities: At or above the legally mandated level (annually)
 - Ratio of annual paid leave taken: Keep at 70% or above (annually)
 - Serious accidents involving employees or at construction sites: Zero (annually)
 - Return rate from childcare leave: 100% (annually)
 - Ratio of male employees taking childcare leave: 30% or more (FY2023), 50% or more (FY2026)
 - Number of employees who retire due to nursing care responsibilities: 0 (annually)
- (4)
 - Provide office environments that encourage diverse workstyles: Understanding actual numbers and results (annually)
 - Ratio of telework: 90% or greater (annually)
 - Ratio of employees who smoke: Decrease of 1% or more YoY, less than 20% (FY2030)
 - High ranking in Japan surveys: Highly ranked among the major surveys (annually)

Developing a Resilient Management Foundation

Key Person Interview



Yasuyuki Genda

Corporate Officer,
Human Resources Division Head and
General Affairs Division Head

Building a Robust Management Base for Social and Corporate Sustainability

Communication is a lifeline. As a provider of that lifeline, reinforcing the management foundations underlying our business not only enables our ongoing growth, but contributes to the realization of a sustainable society.

Achieving Effective Corporate Governance

SoftBank Corp. is a company with an Audit & Supervisory Board, and its corporate governance system is based around the Board of Directors and Audit & Supervisory Board. At least one third of the Board of Directors are independent External Board Directors. We have also voluntarily set up the Nominating Committee and Remuneration Committee as advisory bodies to the Board of Directors, as well as the Special Committee to consider

the protection of minority shareholders with regard to transactions involving significant conflicts of interest with the parent or other parties. All of these committees are chaired by and primarily comprise independent External Board Directors in an effort to ensure their objectivity and independence. Furthermore, every year we evaluate and analyze the effectiveness of the Board of Directors with support from a third-party organization; we take ongoing action to increase the Board’s effectiveness, applying the criticisms and suggestions received from the Audit & Supervisory Board Members.

Fostering a corporate culture that respects the opinions and perspectives of stakeholders and enhancing the effectiveness of corporate governance are crucial. SoftBank Corp. has established and strictly enforces the SoftBank Code of Corporate Conduct and Sustainability Basic Policy, aiming to build positive relationships with all stakeholders and realize a sustainable world.

Supporting a Diverse Workforce and Utilizing Our Human Capital

One of SoftBank’s enduring missions is to connect people with business. We believe that our people are the key driver of our businesses and that fostering opportunities and environments in which diverse personnel can put their individuality and talents to use is vitally important. By closely coordinating business strategy and human resource strategy over the medium to long term, we aim to always advance human resource strategy that is aligned with the current social environment and social needs in terms of the type of talent, organization and human resource portfolio that will be necessary for the future of the company as society changes. At the same time, as society, the environment and values evolve over time, so have our personnel policies and approaches. In FY2023, we have revised our existing Human Resource Policy and

formulated a new policy. We maintained the fundamental approach outlined in the existing policy while also more clearly indicating our belief in the importance of sustained employee health and happiness, i.e. well-being. Under the new policy, we will continue to advance human resource strategy group-wide. We are also shifting from thinking of employees as resources to be managed and instead looking at them as a form of capital, placing an increased emphasis on effectively utilizing their talents and supporting their growth. SoftBank Corp. is advancing wide-ranging investment in its human capital, spanning skill development; engagement enhancement; diversity, equity and inclusion; and health and productivity management. By doing so, we aim to power further business growth and ensure that all employees can work with enthusiasm and vigor, continuing to grow and take on new challenges.

Health and Productivity Management

The physical and mental health of each employee is a driving force that makes possible the realization of the dreams and aspirations of both company and individual alike. As such, maintaining and improving employee health is an important management issue. Our wide-ranging initiatives in the areas of health management, safe and welcoming work environments, and health maintenance and improvement have garnered significant outside praise. Notably, SoftBank Corp. has been selected under the Ministry of Economy, Trade and Industry’s Certified Health & Productivity Management Outstanding Organizations Recognition in the large enterprise (“White 500”) category for five consecutive years. In addition, in FY2022, we were included for the first time in the Health & Productivity Stock Selection, a select group chosen from the “White 500” companies. We will continue aiming to be a group in which each individual employee is healthy in both mind and body, and that is always brimming with energy.

Developing a Resilient Management Foundation

Value Creation 1

Enhance Corporate Governance and Ensure Its Effectiveness

SoftBank Corp. will achieve sustainable growth and increase corporate value over the medium to long term by strengthening corporate governance and ensuring management transparency, engaging in sincere and fair corporate governance that is trusted by society, preventing corruption and non-compliance and working to respect human rights in accordance with international standards.

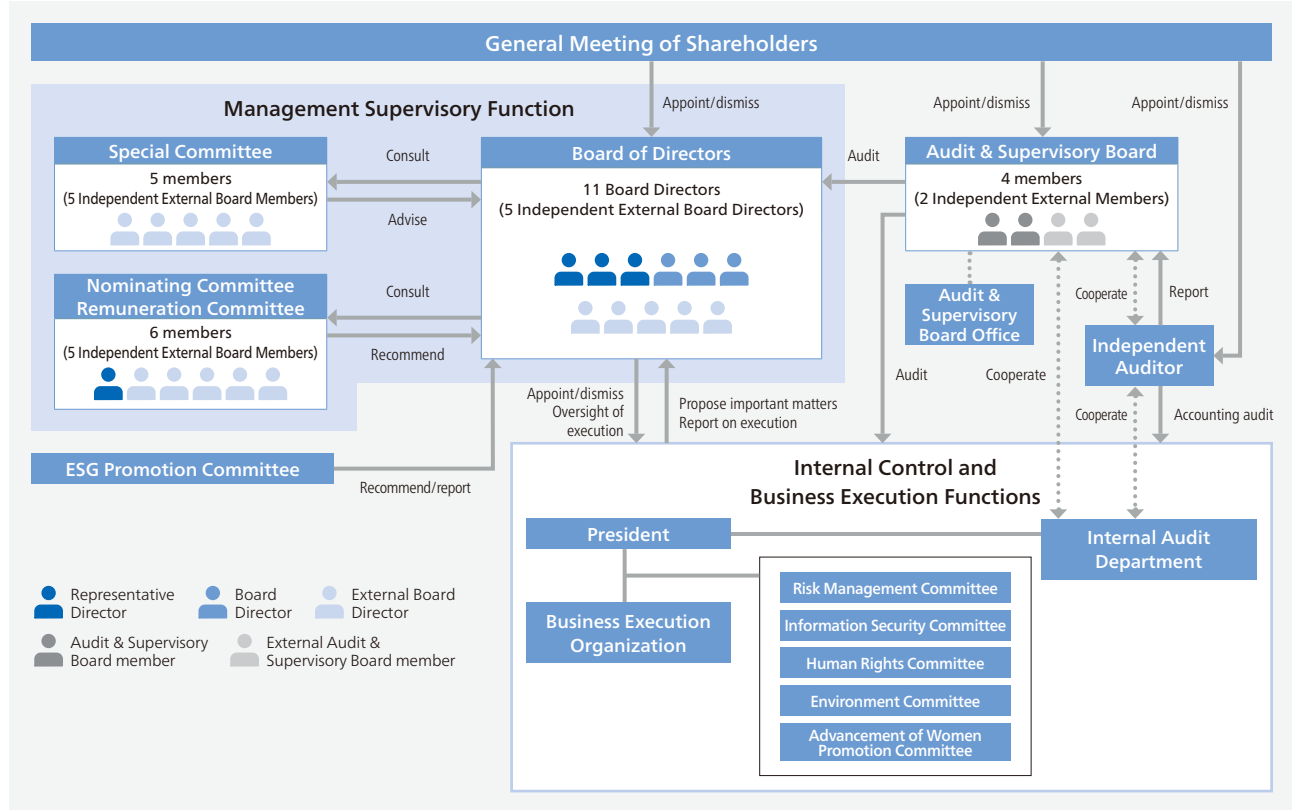
Corporate Governance

Basic Policy

Under the basic concept of “Information Revolution — Happiness for everyone,” the corporate philosophy shared by all SoftBank Corp. group companies, SoftBank aims “to become the Corporate Group needed most by people around the world.” To realize this vision, we attempt to create innovative social infrastructure by building on our Japanese telecommunications business we have developed to date and by providing products and services utilizing cutting-edge digital technologies. In this way, we are striving to create an ideal society in which everyone can enjoy convenience, comfort and safety.

The SoftBank Corp. group recognizes that ensuring the effectiveness of corporate governance is indispensable for realizing this vision. Thus, we are strengthening corporate governance by ensuring that our basic ideas and philosophy are shared by all in addition to enforcing the various rules with which group companies and their officers must comply.

Corporate Governance System



Developing a Resilient Management Foundation

Value Creation 1 Enhance Corporate Governance and Ensure Its Effectiveness

Corporate Governance

Board of Directors

The Board of Directors consists of 11 Board Directors, including five External Board Directors. Their terms of office last until the conclusion of the Annual General Meeting of Shareholders held with respect to the final fiscal year ending within one year after election.

SoftBank Corp. voluntarily established the Nominating Committee, the Remuneration Committee, the Special Committee and the ESG Promotion Committee as advisory bodies to the Board of Directors. The Nominating and Remuneration committees each comprise the CEO and at least three independent External Board Directors (selected by resolution of the Board of Directors) to ensure independence of the committees. The Special Committee consists of five independent External Board Directors (selected by resolution of the Board of Directors) and is tasked with deliberating and discussing important transactions and actions that involve conflicts of interest between controlling and noncontrolling shareholders. The ESG Promotion Committee is led by the Chief ESG Officer, a position concurrently held by the President & CEO. Other in-house committees include the Risk Management Committee, the Information Security Committee, the Human Rights Committee, the Environment Committee and the Advancement of Women Promotion Committee.

Agenda items to be submitted to the Board of Directors are determined in accordance with the Articles of Incorporation and the Board of Directors Rules. In addition, SoftBank Corp. has introduced the executive officer system to clarify the management supervisory function of the Board of Directors, strengthen the business execution function and expedite management.

SoftBank Corp. stipulates the maximum number of directors at 15 in the Articles of Incorporation. The Board of Directors elects director candidates who are considered the most suitable for the position, also taking into consideration their nationality, ethnicity, gender and age, based on

discussions by the Nominating Committee. At present, there are 11 Board Directors serving, all of whom have a wealth of knowledge and experience regarding business management. Five independent External Board Directors have been elected, and they hold constructive and lively discussions at the Board of Directors meetings from diverse perspectives, including outside perspectives.

Board of Directors

Ken Miyauchi	Director & Chairman
Junichi Miyakawa	Representative Director
Jun Shimba	Representative Director
Yasuyuki Imai	Representative Director
Kazuhiko Fujihara	Board Director
Masayoshi Son	Founder and Board Director
Atsushi Horiba	External Board Director (Independent Officer)
Takehiro Kamigama	External Board Director (Independent Officer)
Kazuaki Oki	External Board Director (Independent Officer)
Kyoko Uemura	External Board Director (Independent Officer)
Naomi Koshi	External Board Director (Independent Officer)

Notes: 1. Average attendance of meetings of the Board of Directors by all Board Directors in FY2022 was 94.7%.
 2. Average attendance of meetings of the Board of Directors by External Board Directors in FY2022 was 96.2%.

→ Skill Matrix of Board Directors, Reasons for Electing External Board Directors and the Status of Their Attendance

Independence Evaluation Criteria

SoftBank Corp. selects independent External Board Directors based on the independence criteria set forth by the Tokyo

Stock Exchange. In addition to possessing qualities and abilities that contribute to the enhancement of corporate value and demonstrating extensive knowledge in their respective areas of expertise, candidates for independent External Board Director are selected for their ability to actively participate in constructive Board of Directors discussions and express opinions without hesitation. The Board of Directors takes into account the discussions of the Nominating Committee when making decisions regarding the selection of candidates for independent External Board Director.

Evaluation of the Effectiveness of the Board of Directors

To ensure its effectiveness and enhance its function, the Board of Directors annually analyzes and evaluates the effectiveness of its operations.

Methods used in and results of the evaluation of the Board of Directors' effectiveness for FY2022 are as outlined below.

Evaluation Process

Subjects of evaluation
Five Internal Board Directors, five External Board Directors and four Audit & Supervisory Board Members
Evaluation Methods
Methods: Questionnaire (with name of respondents stated), interviews or both Evaluation period: January 2023 to June 2023

Questionnaire items:

- | | |
|--|---|
| 1. Strategies and implementation thereof | 5. Group governance |
| 2. Risk and crisis management | 6. Evaluation of top management, remuneration and succession planning |
| 3. Corporate ethics | 7. Dialogue with stakeholders |
| 4. Business restructuring (mergers, acquisitions, divestitures and business alliances) | 8. Composition and operation of the Board of Directors |

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Corporate Governance

■ Overview of the Results of the Evaluation of the Effectiveness of the Board of Directors for FY2022

As a result of the effectiveness evaluation for FY2022, it was confirmed that the Board of Directors has been making improvements every year toward the company’s vision of corporate governance, and that a high level of effectiveness has been ensured overall.

In the course of conducting the effectiveness evaluation for the fiscal year under review, the status of the responses to the issues raised in previous fiscal years was also confirmed.

Status of Responses to the Issues of Previous Fiscal Years	
1	Efforts were made to increase opportunities for discussion of medium- and long-term strategy.
2	The Board of Directors strengthened its monitoring of the group’s risk management by ensuring the prompt reporting of important risk information that takes into account the business characteristics of each group company.
3	The system for protecting the interests of minority shareholders was strengthened by having the Special Committee discuss and review important transactions that may cause conflicts of interest between controlling shareholders and minority shareholders.

Priority Issues to Be Addressed Going Forward	
Deepen Discussion of Medium- to long-term Strategies Further	Strengthen the process of theme setting and discussion at Board of Directors meetings on the following priority issues (1) Business portfolio strategy Eliminate duplicate businesses within the group and clarify priority businesses for growth Strengthen business portfolio strategy through ex-post evaluations of investments (2) Financial strategy Develop a financial strategy to achieve an optimal capital structure consistent with the above business portfolio strategy (3) Human resource strategy Develop and promote core human resources based on medium- to long-term strategy
Strengthen Monitoring Related to the Group’s Governance and Risk Management Systems	Systematically organize potential risks associated with future group reorganization and strengthen the monitoring system for such risks
Utilize the Knowledge of External Board Directors	Further utilize the knowledge of External Board Directors in setting the agenda in order to strengthen the functions of the Board of Directors

Audit & Supervisory Board

The Audit & Supervisory Board consists of four members, two of whom are external members (two full-time members and two part-time members).

The Internal Audit & Supervisory Board Members consist of one full-time member and one part-time member. The full-time Internal Audit & Supervisory Board Member has extensive knowledge and experience in governance, compliance and risk management accumulated through serving as an executive officer, Chief Compliance Officer (CCO), and head of the General Affairs Division of the company, as well as in corporate management accumulated through serving as the president of a group company. The part-time Internal Audit & Supervisory Board Member has extensive knowledge and experience in accounting as a certified public accountant and serves as a corporate officer and head of the accounting unit of SoftBank Group Corp. The External Audit & Supervisory Board Members consist of one full-time member and one part-time member, both of whom are fully independent. The full-time External Audit & Supervisory Board Member has extensive knowledge and experience in human resources, compliance and risk management at a financial institution. The part-time External Audit & Supervisory Board Member has extensive knowledge and experience in finance and accounting as a certified public accountant in the State of California.

The Audit & Supervisory Board Members, including the External Audit & Supervisory Board members, attend Board of Directors meetings to monitor and verify the status of decision making by the Board of Directors and the fulfillment of its supervisory duties over each Board Director. They also audit the execution of duties by the Board Directors, etc., as well as the Board Directors and the Audit & Supervisory Board Members of major subsidiaries, through regular interviews and other means.

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The Audit & Supervisory Board establishes an audit policy, audit plan and priority audit items for each fiscal year. It meets once a month in principle, receives regular reports from each department related to the internal control system to confirm the status of the execution of duties by Board Directors based on the priority audit items, and confirms the appropriateness of business execution. It also receives reports from the Independent Auditor regarding the progress and results of audits on a quarterly basis and exchanges information and opinions with them about those audits. In addition, the Audit & Supervisory Board receives explanations from Board Directors and other parties regarding individual projects as necessary. Furthermore, the Audit & Supervisory Board Office has been established to support the duties of all Audit & Supervisory Board Members, including external members. The office comprises a dedicated staff who act under the direction of the Audit & Supervisory Board Members to gather information, investigate matters and provide other assistance.

➔ Skill Matrix of Audit & Supervisory Board Members, Reasons for Electing Audit & Supervisory Board Members and the Status of Their Attendance

Audit & Supervisory Board Members

Eiji Shimagami	Full-time Audit & Supervisory Board Member
Shuji Kojima	Full-time External Audit & Supervisory Board Member (Independent Officer)
Kazuko Kimiwada	Audit & Supervisory Board Member
Yoko Kudo	External Audit & Supervisory Board Member (Independent Officer)

Internal Audit Department

The Internal Audit Department (25 members) is an organization directly under the President & CEO that develops a risk-based annual audit plan, conducts internal audits of the overall operations of the company, and also conducts the group-wide internal control audits of group companies (mainly consolidated subsidiaries). The Internal Audit Department mainly evaluates business compliance with laws and regulations and effectiveness of internal controls, and

reports the results of internal audits as well as the follow-up status of past audit findings to the President & CEO, as well as the Board of Directors, Audit & Supervisory Board Members and Audit & Supervisory Board. The Internal Audit Department also conducts audits of subsidiaries on behalf of their parent company in an effort to strengthen the governance of the entire group in collaboration with the audit departments of group companies. Furthermore, internal and external quality evaluations are conducted as an initiative aimed at improving audit quality.

Support System for External Board Directors and External Audit & Supervisory Board Members

Prior Explanations of Agenda Items to Be Addressed at Upcoming Board of Directors Meetings	The company seeks to ensure that all officers, including the External Board Directors and the External Audit & Supervisory Board Members, can participate fully in the Board of Directors meetings, having fully grasped the specific details of the agenda for discussion. The secretariat to the Board of Directors therefore provides them with materials for the Board of Directors meetings beforehand, including supplemental briefings and other information as required. Thus, prior explanation meetings for External Board Directors and External Audit & Supervisory Board Members are held before each Board of Directors meeting. Each prior explanation meeting is attended by the CFO and other individuals so that they can take part in question and answer sessions held after detailed explanations are given by representatives of departments in charge of the subjects being discussed. This helps facilitate the understanding of agenda items among External Board Directors and External Audit & Supervisory Board Members. When issues are identified via feedback from an External Board Director in the course of prior explanation, departments in charge of the relevant subjects work to clear such issues before the upcoming Board of Directors meeting is convened.
Collaboration between External Board Directors and the Audit & Supervisory Board	Twice a year, the External Board Directors and Audit & Supervisory Board Members meet for information exchange and to facilitate mutual understanding through information sharing and the exchange of opinions.

Collaboration between External Board Directors and Independent Auditors	Once a year, the External Board Directors hold an information-sharing interview with the independent auditors. With the attendance of the CFO and other individuals, these interviews involve the exchange of opinions regarding the recognition of the operating environment, the status of the development of internal control systems and issues of concern in connection with corporate governance.
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Handling of Transactions with Majority Shareholders

SoftBank Corp. recognizes that related party transactions, including transactions with the parent group, could possibly involve the exploitation of advantageous positions and unjustly affect the company's financial position and operating results. Based on this recognition, the company regulates related party transactions based on the Related Party Regulations and the Related Party Transaction Management Manual, paying particular attention to whether such transactions can be deemed rational in terms of the group's business management and whether transactional conditions are appropriate based on comparisons with transactions with external companies. With regard to the handling of transactions considered particularly important, the Special Committee, consisting solely of independent External Board Directors, provides the Board of Directors with consultation and advice before the latter decides on whether to greenlight such transactions. In this way, such transactions are undertaken only when the Board of Directors gives approval on a case-by-case basis.

Moreover, related party transactions not considered particularly important are, in principle, being monitored by the Finance & Accounting Division on an annual basis to confirm their total value and other details.

In addition, when a director seeks to engage in transactions deemed to compete with the company's business or in transactions with the company itself, the Board of Directors examines such transactions in accordance with the Board of Directors Rules. These transactions are undertaken only when the Board of Directors gives approval on a case-by-case basis. Also, these rules stipulate that results of such transactions must be reported to the Board of Directors.

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Corporate Governance

Special Committee

SoftBank Corp. has established the Special Committee as an advisory body to the Board of Directors. This committee consists of five independent External Board Directors and is tasked with deliberating and discussing important transactions and moves that involve conflicts of interest between controlling and noncontrolling shareholders. At Special Committee meetings, each independent External Board Director contributes their opinions and engages in discussions from the perspective of protecting the interests of noncontrolling shareholders.

Chair:	Atsushi Horiba (independent External Board Director)
Members:	Takehiro Kamigama, Kazuaki Oki, Kyoko Uemura and Naomi Koshi (independent External Board Directors)
Observers:	Shuji Kojima and Yoko Kudo (independent External Audit & Supervisory Board Members)

(As of June 21, 2023)

Avoiding Conflict of Interest

Relationship with Parent Company

Our parent company, SoftBank Group Corp., holds 40.47% of the voting rights of SoftBank Corp. (as of March 31, 2023) through its subsidiary SoftBank Group Japan Co., Ltd. Two of the 11 directors of SoftBank Corp. are also directors of the parent company, and one of the four Audit & Supervisory Board Members of SoftBank Corp. is also Senior Vice President of the parent company. In addition, as an investee of SoftBank Group Corp. and a member of its corporate group of subsidiaries ("SoftBank Group"), the company enjoys the merits of belonging to the SoftBank Group, including efforts to expand new businesses through partnerships with companies that possess cutting-edge technologies and companies that provide solutions.

In preparation for its public listing, SoftBank Corp. abolished parent company approval items and prior reporting items, reduced personal relationships, such as

concurrent posts of officers and employees, and eliminated the borrowing of funds from the parent company and debt guarantees, among other measures taken to ensure independence from the parent company.

SoftBank Corp. also appointed five independent External Board Directors and two independent External Audit & Supervisory Board Members based on independence standards set by the Tokyo Stock Exchange.

In addition, SoftBank Corp. has established the Special Committee as an advisory body to the Board of Directors. This committee consists of five independent External Board Directors and is tasked with deliberating and discussing important transactions and moves that involve conflicts of interest between controlling and noncontrolling shareholders.

Through these and other measures, SoftBank Corp. has minimized the possibility of intervention from the parent and thus secured structural independence in business management.

Nominating Committee and Remuneration Committee

SoftBank Corp. has voluntarily established the Nominating Committee and Remuneration Committee as advisory bodies to the Board of Directors. The committees comprise the CEO and at least three independent External Board Directors (independent External Board Directors are selected to serve on the committees by resolution of the Board of Directors) to ensure the independence of the committees. The committees deliberate and make recommendations to the Board of Directors regarding the election and dismissal of Board Directors, the nomination of Representative Directors, and the remuneration of Board Directors. The Board of Directors fully respects recommendations from these committees, using them as valuable input for Board of Directors discussions.

Nominating and Remuneration Committee Members

	Nominating Committee	Remuneration Committee
Objective	Deliberate and make suggestions to the Board of Directors regarding the election and dismissal of Board Directors and the nomination of Representative Directors	Deliberate and make suggestions to the Board of Directors regarding the remuneration of individual Board Directors and executive remuneration policy
Chairman	Atsushi Horiba (External Board Director)	
Composition (including committee chairman)	Atsushi Horiba (External Board Director) Takehiro Kamigama (External Board Director) Kazuaki Oki (External Board Director) Kyoko Uemura (External Board Director) Naomi Koshi (External Board Director) Junichi Miyakawa (CEO)	

As of June 21, 2023

CEO Succession Plan

Proposals on the appointment or dismissal of Board Directors, including the CEO, are decided by resolution of the Board of Directors, deferring as much as possible to the suggestions of the Nominating Committee based on its prior discussions, and then brought before the General Meeting of Shareholders. Standards for Board Director candidates include possessing qualities and abilities that will contribute to the enhancement of corporate value and demonstrating extensive knowledge in their respective areas of expertise. The overall balance of skills and other attributes of the Board of Directors is also taken into account.

For the CEO's successor, the Nominating Committee discusses the qualities and abilities needed in the next CEO, such as the ability to formulate a vision and knowledge of technology and finance, and then defines the requirements for candidates based on corporate strategy. The Committee then selects a number of internal candidates, who are given opportunities to gain concrete experience through actual corporate management and business operations. While taking account of internal 360-degree evaluations and the content of various internal and external communications, the committee periodically monitors the candidates and reviews the requirements, processes and candidates as necessary. This framework enables us to nominate the most suitable successor for the business environment at the time of succession.

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Director Remuneration

The remuneration policy for SoftBank Corp. officers is determined by confirming that remunerations are at a competitive level compared to remuneration for managers of domestic and overseas companies of similar or greater business scale, based on surveys of remuneration for domestic company managers conducted by an independent organization.

The purpose of remuneration for directors is to enable them to achieve stable growth in profit, create steady cash flows, and secure sustainable corporate growth and medium- to long-term improvement in corporate value in a way that develops favorable relationships with stakeholders. Therefore, remuneration is determined with an eye to enhancing the recipients' motivation to contribute not only to short-term achievements but also to medium- to long-term improvement in operating results even as they maintain a prudent stance against excessive risk-taking.

Basic remuneration consists of annual salary determined by the title of each recipient as follows: Chairman (¥96 million); President & CEO (¥120 million); Vice President (¥84 million); Senior Executive Officer (¥60 million).

Based on the above amount of annual salary, a fixed amount of monthly cash remuneration is paid to each recipient. Performance-based remuneration consists of a short-term performance-based portion and a medium-term performance-based portion. This remuneration is entirely paid in company shares with transfer restrictions. In the event of major revisions or restatements of the value of financial statement indicators that provide the basis for the calculation of performance-based remuneration, the company may acquire allotted shares from the recipients without compensation based on their job responsibilities.

Remuneration for External Board Directors, who are independent of business execution; Audit & Supervisory Board Members, who audit the business execution of Board Directors; and External Audit & Supervisory Board Members consists solely of fixed remuneration.

Total Remuneration for Board Directors and Audit & Supervisory Board Members (FY2022)

Title	Total remuneration (Million yen)	Subtotals for each type of remuneration (Million yen)			Number of recipients
		Basic remuneration	Performance-based remuneration ¹	Other ²	
Directors (excluding External Board Directors)	2,025	444	1,331	251	6
Audit & Supervisory Board Members (excluding External Audit & Supervisory Board Members)	18	18	—	—	1
External Board Directors	84	84	—	—	6
External Audit & Supervisory Board Members	30	30	—	—	3

1. Performance-based remuneration was conferred on July 20, 2022 as shares with restriction on transfer. It will be appropriated (as an expense) in the following consolidated accounting year.

2. In non-cash remuneration, etc., the amount appropriated (as an expense) in the consolidated fiscal year under review for stock options conferred in March 2018 and July 2021 is listed. This amount is different from the actual amount resulting from exercise or sale.

Note: This is the amount of payment of officers' remuneration for FY2022.

Total Consolidated Remuneration and Other Compensation for Each SoftBank Corp. Officer (FY2022)

Name	Total consolidated remuneration (Million yen)	Title	Company name	Subtotals for each type of remuneration (Million yen)		
				Basic remuneration	Performance-based remuneration	Other
Ken Miyauchi	470	Board Director	Submitting company	96	319	55 ¹
Junichi Miyakawa	574	Board Director	Submitting company	120	399	55 ¹
Jun Shimba	355	Board Director	Submitting company	84	227	44 ¹
Yasuyuki Imai	355	Board Director	Submitting company	84	227	44 ¹
Kazuhiko Fujihara	249	Board Director	Submitting company	60	159	30 ¹
Kentaro Kawabe	388	Board Director	Z Holdings Corporation	96	191 ²	100 ³

1. Figures represent the amounts accounted for (expensed) in the fiscal year ended March 31, 2023 concerning the stock options granted in March 2018 and July 2021.

2. The amount is performance-based remuneration for FY2022 paid by Z Holdings Corporation and represents the total amount of bonuses and share-based payment (RS).

3. The amount represents the total amount of the Stock-Based Remuneration Plan (RSU Plan using a Board Incentive Plan Trust) and stock options granted by Z Holdings Corporation.

Note: Only directors whose total consolidated remuneration and other compensation is ¥100 million or more are listed above.

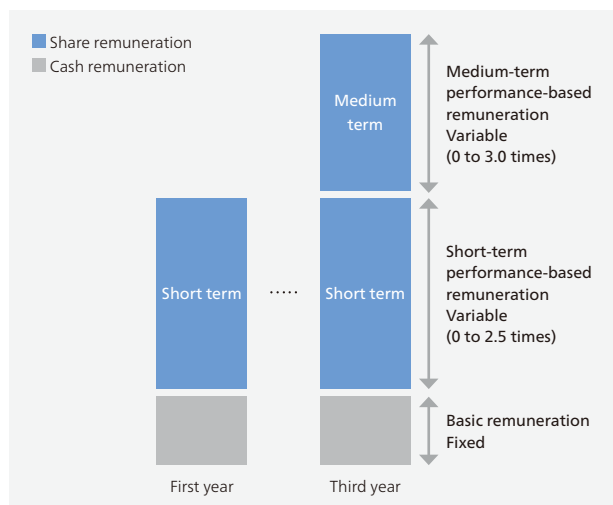
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Remuneration System for Board Directors (Excluding External Board Directors)

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.



Method of Calculation of Short-term Performance-based Remuneration

The basic policy on the ratio of payment of basic remuneration to short-term performance-based remuneration is to maintain a ratio of 1 : 2.3–3.2 between basic remuneration and short-term performance-based remuneration. The short-term performance-based remuneration is allowed to fluctuate within a range of 0–2.5 times (target: 1.0 time) the base amount by position, based on the company’s single-fiscal-year business results and related factors.

The indicators adopted for determining whether Board Directors have accomplished their targets for short-term business results are net income and operating income attributable to owners of parent (consolidated basis)¹ as well as the material issue targets.² The degree of accomplishment of the material issue targets is added separately within a range of 0–5% to a coefficient calculated from the degree of accomplishment of the targets for net income and operating income. Short-term performance-based remuneration is entirely paid in company shares with restriction on transfer.

1. With regard to the adoption of net income and operating income attributable to owners of parent, when the company encounters such extraordinary factors as impairment, unusual fluctuations in management indicators (FCF, etc.), the occurrence of serious misconduct or accident, or other factors requiring particular consideration, the coefficient may be redefined after seeking consultation from the Remuneration Committee.
2. Material issue targets: The material issue targets are selected from six material issues identified as necessary for the sustainable growth of the company. These include the rate of use of renewable energy for powering base stations with the aim of achieving Carbon-Neutral 2030.

$$\text{Short-term performance-based remuneration} = \text{Base amount by position} \times \left(\begin{matrix} \text{Net income coefficient} \\ \times 50\% \end{matrix} + \begin{matrix} \text{Operating income coefficient} \\ \times 50\% \end{matrix} \right) + \begin{matrix} \text{Degree of accomplishment relative to performance targets} \\ \text{Material issue coefficient} \\ +0 \text{ to } 5\% \end{matrix}$$

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 factors requiring particular consideration, the coefficient may be redefined after seeking consultation from the Remuneration Committee.

Policies on Cross-shareholdings and Standard for the Exercise of Voting Rights

In order to realize sustainable improvement in corporate value, SoftBank Corp. may maintain cross-shareholding when such stockholding is deemed to serve such important purposes as formulating business alliances and securing potential for business synergies in the context of management strategies outside pure investment. At SoftBank Corp., the primary purposes of cross-shareholdings include establishing advantages in business expansion or operational management, creating synergies, securing human resources or technologies, and achieving cost reduction effects.

Every year, we verify the holding status of each such stock to confirm its conformity with the purpose of holding.

Based on this verification, the Board of Directors receives reports regarding the continuation or disappearance of rationale for each cross-shareholding.

The company also exercises its voting rights associated with cross-shareholdings in an appropriate manner after giving comprehensive consideration to whether its voting decision can be beneficial to sustainable improvement in the issuer’s corporate activities.

➔ Status of Stockholdings

Developing a Resilient Management Foundation

Value Creation 1 Enhance Corporate Governance and Ensure Its Effectiveness

Internal Control System

Basic Approach to and Development of the Internal Control System

In accordance with the Companies Act and the ordinances of the Ministry of Justice, SoftBank Corp. makes decisions at the Board of Directors on the following matters regarding the system to ensure that the execution of duties by Board Directors is in compliance with laws, regulations and the Articles of Incorporation, and other systems to ensure the appropriateness of operations.

System to Ensure that the Execution of the Duties of Board Directors and Employees Complies with Laws, Regulations and the Articles of Incorporation	
1	Appointed a Chief Compliance Officer (CCO). The CCO proposes and carries out measures required to establish and enhance SoftBank Corp.'s compliance system.
2	Established a department with authority over compliance to assist the CCO.
3	Compliance Department personnel and personnel responsible for promoting compliance are placed in each department to ensure thorough compliance.
4	Established internal and external hotlines (compliance reporting contact points) for direct reporting and consultations by Board Directors and employees to quickly detect, rectify and prevent the recurrence of any inappropriate issues in corporate activities. To ensure that persons who have used the hotlines will not be treated disadvantageously, the Whistleblowing Regulations prohibit the disadvantageous treatment of persons on the grounds of having reported or consulted on the hotline.
5	Audit & Supervisory Board Members and the Audit & Supervisory Board submit requests for improvements to the Board of Directors if they identify issues in the system for ensuring compliance with laws, regulations and the Articles of Incorporation.

System for the Storage and Management of Information Regarding the Execution of Duties by Board Directors	
1	Based on the Information Management Regulations, SoftBank Corp. determines storage periods and methods, as well as measures to prevent accidents. Information is classified according to its degree of confidentiality for appropriate storage and management.
2	Based on the Information Security Basic Regulations, a Chief Information Security Officer (CISO) is appointed, and persons responsible for information security are placed in each department to establish a system to store and manage information.
3	The Chief Data Officer Office has been established and a Chief Data Officer (CDO) has been appointed. In addition, policies and rules have been set out to manage and strategically utilize internal and external data, and the internal management system for handling confidential communications and personal information has been strengthened.

Regulations and Systems Related to Managing the Risk of Loss	
1	Based on the Risk Management Regulations, the risk management departments summarize the status of risk evaluation, analysis and response within each unit and regularly report their findings to the Risk Management Committee. This committee's members include Representative Board Directors.
2	The Risk Management Committee determines the degree of importance and owners of the risks, and confirms and promotes measures developed and taken by the risk owners to mitigate risks and prevent the occurrence of risk events. The Risk Management Committee regularly reports the results of these efforts to the Board of Directors.
3	When an emergency situation arises, an Emergency Response Headquarters is established to direct efforts to minimize damage (loss).

System to Ensure the Efficiency of Board Directors in the Execution of Their Duties	
1	SoftBank Corp. has set out the Board of Directors Rules to clarify matters to be resolved and reported by the Board of Directors, and the Internal Approval Regulations and other regulations related to institutional decision-making to clarify decision-making authority.
2	To strengthen functions for overseeing the execution of duties and enhance objectivity in management, the Board of Directors includes External Board Directors who are independent of SoftBank Corp.
3	To ensure that the Board Directors can discuss matters fully at Board of Directors meetings, they are provided with materials for meetings in advance, and with additional or supplementary materials upon their request.
4	The scope of authority and responsibilities necessary for the execution of Board Director duties is clearly defined in the Regulations on Segregation and Authority of Duties.

Developing a Resilient Management Foundation

Value Creation 1 Enhance Corporate Governance and Ensure Its Effectiveness

Internal Control System

System to Ensure Appropriateness of the Operations of Corporate Group Comprising SoftBank Corp., Its Parent Company and Its Subsidiaries

1	The CCO establishes and reinforces the compliance system of the SoftBank Corp. group. In implementing compliance, the CCO gives advice, instructions and orders to the CCO of each group company to ensure that relevant activities comply with the SoftBank Corp. group's basic compliance policy. A reporting contact point for compliance has also been established to receive reports and provide consultation to Board Directors and employees of the SoftBank Corp. group in order to quickly detect, rectify and prevent the recurrence of any inappropriate issues in corporate activities. To ensure that persons who have used the contact point will not be treated disadvantageously, the Whistleblowing Regulations prohibit the disadvantageous treatment of persons on the grounds of having reported or consulted on the hotline.
2	The Group Security Committee, composed of the persons responsible for information security in each group company, has been established to share information on system responses, the status of measures, knowledge and technology related to information security. This committee is headed by SoftBank Corp.'s CISO.
3	The representative of each group company is required to submit a Representative Oath pertaining to financial reports submitted to SoftBank Corp. in order to ensure the accuracy of the annual securities report and other reports of the SoftBank Corp. group as a whole.
4	The Internal Audit Department comprehensively judges the results of past internal audits, financial position and other factors and carries out internal audits of SoftBank Corp. and other group companies deemed as having a high risk.
5	The SoftBank Corp. group manages risks, working to mitigate and avoid them. In the event of an emergency, each group company is requested to immediately report to SoftBank Corp. based on the Risk Management Regulations, and efforts are made to minimize damage (loss) through cooperation between SoftBank Corp. and group companies as required by the circumstances.

System for Excluding Organized Crime and Other Criminal Elements

SoftBank Corp. clearly states in the Regulations on Countermeasures against Antisocial Forces its policy of having absolutely no association with antisocial forces (organized crime) that pose a threat to public order and safety. SoftBank Corp. has established an internal system to handle issues related to antisocial forces and has designated a responsible division to carry out overall management in this area. SoftBank Corp. works in cooperation with the police and other external specialist institutions to firmly and resolutely refuse any undue demands from antisocial forces.

Assistants to Audit & Supervisory Board Members

SoftBank Corp. has established the Audit & Supervisory Board Office as an organization to support the work of the Audit & Supervisory Board Members, and assigns dedicated staff to this office. The appointment of the support staff is notified to the Audit & Supervisory Board Members, and any personnel changes, evaluations or other such actions require the agreement of the Audit & Supervisory Board Members. In addition, directions and orders to the support staff are issued by the Audit & Supervisory Board Members to ensure the effectiveness of such instructions.

Systems for Reporting to the Audit & Supervisory Board Members

Board Directors and employees report the following matters to the Audit & Supervisory Board Members or the Audit & Supervisory Board without delay (or immediately for any urgent matters including facts that may potentially cause severe damage to the company).

1. Matters related to the compliance system or use of reporting contact points for compliance.
2. Matters related to finance (including financial reporting and actual performance in relation to planned budgets).
3. Matters related to human resources (including labor management).
4. The status of work related to risk matters related to information security.
5. The status of work related to large-scale disasters and network disruptions, etc.
6. The development status of internal control.
7. The status of work related to external fraud investigations.
8. Matters related to violations of laws, regulations or the Articles of Incorporation.
9. Results of audits conducted by the Internal Audit Department.
10. Other matters that could cause significant damage to the company and other matters that the Audit & Supervisory Board Members have decided need to be reported in order for them to execute their duties.

Developing a Resilient Management Foundation

Value Creation 1 Enhance Corporate Governance and Ensure Its Effectiveness

Internal Control System

Systems to Ensure That Audit & Supervisory Board Member Audits Are Conducted Effectively	
1	When the Audit & Supervisory Board Members deem it necessary, opportunities are provided for them to interview Board Directors or employees of the SoftBank Corp. group. In addition, the Audit & Supervisory Board members periodically meet with the Independent Auditor and the Audit & Supervisory Board Members of major subsidiaries and other entities to coordinate, and also attend important meetings.
2	SoftBank Corp. ensures that persons who have reported to or consulted with the Audit & Supervisory Board Members will not be treated disadvantageously on the grounds of having done so.
3	SoftBank Corp. pays expenses associated with the execution of duties by the Audit & Supervisory Board Members, including expenses relating to the Independent Auditor, attorneys and other professionals.

Implementation of the System to Ensure the Appropriateness of Operations	
Compliance	SoftBank Corp. conducts compliance training for its Board Directors and employees, as well as providing information and giving advice, as necessary, for the ongoing enhancement of the compliance system. In addition, SoftBank Corp. works to ensure the effectiveness of its compliance efforts by establishing and operating hotlines by which its Board Directors, employees and subsidiaries can report and consult directly. The effects of these measures are reviewed to make improvements, as necessary.
Risk	Based on the Risk Management Regulations, the risk management department summarizes the status of risk evaluation, analysis and response at each unit and reports its findings to the Risk Management Committee. Consisting of Board Directors, with the participation of Audit & Supervisory Board Members and related department managers, the Risk Management Committee determines the degree of importance and owners of (persons responsible for) the risk; confirms and promotes countermeasures developed and implemented by the risk owners; and issues directions regarding countermeasures, thereby preventing the occurrence of risk events and mitigating risk. The Risk Management Committee regularly reports the results of these efforts to the Board of Directors. The Committee also conducts periodic checks of business-related risks identified by group companies and the status of countermeasures to prevent risk events and mitigate risk on an ongoing basis.
Execution of Duties by Board Directors and Employees	SoftBank Corp. ensures efficiency in the execution of duties by its Board Directors and employees based on internal regulations, such as the Board of Directors Rules, Internal Approval Regulations, and Regulations on Segregation and Authority of Duties. SoftBank Corp. also ensures an environment where matters can be fully discussed at the Board of Directors.
Internal Audits	The Internal Audit Department carries out audits on the effectiveness of SoftBank Corp.'s risk management process and system for ensuring compliance with laws, regulations and the Articles of Incorporation. In addition, the department continuously carries out audits of SoftBank Corp. group companies deemed high-risk and reports the results of audits to the President & CEO, as well as the Board of Directors, Audit & Supervisory Board Members and Audit & Supervisory Board.
Audit & Supervisory Board Member Duties	The Audit & Supervisory Board Members attend SoftBank Corp.'s important meetings, and the company arranges opportunities for them to interview Board Directors and employees of SoftBank Corp. and its group companies as necessary. In addition, the Audit & Supervisory Board Members foster ongoing cooperation by holding regular meetings with the Independent Auditor and Audit & Supervisory Board Members and other personnel of major subsidiaries. Through these efforts, the company ensures the effectiveness of audits.

Developing a Resilient Management Foundation

Value Creation 1 Enhance Corporate Governance and Ensure Its Effectiveness

Risk Management

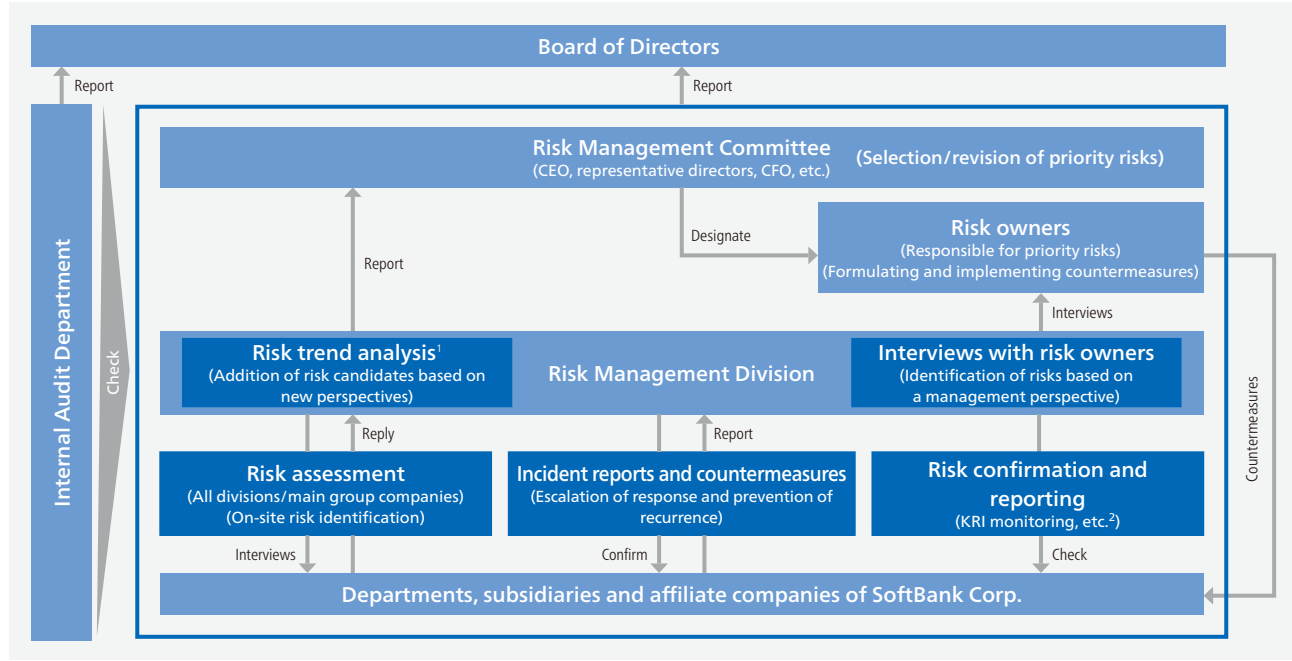
The corporate business environment is in constant flux, with risks becoming increasingly complex and diversified. The most effective way to deal with risks is through early detection and prompt countermeasures. With a company-wide system for identifying risks and implementing preventative measures in place, SoftBank Corp. has created a PDCA cycle in an effort to mitigate and prevent risks.

Risk Management System

SoftBank Corp. has established a system of management to identify and prevent the emergence of company-wide risks from various angles. When proposing measures at the applied business level, each Head Office division includes risks in its considerations. In addition, the Risk Management Division, which is independent from the business divisions, conducts company-wide, comprehensive identification of risks and confirms the status of measures taken (twice a year), and reports to the Risk Management Committee. This committee comprises the CEO, representative directors, the Chief Financial Officer (CFO) and others, with the participation of Audit & Supervisory Board Members and related department managers. The Risk Management Committee determines the priority level of various risks and the person responsible for dealing with each (the risk owner), issues instructions on countermeasures, and makes status reports to the Board of Directors. The committee also supervises risks that may have a significant impact on the group, with a Director experienced in information security (President & CEO Junichi Miyakawa) playing a central role.

The Internal Audit Department conducts an independent audit of the entire risk management system and situation. For employees, we ensure company-wide awareness and conduct training (e-learning, etc.) on risks that need to be addressed, and have set up an internal consultation desk.

Risk Management System



We have also incorporated risk management into competency assessments of employees, including those at the managerial level.

In addition, from the standpoint of group-wide risk management, we have established a reporting system for subsidiaries and affiliated companies, and we conduct periodic checks of business-related risks identified by group companies and the status of countermeasures.

- 1. Risk trend analysis: A technique used by risk managers to predict future events such as accidents and business losses
- 2. KRI: Key risk indicators

Notes: 1. The Chief Human Resources Officer (CHRO) and the head of the Internal Audit Department independently report on risk management and audits to the Board of Directors based on their respective responsibilities.
 2. We are working to further improve the precision of our risk management system using outside evaluations of risk management through the use of an internal control reporting system as stipulated by the Financial Instruments and Exchange Act and SSAE18-compliant evaluation of internal control by a third-party organization.

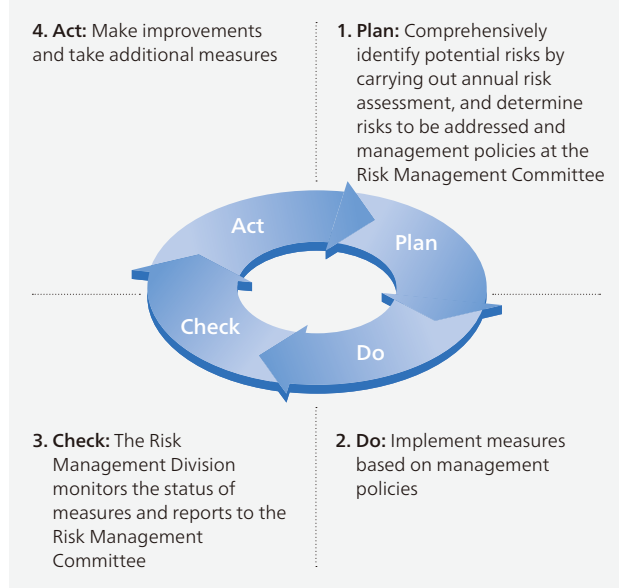
Developing a Resilient Management Foundation

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Risk Management

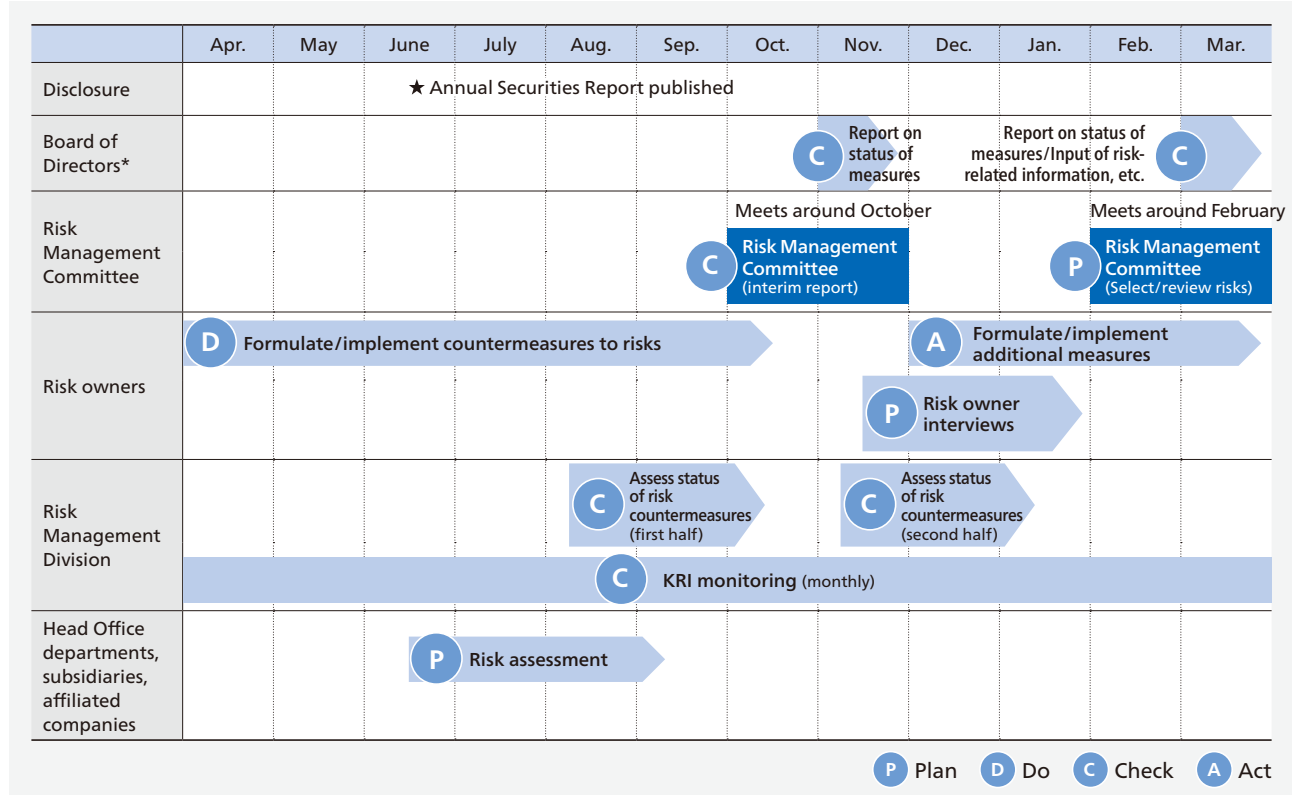
Risk Management Methods

We have established a PDCA cycle by engaging in the risk management described below over the course of the year. By executing this risk management cycle on a regular basis, we are working to mitigate and prevent risks, which are growing more complex and diverse.



Management Committee to have a significant impact on the company and on the results of risk reviews. The Risk Management Division monitors the status of measures taken by risk owners and reports on their status to the Risk Management Committee. Based on the results of this process, risk owners make further improvements and take additional measures.

In addition, the Risk Management Division regularly reports to the External Board Directors on the selection of risks and the status of measures taken against them as well as the results of risk reviews and the latest risk-related information, including recent technological trends. The External Board Directors, in turn, provide the Risk Management Division with advice on risk management.



Yearly Schedule

Risks are identified, selected, evaluated and reviewed through risk assessments by each head office department, subsidiary and affiliated company, and through interviews with risk owners.

Specifically, the risk owner considers and implements risk countermeasures based on the risks determined by the Risk

* "Board of Directors" above includes advance briefings for External Directors and Audit & Supervisory Board Members.

Developing a Resilient Management Foundation

Value Creation 1 Enhance Corporate Governance and Ensure Its Effectiveness

Risk Management

Addressing Risks That Significantly Impact the Company

SoftBank Corp. works to mitigate and prevent risks by selecting those that have a significant impact on its business activities based on the likelihood of occurrence and the magnitude of potential effect, determining which risks to prioritize and implementing countermeasures.

Risk Related to Management Strategy

Risks	Typical Risk Examples	Risk Mitigation Measures
a. Changes to economic conditions, regulatory or market environments, and competition with other companies		
<ul style="list-style-type: none"> Domestic political conditions Competitors' situations Amendments to laws Demographic changes Customer expectations Economic fluctuations Product/service defects 	<ul style="list-style-type: none"> Risk of increased competition in the telecommunications industry due to new entrants, etc.; rapid spread of services from startups competing with the SoftBank Corp. group's services Risk of providing products or services with major defects that cause damage to customers 	<ul style="list-style-type: none"> Adopt services, products and sales methods that suit consumer preferences Thorough quality control during manufacturing and development stages
b. Adapting to technology and business models		
<ul style="list-style-type: none"> Technological innovation 	Risk of the SoftBank Corp. group being unable to respond appropriately or in a timely manner to changes in the market, such as the emergence of new technologies (including generative AI) or business models	Research the newest technology and market trends, conduct verification testing to introduce technically superior services, consider alliances with other companies, etc.
c. Leakage or mishandling of information (including personal information) and inappropriate use of products and services provided by the SoftBank Corp. group		
<ul style="list-style-type: none"> Leakage or loss of information due to cyber attacks Inappropriate use of information assets Inappropriate use of products/services 	<ul style="list-style-type: none"> Risk of information leakage, loss, etc., due to intentional or negligent actions of the SoftBank Corp. group or unauthorized access, such as cyberattacks, by a third party Risk of losing society's confidence and trust in the SoftBank Corp. group due to mistaken management or use of our information assets resulting in social criticism Risk of lowered confidence and trust due to misuse (crimes, etc., such as fraud) of apps or payment services provided by the SoftBank Corp. group 	<ul style="list-style-type: none"> Limit areas of work related to confidential information and establish access control rules; monitor and prevent unauthorized access due to cyberattacks from outside the company; separate and isolate access and network use according to information security levels Establish guidelines and conduct training Periodic monitoring of unauthorized use
d. Destabilization of international conditions		
<ul style="list-style-type: none"> Procurement of equipment, facilities, etc. 	Risk of delays in transportation of telecommunications business equipment and facilities due to regulations and restrictions imposed on aircraft, ships, etc., by countries in conflict or other countries involved	Conduct monitoring, gather information, and decentralize and diversify suppliers
e. Stable provision of network services		
(a) Telecommunication network failures	<ul style="list-style-type: none"> Risk of being unable to maintain telecommunications service quality due to increased network traffic or an inability to secure necessary frequency bands Risk of being unable to operate telecommunication networks or information systems normally due to a natural disaster, pandemic, etc. 	Bolster the telecommunications network based on predictions of future traffic
(b) Unpredictable circumstances such as natural disasters	Risk of a natural disaster, pandemic, etc., impeding the normal operation of telecommunication networks or information systems	Introduce network redundancy, establish an emergency recovery system, and implement countermeasures for power outages at network centers and base stations

Developing a Resilient Management Foundation

Value Creation 1 Enhance Corporate Governance and Ensure Its Effectiveness

Risk Management

Risks	Typical Risk Examples	Risk Mitigation Measures
f. Corporate acquisition, business alliances, establishment of joint ventures, organizational restructuring within the group, etc.		
<ul style="list-style-type: none"> Investment and loans 	Risk of investee companies being unable to perform as expected	Conduct sufficient due diligence when considering each investment to make investment decisions in accordance with the prescribed approval process
g. Dependence on other companies' management resources		
(a) Outsourcing <ul style="list-style-type: none"> Inappropriate management of information by outsourcers 	<ul style="list-style-type: none"> Risk of outsourcers being unable to perform work as expected Risk of infringing on customers' human rights as a result of an outsourced company fraudulently acquiring SoftBank Corp. group and customer information or using it for other purposes 	<ul style="list-style-type: none"> Conduct periodic audits of outsourcers' work Evaluate and select suppliers in accordance with the Purchasing Regulations
(b) Use of other companies' facilities <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> Supply disruptions Delivery delays 	Risk of supply disruptions, delivery delays or other problems in the procurement of telecommunications equipment, etc.	Build networks by procuring equipment from multiple suppliers
h. Use of the SoftBank brand		
<ul style="list-style-type: none"> Brand use 	Risk that our actions negatively impact the trust or interests of SoftBank Group Corp. and we become unable to use the SoftBank brand	Bolster the system for checking prior to using the brand, release materials related to brand use, and conduct training
i. Service interruption or degradation due to related system failure		
<ul style="list-style-type: none"> System failures 	Risk of becoming unable to continuously provide service for customer-facing systems, the PayPay cashless payment service, etc., due to human error, equipment/system problems, cyberattack by a third party, hacking, or other unauthorized access	Add redundancy to the network and clarify recovery procedures in case of failure or other accidents
j. Training and securing human resources		
<ul style="list-style-type: none"> Human resources (hiring, training) Labor management (overwork, etc.) Human rights Diversity 	<ul style="list-style-type: none"> Risk of being unable to secure engineers or other human resources necessary for business operation as planned Risk of damaging society's trust and confidence in SoftBank Corp. due to being unable to meet social demands for consideration for basic human rights Risk of damaging society's trust and confidence in SoftBank Corp. due to being unable to meet social demands for respecting and leveraging diversity 	<ul style="list-style-type: none"> Adopt a remuneration system that considers the expertise of human resources with high market value Establish a human rights policy and human rights due diligence process; conduct risk assessments Ensure company-wide awareness of efforts related to diversity; conduct training
k. Climate change		
Increasing damage from natural disasters	Risk of higher restoration and maintenance costs due to an increase in disaster-affected facilities and worsening of damage	Promote redundancy of backbone networks and secure communications in the event of a disaster, etc.

➔ Addressing risks that have significant impact on the company

Developing a Resilient Management Foundation

Value Creation 1 Enhance Corporate Governance and Ensure Its Effectiveness

Risk Management

Business Continuity Planning

Disaster Operation Plans

SoftBank Corp. is working diligently to secure the safety of customers and provide stable communications services in the event of a natural disaster, terrorist attack, pandemic or other emergency.

Disaster Operation Plan

The Basic Act on Disaster Management was established for the purpose of protecting the nation's lands and people from damage to life, person and property in the event of a disaster, formulating basic principles for disaster management, maintaining social order and protecting the public welfare. To this end, the Act specifies the roles of the national government, local governments and designated public institutions, as well as frameworks for implementation in the event of disaster.

SoftBank Corp. is a designated public institution as determined by the national government based on the Basic Act on Disaster Management and therefore has formulated a Disaster Management Operation Plan. This plan establishes preventive measures and responses to disasters as well as frameworks to follow when disaster strikes. When disaster strikes, SoftBank Corp. responds in accordance with the Disaster Management Operation Plan while working closely with relevant institutions.

→ Disaster Management Operation Plan

Civil Protection Operation Plan

The Law Concerning the Measures for Protection of the People in Armed Attack Situations, etc. (Civil Protection Law) was established for the purpose of protecting the nation's people from damage from armed attack to life, person and property, and to minimize the impact of an armed attack on daily life and the nation's economy. To this end, the Civil

Protection Law allocates roles to the national, prefectural and municipal governments; defines the roles of designated public institutions; and delineates an implementation framework for protecting the public.

SoftBank Corp. is a designated public institution as determined by the national government based on the Civil Protection Law and therefore has formulated a Civil Protection Operation Plan. In the event of the threat or occurrence of a terrorist attack or other armed attack, SoftBank Corp. responds in accordance with the Civil Protection Operation Plan while working closely with relevant institutions.

→ Civil Protection Operation Plan

Operation Plan for Measures Against Novel Influenza, etc.

The Act on Special Measures against Novel Influenza, etc., was established for the purpose of protecting the lives and health of the public and minimizing the impact on daily life and the nation's economy by strengthening measures against novel strains of influenza, etc. To this end, the Act specifies the roles of the national government, local governments and designated public institutions, as well as frameworks for implementation in the event of an emergency.

SoftBank Corp. is a designated public institution as determined by the national government based on the Act on Special Measures against Novel Influenza, etc., and therefore has formulated an Operation Plan in line with the government's action plan. The Operation Plan lays out frameworks to follow before a disease outbreak begins and when it is nascent overseas, measures against infection and other matters. We will implement the plan as appropriate while working closely with relevant institutions.

→ Operation Plan for Measures Against Novel Influenza, etc

Compliance

Basic Approach

Compliance at SoftBank Corp. is not merely about complying with laws and regulations, but also about meeting society's higher ethical and moral expectations. All our executives and employees are obliged to comply with the SoftBank Code of Conduct. Based on the Code, we maintain compliance in our work with a strong sense of ethics and responsibility.

Compliance with the SoftBank Code of Conduct is included in the evaluation of the capabilities of managers and other employees.

SoftBank Code of Conduct

1. Compliance Commitment

We will maintain high ethical standards, observe all applicable laws, regulations and internal rules, and act in accordance with social norms, and in the event we become aware of any actual or possible breach of the foregoing, we will seek to resolve such breach by reporting to and consulting with our manager, or by using the compliance hotline.

2. Respect for Human Rights and Prohibition of Discrimination and Harassment

We respect human rights and will not tolerate discrimination or harassment based on race, ethnicity, religion, nationality, origin, gender, gender identity, sexual orientation, age, disability or disease, etc.

3. Customer Satisfaction

We will provide products and services that meet the needs of our customers as well as accurate information on those products and services. We will also respond appropriately to customers' opinions and comments.

Developing a Resilient Management Foundation

Value Creation 1 Enhance Corporate Governance and Ensure Its Effectiveness

Compliance

4. Commitment to Fair Business Practices

We will conduct our business activities without engaging in anti-competitive conduct in the market and maintain fair and mutually viable relationships with our business partners.

5. Proper Use and Management of Company Assets

We will use and manage company assets in accordance with appropriate rules and not use them for personal gain or unlawful profit. Further, we will not engage in transactions that involve conflicts of interest without the prior approval from the company or that constitute insider trading.

6. Promotion of a Mutually Pleasant and Comfortable Working Environment

We will promote innovation throughout the company by recognizing and respecting each other’s diversity, while respecting various working styles and striving to ensure a safe and healthy workplace and promote a pleasant and comfortable working environment for everyone.

7. Social Contribution and Environmental Conservation

We value resources and strive to preserve the global environment and are committed to contributing to society in a sustainable manner through the resolution of social issues in liaison with local communities.

8. Respect for Intellectual Property Rights

We recognize the importance of intellectual property rights, and will respect the intellectual property rights of others, and promote the appropriate protection and utilization of our own intellectual property rights.

9. Protection of Information

We value all information and data related to our customers, business partners and employees, and are committed to handling personal information and confidential information and other information assets in an appropriate manner and protecting them from security threats.

10. Appropriate Relationship with Politics and Government

We will maintain appropriate relationships with political and governmental officials and not be involved in corruption or unethical behavior such as providing or receiving inappropriate gifts or entertainment.

11. No Association with Organized Crime Groups or Criminal Activities

We will not have any involvement whatsoever with organized crime groups or criminal activities such as money laundering.

Compliance Promotion Structure

The Board of Directors of SoftBank Corp. appoints a Chief Compliance Officer (CCO), who proposes and implements measures necessary to establish and strengthen a compliance promotion structure with the aims of ensuring compliance with laws, regulations and the SoftBank Code of Conduct and preventing violations. The CCO is assisted by the Compliance Department, which liaises with its personnel stationed in each of the business units and their personnel responsible for promoting compliance to ensure compliance in the day-to-day operations across divisions through regular inspections and education.

The Compliance Department regularly reports on actual or potential violations of the SoftBank Code of Conduct and compliance issues, including bribery and corruption, to the CCO. The CCO is responsible for monitoring overall management of violations/issues and determining related policy. In addition, the status of these efforts is reported regularly to the Board of Directors and the Audit & Supervisory Board. The SoftBank Code of Conduct is circulated to all employees (including temporary employees) of the SoftBank Corp. group, including subsidiaries and affiliated companies, to promote compliance with laws, regulations and corporate ethics in business operations.

The SoftBank Code of Conduct, the system for promoting adherence to it, and the reporting structure for violations are verified by an independent third-party.

Hotline (Internal Reporting System)

SoftBank Corp.’s Compliance Hotline is available to everyone, from executives to employees, business partners and subsidiaries. They are welcome to bring any potential or actual compliance violations to our attention through the Hotline. Our Compliance Hotline serves as a pipeline for the early discovery and prevention of all compliance issues including bribery and corruption. Consultations and reports are handled appropriately following a thorough investigation, and the whistleblowing regulations prohibit any adverse treatment of persons consulting with or reporting to the hotline, regardless of the content of such consultation or report.

SoftBank Corp.’s Compliance Hotline accepts all inquiries and reports, including those made anonymously, through various methods—in person or via phone, e-mail and post. We have two Hotlines, each managed by the Compliance Department and an outside law firm. Any allegations regarding senior executives can be presented to our Audit & Supervisory Board Members, who are independent from senior executives.

The SoftBank Code of Conduct includes content related to legal compliance and the enforcement of internal rules. The Code of Conduct also stipulates that appropriate disciplinary action is to be taken in the case of compliance violations.

In FY2022, we received 267 inquiries and reports regarding compliance violations through the Hotline and other channels. Of these, 53 cases remained under investigation as of March 31, 2023. The number of cases where compliance violations were confirmed amounted to 47, and we took necessary disciplinary action against the individuals who committed such violations in line with SoftBank Corp.’s internal rules.

Note: The breakdown of cases by type of violation is as follows: Inappropriate sales practices (12), security violations (16), negligence of duties (2), harassment (5), and others (12).

Developing a Resilient Management Foundation

Value Creation 1 Enhance Corporate Governance and Ensure Its Effectiveness

Compliance

Compliance Initiatives

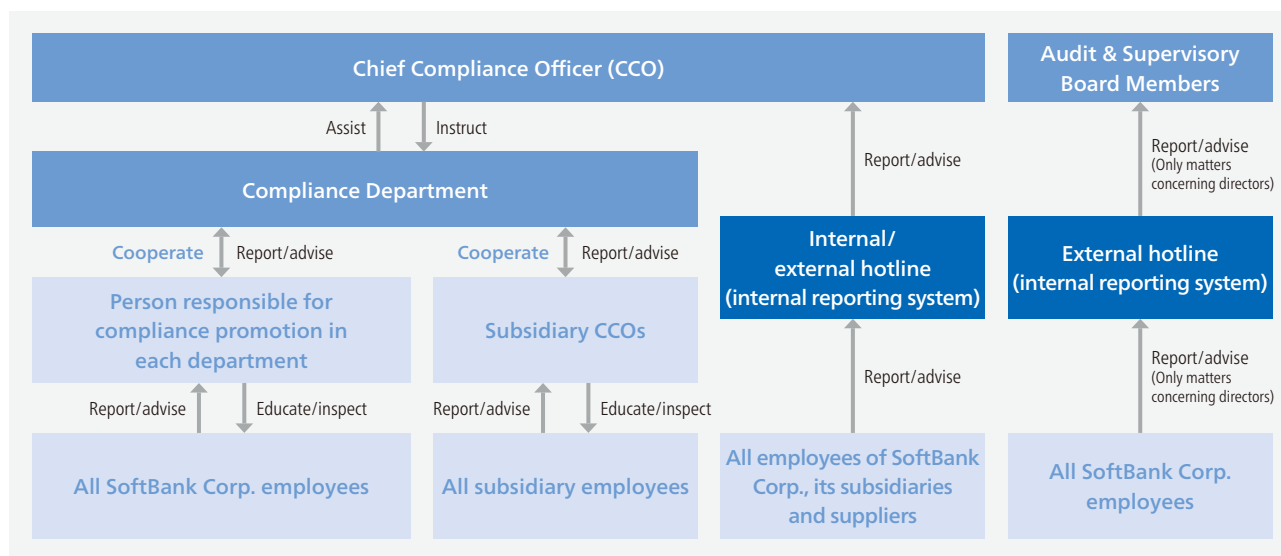
Training	<p>We provide many types of training. These include level-specific training (such as that for executives, managers, mid-level employees and new hires), training on specific topics, and training for the executives and compliance officers of subsidiaries.</p> <p>Topics include fake subcontracting, harassment and bribery, with training for specific divisions focused on the risks they face.</p>	Responsible Political Participation	<p>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.</p> <p>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.</p> <p>All political contributions are subject to approval by the Board of Directors and any contributions made are appropriately disclosed on our website. No political contributions were made in FY2022.</p> <p>→ ESG Data Book 2023</p>
Compliance Awareness Month	<p>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.</p> <p>In addition, every year we carry out training for top management on important compliance topics that require caution in our businesses.</p>	The Compliance Handbook	<p>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.</p>
Corruption Prevention Initiatives	<p>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.</p> <p>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.</p> <p>In FY2022, there were no cases of legal action, fines or penalties related to corruption or bribery. All our business partners and suppliers are required to comply with the Supplier Ethics and Rules of Conduct, which prohibit them from engaging in any form of bribery.</p>		

Developing a Resilient Management Foundation

Value Creation 1 Enhance Corporate Governance and Ensure Its Effectiveness

Compliance

Compliance Promotion Structure



We see this intellectual property strategy as being a foundation for our business, technology (R&D), sales and other key strategies. The continuous promotion of the intellectual property strategy helps us to enhance the competitiveness of our services, to maintain and expand our customer base, and to stay ahead of our competitors. Moreover, we are striving to resolve societal challenges by undertaking our own digital shift, taking maximum advantage of such cutting-edge technologies as AI and the IoT, and by serving as a flagbearer promoting the digital transformation (DX) of society and industry.

Intellectual Property Management Structure

Along with our core telecommunications business, the active pursuit of new business expansion utilizing leading-edge technologies and business models calls for us, more than ever before, to go about our activities with a strong and comprehensive sense of ethics and responsibility to ensure compliance across all areas, including intellectual property.

Our intellectual property division, having responsibility for administering intellectual property, has been promoting our intellectual property strategy by strengthening engagement with the other operational divisions responsible for other key strategies such as business, technology (R&D) and sales. In addition, in terms of enhancing corporate governance and ensuring its effectiveness, we take a multifaceted approach to establish the organizational infrastructure required both for the risk control functions relating to intellectual property, and to ensure that our business is conducted in a strategic and efficient manner.

By maintaining a strong sense of ethics and responsibility to ensure compliance across all areas, including intellectual property, the intellectual property division will contribute to enhancing corporate value.

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.

Developing a Resilient Management Foundation

Value Creation 1 Enhance Corporate Governance and Ensure Its Effectiveness

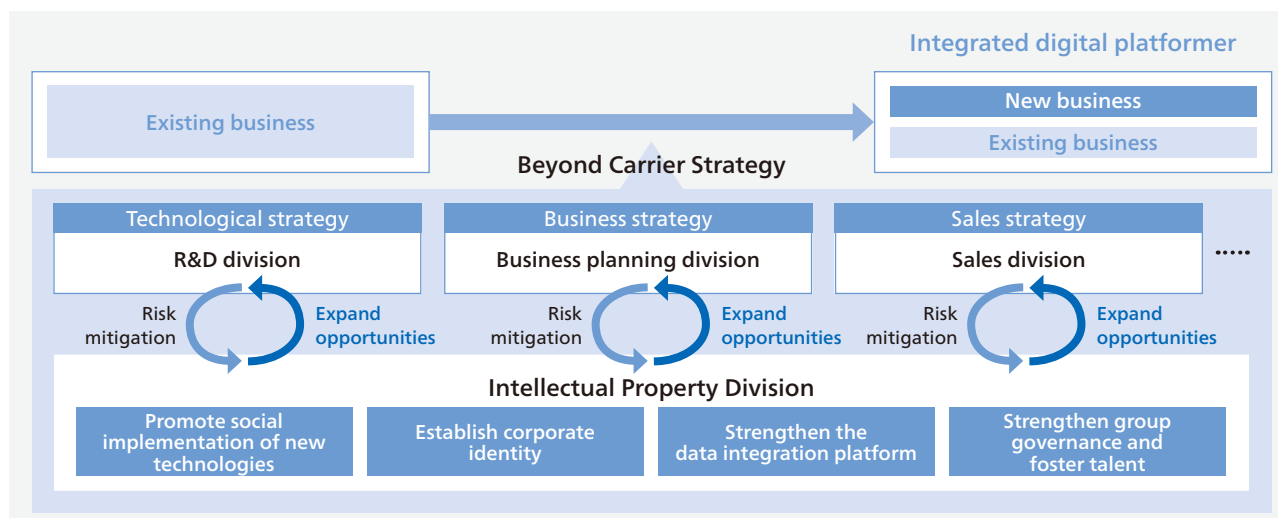
Compliance

Maintaining and Enhancing the SoftBank Brand Image

To maintain and enhance the SoftBank brand image, the intellectual property division and branding division work together to implement appropriate brand management, striving to prevent any negative impacts on customers who put their faith in the SoftBank brand.

Main Activities	<ul style="list-style-type: none"> • Screening of brand usage • Strengthening coordination with brand licensees • Strengthening practices for identifying misuse of brands by other companies (including enforcement measures)
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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.



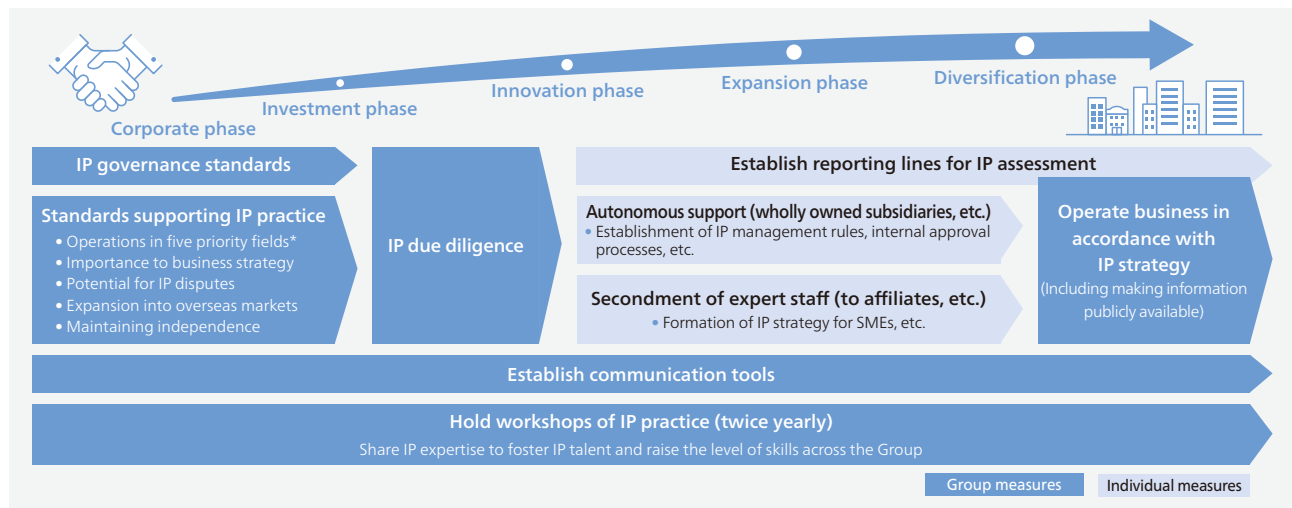
Primary Initiatives

Strengthening Group Intellectual Property Governance and Fostering Talent	<p>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.</p> <p>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.</p>
Eliminating Unauthorized Brand Use That Threatens the Multi-brand Strategy	<p>Failing to take action against counterfeit goods or services from other companies that make unauthorized use of our brands not only invites damage to the brand image and the illicit flow of funds, but also has the potential to endanger the health and safety of customers who put their faith in the brand.</p> <p>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.</p>
Establishment of a Data Linkage Platform	<p>In accordance with the Unfair Competition Prevention Act and Copyright Act, we are strengthening cooperation with internal divisions that are responsible for data management and those that utilize data. We are also working to determine guidelines for the appropriate management of internal and external data, and to establish a platform for strategic use of data.</p> <p>Furthermore, by working with the police on ongoing monitoring to identify and take down phishing sites, we are helping to create an environment in which people can use data with confidence.</p>
Protection of Intellectual Property	<p>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.</p> <p>In light of the Beyond Carrier Strategy advanced by SoftBank Corp., as a result of focusing on patent applications in communications network technology as well as new business areas applying AI and IoT, in FY2022 we submitted a total of 264 patent applications in Japan and overseas.</p>

Developing a Resilient Management Foundation

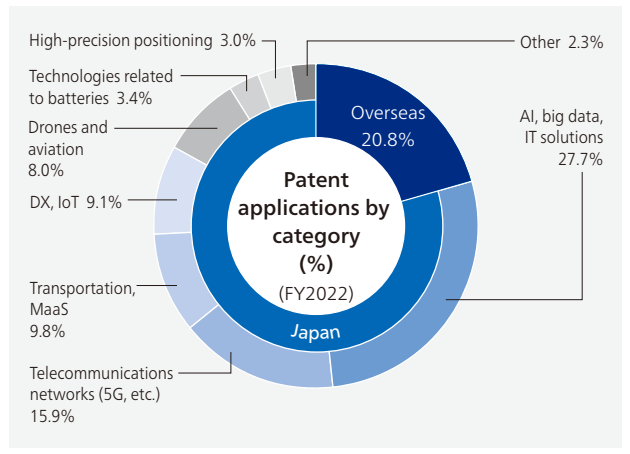
Value Creation 1 Enhance Corporate Governance and Ensure Its Effectiveness

Compliance



* The five priority fields under the Ministry of Economy, Trade and Industry's "Connected Industries" framework

Patent Applications



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

We engage in fair and impartial transactions domestically and overseas. We also fulfill our responsibilities as a taxpayer while reducing taxation risks through appropriate and rational tax planning. We build sound relations with tax authorities, receiving advance rulings when necessary. When differences of opinion arise, we strive to resolve them through constructive dialogue. The Chief Financial Officer (CFO), who is a Board Director, approves and is responsible for the overall management of taxation practices and related policies. In addition, tax issues that arise in each business are reported, as necessary, to the Audit & Supervisory Board, which confirms their status by such appropriate means as requesting explanations of tax issues from the Independent Auditor. External advisors are also periodically consulted in the examination of taxation risks. In particular, with respect to overseas transactions, we actively maintain the following systems regarding transfer pricing regulations and tax havens.

Compliance with Transfer Pricing Regulations

We comply with the laws and regulations of each country in overseas transactions and are implementing appropriate measures for tax reform according to OECD Transfer Pricing Guidelines and the action plans within the BEPS project. To mitigate taxation risks, we aggregate information by involving the Tax Group in overseas transactions, ensuring that transactions are conducted according to the arm's length principle, with proper verification and documentation. In addition, we refrain from moving earnings to low-tax-rate countries solely for the purpose of tax avoidance, monitor whether overseas portfolio companies make investments in low-tax-rate countries, and maintain systems so as to be able to provide the appropriate reporting.

Developing a Resilient Management Foundation

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Tax Haven Compliance

We do not engage in tax planning aimed at tax avoidance, such as the use of tax havens through business entities that are not in accordance with business objectives and substance. When investing in countries with lower tax rates or when the tax rate is lowered due to legislative amendments in countries or regions where we do business, we determine whether tax haven countermeasures are applicable pursuant to the laws and regulations of each country. In the event that we determine that we are subject to tax haven countermeasures, we apply tax payment by self-assessment.

→ Income tax payments by region (FY2022)/Names of entities and primary activities

Support of Human Rights

Basic Approach

SoftBank Corp. respects human rights and acts in accordance with international standards, such as the Universal Declaration of Human Rights and the UN Guiding Principles on Business and Human Rights. Any and all discrimination or harassment on the basis of age, gender, nationality or disability is prohibited. We have established the SoftBank's Human Rights Policies and actively work to promote diversity and inclusion so all employees can demonstrate their uniqueness and abilities.

→ SoftBank's Human Rights Policies

Promotion Structures

SoftBank Corp.'s human rights education activities are based on SoftBank's Human Rights Policies, which are approved by the Board of Directors. These activities are conducted mainly by the Human Rights Committee, which is chaired by President & CEO Ken Miyauchi, and whose members include Board Directors in charge of the Consumer Business Unit, the Enterprise Business Unit, the Technology Unit, the Finance Unit, and the Corporate Affairs Unit, as well as Heads of the Human Resources Division, the General Affairs Division, the Legal & Risk Management Division, and the CSR Division. The Committee, convened annually since FY2020, promotes human rights activities within the company through day-to-day activities, including human rights due diligence management; investigations of and responses to items that might represent human rights violations; and planning and conducting training on human rights to increase awareness internally.

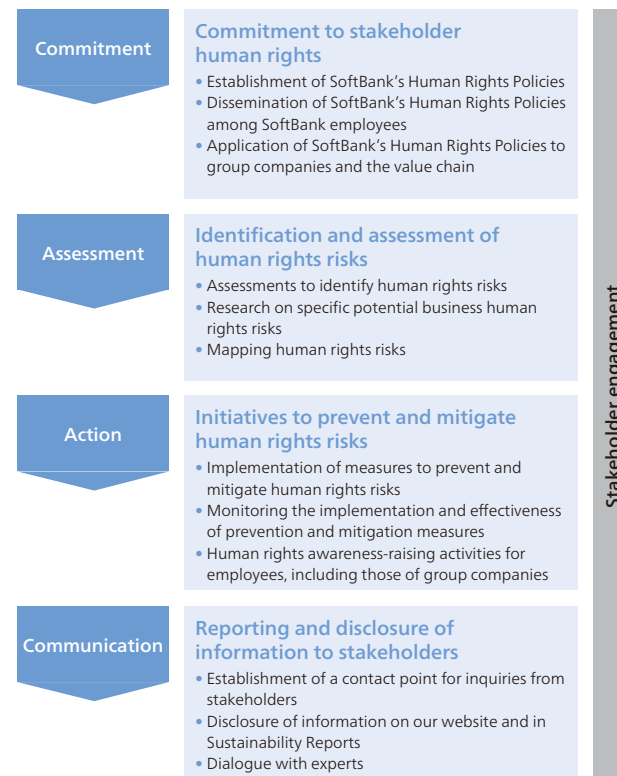
Matters deliberated by the Human Rights Committee are discussed and reported at the Board of Directors meetings.

Human Rights Due Diligence Initiatives

Human Rights Due Diligence Process

In accordance with the United Nations Guiding Principles on Business and Human Rights, SoftBank Corp. has established a human rights due diligence process to ensure respect for the human rights of all stakeholders affected by its business activities.

▼ Human Rights Due Diligence Process



Developing a Resilient Management Foundation

Value Creation 1 Enhance Corporate Governance and Ensure Its Effectiveness

Human Rights Initiatives

Mapping Human-rights Risk

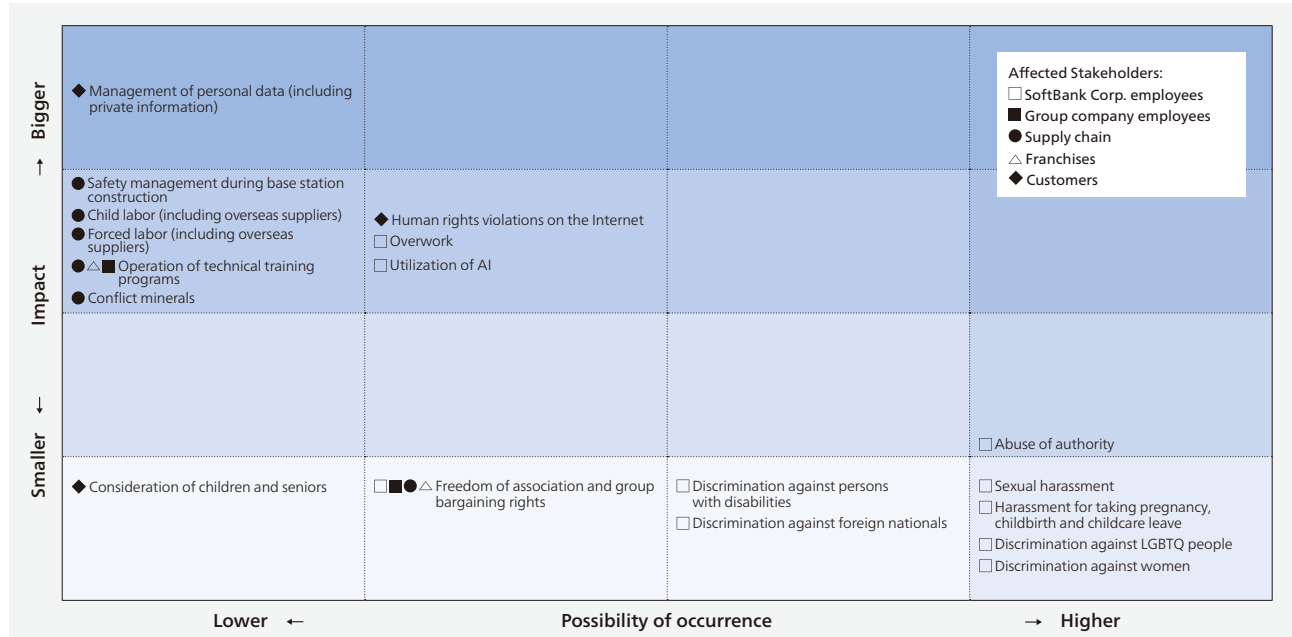
SoftBank Corp. conducted mapping of human rights issues that carry risk of negative impact arising from the company's business activities. We believe that the items listed below represent human rights risks of high priority for counteraction by the company. Guided by our process for human rights due diligence, we are identifying and evaluating real and potential impacts on human rights.

To address human rights risks that are already occurring, we implement solutions to eliminate the negative impacts and other problems. Where necessary, we undertake appropriate relief measures for the victims. We also take appropriate measures to mitigate potential risk.

We plan to continually review and update our list of mapping items.

Note: From FY2022, we have changed our assessment criteria for human rights risks. The new criteria are based on our general risk assessment criteria while additionally factoring in the difficulty of remediation (the possibility of remediation in the event of human rights violations).

▼ Mapping Human-rights Risk



Identification and Evaluation of Negative Impact on Human Rights

As part of its human rights due diligence, SoftBank has carried out assessments to identify human rights risks in key segments since FY2020. The key themes, targeted segments, and results of the FY2022 assessment are as follows.

▼ Key Themes in the FY2022 Assessment and Related Segments

Key Themes in the Assessment	<ol style="list-style-type: none"> 1. Basic Stance on Human Rights and Major Initiatives 2. Commitments: Human Rights Policy 3. Prohibition of Forced Labor, Trafficking in Persons and Child Labor (Avoidance of Complicity in Human Rights Abuses) 4. Prohibition of Harassment 5. Prohibition of Discrimination 6. Long Working Hours 7. Employees' Freedom of Association and Right to Organize <p>➔ Self-assessment items related to human rights</p>
Targeted Segments	<ol style="list-style-type: none"> 1. Value chain <ol style="list-style-type: none"> (1) Main suppliers (2) Sales agents operating SoftBank Shops and Y!mobile Shops 2. SoftBank Corp. group companies: The group's business (SoftBank Corp. and subsidiaries), joint ventures (affiliates, etc.) 3. Investment targets at the time of considering investment 4. SoftBank Corp. employees

➔ Assessment results (number of companies)

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Human Rights Initiatives

Mitigation Actions for Major Risk Items

As a result of the FY2022 assessment, 49 entities (including our value chain, our own business and joint ventures) were found to need risk mitigation. The major potential human rights risk items identified at these targets and the actions taken to mitigate the risks are listed below.

Segment	Subjects	Risk Details	Mitigation Actions
<ul style="list-style-type: none"> Major Suppliers Store management sales agents Subsidiaries/affiliated companies 	Prohibition of forced labor, human trafficking and child labor	Human rights of technical intern trainees (migrant workers): In some assessment recipients, there is a lack of awareness regarding the presence of technical intern trainees in the supply chain and whether their human rights are being protected.	<ul style="list-style-type: none"> Requests for supply chain investigations (and provision of request procedures and survey forms) Providing procedures for responding to human rights violations in the supply chain when they are discovered Holding briefing sessions for group companies
Subsidiaries/affiliated companies	Basic stance on human rights	Conducting human rights surveys for employees: In some cases, companies have not conducted surveys on discrimination, harassment, forced labor and such issues affecting employees, and are not adequately aware of actual conditions.	<ul style="list-style-type: none"> Requests to conduct investigations (and provision of procedure manual and questionnaire format) Providing procedures for responding to human rights violations when they are discovered Holding briefing sessions for group companies
Subsidiaries/affiliated companies	Discrimination/harassment	Employee awareness initiatives: In some cases, there are insufficient efforts to reduce discrimination and harassment, such as training and awareness programs for employees.	<ul style="list-style-type: none"> Provide educational content for employees of each company and request training, etc. Hold briefing sessions for group companies

Human Rights Assessments When Considering Investment in Joint Ventures

In addition to assessing human rights in existing business activities, we carry out human rights assessments of new business ventures. Important items covered in the assessment include prohibition of forced labor, prohibition of discrimination, prohibition of harassment, respect for the right to organize and prohibition of child labor. A passing grade on this assessment is one of our criteria for considering investment.

→ Human rights assessment when considering joint venture investment

Assessment of Human Rights in the Value Chain

Since FY2020, as part of our efforts with respect to the value chain, we have regularly requested self-assessments from our main suppliers, which have been supplying us for numerous years; the sales agencies that run SoftBank Shops and Y!mobile Shops, which are our main sales channels and contact points with customers; and others. We ask that they assess their efforts on human rights and confirm whether they are complicit in human rights violations. In cases where the assessment uncovers human rights risk, we conduct efforts to solve and correct the problems. SoftBank Corp. will continue to request these self-assessments on a regular basis while conducting continuous monitoring and proposing improvements as the company continues striving for further risk reduction.

→ Assessment of human rights in the value chain

Human Rights Assessments of Group Companies

Self-assessments related to human rights were conducted by SoftBank Corp. as well as 159 domestic and overseas subsidiaries and 22 affiliated companies. The assessments found no actual impact on human rights. However, for the 22 companies (including five affiliates) where potential human rights risks were identified, we not only requested improvements, but also supported improvement initiatives by providing manuals describing risk mitigation procedures, necessary survey forms and educational content for employees at each company. Going forward, we will continue to request these self-assessments on a regular basis and strive to further reduce risks through continuous monitoring and improvement proposals.

Developing a Resilient Management Foundation

Value Creation 1 Enhance Corporate Governance and Ensure Its Effectiveness

Human Rights Initiatives

Human-rights Assessments of SoftBank Corp. Employees

As part of its human rights due diligence, SoftBank Corp. carries out employee interviews and questionnaire surveys. When problems are observed, the company carries out direct or indirect relief measures.

HR Interviews/ Roundtable Discussions	<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 any risks related to human rights were identified, we promptly took remedial action in cooperation with the relevant divisions.</p> <p>Additionally, in 2022, roundtable discussions were held between the Head of the Human Resources Division and employees at nine major business sites nationwide (117 participants in total). This direct dialogue between the head of human resources and employees facilitates rapid improvements. We will value dialogue with employees and strive to assess and improve workplace conditions.</p>
Survey on Human Rights for Employees	<p>Every year, we conduct training and provide educational content to employees on human rights, with a focus on discrimination and harassment. In addition, all employees are informed of a consultation service available in the event of human rights violations. We strive to prevent human rights violations, and in the event that they do occur, we treat them seriously and in accordance with internal regulations.</p> <p>Furthermore, we conduct an annual survey of all employees to identify any potential human rights violations. In FY2022, we surveyed 25,500 employees, and no responses were received requesting remedy for human rights violations in the workplace.</p> <p>However, based on the results of the survey, we have identified nine issues (four of which are key issues) that could become human rights risks, and we are working with the divisions in charge to examine and implement measures to reduce these risks.</p> <p>The results of the survey and risk mitigation measures are made available to employees. We will continue to ensure respect for the human rights of our employees through ongoing surveys and monitoring.</p>

Subject	Potential Risks (key issues)	Risk Mitigation Measures
Discrimination/ Harassment	Abuse of authority	Ongoing training for employees and further expansion of content
	Harassment related to pregnancy, childbirth and childcare leave	<ul style="list-style-type: none"> • Add training content on discrimination related to maternity and paternity issues • Promote an environment that makes it easier for men to take childcare leave
	Discrimination on the basis of gender	<ul style="list-style-type: none"> • Ongoing training for employees (unconscious bias)
	Age-related discrimination and harassment	<ul style="list-style-type: none"> • Ongoing training for employees • Verification of age-related systems/ongoing consideration of their frameworks

→ Survey on Human Rights for Employees

Developing a Resilient Management Foundation

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Human Rights Initiatives

Individual Surveys on Specific Themes with Business-related Human Rights Risks

Since FY2020, as part of our human rights due diligence, we have identified initiatives to reduce human rights risks by focusing on specific themes in our business where we expect human rights risks to be particularly high.

To this end, human rights managers conduct interviews with managers responsible for targeted themes. By doing so, they have confirmed the status of operational processes and conditions onsite that are difficult to assess through quantitative surveys.

In 2022, we have added a new theme, "Managing human rights in the use of AI."

Theme	Action
Management of Personal Data	<p>Person in charge and organizational structure</p> <ul style="list-style-type: none"> We established the position of Chief Data Officer (CDO) as the person responsible for managing personal data. We have built a company-wide specialized organization to handle personal data from diverse perspectives, such as laws, regulations and customer sentiment. <p>Privacy Policy and consultation services</p> <ul style="list-style-type: none"> We have established and disclose our Privacy Policy, in which we specify the purpose and scope of the use of personal data held by the company. We have set up a customer consultation point to handle complaints regarding the disclosure of held data and the handling of personal data. <p>Preventing human rights violations through privacy impact assessments</p> <ul style="list-style-type: none"> When using privacy information, we strive to prevent human rights violations by assessing not only whether the information will benefit our customers and serve the public interest, but also whether it will infringe on privacy or cause disadvantages to our customers. <p>Protection of personal data</p> <ul style="list-style-type: none"> In order to protect our customers' data, we are strengthening our system by assigning a person in charge of security, data utilization and information systems. We have established an Information Security Policy and rules for data utilization, and we conduct education and training for employees on a regular basis to disseminate and raise awareness of concepts and precautions related to data protection.
Consideration for Seniors, Children, Youth and Persons with Disabilities	<p>Supporting seniors: Kantan Smartphone 2+</p> <ul style="list-style-type: none"> 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>Protecting children and youth: Kids Phone 3</p> <ul style="list-style-type: none"> 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>Protecting persons with disabilities: Assist Guide</p> <ul style="list-style-type: none"> We provide the Assist Guide app for smartphones to ensure that the human rights of children who face difficulty in their daily lives are respected and to help facilitate their everyday life.

Theme	Action
Safety Management for Construction Workers Involved in Building Base Stations and Other Structures	<p>Assigning construction safety managers</p> <ul style="list-style-type: none"> 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>Responding to construction workers</p> <ul style="list-style-type: none"> 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>Analyzing risks and identifying issues</p> <ul style="list-style-type: none"> We conducted nationwide safety competitions, safety "Pulse" surveys, and awards for zero accidents.
Managing Human Rights in the Use of AI	<p>SoftBank AI Ethics Policy</p> <ul style="list-style-type: none"> In July 2022, we established and published the SoftBank AI Ethics Policy. This policy establishes guidelines for six principles, including "Principle of Human-Centeredness" and "Privacy Protection and Security." We conduct business operations and service development in accordance with these guidelines. <p>Applying the policy at group companies</p> <ul style="list-style-type: none"> We have in place a framework for applying the policy to group companies, and as of July 2022, 56 companies have decided to apply the SoftBank AI Ethics Policy. <p>Governance structure</p> <ul style="list-style-type: none"> Various regulations and management systems are in place, including a governance structure to link policies to operations and an operational process to ensure compliance with policies at the service development stage.

[→ Details](#)

Developing a Resilient Management Foundation

Value Creation 1 Enhance Corporate Governance and Ensure Its Effectiveness

Human Rights Initiatives

Activities to Raise Awareness of Human Rights

Human Rights Education and Training

The SoftBank Code of Conduct stipulates respect for human rights and the prohibition of discrimination and harassment. We strive to raise awareness of the importance of human rights within the company by offering human rights education and training that covers SoftBank’s Human Rights Policies for all employees. In addition to training that targets specific levels, such as new employee training and training for newly appointed managers, all employees in management positions and above undergo both regular training and training upon receiving promotions regarding methods for responding to consultations and reports on bullying or harassment incidents.

Education for Group Companies

To mitigate human rights risks for subsidiaries and affiliated companies, we provide the self-assessment tools related to human rights utilized at SoftBank Corp. and ask each company to make improvements based on the results of the assessments. Through these efforts, we work to mitigate human rights risks and expand the human rights systems of each company.

Specifically, along with the regular provision of information on the company’s human rights due diligence activities and relevant information to human rights personnel, in 2022 we published data focusing on our initiatives and provided basic educational content on human rights for employees on a quarterly basis.

Going forward, we intend to continue working to bolster human rights promotion activities across the group mainly through the two-way provision of information and sharing of know-how while confirming the status of initiatives related to human rights at each group company.

■ Training Conducted in FY2022

Title	Trainees	Training Type
Pledging adherence to the SoftBank Code of Conduct	All employees	Other
Compliance training for new hires	New employees/Mid-career hires	e-Learning
Training for newly appointed managers	Newly appointed managers	e-Learning
Compliance Test	All employees	e-Learning
Compliance Magazine	All employees	Email newsletter
Harassment Prevention Course (Abuse of authority/Sexual harassment/ Sexual orientation and gender identity (SOGI) discrimination)	All employees	e-Learning
New: Harassment Prevention Course (Age discrimination)	All employees	e-Learning
New: Harassment Prevention Course (Gender discrimination)	All employees	e-Learning
Human rights educational content (4 times)	All employees	Email newsletter
Unconscious Bias Training	All employees	e-Learning
Diversity & Inclusion Training	Managers	Online training
Diversity Management Training	Managers	Online training

Three Contact Points for Consultation

SoftBank Corp. provides contact points for consultation with all company stakeholders, including customers, suppliers, people who work in the company’s supply chains, and employees. These contact points provide a mechanism for effectively learning about and responding to human rights problems in business activities.

In FY2022, a total of six cases of harassment and other violations of human rights occurred, resulting in disciplinary action against the offending parties. In each case, SoftBank Corp. conducted a survey of the facts of the case in a way that did not cause disadvantage to the consulting party. Appropriate responses were taken in accordance with internal regulations and measures were drawn up to prevent recurrence of similar cases. In cases of human rights violations arising from workplace harassment in FY2022, we considered and implemented appropriate disciplinary actions against the offending parties, revised the content of its harassment-prevention seminars for all employees in view of the cases, and enhanced the content of the seminars in terms of types of harassment, its impact and the case studies used to illustrate them.

Note: Consultation services are provided on a webpage available both Japanese and English.

Developing a Resilient Management Foundation

Value Creation 1 Enhance Corporate Governance and Ensure Its Effectiveness

Human Rights Initiatives

Contact Points for Consultation on Human Rights	<p>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.</p> <p>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.</p>
Compliance Hotline	<p>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.</p>
Contact Points for Consultation on Harassment	<p>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.).</p> <p>All cases consulted on or reported to the contact points are investigated by the Human Resources Department, taking great care to protect the privacy of the consulting individual. If an investigation confirms that serious harassment has occurred, the Disciplinary Review Committee deliberates on the appropriate penalty for the offending person. The problem is promptly corrected, relief is provided and appropriate measures are implemented to prevent recurrence. The details of the case are managed with the strictest care, with no reports divulged to third parties without the express consent of the consulting person.</p>

Working with Stakeholders

Stakeholder Dialogue

In FY2022, we held a stakeholder dialogue on the theme of “AI and Human Rights: ‘Discrimination by AI’ and Fairness.” Through dialogue with experts, we have deepened our understanding of the mechanisms by which discrimination via AI occurs and clarified human rights issues and points that we need to address when using AI and data in telecommunications/IT business. In the next fiscal year and beyond, we will continue to hold stakeholder dialogues to prevent the occurrence of human rights issues in our business by setting themes in response to changing human rights issues.

Topic	Speaker	Description
1st Stakeholder Dialogue: August 24, 2020	Keiichi Ushijima; Part-time lecturer, Tohoku University Graduate School	<p>“The role of telecommunications carriers in promoting respect for privacy”</p> <ul style="list-style-type: none"> • Current trends surrounding human rights issues • Potential human rights risks identified by SoftBank Corp. • Ideas for SoftBank Corp.’s future activities
2nd Stakeholder Dialogue: August 31, 2020	Daisuke Takahashi; Attorney, Shinwa Sohgo Law Offices	<p>“Human rights issues brought about by technology developments”</p> <ul style="list-style-type: none"> • Effects of AI and other technologies on human rights (e.g., the human rights of socially vulnerable people, privacy, freedom of expression) • The importance of promoting activities targeting human rights issues (human rights due diligence, mechanisms for responding to complaints)
3rd Stakeholder Dialogue: February 18, 2022	Akira Hatate; Director, Japan Civil Liberties Union (JCLU)	<p>“Learning from scratch about problems related to foreign national workers from the perspective of business and human rights”</p> <ul style="list-style-type: none"> • Human rights problems faced by foreign national workers in Japan
4th Stakeholder Dialogue: March 15, 2023	Associate Professor Kei Narihara, Graduate School of Law, Kyushu University	<p>AI and Human Rights: “Discrimination by AI” and Fairness</p> <ul style="list-style-type: none"> • The mechanisms by which discrimination via AI occurs • Human rights issues when using AI and data in the telecommunications/IT business

Participation in International Initiatives

To further strengthen SoftBank Corp.’s human rights education activities, we have signed the United Nations Global Compact (a non-binding agreement that encourages businesses to adopt sustainable and socially responsible policies), and we exchange opinions with outside stakeholders and companies with similar aspirations. Through the UN Global Compact, we participate in Human Rights Due Diligence Workshops and Human Rights Education Workshops as part of efforts to promote awareness as a corporate citizen and engage in ongoing dialogue about critical human rights issues.

Participation in the Tokyo Business Liaison Council on Human-rights Enlightenment

SoftBank Corp. participates in the Tokyo Business Liaison Council on Human-rights Enlightenment, a forum that brings together 123 companies headquartered in Tokyo (with a combined workforce of some 1.5 million people). In coordination with government agencies and business organizations, the Council spearheads a wide range of initiatives aimed at addressing social integration and other human rights issues from a corporate perspective.

Developing a Resilient Management Foundation

Value Creation 2

Sustainable Growth through Cooperation with Stakeholders

In our business activities, we will engage in co-creation through ongoing dialogue and appropriate information disclosure to all stakeholders, and contribute to the growth of a sustainable society by taking on social issues and making optimal decisions throughout the entire supply chain.

Supply Chain Management

Procurement Policy

SoftBank Corp. has established the Procurement Policy in order to maintain fair and positive relationships with suppliers. All procurement activities conducted by the Procurement Division are carried out in accordance with this basic policy.

The full content of the Policy is available on our website, and we strive to ensure awareness and understanding of it among relevant staff internally.

[→ Procurement Policy](#)

Supplier Ethics and Rules of Conduct

In order to deal with CSR-related issues together with suppliers, provide safe and reliable products and services to customers, and conduct business activities with the trust of society, we have established the Supplier Ethics and Rules of Conduct. We request that all suppliers comply with these ethical standards and rules.

[→ Supplier Ethics and Rules of Conduct](#)

Environmental Action Guidelines and Green Procurement Guidelines

To ensure that the group contributes to the ongoing development of a sustainable society by proactively working to maintain and preserve the global environment through business activities, SoftBank Corp. has established the Environmental action guidelines, as well as the Green Procurement Guidelines, which explain its fundamental approach to green procurement to suppliers.

By establishing these guidelines, we aim to promote product procurement that helps reduce CO₂ emissions.

Moving forward, we will carry out business activities that prioritize the environment by welcoming voluntary and proactive proposals from our suppliers and joining forces with them to conduct environmental conservation activities.

[→ Environmental action guidelines](#)

[→ Green Procurement Guidelines](#)

Supply Chain Strategy

Responsible Procurement Activities	The procurement policy is important to both achieving our corporate philosophy and managing procurement costs, quality, delivery time and supply stability. Based on the policy, we have identified the following five items as particularly important in our supply chain strategy: (1) Provision of fair opportunities for competition, (2) Selection of business partners based on clear and rational criteria, (3) Compliance with laws, (4) Management of confidential information provided by business partners, and (5) Green procurement.
Respect for Human Rights and Ensuring Occupational Health and Safety	We have established the Supplier Ethics and Rules of Conduct in order to carry out corporate activities that will be trusted by society with our suppliers. The Rules of Conduct include such stipulations on respect for human rights as the prohibition of child labor and forced labor, the prohibition of discrimination and inhumane treatment, and the reduction of excessive working hours, as well as items about the improvement of the working environment for employees. We require suppliers to strictly comply with these rules.
Promoting the Environmental Action Guidelines and Green Procurement Guidelines	We have established the Environmental action guidelines from the perspective of global environmental conservation through our business activities, as well as the Green Procurement Guidelines, which are aimed at promoting the introduction of products that contribute to reducing CO ₂ emissions. By adhering to these guidelines and promoting understanding of them among suppliers, we are advancing environmentally friendly procurement activities as part of efforts to address climate change.

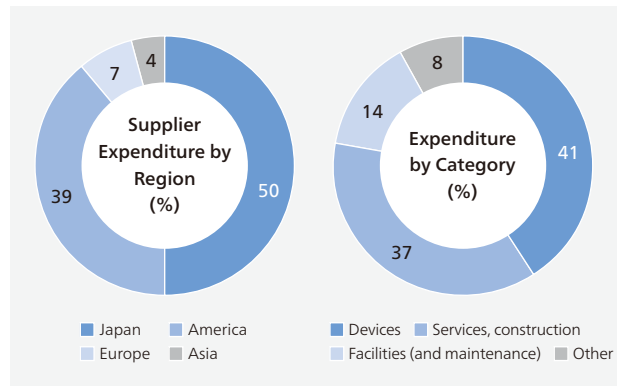
Developing a Resilient Management Foundation

Value Creation 2 Sustainable Growth through Cooperation with Stakeholders

Supply Chain Overview

Status of Supply Chains

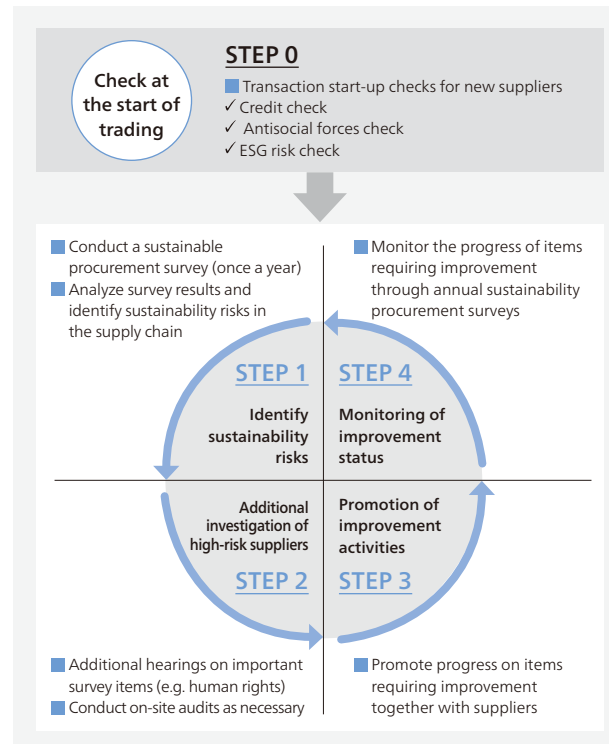
SoftBank Corp.'s supply chains extend to a wide array of countries and regions around the world. In FY2022, 50% of our corporate expenditure on suppliers was in Japan, followed by 39% in the Americas, 7% in Europe and 4% in other parts of Asia. By category, SoftBank Corp.'s expenditure on suppliers consisted of 41% for devices, 37% for services and construction, 14% for facilities (including maintenance) and 8% for other items.



Supplier Selection

We are reducing risks in the supply chain through a PDCA cycle, which includes the establishment of the Supplier Ethics and Rules of Conduct, conducting risk assessment through sustainable procurement surveys, evaluating suppliers and identifying issues, and conducting interviews with suppliers. In addition, when starting a new supplier transaction, we evaluate and select the supplier in accordance with our Purchasing Regulations and conclude a basic transaction agreement that stipulates the supplier's compliance with our

Supplier Ethics and Rules of Conduct. Environmental, social and governance (ESG) aspects are included in the supplier selection evaluation for telecommunications and IT equipment procured for use in the services we provide, as well as for some facility equipment installed as part of our telecommunications infrastructure. We promote responsible procurement activities by continuously reviewing our purchasing activities with suppliers based on the evolving demands of the international community, checking compliance with the Supplier Ethics and Rules of Conduct, and considering ESG aspects when selecting suppliers.



Critical Suppliers

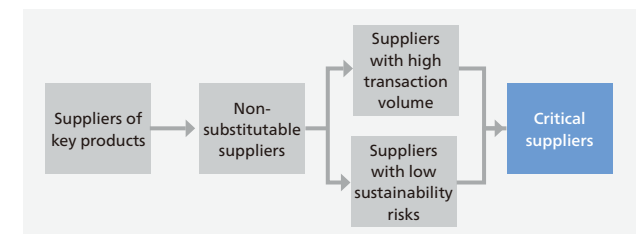
Cultivating sound relationships with a wide range of suppliers is vital to SoftBank Corp.'s business activities.

SoftBank Corp.'s stable of suppliers currently numbers over 2,000 companies worldwide. In supply chain management, we designate critical suppliers based on factors such as transaction volume and whether there are alternative suppliers as well as environmental, social and governance (ESG) considerations. By designating critical suppliers from among the diverse range of suppliers that work with us, we maintain appropriate supply chain management.

Criteria for Selecting Critical Suppliers

Suppliers of key products	Suppliers that handle key products and components, such as those for the wireless handsets, base stations and networks that support our core business, namely the domestic communications business (mobile and fixed-line businesses).
Non-substitutable suppliers	Suppliers that cannot be replaced (if substitute products are fundamentally not available on the market, or if long-term supply chain disruptions would critically damage SoftBank Corp.'s core business).
Suppliers with high transaction volume	Suppliers with which we have transactions above a certain volume.
Suppliers with low sustainability risks	Excellent in terms of ESG, with no risks identified by region, sector or procurement category.

Designation Process



Developing a Resilient Management Foundation

Value Creation 2 Sustainable Growth through Cooperation with Stakeholders

Supply Chain Overview

Construction of a Sustainable Supply Chain

Sustainable Procurement Surveys

SoftBank Corp. identifies sustainability risks in its supply chains and conducts annual sustainable procurement surveys of its main suppliers to deal with them appropriately. SoftBank Corp. targets an annual rate of return of completed sustainable procurement surveys of 90% or greater.

Since FY2020, SoftBank Corp. has been conducting surveys on corporate sustainability using the Self-assessment Questionnaire (SAQ)¹ prepared in 2017 by UN Global Compact Network Japan (GCNJ), the Japan chapter of the United Nations initiative. Analysis of the survey results has revealed a number of items that required improvement. For these items, SoftBank Corp. is working with suppliers to advance improvements and monitoring the situation. The rate of return of completed sustainable procurement surveys in FY2022 was 94%. In addition, in FY2022, we conducted a High Risk Management Questionnaire,² which comprises a section adopted since FY2021 on conflict minerals and foreign technical internships, as well as a section on the environment, including Scope 1, 2 and 3 CO₂ emissions.

1. The SAQ consists of nine core items extracted from the Ten Principles of the UN Global Compact, international guidelines such as ISO 26000, and CSR questionnaires used in certain industries. It is designed for common use across buyers and suppliers, regardless of industry.
 2. The High Risk Management Questionnaire covers important issues in line with current conditions other than company policies and guidelines (codes of conduct), such as human rights and the environment.

→ Sustainability Procurement Survey

Responsible Mineral Procurement

To fulfill our social responsibilities in procurement activities, we work with suppliers to ensure that our products are not made using conflict minerals, which provide a source of funding for anti-government forces that infringe on human rights.

Specifically, the Supplier Ethics and Rules of Conduct stipulate that suppliers must not use conflict minerals (tantalum, tin, tungsten and gold) that provide funding for anti-government forces infringing on human rights in the Democratic Republic of the Congo and surrounding countries. Suppliers are asked to comply strictly with these rules.

Supplier Visits and Audits

Since FY2021, we have been inspecting suppliers' compliance with the Supplier Ethics and Rules of Conduct in the areas of human rights, labor, health and safety, and the environment during on-site inspections of suppliers' factories and other facilities by purchasing managers and accumulating records of such inspections. In FY2022, we started to conduct third-party audits of items based on the legal requirements of each country where we operate and the requirements of global standard audit standards, such as the ILO codes and RBA.

As a result of the audit, if a company is deemed to be high-risk and require improvement, an improvement plan will be formulated and implemented after the audit.

On-site audit	FY2021	FY2022	FY2023
Target	2 or more companies	10 or more companies	15 or more companies
Results	5 companies	12 companies	—

Developing a Resilient Management Foundation

Value Creation 2 Sustainable Growth through Cooperation with Stakeholders

Supply Chain Overview

Measures for Enhancement	
Collaboration with Other Companies	<p>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.</p>
Declaration of Partnership Building	<p>In support of the aims of the Council on Promoting Partnership Building for Cultivating the Future, we have made a Declaration of Partnership Building. We aim to build new partnerships by promoting collaboration, co-existence and co-prosperity with our supply chain partners and businesses that create value. Our declaration stipulates the following specific points.</p> <p>Declaration of Partnership Building</p> <ul style="list-style-type: none"> • We will improve operational efficiency with related business partners through information sharing and improving visibility throughout the entire supply chain. • By promoting operations through an electronic transaction system (Web-EDI), we will promote telework and paperless operations, thereby reinforcing operational efficiency and control for both parties. • We practice health and productivity management and provide know-how and other support to our partner companies.
Communication with Suppliers	<p>SoftBank Corp. presents briefings to suppliers, in which it requests that they adhere to the Supplier Ethics and Rules of Conduct, including provisions related to consideration for the environment and human rights, and makes efforts to improve awareness of CSR throughout suppliers' organizations. Since FY2020, more than 30 critical suppliers have taken part in these briefings. By explaining the commitments prescribed in the Supplier Ethics and Rules of Conduct, SoftBank Corp. encouraged suppliers to engage in efforts contributing to the environment and communities, and to build frameworks to strengthen information security and advance fair business practices.</p> <p>In FY2023, we also plan to provide suppliers with explanations of human rights due diligence, an issue of growing importance in recent years, as well as our decarbonization efforts.</p> <p>In addition, we have been conducting regular cross-divisional exchanges of opinions, including at the executive level, with major radio manufacturers as part of our annual supplier evaluation since 2014. This is an ongoing activity in which suppliers, technical departments and procurement departments work together to make improvements.</p>
Reduction of Greenhouse Gas Emissions in the Supply Chain (Scope 3)	<p>SoftBank Corp. is working to achieve net zero emissions by 2050, encompassing all greenhouse gases related to our business activities. This encompasses not only greenhouse gas emissions from electricity used in our business activities (Scope 1 and 2) but also those from our entire supply chain, including business partners (Scope 3).</p> <p>➔ Toward zero greenhouse gas emissions, including the supply chain: Net Zero</p> <p>Since the overwhelming majority of the greenhouse gas emissions in our supply chain fall under Scope 3, we need to decarbonize our entire supply chain, and as such, working alongside suppliers is essential. In FY2023, we have established Guidelines for Reducing Greenhouse Gas Emissions in the Supply Chain, outlining our basic approach to promoting net zero emissions, and we will continue to promote purchasing activities to achieve the net zero goal.</p> <p>➔ Guidelines for Reducing Greenhouse Gas Emissions in the Supply Chain</p>
Establishment of Guidelines for Human Rights-conscious Procurement	<p>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.</p>
Electronic Transaction System	<p>SoftBank Corp. uses an electronic transaction system (Web-EDI) to implement purchasing activities. This electronic data interchange (EDI) format is used exclusively for business-to-business (BtoB) transactions. We use online systems for estimates, contracts and delivery inspections. Using EDI provides several benefits, such as cutting costs, streamlining operations and strengthening controls. SoftBank Corp. conducted 91% of its order placement by EDI in FY2022 and aims to raise this percentage still further in FY2023 and subsequent years.</p>
Bolstering Purchasing Skills	<p>Fair, impartial and transparent dealings are crucial when negotiating with various suppliers to achieve continuous, stable procurement. With this goal in mind, SoftBank Corp. provides annual basic training to personnel in charge of purchasing (for example, training on the provisions of the Subcontract Act) and conducts basic training for newly appointed purchasing personnel. To improve procurement and purchasing skills, SoftBank Corp. encourages individuals in charge of purchasing to obtain outside qualifications as certified purchasing professionals (CPPs).* In addition, the company provides training to purchasers on such topics as the basics of sustainable procurement and includes targets for sustainable procurement in the performance evaluations of such personnel.</p> <p>* This qualification measures knowledge required for procurement duties.</p>

Developing a Resilient Management Foundation

Value Creation 2 Sustainable Growth through Cooperation with Stakeholders

Stakeholder Engagement

Approach

SoftBank Corp.'s business activities involve diverse stakeholders. To achieve continuous growth, we must build good relationships with those stakeholders and create value for society together. SoftBank Corp. and its group companies are implementing stakeholder engagement initiatives based on the following approach.

Framework

To incorporate the views of stakeholders into their business activities, SoftBank Corp. and its group companies establish contact points tailored to the needs of their specific stakeholders and create mechanisms through which the valuable input these provide can be fed back into management.

SoftBank Corp. and its group companies monitor the results of stakeholder engagement, including comments received through these various contact points, and use these results to improve day-to-day business activities based on promotion structures supervised by the Board Director in charge of sustainability. To ensure that comments reach top management, opinions are summarized by the divisions in charge and shared regularly with executives and upper-level management bodies, such as management meetings and the Board of Directors. The results of stakeholder engagement are also shared with related stakeholders, as necessary, in reports or other formats.

Key Stakeholder Identification and Prioritization

SoftBank Corp. and the SoftBank Corp. group's diverse businesses involve a wide range of individuals and organizations. From the perspective of long-term growth

and building sustainable relationships based on internal and external environmental analysis, SoftBank Corp. and its group have identified customers, employees, suppliers, shareholders, local communities, national and government agencies, and industry associations as key stakeholders. Furthermore, in conducting effective stakeholder and engagement, we prioritize our stakeholders by ascertaining their level of dependence, responsibility and influence on our business activities.

We conduct periodic reviews of key stakeholders as part of an identifying process, via the steps below, in response to internal and external environmental changes.

1. Create a long list of all stakeholders in the SoftBank Corp. group's business activities
2. Categorize the stakeholders
3. Identify key stakeholders through internal discussions based on their importance to the long-term growth of the group and the status of other companies in the industry.

Furthermore, the following items are considered in the process of prioritizing stakeholders for the implementation of effective stakeholder engagement.

Dependency	Stakeholders who are dependent on the company or group's activities, products or services; or stakeholders on which our business activities rely
Responsibility	Stakeholders to whom the group or the company has current or future legal obligations
Influence	Stakeholders who have influence over the organization and decision making
Diverse perspectives	Stakeholders who provide opinions, analysis, evaluations or other inputs to the business activities of the company or group

Determining Engagement Methods and Addressing Risks

The method of stakeholder engagement is appropriately determined from the perspectives of timeliness of information, ease of acquisition, and ease of participation by each stakeholder.

However, in each individual engagement, there is a possibility of risks arising from stakeholder participation, such as differences among stakeholders in degree or objectives of involvement, as well as variations in time and physical constraints. To manage and mitigate such risks and prevent them from materializing, we implement the following processes when conducting stakeholder engagement.

1. Before engaging, we clarify the purpose and expected outcomes of the engagement, and ensure sufficient time is allocated for the engagement process.
2. During the engagement process, we ensure that stakeholder participation is not hindered by language barriers or lack of expertise by providing English support and comprehensive information on our website.
3. We regularly evaluate the effectiveness of engagement and make improvements to enhance the effectiveness of our engagement methods when significant potential risks related to stakeholder participation are identified.
4. If risks materialize, we identify the issues, and implement appropriate corrective measures through ongoing communication with stakeholders.

Developing a Resilient Management Foundation

Value Creation 2 Sustainable Growth through Cooperation with Stakeholders

Stakeholder Engagement

Stakeholder	Relationship with the SoftBank Corp. Group	Engagement Methods
Customers	To increase customer satisfaction, shop crews and contact centers work every day to increase the quality of services and network environments.	Customer contact points, website, social media, shops, smartphone classes
Employees	We value the satisfaction and pride of our employees by creating a workplace environment where they can work with vitality and by supporting their social contribution activities.	Exchange of opinions with labor unions, Diversity Week, various training and seminars, employee satisfaction (ES) surveys, "pulse" surveys, Compliance Awareness Month, internal and external consultation services, intranet and internal newsletters
Suppliers	We build good and fair relationships with business partners, and strive to mutually evolve and increase corporate value by resolving CSR issues together.	Supplier briefings, website, Integrated Reports and Sustainability Reports
Shareholders	Aiming to be a trusted company, we strive to practice corporate management that meets the expectations of our shareholders and to disclose accurate information.	General Meeting of Shareholders, IR briefings (earnings presentation, briefings for individual investors, business briefings), Integrated Reports and Sustainability Reports, Reports to Shareholders, individual interviews for IR/SR activities, website
Local communities	We promote dialogue and provide appropriate explanations to residents in local communities, for example regarding the construction of new base station facilities.	Website, briefings for regional residents, visits to municipalities/explanations
National and government agencies/Industry organizations	We strive to achieve growth as a company that competes fairly and complies with all relevant laws and regulations.	Participation in policy councils, participation in councils and social gatherings with government agencies, employee exchanges including secondment to regional municipalities, activities through industry organizations

List of Stakeholder Dialogue Events

Affiliation	Presenter	Date	Discussion Content
University of Tokyo Future Vision Research Center	Hiroshi Naka	July 14, 2020	<ul style="list-style-type: none"> Exchange of views on strategic processes in January 2020 Second SDGs Committee Expert Review of FY2020
Part-time lecturer, Tohoku University Graduate School	Keiichi Ushijima	August 24, 2020	Roles expected of communications carriers in protecting privacy
Attorney, Shinwa 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	Mari Yoshidaka	March 25, 2022	SDGs Promotion Committee (third-party advisory body) Trends in Sustainability Priority Themes
Senior Lecturer, Graduate School of Media and Governance, Keio University (Part-time Lecturer)	Kenji Fuma		
Representative Director and CEO, Neural Inc.	Kenji Fuma	September 15, 2022	SDGs Promotion Committee (third-party advisory body) Net Zero Compliance
Representative Director, Virtue Design	Mari Yoshidaka		
Senior Lecturer, Graduate School of Media and Governance, Keio University (Part-time Lecturer)	Kenji Fuma	October 18, 2022	Second SDGs Committee Expert Input of FY2021 The Sustainability Trends That Global Company Leadership is Watching
Representative Director and CEO, Neural Inc.	Kenji Fuma		
Representative Director and CEO, Neural Inc.	Kenji Fuma	March 27, 2023	SDGs Promotion Committee (third-party advisory body) The Latest Trends in Sustainability
Representative Director, Virtue Design	Mari Yoshidaka		
Senior Lecturer, Graduate School of Media and Governance, Keio University (Part-time Lecturer)	Kenji Fuma	June 26, 2023	NPO/NGO Dialogue
Representative Director and CEO, Neural Inc.	—		
Central Community Chest of Japan/Mirai Kodomo Foundation/Ashinaga Foundation/Japan Guide Dog Association	—		

Developing a Resilient Management Foundation

Value Creation 2 Sustainable Growth through Cooperation with Stakeholders

Stakeholder Engagement

Stakeholders	Engagement
Dialogue with Local Residents	When building base stations, we feel that it is our responsibility to place top priority on the safety, peace of mind and environment of the people in the local community. We engage in dialogue and provide appropriate explanations to the people in communities specified in accordance with relevant laws and in-house rules. We begin construction only after ensuring that residents fully understand the roles of the stations and the safety of radio waves. Furthermore, we provide detailed explanations in response to inquiries and comments received through community contact points.
Internet Safety for Children	As the use of smartphones becomes commonplace even among children, there is a growing risk that children will access inappropriate or harmful websites through the Internet, leading to problems or danger. To prevent problems and provide a safe Internet environment for children, SoftBank Corp. offers free filtering services that contribute to customer satisfaction and peace of mind.
Agreements with Municipalities	SoftBank Corp. has formed agreements with 108* municipalities nationwide to promote regional revitalization. By building collaborative relationships with municipalities and regions, we will contribute to regional revitalization in line with the social issues and unique needs of each region. *As of March 31, 2023 → List of cooperation agreements with local governments p. 48
Partnerships with NPOs	SoftBank Corp.'s target for partnerships on CSR activities with NPOs is to engage in partnerships with 1,000 organizations in FY2023. In FY2022, we partnered with 918 NPOs, including the Japan Foundation, the Ashinaga Foundation, the Japanese Red Cross Society, the Japan Platform, the Medecins Sans Frontières Japan Association and NPO Florence.
Partnership with Educational Institutions	SoftBank Corp. is engaged in ongoing joint research with the Urban Institute at Kyushu University aimed at developing methods for evaluating sustainable business management. Our research has found that strengthening initiatives related to the SDGs and ESG issues positively impacts share price by 3%–5%.
External Initiatives	SoftBank Corp. supports and participates in worldwide initiatives aimed at building a sustainable society and shares a wide range of information related to these initiatives.

Examples of External Initiatives in Which SoftBank Corp. is Active

Communications and Communication Standards
Japan Mobile Communications Infrastructure Association
International Telecommunication Union - Radiocommunication Sector (ITU-R)
Association of Radio Industries and Businesses (ARIB)
Telecommunications Carriers Association (TCA)
Society
UN Global Compact (UNGCC)
Regional Revitalization SDGs Public/Private Sector Partnership Platform
Kyoto Super SDGs Consortium
Tsukuba SDGs Partners
Children's Rights in Sport Principles (UNICEF)
The Valuable 500
Environment
ETI-CGC
TCFD Consortium
TCFD Supporter
Japan Business Initiative for Biodiversity (JBIB)
EcoVadis
GSMA Climate Action Taskforce
Renewable Energy Council
COOL CHOICE popular national movement
Fun to Share climate change campaign
Environmental Management Subcommittee of the United Nations Global Compact (UNGCC)
Keidanren Committee on Nature Conservation
TNFD Forum

Note: As of June 2023

NPO/NGO Dialogue

In June 2023, we held an NPO/NGO dialogue, discussing the theme of social welfare with participating organizations.

Participants from SoftBank Corp. spoke about the importance of leveraging the expert perspectives of NPOs in initiatives to solve social issues, while the other participating organizations asked questions and provided opinions about the beneficiaries and supporters of such activities, as well as the issues faced by the organizations themselves.

These discussions particularly highlighted issues related to the digital divide and efficiently disseminating information, and also focused on the importance of providing opportunities to children and sharing information through cooperation with NPOs.

The dialogue was an important event for blazing a trail to sustainability. Going forward, we will continue to deepen cooperation with NPOs and NGOs to further advance initiatives aimed at solving social issues.

Developing a Resilient Management Foundation

Value Creation 3 Enhance Employee Happiness with Diversity and Inclusion

SoftBank Corp. will work to build an environment in which all employees can fully demonstrate their unique abilities and achieve professional fulfillment based on their diverse backgrounds. By building more creative organizations, we will pursue a corporate culture that is consistently chosen by in-demand human resources and strive to continuously increase our corporate value.

Orientation of Our Human Resource Strategy

Our human resource mission is to connect people and business and achieve growth for both. To generate vitality, we adhere to human resource policies that support the potential of individuals who are willing to take on challenges, provide appropriate recognition for those who deliver results, and foster an environment where diverse human resources can work with vigor and enthusiasm. We are shifting our perspective from perceiving and managing employees as “resources” in the traditional sense to viewing them as “capital,” placing an increased emphasis on effectively utilizing their talents and supporting their growth.

SoftBank Corp. is advancing wide-ranging investment in human capital, spanning skill development; engagement enhancement; diversity, equity and inclusion (DE&I); and health and productivity management. By doing so, we aim to power further business growth and ensure that all employees can work with enthusiasm and vigor, continuing to grow and take on new challenges.

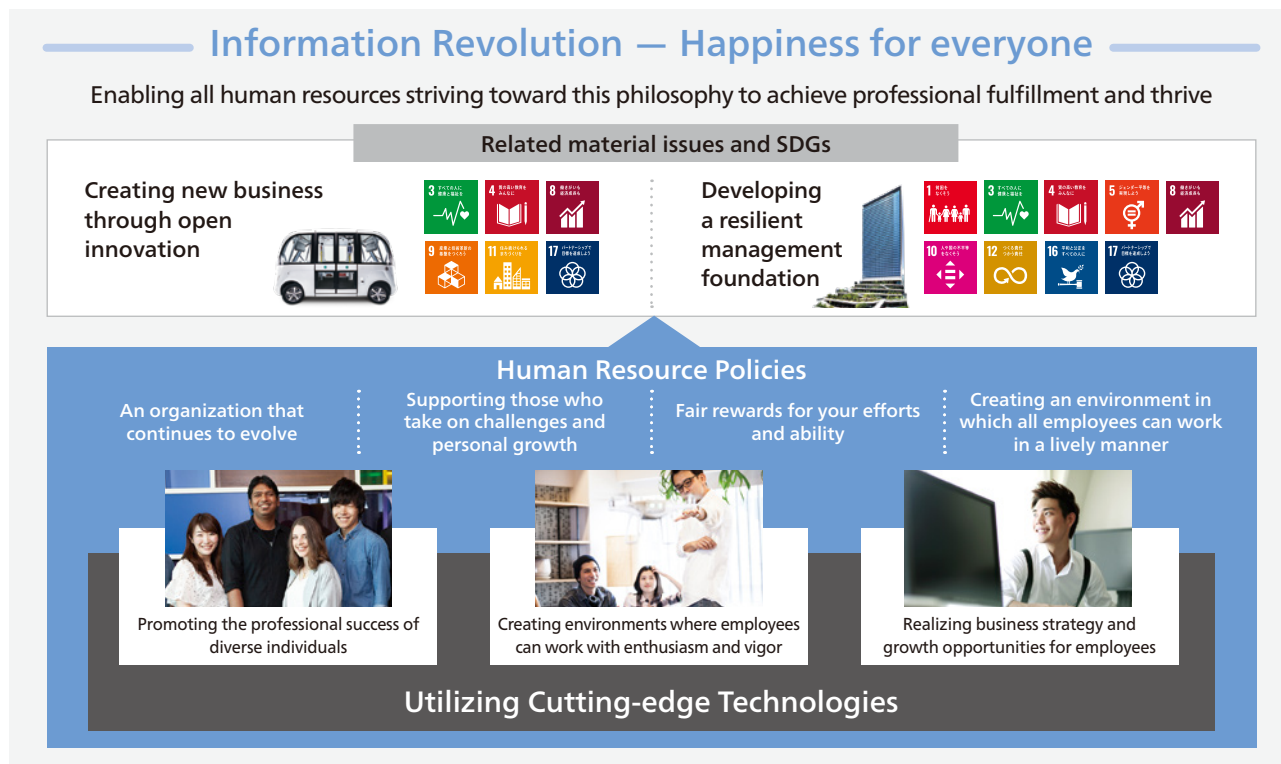
Human Resource Policies

Recognizing the need to define the role of human resource operations within the company and the link between company and employees, we established the Human Rights Policies in 2015. They consisted of three policies, spelling out the indispensable role of human resource operations in corporate growth, support for employees who take on challenges and fair rewards for work achievements.

Since then, however, changes in the environment surrounding human capital, such as the uptake of remote work, changing understandings of work itself and the accelerating use of technology, have in turn been changing the relationships between companies and individuals. In light of these shifts, as well as generational differences in values, we revised the Human Resource Policies in 2023. The core content is the same, but we have updated the expressions used and particular nuances to better communicate SoftBank Corp.’s approach to employees to the world today.

In addition to updating the existing three policies, we added a fourth based on our belief that the sustained well-being—e.g., health and happiness—of employees is closely correlated to improvement in performance and the effective use of human capital.

Under the new Human Resource Policies, we will continue to advance human resource strategy with an awareness of the interconnectedness of employee growth and business strategy.



Developing a Resilient Management Foundation

Value Creation 3 Enhance Employee Happiness with Diversity and Inclusion

Human Resource Systems

Basic Policies and Approaches

Employee grade, evaluation and remuneration are based on fair and just frameworks that enable everyone who achieves results through their efforts to advance to the next challenge, regardless of personal factors, such as age or gender.

Grade/Evaluation/Remuneration Systems

Mission Grade System	Employee fields and grades are decided according to the individual's mission and workstyle. Mission statements are designated for each position, laying out the mission expected of the employee and the skills to be demonstrated in order to indicate the direction in which they should strive.
Evaluation System	SoftBank Corp. has adopted a number of evaluation indexes, including contribution evaluations, which recognize work achievements and contributions to the organization; mission evaluations, which recognize an individual's mission and abilities; and evaluations of the core abilities required to carry out each mission and value provided.
Connecting Material Issue Targets with Evaluation Systems	When setting goals during annual assessments, we guide employees in ambitiously incorporating their own personal efforts to achieve the material issue targets and KPIs.
Remuneration System	The remuneration system is tied into the mission grade system and the evaluation system. Bonuses are tied into the individual's contribution evaluations, and flexibility is maintained so that remuneration can be paid in keeping with contribution to the organization.

Award System

We have established an award system to motivate employees and cultivate a desire to take on challenges.

SoftBank Award	Rather than simply recognizing sales and profits, we award contributions resulting from ambitious and creative activities by teams and individuals based on the key words of "Challenge" and "Innovation."
Team Profit Management	This award system for the sales division focuses on the smallest front-line organizational units (sections or teams) and encourages individual teams to work autonomously to improve profits with the mindset that they are key players. Results are tabulated for each six-month period, and we provide the top-ranking team with a team bonus as further incentive.

Employee Satisfaction Surveys

Employee Satisfaction (ES) surveys are conducted each year with the goal of achieving an "overall satisfaction level of 3.5 or higher," to monitor and identify issues as part of efforts to build stronger organizations and increase motivation. Action plans are created based on an analysis of results and conditions, both company-wide and in each division. This ties into continuous improvement activities for building better organizations and ensures that said improvement activities permeate through all levels of the organization.

SoftBank Corp. implements a monthly "pulse" survey for the purpose of ascertaining the condition of individual employees and promoting communication between supervisors and their team members. The survey enables employees to measure changes in their own condition and show the results of their work to their supervisors, encouraging better communication.

We view ES surveys and pulse surveys as a form of risk assessment. By using the results of surveys to appropriately keep tabs on risks related to securing and retaining human resources, we are able to retain outstanding human resources who contribute to enhanced employee vitality, improved corporate performance and sustainable business growth.

From FY2023, the ES surveys and pulse surveys have been overhauled and integrated into a new Engagement Survey (implemented annually and monthly) to further promote employee work-life integration, workplace vitality and engagement.

ES Surveys		FY2018	FY2019	FY2020	FY2021	FY2022
Response Rate (%)		98.1	97.4	96.8	96.4	96.3
Overall Satisfaction Level*	Average for men	3.53	3.55	3.59	3.63	3.63
	Average for women	3.46	3.49	3.57	3.63	3.63
	Company-wide average	3.51	3.53	3.58	3.63	3.62

* Overall satisfaction level: Aggregated values of results related to work, workplace, boss and company
Scored out of 5 (Up to 2.99 = Low, 3.00 to 3.49 = Normal, 3.50 to 3.99 = High, 4.00 or higher = Very high)

Developing a Resilient Management Foundation

Value Creation 3 Enhance Employee Happiness with Diversity and Inclusion

Recruiting

Basic Policies and Approaches

SoftBank Corp. defines its ideal candidate as one who will enjoy change at SoftBank, seizing every opportunity to take on a new challenge. We recruit from a diverse pool of talent, including new graduates and mid-career hires. All recruits are selected based on the same selection standards, regardless of age, gender, nationality or disability.

New Graduate Recruits	SoftBank Corp. recruits new university graduates based on a policy of universal hiring. Unlike most Japanese companies, which recruit new graduates immediately upon graduation each year, SoftBank Corp. keeps its doors wide open so that people who wish to take on challenges can seek employment freely at the timing that makes sense for them. Because candidates are not limited by the passage of time after graduation, they can apply for a position with SoftBank Corp. even after working for a time at another company.
Normal Hiring	SoftBank Corp. looks for human resources who are capable of performing in a rapidly changing environment, not limiting themselves to specific fields of activity as they work toward a swiftly evolving future. Accordingly, we use a wide variety of hiring methods.
No. 1 Recruitment	SoftBank Corp. has a recruiting program for students that have achieved the status of No. 1 in any of a number of fields related to technology, business, academics, sports, and creative endeavors. Applicants to date have become No. 1 in a wide range of fields; for example, winning nationwide sports tournaments or winning robot competitions.
Wide Variety of Recruitment Programs	We carry out the in-person "Job-match Intern" work experience internship program for job seekers. In addition, we operate the TURE-TECH regional revitalization internship program for students aiming to become the "change leaders" who will build the world of the coming era.
Online Recruitment Activities	Even following the downgrade of the legal status of COVID-19 by the Japanese government, in certain circumstances, SoftBank Corp. carries out recruiting (of new graduates and mid-career employees) activities online, including company information sessions, interviews and informal discussions.

Human Resource Development

Basic Policies and Approaches

To foster employees who contribute to the realization of our corporate philosophy, we provide opportunities for all group employees to share common goals, learn together and grow through friendly competition. We strive to respect diversity, which is a source of continuous growth, and foster human resources with rich individuality.

We also provide various forms of career development support to assist employees on their career path. We help employees define their own career goals and ideals for the future; identify the knowledge, skills and experience required to achieve those goals and ideals; and develop the careers that they have chosen for themselves. In this way, we strive to foster employees with abundant individuality.

SoftBank University	SoftBank University was established in September 2010. This training institution offers practical programs to train personnel who contribute to the realization of SoftBank's corporate philosophy. The University emphasizes self-driven career development undertaken by the employees themselves, providing a framework for self-driven career development in which employees choose their own program in keeping with their own unique career goals. SoftBank University has adopted a learning style that leverages SoftBank Corp.'s strengths, making full use of ICT. In addition to group training, programs include e-learning courses as well as real-time interactive online training and archived video feeds. The University comprises three main programs: the Business Program, the Technology Program and Level Specific Programs. Through these, employees can receive the training they personally need to suit their unique career goals and duties.
SoftBank University Certified Instructors	The SoftBank University Internally Certified Instructor (ICI) program was launched in June 2009. Under this program, employees with a certain skill level are certified as SoftBank University instructors. This provides opportunities for employees to implement training as instructors, and helps ensure that training is in line with real-world experience, so other employees have the opportunity to acquire even more advanced skills. As of March 2023, there were 103 ICIs, providing as many as 50 courses.
SoftBank University Tech	In 2019, SoftBank Corp. established SoftBank University Tech (SBU Tech) to encourage all employees, not just engineers, to acquire technology skills, so that their knowledge and skills will form the foundation for future growth businesses and DX. Our IT examination measures employees' IT literacy and enables employees to understand their own level of IT knowledge and reinforce weak areas of knowledge and skills through such means as group training and e-learning. SoftBank Corp. provides employees with the Udemy online learning service, which offers unlimited access to approximately 4,000 videos on programming languages and other topics. Electronic documents are also available for employees to study. Through such means, SoftBank Corp. affords employees with wide-ranging learning resources.
AI Campus from SBU Tech	As we aim to further promote our business in the future, there is a growing need for human resources who can utilize cutting-edge technologies, especially AI, from a reskilling and unlearning perspective. In response to these trends, from 2021, we have held AI Campus from SBU Tech. This program offers the AI-related learning content previously offered via SBU Tech in a systematic format. We also hold lectures by outside experts and support employees who are studying for the Deep Learning for GENERAL and Deep Learning for ENGINEER qualification exams offered by the Japan Deep Learning Association.
Internal Skill Tests (Business Statistics, IT)	SoftBank Corp. offers a business statistics skill test and IT skill test for the purpose of improving and visualizing IT and statistics skills, which are necessary for responding to changes in business. Employees also use these tests to gauge their readiness to take tests for external qualifications, such as the Business Statistics Specialist exam, IT Passport Test, Fundamental Information Technology Engineer Examination and Applied Information Technology Engineer Examination.
Technical Meister System	The Technical Meister System is our system of in-house certification for engineers with outstanding knowledge and skills in specialized fields. These engineers are permitted to freely engage in R&D in their specialized field while handling their main work responsibilities. The system aims to facilitate further technical study and the cultivation of younger professionals.

Developing a Resilient Management Foundation

Value Creation 3 Enhance Employee Happiness with Diversity and Inclusion

Human Resource Development

Training Programs

New Employee Training	Learning opportunities for successful candidates	SoftBank supports the education of successful candidates during the period between the decision to hire and the day they begin work to heighten their aspirations for joining the company and ensure a smooth start in this new stage of their lives.
	Universal training	All new employees receive the same general training for about three weeks after joining the company. During this period, these recruits switch their mindset to that of a full-fledged employee and receive practical project work training while studying plans as part of a team.
	Technical training	Technical training lasts for up to four weeks after the general training is complete, targeting new employees that require specialized knowledge. In classes organized by level, they learn programming languages and basic network knowledge that engineers need to know.
	"Elder" system	Through the "Elder" system, experienced staff ("Elders") are assigned to support new employees. In this way, new employees can familiarize themselves with the organization and quickly learn to handle their duties independently.
Young Employee Training	3rd-year step-up training	This training targets young employees in their third year after entering the company as new graduates. They review their experience since joining the company to gain a new awareness of their own strengths and roles in the company.
Training for New Managerial Employees	Training for section and division managers	SoftBank Corp. offers training to managers to improve the necessary skills of both managing businesses and managing people.

Career Development and Utilizing Abilities

Opportunities for Career Building

We offer a variety of career development opportunities to provide an environment where employees can achieve personal growth and self-realization.

Job Posting (In-house Recruiting) System	This system facilitates recruiting staff for the startup of a new business or new company.
Free Agent (In-house Recruiting) System	This system enables ambitious employees to apply for and be transferred to a position in another division or group company.
Certification Support System	This system supports employees seeking to obtain certifications to improve their skills or for personal betterment by covering the cost of the examination fees and offering monetary incentives.
Self-assessment System	This system ensures that employee assignments take into account the employee's own aptitudes and future career goals by having employees submit a yearly self-assessment in which they take stock of their career to date and report on their suitability to their current workplace, the work that they would like to do in the future and overall career goals, and then participate in face-to-face meetings with their superiors.
Skill Development Goals	Every six months, employees inventory their own skills and define their own skill development goals, and the company supports the development of those skills in conjunction with in-house training.
Training Programs to Seek Out and Foster Successors	SoftBank Academia is open to not only employees but also to people outside the group with the aim of discovering and training successors as well as businesspeople who can carry out AI strategies for the SoftBank Group.
SB Career Dock	The SB Career Dock is a support initiative designed to help employees take a positive first step toward their future careers, for example through personal growth and expanded work opportunities. It includes lectures and career training sessions for specific age groups.

Promoting the Active Participation of Senior Employees

SoftBank Corp. supports the active participation of all employees who are capable and motivated, regardless of age or gender. In addition to a continued employment system that enables employees who desire to continue working after the mandatory retirement age until they reach age 65 to do so, since FY2021, employees who meet certain criteria are allowed to work until age 70. Further, we support diverse workstyles and career development through a variety of systems that include allowing employees to take side jobs and set their own weekly work hours and days.

50s	Job postings for senior employees	When jobs are posted to recruit employees for new businesses or new companies, we include postings that are aimed particularly at creating new opportunities for senior personnel to play an active role and proactively take on new challenges.
	Career training for employees in their 50s	We hold training sessions in which participants review and think about their careers so far and going forward.
	Second life seminar	These seminars are held as opportunities for full-time employees that are approaching the mandatory retirement age to gain a correct understanding of pensions, medical insurance and other public pension systems, as well as our continued employment system, and to think about their post-retirement life plans.
	Senior career change assistance	We support the efforts of employees age 50 and over who find themselves at a career turning point to take on the challenge of changing to a career outside SoftBank Corp., going independent or launching their own business, as one of many diverse career options.
60s	Short-time, short-week work	Employees can utilize workstyles other than full-time work (3 to 4 days per week/ at least 5 hours of work per day), such as taking side jobs/ concurrent employment through a dual employment system,* as one of many diverse workstyles. * As long as there is no negative impact on their main job, employees can engage in dual employment aimed at cultivating an innovative and creative culture and increasing their skills through diverse experiences.
	Extended employment past age 65	If certain criteria are met, individuals may extend employment past age 65, the maximum age for continued employment.

Developing a Resilient Management Foundation

Value Creation 3 Enhance Employee Happiness with Diversity and Inclusion

Promoting Diversity

Message from the President

Message from the President

SoftBank Corp. will continue to challenge itself and evolve toward a comprehensive digital platformer with the aim of becoming the corporate group needed most by people around the world. One of the driving forces in this evolution is the establishment of a management base that enables diverse human resources to play an active role. It is essential to eliminate barriers due to age, gender, nationality or disability. Furthermore, it is extremely important to ensure diversity among core human resources involved in management.

I position diversity as an important management issue. Beginning by focusing on promoting the active participation of women, we have set up an Advancement of Women Promotion Committee, which includes expert outside advisors. By actively promoting diversity, equity and inclusion in order to realize a corporate culture in which diverse human resources can play an active role, I hope to make SoftBank Corp. an even more vibrant and dynamic company.

Junichi Miyakawa
President & CEO
SoftBank Corp.

Basic Policies and Approaches

SoftBank Corp. provides opportunities and environments that enable diverse human resources to demonstrate their individuality and abilities, regardless of age, gender, nationality or disability. Positions and compensation are decided based on impartial evaluations in keeping with roles, achievements and abilities.

SoftBank Corp. strives to build organizations in which each and every employee shares the common desire to realize the corporate philosophy and leverages their respective strengths while thinking and expressing themselves freely to bring about innovation.

The Chief Human Resources Officer (CHRO) is responsible for and oversees the internal promotion of diversity. To address issues facing each organization, SoftBank Corp. implements such initiatives as e-learning on unconscious bias for all employees and diversity management training for managers. The Diversity Promotion Section, a specialized organization within the Human Resources Division, fulfills a central role in these initiatives.

Supporting Women in the Workforce

We position diversity as an important management issue and undertake measures with a primary focus on supporting women in the workforce.

As of April 2023, women accounted for about 27.0% of all employees at SoftBank Corp. and the ratio of female managers was 8.6%. More than 90% of female employees return to work after maternity/childcare leave. The average length of service by gender differs only slightly at 13.5 years for men and 13.4 years for women. These statistics show how many female employees are balancing work and childcare.

Furthermore, to see even greater utilization of women in the workforce, SoftBank Corp. is improving and expanding its system of childcare leave and reduced working hours beyond what is stipulated in the Child Care and Family Care Leave Act. In addition to creating a work environment that enables mothers to have and raise children with peace of mind, we offer special childbirth allowances, childcare support and other unique career support systems so female employees can reach their full potential.

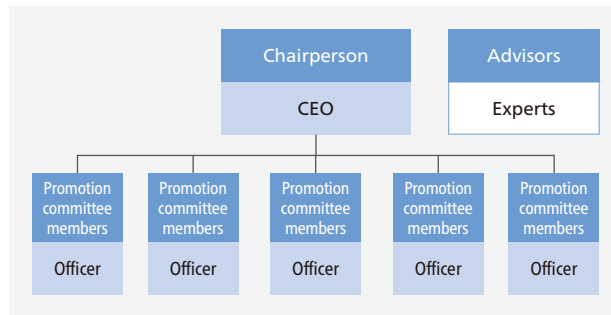
Specifically, career training and leadership training is provided for female employees on an ongoing basis along with support to foster a sense of community among employees. From 2018, a mentoring program run by internal managers was started to support various forms of career development to enable women to play a greater role within SoftBank Corp. With the goal of increasing the ratio of female managers to 20% by FY2035, we established the Advancement of Women Promotion Committee made up of our CEO and officers on July 1, 2021. The target of 20% is approximately three times the ratio of female managers (7.1%) in FY2021, and includes a stepping-stone target of at least 15% (double the ratio in FY2021) by FY2030.

Developing a Resilient Management Foundation

Value Creation 3 Enhance Employee Happiness with Diversity and Inclusion

Promoting Diversity

Advancement of Women Promotion Committee



Number and Ratio of Women in Managerial Positions

Item	April 2019	April 2020	April 2021	April 2022	April 2023
Number of women in managerial positions	272	300	338	378	444
Ratio of women in managerial positions	6.2	6.6	7.1	7.6	8.6

“Eruboshi” Certification

SoftBank Corp. received the “Eruboshi” designation (Class 2) from the Minister for Health, Labor and Welfare in recognition of being a company that excels in the empowerment of women.

Moving forward, we will continue our efforts to promote active participation by women, such as career training for female employees and mentor programs.



Recruitment Event for Women

SoftBank Corp. creates workplace environments in which each employee can maximize their abilities according to their life stage. On March 14 and April 19, 2023, we held the SoftBank Woman Live recruitment event for new female graduates who seek personal growth while having full careers, raising children, and leading a fulfilling personal life.

At SoftBank Woman Live, in addition to introducing our unique efforts to support career development, employees discussed SoftBank Corp.’s comfortable working environment for women, barriers to taking childcare leave, and working styles after returning from leave based on their personal experiences. The speakers included three female employees with varied career experiences as a manager, as a salesperson with experience at regional offices, and as a parent currently raising children, along with a male employee who is also highly involved in childcare.



Career Training for Women

Every year, we invite outside experts and hold workshops for women to create opportunities for every woman to consider their own career, such as balancing working style and life events.

To ensure that SoftBank Corp. continues to grow as a company, we will strive to draw out the maximum potential of individuals and organizations, and encourage diverse employees to participate actively and take on challenges while gaining satisfaction from both their work and home lives.

Description of Activities

- Workshops for women, featuring outside lecturers (3 times/year)
- In-house mentor programs for women in managerial and leadership positions



Developing a Resilient Management Foundation

Value Creation 3 Enhance Employee Happiness with Diversity and Inclusion

Promoting Diversity

Holding Femtech Trials for All Employees

To create a women-friendly work environment, we conducted an in-house trial related to femtech—technology that solves women’s health issues.

In the trial, we held study groups and product exhibitions to pique interest in femtech, enabling people to experience femtech products for free. We simultaneously held study groups with the theme of women’s health. To make participants feel more comfortable, we conducted the trial in a way that was tailored to their preferences, such as allowing them to participate in online meetings anonymously and with the camera turned off. We conducted a follow-up survey that found satisfaction with the trial was very high at 93%. Moving forward, we will consider conducting another trial with group-wide collaboration.

Efforts to Eliminate the Gender Pay Gap

SoftBank Corp. has introduced a compensation system for all employees that rewards work results by determining grades according to factors such as the assigned mission and working style, not according to personal factors such as age and gender. We strive to pay fair wages regardless of gender and aim to eliminate the gender pay gap. Under this policy, we implement an annual fact-finding survey comparing the monthly salary and monthly salary plus bonuses of men and women for both permanent and non-permanent workers across the company. Although the same salary system is applied to both men and women, there is a difference in total compensation between men and women due to the current grade composition. In response to these findings, we are taking various measures to promote the advancement of women in the workforce.

Results of Fact-finding Survey

Wages of Women when Men's Wages Are 100%		FY2020	FY2021	FY2022
All Workers	Monthly salary (%)	75.7	76.8	77.4
	Monthly salary + bonus (%)	74.0	75.2	75.7
Permanent Workers	Monthly salary (%)	76.4	77.0	77.5
	Monthly salary + bonus (%)	75.7	76.3	76.6
Non-permanent Workers	Monthly salary (%)	83.7	88.7	88.0
	Monthly salary + bonus (%)	81.6	86.3	84.5

Note: The same salary system is applied to men and women. Differences are due primarily to grade composition.

Hiring People with Disabilities

As of June 2023, SoftBank Corp.’s hiring rate of employees with disabilities is 2.74% of all employees working in Japan and overseas. We want each employee to utilize their respective abilities to play an active role in the company. As a general principle, SoftBank Corp. applies the same criteria in the employment of people with disabilities as non-disabled persons, and once employed, there is no differentiation in employee compensation. Although an employee’s disability is given consideration, the scope of work, promotions and evaluation standards are identical to those of non-disabled employees. Our goal is to create an environment in which everyone can work with a positive attitude regardless of any special needs.

Short Time Work

Short time work enables employees to work for less than 20 hours a



week if they have not had the chance to work because they find it difficult to work for long hours for some reason. This alternative workstyle realizes a workplace where everyone can work together. By enabling employees to leverage their unique abilities and experience in their work, we create work opportunities for a more diverse range of people, and this workstyle is also expected to promote the effective use of manpower in other companies and communities.

In February 2018, we established the Short Time Work Alliance to promote the widespread adoption of short time work and create a society in which diverse people can live in harmony.* We will continue to collaborate with many companies and municipalities to contribute to creating a society in which anyone can actively demonstrate their unique attributes.

* 224 organizations have endorsed this alliance and adopted relevant measures (as of April 30, 2023)

Developing a Resilient Management Foundation

Value Creation 3 Enhance Employee Happiness with Diversity and Inclusion

Promoting Diversity

Participation in “The Valuable 500”

SoftBank Corp. has endorsed and signed on to “The Valuable 500,” an initiative created to promote the participation of people with disabilities in business.



SoftBank Corp.’s Commitment

1. Corporate Policy

Based on our corporate philosophy “Information Revolution — Happiness for everyone,” we contribute to realizing a future in which diverse people, with or without disabilities, can play active roles in society.

2. Providing a Work Environment Where Everyone Can Play an Active Role

We provide an environment that has opportunities, career paths, and support so persons with disabilities can fully exercise their capabilities.

3. Creating Work Opportunities

We create opportunities so people with diverse traits can work together. We do this by providing work environments for persons with disabilities where they can choose to work on a short-term basis, among other programs.

4. Collaborating and Co-existing with Society

We strive to realize a society where people with diverse traits can live comfortably by providing services to support persons with disabilities in their everyday lives. We also develop and promote various employment programs by collaborating with other companies and local governments to realize a society where persons with disabilities can work together with them.

5. Providing Information

We disseminate information broadly to inform society about our measures to support persons with disabilities and the significance of such support.

Spreading Understanding for Diversity and Inclusion

SoftBank Corp. promotes diversity and implements various efforts on a daily basis to create a work environment where everyone can work comfortably.

Diversity Week	We established Diversity Week for employees to deepen their thinking on diversity. In FY2022, we held events and seminars to deepen understanding regarding women’s health, men’s childcare leave, and topics surrounding persons with disabilities and LGBTQ people.
e-Learning on Unconscious Bias	We conduct e-learning training for all employees once a year so they can learn about unconscious bias and ways to deal with it.
Support for LGBTQ Employees	In the preface to internal rules on respecting human rights and the prohibition of discriminatory behavior, SoftBank Corp. has added clauses related to mutual respect for human rights regardless of gender, sexual orientation and gender identity, making it clear that discrimination on the grounds of sexual orientation is strictly forbidden. SoftBank Corp. is also promoting LGBTQ awareness at training sessions for newly appointed managers and through e-learning training for all employees.
Participating in Tokyo Rainbow Pride	SoftBank Corp. approves of the mission behind Tokyo Rainbow Pride, which aims to create a society in which LGBTQ and other sexual minorities can live in a way which is true to themselves without being subject to discrimination or prejudice.
Awarded the “Gold” Rating in the PRIDE Index	SoftBank Corp. has been awarded the highest rating of “Gold” in the PRIDE Index for policies regarding LGBTQ and other sexual minorities within the company.
“Colorful Project” In-house Community	The Colorful Project (LGBT and Ally Association) is an in-house community of like-minded individuals. With the aim of increasing the number of people who show understanding for LGBTQ people in the workplace and fostering a culture of understanding and acceptance, Colorful Project publishes monthly email newsletters and holds events such as seminars and movie screenings.

HR Data

→ ESG Data Book 2023

Third-party Assurances of Corporate Data

We have obtained third-party assurances from the Japan Quality Assurance Organization (JQA) with regard to FY2022 data on the ratio of women in management positions, ratio of annual paid leave taken, ratio of telework, average annual salary of employees, average annual pay for executives, average annual salary of employees at management positions, average annual salary of employees at non-management positions and number of major accidents during base station construction.

Developing a Resilient Management Foundation

Value Creation 3 Enhance Employee Happiness with Diversity and Inclusion

Balancing Work and Childcare/Nursing Care

Basic Policies and Approaches

SoftBank Corp. believes that one fundamental role required of corporations is to create a work environment where children who will lead the next generation of society can be born and raised with peace of mind. In order to actively create a workplace environment where employees can maximize their abilities while balancing work and childcare, we have established childcare support system policies. In addition, due to a decline in the birthrate and increase in the senior population, Japan is facing a situation where everyone will soon be affected by the need for nursing care. Our goal is to eliminate the need for employees to leave their jobs due to the burdens of long-term nursing care at home by creating an environment where employees providing nursing care can continue to thrive professionally.

Childcare Support System Policies

Based on the idea of supporting people who wish to continue working while fulfilling their family childcare responsibilities, our childcare support systems operate under the following two policies.

- Creating a framework that allows employees raising children to stay highly motivated at work and continue to aspire to grow professionally.
- Creating a framework to avoid situations where childcare becomes a barrier for employees, prevents them from leveraging their full potential or causes them to leave their job.

We will continue to provide support for balancing work and childcare so employees who are expecting or raising children can continue to grow and advance professionally like all other employees.

Acquisition of “Platinum Kurumin” Special Certification Mark

As part of proactive efforts to build a workplace environment in which employees can demonstrate their full potential while attending both to work and childcare responsibilities, SoftBank Corp. has established childcare support policies. The company has introduced and applied systems for supporting balance in work and childcare, and as a result of these efforts, in February 2017, SoftBank Corp. received the “Platinum Kurumin” special certification mark, which recognizes companies demonstrating outstanding achievements in this field.



Promoting Men’s Participation in Childcare

To promote the use of childcare leave by male employees, SoftBank Corp. endorses the “100% Paternity Leave Declaration” program of Work-Life Balance Co., Ltd.

An internal portal has been set up with information on childcare support, including interviews with male employees who are balancing work and childcare, as well as childcare support systems and procedures. Various efforts are being made to encourage male employees to take childcare leave, including a corporate version of a parenting class to deepen understanding of the need for male childcare leave. As a result of such efforts, the percentage of eligible male employees who took childcare leave rose from 28% in FY2021 to 65% in FY2022.

Initiatives Targeting Japan’s Decreasing Birthrate

As part of our efforts to address the issue of low birthrates in Japan, we have established our own childcare support system that exceeds the statutory requirements, including special childbirth allowances.

Childbirth Allowance System

As part of these efforts, the company offers a “childbirth allowance” ranging from ¥50,000 for a first child to ¥5 million for a fifth child. In FY2022, childbirth allowances for first and second children were paid to a total of about 730 people, and allowances for third and subsequent children were paid to about 100 people.

Years of Service	Less than 1 Year	1 Year or More				
		All Children	1st Child	2nd Child	3rd Child	4th Child
Allowance (Thousand yen)	20	50	100	1,000	3,000	5,000

Developing a Resilient Management Foundation

Value Creation 3 Enhance Employee Happiness with Diversity and Inclusion

Balancing Work and Childcare/Nursing Care

Initiatives to Alleviate Childcare Concerns

SoftBank Corp. has introduced shared use¹ of around 100 company-run nursery schools as part of measures to alleviate employee anxiety about their children being on waiting lists for nursery school during childcare leave, and to support employees in returning to work quickly. Employees also have access to daycare, babysitting, and housekeeping services through Benefit Station,² a SoftBank Corp. employee welfare program, and can receive childcare subsidies for the use of partnered nursery schools.

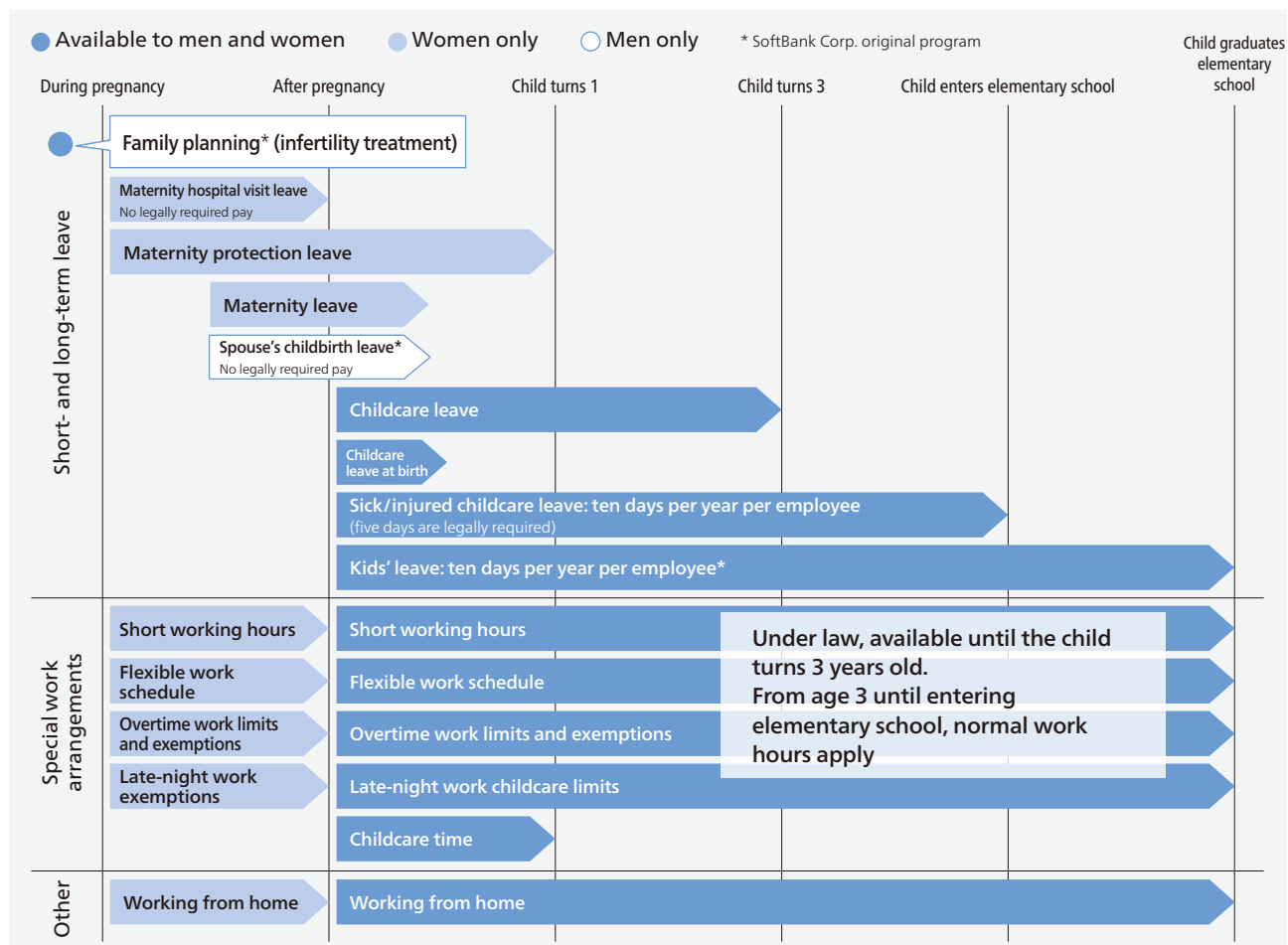
Employees can continue to use company-issued mobile phones during childcare leave (including maternity leave) and can contact the company and take e-learning courses as well, to lessen their anxiety in preparation for their return to work. We also hold orientations and consultation meetings that can be attended with babies in tow as part of our outreach efforts.

1. A method of providing access to nursery schools using vacancies at nursery schools set up by other companies (the figure is as of May 2023)
 2. Benefit Station is a benefit welfare service provided by Benefit One Inc.

Childcare Support Systems

To enable employees and their spouses to go through childbirth and raise children without worry, we have a flexible work system that can be used from the time of pregnancy until children have finished sixth grade of elementary school.

→ Childcare support systems



Developing a Resilient Management Foundation

Value Creation 3 Enhance Employee Happiness with Diversity and Inclusion

Balancing Work and Childcare/Nursing Care

Childcare and Nursing Care Support Initiatives

During Pregnancy and Childbirth	Consultation meetings prior to maternity leave	Employees can attend consultation meetings at an HR consultation desk to receive advice and explanations on services available during pregnancy, as well as procedures and subsidies available after childbirth.
	Orientation during childcare leave	Employees can bring their children to orientation sessions during childcare leave. At these events, employees on leave receive explanations on systems in preparation for returning to work and talk among themselves about how more experienced mothers spend their time.
	“Return to work” orientation	These orientation sessions include introductions to in-house communities and systems that can be used after returning to work, as well as discussions about returning employees’ concerns.
During Childcare	Short- and long-term leave during childcare	To support employees through pregnancy and childbirth and while they raise their children, SoftBank Corp. has put in place a flexible work system that can be used from pregnancy until the child completes sixth grade in elementary school. Expired annual leave can be used for childcare leave, and childcare leave can be extended up to the child’s third birthday. Even after returning to work, employees can work from home and make use of SoftBank’s original kids’ leave, as well as sick/injured childcare leave that goes beyond what is stipulated by law.
	Encouraging men to participate in childcare	SoftBank Corp. endorses the “100% Paternity Leave Declaration” program of Work-Life Balance Co., Ltd. to encourage men to take childcare leave. Many of the childcare support systems, such as the paid leave system for childbirth by a spouse, childcare leave, kids’ leave, and short-time flex work, exceed statutory requirements, making it easier for employees to participate in childcare. An internal portal site has been set up with information on childcare support, including interviews with male employees who are balancing work and childcare, as well as childcare support systems and procedures. Various efforts are being made to encourage male employees to take childcare leave, including a corporate version of a parenting class to deepen understanding of the need for paternity leave.
	Building a strong employee support network for childcare	Oya Oya Club (Parents Club) was established by a group of childcare peer supporters with the goal of improving parent-child communication. Communities for female employees also hold events regularly to help strengthen family ties.
	Furano Nature School	In cooperation with the NPO C.C.C. Furano Nature School, SoftBank Corp. holds original programs every year to foster understanding of nature and the environment as well as to help build healthy parent-child relationships. The programs provide an opportunity for families to spend time together and learn about the environment in the rich natural surroundings of Hokkaido.
During Nursing Care	Seminar to support balancing work and nursing care	We hold seminars to provide employees with basic knowledge on nursing care and to support their efforts to balance work and nursing care. Through ongoing efforts, we will continue to promote the creation of an environment in which employees can engage in nursing care while working.

Developing a Resilient Management Foundation

Value Creation 3 Enhance Employee Happiness with Diversity and Inclusion

Welfare and Life Design Support

SoftBank Corp. is always thinking about employees' happiness and what it can do for employees, offering support so that employees can enjoy better work environments and more comfortable lives.

Annual Paid Holidays

Annual paid holidays are provided as shown in the table below, according to the number of years of employment. Holidays can be taken in half-day units.

1st year	2nd year	3rd year	4th year	5th year	6th year	7th year onward
11 days	16 days	17 days	18 days	19 days	20 days	21 days

- Notes: 1. Annual paid holidays are valid for two years.
 2. If an employee joins the Company in the middle of the fiscal year, the number of days granted in the first fiscal year varies depending on the month in which that employee joined the Company.

Accumulated Annual Vacation	Expired annual paid holidays can be saved up as "accumulated annual vacation" days (up to 60 days). These accumulated days can be used for absence due to personal injury or illness, nursing care leave, fertility treatment, and some types of special unpaid leave (see below).
Special Paid Leave	The following special paid leave is available separate from annual paid holidays: Wedding leave, spouse's childbirth leave, child's wedding leave, refresh leave, bereavement leave, transfer leave, public service leave, disaster leave, transportation shutdown leave, summons leave, donor leave, volunteering leave, and occupational illness/injury leave (up to three days)
Special Unpaid Leave	The following special unpaid leave is available separate from paid holidays: Public service leave, menstrual leave, special leave before and after childbirth, maternity hospital visit leave,* sick/injured childcare leave,* kids' leave,* maternity protection leave,* long-term-care leave,* occupational illness/injury leave (fourth day onward), handicap leave (hospital visit leave for disabled employees),* and cancer treatment leave*

* Can be taken using accumulated annual vacation days

Welfare	New graduate housing assistance	New graduates can receive partial rent assistance for the first three years after being hired.
	SoftBank employee shareholders association	The Employee Shareholders Association was established so that employees can enjoy the benefits of the company's growth and to contribute to long-term asset building.
	Asset building	Funds are deducted from monthly salaries and bonuses and deposited with a financial institution to build assets. Once each year, the company offers an incentive payment of 3% of the built asset amount (up to ¥9,000).
	Company residences for transferred employees	This system provides company residences for use by employees that have been transferred to new work locations. Employees can choose their residence type according to their lifestyle after the transfer.
	Other welfare services	Employees are enrolled in two fringe benefit programs: "Benefit Station," a service provided by Benefit One Inc., and SoftBank's original "Gift Program."
	Life planning support	Employees receive support for asset building and investment education in three formats: Periodic life plan seminars, the use of simulation tools, and private consultations with financial planners.
Pension System	Defined contribution pension (company contribution/selective contribution)	The company contributes funds, and the subscriber (the employee) decides how that contribution will be managed. The pension amount received in the future then fluctuates depending on the outcome of this management.
	Defined benefits/selective contribution pension plan	Under this system, an amount of the employee's choosing is contributed from the employee's bonuses. The employee does not need to worry about asset management; interest is paid in accordance with the yield on government bonds, and the principal is guaranteed.
Re-hiring System	"Spouse welcome back" re-hiring system	When a permanent employee leaves the company to accompany a spouse who has been transferred to a different location, as long as certain conditions are met, that employee can be reinstated upon returning to the region where they originally lived.

Recognized as a Welfare Promotion Corporation under Hataraku Yell 2023

SoftBank Corp. has been recognized as a Welfare Promotion Corporation, the highest designation, for its particularly outstanding initiatives under Hataraku Yell, a program that recognizes enterprises making efforts to enhance and effectively utilize employee welfare initiatives.



Developing a Resilient Management Foundation

Value Creation 3 Enhance Employee Happiness with Diversity and Inclusion

Labor Practices

Basic Policies and Approaches

Our policies concerning labor practices are put forward in “SoftBank’s Human Rights Policies,” and we maintain various systems to promote appropriate labor practices. Policies concerning wages, working hours and other labor standards are translated into several languages so that they can be understood by all employees working in Japan and overseas.

Specific Initiatives

Labor-management Relations	SoftBank Corp. respects and effectively recognizes the freedom of association and the right of collective bargaining as employee rights. SoftBank Corp. has formed a labor agreement with the labor union. To engage in constructive labor-management dialogue, SoftBank Corp. hosts labor-management consultations and committee meetings between the representatives of the labor union and management to discuss wages, lump-sum payments, and occupational safety and health, as well as to regularly exchange opinions about system improvement and the management environment.
Labor Risk Assessment	In order to verify that we are complying with the appropriate labor practices in our own business, we assess the risks of overwork and other labor problems in new businesses, and we have in place a framework for swiftly implementing countermeasures and resolving issues. We assign a human resources specialist as the person in charge of human resources when launching a new subsidiary so that the organization will function soundly to accomplish its goals while preventing any harm to the health of the employees working there. In our existing businesses, we assess risks of overwork and implement corrective measures to ensure compliance with the “three-six agreement,” the company’s agreement with employees on work hours and overtime based on Article 36 of Japan’s Labor Standards Act. Specifically, we ensure appropriate working hours using simulations of monthly and annual working hours based on data from the attendance management system to identify employees expected to work especially long hours. We then check on the status of these employees individually, consider countermeasures if necessary, and regularly report on each case to management. We assess actual working conditions through regular unlogged overtime surveys of all employees. We also conduct educational activities using surveys about employee understanding of the three-six agreement and the handling of working hours. By reporting regularly to the Division Heads Meeting and the Occupational Safety and Health Committee about these initiatives and conditions surrounding overwork, we strengthen the initiatives while verifying risk reduction effects.

Labor-related Compliance	There were no labor-related compliance violations in FY2022.
Ensuring Fair and Industry-competitive Treatment	SoftBank Corp. strives to pay industry-competitive wages that go beyond compliance with the legal minimum wage and exceed a simple living wage. Decisions on remuneration are made in compliance with applicable laws in each region, and we have set a standard* for the starting wage of new graduates that substantially exceeds the national weighted average amount of the regional minimum wage. * Equivalent to approximately 170% as of 2023 (approximately 150% compared to the minimum wage in Tokyo)
Human Resource Development Initiatives	SoftBank Corp. strives to create workplaces that are supportive of self-driven career development so that all employees can achieve self-actualization and professional fulfillment in their work.
Participation in External Initiatives	As a signatory to the UN Global Compact, SoftBank Corp. has declared its commitment to upholding the freedom of association and the effective recognition of the right to collective bargaining; the elimination of forced and compulsory labor; the abolition of child labor; and the elimination of discrimination in respect of employment and occupation. In addition, by proactively exchanging information with outside organizations, we are reinforcing initiatives aimed at ensuring appropriate labor practices. We have long been in regular contact with the human resources departments of leading companies in a wide range of industries, and since 2017, we have held joint workshops on labor practices with these companies, exchanging views on labor issues and considering measures together. The information gleaned from these efforts is provided as feedback internally to promote appropriate labor practices.

Developing a Resilient Management Foundation

Value Creation 3 Enhance Employee Happiness with Diversity and Inclusion

Occupational Safety and Health

Policy

To maintain a working environment in which employees can work with a healthy mind and body, we have established the Safety and Health Management Rules, which are applied throughout the SoftBank Corp. group. The Occupational Safety and Health Committee plays a central role in setting numerical targets for occupational safety and health, monitoring performance and promoting activities aimed at achieving those goals in each organization and on a company-wide basis.

Note: The scope of this policy is SoftBank Corp. and its group companies.

Initiatives for Employees

Maintaining and Improving Employee Health	SoftBank Corp. has made the Health Management Declaration, positioning the maintenance and improvement of employee health as an important management issue. We identify key initiatives regarding health and productivity management within the company, set appropriate goals and monitor annual performance. To promote the implementation of initiatives to achieve these goals, we formulate action plans in accordance with the Health and Productivity Management Strategy Map, which is approved by management meetings.	Initiatives to Prevent Major Accidents	SoftBank Corp. aims for zero major accidents associated with company vehicles and implements various safety measures to achieve this goal. <ul style="list-style-type: none"> • Deployment of vehicles equipped with advanced driver assistance systems (ADAS) • Operational management through telematics • Pre- and post-operation alcohol checks for all drivers, with records maintained • Prohibition of smartphone usage while driving, including hands-free calls • Submission of driver's license declaration (annually) • Mandatory participation in safe driving education (annually, for individuals who have caused accidents) and accident prevention awareness campaigns (monthly)
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.	Response to Occupational Accidents	Occupational accidents resulting from company vehicles accidents are reported through a dedicated occupational accident reporting channel. A process is in place for reporting cases with serious consequences, such as death or serious injury, or suspected violations of laws and regulations, through the compliance reporting route, as well. We take appropriate action (investigation, response to findings, etc.) in response to occupational accidents, including analyzing drive recorder data from the time of accidents, to prevent recurrence.
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 and family members accompanying them. These include employees having in-person consultations with an industrial physician before beginning their assignments; requiring employees to return to Japan temporarily for a medical checkup during their assignments; having employees join the medical consultation support service at their place of employment; having employees participate in HR interviews before, during and after the assignment to monitor physical and mental health, and to follow up on issues arising in day-to-day life; and confirming the safety of all employees on overseas assignments or business trips in the event of an emergency. Through these efforts, we provide support to ensure that employees can work anywhere in the world with peace of mind.
Occupational Accident Prevention	To prevent occupational accidents involving employees, it is important to identify potential risks that can cause occupational hazards. Based on past incidents and the potential for recurrences in the medium to long term, we have identified and evaluated potential risks based on incident frequency and impact severity. As a result, we have determined that occupational accidents involving company vehicles is a risk that should be prioritized.		

Developing a Resilient Management Foundation

Value Creation 3 Enhance Employee Happiness with Diversity and Inclusion

Occupational Safety and Health

Safety and Health Management in Base Station Construction

As a communications carrier, SoftBank Corp. conducts safety management for construction outsourced to business partners.

Identifying and Reducing Major Safety Risks	<p>As a result of an assessment of possible safety risks in construction based on analysis of past accidents and data on causes of fatal accidents in the construction industry, we have identified work at heights during base station construction as a major risk and are addressing this risk on an ongoing basis over the long term.</p> <p>For work at heights, which is a major risk, we are striving to achieve our target of zero serious accidents at construction sites by prioritizing related risk reduction initiatives.</p>	Construction Safety Manager	<p>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.</p>
Safety Inspections at Construction Sites	<p>To prevent occupational accidents, safety inspections of construction sites are conducted by inspection staff designated by the regional engineering manager and the construction safety manager according to an inspection plan prepared in advance. Inspections are based on the Safety Inspection Check Sheet and check construction site management conditions, worker assignments, worker practices, work environments, documents and other items. If potential for a serious industrial accident is found, we request an improvement report from our business partners and carry out follow-up inspections.</p> <p>The main conditions for conducting an inspection are the following.</p> <ul style="list-style-type: none"> • Hazardous work, such as working at heights and working with heavy machinery • New entrants and construction companies with limited experience in construction for the company 	Support for Work Crews	<p>In addition to sufficiently ensuring the safety of the work environment, SoftBank Corp. provides necessary safety equipment (e.g., protective gear) to its employees. We also begin construction work after only educating the workers involved in the outsourced construction about the rules for using the work tools and equipment.</p>
Response to Occupational Accidents in Base Station Construction and Prevention of Recurrence	<p>Any occupational accidents that occur during base station construction are reported to the construction safety manager by the department in charge of construction and appropriate action (investigation, response to findings, etc.) is taken in order to promptly implement recurrence prevention measures.</p>	Risk Analysis and Issue Identification	<p>Since 2005 Established the Construction Safety Policy, allocated dedicated supervisors</p> <p>Since 2006 Held construction company safety awards</p> <p>Since 2008 Promoted the use of full safety harnesses (ahead of legal requirements)</p> <p>Rolled out quarterly safety slogans</p> <p>Since 2014 Made full safety harnesses mandatory for all applicable workers</p> <p>Since 2017 Held national safety conventions (hosted by SoftBank Corp. for business partners)</p> <p>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</p> <p>Accident-free awards: SoftBank Corp. commends the stable operations and robust safety management of business partners that have maintained long accident-free records</p>

Data on Labor Practices

Total annual work time/Ratio of paid leave used/Average annual employee salary/Employee bonuses

→ ESG Data Book 2023

Developing a Resilient Management Foundation

Value Creation 4 Enhance Productivity with Advanced Workplace Environments

Leveraging cutting-edge technologies, we have put in place advanced workplace environments that enable diverse talent to actively participate, spurring innovation and increasing employee happiness to promote the continued growth of the company. By maximizing the productivity of individuals and organizations through optimum workstyles for employees, we increase productivity throughout the entire company, which in turn contributes to increased corporate value and strategic investments in the future.

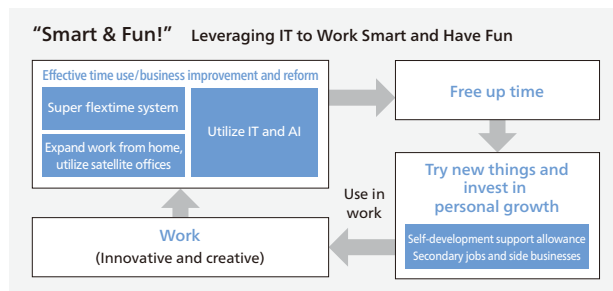
Promoting Smart Workstyles

Promoting Workstyle Transformation with "Smart & Fun!"

SoftBank Corp. applies IT, AI and other technologies to promote smart work that incorporates diverse approaches with the aim of maximizing the productivity of individuals and organizations through optimum workstyles for employees.

Based on SoftBank Corp.'s internal work slogan "Smart & Fun!" we are implementing workstyle reforms to allow us to work smart and have fun with the freedom to be more creative and innovative.

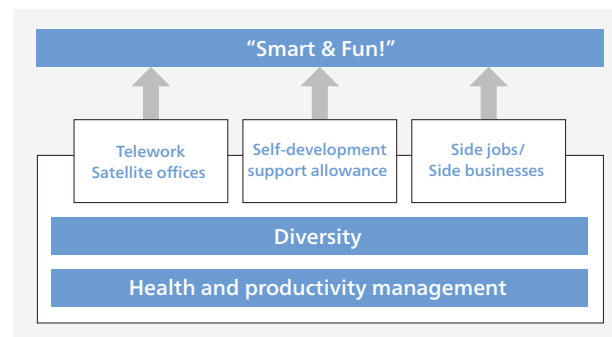
We have eliminated core working hours and adopted the Super Flextime System, which frees up more time and maximizes results through greater work efficiency, striving for balance that is not limited by conventional working hours. By allocating this extra time to self-development, employee relationships, and communicating with friends and family, as well as by investing in personal growth,



individual employees and the company as a whole become more innovative and creative. Our goal is to make work "Fun!" and by doing so achieve better work results.

Diversity and Health and Productivity Management

We believe that diversity, along with health and productivity management, is the foundation for realizing "Smart & Fun!" workstyles. Diversity brings together the strengths of diverse individuals. Health and productivity management promotes the mental and physical health of all employees. Aiming to make the entire organization more innovative and creative to achieve greater results, we are working to promote diversity and health and productivity management.



New Workstyle Initiatives

We are implementing a variety of initiatives to realize "Smart & Fun!" and maximize the productivity of individuals and organizations. Based on the belief that maximizing the performance of the organization and individual employees will lead to an increase in corporate value, SoftBank Corp. is encouraging employees to adopt the best mix of work styles for them, for example, combining working from home, the use of satellite offices, or going directly between meeting destinations and home, with no limits on the usage of any particular style. We have not set a company-wide uniform rate of required office attendance, instead letting specific organizations set their own rules based on the nature of their businesses in order to practice work styles that allow the organization and individual employees to demonstrate their capabilities to the fullest.

Office Environment Featuring Cutting-edge Technology

To promote further innovation in workstyles and reinforce business continuity planning (BCP), in January 2021, SoftBank Corp. moved its headquarters to the Takeshiba area of Tokyo. The new office is a community-based workspace designed to enable all employees to perform at their best and embody the "Smart & Fun!" slogan. In addition to fostering open innovation that transcends boundaries between in-office divisions, with the move, we aim to realize more innovative and creative workstyles that are not tied to working hours or places.

Developing a Resilient Management Foundation

Value Creation 4 Enhance Productivity with Advanced Workplace Environments

Promoting Smart Workstyles

Cafe Shiba

On the 30th floor of the Tokyo Portcity Takeshiba Office Tower, where SoftBank Corp.'s headquarters are located, we created a cafeteria based on the concept of meeting and connecting with people. The cafeteria was designed as a place for cultivating solidarity through communication by enjoying delicious food together. Seats for eating alone have been minimized, and the cafeteria features an event space and banquet space for use with external customers, making it a fertile communication forum. The cafeteria serves sustainable coffee grown on environmentally friendly farms. Moreover, in order to eliminate plastic, paper cups (including lids made from paper) and straws made from corn are used. The café also proactively uses irregularly shaped vegetables in its dishes in an effort to help eliminate food loss through enjoyable dining. Through such efforts, cafeteria operations contribute to the achievement of the SDGs.



Flexible Workstyle Initiatives

Leveraging IT, we are working to realize flexible and diverse workstyles not bound by time or place, provide work environments suited to each employee's life stage and increase work productivity.

Teleworking	We allow employees to work from home, using online conferencing systems, business chat software and other IT tools. In FY2022, the ratio of telework was 95.7%.
Satellite Offices	As part of efforts to adopt teleworking, we are opening satellite offices for use by all employees with the aim of maximizing employee productivity by expanding work locations. SoftBank Corp. fully utilizes WeWork workspaces throughout Japan (including six offices in the Kanto region) and more than 400 other shared offices. In this way, we are shifting to a more innovative and creative way of working that is not tied to any place, space, or community.
Super Flextime System	This system eliminates core working hours and allows employees to change their starting and ending times on a daily basis based on work conditions.
No Overtime Day	Every Wednesday is designated "No Overtime Day" so that employees can fully enjoy their private time after work and lead healthier lives.
Premium Friday	We encourage employees to leave work at 3 PM on the last Friday of every month.
Self-development Support Allowance	We provide a self-development support allowance of ¥10,000 per month to all full-time employees in order to help each individual employee continue working toward personal growth.
Secondary Jobs and Side Businesses	SoftBank Corp. allows employees to take secondary jobs, conditional upon advance permission, that will help them develop skills and grow, as long as it will not impact their duties at the company. Since the prohibitions on secondary jobs were lifted in November 2017, permission has been granted in approximately 3,000 cases as of April 2023.
SoftBank-style Internal Secondary Job System	In February 2021, we introduced a SoftBank-style internal secondary job system for matching employees who desire opportunities to grow and display their capabilities with organizations that require outside perspectives, experience and expertise.
Workstyle Support Fund	In light of working styles during the COVID-19 pandemic, SoftBank Corp. established a new Workstyle Support Fund in September 2020 as an allowance for supporting new styles of working.

Developing a Resilient Management Foundation

Value Creation 4 Enhance Productivity with Advanced Workplace Environments

Promoting Smart Workstyles

Received Five-star Rating in the Nikkei Smart Work Management Survey and Grand Prize in the Nikkei Smart Work Awards 2023

SoftBank Corp. has received the highest possible five-star rating for five years in a row in the Nikkei Smart Work Management Survey conducted by Nikkei Inc. The survey evaluates companies using 18 indicators in the three areas of human resources, innovation and market development based on questionnaires filled out by companies, consumer surveys and published data.

We also received the Grand Prize in the Nikkei Smart Work Awards 2023 in recognition of our realization of flexible workstyles using teleworking, the high degree of freedom afforded by the broad scope of our flextime system, our high level of investment in human resources, and our proactive stance toward joint development with other companies and involvement with outside institutions.



Awards 2023 大賞

Health and Productivity Management

Basic Policies and Approaches

SoftBank Corp. aims to help maintain and improve the health of employees in accordance with its Basic Mental and Physical Health Policy. The physical and mental health of each employee is the driving force toward the achievement of the dreams and aspirations of the corporation and individuals. Accordingly, SoftBank Corp. has made the Health Management Declaration, positioning the maintenance and improvement of employee health as an important management issue.

Health Management Declaration

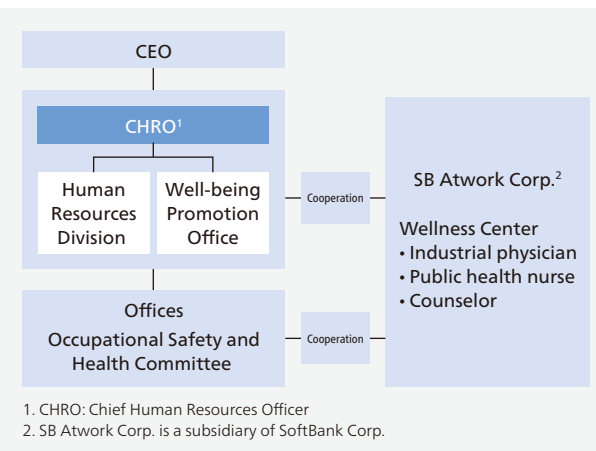
To tackle this new stage of the Information Revolution and realize continuing growth, it is essential to be a group in which each individual employee is healthy in both mind and body, a group that is always brimming with energy. In signature SoftBank style, we will actively utilize cutting-edge AI and information and communication technologies to promote health management that maintains and enhances the wellbeing of our employees and their families.

Junichi Miyakawa
 President & CEO
 SoftBank Corp.

Basic Mental and Physical Health Policy

- Support the wellbeing of all SoftBank Corp. employees so that they can work toward their aspirations with a sound body and mind.
- Work to create a safe and comfortable work environment in which each employee can reach their full potential.
- Maintain compliance with occupational health and safety laws and regulations to become a highly trusted corporate group among internal and external stakeholders.

Health and Productivity Management Promotion System



1. CHRO: Chief Human Resources Officer
 2. SB Atwork Corp. is a subsidiary of SoftBank Corp.

Well-being Promotion Office	A dedicated team that reports directly to the CHRO and is tasked with promoting an environment in which all employees are able to enjoy good mental and physical health in their work. The office plans and implements health and productivity management measures in partnership with the Wellness Center of group company SB Atwork Corp.
SB Atwork Corp. Wellness Center	Staffed full time by qualified specialists, the Wellness Center of SB Atwork Corp. provides somewhere for employees to go for consultation about their mental or physical health. These specialists staff include industrial physicians for internal medicine and mental health, public health nurses, counselors and masseurs.
Each office's Occupational Safety and Health Committee	Maintaining the safety and health of everyone in the workplace is essential to our business activities. An Occupational Safety and Health Committee has been set up at each office with more than 50 employees to coordinate the provision of a safe and welcoming work environment. The committees also play a part in facilitating workplace improvements by looking at what other workplaces are doing about health and safety and by sharing information about their own good practices.

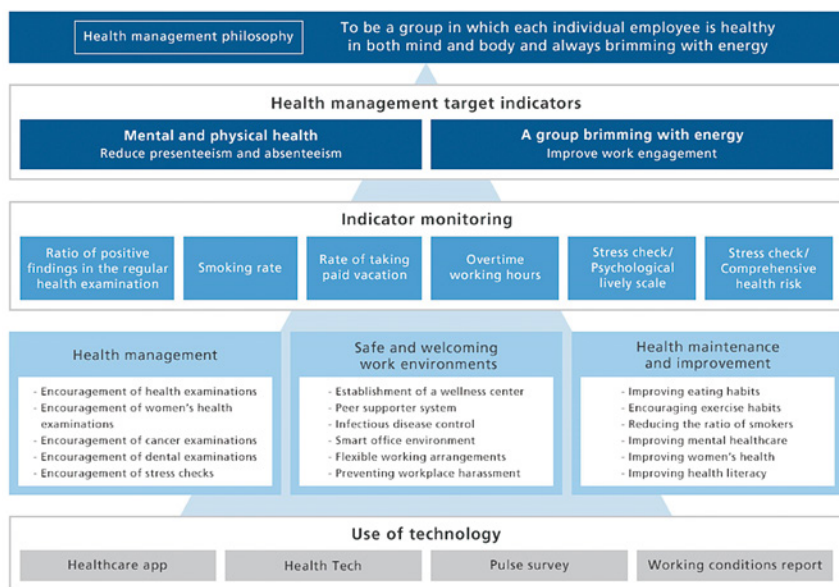
Developing a Resilient Management Foundation

Value Creation 4 Enhance Productivity with Advanced Workplace Environments

Health and Productivity Management

Broad-ranging Health and Productivity Management KPIs

We have defined broad-ranging KPIs covering employee engagement as well as mental and physical health. We utilize a PDCA cycle to make ongoing improvements to our practices, monitoring indicators based on three approaches: health management, safe and welcoming work environments, and health maintenance and improvement.



Health Management

Promoting Medical Checkups	To facilitate the early detection and treatment of illness, we encourage employees to receive regular medical checkups and promote awareness of the importance of doing so. The Chief Human Resources Officer (CHRO) sends an e-mail to all employees stressing the importance of medical checkups and follow-up exams, and any employees who have not yet had their checkups are reminded to do so. We are reinforcing this message by enlisting the aid of the departmental human resource staff responsible and utilizing tools to remind not only the employees who have yet to have their examinations, but also their supervisors. Thanks to these measures, we have achieved 100% coverage for these regular medical checkups for four consecutive years, since FY2019. Moreover, the total sum spent on health examinations during FY2022 was around ¥180 million.
High-risk Employees and Those Requiring Follow-up Examinations	To create an environment where it is easy for employees to get medical checkups or follow-up examinations (repeat checkups or in-depth checkups), since April 2022, the time spent getting medical checkups and exams has been treated as working hours, and employees are reimbursed for their travel costs to and from the medical facilities. A target of 80% has also been set for follow-up examinations in an effort to catch and treat ill health early. For employees who are found by medical checkups to be in the high-risk group, our industrial physician and public health nurses provide health advice by e-mail or through a consultation, such as recommending that said employees seek care at a medical institution or offering lifestyle improvement guidance.
Promoting Women's Health, Cancer, and Dental Examinations	Depending on employee age and gender, we offer cancer and women's health examinations to facilitate the early detection and treatment of cancer and diseases specific to women. In addition, dental checks are made available in the workplace in partnership with the company's health insurer to help employees maintain good dental health.
Promoting Stress Checks	As part of our mental healthcare efforts, we encourage all employees to take regular stress checks using the Wellness Eye system provided by group company SB AtWork Corp. This encourages self-care that helps prevent mental health issues and has been useful in improving workplace conditions.

Recognized under the Health & Productivity Stock Selection for the First Time and in the Certified Health & Productivity Management Outstanding Organizations Recognition Program for the Fifth Consecutive Year

SoftBank Corp. was selected under the Health & Productivity Stock Selection, run by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange, for the first time. This program recognizes companies that proactively work to advance health management for employees from a corporate management perspective.

SoftBank Corp. was also selected under the Certified Health & Productivity Management Outstanding Organizations Recognition Program, operated jointly by the Ministry of Economy, Trade and Industry and Nippon Kenko Kaigi, in the large enterprise ("White 500") category. 2023 marked the fifth consecutive year that SoftBank Corp. has earned White 500 certification.



Developing a Resilient Management Foundation

Value Creation 4 Enhance Productivity with Advanced Workplace Environments

Health and Productivity Management

Safe and Welcoming Work Environments

Wellness Center	The Wellness Center operated by SB Atwork Corp. provides a place for employees to consult about their physical and mental health with full-time public health nurses and industrial physicians who specialize in internal or psychological medicine. The center includes a counseling room and massage room.	
Peer Supporter System	Under our peer supporter system, employees who hold occupational counseling or health and safety-related qualifications may volunteer as accessible counselors within the workplace after passing a specific selection process and receiving training.	
Infectious Disease Control	SoftBank Corp. takes measures to prevent the spread of influenza, COVID-19 and other infectious diseases. For COVID-19, we offer antibody testing for all employees, and the company has its own program of saliva PCR testing for staff. We have also provided workplace vaccination operations both for members of the group and outside parties.	
Smart Office Environment	SoftBank Corp. provides community-style workspaces that embody the concept of "Smart & Fun!" enabling all employees to perform at their best. A variety of health-promoting measures have also been adopted at our offices to provide a safe and welcoming work environment.	
Flexible Working Arrangements	Encouraging a Clear Distinction between Work and Private Life	To make it easier to take annual paid leave, employees are encouraged to take off workdays that fall between a weekend and a public holiday. The company also designates a weekly No Overtime Day and encourages participation in Premium Friday, in which employees can leave early on the last Friday of the month.
	Work-interval System	To ensure that employees have enough time for their daily non-work activities and sleep, SoftBank Corp. has introduced a work-interval system requiring all employees to take at least 10 consecutive hours off between finishing work one day and starting work the next.
	Support for Maintaining Employment While Undergoing Cancer Treatment	We have established cancer treatment leave that employees can use when they are unable to work due to cancer-related hospital visits, treatment or feeling unwell the day after treatment. This system helps employees balance treatment and work.
Preventing Workplace Harassment	SoftBank Corp. works to promote employee awareness of harassment through division-specific seminars, e-learning and other means. Should an incident involving harassment occur, a primary contact point has been established so appropriate measures can be taken as quickly as possible. A counselor will first listen to what happened and then discuss next steps with the employee. All consultations are handled with complete confidentiality.	
Pulse Surveys	In October 2019, we introduced a "pulse" survey developed in-house to measure the ordinary level of fulfillment among employees. By answering a total of 13 questions (about 3 minutes) on work, life and health once a month, employees can measure changes in their own condition. Furthermore, the pulse survey is intended to facilitate timely communication among supervisors and team members.	

Health Maintenance and Improvement

Improving Eating Habits	<ul style="list-style-type: none"> Diet program with genetic testing Training video "Health management (including managing alcohol consumption) for workers" Recipes for healthy eating Provision of healthy options and sale of lunches that are certified "smart meals" (staff canteen) <p>1. Smart meals are nutritionally balanced meals containing healthy ingredients. The concept is part of an initiative by the Healthy Meal & Dietary Environment Consortium aimed at promoting healthy dietary environments.</p>
Encouraging Exercise Habits	<ul style="list-style-type: none"> Yoga sessions before morning company meetings Morning and evening yoga sessions via Zoom (average participant satisfaction rating: > 90%) Walking events (spring and fall events during FY2022, Participation: approximately 3,700 people) Stretching instructional videos taught by a physiotherapist Providing simple physical strength measurements and instructions for self-checks at home Encouragement of company club activities
Reducing the Ratio of Employees Who Smoke	<ul style="list-style-type: none"> Ban on smoking during working hours (every day since April 2020) Closure of workplace smoking rooms Training video "Smoking and Health" E-mail magazine and anti-smoking column Subsidies for cost of smoking cessation programs Smoking cessation advice from public health nurses
Improving Mental Health	<ul style="list-style-type: none"> Sleep seminars (attended by approximately 1,600 people) Training videos "Self-care, team-care, and more" and "Health management (including managing alcohol consumption) for workers" Discount on cost of sleep apnea syndrome (SAS) examination Department-specific training
Improving Women's Health	<ul style="list-style-type: none"> Health seminar to support the empowerment of women (attended by approximately 350 people) Seminars on women's health as an issue for everyone (four seminars attended by approximately 500 people) Femtech working group and trial "Health management for women in the workplace" training video for management Column on supporting women's wellbeing
Improving Health Literacy	<ul style="list-style-type: none"> Proactive dissemination of information about health and productivity management Providing the Wellness Eye Study video learning program Providing the HELPO healthcare app

Developing a Resilient Management Foundation

Value Creation 4 Enhance Productivity with Advanced Workplace Environments

Health and Productivity Management

Yoga Sessions before Morning Company Meetings

A yoga session, led by an employee who is a qualified yoga instructor, is held prior to the monthly company-wide morning meeting. Employees from all over Japan participate via live video stream, including the President and other senior management. These sessions highlight the importance of health management and help get employees into the habit of exercise.



Yoga session before a morning company meeting

Priority Measures, Targets and Results

Prevention of Severe Disease and Health Deterioration

	FY2018	FY2019	FY2020	FY2021	FY2022	
	Result	Result	Result	Result	Target	Result
Ratio of employees who underwent a regular medical checkup (%)	99.9	100	100	100	100	100
Ratio of employees who underwent follow-up examinations (%)	57.0	53.8	58.7	64.0	70.0 or above	73.1 ¹
Ratio of positive findings (possible health issues) in the regular health examination (%)	54.7	55.1	57.9	57.9	57.4 or below	56.7
Completion rate for specific health guidance (%) ²	31.6	32.9	31.5	57.7	65.0 or above	50.2

Smoking Rate Reduction

	FY2018	FY2019	FY2020	FY2021	FY2022	
	Result	Result	Result	Result	Target	Result
Ratio of employees who smoke (%)	29.9	29.7	26.8	25.8	24.8 or below	24.7

	FY2018	FY2019	FY2020	FY2021	FY2022	
	Result	Result	Result	Result	Target	Result
Ratio of employees who underwent a stress check (%)	90.1	91.0	84.7	86.1	95.0 or above	87.2
High-stress rate (%)	12.7	13.3	11.2	11.8	13.0 or below	12.2
Absenteeism ³ (days)	4.6	4.6	3.8	4.0	5.0 or below	4.1
Presenteeism ⁴ (%)	81.0	80.0	81.0	85.0	85.0 or above	85.0

- As of July 13, 2023
- Because the completion rate for specific health guidance is calculated after the conclusion of ongoing support for all eligible individuals, the target and results for the previous fiscal year are shown.
- Absence or leave due to illness or injury
- Up to FY2020, this was determined from the health awareness survey data on how often business efficiency was impeded by ill-health, with responses of "1 or 2 days a month" or "almost never" deemed to indicate presenteeism. From FY2021 onward, the number was obtained from the University of Tokyo Single-Item Presenteeism Question (SPQ).