

# Message from the Chief ESG Officer



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## Contributing to the Creation of a Sustainable World

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

## Our Responsibility as a Communications Infrastructure Company

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

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

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

### Addressing Environmental Problems

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

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

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

### Human Capital Management Initiatives

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

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

### In Closing

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

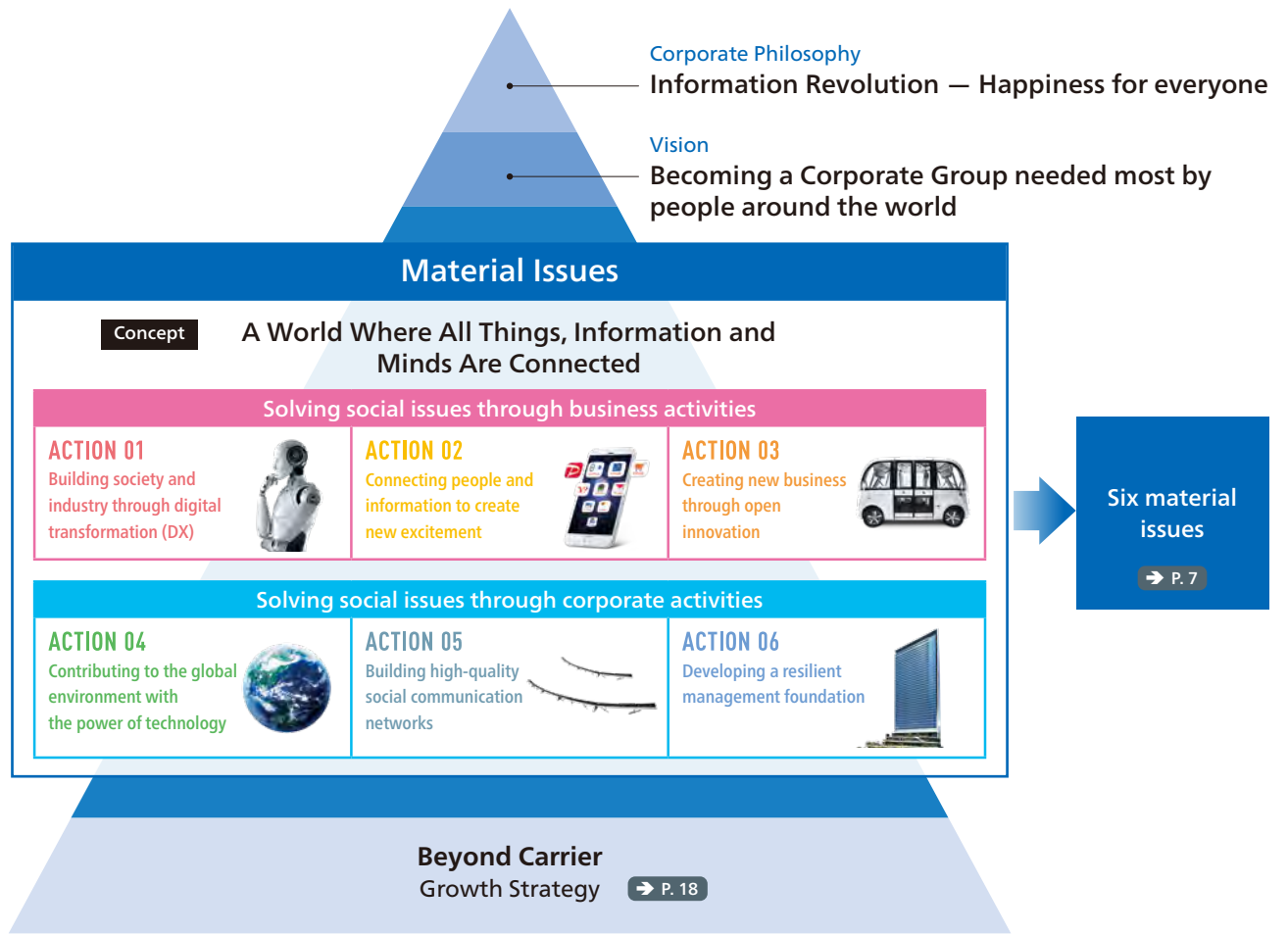
# Sustainability Strategy

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

Faced with a variety of increasingly serious social problems, companies must work toward a peaceful, prosperous and sustainable society.

Since our founding, we have contributed to resolving social issues through technology based on our corporate philosophy, “Information Revolution — Happiness for everyone.” SoftBank Corp. has declared “a world where all things, information and minds are connected” as the concept under which it aims to contribute to the realization of a sustainable world while achieving sustainable growth. We have identified six material issues for realizing this connected world. We believe these six material issues embody our corporate philosophy, “Information Revolution — Happiness for everyone,” and serve as an important compass for our “Beyond Carrier” growth strategy.

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



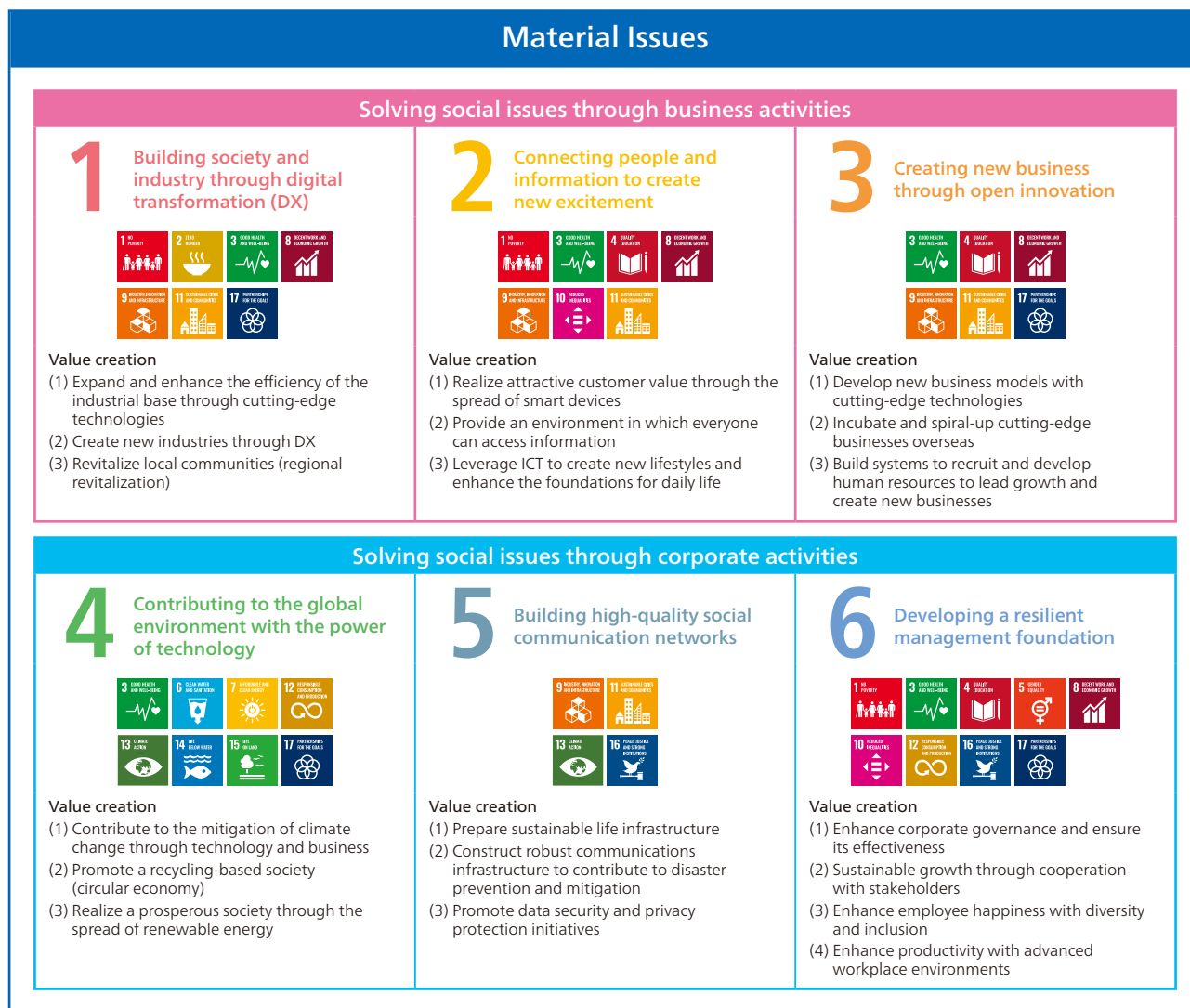
# Approach to Materiality

## Resolving Social Issues through Business and Corporate Activities

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

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

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



## Approach to Materiality

### Material Issues

	Material Issues	Value Creation	Main Businesses and Initiatives
Solving social issues through business activities	<b>1</b> Building society and industry through digital transformation (DX)	Create new industries and provide solutions for transforming various businesses in society by utilizing cutting-edge technologies such as 5G and AI. (1) Expand and enhance the efficiency of the industrial base through cutting-edge technologies (2) Create new industries through DX (3) Revitalize local communities (regional revitalization)	<ul style="list-style-type: none"> <li>Leverage 5G, big data, AI, IoT and other technologies to contribute to the vitality of customer businesses</li> <li>Streamline industry through AI, RPA,<sup>1</sup> big data and IoT</li> <li>Create start-ups and new businesses in various industries using DX (main fields: logistics, infrastructure, distribution, real estate/construction, healthcare, insurance/finance)</li> <li>Promote co-creation through DX (ONE SHIP, etc.)</li> <li>Realize smart cities</li> <li>Solve social issues by providing DX solutions to local communities and governments (cooperative agreements, pilot tests, dispatch of digital talent, etc.)</li> </ul>
	<b>2</b> Connecting people and information to create new excitement	Provide new experiences and enrich the lifestyles of our customers by promoting the adoption of smart devices. Concurrently, create value for both consumers and enterprises by providing partners with attractive platforms that connect people to information. (1) Realize attractive customer value through the spread of smart devices (2) Provide an environment in which everyone can access information (3) Leverage ICT to create new lifestyles and enhance the foundations for daily life	<ul style="list-style-type: none"> <li>Provide wide-ranging customer value, price plans and services through the spread of smart devices and multiple brands</li> <li>Provide new experiences using 5G (VR, sports viewing, etc.)</li> <li>Provide news and information and increase accessibility through Yahoo! JAPAN and provide services through the LINE communication app, etc.</li> <li>Hold smartphone classes in stores nationwide</li> <li>Contribute to education, healthcare and finance using ICT (Yahoo! JAPAN, PayPay, LINE, LOHACO, HELPO, etc.)</li> <li>Evolve retail through new BtoC and CtoC platforms (Yahoo! JAPAN Shopping, ZOZOTOWN, ASKUL, etc.)</li> </ul>
	<b>3</b> Creating new business through open innovation	Develop new businesses, cutting-edge technologies and innovative business models in Japan by leveraging our relationships with global leading innovative companies. Concurrently, promote the development of a highly skilled workforce and the establishment of an organization that supports the expansion and penetration of new businesses. (1) Develop new business models with cutting-edge technologies (2) Incubate and spiral-up cutting-edge businesses overseas (3) Build systems to recruit and develop human resources to lead growth and create new businesses	<ul style="list-style-type: none"> <li>Develop new businesses to promote the social implementation of digital technologies (mobility × AI: MONET Technologies Inc.; stratosphere-based high-altitude platform station: HAPSMobile Inc.; autonomous mobility: BOLDLY Inc.)</li> <li>Promote next-generation infrastructure frameworks</li> <li>Roll out successful SoftBank Vision Fund projects in Japan and overseas through global partnerships (WeWork Japan, PayPay Corporation, DiDi Mobility Japan Corp., etc.)</li> <li>Job posting system to shift human resources to new and growing businesses</li> <li>Allocate personnel to new businesses through improvements in operational efficiency</li> <li>Human resource recruitment, development, systems<sup>2</sup> and compensation necessary to create and promote new businesses</li> <li>Cutting-edge R&amp;D</li> </ul>
Solving social issues through corporate activities	<b>4</b> Contributing to the global environment with the power of technology	Contribute to mitigating climate change, promoting a circular economy and the adoption of renewable energy by utilizing cutting-edge technologies to pass on a sustainable global environment to the next generation. (1) Contribute to the mitigation of climate change through technology and business (2) Promote a recycling-based society (circular economy) (3) Realize a prosperous society through the spread of renewable energy	<ul style="list-style-type: none"> <li>Switch electricity used in business activities, including by base stations, to electricity from renewable energy<sup>3</sup></li> <li>Utilize AI, IoT and other technologies to improve power use efficiency (develop next-generation batteries, etc.)</li> <li>Utilize IoT to improve power use efficiency and promote environmental awareness</li> <li>Implement initiatives aimed at net zero emissions (Scope 1, 2 and 3) group-wide</li> <li>Promote paperless operations through the spread and use of IoT</li> <li>Promote recycling (mobile phone recycling, etc.)</li> <li>Reduce water resource use and waste in business activities</li> <li>Implement initiatives to conserve biodiversity</li> <li>Promote the use of clean energy, mainly through SoftBank Denki</li> </ul>
	<b>5</b> Building high-quality social communication networks	Commit to maintaining a constantly connected and stable network and to protecting our customers' important data, as communication networks serve as a lifeline. (1) Prepare sustainable life infrastructure (2) Construct robust communications infrastructure to contribute to disaster prevention and mitigation (3) Promote data security and privacy protection initiatives	<ul style="list-style-type: none"> <li>Broad rollout and quality enhancement of 5G</li> <li>Participate in submarine cable projects</li> <li>Eliminate regional communications disparities by expanding networks</li> <li>Advance initiatives to prevent network accidents</li> <li>Support network monitoring and operation with AI</li> <li>Secure communications service environments in the event of a disaster (using mobile base stations, portable satellite antennas, drones, etc.)</li> <li>Build frameworks for quickly restoring communications environments after disasters</li> <li>Disaster recovery countermeasures, including creating three-route backbone networks</li> <li>Operation and management using advanced security systems and tools</li> <li>Promote the protection and appropriate use of personal information</li> <li>Thoroughly educate employees and build secure environments and facilities</li> </ul>
	<b>6</b> Developing a resilient management foundation	Conduct corporate governance with integrity to earn the trust of society through ongoing dialogue with stakeholders. In addition, foster innovation and improve the well-being of our employees by developing a progressive workplace environment where diverse human resources can thrive, utilizing cutting-edge technologies and advancing health and productivity management to maintain and improve the health of employees and their families. (1) Enhance corporate governance and ensure its effectiveness (2) Sustainable growth through cooperation with stakeholders (3) Enhance employee happiness with diversity and inclusion (4) Enhance productivity with advanced workplace environments	<ul style="list-style-type: none"> <li>Reinforce compliance</li> <li>Eliminate anti-social forces and prevent corruption and unethical behavior</li> <li>Build a sophisticated internal control system</li> <li>Increase the sophistication of the Board of Directors</li> <li>Enhance risk assessment</li> <li>Enhance supply chain management</li> <li>Sound and transparent disclosure</li> <li>Coordination with organizations and regional communities</li> </ul>
			<ul style="list-style-type: none"> <li>Human capital management initiatives</li> <li>Support for employee growth and career realization<sup>4</sup></li> <li>Fair evaluation and remuneration system</li> <li>Promote the participation of diverse talent (professional participation of women, recruitment and retention of persons with disabilities, and initiatives related to LGBTQ persons)</li> <li>Promote smart workstyles<sup>5</sup> (Smart &amp; Fun!)</li> <li>Offer diverse and flexible workstyles (optimal mix of work in-office, from home, from satellite offices, etc.)</li> <li>Promote health and productivity management</li> </ul>

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



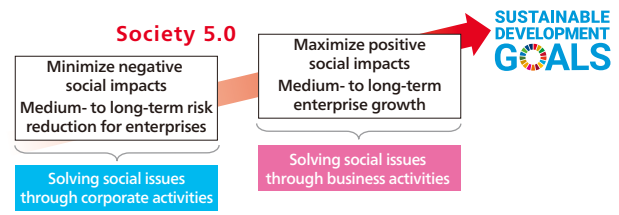
# SoftBank SDGs

## SDG Initiatives as a Key Driver of Growth

SoftBank Corp. considers its contribution to the achievement of SDGs to be an important management priority and is working to enhance corporate value and realize a sustainable society by contributing to the resolution of social issues pursued by the global community through business and corporate activities.

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

### Approach to Achieving the SDGs



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

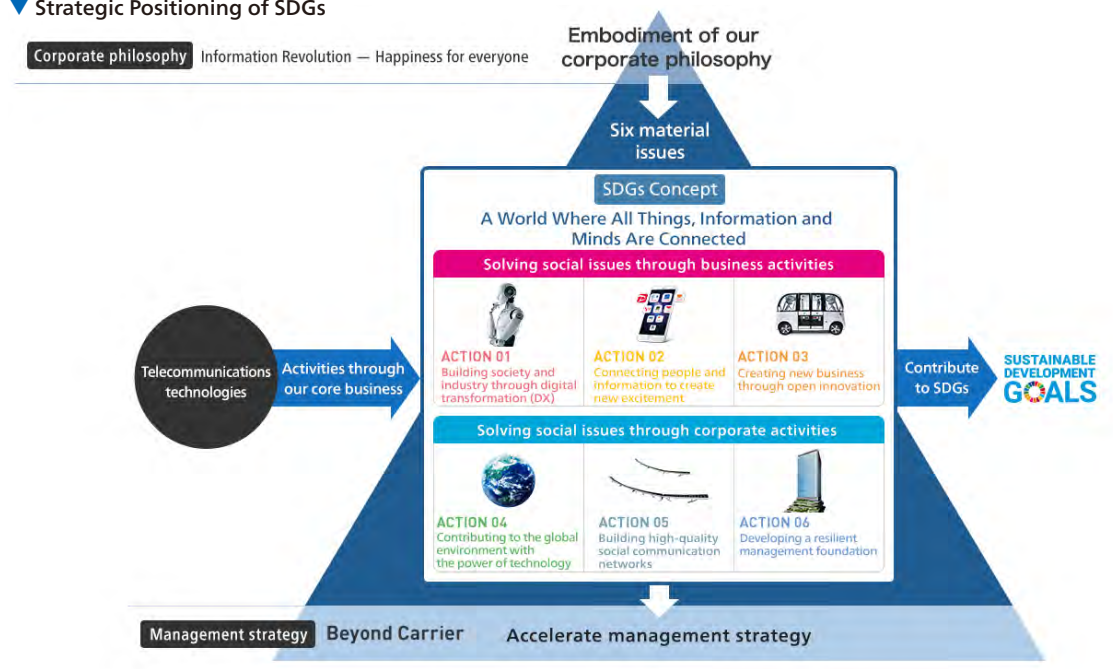
Telecommunications and technology are our main businesses. As such, contributing to the achievement of SDGs will not only be useful in resolving social issues from a variety of perspectives, but provide a driving force that enables us to respond to external stakeholder demands and further business and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

Moreover, to ensure that SoftBank Corp. contributes to the SDGs, we must ensure that the corporate and business activities conducted by SoftBank Corp. and its group companies address social issues. We also believe that it is important to inculcate a collective awareness among

employees. We examine how the businesses and individual operations performed by SoftBank Corp. and its group companies relate to the 17 goals and 169 targets of the SDGs. Backcasting from the SDGs to plot out how our businesses and operations can contribute, we foster an awareness that enables everyone in the group to proactively work toward the achievement of the SDGs.

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

### Strategic Positioning of SDGs



## SoftBank SDGs

### Response to the SDG Compass

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



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

# Identifying Material Issues

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

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

Issues are identified based on evaluations from two perspectives: their external importance (to stakeholders) and internal importance (to SoftBank Corp.). External importance is determined with consideration given to international guidelines such as the GRI Standards and SDGs, discussions at international conferences, investor opinions and the views of experts representing external stakeholders, while internal importance is determined with reference to discussions within the business units, divisions and subsidiaries. In addition, we review the

material issues each fiscal year in light of the changing expectations of external stakeholders and societal trends with regard to ensuring the effectiveness of ESG promotion.

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

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

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

These initiatives serve to further accelerate our management strategy and reaffirm for the entire company, including Board Directors, top management and employees, the importance

of the material issues in achieving our long-term vision of providing next-generation social infrastructure essential for development of a digital society. Based on this awareness, we will continue working to realize both a sustainable society and sustainable corporate growth.

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

### External Importance

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

### Internal Importance

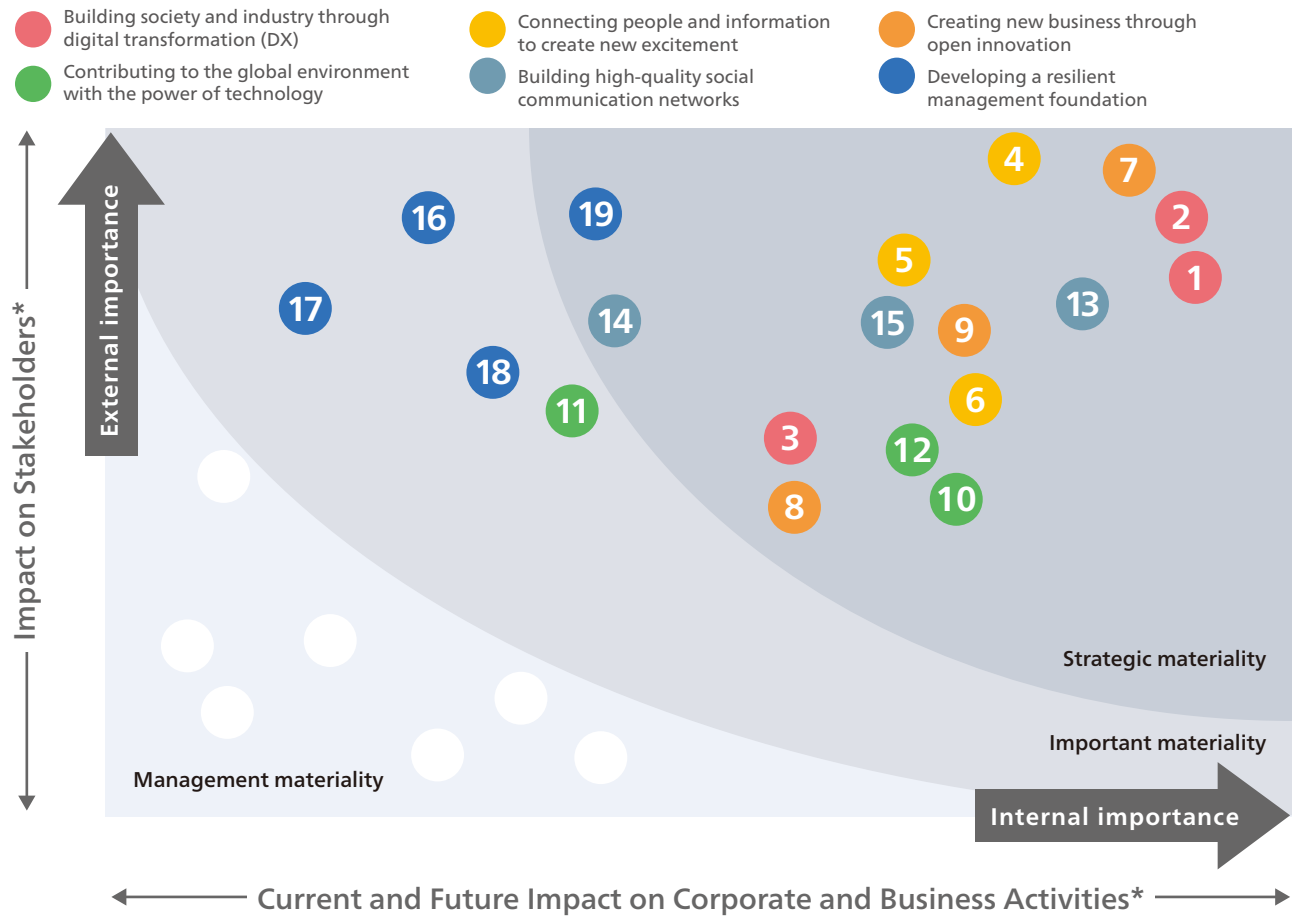
Importance is determined considering the impacts of society and the environment on the company and group as well as the impacts of the company and group on society and the environment based the company’s and group’s short-, medium- and long-term future plans and their importance; international reports,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



# Identifying Material Issues

## Materiality Map

### Category



### 19 Value Creation Items

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

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

## Identifying Material Issues

### Principle of Double Materiality

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

Material Issues	Impact on Society and the Environment		Major Stakeholders
1 Building society and industry through digital transformation (DX)	Positive	<ul style="list-style-type: none"> <li>Expand and enhance the efficiency of the industrial base through cutting-edge technologies (including improving labor productivity and alleviating labor shortages)</li> <li>Creation of new businesses and industries through DX</li> <li>Revitalizing local communities through the use of technology (regional revitalization)</li> </ul>	<ul style="list-style-type: none"> <li>Customers</li> <li>Local communities</li> </ul>
	Negative	<ul style="list-style-type: none"> <li>Changes in employment structure due to DX/ industrial transformation</li> </ul>	
2 Connecting people and information to create new excitement	Positive	<ul style="list-style-type: none"> <li>Provide advanced communications and ICT through the spread of smart devices to realize new information experiences and attractive value</li> <li>Provide an environment in which everyone can access information</li> <li>Leverage ICT to create new lifestyles and enhance the foundations for daily life (online shopping, cashless society, advanced ICT in healthcare/education, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>Customers</li> <li>Local communities</li> </ul>
	Negative	<ul style="list-style-type: none"> <li>Need for environments that curb the digital divide and other information disparities and make information accessible to everyone, including the elderly, people with disabilities, and the poor</li> <li>Concerns about the impact of cyberbullying and crime due to improper access to information and use of the Internet</li> </ul>	
3 Creating new business through open innovation	Positive	<ul style="list-style-type: none"> <li>Promote the implementation of digital society by developing new business models with cutting-edge technologies</li> <li>Incubate and spiral-up cutting-edge businesses overseas to advance new value creation in Japan</li> <li>Build systems to create new businesses</li> <li>Develop digital human resources capable of utilizing the latest technologies and implementing them in society</li> </ul>	<ul style="list-style-type: none"> <li>Customers</li> <li>Employees</li> <li>Shareholders/ investors</li> <li>Local communities</li> </ul>
	Negative	<ul style="list-style-type: none"> <li>Concerns about disrupting existing businesses by developing new businesses and services</li> </ul>	

Material Issues	Impact on Society and the Environment		Major Stakeholders
4 Contributing to the global environment with the power of technology	Positive	<ul style="list-style-type: none"> <li>Contribute to the mitigation of climate change through technology and business</li> <li>Promote a recycling-based society (circular economy)</li> <li>Realize a prosperous society through the spread of renewable energy</li> </ul>	<ul style="list-style-type: none"> <li>Customers</li> <li>Employees</li> <li>Shareholders/ investors</li> <li>Local communities</li> <li>The environment</li> </ul>
	Negative	<ul style="list-style-type: none"> <li>GHG emissions from electricity use in business activities</li> <li>Environmental and social impacts associated with the use of resources (rare metals, forests, wastewater, waste, etc.)</li> <li>Environmental impacts such as deforestation due to installation of base stations in mountainous areas</li> </ul>	
5 Building high-quality social communication networks	Positive	<ul style="list-style-type: none"> <li>Enjoyment of sustainable living infrastructure</li> <li>Construct robust communications infrastructure to contribute to disaster prevention and mitigation</li> </ul>	<ul style="list-style-type: none"> <li>Customers</li> <li>Employees</li> <li>Shareholders/ investors</li> <li>Local communities</li> </ul>
	Negative	<ul style="list-style-type: none"> <li>Delays in restoration in the event of communication failures or infrastructure disruptions due to natural disasters</li> <li>Impact on data security due to cyberattack damage, etc.</li> </ul>	
6 Developing a resilient management foundation	Positive	<ul style="list-style-type: none"> <li>Contribution to market stability by enhancing corporate governance and ensuring its effectiveness</li> <li>Developing a sustainable society through cooperation with stakeholders</li> <li>Enhancing employee happiness with diversity and inclusion to create a rewarding work environment where everyone can fulfill their potential</li> <li>Advanced workplace environments</li> </ul>	<ul style="list-style-type: none"> <li>Employees</li> <li>Shareholders/ investors</li> <li>Local communities</li> <li>NGOs/NPOs</li> </ul>
	Negative	<ul style="list-style-type: none"> <li>Insufficient governance response resulting in loss of trust by business partners and shareholders</li> <li>Environmental and social impacts in the supply chain (human rights, occupational health and safety, conflict minerals, etc.)</li> </ul>	

### Integration of Sustainability-related Risks into Enterprise Risk Management

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

## Identifying Material Issues

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

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

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

## Identifying Material Issues

### Relationship Between the Material Issues and Key Guidelines

Material Issues	Value Creation	Guidelines		
		SASB*	ISO 26000 (Core Subjects)	GRI
1 Building society and industry through digital transformation (DX) Redefining industry with DX	(1) Expand and enhance the efficiency of the industrial base through cutting-edge technologies	—	●	●
	(2) Create new industries through DX	—	●	●
	(3) Revitalize local communities (regional revitalization)	—	●	●
2 Connecting people and information to create new excitement Enhancing lifestyles with information and communications technology (ICT)	(1) Realize attractive customer value through the spread of smart devices	—	●	●
	(2) Provide an environment in which everyone can access information	—	●	●
	(3) Leverage ICT to create new lifestyles and enhance the foundations for daily life	—	●	●
3 Creating new business through open innovation Creating new value through the new businesses of overseas SoftBank Corp. group companies	(1) Develop new business models with cutting-edge technologies	—	●	●
	(2) Incubate and spiral-up cutting-edge businesses overseas	—	●	●
	(3) Build systems to recruit and develop human resources to lead growth and create new businesses	—	●	●
4 Contributing to the global environment with the power of technology Realizing a carbon-neutral, recycling-oriented society	(1) Contribute to the mitigation of climate change through technology and business	●	●	●
	(2) Promote a recycling-based society (circular economy)	●	●	●
	(3) Realize a prosperous society through the spread of renewable energy	●	●	●
5 Building high-quality social communication networks Highly convenient, stable, and trustworthy networks and security	(1) Prepare sustainable life infrastructure	●	●	●
	(2) Construct robust communications infrastructure to contribute to disaster prevention and mitigation	●	●	●
	(3) Promote data security and privacy protection initiatives	●	●	●
6 Developing a resilient management foundation Resilient and honest corporate governance, organization, and personnel	(1) Enhance corporate governance and ensure its effectiveness	●	●	●
	(2) Sustainable growth through cooperation with stakeholders	—	●	●
	(3) Enhance employee happiness with diversity and inclusion	—	●	●
	(4) Enhance productivity with advanced workplace environments	—	●	●

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

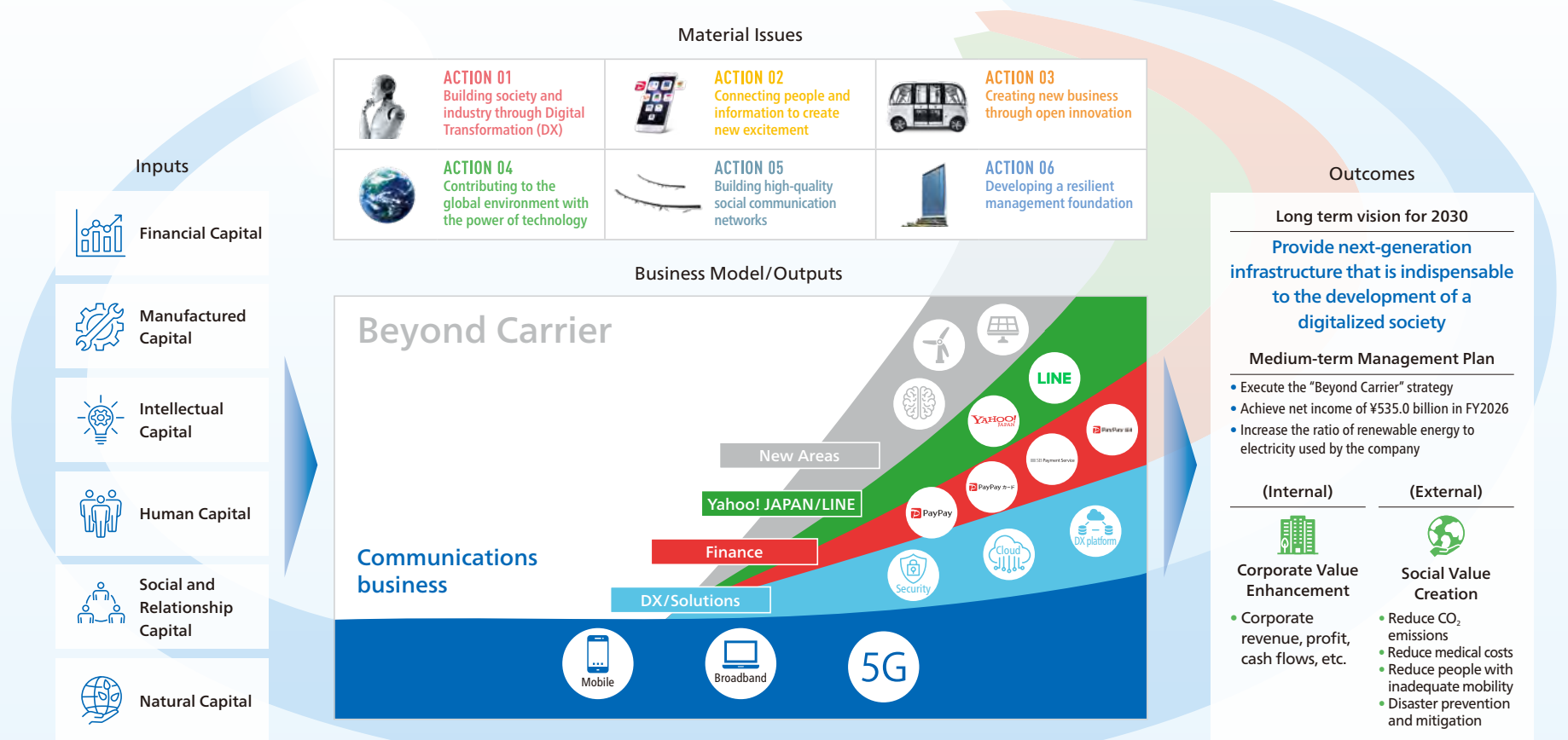
# Value Creation Process

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

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

### SoftBank Group Corporate Philosophy

## Information Revolution — Happiness for everyone





## Value Creation Process

### Sources of Competitive Advantage and Results (Inputs and Outcomes)

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

 <h4>Financial Capital</h4> <ul style="list-style-type: none"> <li><b>Total</b> (equity attributable to owners of the parent) <b>¥2,224.9 billion</b> (FY2022)</li> <li><b>Adjusted free cash flow</b> (excluding Z Holdings, etc.)<sup>1</sup> <b>¥618.6 billion</b> (FY2022)</li> <li><b>Long-term ratings</b> (as of August 23, 2023) <b>R&amp;I: A+; JCR: AA<sup>-2</sup></b></li> </ul> <p><b>Financial Soundness</b> SoftBank Corp. focuses on adjusted free cash flow (FCF), which is calculated as operating cash flow less capital expenditures and growth investment. To maintain high shareholder returns while investing in growth, we will continue to generate a stable annual adjusted FCF and strive to maintain a sound financial standing.</p>	 <h4>Human Capital</h4> <p>As of March 31, 2023</p> <ul style="list-style-type: none"> <li><b>Consolidated group employees:</b> <b>54,986</b></li> </ul> <p><b>Group Sales and Technological Abilities</b> The SoftBank Corp. group boasts a large force of sales personnel, primarily in the Enterprise Segment, who engage in sales of solutions (consulting), going beyond sales of products alone. Furthermore, our numerous engineers back up the group's diverse businesses.</p>	 <h4>Corporate Value Enhancement</h4> <p>FY2022</p> <ul style="list-style-type: none"> <li><b>Operating income:</b> <b>¥1,060.2 billion</b></li> <li><b>Net income*:</b> <b>¥531.4 billion</b></li> <li><b>Employee satisfaction:</b> <b>3.62 out of 5</b></li> </ul> <p>* Net income attributable to owners of the parent</p>  <h4>Social Value Creation</h4> <p>FY2022</p> <ul style="list-style-type: none"> <li><b>Dividends:</b> <b>¥405.6 billion returned to shareholders</b></li> <li><b>Taxes:</b> <b>¥265.7 billion returned to society</b></li> <li><b>Personnel costs:</b> <b>¥501.1 billion returned to employees</b></li> </ul> <p>Note: Dividends and taxes paid are presented on a consolidated cash flow basis. Personnel costs are wages and benefits for employees and officers (on the basis of the Consolidated Statement of Income breakdown of expenses by nature).</p>
 <h4>Manufactured Capital</h4> <p>FY2022</p> <ul style="list-style-type: none"> <li><b>Capital expenditures</b> <b>¥407.5 billion<sup>3</sup></b></li> <li><b>Growth investment</b> <b>¥15.8 billion</b></li> </ul> <p><b>Investment in Growth</b> SoftBank Corp. undertakes capital expenditure to build high-quality communications networks. We conduct efficient capital expenditure to further develop 5G technologies while also making ongoing investments in new businesses, mainly through M&amp;A.</p>	 <h4>Social and Relationship Capital</h4> <ul style="list-style-type: none"> <li><b>User base<sup>5</sup></b> <b>Smartphone subscribers:</b> <b>29.26 million</b> (as of March 31, 2023)</li> <li><b>Yahoo! JAPAN users:</b> <b>85.00 million</b></li> <li><b>LINE users:</b> <b>95.00 million</b></li> <li><b>PayPay users:</b> <b>58.00 million</b></li> </ul> <p><b>Unrivaled Business Foundation</b> SoftBank Corp. has one of the largest user bases in Japan, which is a major strength in its businesses. As we aim for society-wide digitization that leaves no one behind, we will leverage the customer contact points we have developed through our businesses and utilize the SoftBank Corp. group's business platforms to the fullest to create new value.</p>	
 <h4>Intellectual Capital</h4> <ul style="list-style-type: none"> <li><b>Cutting-edge technologies and business models of the SoftBank Group's portfolio companies</b></li> <li><b>Value of the SoftBank brand</b></li> <li><b>Best Japan Brands 2023:</b> <b>USD 5,295 million<sup>4</sup></b></li> </ul> <p><b>Collaboration and Synergy within the SoftBank Group</b> As a member of the SoftBank Group, SoftBank Corp. collaborates with the Group's global unicorns, including the portfolio companies of the parent, to incorporate cutting-edge technologies and business models with relatively low up-front investment.</p>	 <h4>Natural Equity</h4> <ul style="list-style-type: none"> <li><b>Electricity use</b> <b>2,278,902 MWh</b> (FY2022)</li> </ul> <p><b>Working toward Net Zero<sup>6</sup></b> Under its Carbon-Neutral 2030 Declaration, SoftBank Corp. aims to reduce greenhouse gas emissions from its own business processes and energy consumption to zero by 2030. On top of this, we are working toward our "Net Zero" goal of reducing greenhouse gas emissions associated with all business activities (supply chain emissions) to net zero by 2050.</p>	

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

# Management Strategy for Accelerating Corporate Growth

## “Beyond Carrier” Growth Strategy

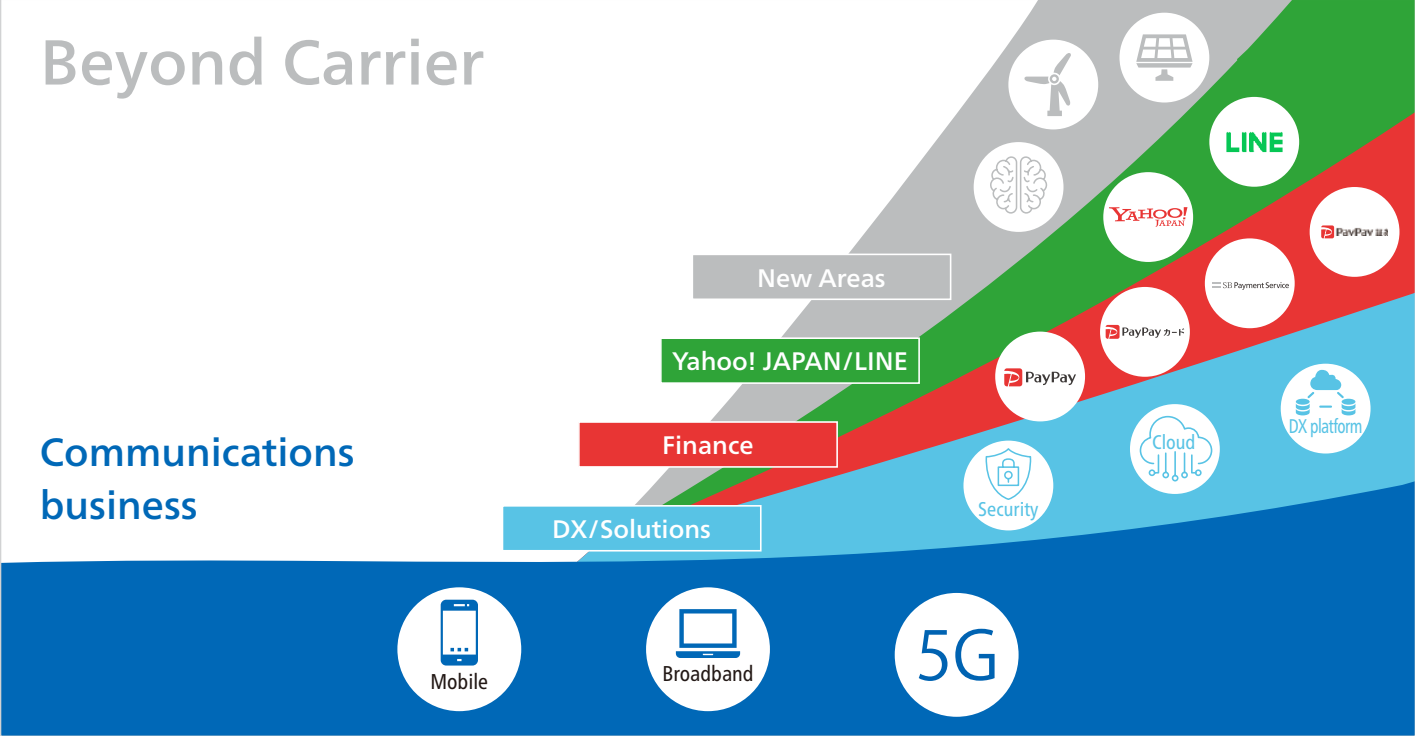
Under the “Beyond Carrier” growth strategy, SoftBank Corp. aims at sustainable growth in its core communications business while also going beyond the framework of a communications carrier to proactively engage in businesses across a wide range of fields, including digital translation (DX)/solutions,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

By advancing the “Beyond Carrier” strategy, we have grown into a communication and IT corporate Group with not only one of Japan’s leading communications networks, but also

one of its largest user bases through Yahoo! JAPAN (one of the country’s largest portal sites), LINE communication services and PayPay cashless payment services.

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

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



## Management Strategy for Accelerating Corporate Growth

### Medium-term Management Plan

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

SoftBank Corp.'s long-term vision for 2030 is "Provide next-generation social infrastructure essential for development of a digital society." Speaking about the long-term vision, President & CEO Junichi Miyakawa indicated the company's determination to solve structural issues in infrastructure, remarking, "we aim to be an indispensable presence that supports the diverse digital services of the

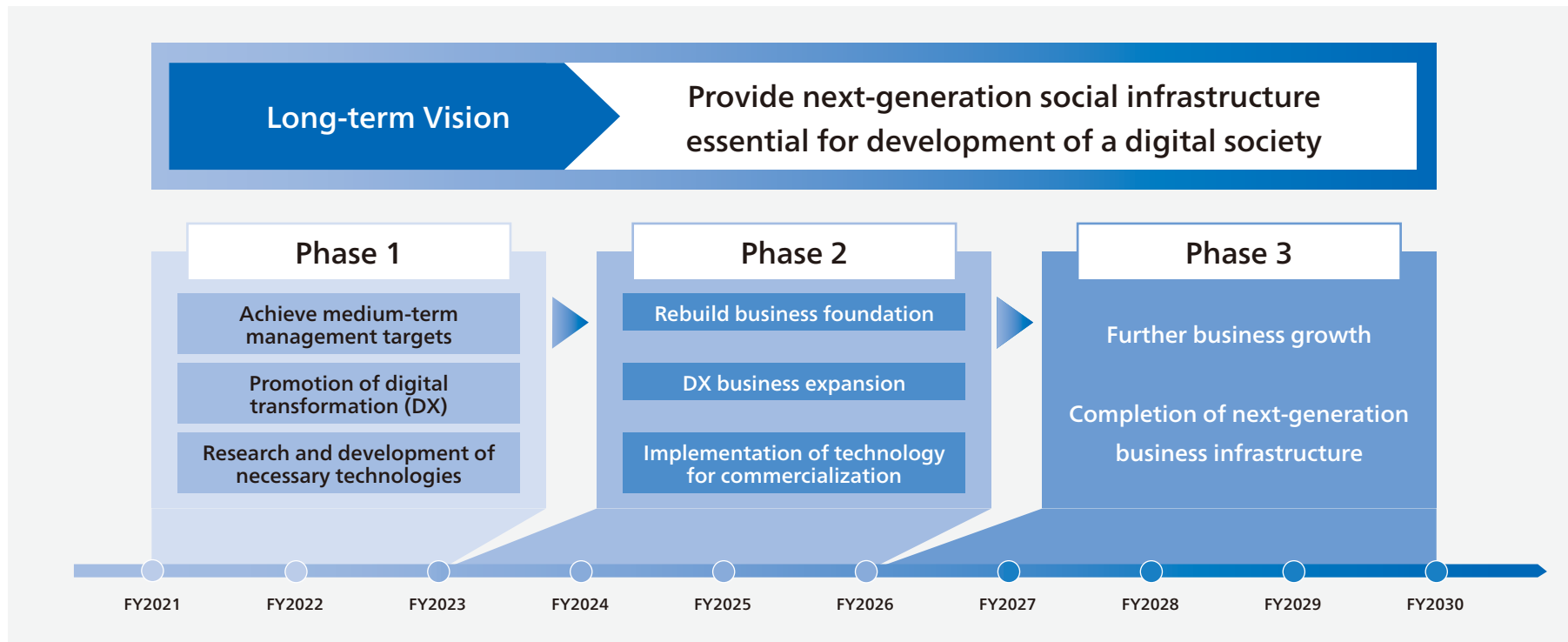
future, including the construction of next-generation social infrastructure that will be able to handle the rapid increase in data processing, and power demand for such processing, driven by the accelerating development of AI."

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

Over the three-year period of phase 2, from FY2023 to FY2025, we will work to rebuild our business foundation

while promoting further DX business expansion and the implementation of technology for commercialization.

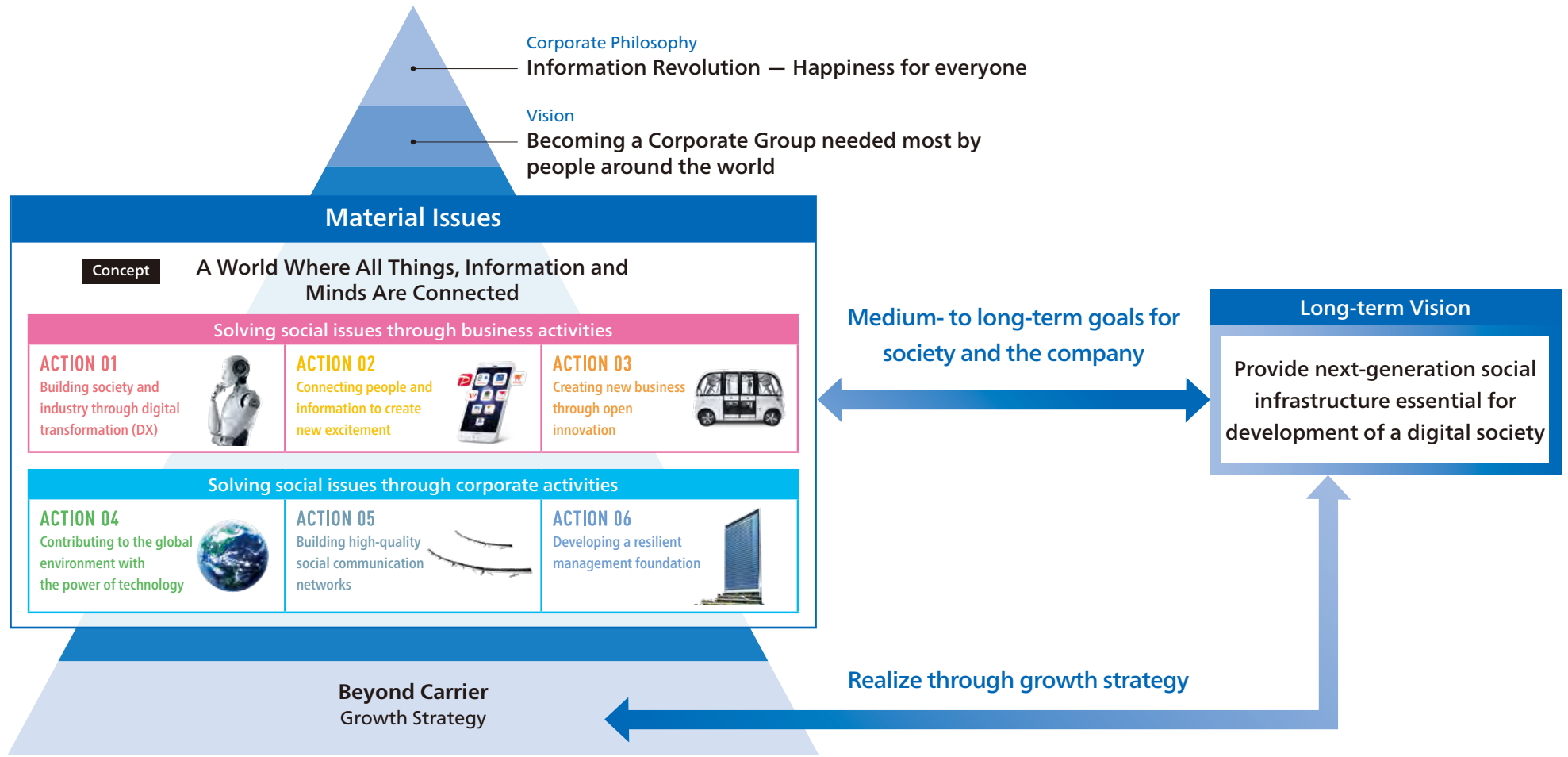
We will work closely with group companies in pursuit of medium- and long-term growth to maximize corporate value, aiming to achieve record-high profit for the SoftBank Corp. group in FY2025. Then, in phase 3, which will be the culmination of these efforts extending to FY2030, we will work to achieve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



## Management Strategy for Accelerating Corporate Growth

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

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



# Material Issue KPIs: Targets and Results

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

Material Issue	Value Creation	FY2023 KPIs	FY2022 Results
1 Building society and industry through digital transformation (DX)	(1) Expand and enhance the efficiency of the industrial base through cutting-edge technologies	1) Revenue from business solutions and others: 10% CAGR <sup>1</sup>	1) Positive 15.0%
	(2) Create new industries through DX	1) — 2) Create at least one example of social implementation in each of the seven priority business areas <sup>2</sup> <b>Updated</b>	1) Launched 25 projects 2) Created at least one example of social implementation in each business area
	(3) Revitalize local communities (regional revitalization)	1) Initiatives to address the material issues in partnership with local governments: More than 25 <sup>3</sup> <b>Updated</b>	1) Initiatives to address the material issues in partnership with local governments: 121
2 Connecting people and information to create new excitement	(1) Realize attractive customer value through the spread of smart devices	1) Smartphone cumulative subscribers: 30 million (FY2023) 2) Understanding customer feedback/NPS <sup>4</sup> improvement: Number of surveys collected <b>Updated</b>	1) 29.26 million 2) Customer satisfaction survey responses: 5.16 million
	(2) Provide an environment in which everyone can access information	1) Yahoo! News DAU: 45 million <sup>5</sup> 2) Expand the HAPS Alliance to broaden Internet communications across the world: Promoting initiatives 3) Smartphone classes: 900,000 classes <b>Updated</b>	1) 42.56 million 2) Alliance members: Increased to 53 companies 3) 968,000 classes
	(3) Leverage ICT to create new lifestyles and enhance the foundations for daily life	1) Cumulative registered PayPay users: 60 million <sup>6</sup> 2) E-commerce domestic merchandise transaction value: ¥3.11 trillion (FY2023) <sup>7</sup> <b>Updated</b>	1) 56.64 million 2) ¥2.99 trillion
3 Creating new business through open innovation	(1) Develop new business models with cutting-edge technologies	1) Promote initiatives for HAPS commercialization <ul style="list-style-type: none"> <li>• Development of foundational technologies for realization of HAPS</li> <li>• High-performance lightweight battery commercialization (FY2025)</li> <li>• Practical application of highly efficient lightweight motors for stratosphere (FY2027)</li> <li>• Development of stratosphere-ready radio equipment for telecommunication services (FY2027) <b>Updated</b></li> </ul> 2) —	1) <b>Promote initiatives for HAPS commercialization</b> Initiatives for commercialization <ul style="list-style-type: none"> <li>• Communication technology: Successfully tested a cylindrical antenna that realizes footprint stabilization</li> <li>• Batteries: Developed and successfully tested lithium-metal battery cell in the stratosphere</li> <li>• Other: Developed radiowave propagation simulator for HAPS using the ITU-R global standard model</li> </ul> 2) <b>Promote business for solving social issues using unique electronic reference points<sup>9</sup>/ichimill<sup>10</sup> high-precision positioning service</b> <ul style="list-style-type: none"> <li>• Formation of industry-academia consortium: Achieved</li> <li>• Service release of infrastructure monitoring solution: Achieved</li> </ul>
	(2) Incubate and spiral-up cutting-edge businesses overseas	1) Promote business start-up and development in new business areas	1) 9 businesses
	(3) Build systems to recruit and develop human resources to lead growth and create new businesses	1) Promote SoftBank InnoVenture commercialization	1) Considered commercialization: 5 projects (356 applications)
4 Contributing to the global environment with the power of technology	(1) Contribute to the mitigation of climate change through technology and business	1), 2) <ul style="list-style-type: none"> <li>• Net zero emissions (Scope 1, 2, 3<sup>11</sup>) (FY2050) <b>New</b></li> <li>• Carbon neutrality (Scope 1, 2<sup>12</sup>) (FY2030) (Ratio of renewable energy to electricity used by the company: <sup>11</sup> 100% by FY2030) (Purchasing non-fossil certificates and demonstrating additionality in renewable energy)</li> <li>• Ratio of renewable energy to electricity used by the company: <sup>11</sup> 50% or greater (FY2030)<sup>12</sup> <b>New</b></li> <li>• Ratio of renewable energy for base stations: 80% or greater (FY2023) <b>Updated</b></li> </ul> 3) Contribution to the reduction of CO <sub>2</sub> emissions in society as a whole: Spread and expand household energy-saving services through electricity management apps, etc.	1) Ratio of renewable energy for base stations: 72.1% 2) <ul style="list-style-type: none"> <li>• Promoted switch to renewable energy</li> <li>• Considered energy-saving facilities using technology/the introduction of renewable energy with additionality<sup>13</sup></li> </ul> 3) Households using the service: Approximately 1.20 million
	(2) Promote a recycling-based society (circular economy)	1) Mobile phones collected for reuse or recycling: 12 million (FY2020–2025) <b>Updated</b> 2) Percentage of decommissioned base stations going to landfill: 1% or less (annually) 3) <ul style="list-style-type: none"> <li>• Promote initiatives related to conserving biodiversity/natural capital</li> <li>• Reducing the impact of land development on biodiversity <b>Updated</b></li> </ul>	1) 7.30 million phones (FY2020–2022) 2) 0.04% 3) Coral seedlings planted by Future and Coral Project: 136
	(3) Realize a prosperous society through the spread of renewable energy	1) Renewable energy power provision: Expand provision of renewable energy power plans	1) CO <sub>2</sub> emissions reduced by providing Shizen Denki: 38,000 tons-CO <sub>2</sub> <sup>14</sup>

Note: Unless otherwise specified, the KPI metrics and targets, as well as results, are for SoftBank Corp. on a non-consolidated basis.

- CAGR: Compound annual growth rate, calculated by the group
- Priority business areas: retail/distribution, logistics, insurance/finance, social infrastructure, healthcare, super cities/smart cities, and other industries

- Number of group-wide cases of commencing provision of solutions
- NPS: Net promoter score, a metric for assessing customer loyalty
- DAU: Daily active users
- Figure for PayPay Corporation only
- Switched to target for a single fiscal year
- Unique reference points established by SoftBank Corp. as fixed stations for receiving signals from a global navigation satellite system (GNSS; a general term that includes quasi-zenith satellite systems, GPS, GLONASS and Galileo)

- ichimill: A service that enables positioning with a margin of error of only a few centimeters via RTK positioning (a method of high-precision positioning by sending signals between a fixed station and a mobile station in real time) using signals from a GNSS, such as the Michibiki quasi-zenith satellite system
- Scope 1: direct greenhouse gas emissions by the company itself; Scope 2: indirect emissions from the use of electricity, heat and steam supplied by other companies; Scope 3: indirect emissions other than Scope 1 and 2 (supply chain emissions associated with the activities of the company)

- Total for SoftBank Corp. and Wireless City Planning, Inc.
- Procurement from new (additional) renewable energy generation (wind, solar, etc.)
- Considering ways to contribute to the expansion of new renewable energy sources, in addition to the use of conventional renewable energy sources
- A service that provides 100% renewable energy sourced through the use of non-fossil certificates



## Material Issue KPIs: Targets and Results

Material Issue	Value Creation	FY2023 KPIs	FY2022 Results
5 Building high-quality social communication networks	(1) Prepare sustainable life infrastructure	1) 5G deployment plan Expansion of 5G standalone (SA) coverage: Smartphone SA in key areas of all prefectures (FY2026) <b>Updated</b> 2) Number of major network accidents: Zero 3) High-capacity optical submarine cable: Start of operation (FY2023)	1) <b>5G deployment plan</b> <ul style="list-style-type: none"> <li>Number of base stations: Over 50,000</li> <li>90.6% population coverage</li> </ul> 2) Zero major accidents 3) Japanese coastal waters: Cable installation completed <ul style="list-style-type: none"> <li>Southeast Asian waters: Construction started, optical cable land connection completed</li> </ul>
	(2) Construct robust communications infrastructure to contribute to disaster prevention and mitigation	1) Tohoku Route: Commercial operation start (end of FY2023) <b>Updated</b> 2) Maintain and enhance equipment and materials for disaster response and recovery: Maintain at least 200 mobile base station vehicles/portable mobile base stations; maintain at least 80 mobile power supply vehicles; maintain at least 200 portable satellite antennas; strengthen cooperation with external organizations involved in disaster recovery	1) Sendai-Yamagata Route: Construction completed 2) Maintained and enhanced <ul style="list-style-type: none"> <li>Signed disaster agreements with overseas-facing organizations</li> </ul>
	(3) Promote data security and privacy protection initiatives	1) Number of major accidents involving information security: Zero (annually) 2) Number of major accidents involving privacy issues: Zero (annually) 3) Helping customers understand how their personal information is handled <ul style="list-style-type: none"> <li>Addition of a privacy dashboard setting function</li> <li>Disclosure of information handling of application/website usage details <b>Updated</b></li> </ul>	1) Zero major accidents 2) Zero major accidents 3) Privacy dashboard setting function: Under development
6 Developing a resilient management foundation	(1) Enhance corporate governance and ensure its effectiveness	1) Monitor the number of compliance violations (annually) 2) Employees' attendance rate at compliance training sessions: 99% or more (annually) 3) Employee Compliance Awareness Survey: Score 4.0 or higher <b>New</b> 4) Awareness of Compliance Hotline among full-time employees: 99% or more (annually) 5) Ensure effectiveness of the Board of Directors: Conduct evaluation 6) Average attendance rate of all Board Directors at Board of Directors meetings: 75% or higher	1) Number of disciplinary actions: 47 2) Employees' attendance rate at compliance training sessions: 100% 3) — 4) 100% 5) Evaluation conducted in FY2022 6) Average at Board of Directors meetings: 94.67%
	(2) Sustainable growth through cooperation with stakeholders	1) Sustainability procurement survey collection: 90% or greater (annually) 2) Support for improvement activities at high-risk suppliers: 100% implementation 3) Supplier inspection/CSR audits: 15 or more companies <b>Updated</b> 4) Number of partnerships with NPOs: 1,000 organizations (FY2023) 5) Selection for DJSI World Index (annually) <b>New</b>	1) Survey collection rate: 94% 2) 100% 3) 12 companies 4) 918 organizations 5) —
	(3) Enhance employee happiness with diversity and inclusion	1) Ratio of women in management positions: 20% or more (FY2035) 15% or more by FY2030 (double the ratio of FY2021) 2) Ratio of employees with disabilities: At or above the legally mandated level (annually) 3) Ratio of annual paid leave taken: Keep at 70% or above (annually) 4) Serious accidents involving employees or at construction sites: Zero (annually) 5) Return rate from childcare leave: 100% (annually) 6) Ratio of male employees taking childcare leave: 30% or more (FY2023), 50% or more (FY2026) 7) Number of employees who retire due to nursing care responsibilities: 0 (annually)	1) 8.6% 2) 2.46% 3) 77.3% 4) Number of fatal accidents: Zero 5) 100% 6) 65% 7) Zero
	(4) Enhance productivity with advanced workplace environments	1) Provide office environments that encourage diverse workstyles: Understanding actual numbers and results (annually) 2) Ratio of telework*: 90% or greater (annually) 3) Ratio of employees who smoke: Decrease of 1% or more YoY, less than 20% (FY2030) 4) High ranking in Japan surveys: Highly ranked among the major surveys (annually)	1) <b>Promotion of workstyles for the post-COVID-19 environment: Provide office environments that encourage diverse workstyles</b> <ul style="list-style-type: none"> <li>Utilization of shared office space in 6 of our own satellite locations, 34 WeWork locations, and over 441 other locations nationwide</li> <li>Opening our own new satellite office (Tsudanuma, Chiba area)</li> </ul> 2) 95.7% 3) 24.7% (down 1.1 percentage points) 4) Won the grand prize in the Nikkei Smart Work Awards 2023 <ul style="list-style-type: none"> <li>5 stars in the 6th Nikkei Smart Work Management Survey</li> <li>5 stars in the Nikkei SDGs Management Survey 2022</li> <li>Certification in the 2023 Certified Health &amp; Productivity Management Outstanding Organizations Recognition Program in the large enterprise ("White 500") category</li> <li>Selected in the 2023 Health &amp; Productivity Stock Selection</li> </ul>

Note: Unless otherwise specified, the KPI metrics and targets, as well as results, are for SoftBank Corp. on a non-consolidated basis.

\* Ratio of employees who engaged in telework once or more a month

# Sustainability Promotion Structure

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

## Sustainability Basic Policy

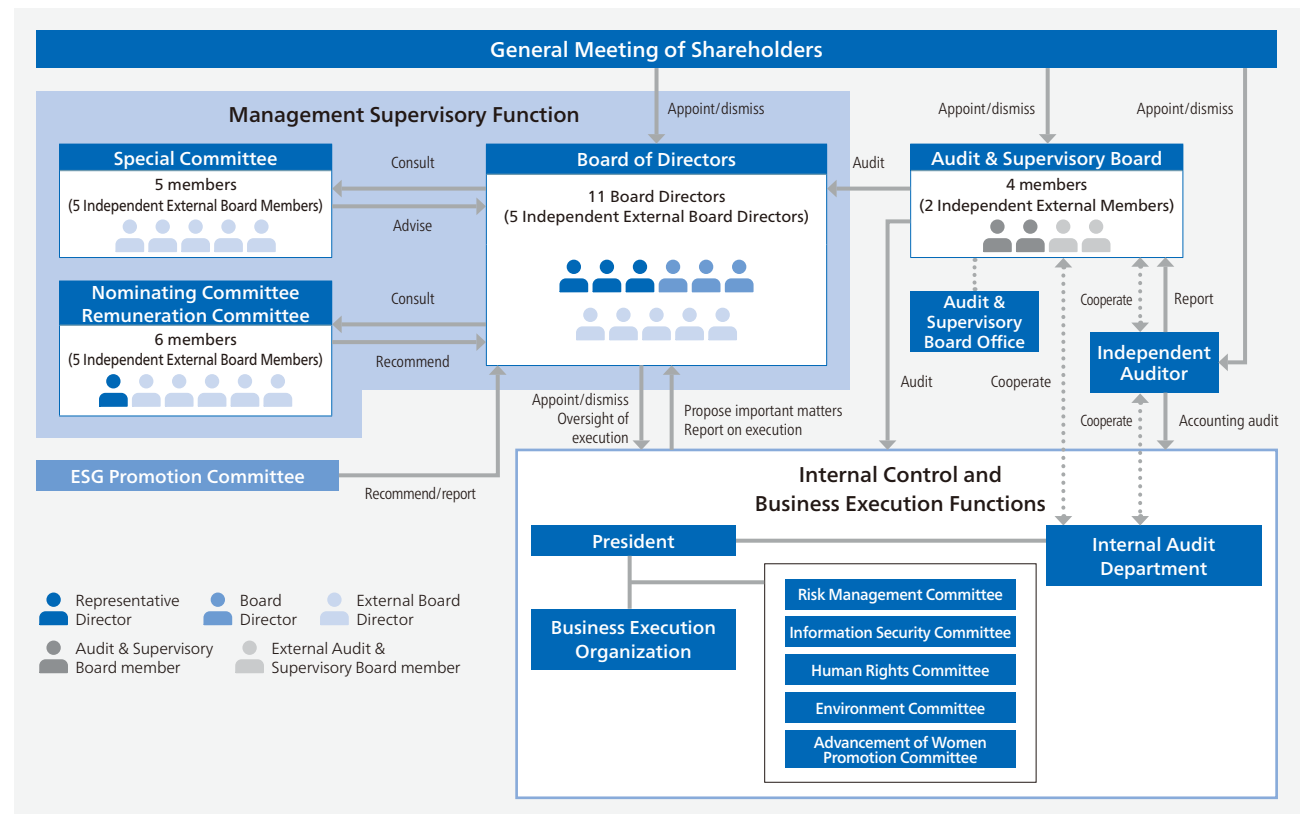
At SoftBank, we will work to resolve various social issues through our corporate and business activities to realize a sustainable society in which all things, information and minds are connected.

- We will provide wonder, peace of mind, and delight through a customer-oriented business approach.
- To meet stakeholder expectations, we will continue to challenge ourselves to achieve corporate growth and transparent information disclosure.
- Employee satisfaction, pride, uniqueness and diversity will be encouraged and valued.
- Mutual trust and fair trade with our suppliers will be a priority (to prevent corruption and degeneracy, etc.).
- To create a better future for everyone, we will continue promoting a digitalized society, nurturing the next generation, serving diverse needs, implementing environment and resource management policies, and providing disaster and reconstruction support.

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

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

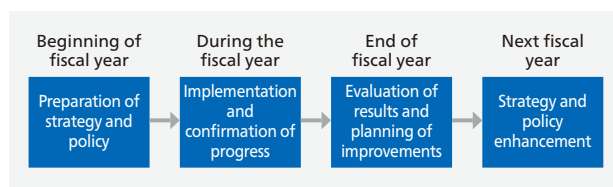
## Corporate Governance System



## Sustainability Promotion Structure

### ESG Promotion Committee

Based on the advice and deliberations of the ESG Promotion Committee, SoftBank Corp. is enhancing the level of its response to sustainability issues by deepening its understanding of sustainability and driving the PDCA cycle.



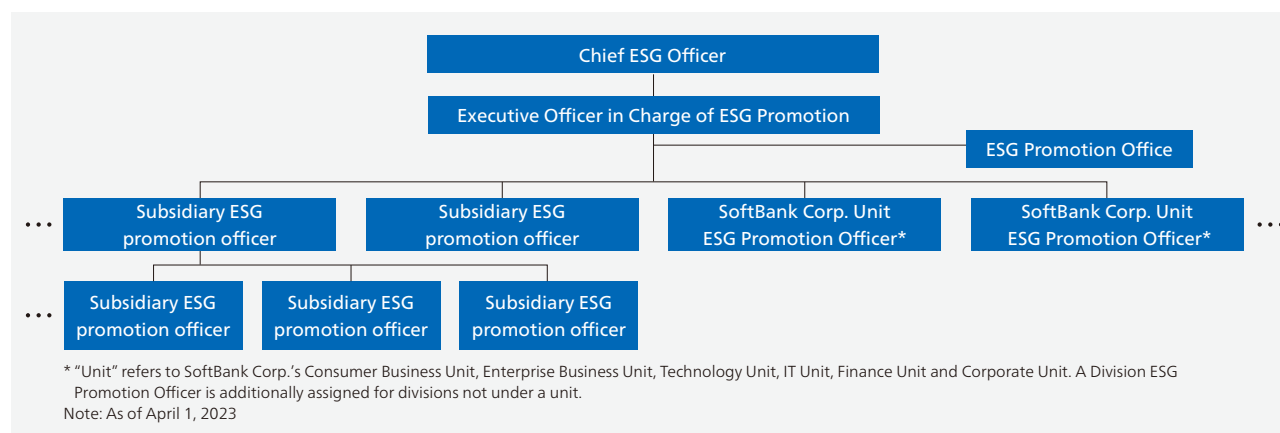
#### ▼ ESG Promotion Committee

FY	Date	Agenda (excerpts)
FY2022	1st meeting: April 19	<ul style="list-style-type: none"> <li>Confirmation of FY2021 results</li> <li>Reexamination of material issues and confirmation of details</li> <li>Details of KPIs in FY2022</li> <li>FY2022 implementation plan</li> </ul>
	2nd meeting: July 26	<ul style="list-style-type: none"> <li>ESG-related external environment and trends</li> <li>Progress on sustainability promotional activities</li> <li>Status of carbon neutrality promotion</li> </ul>
	3rd meeting: October 18	<ul style="list-style-type: none"> <li>Dialogue with outside experts: Trends in sustainability among global companies</li> <li>Progress in the first half of FY2022 on material issue KPIs</li> </ul>
	4th meeting: January 31	<ul style="list-style-type: none"> <li>Progress on sustainability promotional activities</li> <li>Discussion of sustainability projects</li> </ul>

### Internal Executive Structure

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

#### ▼ Sustainability Promotion Structure



### Strengthening Group Coordination

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



# Message from the Executive Officer in Charge of ESG Promotion

## Our ESG Promotion Structure

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

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

## Aiming for Net Zero Group-wide by 2050

### Addressing Climate Change

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

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

reducing emissions throughout the supply chain, including Scope 3, to net zero by 2050. The entire group is working together toward this goal.

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

### Addressing Biodiversity

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



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

### Aiming to Build Vibrant Organizations

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

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

further promote innovative and creative workstyles unbound by constraints of time or place.

### Strengthening Governance

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

Furthermore, in accordance with such international standards as the Universal Declaration of Human Rights and the UN Guiding Principles on Business and Human Rights, SoftBank Corp. is focusing closely on respect for human rights and related responses. Under SoftBank’s Human Rights Policies, the company calls on all

stakeholders, from employees to customers, business partners and the supply chain, to prohibit discrimination and harassment, and creates processes for human rights due diligence to respect the human rights of all stakeholders affected by its business activities.

### All Employees Contribute to the Creation of Sustainable World

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

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





# Promoting Awareness of ESG

## External Messaging and Dissemination of Initiatives

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

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

### Website and Publications

The “SoftBank Sustainability” website explains SoftBank Corp.’s stance toward sustainability and related initiatives to stakeholders.

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

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

→ [SoftBank Sustainability](#)



### Communicating through SoftBank News and Social Media

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



SoftBank News feature

### Concept Video

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



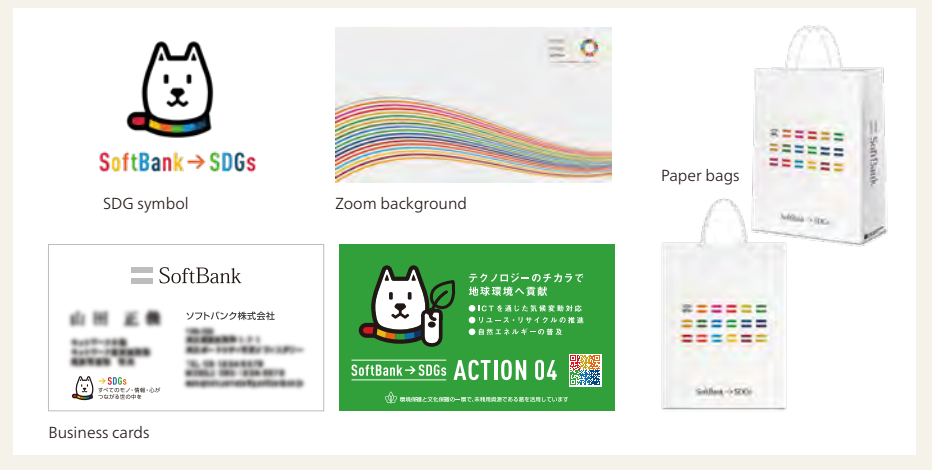
### Lectures and Study Sessions

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

### Symbol Development and Use on Company and Customer Items

To convey to as many people as possible SoftBank’s efforts toward achieving the SDGs, we created an SDG symbol using the motif of the beloved canine father of the otherwise human Shirato family. We use this symbol on corporate tools (business cards, envelopes, paper bags, etc.) and have made it into a Zoom background that is available for all employees to use.

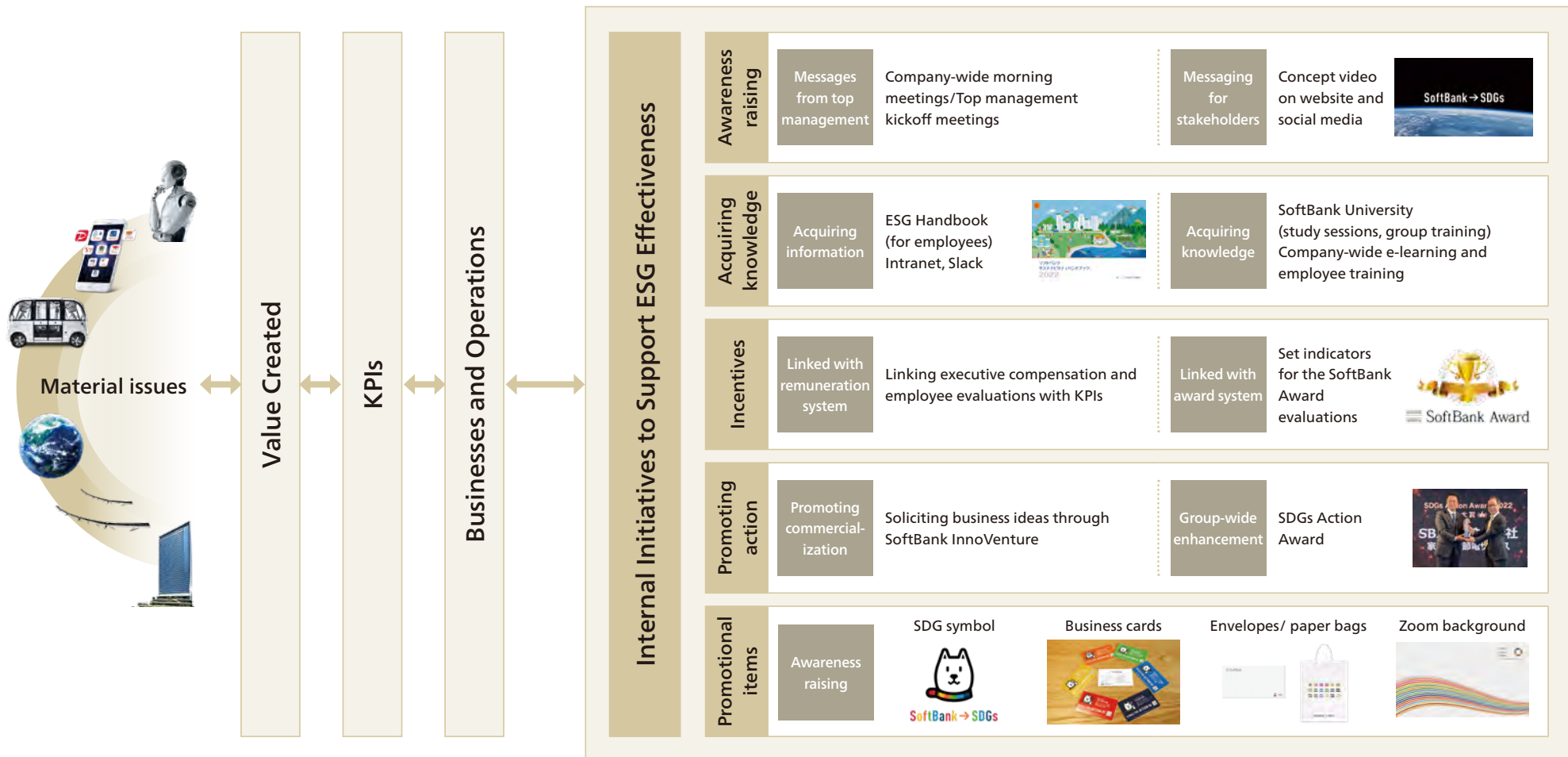
Also, we use environmentally friendly materials for our disposable shopping bags, document folders and desktop calendars. We include information about our SDG-related initiatives on these items for use as touchpoints for informing customers of our efforts on the SDGs.



## Promoting Awareness of ESG

### Internal Mechanisms to Support ESG Effectiveness

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



## Promoting Awareness of ESG

### Internal Dissemination and Awareness Efforts

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

#### Employee Training

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



#### Training for New Employees, New Managers and Crew

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

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

#### Soliciting SDG-related Business Ideas

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

#### Reflecting SDG Initiatives in Employee Remuneration and Incentive Plans

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

#### The Sustainability Handbook

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

